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Corporate Governance Report

CORPORATE GOVERNANCE

KONAMI GROUP CORPORATION

Last Update: July 2, 2026

KONAMI GROUP CORPORATION

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The corporate governance of KONAMI GROUP CORPORATION (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

1. Basic Views Updated

KONAMI’s Purpose is "Experience Well-being Moments." Our fundamental management policy is maintaining a shareholder-focused approach, and sound relationship with involved stakeholders and contributing to the development of a sustainable society as a good corporate citizen. In order to realize open and transparent management, which is essential for holding fast to these fundamental management policies, we promote the management that keeps in mind at all times enhancement of the corporate governance system.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

[Supplementary Principle 4-2-1 Setting Appropriate Proportions of Compensation Linked to Mid- to Long-term Financial Performance and Proportions of Cash and Stock Compensation]

The Company makes decisions regarding compensation of its Directors upon having evaluated the extent to which they have contributed in terms of their accomplishments and management, taking into account their presence or absence of representative authority, position, scope of roles and responsibilities, and full-time or part-time status, and in view of financial performance trends and other such factors. The Company will continue to review matters regarding the linkage of such compensation to mid- to long-term financial performance.

The Compensation Advisory Committee, the majority of whose members consists of Independent Directors, makes decisions on matters delegated to it by the Board of Directors regarding amounts of compensation for the Directors (excluding Directors who are Audit & Supervisory Committee Members), within compensation limits as approved by the Ordinary General Meeting of Shareholders.

[Supplementary Principle 4-10-1 Establishment of Optional Advisory Committee]

The Company’s Board of Directors consists of nine members, including four Outside Directors (of which, three are Audit & Supervisory Committee Members). Outside Directors are all designated as Independent Directors as provided for in the regulations of the Tokyo Stock Exchange.

Independent Outside Directors convey their views to the Board of Directors and the respective Directors, and otherwise furnish advice where appropriate, drawing on their ample experience and expertise.

Meanwhile, respective Audit & Supervisory Committee Members engage in audits regarding the Directors and their business execution, which largely involves attending meetings of the Board of Directors and interviewing the Company’s executives.

Given the involvement and advice appropriately furnished as necessary by the Independent Directors, as detailed above, the Company has not established an optional nomination committee.

The Compensation Advisory Committee, the majority of whose members consists of Independent Directors, makes decisions on matters delegated to it by the Board of Directors regarding amounts of compensation for the Directors (excluding Directors who are Audit & Supervisory Committee Members), within compensation limits as approved by the Ordinary General Meeting of Shareholders.

[Disclosure Based on each Principle of the Corporate Governance Code] **Updated**

[Principle 1-4 Cross-Shareholdings]

As a matter of basic policy, the Company considers the prospect of holding shares of a business partner upon having deemed that doing so will contribute to increasing mid- to long-term corporate value, particularly with respect to business strategy, and as a consequence of maintaining and strengthening business ties.

In assessing whether or not to hold individual cross-shareholdings, the Board of Directors periodically scrutinizes factors that include benefits gained with respect to mid- to long-term economic rationale and business strategies, and as a consequence of maintaining and strengthening business ties.

The Company proceeds to reduce any cross-shareholdings for which it has been deemed that sufficient reason and rationale for maintaining holdings is lacking, upon having considered effects on the market and other such factors.

The Company appropriately determines the advantages and disadvantages of each and every proposal that entails exercising voting rights associated with its shareholdings, from the perspective of whether a proposal will contribute to increasing the mid- to long-term corporate value of the Company and the enterprise concerned, upon having sufficiently paid due regard to factors that include the investee company's business policies and financial performance.

[Principle 1-7 Related Party Transactions]

In accordance with laws and regulations, the Company's Regulations of the Board of Directors stipulate that the Board of Directors is to undertake procedures for gaining approval when business transactions are to be conducted among Directors (including Directors who are Audit & Supervisory Committee Members) of the Company.

Moreover, the Company performs checks to determine if any business transactions have taken place involving the Company and its affiliated companies and related parties, which entails requiring annual submission of questionnaires pertaining to parties related to its Directors (including Directors who are Audit & Supervisory Committee Members).

[Supplementary Principle 2-4-1 Ensuring Diversity in Appointing Core Human Resources, etc.]

The Company believes that respecting diversity and incorporating the various opinions and viewpoints of employees is an essential element for the sustainable growth of the Company. For this purpose, we hire employees of diverse nationalities, genders, ages, and cultures, and appoint to positions those who are considered suitable in terms of their achievements, abilities, and qualities, without distinction of their attributes.

In addition, in order to further promote female empowerment, the Company has set a target to have 20% or more female managers in Japan by Fiscal Year 2030. Also, in order to achieve this goal, the Company has been implementing "Manager Training" and "Executive Training" for the purpose of training and developing the skills of female candidates for managerial positions, as well as holding interviews with employees who have returned to work after childcare leave to discuss their working styles and careers going forward.

As for recruitment of foreign nationals, the Company conducts a wide range of activities regardless of nationality or occupation by participating in overseas employment seminars.

Please refer to "[Supplementary Principle 3-1-3 Initiatives for Sustainability, etc.] (2) Investment in human capital and intellectual property," described later, for the policies on human resource development and the improvement of the internal environment, with the aim of ensuring diversity.

[Principle 2-6 Roles of Corporate Pension Funds as Asset Owners]

The Company does not have a corporate pension fund. It has adopted a defined contribution-type corporate pension plan to help employees consistently build up assets and has since held annual follow-up seminars on asset management for its employees.

[Principle 3-1 (i) Company Objectives (Business Principles, etc.), Business Strategies and Business Plans]

KONAMI's Purpose is available on the corporate website.

<https://www.konami.com/corporate/en/purpose/>

The Company also discloses its business strategies in its securities reports and business reports.

The Company will continue looking into the possibility of disclosing mid- to long-term quantitative targets, but does not currently provide such information given the likelihood of investors making poor investment decisions if the Company were to release mid- to long-term targets amid a business environment marked by rapid market shifts and substantial volatility.

[Principle 3-1 (ii) Basic Views and Policies on Corporate Governance]

The Konami Group acts to hasten its sustainable development and mid- to long-term gains in corporate value, and otherwise promotes an approach to management that involves continually striving to achieve effective corporate governance in a manner that improves managerial efficiency and ensures sound business practices.

