

## Financial and Non-Financial Data | 11-Year Financial Summary

(Millions of yen)

Fiscal year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales	37,576	37,799	38,332	37,034	38,926	38,968	42,645	60,370	72,759	78,417	84,584
Operating profit	7,140	9,652	11,069	8,781	11,711	12,092	14,102	24,397	34,527	39,133	28,494
Ordinary profit	10,728	13,568	15,755	15,211	18,293	18,307	18,869	39,299	48,696	39,899	45,741
Profit before income taxes	10,691	13,715	15,573	15,211	18,293	18,307	20,247	39,174	48,638	39,963	45,330
Profit attributable to owners of parent	6,936	9,434	10,855	11,624	13,017	13,694	15,306	29,550	35,359	30,935	33,792
Capital investment	1,862	4,858	432	8,669	3,853	240	14,630	1,542	1,375	802	1,967
Depreciation and amortization expenses	894	921	846	714	701	734	752	1,615	1,571	1,643	1,813
R&D expenses*	4,978	4,882	5,891	6,081	4,705	4,813	5,492	7,628	4,839	7,421	7,996

\* R&D expenses: Starting from the FY2023 1st quarter, we review the scope of R&D expenses included in general and administrative expenses and manufacturing expenses for the current period. R&D expenses are calculated on assuming that the scope was revised in fiscal 2013.

### End of fiscal year

Total assets	100,622	115,216	110,925	119,461	128,594	129,192	147,793	190,671	219,803	210,889	245,802
Net assets	88,788	100,672	98,706	106,516	116,242	119,284	122,346	165,129	138,101	142,684	175,552

### Cash flows

Cash flows from operating activities	7,265	10,357	10,935	9,890	10,389	9,597	9,748	29,726	24,819	29,692	36,603
Cash flows from investing activities	(8,585)	(7,579)	(6,138)	(3,935)	(9,984)	(1,496)	(10,496)	(12,291)	(13,168)	(21,394)	(24,859)
Cash flows from financing activities	(2,787)	(3,045)	(4,746)	(5,082)	(5,533)	(7,730)	6,906	(19,396)	(4,561)	(16,588)	(15,475)
Free cash flows	(1,320)	2,777	4,797	5,955	405	8,101	(747)	17,434	11,650	8,298	11,743
Cash and cash equivalents at end of period	11,764	11,874	11,270	11,745	6,540	6,968	12,803	11,439	19,503	11,733	10,452

