



Results for the 3rd Quarter of Fiscal Year Ending March 31, 2023

Heiwa Corporation

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Prime of Tokyo Stock Exchange

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Results for the 3rd Quarter of FY Ending March 31, 2023



Consolidated Statements of Income (Results)

■ Income and profit were up year on year (net sales +25.8% YoY and operating income +182.8% YoY)

- ✓ In the pachinko and pachislot machine business, both income and profit grew thanks to factors such as more units sold, higher sales prices, and lower costs.
- ✓ In the golf business, both income and profit grew thanks to factors such as an increase in the number of golf course users and higher revenue per customer.

(million yen)	FY 3/2022 3Q	FY 3/2023 3Q	YoY
Net Sales	92,376	116,253	25.8%
Pachinko and Pachislot machine business	24,482	43,382	77.2%
Golf Business	67,893	72,871	7.3%
Operating income	9,957	28,161	182.8%
Pachinko and Pachislot machine business	-1,666	15,140	-
Golf Business	13,405	15,167	13.1%
Eliminations & Corporate expenses	-1,781	-2,147	20.5%
Operating income ratio	10.8%	24.2%	+13.4pt
Ordinary income	9,876	27,793	181.4%
Profit attributable to owners of parent	4,604	20,506	345.4%
EBITDA*	17,503	34,772	98.7%

* EBITDA = Operating income + depreciation + amortization

■ SG & A Expenses were down year on year (-5.6% YoY)

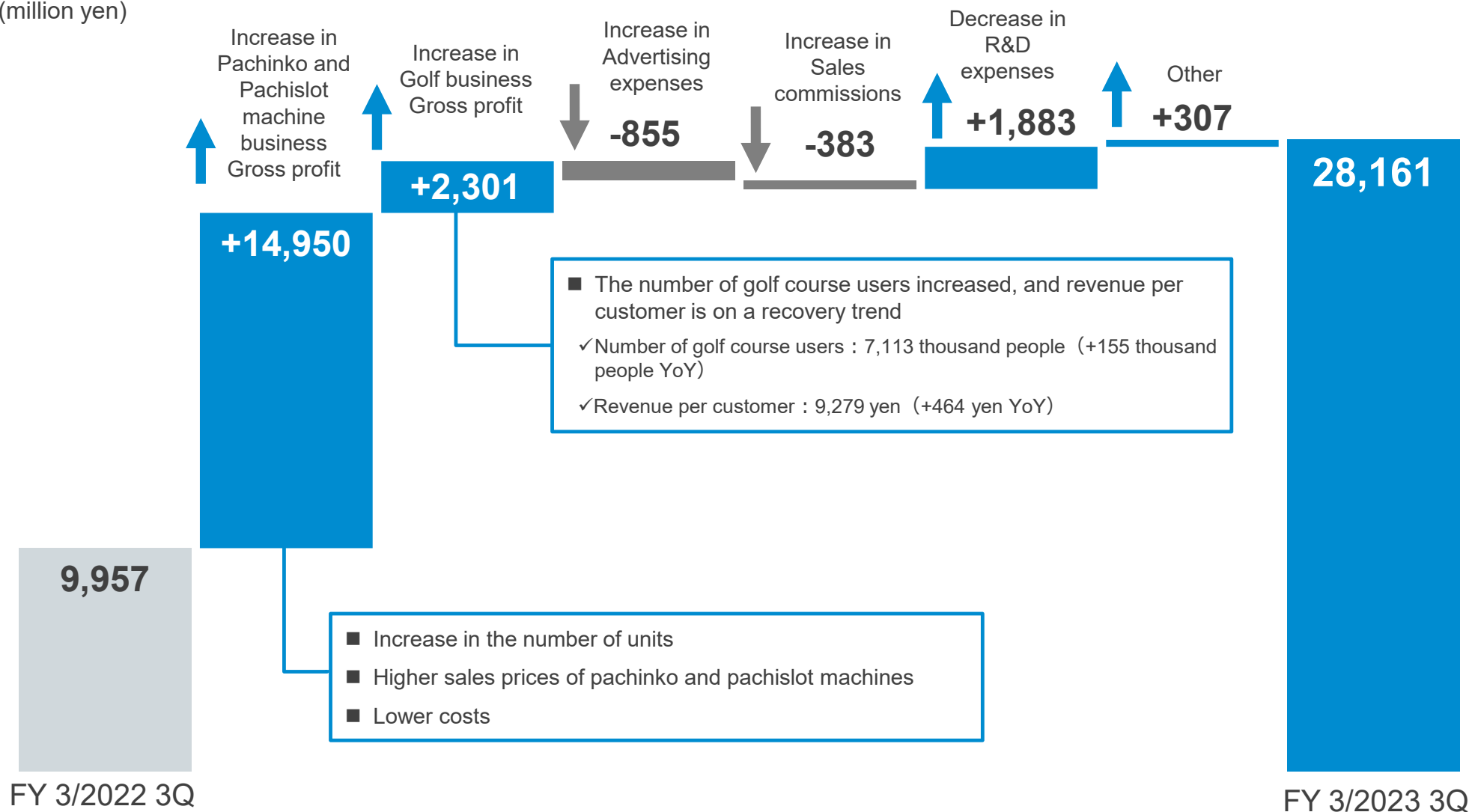
- ✓ Advertising expenses increased due to the production and airing of commercials as well as the holding of the HEIWA PGM CHAMPIONSHIP, a men's professional golf tournament, for the first time in 3 years.
- ✓ R&D expenses, especially personnel expenses included in R&D expenses, fell due to the implementation of a voluntary retirement system in the previous fiscal year.

(million yen)	FY 3/2022 3Q	FY 3/2023 3Q	YoY
SG & A expenses	16,999	16,048	-5.6%
Advertising expenses	609	1,465	140.4%
Sales commissions	681	1,065	56.3%
R&D expenses	6,833	4,949	-27.6%
Depreciation & Amortization	7,369	6,426	-12.8%
Pachinko and Pachislot machine business	2,240	1,170	-47.7%
Golf business	5,129	5,255	2.5%
Capital Investment	6,332	6,236	-1.5%
Pachinko and Pachislot machine business	798	947	18.7%
Golf business	5,534	5,288	-4.4%

Factors Contributing to Change in Operating Income (Results)

■ Operating income increased by 18,204 million yen year on year

(million yen)



Pachinko and Pachislot machine business (Machine Sales Results)

■ The number of machines sold increased year on year (+43k units YoY)

(units)		FY 3/2022 3Q	FY 3/2023 3Q	YoY
Number of machine sold		63,030	106,153	+43.1k units
Pachinko machine	Number of titles released	8	6	-2
	Number of machine sold	40,228	61,923	+21.6k units
	Body	36,124	42,462	+6.3k units
	Gauge board	4,104	19,461	+15.3k units
Pachislot machine	Number of titles released	5	5	0
	Number of machine sold	22,802	44,230	+21.4k units
	Chassis	22,736	43,773	+21.0k units
	Combined units	66	457	+0.3k units

Major title in the 3Q / Pachinko Machine

Titles	Sales (units)	Release
<i>Lupin the Third: Kesareta Lupin 2022</i>	8,769	Oct. 2022
<i>Terminator 2: Judgment Day TYPE7500</i>	7,150	Nov. 2022
<i>Galaxy Express 999: Next Journey</i>	7,147	Dec. 2022

Major titles in the 3Q / Pachislot Machine

Titles	Sales (units)	Release
<i>BIG Simauta 30</i>	9,988	Sep. 2022
<i>Baki: Tsuyokunaritakubakurae!!!</i>	17,658	Nov. 2022



Pachinko and Pachislot Machine Business (Results)

■ Income and profit were up year on year (net sales +77.2% YoY and operating loss of 1,666 million yen in the same period of the previous year)

- ✓ Income grew significantly thanks to a larger number of machines sold than in the same period of the previous fiscal year, as well as higher sales prices of pachinko machines.
- ✓ In addition to growth in net sales, profit grew significantly thanks to lower sales costs and lower personnel expenses accompanying the implementation of a voluntary retirement system.

