



**CA CyberAgent®**

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# **FY2023 Presentation Material**

**October 2022 to September 2023**

**November 1, 2023**



[Forward-looking statement]

The future information, such as earnings forecast, written in this document is based on our expectations and assumptions as of the date the forecast was made. Our actual results could differ materially from those described in this forecast because of various risks and uncertainties.

1. **FY2023 Full Year Results** (October 2022 - September 2023)
2. **FY2024 Forecast** (October 2023 - September 2024)
3. **Internet Advertisement Business**
4. **Game Business**
5. **Media Business**
6. **Medium to Long-Term Strategy**
7. **References**
  - Quarterly Results (July - September 2023)
  - Purpose

# FY2023

# Full Year Results

October 2022 - September 2023

# 1. FY2023 Full Year Results

## FY2023

Sales continued to grow for 26 consecutive fiscal years, in line with the revised forecast.

Sales: **720.2** billion yen up **1.4%** YoY  
OP: **24.5** billion yen down **64.5%** YoY

## Media

ABEMA related businesses performed well. Loss improved despite the large investment in the FIFA World Cup.

Sales: **141.1** billion yen up **25.9%** YoY  
OP: **-11.5** billion yen +**0.8** billion yen YoY

## Ad

Outpaced market growth\*<sub>1</sub> and expanded market share. Keep investing in AI and DX fields.

Sales: **405.3** billion yen up **10.2%** YoY\*<sub>2</sub>  
OP: **18.3** billion yen down **25.1%** YoY

## Game

Sales and OP decreased, resulting from slowdown of the successful game released in FY 2021. New title will be released in September.

Sales: **179.1** billion yen down **21.6%** YoY  
OP: **22.7** billion yen down **62.5%** YoY

\*<sub>1</sub> Market growth: Grew 6.8% year over year in 2023. "Advertising Expenditure Forecast 2023" published in July 2023 by NIKKEI Advertising Research Institute.

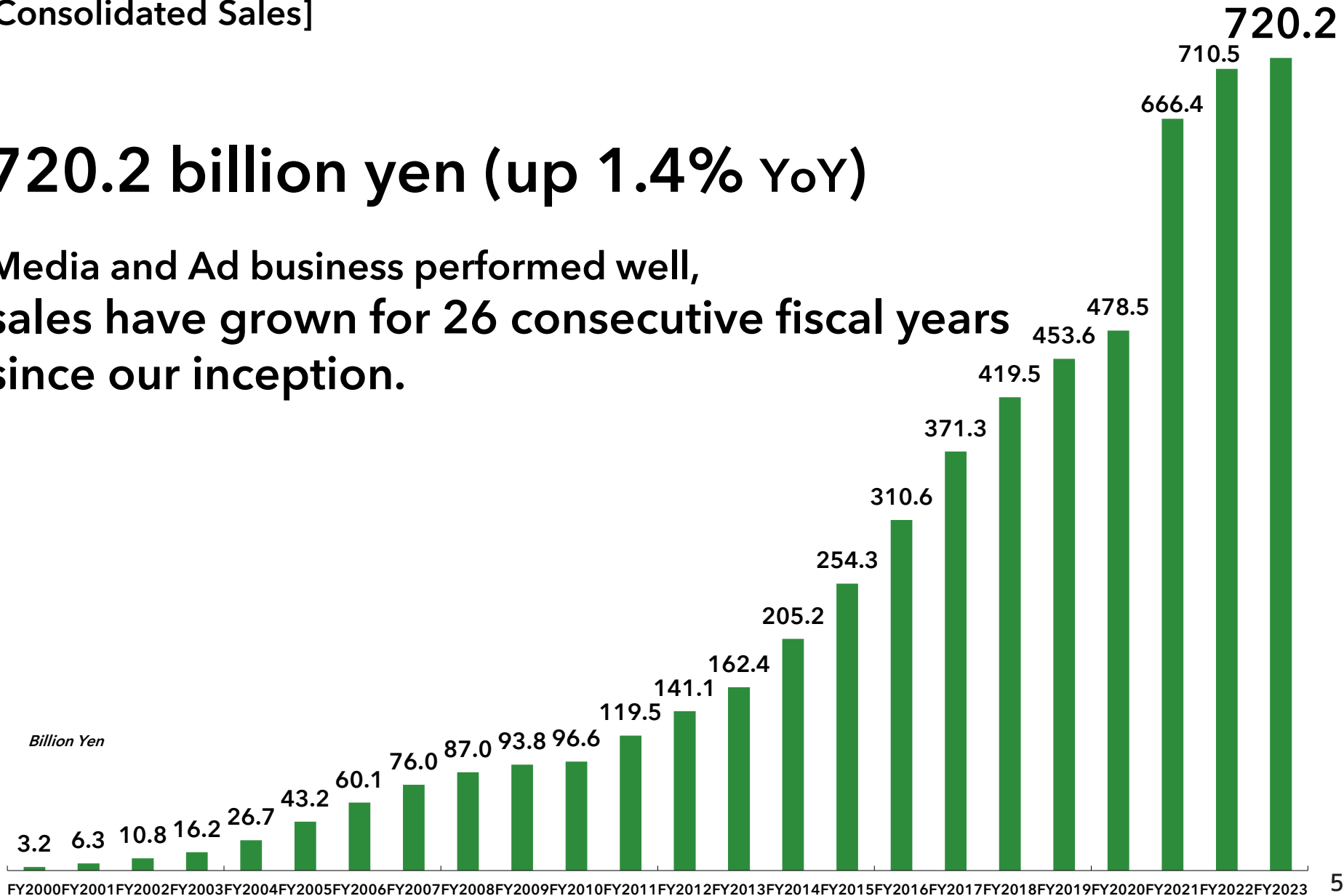
\*<sub>2</sub> YoY change: MicroAd, Inc. became an unconsolidated affiliate and the sales of 9.44 billion yen of FY2022 has been exempted.

# 1. FY2023 Full Year Results

[Consolidated Sales]

## 720.2 billion yen (up 1.4% YoY)

Media and Ad business performed well,  
sales have grown for 26 consecutive fiscal years  
since our inception.

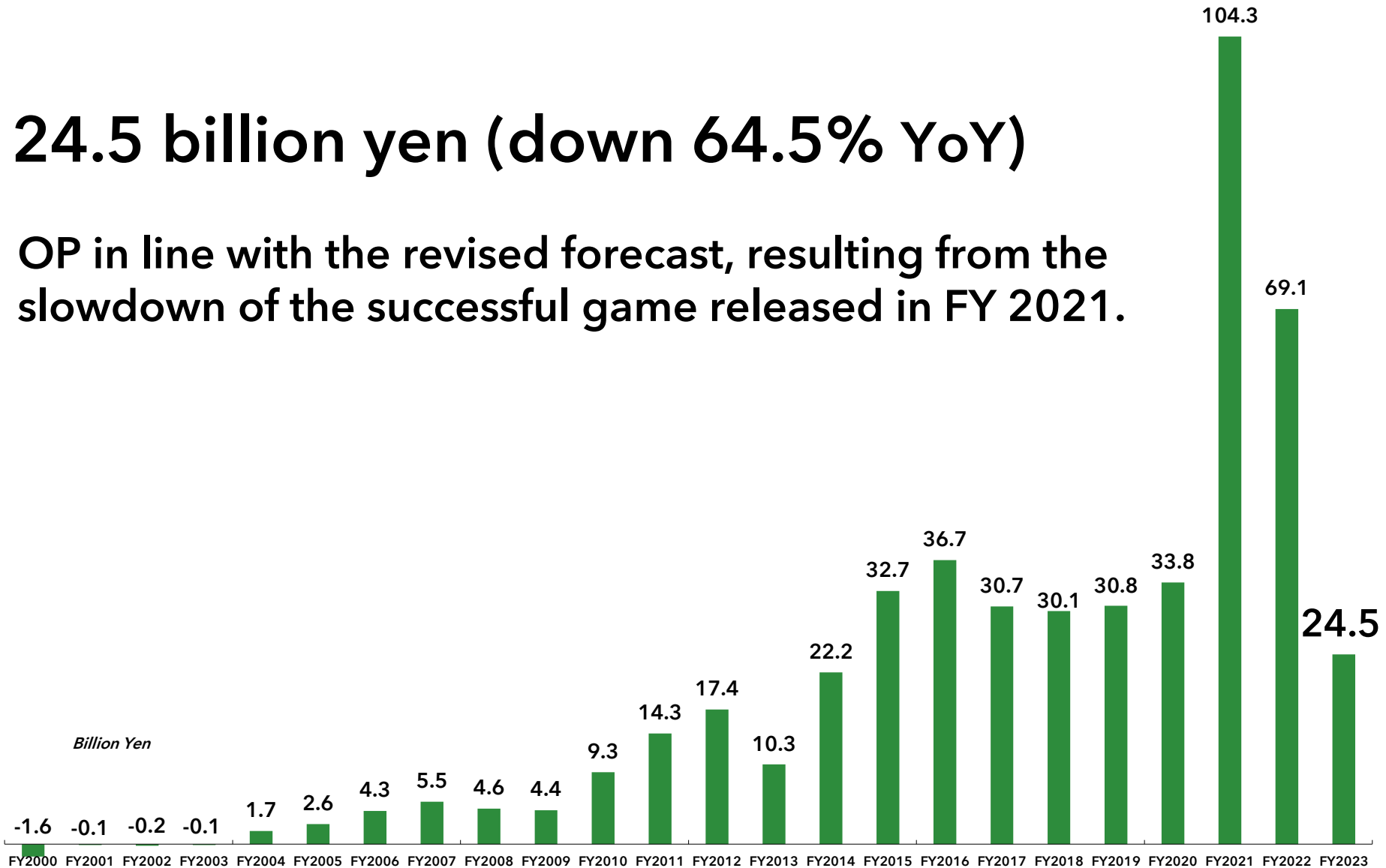


# 1. FY2023 Full Year Results

[Consolidated OP]

## 24.5 billion yen (down 64.5% YoY)

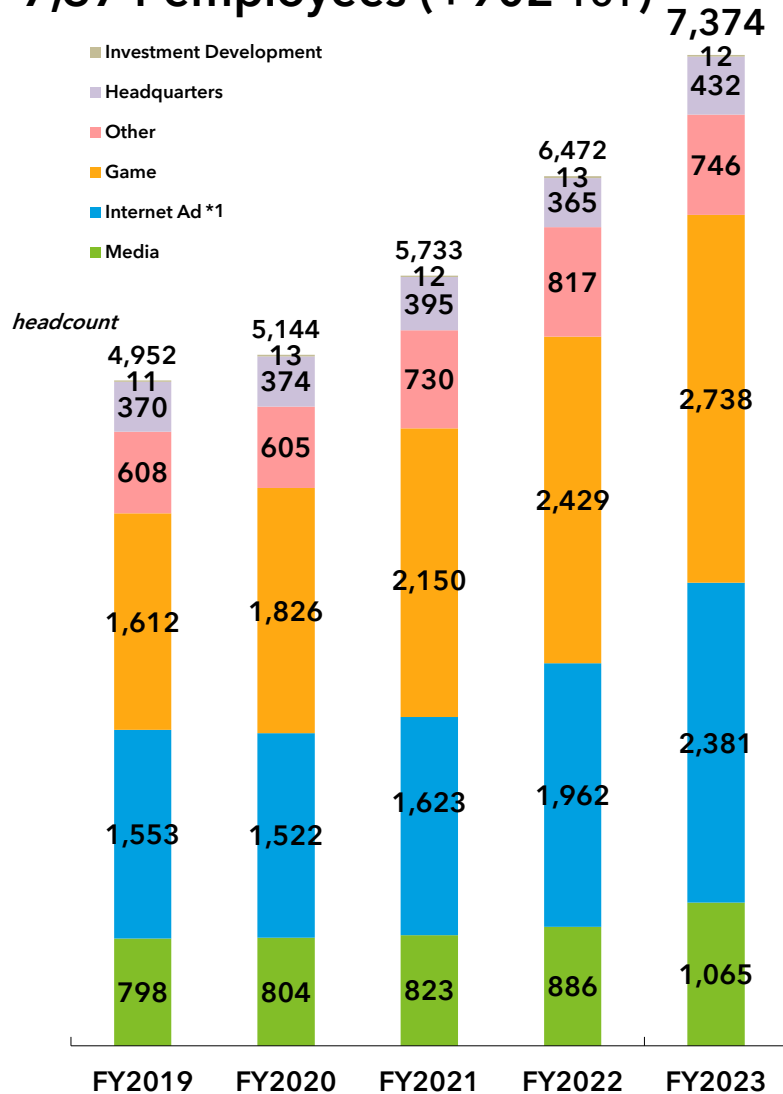
OP in line with the revised forecast, resulting from the slowdown of the successful game released in FY 2021.



