

Creating the best content with a passion for creativity and a focus on investment returns

My appointment as CPO

Since joining Capcom in 1996, I have consistently worked in our development divisions, experiencing the evolution of game development at the forefront. In recent years, as the Head of Consumer Games Development Division 2, I led various brands, including the *Monster Hunter* series.

I was appointed as CPO to lead development and intend to carry on where my predecessor left off, adopting the same development style rooted in a passion for the craft and a commitment to quality, structuring our development system to produce titles consistently over the long term, and managing investment returns based on ROI. At the same time, I will utilize my own experience as a game producer to instill a business perspective among core developers, create content that better values the user experience, and strengthen collaboration between business divisions.

General approach

The strengths of Capcom's game development are found in: (1) our unwavering commitment to creativity, (2) the technical prowess to bring our concepts to life, (3) our more than 2,800 development team members who have these two values ingrained in their DNA, (4) our robust structure, in which the game development divisions and the support divisions bolster each other, and (5) the abundant IP that we have created over the past 40 years, including hits such as *Monster Hunter* and *Resident Evil*.

To continue to meet the high expectations of users around the world and earn the trust of stakeholders, I recognize that we must maximize our strengths, refine them to keep up with evolution and scale, and lay the groundwork for the future.

Demonstrating our strengths

Capcom's development has traditionally been based on in-house production, and our development capabilities are among the best in the world. As global game development continues to evolve at an even faster pace, I believe that absorbing changes through in-house production is the best way to maintain and improve our competitiveness. At the same time, reinforcing the cooperation and relationships we have with partner companies is also essential in addressing the wide-ranging challenges that accompany development.

Consumer Games Development Division 1 and 2, which are in charge of title development, are demonstrating their

Value Creation Progress and Vision Value Creation Strategy Medium- to Long-Term Growth Strategy Development Strategy Sustainability Corporate Governance Financial Analysis and Corporate Data

individuality in the titles they each oversee. Aiming for medium- to long-term growth and maximizing profits, we have formulated a title portfolio called the Medium-Term Development Map that looks five to ten years into the future.

By visualizing the release timing and earnings contribution of each title, we aim to optimize annual earnings and sales intervals within a brand, as well as avoid the over-concentration of title releases. Furthermore, the map also plans the creation of new IP and the revival of dormant IP. In operation, the R&D Management Division supports cost management and management discussions based on plans from the divisions carrying out title development, establishing a system for deployment in management and operations.

The technical standards and efficiency of our development is supported by our proprietary, in-house development engine, RE ENGINE. In addition to its technological and efficiency advantages, this unified development environment offers benefits such as technology sharing across titles and flexible allocation of personnel. RE ENGINE is overseen by the Technical Research Division, which is responsible for the research and operation of fundamental technologies, and is also involved in preparations for the next evolutionary stage and testing of AI technology.

Another distinctive feature of our development is the extensive and well-established support system within our support divisions. This includes the Quality Control Division, which provides comprehensive support for quality control through bug fixes and game balance tuning, and the Consumer Games Production Division, which is responsible for services such as localization along with sound and visual production. This system allows us to maximize the performance of our large-scale development team.

Refining approaches to suit today's reality

As the scale of development expands, rigorous cost management is essential. In our Medium-Term Development Map, we improve operational accuracy by first calculating development investment for each title, then the appropriate P/L and ROI based on that scale. To respond to fluctuations in market conditions and individual title factors, we update the map on a rolling basis every six months while continually refining our calculation methods and tools.

Each title is presented at the development and production meeting at each of the following stages: (1) initiation, (2) prototyping, and (3) production. Development progresses after careful scrutiny from both quality and profitability perspectives. In recent years, with the increasing sophistication of sales data

analysis, development divisions are increasingly being asked to flexibly add languages and platforms, both before and after release. We are working to enable development executives to make quick decisions and ensure frontline response.

With the spread of digital sales, the lifetime of titles is becoming longer, making it extremely important to continuously maintain and improve user satisfaction. We are, therefore, proactively providing post-launch updates while carrying out two-way communication with our fans. Similarly, it is becoming increasingly important to provide a high-quality experience equally to users in all regions around the world, on platforms with diverse performance and configurations, including PCs.

In order to meet a wide range of needs, we will listen more carefully than ever to user feedback and strive for continuous improvement by collaborating not just within the development divisions, but throughout the company as a whole.

