



Level up your happiness

Financial results for the first quarter of the fiscal year ending March 2026

KOEI TECMO HOLDINGS CO., LTD.

1. Financial Highlights and Forecasts

agenda

1. Financial Highlights and Forecasts
2. Business Highlights
3. Frequently Asked Questions - Summary of Disclosed Information

Financial Highlights: Consolidated Results

(Million Yen)

	FY24 Q1		FY25 Q1		Vs Previous Year	
	Amount	Profit Ratio	Amount	Profit Ratio	Amount	Percent Change
Sales	17,607	-	14,800	-	(2,807)	-15.9%
Operating Profit	5,723	32.5%	3,574	24.1%	(2,149)	-37.6%
Ordinary Profit	18,703	106.2%	8,769	59.3%	(9,934)	-53.1%
Net Profit	13,638	77.5%	6,072	41.0%	(7,566)	-55.5%

◆ YoY increase or decrease

[Sales] Entertainment business(online and mobile sector)decreased

[Cost] Decreased. Personnel costs increased,variable costs decreased.

[Non-operating] Rebound decline from the previous fiscal year

Financial Highlights by Segment

		(Million Yen)		
		FY24 Q1	FY25 Q1	Change
Entertainment	Sales	16,581	13,583	(2,998)
	Operating Profit	5,701	3,706	(1,995)
Amusement	Sales	757	1,054	297
	Operating Profit	15	103	88
Real Estate	Sales	280	312	32
	Operating Profit	65	75	10
Others	Sales	78	77	(1)
	Operating Profit	(58)	(310)	(252)
Corporate & Elimination	Sales	(90)	(226)	(136)
	Operating Profit	-	-	-
Total	Sales	17,607	14,800	(2,807)
	Operating Profit	5,723	3,574	(2,149)

◆ YoY increase or decrease

[Entertainment]	Sales decline in the online mobile sector
[Amusement]	SP business increase in licensing income
	AM facility business new store contribution (opened in July 24)
[Real Estate]	Concert hall “KT Zepp Yokohama” contributed

Earnings Forecast

(Million Yen)

	FY24 Results		FY25 Forecast		VS Previous Year	
	Amount	Ratio	Amount	Ratio	Amount	Ratio
Sales	83,150	-	92,000	-	8,850	10.6%
Operating Profit	32,119	38.6%	31,000	33.7%	(1,119)	-3.5%
Ordinary Profit	49,988	60.1%	37,000	40.2%	(12,988)	-26.0%
Net Profit	37,628	45.3%	27,000	29.3%	(10,628)	-28.2%
Dividend per Share(Yen)	60	-	43	-	(17)	-28.3%
Payout Ratio	50.4%	-	50.3%	-	(0.1pt)	-

◆ Assumptions for earnings forecasts

- New titles are concentrated in the second half of the year.
The forecast includes titles that have not been announced at this time.
- There is no major risk assumption such as large temporary expenses

◆ Progress

- As of the first quarter, the operating profit was higher than the internal plan
- Forecasts are unchanged at this time as they are affected by sales trends of new titles

Implement measures to comply with the listing standards on the Prime Market

◆Policy

- Maintain listing on the Prime Market of the Tokyo Stock Exchange
- Measures to comply with listing criteria will be implemented by the end of March 2026.

◆Situation

- Listing maintenance criteria (improvement period: until the end of March 2026)
Tradable share ratio 35% or more; 29.9% as of the end of March 25

◆Measures

Under consideration. Prompt disclosure as soon as a decision is made

*For more details, please refer to the timely disclosure published on June 30, 2025. https://www.koeitecmo.co.jp/e/news/docs/ir6_20250630_02e.pdf

2. Business Highlights

agenda

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Business Highlights: Entertainment Business Revenue Breakdown

The first quarter was dominated by existing titles, with no major movements

		(Million Yen)		
		FY24 Q1	FY25 Q1	Change
Console/PC^[1]	Package etc ^[2]	2,810	2,163	(647)
	DL	3,260	3,510	250
	DLC	580	380	(200)
		6,650	6,053	(597)
Online/Mobile	Online	110	80	(30)
	Mobile	9,720	7,350	(2,370)
		9,830	7,430	(2,400)
Events & Goods		100	100	0
Sales for Entertainment Segment		16,581	13,583	(2,998)

◆ YoY increase or decrease

- No major new releases in both the previous and current year
- [Console/PC] Sales from collaborative business declined due to a rebound from previous year
- [Online Mobile] FY2023 title sales and licensing royalties decreased

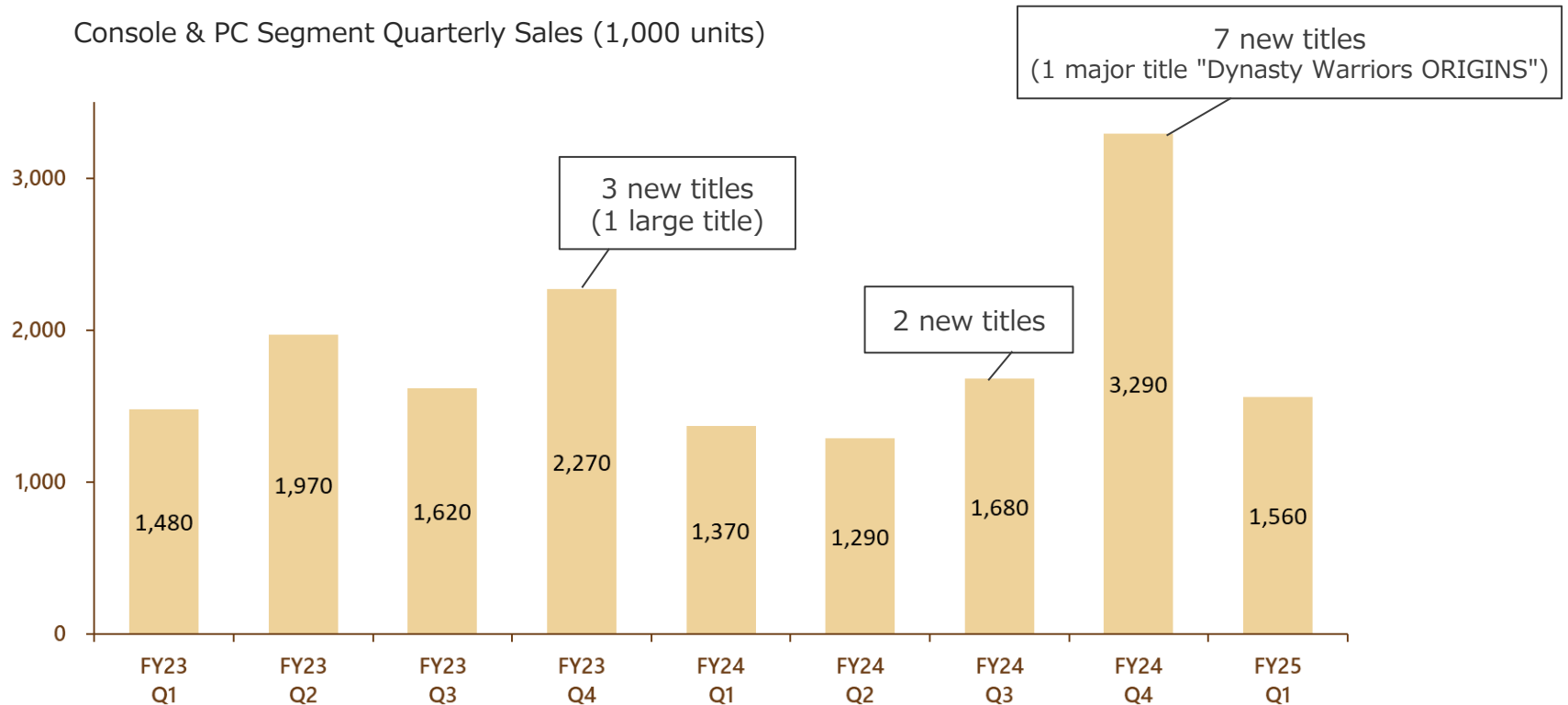
*1 Includes in-house titles, collaboration/collaboration titles. Publishing titles from other companies that are recorded as royalties are also divided and aggregated by product type.

*2 In addition to physical package sales, it includes royalties for distribution licenses, development consideration sales, down payments, etc. The breakdown and increase or decrease of the amount are not disclosed.

*3 Includes royalty sales for IP licensed titles in operation. The amount and ratio of IP licensing sales are not disclosed.

