

# FY2022.4Q

**MEDIA DO Co., Ltd.**

**As of February 28, 2023 Financial Results Briefing**

**More Content for More People!**



Media Do

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## 1 Consolidated Performance Highlights

## 2 Business Strategy

(1) eBook distribution business

(2) Strategic investment businesses

(FanTop business / IP & solutions business)

(3) Other

## 3 Strategic Focus for FY2023

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# Corporate Philosophy

The background of the slide is a photograph of a modern indoor garden. In the foreground, there are several large, leafy green plants. In the middle ground, a long wooden table is surrounded by wooden chairs. In the background, there is a wooden bookshelf filled with books. The overall atmosphere is bright and natural.

MISSION

Unleashing a virtuous cycle of literary creation

VISION

More Content for More People !

# Executive Summary (1)

In the first year of the new medium-term management plan (MTMP), results exceeded the full-year forecast and we made upfront investments to achieve the MTMP's targets

		(1st year of plan)	(3rd year of plan)	(5th year of plan)
	FY2021	FY2022	FY2024	FY2026
Net sales	¥104.7bn	¥101.6bn	¥120.0bn	¥150.0bn
Operating profit	¥2,810mn	¥2,390mn	¥4,000mn	¥8,500mn
EBITDA	¥3,920mn	¥3,860mn	¥5,000mn	¥10,000mn
Profit attributable to owners of parent	¥1,570mn	¥1,050mn	¥2,800mn	¥6,000mn
ROE	10.9%	6.3%	15.9%	23.0%

## Initiatives of each business

### eBook distribution business

- Nearly done with transfer of LINE Manga back-end operations
- However, delays in 2Q will result in impacts lasting into FY2023
- Launched Manga Saison through capital and operational alliance with Credit Saison

### FanTop business

- Partnered with 66 companies on publications with NFT digital benefits, reaching total publication sales of ¥314mn
- Identified priority measures in an effort to boost number of FanTop members and to increase circulation of publications with NFT digital benefits

### Vertical scrolling comics business

- Invested in two South Korean production studios
- Launched original label called YUZU comics
- Released three original works and concluded 48 contracts for works imported from overseas

### Others

- Successfully rolled out works of subsidiaries NIHONBUNGEISHA and Everystar in multimedia

# Executive Summary (2)

## 1. Earnings highlights

Total for FY2022 (first year of MTMP)

**Net sales: ¥101.6bn** (101.7% achievement rate\*)

**EBITDA ¥3,860mn** (107.7% achievement rate\*)

\*Achievement rate from initial forecast

- Negative impact of ¥12bn was made due to the rebound decline of major promotional campaigns by certain book retailers in FY2021 and the transfer of LINE Manga back-end operations
- However, sales to other eBook retailers were strong, so the overall decline in net sales was limited to ¥3.2bn
- We continued with investments for growth area in the FanTop and VSC businesses to establish a second earnings pillar after the eBook distribution business
- We reviewed the business portfolio and decided to end some services including GREET, and transfer shares of Group companies

## 2. Business strategy for FY2023

Outlook for FY2023 results

**Net sales: ¥100.0bn** (-1.6% YoY)

**EBITDA ¥3,600mn** (-6.9% YoY)

➔ Impacts of delays in transfer of LINE Manga and other factors will result in a **decline in revenue and profit until FY2023**

Shareholder  
returns policy

- Targeting a total return ratio of 30% or higher
- Approved plan for stock buybacks (up to ¥500mn/450,000 shares)
- Plan to pay a year-end dividend of ¥22 per share

**FY2023 total return ratio 75.6% (estimate)**

Strengthening  
of management  
team

- Plan to appoint one new director, outside director, standing Audit & Supervisory Board member, and executive officer each
- Ratio of **female directors to be 37.5%**



A blue-tinted background image showing a person in a suit holding a tablet and pointing at it, with another person's hand visible in the foreground. The scene is a professional meeting or presentation.

# 1. Consolidated Performance Highlights

# Sales and profits declined due to a temporary drop in sales and ongoing investments, but actual net sales maintained a growth trend

See detailed explanation on the next slide

**Net sales excluding special factors:** Net sales excluding the impacts of promotional campaigns by certain book retailers and sales to LINE Manga

**Net sales:** Rebound decline from temporary impact of major campaigns of previous year and transfer of LINE Manga

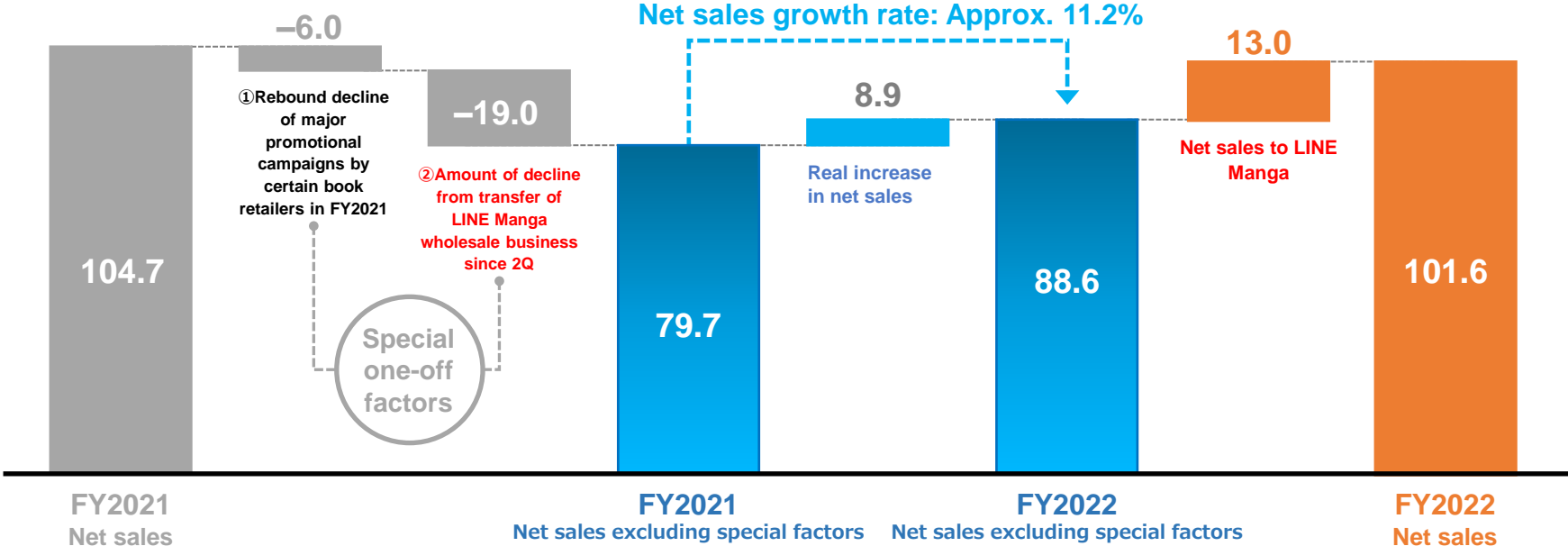
**Profit attributable to owners of parent:** Declined due to investments for growth + impairment loss on assets for goodwill in 3Q + retirement of these assets

	FY2021	FY2022	YoY
Net sales	Result: <b>¥104.7bn</b>	Result: <b>¥101.6bn</b>	Result: <b>-3.1%</b> (-3.2bn)
	Net sales excluding special factors: <b>¥79.7bn</b>	Net sales excluding special factors: <b>¥88.6bn</b>	Net sales excluding special factors: <b>+11.2%</b> (+8.9bn)
Operating profit	<b>¥2,810mn</b>	<b>¥2,390mn</b>	<b>-14.9%</b> (-¥420mn)
EBITDA	<b>¥3,920mn</b>	<b>¥3,860mn</b>	<b>-1.5%</b> (-¥60mn)
Profit attributable to owners of parent	<b>¥1,570mn</b>	<b>¥1,050mn</b>	<b>-33.1%</b> (-¥520mn)

# Due to the steady expansion of eBook market and growth of new businesses, net sales remained strong, growing approximately 11.2% year on year, excluding special one-off factors

**Net sales excluding special factors:** Net sales excluding the impacts of promotional campaigns by certain book retailers and sales to LINE Manga

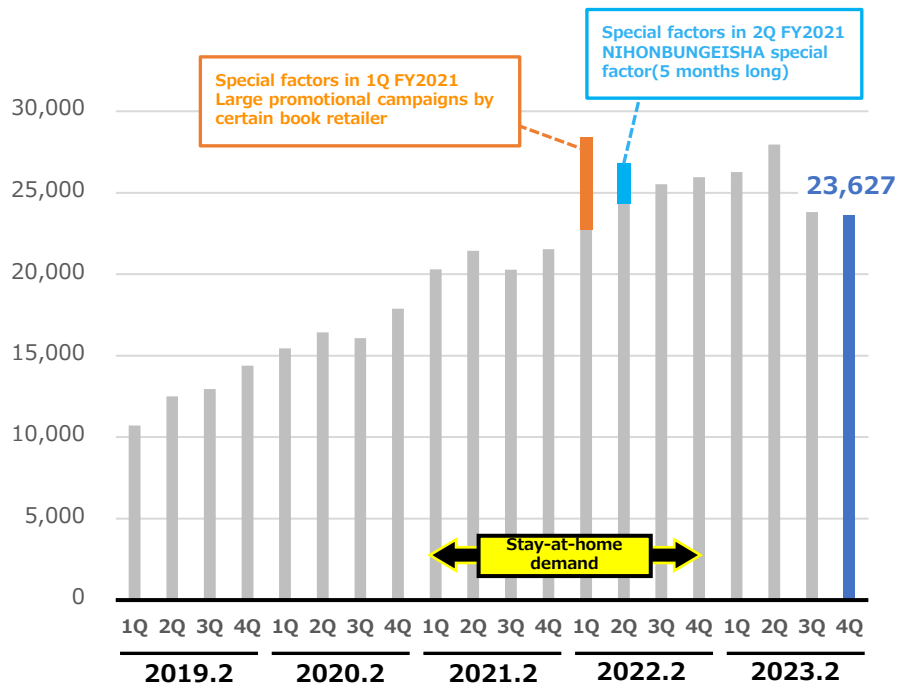
## Breakdown of changes in net sales and real growth rate (Billions of yen)



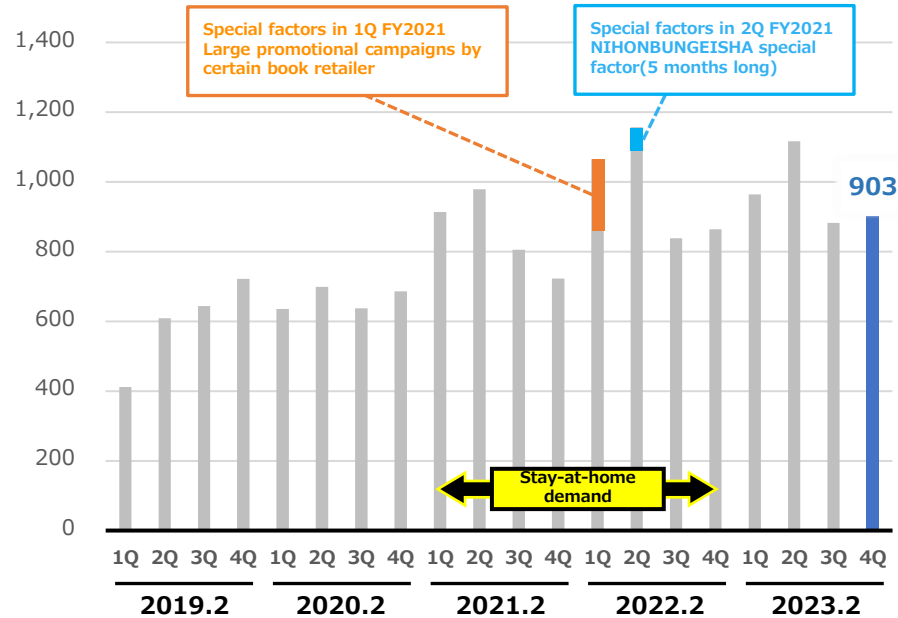


# Sales declined in QonQ due to the transfer of LINE Manga, but EBITDA reached a record high for the 4Q

Quarterly consolidated net sales (Millions of yen)

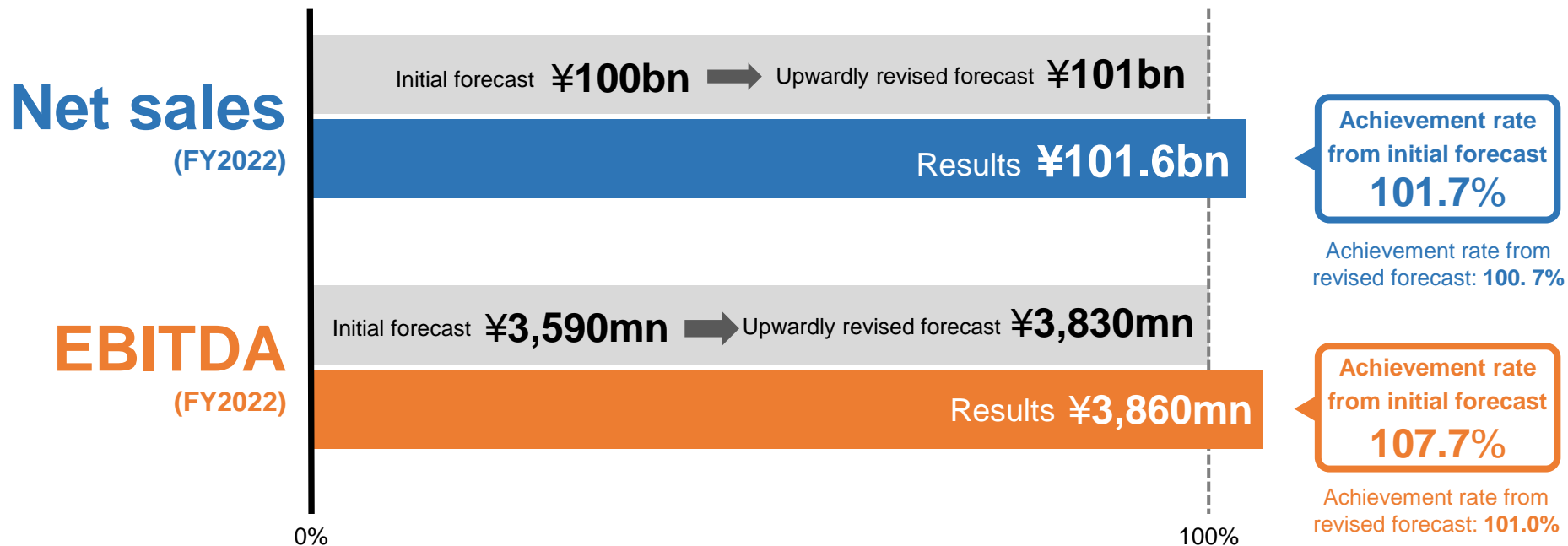


Quarterly consolidated EBITDA (Millions of yen)



# In terms of progress ratio, both net sales/EBITDA achieved the upwardly revised forecast from 3Q

Comparison of consolidated results with full-year FY2022 forecast





## 2. Business Strategy

# Business Strategy

**Strategic  
investment  
businesses**

**Imprint business**

**Global business**

**IP & solutions business**  
(formerly, Publishing Solution Business)

**FanTop business**  
(formerly, Fan Marketing Business)

**eBook  
distribution  
business**

Core businesses of the Group, which generate the “trust” that enables us to distribute licensed content and the “position” that is our greatest strength

# Services and subsidiaries in each business segment and details of business operations

## IP Acquisition/Cultivation

### Imprint business

**日本文芸社**  
NIPONBUNGEISHA

Publication and sale of how-to books, comics, novels, and magazines in both physical and digital formats

