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Annual Securities Report

(The 23rd Fiscal Year)

From January 1, 2024 to December 31, 2024

NEXON Co., Ltd

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【Cover Page】

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【Company name】	Kabushiki Kaisha NEXON
【Company name in English】	NEXON Co., Ltd.
【Name and title of representative】	Junghun Lee, Representative Director, President and Chief Executive Officer
【Address of registered head office】	1-4-5 Roppongi, Minato-ku, Tokyo
【Telephone number】	03-6629-5318 (main)
【Name of contact person】	Shiro Uemura, Representative Director and Chief Financial Officer
【Nearest place of contact】	1-4-5 Roppongi, Minato-ku, Tokyo
【Telephone number】	03-6629-5318 (main)
【Name of contact person】	Shiro Uemura, Representative Director and Chief Financial Officer
【Place for public inspection】	Tokyo Stock Exchange, Inc. (2-1 Nihombashi Kabutocho, Chuo-ku, Tokyo)

Part I 【Company Information】

I. 【Overview of Company】

1 【Key Financial Data】

(1) Key financial data of group

(Millions of yen, unless otherwise stated)

Term	International Accounting Standard				
	19 th FY	20 th FY	21 st FY	22 nd FY	23 rd FY
Fiscal year-end	December 2020	December 2021	December 2022	December 2023	December 2024
Revenue	293,024	274,462	353,714	423,356	446,211
Profit before tax	108,171	135,472	140,525	125,929	195,987
Profit attributable to owners of parent	56,220	114,888	100,339	70,609	134,848
Comprehensive income	86,427	131,280	114,732	110,249	181,401
Equity attributable to owners of parent	709,882	836,668	858,193	896,267	1,019,013
Total assets	862,161	986,632	1,042,849	1,098,103	1,256,771
Owners' equity per share (yen)	800.35	939.19	996.95	1,064.90	1,238.18
Basic earnings per share (yen)	63.57	128.91	114.74	82.89	161.79
Diluted earnings per share (yen)	61.90	126.55	113.81	82.33	161.09
Ratio of owners' equity to gross assets (%)	82.3	84.8	82.3	81.6	81.1
Rate of return on equity (%)	8.5	14.9	11.8	8.0	14.1
Price-earnings ratio (times)	50.0	17.3	25.8	31.0	14.7
Cash flows from operating activities	137,603	105,914	130,144	128,712	100,968
Cash flows from investing activities	(140,234)	18,084	(10,918)	(188,367)	7,445
Cash flows from financing activities	(2,626)	(21,053)	(105,859)	(78,554)	(64,777)
Cash and cash equivalents at end of year	252,570	365,239	409,368	280,515	331,931
Number of employees [average number of temporary employees] (persons)	6,288 [77]	6,683 [138]	7,467 [357]	8,231 [543]	9,329 [185]

(Notes) 1. During the 19th fiscal year, the total number of shares issued shares became 886,961,539 shares due to changes in ordinary shares because of the following reasons:

- Decrease by 20,971,021 shares due to cancellation of treasury shares on February 28, 2020
- Increase by 6,402,000 shares due to exercise of share options

2. During the 20th fiscal year, the total number of issued shares increased to 898,746,469 shares due to increases in ordinary shares for the following reasons:

- Increase by 4,396,000 shares due to exercise of share options
- 7,388,930 shares were issued by third-party allotment as the consideration for making Embark Studios AB a wholly-owned subsidiary and in-kind contribution (176,469,789 shares of ordinary shares of Embark Studios AB's stock; ¥15,628 million) was received from the shareholders of Embark Studios AB who are the allottees.

3. During the 21st fiscal year, the total number of issued shares became 866,773,728 shares due to changes in ordinary shares for the following reasons:
 - Decrease by 36,571,300 shares due to cancellation of treasury shares on August 31, 2022
 - Increase by 4,145,042 shares due to exercise of share options
 - 453,517 shares were issued by third-party allotment to the employees of Embark Studios AB's stock and in-kind contribution (14,580,684 shares of ordinary shares of Embark Studios AB; ¥1,370 million) was received from the employees who are the allottees.
4. During the 22nd fiscal year, the total number of issued shares became 857,453,260 shares due to changes in ordinary shares for the following reasons:
 - Decrease by 16,752,326 shares due to cancellation of treasury shares on May 31, 2023
 - Increase by 7,431,858 shares due to exercise of share options
5. From the 20th fiscal year, the Company made Stiftelsen Embark Incentive ("Foundation") its consolidated subsidiary and has recorded the Company's shares owned by the Foundation as treasury shares on the consolidated financial statements. As a result, the Company's shares owned by the Foundation are included in treasury shares deducted to calculate the total number of issued shares as of December 31 for the purpose of calculating owners' equity per share since the fiscal year ended December 31, 2021. They are also included in treasury shares deducted to calculate the average number of shares during the period for the purpose of calculating basic and diluted earnings per share since the fiscal year ended December 31, 2021.
6. From the 22nd fiscal year, the Company made NEXON Employee Benefit Trust ("Trust") its consolidated subsidiary and has recorded the Company's shares owned by the Trust as treasury shares on the consolidated financial statements. As a result, the Company's shares owned by the Trust are included in treasury shares deducted to calculate the total number of issued shares as of December 31 for the purpose of calculating owners' equity per share since the fiscal year ended December 31, 2023. They are also included in treasury shares deducted to calculate the average number of shares during the period for the purpose of calculating basic and diluted earnings per share since the fiscal year ended December 31, 2023.
7. During the 23rd fiscal year, the total number of issued shares became 842,443,413 shares due to changes in ordinary shares for the following reasons:
 - Decrease by 17,539,739 shares due to cancellation of treasury shares on February 29, 2024
 - Increase by 2,529,892 shares due to exercise of share options

(2) Key financial data of reporting company

(Millions of yen, unless otherwise stated)

Term	19 th FY	20 th FY	21 st FY	22 nd FY	23 rd FY
Fiscal year-end	December 2020	December 2021	December 2022	December 2023	December 2024
Net sales	5,411	5,898	5,872	5,920	7,303
Ordinary profit	39,937	84,163	72,787	97,565	105,892
Profit	37,152	78,667	73,481	90,587	81,500
Share capital	22,470	34,167	38,881	47,412	50,633
Total number of issued shares (thousands of shares)	886,961	898,746	866,773	857,453	842,443
Net assets	100,759	184,833	165,910	186,385	208,297
Total assets	103,313	189,677	171,073	190,295	212,313
Net assets per share (yen)	104.28	195.23	174.00	201.93	234.47
Dividend paid per share (yen) [of which, interim dividend paid per share]	5.0 [2.5]	7.5 [2.5]	10.0 [5.0]	10.0 [5.0]	22.5 [7.5]
Basic earnings per share (yen)	42.01	88.23	83.94	106.25	97.72
Diluted earnings per share (yen)	41.54	87.16	83.35	105.63	97.34
Equity-to-asset ratio (%)	89.5	91.8	87.6	89.4	90.9
Rate of return on equity (%)	51.0	59.0	45.4	56.6	44.9
Price-earnings ratio (times)	75.7	25.2	35.3	24.2	24.3
Payout ratio (%)	11.9	8.5	11.9	9.4	23.0
Number of employees [average number of temporary employees] (persons)	268 [3]	270 [2]	266 [3]	266 [2]	238 [2]
Total shareholder return [benchmark: TOPIX including dividends] (%)	219.7 [107.4]	154.2 [121.1]	205.8 [118.1]	179.4 [151.5]	167.7 [182.5]
Highest share price (yen)	3,445	3,740	3,295	3,278	3,455
Lowest share price (yen)	1,302	1,666	1,949	2,443.5	1,995.5

(Notes) 1. The highest and lowest share prices were recorded on the First Section of the Tokyo Stock Exchange until April 3, 2022 and on the Prime Market of the Tokyo Stock Exchange from April 4, 2022.

2. During the 19th fiscal year, the total number of issued shares became 886,961,539 shares due to changes in ordinary shares because of the following reasons:

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 - Decrease by 17,539,739 shares due to cancellation of treasury shares on February 29, 2024
 - Increase by 2,529,892 shares due to exercise of share options
 7. From the 22nd fiscal year, the Company records the Company's shares owned by the Trust which was established to introduce a restricted share unit plan as treasury shares on the financial statements. As a result, the Company's shares owned by the Trust are included in treasury shares deducted to calculate the total number of issued shares as of December 31 for the purpose of calculating net assets per share since the fiscal year ended December 31, 2023. They are also included in treasury shares deducted to calculate the average number of shares during the period for the purpose of calculating basic and diluted earnings per share since the fiscal year ended December 31, 2023.

2 【History】

In December 1994, Jungju Kim founded the former NEXON Corporation (current NXC Corporation) in Seoul, Korea, and started the online game business, which is the origin of Nexon Group.

The former NEXON Corporation (current NXC Corporation) entered Japan in September 2000 by acquiring 50% of issued shares of Solid Networks, Inc. (former NEXON Japan Co., Ltd.).

In December 2002, the Company (then, new NEXON Japan Co., Ltd.) was established with the aim of a full-scale entry into online game business in Japan. The Company's history subsequent to its establishment is summarized below.

(Note) Solid Networks, Inc. changed its name to the former NEXON Japan Co., Ltd. in October 2000 and then to Solid Networks, Inc. in October 2002.

<Subsequent to the establishment>

Date	Summary
December 2002	The former NEXON Corporation (current NXC Corporation) established the Company (new NEXON Japan Co., Ltd.) in Chuo-ku, Tokyo.
January 2003	The former NEXON Corporation (current NXC Corporation) sold its shareholding in Solid Networks, Inc. (former NEXON Japan Co., Ltd.). Following the dissolution of capital alliance between the former NEXON Corporation (current NXC Corporation) and Solid Networks, Inc. (former NEXON Japan Co., Ltd.), the Company took over the online game business from Solid Networks, Inc. (former NEXON Japan Co., Ltd.) and started full-scale operation of the online game business in Japan.
November 2003	The Company relocated its headquarters to 2-3-1 Shinkawa, Chuo-ku, Tokyo.
January 2004	The former NEXON Corporation (current NXC Corporation) established Lexian Software Development (Shanghai) Co., Ltd. in Shanghai, PRC.
September 2005	The Company established NX Games Inc. (current Nexon America Inc.) in the U.S.A.
October 2005	The former NEXON Corporation (current NXC Corporation) established new NEXON Corporation (current NEXON Korea Corporation) through a company split. The former NEXON Corporation (current NXC Corporation) changed its name to Nexon Holdings Corporation. The Company acquired new NEXON Corporation (current NEXON Korea Corporation) from Nexon Holdings Corporation (current NXC Corporation) and made it its subsidiary. (Note)
December 2005	The new NEXON Corporation (current NEXON Korea Corporation) acquired <i>MapleStory</i> from Wizet Corporation (current NX Properties Corporation).
March 2006	The new NEXON Corporation (current NEXON Korea Corporation) acquired Nexon SD Corporation (current Nexon Networks Corporation) and made it its subsidiary.
April 2006	The Company acquired Lexian Software Development (Shanghai) Co., Ltd. from Nexon Holdings Corporation (current NXC Corporation) and made it its subsidiary. NX Games Inc. changed its name to Nexon America Inc.
August 2006	The new NEXON Corporation (current NEXON Korea Corporation) acquired <i>KartRider</i> and <i>BnB</i> from MPlay Games Corporation.
July 2008	The new NEXON Corporation (current NEXON Korea Corporation) acquired Xeogen, Inc. and made it its subsidiary (it became an associate as a result of partial sale of shares in April 2009).
August 2008	The new NEXON Corporation (current NEXON Korea Corporation) acquired NEOPLE INC. and made it its subsidiary.
March 2009	Nexon Holdings Corporation changed its name to NXC Corporation.
April 2009	The Company changed its name to NEXON Co., Ltd. from NEXON Japan Co., Ltd.
April 2010	Nexon SD Corporation changed its name to Nexon Networks Corporation.
February 2011	The new NEXON Corporation changed its name to NEXON Korea Corporation.
October 2011	NEXON Korea Corporation established NEXON COMMUNICATIONS Co., Ltd. in Korea.
December 2011	The Company was listed on the First Section of the Tokyo Stock Exchange.

Date	Summary
July 2013	NEXON Korea Corporation established Nexon Space Co., Ltd. in Korea.
December 2015	NEXON Korea Corporation established NEXON TAIWAN LIMITED in Taiwan.
February 2016	NEXON Korea Corporation established Nexon US Holding Inc. in the U.S.A.
July 2016	NEXON Korea Corporation acquired N Media Platform Co., LTD. and made it its subsidiary.
October 2016	NEXON Korea Corporation acquired i Digital Connect Co., Ltd. (changed its name to Nexon Thailand Co., Ltd. in September 2017) and made it its subsidiary.
September 2017	NEXON GT Co., Ltd. (merged into NAT GAMES Co., Ltd. (current NEXON Games Co., Ltd.) in March 2022) acquired JoongAng Pangyo Development Co., Ltd. and made it its subsidiary.
February 2018	NEXON Korea Corporation acquired Nging Studios and made it its subsidiary.
March 2018	The Company relocated its headquarters to 1-4-5 Roppongi, Minato-ku, Tokyo.
June 2018	NEXON Korea Corporation acquired additional shares of NAT GAMES Co., Ltd. (current NEXON Games Co., Ltd.) and made it its subsidiary.
May 2019	Nexon Networks Corporation established NEXON NETWORKS VINA in Vietnam.
July 2019	The Company acquired additional shares of Embark Studios AB and made it its subsidiary.
October 2021	The Company established Nexon Studios, Inc. (current Nexon Filmed Entertainment Inc.) in the U.S.A. Nexon Studios, Inc. (current Nexon Filmed Entertainment Inc.) established Nexon Animation Development LLC in the U.S.A.
March 2022	NAT GAMES Co., Ltd. changed its name to NEXON Games Co., Ltd.
April 2022	The Company transitioned from the First Section to the Prime Market of the Tokyo Stock Exchange due to the restructuring of the market segments. Nexon Networks Corporation established NEXON DEV VINA LIMITED COMPANY in Vietnam.
May 2022	NEXON Korea Corporation acquired methinks Co., Ltd. and its subsidiary methinks technologies, Inc. and made them its subsidiaries. Nexon Studios, Inc. changed its name to Nexon Filmed Entertainment Inc.
October 2022	NEXON Korea Corporation established Toben Studio Inc. in the U.S.A.
December 2022	NEXON Korea Corporation established Nexon Block Corporation (current Nexon Universe Corporation) in Korea.
January 2023	Nexon Block Corporation (current Nexon Universe Corporation) established NEXON BLOCK SINGAPORE PTE. LTD. in Singapore.
July 2023	Nexon Block Corporation changed its name to Nexon Universe Corporation.
August 2023	Nexon Universe Corporation established NEXON UNIVERSE GLOBAL LIMITED in the U.A.E. NEXON UNIVERSE GLOBAL LIMITED established NEXPACE LIMITED in the U.A.E.
February 2024	NEXON Korea Corporation acquired additional shares of Nitro Studio Co., Ltd. and made it its subsidiary NEXON Korea Corporation established Buttons Co., Ltd. in Korea
October 2024	NEXON Korea Corporation established Mintrocket in Korea.

(Note) The former NEXON Corporation (current NXC Corporation) transferred its PC online business to the new NEXON Corporation (current NEXON Korea Corporation) in Korea through a company split on October 11, 2005 and assigned all of its shares to the Company on October 28, 2005. Since then, the former NEXON Corporation (current NXC Corporation) had been engaged in investment business other than the game business as the Company's parent company, and the Company, as an operating holding company, has been engaged in the online game business in Japan and also manages overseas group companies. However, the former NEXON Corporation (current NXC Corporation) sold part of its shareholding of the Company on January 30, 2018, and therefore is no longer the "parent company" and became an "other associate" of the Company.

3 【Description of Business】

As of December 31, 2024, Nexon Group consists of NEXON Co., Ltd. (“Company”), Nexon’s 45 consolidated subsidiaries and 15 equity-method associates and equity-method joint ventures, and is engaged in the production, development and service of PC online and mobile games. In Japan, the Company is responsible for developing the overall strategies for our products and services and operating the business, while overseas, our local consolidated subsidiaries do so in their respective regions as independently managed entities.

Accordingly, Nexon Group consists of geographical segments based on production, development and service of PC online and mobile games. The reportable segments include “Japan,” “Korea,” “China,” “North America,” and “Other.” European and Asian countries are included in “Other.”

See <Business description and positioning of the Company and its consolidated subsidiaries> in “(5) Nexon Group” below for the business description of each company.

- Major consolidated subsidiaries (as of December 31, 2024)

Korea:	NEXON Korea Corporation; NEOPLE INC.; NEXON Games Co., Ltd.; VIP Global Super Growth Hedge Fund
China:	Lexian Software Development (Shanghai) Co., Ltd.
North America:	Nexon America Inc.; Nexon US Holding Inc.
Other:	Embark Studios AB

Nexon Group classifies its lines of business into (a) PC online business and (b) Mobile business.

(1) Lines of business

(a) PC online business

The PC online business mostly involves the production, development, and service of PC online games. Additional services include consulting related to PC online game service, in-game advertising, and merchandising incidental to the PC online business.

Major titles serviced by Nexon Group include *MapleStory*, *Dungeon&Fighter* and *EA SPORTS FC™ ONLINE* (“*FC ONLINE*”). When preparing to launch a new title, we flexibly adapt to changing market conditions by conducting consumer tests, taking into account the characteristics and preferences of users in the respective areas of the world.

PC online games developed within Nexon Group, by NEXON Korea Corporation, NEOPLE INC., NEXON Games Co., Ltd. or other group companies, are directly serviced by these entities or, in regions that have large markets, through other members of Nexon Group such as the Company, Nexon America Inc., or NEXON TAIWAN LIMITED. We have endeavored to maximize business synergies by establishing a closely coordinated structure within Nexon Group for the production, development and service of PC online games. For PC online games developed by non-Nexon Group developers and for which we have acquired publishing rights, we maximize revenue by publishing those games through Nexon Group so that they reach a large audience and we also build rapport with such developers as we service their games. In regions where Nexon Group does not directly service games, we go through local publishers to service in-house developed PC online games. Through such business initiatives as above, we are making the utmost effort to service fun and creative games to users all over the world.

As for the consulting business, Lexian Software Development (Shanghai) Co., Ltd. provides Chinese publishers with consulting services for setting up and maintaining billing systems (please see the Note below) and membership systems, business strategy development, game operation and marketing.

In Korea, Nexon Networks Corporation provides services related to customer support when offering PC online and mobile games and net-café operation. N Media Platform Co., LTD. provides net-café with advertisement platform and operation management services.

The in-game advertisement business capitalizes on the strengths of ad placements within PC online games, i.e. ongoing updates of game contents and advertisement information, and leverages such features as that enabling direct exposure to players through in-game usage of functional items equipped with an advertisement function, or that enabling simultaneous exposure of different advertisements to their respective target users through dedicated servers that comprehensively manage all advertisements.

The merchandising business engages in the production and sales of goods that feature popular characters from games owned by Nexon Group.

(Note) Billing system: An electronic billing confirmation service related to the usage of internet or email services provided by enterprises.

< List of major game titles >

Title	Description	Genre	Major serviced area	Launched in
MapleStory	<i>MapleStory</i> is a side-scrolling 2D action MMORPG (Note 1) featuring cute characters and simple operation that can be played on low-spec PCs. Before the launch of <i>MapleStory</i>, MMORPGs were stereotyped as hard-core games, which was successfully overturned by the success of this title. Since its launch in Korea in 2003, <i>MapleStory</i> has actively introduced highly fashionable items, which played a role in establishing the microtransaction business model and became a major driving force in establishing the microtransaction revenue model in the online game industry. <i>MapleStory</i>'s IP (Note 2) is owned by NEXON Korea Corporation.	MMORPG	Japan Korea China North America Europe	Dec 2003 May 2003 Dec 2004 Oct 2005 May 2007
Dungeon&Fighter	<i>Dungeon&Fighter</i> is a side-scrolling action RPG featuring dynamic and speedy gameplay with a wide variety of skills and weapons, which are activated through simple operation, and various sound effects. It employs the stage-clear method where players can play the game casually because a play session ends every time a dungeon (Note 3) is cleared. This also creates a synergy with its thrilling arcade game-type combat method and the game has become a hit in all areas where it is serviced. <i>Dungeon&Fighter</i>'s IP is owned by NEOPLE INC.	MORPG (Note 4)	Japan Korea China	Mar 2009 Nov 2005 June 2008
FC ONLINE	<i>FC ONLINE</i> is a soccer game designed for PC players throughout Asia. This game allows anyone to play easily and train their own team built from a selection of actual star players from the past to the present. It provides players with immersive and vibrant game experience with an unparalleled number of partnerships and licenses as well as culturally customized live services.	Sports	Korea	May 2018

- (Notes) 1. MMORPG: Massively multiplayer online role-playing game
2. IP: Intellectual property right which collectively refers to patent, trademark, copyright, etc.
3. Dungeon: A setting for the adventure in the game, including regions where various mysteries are hidden, labyrinths and other places where players can earn experience points.
4. MORPG: Multiplayer online role-playing game. It is different from MMORPG in the number of players who actually play in the game world.

(b) Mobile business

The mobile business involves the development and service of mobile games playable on smartphones and tablet devices. Nexon Group develops and services mobile games in Japan and overseas. In Japan, the Company is engaged in mobile game service. In Korea, mobile game development and service are conducted primarily through NEXON Korea Corporation, NEOPLE INC. and NEXON Games Co., Ltd.

(2) Business models for PC online and mobile games

The Company's PC online and mobile game business models can be categorized into the following three types:

(a) Self-publishing model

Self-publishing model is a model where a game developed by a Nexon Group entity such as NEXON Korea Corporation and NEOPLE INC. is directly serviced (including the setup of a network environment, marketing and user support) by themselves or by the Company or another Nexon Group entity including Nexon America Inc. and NEXON TAIWAN LIMITED.

Once a game is launched, service fees are collected from users according to the pre-determined monetization method. In many cases, we pay fees to payment gateway providers to have them collect service fees from users on our behalf.

(b) Licensing model

Licensing model is a model where Nexon Group, as a copyright holder of commercialized games, enters into licensing agreements with outside publishers and grants them the right to publish our games.

A publisher who enters into a licensing agreement with us and acquires the publishing rights for a game will be responsible for setting up the network environment, marketing and user support necessary to service the game. The respective Nexon Group entity holding the copyright will provide support for such activities to enable the publisher to generate greater revenue.

Nexon Group entities engaged in the development of PC online games, including NEXON Korea Corporation and NEOPLE INC., have licensed publishing rights to non-Nexon Group publishers in China, for instance.

Under the licensing agreements where publishing rights are granted by Nexon Group, license is granted to a single publisher per country per game title. In other words, Nexon Group grants local exclusive publishing rights to a publisher. The respective Nexon Group entity holding the game copyright will provide game content updates and technical support on an ongoing basis to the publisher and in return receive contract money at the time of entering into the agreement, and once the game is launched, receive a predetermined rate as royalty in accordance with the service fees that the publisher collects from users.

The conditions for royalty and other payments are determined individually for each agreement, taking into account the real local situation of the country in which the publisher is located.

(c) Licensed publishing model

Licensed publishing model is a model where Nexon Group enters into a licensing agreement with a non-Nexon Group developer of PC online or mobile games to acquire exclusive publishing rights to a game within a specified region. Nexon Group will set up the network environment for such service, conduct marketing and user support, as well as service the licensed game.

In this case, we will collect service fees from users and pay a certain amount out of it as royalty to the outside PC online game or mobile game developer.

Nexon Group's deal with Valve Corporation related to *Counter-Strike Online* and the deals with Electronic Arts Inc. related to *FC ONLINE*, *EA SPORTS FC™ ONLINE M* and *EA SPORTS FC™ MOBILE* ("FC MOBILE") fall into this category.

(3) Monetization models for PC online games

Currently, there are three types of monetization methods for PC online games as follows. Nexon Group mainly uses the method under (a) for monetization.

(a) Microtransaction model of paying to purchase in-game items

Microtransaction is a model where a game is basically offered for free, but users pay to purchase the items (e.g. costumes, weapons) they need or to use specific services.

The basic game is free to play, which lowers the mental hurdle for a user to start playing a new PC online game. This allows new users to casually start playing a game, but on the other hand, it means that revenues generated by a game could be impacted by how appealing the in-game items offered for purchase are. In recent years, with heightening market awareness of free-to-play games, there are more and more PC online games in the market as a whole which have adopted this model to acquire new users.

Nexon Group was early to adopt the microtransaction model to PC online games because we wish for more users to enjoy the services of games we offer.

(b) Charges for sell-out and downloadable content (DLC)

This refers to the methods in which players are charged a one-time fee when purchasing the main game or when purchasing additional content.

The sell-out method is favored by users who value the game experience as a complete product, as it does not require additional charges after the purchase of the game. On the other hand, the DLC method aims to further expand the opportunities for users to enjoy the game by providing additional content such as new stories, items and characters in addition to the main game.

Nexon Group employs this method for specific titles and regions to provide a variety of game experiences that meet user expectations.

(c) Advertisement revenue model

Advertisement revenue model is a model where a game is free to play and revenue is generated through advertisements which are displayed on screen before, after or during the game. Since advertisements under this model are primarily sponsored by businesses, it is typically used in combination with method (a) or (b) above, and the popularity of the game itself (i.e. user traffic) will have a direct impact on revenue.

(4) Monetization models for mobile games

Currently, there are two types of monetization methods for mobile games as follows. Nexon Group mainly uses the method under (a) for monetization.

(a) Microtransaction model of paying to purchase in-game items

Microtransaction is a model where a game is basically offered for free, but users pay to purchase the items (e.g. costumes, weapons) they need or to use specific services.

The basic game is free to play, which lowers the mental hurdle for a user to start playing a new mobile game. This allows new users to casually start playing a game, but on the other hand, it means that revenues generated by a game could be impacted by how appealing the in-game items offered for purchase are. Microtransaction model is the mainstream in the mobile game market.

(b) Advertisement revenue model

Advertisement revenue model is a model where a game is free to play and revenue is generated through advertisements which are displayed on screen before, after or during the game. Since advertisements under this model are primarily sponsored by businesses, it is typically used in combination with method (a) above, and the popularity of the game itself (i.e. user traffic) will have a direct impact on revenue.

(5) Nexon Group

The Company, an operating holding company, is engaged in game-related business, mainly service of PC online and mobile games, in Japan and also management of Group companies.

Nexon Group has consolidated subsidiaries that service PC online games in major overseas markets (NEXON Korea Corporation in Korea, Nexon America Inc. in the U.S.A. and Nexon Thailand Co., Ltd. in Southeast Asia), and Nexon Group owns 100% of their shares.

NEXON Korea Corporation in Korea and its associated developers are engaged in production and development of PC online games as well as own intellectual property rights such as game copyrights of the developed games. For each game, they enter into an exclusive publishing agreement with (grants a license to) a Nexon Group or third-party online game publisher in each region and receive royalty fees.

In China, the laws prohibit foreign invested companies to directly service PC online games, and therefore Lexian Software Development (Shanghai) Co., Ltd., a Chinese consolidated subsidiary, provides Chinese publishers with necessary infrastructures and consultation (on business strategy, game operation, and marketing) for servicing games. Korean consolidated subsidiaries, including NEXON Korea Corporation, which own IPs of PC online games directly grant licenses to publishers who have necessary infrastructure and know-how to operate PC online games. NEOPLE INC. services *Dungeon&Fighter* through Tencent Technology Shenzhen Company Limited and Shenzhen Tencent Computer Systems Co., Ltd.

While Nexon Group develops world-class PC online game titles through its in-house development team, it also acquires intellectual property rights of PC online games through joint development with other companies, investments in developers, or acquisition of other companies. NEOPLE INC. which we acquired in August 2008 has the IP of *Dungeon&Fighter*, one of our main titles, and receives royalty from publishers based on the exclusive publishing agreements.

In the mobile game business, primarily, NEXON Korea Corporation and NEXON Games Co., Ltd. are engaged in the development and service.

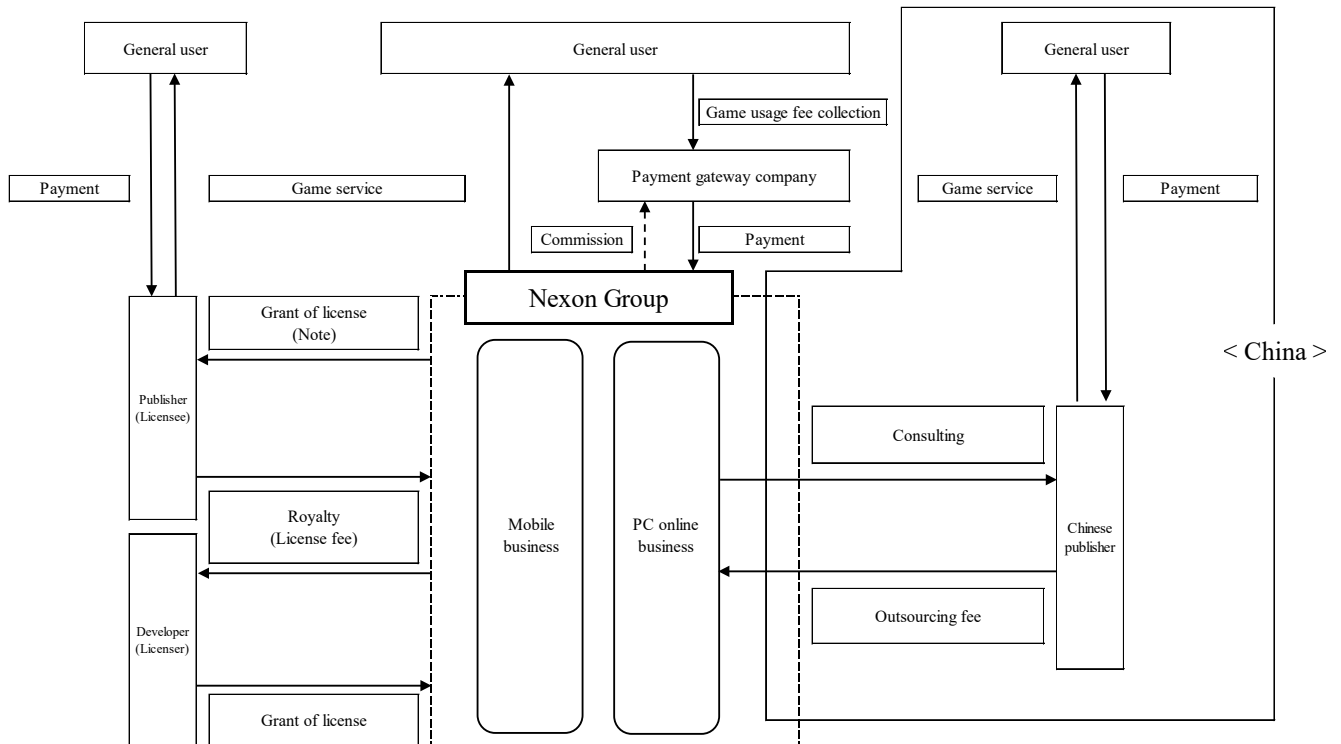
The business description and positioning of the Company and its major consolidated subsidiaries are as follows:

< Business description and positioning of the Company and its consolidated subsidiaries >

Company name	Business description	Capital relationship within Nexon Group	Main business		
			Service	Production/ Development	Other
NEXON Co., Ltd. (The Company) (Japan)	The Company is the core of game-related business, playing a leading role for overseas expansion of such game-related business as PC online and mobile games. It is also engaged in the PC and mobile game-related businesses in Japan and the management of its subsidiaries. It is also responsible for forming business partnerships with industry peers and other companies in Japan, as well as facilitating partnerships to globally service game titles developed by non-Nexon Group companies in Japan through Nexon Group.	The Company	○		
NEXON Korea Corporation (Korea)	Engaged in the development and management of PC online and mobile game-related business in Korea as well as in-house development of PC online and mobile game titles. It is also responsible for forming business partnerships to globally service game titles developed by non-Nexon Group companies in Korea through Nexon Group, as well as investing in and managing game developers in Korea. When a PC online game publisher services a PC online game whose IP is owned by NEXON Korea Corporation, NEXON Korea Corporation enters into an exclusive publishing agreement with (grants a license to) the publisher in the respective region and receives royalty. Major game titles developed include <i>MapleStory</i>.	Subsidiary of the Company	○	○	
Lexian Software Development (Shanghai) Co., Ltd. (PRC)	Provides publishers with necessary infrastructure and consultation (on business strategy, game operation and marketing) for servicing games in China.	Subsidiary of the Company			○
Nexon America Inc. (North America, U.S.A.)	Engaged in the service of PC online games mainly in North America.	Subsidiary of the Company	○		
Embark Studios AB (Other, Sweden)	Engaged in the development and service of games mainly in Europe.	Subsidiary of NEXON Korea Corporation	○	○	
NEXON Games Co., Ltd. (Korea)	Engaged in the development of PC online games and mobile games in Korea.	Subsidiary of NEXON Korea Corporation	○	○	
NEOPLE INC. (Korea)	Engaged in the development of PC online and mobile games in Korea. It is the developer of the Company's key title <i>Dungeon&Fighter</i> and owns its IP.	Subsidiary of NEXON Korea Corporation	○	○	
Nexon US Holding Inc. (North America, U.S.A)	A holding company in North America.	Subsidiary of NEOPLE INC.			○
VIP Global Super Growth Hedge Fund (Korea)	Engaged in equity investment trust business in Korea.	Subsidiary of NEXON Korea Corporation			○

[Business System Chart]

Chart 1 shows the matters described above.

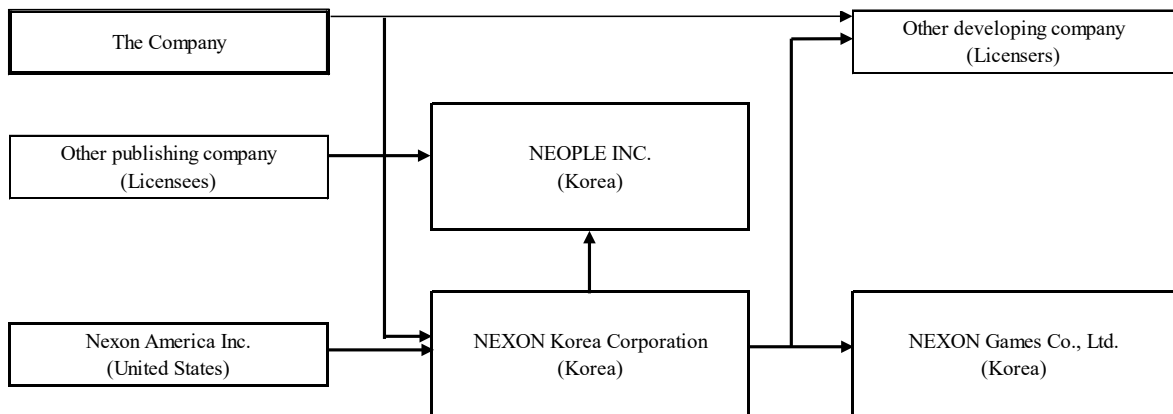


< Chart 1 >

(Note) A local exclusive publishing right is granted to a single company per game per country.

The royalty income flow within Nexon Group is shown in Chart 2, covering the Company and its major subsidiaries.

< Chart 2 >



4 【Subsidiaries and Other Affiliated Entities】

As of December 31, 2024

Company name	Location	Share capital / investment	Principal business	Ownership ratio of voting rights (%)	Relationship
(Consolidated subsidiaries)					
NEXON Korea Corporation (Notes) 3, 4	Seongnam, Gyeonggi-do, South Korea	KRW 32,500 million	Development and service of PC online and mobile games	100.0	Provide license of PC online games to the Company; Concurrent service of directors
Lexian Software Development (Shanghai) Co., Ltd.	Shanghai, PRC	USD 4,100 thousand	Consulting	100.0	Concurrent service of directors
Nexon America Inc. (Note) 8	California, U.S.A.	USD 210	Service of PC online games	100.0	Financial assistance; Joint and several guarantee is provided for a building lease agreement; Concurrent service of directors
NEOPLE INC. (Notes) 1, 3, 7	Jeju Self-Governing Province, South Korea	KRW 181 million	Development and service of PC online and mobile games	100.0 (100.0)	Provide license of PC online games to the Company
NEXON Games Co., Ltd. (Notes) 1, 5	Seoul, South Korea	KRW 32,930 million	Development of PC online games and mobile games	61.8 (61.8)	Not applicable
Embark Studios AB (Note) 1	Stockholm, Sweden	SEK 67 thousand	Development and service of games	100.0 (100.0)	Concurrent service of directors
Nexon US Holding Inc. (Notes) 1, 3	California, U.S.A.	USD 0.1	Holding company	100.0 (100.0)	Debt guarantee is provided for licensing agreements
VIP Global Super Growth Hedge Fund (Notes) 1, 3, 9	Seoul, South Korea	KRW 148,471 million	Equity investment trust	100.0 (100.0)	Not applicable
Other 37 companies					
(Equity-method associates)					
Brothers International, LLC (Notes) 1, 9	California, U.S.A.	USD 303,798 thousand	Production and development of movies, TV and digital contents	42.1 (42.1)	Not applicable
Alignment Growth Fund I, LP (Notes) 1, 9	New York, U.S.A.	USD 210,477 thousand	Investment business	55.7 (55.7)	Not applicable (Note) 10
IGIS Private Real Estate Investment Trust No.35 (Notes) 1, 9	Seoul, South Korea	KRW 132,500 million	Asset management business	50.0 (50.0)	Not applicable (Note) 11
Other 11 companies					

Company name	Location	Share capital / investment	Principal business	Ownership ratio of voting rights (%)	Relationship
(Equity-method joint ventures) DevCAT Co., Ltd. (Note) 1, 14	Seoul, South Korea	KRW 100 million	Development of games	55.5 (55.5)	Financial assistance (Note) 6
(Other associate) NXC Corporation (Notes) 1, 2	Jeju Self-Governing Province, South Korea	KRW 1,454 million	Investment business	Held 48.5 (18.4) [0.6]	Not applicable

- (Notes) 1. Figures in parentheses in “Ownership ratio of voting rights” indicate indirect ownership ratio included in the total.
2. Figures in brackets in “Ownership ratio of voting rights” indicate the ratio of voting rights held by closely related persons or those who have agreed and not included in the total.
3. These companies fall under a category of specified subsidiary.
4. Revenue of NEXON Korea Corporation (excluding internal revenue between consolidated companies) accounts for more than 10% of revenue in the consolidated financial statements. Major profit or loss information of NEXON Korea Corporation for the fiscal year ended December 31, 2024 is as follows:
- | | | |
|----------------------------------|-----------------------|------------------|
| Major profit or loss information | (1) Revenue | ¥269,079 million |
| | (2) Profit before tax | ¥123,614 million |
| | (3) Profit | ¥105,704 million |
| | (4) Total equity | ¥755,138 million |
| | (5) Total assets | ¥864,796 million |
5. Listed on KOSDAQ in Korea.
6. Financial assistance represents loans from Nexon Group.
7. Revenue of NEOPLE INC. (excluding internal revenue between consolidated companies) accounts for more than 10% of revenue in the consolidated financial statements. Major profit or loss information of NEOPLE INC. for the fiscal year ended December 31, 2024 is as follows:
- | | | |
|----------------------------------|-----------------------|------------------|
| Major profit or loss information | (1) Revenue | ¥153,911 million |
| | (2) Profit before tax | ¥125,785 million |
| | (3) Profit | ¥94,634 million |
| | (4) Total equity | ¥342,083 million |
| | (5) Total assets | ¥396,622 million |
8. The company is insolvent with liabilities exceeding assets by ¥38,958 million as of December 31, 2024.
9. “Ownership ratio of voting rights” represents investment ratio.
10. While Nexon Group’s investment in Alignment Growth Fund I, LP (“Fund”) accounts for a majority of the total investment, there is an agreement that Nexon Group shall follow the policy of NXC Corporation, the Company’s other associate and another investor of the Fund, and may not exercise its rights to the Fund at its own discretion; and therefore, Nexon Group does not control the Fund. On the other hand, because Nexon Group has significant influence over the Fund due to a majority ownership, the Fund is determined to be its associate and accounted for using the equity method.
11. With respect to “IGIS Private Real Estate Investment Trust No.35,” a real estate investment trust in which Nexon Group holds 50% of the trust beneficiary certificates for real estate, Nexon Group does not control the REIT because while it has the right to dismiss an asset manager with unanimous consent of all beneficiaries including Nexon Group, it considers the right as a defensive right and it cannot give instructions on the REIT’s relevant activities. On the other hand, Nexon Group considers that the REIT falls under its associate as it holds a 50% stake in the REIT and has significant influence, and therefore accounts for the REIT using the equity method.

12. As a result of additional acquisition of shares, Nitro Studio Co., Ltd., which was an equity-method joint venture, became a consolidated subsidiary from the fiscal year ended December 31, 2024. The company is included in other consolidated subsidiaries as the amount is immaterial.
13. Pixelberry Studios was excluded from the scope of consolidation from the fiscal year ended December 31, 2024 due to sale of all shares.
14. The company is insolvent with liabilities totaling ¥10,260 million as of December 31, 2024.

5 【Employees】

(1) Information about group

As of December 31, 2024

Name of reportable segment	Number of employees
Japan	238 (2)
Korea	7,962 (171)
China	186 (0)
North America	186 (11)
Other	757 (1)
Total	9,329 (185)

- (Notes) 1. The number of employees represent full-time employees, excluding those seconded from Nexon Group to outside Nexon Group and including those seconded from outside Nexon Group to Nexon Group.
2. The average number of temporary employees (e.g. contract employees) during the year is shown in parentheses.
3. An increase in the number of employees is mainly due to the reinforcement of business operations in Korean subsidiaries.

(2) Information about reporting company

As of December 31, 2024

Number of employees	Average age	Average length of service	Average annual salary
238 (2)	39.5 years old	7.7 years	7,256 thousand yen

- (Notes) 1. The number of employees represent full-time employees, and the average number of temporary employees (e.g. contract employees) during the year is shown in parentheses.
2. A decrease in the number of employees is mainly due to voluntary resignation.

(3) Labor union

No labor union is organized within the Company, but our group company NEXON Korea Corporation and some of its subsidiaries have formed the Nexon branch of the Korean Chemical & Textile & Food Workers' Union, which is associated with the Korean Confederation of Trade Unions. The management and employees maintain good relationship, and there are no matters between the labor union to be reported.

(4) Ratio of female managers, paternity leave acquisition rate and gender wage gap

The disclosure is omitted as the Company and its consolidated subsidiaries are not subject to the disclosure requirements provided in the provisions of the “Act on Promotion of Women’s Participation and Advancement in the Workplace” (Act No. 64 of 2015) and the “Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Act No. 76 of 1991).

II. 【Overview of Business】

1 【Management Policy, Business Environment, Issues to Address】

Any forward-looking statements in the following discussion are based on the judgment of Nexon Group's management as of December 31, 2024.

(1) Basic management policy

Nexon Group is aiming to become the world's top game company. Our fundamental policy for new game titles is to provide exciting, creative and unique games with high quality, and that for existing game titles is to provide users with games that continue to be fun for a long period of time, through engaging content updates and satisfying game operation.

(2) Target management indicators

Nexon Group focuses on revenue and operating profit as the key management indicators. We will increase our corporate value through the continuous growth of our revenue and operating profit.

(3) Business environment

Nexon Group is a global leader in the multiplayer online games. We have produced popular game titles having devoted fan bases and developed them over the years through our best-in-class live operation. Our portfolio consisting of diversified titles constitutes our solid and stable revenue base.

Currently, the focus of the global entertainment industry is shifting from entertainment based on the real world to virtual entertainment and from passive to participative experience. In addition to such structural change, a breakthrough in mobile technology has enabled multiplayer online games, our area of specialty, to be played not only on high-end PCs and consoles but also on mobile devices. As a result, our total addressable market has expanded from hundreds of millions of game players having high-end PCs to billions of players having mobile devices around the world. Against such a backdrop, there is increasing demand for the multiplayer online games, our greatest strength, and we believe such movement will further accelerate in the future. Also, because there are few companies that can create exciting games and have operational capability to sustainably grow them in this field, we take this situation as a tremendous opportunity for us.

(4) Mid- to long-term management strategy and issues to be addressed

Under such business environment, we set a future growth strategy, which centers on our IPs, for continuous growth of revenue and operating profit. The strategy consists of two axis: vertical growth driven by further growth of our major franchises and horizontal growth driven by creation and development of new blockbuster IPs. By promoting both simultaneously, we aim to become a company which owns multiple major IPs.

Based on the above, we recognize the following items as issues to be addressed.

(a) Vertical and horizontal growth to expand our IPs

Nexon Group has hundreds of millions of fans around the world and owns intellectual property associated with multiple game titles ("game IPs") that are as big as, or even bigger than, international blockbuster movies and game series. These game titles have grown and generated stable revenues over a long period of time through attractive and consistent content updates aiming to entertain users and our best-in-class live game operations. Particularly, by growing our three major franchises, *Dungeon&Fighter*, *MapleStory*, and *EA SPORTS FC™*, we will further solidify our stable revenue base, and by investing the revenue and cash flows generated by the three major franchises into the creation of next-generation blockbuster IPs, we will increase the number of blockbuster IPs that will become our pillars. Specific measures for vertical growth to further develop our major IPs and horizontal growth to nurture the next-generation blockbuster IPs are as follows.

(i) Vertical growth by leveraging major IPs

We define vertical growth as the larger, longer-term growth of our three major franchises, *MapleStory*, *Dungeon&Fighter* and *EA SPORTS FC™*, which are the pillars of our business. Besides focusing on the

live services of these three major franchises, we will also pursue the following four specific measures to snowball these IPs' growth.

- i. Development of new game titles based on our existing IPs
- ii. Expansion of platforms
- iii. Expansion into new markets
- iv. Hyperlocalization strategy

(ii) Horizontal growth by nurturing the next-generation blockbuster IPs

We intend to realize horizontal growth by investing the revenue and cash flow generated from the three major franchises into creation of the next-generation blockbuster IPs and nurturing Nexon Group's other existing game franchises such as *Mabinogi* and *Blue Archive*, as well as *ARC Raiders* and other new IPs currently in development to become the fourth and fifth pillars which follows the three major IPs.

(b) Sustainability initiatives

The Company is aiming to become the world's top game company, and our basic policy for new game titles is to provide exciting, creative and unique games, and that for existing game titles is to provide users with games that continue to be fun for a long period of time, through engaging content updates and satisfying game operation. Under such basic policy, in order to achieve sustainable growth and enhance mid- and long-term corporate value, we recognize that implementing appropriate initiatives to address various issues regarding sustainability is one of the top management priorities.

To enhance corporate value from the viewpoint of sustainability, the Company has strengthened the organizational system for the promotion of sustainability and established the Sustainability Committee as an advisory body to the Board of Directors. The Sustainability Committee monitors and manages key risks and opportunities on various sustainability-related themes at Nexon Group, formulates strategies, and determines initiatives. Strategies and initiatives decided by the Sustainability Committee are regularly reported to the Board of Directors and receive its supervision.

The Sustainability Committee has assessed key risks and opportunities that should be prioritized based on their financial impact on Nexon Group, the impact of our activities on the environment and society, and the likelihood of their occurrence, from a medium- to long-term perspective. As a result, the Committee has recognized climate change, human capital and intellectual property (IP) as the three main sustainability issues of Nexon Group and has established corresponding strategies and initiatives.

Refer to "II. Overview of Business, 2 Disclosure of Sustainability-related Financial Information" for details of Nexon Group's sustainability initiatives.

2 【Disclosure of Sustainability-related Financial Information】

Nexon Group's disclosure of sustainability-related financial information are as follows.

Any forward-looking statements included herein are based on the judgment of Nexon Group as of December 31, 2024.

Nexon Group is aiming to become the world's top game company, and our basic policy for new game titles is to provide exciting, creative and unique games, and that for existing game titles is to provide users with games that continue to be fun for a long period of time, through engaging content updates and satisfying game operation. Under such basic policy, in order to achieve sustainable growth and enhance mid- and long-term corporate value, we recognize that implementing appropriate initiatives to address various issues regarding sustainability is one of the top management priorities.

(1) Governance

In order to enhance Nexon Group's corporate value from the perspective of sustainability, we have strengthened the organizational system for the promotion of sustainability. As of December 10, 2024, the Company established the Sustainability Committee, chaired by Shiro Uemura, Representative Director and Chief Financial Officer, as an advisory body to the Board of Directors. The Sustainability Committee consists of six members, including Shiro Uemura, Representative Director and Chief Financial Officer, as well as Satoshi Honda and Shiro Kuniya, who are external directors (Audit and Supervisory Committee members). The Sustainability Committee monitors and manages major risks and opportunities on various sustainability-related themes at Nexon Group, formulates strategies, and determines initiatives. Strategies and initiatives decided by the Sustainability Committee are regularly reported to the Board of Directors and receive its supervision. In addition, the Sustainability Secretariat has been established as a subordinate organization under the Sustainability Committee to implement initiatives in line with Nexon Group's sustainability policy and strategies in cooperation with relevant departments including legal, accounting and finance, and HR departments.

(2) Risk Management

Risks and opportunities related to sustainability are identified, assessed and managed by the Sustainability Committee. Furthermore, the risks and opportunities that should be prioritized are narrowed down upon closer examination by the Sustainability Committee based on their financial impact on Nexon Group, the impact of Nexon Group's activities on the environment and society, and the likelihood of their occurrence, from a medium- to long-term perspective.

The Sustainability Committee identifies risks and opportunities that Nexon Group should address with reference to standards such as the SASB Standards (Sustainability Accounting Standards Board), which provide companies with guidelines for sustainability-related disclosures, recognizes the following items as key sustainability issues in light of their importance, and establishes strategies and initiatives. Strategies and initiatives decided by the Sustainability Committee are regularly reported to the Board of Directors and receive its supervision. In addition, the status of responses to risks and opportunities related to sustainability is monitored by the Sustainability Committee, and the details are reported to the Board of Directors.