(million yen)	FY 3/2022 3Q	FY 3/2023 3Q	YoY
Net sales	24,482	43,382	77.2%
Pachinko machines	15,615	25,711	64.7%
Pachislot machines	8,674	17,640	103.4%
Gross profit	9,627	24,578	155.3%
Pachinko machines	5,442	14,184	160.6%
Pachislot machines	4,141	10,371	150.4%
Gross profit ratio	39.3%	56.7%	+17.4pt
Operating income	-1,666	15,140	-
Pachinko machines	-2,102	8,778	-
Pachislot machines	405	6,337	-
Operating income ratio	-6.8%	34.9%	+41.7pt



■ The number of golf course users and revenue per customer both grew year on year

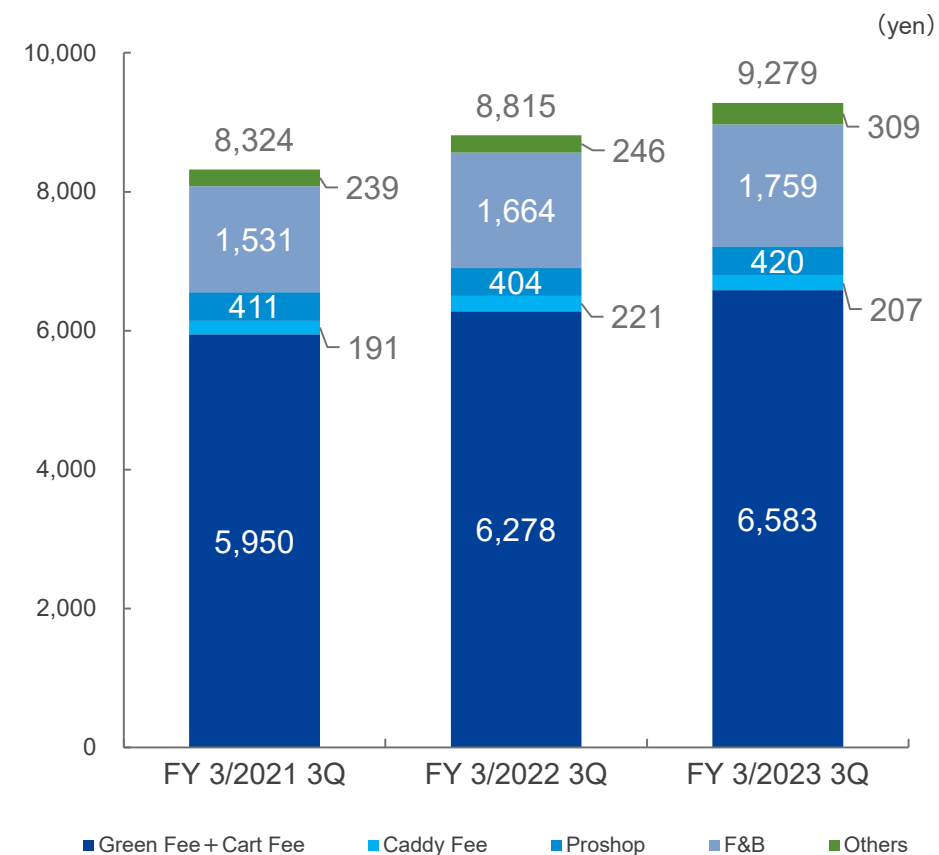
- ✓ Despite the impact of a cold wave on some courses in December, the number of golf course users grew on the back of favorable weather nationwide as well as golf's popularity.
- ✓ In revenue per customer, although recovery in demand for competitions involving group dining remained sluggish, playing fees rose thanks to pricing based on increasing demand for playing golf.

■ Number of golf course users / Revenue per customer

3Q cumulative (9months)	FY 3/2021	FY 3/2022	FY 3/2023	YoY
Number of golf course users (thousand people)	6,143	6,957	7,113	2.2%
Revenue per customer (yen)	8,324	8,815	9,279	5.3%

3Q (3months)	FY 3/2021	FY 3/2022	FY 3/2023	YoY
Number of golf course users (thousand people)	2,259	2,352	2,347	-0.2%
Revenue per customer (yen)	9,100	9,422	9,816	4.2%

■ Breakdown of Revenue per Customer





Golf Business (Results) 2

■ Income and profit were up year on year (net sales +7.3% YoY and operating income +13.1% YoY)

- ✓ Revenue from golf course operation grew thanks to an increase in the number of golf course users and recovery in revenue per customer.
- ✓ A newly acquired golf courses (Old Orchard Golf Club) contributed. In addition, membership-related sales remained strong on the back of golf's popularity.
- ✓ Profit increased as well thanks to higher net sales.

(million yen)	FY 3/2021 3Q	FY 3/2022 3Q	FY 3/2023 3Q	YoY
Net sales	57,845	67,893	72,871	7.3%
Gross profit	11,807	17,330	19,631	13.3%
Gross profit ratio	20.4%	25.5%	26.9%	+1.4pt
Operating income	7,864	13,405	15,167	13.1%
Operating income ratio	13.6%	19.7%	20.8%	+1.1pt

Breakdown of Sales

(million yen)	FY 3/2021 3Q	FY 3/2022 3Q	FY 3/2023 3Q	YoY
Revenue from golf course operation	51,141	61,337	66,008	7.6%
Membership-related sales	6,206	5,991	6,128	2.3%



Consolidated Balance Sheets (Summary)

(million yen)	As of March 31, 2022	As of December 31, 2022	Change	Remarks
Current assets	92,828	100,353	7,524	
Non-current assets	324,238	326,329	2,091	✓ Increase in trade receivables ✓ Increase in securities
Total assets	417,066	426,682	9,615	
Current liabilities	67,257	58,017	-9,239	
Non-current liabilities	132,622	138,586	5,963	✓ Decrease in loans payable
Total liabilities	199,880	196,604	-3,275	
Total net assets	217,186	230,078	12,891	
Total liabilities and net assets	417,066	426,682	9,615	

(million yen)	As of March 31, 2022	As of December 31, 2022	
Cash and deposits, and securities	67,052	68,353	
Interest-bearing debt	114,416	110,516	✓ D/E ratio (interest-bearing debt/shareholders' equity) 52.7% → 48.0%
Shareholders' equity	217,186	230,078	✓ Net D/E ratio (net interest-bearing debt/shareholders' equity) 21.8% → 18.3%
Shareholders' equity ratio	52.1%	53.9%	

Full-year Plan for FY Ending March 31, 2023



- Initial plans have been revised upward (compared to initial plans, net sales up 1.7% and operating income up 27.5%).
- ✓ Pachinko and pachislot machine business: Net sales have been mostly as planned. Income is expected to significantly exceed initial plans due to factors such as higher sales prices and the fact that costs conservatively estimated soaring prices of raw materials, making them lower than anticipated, along with efforts to condense costs.
- ✓ Golf business: The number of golf course users and revenue per customer have exceeded expectations thanks to stable weather nationwide and robust demand for golf playing. Accordingly, net sales and income are now expected to exceed initial plans.

(million yen)	FY 3/2022 Results	FY 3/2023		Variance from previous year	Variance from initial plan
		Initial Plan	Revised Plan		
Net Sales	121,558	138,000	140,300	15.4%	1.7%
Pachinko and Pachislot machine business	36,249	51,200	50,000	37.9%	-2.3%
Golf Business	85,308	86,800	90,300	5.9%	4.0%
Operating income	10,235	20,700	26,400	157.9%	27.5%
Pachinko and Pachislot machine business	-607	10,400	14,700	-	41.3%
Golf Business	13,280	13,300	14,600	9.9%	9.8%
Eliminations & Corporate expenses	-2,437	-3,000	-2,900	19.0%	-3.3%
Operating income ratio	8.4%	15.0%	18.8%	10.4pt	3.8pt
Ordinary income	10,467	20,000	25,900	147.4%	29.5%
Profit attributable to owners of parent	2,193	13,300	18,900	761.7%	42.1%
EBITDA*	20,554	29,700	35,400	72.2%	19.2%

* EBITDA = Operating income + depreciation + amortization

■ SG & A expenses are expected to decrease from initial plans (-4.6% compared to initial plans).

- ✓ Sales commissions are expected to decrease from initial plans due to a decline in the number of machines sold.
- ✓ R&D expenses are expected to decrease from initial plans due to a delay in the timing of recording.
- ✓ Depreciation/amortization and capital investment remain unchanged from initial plans.

