

# CAPCOM

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

**FY26/3 Earnings Summary**

**FY27/3 Plans**

**Mid- to Long-Term Growth Strategies**



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### 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.



# FY26/3 Financial Summary





## FY26/3 Earnings Results

- Achieved 13 consecutive years of OP growth, 11 consecutive years of over 10% OP growth
- Highest consolidated sales and operating profit in Capcom history
- Increased year-end dividend to ¥25, full-year dividend totals ¥45, dividend payout ratio 34.5%

## FY27/3 Full-year Plan

- Continue to target over 10% OP growth
- Dividend forecast: interim ¥23, year-end ¥23, full-year total ¥46

(100 million yen)

	Results						Plan	
	24/3	YoY	25/3	YoY	26/3	YoY	27/3	YoY
Net sales	1,524	21%	1,696	11%	1,953	15%	2,100	8%
Operating profit	570	12%	657	15%	752	15%	830	10%
Operating margin	37.5%	-	38.8%	-	38.5%	-	39.5%	-
Ordinary profit	594	16%	656	11%	741	13%	830	12%
Net profit attributable to owners of the parent	433	18%	484	12%	545	13%	580	6%

\*YoY indicates percent change from the previous year.



## FY26/3 Results

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY
<b>Net sales</b>	1,100	16%	1,259	14%	1,524	21%	1,696	11%	<b>1,953</b>	<b>15%</b>
■ Digital Contents	875	16%	981	12%	1,198	22%	1,251	4%	<b>1,442</b>	<b>15%</b>
■ Arcade Operations	124	26%	156	26%	193	24%	227	18%	<b>256</b>	<b>13%</b>
■ Amusement Equipments	57	-19%	78	36%	90	16%	156	73%	<b>177</b>	<b>14%</b>
■ Other Businesses	43	43%	43	0%	42	-4%	61	45%	<b>76</b>	<b>25%</b>
<b>Operating profit</b>	429	24%	508	18%	570	12%	657	15%	<b>752</b>	<b>15%</b>
■ Digital Contents	453	23%	535	18%	598	12%	651	9%	<b>706</b>	<b>8%</b>
■ Arcade Operations	6	338%	12	88%	18	52%	24	30%	<b>32</b>	<b>32%</b>
■ Amusement Equipments	23	-3%	34	46%	41	20%	67	63%	<b>100</b>	<b>50%</b>
■ Other Businesses	15	54%	14	-6%	8	-38%	24	181%	<b>36</b>	<b>47%</b>
Adjustments (*1)	-69	-	-87	-	-96	-	-110	-	<b>-122</b>	-
<b>Operating margin</b>	39.0%	-	40.3%	-	37.5%	-	38.8%	-	<b>38.5%</b>	-
<b>Ordinary profit</b>	443	27%	513	16%	594	16%	656	11%	<b>741</b>	<b>13%</b>
<b>Net profit attributable to owners of the parent</b>	325	31%	367	13%	433	18%	484	12%	<b>545</b>	<b>13%</b>

(\*1) 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 previous year.



## Earnings Trend

### FY26/3 Results

- Sales and profits up, supported by flywheel effect of new title releases and catalog title expansion

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY
<b>Net Sales</b>	875	16%	981	12%	1,198	22%	1,251	4%	<b>1,442</b>	15%
<b>■ Consumer breakdown</b>										
Package sales	300	44%	180	-40%	193	7%	180	-7%	<b>162</b>	-10%
Digital sales (incl. digital license)	533	11%	773	45%	969	25%	1,036	7%	<b>1,256</b>	21%
Digital license portion (*1)	9	-70%	70	678%	73	4%	34	-53%	<b>36</b>	6%
Consumer total	833	21%	953	14%	1,162	22%	1,216	5%	<b>1,419</b>	17%
Deferred revenue portion (*2)	-19	-	38	-	47	-	-198	-	<b>123</b>	-
<b>■ Mobile Contents</b>	42	-35%	28	-33%	35	25%	34	-3%	<b>23</b>	-32%
<b>Operating profit</b>	453	23%	535	18%	598	12%	651	9%	<b>706</b>	8%
<b>Operating margin</b>	51.8%	-	54.5%	-	49.9%	-	52.1%	-	<b>48.9%</b>	-

(\*1) Digital license indicates revenue from providing content etc. to online platforms.

(\*2) Deferred revenue indicates the balance of deferred revenue and reversed revenue typically associated with free downloadable content made available after the release of a full game.

\*YoY indicates percent change from the previous year.



## Unit Sales

## FY26/3 Results

- Highest-ever cumulative total unit sales and catalog unit sales for a fiscal year period
- Fourth-quarter unit sales reached a quarterly record

(10 thousand units)

	22/3		23/3		24/3		25/3		26/3						
<b>Titles sold / sales regions</b>	<b>304 / 219</b>		<b>307 / 230</b>		<b>292 / 235</b>		<b>248 / 227</b>		<b>253 / 244</b>						
<b>Total unit sales</b>	<b>3,260</b>	YoY 8.3%	<b>4,170</b>	YoY 27.9%	<b>4,589</b>	YoY 10.1%	<b>5,187</b>	YoY 13.0%	<b>5,907</b>	YoY 13.9%					
	Share YoY		Share YoY		Share YoY		Share YoY		Share YoY						
<b>New units</b>	<b>860</b>	26.4%	-10.4%	<b>1,240</b>	29.7%	44.2%	<b>959</b>	20.9%	-22.6%	<b>1,238</b>	23.9%	29.0%	<b>960</b>	16.3%	-22.5%
<b>Catalog units</b>	<b>2,400</b>	73.6%	17.1%	<b>2,930</b>	70.3%	22.1%	<b>3,629</b>	79.1%	23.9%	<b>3,949</b>	76.1%	8.8%	<b>4,946</b>	83.7%	25.2%
<b>Digital Units</b>	<b>2,460</b>	75.5%	6.3%	<b>3,730</b>	89.4%	51.6%	<b>4,135</b>	90.1%	10.9%	<b>4,672</b>	90.1%	13.0%	<b>5,493</b>	93.0%	17.6%
<b>PC Units (digital)</b>	1,090	33.4%	36.3%	1,775	42.6%	62.8%	2,160	47.1%	21.7%	2,821	54.4%	30.6%	3,217	54.5%	14.0%
<b>Console units (digital)</b>	1,370	42.0%	-9.6%	1,955	46.9%	42.7%	1,974	43.0%	1.0%	1,851	35.7%	-6.2%	2,276	38.5%	23.0%
<b>Physical units</b>	<b>800</b>	24.5%	15.1%	<b>440</b>	10.6%	-45.0%	<b>454</b>	9.9%	3.2%	<b>514</b>	9.9%	13.3%	<b>413</b>	7.0%	-19.6%
<b>Overseas units</b>	<b>2,710</b>	83.1%	11.3%	<b>3,350</b>	80.3%	23.6%	<b>3,810</b>	83.0%	13.7%	<b>4,348</b>	83.8%	14.1%	<b>5,313</b>	89.9%	22.2%
<b>Japan units</b>	<b>550</b>	16.9%	-4.3%	<b>820</b>	19.7%	49.1%	<b>779</b>	17.0%	-5.0%	<b>838</b>	16.2%	7.7%	<b>593</b>	10.0%	-29.2%

\*New title: titles released in the current fiscal year; Catalog title: titles released in the previous fiscal year or earlier.

\*Includes distribution titles.

\*YoY indicates percent change from the previous year.



## Title Overview

### FY26/3 Results

- The latest entry in the series, *Resident Evil Requiem*, achieved unit sales of 6.91 million units
- The *Resident Evil* series and *Devil May Cry 5* led catalog title unit sales growth

#### FY26/3 Unit Sales Ranking

(10 thousand units)

Title	26/3	Lifetime
Resident Evil Requiem	<b>691</b>	691
Resident Evil 4	<b>369</b>	1,360
Resident Evil Village	<b>362</b>	1,493
Resident Evil 3	<b>346</b>	1,336
Resident Evil 2	<b>291</b>	1,832
Devil May Cry 5	<b>271</b>	1,294
Resident Evil 7 biohazard	<b>261</b>	1,740
Street Fighter 6	<b>204</b>	671
Resident Evil 6	<b>186</b>	1,688
Resident Evil 5	<b>170</b>	1,901
Monster Hunter Rise	<b>151</b>	1,869
Monster Hunter Rise: Sunbreak	<b>142</b>	1,130
Monster Hunter Wilds	<b>132</b>	1,142

\*Figures include ports to additional platforms.



**New title**  
*Resident Evil Requiem*



**Catalog title**  
*Devil May Cry 5 Special Edition*



Capcom Store Taipei

## FY26/3 Results

- Opened a total of 9 stores, including:  
Capcom Store Taipei (Taiwan), Capcom's first directly operated store overseas  
CAPCOMIX Abeno Hoop Store (Osaka), an experience-based amusement facility
- Same store sales (FY cumulative): 108%

### Earnings Trend

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY
Net sales	124	26%	156	26%	193	24%	227	18%	<b>256</b>	13%
Operating profit	6	338%	12	88%	18	52%	24	30%	<b>32</b>	32%
Operating margin	5.3%	-	7.9%	-	9.7%	-	10.7%	-	<b>12.5%</b>	-
Same store sales	119%	-	120%	-	114%	-	110%	-	<b>108%</b>	-

\*YoY indicates percent change from the previous year.

