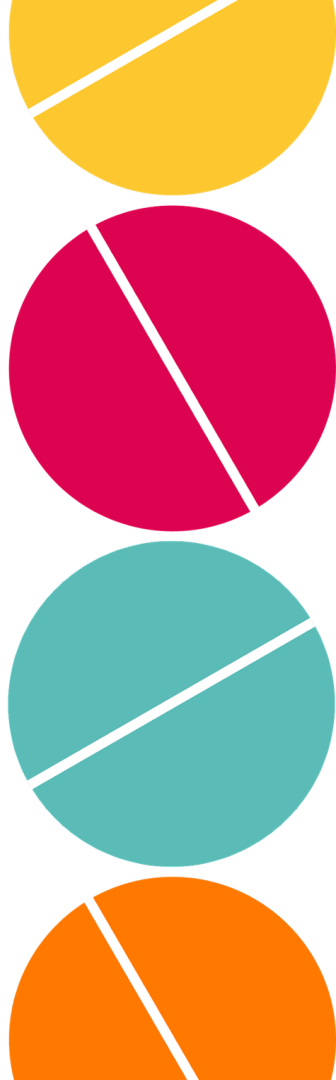# DeNA IR Day 2023

November 28, 2023
DeNA Co., Ltd.

DeNA IR Day 2023: Today's Schedule and Speakers

Session 1

Shingo Okamura
Representative Director, President & CEO

Entered Ministry of Posts and Telecommunications (currently Ministry of Internal Affairs and Communications) in 1995, and entered DeNA in 2016. Served as head of the Sports Business Unit and COO, etc. and in present position since 2021.

Session 2

Teppei Sakano
Head of the Medical Business Unit

Founded company (Allm predecessor) in 2001, and in 2013 sold the content distribution business and entered the medical ICT space. Representative director/CEO of Allm Inc. Head of the Medical Business Unit of DeNA.

Session 3

Sho Segawa
Head of the Healthcare Business Unit

Entered DeNA in 2010 as a new grad. Worked in the E-Commerce Business, etc. and from 2015 joined the Healthcare Business. In present position since 2022. He is also the Representative Director and Vice President (COO) of DATA HORIZON.

Session 4

Masahide Tsushima
Head of the Sports & Smart City Business Unit

Entered DeNA in 2005, and following experience in ad sales, etc. for Mobage and Mobaku, transitioned to HR in 2012. Served as the head of HR for a period, and from 2020 in his present position.

Session 5

Tetsuya Iguchi
Head of the Game Service Business Unit

Entered DeNA in 2013 as a new grad, and worked as a browser game operations planner, app game producer, and subsidiary representative. After serving as the deputy head of the Game Business Unit, etc., now in present position.

Session 6

Keita Sugawara
Head of the Human Resources Unit

Entered DeNA in 2009 as an engineer. Transitioned to business side work in 2012 and gained experience in the Game Business and new businesses, etc. He joined HR from 2015 and from 2020 in his present position.
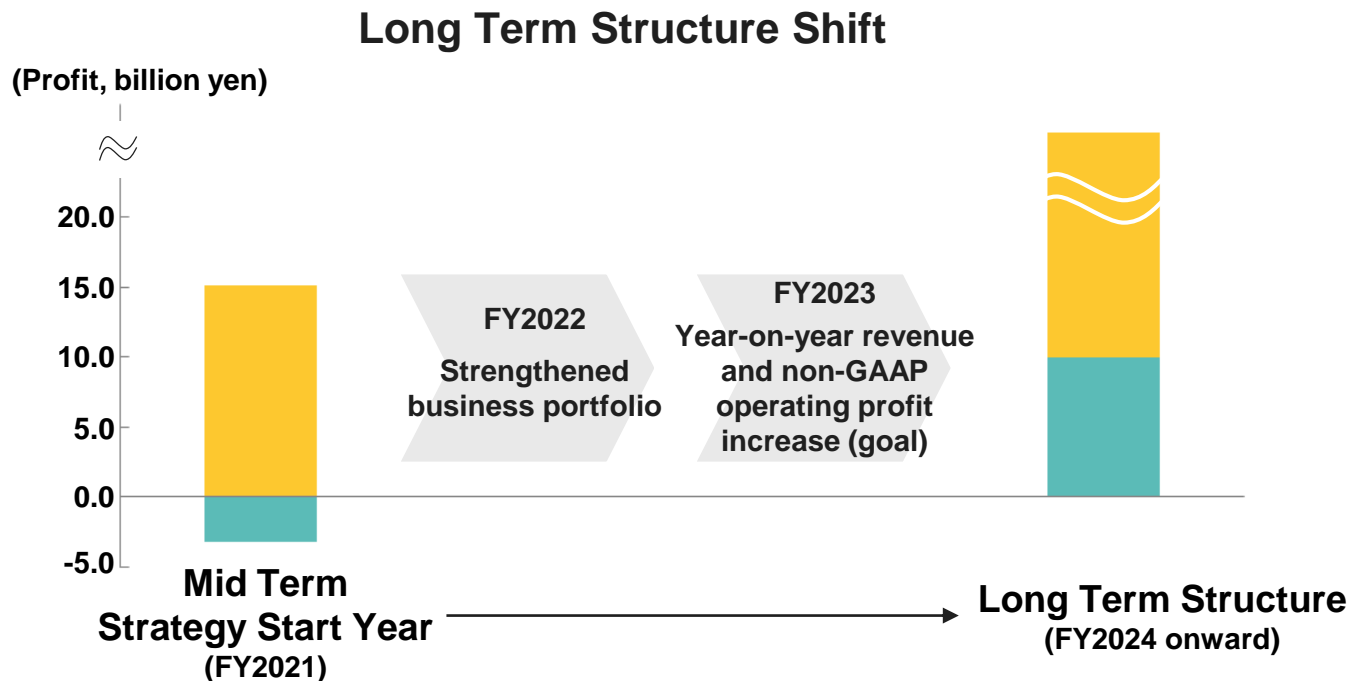
Session 1
Mid to Long Term Strategy Progress

Shingo Okamura

Representative Director, President & CEO

Focus Points and Progress in Three Years Starting FY2021

- **Continuing efforts to further grow our strengthened business portfolio and enhance the earnings base to achieve the structural shift for Serve to contribute about the same level of profit as Entertain**

Long Term Structure Shift

(Profit, billion yen)

20.0

15.0

10.0

5.0

0.0

-5.0

FY2022
Strengthened business portfolio

FY2023
Year-on-year revenue and non-GAAP operating profit increase (goal)

Mid Term Strategy Start Year
(FY2021)

Long Term Structure
(FY2024 onward)

Serve: Sessions 2 – 4

- **Making progress on path to mid to long term growth, meaningful profit contribution, and business value creation**

Healthcare & Medical

FY2020	FY2024
1.2 billion yen loss	▶	**5.0** billion yen level profit contribution

Sports & Community

FY2020	Mid to long term
3.6 billion yen loss	▶	**3.0** billion yen level profit contribution

Serve (Healthcare & Medical Business): Sessions 2 – 3

	People/Insurers	**Pharma/Insurance**	**Medicine**
Issues to Solve	● **Maintaining health & prevention** → **Extending healthy lifespans** ● **Effective health business** → **Rationalization of medical costs**	● **Efficient drug development & marketing** ● **New product development** → **Health promotion for members**	● **Operations efficiency in medicine and care, etc.** → **Maintain regional medical structure** ● **Increasing medicine and care quality**
Focus Markets	**Health Big Data Market** **Data health PHR*/service** ・ **Data use**		**Medical Digital Transformation Market** **Japan** ・ **Global**
Recent Initiatives	• **DATA HORIZON made into a subsidiary** • **Strengthening partnerships in the health big data space, such as partnership with Medical Data Vision**		• **Made Allm, providers of medical digital transformation solutions in Japan and globally, into a subsidiary** • **Made Nippontect Systems, a medical ICT startup active in the field of dementia, into a subsidiary**

*Personal Health Record

Entertain (Game Business): Session 5

- In the long term, aim to secure a good level of profit in the entertainment space, despite the volatility in games
- For the business overall continuing streamlined business operations while making progress in establishing a new development structure in the mid term centered on the game development & live operations departments in Japan

(billion yen)

■ Revenue ■ Segment profit/loss

	FY2018	FY2019	FY2020	FY2021	FY2022
Revenue	83.6	83.8	91.3	74.7	64.0
Segment profit/loss	18.3	14.2	18.9	11.6	9.6
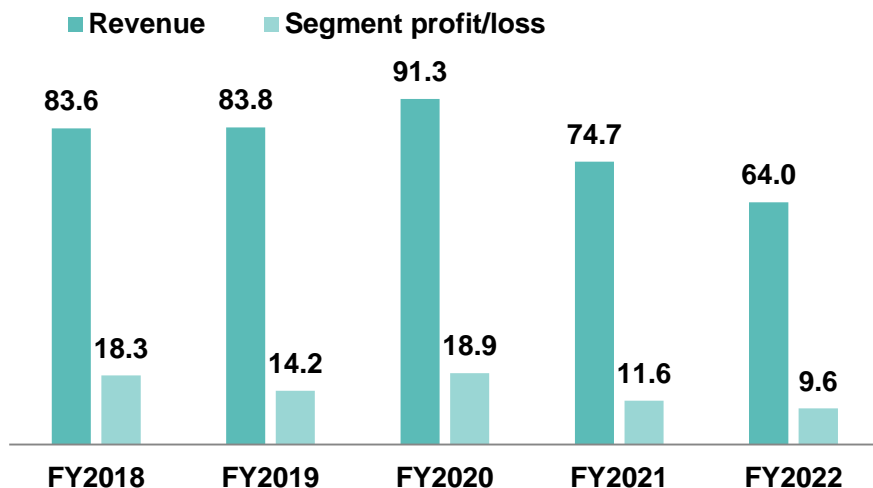
Game Business Strategy To Date
- Pipeline centered on major IP for the global market
- Continuous new title launches at a pace of approx. 3 - 5 new titles per year
- **Further promoting new development structure and rationalization of related costs**
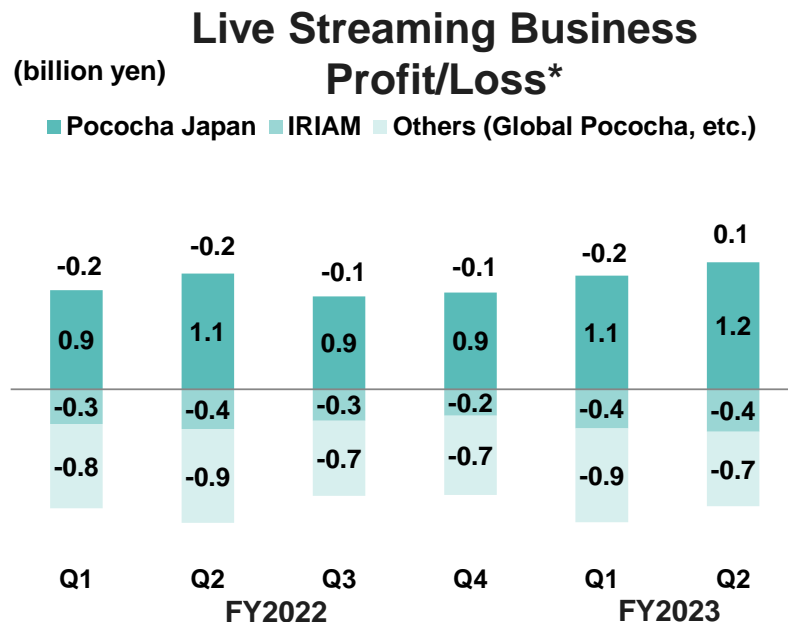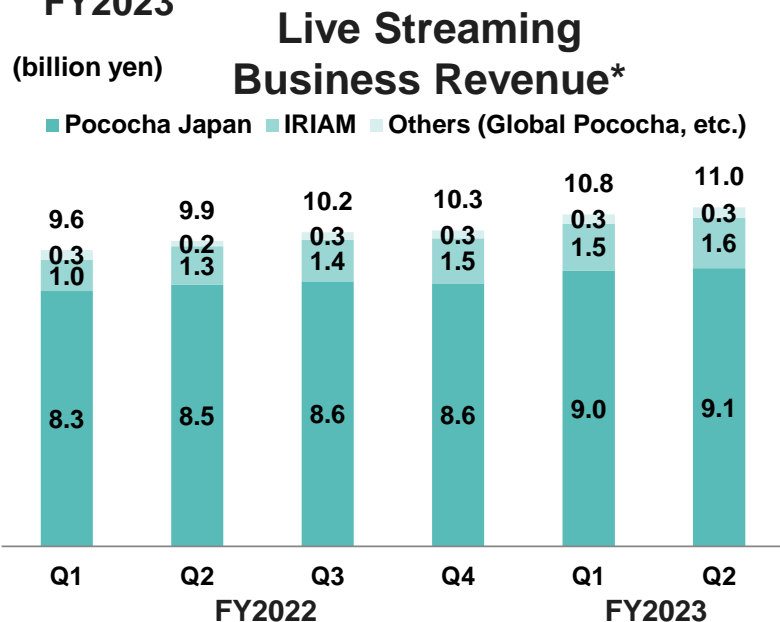
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Mid to Long Term Business Opportunities
- **Creating business opportunities in the broader entertainment space making use of our core competencies** in partnerships, technology, and **our live operations capabilities, etc.**
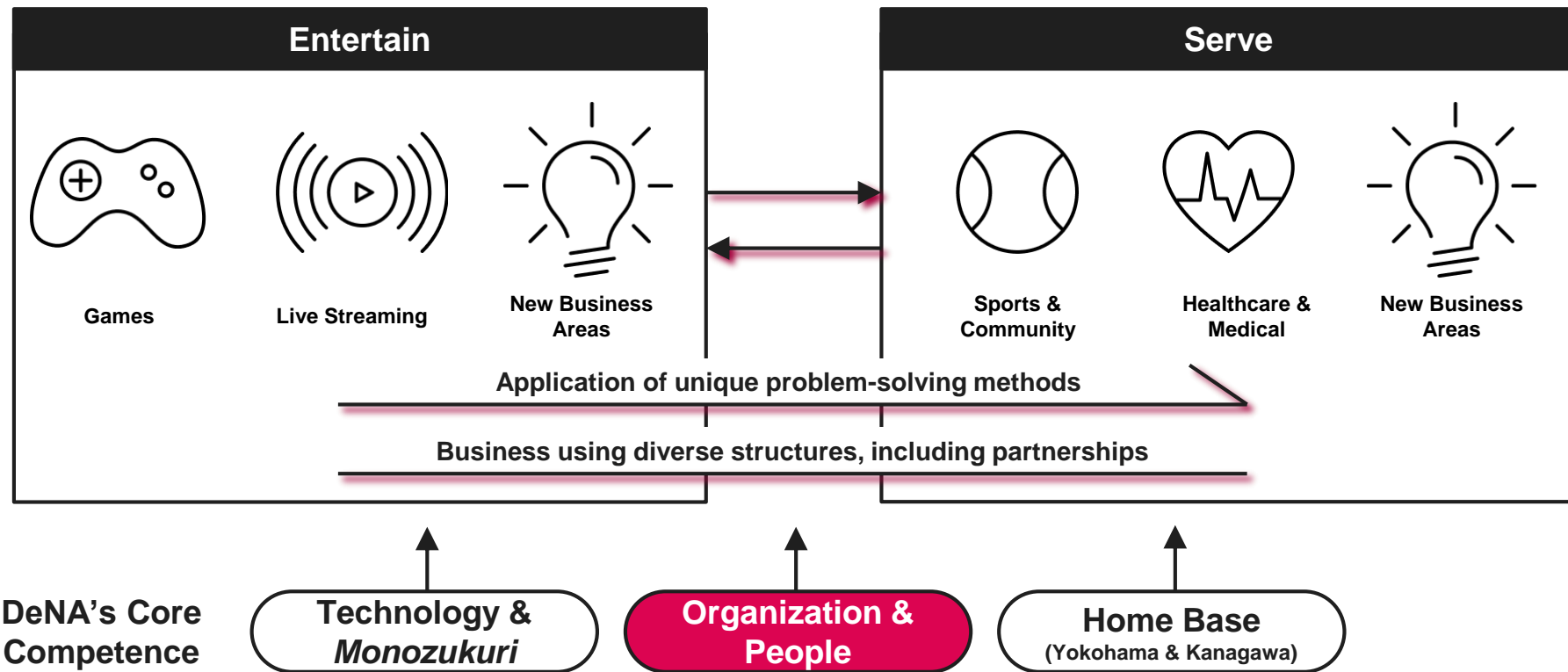
Entertain (Live Streaming)

- **Revenue growth primarily from Pococha Japan and IRIAM**
- **For Global Pococha continuing verification of appropriate operations for each region while optimizing investment**
- **Continuing to prioritize revenue growth while aiming to secure profitability for the segment in FY2023**

Live Streaming Business Revenue*

(billion yen)

■ Pococha Japan ■ IRIAM ■ Others (Global Pococha, etc.)

	Q1	Q2	Q3	Q4	Q1	Q2
Total	9.6	9.9	10.2	10.3	10.8	11.0
Others	0.3	0.2	0.3	0.3	0.3	0.3
IRIAM	1.0	1.3	1.4	1.5	1.5	1.6
Pococha Japan	8.3	8.5	8.6	8.6	9.0	9.1
	FY2022				FY2023	

Live Streaming Business Profit/Loss*

(billion yen)

■ Pococha Japan ■ IRIAM ■ Others (Global Pococha, etc.)

	Q1	Q2	Q3	Q4	Q1	Q2
Total	-0.2	-0.2	-0.1	-0.1	-0.2	0.1
Pococha Japan	0.9	1.1	0.9	0.9	1.1	1.2
IRIAM	-0.3	-0.4	-0.3	-0.2	-0.4	-0.4
Others	-0.8	-0.9	-0.7	-0.7	-0.9	-0.7
	FY2022				FY2023	

*The revenue and profit/loss figures for each segment in the breakdown shown above are from management accounting for reference purposes.

