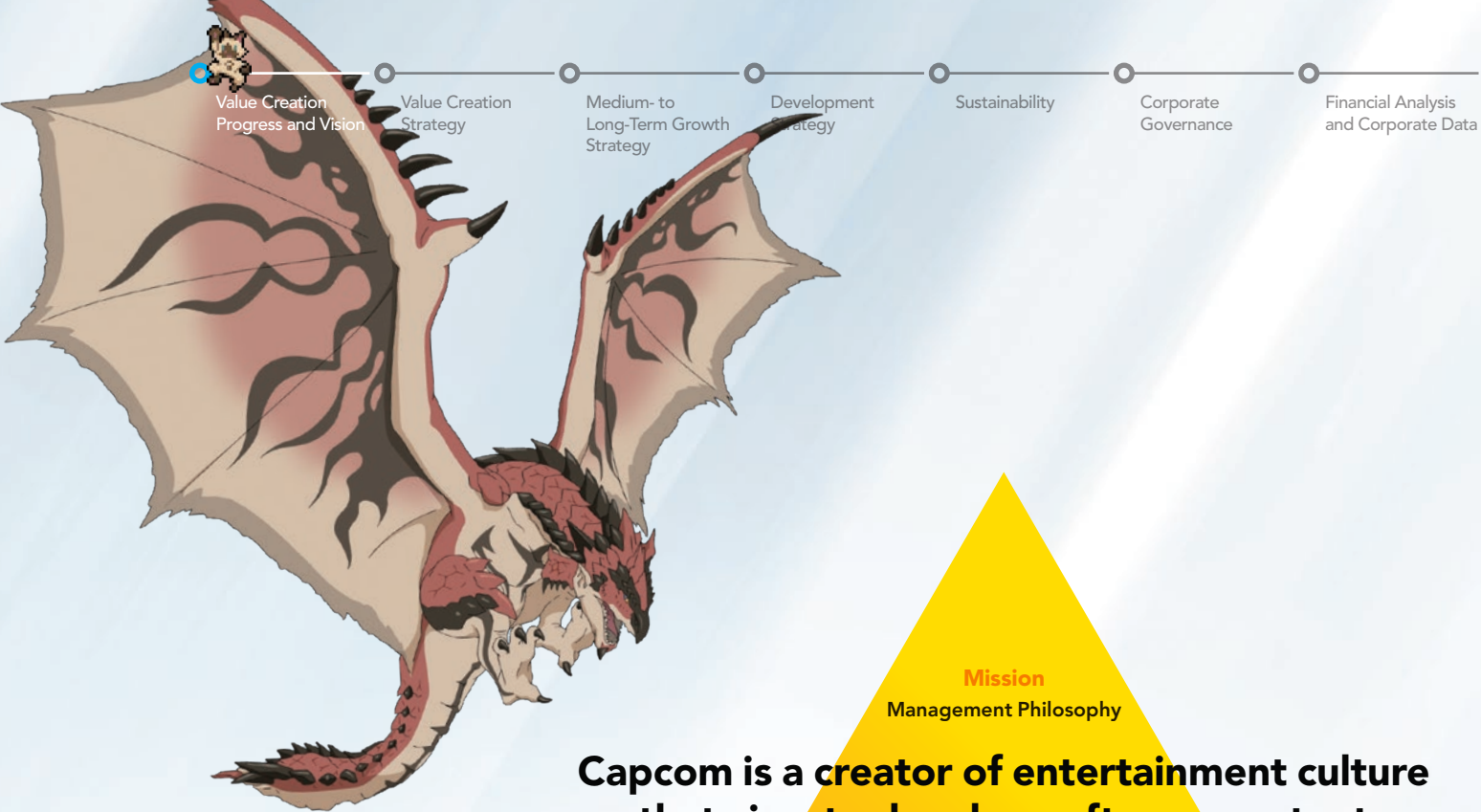


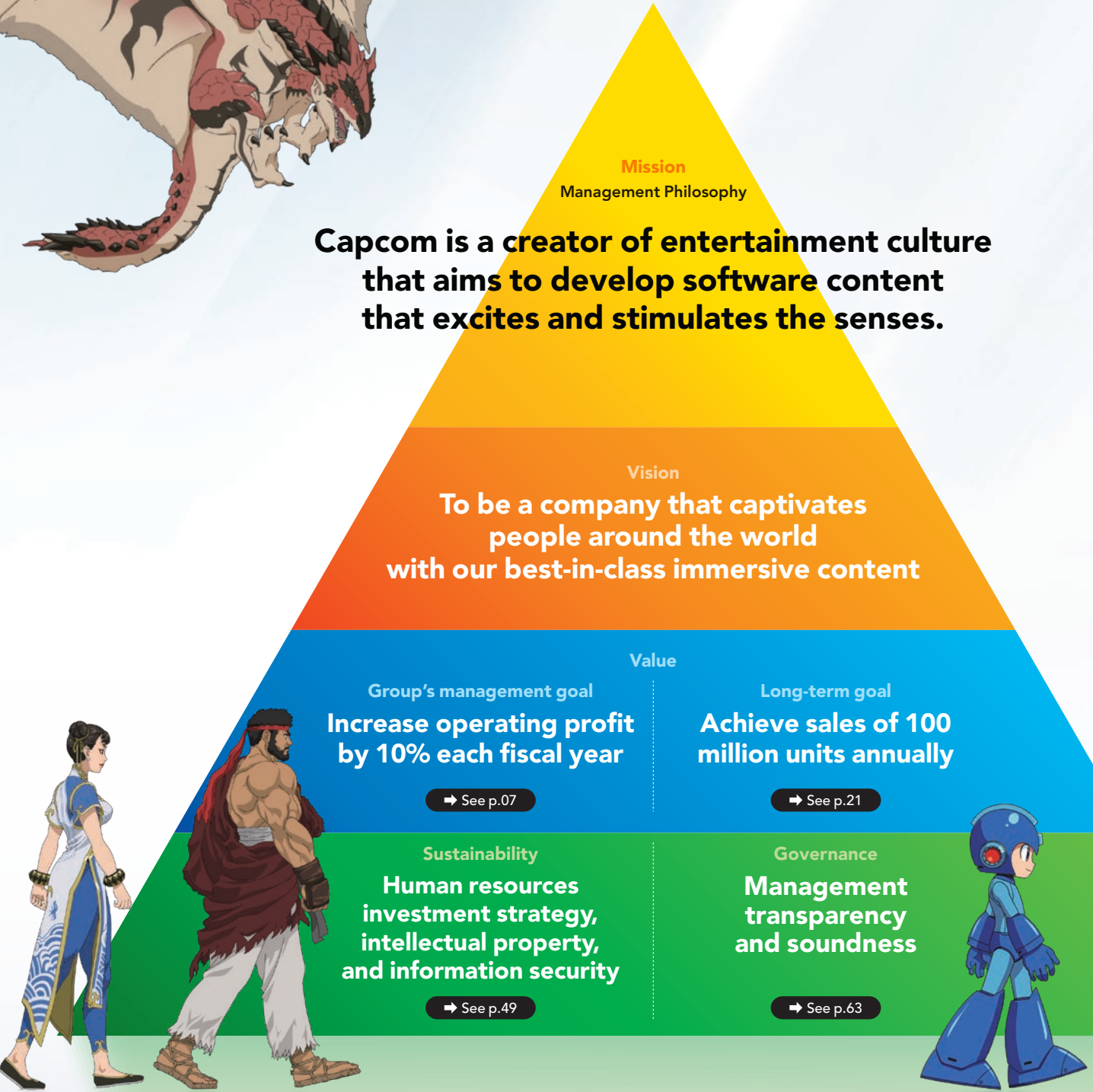
Our Vision:
To be a company
that captivates people
around the world
with our best-in-class
immersive content

Based on our philosophy of “creating an entertainment culture through the medium of games by developing highly creative content that excites and stimulates your senses,” Capcom strives to captivate people throughout the world with best-in-class entertainment.

Since Capcom’s establishment in 1983, we have leveraged our strength in world-class development capabilities to create a plethora of high-quality content. We are working to achieve stable growth and enhance corporate value while also proactively addressing common environmental and social issues in order to create a world in which everyone can enjoy games with peace of mind.



Capcom is a creator of entertainment culture that aims to develop software content that excites and stimulates the senses.



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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, 2025 (April 1, 2024-March 31, 2025). 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.