### Number of Stores

(stores)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY
New stores	2	-	5	-	4	-	5	-	<b>9</b>	-
Closed stores	1	-	2	-	0	-	1	-	<b>1</b>	-
Total	42	2%	45	7%	49	9%	53	8%	<b>61</b>	15%

\*YoY indicates percent change from the previous year.



Smart slot  
*Shin Onimusha 3*

### FY26/3 Results

- Strong performance of new and repeat sales led to revenue and profit growth YoY
- 45,000 total units sold
  - Devil May Cry 5 Stylish Tribe* sales: 11,000 units (operating since June)
  - Shin Onimusha 3* sales: 24,500 units (operating since October)

### Earnings Trend

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY
Net sales	57	-19%	78	36%	90	16%	156	73%	<b>177</b>	14%
Operating profit	23	-3%	34	46%	41	20%	67	63%	<b>100</b>	50%
Operating margin	40.8%	-	44.0%	-	45.6%	-	42.9%	-	<b>56.4%</b>	-

\*YoY indicates percent change from the previous year.

### Pachislo Sales Volume

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY
New titles	3	-	4	-	3	-	4	-	<b>2</b>	-
Sales (thousand units)	26.0	-4%	44.0	69%	31.3	-29%	50.0	60%	<b>45.0</b>	-10%

\*Includes repeat sales.

\*YoY indicates percent change from the previous year.



Esports  
Street Fighter League:  
Pro-JP 2025

## FY26/3 Results

- Sales and profit up YoY by leveraging IPs in merchandise, collaborations, movies/television and more
- Over 20,000 spectators attended Capcom Cup 12 and Street Fighter League: World Championship 2025, held in March 2026

## Earnings Trend

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY
<b>Net sales</b>	43	43%	43	0%	42	-4%	61	45%	<b>76</b>	25%
Character	34	31%	39	15%	36	-8%	53	47%	<b>63</b>	19%
eSports/Media	9	200%	3	-67%	5	67%	8	60%	<b>12</b>	50%
<b>Operating profit</b>	15	54%	14	-6%	8	-38%	24	181%	<b>36</b>	47%
Character	22	29%	28	27%	24	-14%	37	54%	<b>43</b>	16%
eSports/Media	-7	-	-13	-	-15	-	-12	-	<b>-6</b>	-
<b>Operating margin</b>	34.7%	-	32.9%	-	21.0%	-	40.6%	-	<b>47.6%</b>	-

\*YoY indicates percent change from the previous year.



# FY27/3 Plan





## FY26/3 Results & FY27/3 Plan

(100 million yen)

	26/3	YoY	27/3 Plan	YoY	Difference
<b>Net sales</b>	1,953	15%	<b>2,100</b>	<b>8%</b>	146
■ Digital Contents	1,442	15%	<b>1,522</b>	<b>6%</b>	79
■ Arcade Operations	256	13%	<b>293</b>	<b>14%</b>	36
■ Amusement Equipments	177	14%	<b>209</b>	<b>18%</b>	31
■ Other Businesses	76	25%	<b>76</b>	<b>-1%</b>	-0
<b>Operating profit</b>	752	15%	<b>830</b>	<b>10%</b>	77
■ Digital Contents	706	8%	<b>795</b>	<b>13%</b>	88
■ Arcade Operations	32	32%	<b>33</b>	<b>3%</b>	+0
■ Amusement Equipments	100	50%	<b>104</b>	<b>4%</b>	3
■ Other Businesses	36	47%	<b>35</b>	<b>-4%</b>	-1
Adjustments (*1)	-122	-	<b>-137</b>	-	-14
<b>Operating margin</b>	38.5%	-	<b>39.5%</b>	-	-
<b>Ordinary profit</b>	741	13%	<b>830</b>	<b>12%</b>	88
<b>Net profit attributable to owners of the parent</b>	545	13%	<b>580</b>	<b>6%</b>	34

(\*1) 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 previous year.



## Plan

All-new IP *PRAGMATA*

## FY27/3 Plan

- Targeting global sales and profit growth by releasing new titles and expanding catalog title sales
- All-new IP *PRAGMATA* was released in April
- *Onimusha Way of the Sword* to be released in 2026

(100 million yen)

	26/3	YoY	27/3 Plan	YoY	Difference
<b>Net Sales</b>	1,442	15%	<b>1,522</b>	6%	79
<b>■ Consumer breakdown</b>					
Package sales	162	-10%	<b>123</b>	-24%	-39
Digital sales (incl. digital license)	1,256	21%	<b>1,367</b>	9%	111
Digital license portion (*1)	36	6%	<b>9</b>	-75%	-27
Consumer total	1,419	17%	<b>1,490</b>	5%	71
Deferred revenue portion (*2)	123	-			
<b>■ Mobile Contents</b>	23	-32%	<b>32</b>	39%	9
<b>Operating profit</b>	706	8%	<b>795</b>	13%	88
<b>Operating margin</b>	48.9%	-	<b>52.2%</b>	-	-

(\*1) Digital license indicates revenue from providing content etc. to online platforms.

(\*2) Deferred revenue indicates the balance of deferred revenue and reversed revenue typically associated with free downloadable made available after the release of a full game.

\*YoY indicates percent change from the previous year.



## Unit sales plan

## FY27/3 Plan

- Targeting unit sales growth with ongoing catalog title expansion based on new title release lineup

(10 thousand units)

	26/3		27/3 Plan			Difference	
<b>Titles sold / sales regions</b>	253 / 244						
<b>Total unit sales</b>	<b>5,907</b>	YoY 13.9%	<b>6,500</b>	YoY 10.0%		593	
	Share YoY		Share YoY				
<b>New units</b>	<b>960</b>	16.3%	-22.5%	<b>1,200</b>	18.5%	25.0%	240
<b>Catalog units</b>	<b>4,946</b>	83.7%	25.2%	<b>5,300</b>	81.5%	7.2%	354
<b>Digital Units</b>	<b>5,493</b>	93.0%	17.6%	<b>6,200</b>	95.4%	12.9%	707
<b>PC Units (digital)</b>	<b>3,217</b>	54.5%	14.0%				
<b>Console units (digital)</b>	<b>2,276</b>	38.5%	23.0%				
<b>Physical units</b>	<b>413</b>	7.0%	-19.6%	<b>300</b>	4.6%	-27.4%	-113
<b>Overseas units</b>	<b>5,313</b>	89.9%	22.2%	<b>5,800</b>	89.2%	9.2%	487
<b>Japan units</b>	<b>593</b>	10.0%	-29.2%	<b>700</b>	10.8%	18.0%	107

\*New title: titles released in the current fiscal year; Catalog title: titles released in the previous fiscal year or earlier.

\*Includes distribution titles.

\*YoY indicates percent change from the previous year.



Chara Cap Hanyu Store

### FY27/3 Plan

- Plan to continue diversification of store formats, open 9 new stores, 70 stores FY total
- Focusing on offering experiential value on-site

#### Earnings Plan

(100 million yen)

	26/3	YoY	27/3 Plan	YoY	Difference
Net sales	256	13%	<b>293</b>	14%	36
Operating profit	32	32%	<b>33</b>	3%	+0
Operating margin	12.5%	-	<b>11.3%</b>	-	-
Same store sales	108%	-	<b>106%</b>	-	-

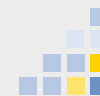
\*YoY indicates percent change from the previous year.

#### Number of Stores

(stores)

	26/3	YoY	27/3 Plan	YoY	Difference
New stores	9	-	<b>9</b>	-	0
Closed stores	1	-	<b>0</b>	-	-1
Total	61	15%	<b>70</b>	15%	9

\*YoY indicates percent change from the previous year.



Smart slot  
*Biohazard RE:3*

### FY27/3 Plan

- Aim to release one new machine per quarter using popular IPs
- Sales Plan: 4 machines, 53,000 units total
- *Biohazard RE:3* launched in May

#### Earnings Plan

(100 million yen)

	26/3	YoY	27/3 Plan	YoY	Difference
Net sales	177	14%	<b>209</b>	18%	31
Operating profit	100	50%	<b>104</b>	4%	3
Operating margin	56.4%	-	<b>49.8%</b>	-	-

\*YoY indicates percent change from the previous year.

#### Pachislo Sales volume

	26/3	YoY	27/3 Plan	YoY	Difference
New titles	2	-	<b>4</b>	-	2
Sales (thousand units)	45.0	-10%	<b>53.0</b>	18%	8.0

\*Includes repeat sales.

\*YoY indicates percent change from the previous year.



*Street Fighter* Movie

### FY27/3 Plan

- Continue leveraging IP through multifaceted initiatives
- Plan to hold Capcom Cup 13 and Street Fighter League: World Championship 2026 at Ryogoku Kokugikan Arena
- Season 2 of *Devil May Cry* anime series began streaming in May
- Live-action *Street Fighter* movie scheduled for release on October 16

### Earnings Plan

(100 million yen)

	26/3	YoY	27/3 Plan	YoY	Difference
<b>Net sales</b>	76	25%	<b>76</b>	-1%	-0
Character	63	19%	<b>65</b>	3%	2
eSports/Media	12	50%	<b>11</b>	-8%	-1
<b>Operating profit</b>	36	47%	<b>35</b>	-4%	-1
Character	43	16%	<b>44</b>	2%	1
eSports/Media	-6	-	<b>-9</b>	-	-3
<b>Operating margin</b>	47.6%	-	<b>46.1%</b>	-	-

\*YoY indicates percent change from the previous year.