Maximizing Core Competences & Synergy (Organization & People): Session 6

Entertain	Serve

Games   Live Streaming   New Business Areas   Sports & Community   Healthcare & Medical   New Business Areas

Application of unique problem-solving methods

Business using diverse structures, including partnerships

DeNA's Core Competence

Technology & *Monozukuri*

Organization & People

Home Base (Yokohama & Kanagawa)

Maximizing Core Competences & Synergy (Technology & *Monozukuri*)

## Cross-Organizational Use of AI & Other Technology and Knowhow

- **Development of real time voice conversion AI that operates on a smartphone**
- **Expected to be used in both Entertain & Serve**
- **In discussion with partners about use of this technology**

Demo video: https://dena.com/jp/press/5053/

Pursuit of Synergy Between Businesses and Across Group

- **PFDeNA, who engage in AI R&D, began new initiatives in the medical & healthcare space**
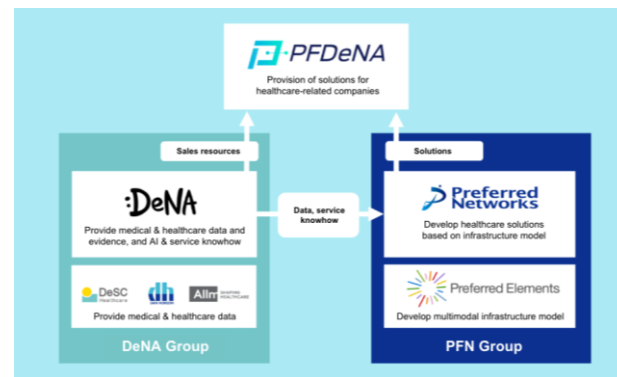
Session 2

Future Development of the Medical Practitioner Communication App Join

Teppei Sakano

**Head of the Medical Business Unit**

Our Vision

Through the power of ICT, we help to eliminate disparities and inefficiencies in healthcare, while increasing the access to quality care and wellbeing for all

At DeNA, we provide the following services:
Join, a secure communication app for medical practitioners, enables real time information sharing in a highly secure environment. Join connects with PACS (picture archive and communication system) and other systems to share medical information for remote treatment purposes.
JoinTriage, a triage app for EMS providers, provides reference information for quick and accurate triage for stroke and heart disease to emergency personnel, and suggests optimal medical institutions for transport. JoinTriage can link with Join to share patient information in advance, reducing the time before treatment can begin and improving the rate of lives saved.
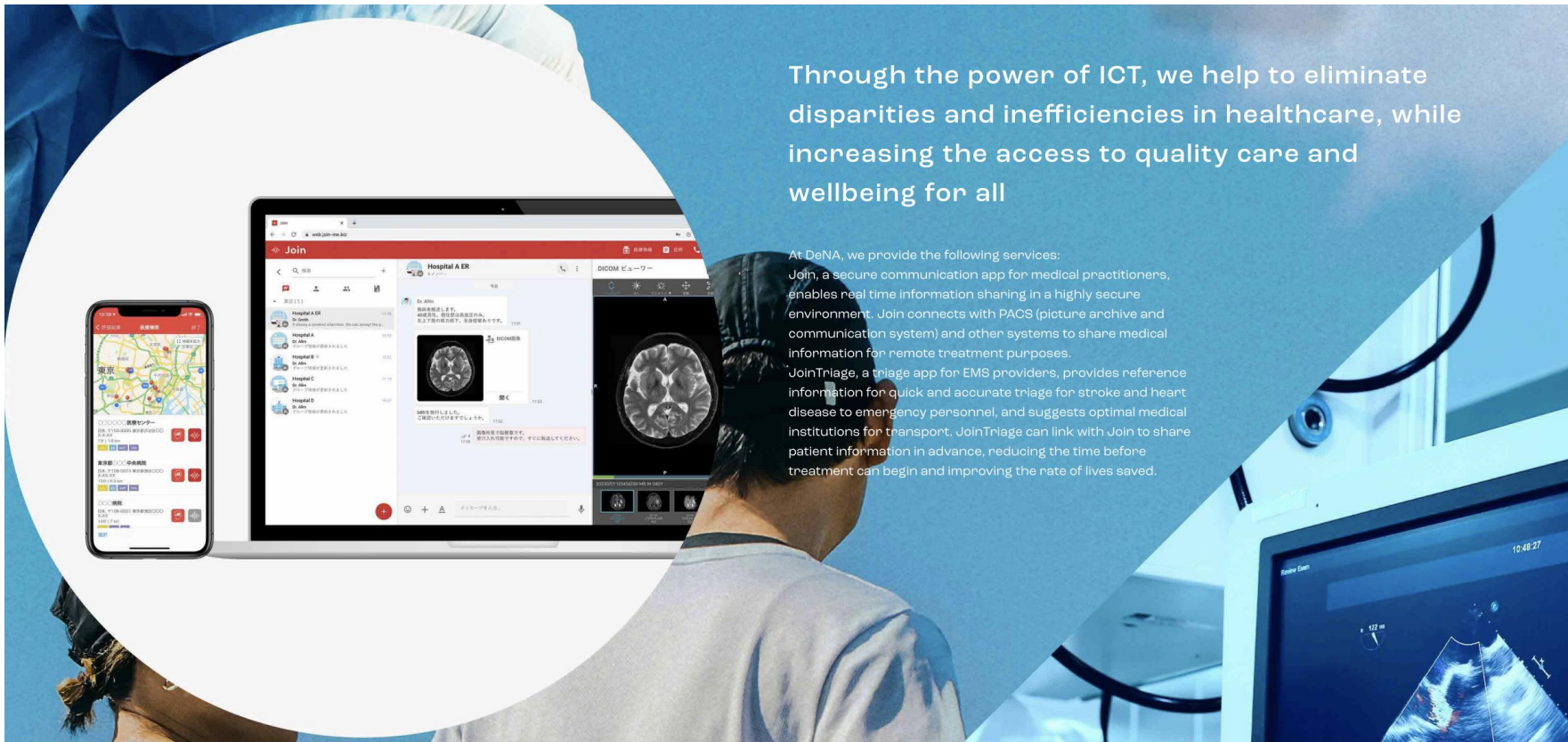
Strategy with Join at Core

- **Join regional expansion accelerating with the increasing needs for remote treatment due to the 2024 problem and post-COVID-19 needs**
- **Good progress in efforts to evolve as a platform both in Japan and globally**
- **Details being worked out for deploying various business models on the Join platform**

Individual Approach
(Build relationship with Key Opinion Leaders)
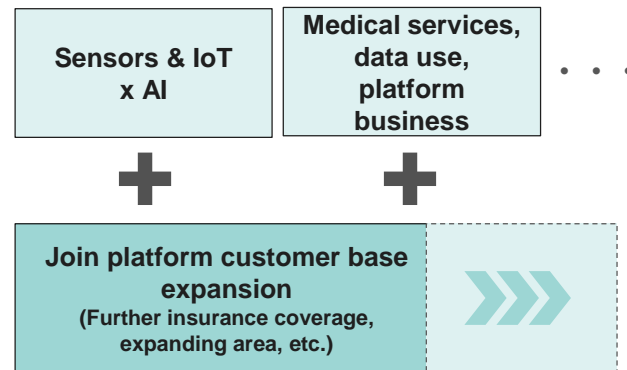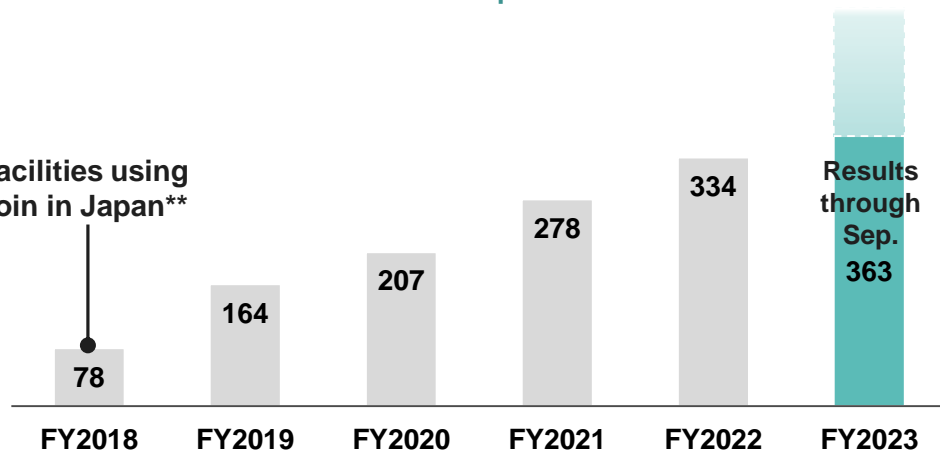
Accelerate Regional Expansion
(Form medical personnel communication platform)

Evolve as a Platform
(Develop application)

Expected market size*: Around 10.0 billion yen

Expected market size*:
Several hundred billion yen

Facilities using Join in Japan**

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
78	164	207	278	334	Results through Sep. 363

Sensors & IoT x AI

Medical services, data use, platform business

· · ·

+ +

Join platform customer base expansion
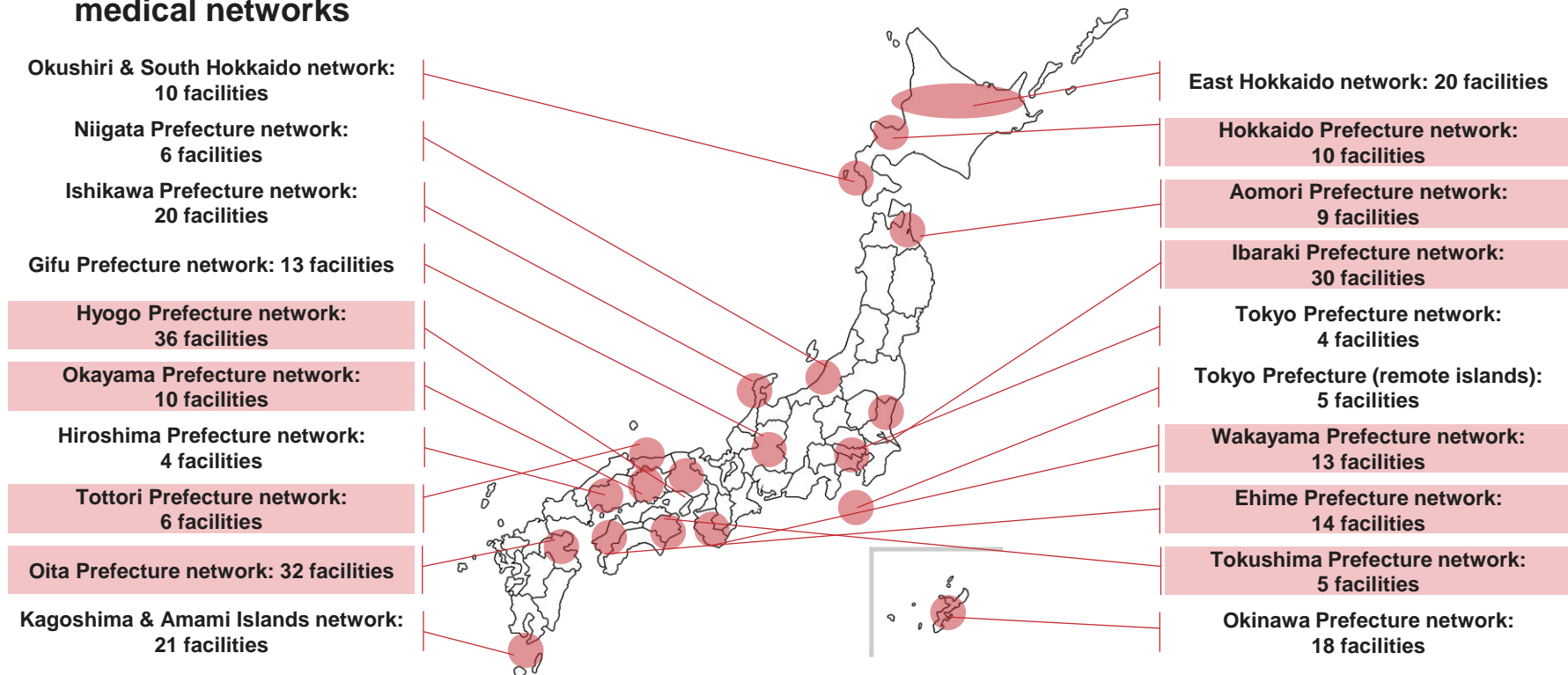(Further insurance coverage, expanding area, etc.)

*Calculated based on eligible facilities, etc. in Japan.
**This is an aggregation of only normal paying institutions to be a more meaningful reference. Facilities with an exceptional use, such as use for a demo or for COVID-19 are excluded.

Spread of Join: Accelerating Regional Expansion in Japan

- **Collaboration with local municipalities is accelerating, and seeing rapid spread in regional medical networks**

Okushiri & South Hokkaido network:
10 facilities

Niigata Prefecture network:
6 facilities

Ishikawa Prefecture network:
20 facilities

Gifu Prefecture network: 13 facilities

Hyogo Prefecture network:
36 facilities

Okayama Prefecture network:
10 facilities

Hiroshima Prefecture network:
4 facilities

Tottori Prefecture network:
6 facilities

Oita Prefecture network: 32 facilities

Kagoshima & Amami Islands network:
21 facilities

East Hokkaido network: 20 facilities

Hokkaido Prefecture network:
10 facilities

Aomori Prefecture network:
9 facilities

Ibaraki Prefecture network:
30 facilities

Tokyo Prefecture network:
4 facilities

Tokyo Prefecture (remote islands):
5 facilities

Wakayama Prefecture network:
13 facilities

Ehime Prefecture network:
14 facilities

Tokushima Prefecture network:
5 facilities

Okinawa Prefecture network:
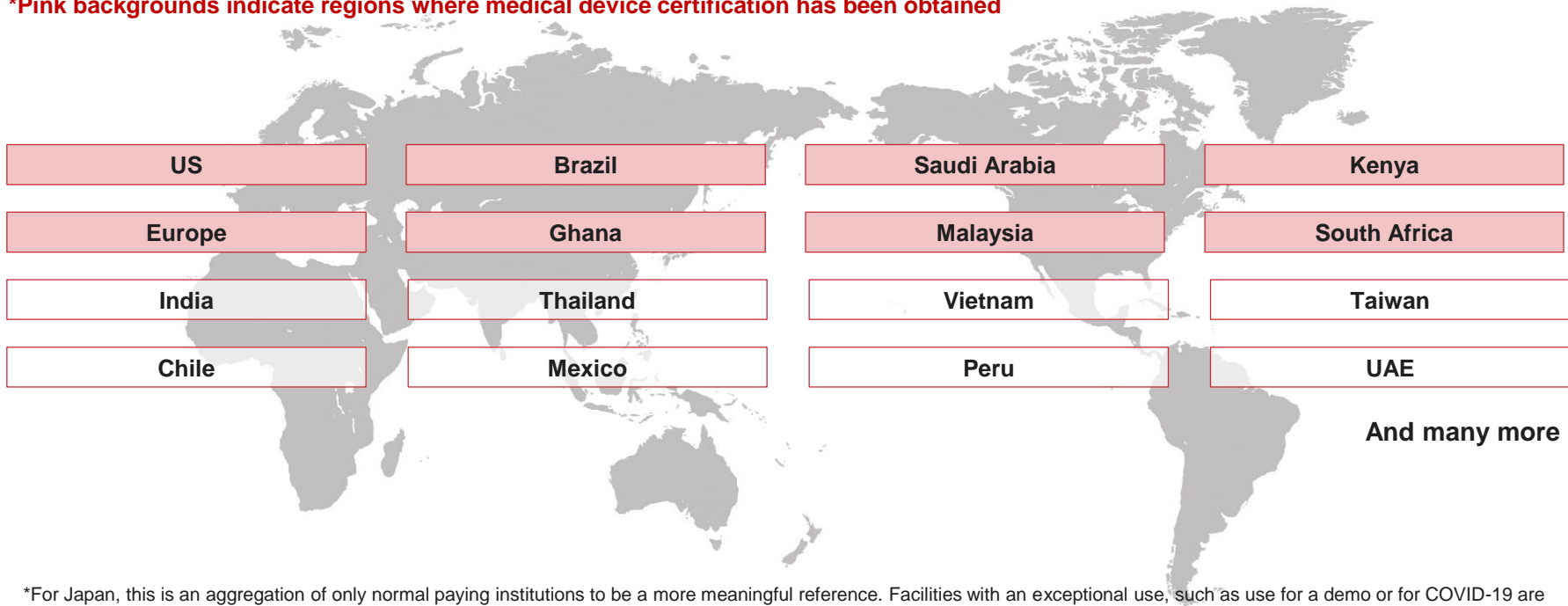**18 facilities**

*Pink backgrounds indicate areas where whole prefecture deployment is already in place or planned (as of November 2023)

Spread of Join: Global Expansion

- **Deployed in 32 countries and to approx. 1,300* medical facilities, and global expansion is accelerating in collaboration with national governments and development banks**
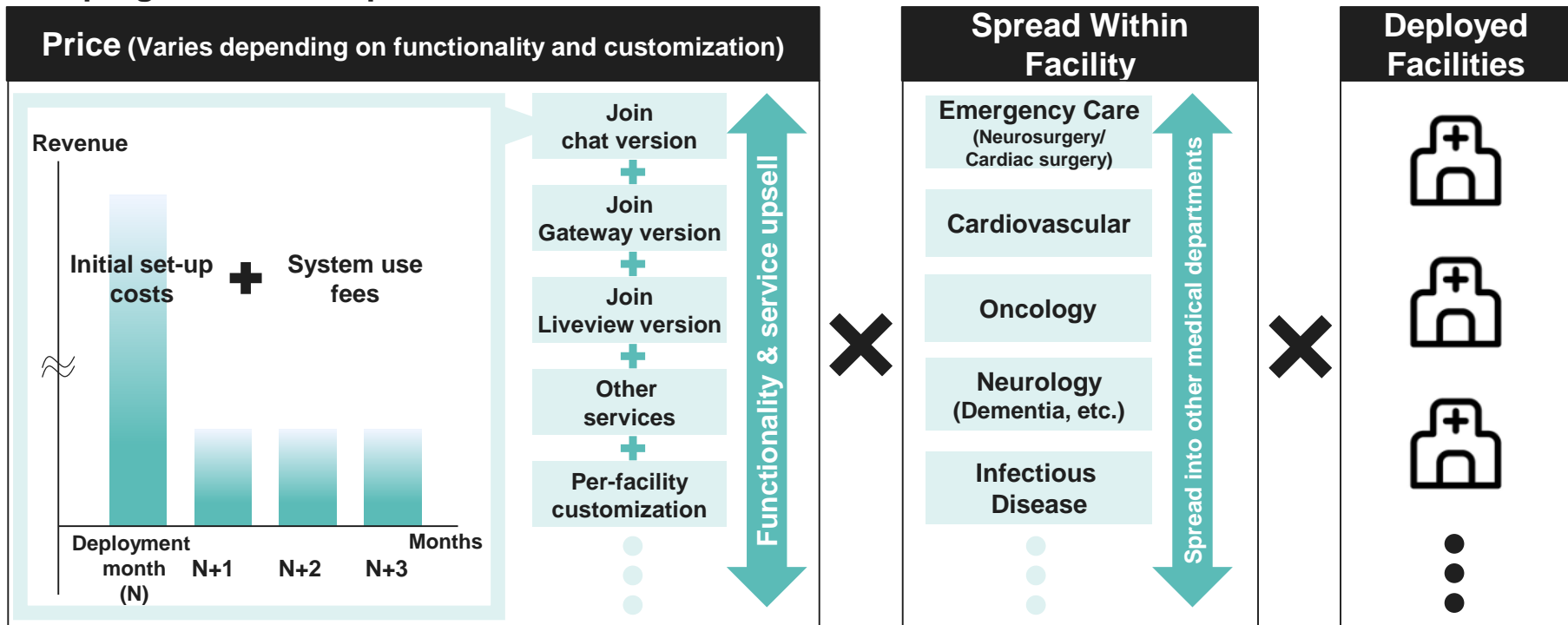
*Pink backgrounds indicate regions where medical device certification has been obtained

US	Brazil	Saudi Arabia	Kenya
Europe	Ghana	Malaysia	South Africa
India	Thailand	Vietnam	Taiwan
Chile	Mexico	Peru	UAE

And many more

*For Japan, this is an aggregation of only normal paying institutions to be a more meaningful reference. Facilities with an exceptional use, such as use for a demo or for COVID-19 are excluded.

