



**Capcom Co., Ltd.**  
**(Tokyo Stock Exchange,  
First Section, 9697)**

**Financial Highlights**  
**in Fiscal Year ended March 31, 2014**

# Forward-looking Statements

**Strategies, plans, outlooks and other statements that are not historical facts are based on assumptions that use information currently available and reasonable judgments. Actual performance may be significantly different from these statements for a number of reasons.**

**In the entertainment industry, which includes Capcom, performance may be highly volatile because of diversifying user needs and other changes in market conditions. Items that can affect Capcom's performance include: (1) the number of hit titles and sales volume in the Home Video Game Business, which accounts for the majority of sales; (2) progress in developing home video games; (3) the popularity of home video game consoles; (4) sales outside Japan; (5) changes in stock prices and exchange rates; (6) alliances with other companies concerning product development, sales and other operations; and (7) changes in market conditions. Please note that this is not a complete list of factors that can influence Capcom's operating results.**

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# 1. Consolidated Statements of Income

# 1-1. Consolidated Statements of Income

## ■ Results in FY3/13 vs. FY3/14

(Million yen)

	2013/3	2014/3	Difference
Net sales	94,075	102,200	8,125
Operating income	10,151	10,299	148
Ordinary income	10,944	10,946	2
Net income	2,973	3,444	471

- Sales and earnings were higher, but operating income was flat mainly because of lower profitability of Mobile Contents and PC Others
- Special loss of 5,630 million yen, including loss on restructuring
- Earnings per share of common stock was 61.11 yen

# 1-1. Consolidated Statements of Income

## ■ FY3/14 Plan vs. Results

(Million yen)

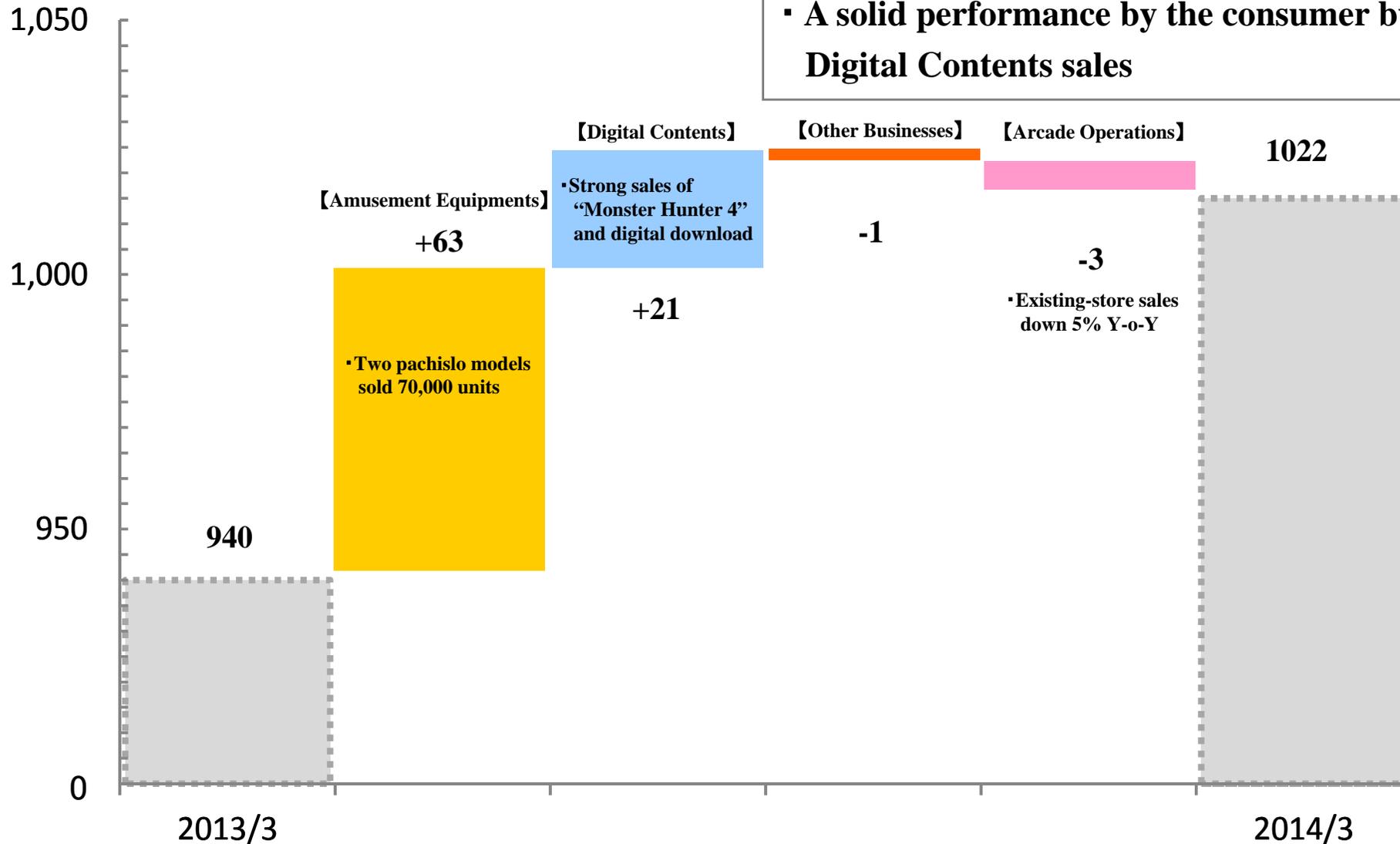
	2014/3Plan	2014/3	Difference
Net sales	101,500	102,200	700
Operating income	10,000	10,299	299
Ordinary income	10,500	10,946	446
Net income	3,300	3,444	144

