

Progress on and Outlook for the 4th Medium-Term Management Plan

In FY2025, the first year of the 4th Medium-Term Management Plan, we implemented a range of initiatives under the theme of “laying the foundation for further growth” as we prepare for a medium- to long-term leap forward. As a result, the Group achieved record highs in net sales, ordinary profit, and profit attributable to owners of parent in FY2025. Although we plan to release several new titles in FY2026, we are taking a conservative approach to development and selling expenses while we expand investment in human capital. For the year, we forecast net sales of 90 billion yen and operating profit of 32 billion yen. In FY2027, the final year of the plan, we aim to achieve operating profit of 40 billion yen.

4th Medium-Term Management Plan “Laying the foundation for further growth”

Qualitative goals

- ① Quantitative growth of the pipeline
- ② Qualitative growth of the pipeline
- ③ Growth in sales capability
- ④ Growth in cost efficiency

Quantitative goals

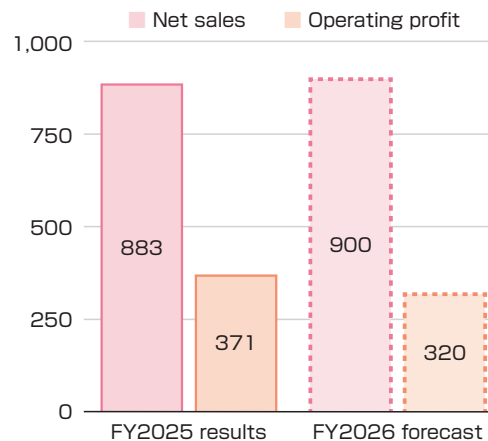
- Three-year cumulative operating profit: 100 billion yen or more
- Another attempt to achieve operating profit of 40 billion yen in a single fiscal year
- Operating profit ratio: 30% or higher

Three pillars

- ① Strengthening the management foundation
Enhance human capital and the governance structure
- ② Business strategies
Strengthen our capabilities to create, sell, utilize, and support IP, with the entertainment business serving as a growth driver
- ③ Cash allocation
Make growth investments centered on human capital and deliver shareholder returns

Results and Outlook

(Unit: 100 million yen)



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Key indicator	FY2025 results	FY2026 performance forecast	YoY change	% change
Net sales	883	900	16	1.8%
Operating profit	371	320	△51	-13.9%
Operating profit ratio	42.0%	35.6%	—	—
Ordinary profit	570	420	△150	-26.3%
Net profit	428	310	△118	-27.6%
Dividend per share (yen)	66	48	△18	-27.3%
Dividend payout ratio	50.1%	50.3%	+0.2pt	—

Development Pipeline Results (FY2025)

	Number of titles	Major titles released
Console/PC (major titles* ¹)	4	<i>Nioh 3</i> <i>NINJA GAIDEN 4</i> <i>Hyrule Warriors: Age of Imprisonment</i> * ² <i>Pokémon Pokopia</i>
Console/PC (mid-tier)	10	<i>Atelier Ryza Secret Trilogy Deluxe Pack</i> <i>FATAL FRAME II: Crimson Butterfly REMAKE</i> , etc.
Mobile	2 (Licensing-out: 5)	<i>Kingdom Hadou</i> <i>Haruka: Beyond the Stream of Time</i> <i>Ryugu no Miko</i>

*¹ Titles targeting sales of 1 million+ units *² The title is published overseas by Nintendo Co., Ltd.

	FY2025	YoY change (%)
Units sold	14.1 million units	84.8%
Cumulative mobile downloads	171.4 million downloads	3.4%