

# **OKURA HOLDINGS LIMITED**

(Incorporated in Hong Kong with limited liability) Stock Code: 1655

# ANNUAL REPORT 2018

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# **Corporate Information**

# **BOARD OF DIRECTORS**

### **Executive Directors**

Mr. Katsuya Yamamoto (Chairman) Mr. Fumihide Hamada Mr. Yutaka Kagawa Mr. Toshiro Oe

#### **Independent Non-executive Directors**

Mr. Mitsuru Ishii Mr. Yuji Matsuzaki Mr. Takamasa Kawasaki

# **COMPANY SECRETARY**

Mr. Man Yun Wah ACIS, ACS, MCG

### **AUDIT COMMITTEE**

Mr. Takamasa Kawasaki (Chairman) Mr. Mitsuru Ishii Mr. Yuji Matsuzaki

### **REMUNERATION COMMITTEE**

Mr. Takamasa Kawasaki (Chairman) Mr. Mitsuru Ishii Mr. Yuji Matsuzaki Mr. Katsuya Yamamoto Mr. Yutaka Kagawa

### NOMINATION COMMITTEE

Mr. Katsuya Yamamoto (Chairman) Mr. Takamasa Kawasaki Mr. Mitsuru Ishii Mr. Yuji Matsuzaki Mr. Yutaka Kagawa

### **RISK MANAGEMENT COMMITTEE**

Mr. Fumihide Hamada (Chairman) Mr. Yutaka Kagawa Mr. Toshiro Oe Mr. Satoshi Maeda Mr. Koji Nakao Mr. Hayato Tobisawa Mr. Junichi Hitomi Mr. Shota Miyano Mr. Shota Miyano Mr. Seiji Otofuji Mr. Masayuki Sakata Mr. Fumihiko Tanaka Mr. Shuntaro Honda Mr. Masaki Oka (resigned in January 2018)

#### AUTHORISED REPRESENTATIVES

Mr. Takamasa Kawasaki Mr. Man Yun Wah *ACIS, ACS, MCG* 

### **HEADQUARTERS IN JAPAN**

7/F, 13-10 Motofuna-machi, Nagasaki City, Nagasaki Prefecture, Japan 850-0035

# REGISTERED OFFICE AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

11/F, Admiralty Centre Tower II, 18 Harcourt Road, Admiralty, Hong Kong

# **Corporate Information**

# **PRINCIPAL BANKERS**

Sumitomo Mitsui Banking Corporation, Saga Branch 2-3, Hachimankoji, Saga City, Saga Prefecture, Japan 840-0834

Shinwa Bank, Sumiyoshi Branch 2-22, Sumiyoshimachi Nagasaki City, Nagasaki Prefecture, Japan 852-8154

The Eighteenth Bank, Ltd., Sumiyoshi Branch 1-6 Nakazonomachi, Nagasaki City, Nagasaki Prefecture, Japan 852-8155

# HONG KONG SHARE REGISTRAR

Tricor Investor Services Limited Level 22, Hopewell Centre, 183 Queen's Road East, Hong Kong

### **INDEPENDENT AUDITOR**

PricewaterhouseCoopers *Certified Public Accountants* 22/F, Prince's Building, Central, Hong Kong

# HONG KONG LEGAL ADVISOR

H.M. Chan & Co in association with Taylor Wessing21/F, No.8 Queen's Road Central,Hong Kong

# **COMPLIANCE ADVISER**

Oceanwide Capital Limited 18/F-19/F, China Building, 29 Queen's Road Central, Hong Kong

# **PLACE OF LISTING**

The Stock Exchange of Hong Kong Limited

### **STOCK CODE**

1655

### **COMPANY'S WEBSITE**

www.okura-holdings.com

In this Report, unless the context otherwise requires, the following words and expressions shall have the following meanings.

"2018 AGM"	the 2018 annual general meeting of the Company to be held on Tuesday, 20 November 2018
"Adward"	Adward Co., Ltd.* (アドワード株式会社), a company incorporated under the laws of Japan on 16 October 2007 and a subsidiary indirectly wholly- owned by the Company
"Aisen"	Aisen Co., Ltd.* (株式会社アイセン), a company incorporated under the laws of Japan on 9 March 2000 and a subsidiary indirectly wholly-owned by the Company
"Allotment Result Announcement"	the announcement of the Company dated 12 May 2017 in respect of the allotment results of the Share Offer
"Amusement Business Law"	the Act on Control and Improvement of Amusement Business etc.* (風俗 営業等の規制及び業務の適正化等に関する法律)of Japan (Act No. 122 of 1948), as amended, supplemented or otherwise modified from time to time
"Aratoru"	Aratoru Co., Ltd.* (アラトル株式会社), a company incorporated under the laws of Japan on 22 February 2007 and a subsidiary indirectly wholly-owned by the Company
"Articles"	the articles of association of the Company as amended from time to time
"Audit Committee"	the audit committee of the Company
"Board"	the board of Directors
"CG Code"	the Corporate Governance Code contained in Appendix 14 to the Listing Rules, as amended from time to time
"Company"	Okura Holdings Limited
"Companies Ordinance"	Companies Ordinance (Chapter 622 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
"Controlling Shareholder"	Mr. Katsuya Yamamoto, being the controlling shareholder of the Company

"Deed"	the deed of non-competition entered into between the Controlling Shareholder and the Company on 10 April 2017
"Director(s)"	the director(s) of the Company
"EQU"	EQU Co., Ltd.* (株式会社EQU), a company incorporated under the laws of Japan on 9 March 2005, which merged with K's Works on 1 November 2015
"ESG Report"	the Environmental, Social and Governance Report of the Company
"FY 2017"	the financial year ended 30 June 2017
"FY 2018" or "Year"	the financial year ended 30 June 2018
"Group"	the Company and our subsidiaries (or the Company and any one or more of our subsidiaries, as the content may require) or, where the context so requires, in respect of the period before the Company became the holding company of our present subsidiaries, the present subsidiaries of the Company and the businesses carried on by such subsidiaries or (as the case may be) their respective predecessors
"Hong Kong"	the Hong Kong Special Administrative Region of the People's Republic of China
"K's Holdings"	K's Holdings Co., Ltd.* (株式会社ケーズ・ホールデイングス), a company incorporated under the laws of Japan on 27 October 2008 and a directly wholly-owned subsidiary of the Company
"K's Property"	K's Property Co., Ltd.* (株式会社ケイズブロパティー), a company incorporated under the laws of Japan on 30 March 2001 and a subsidiary indirectly wholly-owned by the Company
"K's Works"	K's works Co., Ltd.* (株式会社K's works), a company incorporated under the laws of Japan on 18 November 2008 and a subsidiary indirectly wholly- owned by the Company, which merged with K's Property on 1 November 2015
"Listing"	the listing of the Shares on the Main Board of the Stock Exchange
"Listing Date"	15 May 2017, the date on which dealings in the Shares on the Main Board of the Stock Exchange first commenced
"Listing Rules"	the Rules Governing the Listing of Securities on the Main Board of The Stock Exchange of Hong Kong Limited as amended, supplemented or otherwise modified from time to time

"Mid-sized Pachinko Hall Operator(s)"	pachinko hall operator(s) which operate(s) 15 to 19 halls
"Model Code"	the Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix 10 to the Listing Rules, as amended, supplemented or otherwise modified from time to time
"Nomination Committee"	the nomination committee of the Company
"Okura Japan"	Okura Co., Ltd.* (王蔵株式会社), a company incorporated under the laws of Japan on 3 April 1984 and a subsidiary indirectly wholly-owned by the Company
"Okura Kyushu"	Okura Kyushu Co., Ltd.* (王蔵九州株式会社), a company incorporated under the laws of Japan on 17 February 2017 and a former subsidiary indirectly wholly-owned by the Company
"Okura Nishinihon"	Okura Nishinihon Co., Ltd.* (王蔵西日本株式会), a company incorporated under the laws of Japan on 3 December 2012 and a subsidiary indirectly wholly-owned by the Company
"Prospectus"	the prospectus of the Company dated 28 April 2017
"Remuneration Committee"	the remuneration committee of the Company
"Report"	the annual report for the Year
"Risk Management Committee"	the risk management committee of the Company
"Senior Management"	the senior management of the Group
"SFC"	the Securities and Futures Commission of Hong Kong
"SFO"	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
"Share(s)"	ordinary share(s) of the Company
"Shareholder(s)"	the holder(s) of the Shares
"Share Offer"	the public offer of the 12,500,000 Shares and the placing of the 112,500,000 Shares by the Company for subscription at HK\$1.20 per Share
"Share Option Scheme"	the share option scheme adopted by the Company on 10 April 2017
"Stock Exchange"	the Stock Exchange of Hong Kong Limited
"Takeovers Code"	the Codes on Takeovers and Mergers and Share Buy-backs issued by the SFC, as amended, supplemented or otherwise modified from time to time

"Three Party System"	the industry practice under which pachinko hall operators, G-prize buyers and G-prizes wholesalers participate in the sale and purchase cycle of G-prizes obtained by a customer of a pachinko hall operator by playing pachinko and pachislot machines in Japan, as described in more detail in the sections headed "Three Party System" and "Applicable Laws and Regulations" of the Prospectus
"HK\$", "HKD", "Hong Kong dollar(s)" or "cent(s)"	Hong Kong dollar(s) and cent(s), respectively, the lawful currency of Hong Kong
"¥" or "JPY"	Japanese Yen, the lawful currency of Japan
"%"	per cent

\* The English titles marked with "\*" are unofficial English translation of the Japanese titles of natural persons, legal persons, governmental authorities, institutions, laws, rules, regulations and other entities for which no official English translation exists. These titles are for identification purpose only.

# **Chairman's Statement**

Dear Shareholders,

On behalf of the Board, I am pleased to present to you the annual report of Okura Holdings Limited together with our subsidiaries for the Year.

# **COMPANY OVERVIEW**

We are a pachinko hall operator in Japan, operating mainly pachinko and pachislot machines. As at 30 June 2018, we operated 17 (FY 2017: 18) pachinko halls under the trading names "Big Apple.", "K's Plaza", "Big Apple. YOUPARK" and "Monaco".

#### **INDUSTRY AND BUSINESS REVIEW**

As disclosed in the Group's interim report for the six months ended 31 December 2017, the pachinko and pachislot industry had continued to be affected by the continuous decline in pachinko and pachislot players during the Year. Other forms of entertainment in Japan, such as horse racing, web-based gaming and online social gaming continued to draw players away from pachinko halls. The "Regulations to Partially Amend Regulations on the Entertainment and Amusement Trades Rationalising Act and Regulations on Certifying Machines and Conducting Type Test on Machines" issued by the National Public Safety of Japan on 1 February 2018 (the "2018 Regulations"), which further limited the gaming element of both pachinko and pachislot machines, further reduced the attractiveness of the game and hence reduced customer traffic. According to an independent market research report relating to the latest pachinko industry movement issued in February 2018 by Yano Research Institute Limited, a private market research and consulting firm independent of the Company, there were fewer popular pachinko machine titles released in 2017, which we believe was caused by the lower gaming atmosphere of the industry. As a result, pachinko hall operators' selection of machines were limited by the machines available in the market.

Against such background, both our flagship pachinko hall, which commenced operations in September 2017 in Nagasaki (the "BA. Dejima Hall"), and our first pachinko hall in Chugoku region, which commenced operations in December 2016 (the "BA. Shunan Hall"), had a much disappointing first year of operations than what we had expected. Another of our pachinko halls in the Kanto region (the "Kanto Hall") also faced significant loss of customer traffic as a result of predatory pricing campaigns launched by a local competitor. As a result, the Group's revenue decreased from ¥9,238 million for FY 2017 to ¥8,719 million for the Year, which represents a decrease of approximately 5.6%.

# **Chairman's Statement**

# **STREAMLINING OUR OPERATIONS**

In response to the challenging competitive landscape, the Group had continued streamlining its operations to focus its resources on maintaining our customer base and increasing our market share in the long run. During the Year, we merged Okura Kyushu, one of our former indirect wholly-owned subsidiaries, with Okura Japan, one of our indirectly wholly-owned subsidiaries, to streamline the Group's operations in early 2018. For details, please refer to the Company's announcement dated 1 February 2018. In addition, we closed down a pachinko hall we used to operate in Furukomachi, Nagasaki-shi (the "BA. Nagasaki Hall") in February 2018, and another one in Nishi-kamata, Ota-ku of Tokyo (the "BA. Kamata Hall") in April 2018, having considered the BA. Nagasaki Hall's immaterial contribution to the Group's financial performance as a whole and the BA. Kamata Hall's deteriorating recent performances and competitive landscape in the nearby areas since the last quarter of 2017. We also disposed of the properties that used to house the BA. Nagasaki Hall for which we recorded a gain of approximately ¥2 million.

While our management actively reviewed and streamlined the Group's operations during the Year, we acquired a property in Motofunamachi, Nagasaki, where we house one of our more profitable pachinko halls (the "Ohato Property") to secure the premises for operating such hall, reduce our exposure to the rental market, and generate additional income from leasing excess floor areas as the management sees fit. For details, please refer to the Company's announcement dated 6 July 2017. Furthermore, to counteract overall changes in the market, we temporarily closed down three pachinko halls for one month to upgrade the facilities and adjust the machine mix in July 2017. Although such temporary closure had contributed to the decrease of our revenue during the Year, the improved playing environment and optimised mix of pachinko machines in these halls had resulted in steady increase in customer traffic since August 2017. Our management strongly believes the long-term benefits associating with these strategies out-weight the interim decrease in revenue.

#### MARKET THREATS AND PROSPECTS

The longstanding declining trend and the intensifying competition of the pachinko industry in Japan presents both threats and opportunities for our business. Adverse regulatory environment, including the 2018 Regulations, had undoubtedly reduced the attractiveness of pachinko and pachislot machines and the profitability of our operations in the first half of the Year. However, the impact of the 2018 Regulations subsided over the course of the second half of the Year with our management's responsiveness in improving the playing environment of our halls and optimizing our machine mix to cater for the changing market preferences. Together with our effort in streamlining our operations, our financial performance had stabilised in the second half of the Year and our profit before income tax improved from ¥437 million for FY 2017 to ¥857 million for the Year.

There is no certainty as to how the Japan government and the industry associations will further regulate the pachinko and pachislot industry and the competition from other forms of entertainment is expected to intensify. That said, our management has closely monitored market changes and is determined to enhance operation efficiency and capture market consolidation opportunities that come along. With our streamlined operation structure and responsive management style, we are confident in weathering through short-term volatilities and continue expanding our operations in a sustainable manner.

# **Chairman's Statement**

# **APPRECIATION**

I would like to take this opportunity to convey my deepest appreciation to our Senior Management and employees for their unswerving dedication and invaluable expertise over the past financial year. The management and staff of the Group will strive to deliver better performance and generate attractive returns to our Shareholders.

On behalf of the Board **Katsuya Yamamoto** *Chairman* 

Hong Kong, 26 September 2018

### **FINANCIAL REVIEW**

### Revenue

Our total revenue comprised revenue from (i) pachinko and pachislot business, being gross pay-ins less gross pay-outs, (ii) vending machine income, and (iii) property rental. During the Year, revenue from pachinko and pachislot business remained the majority source of income for the Company, accounting for 94.7% of the total revenue (FY 2017: 95.0%). Our total revenue decreased by 5.6%, from ¥9,238 million for FY 2017, to ¥8,719 million for the Year. This decrease was mainly a result of the decrease in 5.9% in revenue generated from our overall pachinko and pachislot business, from ¥8,773 million for FY 2017 to ¥8,256 million for the Year. The decrease in revenue from pachinko and pachislot business was primarily due to (i) the temporary closure of three pachinko halls (including the BA. Shunan Hall) for facilities upgrade and changing of machine mix in July 2017 together with low customer traffic immediately subsequent to the reopening of such halls, (ii) the loss of business resulting from predatory pricing campaign from a local competitor operating in the vicinity of the Kanto Hall, and (iii) the closure of the BA. Nagasaki Hall and the BA. Kamata Hall in February 2018 and April 2018, respectively.

We derived income from vending machines installed at our halls provided by vending machine operators under service agreements. The vending machines sell drinks and food and we share a certain portion of income generated by such vending machines. Our vending machine income decreased from ¥142 million, or 4.9%, for FY 2017 to ¥135 million for the Year, primarily due to a result of decrease in customer traffic.

We derived rental income from renting out (i) premises to G-prize wholesalers, (ii) car parks, (iii) offices and (iv) residential units. Property rental income increased from ¥323 million, or 1.5%, for FY 2017 to ¥328 million for the Year, due to the increase in occupancy rate of rental property and the utilisation rate of pay-by-the-hour car parks.

#### **Gross pay-ins**

Our gross pay-ins represents gross amount received from customers for rental of pachinko balls and pachislot tokens. Gross pay-ins is primarily affected by the level of customer spending at our halls, which is in turn largely affected by (i) G-prize mark-ups, (ii) pay-out ratios, (iii) number, types and mixes of machines, (iv) number and types of halls, (v) number, playing time and preferences of customers, (vi) competitors' behaviour and the general trend of the pachinko industry, and (vii) macroeconomic factors (including tax and inflation). Our accounting policy recognises gross pay-ins net of consumption tax. The consumption tax rate is 8% in Japan.

Our gross pay-ins recorded a decrease of ¥1,372 million, or 3.6%, from ¥37,740 million for FY 2017 to ¥36,368 million for the Year, which was mainly due to the aforementioned reasons.

### **Gross pay-outs**

Our gross pay-outs represent the aggregate cost of G-prizes and general prizes exchanged by our customers, taking into consideration the G-prize mark-up and the value of any unutilised balls and tokens during the relevant period. Gross pay-outs recorded a decrease of ¥855 million, or 3.0%, from ¥28,967 million in FY 2017 to ¥28,112 million in the Year as a result of the decrease in customer traffic as reflected by the drop in gross pay-ins for the reasons above.

#### **Revenue margin**

The level of revenue margin is dependent on the combination of the payout ratio of the pachinko and pachislot machines, the G-prize mark-up imposed and the mix of pachinko and pachislot machines with different jackpot probability in our halls, and as a result of the resultant changes in customer behavior (i.e. rounds of play and machine utilisation). Our revenue margin worsened slightly from 23.2% in FY 2017 to 22.7% in the Year as we strategically increased the pay-out ratio of machines at certain pachinko halls to attract higher customer traffic.

#### **Other income**

Our other income mainly comprised (i) income from scrap sales of used pachinko machines to machines broker for reselling in the second-hand market, (ii) dividend income from our investments, (iii) income from expired IC card, and (iv) other income sources, which mainly included income from forfeited pachinko balls and pachislot tokens.

Other income decreased from ¥1,086 million, or 21.5%, for FY 2017 to ¥852 million for the Year, mainly due to a decrease in income from scrap sales of used pachinko machines from ¥1,019 million for FY 2017 to ¥783 million for the Year, which resulted from the reduced volume of machines replacement with the closure of the BA. Kamata Hall and the BA. Nagasaki Hall.

#### Hall operating expenses

Hall operating expenses increased by ¥136 million, or 1.6%, from ¥8,278 million in FY 2017 to ¥8,414 million in the Year. This is primarily due to (i) the costs of opening the BA. Dejima Hall in September 2017, (ii) the renovation cost of three pachinko halls and (iii) the off-setting effect of the reversal of impairment loss of property, plant and equipment which amounted to ¥169 million in connection with the disposal of the properties that housed the BA. Nagasaki Hall.

#### Administrative and other operating expenses

Administrative and other operating expenses decreased by ¥1,231 million, or 89.8%, from ¥1,371 million in FY 2017 to ¥140 million in the Year. This is primarily due to (i) the absence of listing expenses for the Year, which amounted to ¥370 million for FY 2017, (ii) the reversal of provision for long-term benefit obligations for the Yamamoto Family which amounted to ¥947 million for the Year as a result of an amendment in the retirement plans in December 2017.

#### Profit before income tax

Profit before income tax increased by ¥420 million, or 96.1%, from ¥437 million in FY 2017 to ¥857 million in the Year. This is mainly attributable to (i) the decrease in administrative and other operating expenses as aforementioned, (ii) the decrease in finance costs, net of ¥95 million as a result of reduced obligations under finance lease upon the completion of the acquisition of the Ohato Property, which were previously subject to finance lease arrangements, such impact was partially of set by (iii) the increase in hall operating expenses and decrease in revenue and other income as aforementioned.

#### Profit for the year attributable to shareholders of the Company

Profit for the year attributable to shareholders of the Company increased by ¥474 million, or 176.2%, from ¥269 million in FY 2017 to ¥743 million in the Year. The increase in profit for the Year was mainly due to the increase in profit before income tax as aforementioned and the decrease in income tax expenses of ¥54 million, as compared with FY 2017.

### **ANALYSIS OF FINANCIAL POSITION**

### LIQUIDITY AND FINANCIAL RESOURCES

The Company's primary uses of cash are for the payment of hall operating expenses, staff costs, various operating expenses, fund and repayments of our interest and principal of bank borrowings and capital expenditure. These have been funded through a combination of cash generated from operations and borrowings.

#### **Investment policy**

We adopted a treasury and investment policy for financial assets that set out overall principles as well as detailed approval processes of our investment activities. Such policy includes, amongst other things, the following:

- investments in low liquidity products being avoided;
- investments should be yield-earning in nature and the primary objectives of investment activities is to diversify our investment and control their risk;
- investments should be undertaken only in situations where we have surplus cash not required for short or medium term of use; and
- investments should be undertaken only to the extent that adequate liquid capital is maintained.

Our finance division is responsible for the initial assessment and analysis on the expected benefit and potential risk of our investment activities and compiling of relevant data and information from banks. Our investment decisions are made on a case-by-case basis and after due and careful consideration of a number of factors, including but not limited to, our short and medium-term cash requirement, the market conditions, the economic developments, the anticipated investment conditions, the investment cost, the duration of the investment and the expected benefit and potential loss of the investment.

For any investments, formal approval must be obtained from the Board before the execution or disposal of any investment. Our finance division is also responsible for reporting the status of our investment activities to our Directors regularly. The report should include the total investment return.

#### **Capital structure**

As at 30 June 2018, the Company had total borrowings of ¥5,378 million (30 June 2017: ¥5,220 million), of which 99.4% represented bank borrowings and 0.6% represented bonds.

### **Cash and cash equivalents**

As at 30 June 2018, the Company had cash and cash equivalents of ¥2,904 million (30 June 2017: ¥3,272 million).

### **Borrowings**

The following table illustrates the maturity profile of the Group's borrowings:

	As at 30 June 2018		As at 30 June 2017	
	¥ million	%	¥ million	%
Within 1 year	821	15.3%	827	15.8%
Between 1 year and 2 years	746	1 <b>3.9</b> %	781	15.0%
Between 2 years and 5 years	1,971	<b>36.6</b> %	1,984	38.0%
Over 5 years	1,840	34.2%	1,628	31.2%
	5,378	100.0%	5,220	100.0%

As illustrated above, the proportion of our borrowings repayable within 1 year decreased, while the proportion of our borrowings repayable in over 5 years increased. The change of maturity profile of our borrowings was primarily attributed to the substantial increase in borrowings taken by the Group for the capital expenditures and expenses in relation to the opening of BA. Dejima hall in Nagasaki in September 2017 and the acquisition of the Ohato Property in July 2017, which are mostly financed by long-term loans.

### Bonds

The value of the outstanding bond issued by the Group as at 30 June 2018 amounts to ¥30 million (30 June 2017: ¥90 million). This relates to the bond which was issued in July 2013. No new debenture was issued during the Year.

#### **Pledged** assets

As at 30 June 2018, the Company pledged assets, including (i) property, plant and equipment, (ii) investment properties, and (iii) listed securities, in the sum of ¥8,095 million (30 June 2017: ¥6,868 million) to secure certain general banking facilities of the Group. The increase in pledged assets was primarily attributable to the increase in secured bank borrowings for the capital expenditure relating to the opening of BA. Dejima Hall and the acquisition of all the beneficiary rights associated with the Ohato Property.

#### **Gearing ratio**

The gearing ratio, being the aggregate of interest-bearing loans and obligations under finance leases divided by total equity of the Company, was 27.0% as at 30 June 2018 (30 June 2017: 33.2%). The decrease of 6.2% was mainly attributable to the decrease of our finance lease obligations as a result of the acquisition of the Ohato Property as aforementioned.

