

# CAPCOM

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

**FY26/3 Earnings Summary**  
**Mid- to Long-Term Growth Strategies**



## Mid- to Long-Term Growth Strategies

• <b>Capcom Group Management Philosophy and Vision</b>	<b>P1</b>
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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.



# Mid- to Long-Term Growth Strategies





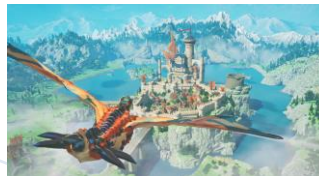
## Management Philosophy

**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**

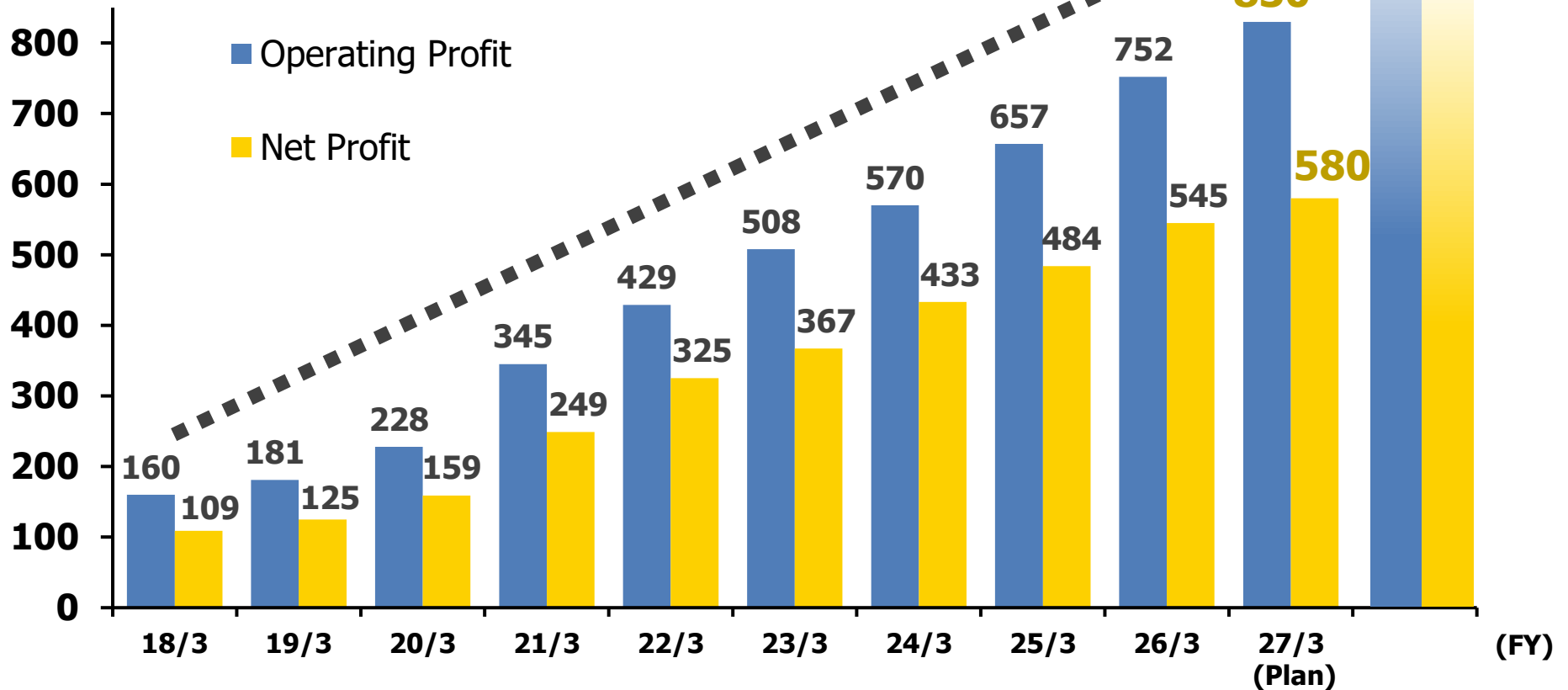




## 10% annual OP growth

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

(100 million yen)



