

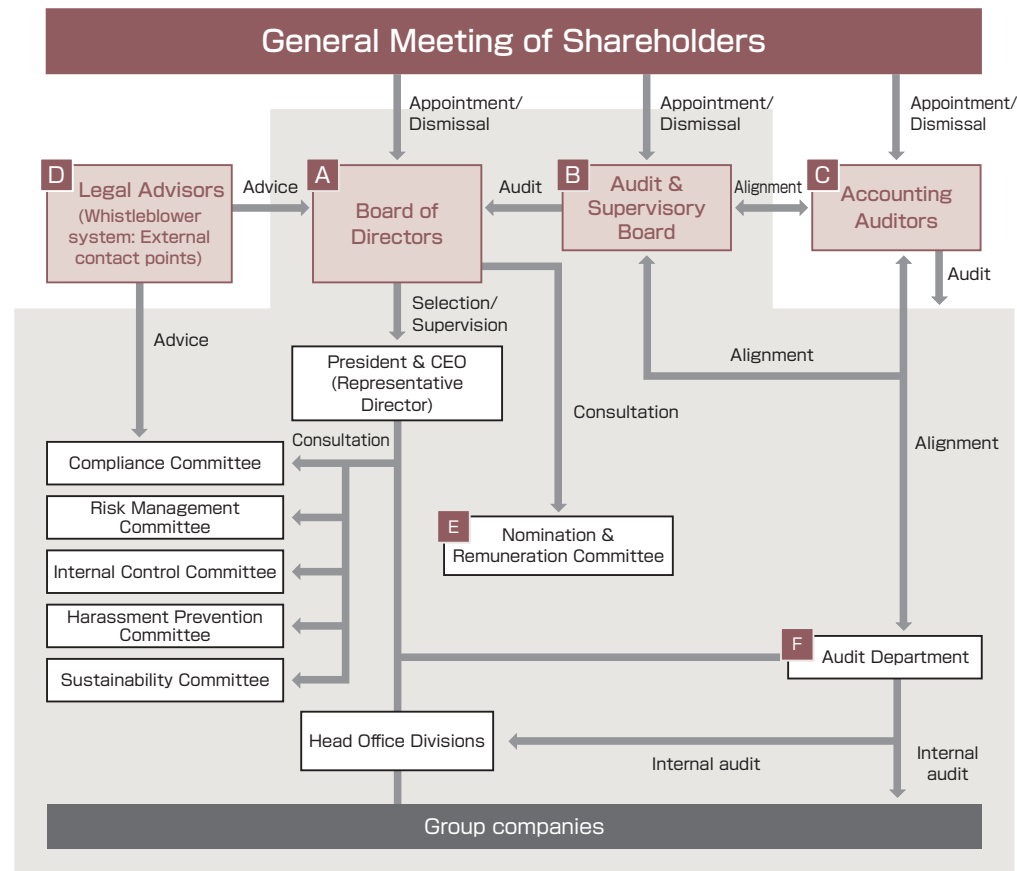
Corporate Governance

Basic Stance on Corporate Governance

The Group has set our sights on becoming the “world’s No. 1 digital entertainment Group,” and we recognize that strengthening corporate governance is a critical management priority for achieving the long-term, sustainable growth necessary to realize this vision. As a holding Group, we oversee operating companies under our umbrella, taking charge of the planning, operations, and management of the entire Group and exercising overall management control. Through this approach, we strive to effectively utilize management resources and expertise, create new value, and maximize corporate value for all stakeholders.

Corporate Governance Structure (As of June 19th, 2026)

We strive to optimize the Group as a whole by establishing management policies and monitoring each business and support function, while each operating subsidiary is responsible for developing its own business policies and implementing the necessary measures.



A Board of Directors

Six of the 11 directors of the board are outside directors and make decisions on management policies and important business strategies, along with supervising the execution of directors' duties. The Representative Director and Chairman, who maintains a certain degree of distance from day-to-day operations, serves as the chair of the board and focuses on overseeing management. By ensuring that a majority of the board members are outside directors, the Group ensures the independence of its management oversight.

B Audit & Supervisory Board

Three of the four members of the Audit & Supervisory Board are outside auditors, and the Board meets regularly. External auditors utilize their expertise and extensive experience in finance, accounting, and financial matters to audit the directors' performance of their duties from an independent standpoint.

C Accounting Auditors

We have engaged EY ShinNihon LLC to conduct our financial audits. The Group also strives to provide accurate and timely management information and to foster an environment in which audits are conducted from a fair and impartial standpoint. In addition, the Audit & Supervisory Board and the independent accounting auditors exchange information and opinions as necessary to enhance and improve the audit system.

D Legal Advisors

The Group has entered into a legal advisory agreement with a legal advisor and receives advice on important matters requiring legal judgment when appropriate.

E Nomination & Remuneration Committee

The Nomination & Remuneration Committee consists of eight directors (of which six are outside directors), with an independent outside director serving as the chair. The Committee deliberates on matters submitted by the Board of Directors regarding the nomination and remuneration, etc. of the Group's directors and executive officers, along with submitting recommendations and proposals to the Board of Directors.

