



Level up your happiness

Financial Results For The Fiscal Year Ending March 2026

KOEI TECMO HOLDINGS CO., LTD.

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1. Financial Highlights

Agenda

1. Financial Highlights
2. Earnings Forecast
3. Management Strategy: Progress of the 4th MTMP

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Thank you very much for participating in the financial results briefing today.

First, I would like to explain the financial highlights and Forecasts.

Financial Highlights: Consolidated Results (Vs. Previous Fiscal Year VS. Forecast)

Achieved higher performance than the previous year.
 Sales, Ordinary Profit, and Net Profit reached record highs

(Million Yen)

	FY25		Vs Previous Year		Vs Initial Forecast	
	Amount	Profit Ratio	Amount	Percent Change	Amount	Percent Change
Sales	88,393	-	5,243	6.3%	(3,607)	-3.9%
Operating Profit	37,168	42.0%	5,049	15.7%	6,168	19.9%
Ordinary Profit	57,000	64.5%	7,012	14.0%	20,000	54.1%
Net Profit	42,830	48.5%	5,202	13.8%	15,830	58.6%

◆ vs. previous year

- Sales and Operating Profit increased due to new in-house titles and collaboration titles
- Royalty sales of collaborative titles drive revenue
- Operate flexibly and increase non-operating income

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In FY2025, we achieved performance that exceeded the previous year in all categories.

Compared to FY2024,
 In the entertainment business,
 we launched a total of 16 titles, including in-house and collaborative titles across console, PC, online, and mobile platforms,
 resulting in increased sales and operating profit.

In addition, royalty sales of collaborative titles drove revenue.

Non-operating income increased as a result of flexible management while closely monitoring the financial markets.

As a result of these results, sales, Ordinary Profit and Net Profit reached record highs.

Financial Highlights: By Segment (Vs. Previous Fiscal Year)

		(Million Yen)		
		FY24	FY25	Change
Entertainment	Sales	78,078	82,541	4,463
	Operating Profit	31,479	36,642	5,163
Amusement	Sales	4,150	4,782	632
	Operating Profit	500	802	302
Real Estate	Sales	1,234	1,299	65
	Operating Profit	304	327	23
Others	Sales	318	394	76
	Operating Profit	(164)	(604)	(440)
Corporate & Elimination	Sales	(630)	(624)	6
	Operating Profit	-	-	-
Total	Sales	83,150	88,393	5,243
	Operating Profit	32,119	37,168	5,049

◆ vs. previous year

- [Entertainment] New products in the console/PC and mobile sector contribute
- [Amusement] AM Facilities Business New and Existing Stores Strong
- [Real Estate] SP Business Increase Year-on-Year
- Concert hall "KT Zepp Yokohama" contributed

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The results by segment are as you can see.

In the Entertainment segment,
 Sales and profit increased due to new products in the console, PC and mobile fields.

In the Amusement segment,
 In addition to the contribution of new stores in the amusement facility business, existing store sales were strong.
 The SP business also increased year-on-year.

In the real estate segment, KT Zepp Yokohama contributed to an increase in sales and profit.

The Other segment is the venture capital business,
 Management costs of invested funds are recorded.

Financial Highlights: Entertainment Business Revenue Breakdown

In FY2025, new titles will contribute in both Console/PC and Online/mobile

		(Million Yen)		
		FY24	FY25	Change
Console/PC ^[1]	Package etc ^[2]	15,540	19,618	4,078
	DL	22,070	24,918	2,848
	DLC	1,910	2,374	464
		39,520	46,910	7,390
Online/Mobile	Online	380	300	(80)
	Mobile ^[3]	37,180	34,030	(3,150)
		37,560	34,330	(3,230)
Events & Goods		1,000	1,300	300
Sales for Entertainment Segment		78,078	82,541	4,463

◆ Previous year

- [Console/PC] Sales increased due to the release of 14 new titles, including 4 large titles
- [Online and Mobile] Although sales in the online/mobile sector declined, new titles from the company and licensed contributed

*1 Includes in-house titles, 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, contractual fees, 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.

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The breakdown of the entertainment business's sales is as you can see.

In the console and PC field,
 The increase was driven by the release of 14 new titles, including 4 major titles-"NINJA GAIDEN 4", "Hyrule Warriors: Age of Imprisonment", "Nioh 3", "Pokémon Pokopia"-as well as strong performance of back catalog titles, compared to the previous year.

Although sales in the online and mobile fields declined,
 Our new and licensed titles that started distribution in the 3rd quarter contributed.