# 1. FY2023 Full Year Results

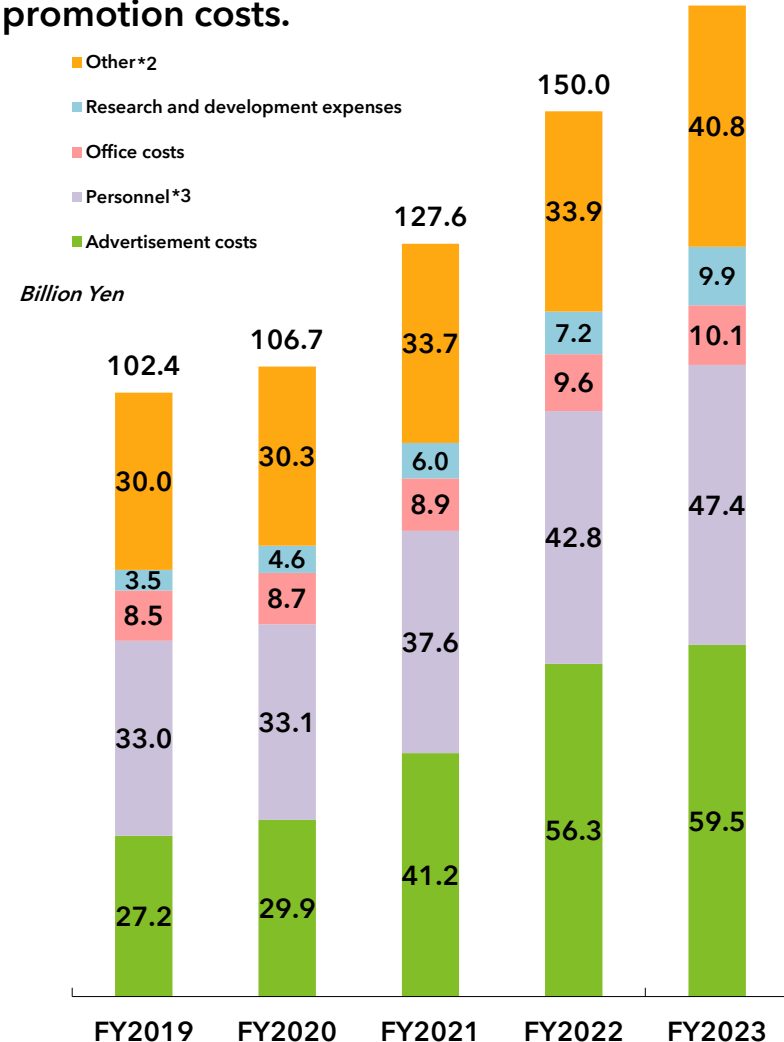
## [No. of Employees]

7,374 employees (+902 YoY)



## [SG&A Expenses] 167.8 billion yen

Up 11.9% year over year resulting from increased headcounts and promotion costs.



\*1 Internet Ad: MicroAd, Inc. was unconsolidated on June 29, 2022. Its employees are deducted retroactively, 330, 349, and 356 in FY2019, FY2020, and FY2021, respectively.

\*2 Other: Outsourcing expenses, selling expenses, external standard taxation, entertainment expenses, etc.

\*3 Personnel: includes 1.4 billion yen special incentives in FY2020 and FY2021.



# 1. FY2023 Full Year Results

[PL]

Unit: million yen	FY2023	FY2022	YoY
<b>Net Sales</b>	<b>720,207</b>	<b>710,575</b>	<b>1.4%</b>
Gross profit	192,404	219,158	-12.2%
SG&A expenses	167,847	150,044	11.9%
<b>Operating profit</b>	<b>24,557</b>	<b>69,114</b>	<b>-64.5%</b>
OPM	3.4%	9.7%	-6.3pt
<b>Ordinary profit</b>	<b>24,915</b>	<b>69,464</b>	<b>-64.1%</b>
Extraordinary income	1,470	1,633	-10.0%
Extraordinary loss	3,854	8,299	-53.6%
Income before income taxes and non-controlling interests	22,532	62,798	-64.1%
<b>Net profit*</b>	<b>5,332</b>	<b>24,219</b>	<b>-78.0%</b>

\*Net profit: Profit attributable to shareholders of parent is affected by the fact that AbemaTV, Inc. is exempted from the group tax sharing system, and non-controlling equity interest (minority interest) of Cygames, Inc.

# 1. FY2023 Full Year Results

[BS]

Unit: million yen	End of Sept. 2023	End of Sept. 2022	YoY
Current assets	351,242	293,850	19.5%
Cash deposits	199,579	165,907	20.3%
Fixed assets	126,519	89,826	40.8%
Total assets	477,826	383,698	24.5%
Current liabilities	133,362	130,014	2.6%
(Income tax payable)	3,115	5,036	-38.1%
Fixed liabilities	112,552	30,768	265.8%
Shareholders' equity	137,034	138,079	-0.8%
Net assets	231,911	222,915	4.0%

# FY2024 Forecast

October 2023 - September 2024

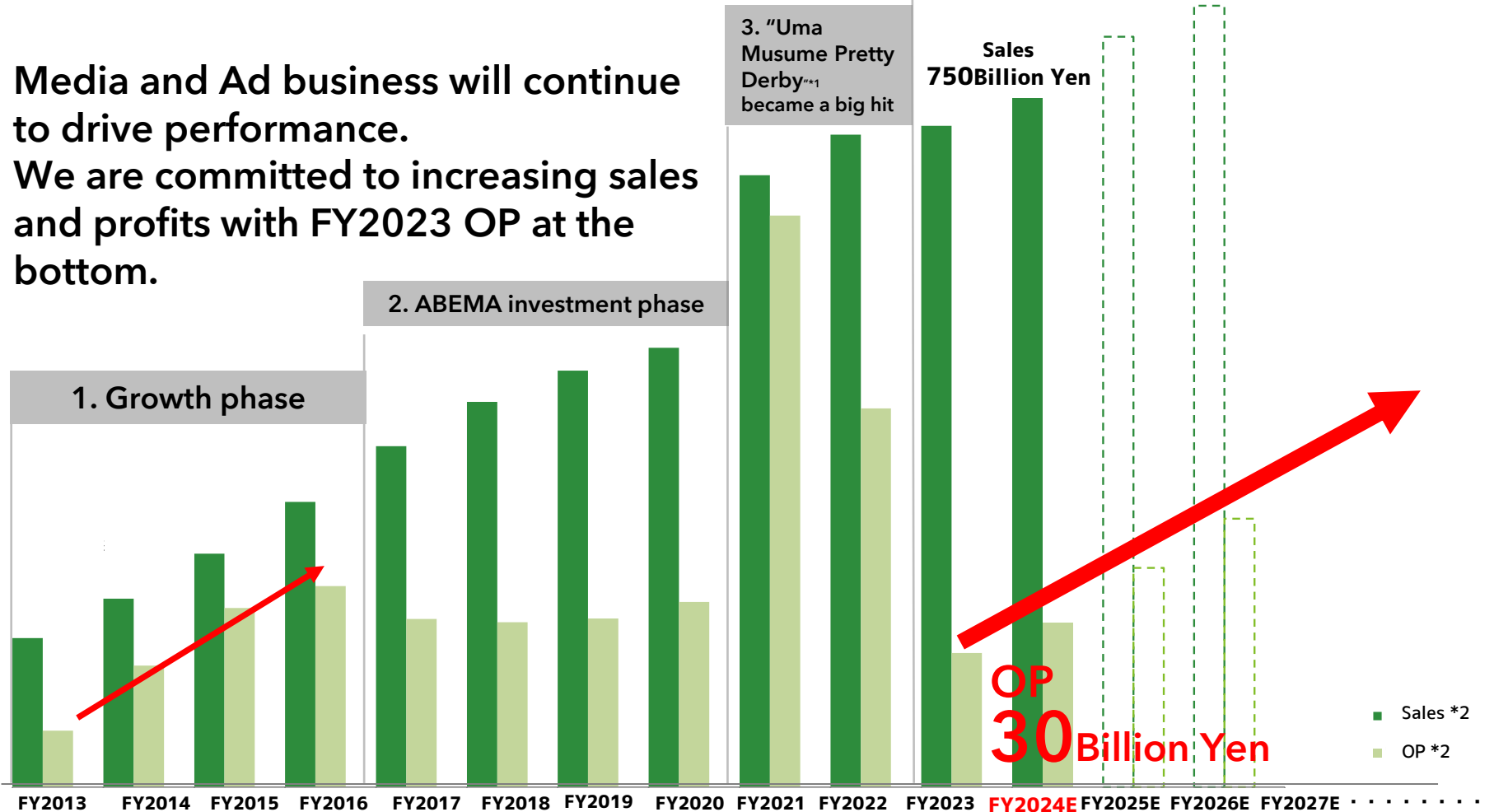
## 2. FY2024 Forecast

Sales **750** billion yen (up **4.1%** YoY)

OP **30** billion yen (up **22.2%** YoY)

Media and Ad business will continue to drive performance.

We are committed to increasing sales and profits with FY2023 OP at the bottom.



\*1 "Uma Musume Pretty Derby" : ©Cygames, Inc. \*2 Sales and OP assumptions may differ materially.

### Media

ABEMA entered a loss reduction phase after investment phase.

Large investment in the FIFA World Cup occur once every four years. We maintain investment at an appropriate level for a while.

### Ad

Ad business will continue to grow in medium to long-term.

Work to commercialize AI and DX related business while at the same time striving to improve OP margin.

### Game

Aim to extend the lifespan of released games by avoiding a lack of topics.

More than three new games will be released in FY2024 after developing period.

A large red arrow pointing downwards, indicating a flow or conclusion from the forecast details to the overall commitment.

**With FY2023 OP at the bottom,  
we are committed to increasing sales and profits.**

## 2. FY2024 Forecast

### [Forecast]

Unit: billion yen	FY2024 Forecast	FY2023	YoY
Net Sales	750	720.2	4.1%
Operating profit	30	24.5	22.2%
Ordinary profit	30	24.9	20.4%
Net profit <sup>*1</sup>	8	5.3	50.0%

### [Dividend Forecast] Estimate with the management index of DOE 5%.

Dividend	15yen	15yen <sup>*2</sup>	—
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<sup>\*1</sup> Net profit: Profit attributable to shareholders of parent is affected by the fact that AbemaTV, Inc. is exempted from the group tax sharing system, and non-controlling equity interest (minority interest) of Cygames, Inc. 13

<sup>\*2</sup> Dividend forecast: It will be submitted to the 26<sup>th</sup> shareholder meeting scheduled to be held in December 2023.

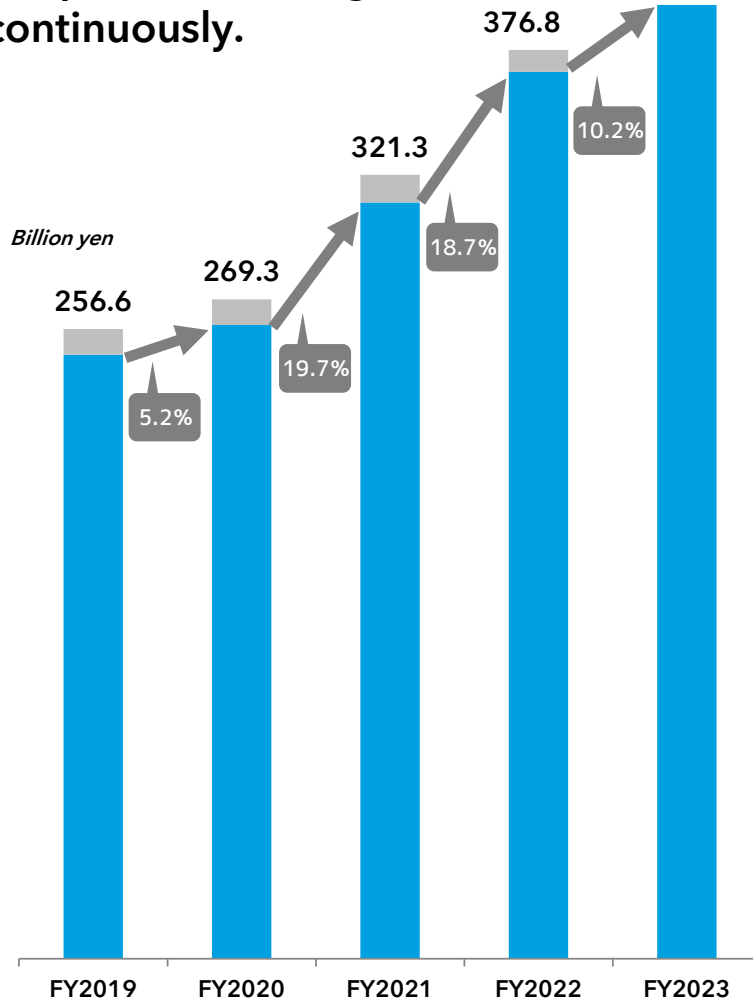
# Internet Advertisement

# 3. Internet Advertisement Business

## [Full Year Sales]

**405.3** billion yen (up 10.2% YoY\*)

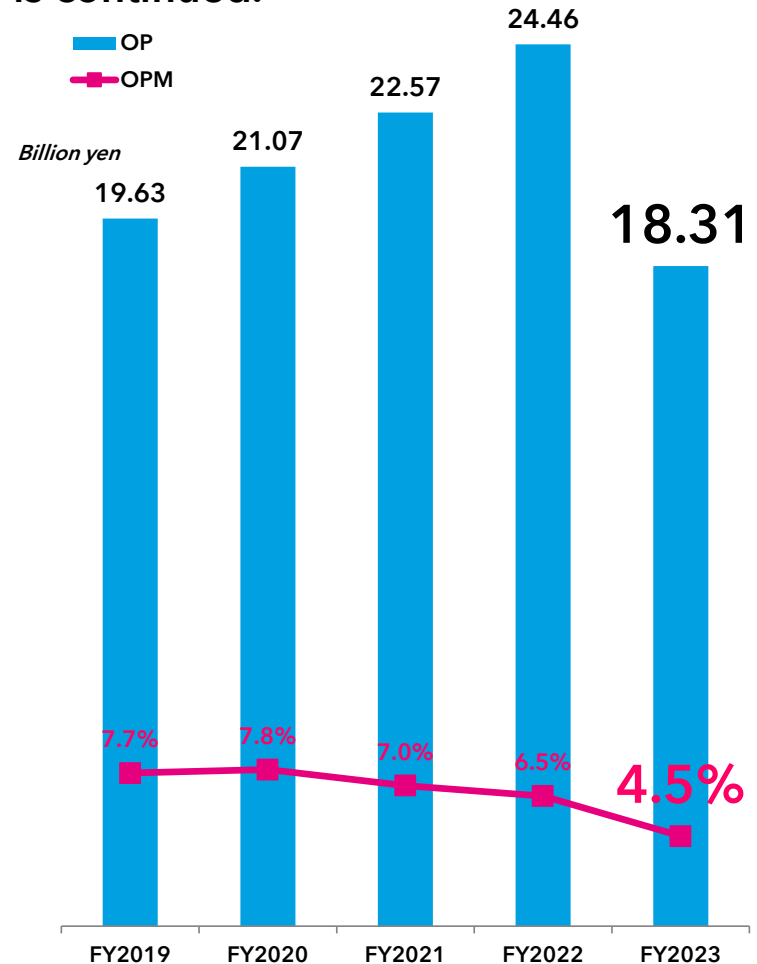
Outpaced market growth\*2 **405.3** continuously.



