



Capcom Co., Ltd.
Tokyo and Osaka Exchanges,
First Section, 9697

Overview of Strategies and Plans
Fiscal Year ending March 31, 2010

Forward-looking Statements

Information in these materials concerning strategies, plans, outlooks and all other items except historical facts are forward-looking statements. These statements are based on certain assumptions that use reasonable judgments in accordance with information that is currently available. Actual performance may differ significantly from these statements for a variety of reasons.

The operating results of all companies in the video and arcade game business may be highly volatile due to shifts in market conditions caused by changing user needs and other factors.

Factors that may affect operating results include, but are not limited to: 1) the ability to introduce hit products, and the volume of sales, in the home video games business, which accounts for the majority of sales; 2) progress in developing new home video games; 3) the popularity of home video game players; 4) sales outside Japan; 5) changes in stock prices and foreign exchange rates; 6) alliances with other companies concerning product development, sales and other operations; and 7) changes in market conditions.



< Contents >

1. The Strategy of Capcom	··· P3
2. Home Video Games	··· P8
3. Arcade Operations	··· P19
4. Arcade Game Sales	··· P24
5. Contents Expansion	··· P27
6. Other Businesses	··· P32
7. Forecasts for Fiscal 2009	··· P34



1. The Strategy of Capcom

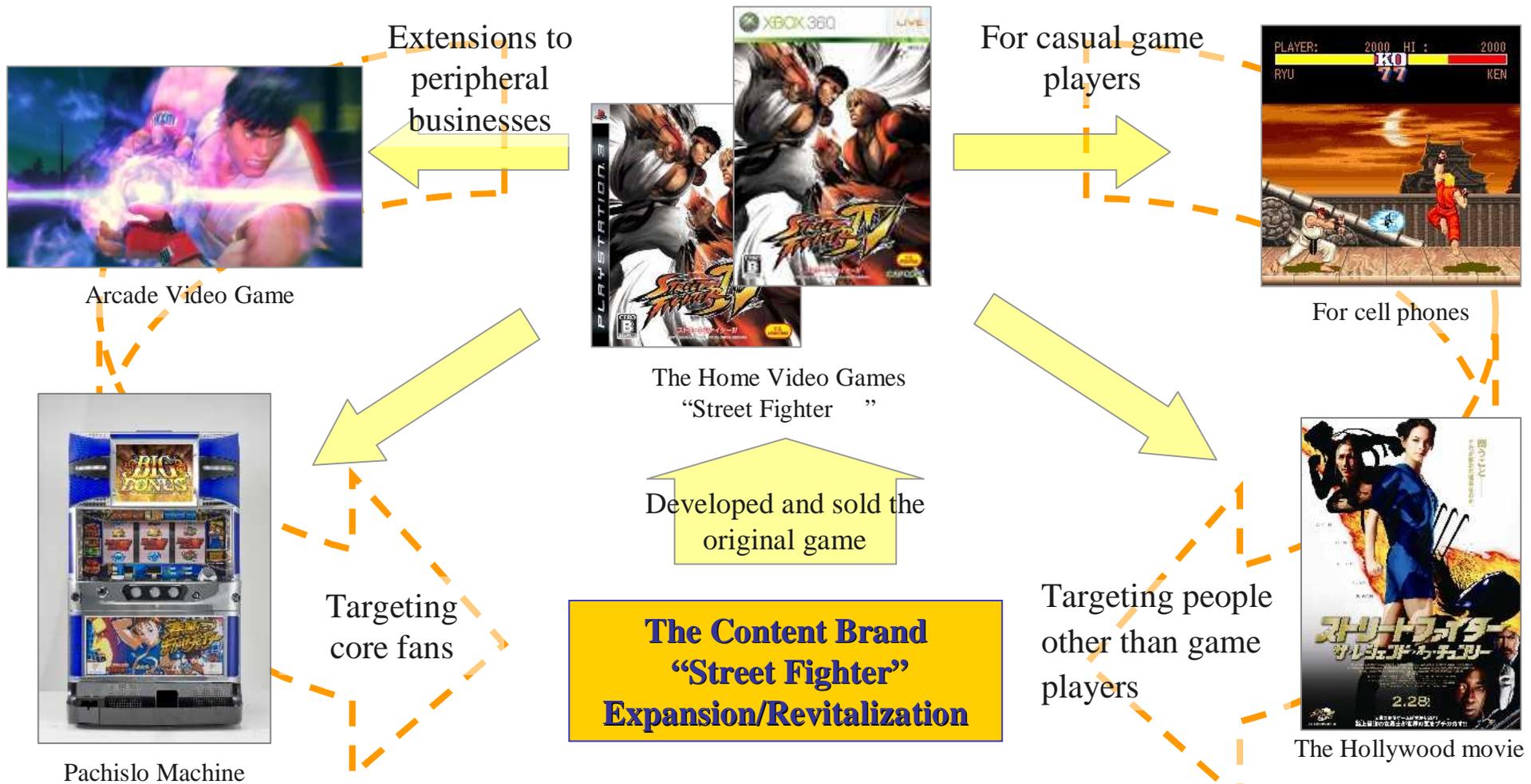
1-1. The Businesses of Capcom

The Capcom business sphere is centered on content for home video and arcade games and encompasses many peripheral activities.



1-2. Example : Expansion of the contents “Street Fighter”

Capcom can use its collection of powerful original game content for home video consoles as well as in many other businesses.



© CAPCOM CO., LTD. / Based on Capcom's Street Fighter Video Games



1-3. Capcom's Competitive Edge

**Global popularity backed by many well-known brands
for home video games**

1. A lineup of powerful titles

(1) Successful home video games along with a large volume of proprietary content, the key to horizontal growth

· "Resident Evil" series: 40 million units

· "Street Fighter" series: 27 million units

· "Devil May Cry" series: 10 million units

· "Monster Hunter" series: 8.5 million units

· "Lost Planet" series: 2.7 million units

· "Dead Rising" series: 1.9 million units

as of March 31, 2009

2. Strong Expansion in overseas market

(1) Consistent release of double-platinum hits in North America and Europe, which have excellent growth prospects.

(2) Sales of major game titles in FY2008 are 90% overseas, 10% Japan (as of March 31, 2009)

3. A world leader in game development and technology

(1) Rather than relying solely on our major game titles, we create original content every year to establish new sources of growth.

(2) Basic research involving game development is another strength; we are now using the MT Framework, a highly advanced software development tool that we created to facilitate producing games for multiple platforms.