Financial Highlights: Number of sales units, number of downloads on mobile

◆ Sales units by region

	FY24		FY25		Vs Previous Year	
	Units	Component Ratio	Units	Component Ratio	Units	Percent Change
Japan	2,370	31.1%	4,190	29.7%	1,820	76.8%
Overseas	5,260	68.9%	9,910	70.3%	4,650	88.4%
N. America	2,020	26.5%	4,270	30.3%	2,250	111.4%
Europe	1,190	15.6%	2,930	20.8%	1,740	146.2%
Asia	2,050	26.9%	2,710	19.2%	660	32.2%
Total	7,630	100.0%	14,100	100.0%	6,470	84.8%
DL Units	5,960		8,720		2,760	
DL Ratio	78.1%		61.8%		(16.3pt)	

◆ Mobile titles number of downloads

	FY24		FY25		Vs Previous Year	
	Amount	Component Ratio	Amount	Component Ratio	Amount	Percent Change
Japan	25,800	15.6%	28,100	16.4%	2,300	8.9%
Overseas	140,000	84.4%	143,300	83.6%	3,300	2.4%
Total	165,800	-	171,400	-	5,600	3.4%

* Number of downloads: The total number of global cumulative downloads of mobile titles operated by the company and IP licensed (those in service as of the end of the fiscal year) 6

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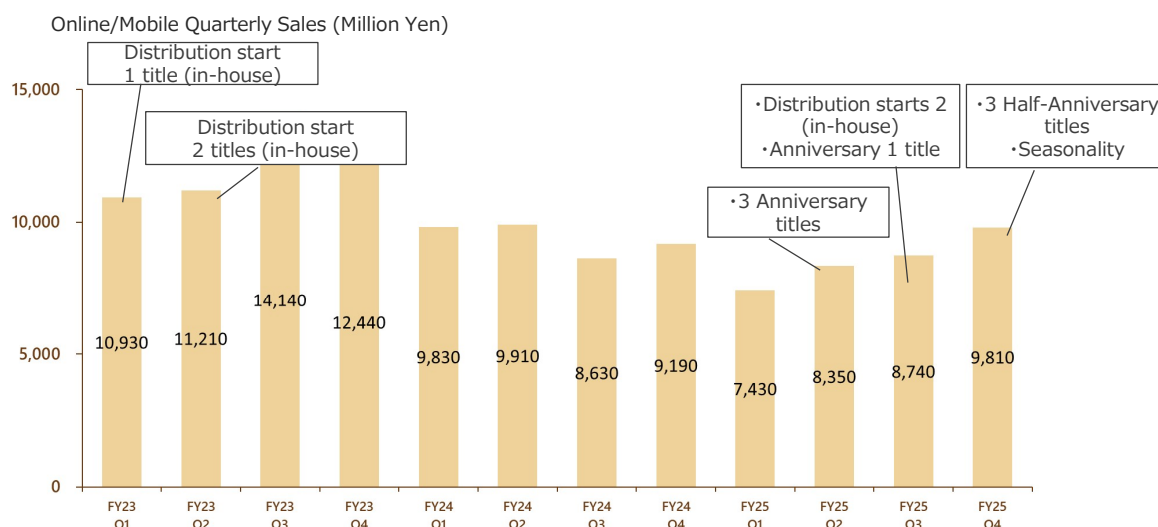
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The total number of units sold was 14.1 million units.
 The overseas ratio was 70.3%.

On online mobile,
 The number of downloads of our own title and IP licensed title is
 Globally, it has increased by 3.4%,
 reaching a total of 171.4 million downloads.

Financial Highlights: Entertainment Business Online/Mobile Sales Trends

Sales have stabilized overall as a result of initiatives for existing titles and the launch of new titles in Q3



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This is the sales trend in the online and mobile field.

The 4th quarter increased compared to the previous quarter and the same quarter last year.

In addition to the stable trend of new titles delivered in the 3rd quarter, Existing titles conducted events and contributed.

Due to the launch of the new titles in the second half of the year, Sales for the full year decreased year-on-year.

However, the overall sales are stabilizing with the new titles operated by the company.

This is in line with the strategy of the online mobile field.

Financial Highlights: Expenses and number of personnel (Vs. Previous Year And Forecast)

		FY24	FY25	Change	(million yen/person) vs Initial forecast [1]
Employment Costs	COGs	19,690	21,730	2,040	–
	SGA	4,810	5,070	260	–
		24,500	26,800	2,300	–
Outsourcing Costs	COGs	6,180	5,470	(710)	Decreased
Advertizing Costs	SGA	3,090	3,240	150	Decreased
Headcount^[2]		2,684	2,835	151	as Expected

- Development cost covered by partners ^{(*)3} : Increased year-on-year, same as the previous quarter

*1 For the cost forecast at the beginning of the fiscal year, please refer to the financial results briefing materials (https://www.koeitecmo.co.jp/ir/docs/ir3_20250508.pdf) for the fiscal year ending March 2025.

*2 Number of employees: Consolidated basis, excluding temporary employees

*3 Development cost covered by the partner is recorded in the form of a reduction in the COGs. The recorded amount, recorded title, contract terms with the partner, etc. are not disclosed.

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I will explain the main costs and number of personnel.

By increasing the number of people centered on new graduates recruitment and improving treatment, Employment costs increased in line with the plan.

Although outsourcing processing costs were expected to increase moderately on an annual basis, They decreased due to improvements in the operation of mobile titles.

Advertising Cost increased due to the incurred of advertising costs associated with new products.

Compliance with Prime Market Listing Standards

In September 2025, by executing the "Disposal of Treasury Shares and Secondary Offering of Shares", the Free Float ratio reached 35%,
 All criteria for maintaining listing on the Prime Market have been met.

