



May 14, 2026

For Immediate Release

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Notice Regarding Implementation of Special Early Retirement Program
and Expected Recognition of Extraordinary Loss

KADOKAWA CORPORATION (the “Company”) announces that at a meeting of the Board of Directors held on May 14, 2026, it passed a resolution to implement a special early retirement program for its employees, as follows.

1. Reason for Implementation of Special Early Retirement Program

The Company advocates a “Global Media Mix with Technology” as its fundamental strategy that combines the stable creation of intellectual property (IP) consisting of a variety of portfolio content in the Publication/IP Creation, Animation/Film, Gaming, Web Services, and Education/EdTech Segments, and the maximization of the LTV (life time value) of IP resulting from collaboration among business segments.

The content industry is a rapidly expanding sector that transcends national borders; however, demand patterns are becoming increasingly polarized, making the establishment of a lean organizational structure and effective cost management essential for sound business growth. In light of this business environment, the Company has decided to implement a special early retirement program. This initiative aims to restructure our organizational framework while also supporting the employees who have contributed to our growth, enabling them to apply the experience and skills they have cultivated with us to new fields and thrive in their future endeavors.

2. Outline of Special Early Retirement Program

I. Eligibility Criteria	Employees aged 45 or older who will hold a certain job grade and have worked at KADOKAWA for 5 consecutive years or more as of July 31, 2026
II. Number of Eligible Applicants	Not determined
III. Application Period	From June 1, 2026 to June 26, 2026 (planned)
IV. Effective Date of Retirement	July 31, 2026 (planned)
V. Preferential Conditions	A premium will be added to the normal retirement allowance of eligible applicants. In addition, eligible applicants will also have the option to receive job-placement assistance.

3. Future Outlook

The implementation of this program is expected to have an impact on the consolidated earnings results of the Company for the fiscal year ending March 31, 2027, with the premium retirement payments described above to be reflected as extraordinary losses. Projections regarding the impact of this program on future earnings results will be disclosed at a later date, as soon as the number and demographics of eligible applicants and total amount to be paid can be confirmed.

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