



CAPCOM CREATION MOVING HEARTS ACROSS THE GLOBE

Social Initiatives 1 Touring Regional Areas from Osaka: Hosting Capcom Creation

Capcom Creation - Moving Hearts Across the Globe began running in March 2025. This exhibition showcases the ingenuity and creativity of game development, along with the imagination and execution skills of creators, spanning 40 years since our founding in 1983, through hand-drawn concept art and original artwork by developers, displays utilizing the latest technology, and interactive content. Starting in Osaka, it is touring to Nagoya, Tottori, Tokyo, and Niigata, widely promoting the appeal of Japan's renowned game culture.

Characters
Development materials such as illustrations of characters and images of game settings that appear in major titles are on display.



Motion Capture Mirrors
This section features motion capture technology essential for game development, accessible without special suits or equipment. Step into the shoes of our popular characters and perform actions.



History of Capcom
A chronological overview of our company's history, from its founding to the present. This section features game footage and nostalgic hardware exhibits, offering a retrospective on the gaming industry's evolution.



Facial Expression Tracking Mirrors
This section introduces facial tracking technology, widely used in modern character creation. Your expressions are reflected in real-time on the face of our popular character, creating a sense of becoming one with them.

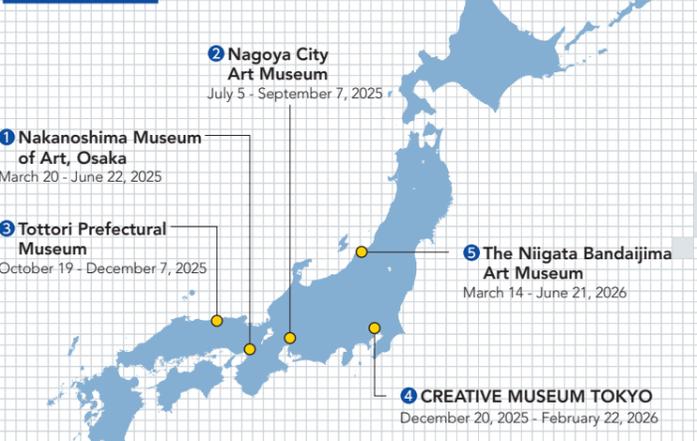
Project Personnel Comments

To let people experience firsthand the sheer brilliance of Capcom creators



Yasuyuki Makino
Art Production Section, Production Department, Consumer Games Production Division
Ever since joining as a mid-career professional, I've been deeply impressed by the sheer brilliance and creativity of Capcom's creators. I spent countless hours thinking about how to clearly showcase this brilliance and fun to as many people as possible. With extensive cooperation from both inside and outside the company, we built the exhibition sections, exploring every possible approach: avoiding industry jargon and technical terms whenever possible, focusing on experiential interaction rather than just viewing, and making full use of illustrations and videos.

Tour Schedule



Social Initiatives 2 Monster Hunter Bridge Exhibited at Osaka Healthcare Pavilion, Expo 2025 Osaka, Kansai, Japan

The world's only content where dreams and reality become one
We exhibited *Monster Hunter Bridge* at the Osaka Healthcare Pavilion's XD HALL during the Expo 2025 Osaka, Kansai, Japan, held from April 13 to October 13, 2025. This new, spectacular entertainment experience was born from the fusion of the pavilion's theme "REBORN" and the *Monster Hunter* series' wonder of nature, creatures, and the splendor of life, combined with cutting-edge technology. It provided visitors with an immersive experience into its grand world, featuring interactions with Felyne and incredible monster encounters, and was very well received.

Visitor comments

I was able to really feel the evolution of technology by interacting with characters through AR devices, alongside friends who shared the experience!
(20s / China)



The sound, the floor vibrations, the visuals—it all had such impact, like monsters were leaping right into reality! The immersion was incredible!
(30s / Japan)



The feeling of stepping into the world of *Monster Hunter* was truly amazing—a special experience you can't get from the game.
(30s / U.S.)



A life-sized Felyne came running to my feet and responded to my petting. When I crouched down to its height, we made eye contact—it was just too adorable.
(20s / Japan)

* Including comments from certain stakeholders

Capcom Project Member Comment

Providing a one-of-a-kind experience where dreams and reality become one

Kaname Fujioka
Director, Management Department, Consumer Games Development Division 2
My initial vision was an experience where games and reality seamlessly connect. My focus was on providing an interactive visual experience. To achieve this, beyond real-time image generation, a combination of elements was essential: AR devices for interacting with characters and immersing in the world, a 360-degree theater, floor vibrations, and spatial audio. Everything was trial and error, from selecting equipment from scratch to designing new devices. Yet, through the passionate challenges and dedicated efforts of the Bridge Team, we were able to complete this one-of-a-kind experience where dreams and reality become one.

Osaka Governor's Comment

An unparalleled entertainment experience found only here



Hirofumi Yoshimura
Governor of Osaka Prefecture
Chairperson, 2025 Japan International Exposition Osaka Pavilion Promotion Committee

During the 184-day Expo 2025 Osaka, Kansai, Japan, the local Osaka community united industry, government, academia, and citizens to present the Osaka Healthcare Pavilion. Under the theme "REBORN," we showcased Osaka's appeal through various exhibits and events focused on the perspectives of life and health. At *Monster Hunter Bridge*, an astounding entertainment experience available only here, we have welcomed a cumulative total of over 100,000 visitors. We sincerely thank you for your tremendous efforts in supporting the operation of our pavilion during this period. We wholeheartedly wish your company continued growth and success.

Environment

Environmental Initiatives as an Entertainment Company

Capcom's Digital Contents business accounts for approximately 75% of the Group's consolidated net sales and primarily entails the development and sale of software. Because we recognize that the environmental impact and climate-related risks are lower than those of general manufacturing, we have determined that the impact of risks and opportunities related to climate change on Capcom's business activities and revenue is minor.

However, we view addressing climate change as a challenge that requires the cooperation of everyone living on this planet. At our Group, we have continuously worked to reduce our environmental impact by promoting digital sales of content and other such efforts. This is in-line with our management philosophy of creating an entertainment culture through the medium of games by developing highly creative content that excites and stimulates your senses.

We will continue actively working to solve issues common to society such as climate change while referring to indicators and frameworks such as the TCFD recommendations.

Governance and Risk Management in Relation to Climate Change

- (1) The Corporate Management Council (chaired by the Chairman/Chief Executive Officer) deliberates on policies and measures to address risks and opportunities related to climate change.
- (2) Based on the results of these deliberations, the relevant departments promote initiatives under the direction of the Representative Director or Director in charge and report the results to the Representative Director or the Corporate Management Council.
- (3) The Board of Directors receives reports from and oversees the Representative Director or the Corporate Management Council on important matters related to climate change.

Reducing Environmental Impact

The Capcom Group is working to reduce CO₂ emissions and optimize resource utilization through strategies that address the risks and opportunities outlined below. These include promoting digital sales, introducing renewable energy, and pursuing energy-saving and recycling measures.

Risks

- Increased business costs due to the introduction of carbon taxes
- Higher raw material, production, and procurement costs resulting from carbon regulations and restrictions on plastic use
- Disruption of business continuity caused by intensified extreme weather events from natural disasters and global warming, along with impacts on employees' workstyles, health, and daily lives

Opportunities

- Reduced plastic use and lower transportation costs through the promotion of digital content sales
- Reduced carbon taxes through the use of renewable energy
- Lower procurement costs through recycling of certain amusement equipment parts
- Further acceleration of digitalization driven by changing consumer preferences

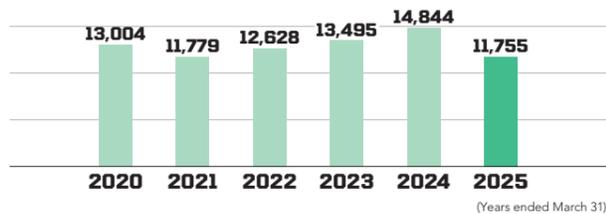
Metrics and Targets

Japan's 2050 Carbon Neutral Declaration sets a goal of achieving a decarbonized society and net-zero greenhouse gas emissions by 2050.

The Capcom Group will continue to pursue medium- to long-term goals to reduce emissions across the entire Group as we move toward decarbonization. At the same time, we aim to achieve net-zero CO₂ emissions by 2050 and contribute to the realization of a sustainable society.

CO₂ emissions from the Company's energy use (non-consolidated) (t)

11,755 t



* Figures are based on adjusted greenhouse gas emissions reported in accordance with the Act on the Rational Use of Energy and Conversion to Non-fossil Energy (the Energy Conservation Act).
 * From the fiscal year ending March 31, 2025, a zero-emission factor has been applied to electricity derived from renewable energy. The impact of this change in emission factors is a reduction of 4,455 t-CO₂.

Utilizing Electricity Sourced from Renewable Energy

The introduction of renewable energy that does not emit CO₂ is seen as critical to achieving carbon neutrality. At the Company as well, we have introduced CO₂-free electricity derived from renewable energy at our owned buildings in the Kansai region. This accounts for roughly 30% of the Company's electricity usage in Japan.

In addition, we are expanding the use of CO₂-free electricity, including the introduction of green power at our Tokyo branch and other business sites. Alongside measures such as utilizing our own data center with energy-saving features, we also rely on major cloud service providers and data center operators that promote the use of renewable energy, thereby further reducing our environmental impact. These initiatives reflect the Company's responsible stance toward achieving a sustainable



Promoting energy-saving measures, such as switching to LED lighting at each business site

society, and we will continue to strive for ongoing improvement and development.

Towards Continuous Reduction in Energy Intensity

Despite the current increase in energy use due to the opening of new places of business and amusement facilities, our energy intensity has remained stable. Going forward, we will continue working to reduce our overall consumption by introducing energy-efficient game machines in our amusement facilities, improving air conditioning efficiency through repairs, and actively using renewable energy to increase our use of non-fossil energy sources.

FY	(Non-consolidated)	
	Energy Intensity*1	Vs. Previous FY
2020	0.05583	95.1%
2021	0.05186	92.9%
2022	0.05497	106.0%
2023	0.05803	105.6%
2024	0.05259	103.7%*2
2025	0.0537	102.1%

*1 Calculated using the method defined by the Agency for Natural Resources and Energy. The Agency for Natural Resources and Energy website: <https://www.enecho.meti.go.jp/en/>
 *2 The 2024 figures are calculated using a new formula due to revisions in relevant laws and regulations, while the year-on-year comparison is based on the figures prior to these revisions.

Reducing Scope 3 Emissions

As part of our efforts to reduce CO₂ emissions, the Company has begun calculating Scope 3 emissions. Using data from the fiscal year ending March 31, 2025, we first identified and disclosed three major emission sources out of the 15 categories. Going forward, we plan to calculate the remaining related non-consolidated categories, and expand these to a consolidated basis. Through these initiatives, we will continue to strengthen overall visibility and disclosure of emissions, including Scope 3 in addition to Scope 1 and 2.

Capcom's Scope 3 CO₂ emissions in the year ended March 31, 2025 (non-consolidated)

Item	Category	Emissions (t-CO ₂)*
Scope 3	Category 1 Purchased goods and services	85,905
	Category 2 Capital goods	16,313
	Category 12 End-of-life treatment of sold goods	2,240
Total		104,458

* Emission intensity is based on the Emission Intensity Database (Ver. 3.5) published by the Ministry of the Environment.
 * Scope 3 calculation method for CO₂ emissions
 Category 1: Calculated by multiplying the emissions intensity with the purchased amount.
 Category 2: Calculated by multiplying the emissions intensity with the capital investment amount.
 Category 3: Calculated by multiplying the emissions intensity with the volume of sold products.

Reducing Environmental Impact Through Digital Sales

In the past, game software was packaged with printed instruction manuals. In recent years, however, these have been built into the software as digital data, reducing paper usage and saving the equivalent of approximately 51.87 million units annually. Furthermore, with the growing shift to digital downloads, resources such as discs, semiconductors, and cases are also being conserved. In the fiscal year ending March 31, 2025, digital sales reduced resources equivalent to approximately 46.72 million units.

With digital sales, there is no need to transport products from factories to stores or warehouses, allowing for a reduction in both costs and CO₂ emissions. We will continue to promote digital sales of game software and work to conserve resources and reduce CO₂ emissions associated with disc production and transportation.

Reducing the Environmental Impact of Pachislo Machines

We are also working to reduce environmental impact in the manufacture and sale of pachislo machines through initiatives such as energy-saving measures and partial recycling of parts. In solidarity with the efforts of the Japan Pachislo Machine Industry Association (Nichidenkyo), Capcom manufactures and sells pachislo machines partially made from recycled parts and equipped with standardized "green devices" aimed at controlling power usage.

Status of disposal of used arcade game machines

Year	Amount recycled	Thermal recycling*1
2020*2	0.0%	0.0%
2021	99.8%	0.0%
2022	91.6%	8.2%
2023	75.8%	24.0%
2024	75.8%	24.0%
2025	74.1%	25.7%

*1 Volume used as heat source for hot water, heating, etc.
 *2 Capcom switched to new cabinets in fiscal year ended March 2020, so there was no collection of used arcade game machines.

