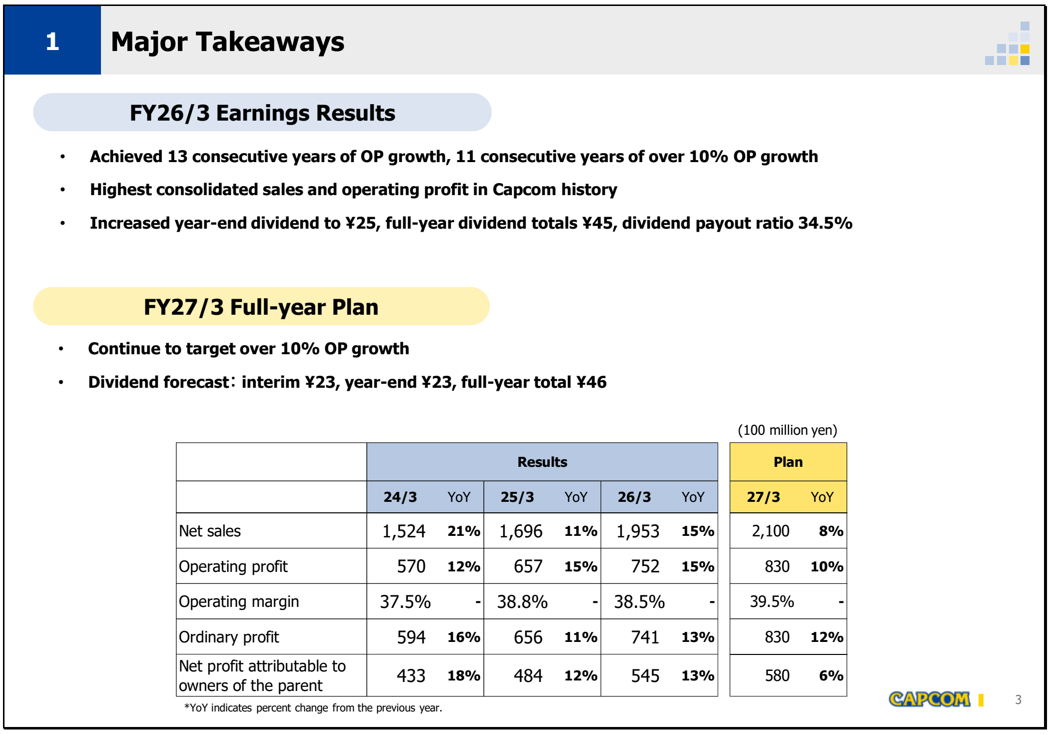
Financial Results Briefing and Conference call for the Year ended March 31, 2026
Summary of Presentations by
Haruhiro Tsujimoto, Representative Director, President and COO
Satoshi Miyazaki, Representative Director Executive Vice President, CHO and CFO (May 13, 2026)

[Part 1] 1. Major Takeaways



1 **Major Takeaways**

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.

CAPCOM 3

I'm Satoshi Miyazaki, Executive Vice President of Capcom.
Last year, net sales were ¥195.3 billion, operating profit ¥75.2 billion, and net profit ¥54.5 billion, representing year on year sales and profit growth, and beating our guidance.

This was the 13th consecutive year of operating profit growth and the 11th consecutive year of operating profit growth exceeding 10%.
Regarding dividends, we raised the year-end dividend to ¥25, for an annual dividend of ¥45.

For the fiscal year ending March 2027, we're aiming for our 12th consecutive year of 10% or better operating profit growth.
We plan for net sales of ¥210 billion, up 8%, operating profit of ¥83 billion, up 10%, and net profit of ¥58 billion, up 6%.

Regarding dividends, we plan for ¥23 at mid-term and ¥23 at year-end, totaling ¥46 for the full year.

[Part 1] 2. Performance Trends (Consolidated/Business Segments)

2 Performance Trends (Consolidated/Business Segments)

FY26/3 Results

(100 million yen)

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

(*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.

CAPCOM 4

Now I will go over earnings for the fiscal year ended March 2026 in detail.

Sales and profit grew across all business segments.

[Part 1] 3. Digital Contents (1)

3 Digital Contents (1)

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

(*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.

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In Digital Contents, strong sales of major new titles and catalog titles resulted in net sales of ¥144.2 billion, up 15%, and operating profit of ¥70.6 billion, up 8%.

The operating margin was about 48%.

[Part 1] 3. Digital Contents (2)

3 Digital Contents (2)

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		
Titles sold / sales regions	304 / 219			307 / 230			292 / 235			248 / 227			253 / 244		
Total unit sales	3,260	YoY 8.3%		4,170	YoY 27.9%		4,589	YoY 10.1%		5,187	YoY 13.0%		5,907	YoY 13.9%	
		Share	YoY		Share	YoY		Share	YoY		Share	YoY		Share	YoY
New units	860	26.4%	-10.4%	1,240	29.7%	44.2%	959	20.9%	-22.6%	1,238	23.9%	29.0%	960	16.3%	-22.5%
Catalog units	2,400	73.6%	17.1%	2,930	70.3%	22.1%	3,629	79.1%	23.9%	3,949	76.1%	8.8%	4,946	83.7%	25.2%
Digital Units	2,460	75.5%	6.3%	3,730	89.4%	51.6%	4,135	90.1%	10.9%	4,672	90.1%	13.0%	5,493	93.0%	17.6%
PC Units (digital)	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%
Console units (digital)	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%
Physical units	800	24.5%	15.1%	440	10.6%	-45.0%	454	9.9%	3.2%	514	9.9%	13.3%	413	7.0%	-19.6%
Overseas units	2,710	83.1%	11.3%	3,350	80.3%	23.6%	3,810	83.0%	13.7%	4,348	83.8%	14.1%	5,313	89.9%	22.2%
Japan units	550	16.9%	-4.3%	820	19.7%	49.1%	779	17.0%	-5.0%	838	16.2%	7.7%	593	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.

