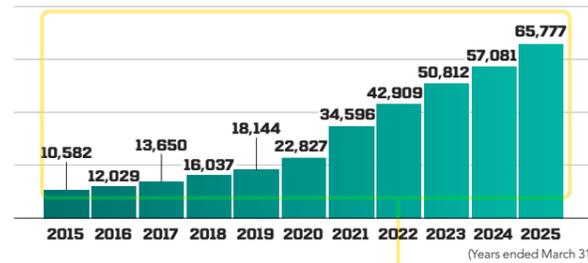


Financial Highlights

Operating Profit / Operating Margins

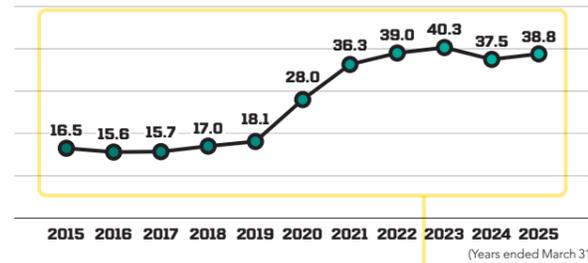
Operating Profit (million yen)

65,777 million yen
15.2% UP↑



Operating Margins (%)

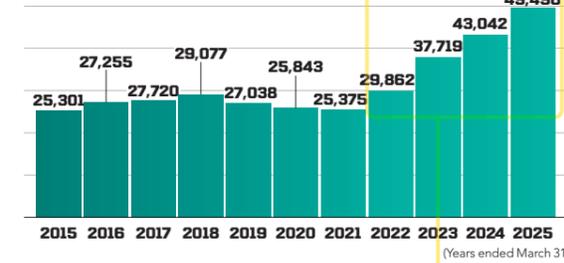
38.8%
1.3points UP↑



In the fiscal year ended March 2011, we promoted profit structure reforms aimed at more efficient development investment. We promoted business restructuring by transitioning to in-house production and strengthened our digital sales strategy in response to rapid changes in the market beginning in the fiscal year ended March 2013. As a result, since the fiscal year ended March 31, 2014, we have promoted digital and global strategies in the Consumer sub-segment and focused on expanding profitable catalog sales, leading to 12 consecutive years of increased operating profit. In the fiscal year ended March 31, 2025, catalog sales of the *Monster Hunter* series continued to grow thanks to coordinating promotions with *Monster Hunter Wilds*. The game became a huge hit, selling over 10 million units in the first month alone after its release. We increased profit 15.2% over the previous fiscal year, marking our eighth consecutive year of record operating profit.

R&D Investment Costs (million yen)

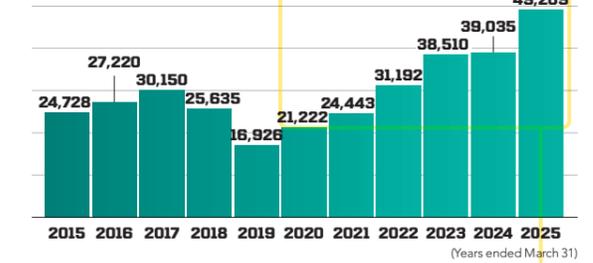
49,496 million yen
15.0% UP↑



Approximately 90% of our investments in R&D are allocated to the Digital Contents business, which is our source of growth. Aiming for sustainable growth, we have actively been investing in our people and growing our title pipeline since 2022. While R&D investment costs per title is trending upwards as hardware becomes more advanced, we will increase efficiency by building a cutting-edge development environment and improving personnel utilization rates, while also thoroughly managing costs.

Balance of Work-in-Progress for Game Software (million yen)

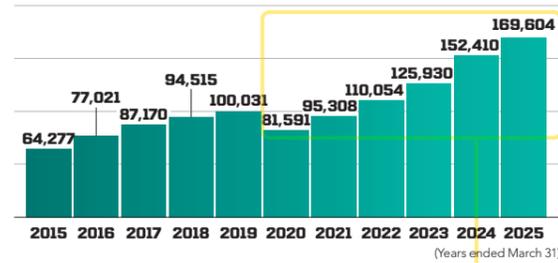
49,209 million yen
26.0% UP↑



Work-in-progress for game software trended upward for a time beginning in the fiscal year ended March 2015, buoyed by the expansion of our pipeline; however, in the fiscal year ended March 2019, it fell significantly due to the release of major titles, as well as the closure of overseas offices and revaluation of assets. From the fiscal year ended March 2020, it has continued to increase gradually as we aim to increase the release of high-quality, major titles that will support sustainable growth in the future based on our long-term sales plan.

Net Sales (million yen)

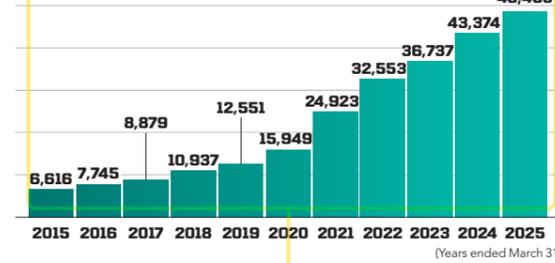
169,604 million yen
11.3% UP↑



After achieving net sales of 100 billion yen in the fiscal year ended March 2014 for the first time, sales declined in the fiscal year ended March 2015 with the sharper focus on highly profitable titles in the Consumer sub-segment. In addition, the decline in revenue in the fiscal year ended March 2020 over the previous year was due to lowered unit prices accompanying digitalization. However, in recent years, we have been experiencing stable growth as the Consumer sub-segment continues to release multiple major titles each year.

Net Profit Attributable to Owners of the Parent (million yen)

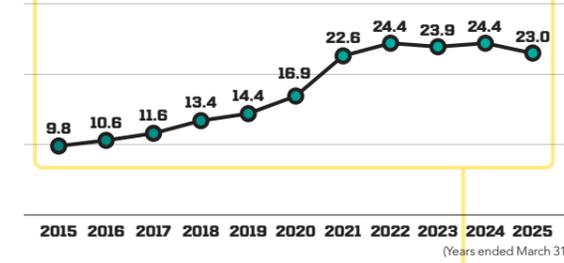
48,453 million yen
11.7% UP↑



Beginning in the fiscal year ended March 2015, the benefits of the structural reforms implemented prior to that point materialized, with net profit going on to increase for 12 consecutive years, in step with operating profit. This demonstrated the establishment of our business model for creating a sustainable profit base even within a hit-driven market environment.

Return on Equity (ROE) (%)

23.0%
1.4points DOWN↓



In the fiscal year ended March 2014, ROE was lower due to decreases in net profit from the recognition of special losses on restructuring and business restructuring expenses. However, from the fiscal year ended March 2015, we have maintained a high ROE level following the elimination of special losses and improved profitability mainly due to digitalization.

Dividend per Share / Dividend Payout Ratio

40.0 yen **34.5%**
14.3% UP↑ **0.8points UP↑**



(Note) With effective dates of April 1, 2018, April 1, 2021, and April 1, 2024, Capcom performed 2-for-1 stock splits of its common stock. For the years ended March 2018 and earlier, the years ended March 2021 and earlier, and the years ended March 2024 and earlier, dividends paid show the actual amounts prior to the stock splits.

Since the fiscal year ended March 2017, the dividend policy was changed from Capcom's long-standing policy of maintaining stable dividends to striving for a consolidated payout ratio of 30% and stable dividends. As stock splits were carried out in the fiscal years ended March 2019, March 2022, and March 2024, dividend amounts have been adjusted according to the split ratios, but actual dividends paid increased, and we have maintained our unbroken record of paying out dividends since listing publicly.