

DATA BOOK

FY ended March 2008 - FY ended March 2018
(11 - Year Summary)

CAPCOM CO., LTD.

<http://www.capcom.co.jp/ir/english/>

CAPCOM

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Consolidated Statements of Income

Millions of Yen

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Net Sales	83,097	91,878	66,837	97,716	82,065	94,075	102,200	64,277	77,021	87,170	94,515
Cost of sales	50,560	55,052	42,339	60,371	49,609	61,911	72,251	38,379	47,175	56,438	59,895
Gross profit	32,594	36,917	24,497	37,344	32,456	32,163	29,949	25,898	29,846	30,731	34,619
Margin (%)	39.2	40.1	36.7	38.2	39.5	34.2	29.3	40.3	38.8	35.3	36.6
Selling, general and administrative expenses	19,473	22,299	19,133	23,009	20,150	21,942	19,749	15,403	17,816	17,080	18,582
Operating income	13,121	14,618	5,587	14,295	12,318	10,151	10,299	10,582	12,029	13,650	16,037
Margin (%)	15.8	15.9	8.4	14.6	15.0	10.8	10.1	16.5	15.6	15.7	17.0
Non-operating income	1,416	1,077	631	231	289	1,105	1,122	664	304	192	219
Non-operating expenses	2,269	1,887	687	1,664	788	312	475	396	985	1,253	1,002
Ordinary Income	12,267	13,808	5,530	12,861	11,819	10,944	10,946	10,851	11,346	12,589	15,254
Margin (%)	14.8	15.0	8.3	13.2	14.4	11.6	10.7	16.9	14.7	14.4	16.1
Special gains	762	174	233	226	8	-	-	-	-	-	-
Special losses	1,068	1,534	4,639	2,281	402	7,224	5,630	150	197	99	104
Net income before income taxes	11,962	12,448	1,124	10,807	11,425	3,719	5,315	10,701	11,150	12,489	15,149
Margin (%)	14.4	13.5	1.7	11.1	13.9	4.0	5.2	16.7	14.5	14.3	16.0
Income taxes-current	1,040	2,125	1,299	4,654	3,513	2,968	950	1,146	6,377	1,832	4,617
Income taxes from previous year	-	-	(1,761)	-	-	-	-	-	-	-	-
Income taxes-deferred	3,131	2,258	(582)	(1,598)	1,188	(2,222)	920	2,937	(2,972)	1,777	(405)
Minority interests in income (loss) of consolidated subsidiaries	(16)	-	-	-	-	-	-	-	-	-	-
Net income (loss) attributable to owners of the parent	7,807	8,063	2,167	7,750	6,723	2,973	3,444	6,616	7,745	8,879	10,937
Margin (%)	9.4	8.8	3.2	7.9	8.2	3.2	3.4	10.3	10.1	10.2	11.6

Per Share Data

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Dividends (Yen)	30	35	35	40	40	40	40	40	40	50	60
Net income (loss) per share (Yen)	132.90	130.98	35.71	131.18	116.10	51.64	61.11	117.67	137.75	160.35	99.89
Net asset per share (Yen)	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	780.18

*With an effective date of April 1, 2018, Capcom performed a 2-for-1 stock split of its common stock. Capcom calculated "Net income per share" and "Net assets per share" for the year ended March 31, 2018 assuming that the stock split was implemented with an effective date of April 1, 2017.

Consolidated Statements of Cash Flows

Millions of Yen

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Cash flows from operating activities	7,452	(551)	14,320	22,392	(7,672)	6,647	13,201	4,286	4,347	3,200	34,721
Cash flows from investing activities	(3,374)	(2,715)	(1,618)	(2,046)	(4,794)	(1,375)	(6,155)	(5,496)	(1,639)	(3,628)	(2,847)
Cash flows from financing activities	(2,448)	(342)	(10,747)	(12,919)	587	1,162	(15,099)	1,278	(1,115)	(3,130)	(9,577)
Cash and cash equivalents at end of year	32,763	28,611	29,815	35,011	22,287	31,522	26,118	27,998	28,429	24,337	46,539