Key items	Risks	Opportunities
Climate change	- Increases in costs and investments due to strengthening of regulations on greenhouse gas emission, etc. (transition risk) - Loss of asset value and depletion of resources due to natural disasters (physical risk)	- Improvement of the company image through environmentally conscious activities - Reduction of costs due to energy conservation measures
Human capital	- Lack of diversity in human resources leads to issues and lowers operational efficiency - Increases in investments related to human resource development	- Realizing a work environment that induces creative ideas by embracing diversity-oriented human capital - Raising motivation of employees by increasing investments in human resource development

Key items	Risks	Opportunities
IPs (intellectual property rights)	• Intensifying competition to create IPs • Increases in investments to create, acquire and manage IPs	• Expansion of business opportunities through the continual use of IPs • Enhancement of brand value through the creation of new IPs

(3) Climate change

Nexon Group considers it necessary to accurately identify the impact of climate change on the entire value chain and the opportunities it poses from a medium- to long-term perspective, and to respond appropriately. As part of this effort, we will contribute to the realization of a sustainable society by setting targets for the reduction of greenhouse gases, analyzing the risks and opportunities that climate change poses to management, and taking optimal measures.

(a) Strategy

Based on the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), Nexon Group has identified (1) risks associated with the transition to a low-carbon economy and (2) physical risks such as property loss caused by natural disasters due to climate change and has formulated and promoted strategies to address such risks. Going forward, we will continue to regularly assess the impact of climate change, appropriately reflect it in the strategies, metrics and targets of the entire Nexon Group, as necessary, and proactively disclose related information.

(i) Reduction of energy consumption at major facilities

The occurrence of natural disasters due to climate change exposes Nexon Group's major facilities, including the office buildings of Nexon Korea Corporation, to risks such as substantial losses, restoration costs, and interference with business operations due to service interruptions. To address such risks, Nexon Group is considering measures to reduce greenhouse gas emissions from its major facilities and cut down on energy consumption. Specifically, we identify activities for which calculation based on the GHG Protocol is required and are working to inventory and manage greenhouse gases emitted from major facilities.

(ii) Use of renewable energy

For the realization of a decarbonized society, we are working to reduce greenhouse gas emissions to lower our environmental impact by transitioning to renewable energy. As part of this effort, we are considering measures to increase the proportion of renewable energy used, such as installing solar panels and switching to electric vehicles.

(iii) Reduction of costs through the reuse of energy

As one of the opportunities brought about by climate change, Nexon Group is working on the reuse of water resources and waste material in order to reduce costs through energy conservation. We will also strive for further improvement by keeping track of and managing fluctuations in the amounts of water resource intake and reuse, as well as the amounts of waste disposal and reuse.

(iv) Implementation of environmental education and initiatives to reduce environmental impact

As part of its efforts to address climate change, Nexon Group recognizes that promoting corporate activities in harmony with the environment is an opportunity to enhance our ability to adapt to a decarbonized society in the future and to improve our corporate image. To this end, we are promoting initiatives to reduce our environmental impact, such as conducting environmental education for employees, reducing the use of disposable cups, turning off office equipment when leaving work, and deleting unnecessary e-mails.

(v) Reduction of energy consumption in data centers

Nexon Group's main business is the production, development and service of PC online and mobile games, and energy consumption is not considered to be that large compared to the general manufacturing

industry. On the other hand, due to the high proportion of energy consumption in data centers, Nexon Group is striving to reduce energy consumption in data centers by measuring greenhouse gas emissions based on the GHG Protocol.

(b) Metrics and targets

Nexon Group's metrics for climate change and actual data are as follows. Targets are not included because the setting of specific targets to monitor the strategy regarding climate change is under consideration.

• Amount of greenhouse gas emissions

Metrics	FY2023 actual data	FY2024 actual data
Scope 1 (tCO ₂ e)	141	147
Scope 2 (tCO ₂ e)	5,946	6,018

- (Notes) 1. Scope 1 emissions are calculated by applying the emission factors presented by the guidelines of the Intergovernmental Panel on Climate Change (IPCC).
 2. Scope 2 emissions are calculated in accordance with the guidelines established by the authorities in each country.
 3. The amounts of greenhouse gas emissions above are calculated for major facilities (office buildings, etc.) owned by Nexon Group.

(4) Human capital

Nexon Group provides services related to online games around the world and is promoting the utilization of diverse talents in all locations regardless of age, gender, nationality, or disability. We are also promoting cross-border assignment and utilization of talented human resources with an aim to improve the development level on a global basis by sharing technology and know-how across Nexon Group. Our policy regarding human resource development including securing diversity in human resources and our policy regarding improvement of the work environment are as follows.

(a) Strategy

(i) Diversity of human resources

Nexon Group considers human resources to be an important capital for creating high-quality game content and providing enjoyable experiences. Therefore, we respect the individuality and talents of our employees and hire various personnel in a wide range of fields. In addition to external recruitment, we are also focusing on discovering and developing human resources who can thrive in the game industry. In Korea, we support university students who are interested in the game industry through online and offline job fairs, support for game development clubs, and industry-academia collaboration programs. Through these initiatives, we recruit people with diverse backgrounds and experiences, and as a result, we create and maintain an environment where people with different set of values, opinions, expertise, and experience can thrive by demonstrating their individuality and abilities, irrespective of gender, age, nationality, religion, LGBTQ status, or disability.

(ii) Human resource development

Nexon Group fully supports the growth of its employees and focuses on the development of "creative talents." In addition to educational support aimed at improving knowledge and skills, we also offer cultural and artistic programs that stimulate creativity and development programs that promote the growth of the entire organization. Our internal e-learning system in Korea offers a variety of courses including job competence, leadership, business administration, and new employee training through an online education platform dedicated to employees. In addition, we conduct a cultural and artistic experience program at a dedicated internal forum with the purpose of fostering a creative cultural climate and enhancing creativity. Through these diverse internal human resource development programs, we are promoting the individual growth of our employees, and as a result, building a foundation to provide our users with contents of higher quality and creativity.

(iii) Comfortable working environment

Nexon Group is committed to creating a workplace environment where diverse personnel can work in a healthy manner. In particular, the system implemented for employees in Korea allows them to choose flexible working hours according to their individual work patterns. Furthermore, in order to support work-life balance, we operate our own in-house daycare center in Korea and proactively support employees in balancing family and work.

(b) Metrics and targets

Nexon Group's metrics for its policy regarding human resource development including securing diversity in human resources and its policy regarding improvement of the work environment and actual data are as follows. Targets are not included because the setting of specific targets to monitor the strategy regarding the policy is under consideration.

(i) Gender ratio and ratio of female managers (securing diversity in human resources)

Metrics	FY2023 actual data	FY2024 actual data
Gender ratio	Male: 65% • Female: 35%	Male: 66% • Female: 34%
Ratio of female managers (Note)	24%	23%

(Note) In the case of the Company, a “manager” refers to a line manager at the level of leader or higher, and in the case of consolidated subsidiaries other than the Company (all overseas entities), the term is determined in consideration of the organization and job status at each company.

(ii) Percentage of employees taking childcare leave (improvement of the work environment)

Metrics	FY2023 actual data	FY2024 actual data
Percentage of male employees taking childcare leave	4%	5%

(Note) The percentage of male employees taking childcare leave applies to the Company and its subsidiaries in Korea, which serve as a key base for Nexon Group. The actual data are close to those on a consolidated basis since the percentages of employees of the Company and such subsidiaries against the total number of Nexon Group employees in FY2023 and FY2024 are 84% and 88%, respectively.

(5) Intellectual property rights (IPs)

As a company engaged in production, development and service of online games, Nexon Group is deeply aware of the intensifying competition in the current game industry. With the evolution of technology, new competitors are constantly appearing in the market, and the expectations of users are increasing day by day. We continue to strive to create new business opportunities by leveraging our diverse lineup of IPs accumulated over the years and improve our brand value through the development of new IPs. In this environment, we recognize that appropriate IP investment and protection are indispensable for sustainable business growth and medium- to long-term enhancement of corporate value, and we have positioned this as an important issue in our management strategy.

(a) Strategy

(i) Enhancement and expansion of existing IPs

Nexon Group has fostered its own IPs with a focus on two key titles, *Dungeon&Fighter* and *MapleStory*. As we continue to operate these existing games, we are also working to provide users with a fresh gaming experience by developing new games based on those IPs. As part of this effort, we are developing new titles based on the *Dungeon&Fighter* IP: *The First Berserker: Khazan*, *Project OVERKILL*, and *Project DW*. In addition, we are actively utilizing our IPs in fields other than games to expand business opportunities. In particular, we are expanding the scope of IP utilization by producing web comics, web novels, and animations based on the stories of games such as *Blue Archive*, *Dungeon&Fighter*, and *MapleStory*, which attract users with their engaging storylines and characters.

(ii) Creation of new IPs

Nexon Group is simultaneously advancing large-scale projects and experimental small-scale projects under its “Big & Little” strategy and has announced new games in a variety of genres. For “Big” projects, multiple titles are under development, including *The First Descendant* (loot shooter), *NAKWON: LAST PARADISE* (extraction RPG), *Project DX* (MMORPG), and *ARC Raiders* (survival shooter). As for “Little” projects, challenging and creative games are being created in a freer development environment. Notably, MINTROCKET (originally an in-house division of NEXON Korea Corporation, incorporated as a wholly-owned subsidiary in the fiscal year ended December 31, 2024) released the hybrid marine adventure game *DAVE THE DIVER*, which has sold more than five million units in total since its global launch on Steam. New contents are planned for release going forward.

(iii) Investments in R&D

To lead the way in the next generation of technologies, Nexon Group has established a new organization dedicated to research and development and is strengthening investment in technological innovation. As part of this initiative, we established a data science research organization in 2017 called the “Intelligence Lab” to accommodate the technological diversity and changes in game development and to meet our unique R&D needs. Currently, the Intelligence Lab has more than 700 members, the largest in the industry, and has begun to develop advanced systems using machine learning and deep learning, in addition to sophisticating in-game functions. As a result, we have created an environment to provide users with a more enjoyable gaming experience, and we are aggressively promoting research and development activities.

(iv) Protection of IPs

Nexon Group is actively pursuing patent and trademark applications to protect its IPs. In addition, we have strengthened measures against infringement and, in the event that we find that any of our various IPs, including game content, has been infringed by a third party, steps are in place to promptly respond to and eliminate the cause of such infringement.

(b) Metrics and targets

Nexon Group has the developmental and technological capabilities to consistently create and maintain world-class IPs. Based on this foundation, we have expanded business opportunities and steadily enhanced our brand value. We recognize the importance of ongoing investment in IP creation as we aim for sustainable growth going forward. Therefore, while we manage various metrics and results, we do not establish specific numerical targets. This is because such targets are subject to change frequently depending on the status of development or release.

(i) R&D expenses

Metrics	FY2023 actual data	FY2024 actual data
Amount of R&D expenses (¥ million)	24,618	24,944
R&D expense ratio (%) (R&D expenses / revenue)	5.8	5.6

(ii) Number of patent registrations

Metrics	FY2023 actual data	FY2024 actual data
Number of new registrations	63	65
Number of registrations at year-end	330	385

3 【Business Risks】

The following section provides an overview of the matters related to our business and financial information stated in this report that may have a significant impact on investors' judgments. Matters that are not necessarily considered as such risk factors but are deemed important for investors in making investment decisions are also disclosed from the viewpoint of active information disclosure to investors.

Fully recognizing the possibility of these risks occurring, the Company's policy is to prevent their occurrence and to prepare countermeasures in case of occurrence; however, it is our view that investment decisions concerning the Company's shares should be made after carefully considering the matters specifically noted below as well as other information contained in this report.

Any forward-looking statements in the following discussion are based on the judgments of Nexon Group's management as of the filing date of this report and do not contain all risks that may arise in future.

(a) Risk concerning business environment

i) Growth potential of PC online, mobile and console game markets

In line with the growing number of Internet users in Asia and the increasing broadband penetration rate in China, Europe and North America, the Internet market is expected to keep expanding. The penetration rates of smartphones and tablets are also expected to increase globally. And above all, the Company expects to see further expansion of the global market of PC online, mobile and console games in which Nexon Group operates.

However, if the PC online, mobile and console game markets do not grow in the manner the Company expects, if game license fees soar or if a prolonged game development period causes delay or suspension in service, Nexon Group's financial results or future business development could be adversely affected.

ii) Market environment of PC online, mobile and console games

The Company's core business is PC online, mobile and console games. The expansion of our PC online business is based on the premise that the Internet market continues growing with the spread of broadband environment. For the mobile game business, the mobile game market is also expected to continue growing along with the global spread of smartphones. Similarly, for the console game business, we expect the console game market to expand as the global penetration of game consoles expands.

However, if the development of the Internet-related market is impeded by unexpected factors including introduction of new legal regulations, delay in technological innovation and trends of telecommunication providers such as revision of fees for Internet or mobile phone service, Nexon Group's business development and financial results could be adversely affected.

iii) New entrants and competitors

There are substantial number of competitors in the PC online, mobile and console game markets which are the major markets for Nexon Group's business.

We are in competition with not only PC online, mobile and console games but also other games in various genres including PC packaged games and social-network games. We also compete for users' time with other online services than gaming such as social network and streaming services for videos and music. If users spend more time on these competing games and online services, Nexon Group's business development and financial results could be adversely affected.

With an aim to attain market supremacy, Nexon Group strives to differentiate itself from its competitors by offering unique services and game titles through the use of our experiences, know-how and brand in the PC online business accumulated over the years, and to acquire new users steadily by constantly developing and servicing attractive and competitive new PC online, mobile and console game titles.

However, if an intensified competition or reputational damage results in a decrease in the number of users of our PC online, mobile and console games or if service of game contents is delayed, Nexon Group's business development and financial results could be adversely affected.

iv) Technological innovation

The PC online, mobile and console game markets in which Nexon Group operates are closely linked to the Internet environment and network technology and subject to extremely fast-paced technological innovation and rapid advancement of programs, etc.

In an effort to keep up with such technological innovation, Nexon Group continues to develop software and contents that correspond to changes in service models and new functions. However, if we cannot respond to unexpected new technology or new services developed by our competitors in a timely manner, the

competitiveness of our services could decline relatively and it could adversely affect Nexon Group's business development and financial results.

(b) Risks concerning Nexon Group's services

i) Business expansion into overseas markets

Nexon Group services or grants licenses of PC online, mobile and console games globally including in Japan, Korea, China and the United States, and its operating results and financial position may be affected by changes in political, economic and geopolitical situations in these countries and regions, especially in Korea and China.

In promoting business expansion in overseas markets, Nexon Group considers business alliance with other companies, establishment of joint ventures, or M&A as necessary, but if such process is delayed due to various uncertainties, Nexon Group's business development and financial results could be adversely affected.

ii) Concentration of sales on major franchises

Nexon Group's revenue depends heavily on certain major franchises, and *Dungeon&Fighter*, *MapleStory* and *EA SPORTS FC™* accounted for a large percentage of consolidated revenue for the fiscal year ended December 31, 2024. Although Nexon Group is striving to diversify its portfolio through developing competitive new game titles and obtaining licenses of or acquiring titles developed by other companies, changes in users' preference, unexpected failure in servers or other systems, or disputes concerning intellectual property right could have an adverse effect on Nexon Group's business development and financial results.

iii) Seasonal fluctuations in financial results and business characteristics

In the PC online game market in which Nexon Group operates, revenue tends to increase during holiday seasons such as the New Year holidays, summer vacation, long holiday season and Lunar New Year around the world including Japan, Korea, China, Europe and the United States. Although we recognize such seasonal fluctuations as one of the variable factors affecting the number of game users, a significant fluctuation could have an adverse effect on Nexon Group's financial results.

iv) Expansion of PC online, mobile and console game portfolios

With an aim to increase the number of users, Nexon Group seeks to expand its portfolios by continuously developing new PC online, mobile and console game titles, but it is possible that development does not go as planned. We also work on the portfolio expansion by obtaining licenses of or acquiring PC online, mobile and console game titles developed by other companies, but if we fail to develop or acquire PC online, mobile and console game titles as planned, it could have an adverse effect on Nexon Group's business development and financial results.

v) Updates of the existing titles of PC online, mobile and console games

Nexon Group offers updates for new stories and holds highly entertaining in-game events regularly for the existing PC online, mobile and console game titles in order to increase continued users and extend their life cycle.

However, if we fail to update or enhance the existing PC online, mobile and console game titles as planned, it could have an adverse effect on Nexon Group's financial results.

vi) Risks associated with service

Nexon Group mostly develops its PC online, mobile and console game titles within the group, which enables us to accumulate its unique development know-how and have a flexible development system capable of promptly responding to changes in users' preferences that vary from country to country.

However, we cannot deny the possibility that we may not be able to understand customer demands in a timely and accurate manner for any reason, which may hinder enhancement of appropriate service for the existing game titles or development of new game titles meeting the users' preferences. In such an event, our appeal to users will deteriorate and Nexon Group's business development and financial results could be adversely affected.

vii) Microtransaction model

Nexon Group primarily offers PC online, mobile and console game services using free-to-play model whereby users can play games for free but pay to purchase items to enjoy the game including costumes, accessories, and weapons. While Nexon Group strives to develop an optimized revenue model by analyzing the item sales trend, there is a possibility that a different revenue model developed by our competitors may be accepted by users. If we fail to accommodate such new model, our appeal to users' may deteriorate and Nexon Group's business development and financial results could be adversely affected.

viii) Reputational damage and fraudulent act

Users' unfounded rumors about PC online, mobile and console games serviced by Nexon Group may damage our reputation and have an adverse effect on our financial results.

In addition, a fraudulent act called "Real Money Trading" (Note) by certain malicious users was identified whereby in-game contents such as items, characters and non-cashable currency used within the games serviced by Nexon Group were obtained through illegal means and then used and transferred. In the past, there was an incident in one of our U.S. subsidiaries where its server was hacked from outside resulting in an anomalous increase in the in-game currency of certain users, and the subsidiary needed to terminate their access. Nexon Group works on preventing any illegal use or transactions of contents by introducing a system that enables in-game trading of contents among users. However, there are more ways of fraudulent acts than we can imagine, and we cannot assure that these countermeasures are sufficient.

In the event that a fraudulent act using our service is identified, the credibility of Nexon Group and the Company's services may be undermined, which could have an adverse effect on Nexon Group's business development and financial results.

(Note) Real Money Trading: Act to sell characters, items, in-game currency, etc. used in online games for real money.

ix) Damage to Nexon brand

Nexon Group enjoys high brand recognition in Korea, China and Japan, and we believe it is important to maintain and enhance such recognition in order to expand customer base and acquire new business partners.

If Nexon Group fails to make sufficient investment to maintain and enhance brand recognition, if our competitors establish a more competitive brand, or if the public image of the PC online, mobile and console game industry declines, it may damage Nexon Group's brand and could have an adverse effect on Nexon Group's business development and financial results.

(c) Risks concerning legal regulations

Nexon Group services or grants licenses of PC online and mobile games around the world including in Japan, Korea, China, the United States and Europe, and our business operation is subject to legal regulations in these countries and regions. Nexon Group operates its business faithfully in full compliance with laws and regulations. However, if Nexon Group receives administrative punishment for violating these regulations or judicial precedents, or if Nexon Group's business becomes subjected to restrictions due to reasons such that relevant laws and regulations are tightened or new laws and regulations or judicial precedents are established in the future, Nexon Group's business development and financial results could be adversely affected.

Legal restrictions considered especially important are as follows:

i) Legal regulations concerning juveniles

On May 25, 2019, the WHO ratified the text of ICD-11, which newly designates "gaming disorder" as an addictive behavior disorder. ICD-11 has come into effect in January 2022 and is utilized internationally by medical experts in diagnoses and examinations. Also, each country has regulations to prevent juveniles from becoming game addict and protect them from intense stimulus such as violence. In Korea, for example, the game operators are required to report to parents of game users under 16 years of age the information on the game products including the characteristics, rating, fee-charging policy and usage details such as payment history to prevent excessive immersion in games by youths. Also, limits on the game usage and time spent in using game products may be set at the request of users or their parents. In China, "Online Games Ethics Committee (OGEC)," an organization to evaluate the appropriateness of game contents to be serviced in China, was established and measures for juveniles have been put in place to limit their play time of online games, as well as the amount of spending for in-game contents, according to their respective ages. In addition, on August 30, 2021, General Administration of Press and Publication of China put forth measures limiting play time of online games to address gaming addiction considered to have effects on physical and psychological health of minors and released a notice. As a result of this notice, gaming companies are required to limit their service of online games offered to children under 18 years of age to one hour between 8 pm and 9 pm on Fridays, Saturdays, Sundays and public holidays, and the rule has become effective on September 1, 2021.

Nexon Group is striving to minimize potential impacts from these regulations by voluntarily introducing a game fatigue system and actively participating in social activities to prevent game addiction. However, if the interpretation of these regulations or judicial precedents is revised or new laws and regulations are established in

the future, Nexon Group's business may be subjected to restrictions, or we may be required to take additional measures and spend more costs to comply with such regulations.

In addition, with the spread of smartphones, the number of juvenile users using the smartphone of their family members is increasing. The payment options for purchasing in-game items of our smartphone games include payments through telecommunications carrier and payments through distribution platform linked to the smartphone, which could result in billing-related troubles such that juvenile users using their family members' smartphone mistakenly purchase in-game items with the payment method using the smartphone resulting in a large amount of bills.

Nexon Group is striving to form a sound market environment through measures such as information exchange with the supervisory authorities, but if billing-related troubles increase or an unexpectedly large-scale trouble occurs, or if new laws and regulations or self-regulations to deal with such troubles are established in the future, Nexon Group's financial results, financial position and future business development could be adversely affected.

ii) Assessment of game contents

Prior to releasing games, Nexon Group undergoes an assessment by supervisory authorities or a third-party organization designated by the country in which games will be released or a platform on which games will be serviced. If issues related to violence, gambling property or sensational contents are identified in the assessment, we may be required to limit access by certain age group or revise game contents. In addition, if serious violation of the assessment items is identified after the launch, we may receive administrative punishment or other punishment including suspension of game service on the relevant platform. In such an event, the credibility and brand of Nexon Group's and the Company's services are undermined, which could have an adverse effect on Nexon Group's business development and financial results.

iii) Legal regulations concerning randomized items

Many countries, states, and regions are moving toward tightening regulations, such as requiring probability disclosure, on the service generally called loot boxes or gacha games focusing on its speculative and gambling nature as the service provides in-game items by deciding the type of items based on pure chance. Particularly, in Belgium and Slovakia, it was made clear that loot boxes offered for purchase would fall under gambling and be subject to gambling regulations. In 2022, a higher court of the Netherlands overturned the lower court's decision that loot boxes fall under gambling, but the law-making body is trying to pass a bill that would make loot boxes illegal. Also, in Korea, a partial amendment to the "Game Industry Promotion Act" that requires the disclosure of information on the probability of obtaining chance-based items became effective on March 22, 2024. If countries, states or regions in which Nexon Group services online games establish stricter regulations or declare harsher judicial decisions, Nexon Group's business may be subjected to restrictions, or we may be required to take additional measures and spend more costs to comply with such regulations.

iv) Legal regulations in China

The Chinese government has been promoting to foster its domestic online game industry and regulates the operation of games developed by foreign companies in China. On May 1, 2017, the Ministry of Culture enacted a law strengthening regulations and administrative supervisory functions with respect to standard online game operation, and "Online Games Ethics Committee (OGEC)," an organization to evaluate the appropriateness of game contents to be serviced in China, was established in December 2018.

Nexon Group strives to minimize potential impacts of the above legal regulations mainly by forming partnership with local game publishers in China. However, if Nexon Group receives administrative punishment for violating these regulations due to unexpected circumstances, if the game approval procedures by the Chinese authorities is delayed or frozen, or if relevant laws and regulations are tightened or new laws and regulations are established in the future and Nexon Group's business is subjected to the restrictions, Nexon Group's business and financial results could be adversely affected.

v) Legal regulations in Japan

In Japan, it was clarified that "Kompu gacha (complete gacha)" falls under the category of "card matching" that is prohibited by the Act against Unjustifiable Premiums and Misleading Representations, and the industry group took the lead in establishing and releasing self-regulating guidelines. In-game currencies may also be subject to the Payment Services Act as "prepaid payment instruments." Nexon Group has always operated its business by placing the most importance on continuous use and support by users while ensuring compliance with the laws and regulations. However, Nexon Group may be required to put into place a new system or framework in order to comply with laws or judicial precedents that may be enacted or amended/revised as well as the industry

group's guidelines that may be established in future. If we fail to establish such system or framework in a timely manner, or if we incur more costs than expected to take necessary measures, it could have an adverse effect on the Company's financial results.

vi) Legal regulations in Korea

In Korea, legal restrictions regarding the game industry and the electronic commerce transactions are continuously being reinforced to protect consumers. The "Game Industry Promotion Act" requires game operators to clearly disclose the types of chance-based items and the supply probability information for each type. The Act is scheduled to be amended on August 1, 2025, and after it comes into effect, game operators will bear the responsibility of proving that there was no intent or negligence if they violate the disclosure obligations. In cases of intentional violation of disclosure obligations, a punitive damages system will be introduced, allowing for compensation of up to three times the actual amount of damages.

In addition, the revised Act on Consumer Protection in Electronic Commerce, etc., which came into effect on February 14, 2025, prohibits "dark patterns," user interfaces designed to deceive consumers or induce unfavorable decisions, and requires businesses to obtain prior consent when increasing subscription fees or converting free services into paid ones.

(d) Risks concerning business structure

i) Human resources

Nexon Group's PC online and mobile game business has been growing rapidly in recent years, and for further business expansion and diversification, we need to increase talented people with various skills including creativity, technical skills, ability to act and management skills. In addition, as our overseas subsidiaries play an important role in our business development, we consider it is important to have in place and enhance an internal control system as well as governance system including securing qualified personnel for the management departments in overseas subsidiaries.

However, if, for example, a delay in recruiting talented people from outside or fostering within the group in line with the level of expansion and diversification of our business or resignation of key personnel causes problems in the operation or management systems, Nexon Group's business development and financial results could be adversely affected.

ii) Internal control framework

Nexon Group recognizes that effective corporate governance and internal control system is essential for continuous increase in corporate value.

Nexon Group is committed to ensuring proper operations and reliability of financial reporting as well as compliance with laws and regulations based on sound ethics. However, if we fail to maintain sufficient level of internal controls due to rapid growth of business, making it difficult to properly operate business, it could have an adverse effect on Nexon Group's business and financial results.

iii) Protection of personal information

In servicing or promoting PC online and mobile games and providing other services, Nexon Group may acquire personal information of existing and potential users, including their addresses, names, telephone numbers and e-mail addresses. With regard to such action, Nexon Group is subject to the "Act on the Protection of Personal Information" as a business operator handling personal information in Japan, and many foreign countries are also establishing laws regarding protection of personal information; and therefore, Nexon Group may be subject to administrative punishment, financial penalties or criminal charges in case of violating the laws and regulations on acquisition and safekeeping of personal information. Considering that an enormous amount of personal information is stored and managed in its server and that the cyber-attacks are increasing worldwide in recent years, Nexon Group has reinforced its security measures including by establishing "Global Security Center" responsible for sophisticated information security measures and acquiring certification of Information Security Management System (ISMS). Our privacy policy and our approach toward information security are disclosed on our website.

In addition, EU's "General Data Protection Regulation (GDPR)," which strictly regulates processing of personal data and its transfer outside EU, became effective on May 25, 2018. In the U.S., the "California Consumer Privacy Act" became effective on January 1, 2020, the "California Privacy Rights Act," which amends the "California Consumer Privacy Act," became effective on January 1, 2023, and the Regulations for the California Privacy Rights Act" became effective on March 29, 2023. Following California, privacy-related laws have been enacted in about 20 states. Moreover, as the laws vary from state to state, there is a movement to seek

the enactment of a unified federal law, but it has yet to be realized. Any violation of these laws or regulations may result in imposition of substantial amount of fines. As these laws and regulations may also apply to foreign business operators, Nexon Group continues to improve and enhance systems to comply with them and prevent violations.

Nexon Group pays careful attention to prevent leakage of personal data by reinforcing security measures on an ongoing basis and ensuring thorough employee training. In the past, however, there was a leakage of personal information such as names due to our employees' negligence and an outflow of a large amount of personal information including users' names and encrypted resident registration numbers due to a hacking attempt against Nexon Group's server from outside. If personal information is leaked as a result of hacking attacks from outside or employees' willful intention or negligence, Nexon Group may face claim for damage from users, administrative punishment, or criminal charges, and the resulting damage to the credibility, which could have an adverse effect on Nexon Group's financial results.

iv) Dependence on specific persons

In determining and executing Nexon Group's management policy and business strategy, certain officers with abundant experience and knowledge about PC online and mobile game services as well as certain key employees including developers of major titles play very important roles, and the future success of Nexon Group's business depends on these specific officers and employees.

Although Nexon Group works on building a management structure that does not heavily depend on specific persons, if such officers or employees resign for any reason or if it becomes difficult for them to continue their duties and their competent replacements cannot be found in a timely manner, Nexon Group's business development and financial results could be adversely affected.

In addition, although there are certain restrictions, if any of our officers or key employees joins a competitor or forms a competing company, our business know-how may be compromised, which could have an adverse effect on Nexon Group's business development and financial results.

(e) Risks concerning intellectual property rights

Intellectual property rights, including patent, copyright and trademark, related to game titles owned by Nexon Group are essential to our business development, and we are making a special effort to protect and manage them. Certain PC online and mobile games serviced by Nexon Group may use third parties' intellectual property, and therefore we pay a special attention not to infringe on such intellectual property rights and conducts various investigation in advance. In the license agreements with licensors, we incorporate a warranty of non-infringement and limitation of liability clause to ensure smooth execution of our business.

If Nexon Group's intellectual property right is infringed by a third party, we will take adequate measures against such party, but there is a possibility that we may not be able to eliminate it. Or if an insufficient investigation results in an infringement by Nexon Group of an intellectual property right of a third party, Nexon Group may face a lawsuit claiming for damages or seeking an injunction prohibiting the use of the intellectual property and also may be subjected to injunction, or payment of consideration or damages related to such intellectual property. In such an event, Nexon Group's financial results could be adversely affected.

(f) Risks concerning systems, etc.

i) System failure

As PC online and mobile games offered by Nexon Group use a network system, any system failure due to natural disaster, computer virus, power outage, overload of server, fraudulent activities including hacking by third parties or other unexpected circumstances may cause suspension of Nexon Group's operations.

Nexon Group is prepared for the quick recovery by having in place a 24-hour management system and a system to promptly notify monitoring staffs. However, if we cannot restore our systems for any reasons and provide our services, or if data is lost or leaked, it may lead to claims for damages or undermine our credibility, which could have an adverse effect on Nexon Group's financial results.

ii) Program defects

PC online and mobile games offered by Nexon Group are complex programs and may contain defects as we launch new game titles or introduce updates of the existing titles. Although Nexon Group endeavors to improve game quality and prevent defects by conducting pre-release tests, it is not possible to completely eliminate the possibility of defects due to various factors including human errors.

As the impact of program defects on games has been growing in recent years, if Nexon Group fails to prevent defects in advance or fails to respond to defects adequately, game elements and credibility of our PC online and

mobile games are undermined, which could have an adverse effect on Nexon Group's business and financial results.

(g) Risks concerning misappropriation of games

PC online games may be used illegally by certain users through illegal servers or illegal copies. As our efforts to prevent misappropriation of our PC online games, Nexon Group has established a security system to protect the source codes of the programs for our PC online games. However, because of factors including human errors in the security system, there is a possibility that illegal acquisition and use of our programs by third parties cannot be completely eliminated. Illegal servers and copies prevent us from collecting payments for purchased items from users who play pirated versions of our games and also impedes normal play by users due to its inferior game quality, which could have an adverse effect on Nexon Group's financial results and financial position.

(h) Risks concerning legal proceedings

Although Nexon Group has in place a compliance system primarily focusing on compliance with laws and regulations, there are possibilities that we may become subject to lawsuits filed by third parties or investigations by the supervisory authorities, in relation to default of contract, infringement of intellectual property rights, leak of personal information, violation of the Subcontract Act or the Act against Unjustifiable Premiums and Misleading Representations or labor issues during the course of our business operations. In addition to huge burden of responding to lawsuits or investigations, if unfavorable judgments, decisions or rulings are made, the resulting economic loss as well as damage to our brand image may adversely affect Nexon Group's financial results and financial position.

(i) Risks concerning M&A and business/capital alliance

i) Business expansion through M&A

Nexon Group has effectively utilized M&A targeting developers and operating companies of PC online and mobile games as an effective means to establish an effective business structure and accelerate business expansion and intends to continue M&A and investment activities to secure and enhance competitive business portfolios, IPs and development personnel. In doing so, we collect information on, scrutinize and consider business plans, financial condition and legal matters of target companies in advance to the extent considered necessary and sufficient in order to avoid risks as much as possible.

However, if certain items including contingent liabilities or unrecognized liabilities which we fail to identify in the pre-acquisition investigation or consideration are identified during the process of post-merger integration, if a business integration does not go as planned due to changes in market environment or competitive situation or delay in or unsuccessful post-merger integration, or if the investment value in the target companies is impaired, Nexon Group's financial results and financial position could be adversely affected.

ii) Business/capital alliance with other companies

Nexon Group services online games by granting licenses to local companies in countries in which we operate, including the exclusive license agreement of *Dungeon&Fighter* in China. While Nexon Group will continue to work on business expansion through these business alliances, if the effects originally expected is not realized, if such alliance is terminated or if a license agreement is not renewed, Nexon Group's business and financial results could be adversely affected.

(j) Risks concerning fluctuations of foreign exchange rates

Overseas business expansion involves the risk of exchange-rate fluctuations and is affected mainly by fluctuation of foreign exchanges rates of the Korean won, U.S. dollar and Chinese yuan. Nexon Group's consolidated financial statements are presented in Japanese yen, and fluctuations in exchange rates may have an adverse effect on Nexon Group's financial results as translation and transaction risk.

(k) Risks concerning fluctuations of share price of publicly traded shares held

Nexon Group invests in publicly traded shares in Japan and overseas which have risks of stock-price fluctuations in the stock market. Accordingly, declines in share prices could decrease fair values of publicly traded shares held by Nexon Group and have an adverse effect on our financial results and financial position.

(l) Risks concerning investment in crypto-assets

Nexon Group makes investments in crypto-assets through crypto-asset exchanges, and prices of crypto-assets may fluctuate significantly in a short period of time. Crypto-assets are generally subject to risks associated with security violation, cyber attacks and other malicious activities, and losses resulting from such activities may not be reimbursed by the custodian of the crypto-assets. As a result, Nexon Group's financial results and financial position could be adversely affected.

(m) Changes in laws and regulations and accounting standards

Unexpected enactment or amendment of laws and regulations or introduction or amendment of accounting standards or taxation system may adversely affect Nexon Group's financial results and financial position. Also, differences in opinion with the tax authorities regarding tax returns may result in additional tax payments.

(n) Risks concerning natural disasters and outbreaks of diseases

While Nexon Group strives to prepare for a rapid restoration by setting up a 24-hour management system and using the cloud services, if Nexon Group's major facilities are damaged or employees are affected by natural disasters such as earthquakes and typhoons, it may affect our operation and service of online games offered by Nexon Group. In addition, costs to repair damaged facilities and compensate affected employees could have an adverse effect on Nexon Group's financial results and financial position.

Also, an outbreak of diseases such as influenza or COVID-19 may interfere with the execution of duties by employees, which could have an adverse effect on the provision of services and the Company's financial results.

(o) Risks concerning dilution due to share acquisition rights

Nexon Group has issued share acquisition rights to provide incentives to our officers and employees. As a result of exercise of rights in the future, the Company's shares may be newly issued, resulting in dilution of existing shareholders' share value and the ownership ratio of voting rights. As of December 31, 2024, the number of underlying shares subject to issued share acquisition rights (excluding treasury shares acquisition rights) accounted for 1.9% of the total number of issued shares.

(p) Relationship with NXC Corporation

NXC Corporation owns 248,462,800 shares, or voting right ratio of 30.1%, of the Company as of December 31, 2024, and accordingly, the company, even with its indirect shareholding, is not the parent company of the Company under the Companies Act and the Financial Instruments and Exchange Act.

As of the filing date of this report, NXC Corporation is the largest and major shareholder of the Company and engages in investment and other businesses that are not related to online game business which is Nexon Group's primary business. With regard to the company name trademark "NEXON" in Japan owned by NXC Corporation, the Company has entered into a trademark licensing agreement and agreed to pay license fee to NXC Corporation, which is set as the amount calculated as a certain percentage of the Company's revenue. NXC Corporation has agreed that the Company has a right to extend the trademark licensing agreement regarding the company name trademark "NEXON." Certain subsidiaries of the Company, including NEXON Korea Corporation and Nexon America, Inc., have also entered into a similar agreement with NXC Corporation.

Except for the licensing agreement described above, there are no other recurring transactions related to significant financial and business policy between Nexon Group and NXC Corporation.

4 【Management Analysis of Financial Position, Operating Results and Cash Flows】

(1) Summary of operating results, etc.

Financial position, operating results, and cash flows (“Operating Results, etc.”) of Nexon Group for the fiscal year ended December 31, 2024 are as follows.

(a) Operating results

As for the global economy during the fiscal year ended December 31, 2024, the outlook remained uncertain primarily due to Europe and the United States keeping their interest rates higher, downside risks from the effects of continued stagnation in the real estate market in China, and the prolonged conflict in the Middle East. In Japan, while we experienced soaring resource and energy prices due to the uncertain international situation and inflation attributable to changes in foreign exchange rates, the economy continued to gradually recover due in part to the effects of various political measures as employment and income environments improved.

Under these circumstances, with its live game operations capability as a foundation, Nexon Group is centralizing its organizational structure around an IP Growth Initiative which can snowball growth within its established IP and develop new blockbusters. The new IP Growth Initiative is a strategy for creating vertical growth by revitalizing and extending established blockbusters such as *Dungeon&Fighter* and *MapleStory* with new content, on new platforms, and in new markets. The strategy includes hyperlocalization, a concept that recognizes the cultural differences between markets and deploys teams to customize content to match the unique player preferences in each region. Additionally, the strategy’s horizontal growth initiatives aim to develop new blockbusters from other Nexon Group games and franchises like *Mabinogi*, plus new games in development such as *ARC Raiders*.

As a result, for the fiscal year ended December 31, 2024, Nexon Group recorded revenue of ¥446,211 million (up 5.4% year-over-year), operating profit of ¥124,176 million (down 7.8% year-over-year), profit before tax of ¥195,987 million (up 55.6% year-over-year) and profit attributable to owners of parent of ¥134,848 million (up 91.0% year-over-year).

Performance results by reportable segments are as follows:

(i) Japan

Revenue for the fiscal year ended December 31, 2024 amounted to ¥6,123 million (up 23.3% year-over-year) and segment loss amounted to ¥2,633 million (segment loss of ¥4,553 million for the fiscal year ended December 31, 2023).

(ii) Korea

Revenue for the fiscal year ended December 31, 2024 amounted to ¥413,098 million (up 3.9% year-over-year) and segment profit amounted to ¥154,434 million (down 2.8% year-over-year). Revenue in Korea includes the royalty income of NEOPLE INC. (a subsidiary of NEXON Korea Corporation, our consolidated subsidiary) attributable to license agreements in China.

(iii) China

Revenue for the fiscal year ended December 31, 2024 amounted to ¥2,617 million (down 17.9% year-over-year), and segment profit amounted to ¥560 million (down 56.9% year-over-year).

(iv) North America

Revenue for the fiscal year ended December 31, 2024 amounted to ¥17,609 million (up 17.8% year-over-year) and segment loss amounted to ¥4,059 million (segment loss of ¥8,363 million for the fiscal year ended December 31, 2023).

(v) Other

Revenue for the fiscal year ended December 31, 2024 amounted to ¥6,764 million (up 173.5% year-over-year) and segment loss amounted to ¥9,188 million (segment loss of ¥9,796 million for the fiscal year ended December 31, 2023).

(b) Financial position

(Assets)

Total assets as of December 31, 2024 amounted to ¥1,256,771 million, an increase of ¥158,668 million from December 31, 2023. Major components include an increase of ¥51,416 million in cash and cash equivalents, an increase of ¥50,844 million in trade and other receivables, an increase of ¥97,000 million in other financial assets and a decrease of ¥47,309 million in other deposits.

(Liabilities)

Total liabilities as of December 31, 2024 amounted to ¥226,246 million, an increase of ¥34,718 million from December 31, 2023. Major components include an increase of ¥10,274 million in lease liabilities, an increase of ¥16,666 million in provisions and an increase of ¥7,637 million in deferred tax liabilities.

(Equity)

Equity as of December 31, 2024 totaled ¥1,030,525 million, an increase of ¥123,950 million from December 31, 2023. Major components of changes in equity include an increase of ¥72,970 million in retained earnings primarily due to recording of profit attributable to owners of parent and an increase of ¥47,241 million in other components of equity primarily due to recording of financial assets measured at fair value through other comprehensive income.

(c) Cash flows

Cash and cash equivalents (collectively, “cash”) as of December 31, 2024 were ¥331,931 million, an increase of ¥51,416 million from December 31, 2023. The increase includes ¥7,780 million in effects of an increase due to exchange rate changes on cash.

Cash flows from each activity for the fiscal year ended December 31, 2024 and their significant components are as follows:

(Cash flows from operating activities)

Net cash provided by operating activities was ¥100,968 million, compared to ¥128,712 million for the fiscal year ended December 31, 2023. Major components of the increase include profit before tax of ¥195,987 million. Major components of the decrease include an increase in trade and other receivables of ¥53,822 million and income taxes paid of ¥43,740 million.

Net cash provided by operating activities decreased year over year due to an increase in trade and other receivables.

(Cash flows from investing activities)

Net cash provided by investing activities was ¥7,445 million, compared to ¥188,367 million used in the fiscal year ended December 31, 2023. Major cash inflows include a net decrease in time deposits of ¥40,653 million. Major cash outflows include purchase of securities by investment funds under consolidated subsidiaries of ¥13,091 million, purchase of securities of ¥12,419 million, and a net increase in restricted deposits of ¥9,221 million.

Net cash provided by investing activities increased year over year due to a decrease in time deposits.

(Cash flows from financing activities)

Net cash used in financing activities was ¥64,777 million, compared to ¥78,554 million for the fiscal year ended December 31, 2023. Major cash outflows include purchase of treasury shares of ¥54,564 million and dividends paid of ¥10,295 million.

Net cash used in financing activities decreased year over year due to a decrease in purchase of treasury shares.

(d) Production, Orders Received and Sales

This section presents information by reportable segment for the fiscal year ended December 31, 2024.

(i) Production

The disclosure is omitted as the amount of Nexon Group's production is immaterial.

(ii) Orders received

Not applicable as Nexon Group does not receive orders.

(iii) Sales

Sales by reportable segment for the fiscal year ended December 31, 2024 are as follows:

Name of reportable segment	Fiscal year ended December 31, 2024 (¥ million)	Year-over-year (%)
Japan	6,123	123.3
Korea	413,098	103.9
China	2,617	82.1
North America	17,609	117.8
Other	6,764	273.5
Total	446,211	105.4

(Notes) 1. Intersegment transactions are eliminated.

2. The amount of sales by major counterparties and their ratio to the total sales for the recent two years are as follows:

Counterparty	Fiscal year ended December 31, 2023		Fiscal year ended December 31, 2024	
	Amount (¥ million)	Ratio (%)	Amount (¥ million)	Ratio (%)
Tencent Holdings Limited and its subsidiaries	80,189	18.9	143,300	32.1

(2) Management's analysis and discussion of Operating Results, etc.

Management's recognition, analysis and discussion of Operating Results, etc. of Nexon Group is as follows. Any forward-looking statements in the following discussion are based on the judgment of Nexon Group's management as of December 31, 2024.

(a) Recognition, analysis and discussion of operating results

For the fiscal year ended December 31, 2024, Nexon Group recorded revenue of ¥446,211 million (up 5.4% year-over-year), operating profit of ¥124,176 million (down 7.8% year-over-year), profit before tax of ¥195,987 million (up 55.6% year-over-year) and profit attributable to owners of parent of ¥134,848 million (up 91.0% year-over-year).

(i) Analysis of revenue

Revenue for the fiscal year ended December 31, 2024 amounted to ¥446,211 million, up 5.4% year-over-year.

For the fiscal year ended December 31, 2024, total revenues of our three biggest franchises, *Dungeon&Fighter*, *MapleStory*, and *EA SPORTS FC™*, grew driven by a contribution from *Dungeon&Fighter Mobile*, which launched in China on May 21. We also achieved record-breaking full-year revenues as a result of a large contribution from *The First Descendant*, which launched on July 2. Revenues by key franchises are as follows:

Dungeon&Fighter successfully attracted many new players and re-energized dormant players of the game's PC version by expanding the franchise to the mobile market in China. Accordingly, the overall revenue of the franchise grew year over year. As for the PC version of *Dungeon&Fighter* in China, since December 2023, when an imbalance in the in-game economy was found, we have continued to focus on improving that balance and enhancing player engagement for the recovery of its revenue and the number of active users. However, we expect to take more time to return to a growth trajectory and it decreased year over year.

For *MapleStory*, while we worked on improving live operations in existing games and extending its IP to new regions under our hyperlocalization strategy and to new formats, the overall revenue of the franchise decreased year over year due to a tough comparison with the fiscal year ended December 31, 2023, when the franchise marked record-breaking full-year revenue driven by a major update of the game's PC version in Korea and the launch of the mobile version in China. In Korea, revenue decreased year over year due to a decline in player sentiment triggered by a fine imposed by the Korea Fair Trade Commission in January. However, as a result of our efforts to improve player engagement, Net Promoter Score, which is an indicator of player satisfaction, continued to rise over the period from Q1 to Q4, building a foundation for growth in FY2025. *MapleStory* outside Korea grew year over year thanks to our hyperlocalization strategy, under which content development, events and promotions are customized to match the unique player preferences in each region. *MapleStory M* also grew year over year worldwide. In addition, *MapleStory Worlds* officially launched in Korea in April and soft-launched in North and South America in October, which not only contributed to revenue but also to the expansion of the *MapleStory* IP's fan base.

For *FC ONLINE* and *FC MOBILE*, revenues decreased year over year due to tough comparisons with the fiscal year ended December 31, 2023, when they marked record-breaking consolidated full-year revenues.

As for other key titles, *The First Descendant*, which launched on July 2, largely contributed to revenue driven by its strong performances mainly in North America and Europe.

(ii) Analysis of cost of sales

Cost of sales amounted to ¥164,838 million, up 19.5% year-over-year, primarily due to increased HR costs due to higher headcount, annual salary hike and performance-based bonuses for contributions for great performances.

(iii) Analysis of selling, general and administrative expenses

Selling, general and administrative expenses amounted to ¥142,176 million, down 3.8% year-over-year, primarily due to decreases in platform fees and marketing expenses, despite increased HR costs due to higher headcount and annual salary hike.

(iv) Analysis of other income (expenses)

Other income amounted to ¥1,039 million, down 40.1% year-over-year, due mainly to a decrease in miscellaneous income.

Other expenses amounted to ¥16,060 million, up 244.2% year-over-year, due mainly to an impairment loss on goodwill in relation to consolidation of an equity-method company with net capital deficiency in Q1 and an increase in impairment loss on prepaid royalties.

(v) Analysis of finance income (costs)

Finance income amounted to ¥79,698 million, up 98.5% year-over-year, as a foreign exchange gain primarily on foreign currency-denominated cash and deposits exceeded the amount recorded in FY2023 and a gain on valuation on securities in excess of the amount recorded in FY2023 was recorded due to an increase in market prices of marketable equity securities.

Finance costs amounted to ¥3,400 million, down 53.3% year-over-year, mainly due to a decrease in provision for loss allowance.

(vi) Analysis of share of profit (loss) of investments accounted for using equity method

Share of loss of investments accounted for using equity method amounted to ¥5,179 million, up 47.5% year-over-year, due mainly to fluctuations in performance of investments accounted for using the equity method.

(vii) Analysis of impairment loss on equity method investments

In the fiscal year ended December 31, 2024, no impairment loss on equity method investments was recorded. This is because the impairment loss was on investments accounted for using equity method recorded in the fiscal year ended December 31, 2023, did not repeat this year.

(viii) Analysis of income tax expense

Income tax expense amounted to ¥59,771 million, up 9.0% year-over-year, primarily due to a year-over-year increase in finance income.

(b) Factors that have material impacts on operating results

See “II. Overview of Business, 3 Business Risks” for factors that have material impacts on Nexon Group’s operating results.

(c) Recognition, analysis and discussion of financial position

See “II. Overview of Business, 4 Management Analysis of Financial Position, Operating Results and Cash Flows, (1) Summary of Operating Results, etc., (b) Financial position” for recognition, analysis and discussion of Nexon Group’s financial position as of December 31, 2024.

(d) Analysis and discussion of cash flows and information on sources of funding and funds liquidity

(i) Analysis and discussion of cash flows

See “II. Overview of Business, 4 Management Analysis of Financial Position, Operating Results and Cash Flows, (1) Summary of Operating Results, etc., (c) Cash flows” for analysis and discussion of Nexon Group’s cash flows for the fiscal year ended December 31, 2024.

(ii) Information on sources of funding and funds liquidity

The demand for funds of Nexon Group for the purpose of mid- and long-term business expansion and corporate value improvement consists mainly of operating expenses including cost of sales (e.g. outsourcing expenses and personnel costs), selling, general and administrative expenses and research and development expense. The demand for funds for investment consists mostly of capital expenditures. Nexon Group allocates its own funds to these working capital and capital expenditures and maintains sufficient level of liquidity to meet funding requirements.

(e) Significant accounting estimates and assumptions used for the estimates

Nexon Group’s consolidated financial statements are prepared in accordance with IFRS pursuant to provisions of Article 312 of the “Regulation for Terminology, Forms and Preparation of Consolidated Financial Statements.” These consolidated financial statements are prepared using estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expense, and figures based on these estimates and assumptions could differ from actual results.

See “V. Financial Information, 1 Consolidated Financial Statements, etc., (1) Consolidated financial statements, Notes to consolidated financial statements, 4 Critical accounting estimates and judgement” for critical estimates and assumptions used to prepare the consolidated financial statements.

(f) Awareness of the issues by management and future policies

See “II. Overview of Business, 1 Management Policy, Business Environment, Issues to Address, (3) Business environment and (4) Mid- to long-term management strategy and issues to be addressed.”