## [Full Year OP]

**18.3** billion yen (down 25.1% YoY)

Investment in AI and DX businesses is continued.



\*1 YoY change: MicroAd, Inc. became an unconsolidated affiliate and the sales of 9.44 billion yen of FY2022 has been exempted. ■ indicates the sales of MicroAd, Inc.

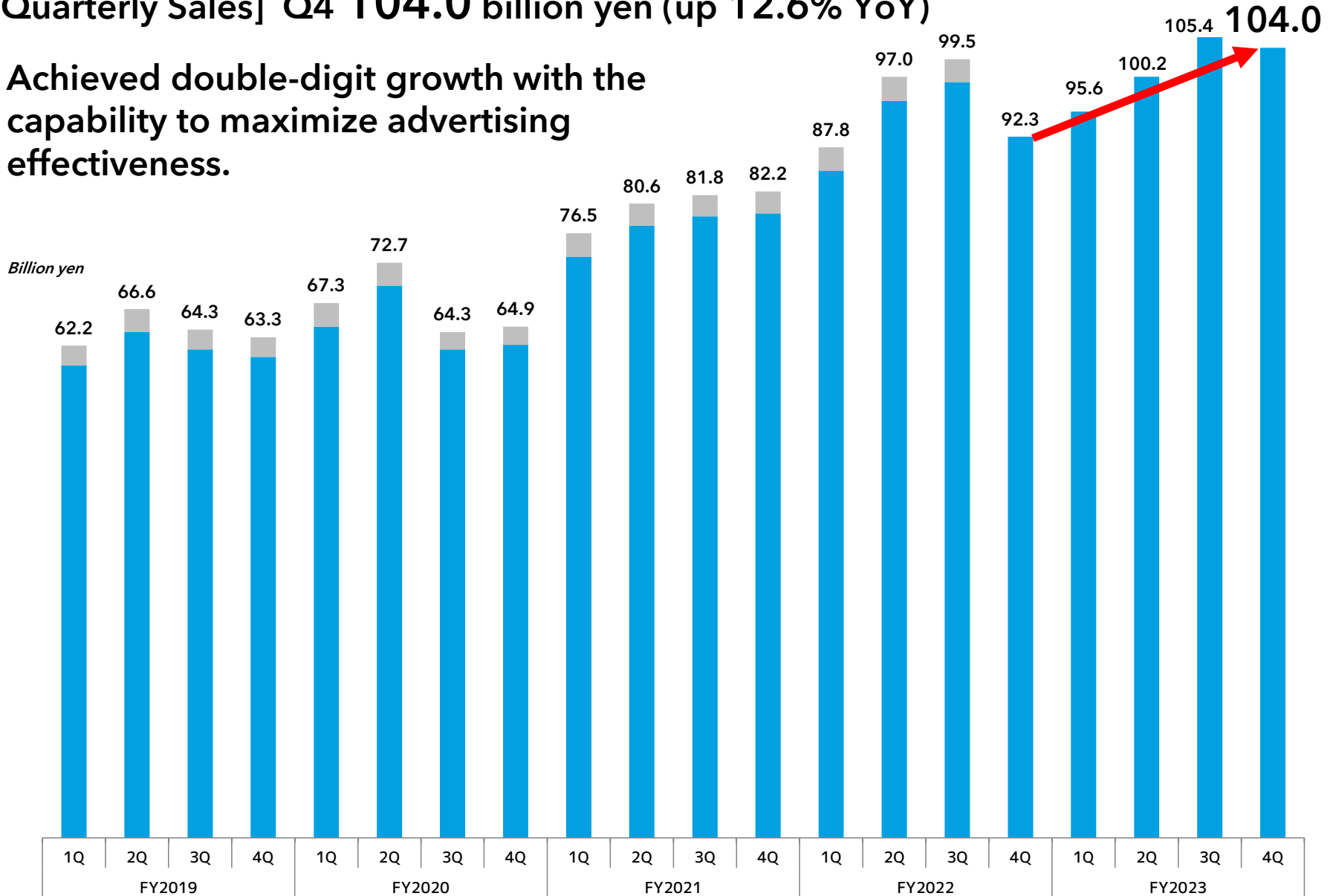
\*2 Market growth: Grew 6.8% year over year in 2023. "Advertising Expenditure Forecast 2023" published in July 2023 by NIKKEI Advertising Research Institute.



# 3. Internet Advertisement Business

[Quarterly Sales] Q4 104.0 billion yen (up 12.6% YoY)

Achieved double-digit growth with the capability to maximize advertising effectiveness.

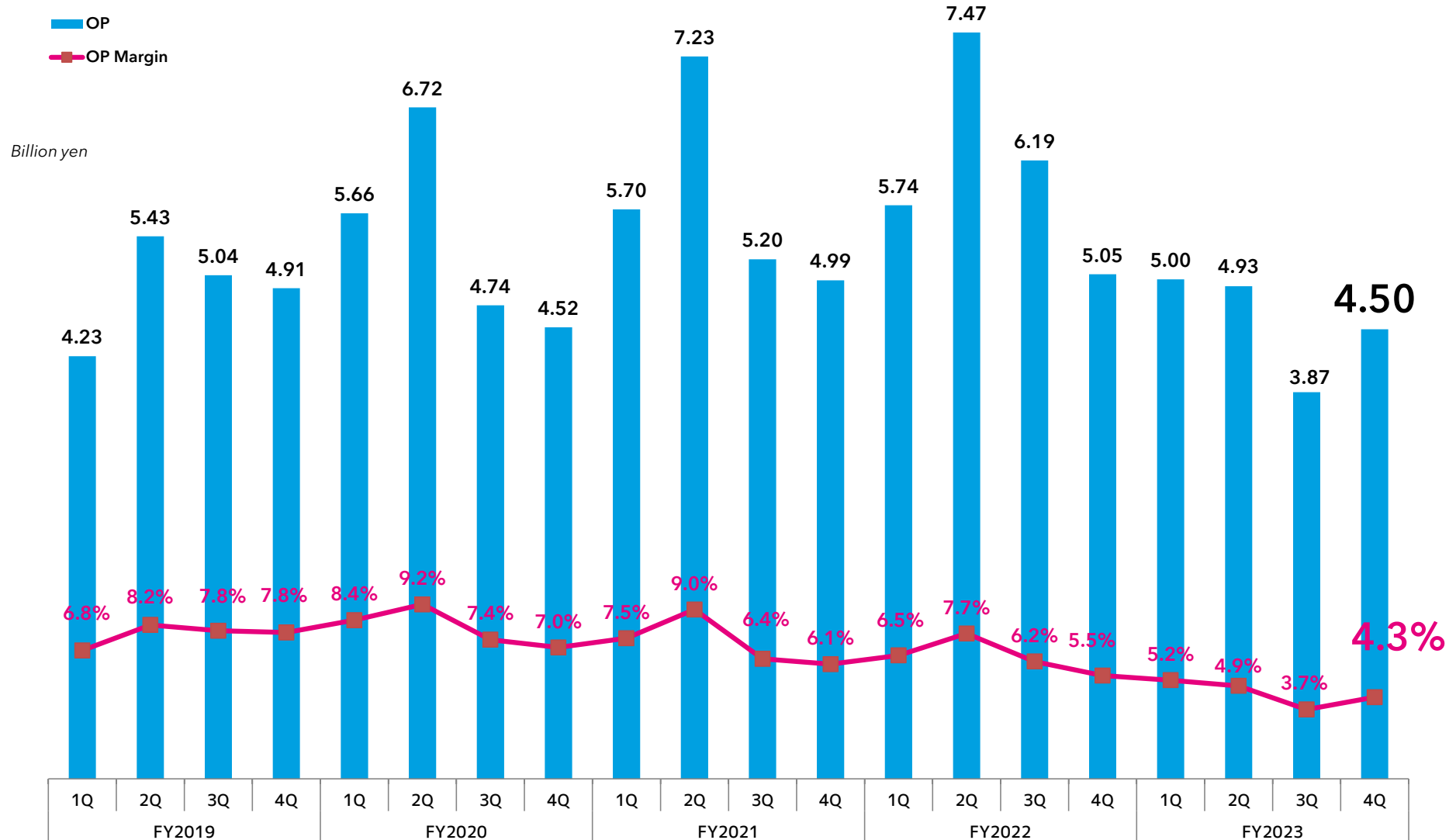


■ indicates the sales of MicroAd, Inc., which became a non-consolidated company.

# 3. Internet Advertisement Business

[Quarterly OP] Q4 4.5 billion yen (down 11.0% YoY)

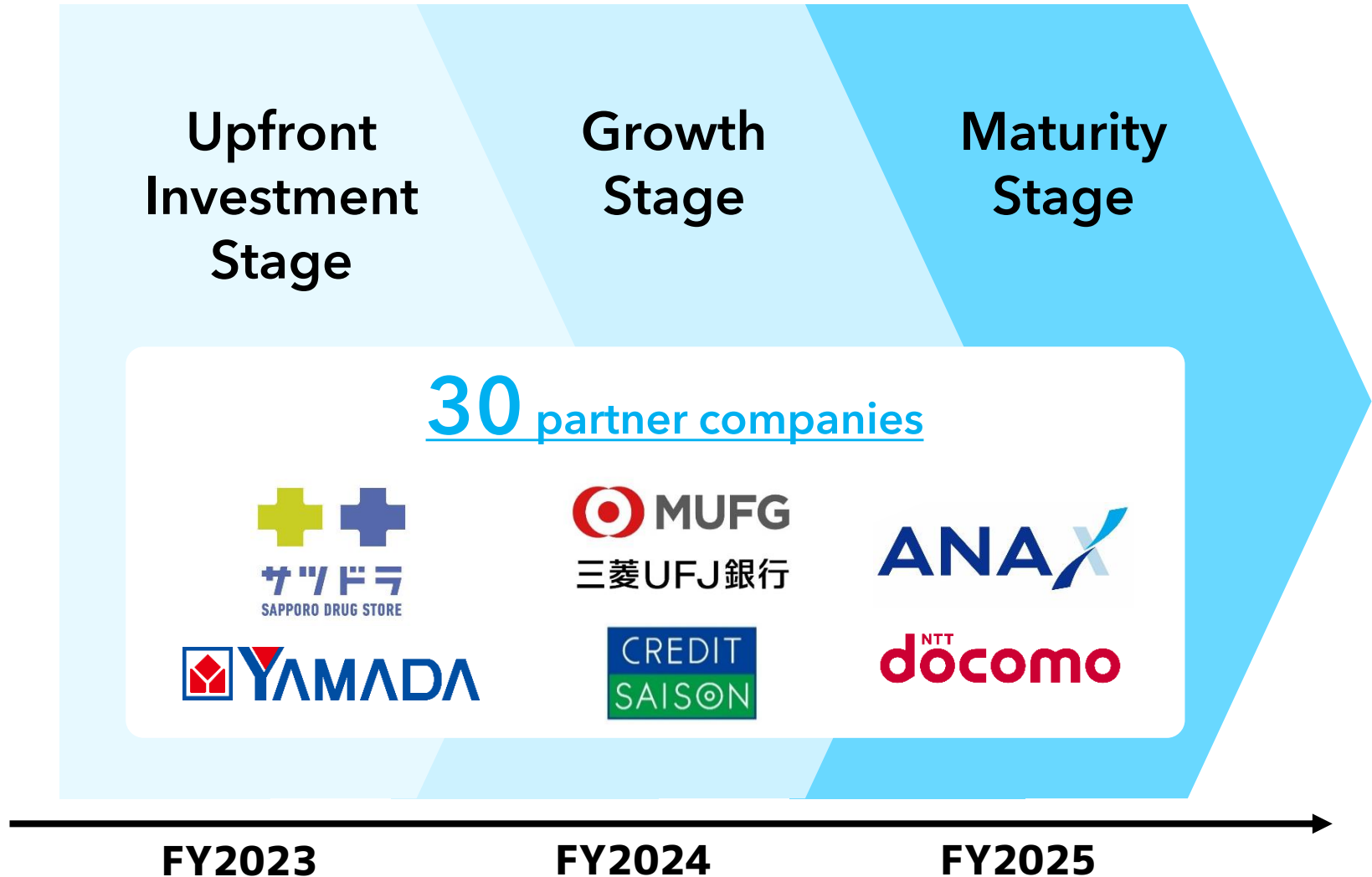
OP improved with the third quarter at the bottom.



\*Quarterly OP and OPM: Special incentives in FY2020 and FY2021 are excluded.

### 3. Internet Advertisement Business

[Future Plans] DX business\* is moving into growth and then maturity stage.



\*DX business: to help industries such as retail, finance, mobility, and telecoms to develop new ways to advertise.

# 3. Internet Advertisement Business

[Future Plans] Use generative AI and LLM\*<sub>1</sub> to grow business and improve operational efficiency.

