



Good luck. Good life.  
**SANKYO**

**Bank of America Merrill Lynch**  
**Japan Conference 2011**  
(メリルリンチ ジャパン・カンファレンス 2011)

**平成23年9月13日**

**取締役  
副社長執行役員 筒井 公久**

**Bank of America**  
**Merrill Lynch**



**Presentation on**  
**Bank of America Merrill Lynch**  
**Japan Conference 2011**

**Kimihisa Tsutsui**  
**Director & Senior Executive Vice President**

**September 13, 2011 at Grand Hyatt Tokyo**

**1<sup>st</sup> Sec. of the TSE #6417**

**Current Price: ¥3,975 (September 1, 2011)**

**Shares Outstanding: 97.5 million**

**Market Cap: ¥387,950 million**

**【見直しに関する注意事項】**

本資料に記載されている、当期ならびに将来の業績に関する予想、計画、見直し等は、現在入手可能な情報に基づき当社の経営者が合理的と判断したものです。実際の業績は、様々な要因の変化により、記載の予想、計画、見直しとは大きく異なることがあり得ます。そのような要因としては、主たる事業領域でありますパチンコ・パチスロ市場の経済状況および製品需要の変動、国内外の各種規制ならびに会計基準・慣行等の変更などが含まれます。

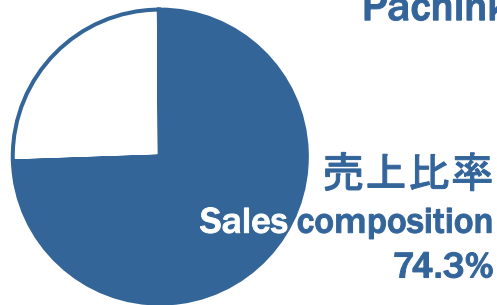
The Company's plans, strategies and forecasts, except historical facts, contained in this document may be subject to change due to factors of risk and uncertainty. Therefore, the Company does not guarantee their attainability explicitly or implicitly.

The Company assumes that the 'factors of potential risk and uncertainty' may include the economic climate, especially concerning the pachinko and pachislot markets which constitute the Company's main business field, competition in the market and competitiveness of the Company's products, and also include other unpredictable factors.

# 遊技機関連に特化した事業領域

## ・パチンコ機関連事業

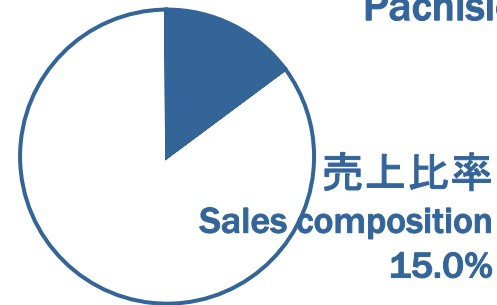
Pachinko Machines Business



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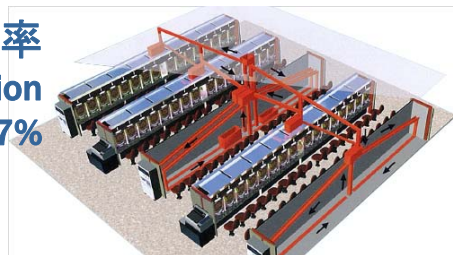
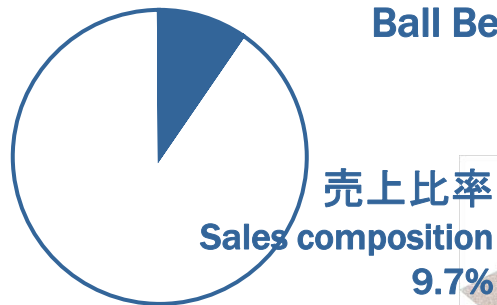
## ・パチスロ機関連事業

Pachislot Machines Business



## ・補給機器関連事業

Ball Bearing Supply Systems Business



## ・その他 不動産賃貸、一般成形部品販売等

Other Business

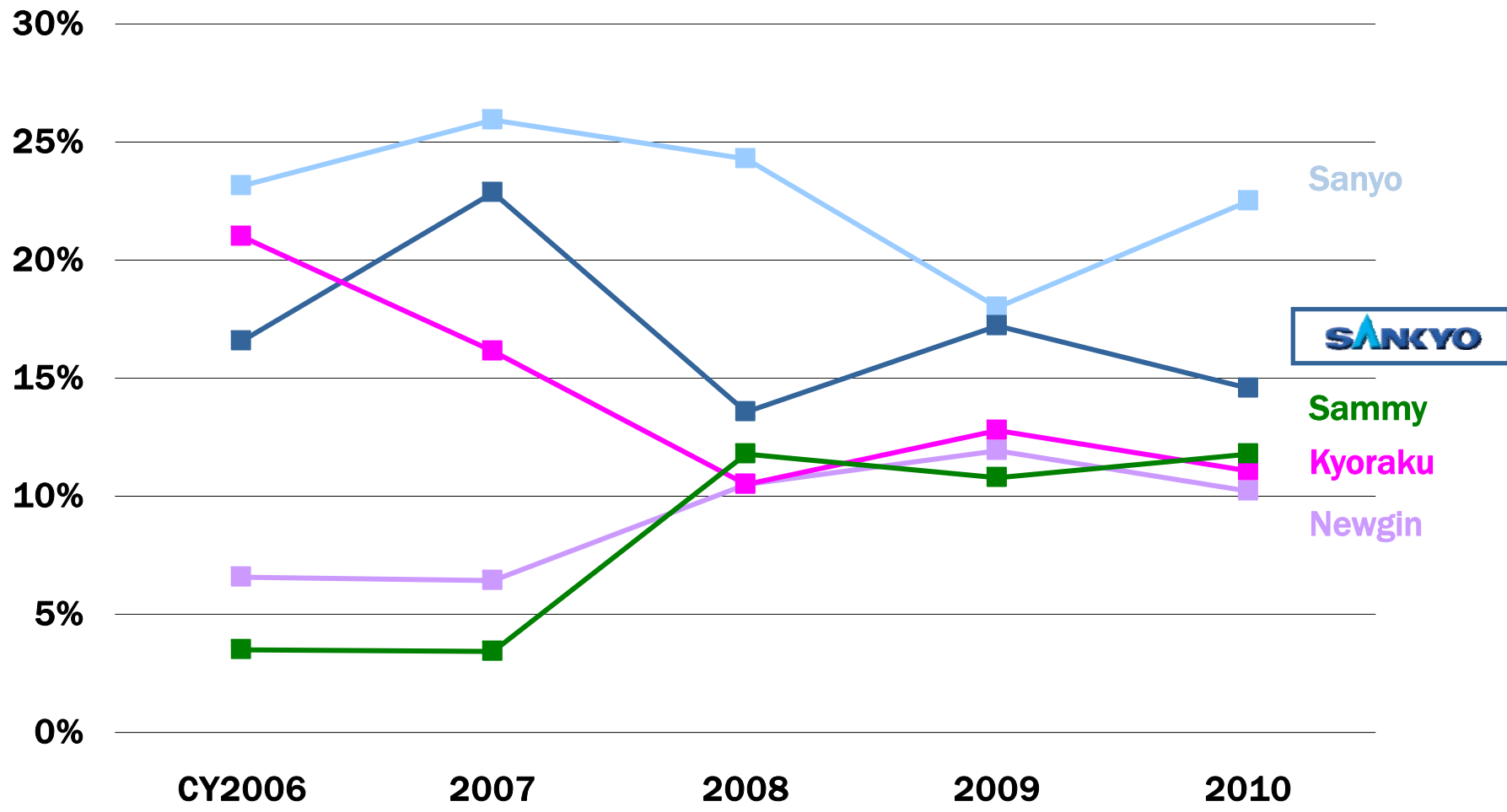
Rental revenues and sales of plastic molding parts