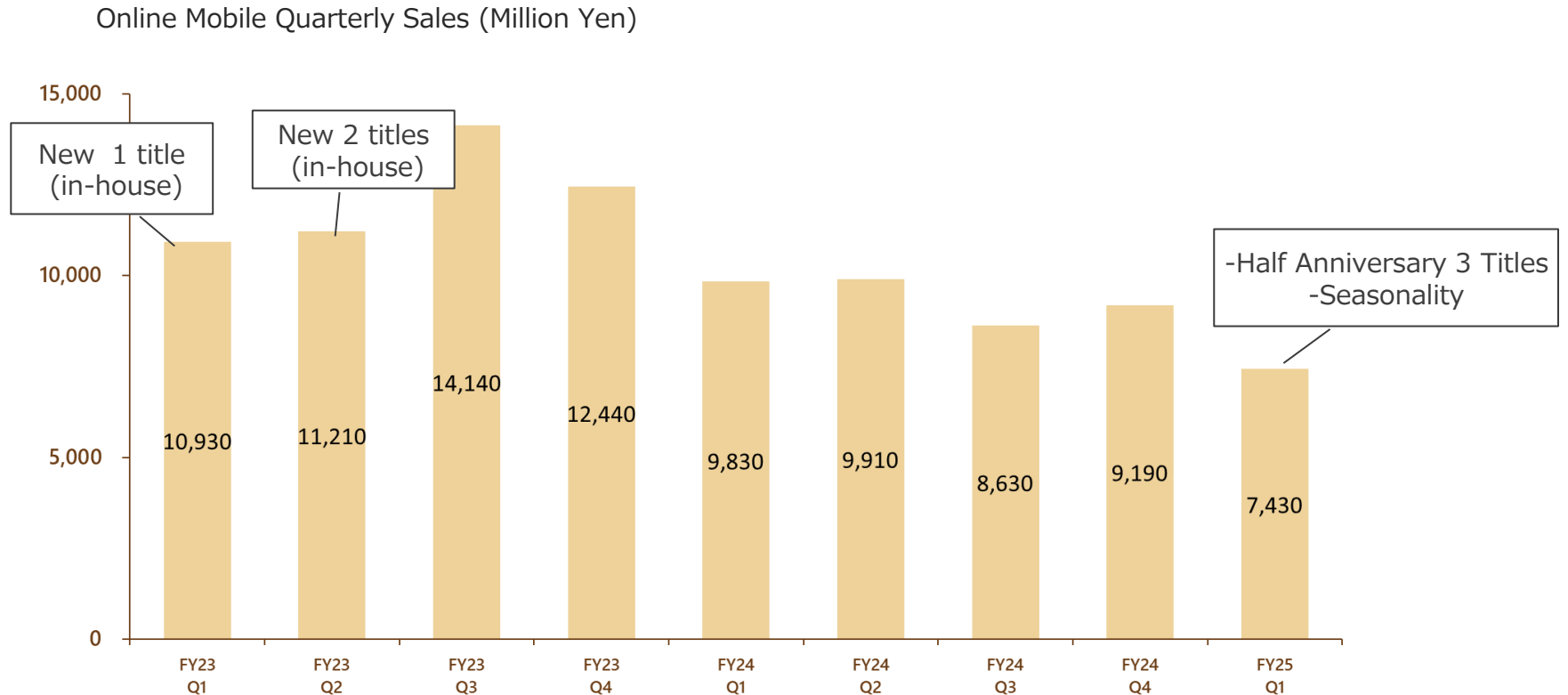
Business Highlights: Entertainment Business Console & PC Segment Sales Volume

- No major new releases
- Upside to the plan that was expected conservatively



Business Highlights: Entertainment Business Online and Mobile Sales

- There will be no major events in the first quarter.



3. Frequently Asked Questions - Summary of Disclosed Information

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Frequently Asked Questions: Forecast Assumptions and Cost Structure

Q. The financial summary of FY24 says the forecast for FY25 includes “upfront investments”. Does it mean there would be a significant expense?

A. There is no special cost. From an accounting perspective, the expenses for the current period include development costs for future titles.

Accounting and PL structure

◆ **Development costs are recognized as cost of goods sold (COGS) in the period they are incurred, rather than being recorded as work-in-progress (WIP).**

- The development costs for the current fiscal year include the costs of titles that will be launched both in the current year and in the future. Therefore, no future impairment write-downs or valuation write-offs will occur.

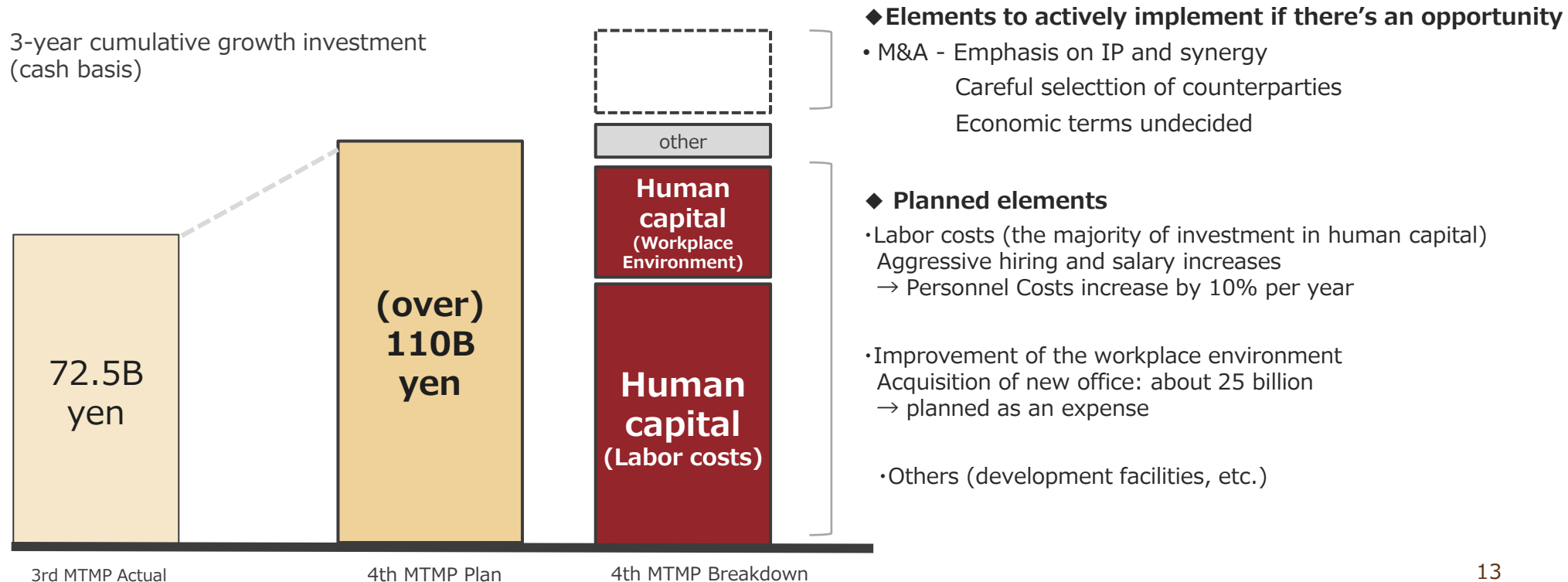
◆ **The performance for the fiscal year depends on the magnitude of sales from the titles launched in relation to the expenses, including upfront investments.**

- The new title is a key driver. New titles tend to boost profits when they are launched.
- The amount and rate of operating profit fluctuate depending on the lineup of titles (number, scale and the scheme of each titles)

Frequently Asked Questions: 4th MTMP Cash Allocation (Growth Investment)

Q. Will you significantly increase labor costs as a growth investment? Is the M&A planned?

A. Most of the investment is about human capital, including the acquisition of a new office.
Labor costs are increasing at the same pace as before



Frequently Asked Questions: 4th MTMP Cash Allocation (Return)

Q. Will the returns in the 4th MTMP be made in accordance with the MTMP Policy?

A. We will do it in accordance with the basic policy of shareholder return

In addition to that, we will implement the MTMP policy

Return policy

Basic
Policy

Consolidated annual total allocation ratio of 50%, or annual dividend of 50 yen per share

*Total allocation ratio includes dividends and share buybacks. Dividend amount per share is approximate

▶ **During the 4th MTMP Period, we will give back based on the basic policy**



4th MTMP
Policy

- Profit return through dividends

- Aiming to increase total dividends through business (operating income) growth

▶ **Based on the basic policy, the policy to be added as the 4th MTMP Plan**

Frequently Asked Questions: 4th MTMP Pipeline

Q.What is the status of the 4th MTMP Pipeline?

A. Against the backdrop of expanding the development system, we aim to grow both the quality and quantity of the pipeline while placing importance on portfolio balance.

◆The 3rd MTMP Pipeline

Challenge to create a large-scale hit

- 5 million or 2 million large-scale titles
- Monthly sales of 1 billion, 2 billion yen mobile titles
- New IP, New genre

Sector	Category	FY22	FY23	FY24	Total
Console PC	Major	3	2	1	6
	Other	8	3	8	19
Online mobile	operated by our own	2	3	-	5



◆The 4th MTMP Pipeline

Risk management across portfolios

- 4th MTMP Goals
 - "Growth in Number and Quality of pipelines"
- Lineup organization with a balance of scale
- Scrutinize the degree of risk-taking with market size

Sector	Category	FY25	FY26	FY27	Total
Console PC	Major	The number and scale of titles are to be refined based on the 3rd MTMP.			
	Other				
Online mobile	operated by our own				

*Number of titles that have been announced (in-house):
Console&PC : 3 large and 4 other titles, Online mobile : 1 title

4th MTMP Announced Pipeline

- A generous number of new titles will be launched during the 4th MTMP Period.
- Announced the large-scale title "NIOH 3"