#### Interest rate and foreign exchange exposure

We are exposed to interest rate risk as our bank balances and some of our bank borrowings are carried at variable rates. We manage our interest rate exposure with a focus on reducing our overall cost of debt and exposure to changes in interest rates. During the Year, the Group did not use any hedge instrument or interest rate swap to manage its interest rate exposure.

We operate in Japan and our business transactions are principally denominated in Japanese Yen. However, we are exposed to foreign exchange risk arising primarily from the transactions in its cash and cash equivalents, deposits, financial assets and accruals, provisions and other payables denominated in United States Dollars. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities which are denominated in a currency that is not the entity's functional currency. Our finance division monitors our foreign exchange fluctuation exposure closely. In light of the continued fluctuation of Japanese Yen against United States Dollars in recent years, we have managed to minimise our exposures in United States Dollars by maintaining a majority of the cash and bank balances into Japanese Yen. As at 30 June 2018, our Directors consider the volatility of the exchange rate of Japanese Yen against United States Dollars and our currency exposures of United States Dollars to be acceptable. During the Year, we did not use any hedge instrument to manage our foreign currency exposure.

#### **Contractual and capital commitments**

As both lessees and lessors, the Group had future aggregate minimum lease payments and lease receipts under non-cancellable operating leases as follows:

	As a lessee		As a lessor	
	As at 30 June		As at 30 June	
	2018	2017	2018	2017
	¥ million		¥ million	
No later than 1 year	932	1,081	66	65
Later than one year and no				
later than five years	17	17		
Over five years	34	38	—	

As at 30 June 2018, the Group had capital commitments, which were contracted but not provided for, in respect of purchase of property, plant and equipment in the sum of ¥3 million (30 June 2017: ¥43 million).

#### **Capital expenditures**

Our capital expenditures mainly consisted of expenditures on acquisitions of property, plant and equipment for its operations. The Group incurred capital expenditures of approximately ¥2,316 million for the Year (FY 2017: ¥3,703 million), majority of which came from freehold land, buildings, leasehold improvements and equipment and tools for our pachinko halls of which ¥536 million was settled under finance lease. The capital expenditure was mainly incurred for acquisition of the Ohato Property which was completed in August 2017. These capital expenditures were financed by secured bank borrowings.

### **Contingent liabilities**

As at 30 June 2018, the Company did not have any material contingent liabilities or guarantees.

# SIGNIFICANT INVESTMENTS

As at 30 June 2018, the Group held significant investments primarily in investment properties of ¥2,296 million, which represented buildings and carparks situated in Japan and rented out under operating lease, and financial assets of ¥367 million, which represented bonds, trust funds, and listed and unlisted securities.

In relation to our investment properties, impairment loss will be recognised by the Group where the valuation results indicate that the carrying amount of the investment properties exceed its recoverable amount. No impairment loss was recognised during the Year and as at the date of this Report, our Directors do not foresee any significant impairment loss to our investment properties in the near future.

In relation to our financial assets, the Group recorded (i) a loss of ¥5 million for the changes from financial assets at fair value through profit or loss, (ii) and a gain of ¥4 million for the changes in fair values of financial assets at fair value through other comprehensive income, and there has been no default or any impairment made to any debt securities held by the Group, during the Year. Although changes in market conditions will continue to result in fair value gains or losses from financial assets, our Directors are of the view that the investment in financial assets will help to increase the average yield earned from the excess funds from our business overall. To the best of their knowledge and as at the date of this Report, our Directors do not foresee any default or any impairment to be made to any financial assets held by the Group.

### MATERIAL ACQUISITIONS AND/OR DISPOSALS OF SUBSIDIARIES

On 6 July 2017, K's Property entered into an acquisition agreement pursuant to which, K's Property, as the purchaser, agreed to purchase and Orix Corporation ("Orix"), as the vendor, agreed to sell all the beneficiary rights associated with the land and the building erected on the land situated at Lot 14-41, Motofunamachi, Nagasaki City, Japan, at a consideration of ¥1,477,360,000, including tax. Such acquisition completed on 9 August 2018. Orix is an independent third party (as defined in the Listing Rules) of the Company. For details, please refer to the Company's announcement dated 6 July 2017.

Effective on 1 January 2018, Okura Kyushu, a former subsidiary indirectly wholly-owned by the Company, was merged with Okura Japan, a subsidiary indirectly wholly-owned by the Company, and Okura Japan survives and remains a wholly-owned subsidiary of the Company while Okura Kyushu was absorbed and dissolved upon completion of the merger. For details, please refer to the Company's announcement dated 1 February 2018.

On 28 March 2018, Okura Japan, an indirectly wholly-owned subsidiary of the Company, entered into the sale and purchase agreement with Suzuki Motor Corporation ("Suzuki"), an independent third party (as defined in the Listing Rules) pursuant to which Okura Japan agreed to sell and Suzuki agreed to purchase the property situated in Furukomachi, Nagasaki-shi, Japan, at a consideration of ¥430 million (equivalent to approximately HKD30.1 million), including tax. For details, please refer to the Company's announcement dated 28 March 2018.

On 15 April 2018, the BA. Kamata Hall was closed down. For details, please refer to the Company's announcement dated 16 April 2018.

### **HUMAN RESOURCES**

#### **Employees and remuneration policies**

As at 30 June 2018, the Group had 541 employees, almost all of whom were based in Japan, and of whom 475 were stationed at our pachinko halls. For newly recruited employees, we prepared a series of training sessions which mainly focuses on pachinko hall operations and customer service. Upon appointment of every three years, as required by the Public Safety Commission, each hall manager is required to attend the training course conducted by the Public Safety Commission.

The staff costs include all salaries and benefits payable to our employees and staff, including our Directors. The total staff costs for the Year amounted to ¥619 million (FY 2017: ¥1,522 million), which accounted for approximately 7.2% (FY 2017: 15.8%) of the total operating expenses, including the remuneration of our Directors.

The Company's policy concerning the remuneration of our Directors and employees is that the amount of remuneration is determined on the basis of the relevant Director's or employee's experience, responsibility, performance and the time devoted to our business.

Apart from basic remuneration, share options may be granted to individual Directors and employees under the Share Option Scheme adopted by the Company on 10 April 2017, by reference to their performance.

### The Share Option Scheme

On 10 April 2017, the Company adopted the Share Option Scheme. The principal terms of the Share Option Scheme were summarised in the paragraph headed "Statutory and General Information — F. Share Option Scheme" in Appendix VI to the prospectus of the Company.

The purpose of the Share Option Scheme is to provide the Company with a flexible means of giving incentive to, rewarding, remunerating, compensating and providing benefits to eligible participants and for such other purposes as the Board approves from time to time.

Since the adoption of the Share Option Scheme, and up to the date of this Report, no option was granted exercised, cancelled or lapsed under the Share Option Scheme.

### **ISSUE OF SHARES AND USE OF PROCEEDS**

On 15 May 2017, our Shares were listed on the Main Board of the Stock Exchange. A total of 125,000,000 Shares were issued at HK\$1.20 each by way of public offer and placing, raising a total of approximately HK\$150 million. The net proceeds raised by the Company from the Share Offer, after deduction of the underwriting commissions and other related listing expenses, amounted to approximately HK\$74.0 million. The following table sets forth (i) the intended utilisation of such net proceeds as disclosed in the Prospectus and the Allotment Result Announcement and (ii) the actual utilisation of such proceeds as at the date of this Report:

	Intended ut	ilisation		
	of net pro	ceeds	Actual utili	isation
	as disclosed in the Prospectus and Allotment Result Announcement		of net proceeds as at the date of this Report	
	Amount % of net		Amount	% of net
	(HK\$ million)	proceeds	(HK\$ million)	proceeds
Establishing the new pachinko				
hall in the Kyushu region:				
Machine procurement	20.4	27.6	20.4	27.6
Renovation	3.7	5.0	3.7	5.0
Pachinko related facilities	11.1	15.0	11.1	15.0
Promotional expenses	1.8	2.4	1.8	2.4
Renovating and enhancing facilities				
for six pachinko halls	29.6	40.0	10.4	14.1
Working capital and other general				
corporate purposes	7.4	10.0		
	74.0	100.0	47.4	64.1

The remaining 35.9% of the net proceeds from the Share Offer have been deposited in interest-bearing accounts with a licensed bank in Hong Kong. Our Directors expect to continue utilise the net proceeds from the Share Offer in accordance with the related disclosure in the Prospectus and the Allotment Result Announcement.

# FUTURE PLANS FOR MATERIAL INVESTMENTS OR CAPITAL INVESTMENTS

Save for those disclosed in this Report and the Prospectus, the Group has no plan authorised by the Board for other material investments or additions of capital assets as at the date of this Report.

# **BOARD OF DIRECTORS**

#### **Executive Directors**

#### Mr. Katsuya YAMAMOTO

Mr. Yamamoto, aged 58, is the chief executive officer of the Company, an executive Director and the chairman of the Board. He was appointed as an executive Director on 16 June 2015 and is primarily responsible for overseeing the general management and business development of the Group, and formulating business strategies and policies for our business management and operations.

Mr. Yamamoto is the son of Mr. Katsumitsu Yamamoto, our founder and a member of our Senior Management. Mr. Yamamoto founded the Group in 1984 by incorporating Okura Japan to operate a pachinko hall in Nagasaki and has been the chairman of Okura Japan since June 2001. As at 30 June 2018, Mr. Yamamoto was also a representative director of each of Okura Japan, K's Holdings, K's Property, Aisen and Okura Nishinihon. He was a representative director of Okura Kyushu prior to its merger with Okura Japan on 1 January 2018.

Mr. Yamamoto has spent over 33 years operating and managing the pachinko hall business of the Group, during which he obtained extensive experience in the management and operation of pachinko halls, corporate governance, strategic planning, and financial management.

Mr. Yamamoto graduated from Chuo University in Japan with a bachelor's degree in commerce in March 1982 and had worked towards the establishment and development of Okura Japan since then.

Details of Mr. Yamamoto's interest in the Shares as at 30 June 2018 are set out in the paragraph headed "Interests and Short Positions of the Directors and the Chief Executive of the Company in the Shares, Underlying Shares and Debentures of the Company and its Associated Corporations" of this Report.

#### Mr. Fumihide HAMADA

Mr. Hamada, aged 69, was appointed as an executive Director on 27 April 2016. Mr. Hamada has been a general manager of Okura Japan since August 2015 and was primarily responsible for overseeing the administrative management of the Group. He first joined the Group as the head of audit office of EQU in February 2004. He then served various positions in K's Works between April 2006 and August 2015, with his last position as the general manager and director of K's Works.

Prior to joining the Group, Mr. Hamada worked for Kyushu Bank, Ltd. between April 1971 and January 2004 and served various positions including branch manager in the Nagasaki area.

Mr. Hamada graduated from Kanagawa University in Japan with a bachelor's degree in economics in March 1971.

#### Mr. Yutaka KAGAWA

Mr. Kagawa, aged 40, was appointed as an executive Director on 27 April 2016. Mr. Kagawa has been the head of corporate planning department of K's Holdings since June 2017 and is primarily responsible for overall corporate planning including pachinko hall development. He was previously a manager of the general affairs team of K's Works from April 2012 to January 2014 and the head of planning and development office of K's Holdings from February 2014 to May 2017. Prior to that, he served various positions in Okura Japan between May 2007 and March 2012 with his last position as the managing executive officer. He also served as an exclusive member of business standardisation committee and head of system promotion team of EQU from April 2004 to April 2007.

Before joining the Group, Mr. Kagawa was a researcher at Toyoshinyaku Co., Ltd., a company engaged in manufacturing healthy food, from April 2002 to March 2003.

Mr. Kagawa graduated from Kyushu University in Japan with a bachelor's degree in agricultural chemistry in March 2000 and a master's degree in bioscience and biotechnology in March 2002.

#### Mr. Toshiro OE

Mr. Oe, aged 59, was appointed as an executive Director on 27 April 2016. Mr. Oe has been the group manager of finance and accounting group of Okura Japan since May 2016 and was primarily responsible for overseeing the accounting and financial management of the Group. Mr. Oe first joined the Group as the chief of the finance section in EQU Limited Company in September 2001 and had then served in various positions. He worked in K's Works from October 2008 to August 2015 with his last position as a team leader of the accounting team. Prior to that, Mr. Oe worked in EQU between June 2002 and September 2008 with his last position as the head of finance department.

Prior to joining the Group, Mr. Oe worked in Hiroshi Yamashita Certified Tax Accountant Office between June 1991 and September 2001, and Ishii Certified Tax Accountant Office between October 1989 and October 1990.

Mr. Oe obtained a bachelor's degree in commerce in Chuo University in Japan in March 1982.

### **Independent Non-executive Directors**

#### Mr. Mitsuru ISHII

Mr. Ishii, aged 64, was appointed as an independent non-executive Director on 10 April 2017.

Mr. Ishii has been the representative director of Ishii Co., Ltd., a company engaged in restaurant management business, since April 1987, and the chairman and director of M Factory Co., Ltd., a company engaged in restaurant management business, since December 1999.

Mr. Ishii was elected as a leading role by Restaurant Industry Press Association for setting a trend of 'standing bar style restaurant', and was awarded with "Restaurant Business Award 2005" by Restaurant Industry Press Association in October 2006.

Mr. Ishii graduated from Nihon University in Japan with a bachelor's degree in physical education in March 1977.

#### Mr. Yuji MATSUZAKI

Mr. Matsuzaki, aged 52, was appointed as an independent non-executive Director on 10 April 2017.

Mr. Matsuzaki has been the non-executive director of, Fukukuru Foods, Inc., a company engaged in restaurant business, since January 2014 and the representative director of Rokuji Sangaku Kyoudo Jigyo Corporation, a company involved in restaurant business, since April 2014. He has also been a representative director in Will Sourcing Co., Ltd., a company engaged in business consultancy services, since April 2011. From January 2002 to March 2011, he worked in Future Create Co., Ltd. (currently known as Tenpo Ryutsuu Net, Inc.), a company engaged in general business support for restaurant business, with his last position as a board director.

Mr. Matsuzaki obtained a bachelor's degree in political science and economics from Meiji University in Japan in March 1990.

#### Mr. Takamasa KAWASAKI

Mr. Kawasaki, aged 39, was appointed as an independent non-executive Director on 10 April 2017.

He worked in Redhorse Corporation, a company engaged in selling souvenirs as well as travel goods with presence in Hong Kong and Taiwan, and listed on the Taiwan OTC Exchange, since August 2012. He is currently a director and the chief executive officer of Redhorse Corporation. He has also been a director in Redhorse Holdings Ltd., a company engaged in investment, since September 2013. He was the founder and has been the chairman of Odigo Hong Kong Ltd., a company engaged in information technology services, since July 2014. He joined the Japan office of Corporate Directions, Inc., a company engaged in consultancy business, as a project manager between February 2005 and March 2008, and was seconded to the China office between April 2008 and August 2011, initially as a general manager and then an associate partner. Mr. Kawasaki served as a senior accountant in KPMG AZSA LLC between June 2003 and December 2004.

Mr. Kawasaki obtained a bachelor's degree in agricultural structure and business management in University of Tokyo in Japan in March 2002, and a master's degree in business administration in the Hong Kong University of Science and Technology in Hong Kong in May 2013. Mr. Kawasaki has been a member of the Japanese Institute of Certified Public Accountants since April 2005.

#### **Senior Management**

#### Mr. Katsumitsu YAMAMOTO

Mr. Katsumitsu Yamamoto, aged 93, is the adviser of the Group, and is primarily responsible for advising the Group on its strategic directions and business development. Mr. Katsumitsu Yamamoto is the father of Mr. Yamamoto, our chief executive officer, executive Director and chairman. Mr. Katsumitsu Yamamoto founded the business of the Group by establishing the first pachinko hall of the Group, Monaco Sumiyoshi Honten in Nagasaki in 1968.

Mr. Katsumitsu Yamamoto has been engaged in the pachinko hall industry for over 40 years. Mr. Katsumitsu Yamamoto has been a representative director of Okura Japan from April 1984 to March 2000 and from June 2001 up to the date of this Report. He was also the representative director of a number of former subsidiaries of the Company which were merged with other subsidiaries and dissolved as part of the reorganisation of the Group for the purpose of the Listing.

As at 30 June 2018, Mr. Katsumitsu Yamamoto was a representative director of each of Okura Japan, K's Holdings, K's Property, Aisen and Okura Nishinihon. He was representative director of Okura Kyushu prior to its merger with Okura Japan on 1 January 2018.

#### Mr. Satoshi MAEDA

Mr. Maeda, aged 38, is the marketing supervisor of the Group, and is primarily responsible for managing the marketing functions of the Group.

He has been the marketing supervisor of the Group since April 2011 and was a general manager of Kanto marketing department of the Group between June 2007 and March 2011.

He is the founder and has been the representative director of each of Aratoru and Adward since February 2007 and October 2007, respectively, both of which became wholly-owned subsidiaries of the Company in June 2015. Mr. Maeda worked as a general manager of the sales department at Iwamoto Development Co., Ltd., a company involved in entertainment business, from March 2000 to May 2007.

As at 30 June 2018, Mr. Maeda was a representative director of Aratoru and Adward.

Mr. Maeda graduated from Yokohama Senior High School in Japan in March 1998.

#### Mr. Koji NAKAO

Mr. Nakao, aged 48, is the manager of system promotion office and the head of information systems, and is primarily responsible for the creation, renewal and enhancement of our internal controls systems and policies of the Group.

He has been the manager of the purchasing group at the administration headquarters of Okura Japan from August 2015 to August 2017. He acted as a representative director in K's Works between October 2008 and August 2015. He worked in EQU, with his last position as the manager of the general affairs team between February 2005 and September 2008.

Prior to joining the Group, he worked in Lumax Co., Ltd., a company engaged in entertainment business, between April 1994 and January 2005, as the manager of the food and beverage department.

Mr. Nakao graduated from Meiji University in Japan with a bachelor's degree in commerce in March 1994.

# **COMPANY SECRETARY**

#### Mr. Man Yun Wah

Mr. Man, aged 35, was appointed as the company secretary on 27 April 2016. He is the principal and head of corporate advisory division of Dominic K.F. Chan & Co and a director of RHT Corporate Advisory (HK) Limited.

Mr. Man has been an associate member of the Institute of Chartered Secretaries and Administrators and an associate member of the Hong Kong Institute of Company Secretaries since 2015.

Mr. Man obtained a bachelor's degree in business administration and management from University of Huddersfield in the United Kingdom through distance learning in March 2010 and a master's degree of corporate governance from The Open University of Hong Kong in November 2014.

Mr. Man has over eight years of experience in corporate services and has extensive experience servicing listed and private companies with their business in Hong Kong, Mainland China and overseas in areas of company secretarial services, corporate advisory, corporate administration and internal audit.



# **PRINCIPAL ACTIVITIES**

The Group is principally engaged in the business of operating pachinko halls in Japan, and opened our first pachinko hall in Nagasaki in 1968, where the Group has been headquartered since then. As at 30 June 2018, the Group operated 17 pachinko halls in the Kyushu, Kanto, Kansai and Chugoku regions in Japan. The activities of our subsidiaries are set out in note 35 to the consolidated financial statements of this Report.

# **BUSINESS REVIEW**

#### General

Further discussion and analysis of the Group's principal activities, including a business review for the Year and an indication of the likely future developments of the Group's business, can be found in the Management Discussion and Analysis of this Report and forms part of this directors' report.

#### Principle risks and uncertainties and the respective risk responses

#### **Description of principal risks**

# Risk responses

Our business depends significantly on the services provided by our G-prize wholesalers and their G-prize buyers because the value of G-prize exchanged by our customers constituted over 98% of all prizes during the Year.

We may be adversely affected by any breach of the independence requirements under the Three Party System.

- Three Party System is widely adopted by the majority of, if not all, pachinko hall operators, and therefore, significant reliance on G-prize wholesalers and buyers is not uncommon within the pachinko industry. As a Mid-sized Pachinko Hall Operator with a long operating history, the Group is sufficiently experienced to respond and accommodate quickly to any changes in the dealings between the Company and any of our G-prize wholesalers and G-prize buyers. The Group is also constantly looking for new opportunities.
- We have a set of tight internal policies and procedures governed by our compliance department, among other things, to oversee and monitor the whole selection process of G-prize wholesalers. Before engaging and conducting business with a G-prize wholesaler, our compliance department will conduct comprehensive background checks which focus on their independence and anti-social forces.

#### **Description of principal risks**

We face continuous market contraction and intense competition in the pachinko industry in Japan.

#### **Risk responses**

We analyse our customers' preferences to acquire machines which generate the most customer interest. We are committed to providing refreshing and spacious environments to our customers and have, where necessary, renovated our existing pachinko halls from time to time. We will also continue to improve the quality of our customer services by providing training to our staff, which we believe is an important factor in retaining customer loyalty. We constantly monitor market changes to capture acquisition opportunities. We also strive to enhance operation efficiency, by streamlining our corporate and operational structures when appropriate.

#### **Environmental policies and performance**

Pursuant to the Amusement Business Law and local regulations, a pachinko licence holder must conduct business in such a way that no noise or vibrations (limited to voices of people and other noises and vibrations in relation to business operation) exceed the limits specified by the prefectural ordinances in the area surrounding the place of business, and each pachinko hall must have the necessary equipment to maintain illumination in each hall at more than 10 Lux. Failure to comply with such restrictions may result in the Prefectural Public Safety Commission issuing administrative or instruction orders to require our pachinko halls to improve our operations. A material breach may lead to a suspension or cancellation of an operating licence.

To ensure compliance with such laws and regulations, we have appointed a manager in each hall to supervise and monitor our compliance and also our internal standards regarding such matters. During the Year, (i) there was had been no material violation of environmental laws, rules and regulations applicable to our operations, (ii) all the required permits and environmental approvals for construction had been obtained, and (iii) there had been no claim or penalty imposed upon in the Group as a result of violation of environmental laws, rules and regulations. Further information in relation to the Company's environmental policies and performance and compliance with the relevant laws and regulations can be found in the ESG Report.

#### Compliance with laws and regulations that have a significant impact on the Group

The pachinko industry is heavily regulated by the Amusement Business Law and its ancillary prefectural local regulations. Consequences for any non-compliance will depend on the severity of the breach. For relatively minor breaches, the Prefectural Public Safety Commission may issue administrative orders or instruction orders to give directions on the improvement of operations, and may also impose conditions on our operating licence(s). Criminal sanctions may also be imposed if significant regulations under the Amusement Business Law are violated. For detailed illustration of applicable laws and regulations to the pachinko industry, please refer to the section headed "Applicable Laws and Regulations" in the Prospectus. During the Year, the Group had no record of material non-compliance or violation incidents under the Amusement Business Law and prefectural local regulations. The Company had also obtained all material licences, approvals and permits from the relevant regulatory authorities for all of its pachinko halls during the Year.

During the Year, the Company had complied with all the Listing Rules and is not aware of any non-compliance of any laws and regulations that have a significant impact on the Company.

### Relationships with employees, customers and suppliers

#### Relationship with suppliers

The Group's major suppliers consist of machines suppliers, G-prize wholesalers and general prize wholesalers. Along with our long operating history, the Group has established close relationships with a number of machine suppliers, which enable the Group to acquire the latest machine models that attract both new and recurring customers upon their release. In addition, to facilitate and coordinate with our pachinko hall expansion, we have engaged a more sizable G-prize wholesaler with national coverage (as compared with our previous G-prize wholesalers which only had regional coverage) to supply G-prize to the Group since 2015. We, therefore, are ready to elevate our position to be among larger pachinko hall operators who typically cooperate with more sizable G-prize wholesalers.

During the Year, our largest supplier accounted for approximately 47.1% of our total purchases and our five largest suppliers combined accounted for approximately 86.2% of our total purchases.

In light of the independence requirement under the Three Party System, none of our Directors and directors of the Company's subsidiaries, or their respective associates had any interest in the suppliers of the Group.

#### Relationship with customers

The Group's main revenue comes from our pachinko and pachislot hall operation business and vending machines. As a pachinko hall operator, the Group has a large and diverse customer base across Japan, and therefore does not face any risk of over-reliance on any particular customer. With respect to the Group's other sources of revenue, none of our top five largest customers accounted for 30% or more of the total revenue for the Year. None of our Directors and directors of the Company's subsidiaries, or their respective associates, had any interest in the customers of the Group.

