



**TECMO KOEI HOLDINGS CO., LTD.**  
**Fiscal Year Ended March 2011**  
**Financial Results**

# Financial Summary (FY 2010)



(Units: Millions of Yen)

	FY 2009		FY 2010		YoY Change	
	Amount	Ratio	Amount	Ratio	Amount	Ratio
Sales	34,502	100.0%	32,081	100.0%	(2,421)	(7.0%)
Operating Profit	641	1.9%	3,305	10.3%	2,664	415.5%
Ordinary Profit	3,023	8.8%	4,788	14.9%	1,765	58.4%
Net Income	2,604	7.5%	2,741	8.5%	137	5.3%

Including approximately 1 billion Yen of SG&A expenses from goodwill amortization due to the merger of Koei and Tecmo, and the acquisition of 100% stock of Koei Net Co.,Ltd.

# Major Titles and Events (FY 2010)



PS3/Xbox 360

DYNASTY WARRIORS 7

**660,000**  
Unit  
(world wide)



Nintendo 3DS

SAMURAI WARRIORS  
: Chronicle

**260,000**  
Unit  
(world wide)



ONLINE GAME

Uncharted Waters Online  
~Tierra Americana~

Launch a service



SOCIAL GAME

Romance of The Three Kingdoms  
(Working Title)

**Over a Million**  
Registered Users!  
Get "Best Social RPG Award!"  
"GREE Platform Award 2010"



EVENT

Neo Romance Event etc

**130,000**  
Participants

# Sales and Operating Profit by Business Segment (FY 2010)



FY2010

(Units: Millions of Yen)

	Game Software	Online & Mobile	Media & Rights	Pachislot & Pachinko	Amusement Facilities	Others	Total	Corporate & Elimination	Consolidated Total
Sales	21,594	4,610	1,483	1,896	2,972	278	32,835	(753)	32,081
Operating Profit	2,336	1,202	(109)	497	203	81	4,211	(906)	3,305

FY2009

(Units: Millions of Yen)

	Game Software	Online & Mobile	Media & Rights	Pachislot & Pachinko	Amusement Facilities	Others	Total	Corporate & Elimination	Consolidated Total
Sales	23,116	4,011	2,680	1,442	3,342	104	34,698	(195)	34,502
Operating Profit	767	(828)	149	435	97	19	641	0	641

Goodwill amortization is counted in “Corporate & Elimination” in FY 2010, whereas those goodwill amortization is allocated to each business segment in FY2009.

In FY 2009 “Media & Rights” segment includes Publishing business, whereas it is included in “Game Software” segment in FY 2010.

# Net Sales by Region (FY 2010)



(Units: Millions of Yen)

Area	FY 2009		FY 2010		YoY Change	
	Amount	Ratio	Amount	Ratio	Amount	Ratio
Japan	29,068	84.2%	27,563	85.9%	(1,505)	(5.2%)
Overseas	5,433	15.8%	4,518	14.1%	(915)	(16.8%)
North America	3,046	8.9%	2,500	7.8%	(546)	(17.9%)
Europe	1,515	4.4%	1,498	4.7%	(17)	(1.1%)
Asia	872	2.5%	520	1.6%	(352)	(40.4%)
Total	34,502	100.0%	32,081	100.0%	(2,421)	(7.0%)

# Sales Units by Region (FY 2010)



Area	FY 2009		FY 2010		YoY Change	
	Units	Ratio	Units	Ratio	Units	Ratio
Japan	3,631	62.9%	3,350	58.2%	(281)	(7.7%)
Overseas	2,142	37.1%	2,410	41.8%	268	12.5%
North America	1,260	21.8%	1,395	24.2%	135	10.7%
Europe	608	10.5%	860	14.9%	252	41.4%
Asia	274	4.7%	155	2.7%	(119)	(43.4%)
Total	5,773	100.0%	5,760	100.0%	(13)	(0.2%)

