



Capcom Co., Ltd.
(TSE Prime, 9697)

1st Quarter Report
Fiscal year ending March 31, 2025

Contents

| | page |
|--|---------------|
| 1. Major Takeaways | ...P2 |
| 2. FY25/3 Forecasts | ...P3 |
| 3. Q1 Financial Highlights | ...P4 |
| 4. Business Segments | ...P6 |
| 5. Supplement | ...P12 |
| Summary of Major Financial Information / Our Major IP | |

Forward-looking Statements

Strategies, plans, outlooks and other statements that are not historical facts are based on assumptions that use information currently available and reasonable judgments. Actual performance may be significantly different from these statements for a number of reasons.

In the entertainment industry, which includes Capcom, performance may be highly volatile because of diverging user needs and other changes in market conditions.

Factors that can affect Capcom's performance include: (1) the number of hit titles and sales volume in the Home Video Game Business, which accounts for the majority of sales; (2) progress in developing home video games; (3) consumer demand for home video game consoles; (4) sales outside Japan; (5) changes in stock prices and exchange rates; (6) alliances with other companies concerning product development, sales and other operations; and (7) changes in market conditions; (8) natural disasters, disease outbreaks, economic crises and other unforeseeable events. Please note that this is not a complete list of factors that can influence Capcom's operating results.

Major Takeaways

■ Q1 Results

- All business segments outperformed the company's plan
- Ongoing pricing strategy drives solid start for catalog title sales, especially for major IP
- Sales and profit grew YoY in Amusement Equipments and Arcade Operations businesses

■ Full-Year Business Plan

- Results weighted to H2 due to release timing of new titles
- Good progress toward achieving full-year plan

(100 million yen)

| | 2023/6 | | 2024/6 | | Difference | 25/3 Plan | | | | | |
|--|--------------|------|--------------|------|-------------|--------------|------|--------------|-----|--------------|-----|
| | | YoY | | YoY | | H1 | YoY | H2 | YoY | 2025/3 Plan | YoY |
| Net sales | 438 | 74% | 295 | -33% | -142 | 570 | -24% | 1,080 | 39% | 1,650 | 8% |
| Operating income | 240 | 99% | 128 | -46% | -111 | 200 | -41% | 440 | 89% | 640 | 12% |
| Operating margin | 54.8% | - | 43.5% | - | - | 35.1% | - | 40.7% | - | 38.8% | - |
| Ordinary income | 258 | 102% | 134 | -48% | -123 | 190 | -48% | 440 | 89% | 630 | 6% |
| Net income attributable to owners of the parent | 181 | 102% | 99 | -45% | -81 | 140 | -45% | 320 | 77% | 460 | 6% |

*YoY indicates percent change from the same term of the previous year

1. Forecasts for FY3/25

**Aiming for 12 consecutive years of OP growth
driven by steady growth of Digital Contents business**

(100 million yen)

| | 21/3 YoY | 22/3 YoY | 23/3 YoY | 24/3 YoY | 25/3 Plan YoY | Difference |
|--|----------------|------------------|------------------|------------------|-----------------|------------|
| Net sales | 953 17% | 1,100 16% | 1,259 14% | 1,524 21% | 1,650 8% | 125 |
| Operating income | 345 52% | 429 24% | 508 18% | 570 12% | 640 12% | 69 |
| Operating margin | 36.3% - | 39.0% - | 40.3% - | 37.5% - | 38.8% - | - |
| Ordinary income | 348 52% | 443 27% | 513 16% | 594 16% | 630 6% | 35 |
| Net income attributable to owners of the parent | 249 56% | 325 31% | 367 13% | 433 18% | 460 6% | 26 |

*YoY indicates percent change from the same term of the previous year

- Expect increased sales and profit due to digital sales growth in the Consumer sub-segment
- Earnings per share forecast: ¥109.98
- Dividend forecast: interim dividend of ¥18 and year-end dividend of ¥18 resulting in a ¥36 dividend for the fiscal year

*With an effective date of April 1, 2024, the Company performed a 2-for-1 split of its common stock.