Consolidated Balance Sheets (Assets)

Millions of Yen

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
【Assets】											
Current assets	62,505	78,806	61,303	67,176	75,038	76,841	66,506	65,659	75,917	85,480	95,712
Work-in-progress for game software	6,241	10,432	14,333	10,443	22,373	18,888	10,355	16,833	24,825	30,150	25,635
Fixed assets	31,101	27,404	25,318	23,232	23,208	27,523	30,104	35,113	37,140	33,417	29,861
(Tangible fixed assets)	15,253	15,217	14,049	13,532	12,844	13,258	13,577	17,328	20,825	20,768	20,767
(Intangible fixed assets)	4,091	3,574	3,227	3,071	3,911	7,909	7,368	10,668	8,135	2,843	725
Online contents in progress	-	-	-	-	-	-	4,547	7,895	2,395	-	-
(Investments and other assets)	11,755	8,612	8,040	6,628	6,452	6,355	9,159	7,117	8,179	9,804	8,338
Total Assets	93,606	106,210	86,621	90,408	98,247	104,365	96,611	100,773	113,057	118,897	125,573

Consolidated Balance Sheets (Liabilities and Shareholders' Equity)

Millions of Yen

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
【Current liabilities】											
Current liabilities	34,818	38,415	25,211	24,950	29,327	31,905	25,547	17,246	22,355	29,994	27,037
Long-term liabilities	5,128	8,445	7,453	7,450	9,567	9,630	7,187	12,195	15,532	11,128	13,115
Total liabilities	39,946	46,861	32,665	32,400	38,895	41,536	32,735	29,442	37,888	41,122	40,152
Minority interests in consolidated subsidiaries	-	-	-	-	-	-	-	-	-	-	-
【Shareholders' equity】											
Capital surplus	-	-	-	-	-	-	-	-	-	-	-
Treasury stock	-	-	-	-	-	-	-	-	-	-	-
Total shareholders' equity	-	-	-	-	-	-	-	-	-	-	-
Total liabilities and shareholders' equity	-	-	-	-	-	-	-	-	-	-	-
【Net assets】											
Total shareholders' equity	56,447	63,152	58,689	64,370	66,049	66,718	65,593	70,228	75,719	78,521	86,716
Capital surplus	32,626	33,039	33,239	33,239	33,239	33,239	33,239	33,239	33,239	33,239	33,239
Treasury stock	(8,155)	(8,015)	(13,141)	(13,143)	(15,846)	(15,848)	(18,134)	(18,140)	(18,145)	(21,448)	(21,454)
Total accumulated other comprehensive income	(2,787)	(3,803)	(4,732)	(6,362)	(6,697)	(3,889)	(1,717)	1,102	(550)	(747)	(1,295)
Minority interests in consolidated subsidiaries	-	-	-	-	-	-	-	-	-	-	-
Total net assets	53,660	59,349	53,956	58,007	59,352	62,828	63,875	71,331	75,168	77,774	85,421
Total liabilities and net assets	93,606	106,210	86,621	90,408	98,247	104,365	96,611	100,773	113,057	118,897	125,573

