

# DATA BOOK

**FY ended March 2005 – FY ended March 2015  
(11 Years Summery)**

**CAPCOM CO., LTD.**

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**CAPCOM**

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**連結損益計算書 Consolidated Statements of Income**

 (単位：百万円)  
 Millions of Yen

|   | 2005/3 | 2006/3  | 2007/3 | 2008/3 | 2009/3 | 2010/3  | 2011/3  | 2012/3 | 2013/3  | 2014/3  | 2015/3 |
|---|--------|---------|--------|--------|--------|---------|---------|--------|---------|---------|--------|
| 売上高 Net Sales   | 65,895 | 70,253  | 74,542 | 83,097 | 91,878 | 66,837  | 97,716  | 82,065 | 94,075  | 102,200 | 64,277 |
| 売上原価 Cost of sales  | 43,640 | 47,799  | 48,046 | 50,560 | 55,052 | 42,339  | 60,371  | 49,609 | 61,911  | 72,251  | 38,379 |
| 売上総利益 Gross profit  | 22,744 | 22,315  | 26,382 | 32,594 | 36,917 | 24,497  | 37,344  | 32,456 | 32,163  | 29,949  | 25,898 |
| 利益率 Margin(%)   | 34.5   | 31.8    | 35.4   | 39.2   | 40.1   | 36.7    | 38.2    | 39.5   | 34.2    | 29.3    | 40.3   |
| 販売費及び一般管理費 Selling, general and administrative expenses                               | 14,991 | 15,735  | 16,779 | 19,473 | 22,299 | 19,133  | 23,009  | 20,150 | 21,942  | 19,749  | 15,403 |
| 営業利益 Operating income   | 7,752  | 6,580   | 9,602  | 13,121 | 14,618 | 5,587   | 14,295  | 12,318 | 10,151  | 10,299  | 10,582 |
| 利益率 Margin(%)   | 11.8   | 9.4     | 12.9   | 15.8   | 15.9   | 8.4     | 14.6    | 15.0   | 10.8    | 10.1    | 16.5   |
| 営業外収益 Non-operating income  | 719    | 1,089   | 1,405  | 1,416  | 1,077  | 631     | 231     | 289    | 1,105   | 1,122   | 664    |
| 営業外費用 Non-operating expenses  | 1,073  | 653     | 407    | 2,269  | 1,887  | 687     | 1,664   | 788    | 312     | 475     | 396    |
| 経常利益 Ordinary Income  | 7,399  | 7,016   | 10,600 | 12,267 | 13,808 | 5,530   | 12,861  | 11,819 | 10,944  | 10,946  | 10,851 |
| 利益率 Margin(%)   | 11.2   | 10.0    | 14.2   | 14.8   | 15.0   | 8.3     | 13.2    | 14.4   | 11.6    | 10.7    | 16.9   |
| 特別利益 Special gains  | 66     | 116     | 104    | 762    | 174    | 233     | 226     | 8      | -       | -       | -      |
| 特別損失 Special losses   | 459    | 220     | 718    | 1,068  | 1,534  | 4,639   | 2,281   | 402    | 7,224   | 5,630   | 150    |
| 税金等調整前当期純利益または純損失   | 7,006  | 6,912   | 9,986  | 11,962 | 12,448 | 1,124   | 10,807  | 11,425 | 3,719   | 5,315   | 10,701 |
| 利益率 Margin(%)   | 10.6   | 9.8     | 13.4   | 14.4   | 13.5   | 1.7     | 11.1    | 13.9   | 4.0     | 5.2     | 16.7   |
| 法人税、住民税及び事業税 Income taxes-current   | 628    | 551     | 1,085  | 1,040  | 2,125  | 1,299   | 4,654   | 3,513  | 2,968   | 950     | 1,146  |
| 過年度法人税等 Income taxes from previous year   | -      | 1,832   | -      | -      | -      | △ 1,761 | -       | -      | -       | -       | -      |
| 法人税等調整額 Income taxes-deferred   | 2,813  | △ 2,413 | 3,058  | 3,131  | 2,258  | △ 582   | △ 1,598 | 1,188  | △ 2,222 | 920     | 2,937  |
| 少数株主利益または少数株主損失(△)<br>Minority interests in income(loss) of consolidated subsidiaries | -      | -       | △ 9    | △ 16   | -      | -       | -       | -      | -       | -       | -      |
| 当期純利益または純損失(△) Net income(loss)   | 3,622  | 6,941   | 5,852  | 7,807  | 8,063  | 2,167   | 7,750   | 6,723  | 2,973   | 3,444   | 6,616  |
| 利益率 Margin(%)   | 5.5    | 9.9     | 7.9    | 9.4    | 8.8    | 3.2     | 7.9     | 8.2    | 3.2     | 3.4     | 10.3   |