[Principle 3-1 (iii) Policies and Procedures in Determining the Compensation of Senior Management and Directors]

Please refer to “Policy for Determining Compensation Amounts or Calculation Methods Thereof” within “Director Compensation” under section II.1. of this report.

[Principle 3-1 (iv) Policies and Procedures in Appointing and Dismissing Senior Management and Nominating Directors (including Directors who are Audit & Supervisory Committee Members)]

Matters involving appointment of the Company’s senior management and nomination of its Directors (including Directors who are Audit & Supervisory Committee Members) are determined by resolution of the Board of Directors, taking into account the notion of striking a balance among factors that include suitable knowledge, experience and proficiencies of the respective candidates.

Moreover, the Company’s nomination of Director candidates involves comprehensively evaluating and judging such individuals with respect to factors above and beyond their experience, insights and expertise. For instance, the Company places consideration on whether such individuals meet the requirements of worldwide regulations governing the gaming business, particularly those of U.S. state of Nevada where the Company has licenses regarding manufacture of gaming devices.

The Company’s Board of Directors makes decisions on matters involving senior management dismissal pursuant to provisions of the Companies Act, upon comprehensive review of the considerations listed below. Accordingly, the Company may move to dismiss a member of senior management under situations involving:

- 1) occurrence of a serious scandal, particularly involving violation of laws, regulations or the Articles of Incorporation,
- 2) circumstances that significantly impede the senior management member in the performance of his or her duties,
- 3) a situation whereby the senior management member is found to be substantially lacking particularly with respect to his or her qualities and managerial competency as stipulated in the policy for appointing senior management,
- 4) a situation whereby the senior management member has been deemed to have inflicted substantial damage on the corporate financial performance, or
- 5) a situation whereby the senior management member has been deemed to have substantially impeded business execution.

[Principle 3-1 (v) Explanation on Individual Appointments, Dismissals, and Nominations When Appointing or Dismissing Senior Management, or When Nominating Directors (including Directors who are Audit & Supervisory Committee Members)]

For details on rationale for appointing individual Outside Officers, refer to “[Directors], Outside Directors’ Relationship with the Company (2)” under section II.1. of this report.

The Company also presents details on personal histories on its corporate website and in its notices of convocation of the Ordinary General Meeting of Shareholders with respect to appointment and nomination of its Directors (including Directors who are Audit & Supervisory Committee Members).

[Supplementary Principle 3-1-3 Initiatives for Sustainability, etc.]

(1) Initiatives for sustainability

The Konami Group aims to be an enterprise needed by the society by contributing to the development of a sustainable society through initiatives associated with its business areas. The Company holds discussions mainly through the Sustainability Committee and the Health and Productivity Management Promotion Committee and engages in sustainability activities throughout the group.

Details are posted on the Company’s website.

<https://www.konami.com/sustainability/en/>

(2) Investment in human capital and intellectual property

The Konami Group believes that the group's human resources are the source of creating innovative products and services that bring about sustainable growth. Based on this belief, we take various initiatives related to human capital, such as ensuring diversity and development.

As to the Company's policy on human resource development, including ensuring diversity of human resources, the Company believes that respecting diversity in terms of gender, age, race, nationality, disability, sexual orientation, religion, and other differences and personalities and incorporating the various opinions and viewpoints of employees is an essential element for the sustainable growth of the company. The Company aims to create an environment in which all employees can maximize their abilities by implementing measures such as further promoting female participation, supporting childcare, and recruiting a diverse workforce.

Specific initiatives include the implementation of "Executive Training" and "Manager Training," for the purpose of training and developing the skills of candidates for managerial positions, interviews with employees who have returned to work after childcare leave to discuss their future working styles and careers, and global recruitment activities for new graduates and mid-career hires, regardless of nationality or job type.

The Company's policy regarding the improvement of internal environment is to create an environment where each employee can fully utilize their abilities through Health and Productivity Management initiatives, aiming to build a relationship in which both employees and the company can grow. The Health and Productivity Management Promotion Committee, chaired by the Representative Director, President as the person responsible for Promoting Health and Productivity Management, and consisted by the Officers of each Business and Human Resources Department, as well as the manager of In-house Health Care Center, sets targets for promoting Health and Productivity Management, monitors the status of employees' health and working hours, shares issues, and holds discussions to resolve them on a quarterly basis to achieve the targets.

At the In-house Health Care Center dedicated to supporting employees' health management and health promotion, the Company has assigned occupational health professionals, including occupational physicians and public health nurses. In addition, the Center collaborates with occupational health professionals, Human Resources staff in each Business responsible for promoting Health and Productivity Management, and the Kanto IT Software Health Insurance Association to examine and implement measures aimed at maintaining and improving employee health, including smoking cessation initiatives, mental health measures, and health promotion programs. These measures are then deployed through the Group companies' health and safety committees.

As a result, our efforts in Health and Productivity Management initiatives have been recognized and we have been listed on the "White 500 List" jointly compiled by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi for 10 consecutive years.

Going forward, we will continue to improve the working environment and systems for our employees to work efficiently and encourage activities aimed at achieving even greater results.

Details are posted on the Company's website.

<https://www.konami.com/sustainability/en/list/regularList.html?category=social>

In addition, as the Company has developed a business model based on intellectual property, it recognizes that the protection and utilization of intellectual property is the most important element for the sustainable growth and enhancement of the Konami Group's corporate value. For this purpose, the Company promotes the strategic acquisition of rights with the aim of appropriately protecting the intellectual property created by the Company and the active utilization of the intellectual property it holds.

(3) Impact of climate change-related risks and earning opportunities on the Company's business activities and earnings, etc.

As an effort to reduce CO₂ emission, the Konami Group has progressively installed solar power generation equipment at its company-owned locations. In addition, LED lighting fixture installment, replacement of electrical equipment to ones with high-efficiency, and use of eco-friendly office fixtures etc. are underway as energy conservation measures.

The Company declared its support for the TCFD (Task Force on Climate-related Financial Disclosures) recommendations in May 2022 and began disclosing information based on the TCFD frameworks. We disclose the impact of climate change on our business and greenhouse gas emissions.

The Konami Group supports the greenhouse gas reduction targets announced by the Japanese government and aims to reach operational carbon neutrality by 2050.

Details are posted on the Company's website.

