

CAPCOM

FACT BOOK 2020

Code Number 9697

I N D E X

| | |
|----|--|
| 01 | Financial Index |
| 03 | Segment Information |
| 04 | Market Information |
| 05 | Software Shipments |
| 06 | Game Series Sales |
| 07 | ESG Data |
| 08 | Consolidated Statements of Income / Consolidated Statements of Comprehensive Income |
| 09 | Consolidated Balance Sheets |
| 11 | Consolidated Statements of Cash Flows |
| 13 | Consolidated Statements of Changes in Net Assets |

Financial Index

CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---------|---------|---------|---------|---------|---------|---------|----------------|
| For the Year (million yen) | | | | | | | | |
| Net sales | 94,075 | 102,200 | 64,277 | 77,021 | 87,170 | 94,515 | 100,031 | 81,591 |
| Operating income | 10,151 | 10,299 | 10,582 | 12,029 | 13,650 | 16,037 | 18,144 | 22,827 |
| Net income before income taxes | 3,719 | 5,315 | 10,701 | 11,150 | 12,489 | 15,149 | 17,770 | 22,890 |
| Net income attributable to owners of the parent | 2,973 | 3,444 | 6,616 | 7,745 | 8,879 | 10,937 | 12,551 | 15,949 |
| Capital investment | 3,077 | 2,252 | 5,564 | 5,937 | 2,622 | 2,918 | 2,439 | 2,504 |
| Depreciation and amortization | 3,406 | 4,638 | 3,535 | 5,712 | 5,980 | 4,706 | 3,228 | 2,795 |
| Capital expenditure | 8,724 | 8,064 | 10,177 | 8,274 | 3,767 | 3,041 | 2,568 | 2,576 |
| R&D investment costs | 30,978 | 26,691 | 25,301 | 27,255 | 27,720 | 29,077 | 27,038 | 25,843 |
| Promotional expenses | 6,875 | 4,269 | 2,798 | 3,832 | 4,764 | 5,579 | 5,490 | 4,253 |
| At Year-End (million yen) | | | | | | | | |
| Total assets* ¹ | 104,365 | 96,611 | 100,773 | 113,057 | 118,897 | 124,829 | 123,407 | 143,466 |
| Net assets | 62,828 | 63,875 | 71,331 | 75,168 | 77,774 | 85,421 | 88,749 | 99,735 |
| Work in progress for game software, Online contents in progress | 18,888 | 14,902 | 24,728 | 27,220 | 30,150 | 25,635 | 16,926 | 21,222 |
| Net increase (decrease) in cash and cash equivalents | 9,235 | (5,404) | 1,879 | 431 | (4,091) | 22,201 | 6,464 | 6,667 |
| Cash and cash equivalents at end of year | 31,522 | 26,118 | 27,998 | 28,429 | 24,337 | 46,539 | 53,004 | 59,672 |
| Interest-bearing debt | 17,195 | 7,050 | 10,992 | 12,608 | 16,111 | 9,788 | 8,315 | 6,735 |
| Net cash (100 million yen) | 143 | 226 | 212 | 158 | 84 | 367 | 446 | 589 |
| Profitability Indicators (%) | | | | | | | | |
| Cost-of-sales ratio | 65.8 | 70.7 | 59.7 | 61.2 | 64.7 | 63.4 | 62.8 | 49.8 |
| Operating margin | 10.8 | 10.1 | 16.5 | 15.6 | 15.7 | 17.0 | 18.1 | 28.0 |
| Ordinary margin | 11.6 | 10.7 | 16.9 | 14.7 | 14.4 | 16.1 | 18.2 | 28.1 |
| Return on sales | 3.2 | 3.4 | 10.3 | 10.1 | 10.2 | 11.6 | 12.5 | 19.5 |
| SG&A expenses ratio | 23.3 | 19.3 | 24.0 | 23.1 | 19.6 | 19.7 | 19.1 | 22.2 |
| Return on equity (ROE) | 4.9 | 5.4 | 9.8 | 10.6 | 11.6 | 13.4 | 14.4 | 16.9 |
| Return on total assets (ROA) | 2.9 | 3.4 | 6.7 | 7.2 | 7.7 | 8.9 | 10.1 | 12.0 |

*1. Effective from the beginning of FY2018, Capcom has applied "Implementation Guidance on Tax Effect Accounting" (ASBJ Guidance No. 28, February 16, 2018). Certain financial information for the FY2018 has undergone retrospective application.

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|------------|------------|------------|------------|------------|------------|-------------|--------------------|
| Efficiency Indicators (times) | | | | | | | | |
| Total assets turnover | 0.9 | 1.1 | 0.7 | 0.7 | 0.7 | 0.8 | 0.8 | 0.6 |
| Sales-equity ratio | 1.5 | 1.6 | 0.9 | 1.0 | 1.1 | 1.1 | 1.1 | 0.8 |
| Receivables turnover | 8.0 | 5.6 | 8.0 | 7.8 | 4.3 | 7.3 | 7.2 | 5.1 |
| Accounts payable turnover | 8.9 | 6.1 | 9.4 | 9.5 | 7.9 | 17.3 | 12.2 | 7.0 |
| Inventory turnover | 4.1 | 7.6 | 3.1 | 2.5 | 2.4 | 3.2 | 5.2 | 3.4 |
| Fixed asset turnover ratio | 3.4 | 3.4 | 1.8 | 2.1 | 2.6 | 3.2 | 3.1 | 2.4 |
| Safety Indicators (%) | | | | | | | | |
| Net worth ratio | 60.2 | 66.1 | 70.8 | 66.5 | 65.4 | 68.4 | 71.9 | 69.5 |
| Current ratio | 240.8 | 260.3 | 380.7 | 339.6 | 285.0 | 354.0 | 391.2 | 303.5 |
| Quick ratio (Acid-test ratio) | 135.4 | 187.3 | 233.1 | 171.4 | 149.1 | 220.0 | 288.5 | 227.6 |
| Cash equivalent ratio | 98.8 | 116.3 | 186.7 | 127.2 | 81.8 | 172.1 | 228.3 | 183.1 |
| Fixed ratio | 43.8 | 47.1 | 49.2 | 49.4 | 43.0 | 35.0 | 36.7 | 34.7 |
| Debt-equity ratio | 66.1 | 51.2 | 41.3 | 50.4 | 52.9 | 47.0 | 39.1 | 43.8 |
| Interest coverage ratio (times) | 62.4 | 136.8 | 50.2 | 36.5 | 22.8 | 337.2 | 249.3 | 302.5 |
| Per Share Data (yen) | | | | | | | | |
| Net income (loss) per share*2 | 25.82 | 30.56 | 58.84 | 68.87 | 80.18 | 99.89 | 115.45 | 149.41 |
| Net assets per share*3 | 545.54 | 567.96 | 634.28 | 688.43 | 710.32 | 780.18 | 831.37 | 934.28 |
| Dividend Data | | | | | | | | |
| Dividend per share (yen)*4 | 40.0 | 40.0 | 40.0 | 40.0 | 50.0 | 60.0 | 35.0 | 45.0 |
| Dividend payout ratio (%) | 77.5 | 65.5 | 34.0 | 29.0 | 31.2 | 30.0 | 30.3 | 30.1 |
| Dividend yield (%) | 2.7 | 2.0 | 1.7 | 1.5 | 2.3 | 2.6 | 1.4 | 1.5 |
| Stock Information | | | | | | | | |
| Number of outstanding shares (shares)*4 | 67,723,244 | 67,723,244 | 67,723,244 | 67,723,244 | 67,723,244 | 67,723,244 | 135,446,488 | 135,446,488 |
| Price-earnings ratio (times) | 28.6 | 32.0 | 20.3 | 19.9 | 13.5 | 23.0 | 21.5 | 20.3 |
| Shareholdings held by foreign investors (%) | 32.37 | 37.29 | 36.87 | 39.35 | 31.19 | 35.01 | 36.83 | 35.14 |