#### Relationship with employees

The Group's success, to a considerable extent, depends upon our ability to attract, motivate and retain a sufficient number of qualified employees, including area managers, hall managers, sales managers and other staff. The Group offers competitive wages, bonuses and focused training and promotions to full time employees. As at 30 June 2018, the Group had 541 employees, almost all of whom were based in Japan, and of whom 475 were stationed at the Group's pachinko halls.

For newly recruited employees, the Group has prepared a series of training which mainly focuses on pachinko hall operations and customer service. Upon appointment every three years, as required by the Public Safety Commission, each hall manager is required to attend the training course conducted by the Public Safety Commission. Our executive Directors and our Senior Management have an average of over 23 years of experience in pachinko hall operations and have considerable experience and knowledge in their respective areas and responsibilities.

#### **RESULTS AND DIVIDEND**

The results of the Group for the Year are set out in the consolidated statement of comprehensive income of this Report.

Our Directors did not recommend the payment of any final dividend for the Year.

### **FINANCIAL SUMMARY**

A summary of the results and the assets and liabilities of the Group for the last five financial years are set out in the section headed "Financial Summary" of this Report.

### **SHARE CAPITAL**

Details of the share capital for the Year are set out in note 21 to the consolidated financial statements of this Report.

### **RESERVES AND PROFITS AVAILABLE FOR DISTRIBUTION**

Movements in reserves during the Year are set out in note 32 to the consolidated financial statements of this Report. Profits available for distribution of the Company as at 30 June 2018, calculated under Part 6 of the Companies Ordinance, amounted to ¥31 million (FY 2017: ¥31 million).

### **PROPERTY, PLANT AND EQUIPMENT**

Details of the property, plant and equipment for the Year are set out in note 13 to the consolidated financial statements of this Report.

### **ISSUE OF SHARES**

For information on the Company's issue of shares, please refer to the paragraph headed "Issue of Shares and Use of Proceeds" of this Report.

### **INVESTMENT PROPERTIES**

Details of the properties held for investment purposes are set out in note 14 to the consolidated financial statements and the section headed "Particulars of Investment Properties" of this Report.

#### **CHARITABLE DONATIONS**

During the Year, charitable donations made by the Group amounted to ¥243,000.

### **EQUITY-LINKED AGREEMENTS**

During the Year, the Company did not enter into any equity-linked agreements in respect of the Shares.

# **PRE-EMPTIVE RIGHTS**

There is no provision for pre-emptive rights under the Articles or the laws of Hong Kong which would oblige the Company to offer new shares on a pro-rata basis to our existing Shareholders.

### PURCHASE, REDEMPTION OR SALE OF LISTED SECURITIES OF THE COMPANY

During the Year, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities.

# **PUBLIC FLOAT**

As at the date of this Report and based on the information that is publicly available to the Company and to the best knowledge of our Directors, the Company has maintained the minimum public float of 25% as required under the Listing Rules during the Year.

#### DIRECTORS OF OUR COMPANY

Our Directors during the Year and up to the date of this Report are:

Katsuya YAMAMOTO (山本勝也)	Executive Director, chairman and chief executive officer
Fumihide HAMADA (濵田文秀)	Executive Director
Yutaka KAGAWA (香川裕)	Executive Director
Toshiro OE (大江敏郎)	Executive Director
Mitsuru ISHII (石井満)	Independent non-executive Director
Yuji MATSUZAKI (松崎裕治)	Independent non-executive Director
Takamasa KAWASAKI (川崎貴聖)	Independent non-executive Director

The biographical details of our Directors and Senior Management are set out in the section headed "Biographies of the Directors and Senior Management" of this Report. There is no other change in our Directors' biographical details which is required to be disclosed pursuant to rule 13.51B(1) of the Listing Rules during the Year and up to the date of this Report.

According to the Articles and the CG Code, Mr. Katsuya Yamamoto and Mr. Mitsuru Ishii will retire at the 2018 AGM and, being eligible, offered themselves for re-election. The Company has received from each of the independent non-executive Directors an annual confirmation of independence pursuant to rule 3.13 of the Listing Rules and the Company considers that all of the independent non-executive Directors are independent.

The directors of the Company's subsidiaries during the Year and up to the date of this Report are:

Name of subsidiaries	Name of directors	Title
K's Holdings	Katsuya Yamamoto Katsumitsu Yamamoto	Representative director Representative director
Okura Japan	Katsuya Yamamoto Katsumitsu Yamamoto	Representative director Representative director
Aratoru	Satoshi Maeda	Representative director
Adward	Satoshi Maeda	Representative director
K's Property	Katsuya Yamamoto Katsumitsu Yamamoto	Representative director Representative director
Okura Nishinihon	Katsuya Yamamoto Katsumitsu Yamamoto	Representative director Representative director
Aisen	Katsuya Yamamoto Katsumitsu Yamamoto	Representative director Representative director
Okura Kyushu¹	Katsuya Yamamoto Katsumitsu Yamamoto	Representative director Representative director

Note:

(1) Okura Kyushu was merged with Okura Japan on 1 January 2018.

# DIRECTORS' SERVICE CONTRACTS

None of our Directors who are proposed for re-election at the 2018 AGM has a service contract with the Company which is not determinable by the Company within one year without payment of compensation, other than statutory compensation.

# DIRECTORS' INTEREST IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

Save as disclosed in this Report, no transactions, arrangements or contracts of significance to which the Company or any of our subsidiaries was a party and in which a Director had a material interest, whether directly or indirectly, subsisted at the end of the Year or at any time during the Year.

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

As at 30 June 2018, the interests and short positions of our Directors and the 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 were required: (i) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO); or (ii) pursuant to section 352 of the SFO, to be entered in the register referred to therein (the "Register"); or (iii) to be notified to the Company and the Stock Exchange pursuant to the Model Code, were as follows:

Long positions in the Shares:

			Approximate percentage of shareholding in the total issued
Name	Capacity/nature of interest	Number of Shares	share capital of the Company
Katsuya YAMAMOTO <sup>1</sup>	Beneficial interest	375,000,000	75%

Note:

(1) Mr. Yamamoto is an executive Director, the chief executive officer of the Company and the chairman of the Board.

Save as disclosed above, as at 30 June 2018, none of our Directors or the chief executive of the Company had any interests or short positions in any shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which had been notified to the Company and the Stock Exchange or recorded in the Register or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

# INTERESTS AND SHORT POSITIONS OF THE SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 30 June 2018, our Directors were not aware of any persons or entities (other than a Director or the chief executive of the Company) who/which had or were deemed or taken to have interests or short positions in the Shares or the underlying Shares, which were required to be recorded in the register of substantial shareholders under section 336 of the SFO.

### **DIRECTORS' INTERESTS IN COMPETING BUSINESS**

During the Year, none of our Directors or the directors of the Company's subsidiaries, or their respective associates, had interests in businesses which compete or are likely to compete either directly or indirectly with the businesses of the Company and our subsidiaries as required to be disclosed pursuant to the Listing Rules.

# **EVENTS AFTER THE REPORTING PERIOD**

On 26 July 2018, the Company entered into two agreements with Sinwa Co., Ltd.\* (株式会社しんわ) (the "Bond Issuer"), pursuant to which the Company has agreed to subscribe for two series of bonds at face value to be issued by the Bond Issuer, in an aggregate amount of ¥1,000 million. Completion of the subscription of such bonds took place on 27 July 2018. For details, please refer to the Company's announcement dated 26 July 2018.

### PERMITTED INDEMNITY PROVISION

According to the Articles, subject to the provisions of the Companies Ordinance, but without prejudice to any indemnity to which a Director may otherwise be entitled, every Director, former Director, responsible person, officer or auditor of the Company shall be indemnified out of the assets of the Company against any liability, loss or expenditure incurred by him in defending any proceedings, whether civil or criminal, which relate to anything done or omitted to be done or alleged to have been done or omitted to be done by him/her as a Director, former Director, responsible person, officer or auditor of the Company. Such provisions have been in force since the Listing Date. The Company has arranged for appropriate insurance cover for directors' liabilities in respect of legal actions that may be brought against our Directors and the directors of our subsidiaries.

### **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 Year.

### **SHARE OPTION SCHEME**

As disclosed in the Prospectus, the Company conditionally approved and adopted a Share Option Scheme on 10 April 2017 by passing a written resolution of the then shareholders of the Company. The Share Option Scheme became effective on the Listing Date and will remain in force until the 10th anniversary of the Listing Date. No option under the Share Option Scheme has been granted since the Listing Date and during the Year.

#### Purpose

The purpose of the Share Option Scheme is to enable the Company to grant options to Eligible Participants (as defined below) as incentives or rewards for their contribution or potential contribution to the Group.

#### **Eligible Participants**

Under the Share Option Scheme, the Board may, at its discretion, offer to grant an option to subscribe for such number of new Shares as the Board may determine at an exercise price determined in accordance with the Share Option Scheme to any full-time or part-time employees, or potential employees, executives or officers (including executive, non-executive and independent non-executive Directors) of the Company or any of our subsidiaries and any suppliers, customers, agents and advisers who, in the sole opinion of the Board, will contribute or have contributed to the Company and/or any of our subsidiaries (the "Eligible Participant").

#### **Maximum Number of Shares**

The maximum number of Shares in respect of which options under the Share Option Scheme and any other share option schemes of the Company may be granted is 10% of the issued Shares, being 50,000,000 Shares as at the Listing Date. This limit may be renewed at any time provided that the new limit must not exceed 10% of the total number of Shares in issue as at the date of the Shareholders' approval for the renewal.

Notwithstanding the foregoing, the Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme and any other share option schemes of the Company at any time shall not exceed 30% of the Shares in issue from time to time. No options shall be granted under any schemes of the Company if such grant will result in this 30% limit being exceeded.

#### **Maximum Entitlement of Each Eligible Participant**

As required under Chapter 17 of the Listing Rules, unless approved by the Shareholders at general meeting, the maximum entitlement of each Eligible Participant is that the total number of Shares issued and to be issued upon exercise of the outstanding options granted and to be granted to such Eligible Participant (including exercised, outstanding and cancelled options) under the Share Option Scheme and other scheme(s) of the Company in any 12-month period must not exceed 1% of the issued share capital of the Company at the offer date.

#### **Time of Exercise of Option**

Unless otherwise provided in the respective grantee's offer document, each of the grantees to whom an option has been granted under the Share Option Scheme shall be entitled to exercise his/her option in the manner set out in his/her offer document, provided that such period of time shall not exceed a period of 10 years commencing on the date which the option is granted.

#### Minimum Period for which an Option must be held before it is Exercised

Each grantee under the Share Option Scheme shall be entitled to exercise his/her option in the manner set out in his/her offer document. The period within which an option may be exercised under the Share Option Scheme is determined by the Board at its absolute discretion, provided that such period is consistent with any other terms and condition of the Share Option Scheme.

#### **Payment on Acceptance of the Option**

An option shall be deemed to have been granted and accepted by the grantee and to have taken effect when the duplicate offer document constituting acceptance of the option duly signed by the grantee, together with a remittance in favour of the Company of HK\$1.00 by way of consideration for the grant thereof, is received by the Company on or before the relevant acceptance date.

#### **Basis of Determining the Exercise Price**

The exercise price in relation to each option offered to an Eligible Participant is to be determined by the Board (or its committee) at its sole discretion, save that such price shall not be less than the highest of (i) the official closing price of the Shares as stated in the daily quotation sheets of the Stock Exchange on the date of grant; or (ii) the average of the official closing price of the Shares as stated in the Shares as stated in the daily preceding the date of grant.

#### The Remaining Life of the Share Option Scheme

The Share Option Scheme remains valid for 10 years commencing on the Listing Date, unless otherwise terminated, cancelled or amended.

For more information on the Share Option Scheme, please refer to pages 12 to 23 of Appendix VI to the Prospectus.

### **REMUNERATION POLICY AND PENSION SCHEME**

The remuneration policy of the Group is reviewed regularly by our Remuneration Committee, making reference to the legal framework, market condition and performance of the Group and individual staff. For detailed illustration of the responsibilities of our Remuneration Committee, please refer to the section headed "Corporate Governance Report" of this Report.

Our Directors and Senior Management receive compensation in the form of salaries, allowances, bonuses and other benefits-in-kind, including our contribution to the pension scheme. The respective amount of the remuneration of each of our Directors is determined on the basis of the relevant Director's experience, responsibility, performance and the time devoted to the Group's business.

To further provide incentives and awards to our employees in appreciation of their contribution or potential contribution of the Group, we have adopted a Share Option Scheme to enable the Company to grant options to any Eligible Participant. For further details of the Share Option Scheme, please refer to the paragraph headed "Share Option Scheme" in this section.

No Director has waived or has agreed to waive any emolument during the Year.

The Group operates a defined contribution plan which covers all full-time employees and Directors. No forfeited contributions were incurred during the Year. For further information on the pension scheme operated by the Group, please refer to note 24 to the consolidated financial statements in this Report.

### **RIGHTS TO ACQUIRE THE COMPANY'S SECURITIES**

At no time during the Year was the Company, or any of our holding companies or subsidiaries, or any of our fellow subsidiaries, a party to any arrangement to enable our Directors or chief executive of the Company or their respective associates (as defined under the Listing Rules) to have any right to acquire benefits by means of the acquisition of shares in, or debenture of, the Company or any other body corporate.
### **Directors' Report**

### **CONTROLLING SHAREHOLDER'S INTERESTS IN CONTRACTS OF SIGNIFICANCE**

Save as the related party transactions disclosed in note 31 to the consolidated financial statements of this Report, no Controlling Shareholder had a material interest, either directly or indirectly, in any contract of significance (whether for the provision of services to the Company or not) to the business of the Group to which the Company or any of our subsidiaries was a party during the Year.

### NON-COMPETITION UNDERTAKING BY CONTROLLING SHAREHOLDER

On 10 April 2017, in order to avoid potential conflict of interests with the Company, Mr. Katsuya Yamamoto, our Controlling Shareholder, entered into a deed of non-competition in favour of the Group, pursuant to which he has unconditionally and irrevocably agreed, undertaken to and covenanted with the Company (for himself and for the benefit of each other member of the Group), among others, not to compete with the business of the Group. Details of the Deed are set out in the section headed "Deed of Non-Competition" on page 224 of the Prospectus.

The Controlling Shareholder has made a written confirmation to the Board in respect of their compliance with the undertakings in the Deed from the entering into of the Deed on 10 April 2017 to 30 June 2018 (the "Relevant Period").

Upon receiving the aforementioned confirmation from the Controlling Shareholder, the independent nonexecutive Directors had reviewed the same as part of the annual review process and confirmed that the Controlling Shareholder had complied with the Deed during the Relevant Period.

### **RELATED PARTY TRANSACTIONS**

Details of the related party transactions undertaken in the ordinary course of business by the Group during the Year are set out in note 31 to the consolidated financial statements of this Report. The related party transactions set out in note 31 to the consolidated financial statements constitute "continuing connected transactions" (as defined under Chapter 14A of the Listing Rules) which are fully exempted from the reporting, announcement and independent shareholders approval requirements under Chapter 14A of the Listing Rules.

### **CONNECTED TRANSACTIONS**

During the Year, the Group did not conduct any "connected transaction" or "continuing connected transaction" (as defined under Chapter 14A of the Listing Rules) which is subject to reporting and annual review requirements under the Listing Rules.

### **Directors' Report**

### AUDITOR

The consolidated financial statements for the Year have been audited by PricewaterhouseCoopers who will retire and, being eligible, offer themselves for re-appointment. A resolution for the re-appointment of PricewaterhouseCoopers as auditor of the Company will be proposed at the 2018 AGM.

### TAX RELIEF

The Company is not aware of any relief on taxation available to the Shareholders by reason of their holdings of the Shares. If the Shareholders are unsure about the taxation implications of purchasing, holding, disposing of, dealing in, or exercising of any rights in relation to the Shares, they are advised to consult their professional advisers.

All references above to other sections, reports or notes in this Report form part of this Report.

On behalf of the Board **Katsuya YAMAMOTO** *Chairman* 

Tokyo, Japan, 26 September 2018

Good corporate governance has always served as a vital foundation for the development of the Company. The Company is dedicated to fulfilling its responsibilities towards our Shareholders and protecting the interests of different stakeholders through sound governance practices. The Company has developed and implemented comprehensive corporate governance practices and procedures in accordance with the Listing Rules and relevant applicable laws and regulations. The major principles are to ensure transparency in operation and accountability to Shareholders. The Board is responsible for performing the corporate governance duties and reviewing and monitoring the corporate governance of the Company with reference to the CG Code.

During the Year, the Company fully complied with the CG Code set out in Appendix 14 of the Listing Rules, with the exception for Code Provision A.2.1, which requires that the roles of chairman and chief executive be held by different individuals.

Under Code Provision A.2.1 of the CG Code, the roles of chairman and chief executive should be separate and should not be performed by the same individual. For the Group, Mr. Katsuya Yamamoto holds both of such positions. Mr. Katsuya Yamamoto has been primarily responsible for overseeing the Group's general management and business development of and for formulating business strategies and policies for our business management and operations since the Group was founded in 1984. Taking into account the continuation of management and the implementation of our business strategies, our Directors (including our independent non-executive Directors) consider that it is suitable for Mr. Katsuya Yamamoto to hold both the positions of chief executive officer and the chairman of the Board, and that the present arrangements regarding these positions are beneficial and in the interests of the Company and our Shareholders as a whole.

### MODEL CODE ON SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code as the required standard for securities transactions by our Directors. Having made specific enquiries to all our Directors, the Company has confirmed that all our Directors confirmed that they complied with the required standards set out in the Model Code throughout the Year.

### **BOARD OF DIRECTORS**

#### **Responsibilities**

The Board is the primary decision-making body of the Company, setting fundamental business strategies and policies for the management and operation of our business, as well as monitoring the implementation of such strategies and policies. The Company's day-to-day operations and management responsibilities are delegated by the Board to the management of the Company, who are responsible for implementing the strategies and directions as determined by the Board.

#### Composition

The Board currently comprises of seven Directors, with four executive Directors and three independent nonexecutive Directors.

### **Executive Directors**

Mr. Katsuya Yamamoto (chairman and chief executive officer) Mr. Fumihide Hamada Mr. Yutaka Kagawa Mr. Toshiro Oe

#### **Independent Non-executive Directors**

Mr. Mitsuru Ishii Mr. Yuji Matsuzaki Mr. Takamasa Kawasaki

The biographical details of each of our Directors are set out in the section headed "Biographies of the Directors and Senior Management" of this Report.

#### **Responsibilities of Executive Directors**

Our executive Directors are responsible for the leadership and control of the Company and overseeing the Group's businesses development, strategic planning and promoting the success of the Company.

#### **Responsibilities of Independent Non-executive Directors**

The independent non-executive Directors participate in the Board meetings to independently comment on the Company's strategies, policies, performance and progress in achieving the Company's corporate goals. They are also responsible for ensuring a high standard of financial and other mandatory reporting of the Board as well as providing a balance to the Board to effectively and independently assess the corporate actions of the Company to safeguard Shareholders' interest and the overall interest of the Group.

Throughout the Year, the Company had three independent non-executive Directors, which satisfies the requirement of the Listing Rules that the number of independent non-executive Directors must account for at least one-third of the Board and should not be less than three, and that at least one of the independent non-executive Directors must possess appropriate professional qualifications or accounting or related financial management expertise.

Each of our independent non-executive Directors has submitted a written confirmation of independence in writing pursuant to Rule 3.13 of the Listing Rules and the Board is satisfied that all the independent nonexecutive Directors have been independent and complied with the independence guidelines set out in Rule 3.13 of the Listing Rules during the Year and up to the date of this Report.

### **Term of Directors**

Each of the executive Directors entered into a service contract with the Company on 10 April 2017 and the Company issued letters of appointment to each of the independent non-executive Directors on the same day. The principal particulars of these service contracts and letters of appointment are (i) for a term of three years commencing from the Listing Date, and (ii) subject to termination by not less than three months' notice in writing served by either party on the other. The term of the service contracts and the letters of appointment may be renewed subject to the provisions of the Articles and the applicable Listing Rules. Three of our executive Directors, namely Mr. Fumihide Hamada, Mr. Yutaka Kagawa and Mr. Toshiro Oe, and one of our independent non-executive Directors, Mr. Takamasa Kawasaki, were subject to rotation and re-elected at the annual general meeting held on 20 November 2017.

#### **Directors' and Senior Management's Remuneration**

Our Directors and members of our Senior Management receive compensation in the form of salaries, allowances, bonuses and other benefits-in-kind, including contributions to their pension schemes.

The Remuneration Committee determines the salaries of our Directors and members of our Senior Management based on their qualifications, positions and seniority. The Group will provide retirement benefits for certain family members of Mr. Yamamoto in recognition of their long-term contribution to the Group. Such benefits will be determined based on the highest monthly salary during directorship, their respective management rankings, and the number of years of service in the Group. As such, we have made provision for such benefits for the Year which have been expensed as employee benefit costs in accordance with the accounting policies. With respect to the provision made in recognition of the long term contribution from the executive Director, Mr. Yamamoto, the relevant amount will be reflected under the disclosure pertaining to "Benefits and interests of directors" in the notes to the Group's consolidated financial statements when the long term benefits become receivable by him (for example, upon his retirement). For details, please refer to note 33 to the consolidated financial statements in this Report.

The aggregate remunerations (including salaries, allowances, discretionary bonuses, other benefits and contributions to pension schemes) paid to our Directors for the Year were approximately ¥132 million.

The policy concerning the remunerations of our Directors is that the amount of remuneration is mainly determined on the basis of the relevant Director's experience, responsibility, performance and the time devoted to the business.

Details of the remuneration of our Directors and Senior Management for the Year are set out below. In addition, pursuant to Code Provision B.1.5 of the CG Code, the annual remuneration of members of our Senior Management by bands for the Year is set out below:

### **Remuneration of our Directors and our Senior Management by bands**

	Number of
	Directors and
	Senior
	Management
Below ¥10,000,000	6
¥10,000,001 to ¥20,000,000	1
¥20,000,001 to ¥30,000,000	1
¥30,000,001 to ¥100,000,000	1
¥100,000,001 to ¥110,000,000	1

During the Year, (i) no remuneration was paid to our Directors or the five highest paid individuals as an inducement to join, or upon joining, the Group, (ii) no compensation was paid to, or received by, our Directors or past Directors or the five highest paid individuals during the Year for the loss of office as director of any member of the Group or of any other office in connection with the management of the affairs of any member of the Group, and (iii) none of our Directors waived any emoluments.

Except as disclosed in this Report, no Director has been paid in cash or shares or otherwise by any person either to induce him to become, or to qualify him as, a Director, or otherwise for any services rendered by him in connection with the promotion or formation of the Company.

#### **Continuous Development of Directors and Senior Management**

Our Directors, namely Mr. Katsuya Yamamoto, Mr. Fumihide Hamada, Mr. Yutaka Kagawa, Mr. Toshiro Oe, Mr. Mitsuru Ishii, Mr. Yuji Matsuzaki and Mr. Takamasa Kawasaki, and our Senior Management have attended training sessions in which they were given an overview of the key laws and regulations in Hong Kong and Japan that are applicable to the operations of an issuer. We will continue to arrange trainings which are provided by our external legal advisers and/or other appropriate accredited institutions, to reinforce the management's awareness on applicable laws and regulations.

### Meetings of Board and Board Committees and Directors' Attendance Records

There is no fixed number of days when notice of regular Board meetings must be served on our Directors before the meeting. Notice is deemed to have been served on a Director if it is given to such Director in writing or orally or sent at him at his address. For other Board and Board committee meetings, reasonable notice is generally given.

Agenda and Board papers, together with all appropriate, complete and reliable information, are sent to all Directors at least three days before each Board or Board committee meeting to keep Directors apprised of the latest developments and financial position of the Company and to enable them to make informed decisions. Each member of the Board has separate and independent access to our Senior Management where necessary.

The minutes of Board meetings and Board committee meetings are kept by the company secretary and are open to inspection by any Director. The minutes of Board meetings and Board committee meetings record full details of the matters considered and decisions reached at the meetings, including any concerns raised by Directors or dissenting views expressed. Draft minutes are sent to all Directors for comment within a reasonable time after each meeting and the final version is open for Directors' inspection.

