

KOEI TECMO Ethos

Creativity & Contribution

Contribute to society through the creation of new value instilled within our products and services

Corporate Slogan

Level up your happiness

Based on its Human Resources Development Policy, the KOEI TECMO Group has prescribed three ideal images of the human resources it seeks to develop and is implementing a human resources strategy to realize these. From FY2023, we will begin measuring engagement to gauge whether our human resources strategy and specific measures are being effectively implemented. At the same time, we will strive to become a strong organization where the Company’s human resources can play active roles by continually making improvements based on the results of these measurements.

Human Resources Development Policy

Based on the idea that “a great creator should also be a great businessperson,” KOEI TECMO’s human resources development policy is to cultivate people who possess the following two attributes.

Creators who bring about new entertainment  **Businesspeople who bring about growth and profitability**

Ideal image of people we seek to develop

Individuals who are self-reliant and professional creators

- People with outstanding knowledge and skills in their own work as well as knowledge in peripheral work
- People who can complete high-quality products that improve brand power within the delivery timeline while executing meticulous checks without compromise

Nurture individuals who can unleash creativity and drive business forward

- People capable of cultivating new fields, creating and developing new global IPs, independently starting projects, and commercializing these toward deployment
- People capable of setting appropriate time, cost, and profit targets; formulating project plans; and managing projects while realizing the required quality, delivery timeline, and budget

Global Human Resources

- People who can understand and respect different cultures and diversity
- People with the communication skills to take the lead in promoting business in collaboration with members from diverse cultural backgrounds, including overseas partner companies and employees at overseas Group bases

Ensure a Diverse Pool of Talent, with a Focus on New Graduates

Initiatives for recruiting new graduates

For many years, the KOEI TECMO Group has placed top priority on recruiting new graduates. To ensure that the Group continuously grows in the dramatically evolving game industry, it must secure new employees with fresh sensibilities and new abilities and values. Based on the concept that passion is a driving force, since its founding KOEI TECMO has consistently implemented a policy of "recruiting game fans" while also focusing on recruiting diverse human resources.

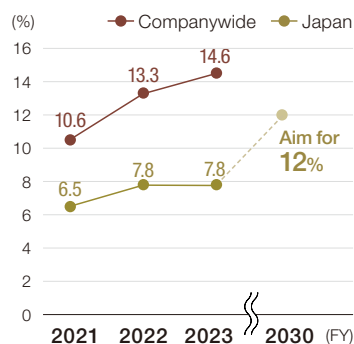
Number of new graduates recruited

FY	Japan	Companywide*1
FY2021	127	172
FY2022	150	200
FY2023	158	215
FY2024	199	241**2
FY2025	200 (Target)	—

Promoting active roles for women

The KOEI TECMO Group strives for fair evaluations and treatment of employees and assures equal opportunities for promotions and advancement based on merit. Besides creating comfortable workplace environments, we make efforts to establish environments in which women can easily play active roles by promoting their careers. Starting in FY2024, we are implementing training aimed at reforming the awareness of management-level employees and improving their skills in cultivating female subordinates.

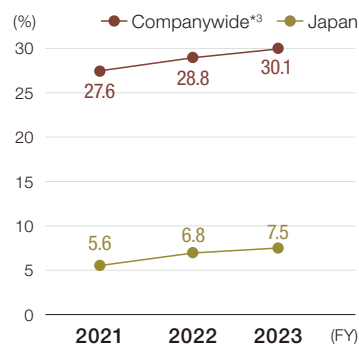
Ratio of female managers



An open environment where foreign employees can play active roles

To promote diversity and secure excellent human resources who can play active roles globally, in Japan KOEI TECMO actively hires foreign employees, mainly new graduates. We provide environments where employees can work with peace of mind starting from when they join KOEI TECMO through Company welfare systems such as employee dormitories. As also evidenced by the recent increase in foreign employees playing active roles in managerial and leadership positions, we are becoming an organization where diverse human resources can play key roles and believe this has helped strengthen the competitiveness of the KOEI TECMO Group.

Ratio of non-Japanese employees



Hiring experienced individuals with diverse strengths

KOEI TECMO also focuses on hiring experienced individuals to acquire human resources with abilities and values not yet possessed by the Company. By maintaining high salary levels, we are strengthening our competitiveness in recruiting and by clarifying the types of human resources we seek, we undertake recruitment activities to acquire human resources with valuable skills. KOEI TECMO aims to improve the creativity of its employees through the interaction of human resources possessing diverse abilities and values.