## Research and development of generative AI



We are ranked 4th in Japan and 49th in the world\*<sub>2</sub> as a leading AI research company

## AI implementation in products



Use AI and LLM to promote business development and operational efficiency

\*1 LLM: Large Language Model

\*2 AI Research Ranking 2022 Thundermark Capital (Revised in May 2022)

### 3. Internet Advertisement Business

[Future Plans] The opening of one of Japan's largest new production studios\* which can make full use of AI and computer graphics will strengthen our competitive edge.



\*KIWAMI Odaiba Studio opened in September 2023.

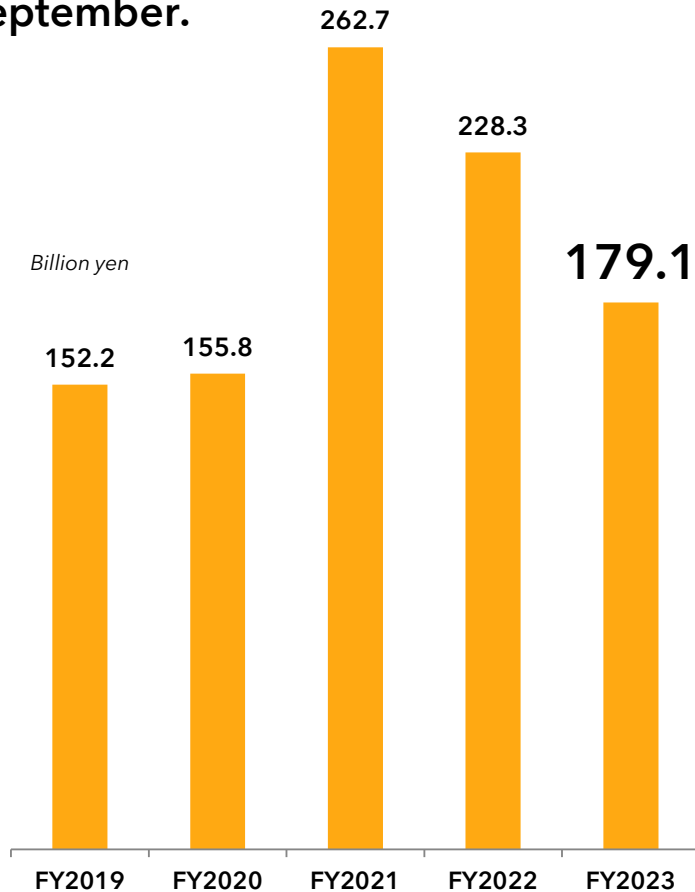
# Game

## 4. Game Business

### [Full Year Sales]

**179.1** billion yen (Down 21.6% YoY)

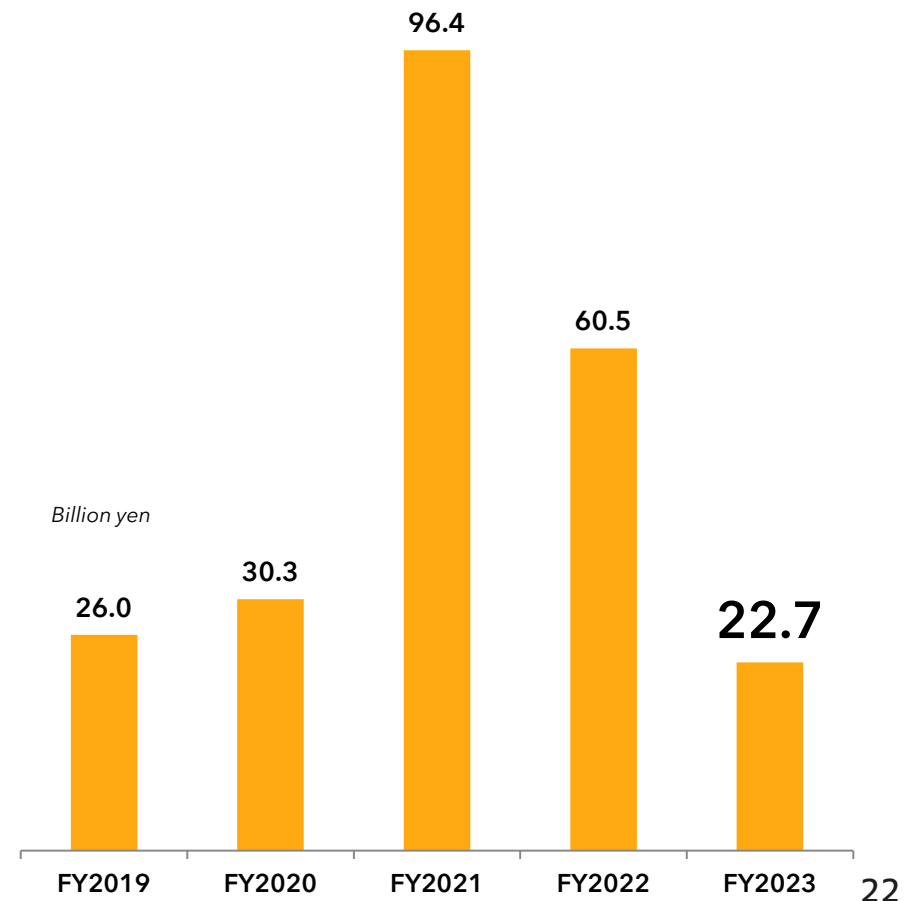
Sales decreased due to slowdown of the successful game released in FY 2021 and others. New title will be released in September.



### [Full Year OP]

**22.7** billion yen (Down 62.5% YoY)

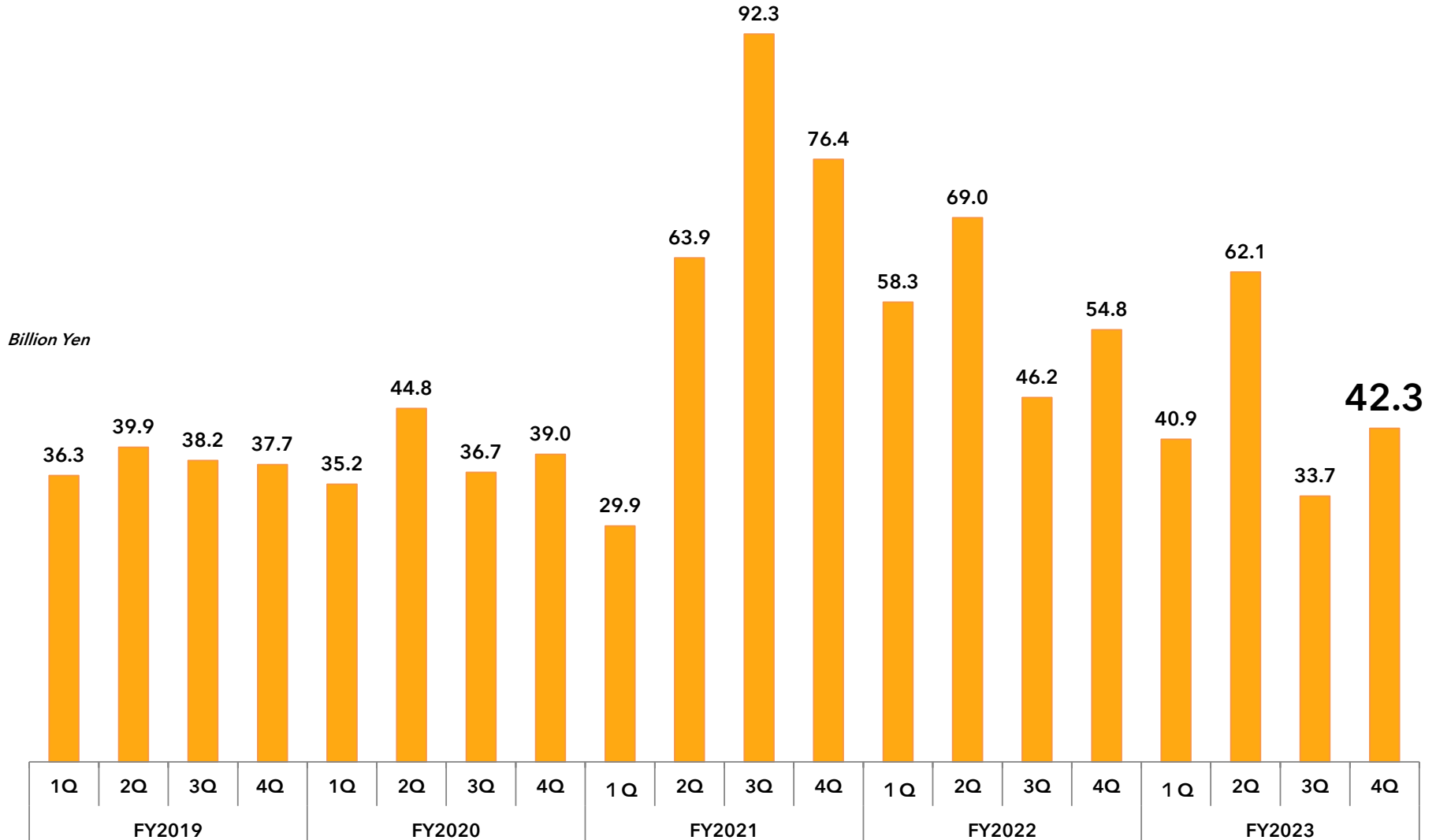
OP declined due to lower sales of the most profitable titles.



# 4. Game Business

[Quarterly Sales] Q4 **42.3** billion yen (down 22.8% YoY) (up 25.4% QoQ)

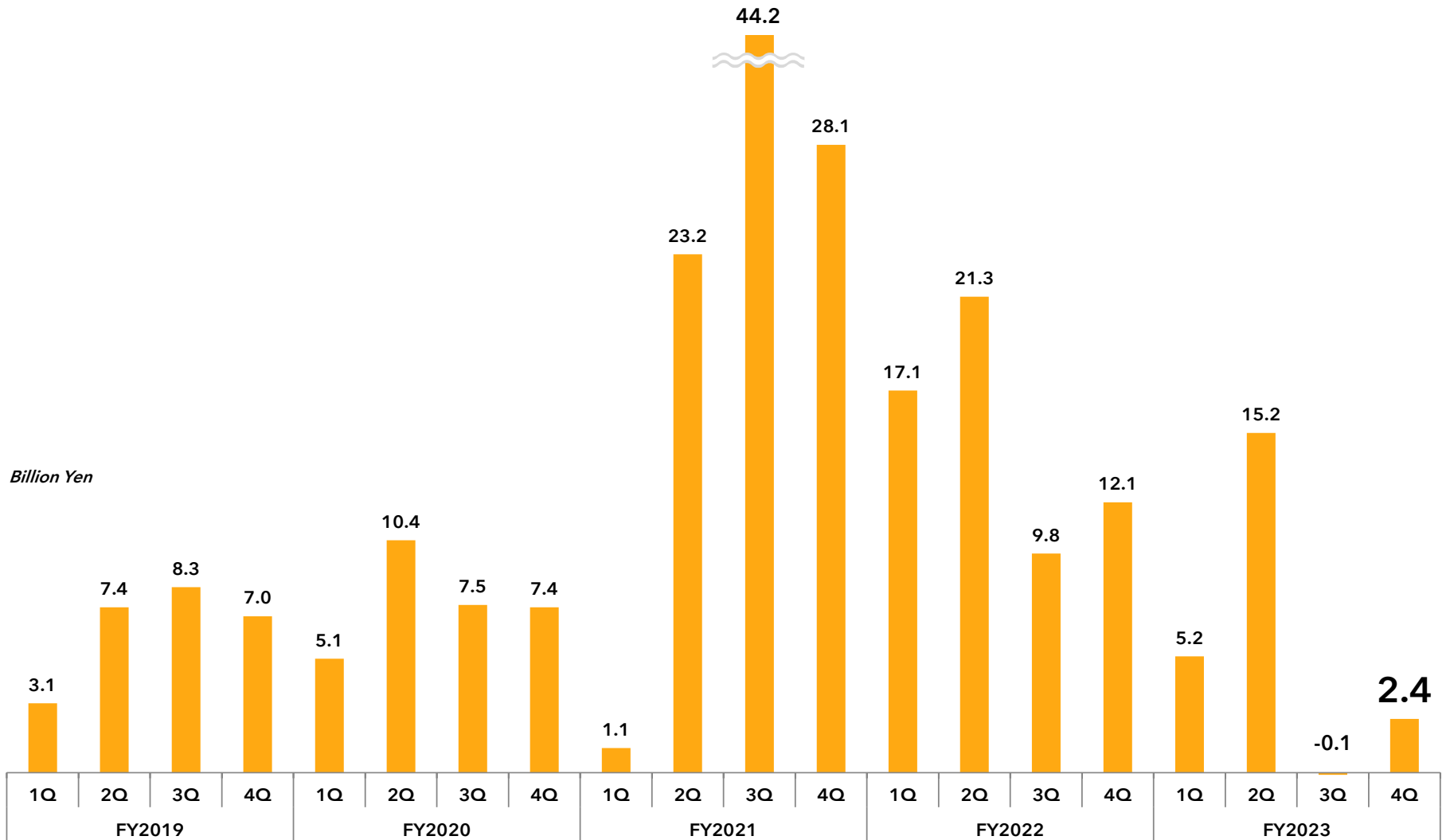
Sales increased quarter over quarter, driven by in-game events during summer and a new game release.





# 4. Game Business

[Quarterly OP] Q4 2.4 billion yen (down 79.7% YoY) (up 2.5 billion yen QoQ)



\*Quarterly OP : Special incentives in FY2020 and FY2021 are excluded.

# 4. Game Business

[Uma Musume Pretty Derby \*1] Launched a 2.5-year anniversary campaign and started a new anime series to keep the game active and aim to make the IP long-term over ten years.



