



Head Office



Tokyo Branch



R&amp;D Building

### Corporate Profile

Name of Company	CAPCOM CO., LTD.
Date of Establishment	May 30, 1979
Date of Initiation	June 11, 1983
Business Segments	Planning, development, manufacture and sale of home video games, online games, mobile games and arcade games as well as management of amusement arcades.
Paid-in Capital	¥ 33,239 million
End of Term	March 31
Number of Employees	2,476 (Including consolidated subsidiaries) 1,820 (Capcom CO., LTD.)

### Capcom's Subsidiaries

- CAPTRON CO., LTD.**  
 3-1-3 Uchihirano-machi, Chuo-ku, Osaka, 540-0037, Japan  
 PHONE: 81-6-6920-3626 FAX: 81-6-6920-5126  
 Paid-in Capital: ¥ 1,640 million  
 Business Segment: Rent, lease and operation of real estate properties
- K2 CO., LTD.**  
 7th Floor, Shogyo Building, 5-6-10 Toyosaki, Kita-ku, Osaka, 531-0072, Japan  
 PHONE: 81-6-4802-4557 FAX: 81-6-4802-4559  
<http://www.kei-two.co.jp/>  
 Paid-in capital: ¥ 3 million  
 Business Segment: Development of home video games
- ENTERRISE CO., LTD.**  
 3rd Floor, Arcadia Ueno Building, 2-13-8 Higashi-ueno, Taitou-ku, Tokyo, 110-0015, Japan  
 PHONE: 81-3-5812-8725 FAX: 81-3-5812-8731  
<http://www.enterrise.co.jp/>  
 Paid-in Capital: ¥ 30 million  
 Business Segment: Sale and Manufacture of amusement equipment
- BEELINE INTERACTIVE JAPAN, CO., LTD.**  
 2-2-14 Awaji-cho, Chuo-ku, Osaka, 541-0047, Japan  
 PHONE: 81-6-6920-7011 FAX: 81-6-6223-8007  
<http://www.beeline-i.info/bij/index.html>  
 Paid-in Capital: ¥ 300 million  
 Business Segment: Development and distribution of mobile phone content
- CAPCOM U.S.A., INC.**  
 800 Concar Drive, Suite 300 San Mateo, California 94402 U.S.A.  
 PHONE: 1-650-350-6500 FAX: 1-650-350-6655  
<http://www.capcom.com/us/>  
 Paid-in Capital: US\$ 159,949 thousand  
 Business Segment: Development and sale of home video games
- CAPCOM ASIA CO., LTD.**  
 Unit 504-5, New East Ocean Centre, No.9 Science Museum Road, Tsimshatsui East, Kowloon, Hong Kong  
 PHONE: 852-2366-1001 FAX: 852-2366-1985  
<http://www.capcomasia.com.hk/>  
 Paid-in Capital: HK\$ 21,500 thousand  
 Business Segment: Sale of home video games
- CE EUROPE LTD.**  
 The Metro Building, 3rd Floor, 1 Butterwick, Hammersmith, London W6 8DL, U.K.  
 PHONE: 44-20-8600-6100 FAX: 44-20-8600-6197  
<http://www.capcom-europe.com/>  
 Paid-in Capital: £ 1 million  
 Business Segment: Sale of home video games
- CAPCOM ENTERTAINMENT GERMANY GmbH**  
 Nagelsweg 55, 20097 Hamburg, Germany  
 PHONE: 49-40-6965-620 FAX: 49-40-6965-6222  
 Paid-in Capital: € 25 thousand  
 Business Segment: Sale of home video games
- BEELINE INTERACTIVE, INC.**  
 10960 Wilshire Blvd. Suite 1500, Los Angeles, CA 90024 U.S.A.  
 PHONE: 1-310-943-5470 FAX: 1-310-943-5489  
<http://www.beeline-i.com/>  
 Paid-in Capital: US\$ 0 thousand  
 Business Segment: Distribution of mobile phone games
- BEELINE INTERACTIVE CANADA, INC.**  
 401 The West Mall, Suite 415, Toronto ON, Canada, M9C 5J5  
 PHONE: 1-647-788-1600 FAX: 1-647-788-1601  
 Paid-in Capital: Canada\$ 0 thousand  
 Business Segment: Development and distribution of mobile phone games
- CAPCOM ENTERTAINMENT KOREA CO., LTD.**  
 13F, Yeon-Bong Bldg, 416 Teheran-ro, Gangnam-gu, Seoul, Korea  
 PHONE: 82-2-525-2160 FAX: 82-2-525-2161  
<http://www.capcomkorea.com/>  
 Paid-in Capital: KRW 1,000 million  
 Business Segment: Sale of home video games, Operation and development of online games
- CAPCOM ENTERTAINMENT FRANCE, SAS**  
 30 bis, rue du Viel Abrevoir 78100 SAINT GERMAIN EN LAYE France  
 PHONE: 33-1-30-61-86-61 FAX: 33-1-39-73-16-15  
 Paid-in Capital: € 37 thousand  
 Business Segment: Sale of home video games
- CAPCOM GAME STUDIO VANCOUVER, INC.**  
 4401 Still Creek Drive, Suite200, Burnaby, BC, Canada V5C 6G9  
 PHONE: 1-604-299-5626 FAX: 1-604-299-5653  
<http://capcomvancouver.com/>  
 Paid-in Capital: Canada\$ 4,760 thousand  
 Business Segment: Development of home video games
- BEELINE INTERACTIVE EUROPE LTD.**  
 The Metro Building 3rd Floor, 1 Butterwick, Hammersmith, London W6 8DL, U.K.  
 PHONE: 00-44-208-600-6100 FAX: 00-208-600-6197  
 Paid-in Capital: € 2,500 thousand  
 Business Segment: Development and distribution of mobile phone games
- BEELINE INTERACTIVE (THAILAND) CO., LTD.**  
 9th Floor 1016 Sri-Fueng-Fung Bld., Rama IV Road, Silom Bangrak, Bangkok 10500 Thailand  
 PHONE: 66-2-633-8612 FAX: 66-2-633-8614  
 Paid-in Capital: THB 15 million  
 Business Segment: Development of mobile phone games
- CAPCOM TAIWAN CO., LTD.**  
 4F.-3, No.129, Sec. 2, Zhongshan N. Rd., Zhongshan Dist., Taipei City 10448, Taiwan (R.O.C.)  
 PHONE: 886-2-2563-7790 FAX: 886-2-2563-7972  
 Paid-in Capital: NT\$ 80 million  
 Business Segment: Operation and development of online games