**一株情報 Per Share Data**

|   | 2005/3 | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3   | 2013/3   | 2014/3   | 2015/3   |
|---|--------|--------|--------|--------|--------|--------|--------|----------|----------|----------|----------|
| 一株当たり配当金(円) Dividends (Yen)                   | 20     | 20     | 30     | 30     | 35     | 35     | 40     | 40       | 40       | 40       | 40       |
| 一株当たり当期純利益(円) Net income/Loss per share (Yen) | 63.37  | 125.19 | 107.52 | 132.90 | 130.98 | 35.71  | 131.18 | 116.10   | 51.64    | 61.11    | 117.67   |
| 一株当たり純資産額(円) Net asset per share (Yen)        | 589.99 | 716.91 | 799.35 | 881.13 | 961.38 | 913.18 | 981.76 | 1,030.70 | 1,091.08 | 1,135.91 | 1,268.56 |

**連結キャッシュフロー Consolidated Statements of Cash Flows**

 (単位：百万円)  
 Millions of Yen

|  | 2005/3  | 2006/3   | 2007/3   | 2008/3  | 2009/3  | 2010/3   | 2011/3   | 2012/3  | 2013/3  | 2014/3   | 2015/3  |
|--|---------|----------|----------|---------|---------|----------|----------|---------|---------|----------|---------|
| 営業活動によるキャッシュフロー Cash flows from operating activities   | 7,977   | 13,921   | 16,063   | 7,452   | △ 551   | 14,320   | 22,392   | △ 7,672 | 6,647   | 13,201   | 4,286   |
| 投資活動によるキャッシュフロー Cash flows from investing activities   | △ 1,099 | △ 1,779  | △ 6,715  | △ 3,374 | △ 2,715 | △ 1,618  | △ 2,046  | △ 4,794 | △ 1,375 | △ 6,155  | △ 5,496 |
| 財務活動によるキャッシュフロー Cash flows from financing activities   | 6,251   | △ 18,259 | △ 15,206 | △ 2,448 | △ 342   | △ 10,747 | △ 12,919 | 587     | 1,162   | △ 15,099 | 1,278   |
| 期末現金及び現金同等物残高 Cash and cash equivalents at end of year | 45,538  | 40,652   | 35,020   | 32,763  | 28,611  | 29,815   | 35,011   | 22,287  | 31,522  | 26,118   | 27,998  |

連結貸借対照表(借方) Consolidated Balance Sheets (Assets)

(単位:百万円)  
Millions of Yen

|  | 2005/3         | 2006/3        | 2007/3        | 2008/3        | 2009/3         | 2010/3        | 2011/3        | 2012/3        | 2013/3         | 2014/3        | 2015/3         |
|--|----------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|----------------|---------------|----------------|
| <b>【資産の部 Assets】</b>                         |                |               |               |               |                |               |               |               |                |               |                |
| <b>流動資産 Current assets</b>                   | <b>78,884</b>  | <b>68,075</b> | <b>60,089</b> | <b>62,505</b> | <b>78,806</b>  | <b>61,303</b> | <b>67,176</b> | <b>75,038</b> | <b>76,841</b>  | <b>66,506</b> | <b>65,659</b>  |
| ゲームソフト仕掛品 Work-in-progress for game software | 9,399          | 6,348         | 3,415         | 6,241         | 10,432         | 14,333        | 10,443        | 22,373        | 18,888         | 10,355        | 16,833         |
| <b>固定資産 Fixed assets</b>                     | <b>27,476</b>  | <b>30,381</b> | <b>31,389</b> | <b>31,101</b> | <b>27,404</b>  | <b>25,318</b> | <b>23,232</b> | <b>23,208</b> | <b>27,523</b>  | <b>30,104</b> | <b>35,113</b>  |
| (有形固定資産 Tangible fixed assets)               | 13,881         | 13,820        | 15,500        | 15,253        | 15,217         | 14,049        | 13,532        | 12,844        | 13,258         | 13,577        | 17,328         |
| (無形固定資産 Intangible fixed assets)             | 636            | 333           | 2,277         | 4,091         | 3,574          | 3,227         | 3,071         | 3,911         | 7,909          | 7,368         | 10,668         |
| オンラインコンテンツ仮勘定 Online contents in progress    | -              | -             | -             | -             | -              | -             | -             | -             | -              | 4,547         | 7,895          |
| (投資その他の資産 Investments and other assets)      | 12,959         | 16,227        | 13,611        | 11,755        | 8,612          | 8,040         | 6,628         | 6,452         | 6,355          | 9,159         | 7,117          |
| <b>資産合計 Total Assets</b>                     | <b>106,361</b> | <b>98,457</b> | <b>91,478</b> | <b>93,606</b> | <b>106,210</b> | <b>86,621</b> | <b>90,408</b> | <b>98,247</b> | <b>104,365</b> | <b>96,611</b> | <b>100,773</b> |

連結貸借対照表(貸方) Consolidated Balance Sheets (Liabilities and Shareholder's Equity)

