



## **Part 2: Mid-to-Long Term Growth Strategies**



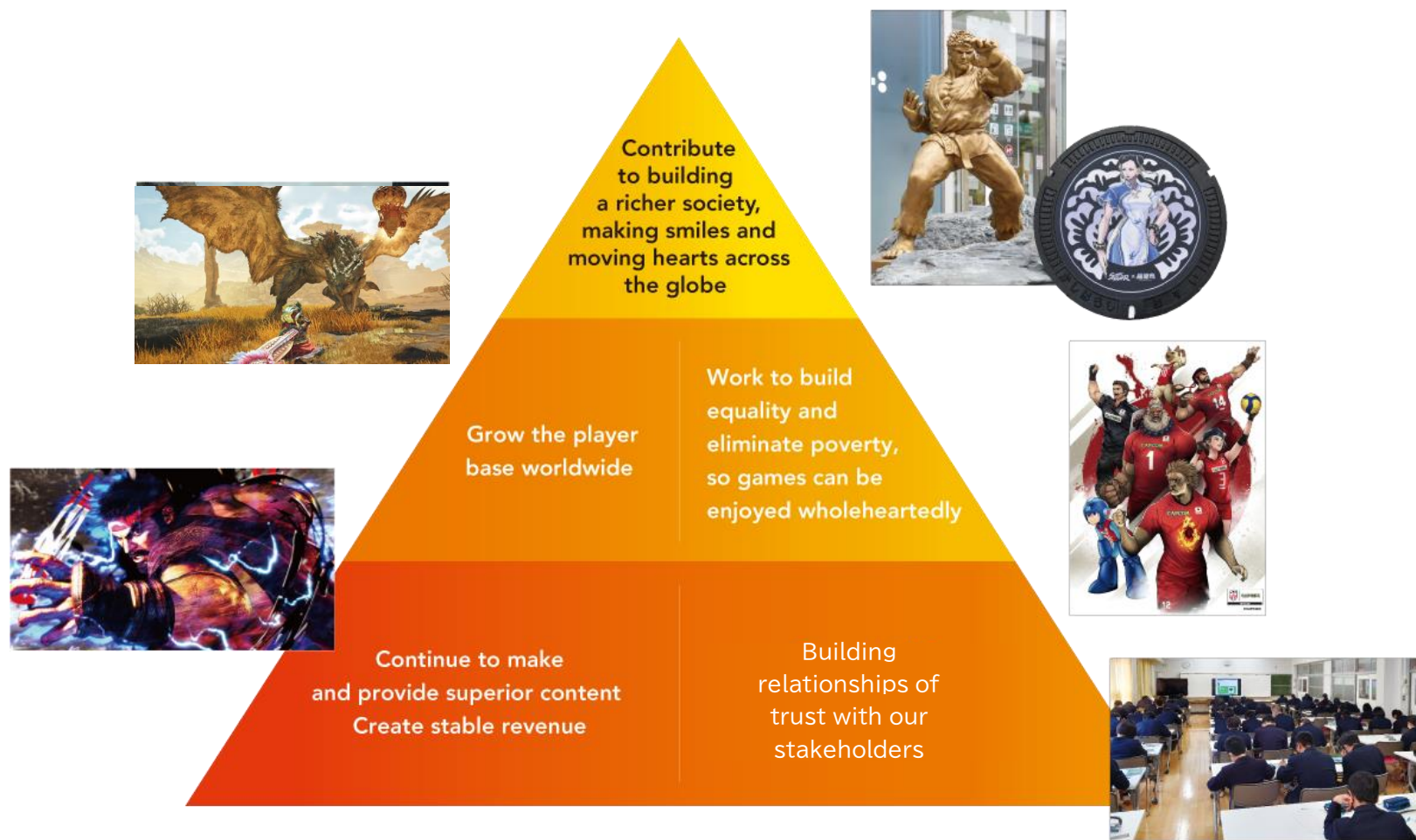


Philosophy

**Creator of entertainment culture through the development of highly creative software contents that excite people and stimulate their senses**