### Major Offices

Head Office	3-1-3 Uchihirano-machi, Chuo-ku, Osaka, 540-0037, Japan PHONE: 81-6-6920-3600 FAX: 81-6-6920-5100
R&D Building	3-2-8 Uchihirano-machi, Chuo-ku, Osaka, 540-0037, Japan PHONE: 81-6-6920-7600 FAX: 81-6-6920-7698
Tokyo Branch	Shinjuku Mitsui Building 2-1-1 Nishi Shinjuku, Shinjuku-ku, Tokyo, 163-0448, Japan PHONE: 81-3-3340-0710 FAX: 81-3-3340-0711
Ueno Facility	3902 Hatta, Iga, Mie, 518-1155, Japan PHONE: 81-595-20-2030 FAX: 81-595-20-2044

## A-D

### Amusement arcades

Amusement arcades are operated in many types of formats. Two frequent formats are arcades within shopping centers and arcades in separate buildings along highways.

### Amusement equipment (commercial use)

These arcade machines that are used at amusement arcades and other locations allow visitors to enjoy games in a manner that is not possible at home. Categories of these machines include medal games, prize games, video games and other types of games.

### Cannibalization

When user movement between different genres, such as home video games, online games and mobile games, causes erosion and competition in the market.

### Casual users

Beginning game players who usually do not play video games for a long time.

### CERO

The Computer Entertainment Rating Organization, which is a non-profit organization located in Japan, issues age-appropriateness ratings for computer games as the selection of these games becomes more diverse along with the increasing popularity of computer entertainment. These ratings provide information that is required to select game software. The objectives are to contribute to the sound development of young people and to maintain a proper level of social ethical standards. (from CERO website) Capcom receives a CERO rating before launching new home video game titles.

### 'Complete Gacha'

Based on capsule toy machines common in Japan, 'complete gacha' involves purchasing single random items needed to collect complete sets of specific items in social games. Collecting complete sets enables the player to acquire even rarer prize items. In May 2012, the Japan Consumer Affairs Agency announced that 'complete gacha' mechanics violate laws regarding prize representation.