(単位:百万円)  
Millions of Yen

|   | 2005/3         | 2006/3        | 2007/3        | 2008/3         | 2009/3         | 2010/3         | 2011/3         | 2012/3         | 2013/3         | 2014/3         | 2015/3         |
|---|----------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>【負債の部 Current liabilities】</b>                                 |                |               |               |                |                |                |                |                |                |                |                |
| <b>流動負債 Current liabilities</b>                                   | <b>31,344</b>  | <b>26,942</b> | <b>19,747</b> | <b>34,818</b>  | <b>38,415</b>  | <b>25,211</b>  | <b>24,950</b>  | <b>29,327</b>  | <b>31,905</b>  | <b>25,547</b>  | <b>17,246</b>  |
| <b>固定負債 Long-term liabilities</b>                                 | <b>42,525</b>  | <b>32,050</b> | <b>26,586</b> | <b>5,128</b>   | <b>8,445</b>   | <b>7,453</b>   | <b>7,450</b>   | <b>9,567</b>   | <b>9,630</b>   | <b>7,187</b>   | <b>12,195</b>  |
| <b>負債合計 Total liabilities</b>                                     | <b>73,869</b>  | <b>58,992</b> | <b>46,334</b> | <b>39,946</b>  | <b>46,861</b>  | <b>32,665</b>  | <b>32,400</b>  | <b>38,895</b>  | <b>41,536</b>  | <b>32,735</b>  | <b>29,442</b>  |
| 少数株主持分 Minority interests in consolidated subsidiaries            | -              | -             | -             | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>【資本の部 Shareholders' equity】</b>                                |                |               |               |                |                |                |                |                |                |                |                |
| 資本金 Capital surplus   | 27,581         | 27,581        | -             | -              | -              | -              | -              | -              | -              | -              | -              |
| 自己株式 Treasury stock   | △ 5,111        | △ 5,117       | -             | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>資本合計 Total shareholders' equity</b>                            | <b>32,491</b>  | <b>39,464</b> | <b>-</b>      | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       |
| <b>負債および資本合計 Total liabilities and shareholders' equity</b>       | <b>106,361</b> | <b>98,457</b> | <b>-</b>      | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       |
| <b>【純資産の部 Net assets】</b>   |                |               |               |                |                |                |                |                |                |                |                |
| <b>株主資本合計 Total shareholders' equity</b>                          | <b>-</b>       | <b>-</b>      | <b>44,970</b> | <b>56,447</b>  | <b>63,152</b>  | <b>58,689</b>  | <b>64,370</b>  | <b>66,049</b>  | <b>66,718</b>  | <b>65,593</b>  | <b>70,228</b>  |
| 資本金 Capital surplus   | -              | -             | 29,915        | 32,626         | 33,039         | 33,239         | 33,239         | 33,239         | 33,239         | 33,239         | 33,239         |
| 自己株式 Treasury stock   | -              | -             | △ 8,138       | △ 8,155        | △ 8,015        | △ 13,141       | △ 13,143       | △ 15,846       | △ 15,848       | △ 18,134       | △ 18,140       |
| <b>その他の包括利益累計額合計 Total accumulated other comprehensive income</b> | <b>-</b>       | <b>-</b>      | <b>157</b>    | <b>△ 2,787</b> | <b>△ 3,803</b> | <b>△ 4,732</b> | <b>△ 6,362</b> | <b>△ 6,697</b> | <b>△ 3,889</b> | <b>△ 1,717</b> | <b>1,102</b>   |
| 少数株主持分 Minority interests in consolidated subsidiaries            | -              | -             | 16            | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>純資産合計 Total net assets</b>                                     | <b>-</b>       | <b>-</b>      | <b>45,144</b> | <b>53,660</b>  | <b>59,349</b>  | <b>53,956</b>  | <b>58,007</b>  | <b>59,352</b>  | <b>62,828</b>  | <b>63,875</b>  | <b>71,331</b>  |
| <b>負債純資産合計 Total liabilities and net assets</b>                   | <b>-</b>       | <b>-</b>      | <b>91,478</b> | <b>93,606</b>  | <b>106,210</b> | <b>86,621</b>  | <b>90,408</b>  | <b>98,247</b>  | <b>104,365</b> | <b>96,611</b>  | <b>100,773</b> |