*2. On April 1, 2018, the stock was split on a basis of two shares for every share of common stock held. Accordingly, net income per share has been calculated assuming that the stock split took place at the beginning of the fiscal year ended March 31, 2013.

*3. On April 1, 2018, the stock was split on a basis of two shares for every share of common stock held. Accordingly, net assets per share has been calculated assuming that the stock split took place at the beginning of the fiscal year ended March 31, 2013.

*4. On April 1, 2018, the stock was split on a basis of two shares for every share of common stock held by resolution of the Board of Directors at the meeting held on March 6, 2018.

Segment Information

CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|--------|--------|--------|--------|--------|--------|---------|---------------|
| Digital Contents | | | | | | | | |
| Net sales (million yen) | 63,636 | 65,824 | 45,351 | 52,577 | 58,704 | 74,141 | 82,982 | 59,942 |
| Consumer (100 million yen) | 459 | 530 | 352 | 421 | 492 | 652 | 769 | 555 |
| Package (100 million yen) | 407 | 433 | 262 | 312 | 337 | 383 | 359 | 129 |
| Digital Download Contents (DLC) (100 million yen) | 52 | 97 | 90 | 109 | 155 | 269 | 410 | 426 |
| Mobile Contents (100 million yen) | 110 | 65 | 41 | 33 | 38 | 41 | 23 | 44 |
| PC Other (100 million yen)*1 | 67 | 63 | 60 | 71 | 57 | 48 | 37 | — |
| Operating income (million yen) | 7,062 | 4,489 | 10,208 | 12,167 | 11,096 | 19,103 | 23,315 | 24,161 |
| Operating margins (%) | 11.1 | 6.8 | 22.5 | 23.1 | 18.9 | 25.8 | 28.1 | 40.3 |
| Assets (million yen) | 44,950 | 35,708 | 50,053 | 57,275 | 66,691 | 61,641 | 54,109 | 53,117 |
| Return on total assets (ROA) (%) | 15.7 | 12.6 | 20.4 | 21.2 | 16.6 | 31.0 | 43.1 | 45.5 |
| Arcade Operations | | | | | | | | |
| Net sales (million yen) | 10,944 | 10,620 | 9,241 | 9,056 | 9,525 | 10,231 | 11,050 | 12,096 |
| Operating income (million yen) | 1,709 | 1,617 | 940 | 699 | 752 | 879 | 1,096 | 1,211 |
| Operating margins (%) | 15.6 | 15.2 | 10.2 | 7.7 | 7.9 | 8.6 | 9.9 | 10.0 |
| Assets (million yen) | 7,046 | 6,657 | 6,315 | 6,574 | 6,988 | 7,471 | 7,730 | 7,624 |
| Return on total assets (ROA) (%) | 24.3 | 24.3 | 14.9 | 10.6 | 10.8 | 11.8 | 14.2 | 15.9 |
| Amusement Equipments | | | | | | | | |
| Net sales (million yen) | 16,783 | 23,160 | 7,540 | 13,343 | 16,856 | 7,803 | 3,422 | 6,533 |
| Operating income (million yen) | 4,892 | 7,131 | 2,736 | 2,812 | 5,106 | (764) | (2,668) | 2,085 |
| Operating margins (%) | 29.1 | 30.8 | 36.3 | 21.1 | 30.3 | — | — | 31.9 |
| Assets (million yen) | 13,054 | 20,083 | 8,760 | 12,314 | 16,169 | 10,002 | 6,420 | 13,100 |
| Return on total assets (ROA) (%) | 37.5 | 35.5 | 31.2 | 22.8 | 31.6 | — | — | 15.9 |
| Other Businesses | | | | | | | | |
| Net sales (million yen) | 2,711 | 2,594 | 2,144 | 2,043 | 2,083 | 2,338 | 2,575 | 3,018 |
| Operating income (million yen) | 740 | 1,001 | 661 | 511 | 969 | 1,126 | 811 | 544 |
| Operating margins (%) | 27.3 | 38.6 | 30.8 | 25.0 | 46.5 | 48.2 | 31.5 | 18.0 |
| Assets (million yen) | 4,236 | 4,331 | 6,534 | 4,926 | 4,718 | 3,600 | 617 | 554 |
| Return on total assets (ROA) (%) | 17.5 | 23.1 | 10.1 | 10.4 | 20.5 | 31.3 | 131.4 | 98.2 |

*1. The PC Others sub-segment has been merged with Consumer as of FY3/20

Market Information

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | (Year) 2020 (Estimate) |
|---|------|------|------|------|------|------|------|------------------------------|
| Consumer Market (100 million USD)* ² | | | | | | | | |
| Package | 163 | 129 | 124 | 109 | 112 | 109 | 134 | 118 |
| Digital Download Contents (DLC) | 74 | 87 | 93 | 103 | 132 | 190 | 217 | 254 |
| Total | 237 | 216 | 217 | 212 | 244 | 299 | 351 | 372 |
| Mobile Contents Market (100 million USD)* ² | | | | | | | | |
| North America | 39 | 54 | 66 | 100 | 113 | 175 | 219 | 252 |
| Europe | 23 | 35 | 44 | 47 | 60 | 87 | 107 | 128 |
| Asia | 70 | 116 | 229 | 276 | 354 | 421 | 510 | 564 |
| Other | 13 | 19 | 48 | 61 | 66 | 69 | 83 | 95 |
| Total | 147 | 225 | 390 | 485 | 594 | 753 | 920 | 1,039 |
| PC Online Market (100 million USD)* ² | | | | | | | | |
| North America | 68 | 61 | 58 | 70 | 77 | 90 | 68 | 70 |
| Europe | 66 | 66 | 57 | 62 | 77 | 90 | 84 | 88 |
| Asia | 123 | 91 | 106 | 138 | 186 | 195 | 189 | 195 |
| Other | 31 | 28 | 28 | 38 | 43 | 39 | 42 | 46 |
| Total | 288 | 247 | 251 | 310 | 384 | 416 | 384 | 401 |