5th event arena tour GO BEYOND -GAZE- held in Sept. 2023 \*4



New comic will be serialized in the weekly comic magazine "CoroCoro Comic." \*5



\*1 Uma Musume Pretty Derby: © Cygames, Inc.  
\*2 Uma Musume Pretty Derby 2.5-year Anniversary Campaign ran from August 24 to September 30, 2023.  
\*3 © 2023 Anime "Uma Musume Pretty Derby Season 3" Production Committee  
\*4 5th event arena tour GO BEYOND -GAZE- was held at Port Messe Nagoya on September 16 and 17, 2023.  
\*5 Uma Musume Pretty Derby: © Cygames, Inc.

## 4. Game Business

[New Game] "FINAL FANTASY VII EVER CRISIS \*1" was released in September 2023 and had a better-than-expected start globally and in Japan.





# 4. Game Business

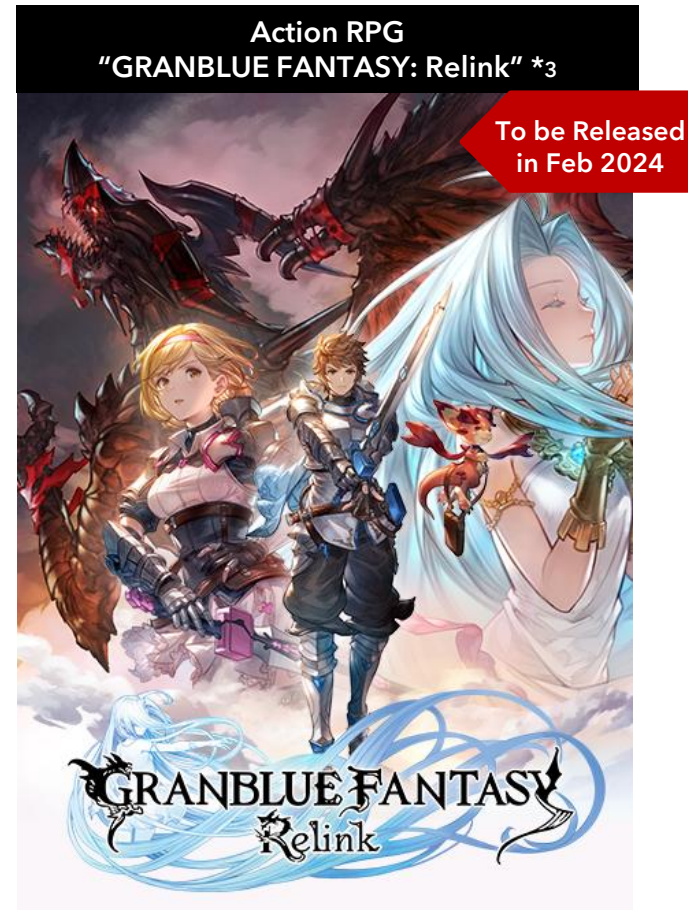
[New Game] "Jujutsu Kaisen Phantom Parade\*1" will be released in late November.



\*1"Jujutsu Kaisen Phantom Parade": © Gege Akutami/ Shueisha, Jujutsu Kaisen Production Committee © Sumzap, Inc./TOHO CO., LTD.

# 4. Game Business

[FY2024 Schedule] Two console games from the “Granblue Fantasy\*1” series will be released aiming at the global market.



\*1 “GRANBLUE FANTASY” : © Cygames, Inc.

\*2 “Granblue Fantasy Versus: Rising”: © Cygames, Inc. Developed by ARC SYSTEM WORKS, Platform: PlayStation®5, PlayStation®4, Steam

\*3 “GRANBLUE FANTASY: Relink” © Cygames, Inc. Platform: PlayStation®5, PlayStation®4, Steam



# 4. Game Business

[Future Plans] New games will continue to arrive after FY2024.

## Original IPs

1. August 2023 **Mobile**



4. Decembev 2023 **Console**



7. Within the year 2024 **Console**



10. Release date TBD **Console**



12. Release date TBD **Console**



5. February 2024 **Console**



8. Release date TBD **Mobile**



## Third Party IPs

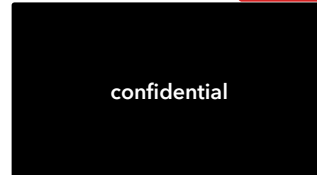
2. December 2023 **Mobile**



6. November 2023 **Mobile**



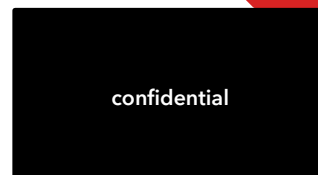
9. Release date TBD **Mobile**



11. Release date TBD **Mobile**



13. Release date TBD **Mobile**



3. September 2023 **Mobile**



FY2023

FY2024

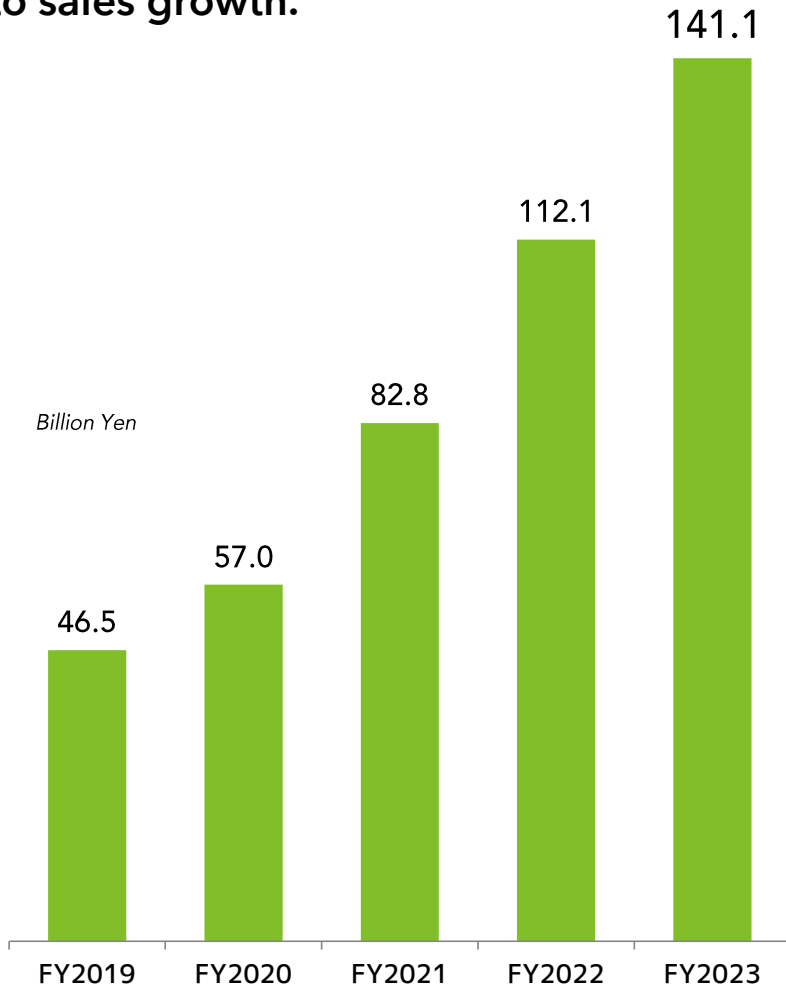
# Media

# 5. Media Business

## [Full Year Sales]

**141.1** billion yen (up **25.9%** YoY)

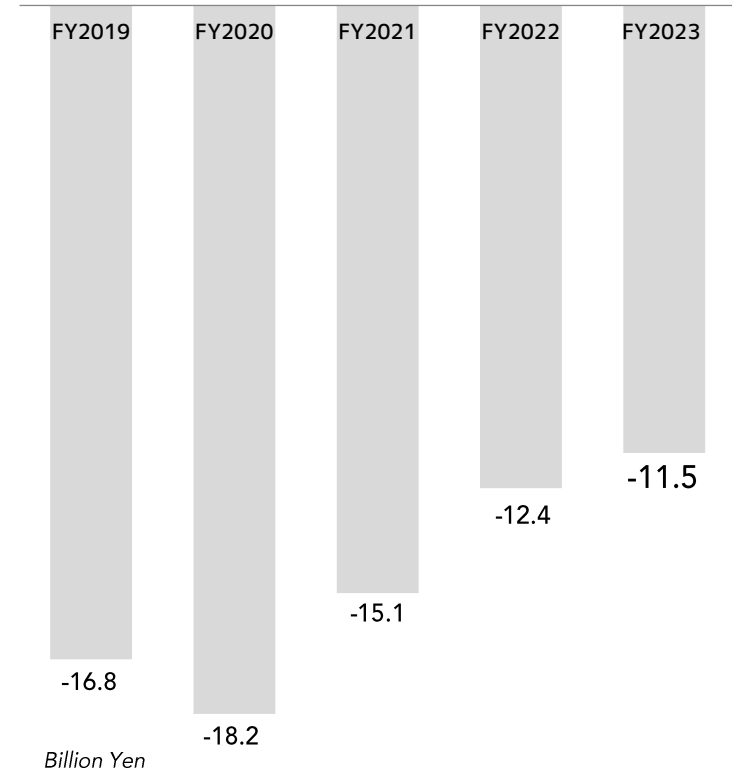
Strong ABEMA related sales led to sales growth.



## [Full Year OP]

Operation Loss **11.5** billion yen  
(0.8 billion yen loss reduction YoY)

Loss improved despite the large investment.



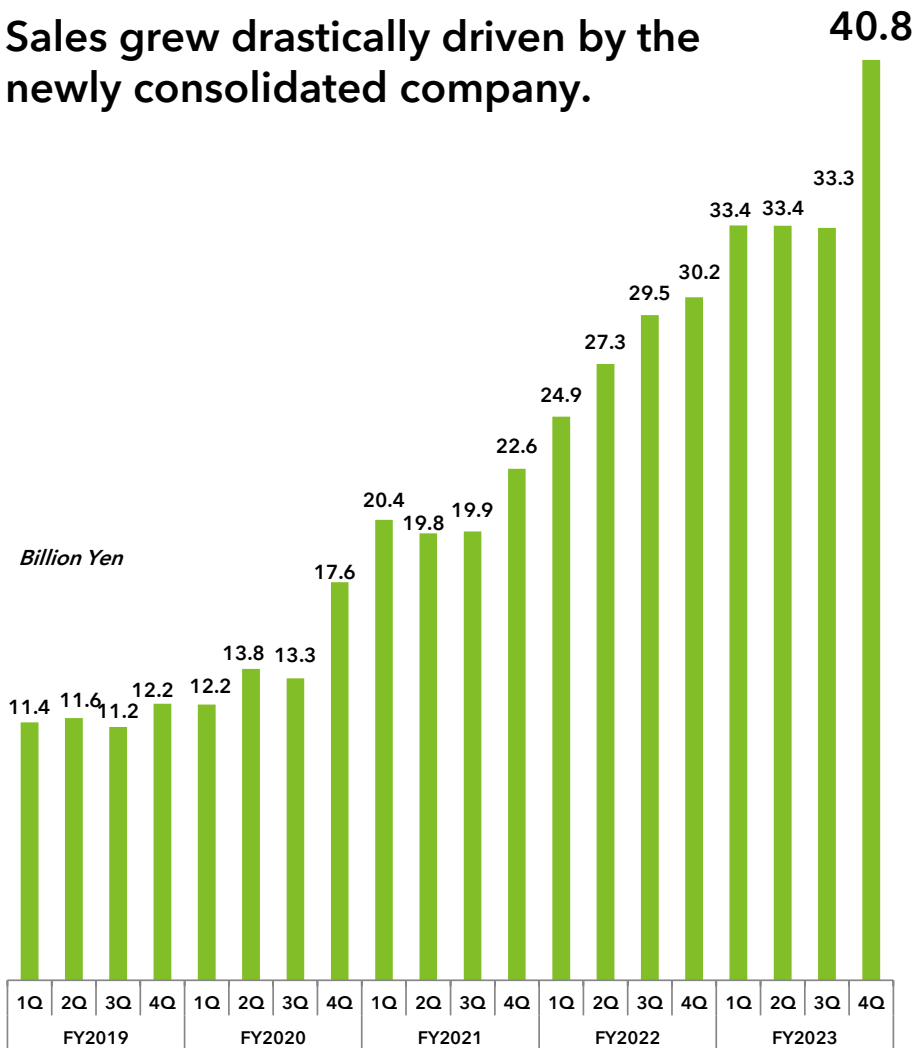


# 5. Media Business

## [Quarterly Sales]

Q4 40.8 billion yen (up 34.7% YoY)

Sales grew drastically driven by the newly consolidated company.

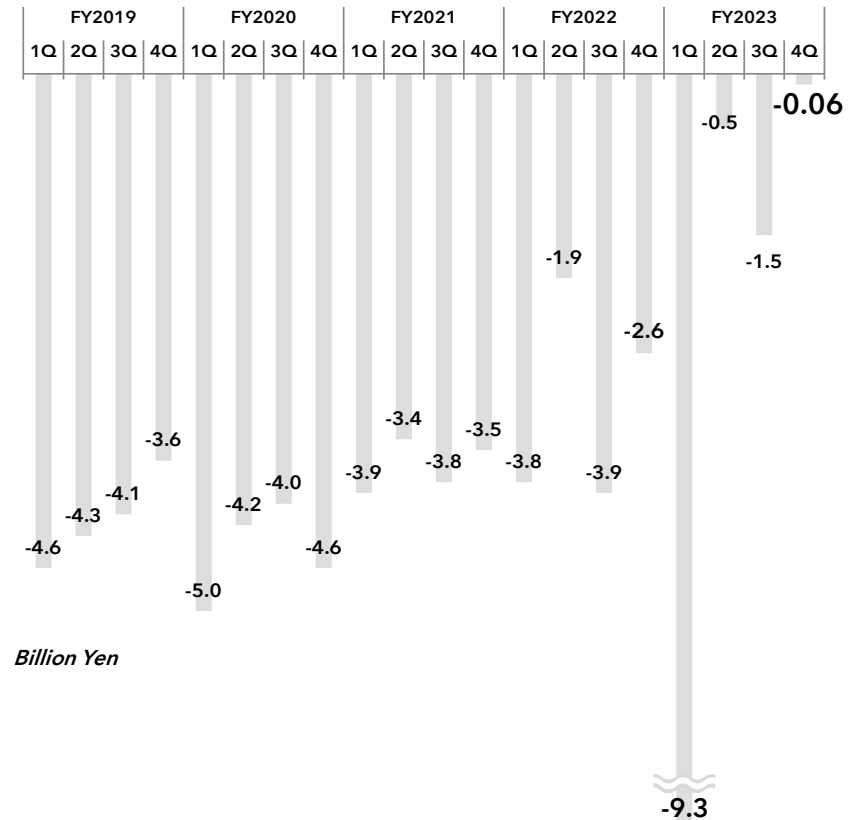


## [Quarterly OP]

0.06 billion yen operating loss in Q4.