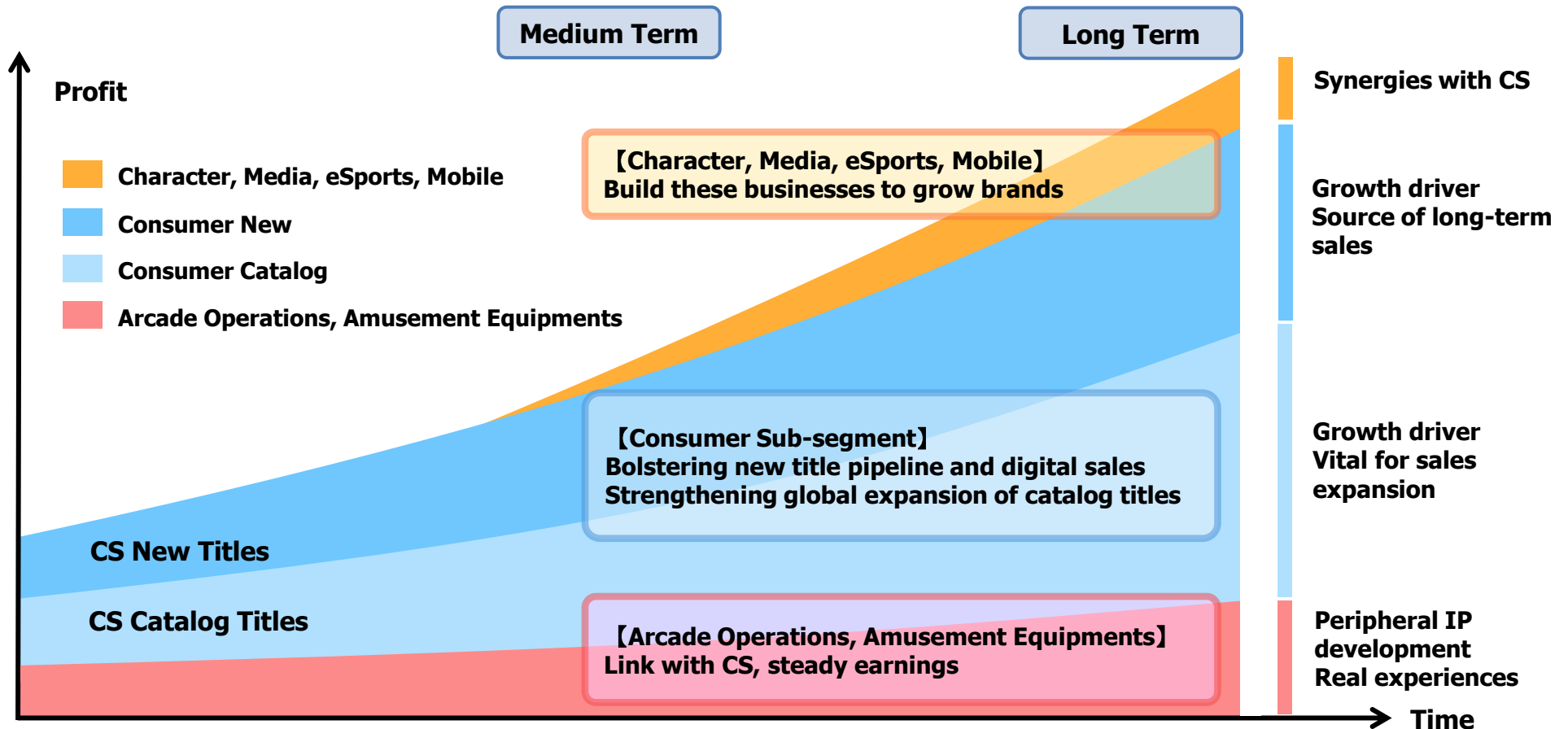


## Sales Strategy

- 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.



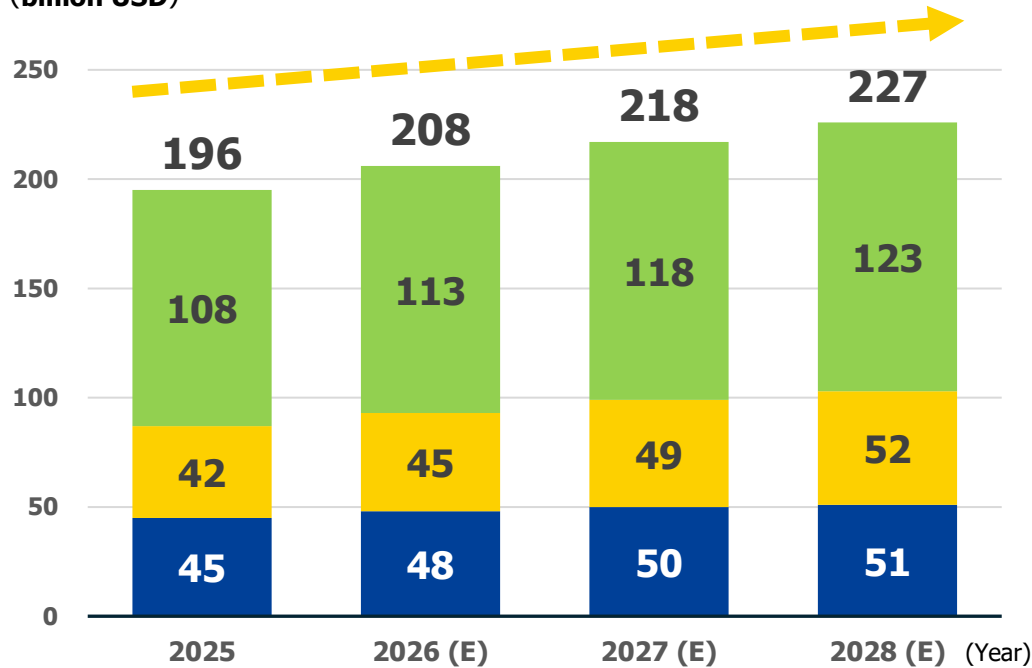
Anticipate long-term market growth with an estimated target user base of 1.5 billion

