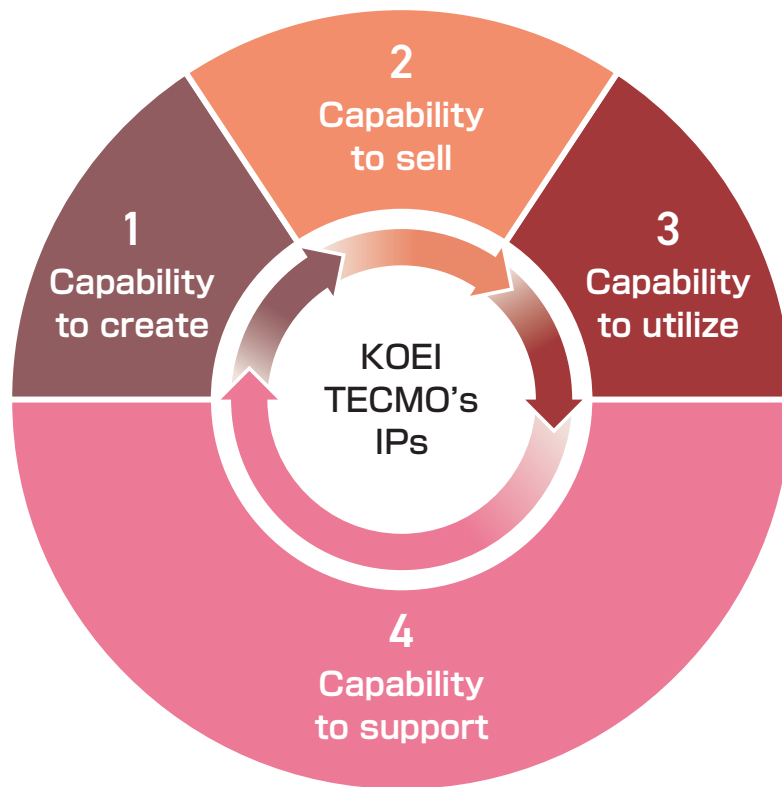




Capability to strengthen IPs	Related qualitative goals	Initiatives
Capability to create	Qualitative growth of the pipeline	- Engage in market-driven planning and development - Strengthen our capability to create new games utilizing major IPs + capability to create future core IPs
Capability to sell	Growth in sales capabilities	- Improve marketing and sales strategies - Enter emerging markets at an early stage
Capability to utilize	Qualitative growth of the pipeline	- Promote wide application of IPs, build business models - Maximize value of IPs through media franchising
Capability to support	Quantitative growth of the pipeline Growth in cost efficiency	- Enhance development structure, improve creator capabilities - Innovate production processes utilizing new technologies including AI

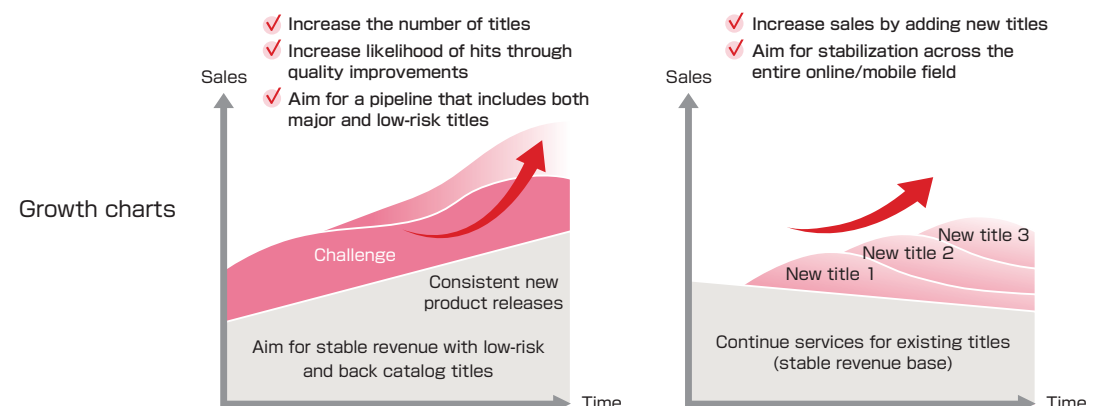
Growth Strategies by Game Development Field

Positioning console/PC as a growth driver, we will expand the pipeline with a solid mix of titles. On the online/mobile side, we will both build on existing titles and add new releases to accumulate revenue.

