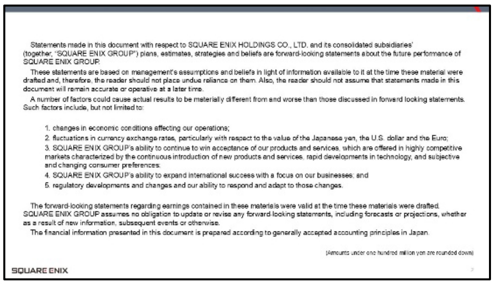
We would now like to begin the Financial Results Briefing session of SQUARE ENIX HOLDINGS CO., LTD. (the "Company") for the fiscal year ended March 31, 2026 ("FY2026/3"). Today's presenter is Takashi Kiryu, President and Representative Director.



Statements made in this document with respect to SQUARE ENIX HOLDINGS CO., LTD. and its consolidated subsidiaries' (together, "SQUARE ENIX GROUP") plans, estimates, strategies and beliefs are forward-looking statements about the future performance of SQUARE ENIX GROUP.

These statements are based on management's assumptions and beliefs in light of information available to it at the time these material were drafted and, therefore, the reader should not place undue reliance on them. Also, the reader should not assume that statements made in this document will remain accurate or operative at a later time.

A number of factors could cause actual results to be materially different from and worse than those discussed in forward looking statements. Such factors include, but not limited to:

1. changes in economic conditions affecting our operations;
2. fluctuations in currency exchange rates, particularly with respect to the value of the Japanese yen, the U.S. dollar and the Euro;
3. SQUARE ENIX GROUP's ability to continue to win acceptance of our products and services, which are offered in highly competitive markets characterized by the continuous introduction of new products and services, rapid developments in technology, and subjective and changing consumer preferences;
4. SQUARE ENIX GROUP's ability to expand international success with a focus on our businesses; and
5. regulatory developments and changes and our ability to respond and adapt to those changes.

The forward-looking statements regarding earnings contained in these materials were valid at the time these materials were drafted. SQUARE ENIX GROUP assumes no obligation to update or revise any forward-looking statements, including forecasts or projections, whether as a result of new information, subsequent events or otherwise.

The financial information presented in this document is prepared according to generally accepted accounting principles in Japan.

(Amounts under one hundred million yen are rounded down)

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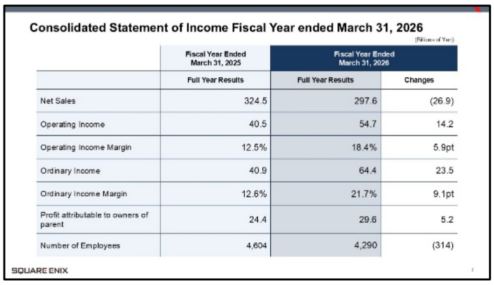
President Kiryu will provide an overview of the Company's financial results for FY2026/3, as well as of our progress in each business segment.

First, I will provide an overview of the financial results for FY2026/3.



Consolidated Statement of Income Fiscal Year ended March 31, 2026

(Billions of Yen)

	Fiscal Year Ended March 31, 2025	Fiscal Year Ended March 31, 2026	
	Full Year Results	Full Year Results	Changes
Net Sales	324.5	297.6	(26.9)
Operating Income	40.5	54.7	14.2
Operating Income Margin	12.5%	18.4%	5.9pt
Ordinary Income	40.9	64.4	23.5
Ordinary Income Margin	12.6%	21.7%	9.1pt
Profit attributable to owners of parent	24.4	29.6	5.2
Number of Employees	4,604	4,290	(314)

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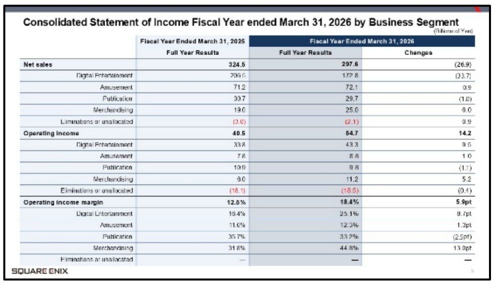
Consolidated results for FY2026/3 were as follows: net sales of ¥297.6 billion (down ¥26.9 billion YoY), operating income of ¥54.7 billion (up ¥14.2 billion YoY), ordinary income of ¥64.4 billion (up ¥23.5 billion YoY), and profit attributable to owners of parent of ¥29.6 billion (up ¥5.2 billion YoY). As stated above, while net sales declined in FY2026/3, profit increased at every level below operating income. Operating margin was 18.4%, up 5.9 percentage points from 12.5% in FY2025/3, and the results were very favorable from a profitability perspective.



Consolidated Statement of Income Fiscal Year ended March 31, 2026 by Business Segment

(Billions of Yen)

	Fiscal Year Ended March 31, 2025	Fiscal Year Ended March 31, 2026	
	Full Year Results	Full Year Results	Changes
Net sales	**324.5**	**297.6**	(26.9)
Digital Entertainment	206.5	172.8	(33.7)
Amusement	71.2	72.1	0.9
Publication	30.7	29.7	(1.0)
Merchandising	19.0	25.0	6.0
Eliminations or unallocated	(3.0)	(2.1)	0.9
Operating income	**40.5**	**54.7**	**14.2**
Digital Entertainment	33.8	43.3	9.5
Amusement	7.8	8.8	1.0
Publication	10.9	9.8	(1.1)
Merchandising	6.0	11.2	5.2
Eliminations or unallocated	(18.1)	(18.5)	(0.4)
Operating income margin	**12.5%**	**18.4%**	**5.9pt**
Digital Entertainment	16.4%	25.1%	8.7pt
Amusement	11.0%	12.3%	1.3pt
Publication	35.7%	33.2%	(2.5pt)
Merchandising	31.8%	44.8%	13.0pt
Eliminations or unallocated	—	—	—

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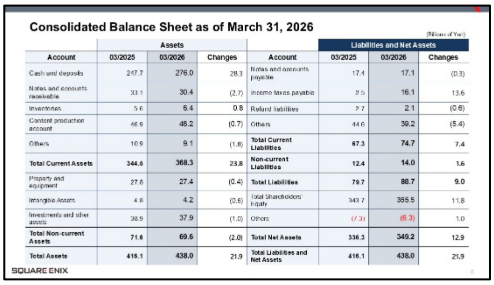
By segment, the decline in net sales was attributable mainly to lower sales in the Digital Entertainment segment. Meanwhile, the Amusement and Merchandising segments posted higher sales, with both segments achieving increases in sales and profit, supported by a substantial contribution from royalty income in the Merchandising segment. Operating income was ¥54.7 billion.

