

DATA BOOK

**FY ended March 2007 - FY ended March 2017
(11-Year Summary)**

CAPCOM CO., LTD.

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Consolidated Statements of Income

Millions of Yen

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Net Sales	74,542	83,097	91,878	66,837	97,716	82,065	94,075	102,200	64,277	77,021	87,170
Cost of sales	48,046	50,560	55,052	42,339	60,371	49,609	61,911	72,251	38,379	47,175	56,438
Gross profit	26,382	32,594	36,917	24,497	37,344	32,456	32,163	29,949	25,898	29,846	30,731
Margin (%)	35.4	39.2	40.1	36.7	38.2	39.5	34.2	29.3	40.3	38.8	35.3
Selling, general and administrative expenses	16,779	19,473	22,299	19,133	23,009	20,150	21,942	19,749	15,403	17,816	17,080
Operating income	9,602	13,121	14,618	5,587	14,295	12,318	10,151	10,299	10,582	12,029	13,650
Margin (%)	12.9	15.8	15.9	8.4	14.6	15.0	10.8	10.1	16.5	15.6	15.7
Non-operating income	1,405	1,416	1,077	631	231	289	1,105	1,122	664	304	192
Non-operating expenses	407	2,269	1,887	687	1,664	788	312	475	396	985	1,253
Ordinary Income	10,600	12,267	13,808	5,530	12,861	11,819	10,944	10,946	10,851	11,346	12,589
Margin (%)	14.2	14.8	15.0	8.3	13.2	14.4	11.6	10.7	16.9	14.7	14.4
Special gains	104	762	174	233	226	8	-	-	-	-	-
Special losses	718	1,068	1,534	4,639	2,281	402	7,224	5,630	150	197	99
Net income before income taxes	9,986	11,962	12,448	1,124	10,807	11,425	3,719	5,315	10,701	11,150	12,489
Margin (%)	13.4	14.4	13.5	1.7	11.1	13.9	4.0	5.2	16.7	14.5	14.3
Income taxes-current	1,085	1,040	2,125	1,299	4,654	3,513	2,968	950	1,146	6,377	1,832
Income taxes from previous year	-	-	-	(1,761)	-	-	-	-	-	-	-
Income taxes-deferred	3,058	3,131	2,258	(582)	(1,598)	1,188	(2,222)	920	2,937	(2,972)	1,777
Minority interests in income (loss) of consolidated subsidiaries	(9)	(16)	-	-	-	-	-	-	-	-	-
Net income (loss) attributable to owners of the parent	5,852	7,807	8,063	2,167	7,750	6,723	2,973	3,444	6,616	7,745	8,879
Margin (%)	7.9	9.4	8.8	3.2	7.9	8.2	3.2	3.4	10.3	10.1	10.2

Per Share Data

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Dividends (Yen)	30	30	35	35	40	40	40	40	40	40	50
Net income (loss) per share (Yen)	107.52	132.90	130.98	35.71	131.18	116.10	51.64	61.11	117.67	137.75	160.35
Net asset per share (Yen)	799.35	881.13	961.38	913.18	981.76	1,030.70	1,091.08	1,135.91	1,268.56	1,336.86	1,420.64

Consolidated Statements of Cash Flows

Millions of Yen

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Cash flows from operating activities	16,063	7,452	(551)	14,320	22,392	(7,672)	6,647	13,201	4,286	4,347	3,200
Cash flows from investing activities	(6,715)	(3,374)	(2,715)	(1,618)	(2,046)	(4,794)	(1,375)	(6,155)	(5,496)	(1,639)	(3,628)
Cash flows from financing activities	(15,206)	(2,448)	(342)	(10,747)	(12,919)	587	1,162	(15,099)	1,278	(1,115)	(3,130)
Cash and cash equivalents at end of year	35,020	32,763	28,611	29,815	35,011	22,287	31,522	26,118	27,998	28,429	24,337

Consolidated Balance Sheets (Assets)