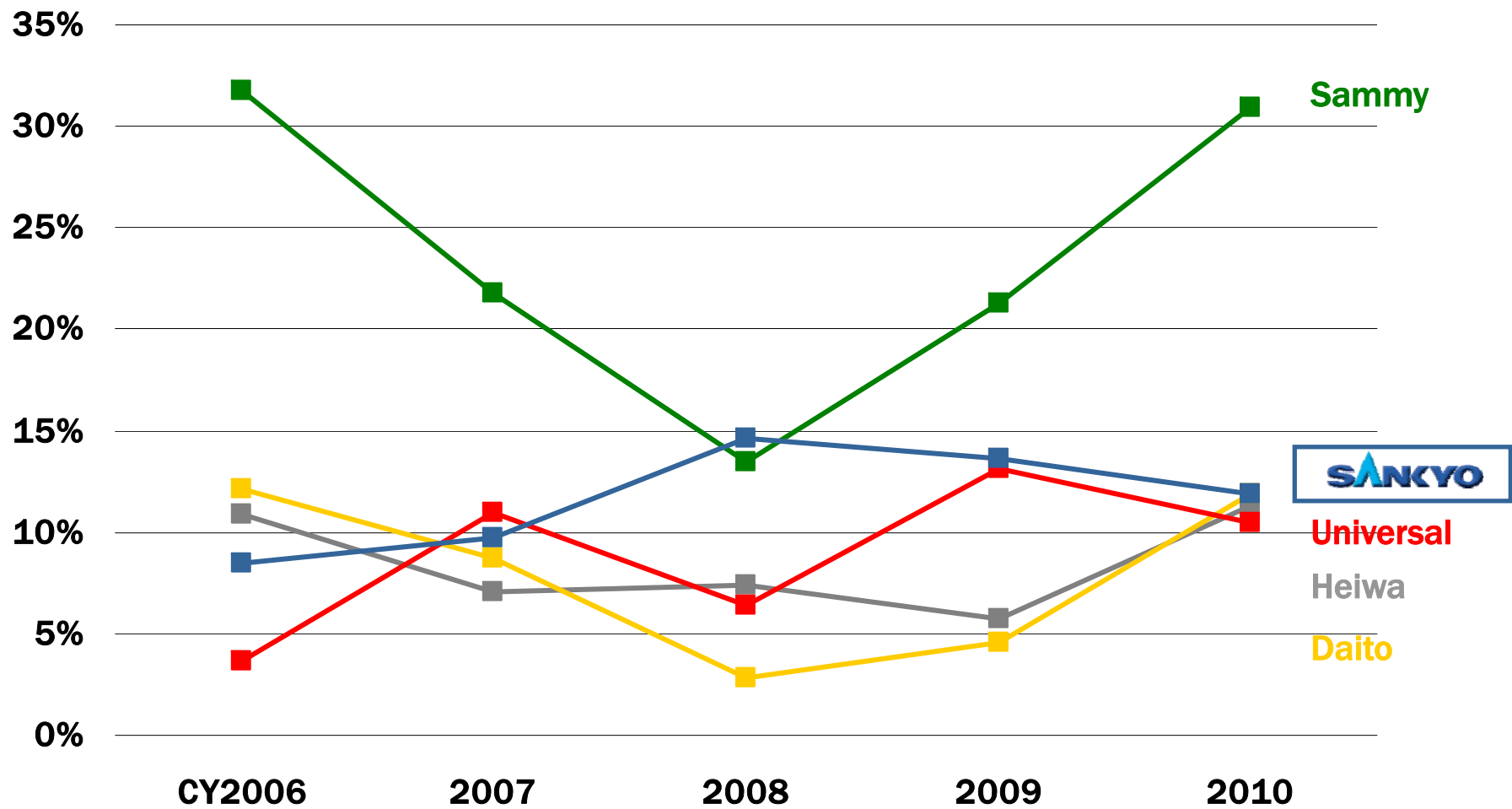
## 最近5年間の業績推移

| Consolidated: million yen                        | FY 3/2007 | FY 3/2008 | FY 3/2009 | FY 3/2010 | FY 3/2011 |
|--|-----------|-----------|-----------|-----------|-----------|
| 売上高<br>Net Sales                                 | 197,723   | 280,511   | 187,877   | 222,673   | 201,606   |
| パチンコ機関連事業<br>Pachinko Machines Business          | 141,405   | 217,955   | 133,195   | 180,471   | 149,876   |
| パチスロ機関連事業<br>Pachislot Machines Business         | 32,916    | 40,511    | 33,598    | 23,698    | 30,316    |
| 補給機器関連事業<br>Ball Bearing Supply Systems Business | 22,024    | 20,652    | 19,566    | 17,118    | 19,652    |
| その他<br>Other Business                            | 1,377     | 1,391     | 1,516     | 1,385     | 1,761     |
| 営業利益<br>Operating Income                         | 54,909    | 72,294    | 40,626    | 55,776    | 51,923    |
| (営業利益率)<br>(percentage)                          | (27.8%)   | (25.8%)   | (21.6%)   | (25.0%)   | (25.8%)   |
| 経常利益<br>Recurring Income                         | 58,466    | 75,770    | 44,900    | 59,366    | 55,909    |
| 当期純利益<br>Net Income                              | 35,578    | 45,672    | 27,883    | 36,198    | 34,733    |
| 1株当り当期純利益<br>EPS                                 | ¥365.26   | ¥468.78   | ¥288.92   | ¥376.00   | ¥364.09   |
| パチンコ販売台数<br>Sales Units: Pachinko                | 640,186   | 725,819   | 451,941   | 572,464   | 424,533   |
| パチスロ販売台数<br>Sales Units: Pachislot               | 140,170   | 169,239   | 133,714   | 104,266   | 116,424   |

# パチンコ機販売台数シェア(上位5社)



# パチスロ機販売台数シェア(上位5社)





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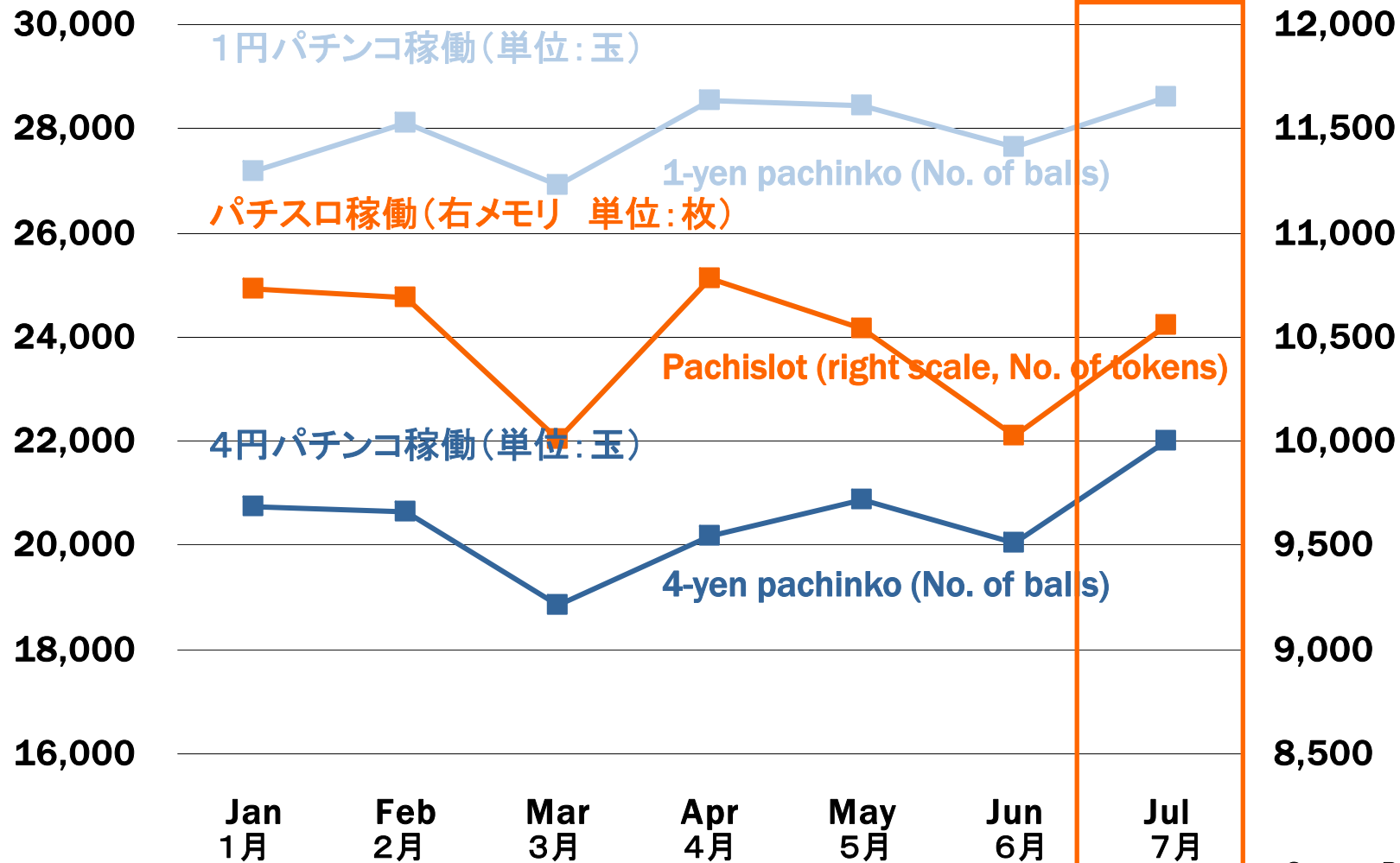
# 2012年3月期 第2四半期 見通し

Forecast for the First 6 Months of FY3/2012

## 2012年3月期 第1四半期実績

| Consolidated: million yen                        | FY 3/2012 | FY 3/2011 | YoY                | Forecast for FY 3/2012 |           |
|--|-----------|-----------|--------------------|------------------------|-----------|
|  | 1Q        | 1Q        |                    | 6 Months               | Full Year |
| 売上高<br>Net Sales                                 | 31,641    | 51,124    | -19,483<br>-38.1%  | 70,000                 | 182,000   |
| パチンコ機関連事業<br>Pachinko Machines Business          | 18,135    | 46,069    | -27,934<br>-60.6%  | 49,200                 | 121,900   |
| パチスロ機関連事業<br>Pachislot Machines Business         | 8,388     | 1,990     | +6,398<br>+321.5%  | 10,800                 | 42,400    |
| 補給機器関連事業<br>Ball Bearing Supply Systems Business | 4,711     | 2,619     | +2,092<br>+79.9%   | 9,200                  | 16,100    |
| その他<br>Other Business                            | 406       | 444       | -38<br>-8.6%       | 800                    | 1,600     |
| 営業利益<br>Operating Income                         | 5,998     | 13,456    | -7,458<br>-55.4%   | 11,000                 | 40,000    |
| (営業利益率)<br>(percentage)                          | (19.0%)   | (26.3%)   |                    | (15.7%)                | (22.0%)   |
| 経常利益<br>Recurring Income                         | 7,294     | 14,535    | -7,241<br>-49.8%   | 13,000                 | 43,000    |
| 当期純利益<br>Net Income                              | 3,249     | 9,152     | -5,903<br>-64.5%   | 6,000                  | 26,000    |
| 1株当り当期純利益<br>EPS                                 |           |           |                    |                        | ¥278.24   |
| パチンコ販売台数<br>Sales Units: Pachinko                | 49,862    | 128,376   | -78,514<br>-61.2%  | 143,500                | 369,000   |
| パチスロ販売台数<br>Sales Units: Pachislot               | 35,844    | 7,481     | +28,363<br>+379.1% | 43,500                 | 169,000   |