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | (Years ended March 31) 2020 |
|---|--------|--------|--------|--------|--------|--------|--------|--------------------------------|
| Arcade Operations Market (100 million yen)* ³ | | | | | | | | |
| Market size | 4,700 | 4,564 | 4,222 | 4,338 | 4,620 | 4,859 | 5,201 | — |
| Number of Amusement Arcades (by number of machines) (stores) | 16,991 | 16,069 | 15,611 | 14,862 | 14,154 | 13,103 | 12,167 | — |
| Over 101 machines | 6,459 | 6,535 | 5,698 | 5,603 | 5,263 | 4,879 | 3,640 | — |
| 51–100 machines | 2,156 | 2,084 | 1,990 | 1,932 | 1,817 | 1,670 | 795 | — |
| Below 50 machines | 8,376 | 7,450 | 7,923 | 7,327 | 7,074 | 6,554 | 7,732 | — |
| Gaming Machines Market (100 million yen)* ⁴ | | | | | | | | |
| Pachinko | 7,729 | 6,571 | 6,524 | 6,130 | 5,258 | 5,157 | 5,039 | — |
| Pachislo | 4,300 | 4,774 | 4,274 | 3,697 | 3,576 | 2,434 | 1,684 | — |
| Total | 12,029 | 11,345 | 10,798 | 9,827 | 8,834 | 7,591 | 6,723 | — |

*2. Source: International Development Group

*3. Source: JAMMA "Survey on the Amusement Industry"

*4. Source: Manufacturer sales base compiled by Capcom using Pachinko Maker Trends (2018, 2019); Yano Research Institute Ltd.

Software Shipments

CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

| | | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-----------|--------|--------|--------|--------|--------|--------|--------|--------|
| Units Shipped by Platform (thousand units) | | | | | | | | | |
| Playstation 2 | SKU | — | — | — | — | — | — | — | — |
| | Sub total | 100 | — | — | — | — | — | — | — |
| Playstation 3 Playstation 4 | SKU | 21 | 17 | 13 | 19 | 16 | 14 | 21 | 8 |
| | Sub total | 7,100 | 4,200 | 2,450 | 3,500 | 4,700 | 8,250 | 6,500 | 3,300 |
| PSP PS Vita | SKU | 4 | 0 | 5 | 8 | 5 | 1 | 3 | — |
| | Sub total | 600 | 200 | 250 | 300 | 150 | 0 | 50 | — |
| Wii, Wii U Nintendo Switch | SKU | 2 | 2 | — | — | — | 7 | 17 | 8 |
| | Sub total | 700 | 350 | 150 | 100 | 0 | 1,100 | 1,950 | 1,150 |
| Nintendo DS Nintendo 3DS | SKU | 7 | 4 | 5 | 7 | 5 | 8 | — | — |
| | Sub total | 1,300 | 4,700 | 3,750 | 4,100 | 3,200 | 450 | — | — |
| Xbox 360 Xbox One | SKU | 8 | 11 | 7 | 6 | 9 | 9 | 9 | 2 |
| | Sub total | 3,700 | 2,950 | 1,200 | 650 | 2,100 | 1,350 | 1,200 | 300 |
| PC Other | SKU | 4 | 5 | 3 | 4 | 6 | 2 | 3 | 1 |
| | Sub total | 500 | 300 | 200 | 250 | 250 | 350 | 300 | 200 |
| Package total | SKU | 46 | 39 | 33 | 44 | 41 | 41 | 53 | 19 |
| | Sub total | 14,000 | 12,700 | 8,000 | 8,900 | 10,400 | 11,500 | 10,000 | 4,950 |
| Full-game download | SKU | — | 3 | — | 1 | 1 | 9 | 8 | 16 |
| | Sub total | 2,700 | 4,800 | 5,000 | 6,100 | 9,000 | 12,900 | 15,300 | 20,550 |
| Total | SKU | 46 | 42 | 33 | 45 | 42 | 50 | 61 | 35 |
| | Total | 16,700 | 17,500 | 13,000 | 15,000 | 19,400 | 24,400 | 25,300 | 25,500 |

Game Series Sales

With a focus on delivering quality products to a wider audience base, Capcom has strived diligently to create innovative and exciting sequels to existing popular franchises to increase its user base and to strengthen its revenues. As always, we at Capcom will continue to strive to provide our customers with the best possible forms of innovative entertainment to increase customer satisfaction.

| | | | | |
|---|--|--|--|---|
| <p>Dragon's Dogma</p> <hr/> <p>Number of Titles: 13 Unit Sales: 5.0</p>  | <p>Lost Planet</p> <hr/> <p>Number of Titles: 17 Unit Sales: 6.2</p>  | <p>Dead Rising</p> <hr/> <p>Number of Titles: 22 Unit Sales: 13.0</p>  | <p>Okami</p> <hr/> <p>Number of Titles: 11 Unit Sales: 3.0</p>  | <p>Sengoku BASARA</p> <hr/> <p>Number of Titles: 30 Unit Sales: 4.0</p>  |
| <p>Monster Hunter</p> <hr/> <p>Number of Titles: 49 Unit Sales: 63.0</p>  | <p>Ace Attorney</p> <hr/> <p>Number of Titles: 30 Unit Sales: 7.5</p>  | <p>Devil May Cry</p> <hr/> <p>Number of Titles: 33 Unit Sales: 22.0</p>  | <p>Onimusha</p> <hr/> <p>Number of Titles: 16 Unit Sales: 8.3</p>  | <p>Dino Crisis</p> <hr/> <p>Number of Titles: 13 Unit Sales: 4.4</p>  |
| <p>Marvel vs. Capcom</p> <hr/> <p>Number of Titles: 16 Unit Sales: 9.4</p>  <p><small>©2017 MARVEL GAMES INC. ALL RIGHTS RESERVED. ©CAPCOM CO., LTD. 2017. CAPCOM U.S.A., INC. 2017. ALL RIGHTS RESERVED.</small></p> | <p>Resident Evil</p> <hr/> <p>Number of Titles: 135 Unit Sales: 98.0</p>  | <p>Breath of Fire</p> <hr/> <p>Number of Titles: 15 Unit Sales: 3.2</p>  | <p>Final Fight</p> <hr/> <p>Number of Titles: 10 Unit Sales: 3.2</p>  | <p>Street Fighter</p> <hr/> <p>Number of Titles: 93 Unit Sales: 44.0</p>  |
| <p>Mega Man</p> <hr/> <p>Number of Titles: 158 Unit Sales: 36.0</p>  | <p>Ghosts'n Goblins</p> <hr/> <p>Number of Titles: 14 Unit Sales: 4.2</p>  | <p>Commando</p> <hr/> <p>Number of Titles: 2 Unit Sales: 1.2</p>  | <p>1942</p> <hr/> <p>Number of Titles: 3 Unit Sales: 1.4</p>  | <p>Unit Sales: million units Year ended March 31, 2020</p> |