5 【Critical Contracts, etc.】

License agreement

As of December 31, 2024

Contracting company	Counterparty	Country	Contract date	Contract description	Contract period
NEXON Korea Corporation (consolidated subsidiary)	Shanghai Posts & Telecommunications Technology Co., Ltd.	China	November 18, 2005	Exclusive license agreement for PC online game “ <i>Kart Rider</i> ” (licensing-out)	From November 18, 2005 to November 17, 2026 (Note) 1
NEOPLE INC. (consolidated subsidiary)	Tencent Technology (Shenzhen) Co., Ltd. Shenzhen Tencent Computer Systems Co., Ltd.	China	November 16, 2007	Exclusive license agreement for PC online game “ <i>Dungeon&Fighter</i> ” (licensing-out)	From November 16, 2007 to June 16, 2026 (Note) 2
NEXON Korea Corporation (consolidated subsidiary)	Lansha Information Technology (Shanghai) Co., Ltd.	China	April 21, 2004	Exclusive license agreement for PC online game “ <i>MapleStory</i> ” (licensing-out)	From April 21, 2004 to June 30, 2025 (Note) 3
NEXON Korea Corporation (consolidated subsidiary)	NXC Corporation	Worldwide	April 30, 2017	License agreement for company name trademark (licensing-in)	From May 1, 2017 to December 31, 2018, with automatic renewals for three-year periods thereafter
NEXON Korea Corporation (consolidated subsidiary)	Electronic Arts, Inc.	Korea	July 10, 2017	Exclusive license agreement for online game “ <i>FC ONLINE</i> ” (licensing-in)	From July 10, 2017 to October 31, 2027 (Note) 4
NEOPLE Inc. (consolidated subsidiary)	Shenzhen Tencent Computer Systems Co., Ltd. Tencent Technology (Shenzhen) Co., Ltd. Shenzhen Tencent Information Technology Co., Ltd.	China	October 8, 2018	Exclusive license agreement for online game “ <i>Dungeon&Fighter</i> ” (licensing-out)	From October 8, 2018 to the day on which ten years have elapsed from the initial commercialization date
NEOPLE Inc. (consolidated subsidiary)	Shenzhen Tencent Computer Systems Co., Ltd. Hainan Tencent Network Information Technology Company Limited	China	December 6, 2024	Exclusive license agreement for game “ <i>The First Berserker: Khazan</i> ” (licensing-out)	From December 6, 2024 to the day on which five years have elapsed from the initial commercialization date with automatic renewals for one-year periods thereafter
Embark Studios AB (consolidated subsidiary) NEXON Korea Corporation (consolidated subsidiary)	Shenzhen Tencent Computer Systems Co., Ltd. Hainan Tencent Network Information Technology Company Limited	China	August 7, 2024	Localization and exclusive license agreement for online game “ <i>THE FINALS</i> ” (licensing-out)	From August 7, 2024 to the day on which three years have elapsed from the initial commercialization date with automatic renewals for two-year periods thereafter

Contracting company	Counterparty	Country	Contract date	Contract description	Contract period
Embark Studios AB (consolidated subsidiary) NEXON Korea Corporation (consolidated subsidiary)	Shenzhen Tencent Computer Systems Co., Ltd. Hainan Tencent Network Information Technology Company Limited	China	August 7, 2024	Localization and exclusive license agreement for online game “ <i>ARC Raiders</i> ” (licensing-out)	From August 7, 2024 to the day on which three years have elapsed from the initial commercialization date with automatic renewals for two-year periods thereafter
NEOPLE Inc. (consolidated subsidiary)	Tencent Technology (Shenzhen) Co., Ltd. Shenzhen Tencent Computer Systems Co., Ltd.	China	April 1, 2015	Exclusive license agreement for mobile game “ <i>Dungeon&Fighter</i> ” (licensing-out)	From April 1, 2015 to the day on which three years have elapsed from the initial commercialization date with automatic renewals for one-year periods thereafter (Note) 5

- (Notes) 1. The expiration date of the agreement was revised to November 17, 2026 by a renewal agreement dated November 16, 2023.
2. The expiration date of the agreement was revised to June 16, 2026 by a renewal agreement dated May 1, 2015.
3. The expiration date of the agreement was revised to June 30, 2025 by a renewal agreement dated June 29, 2022.
4. The expiration date of the agreement was revised to October 31, 2027 by a renewal agreement dated November 1, 2024.
5. The expiration date of the agreement is May 20, 2027 as the commercialization started on May 21, 2024.

6 【Research and Development Activities】

Overview of Nexon Group's research and development activities is as follows:

(1) Research and development system

Nexon Group does not conduct any activity equivalent to research and development such as basic research and new technology development and does not have an independent research and development organization.

However, Nexon Group considers the process from planning through commercialization of online game contents developed within Nexon Group as “research and development,” which is conducted by development personnel within the group as part of our regular development activities.

(2) Research and development policy

Nexon Group has no specific research and development policy as our research and development activities are conducted by development personnel within the group as part of our regular development activities.

(3) Research and development expense

Nexon Group records expenses incurred from the approval of a plan up to the date of commercialization of online game contents developed by Nexon Group (labor cost, outsourcing expenses and other expenses) as research and development expense, and ¥24,944 million was recorded as research and development expense for the fiscal year ended December 31, 2024.

Fiscal year ended December 31, 2024

Research and development expense by reportable segment for the fiscal year ended December 31, 2024 is as follows. There has been no significant change in the research and development activities during the fiscal year ended December 31, 2024.

Name of reportable segment	Research and development expense (¥ million)
Japan	—
Korea	21,757
China	—
North America	674
Other	2,561
Total reportable segments	24,992
Adjustments	(48)
Total (consolidated)	24,944

III. 【Information about Facilities】

1 【Overview of Capital Expenditures】

Total capital expenditures for the fiscal year ended December 31, 2024 amounted to ¥24,320 million, and capital expenditures by reportable segment are as follows.

There have been no disposals or sales of significant facilities during the fiscal year ended December 31, 2024.

Name of reportable segment	Capital expenditures (¥ million)
Japan	101
Korea	23,292
China	45
North America	351
Other	531
Total reportable segments	24,320
Adjustments	—
Total (consolidated)	24,320

(Note) Including investments in property, plant and equipment, intangible assets and right-of-use assets.

However, investment in crypto-assets made through an exchange is excluded from the investment in intangible assets, if any.

2 【Major Facilities】

Major facilities of Nexon Group are as follows:

(1) Reporting company

As of December 31, 2024

Office name (Location)	Reportable segment	Description of facility	Carrying amount						Number of employees (persons)
			Building and structures (¥ million)	Tools, furniture and fixtures (¥ million)	Land (¥ million) (Floor area m ²)	Right-of- use assets (¥ million)	Other (¥ million)	Total (¥ million)	
Head office (Minato-ku, Tokyo)	Japan	Facility for PC online/ mobile games	—	—	—	—	—	—	238 (2)

(Notes) 1. The number of employees represents full-time employees, and the average number of temporary employees (e.g. contract employees) during the year is shown in parenthesis.

2. Impairment loss is recorded during the fiscal year ended December 31, 2024, and the carrying amounts are stated, net of impairment loss.

3. Right-of-use assets above include the following facility leased from a third party.

Office name (Location)	Description of facility	Leased facility	Floor area (m ²)	Annual rent (¥ million)
Head office (Minato-ku, Tokyo)	Business-use facility	Building	2,823.79	296

(2) Overseas subsidiaries

As of December 31, 2024

Company name	Location	Reportable segment	Description of facility	Carrying amount						Number of employees (persons)
				Building and structures (¥million)	Tools, furniture and fixtures (¥million)	Land (¥million) (Floor area m ²)	Right-of-use assets (¥million)	Other (¥million)	Total (¥million)	
NEXON Korea Corporation	Seongnam, Gyeonggi-do, South Korea	Korea	Facility for PC online/mobile games	10,140	1,975	3,740 (10,818)	13,034	6,962	35,851	3,973 (79)
NEOPLE INC.	Jeju Self-Governing Province, South Korea	Korea	Facility for PC online/mobile games	2,230	401	1,306 (21,393)	7,479	393	11,809	1,399 (18)
JoongAng Pangyo Development Co., Ltd.	Seongnam, Gyeonggi-do, South Korea	Korea	Property for lease	2,908	—	2,776 (8,510)	—	—	5,684	— (—)
NEXON Games Co., Ltd.	Seoul, South Korea	Korea	Facility for PC online/mobile games	389	660	1 (143)	8,379	351	9,780	1,454 (46)
Embark Studios AB	Stockholm, Sweden	Other	Facility for PC online games	103	312	—	1,873	1,974	4,262	292 (1)
Buttons Co., Ltd.	Seoul, South Korea	Korea	Facility for PC online/mobile games	11	76	—	1,165	15	1,267	134 (2)

- (Notes) 1. The number of employees represents full-time employees, and the average number of temporary employees (e.g. contract employees) during the year is shown in parentheses.
2. “Other” under carrying amount consists mainly of software, game copyrights and game publishing rights.
3. The amount of investment property is not included in the above table.
4. Impairment loss is recorded during the fiscal year ended December 31, 2024, and the carrying amounts are stated, net of impairment loss.
5. Right-of-use assets above include the following facilities leased from third parties.

Company name	Description of facility	Leased facility	Floor area (m ²)	Annual rent (¥ million)
NEXON Korea Corporation	Business-use facility	Building	95,691.41	2,977
NEOPLE INC.	Business-use facility	Building	15,082.62	268
NEXON Games Co., Ltd.	Business-use facility	Building	19,850.24	653
Embark Studios AB	Business-use facility	Building	4,340.00	576
Buttons Co., Ltd.	Business-use facility	Building	3,226.68	149

3 【Planned Addition, Retirement, and Other Changes of Facilities】

The facility planning of Nexon Group is developed taking into consideration economic forecast, industry trend, investment efficiency, etc. The facility planning is developed separately by each group company in principle but adjusted mainly by the Company.

The plans for additions and disposals of major facilities as of December 31, 2024 are as follows:

(1) New major facilities

Company name	Location	Reportable segment	Description of facility	Planned investment		Funding method	Scheduled start and completion date	
				Total (¥ million)	Paid (¥ million)		Start	Completion
NEXON Korea Corporation	Seongnam, Gyeonggi-do, South Korea	Korea	Facility for PC online/mobile games, etc.	1,529	—	Own capital	January 2025	December 2025
			Software, etc.	986	—	Own capital	January 2025	December 2025
			Other	661	—	Own capital	January 2025	December 2025
NEOPLE INC.	Jeju Self-Governing Province, South Korea	Korea	Right-of-use assets	2,738	—	Own capital	March 2025	May 2025
			Other	1,501	—	Own capital	January 2025	December 2025
Total	—	—	—	7,415	—	—	—	—

(Note) The disclosure of potential increase in capacity after completion is omitted as it is difficult to measure.

(2) Disposals of major facilities, etc.

Not applicable.

IV. 【Information about Reporting Company】

1 【Company's Shares, etc.】

(1) 【Total number of shares】

(a) 【Authorized shares】

Class	Total number of authorized shares (shares)
Ordinary shares	1,400,000,000
Total	1,400,000,000

(b) 【Issued shares】

Class	Number of issued shares as of December 31, 2024 (shares)	Number of issued shares as of filing date (shares) (March 27, 2025)	Name of financial instruments exchange on which securities are listed or authorized financial instruments business association to which securities are registered	Description
Ordinary shares	842,443,413	822,664,966	Prime Market of the Tokyo Stock Exchange	Shares with full voting rights, which are standard shares of the Company with no restrictions on rights. The number of shares per trading unit is 100 shares.
Total	842,443,413	822,664,966	—	—

- (Notes)
1. The number of issued shares decreased by 19,911,683 shares as a result of the cancellation of treasury shares effective February 28, 2025 pursuant to the resolution at the Board of Directors meeting on February 13, 2025.
 2. “Number of issued shares as of filing date” does not include the number of shares issued due to exercise of share acquisition rights during the period from March 1, 2025, to the filing date of this annual securities report.
 3. Of the issued shares, 14,242,343 shares are contribution in kind (shares of subsidiaries and associates: ¥23,966 million).

(2) 【Share acquisition rights】

(a) 【Share option plans】

The Company has a share option plan which issues share acquisition rights in accordance with the Companies Act. The description of the plan is as follows.

(i) Resolution at the Annual General Meeting of Shareholders on March 26, 2013

Pursuant to the Companies Act, it was resolved at the Annual General Meeting of Shareholders on March 26, 2013 to issue share acquisition rights as equity-based share options to directors of the Company.

1) Resolution at the Board of Directors meeting on April 22, 2013

Date of resolution	March 26, 2013
Category and number of eligible persons (persons)	Directors of the Company: 3
Number of share acquisition rights (units) *	75 (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 150,000 (Note) 2
Amount to be paid upon exercise of share acquisition rights (yen) *	1
Exercise period of share acquisition rights *	From May 7, 2013 to May 6, 2043
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 1 Amount of share capital to be increased: 0.5
Conditions for exercise of share acquisition rights *	Holders of share acquisition rights may exercise their right within ten days from the following day of retirement from directorship during the exercise period (or during the calendar year in which the eligible person retires in case the holder resides in the U.S.). Holders who reside overseas may exercise their right during the period to be decided by the Board of Directors taking into consideration relevant overseas laws and regulations. Such retirement shall constitute “separation from service” provided in Section 409A of the Internal Revenue Code.
Assignment of share acquisition rights *	Share acquisition rights cannot be assigned or pledged as collateral.
Issuance of share acquisition rights associated with the Company’s restructuring *	When approval is granted for proposals i), ii), or iii) below at the Company’s Annual General Meeting of Shareholders (or by resolution of the Company’s Board of Directors if a resolution of the Annual General Meeting of Shareholders is not required), the Company shall grant share acquisition rights of the stock company specified below according to the ratio of the restructuring. i) Proposal for the approval of a merger agreement in which the Company will become the extinct company Surviving company (in case of absorption-type merger) or newly formed company (in case of consolidation-type merger) ii) Proposal for the approval of a split agreement or a split plan in which the Company will become a split company Stock company succeeding to all or part of the rights and obligations relating to its business held by the stock company effecting the absorption-type company split (in case of absorption-type company split) or stock company to be incorporated by the incorporation-type company split (in case of incorporation-type company split) iii) Proposal for the approval of a share exchange agreement or a share transfer plan in which the Company will become a wholly-owned subsidiary Stock company acquiring all issued shares of the stock company effecting the share exchange or stock company to be incorporated by the share transfer

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025.

(Notes) 1. The number of underlying shares per unit of share acquisition right is 2,000 ordinary shares of the Company’s ordinary shares

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment, and any fraction less than one share resulting from such adjustment shall be rounded down.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

2) Resolution at the Board of Directors meeting on July 17, 2015

Date of resolution	March 26, 2013
Category and number of eligible persons (persons)	Director of the Company: 1
Number of share acquisition rights (units) *	50 (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 100,000 (Note) 2
Amount to be paid upon exercise of share acquisition rights (yen) *	1
Exercise period of share acquisition rights *	From August 3, 2015 to August 2, 2045
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 1 Amount of share capital to be increased: 0.5
Conditions for exercise of share acquisition rights *	Holders of share acquisition rights may exercise their right within ten days from the following day of retirement from directorship during the exercise period.
Assignment of share acquisition rights *	Share acquisition rights cannot be assigned or pledged as collateral.
Issuance of share acquisition rights associated with the Company's restructuring *	When approval is granted for proposals i), ii), or iii) below at the Company's Annual General Meeting of Shareholders (or by resolution of the Company's Board of Directors if a resolution of the Annual General Meeting of Shareholders is not required), the Company shall grant share acquisition rights of the stock company specified below according to the ratio of the restructuring. i) Proposal for the approval of a merger agreement in which the Company will become the extinct company Surviving company (in case of absorption-type merger) or newly formed company (in case of consolidation-type merger) ii) Proposal for the approval of a split agreement or a split plan in which the Company will become a split company Stock company succeeding to all or part of the rights and obligations relating to its business held by the stock company effecting the absorption-type company split (in case of absorption-type company split) or stock company to be incorporated by the incorporation-type company split (in case of incorporation-type company split) iii) Proposal for the approval of a share exchange agreement or a share transfer plan in which the Company will become a wholly-owned subsidiary Stock company acquiring all issued shares of the stock company effecting the share exchange or stock company to be incorporated by the share transfer

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025.

(Notes) 1. The number of underlying shares per unit of share acquisition right is 2,000 ordinary shares of the Company's ordinary shares.

2. In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares, the number of underlying shares ("Number of Granted Shares") shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to the Number of Granted Shares unexercised at the time of such adjustment, and any fraction less than one share resulting from such adjustment shall be rounded down.

$$\text{Number of Granted Shares after adjustment} = \frac{\text{Number of Granted Shares before adjustment}}{\text{Ratio of split or consolidation}}$$

In addition, in case of merger, company split, or other events that compel the exercise price to be adjusted after the allotment date, the exercise price shall be adjusted to the extent reasonable based on the resolution at the Board of Directors meeting.

(ii) Resolution at the Annual General Meeting of Shareholders on March 25, 2020

Pursuant to the Companies Act, it was resolved at the Annual General Meeting of Shareholders on March 25, 2020 to issue share acquisition rights to certain employees of the Company and directors and employees of its subsidiaries under particularly preferential terms.

1) Resolution at the Board of Directors meeting on May 13, 2020

Date of resolution	March 25, 2020
Category and number of eligible persons (persons)	Directors and employees of the Company's subsidiaries: 5
Number of share acquisition rights (units) *	515 (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 1,030,000 (Note) 2
Amount to be paid upon exercise of share acquisition rights (yen) *	2,072 (Note) 3
Exercise period of share acquisition rights *	From May 14, 2020, to May 13, 2026
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 2,072 Amount of share capital to be increased: 1,036
Conditions for exercise of share acquisition rights *	• One third (1/3) of the units granted shall vest on the day on which one year has elapsed from the allotment date. Thereafter, one twelfth (1/12) of the units granted shall vest every three months until the day on which three years have elapsed from the allotment date. The vested share acquisition rights may be exercised during the exercise period only if terms and conditions for the issuance and other conditions for exercise set forth in the Share Acquisition Rights Allotment Agreement are satisfied. • In principle, holders of share acquisition rights must continue to be director or employee of the Company or its subsidiary from the allotment date up to the date of exercise to be eligible to exercise the right. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Share acquisition rights cannot be assigned or pledged as collateral.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025.

(Notes) 1. The number of underlying shares per unit of share acquisition right is 2,000 ordinary shares of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment, and any fraction less than one share resulting from such adjustment shall be rounded down.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer or other events that compel the number of granted shares to be adjusted, those subject to acquisition rights unexercised at the time of such adjustment shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange or share transfer.

3. In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares after the allotment date, the exercise price shall be adjusted according to the formula outlined below. Any fraction less than one yen shall be rounded up.

$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \times \frac{1}{\text{Ratio of split or consolidation}}$$

In the event that the Company issues new shares or sells treasury shares of its ordinary shares at below market price (except for exercise of share acquisition rights), the exercise price shall be adjusted according to the following formula. Any fraction of less than one yen shall be rounded up.

$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \times \frac{\text{Number of previously issued shares} + \frac{\text{Number of newly issued shares} \times \text{Amount paid per share}}{\text{Market price per share}}}{\text{Number of previously issued shares} + \text{Number of newly issued shares}}$$

For the purpose of the calculation above, “Number of previously issued shares” shall be the total number of ordinary shares of the Company’s ordinary shares issued and outstanding less the total number of treasury shares, and in case of disposition of treasury shares, “Number of newly issued shares” shall be read as “Number of treasury shares to be disposed.” In addition, in case of merger, company split, share exchange, share transfer or other events that compel the pay-in amount to be adjusted, such amount shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange or share transfer.

2) Resolution at the Board of Directors meeting on October 30, 2020

Date of resolution	March 25, 2020
Category and number of eligible persons (persons)	Employees of the Company: 22 Directors and employees of the Company's subsidiaries: 185
Number of share acquisition rights (units) *	4,101 [3,928] (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 8,202,000 [7,856,000] (Note) 2
Amount to be paid upon exercise of share acquisition rights (yen) *	3,055 (Note) 3
Exercise period of share acquisition rights *	(Qualified share option) From October 30, 2022 to November 8, 2026 (Non-qualified share option) From November 9, 2020 to November 8, 2026
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 3,055 Amount of share capital to be increased: 1,528
Conditions for exercise of share acquisition rights *	• One third (1/3) of the units granted shall vest on the day on which one year has elapsed from the allotment date. Thereafter, one twelfth (1/12) of the units granted shall vest every three months until the day on which three years have elapsed from the allotment date. The vested share acquisition rights may be exercised during the exercise period only if terms and conditions for the issuance and other conditions for exercise set forth in the Share Acquisition Rights Allotment Agreement are satisfied. • In principle, holders of share acquisition rights must continue to be director or employee of the Company or its subsidiary from the allotment date up to the date of exercise to be eligible to exercise the right. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Share acquisition rights cannot be assigned or pledged as collateral.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025, except for the items modified during the period between December 31, 2024 and February 28, 2025, for which the information as of February 28, 2025 is shown in brackets.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is 2,000 ordinary shares of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment, and any fraction less than one share resulting from such adjustment shall be rounded down.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer or other events that compel the number of granted shares to be adjusted, those subject to share acquisition rights unexercised at the time of such adjustment shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange or share transfer.

3. In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares after the allotment date, the exercise price shall be adjusted according to the formula outlined below. Any fraction less than one yen shall be rounded up.

$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \times \frac{1}{\text{Ratio of split or consolidation}}$$

In the event that the Company issues new shares or sells treasury shares of its ordinary shares at below market price (except for exercise of share acquisition rights), the exercise price shall be adjusted according to the following formula. Any fraction of less than one yen shall be rounded up.

$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \times \frac{\text{Number of previously issued shares} + \frac{\text{Number of newly issued shares} \times \text{pay-in amount per share}}{\text{Market price per share}}}{\text{Number of previously issued shares} + \text{Number of newly issued shares}}$$

For the purpose of the calculation above, “Number of previously issued shares” shall be the total number of ordinary shares of the Company’s ordinary shares issued and outstanding less the total number of treasury shares, and in case of disposition of treasury shares, “Number of newly issued shares” shall be read as “Number of shares of treasury shares to be disposed.”

In addition, in case of merger, company split, share exchange, share transfer or other events that compel the exercise pay-in amount to be adjusted, such amount shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange or share transfer.

(iii) Resolution at the Annual General Meeting of Shareholders on March 25, 2021

Pursuant to the Companies Act, it was resolved at the Annual General Meeting of Shareholders on March 25, 2021 to issue share acquisition rights as equity-based share options to directors of the Company. This does not fall under issuance with preferential terms as share acquisition rights are issued as directors' compensation, etc.

1) Resolution at the Board of Directors meeting on March 25, 2021

Date of resolution	March 25, 2021
Category and number of eligible persons (persons)	Directors of the Company: 5
Number of share acquisition rights (units) *	1,497,985 [5,000] (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 1,497,985 [5,000] (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights *	From April 12, 2021 to March 15, 2025
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 2,303 ~ 3,560 Amount of share capital to be increased: 1,152 ~ 1,780
Conditions for exercise of share acquisition rights *	- Part of the units granted shall vest after each of the Annual General Meetings of Shareholders to be held in 2022, 2023 and 2024, with the remainder to vest based on a predefined performance achievement rate during the period up to the date of the Annual General Meetings of Shareholders to be held in 2023 and 2024. - Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. - Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Acquisition of share acquisition rights by assignment shall require the approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025, except for the items modified during the period between December 31, 2024 and February 28, 2025, for which the information as of February 28, 2025 is shown in brackets.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one ordinary share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

2) Resolution at the Board of Directors meeting on May 12, 2021

Date of resolution	March 25, 2021
Category and number of eligible persons (persons)	Director of the Company: 1
Number of share acquisition rights (units) *	11,033 [0] (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 11,033 [0] (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights *	From May 27, 2021 to March 15, 2025
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 2,303 ~ 2,577 Amount of share capital to be increased: 1,152 ~ 1,289
Conditions for exercise of share acquisition rights *	- Part of the units granted shall vest upon conclusion of each of the Annual General Meetings of Shareholders to be held in 2022, 2023 and 2024, with the remainder to vest based on a predefined performance achievement rate during the period up to the date of the Annual General Meeting of Shareholders to be held in 2024. - Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. - Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Acquisition of share acquisition rights by assignment shall require the approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025, except for the items modified during the period between December 31, 2024 and February 28, 2025, for which the information as of February 28, 2025 is shown in brackets.

- (Notes) 1. The number of underlying shares per unit of share acquisition rights is one share of the Company's ordinary shares.
2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

3) Resolution at the Board of Directors meeting on March 27, 2024

Date of resolution	March 25, 2021
Category and number of eligible persons (persons)	Directors of the Company: 2
Number of share acquisition rights (units) *	9,230 (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 9,230 (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights *	From April 12, 2024 to March 15, 2026
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 2,414 Amount of share capital to be increased: 1,207
Conditions for exercise of share acquisition rights *	• All units granted shall vest upon conclusion of the Annual General Meeting of Shareholders to be held in 2025. • Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Acquisition of share acquisition rights by assignment shall require the approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \frac{\text{Number of shares before adjustment}}{\text{Ratio of split or consolidation}}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

4) Resolution at the Board of Directors meeting on March 26, 2025

Date of resolution	March 25, 2021
Category and number of eligible persons (persons)	Directors of the Company: 2
Number of share acquisition rights (units)	10,732 (Note) 1
Class, description and number of underlying shares (shares)	Ordinary shares 10,732 (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen)	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights	From April 11, 2025 to March 15, 2027
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen)	Issue price: to be determined based on the closing price of the Company's ordinary shares in regular transactions on the Tokyo Stock Exchange on the date of allotment of share acquisition rights. Amount of share capital to be increased: to be determined based on the closing price of the Company's ordinary shares in regular transactions on the Tokyo Stock Exchange on the date of allotment of share acquisition rights.
Conditions for exercise of share acquisition rights	- All units granted shall vest upon conclusion of the Annual General Meeting of Shareholders to be held in 2026. - Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. - Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights	Acquisition of share acquisition rights by assignment shall require the approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring	Not applicable

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one ordinary share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

(iv) Resolution at the Annual General Meeting of Shareholders on March 25, 2021

Pursuant to the Companies Act, it was resolved at the Annual General Meeting of Shareholders on March 25, 2021 to issue share acquisition rights to certain employees of the Company and certain directors and employees of its subsidiaries under particularly preferential terms.

1) Resolution at the Board of Directors meeting on July 1, 2021

Date of resolution	March 25, 2021
Category and number of eligible persons (persons)	Directors and employees of the Company's subsidiaries: 18
Number of share acquisition rights (units) *	290,001 [214,167] (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 290,001 [214,167] (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	2,325 (Note) 4
Exercise period of share acquisition rights *	From July 12, 2021 to July 11, 2027
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 2,325 Amount of share capital to be increased: 1,163
Conditions for exercise of share acquisition rights *	• One third (1/3) of the units granted shall vest on the day on which one year has elapsed from the allotment date. Thereafter, one twelfth (1/12) of the units granted shall vest every three months until the day on which three years have elapsed from the allotment date. The vested share acquisition rights may be exercised during the exercise period only if terms and conditions for the issuance and other conditions for exercise set forth in the Share Acquisition Rights Allotment Agreement are satisfied. • In principle, holders of share acquisition rights must continue to be director or employee of the Company or its subsidiary from the allotment date up to the date of exercise to be eligible to exercise the right. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Share acquisition rights cannot be assigned or pledged as collateral.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025, except for the items modified during the period between December 31, 2024 and February 28, 2025, for which the information as of February 28, 2025 is shown in brackets.

(Notes) 1. The number of underlying shares per unit of share acquisition right is one share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

4. In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares after the allotment date, the exercise price shall be adjusted according to the formula outlined below. Any fraction less than one yen shall be rounded up.

$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \times \frac{1}{\text{Ratio of split or consolidation}}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the exercise price to be adjusted, the exercise price shall be adjusted to the extent reasonable

taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

2) Resolution at the Board of Directors meeting on September 22, 2021

Date of resolution	March 25, 2021
Category and number of eligible persons (persons)	Employees of the Company: 19 Directors and employees of the Company's subsidiaries: 253
Number of share acquisition rights (units) *	5,873,480 [5,717,475] (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 5,873,480 [5,717,475] (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	1,759 (Note) 4
Exercise period of share acquisition rights *	(Qualified share option) From September 22, 2023, to September 30, 2027 (Non-qualified share option) From October 1, 2021, to September 30, 2027
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 1,759 Amount of share capital to be increased: 880
Conditions for exercise of share acquisition rights *	• One third (1/3) of the units granted shall vest on the day on which one year has elapsed from the allotment date. Thereafter, one twelfth (1/12) of the units granted shall vest every three months until the day on which three years have elapsed from the allotment date. The vested share acquisition rights may be exercised during the exercise period only if terms and conditions for the issuance and other conditions for exercise set forth in the Share Acquisition Rights Allotment Agreement are satisfied. • In principle, holders of share acquisition rights must continue to be director or employee of the Company or its subsidiary from the allotment date up to the date of exercise to be eligible to exercise the right. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Share acquisition rights cannot be assigned or pledged as collateral.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025, except for the items modified during the period between December 31, 2024 and February 28, 2025, for which the information as of February 28, 2025 is shown in brackets.

(Notes) 1. The number of underlying shares per unit of share acquisition right is one share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction of less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

4. In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares after the allotment date, the exercise price shall be adjusted according to the formula outlined below. Any fraction less than one yen shall be rounded up.

$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \times \frac{1}{\text{Ratio of split or consolidation}}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the exercise price to be adjusted, the exercise price shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3) Resolution at the Board of Directors meeting on November 9, 2021

Date of resolution	March 25, 2021
Category and number of eligible persons (persons)	Employee of the Company: 1 Employee of the Company's subsidiary: 1
Number of share acquisition rights (units) *	105,200 (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 105,200 (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	2,498 (Note) 4
Exercise period of share acquisition rights *	(Qualified share option) From November 9, 2023 to November 16, 2027 (Non-qualified share option) From November 17, 2021 to November 16, 2027
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 2,498 Amount of share capital to be increased: 1,249
Conditions for exercise of share acquisition rights *	• One third (1/3) of the units granted shall vest on the day on which one year has elapsed from the allotment date. Thereafter, one twelfth (1/12) of the units granted shall vest every three months until the day on which three years have elapsed from the allotment date. The vested share acquisition rights may be exercised during the exercise period only if terms and conditions for the issuance and other conditions for exercise set forth in the Share Acquisition Rights Allotment Agreement are satisfied. • In principle, holders of share acquisition rights must continue to be director or employee of the Company or its subsidiary from the allotment date up to the date of exercise to be eligible to exercise the right. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Share acquisition rights cannot be assigned or pledged as collateral.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one ordinary share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.
4. In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares after the allotment date, the exercise price shall be adjusted according to the formula outlined below. Any fraction less than one yen shall be rounded up.

$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \times \frac{1}{\text{Ratio of split or consolidation}}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the exercise price to be adjusted, the exercise price shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

(v) Resolution at the Annual General Meeting of Shareholders on March 25, 2022

Pursuant to the Companies Act, it was resolved at the Annual General Meeting of Shareholders on March 25, 2022 to issue share acquisition rights to certain employees of the Company and certain directors and employees of its subsidiaries under particularly preferential terms.

Resolution at the Board of Directors meeting on May 12, 2022

Date of resolution	March 25, 2022
Category and number of eligible persons (persons)	Employees of the Company's subsidiaries: 4
Number of share acquisition rights (units) *	265,000 [160,000] (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 265,000 [160,000] (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	3,065 (Note) 4
Exercise period of share acquisition rights *	From May 13, 2022 to May 12, 2028
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 3,065 Amount of share capital to be increased: 1,533
Conditions for exercise of share acquisition rights *	• One third (1/3) of the units granted shall vest on the day on which one year has elapsed from the allotment date. Thereafter, one twelfth (1/12) of the units granted shall vest every three months until the day on which three years have elapsed from the allotment date. The vested share acquisition rights may be exercised during the exercise period only if terms and conditions for the issuance and other conditions for exercise set forth in the Share Acquisition Rights Allotment Agreement are satisfied. • In principle, holders of share acquisition rights must continue to be director or employee of the Company or its subsidiary from the allotment date up to the date of exercise to be eligible to exercise the right. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Share acquisition rights cannot be assigned or pledged as collateral.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025, except for the items modified during the period between December 31, 2024 and February 28, 2025, for which the information as of February 28, 2025 is shown in brackets.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

4. In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares after the allotment date, the exercise price shall be adjusted according to the formula outlined below. Any fraction less than one yen shall be rounded up.

$$\text{Exercise price after adjustment} = \text{Exercise price before adjustment} \times \frac{1}{\text{Ratio of split or consolidation}}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the exercise price to be adjusted, the exercise price shall be adjusted to the extent reasonable

taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

(vi) Resolution at the Annual General Meeting of Shareholders on March 24, 2023

Pursuant to the Companies Act, it was resolved at the Annual General Meeting of Shareholders on March 24, 2023 to issue share acquisition rights as equity-based share options to directors of the Company. This does not fall under issuance with preferential terms as share acquisition rights are issued as directors' compensation, etc.

1) Resolution at the Board of Directors meeting on March 24, 2023

Date of resolution	March 24, 2023
Category and number of eligible persons (persons)	Director of the Company: 1
Number of share acquisition rights (units) *	12,008 (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 12,008 (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights *	From April 11, 2023 to March 15, 2027
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 3,125 ~ 3,145 Amount of share capital to be increased: 1,563 ~ 1,573
Conditions for the exercise of share acquisition rights *	• One third (1/3) of the units granted shall vest upon conclusion of each of the Annual General Meetings of Shareholders to be held in 2024, 2025 and 2026. • Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Acquisition of share acquisition rights by assignment shall require the approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable.

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one ordinary share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \frac{\text{Number of shares before adjustment}}{\text{adjustment}} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

2) Resolution at the Board of Directors on August 9, 2023

Date of resolution	March 24, 2023
Category and number of eligible persons (persons)	Director of the Company: 1
Number of share acquisition rights (units) *	460,526 (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 460,526 (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights *	From August 24, 2023 to March 15, 2027
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 1,244 ~ 2,814 Amount of share capital to be increased: 622 ~ 1,407
Conditions for the exercise of share acquisition rights *	- Part of the units granted shall vest upon conclusion of each of the Annual General Meetings of Shareholders to be held in 2024, 2025 and 2026, with the remainder to vest based on a predefined performance achievement rate during the period up to the date of the Annual General Meeting of Shareholders to be held in 2026. - Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. - Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Acquisition of share acquisition rights by assignment shall require the approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable.

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one ordinary share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

(vii) Resolution at the Annual General Meeting of Shareholders on March 27, 2024

Pursuant to the Companies Act, it was resolved at the Annual General Meeting of Shareholders on March 27, 2024 to issue share acquisition rights as equity-based share options to directors of the Company. This does not fall under issuance with preferential terms as share acquisition rights are issued as directors' compensation, etc.

1) Resolution at the Board of Directors meeting on March 27, 2024

Date of resolution	March 27, 2024
Category and number of eligible persons (persons)	Director of the Company: 1
Number of share acquisition rights (units) *	13,846 (Note) 1
Class, description and number of underlying shares (shares) *	Ordinary shares 13,846 (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen) *	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights *	From April 12, 2024 to March 15, 2028
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen) *	Issue price: 2,385 ~ 2,414 Amount of share capital to be increased: 1,193 ~ 1,207
Conditions for the exercise of share acquisition rights *	• One third (1/3) of the units granted shall vest upon conclusion of each of the Annual General Meetings of Shareholders to be held in 2025, 2026 and 2027. • Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. • Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights *	Acquisition of share acquisition rights by assignment shall require approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring *	Not applicable.

* The information above is as of December 31, 2024 and remains the same as of February 28, 2025.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \frac{\text{Number of shares before adjustment}}{\text{Ratio of split or consolidation}}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

2) Resolution at the Board of Directors meeting on February 19, 2025

Date of resolution	March 27, 2024
Category and number of eligible persons (persons)	Directors of the Company: 3
Number of share acquisition rights (units)	1,001,219 (Note) 1
Class, description and number of underlying shares (shares)	Ordinary shares 1,001,219 (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen)	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights	From March 6, 2025 to March 15, 2028
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen)	Issue price: 634 ~ 2,068 Amount of share capital to be increased: 317 ~ 1,034
Conditions for the exercise of share acquisition rights	- Part of the units granted shall vest upon conclusion of each of the Annual General Meetings of Shareholders to be held in 2025, 2026 and 2027, with the remainder to vest based on a predefined performance achievement rate during the period up to the date of the Annual General Meeting of Shareholders to be held in 2026 and 2027. - Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. - Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights	Acquisition of share acquisition rights by assignment shall require the approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring	Not applicable.

(Notes) 1. The number of underlying shares per unit of share acquisition rights is one ordinary share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

(viii) Resolution at the Annual General Meeting of Shareholders on March 26, 2025

Pursuant to the Companies Act, it was resolved at the Annual General Meeting of Shareholders on March 26, 2025 to issue share acquisition rights as equity-based share options to directors of the Company. This does not fall under issuance with preferential terms as share acquisition rights are issued as directors' compensation, etc.

1) Resolution at the Annual General Meeting of Shareholders on March 26, 2025

Date of resolution	March 26, 2025
Category and number of eligible persons (persons)	Directors of the Company: 5
Number of share acquisition rights (units)	Up to 64,000 (Note) 2
Class, description and number of underlying shares (shares)	Ordinary shares Up to 64,000 (Notes) 3, 4
Amount to be paid upon exercise of share acquisition rights (yen)	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights	Ten years from the allotment date of the share acquisition rights. If the last date of the exercise period is a non-business day of the Company, it shall be the business day immediately preceding such date.
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen)	Issue price: to be determined based on the closing price of the Company's ordinary shares in regular transactions on the Tokyo Stock Exchange on the date of allotment of share acquisition rights. Amount of share capital to be increased: to be determined based on the closing price of the Company's ordinary shares in regular transactions on the Tokyo Stock Exchange on the date of allotment of share acquisition rights.
Conditions for the exercise of share acquisition rights	- Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. - Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights	Acquisition of share acquisition rights by assignment shall require approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring	Not applicable.

(Notes) 1. Matters not described above shall be determined pursuant to the resolution of the Board of Directors meeting held after the Annual General Meeting of Shareholders on March 26, 2025.

2. The number of underlying shares per unit of share acquisition right is one share of the Company's ordinary shares.

3. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

4. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

2) Resolution at the Board of Directors meeting on March 26, 2025

Date of resolution	March 26, 2025
Category and number of eligible persons (persons)	Directors of the Company: 2
Number of share acquisition rights (units)	42,932 (Note) 1
Class, description and number of underlying shares (shares)	Ordinary shares 42,932 (Notes) 2, 3
Amount to be paid upon exercise of share acquisition rights (yen)	No cash payment or contribution of assets is required.
Exercise period of share acquisition rights	From April 11, 2025 to March 15, 2029
Issue price and the amount of share capital to be increased by issuance of shares upon exercise of share acquisition rights (yen)	Issue price: to be determined based on the closing price of the Company's ordinary shares in regular transactions on the Tokyo Stock Exchange on the date of allotment of share acquisition rights. Amount of share capital to be increased: to be determined based on the closing price of the Company's ordinary shares in regular transactions on the Tokyo Stock Exchange on the date of allotment of share acquisition rights.
Conditions for the exercise of share acquisition rights	- Part of the units granted shall vest upon conclusion of each of the Annual General Meetings of Shareholders to be held in 2026, 2027 and 2028, with the remainder to vest based on a predefined performance achievement rate during the period up to the date of the Annual General Meeting of Shareholders to be held in 2027 and 2028. - Only directors (including former directors) may exercise share acquisition rights. Specifically, the person must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors. - Partial exercise of share acquisition rights is not allowed.
Assignment of share acquisition rights	Acquisition of share acquisition rights by assignment shall require approval of the Board of Directors.
Issuance of share acquisition rights associated with the Company's restructuring	Not applicable.

(Notes) 1. The number of underlying shares per unit of share acquisition right is one share of the Company's ordinary shares.

2. In the event that the Company carries out a share split (including gratis allocation) or share consolidation, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, in case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of such merger, company split, share exchange, share transfer or share issuance.

3. Any fraction less than one share included in the number of shares to be issued to the holders of the share acquisition rights who have exercised the rights shall be rounded down.

(b) **【Rights plans】**
Not applicable.

(c) **【Share acquisition rights for other uses】**
Not applicable.

(3) **【Exercises of moving strike convertible bonds, etc.】**
Not applicable.

(4) 【Changes in total number of issued shares, share capital and legal capital surplus】

Date	Changes in total number of issued shares (shares)	Total number of issued shares (shares)	Changes in share capital (¥ million)	Balance of share capital (¥ million)	Changes in legal capital surplus (¥ million)	Balance of legal capital surplus (¥ million)
January 1, 2020 to February 28, 2020 (Note 1)	2,046,000	903,576,560	879	18,636	879	17,886
February 28, 2020 (Note 2)	(20,971,021)	882,605,539	—	18,636	—	17,886
February 29, 2020 to December 31, 2020 (Note 1)	4,356,000	886,961,539	3,834	22,470	3,834	21,720
January 1, 2021 to August 23, 2021 (Note 1)	2,816,000	889,777,539	2,520	24,990	2,520	24,240
August 23, 2021 (Note 3)	7,388,930	897,166,469	7,814	32,804	7,814	32,054
August 24, 2021 to December 31, 2021 (Note 1)	1,580,000	898,746,469	1,363	34,167	1,363	33,417
January 1, 2022 to April 13, 2022 (Note 1)	950,862	899,697,331	813	34,980	813	34,230
April 13, 2022 (Note 4)	355,673	900,053,004	541	35,521	541	34,771
April 14, 2022 to May 10, 2022 (Note 1)	714,000	900,767,004	525	36,046	525	35,296
May 10, 2022 (Note 5)	63,983	900,830,987	94	36,140	94	35,390
May 11, 2022 to June 27, 2022 (Note 1)	1,092,862	901,923,849	1,060	37,200	1,060	36,450
June 27, 2022 (Note 6)	11,289	901,935,138	16	37,216	16	36,466
June 28, 2022 to July 26, 2022 (Note 1)	34,000	901,969,138	37	37,253	37	36,503
July 26, 2022 (Note 7)	22,572	901,991,710	34	37,287	34	36,537
July 27, 2022 to August 31, 2022 (Note 1)	452,420	902,444,130	481	37,768	481	37,018
August 31, 2022 (Note 8)	(36,571,300)	865,872,830	—	37,768	—	37,018
September 1, 2022 to December 31, 2022 (Note 1)	900,898	866,773,728	1,113	38,881	1,113	38,131
January 1, 2023 to May 31, 2023 (Note 1)	3,853,354	870,627,082	4,446	43,327	4,446	42,577
May 31, 2023 (Note 9)	(16,752,326)	853,874,756	—	43,327	—	42,577
June 1, 2023 to December 31, 2023 (Note 1)	3,578,504	857,453,260	4,085	47,412	4,085	46,662
January 1, 2024 to February 29, 2024 (Note 1)	469,241	857,922,501	570	47,982	570	47,232
February 29, 2024 (Note 10)	(17,539,739)	840,382,762	—	47,982	—	47,232
March 1, 2024 to December 31, 2024 (Note 1)	2,060,651	842,443,413	2,651	50,633	2,651	49,883

- (Notes)
1. An increase due to exercise of share acquisition rights.
 2. 20,971,021 treasury shares purchased were all canceled on February 28, 2020.
 3. Third-party allotment with payment (third-party allotment to shareholders of Embark Studios AB)
Issue price: ¥2,115
Amount of share capital to be increased: ¥1,057.5
Allottees: Shareholders of ordinary shares of Embark Studios AB (six individuals and one foundation)
 4. Third-party allotment with payment (third-party allotment to employees of Embark Studios AB)
Issue price: ¥3,040
Amount of share capital to be increased: ¥1,520
Allottees: Employees of Embark Studios AB (25 individuals)
 5. Third-party allotment with payment (third-party allotment to employees of Embark Studios AB)
Issue price: ¥2,944
Amount of share capital to be increased: ¥1,472
Allottees: Employees of Embark Studios AB (five individuals)
 6. Third-party allotment with payment (third-party allotment to employees of Embark Studios AB)
Issue price: ¥2,863
Amount of share capital to be increased: ¥1,431.5
Allottees: Employees of Embark Studios AB (three individuals)
 7. Third-party allotment with payment (third-party allotment to employees of Embark Studios AB)
Issue price: ¥3,020
Amount of share capital to be increased: ¥1,510
Allottees: Employees of Embark Studios AB (14 individuals)
 8. 36,571,300 treasury shares purchased were all canceled on August 31, 2022.
 9. 16,752,326 treasury shares purchased were all canceled on May 31, 2023.
 10. 17,539,739 treasury shares purchased were all canceled on February 29, 2024.
 11. 19,911,683 treasury shares purchased (held as of January 31, 2025) were all canceled on February 28, 2025
 12. Between January 1, 2025 and February 28, 2025, the total number of issued shares increased by 133,236 shares and the amount of share capital and legal capital surplus each increased by ¥226 million, due to exercise of share acquisition rights.

(5) 【Shareholding by shareholder category】

As of December 31, 2024

As of December 31, 2024

Category	Share information (One unit = 100 shares)								Shares less than one unit (shares)
	National and local governments	Financial institutions	Financial service providers	Other corporations	Foreign corporations, etc.		Individuals and others	Total	
					Other than individuals	Individuals			
Number of shareholders (persons)	—	25	28	36	697	102	3,680	4,568	—
Number of shares held (number of units)	—	1,007,135	249,109	20,562	6,800,459	146,483	200,392	8,424,140	29,413
Percentage of shareholdings (%)	—	12.0	3.0	0.2	80.7	1.7	2.4	100.0	—

(Notes) 1. Number of shares held (units) of “Individuals and others” above includes 16,958,500 treasury shares.

2. “Shares less than one unit” above includes 83 shares of treasury shares.

(6) 【Major shareholders】

As of December 31, 2024

Name	Address	Number of shares held (shares)	Shareholding ratio (excluding treasury shares) (%)
NXC Corporation (Standing proxy: The Company) (Standing proxy: SMBC Nikko Securities Inc.) (Standing proxy: Citibank, N.A., Tokyo branch)	17, EUNSU-GIL, JEJU-SI, JEJU-DO, 63141, KOREA (1-4-5 Roppongi, Minato-ku, Tokyo) (1-5-1 Marunouchi, Chiyoda-ku, Tokyo) (6-27-30 Shinjuku, Shinjuku-ku, Tokyo)	248,462,800	30.1
NXMH BV (Standing proxy: The Company) (Standing proxy: Sumitomo Mitsui Banking Corporation) (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department) (Standing proxy: Goldman Sachs Japan Co., Ltd.)	LOUIZALAAN 326 BOX24, B-1050 ELSENE (BRUSSELS) BELGIUM (1-4-5 Roppongi, Minato-ku, Tokyo) (1-1-2 Marunouchi, Chiyoda-ku, Tokyo) (2-15-1 Konan, Minato-ku, Tokyo) (2-6-1 Toranomom, Minato-ku, Tokyo)	152,288,127	18.4
JP MORGAN CHASE BANK 380815 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	25 BANK STREET, CANARY WHARF, LONDON, E14 5JP, UNITED KINGDOM (2-15-1 Konan, Minato-ku, Tokyo)	88,548,900	10.7
The Master Trust Bank of Japan, Ltd. (trust account)	1-8-1 Akasaka, Minato-ku, Tokyo	73,468,600	8.9
HSBC-FUND SERVICES CLIENTS A/C 006 (Standing proxy: The Hongkong and Shanghai Banking Corporation Limited, Tokyo branch, Custody services)	LEVEL 13, 1 QUEEN'S ROADCENTRAL, HONG KONG (3-11-1 Nihombashi, Chuo-ku, Tokyo)	28,229,800	3.4
Custody Bank of Japan, Ltd. (trust account)	1-8-12 Harumi, Chuo-ku, Tokyo	20,917,146	2.5
JPMorgan Securities Japan Co., Ltd.	2-7-3 Marunouchi, Chiyoda-ku, Tokyo	17,478,555	2.1
STATE STREET BANK AND TRUST COMPANY 505325 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	P.O. BOX 351 BOSTON MASSACHUSETTS 02 101 U.S.A. (2-15-1 Konan, Minato-ku, Tokyo)	16,708,169	2.0
THE CHASE MANHATTAN BANK, N.A. LONDON SPECIAL ACCOUNT NO.1 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department)	WOOLGATE HOUSE, COLEMAN STREET LONDON EC2P 2HD, ENGLAND (2-15-1 Konan, Minato-ku, Tokyo)	14,145,393	1.7
KOREA SECURITIES DEPOSITORY-SAMSUNG (Standing proxy: Citibank, N.A., Tokyo branch)	34-6, YEOUIDO-DONG, YEONGDEUNGPO-GU, SEOUL, KOREA (6-27-30 Shinjuku, Shinjuku-ku, Tokyo)	11,473,096	1.4
Total	—	671,720,586	81.4

(Note) The Amendment Report to the Large Shareholding Report made available for public inspection as of June 23, 2023, shows that Public Investment Fund holds shares shown below as of September 26, 2022, but it is not

included in major shareholders listed above as the Company was not able to confirm the actual number of shares held by the company as of December 31, 2024.

Name	Address	Number of share certificates, etc. held (shares)	Ratio of share certificates, etc. held (%)
Public Investment Fund	The Public Investment Fund Tower, the King Abdullah Financial District, Al-Aqiq District, Riyadh, 13519, Kingdom of Saudi Arabia	88,548,900	10.23

Based on the Amendment Report to the Large Shareholding Report made available for public inspection as of June 23, 2023, it has been confirmed that the company holds 10.23% of the voting rights as of June 23, 2023 (calculated based on the total number of voting rights of all shareholders as of June 30, 2022 of 8,653,451), and therefore it is one of the Company's major shareholder.

