



## “ We Will Continue Working to Create New Surprises, Putting Smiles on the Faces of Everyone Nintendo Touches „

Nintendo has declared that it will put smiles on the faces of everyone it touches, and established three priority areas in 2018: Put smiles on the faces of our consumers, put smiles on the faces of our supply chain, and put smiles on the faces of our employees. The entire group, including our international subsidiaries, is actively engaged in these priority areas.

Nintendo Switch Parental Controls, a free smart device application with which parents and guardians can supervise their children’s gameplay, is one example of our efforts to support our consumers so that they can enjoy our games with peace of mind. Nintendo Labo, which is played by creating a variety of controllers through combining specially-designed cardboard and software with Nintendo Switch, is being used in 100 elementary schools across the United States. Additionally, in Ring Fit Adventure, a fitness adventure game released in October 2019, players advance its gameplay with exercises that use the entire body. This game is being played by a wide range of people, regardless of gender, age, or previous gaming experience.

These unique products that are not constrained by the framework of a “video game” are produced through a spirit of originality, which takes root and is nurtured within. We will continue to maintain an environment where our employees can freely demonstrate their strengths. In addition, we are striving to maintain strong communication with our production partners, so that we can provide our consumers with safe, high-quality products.

Furthermore, in deep understanding of the public interest in achieving a sustainable society, which began with advancement of the SDGs, Nintendo aims to contribute to this goal by responding to the needs of the times through initiatives that leverage the special characteristics of our products and business activities. In terms of the environment, a specific example of this is the expansion of our digital business, by which we are also reducing the amount of waste that we generate. Nintendo has endeavored for many years to build and maintain good relationships with our consumers.

Nintendo will continue to be a company that creates entertainment to bring smiles to people’s faces. We will continue to bring smiles to everyone we touch by providing creative products and services that are overwhelmingly entertaining and instantly impart that sense of fun to anyone who plays them.



**Representative Director and President**  
Nintendo Co., Ltd.



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In the field of home entertainment, Nintendo Co., Ltd., its subsidiaries and associates (composed of 27 subsidiaries and five associates as of March 31, 2020), primarily engage in the development, manufacture and sale of entertainment products. Nintendo's major products are categorized into computer-enhanced "dedicated video game platforms," playing cards, karuta and other products. "Dedicated video game platforms" are defined as hardware and software for the handheld systems and home consoles developed by Nintendo Co., Ltd. and its subsidiaries and associates, manufactured by Nintendo Co., Ltd. and distributed primarily by its subsidiaries and associates in Japanese and overseas markets.



## Development

Nintendo Co., Ltd., Nintendo Technology Development Inc., Nintendo Software Technology Corporation, Retro Studios, Inc., Nintendo European Research and Development SAS, iQue (China) Ltd., ND CUBE Co., Ltd., 1-UP Studio Inc., MONOLITH SOFTWARE INC., Mario Club Co., Ltd.

## Sales

Nintendo Co., Ltd., Nintendo of America Inc., Nintendo of Canada Ltd., Nintendo of Europe GmbH, Nintendo France, S.A.R.L., Nintendo Benelux B.V., Nintendo Ibérica, S.A., Nintendo Australia Pty Limited, Nintendo RU LLC., Nintendo of Korea Co., Ltd., Nintendo (Hong Kong) Limited, Nintendo Sales Co., Ltd.

## Manufacture

Nintendo Co., Ltd.