Segment	Title/Platform*	Launch	Region	Publisher	Publisher
Console PC	NOBUNAGA'S AMBITION: Awakening Complete Edition Nintendo Switch™ 2 /PlayStation®5	Jun.2025	Global	KOEI TECMO GAMES	KOEI TECMO GAMES
	WILD HEARTS S Nintendo Switch™ 2	Jul.2025	Global	KOEI TECMO GAMES	KOEI TECMO GAMES
	NINJA GAIDEN: Ragebound (IP License) PlayStation®5/PlayStation®4/Nintendo Switch™™/Xbox SeriesX S/Xbox one/Windows(Steam)	Jul.2025	Global	The Game Kitchen	Dotemu
	NINJA GAIDEN 4 Xbox Series X S/Xbox Game Pass/Windows(MS Store, Steam)/PlayStation®5	Major title Collaborative Oct.2025	Global	PlatinumGames KOEI TECMO GAMES (Co-development)	Xbox Game Studios
	Atelier Ryza Secret Trilogy Deluxe Pack PlayStation®5/PlayStation®4/Nintendo Switch™™™ 2/Nintendo Switch™™™ /Windows(Steam)	2025	Global	KOEI TECMO GAMES	KOEI TECMO GAMES
	Hyrule Warriors: Age of Imprisonment Nintendo Switch™ 2	Major title Collaborative This winter	Global	KOEI TECMO GAMES	Japan:KOEI TECMO GAMES Overseas:Nintendo
	NIOH 3 PlayStation®5/Windows(Steam)	Major title Early 2026	Global	KOEI TECMO GAMES	KOEI TECMO GAMES (Mid. east Asia and north Africa: Manga Productions)
Online mobile	Kingdom: Hadou iOS/Android	TBD (CBTest:Jan,2025)	Japan	Bandai Namco Entertainment KOEI TECMO GAMES (Co-development)	Bandai Namco Entertainment
	Nubunaga's Ambition:Tenka heno Michi(IP License) iOS/Android	2025年6月	Japan	TENDA Games Kingnet	GRAVITY GAME ARISE
	Shin Sangokushi Sousouden(IP License) iOS/Android	2025年6月	China	CMGE	CMGE

Note: Including title without an English name

Frequently Asked Questions: Entertainment Business Regional Strategy

Q.What are the regions you want to expand in the future? what are the strategies for each region?

A.Promote a global approach from regions with high growth potential in each sector

Sector and Regional Strategies

◆ Console and PC sector

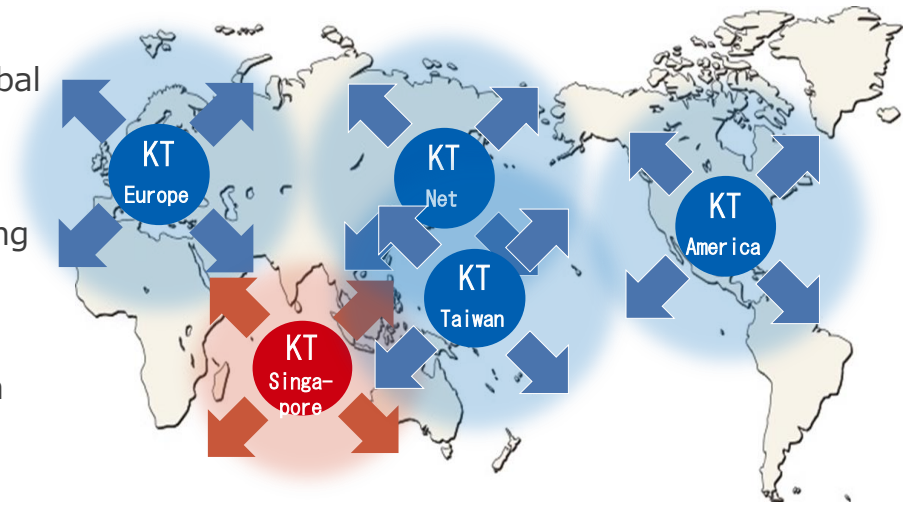
There is room for growth, mainly in North America, Europe, and China
→ Strengthening the system for the success of large-scale titles in the global market

◆ Online and mobile sector

Japan, China + neighboring regions are the priority areas for the time being
→ Aiming for global expansion in the medium to long term

◆ Market development and research

Based on Koei Tecmo Singapore, we aim to develop emerging countries in India and Southeast Asia.



Red: Development base, Blue: Sales base

*Koei Tecmo Singapore (KTS), the development base of the Koei Tecmo Group. Develops and operates titles and produces CG.

Disclosed the "BUSINESS PLAN 2025" with messages from new Chairman Erikawa and new President Koinuma

English material here: https://www.koeitecmo.co.jp/e/news/docs/ir6_20250619_e.pdf

新会長メッセージ

新体制のもと、監督と執行の分離で 更なる持続的な成長を実現させます

代表取締役会長 兼 取締役会議長 柳川 隆一

ステークホルダーの皆様へ

平素より格別のご支援を賜り、厚く御礼申し上げます。このたびは、取締役会と執行の分離と並行し、経営体制を強化いたします。私は、2025年6月19日付で株式会社コーエーテクモホールディングスの代表取締役会長 兼 取締役会議長に就任し、経営の監督に注力いたします。また、代表取締役 社長執行役員 CEO として経営の執行を担います。新たな経営体制のもと、当社グループは、ビジョン「世界No.1」のデジタルエンタテインメントカンパニーの実現に向け、邁進してまいります。

コーエーテクモの精神と ビジョンに対する思い

私たちの存在意義の一つである「創造と貢献」とは、まだ発展したことの無い新しい道を切り出し、世界中の皆様の心を豊かにすることです。これは当社グループが組むべき社会課題の解決につながるものであると考えています。この思いは、1981年、歴史ゲームがはじまりと存在しながら時代に随ってプログラミングを学び「自仲間の会戦」を開

発・販売した時から変わらなず、当時、多くのお客様から電話や手紙で「こんなゲームを持っている」という声をちょうだいしました。自ら生み出した新しい価値がお客様に届ければ、その手紙をいただくことが私たちの喜びとなりました。

当社グループは「世界No.1」のデジタルエンタテインメントカンパニーの実現をビジョンとしており、世界のデジタルエンタテインメント企業の中で営業利益「位」となることを目指しています。営業利益は計算上の数値であることから、当社グループのタタリを支持していただくファンの皆様への「声援」が、数字として結果したものにほかなりません。次なる挑戦を可能にする関係資金の源でもあります。創造の価値を支える精神でもあります。

私たちは、営業利益で世界1位とされる企業こそが、最も多くのお客様に選ばれ、継続的に「新たな価値」を提供し続けられる企業であると確信しています。この考えに基づき、私たちは常に世界のゲーム・ユーザーが「アツ」と驚くようなタイトルの創出に邁進し、その価値と魅力を世界中に届けてきました。これからはこれまでにない新しい価値を追い求め、世界のみなさまに感動と喜びを届けることで、当社グループのビジョンの実現に向け、一歩ずつ前進してまいります。そして、グローバル市場での存在を高めると同時に、企業

長期ビジョン

デジタルエンタテインメント企業 世界トップ10入りを目指す

当社グループは、ビジョンとして「世界No.1のデジタルエンタテインメントカンパニー」を掲げています。ビジョンの指標である営業利益額は、ゲームを楽しまれてくださるお客様からの支持が収益として表れていくものであると考えており、営業利益で世界一になることは、最も多くのお客様に選ばれ、愛していただけた結果になることも考えます。このビジョンの実現に向けた第一歩として、10年で世界のデジタルエンタテインメント企業ランキングで営業利益世界トップ10入り（長期ビジョン）を目指します。

※第4次中期経営計画（2025-2027年度）では「成長のための基盤づくり」として、3年間でしっかりと準備を行い、第5次・第6次でグローバルへ飛躍することを目指します。長期には、グローバル市場での存在感を高めると同時に、一歩一歩の成長を積み重ね、世界市場で

ビジョン

世界No.1の デジタル エンタテインメント カンパニー

新社長メッセージ

力とマーケティング機能を強化します。同時に、プラットフォームと協力関係を築くことで、将来は自社でのグローバルな販売体制を整えることを目指し、インドや東南アジア等の市場へ積極的に進出していきます。

こうした取り組みにより、中期経営計画で、3か年間の営業利益100%増以上のと期待される営業利益40%増の目標を確実に達成し、当社グループの持続的な成長へとつなげていきます。そして、第4次中期経営計画を継続的なものとするために、3つの施策、①経営基盤の強化②事業戦略③キャッシュフローの強化を軸とした成長戦略を策定し、2025年度末の20%を上回る高い水準を維持してまいります。利益比率については「2025年度経営比率」50%、あるいは「1年当たり年間配当50円」を基本とし、安定的な配出を実現いたします。

更なる成長に向けて

当社グループは「創造と貢献」の精神のもと、独自のエンタテインメントを創出し、最高の体験と感動をお客様に届けることで、社会に貢献してまいります。長期ビジョンの営業利益目標（世界トップ10）の達成を期するためには、これまで培ってきた開発力とノウハウを、世界を巻き込むタイトルを継続的に創出することが不可欠です。その実現には、人材の拡充と育成が鍵となります。現在の約2,600人から5,000人規模の会社へと拡大し、「新しい価値を実現するクリエイター」と「価値と収益を創出するビジネスパートナー」が両方できる人材を育成してまいります。また、企画から開発まで一貫して推進する体制の構築を目指してまいります。

当社グループのブランドは数多くを擁しています。今後、当社がプラットフォームと異なる特性を持つ開発・運営が可能な場合、新たなブランドとして展開し、これまで以上にクリエイティブな挑戦を始めるためとするすべてのステークホルダーの

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第4次中期経営計画

第4次中期経営計画では「パイプライン数の成長」「販売力の成長」「コスト効率の成長」という4つの定性目標を掲げています。これらの定性目標を達成するために「経営基盤の強化」「事業戦略」「キャッシュフロー強化」を軸とし、取り組んでまいります。