(2.5 billion yen loss reduction YoY)

Achieved significant reduction in the loss.



\*1 Q1 FY2023: The expenses related to FIFA World Cup Qatar 2022 are recorded.

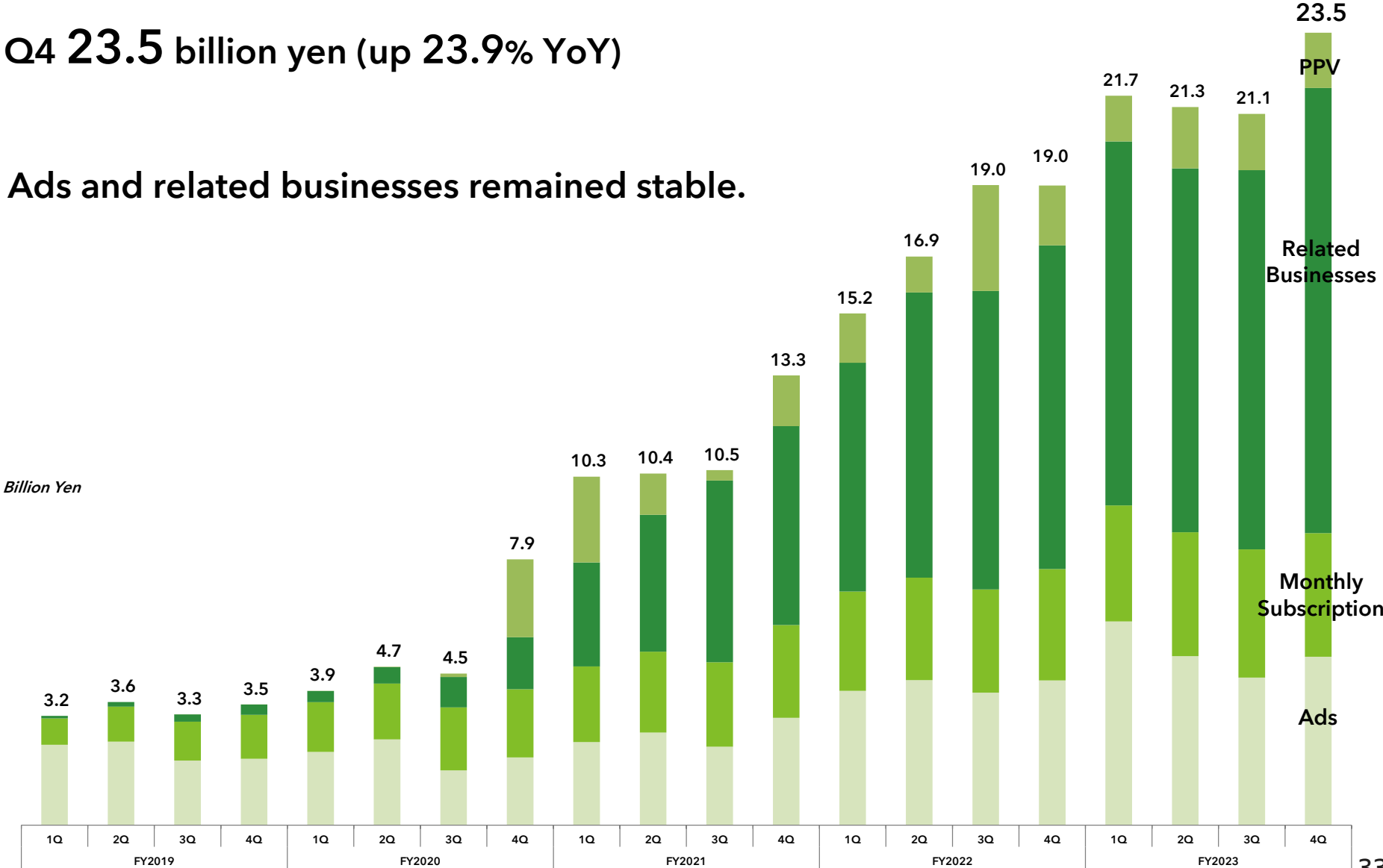
\*2 Quarterly OP: Special incentives in FY2020 and FY2021 are excluded.

# 5. Media Business “ABEMA Related Businesses” CyberAgent®

[Sales of ABEMA & Related Businesses]

Q4 23.5 billion yen (up 23.9% YoY)

Ads and related businesses remained stable.



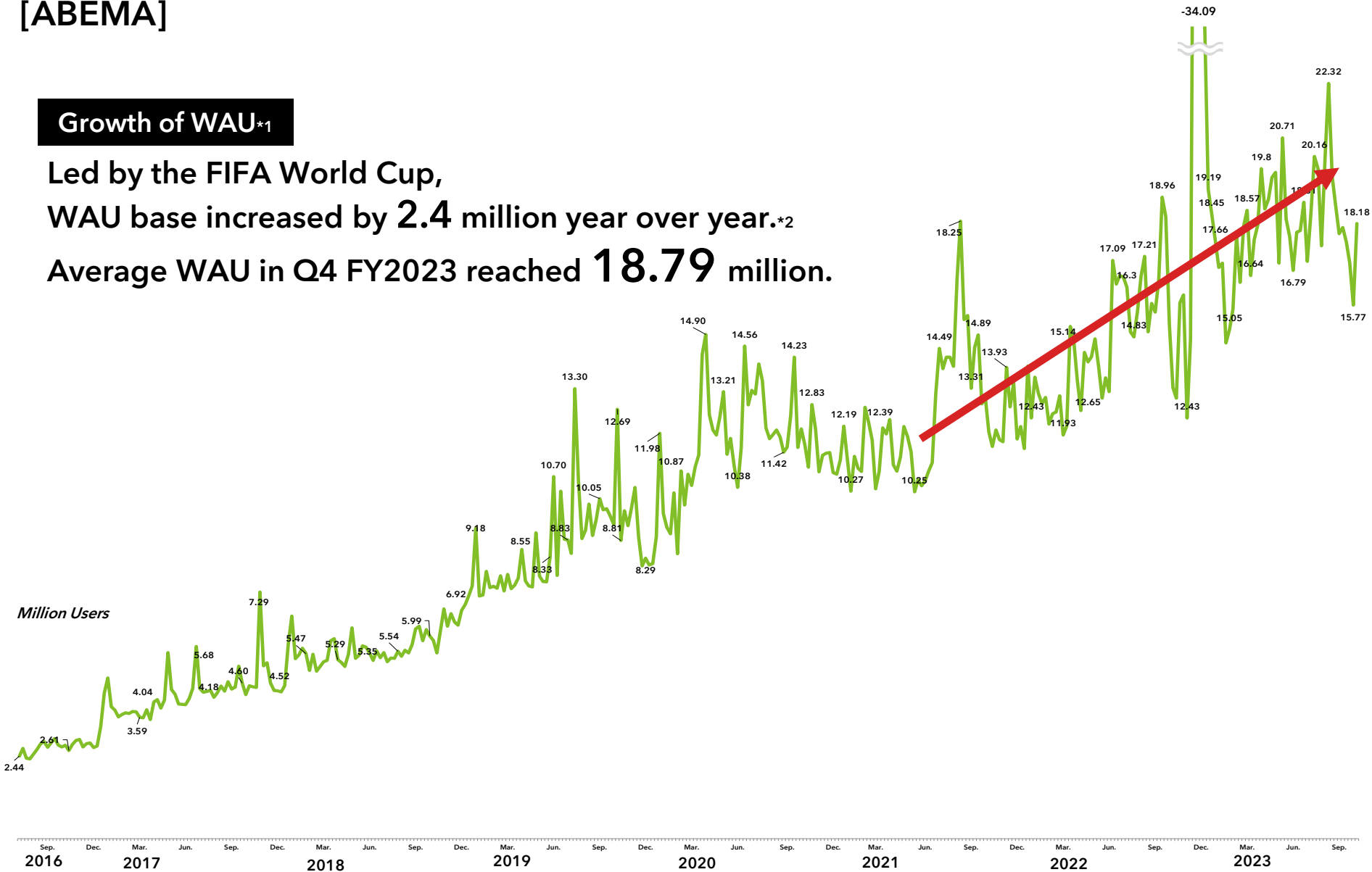
# 5. Media Business “ABEMA”

[ABEMA]

## Growth of WAU\*1

Led by the FIFA World Cup, WAU base increased by **2.4** million year over year.\*2

Average WAU in Q4 FY2023 reached **18.79** million.



\*1 WAU: Weekly Active Users  
 \*2 Comparison of the average WAU in July-September 2022 with July-September 2023.

# 5. Media Business “ABEMA”

[Future Plans] Focus on developing partners for efficient content acquisition across a wide range of sports.





# 5. Media Business “ABEMA”

[Future Plans] Focus on the fastest and exclusive streaming of new animations by taking advantage of free distribution and marketing capability.

**ABEMA** 2023年 秋の新作アニメ  
独占見放題配信ラインナップ

地上波先行・独占見放題	地上波先行・独占見放題	地上波先行・独占見放題	地上波同時・独占見放題	地上波同時・独占見放題
				
9/25(月)25:30~	9/28(木)23:00~	10/6(金)22:30~	10/4(水)22:00~	10/7(土)26:00~

有名シリーズの最新作から人気の異世界ファンタジーまで  
10月アニメはABEMAが見放題独占本数No.1!

©志保社・遠坂あさき/KADOKAWA/聖剣学院の魔剣使い製作委員会  
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\*1 ©Tatsuya Endo/ Shueisha, SPYxFAMILY Production Committee  
 \*2 ©Hajime Isayama, Kodansha/ "Attack of Titan" The Final Season Production Committee  
 \*3 ©Gege Akutami/ Shueisha/ Jujutsu Kaisen Production Committee  
 \*4 ©Kanehito Yamada, Tsukasa Abe / Shogakukan/ "Frieren: Beyond Journey's End" Production Committee

# 5. Media Business “ABEMA”

[Future Plans] Enhance the quality of original content to help ABEMA be one of a kind.

### Romantic Shows

ABEMA ORIGINAL

私が最強

**GIRL or LADY**  
ガールオアレディ

ABEMA ORIGINAL

今日、好きになりました。  
台北編

ABEMA ORIGINAL

シッコブル アイランド  
Season 4

### Dramas

ABEMA ORIGINAL

恋も仕事も弱肉強食。

**ANIMALS**  
アニマルズ

ABEMA ORIGINAL

30まで待って

ABEMA ORIGINAL

会社は  
学校じゃ  
ねえんだよ

### Variety Shows

ABEMA ORIGINAL

世界の果てに、  
**ひろゆき**  
置いてきた

※CGではありません

ABEMA ORIGINAL

7時の時間  
ABEMA オリジナル

ABEMA ORIGINAL

AI NO HYENA  
**愛の野郎**



# 5. Media Business “ABEMA Related Businesses” CyberAgent®

[Future Plans] Titles created by ABEMA ranked high in the NETFLIX ranking.  
Aim to produce high-quality content for global audience.

## Titles produced by ABEMA



Romantic Show  
“Who is the Wolf”



TV drama  
“Company Ain't No School”



TV drama  
“Until The Cherry Blossom Falls”



TV drama  
“17.3 About a Sex”

## Titles produced by BABEL LABEL



Netflix Original  
“The Journalist”



TV drama  
“INFORMA”



TV drama  
“Avalanche”



Movie  
“THE VILLAGE”

\*1 “Who is the Wolf” ranked fourth on the Netflix top 10 films in Japan category for the week of June 12, 2023.

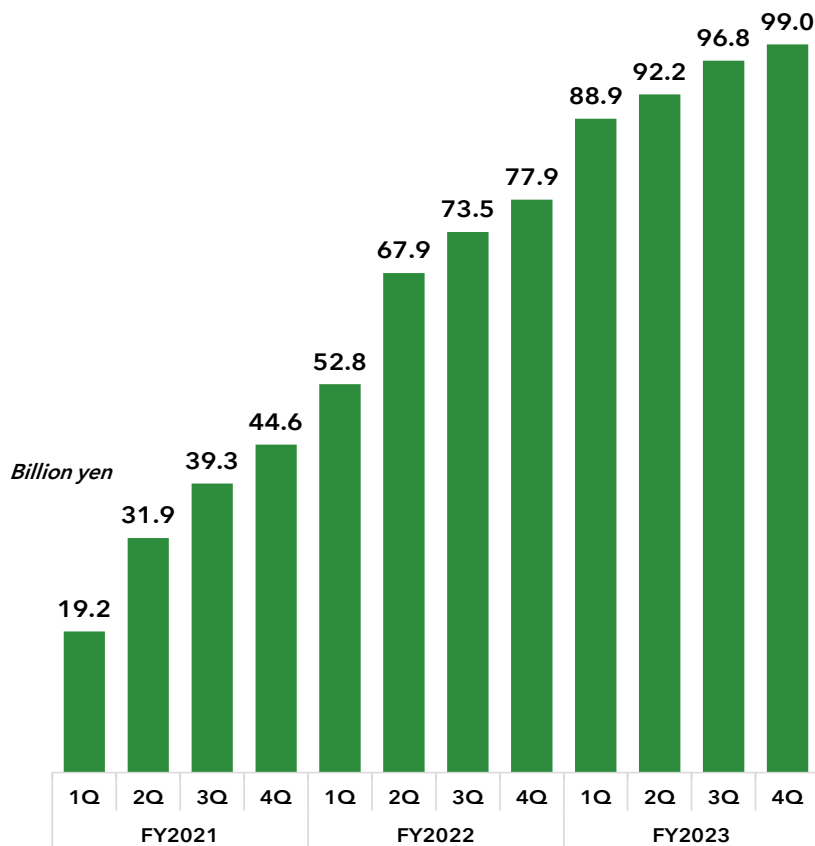
\*2 “Company Ain't No School” ranked third on the Netflix top 10 films in Japan category for the week of October 2, 2023.

