

**Reference: Skills Matrix of Members of the Board of Directors at the Closing of this
General Meeting of Shareholders**

Strengths of the Company

- Strong financial foundation to realize proactive strategic investment with the stable generation of cash flow and enhancement of capital efficiency.
- The original technologies of the Company and developed IP supported globally which was utilized multifunctionally.
- Long-term global distribution structure utilizing a digital strategy toward further earnings growth.

Board of Directors of the Company

- Consists of members who have diverse perspectives, extensive experience, and diverse and specialized advanced skills to realize sustainable growth by making the most of the Company's strengths.
- A governance system that enables a strong audit and supervisory function through the proactive participation of External Directors.
 - ※ Regarding diversity, the Company has selected candidates solely based on their personal qualities and insight regardless of their gender, nationality, age, etc.

Name	Position	Gender	Independence (External Director)	Composition of Board of Directors/Committee (◎: Chair)			
				Board of Directors	Audit & Supervisory Committee	Nomination/Remuneration Committee	Compliance Committee
Kenzo Tsujimoto	Chairman and Representative Director, Chief Executive Officer (CEO)	Male		◎	—	—	—
Haruhiro Tsujimoto	President and Representative Director, Chief Operating Officer (COO)	Male		●	—	—	●
Satoshi Miyazaki	Director, Executive Vice President, Chief Human Resources Officer (CHO)	Male		●	—	●	●
Yoichi Egawa	Director, Executive Corporate Officer	Male		●	—	—	●
Kenkichi Nomura	Director, Executive Corporate Officer Chief Financial Officer (CFO)	Male		●	—	●	●
Yoshinori Ishida	Director, Executive Corporate Officer	Male		●	—	—	●
Ryozo Tsujimoto	Director, Executive Corporate Officer	Male		●	—	—	●
Toru Muranaka	External Director	Male	●	●	—	—	◎
Yutaka Mizukoshi	External Director	Male	●	●	—	●	●
Wataru Kotani	External Director	Male	●	●	—	●	●
Toshiro Muto	External Director	Male	●	●	—	—	●
Yumi Hirose	External Director	Female	●	●	—	—	●
Kazushi Hirao	Director (Full-time Audit & Supervisory Committee member)	Male		●	●	●	●
Yoshihiko Iwasaki	External Director (Full-time Audit & Supervisory Committee member)	Male	●	●	●	◎	●
Makoto Matsuo	External Director (Audit & Supervisory Committee member)	Male	●	●	◎	●	●

* If the second proposal is approved as proposed, the 15 Directors (including 3 Audit & Supervisory Committee member: 1 internal member and 2 independent members who are not re-elected this year) in total will consist of eight Internal Directors and seven External Directors. All seven External Directors are scheduled to be Independent Directors.

Thinking behind fields to which each director is expected to contribute in particular

Company Management	Experience as representative director of a listed company or equivalent, or experience of supervising company management as an external director of another company is necessary, in order to set effective management strategy toward medium to long term growth
Management Strategy	Directors able to set strategy from management experience in marketing and sales are necessary, to be able to build a management structure with rapid decision making and stronger supervision/monitoring of its risks, with a view to the expansion of the core business
Game Industry	Directors with management experience and a track record in these fields at a listed company or equivalent are necessary, in order to understand industry trends which are changing greatly and to implement effective strategy in a timely and appropriate manner
Digital Transformation/IT/Technology	
R&D	
Finance/Accounting/Tax	Directors with practical experience and knowledge of specialist fields are necessary so that the Board of Directors may function effectively in the supervision of important management decisions of the Company and their execution
Legal	
Global Sensibility	

Name	Fields Each Director is Expected to Contribute in Particular Toward Achievement of Medium-Term Growth Strategy							
	Company Management	Management Strategy	Gaming Industry	Digital Transformation/IT/Technology	Development/Research	Finance/Accounting/Tax	Legal	Global Sensibility
Kenzo Tsujimoto	●	●	●	●				●
Haruhiro Tsujimoto	●	●	●	●	●			●
Satoshi Miyazaki	●	●	●	●		●		●
Yoichi Egawa			●	●	●			●
Kenkichi Nomura		●	●	●		●	●	●
Yoshinori Ishida		●	●	●				●
Ryozo Tsujimoto			●	●	●			●
Toru Muranaka	●						●	●
Yutaka Mizukoshi	●	●						●
Wataru Kotani				●			●	
Toshiro Muto	●					●		●
Yumi Hirose	●					●		
Kazushi Hirao		●	●			●		●
Yoshihiko Iwasaki						●		
Makoto Matsuo	●						●	●

* The table above does not necessarily show all knowledge possessed by the candidates.