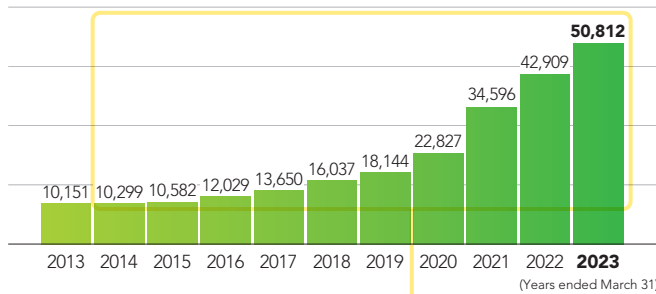


# Financial Highlights

## Operating Income/Operating Margins

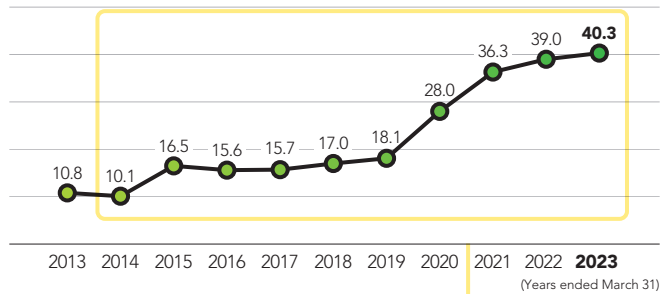
Operating Income (million yen)

**50,812** million yen  
UP 18.4% ↑



Operating Margins (%)

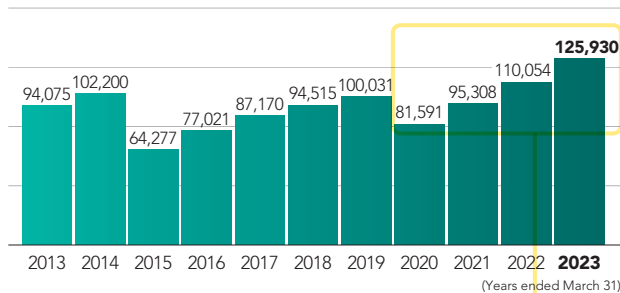
**40.3%**  
UP 1.3points ↑



In the fiscal year ended March 2011, we promoted profit structure reforms aimed at more efficient development investment. We promoted business restructuring by transitioning to in-house production and strengthened our digital sales strategy in response to rapid changes in the market beginning in the fiscal year ended March 2013. As a result, from the following year onward we have achieved 10 consecutive years of increased operating income with measures such as improving the highly profitable digital sales ratio in our Consumer sub-segment. In fiscal year ended March 2023, we increased profit 18.4% over the previous fiscal year, marking our sixth consecutive year of record operating income. This was due to new major hit titles, such as *Monster Hunter Rise: Sunbreak* and *Resident Evil 4*, and the accumulation of catalog sales, in addition to the fact that the highly profitable digital sales trend continues to grow.

## Net Sales (million yen)

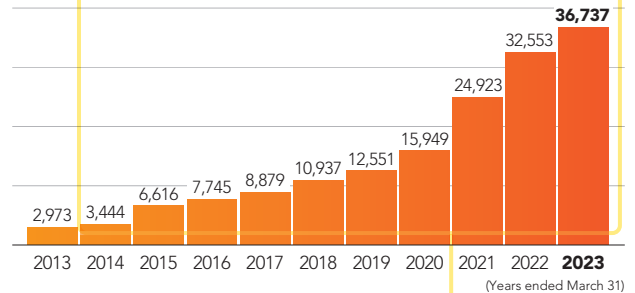
**125,930** million yen  
UP 14.4% ↑



After achieving net sales of 100 billion yen in the fiscal year ended March 2014 for the first time, sales declined in the fiscal year ended March 2015 with the sharper focus on highly profitable titles in the Consumer sub-segment. In addition, the decline in revenue in the fiscal year ended March 2020 over the previous year was due to lowered unit prices accompanying digitalization. However, in recent years, we have been experiencing stable growth as the Consumer sub-segment continues to release multiple major titles each year.

## Net Income Attributable to Owners of the Parent (million yen)

**36,737** million yen  
UP 12.9% ↑

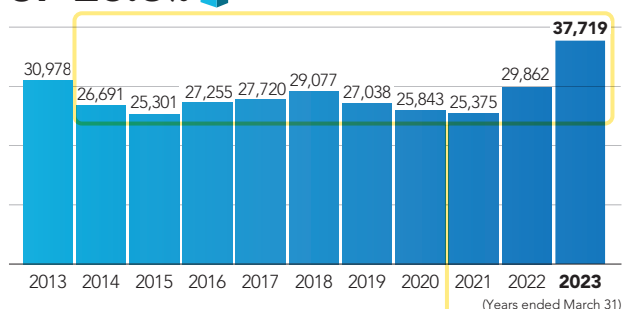


In the fiscal years ended in March 2013 and 2014 respectively, (1) structural reforms to the Amusement Equipments business, (2) development structure revisions in line with enhanced digital sales in the Consumer sub-segment and (3) strengthened Mobile sub-segment management capabilities in line with organization integration resulted in special losses on restructuring and business restructuring expenses. From the fiscal year ended March 2015, net income increased 10 years in a row in step with operating income, due to the benefits from structural reforms beginning to manifest.