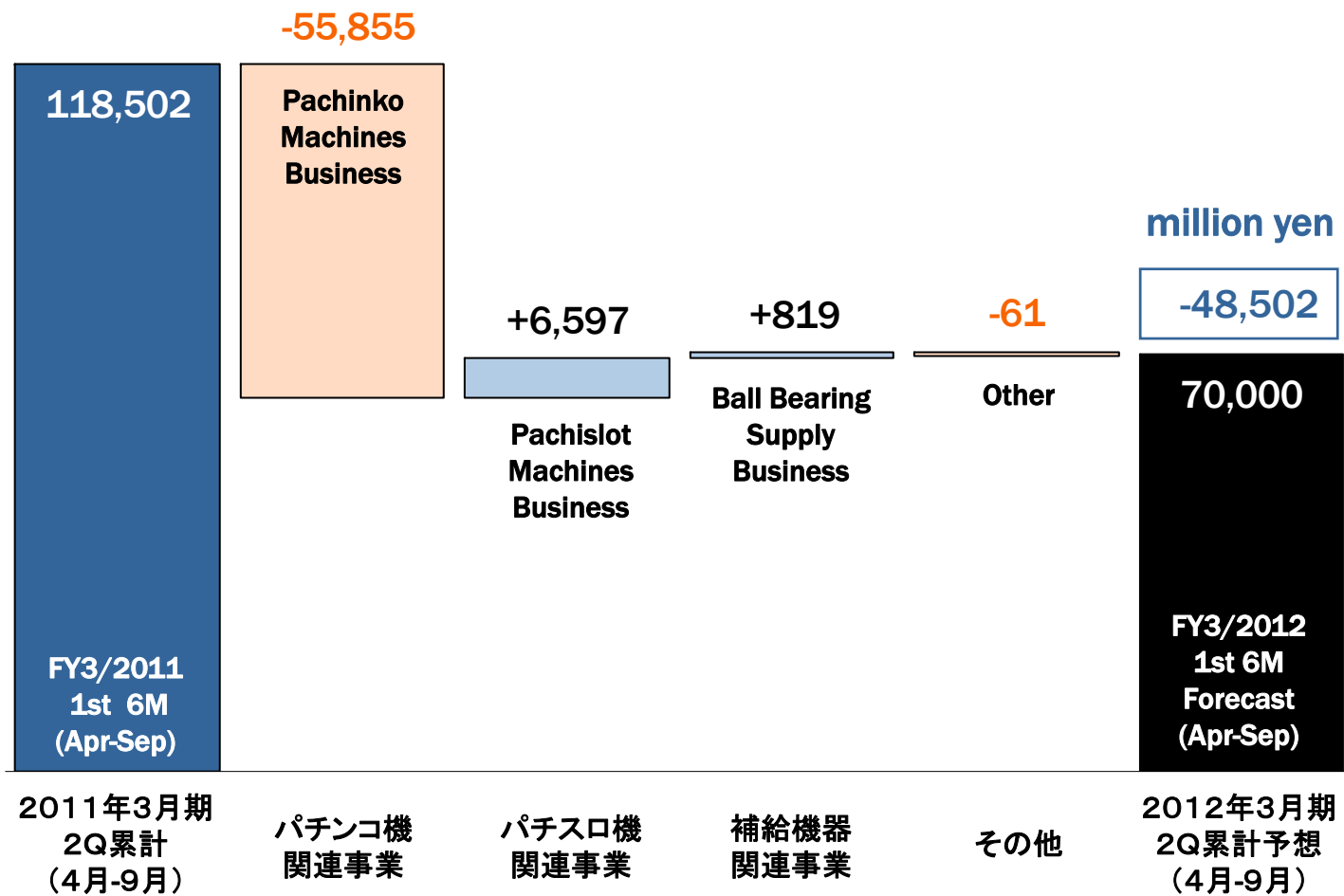
# 節電アクション下でもパチンコの売上は好調



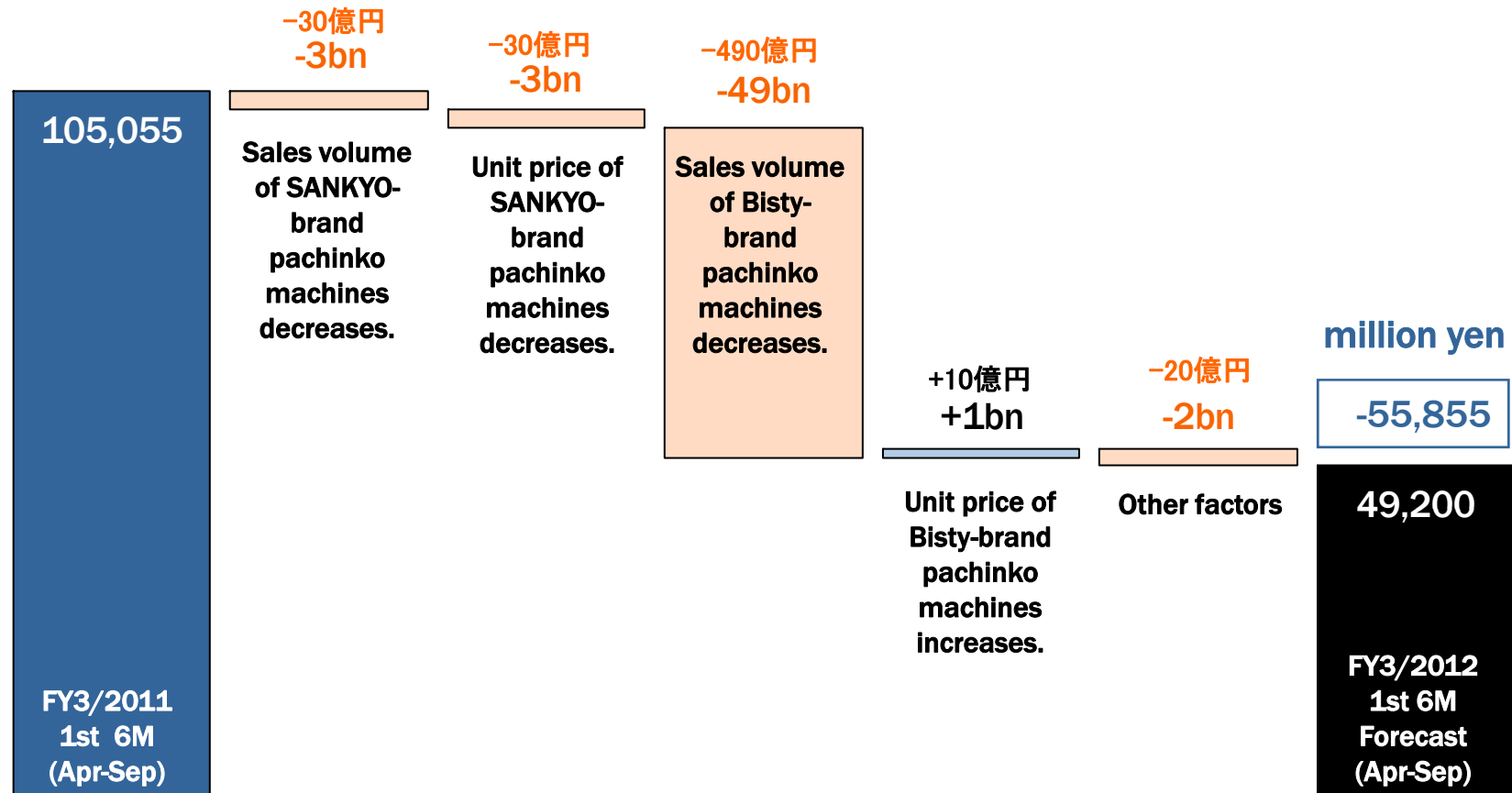
Source: Daikoku Denki "DK-SIS"



# 連結売上高



## パチンコ機関連事業売上高



2011年3月期  
2Q累計  
(4月-9月)

