

Information Disclosure Based on TCFD Recommendations

June 27, 2022

The Group has its mission, vision, and value as the basic approach for DeNA sustainability initiatives. DeNA's mission is "We delight people beyond their wildest dreams." DeNA collaborates with various stakeholders as appropriate with the aim to deliver Delight to a variety of areas and contribute to creating a world where all people can shine.

The DeNA Promise (Our Social Promise), part of the value, includes "Acting Sustainably." As a global citizen, DeNA will contribute to a sustainable future by promoting corporate activities that emphasize harmony among the economy, society, and the environment.

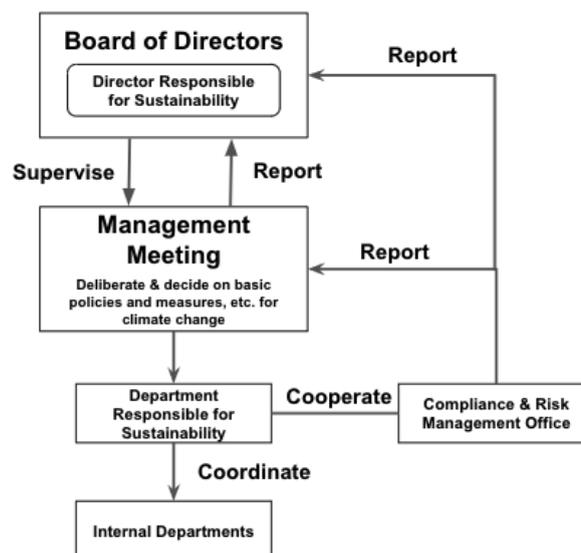
Among social issues, DeNA believes that climate change has a particularly large impact on society, and as a corporate group that upholds the above mission, vision, and value, DeNA recognizes the importance of addressing climate change. With this in mind, DeNA announced our support of the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD) in June 2022 and provides information disclosure based on TCFD recommendations.

Governance

The DeNA Board of Directors oversees DeNA's climate change response policies and measures, etc., based on DeNA's basic policy on efforts surrounding sustainability and recognition of the risks and opportunities of climate change.

The DeNA management meeting deliberates and decides on policies and measures to address climate change, and reports regularly to the Board of Directors on the progress of these measures and other matters.

The department responsible for sustainability, centered on the CFO, who is the director responsible for sustainability, coordinates the response policies and measures, etc. decided at the management meeting and each internal department takes the initiative in promoting said response policies and measures, etc.



Strategy

The DeNA Group currently recognizes the following risks, measures, and opportunities posed by climate change, taking into account the characteristics of the Group's business.

In considering risks, measures, and opportunities, we have divided them into two scenarios: the below 2°C scenario in which the transition to a decarbonized society is promoted and the average temperature increase is limited to less than 2°C (assume mainly transition risks* will materialize), and the 4°C scenario in which the transition to a decarbonized society is not promoted and the average temperature increases 4°C (assume physical risks will materialize).

*Transition risks: Risks associated with the transition to a low-carbon economy (policy and law (e.g., tightened regulation), technology (e.g., costs of introducing new technology), markets (e.g., consumer preferences), reputation)

	Risk (Negative Effect)	Measures	Opportunity (Positive Effect)
Below 2°C scenario	<ul style="list-style-type: none"> - Increased costs from conversion to renewable energy (including introduction of carbon tax and regulations) - Loss of reputation and market recognition among stakeholders due to lack of action on climate change - Loss of reputation and deterioration of business profitability in the event that DeNA is unable to respond to changes in behavior and values from heightened environmental awareness 	<ul style="list-style-type: none"> - Promotion of energy conservation and efficient use of renewable energy - Prompt compliance with regulations - Development of a system for decarbonization that meets the needs of stakeholders and customers 	<ul style="list-style-type: none"> - Development of new businesses and services that respond to changes in behavior and values due to heightened environmental awareness - Capturing of new business opportunities by leveraging strengths and assets, such as technology and human resources, to contribute to sustainable community development (<i>machizukuri</i>) - Enhancement of corporate brand image and reputation through realization of the above measures
4°C scenario	<ul style="list-style-type: none"> - Physical and human damage to DeNA offices, entertainment facilities, data centers, etc., and supply chain disruptions due to the severity and frequency of disasters - Increased costs to cope with rising temperatures - Decline in profitability of business (sports entertainment, etc.) due to changes in consumer trends (refraining from going out) and regulations caused by rising temperatures, infectious disease outbreaks, etc. 	<ul style="list-style-type: none"> - Strengthening of business continuity plan (BCP) (including promotion of work from home and use of shared office spaces) - Diversification of risk of damage to facilities by moving data centers to the cloud - Promotion of businesses that make better use of online and digital technologies 	<ul style="list-style-type: none"> - Expansion of business in response to increasing demand for businesses that can be enjoyed and used from home - Diversification of earnings and improvement of profitability by promoting businesses that make greater use of online and digital technologies - Enhancement of corporate brand image and reputation through the realization of the above measures

Risk Management

For risks related to climate change, the department responsible for sustainability coordinates with the Compliance & Risk Management Office, which oversees the company-wide risk management process, to promote recognition of individual risks and formulate response policies by each internal department. Such risks are reported to the Board of Directors and the management meeting on a regular basis in accordance with the company-wide risk management process.

Indices and Targets

DeNA has calculated the greenhouse gas emissions on a non-consolidated basis as an indicator for managing climate-related risks and opportunities for the DeNA Group.

DeNA's actual greenhouse gas emissions are as follows.

Greenhouse Gas Emissions (Coverage: DeNA non-consolidated, unit: t-CO₂)

	FY2019	FY2020	FY2021
Scope 1	39	19	13
Scope 2	1138	514	453
Scope 3	—	35905	40912

In the future, DeNA will also explore the possibility of calculating the Group's Scope 1, 2, and 3 greenhouse gas emissions.

*Scope 1: All direct greenhouse gas emissions

Scope 2: Indirect greenhouse gas emissions from purchased electricity, heating, or steam consumption

Scope 3: All other indirect emissions in the value chain not covered by Scope 2