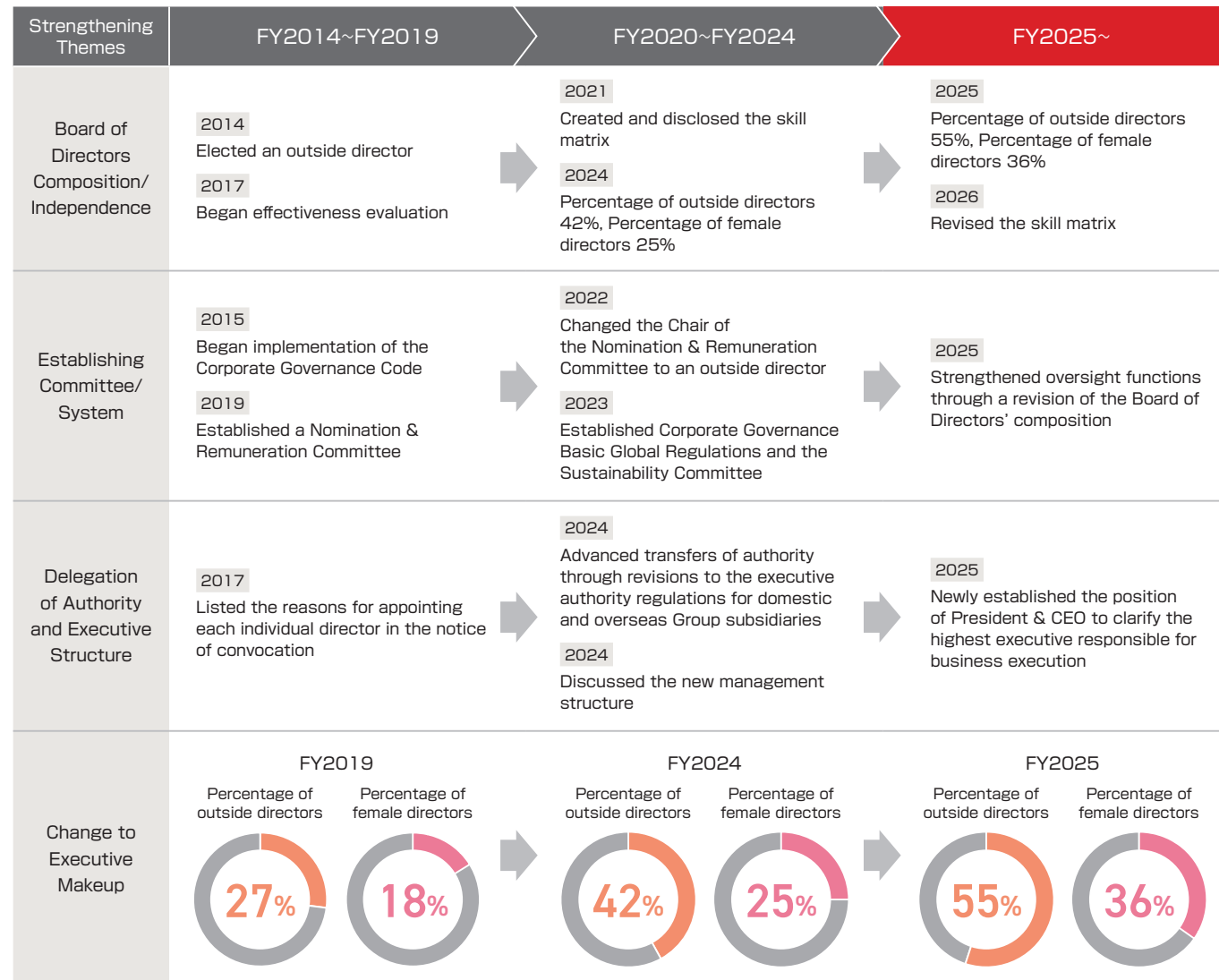
F Audit Department

The Audit Department has been established as an internal audit division for checking the business activities of the entire Group and exercising an internal check and balance function.

The Evolution of Governance Strengthening and the Succession Process

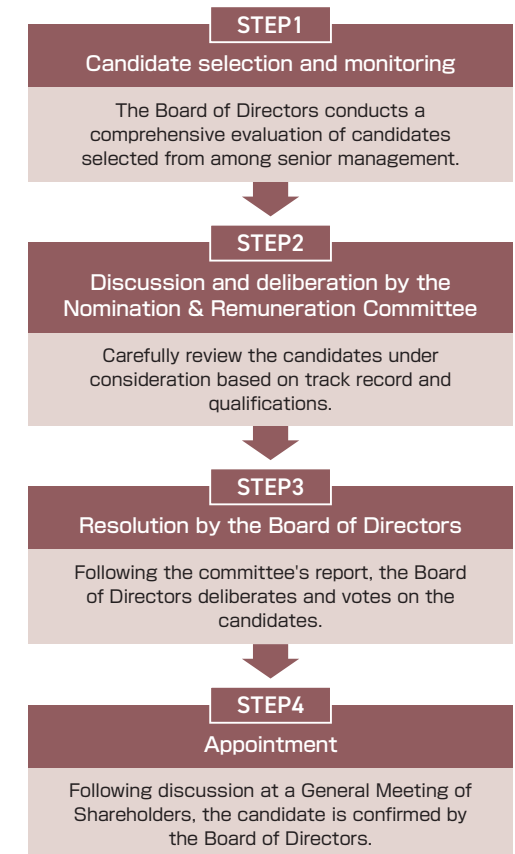
With the aim of continuously enhancing corporate value, we have been progressively implementing measures to ensure the independence and diversity of the Board of Directors, establish committees, delegate authority, and strengthen our executive structure. In June 2025, we transitioned to a new management structure that more clearly separates the roles of oversight and execution. We will continue to strengthen the Board of Directors' oversight functions and establish an effective governance structure.

The Evolution of Governance Strengthening



Succession Process for Top Management and Executive Leadership

The Group is conducting discussions within the Nomination & Remuneration Committee and the Board of Directors to ensure the succession of executive leadership and top management remains transparent, fair, and objective.