<b>November 1947</b>	Established as Marufuku Co., Ltd. in Higashikawara-cho, Imagumano, Higashiyama-ku, Kyoto, Japan as a manufacturer/distributor of Japanese playing cards (karuta) and western playing cards.
<b>September 1949</b>	Changed the company's name to Marufuku Karuta Hanbai Co., Ltd.
<b>March 1950</b>	Changed the company's name to Nintendo Karuta Co., Ltd. and took over karuta manufacturing operations of Yamauchi Nintendo & Co. (currently Yamauchi Co., Ltd.)
<b>July 1951</b>	Changed the company's name to Nintendo Playing Card Co., Ltd.
<b>September 1959</b>	Moved the headquarters to 60 Kamitakamatsu-cho, Fukuine, Higashiyama-ku, Kyoto, Japan.
<b>September 1961</b>	Established the Tokyo Branch in Tokyo, Japan.
<b>January 1962</b>	Listed stock on the Second Section of the Osaka Securities Exchange and on the Kyoto Stock Exchange.
<b>October 1963</b>	Changed the company's name to Nintendo Co., Ltd. (current trade name).
<b>July 1970</b>	Stock listing was changed to the First Section of the Osaka Securities Exchange.
<b>April 1980</b>	Established a wholly-owned subsidiary, Nintendo of America Inc., in New York, U.S.A.
<b>February 1982</b>	Established a new wholly-owned subsidiary, Nintendo of America Inc. (currently a consolidated subsidiary), in Washington, U.S.A. and merged the New York subsidiary into it through an absorption-type merger.
<b>July 1983</b>	Listed stock on the First Section of the Tokyo Stock Exchange.
<b>November 1983</b>	Established a new plant in Makishima-cho, Uji City, Kyoto, Japan (currently Uji Plant).
<b>February 1990</b>	Established a wholly-owned subsidiary, Nintendo of Europe GmbH (currently a consolidated subsidiary), in Germany.
<b>February 1993</b>	Established a wholly-owned subsidiary, Nintendo France S.A.R.L. (currently a consolidated subsidiary), in France.
<b>November 2000</b>	Moved the headquarters to 11-1 Hokotate-cho, Kamitoba, Minami-ku, Kyoto, Japan (current location).
<b>July 2006</b>	Established a wholly-owned subsidiary, Nintendo of Korea Co., Ltd. (currently a consolidated subsidiary), in South Korea.
<b>June 2016</b>	Transitioned to a company with an Audit and Supervisory Committee.
<b>April 2017</b>	Acquired shares of JESNET Co. Ltd. and changed its trade name to Nintendo Sales Co., Ltd. (currently a consolidated subsidiary).

Fiscal Year	76th 2016	77th 2017	78th 2018	79th 2019	80th 2020
	Millions of Yen (Millions of Dollars)				
Net Sales	504,459	489,095	1,055,682	1,200,560	1,308,519 (12,115)
Operating Profit	32,881	29,362	177,557	249,701	352,370 (3,262)
Ordinary Profit	28,790	50,364	199,356	277,355	360,461 (3,337)
Profit Attributable to owners of parent	16,505	102,574	139,590	194,009	258,641 (2,394)
Comprehensive Income	3,689	104,525	134,090	200,341	236,490 (2,189)
Net Assets	1,160,901	1,250,972	1,323,574	1,414,798	1,540,900 (14,267)
Total Assets	1,296,902	1,468,452	1,633,474	1,690,304	1,934,087 (17,908)
Cash Flows From Operating Activities	55,190	19,101	152,208	170,529	347,753 (3,219)
Cash Flows From Investing Activities	71,740)	69,518	61,387	45,353	188,433 (1,744)
Cash Flows From Financing Activities	2,996	14,435	61,311	109,037	111,031 (1,028)
Cash and Cash Equivalents At End Of Period	258,095	330,974	484,480	585,378	621,402 (5,753)

Fiscal Year	76th 2016	77th 2017	78th 2018	79th 2019	80th 2020
	Yen (Dollars)				
Net Assets Per Share	9,662.73	10,412.59	10,980.45	11,833.91	12,933.51 (119)
Profit Per Share	137.40	853.87	1,162.30	1,615.51	2,171.20 (20)
Diluted Profits Per Share	-	-	-	-	-
	Percent				
Capital Adequacy Ratio	89.50	85.15	80.75	83.40	79.66
Return On Equity	1.42	8.51	10.86	14.22	17.53
	Multiples				
Price Earnings Ratio	116.45	30.26	40.32	19.54	19.16
Number Of Employees	5,064	5,166	5,501	5,944	6,200

## Net Sales, Fiscal Years 2016–2020

(Millions of Yen)

