

Human Capital

The Capcom Group prioritizes initiatives related to human capital, the source of our corporate value creation, as one of our top priorities. We have established a Chief Human Resources Officer (CHO) position to drive our talent investment strategy.

Governance and Risk Management in Human Capital

The Personnel Committee, chaired by the Representative Director and Chairman (CEO), convenes approximately once a month. It focuses on discussing human capital investment strategies and determines policies and measures. Based on the committee's discussions and decisions, the CHO and the Human Resources Division oversee cross-functional collaboration among the R&D Human Resources Department, Tokyo Human Resources Administration, Health and Productivity Management Department, the Corporate Planning Department's People Strategy Team, and Human Resources Department to advance specific initiatives.

Securing and Developing Talent to Support the Future

The Capcom Group has been promoting the growth of our development workforce by over 100 personnel annually. Starting in 2022, we implemented measures for our regular employees, including an average 30% increase in base annual salaries, the introduction of an enhanced performance-based bonus system, as well as a stock compensation system. These efforts have helped us grow the number of development personnel to 2,846 by the end of March 2025.

In April 2025, we raised the starting monthly salary for new graduates to 300,000 yen to enhance our recruitment competitiveness in terms of compensation. We are also striving to secure outstanding talent through initiatives such as industry-academia collaborations aimed at early discovery and development of globally competitive young creators, and expanding mid-career hiring channels. We are also strengthening and training talent to support our future by enhancing OJT/Off-JT programs for young talent development and providing training to improve management skills for managerial candidates.

Reorganization and Improvement of the Work Environment

The Capcom Group is increasing personnel to facilitate larger-scale development and evolving technology. We are pursuing growth investments, such as acquiring real estate as business assets, to enhance the environment and facilities that support our development structure.

We are also striving to foster a corporate culture that respects human rights and to create a comfortable working environment. This includes promoting awareness among executives and employees through training and implementing various initiatives. Since 2022, we have utilized opportunities for direct dialogue between management and employees to facilitate mutual understanding through communication, such as Q&A sessions and opinion exchanges. By making these

sessions regular, we are working to ensure these initiatives take root within the company and to more accurately grasp employee needs.

Moving forward, to prevent employee turnover and enhance engagement, we are continuously expanding welfare programs by implementing measures including an internal recognition program to honor contributions to the company, enhanced harassment prevention training, globally accessible consultation channels, and employee recreational facilities.

Ensuring Workforce Diversity

To further expand our development personnel, we must create an environment where individuals from diverse backgrounds can maximize their abilities. The Capcom Group strives to secure and nurture diverse talent by conducting recruitment and evaluations regardless of gender, nationality, age, or other factors.

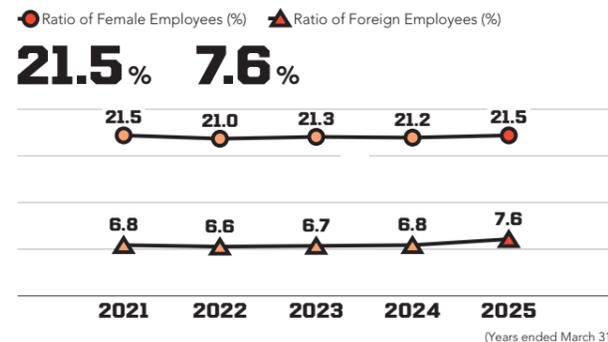
Promoting a diversity-conscious workplace environment

Capcom actively recruits women during the hiring process, provides career development training for managerial candidates, and promotes the active appointment of female managers. To create a more supportive environment for women, we promote maternity leave, childcare leave, and reduced working hours, along with paid menstrual leave and internal training to prevent harassment. Furthermore, to ensure equal treatment in our welfare programs regardless of sexual orientation or gender identity, we have introduced a partnership system.

Initiatives including the active utilization of foreign employees

Capcom actively recruits foreign nationals, supports career advancement for foreign employees, promotes their active appointment to management positions, and provides Japanese language education programs. The company assists with securing housing for those relocating to Japan from overseas, has introduced a special leave system for temporary return visits to their home countries, and holds opinion exchange meetings with management to understand the needs of foreign employees.