SANKYO  
パチンコ機の  
数量減少

SANKYO  
パチンコ機の  
価格下落

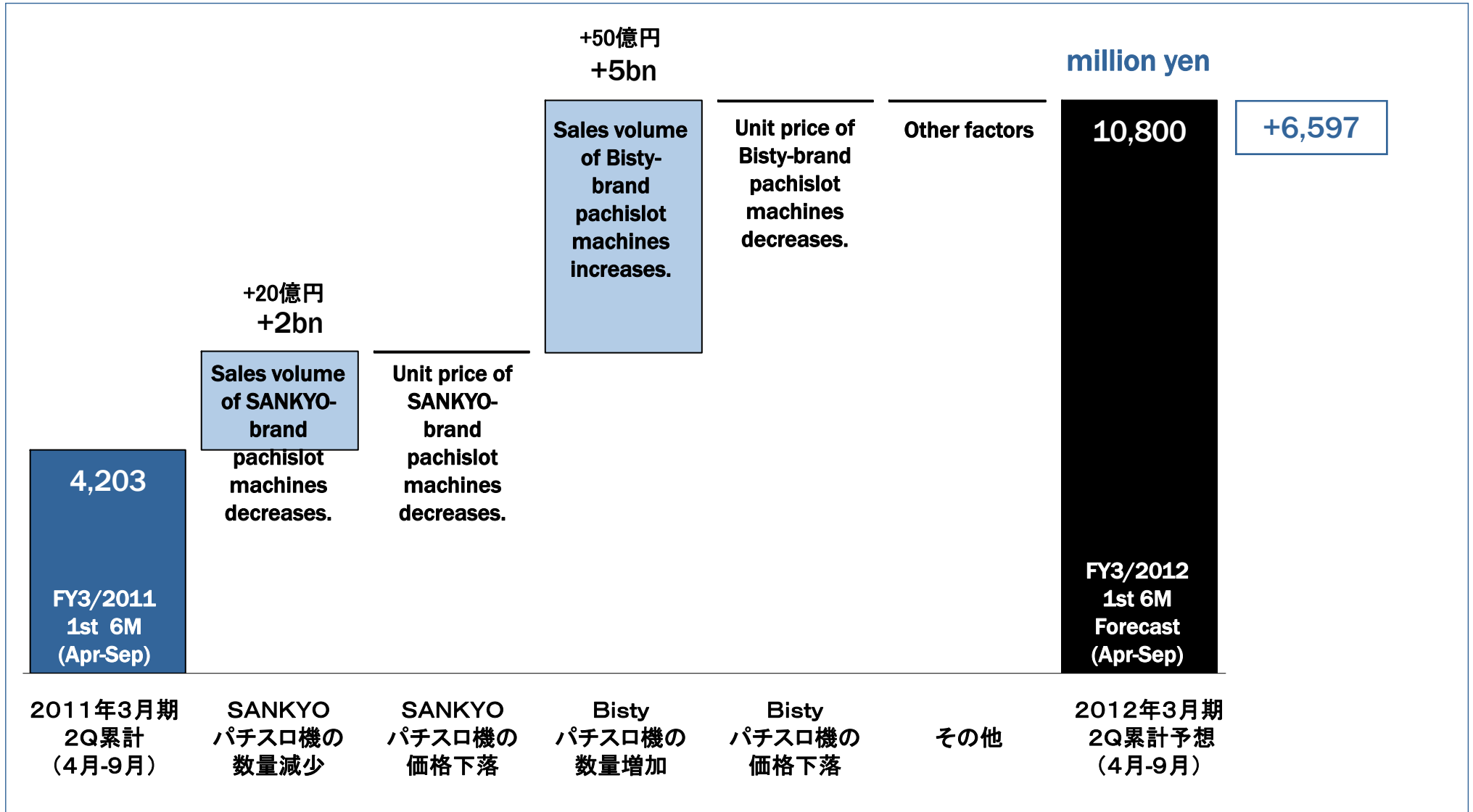
Bisty  
パチンコ機の  
数量減少

Bisty  
パチンコ機の  
価格上昇

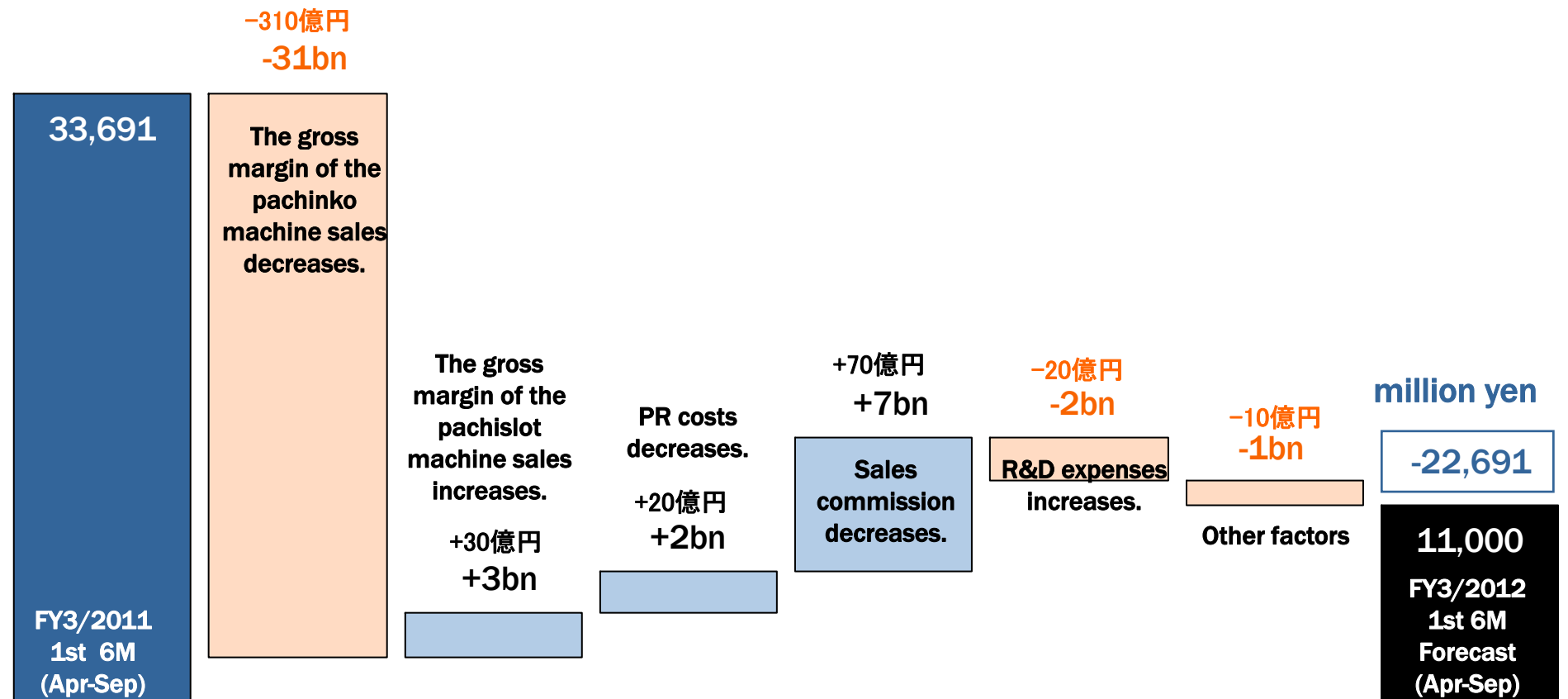
その他

2012年3月期  
2Q累計予想  
(4月-9月)

# パチスロ機関連事業売上高



# 連結営業利益



2011年3月期  
2Q累計  
(4月-9月)

パチンコ機  
売上総利益  
の減少

パチスロ機  
売上総利益  
の増加

広告宣伝費  
の減少

販売手数料  
の減少

研究開発費  
の増加

その他

2012年3月期  
2Q累計予想  
(4月-9月)



Good luck, Good life.  
SANKYO

大当たり確率  
1/157.2

玉持ち  
ち抜群!

長

遊べる



7個  
賞球!