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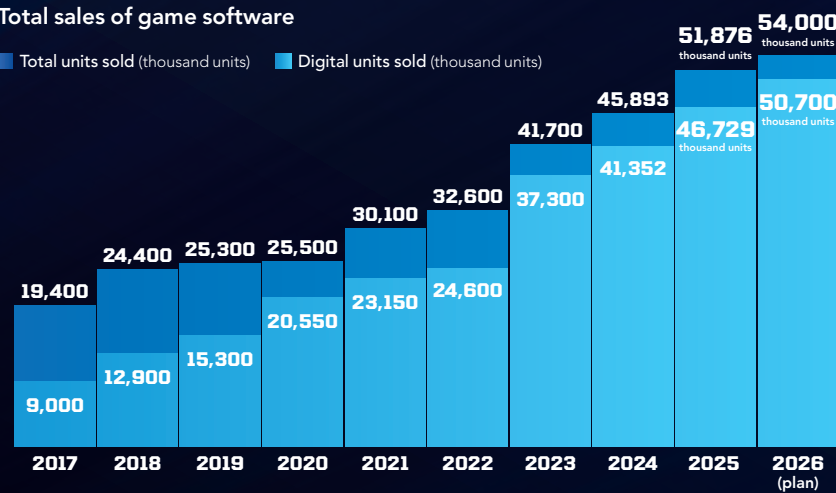


Value creation results

Achieved 12 consecutive years of increased operating profit by captivating people around the world with our best-in-class immersive content

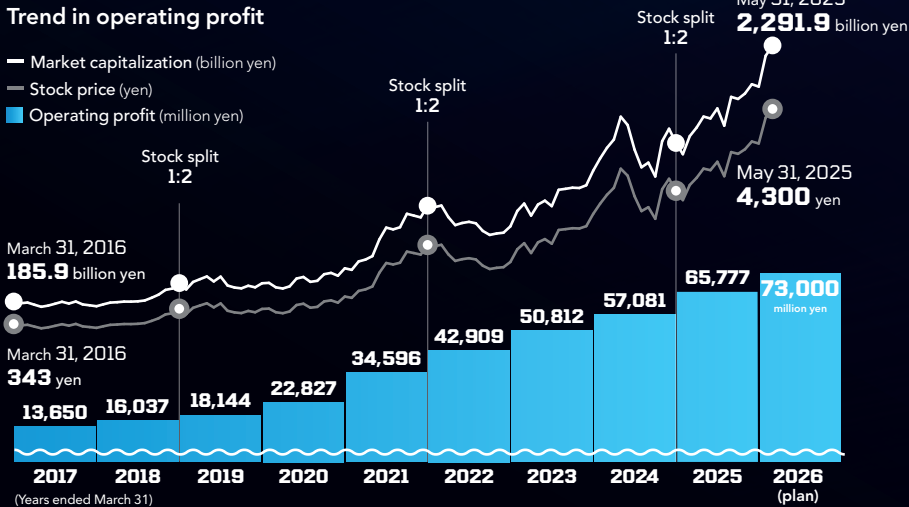
Providing Games in More than 220 Countries and Regions Aiming for 100 Million Units in Sales Volume per Year

Since Capcom's founding in 1983, we have continued to move hearts through the entertainment of games. In recent years, the spread of the internet, PCs, and smartphones has made it possible to enjoy games while at home, or in all corners of the globe, even without a game console. Further, our game software sales volume has been increasing, driven primarily by digital sales, and our titles can be enjoyed in more than 220 countries and regions worldwide. We will continue advancing our business activities in an effort to expand the fanbase around the world by providing high-quality entertainment.



Increased Corporate Value by Growing Profit 10% Each Year for Ten Consecutive Years

The game industry is continuously changing, in step with the evolution of AI, networks, and other advanced technologies. At Capcom, we see these changes as an opportunity, and as a result of our efforts to strengthen our development structure and promote digitalization, the fiscal year ended March 2025 marks 12 consecutive years of increased operating profit. Though we split our stock on April 1, 2018, April 1, 2021, and again on April 1, 2024 to improve its liquidity and expand our investor base, as our performance improves, our stock price also continues to rise steadily. We will continue to increase our corporate value (market capitalization) with sustainable business growth so that we can reward our stakeholders' loyalty.

