



FY2023

Operating Results

May 8, 2024
DeNA Co., Ltd.

1. Financial Results Summary

Financial Results Summary*

(billion yen)	FY2022				FY2023						FY2022	FY2023	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	QoQ change	YoY change		YoY change	
Revenue (IFRS)	34.8	36.4	30.2	33.5	36.1	39.0	29.0	32.6	12%	-3%	134.9	136.7	1%
Operating profit (IFRS)	4.0	3.1	-2.0	-0.9	1.7	3.1	-32.4	-0.6	-	-	4.2	-28.3	-
Operating profit (Non-GAAP)	3.8	3.0	-1.7	-0.8	1.6	2.9	-4.9	1.5	-	-	4.3	1.2	-72%
Finance income / costs (net)	6.9	1.7	-2.0	1.0	2.9	1.0	-1.6	0.9	-	-10%	7.6	3.1	-59%
Share of profit (loss) of associates accounted for using the equity method**	-0.2	0.8	-0.4	1.5	1.4	0.1	-5.9	1.4	-	-6%	1.8	-3.0	-
Profit before tax	10.7	5.6	-4.4	1.6	6.0	4.1	-39.9	1.7	-	1%	13.6	-28.1	-
Profit for the period attributable to owners of the parent	7.1	3.9	-3.8	1.6	4.6	2.8	-38.6	2.6	-	62%	8.9	-28.7	-
EPS (Yen)	60.27	33.71	-33.24	14.07	41.66	24.82	-346.98	22.91	-	63%	76.78	-257.60	-
Dividend Per Share (Yen)											20	20	0%
Consolidated Dividend Payout Ratio (%)											26.0%	-	-

*For full reconciliation of IFRS to Non-GAAP metrics, the calculation process, Non-GAAP EBITDA, and Sports Business seasonality, please see the reference materials at the end of the presentation.

**This includes the recognition in Q1 FY2023 of a one-time gain in earnings of 2.4 billion yen due to capital increase through a third-party allotment by GO Inc., and the recognition in Q3 FY2023 of a one-time loss of 5.9 billion yen related to SHOWROOM. For more details refer to the disclosures of February 7, 2024 titled "Notice Regarding Recognition of Impairment Loss, Etc." and "Consolidated Financial Results for the Nine Months Ended December 31, 2023 [IFRS]."

Financial Results Summary: Financial Results by Segment

(billion yen)		FY2022				FY2023						FY2022	FY2023	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	QoQ change	YoY change			YoY change
Game	Revenue	15.8	16.9	14.1	17.2	12.5	13.9	12.7	14.9	17%	-13%	64.0	54.0	-16%
	Segment profit/loss	1.7	2.3	1.6	4.0	0.2	0.2	-0.2	3.2	-	-19%	9.6	3.5	-64%
Live streaming	Revenue	9.6	9.9	10.2	10.3	10.8	11.0	10.8	10.0	-7%	-3%	40.1	42.6	6%
	Segment profit/loss	-0.2	-0.2	-0.1	-0.1	-0.2	0.1	0.5	-0.0	-	-	-0.6	0.3	-
Sports*	Revenue	7.9	7.9	3.0	2.1	10.2	11.0	2.4	3.6	50%	70%	21.0	27.3	30%
	Segment profit/loss	2.6	2.0	-1.8	-2.8	3.4	4.0	-3.0	-2.3	-	-	-0.0	2.1	-
Healthcare & Medical**	Revenue	0.7	1.1	2.0	3.2	2.0	2.3	2.4	3.4	42%	6%	7.0	10.0	43%
	Segment profit/loss	-0.2	-0.7	-0.9	-0.4	-1.2	-1.0	-0.9	-0.5	-	-	-2.2	-3.6	-
New Businesses and Others	Revenue	0.7	0.7	0.8	0.8	0.7	0.8	0.8	0.8	-4%	-2%	2.9	3.1	4%
	Segment profit/loss	-0.2	-0.2	-0.2	-0.3	-0.3	-0.3	-0.3	-0.4	-	-	-0.9	-1.3	-

*See slide 18 for the seasonality of the Sports Business and status of matches for each quarter.

**PPA (a series of operations to allocate the acquisition cost to the assets and liabilities existing in the acquired company and record them in the consolidated financial statements) for DATA HORIZON and Allm was completed and the FY2022 portion of amortization of intangible assets, etc. was recognized in Q4 FY2022. Management accounting of the financial performance excluding this impact is shown on slide 20.

Financial Results Summary: Cost and Expense Breakdown

(billion yen)	FY2022				FY2023						FY2022	FY2023	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	QoQ change	YoY change			YoY Change
Cost of Sales	17.4	18.4	17.2	17.8	19.0	20.4	18.1	18.2	1%	3%	70.8	75.7	7%
Personnel Expenses	2.0	2.2	2.4	2.1	2.2	2.3	2.4	2.2	-4%	6%	8.8	9.1	4%
Depreciation and amortization	0.8	0.9	0.9	0.9	1.0	1.3	1.6	0.8	-46%	-3%	3.5	4.8	37%
Outsourcing expenses	3.9	4.1	3.6	3.6	4.5	4.9	3.9	4.4	12%	21%	15.2	17.6	16%
Commission fees	7.9	8.3	7.7	8.1	7.8	8.2	7.6	7.5	-1%	-7%	32.0	31.0	-3%
Others	2.7	3.0	2.6	3.1	3.6	3.6	2.7	3.3	22%	7%	11.4	13.3	17%
Selling, general, and administrative expenses	13.8	15.0	14.8	16.3	15.4	15.5	15.3	14.5	-6%	-12%	60.0	60.6	1%
Personnel Expenses	3.5	3.4	4.2	4.3	4.6	4.5	4.6	4.3	-5%	1%	15.4	18.0	17%
Sales promotion & Advertising expenses	3.8	4.3	3.9	3.9	4.3	4.2	4.1	3.2	-22%	-17%	15.8	15.8	0%
Outsourcing expenses & Commission fees	4.8	5.7	4.8	5.3	4.4	5.1	4.5	4.7	5%	-11%	20.6	18.7	-9%
Others	1.7	1.6	2.0	2.9	2.1	1.6	2.2	2.3	2%	-23%	8.2	8.2	-1%
Other income*	0.5	0.1	0.2	0.4	0.2	0.1	0.2	1.5	633%	242%	1.3	2.0	55%
Other expenses*	0.1	0.0	0.4	0.7	0.2	0.1	28.2	2.1	-93%	186%	1.2	30.6	2,464%
Consolidated employee headcount**	2,294	2,589	2,854	2,951	3,079	3,061	2,960	2,897	-2%	-2%	2,951	2,897	-2%

*Includes non-operating income / expenses and extraordinary income / expenses, excluding finance income / costs under Japanese GAAP (e.g. Loss on sales / retirement of tangible / intangible assets).