In addition to the contribution from the Merchandising segment, the increase in profit in the Digital Entertainment segment also had a major impact. Accordingly, the Digital Entertainment segment was the primary driver behind both the decline in net sales and the increase in operating income for the fiscal year. In terms of profitability, improvements in margins within the Digital Entertainment segment, particularly in the HD Games and Smart Devices/PC Browser sub-segments, contributed significantly to the achievement of an operating margin of 18.4%.



Consolidated Balance Sheet as of March 31, 2026

(Billions of Yen)

Assets				Liabilities and Net Assets			
Account	03/2025	03/2026	Changes	Account	03/2025	03/2026	Changes
Cash and deposits	247.7	276.0	28.3	Notes and accounts payable	17.4	17.1	(0.3)
Notes and accounts receivable	33.1	30.4	(2.7)	Income taxes payable	2.5	16.1	13.6
Inventories	5.6	6.4	0.8	Refund liabilities	2.7	2.1	(0.6)
Content production account	46.9	46.2	(0.7)	Others	44.6	39.2	(5.4)
Others	10.9	9.1	(1.8)	**Total Current Liabilities**	**67.3**	**74.7**	7.4
Total Current Assets	**344.6**	**368.3**	23.8	**Non-current Liabilities**	**12.4**	**14.0**	1.6
Property and equipment	27.8	27.4	(0.4)	**Total Liabilities**	**79.7**	**88.7**	9.0
Intangible Assets	4.8	4.2	(0.6)	Total Shareholders' Equity	343.7	355.5	11.8
Investments and other assets	38.9	37.9	(1.0)	Others	(7.3)	(6.3)	1.0
Total Non-current Assets	**71.6**	**69.6**	(2.0)	**Total Net Assets**	**336.3**	**349.2**	12.9
Total Assets	**416.1**	**438.0**	21.9	**Total Liabilities and Net Assets**	**416.1**	**438.0**	21.9

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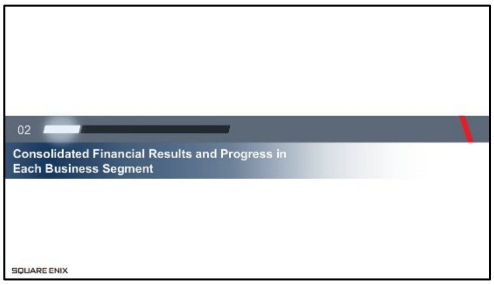
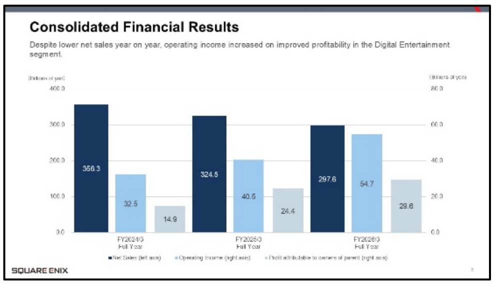
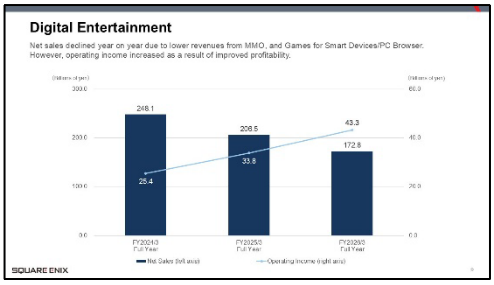
On the consolidated balance sheet, content production account stood at ¥46.2 billion at the end of FY2026/3, down ¥0.7 billion from the end of FY2025/3. We expect the content production account balance to increase to a certain extent in line with development progress on major titles and other projects going forward, but we believe that development management initiatives during the "3-year reboot" are progressing steadily.



Next, we will discuss consolidated results and the status of each segment.



Although net sales declined year on year, both operating income and profit attributable to owners of the parent increased. Under the medium-term business plan, we have pursued a shift from quantity to quality rather than prioritizing expansion in sales scale. The results of these initiatives are steadily appearing in the form of improved profitability in each business.

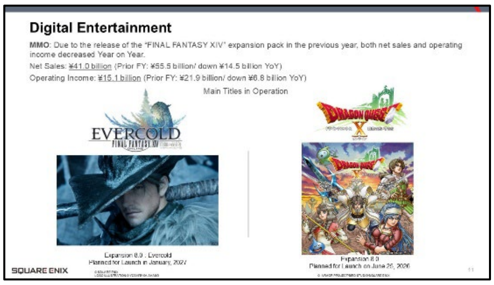


In the Digital Entertainment segment, while net sales declined year on year, operating income improved steadily and increased significantly, as shown in this graph.

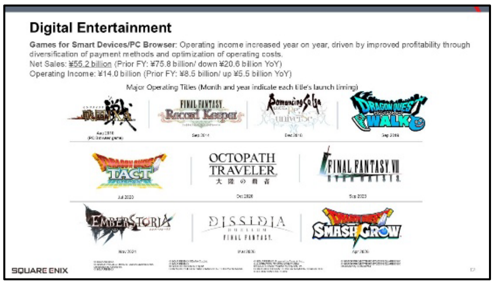
In FY2026/3, in addition to our initiatives aimed at improving profitability, we believe that successfully delivering each launched title to customers contributed to these results.

We believe this performance reflects not only profitability improvement measures, but also the success of our strategies to ensure that each title effectively reached customers.

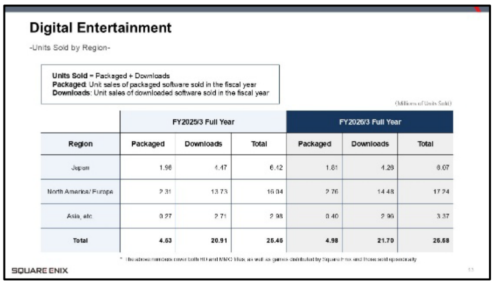
In HD Games, net sales were ¥76.5 billion, up ¥1.4 billion YoY, and operating income was ¥14.1 billion, up ¥10.8 billion YoY. In the fourth quarter, *Life is Strange: Reunion* and *DRAGON QUEST VII Reimagined* exceeded expectations, and several other factors also contributed to operating income. In addition to strong sales of new titles, catalog title sales also remained solid. As a result, HD Games posted increases in both net sales and operating income.