# Mid- to Long-Term Growth Strategies





## Management Philosophy

**Capcom is a creator of entertainment culture that aims to develop software content that excites and stimulates the senses.**



## Vision

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

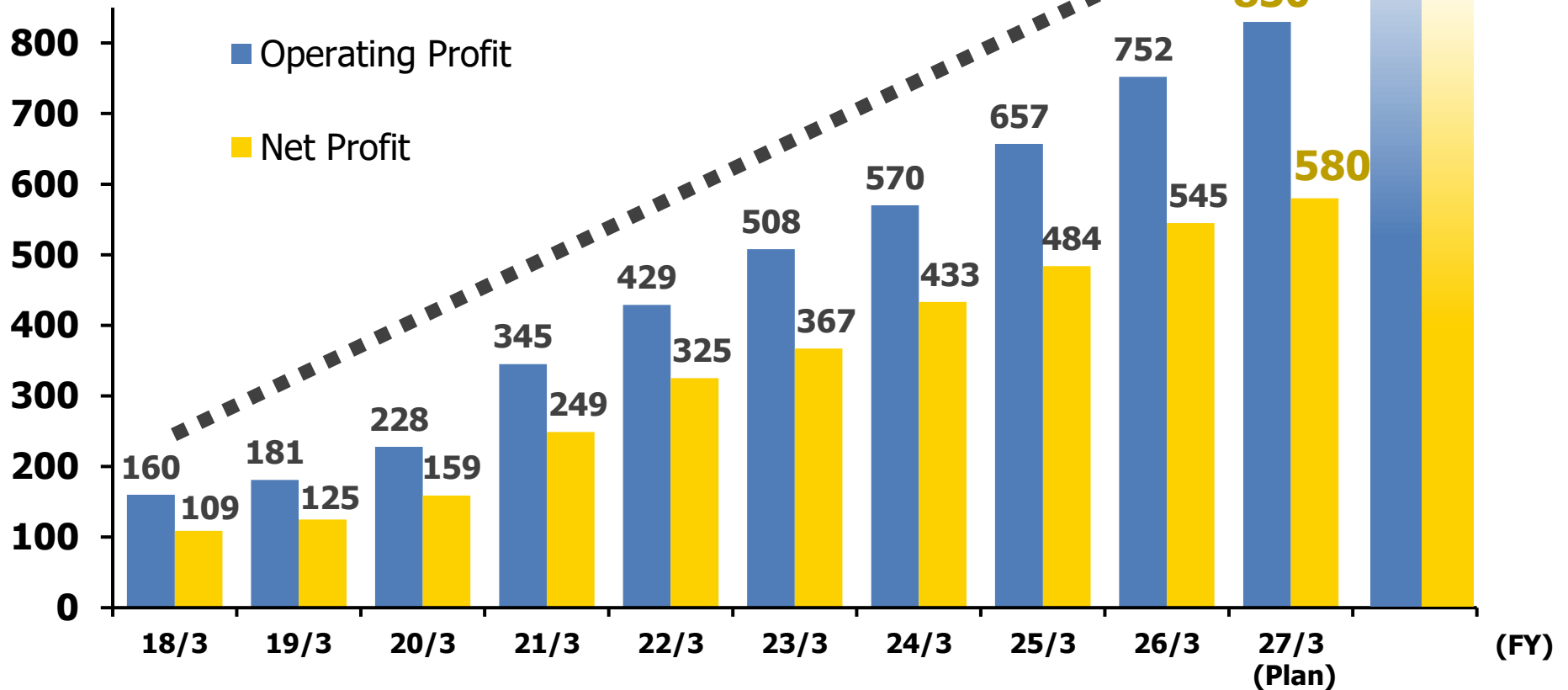




## 10% annual OP growth

- Stable release of new titles and growth in catalog sales
- Further advance IP strategy and strengthen global sales

(100 million yen)



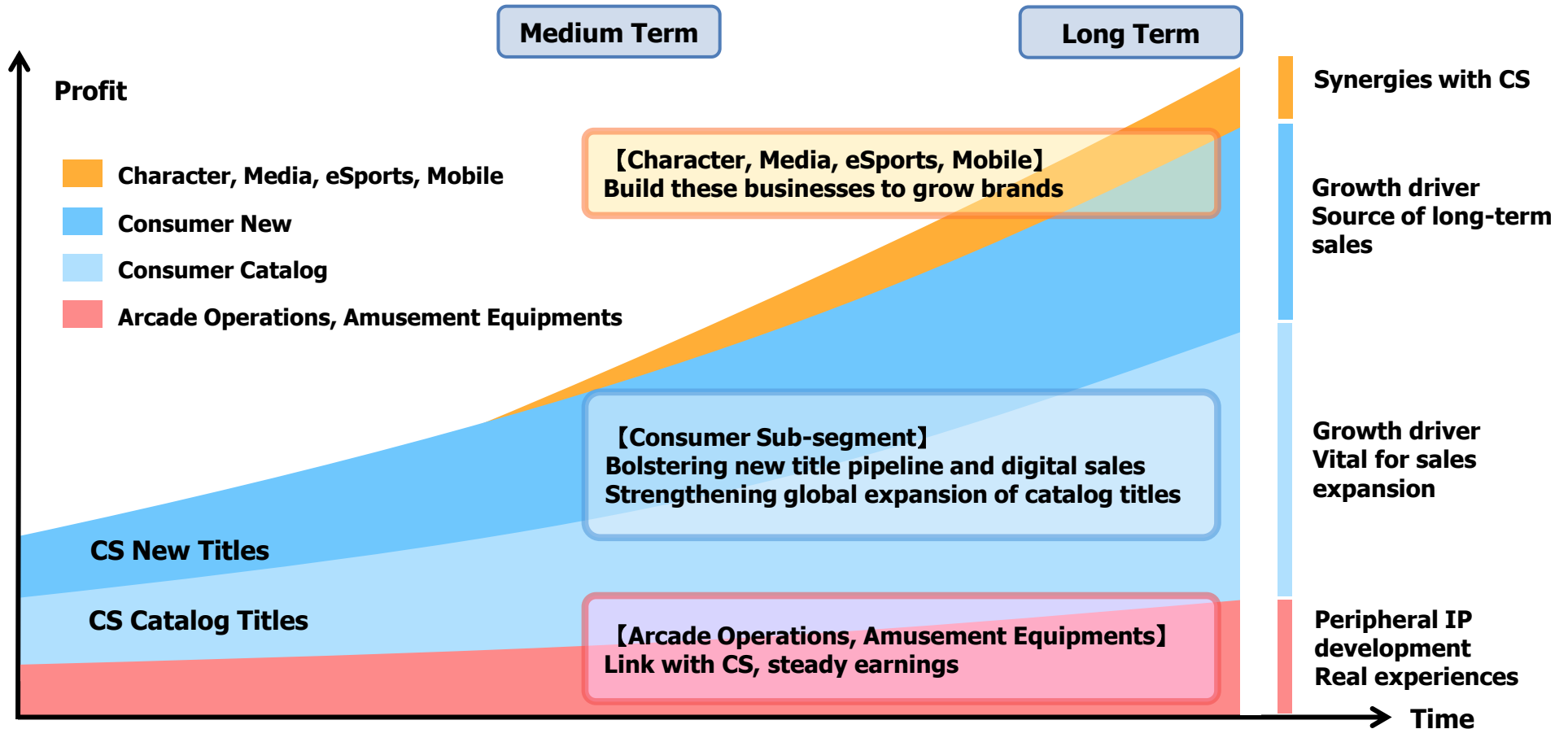


## Sales Strategy

- Grow Consumer titles sales through marketing initiatives

## IP Strategy

- Expand fan base with multi-faceted IP use



\*Consumer (CS): A business that plans, develops, and sells home and PC video game software.