One general meeting and four Board meetings were held during the Year. The attendance of our individual Directors at the aforesaid general meeting and Board meetings is set out in the following table:

	General meeting attended/eligible	Board meetings attended/eligible
Name of Directors	to attend	to attend
Mr. Katsuya Yamamoto	1/1	4/4
Mr. Fumihide Hamada	0/1	4/4
Mr. Yutaka Kagawa	1/1	4/4
Mr. Toshiro Oe	0/1	4/4
Mr. Mitsuru Ishii	0/1	4/4
Mr. Yuji Matsuzaki	0/1	4/4
Mr. Takamasa Kawasaki	1/1	4/4

### **BOARD COMMITTEES**

The Board delegates certain responsibilities to the Audit Committee, Remuneration Committee and Nomination Committee (together, the "Committees"). In accordance with the Listing Rules, the Articles and the relevant laws and regulations in Hong Kong, we have formed the Committees below for effective and efficient corporate governance. These Committees are established and operated in accordance with the specific written terms of reference, which could be found on the websites of the Company and the Stock Exchange.

#### **Audit Committee**

The Company established an Audit Committee in compliance with Rule 3.21 of the Listing Rules on 10 April 2017. The Audit Committee comprises three members, namely Mr. Takamasa Kawasaki, Mr. Mitsuru Ishii and Mr. Yuji Matsuzaki, while Mr. Takamasa Kawasaki acts as the chairman. The primary duties of the Audit Committee are, among others:

- (i) to assist the Board in providing an independent view of the effectiveness of the financial reporting process, internal control and risk management system;
- (ii) to oversee the audit process; and
- (iii) to monitor the integrity of the Company's consolidated financial statements, reports and accounts.

During the Year, two Audit Committee meetings were held whereat the Audit Committee reviewed (i) the audited consolidated financial results of the Company for FY 2017 and (ii) the unaudited consolidated financial results of the Company for the six months ended 31 December 2017. The attendance of individual members is set out in the following table.

	Meeting
	attended/eligible
Name of Directors	to attend
Mr. Mitsuru Ishii	2/2
Mr. Yuji Matsuzaki	2/2
Mr. Takamasa Kawasaki	

In addition, the Risk Management Committee was established as a sub-committee under the Audit Committee to, amongst others, identify, assess and mitigate the risks faced by the business, which include those pertaining to money laundering and compliance with the Three Party System. The Risk Management Committee comprises 12<sup>(1)</sup> members, namely Mr. Fumihide Hamada, Mr. Yutaka Kagawa, Mr. Toshiro Oe, Mr. Satoshi Maeda, Mr. Koji Nakao, Mr. Hayato Tobisawa, Mr. Junichi Hitomi, Mr. Shota Miyano, Mr. Seiji Otofuji, Mr. Masayuki Sakata, Mr. Fumihiko Tanaka and Mr. Shuntaro Honda, and is chaired by our executive Director, Mr. Fumihide Hamada. During the Year, twelve Risk Management Committee meetings were held whereat the Risk Management Committee (i) reviewed the risk management and internal control systems of the Group, and (ii) reviewed the effectiveness of the internal audit function of the Group. The attendance of individual members is set out in the following table:

Name of committee members	Position in the Company	Meeting attended/ eligible to attend
Mr. Fumihide Hamada	Executive director	12/12
Mr. Yutaka Kagawa	Executive director	10/12
Mr. Toshiro Oe	Executive director	11/12
Mr. Satoshi Maeda	Marketing supervisor	9/12
Mr. Koji Nakao	Manager of system promotion office and	12/12
	Head of information systems	
Mr. Hayato Tobisawa	General marketing manager	12/12
Mr. Junichi Hitomi	Head of marketing department	12/12
Mr. Shota Miyano	Head of marketing department $\square$	12/12
Mr. Seiji Otofuji	General affairs and human resources	12/12
	department manager	
Mr. Masayuki Sakata	Manager of procurement department	11/12
Mr. Fumihiko Tanaka	Head of internal audit office	12/12
Mr. Shuntaro Honda	Internal audit consultant	12/12
Mr. Masaki Oka¹	Head of investor relations office	6/6

Note:

(1) Mr. Masaki Oka resigned as a member of the Risk Management Committee in January 2018.

For details on the internal control and risk management systems of the Company, please refer to the paragraph headed "Internal Controls and Anti-Money Laundering" of this Report.

### **Remuneration Committee**

The Company established the Remuneration Committee in compliance with Rule 3.25 of the Listing Rules on 10 April 2017. The Remuneration Committee comprises five members, namely Mr. Takamasa Kawasaki, Mr. Mitsuru Ishii, Mr. Yuji Matsuzaki, Mr. Katsuya Yamamoto and Mr. Yutaka Kagawa, and is chaired by Mr. Takamasa Kawasaki. The primary duties of the Remuneration Committee are, among others, to make recommendations to the Board:

- (i) on the Company's policy and structure for all Directors' and Senior Management remuneration; and
- (ii) on the establishment of a formal and transparent procedure for developing a remuneration policy for the Company.

During the Year, one Remuneration Committee meeting was held whereat the Remuneration Committee reviewed and recommended to the Board for consideration (i) the adjustment on the director's fee of all our Directors with effect from 1 July 2017, and (ii) the bonus payment to the executive Directors for FY 2017. The attendance of individual members is set out in the following table.

	Meeting
	attended/eligible
Name of committee members	to attend
Mr. Takamasa Kawasaki	1/1
Mr. Mitsuru Ishii	1/1
Mr. Yuji Matsuzaki	1/1
Mr. Katsuya Yamamoto	1/1
Mr. Yutaka Kagawa	1/1

#### **Nomination Committee**

The Company established the Nomination Committee in compliance with the CG Code on 10 April 2017. The Nomination Committee is comprised of five members, namely Mr. Katsuya Yamamoto, Mr. Takamasa Kawasaki, Mr. Mitsuru Ishii, Mr. Yuji Matsuzaki and Mr. Yutaka Kagawa, and is chaired by Mr. Katsuya Yamamoto. The primary duties of the Nomination Committee are, among others:

- (i) to make recommendations to the Board on the appointment of our Directors and members of our Senior Management in order to complement the Company's corporate strategy; and
- (ii) to identify suitable individuals who are qualified to become directors and the senior management of the Company.

During the Year, one Nomination Committee meeting was held whereat the Nomination Committee (i) assessed the independence of the independent non-executive Directors; (ii) recommended to the Board for consideration the re-appointment of all the retiring Directors at the annual general meeting held on 20 November 2017; (iii) reviewed the structure, size and composition of the Board; and (iv) reviewed the Board diversity policy. The attendance of individual members is set out in the following table.

	Meeting
	attended/eligible
Name of committee members	to attend
Mr. Katsuya Yamamoto	1/1
Mr. Takamasa Kawasaki	1/1
Mr. Mitsuru Ishii	1/1
Mr. Yuji Matsuzaki	1/1
Mr. Yutaka Kagawa	1/1

We have limited the number of executive Directors in each of the Remuneration Committee and Nomination Committee to two, representing a minority in each of these committees, as a means to enhance transparency and protect independent Shareholders.

### **Board Diversity Policy**

With a view to achieve a sustainable and balanced development, the Company sees increasing diversity at the Board level as an essential element in supporting the attainment of our strategic objectives and sustainable development. In designing the Board's composition, board diversity has been considered from a number of aspects, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. All board appointments will be based on merits, and candidates will be considered against objective criteria, having due regard to the benefits of diversity to the Board.

This diversity policy is reviewed by the Nomination Committee annually, and the Board's composition will be disclosed in the Corporate Governance Report.

### **CORPORATE GOVERNANCE FUNCTIONS**

The Board is responsible for performing the functions set out in the Code Provision D.3.1 of the CG Code. The Board has reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors and Senior Management, the Company's policies and practices on compliance with legal and regulatory requirements, compliance with the Model Code and written employee guidelines, and the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

### **EXTERNAL AUDITOR'S REMUNERATION**

PricewaterhouseCoopers has been appointed as the external auditor of the Company. The appointment and removal of the external auditor is recommended by the Company's Audit Committee. The Audit Committee also oversees the external auditor's independence and objectivity and the effectiveness of the audit process.

For the Year, the fees paid to PricewaterhouseCoopers for the audit of the annual consolidated financial statements of the Group amounted to ¥54 million. The fees charged by PricewaterhouseCoopers in respect of the non-auditing services for the Year were approximately ¥7 million. The remuneration paid to PricewaterhouseCoopers and its affiliated firm for services rendered for the Year is listed as follows:

	2018 ¥ million
Types of services	
Audit services	54
Non-audit services (Note)	7
Total	61

Note:

Non-audit services comprise tax return procedures, consultancy services for Environmental, Social and Governance Reporting and Corporate Governance Reporting.

### ACCOUNTABILITY AND AUDIT

Our Directors acknowledge that they have the responsibility to oversee the preparation of the consolidated financial statements in order to give a true and fair view of the state of affairs of the Group, the results of operations and cash flow during the Year. In preparing the consolidated financial statements for the Year, our Directors have selected suitable accounting policies and applied them consistently, made judgements and estimates that are prudent, fair and reasonable and prepared the consolidated financial statements on a going concern basis. There are no material uncertainties relating to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern.

The statement from the external auditors regarding their reporting responsibilities on the consolidated financial statements is set out in the section headed "Independent Auditor's Report" of this Report.

### **RISK MANAGEMENT, INTERNAL CONTROLS AND ANTI-MONEY LAUNDERING**

Our Board is responsible for overseeing the overall management of compliance risks, including the review and approval of anti-money laundering measures, as well as the remediation of any issues that arise. Our Directors are responsible for determining, designing and implementing the internal control objectives on aspects such as governance, policies and procedures, due diligence, transaction monitoring and reporting, record keeping and staff training.

The Company is also well equipped with internal audit functions which exercise adequate oversight of key aspects relating to the prevention of money laundering with respect to the pachinko operations. This includes (i) an inspection of each pachinko hall at least once every two months, (ii) periodic reviews of the Company's compliance framework and effectiveness of its anti-money laundering measures, and (iii) the reporting of any findings to the Company's Audit Committee. Our Audit Committee is responsible for, among others, reviewing any internal control issues highlighted by the internal audit department and reporting such findings to the Board on a regular basis to highlight any deficiencies in the anti-money laundering measures and internal control systems. We established our Risk Management Committee under our Audit Committee to, amongst others, identify, assess and mitigate the risks faced by our business, which include those pertaining to money laundering and compliance with the Three Party System.

Our Directors are of the view that we have taken all reasonable steps to establish adequate internal control and risk management procedures (the "Internal Control Systems") to address various potential operational, financial and legal risks identified in relation to our operations, including but not limited to procurement, management, project management, connected party transaction controls, information disclosure controls, human resources management, information system management, taxation and other various financial control and monitoring procedures. These Internal Control Systems enable our management to identify, categorise, analyse, mitigate and monitor various potential risks. The Internal Control Systems has also set forth the relevant reporting hierarchy of risks identified in our operations. The Board is responsible for overseeing the overall Internal Control Systems in order to safeguard the Group's assets and Shareholders' interests so as to ensure that the Internal Control Systems in place are adequate and in compliance with applicable laws, rules and regulations.

During the Year, the Board has reviewed, through the Risk Management Committee, the Group's risk management and internal control system as well as the adequacy of resources, qualifications and experience, training programmes and budget of the Group's accounting, internal audit and financial reporting functions. The risk management and internal control systems are reviewed once every financial year. The Board has reviewed the effectiveness of the risk management and internal control systems and internal control systems and considers them effective and adequate. The Board is not aware of any significant issues that would have had an adverse impact on the effectiveness and adequacy of the risk management and internal control system during the Year.

### **INSIDE INFORMATION**

To ensure timely, fair, accurate and complete disclosure of inside information to our independent Shareholders, as well as compliance with the applicable laws and regulations, the Company has placed a strong emphasis on our obligations under Part XIVA of the SFO and the Listing Rules.

The Company has adopted a communication policy which describes definitions and examples of inside information, when/how to disclose inside information, role and responsibilities in relation to inside information communication, procedures for certain situations, consultation and approval procedures, accuracy and completeness of information, authority delegation and application of the safe harbour, etc. The policy serves as a clear and extensive guideline to our Directors and officers and all relevant employees so that they can identify and carry out suitable measures to ensure that inside information of the Group is to be disseminated to the public in an equal and timely manner.

### **INVESTOR RELATIONS AND SHAREHOLDER RIGHTS**

The Company believes that effective communication with Shareholders is essential for enhancing investor relations and investors' understanding of the Company's business performance and strategies. The Company also recognises the importance of transparency and timely disclosure of corporate information, which enables Shareholders to make the most informed investment decisions. The goal of our communication activities is to provide a true and fair view of the Company.

General meetings of the Company provide the best opportunity for an exchange of views between the Board and our Shareholders. Shareholders are encouraged to participate in the meeting and raise any questions about the proposed resolutions and general operations of the Group. Under the Articles, a Shareholder entitled to attend and vote at a meeting of the Company shall be entitled to appoint another person as his proxy to attend and vote instead of him. A Shareholder who is the holder of two or more Shares may appoint more than one proxy to represent him and vote on his behalf at a general meeting of the Company or at a class meeting attend and that such proxy does not need to be a Shareholder of the Company.

Code Provision E.1.3 of the CG Code stipulates that our issuer should arrange for the notice to Shareholders to be sent in the case of the annual general meeting at least 20 clear business days before the meeting and in the case of all other general meetings, at least 10 clear business days before the meeting. The Company has been in compliance with such code provision.

All resolutions put forward at the Shareholder meetings will be voted by poll pursuant to the Listing Rules and the poll results will be posted on the websites of the Company and the Stock Exchange after each Shareholder meeting.

#### Procedures for Shareholders to Convene an Extraordinary General Meeting

Pursuant to section 566 of the Companies Ordinance and article 68 of the Articles, our Directors must convene a general meeting on written requisition by Shareholders representing at least 5% of the total voting rights of all Shareholders having a right to vote at general meetings.

### **Procedures for Putting Forward Proposals at General Meeting**

Pursuant to Section 615 of the Companies Ordinance, Shareholder(s) can submit a written requisition to move a resolution at the Company's Annual General Meeting(s) if they represent:

- (i) at least 2.5% of the total voting rights of all Shareholders who have a right to vote at the annual general meeting to which the requests relate; or
- (ii) at least 50 members who have a right to vote on the resolution at the annual general meeting to which the requests relate.

The relevant written requisition must:

- (i) identify the resolution of which notice is to be given;
- (ii) be authenticated by the person or persons making it; and
- (iii) be received by the Company not later than 6 weeks before the relevant annual general meeting to which the requests relate; or if later, the time at which notice is given of that meeting.

Any written requisition from Shareholders to the Company pursuant to Sections 566 and 615 of the Companies Ordinance must be deposited at the Company's registered office, situated at Level 11, Admiralty Centre Tower II, 18 Harcourt Road, Admiralty, Hong Kong, or by email to info@okura-holdings.com.

#### Procedures for Putting Enquiries to the Company and our Contact Details

Shareholders may, at any time, direct questions or request for publicly available information and provide comments and suggestions to our Directors or management of the Company. Such questions, requests and comments can be addressed to the Company by mail to 11/F, Admiralty Centre Tower II, 18 Harcourt Road, Admiralty, Hong Kong, or by email to info@okura-holdings.com.

#### **CONSTITUTIONAL DOCUMENTS**

During the Year, there was no change to the Articles. The Articles are available on the websites of the Company (http://www.okura-holdings.com) and the Stock Exchange.

### COMPANY SECRETARY AND PRIMARY CONTACT OF THE COMPANY

Directors have access to the services of the company secretary to ensure that the Board procedures are followed. The company secretary of the Company is Mr. Man Yun Wah. He is the principal and head of corporate advisory division of Dominic K.F. Chan & Co., and a director of RHT Corporate Advisory (HK) Limited. In compliance with Rule 3.29 of the Listing Rules, Mr. Man Yun Wah has undertaken no less than 15 hours of relevant professional training during the Year. The primary corporate contact person at the Company is Mr. Yutaka Kagawa, head of Corporate Planning Department.

### **ABOUT THIS REPORT**

This Environmental, Social and Governance ("ESG") Report contains disclosures made by the Group with reference to the Environmental, Social and Governance Reporting Guide set out in Appendix 27 of the Listing Rules, focusing on the pachinko business operated by the Group in Japan.

### CORPORATE SOCIAL RESPONSIBILITY ("CSR") GOVERNANCE

Our Directors are responsible for our CSR strategy, which includes identifying and evaluating CSR risks, implementing appropriate and effective risk management strategies and establishing internal control systems where necessary.

### STAKEHOLDER ENGAGEMENT

The Group engages our stakeholders on an ongoing basis to identify CSR-related tasks. Based on the results obtained by the Group, the Group will hold discussions among our management and employees of different departments to assess the importance of these tasks in consideration of the Group's business and all relevant stakeholders, as well as to propose suggestions and action plans to improve decision-making and accountability from a social and environmental perspective. In this ESG Report, we include details of CSR-related tasks that were identified during such discussions and which we considered important.

### A. ENVIRONMENT

### A.1 Our View on the Environment

The Group recognises that preserving the global environment is one of our missions.

Since our main business is the operation of pachinko and pachislot halls, we only provide services to customers who visit our halls. Therefore, due to the nature of our business, we consider our impact on the environment by way of air emissions, emissions of hazardous and non-hazardous waste, consumption of resources, use of packaging materials and use of water, to be immaterial. In addition, we do not conduct business activities that will have a serious impact on the environment and natural resources.

During the Year, the Group was in compliance with the relevant environmental laws and regulations that have a significant impact in Japan and our Directors are not aware of any material breach or violation of such laws and regulations.

Notwithstanding the above, in order to continuously reduce the burden on the global environment and promote environmental protection, we have been implementing the following initiatives with the objective of reducing waste and greenhouse gas emissions:

### A.2 Use of Resources and Reduction of Greenhouse Gas Emissions

At present, the emissions generated by the Group mainly consist of greenhouse gases such as carbon dioxide emitted from the consumption of electricity. The greenhouse gas emissions at our halls for the Year and FY 2017 are set out below:

	FY 2018	FY2017
Carbon dioxide emissions (1,000Kwh)	10,291.8	10,133.2
Intensity (t-Co2/per pachinko and pachislot machine)	1.07	1.12
Average number of machines in fiscal year <sup>1</sup>	9,652	9,024

Note:

(1) (Number of machines at the beginning of the year + number of machines by the end of the year)/2

In order to decrease our electricity consumption to reduce greenhouse gas emissions, the Group has implemented the following measures:

#### 1. Installation of Energy-saving Air Conditioners

The Group has been gradually replacing existing air conditioners with new air conditioners of lower power consumption. As at 30 June 2018, we have completed installation of such air conditioners at five halls in Kyushu out of our 17 halls in Japan. We are planning to further install such air conditioners in our halls in Kanto and Kansai.

### 2. Installation of Light-Emitting Diode (LED) Lights

The Group has been gradually replacing the lighting in our halls with LED lighting that consumes less power. As at 30 June 2018, we have completed installation of LED lighting at four out of our 17 halls. In the year ending 30 June 2019, we plan to install LED lighting at two more of our halls.

### 3. Other Measures to Reduce Power Consumption

We have also installed devices such as solar power systems at our halls to minimise power consumption.

The power consumption and greenhouse gas emissions for the Year and FY 2017 are shown below.

	FY 2018	FY 2017
Power consumption (1,000Kwh)	20,658.8	19,360.0
Intensity		
(1,000Kwh/per pachinko and pachislot machine)	2.14	2.15
Average number of machines in fiscal year	9,652	9,024

### A.3 Reduction of Waste

To provide better service to our customers, we renovate our pachinko halls from time to time and purchase new pachinko and pachislot machines. Therefore, pachislot machines that are no longer used are discarded. To avoid causing excessive harm to the environment by producing hazardous and non-hazardous waste, our Group temporarily stores these pachinko and pachislot machines in our warehouse. We then sell such obsolete machines to trade-in dealers (who usually sell these machines to other companies) or recyclers (who dismantle these machines for reusage of parts) in line with regulations relating to second-hand pachinko and pachislot machines and market trends.

To reduce waste, the Group has taken the following measures:

- Promoting a paperless environment through the use of use of digital signatures, digitisation of various documents, circulating internal documents and notifications via e-mail, etc.
- Promoting the use of recycled paper since April 2018

#### **B. OUR PEOPLE**

#### **B.1 Our View**

The Group believes that our success is, to a large extent, attributable to the strategies and visions of our Directors, who are supported by our Senior Management and all other employees. Thus, the Group places a strong emphasis on the well-being of our staff. The Group is committed to respecting each individual employee's attributes and personality, providing them with a relaxed and fruitful environment where they can receive all-rounded training, and ensuring a safe and convenient workplace where each person is encouraged to reach their full potential.

#### **B.2 Our Employment and Labour Practice**

With respect to the recruitment and employment of our employees, the Group has been recruiting talents regardless of their age, gender, presence of disability and nationality. When it comes to promotion, compensation, dismissal, benefits and welfare, we adopt a fair and equal process to all employees based on the policy.

In order to improve work environment for female employees, we support a good work-life balance, for example, assisting them in balancing between children care and work duty. The return rates of the Group after parenting leave are 100% in both this Year and FY 2017. In addition, in July 2018, under The Act on Promotion of Women's Participation and Advancement in the Workplace, we have been certified by the Minister of Health, Labour and Welfare as a company with excellent conditions concerning the promotion of women's success (commonly known as "Eruboshi").

Furthermore, to respond to the various working needs of our employees, we have introduced a wide range of employment types such as a regular employment, semi-regular employment, contract employment, part-time employment, re-employment, and specific region limited employment.

The following table shows the classification of our employees in Japan by gender, employment type and age group. As for part-time job workers, employment conditions such as working hours vary, so they are not included in the statistics below.

	FY 20	018	FY 20	17
	Number	Number	Number	Number
	of male	of female	of male	of female
Employment type	employees	employees	employees	employees
Regular employees	130	30	139	34
Semi-regular employees and				
contract employees	7	14	7	14
Total number of employees	137	44	146	48

	FY 20	018	FY 20	17
	Number	Number	Number	Number
	of male	of female	of male	of female
Age	employees	employees	employees	employees
Below 20 years old	3	2	4	• • 7
20-29 years old	25	10	30	• • 10 •
30-39 years old	67	13	0 76	15
40-49 years old	30		26	10
50-59 years old	8	•••••4•		4
60-69 years old	4	3	• • • 4	2
Total number of employees	137	44	146	48

The following table shows the retention rate of our employees:

	FY 2018	FY 2017
	%	%
Retention rate (Employees) <sup>1</sup>	88.7	91.9

Note:

(1) Retention rate=(Average number of employess at the end of every month during the period – Average numbers of resignees at the end of every month during the period)/Average numbers of employees at the end of every month during the period

During the Year, our Directors were not aware of any breach or material non-compliance with the relevant laws and regulations that have a significant impact on the Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.

### **B.3 Our Labour Safety and Health**

In order to provide a safe working environment and to protect our employees from any occupational hazards, the Group has taken the following measures:

- Provision of mental health care (mental stress check, consultations with supervisor) to our employees
- Provision of periodic health checks to our employees
- Introduction of "Personal System" which is a ball counting system that counts the number of winning balls within each pachinko machine to alleviate employees' physical work burden from lifting and carrying the winning balls for the purpose of counting them

During the Year, our Directors were not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group relating to the provision of a safe working environment and protecting employees from occupational hazards.

### **B.4 Talent Training**

The Group has been working to support the growth of our talents for better work performance and the enhancement of knowledge by providing in-house training and on-the-job training for newcomers.

The training hours per full time employee at the company and the main training curriculum are as follows:

HourTraining hours per full time employee (excluding fresh graduates)6.9Training hours per full time employee (fresh graduates)78.5	<b>FY 2018</b> <sup>1</sup>
Training hours per full time employee (excluding fresh graduates)       6.9	Hour
	6.9
	••••

#### Note:

(1) We began to record training hours since October 2017. Therefore, the training hours conducted for the period from July 2017 to September 2017 are not included.

Our main training curriculum includes:

- Anti-money laundering risk management training
- Security on amusement machines, fraud and information technology training
- On-the-job training
- Other training for each level (business skills, business knowledge, career design, manners and others)

### **B.5 Labour Standards**

During the Year, the Group was in compliance with the Labour Standard Law and laws pertinent to proper labour relations, and the Group did not employ or advocate the employment of children or of people who are forced to work. All workers were employed on a voluntary basis under agreed terms and were not forced or coerced into working for the Group. Our Directors are not aware of any non-compliance or breach that has a significant impact on the Group in relation to such laws and regulations.