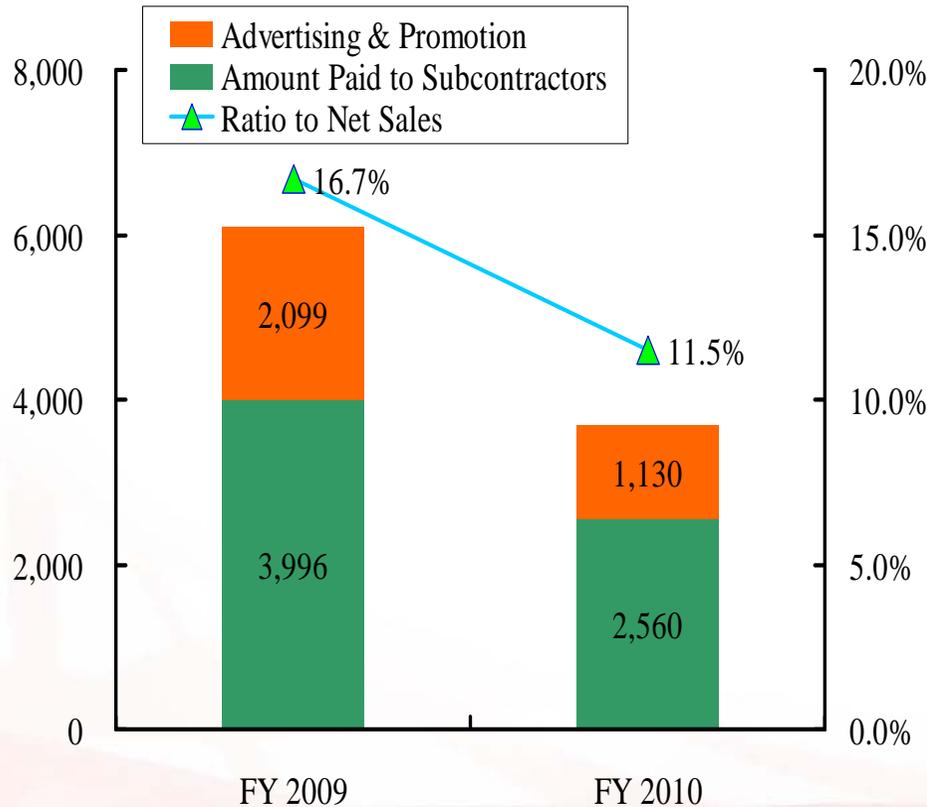
# Major Expenses, Capital Expenditure and Depreciation Expenses (FY 2010)



## Major Expenses

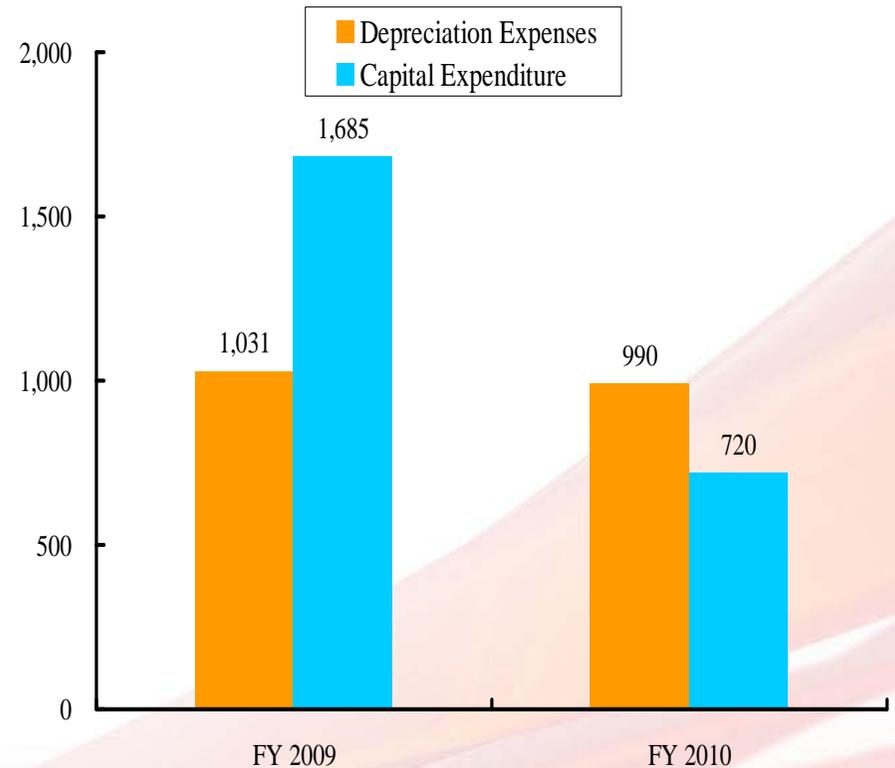
(Millions of Yen)

(%)



## Capital Expenditure and Depreciation Expenses

(Millions of Yen)





TECMO KOEI HOLDINGS CO.,LTD.  
Consolidated Plan  
(Fiscal Year Ending March 31, 2012)

# Financial Summary (Plan FY 2011)



(Units: Millions of Yen)

	FY2010		FY2011(Plan)		YoY Change	
	Amount	Ratio	Amount	Ratio	Amount	Ratio
Sales	32,081	100.0%	35,000	100.0%	2,919	9.1%
Operating Profit	3,305	10.3%	5,000	14.3%	1,695	51.3%
Ordinary Profit	4,788	14.9%	6,500	18.6%	1,712	35.8%
Net Income	2,741	8.5%	3,600	10.3%	859	31.3%

Including approximately 1 billion Yen of SG&A expenses from goodwill amortization due to the merger of Koei and Tecmo, and the acquisition of 100% stock of Koei Net Co.,Ltd.