Directors

(As of June 23, 2025) ■ Internal ■ External



Kenzo Tsujimoto
Chairman and Chief Executive Officer (CEO)

Jun. 1983 President and Representative Director of the Company
Apr. 1997 Chairman of the Association of Copyright for Computer Software
Apr. 2001 Chief Executive Officer (CEO) of the Company (to present)
Jul. 2004 Chairman and Representative Director of the Company (to present)
Dec. 2007 CEO of Kenzo Estate, Inc. (to present)
Feb. 2010 Representative Director of Kenzo Estate Winery Japan Co., Ltd. (to present)
Sep. 2024 Honorary Advisor of Japan Volleyball Association (to present)



Haruhiro Tsujimoto
President and Chief Operating Officer (COO)

Apr. 1987 Entered the Company
Jun. 1997 Director of the Company
Feb. 1999 Managing Director of the Company
Apr. 2001 Senior Managing Director of the Company
Jul. 2004 Director and Executive Corporate Officer of the Company
Apr. 2006 Director and Executive Vice President of the Company
Jul. 2007 President and Representative Director, Chief Operating Officer (COO) of the Company (to present)
Aug. 2016 President and Representative Director, and Director in charge of Global Marketing Business and Arcade Operations Business of the Company
Jun. 2022 President and Representative Director, and Director in charge of Arcade Operations Business of the Company
May 2023 Chairman of the Computer Entertainment Supplier's Association (to present)
Apr. 2025 President and Representative Director, in charge of Arcade Operations Business and Pachinko & Pachislo Business of the Company (to present)



Satoshi Miyazaki
Representative Director
Executive Vice President and Chief Human Resources Officer (CHO)
Chief Financial Officer (CFO)

Apr. 1983 Entered The Industrial Bank of Japan, Ltd. (now Mizuho Bank, Ltd.)
Apr. 2011 Executive Officer, General Manager of Corporate Banking Division No.6 of the Mizuho Corporate Bank, Ltd. (now Mizuho Bank, Ltd.)
Apr. 2013 Managing Executive Officer in charge of Sales of Mizuho Corporate Bank, Ltd. (now Mizuho Bank, Ltd.)
Apr. 2016 Executive Officer and Deputy President in charge of Western Japan of Mizuho Financial Group, Inc.
Apr. 2020 Representative Director and Deputy President of Mizuho Bank, Ltd.
Apr. 2021 Resigned from the post above
May 2021 Executive Vice President of the Company (to present)
Jun. 2021 Director of the Company
Apr. 2022 Director, Chief Human Resources Officer (CHO) in charge of Corporate Management of the Company (to present)
Apr. 2024 Representative Director of the Company (to present)
Apr. 2025 Representative Director, Chief Human Resources Officer (CHO), and Chief Financial Officer (CFO) of the Company (to present)



Yoshinori Ishida
Director
Executive Corporate Officer

Apr. 1992 Entered the Company
Apr. 2005 General Manager of Sales Promotion Division of the Company
Mar. 2011 Deputy Head of Consumer Games Business Division of the Company
Apr. 2013 Corporate Officer, Head of Consumer Games Business Division of the Company
Apr. 2016 Corporate Officer, Head of Japan & Asia Business Division of the Company
Jun. 2017 Corporate Officer, Head of Japan & Asia Business and Deputy Head of Mobile Online Development Division of the Company
Apr. 2019 Managing Corporate Officer, Head of Japan & Asia Business Division and Deputy Head of Mobile Online Development Division of the Company
Sep. 2021 Managing Corporate Officer, Head of Global Business Division of the Company
Apr. 2022 Executive Corporate Officer of the Company (to present)
Jun. 2022 Director, in charge of Global Business Division of the Company (to present)
Apr. 2024 Director, Head of Global Business Division and E-Character License Business Division of the Company (to present)



Ryoza Tsujimoto
Director
Executive Corporate Officer and Chief Product Officer (CPO)

Apr. 1996 Entered the Company
Sep. 2013 General Manager of Development Division 3 of the Company
Apr. 2014 Corporate Officer, Head of Consumer Games Development Division 3 of the Company
Jun. 2017 Corporate Officer, Head of Consumer Games Development Division 3 and Mobile Online Development Division of the Company
Apr. 2018 Managing Corporate Officer, Head of Consumer Games Development Division 2 and Mobile Online Development Division of the Company
Oct. 2020 Managing Corporate Officer, Head of Consumer Games Development Division 2 (to present)
Apr. 2022 Executive Corporate Officer (to present)
Jun. 2022 Director, Deputy in charge of Development Divisions of the Company
Apr. 2025 Director, Chief Product Officer (CPO), in charge of Development Divisions of the Company (to present)



Yoshinobu Sasahara
Director
Executive Corporate Officer

Aug. 2008 Entered the Company
Jan. 2009 Deputy General Manager of Accounting Department of the Company
Apr. 2011 General Manager of Accounting Department of the Company
Oct. 2015 Seconded to CAPCOM TAIWAN CO., LTD.
Jan. 2016 Representative Director and CEO, CAPCOM TAIWAN CO., LTD.
Jan. 2019 General Manager of Corporate Planning Department of the Company
Sep. 2019 General Manager of Corporate Planning Department and Business Planning Department of the Company
Apr. 2020 Corporate Officer of the Company
Apr. 2022 Managing Corporate Officer, Head of Planning and Strategy Divisions of the Company (to present)
Apr. 2025 Executive Corporate Officer, Deputy in charge of Corporate Management Divisions of the Company (to present)
Jun. 2025 Director of the Company (to present)



Yutaka Mizukoshi
Director
External
Independent Director

Sep. 1990 Entered The Boston Consulting Group
Jun. 1997 Vice President of The Boston Consulting Group
Jan. 2005 Japan Co-chair of The Boston Consulting Group
Jan. 2016 Senior Partner and Managing Director of The Boston Consulting Group
Jun. 2016 External Director of Lifenet Insurance Company
Jun. 2018 External Director of Asagami Corporation (to present)
Jun. 2018 Senior Advisor of The Boston Consulting Group, Tokyo
Jun. 2019 External Director of the Company (to present)
Jun. 2019 Director of Japan Rugby Football Union
Jun. 2022 Vice Chairman of Japan Rugby Football Union (to present)
Jan. 2023 Senior Partner Emeritus of The Boston Consulting Group (to present)



Toshiro Muto
Director
External
Independent Director

Apr. 1966 Entered the Ministry of Finance
Jul. 1999 Director-General of the Budget Bureau of the Ministry of Finance
Jun. 2000 Vice Minister of the Ministry of Finance
Jan. 2003 Adviser to the Minister of Finance
Mar. 2003 Deputy Governor of the Bank of Japan
Jul. 2008 Chairman of Daiwa Institute of Research Ltd.
Jun. 2009 External Corporate Auditor of Sumitomo Metal Corporation (now Nippon Steel Corporation)
Jun. 2010 External Director of Mitsui & Co., Ltd.
Jan. 2014 CEO of the General Incorporated Foundation Tokyo Organizing Committee of Olympic and Paralympic Games (later Public Interest Incorporated Foundation Tokyo Organizing Committee of Olympic and Paralympic Games, being dissolved in June 2022)
Jul. 2018 Honorary Chairman of Daiwa Institute of Research Ltd. (to present)
Jun. 2022 External Director of the Company (to present)



Yumi Hirose
Director
External
Independent Director

Apr. 1979 Entered the Tokyo Regional Taxation Bureau
Jul. 2012 National Tax Agency Commissioner's Secretariat Internal Inspector
Jul. 2015 District Director of Yukigaya Tax Office
Jul. 2016 Director of Personnel Division 2, General Affairs Department of Tokyo Regional Taxation Bureau
Jul. 2017 Director of General Affairs Division of National Tax College
Jul. 2018 Research Coordination Director of Tokyo Regional Taxation Bureau Research Division 3
Jul. 2019 Deputy Director of Regional Taxation Bureau Research Division 2
Jul. 2020 District Director of Shiba Tax Office
Aug. 2021 Tax Accountant of Hirose Tax Accountant Office (to present)
Dec. 2021 Spokesperson for the village of Mikura-island (to present)
Jun. 2022 External Director of the Company (to present)
External Director (Audit and Supervisory Committee Member) TOREX SEMICONDUCTOR LTD. (to present)



Main Kohda
Director
External
Independent Director

Sep. 1995 Started as an independent Novelist, to the present
Apr. 2003 Member of Fiscal System Council, Ministry of Finance
Apr. 2004 Visiting Professor, Faculty of Economics of Shiga University
Mar. 2005 Member of the Council for Transport Policy, Ministry of Land, Infrastructure, Transport and Tourism
Nov. 2006 Member of Government Tax Commission
Jun. 2010 Member of the Board of Governors, Japan Broadcasting Corporation
Jun. 2012 Outside Director of Japan Tobacco Inc.
Jun. 2013 Outside Director of LIXIL Group Corporation
Jun. 2016 Outside Director of Japan Exchange Group (to present)
Jun. 2018 Outside Director of MITSUBISHI MOTORS CORPORATION (to present)
Jun. 2024 External Director of the Company (to present)



Yasuko Metcalf
Director
External
Independent Director

May. 1989 Passed the Uniform CPA Examination (U.S.)
Sep. 1990 Entered the Chicago office of KPMG LLP
Nov. 1990 Registered as a U.S. CPA (Illinois)
Dec. 1990 Posted to KPMG Thailand
Oct. 2000 Partner at KPMG LLP
Oct. 2003 Finished posting at KPMG Thailand
Returned to the Chicago office of KPMG LLP
Partner at KPMG LLP, overseeing client services for Japanese businesses across the U.S. Midwest
Retired from KPMG LLP
Jun. 2024 External Director of the Company (to present)



Kazushi Hirao
Director
<Full-time member of the Audit and Supervisory Committee>

Jun. 1988 Entered the Company
Apr. 1997 General Manager of Overseas Business Dept. of the Company
Jul. 1999 Corporate Officer, General Manager of Overseas Business Dept. of the Company
Oct. 2002 General Manager of General Affairs Dept. of the Company
Apr. 2004 Senior Manager of Investor Relations Section of the Company
Jun. 2004 Corporate Auditor of the Company (full-time)
Jun. 2016 Director (Full-time member of the Audit and Supervisory Committee) of the Company (to present)



Mutsuhiko Koro
Director
<Full-time member of the Audit and Supervisory Committee>
External
Independent Director

Apr. 1989 Entered National Tax Agency
Jul. 2018 Director, Commissioner's Secretariat of National Tax Agency
Jul. 2019 Assistant Regional Commissioner (Management and Co-ordination) of Osaka Regional Taxation Bureau
Jul. 2020 Director, Collection Division, Collection Department of National Tax Agency
Oct. 2020 Director, Individual Taxation Division, Taxation Department of National Tax Agency
Jul. 2021 Director, Taxation Management Division, Taxation Department of National Tax Agency
Jul. 2022 Regional Commissioner of Sapporo Regional Taxation Bureau
Jul. 2023 Deputy Commissioner of National Tax Agency
Jun. 2024 External Director (Full-time member of the Audit and Supervisory Committee) of the Company (to present)



Wataru Kotani
Director
<Member of the Audit and Supervisory Committee>
External
Independent Director

Apr. 1980 Entered the National Police Agency
Aug. 2002 Chief of Ehime Prefectural Police Headquarters
Apr. 2004 Chief of the Cybercrime Division, Community Safety Bureau, National Police Agency
Jul. 2008 Chief of Nagano Prefectural Police Headquarters
Aug. 2010 Chief of the Organized Crime Department, Criminal Affairs Bureau, National Police Agency
Jan. 2013 Deputy Superintendent General and acting Chief of the Crime Prevention Task Force, Tokyo Metropolitan Police Department
Jan. 2014 President, National Police Academy
Nov. 2014 Special Advisor, Japan Post Bank Co., Ltd.
Jun. 2021 Director of Japan Center for Examination Research (to present)
Jun. 2024 External Director of the Company
External Director (Member of the Audit and Supervisory Committee) of the Company (to present)