Vision

**To be a company that captivates people around the world with our best-in-class immersive content**

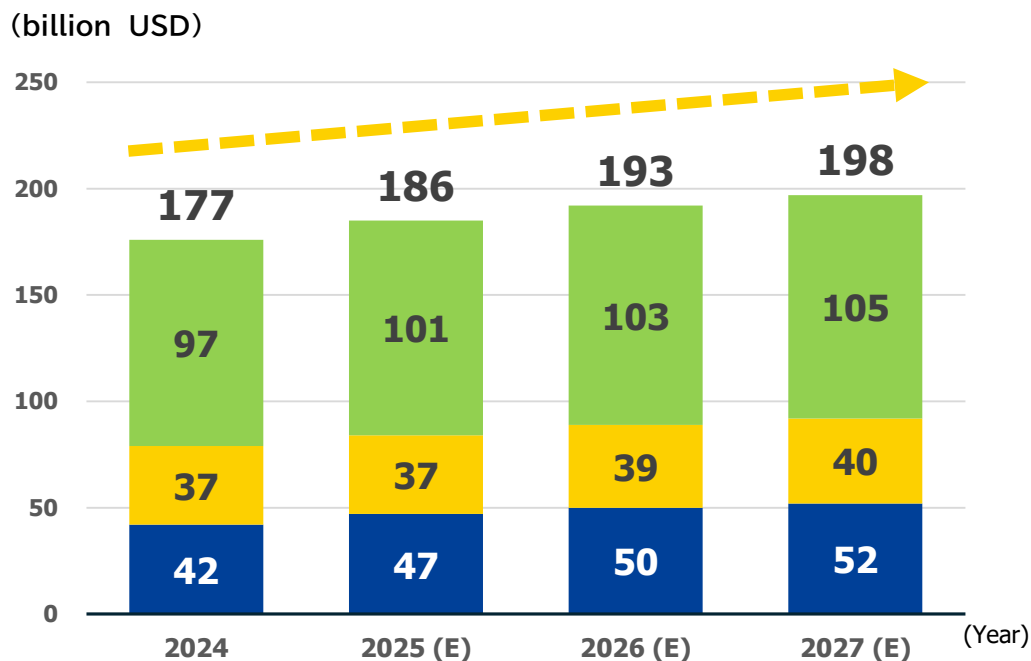




Anticipated long-term market growth with an estimated target user base of 1.5 billion

### Market growth

Set to break **\$198 billion**  
(Approx. **¥28 trillion\***)



**Mobile Content**  
Game apps for mobile devices

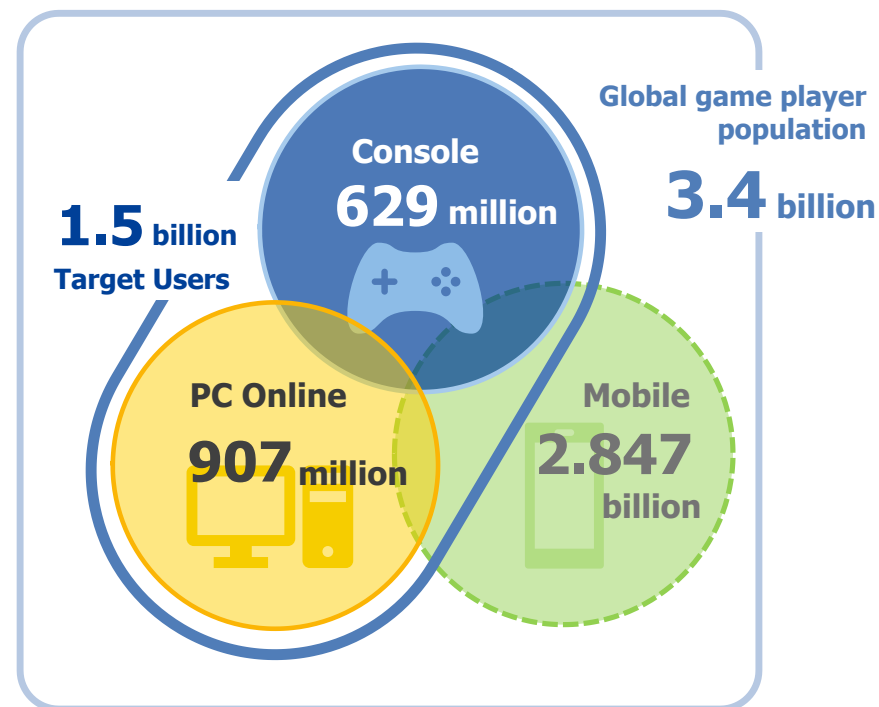


**PC Online**  
Video games for PC



**Console**  
Video games for dedicated home video game consoles

- Estimated 1.5 billion PC and Console users
- Significant growth potential including emerging markets