Spread of Join

- **Spread from the established use primarily in emergency care to other departments, and making progress in wide spread within facilities**

Price (Varies depending on functionality and customization)

Revenue

Initial set-up costs **+** System use fees

Deployment month (N)　N+1　N+2　N+3　Months

Functionality & service upsell

- Join chat version
- **+**
- Join Gateway version
- **+**
- Join Liveview version
- **+**
- Other services
- **+**
- Per-facility customization

✕

Spread Within Facility

Spread into other medical departments

- Emergency Care (Neurosurgery/ Cardiac surgery)
- Cardiovascular
- Oncology
- Neurology (Dementia, etc.)
- Infectious Disease

✕

Deployed Facilities

Platform Use and Business Model Spread

Advanced Care Unit

- Establishing remote medicine model based on inter-hospital coordination leveraging Join
- Remote medicine possible with minimal medical device deployment required, so cost-benefit high
- Trial deployment has begun in some core hospitals, with full deployment planned next fiscal year onward

Pharma Model
- Collaboration with Pharmaceutical Companies -

- Spreading Join by leveraging the marketing from partner pharmaceutical companies to doctors
- Success cases, especially in Brazil (collaboration with Boehringer Ingelheim)
- Expansion into multiple countries in sight through collaboration with global pharma

Join with IoT
- Join Mobile Care -

- Linking Join and portable medical devices in this remote treatment package that makes treatment possible outdoors, not requiring medical facilities
- Intend to make this an effective solution not only in unstable conditions, including disaster-stricken areas, but also in areas where medical resources are often scarce, such as remote islands and developing countries

Penetration of Join Platform

Join Spread Strategy
- Region Scale Deployment & Hospital Facility Deployment –
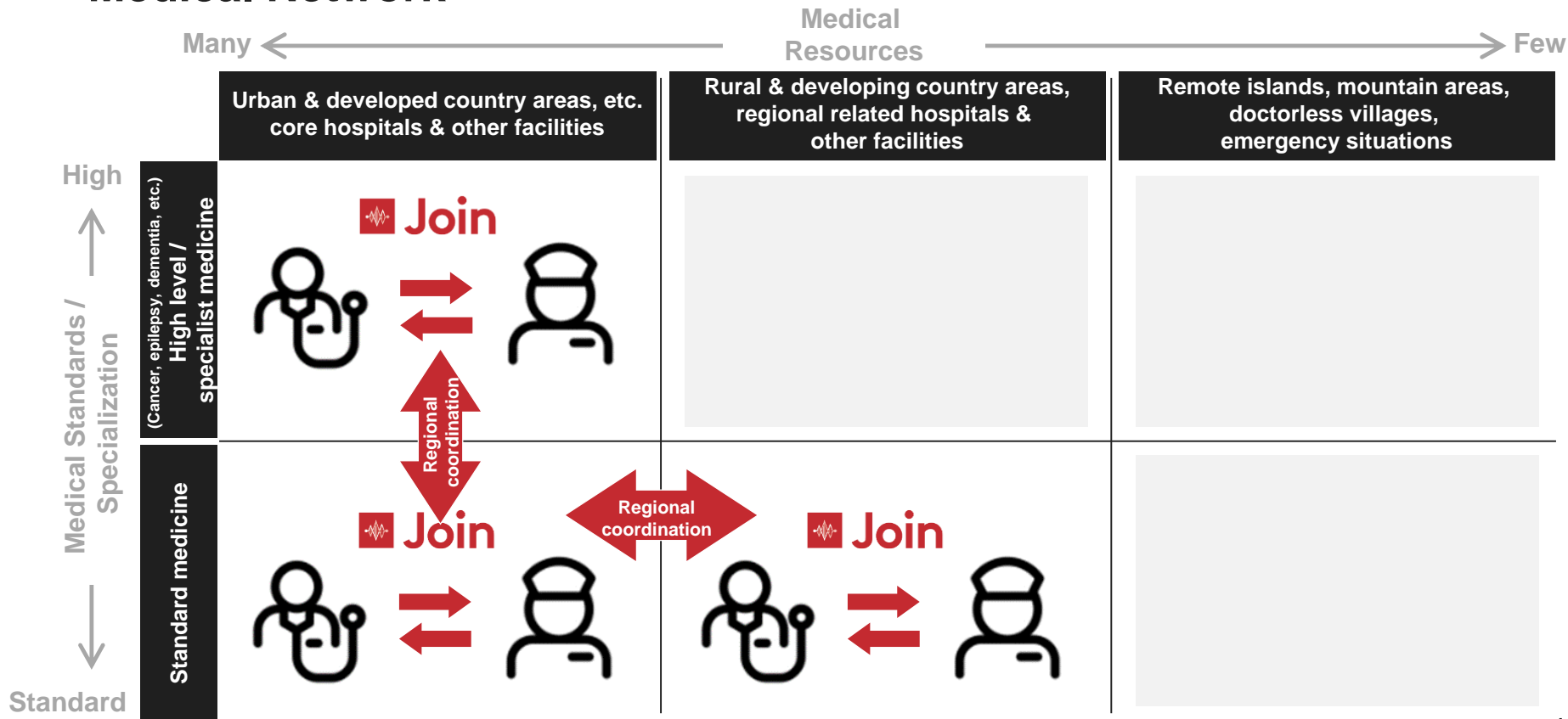
- Continuing to push the spread of Join, and enhancing the promotion of ways to leverage Join after deployment
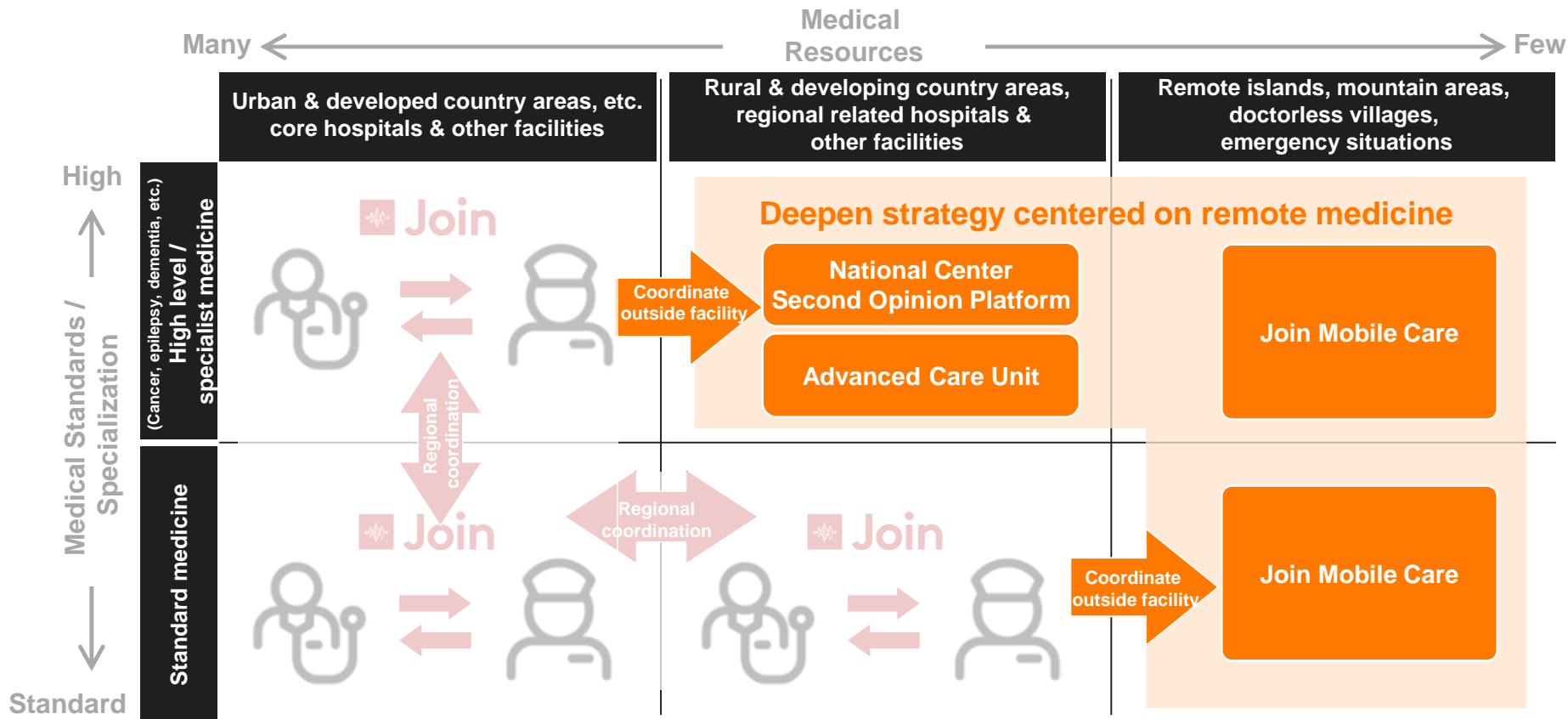- Strategy to deploy on a local municipality scale is effective, so continuing focus

Building Second Opinion Platform with National Centers

- Horizontally spreading the business model to other national centers in Japan

Platform Use: Penetrating While Being Incorporated into Regional Medical Network

Platform Use: Spread of Remote Medicine Based on Join

Medical Resources — Many ← → Few

Medical Standards / Specialization — High → Standard

Urban & developed country areas, etc. core hospitals & other facilities

Rural & developing country areas, regional related hospitals & other facilities

Remote islands, mountain areas, doctorless villages, emergency situations

(Cancer, epilepsy, dementia, etc.) High level / specialist medicine

Standard medicine

Deepen strategy centered on remote medicine

- National Center Second Opinion Platform
- Advanced Care Unit

Join Mobile Care

Coordinate outside facility

Regional coordination

Regional coordination

Coordinate outside facility

Join Mobile Care

Building DtoD Second Opinion Platform Linking National Centers & Regional Hospitals

- **Already started to link with National Cancer Center Hospital**
- **First-ever mechanism to supplement regional medicine with remote treatment now set up in Japan, and can be used for global support**
- **Envision business expansion through collaboration with pharmaceutical companies and contract research organizations (CROs)**

Regional Linked Hospital

National Center

Join

1. Request second opinion
2. Register symptoms (consultation content)
4. Check consultation content / additional questions
5. Return second opinion (report)

3. Decide primary, explore & decide on consultation content

MySOS
- Explain second opinion
- Online payments
- Other various support

- Various support, such as providing data

Allm SHAPING HEALTHCARE

- Full Support

Support Staff

Remote Treatment Solutions Leveraging Join

- **Providing remote treatment solutions that work in field clinics to address a lack of medical resources**
- **Distributing Join Mobile Care, a remote treatment package with various portable medical devices connected to Join, and building a doctor-to-doctor network**
- **Maintaining medical standards & preventing a collapse in care, and providing medical education, etc. through remote treatment by specialists**
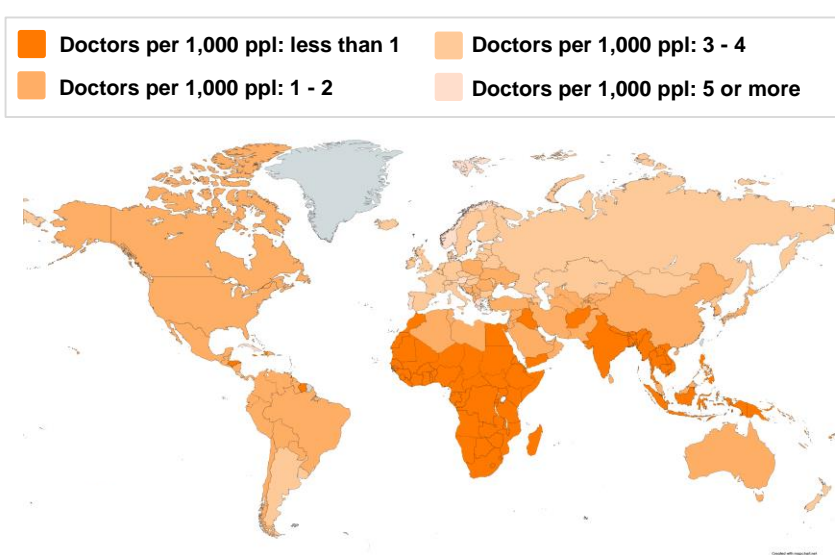
Join Mobile Care Potential Markets

- **Join Mobile Care does not assume that medical facilities will be available, and we envision significant needs for such a remote medical solution in doctorless/nearly doctorless villages in Japan and globally, as well as in times of crisis, such as natural disasters**

Distribution of Japan's Doctorless or Nearly Doctorless Villages[*]

- Pop. in doctorless (or nearly) area: 10,000 or more
- Pop. in doctorless (or nearly) area: 5,000 - 10,000
- Pop. in doctorless (or nearly) area: 1,000 - 5,000
- Pop. in doctorless (or nearly) area: less than 1,000
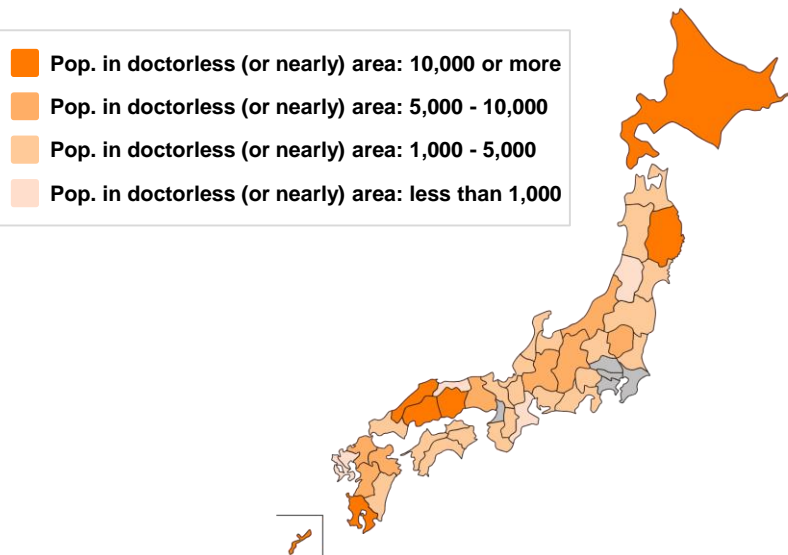
Distribution of Global Doctorless or Nearly Doctorless Villages[**]

- Doctors per 1,000 ppl: less than 1
- Doctors per 1,000 ppl: 1 - 2
- Doctors per 1,000 ppl: 3 - 4
- Doctors per 1,000 ppl: 5 or more

*Created by DeNA from the "2022 Survey Summary, Surveys of Doctorless Areas, etc., List of Statistics by Ministry of Health, Labor and Welfare"
**Created by DeNA from the World Bank's World Development Indicator

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Session 3

Current State of the Health Big Data Strategy

Sho Segawa

Head of the Healthcare Business Unit

Vision for Healthcare Business: Creating Cycle of Giving Back to Society Through Services

1. Making People Healthier Through Services

- Various initiatives through data health business
- Providing health promotion app (kencom)
- Building database

Use for Public Good (Secondary Use) →
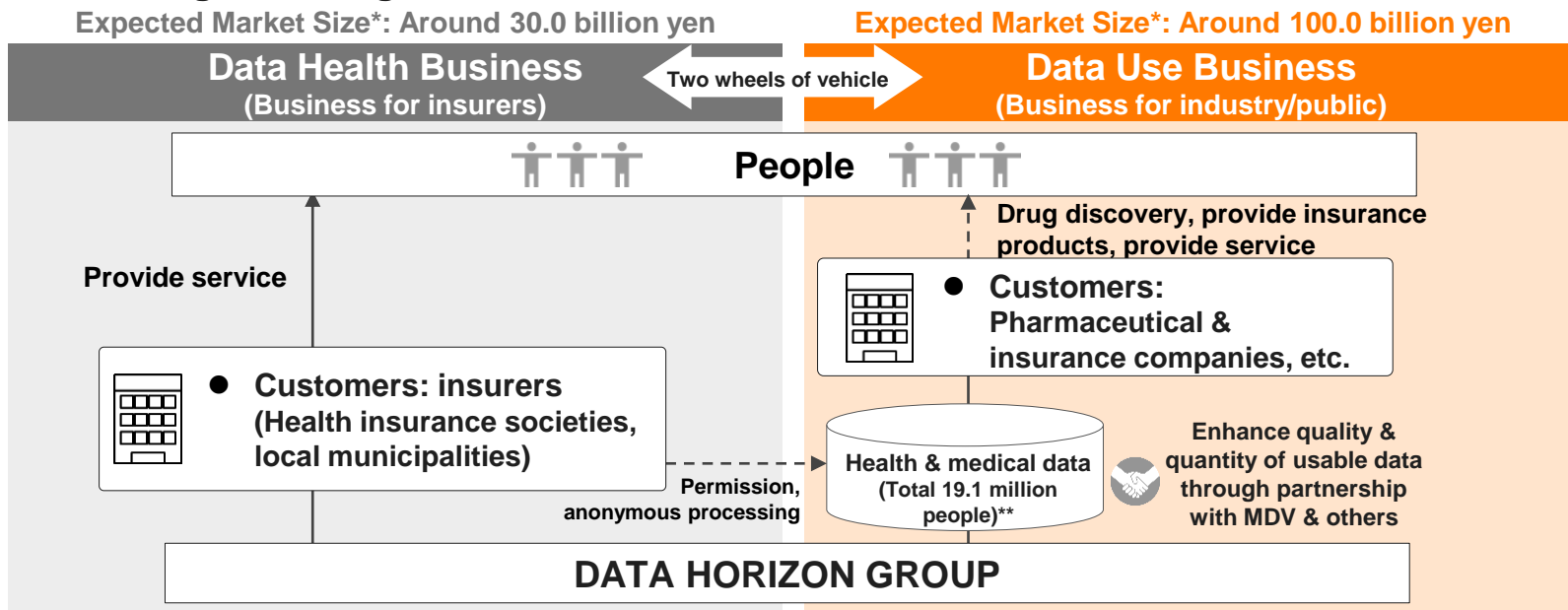
← **Give Back to Society**

2. Producing Evidence From Data

- Leverage in various healthcare industry settings, such as for pharmaceutical company drug discovery
- Use by insurance companies, etc.
- Contribute to academic research results

3. Giving Back to Society Through Evidence

Overview of the DeNA Group Healthcare Area

- **DeNA entered the space in 2014 under the mission "Making the shift from 'sick care' to 'healthcare' and lengthening healthy lifespans," and we provide services to encourage health promotion and behavior change**
- **Accelerating health big data initiatives from around 2020**

Expected Market Size*: Around 30.0 billion yen   Expected Market Size*: Around 100.0 billion yen

Data Health Business (Business for insurers)	Two wheels of vehicle	Data Use Business (Business for industry/public)

People

Provide service

Drug discovery, provide insurance products, provide service

● Customers: Pharmaceutical & insurance companies, etc.