4つの目標

①パイプライン 数の成長	②パイプライン 質の成長	③販売力の成長	④コスト効率の成長
大型からミドルクラスまで、開発タイトルのバリエーションを拡充し、開発体制の強化を進め、収益性の向上と開発体制の強化を目指します。	タイトルポートフォリオを強化し、AAAを筆頭に品質を向上させ、競争力とブランド価値の向上を目指します。	グローバル市場を巻き込むためのマーケティング戦略を推進し、各タイトルの収益最大化を図ります。	開発体制の強化によるコスト削減、コスト効率の向上を図ります。また、開発体制の強化によるコスト削減、コスト効率の向上を図ります。

当社グループの持続的な成長を支えるため、人材育成方針に基づき3つの人材戦略（新卒を中心とした多様な人材の採用、人材育成の強化、安心して働く環境の構築）を推進し、人材の確保を図ります。これにより、社員一人ひとりの成長と貢献が期待されています。

加えて、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。加えて、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。加えて、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。

特に、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。加えて、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。

また、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。加えて、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。

さらに、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。加えて、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。

最後に、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。加えて、開発体制の強化を進めるとともに、経営の監督と執行の分離を進めることで、両方（監督と執行）の強化を進めます。

Supplementary Materials

1. Initial Performance Forecast

agenda

1. Initial Performance Forecast (Reposted)
2. Fourth Medium-Term Management Plan (Reposted)

Initial Performance Forecast and Dividend Forecast

(Million Yen)

	FY24 Results		FY25 Forecast		VS Previous Year	
	Amount	Ratio	Amount	Ratio	Amount	Ratio
Sales	83,150	-	92,000	-	8,850	10.6%
Operating Profit	32,119	38.6%	31,000	33.7%	(1,119)	-3.5%
Ordinary Profit	49,988	60.1%	37,000	40.2%	(12,988)	-26.0%
Net Profit	37,628	45.3%	27,000	29.3%	(10,628)	-28.2%
Dividend per Share(Yen)	60	-	43	-	(17)	-28.3%
Payout Ratio	50.4%	-	50.3%	-	(0.1pt)	-

◆ Assumptions for Forecast

Sales: Expected growth primarily driven by new releases for consoles and PCs.

Costs: Major expenses, including personnel costs, are conservatively accounted for.

Asset Management: The amount of operations will temporarily decrease due to the redemption of convertible bonds, while maintaining a portfolio focused on bonds.

Exchange Rate: 140 yen per dollar → Fluctuations of over 100 million yen per dollar, including costs, will impact operating profit.

Dividends: A payout ratio of 50% will be applied to net profit based on the basic policy.

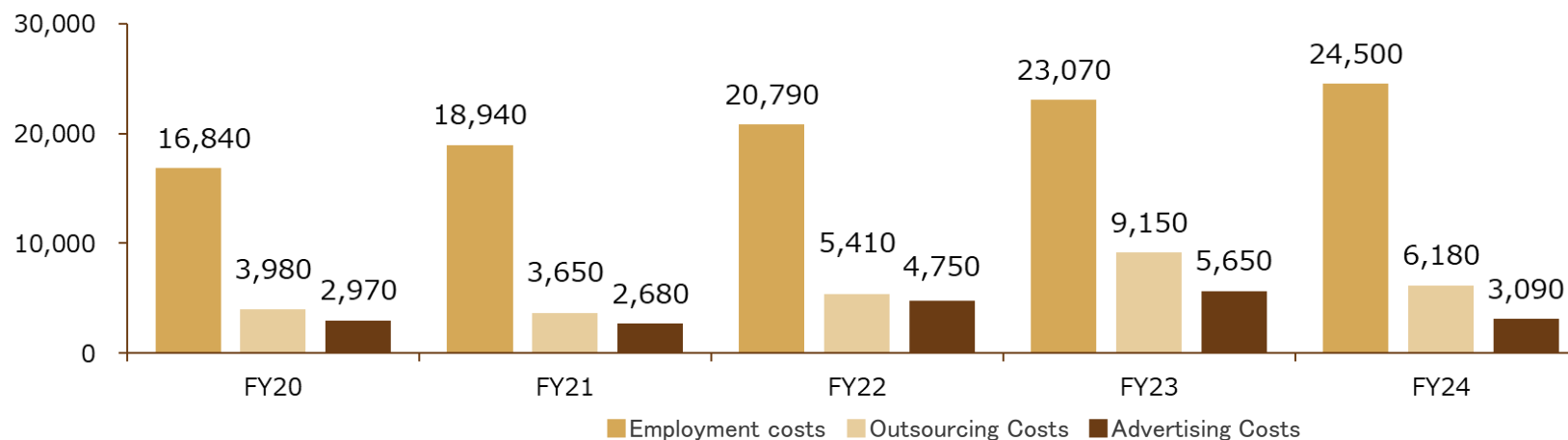
Note:

- All planned titles for release are already accounted for, regardless of announcements or collaboration schemes.
- For segment-specific plans and other details, please refer to the attached data collection.

Initial Performance Forecast and Dividend Forecast (Costs Outlook)

Subject	FY25 Estimate YoY	MTP4 3years Trend
Employment Costs	Increase	An increase of about 10% per year
Outsourcing Costs	Increase	Gradual increase on an annual basis
Advertising Costs	Increase	Increase in line with sales growth. Mobile is concentrated around the launch period.
Total Headcount *excludes temporary employees	Maintain the Pace of Increase	Continue proactive recruitment, focusing on new graduates in the domestic market.

◆ Performance of previous years



Supplementary Materials

1. 4th Medium-Term Management Plan

1. Initial Performance Forecast (Reposted)
2. 4th Medium-Term Management Plan (Reposted)

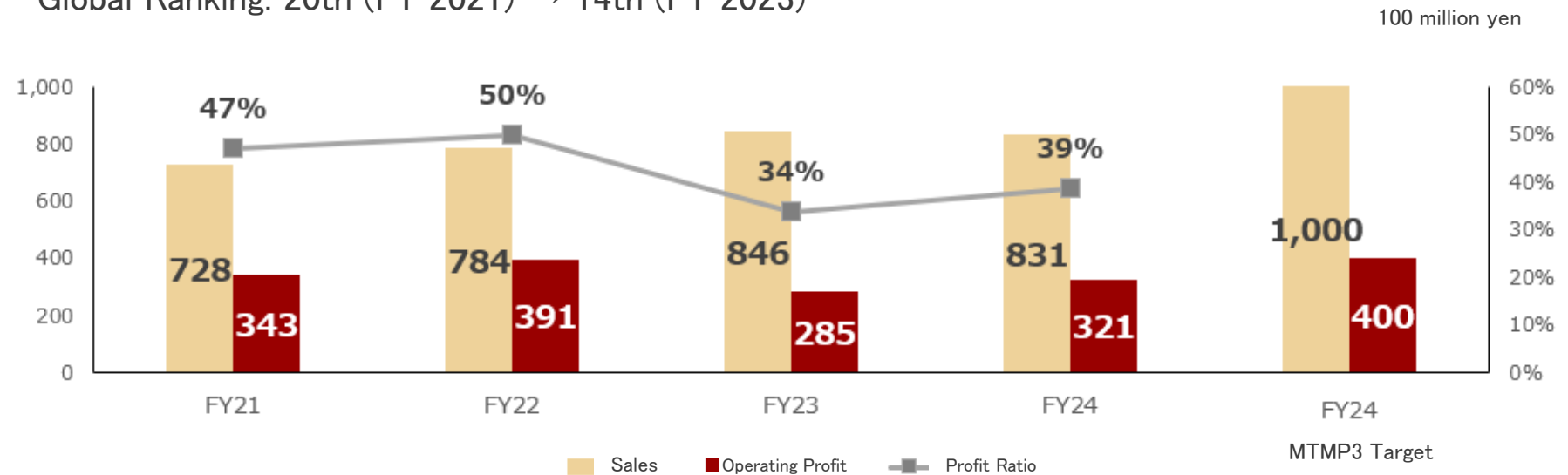
Although we did not meet our performance targets,
we were able to achieve certain results.

◆ Performance

Sales: Achieved a record high in the fiscal year 2023

Operating Profit: Although the target of 40 billion yen was not met, the profit margin remains high

Global Ranking: 20th (FY 2021) → 14th (FY 2023)



We actively took on challenges with the aim of creating hit titles

Priority Goals		Results
Performance	Operation Profit 40 billion	Operating profit for FY24 is 32.1 billion yen.
Console/PC	Launch several 5M units-class titles(New IP)	Two titles were released. Although the targets for the period were not met, they received high ratings.
	Launch 2M units-class titles each fiscal year	A total of four titles over the period, achieving a high Metacritic score.
Mobile	Launch title with monthly sales 2B yen	The two planned titles were realized, but monthly sales did not meet expectations.
	Launch several titles with monthly sales 1B yen	Achieved monthly sales of 1 billion yen with two titles.

New
IP



New
Genre

Location-Based



Open-world



Recognize global challenges based on environmental changes and the results of challenges

External environment (Entertainment Seg.)