### C. HEALTHY BUSINESS PRACTICE AND PREVENTION OF DISHONESTY

### **C.1 Relationship with Business Partners**

The major suppliers of the Group are the suppliers of pachinko and pachislot machines, G-prize wholesalers and general prize wholesalers. With the Amusement Business Law and its ancillary prefectural local regulations in mind, when the Group engages or enters into business with new or existing business partners, we constantly perform comprehensive compliance checks from the aspects of various risks, and obtain a written confirmation from such business partners that they are not engaged in or associated with any anti-social force. Our compliance department will continue to monitor the status of these engagements after signing contracts with our business partners.

In terms of contract value, we have been working to acquire appropriate prices through fair tendering by our internal procurement team.

During the Year, there was no illegal business conducted between the Group and our business partners and our Directors are not aware of any material breach or violations against the Amusement Business Law and any of the relevant local regulations.

### **C.2 Product Responsibility**

The Group takes our obligations to customers seriously and aims to continue to provide high quality customer experiences. To ensure that our customers are able to enjoy our pachinko halls without being affected by the possible negative social impacts, the Group has taken the following measures:

- Mutual agreement with customers on gaming rules
- Prohibition of under-aged customers to enter our pachinko halls (our pachinko hall staff members request customers to present identity documents and patrols for age check)
- Installation of automated external defibrillator
- Measures against abandoning child inside the car (our pachinko hall staff patrols around vehicles every 2 hours, etc.)
- Evacuation guidance training and drill exercise to our employees

We accept customer complaints on the company's website or by telephone. Such complaints are reported to management as appropriate and proper actions are taken against them.

The Group may handle personal information of customers who have signed up as members. Our Directors are of the view that we properly manage personal information obtained in the course of our business in accordance with the laws and regulations of the Personal Information Protection Law and relevant legislations.

In addition, posters and flags are installed in our pachinko halls for the prevention of indulgence on gambling which has become a more visible social problem in recent years. A self-assessment program has been introduced in most of the halls since July 2017.

Advertising matters are governed under the Amusement Business Law, Enforcement Ordinance and Police Advertisement Circular in Japan, which regulate how amusement business operators advertise and promote their businesses. Consumer data protection matters are governed under the Act on the Protection of Personal Information in Japan, which regulates the collection, use, handling, and transfer of personal information by Japanese business operators. The Company strives to adhere to all these reguirements under the relevant laws and regulations and has established written procedures to ensure compliance. Our Directors are not aware of any material non-compliance with the relevant laws and regulations that have a significant impact on the Group relating to health and safety, advertising, labelling or privacy matters relating to services provided.

### C.3 Anti-corruption and anti-money laundering

The Group has been taking the following measures to prevent corrupt incidents and money laundering incidents:

- Installation of CCTVs
- Regular patrols or data checks for the detection of cheating or abnormal matters at an early stage
- Regulation on high-value prize exchange
- Introduction and maintenance of a whistleblowing hotline
- Prevention and/or detection measures against money laundering transactions are evaluated and verified by the Risk Management Committee

During the Year, our Directors are not aware of any non-compliance with laws and regulations that have a significant impact on the Group relating to bribery, extortion, fraud or money laundering.

In addition, the prohibition of bribery is regulated by the Code of Ethical Practice. This is helpful in the maintenance of healthy business practices and the prevention of dishonesty.

### D. CONTRIBUTION TO THE LOCAL COMMUNITY

The Group considers providing services to our customers via our main pachinko business, continuous employment and proper tax payment as the most significant contributions to our local community. During the Year, the Group sponsored a regional revitalisation campaign organised by a local newspaper publishing company. In addition, we started fund-raising activities aiming to raise awareness of contributing to our society. Money raised from such activities is planned to be used for the reconstruction of areas damaged by natural disasters such as heavy rain and earthquakes, as well as domestic forest maintenance such as tree planting and thinning.

The Group is currently exploring methods to contribute to the local community in various ways such as partnership for events.

#### To the Shareholders of Okura Holdings Limited

(incorporated in Hong Kong with limited liability)

### **OPINION**

### What we have audited

The consolidated financial statements of Okura Holdings Limited (the "Company") and its subsidiaries (the "Group") set out on pages 63 to 136, which comprise:

- the consolidated statement of financial position as at 30 June 2018;
- 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, which include a summary of significant accounting policies.

#### **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 30 June 2018, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with both Hong Kong Financial Reporting Standards ("HKFRS") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and with International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board ("IASB") and have been properly prepared in compliance with the Hong Kong Companies Ordinance.

### **BASIS FOR OPINION**

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") issued by the HKICPA. 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 HKICPA's Code of Ethics for Professional Accountants ("the Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code.

### **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**

## Impairment assessment of property, plant and equipment

Refer to Note 4 (Critical accounting estimates and judgements) and Note 13 (Property, plant and equipment) to the consolidated financial statements for the related disclosures.

As at 30 June 2018, the Group had property, plant and equipment of ¥10,671 million related to the cashgenerating units ("CGUs") of each individual pachinko and pachislot hall.

The performance of the Group's pachinko and pachislot hall operations was influenced by the competitive business condition and new regulations. Management performs impairment assessment whenever events indicate that the related asset values may not be recoverable. In the view that one of the CGUs had resulted in loss in two consecutive years and had performed below management's expectation, management considered there was impairment indicators for this CGU. Management performed impairment assessment to assess the recoverable amount of this CGU, which was determined as the fair value less cost to sell or value-in-use, whichever was higher. The value-in-use calculations were based on future cash flow forecasts of the CGU. Based on management's assessment, no provision for impairment loss was necessary as at 30 June 2018.

We focused on this area due to the significant judgments and estimates involved in the determination of the value-in-use, including revenue growth rate and discount rate.

#### How our audit addressed the Key Audit Matters

Our procedures in relation to management's value-inuse calculations include:

- Assessed management's assumption of revenue growth rate by comparing the rate to industry trends, historical performance and operational developments;
- Assessed management's determination of discount rate by comparing to the cost of capital and cost of debt of comparable organisations in the industry;
- Compared the current year actual results with the prior year forecasts to consider the reasonableness of management's forecasts;
- Traced the data input to supporting evidence, such as budgets approved by the Board of Directors and considered the reasonableness of the key assumptions (i.e. revenue growth rate and discount rate) applied in the budgets based on our knowledge to the business; and
- Evaluated the sensitivity analysis performed by management around the revenue growth rate and discount rate to ascertain the extent and likelihood of such changes have been appropriately considered.

Based on the procedures performed, we found the judgements and estimates made by management in relation to the value-in-use calculations were supportable by available evidence..

#### **Key Audit Matters**

#### Impairment assessment of goodwill

Refer to Note 4 (Critical accounting estimates and judgements) and Note 15 (Intangible assets) to the consolidated financial statements for the related disclosures.

As at 30 June 2018, the Group had goodwill of ¥740 million arising from the acquisition of a subsidiary in previous years which is engaged in the pachinko and pachislot business. The goodwill is subject to an annual impairment assessment performed by management.

Management performed an impairment assessment in respect of the goodwill to determine the recoverable amount using the value-in-use method which involved significant judgements in determining the assumptions used in the calculations. The key assumptions include the revenue growth rate and discount rate.

We focused on this area due to the significant judgements and estimates involved in the determination of the value-in-use, including revenue growth rate and discount rate.

#### How our audit addressed the Key Audit Matters

Our procedures in relation to management's value-inuse calculations include:

- Assessed management's assumption of revenue growth rate by comparing the rate to industry trends, historical performance and operational developments;
- Assessed management's determination of discount rate by comparing to the cost of capital and cost of debt of comparable organisations in the industry;
- Compared the current year actual results with the prior year forecasts to consider the reasonableness of management's forecasts;
- Traced the data input to supporting evidence, such as budgets approved by the Board of Directors and considered the reasonableness of the key assumptions (i.e. revenue growth rate and discount rate) applied in the budgets based on our knowledge to the business; and
- Evaluated the sensitivity analysis performed by management around the revenue growth rate and discount rate to ascertain the extent and likelihood of such changes have been appropriately considered.

Based on the procedures performed, we found the judgements and estimates made by management in relation to the value-in-use calculations were supportable by available evidence.

### **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 HKFRS issued by the HKICPA and with IFRS issued by the IASB and 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, in accordance with Section 405 of the Hong Kong Companies Ordinance 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 HKSAs 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 HKSAs, 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance 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, related safeguards.

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 Ng Ka Ho.

PricewaterhouseCoopers

Certified Public Accountants

Hong Kong, 26 September 2018

### **Consolidated Statement of Comprehensive Income**

For the year ended 30 June 2018

	N/ .	0040	0017
	Note	2018	2017
		¥million	¥million
Revenue	5	8,719	9,238
Other income	6	852	1,086
Other losses, net	6	(25)	(8)
Hall operating expenses	7	(8,414)	(8,278)
Administrative and other operating expenses	7	(140)	(1,371)
Our set is a set of the			//7
Operating profit		992 14	667
Finance income			7
Finance costs		(149)	(237)
Finance costs, net	9	(135)	(230)
Profit before income tax		857	437
Income tax expense	10	(114)	(168)
Profit for the year attributable to shareholders			
of the Company		743	269
Earnings per share attributable to shareholders			
of the Company for the year (expressed in ¥ per share			
Basic	11	1.49	0.69
Diluted		1.49	0.69

### **Consolidated Statement of Comprehensive Income**

For the year ended 30 June 2018

Note	2018 ¥million	2017 ¥million
Profit for the year	743	269
<b>Other comprehensive (loss)/income</b> Items that will not be reclassified subsequently to profit or loss		
Remeasurement of defined benefit retirement plans	—	1
(Reversal of)/remeasurement of long term benefit obligations	(149)	149
Change in fair value of equity investments at		
fair value through other comprehensive income	4	8
Deferred income tax arising from fair value change	(1)	(3)
	(146)	155
Total comprehensive income for the year attributable		
to shareholders of the Company	597	424

### **Consolidated Statement of Financial Position**

As at 30 June 2018

	Note	2018	2017
		¥million	¥million
Assets			
Non-current assets			
Property, plant and equipment	13	10,671	11,320
Investment properties	14	2,296	2,345
Intangible assets	15	786	805
Prepayments, deposits and other receivables	19	751	1,377
Financial assets at fair value through other comprehensive income	17(b)	47	43
Financial assets at fair value through profit or loss	17(a)	82	49
Deferred income tax assets	27	621	697
		15,254	16,636
Current assets			
Inventories	18	137	193
Prepayments, deposits and other receivables	19	1,326	1,131
Financial assets at fair value through profit or loss	17(a)	238	
Income tax recoverable		32	128
Short-term bank deposits	20	100	100
Cash and cash equivalents	20	2,904	3,272
		4,737	5,001
Total assets		19,991	21,637
Equity and liabilities			
Equity attributable to shareholders of the Company			
Share capital	21	20,349	20,349
Reserves	21	(9,524)	(10,121)
and the second			
Total equity		10,825	10,228

### **Consolidated Statement of Financial Position**

As at 30 June 2018

	Note	2018 ¥million	2017 ¥million
Liabilities			
Non-current liabilities			
Borrowings	25	4,557	4,393
Obligations under finance leases	26	1,220	2,913
Accruals, provisions and other payables	23	348	444
Employee benefit obligations	24	81	878
Deferred income tax liabilities	27	455	424
		6,661	9,052
Current liabilities			
Borrowings	25	821	827
Trade payables	22	21	23
Accruals, provisions and other payables	23	1,343	1,232
Obligations under finance leases	26	314	230
Current income tax liabilities		6	45
		2,505	2,357
Total liabilities		9,166	11,409
Total equity and liabilities		19,991	21,637

The consolidated financial statements on pages 63 to 136 were approved by the Company's Board of Directors on 26 September 2018 and were signed on its behalf.

Katsuya Yamamoto Director **Yutaka Kagawa** Director

# Consolidated Statement of Changes in Equity For the year ended 30 June 2018

	Share capital (Note 21) <i>¥million</i>	Capital reserve (Note 21(a)) <i>¥million</i>	Legal reserve (Note 21(b)) <i>¥million</i>	Investment revaluation reserve (Note 21(c)) <i>¥million</i>	Retained earnings ¥million	Total ¥million
Balance at 1 July 2016	11,968	(6,430)	40	11	2,241	7,830
Profit for the year	_	_	_	_	269	269
Other comprehensive income						
Remeasurement of defined benefit						
retirement plans	_	_	_	_	1	1
Remeasurement of long term						
benefit obligations	_	_	_	_	149	149
Change in fair value of financial assets at						
fair value through other						
comprehensive income, net of tax				5		5
Total comprehensive income				5	419	424
Transactions with shareholders in their						
capacity as shareholders						
Issue of new shares pursuant to the						
initial public offering	2,183	—	· · · · ·	—	_	2,183
Bonus issue	6,407	(6,407)		_	_	-
Share issuance cost	(209)		<u> </u>			(209)
Total transactions with shareholders in						
their capacity as shareholders	8,381	(6,407)				1,974
Balance at 30 June 2017	20,349	(12,837)	40	0 0 0160	2,660	10,228

### **Consolidated Statement of Changes in Equity**

For the year ended 30 June 2018

	Share capital (Note 21) <i>¥million</i>	Capital reserve (Note 21(a)) ¥million	Legal reserve (Note 21(b)) ¥million	Investment revaluation reserve (Note 21(c)) ¥million	Retained earnings ¥million	Total ¥million
Balance at 1 July 2017	20,349	(12,837)	40	16	2,660	10,228
Profit for the year	-	-	-	_	743	743
Other comprehensive income						
Reversal of remeasurement of long term						
benefit obligations	-	-	-	-	(149)	(149)
Change in fair value of financial assets						
at fair value through other						
comprehensive income, net of tax				3		3
Total comprehensive income and transactions with shareholders in their capacity as shareholders	_	_	_	3	594	597
Balance at 30 June 2018	20,349	(12,837)	40	19	3,254	10,825

### **Consolidated Statement of Cash Flows**

For the year ended 30 June 2018

	Note	2018	2017
	Note	¥million	¥million
Cash flows from operating activities			
Cash generated from operations	28	1,280	1,169
Income tax refunded		49	182
Interest received		14	7
Interest paid		(146)	(237)
Net cash generated from operating activities		1,197	1,121
Cash flows from investing activities			
Proceeds from disposal of financial assets at fair value through	h		
profit or loss		50	115
Purchase of financial assets at fair value through profit or loss		(151)	_
Purchase of property, plant and equipment		(2,315)	(3,453)
Purchase of investment properties		_	(1)
Proceeds from disposal of property, plant and equipment and	d		
intangible assets	28	265	_
Purchase of intangible assets	15	(1)	(6)
-			
Net cash used in investing activities		(2,152)	(3,345)

### **Consolidated Statement of Cash Flows**

For the year ended 30 June 2018

Note	2018 ¥million	2017 ¥million
	1,400	3,500
	(1,242)	(1,002)
	_	1,974
	696	_
	_	(142)
	(244)	(188)
	610	4,142
	(345)	1,918
		1,354
	2,904	3,272
	Note	¥million 1,400 (1,242)  696  (244) 610 (345) 3,272 (23)

### **Notes to the Consolidated Financial Statements**

### **1 GENERAL INFORMATION**

Okura Holdings Limited (the "Company") was established as a limited company in Hong Kong under the Hong Kong Companies Ordinance on 16 June 2015. The address of the Company's registered office is Level 11, Admiralty Centre Tower II, 18 Harcourt Road, Admiralty, Hong Kong.

The Company is an investment holding company. The Company and its subsidiaries comprising the Group (together, the "Group") are principally engaged in pachinko and pachislot hall operations (the "Business") in Japan.

On 28 April 2017, the Company issued a prospectus and launched an initial public offering of 125,000,000 shares offered at an offer price of HK\$1.20 per share (the "Offer Price"). The Company's shares are listed on the Main Board of the Stock Exchange of Hong Kong Limited (the "Stock Exchange") on 15 May 2017.

The consolidated financial statements are presented in millions of Japanese Yen ("¥"), unless otherwise stated.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of the consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### 2.1 Basis of preparation

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") issued by the International Accounting Standard Board (the "IASB") and Hong Kong Financial Reporting Standards ("HKFRS") issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA") and requirements of the Hong Kong Companies Ordinance Cap. 622. HKFRS is substantially consistent with IFRS and the accounting policy selections that the Group has made in preparing the consolidated financial statements are such that the Group is able to comply with both IFRS and HKFRS. Reference to IFRS, International Accounting Standards ("IAS") and Interpretations developed by the IFRS Interpretations Committee ("IFRIC") in the consolidated financial statements should be read as referring to the equivalent HKFRS, Hong Kong Accounting Standards ("HKAS") and Hong Kong (IFRIC) Interpretation ("HK(IFRIC)-Int") as the case may be. Accordingly, there are no differences of accounting practice between IFRS and HKFRS affecting the consolidated financial statements. The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of financial assets which are carried at fair value.

The preparation of consolidated financial statements in conformity with HKFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.
## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### **2.1 Basis of preparation** (continued)

#### (a) New and amended standards adopted by the Group

The following improvements and amendments to standards are mandatory for the Group's financial years beginning on or after 1 July 2017:

IAS 12 (Amendment)	Recognition of deferred tax assets for unrealised losses
IAS 7 (Amendment)	Disclosure initiative
IFRS 12 (Amendment)	Disclosure of interest in other entities

# (b) New standards, amendments to existing standards and interpretations not yet adopted by the Group

The following are new standards, amendments to existing standards and interpretations that have been published and are mandatory for the Group's financial years beginning on or after 1 July 2018, but have not been early adopted by the Group.

## Effective for accounting periods beginning on or after

IAS 28 (Amendment)	Investments in associates and joint	1 January 2018
	ventures	
IAS 40 (Amendment)	Transfers of investment property	1 January 2018
IFRS 1 (Amendment)	First-time adoption of IFRS	1 January 2018
IFRS 2 (Amendment)	Classification and measurement of share-	1 January 2018
	based payment transactions	
IFRS 4 (Amendment)	Applying IFRS 9 "Financial Instruments"	1 January 2018
	with IFRS 4 "Insurance contracts"	
IFRS 9 (Amendment)	Prepayment features with negative	1 January 2019
	compensation	
IFRS 15	Revenue from contracts with customers	1 January 2018
IFRS 15 (Amendment)	Clarifications to IFRS 15	1 January 2018
IFRS 16	Leases	1 January 2019
IFRS 17	Insurance contracts	1 January 2021
IFRS 10 and IAS 28	Sale or contribution of assets between an	To be determined
(Amendment)	investor and its associate or joint venture	
IFRIC 22	Foreign currency transactions and advance	1 January 2018
	consideration	
IFRIC 22	Foreign currency transactions and advance	1 January 2018
	consideration (new interpretation)	
IFRIC 23	Uncertainty over income tax treatments	1 January 2019

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.1 Basis of preparation (continued)

# (b) New standards, amendments to existing standards and interpretations not yet adopted by the Group (continued)

IFRS 15 "Revenue from Contracts with Customers"— This new standard replaces the previous revenue standards: IAS 18 "Revenue" and IAS 11 "Construction Contracts", and the related Interpretations on revenue recognition. IFRS 15 establishes a comprehensive framework for determining when to recognise revenue and how much revenue to recognise through a 5-step approach: (1) Identify the contract(s) with customer; (2) Identify separate performance obligations in a contract; (3) Determine the transaction price; (4) Allocate transaction price to performance obligations; and (5) Recognise revenue when performance obligation is satisfied. The core principle is that the Group should recognise revenue to depict the transfer of promised goods or services to the customer in an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. It moves away from a revenue recognition model based on an "earnings processes" to an "asset liability" approach based on transfer of control. IFRS 15 provides specific guidance on capitalisation of contract cost, license arrangements and principal versus agent considerations. It also includes a cohesive set of disclosure requirements about the nature amount, timing and uncertainty of revenue and cash flows arising from the entity's contracts with customers.

The Group has performed an initial assessment on the impact of this new standard. Currently, management does not anticipate any significant impact on the Group's financial positions and results of operations upon adopting this new standard.

IFRS 16 "Leases" – This new standard will result in operating leases being recognised on the consolidated statement of financial position, and the distinction between operating and finance leases is removed. Under the new standard, an asset (the right to use the leased item) and a financial liability to pay rentals are recognised.

The only exceptions are short-term and low-value leases.

The standard will affect primarily the accounting for the Group's operating leases. As at the reporting date, the Group has non-cancellable operating lease commitments of ¥983 million, see Note 30(b) (i). The Group is in the process of assessing the impact of the application of IFRS 16 and based on its preliminary assessment, it is expected that certain portion of these lease commitments will be required to be recognised in the consolidated statement of financial position as right-of-use assets and lease liabilities. Some of the commitments may be covered by the exception for short-term and low-value leases and some commitments may relate to arrangements that will not qualify as leases under IFRS 16.

The new standard is mandatory for financial years commencing on or after 1 January 2018. The related impacts to the Group on new and amended standards not yet effective on 1 January 2018 are currently under assessment and the Group is not yet in a position to state whether any substantial changes to the Group's significant policies and presentation of the financial information will result.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### 2.2 Subsidiaries

#### 2.2.1 Consolidation

Subsidiaries are entities (including structured entities) over which the Group has control. The Group controls entities when the Group is exposed to, or has rights to, variable returns from its involvement with the entities and has the ability to affect those returns through its power over the entities. Subsidiaries are consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

#### 2.2.2 Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment. Cost includes direct attributable costs of investment. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries are 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.

#### 2.3 Foreign currency translation

#### (a) Functional and presentation currency

Items included in the consolidated 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 ¥, which is the Company's functional and the Group's presentation currency.

#### (b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated statement of comprehensive income, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.4 Property, plant and equipment

Land and buildings comprise mainly pachinko and pachislot halls and offices. All property, plant and equipment is stated at historical cost less accumulated depreciation and impairment losses except for freehold land which is not subject to depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Construction in progress is stated at cost less impairment loss. It is not depreciated until completion of the construction and the relevant assets are available for use.

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 charged to consolidated statement of comprehensive income during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their costs to their residual values over their estimated useful lives, as follows:

– Buildings	2 to 47 years
<ul> <li>Leasehold improvements</li> </ul>	Shorter of lease term or useful lives
– Equipment and tools	2 to 20 years
– Motor vehicles	2 to 6 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with carrying amount and are recognised within "Other losses, net" in the consolidated statement of comprehensive income.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.5 Investment properties

Investment properties, principally comprising land and buildings, are held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Group. The Group adopts the alternative treatment by using the cost model provided under the IAS 40 "Investment Property". Investment properties are initially measured at cost, including related transaction costs and where applicable borrowing costs. After initial recognition, investment properties 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.

Depreciation of investment properties, except for the freehold land which is not subject to depreciation, is calculated using the straight-line method to allocate their costs to their residual values over their estimated useful lives of 15 to 47 years.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

#### 2.6 Intangible assets

#### (a) Goodwill

Goodwill arises on the acquisition of subsidiaries represents the excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identified net 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. Goodwill is monitored at the operating segment level.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of the CGU containing the goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

#### (b) Computer software

Computer software is stated at cost less accumulated amortisation and impairment losses. Amortisation is calculated using the straight-line method to allocate the cost over their estimated useful lives, which does not exceed five years.

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.6 Intangible assets (continued)

#### (c) Club membership

Club membership has an indefinite useful life and is stated at cost less accumulated impairment losses.

Impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment.

#### 2.7 Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

#### 2.8 Financial assets

#### (a) Classification

The Group classifies its financial assets in the following categories according to IFRS 9 "Financial Instruments": financial assets at amortised costs and financial assets at fair value. Management determines the classification of its financial assets at initial recognition. This classification depends on whether the financial asset is a debt or equity instrument.

#### Debt instruments

Financial assets at amortised costs are debt instruments that meet the Group's business model for holding the investments to collect contractual cash flows and the contractual terms of the instrument give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding. The nature of any derivatives embedded in the debt instrument are considered in determining whether the cash flows of the instrument are solely payment of principal and interest on the principal outstanding and are not accounted for separately. Other debt instruments are held-for-trading and classified as financial assets at fair value through profit or loss.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.8 Financial assets (continued)

#### (a) Classification (continued)

#### Equity instruments

All the Group's equity instruments are measured at fair value. Equity instruments that are held for trading are measured at fair value through profit or loss. For all other equity instruments, the Group has made an irrevocable election at initial recognition to recognise changes in their fair values through other comprehensive income.