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)



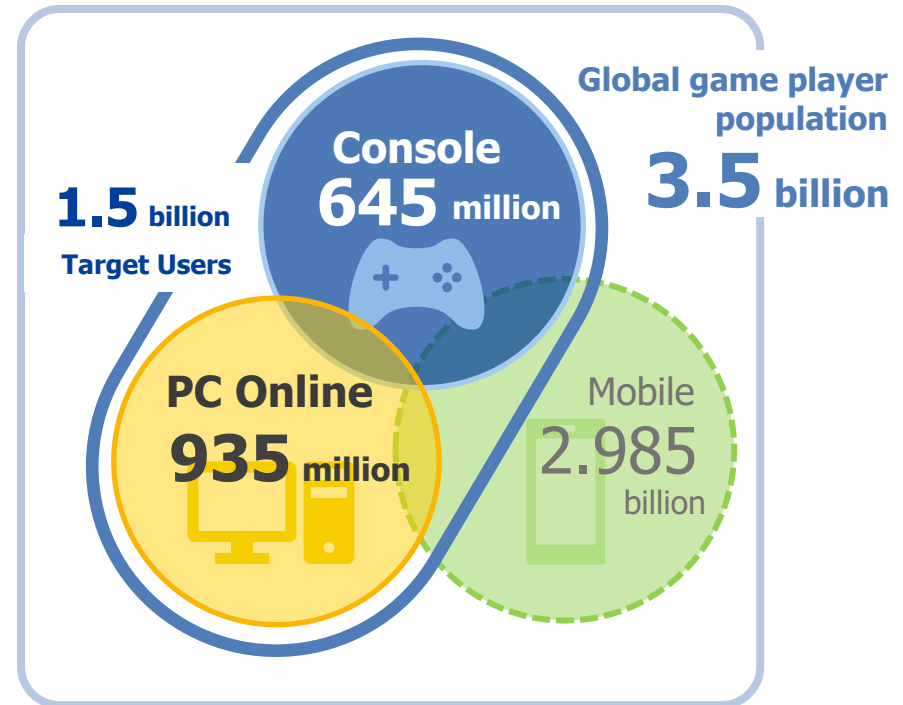
**Mobile Content**  
Game apps for mobile devices