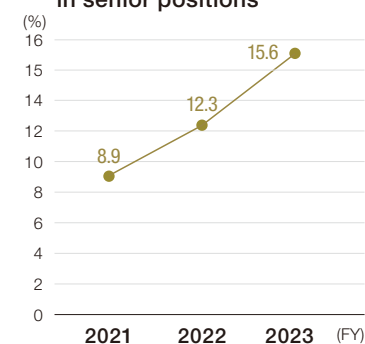
Experienced hires (previous industry)

Gaming, anime, toys, film/video, web, IT, information and communication technology, advertising, real estate, warehousing and transportation, railway, manufacturing (automobile, machinery, textiles), government agencies, finance, schools, consulting, and media

Diverse human resources combined with diverse career paths

At KOEI TECMO, there are multifaceted career paths tailored to each employee's aptitude. In senior positions, in addition to management roles, we also have expert positions that focus on more specialized technical skills and knowledge. In addition, we have job rotation and internal job posting system to enable motivated employees to build new careers. We will promote the ongoing growth and diversification of our employees through systems designed to enhance various skills and abilities, ensuring they thrive in the ever-evolving gaming industry.

Ratio of expert employees in senior positions



*1 Companywide: includes overseas Group companies *2 Progress as of September 26, 2024 *3 Companywide: includes local employees of overseas Group companies

A Human Resource Development System Driving Growth

In accordance with our Human Resources Development Policy of balancing “creativity that generates new excitement” with “business skills to achieve growth and profitability,” KOEI TECMO established a human resources development system to unleash Transcendent Human Power, one of our strengths. We support each and every employee in taking on challenges through a career path whereby game fans join KOEI TECMO as new employees and then after serving as game creators they eventually advance to management-level positions. Employees achieve large personal growth in fields where they can realize their dreams, which in turn helps further raise the corporate value of the Group.

Creators combined with businesspersons

KOEI TECMO provides various opportunities to cultivate human resources who have the qualities of both a “creator” and a “businessperson.” We implement Producer Training to reinforce the basic knowledge needed by producers and directors and share knowledge internally through case studies. We also provide opportunities for acquiring new knowledge and for learning about the latest trends through lectures and external training by top creators and leading experts in various fields. In rank-specific training, employees learn about leadership, problem-solving methods, legal-related matters, management strategies, and financial concepts and acquire “business skills to achieve growth and profitability.”

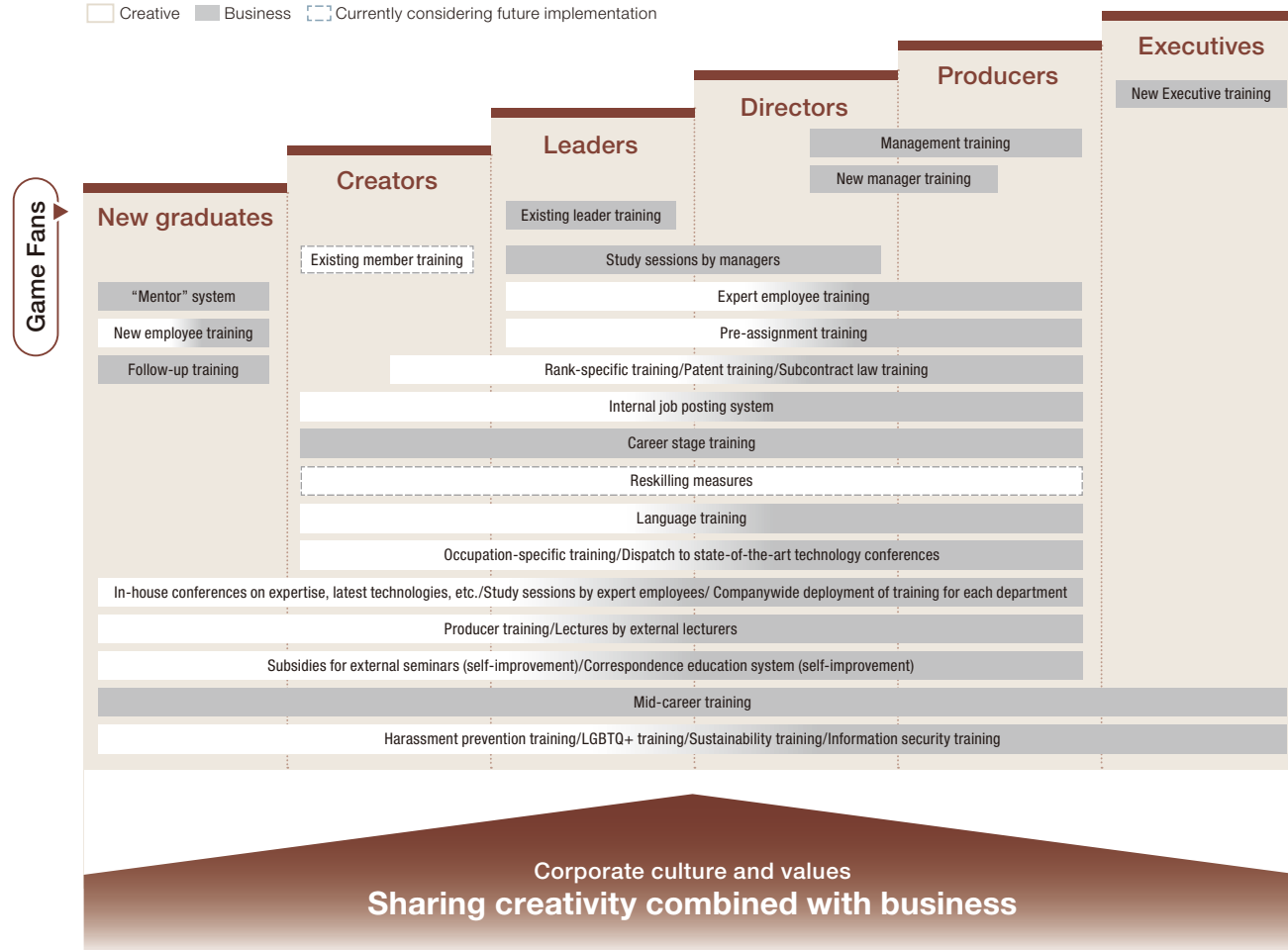
As one strategy to realize its Vision, KOEI TECMO supports employees both as “creators” and “businesspeople” by systematizing these multi-layered initiatives, thereby maximizing the Group’s most important asset, namely its human capital.