* For details on the CEO succession process, please refer to the ["FY 2025 Integrated Report."](#)

Evaluation of Effectiveness of the Board of Directors

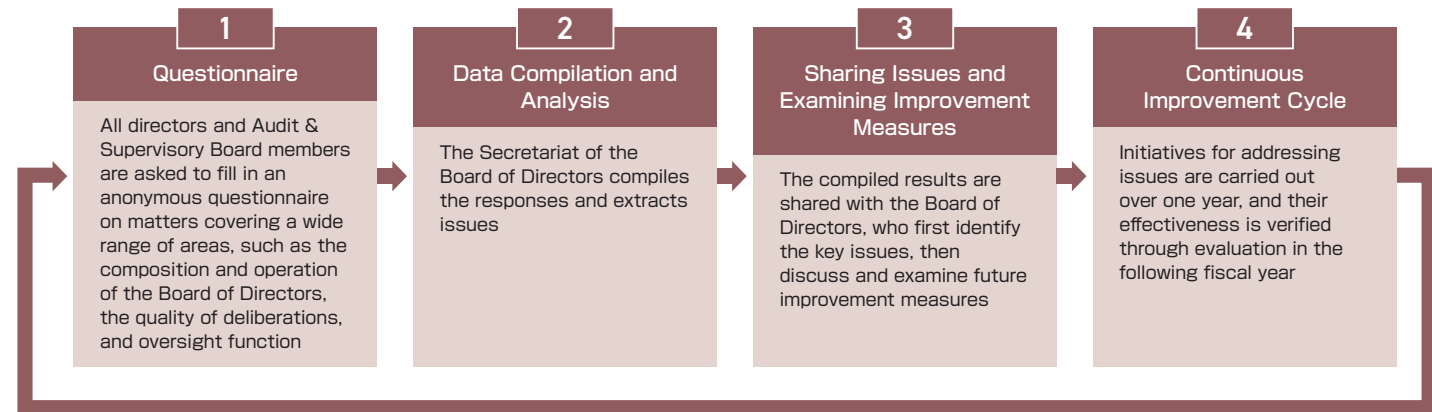
The Company conducts an annual Evaluation of Effectiveness of our directors and auditors to identify issues related to the composition, operations, roles, and support systems of our Board of Directors and to drive continuous improvement. We are leveraging the results of the effectiveness evaluation to strengthen a sound and highly transparent governance system and improve the operations of the Board of Directors.

Evaluation Items

Evaluation Items	Number of Questions
Composition of the Board of Directors	9
Operation of the Board of Directors	7
Role 1: Indication of overall direction	2
Role 2: Framework for supporting management	2
Role 3: Management supervision	8
Framework for supporting directors and Audit & Supervisory Board members	1
Self-evaluation	7
Regarding Evaluation of Effectiveness	1
Total	37

Process for Improving Evaluation of Effectiveness

Evaluation is conducted in line with the following process.



Evaluation of Effectiveness of the Board of Directors in FY2025

Summary and Aggregated Results

The percentage of respondents who answered "I agree" across all questions averaged 87.2 percent. Although this was a 6.7-point decrease from the previous year, it still accounted for the vast majority of responses. On the other hand, the percentage of respondents who answered "I disagree" was 0.4 percent, a decrease of 0.3 percentage points from the previous year.

Response	FY2024	FY2025	Differences
(1) I agree	93.9%	87.2%	▲ 6.7pt
(2) I can't say either way	5.4%	12.4%	+7.0pt
(3) I disagree	0.7%	0.4%	▲ 0.3pt

Challenges and Future Responses

Improvement Themes	Challenges	Future Responses
Operation of the Board of Directors	Frequency and time of meetings, agenda items, and preparation of materials	Revise agenda items, ensure strict adherence to deadlines for submitting materials, and promote the streamlining of materials and the inclusion of summaries to facilitate discussion
Cooperation between Company auditors and outside directors	Strengthening communication through discussion sessions between outside directors and auditors	Examine holding discussion sessions that include internal auditors
Executive training	Strengthening training programs, including both pre- and post-appointment training	Examine ways to increase opportunities for executive training

Board of Directors Discussion Topics

The Board of Directors makes decisions on important management matters and oversees business execution. In FY2025, the Board discussed a wide range of topics, including the Medium-Term Management Plan, financial performance, governance, capital policy, and development and investment projects. Drawing on the diverse knowledge and experience of the independent outside directors, the Board held extensive discussions aimed at sustainable growth and enhancing corporate value over the medium to long term.

Annual Meeting Overview

In FY2025, the Board of Directors held 20 regular meetings and adopted one written resolution. The Board handled 163 agenda items over the course of the year, comprising 74 resolutions and 89 reports, for an average of 8.2 items per meeting. The Board's deliberations and oversight covered a broad range of matters from multiple perspectives, including progress under the Medium-Term Management Plan and annual management plan, business execution by each division, capital policy, governance, and development and investment projects.

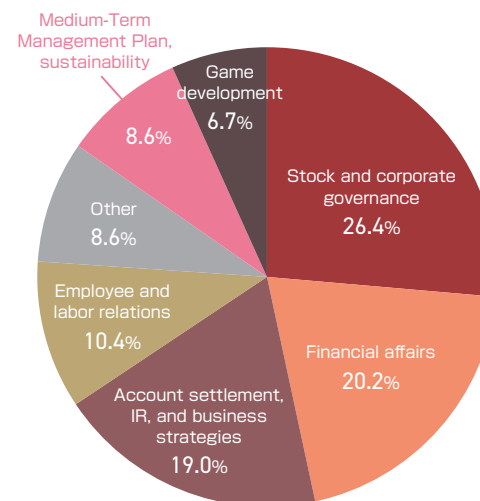
Status of Board meetings	
Item	FY2025
Number of regular meetings held	20
Resolutions in writing	1
Number of agenda items for the year	163
Resolutions	74
Reports	89
Average number of agenda items	8.2

Main agenda items

In FY2025, stock and corporate governance accounted for the largest number of agenda items, at 43. Financial affairs came next, totaling 33 items, and account settlement, IR, and business strategies at 31. Stock and corporate governance matters included the establishment, revision, and abolition of important internal regulations, the General Meeting of Shareholders, related-party transactions, and evaluations of the effectiveness of the Board of Directors. Financial affairs included deliberations and reports on securities trading and investment performance, real estate acquisitions and sales, and bank borrowings. In terms of account settlement, IR, and business strategies, the Board reviewed quarterly and year-end financial results, IR activities, and information disclosure. Discussions of the Medium-Term Management Plan and sustainability covered the plan, performance forecasts, and sustainability-related matters. The Board also continued to deliberate on and receive reports about personnel and labor matters, game development, audits, and other topics.