Directors' Skill Matrix

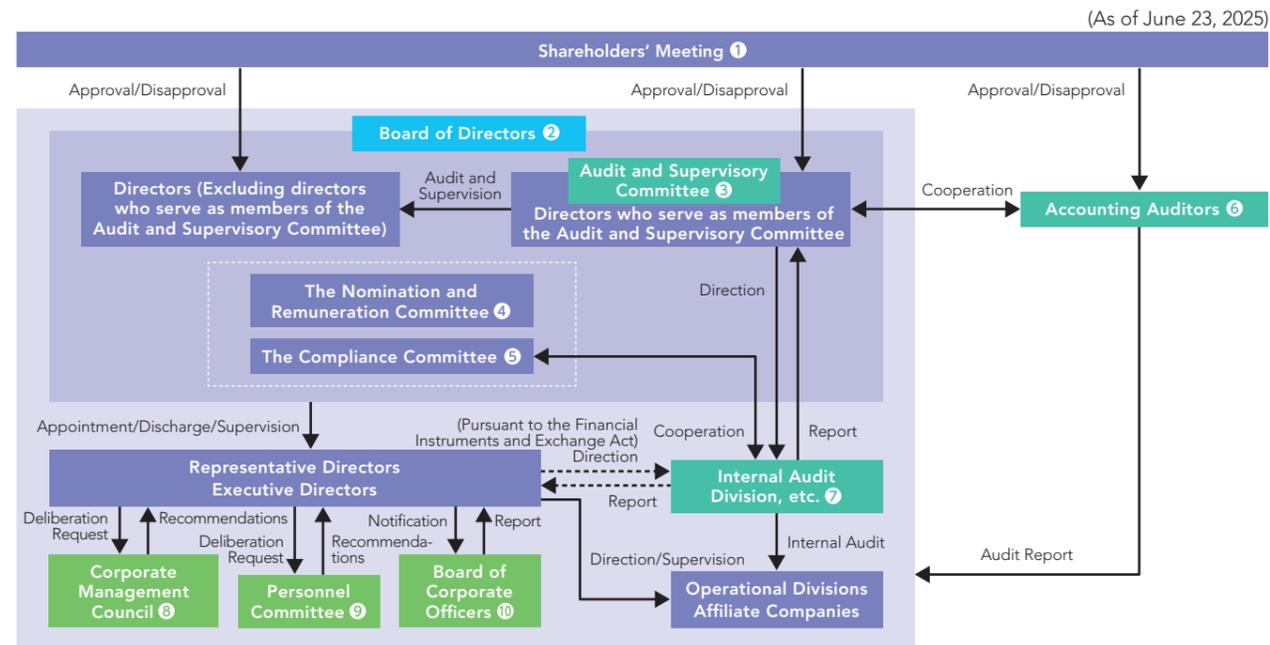
	Fields of Particular Expectation to Achieve the Medium-Term Growth Strategy							
	Company Management	Management Strategy	Gaming Industry	Digital Transformation/IT/Technology	R&D	Global sensibility/International awareness	Finance/Accounting/Tax	Legal/Risk management
Kenzo Tsujimoto	●	●	●	●		●		
Haruhiro Tsujimoto	●	●	●	●	●	●		
Satoshi Miyazaki	●	●	●	●		●	●	●
Yoshinori Ishida		●	●	●		●		
Ryoza Tsujimoto			●	●	●	●		
Yoshinobu Sasahara		●	●	●		●	●	●
Yutaka Mizukoshi	●	●				●		
Toshiro Muto	●					●	●	
Yumi Hirose	●						●	
Main Kohda	●					●	●	
Yasuko Metcalf	●	●				●	●	
Kazushi Hirao		●	●			●	●	●
Mutsuhiko Koro							●	●
Wataru Kotani				●				●

* The table above is not an exhaustive list of all the knowledge of the directors.

Corporate Governance Structure and Initiatives

The Capcom Group aims to become the sort of group as laid out in our Vision, per our Management Philosophy, to achieve stable medium- to long-term growth and enhance corporate value through our business activities. To that end, we are focused on increasing management transparency and soundness, building a system that can adapt to environmental changes, and continuously improving our corporate governance.

In this section, Capcom will explain the corporate governance structure and systems that it has initiated so far.



Composition of Board of Directors and voluntary committees

Internal External

2 Board of Directors (14 members)

(Convened 10 times in the year ended March 31, 2025)

Chairman	Kenzo Tsujimoto (Attendance: 100%)	Haruhiro Tsujimoto (Attendance: 100%)	Satoshi Miyazaki (Attendance: 100%)	Yoshinori Ishida (Attendance: 100%)
	Ryozo Tsujimoto (Attendance: 100%)	Yoshinobu Sasahara (Attendance: —)	Yutaka Mizukoshi (Attendance: 100%)	Toshiro Muto (Attendance: 90%)
	Yumi Hirose (Attendance: 100%)	Main Kohda (Attendance: 88%)	Yasuko Metcalf (Attendance: —)	

4 The Nomination and Remuneration Committee (seven members)

(Convened 5 times in the year ended March 31, 2025)

Chairman	Yutaka Mizukoshi (Attendance: 100%)	Satoshi Miyazaki (Attendance: 100%)	Yoshinobu Sasahara (Attendance: —)	Main Kohda (Attendance: 100%)	Kazushi Hirao (Attendance: 80%)
	Mutsuhiko Koro (Attendance: 100%)	Wataru Kotani (Attendance: 100%)			

5 The Compliance Committee (13 members)

(Convened 4 times in the year ended March 31, 2025)

Chairman	Satoshi Miyazaki (Attendance: 100%)	Haruhiro Tsujimoto (Attendance: 100%)	Yoshinori Ishida (Attendance: 100%)	Ryozo Tsujimoto (Attendance: 100%)	Yoshinobu Sasahara (Attendance: —)
	Yutaka Mizukoshi (Attendance: 100%)	Toshiro Muto (Attendance: 100%)	Yumi Hirose (Attendance: 100%)	Main Kohda (Attendance: 100%)	Yasuko Metcalf (Attendance: —)
	Kazushi Hirao (Attendance: 75%)	Mutsuhiko Koro (Attendance: 100%)	Wataru Kotani (Attendance: 100%)		

3 Audit and Supervisory Committee (three members)

(Convened 9 times in the year ended March 31, 2025)

Chairman	Wataru Kotani (Attendance: 100%)	Kazushi Hirao (Attendance: 90%)*	Mutsuhiko Koro (Attendance: 100%)*
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* Second line indicates attendance at meetings of the Board of Directors.

* Attendance rates use the figures from the periods of appointment of each director for the year ended March 31, 2025.

Corporate Governance Structure

Enhancing management soundness and transparency while responding to changes in the environment

The Capcom Group established the Corporate Governance Guidelines as the basic policy on corporate governance to achieve stable growth and increase corporate value over the medium to long term. We work to enhance our corporate governance.

See the "Capcom Corporate Governance Guidelines" available on Capcom's IR website for details. https://www.capcom.co.jp/ir/english/assets/pdf/governance/governance_01.pdf

1 Shareholders' Meeting

(Convened on June 20, 2025)

Determines important matters as the highest decision-making body

The general shareholders' meeting serves as Capcom's highest decision-making body and determines important matters prescribed by laws, regulations, and the Company's Articles of Incorporation, as well as serves as a place for communicating the audit results of divisional reports and consolidated financial statements.

Invitations to the general shareholders' meeting are issued approximately three weeks before convening the session, and efforts are made to allow for greater attendance by having the session before the date on which most other companies hold their meetings. We have also made it possible for shareholders to exercise their voting rights over the internet using a computer, smartphone or tablet as well as on paper. In addition, we participate in an electronic voting rights exercise platform for institutional investors so that they will have sufficient time to review the proposals.

Additionally, to further enhance dialogue with shareholders, we have been implementing a "Hybrid Participatory Virtual General Meeting of Shareholders". This allows shareholders to view the meeting and submit comments online on the day of the event through a dedicated shareholder-only website.

See the "Resolutions of the Ordinary General Meeting of Shareholders" available on Capcom's IR website for details on the voting results of the General Meeting of Shareholders and the requirements for passage of each resolution. https://www.capcom.co.jp/ir/english/assets/pdf/stock/2025capcom_e.pdf

2 Board of Directors

Supervision

(Convened 10 times in the year ended March 31, 2025)

Sustainable growth and increasing long-term corporate value

The Board of Directors is composed of 14 directors, with seven of the directors being external directors. A dedicated department for the Board of Directors has been established with the Corporate Planning Department serving as the secretariat.

The Board deliberates on important matters stipulated by laws, regulations, and the Rules of the Board of Directors as well as on growth strategies based on the Group's corporate philosophy, and strives to strengthen supervisory functions through the guidance, suggestions, and active comments of external directors.

3 Audit and Supervisory Committee

Audit

(Convened nine times in the year ended March 31, 2025)

Cooperating with accounting auditors and the internal audit department to audit and supervise

The Audit and Supervisory Committee is composed of three directors (two of whom are full-time members), with two of the three directors being external directors.

In principle, the committee meets before a Board of Directors' meeting is convened. The committee deliberates on important matters stipulated by the Rules for the Audit and Supervisory Committee and strives to strengthen audits and supervision.

The Audit and Supervisory Committee audits the status of directors' execution of duties and the adequacy of the internal control system, formulates audit policies and plans following the general shareholders' meetings, and appoints Audit and Supervisory Committee representatives, full-time committee members, selected committee members, and the chairman of the committee. Selected Audit and Supervisory Committee members attend key meetings such as those of business divisions, business offices, and domestic and overseas subsidiaries, as well as Corporate Management Meetings, to gather information and share it with Audit and Supervisory Committee members.

In addition, to conduct organizational audits, the Committee instructs the Internal Audit Department, which is under its direct control, to investigate the effectiveness and operational status of the internal control system, and receives reports.

The Audit and Supervisory Committee discusses management risks and other issues based on audit results reported by selected Audit and Supervisory Committee members and the Internal Audit Division to examine ways to enhance governance from the perspective of legal compliance and appropriateness.

4 The Nomination and Remuneration Committee

(Convened five times in the year ended March 31, 2025)

Selection of candidates for director and deliberating and recommending details of director compensation

The voluntary Nomination and Remuneration Committee is composed of seven directors (three of whom are internal directors and four of whom are external directors), with a majority of members being external directors. Each committee member is selected based on the Board of Directors' appraisal of his or her knowledge, insight, experience, and other qualities.

The Nomination and Remuneration Committee deliberates on the nomination and remuneration of directors and submits reports in response to inquiries from the Board of Directors.

The main matters reviewed upon receiving an inquiry are as follows:

- Matters related to nominations
 - Policy for selecting candidates for director to be submitted to the General Meeting of Shareholders
 - Selection of candidates for director to be submitted to the General Meeting of Shareholders
 - Selection of corporate officers and corporate officers with titles
 - Succession plan
 - Other matters related to the above
- Matters related to remuneration
 - Decision-making policy on director remuneration
 - Fixed remuneration and performance linked remuneration
 - Evaluations related to individual remuneration
 - Other matters related to the above

5 The Compliance Committee

(Convened four times in the year ended March 31, 2025)

Focusing on Compliance as an Important Management Issue

The Compliance Committee is composed of 13 directors (seven of whom are external directors, constituting a majority).

In principle, the committee convenes once per quarter. Its primary activities are to analyze and assess risks to the Capcom Group. In addition, the committee provides recommendations and advice for the prevention of legal violations or inappropriate conduct by finding internal risks and reporting their probability of materializing to the Board of Directors.

6 Accounting Auditors

Audit

Ensuring and Verifying Accounting Transparency

Capcom has concluded an auditing contract with KPMG AZSA LLC for financial audits as prescribed by the Companies Act and financial audits as prescribed by the Financial Instruments and Exchange Law. There is no special relationship involving financial or other interests between Capcom and this audit corporation or the engagement partners at this firm who perform audits at Capcom.

Auditor Remuneration (Year ended March 31, 2025)

	Compensation for Audit Operations	Compensation for Non-Audit Operations
Delivery company	60 million yen	—
Consolidated subsidiary	—	—
Total	60 million yen	—

Note: In addition to the above, 1 million yen is paid to KPMG AZSA LLC as additional remuneration for audits during the fiscal year ended March 2024.

Auditing Company	Names of Certified Public Accountants	
KPMG AZSA LLC, a limited liability audit corporation	Designated Limited Liability Partners	Tomoya Kurokawa
		Tomohiro Yamanaka

Note: The financial audit team was composed of: certified public accountants (6 members), and candidates for CPA who passed the new CPA exam, plus associates in charge of system audits (26 members).

7 Internal Audit Division

Audit

Auditing and reporting under the direction of the Audit and Supervisory Committee

In order for effective audits to be carried out, Capcom has established an Internal Audit Division to serve as the department of internal audits, assisting the Audit and Supervisory Committee. This determines auditing policies, schedules, methods, and the allocation of duties after the end of the shareholders' meeting.

The main activities of the Internal Audit Division are verifying and evaluating the status of employees' execution of duties and the efficacy (and status of operation) of internal control systems, and reporting to the Audit and Supervisory Committee. When needed, division members also accompany selected Audit and Supervisory Committee members and carry out on-site audits of offices and subsidiaries inside and outside Japan. In addition, we have established an internal audit department to support the Audit and Supervisory Committee.

This department conducts regular monitoring across all divisions and gathers and analyzes information related to legality, appropriateness, and efficiency, including for our group companies. The audit results are reported to the Audit and Supervisory Committee, which then shares the findings with the Board of Directors. Furthermore, in the event of an unforeseen situation, the Audit Committee quickly investigates and analyzes the causes and effects to assist in making informed management decisions. The committee then reports its findings and provides advice and recommendations to the Board of Directors to help minimize losses.

8 Corporate Management Council

Implementation

(Convened 12 times in the year ended March 31, 2025)

Supporting the Board of Directors' decisions

The Corporate Management Council (chaired by the Representative Director and Chairman of the Board) is composed of seven internal directors and, in principle, is convened several days before a meeting of the Board of Directors, or whenever necessary.

In addition to meeting to carry out preliminary deliberations of Board of Directors agenda items, it also deliberates other important items.

9 Human Resources Committee

Implementation

(Convened 12 times in the year ended March 31, 2025)

Supporting decision-making by the Board of Directors on investment in human capital

The Human Resources Committee (chaired by the Representative Director and Chairman of the Board) is composed of seven internal directors and the corporate officer in charge of the HR Divisions.

