

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

FY25/3 Earnings Summary
FY26/3 Overview of Strategies and Plans



Part 1: FY25/3 Financial Summary and FY26/3 Plan

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Supplement

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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.



Part 1: FY25/3 Financial Summary and FY26/3 Plan





FY25/3 Earnings Results

- Achieved 12 consecutive years of OP growth, 10 consecutive years of over 10% OP growth
- Highest consolidated sales and operating income in Capcom history
- Revenue and profit up across all business segments
- Increased year-end dividend to ¥22, full-year dividend totals ¥40, dividend payout ratio 34.5 %

FY26/3 Full-year Plan

- Continue to target over 10% OP growth
- Aim for increased revenue and profit in all business segments
- Dividend forecast: interim ¥20, year-end ¥20, full-year total ¥40

(100 million yen)

	Results						Plan	
	23/3	YoY	24/3	YoY	25/3	YoY	26/3	YoY
Net sales	1,259	14%	1,524	21%	1,696	11%	1,900	12%
Operating income	508	18%	570	12%	657	15%	730	11%
Operating margin	40.3%	-	37.5%	-	38.8%	-	38.4%	-
Ordinary income	513	16%	594	16%	656	11%	700	7%
Net income attributable to owners of the parent	367	13%	433	18%	484	12%	510	5%

*YoY indicates percent change from the previous year.



FY25/3 Results / FY26/3 Plan

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY	Difference
Net sales	953	17%	1,100	16%	1,259	14%	1,524	21%	1,696	11%	1,900	12%	203
■ Digital Contents	753	26%	875	16%	981	12%	1,198	22%	1,251	4%	1,395	12%	143
■ Arcade Operations	98	-18%	124	26%	156	26%	193	24%	227	18%	254	12%	26
■ Amusement Equipments	70	9%	57	-19%	78	36%	90	16%	156	73%	184	18%	27
■ Other Businesses	30	1%	43	43%	43	0%	42	-4%	61	45%	67	10%	5
Operating income	345	52%	429	24%	508	18%	570	12%	657	15%	730	11%	72
■ Digital Contents	370	53%	453	23%	535	18%	598	12%	651	9%	727	12%	75
■ Arcade Operations	1	-88%	6	338%	12	88%	18	52%	24	30%	27	11%	2
■ Amusement Equipments	24	15%	23	-3%	34	46%	41	20%	67	63%	74	10%	6
■ Other Businesses	9	81%	15	54%	14	-6%	8	-38%	24	181%	28	13%	3
Adjustments*	-59	-	-69	-	-87	-	-96	-	-110	-	-126	-	-15
Operating margin	36.3%	-	39.0%	-	40.3%	-	37.5%	-	38.8%	-	38.4%	-	-
Ordinary income	348	52%	443	27%	513	16%	594	16%	656	11%	700	7%	43
Net income attributable to owners of the parent	249	56%	325	31%	367	13%	433	18%	484	12%	510	5%	25

*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 / Plan

FY25/3 Results

- Sales and profits up due to contributions from major new title *Monster Hunter Wilds*
- Strong catalog sales supported full-year earnings ("Catalog" indicates titles that were released in the previous fiscal year or earlier)

FY26/3 Plan

- Maximize global earnings by continuing to release new titles and expand catalog sales growth

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY	Difference
Net Sales	753	26%	875	16%	981	12%	1,198	22%	1,251	4%	1,395	12%	143
■ Consumer breakdown													
Package sales	208	61%	300	44%	180	-40%	193	7%	180	-7%	177	-2%	-3
Digital sales (incl. digital license)	480	13%	533	11%	773	45%	969	25%	1,036	7%	1,191	15%	155
Digital license portion	30	15%	9	-70%	70	678%	73	4%	34	-53%	29	-15%	-5
Consumer total	688	24%	833	21%	953	14%	1,162	22%	1,216	5%	1,368	13%	152
Deferred revenue portion	-22	-	-19	-	38	-	47	-	-198	-			
■ Mobile Contents													
	65	48%	42	-35%	28	-33%	35	25%	34	-3%	27	-21%	-7
Operating income	370	53%	453	23%	535	18%	598	12%	651	9%	727	12%	75
Operating margin	49.1%	-	51.8%	-	54.5%	-	49.9%	-	52.1%	-	52.1%	-	-

*Digital license indicates income from providing content etc. to online platforms. *Deferred revenue indicates the variance between deferred revenue and reversed revenue stemming primarily from the release of free downloadable content that typically follows the release of a full game. *YoY indicates percent change from the previous year.



Unit sales

FY25/3 Results

- Growth in both new and catalog unit sales
- Unit sales growth across all regions

FY26/3 Plan

- Plan total unit sales growth by releasing new titles and expanding catalog sales