2-1. Q1 Financial Highlights – Consolidated Business Results

■ FY6/24 Net Sales/Operating Income (by segment)

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | Difference | 25/3 Plan | YoY |
|--|--------------|------|--------------|------|--------------|------|--------------|------|--------------|------|-------------|--------------|-----|
| Net sales | 237 | 32% | 484 | 104% | 252 | -48% | 438 | 74% | 295 | -33% | -142 | 1,650 | 8% |
| Digital Contents | 214 | 54% | 439 | 105% | 198 | -55% | 378 | 91% | 214 | -44% | -164 | 1,250 | 4% |
| Arcade Operations | 11 | -56% | 23 | 102% | 32 | 38% | 41 | 25% | 48 | 18% | 7 | 220 | 14% |
| Amusement Equipments | 1 | -20% | 12 | 608% | 6 | -49% | 8 | 38% | 22 | 147% | 13 | 127 | 41% |
| Other Businesses | 8 | -14% | 8 | -5% | 14 | 73% | 9 | -33% | 10 | 13% | 1 | 53 | 26% |
| Operating income | 107 | 39% | 236 | 120% | 120 | -49% | 240 | 99% | 128 | -46% | -111 | 640 | 12% |
| Digital Contents | 118 | 53% | 244 | 107% | 125 | -49% | 246 | 97% | 128 | -48% | -118 | 669 | 12% |
| Arcade Operations | -5 | - | -0 | - | 1 | - | 3 | 102% | 5 | 37% | 1 | 21 | 12% |
| Amusement Equipments | 0 | -47% | 2 | 242% | 2 | 11% | 6 | 151% | 10 | 60% | 4 | 48 | 17% |
| Other Businesses | 5 | -20% | 4 | -6% | 8 | 70% | 4 | -40% | 6 | 34% | 1 | 16 | 81% |
| Adjustments* | -11 | - | -15 | - | -17 | - | -21 | - | -21 | - | - | -114 | - |
| Operating margin | 45.2% | - | 48.7% | - | 47.8% | - | 54.8% | - | 43.5% | - | - | 38.8% | - |
| Ordinary income | 106 | 38% | 238 | 125% | 128 | -46% | 258 | 102% | 134 | -48% | -123 | 630 | 6% |
| Net income attributable to owners of the parent | 78 | 44% | 173 | 122% | 90 | -48% | 181 | 102% | 99 | -45% | -81 | 460 | 6% |

*Adjustments include unallocated corporate operating expenses. The corporate operating expenses, which do not belong to any reportable segment, mainly consist of administrative expenses. *YoY indicates percent change from the same term of the previous year.

- All business segments outperformed plan, making good progress toward achieving full-year target; YoY net sales and operating income growth in Arcade Operations, Amusement Equipments, and Other Business
- Ordinary income includes foreign exchange gain of ¥620 million

2-2. Q1 Financial Highlights – Financial Position

■ FY6/24 Balance Sheet/Statement of Cashflows (Summary)

Balance Sheet

(100 million yen)

| Assets | 21/3 | YoY | 22/3 | YoY | 23/3 | YoY | 24/3 | YoY | 24/6 | YoY | Difference |
|---|--------------|------------|--------------|------------|--------------|------------|--------------|-------------|--------------|-------------|------------|
| Cash on hand and in banks | 712 | 9% | 1,072 | 51% | 1,021 | -5% | 1,251 | 23% | 1,275 | 2% | 23 |
| Notes receivable - trade & Accounts receivable - trade | 250 | 57% | - | - | - | - | - | - | - | - | - |
| Accounts receivable - trade | - | - | 74 | - | 249 | 237% | 253 | 2% | 136 | -46% | -117 |
| Work in progress for game software | 244 | 15% | 311 | 28% | 385 | 24% | 390 | 24% | 449 | 15% | 58 |
| Others | 429 | 6% | 415 | -3% | 517 | 25% | 538 | 4% | 547 | 2% | 8 |
| Total assets | 1,637 | 14% | 1,873 | 14% | 2,173 | 16% | 2,434 | 12% | 2,407 | -1% | -26 |
| Liabilities | | | | | | | | | | | |
| Notes and accounts payable - trade & Electronically recorded monetary liabilities | 37 | -37% | 36 | -3% | 55 | 54% | 43 | -22% | 38 | -11% | -4 |
| Deferred income | 66 | -13% | 89 | 34% | 54 | -39% | 6 | -87% | 5 | -18% | -1 |
| Others | 325 | 8% | 283 | -13% | 452 | 60% | 433 | -4% | 377 | -13% | -56 |
| Total liabilities | 429 | -2% | 408 | -5% | 562 | 38% | 483 | -14% | 421 | -13% | -62 |
| Total net assets | 1,207 | 21% | 1,464 | 21% | 1,611 | 10% | 1,950 | 21% | 1,986 | 2% | 35 |
| Total liabilities and net assets | 1,637 | 14% | 1,873 | 14% | 2,173 | 16% | 2,434 | 12% | 2,407 | -1% | -26 |