**JIVE Ltd.**

Development of imprint next-generation publishing business and operation of girl's comics label

**エブリスタ**

Novel submission website operation and image production business

**ASTRA**

Comic coloring and picture production support

## Planning/Publishing (Support)

### IP & solutions business

(Formerly, publishing solution business)

**VSC business**

**YUZU COMICS**

(Service)  
New label exclusively for VSC

**PUBFUN**

(Joint venture with Impress Holdings)  
Expansion of the print on demand market through integration of corporate and private print on demand services

**PUBNAVI**

eBook sales management and integrated royalty management system for paper books and eBooks

**flier Inc.**

Operation of the flier book summary service

## Wholesaling/Distribution

### eBook distribution business

**Media Do**

Development of Japan's largest eBook distribution business boasting relationships with more than 2,200 domestic publishers and over 150 eBook distributors

**Media Do TECH TOKUSHIMA**

Provision of wholesale business process outsourcing services

## Overseas operations

### Global business

**MD-i**  
Media Do International

The MEDIA DO Group's global business base in San Diego

**firebrand**  
TECHNOLOGIES

Deployment of bibliographical information management, information distribution, and eBook distribution services in the United States

**NetGalley**

Provision of NetGalley online book marketing tool

**supadü™**

Supply of publisher sales websites on a SaaS basis to customers including major U.S. publishers

## Sales/Marketing

### FanTop business

(Formerly, fan marketing business)

**FanTop business**

**FanTop**

(Service) NFT marketplace developed by MEDIA DO

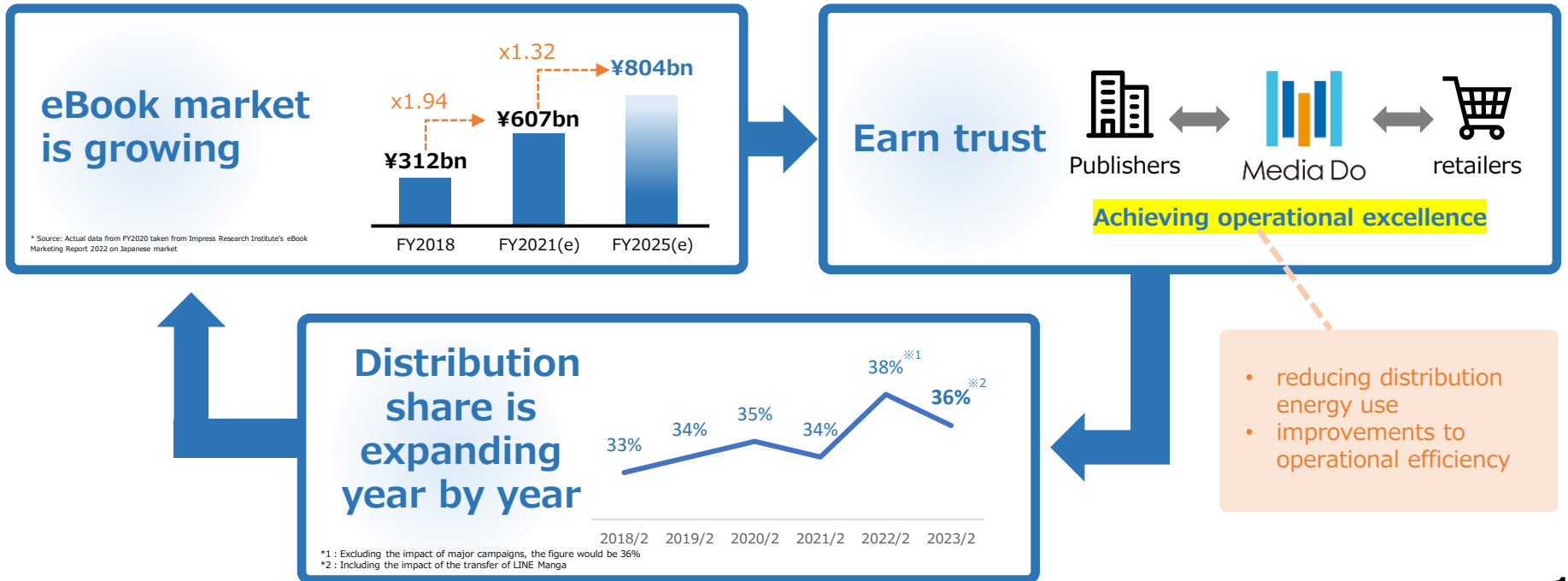
## 2. Business Strategy

# eBook distribution business



# Solid growth of the eBook market and expansion of distribution share, and solid foundation of trust in the publishing industry

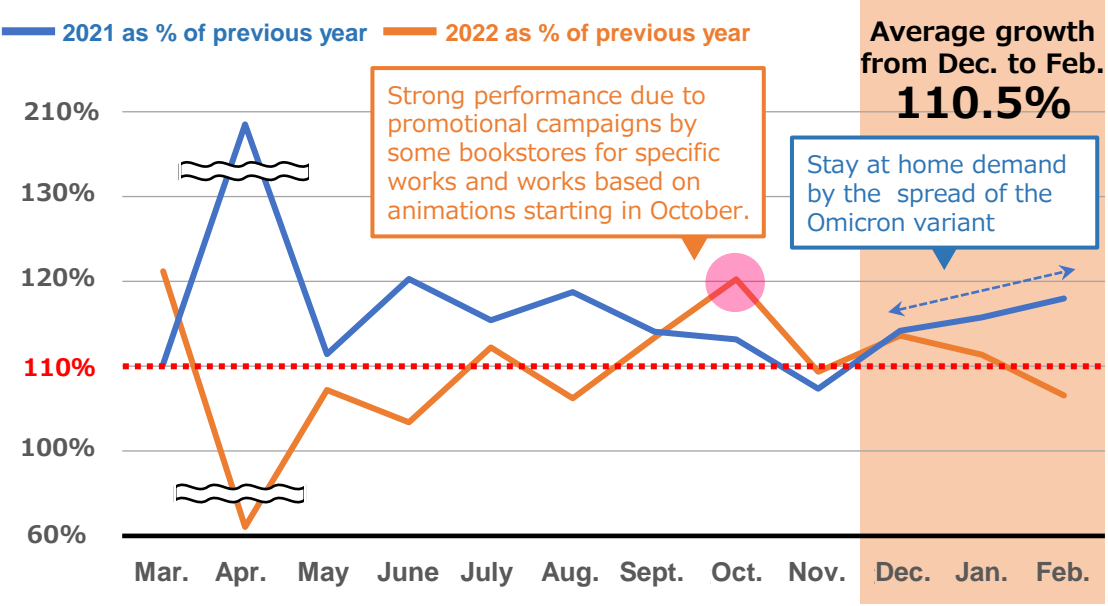
In the expanding eBook market, we are helping to reduce distribution cost by achieving operational excellence. Additionally, established a unique position and credibility as a link between virtually all publishers and book retailers, contributing to the further revitalization of the industry.



\* Source: Actual data from FY2020 taken from Impress Research Institute's eBook Marketing Report 2022 on Japanese market/Based on this data, Medidata calculated

# eBooks maintained a growth rate at over 110% for 4Q net sales and continued to see stable growth despite the end of stay-at-home consumption

## eBook distribution business's YoY net sales growth rate



**Growth at same rate as that of the entire eBook market**

- ✓ Growth rate for FY2022 was **112.4%** YoY after excluding impact of major promotional campaigns in April
- ✓ This shows the same rate of growth of **110%\*** that is forecast for the eBook market as a whole in FY2022 compared to FY2021
- ✓ **Began disclosing YoY gross transaction value on a monthly basis in April 2022**

\* Source: Actual data from FY2020 taken from Impress Research Institute's eBook Marketing Report 2022 on Japanese market

Note: Figures from August 2022 are calculated **excluding LINE Manga's** interest.  
 Data on distribution value growth will be released in the first 5 to 7 days of each month. See the IR news section of our website (<https://mediado.jp/english/ir/news/>)  
 MEDIA DO Co., Ltd. All rights reserved.

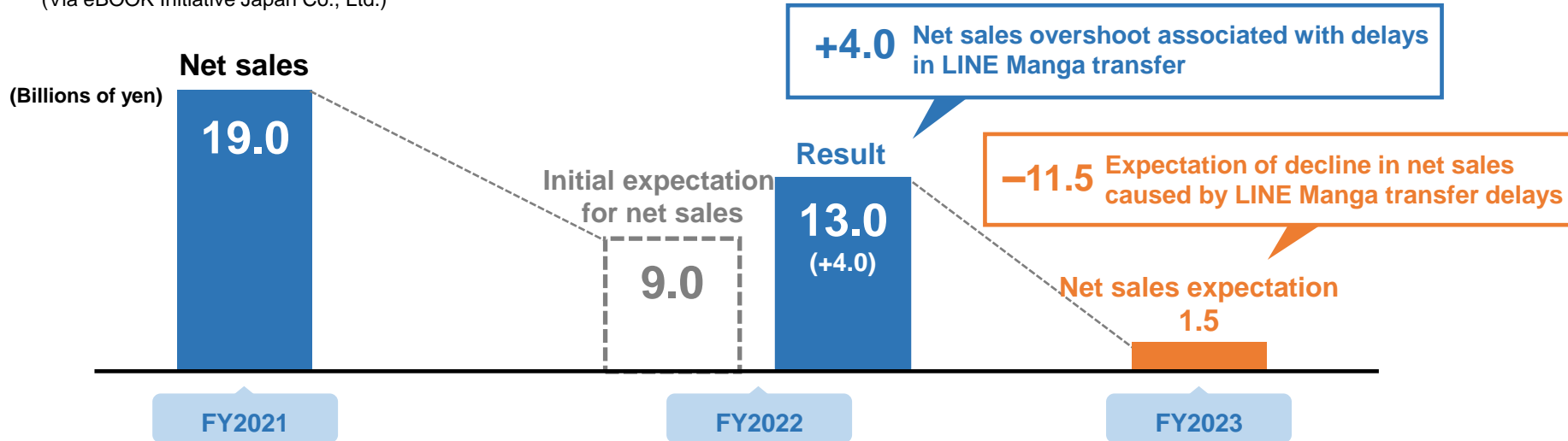
# Transfer of LINE Manga back-end operations is nearly done, but impacts will be felt in FY2023 results due to partial delays experienced in 2Q

- In December 2022 **the transition of back-end operations for a major publisher was completed** but some delays in the transition occurred from 2Q to 3Q
- Sales to Line Manga in FY2023 will be approximately ¥1.5bn, and the impact of the decline in sales of approximately ¥11.5bn will remain in FY2023

## Net sales to LINE Manga\*

➔ **Expectations for LINE Manga net sales in FY2023: Approx. ¥1.5bn**

(Via eBook Initiative Japan Co., Ltd.)



\* Figures given are for net sales to LINE Digital Frontier Corporation, which operates LINE Manga.

## 2. Business Strategy

# Strategic investment businesses

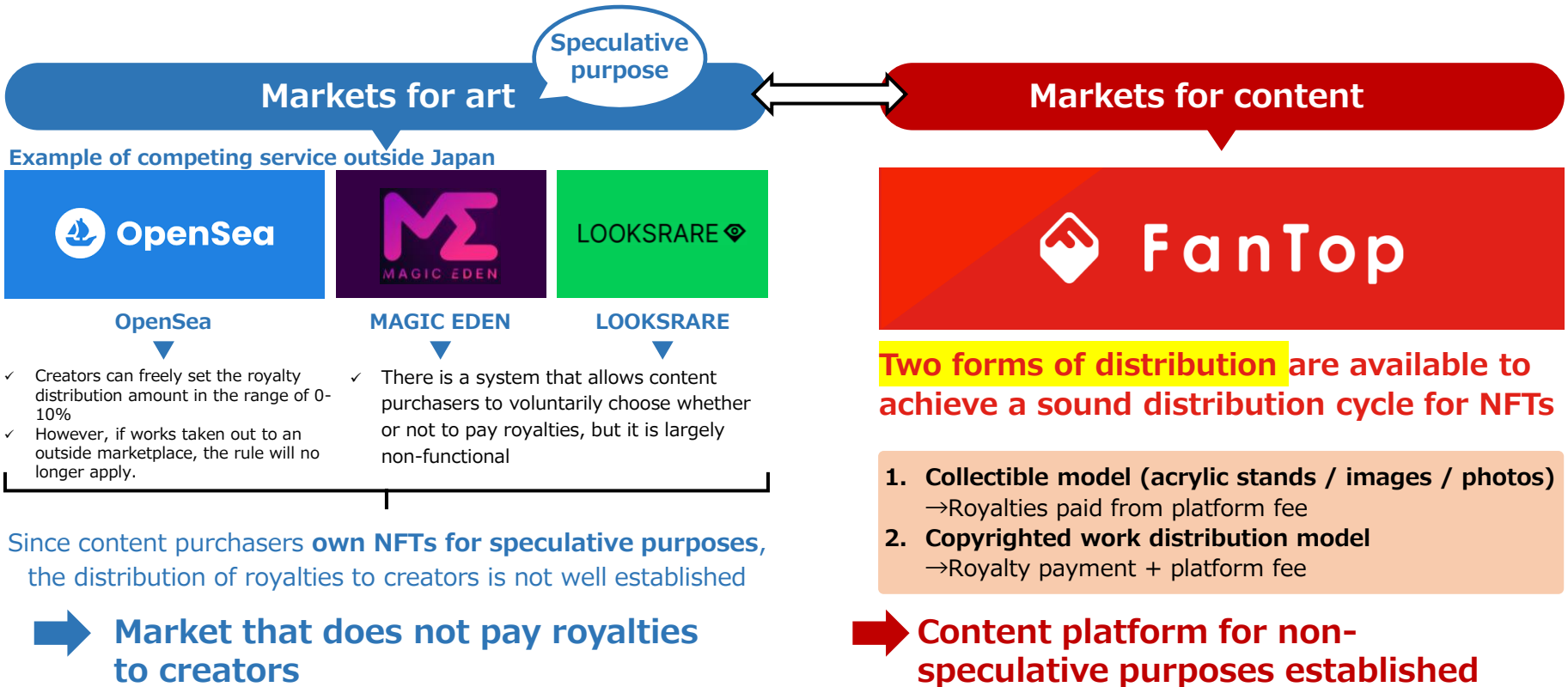
# Strategic investment businesses

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- 1 FanTop Business\***
- 2 IP & solutions business**
- 3 Other**

\* Business name was changed from “Fan Marketing Business” to “FanTop Business”