**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

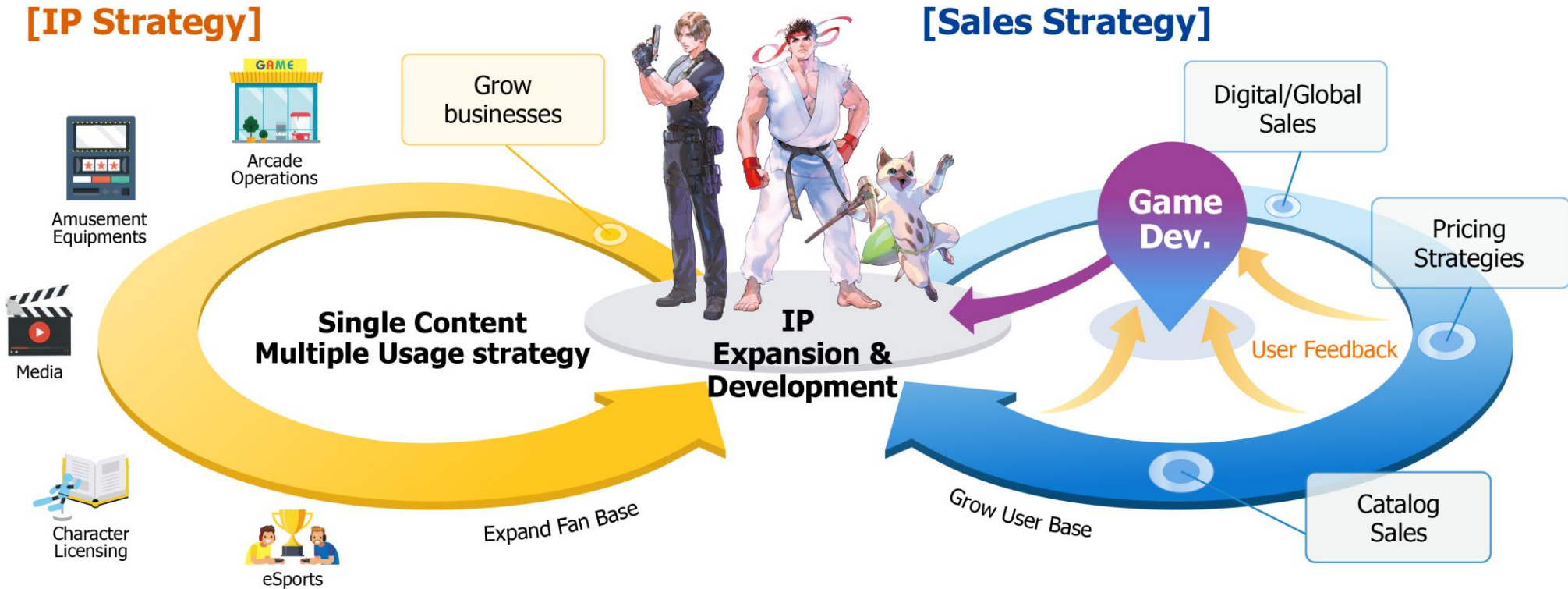
\* 1 USD = 159 JPY

\*(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

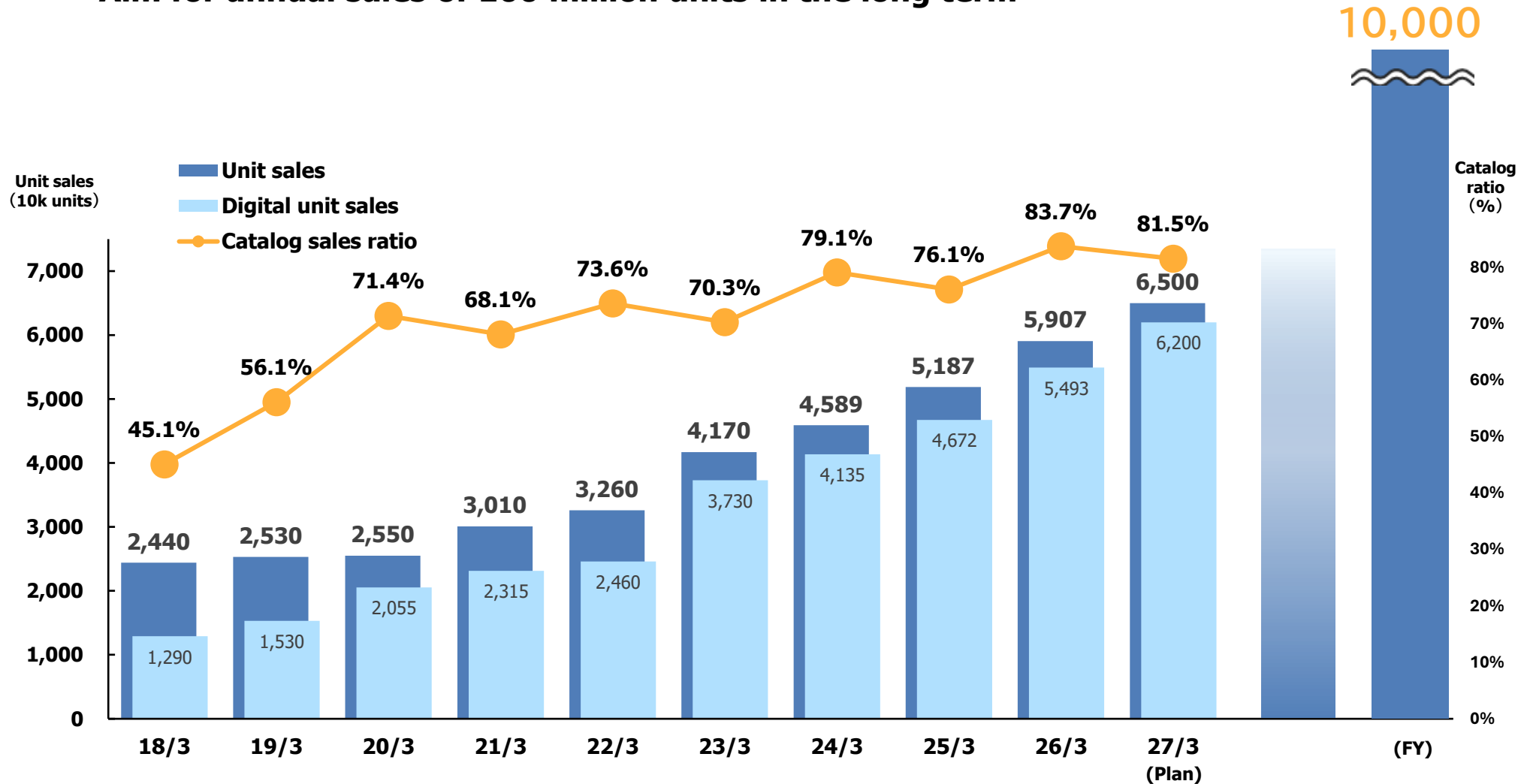
9.1 million units

4.8 million units