(7) 【Voting rights】

(a) 【Issued shares】

As of December 31, 2024

Categories	Number of shares (shares)	Number of voting rights (units)	Description
Shares with no voting rights	—	—	—
Shares with restricted voting rights (treasury shares, etc.)	—	—	—
Shares with restricted voting rights (other)	—	—	—
Shares with full voting rights (treasury shares, etc.)	(Treasury shares) Ordinary shares 16,958,500	—	—
Shares with full voting rights (other)	Ordinary shares 825,455,500	8,254,555	Standard shares of the Company with no restrictions on rights
Shares less than one unit	Ordinary shares 29,413	—	Same as above
Total number of issued shares	842,443,413	—	—
Number of voting rights held by all shareholders	—	8,254,555	—

(Note) Ordinary shares in “Shares less than one unit” includes 83 treasury shares held by the Company.

(b) 【Treasury shares, etc.】

As of December 31, 2024

Name of shareholder	Address of shareholder	Number of shares held in own name (shares)	Number of shares held in others' names (shares)	Total number of shares held (shares)	Shareholding ratio (%)
(Treasury shares) NEXON Co., Ltd.	1-4-5 Roppongi, Minato-ku, Tokyo	16,958,500	—	16,958,500	2.0
Total	—	16,958,500	—	16,958,500	2.0

(Note) The number of treasury shares above does not include 83 shares of “Shares less than one unit.”

2 【Acquisition and Disposal of Treasury Shares】

【Class of shares, etc.】 Purchase of ordinary shares under Article 155, Item 3 and Item 7 of the Companies Act.

(1) 【Acquisition by resolution of shareholders meeting】

Not applicable.

(2) 【Acquisition by resolution of board of directors meeting】

Category	Number of shares (shares)	Total value (yen)
Status of approval at the Board of Directors (November 9, 2023) (Acquisition period: November 10, 2023 to February 16, 2024)	15,000,000	30,000,000,000
Treasury shares purchased prior to the fiscal year ended December 31, 2024	7,495,500	22,246,239,600
Treasury shares purchased during the fiscal year ended December 31, 2024	2,818,700	7,753,719,800
Total number and value of remaining approved shares	4,685,800	40,600
Unexercised ratio as of December 31, 2024 (%)	31.2	0.0
Treasury shares purchased during the period*	—	—
Unexercised ratio as of the filing date (%)	31.2	0.0

Category	Number of shares (shares)	Total value (yen)
Status of approval at the Board of Directors (May 14, 2024) (Acquisition period: May 15, 2024 to July 19, 2024)	15,000,000	30,000,000,000
Treasury shares purchased prior to the fiscal year ended December 31, 2024	—	—
Treasury shares purchased during the fiscal year ended December 31, 2024	10,588,800	29,999,810,563
Total number and value of remaining approved shares	4,411,200	189,437
Unexercised ratio as of December 31, 2024 (%)	29.4	0.0
Treasury shares purchased during the period*	—	—
Unexercised ratio as of the filing date (%)	29.4	0.0

Category	Number of shares (shares)	Total value (yen)
Status of approval at the Board of Directors (November 12, 2024) (Acquisition period: November 13, 2024 to January 31, 2025)	10,000,000	20,000,000,000
Treasury shares purchased prior to the fiscal year ended December 31, 2024	—	—
Treasury shares purchased during the fiscal year ended December 31, 2024	6,369,700	13,662,425,150
Total number and value of remaining approved shares	3,630,300	6,337,574,850
Unexercised ratio as of December 31, 2024 (%)	36.3	31.7
Treasury shares purchased during the period*	2,953,100	6,337,402,650
Unexercised ratio as of the filing date (%)	6.8	0.0

Category	Number of shares (shares)	Total value (yen)
Status of approval at the Board of Directors (February 13, 2025) (Acquisition period: February 14, 2025 to June 30, 2025)	32,000,000	50,000,000,000
Treasury shares purchased prior to the fiscal year ended December 31, 2024	—	—
Treasury shares purchased during the fiscal year ended December 31, 2024	—	—
Total number and value of remaining approved shares	32,000,000	50,000,000,000
Unexercised ratio as of December 31, 2024 (%)	100.0	100.0
Treasury shares purchased during the period*	3,033,300	6,240,301,399
Unexercised ratio as of the filing date (%)	90.5	87.5

* The information above is as of February 28, 2025.

(3) 【Acquisition not based on resolution of shareholders meeting or board of directors meeting】

Category	Number of shares (shares)	Total value (yen)
Treasury shares purchased during the fiscal year ended December 31, 2024	83	259,293
Treasury shares purchased during the period	—	—

(Note) Treasury shares purchased during the period do not include the number of shares less than one unit purchased during the period from March 1, 2025, to the filing date of this annual securities report.

(4) 【Disposal of acquired treasury shares and number of treasury shares held】

Category	Fiscal year ended December 31, 2024		Current period	
	Number of shares (shares)	Total disposition amount (yen)	Number of shares (shares)	Total disposition amount (yen)
Purchased treasury shares offered to subscribers	—	—	—	—
Purchased treasury shares canceled	17,539,739	50,000,032,768	19,911,683	49,999,897,656
Purchased treasury shares transferred due to merger, share exchange, share issuance or company split	—	—	—	—
Other	—	—	—	—
Treasury shares held	16,958,583	—	3,033,300	—

(Note) Treasury shares held during the relevant period do not include the number of shares purchased during the period from March 1, 2025, to the filing date of this annual securities report.

3 【Dividend Policy】

The Company recognizes that the return of profits to shareholders is an important management issue. Our policy is to return profits to shareholders through dividend payments, share repurchases and other means depending on the results of operations and upon full consideration of factors including the state of shareholder equity, management results and revenue outlook. We also consider it important to stably and ongoingly enhance the return of profits to shareholders. We aim to return over 33% of annual operating profit from the prior year, excluding one-off expenses such as an impairment loss. In addition, we set a minimum ROE target of 10% with the potential to grow as high as 15%.

We intend to use our internal capital reserves by taking into account the balance between return of profits to shareholders and other considerations such as the expansion of our existing business and development of new businesses to strengthen our management base and enrich our future business domain, and effective investments, primarily M&As and acquisition of game publishing rights, to proactively develop our business for future growth.

Our basic policy is to pay dividend twice a year as interim and year-end dividends.

In accordance with the policy above, we are scheduled to pay dividends of surplus of 22.5 yen per share for the fiscal year ended December 31, 2024 (including interim dividend of 7.5 yen per share) in consideration of factors including financial results and financial condition. Furthermore, interim and year-end dividends of 15.0 yen per share are also scheduled for the fiscal year ending December 31, 2025.

The Company decides dividends of surplus by a resolution of the Board of Directors. Furthermore, the Company's Articles of Incorporation stipulates that "the decisions of the Company with regards to dividends of surplus and other matters as stipulated under each provision of Article 459, Paragraph 1 of the Companies Act shall not require a resolution of the General Meeting of Shareholders but shall be decided by a resolution of the Board of Directors, except when otherwise provided for by laws and regulations," and that "the record date for the Company's year-end dividends shall be December 31 of each year" and "the record date for the Company's interim dividends shall be June 30 of each year."

(Note) Dividends of surplus for which the record date belongs to the fiscal year ended December 31, 2024 are as follows:

Date of resolution	Total amount of dividends (¥ million)	Dividend per share (yen)
Resolution of the Board of Directors on August 8, 2024	6,252	7.5
Resolution of the Board of Directors on February 19, 2025	12,382	15.0

4 【Corporate Governance】

(1) 【Overview of Corporate Governance】

(a) Fundamental philosophy of corporate governance

Recognizing that its most important management issue is to balance the maximization of its corporate value and securing of the soundness in business operations through efficient and highly transparent management, the Company has stipulated (i) the maximization of shareholder value, (ii) building of a good relationship of trust with stakeholders such as users, business partners, local communities and employees, and (iii) sustainable and stable growth, as its basic policy of corporate governance.

To that end, we have been striving so that we will realize strict and legitimate supervisory function over the execution of operations and will focus on effective design and operation of internal control systems, management always mindful of compliance, and organization management through group governance, which is mindful of appropriate cooperation with subsidiaries.

(b) Corporate governance system, etc.

(i) Overview of corporate governance system and reason for adopting such system

The Company's corporate governance system consists of the Board of Directors and the Audit and Supervisory Committee. The Compensation Committee is also established as an advisory body of the Board of Directors.

The Company's Board of Directors, consisting of eight directors (including three who are Audit and Supervisory Committee members), convenes regular meetings at least every three months and special meetings, if necessary, to perform its function to mutually supervise directors' performance of their duties by exchanging opinions and deliberating.

The Company's Audit and Supervisory Committee, consisting of three Audit and Supervisory Committee members including two independent external directors, convenes, in principle, regular meetings at least every three months and special meetings, if necessary, and performs audit of the directors' performance of their duties through operational and financial audits based on the audit plan.

A majority of the members of the Company's Compensation Committee is independent external directors and its chairperson is an independent external director. It engages the service of a compensation consultant to introduce objective external perspectives and expert opinions into the operation of the Compensation Committee and also refers to other investigation reports provided regarding directors' compensation. Specific compensation payment amounts, and performance achievement rates are finalized and determined by a resolution of the Board of Directors after a confirmation from the Compensation Committee is obtained to ensure that the level and composition of directors' compensation are appropriate and to ensure the transparency of the process in which they are decided.

The systems of the Board of Directors (BOD), the Audit and Supervisory Committee (ASC) and the Compensation Committee (CC) render our corporate governance effective.

The corporate governance system consists of the following members (◎: chairperson):

Title	Name	BOD	ASC	CC
Representative Director, President and CEO	Junghun Lee	◎		
Representative Director, Chief Financial and Chief Administrative Officer	Shiro Uemura	○		
Director	Patrick Söderlund	○		
Director	Daehyun Kang	○		
External Director	Naoya Tsurumi	○		
External Director (ASC member)	Alexander Iosilevich	○	◎	○
External Director (ASC member)	Satoshi Honda	○	○	○
External Director (ASC member)	Shiro Kuniya	○	○	◎

(ii) Internal control system

The Company has approved “NEXON Corporate Governance Basic Policy,” “NEXON Group Code of Conduct and Business Ethics (Code of Conduct),” and “Basic Policies relating to Internal Control Systems” at the Board of Directors meeting in order to develop the internal control system.

(iii) Risk management system

Nexon Group believes that risk management is one of the important factors in internal control. In addition to developing the “Risk Management Rules,” we set up the “Risk Management (Internal Control) Project,” consisting of the head of the Internal Audit Section as the project leader and other department heads as members, and prepared “Risk Map” in order to prevent risk from arising. If any risks should arise and cause serious situations, department heads will be called up and a task force will be set up to handle such a situation.

We also believe that another important matter in internal control is compliance. Accordingly, the Company has approved the “Compliance Regulations” at the Board of Directors meeting, established the “Compliance Committee” chaired by the head of the Legal Department, and designated the Legal Department as a “department responsible for compliance,” with the aim of developing in-house compliance system.

(iv) System to ensure proper operations of the Company’s subsidiaries

Nexon Group ensures proper operations of the Company’s subsidiaries by, while respecting the independence of each entity with consideration for unique local circumstances, establishing a subsidiary management system in accordance with the system to ensure proper operation of the Company as described below.

- System for reporting matters regarding performance of duties by subsidiaries’ directors to the Company:

The Company shall request subsidiaries’ directors to report important matters and other necessary matters regularly based on the “Associated Company Management Rules.”

- System to manage potential risks of losses of subsidiaries:

The Company shall request subsidiaries to prepare internal rules based on the Company’s “Risk Management Rules” and minimize potential exposure to risk of incurring losses and to establish a system enabling timely response in cooperation with the Company in the event of serious incidents.

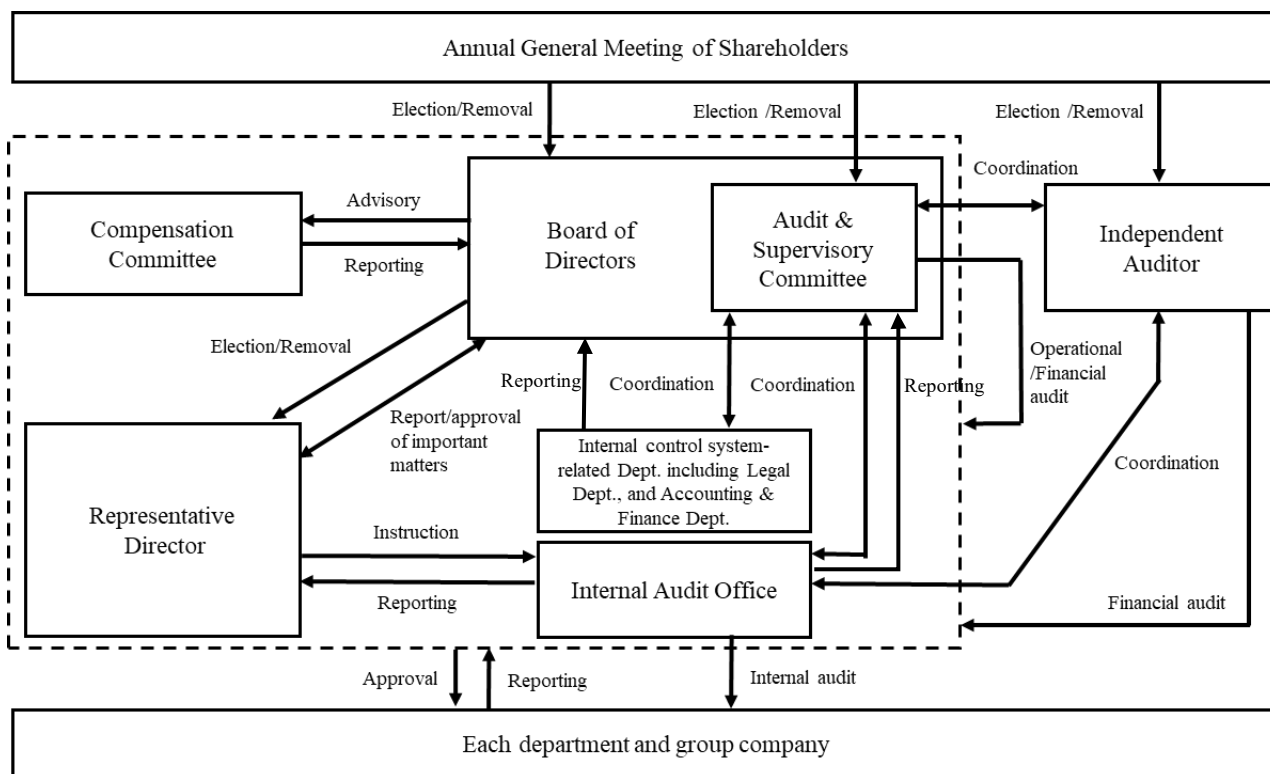
- System to ensure efficient performance of duties by subsidiaries’ directors, etc.:

The Company shall request subsidiaries’ directors to report the status of performance of their respective duties on a monthly basis and to improve obstructive factors in the execution of duties in a timely manner, if any.

- System to ensure that the performance of duties by directors and employees of subsidiaries complies with laws and regulations and the articles of incorporation:

The Company shall review the compliance status by collecting and obtaining relevant information through methods including audit and investigation by directors, the Internal Audit Section, the Legal Department and the Accounting & Finance Department of the Company. In addition, the Company shall request subsidiaries to take necessary measures including preventive measures.

(v) Below is a diagram of our corporate governance system described above.



(vi) Limited liability agreement

In order to ensure that they can fulfill their expected roles to the fullest extent, the Company's Articles of Incorporation stipulates that the Company may, pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, enter into agreements with its non-executive directors to limit their liability with respect to any negligence in the performance of their duties. The Company entered into the agreement to limit liability with four non-executive directors in accordance with the Article of Incorporation. The limit of liability for damages under the agreement is ¥2.4 million or the minimum liability amount provided for in Article 425, Paragraph 1 of the Companies Act, whichever is higher.

(vii) Indemnification agreement

In order to ensure that they can fulfill their expected roles to the fullest extent, the Company has entered into indemnification agreements with Mr. Junghun Lee, Mr. Shiro Uemura, Mr. Patrick Söderlund, Mr. Daehyun Kang, Mr. Naoya Tsurumi, Mr. Alexander Iosilevich, Mr. Satoshi Honda and Mr. Shiro Kuniya to indemnify for expenses provided by Article 430-2, Paragraph 1, Item 1 of the Companies Act and losses provided by Item 2 of the Paragraph to the extent provided by relevant laws and regulations.

(viii) Directors and officers liability insurance

In order to ensure that they can fulfill their expected roles to the fullest extent, the Company has taken out a directors and officers liability insurance covering all officers, executive officers and employees in management position to indemnify for possible losses arising from monetary damages and legal costs in connection with claims against the insured. The Company pays all insurance premiums. However, there are some exclusions not covered by the insurance such as losses arising from illegal actions taken for personal profit or provision of favors, criminal actions, and actions taken with knowledge of the illegality.

(ix) Number of directors

The Company's Articles of Incorporation stipulates that the Company shall have no more than ten directors (excluding those who are Audit and Supervisory Committee members) and shall have no more than five directors who are Audit and Supervisory Committee members.

(x) Election criteria for directors

The Company's Articles of Incorporation stipulates that the Company shall elect directors who are Audit and Supervisory Committee members and other directors separately at the General Meeting of Shareholders, and that resolutions to elect directors shall be made by a majority vote by shareholders present at the meeting where one third or more of the eligible shareholders are present.

The Company's Articles of Incorporation also stipulates that resolutions to elect directors shall not be based on cumulative voting.

(xi) Purchase of treasury shares

In accordance with Article 165, Paragraph 2 of the Companies Act, the Company's Articles of Incorporation stipulates that the Company may purchase own shares through market transactions based on resolutions of the Board of Directors in order to flexibly implement capital policies in response to changes in business environment.

(xii) Dividends of surplus

The Company's Articles of Incorporation stipulates that "the decisions with regards to dividends from surplus and other matters as stipulated under each item of Article 459, Paragraph 1 of the Companies Act shall not require a resolution of the General Meeting of Shareholders but shall be decided by a resolution of the Board of Directors, except when otherwise provided for by laws and regulations," that "the record date for the Company's year-end dividends shall be December 31 of each year" and that "the record date for the Company's interim dividends shall be June 30 of each year." This is for the purpose of returning profits to shareholders flexibly.

(xiii) Special resolutions of the General Meeting of Shareholders

The Company's Articles of Incorporation stipulates that special resolutions of the General Meeting of Shareholders as provided by Article 309, Paragraph 2 of the Companies Act shall be made by two thirds or more of the votes of the shareholders present at the meeting where one third or more of the eligible shareholders are present.

This is for the purpose of ensuring smooth management of the General Meeting of Shareholders by easing the quorum for special resolutions of the General Meeting of Shareholders.

(xiv) Guidelines on policy for protection of minority shareholders in transactions with controlling shareholders, etc.

In order not to undermine the interests of non-controlling shareholders, Nexon Group determines terms and conditions applicable to transactions between the Company and its controlling shareholders, etc. in the same manner as general terms and conditions applicable to transactions with unassociated parties.

(xv) Basic policy regarding control of a stock company

The Company has not established a basic policy regarding those who control the decisions on the financial and business policies of the stock company as stipulated by Article 118, Item 3 of the Ordinance for Enforcement of the Companies Act.

(c) Activities of the Board of Directors

During the fiscal year ended December 31, 2024, the Company held the Board of Directors meetings at least once every three months, and the attendance status of each director was as follows:

Name	Number of meetings held	Number of meetings attended
Junghun Lee	5	5
Shiro Uemura	5	5
Patrick Söderlund	5	5
Owen Mahoney	5	5
Mitchell Lasky	5	5
Alexander Iosilevich	5	5
Satoshi Honda	5	5
Shiro Kuniya	5	5

At the Board of Directors meetings, in accordance with the Company's "Authorization Matrix," members primarily discuss and resolve management and business policies of the Company and its subsidiaries, important matters related to business execution, matters authorized by the resolutions at the shareholders' meetings, matters required by laws and regulations and the Articles of Incorporation and also receive reports on the businesses of the Company and its subsidiaries, the execution status of important operations and matters required by laws and regulations.

(d) Activities of the Compensation Committee

During the fiscal year ended December 31, 2024, the Company held the Compensation Committee meeting twice, and the attendance status of each Compensation Committee member was as follows. In addition to the meeting, members exchange opinions via email as needed.

Name	Number of meetings held	Number of meetings attended
Alexander Iosilevich	2	2
Satoshi Honda	2	2
Shiro Kuniya	2	2

At the Compensation Committee meeting, members deliberate on compensation of directors (excluding those who are Audit and Supervisory Committee members), the amount of individual compensation, etc. and the level of achievement of performance targets, etc.

(2) 【Directors (and other officers)】

(i) List of the Company's officers

Male: 8 Female: 0 (Ratio of female directors (and other officers): 0 %)

Official title or position	Name	Date of birth	Career summary		Term of office	Number of shares held (shares)
Representative Director, President and Chief Executive Officer	Junghun Lee	March 12, 1979	May 2003 November 2006 April 2010 July 2012 April 2014 November 2015 January 2018 March 2022 March 2023 March 2024 March 2024	Joined NEXON Corporation (current NXC Corporation) Publishing QM Team Leader of NEXON Corporation (current NEXON Korea Corporation) Command Center Manager of NEOPLE INC. FIFA Department Manager of NEXON Korea Corporation General Manager of Business Headquarters of NEXON Korea Corporation Vice President of Business of NEXON Korea Corporation Chief Executive Officer of NEXON Korea Corporation Director of NEXON Games Co., Ltd. Director of NEXON Co., Ltd. Representative Director, President and Chief Executive Officer of NEXON Co., Ltd. (to present) Director of NEXON Korea Corporation (to present)	(Note) 4	565,034
Representative Director, Chief Financial and Chief Administrative Officer	Shiro Uemura	December 31, 1970	December 2000 September 2003 December 2004 July 2011 March 2014 March 2014 March 2014 March 2015 April 2016 April 2016 April 2016 September 2016 January 2020 October 2021 October 2021 May 2024	Joined Deloitte Touche Tohmatsu (current Deloitte Touche Tohmatsu LLC) Joined Pacific Golf Management K.K. Joined Pacific Golf Group International Holdings K.K. Joined NEXON Co., Ltd. Chief Financial and Chief Administrative Officer of NEXON Co., Ltd. Director of gloops, Inc. Director of inBlue.com Representative Director of NEXON Co., Ltd. (to present) Director of Nexon America, Inc. (to present) Director of NEXON M Inc. Director of Lexian Software Development (Shanghai) Co., Ltd. (to present) Director of NEXON Europe GmbH Representative Director and President of gloops, Inc. Chief Financial and Chief Administrative Officer of NEXON Co., Ltd. (to present) Director of Nexon Studios, Inc. (current Nexon Filmed Entertainment Inc.) (to present) Director of Embark Studios AB (to present)	(Note) 4	135,323

Official title or position	Name	Date of birth	Career summary		Term of office	Number of shares held (shares)
Director	Patrick Söderlund	September 27, 1973	January 2000 October 2006 September 2013 April 2018 November 2018 November 2018 January 2019 March 2019 July 2019 November 2019 June 2020 August 2020 August 2021 November 2021	Chief Executive Officer of Digital Illusions Creative Entertainment Vice President & General Manager of Electronic Arts, Inc. Executive Vice President of Electronic Arts, Inc., EA Worldwide Studios Chief Design Officer of Electronic Arts, Inc. Director of Sicalis AB (to present) Chief Executive Officer of Embark Studios AB (to present) Director of Fractal Gaming Group AB (to present) External Director of NEXON Co., Ltd. Director of NEXON Co., Ltd. (to present) Director of Ortalis Group AB Director of Hexagon Aktiebolag Director of Summit Together AB (to present) Director of Ortalis Holding AB Director of CoFounded Kapital AB (to present)	(Note) 4	2,314,916
Director	Daehyun Kang	September 1, 1981	February 2004 October 2005 April 2007 April 2009 October 2011 April 2014 April 2017 May 2020 March 2024 March 2025	Joined NEXON Corporation (current NXC Corporation) Crazy Arcade Team Leader of NEXON Corporation (current NEXON Korea Corporation) Maple Live Development Team Leader of NEXON Korea Corporation Live Publishing Section Manager of NEXON Korea Corporation Dungeon&Fighter Development Section Manager of NEOPLE INC. Live Development Division Manager of NEXON Korea Corporation Vice President of NEXON Korea Corporation Chief Operating Officer of NEXON Korea Corporation Co-CEO of NEXON Korea Corporation (to present) Director of NEXON Co., Ltd. (to present)	(Note) 4	28,000

Official title or position	Name	Date of birth	Career summary		Term of office	Number of shares held (shares)
Director	Naoya Tsurumi	February 8, 1958	September 2005 June 2006 October 2006 April 2012 May 2012 April 2014 April 2014 January 2015 April 2015 July 2017 April 2022 December 2023 March 2025	CEO and President of SEGA PUBLISHING EUROPE LTD. CEO and President of SEGA HOLDINGS U.S.A., INC. Chairman of SEGA OF AMERICA, INC. President and COO (Representative Director) of SEGA CORPORATION Vice Chairman and CEO of Sega Jinwin (Shanghai) Amusements Co., Ltd. Senior Executive Vice President (Representative Director) of SEGA SAMMY HOLDINGS INC. Vice Chairman of the Board of SEGA CORPORATION Chairman of the Board of CA Sega Joypolis Ltd. (to present) Vice Chairman of the Board of SEGA Holdings Co., Ltd. Senior Executive Vice President of PARADISE SEGASAMMY Co., Ltd. External Director of SNK CORPORATION (to present) Representative Director, President & CEO of U&I Entertainment Japan Co., Ltd. (to present) External Director of NEXON Co., Ltd. (to present)	(Note) 4	—
Director (Audit and Supervisory Committee member)	Alexander Iosilevich	January 12, 1975	June 1998 November 2000 October 2001 April 2004 June 2007 September 2008 October 2014 June 2019 July 2021 July 2021 March 2022 July 2022	Joined Donaldson, Lufkin & Jenrette Joined Credit Suisse First Boston Joined Liberty Media Corporation Joined Bank of America Securities LLC Head of US Media Investment Banking/Managing Director of Lehman Brothers Holdings Inc. Head of US Media Investment Banking/Managing Director of Barclays Capital (current Barclays Corporate and Investment Bank) Head of Media Investment Banking Americas/Managing Director of Deutsche Bank AG Head of Media Investment Banking Americas/Managing Director of UBS Securities LLC Global President and Chief Investment Officer of NXC Corporation (to present) Partner of Alignment Growth Management, LLC (to present) External Director (Audit and Supervisory Committee member) of NEXON Co., Ltd. (to present) Director of Crunchbase, Inc. (to present)	(Note) 5	—

Official title or position	Name	Date of birth	Career summary		Term of office	Number of shares held (shares)
Director (Audit and Supervisory Committee member)	Satoshi Honda	September 29, 1947	July 1971 June 1992 December 1992 November 1995 August 1998 December 2009 November 2010 March 2012 March 2018	Joined Victor Company of Japan, Limited Director of Victor Entertainment Inc. Representative Director of Electronic Arts Victor Co., Ltd. (current Electronic Arts Co., Ltd.) Auditor of Computer Entertainment Software Association (current Computer Entertainment Supplier's Association) Representative Director of Eidos Interactive KK Director of Spline Network Inc. Director of Software Imaging Technology Limited External Director of NEXON Co., Ltd. External Director (Audit and Supervisory Committee member) of NEXON Co., Ltd. (to present)	(Note) 5	—
Director (Audit and Supervisory Committee member)	Shiro Kuniya	February 22, 1957	April 1982 July 1987 June 1997 June 1999 April 2002 June 2006 June 2009 April 2011 April 2011 March 2012 June 2012 June 2013 June 2013 June 2016 March 2018 June 2019 April 2020 June 2021	Registered as a lawyer Joined Oh-Ebashi Law Offices Registered as a lawyer in the State of New York Statutory Auditor of Sunstar Inc. Auditor of Kitano Hospital, The Tazuke Kofukai Medical Research Institute (to present) Managing Partner of Oh-Ebashi LPC & Partners Statutory Auditor of Nidec Corporation Board member of the Japan Commercial Arbitration Association (to present) Board member of Japan Century Symphony Orchestra (to present) President of Inter-Pacific Bar Association (IPBA) External Director of NEXON Co., Ltd. Director of Ebara Corporation Statutory Auditor of Takeda Pharmaceutical Company Limited Director of Sony Financial Holdings Inc. Director (Audit and Supervisory Committee member) of Takeda Pharmaceutical Company Ltd. External Director (Audit and Supervisory Committee member) of NEXON Co., Ltd. (to present) External Director of Takeda Pharmaceutical Company Ltd. Auditor of CiRA Foundation (to present) External Director of TOA Corporation (to present)	(Note) 5	37,009
Total						3,080,282

(Notes) 1. The Audit and Supervisory Committee consists of the following members.

Chairperson: Alexander Iosilevich Member: Satoshi Honda Member: Shiro Kuniya

- Mr. Alexander Iosilevich is not an executive director of the Company or any of its subsidiaries.
- Mr. Naoya Tsurumi, Mr. Alexander Iosilevich, Mr. Satoshi Honda and Mr. Shiro Kuniya are external directors.
- From March 26, 2025 to the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending December 31, 2025.
- From March 27, 2024 to the conclusion of the Annual General Meeting of Shareholders for the fiscal year ending December 31, 2025.

(ii) External directors and non-executive directors

In order to ensure effectiveness of the Board of Directors' function to supervise business management, four of the eight members of the Company's Board of Directors are external directors and three of them are independent external directors who have no special interests in the Company. In addition, two of the three independent external directors are directors who are Audit and Supervisory Committee members in order to ensure independence and transparency of audit. The Company's policy on independence in appointing independent external directors is to observe the independence standards provided by the Companies Act and the Tokyo Stock Exchange, and independent external directors are appointed based on the premise that they can be sufficiently independent in executing their duties, taking into account their career history and relation with the Company.

(iii) Mutual cooperation between supervision or audit by external directors and internal audit, audit by the Audit and Supervisory Committee and financial audit, and relationship with the internal control division

Refer to "(3) State of audit, (b) State of internal audit."

(3) 【Audits】

(a) State of audit by the Audit and Supervisory Committee

In coordination with the Internal Audit Section, the Legal Department and the Accounting & Finance Department, the Audit and Supervisory Committee members aim to enhance effectiveness of its function to audit directors' execution of their duties by improving design and operating effectiveness of the internal control system. They perform audits of the directors' execution of their duties through regular Audit and Supervisory Committee meetings to be held, in principle, at least once every three months and otherwise by holding an extraordinary Audit and Supervisory Committee meeting as necessary, as well as by performing operational and financial audits based on the audit plan. The number of the Company's Audit and Supervisory Committee meetings held during the fiscal year ended December 31, 2024 and the attendance status of each Audit and Supervisory Committee member was as follows.

Name	Number of meetings held	Number of attendances
Alexander Iosilevich	5	5
Satoshi Honda	5	5
Shiro Kuniya	5	5

Matters to be discussed at the Audit and Supervisory Committee meetings include audit of execution of duties by directors, development of audit policy and plan, preparation of audit report, design and operating status of internal control system, performance status of internal audit, evaluation of audit by independent auditors, and consent to fees, etc. of independent auditors.

The Audit and Supervisory Committee performs audits in accordance with the "Code of Audit and Supervisory Board Member Auditing Standards" by formulating an audit plan every fiscal year. In addition, Audit and Supervisory Committee members aim to enhance effectiveness of its function to audit directors' execution of their duties by improving design and operating effectiveness of the internal control system in coordination with the Internal Audit Section, the Legal Department and the Accounting & Finance Department, and accordingly the Company does not have full-time Audit and Supervisory Committee members. One of the Company's Audit and Supervisory Committee members is a vastly experienced lawyer in Japan who has extensive legal and audit knowledge.

(b) State of internal audit

(i) Organization, personnel and audit procedures of the Internal Audit Section and the Audit and Supervisory Committee

The Company has the Internal Audit Section, consisting of the section head and a section member, that directly reports to the Chief Executive Officer and President for the purpose of properly evaluating the effectiveness of internal controls and the operating status of departments so as to contribute to improvement of management.

The Internal Audit Section, in principle, performs internal audits for all departments once a year based on the internal audit plan developed for each year and approved by the Chief Executive Officer and President, in accordance with the Internal Audit Rules. With regard to consolidated subsidiaries, the Internal Audit Section of NEXON Korea Corporation performs internal audit of NEXON Korea Corporation and its consolidated subsidiaries, the Company's consolidated subsidiaries having a department in charge of internal audit are audited by such department, and those without such department are audited by the Company's Internal Audit Section on a regular basis.

The Audit and Supervisory Committee also performs audit based on the audit plan developed for each fiscal year in accordance with the "Code of Audit and Supervisory Board Member Auditing Standards." In coordination with the Internal Audit Section, the Legal Department and the Accounting & Finance Department, the Audit and Supervisory Committee members aim to enhance effectiveness of its function to supervise directors' execution of their duties by improving design and operating effectiveness of the internal control system. One of the Company's Audit and Supervisory Committee members is a vastly experienced lawyer in Japan who has extensive legal and audit knowledge.

- (ii) Mutual cooperation among internal audit, audit by the Audit and Supervisory Committee, and financial audit, and the relationship between each audit and the internal control division

Audit and Supervisory Committee members and the head of the Internal Audit Section seek mutual cooperation by receiving reports on the results of the review or financial audit from our independent auditor at least on a semiannual basis.

In addition, the head of the Internal Audit Section who is the project leader of the "Risk Management (Internal Control) Project," which is an internal control division, and the head of the Legal Department who is the chairperson of the "Compliance Committee" frequently exchange information primarily by attending all of the Audit and Supervisory Committee meetings.

- (iii) Initiatives to ensure the effectiveness of internal audit

The head of the Internal Audit Section is required to directly report to the Representative Directors on the implementation status of the internal audit as well as to the Board of Directors and the Audit and Supervisory Committee on a regular basis. The Audit and Supervisory Committee exchanges opinions with the Representative Director, President and Chief Executive Officer and independent auditors on a regular basis to ensure the effectiveness of the internal audit.

- (c) State of financial audit

- (i) Name of independent auditor

PricewaterhouseCoopers Japan LLC

- (ii) Number of years of continuous audit service

19 years since 2006

- (iii) Certified public accountants who have performed audit

Soichiro Hayashi, Designated Limited Liability Partner and Managing Partner

Shizue Takashima, Designated Limited Liability Partner and Managing Partner

- (iv) Composition of assistants engaged in audit service

Certified public accountant: 5

Other: 21

- (v) Policy and reason for the selection of the independent auditor and assessment of the independent auditor by the Audit and Supervisory Committee

In the event that the independent auditor receives disciplinary measures or disposition from the supervising authorities due to violation of laws and regulations such as the Companies Act or Certified Public Accountants Act, or is otherwise judged insufficient to execute the audits primarily from the perspective of the independent auditor's quality of audit, quality control, independence and overall ability,

the Audit and Supervisory Committee shall decide to propose the removal or non-reappointment of the independent auditor as an agenda of the general meeting of shareholders.

In cases that fall under the matters provided in each item of Article 340, Paragraph 1 of the Companies Act and which are also deemed appropriate, the independent auditor will be removed based on the unanimous consent of the Audit and Supervisory Committee members. In this case, an Audit and Supervisory Committee member selected by the Audit and Supervisory Committee will report the fact of removal of the independent auditor and the reason for the removal at the first general meeting of shareholders to be convened after the removal.

The Audit and Supervisory Committee has collected information on the independent auditor's quality of audit, quality control, independence and overall ability from the Company's Internal Audit Section, Legal Department, Accounting & Finance Department and the independent auditor itself, and acknowledged that the independent auditor's methods and results of audit were reasonable. Furthermore, it has assessed that appropriate audit can continue to be expected based on the policy for the decision of removal or non-reappointment of the independent auditor and other assessment standards, and deems the reappointment of PricewaterhouseCoopers Japan LLC to be reasonable.

(d) Details of audit fees

(i) Fees to primary auditor

Category	Fiscal year ended December 31, 2023		Fiscal year ended December 31, 2024	
	Audit fees (¥ million)	Non-audit fees (¥ million)	Audit fees (¥ million)	Non-audit fees (¥ million)
Reporting company	76	1	67	1
Consolidated subsidiaries	—	—	—	—
Total	76	1	67	1

(Note) Non-audit service provided to the Company is mainly referred work that is other than the work stipulated by Article 2, Paragraph 1 of the Certified Public Accountants Act of Japan.

(ii) Fees to member firms of the same global network as the Company's independent auditor
(PricewaterhouseCoopers) (excluding (i))

Category	Fiscal year ended December 31, 2023		Fiscal year ended December 31, 2024	
	Audit fees (¥ million)	Non-audit fees (¥ million)	Audit fees (¥ million)	Non-audit fees (¥ million)
Reporting company	—	1	—	1
Consolidated subsidiaries	139	77	160	93
Total	139	78	160	94

(Note) Non-audit service provided to the Company is mainly tax consulting service.

Non-audit service provided to the consolidated subsidiaries is mainly preparation of tax returns and consulting services related to interpretation and application of tax laws.

(iii) Other material fees for independent audit service

Not applicable.

(iv) Policy on determination of audit fee

The Company's policy on determination of audit fee for the Company's independent auditor is to draft the fee amount based on the consent from the independent auditor, taking into consideration the Company's size, business characteristics, and the number of days and personnel required for the audit, and obtain approval of the Audit and Supervisory Committee.

(v) Reason why the Audit and Supervisory Committee consented to the independent auditor fees

The Audit and Supervisory Committee provided consent under Article 399, Paragraph 1 of the Companies Act by determining the reasonableness of the independent auditor fees, etc., based on the information confirmed, including the system of financial audit and the details of the audit plan for the fiscal year ended December 31, 2024 as explained by the independent auditor, the analyses of audit results including details and the status of execution of audit for the fiscal year ended December 31, 2023, and the basis for the calculation of the estimated fee.

(4) 【Compensation for directors (and other officers)】

(a) Compensation for directors (and other officers)

- (i) Total amount of compensation, etc. by officer category, total amount of compensation, etc. by type, and number of eligible officers

Officer category	Total amount of compensation, etc. (¥ million)	Total amount of compensation, etc. by type (¥ million)				Number of eligible officers (persons)
		Monetary compensation		Non-monetary compensation		
		Fixed	Performance-based		Share price-linked	
		Base compensation	Annual performance-based bonus	Equity-based share options (performance-based)	Equity-based share options (term- based)	
Directors (excluding ASC members and external directors)	762	193	167	171	231	4
Directors (ASC members) (excluding external directors)	—	—	—	—	—	—
External officers	78	42	—	—	36	3

(Notes) 1. Nexon Group, excluding the Company, pays compensation totaling ¥50 million to one director of the Company.

2. Equity-based share options (performance-based) for Directors (excluding Audit and Supervisory Committee members and external directors) do not include ¥(647) million which is the amount of compensation reversed due to expiration of unvested share options.

- (ii) Total amount of consolidated compensation, etc. of officers whose total consolidated compensation exceeds ¥100 million

Name	Officer category	Company category	Total amount of consolidated compensation, etc. by type (¥ million)				Total amount of consolidated compensation, etc. (¥ million)
			Monetary compensation		Non-monetary compensation		
			Fixed	Performance-based		Share price-linked	
			Base compensation	Annual performance-based bonus	Equity-based share options (performance-based)	Equity-based share options (term-based)	
Junghun Lee	Representative director	Reporting company	59	140	171	177	590
		Consolidated subsidiary	43	—	—	—	
Owen Mahoney	Director (excluding ASC member and external director)	Reporting company	75	—	—	50	175
		Consolidated subsidiary	50	—	—	—	

(Note) Equity-based share options (performance-based) for Mr. Owen Mahoney, Director, do not include ¥(576) million which is the amount of compensation reversed due to expiration of unvested share options.

(b) Policy and methodology for determining the amount of officers' compensation or its calculation method

The Company's basic policy of directors' compensation under the "Directors' Compensation Policy" is as follows:

- i. to contribute to Nexon Group's sustainable growth and enhancement of mid- to long-term corporate value;
- ii. to be highly competitive in the global human resource market so as to be able to secure talented personnel for the management from a global perspective and maintain the relationship;
- iii. to link directors' compensation with the Company's performance and corporate value so as to share interests with shareholders and raise management awareness with an emphasis on shareholders; and
- iv. to ensure that the process to determine compensation is highly transparent and objective.

Furthermore, as part of the "Directors' Compensation Policy," the Company has established the Compensation Committee as an advisory body of the Board of Directors.

A. Roles and activities of the Compensation Committee and the authority to decide on the amount of officers' compensation

The Committee consists mainly of independent external directors and is chaired by an independent external director. For the operation of the Compensation Committee, external compensation consultants may be engaged to introduce outside and objective perspective and professional insights, with other data including management compensation survey used as reference.

To ensure a reasonable level and composition of directors' compensation as well as transparency of its determination process, the specific compensation amounts to be paid and the performance achievement level will be first approved by the Compensation Committee and then finalized and determined by a resolution of the Board of Directors.

The Board of Directors has authority to decide on the policy for the determination of the amount or its calculation method of compensation, etc. of the Company's directors (excluding those who are Audit and Supervisory Committee members). The scope of its authority and discretion is limited to the total amount approved at the annual general meeting of shareholders, and decisions are made in consideration of relevant duties and the Company's situation, etc.

The total amount and breakdown of compensation for President and Chief Executive Officer and other directors will be first discussed between President and Chief Executive Officer and the Compensation Committee and between President and Chief Executive Officer and each director, respectively, then deliberated and approved by the Compensation Committee and determined by a resolution of the Board of Directors. The specific amount and timing of a payment of directors who are Audit and Supervisory Committee members will be determined based on the discussion by directors who are Audit and Supervisory Committee members.

B. The reason why the Board of Directors determined that details of compensation, etc. of each director (excluding those who are Audit and Supervisory Committee members) for the fiscal year ended December 31, 2024 are consistent with the determination policy

The Compensation Committee has deliberated on details of compensation, etc. of each director (excluding those who are Audit and Supervisory Committee members) for the fiscal year ended December 31, 2024 as follows:

- On March 21, 2024: Regarding officers' compensation for FY2024
- On February 6, 2025: Regarding calculation of the amount of performance-based bonus for FY2024

(In addition to the above, the Compensation Committee members have exchanged opinions via e-mail as needed.)

The Board of Directors of the Company has reached the conclusion that details of compensation, etc. of each director (excluding those who are Audit and Supervisory Committee members) are consistent with the determination policy on the grounds that they have been approved by the Compensation Committee based on the deliberations listed above and by the Board of Directors based on the confirmation of consistency with the determination policy.

C. Rationale for Compensation Level

In our aim to become the No.1 global company in the entertainment industry including the game industry, Nexon Group is engaged in intense competitions with leading companies in good standing from all over the world, including the competition for acquiring talented management personnel. The level of our directors' compensation is set by referencing directors' compensation levels at such global companies mainly in Japan and the U.S. In doing so, we will also utilize various data (e.g. the absolute amount and forms of compensation) provided by external compensation consultants and management compensation survey and ensure that the total amount of compensation as well as the amount of each component (base compensation, performance-based annual bonus and equity-based share options) do not fall below median compensation amount in the management compensation survey data of Japanese companies, in principle.

D. Composition of Compensation

- (1) Executive Directors (directors who are not Audit and Supervisory Committee members or external directors; "Executive Directors")

Compensation for Executive Directors consists of base compensation, performance-based annual bonus and equity-based share options. Specifically, (i) "base compensation" which is a fixed amount; (ii) "performance-based annual bonus" which is linked to the Company's performance for each fiscal year; (iii) "equity-based share options (term-based)" which become exercisable at the conclusion of each of the first, second and third annual general meeting of shareholders to be held after the grant (share acquisition rights to be issued as directors' compensation, etc. that do not require cash payment upon exercise and are not linked to the Company's performance, having a similar economic effect to Restricted Stock (RS) or Restricted Stock Unit (RSU)); and (iv) "equity-based share options (performance-based)" which are linked to the Company's mid- to long-term performance (share acquisition rights to be issued as directors' compensation, etc. that do not require cash payment upon exercise and are linked to the Company's performance, having a similar economic effect to Performance Share (PS)).

In order for directors' compensation to function as a sound incentive for sustainable growth, the proportion of each component of the compensation for Executive Directors will be determined so that the following conditions are met at 100% achievement of key performance indicator ("KPI") targets.

- (a) Base amount of the portion whose amount or value is linked to performance or share price ((ii) + (iii) + (iv)) is greater than the fixed portion (i). [(i) < ((ii) + (iii) + (iv))]
- (b) Base amount of equity-based share options ((iii) + (iv)) is greater than base amount of performance-based annual bonus (ii). [(ii) < ((iii) + (iv))]
- (c) Base amount of equity-based share options (performance-based) (iv) is greater than base amount of equity-based share options (term-based) (iii). [(iii) < (iv)]

In addition, the compensation of Chief Executive Officer and President must meet the following condition: "Base compensation" $\leq$ "Performance-based annual bonus (base amount)" $\leq$ "Equity-based share options (base amount)" [(i) $\leq$ (ii) $\leq$ ((iii) + (iv))]

(i) Base compensation	(ii) Performance-based annual bonus	(iii) Equity-based share options (term-based)	(iv) Equity-based share options (performance-based)
Cash compensation		Share-based compensation (Equity-based substitute share options)	
Fixed compensation	Compensation based on performance / share price		

Each component of compensation will be paid as follows:

- (i) Base compensation: One twelfth of the predetermined annual base compensation amount will be paid monthly.
- (ii) Performance-based annual bonus: To be paid after the achievement level of KPI targets for each fiscal year is determined.
- (iii) Equity-based share options (term-based): Units attributable to three fiscal years will be granted in a lump sum every three years after the annual general meeting of shareholders to be held in the grant year. However, when there is a change in roles of Executive Directors (e.g. newly become a representative director), additional units attributable to three fiscal years may be granted in a lump sum to such directors.
- (iv) Equity-based share options (performance-based): A three-year performance evaluation period will be set and units attributable to such three fiscal years will be granted after the first annual general meeting of shareholders to be held during the performance evaluation period. However, when there is a change in roles of Executive Directors (e.g. newly become a representative director) even during the performance evaluation period, additional units may be granted to such directors.

- (2) Directors who are not Executive Directors (including external directors but excluding those who are Audit and Supervisory Committee members; “Non-Executive Directors”)

Compensation for Non-Executive Directors, in principle, consists of (i) “base compensation” which is a fixed amount and (iii) “equity-based share options (term-based) which become exercisable at the conclusion of each of the first, second and third annual general meeting of shareholders to be held after the grant (share acquisition rights to be issued as directors’ compensation, etc. that do not require cash payment upon exercise and are not linked to the Company’s performance, having a similar economic effect to Restricted Stock (RS) or Restricted Stock Unit (RSU)). This reflects our aim to provide appropriate incentive to Non-Executive Directors to improve the company’s mid- to long-term corporate value while considering the fact that it is pointed out that there may be potential adverse effects of paying them performance-based compensation on their supervisory function as Non-Executive Directors, especially external directors, are expected to supervise business execution by Executive Directors.

However, the composition of each Non-Executive Director’s compensation will be determined as follows so that share -based compensation, which is incentive pay, will not be excessive in comparison with cash compensation: base amount of “equity-based share options (term-based)” will not exceed “base compensation” [(i) ≥ (iii)]

(i) Base compensation	(iii) Equity-based share options (term-based)
Cash compensation	Share -based compensation (Equity-based substitute share options)
Fixed compensation	Compensation based on share price

Each component of compensation will be paid as follows:

- (i) Base compensation: One twelfth of the predetermined annual base compensation amount will be paid monthly.
- (iii) Equity-based share options (term-based): Units attributable to three fiscal years will be granted in a lump sum every three years after the annual general meeting of shareholders to be held in the grant year.

- (3) Directors who are Audit and Supervisory Committee members (including external directors; “Directors who are Audit and Supervisory Committee members”)

Compensation for Directors who are Audit and Supervisory Committee members, in principle, consists of (i) “base compensation” which is a fixed amount and (iii) “equity-based share options (term-based) which become exercisable at the conclusion of the first annual general meeting of shareholders to be held after the grant (share acquisition rights to be issued as directors’ compensation, etc. that do not require cash payment upon exercise and are not linked to the Company’s performance, having a similar economic effect to Restricted Stock (RS) or Restricted Stock Unit (RSU)). This reflects our aim to provide appropriate incentive to Directors

who are Audit and Supervisory Committee members to improve the Company's mid- to long-term corporate value while considering the fact that it is pointed out that there may be potential adverse effects of paying them performance-based compensation on their supervisory function as Directors who are Audit and Supervisory Committee members are expected to supervise business execution by Executive Directors.

However, the composition of compensation for each Director who is an Audit and Supervisory Committee member will be determined as follows so that share-based compensation, which is incentive pay, will not be excessive in comparison with cash compensation: base amount of "equity-based share options (term-based)" will not exceed "base compensation" [(i) $\geq$ (iii)]

(i) Base compensation	(iii) Equity-based share options (term-based)
Cash compensation	Share -based payments (Equity-based substitute share options)
Fixed compensation	Compensation based on share price

Each component of compensation will be paid as follows:

- (i) Base compensation: One twelfth of the predetermined annual base compensation amount will be paid monthly.
- (iii) Equity-based share options (term-based): To be granted every year after the annual general meeting of shareholders

E. Details of Each Component of Compensation

(1) Fixed compensation

The fixed portion of directors' compensation will be as follows:

(i) Base compensation

The annual amount for each director will be determined based on their title, role and responsibility.

(2) Compensation linked to performance/share price

The portion of directors' compensation linked to the Company's performance or share price will be as follows:

(ii) Performance-based annual bonus

The base amount for each Executive Director will be determined in consideration of base compensation determined in (i) above and the proportion set forth in "Composition of Compensation" above. The amount of performance-based annual bonus will be determined based on the base amount and the level of achievement of performance targets to be explained below.

The level of achievement of performance targets will be assessed by giving a 50% weight each to consolidated revenue and consolidated operating profit, which are deemed to be objective and transparent indices. This portion of compensation fluctuates within the range of 0% to 150% of the base amount based on the achievement level of the internal target set at the beginning of the fiscal year (e.g. 100% at 100% achievement of KPI targets). Consolidated revenue and consolidated operating profit used in determining the amount of performance-based annual bonus exclude temporary effects arising from M&As and impairment loss on goodwill recorded during the fiscal year.