事業セグメント別損益 Operating Business Segments

(単位: 百万円)  
Millions of Yen

|                                      |  | 2005/3        | 2006/3        | 2007/3        | 2008/3        | 2009/3        | 2010/3        | 2011/3        | 2012/3        | 2013/3         | 2014/3        | 2015/3        |
|--------------------------------------|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|
| <b>セグメント売上高 Sales</b>                |  |               |               |               |               |               |               |               |               |                |               |               |
| 内訳                                   | デジタルコンテンツ事業 Digital Contents                             |               |               |               |               |               | 47,256        | 74,297        | 59,809        | 63,636         | 65,824        | 45,351        |
|                                      | (A) パッケージ Package (億円) (100 million yen)                 |               |               |               |               |               | -             | 613           | 441           | 407            | 433           | 262           |
|                                      | (B) DLC Digital download contents (億円) (100 million yen) |               |               |               |               |               | -             | 24            | 28            | 52             | 97            | 90            |
|                                      | コンシューマ Consumer (A)+(B) (億円) (100 million yen)           |               |               |               |               |               | 387           | 637           | 469           | 459            | 530           | 352           |
|                                      | モバイルコンテンツ Mobile Contents (億円) (100 million yen)         |               |               |               |               |               | 35            | 40            | 63            | 110            | 65            | 41            |
|                                      | PCその他 PC Other (億円) (100 million yen)                    |               |               |               |               |               | 50            | 65            | 66            | 67             | 63            | 60            |
|                                      | コンシューマ用ゲームソフト事業 Home Video Games                         | 39,985        | 42,718        | 43,813        | 51,679        | 62,892        |               |               |               |                |               |               |
|                                      | アミューズメント施設事業 Amusement Operations                        | 10,934        | 11,568        | 13,043        | 13,406        | 13,509        | 11,985        | 11,621        | 11,729        | 10,944         | 10,620        | 9,241         |
|                                      | アミューズメント機器事業 Amusement Equipments                        |               |               |               |               |               | 4,545         | 7,903         | 7,663         | 16,783         | 23,160        | 7,540         |
|                                      | コンテンツ・エキスパンション事業 Contents Expansion                      | 4,207         | 5,742         | 7,102         | 8,525         | 4,628         |               |               |               |                |               |               |
| 業務用機器販売事業 Arcade Games sales         | 7,411  | 6,956         | 8,021         | 6,538         | 8,023         |               |               |               |               |                |               |               |
| その他 Other                            | 3,356  | 3,268         | 2,561         | 2,947         | 2,824         | 3,049         | 3,893         | 2,862         | 2,711         | 2,594          | 2,144         |               |
| <b>合計 Total sales</b>                | <b>65,895</b>  | <b>70,253</b> | <b>74,542</b> | <b>83,097</b> | <b>91,878</b> | <b>66,837</b> | <b>97,716</b> | <b>82,065</b> | <b>94,075</b> | <b>102,200</b> | <b>64,277</b> |               |
| <b>セグメント利益 Profot</b>                |  |               |               |               |               |               |               |               |               |                |               |               |
|                                      | デジタルコンテンツ事業 Digital Contents                             |               |               |               |               |               | 8,580         | 13,865        | 12,887        | 7,062          | 4,489         | 10,208        |
|                                      | コンシューマ用ゲームソフト事業 Home Video Gmes                          | 3,907         | 2,926         | 8,055         | 11,609        | 16,392        |               |               |               |                |               |               |
|                                      | アミューズメント施設事業 Arcade Operations                           | 2,296         | 2,438         | 2,009         | 753           | 224           | 590           | 1,131         | 1,787         | 1,709          | 1,617         | 940           |
|                                      | アミューズメント機器事業 Amusement Equipments                        |               |               |               |               |               | △ 347         | 2,638         | 890           | 4,892          | 7,131         | 2,736         |
|                                      | コンテンツ・エキスパンション事業 Contents Expansion                      | 1,742         | 2,362         | 1,624         | 2,633         | △ 230         |               |               |               |                |               |               |
|                                      | 業務用機器販売事業 Arcade Games Sales                             | 1,944         | 1,116         | 1,369         | 1,182         | 1,758         |               |               |               |                |               |               |
|                                      | その他 Other  | 235           | 197           | △ 439         | 468           | 1,053         | 1,016         | 1,098         | 877           | 740            | 1,001         | 1,001         |
|                                      | <b>合計 Total profit</b>                                   | <b>7,752</b>  | <b>6,580</b>  | <b>9,602</b>  | <b>13,121</b> | <b>14,618</b> | <b>5,587</b>  | <b>14,295</b> | <b>12,318</b> | <b>10,151</b>  | <b>10,299</b> | <b>10,582</b> |
| <b>セグメント利益率 Operating Margin (%)</b> |  |               |               |               |               |               |               |               |               |                |               |               |
|                                      | デジタルコンテンツ事業 Digital Contents                             |               |               |               |               |               | 18.2          | 18.7          | 21.5          | 11.1           | 6.8           | 22.5          |
|                                      | コンシューマ用ゲームソフト事業 Home Video Games                         | 9.8           | 6.8           | 18.4          | 22.5          | 26.1          |               |               |               |                |               |               |
|                                      | アミューズメント施設事業 Arcade Operations                           | 21.0          | 21.1          | 15.4          | 5.6           | 1.7           | 4.9           | 9.7           | 15.2          | 15.6           | 15.2          | 10.2          |
|                                      | アミューズメント機器事業 Amusement Equipments                        |               |               |               |               |               | △ 7.6         | 33.4          | 11.6          | 29.1           | 30.8          | 36.3          |
|                                      | コンテンツ・エキスパンション事業 Contents Expansion                      | 41.4          | 41.1          | 22.9          | 30.9          | -             |               |               |               |                |               |               |
|                                      | 業務用機器販売事業 Arcade Games Sales                             | 26.2          | 16.0          | 17.1          | 18.1          | 21.9          |               |               |               |                |               |               |
|                                      | その他 Other  | 7.0           | 6.0           | △ 17.1        | 15.9          | 37.3          | 33.3          | 28.2          | 30.6          | 27.3           | 38.6          | 30.8          |
|                                      | <b>合計 Total margin</b>                                   | <b>11.8</b>   | <b>9.4</b>    | <b>12.9</b>   | <b>15.8</b>   | <b>15.9</b>   | <b>8.4</b>    | <b>14.6</b>   | <b>15.0</b>   | <b>10.8</b>    | <b>10.1</b>   | <b>16.5</b>   |