→ Please refer to “Financial Strategy According to the CFO” on p.41-44, and “11-Year Summary of Consolidated Financial Indicators” on p.77-78

R&D Investment Costs (million yen)

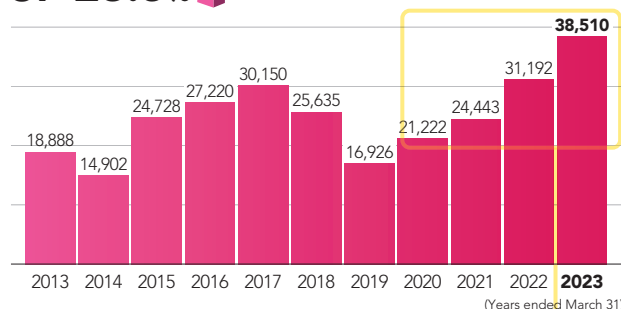
**37,719** million yen  
UP 26.3%



We believe the generation of creative and original content is our source of growth, thus approximately 90% of our annual development investments are allocated to the Digital Contents business. At Capcom, we have been able to streamline development by building a cutting-edge development environment and through increased employee utilization rates, but we expect R&D investment costs to increase going forward as we proactively invest in human resources with an eye on sustainable medium-to-long-term growth.

Balance of Work in Progress for Game Software (million yen)

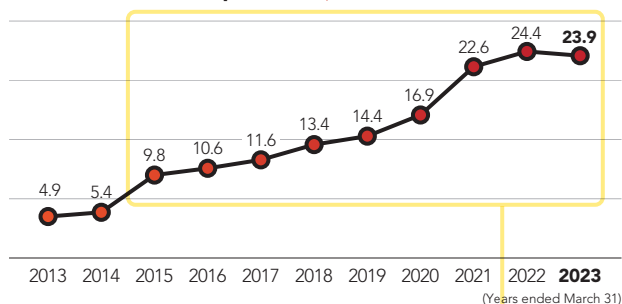
**38,510** million yen  
UP 23.5%



There was a decrease in the fiscal year ended March 2014 due to the release of major titles, but since the fiscal year ended March 2015, it has been on the rise as a result of pipeline expansion. In addition to the release of major titles in the fiscal year ended March 2019, reassessment and closing of overseas studios resulted in a significant decrease. However, since the fiscal year ended March 2020, the amount is increasing due to work on major titles we will continue to release in upcoming fiscal years.

Return on Equity (ROE) (%)

**23.9%**  
DOWN 0.5 points

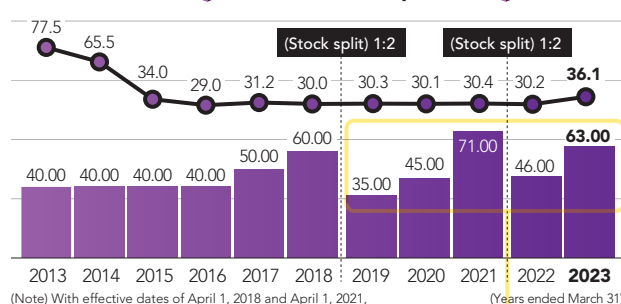


In the fiscal years ended March 2013 and 2014, ROE was lower due to decreases in net income from the recognition of special losses on restructuring and business restructuring expenses. However, from the fiscal year ended March 2015, we have maintained a high ROE level following the elimination of special losses and improved profitability mainly due to digitalization.

Dividend per Share/Dividend Payout Ratio

■ Dividend per Share (yen) ● Dividend Payout Ratio (%)

**63.0** yen **36.1%**  
UP 37.0% UP 5.9 points



(Note) With effective dates of April 1, 2018 and April 1, 2021, Capcom performed a 2-for-1 stock split of its common stock. For the years ended March 31, 2018 and earlier and the years ended March 31, 2021 and earlier, dividends paid show the actual amounts prior to the stock split.

Since the fiscal year ended March 2017, the dividend policy has been changed from Capcom’s long-standing policy of maintaining stable dividends to maintaining a consolidated payout ratio of 30% and to strive for stable dividends. The payout in the fiscal years ended March 2019 and March 2022 were reduced due to stock splits, but substantially dividends increased, and we were able to maintain our unbroken record of paying out dividends since listing publicly.