■ Performance was generally in line with the revised forecast announced on March 31, 2014

# 1-2. Point of Consolidated Statements of Income (1)

## 2014/3 Net Sales

(100 Million Yen)



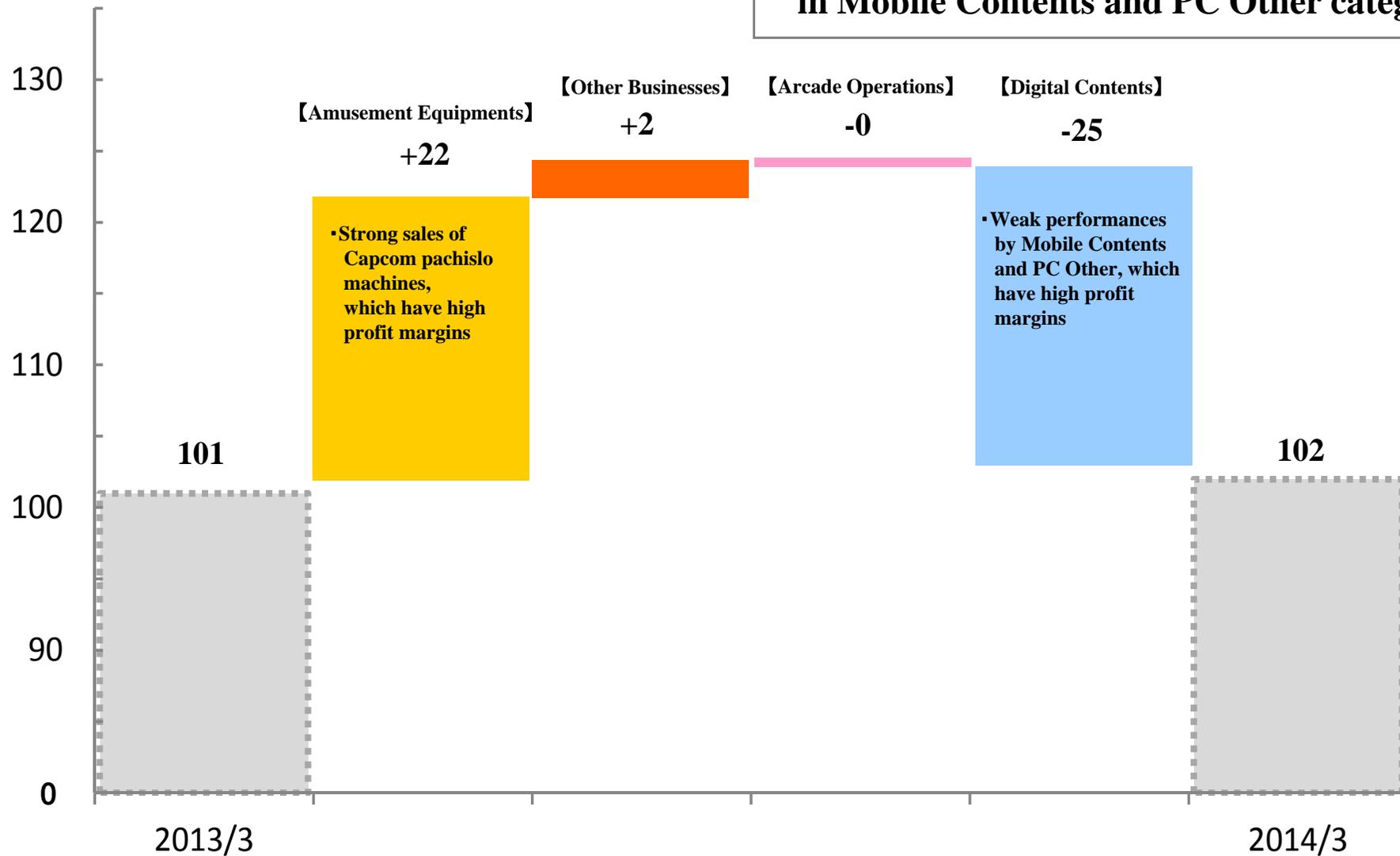
- Big increase in Amusement Equipments sales because of higher pachislo machine sales
- A solid performance by the consumer business raised Digital Contents sales