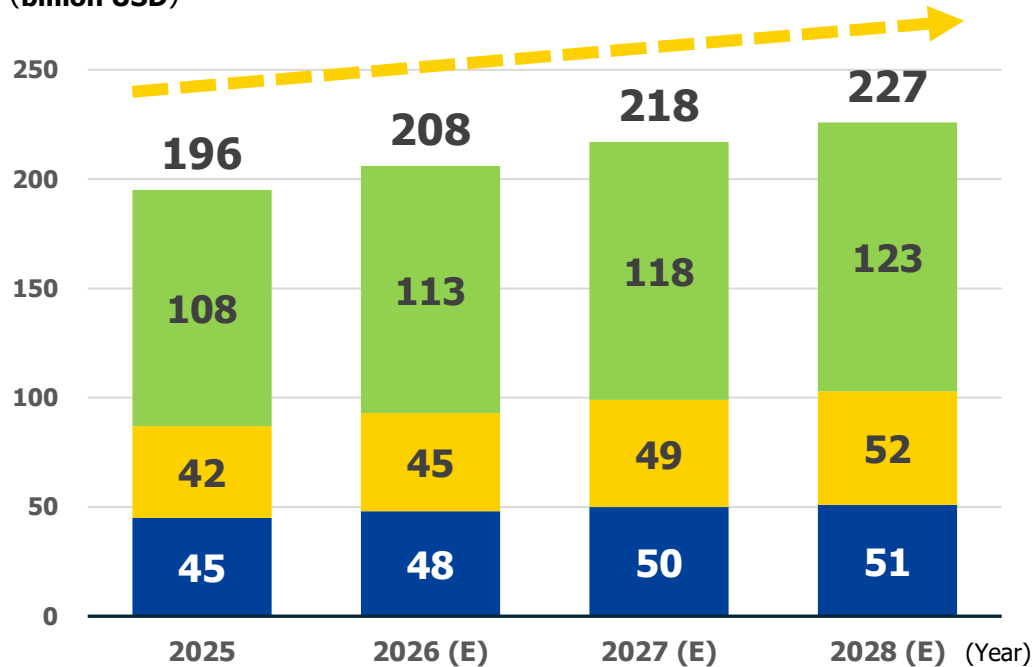
Anticipate long-term market growth with an estimated target user base of 1.5 billion

Market growth

Set to break **\$227 billion**  
(Approx. **¥36 trillion\***)

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

(billion USD)



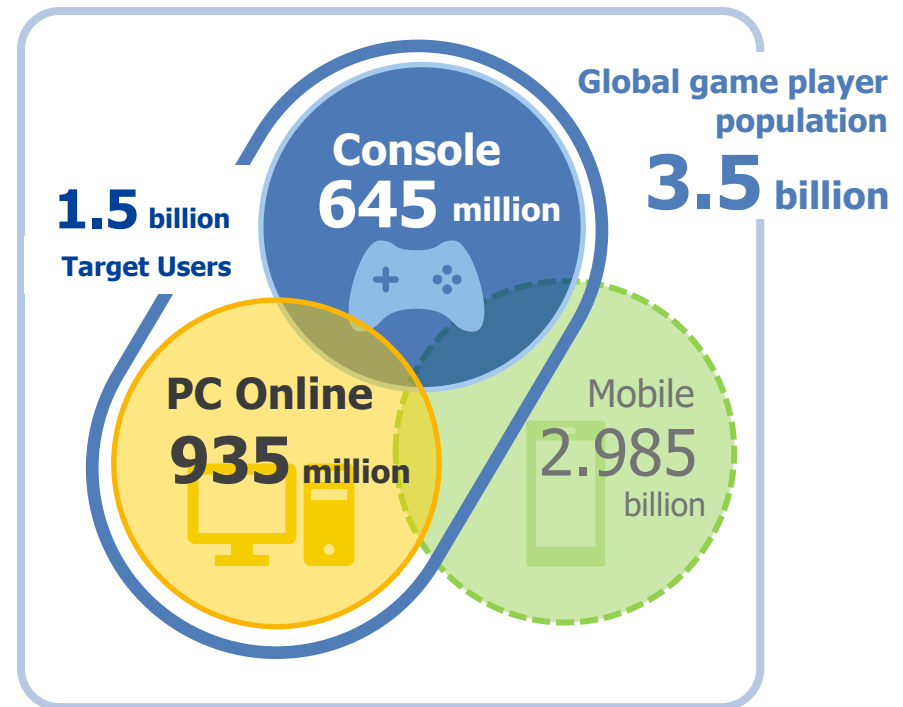
**Mobile Content**  
Game apps for mobile devices



**PC Online**  
Video games for PC



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



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

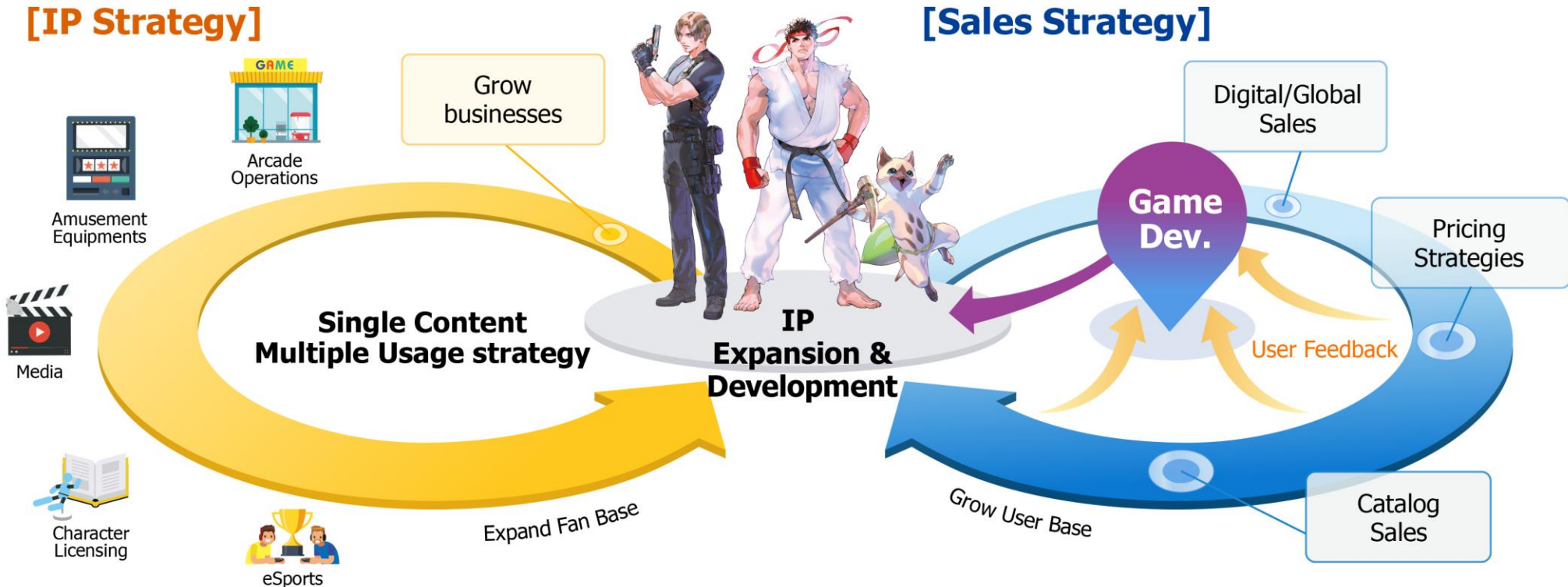
\* 1 USD = 159 JPY

\*(E): Estimate, Source : Newzoo Global Games Market Report, February 2026.



## A Flywheel-Driven Business Model for Continuous IP Value Expansion

- **Grow Consumer titles sales through marketing initiatives**
- **Expand fan base with multi-faceted IP use**





### *Resident Evil series*



Latest Title

*Resident Evil Requiem*

Released: February 2026

Cumulative Series Unit Sales:

**201 million units**

### *Monster Hunter series*



Latest Title

*Monster Hunter Wilds*

Released: February 2025

Cumulative Series Unit Sales:

**127 million units**

### *Street Fighter series*



Latest Title

*Street Fighter 6*

Released: June 2023

Cumulative Series Unit Sales:

**59 million units**

- *Mega Man series*
- *Devil May Cry series*
- *Dead Rising series*
- *Ace Attorney series*