# Sales and Operating Profit by Business Segment (Plan FY 2011)



FY 2011(Plan)

(Units: Millions of Yen)

	Game Software	Online & Mobile	Media & Rights	Pachislot & Pachinko	Amusement Facilities	Others	Total	Corporate & Elimination	Consolidated Total
Sales	21,700	7,300	2,300	1,800	1,800	100	35,000	0	35,000
Operating Profit	3,150	2,000	300	450	150	(50)	6,000	(1,000)	5,000

FY 2010

(Units: Millions of Yen)

	Game Software	Online & Mobile	Media & Rights	Pachislot & Pachinko	Amusement Facilities	Others	Total	Corporate & Elimination	Consolidated Total
Sales	21,594	4,610	1,483	1,896	2,972	278	32,835	(753)	32,081
Operating Profit	2,336	1,202	(109)	497	203	81	4,211	(906)	3,305

CWS Brains is planned to move from “Amusement Facilities” segment to “Online & Mobile” segment in FY 2011.

# Net Sales by Region (Plan FY 2011)



(Units: Millions of Yen)

Area	FY 2010		FY 2011(Plan)		YoY Change	
	Amount	Ratio	Amount	Ratio	Amount	Ratio
Japan	27,563	85.8%	29,500	84.3%	1,937	7.0%
Overseas	4,518	14.2%	5,500	15.7%	982	21.7%
North America	2,500	7.9%	3,500	10.0%	1,000	40.0%
Europe	1,498	4.7%	1,500	4.3%	2	0.1%
Asia	520	1.6%	500	1.4%	(20)	(3.9%)
Grand Total	32,081	100.0%	35,000	100.0%	2,919	9.1%

# Sales Units by Region (Plan FY 2011)



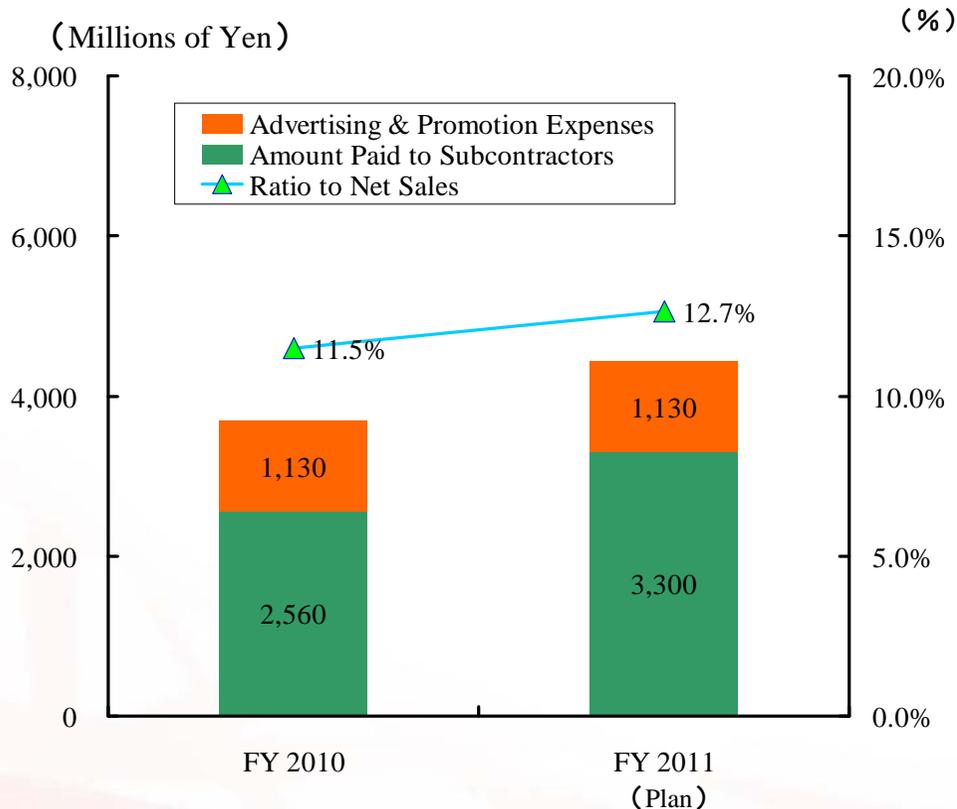
(Thousands of Units)

Area	FY 2010		FY 2011(Plan)		YoY Change	
	Units	Ratio	Units	Ratio	Units	Ratio
Japan	3,350	58.2%	4,000	68.4%	650	19.4%
Overseas	2,410	41.8%	1,850	31.6%	(560)	(23.2%)
North America	1,395	24.2%	1,000	17.1%	(395)	(28.3%)
Europe	860	14.9%	750	12.8%	(110)	(12.8%)
Asia	155	2.7%	100	1.7%	(55)	(35.5%)
Grand Total	5,760	100.0%	5,850	100.0%	90	1.6%