(thousand units)																			
	21/3			22/3			23/3			24/3			25/3			26/3 Plan			Difference
Titles sold / sales regions	301 / 216			304 / 219			307 / 230			292 / 235			248 / 227						
Total unit sales	30,100 YoY 18.0%			32,600 YoY 8.3%			41,700 YoY 27.9%			45,893 YoY 10.1%			51,876 YoY 13.0%			54,000 YoY 4.1%			2,124
	Share		YoY	Share		YoY	Share		YoY	Share		YoY	Share		YoY	Share		YoY	
New units	9,600	31.9%	31.5%	8,600	26.4%	-10.4%	12,400	29.7%	44.2%	9,596	20.9%	-22.6%	12,381	23.9%	29.0%	8,000	14.8%	-35.4%	-4,381
Catalog units	20,500	68.1%	12.6%	24,000	73.6%	17.1%	29,300	70.3%	22.1%	36,297	79.1%	23.9%	39,494	76.1%	8.8%	46,000	85.2%	16.5%	6,506
Digital Units	23,150	76.9%	12.7%	24,600	75.5%	6.3%	37,300	89.4%	51.6%	41,352	90.1%	10.9%	46,729	90.1%	13.0%	50,700	93.9%	8.5%	3,971
PC Units (digital)	8,000	26.6%	-7.5%	10,900	33.4%	36.3%	17,750	42.6%	62.8%	21,604	47.1%	21.7%	28,211	54.4%	30.6%				
Console units (digital)	15,150	50.3%	27.3%	13,700	42.0%	-9.6%	19,550	46.9%	42.7%	19,748	43.0%	1.0%	18,517	35.7%	-6.2%				
Physical units	6,950	23.1%	40.4%	8,000	24.5%	15.1%	4,400	10.6%	-45.0%	4,541	9.9%	3.2%	5,146	9.9%	13.3%	3,300	6.1%	-35.9%	-1,846
Overseas units	24,350	80.9%	13.5%	27,100	83.1%	11.3%	33,500	80.3%	23.6%	38,103	83.0%	13.7%	43,487	83.8%	14.1%	45,500	84.3%	4.6%	2,013
Japan units	5,750	19.1%	42.0%	5,500	16.9%	-4.3%	8,200	19.7%	49.1%	7,790	17.0%	-5.0%	8,389	16.2%	7.7%	8,500	15.7%	1.3%	111
	21/3			22/3			23/3			24/3			25/3						
Unit sales by region	Share		YoY	Share		YoY	Share		YoY	Share		YoY	Share		YoY				
N. America	10,700	35.5%	18.5%	11,700	35.9%	9.3%	12,600	30.2%	7.7%	13,900	30.3%	10.8%	15,450	29.8%	10.6%				
Asia	3,550	11.8%	-18.1%	3,890	11.9%	9.0%	7,700	18.5%	98.8%	9,100	19.8%	17.8%	11,200	21.6%	23.0%				
Europe	7,050	23.4%	13.5%	7,800	23.9%	10.9%	8,000	19.2%	2.6%	9,500	20.7%	18.2%	9,640	18.6%	1.4%				
Japan	5,750	19.1%	42.0%	5,500	16.9%	-4.3%	8,200	19.7%	49.1%	7,790	17.0%	-5.0%	8,389	16.2%	7.7%				
Cen./S. America	2,300	7.6%	39.4%	2,800	8.6%	21.9%	4,200	10.1%	50.0%	4,450	9.7%	4.5%	5,030	9.7%	13.1%				
M. East	180	0.6%	23.6%	250	0.8%	36.8%	340	0.8%	33.0%	400	0.9%	20.1%	1,410	2.7%	241.9%				
Oceania	350	1.2%	-4.8%	480	1.5%	37.3%	600	1.4%	29.9%	650	1.4%	9.0%	760	1.5%	9.9%				
Africa	40	0.1%	5.9%	50	0.2%	9.2%	60	0.1%	22.3%	80	0.2%	33.9%	80	0.2%	-1.2%				

*Figures for "Unit sales by region" are approximate and have been rounded. As such, percentage growth versus previous years may not match the displayed figures, and totals for regions may not match annual totals.

*YoY indicates percent change from the previous year.

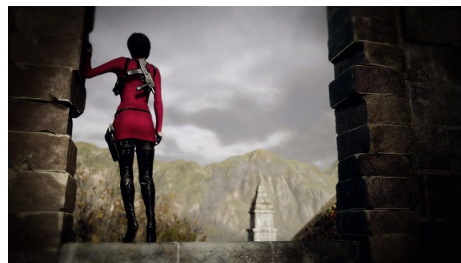


Title overview

FY25/3 Results



New title *Monster Hunter Wilds*



Catalog title *Resident Evil 4*

- Major new title *Monster Hunter Wilds* surpassed 10 million units
- Growth in *Monster Hunter* / *Resident Evil* series unit sales

FY26/3 Plan



Street Fighter 6 for
Nintendo Switch™ 2

- Plan to grow catalog unit sales of major IPs
- *Capcom Fighting Collection 2* to release on May 16
- *Onimusha 2* remaster to release on May 23
- *Street Fighter 6* and *Kunitsu-Gami: Path of the Goddess* for Nintendo Switch™ 2 to release on June 5
- Other titles for FY26/3 currently in development

FY25/3 Unit Sales ranking

(thousand units)

Title	25/3	Lifetime
Monster Hunter Wilds	10,108	10,108
Monster Hunter: World ^{*1}	3,186	28,510
Resident Evil 4	2,734	9,915
Monster Hunter World: Iceborne	2,608	15,209
Monster Hunter Rise	2,440	17,175
Monster Hunter Rise: Sunbreak	2,129	9,876
Resident Evil Village	1,502	11,305
Resident Evil 2	1,436	15,409
Resident Evil 7 biohazard	1,394	14,789
Street Fighter 6	1,368	4,674
Devil May Cry 5 ^{*2}	1,231	9,133
Resident Evil 3	1,133	9,905
Dragon's Dogma 2	1,078	3,701

*Figures in the above list reflect totals that include ports to additional platforms following initial title release.

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

*2 FY25/3 units include *Devil May Cry 5 Special Edition*



Capsule Lab Kobe Nankin-machi

FY25/3 Results

- Opened total of 5 stores, including Capsule Lab Kobe Nankin-machi
- Same store sales (FY cumulative): 110%

FY26/3 Plan

- Plan to open 10 new stores, 63 stores FY total, due to diversification of store formats

Earnings Trend / Plan

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY	Difference
Net sales	98	-18%	124	26%	156	26%	193	24%	227	18%	254	12%	26
Operating income	1	-88%	6	338%	12	88%	18	52%	24	30%	27	11%	2
Operating margin	1.5%	-	5.3%	-	7.9%	-	9.7%	-	10.7%	-	10.6%	-	-
Same store sales	78%	-	119%	-	120%	-	114%	-	110%	-	105%	-	-

*YoY indicates percent change from the previous year.

