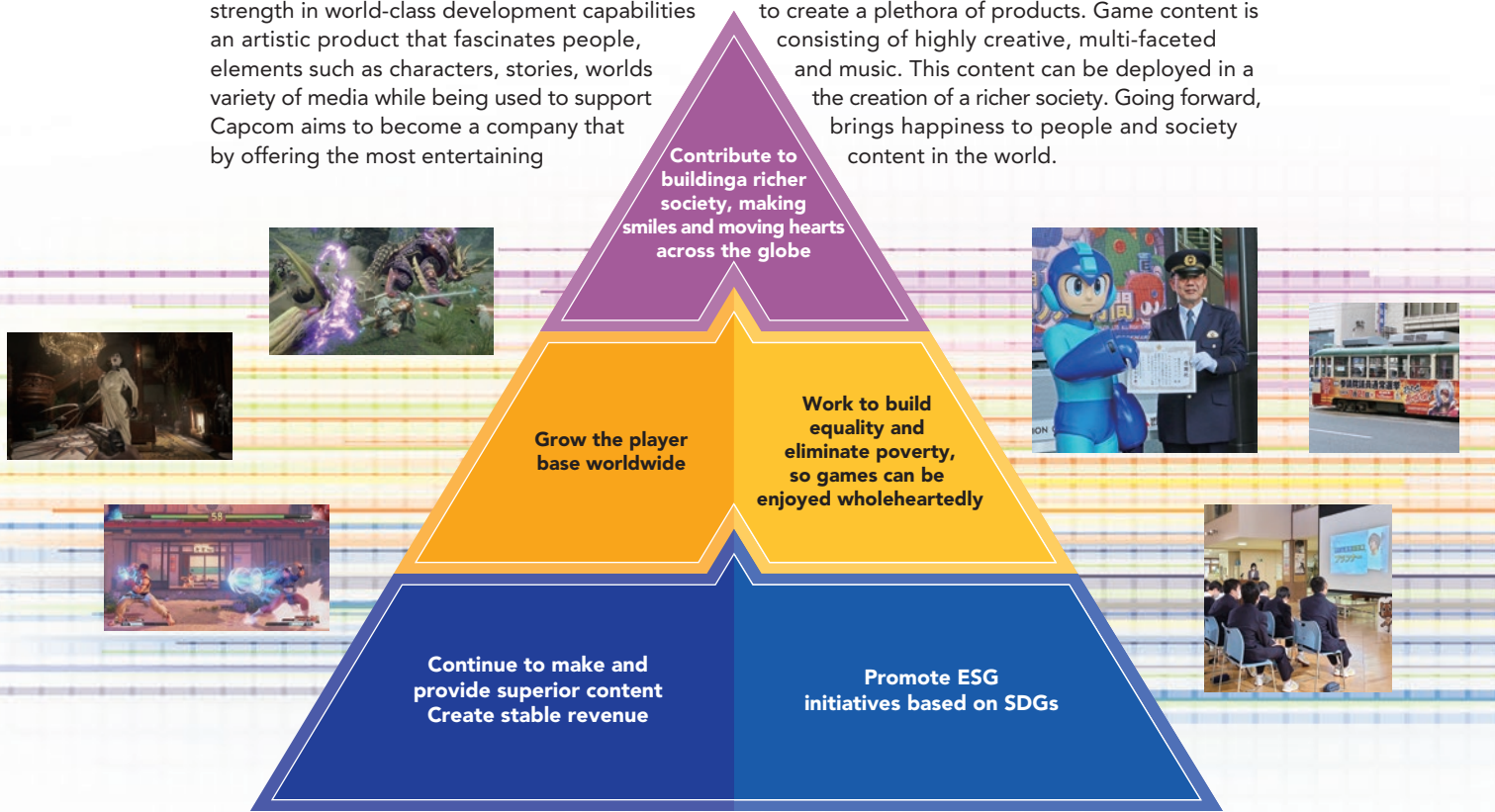


Capcom: Creator of entertainment culture that stimulates your senses

Our purpose is to be a creator of entertainment culture. Through development of highly creative software contents that excite people, stimulate their senses, and bring smiles to their faces we aim to offer an entirely new level of game entertainment. Since Capcom's establishment in 1983, we have leveraged our strength in world-class development capabilities to create a plethora of products. Game content is an artistic product that fascinates people, consisting of highly creative, multi-faceted elements such as characters, stories, worlds and music. This content can be deployed in a variety of media while being used to support the creation of a richer society. Going forward, Capcom aims to become a company that brings happiness to people and society by offering the most entertaining content in the world.



CONTENTS

Value Creation Story

- 01 Create Financial and Non-Financial Value
- 03 Corporate Philosophy
- 05 History of Value Creation
- 07 Major Intellectual Properties (IP)
- 09 Effectively Leveraging IP
- 11 World Leading Development Capabilities
- 12 Digital Strategy Performance
- 13 ESG Highlights
- 15 Value Creation Model
- 17 Financial Highlights
- 19 Business Segments Highlights
- 23 Medium- to Long-Term Vision

Medium- to Long-Term Growth Strategy

- 25 CEO Commitment
- 35 The COO's Discussion of Growth Strategies
- 43 Financial Strategy According to the CFO

Latest Creative Report

- 47 The Head of Development Discusses Development Strategy
- 49 *Monster Hunter Rise*
- 53 Training Human Resources and Environmental Improvements

