

# Human Capital Management Supporting Sustainable Growth

## As-Is

	FY2023	FY2024
Global ranking by operating profit*1	<b>14<sup>th</sup> place</b>	<b>17<sup>th</sup> place</b>
Amount of operating profit	<b>28.4 billion yen</b>	<b>32.1 billion yen</b>
Consolidated number of employees (number of non-Japanese employees)	<b>2,531</b> (747)	<b>2,684</b> (783)

\*1 Global rankings in the digital entertainment business  
(Based on the Company's own research)

## Enhancing Human Capital to Achieve Our Vision

### Human Resources Development Policy

Creators who  
bring about new  
entertainment

&

Businesspeople  
who bring about  
growth and  
profitability

## To-Be

### Long-Term Vision

**Making the  
world's top 10  
Number of employees  
Around 5,000**

### Vision

**The World's  
No. 1  
Digital  
Entertainment  
Company**

### Ideal image of people we seek to develop

#### Individuals who are self-reliant and professional creators

- People with outstanding knowledge and skills in their own work, as well as knowledge of peripheral work
- People who can complete high-quality products that improve brand power within the delivery timeline while executing meticulous checks without compromise

#### Individuals who support value creation while promoting and enhancing business

- People capable of cultivating new fields, creating and developing new global IPs, independently starting projects, and commercializing these toward deployment
- People capable of proactively establishing essential support systems and frameworks for generating maximum results from a Company-wide perspective

#### Individuals who enhance the value of IPs from a global perspective

- People who understand and respect different cultures and diversity, and proactively accelerate business from a global perspective
- People who understand the value of KOEI TECMO's IPs and are capable of collaborating with people with a diverse range of cultural backgrounds, including overseas partner companies and overseas bases within the Group, to cultivate value

### Human resource strategies\*2

#### Ensure a Diverse Pool of Talent with a Focus on New Graduates (P.42)

Indicator	FY2024 figures	Target (target FY)
Number of new graduate hires	199 people	200 people (continuous)
Ratio of non-Japanese employees*3	29.1%	—

#### A Human Resource Development System Driving Growth (P.43)

Indicator	FY2024 figures	Target (target FY)
Total training hours per person	49.6 hours	Over 60 hours (by 2030)
Department head-led training hours per person*4	20.1 hours	Over 24 hours (by 2030)

#### Establish a Workplace Environment Where Employees Can Work with Peace of Mind (P.44)

Indicator	FY2024 figures	Target (target FY)
Employee engagement score	50.4 (B)	Over 58 (2033)
Ratio of people leaving their jobs	4.7%	Under 5% (continuous)

\*2 Each item is aggregated from domestic Group companies \*3 Consolidated only for the ratio of non-Japanese employees \*4 Voluntary training sessions led by department heads involving employees taking on the role of instructor at their respective departments and teaching one another essential skills



## Materiality

Develop human resources capable of creating new value

Provide a work environment that allows diverse human resources to perform their jobs in a vibrant manner

## Ensure a Diverse Pool of Talent with a Focus on New Graduates

Believing that people are its greatest asset, the Group is committed to securing talented individuals with diverse capabilities and values in order to achieve sustainable growth and enhance its global competitiveness. In particular, positioning new graduate recruitment as a key part of our growth strategy and having talented individuals with diverse backgrounds join the Company has supported our growth. We are also actively recruiting non-Japanese employees as part of our efforts to pursue growth in global markets. Moreover, we are also committed to establishing environments where each and every employee can utilize their abilities to the fullest and to promoting active roles for women.

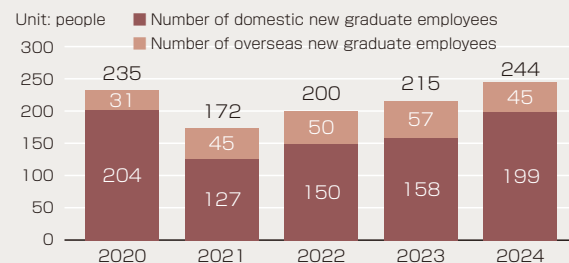
### New Graduate Recruitment

The Group is focused on new graduate recruitment toward achieving sustainable growth. By establishing environments and systems that enable employees to work with peace of mind over the long term, such as employee dormitories and the mentor system, we are fostering an ecosystem where creativity can be unleashed. We will maintain a high level of motivation among our game-loving employees and create new value through interactions between diverse personnel, thereby enhancing our competitiveness.