Agenda item	Number
Stock and corporate governance	43
Financial affairs	33
Account settlement, IR, and business strategies	31
Employee and labor relations	17
Other	14
Medium-Term Management Plan, sustainability	14
Game development	11

Breakdown of agenda items



Examples of Discussions

At meetings of the Board of Directors and the Nomination & Remuneration Committee, directors, including independent outside directors, review proposals and reports from management, drawing on their respective experience and expertise. The Board regularly discusses the Medium-Term Management Plan, division-by-division business execution, governance, and personnel systems, among other matters. It makes decisions on important issues and oversees the status of business execution. The Nomination & Remuneration Committee, whose deliberations include the nomination of directors and executive officers and the design of remuneration systems, submits recommendations and proposals to the Board of Directors.

The examples here highlight key points and discussions in the context of management strategy and personnel systems.

Example 1 4th Medium-Term Management Plan

Based on reports from the executive divisions, the Board discussed progress under the 4th Medium-Term Management Plan. In particular, directors exchanged views on the progress of human resource development, the Group's growth and human resource strategies, and the development of diverse capabilities. The Board and management also held active discussions about the initiatives, human resource strategies, and organizational structure that the Group will need to join the ranks of the world's top 10 digital entertainment companies by operating profit in 10 years.

Example 2 Modifications to the remuneration system

The executive divisions submitted a proposal to the Nomination & Remuneration Committee to increase the proportion of stock-based remuneration in executive remuneration. As deliberations progressed, the review expanded beyond executive remuneration to the remuneration system as a whole. The Committee also held extensive discussions on how the overall system should be designed and administered in the future. After several rounds of discussion by the Nomination & Remuneration Committee, the Board of Directors approved the proposal.

Executive Remuneration

Under the supervision of the Board of Directors, we design executive remuneration to help enhance corporate value in a sustainable way and bring the interests of executives and shareholders into alignment. We determine appropriate remuneration levels based on individual directors' duties and responsibilities, taking into account the deliberations and recommendations of the Nomination & Remuneration Committee. We also work to ensure fairness and transparency.

Basic Policy

The Group's basic policy is to link the remuneration, etc. of the Company's directors to the interests of shareholders so that it will function as an incentive for the Group to continuously increase its corporate value and to set the remuneration, etc. of individual directors at an appropriate level based on the responsibilities of their respective positions. Specifically, the Company's basic policy is to structure the remuneration as follows: basic remuneration (monthly remuneration); performance-linked remuneration, etc. (bonuses); and stock-based remuneration.

Structure of Remuneration

Basic remuneration (monthly remuneration)

Full-time directors receive a fixed monthly remuneration calculated based on the base monthly amount for their position and responsibilities and their performance evaluation. After considering the deliberations and recommendations of the Nomination & Remuneration Committee, the Board of Directors makes the final decision. We determine remuneration for part-time directors in consideration of the remuneration levels of full-time directors.

Performance-linked remuneration (bonuses)

Performance-linked remuneration for full-time directors is calculated based on the achievement of targets for consolidated operating profit, consolidated ordinary profit, or consolidated net income, together with incentive payments based on operating profit from games and other businesses. For part-time directors, the Company determines whether to pay bonuses and what amounts the bonuses should be based on overall earnings performance.

Stock-based remuneration (stock options)

The Board of Directors generally grants stock options to directors in the form of share acquisition rights approximately once every two years, based on a Board resolution. For full-time directors, the Company considers factors such as their respective positions and the Company's financial and business conditions. The amounts for part-time directors, meanwhile, are based on their respective positions.

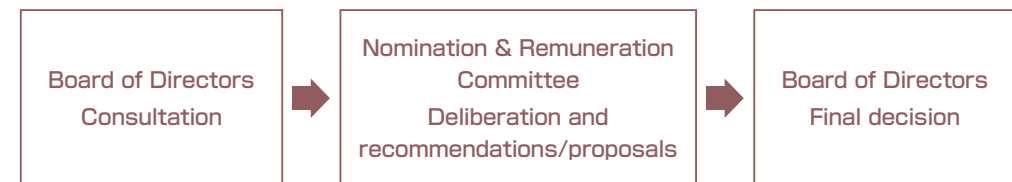
Stock-based remuneration (restricted stock)

The Board of Directors generally grants restricted stock remuneration to directors approximately once a year, based on a Board resolution. In principle, restrictions on transfers and other disposals remain in effect until the director leaves office or retires. For full-time directors, the Company considers factors such as their respective positions and the Company's financial and business conditions. The amounts for part-time directors, meanwhile, are based on their respective positions.

New

Process for Determining Executive Remuneration, etc.

Remuneration, etc. for directors is calculated within the limits approved by the General Meeting of Shareholders. The Nomination & Remuneration Committee deliberates on matters referred by the Board of Directors and submits its recommendations. Based on these recommendations, the Board determines remuneration for each director in accordance with their duties and responsibilities.