Changes in the Market

- Expansion of the overall market size
- Rapid growth of emerging countries

Changes in Technology

- High-end development of games
- Diversification of platforms and the emergence of generative AI

Changes in Society

- Competition for disposable time
- Increased expectations for game quality

Challenges

Expansion of Development Structure
(Development domains)

Improvement of Quality to AAA
(Development domain)

Cost Reduction and Management
(Whole company)

Global Marketing and Publishing
(Marketing and Business domain)

MTMP4 – Supplementary Materials: Review of the MTMP3: Issue Recognition

Challenges	Domain	Initiatives under progress
Expansion of Development system	Development	<ul style="list-style-type: none"> ▪ Over 200 new graduates will be hired for the 2024 fiscal year. ▪ Establishment of AAA Studio.
Improve Quality to AAA level	Development	▪ Improvement Graphic Technology of KATANA ENGINE
		▪ Utilization of other General-Purpose Engine (Unreal Engine)
		▪ Improvement of PC version product comfort
Costs reduction and management	Whole company	▪ KATANA ENGINE Automation Technology
		▪ Budget Management centering on major titles
		▪ KATANA ENGINE Automation Technology
Marketing towards Global	Marketing Business	▪ Expansion of Global Publishing Structure
		▪ Entry into emerging markets (Middle East and North Africa)
		▪ Engaging in Review Research and Knowledge Building

◆ Purpose

▪ Koei Tecmo Ethos

Creativity and Contribution

– Create new value and contribute to society.

▪ Corporate Slogan

Level up your happiness – More happiness with new excitement.

◆ To Practice Our Purpose

▪ Vision

To Become the World's No.1 Digital Entertainment Company

▪ Values

Quality & Satisfaction,

Creativity & Business,

Quality–Delivery–Budget

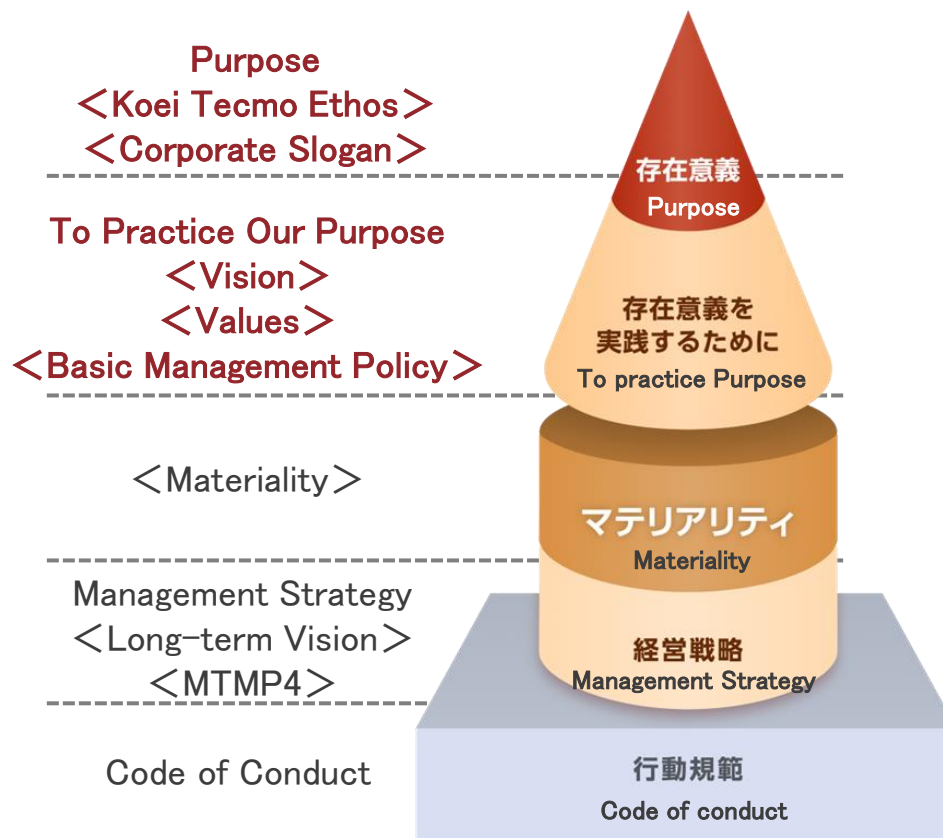
▪ Basic Management Policy

Provide the Best Entertainment Content.

Achieve Continuous Growth.

Improve Employee Welfare.

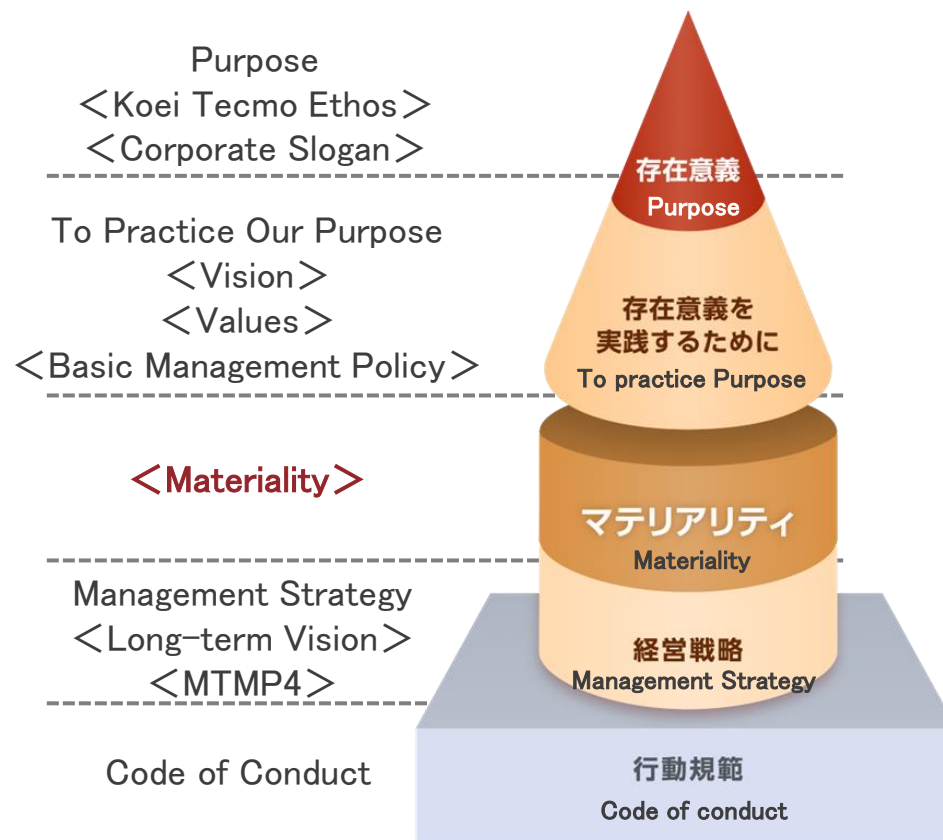
Challenge new Business.



◆Materiality

Key issues to focus on for sustainable growth and enhancement of corporate value in the medium to long term:

1. Provide the greatest excitement with new content that exceeds expectations.
2. Create new appeal through the development of IP.
3. Develop talent that generates new value.
4. Create a workplace environment where diverse talent can work energetically.
5. Appropriately distribute economic value.
6. Strengthen corporate governance.
7. Promote the charm of culture and history globally.
8. Protect consumers and provide a safe environment for enjoyment.
9. Contribute to the enrichment of the heart.



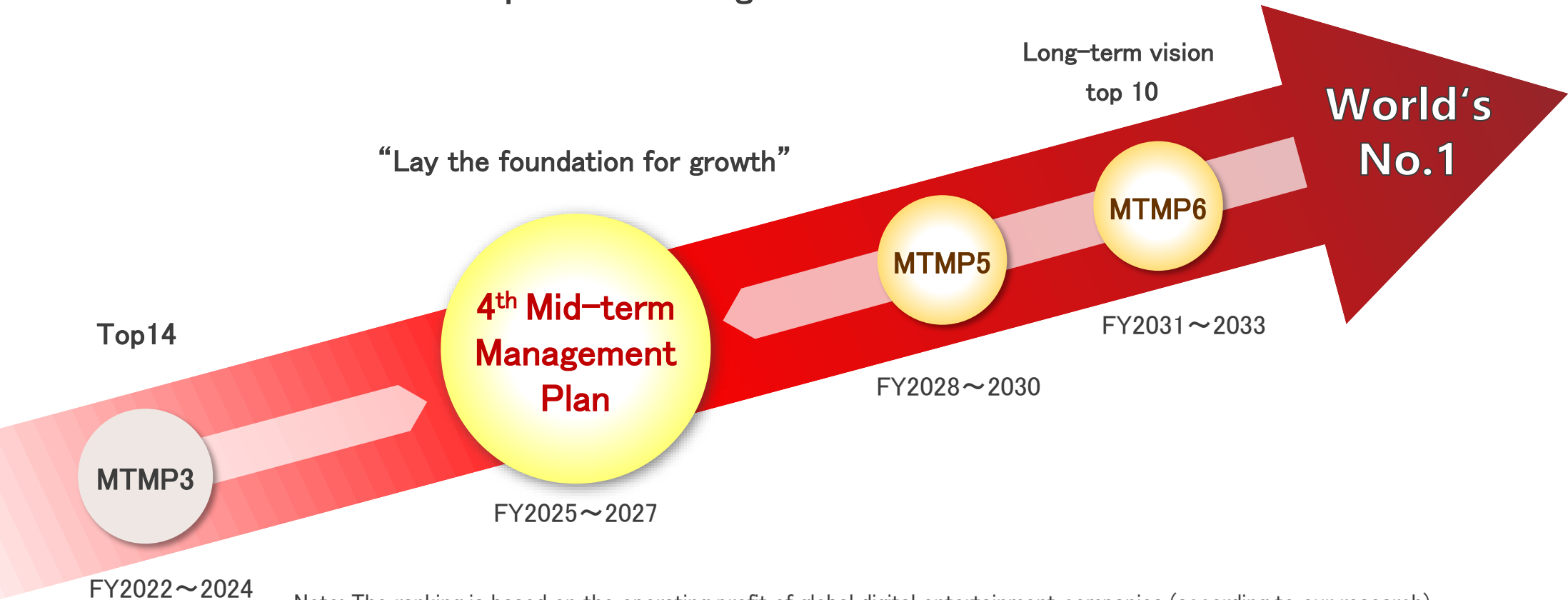
MTMP4 – Supplementary Materials: Materiality (Details)

