

KOEI TECMO is leveraging its three strengths to achieve sustainable growth.

## KOEI TECMO Strengths

# 1

### Multi-Layered Revenue Cycle

▶ P18

- Creating new global IP
- Developing hit IP into series
- Leveraging our development capabilities to create collaborative titles
- Licensing-out of IP



# 2

### Excellent Power of Development, Technology, and Project Management

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- Ability to create diverse genres
- In-house developed game engine (KATANA ENGINE™)
- New technology initiatives
- Developers each with the management abilities to observe quality, delivery timeline and budget



# 3

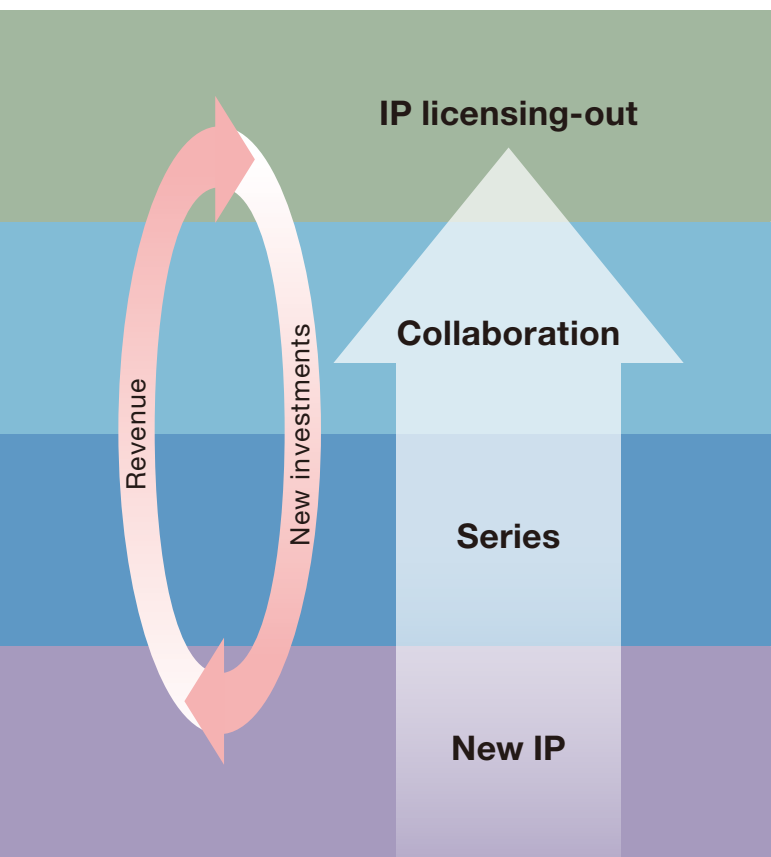
### Transcendent Human Power

▶ P24

- All senior management are game creators
- Human resources who can find a balance between being creators and businesspeople



By building a multi-layered revenue cycle, the KOEI TECMO Group has achieved sustainable, stable, high growth and profitability even in the game industry, where making forecasts is difficult.



#### 4 IP licensing-out

When licensing-out IP, revenue is royalty-based and we are only responsible for supervision. Therefore, the marginal profit rate is close to 100%, making this a highly profitable business. The IP of the “Warriors” series has been developed into Chinese mobile games and even into movies and stage productions, which has contributed to expanding the KOEI TECMO Group’s revenue sources.

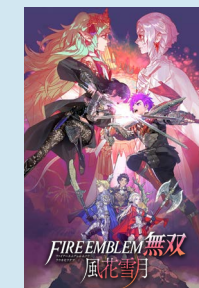


#### “Dynasty Warriors: Ha”

Mobile game developed by Mobile game developed by NTT and China Mobile Games & Entertainment Group Ltd. using our IP

#### 3 Leveraging our development capabilities to create collaborative titles

We also engage in collaboration through cooperative work with other companies’ leading IPs and KOEI TECMO Group’s game systems. Collaborating with other companies’ leading IPs not only increases the certainty of a hit but also leads to improved profitability because we receive revenue in the form of royalties from our collaboration partner. In particular, the “Warriors” game system is highly regarded by other companies in the industry and we have created numerous collaborative titles, such as the “The Hyrule Warriors” series and the “Fire Emblem Warriors” series.