*YoY indicates percent change from the end of the previous year

Statement of Cashflows

(100 million yen)

| | 20/6 | 21/6 | 22/6 | 23/6 | 24/6 | Difference |
|--|------|------|------|------|-------|------------|
| Cash flows from operating activities | 80 | 343 | -55 | 129 | 94 | -35 |
| Net income before income taxes | 106 | 238 | 128 | 258 | 136 | -122 |
| Increase (decrease) in notes and accounts receivable - trade | 88 | 106 | -101 | 84 | 118 | 33 |
| Decrease (increase) in work in progress for game software | -5 | 50 | -46 | -12 | -58 | -45 |
| Increase (decrease) in deferred revenue | | 14 | 38 | -39 | -1 | 38 |
| Cash flows from investing activities | -20 | -20 | -13 | -18 | -8 | 10 |
| Cash flows from financing activities | -29 | -50 | -62 | -87 | -94 | -6 |
| Cash and cash equivalents at beginning of year | 596 | 640 | 956 | 894 | 1,090 | 196 |
| Cash and cash equivalents at end of quarter | 626 | 914 | 851 | 947 | 1,102 | 155 |

3-1. Business Segments – Digital Contents (1)

Q1 results outperform company plan
Making good progress toward achieving full-year plan

■ Digital Contents Performance

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 2025/3 Plan |
|--|--------------|------|--------------|------|--------------|------|--------------|------|--------------|------|--------------|
| Net sales | 214 | 54% | 439 | 105% | 198 | -55% | 378 | 91% | 214 | -44% | 1,250 |
| Consumer breakdown | | | | | | | | | | | |
| Package sales | 60 | 82% | 184 | 207% | 29 | -84% | 89 | 207% | 24 | -73% | 144 |
| Digital sales (incl. digital license) | 143 | 42% | 246 | 72% | 163 | -34% | 285 | 75% | 178 | -38% | 1,066 |
| Digital license portion | 0 | - | 5 | - | 19 | 280% | 2 | -90% | 10 | 400% | 22 |
| Consumer total | 203 | 52% | 430 | 112% | 192 | -55% | 374 | 95% | 203 | -46% | 1,210 |
| Deferred revenue portion | | | -5 | - | -38 | - | 40 | - | 1 | -98% | |
| Mobile Contents | 11 | 120% | 9 | -18% | 6 | -33% | 4 | -33% | 10 | 150% | 39 |
| Operating income | 118 | 53% | 244 | 107% | 125 | -49% | 246 | 97% | 128 | -48% | 669 |
| Operating margin | 55.0% | - | 55.7% | - | 63.1% | - | 65.2% | - | 59.9% | - | 53.5% |

*Digital license indicates income from providing content etc. to online platforms. *Deferred revenue indicates the variance between deferred revenue and reversed revenue stemming primarily from the release of free downloadable content that typically follows the release of a full game. *YoY indicates percent change from the same term of the previous year.

■ Units Sales by Hardware

(thousand units)

| | 20/6 | Share | 21/6 | Share | 22/6 | Share | 23/6 | Share | 24/6 | Share | 2025/3 Plan |
|--------------------------------|--------------|-------|--------------|-------|--------------|-------|--------------|-------|--------------|-------|--------------|
| PC units (digital) | 2,750 | 30% | 3,900 | 29% | 5,850 | 50% | 6,150 | 46% | 4,915 | 52% | |
| Console units (digital) | 4,600 | 50% | 5,200 | 39% | 4,550 | 39% | 5,450 | 40% | 3,911 | 41% | |
| Package units | 1,850 | 20% | 4,200 | 32% | 1,300 | 11% | 1,900 | 14% | 708 | 7% | 3,400 |

3-1. Business Segments – Digital Contents (2)

New title unit sales expected to be weighted to H2
Catalog unit sales off to a solid start

■ Unit Sales for the 3 Months (Consumer)