(million yen)	FY 3/2022 Results	FY 3/2023		Variance from previous year	Variance from initial plan
		Initial Plan	Revised Plan		
SG & A expenses	23,163	23,800	22,700	-2.0%	-4.6%
Advertising expenses	952	1,900	2,000	110.0%	5.3%
Sales commissions	954	1,400	1,200	25.7%	-14.3%
R&D expenses	9,091	8,100	7,200	-20.8%	-11.1%
Depreciation & Amortization	10,082	8,800	8,800	-12.7%	-
Pachinko and Pachislot machine business	3,187	1,800	1,800	-43.5%	-
Golf business	6,894	7,000	7,000	1.5%	-
Capital Investment	8,095	8,400	8,400	3.8%	-
Pachinko and Pachislot machine business	984	1,400	1,400	42.2%	-
Golf business	7,110	7,000	7,000	-1.6%	-

Pachinko and Pachislot machine business (Machine Sales Plan)

- The number of machines sold is expected to decrease slightly from initial plans (-5k units compared to initial plans).

(units)		FY 3/2022 Results	FY 3/2023		Variance from previous year	Variance from initial plan
			Initial Plan	Revised Plan		
Number of machine sold		92,826	130,000	124,500	+31.6k units	-5.5k units
Pachinko machine	Number of titles released	9	8	8	-1	0
	Number of machine sold	63,095	88,000	78,000	+14.9k units	-10.0k units
	Body	49,040	71,200	48,900	-0.1k units	-22.3k units
	Gauge board	14,055	16,800	29,100	+15.0k units	+12.3k units
Pachislot machine	Number of titles released	7	8	5	-2	-3
	Number of machine sold	29,731	42,000	46,500	+16.7k units	+4.5k units
	Chassis	29,663	40,200	46,000	+16.3k units	+5.8k units
	Combined units	68	1,800	500	+0.4k units	-1.3k units

Major title in the 4Q / Pachinko Machine

Title	Release Date
<i>CITY HUNTER: Ore no Kokoro wo Furuwasetahi</i>	Jan. 2023
<i>Lupin the Third; THE FIRST</i>	Mar. 2023

Major title in the 4Q / Pachislot Machine

Title	Release Date
<i>Baki: Tsuyokunaritakubakurae!!!</i>	Nov. 2022

- Our first Smart Pachinko title will be launched on the market in April 2023.



ルパン三世
THE FIRST



Complete function

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	Current machine	Smart Pachinko
Jackpot probability	1/320	1/350
Complete function *1	No (Scheduled to be equipped)	Yes (MY 95,000 balls)
C-Time *2	Not equipped	Can be equipped

*1 The complete function activates a closing function according to a certain payout. The function is activated at 95,000 balls for pachinko and at 19,000 tokens for pachislot.

*2 C-Time is new game elements using the "Time Reduction C" mode.

Title Released in FY ending March 31, 2023

Pachinko machine

1Q	2Q	3Q	4Q
			
©HEIWA	©HEIWA	©C.A.L/2021	©モンキー・パンチ/TMS・NTV
Mahjong Monogatari 4	Sengoku Otome: LEGEND BATTLE	Koumon Chama: Kamimori 2	Lupin the Third: Kesareta Lupin 2022
			
			©松本零士・零時社・東映アニメーション
			Galaxy Express 999: Next Journey
			
			©モンキー・パンチ/2019映画「ルパン三世」製作委員会
			Lupin the Third: THE FIRST

Pachislot machine

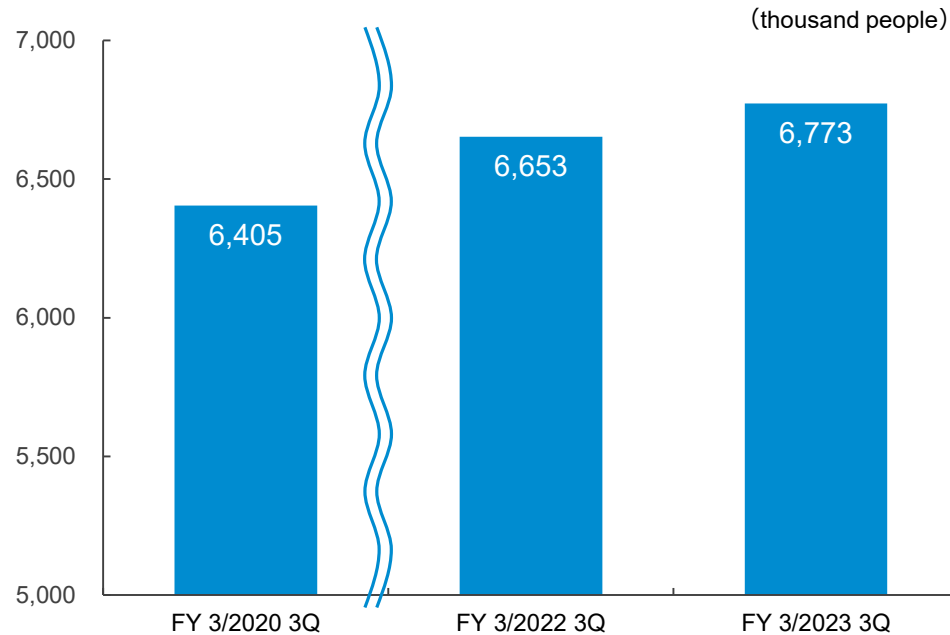
1Q	2Q	3-4Q
		
©北条司/コナミ 1981 原簿許諾証VML-035	©C.A.L/2022	
Cat's Eye	Koumon Chama: Katsu 2	Abasa 25 / 30
		
		©板垣恵介(秋田書店)/バキ製作委員会
		BIG Shimauta 30
		
		©板垣恵介(秋田書店)/バキ製作委員会
		Baki: Tsuyokunaritakubakurae!!!

Golf business (Trends of Golf Course Users and Revenue per Customer)

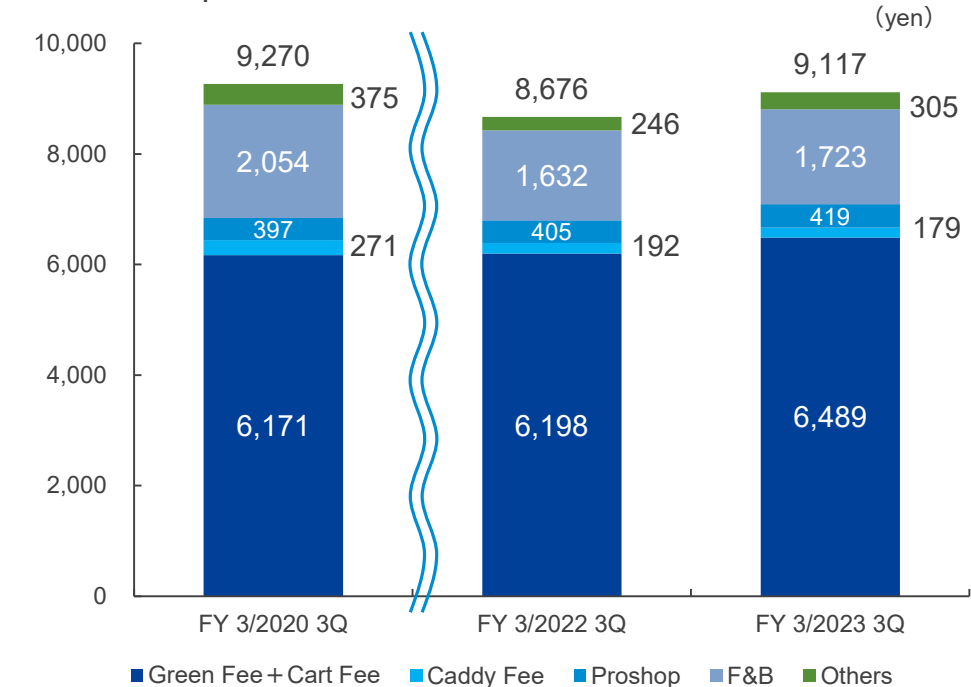
- The number of golf course users is on an upward trend compared to pre-pandemic levels, and revenue per customer is also on an upward trend, primarily in terms of playing fees

Comparison based on existing courses (138 Golf Courses)

Golf Course Users



Revenue per Customer



Market Trends

- ✓ The number of golf course users is on an upward trend thanks to golf's popularity. Although golf courses are operating at maximum capacity on weekends and national holidays, operating rates on weekdays still have room to grow. This means that there is room to grow further in the future by boosting operating rates on weekdays.
- ✓ In revenue per customer, playing fees have risen on the back of golf's popularity. In addition, although food and beverage (F&B) revenue, etc. has not yet recovered due to a decline in demand for competitions involving group dining, it is on a gradual recovery trend.
- ✓ Unnecessary discounts are being minimized through pricing implemented according to supply and demand.



