

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

Strengths of the Company

- Strong financial foundation to realize proactive strategic investment resulting from the stable generation of cash flow and enhancement of capital efficiency
- Creation and multifaceted use of globally supported contents (IP) resulting from the Company's advanced proprietary technologies and development capabilities
- Long-term global distribution structure utilizing digital strategies toward further earnings growth

Board of Directors of the Company

- Comprises members who have *diverse perspectives, abundant experience, and diverse, specialized and advanced skills* to realize sustainable growth by making the most of the Company's strengths
- 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	Male		●	—	●	●
Kenkichi Nomura	Director, Executive Vice President, CFO	Male		●	—	●	●
Yoichi Egawa	Director, Executive Corporate Officer, CPO	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	●	●	—	◎	●
Toshiro Muto	External Director	Male	●	●	—	—	●
Yumi Hirose	External Director	Female	●	●	—	—	●
Main Kohda	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 Proposals 2 and 3 are approved as proposed, there will be 15 Directors consisting of eight (8) 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	Experience as representative director of a listed company or equivalent, or experience supervising company management as an external director or external audit & supervisory board member of another company is required to enable the formulation of effective management strategies aimed at medium- to long-term growth.
Management strategy	Directors who are able to set strategies based on management experience in marketing and sales 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 management experience and achievements in these fields at a listed company or equivalent are required, to identify greatly changing industry trends and implement effective strategies in a timely and appropriate manner.
Digital transformation/ IT/Technology	
R&D	
Finance/Accounting/Tax	Directors with practical experience and knowledge of each field of expertise are required so that the Board of Directors may function effectively in the supervision of important management decisions of the Company and its execution of operations.
Legal	
Global sensibility /International awareness	

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

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