

The 46th Ordinary General Meeting of Shareholders
Summary of Shareholder Comments Received Prior to the Meeting,
Q&A, and Comments

Q. I would like to ask about the roles expected of external directors in promoting our business strategy.

A. We believe that in order for the Company to achieve sustainable growth in the global market, it is essential to establish an environment that supports appropriate risk-taking. Therefore, we expect our outside directors to provide advice and recommendations—based on their experience and insight into corporate management, as well as specialized knowledge—on the proper development of risk management systems associated with the promotion of business strategies. With this, we aim to achieve sustainable growth and enhance our corporate value over the medium to long term.

Q. It seems that there may have been cases of misconduct at the companies where the external director candidates being presented at this Ordinary General Meeting concurrently hold positions. What are the Company's views on appointing such individuals as directors with regards to each of these incidents?

A. As stated in the Notice of Convocation, the Company is aware of the issues at the other companies where the outside directors hold concurrent positions. At our company, we actively promote communication by establishing appropriate forums for information exchange, such as roundtable discussion sessions between executive directors and outside directors. Through these efforts, we aim to ensure that the Board of Directors' oversight and supervisory functions operate effectively. As a result, each outside director regularly contributes at Board meetings and other forums by offering proactive comments, proposals, and advice based on their extensive experience, deep insight, and specialized knowledge, and we believe they are capable of fulfilling the roles expected of them.

When deciding on the reappointment of directors who are not members of the Audit and Supervisory Committee, we consider not only their specialized skills but also their achievements and activities since taking office, as well as their contributions at Board of Directors meetings. Based on the recommendations from the Nomination and Remuneration Committee and the opinion of the Audit and Supervisory Committee that the candidates are suitable, the Board of Directors makes the final decision and submits the candidates for approval.

Q. What are the Company's reasons for nominating Ms. Metcalf as a new candidate for external director, and what are the expectations for her?

A. As the Company strengthens its global business expansion, we sought a candidate who could provide advice and oversight to our Board of Directors from a global perspective. Ms. Metcalf possesses deep insight into international corporate management and governance. We believe that her extensive knowledge and experience will enable her to offer valuable advice to our management, and have therefore nominated her as a candidate.

While Ms. Metcalf was affiliated with KPMG LLP, as stated in the Notice of Convocation, our Board of Directors has determined that this does not affect her independence as an external director. We expect that, with her global perspective, she will contribute to strengthening the supervisory function of our Board of Directors.

Q. Does the Company have any plans to introduce a shareholder benefits program?

A. As part of our commitment to returning value to our shareholders, the Company aims to achieve continuous growth in operating profit each fiscal year, thereby enhancing the value of our shares. In addition, we are committed to providing stable dividends to our long-term shareholders.

Q. Following the data security incident due to unauthorized access that occurred in 2020, what specific security measures has the Company strengthened?

A. In response to the data security incident in 2020, we have implemented a range of security enhancement measures aimed at identifying its root cause and preventing a recurrence, a summary of which follows:

In addition to forming an internal expert organization, we have established the Security Oversight Committee, an external advisory body composed of outside experts in cybersecurity and personal data protection laws. This committee convenes regularly to share insights on technologies and trends related to security. Based on the committee's advice, we continue to advance various initiatives and countermeasures across our entire group, including overseas subsidiaries. We also conduct regular inventories of critical information and continuously strengthen our internal rules and management practices.

Under this policy, we have implemented measures including the full-scale adoption of multi-factor authentication (*1), cybersecurity operations based on EDR (*2) and XDR (*3) within an SOC (*4), and regular targeted email attack simulations and related training programs to raise awareness among group officers and employees. Reports are submitted to the Board of Directors as necessary. Additionally, we are working across the group to build a system that enables rapid response and recovery

in the event of an emergency.

Going forward, the Group will continue to enhance our security posture by leveraging the advice of the Security Oversight Committee.

Notes:

**1. A security mechanism that verifies a user's identity using multiple methods, not just a password.*

**2. EDR (Endpoint Detection and Response): A system that supports rapid response through installing software that detects suspicious behavior on user devices such as PCs and servers.*

**3. XDR (Extended Detection and Response): A system that continuously monitors multiple security domains including networks, systems, and cloud environments.*

**4. SOC (Security Operations Center): An organizational structure that continuously monitors systems and networks to detect, analyze, and respond to cyberattacks.*

Q. While downloadable content for *Street Fighter 6* has been released on an ongoing basis, I would like to inquire about the Company's plans for this game's continued development and content strategy.

A. In June 2025, we released this game for Nintendo Switch 2, and as part of Year 3, we also announced the addition of new characters.
Currently, many users are enjoying the game, and we will continue to develop initiatives that allow players to enjoy it over the long term while keeping an eye on user trends.

Q. What are the Company's plans regarding the duration of service for *Exoprimal* going forward?

A. *Exoprimal* represents both a new intellectual property as well as an attempt at online games. We will make decisions about it while closely monitoring future user trends.

Q. I am concerned about longer development timelines and would like to inquire about the Company's plans for addressing this issue going forward.

A. Due to the growing breadth of possible expression in games accompanying the advancement of hardware performance, the volume of development work has substantial increased. In order to maintain high quality standards, development periods tend to be longer.
In addition to controlling the timing of resource allocation, we are continuously reviewing and implementing measures to improve development efficiency, such as enhancing the capabilities of our proprietary game engine, RE ENGINE.

Q. There have been concerns raised regarding recent titles, including insufficient content volume and optimization issues. What are the Company's plans for addressing these matters going forward?

A. The development team carefully reviews all feedback received from our users. We are committed to enhancing user satisfaction through measures such as future updates and will continue to act accordingly.

Q. While remakes of past titles and the revival of dormant IPs are progressing, I would like to inquire about the future development plans for series such as *Toraware no Paruma* and *Devil May Cry*.

A. All our IP are important to us, and we are considering ways of expanding their reach not only through games but in other media as well. We will continue to explore ways to leverage our IP so they can be enjoyed by a broad range of users worldwide.

Q. I would appreciate it if you could share the Company's perspective on the metaverse.

A. We recognize the metaverse as a promising technology; however, we will carefully assess the evolving landscape before determining our course of action.

Q. Are doping tests currently implemented in esports events?

A. While the Company has not implemented such measures in the tournaments it hosts at this time, we have established official regulations, including controller usage guidelines, to ensure a fair playing environment. Players are required to comply with these rules as a condition for participation, thereby enabling equal opportunities for all competitors.

Q. I would like to inquire about the nature of the "CAPCOM Creators JP" project, as well as its impact on Capcom titles.

A. "CAPCOM Creators JP" is a project designed to encourage general creators, such as YouTubers, to share and promote the appeal of Capcom titles. By communicating from their unique perspectives, we aim to enhance brand awareness and expand our user base.

Most recently, creators have shared the latest information on *Monster Hunter Wilds* via YouTube, and we are planning to host the official event "Chansu wo Tsukame! Capcom Creators JP Cup" for *Street Fighter 6* on June 21.

We will continue to expand this initiative to further strengthen brand recognition and grow our community of users.