(units in thousands)

| | 2020/6 | | | 2021/6 | | | 2022/6 | | | 2023/6 | | | 2024/6 | | | 2025/3 Plan | | |
|-----------------------------|---|--------|-----------|--|-----------|--------|--|-------|-----------|---|-----------|--------|--|-------|-----------|--|-------|--------|
| Titles sold / sales regions | 290 / 198 | | | 299 / 200 | | | 297 / 206 | | | 283 / 224 | | | 240 / 214 | | | | | |
| Total unit sales | YoY | | YoY | | YoY | | YoY | | YoY | | YoY | | YoY | | YoY | | | |
| | 9,200 | 111.5% | 13,300 | 44.6% | 11,700 | -12.0% | 13,500 | 15.4% | 9,534 | -29.4% | 50,000 | 8.9% | | | | | | |
| | Share YoY | | Share YoY | | Share YoY | | Share YoY | | Share YoY | | Share YoY | | Share YoY | | Share YoY | | | |
| Overseas units | 8,100 | 88.0% | 113.2% | 10,800 | 81.2% | 33.3% | 8,700 | 74.4% | -19.4% | 10,800 | 80.0% | 24.1% | 7,819 | 82.0% | -27.6% | 41,500 | 83.0% | 8.9% |
| Japan units | 1,100 | 12.0% | 100.0% | 2,500 | 18.8% | 127.3% | 3,000 | 25.6% | 20.0% | 2,700 | 20.0% | -10.0% | 1,715 | 18.0% | -36.5% | 8,500 | 17.0% | 9.1% |
| Digital units | 7,350 | 79.9% | 129.7% | 9,100 | 68.4% | 23.8% | 10,400 | 88.9% | 14.3% | 11,600 | 85.9% | 11.5% | 8,826 | 92.6% | -23.9% | 46,600 | 93.2% | 12.7% |
| Physical units | 1,850 | 20.1% | 60.9% | 4,200 | 31.6% | 127.0% | 1,300 | 11.1% | -69.1% | 1,900 | 14.1% | 46.2% | 708 | 7.4% | -62.7% | 3,400 | 6.8% | -25.1% |
| Catalog units | 6,600 | 71.7% | 69.2% | 8,800 | 66.2% | 33.3% | 9,000 | 76.9% | 2.3% | 9,800 | 72.6% | 8.9% | 9,260 | 97.1% | -5.5% | 37,000 | 74.0% | 1.9% |
| New units | 2,600 | 28.3% | 477.8% | 4,500 | 33.8% | 73.1% | 2,700 | 23.1% | -40.0% | 3,700 | 27.4% | 37.0% | 274 | 2.9% | -92.6% | 13,000 | 26.0% | 35.5% |
| Major titles | | | | | | | | | | | | | | | | | | |
| New | Resident Evil 3 | | | Resident Evil Village | | | Monster Hunter Rise: Sunbreak | | | Street Fighter 6 MegaMan Battle Network Legacy Collection Vol. 1 & Vol. 2 | | | Monster Hunter Stories (port) Monster Hunter Stories 2: Wings of Ruin (port) | | | Monster Hunter Stories (port) Monster Hunter Stories 2: Wings of Ruin (port) Kunitsu-Gami: Path of the Goddess | | |
| Catalog | Monster Hunter World: Iceborne Resident Evil 2 Resident Evil 7 biohazard Monster Hunter: World | | | Monster Hunter Rise Resident Evil 7 biohazard Monster Hunter World: Iceborne Resident Evil 2 Resident Evil 3 | | | Monster Hunter Rise Devil May Cry 5 Dragon's Dogma: Dark Arisen Street Fighter V Monster Hunter: World | | | Resident Evil 4 Monster Hunter Rise: Sunbreak Resident Evil 2 Resident Evil 3 Monster Hunter Rise | | | Monster Hunter: World Monster Hunter World: Iceborne Monster Hunter Rise Monster Hunter Rise: Sunbreak Resident Evil 4 Street Fighter 6 | | | Continue to grow catalog unit sales via key brands: Resident Evil, Monster Hunter, Street Fighter, Dragon's Dogma, etc. | | |

*New titles: titles released in the current fiscal year; Catalog titles: titles released in the previous fiscal year or earlier. *Includes distribution titles. *YoY indicates percent change from the same term of the previous year.