44 million units

38 million units

19 million units

14 million units

- *Dragon's Dogma series*

- *Marvel vs. Capcom series*

- *Onimusha series*

- *Okami series*

14 million units

13 million units

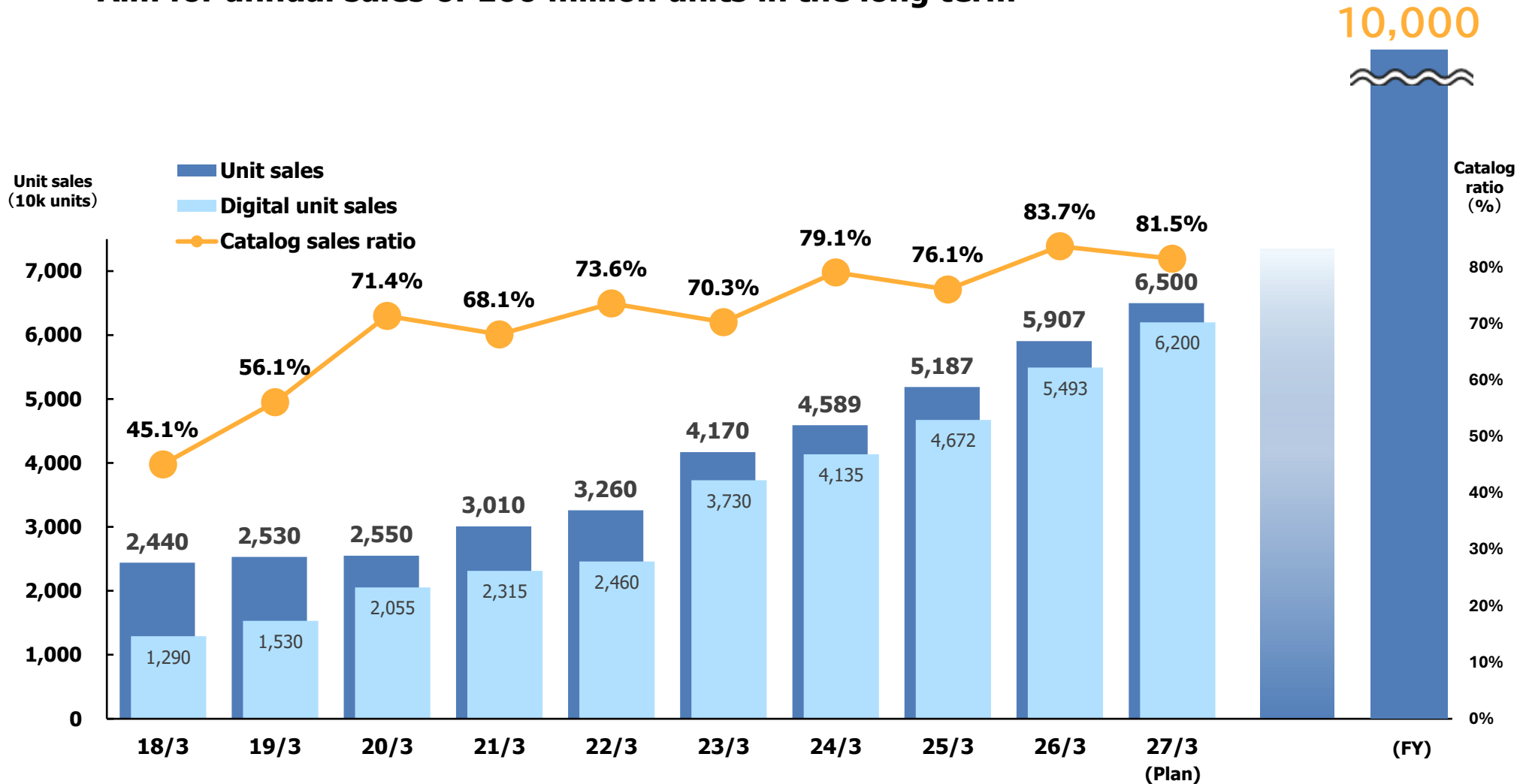
9.1 million units

4.8 million units



Expand sales volume with data-driven marketing initiatives

Aim for annual sales of 100 million units in the long term



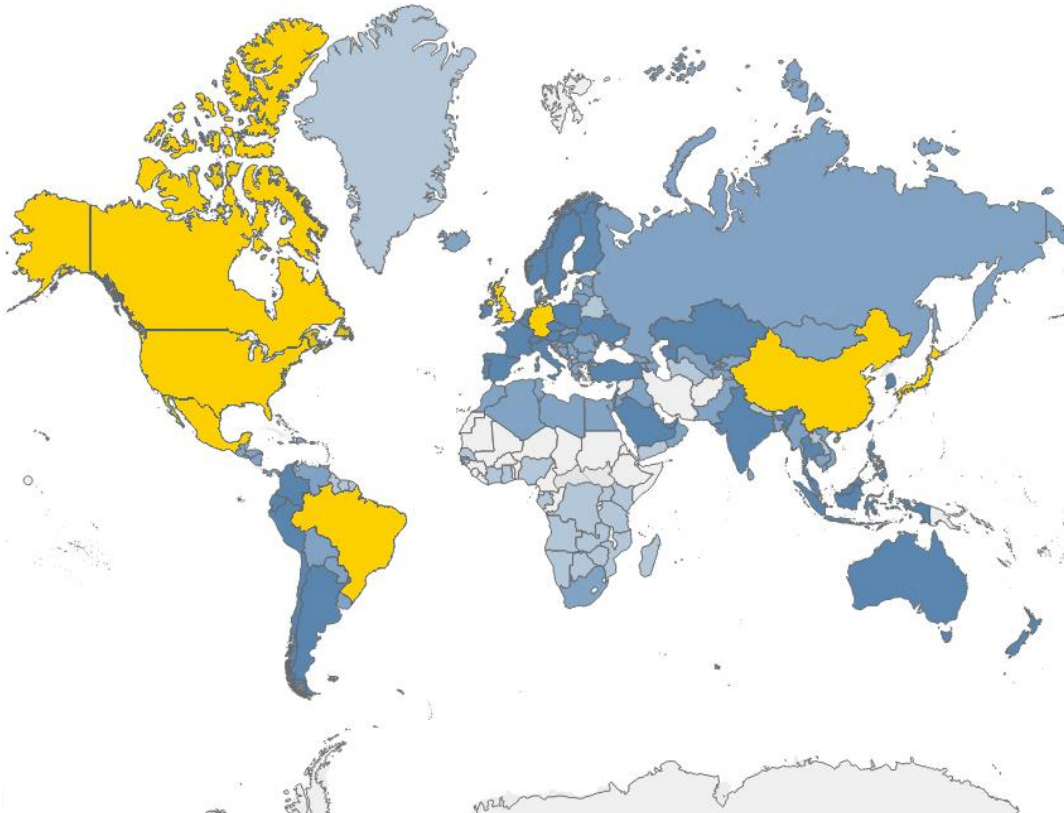


Accelerate global sales growth via PC platform support and enhanced marketing

## Sales Areas

**244** Countries / Regions

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



### Consumer Video Games

#### No. of Countries/Region by Unit Sales Volume

Key	Annual Unit Sales	22/3	26/3
	<b>1,000,000 +</b>	5	<b>8</b>
	<b>100,000 +</b>	19	<b>36</b>
	<b>1,000 +</b>	68	<b>72</b>
	<b>100 +</b>	48	<b>49</b>
	<b>Under 100</b>	79	<b>79</b>
	Total	<b>219</b>	<b>244</b>



Continue focus on sales expansion in established markets as well as countries with anticipated economic growth

## Area Unit Sales

(10 thousand units)

Unit sales by area	22/3		23/3			24/3			25/3			26/3		22/3→26/3			
	Share	YoY	Share	YoY	Share	YoY	Share	YoY	Share	YoY	Share	YoY	Difference	5-year growth			
<b>N. America</b>	<b>1,170</b>	35.9%	9.3%	<b>1,260</b>	30.2%	7.7%	<b>1,390</b>	30.3%	10.8%	<b>1,545</b>	29.8%	10.6%	<b>1,728</b>	29.3%	11.8%	<b>558</b>	47.7%
<b>Asia</b>	<b>389</b>	11.9%	9.0%	<b>770</b>	18.5%	98.8%	<b>910</b>	19.8%	17.8%	<b>1,120</b>	21.6%	23.0%	<b>1,349</b>	22.8%	20.4%	<b>960</b>	246.8%
<b>Europe</b>	<b>780</b>	23.9%	10.9%	<b>800</b>	19.2%	2.6%	<b>950</b>	20.7%	18.2%	<b>964</b>	18.6%	1.4%	<b>1,340</b>	22.7%	39.0%	<b>560</b>	71.8%
<b>Japan</b>	<b>550</b>	16.9%	-4.3%	<b>820</b>	19.7%	49.1%	<b>779</b>	17.0%	-5.0%	<b>838</b>	16.2%	7.7%	<b>593</b>	10.0%	-29.2%	<b>43</b>	7.8%
<b>Cen./S. America</b>	<b>280</b>	8.6%	21.9%	<b>420</b>	10.1%	50.0%	<b>445</b>	9.7%	4.5%	<b>503</b>	9.7%	13.1%	<b>695</b>	11.8%	38.2%	<b>415</b>	148.2%
<b>M. East</b>	<b>25</b>	0.8%	36.8%	<b>34</b>	0.8%	33.0%	<b>40</b>	0.9%	20.1%	<b>141</b>	2.7%	241.9%	<b>94</b>	1.6%	-33.3%	<b>69</b>	276.0%
<b>Oceania</b>	<b>48</b>	1.5%	37.3%	<b>60</b>	1.4%	29.9%	<b>65</b>	1.4%	9.0%	<b>76</b>	1.5%	9.9%	<b>96</b>	1.6%	26.3%	<b>48</b>	100.0%
<b>Africa</b>	<b>5</b>	0.2%	9.2%	<b>6</b>	0.1%	22.3%	<b>8</b>	0.2%	33.9%	<b>8</b>	0.2%	-1.2%	<b>12</b>	0.2%	50.0%	<b>7</b>	140.0%
<b>Total unit sales</b>	<b>3,260</b>	YoY 8.3%		<b>4,170</b>	YoY 27.9%		<b>4,589</b>	YoY 10.1%		<b>5,187</b>	YoY 13.0%		<b>5,907</b>	YoY 13.9%		<b>2,647</b>	YoY 81.2%

Ongoing  
Unit Sales  
Expansion

\*Figures for "Unit sales by area" are approximate and have been rounded. As such, percentage growth and totals may not match the displayed figures or annual totals.

\*YoY indicates percent change from the previous year.



