TECMO, LTD.
(Tokyo Stock Exchange/First Section: 9650)
August 23, 2007
# Company Profile

<table>
<thead>
<tr>
<th>Company:</th>
<th>TECMO, LTD.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established:</td>
<td>July 31, 1967 (40 years since its founding)</td>
</tr>
</tbody>
</table>

**Business Category**

1. Home Console Games (Planning / Development/ Sales)
2. On-line Games (Planning / Development/ Sales /Service)
3. Mobile Contents (Planning / Development/ Sales /Service)
5. Amusement Facility Management

<table>
<thead>
<tr>
<th>No. of Employees</th>
<th>Non-consolidated: 354 Consolidated: 489 (as of June 30, 2007)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td>¥5,823,000,000</td>
</tr>
<tr>
<td>Stock Listing</td>
<td>Tokyo Stock Exchange/First Section (Securities Code: 9650) Information/Communication Industry</td>
</tr>
<tr>
<td>Issued No. of Shares</td>
<td>24,879,000 shares</td>
</tr>
</tbody>
</table>
TECMO’S BUSINESS ACTIVITIES

With development/sales of games as our core business, TECMO is engaged in extensive business activities.
TECMO Visionary 2010

Aiming to be the contents provider devoted to fulfill people’s lives around the world

Establish a business foundation suitable as a visionary company by 2010

Transition to an operational system with clear vision and business strategies

Position 2007 as the milestone year to build and develop a system for new growth as well as to expand customer base

Business Perspectives

1. Provision of high quality contents and services catering to customer preference
2. Leading the world with propositions and technologies
3. Sound management based on cash flow
4. Capacity building of a daring workforce and development of an attractive work environment
Consolidated Sales Plan

<table>
<thead>
<tr>
<th>Segment Total</th>
<th>05.12 Period (Actual Results)</th>
<th>06.12 Period (Actual Results)</th>
<th>07.12 Period (Business Plan)</th>
<th>08.12 Period (Mid-Term Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Game Business</td>
<td>6,310</td>
<td>4,392</td>
<td>6,260</td>
<td>4,760</td>
</tr>
<tr>
<td>On-line Game Business</td>
<td>-</td>
<td>190</td>
<td>640</td>
<td>1,430</td>
</tr>
<tr>
<td>Mobile Contents Business</td>
<td>653</td>
<td>908</td>
<td>880</td>
<td>1,390</td>
</tr>
<tr>
<td>Commercial Equipment/Software Business</td>
<td>805</td>
<td>1,367</td>
<td>1,430</td>
<td>1,540</td>
</tr>
<tr>
<td>Rights Business</td>
<td>207</td>
<td>239</td>
<td>240</td>
<td>210</td>
</tr>
<tr>
<td>Amusement Facility Management Business</td>
<td>4,300</td>
<td>4,530</td>
<td>4,550</td>
<td>5,700</td>
</tr>
<tr>
<td>Total</td>
<td>12,277</td>
<td>11,628</td>
<td>14,000</td>
<td>15,030</td>
</tr>
</tbody>
</table>

Unit (¥1 million)
Consolidated Operating Profit Plan

<table>
<thead>
<tr>
<th>Segment Total</th>
<th>05.12 Period (Actual Results)</th>
<th>06.12 Period (Actual Results)</th>
<th>07.12 Period (Business Plan)</th>
<th>08.12 Period (Mid-Term Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Game Business</td>
<td>284</td>
<td>296</td>
<td>1,195</td>
<td>1,000</td>
</tr>
<tr>
<td>On-line Game Business</td>
<td>-</td>
<td>118</td>
<td>335</td>
<td>500</td>
</tr>
<tr>
<td>Mobile Contents Business</td>
<td>207</td>
<td>253</td>
<td>275</td>
<td>500</td>
</tr>
<tr>
<td>Commercial Equipment/Software Business</td>
<td>668</td>
<td>972</td>
<td>725</td>
<td>1,000</td>
</tr>
<tr>
<td>Rights Business</td>
<td>119</td>
<td>115</td>
<td>90</td>
<td>150</td>
</tr>
<tr>
<td>Amusement Facility Management Business</td>
<td>301</td>
<td>284</td>
<td>330</td>
<td>500</td>
</tr>
<tr>
<td>Deduction</td>
<td>-729</td>
<td>-817</td>
<td>-850</td>
<td>-1,090</td>
</tr>
<tr>
<td>Total</td>
<td>850</td>
<td>1,223</td>
<td>2,100</td>
<td>2,560</td>
</tr>
</tbody>
</table>

Current Term Profit Per Share (Yen): 24, 33, 45, 60
Strategy to achieve the goals ① Expansion of customer base

- Major launch of on-line game business “Bastard!! On-line” “DOA ONLINE”, etc.
- Mobile contents
  - Release new contents in North America (TECMO BOWL2)
  - Release new Medal Appli game
- Release Team NINJA’s・Team TACHYON’s new titles
- Full-scale entry to DS
- Release new titles that target female and senior customers
Strategy to achieve the goals ②

Promotion of multi-platforming
Challenge development of new titles

- Developing new titles targeting each customer group

Game business department production
- Lievo Studio new titles

Expansion of customer base through powerful development within the company and production business

Team NINJA new titles
- Team TACHYON new titles

Multi-platforming of contents

Monster Farm
- Gallop Racer
- Zero
- DEAD OR ALIVE
- NINJA GAIDEN

Lievo Studio new titles

Team TACHYON new titles
- Lievo Studio new titles

Promotion of multi-platforming
Challenge development of new titles

Team NINJA new titles
- Team TACHYON new titles

Multi-platforming of contents
Fostering Leaders in the Development Sector

Strategy to achieve the goals

- Team TACHYON
  - Multi-contents Production
  - Multi-contents Business Department
- Team NINJA
  - Multi Devices Sector
- On-line Mobile Sector
- High-end Sector
- Game Business Department