Number of Stores

(stores)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY	Difference
New stores	1	-	2	-	5	-	4	-	5	-	10	-	5
Closed stores	0	-	1	-	2	-	0	-	1	-	0	-	-1
Total	41	3%	42	2%	45	7%	49	9%	53	8%	63	19%	10

*YoY indicates percent change from the previous year.



Smart Slot
Resident Evil 5

FY25/3 Results

- 50,000 total units sold by releasing 4 new machines including *Monster Hunter Rise* and *Resident Evil 5*

Monster Hunter Rise 21,000 units; *Resident Evil 5* 12,000 units;

Onimusha 3 11,000 Units; *Street Fighter V* 5,500 units

FY26/3 Plan

- Plan 43,000 unit sales via release of 3 new machines and catalog sales
- Devil May Cry 5 Stylish Tribe* to launch in June

Earnings Trend / Plan

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY	Difference
Net sales	70	9%	57	-19%	78	36%	90	16%	156	73%	184	18%	27
Operating income	24	15%	23	-3%	34	46%	41	20%	67	63%	74	10%	6
Operating margin	33.9%	-	40.8%	-	44.0%	-	45.6%	-	42.9%	-	40.2%	-	-

*YoY indicates percent change from the previous year.

Pachislo Sales volume

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY	Difference
New titles	3	-	3	-	4	-	3	-	4	-	3	-	-1
Sales (thousand units)	27.0	35%	26.0	-4%	44.0	69%	31.3	-29%	50.0	60%	43.0	-14%	-7.0

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



The upcoming season's
Capcom Cup 12 will again be held
at Ryogoku Kokugikan Arena



Original Anime Series
Devil May Cry

Earnings Trend/Plan

- Continue creating merchandise and carrying out in-game collaborations with peers
- 14,000 attendees and over 10 million online views during Capcom Cup 11/Street Fighter League: World Championship 2024 held in March 2024
- Original Anime series *Devil May Cry* began streaming exclusively on Netflix from April 3

Earnings Trend / Plan

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY	Difference
Net sales	30	1%	43	43%	43	0%	42	-4%	61	45%	67	10%	5
Character	26	0%	34	31%	39	15%	36	-8%	53	47%	58	9%	5
eSports/Media	3	-25%	9	200%	3	-67%	5	67%	8	60%	9	13%	1
Operating income	9	81%	15	54%	14	-6%	8	-38%	24	181%	28	13%	3
Character	17	-6%	22	29%	28	27%	24	-14%	37	54%	39	5%	2
eSports/Media	-7	-	-7	-	-13	-	-15	-	-12	-	-11	-	1
Operating margin	32.4%	-	34.7%	-	32.9%	-	21.0%	-	40.6%	-	41.8%	-	-

*Beginning FY24/3 1st quarter, business results for Media have been incorporated into eSports/Media. This change has been reflected in the business results for previous years.

*YoY indicates percent change from the previous year.



Part 2: Mid-to-Long Term Growth Strategies

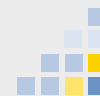




Philosophy **Creator of entertainment culture through development of highly creative software contents that excite people, stimulate their senses, and bring smiles to their faces**

Vision **Captivating people around the world with our best-in-class content**

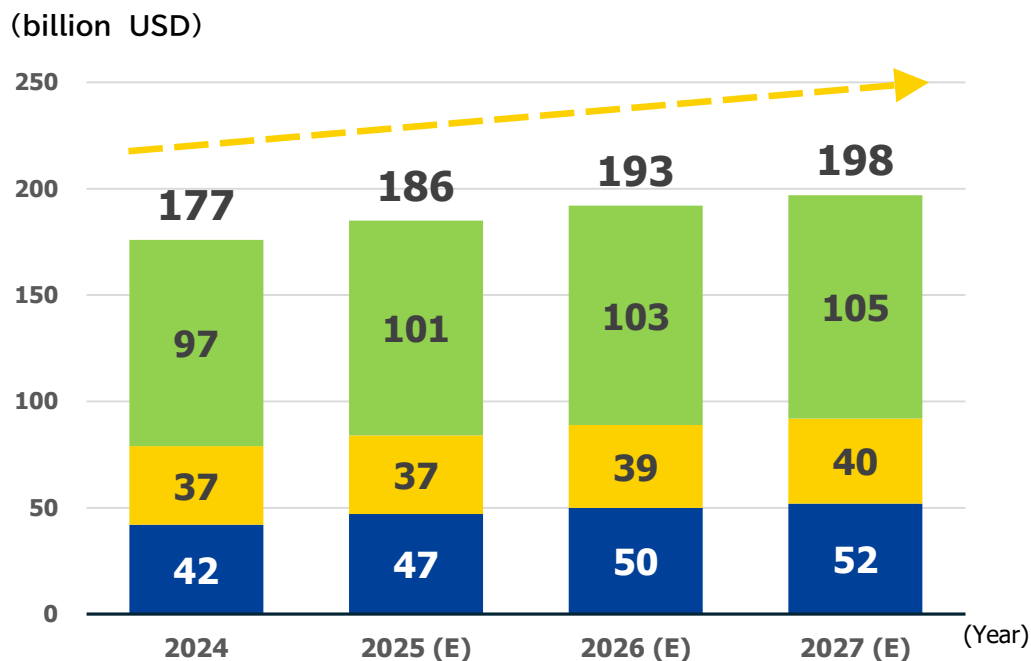




Anticipated long-term market growth with an estimated target user base of 1.5 billion