◆ Free Float Ratio

	Listing Maintenance Standards	Actual		
		Mar-25	Sep-25	March 2026
Free Float Ratio (%)	35.0	29.9	37.3	37.1
Number of Free Float Shares (Units)	20,000	1,007,467	1,255,692	1,249,063
Number of Treasury Shares (Hundreds of Shares)	–	202,456	20,100	20,101
Treasury Shares Remaining (Million Yen)	–	37,340	3,746	3,747

※Note: Fractions are truncated.

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We will explain the compliance with the Prime Market listing maintenance standards.

To meet the standards,
 In September 2025, we carried out the "Disposal of Treasury Shares and Secondary Offering of Shares".

As a result, we achieved a free float ratio of over 35% and complied with all the requirements for maintaining our listing.

The free float ratio as of the end of March is 37.1%.

As a prime listed company, we will continue to strive to further enhance our corporate value.

2. Earnings Forecast

Agenda

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Next, I would like to explain the earnings forecast for FY2026.

Earnings forecast: FY2026 initial earnings forecast and dividend forecast

Aiming for the 3-Year Cumulative Operating Profit of 100 Billion Yen as per the 4th MTMP while Continuing Development Investment

(Million Yen)

	FY24 Results		FY25 Forecast		VS Previous Year	
	Amount	Ratio	Amount	Ratio	Amount	Ratio
Sales	88,393	-	90,000	-	1,607	1.8%
Operating Profit	37,168	38.6%	32,000	35.6%	(5,168)	-13.9%
Ordinary Profit	57,000	60.1%	42,000	46.7%	(15,000)	-26.3%
Net Profit	42,830	45.3%	31,000	34.4%	(11,830)	-27.6%
Dividend per Share(Yen)	66	-	48	-	(18)	-27.3%
Payout Ratio	50.1%	-	50.3%	-	+0.2pt	-

◆ Assumptions for Earnings Forecast

- The forecast includes new titles scheduled for release within the fiscal year
- No assumptions of significant one-time expenses or other transient risks
- Exchange rate assumption is 142 yen per US dollar, with a fluctuation of more than 100 million yen in operating profit for every 1 yen change in the exchange rate

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Although several new titles are scheduled to be released in FY2026, we expect an increase in revenue and a decrease in operating profit compared to the previous year.

This outlook is based on conservative planning of development costs, sales expenses, and other expenditures, as well as increased investment in human capital.

While continuing to invest in the medium to long term, Over the three years of the 4th Medium-Term Management Period, we aim to achieve the target of Operating Profit of 100 billion yen.

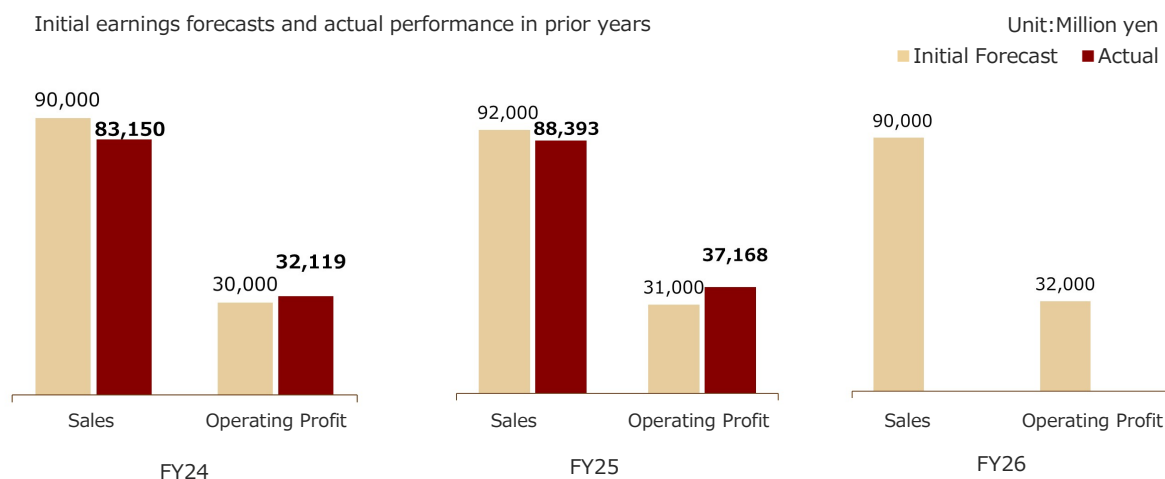
Regarding non-operating balance, based on the recent financial market situation, We will continue to operate flexibly.

The dividend forecast is based on the basic policy of 50% total allocation ratio. It is 48 yen per share.

Earnings forecast: Assumptions

Earnings forecast incorporates expenses at a conservative level

Initial earnings forecasts and actual performance in prior years



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The comparison between the initial earnings forecasts and the actual results is as shown.

We will continue to make efforts to achieve results that surpass the externally announced forecasts this fiscal year.