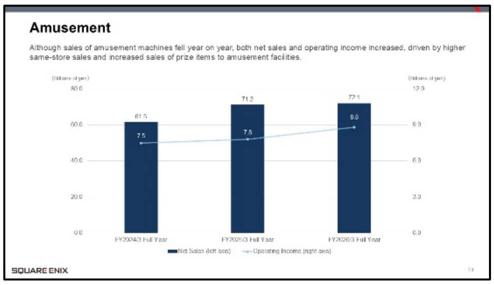
In MMOs, net sales were ¥41.0 billion (down ¥14.5 billion YoY), and operating income was ¥15.1 billion (down ¥6.8 billion YoY). FY2025/3 included the launch of *FINAL FANTASY XIV: Dawntrail*, and FY2026/3 was impacted by the recoil from the launch of *Dawntrail*, but results were generally in line with expectations. At the Fan Festival held in North America in April, we announced the next expansion for *FINAL FANTASY XIV*, FINAL FANTASY XIV: Evercold, which is scheduled for release in January 2027. We positioned FY2026/3 as a period for laying the groundwork toward that launch. We have also announced an additional package for *DRAGON QUEST X Online*, and momentum in the business remains solid. Accordingly, taking into account our expectations for FY2027/3, we believe the MMO segment performed largely in line with our expectations in FY2026/3.



In Smart Devices/PC Browser, net sales were ¥55.2 billion (down ¥20.6 billion YoY), while operating income was ¥14.0 billion (up ¥5.5 billion YoY), resulting in lower sales but higher profit. Under the policy of shifting from quantity to quality, no new titles were launched during FY2026/3, and operations centered on existing titles. Given the nature of this business, where the timing of new title launches has a significant impact on performance, we do not believe that the decline in sales reflects any material deterioration in the performance of existing titles. In FY2027/3, *DRAGON QUEST Smash/Grow* launched worldwide on April 21, and together with the March launch of *DISSIDIA DUELLUM FINAL FANTASY*, the business has entered a phase of launching titles under the shift from quantity to quality.

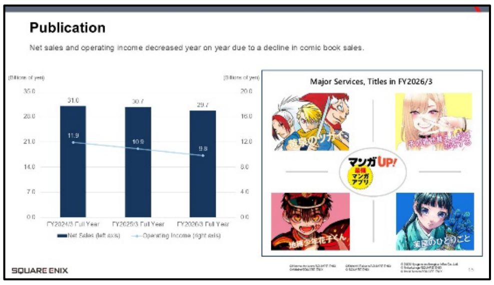


Total unit sales in the Digital Entertainment segment were 26.68 million units, up from 25.45 million units in FY2025/3. By region, Japan declined slightly, while North America/Europe and Asia performed steadily, with North America/Europe making a particularly significant contribution to the overall increase. Although FY2025/3 included the strong performance of *DRAGON QUEST III HD-2D Remake* in Japan, solid unit sales in North America/Europe and Asia, including other titles, drove the overall increase.

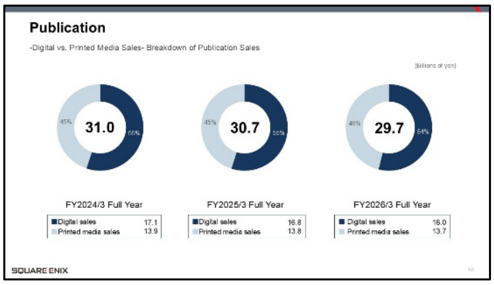


The Amusement segment posted higher sales and profit year on year and continued to perform steadily. Although machine sales had a significant positive impact on both sales and profit in FY2025/3, their impact was limited in FY2026/3. Even so, same-store sales, an increase in the number of stores, sales of prizes for amusement facilities, and efforts to optimize the product lineup contributed to higher sales and profit. In addition to expanding business at existing stores, we also advanced initiatives outside amusement facilities and continued to expand globally through a franchise-centered approach. We believe these efforts contributed to the segment's higher sales and profit.

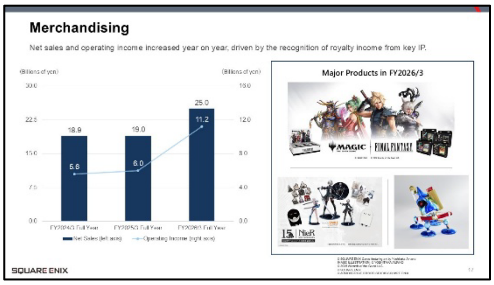
Going forward, we will maintain this momentum while leveraging Group-wide IP and pursuing new initiatives.



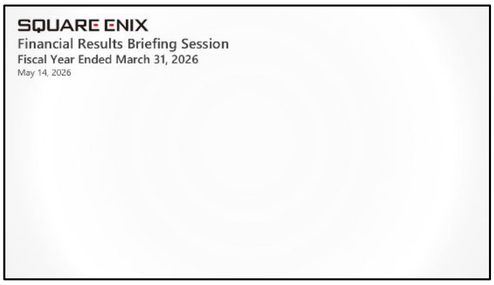
The Publication segment recorded decreases in both net sales and operating income year on year. The impact of the major hit *The Apothecary Diaries* was very significant, and replacing that contribution with a new lineup of titles was a high hurdle. In addition, *My Dress-Up Darling*, which had been one of the major titles driving sales of comic books, came to an end. While several promising new titles have begun to emerge, we were not able to fully capture latest trends during FY2026/3. For FY2027/3, *Daemons of the Shadow Realm* began airing as an anime in April, and we expect it to become a title that drives growth in the Publication segment following *The Apothecary Diaries* and *My Dress-Up Darling*.



There was no major change in the sales mix between digital and print media in the Publication segment.



In the Merchandising segment, net sales were ¥25.0 billion and operating income was ¥11.2 billion, representing substantial increases in both sales and profit. The main factor was royalty income related to the collaboration between *Magic: The Gathering* and *FINAL FANTASY*, which provided a major boost to FY2026/3 results. Excluding *Magic: The Gathering*, we saw some challenges overseas, including logistics-related impacts from tariffs in the United States and some slowing of momentum in China. Domestic performance remained solid, but because some overseas regions were somewhat challenging, we recognize that the business excluding *Magic: The Gathering* was broadly flat. Achieving operating income of more than ¥10.0 billion, supported by royalty income, was a significant accomplishment for the

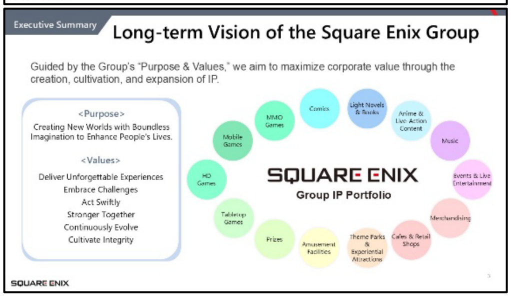


segment. We intend to apply the insights gained from this success to future initiatives.