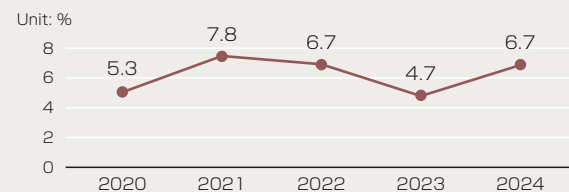
#### ▶ Internships

The Group strives to reduce the number of people resigning early through pre-screening internships that give potential employees a better understanding of what the job actually entails, thereby reducing the gap between expectations and reality. Having candidates learn how to create proposals directly from development leads and try out advanced level programming using our in-house developed game engine, KATANA ENGINE™ leads to strengthening recruitment of highly motivated and talented individuals who would be a great fit for the Company.

#### ▶ Change in number of new graduate employees (company-wide)



#### ▶ Change in ratio of people resigning within three years after joining as a new graduate (company-wide)

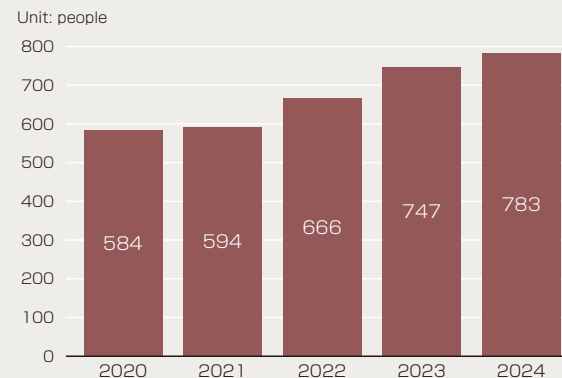


### Recruiting Non-Japanese Employees and Encouraging Them to Play Active Roles

With an eye toward growth in the global market, the Group is promoting the creation of an organization that respects talented individuals with diverse backgrounds and values. As part of this effort, we are actively recruiting non-Japanese employees.

With the increase in non-Japanese employees, the number of talented individuals playing an active role as managers and leaders is also growing steadily. This enables the Company to evolve into an organization where diverse individuals can fully exercise their skills. The active participation of such diverse individuals is a key factor behind enhancing the competitiveness of the Group and creating new value.

#### ▶ Change in number of non-Japanese employees (company-wide)



#### ▶ Change in ratio of non-Japanese employees through regular recruitment (domestic Group companies)



### Promoting Active Roles for Women

The Group is committed to promoting active roles for women as a way of realizing game development that incorporates diverse perspectives and values. Domestic Group companies offer career development support and training programs for female leaders on an ongoing basis toward achieving the goal of 12.0% female managers by FY2030. We are also focusing our efforts on creating comfortable workplace environments for employees. This involves enhancing systems for supporting employees in balancing childbirth and childcare with work, such as providing a monetary gift to new parents, facilitating back-to-work arrangements following childcare leave, and expanding the shorter working hours system for childcare to cover children up to sixth grade. We are creating an ecosystem where employees of all genders can exercise their capabilities with the belief that the growth of each and every individual is linked to enhancing the competitiveness of the Company.

#### ▶ Change in ratio of female managers and target (domestic Group companies)



#### ▶ Change in percentage of female employees taking childcare leave (domestic Group companies)



# A Human Resource Development System Driving Growth

The Group is concentrating on developing talented individuals who can take on both aspects of “creators who bring about new entertainment” and “businesspeople who bring about growth and profitability” in order that each employee can embody “Creativity & Business,” one of our core values.