<https://www.konami.com/sustainability/en/environmental/tcf.html>

[Supplementary Principle 4-1-1 Decisions on Scope of Authority to Be Delegated to Management]

The Company has adopted a holding company structure, and distinctly segregates the functions of business management and business execution accordingly, with the Board of Directors taking on the roles of deciding business principles for Group management and supervising business execution. The Company aims to maximize the corporate value of the group by increasing speed of management and optimally allocating business resources. The Company has established a framework that enables swift managerial decisions, whereby matters to be resolved by the Board of Directors are governed by Agenda Guidelines of the Board of Director as stipulated in the Regulations of the Board of Directors, and other matters are delegated to the Representative Director and other Executive Directors.

[Principle 4-9 Independence Standards and Qualification for Independent Outside Directors]

The Criteria for Independence of Outside Officers established by the Company is as described in “Matters relating to Independent Directors” within [Independent Directors] under section II.1. of this report.

[Supplementary Principle 4-11-1 Company’s View on the Balance Between Knowledge, Experience and Proficiencies of the Board of Directors as a Whole, and Also on Diversity and Size]

The Company’s Board of Directors is to consist of no more than 12 Directors (excluding Directors who are Audit & Supervisory Committee Members) and no more than 5 Directors who are Audit & Supervisory Committee Members, as stipulated in the Articles of Incorporation. The basic approach involves having the Board of Directors made up of members deemed appropriate, taking into account the notion of striking a balance among attributes that include knowledge, experience and proficiencies necessary for managing the Company.

Moreover, the Company’s appointment of Directors involves comprehensively evaluating and judging such individuals with respect to factors above and beyond their experience, insights and expertise. For instance, the Company places consideration on whether such individuals meet the requirements of worldwide regulations governing the gaming business, particularly those of U.S. state of Nevada where the Company has licenses regarding manufacture of gaming devices.

In addition to requirements pertaining to outside status stipulated under the Companies Act, Outside Directors must also align with qualifications for Independent Director as provided for in the regulations of the Tokyo Stock Exchange, and otherwise fulfill the Company’s Criteria for Independence of Outside Officers.

The Company’s current Board of Directors consists of nine members, including four Outside Directors (of which, three are Audit & Supervisory Committee Members). Outside Directors are all designated as Independent Directors as provided for in the regulations of the Tokyo Stock Exchange and includes some with management experience at other companies.

Please refer to final page of this report for the Directors’ experience, qualifications, and attributes: Directors’ Skill Matrix.

[Supplementary Principle 4-11-2 Positions of Directors Who Also Serve as Officers at Other Listed Companies]

The Company’s Directors, including its Outside Directors, are to devote the time and effort necessary to appropriately fulfill their roles and responsibilities with respect to Director duties. Meanwhile, assignments to concurrent positions are kept within reason.

The latest information on such concurrent assignments is disclosed annually in the Company’s notices of convocation of the Ordinary General Meeting of Shareholders and its securities reports.

[Supplementary Principle 4-11-3 Analysis and Evaluation Regarding the Overall Effectiveness of the Board of Directors, and Summary of Results Thereof]

In order to analyze and evaluate the effectiveness of its Board of Directors, the Company periodically conducts questionnaires (in multiple choice and free answer format) amongst its Directors (including Directors who are Audit & Supervisory Committee Members) covering the role of the Board of Directors, its function, and its operation.

The results of the questionnaires have confirmed that the overall effectiveness of the Board of Directors is properly in function.

Based on the results of the questionnaires, including qualitative opinions, the Company will continue to further improve the effectiveness of its Board of Directors.

[Supplementary Principle 4-14-2 Training Policy for Directors (including Directors who are Audit & Supervisory Committee Members)]

The Company aims to ensure that its Directors (including Directors who are Audit & Supervisory Committee Members) are able to appropriately take on roles and responsibilities expected of them in their capacity as a crucial element of a listed company’s governance body. To such ends, the Company makes recommendations to

its Directors (including Directors who are Audit & Supervisory Committee Members), particularly with respect to their attending seminars outside the Company with the aim of gaining requisite knowledge, joining external organizations, and purchasing relevant books. The Company accordingly covers costs in that regard, upon concluding the appropriate in-house procedures.

The Company also actively provides its Outside Directors with opportunities to further their understanding of the business in which the Konami Group engages. This involves setting up opportunities, as appropriate, for them to visit the Konami Group's business offices and forums such as exhibitions pertaining to related business.

[Principle 5-1 Policy for Constructive Dialogue with Shareholders]

In order to achieve sustainable growth and increased corporate value over the medium to long term, the Company place great importance on deepening mutual understanding through constructive dialogue with its shareholders and investors. In order to promote a constructive dialogue with shareholders, we take following initiatives and measures.

<Implementation of Dialogue with Shareholders>

(1) IR System

The Investor Relations Department has been established as a dedicated IR department under the direct control of the Representative Director, President. IR activities are conducted mainly by the Investor Relations Department in cooperation with related departments such as Finance & Accounting, Corporate Planning, Public Relations, other relevant departments/divisions and each business segment.

(2) Dialogue Participants

The main participants in each IR event are as follows.

- Quarterly earnings results briefings for institutional investors and analysts (Representative Director, President / Corporate Officers of Each Business Segment / General Manager of Finance Division / General Manager of Investor Relations Department)
- Meetings with institutional investors, etc. (Representative Director, President / General Manager of Investor Relations Department)
- Conferences hosted by securities firms (Representative Director, President / General Manager of Investor Relations Department)
- Overseas IR (Representative Director, President / General Manager of Investor Relations Department)

(3) Results of Dialogue (for Fiscal Year 2025, April 1, 2025 - March 31, 2026)

- Quarterly earnings results briefings for institutional investors/analysts - hosted 4 times
- Individual/group meetings with institutional investors/analysts - held approx. 550 meetings (more than half of which were with overseas)
- Conferences hosted by securities firms - participated 13 times
- Overseas IR - held 3 times

(4) Main Topics of Dialogue and Shareholder Interests

- Business performance and strategy: Financial results and outlook, IP strategy, business portfolio, new product pipeline
- Capital policy: Cash allocation, shareholder returns, M&A
- Human capital: Securing development resources, establishing development bases

(5) Feedback of Shareholders' and Investors' Opinions and Requests Obtained Through Dialogue to Management
Opinions and requests obtained through dialogue with shareholders and investors are appropriately fed back to the Representative Director, President by the Investor Relations Department with efforts made to have them be utilized in management as necessary.