This concludes our explanation of FY2026/3 results.

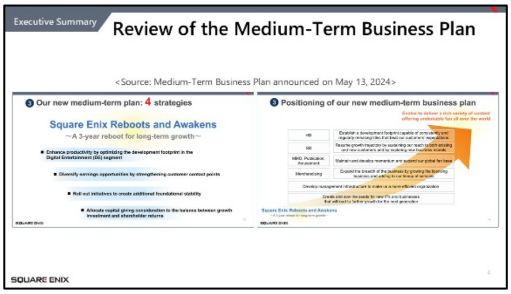
We will now move on to the progress update of the medium-term business plan.

We will begin with the executive summary.



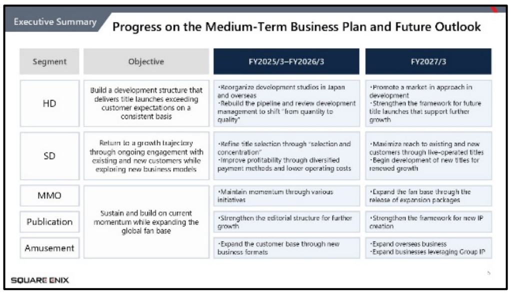
The basic concept underlying the Group's long-term vision is to organically connect and expand our diverse businesses around the IP held by the Group, with the aim of maximizing corporate value. Corporate value here refers not only to value for shareholders, such as share price and market capitalization, but also to enhancing customer loyalty over the medium to long term and meeting the expectations of a wide range of stakeholders, including employees.

Based on this concept, a key theme of the current medium-term business plan is how to embody this long-term vision over the three-year period. Today, we will look back on the initiatives and outcomes achieved to date, and explain our policy for FY2027/3, the final year of the plan, as well as our direction toward the next medium-term business plan.



The medium-term business plan announced in 2024 presented four strategies on the left and the key initiatives to be implemented over the three-year period on the right.

Today, I will provide an executive summary of the progress made to date, focusing primarily on the initiatives shown on the right-hand side, as well as the actions we plan to advance in FY2027/3, the final year of the plan.



For HD Games, we have set a goal of consistently and regularly launching titles that exceed customer expectations while establishing a development organization capable of delivering on that goal. Over the past two years, during the fiscal years ended March 2025 and March 2026, we have undertaken the reorganization of our development studios in Japan and overseas, and this process is now largely complete.

In addition, we have thoroughly reviewed both our development management framework and our overall development structure from the perspective of how to build and manage a portfolio of future titles emerging from each studio and deliver them to customers as compelling products.

We believe that the results of these efforts are already partially reflected in the HD Games segment performance for the fiscal year ended March 2026 that I discussed earlier. Building on this momentum, in FY2027/3, we will further incorporate a market-in approach into our development processes while also strengthening our title launch capabilities. Looking beyond FY2027/3, we expect to enter a phase in which our businesses, including HD Games, shift toward a trajectory of revenue growth. Accordingly, our objective for FY2027/3 is to ensure that all necessary preparations are firmly in place for that next stage of growth.

Turning to SD Games, we have explored new revenue opportunities not only by serving our existing players but also by attracting new customers. One example of these efforts has been the diversification of payment options. At the same time, because revenue tends to decline unless new titles are launched, we have focused on building a pipeline that will enable us to increase both revenue and profit and return the business to a growth trajectory.

As mentioned earlier, the rollout of out-of-app payment systems has now been completed for nearly all titles. We have also established a dedicated smart device organization within our Creative Studio, consolidating expertise that had previously been dispersed across the Company. As a result, certain titles are now able to pursue collaborations more proactively, collaborations that were previously difficult to realize because of organizational barriers. Through these efforts, we are encouraging customers to enjoy multiple titles across our portfolio and helping them discover other Group IP through the IP they already know and enjoy.

Going forward, it will be important to complement these initiatives with the regular launch of new titles from FY2027/3 onward. As I mentioned earlier, *DRAGON QUEST Smash/Grow* was launched in April, and we remain committed to developing titles that can be delivered on a regular basis and enjoyed by customers with confidence over the long term.

For MMO, Publishing, and Amusement, our objective is to maintain and further build on the momentum of these businesses while expanding our global fan base.

In MMO, as noted earlier, we plan to release new expansion packs for both DRAGON QUEST X ONLINE and FINAL FANTASY XIV during FY2027/3. Through these releases, we will continue to strengthen and expand our fan communities.

In the Publishing business, we have previously explained that the business remains in an investment phase. Success in publishing depends heavily on building strong relationships of trust between editors and creators, as well as establishing an organization capable of supporting content creation over the medium to long term.

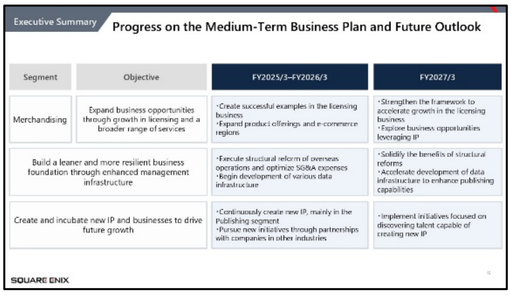
Unlike the shift from quantity to quality that we have pursued in HD Games and SD Games, maintaining a certain level of volume is also essential in publishing. Accordingly, over the past two years, we have focused on recruiting and developing talent resources, particularly in editorial functions.
By leveraging these enhanced editorial capabilities and integrating them into the teams that have already produced successful works, we aim to create new publishing IP following Daemons of the Shadow Realm. We will also pursue a wide range of business opportunities, including collaboration with our other business segments through the utilization of these IP assets.

In Amusement, over the past two years we have worked to develop new business formats and attract new customers, primarily in the domestic market.
Excessive reliance on crane games can make it difficult to sustain growth and broaden customer support. For this reason, led by TAITO, we have focused on developing new business formats

and enhancing the overall appeal of our stores.

Going forward, in addition to these initiatives, we will further expand our overseas operations, which have already been launched in certain regions and are beginning to deliver positive results.

While leveraging the expertise we have cultivated in Japan, we will also make more active use of the Group's IP and pursue further business expansion by combining those IP assets with the unique strengths and assets that TAITO possesses.



For the Merchandising business, two years ago we outlined our objective of expanding our licensing business and broadening our product lineup.

As discussed earlier, our licensing business achieved a major success in FY2026/3 through the collaboration between Magic: The Gathering and FINAL FANTASY. In addition, we have been advancing a variety of initiatives to expand the geographic reach of our e-commerce operations and broaden our product lineup, including the introduction of cross-border e-commerce and the development of new products utilizing our IP in the music category.