CAPCOM 6

Total unit sales were 59.07 million units, driven especially by growth in catalog titles.

[Part 1] 3. Digital Contents (3)

3 Digital Contents (3)

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

*Figures include ports to additional platforms.

New title
Resident Evil Requiem

Catalog title
Devil May Cry 5 Special Edition

CAPCOM 7

By title, *Resident Evil Requiem* performed well. In addition, promotions timed with its launch drove catalog sales growth of the *Resident Evil* series.

Further, catalog sales of *Devil May Cry 5* and *Street Fighter 6* grew via pricing strategies combined with increased IP awareness from video content and eSports.

[Part 1] 4. Arcade Operations

4 Arcade Operations

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%	**256**	13%
Operating profit	6	338%	12	88%	18	52%	24	30%	**32**	32%
Operating margin	5.3%	-	7.9%	-	9.7%	-	10.7%	-	**12.5%**	-
Same store sales	119%	-	120%	-	114%	-	110%	-	**108%**	-

*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	-	**9**	-
Closed stores	1	-	2	-	0	-	1	-	**1**	-
Total	42	2%	45	7%	49	9%	53	8%	**61**	15%

*YoY indicates percent change from the previous year.

CAPCOM 8

In Arcade Operations, we opened 9 new locations, including our first directly operated overseas store, Capcom Store Taipei, bringing the total number of stores to 61.

Same store sales were up 8% due to steady operations, with an operating margin of about 12%.

As a result, net sales rose 13% to ¥25.6 billion, and operating profit rose 32% to ¥3.2 billion.

[Part 1] 5. Amusement Equipments

5 Amusement Equipments

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%	**177**	14%
Operating profit	23	-3%	34	46%	41	20%	67	63%	**100**	50%
Operating margin	40.8%	-	44.0%	-	45.6%	-	42.9%	-	**56.4%**	-

*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	-	**2**	-
Sales (thousand units)	26.0	-4%	44.0	69%	31.3	-29%	50.0	60%	**45.0**	-10%

*Includes repeat sales.
*YoY indicates percent change from the previous year.

CAPCOM 9

In Amusement Equipments,
we released *Devil May Cry 5 Stylish Tribe* and *Shin Onimusha 3*.
Also, high-margin repeat sales of *Monster Hunter Rise* and *Resident Evil 5* performed well.

Total unit sales were 45,000, with an operating margin of about 56%. Net sales rose 14% to ¥17.7 billion and operating profit rose 50% to ¥10 billion.

[Part 1] 6. Other Businesses

6 Other Businesses

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

*YoY indicates percent change from the previous year.

CAPCOM 10

For Other Businesses, in eSports we held our official global tournament for *Street Fighter 6* at Ryogoku Kokugikan Arena, attracting a large audience.
In the Media sub-segment, *Devil May Cry* was distributed on Netflix, contributing to increased IP awareness.

In addition, through collaborations and events leveraging popular IP, net sales rose 25% to ¥7.6 billion and operating profit rose 47% to ¥3.6 billion.
The operating margin was about 47%.

Thus ends my explanation of earnings for the fiscal year ended March 2026.

[Part 1] FY27/3 Plan

FY27/3 Plan

Next, I will explain our plan.

[Part 1] 1. FY27/3 Plan (Consolidated/Business Segments)

1 FY27/3 Plan (Consolidated/Business Segments)

FY26/3 Results & FY27/3 Plan

(100 million yen)

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

CAPCOM 12

For the fiscal year ending March 2027, we will continue to target 10% or better operating profit growth in line with our medium-term management goal.

[Part 1] 2. Digital Contents (1)

2 Digital Contents (1)

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

(*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.

CAPCOM 13

In the Digital Contents business, we aim to expand global earnings with new title launches and growth in catalog sales.

PRAGMATA, released in April this year as an all-new IP, has received high acclaim from users and has sold 2 million units in 16 days after release.

Currently, we also plan to release *Onimusha: Way of the Sword*, the latest title in the series. We are planning net sales of ¥152.2 billion, up 6%, and operating profit of ¥79.5 billion, up 13%.

[Part 1] 2. Digital Contents (2)

2 Digital Contents (2)

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

We plan total unit sales of 65 million units, representing a 10% increase, which includes both new and catalog titles.

[Part 1] 3. Arcade Operations

3 Arcade Operations

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%	**293**	14%	36
Operating profit	32	32%	**33**	3%	+0
Operating margin	12.5%	-	**11.3%**	-	-
Same store sales	108%	-	**106%**	-	-

*YoY indicates percent change from the previous year.

Number of Stores (stores)

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

*YoY indicates percent change from the previous year.

CAPCOM 15

In the Arcade Operations business, we will continue stable operations at existing stores while expanding new store formats centered on merchandising and prize games.

We plan to open nine new stores.

We anticipate net sales of ¥29.3 billion, up 14%, and operating profit of ¥3.3 billion, up 3%.

[Part 1] 4. Amusement Equipments

4 **Amusement Equipments**

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%	**209**	18%	31
Operating profit	100	50%	**104**	4%	3
Operating margin	56.4%	-	**49.8%**	-	-

*YoY indicates percent change from the previous year.