3-1. Business Segments – Digital Contents (3)

Focused on long-term sales of catalog titles via pricing strategies while releasing existing titles on additional platforms

■ 3 Months Highlights (Consumer)

- Released titles such as *Monster Hunter Stories* for additional platforms on June 14
- Grew sales for catalog titles, especially major IPs such as the *Monster Hunter* series
- **FY24 Top Title Unit Sales**

| Title | FY24 | Lifetime |
|--|------------|---------------|
| Monster Hunter: World ^{*1} | 998 | 26,323 |
| Monster Hunter World: Iceborne | 819 | 13,419 |
| Monster Hunter Rise | 725 | 15,459 |
| Monster Hunter Rise: Sunbreak | 672 | 8,420 |
| Resident Evil 4 ^{*2} | 483 | 7,664 |
| Street Fighter 6 | 469 | 3,774 |
| Dragon's Dogma 2 | 461 | 3,084 |

Figures in the above list reflect totals that include ports to additional platforms following initial title release

*1 Includes sales of *Monster Hunter World: Iceborne Master Edition*

*2 Includes sales of *Resident Evil 4 Gold Edition*



New release
Monster Hunter Stories (port)



Catalog title
Monster Hunter World: Iceborne

3-2. Business Segments – Arcade Operations

Sales and profit up due to efficient operations of existing store

■ 3 Months Business Results

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 25/3 Plan |
|------------------|------|------|------|------|------|-----|------|------|-------|-----|-----------|
| Net sales | 11 | -56% | 23 | 102% | 32 | 38% | 41 | 25% | 48 | 18% | 220 |
| Operating income | -5 | - | -0 | - | 1 | - | 3 | 102% | 5 | 37% | 21 |
| Operating margin | - | - | - | - | 5.7% | - | 9.1% | - | 10.6% | - | 9.5% |
| Same store sales | 37% | - | 214% | - | 130% | - | 109% | - | 111% | - | 102% |

*YoY indicates percent change from the same term of the previous year

■ Number of Stores

(stores)

| | 21/3 | 22/3 | 23/3 | 24/3 | 24/6 | 25/3 Plan |
|---------------|------|------|------|------|------|-----------|
| New stores | 1 | 2 | 5 | 4 | 2 | 7 |
| Closed stores | 0 | 1 | 2 | 0 | 0 | 0 |
| Total | 41 | 42 | 45 | 49 | 51 | 56 |

■ 3 Months Highlights

- Opened Plaza Capcom Oyabe Store (Toyama prefecture) on April 26
- Opened new areas, such as Capsule Lab at the Ikebukuro Store on May 17



Plaza Capcom Oyabe Store

3-3. Business Segments – Amusement Equipments

Sales and profit up from sales of new title that features popular IP

■ 3 Months Business Results

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 25/3 Plan |
|------------------|-------|------|-------|------|-------|------|-------|------|-------|------|-----------|
| Net sales | 1 | -20% | 12 | 608% | 6 | -49% | 8 | 38% | 22 | 147% | 127 |
| Operating income | 0 | -47% | 2 | 242% | 2 | 11% | 6 | 151% | 10 | 60% | 48 |
| Operating margin | 39.2% | - | 19.0% | - | 41.6% | - | 75.5% | - | 48.8% | - | 37.8% |

*YoY indicates percent change from the same term of the previous year

■ Pachislo Sales Volume

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 25/3 Plan |
|------------------------|------|-----|------|-----|------|------|------|-----|------|-----|-----------|
| New titles | 0 | - | 1 | - | 1 | - | 0 | - | 1 | - | 4 |
| Sales (thousand units) | - | - | 6 | - | 2.7 | -55% | 3 | 11% | 5.9 | 97% | 41.5 |

*YoY indicates percent change from the same term of the previous year. *Includes catalog title sales

■ 3 Months Highlights

- Total 5,900 units sold (FY6/23: 2 machines, 3,000 units sold (includes catalog title sales))
New release *Street Fighter V Chosensha No Michi* sold 5,500 units
Licensing fees contributed to segment operating income



Smart Slot

Street Fighter V Chosensha no Michi

3-4. Business Segments – Other Businesses

**Promoted Single Content Multiple Usage strategy
in conjunction with game sales**

■ 3 Months Business Results

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 25/3 Plan |
|-------------------------|--------------|------|--------------|-----|--------------|-----|--------------|------|--------------|-----|--------------|
| Net sales | 8 | -14% | 8 | -5% | 14 | 73% | 9 | -33% | 10 | 13% | 53 |
| Character | 7 | - | 7 | 0% | 13 | 86% | 9 | -31% | 10 | 11% | 47 |
| eSports/Media | 1 | - | 1 | 0% | 1 | 0% | 0 | -58% | 0 | 0% | 6 |
| Operating income | 5 | -20% | 4 | -6% | 8 | 70% | 4 | -40% | 6 | 34% | 16 |
| Character | 5 | - | 5 | 0% | 9 | 80% | 6 | -33% | 7 | 17% | 31 |
| eSports/Media | -0 | - | -0 | - | -1 | - | -2 | - | -1 | - | -15 |
| Operating margin | 58.1% | - | 57.9% | - | 57.0% | - | 51.0% | - | 60.5% | - | 30.2% |