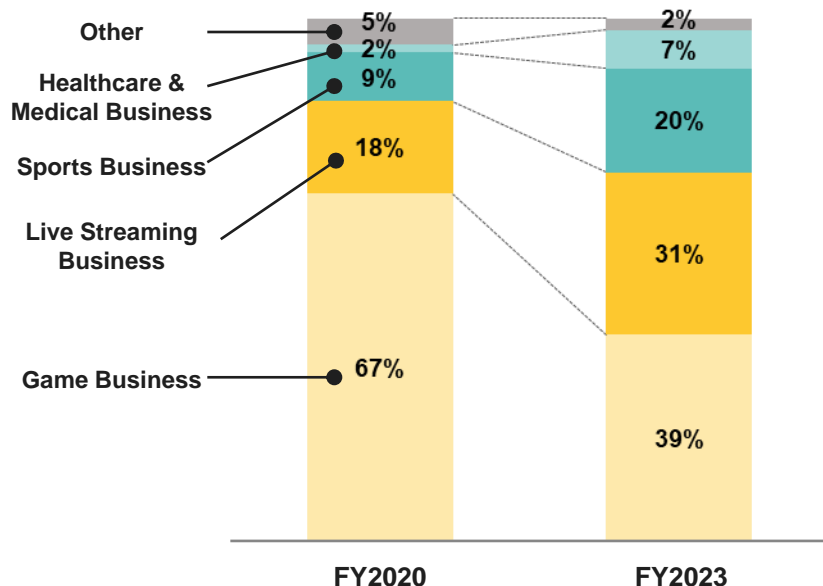
**The consolidated employee headcount from Q2 FY2022 onward includes DATA HORIZON CO., LTD., and from Q3 FY2022 onward includes Allm Inc.

2. Mid Term Strategy Update

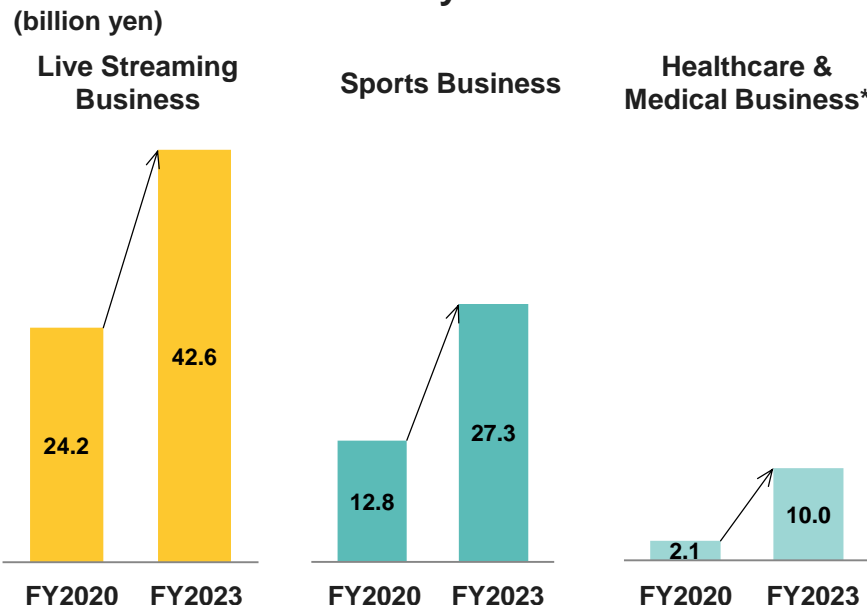
3 Year Period from FY2021 – FY2023

- Focused on enhancing business portfolio and achieving a structural shift
- Over 3 year period, made significant change towards a portfolio structure that is less impacted by volatility and the external environment

Revenue Breakdown*



Revenue by Business*



*From Q2 FY2022 the segment previously reported as the Healthcare Business has been changed to the Healthcare & Medical Business.

3 Year Period from FY2021 – FY2023: Key Business Initiatives

Games

- With the goal of creating a stronger business structure, and with an emphasis on reducing volatility risk, decided to pursue a new development approach and conducted a major review of the China Business, significantly downsizing the China office, among other efforts

Live Streaming

- Grew to achieve annual revenue exceeding 40.0 billion yen, and secured profitability while investing for growth
- Foundation in place to pursue future growth while focusing on profitability

Sports & Community

- Completely recovered from impact of COVID-19 and achieved even further growth
- Made progress in initiatives that will be the core of future Smart City development, including the City of Yokohama old city hall district project and Kawasaki! Arena City Project

Healthcare & Medical

- Made Allm and DATA HORIZON, etc., into subsidiaries, significantly enhanced the business portfolio, and secured the foundation for future growth
- Made steady progress in building and spreading high quality services such as Join, but delay expected in achieving initial goals set for FY2024 (revenue of 20.0 billion yen and profit of 5.0 billion yen)

3 Year Period from FY2021 – FY2023: Financial Highlights

- The following initiatives were implemented over the 3 years to FY2023, leveraging sound financial base

Investment in New Growth & Initiatives

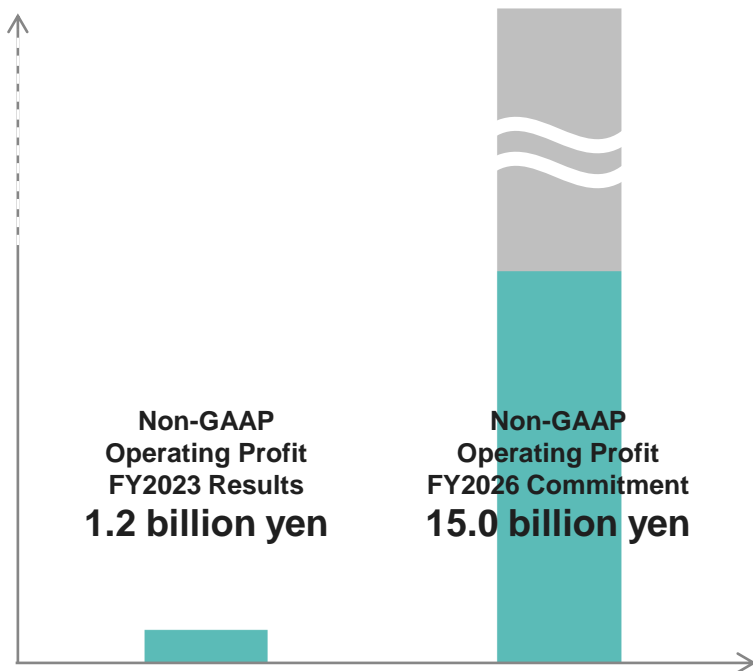
- Enhanced business portfolio through M&A (IRIAM, Allm, DATA HORIZON, etc.)
- Invested in growth phase businesses (Live Streaming Business, Healthcare & Medical Business)
- Set up framework for continued business creation, centered on Venture Builder in Delight Ventures (see slide 11)

Increasing Asset Efficiency & Shareholder Returns

- Updated shareholdings for policy purposes (May 2022, partial sale of shares)
- Used borrowings for opportunities, such as in M&A (Borrowings as of March 31, 2024: 37.8 billion yen)
- Share buybacks (Total over 3 fiscal years through FY2023: 25.9 billion yen)
- Continued dividends at each fiscal year-end in accordance with dividend policy