Total remuneration, etc. for FY2025

(Millions of yen)

Category	No. of personnel paid	Basic remuneration	Performance linked remuneration, etc.	Non-monetary remuneration, etc.	Other	Amount paid
Directors	13	492	408	16	0	918
(Outside directors)	6	48	4	5	0	58
Audit & Supervisory Board Members	5	30	2	-	0	32
(of these, outside corporate auditors)	3	19	1	-	0	20
Total	18	523	410	16	1	951
(Outside officers)	9	67	5	5	0	78

Skills Matrix: Definitions of Skills and Reasons for Selection

In FY2026, as part of our efforts to achieve our Long-Term Vision and the 4th Medium-Term Management Plan, we reviewed each skill in light of the knowledge and experience needed to sustain growth over the medium to long term and enhance corporate value. We also articulated definitions and reasons for selecting each skill.

Skill	Definition	Reason for Selection
Corporate Management	Skills to supervise and promote accurate strategies in management strategy formulation, business operations, and governance to achieve increased corporate value through sustainable growth.	Since it is required to comprehensively supervise management, it is important and necessary for the experience and knowledge of the top management and governance of the company.
Technology/ Development/Research	Skills to supervise and promote accurate strategies that lead to corporate growth based on experience and knowledge in the field of R&D that led to increased added value of products.	Our company, which has a vision of being "To Become the World's No.1 Digital Entertainment Company", is based on game development, digital technology, research and development, etc., and its experience and knowledge are important.
Legal/Risk Management	Skills to oversee and promote accurate strategies to achieve sustainable corporate value enhancement through legal affairs including IP and patents and risk management including compliance and internal controls	to enhance corporate value sustainably through legal affairs (including IP and patents) and risk management (including compliance and internal controls)
Marketing	Skills to supervise and promote precise strategies for value enhancement centered on IP to accelerate the growth of key businesses	In order to contribute to people's happiness through IP and content, it is necessary to have practical experience in marketing, sales, etc., as well as a wide range of knowledge, and to grow based on management strategies from a medium- to long-term perspective.
Global	Experience and knowledge for accurate decision-making to expand business globally based on diverse values and cultures	Because global experience and knowledge are important for business development in the global market and content business including IP
Human Resources/ Human Resource Development/Labor	Skills to supervise and promote accurate strategies to improve and maximize the capabilities of diverse human resources	Strengthening human capital is a driving force for increasing corporate value and is essential for sustainable growth.
Finance/Accounting	Skills to supervise and promote strategies for corporate financial soundness and sustainable growth based on specialized knowledge and experience in finance, accounting, and taxation	Necessary for appropriate supervision of financial strategy, accounting treatment, etc. in order to maximize corporate value
Sustainability/ESG	Possess knowledge and experience in sustainability management and ESG, and have the skills to accurately supervise and promote	It is necessary to enhance our sustainability, improve corporate value, and aim for a sustainable society.
Industry Insights	Specialized knowledge and practical experience in each of the Company's business segments, and the skills to supervise and promote appropriate strategies	Because the experience and knowledge of each business or related industries in the Group's business segments are necessary for the growth of the company.
Public Welfare	Skills to supervise and promote a broad perspective to ensure that it is an accurate strategy with public interest that can have a positive impact on society.	Because it is also important to supervise from the perspective of public interest to increase the acceptance of digital entertainment in society, especially games.

Skills Matrix

The Company's directors and Audit & Supervisory Board members possess the knowledge and experience needed for sustainable growth and enhanced corporate value, enabling the Board as a whole to exercise effective oversight.

Name	Position	Independence	Gender	Nomination & Remuneration Committee	Key experience and expertise									
					Corporate Management	Technology/ Development/ Research	Legal/Risk Management	Marketing	Global	Human Resources/ Human Resource Development/ Labor	Finance/ Accounting	Sustainability/ ESG	Industry Insights	Public Welfare
Keiko Erikawa	Chairman Emeritus(Director)	—	Female	—	●		●			●	●	●	●	
Yoichi Erikawa	Chairman (Representative Director) & Chairman of the Board of Directors	—	Male	○	●	●	●		●	●	●	●	●	
Hisashi Koinuma	President & CEO (Representative Director)	—	Male	○	●	●	●	●	●	●		●	●	
Mei Erikawa	Managing Director & CSuO	—	Female	—	●			●		●		●	●	
Yasuharu Kakiyama	Director & Advisor	—	Male	—	●		●					●	●	
Masao Teijima	Director	Independent	Male	○	●		●	●	●			●	●	
Hiroshi Kobayashi	Director	Independent	Male	○ (Chair)	●		●				●	●	●	
Tatsuo Sato	Director	Independent	Male	○	●		●			●		●	●	
Michiaki Ogasawara	Director	Independent	Male	○			●					●		●
Shino Uenuma	Director	Independent	Female	○			●					●		
Izumi Osanai	Director	Independent	Female	○			●			●		●		●
Seinosuke Fukui	Full-Time Audit & Supervisory Board Member	—	Male	—	●		●	●	●				●	
Masaki Kimura	Full-Time Audit & Supervisory Board Member	Independent	Male	—			●		●		●	●		
Kengo Takano	Audit & Supervisory Board Member	Independent	Male	—	●		●				●	●		
Chihiro Kawai	Audit & Supervisory Board Member	Independent	Female	—			●				●	●		

The Company has established a Basic Policy on the Internal Control System* through a resolution by the Board of Directors to ensure the appropriateness of business operations and enhance corporate value. Based on this policy, we have developed and operate various internal control systems, including those listed below.

*For details on the [Basic Policy on the Internal Control System](#) please refer to the Group's website.