In principle, it is convened several days before a meeting of the Board of Directors, or whenever necessary.

It meets to carry out preliminary deliberations of Board of Directors agenda items related to human resources and discussions on matters such as the human resources investment strategy.

10 Board of Corporate Officers

Implementation

(Convened 12 times in the year ended March 31, 2025)

Executing operations based on management policy

Capcom utilizes a Corporate Officer System. In addition to clarifying the roles and responsibilities of directors focused on management and corporate officers focused on business execution, the system boosts management efficiency by allowing officers to swiftly execute business following instructions from executive directors regarding important matters determined at the Board of Directors.

The Board of Corporate Officers is composed of 12 corporate officers (five of whom serve concurrently as directors), and in principle, convenes once a month. Each corporate officer reports on the status of business execution and works to ensure that information is shared, while also exchanging opinions on business items and issues that require resolution.

External Directors

Using external perspectives to ensure effective governance

External directors ensure the effectiveness of the corporate governance function by playing key roles in the Nomination and Remuneration Committee and the Compliance Committee.

They also focus efforts on compliance and the prevention of corrupt or illegal activities, and openly exchange opinions and provide counsel at Board of Directors meetings in an effort to strengthen the management audit function. The Secretariat staff helps with the work of the external directors who are not members of the Audit and Supervisory Committee. For external directors who are members of the Audit and Supervisory Committee, the full-time staff of the Internal Audit Division helps with their work.

Since all seven of the external directors meet the criteria of independent directors, they have been notified to Tokyo Stock Exchange, Inc. as independent directors. In addition, the Company has established Criteria for Independence of External Directors, and considers individuals who do not conflict with these standards to be independent external directors.

➔For the "Criteria for Independence of External Directors," please refer to the "Notice of Convocation of the 2025 Annual General Meeting of Shareholders" available on the "General Meeting of Shareholders" page of Capcom's Investor Relations website. https://www.capcom.co.jp/ir/english/assets/pdf/stock/2025capcom_a.pdf

Reasons for Selection of External Directors

• External Directors

Name	Reasons for selection
Yutaka Mizukoshi	Due to expectations for his ability to contribute to the auditing and supervision of the Board of Directors based on an external perspective, including his enthusiastic provision of opinions and advice from an independent standpoint based on his familiarity with management analysis and establishment of management strategies as well as his deep insight into economic trends and international sensibilities that comes from his experience and knowledge from his many years in the consulting industry.
Toshiro Muto	Due to expectations for his ability to contribute to the auditing and supervision of the Board of Directors by providing objective opinions and advice on general management from an independent standpoint with a broad perspective based on his extensive knowledge and experience as he possesses a high level of insight related to fiscal and monetary affairs, general economics, and corporate governance cultivated at the Ministry of Finance, the Bank of Japan, and operating companies.
Yumi Hirose	Due to expectations for her ability to contribute to the auditing and supervision of the Board of Directors and improvement of the human resources strategy by actively providing opinions and advice from an outside perspective based on her knowledge and experience, which include specialized knowledge and extensive experience from her many years as a tax administrator of tax agency offices, her considerable knowledge of finance and accounting, and her high level of knowledge related to health management.
Main Kohda	In addition to possessing extensive insights into international finance, her experience serving as a member of various governmental advisory councils and her rich background as an external director for publicly listed companies have given her a deep understanding of the business world, allowing her to actively offer opinions and proposals from an independent and impartial standpoint. Given her wealth of knowledge, experience, and the profound insights and objective perspective demonstrated through her writing activities, she is expected to contribute to enhancing the Board of Directors' auditing and supervision.
Yasuko Metcalf	As a U.S. Certified Public Accountant (USCPA), she possesses extensive expertise in international corporate management and governance, along with substantial knowledge in finance and accounting, gained from years of experience in auditing, tax, and consulting at U.S. audit firms. Her rich expertise, experience, and global perspective are expected to contribute to enhancing the Board of Directors' auditing and supervision.

• External Directors (Audit and Supervisory Committee)

Name	Reasons for selection
Mutsuhiko Koro	In addition to his specialized knowledge and extensive experience in tax administration, he possesses considerable expertise in finance and accounting. Thus, based on this high level of insight, he provides advice and counsel from an external perspective. He is expected to contribute to enhancing the Board of Directors' auditing and supervision from an independent and objective standpoint.
Wataru Kotani	Due to expectations for his ability to contribute to the auditing and supervision of the Board of Directors based on the perspective of risk management and legal compliance, as he possesses broad expertise and extensive experience in IT security and legal affairs from his many years of involvement in police administration and provides opinions and advice from a neutral and objective standpoint.

Evaluation of the Effectiveness of the Board of Directors

The Company evaluates the effectiveness of the Board of Directors by means of individual questionnaires, interviews, and other methods that facilitate getting individual opinions from all directors. The evaluation for the fiscal year ended March 31, 2025, using such criteria as the following initiatives, was generally positive, confirming that the Board of Directors is functionally effectively.

- Considering the remuneration system for directors and executive officers as a way to improve corporate value over the medium to long term
- Promoting mutual understanding among directors through continuing to hold meetings to exchange opinions with outside directors and other measures

In the fiscal year ending March 31, 2026, the following issues will continue to be focused on.

- Deepening discussions on medium- to long-term key issues and strategies within the Board of Directors
- Enhancing the company-wide risk management framework and strengthening oversight by the Board of Directors

Capcom's Board of Directors will continue to strive to improve its effectiveness in light of the results of this evaluation.

Basic Policy on Strategic Shareholdings

Capcom does not engage in strategic shareholdings based on customary reciprocal holdings or personal relationships. When holding shares, Capcom comprehensively considers the potential gains and losses from a medium- to long-term perspective, including whether these shares will contribute to future business relationships and the sustainable enhancement of corporate value. As of the end of the fiscal year ended March 31, 2025, we did not hold any such shares, having completed the sale of all such shareholdings during the fiscal year ended March 2024.

Officer Remuneration

Revised Remuneration System Aimed at Enhancing Corporate Value and Alignment with Shareholders

The Company reviewed the remuneration system for Directors (excluding External Directors and Members of the Audit and Supervisory Committee. Hereinafter “Eligible Directors”) at the General Meeting of Shareholders held in June 2024 with the aim of further strengthening efforts to increase the Company’s corporate value over the medium- to long-term, granting incentives to help the Group achieve stable profit growth, and sharing value with shareholders.

- (1) Revision of Monetary Compensation Framework
Establishment of a performance-based bonus separate from base compensation, which varies in accordance with the Group’s business performance growth and other factors
- (2) Introduction of Stock Compensation System
Introduction of a performance-linked stock compensation system that uses the achievement level of growth targets of business performance among other factors as a benchmark

Guidelines for Determining the Remuneration, etc. of Individual Directors

1. Determination Guidelines for Remuneration, etc. of Directors (excluding members of the Audit and Supervisory Committee)
In order to ensure objectivity and transparency regarding remuneration for Directors (excluding members of the Audit and Supervisory Committee), the Board of Directors consults the Nomination and Remuneration Committee, which is chaired by an External Director (with External Directors comprising the majority of its members), and determines remuneration within the remuneration limit resolved at the General Meeting of Shareholders based on the deliberation and recommendations of the Committee regarding the following guidelines.

(1) Remuneration, etc. for Directors (excluding External Directors and members of the Audit and Supervisory Committee) is composed of basic remuneration (fixed remuneration) to encourage steady performance of duties commensurate with positions, responsibilities, etc., as well as performance-linked remuneration (variable remuneration) which consists of short-term incentives such as bonuses and medium- to long-term incentives such as stock remuneration, as a remuneration system and composition that is highly linked to business performance and focuses on increasing corporate value and shareholder value over the medium- to long-term.

(2) In view of their role of supervising the management of the Company from an objective and independent standpoint, remuneration for External Directors (excluding members of the Audit and Supervisory Committee) is not linked to business performance, and consists only of basic remuneration (fixed remuneration).

2. Determination Guidelines for Remuneration, etc. of Directors who are members of the Audit and Supervisory Committee
In order to ensure independence, individual remuneration, etc. for Directors who are members of the Audit and Supervisory Committee is not linked to business performance, and consists only of basic remuneration (fixed remuneration). The amount is determined within the total amount approved at the General Meeting of Shareholders through consultation among Directors who are members of the Audit and Supervisory Committee, taking into account full-time and part-time positions.

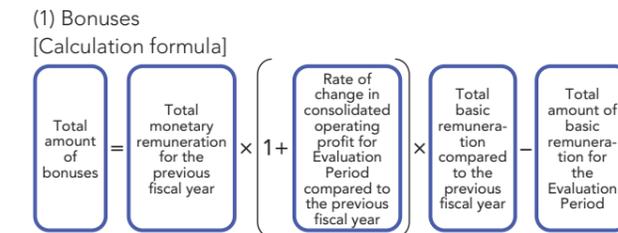
➔ See the Annual Securities Report available on Capcom’s IR website for details on director remuneration. (Japanese language only)
https://www.capcom.co.jp/data/pdf/yuuka/2025/yuuka_2025_full_01.pdf

Remuneration system for Eligible Directors

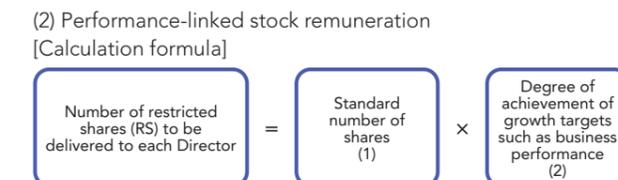
Type of remuneration			Overview
Fixed remuneration	Monetary	Basic remuneration	● A fixed amount of remuneration based on positions, responsibilities, etc. is paid proportionately each month
Performance-linked remuneration (variable remuneration)	Short-term	Monetary	<ul style="list-style-type: none"> ● Short-term incentives to raise awareness of improving company performance by steadily achieving the Group’s management goal of 10% increased operating profit per fiscal year ● The amount calculated by linking the rate of change in consolidated operating profit from the previous fiscal year to the rate of change in the total monetary remuneration (basic remuneration and bonuses) of Eligible Directors, minus the basic remuneration amount, is paid ● In principle, paid at a fixed time every year
	Medium-to long-term	Stock	<ul style="list-style-type: none"> ● Medium- to long-term incentives to sustainably improve company performance and corporate value, and share an awareness of profit with shareholders ● Evaluation indicators are (i) the degree of achievement of the Company’s net profit attributable to owners of the parent growth target and (ii) the Company’s stock price growth rate [total shareholder return (TSR) ÷ Tokyo Stock Price Index (TOPIX) growth rate] during the Target Evaluation Period (3 years) ● After the Target Evaluation Period has passed, depending on the degree of achievement of the above evaluation indicators, common shares of the Company with a transfer restriction period until retirement from the position of Director or other position determined by the Company’s Board of Directors (hereinafter “restricted stock”) are allocated

(Notes) 1. TSR: Abbreviation for Total Shareholder Return. Total investment return for shareholders, including capital gains and dividends. Hereinafter referred to as “TSR.”
2. Performance-linked remuneration (variable remuneration) will not be paid or will be returned in the following cases.
(a) The right to receive remuneration will be lost if the relevant parties engage in specific misconduct as determined by the Company’s Board of Directors, or resign from office due to specific reasons determined by the Company’s Board of Directors.
(b) As determined by the Company’s Board of Directors based on the results of deliberation and recommendations by the Nomination and Remuneration Committee, relevant parties may be asked to return all, or part of the remuneration received if financial statements were adjusted due to serious misconduct, fraud, or a serious accounting error.

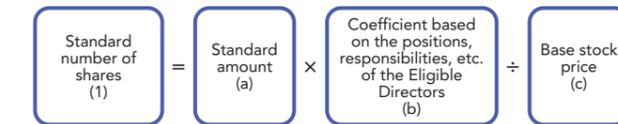
Calculation Method for Performance-linked Remuneration



(Notes) 1. The Evaluation Period is one fiscal year, running from April 1 of each year to March 31 of the following year.
2. The calculation formula has been changed as above, effective for bonuses covering the Evaluation Period from April 1, 2025 to March 31, 2026.



1) “Standard number of shares” is the number of shares calculated using the following formula.



- (a) “Standard amount” is 50% of the total basic remuneration of Eligible Directors.
- (b) “Coefficient based on the positions, responsibilities, etc. of the Eligible Directors” is determined by the Company’s Board of Directors according to the positions, responsibilities, etc. of the Eligible Directors.
- (c) “Base stock price” is the average closing price of Company common shares on the Tokyo Stock Exchange for the month preceding the start of the Target Evaluation Period (Note).

(Note) The Target Evaluation Period will be three consecutive fiscal years from April 1 of each year to March 31 three years later.

2) “Degree of achievement of growth targets such as business performance” is an evaluation coefficient that varies from 0% to 150%, and is calculated according to (i) the degree of achievement of the growth target for net income attributable to owners of the parent and (ii) Company stock growth rate results of a relative comparison of the Company’s TSR with the Tokyo Stock Price Index (TOPIX)’s TSR during the Target Evaluation Period.