● Customers: insurers (Health insurance societies, local municipalities)

Permission, anonymous processing

Health & medical data (Total 19.1 million people)**

Enhance quality & quantity of usable data through partnership with MDV & others

DATA HORIZON GROUP

*Estimate based on the DeNA Group's target markets and customers.
**This is the total amount of DeNA Group data and anonymously processed data held by IQVIA Solutions Japan K.K. as of September 30, 2023.

Initiatives To Date in Data Use

- **Real world data (RWD) market is growing steadily**

- **Entering market with differentiation factor in our use of data for the elderly, which had not seen much previous use**

- **Collaborating with leading players through alliances and achieved strong growth in a short period of time**

- **As a result, seeing success in various KPI, including the number of awards received in academia and the number of pharmaceutical company clients**

Achieving Strong Growth in Data Use

- **Since last fiscal year have been proactively working to grow the data use business, and making progress in cultivating customers**
- **Going forward, will strengthen the sales organization, etc. and pursue further client growth**
- **Also aim to expand data through our partners, etc., strengthen services, and increase the transaction value per customer**

Examples of Data Use Services*

Ad hoc aggregation service

Data provision service

Web tool service
*Our data visible in MDV analyzer

PHR & marketing

State of Data Use Business

Revenue
(Past 12 months)

0.84 billion yen

0.3 billion yen

| 12 months through Sep. 2022 | 12 months through Sep. 2023 |

No. of Clients
(Past 12 months)

44 companies

24 companies

| 12 months through Sep. 2022 | 12 months through Sep. 2023 |

Transaction Value Per Customer
(Past 12 months)

58% increase

| 12 months through Sep. 2022 | 12 months through Sep. 2023 |

*Ad hoc and data provision services are collaborative initiatives with Medical Data Vision and IQVIA Solutions Japan data.

Health Big Data Market Progress & Growth

- **RWD analysis market for target private sector companies, such as pharmaceutical companies and life insurance companies, is expanding**

Japan Market Size of RWD Analysis for Private Sector Companies*

(billion yen)

13.2   15.8

CAGR 11%+

2022 · 2023 · 2024 · · · 2026 · 2030
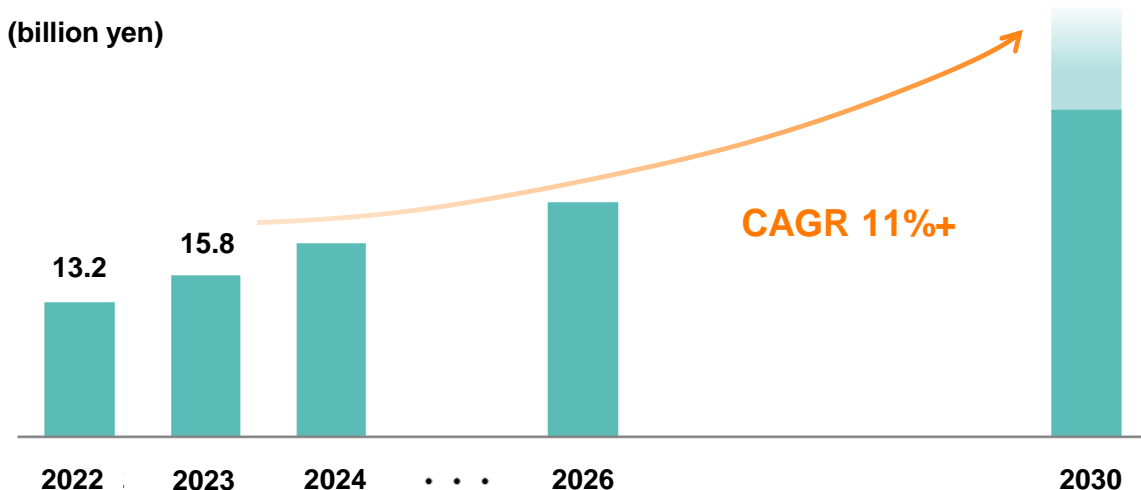
*Estimate by DeNA based on the Fuji Keizai "Survey of Medical/Healthcare DX Related Markets in Japan" and other sources.

Insurer Data Characteristics: Traceability & Completeness

- Insurer data is linked with individual people, so it is possible to observe changes in their state over time from when they are healthy, even if the medical institution/pharmacy change
- Possible to calculate the total medical expenditure over observable period and the rate of continuing treatment across medical institutions, among others

	Insurer Data	Medical Institution Data	Dispensing Data
Data content	Medical/DPC/dispensing/dental insurance claims, health checkups, member ledger	Medical/DPC insurance claims, DPC survey data	Dispensing insurance claims, prescriptions
Data source	Insurers	Medical institutions	Dispensing pharmacies
Traceability	High	Low	Low
Completeness	High	Low	Low
Severity	Medium	High	Medium
Immediacy	Low	Medium	High
Data characteristics	Tracking possible across hospitals and pharmacies Can be detected from a pre-symptomatic state Covers both GP and HP	Checking the severity of some diseases and blood test values using DPC registered data is possible	Daily/monthly tracking possible based on pharmacy prescriptions

DeNA Group Characteristics

- **The DeNA Group can provide national health insurance and latter-stage elderly healthcare system data**
- **Cover demographics with high medical costs**

Population By Age Group & Insurance Type*

(million people)

Legend:
- Municipal National Health Insurance
- Health Insurance Societies
- Mutual Aid Associations
- Latter-Stage Elderly Healthcare System
- Japan Health Insurance Societies
- Others
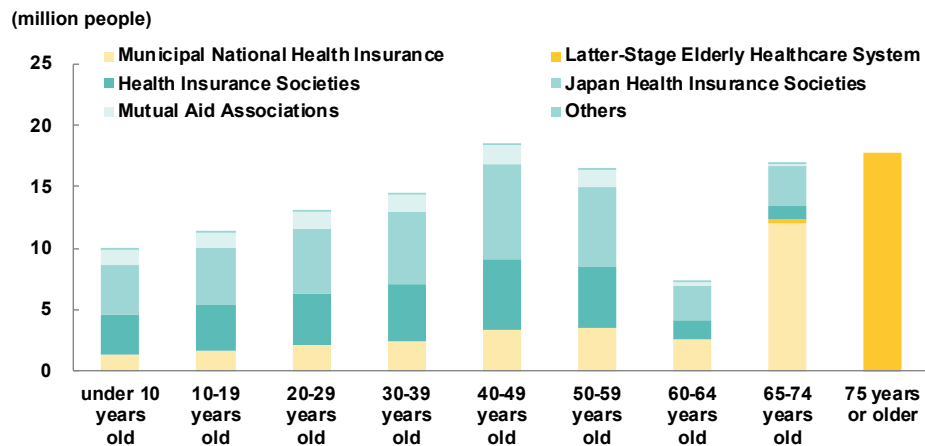
Overview By Insurance Type**

	Health Insurance Societies	Japan Health Insurance Societies	Mutual Aid Associations	Municipal National Health Insurance	Latter-Stage Elderly Healthcare System
Target	Employees of large companies, etc.	Employees of small and medium-sized enterprises, etc.	Civil servants and teachers	Self-employed persons, etc.	Mainly people over 75 years old
Number of insured persons	1,388	1	85	1,716	47
Member average age	35.2 years old	36.7 years old	33.2 years old	53.6 years old	82.5 years old
Percentage of people aged 65-74	3.4%	6.0%	1.5%	43.6%	1.7%
Medical expenses per member	164,000 yen	167,000 yen	152,000 yen	379,000 yen	954,000 yen

*Created by DeNA based on basic materials related to medical insurance.
**Created by DeNA based on the Ministry of Health, Labour, and Welfare's "About Japan's Medical Insurance."

Accumulation of Assets Through Data Health Business

- **The data use and data health businesses are two wheels of a vehicle. In data health our core competence is in addressing local municipalities, and we have a high share in municipal national health insurance**

No. of Orders & Share Trends for Municipal National Health Insurance*

Legend:
- **Municipal National Health Insurance (including NHI societies) (Unit: orders)**
- Share

	FY2021 Business	FY2022 Business	FY2023 Business
Orders	322	351	468
Share	18.8%	20.5%	27.3%
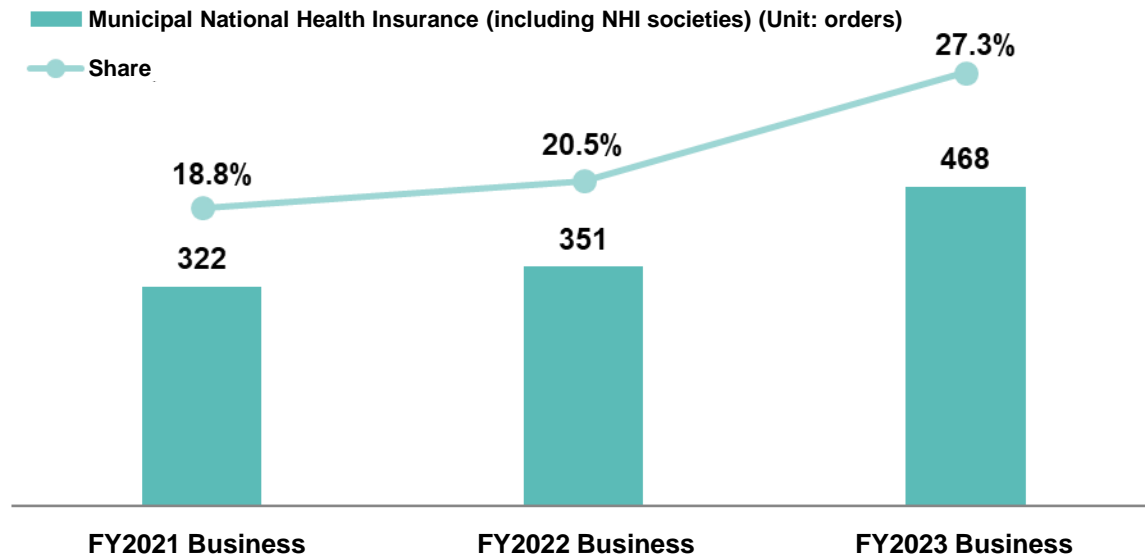
*The fiscal year is the customer fiscal year. FY2023 business shows the number of orders as of November 2023. The share is calculated using the number of insurers as the denominator.

What Our Data Can Solve

- Different age groups have different problems, so focusing on areas with issues that could not be previously solved but are now promising if multiple sets of data are leveraged

Data Characteristics By Insurer Type

Disease Example	Health Insurance Society Data (Young & middle-aged people)	National Health Insurance/Latter-Stage Elderly Data (Elderly people)
Malignant neoplasms	・Carcinoma limited	・Many with condition are elderly Abundant data on prostate cancer, lung cancer, etc.
Cardiovascular disease	・Age groups with low incidence and morbidity ・In some cases, the N number in the target population may be a limiting factor ・If severity increases, the person may not be able to continue to work and be transferred to National Health Insurance	・Recurrence rate of cerebrovascular/cardiovascular events
Renal disorder		・Follow-up survey after introduction of dialysis
Diabetes		・Understanding daily medical treatment
Non-alcoholic steatohepatitis		・Transition to liver cirrhosis/liver cancer
Chronic obstructive pulmonary disease (COPD)		・Tracking exacerbations and remissions

Example of Data Use: Use Case with Matsubara City in Osaka Pref.

- **Focused on polypharmacy and performed analysis* related to the relationship between falls & bone fractures among elderly people due to polypharmacy and the subsequent quality of life and certification of need for nursing care, etc.**

Overview of this Initiative

Group with no polypharmacy
(no history of bone fractures)**

**Group with polypharmacy
(no history of bone fractures)**

After a set amount of time passes

Assess the incidence rate of bone fractures for the 2 groups

Difference in the bone fracture incidence rate was
approx. 2x
for both men and women 65 years or older
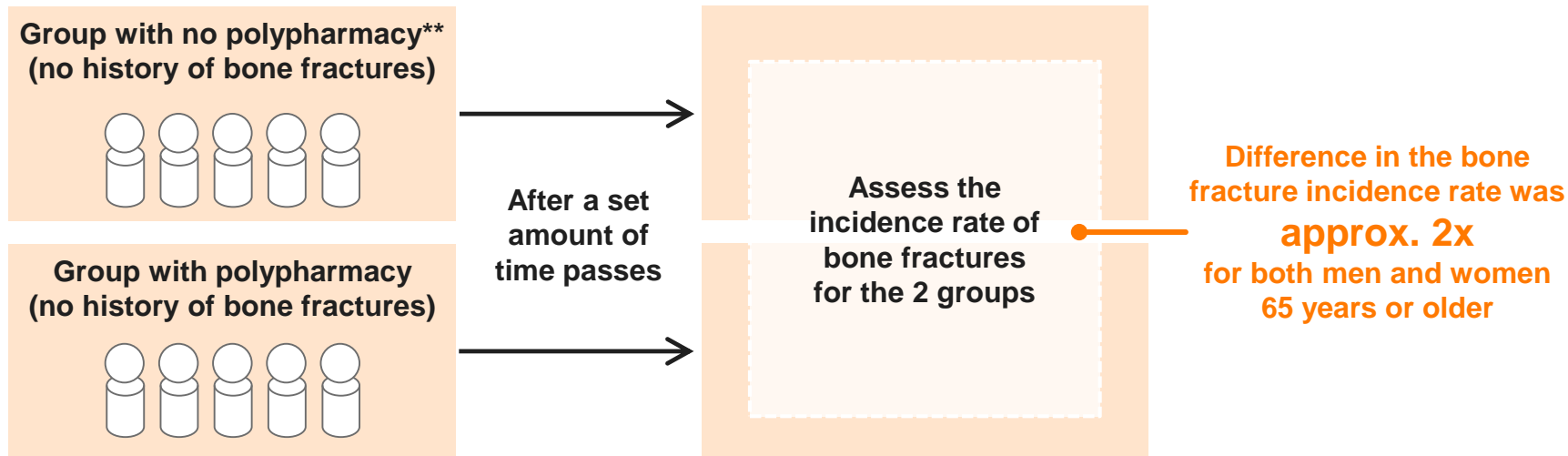
*Data analysis was performed on anonymously processed information, which is a method for identifying trends in a population without allowing specific individuals to be identified.
**Polypharmacy in this case was defined as receiving prescriptions from two or more medical institutions and receiving prescriptions for six or more drugs for a minimum of 14 prescription days.