	Console/PC field	Online/mobile field
Policy	Drive growth	Stable revenue

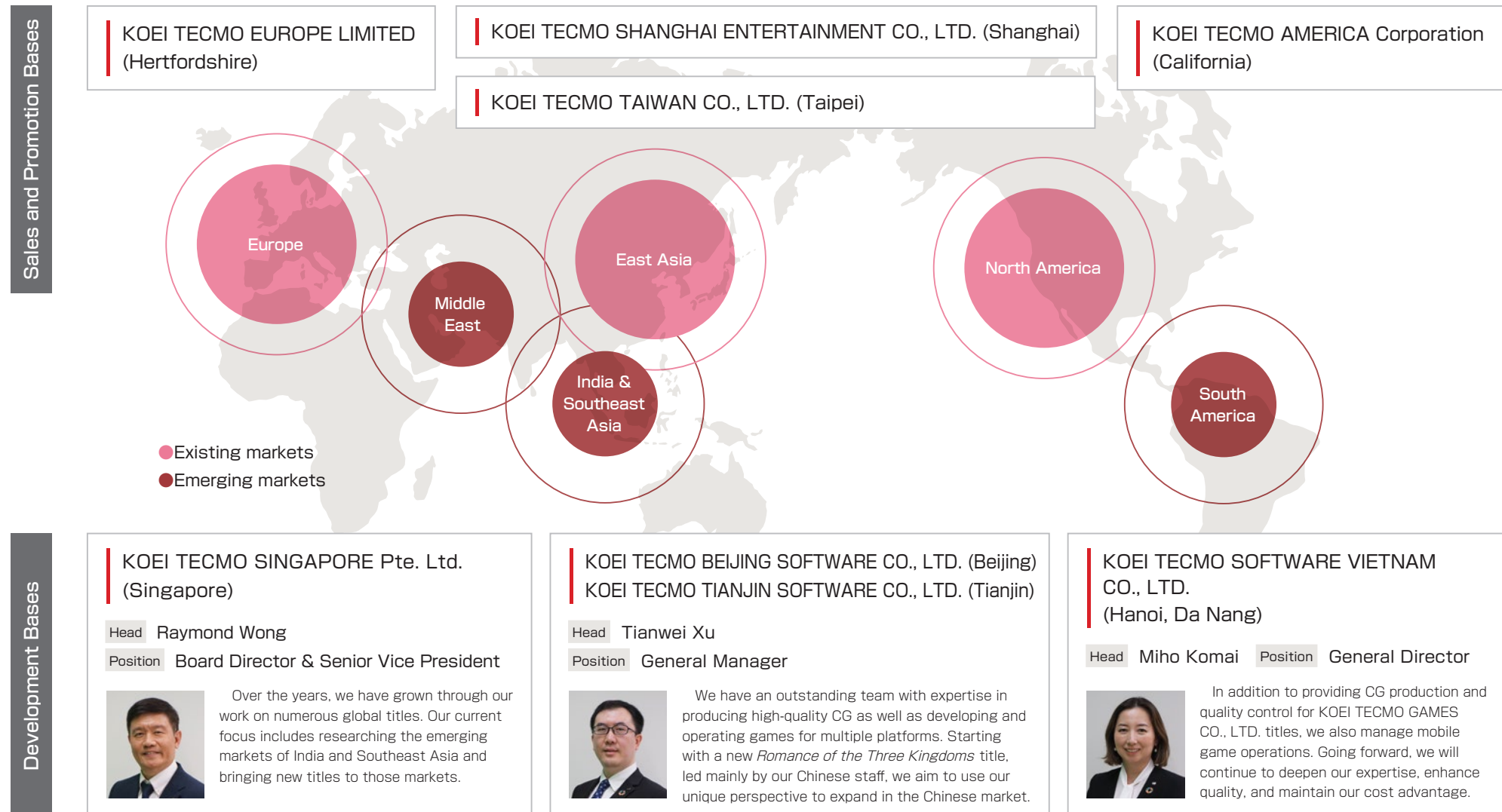
4th Medium-Term Management Plan: Pipeline Policy

- Base development on platform compatibility
- Reconsider degree of risk-taking after reflecting on the 3rd Medium-Term Management Plan
- Organize product lineup in consideration of balance between major and middle-class titles