Key Focus for Next 3 Years

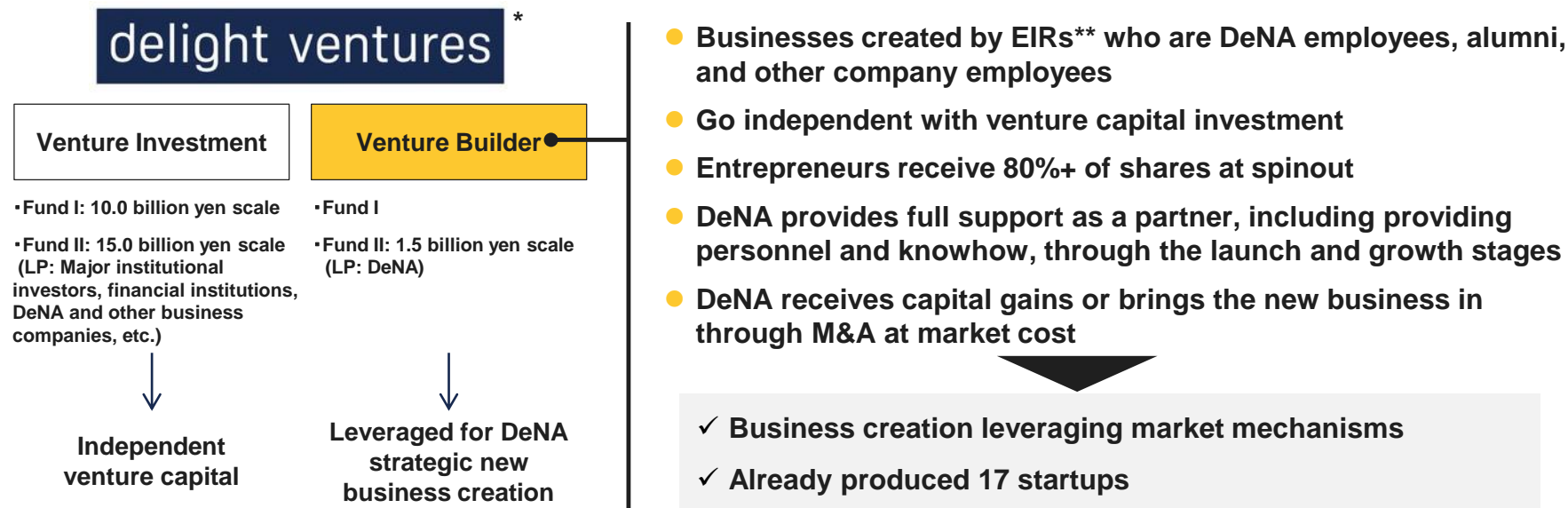
- Establish group of businesses with structural & continued growth, and aim for each business to achieve meaningful profit contribution
- Focus on increasing capital efficiency & ROE, with consideration for capital cost



- Aim to achieve profit increases every year for the next 3 years, and commit to 15.0 billion yen in non-GAAP operating profit for FY2026
- Due to the difficulty of reasonably forecasting a major game hit, etc., that possibility is considered upside potential relative to the commitment
- Expectations for growth in Sports & the Community as well as Medical, which have both had their foundations established over the past 3 years
- Aim to achieve the previously shared annual profit goals of 5.0 billion yen for Healthcare & Medical and 3.0 billion yen for Sports & the Community over the next 3 years
- Focus on establishing structural strengths in each business to achieve continued growth beyond FY2026

Continued Initiatives to Create New Businesses

- Proactive initiatives to create new businesses serve as the corporate value growth engine for the eternal venture DeNA
- In addition to the pursuits of each business line and M&A, also strategically leveraging the Venture Builder in Delight Ventures



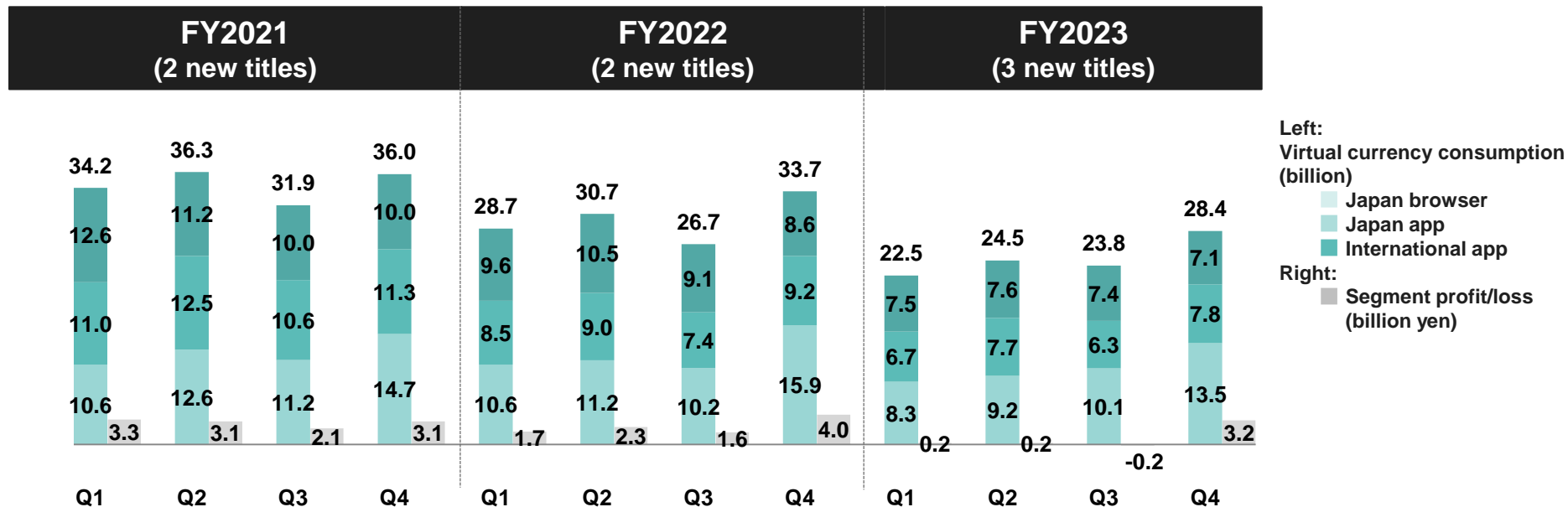
*For each fund, the total estimated investment amounts (including planned amounts) are provided. For Venture Investment Fund II, the first close amount is provided.

**EIR: Entrepreneur In Residence

3. Progress & Future Approach for Each Business

Game Business

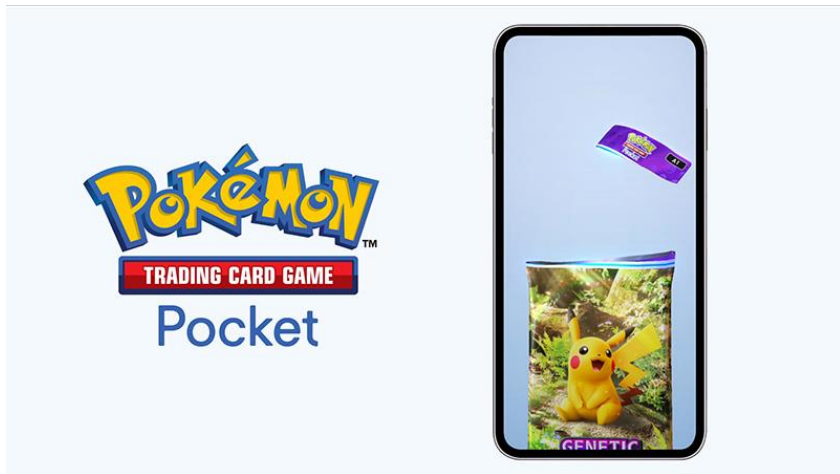
- Q4 saw a profit recovery due to factors such as the strong seasonality in existing titles and the significant downsizing of the China Business
- Decided to pursue a new development approach that aims to significantly reduce risk, and aim to achieve a structure with low downside risk from volatility



Game Business

- Continuing efforts centered on major IP for the global market, in line with strategy to date, with approx. 3 titles expected to be launched in FY2024

Pokémon Trading Card Game Pocket: A Pokémon Card Game for Smartphones



- Scheduled for release in 2024
- Basic gameplay is free to play (some items are available for purchase)
- Japanese, English, and 7 other languages expected to be supported
- Newly renamed Pokémon Card D Studio Co., Ltd.,* a DeNA subsidiary with joint investment from The Pokémon Company, is focusing on development for this game

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Pokémon is a registered trademark of Nintendo, Creatures, and GAME FREAK.