Millions of Yen

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
[Assets]											
Current assets	60,089	62,505	78,806	61,303	67,176	75,038	76,841	66,506	65,659	75,917	85,480
Work-in-progress for game software	3,415	6,241	10,432	14,333	10,443	22,373	18,888	10,355	16,833	24,825	30,150
Fixed assets	31,389	31,101	27,404	25,318	23,232	23,208	27,523	30,104	35,113	37,140	33,417
(Tangible fixed assets)	15,500	15,253	15,217	14,049	13,532	12,844	13,258	13,577	17,328	20,825	20,768
(Intangible fixed assets)	2,277	4,091	3,574	3,227	3,071	3,911	7,909	7,368	10,668	8,135	2,843
Online contents in progress	-	-	-	-	-	-	-	4,547	7,895	2,395	-
(Investments and other assets)	13,611	11,755	8,612	8,040	6,628	6,452	6,355	9,159	7,117	8,179	9,804
Total Assets	91,478	93,606	106,210	86,621	90,408	98,247	104,365	96,611	100,773	113,057	118,897

Consolidated Balance Sheets (Liabilities and Shareholders' Equity)

Millions of Yen

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
[Current liabilities]											
Current liabilities	19,747	34,818	38,415	25,211	24,950	29,327	31,905	25,547	17,246	22,355	29,994
Long-term liabilities	26,586	5,128	8,445	7,453	7,450	9,567	9,630	7,187	12,195	15,532	11,128
Total liabilities	46,334	39,946	46,861	32,665	32,400	38,895	41,536	32,735	29,442	37,888	41,122
Minority interests in consolidated subsidiaries	-	-	-	-	-	-	-	-	-	-	-
[Shareholders' equity]											
Capital surplus	-	-	-	-	-	-	-	-	-	-	-
Treasury stock	-	-	-	-	-	-	-	-	-	-	-
Total shareholders' equity	-	-	-	-	-	-	-	-	-	-	-
Total liabilities and shareholders' equity	-	-	-	-	-	-	-	-	-	-	-
[Net assets]											
Total shareholders' equity	44,970	56,447	63,152	58,689	64,370	66,049	66,718	65,593	70,228	75,719	78,521
Capital surplus	29,915	32,626	33,039	33,239	33,239	33,239	33,239	33,239	33,239	33,239	33,239
Treasury stock	(8,138)	(8,155)	(8,015)	(13,141)	(13,143)	(15,846)	(15,848)	(18,134)	(18,140)	(18,145)	(21,448)
Total accumulated other comprehensive income	157	(2,787)	(3,803)	(4,732)	(6,362)	(6,697)	(3,889)	(1,717)	1,102	(550)	(747)
Minority interests in consolidated subsidiaries	16	-	-	-	-	-	-	-	-	-	-
Total net assets	45,144	53,660	59,349	53,956	58,007	59,352	62,828	63,875	71,331	75,168	77,774
Total liabilities and net assets	91,478	93,606	106,210	86,621	90,408	98,247	104,365	96,611	100,773	113,057	118,897

Results by Business Segments

Millions of Yen

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	
Sales												
b r e a k d o w n	Digital Contents			47,256	74,297	59,809	63,636	65,824	45,351	52,577	58,704	
	(A) Package (100 million yen)			-	613	441	407	433	262	312	337	
	(B) Digital download contents (100 million yen)			-	24	28	52	97	90	109	155	
	Consumer (A) + (B) (100 million yen)			387	637	469	459	530	352	421	492	
	Mobile Contents (100 million yen)			35	40	63	110	65	41	33	38	
	PC Other (100 million yen)			50	65	66	67	63	60	71	57	
	Home Video Games	43,813	51,679	62,892								
	Amusement Operations	13,043	13,406	13,509	11,985	11,621	11,729	10,944	10,620	9,241	9,056	9,525
	Amusement Equipments				4,545	7,903	7,663	16,783	23,160	7,540	13,343	16,856
	Contents Expansion	7,102	8,525	4,628								
Arcade Games sales	8,021	6,538	8,023									
Other	2,561	2,947	2,824	3,049	3,893	2,862	2,711	2,594	2,144	2,043	2,083	
Total sales	74,542	83,097	91,878	66,837	97,716	82,065	94,075	102,200	64,277	77,021	87,170	
Profit												
Digital Contents				8,580	13,865	12,887	7,062	4,489	10,208	12,167	11,096	
Home Video Games	8,055	11,609	16,392									
Arcade Operations	2,009	753	224	590	1,131	1,787	1,709	1,617	940	699	752	
Amusement Equipments				(347)	2,638	890	4,892	7,131	2,736	2,812	5,106	
Contents Expansion	1,624	2,633	(230)									
Arcade Games Sales	1,369	1,182	1,758									
Other	(439)	468	1,053	1,016	1,098	877	740	1,001	1,001	511	969	
Total profit	9,602	13,121	14,618	5,587	14,295	12,318	10,151	10,299	10,582	12,029	13,650	
Operating Margin (%)												
Digital Contents				18.2	18.7	21.5	11.1	6.8	22.5	23.1	18.9	
Home Video Games	18.4	22.5	26.1									
Arcade Operations	15.4	5.6	1.7	4.9	9.7	15.2	15.6	15.2	10.2	7.7	8.9	
Amusement Equipments				(7.6)	33.4	11.6	29.1	30.8	36.3	21.1	30.3	
Contents Expansion	22.9	30.9	-									
Arcade Games Sales	17.1	18.1	21.9									
Other	(17.1)	15.9	37.3	33.3	28.2	30.6	27.3	38.6	30.8	25.0	46.5	
Total margin (%)	12.9	15.8	15.9	8.4	14.6	15.0	10.8	10.1	16.5	15.6	15.7	