Executive Producer
Producer
Assistant Producer
Promotion of Lievo business

1. Profit from TECMO developed titles
   Mainly [Profit from operational services]
   [Profit from international licenses/loyalties]

   Development of the following: Monster Farm Online, Bastard''!! Online
   Gallop Racer Online, and EDEN

2. Profit from production business
   Mainly [Profit from operational services]

   Production of WarRock

3. Profit from platform business
   Profit from provision of management knowledge and billing systems, etc.

   Investment in PR costs
   Profit sharing with partners
Strategy to achieve the goals ⑤  Global development of Lievo

Build up a global network centered on Asia and Oceania.

**Lievo Customer Base**
- Southeast Asia & Oceania: 10 Million
- Korea: 1 Million
- Japan: 4.4 Million
- 2006/10: 110 (Estimate)
- 2007/3: 290 (Estimate)
- 2007/12: 420 (Estimate)
- 2008/12: 500 (Estimate)

**Lievo Partners**
- Cooperative Company: 2 (14 Companies)
- Operating Company: 4 (14 Companies)
- Developer: 8 (14 Companies)
- 2006/10: 1 Company
- 2007/1: 5 Companies
- 2007/12 (Estimate): 14 Companies
TECMO’s powerful, original game contents recreated not only as home console games, but in multiple contents markets.
Overview of Home Console Game Business

TECMO’s technology in developing original games is highly appraised.

TECMO owns multiple original popular game titles.

Global launch of the two major brands: Team NINJA and Team TACHYON.

- “Dead or Alive” Series
  Total of 7.5 million sales worldwide

- “NINJA GAIDEN” Series
  Total of 5.5 million sales worldwide

- “TECMO BOWL” Series
  Total of 5 million sales worldwide

- “Monster Farm” Series
  Total of 4 million sales worldwide

- “Zero” and “Deception” Series
  Total of 2.3 million sales worldwide

- “Rygar” Series
  Total of 1.5 million sales worldwide
  (as of end of June, 2007)
Overview of Online Game Business

Lievo Studio promotes development of original online games. Focus placed on expanding Lievo (global & open platform) in Asia.

- “WarRock”
  Service launched in March 2007 (Japan)

- “Gallop Racer ONLINE”
  Service scheduled to start in 2007 (Japan)

- “Monster Farm Online”
  Service scheduled to start in 2007 (Japan)

- “BASTARD!! ONLINE”
  Service scheduled to start in 2007 (Japan)

- “DOA ONLINE”
  (Service scheduled to start in China in 2008)

Announcement of online game business tie-up with Shanda in China (July 3, 2007)
Overview of Mobile Contents Business

Extensive development of brand titles for mobile game distribution. Active overseas development such as in the US, Europe and China.

“NET-FUN Mobile”
“DOA Paradise♪”
“MONSTER FARM POP”
“OTAKARA Dungeon RPG”

Monthly Membership  240,000 (as of June 2007)
No. of downloads  2,400,000 (between January and June, 2007)
※ No. of Medal Appli downloads  2,320,000
“OTAKARA Dungeon RPG”: Ranking first place for seven consecutive months in the number of KDDI Medal Appli downloads
Overview of Commercial Equipment: Software Business

Focus placed on customized development of liquid crystal display software for pachinko and pachislot machines. TECMO owns titles of popular original series such as Rio and Shin Mogu-Mogu Fu-Rin-Ka-zan.

“Rio Paradise”

“Shin Mogu-Mogu Fu-Rin-Ka-zan”

“Harem Ace”
Overview of Rights Business

Development of character figures, with Kasumi and Rio as the most popular figures. Promotion of developing characters targeting overseas markets and wide age group range. Actively working to expand the character business into Hollywood movies and cards.
Overview of Amusement Facility Management Business

Focus placed on creating amusement facilities targeting all age groups and to be enjoyed over a long time-span.
Promotion of development of new stores with high investment efficiency and good standing.
Promotion of revitalization of existing stores.

<table>
<thead>
<tr>
<th>Region</th>
<th>Stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kanto region</td>
<td>10</td>
</tr>
<tr>
<td>Kinki region</td>
<td>5</td>
</tr>
<tr>
<td>Chugoku/Kyushu regions</td>
<td>7</td>
</tr>
<tr>
<td>Okinawa region</td>
<td>36</td>
</tr>
<tr>
<td>TOTAL</td>
<td>58</td>
</tr>
</tbody>
</table>
The business plans presented herein reflect the views and intentions of TECMO Ltd. management based on the information available at the time this document was prepared. The same is said for the business forecasts. There is considerable possibility that our company’s actual results may differ due to various factors, some of them negative. These factors include, but are not limited to the following:

1. Changes in the economical environment that may affect the business of TECMO
2. (Particularly) U.S. dollar, Euro and Japanese yen currency fluctuation.
3. Ability of TECMO to continue providing products and services that are acceptable to consumers in each field.
4. Ability of TECMO to successfully expand business internationally that relates to business with games, commercial software, on-line games and mobile contents.
5. Ability of TECMO to accommodate legislative amendments.

TECMO is not responsible to renew or revise the business forecasts of TECMO dependent on any new information or conditions that may occur after this document has been released.

We ask that customers refrain from using the information presented herein for your own forecasting purposes. We also ask that customers refrain from assuming that this document will continue to be accurate and valid in the future.