# 5. Media Business “ABEMA Related Businesses” CyberAgent®

[WINTICKET] Acquire new fans of bicycle racing to increase revenue continuously.

## Quarterly Transaction Amount\*1

Transaction amount was stable and increased by 1.3 times year over year.



## New TV commercials \*2



“Keirin for small time pockets”



“Keirin can be as easy as ABC”

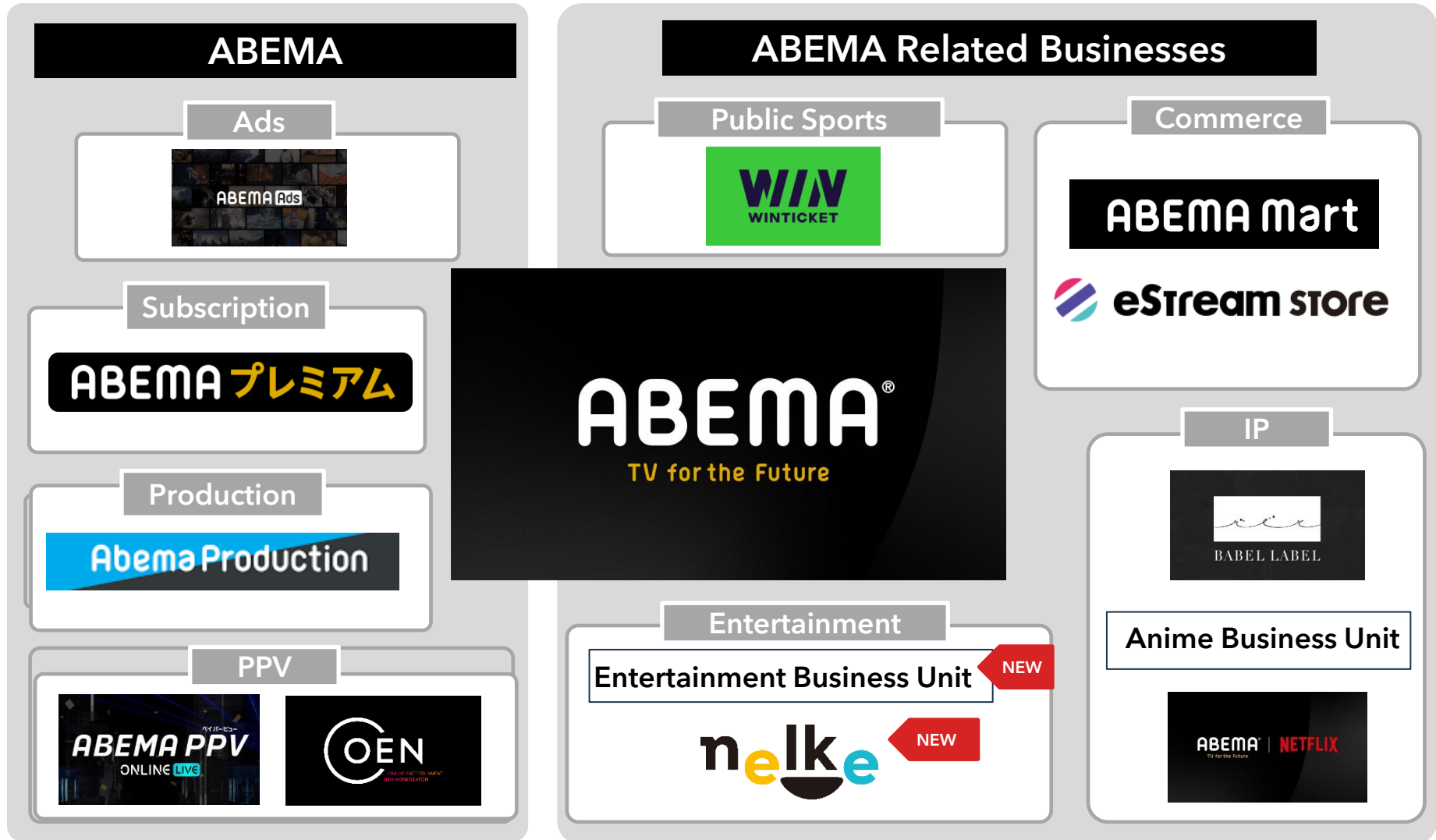
\*1 Quarterly Transaction Amount: Transaction amount of WinTicket, Inc. that operates internet betting system of Keirin races. (includes loyalty point campaign)

\*2 New TV commercials are on air from September 23, 2023.



# 5. Media Business “ABEMA Related Businesses” CyberAgent®

[Business Overview] Expand the business around ABEMA to improve monetization.



# Medium to Long-Term Strategy

### Media

Make ABEMA a social infrastructure that can connect anytime, anywhere. Aim to be profitable by enhancing monetization.

### Ad

Take market share with the capability to maximize advertising effectiveness. Working to commercialize AI and DX related business to improve OP margin.

### Game

Create high-quality new games.  
Make Game business stable by extending lifespan of released games.

A large red downward-pointing arrow is positioned above the final text block.

**With FY2023 OP at the bottom,  
we are committed to increasing sales and profits.**



Aiming to be a company with  
medium to long-term supporters

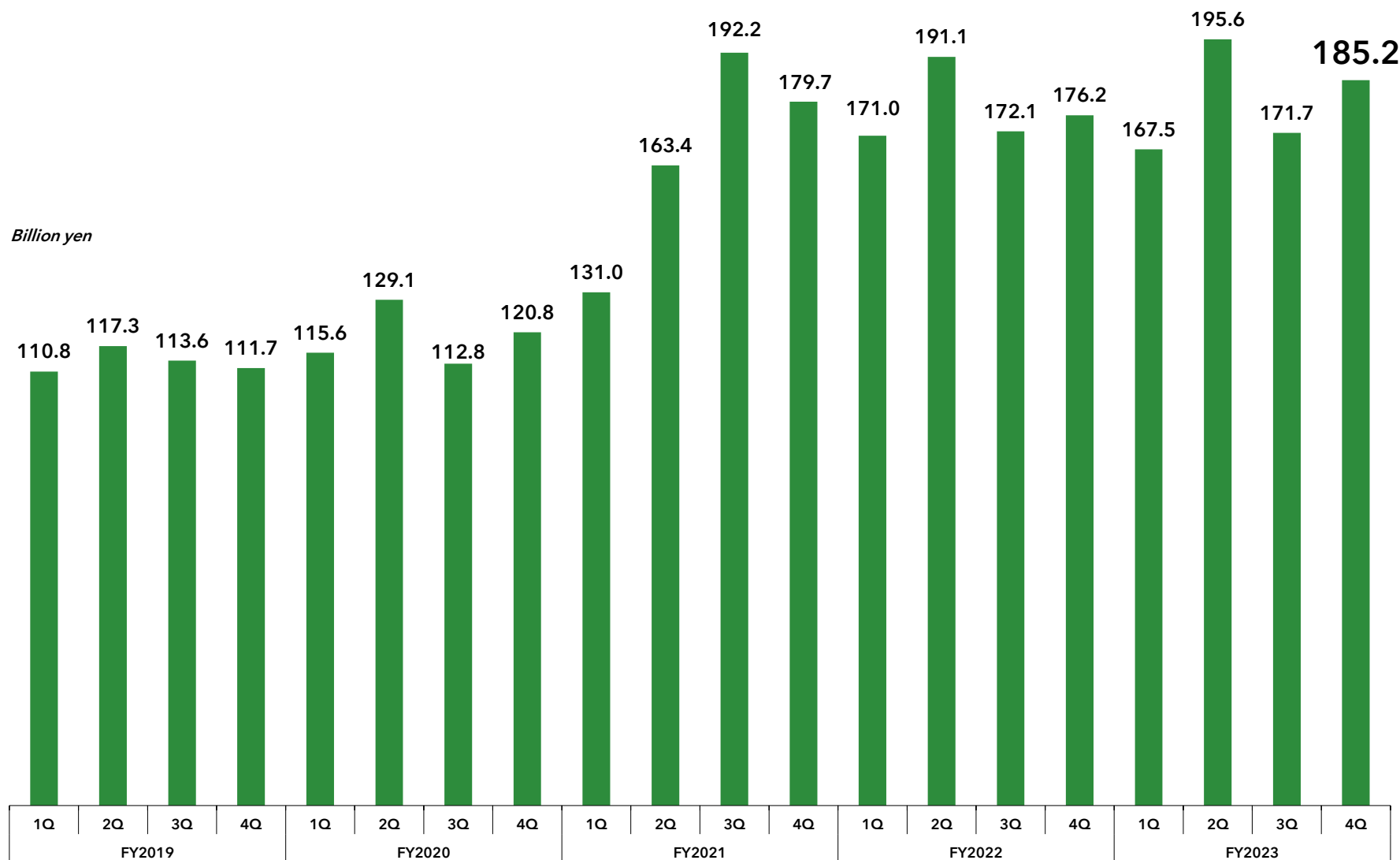
# Reference

- Quarterly Results (July - September 2023)
- Purpose

# 7. Reference\_ Quarterly Results (July - September)

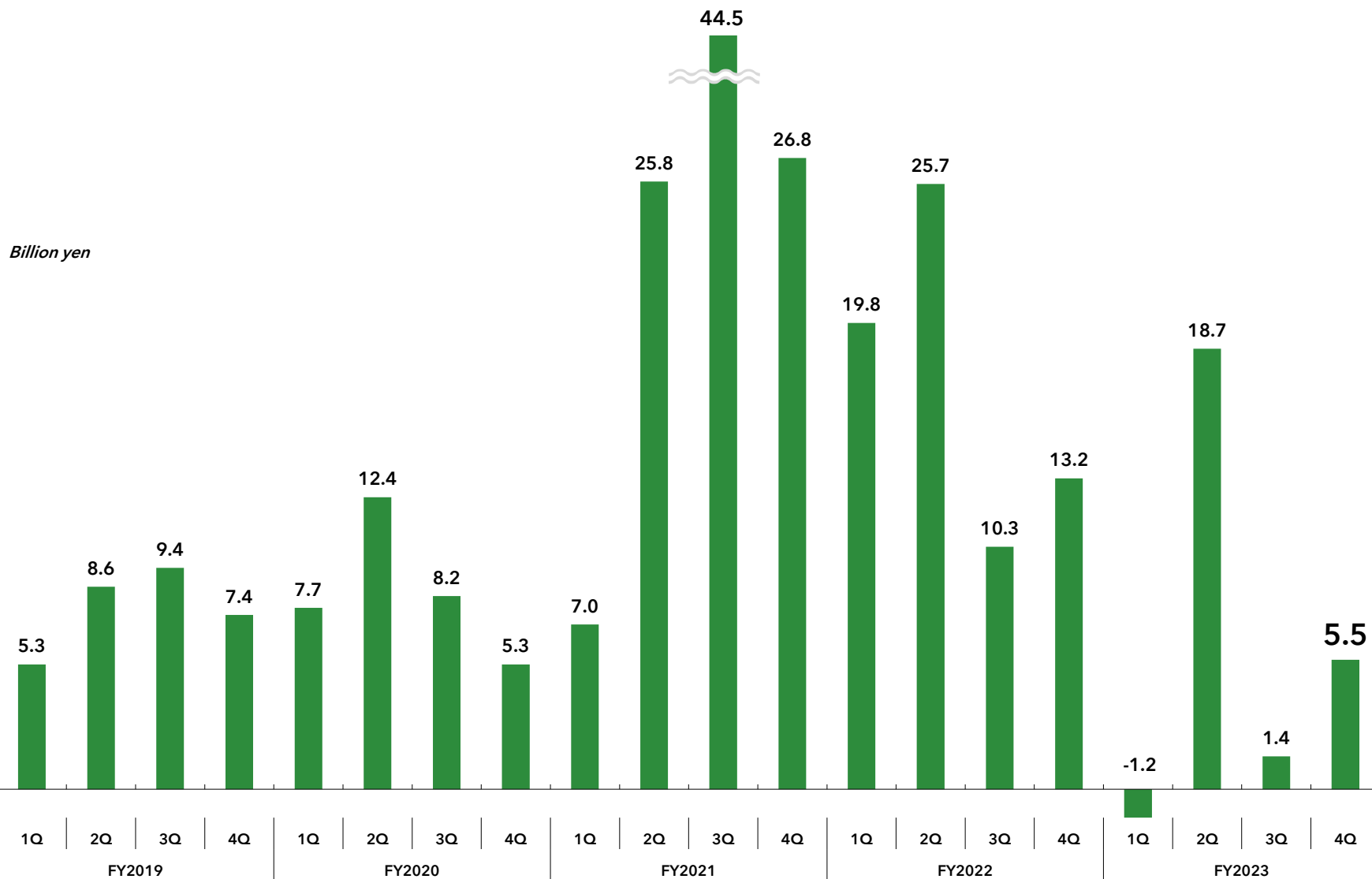


[Consolidated Sales] Q4 **185.2** billion yen (up 5.1% YoY)