ESG Data

CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|---------|---------|---------|---------|---------|---------|---------|----------------|
| Environmental (Non-consolidated) | | | | | | | | |
| Emissions (t) | 17,354 | 18,130 | 16,476 | 14,892 | 15,285 | 15,021 | 14,152 | 13,004 |
| Energy consumption per basic unit*1 | 0.07412 | 0.07090 | 0.06663 | 0.06193 | 0.06018 | 0.05994 | 0.05869 | 0.05583 |
| Year on year rate of change (%) | 95.9 | 95.7 | 94.0 | 92.9 | 98.6 | 98.1 | 97.9 | 95.1 |
| Social | | | | | | | | |
| Number of employees | 2,476 | 2,601 | 2,681 | 2,839 | 2,811 | 2,952 | 2,832 | 2,988 |
| Number of employees (Non-consolidated) | 1,820 | 1,951 | 2,033 | 2,114 | 2,194 | 2,426 | 2,530 | 2,688 |
| Content developers | 1,623 | 1,808 | 1,902 | 2,052 | 1,994 | 2,141 | 2,032 | 2,142 |
| Number of female managers (Non-consolidated) | 20 | 19 | 20 | 24 | 25 | 25 | 24 | 24 |
| Ratio of female employees (%) | 21 | 21 | 20 | 19 | 20 | 21 | 21 | 22 |
| Number of non-Japanese employees (Non-consolidated) | 63 | 69 | 72 | 91 | 99 | 107 | 149 | 162 |
| Ratio of non-Japanese employees (%) | 3.5 | 3.3 | 3.4 | 4.0 | 4.3 | 4.2 | 5.6 | 5.8 |
| Number of onsite nursery school users | — | — | — | — | — | 13 | 25 | 25 |
| Number of employees who took childcare leave | 18 | 18 | 21 | 24 | 26 | 25 | 33 | 23 |
| Male | 1 | 3 | 5 | 0 | 3 | 6 | 12 | 10 |
| Female | 17 | 15 | 16 | 24 | 23 | 19 | 21 | 13 |
| Cumulative number of participants in senior tours | 1,030 | 1,550 | 1,681 | 1,871 | 2,037 | 2,247 | 2,463 | 2,582 |
| Cumulative number of regional vitalization projects | 1 | 3 | 5 | 10 | 15 | 19 | 22 | 26 |
| Number of educational support activities | 43 | 63 | 51 | 55 | 58 | 40 | 29 | 32 |
| Number of guest lectures held | 9 | 24 | 25 | 18 | 28 | 17 | 15 | 10 |
| Number of participants | 1,506 | 1,920 | 2,361 | 1,853 | 1,853 | 1,767 | 1,392 | 1,062 |
| Governance | | | | | | | | |
| Number of directors | 15 | 14 | 14 | 10 | 12 | 11 | 11 | 11 |
| Internal directors | 10 | 9 | 9 | 5 | 6 | 6 | 6 | 6 |
| External directors | 5 | 5 | 5 | 5 | 6 | 5 | 5 | 5 |
| Ratio of external directors | 33.3 | 35.7 | 35.7 | 50.0 | 50.0 | 45.5 | 45.5 | 45.5 |
| Number of board of directors meetings held | 14 | 15 | 16 | 14 | 15 | 15 | 10 | 10 |
| Number of board of corporate audit and supervisory committee*2 meetings held | 14 | 15 | 12 | 13 | 14 | 16 | 10 | 10 |

*1. Calculated using the method defined by the Agency for Natural Resources and Energy.

*2. Capcom transitioned from a company with a corporate auditor system to a company with an audit and supervisory committee on June 18, 2016.

Consolidated Statements of Income

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | (million yen) | (thousand USD) |
|--|---------|---------|--------|---------|--------|--------|---------|------------------|-------------------|
| | | | | | | | | 2020 | 2020 |
| Net sales | 94,075 | 102,200 | 64,277 | 77,021 | 87,170 | 94,515 | 100,031 | 81,591 | 755,476 |
| Cost of sales | 61,911 | 72,251 | 38,379 | 47,175 | 56,438 | 59,895 | 62,809 | 40,643 | 376,332 |
| Gross profit | 32,163 | 29,949 | 25,898 | 29,846 | 30,731 | 34,619 | 37,222 | 40,947 | 379,143 |
| Selling, general and administrative expenses | 21,942 | 19,749 | 15,403 | 17,816 | 17,080 | 18,582 | 19,078 | 18,119 | 167,777 |
| Operating income | 10,151 | 10,299 | 10,582 | 12,029 | 13,650 | 16,037 | 18,144 | 22,827 | 211,366 |
| Non-operating income | | | | | | | | | |
| Interest income | 92 | 97 | 98 | 95 | 47 | 58 | 171 | 271 | 2,512 |
| Dividend income | 9 | 10 | 13 | 13 | 13 | 14 | 16 | 18 | 168 |
| Settlement received | — | 210 | 92 | — | — | — | — | — | — |
| Exchange gain, net | 745 | 566 | 292 | — | — | — | 362 | — | — |
| Other | 257 | 238 | 168 | 195 | 130 | 145 | 422 | 190 | 1,771 |
| Total | 1,105 | 1,122 | 664 | 304 | 192 | 219 | 974 | 480 | 4,451 |
| Non-operating expenses | | | | | | | | | |
| Interest expense | 107 | 96 | 85 | 119 | 141 | 103 | 80 | 74 | 685 |
| Commission fees | 60 | 69 | 83 | 59 | 44 | 64 | 69 | 69 | 641 |
| Additionally paid retirement benefits | — | — | — | — | 117 | 112 | 601 | — | — |
| Office transfer expenses | — | — | — | — | 63 | 254 | — | — | — |
| Compensation expenses | — | 138 | — | — | — | — | — | — | — |
| Loss on closing amusement stores | — | 142 | 142 | — | — | — | — | — | — |
| Exchange losses, net | — | — | — | 752 | 746 | 407 | — | 93 | 867 |
| Other | 144 | 27 | 84 | 55 | 141 | 59 | 173 | 113 | 1,047 |
| Total | 312 | 475 | 396 | 985 | 1,253 | 1,002 | 924 | 350 | 3,243 |
| Ordinary income | 10,944 | 10,946 | 10,851 | 11,348 | 12,589 | 15,254 | 18,194 | 22,957 | 212,574 |
| Special gains | — | — | — | — | — | — | — | — | — |
| Special losses | 7,224 | 5,630 | 150 | 197 | 99 | 104 | 423 | 67 | 621 |
| Net income before income taxes | 3,719 | 5,315 | 10,701 | 11,150 | 12,489 | 15,149 | 17,770 | 22,890 | 211,952 |
| Income taxes-current | 2,968 | 950 | 1,146 | 6,377 | 1,832 | 4,617 | 6,603 | 8,472 | 78,451 |
| Income taxes-deferred | (2,222) | 920 | 2,937 | (2,972) | 1,777 | (405) | (1,385) | (1,531) | (14,176) |
| Total | 746 | 1,870 | 4,084 | 3,405 | 3,610 | 4,212 | 5,218 | 6,941 | 64,274 |
| Net income | 2,973 | 3,444 | 6,616 | 7,745 | 8,879 | 10,937 | 12,551 | 15,949 | 147,677 |
| Net income attributable to owners of the parent | 2,973 | 3,444 | 6,616 | 7,745 | 8,879 | 10,937 | 12,551 | 15,949 | 147,677 |