Screenshots are from a title under development.

*The former company name was DeNA Digital Production Co., LTD., with the name change taking place on April 26, 2024. The shareholding percentages for this company are DeNA with 66.6%, and The Pokémon Company with 33.4%.

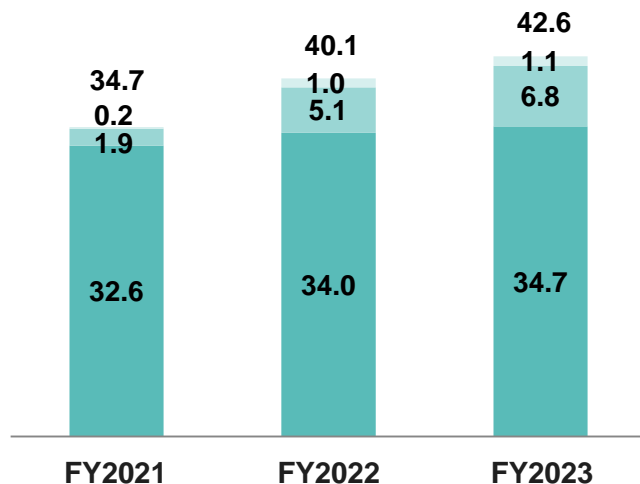
Live Streaming Business

- Grew to achieve annual revenue exceeding 40.0 billion yen, and secured profitability while investing for growth
- Aim to achieve growth with greater focus on profitability, including diversifying business model

Live Streaming Business Revenue*

(billion yen)

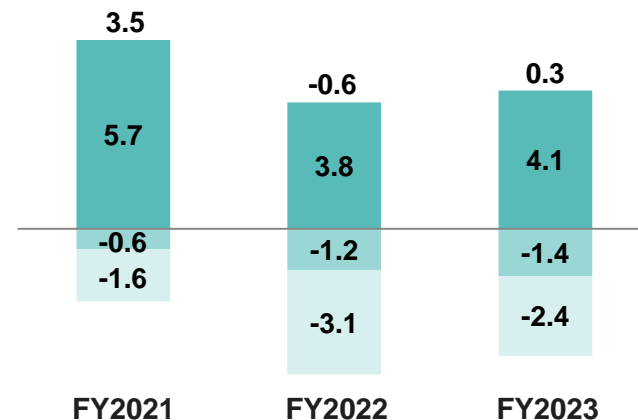
■ Pococha Japan ■ IRIAM ■ Others (Global Pococha, etc.)



Live Streaming Business Profit/Loss*

(billion yen)

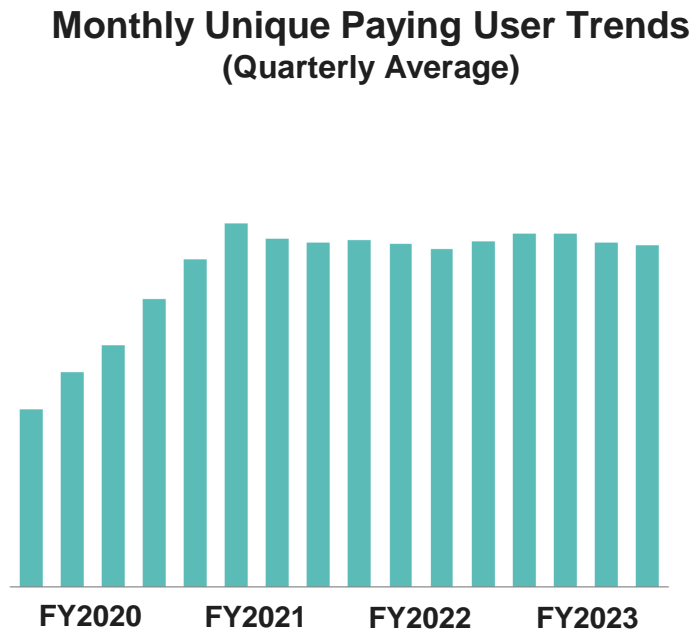
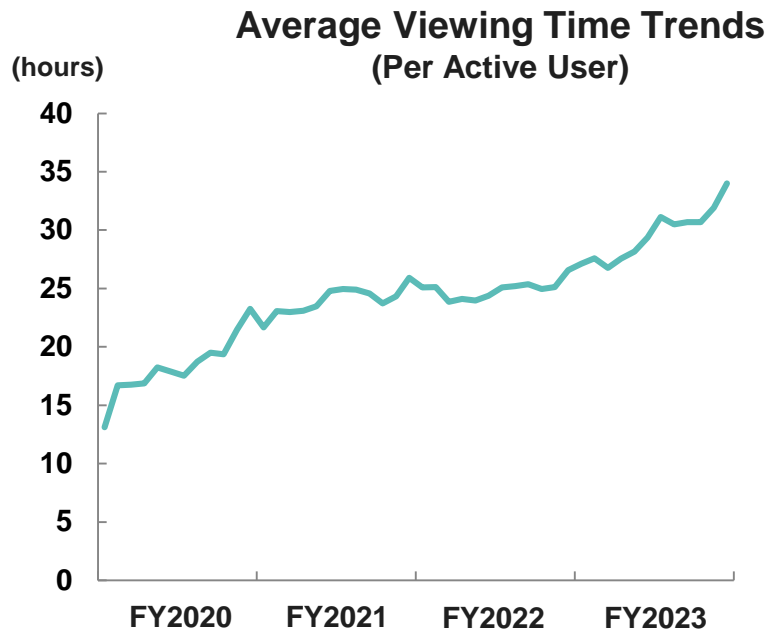
■ Pococha Japan ■ IRIAM ■ Others (Global Pococha, etc.)



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

Live Streaming Business: Pococha Japan

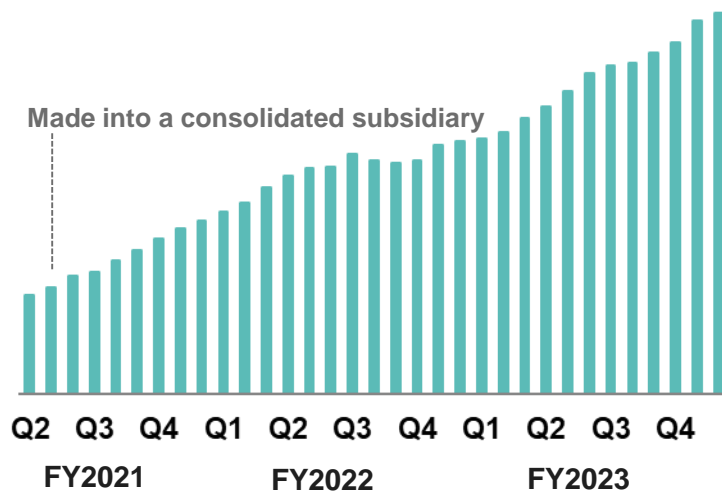
- 5.77 million downloads in Japan as of March 31, 2024, and user engagement continues to be positive
- Aiming to enhance new user acquisition through marketing, with a media mix including TV commercials