(6) Investor Relations Policy

The Company has established the Investor Relations Policy and disclosed the Policy on the Company's website.
<https://www.konami.com/ir/en/policy/>

[Action to Implement Management That Is Conscious of Cost of Capital and Stock Price]

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update Updated	July/2/2026

Explanation of Actions

The Konami Group positions ratio of business profit to revenue, ratio of operating profit to revenue, ratio of profit attributable to owners of the parent to revenue, and ROE as important management indicators, and is working to improve profitability and capital efficiency.

We also monitor cost of capital levels and ensure that ROE is well above the cost of capital.

Going forward, the Company will continue to strive for sustainable growth and increase its corporate value through strategic investments in human resources, the state-of-the-art R&D environment, and new technologies that are essential for growth.

The Company will strive to ensure that our shareholders and investors fully understand the direction of our business performance through means including quarterly earnings results briefings, and information disclosure on the Company website.

2. Capital Structure

Foreign Shareholding Ratio	30% or more
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[Status of Major Shareholders] **Updated**

Name	Number of Shares Owned (Shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	28,345,900	20.91
Kozuki Foundation	17,100,000	12.61
KOZUKI HOLDING B.V.	15,700,000	11.58
Custody Bank of Japan, Ltd. (Trust Account)	14,493,500	10.69
Kozuki Capital Corporation	7,048,596	5.20
JP MORGAN CHASE BANK 380752	6,530,000	4.82
HSBC HONG KONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	2,418,293	1.78
STATE STREET BANK AND TRUST COMPANY 505001	1,663,212	1.23
JP MORGAN CHASE BANK 385781	1,396,180	1.03
GIC PRIVATE LIMITED - C	1,046,200	0.77

Name of Controlling Shareholder, if applicable (excluding Parent Companies)	None
Name of Parent Company, if applicable	None

Supplementary Explanation **Updated**

In a report of possession of large volume (change report pertaining thereto) provided for public inspection on September 5, 2023, it is stated that as of August 31, 2023, BlackRock Japan Co., Ltd. and its six joint holders own the following shares. However, as the Company cannot confirm the number of such shares substantially owned as of March 31, 2026, the details are not included in the status of major shareholders in the above table.

Details included in the report of possession of large volume are described below.

[Name (number of shares owned and ownership percentage to the total number of issued shares)]

BlackRock Japan Co., Ltd. (2,812 thousand shares, 1.96%)
BlackRock Investment Management LLC (259 thousand shares, 0.18%)
BlackRock (Netherlands) BV (215 thousand shares, 0.15%)
BlackRock Fund Managers Limited (252 thousand shares, 0.18%)
BlackRock Asset Management Ireland Limited (581 thousand shares, 0.40%)
BlackRock Fund Advisors (1,752 thousand shares, 1.22%)
BlackRock Institutional Trust Company, N.A. (1,317 thousand shares, 0.92%)

In a report of possession of large volume (change report pertaining thereto) provided for public inspection on February 7, 2024, it is stated that as of January 31, 2024, Nomura Asset Management Co., Ltd. own the following shares. However, as the Company cannot confirm the number of such shares substantially owned as of March 31, 2026, the details are not included in the status of major shareholders in the above table.

Details included in the report of possession of large volume are described below.

[Name (number of shares owned and ownership percentage to the total number of issued shares)]

Nomura Asset Management Co., Ltd. (11,835 thousand shares, 8.25%)

In a report of possession of large volume (change report pertaining thereto) provided for public inspection on September 19, 2025, it is stated that as of September 15, 2025, Sumitomo Mitsui Trust Asset Management Co., Ltd. and its joint holder own the following shares. However, as the Company cannot confirm the number of such shares substantially owned as of March 31, 2026, the details are not included in the status of major shareholders in the above table.

Details included in the report of possession of large volume are described below.

[Name (number of shares owned and ownership percentage to the total number of issued shares)]

Sumitomo Mitsui Trust Asset Management Co., Ltd. (2,577 thousand shares, 1.80%)
Amova Asset Management Co., Ltd. (6,303 thousand shares, 4.39%)

3. Corporate Attributes

Listed Stock Exchange and Market Segment	Prime Market
Fiscal Year-End	March
Business Sector	Information & Communication
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated) for the Previous Fiscal Year	¥100 billion or more but less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	10 or more but fewer than 50

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which may have a Material Impact on Corporate Governance

The Company became the first Japanese company to obtain a license for manufacture of gaming devices in Nevada, U.S.A. in January 2000. To date, the Company and its subsidiaries have obtained licenses for manufacture and sales of gaming devices in other major gaming markets around the world, including those in North America, Australia and Asia.

Maintaining a license requires regular and rigorous scrutiny, and an organizational structure that emphasizes compliance is required. As such, the Company continues to make efforts to thoroughly communicate the importance of compliance to all Konami Group officers and employees.

Going forward, the Company will continue to promote a management approach underpinned by awareness of global standards, in order to further increase the trust of each and every stakeholder.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight

1. Organizational Composition and Operation

Corporate Governance System	Company with Audit & Supervisory Committee
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[Directors]

Number of Directors Stipulated in Articles of Incorporation	17
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Chairperson (excluding those concurrently serving as President)
Number of Directors	9
Election of Outside Directors	Elected
Number of Outside Directors	4
Number of Independent Directors	4

Outside Directors' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*											
		a	b	c	d	e	f	g	h	i	j	k	
Kaori Yamaguchi	Academic												
Kimito Kubo	Other												
Yasushi Higuchi	From another company												
Yoko Zetterlund	From another company												

* Categories for "Relationship with the Company"

“○” when the director presently falls or has recently fallen under the category

“△” when the director fell under the category in the past

“●” when a close relative of the director presently falls or has recently fallen under the category

