

# 02

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In our 21st year in business, CyberAgent's consolidated sales totaled 419.5 billion yen, achieving a new record high as the company continues to expand its business. We also compile quantitative information that includes the financial highlights, management indices, and shareholder returns that are necessary for making investment decisions.

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## CyberAgent by the Numbers

FY2018

## CyberAgent by the Numbers



Consolidated Sales

**419.5** Billion yen



Sales Growth

**13%**



Consolidated OP

**30.1** Billion yen



Employees

(consolidated)

**4,988**



DOE

**5%**



Dividend Payout Ratio

**83%**



Female-To-Male  
Management Ratio

(Non-consolidated)

**21%**



Engineers and  
Creators Ratio

(Non-consolidated)

**33%**



Subsidiaries

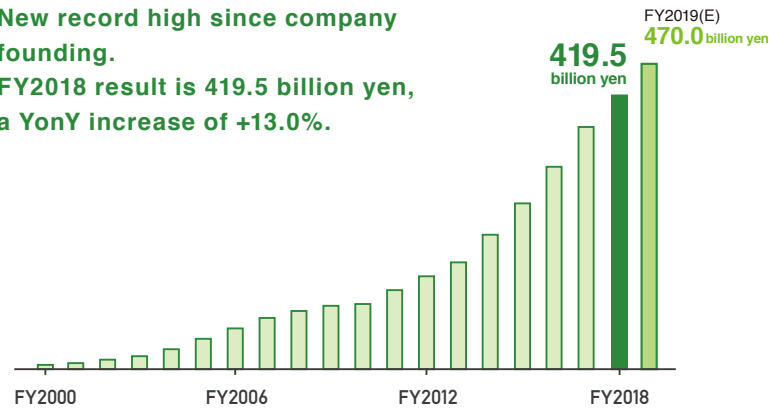
**106**

\*FY2018

# Financial Highlights

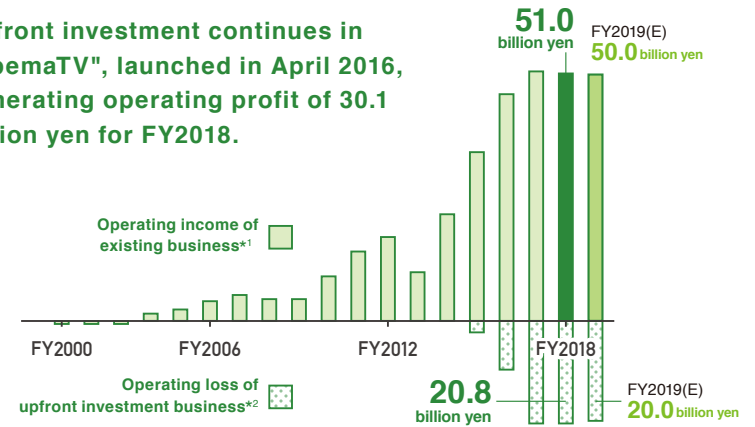
## Consolidated sales

New record high since company founding.  
FY2018 result is 419.5 billion yen, a YoY increase of +13.0%.



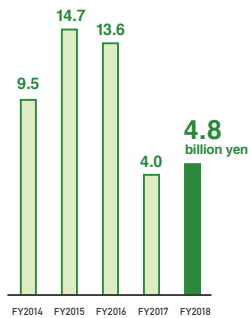
## Operating income

Upfront investment continues in "AbemaTV", launched in April 2016, generating operating profit of 30.1 billion yen for FY2018.

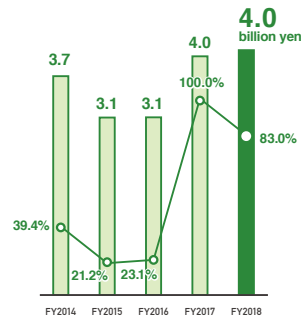


\*1 Existing business excluding investment development business: advertisement, game and media businesses of "Ameba", "Tapple", etc.  
\*2 Upfront investment businesses: "AbemaTV" etc.

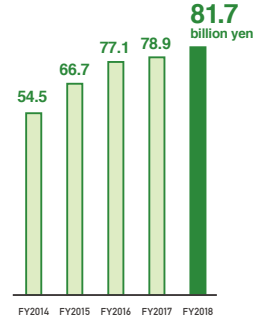
## Net income\*



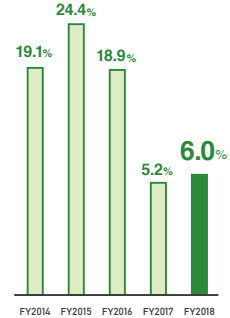
## Total dividend and payout ratio



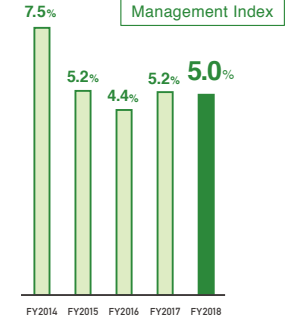
## Equity capital



## ROE (Return on Equity)



## DOE (Dividend on Equity)



\*Net income attributable to parent company shown AbemaTV Co., Ltd. is not subject to consolidated tax payments Cygames is influenced by non-controlling shareholders, etc.