Laying the groundwork for the future

To achieve annual sales of 100 million units, we must accelerate our global expansion and strengthen our pipeline by increasing the number of new titles. The foundation for this is, of course, our people. Since 2013, we have actively hired more than 100 developers each year, and through their practical experience, this diverse talent from around the world enriches the foundation of our game development. In 2024, we established the CAPCOM-SHIP development personnel policy to further instill the values and standards of behavior we strive for in our development teams. To enable the early development of young talent even as production timelines grow longer, we will update our training programs, while continuing to promote improvements such as with compensation and our various personnel systems, striving to enhance our work environment to link worker motivation and ambition to results.

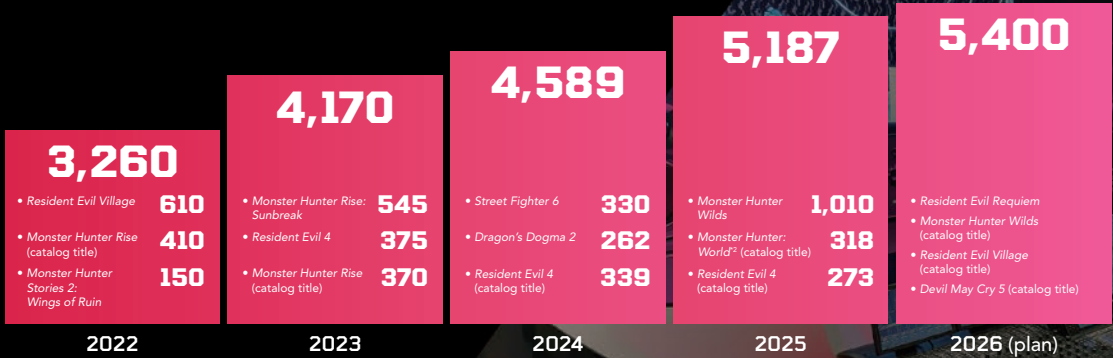
In closing

As CPO and the person in charge of the Development Divisions, my role is to lead and manage our development teams with a five- to ten-year outlook. It is an area filled with uncertainty and challenges, but that is the very essence of the ever-evolving game industry. My mission is to take a long-term perspective and implement appropriate measures to translate actions into achievable targets for our frontline operations. Guided by Capcom's DNA of always striving for the best, I will work in step with our employees, who all share our common aim, and utilize our world-class technical prowess and unique, highly refined operational system to develop games that captivate people around the world.

Ryozo Tsujimoto

Chief Product Officer (CPO)
Director and Executive Corporate Officer

Home video game software sales trends (units in ten thousands)



*1 Years ended March 31 *2 Includes sales of Monster Hunter World: Iceborne Master Edition

Capcom's world-renowned major IP

With a focus on delivering quality products to a wider audience, we have endeavored to bring life to a multitude of IP. In this section, we review some of our most iconic brands.



Resident Evil series

First released in 1996 and one of our most iconic series, *Resident Evil* is a survival horror franchise in which players utilize a variety of weapons and other items to survive nightmarish, desperate situations. Its unprecedented run as a survival horror game has earned strong support from game fans around the world. *Resident Evil* will celebrate its 30th anniversary in 2026, and the announcement of the release of the latest installment in the series, *Resident Evil Requiem*, has generated mass excitement.

Total number of units sold
170 million



Monster Hunter series

The *Monster Hunter* series features action RPG games that pit players against giant monsters in beautiful, natural environments. The series established a new style of communication through cooperative play, in which players cooperate with friends to hunt ferocious monsters, and has steadily gained fans since the first game was released in 2004, growing into a massive hit. The latest installment in the series, *Monster Hunter Wilds*, released in February 2025, set a company record with 10 million units sold in a single month.

Total number of units sold
120 million



Street Fighter series

First released as an arcade game in 1987, *Street Fighter* has grown to become the world's premier fighting game series. The Super Nintendo Entertainment System version of *Street Fighter II*, which debuted in 1992, sold 6.3 million units worldwide. The latest title, *Street Fighter 6*, is enjoyed by a broad fanbase thanks to innovations such as its Modern Control Type, which allow players to perform special moves without complex commands, and audio accessibility settings that supplement gameplay experiences. Further adding to this is the huge success of the Capcom Cup 11 esports tournament.

Total number of units sold
56 million



Mega Man series

Mega Man is a series of action games in which the first title debuted on the Nintendo Entertainment System in 1987. The contrast between its challenging gameplay and memorable character designs helped drive its popularity. The series has made its way into the hearts of fans around the world through not only video games, but also merchandise, comics, animated TV series, movies and several other types of media.