【Market Environment】

- Pachinko and Pachislot Machine Business
- Golf Business

【Pachinko and Pachislot Machine Business】

- Number of Machines Sold / Title Released in FY
Ending March 31, 2023

【Golf Business】

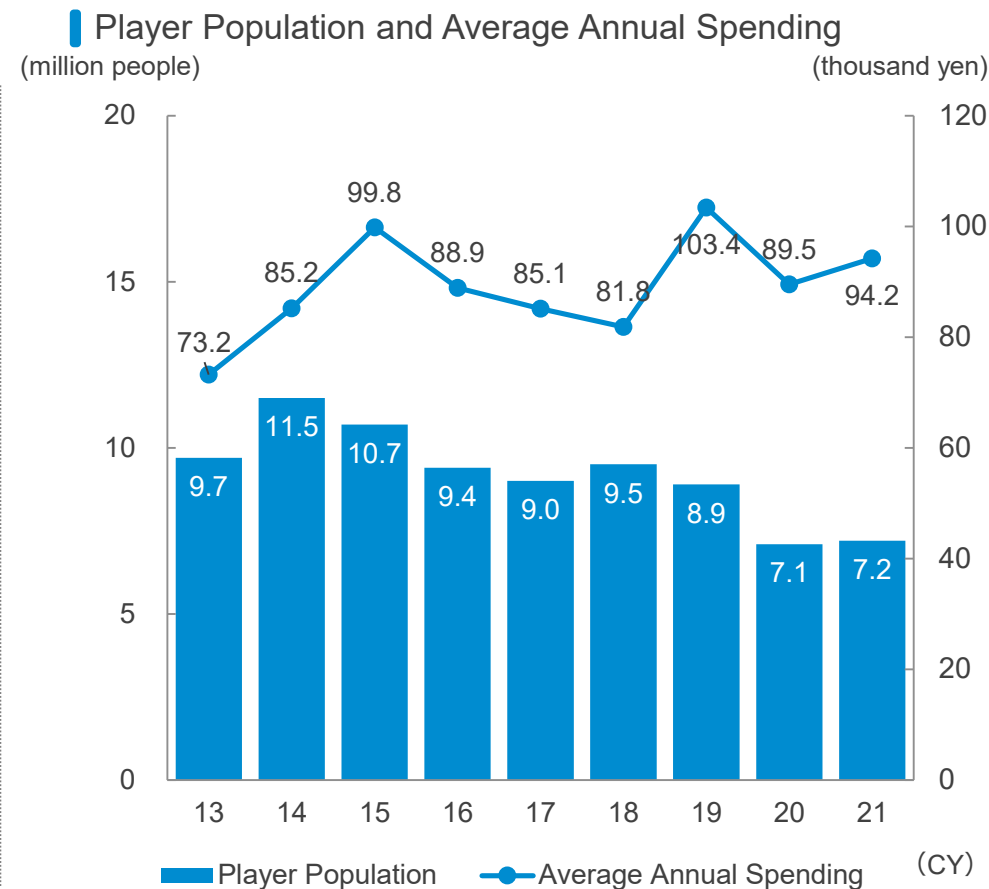
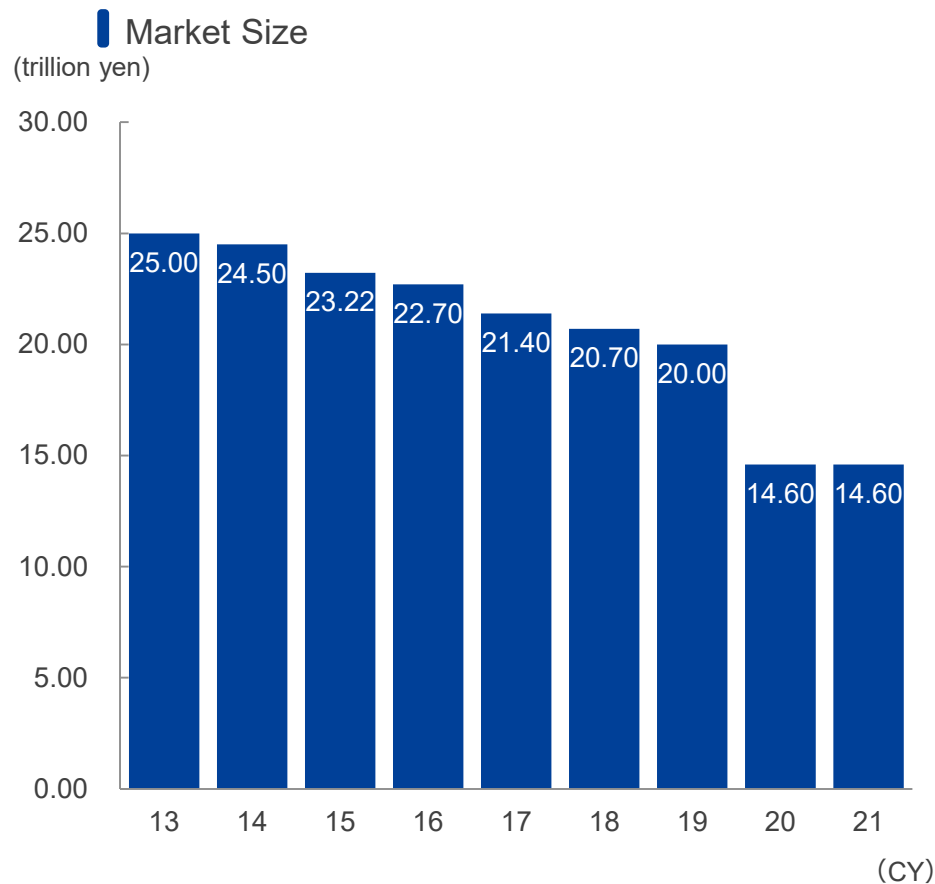
- Trends of Golf Users and Revenue per Customer 1
- Trends of Golf Users and Revenue per Customer 2
- Golf Course Portfolio