Example of Data Use: Initiatives in Academia

- **Use began early in academia, where there are now over 100 research papers and academic conference presentations using our data**
- **This has led to multiple academic conference awards this fiscal year**

Ex. 1: Type 1 Diabetes

- 13th (2023) Young Investigator Award at the 66th Annual Meeting of the Japan Diabetes Society
- Title: Characteristics and Prognosis of Type 1 Diabetes Mellitus with Immune Checkpoint Inhibitors Revealed by Insurance Claim Big Data Analysis

Ex. 2: Osteoporosis

- Best Presentation Award at The 96th Annual Congress of the Japan Endocrine Society ("Love & Endocrine" Award)
- Title: Clarification of the Actual Condition of Post-Pregnancy Osteoporosis Using Insurance Claim Big Data

Ex. 3: Hypertension

- Young Investigator's Award Top Award (13th Japanese Society of Cardiovascular Disease Prevention Award for Preventive Medicine) at the 59th Meeting of The Japanese Society of Cardiovascular Disease Prevention
- Title: Impact of Inadequate Hypertension Medication on Poor Blood Pressure Control: An Analysis Based on Real World Data

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[Repeat] Achieving Strong Growth in Data Use

- Since last fiscal year have been proactively working to grow the data use business, and making progress in cultivating customers
- Going forward, will strengthen the sales organization, etc. and pursue further client growth
- Also aim to expand data through our partners, etc., strengthen services, and increase the transaction value per customer

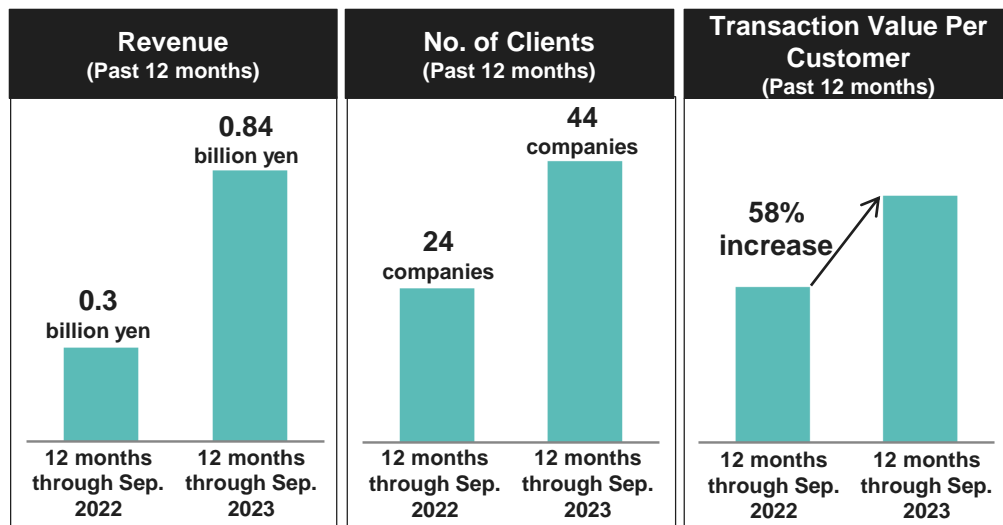## Examples of Data Use Services*

Ad hoc aggregation service

Data provision service

Web tool service
*Our data visible in MDV analyzer

PHR & marketing

State of Data Use Business

Revenue
(Past 12 months)

0.84 billion yen

0.3 billion yen

12 months through Sep. 2022 | 12 months through Sep. 2023

No. of Clients
(Past 12 months)

44 companies

24 companies

12 months through Sep. 2022 | 12 months through Sep. 2023

Transaction Value Per Customer
(Past 12 months)

58% increase

12 months through Sep. 2022 | 12 months through Sep. 2023

*Ad hoc and data provision services are collaborative initiatives with Medical Data Vision and IQVIA Solutions Japan data.

Future Outlook

Initiatives To Date

- **RWD market is growing steadily**

- **Entering market with differentiation factor in our use of data for the elderly, which had not seen much previous use**

- **Collaborating with leading players through alliances and achieved strong growth in a short period of time**

- **As a result, seeing success in various KPI, including the number of awards received in academia and number of pharmaceutical company clients**

Future Outlook

- **Sustainable growth in existing data & services**
  Ex: Growth from strengthening structure
  Ex: More departments in pharmaceutical companies using our data, expansion to life and non-life insurance companies

- **Proactively coordinating with group companies and partner companies to strengthen data & services to accelerate growth**
  Ex: Strengthening coordination on customer base with Allm, including medical institutions, etc.
  Ex: New initiatives in the medical & healthcare space at PFDeNA

Session 4
Growth for Sports & the Community

Masahide Tsushima

Head of the Sports & Smart City Business Unit

Three Years of COVID-19

2019: 2.28 million people

2020: 0.46 million people

2021: 0.72 million people

Photographed in July 2020

Complete Recovery From COVID-19

2019: **2.28** million people

2020: **0.46** million people

2021: **0.72** million people

2022: 1.77 million people

2023: 2.28 million people

Business Strategy: History of the Sports Business

Entry into Professional Baseball	Spread of Excitement Centered on the Stadium	Expansion into Other Regions & From Yokohama to Neighbors

2011	2013	2016	2017	2018	2019	2021	2023
Professional baseball	Track & field team	Yokohama Stadium TOB	Announcement of Sports Town Concept	Basketball	City of Yokohama Old City Hall Redevelopment Project	Participation in soccer	Soccer made into consolidated subsidiary

Yokohama DeNA BayStars

Established: 1949

Annual visitors (2023): Approx. **2,281,000**

Kawasaki Brave Thunders

Established: 1950

Annual visitors (2022-23): Approx. **135,000**

SC Sagamihara

Established: 2008

Annual visitors (2023): Approx. **43,850**

1.54 million
- Digital maketing including YouTube
- Measures to increase school members
- Promotion of SDGs

1.12 million
- Team Enhancement Knowhow

4.14 million
- Event performance experience
- Club & stadium coordination
- Experience increasing attendance
- Partnership promotion knowhow

Sagamihara City, Aikawa Town, Zama City, Ebina City, Ayase City, Kawasaki City, Yokohama City, Yokosuka City

Population data source: Kanagawa Prefecture Population Census (Monthly Report) January 2023

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Business Strategy: Sports Business Expansion

Step 1: Entry into professional baseball, acquisition of success knowhow and training of personnel (2011 – 2018)

Step 2: Entry into other businesses, later expansion of business and vertical growth (2018 onward)

Step 3: Synergy of management resources, growth expansion for each sport (2021 onward)

Step 4: Diversify using management resources gained from 3 sports (2022 onward)

Management resources & knowhow from 3 sports	Brand	Fans / customer base Kanagawa Prefecture pop. 9.22 million	Marketing CX design/execution	Stadium / surrounding area *machizukuri*
	Team personnel Athletes / coaches / trainers / analysts	Business personnel Marketing / MD / sales / business development	Government & regional relations	Related association relations

Business Strategy: Delightful City (Smart City) Concept

	Yokohama	◄ Knowhow ►	**Kawasaki**	◄ Knowhow ►	**Sagamihara**
IP Content	Yokohama DeNA BayStars (2011 onward)		Kawasaki Brave Thunders (2018 onward)		SC Sagamihara (2021 onward)
Stadium & Arena	Yokohama Stadium (2016 onward)		Kawasaki! Arena City Project kickoff (October 2028 open planned)		
Neighboring Regions	Old City Hall District & Yokohama Park (Spring 2026 open planned)				
Surrounding Regions	Starting provision in stages from 2022		Starting provision in stages from 2022		

Joint operation

Reciprocal sending of customers

Send customers

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Progress & Highlights: Yokohama DeNA BayStars

- **Now past COVID-19, and attendance reached record high**
- **Average stadium attendance per game* also reached a record high for the club**

(people)

Year	Attendance
2012	16,194
2013	19,802
2014	21,730
2015	25,546
2016	26,933
2017	27,880
2018	28,166
2019	31,716
2020	7,795
2021	10,223
2022	24,708
2023	32,126
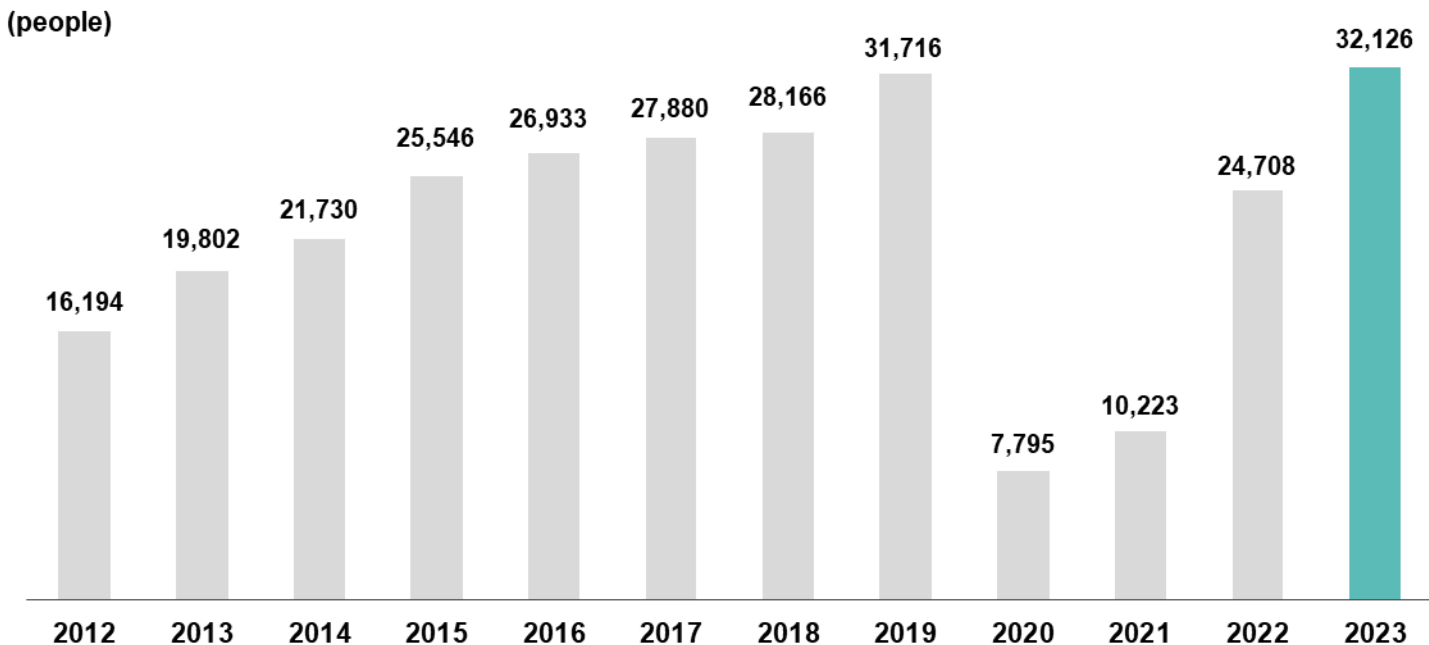
*Data on official home games for the Yokohama DeNA BayStars each season (including home games held outside Yokohama Stadium).

Progress & Highlights: Yokohama DeNA BayStars

- **In line with the good visitor numbers following the recovery from COVID-19, also had solid performance in merchandise and broadcast rights, etc.**
- **Sponsorship sales saw good expansion even during COVID-19, with approx. 5.4x growth between 2012 and 2023***
- **Making steady progress forming a strong, multi-layered business structure**

Yokohama DeNA BayStars Revenue*

From this point joint operation with stadium following Yokohama Stadium TOB

Other

Ticket sales

Merchandise / Food & beverage

Sponsorships

2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023
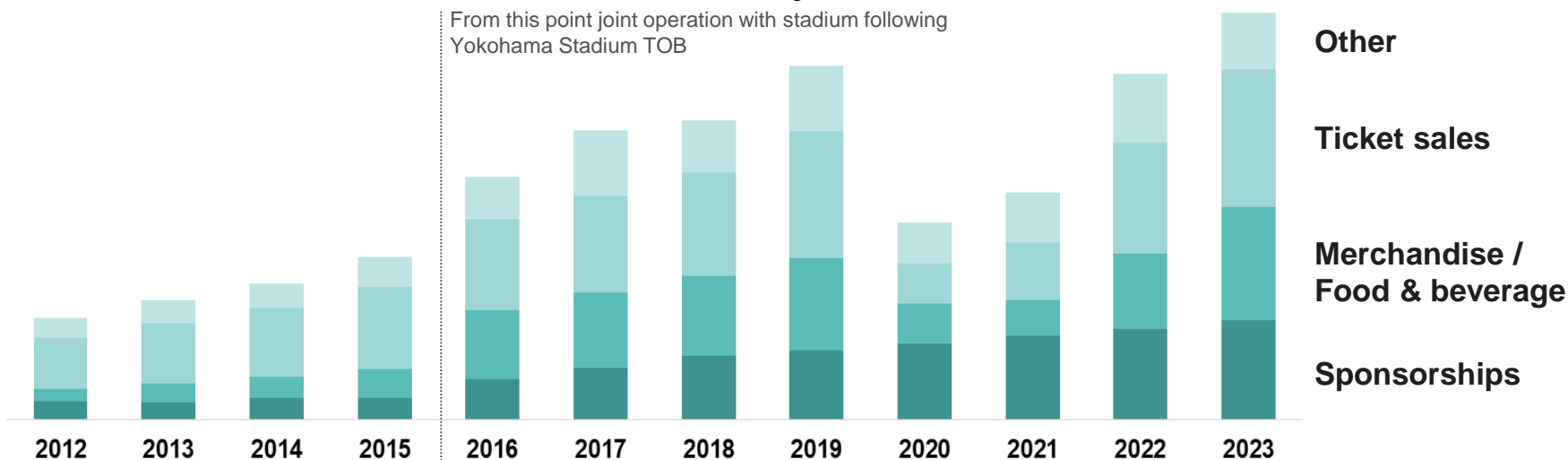
*Figures for 2012 – 2015 are standalone, and from 2016 onward are consolidated revenue. The 2023 figures are estimates as of the date of this presentation.

Progress & Highlights: Kawasaki Brave Thunders & SC Sagamihara

- **Kawasaki Brave Thunders (Basketball): 2022 – 23 season saw our highest ever attendance. Even during COVID-19 our fan base grew steadily, and we drove major excitement.**
- **SC Sagamihara (Soccer): In 2023 we made the J League SC Sagamihara operating company into a consolidated subsidiary. Leveraging the knowhow gathered through baseball & basketball, we aim to go from J3 to J2/J1 & grow the fanbase.**

Progress & Highlights: City of Yokohama Old City Hall District Project*

- **Making steady progress in the exploration & construction of the City of Yokohama Old City Hall District Project, with a scheduled opening in spring 2026**
- **Aim to make the entire district into a facility that will attract visitors and be the new face of Yokohama**

*Project being promoted by eight companies, represented by Mitsui Fudosan Co., Ltd., and including Kajima Corporation, Keikyu Corporation, Dai-ichi Life Insurance Company, Limited, Takenaka Corporation, DeNA Co., Ltd., Tokyu Corporation, and Hoshino Resort Co., Ltd.

Progress & Highlights: City of Yokohama Old City Hall District Project*

Live Viewing Arena

- **Large-scale space for 300+ people, centered on a massive LED screen the likes of which are not to be found in Japan**
- **Sports, live music, and other realistic entertainment experiences to be provided 365 days/year**

*These images are from the exploration stage, and the actual interior at the time of opening may differ. (As of November 2023)

Progress & Highlights: City of Yokohama Old City Hall District Project*

Live Viewing Arena

- **On the 2nd floor exciting, live performance-like merchandise stores that share in the excitement spilling over from the 1st floor hall to be opened**
- **Photo spots linked with digital technology and special ways to get spirit gear among other novel product sale methods are under consideration, in coordination with the LED display in the hall**

*These images are from the exploration stage, and the actual interior at the time of opening may differ. (As of November 2023)

Progress & Highlights: Kawasaki! Arena City Project

- **Announced the "Kawasaki! Arena City Project" in March 2023**
- **Plan to open an arena with capacity for up to 15,000 people* and commercial facility in the Keikyu Kawasaki Station area in October 2028**
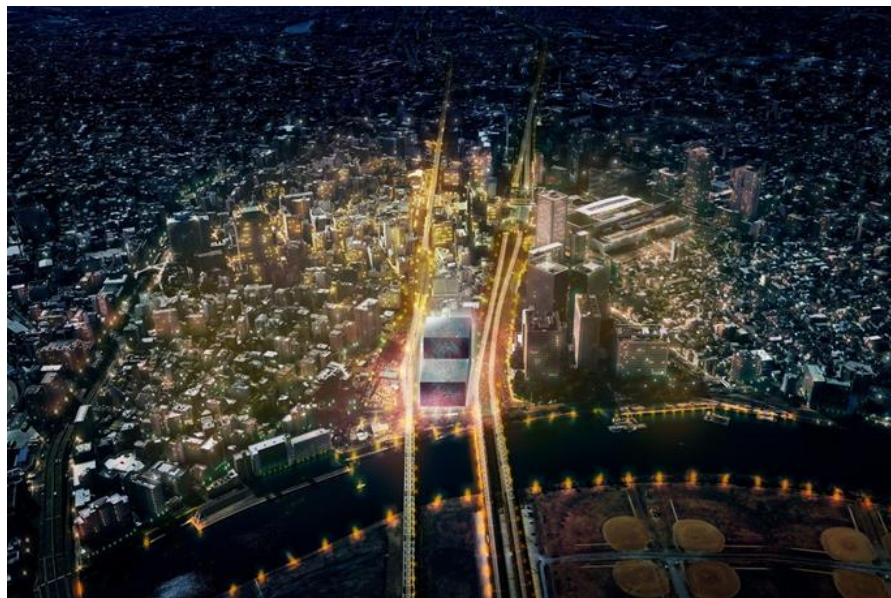
*This maximum capacity is when the center stage layout is in use. The capacity may change due to future administrative discussions or other reasons. This arena is expected to serve as the home arena for the Kawasaki Brave Thunders from the 2028 – 29 season (opener in October 2028), with a capacity at a scale of 12,000 people.