“▲” when a close relative of the director fell under the category in the past

a. Executive (a person who executes business; hereinafter, the same) of the Company or its subsidiary

b. Non-executive director or executive of the parent of the Company

c. Executive of a fellow subsidiary of the Company

d. Party whose major client or supplier is the Company or an executive thereof

e. Major client or supplier of the Company or an executive thereof

f. Consultant, accounting professional or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director

g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation)

h. Executive of a client or supplier of the Company (which does not correspond to any of d., e., or f.) (the director himself/herself only)

i. Executive of an entity to which outside officers are mutually appointed (the director himself/herself only)

j. Executive of a corporation that receives a donation from the Company (the director himself/herself only)

k. Other

Outside Directors' Relationship with the Company (2) **Updated**

Name	Audit & Supervisory Committee Member	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Kaori Yamaguchi	○	○	-	Ms. Yamaguchi, as a pioneer of women's Judo, has accomplished a multitude of achievements in past international competitions. She currently teaches at a national university and acts as an advisor in the field of education and sports. Based on her abundant experience in company management as an outside officer and global achievements and knowledge in the fields of education and sports, she has been furnishing instrumental opinions from a neutral perspective to the Company's Board of Directors which requires more diverse points of view. As such, the Company deems her suitable for appointment as an Independent Director.
Kimito Kubo	○	○	-	Mr. Kubo has held important posts in the Ministry of Education, Culture, Sports, Science and Technology (MEXT), and has also served as a Chairman of an educational institution. Based on his abundant experience as the president of an educational institution and extensive achievements and knowledge in the fields of education, culture and sports, he is likely to substantially facilitate management of the Company's Board of Directors which requires more diverse points of view. As such, the Company deems him suitable for appointment as an Independent Director.
Yasushi Higuchi	○	○	-	Mr. Higuchi has considerable experience and accomplishments from his many years as a corporate manager of a listed company. Given his expertise in corporate management in general, he would make a significant contribution to the management of the Company's Board of Directors, which aims to further improve its audit and supervisory function. As such, the Company deems him suitable for

				appointment as an Independent Director.
Yoko Zetterlund		○	–	Ms. Yoko Zetterlund was born in California, USA, and is based in the USA and Japan, primarily in the fields of sports and education, and has been involved in company management for many years. Based on her long years of experience as a corporate executive, her diverse experience and global knowledge in the fields of sports and education, and in terms of diversity of board composition, she would make a significant contribution to the management of the Company's Board of Directors. As such, the Company deems her suitable for appointment as an Independent Director.

[Audit & Supervisory Committee]

Composition of Supervisory Committee and Attributes of the Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Committee Chair
Audit & Supervisory Committee	3	0	0	3	Outside Director

Appointment of Directors and/or Staff to Support the Audit & Supervisory Committee	Appointed
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Matters Concerning Independence of Said Directors and/or Staff from Executive Officers/Reasons for Adopting Current System

Audit & Supervisory Committee Secretariat, assigned with employee(s) equipped with sufficient specialized skills to provide assistance; such as member(s) of the General Affairs Division, is established to assist the duties of the Audit & Supervisory Committee. Audit & Supervisory Committee Members may express an opinion on the selection and staff evaluation of the Assistant Employee to be assigned. The Assistant Employee assigned shall perform assistance duties under the instructions and orders of the Audit & Supervisory Committee without receiving directions from any Director.

Cooperation among Audit & Supervisory Committee, Accounting Auditors and Internal Audit Department

In addition to its regularly scheduled meetings pertaining to accounting audit reports and other such matters, the Company also arranges separate meetings to consider various topics encompassing everything from audit contracts concluded with the accounting auditor and overall accounting audits, to approaches for handling individual matters.

Internal audits of the Company are conducted by the Internal Audit Office, which is independent of the business execution divisions. The Company maintains a Dual Reporting Line for the Representative Director, President and the Audit & Supervisory Committee regarding reporting channels for audit results. Additionally, reports are also made to the Board of Directors as appropriate.

The Internal Audit Office conducts audits of compliance with laws, regulations, and internal rules in each department and Group company. The Internal Control Office evaluates the effectiveness of internal control over financial statements, and regularly communicates and exchanges opinions with the Accounting Auditor and the Audit & Supervisory Committee to receive audits of these evaluations.

[Voluntary Established Committees]

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Remuneration Committee	Established
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Status of Voluntarily Established Committee(s), Attributes of Members Constituting the Committee and the Committee Chairperson

	Voluntarily Established Committee Equivalent to Nomination Committee	Voluntarily Established Committee Equivalent to Remuneration Committee
Committee's Name	–	Compensation Advisory Committee
All Members	–	5
Full-time Members	–	0
Inside Directors	–	2
Outside Directors	–	3
Outside Experts	–	0
Other	–	0
Chairperson	–	Outside Director

Supplementary Explanation **Updated**

Matters involving compensation of Directors (excluding Directors who are Audit & Supervisory Committee Members) are decided by the Compensation Advisory Committee as delegated to it by the Board of Directors. The Compensation Advisory Committee consists of Independent Outside Director Kimito Kubo (Committee Chair), Independent Outside Director Kaori Yamaguchi, Independent Outside Director Yasushi Higuchi, Representative Director, President Kimihiko Higashio, and Director Yoshihiro Matsuura. The Compensation Advisory Committee held 2 meetings in 2025 in the process of determining the amount of remuneration for Fiscal Year 2025 (April 1, 2025 – March 31, 2026). Attendance status of the Members are as follows.

Kimito Kubo attended all the 2 meetings.

Kaori Yamaguchi attended all the 2 meetings.

Yasushi Higuchi attended all the 2 meeting.

Kimihiko Higashio attended all the 2 meetings.

Yoshihiro Matsuura attended all the 2 meetings.

Specific matters considered by the Compensation Advisory Committee in Fiscal Year 2025 (April 1, 2025 – March 31, 2026), included the public average for Director compensation and individual compensation for Directors (excluding Directors who are Audit & Supervisory Committee Members).

[Matters Concerning Independent Directors]

Number of Independent Directors	4
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Other Matters Concerning Independent Directors

The Company has appointed all of the Outside Officers as Independent Directors as provided for in the regulations of the Tokyo Stock Exchange and notified them to the Exchange.

Nomination as candidate for Outside Director is contingent on whether or not a potential nominee meets the Criteria for Independence of Outside Officers as stipulated by the Company.

<Criteria for Independence of Outside Officers>

The Company deems an Outside Director as having independence upon having made the determination that he or she does not fall under any of the items listed below, as a result of the Company having investigated his or her background to reasonable extent.

