



KADOKAWA

Summary of ESG Initiatives of the KADOKAWA Group

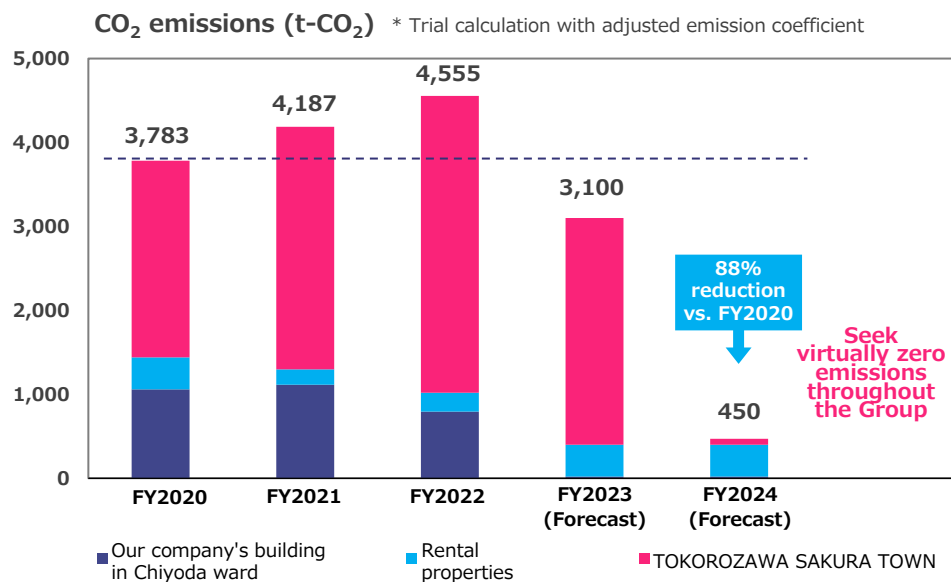
KADOKAWA CORPORATION

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Environment

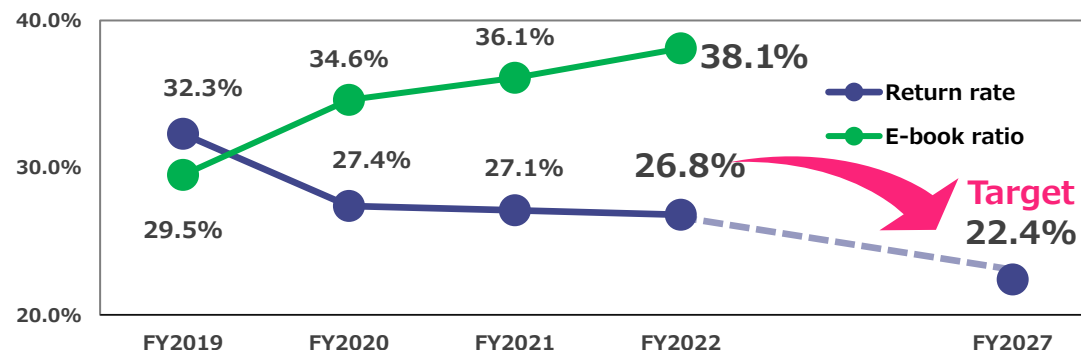
Greenhouse gas (GHG) emissions reduction

- ◆ The target of reducing greenhouse gas (GHG) emissions by 50% by FY2030 is expected to be achieved during FY2024, earlier than planned.
- The electricity used in our company's building will be virtually transitioned to renewable energy (scheduled in December 2023) and a 88% reduction will be achieved in FY2024
- Pursue virtually zero emissions throughout the KADOKAWA Group in the future
- ▶ Change in KADOKAWA's GHG emissions over time and target



Reducing wasted paper-based products

- ◆ Reduced wasted paper-based products in the paper-based books business
- Return rates of the Group's paper-based books business have been improving continuously
- The ratio of e-book sales in the Publication Segment is increasing



- Realized a significant reduction of wasted paper-based products (tons)

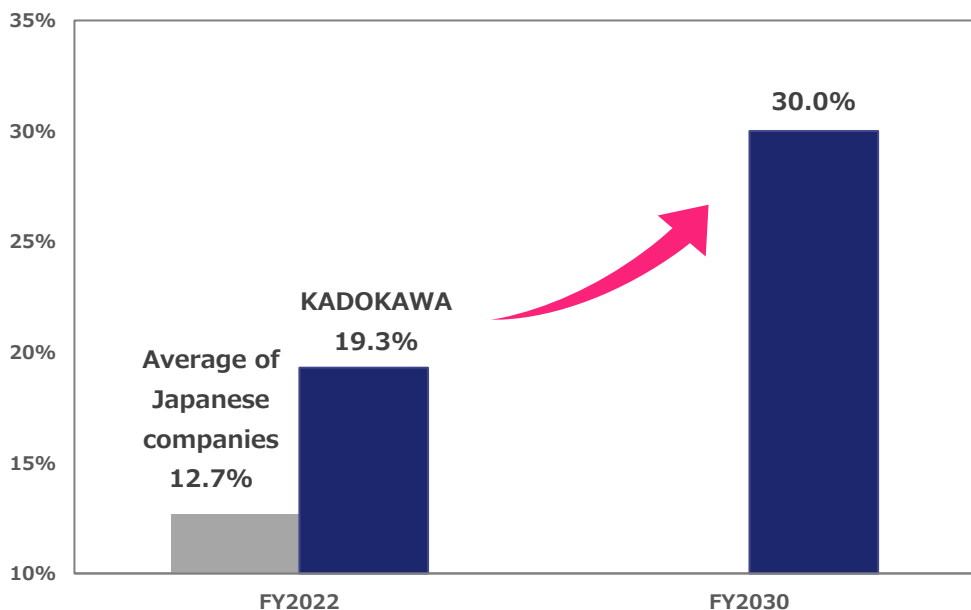


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Social

Promoting the creativity and diversity of employees

- ◆ Promoting the diversity of the Group's employees
 - In the KADOKAWA Group, women are 43.2% of employees
 - We aim to further increase the percentage of women in managerial-level positions towards FY2030

