

## Words from Our New Directors



**Mika Agatsuma**  
Director

The Square Enix Group brings excitement to legions of fans across the globe by crafting phenomenal storytelling and uniquely conceived universes into stunning content with the help of cutting-edge technology. My years of experience in the computer industry make this fusion of technology and entertainment particularly fascinating to me, which is why I had long hoped to become more deeply involved if such an opportunity were to present itself. It is therefore an honor and a pleasure to have been given this chance to play a part in the running of the Company as an outside director.

Despite Japan's position in the developed world, the country is grappling with tough economic conditions, which, combined with various societal challenges, are giving rise to increasing uncertainty. Providing the world with content steeped in Japanese culture, history, and art not only contributes to the Japanese economy, but also helps enrich the lives of countless individuals in all corners of the globe, thus playing a key role in maintaining Japan's elevated standing on the world's stage.

Recent rapid advances in generative AI and other technologies may add to the difficulties we face as we navigate the content business space. I am keen to leverage my knowledge and experience from the technology industry as well as the wide-ranging insights I have gained through my interactions with a great many companies to help ensure that the Square Enix Group continues to thrive in its business activities despite these challenging conditions. I also very much look forward to working alongside my fellow executives, with their diversity of experiences, to make a real difference.

I thank you in advance for your support.



**Tracy Fullerton**  
Director

One of my strongest memories of being moved by the depth and quality of a game's story was playing the original "Final Fantasy VII." That seems like so long ago now, and yet we still have so much work to do as an interactive aesthetic form in the kinds of emotional gameplay we can develop, and the stories we can put into the hands and hearts of players. Square Enix has continued to innovate with new properties and to find ways to rebirth its strong existing properties. That commitment to pushing the medium of games forward in their gameplay and their emotional depth is clearly a strength for the creative and technical teams of Square Enix.

I am quite excited to see how these teams continue to innovate the medium, to push gameplay and story forward across new platforms of interactivity, storytelling, and world-building. I believe the Company has the potential to drive games to new heights, building on strong foundations and developing new aspects that evolve those foundations for the future.

Finally, I am committed to supporting, in any way I can, the creative and commercial success of such innovations and helping to foster the growth of Square Enix as a leading producer of impactful media. There will be many challenges moving forward in today's changing landscape of media and entertainment, and I believe the individuals at Square Enix are in a strong position to meet those challenges as they develop the future properties that will define the Company.

As a new outside director, I look forward to playing my part in meeting those challenges.