【Consolidated Results】

- Financial Performance Trend
- Key Financial Indicators

Market Environment (Pachinko and Pachislot Machine Business) 1

Pachinko and Pachislot Machine business

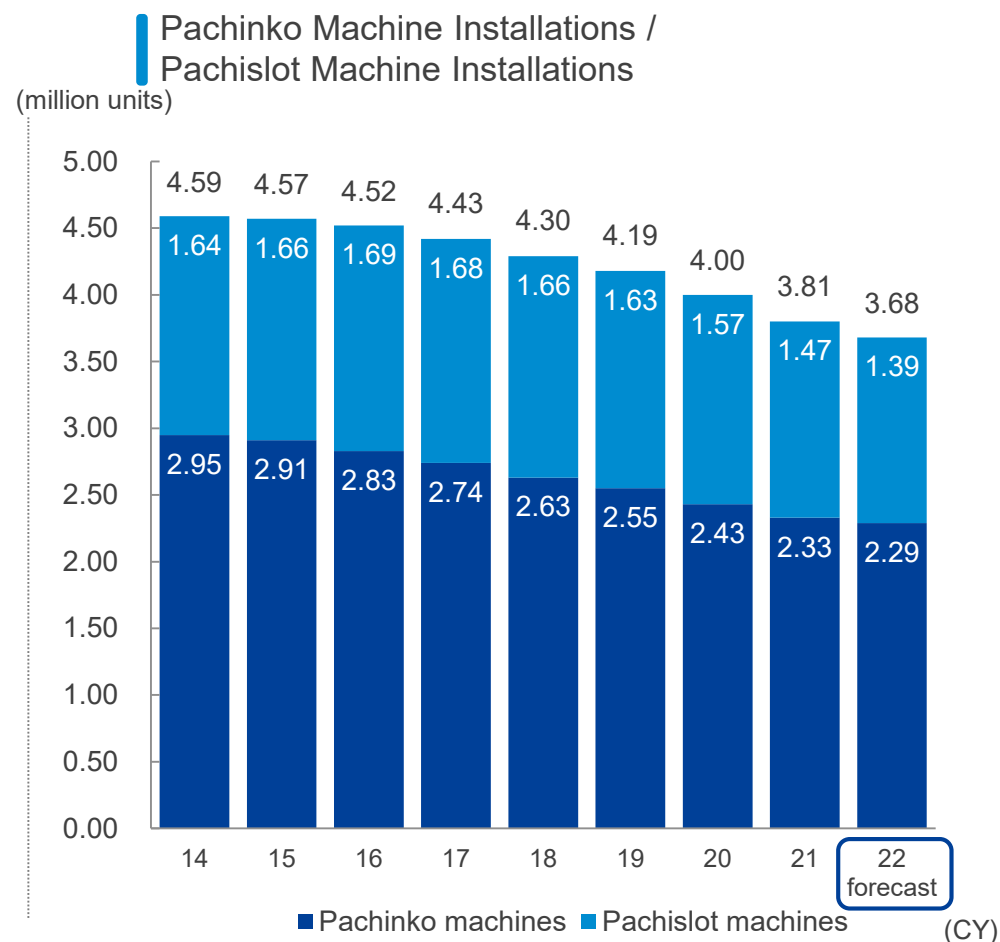
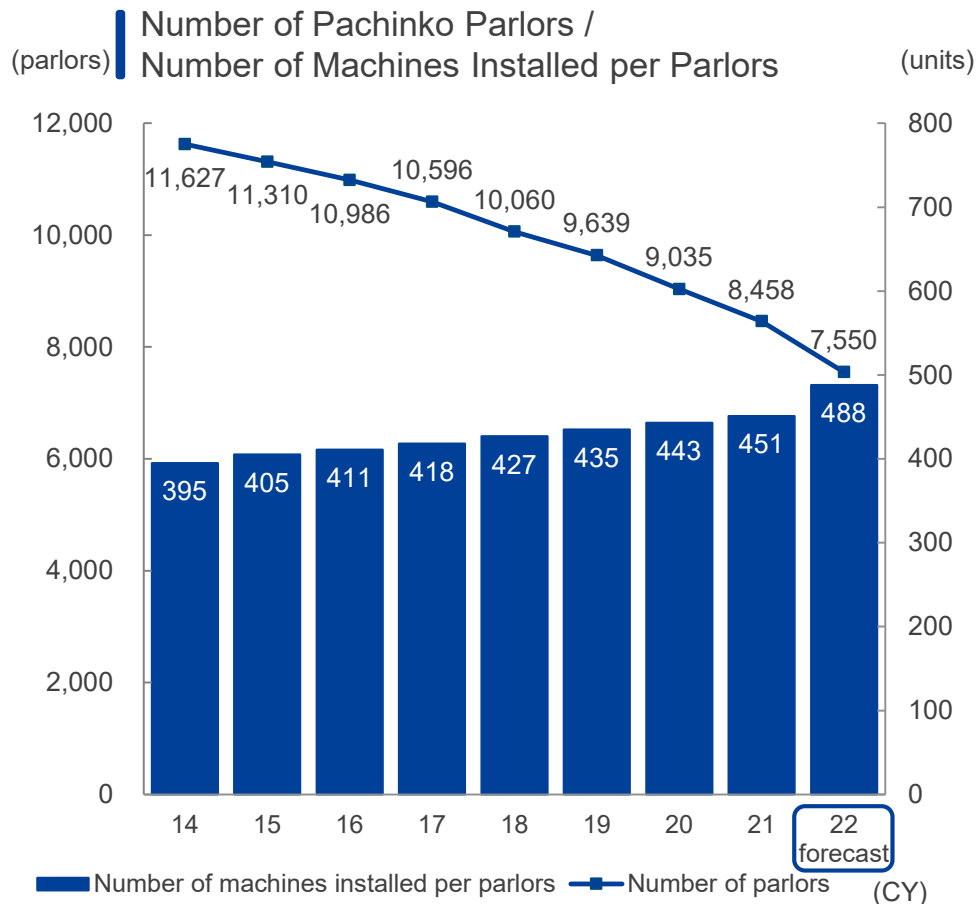


	2013	2014	2015	2016	2017	2018	2019	2020	2021
Market Size (trillion yen)	25.00	24.50	23.22	22.70	21.40	20.70	20.00	14.60	14.60
Player Population (million people)	9.7	11.5	10.7	9.4	9.0	9.5	8.9	7.1	7.2
Average annual spending (thousand yen)	73.2	85.2	99.8	88.9	85.1	81.8	103.4	89.5	94.2

Note: Date source: Japan Productivity Center. Date on a calendar year basis (from January to December).

Market Environment (Pachinko and Pachislot Machine Business) 2

Pachinko and Pachislot Machine business

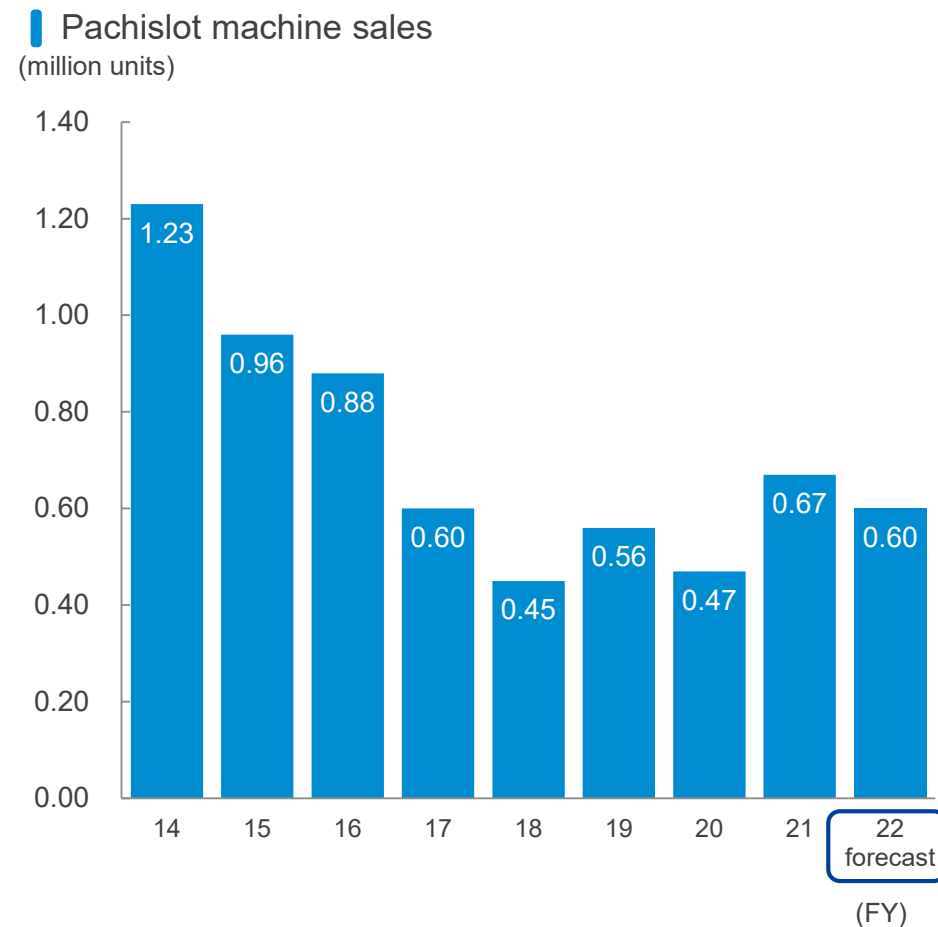
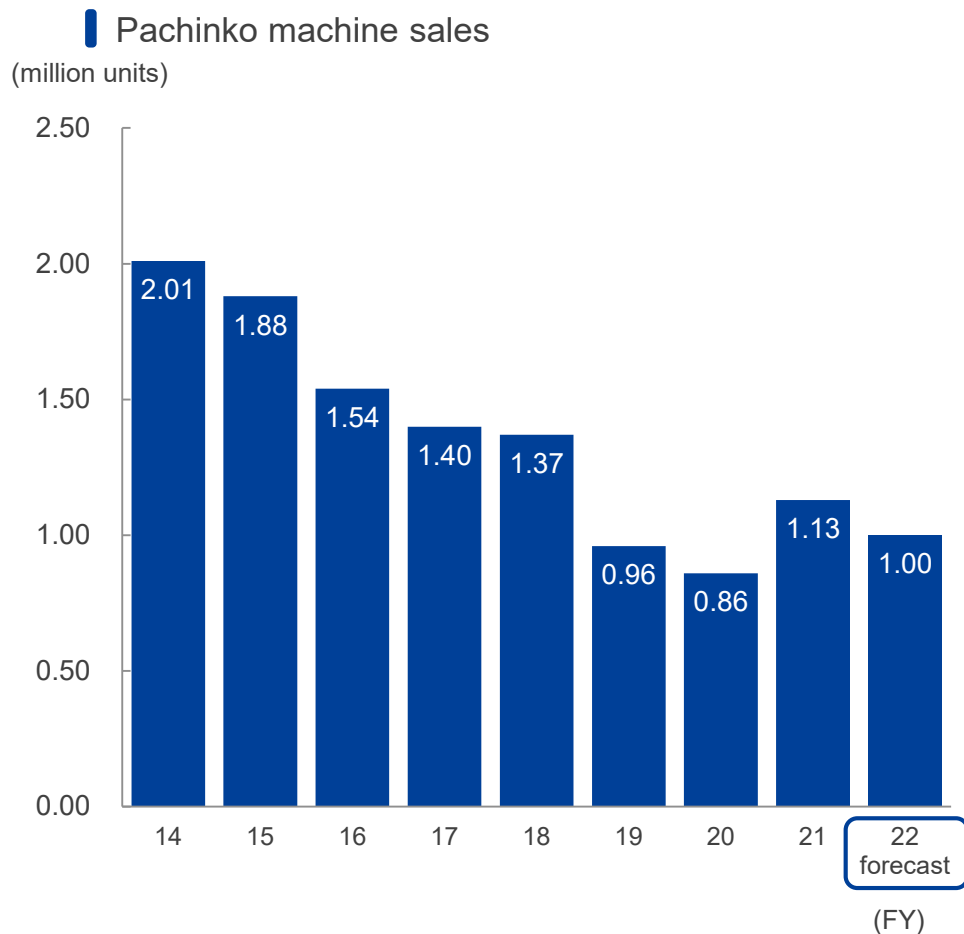


