

Guided by our corporate mission of “Creativity & Contribution” and “Level up your happiness,” we are working to integrate our business strategy with sustainability initiatives. In fiscal year 2025, we assessed the current status and formulated policies in the areas of human capital, climate change, and information security, with a focus on compliance with the Sustainability Disclosure Standards (SSBJ Standards).

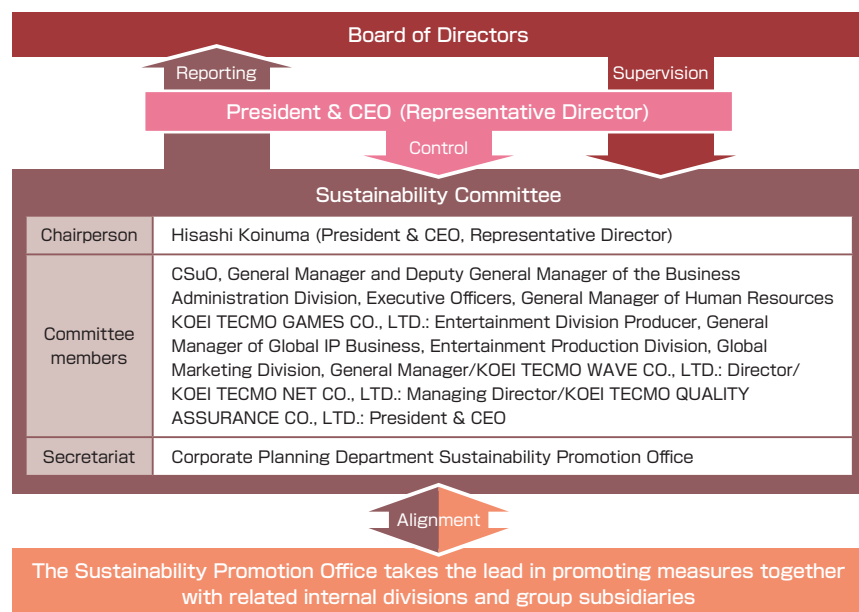
Sustainability Basic Policy

At the KOEI TECMO Group, our purpose is to contribute to the fulfillment and enjoyment of people around the world through our ethos of “Creativity & Contribution” and the creation of new excitement. In order to fulfill the expectations of the many stakeholders who support us, we will actively work to solve societal issues, placing people at the center of all we do as we aim to enhance our corporate value and achieve a sustainable society.

Sustainability Management Structure

The Sustainability Committee is chaired by the President of the Company, members include the Chief Sustainability Officer (CSuO) as well as the heads of each business division, headquarters of the Company and its domestic group subsidiaries.

The Sustainability Committee meets at least once every quarter to deliberate on and adopt resolutions concerning sustainability policies, strategies, and initiatives. The matters discussed and resolved by the Sustainability Committee are reported regularly to the Board of Directors, which supervises the Committee’s activities.



Major Agenda Items in FY2025

Meeting body	Frequency	Major agenda items
Board of Directors	Once	Reported on the Sustainability Committee's activities in FY2024 and the policy for sustainability disclosures in the securities report.
Sustainability Committee	Four times	Following deliberations at four meetings, resolutions were adopted on the following matters, among others: revisions to the "Ideal image of people we seek to develop"; human capital metrics and targets; the Information Security Basic Policy; and areas of overlap between the SSBJ Standards and materiality factors.

Message from the CSuO

To contribute to the realization of a sustainable society, the Group is implementing medium to long-term management strategies based on sustainability principles. Based on the materiality factors identified for fiscal year 2024, we are currently developing KPIs for each materiality factor with the goal of balancing business growth with the resolution of social issues.

People are at the heart of our value creation, including our sustainability initiatives. We believe that nurturing people who create new value and fostering an environment where a diverse workforce can thrive will not only drive business growth but also enhance the value we provide to society.

We will continue to actively pursue sustainability initiatives in order to achieve steady growth for the KOEI TECMO Group.



Managing Director & CSuO
Mei Erikawa

Climate Change Initiatives

The KOEI TECMO Group fully grasps the impact of climate change on its business and is advancing disclosure efforts based on the TCFD recommendations. The Group reviewed its materiality in FY2024 and after comprehensively evaluating factors such as its degree of importance concluded that climate change issues do not qualify in terms of materiality at this time. Furthermore, the scenario analysis showed that both quantitative risks and short-term qualitative risks were generally low. At the same time, we recognize that addressing climate change requires a medium to long-term approach, and we will continue to take proactive measures in this area.