Earnings Forecast: FY2026 Forecast by Segment

		(Million Yen)		
		FY25 Actual	FY26 Forecast	Change
Entertainment	Sales	82,541	83,700	1,159
	Operating Profit	36,642	31,600	(5,042)
Amusement	Sales	4,782	4,900	118
	Operating Profit	802	700	(102)
Real Estate	Sales	1,299	1,400	101
	Operating Profit	327	200	(127)
Others	Sales	394	100	(294)
	Operating Profit	(604)	(500)	104
Corporate & Elimination	Sales	(624)	(100)	524
	Operating Profit	-	-	-
Total	Sales	88,393	90,000	1,607
	Operating Profit	37,168	32,000	(5,168)

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The segment-specific plans are as shown.

The entertainment business primarily focuses on in-house titles, and since collaboration titles are planned conservatively, an increase in revenue and a decrease in profit are anticipated.

Earnings Forecast: FY2026 Sales Units by Region

	FY25 Actual		FY26 Forecast		Vs Previous Year	
	Units	Component Ratio	Units	Component Ratio	Units	Percent Change
Japan	4,190	29.7%	2,800	28.0%	(1,390)	-33.2%
Overseas	9,910	70.3%	7,200	72.0%	(2,710)	-27.3%
N. America	4,270	30.3%	3,600	36.0%	(670)	-15.7%
Europe	2,930	20.8%	1,600	16.0%	(1,330)	-45.4%
Asia	2,710	19.2%	2,000	20.0%	(710)	-26.2%
Total	14,100	100.0%	10,000	100.0%	(4,100)	-29.1%
DL Units	8,720		6,500		(2,220)	
DL Ratio	61.8%		65.0%		+3.2pt	

(1,000 Units)

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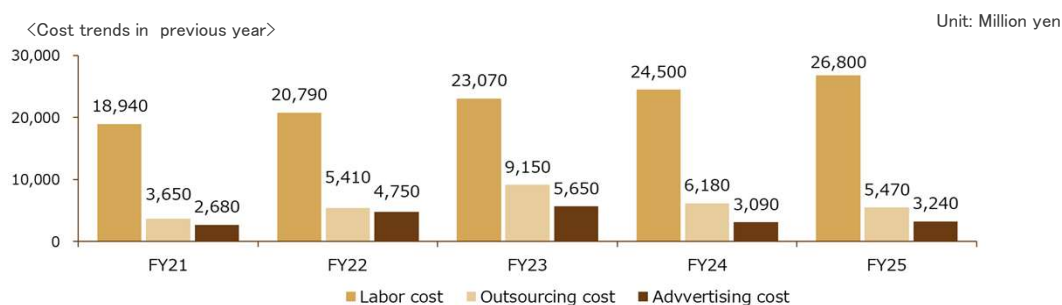
The sales volume plan for the console and PC sector is 10 million units. The overseas sales ratio is planned to be 65.0%.

The lineup includes multiple new titles as well as back catalog titles, including repeats of titles released in fiscal year 2025.

Earnings Forecast: FY2026 Cost Outlook

Subject	FY26 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	Maintain the Pace of Increase	Continue proactive recruitment, focusing on new graduates in the domestic market.

Development cost burden by partners FY2026 will be the same level as FY2025



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We will continue to expand our workforce and expect to increase at an annual rate of 10%.

Regarding outsourcing costs and Advertising Cost,
 With the expansion of the pipeline, it tends to increase gradually.

In FY2026, we will work together as a company to ensure the achievement of this earnings forecast and aim for performance and profit returns that exceed it.

Profit return

Committed to returning high profits to shareholders through sustainable and stable dividends

Profit Return Positioning

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

Profit return Basic Policy

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

*Total payout ratio includes dividends and share buybacks. Dividend amount per share is a guideline

During the 4th MTMP

- Based on profit return through dividends
 - Aim for stable dividends.
- Aiming for growth in total dividends through Operating Profit growth

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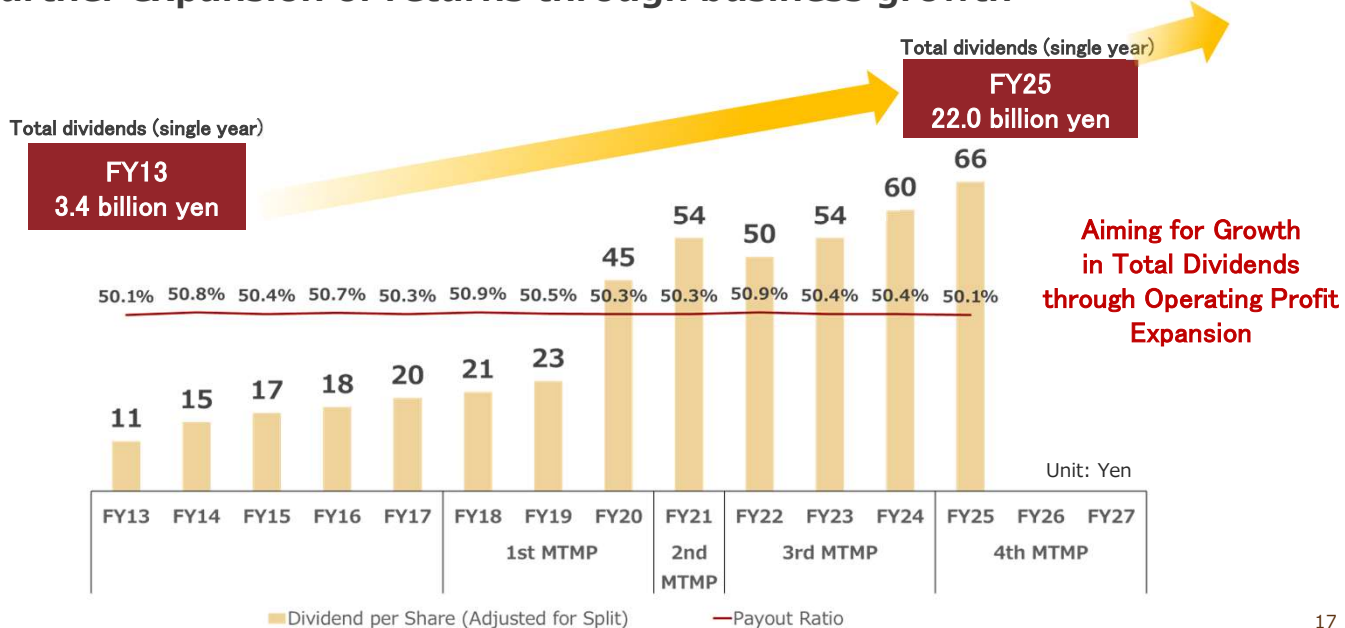
The basic policy for profit return is 50% of the consolidated total allocation ratio or