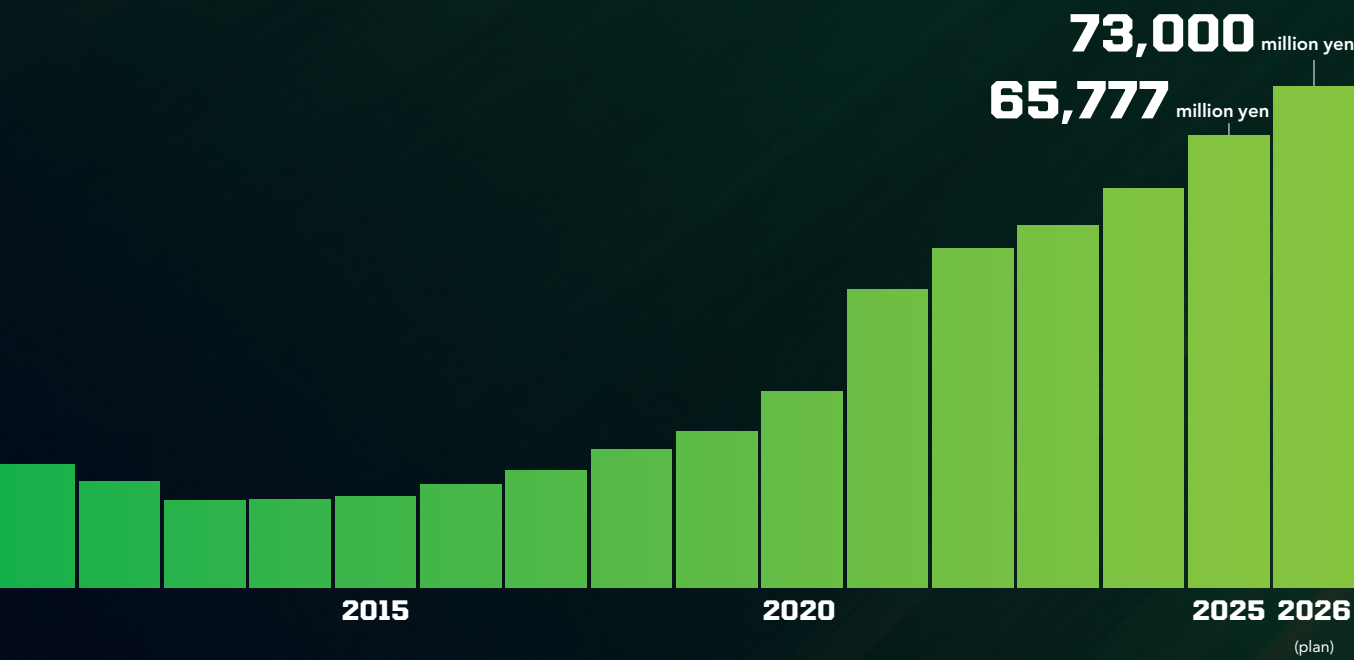
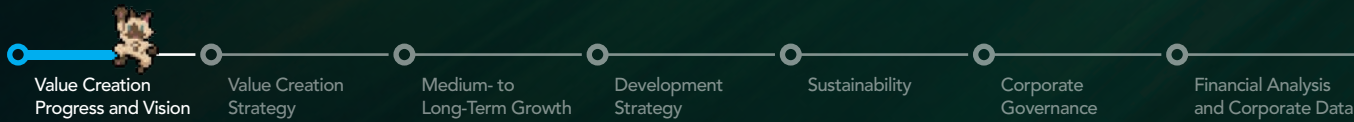
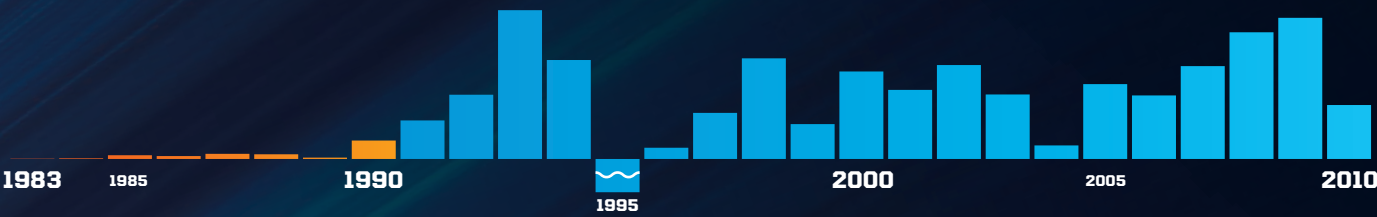


* The stock prices in the above table are figures calculated on the assumption that a stock split was carried out on April 1, 2015.