#### “Fire Emblem Warriors: Three Hopes”

“Fire Emblem Warriors: Three Hopes,” a collaboration with Nintendo Co., Ltd. And INTELLIGENT SYSTEMS CO., LTD., was a hit.

\*The title is published overseas by Nintendo Co., Ltd.

#### 2 Developing hit IP into series

We deploy new IP hits as a series while also proceeding with the deployment of platforms and genres to generate earnings. Recently, spin-off titles and remake versions have increased. Since its release in 2000, “Dynasty Warriors” has been developed into the “Warriors” series with over 70 titles, as we have pioneered the new “Warriors” game genre in this manner. “Dynasty Warriors,” “Samurai Warriors,” and “WARRIORS OROCHI” series are also representative series of the KOEI TECMO Group.



“DYNASTY WARRIORS: ORIGINS”

#### 1 Creating new global IP

As reflected in KOEI TECMO’s ethos, “Creativity & Contribution,” we prioritize above all else creating new global intellectual property (IP). Our efforts in new IP development can serve as a long-term revenue source if successful; however, there is also a risk associated with cases where things may not go as planned. We aim for sustainable growth by carefully balancing between “series” and “collaboration” while taking measured risks in our pursuit of new IPs.












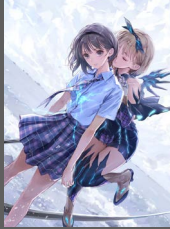













#### “Dynasty Warriors”

A new type of action game that enables players to experience the activities of military commanders who appear in the “Three Kingdoms”.



# Introducing Our Main IPs

KOEI TECMO Group has created numerous IPs for over 40 years. These contribute to each layer of our multi-layered profit cycle.

|   |  |   |   |   |
|---|--|---|---|---|
| <p><b>"NOBUNAGA'S AMBITION" series</b></p> <p>Historical simulation game<br/>1983-</p> <p><i>KOU SHI BUSAWA</i></p>            | <p><b>"Angelique" series</b></p> <p>Romantic simulation game<br/>1994-</p> <p><i>Ruby Party</i></p>       | <p><b>"DYNASTY WARRIORS" series</b></p> <p>Tactical action game<br/>2000-</p> <p><i>OMEGA FORCE</i></p>                      | <p><b>"SAMURAI WARRIORS" series</b></p> <p>Tactical action game<br/>2004-</p> <p><i>OMEGA FORCE</i></p>  | <p><b>"Nioh" series</b></p> <p>Dark feudal-Japan action RPG<br/>2017-</p> <p><i>Team NINJA</i></p>                 |
| <p><b>"Romance of the Three Kingdoms" series</b></p> <p>Historical simulation game<br/>1985-</p> <p><i>KOU SHI BUSAWA</i></p>  | <p><b>"DEAD OR ALIVE" series</b></p> <p>Competitive fighting game<br/>1996-</p> <p><i>Team NINJA</i></p>  | <p><b>"Haruka: Beyond the Stream of Time" series</b></p> <p>Romantic simulation game<br/>2000-</p> <p><i>Ruby Party</i></p>  | <p><b>"NINJA GAIDEN" series</b></p> <p>Ninja action game<br/>2004-</p> <p><i>Team NINJA</i></p>          | <p><b>"BLUE REFLECTION" series</b></p> <p>Heroic RPG<br/>2017-</p> <p><i>GUST</i></p>                              |
| <p><b>"Uncharted Waters" series</b></p> <p>Ocean adventure simulation game<br/>1990-</p> <p><i>KOU SHI BUSAWA</i></p>         | <p><b>"Atelier" series</b></p> <p>Alchemy RPG<br/>1997-</p> <p><i>GUST</i></p>                           | <p><b>"FATAL FRAME" series</b></p> <p>Horror adventure game<br/>2001-</p> <p>Other</p>                                      | <p><b>"Surge Concerto" series</b></p> <p>Adventure game<br/>2012-</p> <p><i>GUST</i></p>                 | <p><b>"WILD HEARTS™"</b></p> <p>Hunting action game<br/>2023-</p> <p><i>OMEGA FORCE</i></p>                        |
| <p><b>"Winning Post" series</b></p> <p>Horse racing simulation game<br/>1993-</p> <p><i>KOU SHI BUSAWA</i></p>               | <p><b>"Atelier" series</b></p> <p>Alchemy RPG<br/>1997-</p> <p><i>GUST</i></p>                           | <p><b>"La Corda d'Oro" series</b></p> <p>Romantic simulation game<br/>2003-</p> <p><i>Ruby Party</i></p>                   | <p><b>"Toukiden" series</b></p> <p>Hunting action game<br/>2013-</p> <p><i>OMEGA FORCE</i></p>          | <p><b>"Wo Long: Fallen Dynasty"</b></p> <p>Dark Three Kingdoms action RPG<br/>2023-</p> <p><i>Team NINJA</i></p>  |
|   | <p><b>"Monster Rancher" series</b></p> <p>Life simulation game<br/>1997-</p> <p>Other</p>               | <p><b>"Geten no Hana" series</b></p> <p>Romantic simulation game<br/>2013-</p> <p><i>Ruby Party</i></p>                    |   | <p><b>"Rise of the Ronin"</b></p> <p>Open world action RPG<br/>2024-</p> <p><i>Team NINJA</i></p>                |