1-4. Financial Results for 5 years

Structural reforms have helped produce three years of consecutive growth in sales and earnings.

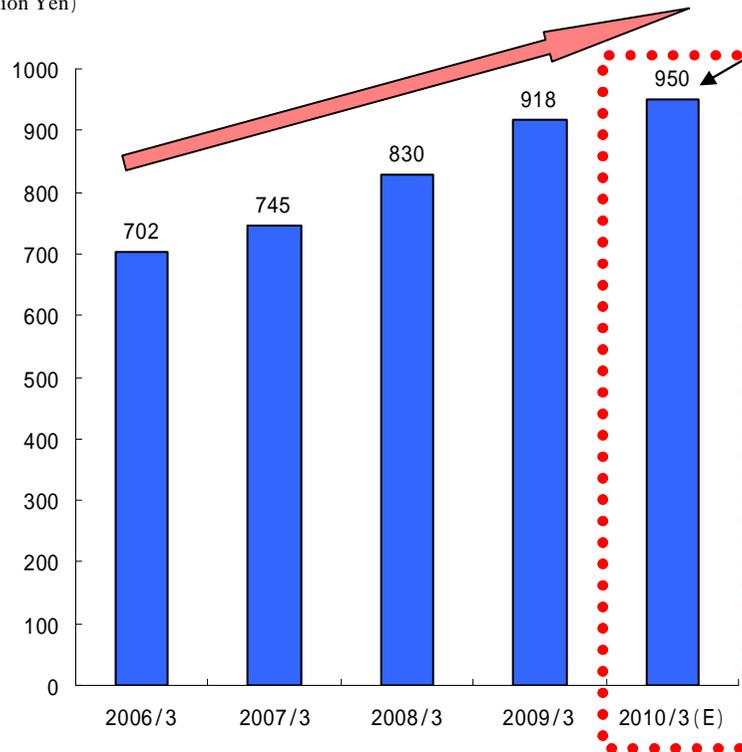
We expect more growth in FY2009 from the multiple use of content.

Financial Result for 5 years

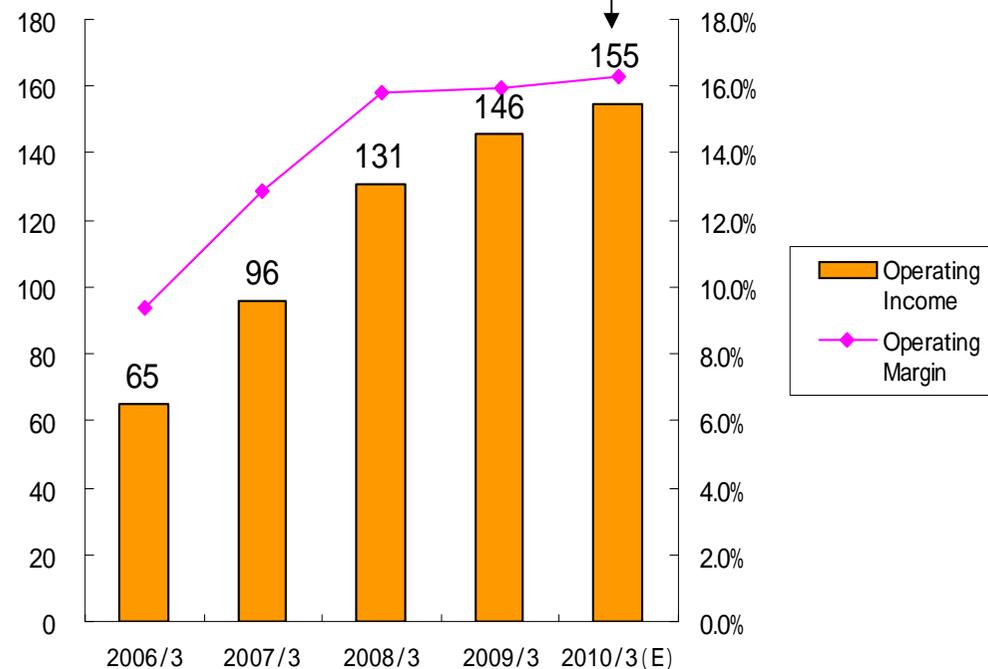
[Medium-term goals]
Annual growth of 10% for Net Sales
Operating margin of at least 15%

FY2009 forecast: Record sales of ¥95bn and operating income of ¥15.5bn

(100 Million Yen)



(100 Million Yen)