# 7. Reference\_ Quarterly Results (July - September)

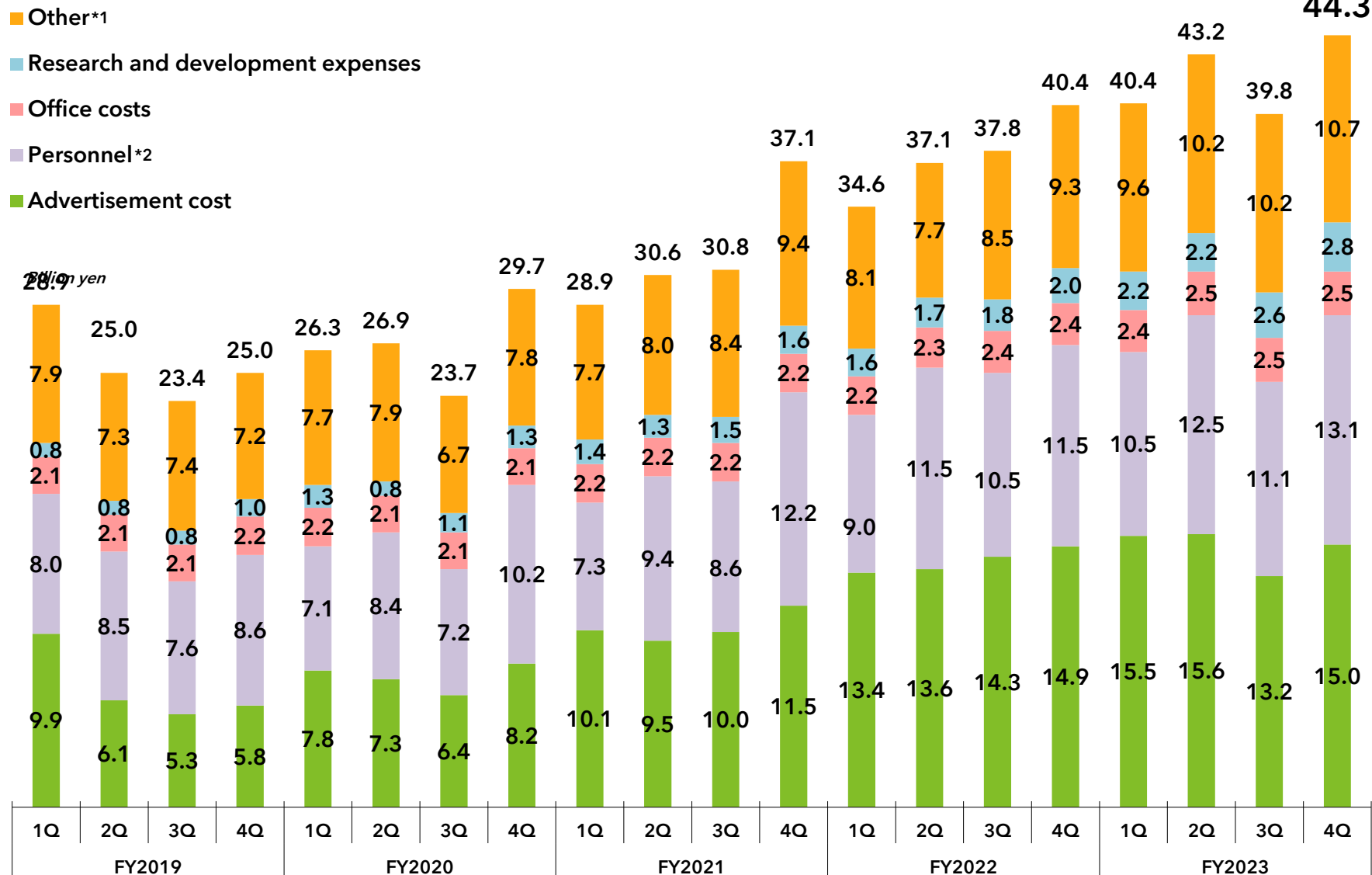
[Consolidated OP] Q4 **5.5** billion yen (down 57.7% YoY)



# 7. Reference\_ Quarterly Results (July - September)



[SG&A Expenses] **44.3** billion yen in Q4.



\*1 Other: Outsourcing expenses, sales-related expenses, external standard taxation, entertainment expenses, and others.

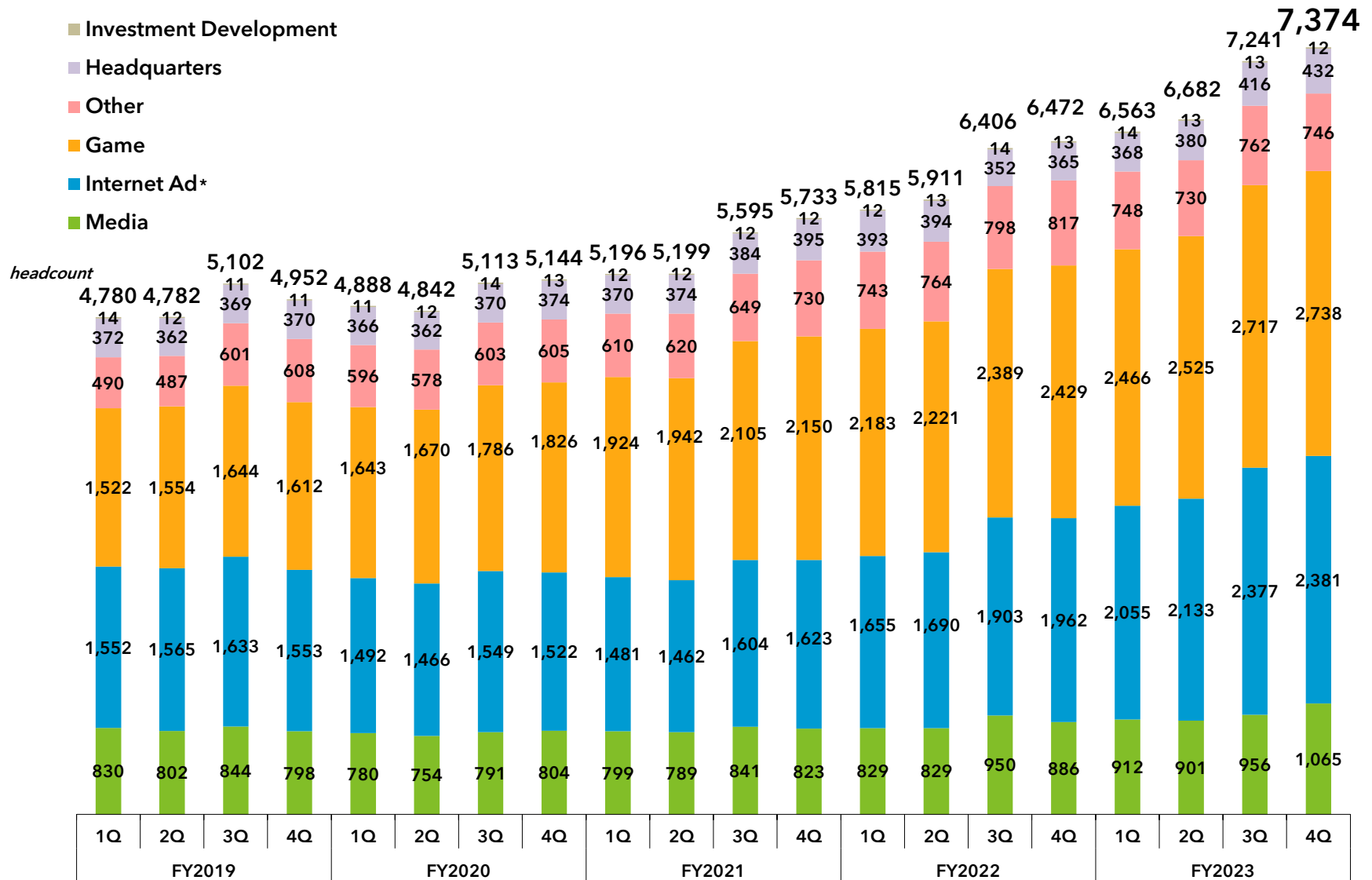
\*2 Personnel: includes 1.4 billion yen special incentives in Q4 FY2020 and Q4 FY2021.



# 7. Reference\_ Quarterly Results (July - September)



[No. of Employees] Total headcount was **7,374** at the end of September.



\*Internet Ad : MicroAd, Inc. was deconsolidated on June 29, 2022, and deducted retroactively from FY 2019.

## 7. Reference\_ Quarterly Results (July - September)

[PL]

million yen	FY2023 Q4	FY2022 Q4	YoY	FY2023 Q3	QoQ
<b>Net Sales</b>	<b>185,233</b>	176,226	5.1%	171,738	7.9%
Gross profit	49,948	53,625	-6.9%	41,264	21.0%
SG&A expenses	44,357	40,410	9.8%	39,828	11.4%
<b>Operating profit</b>	<b>5,590</b>	13,215	-57.7%	1,435	289.5%
OPM	3.0%	7.5%	-4.5pt	0.8%	2.2pt
<b>Ordinary profit</b>	<b>5,455</b>	13,199	-58.7%	1,568	247.7%
Extraordinary income	15	189	-91.9%	65	-76.6%
Extraordinary loss	2,283	4,704	-51.5%	238	855.8%
Income before income taxes and non-controlling interests	3,186	8,684	-63.3%	1,395	128.4%
<b>Net profit*</b>	<b>1,729</b>	3,518	-50.8%	703	145.8%

## 7. Reference\_ Quarterly Results

[BS]

million yen	End of Sept. 2023	End of Sept. 2022	YoY	End of Jun. 2023	QoQ
Current assets	351,242	293,850	19.5%	343,857	2.1%
Cash deposits	199,579	165,907	20.3%	203,842	-2.1%
Fixed assets	126,519	89,826	40.8%	120,723	4.8%
Total assets	477,826	383,698	24.5%	464,650	2.8%
Current liabilities	133,362	130,014	2.6%	122,818	8.6%
(Income tax payable)	3,115	5,036	-38.1%	1,801	72.9%
Fixed liabilities	112,552	30,768	265.8%	112,531	0.0%
Shareholders' equity	137,034	138,079	-0.8%	135,012	1.5%
Net Assets	231,911	222,915	4.0%	229,301	1.1%

 CyberAgent. | Purpose

## **To break through stagnation with new power and the internet**

**Contribute to the digital shift of all industries.**

**Make ABEMA the television of the future, an easily accessible social infrastructure.**

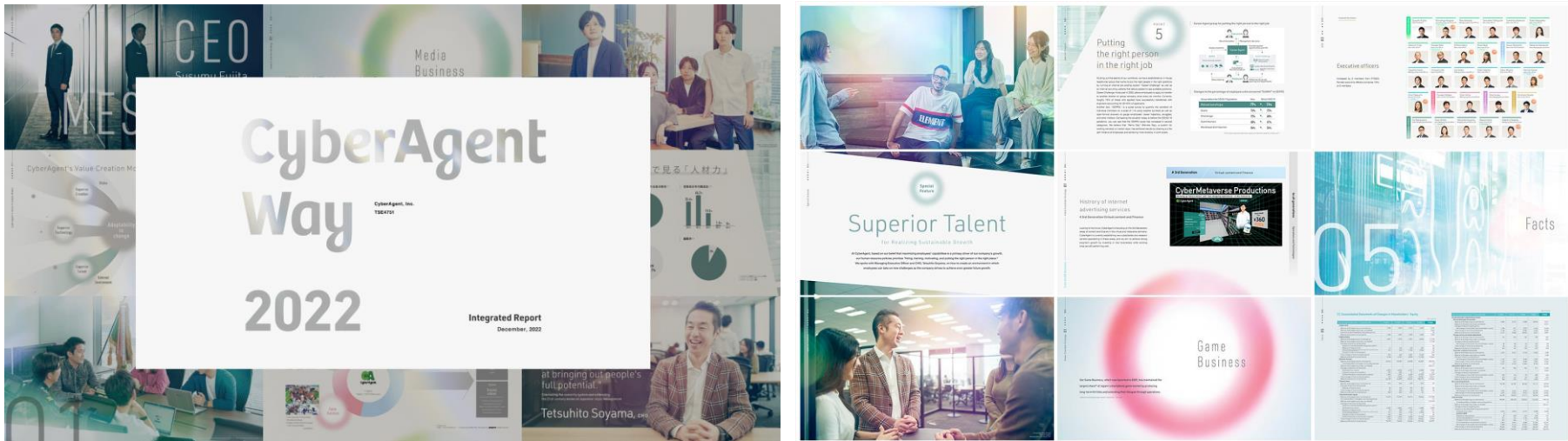
**Challenge the world with a fusion of technology and creativity.**

**Eliminate the seniority system and embody the Japanese economy of the 21st century.**

**Adapt to the changing times and aim to become a global company.**

**Vitalize Japan with the internet.**

# Integrated Report CyberAgent Way 2022



The 2022 Integrated Report features our talent management frameworks to realize sustainable growth. It introduces our four focus areas: hiring, developing human resources, energizing the organization, and placing the right person in the right job, as well as systems to support our people to take on challenges. Visit our investor relations website to read more.

Integrated Report CyberAgent Way 2022

<https://www.cyberagent.co.jp/en/ir/library/annual/>

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FY2024 Q1 earnings release is scheduled to be released at 3 pm or later  
on Wednesday, January 31, 2024.

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\*Games #8, 9, 11 and 13 are to be disclosed.