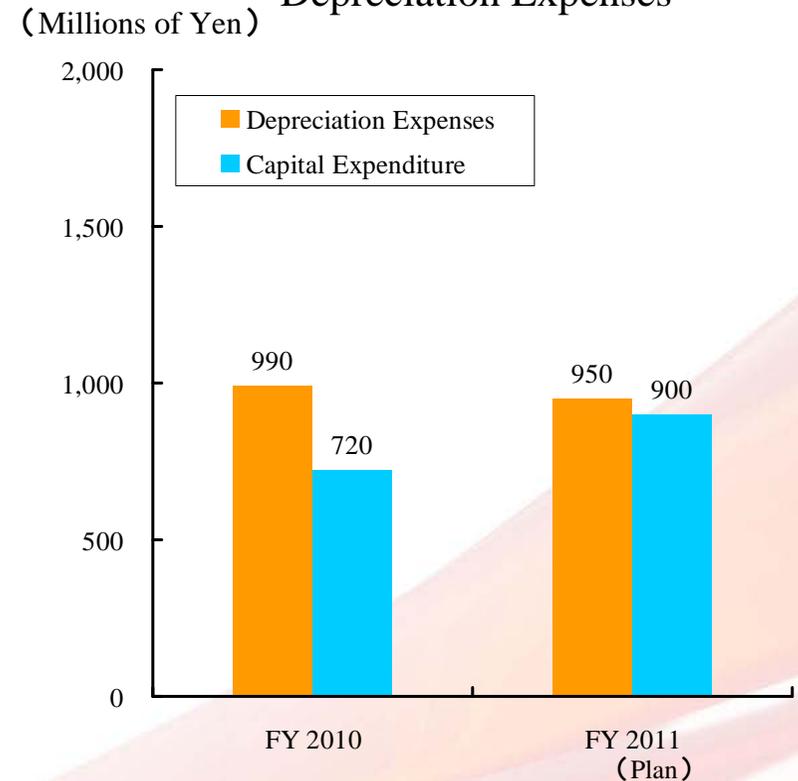
# Major Expenses, Capital Expenditure and Depreciation Expenses (Plan FY 2011)



## Major Expenses



## Capital Expenditure & Depreciation Expenses





Koei Tecmo Group  
Management Policy and Strategy

## Ethos

# Creativity & Contribution

Enrich the minds and lives of people worldwide  
by creating unique entertainment.

## Vision

To become the World's Number 1  
Entertainment Content Provider

- ① Provide the most emotionally moving experiences to customers
- ② Contribute to the global community
- ③ Operate as a vibrant, energetic company
- ④ Maximize shareholder value

- ① Content Creation**  
Create new and innovative entertainment
- ② Content Expansion**  
Develop content for use in multiple markets
- ③ Globalization**  
Promote globalization
- ④ Portfolio Management**  
Optimize business resource allocation

## Achieving Growth and Profitability

# Group Consolidated Sales & Profit Plan for FY 2011

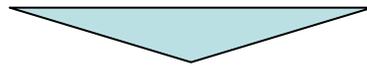


(Units: Millions of Yen)

	FY 2010		FY 2011(Plan)		YoY Change	
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Net Income	2,741	8.5%	3,600	10.3%	859	31.3%

- Aim for annual double-digit growth
- Realize a high profit ratio approaching 20%

- ① Aim to double growth in the social gaming sector
- ② Support new platforms with packaged games



Creation of further growth through the synergy of social and packaged games

# ① Doubling growth in the social gaming sector



## (1) Tecmo Koei's strengths in the social gaming market

- Well-known IPs(DYNASTY WARRIORS, SAMURAI WARRIORS, NINJA GAIDEN, DEAD OR ALIVE etc) , brand of Koei and Tecmo bring awareness and reliable play to the customer
- Skills in creating, maintaining and managing online games and communities, honed through online PC game development for 13 years long
- Proven development capability for smartphone and browser games
- Synergy with packaged games
- Global expansion using overseas development subsidiaries

# ① Doubling growth in the social gaming sector



## (2) Titles based on well-known IPs for release

- Dynasty Warriors
- Monster Rancher
- Nobunyaga no Yabou
- Love Love ♥ Tenshisama Angelique

※All English names above are tentative.



# ① Doubling growth in the social gaming sector



## (2) Titles based on well-known IPs for release

Release schedule

	Mobile	Browser	Smartphone
Nobunaga's Ambition	2010/08 Mobage	2011/01 Yahoo!Mobage	-
Romance of The Three Kingdoms	2010/10 GREE	-	2011/01 GREE
Monster Rancher	2011/01 Mobage	-	2011 Spring Mobage
Dynasty Warriors	2011/04 GREE	-	-
Love Love♥Tenshisama Angelique	2011 Spring GREE	-	-
Nobunyaga no Yabou	-	2011/02 Yahoo!Mobage	-

※All English names above are tentative.