1. A person who falls or has fallen under the following item at present or in the past ten years
 - (1) A person who executes business of the Company and its consolidated subsidiary (the “Konami Group”) (Note 1)
2. A person who falls or has fallen under any of the following items at present or in the past five years
 - (1) A major shareholder (Note 2) of the Konami Group or an entity whose major shareholder is the Konami Group, or an executive thereof
 - (2) A client or supplier, or an executive thereof, whose business transactions with the Konami Group over a single fiscal year exceed 2% of the consolidated revenue of either the Konami Group or such client or supplier
 - (3) A lender, or an executive thereof, from whom the Konami Group’s borrowings exceed 2% of the Company’s total consolidated assets
3. A person who falls or has fallen under any of the following items at present or in the past three years
 - (1) Accounting Auditor of the Konami Group or an employee, etc. thereof
 - (2) A person who has received compensation of over ¥10 million annually excluding compensation for Directors from the Konami Group or a person affiliated with an organization that has received compensation exceeding 2% of consolidated revenue of the Konami Group
 - (3) A person who has received donations from the Konami Group exceeding 2% of the recipient’s total annual revenue, or a person affiliated with an organization that has received such donations
 - (4) An executive of a company that accepts assignments of Directors from the Konami Group, or an executive of a parent company, subsidiary, etc. of such a company
4. A spouse or relative within the second degree of kinship of a person described in 1, 2 and 3 above
5. A person who otherwise poses potential for any substantive conflict of interest

(Note 1) This refers to a currently serving executive director, executive officer, corporate officer, or other similar person or employee (an “executive”), or an executive who has belonged to the Konami Group in the past.

(Note 2) A shareholder who holds 10% or more of the total number of voting rights.

[Incentives]

Implementation Status of Measures related to Incentives Granted to Directors	None
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Supplementary Explanation for Applicable Items

The compensation system reflects results of the fiscal period.

Persons Eligible for Stock Options	–
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Supplementary Explanation for Applicable Items

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[Director Remuneration]

Status of Disclosure of Individual Director’s Remuneration	No Disclosure for any Directors
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Supplementary Explanation for Applicable Items

The Company discloses the sum total Compensation paid to all Directors.

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

The Company's policy regarding the determination of the amount of remuneration, etc. of officers or the method of calculation thereof is determined by the Board of Directors. The content of the policy depends on corporate performance trends and other factors and is determined by evaluating the contribution of each officer to achieving financial results and performing corporate management in light of whether or not the officer has the right to represent the company, a title, a role and a responsibility, and is full-time or part-time.

Remuneration amount of individual Directors (excluding Directors who are Audit & Supervisory Committee Members) are set within the maximum total approved by resolution at the General Meeting of Shareholders. The Board of Directors entrusts the Compensation Advisory Committee to decide the individual remuneration of Directors (excluding Directors who are Audit & Supervisory Committee Members). The committee decides the individual remuneration by comparing their amount with average levels in society and examining the compensation structure and other factors.

The maximum total amount of remuneration for Directors who are Audit & Supervisory Committee Members is determined by the resolution of the General Meeting of Shareholders. The amount of remuneration for each individual is set through discussions among Directors who are Audit & Supervisory Committee Members within the maximum total.

[Support System for Outside Directors]

The Company appoints a full-time person in charge who furnishes in-house and industry information once per week and otherwise helps distribute information.

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System) Updated

The Company transitioned to a holding company structure in March 2006. Accordingly, the functions of business management and business execution are distinctly segregated, with the Board of Directors taking on the roles of deciding business principles and strategy for Group management, supervising business execution, and making decisions on important matters. The Company aims to maximize the corporate value of the Group by accordingly increasing speed of management and optimally allocating business resources.

The Company's Board of Directors consists of nine members, including four Outside Directors (of which, three are Audit & Supervisory Committee Members). Outside Directors are all designated as Independent Directors as provided for in the regulations of the Tokyo Stock Exchange. The Company deems that the Outside Directors who are also deemed Independent Directors do not pose potential for conflict of interest with general shareholders. As such, they are capable of making appropriate judgments with respect to making decisions on important matters in the Board of Directors, in conjunction with the other Directors.

Meanwhile, the Company's Audit & Supervisory Committee, consisting of three Outside Directors who are Audit & Supervisory Committee Members, conduct systematic auditing and supervision through the use of internal control systems.

During Fiscal Year 2025 (April 1, 2025 – March 31, 2026), the Company held 11 meetings of the Board of Directors and 12 meetings of the Audit & Supervisory Committee. Attendance status of the Directors are as follows.

Kagemasa Kozuki attended all the 11 meetings of the Board of Directors.

Kimihiko Higashio attended all the 11 meetings of the Board of Directors.

Hideki Hayakawa attended all the 11 meetings of the Board of Directors.

Katsunori Okita attended all the 11 meetings of the Board of Directors.

Yoshihiro Matsuura attended all the 11 meetings of the Board of Directors.

Kaori Yamaguchi attended all the 11 meetings of the Board of Directors and all the 12 meetings of the Audit & Supervisory Committee.

Kimito Kubo attended all the 11 meetings of the Board of Directors and all the 12 meetings of the Audit & Supervisory Committee.

Yasushi Higuchi attended all the 11 meetings of the Board of Directors and all the 12 meetings of the Audit & Supervisory Committee.

Yoko Zetterlund attended 9 of the 11 meetings of the Board of Directors.

The Company has entered into a limited liability contract with Outside Officers with respect to their liabilities provided for in Article 423, Paragraph 1 of the Companies Act. Under this contract, the liabilities of Outside Officers shall be limited to the aggregate total of the amounts stipulated in each item of Article 425, Paragraph 1 of the said Act.

Moreover, the Company has established the Compliance Committee, the Risk Management Committee, the Sustainability Committee and the Information Security Committee. The Compliance Committee acts as a body that strives to ensure thorough legal and regulatory compliance across all of the Company's activities and accordingly implements the Konami Group's compliance controls. The Risk Management Committee acts as a body that centrally identifies and appropriately addresses risks that could potentially have a material impact on the Company and the Konami Group. The Sustainability Committee acts as a body that actively promotes initiatives to achieve sustainability through the Company's core businesses, leveraging strengths of the Konami Group. The Information Security Committee acts as a body that promotes the protection of personal information and the enhancement of data security of the Konami Group.

3. Reasons for Adoption of Current Corporate Governance System

The Company believes it can ensure appropriate business operations and managerial transparency by adopting the framework described previously under section "2. Matters on Functions of Business Execution, Audit and Supervision, Nomination and Compensation Decisions."