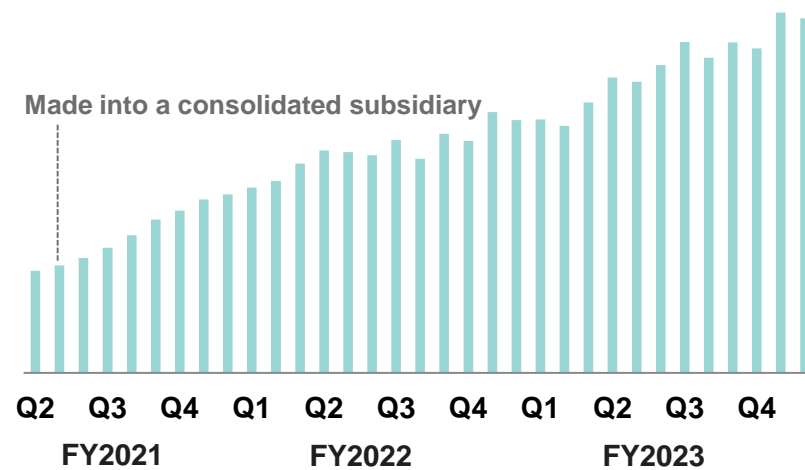
Live Streaming Business: IRIAM

- IRIAM achieved 3.07 million downloads* as of March 31, 2024 and continues to see active use
- Prioritizing sound community development, while also aiming to achieve revenue growth and early profitability

Monthly Average DAU Trends



Monthly Unique Paying User Trends



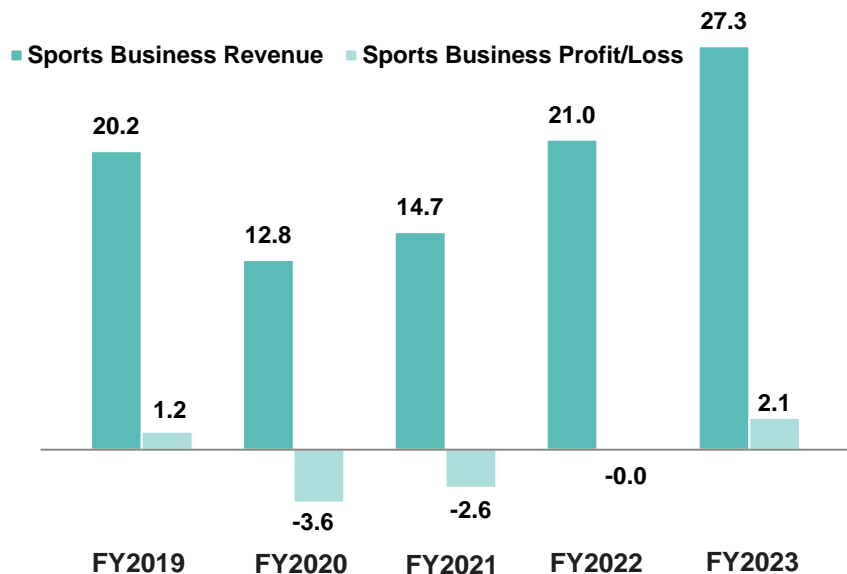
*Definition for aggregation partially updated in Q1 FY2023.

Sports Business

- Completely recovered from impact of COVID-19 and achieved even further growth

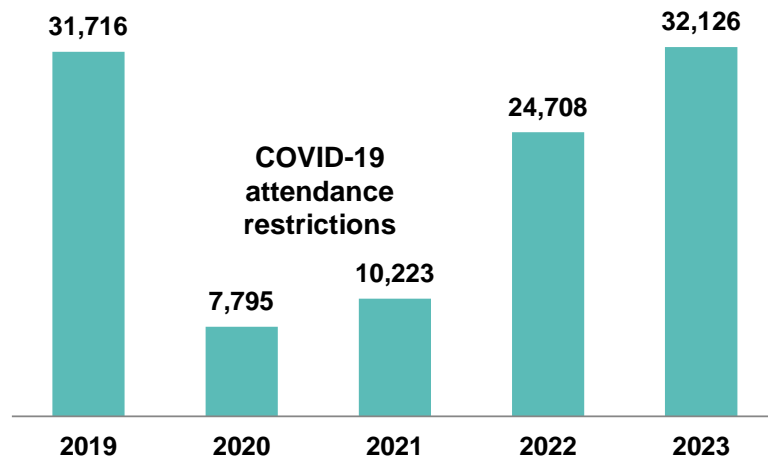
Sports Business Revenue & Profit/Loss*

(billion yen)



Yokohama DeNA BayStars Average Stadium Attendance**

(people)



*Supplemental information regarding the number of home games (including Climax Series) held per quarter for the highly seasonal baseball business:

FY2023: Q1 33, Q2 37, Q3 1, Q4: 3; FY2022: Q1 34, Q2 33, Q3 5, Q4 0; FY2021: Q1 36, Q2 21, Q3 12, Q4 3; FY2020: Q1 9, Q2 35, Q3 16, Q4 2; FY2019: Q1 34, Q2 35, Q3 3, Q4 0

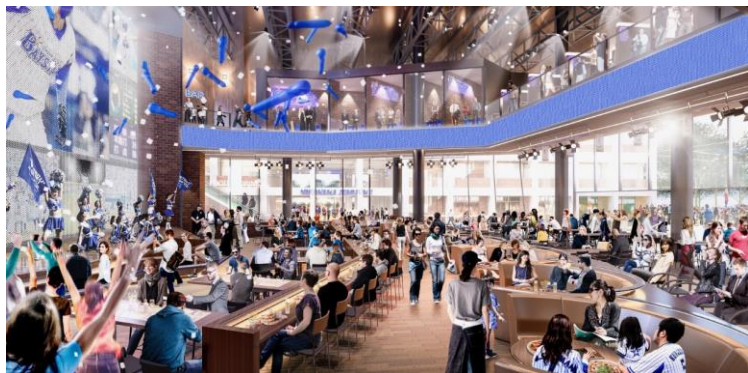
**Data on official home games for the Yokohama DeNA BayStars each season (including home games held outside Yokohama Stadium)

Sports & the Community

- Made progress in 2 initiatives that will be the core of Smart City development. Aim to expand business beyond sports entertainment

City of Yokohama Old City Hall District Project*

- Grand opening planned for spring 2026
- DeNA in charge of live viewing arena and edutainment facility



Kawasaki! Arena City Project

- Plan to open an arena with capacity for up to 15,000 people** and hotel + commercial facility in the Keikyu Kawasaki Station area in October 2028
- Estimated economic impact after completion is over 120 billion yen annually***



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

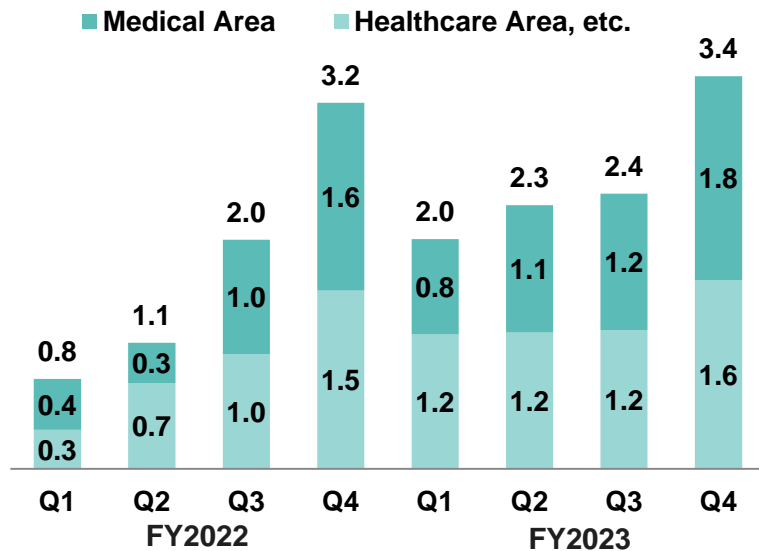
**This maximum capacity is when the center stage layout is in use. The capacity may change due to future administrative discussions or other reasons. This arena is expected to serve as the home arena for the Kawasaki Brave Thunders from the 2028 – 29 season (opener in October 2028), with a capacity at a scale of 12,000 people.