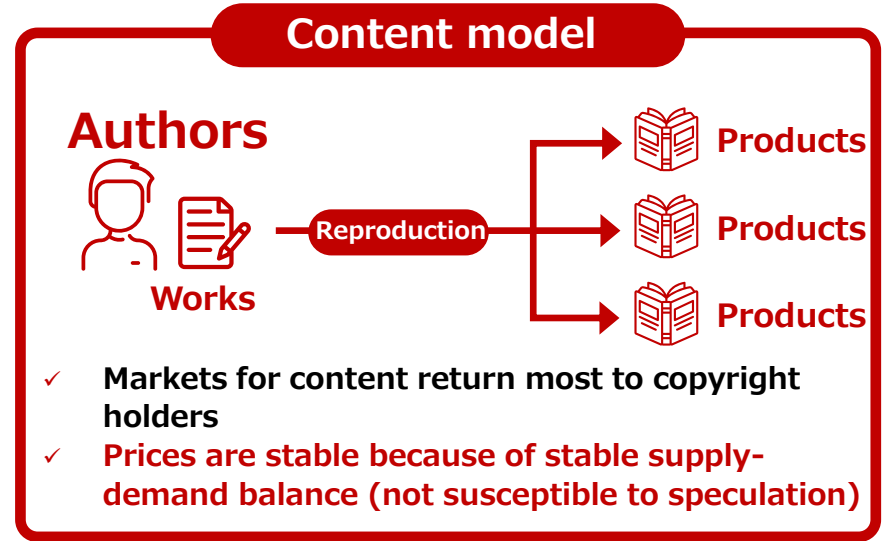
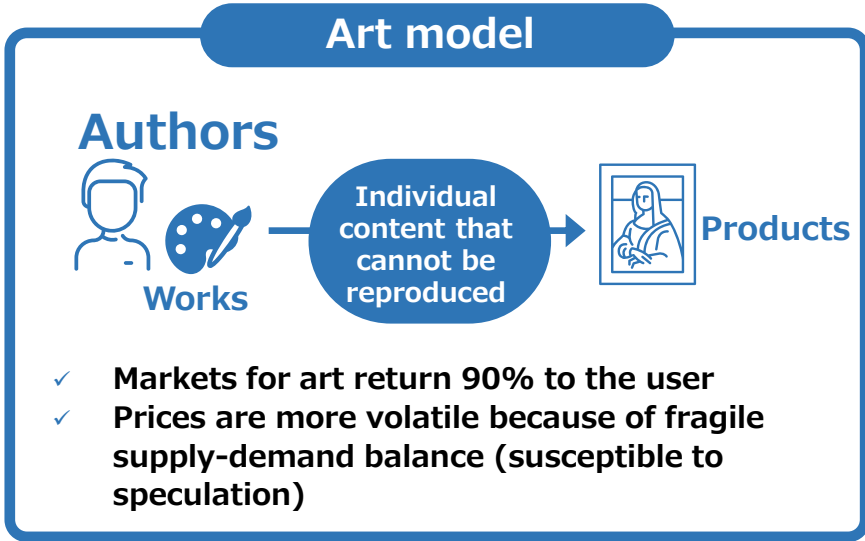
# Unlike other NFT art markets, FanTop aims to be the best NFT content platform for content distribution



Reference: <https://www.neweconomy.jp/posts/281966> (in Japanese only)



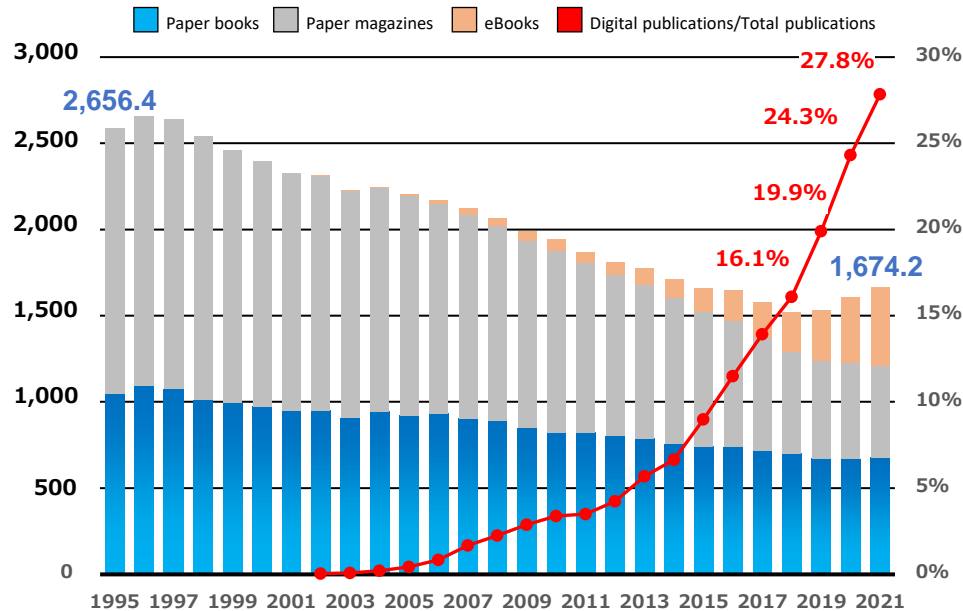
# FanTop applies a creators-first system for handling “content” that is not traded for speculative purposes



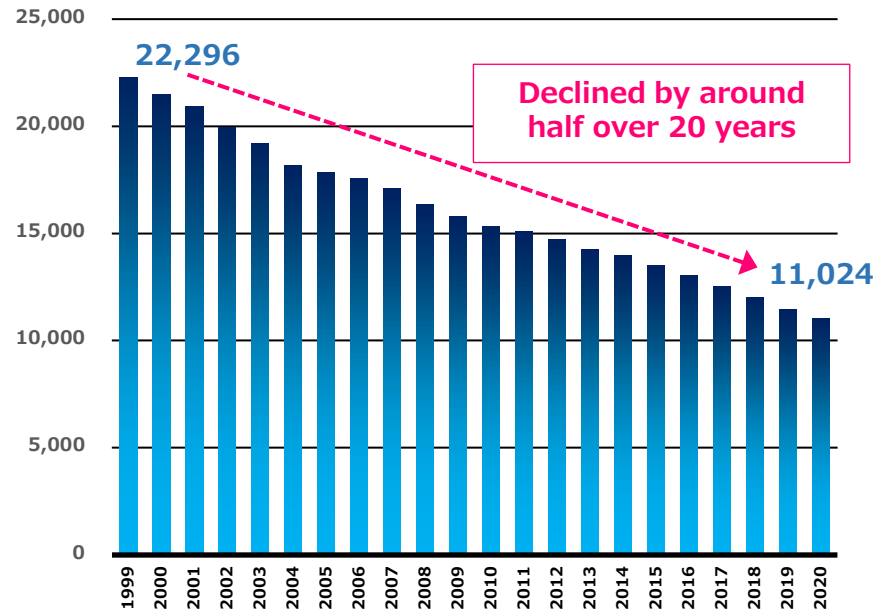
Fan Top's position

# eComics are growing steadily, while paper books are contracting and the number of book retailers nationwide continues to shrink; which poses a serious challenge to the publishing industry

## Sales of published works in Japan (billions of yen)



## Number of book retailers in Japan



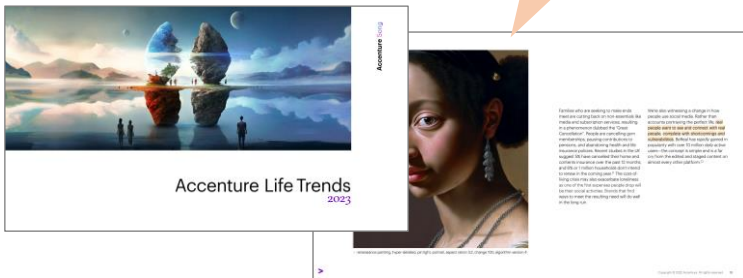
Source: 2022 publishing market data from the Research Institute for Publications of The All Japan Magazine and Book Publisher's and Editor's Association

# COVID-19 redefined the importance of real experiences and the number of brick-and-mortar book retailers in the United States is actually increasing

## Accenture Life Trends 2023

From the 2023 trend report by integrated consulting firm Accenture

“Rather than investing in something whose value is difficult to perceive or using convenience services, there is a growing tendency to view real life works even if incomplete and desire connections with others.”



→The importance of real experience was reaffirmed

Reference: *Accenture Life Trends 2023*

<https://www.accenture.com/us-en/insights/song/accenture-life-trends>

## Major U.S. book retailer chain Barnes & Noble

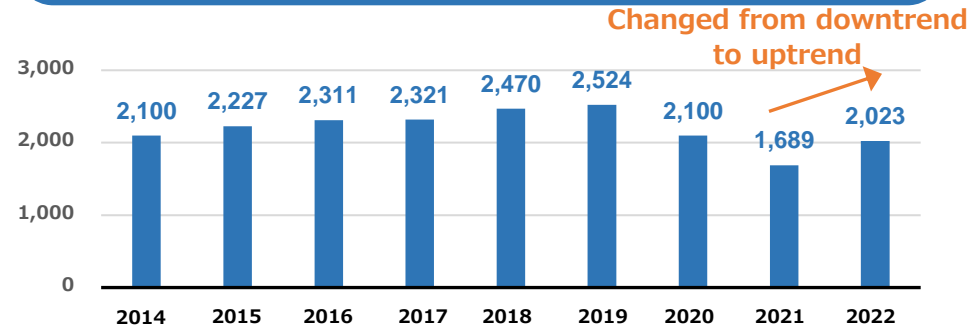


New store openings in 2023

Announced plan to

**add 30 new stores**

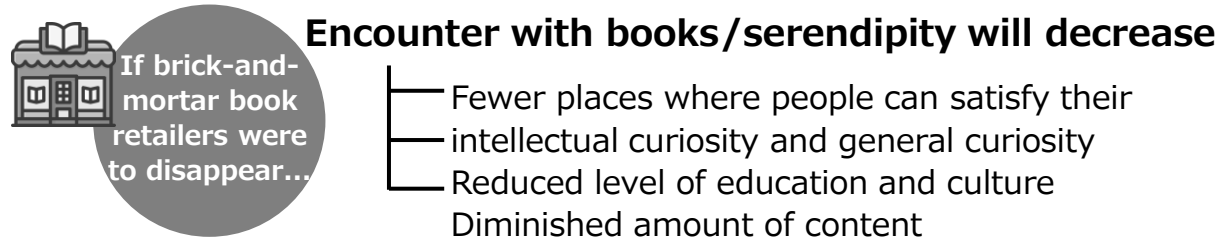
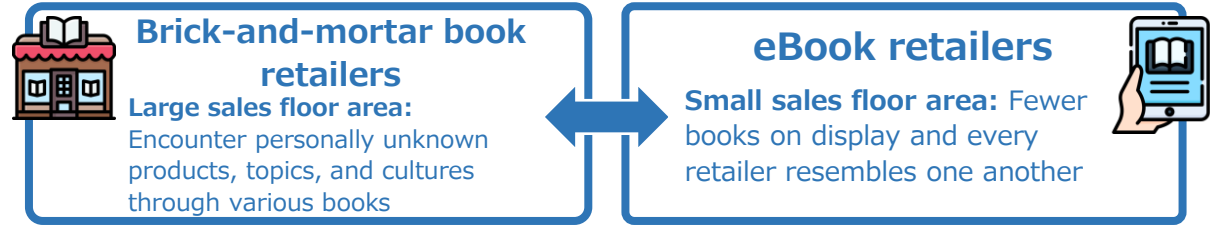
## Number of independent book retailers by year



Reference: *Number of independent bookstores in the U.S. 2022* by Statista

<https://www.statista.com/statistics/282808/number-of-independent-bookstores-in-the-us/>

# Brick-and-mortar book retailers are part of Japan's culture rooted in the local community and serve as a "contents dissemination hub," which connect people

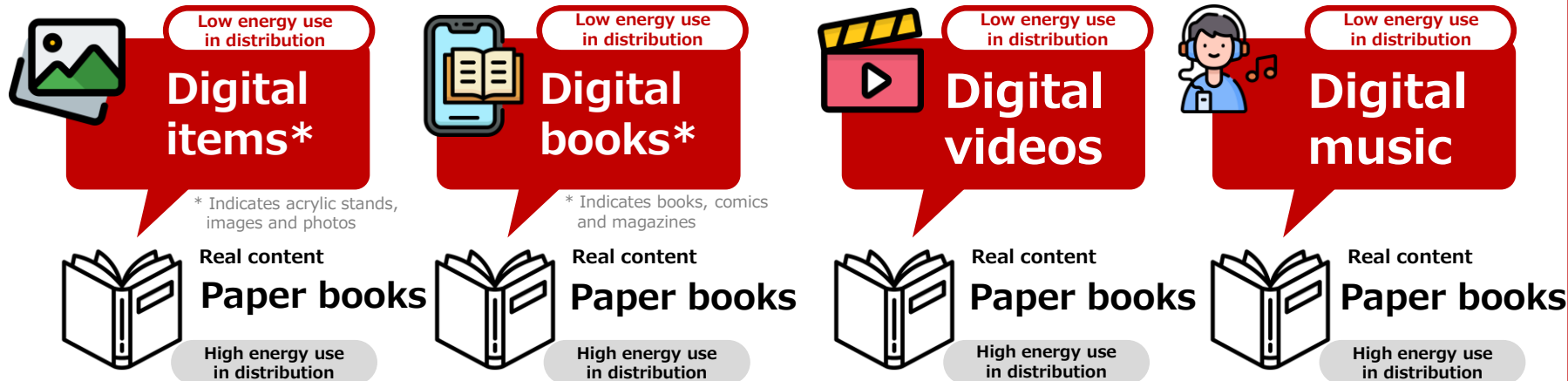


MEDIA DO's vision for resolving these issues

## More Content for More People!

# Promote the revitalization of bookstores nationwide by providing various technologies to the paper book publishing industry using our capital and operational alliance with Tohan

## Examples of combinations of paper books enabled by NFT technology and various digital contents



➔ **NFT technology creates the concept of ownership for digital content and generates synergistic effects with real books, which have high energy use in distribution**

# Publications with digital NFT benefits, which are unique to MEDIA DO, have proven to be a means to revitalizing the publishing industry



※上段左上から出版社50音順で掲載、出版社が同じ場合は作品名50音順にて掲載

Results since launch

Selling price\*1 **31% increase**

Co-creation with content IP holders: **66 companies**

Sell through ratio\*2 **32% increase**

Total NFT Digital Privileged Publication Sales\*3 **¥3.14mn**

\*1 Average for publications with digital NFT benefits implemented from Jan. 2022 to the present.

\*2 Calculated over a period of 30 days from the date of first publication (not including reprints).

\*3 Total for the period October 2021 to March 2023.

Future direction

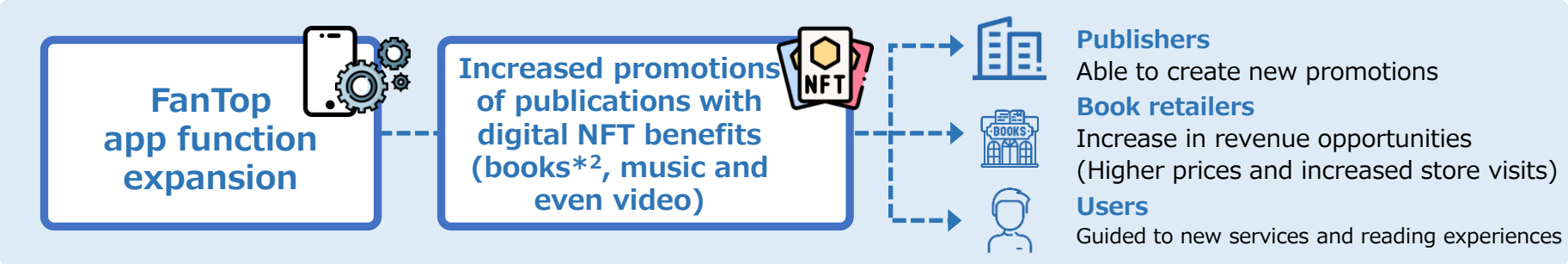
Increase distribution of publications with digital NFT benefits

**FanTop**  
Membership increases as the number of books increases



# Realize mechanism for the distribution of authentic copyrighted works on NFT markets benefiting users, the publishing industry and authors

By distributing books with NFT digital benefits, we will be able to offer users new ways to enjoy digital content



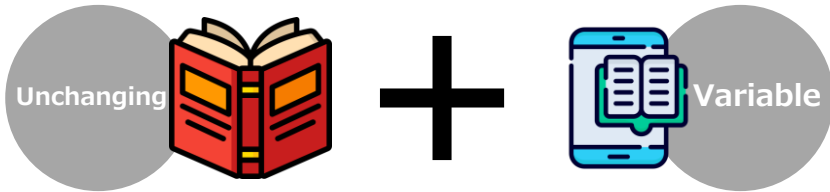
\*1 Indicates acrylic stands, images and photos

\*2 Indicates books, comics and magazines

# Features specialized viewer function for attaching digital book\* to paper book

## (1) Paper Books + Books\*

Provide the same reading experience as real books in a typical eBook retailer with a specialized viewer function (Kindle, etc.)