Results by Business Segments

Millions of Yen

		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	
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	74,141	
	(A) Package (100 million yen)			-	613	441	407	433	262	312	337	383	
	(B) Digital download contents (100 million yen)			-	24	28	52	97	90	109	155	269	
	Consumer (A) + (B) (100 million yen)			387	636	469	459	530	352	421	492	652	
	Mobile Contents (100 million yen)			35	40	63	110	65	41	33	38	41	
	PC Other (100 million yen)			50	65	66	67	63	60	71	57	48	
	Home Video Games	51,679	62,892										
	Amusement Operations	13,406	13,509	11,985	11,621	11,729	10,944	10,620	9,241	9,056	9,525	10,231	
	Amusement Equipments			4,545	7,903	7,663	16,783	23,160	7,540	13,343	16,856	7,803	
	Contents Expansion	8,525	4,628										
Arcade Games sales	6,538	8,023											
Other	2,947	2,824	3,049	3,893	2,862	2,711	2,594	2,144	2,043	2,083	2,338		
Total sales	83,097	91,878	66,837	97,716	82,065	94,075	102,200	64,277	77,021	87,170	94,515		
Profit													
Digital Contents			8,580	13,865	12,887	7,062	4,489	10,208	12,167	11,096	19,103		
Home Video Games	11,609	16,392											
Arcade Operations	753	224	590	1,131	1,787	1,709	1,617	940	699	752	879		
Amusement Equipments			(347)	2,638	890	4,892	7,131	2,736	2,812	5,106	(764)		
Contents Expansion	2,633	(230)											
Arcade Games Sales	1,182	1,758											
Other	468	1,053	1,016	1,098	877	740	1,001	661	511	969	1,126		
Total profit	13,121	14,618	5,587	14,295	12,318	10,151	10,299	10,582	12,029	13,650	16,037		
Operating Margin (%)													
Digital Contents			18.2	18.7	21.5	11.1	6.8	22.5	23.1	18.9	25.8		
Home Video Games	22.5	26.1											
Arcade Operations	5.6	1.7	4.9	9.7	15.2	15.6	15.2	10.2	7.7	7.9	8.6		
Amusement Equipments			(7.6)	33.4	11.6	29.1	30.8	36.3	21.1	30.3	-		
Contents Expansion	30.9	(5.0)											
Arcade Games Sales	18.1	21.9											
Other	15.9	37.3	33.3	28.2	30.6	27.3	38.6	30.8	25.0	46.5	48.2		
Total margin (%)	15.8	15.9	8.4	14.6	15.0	10.8	10.1	16.5	15.6	15.7	17.0		

Sales by Region

Millions of Yen

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Japan	56,457	54,193	47,269	67,033	57,899	65,873	86,532	50,877	57,737	55,804	52,253
North America	15,796	21,851	10,825	19,340	15,867	17,377	10,179	8,678	12,384	20,018	24,154
Europe	9,782	14,167	7,813	9,966	6,930	9,406	4,320	3,413	5,221	9,007	12,035
Other	1,060	1,665	928	1,376	1,368	1,417	1,167	1,308	1,681	2,340	6,072

Dividend Information

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Dividend per Share (Yen)	30	35	35	40	40	40	40	40	40	50	60
Dividend Yield (%)	0.9	2.0	2.0	2.5	2.1	2.7	2.0	1.7	1.5	2.3	2.6
Payout Ratio (%)	22.6	26.7	98.0	30.5	34.5	77.5	65.5	34.0	29.0	31.2	30.0

Major Financial information

Millions of Yen

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Promotional Expense	5,693	6,816	5,299	7,046	5,639	6,875	4,269	2,798	3,832	4,764	5,579
Capital Expenditure	3,166	2,061	1,636	1,725	2,240	3,077	2,252	5,564	5,937	2,622	2,918
Depreciation	3,393	4,143	3,368	3,315	3,123	3,406	4,638	3,535	5,712	5,980	4,706
R&D Investment											
R&D Investment Cost	18,458	19,744	19,126	26,086	30,648	30,978	26,691	25,301	27,255	27,720	29,077
Technical R&D Cost	2,972	2,329	2,125	2,924	2,236	1,982	2,002	823	1,073	695	1,189
Foreign Exchange Rate (as of end of the year)											
USD/¥	100	98	93	83	82	94	102	120	112	112	106
Euro/¥	158	129	124	117	109	120	141	130	127	119	130
Number of Employees											
Consolidated	1,506	1,813	1,930	2,089	2,265	2,476	2,601	2,681	2,839	2,811	2,952
Consolidated Developers	809	1,047	1,132	1,339	1,455	1,623	1,808	1,902	2,052	1,994	2,141