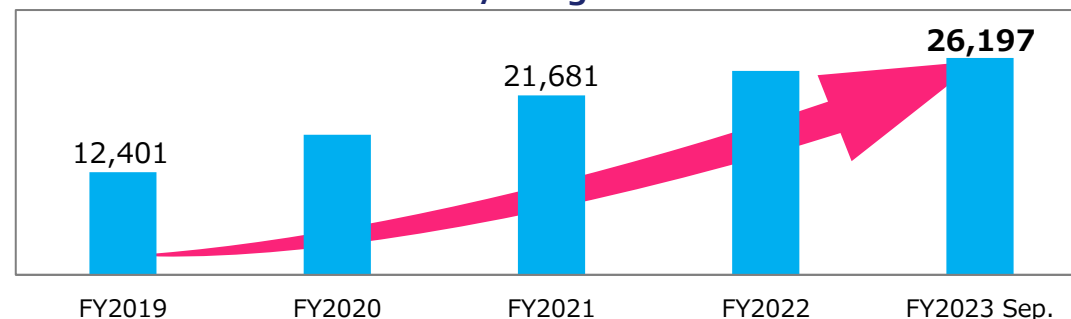


- ◆ Developing an environment that realizes diverse work styles

Providing an equal and creative educational environment

- ◆ Provide practical education opportunities equally to diverse students
 - N/S High Schools provide education opportunities equally to high school students all over Japan, centered on online educational programs. They are the largest high schools in Japan, having 26,197 students.

The number of N/S High Schools students



- ◆ Develop specialists in the creative industry and contribute to the industry's sustained growth
 - Expect that they will join and contribute to the KADOKAWA Group



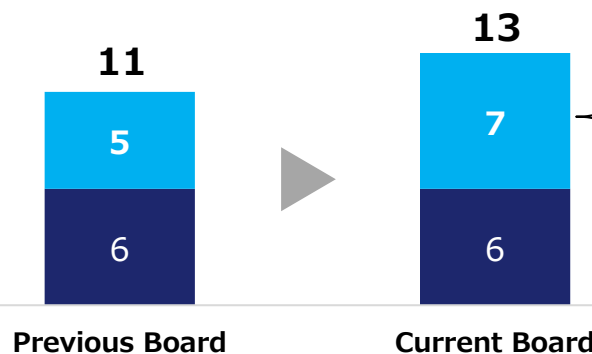
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Governance

Separation of supervision and execution of management

- ◆ Of the 13 members of the Board, seven are Independent Members

■ Internal Members ■ Independent Members

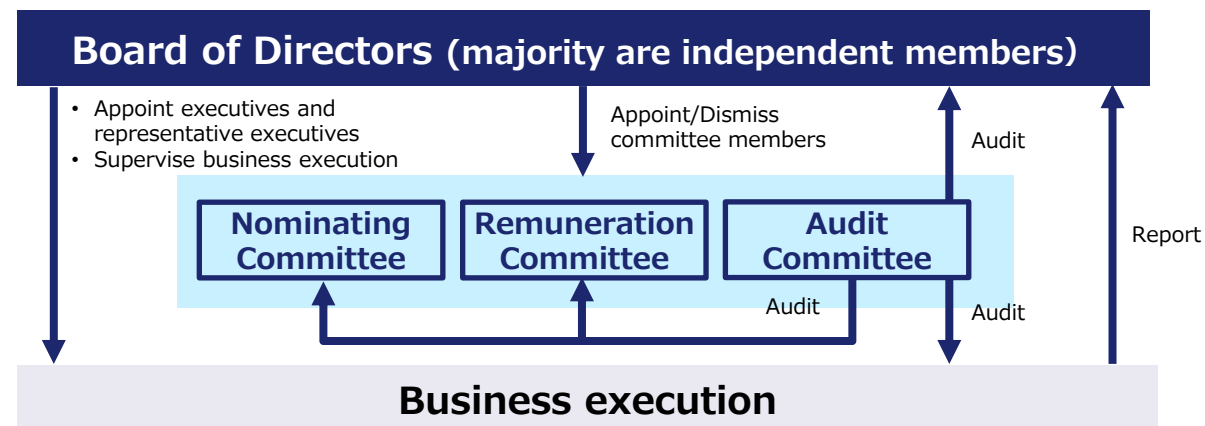


Expertise of independent members

- Corporate management, global expansion
- Global expansion, diversity
- Legal, compliance
- Knowledge of IT and technology
- Legal, corporate governance
- Finance, accounting
- Global expansion, content creation

- ◆ Transition from a company with an Audit & Supervisory Committee to a company with a Nominating Committee, etc. to strengthen the corporate governance

➤ **Shift to the system with a Nominating Committee, a Remuneration Committee and an Audit Committee, that all consist of the Independent Members of the Board**



- ◆ The Chairman of the Board is appointed from the Independent Members of the Board

- ◆ Reduction of cross-shareholdings

- The number of issuers of listed shares we are holding, and the cross-shareholdings portion of our net assets are both being reduced
- We will further reduce our cross-shareholdings going forward