Paper books

Books  
as digital content\*

Planning example : Enjoy the difference by adding another ending story that is different from the paper book

\*Indicates Books, comics and Magazine

Provide the same reading experience as real books in a typical eBook retailer with a specialized viewer function (Kindle, etc.)



Changing font size  
Reflow feature  
Search

Equipped with viewer functionality from CELSYS, Inc.

By adding a DRM function to enable distribution of all content with paper books, including video and music (videos), create a new appeal for paper books by generating a more realistic and immersive experience

## (2) Book + video or music

Paper books



+



Videos or music

Protect video content and provide a seamless viewing experience by distributing only to owners

Planning example : Adding a theme song to a novel, etc.

### Added digital rights management (DRM) function

to mitigate risk of reduced value upon reproduction

Prevent screen capture



Prevent screen recording

- ✓ Foster peace of mind in licensing by adding a function that prevents reproduction
- ✓ Protect value as an asset owned by the user

➔ Example : BiSH 「GRADUATION BiSH」

The first project to connect real space, paper books, and digital content will feature video attached to the final book of “BiSH,” set to be disbanded on June 29, with NFT benefits

## Example of “Live in Tokyo Dome + Book + Video”



①Deluxe version with all six members  
:¥49,500 (tax incl.)  
②Solo deluxe version: ¥25,300 (tax incl.)

\* Packaging shown is the deluxe version  
with all six members

# GRADUATION BiSH

Set to end with **final interview as NFT benefit** on **GRADUATION BiSH**, the world’s most extravagant and beautiful graduation album



## NFT benefit

BiSH’s final video captured in interview footage on the night before their disbanding and candid photos from their rehearsal

## About BiSH

Their last single reached No. 1 on the Oricon and they appeared in Kohaku. The group has **443,000 YouTube subscribers** and **has been viewed approximately 400 million times.**

Flow to  
obtain NFT  
benefit



①After June 30 :  
After the concert, you  
will receive a  
graduation album  
with QR code for NFT  
benefit



②Access FanTop  
via **QR code** to  
obtain NFT  
benefit



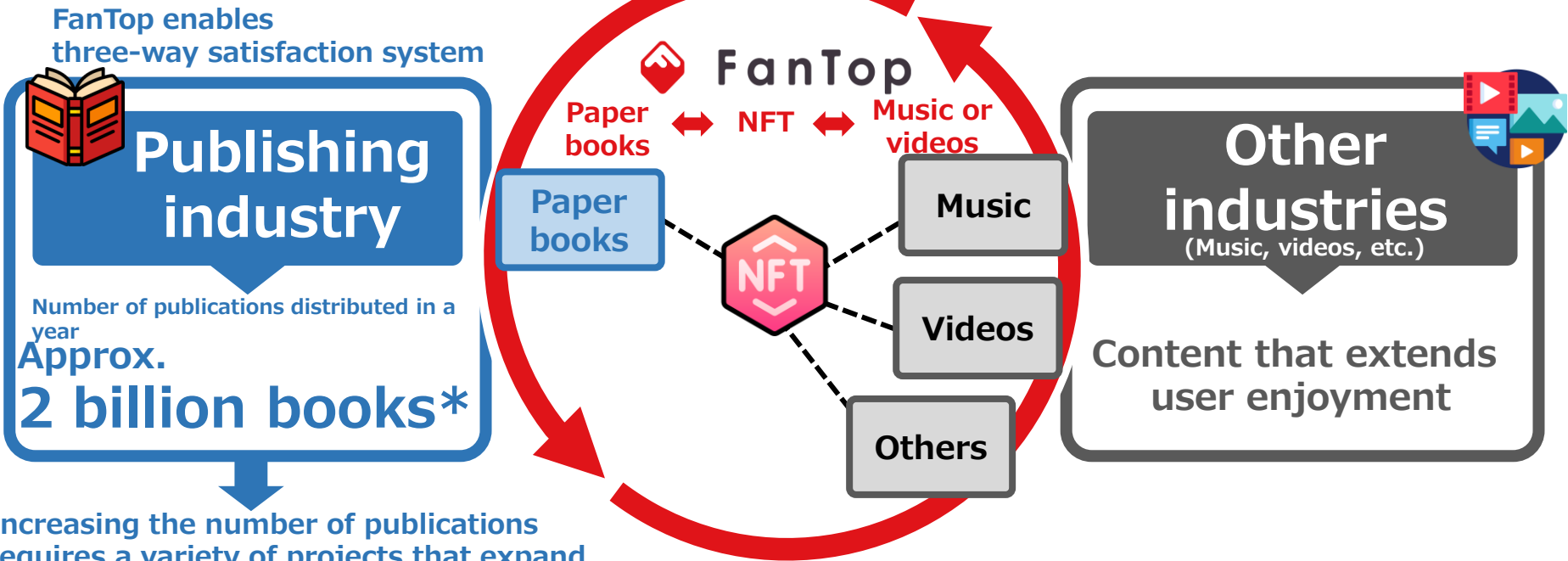
③After July :  
NFT benefit  
unlocked.  
Available for  
viewing



Made possible with  
asset protection feature  
such as DRM developed  
by FanTop

Final live interview  
the day prior to their  
last live event

# FanTop will leverage NFT technology to create a de facto standard for new ways for users to enjoy content by serving as an intermediary that fuses the real and digital worlds



\*Source "Publication Index Annual Report 2022"

# Strategic investment businesses

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1 FanTop Business

2 IP & solutions business\*

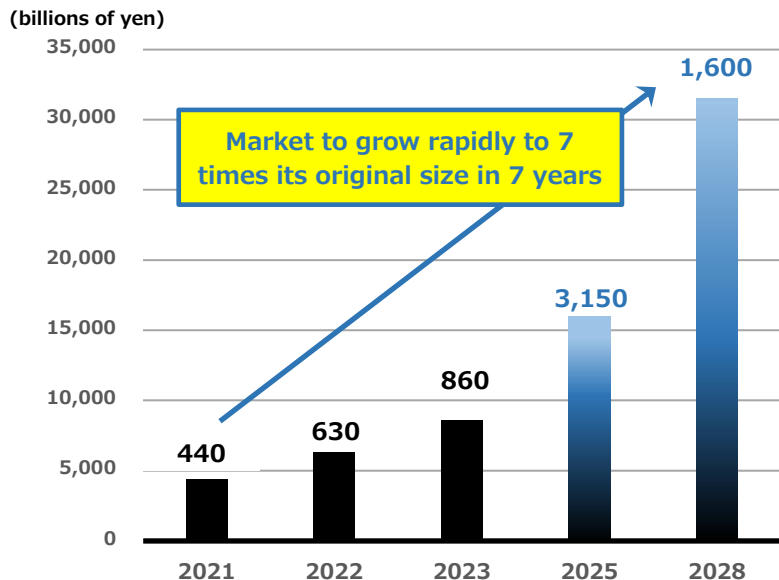
3 Other

\* Business name was changed from “Publishing Solution Business” to “IP & solutions business”



In VSC\*<sup>1</sup> market that is the new growth axis for the content market, contribute to fostering a domestic market by strengthening the original work creation engine

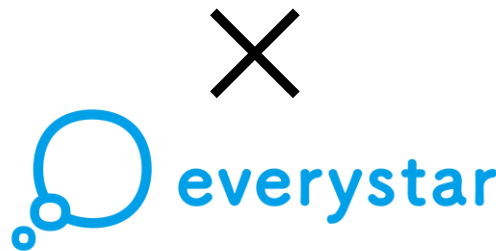
### Global VSC market size\*<sup>2</sup>



\*1 : VSC=Virtual scrolling comics

\*2 : QYResearch "Global Webtoons Market Size, Status and Forecast 2022-2028." Tentative calculation based on \$1 = ¥120

Virtual scrolling comics  
**Rapid growing VSC market**



Wholly owned subsidiary of MEDIA DO

- ✓ Operates a platform where people can easily post a novel, essay, etc. and they've written to reach other readers
  - ✓ Genres available: Romance, fantasy, boy's romance, etc.
- ➔ Aiming to develop works in the domestic and international TSC market by focusing on the creation of original works.

# Promoted works from novel-sharing site operated by subsidiary Everystar in multimedia



1st in listed works and  
4th in MAU (in the industry)

Date of establishment: April 1, 2010  
 Number of readers: Over 2,600,000  
 Total number of authors: Over 80,000  
 Total number of works posted: Over 1,910,000

To further stimulate the submission of works, building a mechanism to **foster enthusiasm on a work-by-work basis**

Example : star gift function (social tipping)



## Selection of popular works from Everystar available in multimedia

**Re/member**

- Made into comic
- Made into movie



Box-office revenue  
¥1.18bn



©Welzard, Katsutoshi Murase / Shueisha

**liar**



- Made into comic
- Made into TV drama



©Juri Hakamada, Moarasu / Futabasha and Everystar

©"liar" Production Team

**Ni Bun no Ichi Fufu - One Half of a Married Couple**



- Made into comic
- Made into TV drama



©Yukino Natsukawa, Akiyo Kurosawa / Manga Box

©"Ni Bun no Ichi Fufu" Production Team



**My Husband is Sleeping in the Freezer —Watashi no Otto wa Reitoko ni Nemutte iru—**

- Made into comic
- Made into TV drama



©Misaki Yazuki, Hyaku Takara / Shogakukan

© TV Tokyo / TV TOKYO Production



**Akuma wa Soko ni Iru**

- Made into comic
- Made into TV drama

©Seika Shimizu, Dejioto Deijiko Red / Amucomi



©Paravi

Broadcast started on February 9, 2023

# Strategic investment businesses

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- 1 FanTop Business
- 2 IP & solutions business
- 3 Other**

# Strengthened management foundation by stimulating internal and external communication through the renovation of the 8F offices

## 2020 – 2021

The COVID-19 pandemic has considerable impact on internal and industry environment

### Tailwind for achieving 100 billion yen in consolidated net sales

- ✓ Increase in remote work / acceleration of DX
- ✓ Sharp increase in stay-at-home consumption

On the other hand

### Dilution of internal cooperation and external co-creation

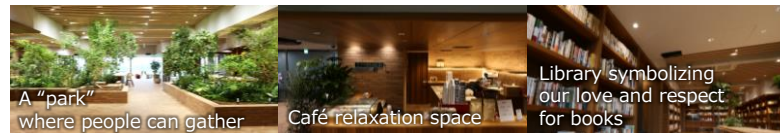
- ✓ Online communication is the norm both internally and externally, and face-to-face opportunities are decreasing

MEDIA DO, which exists in the space between publishers and book retailers, has reaffirmed the importance of communication in enhancing cooperation with both sides

## 2022 2H – Today

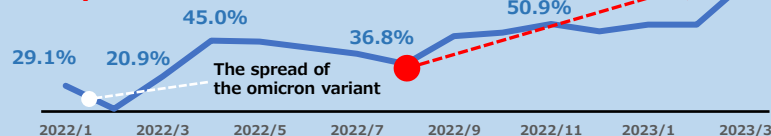
Making preparations to revitalize communication by Renovating 8F offices

### Office Concept : Creation & Energy



The attendance ratio increased immediately after the renovation (Sep.2022)

As of March 2023, The attendance ratio **65.6%**



Increased attendance has led to more active internal communication and deeper collaboration with external parties





# 3. Business Policy for FY2023

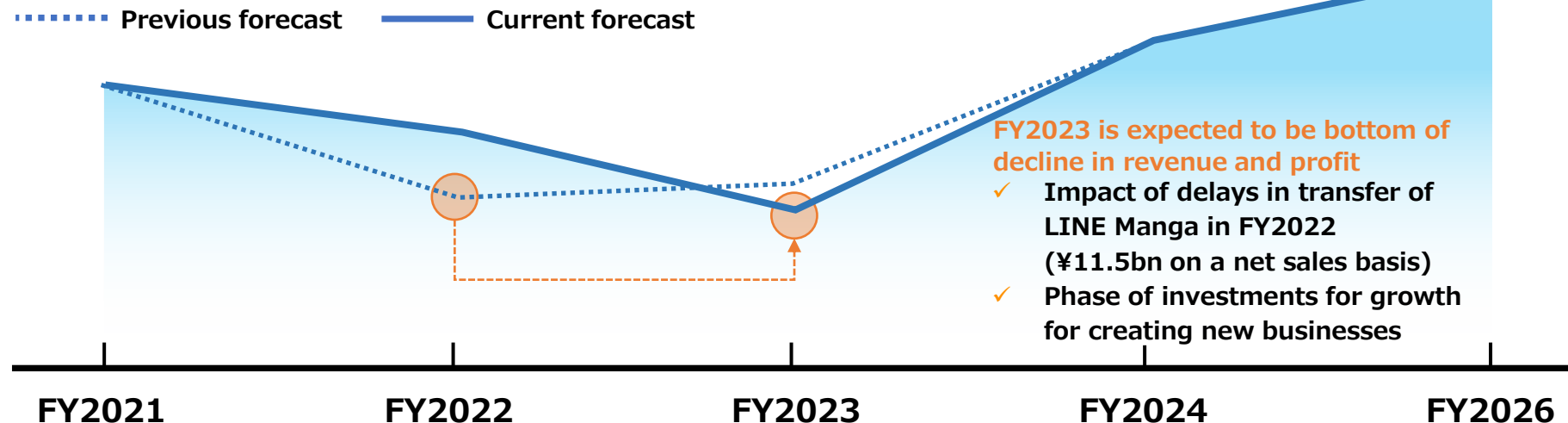
# Outlook for FY2023 results①

## Declining revenue and profit trend will continue until FY2023

	FY2022	FY2023	YoY
Net sales	¥101.6bn	¥100.0bn	-1.6% (-1.6bn)
Operating profit	¥2,390mn	¥2,000mn	-16.4% (-390mn)
Ordinary income	¥2,290mn	¥2,000mn	-12.7% (-290mn)
Profit attributable to owners of parent	¥1,050mn	¥1,100mn	+4.1% (+50mn)
EBITDA	¥3,860mn	¥3,600mn	-6.9% (-260mn)

# We expect a decline in revenue and profit in FY2023 due to the ongoing negative impacts on sales caused by the transfer of LINE Manga

## Expected trend of MEDIA DO's net sales (overall)

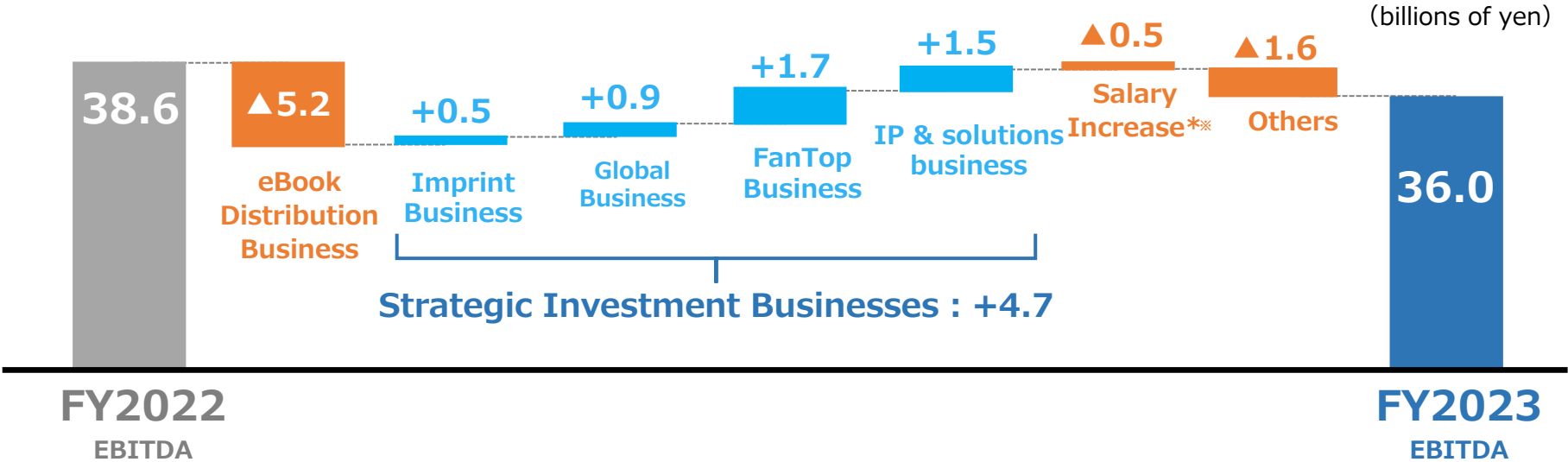


The graph is an illustration only, and does not specifically indicate historical figures or numerical targets for the forecast period.