Total number of units sold
43 million



Devil May Cry series

This stylish action game series is popular for its unique characters and thrilling gameplay. The game's wide variety of weapons, including swords and guns, along with its stunning graphics, have earned it acclaim worldwide. A new animated series based on the game was released on Netflix in April 2025 and received over 5.3 million views globally in its first week, ranking fourth.

Total number of units sold
33 million



Dead Rising series

The first *Dead Rising* game, released in 2006, is an action game in which players uncover the truth behind an incident while fighting off a horde of zombies, but its humorous worldview and thrilling controls have captivated players. In September 2024, we released *Dead Rising Deluxe Remaster*, featuring significantly improved graphics and revamped commands and action elements made possible with our proprietary development engine, RE ENGINE.

Total number of units sold
18 million



Ace Attorney series

In the *Ace Attorney* game series, players take on the role of a defense attorney who fights for the lives of his clients. Since the first game in the series was released in October 2001, Capcom has successfully leveraged this brand in comic books and merchandise, as well as in live-action movie and stage productions, including shows by the Takarazuka Revue Company.

Total number of units sold
13 million



Dragon's Dogma series

Dragon's Dogma is an open-world action game series where players can freely adventure in a classic fantasy world featuring swords and magic. The experience of adventuring with self-directed characters called "Pawns" has been well-received globally. In March 2024, we released the latest installment in the series, *Dragon's Dogma 2*, the first in 12 years, and sold over 2.5 million units in 10 days.

Total number of units sold
13 million



Onimusha series New release arriving in 2026!

The *Onimusha* series consists of swordplay action games where players assume the role of warriors with the superhuman powers of the Oni and fight against monsters bent on world domination. Since the first game was released in 2001, the series has gained popularity for its exhilarating swordplay and the emotional yet thrilling stories featured throughout the series.

