



Capcom is building a better relationship with society by focusing on our stakeholders and making social contributions through our business

ESG Initiatives and Future Challenges

◆ Material Issues Green : Securing and Training Human Resources Pink : Promoting Diversity  
Blue : Developing Healthy Relationships Purple : Enhancing Corporate Governance

Initiatives	Contribution to Business/Management	Future Challenges
<div style="display: flex; align-items: center;"> <div style="background-color: #28a745; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin-right: 10px;"> <span style="color: white; font-weight: bold; font-size: 24px;">E</span> </div> <div style="font-weight: bold; font-size: 10px; margin-left: 5px;">ENVIRONMENTAL</div> </div> <ul style="list-style-type: none"> <li>● Reduced CO<sub>2</sub> emissions by switching to LED lighting</li> <li>● Constructed new environmentally-friendly buildings</li> <li>● Reduced exhaust gas and resources used via distribution network sharing with other companies in the industry</li> <li>● Reduced paper resources used through the digitization of instruction manuals</li> <li>● Reduced resources consumed through the promotion of digital sales</li> <li>● Introduced electricity sourced from renewable energy in the head office area</li> </ul>	<ul style="list-style-type: none"> <li>● Reduced costs (used less electricity, cut distribution costs)</li> </ul>	<ul style="list-style-type: none"> <li>● Increasing energy conservation at existing buildings through renovation</li> <li>● Further conserving energy in amusement facility operations</li> </ul>
<div style="display: flex; align-items: center;"> <div style="background-color: #e91e63; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin-right: 10px;"> <span style="color: white; font-weight: bold; font-size: 24px;">S</span> </div> <div style="font-weight: bold; font-size: 10px; margin-left: 5px;">SOCIAL</div> </div> <p><b>Relationship with Employees</b></p> <ul style="list-style-type: none"> <li>● <span style="background-color: #e91e63; color: white; padding: 2px;">Actively employed non-Japanese citizens</span></li> <li>● <span style="background-color: #e91e63; color: white; padding: 2px;">Improved the ratio of women in management positions</span></li> <li>● Held Health and Safety Committee meetings</li> <li>● Implemented staff training</li> <li>● Implemented discretionary work system</li> <li>● Implemented working from home</li> <li>● Revised compensation system</li> </ul> <p><b>Relationship with Customers</b></p> <ul style="list-style-type: none"> <li>● Compliance with the CERO ratings system</li> <li>● Formulated guidelines with industry groups</li> <li>● Supported community building by promoting the spread of esports</li> <li>● Monetized without high-pressure microtransactions</li> </ul> <p><b>Relationship with the Regional Community</b></p> <ul style="list-style-type: none"> <li>● <span style="background-color: #28a745; color: white; padding: 2px;">Welcomed children participating in Company Visits to our offices / held Guest Lectures at schools</span></li> <li>● Developed online educational support activities</li> <li>● Leveraged Capcom content in regional revitalization efforts</li> <li>● Supported senior citizen community formation with video game arcade tours</li> <li>● Donated to/sponsored various organizations</li> </ul>	<ul style="list-style-type: none"> <li>● Expanded global reach through game development based on a diverse set of values</li> <li>● <span style="background-color: #28a745; color: white; padding: 2px;">Acquired competent creators</span></li> <li>● <span style="background-color: #28a745; color: white; padding: 2px;">Improved creator productivity</span></li> <li>● Fostered a commitment to legal compliance</li> </ul> <ul style="list-style-type: none"> <li>● Improved customer satisfaction by creating stress-free environments for play</li> <li>● Reduced social risks posed by games</li> </ul> <ul style="list-style-type: none"> <li>● Expanded profit opportunities by improving company and IP name recognition</li> <li>● Promoted understanding of the Capcom approach to business</li> <li>● Expanded revenue opportunities in step with larger percentage of populations gaining access to entertainment options following the stabilization of social environments</li> </ul>	<ul style="list-style-type: none"> <li>● Increasing the percentage of women in management positions</li> <li>● Strengthening recruitment of global-ready workers</li> </ul> <ul style="list-style-type: none"> <li>● Education of users, consumer groups, government entities, etc.</li> </ul> <ul style="list-style-type: none"> <li>● Further promotion of regional revitalization using Capcom content</li> </ul>
<div style="display: flex; align-items: center;"> <div style="background-color: #1e7145; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin-right: 10px;"> <span style="color: white; font-weight: bold; font-size: 24px;">G</span> </div> <div style="font-weight: bold; font-size: 10px; margin-left: 5px;">GOVERNANCE</div> </div> <ul style="list-style-type: none"> <li>● Increased dialogue with shareholders</li> <li>● Transitioned to a company with an audit and supervisory committee</li> <li>● <span style="background-color: #1e7145; color: white; padding: 2px;">Raised the ratio of external directors</span></li> <li>● Established the Nomination and Remuneration Committee (voluntary)</li> <li>● Established the Information Technology Security Oversight Committee for ongoing enhancement of information security</li> <li>● Appointed female external director</li> </ul>	<ul style="list-style-type: none"> <li>● Evaluated proper corporate value on both financial and non-financial bases</li> <li>● Avoided managerial decision-making risk through better management monitoring</li> <li>● Ensured the appropriateness of growth strategies by having the Board of Directors consider a range of views</li> <li>● Perpetuated the founder's business know-how</li> </ul>	<ul style="list-style-type: none"> <li>● Increasing the number of opportunities for persons in charge of development to converse with the market</li> <li>● The effective operation of the audit and supervisory committee system</li> <li>● Board of Directors effectiveness assessments and their utilization</li> <li>● Review the composition of the Board of Directors</li> <li>● Setting developer compensation in consideration of medium- to long-term sustainable growth</li> </ul>

➔ Please refer to "ESG Highlights" on pages 15-16 for details on the KPI for material issues