Progress & Highlights: Kawasaki! Arena City Project

- **Announced the expansion of the proposed construction area and the proposed use structure of the entertainment complex**
- **In addition to the arena, plan to have a hotel, spa, food hall, live hall, etc. in the commercial building, and the estimated economic impact after completion is over 120 billion yen annually***
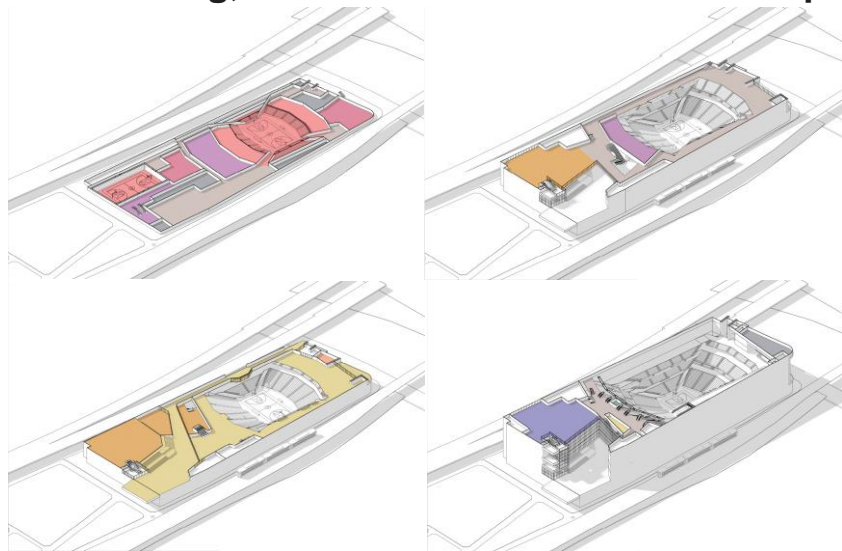
**Cross-section
(For Illustrative Purposes)**
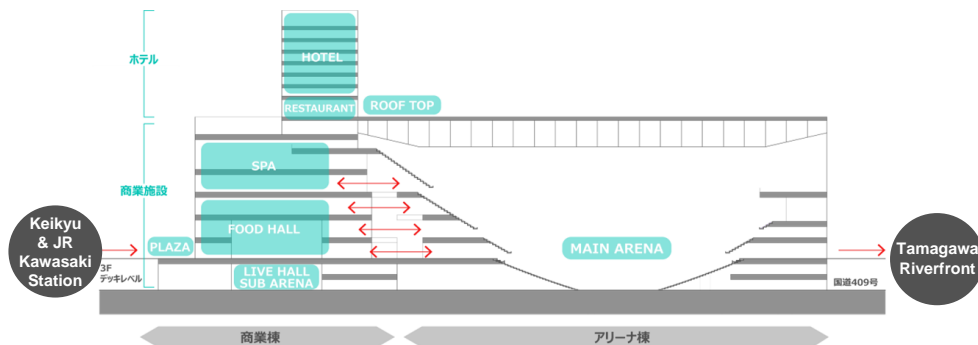
©DeNA / Keikyu Corporation *These images are as of November 2023, and are for illustrative purposes only. The content is subject to change.

*Attendance and economic impact estimate including about 40 home games (including CS, etc.) of the Kawasaki Brave Thunders in the B.LEAGUE 2028-29 season (scheduled to start in October 2028), concerts using the arena, sporting events other than those of the Kawasaki Brave Thunders, live hall, food hall, hotel, spa, and sales activities. (RIKEN survey)

[Repeat] Business Strategy: Sports Business Expansion

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View to Future Business Expansion

- In preparation for the major facility openings planned in 2026 and 2028, planning to secure the required capabilities and run diverse trials to make these facilities highly profitable
- The experience gained through these efforts will be converted to a launch pad for our business expansion

1	• Create excitement from independent entertainment aside from sports • Create excitement for the whole area, not just in our facility
2	• Accumulating & systematizing facility management and operations knowhow
3	• Create customer management infrastructure • Leverage digital

1. Independent Entertainment Aside from Sports & Creation of Area Excitement

- December illumination event "BALL PARK FANTASIA" held in Yokohama Stadium and its surroundings also scheduled to be held in 2023. Attendees have been growing steadily, and it has become an established major event in the community.
- On November 25 – 26 held a festival with a fusion of music, art, and sports at Tamagawa in Kawasaki, which drove major excitement
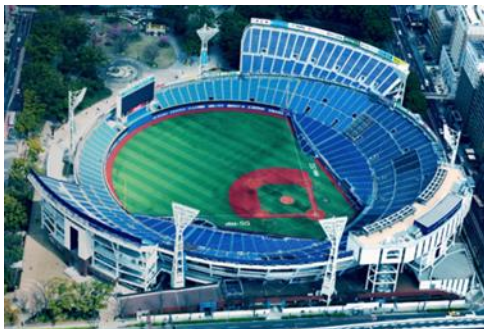
People Traffic During Yokohama Events

(thousand people)   (thousand people)

- Yokohama Stadium Visitors (Left)
- Yokohama Park Visitors (Right)

Year	Stadium Visitors	Park Visitors
2020	25	—
2021	32	843
2022	83	2,830
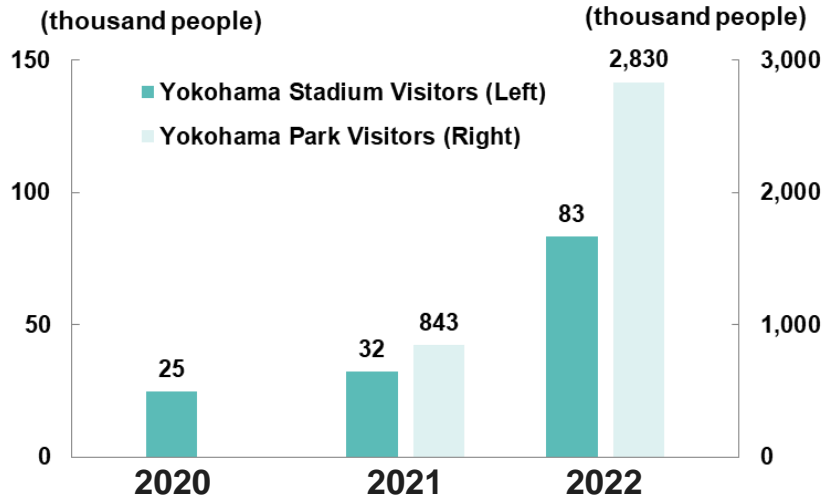
2. Accumulating Facility Management & Operations Knowhow

- **Accumulating knowhow & enhancing operations in all Kawasaki facilities, in addition to Yokohama Stadium & THE BAYS**
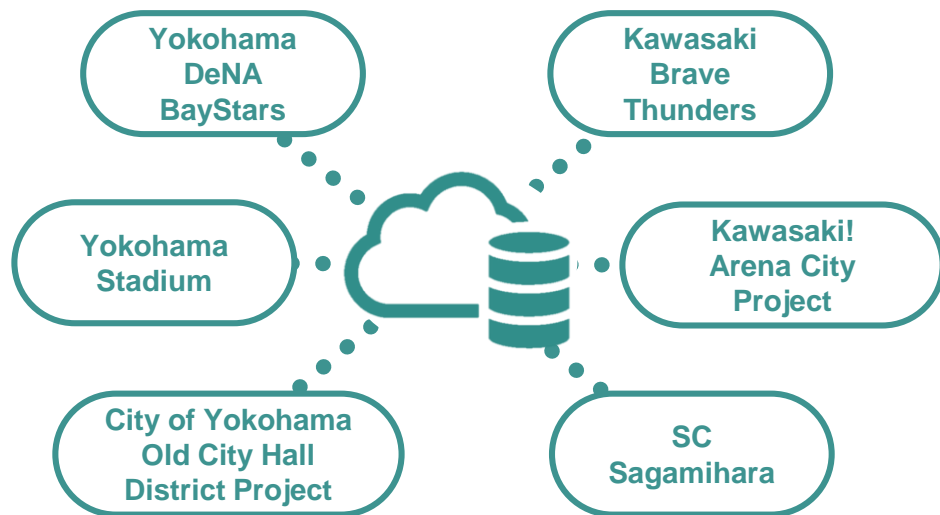- **Engaging in initiatives to sustain daily excitement, not just on game days**

Reference: Multiple New & Redevelopments of Stadiums and Arenas in Progress in Japan

New & redevelopment plans for major sports facilities in Japan (As of February 2023)

- ◆ Completed (6)
- ■ Design / construction stage (25)
- ● Concept / planning stage (62)

3. Create Customer Management Infrastructure, Leverage Digital

- Continuing to strengthen our services leveraging digital technology and the building of our customer management infrastructure
- Leveraging customer data for 2 million+ people across the DeNA portfolio and aiming to increase the experience value for the entire Sports & Smart City business

Vision for Building Customer Management

- Yokohama DeNA BayStars
- Kawasaki Brave Thunders
- Yokohama Stadium
- Kawasaki! Arena City Project
- City of Yokohama Old City Hall District Project
- SC Sagamihara

Updated Initiatives This Fiscal Year

Update of the official baseball club ticket site

Deployed a food & beverage order system for Yokohama Stadium

Reference: Global Examples of Business Diversification

Fenway Sports Group

- Globally owns multiple sports teams and facilities, including MLB's Boston Red Sox and the Premier League's Liverpool.
- Established a subsidiary out of a multi-sport business department and succeeded in overseeing and managing sponsorship sales and marketing, etc., achieving growth.

Live Nation

- Largest integrated entertainment company in the US, focusing on live music performances.
- Covers a full range of services, from artist management and production operations for music events to facility management (including ownership).
- With the addition of the ticketing company Ticketmaster to the group, succeeded in integrated the value chain in the live music industry.

AEG

- Competitor of Live Nation in the US. Manages & operates arena and surrounding facility real estate as primary business, also engaging in live music and sports entertainment.
- Business model aim is to create an exciting atmosphere centered in their arenas and generating revenue by increasing the value of the surrounding real estate.

Oak View

- Latecomer to the industry, following Live Nation and AEG.
- Driving the ownership and operations of many arenas with a sense of urgency, and beginning to see vertical growth.

Vision for Future Business Development

- **Promoting diversification leveraging knowhow and capabilities accumulated through businesses to date**
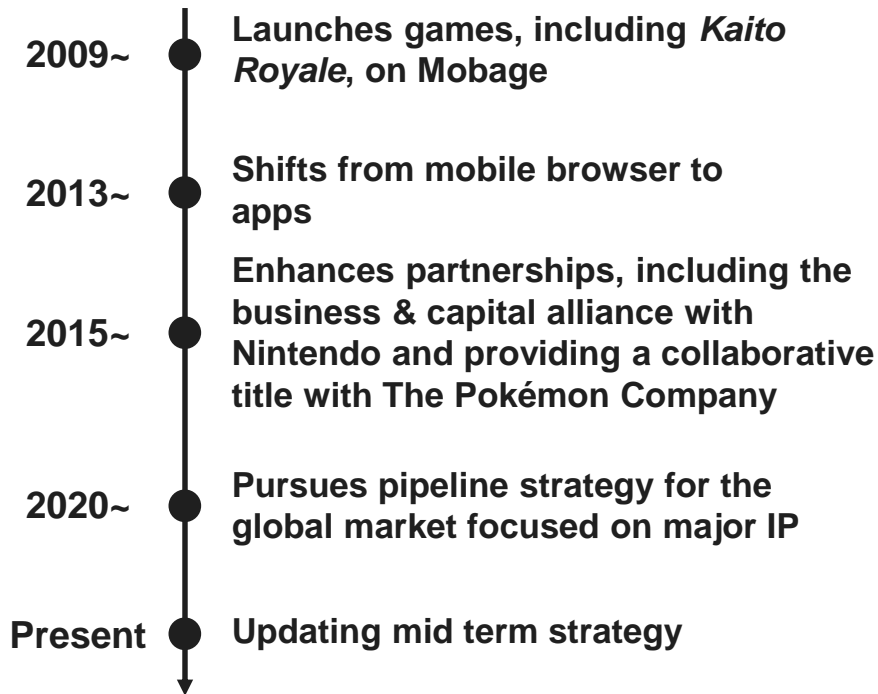- **Aim to embody the DeNA vision while achieving a significant scaling up as a business**

Session 5
Mid Term Strategy for the Game Service Business Unit

Tetsuya Iguchi

Head of the Game Service Business Unit

Introduction

DeNA Game Business History

2009~ Launches games, including *Kaito Royale*, on Mobage

2013~ Shifts from mobile browser to apps

2015~ Enhances partnerships, including the business & capital alliance with Nintendo and providing a collaborative title with The Pokémon Company

2020~ Pursues pipeline strategy for the global market focused on major IP

Present Updating mid term strategy

Speaker Background

- Engaged in the Game Business since 2013

- Producer for both browser and app games

- As a person in charge of game live operations, has long been involved in long-term live operations and maximizing profit

- Now in charge of development and live operations as the head of the Game Service Business Unit

- Also the producer for *Pokémon Masters EX*

Summary of the Game Service Business Unit

- Game development and live operations department based in Japan that works on DeNA developed games and partnership games
- Many app and browser games in our portfolio that are enjoyed over the long term
- Organization name was changed in April 2023 to to show our strength in live operating games as a service

Examples of Games in the Game Service Business Unit

Gyakuten Othellonia

Pokémon Masters EX

Kaito Royale

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Game Service Business Unit Portfolio Vision

Current Strategy

Pipeline centered on major IP for the global market

- Our history of successful collaborations with many partner companies is a DeNA core competence

- Will continue this approach to produce hits through partnerships involving major IP

- New titles in pipeline for next fiscal year onward in the Game Service Business Unit

+

New Exploration

Small-scale & feedback-oriented development leveraging live operations capabilities

- Reducing development risk amidst market trend towards higher development and live operations costs

- Building sustainable foundation for business operations and organizational strength through this new development approach leveraging DeNA core competencies

Mobile Game Market Environment & Challenges

- The Japan market size is over 1 trillion yen annually, and the global market size is nearly 10 trillion yen,* making these markets still appealing
- However, reducing the number of production lines amidst the rising development & live operations costs in this maturing market will lead to fewer business opportunities and make it harder to produce a major hit that could drive significant earnings contribution
- To resolve these issues, we need to establish a method to be able to continue game development at low cost & low risk, and establish a structural strength for sustainable business operations

Mature Mobile Game Market

Rising Development & Live Operations Costs → **Reducing Production Lines (Fewer Business Opportunities)** → **Greater Revenue Contribution Required From Each Title**

Further Investment to Raise Quality

Need Creative Solution to Secure Financial Contribution from the Business

*Market size data created by DeNA based on the "Famitsu Mobile Game White Paper."

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DeNA's Core Competence in Live Operations

- For multiple games we have maintained or grown performance over previous levels through the buildup of various measures after launch
- We view games as a service, examine feedback, add improvements, and aim to enable users to enjoy our games over the long term
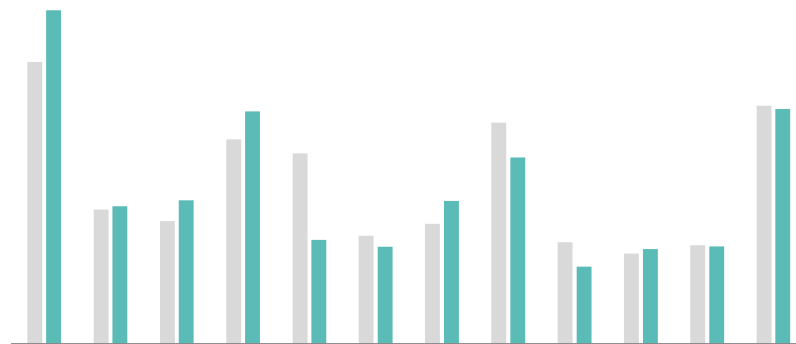
Pokémon Masters EX
Monthly Topline for 2nd and 3rd Year

■ 2nd year ■ 3nd year
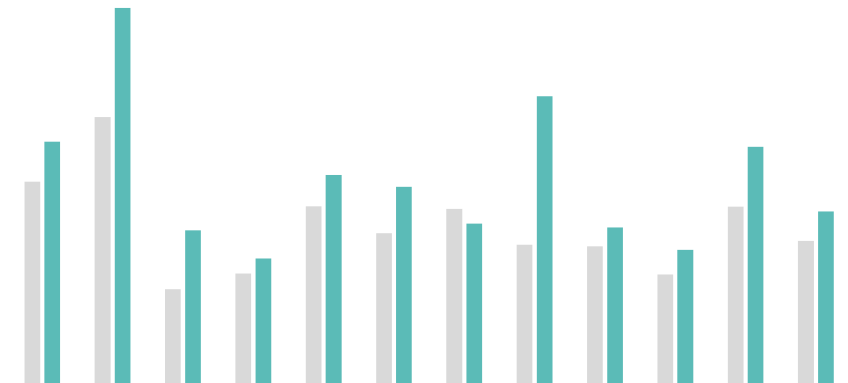
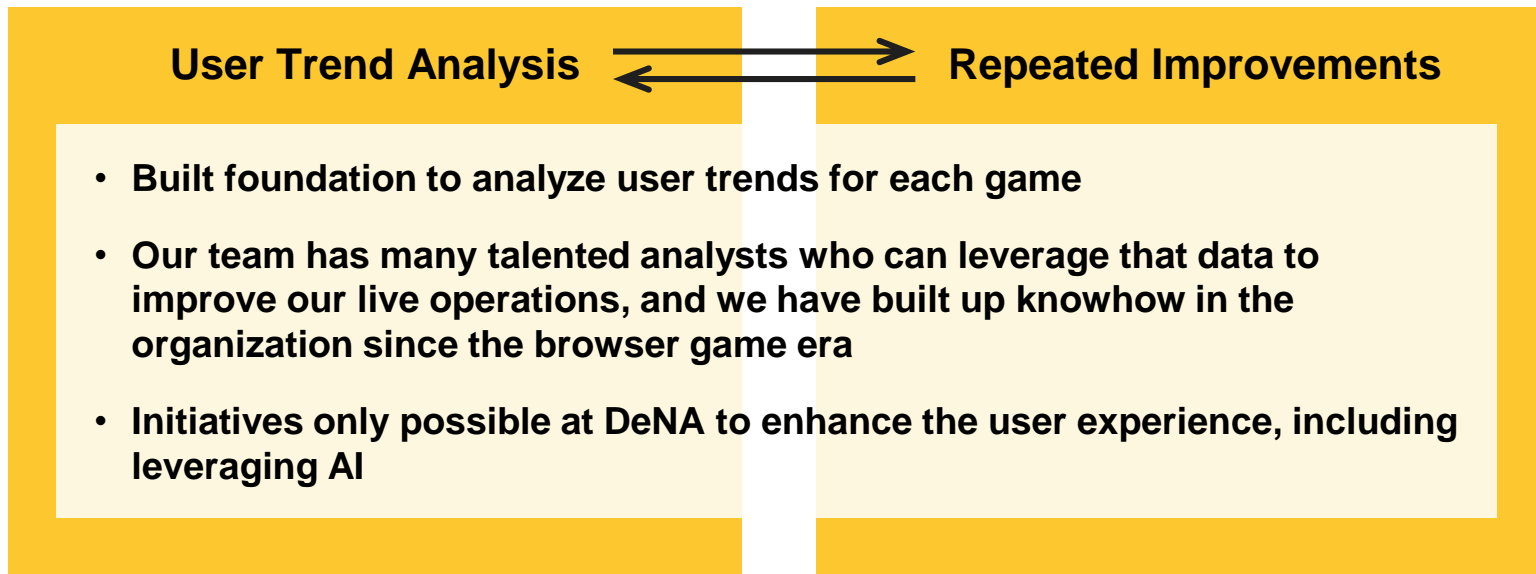### *Gyakuten Othellonia*
Monthly Topline for 6th and 7th Year

■ 6th year ■ 7th year

Organization & Technical Capabilities Contribute to Long Term Live Operations

Speedy PDCA cycle to enable users to enjoy our games long term

User Trend Analysis ⇄ **Repeated Improvements**

- **Built foundation to analyze user trends for each game**

- **Our team has many talented analysts who can leverage that data to improve our live operations, and we have built up knowhow in the organization since the browser game era**

- **Initiatives only possible at DeNA to enhance the user experience, including leveraging AI**

Approach & Aim of Mid Term New Development in the Game Service Business Unit

- In addition to the existing strategy, aim to engage in exploration to establish a different kind of business model and strengthen the organization

Small-scale & feedback-oriented development leveraging live operations capabilities

- Aim to establish a different kind of business model to the conventional methods by engaging in title development with small-scale development & live operations costs, incorporating user feedback from the early stages of development.