# Outlook for FY2023 results②

Points of results

- Declining revenue and profit trend will continue until FY2023
- eBook distribution business profit will decrease due to the impact of the transfer of LINE Manga
- Profit of strategic investment businesses will improve
- Profits will improve mainly in IP & solutions business and FanTop business



\*In view of price increases, a 3% supplemental salary increase in addition to the salary increase and decrease associated with the evaluation was implemented for employees in Grades 1-3 of the five grades.



# Anticipating a total return ratio\*<sup>1</sup> of 75.6%\*<sup>2</sup> for FY2023 based on our plan for stock buybacks and a year-end dividend of ¥22 per share.

## Share holder Returns Policy

Total return ratio\*<sup>1</sup>  
**30% or higher**

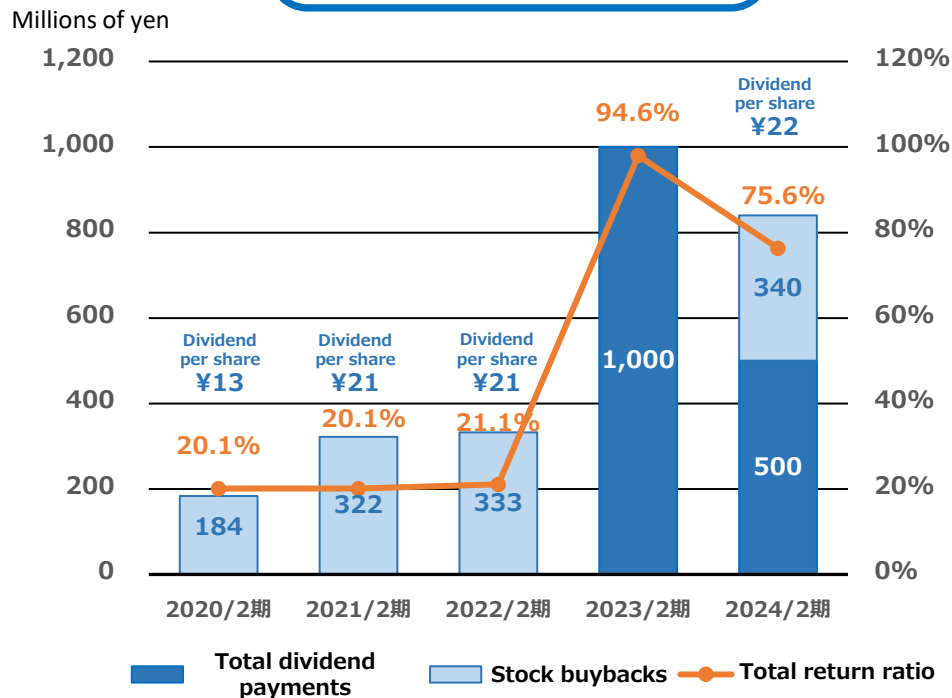
### Year-end dividend (¥22 per share)

- Decline in revenue and profit expected to end in FY2023
- Total return ratio will exceed 30% with the year-end dividend alone
- Robust eBook market and growth toward the profitability of strategic investment businesses

### Stock buybacks (up to ¥500mn / 450,000 shares)

- Share price at the time of stock buybacks in 2022: ¥2,162
- Share price at the time of announcing our acquisition of Digital Publishing Initiatives Japan Co., Ltd. in 2017: ¥2,065

## Shareholder Returns-Related Indicators



\*1: Total return ratio = (total dividends paid + total share repurchases) ÷ profit attributable to owners of parent

\*2: Based on forecast of profit attributable to owners of parent for FY2023 announced on April 13, 2023

# Management Team

The following directors will be appointed at the Annual General Meeting of Shareholders planned for May 25, 2023

Ratio of female directors  
37.5% (3 of 8 directors)

## Internal directors (5)



**Yasushi Fujita**

Representative Director,  
President and CEO,  
Nomination and  
Compensation Committee  
Member



**Shin Niina**

Director, Vice-  
President and COO



**Atsushi Mizoguchi**

Director and CRO\*1



**Hiroshi Kanda**

Director, CSO and  
CFO



New  
appointment

**Kayoko Hanamura**

Director and CBO\*2



**Ayako Kanamaru**

Outside Director,  
Chairperson of Nomination  
and Compensation  
Committee



**Haruo Miyagi**

Outside Director,  
Nomination and  
Compensation  
Committee Member



New  
appointment

**Junko Mokuno**

Outside Director,  
Nomination and  
Compensation  
Committee Member

<b>Kayoko Hanamura</b> Career summary	Apr. 2000	Joined Forside Co., Ltd.
		2007 Appointed Executive Officer
	Feb. 2015	2010 Appointed Director General Manager of Licensing Business
		Department of Media Do Co., Ltd. Involved in all facets of eBook distribution business
	June 2020 June 2022	Appointed Executive Officer and CEDO Appointed Senior Executive Officer (eBook Distribution Business)

<b>Junko Mokuno</b> Career summary	Apr. 1984	Field System Engineer at Yokogawa-Hewlett-Packard
	July 1991	Arthur D. Little Japan
	Jan. 2002	Executive Officer of The Pokémon Company
	Sept. 2008	Director of The Walt Disney Company (Japan) Ltd.
	Oct. 2015	Executive Officer of Tsuburaya Productions Co., Ltd.
	June 2018	Laboratory of Design of Social Innovation in Global Networks (DLab) at Tokyo Institute of Technology
	June 2019 July 2019	Outside Director of COLOWIDE Co., Ltd. Managing Director of TRAIL INC. Advisor of STOCK POINT Inc.

\*1: Chief Relationship Officer

\*2: Chief Business Officer

# Management Team

## Audit & Supervisory Board Members (4)

Standing Audit & Supervisory Board Member

**Kazuyoshi Ohwada**

Standing Outside Audit & Supervisory Board Member

**Makoto Nakajima**

New appointment

Outside Audit & Supervisory Board Member

**Tsuyoshi Shiina**

Outside Audit & Supervisory Board Member

**Toshiaki Morifuji**

## Executive Officers (7)



**Teruyoshi Ando**

Senior Executive Officer  
IP & Solutions Business



**Susumu Tsukamoto**

Specially Appointed Executive Officer  
VSC & International Business



**Ryo Yamada**

Executive Officer  
Corporate Planning



**Yoichi Chihara**

Executive Officer and  
CHRO\*1



**Hajime Suzumura**

Executive Officer  
Group Integration/President  
& CEO Office



**Shoichiro Tokoro**

Executive Officer  
Accounting



**Kaname Nakano**

Executive Officer and  
CIO\*

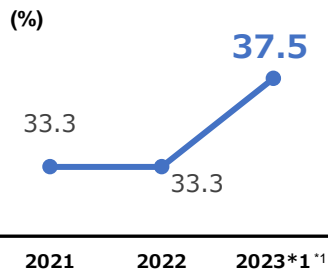
New appointment

<p><b>Makoto Nakajima</b> Career summary</p>	Apr. 2000	Joined the Ministry of Land, Infrastructure, Transport and Tourism	<p><b>Kaname Nakano</b> Career summary</p>	Apr. 2007	Joined Catena, Inc.
	Dec. 2004	Joined Ernst & Young ShinNihon LLC		May 2008	Joined TSF Ltd.
	Sept. 2020	Joined Hoosiers Holdings Co., Ltd.		Oct. 2009	Joined Media Do Co., Ltd.
	Apr. 2021	General Manager of Internal Audit Office		Apr. 2016	Appointed General Manager of Engineering Division
				Dec. 2018	Director of BITZ Co., Ltd.
				Sept. 2021	General Manager of Engineering Division, MEDIA DO Co., Ltd.
				Dec. 2022	Appointed General Manager of Information Security Management Department
				Mar. 2023	Appointed General Manager of IT Division (concurrent posting)

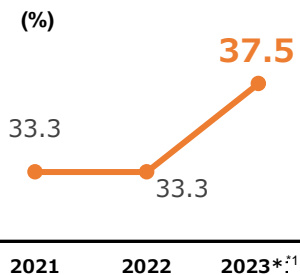
\*1: Chief Human Resource Officer \*2: Chief Information Officer

# Promoting ESG activities that contribute to the creation of a sustainable corporate entity

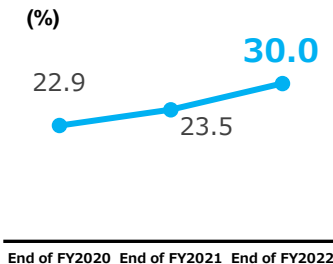
## Ratio of outside directors\*1



## Ratio of female directors\*2



## Ratio of female managers\*2



## External evaluations\*3

**MSCI**  
ESG RATINGS



CCC	B	BB	BBB	A	<b>AA</b>	AAA
-----	---	----	-----	---	-----------	-----

**2020**

- Introduction of executive officer system
- Publication of first integrated report
- Definition of priority ESG themes

**2021**

- Establishment and amendment of MEDIA DO Basic Corporate Governance Policy and other policies in response to revision to Japan's Corporate Governance Code
- Appointment of first female director
- Establishment of Nomination and Compensation Committee

**2022**

- Transference of stock to Prime Market Segment of the Tokyo Stock Exchange (TSE)
- Establishment of Sustainability Committee

**2023**

- Selection of first female director candidate promoted internally
- Identification of material issues

\*1: If appointed at the Annual General Meeting of Shareholders planned for May 25, 2023.

\*2: As of March 1, 2023 (MEDIA DO on a non-consolidated basis)

\*3: The use by MEDIA DO Co., Ltd. of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of MEDIA DO by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

## APPENDIX

# 4. Reference Data

# Results for FY2022 (P/L)

Millions of yen	2022年2月期								2023年2月期							
	1Q		2Q		3Q		4Q		1Q		2Q		3Q		4Q	
<b>Net sales</b>	<b>28,408</b>		<b>26,825</b>		<b>23,533</b>		<b>25,954</b>		<b>26,269</b>		<b>27,956</b>		<b>23,814</b>		<b>23,627</b>	
eBook distribution business	27,934	98.3%	24,677	92.0%	21,929	93.1%	24,186	93.1%	24,727	94.1%	26,004	93.0%	21,901	92.0%	21,699	91.8%
Strategic investment businesses	474	1.6%	2,146 <sup>※2</sup>	8.0%	1,602	6.8%	1,766	6.8%	1,540	5.9%	1,953	7.0%	1,912	8.0%	1,927	8.2%
<b>Cost of sales, SG&amp;A expenses</b>	<b>27,571</b>		<b>25,973</b>		<b>22,971</b>		<b>25,394</b>		<b>25,650</b>		<b>27,240</b>		<b>23,314</b>		<b>23,069</b>	
Royalties/ other cost of sales	25,669 <sup>※1</sup>	90.4%	23,426 <sup>※3</sup>	87.3%	20,579 <sup>※3</sup>	87.4%	22,775 <sup>※3</sup>	87.7%	23,020 <sup>※3</sup>	87.6%	24,347 <sup>※3</sup>	87.1%	20,371 <sup>※3</sup>	85.5%	20,223 <sup>※3</sup>	85.6%
Commissions	42	0.1%	37	0.1%	34	0.1%	36	0.1%	33	0.1%	32	0.1%	29	0.1%	28	0.1%
Advertising expenses	121	0.4%	160	0.6%	113	0.5%	82	0.3%	53	0.2%	57	0.2%	63	0.3%	64	0.3%
Personnel expenses	899	3.2%	1,456 <sup>※2</sup>	5.4%	1,374	5.8%	1,527	5.9%	1,480	5.6%	1,582	5.7%	1,619	6.8%	1,494	6.3%
Depreciation/ amortization	229	0.8%	305	1.1%	276	1.2%	304	1.2%	345	1.3%	401	1.4%	382	1.6%	344	1.5%
Other	610	2.1%	587	2.2%	592	2.5%	668	2.6%	716	2.7%	819	2.9%	845	3.6%	913	3.9%
<b>Operating profit</b>	<b>836</b>		<b>851</b>		<b>562</b>		<b>560</b>		<b>619</b>		<b>715</b>		<b>500</b>		<b>557</b>	
Ordinary income	846	3.0%	836	3.1%	547	2.3%	552	2.1%	612	2.3%	675	2.4%	472	2.0%	531	2.2%
<b>Profit attributable to owners of parent</b>	<b>617<sup>※4</sup></b>		<b>218<sup>※4</sup></b>		<b>260</b>		<b>480</b>		<b>312<sup>※6</sup></b>		<b>316<sup>※6</sup></b>		<b>-187<sup>※6</sup></b>		<b>615<sup>※9</sup></b>	
EBITDA	1,065	3.8%	1,157	4.3%	839	3.6%	864	3.3%	964	3.7%	1,117	4.0%	883	3.7%	902	3.8%

\*1 Temporary increase in cost-of-sales ratio due to cooperation with promotional campaigns by certain book retailers

\*2 Increase in sales and expenses following acquisition of NIHONBUNGEISHA (5 months' worth) and Firebrand Group

\*3 Of which ¥22,599mn in FY2021 2Q, ¥20,053mn in 3Q, ¥22,248mn in 4Q, ¥22,734mn in FY2022 1Q, ¥23,912mn in 2Q, ¥19,974mn in 3Q, ¥19,819mn in 4Q were related to the eBook distribution business

\*4 Following the transition from consolidated subsidiary to equity-method affiliate, an adjustment was made to the fair value of the equity in MyAnimeList by an amount equivalent to the net book value, resulting in an extraordinary gain (gain on change in ownership interest) of ¥117 million in 1Q and of ¥91 million in 2Q.

