

Words from Our New Directors



Takashi Kiryu
Director

The Square Enix Group creates a wide range of content and provides it to customers all over the world. Increasingly sophisticated technologies, devices, and infrastructure are producing dramatic changes to the Group's business environment. Armed with passion, professionalism, and creativity, each and every one of its employees is working on the front lines of that change, devoting themselves to the creative process as they strive to deliver exciting content that meets or exceeds customer's expectations.

I also count myself among the Group's customers. From my childhood to this very day, engaging with the Group's content has often excited and moved me in ways that nothing else can. I have also on numerous occasions seen people who do not share a common language or culture open up to one another because they have shared some content-based experience. I firmly believe that superior content has the power to create bonds across national borders and generations, leading society in a positive direction.

I never want to lose sight of the customer's perspective. I will devote myself to the development of an environment that allows us to continue to create excitement and contribute to society, as well as to ensuring that we get even more customers to look forward to engaging with our content because they know it will provide them with an experience that enriches their lives.

I studied filmmaking for a time in university. In those days, cinema was considered a composite art form because it included everything from music to painting and architecture to dance. I see what the Square Enix Group creates as content that goes beyond a composite art form because it also involves the element of interactivity.

The environment in which the Group finds itself is undergoing dramatic change. This is marked by advances in hardware such as CPUs and GPUs, the increased availability of network infrastructure such as 5G and the cloud, the rise of business models such as free-to-play and subscriptions, and technological innovations such as AI and blockchain. These environmental changes do not exist apart from the content itself but are rather key elements that are incorporated into content design and thereby spur further evolution.

The Square Enix Group is home to individuals who possess talents covering a wide expanse of domains, ranging from the artistic to cutting-edge technologies. The Group derives its strength from the environment it has created that allows those talents to connect organically. As someone who has been involved in game development for 32 years, I want to remind myself of that strength and continue contributing to the Group's development by leveraging my perspective from the inside of content production.



Yoshinori Kitase
Director

I joined Enix as a part-timer in 1989. I started out in the Dragon Quest section, handling publication sales and advertising work related to Dragon Quest books and the launch of the *Monthly Shonen Gangan* manga magazine. Then, in 1997, I was transferred to the production department for game software. Since then, I have spent more than two decades involved in game production, with a focus on Dragon Quest titles.

The game industry has evolved dramatically over the past 30 years or so. This evolution has naturally involved technological progress, but also changes in business models, as well as growth in the number of media outlets, the customer base, and geographic sales coverage. During that time, the Square Enix Group has kept abreast of those environmental changes, staying half a step ahead of its customers' expectations so that it could consistently produce content that we ourselves find seriously exciting.

In my view, the strengths that have enabled the Square Enix Group to do that lie in a free corporate culture allowing new ideas and exciting experiments, as well as in its talented employees who bring those to life as content. I will leverage the frontline experiences and knowledge I have gained in over three decades in the game entertainment industry and devote my utmost to ensuring that the Square Enix Group can continue to produce content that is even fresher and more exciting than ever before as it addresses an evolving, changing, growing market.



Yu Miyake
Director



Naoto Takano
Outside Director

I believe that the history of the Square Enix Group has been carved by innovation—innovation that has grown along with its people and always put the Group at the forefront of its times.

We now find ourselves in a world of greatly changing economic and social dynamics.

People's lifestyles have also changed significantly over the past several years. The cultural environment and our infrastructure have also undergone substantial change.

Against this backdrop, I believe that as a provider of entertainment content, the Square Enix Group needs more than ever before to equip itself with a management style and corporate culture that enables it to continue to take on new fields and domains, while staying rooted in its history and traditions. Possessing a diversity of values, ideas, and technical abilities like none ever seen before is of growing importance.

I have a broad range of experience in the fields of finance and corporate management. I am confident that my experience in banking, securities/leasing/investment banking, and venture investments in Western markets, and my management experience at US firms in particular, will add diversity to the management of Square Enix Holdings and contribute to the development of its business strategy. I thank you all in advance for your support.

As a longtime fan of Dragon Quest and Final Fantasy, I have been extremely interested in the Square Enix Group since my twenties. I had also respected it as a company that provides superb and highly creative entertainment.

I could not be more honored by having the opportunity to take part in the management of such an amazingly creative company as an outside director and its Audit & Supervisory Committee Member.

For many years, I worked in various aspects of the financial industry, including funding and investment management. In addition, I have executive management experience involving HR, finance, corporate planning, and overseas entities.

This means that my work experience has been in completely different fields, but I believe that much of that experience will prove relevant from the perspective of corporate management.

I will work to ensure that I can contribute to the global growth of the Square Enix Group by leveraging my many years of experience in corporate management.



Nobuyuki Iwamoto
Outside Director (Standing Audit
& Supervisory Committee
Member)