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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.