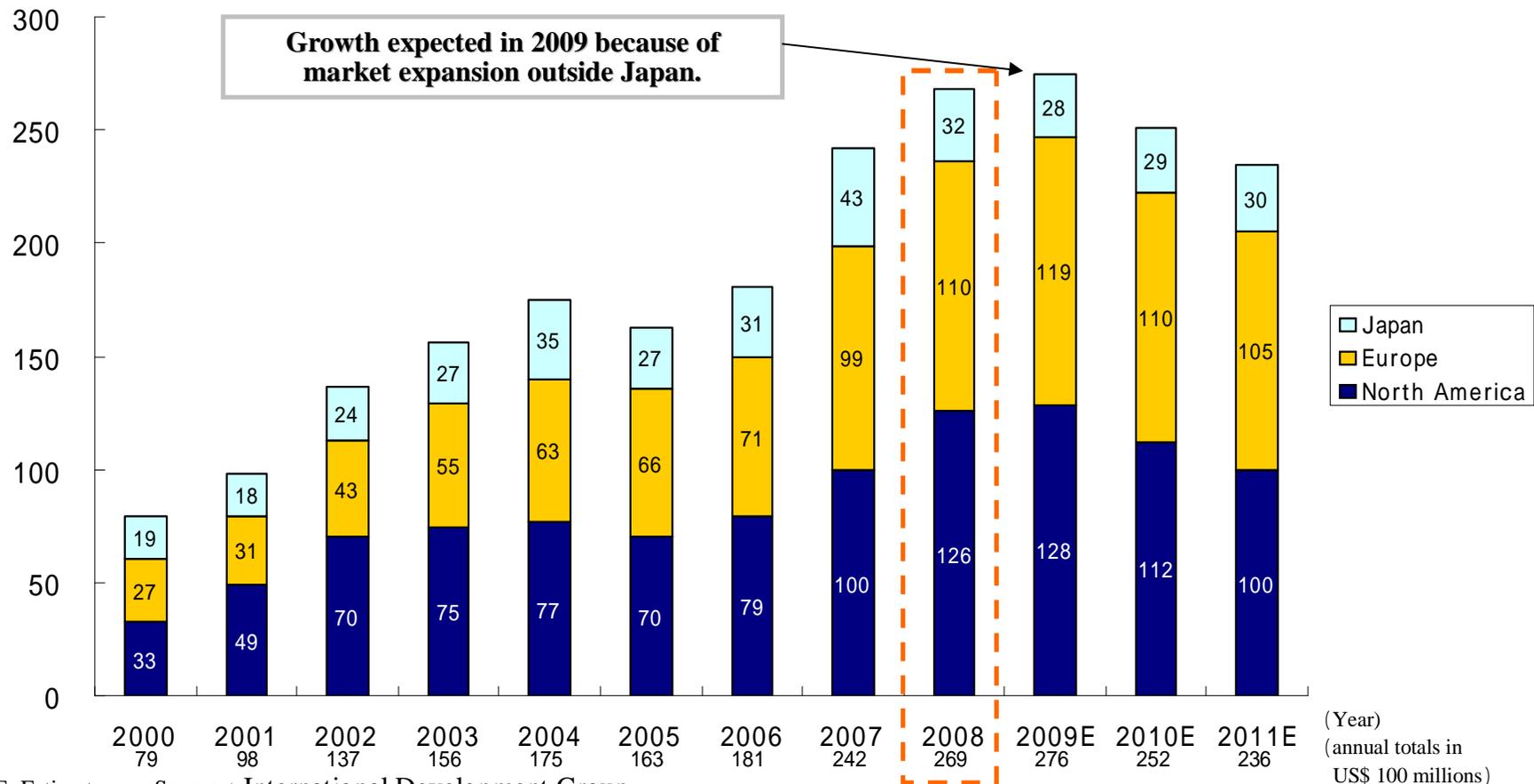
2. Home Video Games

2-1 . Market Overview – Size of the Video Game Software Market

In 2008, growth overseas supported expansion of the home video game market despite a market contraction in Japan.

Total Sales of Home Video Game Software

(Unit: US\$ 100 Million)



E: Estimate Source : International Development Group

(Year)
(annual totals in
US\$ 100 millions)

2-2 . Market Overview – Market Share in Japan (2008)

Market share and ranking in Japan increased as “Monster Hunter Freedom 2G” was the number-one hit among video games in Japan.

Market Share in Japan (CY2008)

(Million Yen)

	Sales	Share	Growth Rate
1. Nintendo	95,000	28.9%	0.5%
2. Namco Bandai	47,000	14.2%	3.6%
3. Konami	29,000	8.7%	1.3%
4. Capcom	24,000	7.3%	0.3%
5. Square-Enix	20,000	6.1%	-4.4%
6. Sega	15,000	4.6%	0.4%
7. Pokemon	15,000	4.6%	1.1%
8. SCE	9,000	2.8%	-
9. Koei	9,000	2.7%	-0.5%
10. Level Five	6,000	1.7%	-
Others	-	18.4%	-1.1%
Total	-	100.0%	-

Source: Enterbrain

2-3 . Market Overview – Market Share in North America and Europe(2008)

Market share and ranking in overseas markets declined due to the absence of introductions of major titles during the calendar year.

Market Share in North America (CY2008)

(Unit: \$1000)

	Sales	Share	Growth Rate
⋮	⋮	⋮	
18 Capcom	102,353	0.93%	-0.50%
			-
Total		100.00%	-

Source: The NPD Group/ Retail Tracking Service

* Data for other companies not shown due to request from company supplying this information.

Market Share in Europe (CY2008)

(Unit: \$1000)

	Sales	Share	Growth Rate
1. Nintendo	587,908	17.7%	1.9%
2. Electronic Arts	476,150	14.4%	-3.8%
3. Activision	326,700	9.9%	1.4%
4. UBI Soft	294,080	8.9%	-0.5%
5. Sega	234,558	7.1%	1.8%
6. Take two	233,832	7.1%	-
7. THQ	164,527	5.0%	-1.4%
8. Microsoft	133,678	4.0%	-2.0%
⋮	⋮	⋮	
20 Capcom	27,237	0.8%	-0.6%
Others		25.1%	-
Total		100.0%	-

compiled by Chart-Track, copyright ELSPA (UK) Ltd.

2-4. Objectives of the Home Video Games Business

Capcom has established three business strategies in order to achieve its objective, and will execute these strategies by leveraging the many strengths created by reforming business operations.

Medium-term goal

Aiming for overseas sales ratio of 65% in line with the scale of overseas markets

1. Hardware strategy

- Multi-platform approach

2. Brand strategy

- Create new franchises
- Enlarge the range of game genres

3. Global strategy

- Conduct development activities outside Japan
- Reinforce the framework for overseas sales

The 60 Month Map

- Position the above strategies on the medium-term title map with a five-year outlook, and constantly update goals

Reinforce the sales organization

- Build a powerful organization by expanding direct sales and PR activities that match the influence of retail stores and game titles.

MT framework

- Conduct unified development and simultaneous launches of titles for the Xbox 360, PS3 and PC platforms.

Two-stage development approval system

- Separate approval meetings for development of prototypes and of commercial products to rigorously examine quality and profitability.

2-5. Home Video Games – Previous Fiscal Year

Targeting a broad range of users by selling strategic titles in Japan and overseas

1. Success of major game franchises outside Japan

Increased overseas sales volume by launching strategic titles

- “Street Fighter IV” and “Resident Evil 5” generated combined shipments of about 7 million units; overseas markets were 90% of sales of these titles, matching the overseas market share of the video game market.
- Total overseas game shipments were up about 30%. (11 million units)
- Restructured past brands, including the successful revitalization of the “Street Fighter” series.
- Increased sales in the core game fan segment, the primary users of Capcom games, in the growing markets of North America and Europe.

2. Popularity of “Monster Hunter” series in Japan

Cumulative sales of “Monster Hunter Freedom 2G” topped 3 million units (including best price)

- Introduction of a strategic lower-priced version was a success the sales of the best hits version topped 500,000 units.
- The best sales volume in Japan in 2008, firmly establishing this as the country’s preeminent game title.
- Succeeded in extending sales to more user segments by targeting casual game players (junior/high school students, parent-child players and others), a category where Capcom has been weak in the past.