# Excellent Power of Development

Each of the KOEI TECMO Group brands specializes in different game genres. As a result, we have excellent development capabilities to create a wide range of game genres, an attribute that is rare in the industry. Besides developing console and PC games for over 40 years, we also develop and operate mobile and online games. This development capability is also the source of our creation of collaborative titles with other companies.

## The power to create a wide range of diverse genres

### Action

**Typical IP**

#### Action RPG

- “Rise of the Ronin” (Open world action RPG)
- “Nioh” series
- “Wo Long: Fallen Dynasty” (Dark Three Kingdoms action RPG)

#### High difficulty level action

- “NINJA GAIDEN” series

#### Tactical action

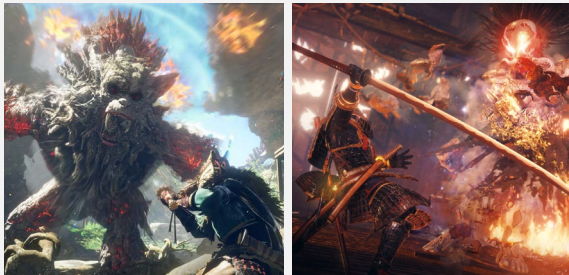
- “DYNASTY WARRIORS 2” series
- “SAMURAI WARRIORS” series
- “WARRIORS OROCHI” series
- “Warriors” title collaborated with external IP  
 “Fire Emblem Warriors”  
 “The Hyrule Warriors”  
 “Hokuto Musou”  
 “Attack on Titan,” etc.

#### Competitive fighting action

- “DEAD OR ALIVE” series

#### Hunting action

- “WILD HEARTS™”
- “Toukiden” series



### Simulation

**Typical IP**

#### Historical simulation

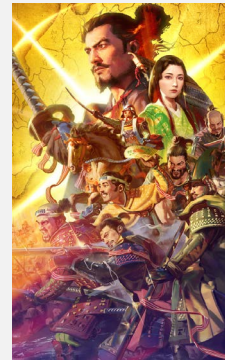
- “NOBUNAGA’S AMBITION” series
- “Romance of the Three Kingdoms” series
- “Uncharted Waters” series

#### Horse racing simulation

- “Winning Post” series

#### Life simulation

- “Monster Rancher” series



### Romantic simulation

**Typical IP**

#### Neo Romance

- “Angelique” series
- “Haruka: Beyond the Stream of Time” series
- “La Corda d’Oro” series



### RPG

**Typical IP**

#### Alchemist RPG

- “Atelier” series
- “Atelier Resleriana: Forgotten Alchemy and the Liberator of Polar Night”