Consolidated Statements of Comprehensive Income

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | (million yen) | (thousand USD) |
|---|-------|-------|-------|---------|-------|--------|--------|------------------|-------------------|
| | | | | | | | | 2020 | 2020 |
| Net income | 2,973 | 3,444 | 6,616 | 7,745 | 8,879 | 10,937 | 12,551 | 15,949 | 147,677 |
| Other comprehensive income | | | | | | | | | |
| Net unrealized gain or loss on securities, net of tax | 138 | 8 | 71 | (168) | 105 | 31 | (112) | (133) | (1,234) |
| Cumulative translation adjustments | 2,669 | 2,333 | 2,863 | (1,494) | (262) | (601) | 428 | (592) | (5,490) |
| Adjustments for retirement benefits | — | — | (114) | 9 | (38) | 21 | 20 | 34 | 319 |
| Total other comprehensive income | 2,807 | 2,341 | 2,820 | (1,653) | (196) | (548) | 336 | (691) | (6,404) |
| Comprehensive income | 5,780 | 5,786 | 9,436 | 6,092 | 8,683 | 10,389 | 12,888 | 15,257 | 141,273 |
| Comprehensive income attributable to | | | | | | | | | |
| Owners of the parent | 5,780 | 5,786 | 9,436 | 6,092 | 8,683 | 10,389 | 12,888 | 15,257 | 141,273 |
| Non-controlling interests | — | — | — | — | — | — | — | — | — |

Consolidated Balance Sheets

Assets

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | (million yen) 2020 | (thousand USD) 2020 |
|--|---------|--------|---------|---------|---------|---------|---------|--------------------------|---------------------------|
| Assets | | | | | | | | | |
| Current assets | | | | | | | | | |
| Cash on hand and in banks | 31,522 | 29,720 | 32,204 | 28,429 | 24,537 | 46,539 | 53,004 | 65,657 | 607,942 |
| Notes and accounts receivable-trade | 11,687 | 18,134 | 8,005 | 9,879 | 20,175 | 12,930 | 13,970 | 15,959 | 147,770 |
| Merchandise and finished goods | 1,756 | 1,191 | 1,225 | 1,704 | 1,583 | 1,102 | 1,182 | 1,557 | 14,424 |
| Work in progress | 906 | 942 | 1,672 | 2,085 | 2,040 | 1,349 | 734 | 883 | 8,183 |
| Raw materials and supplies | 1,592 | 996 | 1,020 | 1,954 | 2,040 | 1,616 | 538 | 258 | 2,396 |
| Work in progress for game software | 18,888 | 10,355 | 16,833 | 24,825 | 30,150 | 25,635 | 16,926 | 21,222 | 196,506 |
| Deferred tax assets | 6,497 | 2,865 | 2,042 | 3,382 | 2,495 | 3,201 | — | — | — |
| Other | 4,054 | 2,355 | 2,712 | 3,673 | 2,478 | 3,371 | 4,518 | 3,320 | 30,745 |
| Allowance for doubtful accounts | (64) | (55) | (56) | (18) | (21) | (34) | (58) | (31) | (290) |
| Total current assets | 76,841 | 66,506 | 65,659 | 75,917 | 85,480 | 95,712 | 90,817 | 108,829 | 1,007,678 |
| Fixed assets | | | | | | | | | |
| Tangible fixed assets, net of accumulated depreciation | | | | | | | | | |
| Buildings and structures, net | 4,907 | 4,998 | 6,136 | 11,297 | 11,004 | 11,106 | 10,845 | 10,644 | 98,556 |
| Machinery and vehicles, net | 34 | 15 | 22 | 23 | 16 | 10 | 24 | 14 | 133 |
| Tools, fixtures and furniture, net | 1,105 | 1,208 | 1,578 | 1,875 | 1,932 | 1,840 | 1,377 | 1,445 | 13,383 |
| Equipment for amusement facilities, net | 1,199 | 1,431 | 1,101 | 1,342 | 1,616 | 1,565 | 1,821 | 1,879 | 17,404 |
| Land | 5,052 | 5,052 | 4,953 | 5,234 | 5,234 | 5,234 | 5,235 | 5,235 | 48,476 |
| Lease assets, net | 849 | 825 | 995 | 1,042 | 835 | 668 | 718 | 1,118 | 10,358 |
| Construction in progress | 108 | 44 | 2,541 | 8 | 128 | 371 | 336 | 509 | 4,714 |
| Total tangible fixed assets | 13,258 | 13,577 | 17,328 | 20,825 | 20,768 | 20,797 | 20,359 | 20,847 | 193,028 |
| Intangible assets | 7,909 | 7,368 | 10,668 | 8,135 | 2,843 | 725 | 432 | 351 | 3,253 |
| Investments and other assets | | | | | | | | | |
| Investments in securities | 515 | 542 | 621 | 454 | 574 | 625 | 576 | 415 | 3,848 |
| Claims in bankruptcy and reorganization | 66 | 65 | 66 | 65 | 67 | 19 | 19 | 19 | 177 |
| Lease deposits | 4,341 | 4,108 | 4,036 | 3,867 | 3,920 | 4,034 | 3,979 | 4,134 | 38,278 |
| Deferred tax assets | 733 | 3,699 | 1,595 | 2,952 | 4,311 | 2,782 | 6,420 | 7,906 | 73,206 |
| Other | 776 | 819 | 876 | 916 | 1,003 | 900 | 834 | 996 | 9,223 |
| Allowance for doubtful accounts | (78) | (77) | (78) | (78) | (72) | (24) | (32) | (32) | (304) |
| Total investments and other assets | 6,355 | 9,159 | 7,117 | 8,179 | 9,804 | 8,338 | 11,798 | 13,438 | 124,430 |
| Total fixed assets | 27,523 | 30,104 | 35,113 | 37,140 | 33,417 | 29,861 | 32,590 | 34,636 | 320,712 |
| Total assets | 104,365 | 96,611 | 100,773 | 113,057 | 118,897 | 125,573 | 123,407 | 143,466 | 1,328,391 |