Foundation for Sustainable Growth (ESG)

- 55 ESG Information
- 56 Capcom and the Environment
- 57 Society and Capcom
- 63 Corporate Governance
- 63 Directors
- 65 Corporate Governance Structure and Initiatives
- 73 Message from an External Director

Financial Analysis and Corporate Data

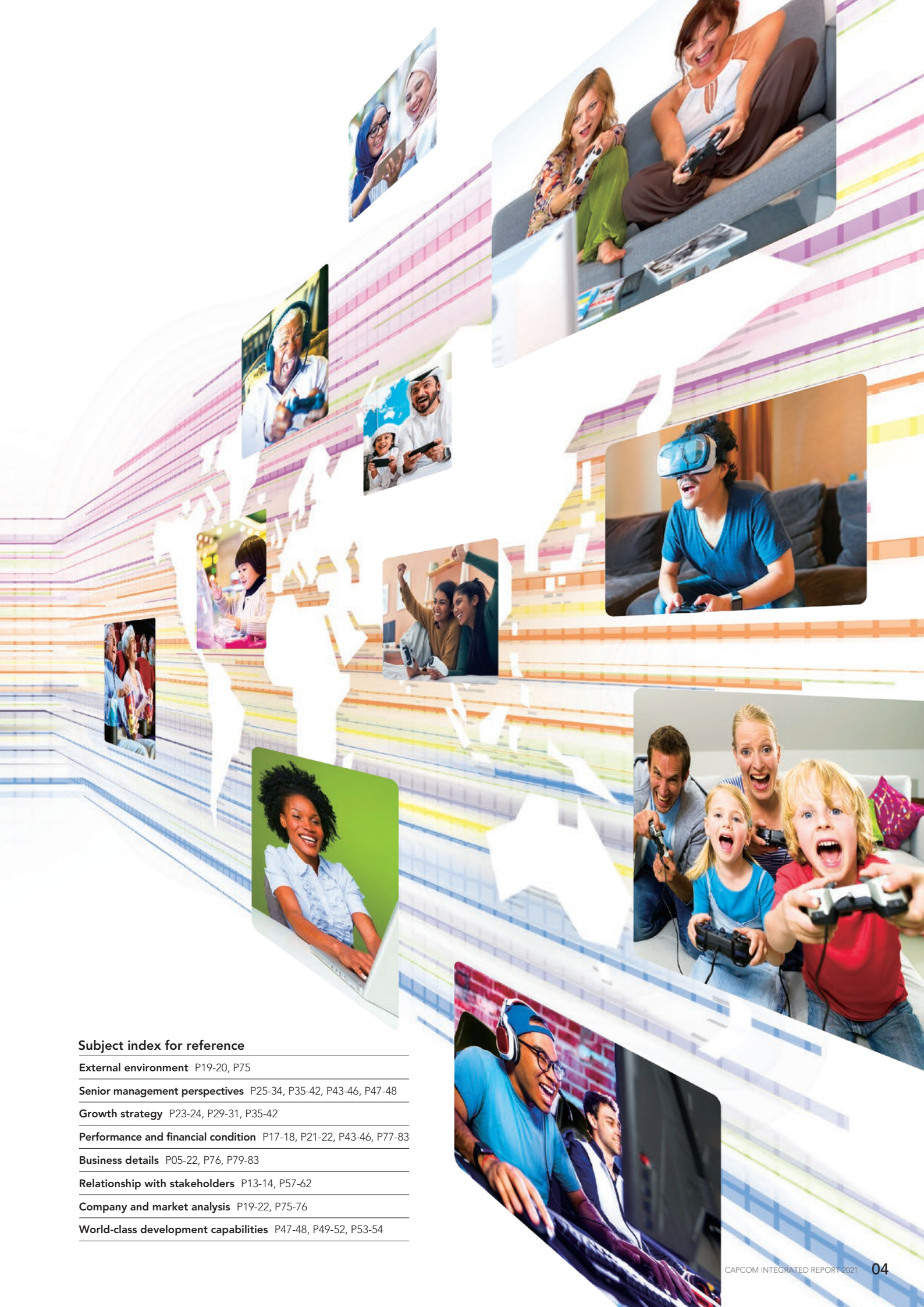
- 75 An Analysis of the Market and Capcom
- 77 11-Year Summary of Consolidated Financial Indicators
- 79 Segment Information
- 84 Stock Data
- 85 Corporate Data

Editorial policy

Capcom's Integrated Report conveys initiatives aimed at improving corporate value over the medium- to long-term to all stakeholders. This report is issued with the intent of creating opportunities for further dialogue. Furthermore, we aim to express ideas in a simple and easily understood manner and visually represent important items to aid understanding. Details are available online.

Period and scope

This report reviews the fiscal year ended March 31, 2021 (April 1, 2020–March 31, 2021). When necessary, it also includes references to fiscal periods before and after this timeframe. Unless otherwise indicated, the scope of data presented in this report is on a consolidated basis.



Subject index for reference

External environment P19-20, P75

Senior management perspectives P25-34, P35-42, P43-46, P47-48

Growth strategy P23-24, P29-31, P35-42

Performance and financial condition P17-18, P21-22, P43-46, P77-83

Business details P05-22, P76, P79-83

Relationship with stakeholders P13-14, P57-62

Company and market analysis P19-22, P75-76

World-class development capabilities P47-48, P49-52, P53-54