### MMO

**Typical IP**

#### Strategy simulation

- “Romance of the Three Kingdoms Hadou” (Hadou series)
- “Nobunaga’s Ambition Hadou” (Hadou series)



#### Feudal-Japan online RPG

- “NOBUNAGA’S AMBITION Online”

#### MMORPG

- “Uncharted Waters Online”

### Location-based game

**Typical IP**

#### Feudal-Japan walk game

- “Nobunaga’s Ambition Shutsujin”



### Adventure

**Typical IP**

#### Japanese horror

- “FATAL FRAME” series

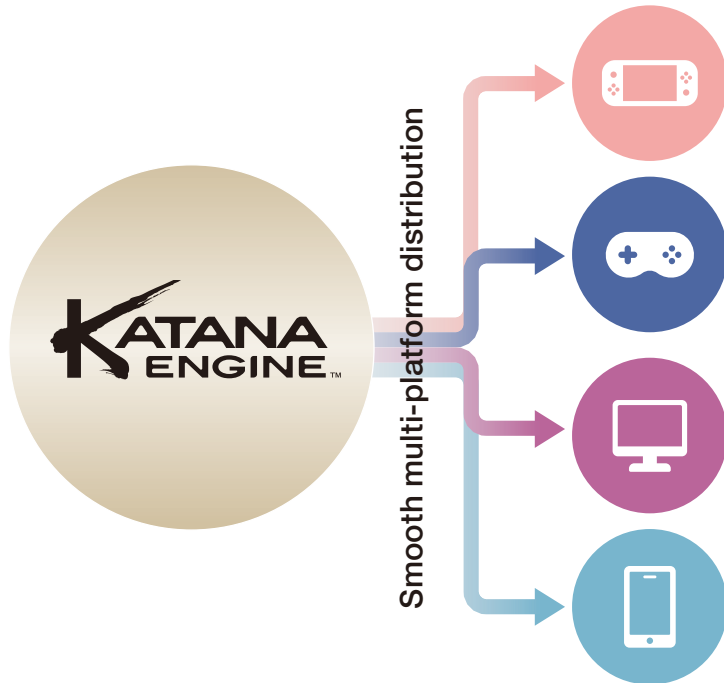


# In-house Developed Proprietary Game Engine KATANA ENGINE™: The Key to Lowering Development Costs and Improving Quality

**What is a game engine?** A game engine is a development environment that contains all of the elements necessary for game development; a framework that allows us to build games from scratch, without programming. It is a piece of software that allows us to efficiently create high-quality content using a collection of libraries, materials, functions, etc.

## Enables multi-platform distribution in a short time

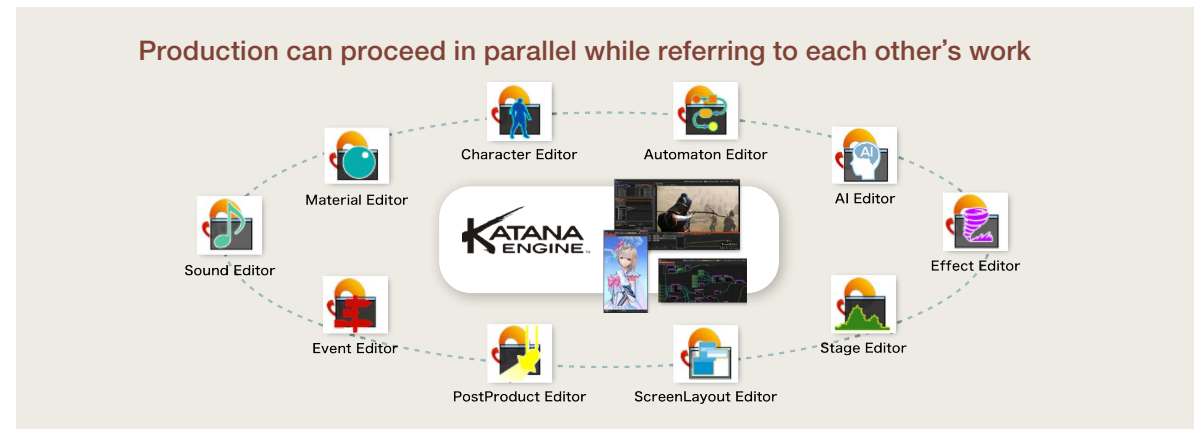
Typically, it is said that developing and distributing titles for multiple platforms takes a long time. With KATANA ENGINE™, we can deliver titles for multiple platforms (consoles, mobile, PC, etc.) simultaneously, or in a short period of time. Flexible platform distribution leads to more efficiency during development environment creation and development periods, as well as more efficient costs and time needed for promotion.