Expand for multiple platforms (mobile, browser, smartphone)

# ① Doubling growth in the social gaming sector



## (3) Global social game strategy

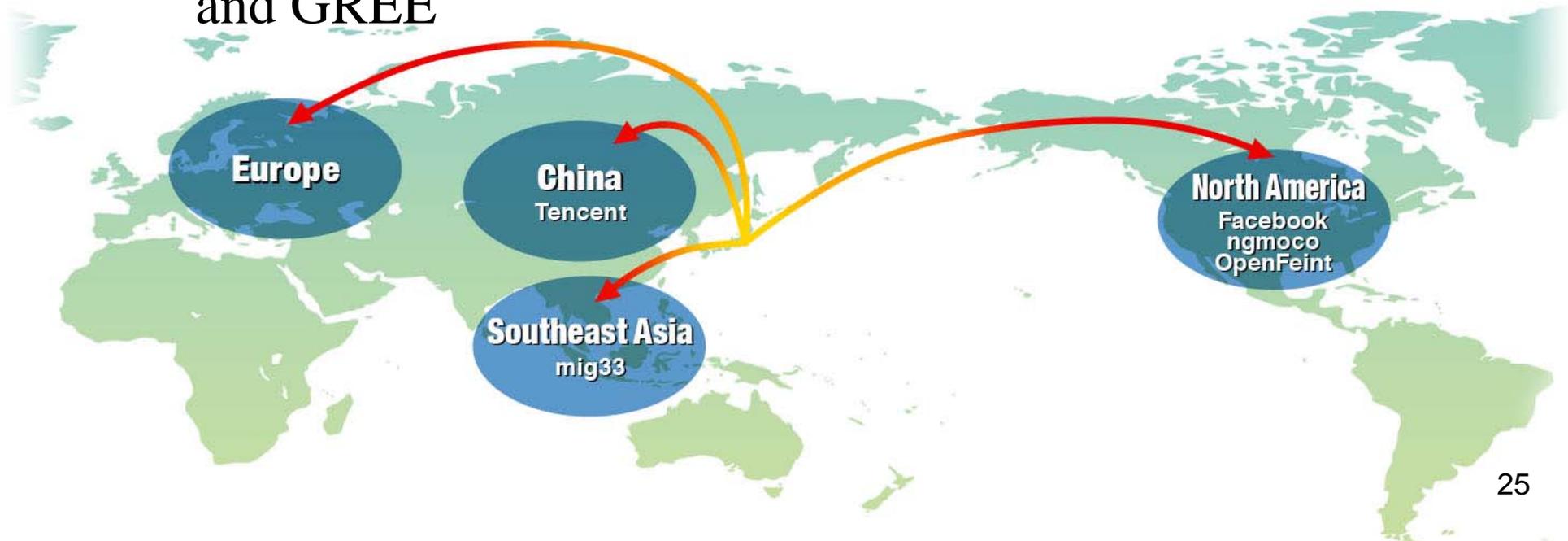
- Actively target developing smartphone market
- Enter overseas market with Facebook titles
- International expansion and networking of our own SNS “my GAMECITY”
- Synergy among social, online and packaged games
- Shift group resources toward social game development
  - Increased personnel in social game development (100 ⇒ 200(target))
  - Use of overseas development subsidiaries (Canada, Singapore, China(Tianjin))

# ① Doubling growth in the social gaming sector



## (3) Global social game strategy

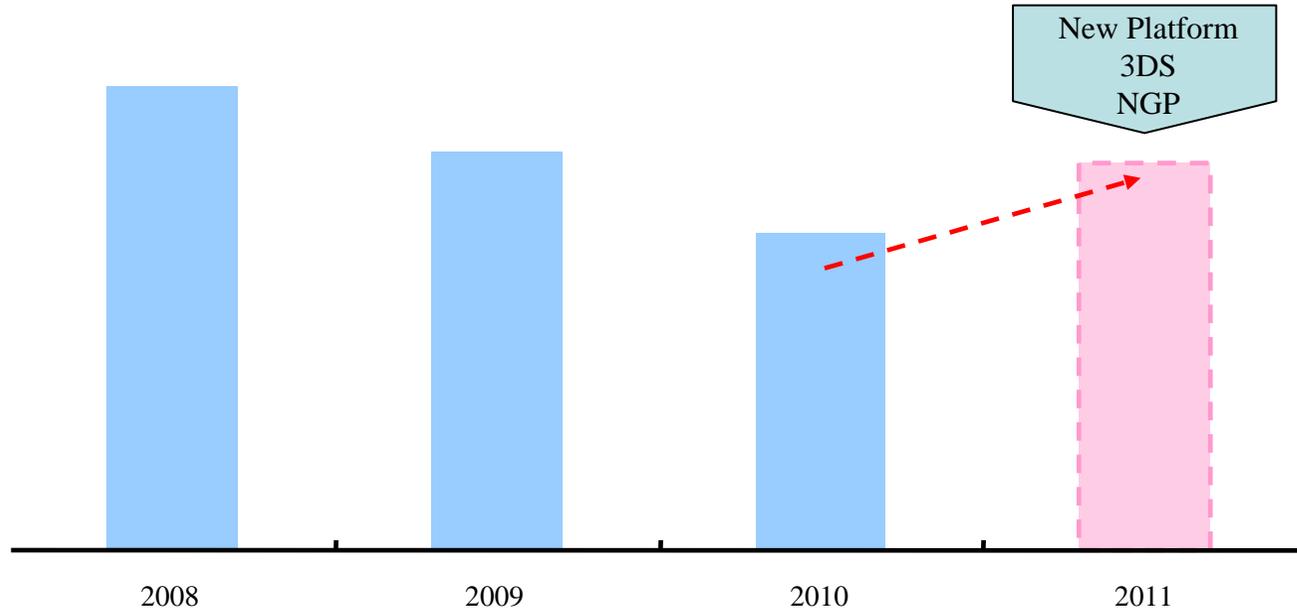
- Active expansion of social games for China, Southeast Asia, North America and Europe
- Strengthening of relationships with providers such as DeNA and GREE