Overview of Basic Policy on Internal Control Systems

1. Systems to ensure that the execution of duties by officers and employees of the Group complies with laws and regulations and the Articles of Incorporation

The Board of Directors of each Group company has established internal rules such as the Board of Directors Regulations and the Authority Regulations, and the officers and employees of Group companies execute their duties in accordance with these rules. The Representative Director has established a management philosophy and compliance policy to ensure thorough observance of laws, regulations, and social ethics across the entire Group. Moreover, the Company has established a Compliance Committee and appointed its President & CEO (Representative Director) as the Chair in order to strengthen a cross-functional structure across the Group, and a system has been established to ensure that any compliance issues are promptly reported at the time of discovery.

2. Systems for preserving and managing information related to the execution of duties by the Company's directors

Information related to the execution of duties by directors is recorded and stored in accordance with the Group's document management regulations, and a system has been established to ensure that directors and Audit & Supervisory Board members can access this information at any time.

3. Regulations and systems for managing the risk of loss of the Group

The Company's President & CEO (Representative Director) is appointed the person in overall charge of risk management, and a Risk Management Committee is established to centrally manage risks across the entire Group. A system has been established in which each department formulates risk countermeasures, implements training, and creates manuals, enabling information sharing and prompt responses among relevant departments.

4. System to ensure the efficient execution of duties by directors and other officers of each Group company

The Company has established rules for decision-making through internal regulations and other policies, and under these rules, the Board of Directors determines management plans, sets performance targets and budgets for each corporation, and manages performance on a monthly and quarterly basis.

5. System for reporting to the Company concerning the execution of duties by directors, etc. of the Company's subsidiaries

The Company has established regulations for managing affiliate companies, and a system has been established obligating directors and other executives at subsidiaries to report to the Board of Directors of the and obtain its approval for important matters.

6. System to ensure the appropriateness of Group business operations

Through internal regulations such as the Global Basic Internal Control Regulations, the Company has established a framework for ensuring the appropriateness of operations. The Internal Control Committee provides guidance and support to Group companies, and a dedicated internal control department has also been established. In addition, supervisory departments have been established for the Compliance Committee and Risk Management Committee to support the appropriateness of operations across the entire Group. The Internal Audit Department conducts audits of each Group company, reports the results to the relevant departments and personnel responsible at each Group company, and provides guidance, support, and advice on improvement measures.

7. Matters concerning employees appointed to assist the Company's Audit & Supervisory Board members in their duties at their request, matters concerning the independence of such employees from directors of the Company, and matters concerning ensuring the effectiveness of instructions given to such employees

The Company assigns employees to assist Audit & Supervisory Board members in their duties when they deem it necessary. The Audit & Supervisory Board receives reports regarding personnel changes of assigned employees from the directors in advance, and when necessary, may request modifications to such personnel changes, stating its reasons.

8. System for Group officers and employees to report to the Audit & Supervisory Board of the Company and other systems for such reporting

Directors and other executives at subsidiaries report the status of execution of their assigned duties at Board of Directors meetings and other meetings attended by Audit & Supervisory Board members. In addition to matters required by law, if an officer or employee discovers a fact that would have a major impact on the Group, they promptly report the matter to the Audit & Supervisory Board either directly or through a report to the Company. The Board may request reports from the Group at any time.

9. System to ensure that a person who makes a report to the Audit & Supervisory Board of the Company will not be treated disadvantageously as a result of such reporting

The Company prohibits any disadvantageous treatment to officers or employees who make a report to the Audit & Supervisory Board due to such reporting and has thoroughly instilled this policy Group-wide.

10. Matters concerning procedures for prepayment or reimbursement of expenses incurred in the execution of duties by members of the Audit & Supervisory Board of the Company and other matters concerning policies for the treatment of expenses or liabilities incurred in the execution of such duties

When an Audit & Supervisory Board member requests the prepayment or reimbursement of expenses required for the execution of their duties based on laws and regulations, the Company promptly handles such requests as long as such expenses are deemed necessary.

11. Other systems to ensure that the Company's Audit & Supervisory Board audits are conducted effectively

The Company guarantees Audit & Supervisory Board members the opportunity to freely receive advice from lawyers, certified public accountants, tax accountants, and other specialists as necessary.

12. Basic policy and framework for the elimination of antisocial forces

The Company takes a firm stance against antisocial forces and organizations and resolutely rejects any relationships with such forces while not giving in to any unjust or illegal demands. The General Affairs Department functions as our internal countermeasure division, and a system has been established that enables intelligence gathering and an organizational response in collaboration with police forces, related organizations, lawyers, and others.

Information Security

As it expands its business globally, the Group regards earning the trust of stakeholders as an important management priority. Under the Information Security Basic Policy that we established in FY2025, we comply with applicable laws and regulations, manage information assets and data appropriately, provide safe and secure services, safeguard personal information, and continually improve our information security framework.

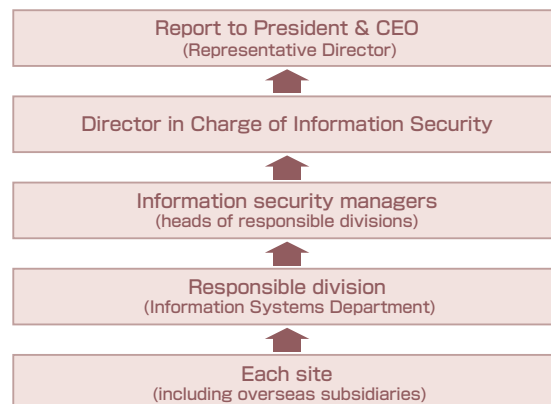
Governance Structure

The Group has established an escalation process for cases involving the acquisition of risk-related information. In the event of an incident, a response will be implemented under the direction of the Director in Charge of Information Security, and when required, the Risk Management Committee, chaired by the President & CEO (Representative Director), will be convened. Moreover, we have created a Personal Data Handling Manual for each division and have established a system whereby, in the event of a privacy-related incident, the person in charge of handling personal data promptly reports the incident to relevant parties, including responsible managers in related divisions. Depending on the situation, the incident is also reported to the President & CEO (Representative Director).