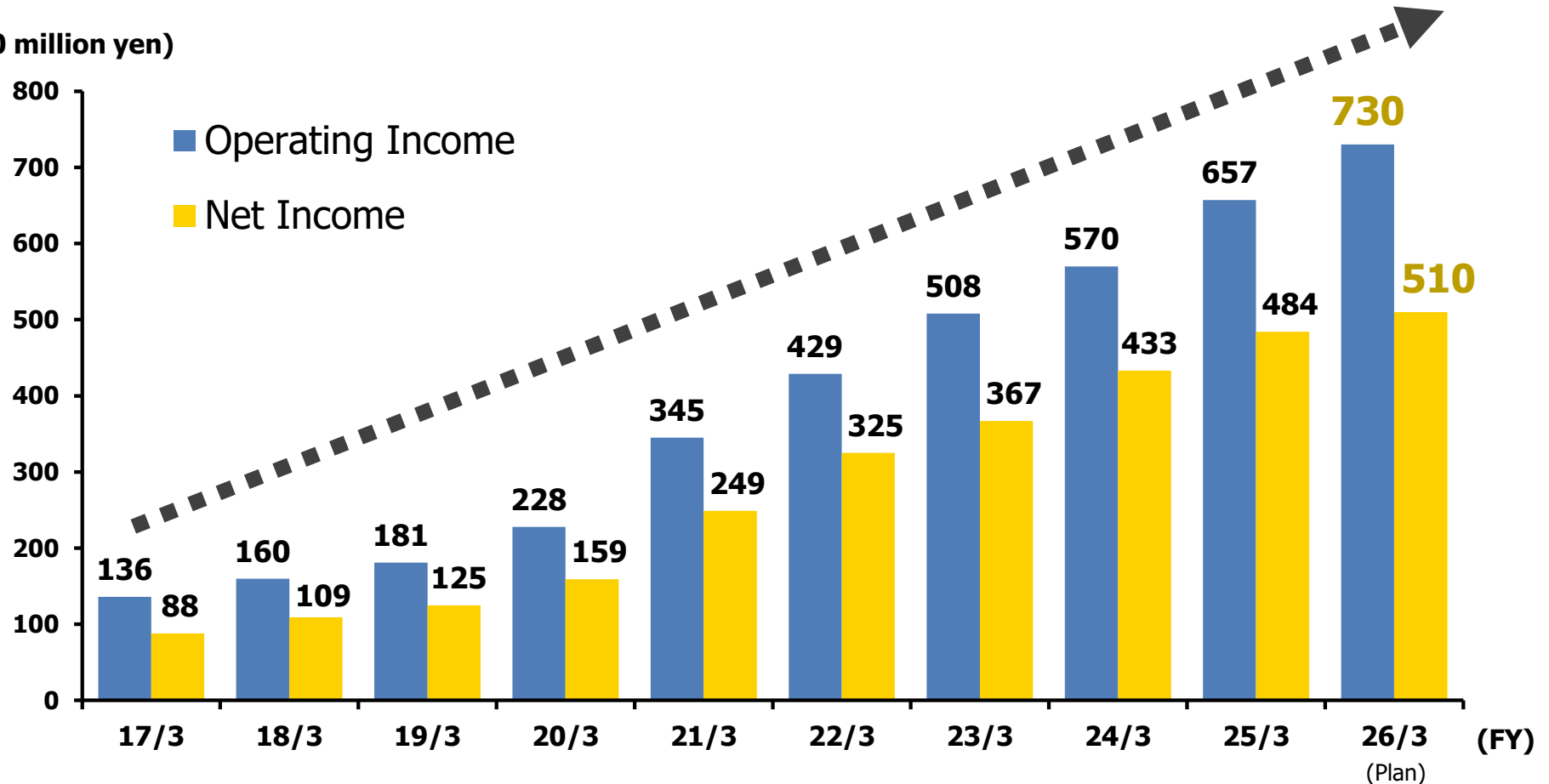
\*Total of segments exceeds total of overall market due to overlap between segments



## 10% annual OP growth

- Stable release of new titles and growth in catalog sales
- Further advance the Single Content Multiple Usage strategy and strengthen global sales

(100 million yen)



