

Message from a Director and Executive Corporate Officer

30 years of business experience leads to growth for the next generation

When I joined Capcom in 1992, I was responsible for sales promotion and traveled from store to store as a game software sales representative. At that time, each game cost approximately 10 thousand yen and physical packages were the only format in which they were sold. There was no use of digital technology in distribution whatsoever. Today, 30 years later, the emergence of the internet and smartphones has facilitated the continuing evolution of the game environment at an astounding speed.

In particular, the format in which products are sold has changed significantly. The market once revolved around game stores in developed countries, but today digital data is distributed worldwide. As the corporate officer responsible for domestic sales, from 2013 onward I strived for growth in digital sales. I was later assigned to Asia, North America, and Europe, where I felt the changes in the global market at the forefront. Around the same time, I also became responsible for our character licensing business and sought

synergies with game sales by increasing awareness of Capcom's IPs.

Looking at future growth, I believe that in addition to refining our pricing strategies, it is important that divisions within the Company work in even closer cooperation on measures such as making proposals for our title pipeline composition based on sales data. In addition, we will increase the potential of our content by leveraging our peripheral businesses, such as Character License, eSports, and Media. These will strengthen our Company's competitiveness.

Being appointed a director has given me the opportunity to become more aware of contributing to the Company from an even longer-term perspective. As I work to steadily achieve our annual business plans, from a management standpoint, I will also make efforts to create a framework to ensure sustainable growth and train future generations.



Yoshinori Ishida

Director,
Executive Corporate Officer

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Translating firsthand development experience into corporate management

Capcom is working toward our goal of 10% operating income growth each fiscal year and 100 million units in game sales annually to achieve medium- to long-term sustainable growth, though it is certainly no easy task.

Until now, Capcom has achieved growth by creating high-quality content and distributing it throughout the globe. Making the most entertaining games in the world continues to be the highest priority for our development divisions. Beyond that, we want to distribute the content we create to as many countries and regions around the world as possible. In order to do so, I believe that cross-divisional coordination is needed more so than ever before—particularly, we must more strongly integrate R&D with our business operations to promote sales measures.

I have been engaged in game development for many years as a title producer and as the Head of Consumer Games Development Division 2. During that time, I accumulated experience in organization

building, IP issue analysis, global content expansion, our Single Content Multiple Usage strategy, and communication with users. I believe these experiences will help me contribute to spreading our IPs in even more areas in the future.

I have been appointed a director, and while my position has changed, my motivation remains intact. I feel that having access to a wide range of management-related information has given me a broader perspective with which to make decisions. The scale of our Consumer games development workforce has now grown to over 2,000 people and they can no longer be summed up in the single word "developer." Instead, we must maximize performance with effective cooperation among the production, technical research, and support divisions. Going forward, I will utilize my experience to contribute to Capcom's medium- to long-term growth.



Ryoza Tsujimoto

Director,
Executive Corporate Officer