The targets and actual results of the KPIs for performance-based bonus for the fiscal year ended December 31, 2024 are as follows:

KPI	Assessment ratio	Range of fluctuation of evaluation coefficients	Target (¥ million)	Actual results (¥ million)	Evaluation coefficient
Consolidated revenue	50%	0% - 150%	473,809	445,694	94.1%
Consolidated operating profit	50%	0% - 150%	144,935	134,469	92.8%

(Note) “Base amount” to be paid when the target is achieved is determined based on factors including job responsibility (in consideration of the trend in the group of companies set as the compensation benchmark).

(iii) Equity-based share options (term-based)

Equity-based share options (term-based) are similar to Restricted Stock (RS) and Restricted Stock Unit (RSU). Directors excluding those who are Audit and Supervisory Committee members (including external directors) will be granted share acquisition rights attributable to three fiscal years in a lump sum after the annual general meeting of shareholders to be held in the grant year, and one third of these share acquisition rights will vest and become exercisable upon conclusion of each of the first, second and third annual general meeting of shareholders to be held after the grant. However, when there is a change in roles of Executive Directors (e.g. newly become a representative director), additional units attributable to three fiscal years may be granted to such directors. Directors who are Audit and Supervisory Committee members (including external directors) will be granted share acquisition rights attributable to one fiscal year every year after the annual general meeting of shareholders. This portion of compensation is not based to the Company’s performance but based only on directors’ term of office and the Company’s share price.

The number of share acquisition rights to be granted as equity-based share options (term-based) will be calculated by first determining the base amount of equity-based share options (term-based) for each director, in consideration of the base compensation determined in (i) above and the proportion set forth in “Composition of Compensation” above, and by dividing such base amount by the closing price of the Company’s ordinary shares in regular transactions on the Tokyo Stock Exchange on the day immediately preceding the date of the resolution of the grant (or the most recent trade date if such date is not a trade date) (rounded down to the nearest whole number).

Details of the share acquisition rights to be granted as equity-based share options (term-based) are as follows:

i. Class and number of underlying shares of share acquisition rights

One share of the Company’s ordinary shares per unit of share acquisition rights.

In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of merger, company split, share exchange, share transfer or share issuance, etc.

ii. Cash payment for share acquisition rights

¥0

iii. Value of assets to be contributed upon exercise of share acquisition rights

¥0

iv. Exercise period of share acquisition rights

From the date of allotment until the day on which ten years have elapsed.

v. Major conditions for exercise of share acquisition rights

As the share acquisition rights are granted as directors’ compensation, etc. pursuant to Article 361, Paragraph 1, Item 4 of the Companies Act, only directors (including former directors) subject to this policy may exercise them.

Holders of the share acquisition rights must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors.

With respect to the share acquisition rights granted to Directors (excluding those who are Audit and Supervisory Committee members), one third of these share acquisition rights vest and become exercisable upon conclusion of each of the first, second and third annual general meeting of shareholders to be held after the grant, provided that the holder is a director at that time. With respect to those granted to Directors who are Audit and Supervisory Committee members, all units vest and become exercisable upon conclusion of the annual general meeting of shareholders to be held in the following year after the grant, provided that the holder is a director at that time.

vi. Exercise deadline of share acquisition rights

The share acquisition rights may be exercised after the share acquisition rights vest upon conclusion of the relevant annual general meeting of shareholders until March 15 in the following year.

(iv) Equity-based share options (performance-based)

This type of share options, similar to performance shares (PS), vests and becomes exercisable after a certain performance evaluation period after the grant based on relative comparison of share price movement with the industry peers and the achievement level of the consolidated performance targets stated in the internal management plan covering multiple years, with the aim of contributing to Nexon Group's sustainable growth and enhancement of mid- to long-term corporate value.

The number of share acquisition rights to be granted as equity-based share options (performance-based), i.e. base number of units, is calculated by first determining the base amount of equity-based share options (performance-based) (assuming approximately 150% achievement of KPI targets) for each Executive Director, in consideration of the base compensation determined in (i) above and the proportion set forth in "Composition of Compensation," and by dividing such base amount by the closing price of the Company's ordinary shares in regular transactions on the Tokyo Stock Exchange on the day immediately preceding the date of the resolution of the grant (or the most recent trade date if such date is not a trade date) (rounded down to the nearest whole number).

Details of the share acquisition rights to be granted as equity-based share options (performance-based) are as follows:

i. Class and number of underlying shares of share acquisition rights

One share of the Company's ordinary shares per unit of share acquisition rights.

In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of merger, company split, share exchange, share transfer or share issuance, etc.

ii. Cash payment for share acquisition rights

¥0

iii. Value of assets to be contributed upon exercise of share acquisition rights

¥0

iv. Exercise period of share acquisition rights

From the date of allotment until the day on which ten years have elapsed.

v. Major conditions for exercise of share acquisition rights

As the share acquisition rights are granted as directors' compensation, etc. pursuant to Article 361, Paragraph 1, Item 4 of the Companies Act, only directors (including former directors) subject to this policy may exercise them.

Holders of share acquisition rights must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors.

For equity-based share options (performance-based), share acquisition rights will be granted in advance after the first annual general meeting of shareholders to be held during the performance evaluation period assuming approximately 150% achievement of KPI targets. The portion of compensation in the form of equity-based share options (performance-based) will fluctuate within the range of 0% to 100% based on the achievement level (50% at 100% achievement of KPI targets). However, the actual number of units to vest and become exercisable will be limited to the portion that is evaluated, fixed and determined based on the level of the achievement of KPI targets.

Specifically, as objective and transparent indices, (1) share-price-based index (e.g. relative total shareholder returns (TSR) (Note 1)) and (2) financial index (e.g. consolidated operating profit, and revenue, operating profit, etc. of certain reportable segments (those selected as an appropriate KPI for each Executive Director based on their job position and associated business, and the same applies hereinafter) (Note 2)) will be selected, and the weight of 60% and 40% will be assigned for evaluation, respectively, as a general rule. The KPIs and weight will be revised as necessary in response to changes

in each director's role and responsibility and the Company's business environment and review of management plan. However, when there is a change in roles of Executive Directors (e.g. newly become a representative director) even during the performance evaluation period, additional units may be granted to such directors.

- (Notes) 1. Comparable companies selected for the purpose of Relative TSR include Electronic Arts, Take-Two Interactive, NCSOFT Corporation, KRAFTON, Inc., CAPCOM Co., Ltd., and SQUARE ENIX HOLDINGS CO., LTD. Assessment will be made by comparing the Company's TSR and the average TSR value of comparable companies (represented in percentages based on dividends and share price movements) of the period from the date of a given annual general meeting of shareholders of the Company to the date of an annual general meeting of shareholders three years later. We use Relative TSR as a KPI because we believe it is important to consider not only the Company's sustainable growth but also market and competition environment in the performance evaluation.
2. Consolidated operating profit, and revenue, operating profit, etc. of certain reportable segments will be evaluated based on the achievement level of these KPIs of the second and third fiscal year stated in the internal management plan (one and two years after the year during which equity-based share options (performance-based) are granted).

<Remarks>

Depending on the achievement level of KPI targets, reversal or additional provision of expense for performance-based compensation, an increase or decrease in consolidated operating profit, respectively, will be recorded in the final year of the performance evaluation period. However, such amount of reversal or additional provision will not be included in calculating the achievement level of KPI targets.

During the three fiscal years, with the fiscal year to which the date of grant belongs as the first fiscal year and the following two fiscal years as the second and third fiscal years, the number of share acquisition rights subject to the performance-based compensation to vest will be calculated as follows:

Number of units to vest = Base number of units x Vesting ratio (any fraction in the product less than one unit will be rounded down)

Vesting ratio

For the second fiscal year: Performance-based coefficient for consolidated operating profit for the second fiscal year (Note 1) x 20%

For the third fiscal year: The sum of a and b below.

- a. Performance-based coefficient for consolidated operating profit for the third fiscal year (Note 1) x 20%
- b. Performance-based coefficient for Relative TSR (Note 2) x 60%

(Notes) 1. Financial-base performance-based coefficient for the second and third fiscal year is set as 20% of each of performance-based coefficient for consolidated operating profit.

Performance-based coefficient for consolidated operating profit

Target achievement level: (Consolidated operating profit – Operating profit target (“I”))/ Operating profit target x 100 (%)

Target achievement level of 50% or higher: Performance-based coefficient = 100 (%)

Target achievement level of between (50)% and 50%: Performance-based coefficient = (Target achievement level + 50)(%)

Target achievement level of lower than (50)%: Performance-based coefficient = 0 (%)

I. Operating profit target

Operating profit target used to calculate performance-based coefficient is consolidated operating profit for the second and third fiscal years. (The target is undisclosed as mid-to long-term business performance forecast has not been disclosed at present.)

2. The deviation rate between the Company's TSR (“II”) and the average TSR (“II”) of comparative companies (“III”) during the evaluation period for Relative TSR

Deviation rate of 50% or higher: Performance-based coefficient = 100 (%)

Deviation rate of between (50)% and 50%: Performance-based coefficient = (The Company's TSR – Average TSR of comparative companies) + 50 (%)

Deviation rate of lower than (50)%: Performance-based coefficient = 0 (%)

II. TSR (Total Shareholder Return) = ((Share price at the end of evaluation period – Share price at the beginning of evaluation period) + Dividend per share during the evaluation period) / Share price at the beginning of evaluation period

III. Comparative companies include Electronic Arts, Take-Two Interactive, NCSOFT Corporation, KRAFTON, Inc., CAPCOM Co., Ltd., and SQUARE ENIX HOLDINGS CO., LTD.

The evaluation period for Relative TSR is from the date of the first annual general meeting of shareholders to be held after the grant to the date of the annual general meeting of shareholders to be held in the year following the third fiscal year. However, the calculation of share prices at the beginning and end of evaluation period shall use the average closing share prices of the Company and comparable companies over the 90 days preceding the date of the relevant annual general meeting of shareholders of the Company.

For share acquisition rights as equity-based share options (performance-based) to vest, holders must continue to be Executive Director until the conclusion of the annual general meeting of shareholders to be held three years after the allotment (two years after the allotment for the portion attributable to the second fiscal year), in addition to the performance conditions being achieved. If a director resigns from the position of director before the share acquisition rights as equity-based share options vest, his/her right to unvested portion will be forfeited, but such director may exercise the share acquisition rights to the extent allowed in consideration of the term of office and the level of achievement of performance targets if he or she retires due to the expiration of his/her term of office or when there is any other reason specifically provided by the Board of Directors.

Actual results of the KPIs used as the basis for calculation of the total number of equity-based share options (performance-based) to vest will be fixed after the evaluation period ends.

vi. Exercise deadline of share acquisition rights

The share acquisition rights may be exercised after the share acquisition rights vest based on v. above until March 15 in the following year.

F. Partial amendment to the “Directors’ Compensation Policy” (effective February 21, 2024)

The Company partially amended the “Directors’ Compensation Policy” effective February 21, 2024, and key changes are as follows.

- (a) Under the previous policy, equity-based share options (term-based) and (performance-based) attributable to three fiscal years were granted in a lump sum “every three years” to Executive Directors. Under the new policy, when there is a change in roles of Executive Directors, additional units attributable to three fiscal years may be granted in a lump sum.
- (b) Under the previous policy, the evaluation for 60% of the equity-based share options (performance-based) was based on a share -price-based index (e.g. relative total shareholder returns (TSR)), and the five companies of Electronic Arts, Take-Two Interactive, Activision/Blizzard, Nintendo Co., Ltd., and BANDAI NAMCO Holdings were selected as comparable companies for the purpose of the evaluation. In light of the current environment surrounding the game industry and the Company, the comparable companies under the new policy were changed to the six companies of Electronic Arts, Take-Two Interactive, NCSOFT Corporation, KRAFTON, Inc., CAPCOM Co., Ltd., and SQUARE ENIX HOLDINGS CO., LTD. Also, under the new policy, the share prices at the beginning and end of the evaluation period used in assessing relative TSR will be determined based on the average value of the respective closing share prices of the Company and comparable companies over the 90 days preceding the date of the relevant annual general meeting of shareholders of the Company.
- (c) Under the previous policy, the evaluation for 40% of the equity-based share options (performance-based) was based on a financial index, the level of achievement of the target for the third fiscal year stated in the internal management plan. Under the new policy, the level of achievement of the target for the second fiscal year, in addition to that for the third fiscal year, is also included in the evaluation.

G. Resolution regarding officers’ compensation, etc. at the annual general meeting of shareholders

The maximum amount of compensation to the Company’s directors (excluding those who are Audit and Supervisory Committee members) was resolved at the 19th Annual General Meeting of Shareholders on March 25, 2021 to be fixed compensation at or below ¥600 million per year (including those for external directors at or below ¥100 million) and performance-based bonus at or below ¥1,000 million per year (external directors are not eligible). These compensations for directors (excluding those who are Audit and Supervisory Committee members and external directors) do not include the compensation paid to those who serve the Company as director and employee simultaneously for the service rendered as employee. In addition to the

above compensation, for directors (excluding those who are Audit and Supervisory Committee members), it was resolved at the 21st Annual General Meeting of Shareholders on March 24, 2023 that compensation in the form of equity-based share options (term-based) (attributable to three fiscal years) will be at or below ¥535 million, with the number of share acquisition rights to be issued within the next 12 months after the date of the Meeting to be up to 214,000 units (including those for external directors at or below ¥36 million/up to 14,400 units), and compensation in the form of equity-based share options (performance-based) (attributable to three fiscal years) will be at or below ¥1,015 million, with the number of share acquisition rights to be issued within the next 12 months after the date of the Meeting to be up to 406,000 units (external directors are not eligible). At the conclusion of the 21st Annual General Meeting of Shareholders, the number of directors (excluding those who are Audit and Supervisory Committee members and external directors) was four and external directors (excluding directors who are Audit and Supervisory Committee members) was one. In addition, for directors (excluding those who are Audit and Supervisory Committee members), it was resolved at the 22nd Annual General Meeting of Shareholders on March 27, 2024 that compensation in the form of equity-based share options (term-based) (attributable to three fiscal years) will be at or below ¥693 million, with the number of share acquisition rights to be issued within the next 12 months after the date of the Meeting to be up to 346,500 units, and compensation in the form of equity-based share options (performance-based) (attributable to three fiscal years) will be at or below ¥1,407 million, with the number of share acquisition rights to be issued within the next 12 months after the date of the Meeting to be up to 703,500 units (external directors are not eligible). At the conclusion of the 22nd Annual General Meeting of Shareholders, the number of directors (excluding those who are Audit and Supervisory Committee members and external directors) was four.

The maximum amount of compensation to directors who are Audit and Supervisory Committee members was resolved at the 16th Annual General Meeting of Shareholders on March 27, 2018, to be at or below ¥100 million per year (including those for external directors at or below ¥50 million). In addition, it was resolved at the 19th Annual General Meeting of Shareholders on March 25, 2021 that compensation in the form of equity-based share options (term-based) will be at or below ¥100 million with the number of share acquisition rights to be issued within the next 12 months after the date of the annual general meeting of shareholders in each year to be up to 40,000 units (including those for external directors at or below ¥50 million/up to 20,000 units). At the conclusion of the 16th and 19th Annual General Meetings of Shareholders, the number of directors who are Audit and Supervisory Committee members was three (including two external directors).

H. Description of the performance-based compensation (non-monetary compensation, etc.) and the targets and actual results of the KPIs thereof

(a) Description of the performance-based compensation (non-monetary compensation, etc.)

Refer to “IV. Information about Reporting Company, 1 Company’s Share, etc., (2) Share acquisition rights,

- (a) Share options plans, (iii) Resolution at the Annual General Meeting of Shareholders on March 25, 2021, 1) Resolution at the Board of Directors meeting on March 25, 2021 and 2) Resolution at the Board of Directors meeting on May 12, 2021” for the description of the equity-based share options (performance-based) vested during the fiscal year ended December 31, 2024.

(b) Targets and actual results of the KPIs for performance-based compensation

The targets and actual results of the KPIs for the equity-based share options (performance-based) allotted based on the resolutions at the Board of Directors meetings on March 25, 2021 and May 12, 2021 and vested during the fiscal year ended December 31, 2024 are as follows.

- i. Performance-based coefficient for consolidated operating profit for the fiscal year ended December 31, 2023

Assessment ratio	Range of performance-based coefficient	Consolidated operating profit (target)	Consolidated operating profit (actual results)	Performance-based coefficient	Vesting ratio
40%	0%~100%	¥149,800 million	¥134,745 million	40.0%	16.0%

ii. Performance-based coefficient for Relative TSR

Assessment ratio	Range of performance-based coefficient	Average TSR (target)	Average TSR (actual results)	Performance-based coefficient	Vesting ratio
60%	0%~100%	11.7%	(27.2)%	11.1%	6.7%

iii. Performance-based coefficient for EBITDA in the Western markets for FY2023

Assessment ratio	Range of performance-based coefficient	Increase in EBITDA in the Western markets (target)	Increase in EBITDA in the Western markets (actual results)	Performance-based coefficient	Vesting ratio
60%	0%~100%	USD 100 million	—	—	—

(5) 【Shareholdings】

(a) Standard and way of thinking of the categorization of investment shares

As for the categorization of investment shares held for the purpose of pure investment and those held for purposes other than pure investment, the Company deems the shares held for the purpose of securing profits from changes in the share price or receipt of dividends to be investment shares held for the purpose of pure investment and deems the shares held for the purpose of generating business opportunities and strengthening relationships with business partners to be investment shares held for purposes other than pure investment.

(b) Investment shares held for purposes other than pure investment

(i) Holding policy and the method for the verification of reasonableness of holding, as well as the details of the verification by the Board of Directors, etc. regarding the appropriateness of holding of individual stock

The Company intends to acquire and hold its business partners' stock, etc. when it judges that it would contribute to the maintenance and improvement of Nexon Group's corporate value by strengthening business cooperation with the investees after comprehensively taking into account such relationship and materiality in terms of management strategy. The appropriateness of holding of any stock for which we can no longer expect the synergy effect or business opportunities as initially expected will be individually verified by the Board of Directors. If the meaning and effect of continually holding such stock is found to be lacking, we will endeavor to gradually decrease such holding.

(ii) Number of issues and the amount recorded in the balance sheet

	Number of issues	Total amount recorded in the balance sheet (¥ million)
Shares not listed	—	—
Shares other than those not listed	—	—

(Issues whose number of shares increased in the fiscal year ended December 31, 2024)

	Number of issues	Total acquisition cost for increased shares (¥ million)	Reason for increase in number of shares
Shares not listed	—	—	—
Shares other than those not listed	—	—	—

(Issues whose number of shares decreased in the fiscal year ended December 31, 2024)

	Number of issues	Total sale amount for decreased shares (¥ million)
Shares not listed	—	—
Shares other than those not listed	—	—

(iii) Information on the number of shares and the amount recorded in the balance sheet by issue for specified investment shares and deemed holdings of shares

Not applicable.

- (c) Investment shares held for pure investment
Not applicable.
- (d) Investment shares reclassified from held for pure investment to held for purposes other than pure investment in the fiscal year ended December 31, 2024
Not applicable.
- (e) Investment shares reclassified from held for purposes other than pure investment to held for pure investment in the fiscal year ended December 31, 2024
Not applicable.

V. 【Financial Information】

1. Preparation of consolidated financial statements and non-consolidated financial statements

- (1) The consolidated financial statements of the Company are prepared in accordance with International Financial Reporting Standards pursuant to provisions of Article 312 of the “Regulation for Terminology, Forms and Preparation of Consolidated Financial Statements” (Ministry of Finance Ordinance No. 28, 1976).

In the consolidated financial statements in this report, amounts less than one million yen are rounded to the nearest million yen.

- (2) The non-consolidated financial statements of the Company are prepared in accordance with the “Regulation for Terminology, Forms and Preparation of Financial Statements” (Ministry of Finance Ordinance No. 59, 1963, “Regulation for Non-Consolidated Financial Statements”).

Also, the non-consolidated financial statements are prepared in accordance with provisions of Article 127 of the Regulation for Non-Consolidated Financial Statements as the Company falls under the category of company that may be allowed to prepare its financial statements in accordance with special provisions. In the non-consolidated financial statements in this report, amounts less than one million yen are rounded to the nearest million yen.

2. Note on independent audit

The Company’s consolidated financial statements for the consolidated fiscal year from January 1, 2024 to December 31, 2024 and the non-consolidated financial statements for the fiscal year from January 1, 2024 to December 31, 2024 were audited by PricewaterhouseCoopers Japan LLC, in accordance with provisions of Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Act.

3. Remarkable efforts to ensure fair presentation of consolidated financial statements, etc. and internal system to prepare consolidated financial statements, etc. fairly in accordance with IFRS

- (1) To establish a system that enables proper understanding of accounting standards, etc. and timely and appropriate response to changes in accounting standards, etc., the Company strives to accumulate technical knowledge by joining the Financial Accounting Standards Foundation of Japan, participating in seminars organized by bodies having technical knowledge and subscribing to accounting magazines.
- (2) In applying IFRS, the Company has developed Group accounting policies in accordance with IFRS and conducted accounting treatments based on these policies. The Company also obtains press releases and standards released by the International Accounting Standards Board on a regular basis to understand the latest standards, assess their potential impact on the Company, and update the Group accounting policies in a timely manner.

1 【Consolidated Financial Statements, etc.】

(1) 【Consolidated financial statements】

(a) 【Consolidated statement of financial position】

(Millions of yen)

	Notes	As of December 31, 2023	As of December 31, 2024
Assets			
Current assets			
Cash and cash equivalents	6, 25, 26	280,515	331,931
Trade and other receivables	7, 25, 26	37,873	88,717
Other deposits	8, 26	316,243	268,934
Other financial assets	12, 25, 26, 37	41,582	49,471
Other current assets	13, 30	13,293	13,220
Total current assets		689,506	752,273
Non-current assets			
Property, plant and equipment	9	28,854	28,365
Goodwill	10	43,924	44,567
Intangible assets	10	17,847	34,815
Right-of-use assets	19, 34	24,000	34,998
Investments accounted for using equity method	11, 26, 31	58,120	63,669
Other financial assets	12, 25, 26, 37	179,199	268,310
Other non-current assets	13, 30	754	1,130
Deferred tax assets	14	55,899	28,644
Total non-current assets		408,597	504,498
Total assets		1,098,103	1,256,771

(Millions of yen)

	Notes	As of December 31, 2023	As of December 31, 2024
Liabilities and equity			
Liabilities			
Current liabilities			
Trade and other payables	15, 25, 26	16,332	15,651
Deferred income	16	21,065	23,861
Income taxes payable		17,932	19,103
Lease liabilities	19, 25, 35, 37	5,634	7,120
Provisions	20	11,839	28,232
Other current liabilities	21	16,572	13,695
Total current liabilities		89,374	107,662
Non-current liabilities			
Deferred income	16	15,207	14,641
Lease liabilities	19, 25, 35, 37	24,090	32,878
Other financial liabilities	18, 25, 26	1,072	1,089
Provisions	20	325	598
Other non-current liabilities	21	9,711	9,992
Deferred tax liabilities	14	51,749	59,386
Total non-current liabilities		102,154	118,584
Total liabilities		191,528	226,246
Equity			
Share capital	22	47,510	50,797
Capital surplus	22, 36	26,719	30,079
Treasury shares	22, 41	(45,046)	(49,158)
Other components of equity	22	159,857	207,098
Retained earnings	22, 41	707,227	780,197
Total equity attributable to owners of parent	25	896,267	1,019,013
Non-controlling interests	36	10,308	11,512
Total equity		906,575	1,030,525
Total liabilities and equity		1,098,103	1,256,771

(b) 【Consolidated statement of profit or loss】

(Millions of yen)

	Notes	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Revenue	5, 16, 27	423,356	446,211
Cost of sales	10, 28	(137,938)	(164,838)
Gross profit		285,418	281,373
Selling, general and administrative expenses	10, 29	(147,740)	(142,176)
Other income	30	1,733	1,039
Other expenses	9, 10, 19, 30	(4,666)	(16,060)
Operating profit		134,745	124,176
Finance income	5, 19, 26, 31, 37	40,145	79,698
Finance costs	19, 26, 31, 37	(7,279)	(3,400)
Reversal of loss on revaluation	5, 10	6,253	692
Share of loss of investments accounted for using equity method	5, 11	(3,510)	(5,179)
Impairment loss on equity method investments	5, 11, 14	(44,425)	—
Profit before tax	25	125,929	195,987
Income tax expense	14	(54,845)	(59,771)
Profit		71,084	136,216
Profit attributable to:			
Owners of parent		70,609	134,848
Non-controlling interests	36	475	1,368
Profit		71,084	136,216
Earnings per share (attributable to owners of parent)			
Basic earnings per share	33	¥82.89	¥161.79
Diluted earnings per share	33	¥82.33	¥161.09

(c) 【Consolidated statement of comprehensive income】

(Millions of yen)

	Notes	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Profit		71,084	136,216
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	25, 26, 32	(13,636)	61,983
Remeasurements of defined benefit plans	32	(29)	(26)
Gain on revaluation of intangible assets	10, 32	—	14,320
Share of other comprehensive income of investments accounted for using equity method	11, 32	(292)	2,062
Income taxes	10, 14, 32	5,652	(21,045)
Total of items that will not be reclassified to profit or loss	32	(8,305)	57,294
Items that may be reclassified to profit or loss			
Exchange differences on translation of foreign operations	32	47,470	(12,109)
Total of items that may be reclassified subsequently to profit or loss	32	47,470	(12,109)
Total other comprehensive income	32	39,165	45,185
Comprehensive income		110,249	181,401
Comprehensive income attributable to:			
Owners of parent		109,293	180,318
Non-controlling interests		956	1,083
Comprehensive income		110,249	181,401

(d) 【Consolidated Statement of Changes in Equity】

Fiscal year ended December 31, 2023

(Millions of yen)

	Notes	Equity attributable to owners of parent						Non-controlling interests	Total
		Share capital	Capital surplus	Treasury shares	Other component s of equity	Retained earnings	Total		
Balance at beginning of period		38,972	18,331	(16,464)	114,012	703,342	858,193	9,353	867,546
Profit		—	—	—	—	70,609	70,609	475	71,084
Other comprehensive income		—	—	—	38,684	—	38,684	481	39,165
Comprehensive income		—	—	—	38,684	70,609	109,293	956	110,249
Issue of new shares	22	8,538	8,538	—	—	—	17,076	—	17,076
Share issuance costs		—	(59)	—	—	—	(59)	—	(59)
Dividends	23	—	—	—	—	(8,579)	(8,579)	—	(8,579)
Share-based payment transactions	24	—	—	—	(598)	—	(598)	—	(598)
Forfeiture of share acquisition rights	22, 24	—	—	—	(406)	405	(1)	1	—
Changes in ownership interests in subsidiaries	36	—	(47)	—	—	—	(47)	(2)	(49)
Purchase of treasury shares	22	—	(43)	(78,980)	—	—	(79,023)	—	(79,023)
Disposal of treasury shares	22	—	3	398	(385)	—	16	—	16
Cancellation of treasury shares	22	—	—	50,000	—	(50,000)	—	—	—
Transfer from other components of equity to retained earnings	12, 22	—	—	—	8,550	(8,550)	—	—	—
Other		—	(4)	—	—	—	(4)	—	(4)
Total transactions with owners, etc.		8,538	8,388	(28,582)	7,161	(66,724)	(71,219)	(1)	(71,220)
Balance at end of period		47,510	26,719	(45,046)	159,857	707,227	896,267	10,308	906,575

Fiscal year ended December 31, 2024

(Millions of yen)

	Notes	Equity attributable to owners of parent						Non-controlling interests	Total
		Share capital	Capital surplus	Treasury shares	Other component s of equity	Retained earnings	Total		
Balance at beginning of period		47,510	26,719	(45,046)	159,857	707,227	896,267	10,308	906,575
Profit		—	—	—	—	134,848	134,848	1,368	136,216
Other comprehensive income		—	—	—	45,470	—	45,470	(285)	45,185
Comprehensive income		—	—	—	45,470	134,848	180,318	1,083	181,401
Issue of new shares	22	3,287	3,287	—	—	—	6,574	—	6,574
Share issuance costs		—	(24)	—	—	—	(24)	—	(24)
Dividends	23	—	—	—	—	(10,465)	(10,465)	—	(10,465)
Share-based payment transactions	24	—	—	—	746	—	746	—	746
Forfeiture of share acquisition rights	22, 24	—	—	—	(18)	13	(5)	5	—
Changes in ownership interest in subsidiaries	36	—	125	—	—	—	125	116	241
Purchase of treasury shares	22	—	(40)	(54,524)	—	—	(54,564)	—	(54,564)
Disposal of treasury shares	22	—	12	412	(383)	—	41	—	41
Cancellation of treasury shares	22	—	—	50,000	—	(50,000)	—	—	—
Transfer from other components of equity to retained earnings	12, 22	—	—	—	1,426	(1,426)	—	—	—
Total transactions with owners, etc.		3,287	3,360	(4,112)	1,771	(61,878)	(57,572)	121	(57,451)
Balance at end of period		50,797	30,079	(49,158)	207,098	780,197	1,019,013	11,512	1,030,525

(e) 【Consolidated Statement of Cash Flows】

		(Millions of yen)	
	Notes	Fiscal Year ended December 31, 2023	Fiscal Year ended December 31, 2024
Cash flows from operating activities			
Profit before tax		125,929	195,987
Depreciation and amortization	5	8,598	10,142
Share-based payment expenses	24	4,388	3,981
Interest and dividend income	31, 37	(24,621)	(24,034)
Interest expense	31	1,410	2,107
Impairment losses	5, 30	3,040	13,432
Loss (gain) on revaluation	5, 10	(6,253)	(692)
Share of loss (profit) of investments accounted for using equity method	5, 11	3,510	5,179
Impairment loss on equity method investments	5, 11	44,425	—
Loss (gain) on sale of investments accounted for using equity method	31	(126)	—
Loss (gain) on valuation of securities	31	(2,606)	(14,991)
Loss (gain) on sale and redemption of securities	31	(1,981)	(3,759)
Foreign exchange loss (gain)		(6,632)	(14,068)
Decrease (increase) in trade and other receivables		(4,516)	(53,822)
Decrease (increase) in other current assets		3,170	(6,347)
Increase (decrease) in trade and other payables		946	(3,041)
Increase (decrease) in deferred income		(299)	3,870
Increase (decrease) in provisions		1,478	17,208
Increase (decrease) in other current liabilities		3,312	(3,772)
Increase (decrease) in loss allowances	31, 37	5,484	(5,632)
Other		4,693	6
Subtotal		163,349	121,754
Interest received	2, 37	16,808	20,200
Dividends received	2	4,130	4,850
Interest paid		(1,405)	(2,096)
Income taxes paid		(54,170)	(43,740)
Net cash provided by (used in) operating activities		128,712	100,968
Cash flows from investing activities			
Net decrease (increase) in restricted deposit		(4,792)	(9,221)
Net decrease (increase) in time deposit		(138,101)	40,653
Purchases of property, plant and equipment		(3,407)	(3,639)
Proceeds from sales of property, plant and equipment		41	136
Purchases of intangible assets		(2,306)	(4,047)
Payments associated with increase in long-term prepaid expenses		(353)	(1,003)
Purchases of securities by investment funds under consolidated subsidiaries		(17,488)	(13,091)
Proceeds from sale of securities by investment funds under consolidated subsidiaries		19,681	16,230
Purchase of securities	26	(10,392)	(12,419)
Proceeds from sales and redemption of securities		2,324	5,299
Purchase of investments accounted for using equity method	11	(26,627)	(5,286)
Proceeds from sale of investments accounted for using equity method		126	—
Payments for short-term loans receivable	37	—	(1,468)
Collection of short-term loans receivable		10	—
Payments for long-term loans receivable	37	(6,157)	(3,651)
Collection of long-term loans receivable		17	17
Other		(943)	(1,065)
Net cash provided by (used in) investing activities		(188,367)	7,445

		(Millions of yen)	
	Notes	Fiscal Year ended December 31, 2023	Fiscal Year ended December 31, 2024
Cash flows from financing activities			
Proceeds from exercise of employee share options	22	12,481	4,441
Purchases of treasury shares	22, 41	(79,023)	(54,564)
Dividends paid	23	(8,579)	(10,295)
Repayments of lease liabilities	35, 37	(3,445)	(4,400)
Other		12	41
Net cash provided by (used in) financing activities		(78,554)	(64,777)
Net increase (decrease) in cash and cash equivalents		(138,209)	43,636
Cash and cash equivalents at beginning of period	6, 25	409,368	280,515
Effects of exchange rate changes on cash and cash equivalents		9,356	7,780
Cash and cash equivalents at end of period	6, 25	280,515	331,931

【Notes to consolidated financial statements】

1 Reporting entity

NEXON Co., Ltd. (the “Company”) is a company incorporated in Japan. The accompanying consolidated financial statements comprise Nexon Group. Nexon Group is engaged mainly in the production, development and service of PC online and mobile games. Details of each business are described in “5 Segment information.”

NXC Corporation is the Company’s parent company and also the ultimate parent company of Nexon Group under IFRS.

2 Basis of preparation

(1) Compliance with IFRS

The consolidated financial statements of Nexon Group are prepared in accordance with IFRS pursuant to provisions of Article 312 of the “Regulation for Terminology, Forms and Preparation of Consolidated Financial Statements” (Ministry of Finance Ordinance No. 28, 1976) as Nexon Group satisfies all requirements for a “Specified Company Complying with Designated International Accounting Standards” defined in Article 1-2, Item 1 of the Regulation.

The consolidated financial statements are approved by Junghun Lee, Representative Director, President and Chief Executive Officer, and Shiro Uemura, Representative Director and Chief Financial Officer, on March 26, 2025.

(2) Basis of measurement

The consolidated financial statements are prepared on a historical cost basis, except for the following material items in the consolidated statement of financial position.

- Investment in crypto-assets made through an exchange, which is included in intangible assets (measured at revalued amount)
- Derivative financial assets and liabilities (measured at fair value)
- Financial instruments measured at fair value with changes to be recognized in profit or loss
- Financial instruments measured at fair value with changes to be recognized in other comprehensive income

(3) Presentation currency

The consolidated financial statements are presented in millions of Japanese yen which is the functional currency of the Company. Amounts less than one million yen are rounded to the nearest million yen.

(4) Application of new standards and interpretations

Nexon Group has applied the following standards from the fiscal year ended December 31, 2024, but the application of these standards did not have material impacts on the consolidated financial statements for the fiscal year ended December 31, 2024.

Standards	Title	Overview of New or Revised Standard
IAS 1	Presentation of Financial Statements	• Clarified how to classify debt and other liabilities as current or non-current • Improve information an entity provides about non-current liabilities with covenants
IFRS 16	Leases	• Added subsequent measurement requirements for sale and leaseback transactions
IAS 7 IFRS 7	Statement of Cash Flows Financial Instruments: Disclosures	• Require disclosures to enhance the transparency of supplier finance arrangements

(5) Early application of standards and interpretations

Not applicable.

(6) New standards and interpretation not yet applied

New and amended standards and new interpretations issued but not yet effective as of December 31, 2024 have not been applied in preparation of the consolidated financial statements.

Major amended standards, etc. not applied as of December 31, 2024 are as follows.

The impact of the standards not yet applied on the consolidated financial statements of Nexon Group is deemed insignificant.

Standard	Title	Mandatory effective date (year beginning on)	Application by the Company	Overview of new and amend standard
IAS 21	The Effects of Changes in Foreign Exchange Rates	January 1, 2025	Year ending December 31, 2025	Clarified a consistent approach in assessing whether a currency is exchangeable into another currency, and when it is not, in determining the exchange rate to use and the disclosures to provide
IFRS 9	Financial Instruments	January 1, 2026	Year ending December 31, 2026	Clarified the classification of financial assets with ESG-linked features and when financial instruments are derecognized when settled using electronic payment systems
IFRS 7	Financial Instruments: Disclosures			
IFRS 9	Financial Instruments	January 1, 2026	Year ending December 31, 2026	Narrow-scope amendments to help companies to better report the financial effects of nature-dependent electricity contracts
IFRS 7	Financial Instruments: Disclosures			
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027	Year ending December 31, 2027	Introduced three sets of new requirements to improve companies' reporting of financial performance and give investors a better basis for analyzing and comparing companies
IFRS 19	Subsidiaries without Public Accountability: Disclosures	January 1, 2027	Year ending December 31, 2027	Removed disclosure requirements under IFRS for eligible subsidiaries

(7) Changes in Presentation Method

Consolidated statement of cash flows

For the fiscal year ended December 31, 2023, "Interest received" and "Dividends received" were collectively presented in "Interest and dividends received" under "Cash flows from operating activities." However, these items are separately listed from the fiscal year ended December 31, 2024 due to increased materiality of each of their monetary amounts.

To reflect these changes in the presentation method, the presentation of the following amounts in the consolidated statement of cash flows for the fiscal year ended December 31, 2023 were each reclassified as follows: Of the ¥20,938 million included in "Interest and dividends received" under "Cash flows from operating activities," ¥16,808 million was reclassified to "Interest received" and ¥4,130 million was reclassified to "Dividends received."

3 Material accounting policies

The accounting policies described below have been applied in preparation of the consolidated financial statements in a consistent manner for all periods presented, unless otherwise stated.

(1) Basis of consolidation

(a) Subsidiaries

A subsidiary is an entity controlled by Nexon Group. Nexon Group controls enterprises where it is exposed, or has rights, to variable returns arising from its involvement in those enterprises and is able to have an impact on the said variable returns through its power over those enterprises. A subsidiary's financial statements are incorporated into the Company's consolidated financial statements from the date on which Nexon Group obtains control until the date that Nexon Group loses control.

Comprehensive income of a subsidiary is attributed to owners of parent company and non-controlling interests, even if it results in non-controlling interests having a deficit balance.

All intra-group balances and transactions within Nexon Group as well as unrealized gains and losses resulting from transactions within Nexon Group are eliminated in preparation of the consolidated financial statements.

(b) Changes in ownership interests in subsidiaries not resulting in a loss of control

Changes in ownership interests in subsidiaries not resulting in a loss of control are accounted for as equity transactions. The carrying amount of Nexon Group's equity and non-controlling interests is adjusted to reflect changes in ownership interests in subsidiaries. Any difference between the adjustment to non-controlling interests and the fair value of consideration paid or received is recognized directly in equity as equity attributable to owners of parent.

(c) Disposal of subsidiaries

In the event that Nexon Group loses control over a subsidiary, any gain or loss on disposal is calculated as a difference between the total of the fair value of consideration received and the fair value of remaining interests and the previous carrying amount of assets including goodwill, liabilities and non-controlling interests of the said subsidiary, and recognized in profit or loss.

(d) Associates and joint ventures

Associates are entities which Nexon Group has significant influence over their financial and operating policies but which Nexon Group does not control or jointly control. If Nexon Group holds at least 20% but less than 50% of the voting rights of another entity, it is presumed that Nexon Group has a significant influence over the entity. Even if Nexon Group holds less than 20% of the voting rights of another entity, if it is explicitly demonstrated that Nexon Group has a significant influence over the entity, then it is presumed that Nexon Group has a significant influence over the entity.

A joint venture is defined as a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Joint control is defined as the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Investments in associates and joint ventures are recognized at acquisition consideration at the time of acquisition and accounted for using the equity method. Under the equity method, investments in associates and joint ventures are initially recognized at acquisition consideration and adjusted by recognizing Nexon Group's interests in profit or loss and other comprehensive income (after adjustments to comply with Nexon Group's accounting policies) of associates and joint ventures from the date on which Nexon Group obtains a significant influence over them until the date on which Nexon Group loses such influence.

If Nexon Group's interests in loss of associates or joint ventures exceed investments in those associates or joint ventures (including long-term investments that are virtually part of net investments in those associates or joint ventures), Nexon Group does not recognize such excess amount unless it bears or pays the obligations (legal or constructive) on behalf of those associates or joint ventures.

Any excess of "acquisition consideration" over "Nexon Group's interests in the net fair value of identifiable assets and liabilities and contingent liabilities" of associates or joint ventures recognized on the acquisition date is recognized as goodwill and included in the carrying amount of investments in associates or joint ventures. Any

excess of “Nexon Group’s interests in the net fair value of identifiable assets and liabilities and contingent liabilities” of associates or joint ventures recognized on the acquisition date over “acquisition consideration” is recognized in profit or loss immediately.

Nexon Group does not recognize goodwill comprising part of the carrying amount of investments in associates or joint ventures separately and does not perform impairment test individually, but performs impairment test on investments in associates or joint ventures as a single asset if there is an objective evidence that investments in associates or joint ventures is impaired.

Unrealized gains arising from transactions with associates or joint ventures are deducted from investments to the extent of the amount of Nexon Group’s interests in those associates or joint ventures. Unrealized losses are deducted in the same manner as unrealized gains unless there is objective evidence of impairment.

(2) Business combination

Nexon Group accounts for business combinations using the “acquisition method.” The acquisition consideration includes the fair values of assets transferred from the Company to the previous owners of the acquiree, liabilities incurred, equity interests issued by the Company and liabilities resulting from contingent consideration arrangements.

Transaction costs incurred by Nexon Group in relation to business combinations are expensed as incurred, except for those related to issuance of debt or equity securities.

Identifiable assets and liabilities and contingent liabilities of the acquiree that meet recognition criteria under IFRS 3 *Business Combinations* are measured at fair value at the acquisition date, except for:

- deferred tax assets and liabilities that are recognized and measured in accordance with IAS 12 *Income Taxes*, and liabilities (or assets) related to employee benefit contracts that are recognized and measured in accordance with IAS 19 *Employee Benefits*.

Nexon Group measures goodwill as the excess of the sum of acquisition-date fair value of acquisition consideration and non-controlling interests in the acquiree over the net of identifiable assets acquired and liabilities assumed on the date of acquisition. If the difference is negative, it is recognized in profit or loss.

On the date of acquisition, Nexon Group determines for each transaction whether to measure non-controlling interests at fair value or at proportionate share in the recognized amount of identifiable net assets.

Subsequently, goodwill is measured at cost less accumulated impairment. The carrying amount of investments accounted for using the equity method includes the carrying amount of goodwill.

Goodwill arising from acquisitions before the date of transition to IFRS is reported at the carrying amount as of the date of transition to IFRS under the previous generally accepted accounting principles after the impairment test under IFRS performed at the date of transition to IFRS.

(3) Foreign currencies

(a) Functional currency and presentation currency

In preparing the financial statements, each of Nexon Group companies translates transactions denominated in currencies other than its functional currency into the functional currency using the exchange rates at the dates of the transactions. The presentation currency of Nexon Group’s consolidated financial statements is Japanese yen which is the Company’s functional currency.

(b) Translation of items denominated in foreign currencies

Monetary assets and liabilities denominated in foreign currencies are retranslated into the functional currency using the exchange rates at the end of the reporting period. Non-monetary assets and liabilities denominated in foreign currencies measured at fair value are retranslated into the functional currency using the exchange rates at the date the fair value is determined. Foreign exchange differences arising from the retranslation are recognized in profit or loss, except for those arising from retranslation of financial instruments measured at fair value with changes in fair value recognized in other comprehensive income and those arising from cash flow hedge, which are recognized in other comprehensive income. Non-monetary items denominated in foreign currencies measured at cost are translated using the exchange rates at the dates of the transactions.

(c) Foreign operations

Group companies (mainly foreign operations) that have a functional currency different from the presentation currency translate their assets and liabilities, including goodwill arising from the acquisition of the foreign operations, identified assets and liabilities and related fair value adjustments, into the presentation currency using the exchange rate at the end of the reporting period. Income and expenses of foreign operations are translated into the presentation currency using the average exchange rates of the reporting period unless the exchange rates significantly fluctuated during that period.

Foreign exchange differences arising from translating the financial statements of foreign operations are recognized in other comprehensive income. On the disposal of the entire interest in a foreign operation and on the partial disposal of the interest resulting in loss of control or significant influence, the cumulative translation differences are reclassified into profit or loss as part of gains or losses on disposal.

(4) Cash and cash equivalent

Cash and cash equivalents comprise cash on hand, demand deposits, and short-term investments that are readily convertible to cash and subject to an insignificant risk of change in value with original maturities of three months or less from the date of acquisition.

(5) Financial instruments

(a) Non-derivative financial assets

Non-derivative financial assets are initially recognized on the date when Nexon Group becomes a party to the contractual terms of such financial assets.

Financial assets are classified as financial assets measured at amortized cost if both of the following conditions are met. If not, they are classified as financial assets measured at fair value.

- The financial assets are held within a business model whose objective is to hold financial assets in order to collect contractual cash flows
- The contractual terms of the financial assets give rise on prescribed dates to cash flows that are solely payments of principal and interest on the outstanding principal amount

Financial assets measured at fair value are classified into financial assets measured at fair value through profit or loss (FVTPL) and measured at fair value through profit or loss.

Equity instruments, except for those held for trading purpose, which are designated as financial instruments measured at fair value through other comprehensive income (FVTOCI) at initial recognition are classified into financial assets measured at FVTOCI and measured at fair value through other comprehensive income. Such designation is made for individual equity instrument as an irrevocable election and applied consistently.

(Financial assets measured at amortized cost)

Financial assets measured at amortized cost are initially recognized at fair value plus directly attributable transaction costs.

Subsequently, the carrying amount of the financial assets measured at amortized cost is calculated using the effective interest method, less accumulated impairment, if any. Interest income calculated using the effective interest method is recognized in profit or loss.

(Financial assets measured at FVTPL)

Financial assets measured at FVTPL are initially recognized at fair value, and transaction costs are recognized in profit or loss when incurred. Subsequently, they are measured at fair value, with unrealized gains or losses arising from changes in fair value, interest income and dividend income recognized in profit or loss.

(Financial assets measured at FVTOCI)

Financial assets measured at FVTOCI are initially recognized at fair value plus directly attributable transaction costs. Subsequently, they are measured at fair value, with changes in fair value recognized in other comprehensive income. If they are derecognized or their fair value substantially declines, the accumulated gains or losses recognized through other comprehensive income are reclassified into retained earnings.

Dividends earned from these investments are recognized in profit or loss unless they clearly represent return of initial investment.

Nexon Group derecognizes financial assets when rights to receive cash flows from financial assets expire, or when Nexon Group transfers the rights as well as substantially all the risks and rewards of ownership of the asset.

(b) Impairment of financial assets measured at amortized cost

Nexon Group recognizes loss allowance to provide for expected credit loss for financial assets measured at amortized cost. In recognizing loss allowance, we assess whether there has been a significant increase in credit risk since initial recognition of financial assets or a group of similar financial assets measured at amortized cost at each reporting date and recognize expected credit loss. At the reporting date, if credit risk for financial instruments has not increased significantly since initial recognition, we recognize expected credit losses that result from default events that are possible within 12 months after the reporting date (12-month expected credit losses). On the other hand, at the reporting date, if the credit risk has increased significantly since initial recognition, we recognize expected credit losses that result from all possible default events over the expected life of the financial instruments (lifetime expected credit losses). For trade and other receivables, however, we recognize lifetime expected credit losses as a practical expedient based on historical credit loss, etc.

The amount of expected credit loss is measured as the present value of cash shortfalls between the total contractual cash flows that are due to Nexon Group and estimated future cash flows Nexon Group expects to receive, and recognized in profit or loss.

When there is objective evidence that the financial assets are impaired such as significant deterioration in the financial condition of the debtor or violation of the contract terms by the debtor such as default or delinquency in payments, we measure interest income by applying the effective interest method to the net carrying amount adjusted for the loss allowance.

When there are no reasonable expectations of recovering all or part of the financial assets, the gross carrying amount of the financial assets are directly reduced.

(c) Non-derivative financial liabilities

Non-derivative financial liabilities are initially recognized on the transaction date on which Nexon Group becomes a party to the agreement of the said financial instrument.

Financial liabilities held by Nexon Group include accounts payable and other short-term liabilities and are initially recognized at fair value less transaction costs directly attributable to the financial liabilities. Subsequent to initial recognition, they are measured at amortized cost using the effective interest method.

Nexon Group derecognizes financial liabilities when they are extinguished, that is, when the obligation specified in the contract is either discharged or canceled or expires.

(d) Derivative and hedge accounting

Derivative transactions of Nexon Group are executed and managed in accordance with the derivative transaction management rules by the Accounting & Finance Department of the Company based on the approval of authorized personnel. Use of derivatives are limited to transactions with high-rated financial institutions in order to mitigate credit risk.

At the inception of a hedge transaction, Nexon Group formally designates and documents the hedging relationship to which hedge accounting is applied and risk management objectives and strategies for undertaking the hedge. The documentation includes identification of hedging instruments, hedged items or transactions, the nature of the risks being hedged and the method to assess the effectiveness of hedging relationship.

Derivatives are initially recognized at fair value on the date a derivative contract is entered into, and subsequently measured at fair value with effective portion of changes in fair value recognized in other comprehensive income and ineffective portion recognized in profit or loss immediately. The cumulative amount of gains or losses recognized through other comprehensive income is reclassified into profit or loss in the consolidated statement of comprehensive income in the same period during which cash flows of the hedged item affect profit or loss.

Application of the hedge accounting is discontinued prospectively if the hedge no longer meets requirements for the hedge accounting, the hedging instrument expires or is sold, terminated, or exercised. If the hedge accounting is discontinued, Nexon Group continues to report any balance related to the discontinued cash flow hedge previously recognized in other comprehensive income until the forecasted transaction affects profit or loss. If the forecasted transaction is no longer considered probable, the balance related to the cash flow hedge is recognized in profit or loss immediately.

(e) Presentation of financial assets and liabilities

Financial assets and financial liabilities are offset and the net amount is presented in the consolidated statement of financial position when, and only when, there is a legally enforceable right to set off the recognized amounts and there is an intention either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

(f) Fair value of financial instruments

Fair values of financial instruments are determined based on quoted market prices if they are traded on active financial markets at the end of each reporting period.

If an active market does not exist, fair values of financial instruments are determined using appropriate valuation techniques (e.g. income approach, market approach).

See “26 Fair value of financial instruments” for calculation method of fair value.

(6) Property, plant and equipment

(a) Recognition and measurement

Property, plant and equipment are measured using the cost model and stated at cost less accumulated depreciation and accumulated impairment.

The cost includes costs directly attributable to the acquisition of the assets, costs of dismantling and removing the assets and restoring the site on which they are located and borrowing costs to be capitalized.

Items of property, plant and equipment that have different useful lives are recorded as separate items.

(b) Depreciation

Depreciation is calculated based on the depreciable amount, which is calculated as the cost of an asset less its residual value.

Each item of property, plant and equipment is depreciated using the straight-line method over the estimated useful life. Land is not depreciated.