2-6. Home Video Games – Sales by Title

Worldwide popularity of major game series produced three double-platinum titles, demonstrating the global power of Capcom’s game brands.

FY2008 Sales of Major Titles

(Unit: Thousand)

Title	Region	Released Date	Result	Total
X360 PS3 Resident Evil 5	Japan	09/3/5	750	4,400
	North America	09/3/13	1,950	
	Europe	09/3/13	1,700	
X360 PS3 Street Fighter	Japan	09/2/12	250	2,500
	North America	09/2/17	1,400	
	Europe	09/2/20	850	
PSP Monster Hunter Freedom 2G (Repeat) *Best Price included	Japan	08/3/27	2,200	2,200
PS3/PS2 X360/Wii PC Moto GP 08	North America	08/10/24	140	620
	Europe	08/10/24	480	

Sales for Japan include the entire Asian region.

Launch date of “Moto GP 08” is the first shipment date (for PS3, PS2, Xbox 360)

2-7. Home Video Games – FY09 Goals (1)

Will launch major titles for all hardware platforms as the video game market reaches the stage of earning profits from past investments; plan to speed up development of software for overseas markets to increase overseas sales.

1. Platform strategy

(1) Sell versions of major titles for the PS3, Xbox 360 and PC

- Use the MT Framework, a multi-platform game development tool, to distribute all major titles in versions for the PS3, Xbox 360 and other home video game hardware.
- The multi-platform approach is the best way to sell Capcom games to a large number of users regardless of differences in hardware popularity among different regions of the world.

Reduces lost opportunities to sell games to users worldwide.

(2) Introduce versions of major game series for the extremely popular Wii

- Plan to start selling Wii titles in FY2009.

9 titles, including “Monster Hunter 3 (Tri-)” and “Resident Evil: Dark Side Chronicles.”

- Will continue to develop games for other portable game units.

**“Gyakuten Kenji (Phoenix Wright: Ace Attorney spinoff)” for NDS and
“Monster Hunter Freedom 2G (overseas version)” for PSP.**

***Plan to introduce versions of games from other popular series, too.**

2-8. Home Video Games – FY09 Goals (2)

2. Strategies for overseas markets

(1) Develop titles that target the needs of overseas customers.

- **Add new titles in established franchises on a regular basis**

In FY2009, will launch new titles in popular overseas game series, including “Lost Planet 2”, “Resident Evil: Dark Side Chronicles”.

- **Rebranding by reintroducing games from the past.**

Plan to revitalize games that were overseas hits in the past, including “Bionic Commando” and “Marvel vs. Capcom 2”; goal is to create new pipelines by selling these games to established fans of these series as well as first-time users.

- **Use tie-ups with overseas studios to develop new titles.**

Expand lineups of games that reflect regional preferences (“Dark Void”, “Spyborgs”, etc.) by forming alliances with overseas game developers.

(2) Reinforce overseas marketing and sales activities.

- **Start of operations at French subsidiary is expected to increase sales throughout Europe.**
- **Strengthen the overseas sales organization by hiring more marketing personnel in Europe and U.S.**
- **Form alliances with game hardware manufacturers in order to conduct joint promotions and other activities.**

2-9. Home Video Games – Sales Plan by Title

FY2009 Sales Plan for Major Titles

(Unit: Thousand)

Title	Region	Releasing Date	Plan
X360 other Lost Planet 2	Worldwide	FY2009	2,700
Wii Monster Hunter 3(tri-)	Japan	Summer 2009	2,000
	North America	FY2009	
	Europe		
X360 PS3 PC Dark Void	North America	2Q	2,000
	Europe	2Q	
PSP Monster Hunter Freedom 2G (Overseas)	North America	FY2009	900
	Europe		
X360 PS3 Resident Evil 5 (Repeat)	Japan	09/3/5	800
	North America	09/3/13	
	Europe	09/3/13	

Sales for Japan include the entire Asian region



Monster Hunter 3 (Tri-)



Dark Void

2-10. Home Video Games – FY09 Targets

Aim to increase market share by selling major Capcom titles for all hardware platforms to sustain solid growth.

Home Video Game Business Sales and Earnings Plan

(Unit: Million yen)

	2008/3	2009/3	2010/3Plan	Difference
Net Sales	51,679	62,892	65,600	2,708
Operating Income	11,609	16,392	16,700	308
Operating Margin	22.5%	26.1%	25.5%	-0.6%

(Unit: Thousand)

Titles	106	110	79	-31
Japan	7,100	6,300	4,500	-1,800
North America	4,700	6,000	7,500	1,500
Europe	3,450	4,500	6,700	2,200
Asia	350	500	300	-200
Total	15,600	17,300	19,000	1,700

(Breakdown)

(Unit: Thousand)

Distribution Titles	1,650	1,350	500	-850
Old and Lower Price Titles	4,550	5,400	4,600	-800



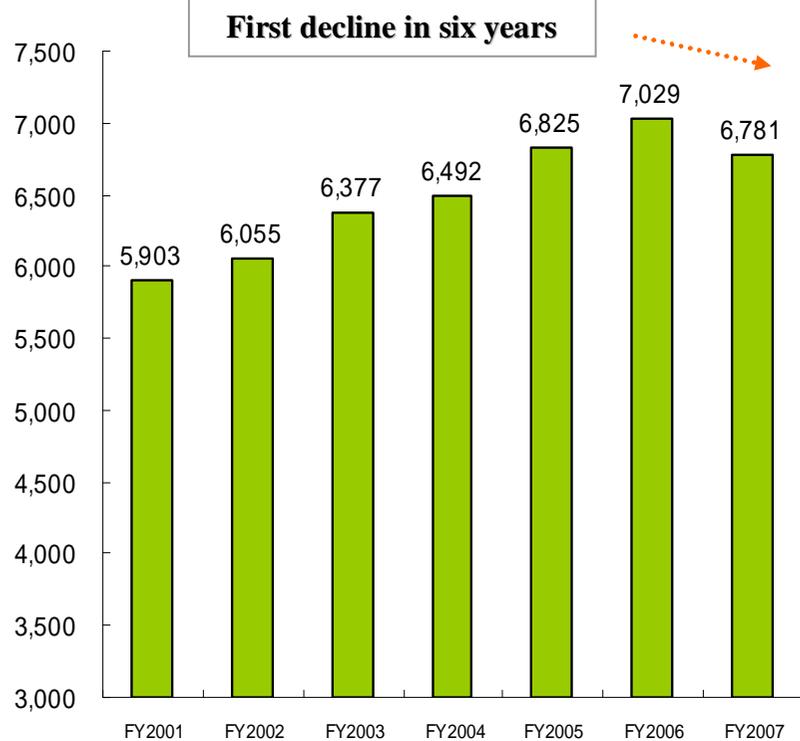
3. Arcade Operations

3-1. Arcade Operations – Market Analysis

Market is shrinking because of the recession, loss of customers to home video games, absence of popular machines and other causes.