Pachislo Sales volume

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

*Includes repeat sales.
*YoY indicates percent change from the previous year.

CAPCOM 16

In the Amusement Equipments business, we plan to introduce one new machine per quarter using popular IPs.

Following the launch of *Biohazard RE:3* in May, we plan to release three additional models, targeting total unit sales of 53,000 units.

We plan for net sales of ¥20.9 billion, up 18%, and operating profit of ¥10.4 billion, up 4%.

[Part 1] 5. Other Businesses

5 Other Businesses

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
Net sales	76	25%	**76**	-1%	-0
Character	63	19%	**65**	3%	2
eSports/Media	12	50%	**11**	-8%	-1
Operating profit	36	47%	**35**	-4%	-1
Character	43	16%	**44**	2%	1
eSports/Media	-6	-	**-9**	-	-3
Operating margin	47.6%	-	**46.1%**	-	-

*YoY indicates percent change from the previous year.

CAPCOM 17

Finally, in Other Businesses, to further expand the global reach of our IPs, we will continue to develop our Character sub-segment through merchandise and in-game collaborations.

Also, in eSports, we will once again hold Capcom Cup 13 and Street Fighter League: World Championship 2026 at Ryogoku Kokugikan Arena, while also planning the release of a live-action *Street Fighter* movie in October this year.

Through these initiatives, we will further promote our Single Content Multiple Usage strategy.

We plan for net sales of ¥7.6 billion, and operating profit of ¥3.5 billion.

This concludes my part of the presentation.

[Part 2] 1. Capcom Group Management Philosophy and Vision

I'm Haruhiro Tsujimoto, President of Capcom.

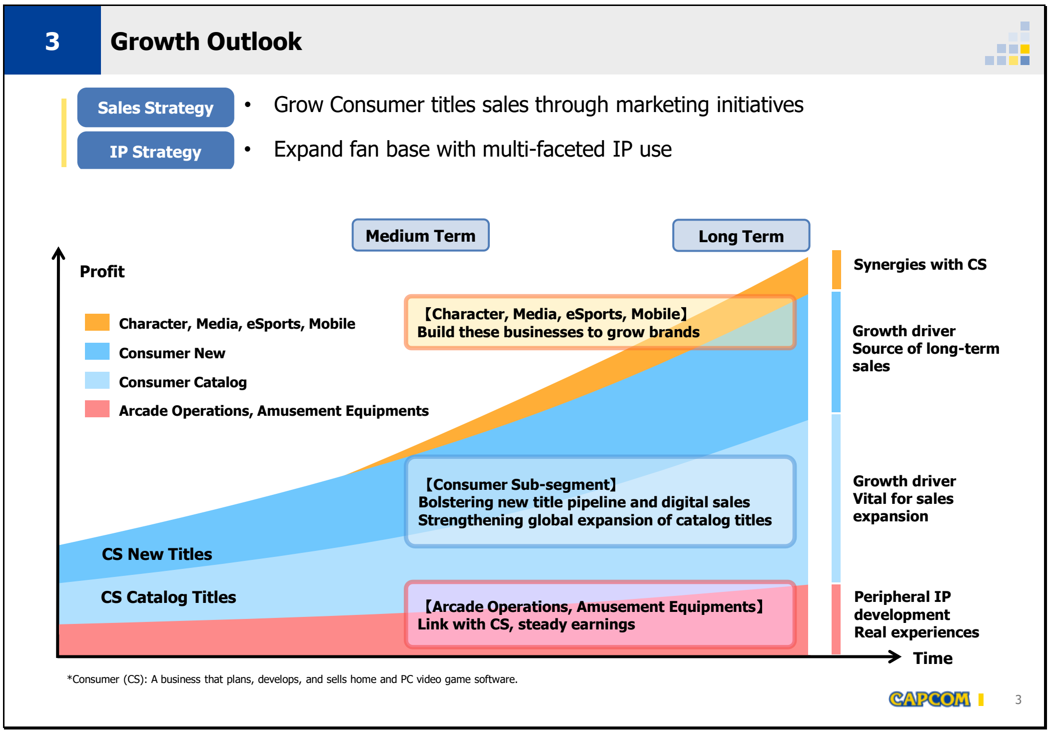
First, under our management philosophy of being "a creator of entertainment culture that aims to develop software content that excites and stimulates the senses",
we aim to realize our vision of becoming "a company that captivates people around the world with our best-in-class immersive content."

[Part 2] 2. Group Management Goals

Based on this philosophy and vision, we have set "10% operating profit growth every fiscal year" as our medium-term management goal.

We have achieved 10% or better growth for 11 consecutive fiscal years and will continue targeting it going forward.