# 1-2. Point of Consolidated Statements of Income (2)

## ■ 2014/3 Operating Income

(100 Million Yen)

- Big increase in Amusement Equipments earnings
- In Digital Contents, earnings down due to weakness in Mobile Contents and PC Other categories



## 2. Consolidated Balance Sheets

## 2. Point of Consolidated Balance Sheets

### ■ Major Changes in Balance Sheet Items

(Million yen)

	2013/3	2014/3	Difference
Notes and accounts receivable, trade	11,687	18,134	6,447
Work-in-progress for game software	18,888	10,355	-8,533

#### (1) Notes and accounts receivable, trade

- Increased due to launch of new pachislo machine at end of this fiscal year

#### (2) Work-in-progress for game software

- Down because of the introduction of major titles and the reduction in outsourcing expenses

(Million yen)

	2013/3	2014/3	Difference
Short-term borrowings	11,194	4,050	-7,144

#### (3) Short-term borrowings

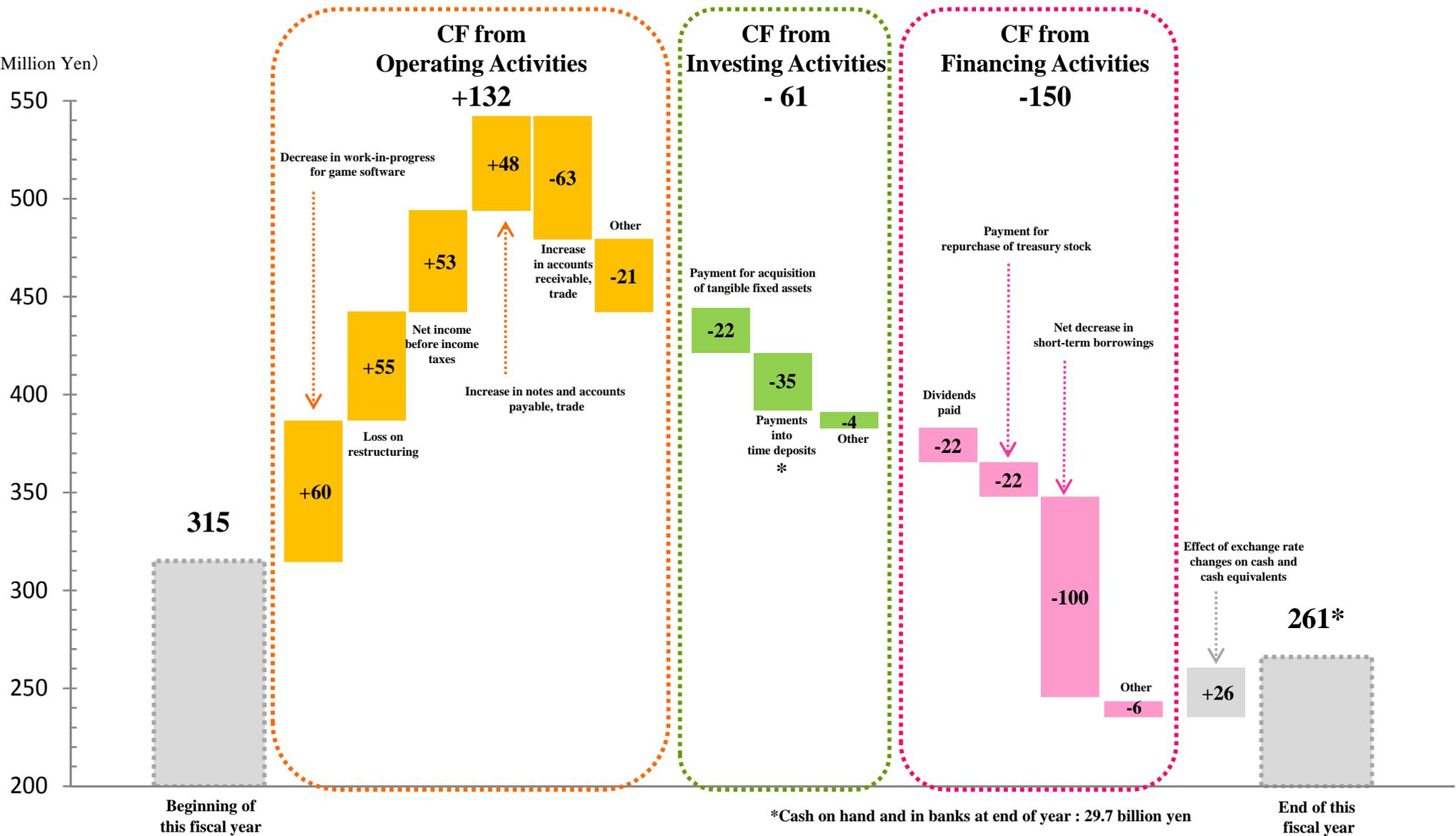
- Loans were repaid in association with the growth in sales