The annual dividend is 50 yen per share, and there is no change.

During the 4th Medium-Term Management Period, shareholder returns through dividends are the primary method of profit distribution.

Profit return

Further expansion of returns through business growth



*Dividends per share are after adjusting for stock splits. Total dividends are rounded down to the nearest decimal place.

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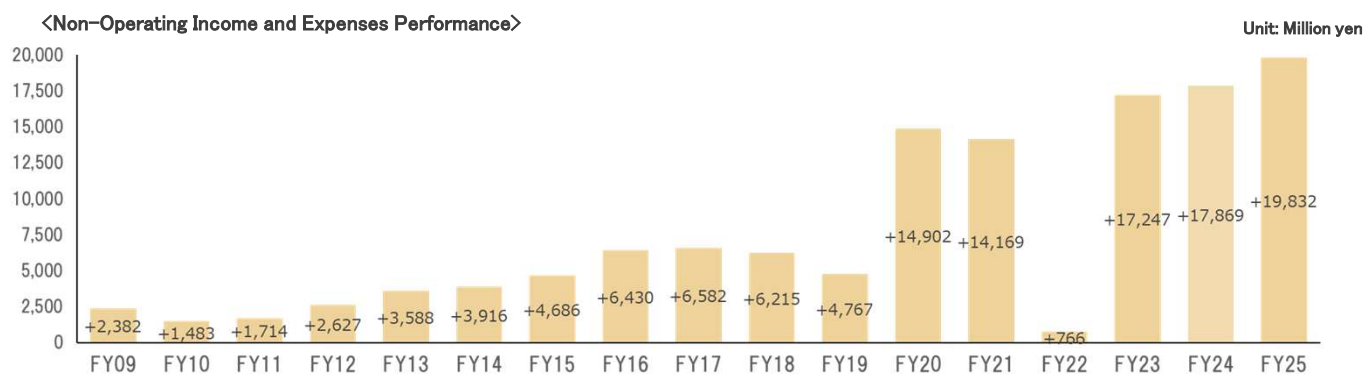
Until now, we have returned profits in line with the growth of our business performance.

We will continue to increase the total amount of dividends through business growth and aim to achieve high returns.

Non-operating income and expenditure and fund management policy

◆ Policy

- Stabilize the financial base and support the main business.
- Manage the surplus capital after investing in the main business of each fiscal year.
- Aim for continuity that can record stable profits from a medium- to long-term perspective.
- Have agility to respond to financial market trends.
- Ensuring the soundness of the balance sheet.



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Regarding non-operating profit and expenditure,
 As for our investment policy, we will continue to emphasize "Continuity",
 "Agility", and "Soundness",
 while appropriately responding to trends in the financial markets.

This concludes the explanation of the earnings forecast.

3. Management strategy : Progress of the 4th MTMP

Agenda

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I will talk about the main progress of the 4th Medium-Term Management Plan that started in FY2025.

Long-term vision

From the 4th to the 6th MTMP

Aiming to achieve the long-term vision of "entering the top 10 in the world"



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Our group has set "World's No. 1 Digital Entertainment Company" as our vision.

As the first step toward realizing this vision, we aim to rank among the top 10 in the world for operating profit in the global digital entertainment company rankings by FY 2035.

Overview of the 4th MTMP

As the first step toward the long-term vision, the 4th MTMP will promote "Creating a Foundation for Growth." Aim to achieve cumulative operating profits of over 100 billion yen over the three-year period and 40 billion yen in operating profits in the final year.