[Part 2] 3. Growth Outlook

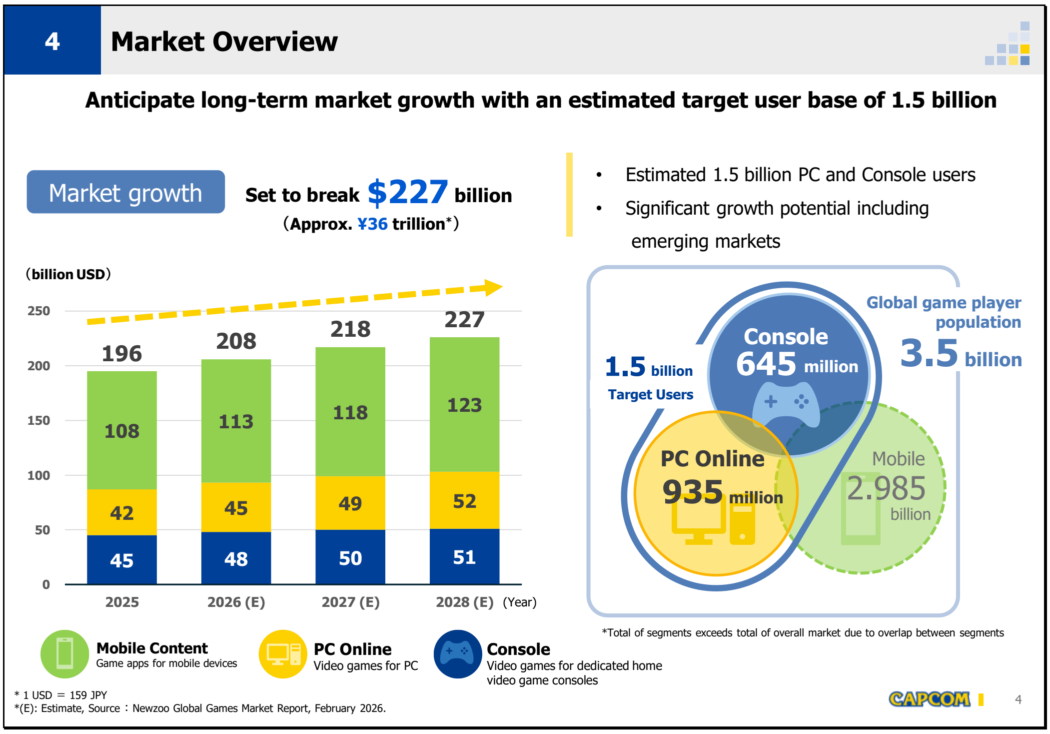


This is an image of our profit growth toward achieving this target.

Our growth is driven by two key pillars: sales strategy and IP strategy.

At the core is the Consumer business, shown in blue, which is linked with growth in other areas through IP expansion, as we work to expand earnings for the entire group.

[Part 2] 4. Market Overview

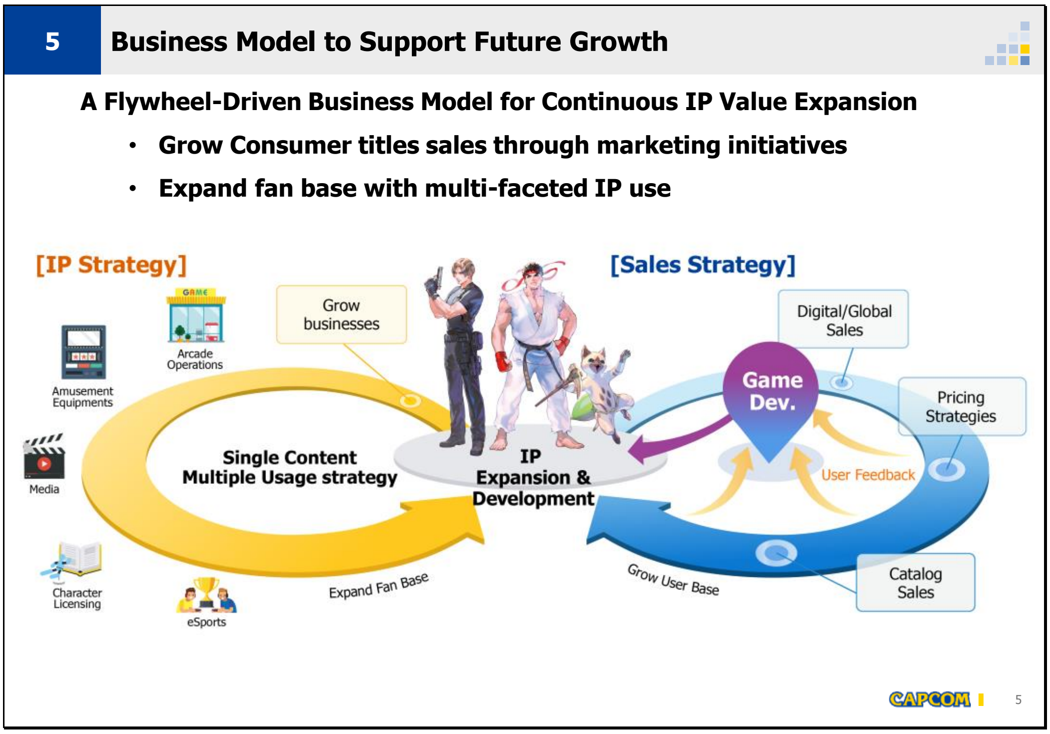


Here is the outlook for the game market of our Consumer business.

The market is expected to continue growing long term, and is projected to reach 227 billion dollars, or approximately 36 trillion yen, by 2028.

Our primary PC and console game users are estimated at around 1.5 billion people and even considering our unit sales of approximately 59 million units in the previous fiscal year we believe there is still significant room to grow more.

[Part 2] 5. Business Model to Support Future Growth



Based on this market, I will now explain the business model that will support our future growth.

We operate a flywheel-driven business model in which we expand IP value starting from game development and connect those results to further growth in sales.

On the sales strategy side, shown on the right, we steadily develop high-quality games and expand global sales via digital distribution.

By leveraging sales data, we carry out strategic pricing and marketing, increase catalog sales and expand our user base.

