FY2025 Materiality, KPIs, and Results

Materiality	Main Initiatives	KPIs	Target for FY2026	FY2024 Results	FY2025 Results
Materiality in Business Activities					
Continued Initiatives to Create New Businesses	・Creation of new businesses by employees ・Contribution to the revitalization of the startup ecosystem and business growth	(1) New AI products: Number of planned and released products (2) Startup fund: Number of investments and proposals	(1) - (2) -	(1) - (2) -	(1) - (2) -
Operating Sound Services & Communities	■Game ・Formulation and implementation of internal development rules in compliance with laws and guidelines ・Implementing countermeasures against cheating, patrolling, and establishing/enforcing criteria for warnings and deletions	■Game (1) Compliance rate with development rules (2) Compliance rate with internal operational guidelines	■Game (1) 100% (2) 100%	■Game (1) 100% (2) 100%	■Game (1) 100% (2) 100%
	■Live Streaming Services ・Maintaining service integrity, including the protection of minors ・Minimizing various incidents, including system failures ・Improving user satisfaction with inquiry support	■Live Streaming Services (1) User satisfaction with support	■Live Streaming Services (1) -	■Live Streaming Services (1) 58%	■Live Streaming Services (1) 56.9%
	■Mobage Platform ・Maintaining service integrity, including the protection of minors ・Ensuring soundness through 24/7 monitoring ・Responding to users who violate rules and inappropriate posts	■Mobage Platform (1) 24/7 monitoring system operational rate (2) Report response rate	■Mobage Platform (1) 100% (2) 100%	■Mobage Platform (1) 100% (2) 100%	■Mobage Platform (1) 100% (2) 100%
Creating & Catalyzing Regional Activity	■Yokohama ・Attracting visitors to the Kannai area through events, etc. ・Contributing to the community through baseball promotion activities	■Yokohama (1) Number of spectators (2) Number of visitors to events hosted in the surrounding area (3) Number of kindergarten, preschool, and elementary school visits and number of participants	■Yokohama (1) - (2) - (3) -	■Yokohama (1) 2,334,177 people *1 (2) 500,000 people (3) 120 kindergartens/preschools and 88 schools, for a total of approximately 18,000 participants	■Yokohama (1) 2,339,200 people *One fewer game than last year (2) 600,000 people (3) 106 kindergartens/preschools and 95 schools, for a total of approximately 24,000 participants
	■Kawasaki ・Holding SDGs events	■Kawasaki (1) Number of SDGs projects implemented	■Kawasaki (1) -	■Kawasaki (1) Cumulative total of 80 projects	■Kawasaki (1) Cumulative total of approximately 100 projects
	■Sagamihara ・Promoting the JIMOTOAI Project to solve social issues	■Sagamihara (1) Number of community activities implemented (2) Number of people reached through community activities	■Sagamihara (1) - (2) -	■Sagamihara (1) 165 times (2) 92,044 people	■Sagamihara (1) 170 times (2) 94,685 people

*1 Attendance at official Yokohama DeNA BayStars games held at Yokohama Stadium

FY2025 Materiality, KPIs, and Results

Materiality	Main Initiatives	KPIs	Target for FY2026	FY2024 Results	FY2025 Results
Materiality in Business Activities					
Our Contribution Leveraging Technology for a Healthy Future	■Healthcare ・Supporting health promotion through the introduction and popularization of health-enhancing services, including PHR *2 ・Contributing to the health promotion and prevention of severe illness for insured individuals and local residents through health insurers ・Contributing to the optimization of medical expenses and more through the public use of accumulated data	■Healthcare (1) Number of eligible users of the kencom service (2) Number of municipalities and health insurers with which we have transactions (3) Number of papers and other publications	■Healthcare (1) - (2) - (3) -	■Healthcare (1) 6.37 million people (2) 526 health insurers (3) Over 30 publications	■Healthcare (1) 5.36 million people (2) 531 health insurers (3) 71 publications
	■Medical ・Supporting telemedicine and in-hospital networks using Join ・Supporting medical care in underserved areas and disaster relief using Join Mobile Clinic	■Medical (1) Number of facilities that have adopted Join	■Medical (1) -	■Medical (1) 597 facilities	■Medical (1) 604 facilities
	■Health Management ・Conducting seminars and events to improve literacy and encourage behavioral change, and disseminating information ・Providing medical support for symptoms that hinder productivity	■Health Management (1) Self-rated health status (2) Performance productivity ratio	■Health Management (1) 75% (2) 80%	■Health Management (1) 82% (2) 72%	■Health Management (1) 81% (2) 72%