Extensive support for new graduates

After joining the Company, a training program spanning approximately 1.5 months is provided to new graduate employees. This unique program, conducted annually and continuously improved, is designed to expedite the development of new employees into effective contributors. Our approach of assigning one senior employee as a mentor to each new employee is designed to provide personal support in both professional and private matters for the first year after their placement. Besides enabling new graduate employees to quickly learn their jobs, these mentors also acquire leadership skills by accumulating experience in guiding junior employees.

✓ Framework for Generating Transcendent Human Power

□ Creative ■ Business □ Currently considering future implementation



Establishing a Workplace Environment where Employees Can Work with Peace of Mind over the Long Term

The Group is working to create an environment where employees can demonstrate their abilities and make active contributions in the long term.

<p>1</p> <h3>Creating a working environment where abilities are easily demonstrated</h3> <p>As part of our efforts to create a work environment in which employees can play active roles while balancing work with childcare commitments, we have introduced a flextime system, shorter working hours (for employees whose children are in the third grade or younger), and staggered working hours (sliding attendance). Core hours under the flextime system have been shortened since FY2024. We encourage our employees to maximize their abilities through a variety of work styles and flexible ways of working.</p>	<p>2</p> <h3>Career development support to encourage growth</h3> <p>We support employees' career development through career interviews, career stage training, an in-house recruitment system, a self-assessment system, and other systems, enabling employees to realize their career aspirations and exercise their abilities in roles that suit them. In addition, as of FY2024, we are supporting employees' self-improvement efforts and encouraging their growth by raising the upper limit on subsidies offered for correspondence courses.</p>	<p>3</p> <h3>Health management efforts</h3> <p>To help employees stay healthy and continue working in the long term, we provide services such as training on how to take care of mental health, 24-hour e-mail consultations, and online consultations with occupational health physicians, to create an environment in which employees can monitor their own condition and receive counseling. We will continue to further promote health management by appointing personnel responsible for health management and subsidizing the cost of repeat testing for certain results in health checkups.</p>	<p>4</p> <h3>Fostering a culture which celebrates diversity</h3> <p>We conduct training at Group companies in Japan to raise awareness of diversity, LGBTQ+, and harassment prevention, with the aim of creating an organization in which diverse personnel can respect each other and play active roles. In April 2024, we also introduced a partnership system at Group companies in Japan under which same-sex partners are treated in the same way as spouses under internal regulations, and are eligible for congratulatory and condolence payments, congratulatory and condolence leave, and other benefits.</p>	<p>5</p> <h3>Enhancing motivation and engagement</h3> <p>In addition to measures to support stable living conditions, such as base salary increases for nine successive years and the construction of additional company housing and dormitories for single employees, we are also working continuously to improve motivation by implementing measures to reward employees for their efforts, such as incentive programs and performance award programs, in order to increase motivation. In FY2023, we began measuring engagement with the aim of improving job satisfaction by quantifying employees' attachment to the company and passion for their work. In response to the strengths and weaknesses identified in the survey, we will implement group-wide initiatives, set priority issues under the initiative of each workplace, consider and implement individual response measures on an individual basis, and continue our improvement activities in the future.</p>
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