Expand sales volume with data-driven marketing initiatives

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



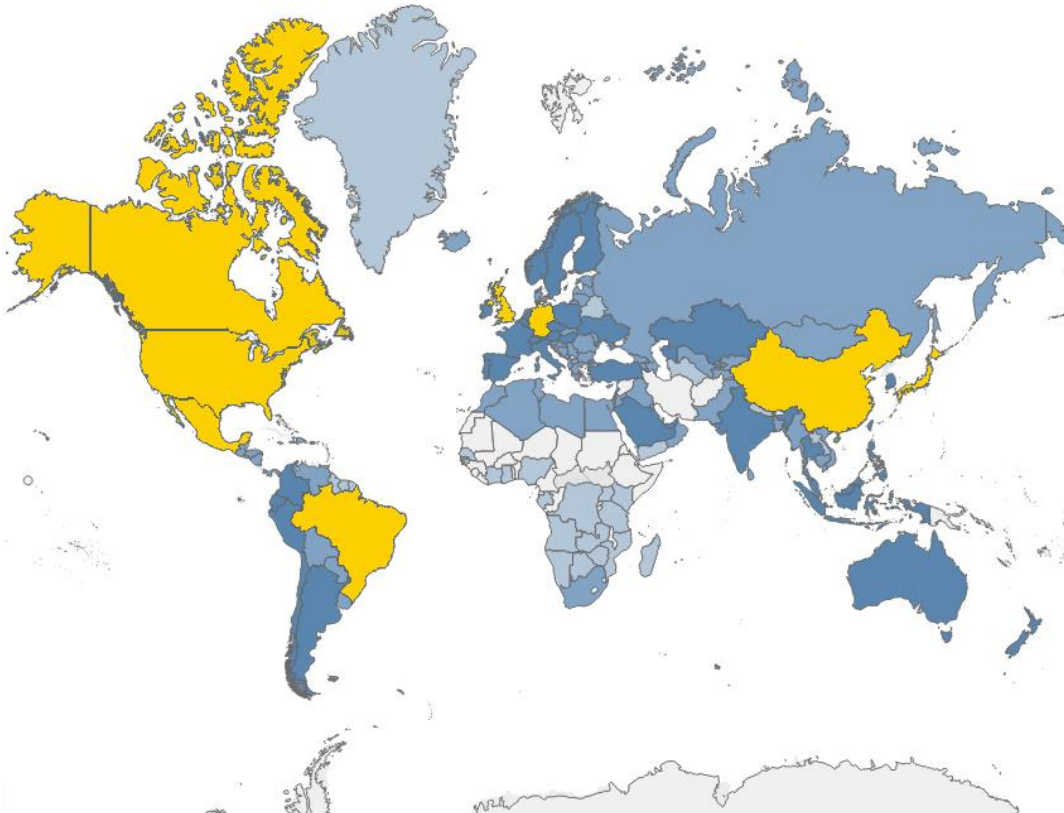


Accelerate global sales growth via PC platform support and enhanced marketing

## 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.