**地域セグメント別売上高 Sales by Region**

(単位: 百万円)  
Millions of Yen

|                  | 2005/3 | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
|------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 日本 Japan         | 42,358 | 48,683 | 50,074 | 56,457 | 54,193 | 47,269 | 67,033 | 57,899 | 65,873 | 86,532 | 50,877 |
| 北米 North America | 14,721 | 11,748 | 15,450 | 15,769 | 21,851 | 10,825 | 19,340 | 15,867 | 17,377 | 10,179 | 8,678  |
| 欧州 Europe        | 8,389  | 9,105  | 8,090  | 9,782  | 14,167 | 7,813  | 9,966  | 6,930  | 9,406  | 4,320  | 3,413  |
| その他 Other        | 426    | 717    | 927    | 1,060  | 1,665  | 928    | 1,376  | 1,368  | 1,417  | 1,167  | 1,308  |

**配当情報 Dividend Information**

|                                | 2005/3 | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 一株当たり配当金(円) Dividend per Share | 20     | 20     | 30     | 30     | 35     | 35     | 40     | 40     | 40     | 40     | 40     |
| 配当利回り Dividend Yield(%)        | 1.9    | 1.7    | 1.8    | 0.9    | 2.0    | 2.0    | 2.5    | 2.1    | 2.7    | 2.0    | 1.7    |
| 配当性向 Payout Ratio (%)          | 31.6   | 16.0   | 27.9   | 22.6   | 26.7   | 98.0   | 30.5   | 34.5   | 77.5   | 65.5   | 34.0   |

**主要経営指標 Major Financial information**

(単位: 百万円)  
Millions of Yen

|   | 2005/3 | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 広告宣伝 Promotional Expense                                | 6,316  | 5,602  | 5,516  | 5,693  | 6,816  | 5,299  | 7,046  | 5,639  | 6,875  | 4,269  | 2,798  |
| 設備投資 Capital Expenditure                                | 1,586  | 1,512  | 3,804  | 3,166  | 2,061  | 1,636  | 1,725  | 2,240  | 3,077  | 2,252  | 5,564  |
| 減価償却 Depreciation                                       | 2,101  | 1,936  | 2,774  | 3,393  | 4,143  | 3,368  | 3,315  | 3,123  | 3,406  | 4,638  | 3,535  |
| 開発投資 R&D Investment                                     |        |        |        |        |        |        |        |        |        |        |        |
| 開発投資額 R&D Investment Cost                               | 11,286 | 12,288 | 13,068 | 18,458 | 19,744 | 19,126 | 26,086 | 30,648 | 30,978 | 26,691 | 25,301 |
| うち 研究開発費 Technical R&D Cost                             | 1,323  | 1,864  | 1,828  | 2,972  | 2,329  | 2,125  | 2,924  | 2,236  | 1,982  | 2,002  | 823    |
| 為替レート(期末) Foreign Exchange Rate (as of end of the year) |        |        |        |        |        |        |        |        |        |        |        |
| USD/¥   | 107    | 117    | 118    | 100    | 98     | 93     | 83     | 82     | 94     | 102    | 120    |
| Euro/¥  | 138    | 142    | 157    | 158    | 129    | 124    | 117    | 109    | 120    | 141    | 130    |
| 従業員数(人) Number of Employees                             |        |        |        |        |        |        |        |        |        |        |        |
| 連結 Consolidated   | 1,175  | 1,212  | 1,320  | 1,506  | 1,813  | 1,930  | 2,089  | 2,265  | 2,476  | 2,601  | 2,681  |
| 連結開発者数 Consolidated Developers                          | 660    | 705    | 728    | 809    | 1,047  | 1,132  | 1,339  | 1,455  | 1,623  | 1,808  | 1,902  |