\*5 An impairment loss related to goodwill (Nagisa) of ¥394 million was recorded

\*6 With regard to the equity stake taken in Creatubbles in June 2016, an impairment loss of ¥504 million has been recorded to cover the entire value of the shares, while ¥844 million in corporate bonds out of a total of ¥1,202 million has already been recorded as allowance for doubtful accounts. In 1Q FY2022, there was a further increase in the asset deficiency of the company. In addition, the weaker yen led to a significant increase in the deficiency when it was converted into yen, resulting in an extraordinary loss of ¥111mn, and additional provisions of ¥54mn and ¥4mn recorded in 2Q and 3Q, respectively

\*7 Certain assets were retired, leading to the recording of ¥38 million in losses on retirement

\*8 Impairment loss on Nagisa goodwill of ¥280mn and loss on impairment/disposal of software assets following termination of the GREET business of ¥240mn recorded as extraordinary loss

\*9 Income taxes decreased due to transfer of Nagisa shares

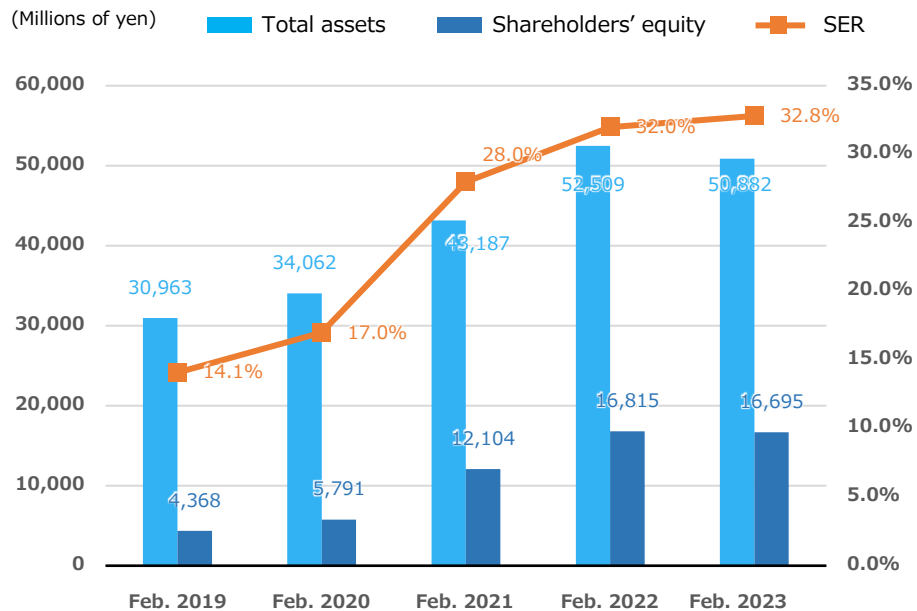


# Results for FY2022 (B/S)

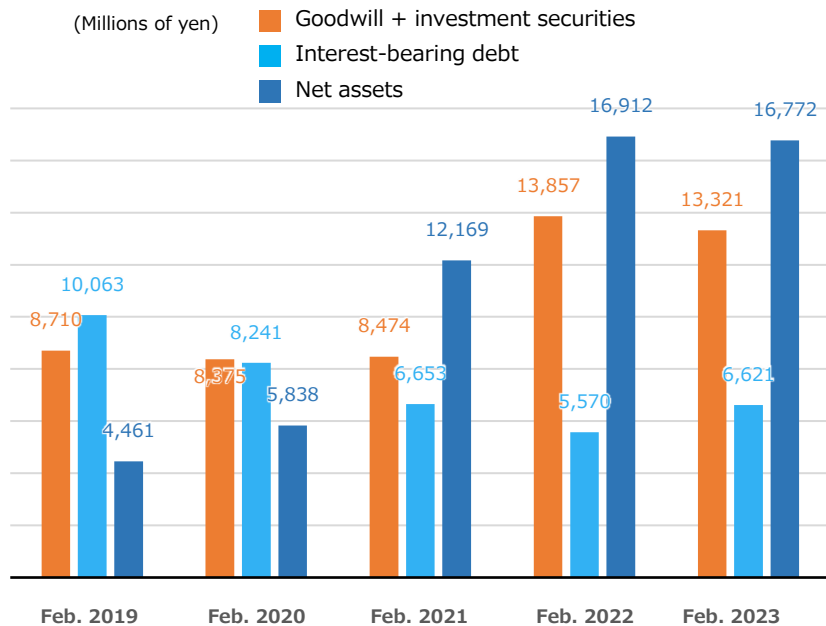
Millions of yen	FY2022 3Q	FY2022 4Q	QonQ change	Main factor behind change
<b>Current assets</b>	<b>34,022</b>	<b>33,825</b>	<b>-197</b>	
Cash and deposits	10,380	10,127	-253	
Notes, accounts receivable and contract assets	21,776	21,706	-70	
<b>Non-current assets</b>	<b>17,322</b>	<b>17,056</b>	<b>-266</b>	
Property, plant and equipment	679	630	-49	
Software	950	896	-54	
Goodwill	7,480	6,874	-606	Reduction due to transfer of Nagisa shares
Investment securities	7,234	6,447	-787	
<b>Total assets</b>	<b>51,345</b>	<b>50,882</b>	<b>-463</b>	
<b>Current liabilities</b>	<b>29,126</b>	<b>28,789</b>	<b>-337</b>	
Notes and accounts payable – trade	25,127	24,511	-616	
Current portion of long-term borrowings	1,665	2,206	541	
<b>Total non-current liabilities</b>	<b>5,610</b>	<b>5,319</b>	<b>-291</b>	
Long-term borrowings	4,792	4,414	-378	
<b>Total liabilities</b>	<b>34,736</b>	<b>34,109</b>	<b>-627</b>	
Total shareholders' equity	15,282	15,979	697	
Capital	5,934	5,934	0	
Capital surplus	6,078	6,159	81	
Retained earnings	3,318	3,933	615	
Treasury shares	-48	-48	0	
Total accumulated other comprehensive income	1,265	715	-550	Decrease in foreign currency translation adjustment and valuation difference on available-for-sale securities
Share option	0	0	0	
Non-controlling interest	59	77	18	
<b>Total net assets</b>	<b>16,608</b>	<b>16,772</b>	<b>164</b>	
<b>Total liabilities and net assets</b>	<b>51,345</b>	<b>50,882</b>	<b>-463</b>	

# Financial stability has improved following April 2021 capital raise

## Shareholders' equity ratio (SER)



## Key B/S accounts

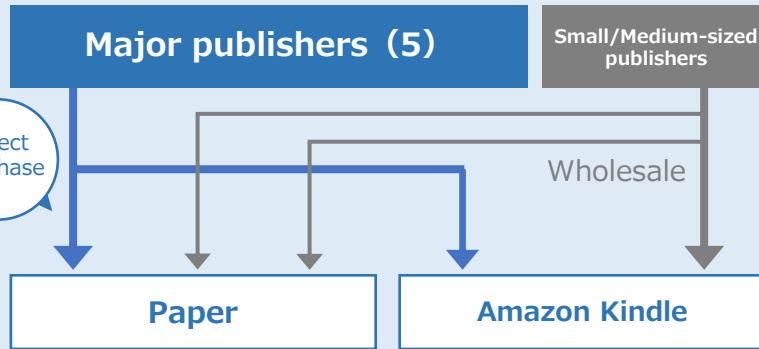




# Differences between U.S. and Japanese Publishing Industries

## – Differences Creating Need for eBook Wholesalers

### U.S. Publishing Industry



Amazon's market share is 60%

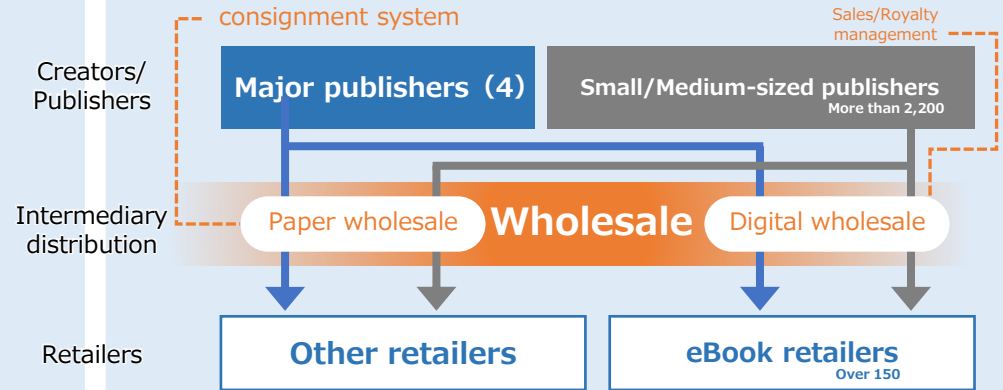
Industry environment

- The publishing industry is an oligopoly of the four major publishers. The eBook retailers side is also oligopolistic, with Amazon Kindle having a large market share.

Frameworks

- Receive orders by title for wholesalers and distributors

### Japanese Publishing Industry



Industry environment

- With over 2,200 publishers and more than 150 ebook retailers, it is difficult for the company to handle all of its own distribution for both paper and ebooks.
- E-books in particular require a mechanism to manage diverse transactions and fragmented sales promotions.

Frameworks

- Unsold paper books can be returned under the consignment system.

➔ **Need for wholesalers by both publishers and retailers in Japan due to large number of industry players and complicated nature of procedures**

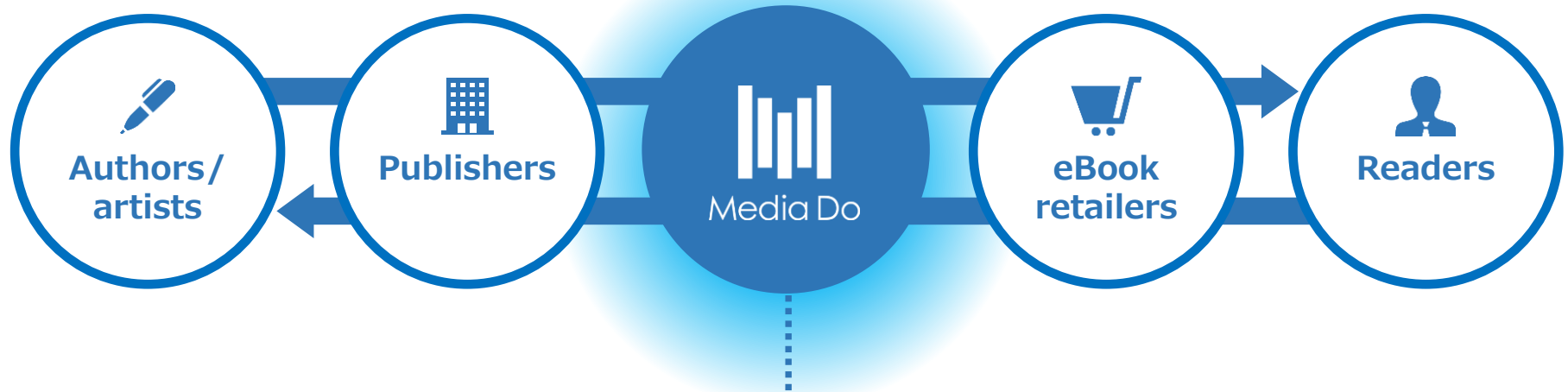
# Approx. 36%\*<sup>1</sup> of eBooks are distributed via MEDIA DO in Japan



\*1 Calculated by dividing our gross transaction value in FY2022 by the total transaction value in the market as a whole

\*2 Actual data from FY2020 taken from Impress Research Institute's eBook Marketing Report 2021 on Japanese market

# MEDIA DO is the biggest eBook distributor in Japan



- |  |       |  |
|--|-------|--|
| 1. Brokering of contracts/transactions with publishers         | ----- | Expansion of eBook retailers' content lineups  |
| 2. Pro rata distribution of revenues to publishers and authors | ----- | Aggregation of eBook retailers' monthly sales data   |
| 3. Operation of eBook distribution system                      | ----- | Distribution of content to eBook retailers on behalf of publishers                                       |
| 4. Execution of promotional campaigns                          | ----- | Offering of discounts, freebies and other promotions in coordination with publishers and eBook retailers |

# MEDIA DO's greatest strengths

## (1) Position

### Core distribution functions

Uniquely positioned as distributor of 2,200 eBook publishers' titles to 150 book retailers that account for nearly all of Japan's eBook retailers, including the major ones

### Dominant market share

Globally ranked second only to Amazon by eBook distribution volume with gross transaction value > ¥190bn (actual figures for FY2022)

### Global presence

Only Asian company with an executive serving as co-chair of W3C's\*<sup>1</sup> Publishing Business Group  
First Japanese W3C evangelist

### Industry support

Over 14% owned by publishers, mainly Japan's four biggest ones\*<sup>2</sup> and TOHAN

\*1 World Wide Web Consortium: an organization that promotes global standardization of Internet technology, including eBooks. Media Do International CEO Daihei Shiohama was named co-chair of its Publishing Business Group in February 2019, together with executives from two of the biggest US/European publishers, including Penguin Random House. Shiohama became the W3C's first Japanese evangelist in January 2021

\*2 Kadokawa, Kodansha, Shogakukan and Shueisha (listed in alphabetic order), based on issued share count as of February 28, 2022.

# MEDIA DO's greatest strengths

## (2)Technology

### Entirely in-house development

100-strong engineering staff develops core systems entirely in-house, from a high-traffic eBook distribution platform to systems that leverage blockchain and other leading-edge technologies.

### Wholesaler turned SaaS provider

Media Do has pursued a user-friendly, cost-efficient SaaS model since entering the eBook distribution business.

It is helping to further advance the publishing industry by streamlining distribution through system integration and migration to new eBook distributing system.

# MEDIA DO's track record in Japan

Trusted by  
publishers

Over **2,200** publisher accounts, including **1,680** non manga publishers, **all** major publishers\*<sup>1</sup> and **over 99%** of eBook publishers\*<sup>2</sup>

Trusted by book  
retailers

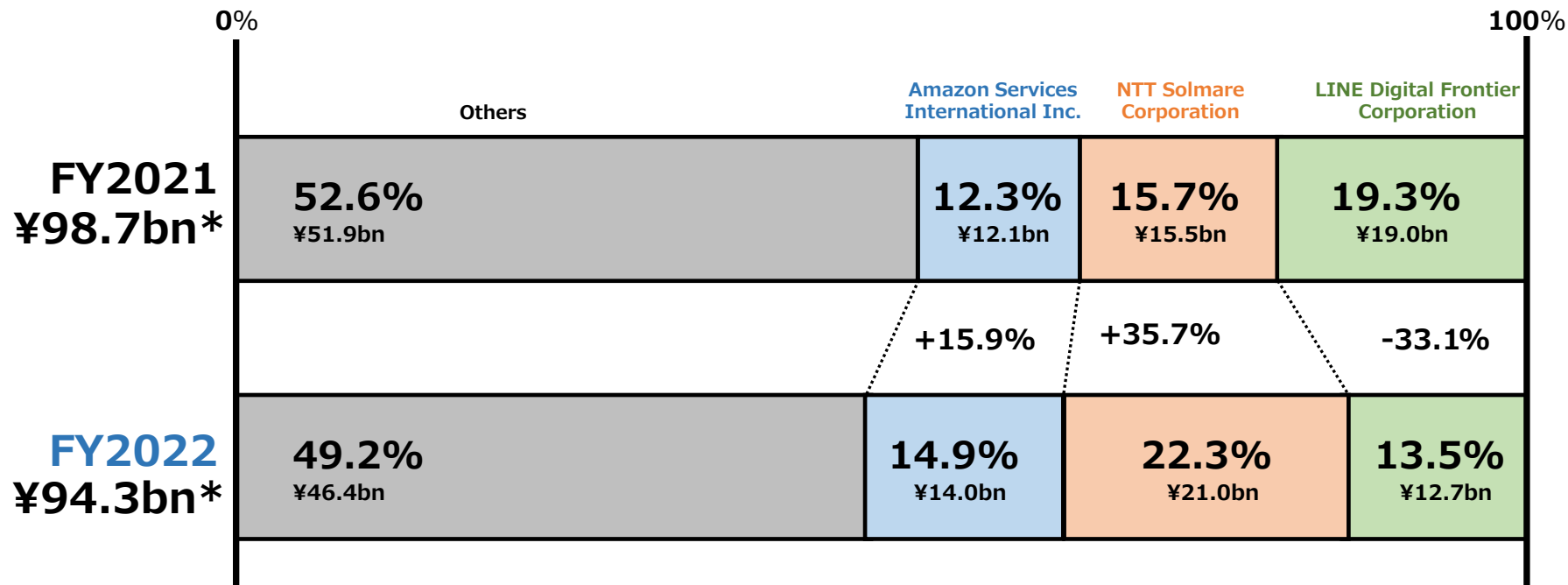
Supplier to over **150 book retailers** including **all of top 20** by usage rate\*<sup>3</sup>

\*1. Defined as publishers that belong to the Japan Book Publishers Association (391 members as of June 30, 2022), excluding non print (e.g., audiobook) publishers.

\*2. Per a MEDIA DO survey. Excludes sub scale publishers, publishers without regular publications, etc.

\*3. Top 20 eBook retailers (excluding book retailers run directly by publishers) ranked by popularity based on number of survey respondents who reported purchasing an eBook from the retailers within the previous six months per Impress Research Institute's eBook Marketing Report 2022.