## Providing integrated development environments

We create an integrated development environment in-house, encompassing everything from an integrated production environment—including artwork, AI, and other production functions necessary for game creation—to a QA support environment for quality assurance through shared group-wide data management (which includes global locations) and debugging.

Sharing the production know-how accumulated by each brand enables highly efficient development.



## Sharing technologies evolved and refined through various projects within the Group

One of the advantages of having an in-house game engine is that game developers and game engine developers can share goals and cooperate internally to advance game development.

KATANA ENGINE™ is used in many projects within the Group, and new technologies and tools developed for earlier projects are shared so that they can be used in later projects. The game engine will continue to evolve and be refined according to the needs of each project, enabling our game developers to achieve what they want to do.

Developing KATANA ENGINE™ is the task of our department, FUTURE TECH BASE, at KOEI TECMO GAMES. This department also has primary responsibility for other R&D efforts such as AI and CG technologies, as well as development support infrastructure.

**Hirosato Mishima**  
Head of FUTURE TECH BASE  
KOEI TECMO GAMES CO., LTD.





# Efforts in New Technology

The Group is working actively to develop new technologies to create even more interesting games in a more efficient manner.

## AI-based debugging automation and balance adjustment

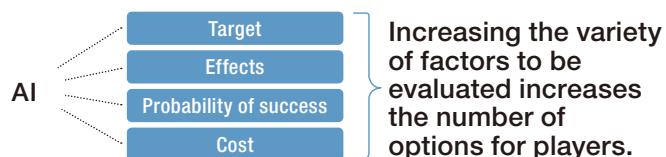
We are working to increase the efficiency of debugging\*1 work through a function for setting auto-play content using a GUI. We are also developing service functions to support game balance adjustment using reinforced learning.

## Improving gaming experiences through AI

In “NOBUNAGA’S AMBITION: Awakening,” which was released in 2022, we developed a game AI to express the individuality of officers within the game. During the game, officers under the control of the player offer submissions (opinions) to the player, and the player must evaluate them. Since some of these opinions do not necessarily lead to an optimal solution, the game story has expanded and evolved to allow players to experience a wide variety of gameplay. AI is utilized to determine the effects, probability of success, cost, and other factors that players must assess. By providing numerous options, the game offers players the enjoyment of agonizing over which opinions to follow.



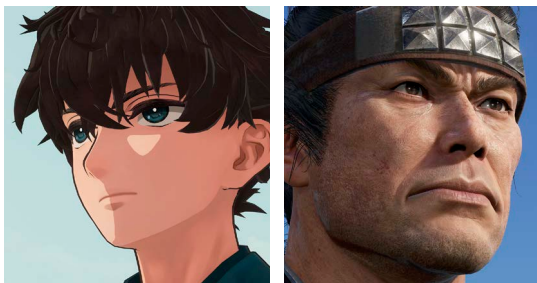
Use of AI in “NOBUNAGA’S AMBITION: Awakening”



## Photorealistic and non-photorealistic rendering

The Group has advanced technological capabilities that can handle not only photorealistic rendering, but also anime-like depictions and other unique styles of artistic expression. We are developing cutting-edge technologies, and driving the evolution of our KATANA ENGINE™.

We are also focused on refining our technologies to maximize the appeal of characters, developing new technologies to render vast, detailed backgrounds with high-quality graphics, and improving our production environment.