### Consumer (Consumer business)

This is the collective designation for Package Games and Digitally Distributed Content (DLC). These are games for stationary consoles.

### Core users (Heavy users)

Core users are people who are very knowledgeable about video games and have become experts regarding specific games by playing these games for a long time.

### Developer

A company or organization that develops game content.

### Downloadable content (DLC)

Downloadable content is an intangible form of game content that is sold (distributed) through the Internet and thus requires no physical packaging. This content is available on networks linked to home video game consoles, such as PlayStation Network, Xbox Live and Wii Ware. This content can also be downloaded to a computer and obtained in other ways.

## F-H

### Feature phone

A feature phone is a conventional cell phone of the type that was used before the emergence of smartphones. Capcom has for some time been distributing relatively simple games based on its game content, ring tones, stand-by screen images and other content for these phones.

### First party

A company or organization that supplies game hardware or platforms.

### Freemium

Freemium is a business model in which users can download a basic game or service at no charge and then pay for additional components and special functions. Freemium is also a generic name of games played in this fashion. It is rapidly increasing market share as game content for mobile phones and smartphones.

### Game content

Game content encompasses game software along with the game's characters, music, images and all other components. This is also called digital content when the content is stored digitally using an intangible format rather than on a physical object such as a disk.

### Handheld game console

This term refers to all game consoles that are small and light enough to be carried with ease.

### Hardware (home video game console)

A dedicated device that is required to operate game software.

### Home video games

Home video games are games being played on a specific type of console. These games are made for home consoles such as the PlayStation 3, Xbox 360 and Wii as well as handheld consoles such as the Nintendo 3DS and PlayStation Vita. Capcom has developed these games for a broad array of consoles.

## I-L

### Internally produced

The process of developing a product entirely within a single company, rather than outsourcing tasks to a third-party company or organization.

### Launch title

Launch title is either the introduction of a title simultaneously with the introduction of a new game console or the product that is launched simultaneously.

### License-out

Granting rights to a third-party company or organization for the use of a Capcom character, title logo or other item.

## M-P

### MT Framework

"MT Framework" is an integrated game development environment created by Capcom. In particular, this framework provides shared software development tools for about 80% of the development process for games used on the Xbox360, PlayStation 3 and PCs. Using this shared process greatly reduces game development expenses and cuts development time by two-thirds. In response to market needs, Capcom has made the MT Framework compatible with more types of consoles. Currently, the framework can also be used to develop games for the Nintendo 3DS, Wii and iPhone. "MT" stands for meta-tool, multi-thread, multi-target and other characteristics of this framework.

### Multi-platform

With the multi-platform approach, game content is supplied for a variety of platforms rather than only a single platform. This makes it possible to reach more people, maximize

profitability and reduce the time and cost needed to develop content. This is one of Capcom's core strategies. Furthermore, Capcom uses its exclusive MT Framework, an integrated game development environment, to make the development process more efficient.

### Next-generation console

New types of game consoles are usually released about every five years in the home video game market. These next-generation consoles offer users new functions along with new or additional ways to play games.

### Online (Online business)

This is the collective designation for three businesses within the Digital Contents business: Mobile Contents, PC Online and Digitally Distributed Content (DLC). The first pillar of our growth strategy is to strengthen the Online business, which has high-growth potential.

### Original content

Original content is content created by using completely original elements. There can be no other original story or third-party oversight. Capcom is able to use its content in many ways due to the ability to create a large volume of original game content.

### Outsourcing

Outsourcing is the process of placing an order to a third-party company or other organization to develop all or part of a particular product.

### Packaged software

This is generally software or media that is sold at stores or on the Internet for use with home video game consoles. Software is sold on DVDs, Blu-ray discs and other media depending on the format of each console.

### PC online games

These are games that can be played over the Internet on a PC because they do not require a dedicated game console. Players can play a game along with or against other players via a network of users established by accessing the portal site for that game.

### Platform

A platform is the environment required to operate game content. Capcom supplies game content for home video game consoles and PCs as well as for cell phones, smartphones and a steadily increasing number of other devices.