Further, with our Single Content Multiple Usage strategy on the left, we increase IP awareness and expand our global fan base.

Feedback from users is reflected in future game development, enabling sustainable expansion of both sales and IP value.

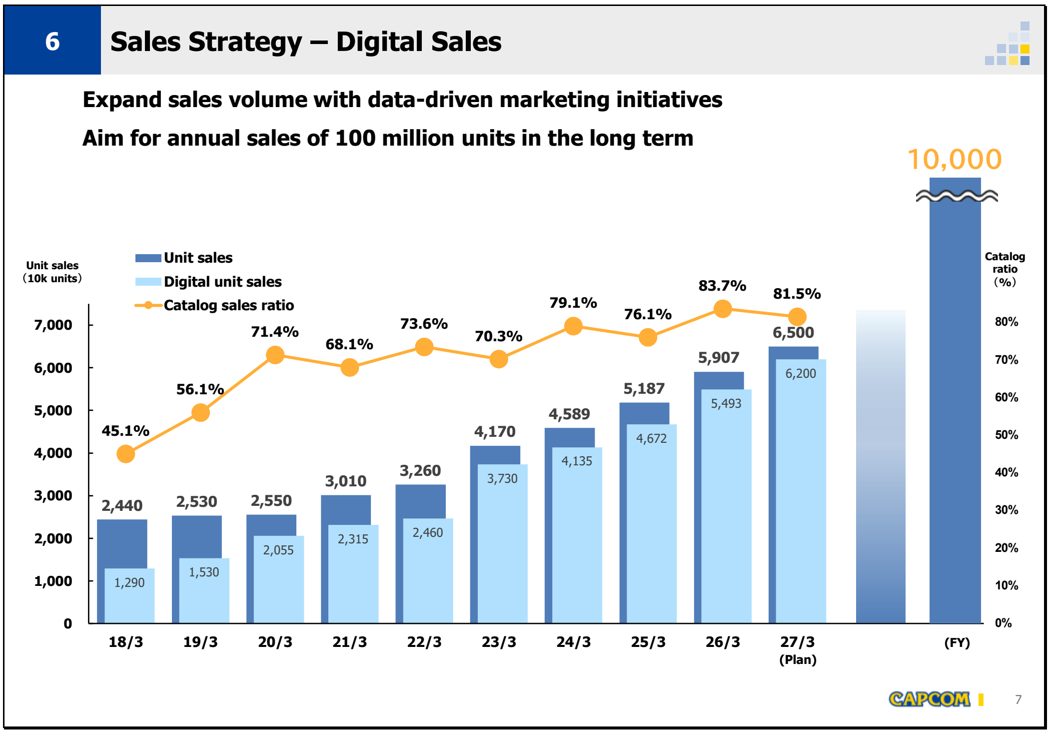
[Part 2] 6. Sales Strategy – Series Development of Leading Brands

The foundation of this cycle is growing our major IP franchises.

The *Resident Evil* series surpassed 200 million units in cumulative sales in the fiscal year ended March 2026.

We will also continue to expand other IP with new titles, remakes, and releases on new platforms, aiming to increase awareness.

[Part 2] 6. Sales Strategy – Digital Sales



Digital sales are the core of our growth and earnings stability, and long term we are aiming for 100 million units in annual sales.

Using our sales data, we will continue strategic pricing and promotions for each title.

Currently, catalog titles account for about 80% of total unit sales and since most of these have been fully amortized, they generate high margins.

This is a key strength enabling stable growth, even in a volatile industry.

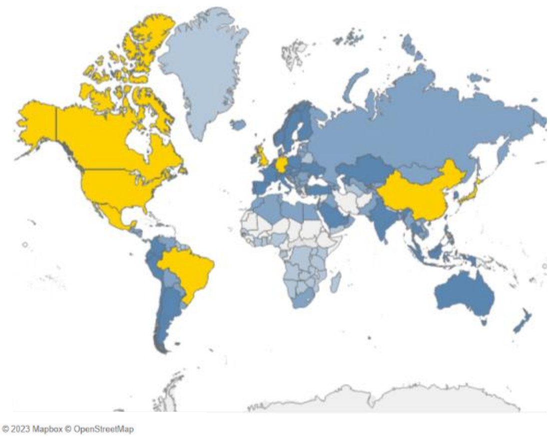
[Part 2] 6. Sales Strategy – Global Sales Expansion (1)

6 Sales Strategy – Global Sales Expansion (1)

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
	1,000,000 +	5	**8**
	100,000 +	19	**36**
	1,000 +	68	**72**
	100 +	48	**49**
	Under 100	79	**79**
	Total	**219**	**244**

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This map shows the countries and regions where sales are expanding.

We are currently selling into 244 countries and regions and we will further enhance our regional data analysis capabilities and expand sales in markets with high growth potential.

[Part 2] 6. Sales Strategy – Global Sales Expansion (2)

6 Sales Strategy – Global Sales Expansion (2)

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

Area Unit Sales

(10 thousand units)

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

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By area, developed markets have the largest share of sales, however, Asia, Latin America, and the Middle East are showing high growth.

We will focus on ongoing sales growth in these areas with economic growth potential.