Sales in the Amusement Arcade Market

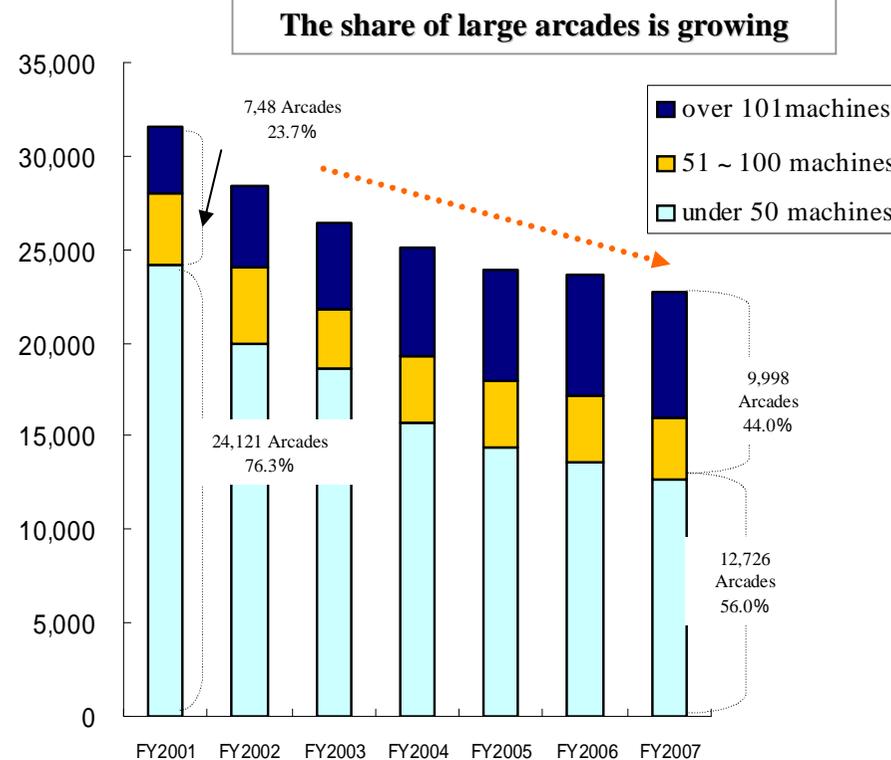
(Unit: 100 Million Yen)



Source: Amusement Industry Survey Report

Number of Amusement Arcades (By number of machines)

(Unit: Facilities)



Source: Amusement Industry Survey Report

3-2. Arcade Operations – Peer Company Comparisons

Remained profitable by cutting costs as most arcade operators saw profits fall.

Arcade Operations Sales and Earnings (FY2008 3Q)

(Unit: Million yen)

	Net Sales	% of Share	Operating Income	Operating Margin	Year-on-Year sales
Aeon Fantasy	35,572	20.4%	1,927	5.4%	-1.1%
Capcom	10,039	5.7%	113	1.1%	4.8%
Namco Bandai	59,096	33.8%	48	0.1%	-12.1%
SegaSammy	54,422	31.2%	-4,970	-9.1%	-21.4%
ADORES , Inc .	15,504	8.9%	538	3.5%	8.1%
Total for 5 companies	174,633	100.0%	-	-	-

Source: Earnings announcements of each company and supplementary materials (Aeon Fantasy is for 3rd Quarter of FY2008 ended February 2009)

3-3. Arcade Operations – Strategies

Goal is to improve profitability by rebuilding the operating structure through efficiency improvements from reduced investments and rigorous cost cutting.

Strategies for Arcade Operations

(1) Review operations at established arcades.

- **Build a lean operating structure by cutting fixed expenses wherever possible in order to be prepared for a market recovery**
- **Lower capital expenditures by carefully selecting new equipment.**

(2) Hold down number of arcade openings and closings.

- **Extensive scrap and build program was completed in the previous fiscal year (6 new arcades and 8 arcades closed).**
- **Will reduce number of openings and closings in FY2009 while monitoring market conditions.**
- **Planning on no new arcades and one arcade closing in FY2009.**

3-4. Arcade Operations – FY09 Targets

Goal is to improve profitability by opening no new arcades to concentrate on rebuilding operations at current locations.

Number of amusement arcades

(Unit: Facilities)

	2007/3	2008/3	2009/3	2010/3Plan
New Stores	6	9	6	0
Closing Stores	3	0	8	1
Total	33	42	40	39

Locations as of May 2009 **Shopping centers: 33**
Stand-alone sites: 6
Other: 1



Plaza Capcom Omagari Arcade

Arcade Operations Business Sales and Earnings Plan

(Unit: Million yen)

	2008/3	2009/3	2010/3Plan	Difference
Net Sales	13,406	13,509	13,000	-509
Operating Income	753	224	500	276
Operating Margin	5.6%	1.7%	3.8%	2.1%
Year-to-year ratio of existing stores	86%	85%	93%	8.0%