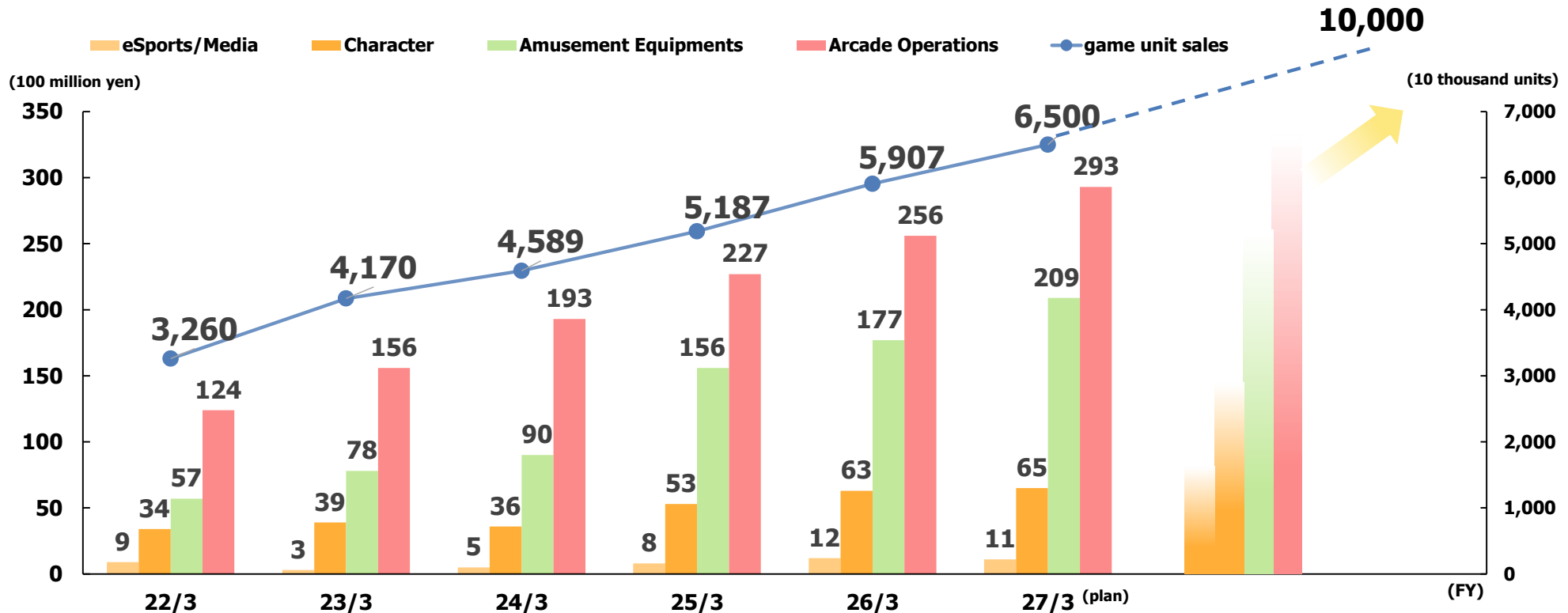
Grow awareness of IP through diversified touchpoints to build worldwide fan base





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

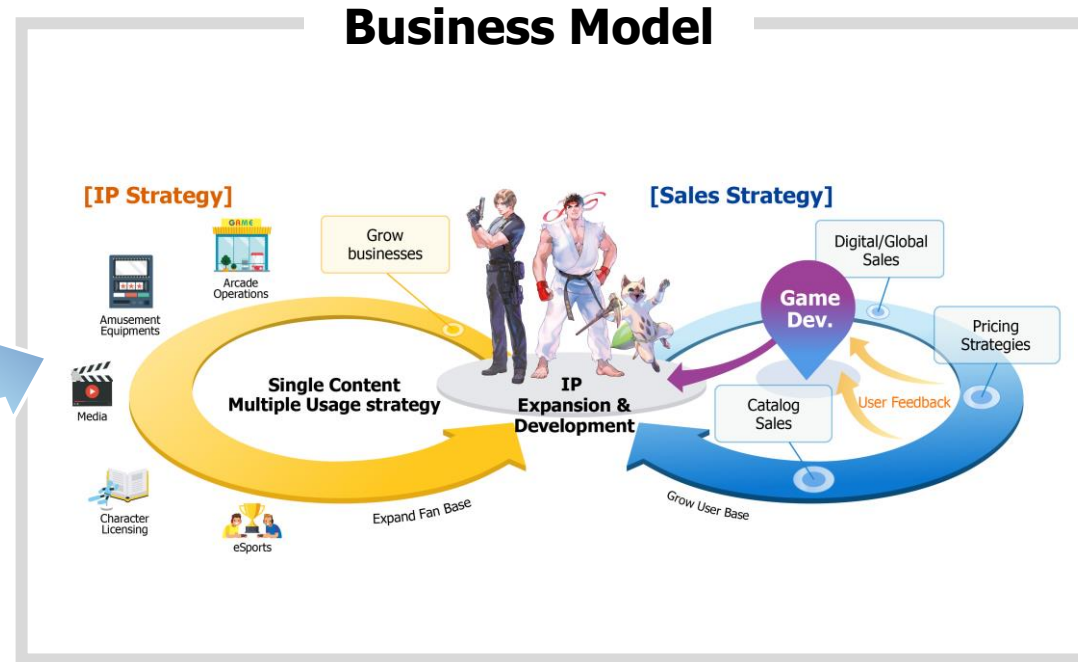
\*Sales numbers rounded down to 10 thousand units.