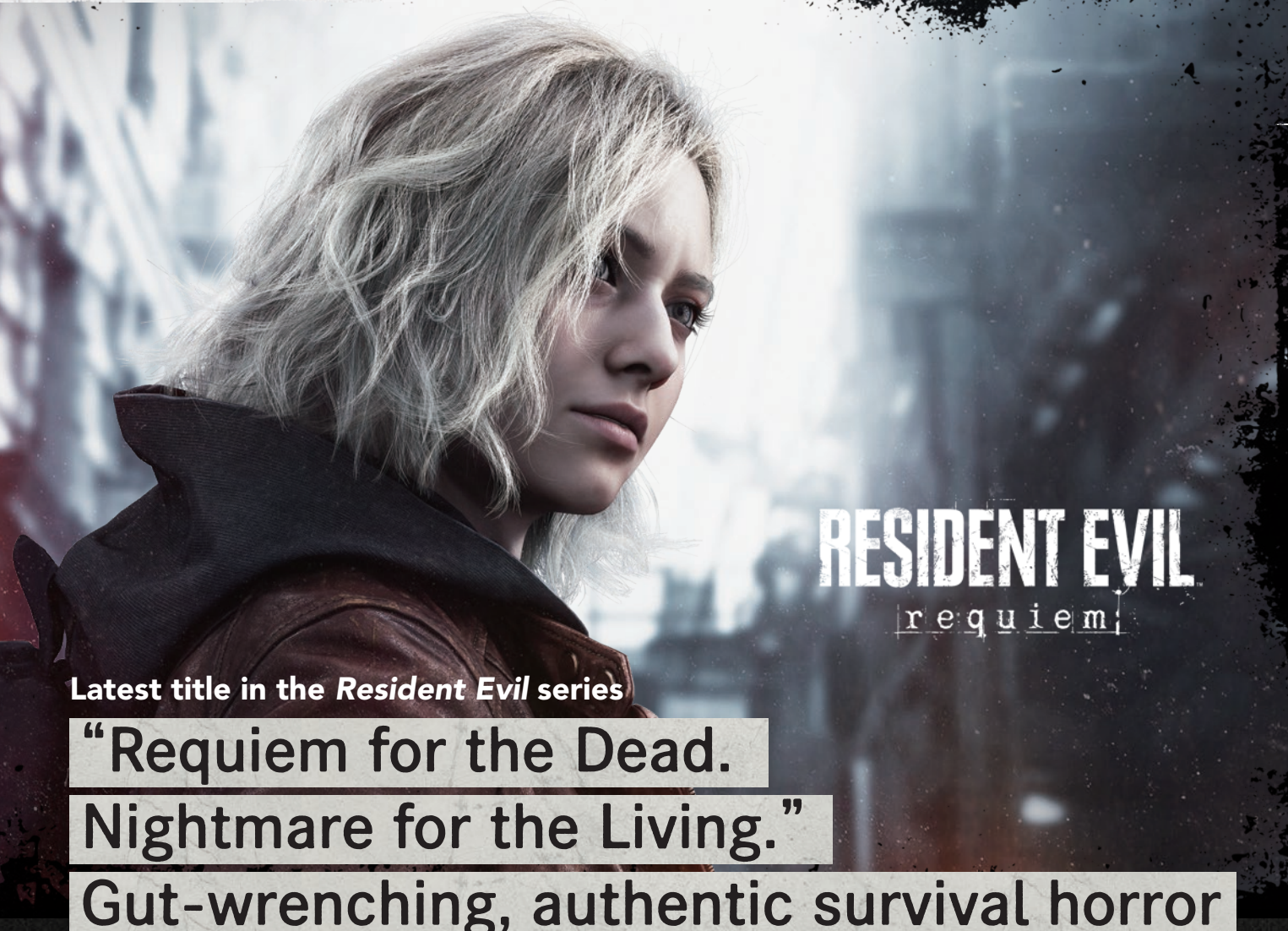
Total number of units sold
8.7 million



Okami series Launch of new project!

Set in the world of ancient Japan depicted with a touch reminiscent of Japanese painting, this action-adventure game series sees players take on the role of the deity Amaterasu in the form of a white wolf as they embark on an adventure to bring back countless lives. Featuring a unique game mechanic called the Celestial Brush, *Okami* has garnered strong interest for its original worldview, heartwarming story, and thrilling adventure.

Total number of units sold
4.6 million



Latest title in the *Resident Evil* series

“Requiem for the Dead.
Nightmare for the Living.”

Gut-wrenching, authentic survival horror

A survival horror game series that continues to evolve even after three decades

“It’s scary, but I just can’t stop.” Battling overwhelming fear, solving mysteries, and surviving by any means necessary—that’s the essence of the *Resident Evil* series. With the first game released back in 1996, the series is set to mark its 30th anniversary. This survival horror game series has continued to evolve over the past three

decades, centered on the core concept of “fear.” The unique worldview and gameplay action have captured the hearts and minds of users around the globe. As a result, the series is now synonymous with the survival horror genre, even among people who don’t play games, with adaptations including movies and CG animations.

In total, the *Resident Evil* series has sold over 170 million units*, and grown into one of Capcom’s top brands. This is because, without being bound by fixed notions or previous entries, we have flexibly



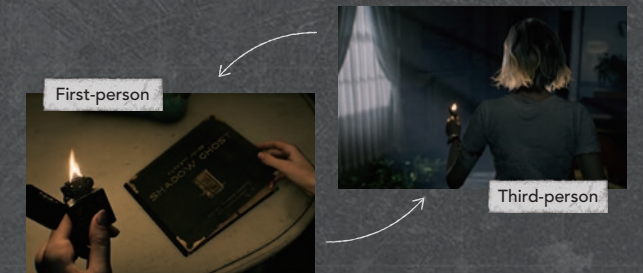
Resident Evil Requiem is the 30th anniversary title that marks a turning point for the series. The protagonist, FBI analyst Grace Ashcroft, is the daughter of a character from a previous game. This new character leads players into whole new terrifying experiences.

RE ENGINE delivers an unprecedented gaming experience



Immersive horror across multiple platforms

The game offers the best gaming experience for a variety of platforms, including PlayStation 5, Xbox Series X|S, Nintendo Switch 2, and PC. Visually, RE ENGINE is also responsible for portraying horror in photorealistic detail, including characters’ skin, teary eyes, flowing hair, and the translucency of light.



Two perspectives to choose from

This title allows users to freely switch between two perspectives in gameplay: first-person and third-person. Even in the same scene, you can experience the fear from your own point-of-view in first-person, or enjoy the action from behind the character in third-person. Another appealing feature of this system is that it allows users to face fear in a way that suits their own play style.

evolved the story, visuals, and game elements for each title, while taking care of the connective throughline of the series. This approach has been widely embraced by users.