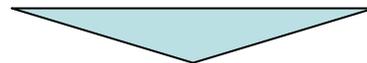
## ② Supporting new platforms with packaged games



Packaged game market trends (Japan)



Source: 2009-2010: fism.net 2011: Estimate

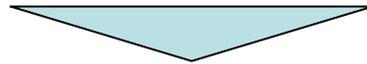


Though the realities of the domestic market are harsh, the arrival of a new platform in 2011 has begun to turn things around

## ② Supporting new platforms with packaged games



- Actively support new platforms
- Promote collaborative titles
- Strengthen marketing for overseas titles
- Expand social elements as well as synergy between packaged and social games



Achieve positive growth with effective release of new titles into this newly re-energized marketplace

# Achieving Profitability



- ① Enhancement of series titles
- ② Creation of group synergy
- ③ Continuing cost reduction



# ① Enhancement of series titles



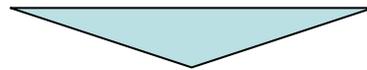
- Expansion of titles based on Koei and Tecmo IPs
- Enhancement of resource allocation to highly profitable titles
- Support new platforms



## ② Creation of group synergy

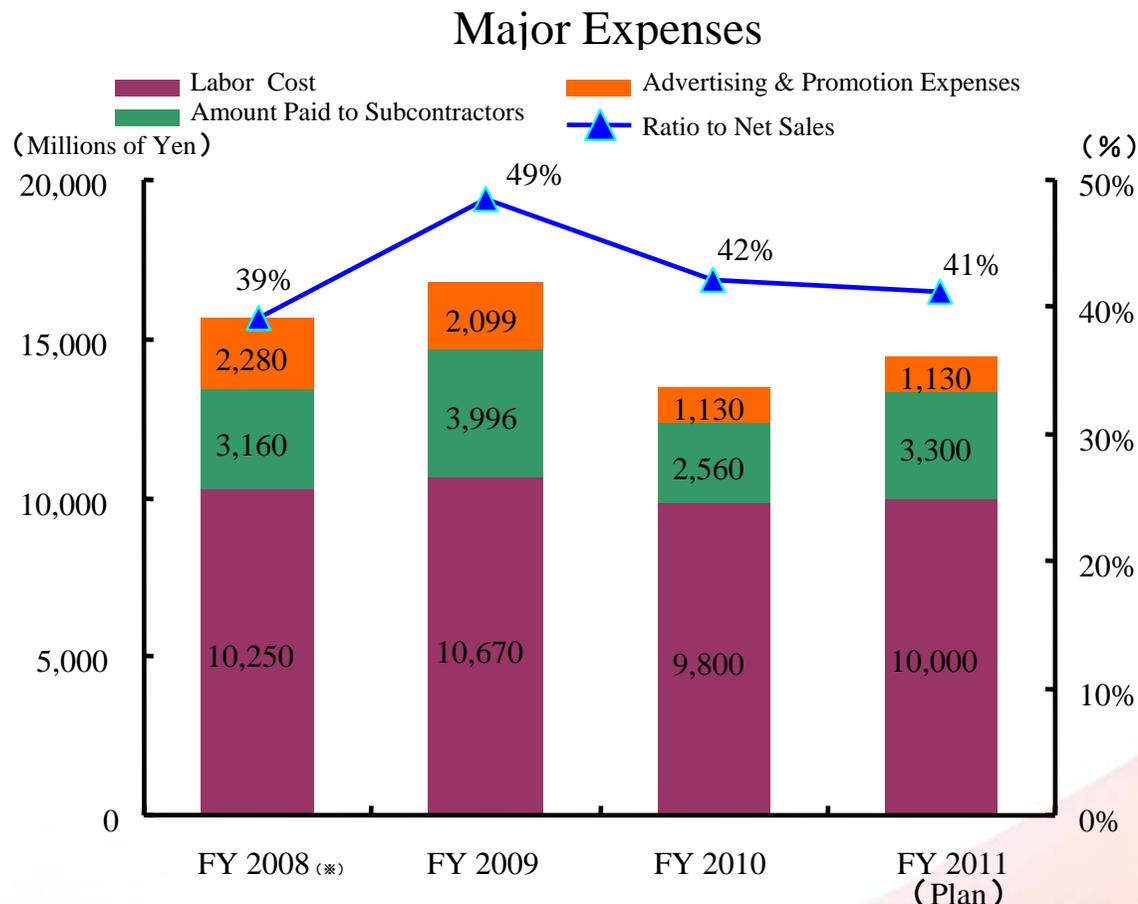


In the two years since business integration, the corporate structure has been streamlined and efficiency increased



From now on, our priorities will lie with increasing group synergy at an individual product level  
From a “defensive” attitude to an “aggressive” one

# ③ Continuing cost reduction



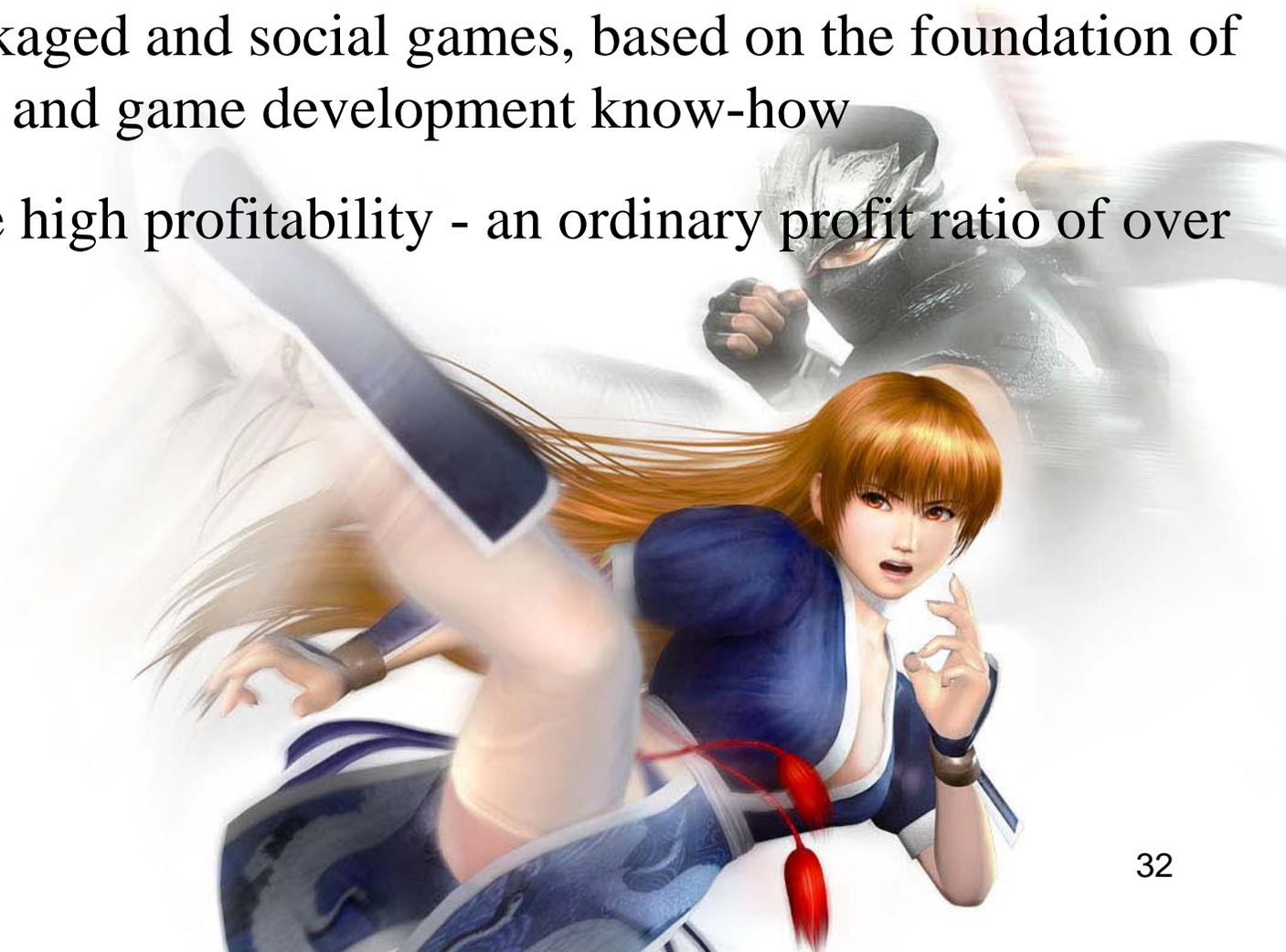
(※FY 2008 figures represent the aggregate of Koei's results through the end of March 2009 and Tecmo's results through the end of December 2008)