### Premium

A conventional generic name used to refer to mobile content service. It refers to a business model designed as a pay-service for a single content or other services, or a fixed monthly rate membership service for game content.

### Publisher

A company or organization that develops and sells game content.

### R-W

### Rating

Video games receive age-appropriateness ratings based on the characteristics of each game after undergoing an examination by the CERO (Computer Entertainment Rating Organization). In Japan, all home video games must undergo this examination and display the resulting rating (A, B, C, D or Z) along with the associated precaution icon.

### Remake

The process of updating an older game to utilize the advanced capabilities of a new game console or platform or the updated product itself.

### Series

A game series consists of number of titles based on the same content. This is also called a franchise. Capcom has created many very successful game franchises, including Street Fighter, Resident Evil, Monster Hunter and others.

### Single Content Multiple Usage

Single content multiple usage is a core Capcom strategy in which the company's popular original content is used for home video games as well as for character merchandise, movies and many other uses in order to maximize earnings.

### Smartphone

Smartphones are high-performance, multi-function cell phones that are similar to PCs and can access the Internet. Recent rapid progress with smartphone performance has made these devices a popular platform for playing games.

### Social games

Social games are online games that are played with others by communicating over a network rather than alone. These games are provided over social networking services (SNS) and each game incorporates a link to its respective SNS. The popularity of social games is increasing

rapidly on a global scale as people discover this new way to enjoy games.

### Software (Home video games, consumer games)

Software refers to game content that is either incorporated in a game console or installed separately on a computer, cell phone or other device. Software is sold mainly in packages or through Internet downloads.

### Spin-off titles

A title in a game series that, rather than being a pure sequel, uses selected components of the game to create a side story or other new elements.

### Standing console

Refers to game console hardware that is set up in a fixed location, usually connected to a TV or monitor.

### Third party

A third party is a company or organization that supplies software or game content to the first party.

### Title

A title is a particular game or the name of a particular game.

### Transition period

This is the transition period between a current game console and the launch of its next-generation version. Normally, sales of the current game console decrease during this transition period to the next generation.

### Transplanting

Transplanting is the process of altering specifications of the original game software so that it can be released again for use on a different platform (game console).

### Work-in-progress for game software

This accounting term refers to game software development expenses that are treated as future assets. These expenses are included in the assets section of the balance sheet until the game launch date.

## Stock Data

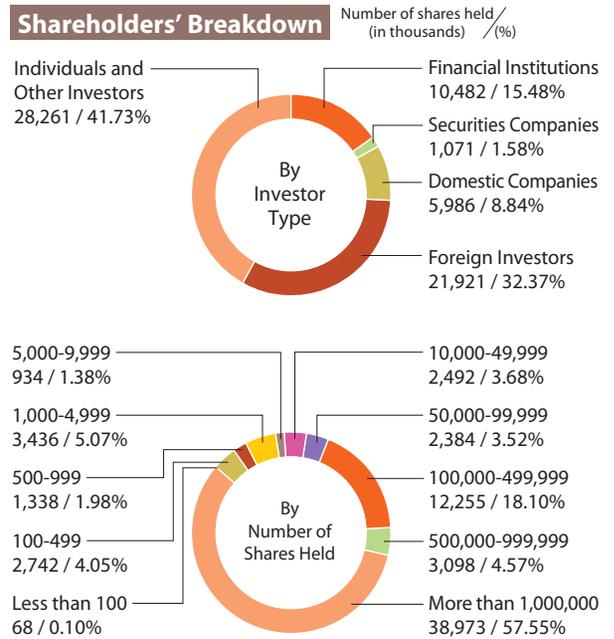
Number of Shares Authorized — 150,000,000 shares  
 Number of Shares Issued — 67,723,244 shares  
 Number of Shareholders — 22,350 shares

## Major Shareholders (Top 10)

Major Shareholders	Number of Shares Held (in thousands)	Percentage of Shareholding (%)
Crossroad Limited	5,276	9.16
The Master Trust Bank of Japan, Ltd. (Trust Account)	2,875	4.99
THE CHASE MANHATTAN BANK, N.A. LONDON SECS LENDING OMNIBUS ACCOUNT	2,874	4.99
NOMURA BANK (LUXEMBOURG) S.A. S/A NOMURA MULTI CURRENCY JP STOCK LEADERS FD	2,860	4.97
STATE STREET BANK AND TRUST COMPANY 505223	2,393	4.16
Kenzo Tsujimoto	2,008	3.49
Misako Tsujimoto	1,964	3.41
Yoshiyuki Tsujimoto	1,669	2.90
Japan Trustee Services Bank, Ltd.(Trust Account)	1,611	2.80
Haruhiro Tsujimoto	1,548	2.69