FEVER  
マクロス Frontier

fever-macrossf.jp



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# 2012年3月期 取り組みと経過

SANKYO's Initiatives in FY3/2012  
and Progress So Far

# SANKYOの「あるべき姿」

## 市場の拡大 Expansion of the Market



No.1



販売シェア  
Market Share

No.1



ファンの人気  
Popularity among Players

No.1



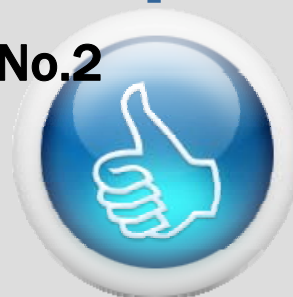
時価総額  
Market Capitalization



No.2



No.2



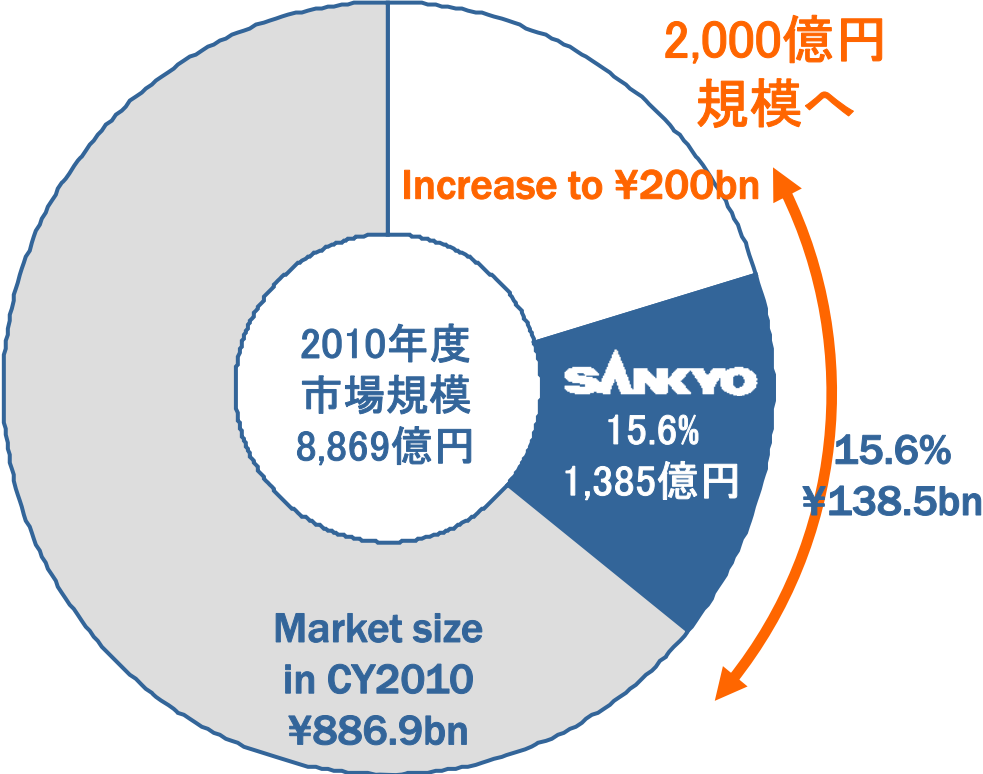
No.2



# 販売シェアNo.1に向けて

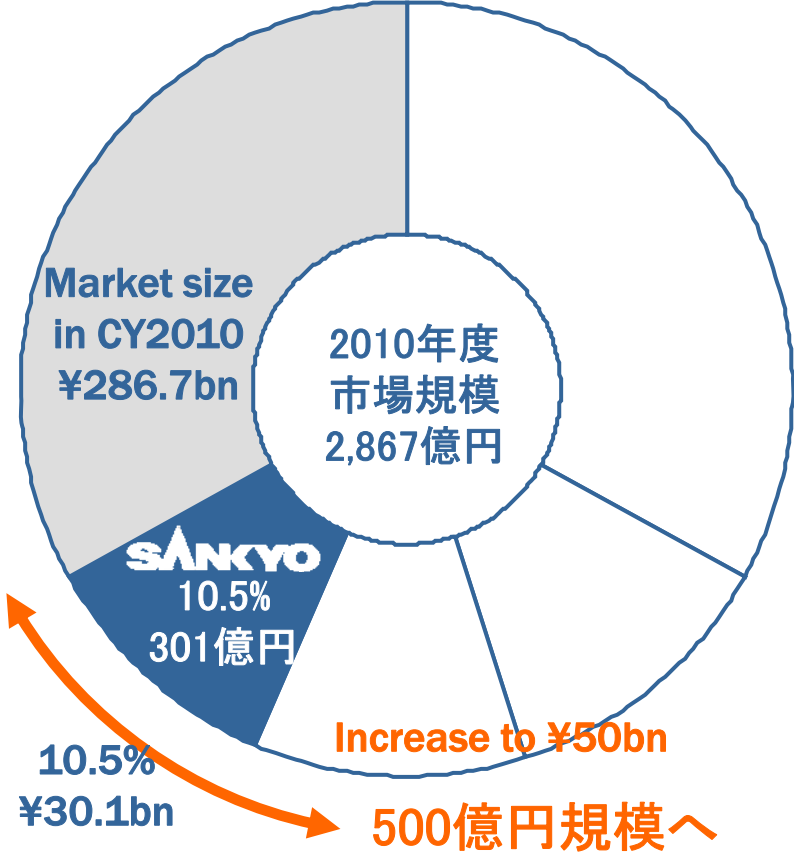
## パチンコ機市場

Pachinko Machines



## パチスロ機市場

Pachislot Machines

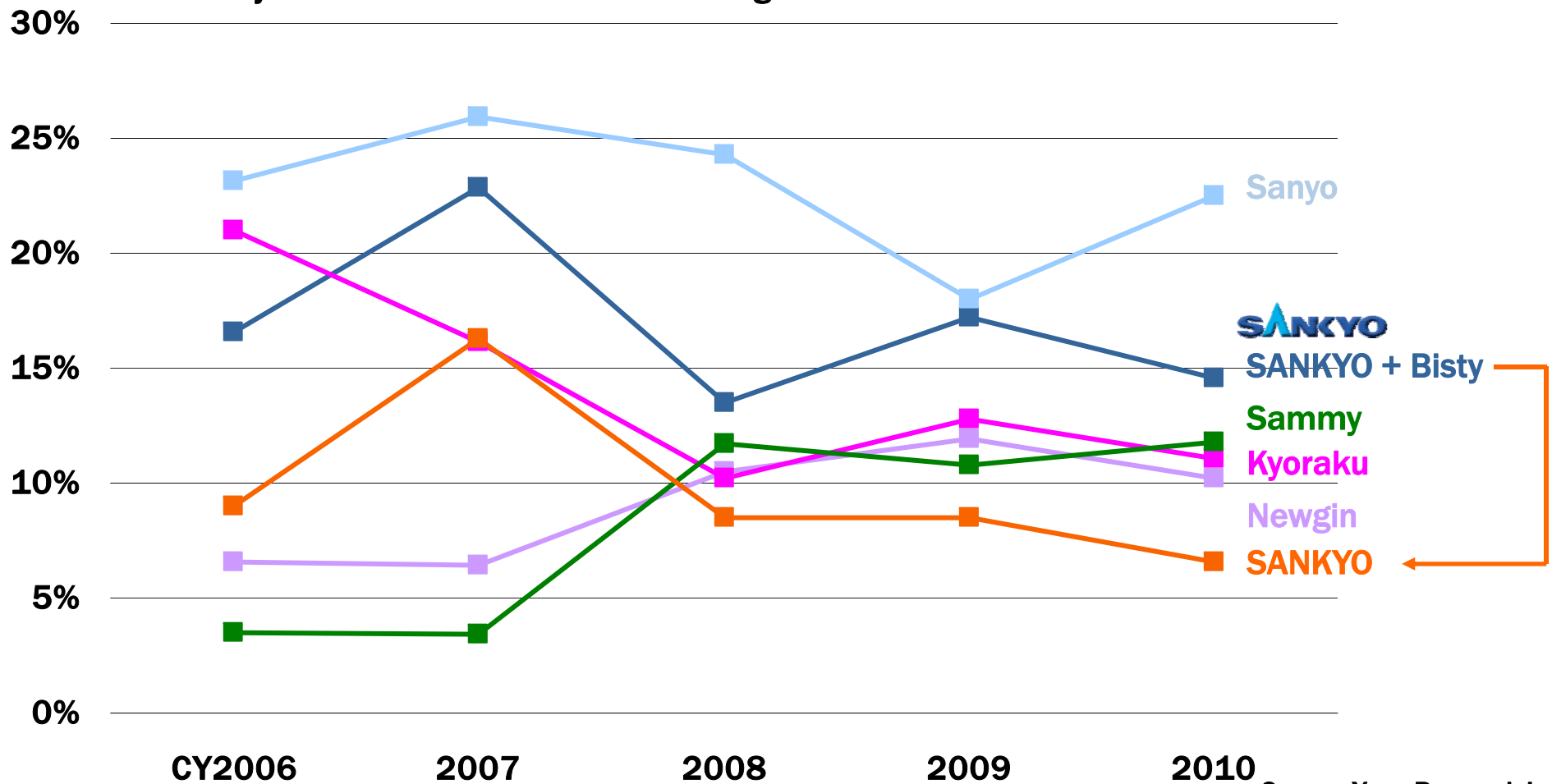


Source: Yano Research Institute

# 「現状認識」 パチンコ機販売シェア

## SANKYOブランドの回復が喫緊の課題

Recovery of the SANKYO brand is an urgent issue



Source: Yano Research Institute



# 「現状認識」 ファンの人気(ロイヤルティ)

|  | A社<br>Company A | SANKYO<br>SANKYO | B社<br>Company B |
|--|-----------------|------------------|-----------------|
| 認知率 <sup>(a)</sup><br>Brand Awareness (a)      | 80.8%           | 86.0%            | 75.7%           |
| プレイ経験 <sup>(b)</sup><br>Playing Experience (b) | 65.6%           | 68.6%            | 60.2%           |
| 今後の期待 <sup>(c)</sup><br>Expectations (c)       | 40.9%           | 35.0%            | 29.2%           |
| ロイヤルティ <sup>(c/a)</sup><br>Loyalty (c/a)       | 50.6pt          | 40.7pt           | 38.6pt          |

「認知率」「プレイ経験」は高いが、「今後の期待」がA社と比較して低い  
 High “Brand Awareness” and “Playing Experience”  
 but low “Expectations” compared with Company A

# ファンの人気を高めるために

「今後の期待」

“Expectations”



ファン目線に立った  
商品開発

Product Development from  
Players' Viewpoints

「認知率」  
「プレイ経験」

“Brand Awareness”  
“Playing Experience”



ネットマーケティング  
の推進

Promoting Internet Marketing

パチスロでも存在感

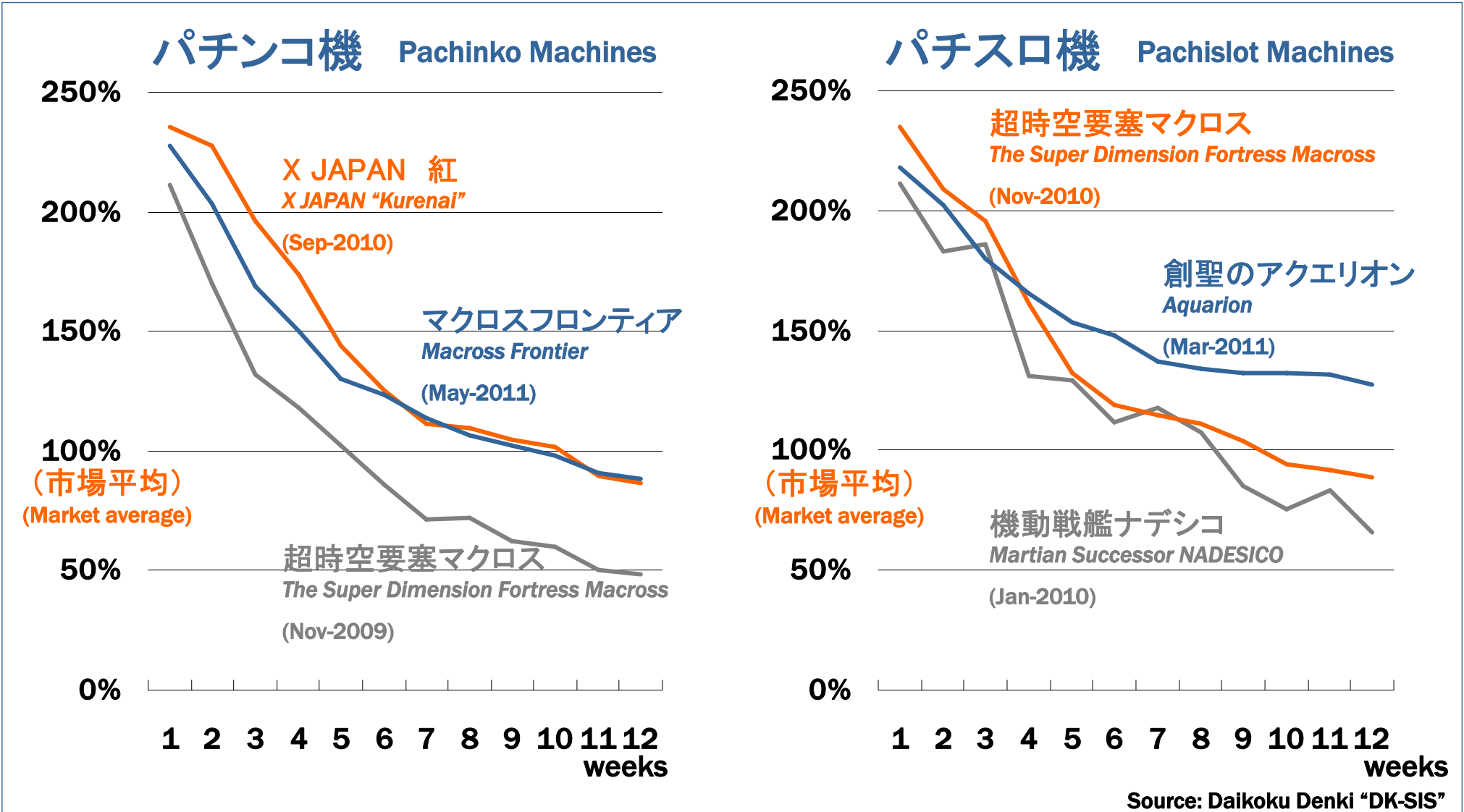
Presence in Pachislot  
Market too



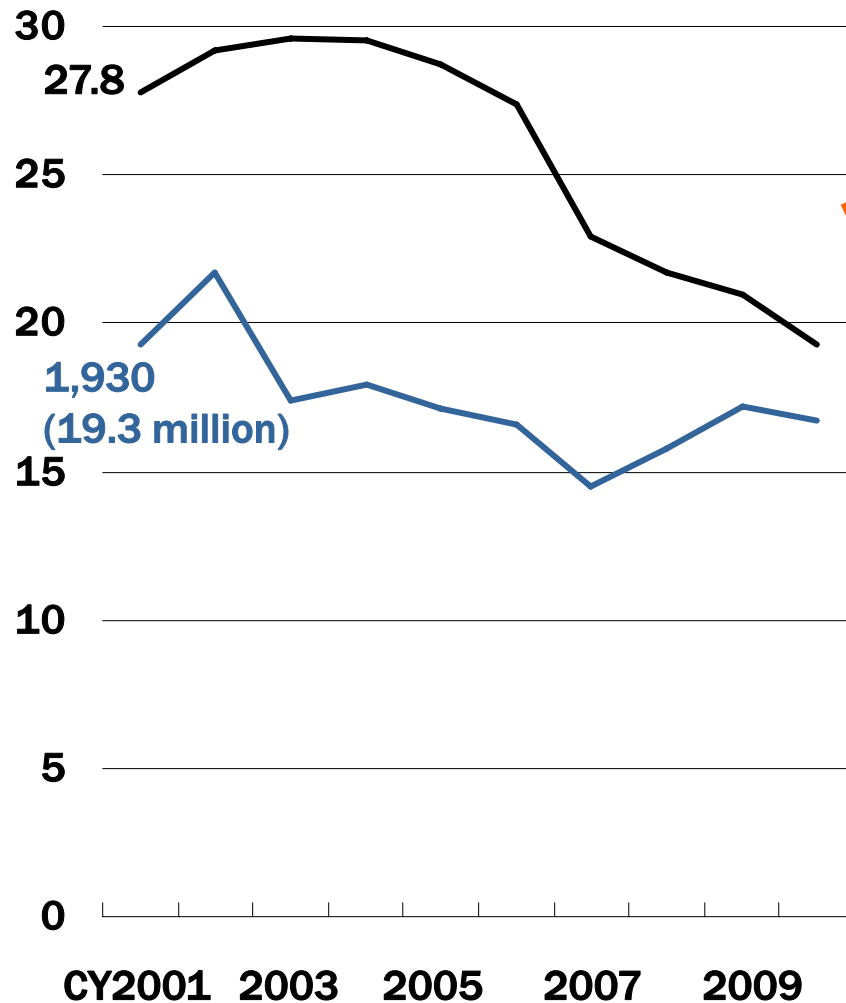
パチスロ機関連事業  
の強化

Reinforce the Pachislot  
Machines Business

# ファン目線に立った商品開発の成果



# 最近10年間の市場推移



**望まれる市場の拡大**

Market Expansion Is Desired

**19.3兆円**  
(-30.3%)

**パチンコ貸玉料**  
Pachinko Ball Rental Income  
¥19.3trillion (-30.3%)

**1,670万人**  
(-13.4%)

**パチンコ・パチスロ  
ファン人口**  
Pachinko and Pachislot Players  
16.7million (-13.4%)

# 市場の拡大に向けて



# 時価総額増大に向けて

投資家層の拡大  
More Investors

$\beta$  値の改善  
Improvement of  $\beta$

積極的なIR活動  
Vigorous IR Activities

IR資料の充実  
Enriching IR Documentation



安定した利益成長  
Stable Profit Growth

販売シェアNo.1、ファン人気No.1の達成  
Achievement of No. 1 Market Share  
and No. 1 Popularity among Players