**財務データ Financial Index**

|   | 2005/3 | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 研究開発投資額(百万円) R&D investment cost (Millions of yen)        | 11,286 | 12,288 | 13,068 | 18,458 | 19,744 | 19,126 | 26,150 | 30,648 | 30,978 | 26,691 | 25,301 |
| 設備投資費(百万円) Capital expenditure(Millions of yen)           | 1,586  | 1,519  | 3,804  | 3,166  | 2,061  | 1,636  | 1,725  | 2,289  | 3,077  | 2,252  | 5,564  |
| 減価償却費(百万円) Depreciation and amortization(Millions of yen) | 2,101  | 1,936  | 2,774  | 3,393  | 4,143  | 3,368  | 3,315  | 3,123  | 3,406  | 4,638  | 3,535  |
| 有利子負債額(百万円) Interest-bearing debt(Millions of yen)        | 22,286 | 5,276  | 4,591  | 3,485  | 20,834 | 17,567 | 7,356  | 13,405 | 17,195 | 7,050  | 10,992 |
| 自己資本利益率(%) Return on equity(%)                            | 11.3   | 19.3   | 13.8   | 15.8   | 14.3   | 3.8    | 13.8   | 11.5   | 4.9    | 5.4    | 9.8    |
| 総資産利益率(ROA)(%) Return on assets(%)                        | 3.6    | 6.8    | 6.2    | 8.4    | 8.1    | 2.3    | 8.8    | 7.1    | 2.9    | 3.4    | 6.7    |
| 自己資本比率(%) Net worth ratio(%)                              | 30.5   | 40.1   | 49.3   | 57.3   | 55.9   | 62.3   | 64.2   | 60.4   | 60.2   | 66.1   | 70.8   |
| 他人資本比率(%) Creditor's equity to total assets(%)            | 69.5   | 59.9   | 50.7   | 42.7   | 44.1   | 37.7   | 35.8   | 39.6   | 39.8   | 33.9   | 29.2   |
| 流動比率(%) Current ratio(%)                                  | 251.7  | 252.7  | 304.3  | 179.5  | 205.1  | 243.2  | 269.2  | 255.9  | 240.8  | 260.3  | 380.7  |
| 当座比率(%) Quick ratio(Acid-test ratio)(%)                   | 191.3  | 198.4  | 235.2  | 134.8  | 147.1  | 143.4  | 187.2  | 143.3  | 135.4  | 187.3  | 233.1  |
| 現預金比率(%) Cash equivalent ratio(%)                         | 138.9  | 150.1  | 177.3  | 94.1   | 74.5   | 118.5  | 140.3  | 84.4   | 98.8   | 116.3  | 186.7  |
| 固定比率(%) Fixed ratio(%) Fixed ratio(%)                     | 84.6   | 77.0   | 69.6   | 58.0   | 43.4   | 43.1   | 36.1   | 35.1   | 41.3   | 45.9   | 50.0   |
| 負債比率(%) Debt-equity ratio(%)                              | 227.4  | 149.5  | 102.7  | 139.3  | 74.2   | 55.7   | 50.3   | 58.9   | 62.3   | 49.9   | 41.9   |
| 総資産回転率(回) Total assets turnover (times)                   | 0.7    | 0.7    | 0.8    | 0.9    | 0.9    | 0.8    | 1.1    | 0.8    | 0.9    | 1.1    | 0.7    |
| 自己資本回転率(回) Sales equity ratio (times)                     | 2.0    | 2.0    | 1.8    | 1.7    | 1.5    | 1.1    | 1.5    | 1.2    | 1.4    | 1.6    | 0.9    |
| 売上債権回転率(回) Receivables turnover (times)                   | 5.6    | 5.2    | 6.2    | 6.5    | 3.3    | 10.6   | 8.4    | 4.7    | 8.0    | 5.6    | 8.0    |
| 仕入債務回転率(回) Accounts payable turnover (times)              | 10.2   | 9.0    | 10.1   | 11.4   | 5.7    | 12.2   | 10.7   | 6.8    | 8.9    | 6.1    | 9.4    |
| 棚卸資産回転率(回) Inventory turnover (times)                     | 4.8    | 4.8    | 6.0    | 8.8    | 5.4    | 3.9    | 7.7    | 3.2    | 4.1    | 7.6    | 3.1    |
| 固定資産回転率(回) Fixed asset turnover ratio (times)             | 2.3    | 2.3    | 2.4    | 2.4    | 3.4    | 2.6    | 4.2    | 3.5    | 3.4    | 3.4    | 1.8    |
| インタレスト・カバレッジ・レシオ(倍) Interest coverage ratio (times)       | 30.0   | 82.6   | 237.3  | 103.7  | -      | 86.9   | 155.8  | -      | 62.4   | 136.8  | 50.2   |
| 株価収益率(倍) Price earnings ratio (times)                     | 16.5   | 9.7    | 15.7   | 25.6   | 13.3   | 49.5   | 12.1   | 16.3   | 28.6   | 32.0   | 20.3   |