Sales by Region

Millions of Yen

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Japan	50,074	56,457	54,193	47,269	67,033	57,899	65,873	86,532	50,877	57,737	55,804
North America	15,450	15,769	21,851	10,825	19,340	15,867	17,377	10,179	8,678	12,384	20,018
Europe	8,090	9,782	14,167	7,813	9,966	6,930	9,406	4,320	3,413	5,221	9,007
Other	927	1,060	1,665	928	1,376	1,368	1,417	1,167	1,308	1,681	2,340

Dividend Information

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Dividend per Share (Yen)	30	30	35	35	40	40	40	40	40	40	50
Dividend Yield (%)	1.8	0.9	2.0	2.0	2.5	2.1	2.7	2.0	1.7	1.5	2.3
Payout Ratio (%)	27.9	22.6	26.7	98.0	30.5	34.5	77.5	65.5	34.0	29.0	31.2

Major Financial information

Millions of Yen

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Promotional Expense	5,516	5,693	6,816	5,299	7,046	5,639	6,875	4,269	2,798	3,832	4,764
Capital Expenditure	3,804	3,166	2,061	1,636	1,725	2,240	3,077	2,252	5,564	5,937	2,622
Depreciation	2,774	3,393	4,143	3,368	3,315	3,123	3,406	4,638	3,535	5,712	5,980
R&D Investment											
R&D Investment Cost	13,068	18,458	19,744	19,126	26,086	30,648	30,978	26,691	25,301	27,255	27,720
Technical R&D Cost	1,828	2,972	2,329	2,125	2,924	2,236	1,982	2,002	823	1,074	695
Foreign Exchange Rate (as of end of the year)											
USD/¥	118	100	98	93	83	82	94	102	120	112	112
Euro/¥	157	158	129	124	117	109	120	141	130	127	119
Number of Employees											
Consolidated	1,320	1,506	1,813	1,930	2,089	2,265	2,476	2,601	2,681	2,839	2,811
Consolidated Developers	728	809	1,047	1,132	1,339	1,455	1,623	1,808	1,902	2,052	1,994