Director in Charge of Information Security

The Group has designated the officer in charge of information systems as the Director in Charge of Information Security. When an incident occurs, the Director in Charge of Information Security directs the response in coordination with the relevant divisions.

Escalation System



Information Security Basic Policy

The KOEI TECMO Group places great importance on earning the trust of stakeholders, including customers and business partners, in order to create new value through digital entertainment and contributes to the development of society. The Group complies with applicable laws, regulations, standards, and contractual requirements and manages information assets and data appropriately. In doing so, we aim to provide safe and secure services while continually improving our information security management system.

Strategies

Risk Control

The Group holds personal information about users and confidential information about content under development and recognizes threats such as cyberattacks as significant risks. Unauthorized access, malware, information leaks, and cyberattacks could cause system failures or expose information, potentially affecting our financial performance and reputation. To address these risks, we use a multilayered defense to protect against external attacks. We have also introduced multi-factor authentication (MFA) for access to information systems and cloud services. We collect information on new standards and trends and update our security management practices, keeping a close eye on what changes are necessary. We manage files containing personal or confidential information that employees take outside the Group and collect operation logs to help prevent information leaks from within the Group. We also encrypt these files with information protection tools so that, even if a data leak does occur, unauthorized parties do not gain access to the data. To strengthen business continuity, we are promoting the use of cloud environments that comply with international standards to help prevent mission-critical systems from shutting down during natural disasters or cyberattacks. We are also strengthening backup networks between our bases and adding redundancy to protect information assets and maintain stable operations.

Employee Education

We regularly conduct information security training and targeted attack email drills to enhance employee awareness and response capabilities. Our e-learning program covers all employees of domestic and overseas Group companies, including contract, temporary, and part-time employees. We achieved a 100% completion rate for the second consecutive year. We also implement targeted attack email drills, sending simulated attack emails to employees to help them learn how to respond appropriately. The drills in FY2025 focused on improving the reporting rate, which was higher than in the previous fiscal year.

Management of Domestic and Overseas Group Companies

We are centralizing the management of each Group company's internal information infrastructure in the Company's Information Systems Department, clarifying responsibilities, and standardizing operations. By managing its internal information infrastructure centrally, the Group has a unified security operation framework. We also work to ensure the security of information assets across the entire Group by implementing prompt responses to potential threats and reducing the risk of information leaks. Through these initiatives, we strive to protect information assets throughout the Group, including our domestic and overseas companies, while maintaining stable operations and a high level of security.

Action Plan (BCP Measures)

The Group has established an action plan that outlines specific procedures for detection, initial response, triage, and resolution for each type of information security incident in order to ensure preparedness for emergencies. As a result, the Group has established a system that enables a swift and appropriate response even in emergencies. In the event of an incident, related divisions will work together under the direction of the Director in Charge of Information Security to respond to the incident in accordance with the prescribed escalation process.

Internal Systems Related to Compliance

The Group maintains internal control systems to ensure proper business operations in accordance with the Companies Act and the Ordinance for Enforcement of the Companies Act. Business execution in accordance with internal regulations and a Group-wide framework help ensure that officers and employees carry out their duties in compliance with laws, regulations, the Articles of Incorporation, and social ethics.

Establishing a system for compliance with laws and regulations

Each company has established regulations for the Board of Directors, executive authority regulations, and other regulations, and the officers and employees of Group companies execute their duties in accordance with these internal regulations. The Representative Director establishes the management philosophy and compliance policy, making compliance with laws, regulations, and social ethics a fundamental premise of our corporate activities.

Compliance promotion structure

The Group has established a Compliance Committee, with the President & CEO (Representative Director) serving as chair, to strengthen its group-wide framework and identify compliance issues. We have also established procedures for promptly reporting to the Committee on any issues that come to light.

Initiatives to Respect Human Rights

Respecting and upholding fundamental human rights as recognized internationally and guaranteed in each country, the Group respects the human rights of everyone involved in its business activities. The Code of Conduct, which we revised in FY2026, sets out specific policies on respect for human rights.

* More on the [Code of Conduct](#) 

Respecting and upholding human rights

We do not engage in discrimination or harassment based on nationality, race, beliefs, age, gender, sexual orientation, physical conditions, or other characteristics, and we take due care to ensure that we respect every individual's dignity.

Preventing harassment

We have established global rules on preventing harassment, we provide employee training to ensure that harassment does not occur. We have also established multiple consultation and reporting channels and a Harassment Prevention Committee to respond appropriately to concerns and reports.

Response to the UK Modern Slavery Act

In FY2016, we published a statement based on the UK Modern Slavery Act 2015, which we update every year. We work to prevent human rights violations in our business operations and supply chain.

Risk Management System

The President & CEO (Representative Director) oversees risk management, and the Group has established a Risk Management Committee. We manage risks centrally across the Group and promote information sharing, mutual cooperation, sound decision-making, and prompt responses among the relevant divisions. Risk information arising from business execution is reported at regular meetings, which assess whether the issues could seriously affect the Group's survival. When necessary, we establish a task force to investigate, respond, and consider and implement measures to prevent recurrence. These matters are reported to and approved by the Board of Directors, and a system is in place to promptly give instructions to internal and external parties, report to relevant organizations, and disclose information. We also assign a responsible division to each category of business risk and develop response measures, conduct training, and prepare manuals.