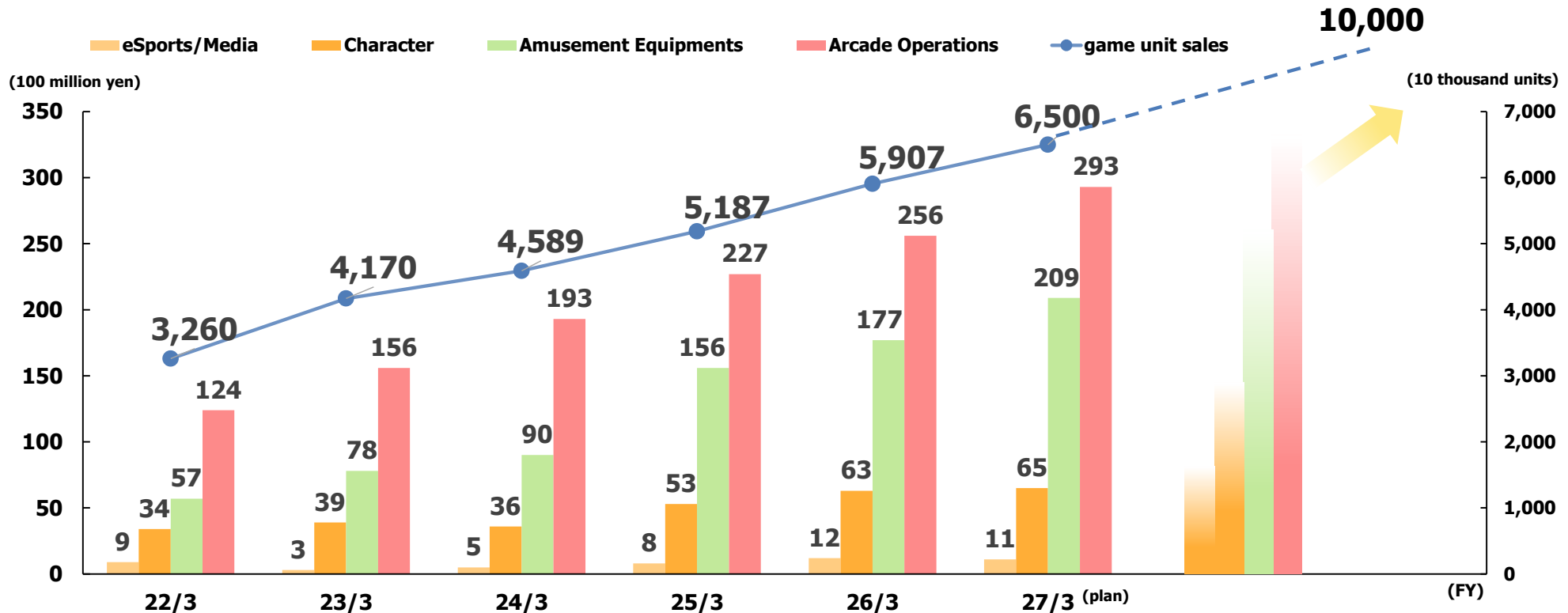
Grow awareness of IP through diversified touchpoints to build worldwide fan base





Growth of non-Consumer businesses contribute to increasing game unit sales

### Net sales of each businesses & game unit sales trend





**Maximize unit sales via long-term contributions with flywheel that merges sales strategy and IP strategy**

(10 thousand units)

	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3	25/3	26/3	Cummulative unit sales
Resident Evil 7 biohazard	350	160	120	100	150	180	120	130	130	260	1,740
Monster Hunter: World (*1)		790	450	450	230	170	140	280	310	110	2,960
Resident Evil 2			420	240	160	140	220	200	140	290	1,830
Devil May Cry 5			210	130	100	90	210	130	120	270	1,290
Monster Hunter World: Iceborne				520	240	140	100	230	260	80	1,600
Resident Evil 3					390	110	190	170	110	340	1,330
Monster Hunter Rise					480	410	370	190	240	150	1,860
Resident Evil Village						610	180	180	150	360	1,490
Monster Hunter Rise: Sunbreak							540	220	210	140	1,130
Resident Evil 4							370	330	270	360	1,360
Street Fighter 6								330	130	200	670
Dragon's Dogma 2								260	100	50	420
Monster Hunter Wilds									1,010	130	1,140
Resident Evil Requiem										690	690

**Long term contribution as catalog titles**

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

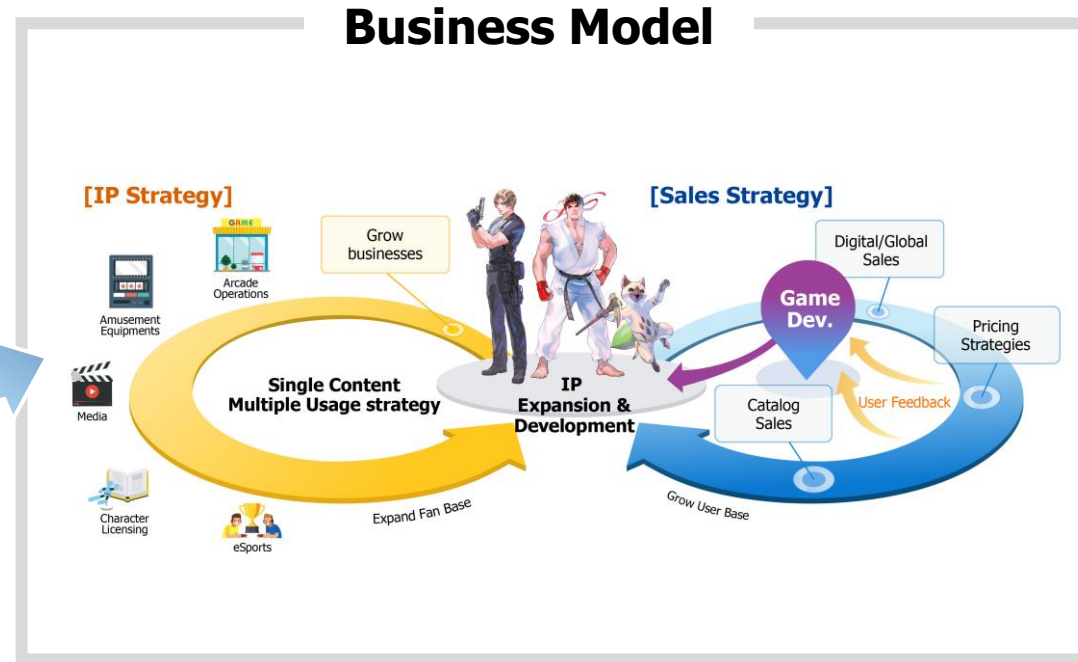
\*Sales numbers rounded down to 10 thousand units.



# Nurturing brands to be the next engine of growth

**Leading Brands**  
New IP, sequels, remakes, ports, etc.

*Mega Man*  
*Devil May Cry*  
*Onimusha*  
*Dead Rising*  
*Ace Attorney*  
*Dragon's Dogma*  
*Okami*





Expanded talent base provides a deep and robust development organization

Development capabilities strengthened by leveraging expertise across generations

## Development Structure

- Cross-generational teams enable technology transfer
- Organization-wide support for young talent initiatives

Knowledge transfer × new value creation

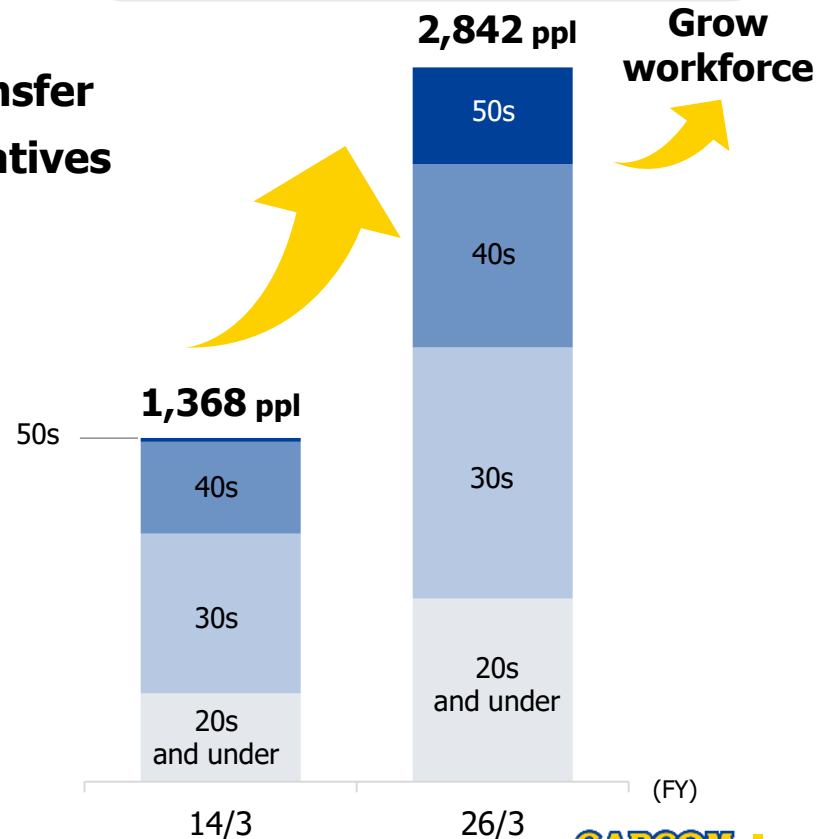
## Development Environment and Capabilities