	2014	2015	2016	2017	2018	2019	2020	2021	2022 forecast
Number of parlors	11,627	11,310	10,986	10,596	10,060	9,639	9,035	8,458	7,550
Number of machines installed per parlors (units)	395	405	411	418	427	435	443	451	488
Pachinko machine installations (million units)	2.95	2.91	2.83	2.74	2.63	2.55	2.43	2.33	2.29
Pachislot machine installations (million units)	1.64	1.66	1.69	1.68	1.66	1.63	1.57	1.47	1.39

Note: Date source: National Police Agency. Date on a calendar year basis (from January to December). Figures for 2022 is the Company's estimates.

Market Environment (Pachinko and Pachislot Machine Business) 3

Pachinko and Pachislot Machine business



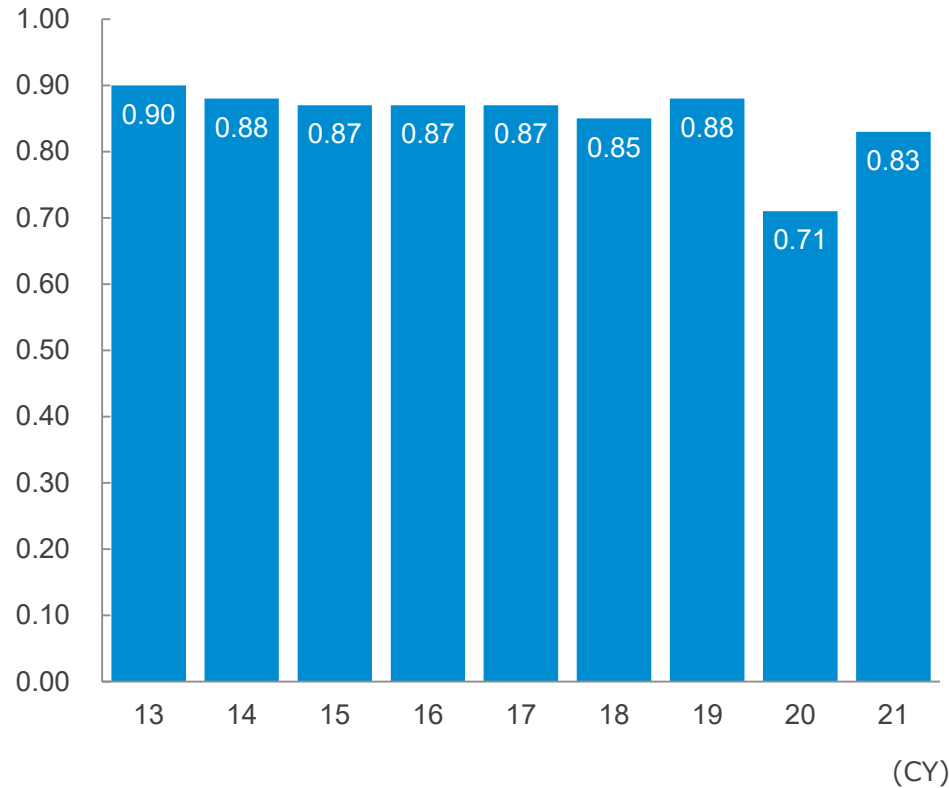
Number of machines sold (million units)	2014	2015	2016	2017	2018	2019	2020	2021	2022 forecast
Pachinko machines	2.01	1.88	1.54	1.40	1.37	0.96	0.86	1.13	1.00
Pachislot machines	1.23	0.96	0.88	0.60	0.45	0.56	0.47	0.67	0.60

Note: Date source: Yano Research Institute. Date on a fiscal year basis (from April to March of the next year). Figures for 2022 is the company's forecast.

Golf business

Market Size

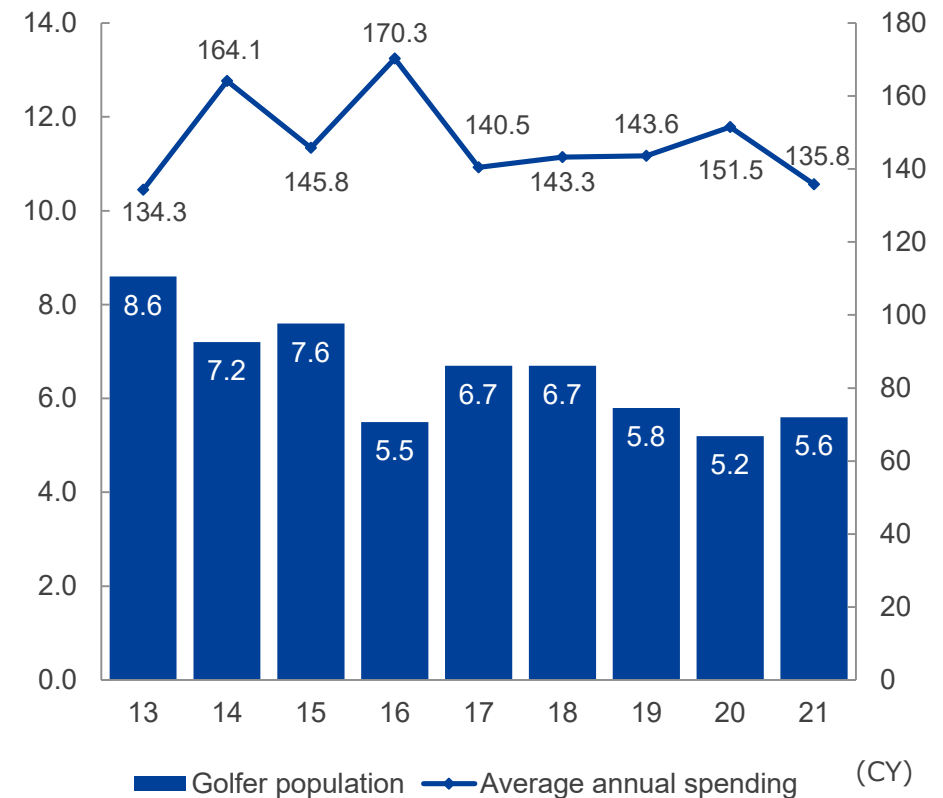
(trillion yen)



Golfer Population / Average Annual Spending

(million people)

(thousand yen)



	2013	2014	2015	2016	2017	2018	2019	2020	2021
Market size (trillion yen)	0.90	0.88	0.87	0.87	0.87	0.85	0.88	0.71	0.83
Golfer population (million people)	8.6	7.2	7.6	5.5	6.7	6.7	5.8	5.2	5.6
Average annual spending (thousand yen)	134.3	164.1	145.8	170.3	140.5	143.3	143.6	151.5	135.8

Note: Date source: Japan Productivity Center. Date on a calendar basis (From January to December).