### Per share information

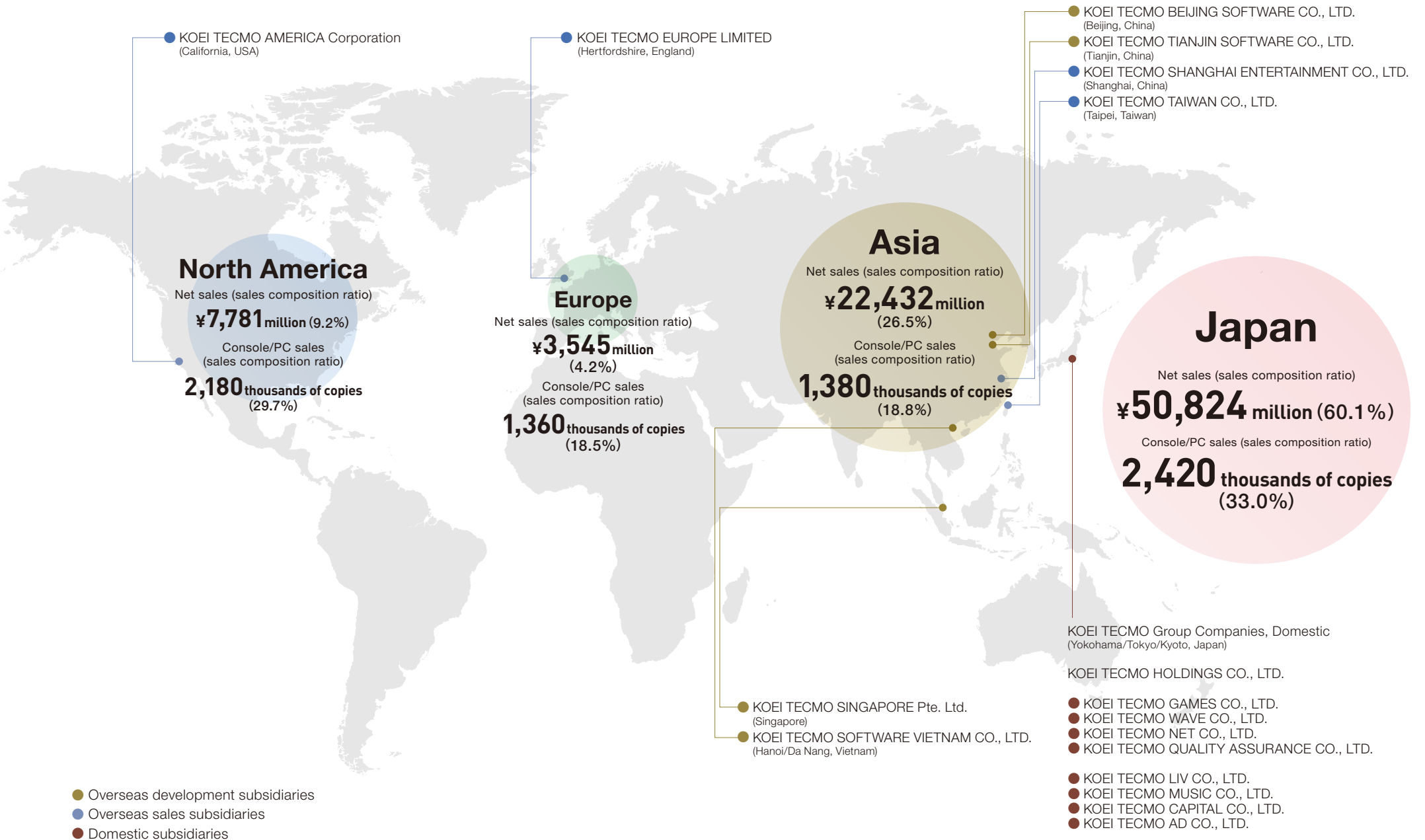
Basic earnings per share (yen)	21.33	28.94	33.10	35.41	39.50	41.54	46.48	89.34	107.28	98.20	107.06
Net assets per share (yen)	272.62	306.92	300.22	322.85	351.13	361.70	369.33	496.15	437.16	450.72	553.59
Dividends per share (yen)	40.00	55.00	52.00	56.00	62.00	55.00	61.00	117.00	108.00	50.00	54.00
Dividends per share (after stock split adjustment) (yen)	10.68	14.69	16.67	17.95	19.87	21.15	23.46	45.00	54.00	50.00	54.00
Dividend payout ratio (%)	50.1	50.8	50.4	50.7	50.3	50.9	50.5	50.3	50.3	50.9	50.4

Note: The Company implemented a 1.2-for-1 common stock split on October 1, 2015, a 1.2-for-1 common stock split on October 1, 2018, a 1.3-for-1 common stock split on April 1, 2021, and a 2-for-1 common stock split on October 1, 2022. Net profit per share, net assets per share, and dividends per share (after stock split adjustment) are calculated on the assumption that the said stock split was implemented at the beginning of fiscal 2013.