Officer Remuneration (Year ended March 31, 2025)

Total remuneration, total amount by type of remuneration, and number of directors the remuneration was paid to, by type of director of delivery company

Type of director	Total remuneration (million yen)	Total of remuneration by type (million yen)				Number of Basic directors paid
		Basic remuneration	Bonus	Performance-linked stock remuneration	Severance	
Director (excluding Audit and Supervisory Committee and external directors)	1,271	745	371	155	—	7
Member of Audit and Supervisory Committee (excluding external directors)	23	23	—	—	—	1
External directors	61	61	—	—	—	6
Member of Audit and Supervisory Committee (external directors)	36	36	—	—	—	4

(Note) Performance-linked stock remuneration is an expense recorded for the fiscal year ended March 2025. For compensation for the evaluation period from April 1, 2024, to March 31, 2027, certain estimates or assumptions are made about how much each indicator has been achieved, and the amount is calculated by setting the achievement rate of performance growth targets at 1.25 and dividing that amount by the three-year evaluation period.

Evaluation indicator	Evaluation percentage (weight)	Evaluation coefficient fluctuation range	Evaluation method
(i) net profit attributable to owners of the parent	50%	0% - 150%	Compare to the cumulative amount if 10% growth is achieved each fiscal year during the Target Evaluation Period, and if the degree of achievement is 41% or more, the evaluation coefficient will be in the range of 50% to 150%.
(ii) TSR (TOPIX comparison)	50%	0% - 150%	Compare the Company’s TSR during the Target Evaluation Period with the TOPIX growth rate for the same period, and if the growth rate is 50% or more, the evaluation coefficient will be in the range of 50% to 150%.
Total	100%	0% - 150%	—

Remuneration Composition

The ratio of base remuneration, bonuses, and performance-linked stock remuneration for Eligible Directors is not set because the composition ratio changes depending on business performance and other factors. However, it is the Company’s policy that an appropriate remuneration system and structure should be in place to continuously improve business performance and corporate value over the medium- to long-term and to align profit interests with shareholders.

Reference: Image of Remuneration Composition for Eligible Directors (Year ending March 31, 2026)

Amount of payment for bonuses and standard amount for the performance-linked stock compensation system when the management objective of 10% growth in consolidated operating income is achieved (percentage in the case that basic remuneration is 100)

Fixed remuneration	Variable remuneration	
Basic remuneration (Monetary) 100	Bonuses (Monetary) 81	Performance-linked stock remuneration (stock) 50

(Note) The above diagram is an illustration of the remuneration of Eligible Directors for the fiscal year ending March 31, 2026, calculated based on certain company performances and the unit price of Company shares. The above percentages will vary depending on the Company’s performance and changes in the stock price of Company shares.

Policies Regarding IR Activities

1. Disclosure policies

Capcom is aware that comprehensive corporate governance ranks among management's most important priorities. As such, in addition to increasing corporate value by enhancing management soundness and transparency, we are building a relationship of trust with our stakeholders, such as shareholders, business partners, employees and regional societies.

Timely Disclosure Rules and other regulations, to accommodate our investors' needs. We also disclose information through our corporate website in an attempt to provide quick and fair disclosure. Shareholders are informed of operating results and business conditions through shareholder letters and the convocation notice for the shareholders' meetings.

2. Disclosure criteria

Capcom provides timely disclosure in accordance with the Securities and Exchange Law and other regulations including the "Rules on Timely Disclosure of Corporate Information by Issuer of Listed Security" (hereinafter Timely Disclosure Rules) stipulated by the Financial Instruments and Exchange Act and the Tokyo Stock Exchange.

3. Quiet period

To prevent the unauthorized disclosure of quarterly earnings information prior to official announcements, Capcom has established a quiet period starting the day following the end of a fiscal period and ending on the day that financial information for that period is announced. During this period, we refuse all inquiries relating to our business performance. However, if significant changes to our earnings outlook are anticipated during the quiet period, we will disclose information pursuant to the Timely Disclosure Rules and other regulations.

It is our policy to disclose as much information as possible, including the disclosure of information not required by the

Past Initiatives to Strengthen Governance

- 1999** ● Introduction of the Corporate Officer System
- 2001** ● First appointment of two external directors
● Addition of one and appointment of three external auditors
- 2002** ● Establishment of the Remuneration Committee
- 2003** ● Addition of one external director and appointment of three external directors
● Establishment of the Compliance Committee
- 2014** ● Shortening of director tenure from 2 years to 1 year
● Disclosure of key discussions at Board of Directors' meetings in Annual Report
- 2016** ● Transition to a company with an Audit and Supervisory Committee, addition of external director
● Establishment of the Nomination Committee
- 2018** ● Establishment of the Nomination and Remuneration Committee
- 2021** ● Individual remuneration, etc. of directors (excluding Audit and Supervisor Committee members) to be determined by the Board of Directors
- 2022** ● Establishment of dedicated department for the Board of Directors
● Appointment of one female director
● Addition of external directors
● Meetings for the exchange of opinions between directors and executive officers made regular
- 2024** ● Addition of one female director
● Improvements to linkage of executive directors' remuneration to business performance
● Introduction of stock-based remuneration system for executive directors
- 2025** ● Addition of one female director
—Women make up 21.4% of all directors, and 50% of all external directors

Inclusion as an index constituent, etc.

* As of the end of September 2025.



The JPX Prime 150 Index Selected in 2025



The JPX-Nikkei Index 400 Selected in 2025



The MSCI ESG Rating

The JPX Prime 150 Index is a stock index composed of stocks listed on the Tokyo Stock Exchange Prime Market with the highest market capitalization, selected based on two criteria for measuring value creation: return on capital based on financial performance, and market valuation which incorporates future information and non-financial information. These stocks are positioned as representative Japanese companies that are expected to create value.

The JPX-Nikkei Index 400 is a stock index composed of companies that are highly attractive to investors and fulfill the various requirements demanded by global standards such as a management perspective that is aware of investors and the effective use of capital.

It is calculated jointly by JPX Market Innovation & Research Inc. and Nikkei Inc.

The MSCI ESG Rating is an assessment and ranking of a company's ESG initiatives on a seven-point scale, from the highest rank, AAA, to the lowest rank, CCC.

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Third-Party Assessment of IR Activities

High praise for proactive IR initiatives

In recognition of our ongoing pursuit of timely and appropriate information disclosure, our IR activities and various IR tools have received a number of awards from third-party organizations. With an awareness of the importance of accountability, we will continue our efforts to earn the trust of investors and improve timely disclosure.

Third Party Evaluations for Fiscal Year Ended March 2025

Integrated Report	Selected as a "Highly Improved Integrated Report" by GPIF's Domestic Equity Managers
IR Website	Daiwa Investor Relations Co., Ltd. (Daiwa IR), "Internet IR Award 2024," Excellence Award
	Nikko Investor Relations Co., Ltd., "Fiscal 2024 Listed Company Website Quality Ranking," Overall Ranking: Grade AAA

Making Use of Shareholder and Investor Opinions

Reflecting results of dialogues with investors and analysts in management

Through meetings with investors and analysts, Capcom's IR Department attempts to promote an understanding of management policies, strategies and future outlook. Furthermore, their opinions are gathered and provided to management, and are utilized for corporate management going forward. These proactive IR meetings enable us to minimize asymmetric information as we strive to achieve appropriate corporate value.

Focus on Discussions of Management Strategies and Proposals for the General Meeting of Shareholders

Capcom also conducts meetings with the individuals responsible for exercising voting rights. These meetings are attended by the Representative Director (CHO and CFO), the Director in charge of Management Divisions, other directors, and a representative from the department dedicated to the Board of Directors. The purpose is to provide an understanding of the Group's management strategy and engage in dialogue with a focus on human resource investment strategies and proposals for the General Meeting of Shareholders. Requests, opinions, questions, and other feedback obtained through this dialogue are reported to the Chairman of the Board (CEO), the President (COO), and relevant parties as appropriate, and are presented at meetings of the Board of Directors and other gatherings as necessary to ensure they are reflected in management decisions.

During the fiscal year ended March 2025, we conducted approximately 400 meetings with an aggregate total of 899 investors. These included individual and group meetings with domestic and international institutional investors and analysts, conferences hosted by securities firms, and overseas roadshows. In addition, we held our Presentation of Financial Results in a hybrid online/in-person format, and provided video conferences in an effort to communicate with our many investors and analysts.

Number of Shareholder Relations (SR) Interactions in Fiscal Year Ended March 2025	20
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IR Measures for Fiscal Year Ended March 2025

By category	Number
Interviews accepted	847
Visited domestic investors	21
Visited overseas investors	31
Total	899

IR Events

Event	Details
Hybrid Presentation of Financial Result	Explanation of management strategies and performance overview by top management and response to questions from investors and analysts
Supplementary Earnings Call	Earnings call after results announcements to explain earnings
Online Individual Investor Briefing	Holds an online company briefing for individual investors

Excerpt from Dialogue with Investors and Analysts

- Q.** Is there any progress in the use of AI in development?
- A.** We have already utilized AI in bug checking for quality control and the RE ENGINE, contributing to the efficiency of development. However, there are a number of concerns regarding the use of generative AI, including training and securing specialist personnel, in addition to measures for data security and copyright infringement. We are continuing to study it, including how it could be used in the various development processes.
- Q.** Please tell us about your future development expenses trends.
- A.** Working to improve user satisfaction in line with the increasing sophistication of hardware capabilities, as well as rising personnel expenses, will unavoidably lead to future increases in development investment. However, Capcom is monitoring the creation and progress of our future title lineup while managing investment over the medium to long term. We aim to improve our ROI (operating profit ÷ development investment) by expanding sales.

Growth strategies to enhance corporate value, utilization of net cash, and strengthening corporate governance

Capcom is striving to enhance medium- to long-term corporate value by strengthening its corporate governance functions.

In addition, we promote information sharing and mutual understanding by holding discussions at the Nomination and Remuneration Committee, led primarily by external directors, and organizing round table meetings for opinion exchange. Through active exchanges of views and advice, we are strengthening corporate governance by ensuring transparency and soundness.

As part of these efforts, this page introduces some of the comments shared by external directors at those meetings during the fiscal year ended March 31, 2025.

1 Sales strategy for achieving 100 million units

→For details on our sales strategy, see p. 22–28

Internal Capcom aims to reach 100 million units in annual sales of our titles in the medium-to-long term while we construct an organizational structure that allows us to propose measures that suit each country and region and work on strengthening sales in developing nations for our global sales network that distributes game content.

External With digital sales now the norm, there may be a way to construct separate sales organizations for each title rather than for each country and region. In addition, we consider that it is vital to have local personnel who can survey sales trends and legal systems when opening up new areas.

External Is progress being made in identifying the economic conditions, infrastructure status, and effective promotional methods in each region? It is essential to organize the challenges and clarify the sales strategies for formulating and implementing measures that will steadily lead to an increase in unit sales.

External In expanding sales globally, it is important that an effective promotion system and environment have been established within the company as part of our ongoing surveys and understanding of local culture, rather than just considering the legal systems of each country and region or what languages to support. We believe that going beyond in-name-only responses to take a new look at the effectiveness of this system will lead to an increase in the number of units.

Internal To further capture potential purchasing power, we will continue to analyze markets and so on, and implement a range of measures that include local surveys of the gaming culture and living standards in each region, as well as move towards establishing a sales organization that starts with the construction of systems for cooperating with local partners.

Internal To support culturalization, we are strengthening recruitment in regions where we aim to grow unit sales, and we prioritize translation by native speakers who understand the cultural background while reinforcing our Localization Department. We will continue to formulate strategies tailored to regional characteristics.

External For language support, we should estimate potential user numbers by language based on speaker populations in the future in addition to our actual sales basis.

External In terms of strengthening our Media Business to increase unit sales, Capcom must work to grow through active market development that includes accurately understanding the media channels in each country and developing them using the most appropriate methods for each.

Internal We will continue our research and enhance language support tailored to each game's unique characteristics, while taking a holistic approach that considers language populations, support costs, and potential market needs in each country.



External External director comments Internal Internal director comments

2 Utilization of net cash and investment measures

→For details on our financial strategy, see p. 35–38

External With net cash accumulating, we should take dividend decisions into account. It is vital to clearly communicate to investors our policy on shareholder returns including dividends.

External Capcom currently maintains a high equity ratio and a strong level of capital efficiency; these figures are important indicators of management's stance, and now that we have ample cash, it is crucial to deploy it proactively for future growth and to generate new profits, rather than simply accumulating it. Sustained earnings growth will remain essential to continue appropriate distributions that serve shareholders' interests.

External The Board of Directors should continue discussions on how to use net cash, with pillars that include shareholder returns centered on a 30% payout ratio, reinvestment in the business (such as further strengthening development and M&A), and returns to employees. From the standpoint of fulfilling external accountability, it is also crucial to clearly and carefully explain our cash management policy, its uses, and objectives to stakeholders.

Internal We are deploying cash to invest in new areas of technology, personnel, and to develop and expand our development environment, including the new development building currently under construction. We will continue to invest in the business while closely monitoring cash utilization. In addition, to ensure stable profit distribution in line with our dividend policy, we will work to establish a business model capable of generating cash and consider future uses strategically.