[Part 2] 7. IP Strategy – Enhance Awareness via Multiple Usage Strategy

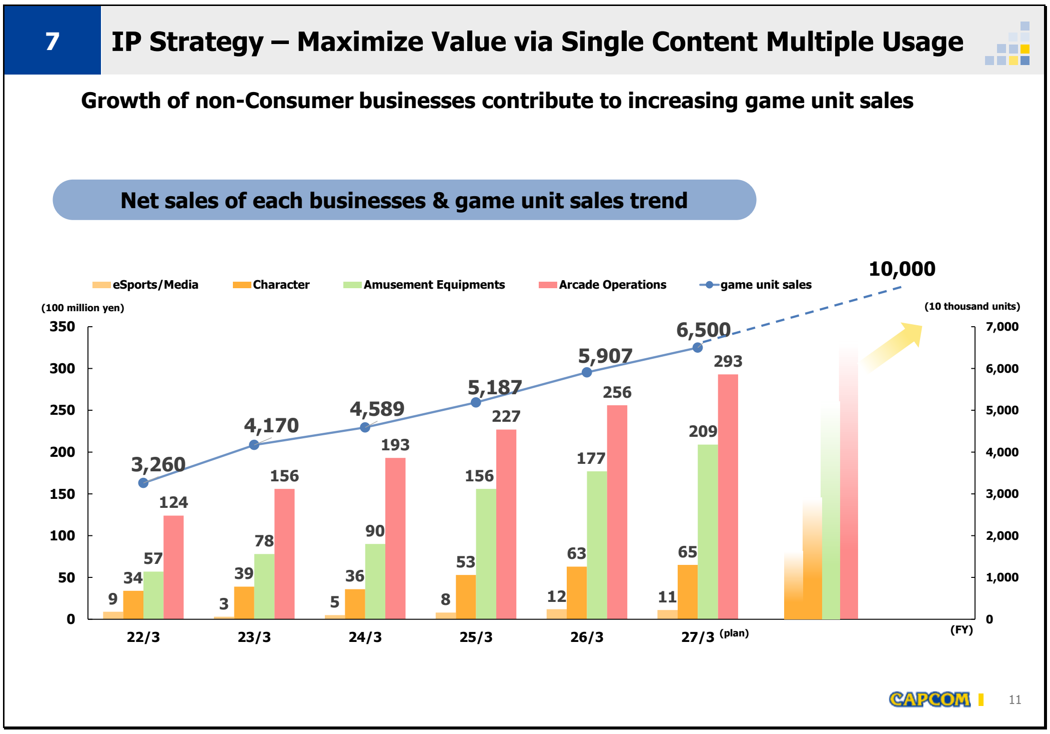
Under our IP strategy, we use each IP across multiple businesses to increase their overall value.

Video content in particular is highly effective as it can directly convey the world of the game.

For the fiscal year ending March 2027, Season 2 of the animated *Devil May Cry* series began streaming exclusively on Netflix, and we are planning to release a live-action film based on the *Street Fighter* series in October.

These activities will further strengthen our media expansion while we work to acquire new fans.

[Part 2] 7. IP Strategy – Maximize Value via Single Content Multiple Usage



This graph shows how expanding our non-Consumer businesses is linked to game sales growth.

[Part 2] 8. Sales & IP Strategy – Long-Term Sales of High-Quality Titles

8 Sales & IP Strategy – Long-Term Sales of High-Quality Titles

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.

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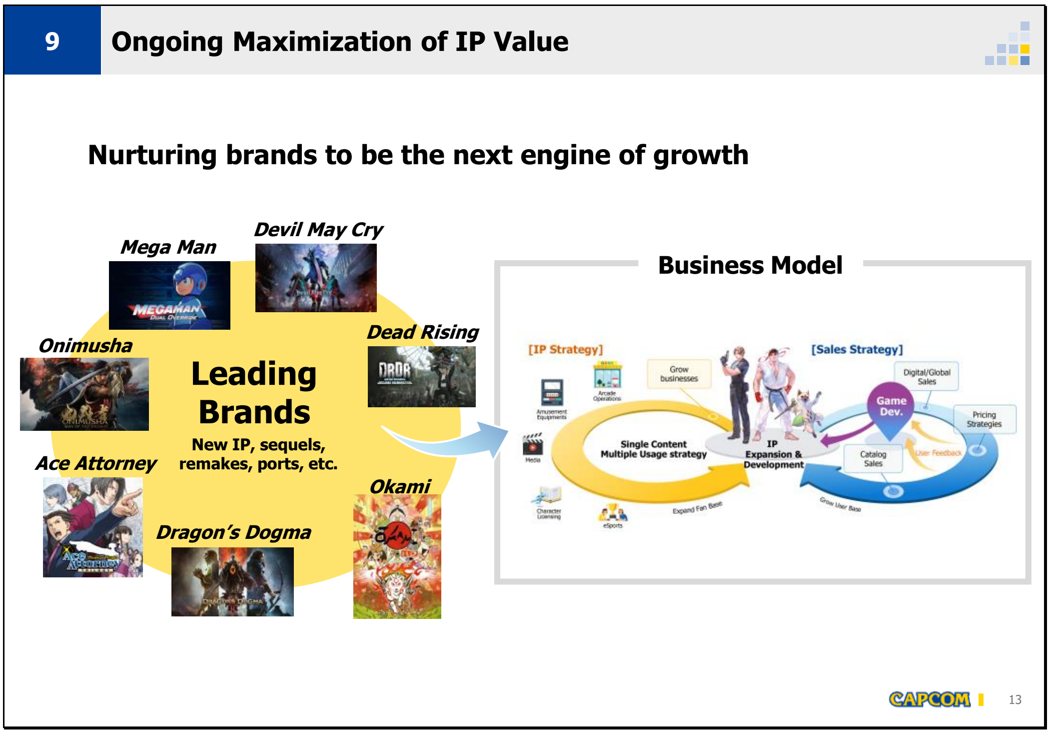
This shows how the flywheel of our sales and IP strategies has enabled long-term sales.