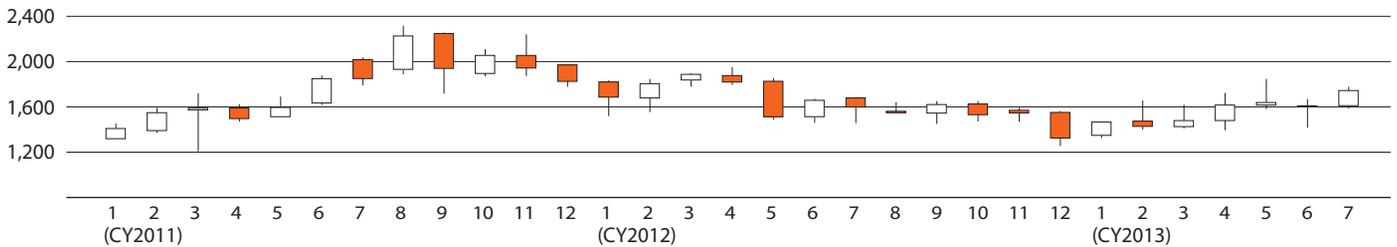
\* Capcom owns 10,139 thousand stocks as treasury stocks.  
 The stocks owned by the company are excluded from the above list.

## Shareholders' Breakdown



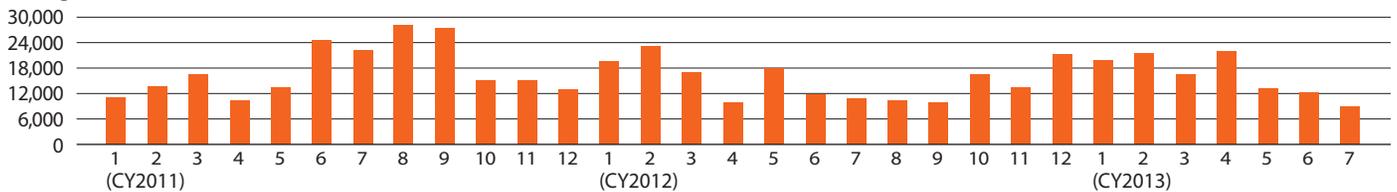
## Stock Price Range

### Stock Price (Yen)



## Trading Volume

### Trading Volume (thousand shares)



## 11-Year Trend of Stock Price and Trading Volume

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Stock Price	1,033	1,032	1,047	1,209	1,692	3,400	1,746	1,766	1,590	1,891	1,476
High	3,860	1,685	1,246	1,450	2,445	3,490	3,640	2,010	1,907	2,311	1,959
Low	999	857	880	1,000	1,102	1,660	1,475	1,297	1,145	1,473	1,250
Trading Volume	69,891,300	109,462,300	90,898,400	93,995,100	137,965,900	19,179,500	179,636,900	181,065,800	149,613,900	227,386,800	178,008,200

(YEARS ENDED MARCH 31)

# History

# CAPCOM of Japan Has Transformed Itself into CAPCOM of the World.

## Products History

### Jul. 1983

Released our first originally developed coin-op "Little League".



### May 1984

Released our first arcade video game "Vulgus".



### Dec. 1985

Released our first home video game "1942" for Nintendo Entertainment System (NES).



### Dec. 1987

Released "Mega Man" for NES.



### Mar. 1991

Released the arcade video game "Street Fighter II" and it triggered the "Street Fighter II" boom.

### Jul. 1993

Opened "CapcoCircus Nigata East", the largest arcade in Nigata.



### Dec. 1994

Premiere of the Hollywood movie "Street Fighter".

### Mar. 1996

Released "Resident Evil" for PlayStation, a long selling title which had record breaking sales, and established the genre of survival horror.

### Aug. 2001

Released "Devil May Cry" for PlayStation 2, and it was a mega-hit.