The estimated useful lives of major items of property, plant and equipment are as follows:

- Buildings and structure: 3 to 45 years
- Tools, furniture and fixtures: 2 to 15 years

The depreciation methods, useful lives and residual values are reviewed at the end of each consolidated fiscal year and revised if necessary.

(7) Goodwill and intangible assets

(a) Intangible assets acquired through business combination (goodwill and other intangible assets)

See “(2) Business combination” for measurement of goodwill at initial recognition.

Intangible assets acquired through business combination and recognized separately from goodwill are initially recognized at fair value on the date of acquisition.

Intangible assets excluding goodwill are carried at cost less accumulated amortization and accumulated impairment in the same manner as intangible assets acquired individually.

(b) Software

Nexon Group incurs certain costs to purchase or develop software for internal use.

Expenditures arising from research activities to obtain new scientific or technical knowledge are recognized as expenses when incurred. Expenditures arising from development activities are capitalized as intangible assets, if, and only if, they are reliably measurable, developments are technically feasible, it is highly probable to generate future economic benefits, and Nexon Group has an intention and adequate resources to complete the development of the assets to use or sell them.

Capitalized software costs are carried at cost less accumulated amortization and accumulated impairment.

(c) Research and development costs

Expenditures arising from research activities to obtain new scientific or technical knowledge and understanding are recognized in profit or loss when incurred. Development costs that satisfy certain conditions are capitalized and carried at cost less accumulated amortization and accumulated impairment.

(d) Game copyrights and other intangible assets excluding investment in crypto-assets (individually acquired intangible assets)

Nexon Group purchases publishing rights for online games developed by other companies and recognizes them as intangible assets. Game copyrights and other intangible assets acquired by Nexon Group with finite useful lives are measured at cost less accumulated amortization and accumulated impairment. There are no intangible assets with indefinite useful lives.

(e) Investment in crypto-assets

Nexon Group recognizes investment in crypto-assets as an intangible asset under IAS 38 *Intangible Assets* ("IAS 38") and measures it initially at cost. Nexon Group has determined this to be an intangible asset with an indefinite useful life and has not conducted amortization because the intangible asset has an unlimited usage period, and we deem it would exist as long as it is used as a means of an exchange. After the initial recognition, Nexon Group has elected to measure the intangible asset using the revaluation model.

Under the revaluation model, Nexon Group recognizes the intangible asset at a revalued amount which is its fair value at the date of the revaluation less any subsequent accumulated impairment. For the purpose of revaluations under IAS 38, fair value is measured by reference to an active market.

If an intangible asset's carrying amount is increased as a result of revaluation, Nexon Group recognizes the increase in other comprehensive income, and it is accumulated in other components of equity as revaluation surplus. However, the increase is recognized in profit or loss to the extent that it reverses a revaluation decrease of the same intangible asset previously recognized in profit or loss.

If an intangible asset's carrying amount is decreased as a result of revaluation, Nexon Group recognizes the decrease as an expense. However, the decrease is recognized in other comprehensive income to the extent of any credit balance in the revaluation surplus in respect of that intangible asset. The decrease recognized in other comprehensive income reduces the amount accumulated in other components of equity as revaluation surplus.

Nexon Group directly transfers revaluation surplus to retained earnings if the surplus is realized due to the derecognition of the intangible asset.

(f) Amortization

Amortization is calculated based on the cost of an asset less its residual value. Amortization of intangible assets is computed using the straight-line method over their estimated useful lives from the date when the assets become available for use.

Estimated useful lives for major intangible assets are as follows:

- Game copyrights 5 years

The amortization methods, useful lives and residual values are reviewed at the end of each consolidated fiscal year and revised if necessary. Residual values are considered to be zero.

(8) Leases

Nexon Group assesses whether a contract is, or contains, a lease at inception of the contract. It is deemed that a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Nexon Group reviews the following matters in the assessment of whether or not a contract conveys the right to control the use of an identified asset:

- whether the use of an identified asset is included in the contract;
- whether Nexon Group has the right to receive almost all the economic benefits from the use of the asset over the entire period of usage; and
- whether Nexon Group has the right to give instructions on the use of the asset.

When Nexon Group enters into or reviews a contract that contains lease components, the consideration in the contract is allocated to each component on the basis of the relative stand-alone prices of lease and non-lease components.

However, with regards to leases of a building or similar asset for which Nexon Group is the lessee, we have elected not to separate non-lease components from lease components, and instead account for lease and non-lease components as a single lease component.

Nexon Group determines the lease term as the non-cancellable period during which the lessee has the right to use the underlying asset, together with both:

- periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and
- periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option.

(Lease as a lessee)

Nexon Group recognizes a right-of-use asset and a lease liability at the commencement date.

A right-of-use asset is initially measured at cost. The cost of the right-of-use asset is derived by adjusting the amount of the initial measurement of the lease liability by any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to be incurred in dismantling and removing the underlying asset or restoring the underlying asset or the site on which it is located, less any lease incentives received.

After initial recognition, a right-of-use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful life of the right-of-use asset is determined in the same way as property, plant and equipment. In addition, the carrying amount of the right-of-use asset is reduced due to impairment losses and adjusted at remeasurement of the corresponding lease liability.

A lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the lessee's incremental borrowing rate is used. The lessee's incremental borrowing rate is calculated by, for example, adding credit risk to a risk-free rate of government bonds, etc., or using the most recent interest rate of borrowing from a financial institution.

The total lease payments included in the measurement of the lease liability comprise the following payments:

- fixed lease payments (including in-substance fixed lease payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate (initial measurement uses an index or rate as at the commencement date);
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of a purchase option if Nexon Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

Subsequent to the commencement date, the carrying amount of lease liability increases to reflect interest on the lease liability and decreases to reflect lease payments made. The lease liability will be remeasured if there is any change in future lease payments due to a change in an index or a rate, if there is any change in the amounts expected to be payable under residual value guarantees, or if there is any change in the certainty to exercise the purchase, extension, or termination option.

At remeasurement of the lease liability, the corresponding adjustment is made to the carrying amount of the right-of-use asset, or if the carrying amount of the right-of-use asset is reduced to zero, any remaining amount of the remeasurement is recognized in profit or loss.

In the consolidated statement of financial position, Nexon Group presents right-of-use assets that do not satisfy the definition of investment property under “right-of-use assets,” and lease liabilities under “lease liabilities (current)” and “lease liabilities (non-current).”

(Short-term and low-value leases)

Nexon Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases for which the underlying asset is of low-value.

Nexon Group recognizes lease payments for these leases as expenses over the lease term on a straight-line basis.

(Lease as a lessor)

In cases where Nexon Group is the lessor, each lease is classified as either a finance lease or an operating lease at the inception date of the lease. To classify each lease, we make an overall assessment as to whether or not it transfers substantially all of the risks and rewards incidental to ownership of an underlying asset. If it does, a lease is classified as a finance lease. If not, it is classified as an operating lease.

As a part of this assessment, we review certain indexes including whether or not the lease term is for a major part of the economic life of the underlying asset.

- In cases where Nexon Group is an intermediate lessor, the head lease and the sublease are accounted for separately.
- The classification of a sublease is determined upon referring, not to the underlying asset, but to the right-of-use asset that arise from the head lease.
- If the head lease is a short-term lease to be accounted for by applying the provision for exemption as above, the sublease is classified as an operating lease.
- If a contract contains lease and non-lease components, Nexon Group applies IFRS 16 and allocates the consideration in the contract to each component proportionately.

Nexon Group recognizes lease payments from operating leases as income on a straight-line basis over the lease term and presents them in “other income.”

For lease payments from finance leases, assets held under a finance lease are recognized in the statement of financial position at the commencement date and presented as receivables under “trade and other receivables” and “other financial assets (non-current)” at an amount equal to the net investment in the lease.

At the commencement date, the lease payments included in the measurement of the net investment in the lease comprise the following payments for the right to use the underlying asset during the lease term which are not received at the commencement date:

- fixed lease payments (including in-substance fixed lease payments), less any lease incentives payable;
- variable lease payments that depend on an index or a rate (initial measurement uses an index or rate as at the commencement date);
- any residual value guarantees provided to the lessor;
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

Nexon Group recognizes lease payments from finance leases as “finance income” over the lease term based on a pattern that reflects a constant rate of return from Nexon Group’s net investment in the lease over the period.

(9) Impairment losses of non-financial assets

The carrying amounts of Nexon Group’s non-financial assets, excluding inventories and deferred tax assets, are assessed on a quarterly basis as to whether there is any indication of impairment. If any such indication exists, the recoverable amount of the assets is estimated. Regarding goodwill and intangible assets with indeterminable useful lives or not yet available for use, the recoverable amount is estimated at the end of each consolidated fiscal year and when any indication of impairment is identified.

The recoverable amount of an asset or a cash-generating unit (CGU) is the higher of its value in use and its fair value less cost to sell. In calculating value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects the time value of money and the risks specific to the asset. A CGU is the smallest group of assets which generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

The CGU of goodwill is determined based on the unit by which the goodwill is monitored for internal management purposes and does not exceed an operating segment.

Because corporate assets do not generate independent cash inflows, if there is an indication that corporate assets may be impaired, the recoverable amount is determined for the CGU to which the corporate assets belong.

If the carrying amount of an asset or a CGU exceeds its recoverable amount, an impairment loss is recognized through profit or loss. The impairment losses recognized related to a CGU is allocated to reduce the carrying amount of the goodwill allocated to the CGU and then to reduce the carrying amount of the other assets of the CGU on a prorated basis.

Nexon Group assesses on a quarterly basis as to whether there is any indication that an impairment loss recognized in prior years for an asset may have decreased or may no longer exist. An impairment loss is reversed if an indication of reversal exists and there has been a change in the estimates used to determine the asset’s recoverable amount. An impairment loss is reversed to the extent the carrying amount does not exceed the carrying amount that would have been determined, net of depreciation and amortization, had no impairment loss been recognized. Impairment losses recognized for goodwill are not reversed.

(10) Employee benefits

(a) Defined contribution pension plan

The Company and certain subsidiaries have defined contribution pension plans. A defined contribution pension plan is a post-retirement benefit plan under which the employer pays fixed contributions into a separate entity and will have no legal or constructive obligations to pay further contributions. Contributions under the defined contribution pension plans are expensed during the period in which employees have rendered their services.

(b) Defined benefit pension plan

Certain subsidiaries have defined benefit pension plans. A defined benefit pension plan is any post-retirement benefit plan other than a defined contribution pension plan. These subsidiaries calculate obligations related to the defined benefit pension plans by estimating the ultimate cost to the company of the benefits that employees have earned in return for their services in the current and prior periods and discounting such amount to determine the present value.

(c) Short-term employee benefits

Short-term employee benefits are measured at the undiscounted amount and expensed when relevant services have been rendered.

Nexon Group recognizes the estimated cost of bonus payments based on the plan as a liability when it has a present legal or constructive obligation to make such payments as a result of services rendered by employees in the past and a reliable estimate of the expected obligation can be made.

(11) Share-based payments

Nexon Group has share option plans as incentives to its directors and employees. Share option is estimated based on the fair value on the grant date and, in consideration of the number of share options estimated to vest, recognized as expenses over the vesting period, with the corresponding amount recognized as an increase in other components of equity. The fair value of option granted is determined using the binomial model, etc. taking into consideration various conditions of the option. Nexon Group reviews these conditions regularly and revises the estimate of the number of rights expected to vest, as necessary.

When share options are exercised, the Company will issue new shares and account for them in the manner described in “(13) Shareholders’ equity.”

(12) Provisions

Provisions are recognized when Nexon Group has a present legal or constructive obligation that can be reasonably estimated as a result of a past event, and it is probable that an outflow of economic resources will be required to settle the obligation. Provisions are calculated as the estimated future cash flows discounted using a pre-tax discount rate that reflects the time value of money and the risks specific to the liability. The unwinding of the discount due to the passage of time is recognized as finance cost.

Asset retirement obligations are recognized to provide for obligations to restore leased offices and other premises to their original conditions. The amount of the obligations is estimated, recognized and measured considering the conditions of each property individually and specifically, based on factors including Nexon Group’s past experience of restoration and the expected period of use determined taking into account the useful lives of leasehold improvements.

(13) Shareholders’ equity

(a) Ordinary shares

The issue price of ordinary shares issued by the Company is recorded in share capital and capital surplus, and direct issue cost, net of taxes, is deducted from capital surplus.

(b) Treasury shares

Consideration paid to acquire treasury shares including direct transaction costs, net of taxes, is recognized as a deduction from equity. When treasury shares are sold, the difference between the carrying amount and the proceeds is recognized as capital surplus.

(14) Revenue

Nexon Group is engaged in PC online business, mobile business, consulting business related to PC online game services and internet advertisement business. Revenue is measured at the fair value of the consideration received for services rendered in the ordinary course of business less sales-related taxes.

Revenue from contracts with customers for transactions involving the rendering of services is recognized based on the following five-step approach:

Step 1: Identify contracts with customers

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations

Step 5: Recognize revenue when (or as) performance obligations are satisfied

Nexon Group has neither incremental cost for the acquisition of contracts with customers, nor any incidental part that is deemed recoverable, which we need to recognize under assets. “Deferred income” in the consolidated statement of financial position falls under contract liability under IFRS 15.

Nexon Group identifies different assets or services included in contracts with customers and uses them as transactional units in the identification of our performance obligations. As we identify our performance obligations, we conduct a review as to whether we are a principal or agent. Revenue recognition criteria and basis for gross versus net presentation of revenue for major revenue categories are as follows.

(A) Revenue recognition criteria by major revenue category

Nexon Group generates revenue primarily from (a) sales of items used in PC online business and mobile business (revenue from item charging); (b) royalty income from granting publishing rights for PC online games developed and commercialized by Nexon Group; and (c) revenue from consulting business for PC online game services and in-game advertisement business.

(a) Revenue from sales of items used in PC online business and mobile business (revenue from item charging)

PC online business services PC online games developed by Nexon Group or other companies. Nexon Group's PC online games are basically free to play, but certain fees are charged to purchase necessary items or use certain services. In PC online game, revenue is recognized over the estimated usage period during which the game items purchased in exchange for game points are expected to be used.

Mobile business services mobile games developed by Nexon Group or other companies through mobile devices such as smartphones and tablets. Mobile games are basically free to play, but certain fees are charged to purchase necessary items or use certain services. In mobile game, revenue is recognized over the estimated usage period during which the game items purchased in exchange for game points are expected to be used.

In our PC online and mobiles businesses, we mostly provide services as a principal, but we also provide some services as an agent.

(b) Royalty income from granting publishing rights for PC online games developed and commercialized by Nexon Group

As the owner of the copyright, Nexon Group enters into a licensing agreement with third party publishers and grants publishing rights for PC online games developed and commercialized by Nexon Group.

We recognize the performance obligations for royalty income arising from granting publishing rights to third parties to be satisfied over the contract term of the relevant royalty agreement when it is probable that the economic benefits associated with the transaction will flow to Nexon Group and such income amount can be measured reliably.

For the granting of publishing rights through licensing agreements, we conduct transactions as a principal.

(c) Revenue from consulting business for PC online game services and in-game advertisement business

In consulting business, a subsidiary provides Chinese domestic publishers with consulting services for setting up and maintaining billing systems and membership systems, business strategy development, game operation, and marketing, and recognizes revenue for rendered services by reference to the stage of completion of the transaction. We provide services in our consulting business as a principal.

In in-game advertisement business, advertisements are directly exposed to users through their usage of functional items that are equipped with advertisement function in the game, and revenue is recognized over the advertisement period. For our in-game advertisement business, we decide whether we are a principal or an agent on a case-by-case basis.

(B) Revenue recognition based on satisfaction of performance obligations

Nexon Group recognizes revenue when, or as, we satisfy our performance obligations by transferring services to customers.

We recognize that performance obligations are satisfied over time in our PC online business, mobile business, consulting business for PC online game services, and internet advertisement business. In segment information, revenue from our consulting business for PC online game services is included in PC online, and revenue from our internet advertisement business is included in Other.

(a) Performance obligations satisfied at a point in time

Nexon Group recognizes revenue at a point in time as the transfer of control occurs upon delivery to customers.

(b) Performance obligations satisfied over time

If any one of the following criteria is met, control of a service is transferred over time, and therefore, performance obligations are satisfied and revenue is recognized over time.

- (i) The customer simultaneously receives and consumes the benefit provided by Nexon Group's performance as Nexon Group performs.
- (ii) Nexon Group's performance creates or enhances an asset (e.g. work in progress), and the customer controls it as the asset is created or enhanced.
- (iii) Nexon Group's performance does not create an asset with an alternative use to Nexon Group and Nexon Group has an enforceable right to payment for performance completed to date.

We recognize performance obligations for revenue from item charging by estimating the service period of items sold for each game. We assume the period for satisfying performance obligations to be the same as the estimated service period, which is calculated by classifying the items sold into three types (i.e. consumable, temporary, permanent) according to their specifications.

For permanent items for which our performance obligations continue on a permanent basis, we have adopted a method of calculating users' weighted average service usage periods.

For royalty income, we recognize revenue assuming the contract term of copyrights, etc. owned by Nexon Group to be the period for satisfying performance obligations.

(C) Gross versus net presentation of revenue

In the ordinary course of business, there are cases where Nexon Group acts as an intermediary or agent. In reporting revenue arising from these transactions, Nexon Group determines whether to present revenue in the gross amount of the consideration received from customers or in the amount of consideration net of commissions and other fees payable to third parties. However, the decision as to whether revenue is presented in gross or net amount has no impact on net profit or loss.

Determination of whether to present revenue in the gross or net amount is based on whether the nature of our performance obligation under the relevant transaction requires us to provide particular goods or services ourselves (i.e. we are a "principal") or to arrange for another party to provide particular goods or services (i.e. we are an "agent"). For transactions in which Nexon Group acts as a "principal," we recognize revenue on a gross basis when or as the performance obligation is satisfied. For transactions in which Nexon Group acts as an "agent," we recognize as revenue the net amount it retains as consideration or commission which we expect to become entitled to receive in exchange for arranging for another party to provide particular goods or services when or as the performance obligation is satisfied. Whether Nexon Group acts as a principal or an agent is determined based on an assessment of terms and conditions of each arrangement with respect to exposure to the significant risks and rewards associated with sale of goods or provision of services.

In addition, we are a "principal" if we control the good or service before transferring it to the customer.

Factors to be considered as requirements for gross presentation of revenue arising from a transaction in which Nexon Group acts as a principal include:

- (a) We have primary responsibility to provide a service to a customer or to fulfill an order.
- (b) We have discretion to directly or indirectly establish pricing.
- (c) We are exposed to credit risk for the amount receivable from the customer.

(15) Finance income and finance costs

Finance income mainly consists of interest income, dividend income, foreign exchange gain, and changes in fair value and gain on sale of financial assets measured at fair value through profit or loss. Interest income is recognized on an accrual basis using the effective interest rate method. Dividend income is recognized on the date when Nexon Group's right to dividend is fixed. Finance costs mainly consist of interest expense, foreign exchange loss and changes in fair value and loss on sale of financial assets measured at fair value through profit or loss. Interest expense is recognized on an accrual basis using the effective interest rate method.

(16) Income taxes

Income taxes comprise current and deferred taxes. They are recognized in profit or loss, except for those related to business combination and items recognized directly in equity or other comprehensive income.

Current taxes are measured at the amount expected to be paid to (or recovered from) taxation authorities on taxable income or loss for the current year, using the rates that have been enacted or substantively enacted on each reporting date.

Deferred tax assets and liabilities are recognized for temporary differences between the carrying amount of an asset or liability for accounting purposes and its tax base. Deferred tax assets are recognized to the extent that it is probable that future taxable income will be available against which deductible temporary differences can be utilized. Deferred tax assets and liabilities are not recognized for the following temporary differences:

- Taxable temporary differences arising from the initial recognition of goodwill;
- Temporary differences arising from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit;
- Taxable temporary differences associated with investments in subsidiaries, associates and joint ventures to the extent that it is possible to control the timing of the reversal of temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future; or
- Deductible temporary differences associated with investments in subsidiaries, associates and joint ventures to the extent that it is not probable that the temporary differences will reverse in the foreseeable future.

With respect to certain transactions that give rise to equal amounts of assets and liabilities, we have adopted a method to initially recognize a deferred tax liability for taxable temporary differences related to recognized assets and a deferred tax asset for deductible temporary differences related to recognized liabilities.

Deferred tax assets and liabilities are offset if, and only if, the entity has a legally enforceable right to set off the current tax assets against current tax liabilities and the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

(17) Earnings per share

Nexon Group discloses basic and diluted earnings (attributable to owners of parent) per share of ordinary shares. Basic earnings per share are calculated by dividing the profit attributable to owners of parent by the weighted average number of ordinary shares outstanding during the period adjusted for treasury shares. Diluted earnings per share are calculated by adjusting the profit attributable to owners of parent and the weighted average number of ordinary shares outstanding adjusted for treasury shares for the effects of all dilutive potential ordinary shares. All dilutive potential ordinary shares of Nexon Group's stocks relate to our share option plans.

(18) Dividends

Dividends to the Company's shareholders are recognized as a liability in the period in which the Board of Directors of the Company approves them.

(19) Segment information

Business segments are components of business activities that earn revenues and incur expenses including transactions with other business segments. Results of all business segments for which separate financial information is available are reviewed regularly by the Board of Directors of the Company in deciding how to allocate management resources and in assessing performance.

4 Critical accounting estimates and judgement

The preparation of the consolidated financial statements in accordance with IFRS requires management to make judgments, accounting estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenues and expenses. Estimates and assumptions are based on past performance and the management's best judgment based on various factors deemed reasonable. However, the actual results may vary from those estimates and assumptions due to their nature, and future changes in uncertain economic conditions may have a material impact on the amounts to be recognized on the consolidated financial statements in the future periods. We review estimates and underlying assumptions on a continuing basis. Any effects from the review of these estimates are recognized in the period in which estimates are reviewed and in future periods.

The judgment made in the process of applying accounting policies that have the most significant effect on the amounts recognized in the consolidated financial statements is as follows:

- Determination of the scope of subsidiaries, associates and joint ventures (3 Material accounting policies (1) Basis of consolidation)

Information on assumptions about the future that have a risk of resulting in material adjustments in the current and following fiscal years and other estimation uncertainty at the end of the current fiscal year is as follows:

- (1) Method of measuring fair value of financial instruments (3 Material accounting policies (5) Financial instruments and 26 Fair value of financial instruments)

Fair value of certain financial instruments is calculated based on valuation techniques that include significant unobservable inputs, which may be affected by future changes in uncertain economic conditions. The amount recognized for the fiscal year ended December 31, 2024 is included in "Other financial assets (non-current)" on the consolidated statement of financial position.

- (2) Impairment loss on goodwill and intangible assets (3 Material accounting policies (9) Impairment loss of non-financial assets and 10 Goodwill and intangible assets)

Nexon Group conducts impairment tests for goodwill and intangible assets in accordance with "3 Material accounting policies, (9) Impairment loss of non-financial assets." The recoverable amount in the impairment test is the higher of its value in use and its fair value less cost of disposal. The value in use is calculated based on the assumption such as a growth rate and discount rate included in the future cash flow projections. These assumptions are determined by the management's best estimate and judgment but may be affected by future changes in uncertain economic conditions. The amount recognized for the fiscal year ended December 31, 2024 is included in "Goodwill" and "Intangible assets" on the consolidated statement of financial position.

- (3) Recoverability of deferred tax assets (3 Material accounting policies (16) Income taxes and 14 Deferred tax assets and deferred tax liabilities)

A deferred tax asset is calculated for deductible temporary differences and carryforwards of unused tax credits and tax losses based on the timing and amount of future taxable profits expected to be available against which the temporary differences and the unused tax credit and loss carryforward can be utilized. Such timing and amount are determined by the management's best estimate and judgment but may be affected by future changes in uncertain economic conditions. The amount recognized for the fiscal year ended December 31, 2024 is included in "Deferred tax assets" on the consolidated statement of financial position.

5 Segment information

(1) Outline of reportable segments

Reportable segments of Nexon Group are components of Nexon Group for which separate financial statements are available that are evaluated regularly by the Board of Directors in deciding how to allocate management resources and in assessing performance.

Nexon Group is engaged in the production, development and service of PC online games and mobile games. In Japan, the Company is responsible for developing the overall strategies for our products and services and operating business activities, while overseas, our local consolidated subsidiaries do so in their respective regions as independently managed entities. Accordingly, Nexon Group consists of geographical segments based on production, development, and service of PC online and mobile games. Nexon Group has formed its reportable segments by consolidating business segments based on the geographic location since subsidiaries in the same region, due to their business characteristics, receive similar impact of the foreign exchange fluctuation risk on their operating results and the ratio of the impact to operating results is high. There are five reportable segments: “Japan”, “Korea”, “China”, “North America” and “Other” which includes Europe and Asian countries.

Furthermore, Nexon Group has applied IFRS 15 Revenue from Contracts with Customers and therefore presented the revenue arising from our contracts with customers by breaking it down into PC online, mobile and other revenues based on such contracts with customers.

(2) Revenue, profit or loss by reportable segment

Information on the segments of Nexon Group is as follows:

Fiscal year ended December 31, 2023

(Millions of yen)

	Reportable Segments						Adjustments (Note 4)	Consolidated
	Japan	Korea	China	North America	Other	Total		
Revenue								
Revenue from external customers								
PC online	3,899	283,893	3,188	8,846	2,447	302,273	—	302,273
Mobile	1,015	112,073	—	6,090	—	119,178	—	119,178
Other	54	1,816	—	10	25	1,905	—	1,905
Total revenue from external customers	4,968	397,782	3,188	14,946	2,472	423,356	—	423,356
Intersegment revenue	815	6,543	—	1,229	1,352	9,939	(9,939)	—
Total	5,783	404,325	3,188	16,175	3,824	433,295	(9,939)	423,356
Segment profit (loss) (Note 1)	(4,553)	158,856	1,300	(8,363)	(9,796)	137,444	234	137,678
Other income and expenses, net	—	—	—	—	—	—	—	(2,933)
Operating profit	—	—	—	—	—	—	—	134,745
Finance income and costs, net (Note 5)	—	—	—	—	—	—	—	32,866
Reversal of loss on revaluation (Note 7)	—	—	—	—	—	—	—	6,253
Share of loss of investments accounted for using equity method	—	—	—	—	—	—	—	(3,510)
Impairment loss on equity method investments (Note 8)	—	—	—	—	—	—	—	(44,425)
Profit before tax	—	—	—	—	—	—	—	125,929
(Other items)								
Depreciation and amortization (Note 6)	4	7,303	116	260	915	8,598	—	8,598
Impairment loss	1,048	1,969	—	23	—	3,040	—	3,040
Capital expenditures (Note 3)	929	13,864	138	88	809	15,828	—	15,828

- (Notes) 1. Segment profit (loss) is calculated by deducting cost of sales and selling, general and administrative expenses from revenue.
2. Price for intersegment transactions is based on the general market price.
3. Capital expenditures include investments in property, plant and equipment, right-of-use assets and intangible assets. However, investment in crypto-assets made through an exchange is excluded from the investment in intangible assets.
4. Adjustments in segment profit (loss) of ¥234 million represent elimination of intersegment transactions.
5. Major components of finance income are foreign exchange gain of ¥10,436 million and interest and dividend income of ¥24,621 million.
6. In addition to property, plant and equipment and intangible assets, depreciation arising from right-of-use assets is included.
7. Reversal of loss on revaluation recognized in profit or loss due to the revaluation of an intangible asset (investment in crypto-assets made through an exchange).
8. Impairment loss on equity method investments is an impairment loss of ¥44,425 million on investments accounted for using equity method pertaining to Brothers International, LLC.
9. For PC online and mobile, performance obligations are fulfilled and revenues are recognized over a certain period of time mainly because control over services is transferred over a certain period of time.

(Millions of yen)

	Reportable Segments						Adjustments (Note 4)	Consolidated
	Japan	Korea	China	North America	Other	Total		
Revenue								
Revenue from external customers								
PC online	5,054	225,404	2,617	14,225	6,742	254,042	—	254,042
Mobile	1,030	185,262	—	3,395	—	189,687	—	189,687
Other	39	2,432	—	(11)	22	2,482	—	2,482
Total revenue from external customers	6,123	413,098	2,617	17,609	6,764	446,211	—	446,211
Intersegment revenue	1,229	8,257	—	1,433	1,840	12,759	(12,759)	—
Total	7,352	421,355	2,617	19,042	8,604	458,970	(12,759)	446,211
Segment profit (loss) (Note 1)	(2,633)	154,434	560	(4,059)	(9,188)	139,114	83	139,197
Other income and expenses, net	—	—	—	—	—	—	—	(15,021)
Operating profit	—	—	—	—	—	—	—	124,176
Finance income and costs, net (Note 5)	—	—	—	—	—	—	—	76,298
Reversal of loss on revaluation (Note 7)	—	—	—	—	—	—	—	692
Share of loss of investments accounted for using equity method	—	—	—	—	—	—	—	(5,179)
Profit before tax	—	—	—	—	—	—	—	195,987
(Other items)								
Depreciation and amortization (Note 6)	6	8,805	105	193	1,033	10,142	—	10,142
Impairment loss	156	7,134	—	6,142	—	13,432	—	13,432
Capital expenditures (Note 3)	101	23,292	45	351	531	24,320	—	24,320

- (Notes) 1. Segment profit (loss) is calculated by deducting cost of sales and selling, general and administrative expenses from revenue.
2. Price for intersegment transactions is based on the general market price.
3. Capital expenditures include investments in property, plant and equipment, right-of-use assets and intangible assets. However, investment in crypto-assets made through an exchange is excluded from the investment in intangible assets.
4. Adjustments in segment profit (loss) of ¥83 million represent elimination of intersegment transactions.
5. Major components of finance income are a foreign exchange gain of ¥30,889 million and interest and dividend income of ¥24,034 million.
6. In addition to property, plant and equipment and intangible assets, depreciation arising from right-of-use assets is included.
7. Reversal of loss on revaluation recognized in profit or loss due to the revaluation of an intangible asset (investment in crypto-assets made through an exchange).
8. For PC online and mobile, performance obligations are fulfilled and revenues are recognized over a certain period of time mainly because control over services is transferred over a certain period of time.

(3) Revenue from major products and services

Revenue from major products and services is as follows:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Item charging	307,949	252,570
Royalty	110,487	189,415
Other	4,920	4,226
Total	423,356	446,211

(4) Information by region

Carrying amounts of non-current assets (excluding financial assets, deferred tax assets and investment in crypto-assets) are as follows:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Japan	25	1
Korea	70,345	84,504
China	249	207
North America	869	307
Other	33,499	33,400
Total	104,987	118,419

(Notes) 1. Non-current assets are classified into country or region category based on the location.

2. Categorization by country or region is based on geographic proximity.

3. Major countries or regions contained in each regional category:

(1) North America: USA

(2) Other: Europe and Asian countries

Revenue from external customers is as follows.

For the fiscal year ended December 31, 2023

	Revenue by major business			(Millions of yen)
	PC online	Mobile	Other	Total
Main regional market				
Japan	4,249	7,601	83	11,933
Korea	178,802	74,807	1,721	255,330
China	94,347	6,141	0	100,488
North America and Europe	11,710	15,950	44	27,704
Rest of World	13,165	14,679	57	27,901
Total	302,273	119,178	1,905	423,356

(Notes) 1. Revenue is broken down by country or region based on customer location.

2. Categorization by country or region is based on geographic proximity.

3. Major countries or regions contained in each regional category:

(1) North America and Europe: USA, Canada and Europe

(2) Rest of World: Central and South America and Asian countries

For the fiscal year ended December 31, 2024

	Revenue by major business			(Millions of yen)
	PC online	Mobile	Other	Total
Main regional market				
Japan	8,528	9,170	70	17,768
Korea	143,396	49,395	2,231	195,022
China	56,750	107,362	4	164,116
North America and Europe	29,776	12,644	102	42,522
Rest of World	15,592	11,116	75	26,783
Total	254,042	189,687	2,482	446,211

(Notes) 1. Revenue is broken down by country or region based on customer location.

2. Categorization by country or region is based on geographic proximity.

3. Major countries or regions contained in each regional category:

(1) North America and Europe: USA, Canada and Europe

(2) Rest of World: Central and South America and Asian countries

(5) Information on major customers

One customer contributed more than 10% of Nexon Group's consolidated revenue for the fiscal years ended December 31, 2023 and 2024, and revenue earned from the customer was ¥80,189 million (Korea segment) and ¥143,300 million (Korea segment), respectively.

6 Cash and cash equivalents

Cash and cash equivalents consisted of the following:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Cash	3	2
Demand deposit	280,512	331,929
Total	280,515	331,931

7 Trade and other receivables

Trade and other receivables consisted of the following:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Accounts receivable - trade	36,433	87,678
Accounts receivable - other	1,448	1,258
Lease receivables	749	644
Loss allowance	(874)	(864)
Other	117	1
Total	37,873	88,717

The following table shows aging analysis and loss allowance for trade and other receivables.

(Millions of yen)

	As of December 31, 2023		As of December 31, 2024	
	Trade and other receivables	Loss allowance	Trade and other receivables	Loss allowance
Before due date	37,853	—	88,451	—
3 months or less	9	(0)	254	(0)
Over 3 months up to 6 months	22	(11)	25	(13)
Over 6 months up to 1 year	3	(3)	2	(2)
Over 1 year	860	(860)	849	(849)
Total	38,747	(874)	89,581	(864)

Refer to “25 Financial risk management” for credit risk management policy. Changes in loss allowance for impairment of trade and other receivables are as follows:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Beginning balance	982	874
Increase in loss allowance recognized in profit or loss	9	16
Unrecoverable receivables directly written off	(125)	(0)
Reversal of unused amount	(37)	(4)
Exchange differences on translation of foreign operations	45	(22)
Ending balance	874	864

- (Notes) 1. For trade and other receivables, Nexon Group recognizes lifetime expected credit losses as a practical expedient based on historical credit loss rates.
2. There was no significant change in the carrying amount in aggregate which affected the changes in loss allowance during the fiscal years ended December 31, 2023 and 2024.

8 Other deposits

Other deposits consist only of term deposits with maturity of over three months.

9 Property, plant and equipment

Changes in costs, accumulated depreciation and accumulated impairment, and the carrying amounts of property, plant and equipment are as follows:

(Millions of yen)						
Cost	Buildings and structures	Vehicles	Tools, furniture and fixtures	Land	Construction in progress	Total
January 1, 2023	22,563	48	15,343	7,674	—	45,628
Acquisition	381	—	2,402	—	748	3,531
Retirement	(4)	—	(228)	—	—	(232)
Sales or disposals	(3)	—	(849)	—	—	(852)
Transfers between accounts	365	—	69	—	(335)	99
Exchange differences on translation of foreign operations	1,082	2	790	364	11	2,249
December 31, 2023	24,384	50	17,527	8,038	424	50,423
Acquisition through business combinations	178	—	217	—	—	395
Decrease due to change in scope of consolidation	(100)	—	(199)	—	—	(299)
Acquisition	757	2	2,502	—	457	3,718
Retirement	(364)	—	(487)	—	—	(851)
Sales or disposals	(545)	(5)	(979)	(2)	—	(1,531)
Transfers between accounts	414	—	165	—	(360)	219
Other	4	—	—	—	—	4
Exchange differences on translation of foreign operations	(584)	(0)	(203)	(211)	(21)	(1,019)
December 31, 2024	24,144	47	18,543	7,825	500	51,059

	(Millions of yen)					
Accumulated depreciation and accumulated impairment	Buildings and structures	Vehicles	Tools, furniture and fixtures	Land	Construction in progress	Total
January 1, 2023	(6,716)	(28)	(11,999)	—	—	(18,743)
Depreciation	(878)	(10)	(1,998)	—	—	(2,886)
Impairment losses (Note)	(1)	—	(26)	—	—	(27)
Retirement	4	—	228	—	—	232
Sales or disposals	2	—	816	—	—	818
Transfers between accounts	(7)	—	—	—	—	(7)
Exchange differences on translation of foreign operations	(338)	(2)	(616)	—	—	(956)
December 31, 2023	(7,934)	(40)	(13,595)	—	—	(21,569)
Acquisition through business combinations	(142)	—	(135)	—	—	(277)
Decrease due to change in scope of consolidation	100	—	179	—	—	279
Depreciation	(1,130)	(7)	(2,332)	—	—	(3,469)
Impairment losses (Note)	(6)	—	(57)	—	—	(63)
Retirement	265	—	433	—	—	698
Sales or disposals	527	5	921	—	—	1,453
Transfers between accounts	(53)	—	(0)	—	—	(53)
Exchange differences on translation of foreign operations	169	0	138	—	—	307
December 31, 2024	(8,204)	(42)	(14,448)	—	—	(22,694)

(Note) Nexon Group recognized impairment losses for the fiscal years ended December 31, 2023, and 2024 as realization of profits originally expected was no longer probable. Those impairment losses are included in “Other expenses” in the consolidated statement of profit or loss.

	(Millions of yen)					
Carrying amount	Buildings and structures	Vehicles	Tools, furniture and fixtures	Land	Construction in progress	Total
January 1, 2023	15,847	20	3,344	7,674	—	26,885
December 31, 2023	16,450	10	3,932	8,038	424	28,854
December 31, 2024	15,940	5	4,095	7,825	500	28,365

10 Goodwill and intangible assets

Changes in costs, accumulated amortization and accumulated impairment, and the carrying amounts of goodwill and intangible assets are as follows:

(Millions of yen)

Cost	Goodwill	Intangible assets				Total
		Game copyrights (Note 3)	Software	Investment in crypto-assets (Note 5)	Other (Note 4)	
January 1, 2023	78,274	113,449	10,479	3,763	9,526	137,217
Acquisition	—	85	749	51	1,698	2,583
Gain (loss) on revaluation profit or loss	—	—	—	6,253	—	6,253
Retirement	—	—	(8)	(0)	(7,715)	(7,723)
Sales or disposals	—	(15)	—	(2)	—	(17)
Transfers between accounts	—	129	—	(0)	653	782
Exchange differences on translation of foreign operations	5,807	5,933	526	327	700	7,486
December 31, 2023	84,081	119,581	11,746	10,392	4,862	146,581
Acquisition through business combinations	6,886	7	26	—	—	33
Decrease due to change in scope of consolidation	(10,931)	(14,495)	(13)	—	(15)	(14,523)
Acquisition	—	57	420	12	3,663	4,152
Gain (loss) on revaluation profit or loss	—	—	—	692	—	692
Gain (loss) on revaluation other comprehensive income	—	—	—	14,320	—	14,320
Retirement	—	—	(21)	—	(449)	(470)
Sales or disposals	—	(9)	—	—	—	(9)
Transfers between accounts	—	164	17	—	(0)	181
Other changes	—	—	—	—	(1,119)	(1,119)
Exchange differences on translation of foreign operations	(400)	(1,800)	(303)	39	(146)	(2,210)
December 31, 2024	79,636	103,505	11,872	25,455	6,796	147,628

(Millions of yen)

Accumulated amortization and accumulated impairment	Goodwill	Intangible assets				Total
		Game copyrights (Note 3)	Software	Investment in crypto-assets (Note 5)	Other (Note 4)	
January 1, 2023	(38,138)	(111,612)	(8,312)	—	(7,638)	(127,562)
Amortization	—	(82)	(485)	—	(1,243)	(1,810)
Impairment losses	—	—	(12)	—	(441)	(453)
Retirement	—	—	8	—	7,715	7,723
Sales or disposals	—	1	—	—	—	1
Exchange differences on translation of foreign operations	(2,019)	(5,722)	(397)	—	(514)	(6,633)
December 31, 2023	(40,157)	(117,415)	(9,198)	—	(2,121)	(128,734)
Acquisition through business combinations	—	—	(19)	—	—	(19)
Decrease due to change in scope of consolidation	10,931	14,495	13	—	15	14,523
Amortization	—	(121)	(629)	—	(594)	(1,344)
Impairment losses	(6,135)	—	—	—	(502)	(502)
Retirement	—	—	21	—	449	470
Sales or disposals	—	9	—	—	—	9
Other changes	—	—	—	—	700	700
Exchange differences on translation of foreign operations	292	1,810	247	—	27	2,084
December 31, 2024	(35,069)	(101,222)	(9,565)	—	(2,026)	(112,813)

(Millions of yen)

Carrying amount	Goodwill	Intangible assets				Total
		Game copyrights (Note 3)	Software	Investment in crypto-assets (Note 5)	Other (Note 4)	
January 1, 2023	40,136	1,837	2,167	3,763	1,888	9,655
December 31, 2023	43,924	2,166	2,548	10,392	2,741	17,847
December 31, 2024	44,567	2,283	2,307	25,455	4,770	34,815

- (Notes) 1. Amortization of intangible assets is included in “Cost of sales” and “Selling, general and administrative expenses” in the consolidated statement of profit or loss.
2. There is no material internally-generated intangible assets as of December 31, 2023 and 2024.
3. Certain game copyrights include related brands.
4. Game publishing right is included in Other.
5. Nexon Group made an investment in bitcoins (crypto-assets) on the crypto-asset exchange (our fellow subsidiary Bitstamp Ltd.) in April 2021. This transaction falls under a related party transaction. Nexon Group revalues the investment in crypto-assets at the end of each quarter (23:59 PST of each quarter end date). Nexon Group classifies the asset in Level 2 of the fair value hierarchy and measures its fair value mainly using the quoted price on the crypto-asset exchange. The transfer between the fair value

hierarchy is recognized on the date of the event or change in circumstances that caused the transfer. The carrying amount of the revalued intangible assets (fair value before deducting transaction cost) as of December 31, 2023 and 2024 were ¥10,341 million and ¥25,387 million, respectively, and the carrying amount that would have been recognized had the intangible assets been measured using the cost model subsequent to initial recognition (fair value after deducting disposal cost) as of December 31, 2023 and 2024 were ¥10,320 million and ¥11,022 million, respectively.

Beginning balance, changes during the year and ending balance of revaluation surplus on the intangible assets in the fiscal year ended December 31, 2024 are as follows.

Beginning balance	Changes during the year (revaluation)		Ending balance
	Investment in crypto-assets	Income taxes	
(¥ million)	(¥ million)	(¥ million)	(¥ million)
—	14,320	(4,693)	9,627

6. The carrying amount and the remaining amortization period as of December 31, 2024 of major game copyrights of Nexon Group are as follows:

Reportable segment	Company	As of December 31, 2023	As of December 31, 2024	Remaining amortization period
		(¥ million)	(¥ million)	(Years)
Other	Embark Studios AB	1,853	1,874	5

Nexon Group conducts an impairment test on goodwill at least annually. In addition, Nexon Group conducts an impairment test each time when there is an indication that goodwill and intangible assets are impaired. The recoverable amount in the impairment test for goodwill and intangible assets is calculated based on the value in use, but those for NEXON Games Co., Ltd. are calculated based on higher of the value in use and the fair value less disposal cost. The fair value after deducting disposal cost is calculated based on quoted price in the active market.

The value in use is calculated by discounting estimated future cash flows expected to be generated by a cash generating unit to the present value.

The estimated future cash flows are based on cash flow projections included in the latest business plan approved by the management with the projection period of less than five years unless there is a justifiable reason to choose otherwise. After the fifth year, a certain growth rate that takes into account the long-term average growth rate of the market is used, and the growth rate used to measure the value in use was up to 1% as of December 31, 2023 and 2024, respectively. This growth rate is lower than the long-term average growth rate of the market.

The pre-tax discount rate used to measure the value in use was between 14.8% and 20.4% and between 8.9% and 18.1% as of December 31, 2023 and 2024, respectively. The management believes that it is unlikely that a change within a reasonable range of the growth rate and the discount rate used for the impairment test will result in material impairment loss in the relevant cash generating units. However, in certain subsidiaries where the balance of goodwill is immaterial, the recoverable amount exceeds the carrying amount only slightly and a decrease in the estimated future cash flows may result in impairment loss.

The results of the major impairment tests performed during the fiscal years ended December 31, 2023 and 2024 were as follows.

(Result of the impairment test of goodwill and game copyrights of Embark Studios AB)

We perform an impairment test of goodwill and game copyrights of Embark Studios AB at least annually. In performing the impairment test, the recoverable amount of goodwill and game copyrights are calculated based on the value in use. The value in use is calculated by discounting the estimated future cash flows expected to be generated from a cash-generating unit to the present value. The estimated future cash flows are based on the latest business plan approved by the management with the projection period of less than five years unless there is a justifiable reason to

choose otherwise. The pre-tax discount rates used to measure the value in use in the fiscal years ended December 31, 2023 and 2024 were 20.4% and 18.1%, respectively.

For the fiscal years ended December 31, 2023 and 2024, Nexon Group performed an impairment test of goodwill and game copyrights of Embark Studios AB but did not recognize impairment loss as it determined that the value in use exceeded the carrying amount.

Key assumptions in estimation of value in use include the number of monthly active users, average monthly sales per user, and sales and operating expenses related to services in China, which are used in estimating future cash flows.

As Embark Studios AB launched *THE FINALS*, the first title launched from the company, in December 2023, its business plan has been updated to reflect the performance for the fiscal year ended December 31, 2024, however, because other game titles whose launch was postponed from the previous plan are still in the development phase, the plan includes judgment of the management that involves uncertainties regarding the status of milestone achievement of each development and the estimate of revenue to be generated from servicing these game titles after the launch. Also, we have not started amortization of game copyrights of Embark Studios AB because the relevant game titles are still in the development phase and we determined that the game copyrights are not yet available.

Goodwill arising from business combination is allocated on the acquisition date to cash generating units that are expected to benefit from the business combination. The carrying amounts of goodwill by reportable segment are as follows:

(Millions of yen)

Reportable segment	As of December 31, 2023	As of December 31, 2024
Japan	—	—
Korea	15,576	15,891
China	—	—
North America	98	109
Other	28,250	28,567
Total	43,924	44,567

Of those, major goodwill by reportable segment of Nexon Group is as follows:

(Millions of yen)

Reportable segment	Company	As of December 31, 2023	As of December 31, 2024
Korea	NEXON Games Co., Ltd.	12,268	11,946
Other	Embark Studios AB	28,250	28,567

Nexon Group recognized impairment losses as realization of profits originally expected was no longer probable. Those impairment losses are included in “Other expenses” in the consolidated statement of profit or loss. The major components of impairment losses are as follows:

Fiscal year ended December 31, 2023

Disclosure is omitted as the amount is immaterial.

Fiscal year ended December 31, 2024

Item	Reportable segment	Company	Impairment loss (¥ million)
Goodwill	Korea	Nitro Studio Co., Ltd.	6,135

11 Investments accounted for using the equity method

(1) Judgement related to significant influence

(a) Alignment Growth Fund I, LP

Regarding Alignment Growth Fund I, LP (“Fund”), while Nexon Group’s investment in the Fund accounts for a majority of the total investment, there is an agreement that Nexon Group shall follow the policy of NXC Corporation, which is the Company’s ultimate parent company and another investor of the Fund, and may not exercise its rights to the Fund at its own discretion; and therefore, Nexon Group determined it does not control the Fund. On the other hand, because Nexon Group has significant influence over the Fund through a majority ownership, the Fund is determined to be its associate.

(b) IGIS Private Real Estate Investment Trust No.35

Regarding “IGIS Private Real Estate Investment Trust No.35,” a real estate investment trust in which Nexon Group acquired 50% of the trust beneficiary certificates for real estate in the fiscal year ended December 31, 2023, Nexon Group determined that it does not control the REIT because while it has the right to dismiss an asset manager with unanimous consent of all beneficiaries including Nexon Group, it considers the right as a defensive right and it cannot give instructions on the REIT’s relevant activities. On the other hand, Nexon Group considers that the REIT falls under its associate as it holds a 50% stake in the REIT and has significant influence.

(c) Other

Certain associates other than (a) and (b) above in which the Company holds less than 20% of the voting rights are included in the Company’s associates as the Company has significant influence over their financial and management policies through the right to appoint their officers and material business agreements entered into between these associates and Nexon Group.

(2) Investments in associates

The following table shows information on the Company’s associates. There are no material associates for the Company.

	(Millions of yen)	
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Carrying amount of investments accounted for using equity method (Note)	58,120	63,669
Nexon Group’s share in profit or loss (Note)	(47,792)	(3,354)
Nexon Group’s share in other comprehensive income	(244)	4,641
Nexon Group’s share in total comprehensive income	(48,036)	1,287

(Note) A significant decrease in the carrying amount of investments accounted for using equity method and a significant increase in Nexon Group’s share in loss in the fiscal year ended December 31, 2023 are mostly because impairment loss on equity method investments of ¥44,425 million was recorded related to investment in Brothers International, LLC. Refer to (5) below for details.

Nexon Group did not recognize certain share in loss of investees accounted for using the equity method as the cumulative loss of such investees exceeded their carrying amount. Unrecognized share in such loss was ¥34 million and ¥824 million for the fiscal years ended December 31, 2024 and 2023, respectively. Accumulated unrecognized share in loss was ¥113 million and ¥878 million as of December 31, 2024 and 2023, respectively.

(3) Investments in joint ventures

The following table shows information on the Company's joint ventures. There are no material joint ventures for the Company.

	(Millions of yen)	
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Carrying amount of investments accounted for using equity method (Note)	—	—
Nexon Group's share in profit or loss	(143)	(1,825)
Nexon Group's share in other comprehensive income	(48)	179
Nexon Group's share in total comprehensive income	(191)	(1,646)

(Note) As Nexon Group's share in loss of a joint venture exceeded the carrying amount of the investment accounted for using the equity method by ¥3,635 million and ¥4,220 million in the fiscal years ended December 31, 2023 and 2024, respectively, the excess amount was directly deducted from long-term loans receivable from the joint venture.

Nexon Group did not recognize certain share in loss of investees accounted for using the equity method as the cumulative loss of such investees exceeded their carrying amount. Unrecognized share in such loss was nil and ¥2,785 million for the fiscal years ended December 31, 2024 and 2023, respectively. Accumulated unrecognized share in loss was nil and ¥2,785 million as of December 31, 2024 and 2023, respectively.

(4) Profit (loss) on change in equity

Share of loss of investments accounted for using equity method for the fiscal years ended December 31, 2023 and 2024 includes a profit on change in equity of ¥448 million and a loss on change in equity of ¥146 million, respectively, in connection with a decrease in Nexon Group's ownership interest in equity method associates.