Four decades of steady growth toward our goal of making the most entertaining games in the world

Trend in operating profit

Note: 1983-1988: Fiscal years ended December 31
1989-2025: Fiscal years ended March 31



Genesis

1983 onward

Capcom Co., Ltd. was established in Osaka in 1983. With the vision of competing globally, Capcom focused its business development on the creation and sales of high-spec arcade games using the proprietary circuit board "CP System" while making its foray into the home video game arena.

Expansion

1991 onward

In the 1990s, the arrival of Super NES prompted Capcom to formally enter home video game development. Capcom created numerous hit titles globally drawing on its arcade game development expertise. The company established its Single Content Multiple Usage strategy in 1994 with the release of a Hollywood movie and animated movie based on *Street Fighter*.

2000 onward

In 2000, Capcom listed its shares on the First Section of the Tokyo Stock Exchange. In the 2000s, Capcom created one hit title after another that gained popularity overseas. Capcom went on to spread its brand throughout the world using IP outside of its games, with one example being the Hollywood movie version of *Resident Evil*, which is now a six-title hit series.

Globalization and the digital shift

2011-2016

As game consoles with online capabilities spread, it became possible to sell titles digitally over longer periods of time. By pivoting to digital sales, Capcom set the stage for the expansion of revenue opportunities with catalog sales.

2017-2020

Established a system where titles contribute to profit over the long term through the synergistic effect of finely detailed, high-quality games and digital sales following the release of *Resident Evil 7 biohazard* in 2017.

2021-

The game market has expanded, growing from a few developed nations into many countries all around the world due to the popularization of the PC platform. As a global corporation, we seek to grow further by using our abundant IP assets and product development capabilities, as well as by increasing the number of our high-skilled, talented creators.

Capcom and Entertainment Culture



1988

CP System

Through leveraging our proprietary, high-performance circuit board we were able to captivate game players with exquisitely depicted, immersive game worlds of the highest quality, allowing us to produce one hit after another in both the arcade and home video game markets.



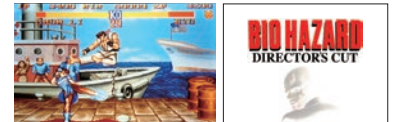
Little League 1942 Mega Man



1991

Street Fighter II becomes a major hit

The game became a sensation in arcades across the country, establishing the fighting game genre. In 1992, a national tournament was held at the Ryogoku Kokugikan arena in what might be called the first ever esports tournament.



Street Fighter II Resident Evil



2002

Multi-media roll out of Capcom IP starts in earnest

The Hollywood film adaptation of *Resident Evil*, along with the animated TV show and movie adaptations of the youth-orientated *Mega Man Battle Network*, marked the beginning of Capcom's foray into branding game-based content.



Onimusha Devil May Cry Monster Hunter Dead Rising



2007-

Cooperative gameplay becomes standard

In 2007, *Monster Hunter Freedom 2* became the first game in the series to top a million units sold. Since then, the title has become synonymous with hunting games.



Dragon's Dogma



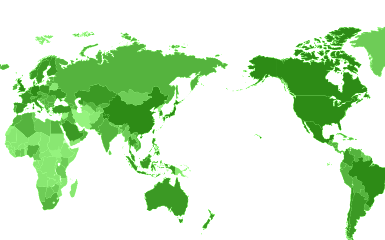
2018-

Capcom officially entered esports, a new form of entertainment

In 2018, Capcom established a dedicated department to promote the spread of esports with measures such as launching new competitions for pros and amateurs.



Monster Hunter: World



2021-

Acceleration of digital game sales

Against the backdrop of the global expansion of the PC platform, digital sales of game software are accelerating. Our extensive library of games, which has been growing for more than 40 years, is available in more than 220 countries and regions around the world.



Street Fighter 6

Striving for sustainable and consistent growth in the entertainment industry

Achieved increased operating profit (10% or better) every year for 10 consecutive years in the hit-driven entertainment industry