Liabilities and Net Assets

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | (million yen) | (thousand USD) |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|-------------------|
| | | | | | | | | 2020 | 2020 |
| Liabilities | | | | | | | | | |
| Current liabilities | | | | | | | | | |
| Notes and accounts payable-trade | 6,304 | 4,950 | 3,089 | 4,053 | 2,288 | 2,625 | 3,988 | 3,461 | 32,054 |
| Electronically recorded monetary obligations | 634 | 6,926 | 988 | 888 | 4,886 | 839 | 1,153 | 2,383 | 22,066 |
| Short-term borrowings | 11,194 | 4,050 | 3,452 | 1,497 | 9,323 | 1,473 | — | — | — |
| Current portion of long-term borrowings | — | — | — | — | — | — | 1,579 | 4,129 | 38,233 |
| Lease obligations | 364 | 370 | 483 | 525 | 502 | 392 | 406 | 502 | 4,651 |
| Accrued income taxes | 2,111 | 758 | 823 | 6,470 | 1,580 | 4,453 | 4,251 | 5,612 | 51,968 |
| Deferred tax liabilities | — | 93 | 147 | 40 | 2,308 | 766 | — | — | — |
| Accrued bonuses | 1,679 | 1,802 | 1,832 | 2,080 | 2,263 | 2,866 | 3,089 | 3,130 | 28,981 |
| Deferred income | — | — | — | — | — | — | 1,583 | 7,642 | 70,767 |
| Other | 9,616 | 6,594 | 6,427 | 6,799 | 6,840 | 13,618 | 7,159 | 9,000 | 83,342 |
| Total current liabilities | 31,905 | 25,547 | 17,246 | 22,355 | 29,994 | 27,037 | 23,212 | 35,863 | 332,065 |
| Long-term liabilities | | | | | | | | | |
| Long-term borrowings | 6,000 | 3,000 | 7,540 | 11,111 | 6,788 | 8,315 | 6,735 | 2,606 | 24,135 |
| Lease obligations | 553 | 519 | 589 | 601 | 399 | 329 | 369 | 690 | 6,391 |
| Deferred tax liabilities | 2 | 46 | 48 | 18 | 29 | 23 | 6 | 4 | 42 |
| Accrued retirement benefits for employees | 1,697 | — | — | — | — | — | — | — | — |
| Liabilities for retirement benefits for employees | — | 2,158 | 2,101 | 2,323 | 2,596 | 2,819 | 3,004 | 3,212 | 29,745 |
| Asset retirement obligations | 329 | 404 | 489 | 502 | 509 | 501 | 571 | 656 | 6,080 |
| Other | 1,047 | 1,059 | 1,427 | 975 | 805 | 1,127 | 758 | 697 | 6,457 |
| Total long-term liabilities | 9,630 | 7,187 | 12,195 | 15,532 | 11,128 | 13,115 | 11,445 | 7,868 | 72,853 |
| Total liabilities | 41,536 | 32,735 | 29,442 | 37,888 | 41,122 | 40,152 | 34,658 | 43,731 | 404,918 |
| Net assets | | | | | | | | | |
| Shareholders' equity | | | | | | | | | |
| Common stock | 33,239 | 33,239 | 33,239 | 33,239 | 33,239 | 33,239 | 33,239 | 33,239 | 307,771 |
| Capital surplus | 21,328 | 21,328 | 21,328 | 21,328 | 21,328 | 21,328 | 21,328 | 21,329 | 197,491 |
| Retained earnings | 27,998 | 29,160 | 33,801 | 39,297 | 45,402 | 53,602 | 62,595 | 74,275 | 687,732 |
| Treasury stock | (15,848) | (18,134) | (18,140) | (18,145) | (21,448) | (21,454) | (27,456) | (27,458) | (254,242) |
| Total shareholders' equity | 66,718 | 65,593 | 70,228 | 75,719 | 78,521 | 86,716 | 89,708 | 101,385 | 938,752 |
| Accumulated other comprehensive income | | | | | | | | | |
| Net unrealized gain or loss on securities, net of tax | 91 | 99 | 170 | 2 | 107 | 139 | 26 | (106) | (985) |
| Cumulative translation adjustments | (3,981) | (1,647) | 1,215 | (278) | (541) | (1,142) | (713) | (1,306) | (12,098) |
| Accumulated adjustments for retirement benefits | — | (169) | (283) | (274) | (313) | (292) | (271) | (237) | (2,195) |
| Total accumulated other comprehensive income | (3,889) | (1,717) | 1,102 | (550) | (747) | (1,295) | (958) | (1,650) | (15,279) |
| Total net assets | 62,828 | 63,875 | 71,331 | 75,168 | 77,774 | 85,421 | 88,749 | 99,735 | 923,472 |
| Total liabilities and net assets | 104,365 | 96,611 | 100,773 | 113,057 | 118,897 | 125,573 | 123,407 | 143,466 | 1,328,391 |

Total current liabilities includes the current liabilities "Allowance for sales returns" for the fiscal years ended March 31, 2013 through March 31, 2014 and "Asset retirement obligations" for the fiscal years ended March 31, 2013 through March 31, 2016.