公約配当性向25% (今期予想53.9%)  
Committed Payout Ratio: 25%  
(53.9% Expected for FY3/2012)

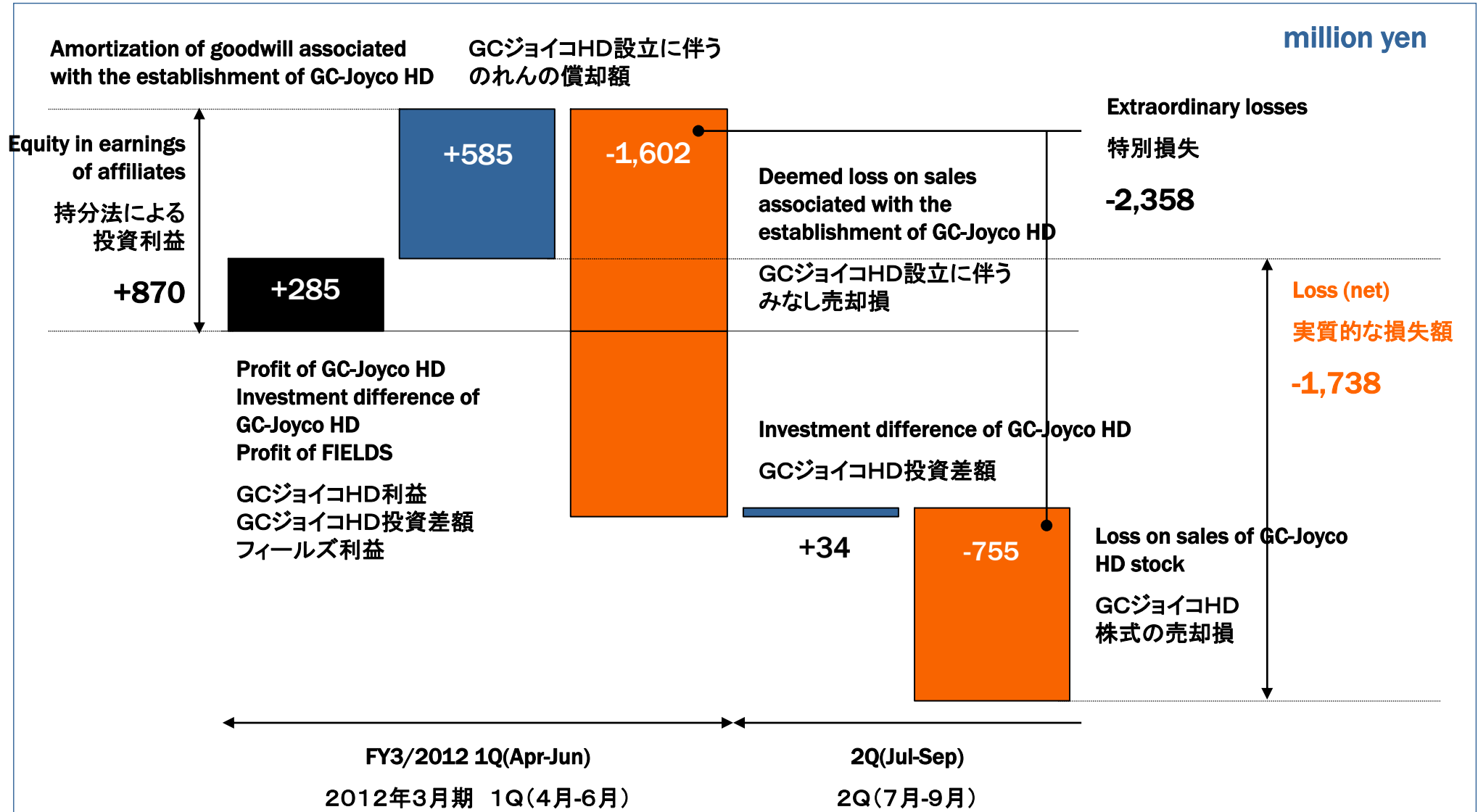
自社株買いを機動的に実施  
Flexible Share Buyback



# 付属資料

Appendix

# GCジョイコHD株式会社に関する特別損失





## 2012年3月期 第1四半期実績

| 連結: 百万円 | Consolidated: million yen | FY 3/2012<br>1Q | YoY     | Forecast<br>6 Months | (4-Aug)<br>Full Year | FY 3/2010<br>1Q | 2Q      | 3Q      | 4Q      | FY 3/2011<br>1Q | 2Q      | 3Q      | 4Q      |
|---------|---------------------------|-----------------|---------|----------------------|----------------------|-----------------|---------|---------|---------|-----------------|---------|---------|---------|
| 売上高     | Net Sales                 | 31,641          | -19,483 | 70,000               | 182,000              | 87,019          | 55,311  | 37,412  | 42,931  | 51,124          | 67,378  | 32,806  | 50,298  |
| パチンコ    | Pachinko                  | 18,135          | -27,934 | 49,200               | 121,900              | 79,045          | 48,034  | 32,139  | 21,253  | 46,069          | 58,986  | 19,876  | 24,945  |
| パチスロ    | Pachislot                 | 8,388           | +6,398  | 10,800               | 42,400               | 3,212           | 19      | 1,201   | 19,266  | 1,990           | 2,213   | 5,469   | 20,644  |
| 補給機器    | Ball Bearing Supply       | 4,711           | +2,092  | 9,200                | 16,100               | 4,366           | 6,992   | 3,713   | 2,047   | 2,619           | 5,762   | 7,011   | 4,260   |
| その他事業   | Other Business            | 406             | -38     | 800                  | 1,600                | 394             | 265     | 359     | 367     | 444             | 417     | 452     | 448     |
| 売上原価    | Cost of Sales             | 16,697          | -7,749  | 39,000               | 94,000               | 45,752          | 27,939  | 19,933  | 23,334  | 24,446          | 31,859  | 17,549  | 27,552  |
| 売上総利益   | Gross Profit              | 14,944          | -11,734 | 31,000               | 88,000               | 41,267          | 27,372  | 17,478  | 19,598  | 26,678          | 35,519  | 15,257  | 22,745  |
| 販管費     | SG & A Expenses           | 8,945           | -4,276  | 20,000               | 48,000               | 21,710          | 7,912   | 10,255  | 10,061  | 13,221          | 15,284  | 9,223   | 10,548  |
| 営業利益    | Operating Income          | 5,998           | -7,458  | 11,000               | 40,000               | 19,556          | 19,460  | 7,224   | 9,536   | 13,456          | 20,235  | 6,034   | 12,198  |
| パチンコ    | Pachinko                  | 4,636           | -9,830  | 11,000               | 33,900               | 20,568          | 21,339  | 8,832   | 4,443   | 14,466          | 20,247  | 6,000   | 7,109   |
| パチスロ    | Pachislot                 | 2,103           | +2,132  | 1,400                | 9,000                | (90)            | (1,167) | (461)   | 5,953   | (29)            | 93      | 1,150   | 5,739   |
| 補給機器    | Ball Bearing Supply       | 161             | +196    | 300                  | 500                  | 47              | 261     | 62      | (16)    | (35)            | 811     | 319     | 181     |
| その他事業   | Other Business            | 102             | -14     | 300                  | 600                  | 110             | 122     | 150     | 178     | 116             | 162     | 190     | 184     |
| 消去又は全社  | Elimination/Corporate     | (1,005)         | +56     | (2,000)              | (4,000)              | (1,078)         | (1,095) | (1,359) | (1,024) | (1,061)         | (1,079) | (1,626) | (1,015) |
| 経常利益    | Recurring Income          | 7,294           | -7,241  | 13,000               | 43,000               | 21,303          | 19,783  | 7,555   | 10,725  | 14,535          | 21,682  | 6,954   | 12,738  |
| 特別利益    | Extraordinary Gains       | 6               | -42     | 0                    | 20                   | 140             | (30)    | 7       | 372     | 48              | (19)    | 12      | 16      |
| 特別損失    | Extraordinary Losses      | 1,611           | +1,561  | 2,360                | 980                  | 17              | 340     | 199     | 24      | 50              | 6       | 39      | 764     |
| 当期純利益   | Net Income                | 3,249           | -5,903  | 6,000                | 26,000               | 13,254          | 11,457  | 4,413   | 7,074   | 9,152           | 13,395  | 4,482   | 7,704   |
| EPS: 円  | EPS: yen                  |                 |         |                      | 278.24               |                 |         |         |         |                 |         |         |         |

| 販売台数: 台 | Machines sales: units | FY 3/2012<br>1Q | YoY      | Forecast<br>6 Months | (4-Aug)<br>Full Year | FY 3/2010<br>1Q | 2Q      | 3Q     | 4Q     | FY 3/2011<br>1Q | 2Q      | 3Q     | 4Q     |
|---------|-----------------------|-----------------|----------|----------------------|----------------------|-----------------|---------|--------|--------|-----------------|---------|--------|--------|
| パチンコ    | Pachinko              | 49,862          | -78,514  | 143,500              | 369,000              | 264,145         | 155,254 | 84,777 | 68,288 | 128,376         | 166,512 | 54,175 | 75,470 |
| SANKYO  | SANKYO                | 46,478          | +38,142  | 71,000               | 184,000              | 28,990          | 155,004 | 76,744 | 23,949 | 8,336           | 73,152  | 44,756 | 63,008 |
| Bisty   | Bisty                 | 3,384           | -116,656 | 72,500               | 185,000              | 235,155         | 250     | 8,033  | 44,339 | 120,040         | 93,360  | 9,419  | 12,462 |
| パチスロ    | Pachislot             | 35,844          | +28,363  | 43,500               | 169,000              | 17,082          | 4       | 4,434  | 82,746 | 7,481           | 9,104   | 17,817 | 82,022 |
| SANKYO  | SANKYO                | 1,367           | -1,610   | 9,000                | 47,000               | 15,871          | 0       | 4,394  | 7,143  | 2,977           | 65      | 17,350 | 25,918 |
| Bisty   | Bisty                 | 34,477          | +29,973  | 34,500               | 122,000              | 1,211           | 4       | 40     | 75,603 | 4,504           | 9,039   | 467    | 56,104 |

