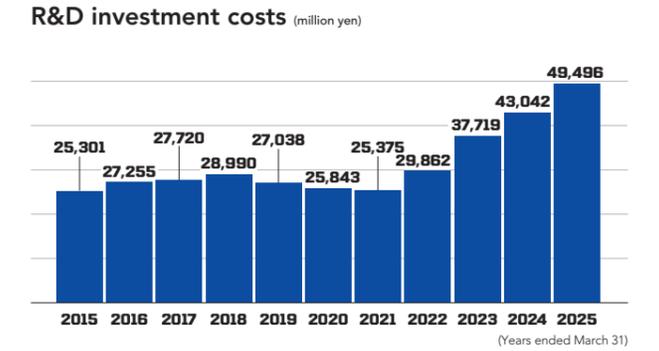
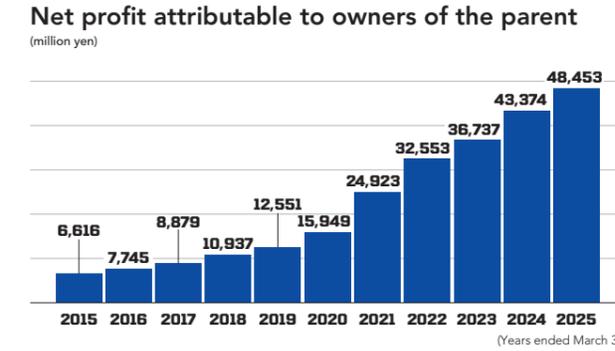
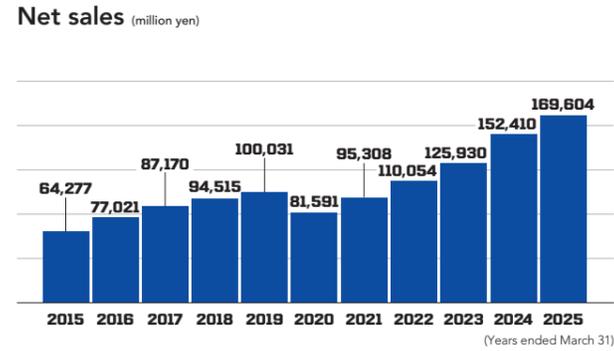


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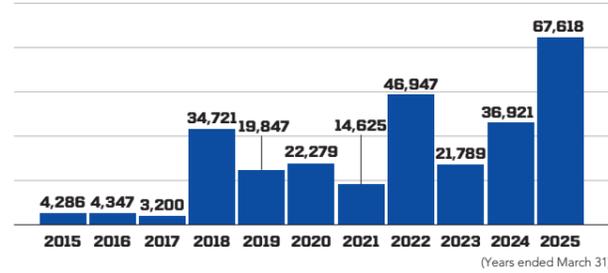
CAPCOM CO., LTD. and its consolidated subsidiaries. Years ended March 31

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

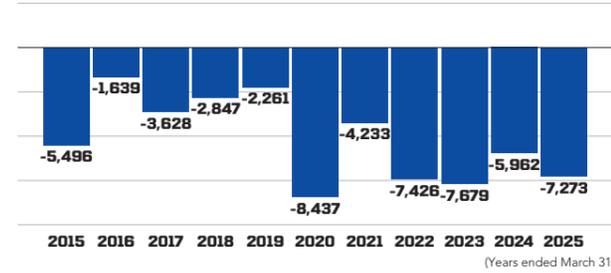
\* Effective from the beginning of FY2018, Capcom has applied Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No. 28, February 16, 2018). Certain financial information for the FY2017 has undergone retrospective application.  
 \* Effective from the beginning of FY2021, the Accounting 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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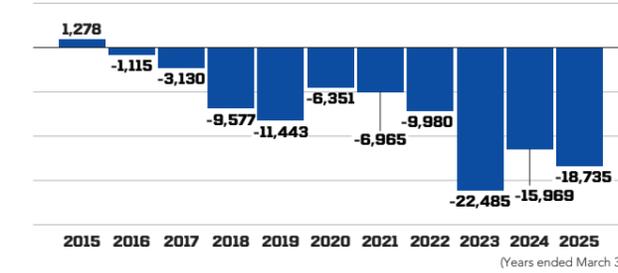
Cash flows from operating activities (million yen)