- Centralized development to maximize capabilities
- Enhanced efficiency via proprietary game development engine



R&D Building #3 adjacent to Osaka Head Office  
Completion scheduled for 2027 (\*Illustration)

## Number of Developers (non-consolidated)

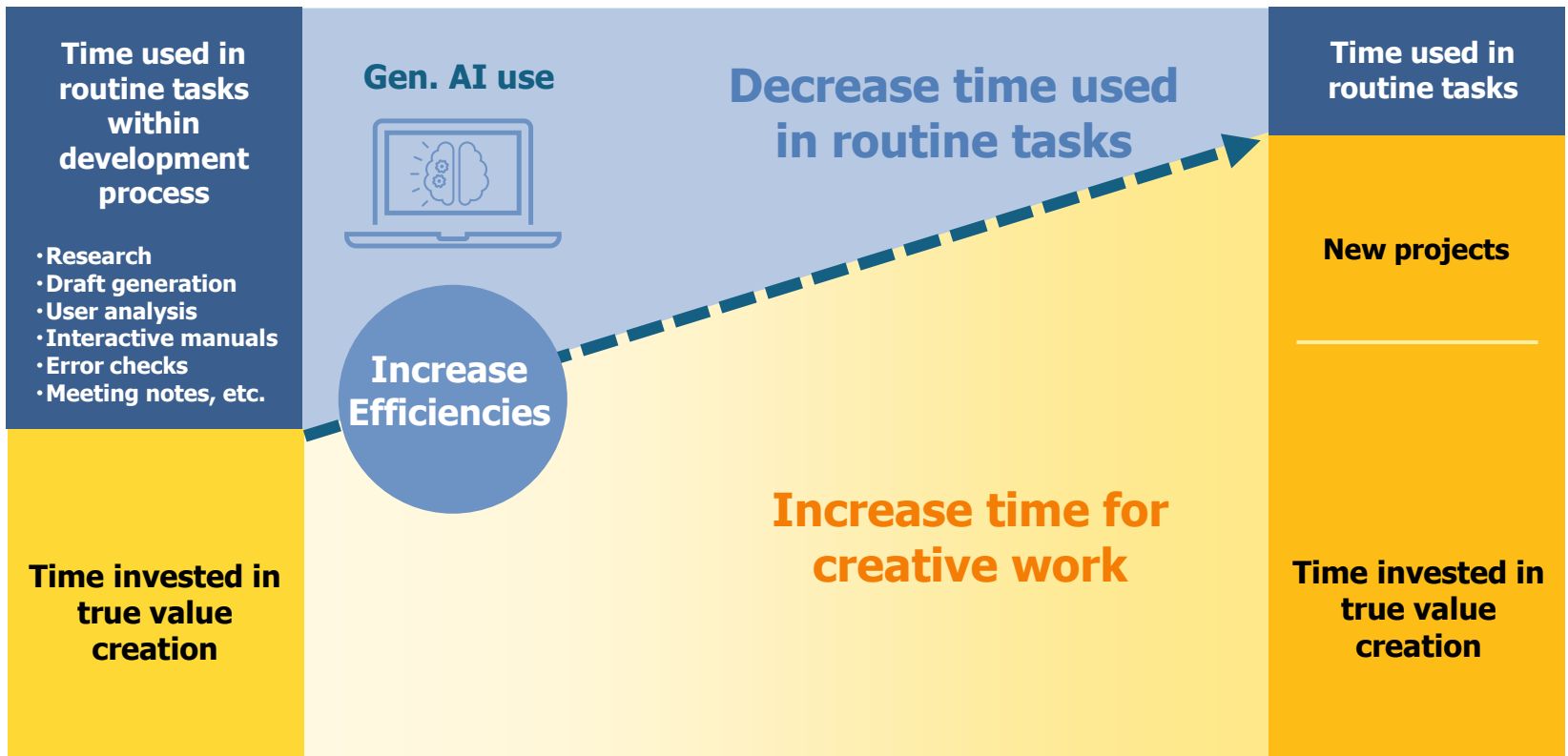




**AI utilized to improve development efficiency and productivity**

**A tool to streamline routine tasks freeing up time for creative work**

**Generative AI Use Illustration**



**Before** → **After**



## Investment in human capital to enhance sustainable growth

- Aiming to increase developer workforce by over 100 people annually
- Creating a workplace where diverse talent thrives

### Employee Trends (consolidated, permanent employees)

	23/3		24/3		25/3		26/3		27/3 Plan		Avg.
	Amt.	YoY	Amt.	YoY	Amt.	YoY	Amt.	YoY	Amt.	YoY	YoY
Employees	3,332	4%	3,531	6%	3,766	7%	<b>3,976</b>	<b>6%</b>	4,230	6%	6%
of which, developers	2,460	4%	2,675	9%	2,846	6%	<b>3,011</b>	<b>6%</b>	3,180	6%	6%
(100 million yen)											
Net sales	1,259	14%	1,524	21%	1,696	11%	<b>1,953</b>	<b>15%</b>	2,100	8%	14%
Operating profit	508	18%	570	12%	657	15%	<b>752</b>	<b>15%</b>	830	10%	14%
Salary + Bonus (*1)	248	16%	286	15%	317	11%	<b>362</b>	<b>14%</b>	402	11%	13%
(thousand yen)											
Annual salary (salary + bonus) per employee (*1)	8,259	15%	8,995	9%	9,433	5%	<b>10,130</b>	<b>7%</b>	10,535	4%	8%
Stock compensation per employee (points) (*1)	193	-	196	1%	196	0%	<b>196</b>	<b>0%</b>	197	1%	0%
Consolidated operating profit per employee	15,249	14%	16,165	6%	17,466	8%	<b>18,937</b>	<b>8%</b>	19,621	4%	8%
Average age (years) (*1)	37.6	1%	37.8	1%	38.0	1%	<b>38.1</b>	<b>0%</b>			

(\*1) Non-consolidated \*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.

### Workforce Diversity Trends & Engagement Survey Results (non-consolidated, permanent employees)

	23/3	24/3	25/3	26/3
Ratio of females in core positions	11.9%	13.6%	15.2%	<b>15.7%</b>
Gender wage gap (*1)	85.4%	83.8%	82.8%	<b>81.3%</b>
Paternity leave utilization rate (*2)	45.5%	66.7%	79.7%	<b>79.7%</b>
Ratio of foreign employees	6.7%	6.8%	7.4%	<b>7.9%</b>

(\*1) Calculated based on the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life (Act No. 64 of 2015).

(\*2) The paternity leave utilization rate is calculated for all employees, including temporary employees.

Indicator	24/3	25/3	26/3
<b>Work engagement (proactiveness/positive feelings for job) (deviation value)</b>	54.1	54.7	54.8
·I bring ingenuity to my work	88.3%	89.3%	89.6%
<b>Employee engagement (attachment to my company, etc.) (deviation value)</b>	52.1	53.1	52.8
·I feel an attachment/familiarity with my company	78.1%	79.9%	79.2%

\*Partial excerpt from survey items.

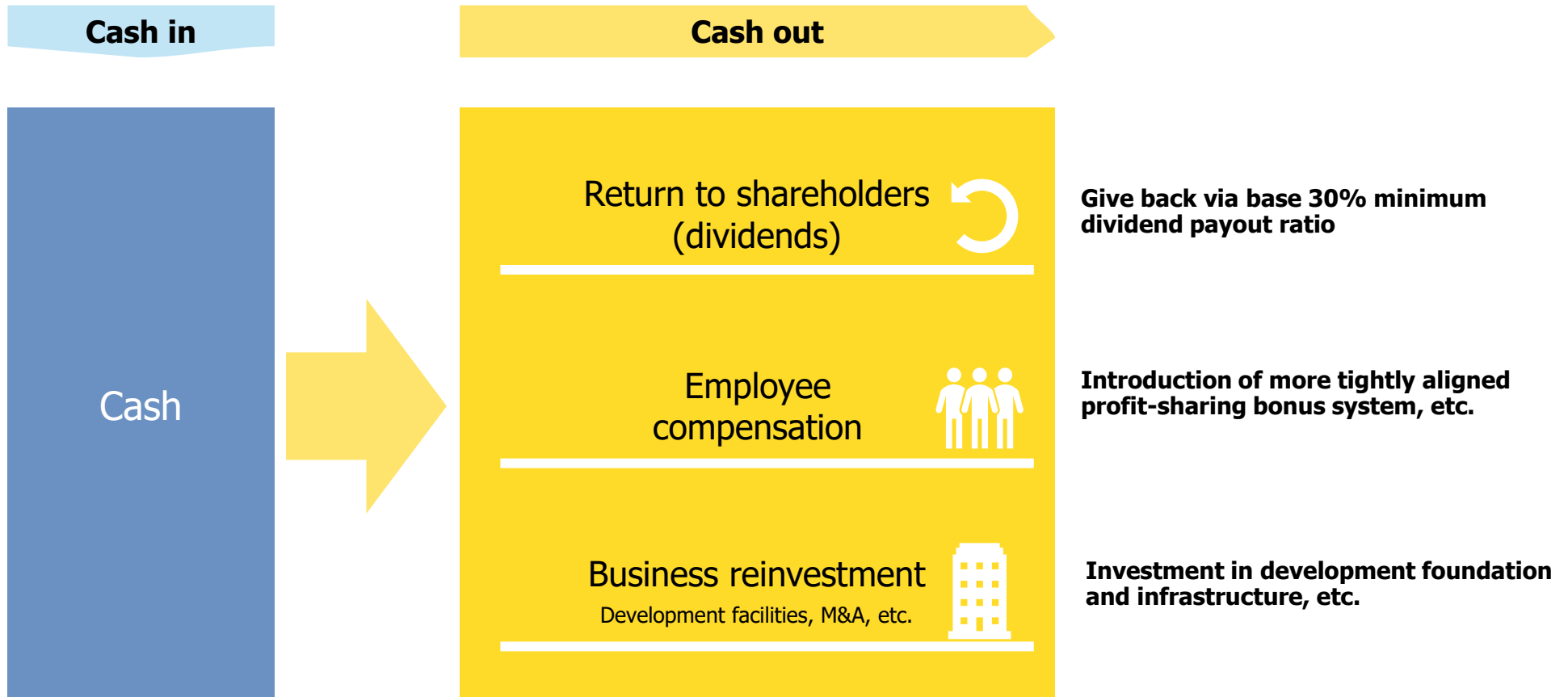
\*The figures for work engagement and employee engagement are our company's deviation values based on the results of a survey conducted by external agencies.