Financial Index

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
R&D investment cost (Millions of yen)	18,458	19,744	19,126	26,086	30,648	30,978	26,691	25,301	27,255	27,720	29,077
Capital expenditure (Millions of yen)	3,166	2,061	1,636	1,725	2,240	3,077	2,252	5,564	5,937	2,622	2,918
Depreciation and amortization (Millions of yen)	3,393	4,143	3,368	3,315	3,123	3,406	4,638	3,535	5,712	5,980	4,706
Interest-bearing debt (Millions of yen)	3,485	20,834	17,567	7,356	13,405	17,195	7,050	10,992	12,608	16,111	9,788
Return on equity (%)	15.8	14.3	3.8	13.8	11.5	4.9	5.4	9.8	10.6	11.6	13.4
Return on assets (%)	8.4	8.1	2.3	8.8	7.1	2.9	3.4	6.7	7.2	7.7	8.9
Net worth ratio (%)	57.3	55.9	62.3	64.2	60.4	60.2	66.1	70.8	66.5	65.4	68.0
Creditors' equity to total assets (%)	42.7	44.1	37.7	35.8	39.6	39.8	33.9	29.2	33.5	34.6	32.0
Current ratio (%)	179.5	205.1	243.2	269.2	255.9	240.8	260.3	380.7	339.6	285.0	354.0
Quick ratio (Acid-test ratio) (%)	134.8	147.1	143.4	187.2	143.3	135.4	187.3	233.1	171.4	149.1	220.0
Cash equivalent ratio (%)	94.1	74.5	118.5	140.3	84.4	98.8	116.3	186.7	127.2	81.8	172.1
Fixed ratio (%)	58.0	46.2	46.9	40.1	39.1	43.8	47.1	49.2	49.4	43.0	35.0
Debt-equity ratio (%)	74.4	79.0	60.5	55.9	65.5	66.1	51.2	41.3	50.4	52.9	47.0
Total assets turnover (times)	0.9	0.9	0.8	1.1	0.8	0.9	1.1	0.7	0.7	0.7	0.8
Sales equity ratio (times)	1.5	1.5	1.2	1.7	1.4	1.5	1.6	0.9	1.0	1.1	1.1
Receivables turnover (times)	6.5	3.3	10.6	8.4	4.7	8.0	5.6	8.0	7.8	4.3	7.3
Accounts payable turnover (times)	11.4	5.7	12.2	10.7	6.8	8.9	6.1	9.4	9.5	7.9	17.3
Inventory turnover (times)	8.8	5.4	3.9	7.7	3.2	4.1	7.6	3.1	2.5	2.4	3.2
Fixed asset turnover ratio (times)	2.4	3.4	2.6	4.2	3.5	3.4	3.4	1.8	2.1	2.6	3.2
Interest coverage ratio (times)	103.7	-	86.9	155.8	-	62.4	136.8	50.2	36.5	22.8	337.2
Price earnings ratio (times)	25.6	13.3	49.5	12.1	16.3	28.6	32.0	20.3	19.9	13.5	23.0