Financial assets are included in current assets, except for the amounts that are settled or expected to be settled more than 12 months after the end of the reporting period. These are classified as non-current assets.

#### (b) Recognition, derecognition and measurement

Regular way purchases and sales of financial assets are recognised on the trade-date - the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in the consolidated statement of comprehensive income.

Debt instruments that fulfil both the business model and the cash flow characteristic conditions are measured at amortised cost using the effective interest method. Other debt instruments are held-for-trading and measured at fair value through profit or loss.

Equity instruments are measured at fair value through profit or loss, except where the equity instruments are not held for trading and are irrevocably elected to measure at fair value through other comprehensive income at initial recognition, in which case, those financial assets are measured at fair value through other comprehensive income and there is no subsequent recycling of fair value gains and losses to consolidated statement of comprehensive income. Dividends from such investments continue to be recognised in consolidated statement of comprehensive income as long as they represent a return on investments.

The Group reclassifies its financial assets when and only when its business model for managing those financial assets changes.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.8 Financial assets (continued)

#### (b) Recognition, derecognition and measurement (continued)

Gains or losses arising from changes in the fair value of the financial assets at fair value through profit or loss are presented in consolidated statement of comprehensive income within 'Other losses, net' in the period in which they arise. Changes in the fair value of financial assets through other comprehensive income are recognised in other comprehensive income except for the impairment loss (if any) on debt instruments which are accounted for in consolidated statement of comprehensive income.

Gain or loss (if any) on derecognition or impairment (if any) of debt instruments at amortised cost is recognised in consolidated statement of comprehensive income.

Interest income from debt instruments at fair value through profit or loss are recognised in the consolidated statement of comprehensive income. Dividend income from equity instruments included in financial assets at fair value and fair value through other comprehensive income are recognised in the consolidated statement of comprehensive income when the Group's right to receive payments is established.

#### 2.9 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

#### 2.10 Impairment of financial assets

Impairment charges on the Group's investment in debt instruments at amortised cost are calculated based on an expected credit loss model. The Group considers these debt instruments as other receivables in nature and they do not have a significant financing component. Therefore, the Group elected to recognise lifetime expected credit losses of these debt instruments as provision for impairment allowance at the end of each reporting period. The Group applies a provision matrix, which is prepared by using historical loss experience on its other receivables and adjusted for information about current conditions and reasonable and supportable forecasts of future economic conditions, to estimate the lifetime expected credit losses. Impairment charge is recognised in the consolidated statement of comprehensive income.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.11 Inventories

Inventories represent supplies, including uninstalled pachinko and pachislot machines with useful life typically less than one year, and other consumables which are stated at the lower of cost and net realisable value. Cost is determined using the first-in, first-out (FIFO) method.

#### 2.12 Other receivables

Other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. See Note 2.8(b) for further information about the Group's accounting for financial assets and Note 2.10 for a description of the Group's impairment policies.

If collection of other receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

#### 2.13 Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits with original maturity of three months or less, other short-term highly liquid investments with original maturities of three months or less.

#### 2.14 Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

#### 2.15 Trade payables

Trade payables are obligations to pay for services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.16 Borrowings and borrowing costs

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the consolidated statement of comprehensive income over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

All borrowing costs are recognised in consolidated statement of comprehensive income in the period in which they are incurred.

### 2.17 Current and deferred income tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in consolidated statement of comprehensive income, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

#### (a) Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of reporting period in the countries where the Group operates and generates taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.17 Current and deferred income tax (continued)

#### (b) Deferred income tax

#### Inside basis differences

Deferred income tax is recognised, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

#### Outside basis differences

Deferred income tax liabilities are provided on taxable temporary differences arising from investments in subsidiaries, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets are recognised on deductible temporary differences arising from investments in subsidiaries only to the extent that it is probable the temporary difference will reverse in the future and there is sufficient taxable profit available against which the temporary difference can be utilised.

#### (c) Offsetting

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.18 Employee benefits

The Group operates defined benefit plan as post-employment schemes.

#### (a) Pension obligations

Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation. In countries where there is no deep market in such bonds, the market rates on government bonds are used.

The current service cost of the defined benefit plan, recognised in the statement of comprehensive income in employee benefits expenses, except where included in the cost of an asset, reflects the increase in the defined benefit obligation results from employee service in the current year, benefit changes, curtailments and settlements.

Past-service costs are recognised immediately in consolidated statement of comprehensive income.

The interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation. This cost is included in employee benefits expenses in the consolidated statement of comprehensive income.

Remeasurements arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

#### (b) Bonus plans

The Group recognises a liability and an expense for bonuses, based on a formula that takes into consideration the profit attributable to the Company's shareholders after certain adjustments. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.18 Employee benefits (continued)

#### (c) Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of reporting period.

Employee entitlements to sick leave and maternity leave are not recognised until the time of leave.

#### 2.19 Provisions

Provisions for environmental restoration, restructuring costs and legal claims are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.20 Revenue recognition

The Group recognises revenue when the amount of revenue can be reliably measured; when it is probable that future economic benefits will flow to the entity; and when specific criteria have been met for each of the Group's activities, as described below.

Revenue from pachinko and pachislot business represents the gross pay-ins, net of the gross payouts to customers. Gross pay-ins represent the amount received from pachinko balls and pachislot tokens rented to customers. Gross pay-outs represent the aggregate costs of G-prizes and general prizes exchanged by customers. G-prizes are decorative cards with a small embedded piece of gold or silver or coin-shaped pendants of gold or silver which can be sold by customers to a G-prize buyer for cash, and general prizes are generally the types of goods sold in convenience stores, such as snacks, drinks and cigarettes.

Customers rent pachinko balls and pachislot tokens to play the games, and the balls or tokens won can be either exchanged for prizes or saved for subsequent visits. The Group offers both general prizes and G-prizes. Customers who opt to claim G-prizes in exchange for the pachinko balls and pachislot tokens won during play may sell their G-prizes to an independent prize buyer for cash outside of the pachinko hall. Revenue is recognised at the end of each player's visit to a machine.

Vending machine income is recognised on a straight-line basis over the accounting periods covered by the terms and conditions as stipulated in the agreement. Vending machine income is recognised in the accounting period in which they are earned.

Rental income from investment properties is recognised on a straight-line basis over the term of the leases.

Interest income is recognised on a time-proportion basis using the effective interest method.

Income from expired prepaid integrated circuit ("IC") and membership cards is recognised upon the expiry of the usage period.

Dividend income is recognised when the right to receive payment is established.

Income from scrap sales of used pachinko machines is recognised when the Group has delivered the used pachinko machines to the purchaser.

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### 2.21 Leases

#### (a) As lessee

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to consolidated statement of comprehensive income on a straight-line basis over the period of the lease.

The Group leases certain property, plant and equipment. Leases of property, plant and equipment where the Group has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's commencement at the lower of the fair value of the leased property and the present value of the minimum lease payments.

Each lease payment is allocated between the liability and finance charges. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance cost is charged to consolidated statement of comprehensive income over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease term.

#### (b) As lessor

When assets are leased out under an operating lease, the asset is included in the consolidated statement of financial position based on the nature of the asset.

Lease income on operating leases is recognised over the term of the lease on a straight-line basis.

### 2.22 Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's and the Company's financial statements in the period in which the dividends are approved by the Company's shareholders or directors, where appropriate.

### **3 FINANCIAL RISK MANAGEMENT**

### 3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, cash flow and fair value interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group does not use any derivative financial instruments for speculative purposes.

Risk management is carried out by management of the Group. Formal and informal management meetings are held to identify significant risks and to develop procedures to deal with any risks in relation to the Group's businesses.

#### (a) Market risk

#### (i) Foreign exchange risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Foreign exchange risk arises when future commercial transactions or recognised assets or liabilities are denominated in a currency that is not the entity's functional currency.

The Group operates in Japan and its business transactions are principally denominated in Japanese Yen. However, the Group is exposed to foreign exchange risk arising primarily from the transactions in its cash and cash equivalents, financial assets and accruals, provisions and other payables denominated in United States dollars ("USD").

As at 30 June 2018, if USD had weakened/strengthened by 5% against Japanese Yen with all other variables held constant, post-tax profit for the year would have been approximately ¥63 million (2017: ¥73 million) lower/higher, mainly as a result of foreign exchange losses/gains on translation of USD-denominated cash and cash equivalents and financial assets.

### 3 FINANCIAL RISK MANAGEMENT (continued)

#### 3.1 Financial risk factors (continued)

#### (a) Market risk (continued)

(ii) Cash flow and fair value interest rate risk

The Group's interest rate risk arises from bank balances and borrowings which are carried at variable rates, which expose the Group to cash flow interest rate risk.

As at 30 June 2018, if interest rates were increased or decreased by 50 basis points and all other variables were held constant, the Group's post-tax profit would decrease or increase by approximately ¥10 million (2017: ¥6 million) respectively as a result of increase or decrease in net interest expense.

The Group's fair value interest rate risk arises from bank balances and borrowings which are carried at fixed rates, which expose the Group to fair value interest rate risk.

As at 30 June 2018, if interest rates were increased or decreased by 50 basis points and all other variables were held constant, the Group's post-tax profit would increase or decrease by approximately ¥1 million (2017: decrease or increase by approximately ¥1 million) as a result of increase or decrease in net interest income (2017: as a result of increase or decrease).

#### (iii) Price risk

The Group is exposed to equity securities price risk because of investments in listed and unlisted securities held by the Group which are classified on the consolidated statement of financial position as financial assets at fair value through other comprehensive income.

The table below summarises the impact of increases/decreases of the share prices of underlying financial instruments on the Group's equity. The analysis is based on the assumption that the share prices of the underlying financial instruments had increased or decreased by 5% with all other variables held constant.

	2018	2017
	¥million	¥million
Impact on other components of equity		
Share prices:		
- increase by 5%	2	2
- decrease by 5%	(2)	(2)

### 3 FINANCIAL RISK MANAGEMENT (continued)

#### 3.1 Financial risk factors (continued)

#### (b) Credit risk

Credit risk arises mainly from cash deposited at banks, deposits and other receivables and financial assets at fair value through profit or loss.

In respect of cash deposited at banks and financial assets at fair value through profit or loss, the credit risk is considered to be low as the counterparties are banks with high credit ratings assigned by international credit rating agencies.

Approximately 99% of the Group's revenue is received in cash. The Group's credit risk mainly arises from service income from other operations.

The Group has set up long-term cooperative relationship with these customers. In view of the history of business dealings with the customers and the sound collection history of the receivables due from them, management believes that there is no material credit risk inherent in the Group's outstanding receivable balance due from these customers. Management makes periodic assessment on the recoverability of other receivables based on historical payment records, the length of the overdue period, the financial strength of the debtors and whether there are any disputes with the debtors. The Group's historical experience in collection of other receivables falls within the recorded allowances and the directors are of the opinion that adequate provision for uncollectible receivables has been made in the consolidated financial statements.

#### (c) Liquidity risk

Liquidity risk refers to the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial assets.

Prudent liquidity risk management implies maintaining sufficient cash and bank balances, the availability of funding from an adequate amount of committed credit facilities from leading banks and the ability to close out market position.

The Group maintains liquidity by a number of sources including orderly realisation of short-term financial assets and receivables; and long-term financing including long-term borrowings. The Group aims to maintain flexibility in funding by keeping sufficient bank balances and interest bearing borrowings which enable the Group to continue its business for the foreseeable future.

The table below analyses the Group's non-derivative financial liabilities into relevant maturity groupings based on the remaining period at the end of the reporting period to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal to their carrying amounts as the impact of discounting is not significant.

### 3 FINANCIAL RISK MANAGEMENT (continued)

#### 3.1 Financial risk factors (continued)

(c) Liquidity risk (continued)

The Group	Within 1 year <i>¥million</i>	Between 1 and 2 years <i>¥million</i>	Between 2 and 5 years <i>¥million</i>	Over 5 years ¥million	Total <i>¥million</i>
As at 30 June 2018					
Trade payables	21	_	_	_	21
Other payables	430	1	19	41	491
Borrowings	881	796	2,066	1,876	5,619
Obligations under finance					
leases	365	350	338	1,081	2,134
	1,697	1,147	2,423	2,998	8,265
As at 30 June 2017					
Trade payables	23	_	_	_	23
Other payables	842	—	15	72	929
Borrowings	899	842	2,135	1,737	5,613
Obligations under finance					
leases	404	408	1,185	2,488	4,485
	2,168	1,250	3,335	4,297	11,050

#### 3.2 Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. The Group uses bank borrowings to finance its operations.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with others in the industry, the Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (include bank borrowings and obligations under finance leases) less cash and cash equivalents. Total capital is calculated as "Equity" as shown in the consolidated statement of financial position, plus net debt, where applicable.

## 3 FINANCIAL RISK MANAGEMENT (continued)

### 3.2 Capital risk management (continued)

	2018	2017
	¥million	¥million
Borrowings	5,378	5,220
Obligations under finance leases	1,534	3,143
Less: cash and cash equivalents (Note 20)	(2,904)	(3,272)
Net debt	4,008	5,091
Total equity	10,825	10,228
Total capital	14,833	15,319
Gearing ratio	27.0%	33.2%

The decrease in the gearing ratio as at 30 June 2018 resulted from the increase in total equity due to increase in retained earnings from comprehensive income earned during the year.

#### 3.3 Fair value estimation

The table below analyses the Group's financial instruments carried at fair value by level of the inputs to valuation techniques used to measure fair value. Such inputs are categorised into three levels within a fair value hierarchy as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

## 3 FINANCIAL RISK MANAGEMENT (continued)

### **3.3 Fair value estimation** (continued)

	Level 1 ¥million	Level 2 <i>¥million</i>	Level 3 ¥million	Total ¥million
As at 30 June 2018				
Assets				
Financial assets at fair value				
through profit or loss				
– Debt securities	_	319	1	320
Financial assets at fair				
value through other				
comprehensive income				
– Listed securities	43	—	_	43
– Unlisted securities	_	—	4	4
	43	319	5	367
As at 30 June 2017				
Assets				
Financial assets at fair value				
through profit or loss				
– Debt securities	• • • • • • • • • • • • • • • • • • •	225	1	226
Financial assets at fair				
value through other				
• comprehensive income				
- Listed securities	39	—		39
- Unlisted securities	• • • • • • • • • • • • • • • • • • •		4	4
	39	225	5	269

#### 3 FINANCIAL RISK MANAGEMENT (continued)

#### 3.3 Fair value estimation (continued)

#### (a) Financial instruments in level 1

The fair value of financial instruments traded in active markets is based on quoted market prices at the end of reporting period. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent 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. As at 30 June 2018 and 2017, instruments included in level 1 represent listed equity investments classified as financial assets at fair value through other comprehensive income which were not held for trading purpose.

#### (b) Financial instruments in level 2

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 it is 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. As of 30 June 2018 and 2017, instruments included in level 2 comprise bonds and trust funds issued by financial institutions in Japan which were classified as financial assets at fair value through profit or loss.

#### (c) Financial instruments in level 3

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

As at 30 June 2018 and 2017, financial assets at fair value through profit or loss mainly comprise investment in a venture capital fund.

The venture capital fund is not traded on an active market, and the fair value is determined using valuation techniques. The value is primarily based on the latest available financial statements of the venture capital fund as reported by the General Partner of the venture capital fund, unless the Group is aware of reasons that such a valuation may not be the best approximation of fair value. The Group may make adjustments to the value based on considerations such as: the underlying investments of the venture capital fund, the value date of the net asset value provided, cash flows since the last value date, geographic and sector exposures, market movements and the basis of accounting of the underlying of the venture capital fund. The unobservable inputs which significantly impact the fair value are the net asset value advised by the venture capital fund's General Partner. No adjustment has been made by the Group on such value.

## 3 FINANCIAL RISK MANAGEMENT (continued)

### **3.3 Fair value estimation** (continued)

#### (c) Financial instruments in level 3 (continued)

The following table presents the changes in level 3 instruments for the years ended 30 June 2018 and 2017:

	Financial assets at fair value through other comprehensive income ¥million	Financial assets at fair value through profit or loss ¥million	<b>Total</b> ¥million
Balance at 1 July 2016 Fair value loss on valuation	5 (1)	4 (3)	9 (4)
Balance at 30 June 2017	4	1	5
Balance at 1 July 2017 Fair value loss on valuation	4	1	5
Balance at 30 June 2018	4	1	5

There were no transfers between levels 1, 2 and 3 during the years ended 30 June 2018 and 2017.

### 3.4 Offsetting financial assets and financial liabilities

As at 30 June 2018 and 2017, there were no financial assets or financial liabilities which were subject to offsetting, enforceable master netting or similar agreements.

### **4** CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

### (a) Current and deferred income taxes

The Group is subject to income taxes in Japan and Hong Kong. Judgement is required in determining the provision for income taxes. There are transactions and calculations during the ordinary course of business for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax audit issues based on estimates for whether additional taxes may be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

Deferred income tax assets relating to certain temporary differences and tax losses are recognised when management considers it is probable that future taxable profits will be available against which the temporary differences or tax losses can be utilised. When the expectation is different from the original estimates, such differences will impact the recognition of deferred income tax assets and taxation charges in the period in which such estimate is changed.

### (b) Impairment assessment of goodwill

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in Note 2.6. The recoverable amounts of CGUs have been determined based on value-in-use calculations. These calculations require the use of estimates.

## 4 CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

#### (c) Impairment assessment of property, plant and equipment

The Group has substantial investments in property, plant and equipment. Judgement is required in the area of asset impairment, particularly in assessing: (1) whether an event has occurred that may indicate that the related asset values may not be recoverable: (2) whether the carrying value of an asset can be supported by the recoverable amount, being the higher of fair value less costs to sell and value in use, which is the net present value of future cash flows which are estimated based upon the continued use of the asset in the business; and (3) the appropriate key assumptions to be applied in preparing cash flow projections including whether these cash flow projections are discounted using an appropriate rate. Changing the assumptions used to determine the level, if any, of impairment, including the discount rates or the growth rate assumptions in the cash flow projections, could materially affect the net present value used in the impairment test and as a result affect the Group's financial condition and results of operations. If there is a significant adverse change in the projected performance and resulting future cash flow projections, it may be necessary to take an impairment charge to the consolidated statement of comprehensive income.

#### (d) Classification of leases

The Group classifies leases into finance leases or operating leases in accordance with the accounting policies stated in Note 2.21. Classification as a finance lease or an operating lease determines whether the leased asset is capitalised and recognised in the consolidated statement of financial position or the lease payment is charged to the consolidated statement of comprehensive income. Determining whether a lease transaction is a finance lease or an operating lease is a complex issue and requires substantial judgement as to whether the lease agreement transfers substantially all the risks and rewards of ownership to or from the Group. Careful and considered judgement is required on various complex aspects that include, but are not limited to, the fair value of the leased asset, the economic life of the leased asset, whether renewal options are included in the lease term and determining an appropriate discount rate to calculate the present value of the minimum lease payments.

### 5 REVENUE AND SEGMENT INFORMATION

#### (a) Revenue

	2018 ¥million	2017 ¥million
Revenue		
Gross pay-ins	36,368	37,740
Less: gross pay-outs	(28,112)	(28,967)
Revenue from pachinko and pachislot hall business Vending machine income Property rental	8,256 135 328	8,773 142 323
	8,719	9,238

#### (b) 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 Group. The executive directors consider the business from a service perspective and assess the performance of the operating segments based on a measure of profit before income tax for the purposes of allocating resources and assessing performance. These reports are prepared on the same basis as the consolidated financial statements.

The management has identified two reportable segments based on the types of services, namely (i) pachinko and pachislot hall operation and (ii) property rental.

### 5 **REVENUE AND SEGMENT INFORMATION** (continued)

#### (b) Segment information (continued)

Segment assets consist primarily of property, plant and equipment, intangible assets, investment properties, inventories, prepayments, deposits and other receivables and cash and cash equivalents. They exclude deferred income tax assets and assets used for corporate functions including financial assets at fair value through profit or loss and financial assets at fair value through other comprehensive income.

Capital expenditure comprises additions to property, plant and equipment, investment properties and intangible assets. Income tax expenses are not included in segment results.

The segment information provided by the executive directors for the years ended 30 June 2018 and 2017 are as follows:

	Year ended 30 June 2018		
	Pachinko		
	and pachislot	Property	
	hall operation	rental	Total
	¥million	¥million	¥million
Segment revenue from external customers	8,391	328	8,719
Segment results	716	141	857
Profit before income tax			857
Income tax expense			(114)
Profit for the year			743
Other segment items			
Depreciation and amortisation	(698)	(52)	(750)
Finance income	13	1	14
Finance costs	(104)	(45)	(149)
Capital expenditures	(2,316)		(2,316)

## 5 **REVENUE AND SEGMENT INFORMATION** (continued)

### (b) Segment information (continued)

	Year ended 30 June 2017			
	Pachinko and pachislot hall operation <i>¥million</i>	Property rental ¥million	Total ¥million	
Segment revenue from external customers	8,915	323	9,238	
Segment results	333	104	437	
Profit before income tax Income tax expense		-	437 (168)	
Profit for the year		=	269	
Other segment items				
Depreciation and amortisation	(666)	(52)	(718)	
Finance income	7	—	7	
Finance costs	(190)	(47)	(237)	
Capital expenditures	(3,703)		(3,703)	

## 5 REVENUE AND SEGMENT INFORMATION (continued)

### (b) Segment information (continued)

The segment assets as at 30 June 2018 and 2017 are as follows:

	Pachinko and pachislot hall operation	Property rental	Total
	¥million	¥million	¥million
As at 30 June 2018			
Segment assets	13,536	2,433	15,969
Unallocated assets			3,034
Financial assets at fair value through profit or loss			320
Financial assets at fair value through			
other comprehensive income			47
Deferred income tax assets			621
Total assets			19,991
	Pachinko		
	and pachislot	Property	
	hall operation	rental	Total
	¥million	¥million	¥million
As at 30 June 2017 Segment assets	14,557	2,465	17,022
Unallocated assets	14,557	2,403	3,649
Financial assets at fair value through profit or loss			226
Financial assets at fair value through			220
other comprehensive income			43
Deferred income tax assets			697
Total assets			21,637

There is no single external customer contributed more than 10% revenue to the Group's revenue for the years ended 30 June 2018 and 2017.

The Group is domiciled in Japan and majority of the non-current assets of the Group as at 30 June 2018 and 2017 are located in Japan.

## 6 OTHER INCOME AND OTHER LOSSES, NET

	2018	2017
	¥million	¥million
Other income		
Income from scrap sales of used pachinko machines	783	1,019
Rental income from staff quarters	1	2
Dividend income	1	5
Income from expired IC card	9	9
Income from forfeited unustilised ball	34	1
Others	24	50
	852	1,086
Other losses, net		
Compensation for early termination of operating lease	(98)	
Exchange losses, net	(9)	(48)
Losses on disposals of property, plant and equipment and	· · ·	()
intangible assets, net (Note 28)	(465)	(44)
(Losses)/gains on fair value change on financial assets		
at fair value through profit or loss	(5)	82
Gain on disposal of assets held under finance lease	531	
Recovery from insurance companies	15	4
Others	6	(2)
	(25)	(8)

# 7 HALL OPERATING EXPENSES AND ADMINISTRATIVE AND OTHER OPERATING EXPENSES

	2018	2017
	¥million	¥million
Pachinko and pachislot machines expenses (Note)	3,724	3,409
Auditor's remuneration		
- Audit services	54	35
- Non-audit services	7	13
Employee benefits expenses (Note 8)		
- Hall operating expenses	1,059	1,067
- Administrative and other operating expenses	(440)	455
Operating lease rental expense in respect of land and buildings	1,169	1,181
Depreciation and amortisation (Notes 13, 14 and 15)	750	718
Advertising and promotion expenses	491	447
Equipment and consumables costs	155	189
Reversal of impairment loss of property, plant and equipment (Note 13)	(169)	—
Reversal of provision for reinstatement	(37)	—
Repairs and maintenance	189	190
Other taxes and duties	152	126
Outsourcing service expenses	240	336
Utilities expenses	389	348
G-prize procurement expenses to wholesalers	226	224
Legal and professional fees	159	39
Listing expenses	—	370
Travel expenses	48	48
Insurance fee	18	30
Others	370	424
	0 664	0.440
	8,554	9,649

Note: Pachinko and pachislot machines are expensed off in the consolidated statement of comprehensive income upon installation. The expected useful lives of these machines are less than one year.