Financial Index

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
R&D investment cost (Millions of yen)	13,068	18,458	19,744	19,126	26,150	30,648	30,978	26,691	25,301	27,255	27,720
Capital expenditure (Millions of yen)	3,804	3,166	2,061	1,636	1,725	2,240	3,077	2,252	5,564	5,937	2,622
Depreciation and amortization (Millions of yen)	2,774	3,393	4,143	3,368	3,315	3,123	3,406	4,638	3,535	5,712	5,980
Interest-bearing debt (Millions of yen)	4,591	3,485	20,834	17,567	7,356	13,405	17,195	7,050	10,992	12,608	16,111
Return on equity (%)	13.8	15.8	14.3	3.8	13.8	11.5	4.9	5.4	9.8	10.6	11.6
Return on assets (%)	6.2	8.4	8.1	2.3	8.8	7.1	2.9	3.4	6.7	7.2	7.7
Net worth ratio (%)	49.3	57.3	55.9	62.3	64.2	60.4	60.2	66.1	70.8	66.5	65.4
Creditors' equity to total assets (%)	50.7	42.7	44.1	37.7	35.8	39.6	39.8	33.9	29.2	33.5	34.6
Current ratio (%)	304.3	179.5	205.1	243.2	269.2	255.9	240.8	260.3	380.7	339.6	285.0
Quick ratio (Acid-test ratio) (%)	235.2	134.8	147.1	143.4	187.2	143.3	135.4	187.3	233.1	171.4	149.1
Cash equivalent ratio (%)	177.3	94.1	74.5	118.5	140.3	84.4	98.8	116.3	186.7	127.2	81.8
Fixed ratio (%)	69.5	58.0	46.2	46.9	40.1	39.1	43.8	47.1	49.2	49.4	43.0
Debt-equity ratio (%)	102.6	74.4	79.0	60.5	55.9	65.5	66.1	51.2	41.3	50.4	52.9
Total assets turnover (times)	0.8	0.9	0.9	0.8	1.1	0.8	0.9	1.1	0.7	0.7	0.7
Sales equity ratio (times)	1.7	1.5	1.5	1.2	1.7	1.4	1.5	1.6	0.9	1.0	1.1
Receivables turnover (times)	6.2	6.5	3.3	10.6	8.4	4.7	8.0	5.6	8.0	7.8	4.3
Accounts payable turnover (times)	10.1	11.4	5.7	12.2	10.7	6.8	8.9	6.1	9.4	9.5	7.9
Inventory turnover (times)	6.0	8.8	5.4	3.9	7.7	3.2	4.1	7.6	3.1	2.5	2.4
Fixed asset turnover ratio (times)	2.4	2.4	3.4	2.6	4.2	3.5	3.4	3.4	1.8	2.1	2.6
Interest coverage ratio (times)	237.3	103.7	-	86.9	155.8	-	62.4	136.8	50.2	36.5	22.8
Price earnings ratio (times)	15.7	25.6	13.3	49.5	12.1	16.3	28.6	32.0	20.3	19.9	13.5

Business Segment Information – Digital Contents

●Sales Units Shipped <platform>

		Tousand Units										
		2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Playstation 2	Titles (SKU)	46	29	10	10	1	-	-	-	-	-	-
	Sub total	4,100	3,100	1,550	600	300	200	100	-	-	-	-
Playstation 3	Titles (SKU)	-	8	15	11	11	25	21	17	13	19	16
	Sub total	-	1,750	4,450	2,700	6,200	6,200	7,100	4,200	2,450	3,500	4,700
Playstation 4	Titles (SKU)	20	16	18	20	11	9	4	0	5	8	5
	Sub total	2,700	3,150	3,250	2,400	6,200	1,900	600	200	250	300	150
PSP	Titles (SKU)	1	-	-	-	-	-	-	-	-	-	-
	Sub total	300	140	100	-	-	-	-	-	-	-	-
Game Cube	Titles (SKU)	3	13	14	8	5	4	2	2	-	-	-
	Sub total	100	2,930	1,700	3,200	1,400	650	700	350	150	100	0
Wii	Titles (SKU)	1	-	-	-	-	-	-	-	-	-	-
	Sub total	500	-	-	-	-	-	-	-	-	-	-
Wii U	Titles (SKU)	14	27	37	12	11	12	7	4	5	7	5
	Sub total	1,700	2,400	1,350	1,000	1,700	3,300	1,300	4,700	3,750	4,100	3,200
NintendoDS	Titles (SKU)	2	-	-	-	-	-	-	-	-	-	-
	Sub total	100	20	-	-	-	-	-	-	-	-	-
Nintendo 3DS	Titles (SKU)	3	10	12	8	11	16	8	11	7	6	9
	Sub total	2,700	1,620	4,300	1,700	4,200	3,200	3,700	2,950	1,200	650	2,100
Xbox	Titles (SKU)	-	3	4	3	3	2	4	5	3	4	6
	Sub total	-	490	600	900	500	250	500	300	200	250	250
Xbox 360	Titles (SKU)	90	106	110	72	53	68	46	39	33	44	41
	Sub total	12,200	15,600	17,300	12,500	20,500	15,700	14,000	12,700	8,000	8,900	10,400
Xbox One	Titles (SKU)	-	-	-	-	-	-	-	3	-	1	1
	Sub total	-	150	800	1,400	1,200	1,300	2,700	4,800	5,000	6,100	9,000
PC Others	Titles (SKU)	90	106	110	72	53	68	46	42	33	45	42
	Sub total	12,200	15,750	18,100	13,900	21,700	17,000	16,700	17,500	13,000	15,000	19,400
Package total	Titles (SKU)	-	-	-	-	-	-	-	-	-	-	-
	Sub total	-	-	-	-	-	-	-	-	-	-	-
Full-game download	Titles (SKU)	-	-	-	-	-	-	-	-	-	-	-
	Sub total	-	-	-	-	-	-	-	-	-	-	-
Total	Titles (SKU)	90	106	110	72	53	68	46	42	33	45	42
	Sub total	12,200	15,750	18,100	13,900	21,700	17,000	16,700	17,500	13,000	15,000	19,400