To support these initiatives in FY2025/3 and FY2026/3, we undertook a comprehensive review of our organizational structure. In FY2027/3, we will further build upon these initiatives and translate them into the next stage of growth.

In particular, within the licensing business, we will continue strengthening our organizational capabilities, enabling us to codify the knowledge and expertise gained from the successful initiatives undertaken in FY2026/3 and convert them into sustainable growth. At the same time, we will continue exploring opportunities to expand our businesses through broader utilization of our diverse portfolio of IP.

We also identified the establishment of management infrastructure to create a leaner and more resilient corporate structure as a key management priority two years ago. During FY2025/3 and FY2026/3, we carried out fundamental structural reforms, particularly at our overseas operations.

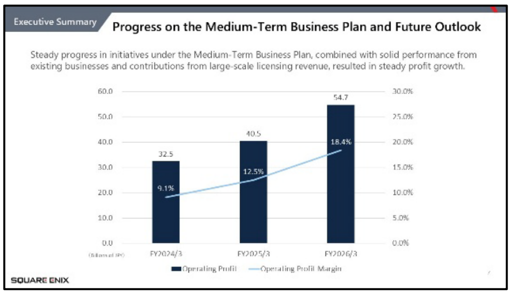
As we have previously explained, the quantitative benefits of these structural reforms are expected to become visible from FY2027/3 onward. We believe it is important not to treat these benefits as one-time gains, but rather to manage and sustain them on an ongoing basis.

We also regard the development of our data infrastructure as a critical initiative that supports both cost optimization and growth investment. Across not only HD Games and SD Games, but also Publishing and Amusement, we believe it is essential to accumulate first-party data that provides customer-centric insights into the most effective ways of delivering our IP to customers.

We will begin this initiative with our publishing functions, particularly in the HD Games business, and steadily advance the development of our data infrastructure.

In addition to driving organic growth in our existing businesses, we have also pursued new initiatives aimed at supporting the next phase of growth, including collaborations with partners in other industries. These efforts include expanding IP created through our Publishing business into other fields and developing merchandising opportunities in collaboration with the Merchandising business, reflecting a growing number of cross-segment initiatives.

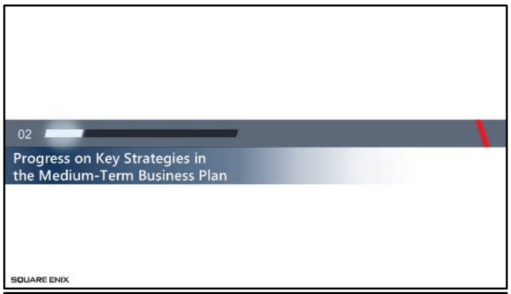
We recognize that the creation of new IP is becoming increasingly challenging each year, and we believe that people and teams are the driving force behind successful IP creation. Accordingly, we will continue to develop and implement concrete initiatives for identifying, developing, and nurturing talent and creative teams.



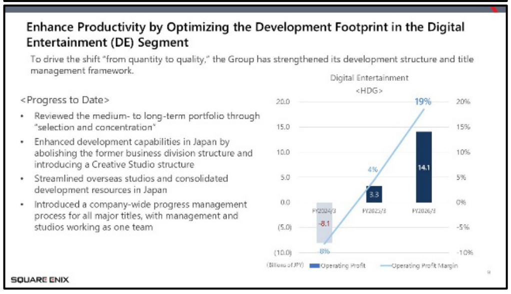
These initiatives are not intended as short-term measures, but rather as investments aimed at generating sustainable medium- to long-term growth. In FY2027/3, we intend to demonstrate tangible progress and results from these efforts. Quantitatively, as mentioned earlier, in addition to the steady performance of our existing businesses, significant licensing income contributed to results in FY2026/3.

As a result, operating income reached ¥54.7 billion, representing a high level compared with our historical performance. Operating margin also reached its highest level in the past ten years.

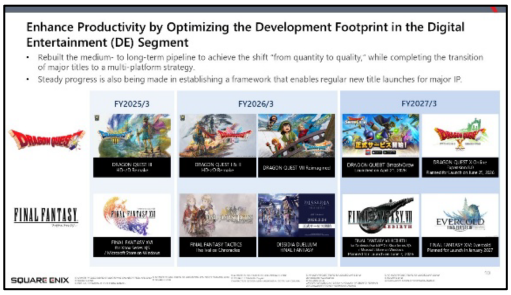
We believe that achieving this level of performance in FY2026/3 demonstrates that the initiatives undertaken under the three-year medium-term business plan are steadily taking root and beginning to generate tangible results.



We will now explain progress under each strategy of the medium-term business plan.



First, regarding "Enhance productivity by optimizing the development footprint in the Digital Entertainment segment," HD Games recorded operating income of ¥14.1 billion and an operating margin of 19%, representing a strong level of performance. This reflects the results of refining the title portfolio through selection and concentration, as well as efforts to complete and launch each title with quality. The establishment of structures to utilize resources and share knowledge across the Company, the reorganization of overseas studios, the consolidation of development resources in Japan, and the refinement of the title lineup also contributed. While FY2026/3 included a relatively visible title mix such as remakes and remasters, we will continue initiatives in FY2027/3 to maintain the current momentum even as new title launches increase.

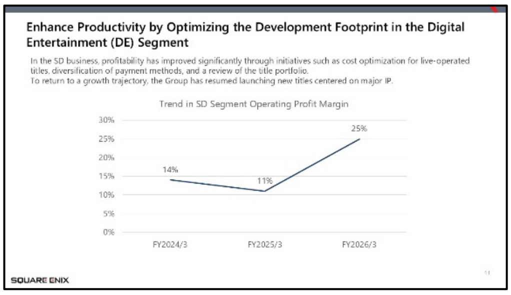


For FY2027/3 initiatives, in Smart Devices, *DRAGON QUEST Smash/Grow* began service in April and, together with *DISSIDIA DUELLUM FINAL FANTASY*, which launched in March, is positioned as an important title for the future of the Smart Devices business. We recognize that *DRAGON QUEST Smash/Grow* has had a favorable start, mainly in Japan. Under the shift from quantity to quality, we will maintain this momentum while aiming to return to a growth trajectory with a focus on profitability.