4th MTMP
"Creating a Foundation for Growth"

<p>◆ Qualitative goals</p> <ul style="list-style-type: none">(1) Pipeline quantity growth(2) Pipeline quality growth(3) Sales power growth(4) Cost efficiency growth	<p>◆ Quantitative Targets</p> <ul style="list-style-type: none">• Cumulative operating income of 100 billion yen or more over three years• Re-challenge to achieve operating profit of 40 billion yen in a single year• Operating profit margin of 30% or more (cumulative for a single year and 3 years)
<p>◆ Three pillars</p> <ul style="list-style-type: none">1. Strengthening the management foundation (human capital, governance system)2. Business strategy (Entertainment business is a growth driver.) Strengthen the power to "Create", "Sell", "Utilize", and "Support" IP3. Cash allocation (growth investment centered on human capital, return)	

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the 4th Medium-Term Management Plan is positioned as "Creating a Foundation for Growth", aiming to achieve a long-term leap forward.

Based on this, we set 4 goals, including "growth of quality and quantity of pipelines",
We will firmly lay a solid foundation centered on the entertainment business.

Our main quantitative target is to achieve cumulative operating income of more than 100 billion yen over the three years.

In addition, we will re-challenge to achieve a single-year operating profit of 40 billion yen in the final year.

Progress of the 4th MTMP Pipeline Policy

Various new products were released in FY2025

4th MTMP Pipeline Policy

- Focus on Multi-Platform Support as the Foundation
- Curate the Lineup by Considering Diversity of Titles (New IPs, Series, Collaborations) and Balancing Scales from Large to Mid-Sized Titles

FY2025	Main titles
Console PC (Large)	"Nioh 3", "NINJA GAIDEN 4" "Hyrule Warriors: Age of Imprisonment", "Pokémon Pokopia"
(Middle class)	"Ryza's Atelier ~Secret Trilogy~ DX" "FATAL FRAME II: Crimson Butterfly REMAKE"
Mobile	"Kingdom Hadou" "Haruka: Beyond the Stream of Time Ryugu no Miko"

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As a pipeline policy,
We will primarily focus on multi-platform support,
and proceed with lineup planning by considering the diversity of titles
such as new IPs and collaborations,
as well as balancing the scale of development.

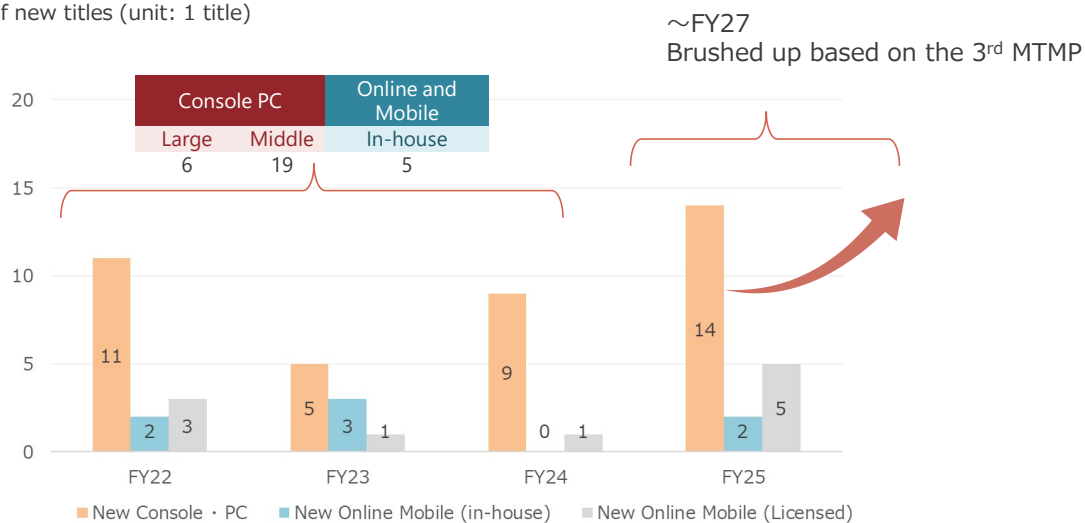
For FY2025,
In the console and PC fields, we released various titles utilizing our IPs,
covering both large and mid-sized categories.

In the online and mobile fields, we launched two new titles through in-
house titles and collaborations.

Progress of the 4th MTMP Pipeline Policy

Improving quantity and quality with a well-balanced lineup next year and beyond

Number of new titles (unit: 1 title)



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In the 3 years of the 4th Medium-Term Management Plan, the goal is to enhance both the quantity and quality of the pipeline based on the pipeline of the previous medium-term plan period.

In line with this goal, we are developing multiple titles to be released this year and beyond.

For FY2026, in addition to the titles currently announced for release, We plan to release several new titles.

Progress of the 4th MTMP Initiatives to Strengthen the Global Sales System

Promoting the development of a marketing system and starting to address issues

Initiatives and Achievements in FY2025

- Building relationships with the media
- Approach to emerging countries
- Strengthening marketing functions at overseas sales companies
- Strengthening the global marketing system

◆ Example

- "Nioh 3" In-house publishing of large titles
- Continuing to expand into the Middle East and North Africa
- Marketing measures such as exclusive articles from major media outlets
- Organize our marketing system

Future challenges

- Strengthening the in-house publishing system overseas
- Expansion of fan community
- Maximize product lifetime sales
- Promoting research in emerging markets such as Southeast Asia and India

Long-term goals

- Increasing awareness of corporate, brands, and titles in the global, European and American markets
- A system capable of publishing large titles in-house
- Early entry into emerging markets

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For future growth, we will focus on marketing in global markets such as Europe and the United States.