Business Segment Information – Digital Contents

●Sales Units Shipped <platform>

Thousand Units

		2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
PlayStation 2	Titles (SKU)	29	10	10	1	-	-	-	-	-	-	-
	Sub total	3,100	1,550	600	300	200	100	-	-	-	-	-
PlayStation 3	Titles (SKU)	8	15	11	11	25	21	17	13	19	16	14
	Sub total	1,750	4,450	2,700	6,200	6,200	7,100	4,200	2,450	3,500	4,700	8,250
PSP	Titles (SKU)	16	18	20	11	9	4	0	5	8	5	1
	Sub total	3,150	3,250	2,400	6,200	1,900	600	200	250	300	150	0
Game Cube	Titles (SKU)	-	-	-	-	-	-	-	-	-	-	-
	Sub total	140	100	-	-	-	-	-	-	-	-	-
Wii, Wii U	Titles (SKU)	13	14	8	5	4	2	2	-	-	-	7
	Sub total	2,930	1,700	3,200	1,400	650	700	350	150	100	0	1,100
Game Boy	Titles (SKU)	-	-	-	-	-	-	-	-	-	-	-
	Sub total	-	-	-	-	-	-	-	-	-	-	-
Nintendo DS	Titles (SKU)	27	37	12	11	12	7	4	5	7	5	8
	Sub total	2,400	1,350	1,000	1,700	3,300	1,300	4,700	3,750	4,100	3,200	450
Xbox	Titles (SKU)	-	-	-	-	-	-	-	-	-	-	-
	Sub total	20	-	-	-	-	-	-	-	-	-	-
Xbox 360	Titles (SKU)	10	12	8	11	16	8	11	7	6	9	9
	Sub total	1,620	4,300	1,700	4,200	3,200	3,700	2,950	1,200	650	2,100	1,350
Xbox One	Titles (SKU)	3	4	3	3	2	4	5	3	4	6	2
	Sub total	490	600	900	500	250	500	300	200	250	250	350
PC Others	Titles (SKU)	3	4	3	3	2	4	5	3	4	6	2
	Sub total	490	600	900	500	250	500	300	200	250	250	350
Package total	Titles (SKU)	106	110	72	53	68	46	39	33	44	41	41
	Sub total	15,600	17,300	12,500	20,500	15,700	14,000	12,700	8,000	8,900	10,400	11,500
Full-game download	Titles (SKU)	-	-	-	-	-	-	3	-	1	1	9
	Sub total	150	800	1,400	1,200	1,300	2,700	4,800	5,000	6,100	9,000	12,900
Total	Titles (SKU)	106	110	72	53	68	46	42	33	45	42	50
	Sub total	15,750	18,100	13,900	21,700	17,000	16,700	17,500	13,000	15,000	19,400	24,400

●Sales Units Shipped <distribution/catalog>

Thousand Units

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Distribution titles	1,650	1,350	1,000	650	1,250	550	1,400	750	750	600	300
Catalog titles	4,550	5,400	5,500	4,000	3,900	3,900	5,700	6,000	7,000	8,800	24,100

●Sales Units Shipped <geographic>

Thousand Units

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Japan	7,100	6,300	5,200	9,000	6,800	4,500	6,700	4,000	4,700	3,500	3,400
North America	4,700	6,000	3,600	6,000	5,100	5,400	3,800	2,400	2,600	4,300	4,300
Europe	3,450	4,500	3,400	5,000	3,300	3,600	1,900	1,300	1,200	2,200	2,900
Asia	350	500	300	500	500	500	300	300	400	400	900
Package total	15,600	17,300	12,500	20,500	15,700	14,000	12,700	8,000	8,900	10,400	11,500
Full-game download (global)	150	800	1,400	1,200	1,300	2,700	4,800	5,000	6,100	9,000	12,900
Total	15,750	18,100	13,900	21,700	17,000	16,700	17,500	13,000	15,000	19,400	24,400

●Major Titles

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Titles	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 2,200	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) 1,000	Monster Hunter: World 7,900 Resident Evil 7 biohazard 1,600 Marvel vs. Capcom: Infinite 1,000

●Number of Mobile Contents Titles

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Mobile Contents	-	-	7	18	26	30	28	10	10	14	19

Business Segment Information – Arcade Operations

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

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Year-over-year Ratio of Existing Stores (%)	86	85	86	99	101	95	95	90	96	102	102
Opened (Stores)	9	6	0	0	0	0	1	1	4	3	2
Closed (Stores)	0	8	2	1	0	3	2	1	3	1	2
Total (Stores)	42	40	38	37	37	34	33	33	34	36	36

Business Segment Information –Amusement Equipments

●Unit Sales for Major Pachislo Machine

	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Titles	-	1	2	1	1	1	2	1	2	3	2
Units (thousand units)	-	0.5	3.6	16	7	48	71	24	42	57	22
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	Phoenix Wright: Ace Attorney Resident Evil: Revelations