●Sales Units Shipped <distribution/catalog>

		Tousand Units										
		2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Distribution titles		1,200	1,650	1,350	1,000	650	1,250	550	1,400	750	750	600
Catalog titles		3,100	4,550	5,400	5,500	4,000	3,900	3,900	5,700	6,000	7,000	8,800

●Sales Units Shipped <geographic>

		Tousand Units										
		2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Japan		5,200	7,100	6,300	5,200	9,000	6,800	4,500	6,700	4,000	4,700	3,500
North America		4,300	4,700	6,000	3,600	6,000	5,100	5,400	3,800	2,400	2,600	4,300
Europe		2,400	3,450	4,500	3,400	5,000	3,300	3,600	1,900	1,300	1,200	2,200
Asia		300	350	500	300	500	500	500	300	300	400	400
Package total		12,200	15,600	17,300	12,500	20,500	15,700	14,000	12,700	8,000	8,900	10,400
Full-game download (global)		-	150	800	1,400	1,200	1,300	2,700	4,800	5,000	6,100	9,000
Total		12,200	15,750	18,100	13,900	21,700	17,000	16,700	17,500	13,000	15,000	19,400

●Major Titles

		2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Titles		Lost Planet 1,370 Dead Rising 1,220 Monster Hunter Freedom 2 1,220	Devil May Cry 4 2,320 Resident Evil 4 Wii edition 1,300 Resident Evil: The Umbrella Chronicles 1,060	Resident Evil 5 4,400 Street FighterIV 2,500 Monster Hunter Freedom Unite Monster Hunter Tri 1,150 Resident Evil 5 950	Monster Hunter Freedom Unite 1,350 Monster Hunter Tri 1,150 Resident Evil 5 950	Monster Hunter Freedom 3 4,600 Dead Rising 2 2,300 MARVEL VS. CAPCOM 3 2,000	Resident Evil: Operation Raccoon City 1,700 Monster Hunter 3G 1,600 Street Fighter X Tekken 1,400	Resident Evil 6 5,000 Dragon's Dogma 1,300 DmC Devil May Cry 1,200	Monster Hunter 4 4,100 Dead Rising 3 1,200 Resident Evil Revelations 1,200	Monster Hunter 4 Ultimate 3,400 Resident Evil Revelations2 1,100 Resident Evil (HD Remastered) 900	Monster Hunter X (Cross) 3,300 Street FighterV 1,400 Resident Evil Revelations2 850	Resident Evil 7 biohazard 3,500 Monster Hunter XX (Double Cross) 1,700 Monster Hunter X (Cross) (catalog sales) 1,000

●Number of Mobile Contents Titles

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Mobile Contents	-	-	-	7	18	26	30	28	10	10	14

Business Segment Information – Arcade Operations

●Year-over-year Ratio of Existing Stores/Number of Stores

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Year-over-year Ratio of Existing Stores (%)	96	86	85	86	99	101	95	95	90	96	102
Opened (Stores)	6	9	6	0	0	0	0	1	1	4	3
Closed (Stores)	3	0	8	2	1	0	3	2	1	3	1
Total (Stores)	33	42	40	38	37	37	34	33	33	34	36

Business Segment Information –Amusement Equipments

●Unit Sales for Major Pachislo Machine

	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3
Titles	-	-	1	2	1	1	1	2	1	2	3
Units (thousand units)	-	-	0.5	3.6	16	7	48	71	24	42	57
Major title	-	-	Chun-Li ni makase china	Vampire VIEWTIFUL JOE	Sengoku BASARA2	Street FighterIV	Resident Evil 5	Monster Hunter DEVIL MAY CRY4	Sengoku BASARA3	Resident Evil 6 ASURA'S WRATH	Super Street Fighter IV Devil May Cry X (Cross) Monster Hunter Kyoryu Sensen