*Beginning FY23/6, business results for Media have been incorporated with eSports. This change has been reflected in the above full year FY24/3 plan and business results for previous years. *YoY indicates percent change from the same term of the previous year.

■ 3 Months Highlights

- Carried out various events and collaborations in conjunction with the *Monster Hunter* series 20th anniversary
- Announced that esports tournament Capcom Cup 11, which features \$1 million grand prize, will be held at *Ryogoku Kokugikan* arena in Japan
- *Street Fighter 6* selected for the Esports World Cup, which is scheduled to be held in Saudi Arabia starting in July

4-1. Supplement: Summary of Major Financial Information (1)

● Profit and Loss Sheet

(100 million yen)

| | 2021/3 | YoY | 2022/3 | YoY | 2023/3 | YoY | 2024/3 | YoY | 2025/3 plan | YoY | 2024/6 |
|---|--------|-------|--------|-------|--------|-------|--------|-------|-------------|-------|--------|
| Net Sales | 953 | 16.8% | 1,100 | 15.5% | 1,259 | 14.4% | 1,524 | 21.0% | 1,650 | 8.3% | 295 |
| Gross Profit | 527 | 28.8% | 613 | 16.3% | 738 | 20.4% | 846 | 14.7% | - | - | 184 |
| Margin (%) | 55.3% | - | 55.7% | - | 58.6% | - | 55.5% | - | - | - | 62.5% |
| Sales and G&A Expenses | 181 | 0.1% | 184 | 1.5% | 230 | 25.0% | 275 | 19.8% | - | - | 56 |
| Operating Income | 345 | 51.6% | 429 | 24.0% | 508 | 18.4% | 570 | 12.3% | 640 | 12.1% | 128 |
| Margin (%) | 36.3% | - | 39.0% | - | 40.3% | - | 37.5% | - | 38.8% | - | 43.5% |
| Ordinary Income | 348 | 51.8% | 443 | 27.2% | 513 | 15.9% | 594 | 15.7% | 630 | 6.0% | 134 |
| Margin (%) | 36.6% | - | 40.3% | - | 40.8% | - | 39.0% | - | 38.2% | - | 45.6% |
| Net income attributable to owners of the parent | 249 | 56.3% | 325 | 30.6% | 367 | 12.9% | 433 | 18.1% | 460 | 6.1% | 99 |
| Margin (%) | 26.1% | - | 29.6% | - | 29.2% | - | 28.5% | - | 27.9% | - | 33.7% |

● Sales and Profit by Business Segments

(100 million yen)

| | | 2021/3 | YoY | 2022/3 | YoY | 2023/3 | YoY | 2024/3 | YoY | 2025/3 plan | YoY | 2024/6 |
|----------------------|------------------|--------|--------|--------|--------|--------|-------|--------|--------|-------------|-------|--------|
| Digital Contents | Net Sales | 753 | 25.6% | 875 | 16.3% | 981 | 12.1% | 1,198 | 22.1% | 1,250 | 4.3% | 214 |
| | Operating Income | 370 | 53.2% | 453 | 22.6% | 535 | 18.0% | 598 | 11.8% | 669 | 11.8% | 128 |
| | Margin (%) | 49.1% | - | 51.8% | - | 54.5% | - | 49.9% | - | 53.5% | - | 59.9% |
| Arcade Operations | Net Sales | 98 | -18.4% | 124 | 25.7% | 156 | 25.8% | 193 | 23.9% | 220 | 13.7% | 48 |
| | Operating Income | 1 | -87.7% | 6 | 337.6% | 12 | 88.2% | 18 | 52.2% | 21 | 12.4% | 5 |
| | Margin (%) | 1.5% | - | 5.3% | - | 7.9% | - | 9.7% | - | 9.5% | - | 10.6% |
| Amusement Equipments | Net Sales | 70 | 8.5% | 57 | -18.9% | 78 | 35.7% | 90 | 15.6% | 127 | 40.8% | 22 |
| | Operating Income | 24 | 15.4% | 23 | -2.5% | 34 | 46.2% | 41 | 19.9% | 48 | 16.6% | 10 |
| | Margin (%) | 33.9% | - | 40.8% | - | 44.0% | - | 45.6% | - | 37.8% | - | 48.8% |
| Others | Net Sales | 30 | 0.9% | 43 | 43.4% | 43 | -0.1% | 42 | -3.6% | 53 | 26.1% | 10 |
| | Operating Income | 9 | 81.4% | 15 | 53.7% | 14 | -5.5% | 8 | -38.4% | 16 | 81.2% | 6 |
| | Margin (%) | 32.4% | - | 34.7% | - | 32.9% | - | 21.0% | - | 30.2% | - | 60.5% |