Risks for the Entire Group

- Talent acquisition and development
- Intellectual property rights
- Security of personal information and other assets
- Protection of human rights and fair business practices
- Holdings of securities

Business- Specific Risks

Entertainment business

- Ethical considerations in content expression
- Changes in the market environment
- Prolonged development periods, release timing, and sales plans
- Quality control
- Overseas business expansion

Amusement business

- Legal restrictions

* For details on [Assumed Business and Other Risks](#),  see here.

BCP

The Group has established a Business Continuity Plan (BCP) as part of its internal rules to address all types of risks that could jeopardize business continuity, such as major disasters, outbreaks of serious infectious diseases, and terrorist attacks. The plan outlines the temporary chain of command and organizational structure in the event of a management crisis, as well as the process centered on the Management Crisis Response Headquarters for deciding on company policies. For information security risks, we have established action plans for different types of incidents. We also promote the use of cloud environments that comply with international standards, strengthen backup networks between our bases, and add redundancy to help prevent mission-critical systems from shutting down. To prepare for major earthquakes and other disasters that may prevent officers and employees from returning home, we stockpile food, blankets, and other emergency supplies at each workplace. We also regularly review the quantities and types of supplies.

Directors and Audit & Supervisory Board Members



Director

Keiko Erikawa

Director and Chairman
Emeritus

Date of Birth: January 3, 1949
Director & Chairman Emeritus, the Company
(current position)
President (Representative Director), KOEI TECMO
CORPORATE FINANCE CO., LTD. (current position)
Attendance at FY2025 Board of Directors meetings: 20/20



Director

Yoichi Erikawa

Chairman (Representative Director)
& Chairman of the Board of Directors

Date of Birth: October 26, 1950
Chairman (Representative Director) & Chairman of the
Board of Directors, the Company (current position)
Attendance at FY2025 Board of Directors meetings: 20/20



Director

Hisashi Koinuma

President & CEO
(Representative Director)

Date of Birth: October 2, 1971
President & CEO (Representative Director),
the Company (current position)
President (Representative Director) & CEO & COO,
KOEI TECMO GAMES CO., LTD. (current position)
Attendance at FY2025 Board of Directors meetings: 19/20



Director

Mei Erikawa

Managing Director & CSuO

Date of Birth: April 30, 1976
Managing Director & CSuO, the Company
(current position)
Director, Managing Executive Officer, KOEI TECMO
GAMES CO., LTD. (current position)
Attendance at FY2025 Board of Directors meetings: 20/20



Director

Yasuharu Kakihara

Director & Advisor

Date of Birth: December 30, 1970
Director & Advisor, the Company (current position)
Attendance at FY2025 Board of Directors meetings: 20/20



Outside Director

Masao Tejima

Director
(Independent Outside Director)

Date of Birth: November 18, 1957
Outside Director, the Company (current position)
President (Representative Director) & CEO,
T&T Corporation (current position)
Attendance at FY2025 Board of Directors meetings: 18/20
Term of office: 12 Years



Outside Director

Hiroshi Kobayashi

Director
(Independent Outside Director)

Date of Birth: April 5, 1957
Outside Director, the Company (current position)
Director (non-executive), KOEI TECMO CORPORATE
FINANCE CO., LTD. (current position)
Attendance at FY2025 Board of Directors meetings: 20/20
Term of office: 11 Years



Outside Director

Tatsuo Sato

Director
(Independent Outside Director)

Date of Birth: September 18, 1952
Outside Director, the Company (current position)
Attendance at FY2025 Board of Directors meetings: 20/20
Term of office: 8 Years



Outside Director

Michiaki Ogasawara

Director
(Independent Outside Director)

Date of Birth: January 29, 1954
Outside Director, the Company (current position)
Outside Director, BICCAMEA INC. (current position)
Attendance at FY2025 Board of Directors meetings: 20/20
Term of office: 5 Years



Outside Director

Shino Uenuma

Director
(Independent Outside Director)

Date of Birth: January 28, 1967
Outside Director, the Company (current position)
Attorney at STLM Law Offices (current position)
Attendance at FY2025 Board of Directors meetings: 15/15
*Since appointment
Term of office: 1 Year



Newly Appointed

Outside Director

Izumi Osanai

Director
(Independent Outside Director)

Date of Birth: January 30, 1959
Outside Director, the Company (current position)
Secretary General, Momonokai Social Welfare
Corporation (current position)
Term of office: Less than 1 Year (Appointed June, 2026)



Audit & Supervisory Board Member

Seinosuke Fukui

Full-Time Audit & Supervisory
Board Member

Date of Birth: November 10, 1953
Full-time Audit & Supervisory Board Member,
the Company (current position)
Attendance at FY2025 Audit & Supervisory Board meetings: 7/7



Outside Audit & Supervisory Board Member

Masaki Kimura

Full-Time Audit & Supervisory Board Member
(Independent Outside Director)

Date of Birth: December 1, 1958
Full-time Audit & Supervisory Board Member (outside),
the Company (current position)
Attendance at FY2025 Audit & Supervisory Board
meetings: 7/7
Term of office: 12 Years



Outside Audit & Supervisory Board Member

Kengo Takano

Audit & Supervisory Board Member
(Independent Outside Director)

Date of Birth: August 10, 1957
Outside Audit & Supervisory Board Member, the Company
(current position)
Attendance at FY2025 Audit & Supervisory Board
meetings: 7/7
Term of office: 5 Years



Outside Audit & Supervisory Board Member

Chihiro Kawai

Audit & Supervisory Board Member
(Independent Outside Director)

Date of Birth: June 14, 1973
Outside Audit & Supervisory Board Member, the Company (current position)
Representative Director, Bayside Partners Co., Ltd. (current position)
Attendance at FY2025 Audit & Supervisory Board meetings: 5/5
*Since appointment
Term of office: 1 Year

For details, see here [Directors & Officers](#)