***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. (Economic Impact Research Laboratory survey)

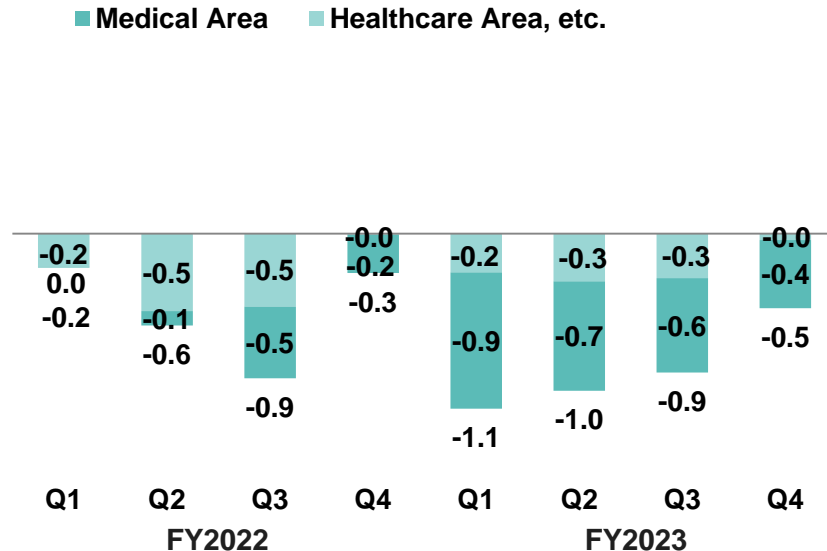
Healthcare & Medical Business*

- Business grew to achieve annual revenue at 10.0 billion yen level
- Some financial contribution in both areas originally expected in FY2023 now expected in FY2024 onward

Healthcare & Medical Business Revenue*
(billion yen)



Healthcare & Medical Business Profit/Loss*
(billion yen)



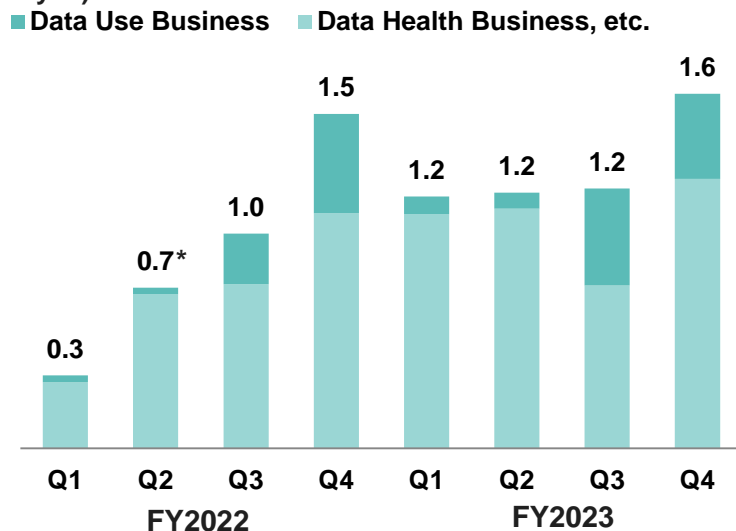
*The figures shown on this slide are on a management accounting basis, not including asset-related amortization costs, etc., which have begun to be recognized upon completion of PPA, and do not match the segment results. "Healthcare Area, etc." includes health big data and other current initiatives primarily in the Healthcare Business Unit. As of August 2022 this also includes DATA HORIZON results. "Medical Area" includes medical digital transformation and other current initiatives primarily in the Medical Business Unit. As of September 2021 this includes Nipponect Systems, and as of October 2022 this includes Allm results.

Healthcare & Medical Business: Healthcare Area

- Data Health Business orders grew, due to being the Japanese government Data Health Plan formulation year
- Some projects in the Data Use Business that were originally expected in Q4 are taking more time than initially anticipated
- Good signs for needs in the industry for our data solutions, evidenced by steady growth in the number of new clients and growth in the transaction amount per customer among pharmaceutical companies, etc.

Healthcare Area Revenue Breakdown

(billion yen)



Healthcare Area KPI

Data Health			
No. of Orders from Municipal National Health Insurance**		FY2022 351	FY2023 472
Data Use***			
Revenue (Past 12 months)		~Mar. 2023 0.75 bil yen	~Mar. 2024 0.99 bil yen
No. of Clients (Past 12 months)	Overall	~Mar. 2023 38	~Mar. 2024 54
	Pharmaceutical Companies, etc.	~Mar. 2023 24	~Mar. 2024 28
Transaction Amount Per Customer (Past 12 months)	Pharmaceutical Companies, etc.	20% increase year-over-year	

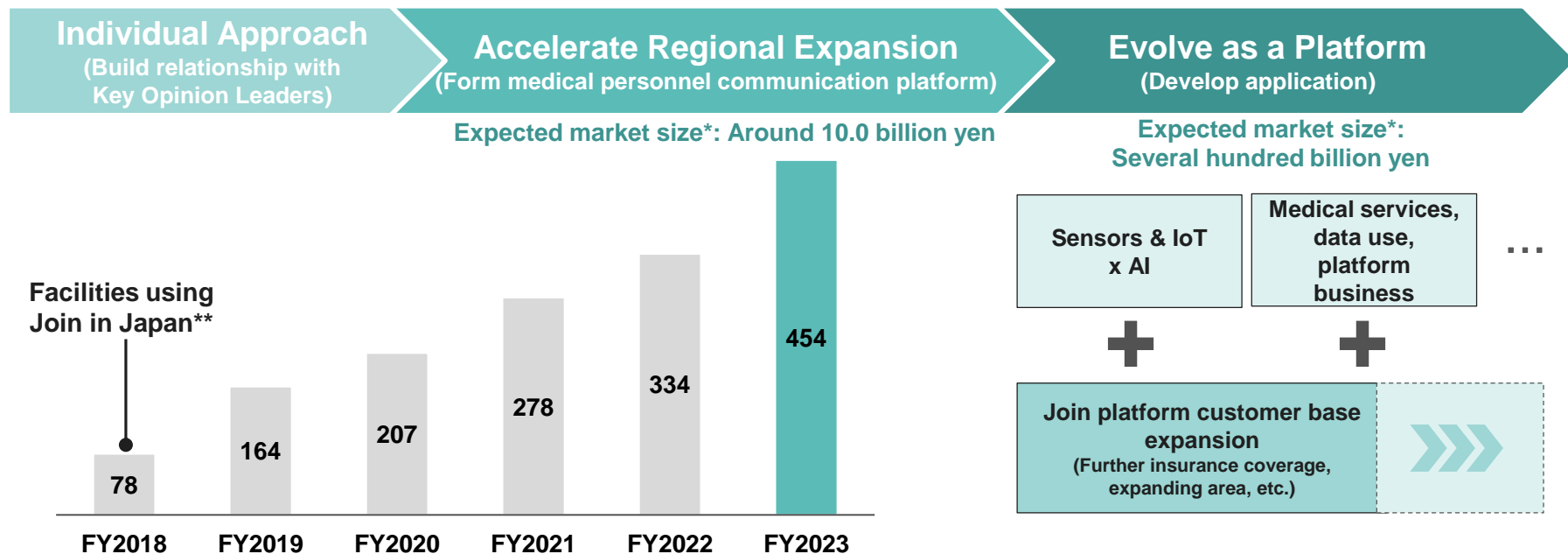
*As of August 2022 this includes the results of DATA HORIZON.