Plaza Capcom Inazawa Arcade

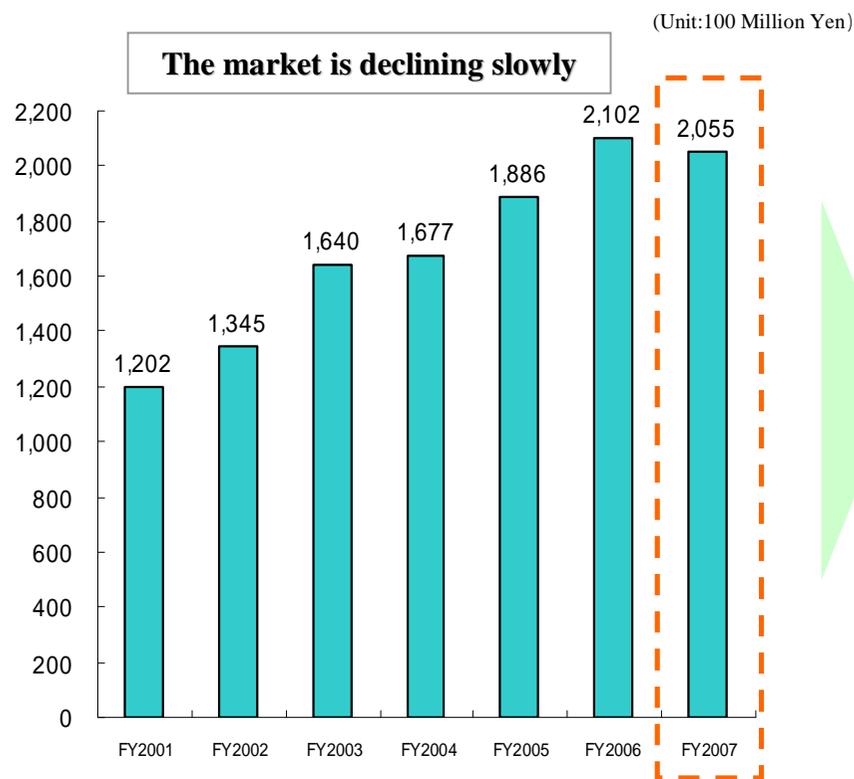


4. Arcade Games Sales

4-1. Arcade Game Sales Business – Market Overview

**Market is shrinking along with the size of the amusement arcade market.
Falling sales of prize-winning and coin-operated games due to
shift in composition of arcade machines.**

Total Sales of Arcade Machines



Source: Amusement Industry Survey Report

Arcade Machine Sales by Category

(Unit: 100 Million Yen)

	2007/3	2008/3	Component	Growth Rate
Prize	421	402	19.6%	-4.5%
Coin Operated	484	440	21.4%	-9.1%
Dedicated	287	286	13.9%	-0.3%
Game Card	324	276	13.4%	-14.8%
Video	215	211	10.3%	-1.9%
Printing	184	169	8.2%	-8.2%
Music Game	34	47	2.3%	38.2%
Others	151	225	10.9%	49.0%
Total	2,102	2,055	100.0%	-2.2%

Source: Amusement Industry Survey Report

4-2. Arcade Games Sales – Strategies and Plans

**Focusing on sales of core Coin-operated games in FY2009.
Examining products under development in anticipation of a market rebound
starting in FY2010.**

Strategies for Arcade Game Sales

(1) Earn profits by selling a tightly focused lineup of popular machines that reflect market conditions.

FY2009 lineup by category

- Coin-operated games: 254 units (Super Mario Mysterious Koro-Koro Catcher)
- Prize-winning games: 18 units

(2) Currently studying the sales organization to create a framework that can maximize sales volume

(3) Expand the lineup of machines that incorporate Capcom content as part of the Single Content Multiple Usage strategy

Arcade Game Sales Business Sales and Earnings Plan

(Unit: Million yen)

	2008/3	2009/3	2010/3 Plan	Difference
Net Sales	6,538	8,023	4,000	-4,023
Operating Income	1,182	1,758	500	-1,258
Operating Margin	18.1%	21.9%	12.5%	-9.4%



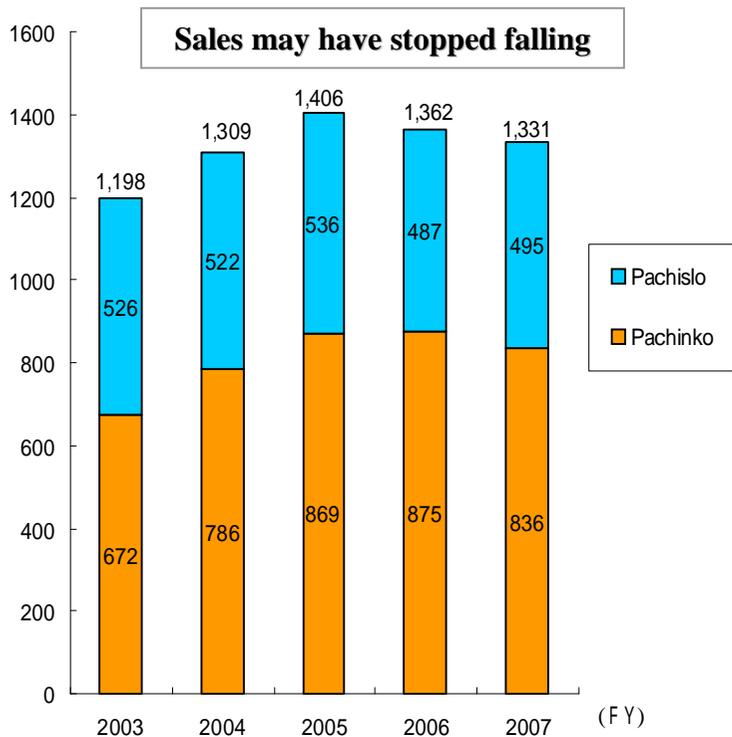
5. Contents Expansion

5-1. Contents Expansion Business – Market Overview

Pachislo market remains challenging as the number of units in use falls
Opportunities in the mobile content market grow due to increasing variety of cell phones.