# 3. Consolidated Cash Flows

# 3. Point of Consolidated Cash Flows

## 2014/3 Consolidated Cash Flows

(100 Million Yen)



## 4. Business Segments

## 4-1. Digital Contents

## 4-1. Digital Contents (1)

**Major titles performed well in packaged software  
DLC sales showed large increase**

### ■ Digital Contents Highlights (Consumer)

• **Popularity of major titles propels sales above the plan**

⇒ “Monster Hunter 4” shipments totaled 4.1 million units

⇒ Shipments of “Dead Rising 3”  
for next-generation consoles approaching 1.2 million units



“Monster Hunter 4”

• **Higher sales of full-game digital contents and add-on DLC**

⇒ Full-game digital download sales were much higher with growth backed by  
“Monster Hunter 4” and other titles

⇒ Add-on DLC sales were strong, too

⇒ Big increase in share of the Consumer business sales to 18%

## 4-1. Digital Contents (2)

**Shipments of flagship title “Monster Hunter 4”  
reach 4.1 million units**

### ■ FY2014 Sales of Major Titles (Consumer)

(Thousand units)

Platform	Title	Region	Date	Result
3DS	Monster Hunter 4	Japan	2013/9/14	4,100
Xbox One	Dead Rising 3	North America	2013/11/22	1,200
		Europe	2013/11/22	
PS3 Xbox 360 Wii U PC	Resident Evil Revelations	Japan	2013/5/23	1,200
		North America	2013/5/21	
		Europe	2013/5/24	

\* Result includes the units of download sales

\*Japan includes sales in other Asian countries

## 4-1. Digital Contents (3)

**Popularity of “Monster Hunter 4” and reinforcement of digital download activities raised sales volume**

### ■ FY3/14 Unit Sales (Consumer)

(Thousand units)

	2012/3	2013/3	2014/3	Difference
<b>Titles</b>	<b>68</b>	<b>46</b>	<b>42</b>	<b>-4</b>
<b>Package</b>				
Japan	6,800	4,500	6,700	2,200
North America	5,100	5,400	3,800	-1,600
Europe	3,300	3,600	1,900	-1,700
Asia	500	500	300	-200
Package Total	15,700	14,000	12,700	-1,300
<b>digital download contents</b>				
Full-game	1,300	2,700	4,800	2,100
<b>Total</b>	<b>17,000</b>	<b>16,700</b>	<b>17,500</b>	<b>800</b>