## Training for New Hires

### ▶ New employee training

For a period of about one and a half months after joining, employees acquire fundamental business skills required for working professionals, in addition to knowledge and skills necessary for game production. After assignment, employees are supported in their development by the mentor system, through which a senior colleague offers guidance and arranges meetings over the course of a year. We also carefully monitor how new employees are getting on through annual interviews with HR personnel, along with additional interviews as necessary. Moreover, we also conduct year-end “follow-up training,” and have established a support system that enables new employees to work with peace of mind and develop steadily.

## Rank-Specific Training

### ▶ Rank-specific training

In order to promote employee development tailored to their respective career stage, we provide rank-specific training programs every year for promoted employees and mid-career hires. Based on our Human Resources Development Policy, participants gain the knowledge and skills required for each stage through a two- to three-day intensive program. For example, we provide opportunities for creators to gain a more business-minded perspective, such as having employees in developer roles learn the fundamentals of management accounting. We aim to develop practical skills among employees through specialized curricula designed to cover the required responsibilities at each stage, thereby promoting the development of personnel that can deepen their understanding of their roles and responsibilities and contribute to improving overall organizational performance.

### ▶ Manager training

We provide training for newly promoted managers on goal management and evaluation, instructing subordinates, and managing overtime work, giving them systematic opportunities to acquire the skills required for managerial roles. We also provide training aimed at continuous skill development for existing managers after a certain amount of time has passed since they assumed a leadership or managerial role. This enables us to maintain and improve the management capabilities of managers at all levels, thereby enhancing our capabilities as an organization.

## Skill Development Training

### ▶ Reskilling

The Group supports employees in gaining new skills as a way of addressing the rapidly changing business environment. As part of this reskilling initiative, we provide opportunities for employees to consider reskilling by offering career stage training to employees with a certain level of experience and encouraging them to review their career and life plan. In FY2024, 92 employees participated in this training, redefining their expertise and becoming more motivated to acquire new skills. Through this, we are building a framework that enables employees to develop their careers with a long-term perspective and contribute to the sustainable growth of the Company.

### ▶ External seminars

To encourage employees to take a proactive approach to their learning, we offer guidance on appropriate external seminars and correspondence courses, along with subsidizing a portion of the costs. Correspondence courses related to game engines and CG production are especially popular. From FY2024, the program for subsidizing language exam fees has been expanded to cover both English and Chinese language exam fees. We are committed to encouraging motivated employees to improve their foreign language skills as a way of developing human resources that can support global business expansion.