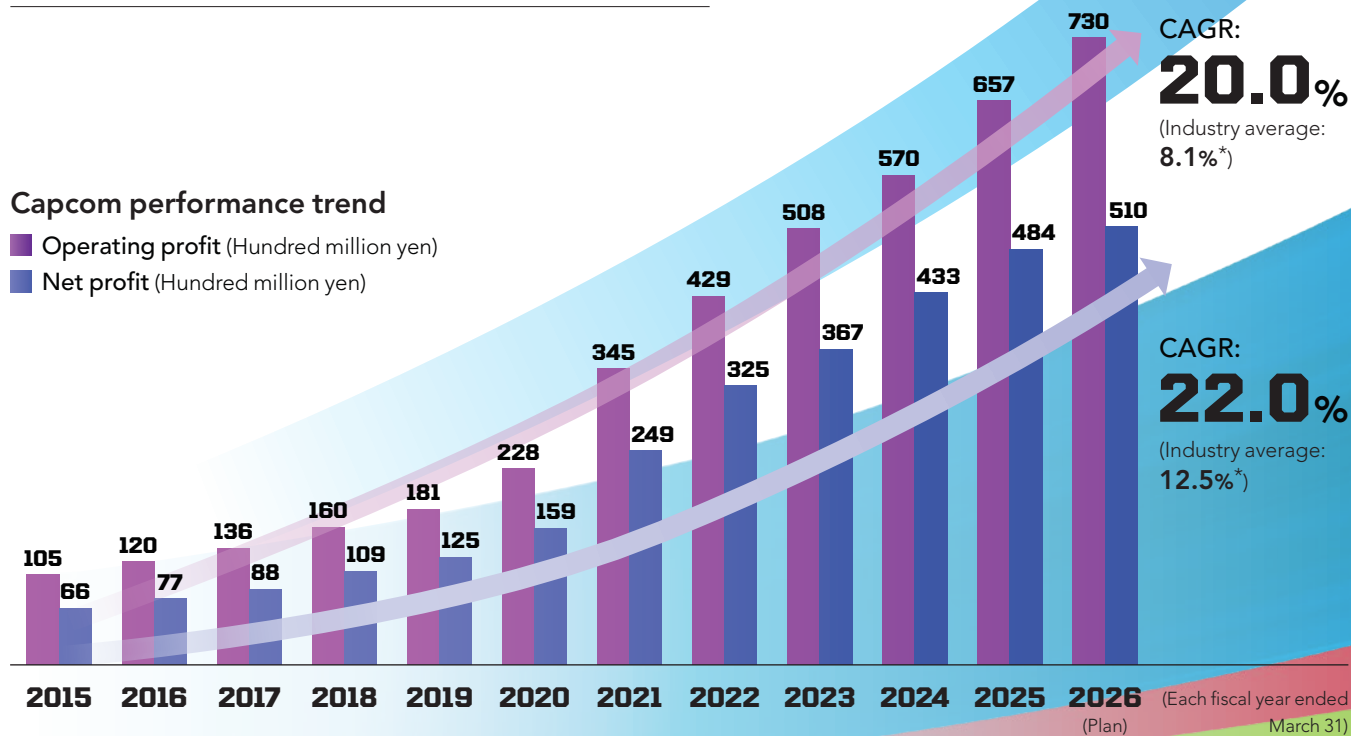
We are increasing sales of Consumer games by capitalizing on our medium- and long-term strategies, steadily paving the way for sustainable growth.

Capcom's advantages underpinning its sustainable growth

- Focus on global growth with an unwavering management vision → For details see p.09
- A business model that maximizes global growth → For details see p.21
- Investments in people to support sustainable long-term growth → For details see p.32
- Outstanding development capabilities and an expansive portfolio of IP beloved worldwide → For details see p.43

Capcom performance trend

- Operating profit (Hundred million yen)
- Net profit (Hundred million yen)



*Source: Calculated by Capcom based on the financial disclosures of nine global companies from the fiscal year ended March 2015 to the fiscal year ended March 2025.

Promote digital strategy to reach annual sales of **100 million units**

Increase awareness among a wide range of users



Focus on expanding in the PC and Consumer market of 1.5 billion people



Shore up revenue through efforts linked to the Consumer sub-segment

Brand strategy
Increase Capcom's visibility and brand interactions
Character, Media, eSports, Mobile
Pursuing synergistic effects with Consumer + brand strengthening

Digital strategy
Acquire and increase Capcom fans
New Titles (Consumer)
Growth driver, source of long-term sales
Catalog Titles (Consumer)
Growth driver and focus areas for growing sales

Single Content Multiple Usage
Arcade Operations, Amusement Equipments
Harness IP in peripheral areas, in-person experiences

Human resources strategy
Increase pipeline of new titles
Promote expanding staff and technology growth
→ For details see p.32

Aim for sustainable growth through improved productivity and organizational strengths