### Oct. 2001

Released "Phoenix Wright: Ace Attorney" for Game Boy Advance, and it drew public attention as a courtroom battle title.

### Jul. 2005

Released "Sengoku BASARA" for PlayStation 2, which enjoyed popularity especially among young gamers for its innovative worldview.

### Aug. 2006

Released "Dead Rising" for Xbox 360. More than 1 million units were sold, an extraordinary feat for a new title for a new game console.

### Dec. 2006

Released software "Lost Planet" for Xbox 360. Over 1 million units were sold following the trails of "Dead Rising", another exceptional accomplishment for a new title.



### Oct. 2009

"Sengoku BASARA" character Date Masamune used for PR activities in support of the Miyagi Prefecture gubernatorial elections.



### Nov. 2010

Distribution of social game "Smurfs' Village" for iPhone began. It became the top download in 80 countries around the world.

### Dec. 2011

Released "Monster Hunter 3 (Tri) G" for Nintendo 3DS, which became the Capcom's first title that sold one million units in Japan for Nintendo 3DS.



### May 2012

Released home video game "Dragon's Dogma". Sold over one million units, unprecedented for a totally new brand.



## Corporate History

### May 1979

Established I.R.M Corporation (capital of 10 million yen) with objectives of developing and selling electric applied game machines in Matsubara, Osaka.

### May 1981

Established the subsidiary JAPAN CAPSULE COMPUTER CO., LTD.

### Sep. 1981

Corporate name was changed to SAMBI CO., LTD., and the head office was moved to Habikino, Osaka.

### Jun. 1983

Established old CAPCOM CO., LTD., (capital of 10 million yen) in Hirano, Osaka for the purpose of selling software.

### Oct. 1983

Established Tokyo Branch in Shinjuku, Tokyo.

### Jan. 1989

Old CAPCOM CO., LTD., was merged with SANBI. Corporate name was changed to CAPCOM CO., LTD., and the head office was moved to Higashi-ku, Osaka.

### Oct. 1990

Stocks registered as OTC securities with the Japan Securities Dealers Association.

### Oct. 1993

Stock was listed on the second section of the Osaka Stock Exchange.

### Jul. 1994

Constructed head office, which was relocated to Uchihirano-machi, Chuo-ku, Osaka.

### Sep. 1999

Stock changed listing to the First Section of the Osaka Securities Exchange.

### Oct. 2000

Stock was listed on the First Section of the Tokyo Stock Exchange.

### separate volume

## The Latest Development Report 2013 IT'S NOT A GAME UNTIL YOU PLAY IT.

P1



### Development Management

Create new excitement by maximizing synergies

#### Katsuhiko Ichii

Director and Executive Corporate Officer in charge of Consumer Games Business

P3



### Digital Contents business (Home Video Games)

Add new appeal by constantly pursuing challenges

#### Ryozo Tsujimoto

Producer, General Manager of Division 3, Consumer Games Development

P5



### Digital Contents business

Game engine "Panta Rhei" for next-generation consoles specialized for Capcom production

#### Masaru Ijuin

Senior Manager of Technology Management, Technology Development, Consumer Games Development

P7



### Digital Contents business (Online)

Towards a new era when all games will be social

#### Kazunori Sugiura

General Manager of Division 2, Consumer Games Development

P9



### Digital Contents business (Online)

Provide excitement that meets regional characteristics and cultivate the global online market

#### Yoshinori Ono

Corporate Officer and Deputy Head of Consumer Games Development

P11



### Amusement Equipments business

Enhance development quality and generate results in both in-house development and outsourcing

#### Kentaro Ono

Senior Manager of Produce Section, P&S Software Development Department, P&S Business Division

P13



### Special Feature "Resident Evil" The Secret of Success

Yasuhiro Ampo, Director, Section 1, Division 1

Jun Takeuchi, Head of Consumer Games Production Management Division

Hiroyuki Kobayashi, Deputy Head of Consumer Games Development and General Manager of Division 1 and Division 4

Tsutomu Masuda, Senior Manager of Promotion Planning Section, Consumer Games Marketing Department

Hiroyuki Enomoto, Senior Director, Media and Consumer Product (MCP) Team, CAPCOM U.S.A., Inc.

Yoshiaki Hirabayashi, Producer, Production Planning and Administration, Division 1