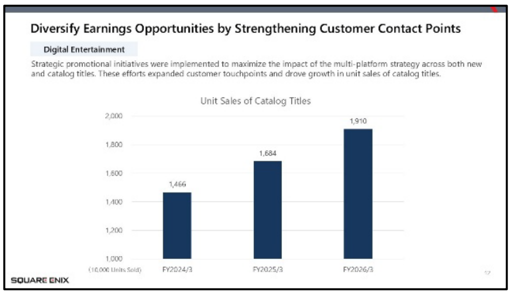
For *FINAL FANTASY XIV* and *DRAGON QUEST X Online*, we plan to launch expansion packages. In particular, we have received reports that excitement around FINAL FANTASY XIV has grown significantly since the announcement of its next expansion at the Fan Festival in April. We intend to maintain this momentum through future Fan Festival events as we move toward the January 2027 launch.

In HD Games, we plan to bring *FINAL FANTASY VII REBIRTH* to Xbox and Nintendo Switch 2 as part of our multi-platform strategy. This will enable the title to be available across all major platforms.

In addition, the multi-platform rollout of our other titles is now largely complete. Going forward, we will continue working to expand contact points and increase unit sales.



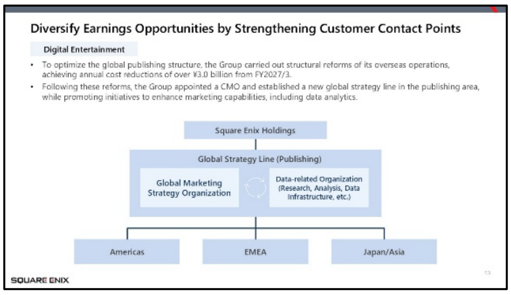
In the Smart Devices business, the effects of productivity improvement through optimization of the development structure are also appearing, with operating margin improving to 25%. Diversification of payment methods, particularly initiatives to encourage customers to choose out-of-app payments, has contributed to improved profitability. In addition, reviewing the title portfolio, sharing operational knowledge horizontally, and sharing knowledge within the Creative Studio have helped create synergies between titles. At the same time, because there were very few titles launched in FY2026/3, there was no amortization of development costs for new titles, which was also a factor behind the margin improvement. Going forward, the key will be how well we can maintain profitability, including the impact of development cost amortization, as we launch new titles. We will continue to focus on this area in FY2027/3.



Second, regarding “Diversify earnings opportunities by strengthening customer contact points,” the multi-platform strategy is intended to deliver our titles to more customers by supporting multiple play environments, including consoles and PC. It is also important because it enables us to maximize promotional effects across platforms, particularly for catalog

titles. We recognize that these initiatives produced certain results in FY2026/3.
In addition, the accumulation of titles we have launched over the years has also contributed to these results. Catalog title unit sales continue to trend upward and have contributed significantly to improved profitability in the Digital Entertainment segment, especially HD Games.

We believe that the initiatives aimed at strengthening profitability are steadily producing results.



In marketing within the publishing function, alongside global multi-platform expansion, we have introduced a new structure aimed at driving sales growth. This initiative was implemented in conjunction with the structural reforms of our overseas operations discussed earlier.

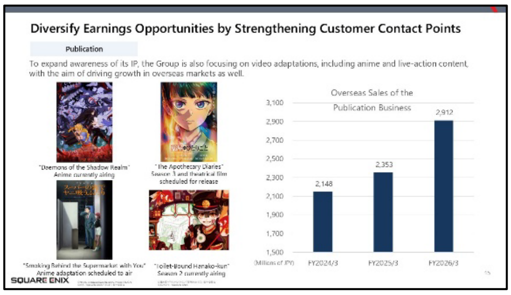
Within the organization established through those reforms, we are building a global strategy line centered on the CMO. By leveraging data and collaborating with regional marketing organizations rooted in the U.S., EMEA, Japan, and Asia, we will formulate and execute our overall marketing strategy.

In addition, by connecting regional organizations with our development teams, we aim to drive sales growth while accumulating information and insights within the global strategy line. Through these efforts, we have begun building a framework that enables more data-driven marketing across the Group.

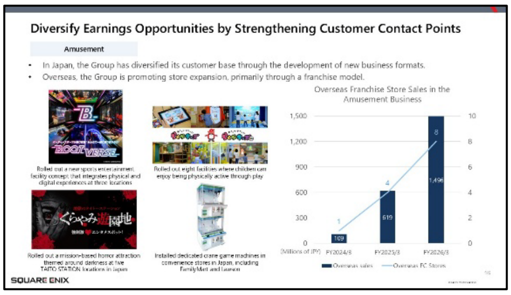
In FY2027/3, we will establish the foundation for this structure and prepare for title launches from FY2028/3 onward, with the next medium-term business plan in mind.

In the Merchandising segment, in addition to the collaboration between *FINAL FANTASY* and *Magic: The Gathering*, we are expanding product lineups and promoting initiatives to expand the licensing business. We are also operating pop-up stores across Japan, including at Narita Airport, as an initiative to increase opportunities for customers to purchase products and come into contact with our IP. In FY2027/3, we will also work to expand such pop-up stores globally.

Going forward, we will continue creating pop-up stores and other customer touchpoints in various regions, while also expanding the range of items offered through these channels.



Regarding overseas expansion in the Publication segment, we recognize that IP development originating from anime has played a key role in expanding the value of IP created through the Publication segment. Titles such as *The Apothecary Diaries* and *Toilet-Bound Hanako-kun* have created major growth opportunities centered on comics. Going forward, in addition to *Daemons of the Shadow Realm*, we are also focused on *Smoking Behind the Supermarket with You*, which is scheduled for anime broadcast in FY2027/3. We will work across the Group to further expand businesses originating from Publication IP through visual adaptations, overseas expansion, comics, goods, and licensing.



In the Amusement segment, we are working on new business formats and overseas expansion.

The Square Enix Group owns many long-running IPs, including DRAGON QUEST and FINAL FANTASY. At the same time, the fan bases of long-running IPs tend to become older over time.

In contrast, TAITO's amusement facilities attract customers across a broad range of age groups. Some of our new business formats reach customer segments that differ from those typically reached by Square Enix games, including younger children and families.

We believe that such customer bases cannot be built in a short period of time through a single piece of content alone. It is therefore important to continuously create new formats and establish new contact points with customers.

Going forward, we will enhance the appeal of TAITO stores by leveraging Group IP. At the same time, we will introduce our IP to customers through those stores, thereby increasing IP value and expanding our reach to new generations of customers.
In addition, we are expanding our overseas operations through a franchise-based model. By broadening our geographic footprint, we intend to increase our points of engagement with a more diverse customer base, both in terms of age demographics and regional markets.