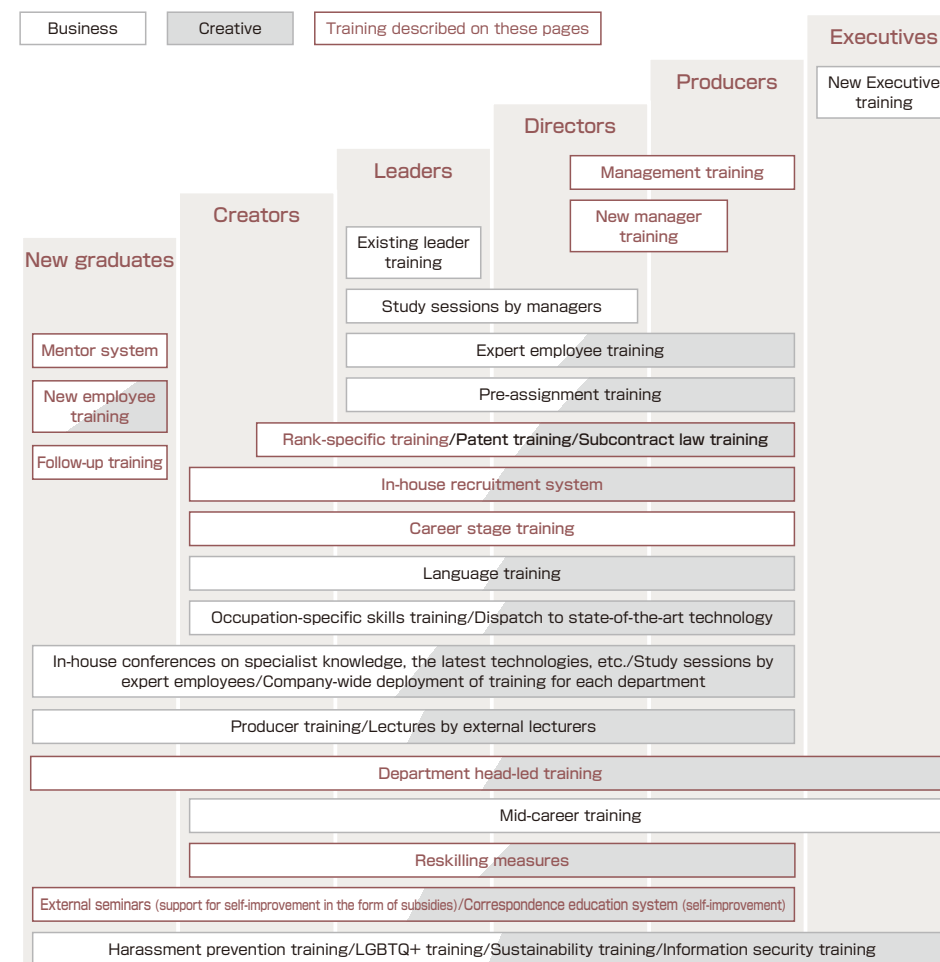
### In-house recruitment system

We have established an in-house recruitment system to support employees in developing their careers independently. By recognizing and visualizing an ideal vision of their future selves and what would be expected of them, employees get an opportunity to think deeply about their own careers and develop the necessary skills and experience. This system has led to many employees voluntarily transferring within the Company and playing an active role with a high level of motivation.

## Department head-led training

Starting in FY2024, department and brand-specific training and study session materials are being published on the company intranet to promote knowledge-sharing across different departments. We are working to improve the quality of on-the-job training, share expertise, develop the skills of all employees, and increase productivity. For example, brands hold monthly retrospective meetings or lectures, etc. on how to use the KATANA ENGINE™ as necessary. Standardizing the fundamentals and specifications of creating games allows us to raise knowledge levels and develop high-quality games.

## Framework for Generating Transcendent Human Power



The Group is focused on establishing a working environment where each and every employee can fully exercise their capabilities and play an active role over the long term with peace of mind. By establishing such workplaces, we improve employee engagement and health and maximize individual performance, thereby ensuring both employee welfare and the sustainable growth of the Group.

## Working Toward Enhancing Engagement

The Group actively strives to enhance employee engagement with the aim of achieving a balance between job satisfaction and a comfortable working environment for employees. To provide even more entertainment to our customers, it is crucial for employees to share the Company's vision and work with a sense of mission. Accordingly, we visualize challenges across the entire Group and prioritize efforts to steadily work toward improvement. We introduced an employee engagement survey in FY2023. Reflecting employee feedback in management operations allows us to identify organizational issues and examine and implement continuous improvement measures.

### ► Engagement survey results

	Score	Targets	Respondents	Response rate
FY2024	50.4	2,016	1,798	89.2%
FY2023	50.4	1,890	1,587	84.0%

### ► Issues requiring improvement and measures

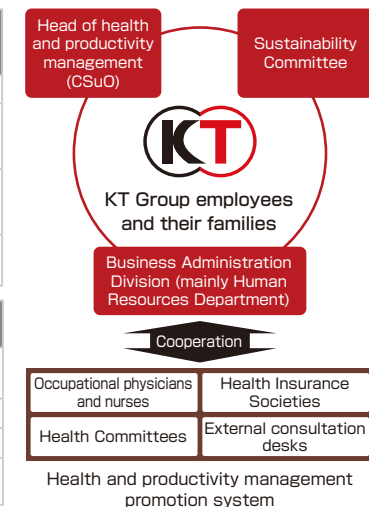
Issue	Measures
Facility environments (improve work environment)	<ul style="list-style-type: none"> <li>● Acquire new office space</li> <li>● Introduce tea dispensers and lunch box ordering service</li> </ul>
Succession activities (share knowledge and expertise)	<ul style="list-style-type: none"> <li>● Study sessions for junior developers</li> <li>● Coordinate and roll out departmental training</li> </ul>
Systems and benefits	<ul style="list-style-type: none"> <li>● Enhance benefits (accumulated paid leave system, sabbatical leave system, childbirth leave for spouses, etc.)</li> </ul>
Reform activities (Company-wide improvement activities)	<ul style="list-style-type: none"> <li>● Have top management share employee engagement results with the entire Company</li> <li>● Share best practices across departments</li> </ul>