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize General Meeting of Shareholders and Facilitate Exercise of Voting Rights

Updated

	Supplementary Explanation
Scheduling of the General Meeting of Shareholders on a Non-Peak Day	The date of the Ordinary General Meeting of Shareholders is set avoiding the peak day. The 54th Ordinary General Meeting of Shareholders was held on June 25, 2026.
Electronic Exercise of Voting Rights	The Company allows for electronic or magnetic exercise of voting rights via personal computer, smartphone or other mobile phone.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	The Company participates in the electronic voting platform for institutional investors operated by ICJ, Inc.
Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English	The Company prepares a full English-language version of the convocation notice.
Other	The Company preliminarily discloses the convocation notice via its website and that of the Tokyo Stock Exchange, prior to dispatching the official notice.

2. Status of IR-related Activities

Updated

	Supplementary Explanation	Explanation by Representative
Formulation and Publication of Disclosure Policies	Posting the Investor Relations Policy on our website https://www.konami.com/ir/en/policy/	
Regular Investor Briefings held for Analysts and Institutional Investors	Financial Results Presentation for Analysts and Institutional Investors: Held online once per quarter Attendees: Representative Director, President; Officers of each Business; General Manager, Finance Division; General Manager, Investor Relations Department	Available
Online Disclosure of IR Information	https://www.konami.com/ir/en/ (Earnings Releases, Financial Results Presentation Materials, etc.)	
Establishment of Department and/or Placement of a Manager in Charge of IR	The Investor Relations Department has been established as a dedicated IR department that reports directly to the Representative Director, President. IR inquiry form on the website https://www.konami.com/inquiry/ir_e.php	

3. Status of Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	One of the Company's business principles is to "maintain a sound relationship with all stakeholders and contribute to development of a sustainable society as a good corporate citizen," which is incorporated into the KONAMI GROUP CORPORATE CONDUCT CHARTER and the KONAMI GROUP CODE OF BUSINESS CONDUCT AND ETHICS.

Implementation of Environmental Preservation Activities and CSR Activities, etc.	The Company actively engages in sustainability activities on a Group-wide basis, and accordingly posts details of such activities on the Company's website. For details, please refer to the URL below. https://www.konami.com/sustainability/en/
Formulation of Policies, etc. on Provision of Information to Stakeholders	The Company conducts fair disclosure, particularly with respect to its Investor Relations Policy. In addition to statutory disclosure, the Company reinforces the fairness and timeliness of its disclosure by enhancing the content of its website disclosure.

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development

Key aspects of the Company's internal control and risk management systems are described below.

- (1) A system to ensure that the duties of officers and employees of the corporate group comprising the Company and its subsidiaries (the "Konami Group") are executed in conformance with laws and ordinances, as well as the Articles of Incorporation
 - (i) To ensure that corporate activities are pursued in conformance with high ethical standards, we establish the KONAMI GROUP CORPORATE CONDUCT CHARTER. Moreover, as specific guidelines for the code, we establish the KONAMI GROUP CODE OF BUSINESS CONDUCT AND ETHICS, by developing the "Konami Group Compliance Policy" thereby demonstrating the importance of complying with laws and ordinances. In addition, the management ensures that it rigorously communicates the provisions of the guidelines to officers and employees of the Konami Group.
 - (ii) The Company has in place the Compliance Committee as a body to enhance the effectiveness of compliance by officers and employees of the Konami Group.
 - (iii) The Company has in place a whistleblowing system as a function to curb illegal acts, and strives to prevent improper incidents from occurring.
 - (iv) The Company strives to ensure that officers and employees of the Konami Group do not have any involvement with anti-social forces and organizations, and that any unfair demand by such is handled resolutely in cooperation with the police and/or other authorities.
- (2) System concerning the retention and control of information on the execution of duties within the Konami Group
 - (i) Information on the execution of duties by the Company's Directors is retained and controlled appropriately by developing rules and regulations on information management, while specifying significant documents and defining the form of their retention.
 - (ii) Regarding information on the execution of duties by the Company's subsidiaries, the Company has "Related Companies Control Regulations" in place, which provide that individual subsidiaries shall report significant business management information and other necessary information to the Company.
- (3) Regulations and other systems for managing risk of losses for the Konami Group
 - (i) The Company develops the "Konami Group Risk Management Rules" to avoid risks and minimize losses for the entire Group.
 - (ii) The Company and its key subsidiaries have a Risk Management Committee etc., in place as a body to centrally identify and appropriately address risks.
 - (iii) The Company has an Information Security Committee in place for the purpose of promoting the protection of personal information and the enhancement of data security of the Konami Group.
- (4) System to ensure the efficient execution of duties by Directors of the Konami Group
To define the duties and authority of Directors in different divisions, the Company has in place regulations on the segregation of duties and authority, and a system conforming to the regulations is also established at individual subsidiaries.
- (5) System to secure the appropriateness of the Konami Group's operations
 - (i) To ensure that individual group companies' business operations are performed in an appropriate and harmonious manner, in its capacity as a holding company, the Company administers the entire Group's

- business operations by adequately exercising voting rights.
- (ii) All Konami Group companies implement internal control system development, risk control, and compliance in a consistent manner, seeking to build a unified group management structure.
 - (iii) The Company's Audit & Supervisory Committee seeks to build a group audit platform by working in cooperation with Corporate Auditors of individual subsidiaries to appropriately support necessary collaboration.
- (6) Matters related to employee(s) who is requested by the Audit & Supervisory Committee to serve as an employee charged with assisting its duties ("Assistant Employee")
If an Audit & Supervisory Committee requests the assignment of an Assistant Employee, the management assigns an employee equipped with sufficient specialized skills to provide assistance such as a member of the General Affairs Division.
- (7) Matters related to securing the independence of the Assistant Employee from the Company's Directors and the effectiveness of the Audit & Supervisory Committee Member's instructions to the Assistant Employee
- (i) Audit & Supervisory Committee Members may express an opinion on the selection and staff evaluation of the Assistant Employee to be assigned.
 - (ii) The Assistant Employee assigned shall perform assistance duties under the instructions and orders of the Audit & Supervisory Committee without receiving directions from any Director.
- (8) System for reporting to Audit & Supervisory Committee Members
The Konami Group shall establish standards for determining matters required to be reported to the Company's Audit & Supervisory Committee by its officers and employees.
- (9) Matters concerning the policy on advance payment and reimbursement procedures for expenses arising from the execution of duties by the Audit & Supervisory Committee Members, as well as the processing of other expenses or obligations that arise in the execution of duties
- (i) A budget is set for Audit & Supervisory Committee to execute their duties on an annual basis.
 - (ii) If, in relation to the execution of duties, an Audit & Supervisory Committee Member requests advance payment of expenses pursuant to Article 399 (2), Paragraph 4 of the Companies Act, the expenses or obligation are processed promptly with the exception of cases where it is not deemed necessary for the execution of duties.
- (10) Other systems to ensure that audits of Audit & Supervisory Committee Members are conducted effectively
Audit & Supervisory Committee, if deeming it necessary for the execution of duties, may request experts such as lawyer and Certified Public Accountant to provide opinions and advice.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