Market growth

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



Mobile Content
Game apps for mobile devices

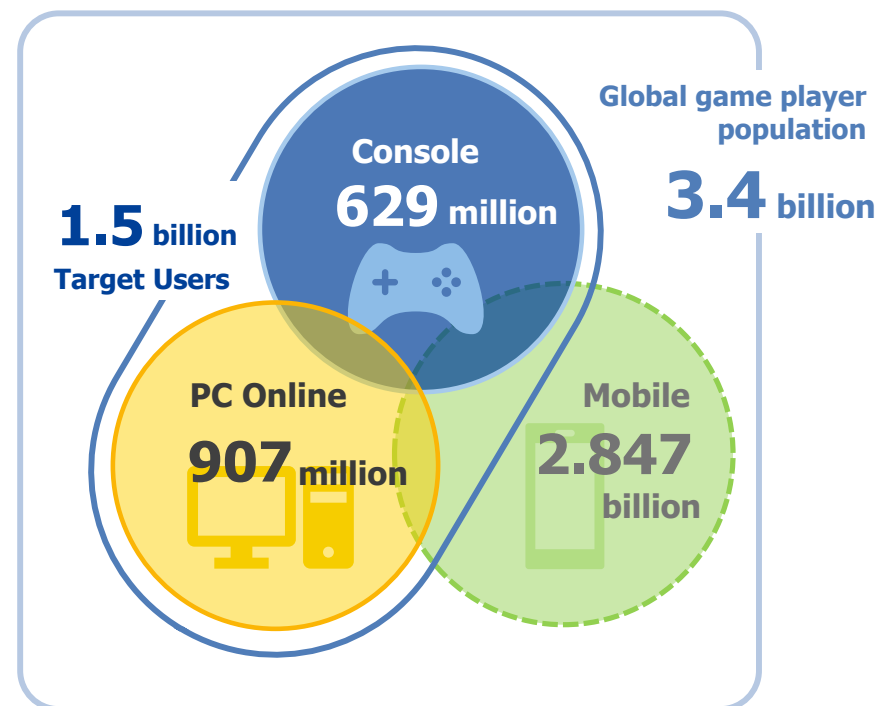


PC Online
Video games for PC



Console
Video games for dedicated home video game consoles

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



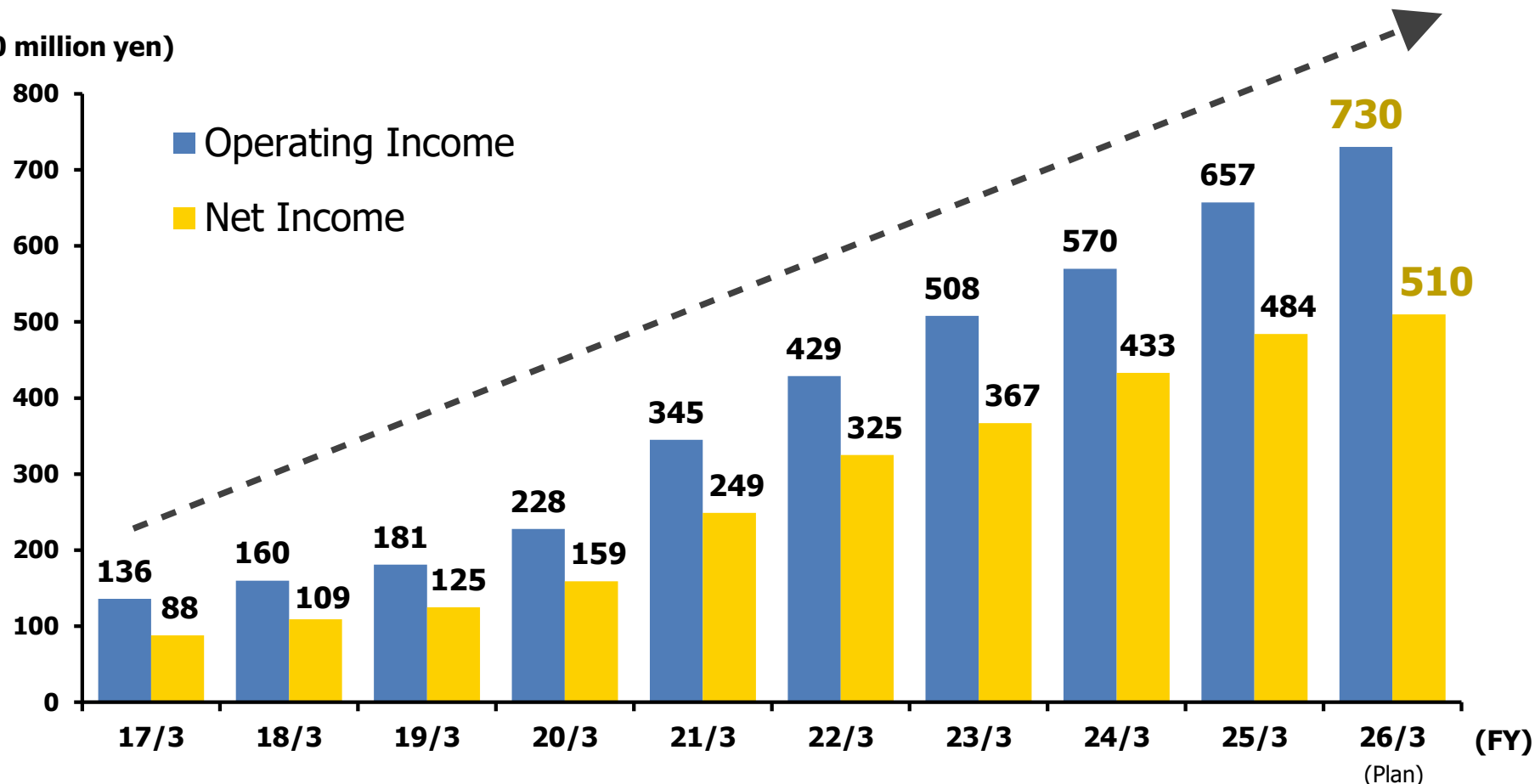
*Total of segments exceeds total of overall market due to overlap between segments