Number of Machines Sold

Title Released in FY Ending March 31, 2023

Pachinko and Pachislot Machine business

Number of machines sold

(units)	FY 3/2018	FY 3/2019	FY 3/2020	FY 3/2021			FY 3/2022				FY 3/2023				
	Full year	Full year	2Q cumulative	Full year	1Q	2Q cumulative	3Q cumulative	Full year	1Q	2Q cumulative	3Q cumulative	Full year	1Q	2Q cumulative	3Q cumulative
Total	138,626	166,124	77,851	164,400	2,644	8,379	42,613	85,283	23,211	38,269	63,030	92,826	23,578	59,124	106,153
Pachinko machines	117,774	118,880	45,182	95,483	1,235	4,410	37,867	49,890	16,542	29,113	40,228	63,095	17,497	38,970	61,923
Body	72,185	60,946	23,060	41,887	267	585	33,121	39,455	15,752	27,351	36,124	49,040	14,305	24,865	42,462
Gauge board	45,589	57,934	22,122	53,596	968	3,825	4,746	10,435	790	1,762	4,104	14,055	3,192	14,105	19,461
Pachislot machines	20,852	47,244	32,669	68,917	1,409	3,969	4,746	35,393	6,669	9,156	22,802	29,731	6,081	20,154	44,230
Chassis	1,344	14,093	4,337	29,288	587	914	1,042	27,423	6,606	9,093	22,736	29,663	5,754	19,697	43,773
Combined units	19,508	33,151	28,332	39,629	822	3,055	3,704	7,970	63	63	66	68	327	457	457

Title to Release / Pachinko machine

Release	Title	Units sold
1Q	<i>Mahjong Monogatari 4</i>	6,190
2Q	<i>Sengoku Otome: LEGEND BATTLE</i>	13,535
	<i>Koumon Chama: Kamimori 2</i>	6,500
3Q	<i>Lupin the Third: Kesareta Lupin 2022</i>	8,769
	<i>Terminator 2: Judgment Day TYPE7500</i>	7,150
	<i>Galaxy Express 999: Next Journey</i>	7,147
	Others	12,632
Total		61,923

Title to Release / Pachislot machine

Release	Title	Units sold
1Q	<i>Cat's Eye</i>	5,046
2Q	<i>Koumon Chama: Katsu 2</i>	7,500
	<i>Abasa 25/30</i>	2,982
	<i>BIG Shimauta 30</i>	9,988
3Q	<i>Baki: Tsuyokunaritakubakurae!!!</i>	17,658
	Others	1,056
Total		44,230



Golf business

Number of Golf Course Users

(persons)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
FY 3/2018	675,659	792,244	711,469	750,806	704,955	715,606	647,910	730,972	644,083	447,133	403,933	614,892	7,839,662
FY 3/2019	720,160	792,127	718,087	654,188	663,134	642,742	757,904	735,408	647,213	519,678	453,613	659,749	7,964,003
FY 3/2020	713,508	825,693	729,264	692,419	683,759	715,039	694,209	737,238	674,769	529,682	538,524	620,360	8,154,464
FY 3/2021	470,829	582,920	652,979	673,184	796,668	707,324	759,748	785,017	714,772	515,600	568,067	675,789	7,902,897
FY 3/2022	761,654	834,763	780,948	764,810	700,529	762,862	828,869	800,196	723,229	573,250	505,763	698,958	8,735,831
FY 3/2023	766,822	877,193	804,575	784,392	775,846	756,848	856,293	796,767	694,303				7,113,039

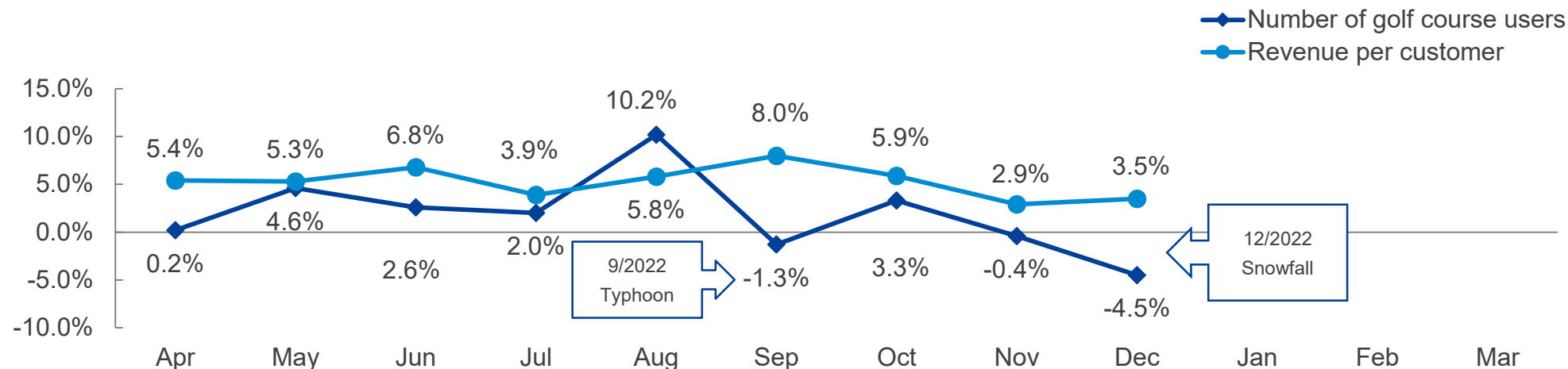
Revenue per Customer

(yen)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Average
FY 3/2018	9,363	9,408	9,162	8,871	8,241	9,045	9,721	9,993	9,590	8,953	8,372	9,143	9,188
FY 3/2019	9,458	9,548	9,446	8,804	8,313	9,319	9,623	9,915	9,639	8,631	8,046	9,149	9,218
FY 3/2020	9,463	9,438	9,314	8,588	8,515	9,051	9,448	9,981	9,344	8,544	8,123	8,310	9,057
FY 3/2021	7,768	7,245	7,761	8,037	7,913	8,362	8,741	9,362	9,193	8,340	8,028	8,290	8,301
FY 3/2022	8,768	9,021	8,390	8,495	7,970	8,296	9,234	9,618	9,422	8,636	8,160	8,792	8,764
FY 3/2023	9,264	9,523	8,977	8,844	8,444	8,977	9,782	9,899	9,764				9,279

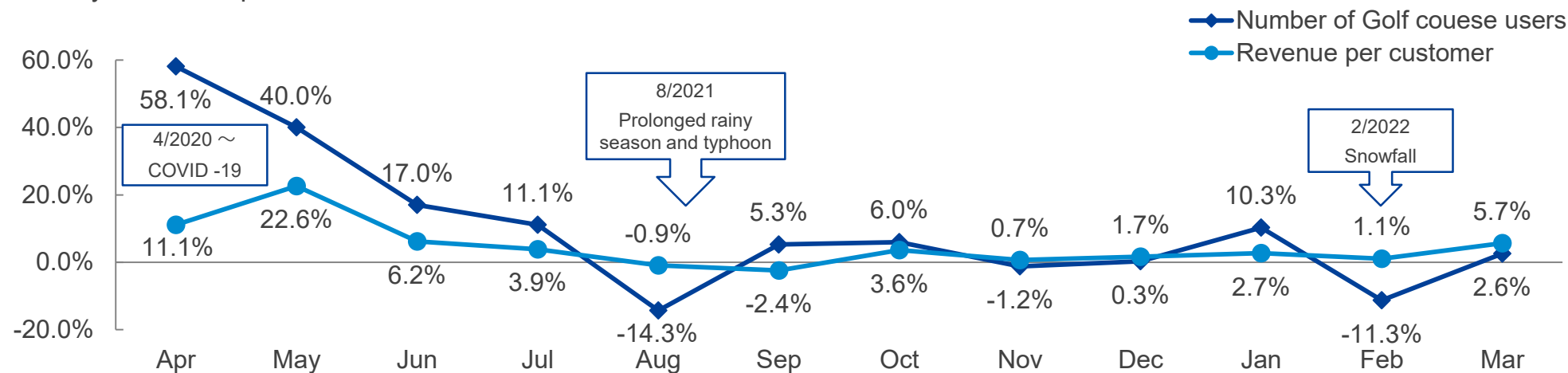


Golf business

Monthly result comparison – FY 3/2023 vs FY 3/2022



Monthly result comparison – FY 3/2022 vs FY 3/2021



* Based on operating golf course since previous year.