# Transactions with main business partners



**LINE Digital Frontier Corporation**

Transfer began in FY2022, with transactions expected to around ¥1.5bn in FY2023

**NTT Solmare Corporation**

Acquired distribution transactions from some large publishers

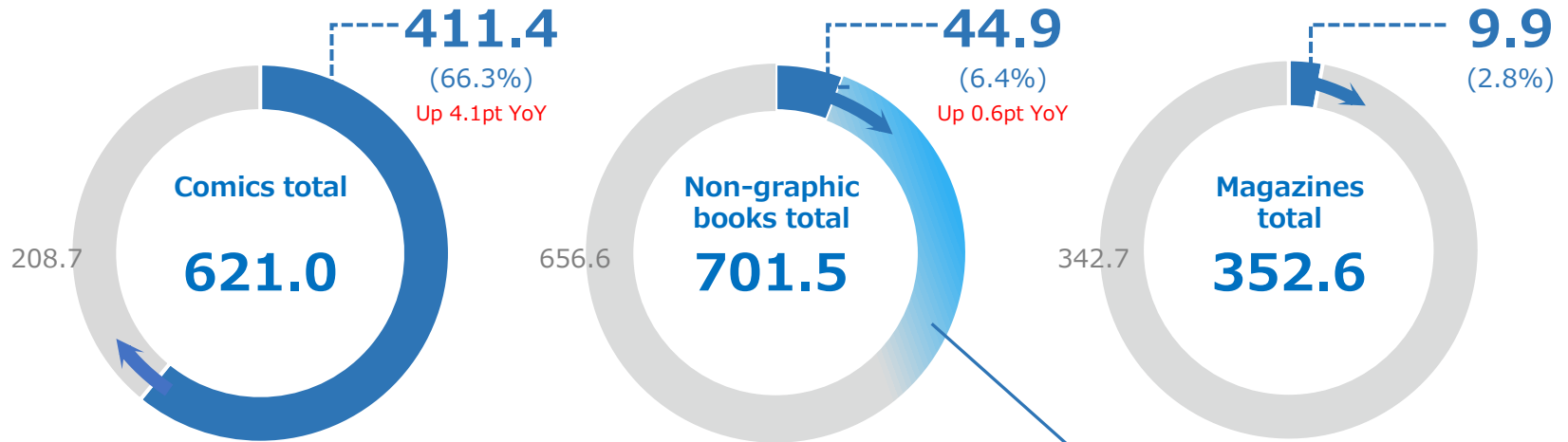
**Amazon Services International Inc.**

Net increase in transaction amount following growth of the eBook market

Note: Prepared based on information from the financial results  
\* Shows net sales for the eBook distribution business

# Comics market grew 12.8% YoY Digitalization of non-graphic books still has a lot of room to run

Japan's publishing market by segment (2020) (Billions of yen)



Note: AJPEA Statistics classify 90% of comic books in the "magazine" category. In the graph above, comic books classified as magazines in this way are counted as "comics." Additionally, comic sales include only comic books (both hard-copy and digital) while comic magazines (both hard-copy and digital) are included in the "magazines" category. (Source: All-Japan Magazine and Book Publishers and Editors Association (AJPEA))

Non-graphic eBooks account for 30-40% of US and Chinese publishing markets



# Ongoing growth forecast in the eBook market

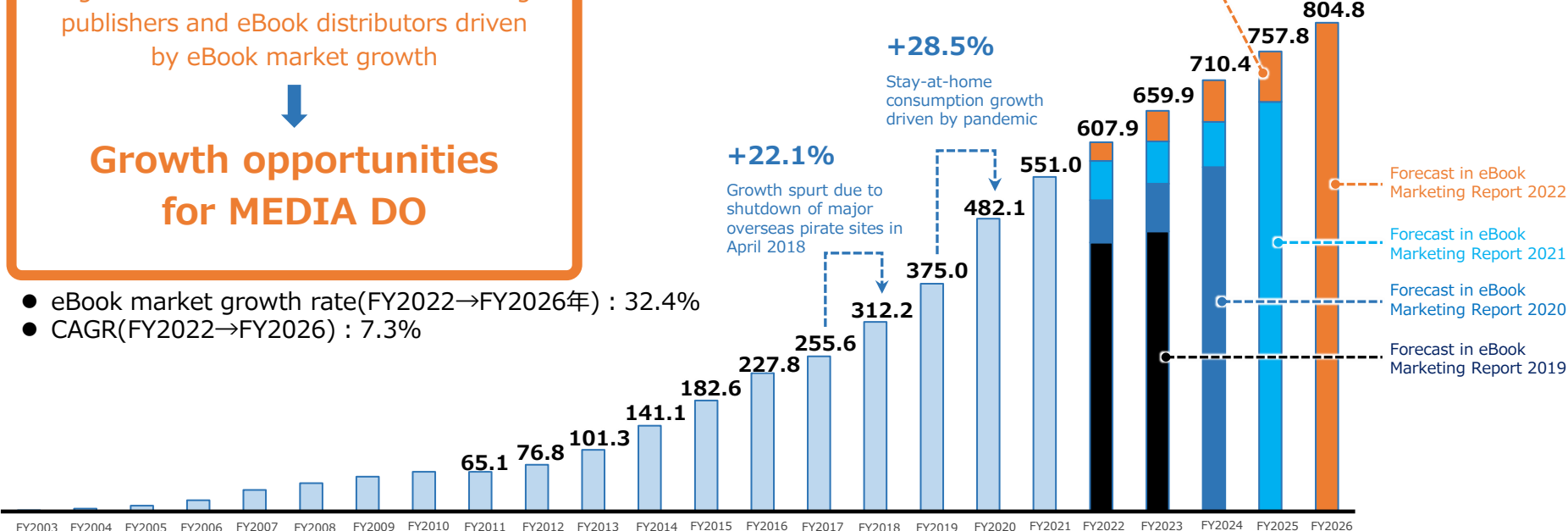
Improved performance and increased digital transformation investment among publishers and eBook distributors driven by eBook market growth

↓

**Growth opportunities for MEDIA DO**

- eBook market growth rate(FY2022→FY2026年) : 32.4%
- CAGR(FY2022→FY2026) : 7.3%

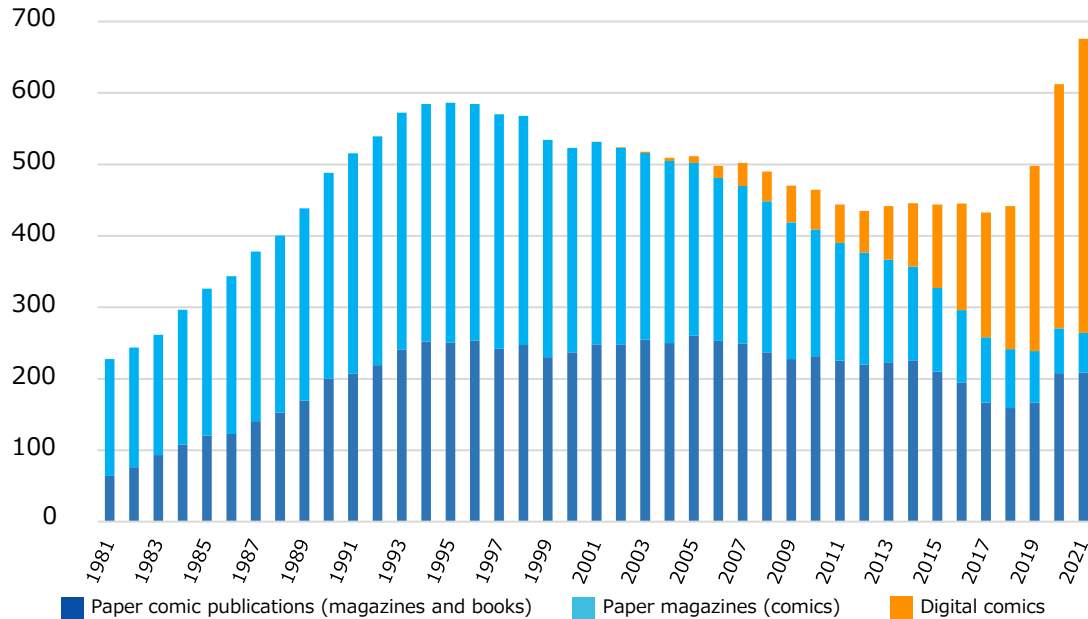
Market size in FY2025 will increase by 83.1 billion yen compared to the previous forecast



(Billions of yen)

# Aiming to grow the publishing market through digitization

Japan's comics market (Billions of yen)



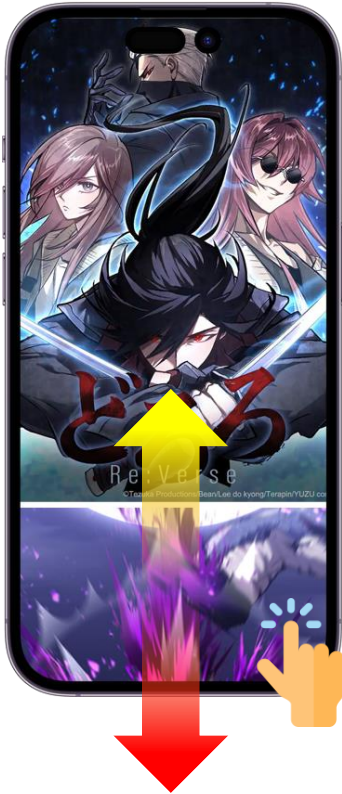
Digitization has led to comics market hitting an **all-time record**



**DX promotion in publishing industry contributes to market expansion**

Source: All-Japan Magazine and Book Publishers and Editors Association (AJPEA)

# Vertical scrolling comics (VSC) represent a next-gen manga ideally suited to smartphones/tablet devices



## Features of VSC

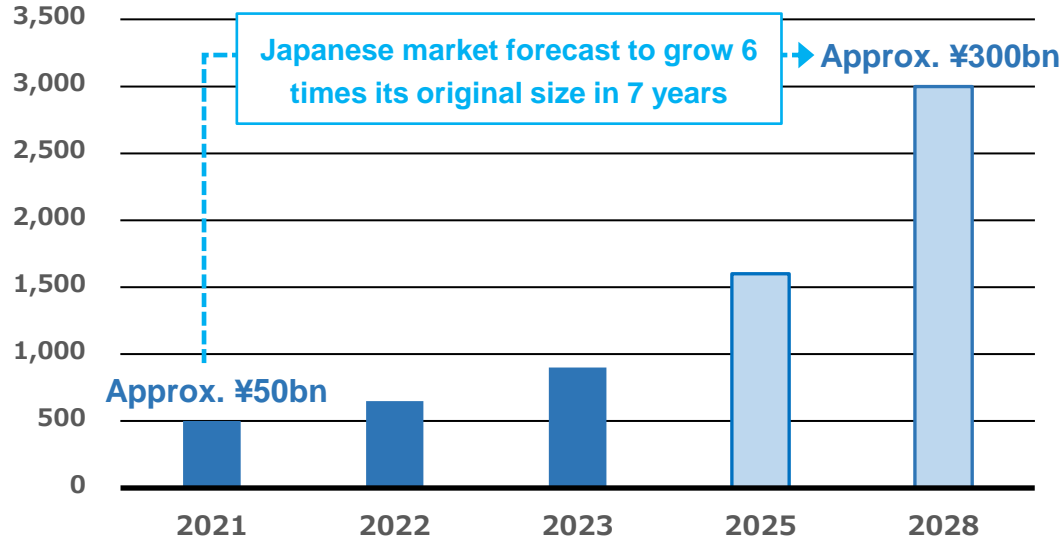
① Full color   ② Read vertically   ③ Distributed in episodes

Comparison with traditional manga

	Markets	IP holders	Production System	Format
Manga	Mostly in Japan	Publishers	Authors and editors	Based on Paper and eBook
VSC	Global	Publishers, Game companies, Anime companies, others	Studio approach (division of labor)	Smartphone and Tablet

# The VSC market is forecast to grow dramatically both inside and outside Japan over the next several years and major publishers are also entering the market

## Japanese market size\*



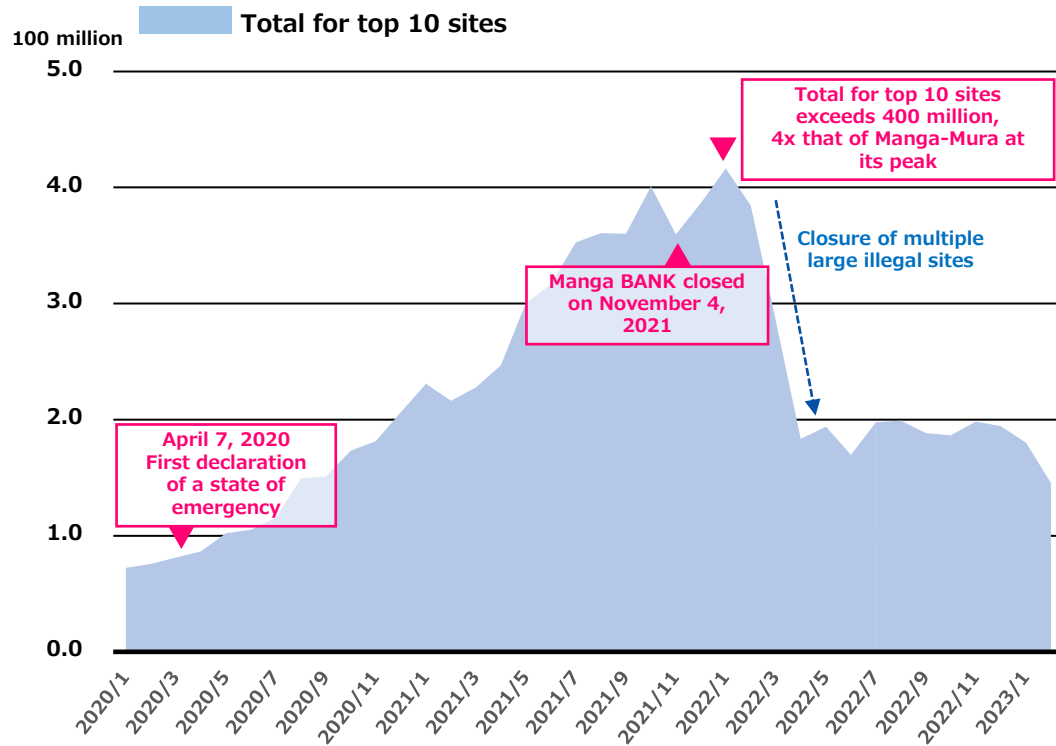
## Large opportunities in VSC market

- ✓ Easily embraced worldwide because of its format suited to smartphones and they can be read in short episodes
- ✓ Major publishers have also established dedicated VSC departments
- ✓ Rising number of production studio companies in Japan, amounting to around 60 at present\*

\* As determined by MEDIA DO research

\* Source: QYResearch "Global Webtoons Market Size, Status and Forecast 2022-2028." Tentative calculation based on \$1 = ¥120

# Trends for pirate sites



Source: Created by MEDIA DO, similarweb

## Status of main countermeasures

2016	<ul style="list-style-type: none"> <li>Manga-Mura launched</li> </ul>
2018	<ul style="list-style-type: none"> <li>Japanese government announces emergency measures to deal with pirate sites</li> <li>Manga-Mura closed</li> </ul>
2019	<ul style="list-style-type: none"> <li>Manga BANK launched</li> </ul>
2021	<ul style="list-style-type: none"> <li>Ministry of Foreign Affairs takes steps to coordinate and share antipiracy measures at summit</li> <li>Metropolitan Police Department promotes investigation with Vietnamese authorities</li> <li>Manga BANK closed</li> </ul>
2022	<ul style="list-style-type: none"> <li>Major search service provider Yahoo! hosts conference of experts</li> <li>Ministry of Internal Affairs and Communications holds meetings with US-based Google in relation to antipiracy measures</li> <li>Major publishers sue Manga-Mura for approximately ¥1.9 billion in damages</li> </ul>

Source: From Toyo Keizai Online, August 6, 2022: "The deep-rooted problem of Manga-Mura, being sued by major publishers for ¥1.9 billion in damages," / "Elimination of free-reading services such as 'ONE PIECE' runs into difficulties"

## ABJ's Anti-Piracy Campaign

# Collaboration between popular manga works and artist Vaundy Expressed appreciation to readers of licensed versions in song form

Number of views on Youtube: 171 million  
(As of April 12, 2023)



About General  
Incorporated  
Association ABJ

A private sector organization chaired by MEDIA DO's Vice-President Shin Niina

Engages in a broad range of initiatives to ensure protection of rights and that readers correctly recognize the authentic version of services. This includes the issuance of the ABJ (Authorized Books of Japan) certification mark, which indicates that a work is an authentic e-book distribution service, the collection and provision of information on unauthorized sites, awareness raising and educational activities to prevent unauthorized distribution, proposals and awareness raising of laws regarding the electronic publishing business, and the establishment of a cooperative system with related organizations in Japan and overseas.