In FY2025, we achieved global publishing of "Nioh 3" and attained certain results through marketing efforts targeting overseas media. Additionally, we began establishing a marketing framework.

Moving forward, we will work on strengthening our overseas publishing infrastructure, expanding fan communities, maximizing sales throughout the product lifecycle through sales optimization, and conducting research to enter emerging markets such as Southeast Asia and India.

Progress of the 4th MTMP Initiatives to IP Development and Utilization

Aiming to expand the scope of IP utilization and expand the scale of revenue

Initiatives and Achievements in FY2025

- Materialization of IP strategy
- Expansion of IP to be used (utilization of past assets)
- Expansion of digital content

◆Example

- "Atelier Ryza" (Anime, Comics, Goods, Digital Content (ASMR), App Collaboration with Other Companies)
- Licensed Title in Console/PC sector

Future challenges

- Increasing awareness and expanding sales channels in Europe and the United States
- Maximizing IP value and utilizing past assets
- Expansion of product development

Long-term goals

- Strategic IP utilization, including multimedia development
- Establish IP utilization as a business and grow the scale of profits.

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In the IP business, we will actively develop the IP we create in areas other than games.

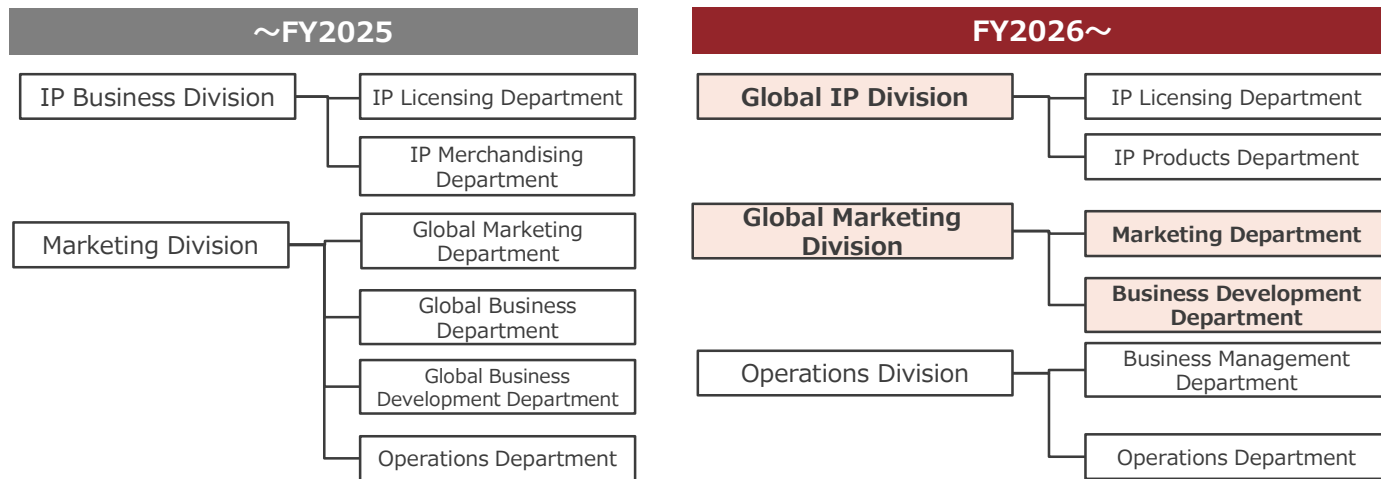
In FY2025, licensing for game development remained steady, and we also carried out the development and sales of new products, achieving positive results.

As future challenges, we will proceed with discussions with partners to expand sales channels in the high-potential European and American markets, maximize the value of existing IPs—including their utilization and reboot—and develop new products such as digital content.

Progress of the 4th MTMP Organizational Structure Changes in the Global Marketing and IP Business

Structural changes aimed at promoting and strengthening global business development

- Changed the name of the IP Division to the Global IP Division.
- Changed the name of the Marketing Division to the Global Marketing Division.



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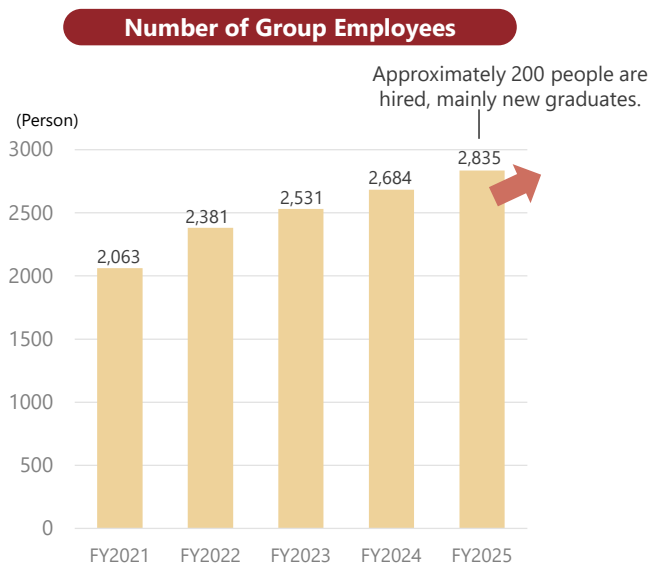
In the marketing and IP businesses, we changed our organizational structure in April.