**Fiscal year here is the customers' fiscal year. FY2023 orders are through March 2024.

***Some definitions were updated, such as for name aggregation, etc., and the data for the no. of clients and transaction amount per customer was updated, including past results.

Healthcare & Medical Business: Medical Area

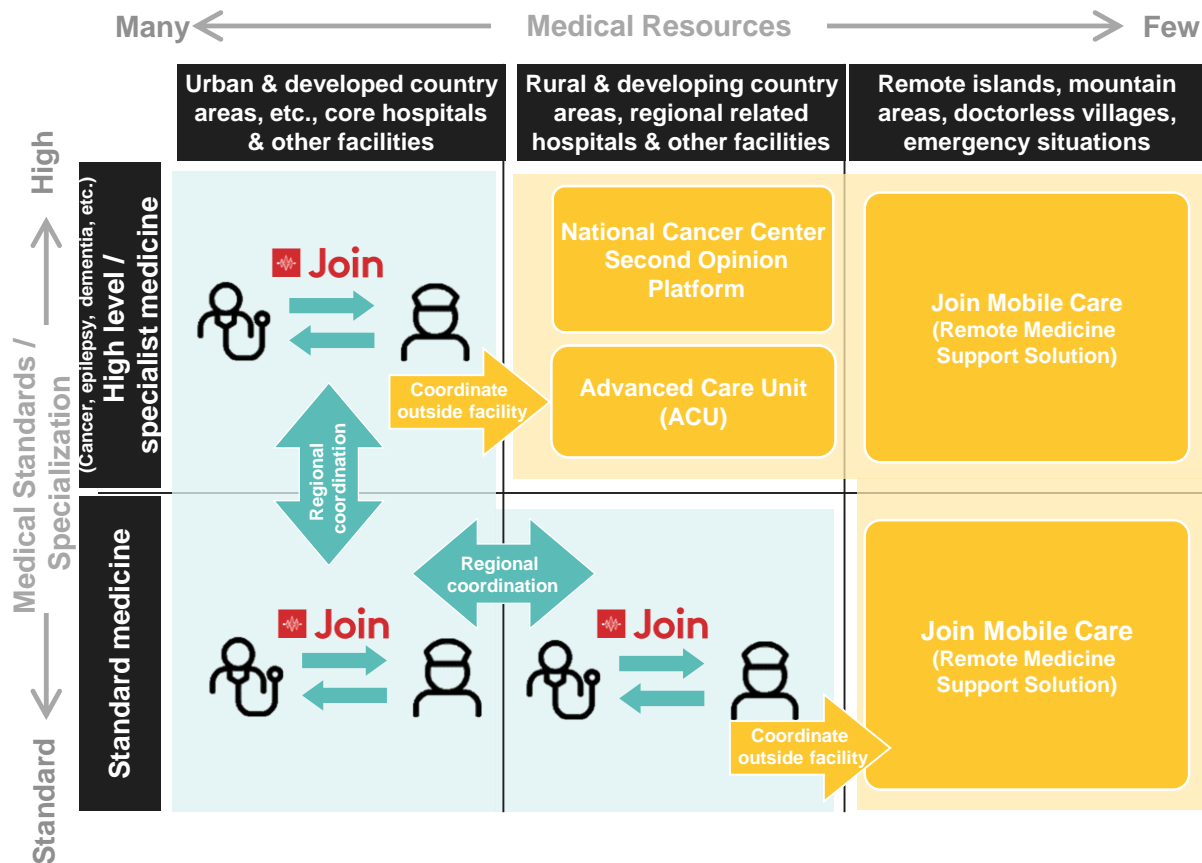
- Making steady progress in the spread of Join, including regional expansion
- While measures to lead to future structural growth are taking shape, such as the update of the treatment compensation system, etc., full-scale revenue contribution is expected in FY2024 onward



*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.

Healthcare & Medical Business: Medical Area



✓ Accelerate Spread of Join Platform

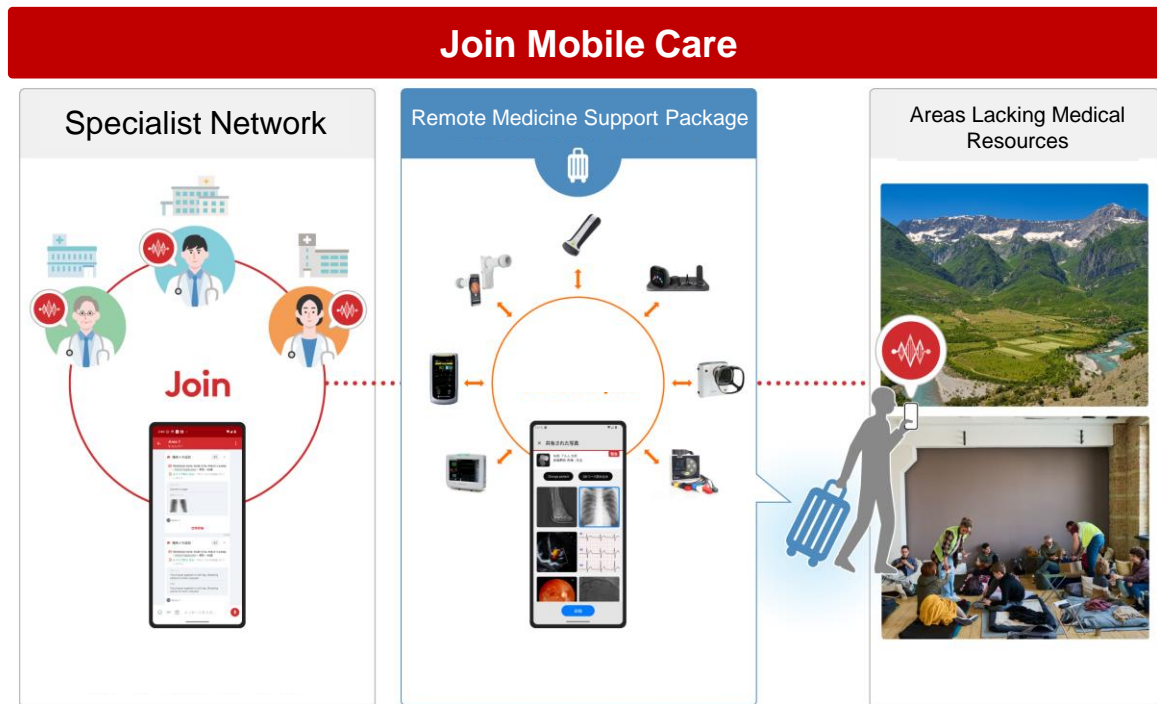
- Making steady progress, with examples of deployment to medical institutions through local municipality subsidies, etc. expanding into 10 prefectures
- Accelerating deployment into entire facilities in each region through projects such as national medical digital transformation and working style transformation support

✓ Evolve Use of Join & Business Models

- In the FY2024 treatment compensation system update, the coverage area was expanded for hyperacute stroke fees, and specific intensive care unit remote support fees were newly added
- Making progress in exploring specific details for projects leveraging Join Mobile Care (see next slide) expected to contribute from FY2024

(Reference) Join Mobile Care*

- Join Mobile Care, which combines portable medical devices and Join, is being provided to areas with insufficient medical resources
- The use of Join Mobile Care helps to maintain the level of medical care in the region and facilitates the education of medical practitioners, etc.



