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NEXON Co., Ltd.

<https://www.nexon.co.jp/en/>

(Stock Code: 3659, TSE Prime Market)

Nexon Presents Transformation Plan at Its 2026 Capital Markets Briefing

*Redesigning Game Development, Cost Discipline, IP Portfolio Anchored by Enduring
Brands, Accelerated Expansion in Global Markets*

A Robust Pipeline of New Titles in Development

TOKYO – March 31, 2026 – NEXON Co., Ltd (Nexon) (3659.TO), a global leader in online games, today hosted a Capital Markets Briefing to update investors on the company's strategy. The event featured presentations by Executive Chairman Patrick Söderlund, CEO Junghun Lee, and CFO Shiro Uemura.



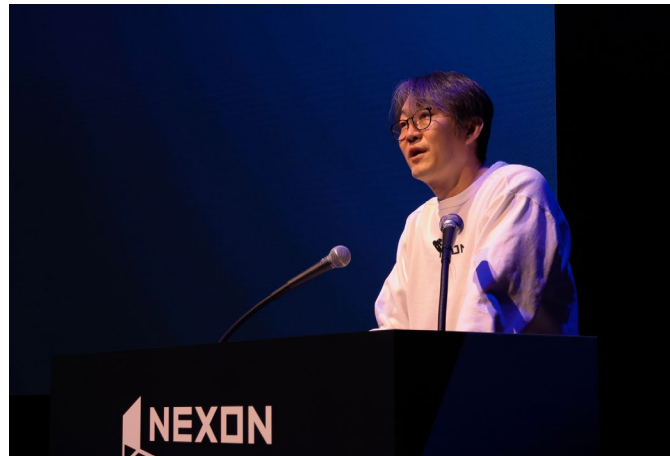
Presentations focused on Nexon's transformation plan which includes redesigning game development processes, cost discipline, IP portfolio management and franchise expansion strategy, as well as a new game pipeline targeted for a global audience.

Patrick Söderlund, a veteran industry executive and member of Nexon's Board of Directors appointed to lead strategy and creative direction told the audience of investors, "This is not a turnaround story. In 2025, Nexon posted record revenue of ¥475 billion, operating income of ¥124 billion and ended the year with more than ¥800 billion in cash and cash equivalents. Importantly, we have built relationships that go far beyond the point of sale with communities of millions of players interested in exploring new experiences in their favorite game."

Söderlund, who continues to serve as CEO of Nexon's Embark Studios, also outlined a strategy for accelerating expansion in new markets, telling investors, "ARC Raiders is proof that Nexon can build

something that lands with a global audience.”

Nexon CEO Junghun Lee presented a detailed review of Nexon’s product portfolio, which included an update on the company’s initiative to grow established franchises – MapleStory, Dungeon&Fighter, FC, and Mabinogi – and a pipeline of new games.



“Our recent success in extending the 22-year MapleStory franchise with new games and experiences provides a blueprint for growing large established franchises like Dungeon&Fighter,” said Lee.

“Today, our Dungeon&Fighter pipeline includes four new games: *Dungeon&Fighter: Idle RPG*, *Dungeon&Fighter Classic*, and AAA titles like *Dungeon&Fighter: ARAD* and *Project OVERKILL*.”

The audience also heard insights on Nexon’s integration of artificial intelligence trained on the company’s database that includes decades of player interactions.

“Nexon’s massive database of player interactions offers a strategic advantage that few if any companies can match,” said Junghun Lee. “We’re training AI on billions of player interactions that give context to every decision our people make, from game design to live service support. Our methodology doesn’t replace creative people, it frees them to create with context. For developers, AI without context is just speed – an algorithmic race to a center where all games look alike.”





Pipeline

The event also featured an update on Nexon's robust pipeline in development including:

- ***Dungeon&Fighter: Idle RPG***. A new and highly accessible experience scheduled for release this year.
- ***Dungeon&Fighter Classic***. A reboot of the original action-based experience on a modern UX, scheduled for release in 2027.
- ***Dungeon&Fighter: ARAD***. The second game in a series designed to introduce the Dungeon&Fighter franchise to a global audience.
- ***Project OVERKILL***. Third in the series, an online action RPG for PC and console that fully modernizes combat physics and visuals. Early testing confirmed strong interest from players.
- ***Vindictus: Defying Fate***. A modern PC and console action experience based on the Mabinogi franchise.
- ***NAKWON: LAST PARADISE***. A multiplayer survival game set in a post-apocalyptic city, recently completed a closed-alpha test with more than 37,000 concurrent players – a significant achievement for an all-new game with no marketing.

A transcript of the briefing is available on [Nexon's Investor Relations website](#). A full video of the event will also be posted at a later date.

This press release is prepared to offer reference information about Nexon to investors and is intended to generally provide investors and analysts with financial and operational information about Nexon, but not to solicit or recommend any sale or purchase of stock or other securities of Nexon.

About NEXON Co., Ltd. <https://www.nexon.co.jp/en/>

Founded in 1994, NEXON Co., Ltd. (Nexon) (3659.TO) is a global leader in the production, development and operation of online games. First listed on the Tokyo Stock Exchange in December 2011, Nexon has since been listed on JPX400, Nikkei Stock Index 300, and Nikkei 225. Nexon currently has more than 40 games operating in more than 190 countries on PC, console, and mobile. Major game franchises include MapleStory, Mabinogi, and Dungeon&Fighter. In 2024, the company set a multi-year IP Growth Initiative that details vertical growth with new experiences in existing major franchises and horizontal growth with the creation of new pillars in the company's IP portfolio.

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