As concrete examples, we are promoting Group-wide synergies by utilizing TAITO's real-world assets. These efforts have already made meaningful progress, and we intend to accelerate them further going forward.
We believe that combining real-world venues with IP such as *PARANORMASIGHT* and the *SaGa* series can create new customer touchpoints. We are also pursuing initiatives that combine assets from different businesses, such as collaborations between *Kurayami Nightmare Park* and *PARANORMASIGHT*.
We will continue to place greater emphasis on initiatives that enhance IP value by combining a variety of assets in this manner.
In addition, we are promoting cross-media initiatives that leverage both game IP and Publishing IP.
Through initiatives centered on characters and other content that extend beyond games, we will continue to reach diverse customer segments. At the same time, we will leverage our IP in flexible and multifaceted ways to further expand customer

touchpoints.

Taking *FINAL FANTASY* as an example, one of the Group's strengths is that we have diverse businesses and can organically combine their strengths around IP to quickly take on initiatives targeting diverse fan bases and regions. We will continue to utilize not only *FINAL FANTASY*, but also game-originated IP, publication-originated IP, TAITO IP, and other IP held by the Group, expanding customer touchpoints by organically combining our diverse businesses.

Regardless of which business serves as a customer's first point of contact with our IP, we aim to create opportunities for that relationship to expand in a variety of ways across the Group. We will continue working to maximize the value of our IP and broaden its utilization.

Third, regarding "Roll out initiatives to create additional foundational stability," AI utilization is an important initiative for the Group to sustainably promote its entertainment business. We are advancing the use of AI and other advanced technologies through cross-department and cross-company initiatives, as well as collaboration with partner companies. We are pursuing a variety of initiatives aimed not only at improving operational efficiency, but also at using the time created through those efficiencies to unlock new possibilities and creativity.

In the Publication area, for example, we are working to improve the efficiency of lettering and typesetting work through the use of AI, based on an idea generated from an internal AI contest. This is the process of placing text within speech balloons and is one of the more labor-intensive tasks in editorial work. With the cooperation of external partners, we have developed a tool to make this process more efficient, and it has already been put into practical use. We will continue to promote tool development and AI utilization that contribute to business efficiency and enhanced creativity. Through these efforts, we

aim to improve profitability while further strengthening our management foundation.

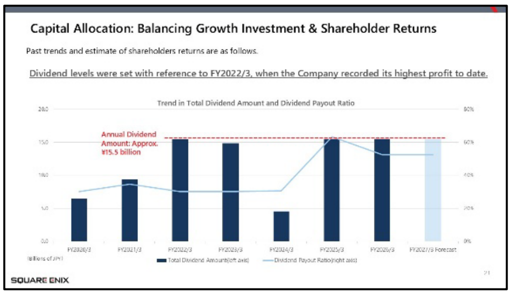
In addition to AI utilization, strengthening human resources is also important. Human creativity lies at the core of the Group's entertainment business. To balance creativity and productivity, we are sequentially introducing HR-related initiatives aimed at strengthening both our organization and our talent base.

At SQUARE ENIX, we introduced a performance-linked compensation system in FY2026/3. This system is intended to promote awareness of profitability, particularly operating income, as a key performance indicator.

In addition, we established a Human Resources Development Committee and are advancing initiatives to identify and develop talent that will drive the Group's medium- to long-term growth, as well as to build career paths that support appropriate talent placement. We are also introducing training and related programs to support employee career development.

Furthermore, in addition to establishing systems and rules, effective implementation is equally important. To expand opportunities for employees to contribute and grow, we are advancing initiatives to develop career ladders and to review our approaches to recruitment, promotion, and management appointments on a cross-organizational basis.

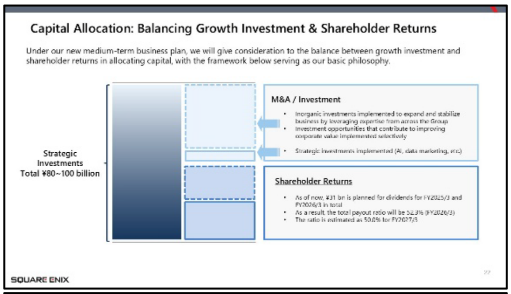
We are also introducing measures aimed at increasing talent mobility and expanding opportunities to utilize human resources across the Group.

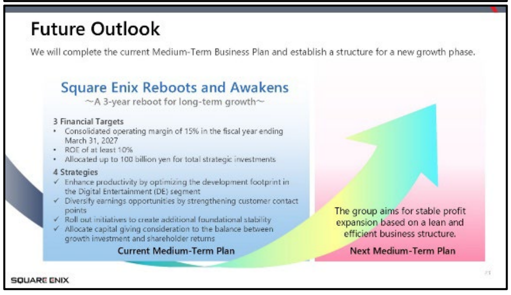


Regarding capital allocation, which considers the balance between growth investment and shareholder returns, we plan an annual dividend amount of ¥15.5 billion for FY2026/3, the same level as in FY2022/3, when the Company achieved record-high profit. We have also disclosed the FY2027/3 earnings forecast on the assumption that this level will be maintained.

Taking FY2025/3 and FY2026/3 together, approximately ¥30.0

billion has been or is planned to be allocated to dividends. In addition, as we plan to maintain the same level of dividends in FY2027/3, we expect the total payout ratio to be around 50%, based on the current earnings forecast.



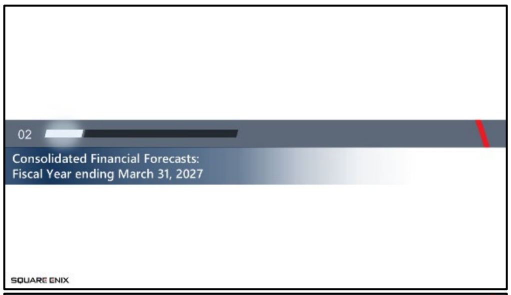


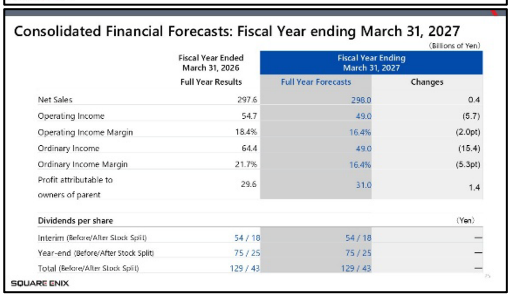
Under the current medium-term business plan, we have indicated that we envisage strategic investments of ¥80.0 billion to ¥100.0 billion.

We will continue investments that contribute to medium- to long-term growth while appropriately allocating capital in consideration of the balance with shareholder returns.

Finally, regarding the outlook, in FY2027/3 we will build on the results of our focus on operating income in FY2026/3, further strengthen those results, and steadily advance each initiative as the final year of the "3-year reboot." Based on the current business structure, we will aim to achieve stable earnings growth across the Group and steadily promote initiatives as an important bridge to the next medium-term business plan.