Pachinko/Pachislo Sales in Japan

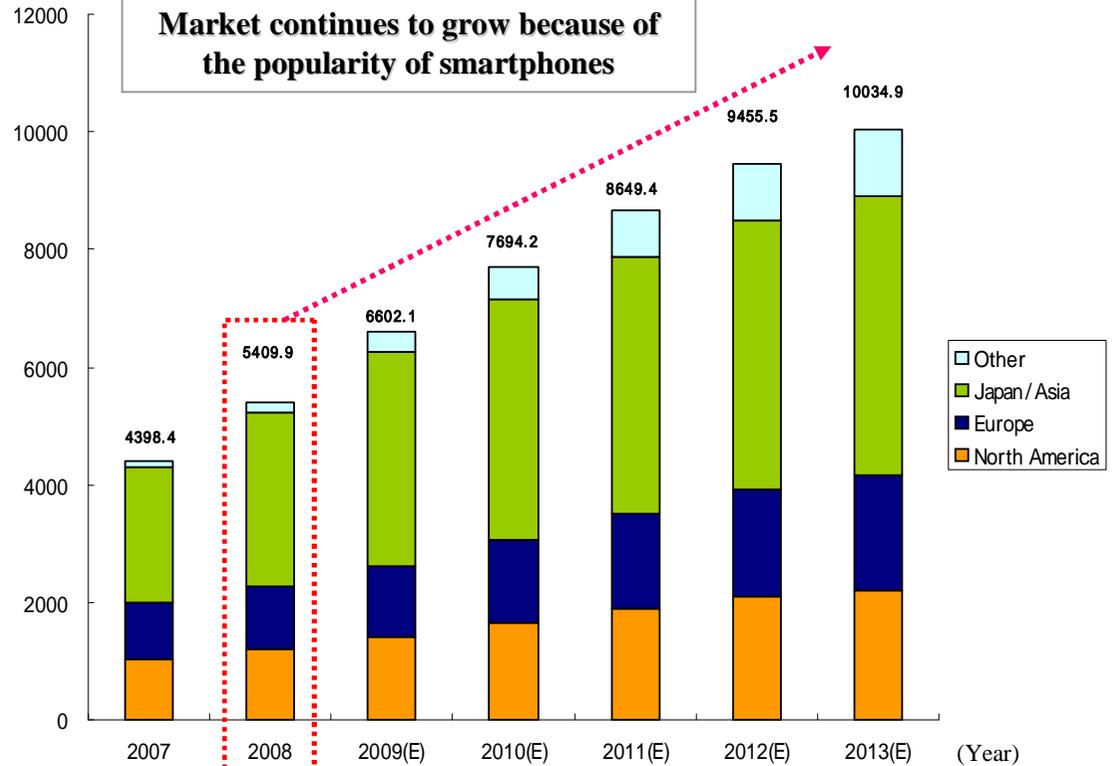
(Unit: Billion Yen)



Source: Yano Research Institute Ltd.

Global Cell Phone Games Market

(Unit: Million \$)



Source: Juniper Research

5-1. Contents Expansion – Strategies and Plans

Conduct profitable and highly efficient businesses by making extensive use of Capcom's property and skill in developing titles.

Strategies for the Contents Expansion business

- Pursue horizontal expansion of Capcom content for pachinko/pachislo machines and in the cell phone game market.
- Build a highly profitable business model by leveraging Capcom's business resources (content).
- Aim for medium-term growth by overcoming last year's challenges in both the pachinko/pachislo and mobile content businesses.

Contents Expansion Business Sales and Earnings Plan (Pachinko/Pachislo business and Mobile Content business)

(Unit: Million yen)

	2008/3	2009/3	2010/3 Plan	Difference
Net Sales	8,525	4,628	9,200	4,572
Operating Income	2,633	-230	1,800	2,030
Operating Margin	30.9%	-5.0%	19.6%	24.6%

***In FY2008, the ratio of pachinko/pachislo sales to mobile content sales was 2:8.**

5-2. Pachinko & Pachislo Business Strategies

Aim to become consistently profitable by developing machines internally and for other companies.

Strategies for the Pachinko & Pachislo business

(1) In the Capcom pachinko/pachislo business, make big organizational improvements to solve problems that occurred in FY2008.

- Establish an efficient framework for developing machines
- Expand sales channels to cover every area of Japan (add more sales agents)
- Upgrade the sales organization and promotional activities for products (Thorough training for sales personnel and more previews of new titles)

(2) Achieve balance between internal and contract development of new machines

- Plan to sell 14,000 units of three models developed internally
Second model (Vampire) to go on sale in July 2009
- Continue to develop machines for other companies



Pachislo Machine "Vampire"

5-3. Mobile Content Business Strategies

Distribute titles to a broad range of users in Japan and overseas that reflect the increasing diversity of the cell phone market

Strategies for Mobile Content

(1) Revise existing Capcom properties for use as mobile content

- Create mobile content from home video game content best suited for this conversion.
- Distribute many titles created specifically for the increasing diversity and high performance of cell phones such as the iPhone and other new models.

(2) Achieve an earnings recovery in Japan by launching sequels of popular games

- Start selling “Apollo Justice: Ace Attorney”, the latest member of this game series, and other titles
- Take steps to raise awareness of home video games and attract new users

(3) Unify European and U.S. operations to create an efficient operating framework.

- Enlarge the content lineup for current cell phone models to increase earnings
- Position smartphones and other Internet-linked devices as a source of growth and introduce more titles for this market sector
- Assemble a collection of casual games (Ken Ken and others) that target people who do not play games frequently



Apollo Justice: Ace Attorney



6. Other Businesses

6. Other Businesses – Strategies and Plans

Use other businesses as the core for the horizontal expansion of Capcom's game content
The goal is to increase brand value through the use of content

Strategies for Character Content

Aggressively pursue the Single Content Multiple Usage strategy

- Use content in movies and other visual content in Japan and other countries through licensing
 TV animation “Sengoku BASARA”
- Conduct more stage, orchestra and other promotional events
 Orchestral concert for 5th anniversary of Monster Hunter
 Takarazuka stage performance of “Phoenix Wright: Ace Attorney 2”
- Expand card-based games, primarily Monster Hunter trading cards



Phoenix Wright: Ace Attorney – The Truth Comes Back to Life
 ©宝塚歌劇団

Other Businesses Sales and Earnings Plan

(Unit: Million yen)

	2008/3	2009/3	2010/3 Plan	Difference
Net Sales	2,947	2,824	3,200	376
Operating Income	468	1,053	900	-153
Operating Margin	15.9%	37.3%	28.1%	-9.2%



Tvanimation “Sengoku BASARA”

CAPCOM/TEAM BASARA

CAPCOM



7. Forecasts for FY 2009

7. Forecasts for Year ending March 2010

Expect growth in FY2009 backed to steady growth in the Home Video Game business and an improvement in performance of the Contents Expansion business

(Unit: Million yen)

	2009/3	2010/3Plan	Difference
Net sales	91,878	95,000	3,122
Operating income	14,618	15,500	882
Ordinary income	13,808	14,700	892
Net income	8,063	8,500	437

Net Income per Share : 137.48 yen

Dividend forecast: Interim dividend ¥ 15 and year-end dividend ¥ 20, annual dividend ¥ 35

Summary of Major Financial Information (1)

Profit and Loss Sheet

(Unit: Million Yen)