- Vaundy used the lines from popular manga works to create all of the lyrics for campaign song *Arigato* (Thank You)
- An initiative lasting until the end of March 2023 where people tweeting #I didn't read pirated manga again today at @stopkaizokuban (the official Twitter account for the anti-piracy campaign) will receive a thank you image from a participating work



(Sample auto reply)

### Collaborative works

A total of 61 popular manga works including *Demon Slayer*, *NANA*, *Love Strikes!*, *Sailor Moon*, *BLUELOCK*, *JOJO'S BIZARRE ADVENTURE*, *Tokyo Revengers*, *We Were There*, and *Kingdom*

# Reviewing and reshuffling of business portfolio

## Focusing management resources on growth areas to restructure our businesses

### Proactive investment in growth areas

With the aim of business expansion through creation of original works and distribution of works of investee companies, we invested in two VSC studio companies



**CONTENTS  
LAB.  
BLUE**



**StoryScoop**

### Business portfolio review

Sold off Nagisa, Inc. and J-Comic Terrace Corporation, both of which were expected to fall below 7% ROIC Liquidated MangaNews Inc.



**Nagisa**



J-Comic Terrace Corporation  
**コミックテラス**



# Forecasts for FY2023 by segment

(billion of yen)

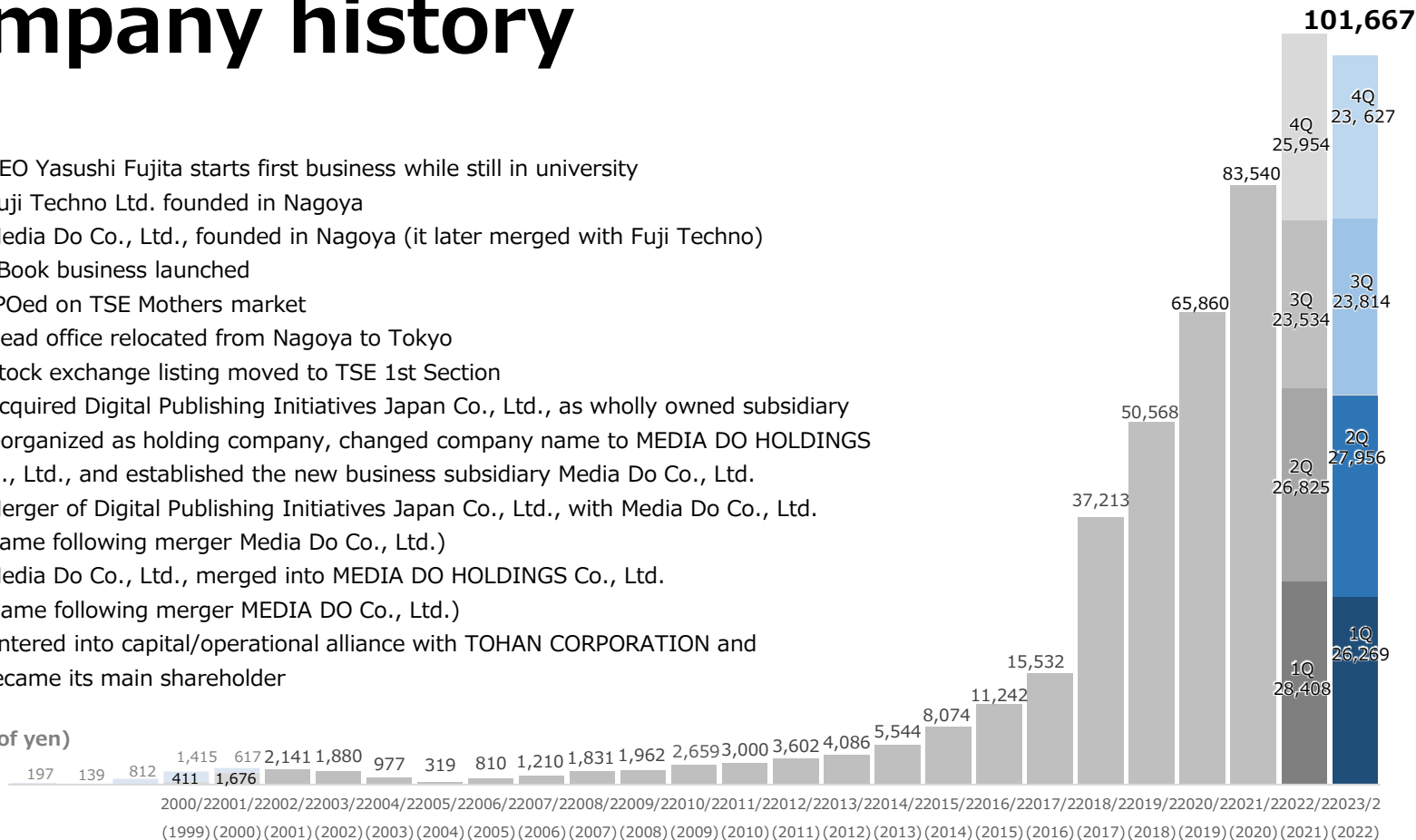
	eBook distribution business		Strategic investment businesses		Adjustment amount		Total	
	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023
<b>Net Sales</b>	94.3	90.8	8.6	10.3	▲1.3	▲1.1	101.6	100.0
<b>Operating Profit</b>	5.2	4.7	▲1.4	▲1.1	▲1.3	▲1.6	2.3	2.0
<b>EBITDA</b>	5.8	5.3	▲0.6	0.2	▲1.3	▲1.5	3.8	3.6



# Company history

- 1994: CEO Yasushi Fujita starts first business while still in university
- 1996: Fuji Techno Ltd. founded in Nagoya
- 1999: Media Do Co., Ltd., founded in Nagoya (it later merged with Fuji Techno)
- 2006: eBook business launched
- 2013: IPOed on TSE Mothers market
- 2014: Head office relocated from Nagoya to Tokyo
- 2016: Stock exchange listing moved to TSE 1st Section
- 2017: Acquired Digital Publishing Initiatives Japan Co., Ltd., as wholly owned subsidiary  
Reorganized as holding company, changed company name to MEDIA DO HOLDINGS Co., Ltd., and established the new business subsidiary Media Do Co., Ltd.
- 2019: Merger of Digital Publishing Initiatives Japan Co., Ltd., with Media Do Co., Ltd.  
(Name following merger Media Do Co., Ltd.)
- 2020: Media Do Co., Ltd., merged into MEDIA DO HOLDINGS Co., Ltd.  
(Name following merger MEDIA DO Co., Ltd.)
- 2021: Entered into capital/operational alliance with TOHAN CORPORATION and became its main shareholder

(Millions of yen)



# Share price performance and trading volume since IPO



# MEDIA DO's market capitalization since IPO

(Billion of yen)



# Company Outline

<b>Trade name</b>	MEDIA DO Co., Ltd.		
<b>Established</b>	April 1999		
<b>Capital</b>	¥5,934 million (as of February 28, 2023)		
<b>Stock listing (Securities code)</b>	Tokyo Stock Exchange, Prime Market (3678)		
<b>Board Members</b>	<p>President and CEO: Yasushi Fujita            Director: Shin Niina            Director: Atsushi Mizoguchi            Director: Hiroshi Kanda            Director: Kayoko Hanamura            Outside Director: Ayako Kanamaru            Outside Director: Haruo Miyagi            Outside Director: Junko Mokuno</p>	<p>Senior Executive Officer: Teruyoshi Ando            Specially Appointed Executive Officer: Susumu Tsukamoto            Executive Officer: Ryo Yamada            Executive Officer: Yoichi Chihara            Executive Officer: Hajime Suzumura            Executive Officer: Shoichiro Tokoro            Executive Officer: Kaname Nakano</p>	<p>Standing Audit &amp; Supervisory Board Member: Kazuyoshi Ohwada            Outside Audit &amp; Supervisory Board Member: Makoto Nakajima            Outside Audit &amp; Supervisory Board Member: Toshiaki Morifuji            Outside Audit &amp; Supervisory Board Member: Tsuyoshi Shiina</p>
	<p>Notes: 1. Directors will be appointed at Annual General Meeting planned in May 25, 2023.            2. Executive Officer structure will start operating in June 1, 2023</p>		
<b>Office</b>	<p>Head Office: 5F PALACESIDE Bldg. 1-1-1 Hitotsubashi Chiyoda-ku Tokyo, Japan            Tokushima Kito Office: 5-23 Iwatsushi, Kitowamuda, Naka-cho, Naka-gun, Tokushima, Japan</p>		
<b>Subsidiaries</b>	<p>(Domestic) Media Do Tech Tokushima Co., Ltd.; ARTRA ENTERTAINMENT Inc.; MEDIA DO Payment Co., Ltd.; Flier Inc.; JIVE Ltd.; NIHONBUNGEISHA Co., Ltd.; Everystar Co., Ltd; GAMBAROU TOKUSHIMA Co., Ltd.            (Oversea) Media Do International, Inc.; Quality Solutions, Inc. (Firebrand Technologies); NetGalley, LLC; Supadü Limited</p>		
<b>Affiliates</b>	MyAnimeList, LLC; A.I. Squared, Inc.; Tec Information Corp.		



MEDIA DO Payment Co., Ltd.  
 (Name changed from Digital Publishing Initiatives Japan Co., Ltd.)

# Management Team (1/3)



## Yasushi Fujita, President and CEO

Launched first business in 1994 while in university. Founded Fuji Techno in 1996 and Media Do in 1999 (the former was merged into the latter in Nov. 2001). Involved in various businesses before launching eBook distribution business in 2006. Listed Media Do on TSE Mothers Market in 2013 and moved its listing to TSE 1st Section in 2016. As CEO, is in charge of management strategy, particularly creation of new drivers of shareholder value.

Established Tokushima Innovation Base Association in 2020 in aim of supporting entrepreneurs and serves as its representative director. Actively involved in local economic revitalization since 2013 in hometown of Kito-mura (now Naka-cho), Tokushima Prefecture, while also contributing to society as an entrepreneur in roles such as president of Entrepreneurs' Organization Tokyo.



## Shin Niina, Director, Vice-President and COO

Began career at Chuokoronsha (now Chuokoron-Shinsha) in 1980. Hired by KADOKAWA SHOTEN (now KADOKAWA CORPORATION) in 1996. Promoted to general manager of its book business in 2003. Appointed managing director of KADOKAWA SHOTEN in 2007, representative director of KADOKAWA EDITORIAL in 2008, director of BOOK WALKER in 2012 and executive director of Kadokawa Culture Promotion Foundation in 2013. Appointed president/representative director of DPIJ (renamed Media Do in March 2019) in 2014. Has served as vice president/COO/director of MEDIA DO since 2018. Appointed representative director of antipiracy organization Authorized Books of Japan in 2020.

Heads core eBook distribution business and publishing support business as COO, capitalizing on his many years of literary editorial experience and quarter century of experience in digital publishing. Acts as MEDIA DO's point man in dealings with publishing industry.

# Management Team (2/3)



**Atsushi Mizoguchi,**  
Director and CRO\*1

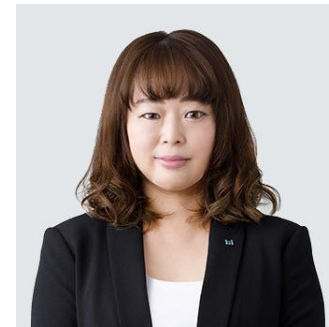
Began career at NTT DOCOMO in 2000, working in its content business. Involved in launching “Chaku-uta” (musical ringtones) for i-mode handsets. Joined Media Do in 2008. Appointed executive officer/general manager of Sales Division in 2010, director/general manager of Business Development Division in 2016, group COO in 2017, representative director of subsidiary MyAnimeList in 2019. Appointed director and CBDO in charge of new businesses and alliances in June 2020 and appointed director and CRO in March 2023.

As CRO, leads development of new markets and creation/acquisition of major projects, capitalizing on her IT and mobile telecom expertise and broad experience in MEDIA DO's core eBook distribution business, eLibrary business, and new businesses.



**Hiroshi Kanda,**  
Director, CSO and CFO

Began career in 2008 in UBS Securities Japan's Investment Banking Division, where his roles included advising clients on M&A and capital raising. Hired by Frontier Management in 2009 to formulate and help execute business plans for B2C company turnarounds/management support. In 2013, cofounded and appointed Director/CFO of Flier, which became part of the MEDIA DO Group in 2016. Appointed general manager of Corporate Planning Division in 2019 and executive officer/CSO in charge of management strategy formulation and IR in June 2020. Appointed director/CSO & CFO in June 2022, in charge of the corporate division. He will leverage his extensive financial knowledge, consulting skills, and his own experience of starting companies to formulate and implement financial, corporate, and ESG strategies, while taking responsibility for coordination with internal and external stakeholders.



**Kayoko Hanamura,**  
Director and CBO\*2

Joined Forside Co., Ltd. in 2000. Consistently engaged in the content businesses and served as an Executive Officer and Director. Joined MEDIA DO in 2015, engaging in the general eBook business as General Manager of the eBook Business Division and an Executive Officer. Appointed Executive Officer and CEDO in charge of MEDIA DO's core eBook distribution business in June 2020. After being appointed Senior Executive Officer in June 2022, appointed Director and CBO in May 2023.

As CBO, she is responsible for building an operational model for the series of processes from planning to operations management for the eBook distribution business while keeping abreast of publisher and book retailer needs utilizing her many years of experience in the content businesses.

\*1: Chief Relationship Officer

\*2: Chief Business Officer

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# Management Team (3/3)



**Teruyoshi Ando**

Senior Executive Officer  
IP & Solutions Business



**Susumu Tsukamoto**

Specialy Appointed Executive Officer  
VSC & International Business



**Ryo Yamada**

Executive Officer  
Corporate Planning



**Yoichi Chihara**

Executive Officer and CHRO\*1



**Hajime Suzumura**

Executive Officer  
Group Integration/President &  
CEO Office



**Shoichiro Tokoro**

Executive Officer  
Accounting



**Kaname Nakano**

Executive Officer and CIO\*2

\*1: Chief Human Resource Officer

\*2: Chief Information Officer

## Forward-looking statement and unaudited information disclaimers

Information presented herein includes forward-looking statements. These forward-looking statements are based on current expectations, forecasts and assumptions that involve risks, all of which entail uncertainties that could lead to outcomes that substantively differ from the forward-looking statements' content.

Such risks and uncertainties include general industry and market conditions and general domestic and international economic conditions, including interest rate and exchange rate movements. MEDIA DO assumes no responsibility to update or revise forward-looking statements contained herein, even if new information becomes available or unanticipated events occur.

Financial information that was not independently audited is also contained herein. MEDIA DO does not warrant the accuracy of any such unaudited information. Readers are accordingly advised against making investment or other decisions in sole reliance on information contained herein.

Our investor relations website <https://mediado.jp/english/ir/>