## Business Segment Information – Digital Contents

### ●Sales Units Shipped <platform>

|                    |           | Tousand Units |        |        |        |        |        |        |        |        |        |        |
|--------------------|-----------|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|                    |           | 2005/3        | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
| Playstation 2      | Titles    | 40            | 51     | 46     | 29     | 10     | 10     | 1      | -      | -      | -      | -      |
|                    | Sub total | 7,300         | 7,930  | 4,100  | 3,100  | 1,550  | 600    | 300    | 200    | 100    | -      | -      |
| Playstation 3      | Titles    | -             | -      | -      | 8      | 15     | 11     | 11     | 25     | 21     | 17     | 13     |
|                    | Sub total | -             | -      | -      | 1,750  | 4,450  | 2,700  | 6,200  | 6,200  | 7,100  | 4,200  | 2,450  |
| PSP                | Titles    | 1             | 15     | 20     | 16     | 18     | 20     | 11     | 9      | 4      | 0      | 5      |
|                    | Sub total | 150           | 1,600  | 2,700  | 3,150  | 3,250  | 2,400  | 6,200  | 1,900  | 600    | 200    | 250    |
| Game Cube          | Titles    | 5             | 2      | 1      | -      | -      | -      | -      | -      | -      | -      | -      |
|                    | Sub total | 2,000         | 800    | 300    | 140    | 100    | -      | -      | -      | -      | -      | -      |
| Wii                | Titles    | -             | -      | 3      | 13     | 14     | 8      | 5      | 4      | 2      | 2      | -      |
|                    | Sub total | -             | -      | 100    | 2,930  | 1,700  | 3,200  | 1,400  | 650    | 700    | 350    | 150    |
| Game Boy           | Titles    | 7             | 2      | 1      | -      | -      | -      | -      | -      | -      | -      | -      |
|                    | Sub total | 3,400         | 1,500  | 500    | -      | -      | -      | -      | -      | -      | -      | -      |
| NintendoDS         | Titles    | -             | 4      | 14     | 27     | 37     | 12     | 11     | 12     | 7      | 4      | 5      |
|                    | Sub total | -             | 950    | 1,700  | 2,400  | 1,350  | 1,000  | 1,700  | 3,300  | 1,300  | 4,700  | 3,750  |
| Xbox               | Titles    | 7             | 12     | 2      | -      | -      | -      | -      | -      | -      | -      | -      |
|                    | Sub total | 250           | 580    | 100    | 20     | -      | -      | -      | -      | -      | -      | -      |
| Xbox 360           | Titles    | -             | 1      | 3      | 10     | 12     | 8      | 11     | 16     | 8      | 11     | 7      |
|                    | Sub total | -             | 5      | 2,700  | 1,620  | 4,300  | 1,700  | 4,200  | 3,200  | 3,700  | 2,950  | 1,200  |
| Xbox One           | Titles    | -             | 1      | -      | 3      | 4      | 3      | 3      | 2      | 4      | 5      | 3      |
|                    | Sub total | 400           | 35     | -      | 490    | 600    | 900    | 500    | 250    | 500    | 300    | 200    |
| PC Others          | Titles    | 11            | 1      | -      | 3      | 4      | 3      | 3      | 2      | 4      | 5      | 3      |
|                    | Sub total | 400           | 35     | -      | 490    | 600    | 900    | 500    | 250    | 500    | 300    | 200    |
| Package total      | Titles    | 71            | 88     | 90     | 106    | 110    | 72     | 53     | 68     | 46     | 39     | 33     |
|                    | Sub total | 13,500        | 13,400 | 12,200 | 15,600 | 17,300 | 12,500 | 20,500 | 15,700 | 14,000 | 12,700 | 8,000  |
| Full-game download | Titles    | -             | -      | -      | -      | -      | -      | -      | -      | -      | 3      | -      |
|                    | Sub total | -             | -      | -      | 150    | 800    | 1,400  | 1,200  | 1,300  | 2,700  | 4,800  | 5,000  |
| Total              | Titles    | 71            | 88     | 90     | 106    | 110    | 72     | 53     | 68     | 46     | 42     | 33     |
|                    | Sub total | 13,500        | 13,400 | 12,200 | 15,750 | 18,100 | 13,900 | 21,700 | 17,000 | 16,700 | 17,500 | 13,000 |

### ●Sales Units Shipped <Distribution/Catalogue>

|                     |  | Tousand Units |        |        |        |        |        |        |        |        |        |        |
|---------------------|--|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|                     |  | 2005/3        | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
| Distribution titles |  | 1,400         | 1,400  | 1,200  | 1,650  | 1,350  | 1,000  | 650    | 1,250  | 550    | 1,400  | 750    |
| Old titles          |  | 2,250         | 2,000  | 3,100  | 4,550  | 5,400  | 5,500  | 4,000  | 3,900  | 3,900  | 5,700  | 6,000  |