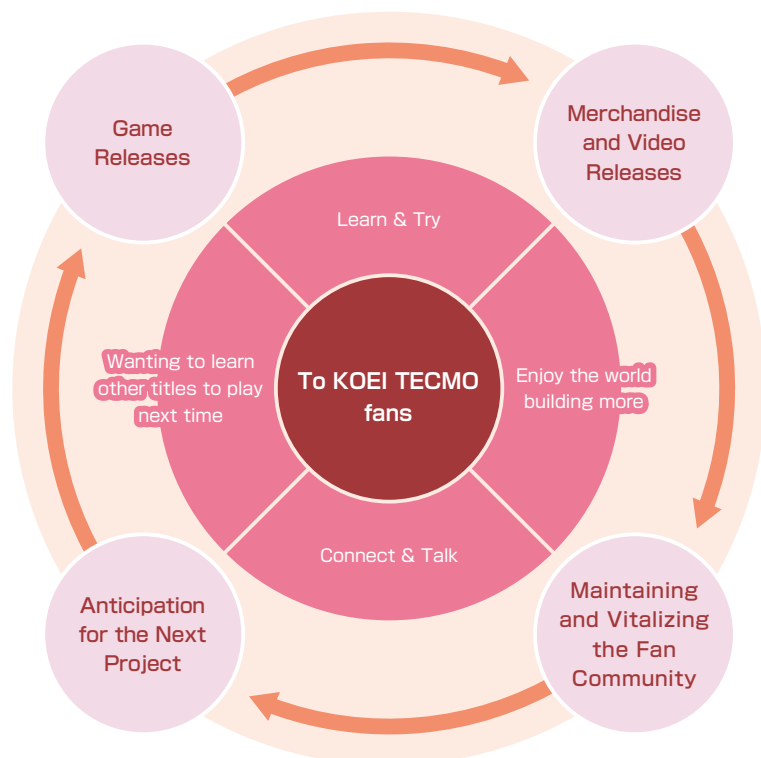
The Group has sales and promotion bases in Europe, North America, and East Asia and development bases in Singapore, China, and Vietnam. Each location works in coordination with the others, drawing on regional knowledge and strengths to develop and sell content for customers around the world.

Global Bases and Key Markets



To achieve further growth in the global market, we are working to enhance the value of the KOEI TECMO brand and increase its recognition by expanding our fan community and tapping into emerging markets. We are expanding our customer engagement through promotions and events in various regions, and are strengthening our sales structure by establishing new overseas sales bases.

Company Branding to Grow the KOEI TECMO Fan Base



Key Initiatives for Sales and Global Marketing

1. Increasing the Value and Spreading Awareness of the KOEI TECMO Brand

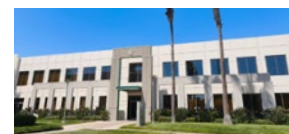
- Strengthening marketing capabilities and enhancing brand value by establishing an in-house publishing system for major titles
- “Strengthening cooperation with overseas sales subsidiaries,” “building organizational structures,” and “enhancing information gathering” with global expansion in mind.

2. Expanding the Fan Community

- Improving user satisfaction with the company, brand, and titles, and acquiring new fans through the strategic release of owned media and events.

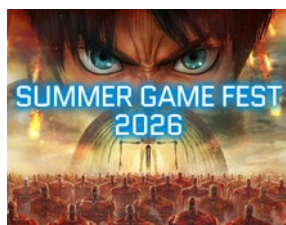
3. Pioneering Emerging Markets and Creating New Partnerships

- Research for pioneering emerging markets
- Continually creating opportunities for large-scale collaborations and partnerships



The KOEI TECMO AMERICA Corporation established a new office in Los Angeles in September 2026.

Recent Exhibitions and Events



Summer Game Fest 2026

(Los Angeles, USA / June 2026)
Attack on Titan 3 made its world premiere at “Summer Game Fest,” one of the world’s leading gaming events. It garnered a tremendous response from gamers and the media around the world, leading to increased global recognition.



Anime Expo 2026

(Los Angeles, USA / July 2026)
The largest Japanese IP event in North America, “Anime Expo,” featured *Attack on Titan 3* and *Atelier Karia*. In addition to spreading awareness, we promoted outreach to local media.



Bilibili World 2026

(Shanghai, China / July 2026)
We exhibited *Wo Long 2* and *DYNASTY WARRIORS 3: Complete Edition Remastered* at “Bilibili World,” one of China’s largest ACGN* events. Spreading awareness among young people, the media, and influencers has been promoted.

* A general term in Chinese for Japan’s 2D culture. (From the initials for Anime, Comic, Game, and Novel)

Based on the manga “Shingeki no Kyojin” by Hajime Isayama originally serialized in the monthly BESSATSU SHONEN MAGAZINE published by KODANSHA Ltd. ©Hajime Isayama, KODANSHA/“ATTACK ON TITAN” The Final Season Production Committee. ©2026 KOEI TECMO GAMES CO., LTD.