# パチンコ機関連事業

| 連結: 百万円 | Consolidated: million yen | FY 3/2012             | Forecast (4-Aug) |          |           | FY 3/2010 |         |        |        | FY 3/2011 |         |        |        |
|---------|---------------------------|-----------------------|------------------|----------|-----------|-----------|---------|--------|--------|-----------|---------|--------|--------|
|         |                           | 1Q                    | YoY              | 6 Months | Full Year | 1Q        | 2Q      | 3Q     | 4Q     | 1Q        | 2Q      | 3Q     | 4Q     |
| 売上高     | Net Sales                 | 18,135                | -27,934          | 49,200   | 121,900   | 79,045    | 48,034  | 32,139 | 21,253 | 46,069    | 58,986  | 19,876 | 24,945 |
| 営業利益    | Operating Income          | 4,636                 | -9,830           | 11,000   | 33,900    | 20,568    | 21,339  | 8,832  | 4,443  | 14,466    | 20,247  | 6,000  | 7,109  |
| 営業利益率   | Percentage                | 25.6%                 | -5.8pt           | 22.4%    | 27.8%     | 26.0%     | 44.4%   | 27.5%  | 20.9%  | 31.4%     | 34.3%   | 30.2%  | 28.5%  |
| 販売台数: 台 |                           | Machines sales: units |                  |          |           |           |         |        |        |           |         |        |        |
| パチンコ合計  | Pachinko                  | 49,862                | -78,514          | 143,500  | 369,000   | 264,145   | 155,254 | 84,777 | 68,288 | 128,376   | 166,512 | 54,175 | 75,470 |
| SANKYO  | SANKYO                    | 46,478                | +38,142          | 71,000   | 184,000   | 28,990    | 155,004 | 76,744 | 23,949 | 8,336     | 73,152  | 44,756 | 63,008 |
| 枠付き     | Frame                     | 49.5%                 | +48.2pt          | 23.3%    | 16.9%     | 0.8%      | 25.3%   | 70.6%  | 7.1%   | 1.2%      | 26.2%   | 58.2%  | 44.0%  |
| ゲージ盤    | Gauge                     | 43.7%                 | +38.5pt          | 26.1%    | 32.9%     | 10.2%     | 74.5%   | 19.9%  | 28.0%  | 5.3%      | 17.8%   | 24.4%  | 31.4%  |
| Bisty   | Bisty                     | 3,384                 | -116,656         | 72,500   | 185,000   | 235,155   | 250     | 8,033  | 44,339 | 120,040   | 93,360  | 9,419  | 12,462 |
| 枠付き     | Frame                     | 6.8%                  | -86.7pt          | 48.8%    | 18.7%     | 44.9%     | 0.2%    | 1.7%   | 18.5%  | 93.5%     | 54.4%   | 0.5%   | 10.6%  |
| ゲージ盤    | Gauge                     | 0.0%                  | +0.0pt           | 1.7%     | 31.4%     | 44.1%     | 0.0%    | 7.8%   | 46.5%  | 0.0%      | 1.6%    | 16.8%  | 5.9%   |

発表済みタイトル

Titles Announced

|           | Series name              | No. of models                                    | Sales: units      |
|-----------|--------------------------|--|-------------------|
| FY 3/2012 | フィーバータイガーマスク 俺こそが50&逆襲50 | "Orekosoga" & "Gyakushu"                         | (Apr-11) 2 -      |
| 1Q        | フィーバーマクロスフロンティア          | Fever Macross Frontier                           | (May-11) 2 39,000 |
| 2Q        | X-FILES 宇宙人帰還計画!         | X-FILES  | (Jul-11) 1        |
|           | 浜崎あゆみ物語 序章               | The Story of ayumi hamasaki "Introduction"       | (Jul-11) 1        |
|           | フィーバーらんま1/2 魂&魂7         | Fever Ranma 1/2 "Tamashii" & "Tamashii 7"        | (Aug-11) 2        |
|           | フィーバーマクロスフロンティア 魂&魂7     | Fever Macross Frontier "Tamashii" & "Tamashii 7" | (Sep-11) 2        |
| Total     |                          |  | 49,862            |

販売予定シリーズ数

No. of Pachinko Models to be released

|        | 1H  | 2H  |
|--------|-----|-----|
| SANKYO | 4-5 | 4-5 |
| Bisty  | 1-2 | 2-3 |

Note: 黒字 SANKYO機種、  
青字 ビスティ機種(総販売元 フィールズ)

Note: Models in black are SANKYO models and  
models in blue are Bisty models (distributed by Fields).

## パチスロ機関連事業

| 連結: 百万円 | Consolidated: million yen | FY 3/2012             | Forecast (4-Aug) |          |           | FY 3/2010 | FY 3/2011 |         |        |        |       |        |        |
|---------|---------------------------|-----------------------|------------------|----------|-----------|-----------|-----------|---------|--------|--------|-------|--------|--------|
|         |                           | 1Q                    | YoY              | 6 Months | Full Year | 1Q        | 2Q        | 3Q      | 4Q     | 1Q     | 2Q    | 3Q     | 4Q     |
| 売上高     | Net Sales                 | 8,388                 | +6,398           | 10,800   | 42,400    | 3,212     | 19        | 1,201   | 19,266 | 1,990  | 2,213 | 5,469  | 20,644 |
| 営業利益    | Operating Income          | 2,103                 | +2,132           | 1,400    | 9,000     | (90)      | (1,167)   | (461)   | 5,953  | (29)   | 93    | 1,150  | 5,739  |
| 営業利益率   | Percentage                | 25.1%                 | +26.5pt          | 13.0%    | 21.2%     | (2.8%)    | (6142.1%) | (38.4%) | 30.9%  | (1.5%) | 4.2%  | 21.0%  | 27.8%  |
| 販売台数: 台 |                           | Machines sales: units |                  |          |           |           |           |         |        |        |       |        |        |
| パチスロ合計  | Pachislot                 | 35,844                | +28,363          | 43,500   | 169,000   | 17,082    | 4         | 4,434   | 82,746 | 7,481  | 9,104 | 17,817 | 82,022 |
| SANKYO  | SANKYO                    | 1,367                 | -1,610           | 9,000    | 47,000    | 15,871    | 0         | 4,394   | 7,143  | 2,977  | 65    | 17,350 | 25,918 |
| Bisty   | Bisty                     | 34,477                | +29,973          | 34,500   | 122,000   | 1,211     | 4         | 40      | 75,603 | 4,504  | 9,039 | 467    | 56,104 |

## 発表済みタイトル

## Titles Announced

|           | Series name   |                     | Sales: units    |
|-----------|---------------|---------------------|-----------------|
| FY 3/2011 | エヴァンゲリオン 真実の翼 | "For Your Own Wish" | (Mar-11) 22,000 |
| FY 3/2012 | サムライ7         | Samurai Seven       | (May-11) 12,000 |
| 2Q        | 夢夢ワールドDX II   | Mumu World DX II    | (Sep-11)        |
| Total     |               |                     | 35,844          |

Note: 黒字 SANKYO機種、  
青字 ビスティ機種 (総販売元 フィールズ)

Note: Models in black are SANKYO models and  
models in blue are Bisty models (distributed by Fields).

## 販売予定シリーズ数

## No. of Pachislot Models to be released

|        | 1H | 2H  |
|--------|----|-----|
| SANKYO | 1  | 3-4 |
| Bisty  | 1  | 2-3 |

## 売上総利益率／営業利益率

| 連結     | Consolidated     | FY 3/2012 | Forecast (4-Aug) |          |           | FY 3/2010 | FY 3/2011 |       |       |       |       |       |       |
|--------|------------------|-----------|------------------|----------|-----------|-----------|-----------|-------|-------|-------|-------|-------|-------|
|        |                  | 1Q        | YoY              | 6 Months | Full Year | 1Q        | 2Q        | 3Q    | 4Q    | 1Q    | 2Q    | 3Q    | 4Q    |
| 売上総利益率 | Gross Margin     | 47.2%     | -5.0pt           | 44.3%    | 48.4%     | 47.4%     | 49.5%     | 46.7% | 45.6% | 52.2% | 52.7% | 46.5% | 45.2% |
| 営業利益率  | Operating Margin | 19.0%     | -7.4pt           | 15.7%    | 22.0%     | 22.5%     | 35.2%     | 19.3% | 22.2% | 26.3% | 30.0% | 18.4% | 24.3% |