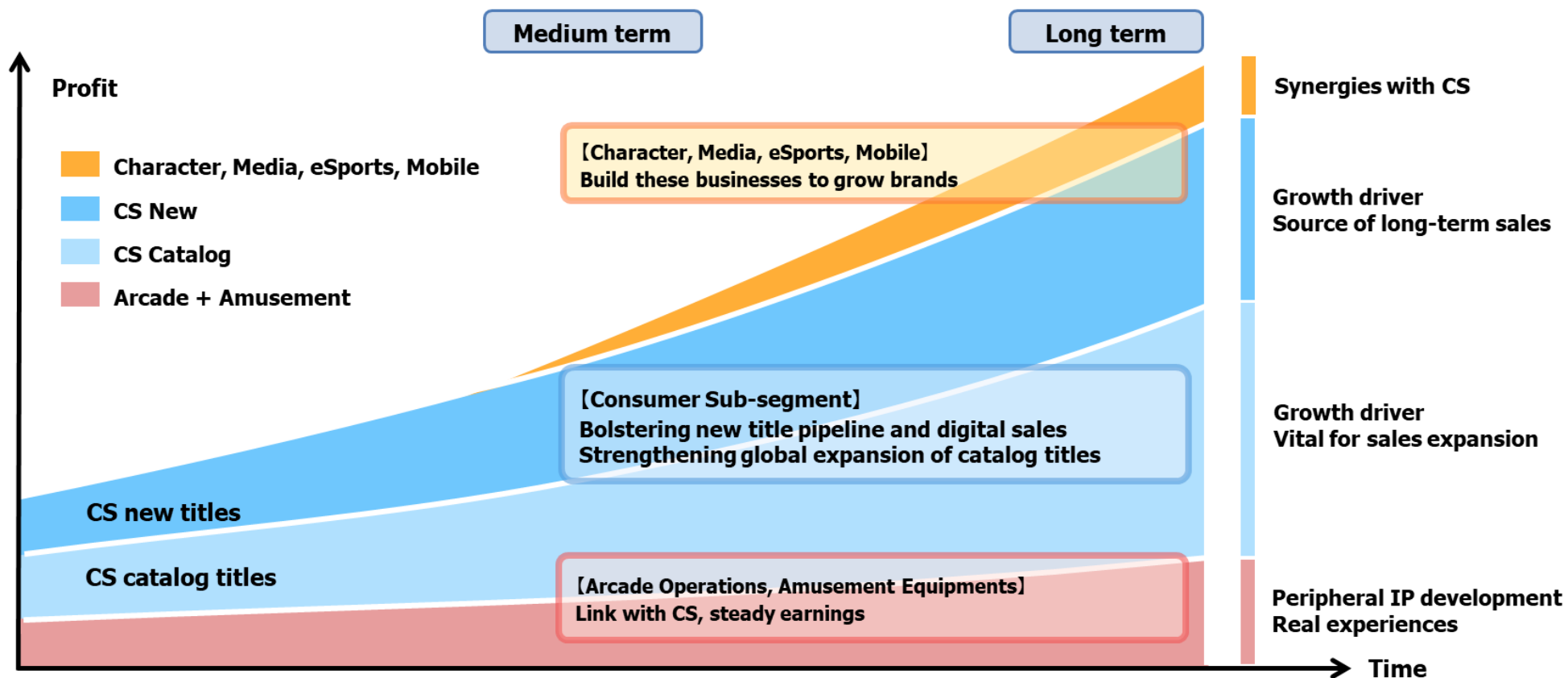


## Mid-term

Grow global sales with focus on Consumer catalog title expansion

## Long-term

Pursue Consumer growth and synergies with related businesses to strengthen earnings base