For example, *Resident Evil 7*, released in the fiscal year ended March 2017, sold 2.6 million units even in its 10th year, supported by promotions linked to the release of the latest title in the series.

Also, by leveraging video content, sales of *Devil May Cry 5* hit 2.7 million units even in its 8th year, and by promoting esports *Street Fighter 6* hit 2 million units in its 3rd year.

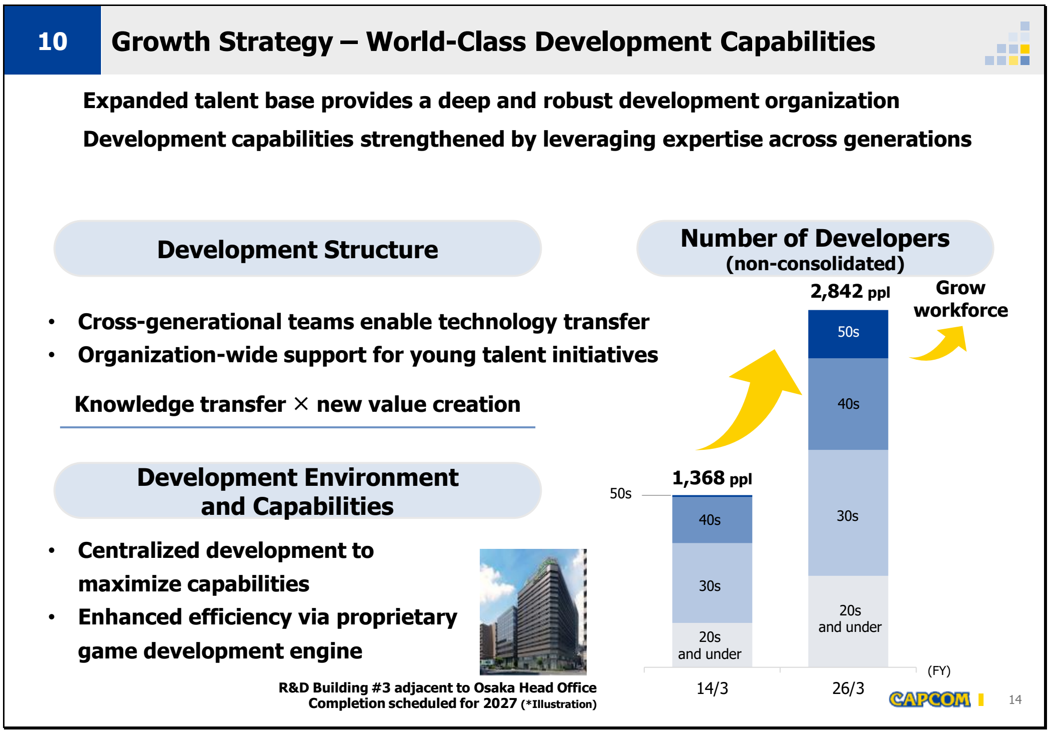
We will continue to drive long-term sales with this growth cycle.

[Part 2] 9. Ongoing Maximization of IP Value



Going forward, in addition to our three flagship IP,
we will also place other leading brands on this growth cycle to further expand sales.

[Part 2] 10. Growth Strategy – World-Class Development Capabilities



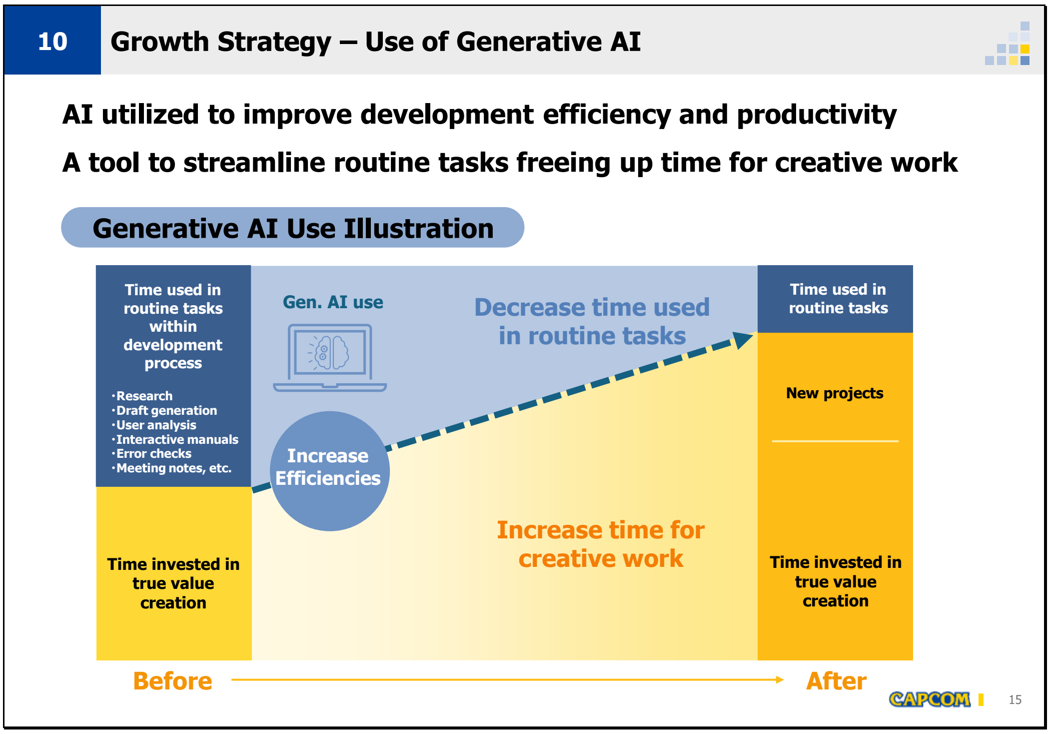
Supporting this flywheel-driven business model is our core strength—game development capabilities.