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

Ongoing talent acquisition and development, supported by workplace enhancements

**Cash allocation balanced across shareholder returns, employee compensation and business reinvestment**

## Capital Allocation



**CAPCOM**



# **Supplement: Financial Position Summary, Major Financial Information Summary**



# Supplement: Financial Position Summary



## Balance Sheet

(100 million yen)

Assets	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	Difference
Cash on hand and in banks	1,072	51%	1,021	-5%	1,251	23%	1,667	33%	1,480	-11%	-187
Accounts receivable - trade	74	-	249	237%	253	2%	333	31%	332	0%	-0
Media Assets	-	-	-	-	-	-	-	-	99	-	99
Work in progress for game software	311	28%	385	23%	390	1%	492	26%	546	11%	54
Land	52	0%	89	71%	89	0%	100	11%	200	100%	100
Others	362	-42%	428	18%	448	5%	536	20%	734	37%	197
<b>Total assets</b>	<b>1,873</b>	<b>14%</b>	<b>2,173</b>	<b>16%</b>	<b>2,434</b>	<b>12%</b>	<b>3,129</b>	<b>29%</b>	<b>3,393</b>	<b>8%</b>	<b>263</b>
<b>Liabilities</b>											
Notes and accounts payable - trade & Electronically recorded monetary liabilities	36	-3%	55	54%	43	-22%	56	30%	64	15%	8
Deferred income	89	34%	54	-39%	6	-87%	205	2915%	90	-56%	-115
Others	283	-13%	452	60%	433	-4%	604	39%	560	-7%	-44
<b>Total liabilities</b>	<b>408</b>	<b>-5%</b>	<b>562</b>	<b>38%</b>	<b>483</b>	<b>-14%</b>	<b>866</b>	<b>79%</b>	<b>715</b>	<b>-17%</b>	<b>-150</b>
<b>Total net assets</b>	<b>1,464</b>	<b>21%</b>	<b>1,611</b>	<b>10%</b>	<b>1,950</b>	<b>21%</b>	<b>2,263</b>	<b>16%</b>	<b>2,677</b>	<b>18%</b>	<b>414</b>
<b>Total liabilities and net assets</b>	<b>1,873</b>	<b>14%</b>	<b>2,173</b>	<b>16%</b>	<b>2,434</b>	<b>12%</b>	<b>3,129</b>	<b>29%</b>	<b>3,393</b>	<b>8%</b>	<b>263</b>

\*YoY indicates percent change from the previous year.

\*Deferred income of approx. ¥9 billion consists primarily of revenue from Resident Evil Requiem that has been deferred until the release of DLC.

## Statement of Cashflows

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	Difference
Cash flows from operating activities	469	-	217	-	369	-	676	-	313	-	-362
Net income before income taxes	443	-	511	-	592	-	656	-	739	-	82
Decrease (increase) in notes and accounts receivable -trade	172	-	-171	-	-0	-	-79	-	2	-	81
Decrease (increase) in work in progress for game software	-67	-	-73	-	-7	-	-101	-	-54	-	47
Increase (decrease) in deferred revenue	20	-	-37	-	-48	-	199	-	-116	-	-316
Cash flows from investing activities	-74	-	-76	-	-59	-	-72	-	-558	-	-485
Cash flows from financing activities	-99	-	-224	-	-159	-	-187	-	-260	-	-73
Cash and cash equivalents at beginning of year	640	-	956	-	894	-	1,090	-	1,504	-	413
Cash and cash equivalents at end of year	956	-	894	-	1,090	-	1,504	-	1,028	-	-475



## Profit and Loss sheet

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
Net sales	1,100	15.5%	1,259	14.4%	1,524	21.0%	1,696	11.3%	1,953	15.2%	2,100	7.5%
Gross profit	613	16.3%	738	20.4%	846	14.7%	987	16.7%	1,102	11.6%		
Margin	55.7%	-	58.6%	-	55.5%	-	58.2%	-	56.4%	-		
Sales and G&A expenses	184	1.4%	230	25.0%	275	19.8%	329	19.5%	349	6.0%		
Operating profit	429	24.0%	508	18.4%	570	12.3%	657	15.2%	752	14.5%	830	10.2%
Margin	39.0%	-	40.3%	-	37.5%	-	38.8%	-	38.5%	-	39.5%	-
Ordinary profit	443	27.2%	513	15.9%	594	15.7%	656	10.5%	741	12.9%	830	12.0%
Margin	40.3%	-	40.8%	-	39.0%	-	38.7%	-	37.9%	-	39.5%	-
Net profit attributable to owners of the parent	325	30.6%	367	12.9%	433	18.1%	484	11.7%	545	12.7%	580	6.3%
Margin	29.6%	-	29.2%	-	28.5%	-	28.6%	-	27.9%	-	27.6%	-

\*YoY indicates percent change from the previous year.

## Sales and Profit by Business Segments

(100 million yen)

		22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
Digital Contents	Net sales	875	16.2%	981	12.1%	1,198	22.1%	1,251	4.4%	1,442	15.3%	1,522	5.5%
	Operating profit	453	22.6%	535	18.0%	598	11.8%	651	8.9%	706	8.4%	795	12.6%
	Margin	51.8%	-	54.5%	-	49.9%	-	52.1%	-	48.9%	-	52.2%	-
Arcade Operations	Net sales	124	25.7%	156	25.8%	193	23.9%	227	17.6%	256	12.8%	293	14.2%
	Operating profit	6	337.6%	12	88.2%	18	52.2%	24	30.2%	32	31.6%	33	3.1%
	Margin	5.3%	-	7.9%	-	9.7%	-	10.7%	-	12.5%	-	11.3%	-
Amusement Equipments	Net sales	57	-18.9%	78	35.7%	90	15.6%	156	73.1%	177	13.9%	209	17.5%
	Operating profit	23	-2.5%	34	46.2%	41	19.9%	67	62.8%	100	49.7%	104	3.7%
	Margin	40.8%	-	44.0%	-	45.6%	-	42.9%	-	56.4%	-	49.8%	-
Others	Net sales	43	43.4%	43	-0.1%	42	-3.6%	61	45.4%	76	25.2%	76	-0.7%
	Operating profit	15	53.7%	14	-5.5%	8	-38.4%	24	181.2%	36	46.7%	35	-4.0%
	Margin	34.7%	-	32.9%	-	21.0%	-	40.6%	-	47.6%	-	46.1%	-

\*YoY indicates percent change from the previous year.

**Promotional Expense**

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
Consolidated	35	11.4%	52	49.5%	73	39.7%	102	39.2%	94	-8.3%	100	6.0%

**Number of Stores**

(stores)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
Consolidated	42	2.4%	45	7.1%	49	8.9%	53	8.2%	61	15.1%	70	14.8%

**Capital Expenditure**

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
Consolidated	37	5.3%	96	154.1%	66	-30.9%	83	24.9%	177	113.1%	205	15.7%

**Depreciation**

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
Consolidated	33	21.3%	34	1.6%	42	22.8%	46	10.8%	52	11.2%	60	15.4%

**Number of Employees**

(people)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
Consolidated	3,206	1.7%	3,332	3.9%	3,531	6.0%	3,766	6.7%	3,976	5.6%	4,230	6.4%
Consolidated developers	2,369	3.7%	2,460	3.8%	2,675	8.7%	2,846	6.4%	3,011	5.8%	3,180	5.6%

**R&D Investment Cost**

(100 million yen)

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
Consolidated	298	17.7%	377	26.3%	430	14.1%	489	13.7%	548	12.1%	629	14.7%

**Foreign Exchange Rate (End of March)**

	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY	27/3 Plan	YoY
USD/JPY	122	10.9%	133	9.0%	151	13.5%	149	-1.3%	159	6.7%	140	-11.9%
Euro/JPY	136	5.4%	145	6.6%	163	12.4%	162	-0.6%	183	13.0%	160	-12.6%

\*YoY indicates percent change from the previous year.



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