### ●Sales Units Shipped <geographic>

|                             |  | Tousand Units |        |        |        |        |        |        |        |        |        |        |
|-----------------------------|--|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|                             |  | 2005/3        | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
| Japan                       |  | 4,100         | 5,400  | 5,200  | 7,100  | 6,300  | 5,200  | 9,000  | 6,800  | 4,500  | 6,700  | 4,000  |
| North America               |  | 5,600         | 4,700  | 4,300  | 4,700  | 6,000  | 3,600  | 6,000  | 5,100  | 5,400  | 3,800  | 2,400  |
| Europe                      |  | 3,550         | 3,120  | 2,400  | 3,450  | 4,500  | 3,400  | 5,000  | 3,300  | 3,600  | 1,900  | 1,300  |
| Asia                        |  | 250           | 180    | 300    | 350    | 500    | 300    | 500    | 500    | 500    | 300    | 300    |
| Package total               |  | 13,500        | 13,400 | 12,200 | 15,600 | 17,300 | 12,500 | 20,500 | 15,700 | 14,000 | 12,700 | 8,000  |
| Full-game download (global) |  | -             | -      | -      | 150    | 800    | 1,400  | 1,200  | 1,300  | 2,700  | 4,800  | 5,000  |
| Total                       |  | 13,500        | 13,400 | 12,200 | 15,750 | 18,100 | 13,900 | 21,700 | 17,000 | 16,700 | 17,500 | 13,000 |

### ●Major title

|        |  | 2005/3  | 2006/3   | 2007/3   | 2008/3   | 2009/3  | 2010/3  | 2011/3   | 2012/3  | 2013/3   | 2014/3   | 2015/3   |
|--------|--|---|--|--|--|---|---|--|---|--|--|--|
| Titles |  | Resident Evil 4 (GC) 1,230<br>Devil May Cry 3 1,100<br>Resident Evil Outbreak 820 | Resident Evil 4 (PS2) 1,810<br>Onimusha DAWN of DREAMS 840<br>Monster Hunter Freedom 610 | Lost Planet 1,370<br>Dead Rising 1,220<br>Monster Hunter Freedom 2 1,220 | Devil May Cry 4 2,320<br>Resident Evil 4 Wii edition 1,300<br>Resident Evil: The Umbrella Chronicles 1,060 | Resident Evil 5 4,400<br>Street FighterIV 2,500<br>Monster Hunter Freedom Unite 2,200 | Monster Hunter Freedom Unite 1,350<br>Monster Hunter Tri 1,150<br>Resident Evil 5 950 | Monster Hunter Freedom 3 4,600<br>Dead Rising 2 2,300<br>MARVEL VS. CAPCOM 3 2,000 | Resident Evil: Operation Raccoon City 1,700<br>Monster Hunter 3G 1,600<br>Street Fighter X Tekken 1,400 | Resident Evil 6 5,000<br>Dragon's Dogma 1,300<br>DmC Devil May Cry 1,200 | Monster Hunter 4 4,100<br>Dead Rising 3 1,200<br>Resident Evil Revelations 1,200 | Monster Hunter 4 Ultimate 3,400<br>Resident Evil Revelations2 1,100<br>Resident Evil (HD Remastered) 900 |

●Number of mobile contents

|         | 2005/3 | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Capcom  | -      | -      | -      | -      | -      | 6      | 7      | 12     | 17     | 19     | 6      |
| Beeline | -      | -      | -      | -      | -      | 1      | 11     | 14     | 13     | 9      | 4      |
| Total   | -      | -      | -      | -      | -      | 7      | 18     | 26     | 30     | 28     | 10     |

(Titles)

**Business Segment Information – Arcade Operations**

●Year to year ratio of existing stores/Number of Arcades

|   | 2005/3 | 2006/3 | 2007/3 | 2008/3 | 2009/3 | 2010/3 | 2011/3 | 2012/3 | 2013/3 | 2014/3 | 2015/3 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Year to year ratio of existing stores (%) | 93     | 100    | 96     | 86     | 85     | 86     | 99     | 101    | 95     | 95     | 90     |
| Open (Arcades)                            | 1      | 2      | 6      | 9      | 6      | 0      | 0      | 0      | 0      | 1      | 1      |
| Close (Arcades)                           | 3      | 2      | 3      | 0      | 8      | 2      | 1      | 0      | 3      | 2      | 1      |
| Total (Arcades)                           | 30     | 30     | 33     | 42     | 40     | 38     | 37     | 37     | 34     | 33     | 33     |

**Business Segment Information –Amusement Equipments**

●Sales Units for Major Pachislo Machine

|                        | 2005/3 | 2006/3 | 2007/3 | 2008/3 | 2009/3                  | 2010/3                | 2011/3          | 2012/3           | 2013/3          | 2014/3                        | 2015/3          |
|------------------------|--------|--------|--------|--------|-------------------------|-----------------------|-----------------|------------------|-----------------|-------------------------------|-----------------|
| Titles                 | -      | -      | -      | -      | 1                       | 2                     | 1               | 1                | 1               | 2                             | 1               |
| Units (thousand units) | -      | -      | -      | -      | 0.5                     | 3.6                   | 16              | 7                | 48              | 71                            | 24              |
| Major title            | -      | -      | -      | -      | Chun-Li ni makase china | Vampire VIEWTIFUL JOE | Sengoku BASARA2 | Street FighterIV | Resident Evil 5 | Monster Hunter DEVIL MAY CRY4 | Sengoku BASARA3 |