Consolidated Statements of Cash Flows

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | (million yen) | (thousand USD) |
|--|---------|---------|---------|---------|----------|---------|---------|------------------|-------------------|
| | | | | | | | | 2020 | 2020 |
| Cash flows from operating activities | | | | | | | | | |
| Net income before income taxes | 3,719 | 5,315 | 10,701 | 11,150 | 12,489 | 15,149 | 17,770 | 22,890 | 211,952 |
| Depreciation and amortization | 3,406 | 4,638 | 3,535 | 5,712 | 5,980 | 4,706 | 3,228 | 2,795 | 25,883 |
| Impairment loss | 58 | — | 49 | 105 | — | — | 393 | — | — |
| Amortization of goodwill | 132 | 131 | 63 | — | — | — | — | — | — |
| Increase (decrease) in allowance for doubtful accounts | 1 | (16) | (1) | (38) | (1) | (36) | 32 | (25) | (236) |
| Increase (decrease) in accrued bonuses | (474) | 88 | (3) | 263 | 186 | 604 | 223 | 49 | 455 |
| Increase (decrease) in allowance for sales returns | 69 | (100) | (87) | — | — | — | — | — | — |
| Increase (decrease) in accrued retirement benefits for employees | 185 | — | — | — | — | — | — | — | — |
| Increase in liabilities for retirement benefits for employees | — | 195 | 207 | 264 | 204 | 253 | 214 | 258 | 2,390 |
| Interest and dividend income | (101) | (107) | (111) | (109) | (61) | (71) | (189) | (289) | (2,681) |
| Interest expenses | 107 | 96 | 85 | 119 | 141 | 103 | 80 | 74 | 685 |
| Exchange losses (gains), net | (485) | (435) | (188) | 60 | 18 | 134 | (127) | 180 | 1,673 |
| Loss on sales and/or disposal of fixed assets | 216 | 93 | 100 | 92 | 99 | 104 | 30 | 62 | 580 |
| Loss on restructuring | 6,949 | 5,537 | — | — | — | — | — | — | — |
| Decrease (increase) in accounts receivable - trade | 5,760 | (6,351) | 10,382 | (2,208) | (10,393) | 7,059 | (858) | (2,117) | (19,601) |
| Decrease (increase) in inventories | (493) | 1,196 | (764) | (1,651) | 158 | 1,588 | 1,621 | (256) | (2,372) |
| Decrease (increase) in online contents in progress | — | (1,741) | (3,347) | 1,479 | (704) | — | — | — | — |
| Decrease (increase) in work in progress for game software | (2,837) | 6,010 | (6,443) | (8,778) | (2,266) | 4,069 | 8,876 | (4,293) | (39,751) |
| Increase (decrease) in notes and accounts payable - trade | (474) | 4,806 | (7,856) | 935 | 2,280 | (3,690) | 1,665 | 749 | 6,938 |
| Other | (5,485) | (3,953) | (1,129) | (2,087) | 1,659 | 6,320 | (7,286) | 8,525 | 78,944 |
| Subtotal | 10,253 | 15,404 | 5,187 | 5,309 | 9,792 | 36,296 | 25,675 | 28,605 | 264,861 |
| Interests and dividends received | 109 | 86 | 118 | 130 | 62 | 73 | 191 | 265 | 2,460 |
| Interests paid | (105) | (98) | (85) | (120) | (140) | (101) | (81) | (75) | (700) |
| Income taxes paid | (3,610) | (2,190) | (934) | (972) | (6,513) | (1,546) | (5,938) | (6,515) | (60,326) |
| Net cash provided by operating activities | 6,647 | 13,201 | 4,286 | 4,347 | 3,200 | 34,721 | 19,847 | 22,279 | 206,295 |

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | (million yen) | (thousand USD) |
|--|---------|----------|---------|---------|---------|---------|----------|------------------|-------------------|
| | | | | | | | | 2020 | 2020 |
| Cash flows from investing activities | | | | | | | | | |
| Payments into time deposits | — | (3,517) | — | — | (200) | — | — | (6,019) | (55,731) |
| Proceeds from withdrawal of time deposits | 2,499 | — | — | 4,205 | — | — | — | — | — |
| Payment for acquisition of tangible fixed assets | (3,086) | (2,203) | (5,465) | (5,813) | (3,074) | (2,767) | (2,093) | (2,273) | (21,046) |
| Proceeds from sales of tangible fixed assets | 659 | 1 | 206 | 4 | 5 | 0 | 4 | 0 | 6 |
| Payment for acquisition of intangible assets | (1,578) | (497) | (195) | (290) | (253) | (150) | (112) | (65) | (610) |
| Payment for purchase of investments in securities | (12) | (12) | (12) | (13) | (13) | (13) | (14) | (10) | (96) |
| Proceeds from sales of investments in securities | — | — | — | — | — | — | — | 3 | 32 |
| Payment for other investing activities | (453) | (115) | (141) | (113) | (222) | (259) | (182) | (213) | (1,977) |
| Proceeds from other investing activities | 597 | 189 | 111 | 380 | 131 | 343 | 138 | 140 | 1,300 |
| Net cash used in investing activities | (1,375) | (6,155) | (5,496) | (1,639) | (3,628) | (2,847) | (2,261) | (8,437) | (78,122) |
| Cash flows from financing activities | | | | | | | | | |
| Net (decrease) increase in short-term borrowings | 4,290 | (10,000) | (1,050) | — | 5,000 | (5,000) | — | — | — |
| Proceeds from long-term borrowings | — | — | 8,162 | 2,500 | — | — | — | — | — |
| Repayments of long-term borrowings | (499) | (145) | (3,169) | (883) | (1,497) | (1,323) | (1,473) | (1,579) | (14,622) |
| Repayments of lease obligations | (327) | (383) | (406) | (496) | (535) | (509) | (414) | (505) | (4,678) |
| Payment for repurchase of treasury stock | (1) | (2,286) | (5) | (5) | (3,302) | (5) | (6,001) | (1) | (18) |
| Proceeds from sales of treasury stock | 0 | 0 | 0 | — | — | — | — | — | — |
| Dividends paid by parent company | (2,298) | (2,283) | (2,251) | (2,228) | (2,794) | (2,738) | (3,554) | (4,265) | (39,492) |
| Net cash used in financing activities | 1,162 | (15,099) | 1,278 | (1,115) | (3,130) | (9,577) | (11,443) | (6,351) | (58,811) |
| Effect of exchange rate change on cash and cash equivalents | 2,800 | 2,648 | 1,811 | (1,160) | (533) | (96) | 323 | (823) | (7,620) |
| Net (decrease) increase in cash and cash equivalents | 9,235 | (5,404) | 1,879 | 431 | (4,091) | 22,201 | 6,464 | 6,667 | 61,740 |
| Cash and cash equivalents at beginning of year | 22,287 | 31,522 | 26,118 | 27,998 | 28,429 | 24,337 | 46,539 | 53,004 | 490,779 |
| Cash and cash equivalents at end of year | 31,522 | 26,118 | 27,998 | 28,429 | 24,337 | 46,539 | 53,004 | 59,672 | 552,520 |

"Other," under cash flows from operating activities, includes Decrease (increase) in other current assets and Increase (decrease) in other current liabilities for the fiscal years ended March 31, 2013 through March 31, 2017.