- Having more options to explore also contributes to more personnel growth opportunities. We aim to strengthen the organization in the mid term.

Aim to Establish Development Method Incorporating Live Operations Capabilities

- Put out to market at an early stage, analyze the user reaction during live operations, and decide whether to pursue further development & polishing
- Total development costs lowered due to basic approach of frequent development milestones
- Development for each title starts at a small scale, so many trial opportunities

Large-Scale Development to Date

Development costs

Spend 3 – 5 years in development, passing milestones such as alpha and beta tests, and then bringing to market

Launch

Time
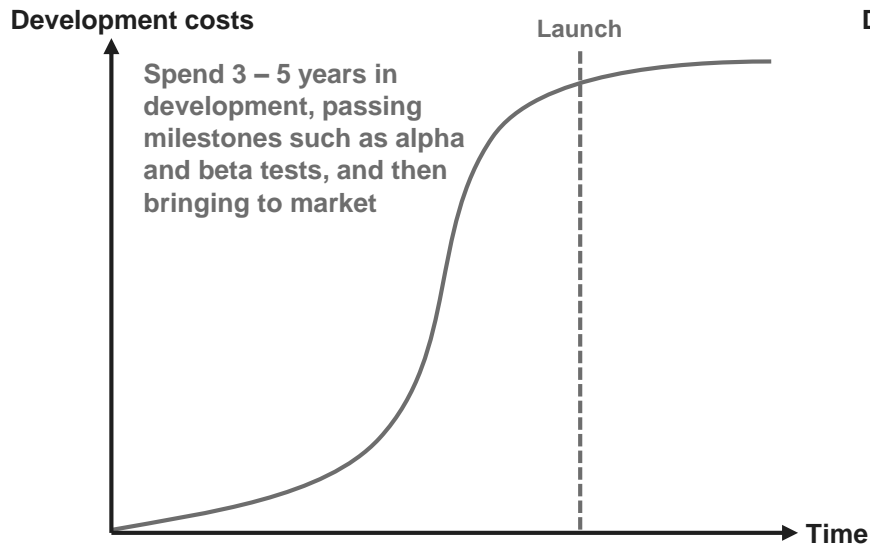
Development Incorporating Live Operations Capabilities

Development costs

Milestone   Milestone   Milestone   Launch

Put to market at a small scale at an early stage

Feedback & improvement

Feedback & improvement

Feedback & improvement

Total development costs lower than conventional development

Time
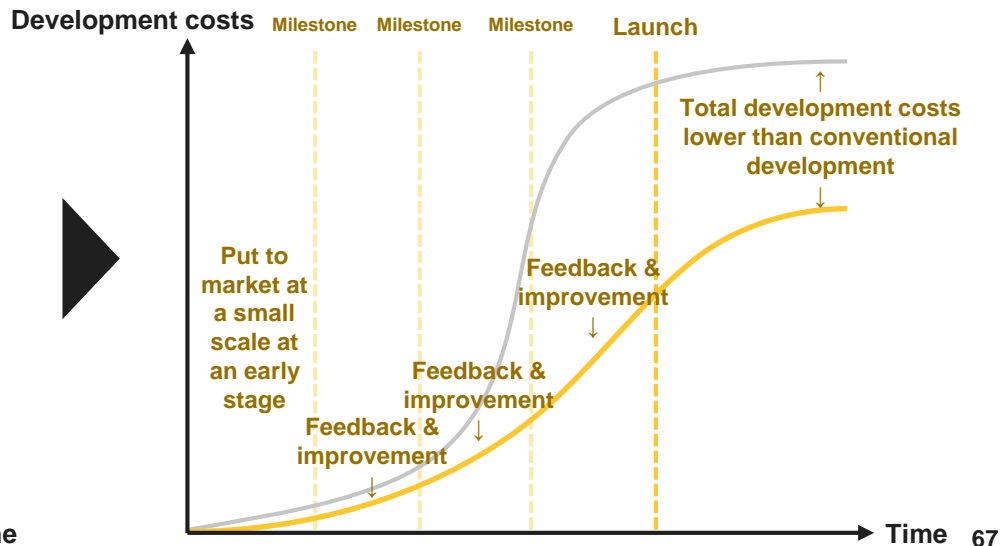
Finally

- **Aim to establish a new development approach method leveraging DeNA's core competencies to the max, and produce hits**
- **Already working to set up this mid term new development structure, and making progress with trials**

Connecting People Through Games

Session 6
DeNA Organization & People Strategy

Keita Sugawara

Head of the Human Resources Unit

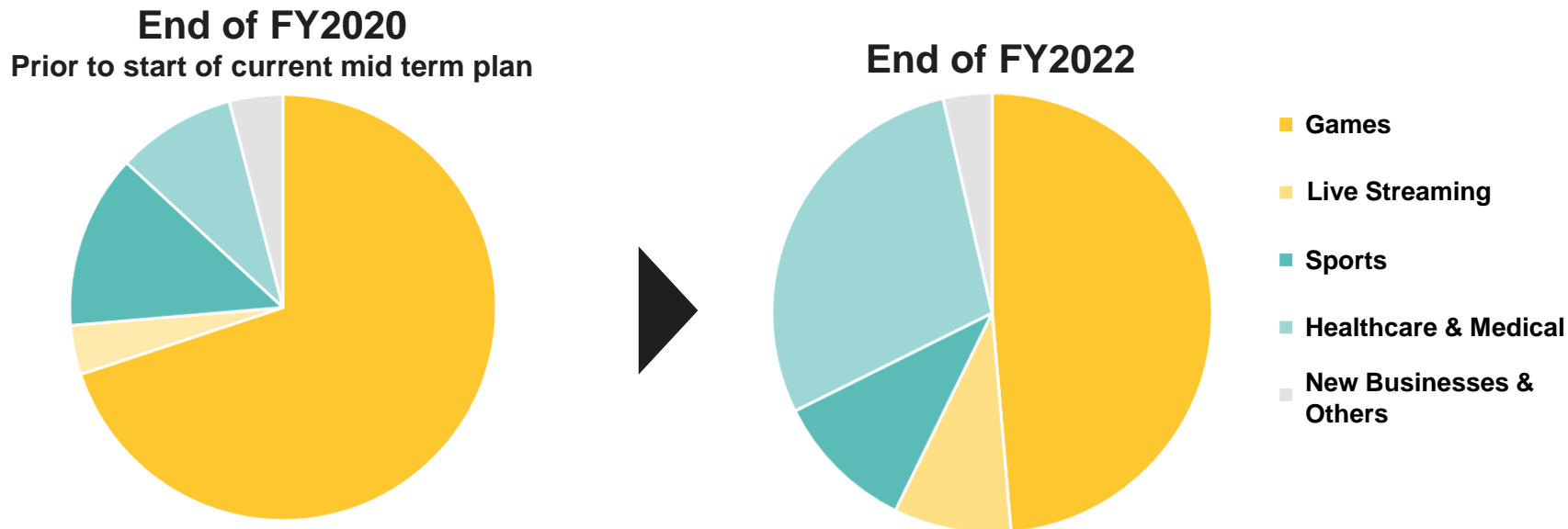# People Are Key to Growing Businesses & a DeNA Core Competence

- Our organization & people are the core of our diverse business expansion across entertain & serve
- This is a major core competence for DeNA and a competitive advantage
- Having a high density of diverse, talented people taking on challenges every day is the seed of innovation, and the catalyst for business synergy

Entertain

Games

Live Streaming

New Business Areas

Serve

Sports & Community

Healthcare & Medical

New Business Areas

- **Core Competence in Organization & People Drives Our Businesses**
- **Pursuing Business Synergy That Starts With People**
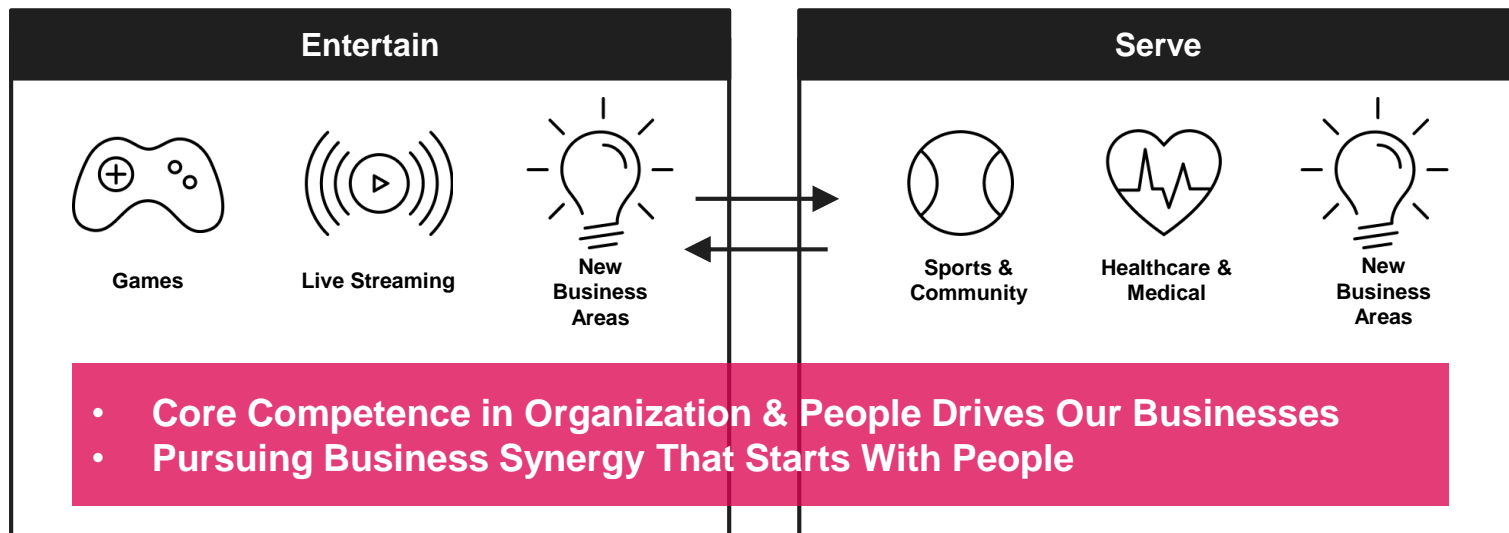
DeNA Personnel Portfolio & Changes

- **The personnel portfolio has changed with the evolution of the business portfolio**
- **In 2020 approx. 70% of people were involved in games, while now the percentages allocated to other businesses have grown**

Changes in the Business Department Personnel Portfolio*

End of FY2020
Prior to start of current mid term plan

End of FY2022

Legend:
- ■ Games
- ■ Live Streaming
- ■ Sports
- ■ Healthcare & Medical
- ■ New Businesses & Others

*Among consolidated employees, breakdown of personnel to business departments excluding overall (shared).
Further, as of Q2 FY2022 the name of the reportable segment for the former Healthcare Business was changed to the Healthcare & Medical Business.

Personnel With Diverse Backgrounds

- We define diversity as bringing different strengths and multiple perspectives to the organization based on each individual's background, experience, skills, and personality
- Approx. 70% of our people are mid-career hires, and we have a diverse range of industry backgrounds to match our diverse businesses, not simply people from technology backgrounds

Hiring Route*

New Grad
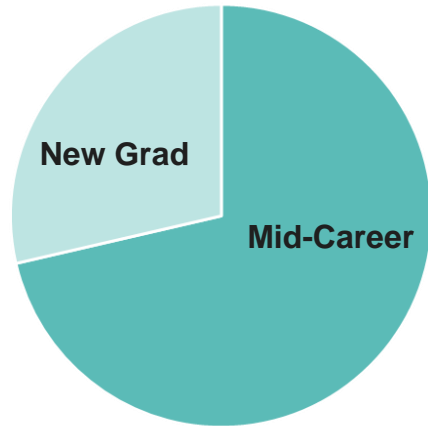
Mid-Career

Past 3 Year Background of Mid-Career Hires**
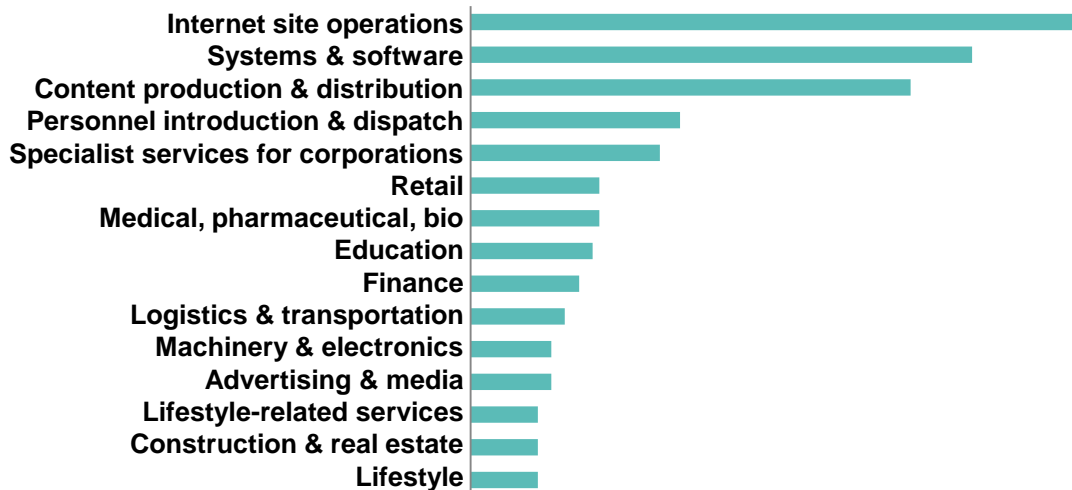
Internet site operations
Systems & software
Content production & distribution
Personnel introduction & dispatch
Specialist services for corporations
Retail
Medical, pharmaceutical, bio
Education
Finance
Logistics & transportation
Machinery & electronics
Advertising & media
Lifestyle-related services
Construction & real estate
Lifestyle

*Aggregation of regular employees employed by DeNA (includes some seconded to other companies) as of October 2023.
**Aggregation of previous industries of those hired between FY2021 and October 2023.

Large Pool of Engineers Serve as the Foundation for Our Business

- Engineers make up approx. 40% of our team, and including designers represents approx. half
- Approx. 40% of unit heads have engineering backgrounds, and these personnel are active across the organization, from management to the teams on the ground

Job Type Breakdown*

- Engineer
- Designer
- Business, other
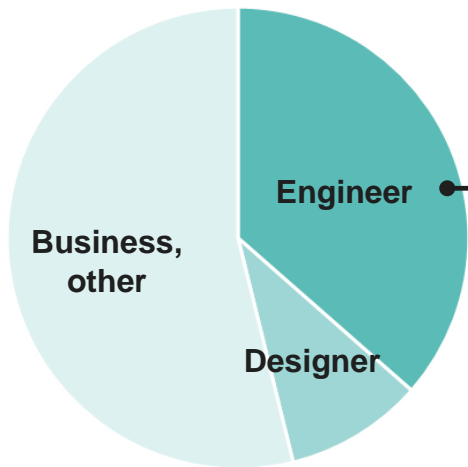
- Approx. 40% of unit heads have engineering backgrounds
- All staff involved in service development gather in the early stages of development to share assumptions, such as user needs, and shape the service accordingly
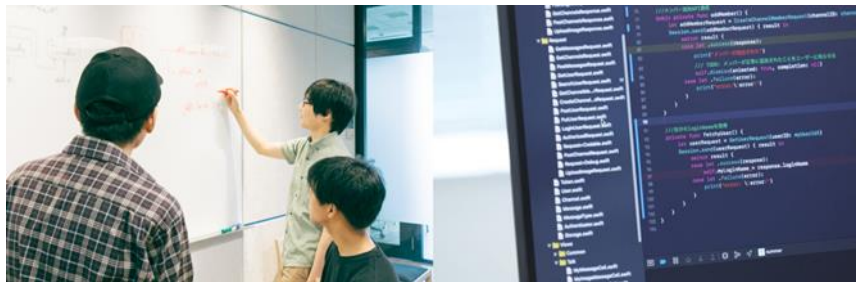
*Aggregation of regular employees employed by DeNA (includes some seconded to other companies) as of April 2023.

HR Initiatives to Attract Enterprising Talent & Leverage Their Individuality

- **"Providing Growth Opportunities" is part of the DeNA Promise,* which is the basic policy for human capital, and we are committed to personnel growth**
- **The optimal HR approach may vary depending on the different phases and processes, so we engage in HR initiatives emphasizing autonomy to best draw out each individual's diverse & unique strengths**

Creating Opportunities to Leverage Individuality	Creating Venues to Leverage Individuality
Hiring enterprising, diverse talent	DeNA Promise & DeNA Quality** embodied in corporate culture
Personnel management using HR Tech	New working style
Mechanism for autonomous career formation leveraging individuality	Support for diverse individuals to succeed

*DeNA Promise: Our Social Promise
**DeNA Quality: One Team in Pursuit of Delight (Reference: https://dena.com/intl/company/policy/)

New Working Style to Leverage Individuality*

- **Program concept enabling choice of the working style that is best to maximize performance for the business and individual, depending on the business situation and each individual's condition**

Hybrid Work

- We recommend hybrid work combining remote work and going to the office

- Rules about going to the office are not standardized—rather, each team can autonomously decide for themselves, and we set up the work environment accordingly and support remote work

Distant Location Work

- People all around Japan can work for us, and one day maximum limits for commuting were removed and actual expenses paid up to 150,000 yen per month to make it easier for those in distant locations to go to the office (application required)

Super Flex Time

- Core time was eliminated, and now substituting weekdays and holidays on a per-hour basis is possible

- Work program that allows each individual employee to decide their own working hours

*Implemented across organization, excluding some subsidiaries.