Golf business

	As of March 31, 2022		As of December 31, 2022	
	Courses	18H equivalent	Courses	18H equivalent
Owned Golf Courses	145	176.0	146	177.0
Leased Golf Courses	1	2.0	1	2.0
Total	146	178.0	147	179.0
Hokkaido	6	9.5	6	9.5
Tohoku	8	10.0	8	10.0
Kanto, Koushinetsu	66	77.5	66	77.5
Tokai, Hokuriku	12	13.0	13	14.0
Kansai	21	27.5	21	27.5
Chugoku	10	11.5	10	11.5
Shikoku	6	6.5	6	6.5
Kyusyu, Okinawa	17	22.5	17	22.5
Total	146	178.0	147	179.0

State of affairs in the fiscal year ending March 31, 2023

【Acquisition】

12/1/2022 PGM Gotenba Country Club commenced operation (Sunto District, Shizuoka Prefecture / 18H)

【Stock transfer agreement】

None

【Sponsorship agreement】

None

【Sale】

None



Financial Performance Trend

Consolidated

(million yen)	FY 3/2018	FY 3/2019	FY 3/2020	FY 3/2021				FY 3/2022				FY 3/2023			
	Full year	Full year	2Q cumulative	Full year	1Q	2Q cumulative	3Q cumulative	Full year	1Q	2Q cumulative	3Q cumulative	Full year	1Q	2Q cumulative	3Q cumulative
Net sales	132,765	144,980	73,911	144,573	16,173	37,781	76,109	107,744	32,051	58,754	92,376	121,558	34,731	70,930	116,253
Pachinko and Pachislot machine Business	51,552	62,407	29,568	61,658	1,171	2,893	18,263	33,292	9,116	15,260	24,482	36,249	9,785	23,451	43,382
Golf Business	81,213	82,573	44,342	82,914	15,001	34,888	57,845	74,452	22,934	43,494	67,893	85,308	24,945	47,478	72,871
Operating income	13,931	28,014	13,550	23,551	-4,415	-4,680	1,853	5,311	4,367	4,733	9,957	10,235	7,855	15,337	28,161
Pachinko and Pachislot machine Business	7,149	20,791	7,946	17,450	-3,301	-5,795	-3,999	287	77	-1,495	-1,666	-607	2,332	6,957	15,140
Golf Business	9,930	10,599	7,194	9,286	-503	2,460	7,864	7,624	4,796	7,429	13,405	13,280	6,252	9,720	15,167
Eliminations & corporate expenses	-3,147	-3,376	-1,590	-3,185	-611	-1,346	-2,010	-2,600	-507	-1,199	-1,781	-2,437	-728	-1,340	-2,147
Operating income ratio	10.5%	19.3%	18.3%	16.3%	-27.3%	-12.4%	2.4%	4.9%	13.6%	8.1%	10.8%	8.4%	22.6%	21.6%	24.2%
Ordinary income	13,105	27,451	13,532	23,278	-4,491	-4,694	2,388	5,799	4,331	4,844	9,876	10,467	7,827	15,136	27,793
Profit attributable to owners of parent	6,799	16,341	9,407	15,872	-5,813	-6,179	-2,528	865	2,633	2,543	4,604	2,193	5,355	10,798	20,506
SG & A Expenses	30,652	27,822	16,698	32,760	5,552	11,176	17,401	23,723	5,509	11,241	16,999	23,163	4,869	10,077	16,048
Advertising expenses	2,368	2,179	698	1,950	107	338	569	795	174	361	609	952	196	607	1,465
Sales commissions	1,135	1,660	886	1,885	38	104	352	921	230	347	681	954	208	570	1,065
R&D expenses	10,832	7,881	7,303	12,680	2,806	5,176	7,627	9,949	2,212	4,518	6,833	9,091	1,725	3,267	4,949
Depreciation & amortization	10,740	9,868	4,171	8,745	1,958	4,052	6,424	9,016	2,373	4,830	7,369	10,082	1,996	4,161	6,426
Pachinko and Pachislot machine Business	3,679	2,940	776	1,946	371	816	1,579	2,476	630	1,389	2,240	3,187	305	694	1,170
Golf Business	7,060	6,928	3,395	6,798	1,586	3,235	4,844	6,539	1,743	3,441	5,129	6,894	1,690	3,466	5,255
Capital investment	14,166	7,091	5,360	9,667	2,631	4,167	5,495	6,921	2,762	5,024	6,332	8,095	2,162	5,041	6,236
Pachinko and Pachislot machine Business	1,872	1,063	2,044	3,578	438	887	1,198	1,653	369	612	798	984	381	732	947
Golf Business	12,294	6,027	3,316	6,089	2,193	3,279	4,297	5,267	2,393	4,411	5,534	7,110	1,780	4,308	5,288



Key Financial Indicators

Consolidated

	(million yen)	FY 3/2017	FY 3/2018	FY 3/2019	FY 3/2020	FY 3/2021	FY 3/2022	Formula
Net Sales		186,218	132,765	144,980	144,573	107,744	121,558	
Operating Income		36,599	13,931	28,014	23,551	5,311	10,235	
Ordinary Income		35,655	13,105	27,451	23,278	5,799	10,467	
Profit attributable to owners of parent		27,058	6,799	16,341	15,872	865	2,193	
Total Assets		449,152	430,287	442,845	436,762	430,070	417,066	
Cash, Deposits and Securities		106,576	86,245	93,180	83,296	70,083	67,052	
Interest Bearing Debt		136,391	126,047	123,234	117,868	123,153	114,416	
Net Assets		217,405	216,701	225,052	232,575	226,242	217,186	
Shareholders' Equity		217,381	216,690	225,052	232,575	226,242	217,186	
ROE		13.0%	3.1%	7.4%	6.9%	0.4%	1.0%	
Operating Income Ratio		19.7%	10.5%	19.3%	16.3%	4.9%	8.4%	Operating income/Net sales
Net Income Ratio		14.5%	5.1%	11.3%	11.0%	0.8%	1.8%	Net income/Net sales
Asset Turnover		0.41	0.30	0.33	0.33	0.25	0.29	Net sales/Total assets *1
Financial Leverage		2.16	2.03	1.98	1.92	1.89	1.91	Total assets/Shareholders' equity *1,2
Net Debt Equity Ratio		13.7%	18.4%	13.4%	14.9%	23.5%	21.8%	Net interest-bearing debt/Shareholders' equity
Shareholders' Equity Ratio		48.4%	50.4%	50.8%	53.2%	52.6%	52.1%	Shareholders' equity/Total assets

*1 Total Assets = (Total Assets at beginning of period+ Total Assets at end of period) /2

*2 Shareholders' Equity = (Shareholders' Equity at beginning of period+ Shareholders' Equity at end of period) /2



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2. These materials contain statements about the future, such as plans, outlooks, targets, and forecast figures; however said statements are based on judgements and assumptions that are based on information that is currently available, and do not account for latent risks and uncertainties. Therefore, please be aware that actual future results may differ greatly from the aforementioned statements about the future due to the future business environment, economic conditions, financial market conditions, and a number of other factors.
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