One of our key strategies in the 4th Medium-Term Management Plan is the “ability to leverage” our intellectual property (IP) across a wide range of fields beyond gaming. Through adaptations into films, anime, and comic books, as well as merchandising and collaborations with restaurants and events, we will expand engagement with our IPs, create new revenue opportunities, and simultaneously contribute to raising awareness of our IPs and deepening our connection with our existing fan base.

Key Initiatives for the IP Business

1. Globalization

- Promote bulk licensing and commercialization to overseas licensors.
- Promote both B2B and B2C through event participation.

2. Alignment with IP Value Maximization & Utilization of Past Assets

- Expanding our content and broadening our partnerships through IP licensing.

3. Event Business

- Bolster the lineup of merchandise, such as event merchandise and video products.

Overview of IP-Related Events

- Opened the KOEI TECMO POP-UP-SHOP KOREA inside the MARIO OUTLET, a large shopping mall in Seoul, South Korea.
- Made our debut at Licensing Expo 2026, one of the world’s largest international trade shows dedicated to licensing.



Examples of IP Expansions



Revoltech Amazing
Yamaguchi Ryu Hayabusa
Ninja Gaiden



TENITOL BIG Noodle
Stopper Figure:
Reisalin Stout



Bo Jackson Battle Arena
× TECMO BOWL
(Trading Card Game)
© 2026 Bo Jackson Battle Arena, Inc.
All rights reserved.



SMART PACHINKO
e Atelier Ryza: Ever Darkness & the Secret Hideout
© KOEI TECMO GAMES/ Atelier Ryza Production Committee © KYORAKU



Neo Romance♡Festa: Haruka Festival 2026
(Anniversary Event for Our Own IP)

Turning Title Fans into KOEI TECMO Fans

— Making KOEI TECMO a Global Entertainment Brand of Choice

NAOTO HIRAOKA

Managing Executive Officer, General Manager of the Global IP Business Division and Head of Global Marketing, KOEI TECMO GAMES CO., LTD.

KOEI TECMO's Strengths and Challenges in Overseas Markets

KOEI TECMO's strength in overseas markets lies in our IPs centered on historical and East Asian themes. Japanese and East Asian cultures, in particular, offer overseas users something fresh and outside of their everyday experience. No other game company matches our ability to preserve this distinctive identity while developing games across action, simulation, RPG, and other genres. Another strength of our Group is our track record of collaborations, through which we have turned a wide range of third-party IPs into compelling games.

KOEI TECMO's games enjoy a certain level of recognition in Japan and Asia and consistently earn high ratings from Metacritic*¹ and Famitsu*². In North America and Europe, however, while individual games are well-known and recognized, their association with the KOEI TECMO name remains limited. In the United States in particular, while we are typically recognized as the company behind *DYNASTY WARRIORS*, there is still limited awareness of the many other popular IPs and titles offered by KOEI TECMO.

One reason our corporate brand has not gained broader recognition is that we have traditionally relied on external partners to publish major titles overseas. While publishing through other companies allows our games to reach a large number of users, it makes it more difficult for individual titles to be associated with KOEI TECMO as a company, and therefore has not helped us build a fan base for the KOEI TECMO brand.

Building the KOEI TECMO Brand to Grow Our Fan Base

For *Nioh 3*, released in February 2026, we handled overseas publishing ourselves for the first time in the series. Being able to

deliver the title directly to customers and receive direct feedback on our marketing, branding, and game content was a valuable experience and a significant achievement. At the same time, this experience revealed a challenge. Our publishing efforts have tended to end with short-term promotions around release, without building ongoing relationships through regular communication that keeps users engaged and eager for what comes next. In Europe and North America, many publishers build anticipation well before release by sharing parts of the development or promotional process and by providing spaces for users to engage in discussions on social media. These experiences convinced me that strengthening our ability to build and nurture fan communities ourselves is essential.

By nurturing fan communities and helping fans of individual titles become aware of the KOEI TECMO corporate brand, we can lay the foundation for stronger, lasting connections with our audience. We can also further increase touchpoints by expanding our IP through licensing and other initiatives. This can create broader awareness that KOEI TECMO is behind both *Pokémon Pokopia* and *Hyrule Warriors*, helping us grow our corporate brand fan base.