Materiality	Main Initiatives	KPIs	Target for FY2026	FY2024 Results	FY2025 Results
Materiality in Corporate Capital					
[Human Capital] Providing Opportunities and Challenges to Leverage Diversity	・Hiring talent who can drive change expanding DeNA's potential ・Incubating talent through setting stretch goals with a 50-50 chance of success and bold delegation of authority ・Rewarding outstanding talent with compensation and further opportunities	(1) Quality of recruitment *3 (2) Overall stretch score *4 (3) Evaluation impact factor *5	(1) 100% (2) 95% (3) 80%	(1) New graduates: 98% Mid-career hires: 96% (2) 68% (3) 69%	(1) New graduates: 98% Mid-career hires: 92% (2) 78% (3) 65%
[Intellectual Capital] Strengthening Technology and Adapting to & Driving New Technology	・Construction of a unique framework to evaluate the AI skills of all employees (DARS: DeNA AI Readiness Score) ・Company-wide implementation of an AI agent platform (Gemini Advanced) that each employee can use according to their work content ・Presence of AI expert talent and an organizational strategy that spans departments ・Disseminating technical capabilities/business applications by holding DeNA AI Day	(1) AI agent platform usage rate (2) AI skill evaluation for all employees and organizations	(1) - (2) -	(1) Gemini Advanced MAU *6 1,000 (2) -	(1) Gemini Advanced MAU *6 1,484 (2) DARS level 2 or above Individual: 76.1% Organization: 100%
[Social Capital] Maximizing Partnership Synergies	・Partnerships with external partners ・Building relationships and exchanging information with each company involved in the business	(1) Number of new AI-related business partners	(1) -	(1) -	(1) -

*2 Personal Health Record
*3 Percentage of employees whose performance met or exceeded expectations in their one-year post-hire evaluation
*4 Percentage of employees who responded to the bi-annual organizational survey that they were taking on challenging, stretch goals
*5 Percentage of employees who feel they receive bold treatment (compensation, promotion/opportunity for initiative) for high performance/results
*6 MAU: Monthly Active Users

FY2025 Materiality, KPIs, and Results

Materiality	Main Initiatives	KPIs	Target for FY2026	FY2024 Results	FY2025 Results
Materiality in Corporate Infrastructure					
Strengthening Corporate Governance and Compliance	■Corporate Governance ・Strengthening Board of Directors' functions ・Ensuring transparency in the supervision and compensation systems for management	■Corporate Governance (1) Independent outside director ratio (2) Diversity ratio of Board of Directors members	■Corporate Governance (1) - (2) -	■Corporate Governance (1) 42.9% (3 out of 7) (2) 27.3% (3 out of 11 are female)	■Corporate Governance (1) 50.0% (3 out of 6) (2) 30.0% (3 out of 10 are female)
	■Compliance ・Providing compliance training ・Implementing group-wide risk management	■Compliance (1) Number of compliance trainings conducted (2) Risk management implementation rate at the company level *7	■Compliance (1) 12 times/year (2) 100%	■Compliance (1) 12 times/year (2) 100%	■Compliance (1) 12 times/year (2) 100%
	■Climate Change ・Reducing greenhouse gas emissions ・Acquiring SBT *8 certification for reduction targets	■Climate Change (1) (2) Greenhouse gas emissions	■Climate Change By the end of FY2033 (1) Scope 1 + 2: 2,115t-CO2 (58.8% reduction from FY2023) (2) Scope 3: 67,282t-CO2 (35.0% reduction from FY2023)	■Climate Change (1) Scope 1 + 2: 4,043t-CO2 (2) Scope 3: 102,609t-CO2 *9	■Climate Change (1) Scope 1 + 2: 3,465t-CO2 (2) Scope 3: 113,136t-CO2
Appropriate Protection of Information and Security Enhancement	・Providing security and privacy training ・Conducting vulnerability assessments for services we provide (application and network assessments)	(1) Number of trainings conducted for all employees (2) Number of vulnerability assessments conducted	(1) 4 times/year (2) Application Assessment: 150 cases/year NW Assessment: 4,000 IP/year	(1) 4 times/year (2) Application Assessment: 171 cases/year NW Assessment: 4,264 IP/year	(1) 4 times/year (2) Application Assessment: 189 cases/year NW Assessment: 3,632 IP/year

*7 The scope of the targets includes major domestic subsidiaries
*8 SBT (Science Based Targets) are greenhouse gas emission reduction targets based on scientific evidence
*9 Due to a review of the scope of calculation, the FY2024 Scope 3, Category 2 (Capital Goods) figure was revised to exclude construction in progress