(5) Impairment loss on equity method investments

During the fiscal year ended December 31, 2023, Nexon Group performed an impairment test for investments in Brothers International, LLC as there was an indication of impairment and wrote down the carrying amount to its recoverable amount and recognized an impairment loss on equity method investments of ¥44,425 million as realization of profits originally expected was no longer probable. The recoverable amount was determined based on value in use which was calculated by discounting estimated future cash flows at a discount rate of 16.0% based on the valuation report by a third-party appraiser.

(6) Major changes in scope of equity method application

(a) Fiscal year ended December 31, 2023

Nexon Group included "IGIS Private Real Estate Investment Trust No.35," a real estate investment trust for "Autoway Tower," a property located in Gangnam-gu, Seoul, Korea, in the scope of equity method application as we obtained significant influence over the REIT by acquiring 50% of the trust beneficiary certificates during the three months ended March 31, 2023.

Also, Nexon Group excluded Smash Capital Fund I L.P. from the scope of equity method application during the three months ended March 31, 2023 as we lost significant influence over the fund after Mr. Kevin Mayer who is a general partner of the fund retired as the Company's external director at the expiration of his term.

(b) Fiscal year ended December 31, 2024

The disclosure is omitted as the amount is immaterial.

(7) Material commitments

Details of material commitments between Nexon Group and equity method associates are as follows.

(a) Fiscal year ended December 31, 2023

During the fiscal year ended December 31, 2023, Nexon Group made additional investment in response to capital calls based on the investment agreements with equity method associates as follows. Nexon Group had commitments to make additional investment in its equity method associates as of December 31, 2023.

Equity method associates	Amount of additional investment	Uncalled commitments for additional investment (As of December 31, 2023)
Alignment Growth Fund I, LP	USD 25.2 million (¥3,681 million)	USD 108.6 million (¥15,403 million)
Smash Capital Fund I L.P.	USD 19.5 million (¥2,584 million)	USD 201.6 million (¥26,922 million)

Regarding Smash Capital Fund I L.P., the additional investment represents the amount during the period in which the entity was our equity method associate and uncalled commitments for additional investment represents the balance at the time when the entity ceased to be our equity method associate.

(b) Fiscal year ended December 31, 2024

During the fiscal year ended December 31, 2024, Nexon Group made additional investment in response to capital calls based on the investment agreements with equity method associates as follows. Nexon Group had commitments to make additional investment in its equity method associates as of December 31, 2024.

Equity method associates	Amount of additional investment	Uncalled commitments for additional investment (As of December 31, 2024)
Alignment Growth Fund I, LP	USD 25.9 million (¥4,051 million)	USD 82.7 million (¥13,078 million)

12 Other financial assets

Other financial assets consisted of the following:

	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Financial assets measured at FVTPL		
Stocks	19,927	26,050
Funds	22,686	45,200
Financial assets measured at FVTOCI		
Stocks	140,405	199,569
Financial assets measured at amortized cost		
Security deposits and guarantees	8,728	9,470
Restricted deposit	10,941	16,313
Loans receivable	3,659	7,212
Accrued interest	5,647	4,734
Long-term deposits	2,342	6,583
Bonds	2,837	—
Other	1,175	1,360
Lease receivables	2,434	1,290
Total	220,781	317,781
Current assets	41,582	49,471
Non-current assets	179,199	268,310
Total	220,781	317,781

Nexon Group designates investments held for maintaining and reinforcing business relationship with investees and investments not held for trading as financial assets measured at FVTOCI.

The following table presents the fair value and dividend income of financial assets measured at FVTOCI that are recorded in other financial assets in the consolidated statement of financial position.

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Fair value		
Listed	132,714	194,336
Unlisted	7,691	5,233
Total	140,405	199,569

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Dividend income		
Listed	4,027	4,075
Unlisted	3	3
Total	4,030	4,078

The following table presents the fair value of major issues of financial assets measured at FVTOCI that are recorded in other financial assets in the consolidated statement of financial position.

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
KONAMI HOLDINGS CORPORATION	26,124	52,368
Hasbro, Inc.	40,327	49,248
Bandai Namco Holdings Inc.	28,366	37,925
CD PROJEKT S.A.	11,949	21,221
SEGA SAMMY HOLDINGS INC.	11,124	17,352

Financial assets measured at FVTOCI disposed of during the year are as follows:

(Millions of yen)

Fiscal year ended December 31, 2023			Fiscal year ended December 31, 2024		
Fair value at derecognition	Accumulated gains (losses) on disposal	Dividend income	Fair value at derecognition	Accumulated gains (losses) on disposal	Dividend income
—	(180)	—	913	(12,672)	3

Nexon Group sells or derecognizes financial assets measured at FVTOCI for streamlining and effective use of assets held. When financial assets measured at FVTOCI are derecognized or their fair value has significantly declined, Nexon Group transfers accumulated gains or losses related to those assets recognized as other comprehensive income to retained earnings. For the fiscal years ended December 31, 2023 and 2024, accumulated gains (losses) (net of tax) transferred from other components of equity to retained earnings were ¥(8,550) million and ¥(1,426) million, respectively.

13 Other assets

Other assets consisted of the following:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Prepaid expenses	11,733	10,540
Long-term prepaid expenses	693	1,089
Advance payment	652	1,080
Other	969	1,641
Total	14,047	14,350
Current assets	13,293	13,220
Non-current assets	754	1,130
Total	14,047	14,350

14 Deferred tax assets and deferred tax liabilities

(1) Deferred tax

The following table presents major components of and changes in deferred tax assets and liabilities:

Fiscal year ended December 31, 2023

(Millions of yen)

	January 1, 2023	Recognized in profit or loss	Recognized in other comprehensive income	Other (Note 2)	December 31, 2023
Deferred tax assets					
Securities at FVTPL	476	22	—	14	512
Securities at FVTOCI	10,498	—	4,994	(2,841)	12,651
Deferred income	8,290	(1,057)	—	408	7,641
Depreciation and amortization	74	55	—	3	132
Provisions	1,583	706	—	65	2,354
Share acquisition rights	—	18	—	(0)	18
Carryforward of unused tax losses	791	(348)	—	75	518
Tax credits (Note 1)	38,137	(6,644)	—	1,908	33,401
Other payables and accrued expenses	1,689	492	—	73	2,254
Other	1,444	1,098	—	(147)	2,395
Total	62,982	(5,658)	4,994	(442)	61,876
Deferred tax liabilities					
Securities at FVTPL	468	34	—	7	509
Securities at FVTOCI	3,443	—	(658)	—	2,785
Valuation difference on intangible assets of subsidiaries	340	—	—	42	382
Undistributed profits of overseas subsidiaries	49,833	1,369	—	12	51,214
Depreciation and amortization	1,055	(96)	—	51	1,010
Other	1,069	920	—	(163)	1,826
Total	56,208	2,227	(658)	(51)	57,726

(Notes) 1. It consists mostly of deferred tax assets for carryforward of foreign tax credits of NEOPLE INC.

2. Other includes the effects of exchange differences on translation of foreign operations.

Fiscal year ended December 31, 2024

(Millions of yen)

	January 1, 2024	Recognized in profit or loss	Recognized in other comprehensive income	Other (Note 2)	December 31, 2024
Deferred tax assets					
Securities at FVTPL	512	2,436	—	(45)	2,903
Securities at FVTOCI	12,651	—	(1,700)	(3,346)	7,605
Deferred income	7,641	1,231	—	(220)	8,652
Depreciation and amortization	132	36	—	(3)	165
Provisions	2,354	(27)	—	(58)	2,269
Share acquisition rights	18	(14)	—	(0)	4
Carryforward of unused tax losses	518	625	—	(2)	1,141
Tax credits (Note 1)	33,401	(14,348)	—	(653)	18,400
Other payables and accrued expenses	2,254	4,932	—	1,412	8,598
Other	2,395	1,452	—	2,799	6,646
Total	61,876	(3,677)	(1,700)	(116)	56,383
Deferred tax liabilities					
Securities at FVTPL	509	(17)	—	(2)	490
Securities at FVTOCI	2,785	—	14,652	—	17,437
Valuation difference on intangible assets of subsidiaries	382	—	4,693	3	5,078
Undistributed profits of overseas subsidiaries	51,214	3,443	—	(42)	54,615
Depreciation and amortization	1,010	940	—	(41)	1,909
Other	1,826	1,406	—	4,364	7,596
Total	57,726	5,772	19,345	4,282	87,125

(Notes) 1. It consists mostly of deferred tax assets for carryforward of foreign tax credits of NEOPLE INC.

2. Other includes the effects of exchange differences on translation of foreign operations.

Deferred tax assets and deferred tax liabilities in the consolidated statement of financial position are as follows:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Deferred tax assets		
Within 1 year	20,998	28,644
Over 1 year	34,901	—
Total	55,899	28,644
Deferred tax liabilities		
Within 1 year	3	—
Over 1 year	51,746	59,386
Total	51,749	59,386

Nexon Group recognizes deferred tax assets taking into consideration the possibility that part or all of deductible temporary differences or carryforward of unused tax losses can be utilized against future taxable profits. Nexon Group assesses recoverability of deferred tax assets taking into consideration scheduled reversal of deferred tax liabilities, projected future taxable profits and tax planning. Nexon Group determined that it is highly likely that tax benefit will be realized for recognized deferred tax assets based on the level of taxable profits in the past and the projected future taxable profits for the periods during which deferred tax assets can be recognized.

The amounts of deductible temporary differences and the carryforwards of unused tax losses and unused tax credits for which no deferred tax asset is recognized are as follows:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Deductible temporary differences	35,928	23,561
Carryforward of unused tax losses	128,646	149,194
Carryforward of unused tax credits	1,891	972
Total	166,465	173,727

The following table summarizes the amount and expiry date of the carryforward of unused tax losses for which no deferred tax asset is recognized:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
1st year	1,238	1,580
2nd year	1,615	1,187
3rd year	1,369	471
4th year	1,298	1,013
5th year and thereafter	123,126	144,943
Total	128,646	149,194

The following table summarizes the amount and expiry date of the carryforward of unused tax credits for which no deferred tax asset is recognized:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
1st year	—	9
2nd year	9	28
3rd year	7	22
4th year	25	34
5th year and thereafter	1,850	879
Total	1,891	972

Nexon Group recognized deferred tax assets in excess of deferred tax liabilities of ¥710 million and ¥826 million for the fiscal years ended December 31, 2023 and 2024, respectively, relating to certain subsidiaries which recorded losses for the fiscal years ended December 31, 2023 and 2024, where the recoverability of their deferred tax assets are dependent on future taxable profits. This is based on the management assessment that it is highly likely that these subsidiaries will generate taxable profits against which the carryforwards of unused tax losses and unused tax credits and deductible temporary differences can be utilized.

As of December 31, 2023 and 2024, taxable temporary differences associated with investments of subsidiaries and associates for which no deferred tax liability is recognized were ¥6,087 million and ¥10,723 million, respectively.

(2) Income tax expense

Income tax expense consisted of the following:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Income tax expense - current	46,960	50,322
Income tax expense - deferred	7,885	9,449
Total	54,845	59,771

The Company is subject mainly to income tax, inhabitant tax and enterprise tax, and the statutory effective tax rate calculated based on these taxes was 30.6% for the fiscal years ended December 31, 2023 and 2024. Overseas subsidiaries are subject to local income tax, etc. in countries where they are located.

The reconciliation of the statutory effective tax rate to the average actual rate of tax burden in the consolidated statement of profit or loss is as follows:

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
	%	%
Statutory effective tax rate	30.6	30.6
Permanent differences	1.0	0.9
Difference in tax rates of overseas subsidiaries	(9.7)	(7.5)
Changes in temporary differences for which deferred tax assets are not recognized (Note 1)	8.9	6.3
Foreign taxes	14.3	12.8
Tax credits (Note 2)	(15.6)	(17.8)
Effects of companies accounted for using equity method (Note 3)	11.2	0.7
Impairment loss of goodwill	—	1.0
Accumulated earnings tax	0.3	0.4
Undistributed profits of overseas subsidiaries	1.1	1.8
Income taxes for prior years	(0.3)	0.1
Effects of tax rates changes	0.1	—
Effects of consolidated tax return	(0.0)	(0.3)
Other	1.7	1.5
Average actual rate of tax burden	43.6	30.5

- (Notes) 1. The increase for the fiscal year ended December 31, 2023, is mainly due to an increase in deductible temporary differences for which deferred tax assets are not recognized.
2. The decrease for the fiscal years ended December 31, 2023, and 2024 is mainly due to foreign tax credits of NEOPLE INC.
3. The increase for the fiscal year ended December 31, 2023, is mainly due to recognition of an impairment loss on investments accounted for using equity method related to investment in Brothers International, LLC.

15 Trade and other payables

Trade and other payables consisted of the following:

	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Accounts payable	5,981	4,412
Other payables and accrued expenses	10,351	11,239
Total	16,332	15,651

16 Deferred income

(1) Contractual liabilities

	(Millions of yen)			
	As of December 31, 2023		As of December 31, 2024	
	Current	Non-current	Current	Non-current
In-game microtransactions (Note 1)	19,165	1,066	21,325	1,508
Royalty (Note 2)	1,882	14,137	2,524	13,132
Other	18	4	12	1
Total	21,065	15,207	23,861	14,641

(Notes) 1. Nexon Group defers revenue from item sales and other sales in PC online business and mobile business in order to recognize it over the estimated usage period of game items. See “3 Material accounting policies (14) Revenue” for the method of estimating the usage period.

2. Royalty includes royalty income related to licensing out *Dungeon&Fighter* in China and unearned royalty related to development.

Unearned royalty related to development is expected to be recognized as revenue over a certain period after the game is launched.

(2) Revenue recognized from the contractual liability balance as of January 1 and performance obligations satisfied in previous periods.

The amount of recognized revenue which was included in the contractual liability balance as of January 1 was as follows.

There was no revenue recognized from performance obligations satisfied in previous periods.

	(Millions of yen)			
	As of December 31, 2023		As of December 31, 2024	
	Current	Non-current	Current	Non-current
Amount included in contractual liabilities as of January 1	18,094	57	19,434	53

(3) Total transaction price allocated to unsatisfied performance obligations

	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Total transaction price allocated	36,272	38,502
Expected timing of revenue recognition		
1st year	21,065	23,861
2nd year	2,204	2,432
3rd year	443	38
4th year	—	—
5th year	—	—
6th year and thereafter	12,560	12,171

(Note) Unearned royalty related to development is included in 6th year and thereafter.

17 Borrowings

Not applicable.

18 Other financial liabilities

Other financial liabilities consisted of the following:

	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Financial liabilities measured at FVTPL		
Derivative liabilities	0	—
Financial liabilities measured at amortized cost		
Other	1,072	1,089
Total	1,072	1,089
Non-current liabilities	1,072	1,089
Total	1,072	1,089

19 Lease transactions

(1) Lease as a lessee

Nexon Group has been leasing assets including buildings and structures, vehicles, tools, furniture and fixtures for its business activities. Many of these lease contracts include extension and cancellation options. The terms and conditions of lease contracts are negotiated individually and those terms and conditions included are wide-ranging and diverse. The extension option (or the term after the cancellation option) is included in the lease term to the extent it is reasonably certain that the lease term will be extended (or will not be canceled).

The carrying amount of right-of-use assets consisted of the following:

	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Buildings and structures	23,582	34,806
Vehicles	54	48
Tools, furniture and fixtures	364	144
Total	24,000	34,998

(Note) Nexon Group recognized impairment losses on right-of-use assets of ¥887 million and ¥37 million for the fiscal years ended December 31, 2023 and 2024, respectively, as realization of profits originally expected was no longer probable. These impairment losses are included in “Other expenses” in the consolidated statements of income.

During the fiscal years ended December 31, 2023 and 2024, right-of-use assets increased by ¥9,982 million and ¥16,477 million, respectively, and the total amount of cash outflows related to leases was ¥4,959 million and ¥6,651 million, respectively.

Nexon Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases for which the underlying asset is of low-value. Nexon Group recognizes lease payments for these leases as expenses over the lease term on a straight-line basis.

Profits or losses recognized in connection with leases are as follows:

	(Millions of yen)	
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Depreciation of right-of-use assets		
Buildings and structures	3,656	5,076
Vehicles	33	32
Tools, furniture and fixtures	213	221
Total	3,902	5,329
Interest expense on lease liabilities	1,409	2,107
Cost of short-term leases (excluding the cost of leases with a lease term of one month or less)	23	54
Cost of leases of low-value assets (excluding the cost of short-term leases of low-value assets)	81	89

Refer to “25 Financial Risk Management, (4) Liquidity risk” for details on the maturity analyses of Nexon Group’s lease liabilities.

(2) Lease as a lessor

Nexon Group rents out the unused portion of its real estates, including the buildings and structures leased for its business activities, through finance leases. Nexon Group accepts security deposits to secure the collection of lease payments from the lease and costs for the restoration of the real estate.

Maturity analyses of lease payments receivable from finance leases are as follows:

Fiscal year ended December 31, 2023

	(Millions of yen)						
	Within 1 year	Over 1 year up to 2 years	Over 2 years up to 3 years	Over 3 years up to 4 years	Over 4 years up to 5 years	Over 5 years	Total
Undiscounted lease payments	768	714	639	377	383	670	3,551
Unearned finance income	—	—	—	—	—	—	(368)
Net investment in the lease	—	—	—	—	—	—	3,183

During the fiscal year ended December 31, 2023, finance income recognized for net investment in the lease was ¥132 million.

Fiscal year ended December 31, 2024

	(Millions of yen)						
	Within 1 year	Over 1 year up to 2 years	Over 2 years up to 3 years	Over 3 years up to 4 years	Over 4 years up to 5 years	Over 5 years	Total
Undiscounted lease payments	657	612	283	195	196	123	2,066
Unearned finance income	—	—	—	—	—	—	(132)
Net investment in the lease	—	—	—	—	—	—	1,934

During the fiscal year ended December 31, 2024, finance income recognized for net investment in the lease was ¥82 million.

20 Provisions

The components and changes in provisions are as follows:

			(Millions of yen)
	Asset retirement obligations	Provisions for employee benefits	Total
January 1, 2023	355	10,164	10,519
Additions	49	15,479	15,528
Utilized for intended purpose	(0)	(10,750)	(10,750)
Reversal	—	(3,189)	(3,189)
Increase due to passage of time	5	—	5
Transfers between accounts	—	(61)	(61)
Exchange differences on translation of foreign operations	11	101	112
December 31, 2023	420	11,744	12,164
Acquisition through business combinations	36	—	36
Additions	165	34,156	34,321
Utilized for intended purpose	(22)	(14,305)	(14,327)
Reversal	(0)	(2,650)	(2,650)
Increase due to passage of time	11	—	11
Transfers between accounts	—	(33)	(33)
Other	0	—	0
Exchange differences on translation of foreign operations	(12)	(680)	(692)
December 31, 2024	598	28,232	28,830
Current liabilities	—	28,232	28,232
Non-current liabilities	598	—	598
Total	598	28,232	28,830

Asset retirement obligations are provided for the obligations to restore property that Nexon Group leases, including offices and buildings, to its original state for the amount of estimated future expenditures based on past experience. These expenditures are expected to be paid after the expected period of use determined taking into account the useful lives of the leasehold improvements but will be affected by future business plans.

Provisions for employee benefits consist of provisions for bonuses and are mostly expected to be paid within a year.

21 Other liabilities

Other liabilities consisted of the following:

	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Deposits received	1,934	2,231
Consumption taxes payable	3,741	2,771
Accrued expenses	4,837	4,302
Accrued vacation pay	3,946	4,397
Other	11,825	9,986
Total	26,283	23,687
Current liabilities	16,572	13,695
Non-current liabilities	9,711	9,992
Total	26,283	23,687

22 Equity and other components of equity

(1) Share capital and treasury shares

Total number of authorized shares and issued shares of the Company is as follows:

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
	Shares	Shares
Total number of authorized shares		
Ordinary shares (Note 1)	1,400,000,000	1,400,000,000
Total number of issued shares		
January 1	866,773,728	857,453,260
Increase	7,431,858 (Note 2)	2,529,892 (Note 2)
Decrease	(16,752,326)(Note 3)	(17,539,739)(Note 3)
December 31	857,453,260	842,443,413

(Notes) 1. All shares issued by the Company are no-par value ordinary shares with no restrictions on rights, and issued shares are fully paid.

2. An increase due to exercise of share acquisition rights.

3. A decrease due to cancellation of treasury shares.

The number of shares of treasury shares included in the total number of issued shares above is as follows:

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
	Shares	Shares
Number of treasury shares		
January 1	5,955,400	15,809,545
Increase	26,794,386 (Notes 1, 2)	21,375,233 (Notes 6, 7)
Decrease	(16,940,241)(Notes 3, 4)	(17,734,566)(Notes 8, 9)
December 31	15,809,545 (Note 5)	19,450,212 (Note 10)

(Notes) 1. The Company acquired 26,304,900 shares through market purchase on the Tokyo Stock Exchange and 88 shares through purchase demand of shares less than one unit.

2. An increase of 489,398 shares due to acquisition of the Company's shares by NEXON Employee Benefit Trust ("Trust") which was established to introduce a restricted stock unit plan and became the Company's consolidated subsidiary during the three months ended March 31, 2023.

3. A decrease of 16,752,326 shares due to cancellation of treasury shares.

4. A decrease of 187,915 shares due to disposal of the Company's shares owned by Stiftelsen Embark Incentive ("Foundation") which is the Company's consolidated subsidiary.

5. Includes 599,108 shares and 489,398 shares the Company's shares owned by the Foundation and the Trust, respectively, which are the Company's consolidated subsidiaries.

6. The Company acquired 19,777,200 shares through market purchase on the Tokyo Stock Exchange and 83 shares through purchase demand of shares less than one unit.

7. An increase of 1,597,950 shares due to acquisition of the Company's shares by the Trust which is the Company's consolidated subsidiary.

8. A decrease of 17,539,739 shares due to cancellation of treasury shares.

9. A decrease of 194,827 shares due to disposal of the Company's shares held by the Foundation which is the Company's consolidated subsidiary.

10. Includes 404,281 shares and 2,087,348 shares of the Company's shares owned by the Foundation and the Trust, respectively, which are the Company's consolidated subsidiaries.

(2) Capital surplus

The Companies Act of Japan provides that at least 50% of the amount paid or contributed upon issuance of shares shall be included in share capital with the remainder to be included in legal capital surplus which is a component of capital surplus. The Companies Act also provides that legal capital surplus may be reclassified to share capital based on a resolution at the general meeting of shareholders.

(3) Retained earnings

The Companies Act of Japan provides that an amount equal to 10% of a decrease in surplus due to distribution of surplus shall be appropriated and set aside as legal capital surplus or legal retained earnings until the sum of legal capital surplus and legal retained earnings equals 25% of share capital. The accumulated legal retained earnings may be used to offset losses. Also, legal retained earnings may be reversed based on a resolution at the general meeting of shareholders.

(4) Other components of equity

Changes in other components of equity are as follows:

(Millions of yen)

	Other components of equity					Total
	Exchange differences on translation of foreign operations	Financial assets measured at FVTOCI	Share-based payments	Revaluation surplus	Other	
January 1, 2023	107,647	(17,447)	23,873	—	(61)	114,012
Changes during the year	46,987	(8,275)	(983)	—	(28)	37,701
Transfer to retained earnings	—	8,550	(406)	—	—	8,144
December 31, 2023	154,634	(17,172)	22,484	—	(89)	159,857
Changes during the year	(11,823)	47,692	363	9,627	(26)	45,833
Transfer to retained earnings	—	1,426	(18)	—	—	1,408
December 31, 2024	142,811	31,946	22,829	9,627	(115)	207,098

23 Dividends

The amount of dividends paid during the fiscal years ended December 31, 2023 and 2024 is as follows.

Fiscal year ended December 31, 2023

	Class of shares	Total dividend amount (¥ million)	Dividend per share (¥)	Record date	Effective date
Resolution of the Board of Directors on February 16, 2023 (Note 1)	Ordinary shares	4,308	5.0	December 31, 2022	March 27, 2023
Resolution of the Board of Directors on August 9, 2023 (Note 2)	Ordinary shares	4,271	5.0	June 30, 2023	September 25, 2023

(Notes) 1. Total dividend amount includes a dividend of ¥4 million attributable to the Company's shares owned by the Foundation, a consolidated subsidiary of the Company.

2. Total dividend amount includes a dividend of ¥4 million and ¥2 million attributable to the Company's shares owned by the Foundation and the Trust, consolidated subsidiaries of the Company, respectively.

Fiscal year ended December 31, 2024

	Class of shares	Total dividend amount (¥ million)	Dividend per share (¥)	Record date	Effective date
Resolution of the Board of Directors on February 21, 2024 (Note 1)	Ordinary shares	4,214	5.0	December 31, 2023	March 28, 2024
Resolution of the Board of Directors on August 8, 2024 (Note 2)	Ordinary shares	6,252	7.5	June 30, 2024	September 24, 2024

(Notes) 1. Total dividend amount includes a dividend of ¥3 million and ¥2 million attributable to the Company's shares owned by the Foundation and the Trust, consolidated subsidiaries of the Company, respectively.

2. Total dividend amount includes a dividend of ¥4 million and ¥6 million attributable to the Company's shares owned by the Foundation and the Trust, consolidated subsidiaries of the Company, respectively.

Dividends with the record date belonging to the fiscal year ended December 31, 2024 and the effective date being in the following fiscal year are as follows:

	Class of shares	Total dividend amount (¥ million)	Dividend per share (¥)	Record date	Effective date
Resolution of the Board of Directors on February 19, 2025	Ordinary shares	12,382	15.0	December 31, 2024	March 27, 2025

(Note) Total dividend amount includes a dividend of ¥6 million and ¥31 million attributable to the Company's shares owned by the Foundation and the Trust, consolidated subsidiaries of the Company, respectively.

24 Share-based payments

(1) Description of share-based payments plan

Nexon Group has a share option plan with an aim to raise its directors' and employees' motivation and morale to improve Nexon Group's performance and corporate value as well as to secure talented people.

Options are granted to eligible persons approved by the Board of Directors of the Company and its subsidiaries without consideration based on the plan details approved at the general meeting of shareholders of the Company and its subsidiaries. The exercise period is provided by the allotment agreement, and options not exercised during such exercise period will lapse. If eligible persons leave Nexon Group during the vesting period, their options will lapse.

Share option plan No. 19-1 and No. 19-2 include share options that link vesting of share acquisition rights to the term of office and equity-based share options (performance-based) that link vesting of share acquisition rights to consolidated operating profit for the fiscal year ended December 31, 2023 (referred to as "No. 19-1 (Consolidated operating profit)" and "No. 19-2 (Consolidated operating profit)," respectively, in the table below), to relative TSR for the three years from the date of the Annual General Meeting of Shareholders in 2021 to the date of the Annual General Meeting of Shareholders in 2024 (referred to as "No. 19-1 (Relative TSR)" and "No. 19-2 (Relative TSR)," respectively, in the table below), and to EBITDA in the Western markets for the fiscal years ended December 31, 2022 and 2023 (referred to as "No. 19-1 (EBITDA in Western markets)" in the table below).

Share option plan No. 24-2 also includes share options that link vesting of share acquisition rights to the term of office and equity-based share options (performance-based) that link vesting of share acquisition rights to consolidated operating profit for the fiscal year ending December 31, 2025 (referred to as "No. 24-2 (Consolidated operating profit)" in the table below) and to relative TSR for the three years from the date of the Annual General Meeting of Shareholders in 2023 to the date of the Annual General Meeting of Shareholders in 2026 (referred to as "No. 24-2 (Relative TSR)" in the table below).

Details of equity-based share options (performance-based) are as follows:

i. Class and number of underlying shares of share acquisition rights

One share of the Company's ordinary shares per unit of share acquisition rights.

In the event that the Company splits its ordinary shares (including gratis allocation) or consolidates its ordinary shares, the number of underlying shares shall be adjusted according to the formula outlined below. However, such adjustment shall be made only to those subject to share acquisition rights unexercised at the time of such adjustment.

$$\begin{array}{l} \text{Number of shares} \\ \text{after adjustment} \end{array} = \begin{array}{l} \text{Number of shares} \\ \text{before adjustment} \end{array} \times \text{Ratio of split or consolidation}$$

In case of merger, company split, share exchange, share transfer, share issuance or other events that compel the number of shares to be adjusted, the number of shares shall be adjusted to the extent reasonable taking into consideration the terms and conditions of merger, company split, share exchange, share transfer or share issuance, etc.

ii. Cash payment for share acquisition rights

¥0

iii. Value of assets to be contributed upon exercise of share acquisition rights

¥0

iv. Exercise period of share acquisition rights

From the date of allotment until the day on which ten years have elapsed.

v. Major conditions for exercise of share acquisition rights

As the share acquisition rights are granted as directors' compensation, etc. pursuant to Article 361, Paragraph 1, Item 4 of the Companies Act, only directors (including former directors) subject to this policy may exercise them.

Holders of share acquisition rights must be a director of the Company at the time of the exercise to be eligible, and those who are no longer a director may exercise the share acquisition rights only if they lose their position as a director due to retirement, resignation or dismissal (excluding punitive dismissal or any other event similar thereto), or death or disability, or when there is any other due reason specifically provided by the Board of Directors.

For equity-based share options (performance-based), share acquisition rights will be granted in advance after the first annual general meeting of shareholders to be held during the performance evaluation period assuming approximately 200% achievement of KPI targets. The portion of compensation in the form of equity-based share options (performance-based) will fluctuate within the range of 0% to 200% based on the achievement level (100% at 100% achievement of KPI targets). However, the actual number of units to vest and become

exercisable will be limited to the portion that is evaluated, determined, and fixed based on the level of the achievement of KPI targets.

Specifically, as objective and transparent indices, (1) share-price-based index (e.g. relative total shareholder returns (TSR) (Note 1)) and (2) financial index (e.g. consolidated operating profit, and revenue, operating profit, EBITDA, etc. of certain reportable segments (those selected as an appropriate KPI for each Executive Director based on their job position and associated business, and the same applies hereinafter) (Note 2)) will be selected, and the weight of 60% and 40% will be assigned for evaluation, respectively, as a general rule. The KPIs and weight will be revised as necessary in response to changes in each director's role and responsibility and the Company's business environment and review of management plan.

- (Notes) 1. Comparable companies selected for the purpose of Relative TSR include Electronic Arts, Activision/Blizzard, Take-Two Interactive, Nintendo Co., Ltd., and Bandai Namco Holdings Inc. Assessment will be made by comparing the Company's TSR and the average TSR value of comparable companies (represented in percentages based on dividends and share price movements) of the period from the date of a given annual general meeting of shareholders of the Company to the date of an annual general meeting of shareholders three years later. We use Relative TSR as a KPI because we believe it is important to consider not only the Company's sustainable growth but also market and competition environment in the performance evaluation.
2. Consolidated operating profit, and revenue, operating profit, EBITDA, etc. of certain reportable segments will be evaluated based on the achievement level of these KPIs of the third fiscal year stated in the internal management plan (two years after the year during which equity-based share options (performance-based) are granted).

<Remarks>

Depending on the achievement level of KPI targets, reversal or additional provision of expense for performance-based compensation, an increase or decrease in consolidated operating profit, respectively, will be recorded in the final year of the performance evaluation period. However, such amount of reversal or additional provision will not be included in calculating the achievement level of KPI targets.

During the three fiscal years, with the fiscal year to which the date of grant belongs as the first fiscal year and the following two fiscal years as the second and third fiscal years, the number of share acquisition rights subject to the performance-based compensation to vest will be calculated as follows:

Total number of units to vest = Number of units to vest (1) + Number of units to vest (2)

Base number of units (1) x Vesting ratio (1) = Number of units to vest (1) (any fraction in the product less than one unit will be rounded down)

Vesting ratio (1)

The sum of a and b below.

- a. Performance-based coefficient for consolidated operating profit for the third fiscal year (Note 1) x 40%
- b. Performance-based coefficient for Relative TSR (Note 2) x 60%

- (Notes) 1. Financial-base performance-based coefficient is set as 40% of performance-based coefficient for consolidated operating profit.
- Performance-based coefficient for consolidated operating profit
- Target achievement level: $(\text{Consolidated operating profit} - \text{Operating profit target ("I")}) / \text{Operating profit target} \times 100 (\%)$
- Target achievement level of 50% or higher: Performance-based coefficient = 100 (%)
- Target achievement level of between (50)% and 50%: Performance-based coefficient = $(\text{Target achievement level} + 50)(\%)$
- Target achievement level of lower than (50)%: Performance-based coefficient = 0 (%)

- I. Operating profit target
Operating profit target used to calculate performance-based coefficient is consolidated operating profit for the third fiscal year. (The target is undisclosed as mid- to long-term business performance forecast has not been disclosed at present.)
2. The deviation rate between the Company's TSR ("II") and the average TSR ("II") of comparative companies ("III") during the evaluation period for Relative TSR
Deviation rate of 50% or higher: Performance-based coefficient = 100 (%)
Deviation rate of between (50)% and 50%: Performance-based coefficient = (The Company's TSR – Average TSR of comparative companies) + 50 (%)
Deviation rate of lower than (50)%: Performance-based coefficient = 0 (%)
- II. $TSR = ((\text{Share price at the end of evaluation period} - \text{Share price at the beginning of evaluation period}) + \text{Dividend per share during the evaluation period}) / \text{Share price at the beginning of evaluation period}$
- III. Comparative companies include Electronic Arts, Activision/Blizzard, Take-Two Interactive, Nintendo Co., Ltd. and Bandai Namco Holdings Inc.
The evaluation period for Relative TSR is from the date of the first annual general meeting of shareholders held after the grant to the date of the annual general meeting of shareholders to be held in the year following the third fiscal year.

Base number of units (2) x Vesting ratio (2) = Number of units to vest (2) (any fraction in the product less than one unit will be rounded down)

Vesting ratio (2)

The sum of a and b below.

- a. Up to 40% depending on the achievement level of performance target on EBITDA in the Western markets for the second fiscal year (Note)
- b. Up to 60% depending on the achievement level of performance target on EBITDA in the Western markets for the third fiscal year (Note)

(Note) As the performance-based evaluation index of certain reportable segments for the period between January 1 of the first fiscal year and December 31 of the third fiscal year, we use EBITDA in the European and U.S. market (Consolidated operating profit under IFRS of the Company's consolidated subsidiaries headquartered in Europe and North America with certain adjustments in profit or loss included in the operating profit as shown below, the same shall apply hereinafter). EBITDA in the European and U.S. market is calculated as follows:
"EBITDA in the European and U.S. market = operating profit + adjustments (depreciation and amortization + share-based payment expense – other income + other expenses)"
Depending on the achievement level of the relevant targets, up to 40% and 60% of share acquisition rights linked to EBITDA in the European and U.S. market will vest in the second and third fiscal years, respectively. (The target is undisclosed as business performance forecast has not been disclosed at present.)

For share acquisition rights as equity-based share options (performance-based) to vest, holders must continue to be Executive Director until the conclusion of the annual general meeting of shareholders to be held three years after the allotment (two years after the allotment for the portion described in "Vesting ratio (2) a" above), in addition to the performance conditions being achieved. If a director resigns from the position of director before the share acquisition rights as equity-based share options vest, his/her right to unvested portion will be forfeited, but such director may exercise the share acquisition rights to the extent allowed in consideration of the term of office and the level of achievement of performance targets if he or she retires due to the expiration of his/her term of office or when there is any other reason specifically provided by the Board of Directors.

Actual results of the KPIs used as the basis for calculation of the total number of equity-based share options (performance-based) to vest will be fixed after the evaluation period ends.

vi. Exercise deadline of share acquisition rights

The share acquisition rights may be exercised after the share acquisition rights vest based on v. above until March 15 in the following year.

Share options granted to eligible persons are accounted for as equity-settled share-based payment, and expenses relating to equity-settled share-based payment transactions for the fiscal years ended December 31, 2023, and 2024 were ¥4,006 million and ¥3,220 million, respectively.

Details of Nexon Group's share option plan in effect during the fiscal years ended December 31, 2024, and 2023 are as follows:

	Number granted	Grant date	Exercise deadline	Exercise price	Fair value on grant date (Note 1)
	Shares			Yen	Yen
No. 6	500,000	May 7, 2013	May 6, 2043	1	472
No. 10	100,000	August 3, 2015	August 2, 2045	1	779
No. 13-1	1,560,000	September 29, 2017	September 28, 2023	1,468	466
No. 13-2	11,818,000	November 9, 2017	November 8, 2023	1,640	514
No. 13-3	296,000	February 8, 2018	February 7, 2024	1,685	522
No. 15-1	246,000	July 26, 2018	July 25, 2024	1,699	532
No. 18-1	500,000	April 3, 2020	April 2, 2026	1,787	543
No. 18-2	1,480,000	May 14, 2020	May 13, 2026	2,072	635
No. 18-3	10,020,000	November 9, 2020	November 8, 2026	3,055	1,180
No. 19-1	165,416	April 12, 2021	March 15, 2025	0	3,555
No. 19-1 (Consolidated operating profit)	226,601	April 12, 2021	March 15, 2025	0	3,550
No. 19-1 (Relative TSR)	339,901	April 12, 2021	March 15, 2025	0	2,303
No. 19-1 (EBITDA in Western markets)	940,948	April 12, 2021	March 15, 2025	0	3,550
No. 19-2	3,566	May 27, 2021	March 15, 2025	0	2,572
No. 19-2 (Consolidated operating profit)	5,706	May 27, 2021	March 15, 2025	0	2,567
No. 19-2 (Relative TSR)	8,558	May 27, 2021	March 15, 2025	0	2,303
No. 20-1	1,010,000	July 12, 2021	July 11, 2027	2,325	921
No. 20-2	10,607,000	October 1, 2021	September 30, 2027	1,759	680
No. 20-3	115,000	November 17, 2021	November 16, 2027	2,498	984
No. 21	8,290	April 12, 2022	March 15, 2024	0	2,976
No. 22	265,000	May 13, 2022	May 12, 2028	3,065	1,195
No. 23	8,004	April 11, 2023	March 15, 2025	0	3,145
No. 24	12,008	April 11, 2023	March 15, 2027	0	3,135
No. 24-2	168,103	August 24, 2023	March 15, 2027	0	2,805
No. 24-2 (Consolidated operating profit)	139,383	August 24, 2023	March 15, 2027	0	2,795
No. 24-2 (Relative TSR)	209,074	August 24, 2023	March 15, 2027	0	1,244
No. 25	9,230	April 12, 2024	March 15, 2026	0	2,414
No. 26	13,846	April 12, 2024	March 15, 2028	0	2,400

(Notes) 1. Share options of No. 13-1, No. 13-2, No. 13-3, No. 15-1, No. 18-1, No. 18-2 and No. 19-1 (excluding consolidated operating profit, relative TSR, and EBITDA in European and U.S. market), No. 19-2 (excluding consolidated operating profit and relative TSR), No. 20-1, No. 20-2, No. 20-3, No. 22, No. 24, No. 24-2 (excluding consolidated operating profit and relative TSR) and No. 26 become exercisable

in multiple installments in a phased manner over time, and therefore their fair unit value on grant date vary for each start date of the exercise period. The fair value on grant date of these options represents the weighted average of the fair unit value on grant date for each start date of the exercise period calculated using the number of shares that become exercisable on such date.

2. A two-for-one share split was executed as of April 1, 2018. As a result, number granted, exercise price, and fair value on grant date presented above have been adjusted to correspond to the number of shares after the share split.

(2) Option pricing

The weighted average fair value of share options granted during the fiscal years ended December 31, 2023 and 2024 was ¥2,207 and ¥2,405, respectively.

The Monte-Carlo Simulation is used for No. 19-1 (Relative TSR), No. 19-2 (Relative TSR), and No. 24-2 (Relative TSR), the binomial model is used for share options other than relative TSR after No. 18-3 and the Black-Scholes model is used for all the other share options to evaluate options in calculating share-based payment expenses.

The assumptions used in the binomial model and the Monte-Carlo Simulation for share options granted during the fiscal years ended December 31, 2023 and 2024 are as follows. Expected volatility is calculated based on the historical share prices for the latest period corresponding to the expected life of options from the grant date, with share information collected on a daily basis.

	Share price on grant date	Exercise price	Expected volatility	Expected life	Expected dividend rate	Risk-free rate
	Yen	Yen	%	Years	%	%
No. 23	3,155	0	38.1	2	0.3	(0.0)
No. 24	3,155	0	38.1~42.3	2~4	0.3	(0.0)~0.1
No. 24-2	2,820	0	33.7~40.6	2~4	0.4	(0.0)~0.1
No. 24-2 (Consolidated operating profit)	2,820	0	40.6	4	0.4	0.1
No. 24-2 (Relative TSR)	2,820	0	42.8	4	0.4	0.0~4.8
No. 25	2,430	0	37.8	2	0.6	0.3
No. 26	2,430	0	37.8~41.3	2~4	0.6	0.3~0.4

(3) Total number of exercisable shares and average exercise price

	Fiscal year ended December 31, 2023		Fiscal year ended December 31, 2024	
	Number of options	Weighted average exercise price	Number of options	Weighted average exercise price
	Shares	Yen	Shares	Yen
Balance at January 1	28,394,276	2,063	20,220,746	2,168
Granted	536,572	0	23,076	0
Forfeited	(1,186,244)	1,775	(1,747,242)	1,135
Exercised	(7,431,858)	1,681	(2,529,892)	1,727
Expired	(92,000)	1,640	—	—
Balance at December 31	20,220,746	2,168	15,966,688	2,347
Exercisable at end of year	15,476,449	2,497	15,198,413	2,460

The weighted average remaining contractual lives for the fiscal years ended December 31, 2023 and 2024 were 3.3 years and 2.4 years, respectively.

The weighted average share prices at the time of exercise of share options exercised during the fiscal years ended December 31, 2023, and 2024 were ¥2,925 and ¥2,570, respectively.

25 Financial risk management

(1) Capital management

Nexon Group has a basic policy of maintaining adequate level of capital and liabilities/capital composition corresponding to its business risk, with the aim of maintaining financial soundness and efficiencies as well as achieving sustainable growth. Nexon Group focuses on the balance between cash and cash equivalents, interest-bearing liabilities and shareholders' equity, and their balances and the equity-to-asset ratio are as follows:

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Cash and cash equivalents	280,515	331,931
Interest-bearing liabilities (Note 1)	29,724	39,998
Shareholders' equity (Note 2)	896,267	1,019,013
Equity-to-asset ratio (%) (Note 3)	81.6	81.1

(Notes) 1. Interest-bearing liabilities include "Lease liabilities (current)" and "Lease liabilities (non-current)."

2. Shareholders' equity represents "Total equity attributable to owners of parent."

3. Equity-to-asset ratio is calculated as "Shareholders' equity at December 31/Total assets at December 31 x 100 (%)."

Nexon Group promotes cash flow-oriented management and maintained cash and cash equivalents in excess of interest-bearing liabilities as of December 31, 2023 and 2024. Nexon Group is not subject to any material capital control.

(2) Financial risk management policy

Nexon Group is exposed to financial risks during the course of its business operations. The Company developed the risk management rules to prevent risks from arising and mitigate risks. Nexon Group also has a policy to use derivative contracts only for the purpose of mitigating financial risks and prohibit the use of derivative contracts for speculative purposes.

(3) Credit risk

Receivables arising from Nexon Group's operating activities are exposed to credit risk of customers.

Trade and other receivables are exposed to credit risk of customers. With regard to the credit risk, the Company and its consolidated subsidiaries, based on the respective receivables management rules, regularly conduct credit reviews of their customers to obtain their credit information and manage due dates and outstanding credit balances by customer, in order to detect signs of deteriorating financial conditions of customers at an early stage and mitigate potential risks regarding collectability.

For trade receivables, we measure lifetime expected credit losses as a practical expedient based on historical credit loss, qualitative factors available to us at this point as well as overall macroeconomic trends. However, delinquent receivables which are overdue and considered to have solvency issues based on the understanding and consideration of financial condition of the debtors are treated as impaired trade receivables. When there are no reasonable expectations of recovering receivables, for example when the legal proceedings of the debtors are completed or if it becomes clear that all of the outstanding balance cannot be recovered based on the debtor's payment ability, the carrying amount of the receivables are directly reduced.

As of December 31, 2023 and 2024, trade and other receivables of Nexon Group from one particular corporate group (Korea segment) amounted to ¥9,091 million (24.0% of trade and other receivables as of December 31, 2023) and ¥69,824 million (78.7% of trade and other receivables as of December 31, 2024), respectively, resulting in concentration of credit risk.

The carrying amounts of financial assets, net of impairment loss, presented in the consolidated financial statements are the maximum exposure to credit risk associated with financial assets of Nexon Group without considering the value of related collaterals.

(4) Liquidity risk

Nexon Group monitors liquidity risk by preparing a funding plan based on the business plan and assessing the positions of cash in hand and interest-bearing liabilities on a regular basis.

The following table summarizes Nexon Group's financial liabilities by maturity dates:

Fiscal year ended December 31, 2023

							(Millions of yen)	
	Carrying amount	Contractual cash flows	Within 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	Over 5 years
Trade and other payables	16,332	16,332	16,332	—	—	—	—	—
Lease liabilities (current)	5,634	5,791	5,791	—	—	—	—	—
Lease liabilities (non-current)	24,090	31,146	—	5,469	5,139	4,524	3,394	12,620
Other financial liabilities (non-current)	1,072	1,072	—	200	305	142	142	283

Fiscal year ended December 31, 2024

							(Millions of yen)	
	Carrying amount	Contractual cash flows	Within 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	Over 5 years
Trade and other payables	15,651	15,651	15,651	—	—	—	—	—
Lease liabilities (current)	7,120	7,320	7,320	—	—	—	—	—
Lease liabilities (non-current)	32,878	42,874	—	7,192	6,432	5,299	5,169	18,782
Other financial liabilities (non-current)	1,089	1,089	—	308	169	158	160	294

(5) Foreign exchange risk

Nexon Group operates global business and is exposed to foreign exchange fluctuation risk related mainly to the Korean won, U.S. dollar and Chinese yuan.

Assuming a 1% rise in all foreign currencies against the functional currency for financial instruments held by Nexon Group that are denominated in foreign currencies, profit before tax in the consolidated statement of profit or loss would increase by ¥7,209 million and ¥8,866 million for the fiscal years ended December 31, 2023 and 2024, respectively.

(6) Interest rate risk

The disclosure is omitted as the amount is immaterial.

(7) Market price fluctuation risk

Nexon Group is exposed to price fluctuation risk associated with securities recognized in the consolidated statement of financial position.

Assuming a 1% increase in the fair value of marketable securities held by Nexon Group, other comprehensive profit before tax in the consolidated statement of comprehensive income for the fiscal years ended December 31, 2023 and 2024 would increase by ¥1,327 million and ¥1,943 million, respectively, and profit before tax in the consolidated statement of profit or loss for the fiscal years ended December 31, 2023 and 2024 would increase by ¥170 million and ¥235 million, respectively.

(8) Derivatives and hedge accounting

The disclosure is omitted as the amount is immaterial.

26 Fair value of financial instruments

(1) Calculation method of fair value

(Millions of yen)

	As of December 31, 2023					
	Carrying amount					Fair value
	Financial assets/liabilities measured at FVTPL (Note 1)	Financial assets/liabilities measured at FVTOCI (Note 2)	Financial assets/liabilities measured at amortized cost	Lease receivables	Total	
Cash and cash equivalents	—	—	280,515	—	280,515	280,515
Trade and other receivables	—	—	37,124	749	37,873	37,873
Other deposits	—	—	316,243	—	316,243	316,243
Other financial assets (current)	16,977	—	24,605	—	41,582	41,554
Other financial assets (non-current)	25,636	140,405	10,724	2,434	179,199	179,199
Trade and other payables	—	—	16,332	—	16,332	16,332
Other financial liabilities (non-current)	0	—	1,072	—	1,072	1,072

(Notes) 1. Financial assets and liabilities measured at fair value through profit or loss

2. Financial assets and liabilities measured at fair value through other comprehensive income

(Millions of yen)

As of December 31, 2024						
	Carrying amount					Fair value
	Financial assets/liabilities measured at FVTPL (Note 1)	Financial assets/liabilities measured at FVTOCI (Note 2)	Financial assets/liabilities measured at amortized cost	Lease receivables	Total	
Cash and cash equivalents	—	—	331,931	—	331,931	331,931
Trade and other receivables	—	—	88,073	644	88,717	88,717
Other deposits	—	—	268,934	—	268,934	268,934
Other financial assets (current)	23,500	—	25,971	—	49,471	49,471
Other financial assets (non-current)	47,750	199,569	19,701	1,290	268,310	268,310
Trade and other payables	—	—	15,651	—	15,651	15,651
Other financial liabilities (non-current)	—	—	1,089	—	1,089	1,089

(Notes) 1. Financial assets and liabilities measured at fair value through profit or loss

2. Financial assets and liabilities measured at fair value through other comprehensive income

The fair value of financial assets and financial liabilities is determined as follows. The fair value of financial instruments is estimated using their market price or discounting future cash flows, etc. when the market price is not available.

Cash and cash equivalents, other deposits, trade and other payables

They are stated at carrying amount as it approximates fair value because of the short period of time until its maturity or settlement.

Trade and other receivables

The fair value is estimated based on the present value of future cash flows of receivables grouped by category discounted at an appropriate rate such as government bonds yields adjusted with credit risk. Trade and other receivables with short maturities are stated at carrying amount as it approximates fair value.

Other financial assets (current)

Marketable equity instruments and debt instruments are classified as financial assets measured at fair value through profit or loss (“FVTPL”) and measured at fair value at the end of the reporting period. Fair values are based on market prices.

Of debt instruments, debt securities are measured at fair value at the end of the reporting period based on the quoted price provided by counterparty financial institutions.

Other items presented in this category are stated at carrying amount as it approximates fair value because of the short period of time until its maturity or settlement.

Other financial assets (non-current)

Stocks included in marketable securities are classified as financial assets measured at fair value through other comprehensive income (“FVTOCI”) and measured at fair value at the end of the reporting period. Fair values are based on market prices.

Unlisted stocks classified as financial assets measured at FVTOCI are measured at fair value at the end of reporting period. Fair values are estimated primarily by discounting future cash flows.

Stocks other than the above and funds are classified as financial assets measured at FVTPL and measured at fair value at the end of the reporting period.

For other items presented in this category, fair values are estimated primarily by discounting future cash flows.