## 販売費及び一般管理費

## SG &amp; A Expenses

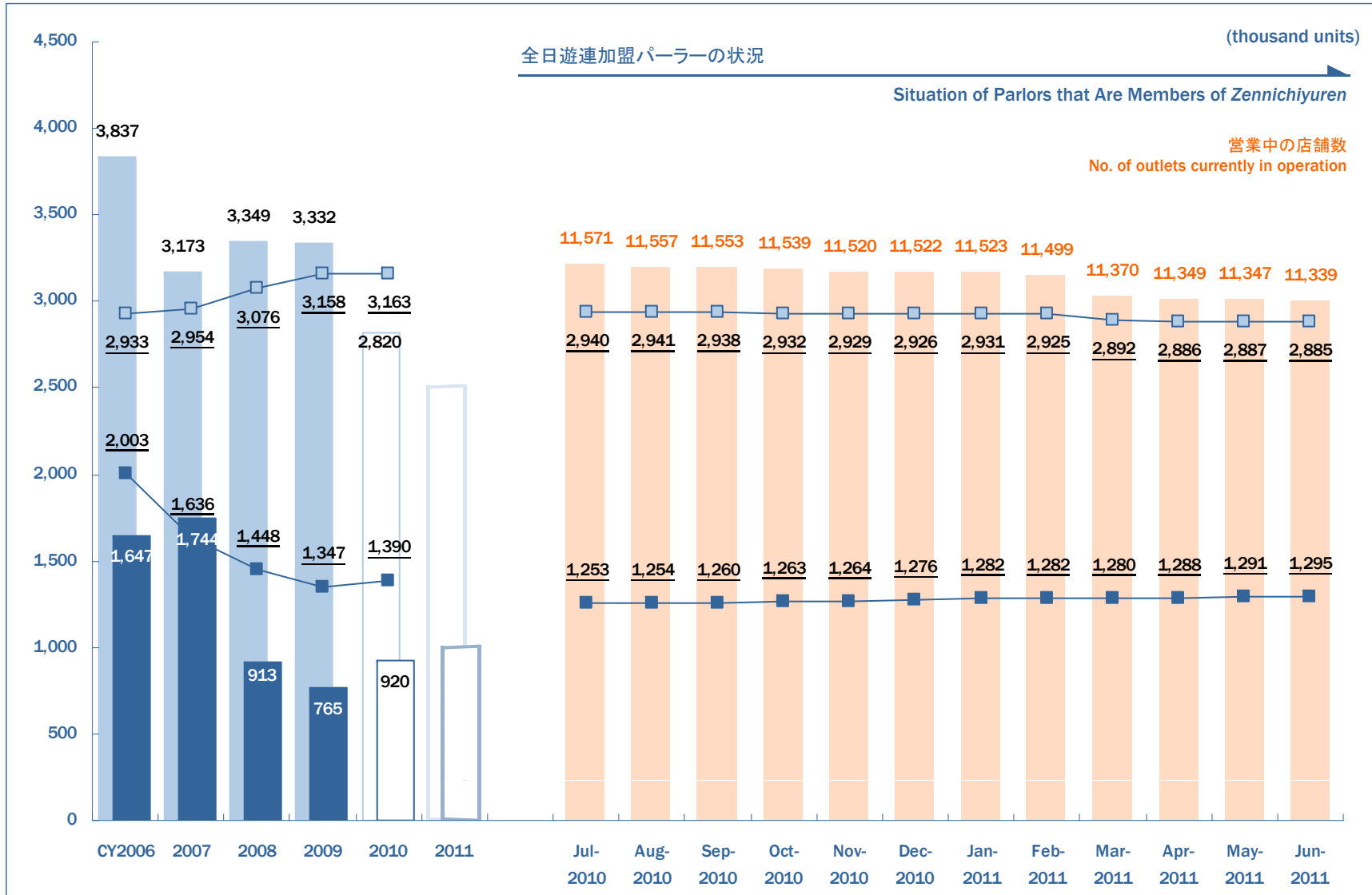
| 連結: 百万円 | Consolidated: million yen | FY 3/2012 | Forecast (4-Aug) |          |           | FY 3/2010 | FY 3/2011 |       |       |       |       |       |       |
|---------|---------------------------|-----------|------------------|----------|-----------|-----------|-----------|-------|-------|-------|-------|-------|-------|
|         |                           | 1Q        | YoY              | 6 Months | Full Year | 1Q        | 2Q        | 3Q    | 4Q    | 1Q    | 2Q    | 3Q    | 4Q    |
| 販売手数料   | Sales Commission          | 549       | -6,179           | 4,680    | 12,126    | 12,721    | 733       | 744   | 2,158 | 6,728 | 5,327 | 884   | 1,641 |
| 広告宣伝費   | PR Costs                  | 693       | +107             | 1,044    | 4,948     | 3,384     | 910       | 3,291 | 816   | 586   | 2,722 | 1,929 | 1,223 |
| 研究開発費   | R&D Expenses              | 4,937     | +2,021           | 9,484    | 20,116    | 2,603     | 3,291     | 3,697 | 4,157 | 2,916 | 4,152 | 3,554 | 4,783 |
| 給与手当    | Employee Salary           | 823       | +81              | 1,650    | 3,909     | 825       | 869       | 1,321 | 1,157 | 742   | 778   | 1,448 | 954   |
| その他     | Others                    | 1,943     | -306             | 3,142    | 6,901     | 2,177     | 2,109     | 1,202 | 1,773 | 2,249 | 2,305 | 1,408 | 1,947 |

| 連結: 百万円 | Consolidated: million yen | FY 3/2012 | YoY  | 6 Months | Full Year | FY 3/2010 | 2Q    | 3Q    | 4Q    | FY 3/2011 | 2Q    | 3Q    | 4Q    |
|---------|---------------------------|-----------|------|----------|-----------|-----------|-------|-------|-------|-----------|-------|-------|-------|
| 設備投資額   | Capital Expenditure       | 340       | -367 | 1,444    | 4,388     | 2,559     | 1,713 | 1,931 | 1,227 | 707       | 559   | 605   | 398   |
| 減価償却費   | Depreciation              | 661       | -346 | 1,552    | 4,055     | 950       | 1,220 | 1,587 | 1,759 | 1,007     | 1,111 | 1,243 | 1,349 |

| 連結    | Consolidated     | FY 3/2012 | YoY | 6 Months | Full Year | FY 3/2010 | 2Q    | 3Q    | 4Q    | FY 3/2011 | 2Q    | 3Q    | 4Q    |
|-------|------------------|-----------|-----|----------|-----------|-----------|-------|-------|-------|-----------|-------|-------|-------|
| 従業員数  | No. of Employees | 1,131     | -5  | 1,130    | 1,131     | 1,119     | 1,115 | 1,110 | 1,105 | 1,136     | 1,129 | 1,123 | 1,113 |
| 開発人員数 | No. of R&D Staff | 306       | +16 | 300      | 299       | 277       | 276   | 276   | 274   | 290       | 288   | 288   | 288   |

| 間接販売比率(累計)       | Indirect Sales Ratio | FY 3/2012 | YoY    | 6 Months | Full Year | FY 3/2010 | 2Q    | 3Q    | 4Q    | FY 3/2011 | 2Q    | 3Q    | 4Q    |
|------------------|----------------------|-----------|--------|----------|-----------|-----------|-------|-------|-------|-----------|-------|-------|-------|
| SANKYO Pachinko  |                      | 38.2%     | +1.3pt | 37.8%    | 37.8%     | 35.2%     | 36.0% | 36.2% | 36.4% | 36.9%     | 37.8% | 37.9% | 37.9% |
| SANKYO Pachislot |                      | 41.4%     | -7.4pt | 49.0%    | 49.0%     | 47.0%     | 47.0% | 47.2% | 46.7% | 48.8%     | 49.2% | 48.7% | 49.0% |

# 遊技機市場



- 100 パチンコ販売台数  
No. of shipped Pachinko Machines
- 100 パチンコ設置台数  
No. of installed Pachinko Machines
- 100 パチスロ販売台数  
No. of shipped Pachislot Machines
- 100 パチスロ設置台数  
No. of installed Pachislot Machines

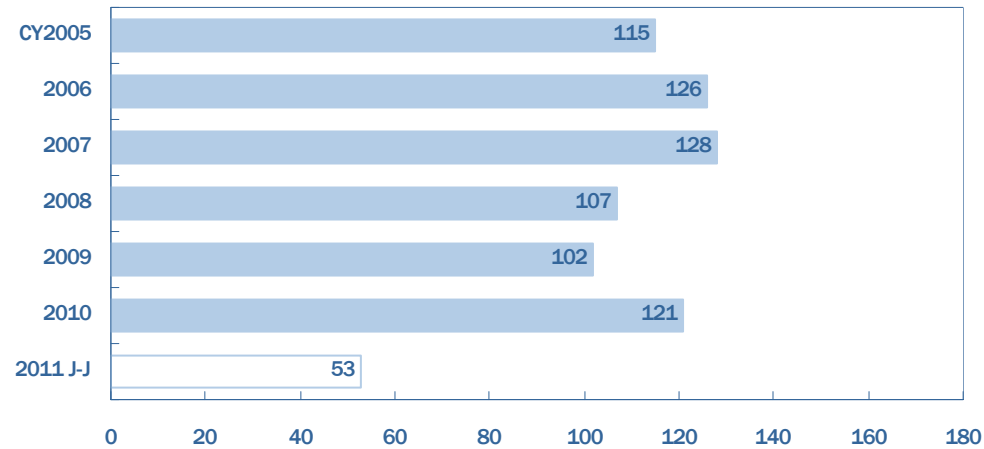
Source: National Police Agency  
 Yano Research Institute  
 Zennichiyuren

# 販売タイトル数推移(全メーカー)

## パチンコ機

### Pachinko Machines

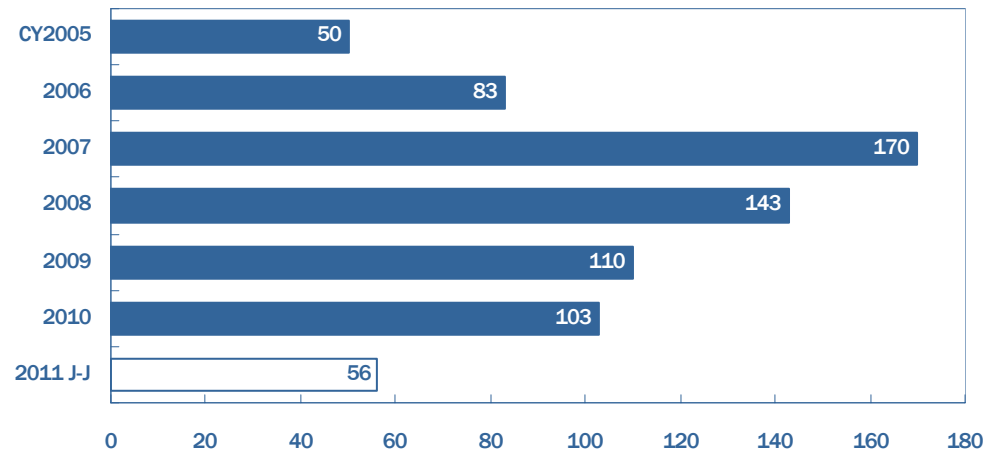
- ・1タイトル当たり販売台数  
2009年度: 32,666台 (3,332千台 ÷ 102)  
2010年度: 23,300台程度
- ・Sales per title  
CY2009: 32,666 units (3,332,000 units/102)  
CY2010: about 23,300 units



## パチスロ機

### Pachislot Machines

- ・1タイトル当たり販売台数  
2009年度: 6,954台 (765千台 ÷ 110)  
2010年度: 8,900台程度
- ・Sales per title  
CY2009: 6,954 units (765,000 units/110)  
CY2010: about 8,900 units



## 型式試験適合状況

## パチンコ機

## Pachinko Machines

アレンジ、じゃん球含む

including Arrange Ball, Jong-Kyu

|                    |           | CY2007 | 2008 | 2009 | 2010 | 2011<br>Jan-Jun |
|--------------------|-----------|--------|------|------|------|-----------------|
| 受付                 | Applicant | 530    | 506  | 637  | 658  | 295             |
| 適合                 | Pass      | 442    | 374  | 537  | 544  | 278             |
| 不適合                | Fail      | 104    | 98   | 134  | 112  | 42              |
| SANKYO             |           | 20     | 19   | 40   | 25   | 12              |
| Bisty              |           | 16     | 8    | 13   | 9    | 5               |
| SANKYO Group Total |           | 36     | 27   | 53   | 34   | 17              |

## パチスロ機

## Pachislot Machines

パロットを含む

including Palot

|                    |           | CY2007 | 2008 | 2009 | 2010 | 2011<br>Jan-Jun |
|--------------------|-----------|--------|------|------|------|-----------------|
| 受付                 | Applicant | 781    | 841  | 779  | 703  | 327             |
| 適合                 | Pass      | 331    | 342  | 349  | 295  | 138             |
| 不適合                | Fail      | 430    | 418  | 436  | 426  | 189             |
| SANKYO             |           | 5      | 10   | 10   | 15   | 6               |
| Bisty              |           | 8      | 5    | 5    | 10   | 2               |
| SANKYO Group Total |           | 13     | 15   | 15   | 25   | 8               |



Good luck. Good life.

**SANKYO**