### Other indicators

Operating profit to net sales ratio (%)	19.0	25.5	28.9	23.7	30.1	31.0	33.1	40.4	47.5	49.9	33.7
ROE (Return on Equity) (%)	8.1	10.0	10.9	11.4	11.7	11.7	12.7	20.6	23.4	22.1	21.3
ROA (Return on Asset) (%)	11.0	12.6	13.9	13.2	14.8	14.2	13.6	23.2	23.7	18.5	20.0
Capital adequacy ratio (%)	88.2	87.3	88.8	89.0	90.1	92.0	82.5	86.4	62.6	67.4	71.1
Number of employees excluding temporary staff (average number of temporary staff)	1,455 (285)	1,497 (308)	1,570 (305)	1,654 (309)	1,737 (310)	1,757 (330)	1,835 (369)	1,983 (458)	2,063 (446)	2,381 (493)	2,531 (537)

Please refer to the URL for the graph. <https://www.koeitecmo.co.jp/e/ir/finance/chart/>



**Number of employees at consolidated companies**

FY2019	FY2020	FY2021	FY2022	FY2023
1,835	1,983	2,063	2,381	<b>2,531</b>

**Average age (years)**

FY2019	FY2020	FY2021	FY2022	FY2023
36.4	35.8	35.9	35.8	<b>35.8</b>

**Ratio of persons leaving their jobs (%)**

FY2019	FY2020	FY2021	FY2022	FY2023
4.9	3.1	4.2	4.6	<b>5.1</b>

**Ratio of new employees 3 years later leaving their jobs (%)**

FY2019	FY2020	FY2021	FY2022	FY2023
12.1	8.8	3.1	5.4	<b>4.8</b>

**Ratio of mid-career recruitment (%)**

FY2019	FY2020	FY2021	FY2022	FY2023
26.7	13.9	23.0	21.9	<b>21.0</b>

**Ratio of foreign national employees through regular recruitment (%)**

FY2019	FY2020	FY2021	FY2022	FY2023
11.4	15.9	14.1	17.2	<b>14.2</b>

**Percentage of female employees taking childcare leave (%)**

FY2019	FY2020	FY2021	FY2022	FY2023
100.0	85.7	88.9	100.0	<b>100.0</b>

**Percentage of male employees taking childcare leave (%)**

FY2019	FY2020	FY2021	FY2022	FY2023
50.0	41.9	80.8	66.7	<b>64.9</b>

**Percentage of female employees (%)**

FY2019	FY2020	FY2021	FY2022	FY2023
21.8	21.5	21.4	21.7	<b>22.8</b>

**Ratio of days taken as paid annual leave (%)**

FY2019	FY2020	FY2021	FY2022	FY2023
81.4	56.9	73.2	85.4	<b>84.9</b>

**Number of days taken as paid annual leave per person (days)**

FY2019	FY2020	FY2021	FY2022	FY2023
13.7	13.5	18.1	21.2	<b>20.7</b>

**Average statutory overtime work (hours)**

FY2019	FY2020	FY2021	FY2022	FY2023
11.2	12.7	13.8	12.9	<b>9.6</b>

**Number of patents held**

FY2019	FY2020	FY2021	FY2022	FY2023
39	67	87	141	<b>205</b>

**Engagement score**

FY2019	FY2020	FY2021	FY2022	FY2023
-	-	-	-	<b>50.4</b>

\* Calculation scope: Executive Officers and full-time and contract employees of five domestic companies (KOEI TECMO HOLDINGS CO., LTD., KOEI TECMO GAMES CO., LTD., KOEI TECMO WAVE CO., LTD., KOEI TECMO NET CO., LTD., and KOEI TECMO QUALITY ASSURANCE CO., LTD.)  
 \* The number of consolidated employees includes overseas bases

## Company profile

<b>Trade name</b>	KOEI TECMO HOLDINGS CO., LTD.	<b>Date of establishment</b>	April 1, 2009
<b>Capital</b>	¥15 billion	<b>Number of employees*</b>	2,531 Consolidated
<b>Address</b>	Hiyoshi Offices: 1-18-12 Minowa-cho, Kouhoku-ku, Yokohama, Kanagawa, 223-8503, Japan	<b>Business overview</b>	Group Management

\* This is the number of full-time employees (excluding employees transferred outside the Group, and including employees transferred to the Group)

## Investor information

### Total number of authorized shares

Common stock: 700,000,000

### Total number of shares issued

Common stock: 336,096,924 shares  
(including treasury stock)