*For clarity, a portion of this diagram is simplified.

4. Outlook

Outlook for FY2024

- The FY2024 consolidated financial results forecast is as follows
 - The consolidated financial results forecast cannot be provided due to the difficulty of reasonably & accurately estimating the figures
 - Full-year revenue is expected to increase year-over-year, in conjunction with changes to and strengthening of the business portfolio
 - Non-GAAP operating profit expected, with a year-over-year increase
 - In the Game Business, while DeNA expects to be affected by the trends in existing titles and the significant downsizing of the China office, we plan to release about three new titles. However, DeNA believes that it is difficult to reasonably calculate and provide a concrete outlook at the present time
 - With regard to the Live Streaming Business, the Sports Business, and the Healthcare & Medical Business, DeNA will aim to increase both revenue and profit while continuing to invest for growth
 - There are no items to be disclosed that could be construed as one-off factors impacting business performance

Reference Materials

- IFRS to Non-GAAP Reconciliation
- Consolidated Cash Flows
- Consolidated Financial Position
- Segment Breakdown

IFRS to Non-GAAP Reconciliation

(billion yen)	FY2022				FY2023				FY2022	FY2023	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			YoY change
Reconciliation of Operating profit to Non-GAAP operating profit											
Operating profit (IFRS)	4.0	3.1	-2.0	-0.9	1.7	3.1	-32.4	-0.6	4.2	-28.3	-
Accounting adjustments related to seasonality & one-time factors	-0.1	-0.1	-0.1	+0.4	-0.1	-0.1	+0.1	+0.2	+0.1	+0.1	-2%
Acquisition and restructuring related expenses	-	-	+0.3	-	-	-	+27.4	+2.0	+0.3	+29.4	8,696%
Sales and disposition related gains	-	-	-	-0.3	-	-	-	-	-0.3	-	-
Non-GAAP operating profit	3.8	3.0	-1.7	-0.8	1.6	2.9	-4.9	1.5	4.3	1.2	-71%
Profit (loss) from seasonal sports business	-2.6	-2.0	+1.8	+2.8	-3.4	-4.0	+3.0	+2.3	+0.0	-2.1	-
Non-GAAP operating profit excluding Sports	1.3	1.0	0.1	2.0	-1.8	-1.1	-1.8	3.8	4.3	-0.9	-

(billion yen)	FY2022				FY2023				FY2022	FY2023	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			YoY change
Reconciliation of Operating profit to Non-GAAP EBITDA											
Operating profit (IFRS)	4.0	3.1	-2.0	-0.9	1.7	3.1	-32.4	-0.6	4.2	-28.3	-
Accounting adjustments related to seasonality & one-time factors	-0.1	-0.1	-0.1	+0.4	-0.1	-0.1	+0.1	+0.2	+0.1	+0.1	-2%
Acquisition and restructuring related expenses	-	-	+0.3	-	-	-	+27.4	+2.0	+0.3	+29.4	8,696%
Sales and disposition related gains	-	-	-	-0.3	-	-	-	-	-0.3	-	-
Depreciation and amortization	+1.3	+1.3	+1.4	+1.5	+1.4	+1.8	+2.1	+1.3	+5.4	+6.5	20%
Retirement / impairment of fixed assets (excl. one-time factors)	+0.0	+0.0	+0.0	+0.5	+0.1	+0.1	+0.7	+0.0	+0.5	+0.9	77%
Non-GAAP EBITDA	5.1	4.3	-0.3	1.2	3.1	4.8	-2.1	2.8	10.2	8.6	-16%

Consolidated Cash Flows

(billion yen)	FY2022	FY2023
Operating cash flow (A)	10.8	-10.8
Profit before tax	13.6	-28.1
Depreciation and amortization	5.4	6.5
Impairment loss	0.4	28.8
Share of loss (profit) of associates accounted for using the equity method	-1.8	3.0
Decrease (increase) in trade and other current receivables	-0.8	-1.8
Increase (decrease) in trade and other current payables	-1.7	0.9
Dividends received	3.2	1.9
Income tax paid	-2.2	-18.7
Others	-5.3	-3.3
Investing cash flow (B)	12.5	-12.6
Financing cash flow	-4.9	-4.1
Proceeds from borrowings, net	16.5	-0.0
Cash dividends paid	-4.6	-2.2
Purchase of treasury stock	-15.0	-
Others	-1.8	-1.9
FCF ((A)+(B))	23.3	-23.5
Cash and cash equivalents (Consolidated)	97.7	71.4
(Non-consolidated basis)	64.0	41.9

Consolidated Financial Position

(billion yen)	FY2022	FY2023
Current assets	133.3	114.1
Cash and cash equivalents	97.7	71.4
Non-current assets	215.6	221.6
Property and equipment & Right-of-use assets	20.2	21.9
Goodwill	49.1	33.6
Intangible assets	23.0	17.8
Investments accounted for using the equity method	58.0	56.5
Other non-current financial assets	63.2	91.1
Total assets	348.9	335.7
Current liabilities	50.6	49.2
Borrowings	2.7	8.6
Non-current liabilities	64.3	66.5
Borrowings	35.0	29.2
Equity	234.0	220.0
Total equity attributable to owners of the parent	221.6	209.2
Total liabilities and equity	348.9	335.7

Segment Breakdown

Segment	Businesses
Game Business	Japan and international game businesses
Live Streaming Business	Japan and international Pococha, IRIAM, etc.
Sports Business	Baseball, basketball, soccer, etc.
Healthcare & Medical Business	Health big data related services, Japan and international medical digital transformation related services
New Businesses & Others	Previous E-commerce business, previous Automotive business, and other new businesses, etc.

*Allm Inc. became a subsidiary from October 2022, and its performance is not included in the segment results for Q2 FY2022 and earlier.

**The financial results of the following companies became included in "Share of profit (loss) of associates accounted for using the equity method" in the consolidated income statement and became excluded from segment results as of the timing stated in the parenthesis.

- Previous Automotive business: GO Inc. (Q1 FY2020),
DeNA SOMPO Mobility Co., Ltd. and DeNA SOMPO Carlife Co., Ltd. (Q1 FY2020)
- Live streaming business: SHOWROOM Inc. (Q2 FY2020)
- Healthcare business: PFDeNA Inc. (Q1 FY2020)
- New businesses & others: Manga Box Co., Ltd. (Q1 FY2021)



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