# 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*  
*Okami*  
*Dragon's Dogma*





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

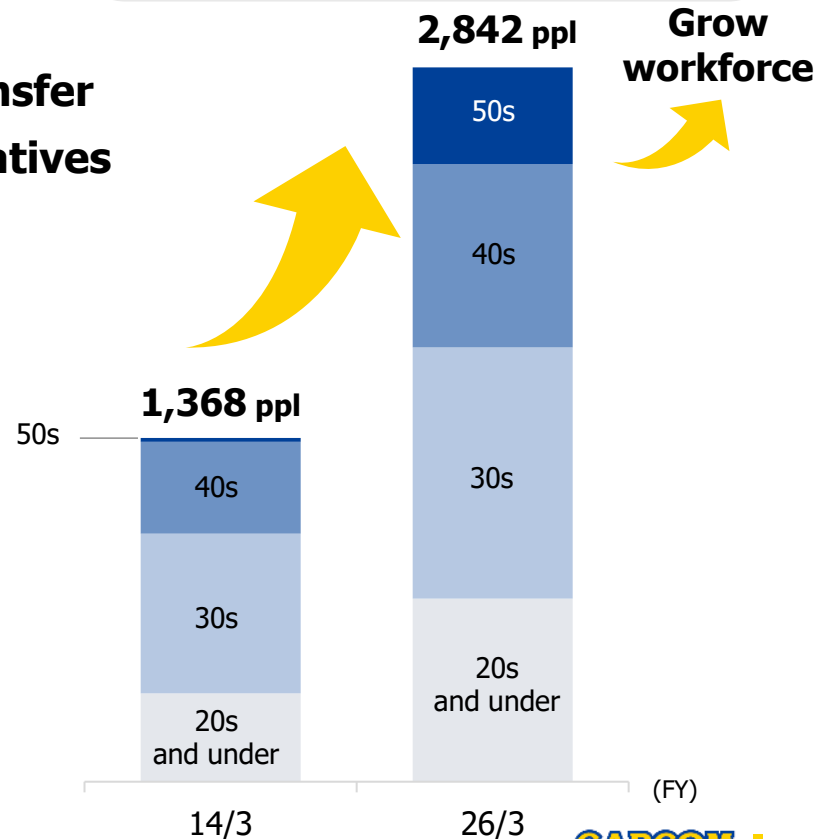
## Development Environment and Capabilities

- 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)