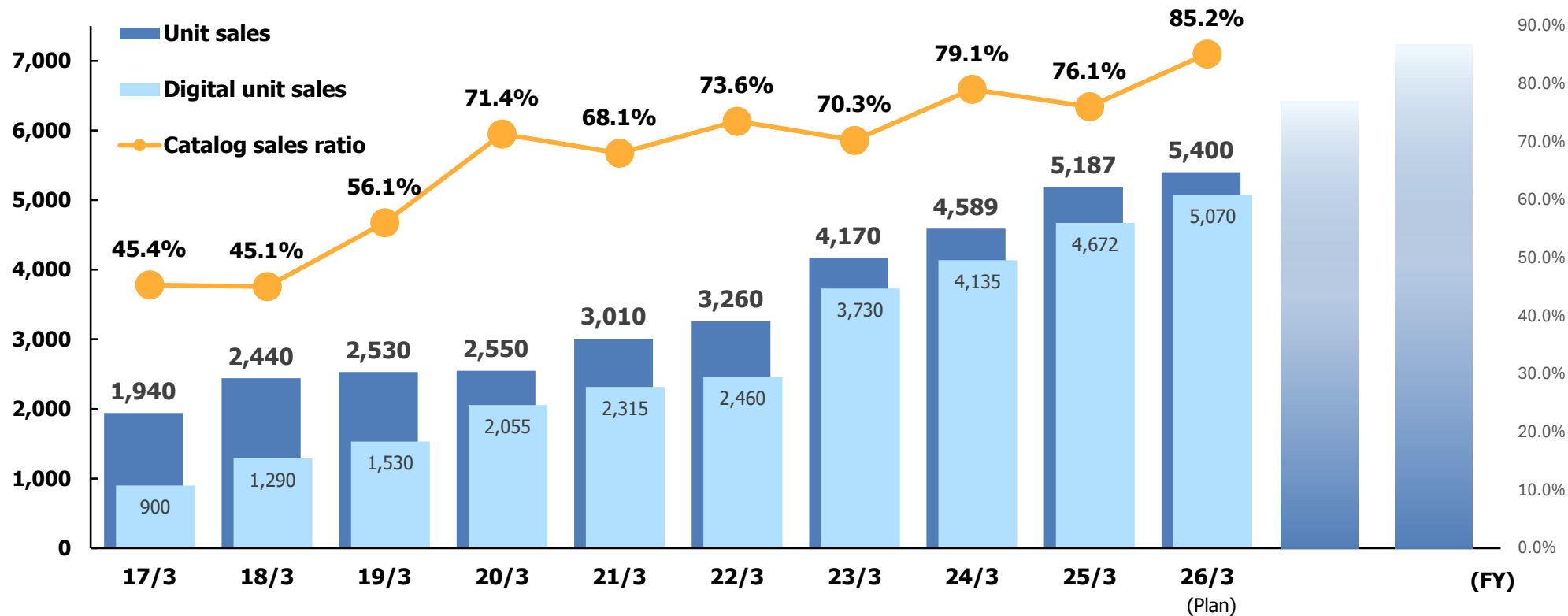




Expand sales volume by implementing pricing measures based on meticulous data analysis

Achieve annual sales of 100 million units in the long term

Total unit sales  
(ten thousand units)