**Fiscal year** April 1 to March 31 of the following year

**Number of shareholders** 29,226

**Securities code** 3635 (Tokyo Stock Exchange, Prime Market)

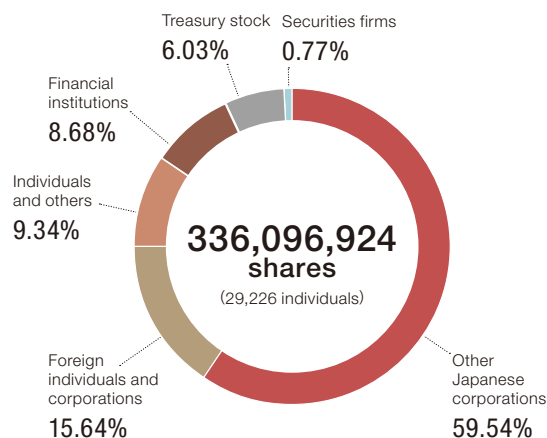
### Administrator of shareholder registry

Sumitomo Mitsui Trust Bank, Limited  
4-1 Marunouchi 1-chome, Chiyoda-ku, Tokyo, Japan

### Basic policy for shareholder returns

The Company regards the return of profit to shareholders as one of its most important management policies, and its basic policy for returning profit to shareholders is a consolidated annual total distribution ratio of 50%, which includes share buybacks, or an annual dividend of 50 yen per share.

### Distribution of shares by type of shareholder



### Principal shareholders

Name or designation	Number of shares held	Ratio of shares held to total number of shares issued and outstanding (excluding treasury stock) (%)
KOYU HOLDINGS CO., LTD.	172,040,386	54.47
JP MORGAN CHASE BANK 380815 (Standing proxy: Settlement Sales Division, Mizuho Bank, Ltd.)	31,267,360	9.90
Kankyo Kagaku Co., Ltd.	22,596,570	7.15
The Master Trust Bank of Japan, Ltd. (Trust Account)	21,051,000	6.67
Custody Bank of Japan, Ltd. (Trust Account)	5,975,800	1.89
JP MORGAN CHASE BANK 380634 (Standing proxy: Settlement Sales Division, Mizuho Bank, Ltd.)	2,344,184	0.74
THE BANK OF NEW YORK MELLON (INTERNATIONAL) LIMITED 131800 (Standing proxy: Settlement Sales Division, Mizuho Bank, Ltd.)	2,092,316	0.66
Mei Erikawa	2,004,420	0.63
Ai Erikawa	2,000,000	0.63
Kakihara Kagaku Gijutsu Kenkyu Zaidan, Public Interest Incorporated Foundation	1,684,800	0.53
<b>Total</b>	<b>263,056,836</b>	<b>83.29</b>

\* The Company holds 20,258,636 shares of treasury stock that is excluded from the above list of major shareholders.

## Message regarding the issuing of KOEI TECMO HOLDINGS Integrated Report 2024

We have been issuing Integrated Reports since FY2022 to deepen the understanding of the Group's medium- to long-term value. In producing this report, we refer to the International Integrated Reporting Framework issued by the International Financial Reporting Standards (IFRS) Foundation, and the Value Creation Guidance issued by the Ministry of Economy, Trade and Industry (METI).

To communicate the Group's value creation in a more easily understandable manner and improve the reliability of the report, many related departments cooperate and collaborate to prepare the report with sincerity and integrity.

As the CFO and officer in charge of the department responsible for preparing this Integrated Report, I declare that the process used to prepare this report is sound, and that the information contained in it is accurate.

We hope that this report will help stakeholders gain a better understanding of the Group's medium- to long-term growth and enhancement of our corporate value, and will continue making efforts to further improve information disclosure and deepen the level of our dialogues with stakeholders.

We ask for your continued support going forward.

**Kenjiro Asano**

Director, Senior Executive Officer and CFO  
General Manager of Business Administration Division