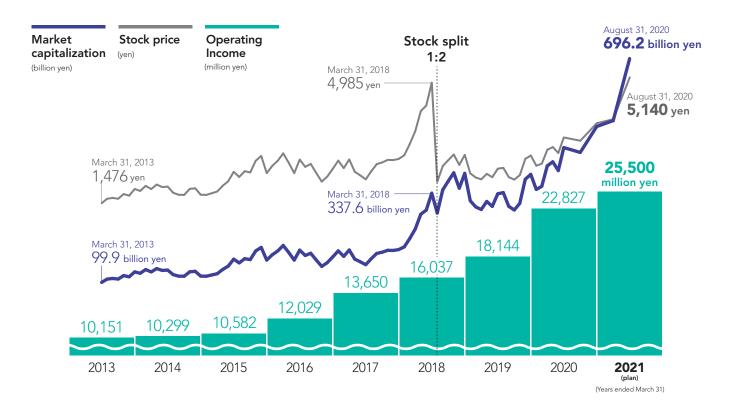


# Continuing to create financial and non-financial value

# Achieving seven consecutive years of increased operating income

In the constantly evolving game industry, Capcom sees change as opportunity, and as a result of the progress we have made with business reforms such as strengthening digital sales and switching to in-house production, the fiscal year ended March 2020 marks seven years of consecutive increased operating income. Our stock price has also risen as our performance

improves, even following the stock split we conducted on April 1, 2018 in order to improve the liquidity of our stock and expand our investor base, and it now exceeds the level it was at prior to the split, reaching a record high. We will continue to increase our corporate value (market capitalization) with sustainable business growth so that we can reward our stockholders' loyalty.











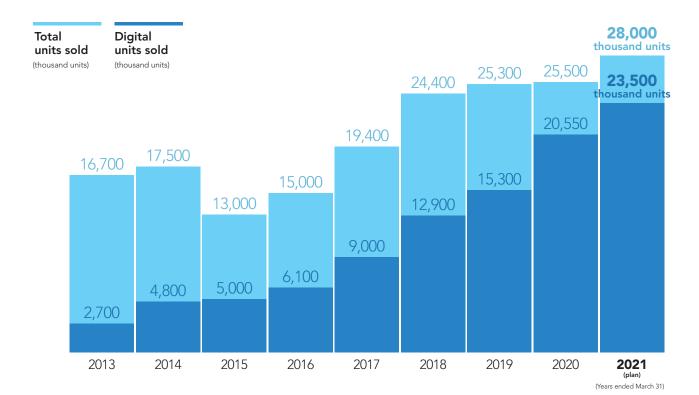


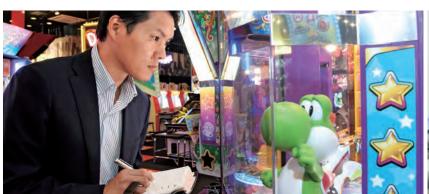


# Providing smiles and moving hearts all across the globe

Since Capcom's founding in 1983, we have continued to move hearts and deliver smiles through the entertainment of games. In recent years, the spread of the internet, PCs, and smartphones has made it possible to enjoy games even without game consoles, while at home, and anywhere around the world. As a result, Capcom's game software distribution volume, and more

specifically, digital sales have increased significantly. We aim to continue providing even more game software to an even greater extent of the world's countries and regions in order to bring smiles to as many people around the globe as possible.









## **CAPCOM INTEGRATED REPORT**

# **Value Creation** Story

- History of Value Creation
- 07 Value Creation Model
- 09 Major Intellectual Properties (IP)
- 11 Effectively Leveraging IP
- 13 Financial Highlights
- 15 **ESG Highlights**
- 17 **Business Segments Highlights**
- 19 Risks and Opportunities / Medium- to Long-Term Vision

# Medium- to **Long-Term Growth Strategy**

### 21 **CEO Commitment**

- 31 The COO's Discussion of Growth Strategies
- 39 Financial Strategy According to the CFO



# The Head of Development Discusses **Development Strategy**

Resident Evil Village

**Foundation for Sustainable Growth (ESG)** 

### 49 **ESG** Information

- Capcom and the Environment
- 51 Society and Capcom
- 57 Corporate Governance
- Directors
- Corporate Governance Structure and Initiatives
  - Message from a Member of the Audit and Supervisory Committee

# **Financial Analysis and Corporate Data**

### 67 An Analysis of the Market and Capcom

- Market Analysis
- 11-Year Summary of Consolidated Financial Indicators
- 73 **Segment Information**
- 78 Stock Data
- Corporate Data

























# Subject index for reference

External environment P67, P69-70

Senior management perspectives P21-30, P31-38, P39-42, P43-44

Growth strategy P19-20, P25-27, P31-38

Performance and financial condition P13-14, P39-42, P71-77

Business details P07-08, P11-12, P17-18, P68, P73-77

Relationship with stakeholders P15-16, P49-56

Company and market analysis P19, P67-70

World-class development capabilities P43-44, P45-48

# **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, 2020 (April 1, 2019–March 31, 2020). 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.

# **Corporate Philosophy**

# Capcom: Creator of entertainment culture that stimulates your senses

Our principle 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.