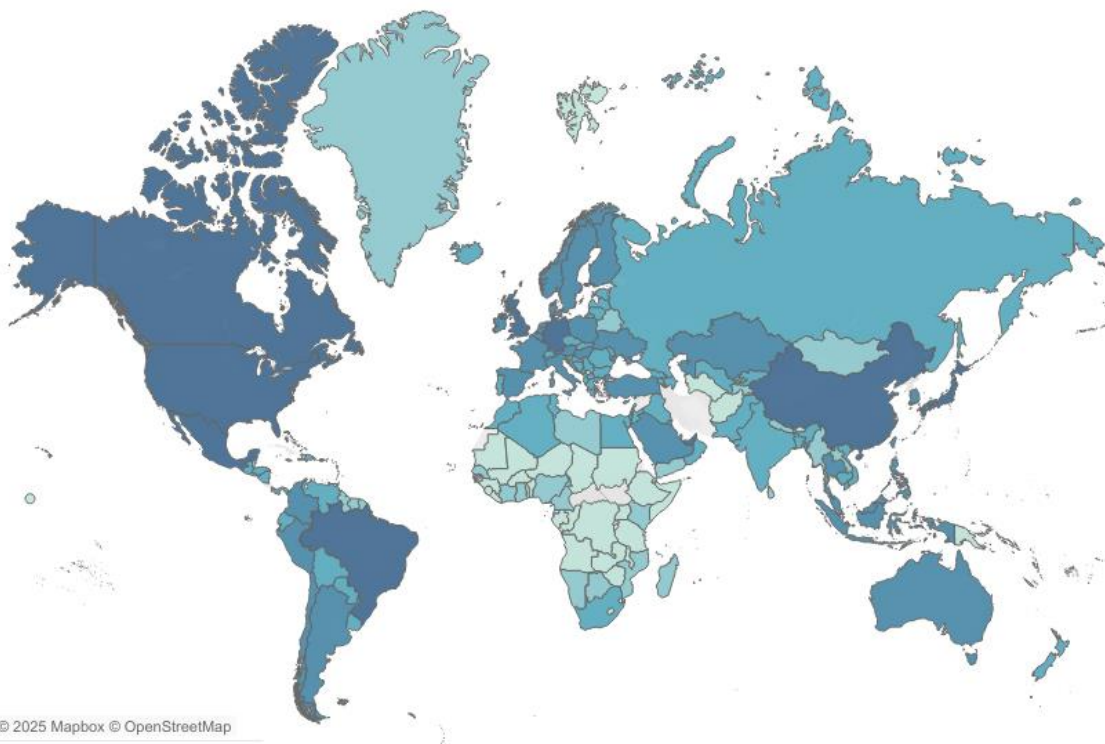


## Global catalog title growth via PC platform support and stronger marketing

### Sales Areas

**227** Countries / Regions

- Steadily grow sales volume in each area
- Advance sales growth strategy by enhancing data analysis of each country/region



### Consumer Video Game

#### No. of Countries/region by Unit Sales volume

Key	Annual Unit Sales	FY21/3	FY25/3
	<b>1,000,000 +</b>	4	<b>9</b>
	<b>100,000 +</b>	16	<b>30</b>
	<b>1,000 +</b>	62	<b>69</b>
	<b>100 +</b>	44	<b>51</b>
	<b>Under 100</b>	88	<b>68</b>
	Total	214	<b>227</b>



Implement measures to stably release new titles and increase first year sales

Promote measures to support long-term catalog sales

(ten thousand units)

	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3	25/3	Cummulative unit sales	26/3 (Plan)
Resident Evil 7 biohazard	350	160	120	100	150	180	120	130	130	1,470	Continue to contribute as catalog titles
Monster Hunter: World*		790	450	450	230	170	140	280	310	2,850	
Resident Evil 2			420	240	160	140	220	200	140	1,540	
Monster Hunter World: Iceborne				520	240	140	100	230	260	1,520	
Resident Evil 3					390	110	190	170	110	990	
Monster Hunter Rise					480	410	370	190	240	1,710	
Resident Evil Village						610	180	180	150	1,130	
Monster Hunter Rise: Sunbreak							540	220	210	980	
Resident Evil 4							370	330	270	990	
Street Fighter 6								330	130	460	
Dragon's Dogma 2								260	100	370	
Monster Hunter Wilds									1,010	1,010	

Includes sales of Monster Hunter World: Iceborne Master Edition

\*Sales numbers rounded down to 10 thousand units. As of March 31, 2025





## Development Environment



New building adjacent to the Osaka HQ  
(under construction)  
Expected completion in 2027  
(Illustration)

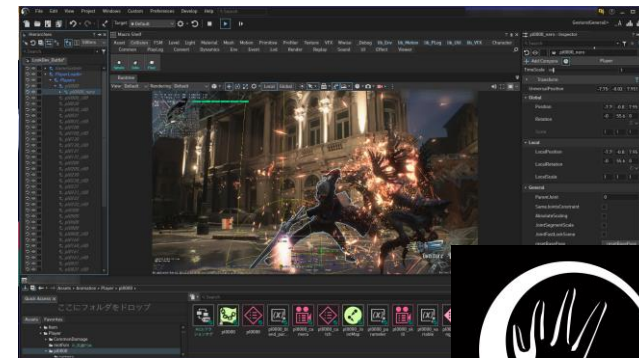
- Consolidated development in Japan; will further increase workspace
- Strengthening collaboration between development teams
- Relaying accumulated expertise and techniques to the next generation

Further evolving proprietary development engine and laying foundation for talent development