Systems to Draw Out Strength of Diverse Individuals*

- **Using various surveys leveraging HR technology to perform monitoring and assessments of the organization & personnel**
- **Running cycle throughout the company to raise organization & personnel performance**

Organizational Status Questionnaire	**Pulse Survey Flow**	**360° Feedback Gifts**
• Qualitative & quantitative questionnaire run once every 6 months for all employees to serve as a health check for the organization • Performing analysis to discover organizational problems and for organizational development	• Aggregating the monthly motivation score for employees to do a visualized condition check • Leveraging this information to consider the best assignments for employees and improve communication	• 360° assessment run once every 6 months primarily for managers • Mechanism to facilitate autonomous cycle of managers receiving feedback from their team and using it for improvement

*Implemented across organization, excluding some subsidiaries.

Empowering Independent Pursuit of Challenges*

- **Our various programs empower employees to independently take on challenges across different areas and businesses**
- **Taking on entrepreneurial challenges also possible through Delight Ventures**
- **Leveraging insights from different areas becomes the seed of our personnel-based business synergy**

Shake Hands Program	Cross Job Program	Delight Ventures
● Program to enable transfers between departments if the individual and host department agree, without need for approval from direct supervisor or HR	● Program to allow employees to allocate up to 30% of their working hours to work for another department at their own discretion	● Possible to take on the challenge of creating a business at Delight Ventures, the DeNA Group's fund, or at portfolio companies
Usage since 2017 program start	**Usage since 2017 program start**	**Entrepreneurial applications**
Approx. 150 people	**Approx. 200 people**	**Approx. 100**

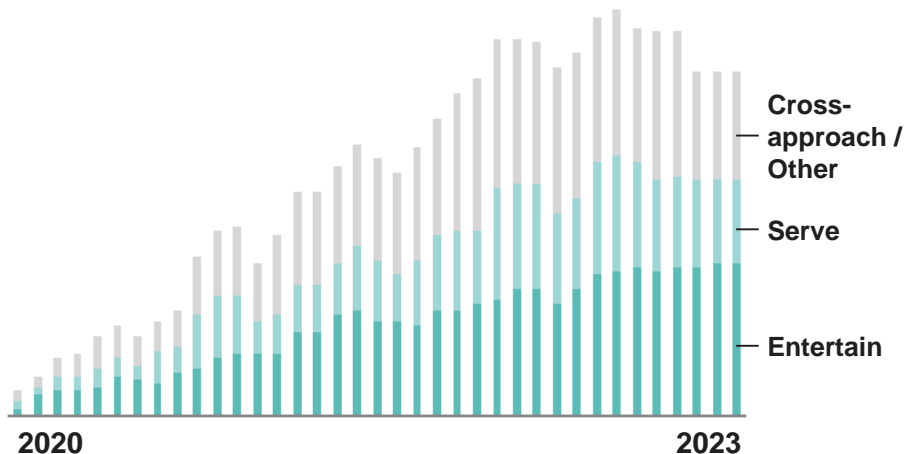*Implemented across organization, excluding some subsidiaries.

Empowering Independent Pursuit of Challenges*

- **Our businesses are diverse, and the jobs within them are also varied**
- **An in-house job board has been set up to let people know about the opportunities available internally, and related events are also held to encourage taking on challenges**

## In-House Job Board OpenQuest

Posted Positions Increasing

Cross-approach / Other

Serve

Entertain

2020

2023

*Implemented across organization, excluding some subsidiaries.

Many Opportunities to Take on Challenges Across the Organization

- Many employees take on the challenge of a transfer across businesses or areas
- Past experiences are leveraged for business growth in a uniquely DeNA way

Cross-Area Transfer*

About 40% take on the challenge of a transfer crossing between Entertain, Serve, and Cross-approach / Other

Cross-area transfers
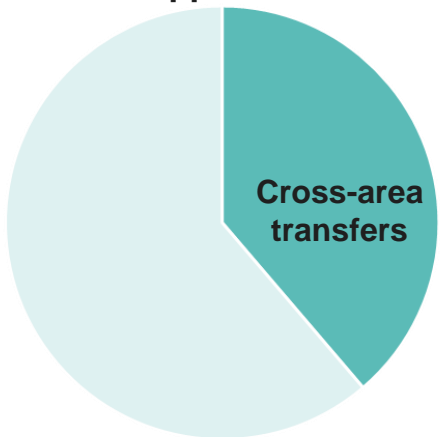
Cross-Business Transfer*

About half take on the challenge of a cross-business transfer, with about 20% doing so multiple times

Twice or more

Once
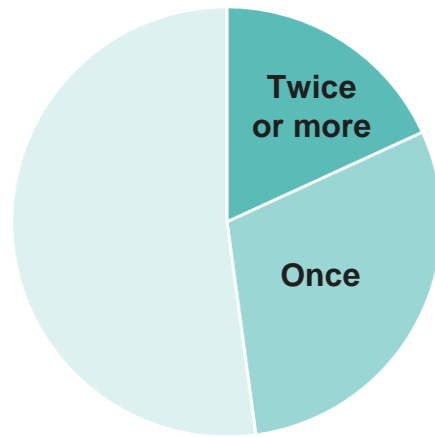
*Aggregation & calculation using regular employees employed by DeNA (includes some seconded to other companies) as of October 2023 as the denominator.

Examples of Business Synergy Due to Organization & People

Game Business ➡ Healthcare Business

- Enterprising game creators applied to the Shake Hands/Cross Job programs
- In one case in the Healthcare Business, implemented the "kencom mission Eamo room," a pet character function to support users becoming healthier while having fun

Cross-Organizational Contribution to the Medical Business

- The DeNA IT infrastructure team halved the infrastructure costs for the Medical Business, which has many companies recently brought into the DeNA Group
- A specialist team are thoroughly reviewing Allm's infrastructure costs and pursuing more efficient *monozukuri*

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Allm SHAPING HEALTHCARE

Outlook for Organization & People

- We aim to build a cycle of exciting business challenges inspiring the next enterprising talent, creating a vibrant, appealing workplace, and achieving business growth unique to DeNA and our core competence in our organization & people
- We aim to provide more information about metrics related to business synergy due to people in our future disclosure of human capital

**Enterprising Businesses
Enterprising People**

:DeNA

**Inspiring the
Next Enterprising Talent**

**Spread of Delight Driven
by Business Growth**
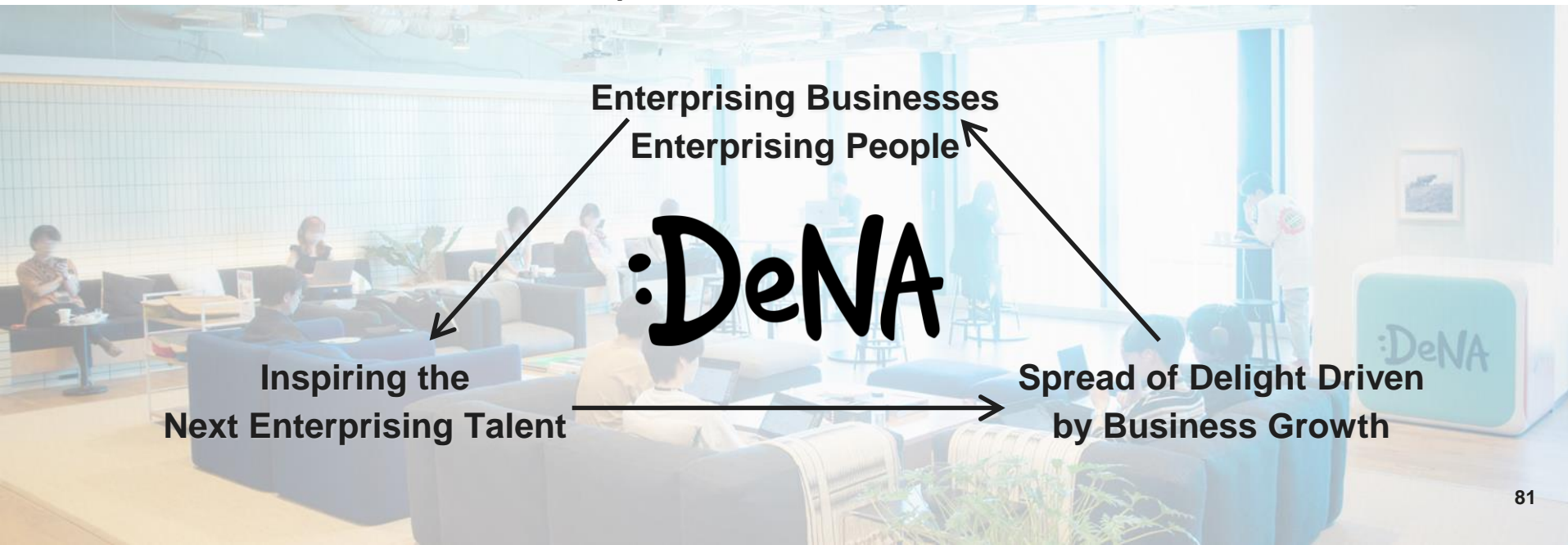
Reference Materials

- **Financial results & data**
- **List of affiliate companies (as of March 31, 2023)**
- **ESG data**
- **Reference information**

Financial Results & Data

		FY2020	FY2021	FY2022
Revenue	(Millions of yen)	136,971	130,868	134,914
Operating profit	(Millions of yen)	22,495	11,462	4,202
Share of profit (loss) of associates accounted for using the equity method	(Millions of yen)	3,275	14,226	1,770
Profit before tax	(Millions of yen)	31,259	29,419	13,595
Profit (loss) for the period attributable to owners of the parent	(Millions of yen)	25,630	30,532	8,857
Total capital attributable to owners of the parent	(Millions of yen)	223,711	240,626	221,626
Total assets	(Millions of yen)	327,121	340,570	348,942
Ratio of equity attributable to owners of the parent	(%)	68.4	70.7	63.5
Ratio of profit to equity attributable to owners of the parent	(%)	12.7	13.2	3.8
Price-earnings ratio	(Ratio)	10.4	7.3	23.5
Net cash flows from (used in) operating activities	(Millions of yen)	29,967	18,375	10,808
Net cash flows from (used in) investment activities	(Millions of yen)	-8,640	-19,924	12,451
Net cash flows from (used in) financing activities	(Millions of yen)	6,614	-18,549	-4,930
Free cash flows	(Millions of yen)	21,327	-1,548	23,258
Cash and cash equivalents at end of period	(Millions of yen)	97,301	78,296	97,732
Dividends per share	(yen)	32	39	20
Total dividends	(Millions of yen)	3,906	4,623	2,227
Payout ratio (consolidated)	(%)	15.4	15.2	26.0
Expenses for acquisition of treasury stock	(Millions of yen)	5,577	10,868	15,000

Financial Results & Data

		FY2020	FY2021	FY2022
Revenue	(Millions of yen)	136,971	130,868	134,914
Game	(Millions of yen)	91,307	74,697	64,006
Live streaming	(Millions of yen)	24,211	34,664	40,106
Sports	(Millions of yen)	12,821	14,712	20,958
Healthcare & Medical*	(Millions of yen)	2,099	3,000	6,985
New Businesses and Others	(Millions of yen)	6,826	3,850	2,928
Adjustments	(Millions of yen)	-294	-55	-69
Operating profit	(Millions of yen)	22,495	11,462	4,202
Operating Profit by Segment	(Millions of yen)	16,861	8,717	4,131
Game	(Millions of yen)	18,869	11,596	9,582
Live streaming	(Millions of yen)	5,191	3,484	-572
Sports	(Millions of yen)	-3,589	-2,575	-23
Healthcare & Medical*	(Millions of yen)	-1,194	-624	-2,202
New Businesses and Others	(Millions of yen)	-162	-326	-882
Overhead costs and Adjustments	(Millions of yen)	-2,254	-2,838	-1,772
Other income	(Millions of yen)	11,323	7,145	1,263
Other expenses	(Millions of yen)	-5,689	-4,400	-1,192

*As of Q2 FY2022 the name of the reportable segment for the former Healthcare Business was changed to the Healthcare & Medical Business.

List of Affiliate Companies (As of March 31, 2023)

Consolidated Subsidiaries

Company Name	Description of Major Businesses *1	Percentage of Voting Rights Held (Owned)
Mobaoku Co., Ltd.	New Businesses and Others	66.6
Yokohama DeNA BayStars Baseball Club, Inc.	Sports Business	97.7
DeNA Life Science, Inc.	Healthcare & Medical Business	100.0
DeSC Healthcare, Inc. *4	Healthcare & Medical Business	95.0 (95.0)
DeNA Games Tokyo Co., Ltd.	Game Business	100.0
Yokohama Stadium Co., Ltd. *2, 4	Sports Business	76.9 (76.9)
Kawasaki Brave Thunders Co., Ltd.	Sports Business	75.0
SHUEISHA DeNA Projects Co., Ltd.	Game Business	50.1
IRIAM Inc.	Live Streaming Business	100.0
Nippontect Systems Co., Ltd.	Healthcare & Medical Business	100.0
DATA HORIZON CO., LTD. *2, 3	Healthcare & Medical Business	51.7
Allm Inc.	Healthcare & Medical Business	52.3
WAPTX LTD. *2	Game Business	100.0
DeNA Seoul Co., Ltd.	Game Business	100.0
Delight Ventures I Investment Limited Partnership *2, 4, 5	New Businesses and Others	100.0 (1.01)
33 others		

Equity-Method Affiliate Companies

Company Name	Description of Major Businesses	Percentage of Voting Rights Held (Owned)
Cygames, Inc.	Game planning, development, and operations	20.0
SHOWROOM Inc.	Operations of live video streaming platform SHOWROOM and program production, etc.	40.9
PFDeNA Inc.	Artificial intelligence (AI) technology research & development	50.0
DeNA SOMPO Mobility Co., Ltd.	Car sharing business centered on operations of Anyca	50.0
DeNA SOMPO Carlife Co., Ltd. *4	Operations of car subscription service SOMPO de Noru	25.5 (25.5)
Mobility Technologies Co., Ltd. (now GO Inc.)	Mobility related business, including provision of dispatch system for taxi operators, etc.	28.1
Manga Box Co., Ltd	Operations of Manga Box platform and Manga Box editorial department operations	49.0
30 others		

*1 In the "Description of Major Businesses" column for consolidated subsidiaries the segment name is shown
*2 Specified subsidiary company
*3 Securities Report submitting company
*4 The number in the parenthesis for percentage of voting rights held indicates the indirect percentage held therein
*5 The percentage of voting rights held indicates the investment percentage in the investment limited partnership

ESG Data

Social

		FY2020	FY2021	FY2022
No. of employees (consolidated / standalone) *1		2,100 / 1,251	2,194 / 1,262	2,951 /1,326
Average no. of temporary employees (consolidated / standalone) *2		732 / 359	710 / 266	653 /226
No. of dispatch employees		398	328	343
Percentage of women	Total employees	25.5	25.5	25.5
	Management *3	8.8	10.6	10.5
Percentage of foreign nationals	Total employees	5.0	4.9	4.6
	Management	2.3	2.4	2.4
	Percentage of local hires in management at overseas offices *4	91.8	93.8	95.4
Percentage of mid-career hires	Total employees	76.4	75.7	77.2
	Management	87.4	79.7	81.0
	Officers	100	100	100
Average age		36.1	36.8	37.4
Average tenure		5 years 0 months	5 years 6 months	5 years 7 months
	Men	4.8 years	5.4 years	5.4 years
	Women	5.7 years	6.4 years	6.5 years
No. of people taking maternity leave		18	17	19
No. of people taking childcare leave *5		33	46	57
	Of that, no. of men	17	27	37
Percentage of people who return from childcare leave		100	100	100
Percentage of male employees who take childcare leave *6		30.2	32.9	54.5
Percentage of employees with disabilities *7		2.5	2.5	3.1
Percentage of people using side job program		14.1	13.4	13.2

Governance

	FY2020	FY2021	FY2022
No. of directors	7	7	7
No. of outside directors	3	3	3
Percentage of independent outside directors	42.9	42.9	42.9
No. of corporate auditors	4	4	4
No. of outside corporate auditors	3	3	4
Percentage of women among officers	33.3	27.3	27.3

Environment

			FY2020	FY2021	FY2022
CO2 Emissions	Scope 1	(t-CO2)	19	13	31
	Scope 2	(t-CO2)	514	453	303
	Scope 3	(t-CO2)	35,905	40,912	41,983

Unless stated otherwise all figures are on a DeNA standalone basis.
*1 Within this chart "employees" refers to the number of employees excluding temporary employees and dispatch employees, unless stated otherwise. The figures exclude DeNA employees seconded to other companies, and include employees seconded from other companies to DeNA.
*2 Temporary employees include part time and contract employees, and excludes dispatch employees.
*3 This is the percentage of employees, employed by DeNA, in management positions at DeNA or seconded to another company who are women. For those seconded to another company, they are included in the calculation if DeNA has confirmed them to be in a management position.
*4 This is the percentage of employees in management positions in DeNA Group overseas offices who were hired locally.
*5 This includes employees seconded from DeNA to other companies, and excludes employees seconded from other companies to DeNA.
*6 This is the percentage of male employees who took childcare leave among those with a spouse who gave birth. It includes employees seconded from DeNA to other companies, and excludes employees seconded from other companies to DeNA.
*7 This is the sum total of standalone, specified subsidiary companies, and group affiliate companies.

Reference Information

Integrated Report

DeNA publishes an Integrated Report to share a range of information about our company activities, growth strategy for value creation, and ESG initiatives with our stakeholders to facilitate better understanding.

https://dena.com/intl/ir/integrated-reports.html

Sustainability Information

In 2021 DeNA renewed our Mission, Vision, and Value, and established them as the basic approach for our sustainability initiatives. See our home page for more information about sustainability.

https://csr.dena.com/intl/sdgs/

:DeNA

We delight people beyond their wildest dreams.