Consolidated Statements of Changes in Net Assets

| Previous fiscal year (April 1, 2018 to March 31, 2019) (million yen) | Shareholders' equity | | | | |
|---|----------------------|-----------------|-------------------|----------------|----------------------------|
| | Common stock | Capital surplus | Retained earnings | Treasury stock | Total shareholders' equity |
| Balance as of April 1, 2018 | 33,239 | 21,328 | 53,602 | (21,454) | 86,716 |
| Changes of items during the fiscal year | | | | | |
| Cash dividends | | | (3,558) | | (3,558) |
| Net income attributable to owners of the parent | | | 12,551 | | 12,551 |
| Repurchase of treasury stock | | | | (6,001) | (6,001) |
| Disposal of treasury stock | | — | | — | — |
| Net changes of items other than shareholders' equity | | | | | |
| Total changes of items during the fiscal year | — | — | 8,993 | (6,001) | 2,991 |
| Balance as of March 31, 2019 | 33,239 | 21,328 | 62,595 | (27,456) | 89,708 |

| Previous fiscal year (April 1, 2018 to March 31, 2019) (million yen) | Accumulated other comprehensive income | | | | Total net assets |
|---|---|------------------------------------|---|--|------------------|
| | Net unrealized gain on securities, net of tax | Cumulative translation adjustments | Accumulated adjustments for retirement benefits | Total accumulated other comprehensive income | |
| Balance as of April 1, 2018 | 139 | (1,142) | (292) | (1,295) | 85,421 |
| Changes of items during the fiscal year | | | | | |
| Cash dividends | | | | | (3,558) |
| Net income attributable to owners of the parent | | | | | 12,551 |
| Repurchase of treasury stock | | | | | (6,001) |
| Disposal of treasury stock | | | | | — |
| Net changes of items other than shareholders' equity | (112) | 428 | 20 | 336 | 336 |
| Total changes of items during the fiscal year | (112) | 428 | 20 | 336 | 3,328 |
| Balance as of March 31, 2019 | 26 | (713) | (271) | (958) | 88,749 |

| Current fiscal year (April 1, 2019 to March 31, 2020) (million yen) | Shareholders' equity | | | | |
|--|----------------------|-----------------|-------------------|----------------|----------------------------|
| | Common stock | Capital surplus | Retained earnings | Treasury stock | Total shareholders' equity |
| Balance as of April 1, 2019 | 33,239 | 21,328 | 62,595 | (27,456) | 89,708 |
| Changes of items during the fiscal year | | | | | |
| Cash dividends | | | (4,270) | | (4,270) |
| Net income attributable to owners of the parent | | | 15,949 | | 15,949 |
| Repurchase of treasury stock | | | | (2) | (2) |
| Disposal of treasury stock | | 0 | | 0 | 0 |
| Net changes of items other than shareholders' equity | | | | | |
| Total changes of items during the fiscal year | — | 0 | 11,679 | (2) | 11,677 |
| Balance as of March 31, 2020 | 33,239 | 21,329 | 74,275 | (27,458) | 101,385 |

| Current fiscal year (April 1, 2019 to March 31, 2020) (million yen) | Accumulated other comprehensive income | | | | Total net assets |
|--|---|------------------------------------|---|--|------------------|
| | Net unrealized gain on securities, net of tax | Cumulative translation adjustments | Accumulated adjustments for retirement benefits | Total accumulated other comprehensive income | |
| Balance as of April 1, 2019 | 26 | (713) | (271) | (958) | 88,749 |
| Changes of items during the fiscal year | | | | | |
| Cash dividends | | | | | (4,270) |
| Net income attributable to owners of the parent | | | | | 15,949 |
| Repurchase of treasury stock | | | | | (2) |
| Disposal of treasury stock | | | | | 0 |
| Net changes of items other than shareholders' equity | (133) | (592) | 34 | (691) | (691) |
| Total changes of items during the fiscal year | (133) | (592) | 34 | (691) | 10,985 |
| Balance as of March 31, 2020 | (106) | (1,306) | (237) | (1,650) | 99,735 |

| Current fiscal year (April 1, 2019 to March 31, 2020) (thousand USD) | Shareholders' equity | | | | |
|---|----------------------|-----------------|-------------------|----------------|----------------------------|
| | Common stock | Capital surplus | Retained earnings | Treasury stock | Total shareholders' equity |
| Balance as of April 1, 2019 | 307,771 | 197,490 | 579,592 | (254,223) | 830,630 |
| Changes of items during the fiscal year | | | | | |
| Cash dividends | — | — | (39,537) | — | (39,537) |
| Net income attributable to owners of the parent | — | — | 147,677 | — | 147,677 |
| Repurchase of treasury stock | — | — | — | (19) | (19) |
| Disposal of treasury stock | — | 0 | — | 0 | 1 |
| Net changes of items other than shareholders' equity | — | — | — | — | — |
| Total changes of items during the fiscal year | — | 0 | 108,140 | (19) | 108,122 |
| Balance as of March 31, 2020 | 307,771 | 197,491 | 687,732 | (254,242) | 938,752 |

| Current fiscal year (April 1, 2019 to March 31, 2020) (thousand USD) | Accumulated other comprehensive income | | | | Total net assets |
|---|---|------------------------------------|---|--|------------------|
| | Net unrealized gain or loss on securities, net of tax | Cumulative translation adjustments | Accumulated adjustments for retirement benefits | Total accumulated other comprehensive income | |
| Balance as of April 1, 2019 | 248 | (6,608) | (2,515) | (8,875) | 821,755 |
| Changes of items during the fiscal year | | | | | |
| Cash dividends | | | | | (39,537) |
| Net income attributable to owners of the parent | | | | | 147,677 |
| Repurchase of treasury stock | | | | | (19) |
| Disposal of treasury stock | | | | | 1 |
| Net changes of items other than shareholders' equity | (1,234) | (5,490) | 319 | (6,404) | (6,404) |
| Total changes of items during the fiscal year | (1,234) | (5,490) | 319 | (6,404) | 101,717 |
| Balance as of March 31, 2020 | (985) | (12,098) | (2,195) | (15,279) | 923,472 |

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