Ratio of Female Employees and Ratio of Foreign Employees



As a result, women account for 21.5% of Capcom's employees, with female managers comprising 11.9% of the company's managerial positions. Additionally, our foreign employees come from 36 countries and represent 7.6% of the company's workforce.

Capcom established its General Business Owner Action Plan in April 2024, setting targets of achieving a male childcare leave uptake rate of 85% or higher and a gender pay gap ratio (calculated as the average salary of female regular employees divided by the average salary of male regular employees) of 88% or higher by the end of March 2029.

We will continue to promote various initiatives and expand our systems to foster an environment where individuals from diverse backgrounds can thrive.

Childcare and Caregiving Support

Capcom promotes work-life balance for its employees by encouraging the use of childcare and caregiving leave, establishing the on-site childcare facility Capcom Juku, conducting caregiving seminars, and enhancing childcare and caregiving support systems through telework and other measures.

On-site childcare facility capcom juku

Capcom is aiming to create an environment where employees can raise children with peace of mind and continue working long-term. As part of this effort, alongside standard childcare, Capcom operates Capcom Juku, designed to nurture children who can learn independently and grow on their own.

Capcom Juku provides childcare for preschoolers aged 1-2 years old. For elementary and junior high school students, it offers diverse events during long vacations like summer break, including programming classes and game development experiences, and parent-child lunches. Furthermore, we provide learning spaces that promote children's growth, such as English instruction and individual learning support, working together with our employees to support child-rearing. We also widely accept kindergarteners and elementary school students for after-school care. Currently, we provide monthly care for 23 children and accommodate temporary use for an aggregate total of 495 children (As of the end of March 2025).

Understanding Employee Needs and Enhancing Engagement

Capcom strives to measure engagement metrics to understand employee engagement and utilize this information in various initiatives.

Work engagement, an indicator of proactive behavior and positive feelings toward work, reached the same level as the previous period. Employee engagement, an indicator of attachment to the company, also showed a gradual increase. Furthermore, the turnover rate decreased compared to the previous period, with voluntary resignations at 2.2%, beating the target of approximately 3.0%. We believe this was contributed to by the revised compensation system and efforts

to create a more comfortable working environment.

We will continue to improve the working environment to retain talented personnel.

➔For details, please refer to p.75-84

As of March 31, 2025

Fiscal year (ending in March)	2021	2022	2023	2024	2025	Target
Engagement (Non-consolidated) (t-score) (Note 1)						
Work engagement	52.6	51.8	54.4	54.1	54.7	55.0
Employee engagement	—	—	51.8	52.1	53.1	55.0
Turnover (Non-consolidated) (Note 2)	3.9%	5.4%	3.5%	2.9%	2.8%	—
Of which were voluntary resignations	3.6%	4.7%	3.2%	2.5%	2.2%	about 3.0%

*1 Engagement represents our t-score in the results of an engagement survey conducted by an external vendor of our employees (excluding short-time workers not covered by social insurance). For details see the Securities Report for the fiscal year ended March 31, 2025 (Japanese language only).

*2 Turnover is the ratio of the number of employees who left during the period (excluding employees who joined and left during the same period) to the total number of employees at the beginning of the period. Only full-time employees are included in the calculation.

Supporting employee health management

In addition to employee cafeterias offering healthy meals, each of our Tokyo and Osaka locations features a Clinical Room for consultations with occupational physicians and health counseling, alongside a Massage Room staffed by nationally certified massage therapists. Furthermore, we established a dedicated Health Management Promotion Department in 2022 to professionally enhance workplace environments and strengthen communication with employees. These initiatives are part of our commitment to creating a workplace where employees can work safely and healthily.

Fulfilling employee potential in a cutting-edge environment

One of the most important parts of motivating developers working in a creative field such as games is providing access to an environment that allows them to bring their ideas to life. Capcom maintains a cutting-edge development environment that includes 3D scanners, a motion capture studio, a dynamic sound mixing stage, and a Foley stage. In this way, we support our creators in fulfilling their vision. In 2023, we established and launched operations at our new Creative Studio in Osaka City, equipped with one of the largest motion capture studios in Japan. This enables greater expressive freedom and provides a better atmosphere to further unleash creativity on the development floor.