¥504,459

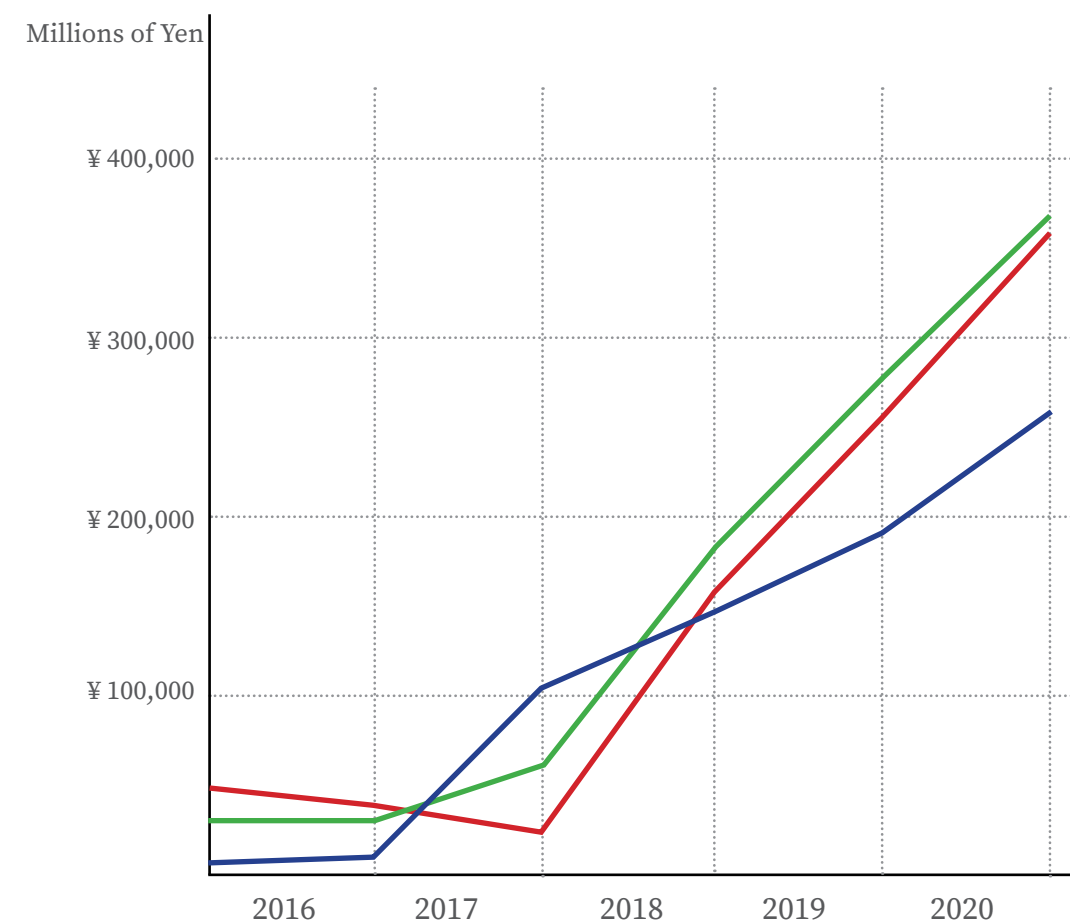
¥489,095

¥1,055,682

¥1,200,560

¥1,308,519

Sales Results	Millions of Yen (Millions of Dollars)	Year-on-year increase/decrease
Nintendo 3DS	18,056 (167)	71.4% ▼
Nintendo Switch	1,219,327 (11,290)	18.6% ▲
Others	16,777 (155)	72.8% ▼
Mobile, IP related, ect.	51,295 (474)	11.5% ▲
Playing cards, ect.	3,062 (28)	57.1% ▲
<b>Total</b>	<b>1,308,519 (12,115)</b>	<b>9.0% ▲</b>



**Operating profit** came to ¥352.3 billion (USD 3,262 million; 41.1% increase on a year-on-year basis).

**Ordinary profit** was ¥360.4 billion (USD 3,337 million; 30.0% increase on a year-on-year basis) due to increase in operating profit and other factors.

**Profit attributable to owners of parent** totaled ¥258.6 billion (USD 2,394 million; 33.3% increase on a year-on-year basis).

Because of the effect of COVID-19 infection, production and shipments of dedicated video game platforms, etc. faced delays in some regions, but this only had limited impact on business results for this fiscal year.





For the fiscal year ended March 31, 2020, **Nintendo Switch Lite** launched in September as a compact, lightweight, and easy-to-carry dedicated handheld system, selling **13.53 million units**, and Nintendo Switch performed very well without losing momentum, resulting in significant sales growth for the entire Nintendo Switch family.