	Materiality	Details
1	Provide the greatest excitement with new content that exceeds expectations.	Continuously creating new content is the foundation of our sustainable growth, and by consistently providing the greatest excitement to people, we aim to contribute to a vibrant society.。
2	Create new appeal through the development of IP.	By developing and utilizing our IP as various entertainment content, we create new appeal and offer new excitement to people.
3	Develop talent that generates new value.	Through the development of talent with creativity and technical skills, we generate new value and contribute to the growth of the company and the realization of a better society.
4	Create a workplace environment where diverse talent can work energetically.	By respecting the diverse values of employees and creating a vibrant environment, we enhance engagement and maintain high motivation, thereby improving the company's competitiveness.
5	Appropriately distribute economic value.	We appropriately return the profits generated through our business activities to stakeholders, including shareholders, employees, and local communities, and continue sustainable growth through contributions to society.

MTMP4 – Supplementary Materials: Materiality (Details)

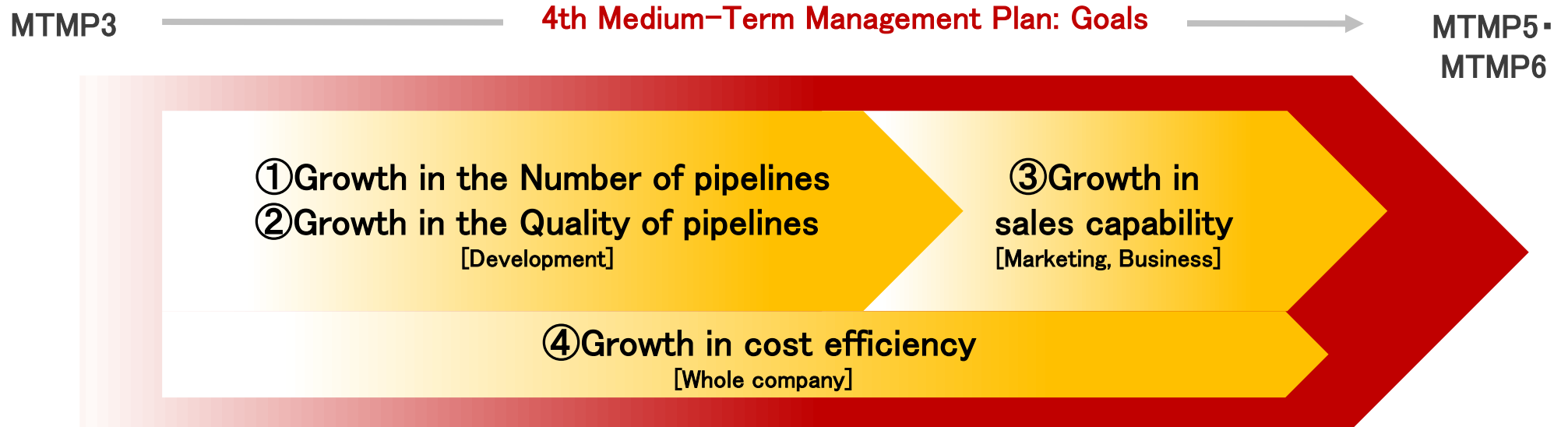
	Materiality	Details
6	Strengthen corporate governance.	We prioritize transparency and fairness to achieve sustainable growth and enhance corporate value. Additionally, we work on preventing corruption and bribery, including with business partners, to increase trust from stakeholders
7	Promote the charm of culture and history globally.	Through our content, we aim to promote the charm of history and culture from Japan and Asia to the world, fostering understanding and respect for different cultures and striving for a society that values mutual respect.
8	Protect consumers and provide a safe environment for enjoyment.	By considering consumer protection, cultural adaptation, and information security, we create a safe and enjoyable play environment for customers worldwide, thereby enhancing trust with our customers.
9	Contribute to the enrichment of the heart.	Through new experiences and excitement, we enrich our customers' hearts and nurture communities. As a member of society, we actively participate in local community and academic activities, contributing to the realization of a better society.

As the first step towards becoming “World’s No.1,”
aim to be in the world’s top 10 in the long term.



Note: The ranking is based on the operating profit of global digital entertainment companies (according to our research).

Four goals to “Lay the foundation for growth”



Aim for a cumulative operating profit of over 100 billion yen

◆ Operating Profit Targets (Main Targets)

- Cumulative operating profit of more than 100 billion yen over three years*
- Re-challenge to achieve an annual operating profit of 40 billion yen
- Operating profit margin of 30% or more (both annually and cumulatively over three years)

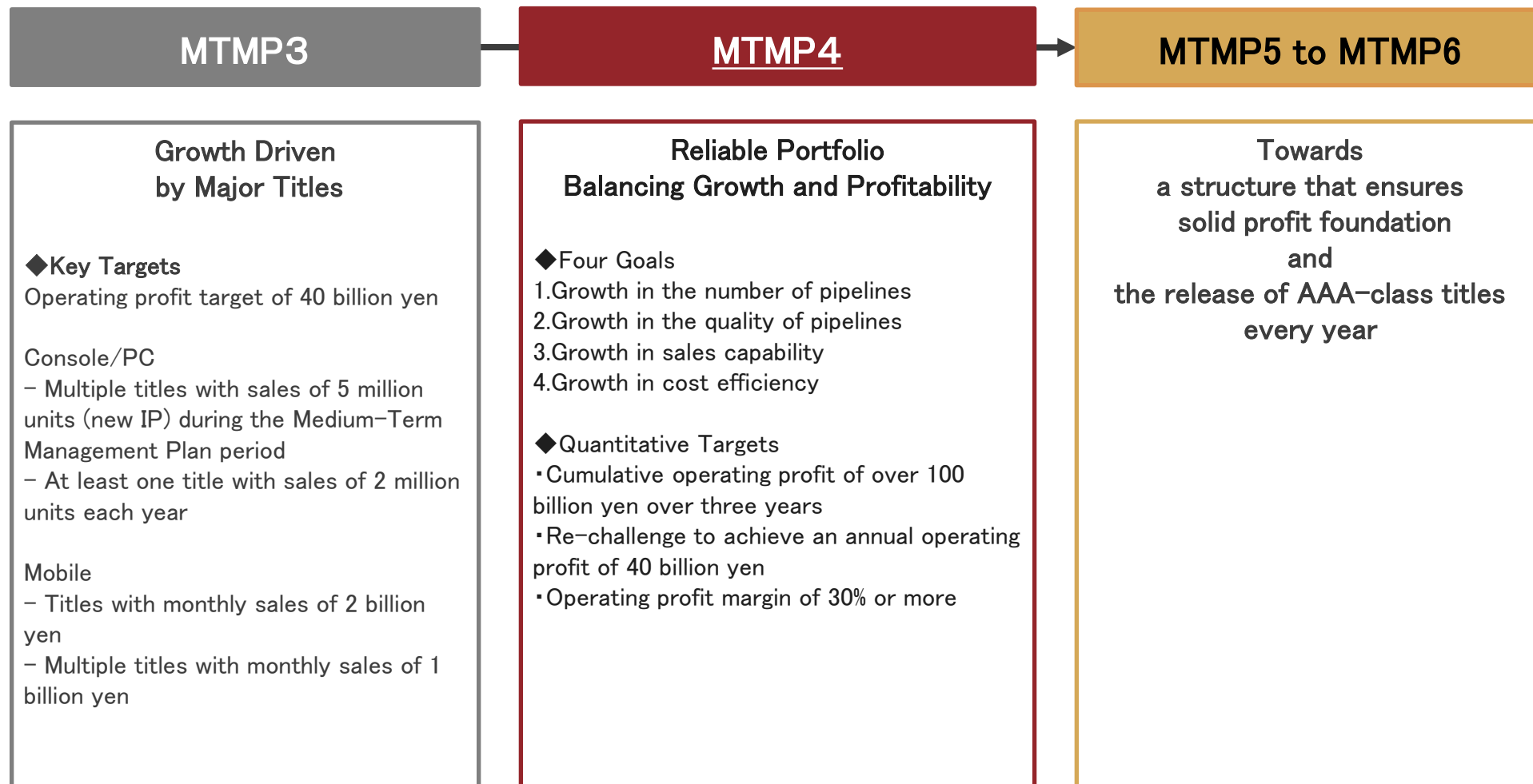
◆ Related Targets

- Sales of over 300 billion yen cumulatively over three years
- Console/PC sector: cumulative sales of more than 30 million units over three years
- Online/mobile sector: sales to grow gradually over three years