## 4-1. Digital Contents (4)

### Mobile Contents and PC Other fell short of the plan

#### ■ Digital Contents Highlights (Mobile Contents)

- Sales of Capcom brand products were sluggish, although “Monster Hunter Hunting Quest” performed well
- Sales of Beeline brand products were supported by “Smurfs’ Village” but there were no new hit titles

#### ■ Digital Contents Highlights (PC Other)

- Contribution from distributing “Monster Hunter Frontier G” for multiple platforms was smaller than anticipated

## 4-1. Digital Contents (5)

**Consumer business posted higher sales  
but earnings were down mainly because of weakness  
in the Mobile Contents and PC Other**

### ■ Digital Contents Performance

(100 million yen)

	2012/3	2013/3	2014/3
Net sales	598	636	658
Operating income	128	70	44
Operating margin	21.5%	11.1%	6.8%
<b>(Composition)</b>			
Package	441	407	433
Digital Download Contents	28	52	97
Consumer total	469	459	530
Mobile Contents	63	110	65
PC Other	66	67	63

## 4-2. Arcade Operations

## 4-2. Arcade Operations

**Lower existing-arcade sales brought down total sales  
but earnings were steady thanks to rigorous cost management**

### ■ Arcade Operations Highlights

- **Strict control to make arcade operations more efficient**  
⇒ Sales for existing arcades (cumulative) down 5%  
from the previous fiscal year

### ■ Number of Arcades

	(Facilities)		
	2012/3	2013/3	2014/3
New arcades	0	0	1
Closing arcades	0	3	2
<b>Total</b>	<b>37</b>	<b>34</b>	<b>33</b>



“Amusement arcade in MARK IS SHIZUOKA”

### ■ Arcade Operations Performance

	(100 million yen)			
	2012/3	2013/3	2014/3	Difference
Net sales	117	109	106	-3
Operating income	17	17	16	-1
Operating margin	15.2%	15.6%	15.2%	-
Year-to-year ratio off existing stores	+1%	-5%	-5%	-

## 4-3. Amusement Equipments

## 4-3. Amusement Equipments (1)

**Two pachislo machines based on popular home video game series were very successful**

### ■ Pachinko&Pachislo Highlights

- **Two hit pachislo machines pushed sales above 70 thousand units**
  - ⇒ “Devil May Cry 4” sales were about 25 thousand units
  - ⇒ “Monster Hunter Gekka Raimei” sales were about 46 thousand units
- **The subcontracting business performed well, too**
  - ⇒ Pachinko machine “Pachinko CR Monster Hunter” was launched in March 2014
  - ⇒ Pachinko machine “CR Pachinko Shin Onimusha” was launched in March 2014



Pachislo Machine  
“Monster Hunter Gekka Raimei”

## 4-3. Amusement Equipments (2)

**Big increases in sales and earnings mainly  
because of growth of the Pachinko & Pachislo Business**

### ■ Arcade Games Sales Highlights

- Introduction of coin-operated game using Capcom contents

⇒ Launched “Monster Hunter Medal Hunting Compact” in March 2014

### ■ Amusement Equipments Performance

(100 million yen)

	2012/3	2013/3	2014/3	Difference
Net sales	76	167	231	64
Operating income	8	48	71	23
Operating margin	11.6%	29.1%	30.8%	-

\* Pachinko & Pachislo is about 90% of net sales, and Arcade Games Sales about 10%

## 4-4. Other Business

## 4-4. Other Businesses

**Continuing the single content multiple usage strategy  
as part of actions aimed at using game content  
for many business activities**

### ■ Character Contents Highlights

- Sell character products and strategic books that are linked to home video games
- Use video contents, stage productions and other channels to raise awareness of Capcom contents among non-game users
  - ⇒ Takarazuka Revue “Sengoku BASARA” -Sanada Yukimura- June 2013
  - ⇒ Stage performance “Ace Attorney – Gyakuten no spotlight” July 2013

### ■ Other Businesses Performance

(100 million yen)

	2012/3	2013/3	2014/3	Difference
Net sales	28	27	25	-2
Operating income	8	7	10	3
Operating margin	30.6%	27.3%	38.6%	-



Takarazuka Revue  
"Sengoku BASARA"  
-Sanada Yukimura-

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