Nintendo Switch Lite

**13.53**

**Million Units  
in one year**



Animal Crossing: New Horizons

**11.77  
Million Units  
In one month**

Best start ever for a Nintendo Switch game.

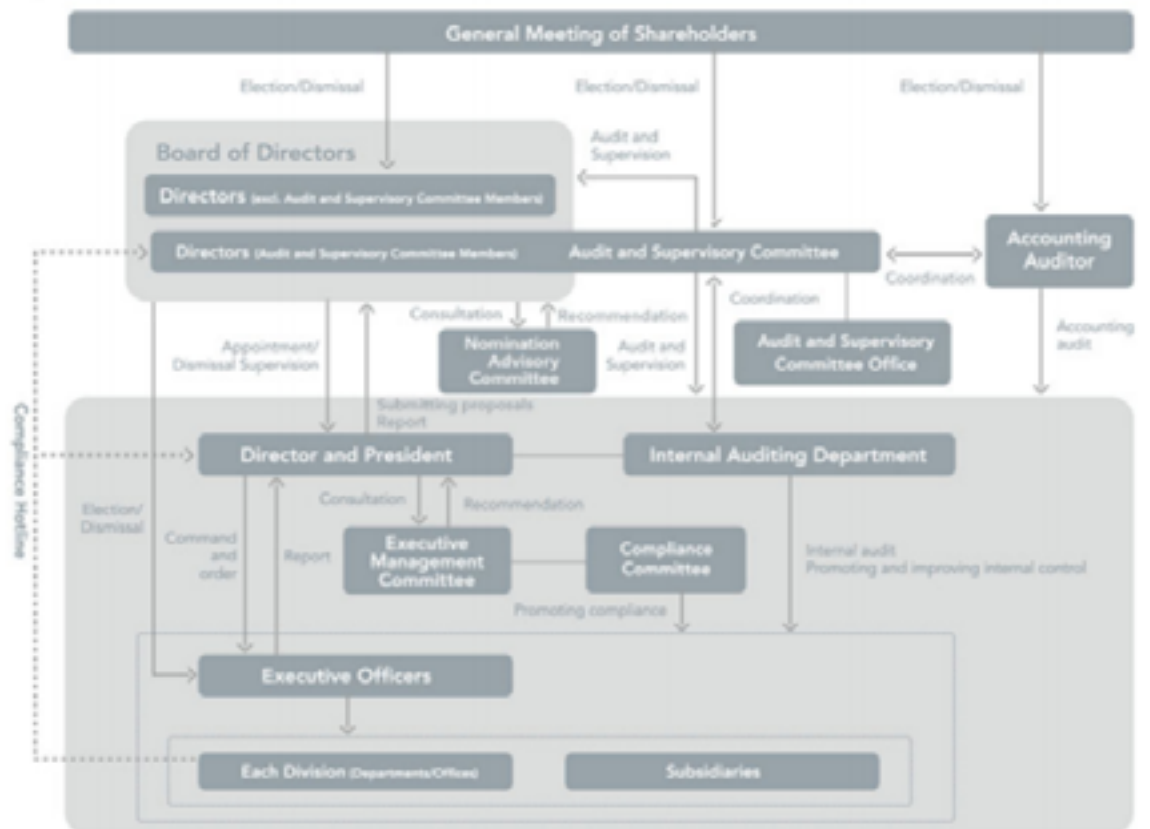
Looking at software, *Pokémon Sword* and *Pokémon Shield* became big hits, posting sales of **17.37 million units**, and *Animal Crossing: New Horizons*, released in March, sold **11.77 million units**, which is now the best start ever for a Nintendo Switch title. In addition to titles like *Luigi's Mansion 3* and *Super Mario Maker 2* that were released during this fiscal year, sales also continued to grow steadily for popular titles released in previous fiscal years and for titles from other software publishers. The total number of million-seller titles during this fiscal year reached **27 titles**, including those from other software publishers.