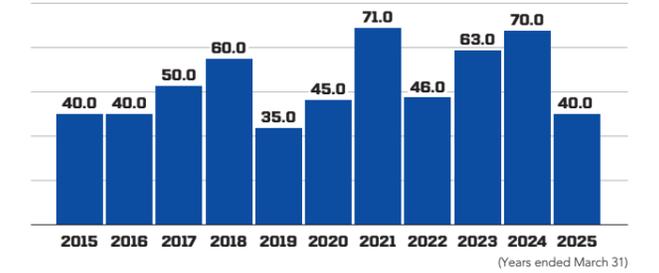
Cash flows from investing activities (million yen)



Cash flows from financing activities (million yen)



Dividend per share (Yen)



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

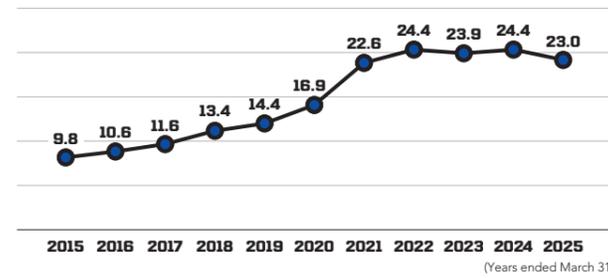
Item	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Cash Flows (million yen)</b>											
Cash flows from operating activities	4,286	4,347	3,200	34,721	19,847	22,279	14,625	46,947	21,789	36,921	67,618
Cash flows from investing activities	(5,496)	(1,639)	(3,628)	(2,847)	(2,261)	(8,437)	(4,233)	(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
<b>Per Share Data (Yen)</b>											
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
<b>Dividend Data (%)</b>											
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
<b>Stock Information</b>											
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

\* 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.

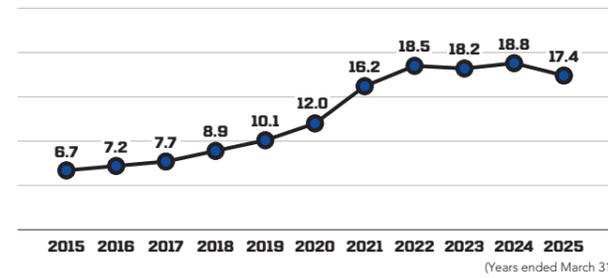
\* The stock was split on a basis of two shares for every share of common stock on April 1, 2018, April 1, 2021, and April 1 2024. For convenience, the figures presented for earnings per share and net assets per share assume the relevant stock splits were performed on April 1, 2014.

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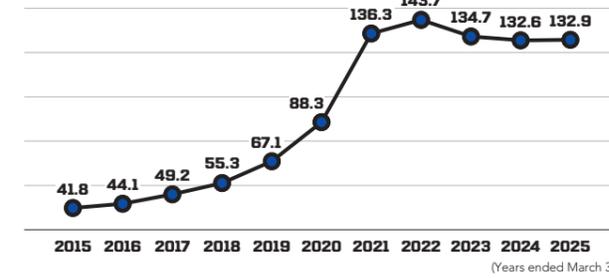
Return on equity (ROE) (%)



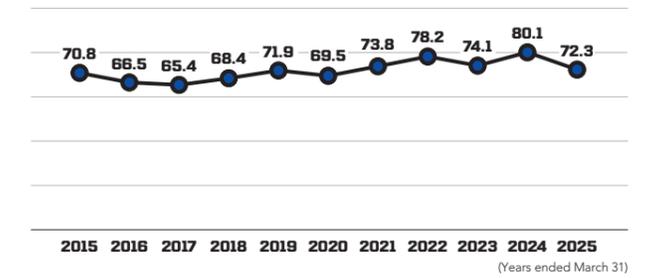
Return on assets (ROA) (%)



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