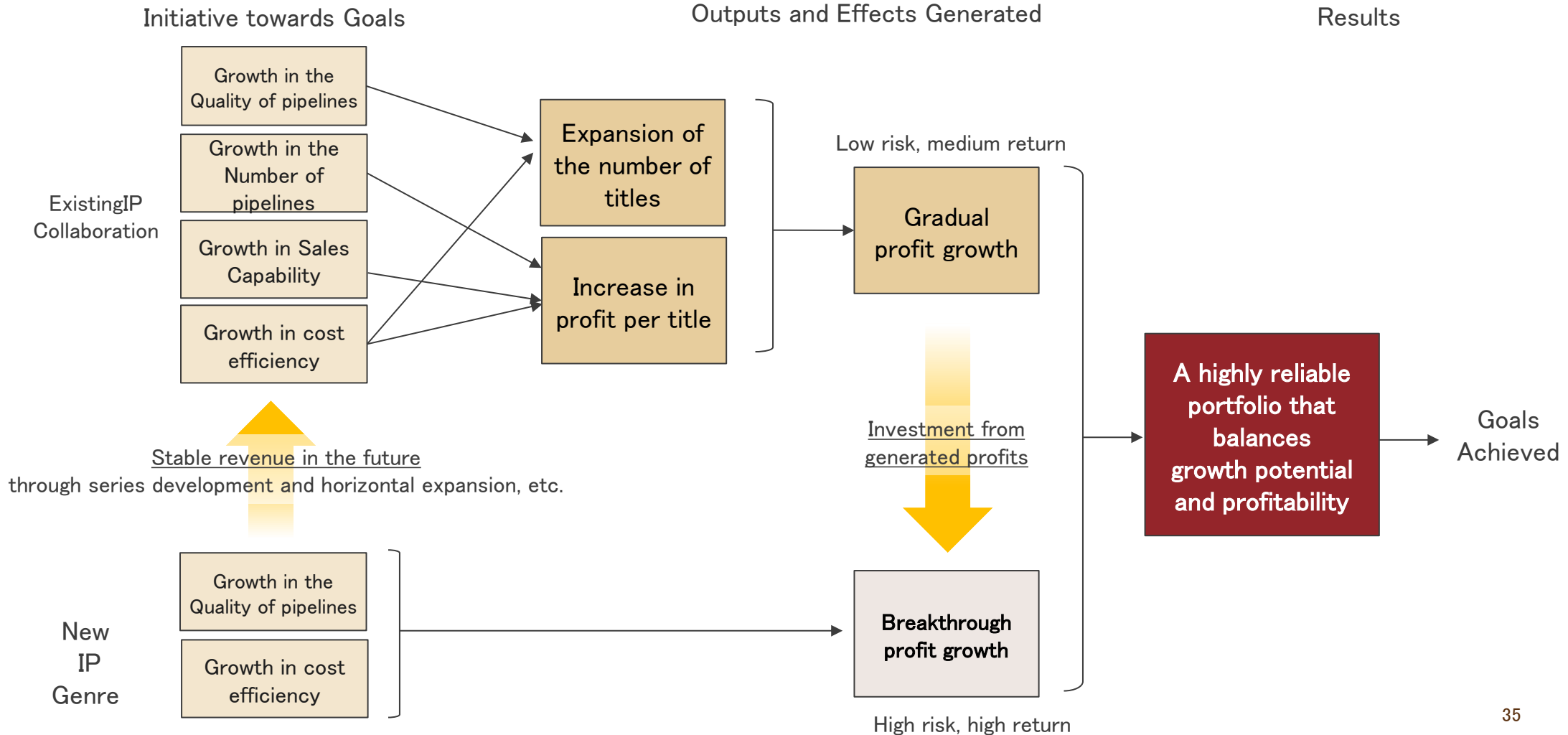
Note: Assumptions

- Growth centered on in-house developed titles. Licensing revenue is incorporated at the same level as the fiscal year 2024, maintaining approximately the same level over the three years of the 4th Medium-Term Management Plan.
- Of the operating profit, the proportion of operating profit from in-house titles, excluding licensing revenue, is 65% or more.

4th Medium-Term Management Plan: Comparison of the MTMP



4th Medium-Term Management Plan: Growth Story of the MTMP4



Gaming sector

Proactive development investment for growth

Console・PC sector

Allocate approximately
65%
of development investment

Online・mobile sector
Existing titles by ourselves

15%
of development investment

Online・mobile sector
New titles by ourselves

20%
of development investment

Non-gaming sector

Investment tailored to
the conditions of each sector

IP sector
business

by our own and joint
Initiate investment

Amusement Seg.

Investment to
achieve 10% growth

IP sector
(License-out)

No significant
investment

Real Estate Seg.

Other Seg.
Maintain

Note

Development Investment: A rough percentage of the total investment amount that combines major development costs such as personnel expenses and outsourcing costs. Headquarters expenses and other costs are not included.

Strengthening the management foundation, business strategy, and cash allocation



Realizing the vision through the development of “Creativity & Business” talent

Achieving the vision of “To become the World’s No.1 Digital Entertainment Company”

Growth in the Quality and Quantity of pipelines, and Growth in Cost Efficiency



Transition to a New Structure from 2025, Strengthening Governance

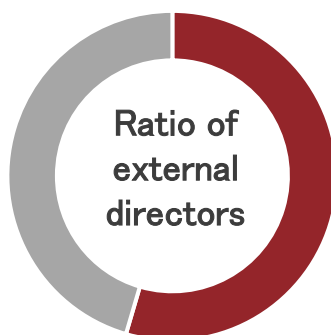
◆Promote the Separation of Management Supervision and Execution

- The Board of Directors will be composed mainly of the President and CEO, and non-executive directors
- Established Koei Tecmo Corporate Finance Inc. to consolidate finance functions.

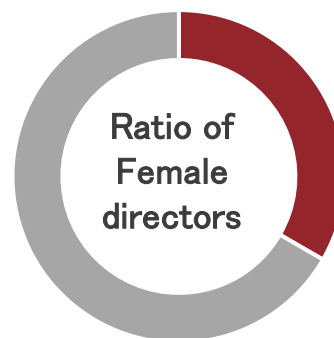
◆Transit to a Structure with Over 50% External Directors and Over 30% Female Executives

- Newly appoint one external director and one external auditor*

<Structure of the Board of Directors after changes>



41.6%→54.5%



18.8%→33.3%

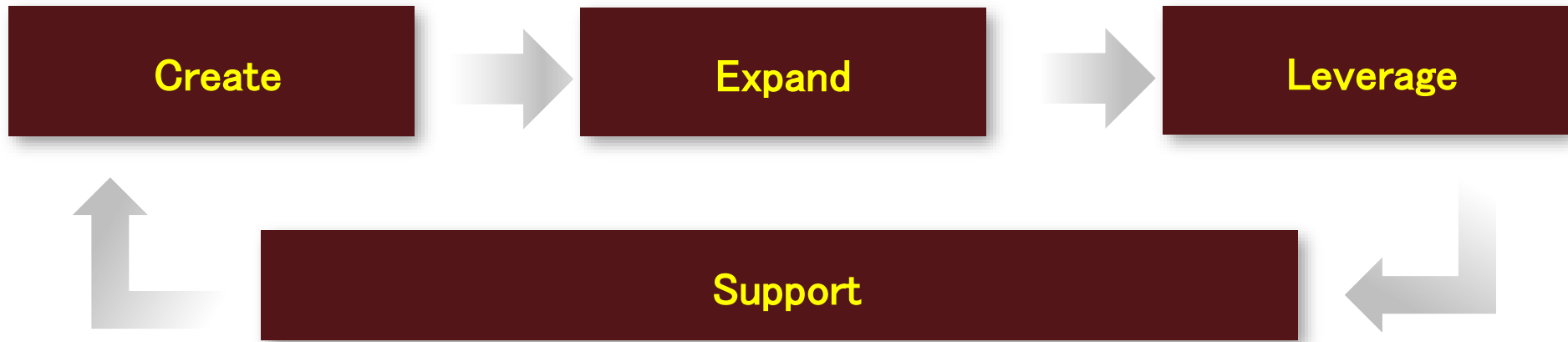
Execute business strategies tailored to the roles and conditions of each business sector

Positioning and Direction for Each Business and Sector

Segment	Sector	Positioning	Direction
Entertainment	Console/PC Online/Mobile	Growth driver + Stable revenue	Enhance the ability to create attractive IP and maximize revenue and value.
	IP Business by our own /with joint project	Aim to grow	Expand game IP across multiple platforms to further enhance its value
	IP Licensing-out	Stable revenue	
Amusement	SP Amusement Facilities	Stable revenue	Achieve growth in a mature market through improvements in existing businesses and initiatives such as new store openings.
Real Estate	—	Stable revenue	Support the group

Enhance the Capabilities to create attractive IP and maximize revenue and value

Enhance Capabilities to *Create, Expand, Leverage and Support* our IPs



MTMP4 – Supplementary Materials: Entertainment Business Strategy (Details)

Capabilities to be enhanced	Goals	Initiatives
Create	Growth in the Number of pipelines	<p>Create high-quality IP that is attractive to users worldwide.</p> <ul style="list-style-type: none"> ▪ Planning and development focused on the market. ▪ The ability to create new games utilizing major IPs, along with the capability to develop the next key IP.
Expand	Growth in sales capability	<ul style="list-style-type: none"> ▪ Improvement of marketing and sales strategies ▪ Early entry into emerging markets
Leverage	lead to Growth in the Quality of pipelines	<p>Expand game IP across multiple areas to maximize IP value (merchandise, events, media).</p> <ul style="list-style-type: none"> ▪ Promote IP expansion and build business models ▪ Maximize IP value through media mix
Support	<p>Growth in the Number of pipelines</p> <p>Growth in cost efficiency</p>	<ul style="list-style-type: none"> ▪ Expansion of the development system and enhancement of creator capabilities. ▪ Innovation in production processes utilizing new technologies such as AI.