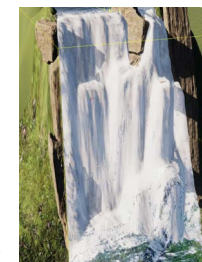


Photorealistic rendering through state-of-the-art technologies that combine detailed shapes with wide-area lighting technologies

## Innovation with new technologies in the production process

### Automatic creation of water flow based on the environment

Changes to level design—one form of game content adjustments—also require modification of background artwork. As one procedural production function for achieving high-speed production iterations\*2, we are also developing an automated environment-based water flow creation function.



Waterfalls that match terrain can be automatically created with simulation technologies

### Development of procedural technologies\*3 for video production techniques

To enhance player immersion in all manner of situations, we are developing various procedural technologies\*3, including shot techniques that also take factors such as imaginary lines into account, and visual guidance animations with natural postures.



\*1. Debugging: The process of checking a game program for defects and flaws (commonly known as “bugs”) prior to release. \*2. Production iteration: Repetition of a series of production processes. \*3. Procedural technologies: Technologies that automatically generate data and content based on algorithms and rules (through procedures).

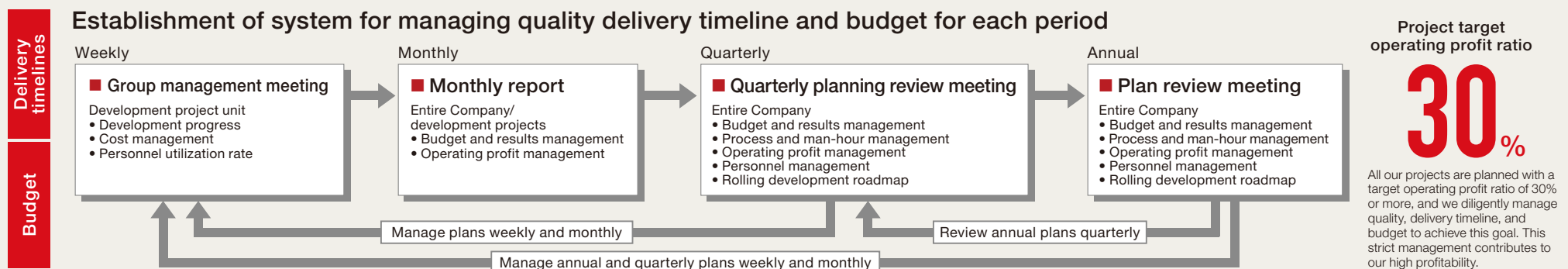
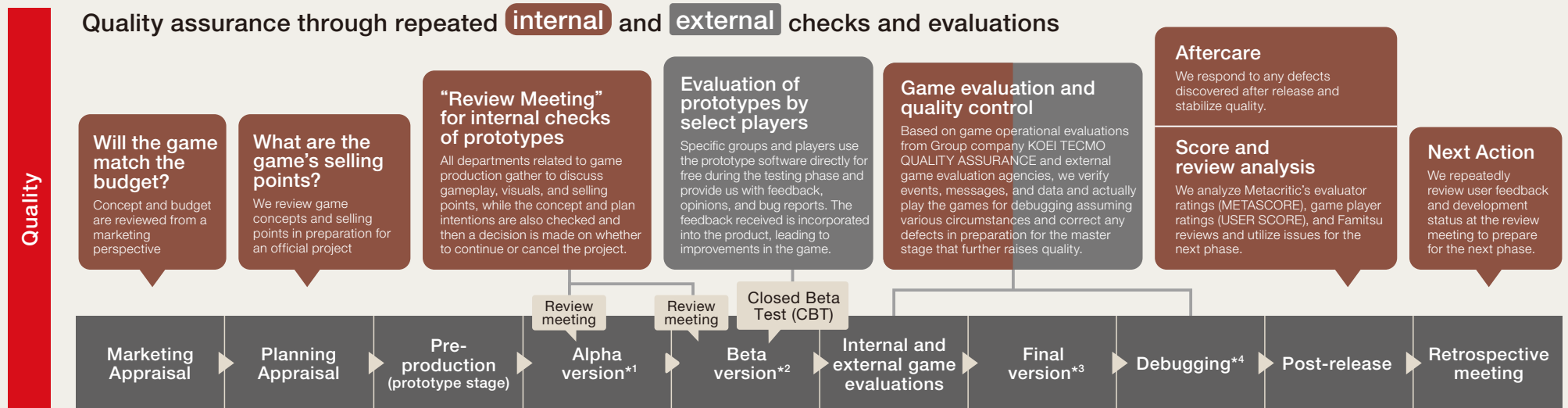
# Management Framework