Since the fiscal year ended March 2014, when we shifted to in-house development, we have hired over 100 new graduates each year and have built a system in which experienced employees support younger talent.

For example, *PRAGMATA*, released last month to strong acclaim, was developed by a team led by younger employees with support from veteran staff.

In addition to strengthening our development structure, we are also investing in our development environment, including the construction of the Capcom R&D Building No. 3, to accommodate workforce expansion.

[Part 2] 10. Growth Strategy – Use of Generative AI



Improving efficiency and productivity in development is also essential.

We are actively utilizing generative AI for routine tasks within the development process to achieve this.

By doing so, we aim to create an environment in which creators can focus more on creative work that generates value.

[Part 2] 11. Human Resources Strategy – Investment in Sustainable Growth

11 Human Resources Strategy – Investment in Sustainable Growth

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

(*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%	**15.7%**
Gender wage gap (*1)	85.4%	83.8%	82.8%	**81.3%**
Paternity leave utilization rate (*2)	45.5%	66.7%	79.7%	**79.7%**
Ratio of foreign employees	6.7%	6.8%	7.4%	**7.9%**

(*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
Work engagement (proactiveness/positive feelings for job) (deviation value)	54.1	54.7	54.8
･I bring ingenuity to my work	88.3%	89.3%	89.6%
Employee engagement (attachement to my company, etc.) (deviation value)	52.1	53.1	52.8
･I feel an attachement/familiarness 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

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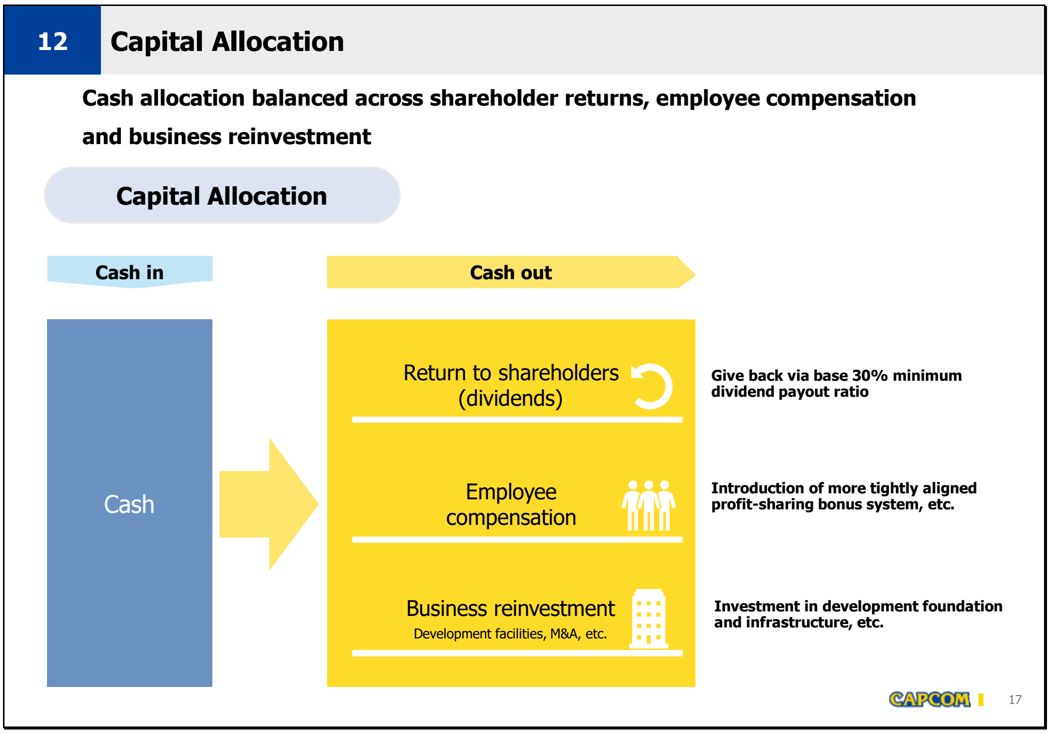
To execute our growth strategy, investment in human capital is a key management priority.

As part of strengthening recruitment, we revised our compensation system.
Now, our average employee age is 38, with average annual salaly over 10 million yen.

We also aim to create a workplace where employees can perform to their fullest with peace of mind, and look to achieve a male childcare leave usage rate of 85% or more and a gender wage-gap ratio of 88% or more by the fiscal year ending March 2029.

[Part 2] 12. Capital Allocation



Lastly, I will explain our capital allocation policy.

Our basic policy is to allocate cash generated from operations in a balanced manner between shareholder returns, employee compensation, and reinvestment in the business.

With regard to shareholder returns, we will continue to provide stable and continuous returns with a target dividend payout ratio of at least 30%.

This concludes my presentation.

Under our growth strategy, with global, digital sales in the Consumer business as the core, we aim to achieve record-high profits.

Together with our employees, their families, and all stakeholders,
we will continue to work as one to enhance corporate value.

We appreciate your continued support.