*YoY indicates percent change from the same term of the previous year

4-1. Supplement: Summary of Major Financial Information (2)

● Promotional Expense

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 2025/3 plan |
|--------------|------|--------|------|--------|------|--------|------|--------|------|--------|-------------|
| Consolidated | 7 | -14.3% | 14 | 100.8% | 7 | -48.1% | 20 | 166.8% | 9 | -55.0% | 93 |

● Number of Stores

(stores)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 2025/3 plan |
|--------------|------|------|------|------|------|------|------|------|------|------|-------------|
| Consolidated | 40 | 8.1% | 41 | 2.5% | 43 | 4.9% | 47 | 9.3% | 51 | 8.5% | 56 |

● Capital Expenditure

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 2025/3 plan |
|--------------|------|-------|------|--------|------|--------|------|-------|------|--------|-------------|
| Consolidated | 9 | 14.2% | 20 | 108.4% | 13 | -33.7% | 18 | 32.1% | 9 | -44.7% | 98 |

● Depreciation

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 2025/3 plan |
|--------------|------|-------|------|-------|------|-------|------|-------|------|-------|-------------|
| Consolidated | 6 | 10.5% | 6 | -6.5% | 7 | 24.4% | 9 | 16.3% | 10 | 18.0% | 54 |

● Number of Employees

(people)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 2025/3 plan |
|-------------------------|-------|------|-------|------|-------|------|-------|------|-------|------|-------------|
| Consolidated | 3,202 | 6.6% | 3,319 | 3.7% | 3,350 | 0.9% | 3,517 | 5.0% | 3,715 | 5.6% | 3,792 |
| Consolidated Developers | 2,312 | 7.1% | 2,452 | 6.1% | 2,494 | 1.7% | 2,666 | 6.9% | 2,810 | 5.4% | 2,843 |

● R&D Investment Cost

(100 million yen)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 2025/3 plan |
|---------------------|------|-------|------|-------|------|-------|------|------|------|-------|-------------|
| R&D Investment Cost | 62 | -2.4% | 73 | 18.8% | 85 | 15.7% | 92 | 8.3% | 111 | 20.4% | 535 |

● Foreign Exchange Rate (end of March)

| | 20/6 | YoY | 21/6 | YoY | 22/6 | YoY | 23/6 | YoY | 24/6 | YoY | 2025/3 plan |
|----------|------|-------|------|------|------|-------|------|-------|------|-------|-------------|
| USD/JPY | 107 | 0.0% | 110 | 2.8% | 136 | 23.6% | 145 | 6.6% | 161 | 11.0% | 135 |
| Euro/JPY | 121 | -0.8% | 131 | 8.3% | 142 | 8.4% | 157 | 10.6% | 172 | 9.6% | 145 |

*YoY indicates percent change from the same term of the previous year

4-2. Supplement: Our Major IP

Capcom owns a wealth of globally popular brands originating from its games

■ Cumulative Unit Sales and Examples of Brand Utilization

- **Resident Evil series: 160 million units**



Resident Evil Village became the fastest title in the series to reach 10 million units after just 3 years

- **Street Fighter series: 55 million units**



Akuma, the fourth Year 1 character for *Street Fighter 6* was released on May 22

- **Monster Hunter series: 103 million units**



Monster Hunter series was used in Capcom's Supporting Match for Cerezo Osaka in April as part of the series' 20th Anniversary activities

- **Mega Man series: 42 million units**
- **Devil May Cry series: 32 million units**
- **Dead Rising series: 17 million units**
- **Dragon's Dogma series: 12 million units**