## Health and Productivity Management Initiatives

The Group believes it essential above all else to ensure that employees stay healthy both physically and mentally and deliver a high level of performance in order to contribute to the enrichment of customers' minds worldwide. For the gaming industry in particular, employees' creativity and concentration underpin the foundation of the business; therefore managing their physical and mental health is of utmost importance. In light of chronic overworking specific to the industry, along with changes in the distribution of employees' ages, we are actively working to promote health initiatives under our health and productivity management promotion system so that employees can develop fulfilling careers while staying healthy over the long term. We have also been certified as a "2025 Outstanding Organization of KENKO Investment for Health (large enterprise category)" by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi. Specific measures include recognizing attendance of health seminars held by Company public health nurses as work-related activities and subsidizing fees incurred by individuals taking tests for unusual results detected during health checkups.

(1) Health and productivity management promotion indicators	FY2024 figures	Targets (for 2026)
(1) Presenteeism (SPQ survey)	75.1	80
(2) Attendance rate of seminars held by public health nurses	80.0%	80%
(3) Satisfaction level with seminars held by public health nurses	90.1%	90%
(4) Health checkup repeat testing uptake rate	44.3%	60%

(2) Other health-related information	FY2024 figures
(1) Absenteeism (days absent due to injury or illness)	10.5 days
(2) Stress check uptake rate	84.7%
(3) Health checkup uptake rate	100%
(4) Rate of unusual results in health checkups	31.3%



## Practical Establishment of Workplaces Where People Shine

### ► Supporting stable lifestyles

We provide a variety of programs and environments to support employees' lives in order that each individual can work with peace of mind. We support the establishment of stable life infrastructure for a wide range of employees, including new graduates and non-Japanese employees, such as scholarship repayment support and welfare fund loan programs, increased base pay after 10 consecutive years, and the provision of single-person dormitories and company housing (15 properties and 409 individual rooms). Through these initiatives, we are establishing workplace environments that fully draw out employees' capabilities and individuality and enable them to play an active role.

### ► Establishing working arrangements that enable employees to balance childcare and work

In addition to the flextime system, we have also adopted systems for both shorter working hours and staggered working hours (sliding attendance). In April 2025, we increased the number of hours by which employees using the shorter working hours system could reduce their working hours from 3 to 3.5 hours. Moreover, we also improved the shorter working hours and staggered working hours systems used for childcare purposes by raising the age cutoff for eligible children from third grade to sixth grade. Through these efforts, we are establishing workplace environments where employees can play an active role while balancing childcare and work. We are supporting employees in balancing childcare and work through childcare leave, too, achieving high childcare leave uptake rates for both women (100%) and men (80%) in FY2024.

### ► Enhanced evaluation and remuneration systems

The Group has introduced a fair evaluation system based on merit for appropriately rewarding the efforts and achievements of its employees. We have also established a framework in which employee contribution is reflected directly in remuneration through the provision of bonuses linked to performance evaluations and financial results from the previous fiscal year. Furthermore, we raise motivation among employees and inspire them to take on further challenges through awards programs linked to the sales performance of individual game titles, along with incentive programs and celebratory parties. These systems are crucial in enabling employees to fully recognize their own growth and in pushing them to strive toward ambitious goals.

### ► Promoting diversity

We conduct training to raise awareness of diversity, LGBTQ+, and similar matters with the aim of creating an organization in which diverse personnel can respect each other and play active roles. In 2025, we established a new childbirth support leave for spouses that enables employees to take up to three days' leave after the birth of their child. We also began providing sanitary products in women's restrooms. We will continue to establish environments where all employees can work with peace of mind.

Other initiatives are published on our [corporate website](#). [🔗](#)