3 Director remuneration system

→For details on officer remuneration, see p. 69–70

→FY 2024 Integrated Report
Refer to "Election of directors and revision of the remuneration system at the 2024 General Meeting of Shareholders" (p.74)

External Since the Corporate Governance Code was established, performance-linked executive remuneration has become the social norm, and we introduced a stock-based remuneration system in 2024. Performance-linked remuneration for executive directors should be reviewed annually, and adjustments or revisions should be made as needed to ensure appropriate incentives, with due regard to consistency with the core scheme discussed to date.

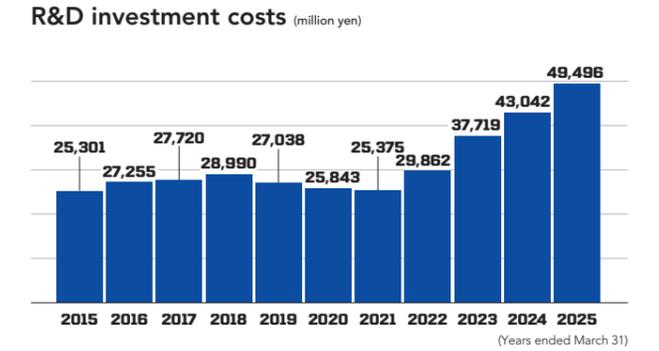
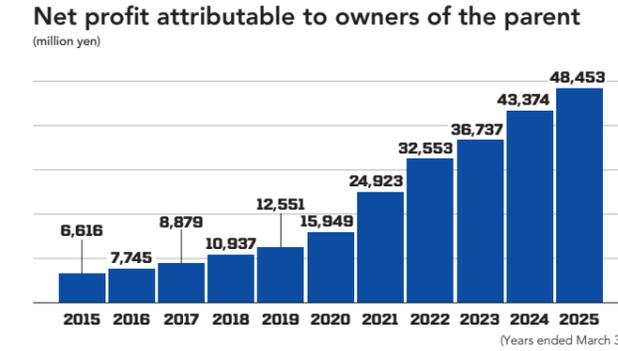
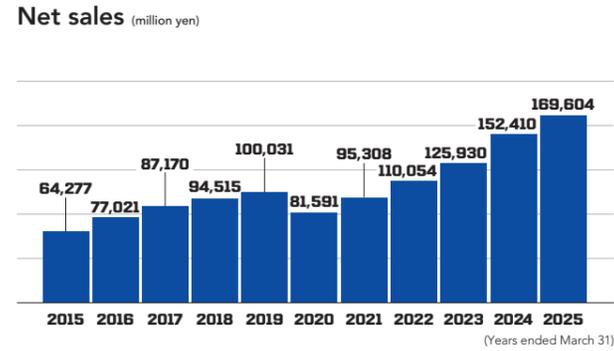
External Revising the executive remuneration system to increase the performance-linked ratio has become a marked trend in recent years. At the same time, discussions tend to focus on executive directors in charge of business execution, with external directors and Audit and Supervisory Committee members at risk of being left behind. From the perspective that they all share the responsibility for the Company's growth, we should continue to hold discussions on the shape of the remuneration system.

Internal In revising the current remuneration system for executive directors, we reflected the views of key institutional investors obtained through SR meetings. On the other hand, recently, ideas regarding performance-linked remuneration or stock compensation have become an issue with respect to remuneration for external directors and members of the Audit and Supervisory Committee.

We will continue to scrutinize the current remuneration system while holding ongoing dialogues with institutional investors regarding how the remuneration system for directors should work, based sharing a common understanding of interests with shareholders.



See the Capcom's IR website for details. <https://www.capcom.co.jp/ir/english/>



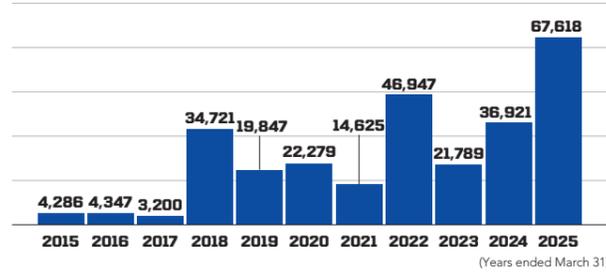
CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

Item	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
For the Year (million yen)											
Net sales	64,277	77,021	87,170	94,515	100,031	81,591	95,308	110,054	125,930	152,410	169,604
Cost-of-sales ratio (%)	59.7	61.2	64.7	63.4	62.8	49.8	44.7	44.3	41.4	44.5	41.8
SG&A expenses ratio (%)	24.0	23.1	19.6	19.7	19.1	22.2	19.0	16.7	18.3	18.1	19.4
Operating profit	10,582	12,029	13,650	16,037	18,144	22,827	34,596	42,909	50,812	57,081	65,777
Operating margin (%)	16.5	15.6	15.7	17.0	18.1	28.0	36.3	39.0	40.3	37.5	38.8
Ordinary margin (%)	16.9	14.7	14.4	16.1	18.2	28.1	36.6	40.3	40.8	39.0	38.7
Net profit attributable to owners of the parent	6,616	7,745	8,879	10,937	12,551	15,949	24,923	32,553	36,737	43,374	48,453
Return on sales (%)	10.3	10.1	10.2	11.6	12.5	19.5	26.1	29.6	29.2	28.5	28.6
Depreciation and amortization	3,535	5,712	5,980	4,706	3,228	2,795	2,791	3,385	3,438	4,221	4,675
Capital expenditures	10,177	8,274	3,767	3,041	2,568	2,576	3,597	3,788	9,624	6,654	8,313
R&D investment costs	25,301	27,255	27,720	28,990	27,038	25,843	25,375	29,862	37,719	43,042	49,496
Capital investment (Tangible fixed assets, net of accumulated depreciation)	5,564	5,937	2,622	2,918	2,439	2,504	2,570	2,965	9,192	6,440	7,900
Promotional expenses	2,798	3,832	4,764	5,579	5,490	4,253	3,178	3,540	5,293	7,393	10,292
At Year-End (million yen)											
Net cash	21,212	15,821	8,426	36,750	44,689	58,921	65,633	102,384	94,273	117,974	160,192
Work in progress for game software, Online contents in progress	24,728	27,220	30,150	25,635	16,926	21,222	24,443	31,192	38,510	39,035	49,209
Interest-bearing debt	10,992	12,608	16,111	9,788	8,315	6,735	5,606	4,878	7,843	7,217	6,591

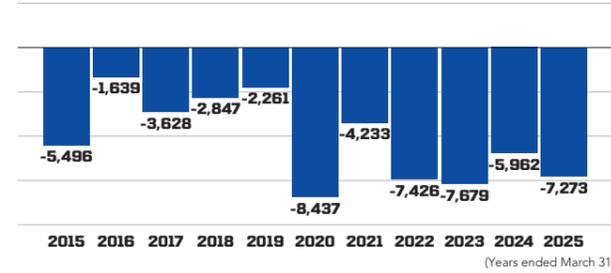
* Effective from the beginning of FY2018, Capcom has applied Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No. 28, February 16, 2018). Certain financial information for the FY2017 has undergone retrospective application.
 * Effective from the beginning of FY2021, the Accounting Standard for Revenue Recognition (ASBJ Statement No.29, March 31, 2020) has been applied. Certain financial information for FY2021 reflects the application of the standard.

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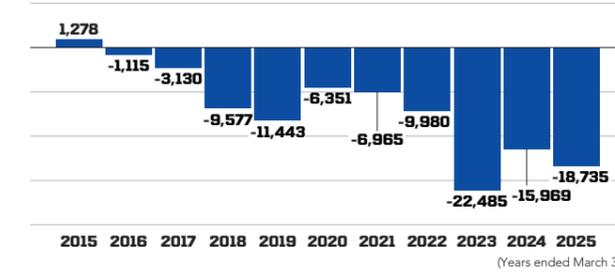
Cash flows from operating activities (million yen)



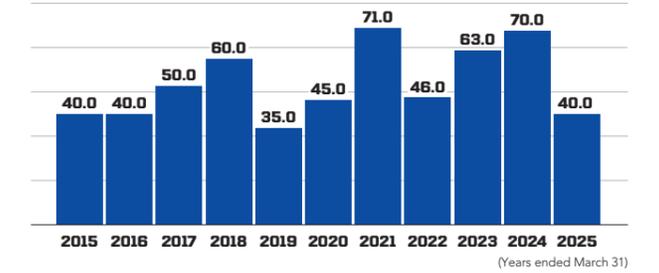
Cash flows from investing activities (million yen)



Cash flows from financing activities (million yen)



Dividend per share (Yen)



CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

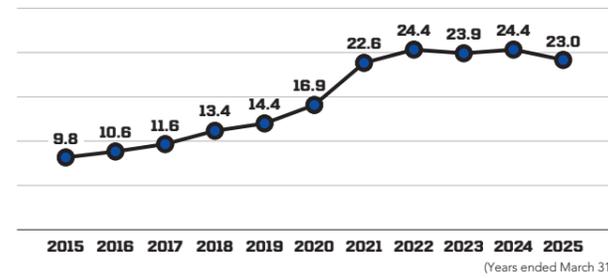
Item	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Cash Flows (million yen)											
Cash flows from operating activities	4,286	4,347	3,200	34,721	19,847	22,279	14,625	46,947	21,789	36,921	67,618
Cash flows from investing activities	(5,496)	(1,639)	(3,628)	(2,847)	(2,261)	(8,437)	(4,233)	(7,426)	(7,679)	(5,962)	(7,273)
Cash flows from financing activities	1,278	(1,115)	(3,130)	(9,577)	(11,443)	(6,351)	(6,965)	(9,980)	(22,485)	(15,969)	(18,735)
Net increase (decrease) in cash and cash equivalents	1,879	431	(4,091)	22,201	6,464	6,667	4,371	31,592	(6,165)	19,620	41,334
Cash and cash equivalents at end of year	27,998	28,429	24,337	46,539	53,004	59,672	64,043	95,635	89,470	109,091	150,426
Per Share Data (Yen)											
Net profit (loss) per share	14.71	17.22	20.04	24.97	28.86	37.35	58.37	76.24	87.36	103.71	115.85
Dividend per share	40.0	40.0	50.0	60.0	35.0	45.0	71.0	46.0	63.0	70.0	40.0
Net assets per share	158.57	167.11	177.58	195.04	207.84	233.57	282.39	343.04	385.27	466.44	540.68
Dividend Data (%)											
Dividend payout ratio	34.0	29.0	31.2	30.0	30.3	30.1	30.4	30.2	36.1	33.7	34.5
Dividend yield	1.7	1.5	2.3	2.6	1.4	1.3	1.0	1.5	1.3	1.3	1.1
Stock Information											
Price earnings ratio (times)	20.3	19.9	13.5	23.0	21.5	22.7	30.8	19.5	27.1	27.0	31.6
Number of issued shares (shares)	67,723,244	67,723,244	67,723,244	67,723,244	135,446,488	135,446,488	135,446,488	270,892,976	266,505,623	266,505,623	533,011,246
Shareholdings held by foreign investors (%)	36.87	39.35	31.19	35.01	36.83	35.14	38.24	35.09	33.98	37.04	36.99

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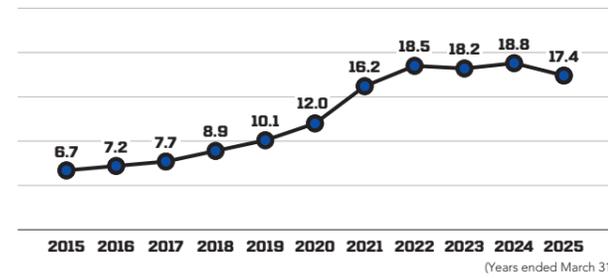
* The stock was split on a basis of two shares for every share of common stock on April 1, 2018, April 1, 2021, and April 1 2024. For convenience, the figures presented for earnings per share and net assets per share assume the relevant stock splits were performed on April 1, 2014.