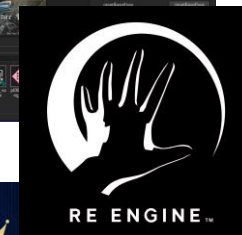
Efficient multi-platform expansion

Strengthen communication with users

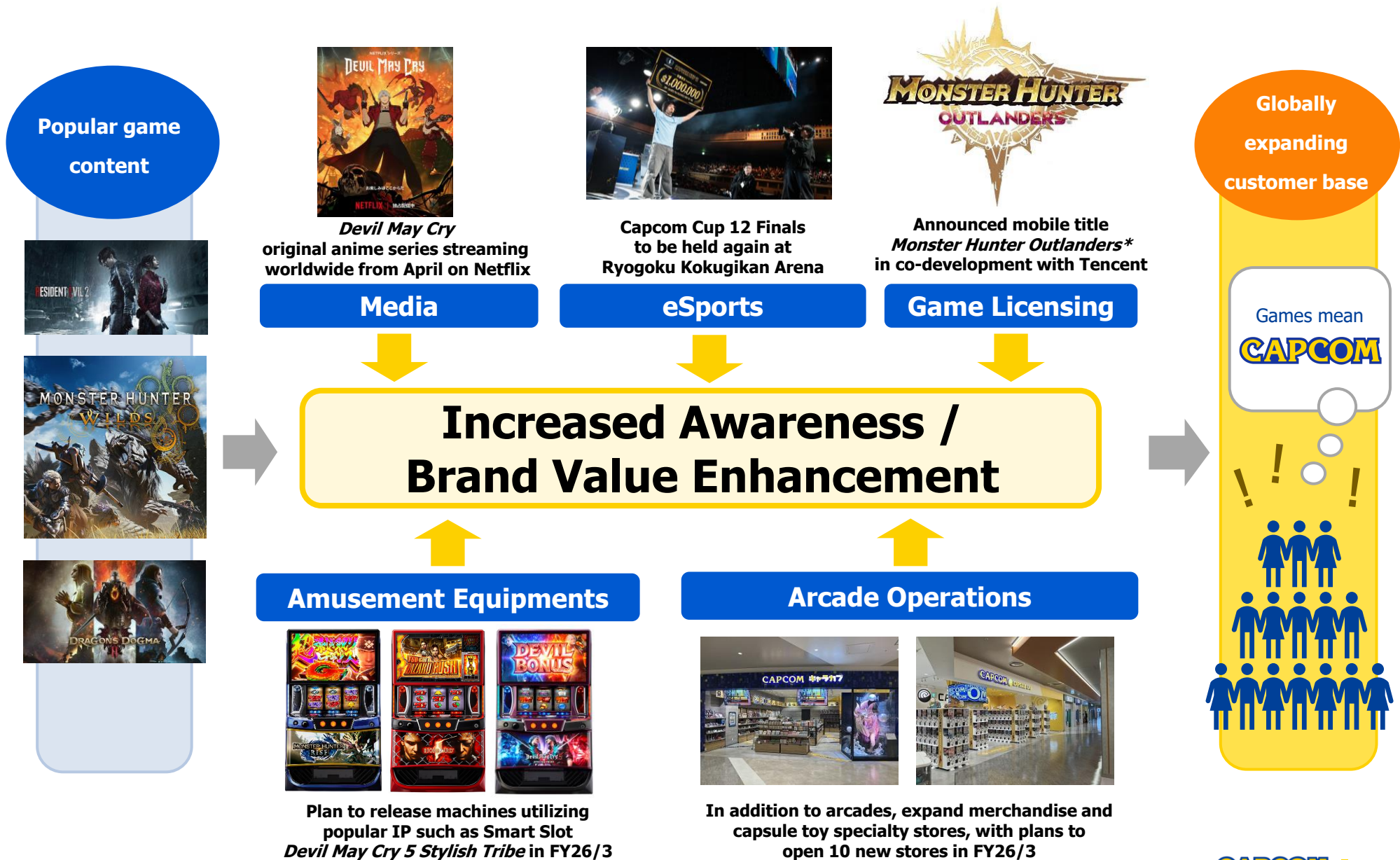
## Development Capabilities








RE ENGINE



Student game development competition  
CAPCOM GAMES COMPETITION  
December 2024 – November 2025





 <p><b>Resident Evil</b> series</p> <p>170 million units</p> <p>Latest title</p> <ul style="list-style-type: none"> <li>• <i>Resident Evil 4</i> March 2023</li> </ul>	 <p><b>Monster Hunter</b> series</p> <p>120 million units</p> <p>Latest title</p> <ul style="list-style-type: none"> <li>• <i>Monster Hunter Wilds</i> February 2025</li> </ul>	 <p><b>Street Fighter</b> series</p> <p>56 million units</p> <p>Latest title</p> <ul style="list-style-type: none"> <li>• <i>Street Fighter 6</i> June 2023</li> </ul>	 <p><b>Mega Man</b> series</p> <p>43 million units</p> <p>Latest title</p> <ul style="list-style-type: none"> <li>• <i>Mega Man XDiVE Offline</i> September 2023</li> </ul>	 <p><b>Devil May Cry</b> series</p> <p>33 million units</p> <p>Latest title</p> <ul style="list-style-type: none"> <li>• <i>Devil May Cry 5 Special Edition</i> November 2020</li> </ul>
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• *Dead Rising* series