10% annual OP growth

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

(100 million yen)



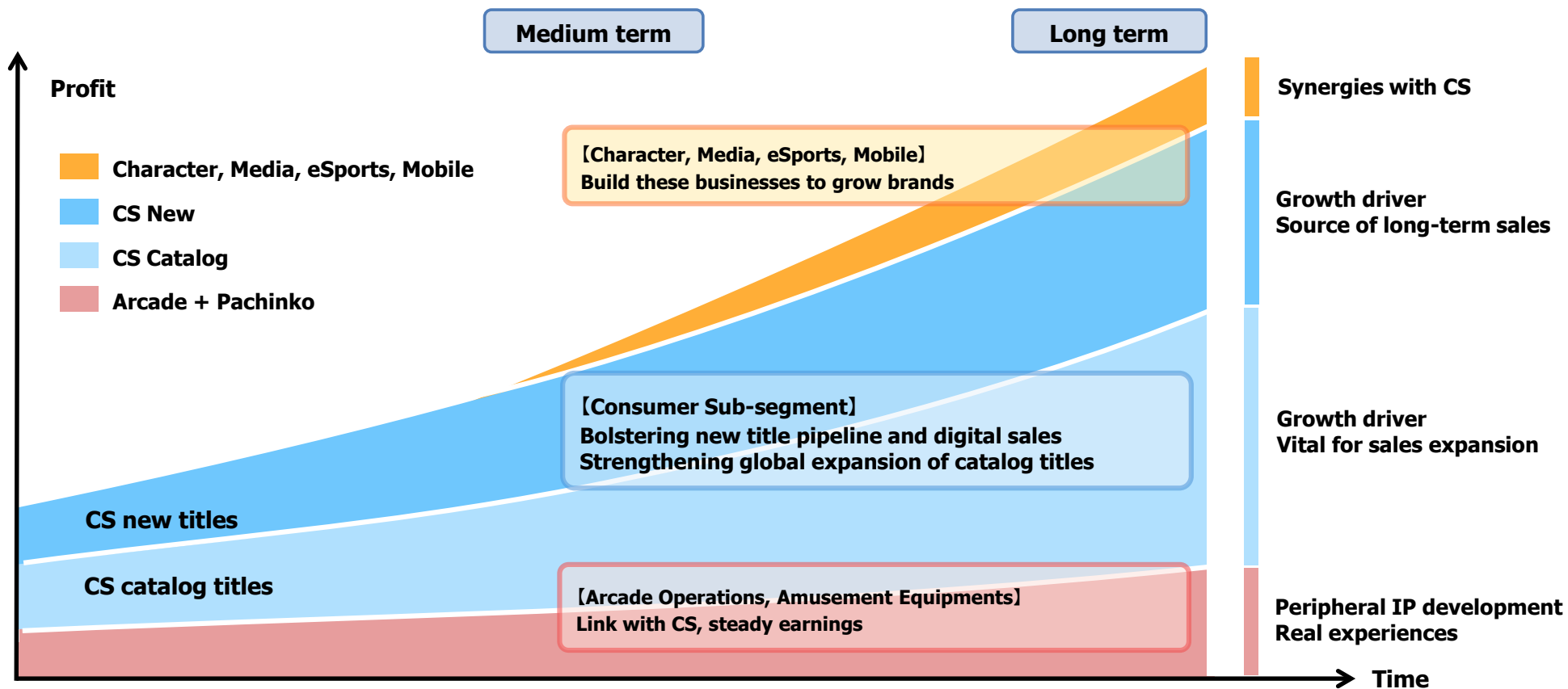


Mid-term

Grow global sales with focus on Consumer catalog title expansion

Long-term

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

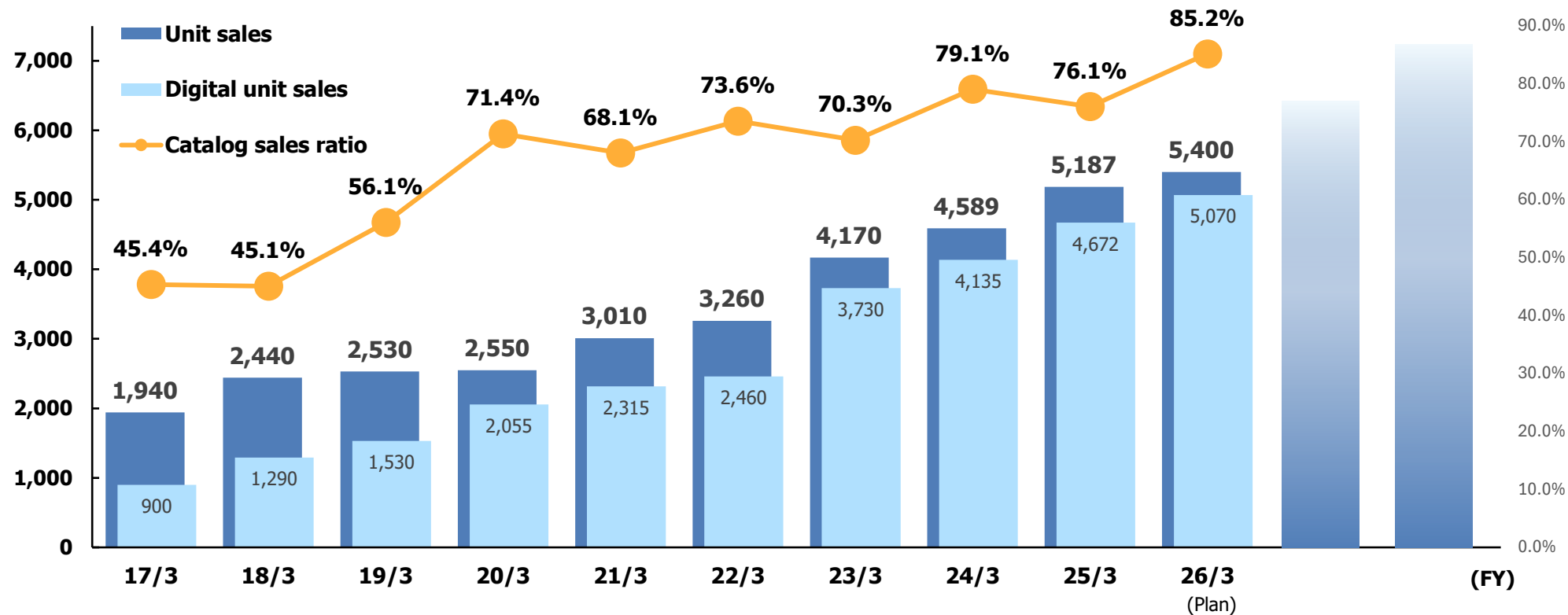




Expand sales volume by implementing pricing measures based on meticulous data analysis

Achieve annual sales of 100 million units in the long term

Total unit sales
(ten thousand units)



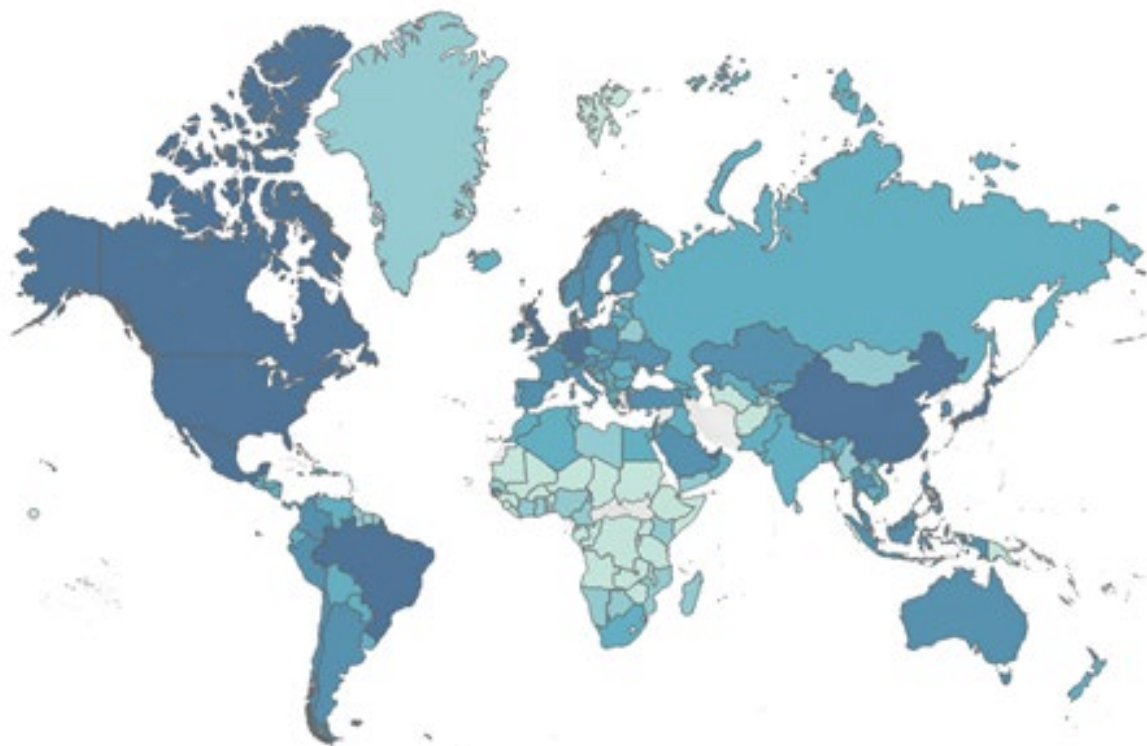


Global catalog title growth via PC platform support and stronger marketing

Sales Areas

227 Countries / Regions

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



Consumer Video Game

No. of Countries/region by Unit Sales volume

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



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

Promote measures to support long-term catalog sales

(ten thousand units)

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

Includes sales of Monster Hunter World: Iceborne Master Edition

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



Development Environment



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

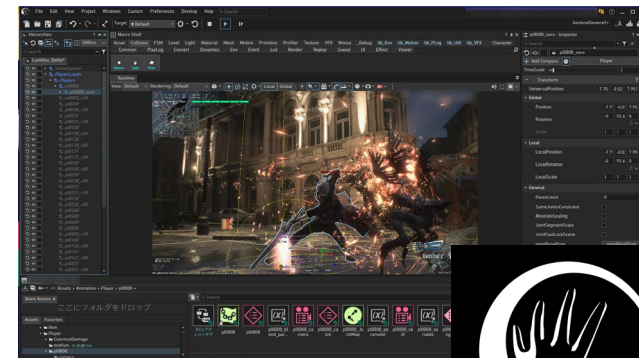
- Consolidated development in Japan; will further increase workspace
- Strengthening collaboration between development teams
- Relaying accumulated expertise and techniques to the next generation

Further evolving proprietary development engine
and laying foundation for talent development