One goal of corporate branding is to turn fans of individual titles into loyal users who want to play any game from KOEI TECMO. Ideally, someone who enjoys the *Nioh* series would then discover other KOEI TECMO titles, such as *NINJA GAIDEN* or the *Atelier* series, and choose to play them as well. That is the kind of ecosystem we want to create. As corporate branding takes hold, we can create a strong progression from title fans to corporate brand fans and eventually to loyal users. This is why we need not only product-focused marketing, but also corporate branding and an IP licensing strategy that increases customer touchpoints.

Enhancing Licensing Operations to Build an Even Stronger Presence

Expanding opportunities to engage with our IP beyond games



through soundtracks, merchandise, films, and other content, and deepening fans' attachment to our IP, will further strengthen our corporate brand. To increase customer touchpoints, we have begun taking steps to make it standard practice to negotiate and prepare for licensing several years before a game's release and to launch merchandise and other products in conjunction with the release. We have already begun putting this approach in place for titles scheduled for release from next year onward.

How Marketing and IP Drive Rapid Growth on the Global Stage

While some game companies build their business around a single blockbuster title, our Group has a rich portfolio of multiple strong titles. This is why connecting these strengths across our portfolio and raising the overall brand can be an effective strategy.

We will use the 4th Medium-Term Management Plan to steadily build our foundation, and then turn that foundation into tangible global growth from the 5th Medium-Term Management Plan onward. Our first priority is to strengthen our presence in North America, one of the world's largest markets. North America offers significant room for the Group to expand. After strengthening our foundation in North America, we plan to expand into Europe and steadily strengthen our presence there as well.

To strengthen the corporate brand and close the gap between our title brands and the corporate brand, we will increase customer touchpoints through global marketing and our IP licensing business. During our 5th and 6th Medium-Term Management Plans, we will work to expand the global fan base for the KOEI TECMO corporate brand, which will in turn contribute to further revenue growth.

*1 Metacritic: A review website covering games, movies, and other media. It assigns numerical scores based on the USER SCORE from users and the METAScore from professional critics.

*2 Famitsu: A Japanese game magazine. Its "Cross Review" has four editors rate new titles on a 10-point scale, for a maximum combined score of 40 points.

Amusement and Real Estate Businesses

In the 4th Medium-Term Management Plan, we also aim for growth in our amusement and real estate businesses, both of which sustain stable earnings. In the amusement business, we will achieve 10% growth every year in mature markets through improvements to existing businesses and new measures, etc. We view the real estate business as one of the foundations supporting the Group's overall business activities.

Amusement Business

Slot and pachinko business

We aim to maximize the use of powerful IPs and CG production capabilities developed by the entertainment business to stabilize the business and further enhance the value of IPs. The Group's leading IPs are widely recognized even by non-gamers; we will leverage this recognition and brand power in growing our market presence. Even in mature markets, we will pursue new revenue opportunities by creating synergies with our gaming business.



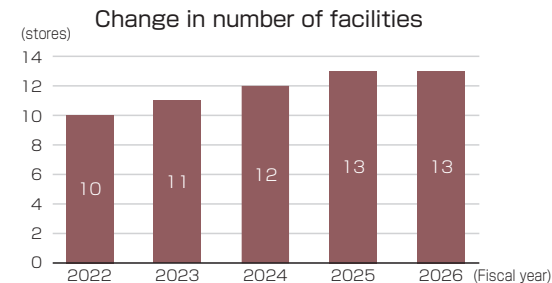
Smart Pachislot
Super Rio Ace 2
(This character also appears
in our title *Warriors All-Stars*)



Dekasta P Sengoku Musou
100ver.
(Based on our *Samurai
Warriors* IP)

Amusement facilities operation business

We aim to increase sales by accelerating facility openings. In addition to making improvements to existing operations, we will expand the business by actively opening new facilities. We will also seek to increase profitability through operational efficiency and energy saving initiatives at facilities, along with improving our cost structure.



Real Estate Business

The real estate business involves managing the live music venue KT Zepp Yokohama and operating and managing rental real estate properties. We are also building offices to support the Group's business expansions, including the KT Building and YOKOHAMA SYMPHOSTAGE in Yokohama. The business also enables us to enhance the management of employee dormitories and company housing and establish comfortable working environments for employees, while at the same time supporting management from a real estate perspective.



Yokohama's Minato Mirai 21 District
(Block 53)
YOKOHAMA SYMPHOSTAGE
(EAST Tower floors 5 - 9)



KT Zepp Yokohama, operated in partnership with Zepp Hall Network Inc.