## Adherence to Quality, Delivery Timeline, and Budget

Under the KOEI TECMO Group development process, we thoroughly manage “quality, delivery timeline, and budget.” Specifically, to raise quality, we have established a system with milestones at each stage of the planning, development, and final stages of the process. Additionally, we carry out progress management for projects on a weekly, monthly, quarterly, and annual basis and confirm delivery timelines and budgets. Through this system, we have established capabilities for developing high-quality titles while adhering to delivery timelines and budgets.

### Key focus areas for quality management

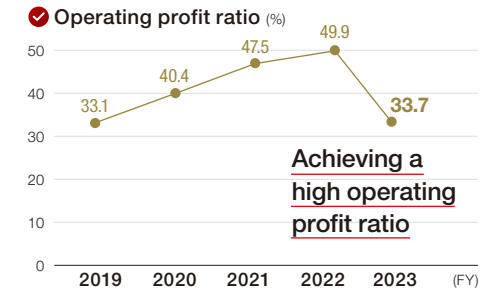
- Rigorous in-house game evaluation (where well-versed internal monitors score the game, and release is approved if the score surpasses the target)
- Implementing loot box verification in accordance with the guidelines of the Computer Entertainment Supplier's Association (CESA)
- Formation of an expert team for usability
- Conducting checks that consider regional culture and societal issues



\*1 Alpha version: The stage in early development where the basic elements of the game are completed. \*2 Beta version: The stage where the major components of the game have been implemented. \*3 Final version: The stage where all elements are implemented, and the game is generally completed. \*4 Debugging: The process of checking for defects or bugs in game programs before release.

# Creators × Businesspeople

Our culture and values that emphasize both the qualities of creators as well as the qualities of businesspeople serve as the basis of the human resources that support our profitability. In the game business, creativity is of course important. However, generating solid profits and bringing games to the next step and establishing these as viable businesses are also important. This is the mindset we seek in all KOEI TECMO employees.



## Managers as well as game creators



**Yoichi Erikawa**

President & CEO and Representative Director



**Keiko Erikawa**

Chairperson and Representative Director



**Hisashi Koinuma**

Executive Vice President and Representative Director



**Yosuke Hayashi**

Director

Signature work  
 “NOBUNAGA’S AMBITION” series,  
 “Romance of the Three Kingdoms” series  
 The cumulative total global sales volume:  
**Over 19 million copies**

Signature work  
 “Neo Romance” series  
 The cumulative total global sales volume:  
**Over 2.5 million copies**

Signature work  
 “SAMURAI WARRIORS” series  
 The cumulative total global sales volume:  
**Over 8 million copies**

Signature work  
 “Nioh” series  
 The cumulative total global sales volume:  
**Over 7.5 million copies**

## The brand head who supports KOEI TECMO is a creator who has worked on hit games



Brand Head of KOU SHIBUSAWA  
**Yukinori Ito**

Signature work  
 “Romance of the Three Kingdoms Hadou”



Brand Head of Omega Force  
**Tomohiko Sho**

Signature work  
 “DYNASTY WARRIORS” series



Brand Head of Team NINJA  
**Fumihiko Yasuda**

Signature work  
 “Rise of the Ronin”



Brand Head of Gust  
**Junzo Hosoi**

Signature work  
 “Atelier Ryza: Ever Darkness and the Secret Hideout”



Brand Head of Ruby Party  
**Mei Erikawa**

Signature work  
 “La Corda d’Oro Starlight Orchestra”



Brand Head of midas  
**Keisuke Kikuchi**

Signature work  
 “Nobunaga’s Ambition Shutsujin”