*As of March 31, 2025

Requiem marks a turning point in the 30-year series

Scheduled for release in February 2026, *Resident Evil Requiem* is the latest installment in a series that began 30 years ago and tells a story that runs through the entirety of its lore. The game is set in Raccoon City, a location introduced in the first game and featured throughout the series, and follows a new character as they unravel the truth behind the Raccoon City Incident, a virus outbreak that shocked the world. While retaining the essence of survival horror, including combat, exploration, and puzzle-solving, this game now offers two modes that allow

users to choose their playstyle: first-person and third-person perspectives. Capcom is constantly working to deliver addictive horror with advanced graphics and immersive experience.

Leveraging the potential of *Resident Evil* toward the next stage

There were many hurdles to overcome in sustaining the series for 30 years. The challenges were numerous, including the relentless pursuit of quality, the rapid development of titles in line with management strategy, responding to diversifying platforms, and a promotional strategy aimed at the global market.

We have responded to these challenges by strengthening our technology, quality control, and development system, including RE ENGINE, as well as by collaborating with business divisions such as the marketing



Like the first title, the setting is the fictional Midwestern United States city of Raccoon City. Devastated by the government’s sterilization operation, the ruined city is depicted in photorealistic detail.

team. Furthermore, we are training the next generation of game developers to bring future *Resident Evil* titles to the world. Creators with fresh sensibilities will give life to new forms of fear as we continue to challenge ourselves to capture the imaginations of fans—both long-time and new—in markets around the globe.

30 years of *Resident Evil*



Resident Evil

It all started here. Players attempt to escape from a mansion on the outskirts of Raccoon City.



Resident Evil 2

Players have to survive in a zombie-infested city after the Mansion Incident. The game established the series reputation with a detailed story.



Resident Evil 3 Nemesis

A title that pursues a realistic worldview and exposes players to the terror of being constantly chased.



Resident Evil 0

This story depicts the events that took place on the eve of the Mansion Incident from the first title, *Resident Evil*.



Resident Evil 4

A complete revamp of the game system, this title introduced over-the-shoulder third-person perspective to enhance the action.



Resident Evil 5

Set in Africa, players fight bioterrorism against a backdrop that contrasts good and evil.



Resident Evil 6

Players experience a global bioterrorism outbreak through four standalone stories.



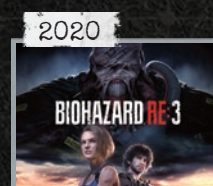
Resident Evil 7 biohazard

A VR-compatible new *Resident Evil* experience with greatly improved graphics thanks to RE ENGINE.



Resident Evil 2

A remake of *Resident Evil 2*, bringing back the horror of 20 years ago with the latest technology.



Resident Evil 3

The second remake, featuring a deep story and action.



Resident Evil Village

A sequel to the seventh installment. Players enjoy horror and battle-driven action set in a crazed village.



Resident Evil 4

The third remake. A masterpiece that updates the appeal of the original with the latest technology.



A closer look at RE ENGINE:
Our in-house game development engine

An evolution in game development: creating high quality content efficiently

The culmination of Capcom's craft

Development engine supporting all titles

RE ENGINE is best described as an in-house game development engine that supports multiple platforms and is perfectly suited for Capcom's approach to crafting games. Today, we use this engine to create all of our titles. From photorealistic games like *Resident Evil Requiem* to anime-style games like *Monster Hunter Stories 3: Twisted Reflection*, this single engine handles everything. As the gaming industry is often dominated by development using commercially available game engines or dedicated engines for each title, Capcom is a rare breed. Because of RE ENGINE, we can quickly incorporate cutting-edge technology into our development, and we were able to release two games, *Street Fighter 6* and *Kunitsu-Gami: Path of the Goddess*, as launch titles for the Nintendo

Switch 2, which debuted in June 2025. This is also the result of highly efficient development using RE ENGINE.

Engine-driven in-house production is an investment in our future

Behind Capcom's move to in-house game engine development was a sense of urgency. About 20 years ago, new game consoles debuted one after another, causing the development process to become more complex and the workload to increase. We felt that if this continued, we would no longer be able to craft games that are uniquely Capcom. This led to the development of MT Framework, the predecessor to RE ENGINE. While MT Framework made it possible to efficiently develop high-quality games, the pace of innovation in IT was rapid and the global gaming environment was changing just as quickly. In order to further improve development efficiency and optimize the environment to accommodate content that was fast becoming larger and more

complex, a new foundation for development was urgently needed. Therefore, in order to establish the development environment that creators desired during the development of *Resident Evil 7 biohazard* (released in 2017) the engine development team worked closely with the game development team to create the new RE ENGINE. The "RE" in RE ENGINE embodies our desire to "Reach for the Moon," or the impossible, with this engine.