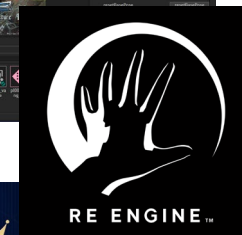
Efficient multi-platform expansion

Strengthen communication with users

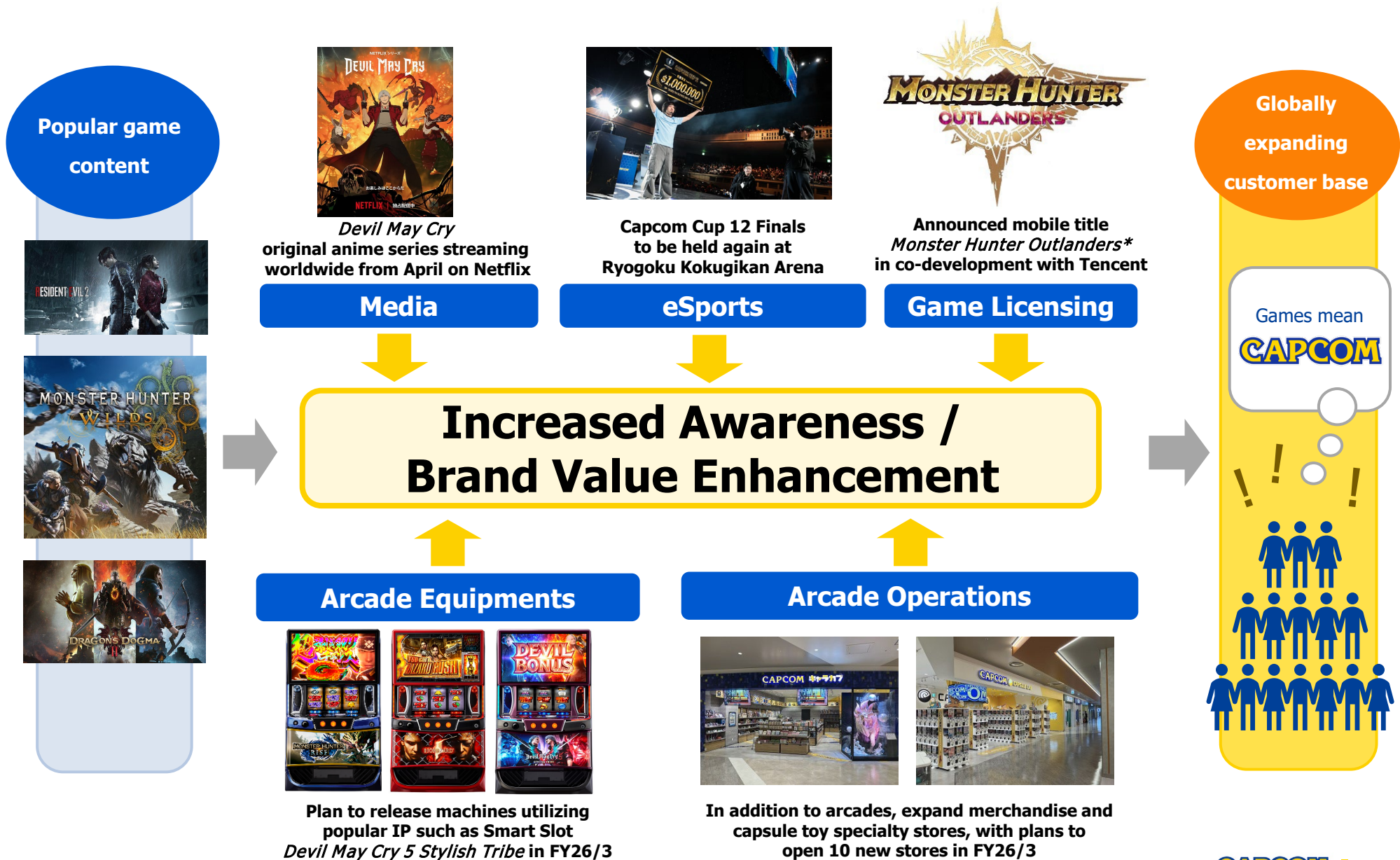
Development Capabilities








RE ENGINE



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





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

18 million units

• *Ace Attorney* series

13 million units

• *Dragon's Dogma* series

13 million units

• *Marvel vs. Capcom* series

12 million units

• *Onimusha* series

8.7 million units

• *Okami* series

4.6 million units

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



Investment in human capital to enhance sustainable growth

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

Overall compensation (non-consolidated, permanent employees)

(100 million yen, people, years)

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

*Consolidated

Average annual salary (non-consolidated, permanent employees)

(thousand yen)

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

Stock-based compensation is 1 point = 1 share.

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

YoY indicates percent change from the previous year.

*Consolidated

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



Promoting diversity and providing a comfortable working environment

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

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

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

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

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

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

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

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

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

CAPCOM



Supplement: Financial Position Summary, Major Financial Information Summary



Supplement: Financial Position Summary



Balance Sheet

(100 million yen)

Assets	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	Difference
Cash on hand and in banks	712	9%	1,072	51%	1,021	-5%	1,251	23%	1,667	33%	415
Notes & accounts receivable - trade	250	57%	-	-	-	-	-	-	-	-	-
Accounts receivable - trade	-	-	74	-	249	237%	253	2%	333	31%	79
Work in progress for game software	244	15%	311	28%	385	23%	390	1%	492	26%	101
Others	429	6%	409	-5%	516	26%	538	4%	636	18%	97
Total assets	1,637	14%	1,873	14%	2,173	16%	2,434	12%	3,129	29%	695
Liabilities											
Notes and accounts payable - trade & Electronically recorded monetary liabilities	37	-37%	36	-3%	55	54%	43	-22%	56	30%	12
Deferred income	66	-13%	89	34%	54	-39%	6	-87%	205	2915%	199
Others	325	8%	283	-13%	452	60%	433	-4%	604	39%	170
Total liabilities	429	-2%	408	-5%	562	38%	483	-14%	866	79%	382
Total net assets	1,207	21%	1,464	21%	1,611	10%	1,950	21%	2,263	16%	312
Total liabilities and net assets	1,637	14%	1,873	14%	2,173	16%	2,434	12%	3,129	29%	695

*YoY indicates percent change from the previous year.