The KONAMI GROUP CORPORATE CONDUCT CHARTER specifies norms for ensuring legal and regulatory compliance and for engaging in ethical business practices, and the KONAMI GROUP CODE OF BUSINESS CONDUCT AND ETHICS stipulates specific initiatives for achieving compliance and rejecting involvement with anti-social forces. The Company thoroughly communicates such requirements to all officers and employees of the Konami Group.

Moreover, should the Company become subject to pressure from anti-social forces, such matters are to be reported pursuant to the Konami Group Risk Management Rules and the Risk Management Committee will spearhead efforts to appropriately address the situation.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Adopted / Not Adopted
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Supplementary Explanation for Applicable Items

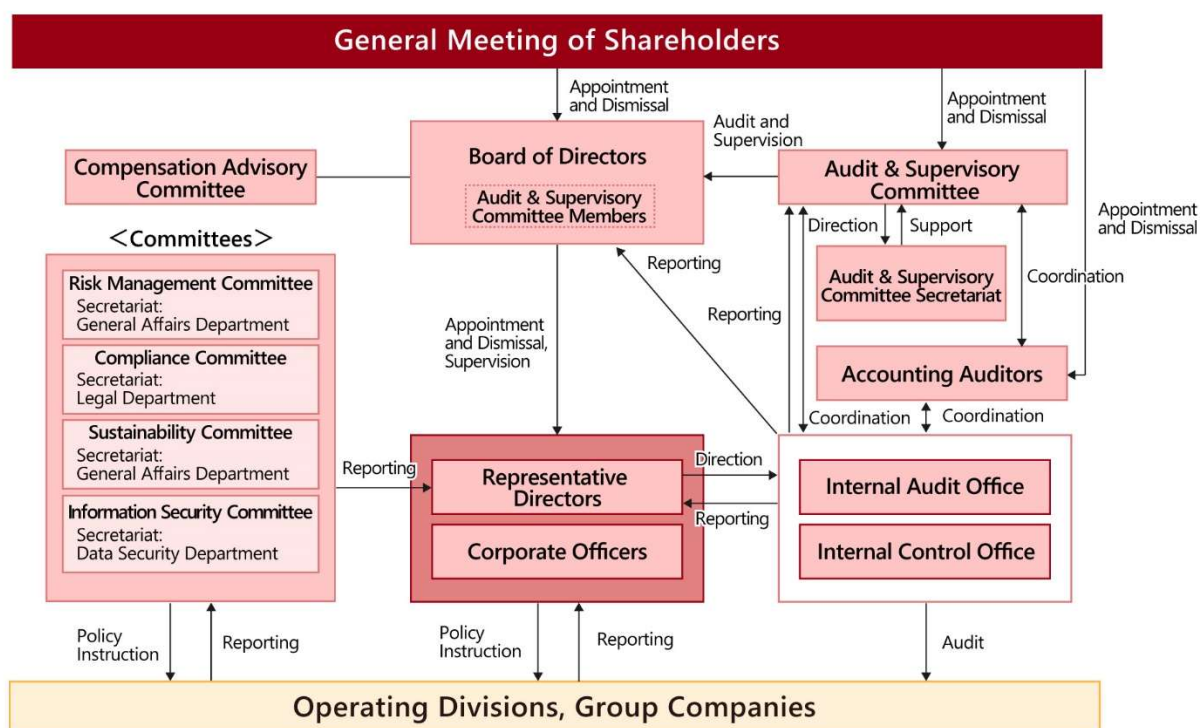
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2. Other Matters Concerning the Corporate Governance System

The overview of the Company's timely disclosure system is described below.

Under the KONAMI GROUP CODE OF BUSINESS CONDUCT AND ETHICS, which applies to all Konami Group officers and employees, the Company stipulates its basic policy of disclosing information to investors in a timely and appropriate manner.

Moreover, when situations involving significant matters and decisions in that regard arise, Directors in charge or General Managers are to refer and accordingly report on the matter to the Board of Directors or other such forum. The person responsible for information management promptly registers with the Timely Disclosure Network (TDnet) system operated by the Tokyo Stock Exchange when the rules for timely disclosure stipulated by the Stock Exchange are applicable to any such matter, and he or she also endeavors to enhance information disclosure in terms of fairness and timeliness by posting information to the Company's website.



< Directors' Skill Matrix > **Updated**

Title	Name	Diversity		Skill Matrix									
		Gender	Nationality	Management	Finance & Accounting	Legal Affairs Risk Management	Global Experience	Sustainability	PR IR Marketing	Development Technology	IT Systems	HR Labor Relations HR Development	Sports Education
Director, Chairman	Kagemasa Kozuki	Male	Japan	●	●	●	●	●	●	●	●	●	●
Representative Director, President (Group CEO)	Kimihiko Higashio	Male	Japan	●	●	●	●	●	●	●	●	●	●
Representative Director, Senior Executive Officer	Hideki Hayakawa	Male	Japan	●		●	●		●	●	●		●
Director	Katsunori Okita	Male	Japan	●		●	●			●	●		
Director	Yoshihiro Matsuura	Male	Japan			●		●					●
Director, Audit & Supervisory Committee Member (Outside)	Kaori Yamaguchi	Female	Japan				●	●				●	●
Director, Audit & Supervisory Committee Member (Outside)	Kimito Kubo	Male	Japan	●		●		●				●	●
Director, Audit & Supervisory Committee Member (Outside)	Yasushi Higuchi	Male	Japan	●	●	●		●	●				
Director (Outside)	Yoko Zetterlund	Female	United States	●			●		●				●

END