

**Financial Results Briefing for the
Fiscal Year ended March 31, 2021: Q&A Summary
(May 13, 2021)**

- Q What are your plans for major new title releases in the fiscal year ending March 31, 2022?
- A We have currently announced two titles: *Resident Evil Village*, which was released on May 8 in Japan, and *Monster Hunter Stories 2: Wings of Ruin*, which is scheduled for release on July 9.
- Q What is your pipeline strategy for the medium- to long-term?
- A We aim to achieve growth over the medium- to long-term by continuing to stably release multiple major new titles each fiscal year, while expanding sales of catalog titles globally.
- Q What is your strategy for increasing IP value going forward?
- A For existing IPs, we aim to increase their value by maximizing sales volume of catalog titles in addition to regularly releasing new titles. It is quite challenging to create a hit with an all-new IP, however we aim to increase the probability of doing so by focusing on creating high-quality titles.
- Q How would you evaluate the performance of *Monster Hunter Rise* at this point?
- A The title exceeded our internal expectations for the fiscal year ended March 31, 2021 primarily due to a strong performance in Japan and Asia. We believe there is still plenty of potential for additional growth in the US and European markets and will continue to focus on growing sales globally with the launch of the PC version.
- Q What do you think is necessary now for Capcom to achieve even further growth?
- A We believe it is important to continue our focus on expansion in markets where future population growth is expected. We will continue to develop high quality titles by improving our human resources and development environment, aiming for growth while increasing user satisfaction.
- Q What are your thoughts on the future of the game market considering the COVID-19 pandemic?
- A We believe this has provided an opportunity for the market to grow since people with no previous exposure to games have had the chance to enjoy them while at home. We will continue to work toward growing our user base by providing high-quality titles.

Q Tell me about the development cycle for AAA titles.

A We carry out development systematically in accordance with our five-year title portfolio map. As such, we ensure there are no unnecessary delays. Because we have many IP that carry high expectations for new entries to be released, we strive to optimize resource allocation to be able to launch titles at the best times.

Q Will you continue to rerelease past titles on current-generation platforms?

A Of the more than 800 titles that we have developed in our history, approximately 300 titles* are currently available for purchase each year. We will continue to develop rerelease titles leveraging our assets while maintaining a close eye on customer interest.

*titles = SKU

Q What are your thoughts on mobile strategy?

A The way people play games will change in the future due to advancements in communication such as 5G, which is beginning to be more widely adopted globally, and 6G, the next-generation communication standard. As such, we believe seeing how to develop titles tailored to advances in mobile devices will be important. Additionally, going forward we will aim to develop games that can be enjoyed by a broad audience in a safe and fair manner, continuing our general policy of refraining from excessive use of "gacha" elements.

Q What strategies are there for brands other than your major IP like *Resident Evil* and *Monster Hunter*?

A While it is a challenge to create a global hit with an all-new IP, many of our existing IP already have the groundwork laid for global expansion. Going forward we will increase brand value while capturing new and casual players by pursuing sales growth for catalog titles and our Single Content Multiple Usage strategy.

Q What are your thoughts on segments other than the Digital Contents business?

A We feel that Arcade Operations, Amusement Equipments and our Other Businesses are important for amplifying the awareness and value of the brands we create in the Consumer sub-segment. For example, by expanding into visual media in our Other Businesses, Hollywood film adaptations such as the *Street Fighter* movie have worked to drive awareness of our brands among consumers who do not normally play games. With eSports, while we believe some time is required before this business becomes a source of revenue, we're focused on leveraging it to further expand the overall game player population.