Other financial liabilities (non-current)

Derivative liabilities without hedge accounting application are classified as financial liabilities measured at FVTPL and measured at fair value at the end of the reporting period.

For other items presented in this category, fair values are estimated primarily by discounting future cash flows.

(2) Financial instruments measured at fair value

IFRS 13 *Fair Value Measurement* requires fair value measurements to be categorized using the fair value hierarchy based on the significance of the inputs used to measure fair value.

The fair value hierarchy consists of the following three levels:

- Level 1: Quoted prices for identical assets or liabilities in active markets
- Level 2: Inputs made up of prices, other than quoted prices, that are observable, either directly or indirectly
- Level 3: Inputs that include unobservable prices

The level of the fair value hierarchy used to measure fair value is determined based on the lowest level input that is significant to the fair value measurement. Transfers between levels are recognized on the date of the event or change in circumstances that caused the transfer.

The following tables present the financial assets and liabilities recognized at fair value in the consolidated statement of financial position on a recurring basis by fair value hierarchy level.

(Millions of yen)				
As of December 31, 2023				
	Level 1	Level 2	Level 3	Total
Other financial assets (current)				
Financial assets measured at FVTPL				
Stocks	16,977	—	—	16,977
Other financial assets (non-current)				
Financial assets measured at FVTPL				
Stocks	—	—	2,950	2,950
Funds	—	—	22,686	22,686
Financial assets measured at FVTOCI				
Stocks	132,714	—	7,691	140,405
Total financial assets	149,691	—	33,327	183,018
Other financial liabilities (non-current)				
Financial liabilities measured at FVTPL				
Derivative liabilities without hedge accounting application	—	—	0	0
Total financial liabilities	—	—	0	0

(Millions of yen)				
As of December 31, 2024				
	Level 1	Level 2	Level 3	Total
Other financial assets (current)				
Financial assets measured at FVTPL				
Stocks	23,500	—	—	23,500
Other financial assets (non-current)				
Financial assets measured at FVTPL				
Stocks	—	—	2,550	2,550
Funds	—	—	45,200	45,200
Financial assets measured at FVTOCI				
Stocks	194,336	—	5,233	199,569
Total financial assets	217,836	—	52,983	270,819

The following table presents changes in financial instruments measured at fair value on a recurring basis classified as Level 3:

(Millions of yen)

	Fiscal year ended December 31, 2023			
	Other financial assets			Other financial liabilities
	Stocks	Funds	Total	Derivative liabilities without hedge accounting application
Balance at January 1	10,923	7,685	18,608	9
Gains or losses				
Profit or loss (Note 1)	—	(3,279)	(3,279)	(9)
Other comprehensive income (Note 2)	(3,091)	—	(3,091)	—
Purchases	2,377	5,290	7,667	—
Distribution	—	(1,097)	(1,097)	—
Transfer from equity method investments (Note 3)	—	13,020	13,020	—
Exchange differences on translation of foreign operations	432	1,067	1,499	0
Balance at December 31	10,641	22,686	33,327	0
Unrealized gains (losses) recognized in profit or loss relating to assets and liabilities held at the end of the reporting period (Note 1)	—	(3,901)	(3,901)	(9)

- (Notes)
1. Gains or losses recognized in profit or loss are presented in finance income or costs.
 2. Gains or losses recognized in other comprehensive income are presented in financial assets measured at fair value through other comprehensive income.
 3. Transfer from equity method investments represents a transfer to other financial assets (funds) as a result of the loss of Nexon Group's significant influence over Smash Capital Fund I L.P. after Mr. Kevin Mayer who is a general partner of Smash Capital Fund I L.P. retired as the Company's external director at the expiration of his term during the three months ended March 31, 2023.

(Millions of yen)

Fiscal year ended December 31, 2024

	Other financial assets			Other financial liabilities
	Stocks	Funds	Total	Derivative liabilities without hedge accounting application
Balance at January 1	10,641	22,686	33,327	0
Gains or losses				
Profit or loss (Note 1)	(0)	9,059	9,059	(0)
Other comprehensive income (Note 2)	(1,402)	—	(1,402)	—
Purchases	—	12,419	12,419	—
Sales	(913)	—	(913)	—
Distribution	—	(1,532)	(1,532)	—
Transfer to equity method investments (Note 3)	(341)	—	(341)	—
Exchange differences on translation of foreign operations	(202)	2,568	2,366	0
Balance at December 31	7,783	45,200	52,983	—
Unrealized gains (losses) recognized in profit or loss relating to assets and liabilities held at the end of the reporting period (Note 1)	—	7,850	7,850	—

- (Notes)
1. Gains or losses recognized in profit or loss are presented in finance income or costs.
 2. Gains or losses recognized in other comprehensive income are presented in financial assets measured at fair value through other comprehensive income.
 3. Transfer to equity method investments represents a transfer from other financial assets (stocks) as a result of the Company obtaining significant influence over an investee of Nexon Group through conversion of its redeemable convertible preferred share to its ordinary shares during the six months ended June 30, 2024.

Fair values of financial instruments classified as Level 3 are measured by the Accounting & Finance Department of the Company and its consolidated subsidiaries in accordance with relevant internal rules. Fair values are measured with reasonably estimated inputs using the most appropriate valuation model determined based on the nature of the assets, etc., and a proper internal approval process is followed in making such decisions to ensure the validity of the measurements.

The valuation technique used to measure fair values of financial instruments measured at fair value on a recurring basis that are classified as Level 3 is mainly the discounted cash flow method, and the significant unobservable input is usually a discount rate. A rise or fall in discount rates result in a decrease or increase in these fair values, respectively. The effect on fair values of using reasonably possible alternative assumptions as inputs are insignificant.

(3) Financial assets and liabilities which are not measured at fair value in the consolidated statement of financial position but whose fair value is disclosed

Classification by hierarchy of financial assets and liabilities which are not measured at fair value in the consolidated statement of financial position but whose fair value is disclosed is as follows. Financial assets and liabilities whose carrying amounts approximate their fair values are excluded.

The valuation technique used to measure fair value of financial assets and liabilities which are not measured at fair value in the consolidated statement of financial position but whose fair value is disclosed as Level 3 is mostly the discounted cash flow method and a significant unobservable input is mostly discount rates.

(Millions of yen)

	As of December 31, 2023				
	Carrying amount	Fair value			Total
		Level 1	Level 2	Level 3	
Other financial assets (current)					
Securities (Note 1)	2,837	—	2,809	—	2,809
Total other financial assets (current)	2,837	—	2,809	—	2,809
Other financial assets (non-current)					
Term deposits	2,750	—	2,750	—	2,750
Security deposits and guarantees	3,141	—	—	3,141	3,141
Lease receivables	2,434	—	—	2,434	2,434
Long-term loans receivable (Note 2)	3,659	—	—	3,659	3,659
Other (Note 2)	1,174	—	—	1,174	1,174
Total other financial assets (non-current)	13,158	—	2,750	10,408	13,158
Other financial liabilities (non-current)					
Other	1,072	—	—	1,072	1,072
Total other financial liabilities (non-current)	1,072	—	—	1,072	1,072

(Notes) 1. Securities are debt securities measured at amortized cost.

2. “Long-term loans receivable” which was included in “Other” under “Other financial assets (non-current)” in the fiscal year ended December 31, 2023 is separately presented from the fiscal year ended December 31, 2024 as the amount became material. To reflect this change in presentation, the presentation as of December 31, 2023 was reclassified. As a result, ¥4,833 million presented in “Other” under “Other financial assets (non-current)” as of December 31, 2023 was reclassified to “Long-term loans receivable” of ¥3,659 million and “Other” of ¥1,174 million.

(Millions of yen)

As of December 31, 2024					
	Carrying amount	Fair value			Total
		Level 1	Level 2	Level 3	
Other financial assets (non-current)					
Term deposits	6,969	—	6,969	—	6,969
Security deposits and guarantees	4,161	—	—	4,161	4,161
Lease receivables	1,290	—	—	1,290	1,290
Long-term loans receivable	7,212	—	—	7,212	7,212
Other	1,359	—	—	1,359	1,359
Total other financial assets (non-current)	20,991	—	6,969	14,022	20,991
Other financial liabilities (non-current)					
Other	1,089	—	—	1,089	1,089
Total other financial liabilities (non-current)	1,089	—	—	1,089	1,089

(4) Material commitment

Nexon Group has commitments to make additional investment in the following investee.

Company name	As of December 31, 2023	As of December 31, 2024
Smash Capital Fund I L.P.	USD 170.2 million (¥24,140 million)	USD 95.5 million (¥15,106 million)

27 Revenue

Revenue is generated mostly by provision of services and royalty. See “5 Segment Information” for details of revenue.

28 Cost of sales

Cost of sales consisted of the following:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Outsourcing expenses	5,221	6,312
HR costs	65,903	89,832
Data center usage fee	11,965	15,733
Royalty	45,881	40,771
Depreciation and amortization	3,453	4,466
Rent	53	70
Other costs	5,462	7,654
Total	137,938	164,838

HR costs consisted of the following:

		(Millions of yen)
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Salaries and bonuses	53,818	74,328
Share-based payment expenses	198	646
Retirement benefit expenses	3,139	4,007
Employee benefit expenses	3,916	4,732
Statutory welfare expenses	4,801	6,119
Other	31	—
Total	65,903	89,832

29 Selling, general and administrative expenses

Selling, general and administrative expenses consisted of the following:

		(Millions of yen)
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
HR costs	29,419	35,421
PG fees	10,543	11,830
Marketing expenses	32,978	28,713
Depreciation and amortization	4,307	4,538
Research and development expenses	24,618	24,944
Platform usage fees	30,443	21,316
Other	15,432	15,414
Total	147,740	142,176

HR costs consisted of the following:

		(Millions of yen)
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Officers' compensation (Note)	256	872
Salaries and bonuses	18,910	24,913
Share-based payment expenses	4,158	2,605
Retirement benefit expenses	1,036	1,342
Employee benefit expenses	3,141	2,785
Statutory welfare expenses	1,918	2,904
Total	29,419	35,421

(Note) Officers' compensation includes officers' share-based payment expenses. The amount of officers' compensation of the Company's directors is presented from the fiscal year ended December 31, 2024, and the components of HR costs for the fiscal year ended December 31, 2023, were reclassified to reflect this change in presentation.

30 Other income and other expenses

(1) Other income

Other income consisted of the following:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Gain on cancellation of points	99	94
Gain on sale of subsidiaries' shares	9	29
Other	1,625	916
Total	1,733	1,039

(2) Other expenses

Other expenses consisted of the following:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Impairment loss (Note 1)	3,040	13,432
Loss on sales or disposals of fixed assets	8	168
Loss on sales of subsidiaries' shares	—	626
Other (Note 2)	1,618	1,834
Total	4,666	16,060

- (Notes) 1. Includes impairment loss on prepaid expenses (prepaid royalty) and long-term prepaid expenses recorded in other current assets and other non-current assets of ¥1,673 million and ¥6,695 million for the fiscal years ended December 31, 2023, and 2024, respectively.
2. Includes a fine of ¥1,306 million imposed by the Korea Fair Trade Commission during the fiscal year ended December 31, 2023.

31 Finance income and finance costs

(1) Finance income

Finance income consisted of the following:

	(Millions of yen)	
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Interest income		
Financial assets measured at amortized cost	20,361	19,725
Financial income related to sublease	131	82
Dividend income		
Financial assets measured at FVTPL	99	149
Financial assets measured at FVTOCI	4,030	4,078
Gain on valuation of securities		
Financial assets measured at FVTPL	2,606	14,991
Gain on sale of securities		
Financial assets measured at FVTPL	1,358	2,550
Gain on redemption of securities		
Financial assets measured at FVTPL	623	1,209
Gain on sale of investments accounted for equity method	126	—
Gain on reversal of loss allowance		
Financial assets measured at amortized cost (Note)	86	5,665
Foreign exchange gain	10,436	30,889
Other	289	360
Total	40,145	79,698

(Note) Gain on reversal of loss allowance in the fiscal year ended December 31, 2024 represents reversal of provision for loss allowance recorded for jointed ventures accounted for using equity method in the fiscal year ended December 31, 2023.

(2) Finance costs

Finance costs consisted of the following:

	(Millions of yen)	
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Interest expense		
Financial liabilities measured at amortized cost	1	0
Lease liabilities	1,409	2,107
Commission fees	244	1,195
Provision for loss allowance		
Financial assets measured at amortized cost (Note)	5,589	51
Other	36	47
Total	7,279	3,400

(Note) Provision for loss allowance in the fiscal year ended December 31, 2023 relates to joint ventures accounted for using equity method. Refer to “37 Related party transactions” for details.

32 Other comprehensive income

The amounts recorded during the year and reclassified to profit or loss and income tax effect by other comprehensive income items are as follows:

Fiscal year ended December 31, 2023

	(Millions of yen)				
	Recorded	Reclassified	Before tax	Income tax	After tax
Items that will not be reclassified to profit or loss					
Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	(13,636)	—	(13,636)	5,652	(7,984)
Remeasurements of defined benefit plans	(29)	—	(29)	—	(29)
Share of other comprehensive income of investments accounted for using equity method	(292)	—	(292)	—	(292)
Total of items that will not be reclassified to profit or loss	(13,957)	—	(13,957)	5,652	(8,305)
Items that may be reclassified to profit or loss					
Exchange differences on translation of foreign operations	49,234	(1,764)	47,470	—	47,470
Total of items that may be reclassified to profit or loss	49,234	(1,764)	47,470	—	47,470
Total other comprehensive income	35,277	(1,764)	33,513	5,652	39,165

Fiscal year ended December 31, 2024

	(Millions of yen)				
	Recorded	Reclassified	Before tax	Income tax	After tax
Items that will not be reclassified to profit or loss					
Net change in fair value of equity instruments designated as measured at fair value through other comprehensive income	61,983	—	61,983	(16,352)	45,631
Remeasurements of defined benefit plans	(26)	—	(26)	—	(26)
Gain on revaluation of intangible assets	14,320	—	14,320	(4,693)	9,627
Share of other comprehensive income of investments accounted for using equity method	2,062	—	2,062	—	2,062
Total of items that will not be reclassified to profit or loss	78,339	—	78,339	(21,045)	57,294
Items that may be reclassified to profit or loss					
Exchange differences on translation of foreign operations	(12,534)	425	(12,109)	—	(12,109)
Total of items that may be reclassified to profit or loss	(12,534)	425	(12,109)	—	(12,109)
Total other comprehensive income	65,805	425	66,230	(21,045)	45,185

33 Earnings per share

Basic and diluted earnings per share attributable to owners of parent are calculated based on the following information:

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Profit attributable to owners of parent (millions of yen)	70,609	134,848
Adjustments of profit used for the calculation of diluted earnings per share		
Adjustments due to dilutive shares of consolidated subsidiaries (millions of yen)	(12)	(45)
Diluted profit attributable to owners of parent (millions of yen)	70,597	134,803
Number of basic weighted-average ordinary shares (shares) (Note 1)	851,841,232	833,468,361
Dilution: Share option (shares)	5,601,460	3,340,830
Number of dilutive weighted-average ordinary shares (shares)	857,442,692	836,809,191

Earnings per share (attributable to owners of parent)

Basic earnings per share (yen)	82.89	161.79
Diluted earnings per share (yen) (Note 2)	82.33	161.09

- (Notes)
1. The Company's ordinary shares held by our consolidated subsidiaries, the Foundation and the Trust, are included in the treasury shares deducted in the calculation of the number of basic weighted-average ordinary shares. As for the deducted treasury shares, the average number of shares during the period was 735,351 shares and 338,814 shares, respectively, for the fiscal year ended December 31, 2023 and 543,596 shares and 941,839 shares, respectively, for the fiscal year ended December 31, 2024.
 2. Certain share acquisition rights issued by the Company do not have any dilutive effect and thus are not included in the calculation of diluted earnings per share.

34 Non-cash transactions

Material non-cash transactions (investments and financing transactions not needing the use of cash and cash equivalents) executed during the fiscal years ended December 31, 2023 and 2024 were increases in right-of-use assets associated with leases.

Refer to "19 Lease transactions (1) Lease as a lessee" for increases in right-of-use assets associated with leases.

35 Changes in liabilities arising from financing activities

Changes in liabilities arising from financing activities are as follows:

Fiscal year ended December 31, 2023

	(Millions of yen)		
	Lease liabilities (current)	Lease liabilities (non-current)	Total liabilities arising from financing activities
January 1, 2023	4,045	19,279	23,324
Cash flows			
Repayment	(3,340)	(105)	(3,445)
Non-cash activities			
New lease	276	8,524	8,800
Impact of remeasurement of lease liabilities	(90)	1,223	1,133
Transfers between accounts	4,547	(4,547)	—
Termination of lease contracts	(74)	(1,485)	(1,559)
Exchange differences on translation of foreign operations	270	1,201	1,471
December 31, 2023	5,634	24,090	29,724

Fiscal year ended December 31, 2024

	(Millions of yen)		
	Lease liabilities (current)	Lease liabilities (non-current)	Total liabilities arising from financing activities
January 1, 2024	5,634	24,090	29,724
Cash flows			
Repayment	(4,400)	—	(4,400)
Non-cash activities			
Acquisition through business combinations	60	369	429
Decrease due to change in scope of consolidation	(181)	(24)	(205)
New lease	323	13,662	13,985
Impact of remeasurement of lease liabilities	(1,969)	3,728	1,759
Transfers between accounts	7,930	(7,930)	—
Termination of lease contracts	(224)	(249)	(473)
Exchange differences on translation of foreign operations	(53)	(768)	(821)
December 31, 2024	7,120	32,878	39,998

36 Subsidiaries

(1) Composition of the corporate group

Composition of Nexon Group is as follows:

Reportable segment	As of December 31, 2023		As of December 31, 2024	
	Wholly-owned subsidiaries	Subsidiaries with non-controlling interests	Wholly-owned subsidiaries	Subsidiaries with non-controlling interests
	Number of companies	Number of companies	Number of companies	Number of companies
Japan	—	—	—	—
Korea	12	2	15	2
China	1	—	1	—
North America	8	—	6	—
Other	21	—	21	—
Total	42	2	43	2

(2) Major subsidiaries

Major subsidiaries as of December 31, 2024 are as follows:

Company	Reportable segment	Location	Share capital	Ownership ratio (%)	
				FY2023	FY2024
NEXON Korea Corporation	Korea	Seongnam, Gyeonggi-do, South Korea	KRW 32,500 million	100.0	100.0
Lexian Software Development (Shanghai) Co., Ltd.	China	Shanghai, PRC	USD 4,100 thousand	100.0	100.0
Nexon America, Inc.	North America	California, USA	USD 210	100.0	100.0
NEOPLE INC.	Korea	Jeju Self-Governing Province, South Korea	KRW 181 million	100.0	100.0
NEXON Games Co., Ltd.	Korea	Seoul, South Korea	KRW 32,930 million	61.9	61.8
Embark Studios AB	Other	Stockholm, Sweden	SEK 67 thousand	100.0	100.0

(Note) Pixelberry Studios, which was a consolidated subsidiary of the Company as of December 31, 2023, is no longer a major subsidiary as all of its shares were sold during the fiscal year ended December 31, 2024.

(3) Subsidiaries with non-controlling interests

The Company's subsidiaries with material non-controlling interests are as follows:

Company name	Location of subsidiaries	(Millions of yen)					
		Ratio of non-controlling interests		Profit/loss allocated to non-controlling interests		Cumulative amount of non-controlling interests	
		FY2023	FY2024	FY2023	FY2024	FY2023	FY2024
NEXON Games Co., Ltd.	Korea	38.1%	38.2%	463	1,281	10,242	11,362

The condensed financial statements of NEXON Games Co., Ltd. are as follows.

Statement of financial position	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Total assets	39,826	50,976
Total liabilities	10,880	17,601
Total equity	28,946	33,375

Statement of comprehensive income	(Millions of yen)	
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Revenue	20,660	27,981
Profit	1,161	3,246
Comprehensive income	1,161	3,246

Statement of cash flows	(Millions of yen)	
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Cash flows from operating activities	3,931	7,026
Cash flows from investing activities	(5,196)	(10,806)
Cash flows from financing activities	(389)	(595)
Net decrease in cash and cash equivalents	(1,654)	(4,375)
Cash and cash equivalents at the beginning of the year	11,820	10,690
Effects of exchange rate changes on cash and cash equivalents	524	(172)
Cash and cash equivalents at the end of the year	10,690	6,143

(4) Outcome of changes in parent company's ownership interest in subsidiaries that do not result in a loss of control

The impact on capital surplus of changes in parent company's ownership interest in subsidiaries that do not result in a loss of control is as follows:

	(Millions of yen)	
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Amount of impact of capital transaction with non-controlling interest	(47)	125

37 Related party transactions

(1) Transactions with related parties

Nexon Group conducts transactions with the following related parties:

Fiscal year ended December 31, 2023

					(Millions of yen)
Attribute	Description of transactions	Transaction volume	Account with outstanding balance	Outstanding balance	Loss allowance for outstanding balance (Note 2)
Joint venture	Loan made (Note 1)	6,140 (KRW 57,000 million)	Other financial assets (long-term loans receivable)	12,597 (KRW 114,000 million)	5,525 (KRW 50,000 million)
	Interest received	438 (KRW 4,040 million)	Other financial assets (accrued interest)	150 (KRW 1,355 million)	67 (KRW 604 million)

- (Notes) 1. The interest rate on loan is reasonably determined in consideration of market rates.
 2. Provision for loss allowance of ¥5,589 million was recorded in the fiscal year ended December 31, 2023.

Fiscal year ended December 31, 2024

(a) Associates and joint venture

					(Millions of yen)
Attribute	Description of transactions	Transaction volume	Account with outstanding balance	Outstanding balance	Loss allowance for outstanding balance (Note 2)
Associate	Lease transaction	1,543 (KRW 13,898 million)	Lease liability	13,813 (KRW 128,370 million)	—
Joint venture	Loan made (Note 1)	5,102 (KRW 46,000 million)	Other financial assets (long-term loans receivable)	11,190 (KRW 104,000 million)	—
	Interest received	452 (KRW 4,062 million)	Other financial assets (accrued interest)	0 (KRW 3 million)	—
	Interest collected	531 (KRW 4,842 million)			

- (Notes) 1. The interest rate on loan is reasonably determined in consideration of market rates.
 2. No provision for loss allowance was recorded in the fiscal year ended December 31, 2024.

(b) Officers

							(Millions of yen)
Attribute	Name	Relationship	Description of transactions	Transaction volume	Account with outstanding balance	Outstanding balance	
Officer	Junghun Lee	Representative Director, President and Chief Executive Officer	Exercise of share option (Note)	616	—	—	

(Note) Represents the exercise of share acquisition rights as 2021 Share Option (No. 20-2) during the fiscal year ended December 31, 2024.

(2) Compensation to key management personnel

Compensation to key management personnel of Nexon Group is as follows:

		(Millions of yen)
	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Compensation and bonus	673	705
Share-based payments (Note)	(89)	470
Total	584	1,175

(Note) Includes ¥(854) million which is the amount of share-based payments reversed due to expiration of unvested share options during the fiscal year ended December 31, 2023.

(3) Information on the parent company

The parent company of the Company is NXC Corporation, which is the ultimate controlling party of Nexon Group.

38 Business combination

(1) Fiscal year ended December 31, 2023

Not applicable.

(2) Fiscal year ended December 31, 2024

The disclosure is omitted as the amount is immaterial.

39 Sale of subsidiaries

(1) Fiscal year ended December 31, 2023

The disclosure is omitted as the amount is immaterial.

(2) Fiscal year ended December 31, 2024

The disclosure is omitted as the amount is immaterial.

40 Contingent liabilities

The disclosure is omitted as the amount is immaterial.

41 Subsequent events

(1) Cancellation of treasury shares

The Company's Board of Directors has approved on February 13, 2025, the cancellation of treasury shares pursuant to the provisions of Article 178 of the Companies Act.

(a) Reasons for the cancellation of treasury shares

To improve capital efficiency and return profits to shareholders.

(b) Details of retirement

- (i) Method of cancellation: To be reduced from the amount of other retained earnings
- (ii) Class of shares to be canceled: Ordinary shares of the Company's share
- (iii) Number of shares to be canceled: 19,911,683 shares
(2.4% of the total number of shares outstanding as of January 31, 2025)
- (iv) Date of scheduled cancellation: February 28, 2025

(2) Purchase of treasury shares

The Company's Board of Directors has approved on February 13, 2025 the purchase of treasury shares pursuant to the provisions of Article 156 of the Companies Act as replaced and applied mutatis mutandis pursuant to the provisions of Article 165, Paragraph 3 of the Act.

(a) Reasons for the purchase of treasury shares

To improve capital efficiency and ensure flexibility of capital policy.

(b) Details of purchase

- (i) Class of shares to be purchased: Ordinary shares of the Company's share
- (ii) Number of shares to be purchased: Up to 32,000,000 shares
(3.9% of the total number of shares outstanding (excluding treasury shares) as of January 31, 2025)
- (iii) Total purchase amount of shares: Up to ¥50,000 million
- (iv) Purchase period: From February 14, 2025 to June 30, 2025
- (v) Purchase method: Purchase at market on the Tokyo Stock Exchange

(2) 【Other】

Semi-annual information, etc. for the fiscal year ended December 31, 2024

	First three months	First six months	First nine months	Full-year
Revenue (millions of yen)	108,418	230,892	366,485	446,211
Profit before tax (millions of yen)	54,239	115,673	154,580	195,987
Profit attributable to owners of parent (millions of yen)	35,918	75,796	102,819	134,848
Basic earnings per share (yen)	42.77	90.44	123.06	161.79

	First quarter	Second quarter	Third quarter	Fourth quarter
Basic earnings per share (yen)	42.77	47.66	32.55	38.71

(Note) Review of the financial information for the first nine months ended September 30: No

2 【Non-Consolidated Financial Statements, etc.】

(1) 【Non-consolidated financial statements】

(a) 【Non-consolidated balance sheet】

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Assets		
Current assets		
Cash and deposits	145,925	118,932
Accounts receivable - trade	※1 878	※1 969
Accounts receivable - other	※1 166	※1 421
Prepaid expenses	109	38
Securities	2,837	—
Income taxes refund receivable	—	927
Other	※1 690	211
Total current assets	150,605	121,498
Non-current assets		
Property, plant and equipment		
Buildings	163	163
Facilities attached to buildings	84	85
Tools, furniture and fixtures	106	105
Accumulated impairment	(302)	(330)
Accumulated depreciation	(28)	(23)
Total Property, plant and equipment	23	—
Investments and other assets		
Investment securities	776	814
Shares of subsidiaries and associates	37,874	88,971
Long-term loans receivable from subsidiaries and associates	32,301	36,025
Other	※1 1,253	※1 1,292
Allowance for doubtful accounts	(32,537)	(36,287)
Total investments and other assets	39,667	90,815
Total non-current assets	39,690	90,815
Total assets	190,295	212,313

(Millions of yen)

	As of December 31, 2023	As of December 31, 2024
Liabilities		
Current liabilities		
Accounts payable - trade	※1 324	※1 373
Accounts payable - other	※1 642	※1 673
Accrued expenses	294	190
Income taxes payable	559	—
Deposits received	129	27
Unearned revenue	405	360
Provision for bonuses	179	261
Other	486	1,073
Total current liabilities	3,018	2,957
Non-current liabilities		
Long-term unearned revenue	122	106
Provision for retirement benefits	182	195
Asset retirement obligations	167	167
Deferred tax liabilities	232	247
Other	189	344
Total non-current liabilities	892	1,059
Total liabilities	3,910	4,016
Net assets		
Shareholders' equity		
Share capital	47,412	50,633
Capital surplus		
Legal capital surplus	46,662	49,883
Total capital surplus	46,662	49,883
Retained earnings		
Legal retained earnings	217	217
Other retained earnings		
Retained earnings brought forward	119,034	140,069
Total retained earnings	119,251	140,286
Treasury shares	(43,779)	(48,302)
Total shareholders' equity	169,546	192,500
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	525	559
Total valuation and translation adjustments	525	559
Share acquisition rights	16,314	15,238
Total net assets	186,385	208,297
Total liabilities and net assets	190,295	212,313

(b) 【Non-consolidated statement of income】

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Net sales	※1 5,920	※1 7,303
Cost of sales	※1 3,256	※1 3,605
Gross profit	2,664	3,698
Selling, general and administrative expenses	※1, ※2 10,722	※1, ※2 7,311
Operating loss	(8,058)	(3,613)
Non-operating income		
Interest income	1,648	1,616
Foreign exchange gains	4,037	3,977
Dividend income	※1 100,098	※1 103,980
Other	16	※1 30
Total non-operating income	105,799	109,603
Non-operating expenses		
Share issuance costs	59	24
Commission for purchase of treasury shares	43	40
Other	74	34
Total non-operating expenses	176	98
Ordinary profit	97,565	105,892
Extraordinary income		
Gain on sale of shares of subsidiaries and associates	※3 126	—
Gain on reversal of share acquisition rights	630	581
Total extraordinary income	756	581
Extraordinary losses		
Loss on valuation of shares of subsidiaries and associates	743	840
Loss on sale of shares of subsidiaries and associates	—	※1, ※4 18,812
Impairment losses	164	119
Total extraordinary losses	907	19,771
Profit before income taxes	97,414	86,702
Income taxes - current	6,827	5,202
Total income taxes	6,827	5,202
Profit	90,587	81,500

【Detailed schedule of cost of sales】

		Fiscal year ended December 31, 2023		Fiscal year ended December 31, 2024	
Category	Note	Amount (¥ million)	Ratio (%)	Amount (¥ million)	Ratio (%)
I Outsourcing expenses		169	5.2	192	5.3
II Labor cost		1,115	34.3	1,134	31.5
III Other costs	*1	1,972	60.5	2,279	63.2
Cost of sales		3,256	100.0	3,605	100.0

(Note) *1. Major components are as follows:

Item	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Royalty (millions of yen)	1,433	1,821
AWS usage fee (millions of yen)	224	234
Rent expenses (millions of yen)	147	135

(c) 【Non-consolidated statement of changes in equity】

Fiscal year ended December 31, 2023

(Millions of yen)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings		
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings Retained earnings brought forward	Total retained earnings
Balance at beginning of period	38,881	38,131	—	38,131	217	87,026	87,243
Changes during period							
Issuance of new shares	8,531	8,531	—	8,531	—	—	—
Dividends of surplus	—	—	—	—	—	(8,579)	(8,579)
Profit	—	—	—	—	—	90,587	90,587
Purchase of treasury shares	—	—	—	—	—	—	—
Cancellation of treasury shares	—	—	—	—	—	(50,000)	(50,000)
Net changes in items other than shareholders' equity	—	—	—	—	—	—	—
Total changes during period	8,531	8,531	—	8,531	—	32,008	32,008
Balance at end of period	47,412	46,662	—	46,662	217	119,034	119,251

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	(14,799)	149,456	460	460	15,994	165,910
Changes during period						
Issuance of new shares	—	17,062	—	—	—	17,062
Dividends of surplus	—	(8,579)	—	—	—	(8,579)
Profit	—	90,587	—	—	—	90,587
Purchase of treasury shares	(78,980)	(78,980)	—	—	—	(78,980)
Cancellation of treasury shares	50,000	—	—	—	—	—
Net changes in items other than shareholders' equity	—	—	65	65	320	385
Total changes during period	(28,980)	20,090	65	65	320	20,475
Balance at end of period	(43,779)	169,546	525	525	16,314	186,385

Fiscal year ended December 31, 2024

(Millions of yen)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings		
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings Retained earnings brought forward	Total retained earnings
Balance at beginning of period	47,412	46,662	—	46,662	217	119,034	119,251
Changes during period							
Issuance of new shares	3,221	3,221	—	3,221	—	—	—
Dividends of surplus	—	—	—	—	—	(10,465)	(10,465)
Profit	—	—	—	—	—	81,500	81,500
Purchase of treasury shares	—	—	—	—	—	—	—
Cancellation of treasury shares	—	—	—	—	—	(50,000)	(50,000)
Net changes in items other than shareholders' equity	—	—	—	—	—	—	—
Total changes during period	3,221	3,221	—	3,221	—	21,035	21,035
Balance at end of period	50,633	49,883	—	49,883	217	140,069	140,286

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	(43,779)	169,546	525	525	16,314	186,385
Changes during period						
Issuance of new shares	—	6,442	—	—	—	6,442
Dividends of surplus	—	(10,465)	—	—	—	(10,465)
Profit	—	81,500	—	—	—	81,500
Purchase of treasury shares	(54,523)	(54,523)	—	—	—	(54,523)
Cancellation of treasury shares	50,000	—	—	—	—	—
Net changes in items other than shareholders' equity	—	—	34	34	(1,076)	(1,042)
Total changes during period	(4,523)	22,954	34	34	(1,076)	21,912
Balance at end of period	(48,302)	192,500	559	559	15,238	208,297

【Notes to non-consolidated financial statements】

(Notes on going concern assumption)

Not applicable.

(Significant accounting policies)

1. Valuation basis and method for securities

(1) Shares of subsidiaries and associates

Stated at cost based on the moving-average method.

(2) Available-for-sale securities

(a) Securities other than stocks without fair value

Stated at fair market value (Unrealized gains and losses, net of applicable taxes, are directly recorded in net assets and cost of securities sold is calculated using the moving-average method)

(b) Stocks without fair value

Stated at cost based on the moving-average method.

2. Depreciation method for non-current assets

(1) Property, plant and equipment, excluding leased assets

Straight-line method

Useful lives of major assets are as follows:

Buildings: 5 to 50 years

Facilities attached to buildings: 10 to 15 years

Tools, furniture and fixtures: 4 to 5 years

(2) Intangible assets, excluding leased assets

Software for internal use is amortized using the straight-line method over the expected useful life (five years).

(3) Leased assets

Finance lease transactions that do not transfer ownership

Finance leased assets without ownership transfer are depreciated using the straight-line method over the lease period, assuming no residual value.

3. Accounting for allowance

(1) Allowance for doubtful accounts

Allowance for performing receivables is provided based on the actual credit loss ratio. Allowance for specific receivables such as those with doubtful collectability is provided for the expected uncollectable amount based on the individual assessment for collectability.

(2) Provision for bonuses

Provision for bonuses is provided for the estimated bonus amount to be paid to employees attributable to the current fiscal year.

(3) Provision for retirement benefits

Provision for employees' retirement benefits is provided for the amount of obligation expected to have been incurred at year-end based on the estimated retirement benefit obligation as of year-end.

4. Revenue recognition

The Company has applied *Accounting Standard for Revenue Recognition* (Accounting Standards Board of Japan (ASBJ) Statement No. 29) and *Implementation Guidance on Accounting Standard for Revenue Recognition* (ASBJ Guidance No. 30) and recognizes revenue from contracts with customers for transactions involving provision of services based on the following five-step approach.

Step 1: Identify contracts with customers

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations

Step 5: Recognize revenue when (or as) performance obligations are satisfied

The Company is engaged in PC online business, mobile business, and online game service support for subsidiaries in Japan (“Support Business”). The Company identifies different assets or services included in contracts with customers and uses them as transactional units in the identification of our performance obligations. As we identify our performance obligations, we conduct a review as to whether we are a principal or an agent. Revenue recognition criteria and basis for gross versus net presentation of revenue for major revenue categories are as follows.

(A) Revenue recognition criteria by major revenue category

The Company generates revenue primarily from (a) sales of items used in PC online business and mobile business (revenue from microtransactions) and (b) sales from contract services provided in the Support Business.

(a) Sales of items used in PC online business and mobile business (revenue from microtransactions)

PC online business services PC online games developed by our subsidiaries. The Company’s PC online games are basically free to play, but certain fees are charged to purchase necessary items or use certain services. In PC online games, revenue is recognized over the estimated usage period during which the game items purchased in exchange for game points are expected to be used.

Mobile business services mobile games developed by our subsidiaries or other companies through mobile devices such as smartphones and tablets. Mobile games are basically free to play, but certain fees are charged to purchase necessary items or use certain services. In mobile games, revenue is recognized over the estimated usage period during which the game items purchased in exchange for game points are expected to be used.

In our PC online and mobiles businesses, we mostly provide services as a principal, but we also provide some services as an agent.

(b) Sales from contract services provided in the Support Business

The Company recognizes revenue for considerations received by undertaking services including QA, marketing and payment services when our subsidiaries directly service, in Japan, games developed by our subsidiaries or other companies.

Consideration for the Support Business is determined by multiplying man-hours of employees who have rendered services in the Support Business by prescribed contract unit price. Performance obligations are considered to be satisfied at a point in time when services in the Support Business are rendered.

(B) Revenue recognition based on satisfaction of performance obligations

The Company recognizes revenue when, or as, we satisfy our performance obligations by transferring services to customers.

We recognize that performance obligations are satisfied over a period of time in our PC online business and mobile business and at a point in time in the Support Business.

We recognize performance obligations for revenue from microtransactions by estimating the service period of items sold for each game. We assume the period for satisfying performance obligations to be the same as the estimated service period, which is calculated by classifying the items sold into three types (i.e. consumable, temporary, permanent) according to their specifications.

For permanent items for which our performance obligations continue on a permanent basis, we have adopted a method of calculating users’ average service usage periods.

5. Basis for translation of assets and liabilities denominated in foreign currencies to Japanese yen

Monetary receivables and payables denominated in foreign currencies are translated into Japanese yen using spot foreign exchange rates at year-end, with resulting gains and losses included in profit or loss.

6. Hedge accounting

The Company hedges risks arising from fluctuations in interest rates and foreign exchange rates, in accordance with the Company’s internal regulation “Derivative Transaction Management Rules.”

7. Other significant basis in preparation of the financial statements

Principles and procedures of accounting treatments adopted when the provisions of related accounting standards, etc. are not clear

- Accounting treatment of a trust

The gross method is applied to account for the trust in accordance with *Practical Solution on Transactions of Delivering the Company's Own Stock to Employees, etc. through Trusts* (PITF No. 30, March 26, 2015).

(Significant accounting estimates)

Valuation of shares of subsidiaries and associates

(1) Amount recognized on the financial statements for the fiscal year ended December 31, 2024

	As of December 31, 2023	As of December 31, 2024
Shares of subsidiaries and associates:	¥37,874 million	¥88,971 million
Loss on valuation of shares of subsidiaries and associates:	¥743 million	¥840 million

Shares of subsidiaries and associates recognized on the financial statements as of December 31, 2024 mostly consist of share of NEXON Korea Corporation amounting to ¥88,303 million. We did not recognize loss on valuation of shares of subsidiaries and associates for the shares as there was no significant decline in the net asset value as of December 31, 2024, but future changes in uncertain economic conditions may have a material impact on the valuation of shares of subsidiaries and associates in the future periods.

(2) Other information that enables users of the financial statements to understand the valuation of share of subsidiaries and associates

(a) Calculation method

Shares of subsidiaries and associates without a market price are presented at cost on the non-consolidated balance sheet, but when their net asset value significantly declines due to deterioration of financial position of the issuer, their carrying amounts are reduced accordingly.

(b) Key assumptions

A significant decline in net asset value is defined as a case where the net asset value has fallen by 50% or more compared to its acquisition cost due to the deterioration of the issuing company's financial condition.

(c) Impact on the financial statements for the fiscal year ending December 31, 2025

The above assumptions may have a material impact on the valuation of shares of subsidiaries and associates in the future periods due to future changes in uncertain economic conditions.

(Additional information)

The Company's shares remaining in the trust

The Company's shares remaining in the trust are recorded as treasury shares in net assets at the carrying amount at the trust (excluding ancillary expenses). The carrying amount and number of treasury shares as of December 31, 2023, and 2024 were ¥1,533 million and 489,398 shares and ¥4,640 million and 2,087,348 shares, respectively.

(Notes to non-consolidated balance sheet)

*1 Assets and liabilities related to subsidiaries and associates (excluding those presented separately)

	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Short-term monetary claims	339	639
Long-term monetary claims	235	272
Short-term monetary debts	377	705

2 Contingent liabilities

Debt guarantee

The Company provides guarantee for the following subsidiaries as follows:

(Millions of yen)

As of December 31, 2023		As of December 31, 2024	
Nexon America Inc.		Nexon America Inc.	
Joint and several guarantee for rent agreement	1,157	Joint and several guarantee for rent agreement	1,069
Nexon US Holding Inc.		Nexon US Holding Inc.	
Guarantee for licensing agreement	993	Guarantee for licensing agreement	949

(Notes to non-consolidated statement of income)

*1 Transactions with subsidiaries and associates

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Operating transactions		
Net sales	815	1,228
Purchases	1,405	1,721
Selling, general and administrative expenses	329	385
Non-operating transactions	100,096	124,106

- *2 The ratio of selling expenses and general and administrative expenses is approximately 27.8% and 72.2%, respectively, for the fiscal year ended December 31, 2023 and 43.5% and 56.5%, respectively, for the fiscal year ended December 31, 2024.

Major components and amounts are as follows:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Sales commission	367	357
Marketing expenses	601	852
PG fees	277	387
Salaries and bonuses	1,334	1,304
Provision for bonuses	92	98
Share-based payment expenses	5,842	2,374
Officers' share-based payment expenses	(79) (Note)	(206)(Note)

(Note) Includes ¥(848) million and ¥(647) million for the fiscal years ended December 31, 2023, and 2024, respectively, which are the amounts of payment expenses reversed due to expiration of unvested share options.

*3 Gain on sale of shares of subsidiaries and associates consisted of the following:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Six Waves Inc.	126 (note)	—
Total	126	—

(Note) Represents the remainder of proceeds from the sale of shares of Six Waves Inc., which was an associate of the Company, recognized as revenue during the fiscal year ended December 31, 2023.

*4 Loss on sale of shares of subsidiaries and associates consisted of the following:

(Millions of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Embark Studios AB	—	18,812 (Note)
Total	—	18,812

(Note) The loss resulted from the sale of all shares of Embark Studios AB, a subsidiary of the Company, held by the Company to NEXON Korea Corporation, a subsidiary of the Company. The selling price of the shares of ¥20,123 million was determined based on the stock valuation report obtained from a third-party expert and negotiations between the companies.

(Securities)

Fiscal year ended December 31, 2023

The fair values of shares of subsidiaries (the carrying amount on the balance sheet was ¥37,874 million as of December 31, 2023) are not disclosed as they are shares without fair value.

Fiscal year ended December 31, 2024

The fair values of shares of subsidiaries (the carrying amount on the balance sheet was ¥88,971 million as of December 31, 2024) are not disclosed as they are shares without fair value.

(Deferred tax accounting)

1. Major components of deferred tax assets and liabilities are as follows:

	(Millions of yen)	
	As of December 31, 2023	As of December 31, 2024
Deferred tax assets		
Loss on valuation of shares of subsidiaries and associates	748	1,005
Unearned revenue	161	143
Share acquisition rights	236	241
Impairment loss	158	157
Allowance for doubtful accounts	9,963	11,111
Carryforward of unused tax losses	12,127	13,358
Other	1,921	2,471
Deferred tax assets – subtotal	25,314	28,486
Valuation allowance for carryforward of unused tax losses	(12,128)	(13,358)
Valuation allowance for deductible temporary differences	(13,186)	(15,128)
Valuation allowances – subtotal	(25,314)	(28,486)
Total deferred tax assets	—	—
Deferred tax liabilities		
Valuation difference on available-for-sale securities	(232)	(247)
Total deferred tax liabilities	(232)	(247)
Deferred tax assets (liabilities), net	(232)	(247)

2. Major components of significant differences between the statutory effective tax rate and the income tax burden rate after adoption of tax effect accounting

	As of December 31, 2023	As of December 31, 2024
Statutory effective tax rate	30.62 %	30.62 %
(Adjustments)		
Permanent differences arising from non-deductible expenses such as entertainment expenses	1.74 %	0.64 %
Permanent differences arising from nontaxable income such as dividend income	(29.89)%	(34.89)%
Valuation allowances	(0.60)%	3.63 %
Foreign taxes	5.14 %	6.00 %
Per capita inhabitant tax	0.00 %	0.00 %
Other	0.00 %	0.00 %
Income tax burden rate after adoption of tax effect accounting	7.01 %	6.00 %

(Revenue recognition)

Information that serves as the basis for understanding revenue

Refer to “Significant accounting policies, 4. Revenue recognition.”

(Material subsequent events)

(1) Cancellation of treasury shares

The Company's Board of Directors has approved the cancellation of treasury shares at its meeting on February 13, 2025. Refer to Notes to Consolidated Financial Statements, "41 Subsequent events" for details.

(2) Purchase of treasury shares

The Company's Board of Directors has approved the purchase of treasury shares at its meeting on February 13, 2025. Refer to Notes to Consolidated Financial Statements, "41 Subsequent events" for details.

(3) Dividends of surplus from consolidated subsidiaries

At the Board of Directors meeting of the Company's consolidated subsidiary NEXON Korea Corporation on March 13, 2025, it was decided to propose a distribution of surplus at its annual general meeting of shareholders scheduled on March 28, 2025. In response to this decision, at the Company's Board of Directors meeting on March 13, 2025, it was resolved to give approval for the decision regarding NEXON Korea Corporation's distribution of surplus. Since NEXON Korea Corporation is a wholly-owned subsidiary of the Company, this matter will be resolved at the annual general meeting of shareholders on March 28, 2025.

As a result, the Company will record the following dividend income as non-operating profit in the non-consolidated financial statements for the fiscal year ending December 31, 2025.

Overview of dividends

Dividend amount: ¥70,434 million

Date of resolution at the annual general meeting of shareholders: March 28, 2025

(d) 【Annexed detailed schedules】

【Annexed detailed schedule of property, plant and equipment, etc.】

(Millions of yen)

Category	Asset type	Beginning balance	Increase	Decrease	Depreciation	Ending balance	Accumulated depreciation /impairment
Property, plant and equipment	Buildings	163	—	—	— (—)	163	163
	Facilities attached to buildings	84	1	—	1 (1)	85	85
	Tools, furniture and fixtures	106	18	19	42 (36)	105	105
	Total	353	19	19	43 (37)	353	353
Intangible assets	Software	105	—	—	— (—)	105	105
	Total	105	—	—	— (—)	105	105

(Notes) 1. Beginning and ending balances are based on cost.

2. Figures in parentheses in “Depreciation” represent impairment loss.

【Annexed detailed schedule of provisions】

(Millions of yen)

Account	Beginning balance	Increase	Decrease	Ending balance
Allowance for doubtful accounts	32,537	3,750	—	36,287
Provision for bonuses	179	261	179	261

(2) 【Components of major assets and liabilities】

The disclosure is omitted as the Company prepares the consolidated financial statements.

(3) 【Other information】

Not applicable.

VI. 【Outline of Share-related Administration of Reporting Company】

Fiscal year	From January 1 to December 31 of each year
Annual General Meeting of Shareholders	March of each year
Record date	December 31
Record date of distribution of surplus	June 30 December 31
Number of shares per trading unit	100 shares
Purchase of shares less than one unit	
Place of business	Stock Transfer Agency Business Planning Department of Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
Administrator of shareholder registry	Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
Contact place	—
Purchase fee	None
Method of public notice	By way of electronic public notice. However, in cases where electronic public notice is not available due to accidents or any other unavoidable circumstances, public notice will be given in the Nihon Keizai Shimbun. URL for public notice: https://www.nexon.co.jp/ir/kokoku/
Privileges to shareholders	Not applicable

(Note) It is stipulated in the Articles of Incorporation that shareholders of the Company may not exercise any rights other than those listed below with regard to their shares less than one unit.

- (1) Right under each item of Article 189, Paragraph 2 of the Companies Act
- (2) Rights to demand under provisions of Article 166, Paragraph 1 of the Companies Act
- (3) Rights to receive an allotment of shares to be offered and share acquisition rights according to the number of shares held by shareholders
- (4) Rights to demand sale of shares less than one unit

VII. 【Reference Information of Reporting Company】

1 【Information about Parent of Reporting Company】

The Company does not have a parent company, etc. as defined in Article 24-7, Paragraph 1 of the Financial Instruments and Exchange Act.

2 【Other Reference Information】

The Company has filed the following documents during the period from the beginning of the current fiscal year to the filing date of the annual securities report.

(1) Annual Securities Report and its accompanying document and Confirmation Letter

Fiscal year (The 22nd FY) (From January 1, 2023 to December 31, 2023): Filed with the Director of the Kanto Local Finance Bureau on March 28, 2024

(2) Internal Control Report and its accompanying document

Filed with the Director of the Kanto Local Finance Bureau on March 28, 2024

(3) Quarterly Report and Confirmation Letter

(First quarter of the 23rd FY) (From January 1, 2024 to March 31, 2024): Filed with the Director of the Kanto Local Finance Bureau on May 15, 2024

(4) Semi-Annual Securities Report and Confirmation Letter

(First six months of the 23rd FY) (From January 1, 2024 to June 30, 2024): Filed with the Director of the Kanto Local Finance Bureau on August 9, 2024

(5) Extraordinary Report

Filed with the Director of the Kanto Local Finance Bureau on March 28, 2024.

This is an Extraordinary Report based on provisions of Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 9-2 of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

Filed with the Director of the Kanto Local Finance Bureau on August 8, 2024.

This is an Extraordinary Report based on provisions of Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 12 of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

Filed with the Director of the Kanto Local Finance Bureau on September 27, 2024.

This is an Extraordinary Report based on provisions of Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Items 12 of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

Filed with the Director of the Kanto Local Finance Bureau on February 13, 2025.

This is an Extraordinary Report based on provisions of Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 19 of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

Filed with the Director of the Kanto Local Finance Bureau on February 19, 2025.

This is an Extraordinary Report based on provisions of Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 2-2 of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

Filed with the Director of the Kanto Local Finance Bureau on March 13, 2025.

This is an Extraordinary Report based on provisions of Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 12 of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

(6) Amendments to the Extraordinary Report

Filed with the Director of the Kanto Local Finance Bureau on March 7, 2025.

This is an Amendment to the Extraordinary Report filed on February 19, 2025 based on provisions of Article 24-5, Paragraph 4 of the Financial Instruments and Exchange Act and Article 19, Paragraph 2, Item 2-2 of the Cabinet Office Ordinance on Disclosure of Corporate Information, etc.

(6) Status Report on Share Buyback Program

Filed with the Director of the Kanto Local Finance Bureau on June 7, 2024, July 4, 2024, August 9, 2024, December 6, 2024, January 10, 2025, February 7, 2025 and March 7, 2025.

Part II 【Information about Reporting Company's Guarantor, etc.】

Not applicable.