Deferred income of approx. \ 20.5 billion consists primarily of revenue from *Monster Hunter Wilds* that was deferred until the release of DLC.

Statement of Cashflows

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	Difference
Cash flows from operating activities	146	-	469	-	217	-	369	-	676	-	306
Net income before income taxes	348	-	443	-	511	-	592	-	656	-	63
Decrease (increase) in notes and accounts receivable -trade	-90	-	172	-	-171	-	-0	-	-79	-	-79
Decrease (increase) in work in progress for game software	-32	-	-67	-	-73	-	-7	-	-101	-	-93
Increase (decrease) in deferred revenue	-10	-	20	-	-37	-	-48	-	199	-	248
Cash flows from investing activities	-42	-	-74	-	-76	-	-59	-	-72	-	-13
Cash flows from financing activities	-69	-	-99	-	-224	-	-159	-	-187	-	-27
Cash and cash equivalents at beginning of year	596	-	640	-	956	-	894	-	1,090	-	196
Cash and cash equivalents at end of year	640	-	956	-	894	-	1,090	-	1,504	-	413



Profit and Loss sheet

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
Net sales	953	16.8%	1,100	15.5%	1,259	14.4%	1,524	21.0%	1,696	11.3%	1,900	12.0%
Gross profit	527	28.8%	613	16.3%	738	20.4%	846	14.7%	987	16.7%		
Margin	55.3%	-	55.7%	-	58.6%	-	55.5%	-	58.2%	-		
Sales and G&A expenses	181	0.1%	184	1.4%	230	25.0%	275	19.8%	329	19.5%		
Operating income	345	51.6%	429	24.0%	508	18.4%	570	12.3%	657	15.2%	730	11.0%
Margin	36.3%	-	39.0%	-	40.3%	-	37.5%	-	38.8%	-	38.4%	-
Ordinary income	348	51.8%	443	27.2%	513	15.9%	594	15.7%	656	10.5%	700	6.6%
Margin	36.6%	-	40.3%	-	40.8%	-	39.0%	-	38.7%	-	36.8%	-
Net income attributable to owners of the parent	249	56.3%	325	30.6%	367	12.9%	433	18.1%	484	11.7%	510	5.3%
Margin	26.1%	-	29.6%	-	29.2%	-	28.5%	-	28.6%	-	26.8%	-

*YoY indicates percent change from the previous year.

Sales and Profit by Business Segments

(100 million yen)

		21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
Digital Contents	Net sales	753	25.6%	875	16.2%	981	12.1%	1,198	22.1%	1,251	4.4%	1,395	11.5%
	Operating income	370	53.1%	453	22.6%	535	18.0%	598	11.8%	651	8.9%	727	11.6%
	Margin	49.1%	-	51.8%	-	54.5%	-	49.9%	-	52.1%	-	52.1%	-
Arcade Operations	Net sales	98	-18.4%	124	25.7%	156	25.8%	193	23.9%	227	17.6%	254	11.6%
	Operating income	1	-87.7%	6	337.6%	12	88.2%	18	52.2%	24	30.2%	27	11.0%
	Margin	1.5%	-	5.3%	-	7.9%	-	9.7%	-	10.7%	-	10.6%	-
Amusement Equipments	Net sales	70	8.5%	57	-18.9%	78	35.7%	90	15.6%	156	73.1%	184	17.9%
	Operating income	24	15.4%	23	-2.5%	34	46.2%	41	19.9%	67	62.8%	74	10.4%
	Margin	33.9%	-	40.8%	-	44.0%	-	45.6%	-	42.9%	-	40.2%	-
Others	Net sales	30	0.9%	43	43.4%	43	-0.1%	42	-3.6%	61	45.4%	67	9.6%
	Operating income	9	81.4%	15	53.7%	14	-5.5%	8	-38.4%	24	181.2%	28	12.7%
	Margin	32.4%	-	34.7%	-	32.9%	-	21.0%	-	40.6%	-	41.8%	-

*YoY indicates percent change from the previous year.

**Promotional Expense**

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
Consolidated	31	-25.3%	35	11.4%	52	49.5%	73	39.7%	102	39.2%	107	4.0%

Number of Stores

(stores)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
Consolidated	41	2.5%	42	2.4%	45	7.1%	49	8.9%	53	8.2%	63	18.9%

Capital Expenditure

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
Consolidated	35	53.8%	37	5.3%	96	154.1%	66	-30.9%	83	24.9%	203	144.2%

Depreciation

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
Consolidated	27	-0.1%	33	21.3%	34	1.6%	42	22.8%	46	10.8%	58	24.1%

Number of Employees

(people)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
Consolidated	3,152	5.5%	3,206	1.7%	3,332	3.9%	3,531	6.0%	3,766	6.7%	4,001	6.2%
Consolidated developers	2,285	6.7%	2,369	3.7%	2,460	3.8%	2,675	8.7%	2,846	6.4%	3,014	5.9%

R&D Investment Cost

(100 million yen)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
Consolidated	253	-1.8%	298	17.7%	377	26.3%	430	14.1%	489	13.7%	583	19.2%

Foreign Exchange Rate (End of March)

	21/3	YoY	22/3	YoY	23/3	YoY	24/3	YoY	25/3	YoY	26/3 Plan	YoY
USD/JPY	110	1.9%	122	10.9%	133	9.0%	151	13.5%	149	-1.3%	140	-6.0%
Euro/JPY	129	8.4%	136	5.4%	145	6.6%	163	12.4%	162	-0.6%	150	-7.4%

*YoY indicates percent change from the previous year.



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