The IP Business Division has been renamed to the Global IP Division, and the Marketing Division has been renamed to the Global Marketing Division.

We will strategically increase the value of our IP in the global market.

MS: Progress of the 4th MTMP Investment in Human Capital

Expansion of personnel and improvement of the working environment are progressing as planned



New Office "Yokohama Symphostage" become operational in April 2026



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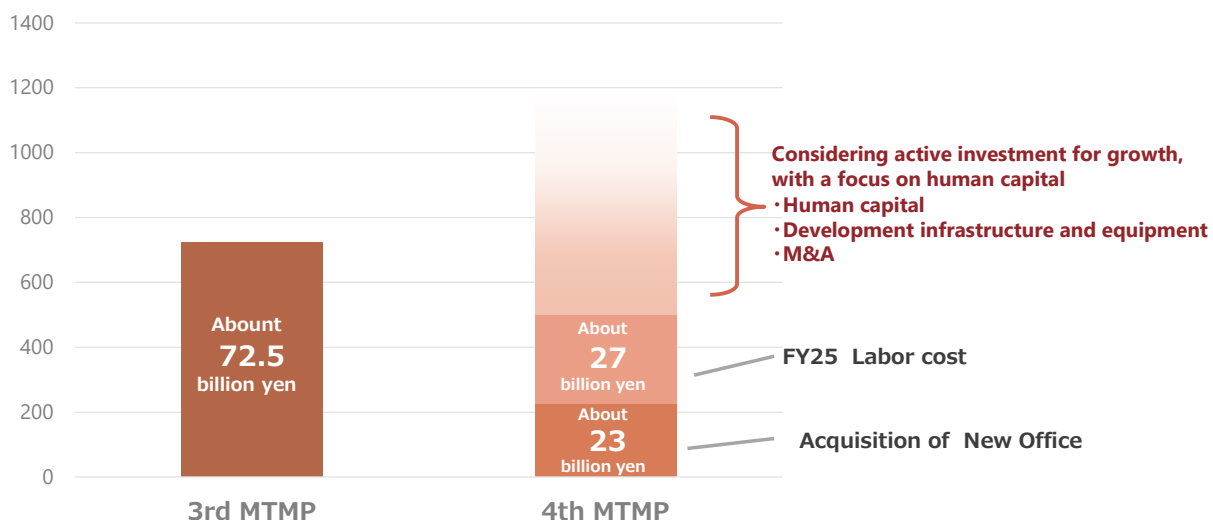
Investment in human capital is also progressing as planned.
In FY 2025, we expanded our workforce and acquired a new office.

The number of consolidated employees increased by 151 from the end of the previous fiscal year.
In addition, in FY 2026, we welcomed 193 new employees domestically.

In addition, the Yokohama Symphostage, which was acquired in May last year, started operation in April this year.
Regarding the development of a work environment that allows employees to maximize their creativity,
We will continue to work on it.

Progress of the 4th MTMP Investment in Human Capital

Continue growth investments centered on human capital for medium- to long-term growth



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As a cash allocation for growth investments, We expect more than 110 billion yen during the 4th Medium-term Management period.

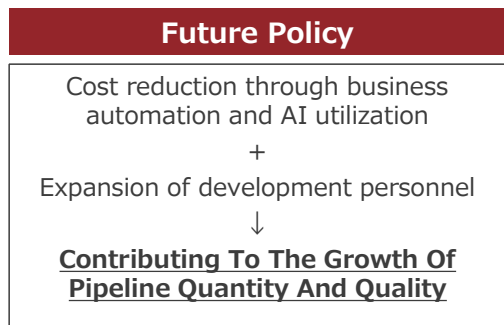
In FY2025, we proceeded with investment in human capital, including the acquisition of new offices.

From FY2026 onwards, we will continue to recruit and train personnel, mainly new graduates.

We will continue to consider and implement aggressive growth investments.

Progress of the 4th MTMP Innovation in production processes through the use of AI and other tools

Promoting operational efficiency through the use of AI



<AI use cases>

Domain	Use Cases
Customer Support	Automate user support
	Automate the collection and analysis of user responses
Quality Control	Reduced debugging man-hours
Localization	Streamline Multilingual Translation
Overseas Offices	Improving operational efficiency by facilitating communication in other languages
Company-wide	Reduced man-hours for file translation and meeting minutes creation by more than 50%

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Regarding operational efficiency using AI, etc.,
 By proceeding in conjunction with the expansion of development personnel,
 We aim to contribute to the growth of the quantity and quality of the pipeline.

In FY2025, we have continued to promote the use of AI in development support environments, including debugging.
 We will continue to actively work to improve operational efficiency.

This concludes our explanation.