18 million units

• *Ace Attorney* series

13 million units

• *Dragon's Dogma* series

13 million units

• *Marvel vs. Capcom* series

12 million units

• *Onimusha* series

8.7 million units

• *Okami* series

4.6 million units

# Growth Outlook – Investment in Human Capital to Support Expansion (1)



## Investment in human capital to enhance sustainable growth

- Further investment in human capital to enhance sustainable corporate value
- Aim to increase developer workforce by over 100 people annually

### Overall compensation (non-consolidated, permanent employees)

(100 million yen, people, years)

	22/3		23/3		24/3		25/3		26/3 Plan		Avg.
	Amt.	YoY	Amt.	YoY	Amt.	YoY	Amt.	YoY	Amt.	YoY	YoY
Net sales*	1,100	16%	1,259	14%	1,524	21%	<b>1,696</b>	<b>11%</b>	1,900	12%	15%
Operating income*	429	24%	508	18%	570	12%	<b>657</b>	<b>15%</b>	730	11%	16%
Salary + Bonus	214	19%	248	16%	286	15%	<b>317</b>	<b>11%</b>	359	13%	15%
Avg. number of employees	2,967	3%	3,043	3%	3,187	5%	<b>3,364</b>	<b>6%</b>	3,589	7%	5%
Average age	37.3	1%	37.6	1%	37.8	1%	<b>38.0</b>	<b>1%</b>			1%

\*Consolidated

### Average annual salary (non-consolidated, permanent employees)

(thousand yen)

	22/3		23/3		24/3		25/3		26/3 Plan		Avg.
	Amt.	YoY	Amt.	YoY	Amt.	YoY	Amt.	YoY	Amt.	YoY	YoY
Operating income per employee*	14,463	20%	16,699	16%	17,910	7%	<b>19,558</b>	<b>9%</b>	20,340	4%	11%
Annual salary per employee (salary + bonus)	7,187	15%	8,259	15%	8,995	9%	<b>9,433</b>	<b>5%</b>	10,029	6%	10%
Stock-based compensation per employee (Points)	-	-	193	-	196	1%	<b>196</b>	<b>0%</b>	201	2%	1%

Stock-based compensation is 1 point = 1 share.

Bonuses recognized on accrual basis. Includes compensation for new employees for each year.

YoY indicates percent change from the previous year.

\*Consolidated

# Growth Outlook – Investment in Human Capital to Support Expansion (2)



## Promoting diversity and providing a comfortable working environment

- Aim to achieve 88% or better ratio in male-to-female wage gap, 85% or better paternity leave ratio by 2029

### Trends related to Workforce Diversity (non-consolidated, permanent employees)

	21/3	22/3	23/3	24/3	25/3
Ratio of female employees	21.5%	21.0%	21.3%	21.2%	<b>21.5%</b>
Ratio of females in core positions	8.2%	7.9%	11.9%	13.6%	<b>15.2%</b>
Gender wage gap*	79.4%	82.9%	85.4%	83.8%	<b>82.8%</b>
Paternity leave utilization rate	21.5%	34.5%	45.5%	66.7%	<b>79.7%</b>
Ratio of foreign employees	6.8%	6.6%	6.7%	6.8%	<b>7.4%</b>
Number of countries of origin	31	33	34	35	<b>36</b>

\*Calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

The paternity leave utilization rate is calculated for all employees, including temporary employees.

### Employee Engagement Survey Results (non-consolidated, permanent employees)

Indicator	23/3	24/3	25/3
<b>Work engagement (proactiveness/positive feelings for job) (deviation value)</b>	<b>54.4</b>	<b>54.1</b>	<b>54.7</b>
• I bring ingenuity to my work	88.7%	88.3%	89.3%
• If needed, I go beyond my assigned responsibilities for work	76.0%	76.4%	77.0%
• I enjoy myself while doing my current job	70.9%	69.6%	70.7%
<b>Employee engagement (attachement to my company, etc.) (deviation value)</b>	<b>51.8</b>	<b>52.1</b>	<b>53.1</b>
• I feel an attachement/familiarity with my company	77.5%	78.1%	79.9%
• Being able to work at my company has been good for me	85.6%	86.2%	87.6%
• Working for my company has been positive for my life	86.2%	85.4%	87.5%

The figures for work engagement and employee engagement are our company's deviation values based on the results of a survey conducted by external agencies.

The percentages indicate the ratio of employees who provided "somewhat applies to me" or more positive response.