Governance

We recognize climate change as a key environmental challenge for the Group and regularly deliberate on and report related matters to the Sustainability Committee before presenting them to the Board of Directors. The Real Estate Department leads efforts in alignment with the relevant departments to review and implement measures based on the resolutions and decisions adopted.

Matters for Deliberation and Reporting on Climate Change

Board of Directors

- Regarding Scope 1, 2, and 3 results as part of the Sustainability Committee's activity report for FY2024

Sustainability Committee

- Regarding Scope 1, 2, and 3 results for sustainability-related disclosures in the Securities Report for the Fiscal Year Ending March 2024
- Report on current greenhouse gas emissions
- Comparison of other companies' measures to reduce greenhouse gas emissions and our future action plan

Strategy and Risk Management

In fiscal year 2024, to assess the impact of climate change on our business and finances, we are analyzing transition risks, physical risks, and opportunities over the short, medium, and long term based on 1.5° C and 4° C scenarios.

Transition Risks and Physical Risks

With regard to transition risks, we analyzed the potential impact on procurement and sales arising from factors such as stricter regulations. For physical risks, we assessed the potential impact on suppliers and assets arising from natural disasters and other events. Based on the results of these quantitative assessments, we determined that the financial impact is expected to be limited.

Opportunities

In addition to expanding the adoption of energy-efficient equipment and renewable energy and improving productivity through the digitization of operations, we see the growing demand for products and services that reduce environmental impact as a business opportunity. While taking into account changes in the business environment, we will leverage these opportunities to drive business growth and enhance corporate value.

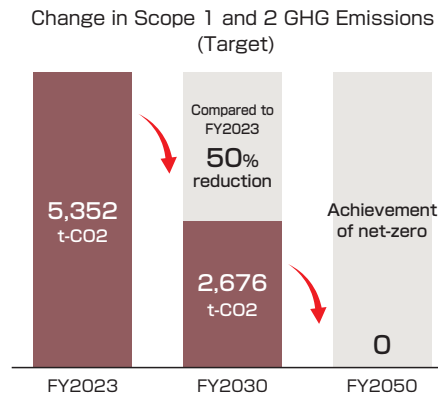
Transition risks				
Category	Area of impact	Short term	Medium term	Long term
Current regulations	Supply	Medium	High	High
	Sales	Low	Medium	High
New regulations	Supply	High	High	High
	Sales	Low	High	High
Legal regulations	Supply	Medium	High	High
	Sales	Low	Low	High
Technical risks	Supply	Medium	High	Medium
	Sales	Low	High	Medium
Market risks	Supply	Medium	Medium	Medium
	Sales	Low	Medium	Medium
Reputational risks	Supply	Low	Medium	Medium
	Sales	Low	High	Medium

Physical risks				
Category	Area of impact	Short term	Medium term	Long term
Acute risks	Supply	Medium	Medium	Medium
	Sales	Low	Low	Medium
Chronic risks	Supply	Low	Medium	Medium
	Sales	Low	Low	Medium
Opportunities				
Markets	Supply	Low	High	Medium
	Sales	Low	Low	Low
Resilience	Supply	Medium	High	Medium
	Sales	Medium	Medium	Low
Resource efficiency	Supply	Low	Medium	Medium
	Sales	Low	High	Medium
Energy sources	Supply	Medium	Medium	Medium
	Sales	Low	High	Medium
Products and services	Supply	Low	High	High
	Sales	Low	High	High

Further details are disclosed on the ["Sustainability"](#) page of our corporate website.

Metrics & Targets

We have established GHG emissions as an indicator for addressing climate-related risks and opportunities. For our Scope 1 and 2 emissions, we aim to achieve a 50% reduction by FY2030 from FY2023 levels and reach net zero by FY2050. To achieve these targets, we will continue to implement energy-saving measures and procure renewable energy.