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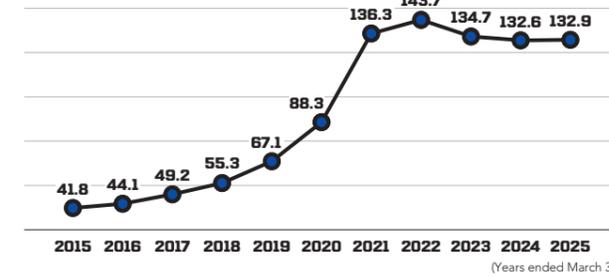
Return on equity (ROE) (%)



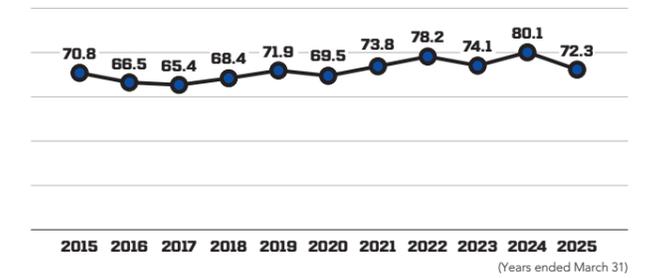
Return on assets (ROA) (%)



ROI (Operating profit ÷ R&D investment costs) (%)



Net worth ratio (%)

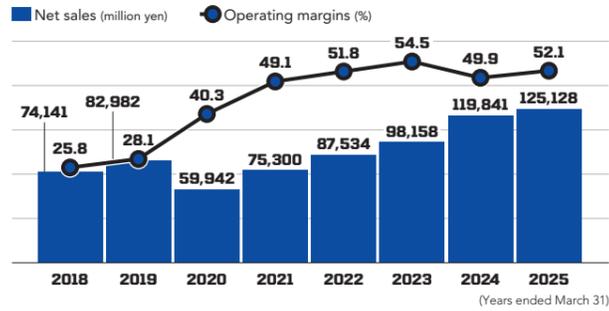


CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

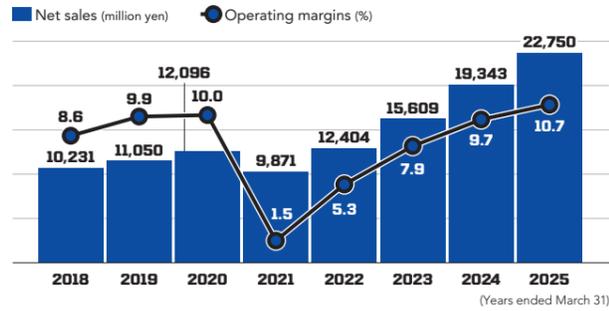
Item	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Financial Index (%)											
Total assets (million yen)	100,773	113,057	118,897	124,829	123,407	143,466	163,712	187,365	217,365	243,476	312,982
Net assets (million yen)	71,331	75,168	77,774	85,421	88,749	99,735	120,794	146,475	161,129	195,081	226,303
Return on equity (ROE)	9.8	10.6	11.6	13.4	14.4	16.9	22.6	24.4	23.9	24.4	23.0
Return on assets (ROA)	6.7	7.2	7.7	8.9	10.1	12.0	16.2	18.5	18.2	18.8	17.4
Return on Investment (ROI) (Operating profit ÷ R&D investment costs)	41.8	44.1	49.2	55.3	67.1	88.3	136.3	143.7	134.7	132.6	132.9
Net worth ratio	70.8	66.5	65.4	68.4	71.9	69.5	73.8	78.2	74.1	80.1	72.3
Current ratio	380.7	339.6	285.0	354.0	391.2	303.5	390.9	492.2	372.3	595.6	377.2
Quick ratio (Acid-test ratio)	233.1	171.4	149.1	220.0	288.5	227.6	295.6	374.7	276.3	453.4	288.0
Cash equivalent ratio	186.7	127.2	81.8	172.1	228.3	183.1	218.6	348.9	221.8	376.9	240.1
Interest coverage ratio (times)	50.2	36.5	22.8	337.2	249.3	302.5	201.6	955.9	489.8	613.4	835.1
Fixed ratio	49.2	49.4	43.0	35.0	36.7	34.7	30.1	24.6	28.5	23.4	22.5
Debt-equity ratio	41.3	50.4	52.9	47.0	39.1	43.8	35.5	27.9	34.9	24.8	38.3
Efficiency Indicators (times)											
Total assets turnover	0.7	0.7	0.7	0.8	0.8	0.6	0.6	0.6	0.6	0.6	0.5
Sales-equity ratio	0.9	1.0	1.1	1.1	1.1	0.8	0.8	0.8	0.8	0.8	0.7
Receivables turnover	8.0	7.8	4.3	7.3	7.2	5.1	3.8	13.9	5.0	6.0	5.1
Accounts payable turnover	9.4	9.5	7.9	17.3	12.2	7.0	11.5	13.1	9.4	15.6	12.6
Inventory turnover	3.1	2.5	2.4	3.2	5.2	3.4	3.4	3.3	3.0	3.6	3.1
Fixed asset turnover ratio	1.8	2.1	2.6	3.2	3.1	2.4	2.6	3.1	2.7	3.3	3.3

See the Capcom's IR website for details. <https://www.capcom.co.jp/ir/english/>

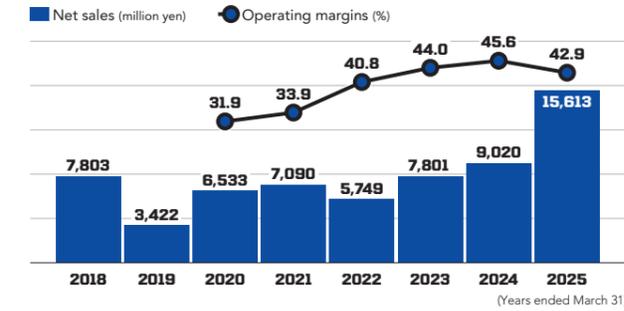
Digital Contents Net Sales and Operating Margin



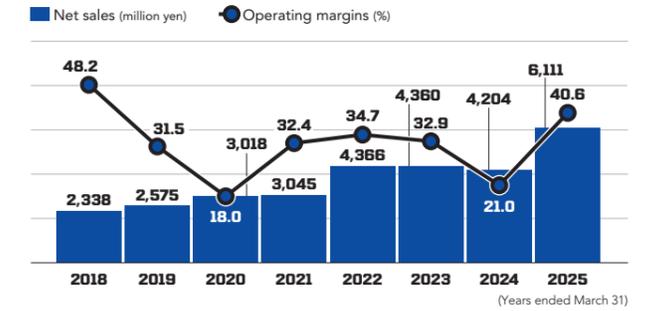
Arcade Operations Net Sales and Operating Margin



Amusement Equipments Net Sales and Operating Margin



Other Businesses Net Sales and Operating Margin



CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

Item	2018	2019	2020	2021	2022	2023	2024	2025
Digital Contents								
Net sales (million yen)	74,141	82,982	59,942	75,300	87,534	98,158	119,841	125,128
Consumer (100 million yen)	652	769	555	688	833	953	1,162	1,216
Package (100 million yen)	383	359	129	208	300	180	193	180
Digital (100 million yen)	269	410	426	480	533	773	969	1,036
Mobile Content (100 million yen)	41	23	44	65	42	28	35	34
Operating profit (million yen)	19,103	23,315	24,161	37,002	45,359	53,504	59,831	65,172
Operating margin (%)	25.8	28.1	40.3	49.1	51.8	54.5	49.9	52.1
Assets (million yen)	61,641	54,109	53,117	73,551	51,895	83,054	84,255	101,746
Return on total assets (ROA) (%)	31.0	43.1	45.5	50.3	87.4	64.4	71.0	64.1
Consumer Game Sales (Package Software and Full-game Digital Content)								
Total number of units (Thousands)	24,400	25,300	25,500	30,100	32,600	41,700	45,893	51,876
Sales of major titles (Thousands)	Monster Hunter: World 7,900 Resident Evil 7 biohazard (catalog) 1,600 Marvel VS. Infinite 1,000	Monster Hunter: World (catalog) 4,500 Resident Evil 2 (catalog) 4,200 Devil May Cry 5 2,100	Monster Hunter World: Iceborne 5,200 Monster Hunter: World (catalog) 3,200 Resident Evil 2 (catalog) 2,400	Monster Hunter Rise 4,800 Resident Evil 3 3,900 Monster Hunter World: Iceborne (catalog) 2,400	Resident Evil Village 6,100 Monster Hunter Rise (catalog) 4,100 Monster Hunter Stories 2: Wings of Ruin 1,500	Resident Evil Village 6,100 Resident Evil 4 5,450 Street Fighter 6 3,750 Monster Hunter Rise (catalog) 3,700	Resident Evil 4 (catalog) 3,392 Street Fighter 6 3,305 Monster Hunter: World *1 (catalog) 2,810	Monster Hunter Wilds 10,108 Monster Hunter: World *1 (catalog) 3,186 Resident Evil 4 (catalog) 2,734
Market Information (Billion USD)*2								
Total								
Mobile Content	65	71	92	102	95	95	100	103 (Forecast)
Console	38	37	47	45	43	44	43	45 (Forecast)
PC	31	30	33	36	35	37	39	39 (Forecast)

*1 Includes sales of Monster Hunter World: Iceborne Master Edition
 *2 Source: Newzoo Global Games Market Report May 2025
 *3 Source: JAMMA Survey on the Amusement Industry
 *4 Source: Manufacturer sales base compiled by Capcom using Pachinko Maker Trends (2024); Yano Research Institute Ltd.

CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

Item	2018	2019	2020	2021	2022	2023	2024	2025
Arcade Operations								
Net sales (million yen)	10,231	11,050	12,096	9,871	12,404	15,609	19,343	22,750
Operating profit (million yen)	879	1,096	1,211	149	652	1,227	1,868	2,432
Operating margin (%)	8.6	9.9	10.0	1.5	5.3	7.9	9.7	10.7
Assets (million yen)	7,471	7,730	7,624	7,709	8,491	9,879	11,547	12,422
Return on total assets (ROA) (%)	11.8	14.2	15.9	1.9	7.7	12.4	16.2	19.6
Amusement Equipments								
Net sales (million yen)	7,803	3,422	6,533	7,090	5,749	7,801	9,020	15,613
Operating profit (million yen)	(764)	(2,668)	2,085	2,407	2,348	3,433	4,117	6,701
Operating margin (%)	—	—	31.9	33.9	40.8	44.0	45.6	42.9
Assets (million yen)	10,002	6,420	13,100	6,346	7,651	8,913	10,108	14,140
Return on total assets (ROA) (%)	—	—	15.9	37.9	30.7	38.5	40.7	47.4
Other Businesses								
Net sales (million yen)	2,338	2,575	3,018	3,045	4,366	4,360	4,204	6,111
Operating profit (million yen)	1,126	811	544	987	1,517	1,433	883	2,484
Operating margin (%)	48.2	31.5	18.0	32.4	34.7	32.9	21.0	40.6
Assets (million yen)	3,600	617	554	1,420	1,650	2,253	1,521	1,922
Return on total assets (ROA) (%)	31.3	131.4	98.2	69.5	91.9	63.6	58.1	129.2
Market Information (100 million yen)								
Arcade Operations Market size*3	4,859	5,201	5,408	4,187	4,492	5,143	5,384	—
Gaming Machines Market*4 Pachislo	2,434	1,685	2,197	1,897	2,592	2,794	3,494	—
Pachinko	5,157	5,046	3,450	3,694	4,343	4,105	3,628	—

→ See the Capcom's IR website for details.
<https://www.capcom.co.jp/ir/english/>

CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

Item	2018	2019	2020	2021	2022	2023	2024	2025
Human capital (Note 1)								
Number of employees (consolidated) (persons)	2,952	2,832	2,988	3,152	3,206	3,332	3,531	3,766
Of which, development personnel (consolidated)	2,141	2,032	2,142	2,285	2,369	2,460	2,675	2,846
Number of employees (Non-consolidated) (persons)	2,426	2,530	2,688	2,841	2,904	3,027	3,186	3,379
Of which, development personnel (non-consolidated)	—	1,910	2,024	2,150	2,224	2,321	2,515	2,658
Average age (non-consolidated) (age)	—	36.8	37.1	37.1	37.3	37.6	37.8	38.0
Of which, development personnel	—	35.7	36.0	36.0	36.3	36.6	37.1	37.4
Age distribution of development personnel (non-consolidated) (%) (Note 2)								
29 years or younger	—	30.2	30.5	31.2	31.9	31.8	28.8	26.9
30s	—	36.3	35.4	35.0	33.2	32.6	33.8	34.7
40s	—	30.6	30.2	27.8	26.2	25.2	25.6	25.5
50s	—	2.9	4.0	6.0	8.7	10.4	11.8	12.9
Number of new graduate hires (non-consolidated) (persons)	—	145	138	198	163	163	154	168
Of which, development personnel	—	115	109	160	139	133	107	126
Average annual salary (non-consolidated) (thousand yen) (Note 3)	—	5,885	5,998	6,034	7,127	7,660	8,328	9,185
Of which, development personnel	—	5,843	5,948	5,991	7,137	7,657	8,403	9,225
Stock compensation points per employee (Note 4)	—	—	—	—	—	194	196	196
Market price converted (thousand yen)	—	—	—	—	—	457	548	718
Average salary by age group (thousand yen)								
20s	—	—	4,132	4,079	5,015	5,624	5,873	6,337
30s	—	—	5,763	5,903	7,011	7,604	8,142	8,888
40s	—	—	7,442	7,540	8,740	9,054	9,918	10,870
50s	—	—	8,031	8,213	9,606	9,705	10,583	11,957

(Notes) 1. All of the figures in this table are based on full-time employees only. 2. No specific targets are set for the age distribution, but we monitor it as an indicator of the degree of workforce aging. Employees aged 60 years and older are excluded from aggregation because, upon reaching mandatory retirement, they change from full-time employees to contract employees. 3. The one-time special payment granted to employees in the fiscal year ended March 31, 2025 is included in the above average annual salary. 4. Stock compensation points per employee represent the average number of points granted annually per eligible person under the ESOP trust, with one point corresponding to one share. On April 1, 2024, the Company conducted a two-for-one stock split of its common shares. For convenience, the figures presented for stock compensation points per employee assume the relevant stock split was performed on April 1, 2023, with the number of points corresponding to the post-split shares. The market price conversion represents the monetary value of the points, calculated based on the Company's closing share price at fiscal year-end. These points are not included in the average annual salary until they are delivered as shares and granted to employees. Executive officers of the Company (excluding those concurrently serving as directors) were subject to the ESOP trust until the fiscal year ended March 31, 2024. From the fiscal year ended March 31, 2025, however, they have been excluded from the ESOP trust as they shifted to a system aligned with the performance-linked stock compensation system introduced for directors of the Company (excluding outside directors and Audit and Supervisory Committee members).

CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

Item	2018	2019	2020	2021	2022	2023	2024	2025
Ratio of female employees (non-consolidated) (%)	21.0	21.3	21.6	21.5	21.0	21.3	21.2	21.5
Ratio of female managers (non-consolidated) (%)	10.3	9.5	9.2	10.6	10.7	11.6	12.0	11.9
Ratio women in core roles (non-consolidated) (%)	—	—	7.0	8.2	7.9	11.9	13.6	15.2
Average annual salary (Capcom Co., Ltd.) (thousand yen)								
Male employees	—	6,182	6,316	6,329	7,393	7,904	8,626	9,539
Female employees	—	4,794	4,848	5,028	6,130	6,751	7,226	7,899
Gender wage gap (%)	—	—	76.8	79.4	82.9	85.4	83.8	82.8
Ratio of foreign national employees (non-consolidated) (%)	4.3	4.9	6.0	6.8	6.6	6.7	6.8	7.6
Number of countries represented	—	24	28	31	33	34	35	36
Ratio of foreign national managers (non-consolidated) (%)	2.5	0.8	1.6	1.3	1.7	1.2	1.4	1.4
Ratio of managers hired mid-career (non-consolidated) (%)	—	55.4	56.6	53.3	53.3	56.0	54.3	53.5
Use rate of childcare leave (%)	—	27.1	24.7	35.1	48.7	52.5	76.9	82.1
Male employees	—	10.3	12.5	21.5	34.5	45.5	66.7	79.7
Female employees	—	100.0	100.0	94.4	90.0	85.7	114.3	89.5
Average number of childcare leave days taken by male employees (non-consolidated) (days)	—	38.3	65.7	61.0	87.6	74.5	63.2	90.0
Work engagement (non-consolidated) (deviation value)	—	51.2	51.5	52.6	51.8	54.4	54.1	54.7
Ref. Survey responses (*ratio of responses for: applies and somewhat applies)								
I'm able to use my own creative ingenuity at work	—	—	—	—	—	88.7	88.3	89.3
I work beyond my assigned role if required for work	—	—	—	—	—	76.0	76.4	77.0
I feel enjoyment in my current role at work	—	—	—	—	—	70.9	69.6	70.7
Employee engagement (non-consolidated) (deviation value)	—	—	—	—	—	51.8	52.1	53.1
I feel a sense of familiarity and attachment to the company	—	—	—	—	—	77.5	78.1	79.9
I feel fortunate to be able to work for the company	—	—	—	—	—	85.6	86.2	87.6
Working for the company is a positive in my life	—	—	—	—	—	86.2	85.4	87.5
Turnover rate (non-consolidated) (deviation value) (%)	—	4.9	4.3	3.9	5.4	3.5	2.9	2.8
Of which, for personal reasons (%)	—	4.3	4.0	3.6	4.7	3.2	2.5	2.2
Paid annual leave utilization rate (non-consolidated) (%)	—	77.5	78.1	74.4	87.0	88.2	84.6	82.8
Average overtime hours (beyond statutory) (non-consolidated) (hours/month)	—	11.7	11.3	8.2	9.5	10.1	10.1	11.4

(Notes) 1. Engagement represents the Company's deviation value in the results of an engagement survey conducted by an external organization, targeting Company employees (excluding part-time employees not covered by social insurance). Work engagement is a figure based on survey responses regarding voluntary actions and positive emotions toward work, while employee engagement is a figure based on survey responses regarding attachment to the Company. For the survey conducted in the current fiscal year, employees responded to multiple questions by selecting from "Does not apply at all," "Does not really apply," "Somewhat applies," or "Applies very much." The external organization then compared the results with those of other companies to calculate deviation values. 2. The turnover rate represents the percentage of employees who left during the fiscal year relative to the total number of employees at the beginning of the period (excluding employees who both joined and left during the year). The scope of aggregation is limited to full-time employees. 3. The paid annual leave utilization rate is calculated by dividing the total number of days of annual paid leave taken during the fiscal year by the total number of days granted. The scope of aggregation includes all employees (including temporary employees). 4. Average overtime hours (beyond statutory) represent the monthly average statutory overtime working hours of employees (full-time only) subject to overtime calculation. Department manager level and above, who are deemed supervisors under the Labor Standards Act, are excluded. Until the fiscal year ended March 31, 2024, employees in development positions whose base compensation excluding variable bonuses exceeded 7.4 million yen were subject to a discretionary labor system and therefore excluded from overtime calculations.

Stock Data

(As of March 31, 2025)

Stock Data

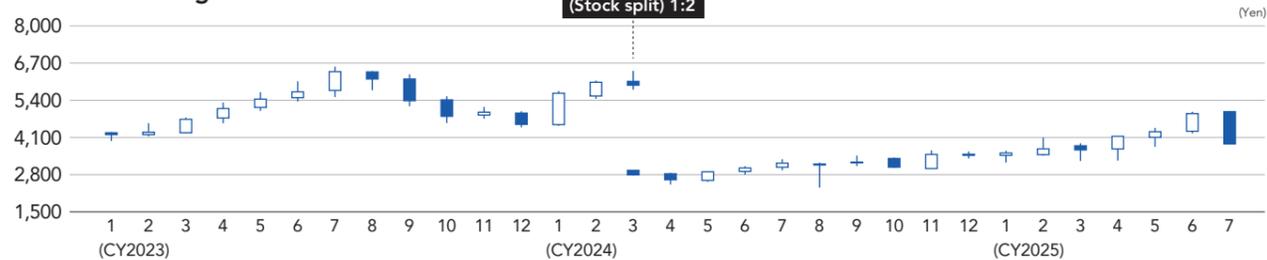
Number of Shares Authorized 1,200,000,000 shares
 Number of Shares Issued 533,011,246 shares
 Number of Shareholders 40,278

Major Shareholders (Top 10)

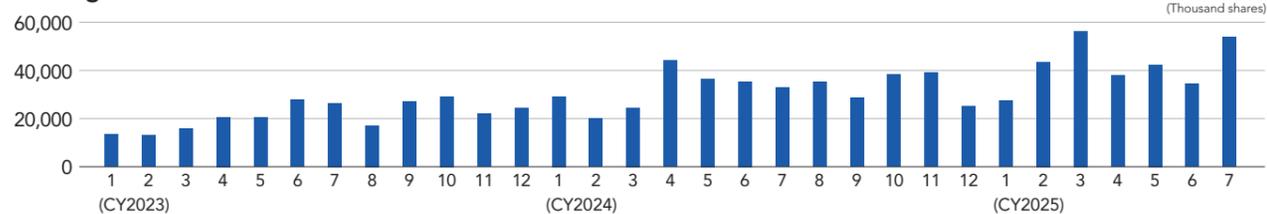
Major Shareholders	Number of Shares Held (in thousands)	Percentage of Shareholding (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	61,020	14.32
Crossroad Co., Ltd.	43,734	10.26
JP Morgan Chase Bank 380815	35,188	8.26
Custody Bank of Japan, Ltd. (Trust Account)	26,110	6.13
Yoshiyuki Tsujimoto	15,927	3.74
STATE STREET BANK AND TRUST COMPANY 505001	13,683	3.21
Haruhiro Tsujimoto	10,052	2.36
Ryozo Tsujimoto	9,937	2.33
Kenzo Tsujimoto	8,079	1.90
The Master Trust Bank of Japan, Ltd. (Stock Grant ESOP Trust Account 76744)	7,953	1.87

Note:1. Capcom owns 106,789 thousand shares as treasury stocks.
 The stocks owned by the company are excluded from the above list.
 2. The Master Trust Bank of Japan, Ltd. (Stock Grant ESOP Trust Account 76,744) is a trust established in conjunction with the introduction of the Stock Grant ESOP Trust. Note that such shares are not included in the number of treasury stock above.

Stock Price Range*1



Trading Volume

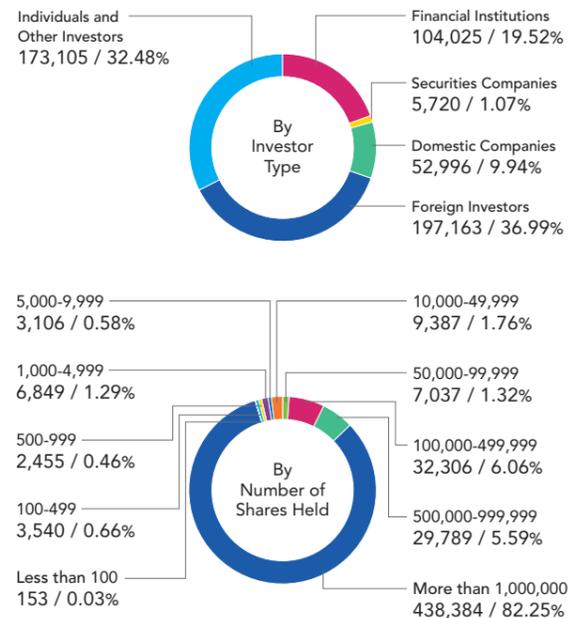


11-Year Trend of Stock Price and Trading Volume*2

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Stock Price	298.63	343.13	271.38	574.75	620.00	847.50	1,797.50	1,484.00	2,367.50	2,795.00	3,664.00
High	301.63	384.38	359.63	646.25	761.25	891.25	1,892.50	1,900.00	2,397.50	2,959.00	4,100.00
Low	192.63	243.00	240.88	263.38	475.75	508.00	802.50	1,210.50	1,456.50	2,766.00	2,348.50
Trading Volume	143,234,700	162,642,100	183,455,500	171,969,350	258,438,800	183,399,500	180,877,400	275,620,400	215,342,700	288,160,900	442,159,000

*1 With an effective date of April 1, 2024, Capcom performed a 2-for-1 split of its common stock.
 *2 The stock was split on a basis of two shares for every share of common stock on April 1, 2018, 2021 and 2024. Consequently, for convenience the figures presented here assume that the relevant stock splits were performed on April 1, 2014.

Shareholders Breakdown



Corporate Data

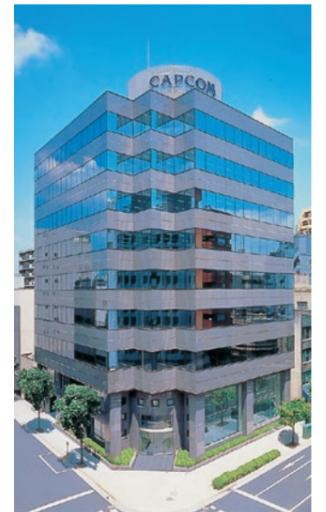
(As of March 31, 2025)

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, sale and distribution of home video games, mobile games and arcade games etc., as well as management of amusement arcades.
 Paid-in Capital ¥ 33,239 million
 End of Term March 31
 Number of Employees ... 3,766 (consolidated)
 3,379 (CAPCOM CO., LTD.)

Major Offices

Head Office 3-1-3 Uchihirano-machi, Chuo-ku, Osaka, 540-0037, Japan
 R&D Building 3-2-8 Uchihirano-machi, Chuo-ku, Osaka, 540-0037, Japan
 R&D Building 3-1-10 Uchihirano-machi, Chuo-ku, #2 Osaka, 540-0037, Japan
 Tokyo Branch Shinjuku Mitsui Building 2-1-1 Nishi Shinjuku, Shinjuku-ku, Tokyo, 163-0448, Japan
 Ueno Facility 3902 Hatta, Iga, Mie, 518-1155, Japan



Head Office



R&D Building

R&D Building #2

Capcom's Subsidiaries (As of March 31, 2025)

K2 CO., LTD. / Enterrise CO., LTD. / CAPCOM Maintenance Service CO., Ltd./ Adelson CO., LTD. / Swordcanes Studio Co., Ltd. / Leostar Co., Ltd. / CAPCOM U.S.A., INC. / CAPCOM ASIA CO., LTD. / CE EUROPE LTD. / CAPCOM ENTERTAINMENT GERMANY GmbH / CAPCOM ENTERTAINMENT FRANCE, SAS / CAPCOM TAIWAN CO., LTD. / CAPCOM SINGAPORE PTE. LTD. / Capcom Pictures, Inc. / Minimum Studios Co., Ltd.

* Adelson CO., LTD. and Leostar Co., Ltd. are wholly owned subsidiary of Enterrise CO., LTD.
 * CAPCOM ASIA CO., LTD. is a wholly owned subsidiary of CAPCOM SINGAPORE PTE. LTD.
 * CAPCOM ENTERTAINMENT GERMANY GmbH and CAPCOM ENTERTAINMENT FRANCE, SAS are both wholly owned subsidiaries of CE EUROPE LTD.