### 8 EMPLOYEE BENEFITS EXPENSES

	2018	2017
	¥million	¥million
Salaries, bonuses and allowances	1,386	1,397
Other employee benefits	(767)	125
	619	1,522

### (a) Five highest paid individuals

The five individuals whose emoluments were the highest in the Group for the year ended 30 June 2018 include one (2017: one) director whose emolument is reflected in the analysis shown in Note 33. The emoluments payable to the remaining four (2017: four) individuals during the year are as follows:

	2018	2017
	¥million	¥million
Salaries, allowances and other benefits	104	111

The emoluments fell within the following bands:

	2018	2017
Nil to HK\$1,000,000 (equivalent to Nil to		
approximately ¥14,925,000)	—	_
HK\$1,000,001 to HK\$1,500,000 (equivalent to		
approximately ¥14,925,001 to ¥22,388,000)	2	2
HK\$1,500,001 to HK\$2,000,000 (equivalent to		
approximately ¥22,388,001 to ¥29,851,000)	—	
HK\$2,000,001 to HK\$2,500,000 (equivalent to		
approximately ¥29,851,001 to ¥37,313,000)	1	• • • 1
HK\$2,500,001 to HK\$3,000,000 (equivalent to		
approximately ¥37,313,001 to ¥44,776,000)	1	
HK\$3,000,001 to HK\$15,000,000 (equivalent to		
¥44,776,001 to ¥223,881,000)		<u> </u>
	Λ	Λ

No inducement for joining the Group or compensation for loss of office was paid or payable to any five highest paid individuals during the year (2017: Nil).

Number of individuals

### 9 FINANCE COSTS, NET

	2018 ¥million	2017 ¥million
Finance income		
Interest income	7	
Interest from debt securities	7	7
	14	7
Finance costs		
Obligations under finance leases	(64)	(183)
Bank borrowings interest expenses	(77)	(47)
Bond interest expenses	(1)	(2)
Others	(7)	(5)
	(149)	(237)
Finance costs, net	(135)	(230)

## **10 INCOME TAX EXPENSE**

No provision for Hong Kong profits tax has been made as the Group did not generate any assessable profits arising in Hong Kong during the years ended 30 June 2018 and 2017.

Japan corporate income tax has been calculated on the estimated assessable profit for the year at the rates of taxation prevailing in Japan in which the Group operates.

	2018	2017
	¥million	¥million
Current income tax		
- Japan corporate income tax	8	88
Deferred income tax (Note 27)	106	80
	114	168

### **10 INCOME TAX EXPENSE** (continued)

The tax on the Group's profit before income tax differs from the theoretical amount that would arise using the income tax rate of Japan as follows:

	2018 ¥million	2017 ¥million
Profit before income tax	857	437
Tax calculated at applicable Japan corporate income tax rate	295	151
Expenses not deductible for tax purpose	10	6
Tax effect of deductible temporary differences not recognised	_	21
Utilisation of previously unrecognised deductible temporary differences	(479)	(47)
Recognition of previously unrecognised deductible		
temporary differences	(1)	(1)
Tax losses not recognised	247	15
Utilisation of previously unrecognised tax losses	_	
Effect of changes in tax rates	2	4
Taxable temporary differences relating to investments in subsidiaries	33	18
Others	7	1
Income tax expense	114	168

For the year ended 30 June 2018, deferred income tax liabilities arising from withholding income tax which result in an increase in income tax of ¥33 million (2017: ¥18 million). The dividend distributed to the Company is subject to 5% of withholding income tax based on Japan tax law as the dividend recipient was incorporated outside Japan. The income tax of ¥33 million (2017: ¥18 million) was calculated at 5% of the distributable reserve of the Group's subsidiaries as at 30 June 2018.

The Group is subject to national corporate income tax, inhabitants tax, and enterprise tax in Japan, which, in aggregate, resulted in effective statutory income tax rates 34.5% (2017: 34.5%) for the year ended 30 June 2018. The effective tax rate was approximately 13.3% (2017: 38.4%) for the year. The Group's effective tax rate was lower than the applicable statutory tax rate due to movements in deferred income tax arising from changes in the Group's various subsidiaries' abilities to generate future taxable profits to utilise the deductible temporary differences that the relevant subsidiaries have recorded.

As a result of the 2017 Tax Reform passed on 29 March 2016, the applicable effective tax rate remains at 34.5% for the year ended 30 June 2018, and to 34.2% for the year ending 30 June 2019 and the years afterward. As at 30 June 2018, the relevant deferred income tax assets and liabilities have been remeasured at tax rate that is expected to apply to the periods when the related assets and liabilities are realised or settled.

### **11 EARNINGS PER SHARE**

Basic earnings per share for the years ended 30 June 2018 and 2017 are calculated by dividing the profit attributable to the shareholders of the Company by the weighted average number of ordinary shares in issue during the year. The weighted average number of ordinary shares in issue during the year ended 30 June 2018 used to calculate the basic earnings per shares includes 8,000,000 ordinary shares issued on 16 June 2015, 367,000,000 bonus issue of ordinary shares issued on 15 May 2017 and 125,000,000 ordinary shares offered to the public issued on 15 May 2017 as if the shares had been in issue throughout the year ended 30 June 2018.

	2018	2017
Profit attributable to shareholders of the Company (¥million)	743	269
Weighted average number of ordinary shares in issue (million) (Note)	500	391
Basic and diluted earnings per share (¥)	1.49	0.69

Note:

The weighted average number of ordinary shares in issue during the year ended 30 June 2017 used to calculate the basic earnings per shares includes 8,000,000 ordinary shares issued on 16 June 2015 and 367,000,000 bonus issue of ordinary shares issued on 15 May 2017 as if the shares had been in issue throughout the year ended 30 June 2017 and 125,000,000 ordinary shares offered to the public issued on 15 May 2017.

No diluted earnings per share is presented as there was no potential dilutive share during the years ended 30 June 2018 and 2017. Diluted earnings per share is equal to the basic earnings per share.

#### 12 DIVIDENDS

The board of directors did not recommend the payment of dividend for the year ended 30 June 2018 (2017: Nil).

## 13 PROPERTY, PLANT AND EQUIPMENT

	Freehold land <i>¥million</i>	Buildings <i>¥million</i>	Leasehold improvements <i>¥million</i>	Equipment and tools <i>¥million</i>	Motor vehicles <i>¥million</i>	Total <i>¥million</i>
At 1 July 2016						
Cost	3,173	6,682	3,427	2,842	42	16,166
Accumulated depreciation and						
provision for impairment	(112)	(3,295)	(2,108)	(2,330)	(17)	(7,862)
Net book amount	3,061	3,387	1,319	512	25	8,304
Year ended 30 June 2017						
Opening net book amount	3,061	3,387	1,319	512	25	8,304
Additions	2,273	769	252	398	4	3,696
Disposals	-	-	(26)	(6)	(2)	(34)
Depreciation (Note 7)		(253)	(157)	(229)	(7)	(646)
Closing net book amount	5,334	3,903	1,388	675	20	11,320
At 30 June 2017						
Cost	5,446	7,451	3,605	3,211	43	19,756
Accumulated depreciation and						
provision for impairment	(112)	(3,548)	(2,217)	(2,536)	(23)	(8,436)
Net book amount	5,334	3,903	1,388	675	20	11,320
Year ended 30 June 2018						
Opening net book amount	5,334	3,903	1,388	675	20	11,320
Additions	451	1,123	175	566	-	2,315
Disposals	(203)	(1,791)	(399)	(59)	-	(2,452)
Depreciation (Note 7)	-	(194)	(163)	(317)	(7)	(681)
Reversal of impairment loss	56	113				169
Closing net book amount	5,638	3,154	1,001	865	13	10,671
At 30 June 2018						
Cost	5,694	4,982	3,239	3,383	43	17,341
Accumulated depreciation and						
provision for impairment	(56)	(1,828)	(2,238)	(2,518)	(30)	(6,670)
Net book amount	5,638	3,154	1,001	865	13	10,671
### 13 **PROPERTY, PLANT AND EQUIPMENT** (continued)

Depreciation of ¥656 million (2017: ¥623 million) have been charged in "Hall operating expenses" and ¥25 million (2017: ¥23 million) have been charged in "Administrative and other operating expenses" for the year ended 30 June 2018.

The net carrying amount of the Group's property, plant and equipment that were pledged for the banking facilities granted to the Group for the years ended 30 June 2018 and 2017 has been disclosed in Note 25.

During the year ended 30 June 2018, the net book amounts of disposed property, plant and equipment amount to approximately ¥2,452 million (2017: ¥34 million), of which approximately ¥1,553 million (2017: Nil) was related to property, plant and equipment hold under finance lease.

The Group's property, plant and equipment held under finance leases included in the total amount of buildings, equipment and tools and motor vehicles were as follows:

	2018	2017
	¥million	¥million
Buildings		
Cost - capitalised finance leases	_	3,222
Accumulated depreciation	_	(1,651)
		4 574
		1,571
Equipment and tools		
Cost - capitalised finance leases	803	240
Accumulated depreciation	(122)	(26)
	681	214
Motor vehicles		
Cost - capitalised finance leases	12	12
Accumulated depreciation	(4)	(2)
	8	10

The Group carried out reviews of the recoverable amount of each CGU, which is determined as each individual pachinko and pachislot hall.

For the year ended 30 June 2018, in view that one of the CGUs (2017: Nil) had resulted in loss in two consecutive years and had performed below management's expectation, the management has reviewed the recoverability of the relevant carrying amount of this loss-making CGU.

#### 13 PROPERTY, PLANT AND EQUIPMENT (continued)

The recoverable amount of a CGU is determined based on the fair value less cost to sell or value-in-use of calculation, whichever is higher. These calculations use pre-tax cash flow projections based on financial budgets approved by management covering a five-year period. Cash flows beyond the five-year period are extrapolated using the estimated growth rates stated below. The key assumptions used in the value-in-use calculation for the year ended 30 June 2018.

	2018	2017
Revenue growth rate:		
- In the first year	17.3%	N/A
- In the second to fifth years	2.0%	N/A
Discount rate	9.8%	N/A

The discount rates applied by the Group are rates that reflect current market assessment of the time value of money and the risk specific to the CGUs. Revenue growth rate is based on past practices and expectations on market and operational development.

As a result of the impairment review, the recoverable amount of this CGU is higher than its carrying amount as at 30 June 2018. As a result, no impairment loss was charged during the year ended 30 June 2018 (2017: Nil).

The directors of the Group believe that any reasonably possible change in the key assumption on which the recoverable amount is based would not cause the carrying amount of the CGU to exceed its recoverable amount.

### **14 INVESTMENT PROPERTIES**

	2018 ¥million	2017 ¥million
At cost		
At beginning of year	2,345	2,394
Additions	—	1
Depreciation (Note 7)	(49)	(50)
At end of year	2,296	2,345
At end of year		
Cost	3,661	3,661
Accumulated depreciation	(972)	(923)
Accumulated provision for impairment	(393)	(393)
	2,296	2,345

#### **14 INVESTMENT PROPERTIES** (continued)

The investment properties that have been pledged to secure general facilities granted to the Group are disclosed in Note 25. The Group had no unprovided contractual obligations for future repairs and maintenance as at 30 June 2018 and 2017.

Investment properties are situated in Japan and rented out under operating leases. Amounts recognised in consolidated statement of comprehensive income for investment properties are as follows:

	2018	2017
	¥million	¥million
Rental income	264	261
Direct operating expenses from the properties that		
generated rental income	(73)	(70)
	191	191

The Group's investment properties were valued as at 30 June 2018 and 2017 by an independent professionally qualified valuer, DTZ Cushman & Wakefield Limited ("DTZ"), who holds a recognised relevant professional qualification and has recent experience in the locations and segments of the investment properties valued. The valuation was determined using the investment approach, which largely used observable and unobservable inputs, including market rent, capitalisation rate and estimation in vacancy rate after expiry of current lease, or the direct comparison approach, which largely used comparables occurred in the real estate market.

The Group's finance department includes a team that reviews the valuations performed by the independent valuers for financial reporting purposes. This team reports directly to the executive directors. Discussions of valuation processes and results are held between the valuation team and valuers at least annually.

At each financial year end the finance department:

- Verifies all major inputs to the independent valuation report;
- Assess property valuations movements when compared to the prior year valuation report;
- Holds discussions with the independent valuer.

Where the valuation results indicate that the carrying amount of the investment properties exceed its recoverable amount, impairment loss will be recognised by the Group. The fair value of the investment properties at 30 June 2018 is ¥2,742 million (2017: ¥2,636 million). No impairment loss was recognised.

### **15 INTANGIBLE ASSETS**

	Goodwill	Computer software	Club membership	Total
	¥million	¥million	¥million	¥million
At 1 July 2016				
Cost	740	125	—	865
Accumulated amortisation		(34)		(34)
Net book amount	740	91		831
Year ended 30 June 2017				
Opening net book amount	740	91	<u> </u>	831
Additions	—	1	5	6
Disposals	—	(10)	—	(10)
Amortisation (Note 7)		(22)		(22)
Closing net book amount	740	60	5	805
At 30 June 2017				
Cost	740	109	5	854
Accumulated amortisation		(49)		(49)
Net book amount	740	60	5	805
Year ended 30 June 2018				
Opening net book amount	740	60	5	805
Additions	-	1	—	1
Disposals	—	—	—	—
Amortisation (Note 7)		(20)		(20)
Closing net book amount	740	41	5	786
At 30 June 2018				
Cost	740	110	5	855
Accumulated amortisation		(69)		(69)
Net book amount	740	41	5	786

### **15 INTANGIBLE ASSETS** (continued)

Intangible assets represent computer software, club membership and goodwill arising from purchase of a pachinko and pachislot hall from certain third parties during the year ended 30 June 2013. Amortisation expenses relating to computer software of ¥2 million (2017: ¥2 million) have been charged in "Hall operating expenses" and ¥18 million (2017: ¥20 million) have been charged in "Administrative and other operating expenses" for the year ended 30 June 2018.

Goodwill arising from acquisition is allocated to the relevant CGU expected to benefit from the business combination. A CGU is determined as each individual pachinko and pachislot hall. Management reviews annually whether the carrying amount of a CGU is higher than the recoverable amount which results in impairment of goodwill. The recoverable amount of a CGU is determined based on value-in-use calculation. The calculation uses pre-tax cash flow projections based on financial budget approved by executive directors. Cash flows beyond the five-year period are extrapolation using the estimated growth rates. The key assumptions used for the value-in-use calculation are as follows:

	2018	2017
Five-year revenue growth rates	3%	0%
Long term growth rate	0%	0%
Discount rate	9.8%	9.8%

As a result of the impairment review, the recoverable amounts of the CGUs in which goodwill has been allocated are higher than their carrying amounts as at 30 June 2018. As a result, no impairment loss was charged during the year ended 30 June 2018 (2017: Nil).

The recoverable amount calculated based on the value in use calculation exceeded carrying amount by ¥3,932 million as at 30 June 2018 (2017: ¥2,701 million). In the event that the Group's business continues to experience a general decline, the headroom will be reduced to nil if the five-year revenue growth rate is adjusted to -2.1% (2017: -5.5%). A rise in discount rate to 19.6% (2017: 24.1%) would also remove the remaining headroom.

### **16 FINANCIAL INSTRUMENTS BY CATEGORY**

	2018 ¥million	2017 ¥million
Financial assets		
Financial assets at fair value		
Financial assets at fair value through profit or loss	320	226
Financial assets at fair value through other comprehensive income	47	43
	367	269
Financial assets at amortised cost		
Deposits and other receivables	1,665	2,049
Short-term bank deposits	100	100
Cash and cash equivalents	2,904	3,272
	4,669	5,421
	5,036	5,690
	2018	2017
	¥million	¥million
<b>Financial liabilities</b> <i>Financial liabilities at amortised cost</i>		
Trade payables	21	23
Other payables	694	929
Borrowings	5,378	5,220
Obligations under finance leases	1,534	3,143
	7,627	9,315

### 17 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS AND FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

#### (a) Financial assets at fair value through profit or loss

	2018	2017
	¥million	¥million
Unlisted securities		
- Debt securities	320	226
Less: non-current portion	(82)	(49)
Current portion	238	177

Changes in fair values of financial assets at fair value through profit or loss are recorded in "Other losses, net" in consolidated statement of comprehensive income (Note 6).

The fair values of certain debt securities are within levels 2 and 3 of fair value hierarchy (Note 3.3).

#### (b) Financial assets at fair value through other comprehensive income

	2018	2017
	¥million	¥million
Listed securities		
- Equity securities	43	39
Unlisted securities		
- Equity securities	4	4
	47	43

Changes in fair values of financial assets at fair value through other comprehensive income are recorded in "Investment revaluation reserve" in the consolidated statement of changes in equity.

The fair values of all listed equity securities are based on the current bid prices and recent transaction prices in an active market. The fair values are within level 1 of the fair value hierarchy (Note 3.3). The fair values of all unlisted equity securities are within level 3 of the fair value hierarchy (Note 3.3).

Certain listed equity securities have been pledged to secure general facilities granted to the Group (Note 25).

### 17 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS AND FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (continued)

The carrying amounts of financial assets at fair value through profit or loss and financial assets at fair value through other comprehensive income are denominated in the following currencies:

	2018	2017
	¥million	¥million
¥ USD	198 169	94 175
	367	269

#### **18 INVENTORIES**

	2018	2017
	¥million	¥million
Uninstalled pachinko and pachislot machines	137	193

The cost of inventories recognised as expense and included in "Hall operating expenses" amounted to ¥3,724 million (2017: ¥3,409 million) for the year ended 30 June 2018.

#### **19 PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES**

	2018	2017
	¥million	¥million
Non-current portion		
Rental and other deposits	691	1,302
Prepaid expenses	60	0 0 0 75
	751	1,377
		1,377
Current portion		
Prepayment for prizes in operation for pachinko and pachislot halls	147	160
Prepaid expenses	143	224
Other receivables	183	266
Rental and other deposits	853	481
	1,326	1,131

The carrying amounts of prepayments, deposits and other receivables of the Group approximate their fair values as at 30 June 2018 and 2017 and are denominated in Japanese Yen.

### 20 CASH AND CASH EQUIVALENTS AND SHORT-TERM BANK DEPOSITS

	2018 ¥million	2017 ¥million
Bank deposits with maturity of more than three months	100	100
Cash on hand Cash at bank	352 2,552	346 2,926
Cash and cash equivalents	2,904	3,272
Total cash and bank balances	3,004	3,372

The carrying amounts of cash and bank balances are denominated in the following currencies:

	2018 ¥million	2017 ¥million
¥	1,243	1,285
USD	1,752	2,074
Others	9	13
	3,004	3,372

### 21 SHARE CAPITAL AND RESERVE

Number of	
shares	Share capital
million	¥million
500	20,349
	shares <i>million</i>

#### 21 SHARE CAPITAL AND RESERVE (continued)

#### (a) Capital reserve

Capital reserve deficit of approximately ¥12,837 million represented (i) the difference between the carrying value net asset of the Business and the share capital of the Company upon formation of the Company and transfer of the Business to the Company and (ii) the difference between the consideration paid for acquiring the subsidiaries and the share capitals of acquired subsidiaries under common control.

#### (b) Legal reserve

The Japan Companies Act provides that a 10% dividend paid during the year shall be appropriated as legal reserve (a component of either capital surplus or retained earnings) until an aggregate amount of legal capital reserve and legal retained earnings equals 25% of share capital. The legal reserve may be used to reduce a deficit or transfer to share capital upon approval of the general meeting of shareholders.

#### (c) Investment revaluation reserve

Investment revaluation reserve represents the cumulative net change in the fair value of financial assets through other comprehensive income held as at 30 June 2018 and 2017.

#### 22 TRADE PAYABLES

The ageing analysis of the trade payables based on invoice dates as at 30 June 2018 and 2017 were as follows:

	2018	2017
	ŧmillion	¥million
Less than 30 days	21	230

The carrying amounts of trade payables approximate their fair values as at 30 June 2018 and 2017 and are denominated in Japanese Yen.

### 23 ACCRUALS, PROVISIONS AND OTHER PAYABLES

	2018 ¥million	2017 ¥million
Non-current portion	000	
Provision for reinstatement costs	290	357
Rental deposits receipt in advance	58	87
	348	444
Current portion		
Payable for pachinko and pachislot machines	400	326
Accrued staff costs	198	164
Accrued advertising expenses	38	37
Accrued bonuses	66	71
Accrued outsourcing fee	4	70
Accrued audit fee	43	48
Other taxes payables	162	147
Rental deposits receipt in advance	5	5
Unearned revenue	20	18
Unutilised balls and tokens	258	227
Consumables payable	22	32
Utilities payable	53	47
Listing expenses payable	—	15
Other payables	74	25
	1,343	1,232

The carrying amounts of accruals, provisions and other payables approximate their fair values as at 30 June 2018 and 2017 are denominated in the following currencies:

	2018	2017
	¥million	¥million
¥	1,648	1,641
USD	43	35
	1,691	1,676

### 24 EMPLOYEE BENEFIT OBLIGATIONS

	2018 ¥million	2017 ¥million
Long term benefit obligations for Yamamoto Family (Note) Retirement benefit obligations for employees	46 35	844
	81	878

#### Note:

Yamamoto Family refers to Katsuya Yamamoto and his family members, namely Katsumitsu Yamamoto, Kai Yamamoto, Kinya Yamamoto and Kakuya Yamamoto.

On 30 June 2018, Katsuya Yamamoto has agreed to cancel all of his long term benefit obligation for the benefit of the Group.

The long term benefit obligation for Yamamoto Family as at 30 June 2018 represents the provision on the lump-sum payment made to one (2017: two) Yamamoto Family member (2017: members) as a recognition of his (2017: their) contribution to the Group. A particular amount of provision is made for each particular member mainly according to their ranks and years of service in the Group, using projected unit credit method. The defined benefit retirement plans of the Group are measured at present value which are determined with reference to the valuation performed by IIC Partners Co., LTD, an independent qualified professional valuer. The valuation was carried out by projected unit credit method.

The Group's defined benefit retirement plans are the unfunded pension plans for full-time employees upon retirement.

(a) Movements of the liability in connection with long term benefit obligations for Yamamoto Family recognised in the consolidated statement of financial position are as follows:

	2018	2017
	¥million	¥million
At beginning of year	844	1,054
Reversal of provision during the year	(947)	(61)
Remeasurement of/(reversal of) long term benefit obligations $^{\circ}$ $^{\circ}$	149	(149)
At end of year	46	844

### 24 EMPLOYEE BENEFIT OBLIGATIONS (continued)

(b) Movements of the liability in connection with retirement benefit obligations for employees recognised in the consolidated statement of financial position are as follows:

	2018	2017
	¥million	¥million
At beginning of year	34	33
Current service cost	3	3
Benefit paid	(2)	(1)
Actuarial gains	—	(1)
At end of year	35	34

(c) Expense recognised in consolidated statement of comprehensive income is as follows:

	2018	2017
	¥million	¥million
Current service cost	3	3

(d) Item recognised in other comprehensive income is as follows:

	2018	2017
	¥million	¥million
Actuarial gains		(1)

(e) The principal actuarial assumptions adopted as at 30 June 2018 and 2017 are as follows:

	2018	2017
Discount rate	0.66%	0.74%

### **25 BORROWINGS**

	2018 ¥million	2017 ¥million
Non-current portion		
Bank loans	4,557	4,363
Bonds		30
	4,557	4,393
Current portion		
Bank loans	791	767
Bonds	30	60
	821	827
Total borrowings	5,378	5,220

As at 30 June 2018 and 2017, the Group's borrowings were repayable as follows:

	2018	2017
	¥million	¥million
Within 1 year	821	827
Between 1 and 2 years		781
Between 2 and 5 years		1,984
Over 5 years	1,840	1,628
	5,378	5,220

The average effective interest rates (per annum) at 30 June 2018 and 2017 were set out as follows:

	2018	0 2017
Bank loans	1.31%	1.40%
Bonds	1.10%	1.08%

### 25 BORROWINGS (continued)

As at 30 June 2018 and 2017, the total borrowings are pledged by certain assets and their carrying values are shown as below:

	2018	2017
	¥million	¥million
Property, plant and equipment	7,342	6,186
Investment properties	712	644
Financial assets at fair value through other comprehensive		
income - listed equity securities	41	38
	8,095	6,868

No borrowings were guaranteed by the directors as at 30 June 2018 and 2017.