	2007/3	2008/3	2009/3	%	2010/3 E	%
Net Sales	74,542	83,097	91,878	110.6%	95,000	103.4%
Gross Profit	26,382	32,594	36,917	113.3%	38,500	104.3%
% of Gross Profit	35.5%	39.2%	40.1%	0.9%	40.5%	0.4%
Sales and G&A Expenses	16,779	19,473	22,299	114.5%	23,000	103.1%
Operating Income	9,602	13,121	14,618	111.4%	15,500	106.0%
% of Operating Income	12.9%	15.8%	15.9%	0.1%	16.3%	0.4%
Ordinary Income	10,600	12,267	13,808	112.6%	14,700	106.5%
% of Ordinary Income	14.2%	14.8%	15.0%	0.2%	15.5%	0.5%
Net Income	5,852	7,807	8,063	103.3%	8,500	105.4%
% of Net Income	7.9%	9.4%	8.8%	-0.6%	8.9%	0.1%

Sales by Business Segments

(Unit: Million Yen)

		2007/3	2008/3	2009/3	%	2010/3 E	%
Home Video Games	Net Sales	43,813	51,679	62,892	121.7%	65,600	104.3%
	Operating Income	8,055	11,609	16,392	141.2%	16,700	101.9%
	Operating Margin	18.4%	22.5%	26.1%	3.6%	25.5%	-0.6%
Arcade Operations	Net Sales	13,043	13,406	13,509	100.8%	13,000	96.2%
	Operating Income	2,009	753	224	29.7%	500	223.2%
	Operating Margin	15.4%	5.6%	1.7%	-3.9%	3.8%	2.1%
Arcade Games Sales	Net Sales	8,021	6,538	8,023	122.7%	4,000	49.9%
	Operating Income	1,369	1,182	1,758	148.7%	500	28.4%
	Operating Margin	17.1%	18.1%	21.9%	3.8%	12.5%	-9.4%
Contents Expansion	Net Sales	7,102	8,525	4,628	54.3%	9,200	198.8%
	Operating Income	1,624	2,633	-230	-8.7%	1,800	-782.6%
	Operating Margin	22.9%	30.9%	-5.0%	-35.9%	19.6%	24.6%
Others	Net Sales	2,561	2,947	2,824	95.8%	3,200	113.3%
	Operating Income	-439	468	1,053	225.0%	900	85.5%
	Operating Margin	-17.1%	15.9%	37.3%	21.4%	28.1%	-9.2%

Sales by Geographic Area

(Unit: Million Yen)

	2007/3	2008/3	2009/3	%	2010/3 E	%
Japan	50,074	56,457	54,193	96.0%	47,500	87.6%
North America	15,450	15,796	21,851	138.3%	31,500	144.2%
Other territories	8,090	9,782	14,167	144.8%	14,900	105.2%
Total	927	1,060	1,665	157.1%	1,100	66.1%

Summary of Major Financial Information (2)

Promotional Expense

(Unit: Million Yen)

	2007/3	2008/3	2009/3	%	2010/3 E	%
Capcom Japan	2,901	3,773	2,925	77.5%	2,800	95.7%
Consolidated	5,516	5,693	6,815	119.7%	8,000	117.4%

Number of Arcades

(Unit: facilities)

	2007/3	2008/3	2009/3	%	2010/3 E	%
Consolidated	30	33	40	7	39	-1

Capital Expenditure

(Unit: Million Yen)

	2007/3	2008/3	2009/3	%	2010/3 E	%
Capcom Japan	3,594	2,915	1,817	62.3%	1,500	82.6%
Consolidated	3,804	3,166	2,062	65.1%	2,000	97.0%

Depreciation

(Unit: Million Yen)

	2007/3	2008/3	2009/3	%	2010/3 E	%
Capcom Japan	2,217	2,825	3,391	120.0%	3,500	103.2%
Consolidated	2,774	3,393	4,143	122.1%	4,000	96.5%

Number of Employees

(Unit: Persons)

	2007/3	2008/3	2009/3	%	2010/3 E	%
Capcom Japan	1,196	1,324	1,455	109.9%	1,694	116.4%
Consolidated	1,320	1,506	1,813	120.4%	2,075	114.5%

R&D Investment Cost

(Unit: Million Yen)

	2007/3	2008/3	2009/3	%	2010/3 E	%
R&D Investment Cost	13,068	18,458	16,660	90.3%	24,000	144.1%
Technical R&D Cost	1,828	2,972	2,329	78.4%	2,100	90.2%

Foreign Exchange Rate

(Units: Yen)

	2007/3	2008/3	2009/3	%	2010/3 E	%
USD/¥	118	100	98	98.0%	95	96.9%
Euro/¥	157	158	129	81.6%	115	89.1%

Summary of Major Financial Information (3)

Sales Units Shipped <platform>

(Unit: '000 copies)

		2007/3	2008/3	2009/3	Difference	2010/3 Plan	Difference
Playstation 2	Total Titles	46	29	10	-19	3	-7
	Sub Total	4,100	3,100	1,550	50.0%	200	12.9%
Playstation 3	Total Titles	0	8	15	7	13	-2
	Sub Total	0	1,750	4,450	254.3%	5,300	119.1%
PSP	Total Titles	20	16	18	2	8	-10
	Sub Total	2,700	3,150	3,250	103.2%	1,800	55.4%
Game Cube	Total Titles	1	-	-	-	0	-
	Sub Total	300	140	100	71.4%	0	-
Wii	Total Titles	3	13	14	1	9	-5
	Sub Total	100	2,930	1,700	58.0%	4,200	247.1%
NintendoDS	Total Titles	14	27	37	10	28	-9
	Sub Total	1,700	2,400	1,350	56.2%	1,000	74.1%
Xbox	Total Titles	2	-	-	-	0	-
	Sub Total	100	20	-	-	0	-
Xbox360	Total Titles	3	10	12	2	12	-
	Sub Total	2,700	1,620	4,300	265.4%	4,900	114.0%
PC & Others	Total Titles	1	3	4	1	6	2
	Sub Total	500	490	600	122.4%	1,600	266.7%
Total	Total Titles	90	106	110	4	79	-31
	Sub Total	12,200	15,600	17,300	110.9%	19,000	109.8%

Sales Units Shipped <geographic>

(Unit: '000 copies)

	2007/3	2008/3	2009/3	Difference	2010/3 Plan	Difference
Japan	5,200	7,100	6,300	88.7%	4,500	71.4%
North America	4,300	4,700	6,000	127.7%	7,500	125.0%
Europe	2,400	3,450	4,500	130.4%	6,700	148.9%
Asia	300	350	500	142.9%	300	60.0%
Total	12,200	15,600	17,300	110.9%	19,000	109.8%