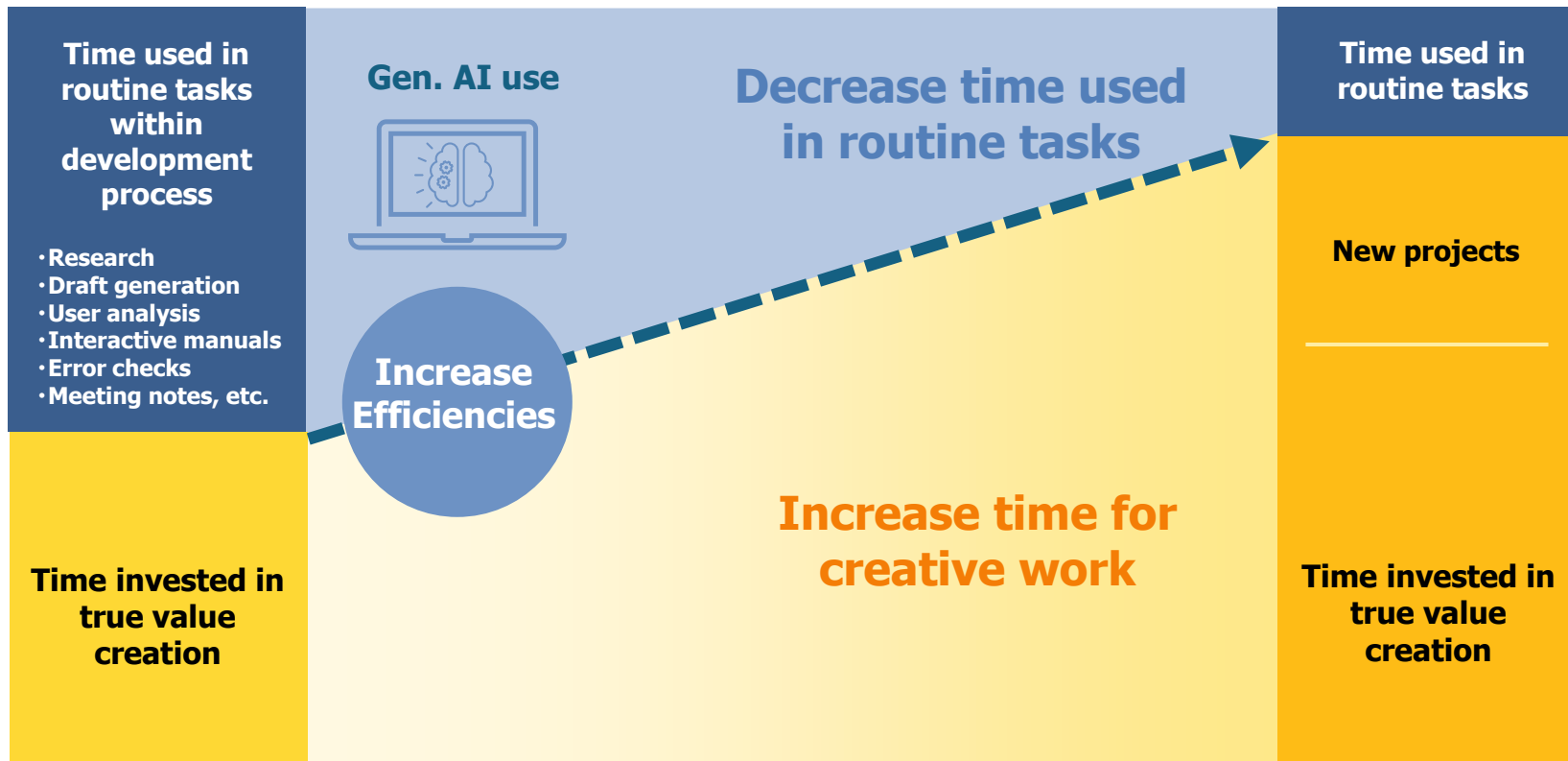




**AI utilized to improve development efficiency and productivity**

**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.

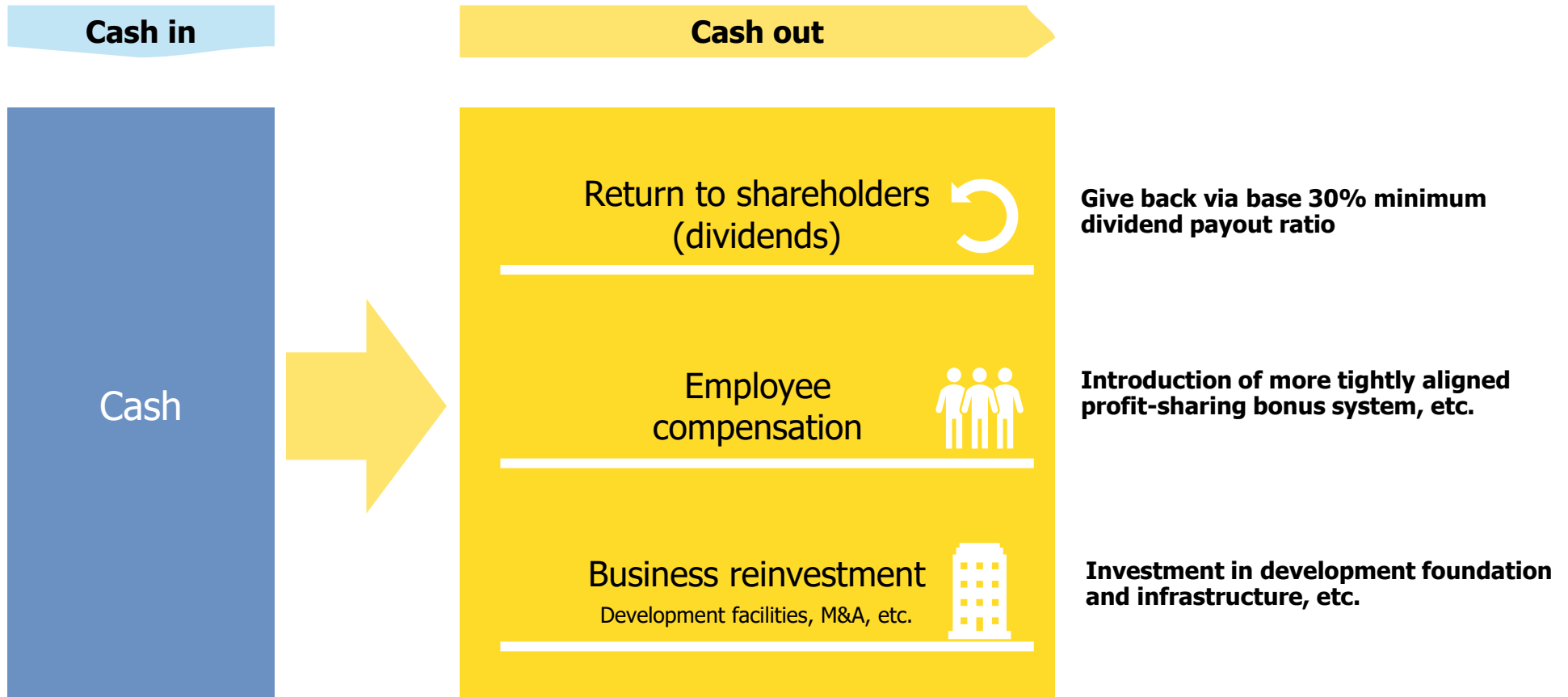
\*The figures for work engagement and employee engagement are our company's deviation values based on the results of a survey conducted by external agencies.

\*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**

# Contact Information



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