

[Reference] Skill Matrix of Board Members at the Conclusion of this Ordinary General Meeting of Shareholders

### Management Philosophy

To create an entertainment culture and be a creator that moves and excites people through the medium of games

### Vision

A company that captivates people around the world with our best-in-class immersive content

### Management Targets

Increasing consolidated operating income by 10% each fiscal year

### Board of Directors of the Company

- Based on the Group's management philosophy and vision, the Board of Directors of the Company comprises members who have *diverse perspectives, abundant experience, and diverse, specialized and advanced skills* to achieve the Company's management targets and realize sustainable growth
  - Governance system that enables the demonstration of audit and supervisory functions through the proactive participation of External Directors
- \* The Company has been pursuing diversity by selecting candidates based on their personal character, knowledge, and insights, regardless of gender, nationality, age, and other attributes.

Name	Position	Gender	Independence (External Director)	Composition of Board of Directors/Committee (◎: Chair)			
				Board of Directors	Audit and Supervisory Committee	Nomination and Remuneration Committee	Compliance Committee
Kenzo Tsujimoto	Chairman and Representative Director, CEO	Male		◎	—	—	—
Haruhiro Tsujimoto	President and Representative Director, COO	Male		●	—	—	●
Satoshi Miyazaki	Representative Director, Executive Vice President, CHO, CFO	Male		●	—	●	◎
Yoshinori Ishida	Director, Executive Corporate Officer	Male		●	—	—	●
Ryozo Tsujimoto	Director, Executive Corporate Officer, CPO	Male		●	—	—	●
Yoshinobu Sasahara	Director, Executive Corporate Officer	Male		●	—	●	●
Yutaka Mizukoshi	External Director	Male	●	●	—	◎	●
Toshiro Muto	External Director	Male	●	●	—	—	●
Yumi Hirose	External Director	Female	●	●	—	—	●
Main Kohda	External Director	Female	●	●	—	●	●
Yasuko Metcalf	External Director	Female	●	●	—	—	●
Kazushi Hirao	Director (Full-time Audit and Supervisory Committee member)	Male		●	●	●	●
Mutsuhiko Koro	External Director (Full-time Audit and Supervisory Committee member)	Male	●	●	●	●	●
Wataru Kotani	External Director (Audit and Supervisory Committee member)	Male	●	●	◎	●	●

\* If Proposal 2 is approved as proposed, there will be 14 Directors consisting of seven (7) internal Directors and seven (7) External Directors. All seven (7) External Directors are scheduled to be registered as Independent Directors.

### Requirements in Fields of Particular Expectation

Company management	Directors with experience as representative directors of listed companies or equivalent, or experience supervising company management as external directors or external audit & supervisory board members of other companies is required to enable the formulation of effective management strategies aimed at medium- to long-term growth.
Management strategy	Directors who are able to formulate management strategies based on practical experience in marketing and sales, broad knowledge, and a medium- to long-term perspective are required, to enable the Company to build a management structure with rapid decision-making and stronger supervision/monitoring of accompanying risks, with a view to the expansion of the core business.
Gaming industry	Directors with practical experience and knowledge in each field of expertise are required to identify the greatly changing global market and industry trends, as well as to implement effective strategies that leverage digital technologies in a timely and appropriate manner, based on the Company's unique development capabilities and content (IP).
Digital transformation/ IT/Technology	
R&D	
Global sensibility /International awareness	
Finance/Accounting/Tax	To achieve continuous growth, directors with knowledge and experience in finance, accounting, and taxation are required to build a robust financial base enabling aggressive strategic investment by securing stable cash and improving capital efficiency.
Legal/Risk management	In order to continuously enhance corporate value, directors with practical experience and knowledge of legal affairs and risk management are necessary to enable the Board of Directors to function effectively in making important management decisions and supervising the execution of the Company's business operations.

Name	Fields of particular expectation to achieve the medium-term growth strategy							
	Company management	Management strategy	Gaming industry	Digital Transformation/ IT/Technology	R&D	Global sensibility/ International awareness	Finance/ Accounting/ Tax	Legal/Risk management
Kenzo Tsujimoto	●	●	●	●		●		
Haruhiro Tsujimoto	●	●	●	●	●	●		
Satoshi Miyazaki	●	●	●	●		●	●	●
Yoshinori Ishida		●	●	●		●		
Ryozo Tsujimoto			●	●	●	●		
Yoshinobu Sasahara		●	●	●		●	●	●
Yutaka Mizukoshi	●	●				●		
Toshiro Muto	●					●	●	
Yumi Hirose	●						●	
Main Kohda	●					●	●	
Yasuko Metcalf	●	●				●	●	
Kazushi Hirao		●	●			●	●	●
Mutsuhiko Koro							●	●
Wataru Kotani				●				●

\* The table above is not an exhaustive list of all the knowledge of the candidates.

End