We will continue to invest in RE ENGINE to further strengthen Capcom's quality in the future.

Finding the right solutions for Capcom's game creation

The best part of RE ENGINE is that it was developed to suit Capcom's game development workflow. Games in the genres of horror, fighting, and hunting can all be developed with this one engine. Everything from rendering to editing, playtesting, and quality control can be

completed within RE ENGINE, greatly improving development efficiency. We have taken various measures to make the engine easier to use for development team members, such as enabling assets (images, 3D models, and other materials) once created to be shared across titles.

The R&D Foundational Technology Department, which is responsible for RE ENGINE, has a team of approximately 200 engineers, of which around 160 are in charge of engine development. However, their responsibilities go beyond expanding functions, interface improvement, and maintenance. Aiming to create an engine that makes it easier to develop advanced technology, they are also actively involved in title development. Engine development members are dispatched to each title to gather requests for necessary functions and customizations, which are then implemented after extensive discussions between both sides. This improves game functionality. Rather than discarding past technology, we allow it to coexist with new technology and adjust it to run on compatible platforms.

Furthermore, by developing all titles with RE ENGINE, we have also increased the mobility of our personnel. Even if members who have finished development are transferred to another team, they do

not need to relearn the engine, and can immediately start developing a new game. Games are made by people, who are Capcom's greatest asset. We believe that the benefits of in-house development can be seen in a variety of areas.

New engine development making the impossible possible

If RE ENGINE is the foundation for Capcom's title development, then the engine should also be a "guidepost" that stays several steps ahead of title evolution. This is why we are currently developing the next generation of our engine, REX (RE neXt Engine). Rather than completely replacing RE ENGINE, we plan to evolve it step by step, integrating new technologies in line with trends in IT.

We are also incorporating external perspectives, such as those of professional engineers and students who participated in the Capcom Open Conference and Capcom Games Competition. The aim is to create specifications that make development easier for our in-house team. With a commitment to provide a more diverse gaming experience for the world, we are working to make the impossible possible. As the word "engine" implies, RE ENGINE will help drive us as we take on the world.

TOPIC

Students try their hand at development using RE ENGINE at the Capcom Games Competition

Capcom's mission is to also nurture the next generation of game creators and energize the entire game industry. As part of this effort, in 2024, we partnered with Kindai University to hold a hands-on game development class using RE ENGINE. Expanding on this, in 2025, we will host the first Capcom Games Competition, a game creation competition for Japanese students. Participating student teams will develop games using RE ENGINE in a cloud environment. Each team will be supported by RE ENGINE staff as mentors. Students will learn about the latest game development techniques from professionals and Capcom will receive external feedback from students using the engine for the first time, which will be used to improve usability.



Graphics made possible by RE ENGINE

RE ENGINE is a multi-functional engine that not only improves development efficiency but also enables the expression and movement of high-quality graphics in real time. It is designed for stable operation in a variety of environments while incorporating new technologies to bring to life the elements and expressions required for each title.



Innovations in lighting

RE ENGINE supports a variety of lighting methods. These include "light probes"¹, which can be expressed with low processing costs, "ray tracing"², which calculates the path of light according to the required purpose such as shadows and reflections, and "path tracing"³, which is an even more advanced version of ray tracing. RE ENGINE delivers optimal graphics for the platform and the spec of the hardware on which the player is playing.

¹ Because they use pre-calculation, light probes do not have any problems in static spaces, but the quality drops when depicting dynamic objects or light sources.
² Ray tracing uses direct light from the camera's viewpoint and some reflected light. Because calculations are performed in real time, quality can be guaranteed even in dynamic spaces, but processing costs are higher than with light probes.
³ Path tracing statistically processes the path of light throughout the entire space, enabling the realistic depiction of complex indirect light, reflection, and refraction. However, path tracing requires a much larger amount of calculation than ray tracing.



Realistic horror with path tracing

Resident Evil Requiem uses path tracing for rendering that is much closer to the real world. By expressing multiple shadows generated by numerous fluctuating lights, players are left wondering, "What's that over there?" This vivid depiction of light and darkness adds a new dimension to the horror genre.



Photorealism delivers a truly immersive experience

Improvements in rendering technology have made the texture of characters' skin, eyes, clothing, and more increasingly realistic. In particular, hair is treated as an independent thread ("strand") using a technology called "strand hair," which allows each strand to sway naturally with the character's facial expressions and movements. Combined with light transmission, players can enjoy the game as if they were controlling a live-action movie.