Location	Business Description	Equipment and facilities	# of Employees	Book Value (Millions of yen/Millions of Dollars)					
				Buildings and structures	Machinery, equipment, and vehicles	Land	Tools, furniture, and fixtures	Other	Total
Uji Plant (Uji City, Kyoto Prefecture)	Manufacturing	Production	121	2,434(22)	118(1)	1,866(17)	74(0)	4(0)	4,499(41)
Head Office (Minami-ku, Kyoto Prefecture)	Administration, sales, development, manufacturing	Other	2,153	17,652(163)	51 (0)	17,160(158)	1,641(15)	9,366(86)	45,873 (424)
Tokyo Branch Office (Taito-ku, Tokyo)	Administrative Sales	Other	6	0(0)	-	2,996(158)	0(0)	0(0)	2,997(27)
Asset leased to Nintendo Sales Co., Ltd. (Uji City, Kyoto Prefecture)	Sales	Production	-	994(9)	0(0)	4,079(37)	8(0)	-	5,082(47)
Asset leased to Nintendo Sales Co., Ltd. (Kita-ku, Osaka Prefecture)	Sales	Other	-	743(6)	-	5,763(51)	6(0)	-	6,513(60)
Nintendo of America Inc. (United States)	Sales	Other	1,191	11,897 (110)	923(8)	3,379(31)	1,934(17)	4,860(45)	22,995(212)
Nintendo of Europe GmbH (Germany)	Sales	Other	868	983(9)	228(2)	-	337(3)	1,865(17)	3,415(31)

**At** Nintendo, we strive to maximize long-term, continuous corporate value while carefully considering the benefits for everyone we touch, including not only shareholders but also consumers, business partners, employees, local communities and other stakeholders. We are working to build a highly transparent and sound system of corporate governance, as well as improve our corporate ethics.

The Company aims to strengthen the supervisory functions of the Board of Directors and further enhance the corporate governance system of the Company as a Company with an Audit and Supervisory Committee. The Company has also introduced the Executive Officer System for the purpose of clarifying the responsibility for the execution of operations, and establishing a more flexible management structure which can appropriately and swiftly respond to the rapidly changing business environment. The foregoing will be enabled by separating the management decision-making and supervisory functions from the execution of operations as well as by accelerating the delegation of authority to execute operations.

System of Governance





Assets	Fiscal Year 2019	Fiscal Year 2020
<b>Current Assets</b>	<b>Millions of Yen</b>	<b>Millions of Yen (Millions of Dollars)</b>
Cash and deposits	844,550	890,402 (8,244)
Notes and accounts receivable - trade	78,169	133,051 (1,231)
Securities	238,410	326,382 (3,022)
Inventories	*1 135,470	*1 88,994 (824)
Other	48,453	63,268 (585)
Allowance for doubtful accounts	(82)	(515 (4))
<b>16 Total Current Assets</b>	<b>1,344,972</b>	<b>1,501,583 (13,903)</b>
<b>Non Current Assets</b>		
<b>Property, plant, and equipment</b>		
Buildings and structures, net	37,592	38,149 (353)
Tools, furniture and fixtures, net	4,015	4,681(43)
Machinery, equipment and vehicles, net	1,575	1,678 (15)
Land	38,223	37,685 (348)
Construction in progress	143	672 (6)
<b>Total property, plant, and equipment</b>	<b>*2 81,550</b>	<b>*2 82,866 (767)</b>

Assets	Fiscal Year 2019	Fiscal Year 2020
<b>Non-current assets (cont.)</b>	<b>Millions of Yen</b>	<b>Millions of Yen (Millions of Dollars)</b>
<b>Intangible assets</b>		
Software	11,962	12,832 (118)
Other	2,128	2,185 (20)
<b>Total intangible assets</b>	<b>14,090</b>	<b>15,017 (139)</b>
<b>Investments and other assets</b>		
Investment securities	*3 167,134	*3 237,710 (2,201)
Retirement benefit assets	7,056	6,407 (59)
Deferred tax assets	57,992	72,199 (668)
Other	17,536	18,329 (169)
Allowance for doubtful accounts	(29)	(27 (0))
<b>Total investments and other assets</b>	<b>249,690</b>	<b>334,619 (3,098)</b>
<b>Total non-current assets</b>	<b>345,331</b>	<b>432,504 (4,004)</b>
<b>Total assets</b>	<b>1,690,304</b>	<b>1,934,087 (17,908)</b>