Based on these considerations, I will now explain our consolidated earnings forecast for the fiscal year ending March 31, 2027.




Consolidated Financial Forecasts: Fiscal Year ending March 31, 2027

(Billions of Yen)

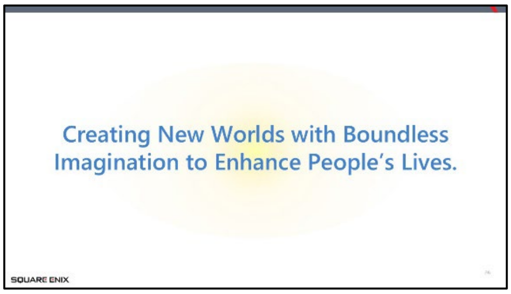
	Fiscal Year Ended March 31, 2026 Full Year Results	Fiscal Year Ending March 31, 2027 Full Year Forecasts	Changes
Net Sales	297.6	298.0	0.4
Operating Income	54.7	49.0	(5.7)
Operating Income Margin	18.4%	16.4%	(2.0pt)
Ordinary Income	64.4	49.0	(15.4)
Ordinary Income Margin	21.7%	16.4%	(5.3pt)
Profit attributable to owners of parent	29.6	31.0	1.4

Dividends per share (Yen)

Interim (Before/After Stock Split)	54 / 18	54 / 18	—
Year-end (Before/After Stock Split)	75 / 25	75 / 25	—
Total (Before/After Stock Split)	129 / 43	129 / 43	—

SQUARE ENIX

For the FY2027/3 consolidated earnings forecast, we expect net sales of ¥298.0 billion, broadly flat year on year, and operating income and ordinary income of ¥49.0 billion each. Given the current difficulty in forecasting exchange rate fluctuations due to geopolitical risks and other factors, we have adopted these assumptions at this point. As a result, we expect an operating margin of 16.4%. As explained in the capital allocation section, we expect annual dividends of ¥43 per share on a post-stock-split basis.



This concludes our explanation of the progress update of the medium-term business plan and our initiatives for FY2027/3.

SQUARE ENIX HOLDINGS CO., LTD.

FY2026/3 Financial Results Briefing Session Q&A

Date/Time: May 14, 2026 (Thu); 7:00-8:30 pm (JST)

Main Speaker: Takashi Kiryu, President and Representative Director

Q&A

Q: While MMO expansion packages are planned, the operating income forecast calls for a decline. Please explain the assumptions incorporated in the earnings forecast and potential upside factors. Also, regarding HD Games, how do you view the market environment given the planned releases of major titles by other companies?

A: The FY2027/3 earnings forecast assumes that royalty income from the Magic: The Gathering and FINAL FANTASY collaboration, which contributed significantly to FY2026/3 results, will not recur in FY2027/3. On the other hand, potential upside factors include the performance of titles scheduled for launch going forward. For example, sales trends for the new IP title *The Adventures of Elliot: The Millennium Tales*, scheduled for release in June, as well as other new titles, including unannounced titles, could provide upside to earnings performance. We also regard multi-platform expansion as an opportunity for earnings growth. In particular, we expect Nintendo Switch 2 to gain wider adoption going forward, and will seek to expand sales opportunities by bringing highly rated catalog titles to the platform. Regarding major titles from other companies, depending on release timing, there could be an impact, particularly in the North American market. Accordingly, we will carefully manage launch timing for each title while taking into account its customer base, regional characteristics, the competitive environment, and marketing data.

Q: Regarding HD Games, the previous fiscal year included a relatively considerable number of remakes and remasters. How do you view the possibility of maintaining the same level of profitability, or higher, when launching large-scale new franchise titles with larger development budgets?

A: The profitability of major titles depends significantly on the characteristics of each individual title. For example, *FINAL FANTASY* and *DRAGON QUEST* differ in terms of fan base and customer demographics. Expected sales regions and market environments are also affected by factors such as the release status of titles from other companies. For AAA titles in particular, play time per title tends to be long, and we therefore need to consider the impact of the competitive environment on sales trends. In addition, given the scale of development costs, it is necessary to evaluate profitability expectations on a title-by-title basis. Accordingly, it is important to build a structure that enables us to launch titles into the market with confidence, and we will continue to work on this across the Company in FY2027/3.

Q: Regarding the FY2027/3 objective for HD Games, "building a title launch structure to achieve further growth," please explain the specific initiatives. Does this refer to building a profit structure that can secure earnings even for major titles, or to establishing a structure that enables major titles to be launched steadily?

A: Because major titles have relatively large development costs, from a short-term earnings perspective, they carry both upside and downside risk compared with small- and medium-sized titles. Over the course of the current medium-term business plan, we have prioritized building a structure that enables us to launch major titles on a regular basis. At the same time, it is important to establish a structure that can absorb fluctuations in profitability when major titles are launched, not only through the profitability of those titles themselves, but also through the overall business portfolio, including other HD Games titles, Smart Devices, MMOs, Amusement, and Publication. Accordingly, while this is not a matter of choosing one or the other, from the perspective of optimizing development resource allocation, we are prioritizing the development of a pipeline that enables us to launch major titles on a regular basis for franchises with the largest fan bases within our portfolio.

Q: Regarding MMOs, in addition to expanding the fan base through expansion packages, MMOs also have significant potential because they are not dependent on devices and can serve as contact points with diverse customers around the world. Please explain again how MMOs are positioned in the medium-term business plan.

A: We currently operate three MMO titles: *FINAL FANTASY XIV*, *DRAGON QUEST X Online*, and *FINAL FANTASY XI*, and each plays a different role. *FINAL FANTASY XI* is supported by fans who have played it for many years, and the foundation is to maintain operations that allow them to continue enjoying the title with confidence. *DRAGON QUEST X Online* continues to perform steadily in Japan, supported by a solid customer base. Going forward, it will be important to maintain and further expand its online community, while also providing opportunities for those customers to experience other Company titles, such as Smart Devices and HD Games titles. It also serves as a platform for experimenting with and validating innovative technologies. For our main title, *FINAL FANTASY XIV*, it is important to continue providing high-quality experience for existing customers, returning customers, and new customers. In addition to pop-up stores and merchandise, we are also considering opportunities for expansion into a variety of media formats. There is room to leverage the fan base and the strength of the FINAL FANTASY XIV brand and its fan community beyond games as well, including concept books and fan books in the Publication segment and real entertainment initiatives in the Amusement segment. We hope to share more concrete developments on these initiatives in the future.