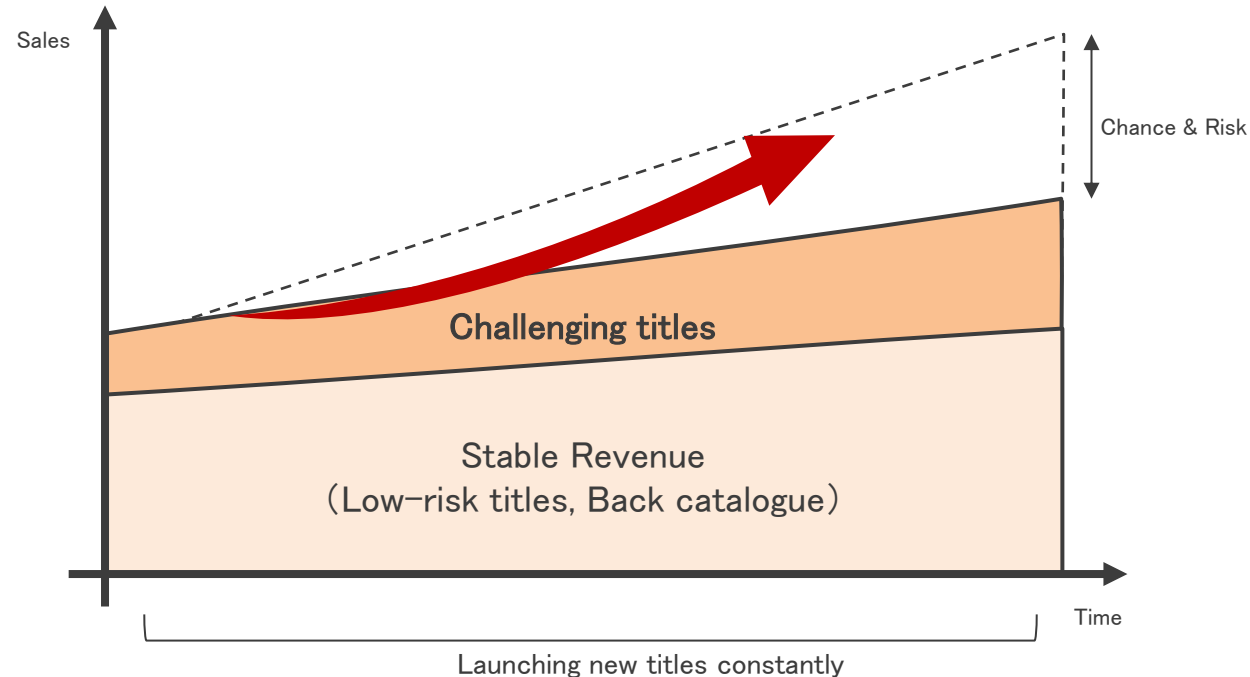
◆ Positioning

Drive growth

◆ Growth Strategy

Increase the number of titles and improve quality to enhance the hit rate per title.

Balance challenges with stable revenue by adequately positioning both large-scale and low-risk titles.



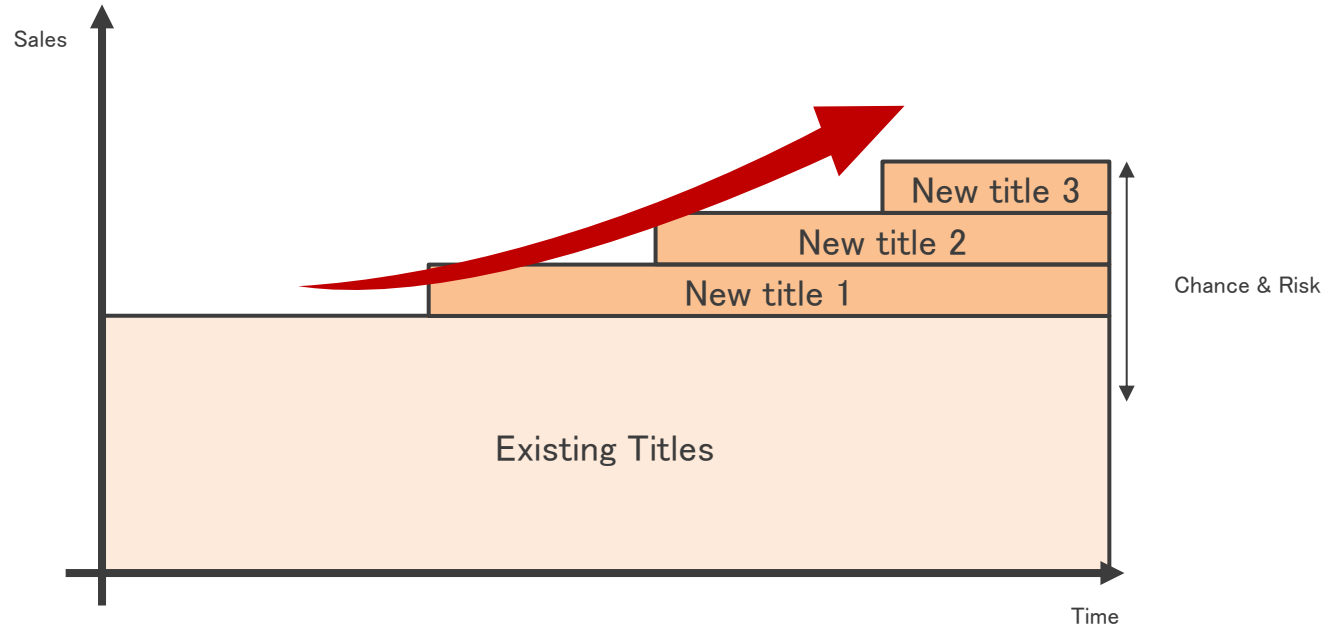
◆ Positioning

Generate stable revenue

◆ Growth Strategy

Achieve incremental growth by adding new titles.

Aim for the stabilization of the entire sector rather than expanding the scale of individual titles, and create new titles that contribute over multiple years.



The number and scale of new titles will be refined based on the 3rd Medium–Term Management Plan

◆4th Medium–Term Management Plan: Pipeline Policy

- Maintain multi–platform strategy
- Reconsider the degree of risk–taking based on reflections from the 3rd Medium–Term Management Plan
- Organize the lineup with a balance between large–scale and mid–class titles

Number of Titles Achieved in the 3rd Medium–Term Management

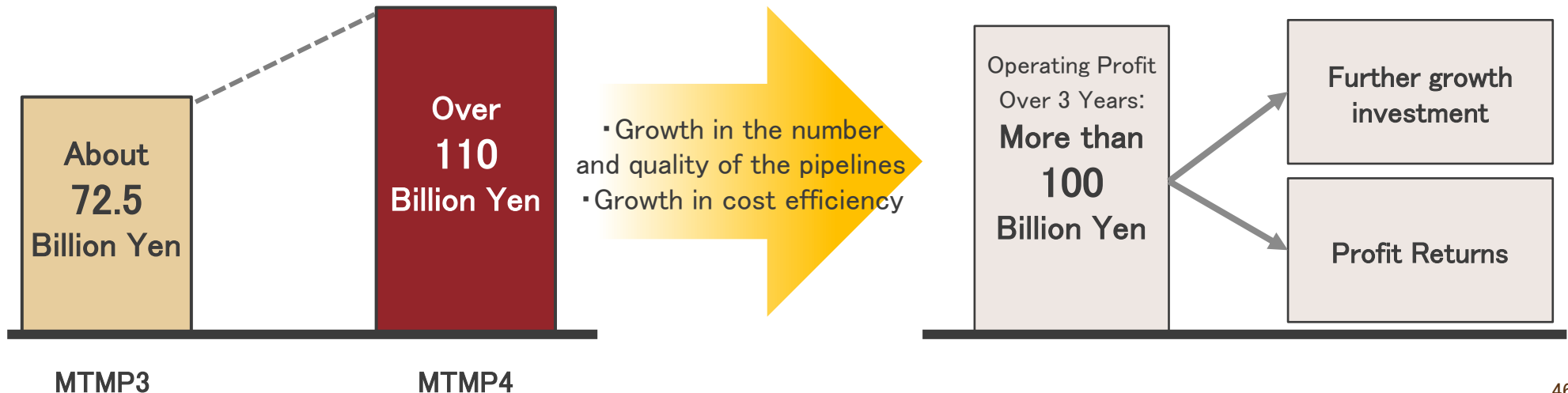
Sector	Category	FY22	FY23	FY24	Total
Console PC	Major	3	2	1	6
	Other	8	3	8	19
Online mobile	operated by our own	2	3	–	5

Expansion of growth investments centered on human capital

◆ Growth Investment

Actively invest funds for growth, focusing on human capital.

- Human capital (talent development, establishment of a comfortable work environment)
- Development infrastructure and facilities
- M&A



Committed to providing high returns to shareholders through sustainable and stable dividends

Positioning of Profit Distribution

- The most important management policy
- Share the results that delight customers with internal and external stakeholders to enhance corporate value

Basic Policy on Profit Returns

Consolidated annual total payout ratio of 50%, or an annual dividend of 50 yen per share

*The total payout ratio includes dividends and share buybacks. The dividend amount per share is a guideline

Policy during MTMP 4

- Profit returns are primarily through dividends.
- Aim for stable dividends and seek to increase the total dividend amount through operating profit growth