

**Financial Results Presentation Meeting for the Fiscal Year Ended March 31, 2024:
Outline of Questions and Answers**

Q. Please tell us about the amounts of investment in growth going forward.

A. (Tomiyaama, Board Director, Executive Vice President) Until now, we have mainly invested in new intellectual property (IP), but going forward, we hope to invest up to 2.0 or 2.5 billion yen in long-selling IP, which is our strength.

At the same time, we believe it is also important to invest in human capital as we expand our presence in terms of both regional axis and age group. In addition, we will implement investments including M&A activities and IP acquisition.

(Ito, Senior Executive Officer) Last year, we invested a total of around 3.0 billion yen in growth, including an investment of approximately 1.5 billion yen in game IP in the United Kingdom, in addition to investment in animation IP.

Q. What proportion of the net sales target of 300.0 billion yen for the fiscal year ending March 31, 2030, will come from organic growth?

A. (Tomiyaama, Board Director, Executive Vice President) We believe that 30% of the 100.0 billion yen increase in net sales from 200.0 billion to 300.0 billion yen will be in Japan and Asia, and 70% elsewhere overseas. We will especially implement initiatives including M&A and IP acquisition overseas.

Q. Regarding shareholder returns, what measures will you implement to achieve both an operating profit margin of 10% and a sustainable earnings per share (EPS) growth rate of at least 10%?

A. (Ito, Senior Executive Officer) We intend to increase EPS in line with the growth in operating profit. In addition to measures to sustainably raise the EPS growth rate to 10% and above, including the purchase of treasury shares, we will work to improve non-operating income through the reduction of interest-bearing liabilities.

End of Document