The carrying amounts of borrowings of the Group approximate their fair values as at 30 June 2018 and 2017 and are denominated in Japanese Yen.

During the years ended 30 June 2018 and 2017, details of bonds issued by the Group are as follows:

	Principal		
Issue date	amount	Interest rate	Due date
	¥million		
31 July 2013	300	6 months TIBOR	31 July 2018

### **26 OBLIGATIONS UNDER FINANCE LEASES**

	2018	2017
	¥million	¥million
Gross finance lease liabilities - minimum lease payments		
No later than 1 year	365	404
Later than 1 year and no later than 2 years	350	408
Later than 2 years and no later than 5 years	338	1,185
Later than 5 years	1,082	2,488
	2,135	4,485
Future finance charges on finance leases	(601)	(1,342)
Present values of finance lease liabilities	1,534	3,143

### 26 OBLIGATIONS UNDER FINANCE LEASES (continued)

The present value of finance lease liabilities is as follows:

	2018	2017
	¥million	¥million
No later than 1 year	314	230
Later than 1 year and no later than 2 years	304	247
Later than 2 years and no later than 5 years	216	780
Later than 5 years	700	1,886
Total finance lease liabilities	1,534	3,143
Less: Amount included in current liabilities	(314)	(230)
Non-current portion	1,220	2,913

Assets arranged under finance leases represent buildings and equipment for pachinko and pachislot halls and investment properties. The average lease term is 6 years (2017: 13 years) with effective interest rate of 3.55% (2017: 5.78%) per annum as at 30 June 2018.

As at 30 June 2018, the finance lease under sales and leaseback arrangements with third party lessors amounted to ¥725 million (2017: ¥235 million). These sales and leaseback arrangements included sell of certain leasehold improvements and equipment and tools at an aggregate consideration of ¥952 million and lease-back to the Group for a total lease payment of ¥957 million covering periods from 36 months to 60 months.

### 27 DEFERRED INCOME TAX

The net movement on the deferred income tax account is as follows:

	2018	2017
	¥million	¥million
At beginning of year	273	356
Charged to other comprehensive income	(1)	(3)
Charged to profit or loss (Note 10)	(106)	(80)
At end of year	166	273

### 27 DEFERRED INCOME TAX (continued)

### Deferred income tax assets

The summary of the balances comprising temporary differences is as follows:

	2018	2017
	¥million	¥million
Property, plant and equipment	595	1,365
Pachinko and pachislot machines	467	452
Financial assets at fair value through profit or loss	_	1
Financial assets at fair value through other comprehensive income	9	10
Retirement benefit plans	12	12
Losses carried forward	278	151
Other provisions	105	90
Total deferred income tax assets	1,466	2,081
Set-off of deferred income tax liabilities pursuant to set-off provisions	(845)	(1,384)
Net deferred income tax assets	621	697

The movement in deferred income tax assets and liabilities during the year, without taking into consideration the offsetting of balances within the same tax jurisdiction, is as follows:

	Property, plant and equipment ¥million	Pachinko and pachislot machines ¥million	Financial assets at fair value through profit or loss ¥million	Financial assets at fair value through other comprehensive income ¥million	Retirement benefit plans ¥million	Losses carried forward ¥million	<b>Other</b> provisions ¥million	<b>Total</b> ¥million
Balances at 1 July 2016	1,030	524	32	13	11	92	116	1,818
Charged to other comprehensive income	-	-	-	(3)	-	-	-	(3)
Credited/(charged) to profit or loss	335	(72)	(31)		1	59	(26)	266
Balances at 30 June 2017	0 1,365	452	1	10	12	151	90	2,081
Charged to other comprehensive income	• • -	000-0		(1)	-	_	-	(1)
(Charged)/credited to profit or loss	(770)	• • • 15	(1)			127	15	(614)
Balances at 30 June 2018	595	467		9	12	278	105	1,466

### 27 DEFERRED INCOME TAX (continued)

### Deferred income tax assets

The summary of the balances comprising temporary differences is as follows:

	2018	2017
	¥million	¥million
Property, plant and equipment	(820)	(1,342)
Provision for reinstatement costs	(10)	(23)
Financial assets at fair value through profit or loss	(6)	(9)
Taxable temporary differences relating to investments in subsidiaries	(455)	(424)
Others	(9)	(10)
Total deferred income tax liabilities	(1,300)	(1,808)
Set-off of deferred income tax assets pursuant to set-off provisions	845	1,384
Net deferred income tax liabilities	(455)	(424)

				Taxable		
				temporary		
			Financial assets	differences		
		<b>Provision for</b>	at fair value	relating to		
	Property, plant	reinstatement	through profit	investments		
	and equipment	costs	or loss	in subsidiaries	Others	• • Total
	¥million	¥million	¥million	¥million	¥million	¥million
Balances at 1 July 2016	(1,006)	(28)	(2)	(404)	(22)	(1,462)
(Charged)/credited to profit or loss	(336)	5			12	(346)
Balances at 30 June 2017	(1,342)	(23)	(9)	(424)	(10)	(1,808)
Credited/(charged) to profit or loss	522	13	3	(31)		508
Balances at 30 June 2018	(820)	(10)	(6)	(455)	(9)	(1,300)

### 27 DEFERRED INCOME TAX (continued)

The Group takes into account the probability that deductible temporary differences or tax losses carried forward can be utilised against future taxable profits on recognition of deferred income tax assets. In assessing recoverability of deferred income tax assets, the Group takes into account scheduled reversal of deferred income tax liabilities, projected future taxable profit and tax planning.

As a result of the assessment of the recoverability of deferred income tax assets, the Group does not recognise deferred income tax assets for a portion of deductible temporary differences or tax losses carried forward. The amounts of deductible temporary differences and tax losses carried forward for which deferred income tax assets that are not recognised as of 30 June 2018 and 2017 are as follows:

	2018	2017
	¥million	¥million
Deductible temporary differences	1,125	2,519
Losses carried forward	762	45
Total	1,887	2,564

The expiration of tax losses carried forward for which deferred income tax assets are not recognised is as follows:

	2018	2017
	¥million	¥million
1st vear		
	_	_
	—	
3rd year	—	—
4th year	-	—
5th year and thereafter	762	45
Total	762	45

### 28 CASH GENERATED FROM OPERATIONS

	2018 ¥million	2017 ¥million
Profit before income tax	857	437
Adjustments for:		
Depreciation of property, plant and equipment and investment		
properties	730	696
Losses on disposal of property, plant and equipment, net	465	34
Losses on disposal of intangible assets	_	10
Amortisation of intangible assets	20	22
Other employment benefits	(946)	(59)
Finance income	(14)	(7)
Finance costs	149	237
Reversal of provision for reinstatement	(37)	—
Gain on disposal of assets held under finance lease	(531)	
Loss on disposal of financial assets at fair value through profit or loss	2	_
Losses/(gains) on fair value change on financial assets at fair value		
through profit or loss	5	(82)
Unrealised exchange loss	23	—
Changes in working capital:		
Inventories	56	(92)
Prepayments, deposits and other receivables	431	(100)
Trade payables	(2)	
Accruals, provisions and other payables	72	0 0 074
Amount due to a related party	—	(1)
Cash generated from operations	1,280	1,169

In the consolidated statement of cash flows, proceeds from disposal of property, plant and equipment and intangible assets comprise:

	2018 ¥million	2017 ¥million
Net book amount (Notes 13 and 15)	899	44
Reversal of impairment loss (Note 13)	(169)	
Losses on disposal of property, plant and equipment and intangible		
assets	(465)	(44)
Proceeds from disposal of property, plant and equipment and intangible assets	265	

### 28 CASH GENERATED FROM OPERATIONS (continued)

#### Major non-cash transactions:

During the year ended 30 June 2018, purchase of property, plant and equipment amounted to approximately ¥243 million was settled under finance lease.

### Net debt reconciliation:

This section sets out an analysis of net debt and the movement in net debt for the year ended 30 June 2018 presented.

	2018	2017
	¥million	¥million
Cash and cash equivalents	2,904	3,272
Borrowings	(5,378)	(5,220)
Finance lease obligation	(1,534)	(3,143)
Net debt	(4,008)	(5,091)
Cash and cash equivalents	2,904	3,272
Gross debt – fixed interest rates	(2,817)	(3,593)
Gross debt – variable interest rates	(4,095)	(4,770)
Net debt	(4,008)	(5,091)

	Other a	assets	Liabilities	
	Cash and cash		Finance lease	
	equivalents	Borrowings	obligation	Total
	¥million	¥million	¥million	¥million
Net debt as at 30 June 2017	3,272	(5,220)	(3,143)	(5,091)
Cash flows	(345)	(158)	1,609	1,106
Non-cash movement	(23)	_	—	(23)
Net debt as at 30 June 2018	2,904	(5,378)	(1,534)	(4,008)

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### **29 CONTINGENCIES**

As at 30 June 2018 and 2017, the Group did not have any significant contingent liabilities.

### **30 COMMITMENTS**

#### (a) Capital commitments

The outstanding capital commitments of the Group not provided for in the consolidated financial statements are as follows:

	2018	2017
	¥million	¥million
Property, plant and equipment		
- Capital expenditure contracted for but not yet incurred	3	43

#### (b) Operating lease commitments

#### (i) As a lessee

As at 30 June 2018 and 2017, the Group had future aggregate minimum lease payments under non-cancellable operating leases in respect of office premises and pachinko and pachislot halls as follows:

	2018	0 0 2017
		• ¥million
No later than one year	932	1,081
Later than one year and no later than five years	17	17
Over five years	34	38
	983	1,136

#### As a lessor (ii)

As at 30 June 2018 and 2017, the Group's future aggregate minimum lease receipts under noncancellable operating leases in respect of investment properties are as follows:

	2018	2017
	¥million	¥million
No later than one year	66	65

### **31 RELATED PARTY TRANSACTIONS**

For the purposes of the consolidated financial statements, parties are considered to be related to the Group if the party has the ability, directly or indirectly, to exercise significant influence over the Group in making financial and operating decisions. Related parties may be individuals (being members of key management personnel, significant shareholders and/or their close family members) or other entities and include entities which are under the significant influence of related parties of the Group where those parties are individuals. Parties are also considered to be related if they are subject to common control.

The directors are of the view that the following individuals and companies were related parties that had transactions or balances with the Group during the years ended 30 June 2018 and 2017:

Name of related parties	Relationship with the Company/Group
Katsuya Yamamoto	Executive Director of the Company, and the Chairman
Katsumitsu Yamamoto	Close family member of the Chairman and key management personnel
Satoshi Maeda	Key management personnel
Ichikura Co., Ltd.	Entity controlled by the Chairman

Other than those transactions and balances disclosed elsewhere in the consolidated financial statements, the following transactions were carried out with related parties during the years ended 30 June 2018 and 2017:

#### (a) Transactions with related parties

The following transactions were undertaken by the Group with related parties during the years ended 30 June 2018 and 2017 and all of them are discontinued transactions:

	2018	2017
	¥million	¥million
Rental income received from:		
– Katsumitsu Yamamoto	1	1

All of the above transactions with related parties were conducted in the ordinary course of the business of the Group based on the terms mutually agreed between the relevant parties.

### 31 RELATED PARTY TRANSACTIONS (continued)

#### (b) Key management compensation

Key management includes directors and the senior management of the Group. The compensation paid or payable to key management for employee services is shown below:

	2018	2017
	¥million	¥million
Salaries and other short-term employee benefits	213	212

# 32 STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY

### (a) Statement of financial position of the Company

	Note	2018 ¥million	2017 ¥million
Assets			
Non-current asset			
Investments in subsidiaries		11,968	11,968
Current asset			
Prepayments and other receivables		120	•••••2
Amount due from a subsidiary		542	••••
Cash and cash equivalents		1,523	2,077
Total assets		14,153	14,047
Liabilities			
Total liabilities			
Net assets		14,153	14,047
Equity			
Share capital		20,423	20,423
Reserves	(b)	(6,270)	6,376)
Total equity		14,153	14,047

The statement of financial position of the Company was approved by the Company's Board of Directors on 26 September 2018 and was signed on its behalf.

Katsuya Yamamoto Director Yutaka Kagawa Director

# 32 STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY (continued)

### (b) Reserve movement of the Company

	Note	Retained earnings <i>¥million</i>	Capital reserve ¥million	Total ¥million
At 1 July 2016		76	_	76
Loss for the year		(45)	—	(45)
Bonus issue			(6,407)	(6,407)
At 30 June 2017		31	(6,407)	(6,376)
At 1 July 2017		31	(6,407)	(6,376)
Profit for the year		106		106
At 30 June 2018		137	(6,407)	(6,270)

### 33 BENEFITS AND INTERESTS OF DIRECTORS (DISCLOSURES REQUIRED BY SECTION 383 OF THE HONG KONG COMPANIES ORDINANCE (CAP. 622), COMPANIES (DISCLOSURE OF INFORMATION ABOUT BENEFITS OF DIRECTORS) REGULATION (CAP. 622G) AND HONG KONG LISTING RULES)

The remuneration of every director and the chief executive is set out below:

#### For the year ended 30 June 2018

	Emoluments paid or receivable in respect of a person's services as a director, whether of the Company or its subsidiary undertakings Employer's						
					ontribution to	Equity-settled	
			Discretionary	Other	pension	share-based	
Name	Fees	Salary	bonuses	benefits	scheme	compensation	Total
	¥million	¥million	¥million	¥million	¥million	¥million	¥million
Executive directors:							
Katsuya Yamamoto (Chairman and Chief executive)	102	-	-	-	-	-	102
Fumihide Hamada (Note (i))	-	8	-	-	-	-	8
Yutaka Kagawa (Note (i))	-	10	-	-	-	-	10
Toshiro Oe (Note (i))	-	8	-	-	-	-	8
Independent non-executive directors:							
Mitsuru Ishi (Note (ii))	-	-	-	-	-	-	-
Yuji Matsuzaki (Note (ii))	-	-	-	-	-	-	-
Takamasa Kawasaki (Note (ii))	4						4
	106	26					132

### 33 BENEFITS AND INTERESTS OF DIRECTORS (DISCLOSURES REQUIRED BY SECTION 383 OF THE HONG KONG COMPANIES ORDINANCE (CAP. 622), COMPANIES (DISCLOSURE OF INFORMATION ABOUT BENEFITS OF DIRECTORS) REGULATION (CAP. 622G) AND HONG KONG LISTING RULES) (continued)

#### For the year ended 30 June 2017

	Emoluments paid or receivable in respect of a person's services as a director,						
	whether of the Company or its subsidiary undertakings						
					Employer's	Equity-settled	
			Discretionary	Other	contribution to	share-based	
Name	Fees	Salary	bonuses	benefits	pension scheme	compensation	Total
	¥million	¥million	¥million	¥million	¥million	¥million	¥million
Executive directors:							
Katsuya Yamamoto (Chairman and Chief executive)	102	_	-	-	-	-	102
Fumihide Hamada (Note (i))	-	8	_	_	_	_	8
Yutaka Kagawa (Note (i))	-	9	-	-	-	_	9
Toshiro Oe (Note (i))	-	7	-	-	-	—	7
Independent non-executive directors:							
Mitsuru Ishi (Note (ii))	-	-	-	-	-	_	-
Yuji Matsuzaki (Note (ii))		-	-	-	-	_	-
Takamasa Kawasaki (Note (ii))	1			_			1
	103	24		_			127

#### Notes:

- (i) Mr. Fumihide Hamada, Mr. Yutaka Kagawa and Mr. Toshiro Oe were re-designated as executive directors effective from 27 April 2016. They are also employees of the Group and the Group paid employees emoluments to them in their capacity as employees.
- (ii) Mr. Mitsuru Ishi, Mr. Yuji Matsuzaki and Mr. Takamasa Kawasaki were appointed as independent non-executive directors effective from 10 April 2017.
- (iii) The remuneration shown above included remuneration received from the Group by the directors in their capacity as employees of the subsidiaries during the year ended 30 June 2018 (2017: Nil).
- (iv) No emoluments were paid by the Group to the directors as an inducement to join or upon joining the Group or as compensation for loss of office during the year ended 30 June 2018 (2017: Nil).
- (v) No directors waived any emoluments during the year ended 30 June 2018 (2017: Nil).

### 33 BENEFITS AND INTERESTS OF DIRECTORS (DISCLOSURES REQUIRED BY SECTION 383 OF THE HONG KONG COMPANIES ORDINANCE (CAP. 622), COMPANIES (DISCLOSURE OF INFORMATION ABOUT BENEFITS OF DIRECTORS) REGULATION (CAP. 622G) AND HONG KONG LISTING RULES) (continued)

#### (a) Directors' retirement benefits

The retirement benefits receivable by Mr. Katsuya Yamamoto and Mr. Katsumitsu Yamamoto during the year ended 30 June 2018 by a defined benefit pension plan operated by the Group in respect of their services as directors of the Company and its subsidiaries is nil (2017: ¥772 million) and ¥46 million (2017: ¥72 million) respectively. No other retirement benefits were paid to or receivable by Mr. Katsuya Yamamoto and Mr. Katsumitsu Yamamoto in respect of their other services in connection with the management of the affairs of the Company or its subsidiary undertaking (2017: same).

The retirement benefits paid to Mrs. Maki Yamamoto during the year ended 30 June 2017 by a defined benefit pension plan operated by the Group in respect of Mrs. Maki Yamamoto's services as a director of the Company and its subsidiaries is approximately ¥54 million. No other retirement benefits were paid to Mrs. Maki Yamamoto in respect of Mrs. Maki Yamamoto's other services in connection with the management of the affairs of the Company or its subsidiary undertaking.

### (b) Directors' termination benefits

During the year ended 30 June 2018, there was no board resolution to early terminate of the directors' appointment in office (2017: Nil).

#### (c) Consideration provided to third parties for making available of directors' services

No consideration was provided to third parties for making available of directors' services during the year ended 30 June 2018 (2017: Nil).

## (d) Information about loans, quasi-loans and other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors

During the year ended 30 June 2018, there was no arrangement in relation to loans, quasi-loans and other dealings between the Group and the directors (2017: Nil).

#### (e) Directors' material interests in transactions, arrangements or contracts

No significant transactions, arrangements and contracts in relation to Group's business to which the Company was a party and in which a 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 (2017: Nil).

### **34 SUBSEQUENT EVENTS**

On 26 July 2018, Okura Holdings Limited subscribed for two series of Bonds at face value to be issued by Sinwa Co., Ltd., a company engaged in the business of commercial and consumer finance, in an aggregate amount of ¥1,000 million. The subscription is expected to allow the Group to capture foreign exchange gains and to earn a higher yield. The financial effects of the subscription have not been recognised at 30 June 2018.

#### **35 SUBSIDIARIES**

The following is a list of the principal subsidiaries as at 30 June 2018 and 2017:

Name	Place of incorporation	Principal activities and place of operation	Particulars of issued share capital and debt securities	Proportion shares dire by the Co	ectly held
				2018	2017
<b>Directly held:</b> K's Holdings Co., Ltd	Japan	Investment holding company in Japan	¥8 million	100%	100%
Indirectly held:					
K's Property Co., Ltd	Japan	Real estate investment in Japan	¥10 million	100%	100%
Okura Co., Ltd	Japan	Pachinko and Pachislot hall operation in Japan	¥50 million	100%	100%
Okura Nishinihon Co., Ltd	Japan	Pachinko and Pachislot hall operation in Japan	¥10 million	100%	100%
Okura Kyushu Co., Ltd	Japan	Pachinko and Pachislot hall operation in Japan	¥10 million	0%	100%
				(Note)	
Aratoru Co., Ltd	Japan	Business consulting in Japan	¥5 million	100%	100%
Adward Co., Ltd	Japan	Printing services in Japan	¥5 million	<b>100</b> %	100%

Note: On 1 January 2018, Okura Kyushu Co., Ltd was merged with Okura Co., Ltd, and Okura Co., Ltd survives and remains a wholly-owned subsidiary of the Company while Okura Kyushu was absorbed and dissolved upon completion of the merge.

The following table summarises the results of the Group for each of the five years ended 30 June 2014, 2015, 2016, 2017 and 2018.

The summary of the results of the Group of each of the three years ended 30 June 2014, 2015 and 2016 have been extracted from the Prospectus.

			As at 3	0 June	
	2018	2017	2016	2015	2014
	¥ million	¥ million	¥ million	¥ million	¥ million
Gross pay-ins	36,368	37,740	42,988	51,001	57,827
Gross pay-outs	(28,112)	(28,967)	(33,311)	(40,209)	(45,324)
Revenue from pachinko and					
pachislot business	8,256	8,773	9,677	10,792	12,503
Other revenue	463	465	421	453	487
2			10.000	44.045	
Revenue	8,719	9,238	10,098	11,245	12,990
Hall operating expenses	(8,451)	(8,278)	(8,129)	(9,486)	(11,477)
Administrative and other					
operating expenses	(140)	(1,371)	(1,405)	(1,385)	(923)
Profit before income tax	857	437	1,028	1,563	1,691
Profit attributable to the					
shareholders of					
the Company	743	269	604	562	1,020
Current assets	4,737	5,001	2,740	7,845	7,454
Current liabilities	2,505	2,357	2,423	3,642	3,554
Net current assets	2,232	2,644	317	4,203	3,900
Total assets	19,991	21,637	16,854	22,957	22,562
Total assets less current liabilities	17,486	19,280	0 0 14,431	0 19,315	0 19,008

## **Particulars of Investment Properties**

Location	Existing use	Tenure	Attributable interest of the Group
K's Town, 818-4 and other tracts, Aza-Iwasaki, Motomurago, Togitsucho, Nishisonogi-gun, Nagasaki-ken, Japan ケイズタウン 長崎県西彼杵郡 時津町元村郷字 岩崎818番4外	Retail	Freehold	100%
Former Dino, 863-6 and other tracts, Aza-Tsugiishi, Motomurago, Togitsucho, Nishisonogi-gun, Nagasaki-ken, Japan 旧デイノ 長崎県西彼杵郡 時津町元村郷字 継石863番6外	Retail and parking	Freehold	100%
	Parking	Freehold	100%

## **Particulars of Investment Properties**

Location	Existing use	Tenure	Attributable interest of the Group
Direx (Mikatsuki), 2371 and other tracts, Aza-Otera, Chokanda, Mikatsukicho, Ogi-shi, Saga-ken, Japan ダイレツクス(三日月) 佐賀県小 城市三日月町長神 田字大寺2371外	Retail	Partly freehold and partly leasehold	100%
Apple Park Sumiyoshi, 1525, Sumiyoshimachi, Nagasaki-shi, Nagasaki-ken, Japan アツプルバーク住吉 長崎県長崎市 住吉町1525番	Parking	Freehold	100%
Higashi Nagasaki 1.2, 1027-45 and another tract, Tanakamachi, Nagasaki-shi, Nagasaki-ken, Japan 東長崎1.2 長崎県長崎市田中町1027-45外	Retail and parking lot	Freehold	100%
#603 Sun Park Sumiyoshi, 54-1 and other tracts, Chitosemachi, Nagasaki-shi, Nagasaki-ken, Japan サンパーク住吉603 長崎県長崎市千歳町54-1外		Freehold	100%

### **Particulars of Investment Properties**

Location	Existing use	Tenure	Attributable interest of the Group
K's Building I, 30, Ohashimachi, Nagasaki-shi, Nagasaki-ken, Japan ケイズビル 長崎県長崎市大橋町30	Residence	Freehold	100%
K's Building II, 31, Ohashimachi, Nagasaki-shi, Nagasaki-ken, Japan ケイズIIビル 長崎県長崎市大橋町31	Residence	Freehold	100%
Hachikoku, 3798 and another tract, Aza-Shinkai, Hinamigo, Togitsucho, Nishisonogi-gun, Nagasaki-ken, Japan 八工区 長崎県西彼杵郡時津町日並郷字新開3798外	Storage	Freehold	100%
Hilltop, 740-33, Sumiyoshidaimachi, Nagasaki-shi, Nagasaki-ken, Japan ヒルトップ 長崎県長崎市住吉台町740-33	Residence	Freehold	100%
	Parking	Freehold	100%