Increased profitability through continued reduction of major costs and efficient management of expenses

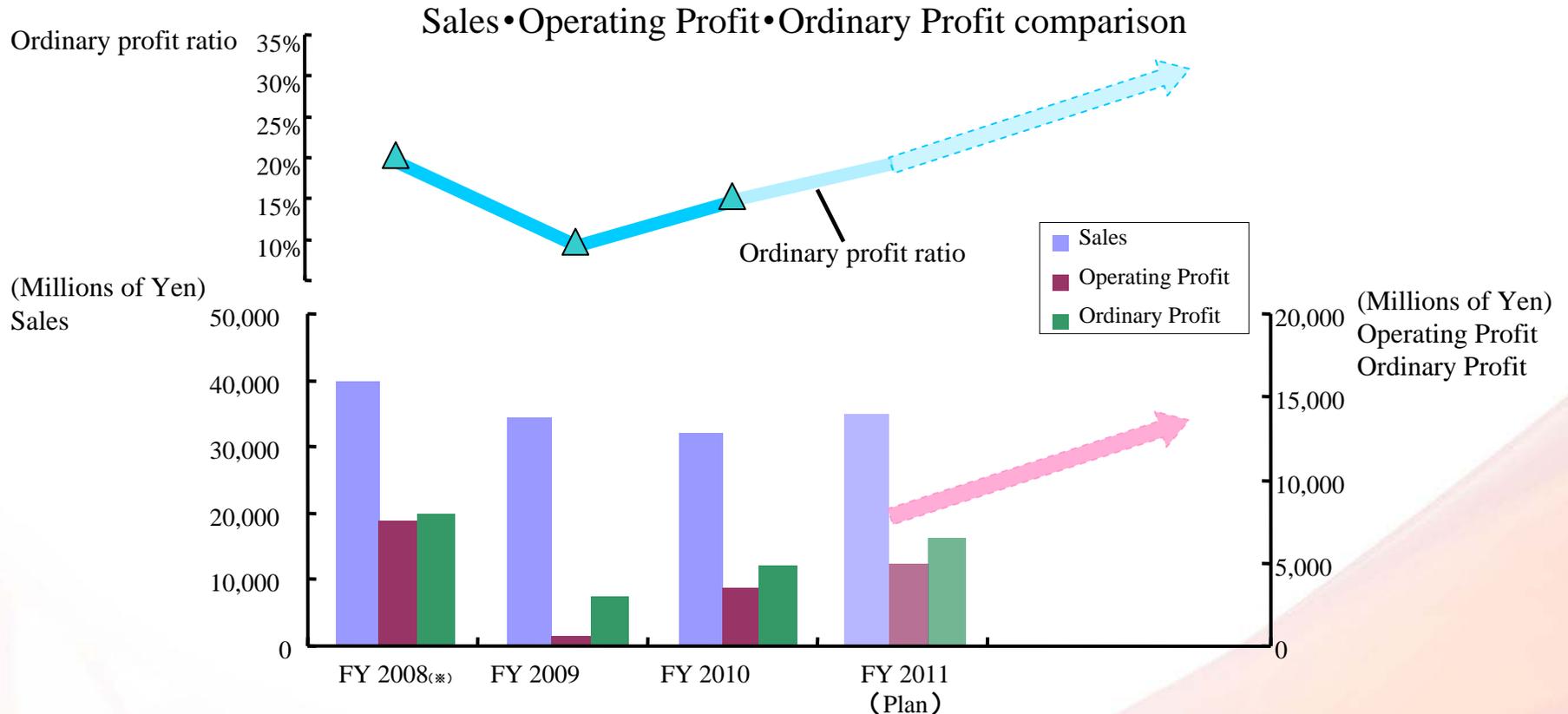
# Toward high growth and profitability



- Growth of packaged and social games, based on the foundation of established IPs and game development know-how
- Aim to achieve high profitability - an ordinary profit ratio of over 20%



# Toward high growth and profitability



(※FY 2008 figures represent the aggregate of Koei's results through the end of March 2009 and Tecmo's results through the end of December 2008)

Aim to promptly achieve higher growth and profitability  
 - an ordinary profit ratio of over 30%



This document contains statements regarding future objectives, beliefs and current expectations of TECMO KOEI HOLDINGS CO.,LTD. with respect to its financial results. Such statements imply risks and uncertainties and no guarantee of future performance.