Greenhouse Gas Emissions (Actual)
(Unit: t-CO2)

Category/ FY	2023	2024	2025
Scope 1	127	112	122
Scope 2 (Market GHG Emissions)	5,225	5,464	5,999
Scope 3 (Total)	94,861	81,200	108,179

Breakdown of Scope 3 by Category

(Unit: t-CO2)

Category/FY	2023	2024	2025
Category 1: Purchased Products and Services	69,500	55,411	54,619
Category 2: Capital Goods	4,208	3,634	25,044
Category 3: Fuel and Energy Activities Not Included in Scopes 1 and 2	1,309	1,337	1,610
Category 4: Transportation and Distribution (Upstream)	833	1,131	925
Category 5: Waste Generated by Business Operations	93	123	31
Category 6: Business Trips	76	101	295
Category 7: Employees' Commutes	613	671	693
Category 11: Use of Sold Products	17,445	18,029	24,059
Category 12: Disposal of Sold Products	90	70	210
Category 13: Leased Assets (Downstream)	694	693	693

Value Co-Creation with Stakeholders

The Group enhances management transparency through constructive dialogue with shareholders and investors, and incorporates their feedback into our management decisions. Furthermore, to advance our materiality themes of “Develop human resources capable of creating new value.” and “Contribute to the enrichment of people's minds.” we will provide vocational education, deliver lectures at universities, and undertake community contribution and regional revitalization initiatives that leverage our intellectual properties, with the aim of co-creating value with a diverse range of stakeholders.

Connections with the Local Community

Contributing to the Community Through Vocational Education Activities

We dispatch leading creators to local elementary and middle schools as lecturers under the program titled “Community Teachers” to introduce students to careers in game development through career education activities. They showcase how people in a variety of roles, such as programmers and planners, work behind the scenes and collaborate to bring games to life. In Singapore, our local subsidiary is collaborating with the Infocomm Media Development Authority of Singapore on its educational programs to conduct classes for students.



Infocomm Media Development Authority of Singapore's educational programs



Classes at Hiyoshidai Junior High School

University Lectures by Top Executives and Engineers

We give lectures at universities to share the Group's insights on a wide range of topics, from specialized fields such as game software development and cutting-edge technologies including AI and game engines, to trends in the gaming industry and corporate management. In addition, we also offer endowed courses at universities with the aim of fostering talent who will contribute to society in the future.



Lecture by Chairperson Erikawa at Waseda University



Lecture by an executive at Institute of Science Tokyo

Community Contribution and Regional Revitalization Initiatives Through Partnerships

We collaborate with local governments and public organizations on a variety of awareness campaigns, including health promotion, traffic safety initiatives, and efforts to promote cybersecurity. We contribute to local communities and support regional revitalization initiatives through collaborations featuring our IPs, such as local mascots incorporating our popular RPG characters or depictions of Sengoku-era warlords.



Poster on preventing pre-disease conditions, created in collaboration with the Kanagawa Prefecture HEALTH AND MEDICAL SERVICES BUREAU



A poster for “Games and Art,” created in collaboration with the Tochigi Prefectural Museum of Art



A Cybersecurity Awareness Month poster created in collaboration with the Kanagawa Prefectural Police

Communication with Shareholders and Investors

IR Activities Policy

Overall communication with shareholders is handled primarily by the Representative Director, President and CEO, as well as the CFO. The Corporate Planning Department serves as the administrative office for institutional investors and analysts, while the General Affairs Department serves as the administrative office for individual shareholders. Both departments facilitate dialogue between shareholders and management. When we engage in dialogue with shareholders, we regularly report the results to the Board of Directors and other relevant bodies and incorporate their feedback.

Major IR Activities (FY2025)

Activities	Result
Individual Meetings for Analysts and Institutional Investors	167
Financial Results Briefings	4
Small Meetings	3
Conferences Hosted by a Brokerage Firm	3
Business Briefings for Shareholders	1

Main Topics of Discussion

- Financial Results Overview
(Summary, Trends and Receptions of Released Titles, Deviations from Earnings Forecasts)
- Outlook for Future Financial Results
(Performance Forecasts and Upcoming Titles)
- Goals and Strategies of the Fourth Medium-Term Management Plan
- Long-Term Vision, Medium to Long-Term Growth Strategy
- Trends and Observations in the Gaming Market
- Our Business Model and Competitive Advantages
- Capital Policy Direction
- Sustainability (ESG) Initiatives
- The Impact of Generative AI on the Gaming Industry