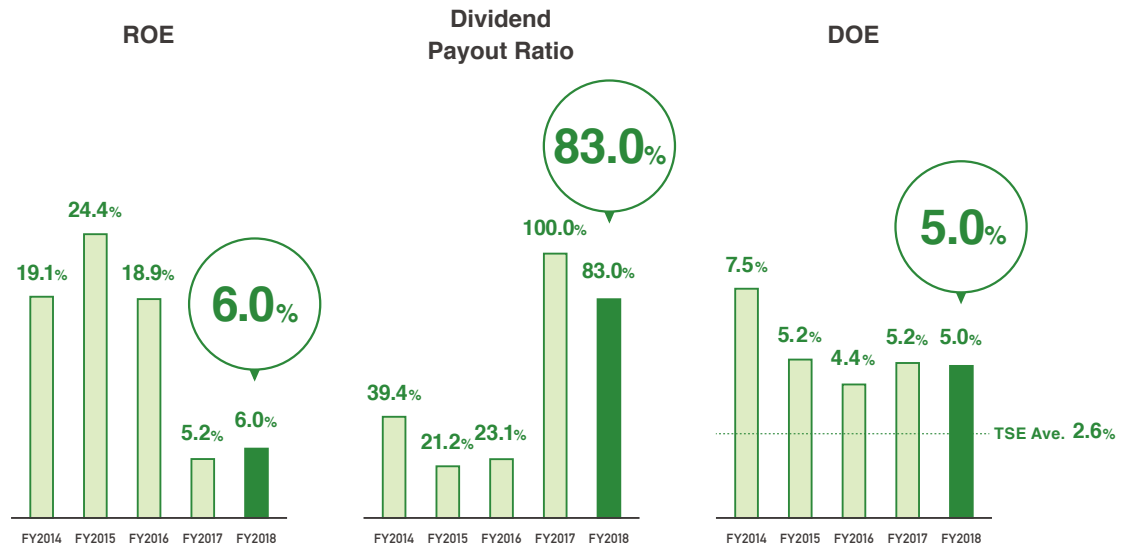
# Management Index

## Management Index

CyberAgent takes advantage of its adaptability to change, repeating a cycle of upfront investment and reward-reaping to promote continued business growth. In April 2016, we entered a new investment phase when we launched our internet TV station "AbemaTV." For this reason, since the year ended September 2017 we have introduced DOE as a management benchmark, which is calculated by multiplying ROE by the dividend payout ratio. At time of investment, we looking for a DOE of at least 5% in order to support our shareholders in the medium to long-term.

Set the DOE 5% or higher from FY 2017 as a guideline

$$\text{ROE} \times \text{Dividend Payout Ratio} = \text{DOE}$$



\*To celebrate the market shift to the 1st section of Tokyo Stock Exchange, commemorative dividend was conducted in FY2014.

# Shareholder Returns

## Shareholder Return Policy

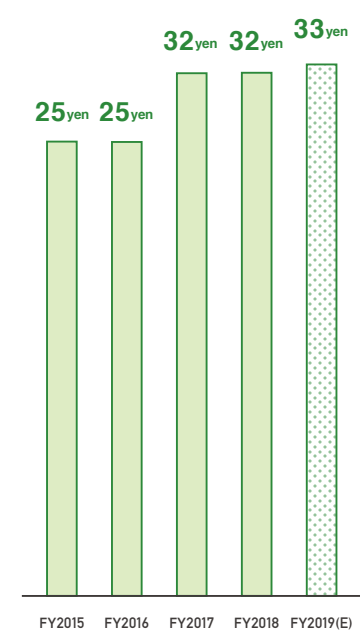
We recognize the return of profits to shareholders as an important issue in management, and plan to boost the medium to long-term shareholder value by growing the business and improving capital efficiency, while also continuing to pay out dividends.

Stock Price of CyberAgent vs Nikkei Stock Average\*



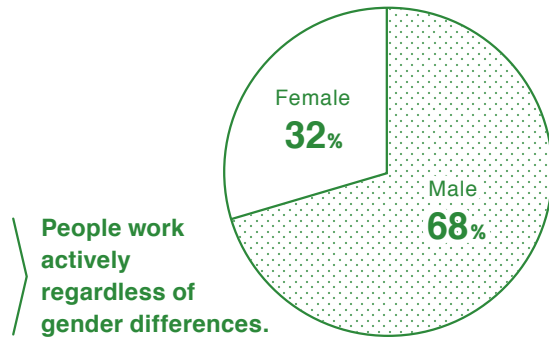
\*Stock Price of CyberAgent vs Nikkei Stock Average  
Stock chart of CyberAgent vs Nikkei Stock Average with setting the CyberAgent stock price as of March 2000 as 1.

Dividend History



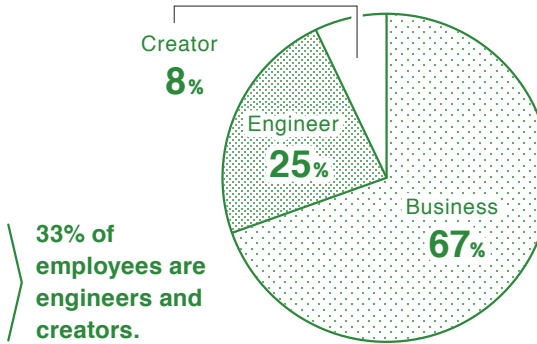
# Our People by the Numbers

Female-To-Male Ratio



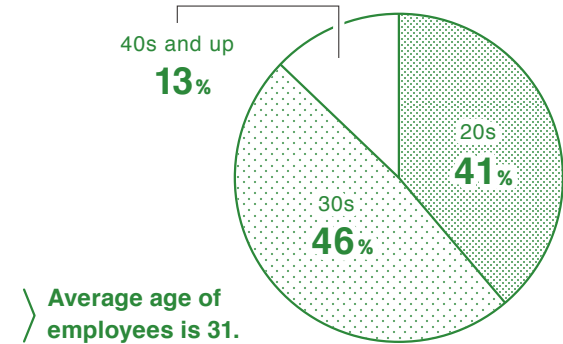
People work actively regardless of gender differences.

Job Type



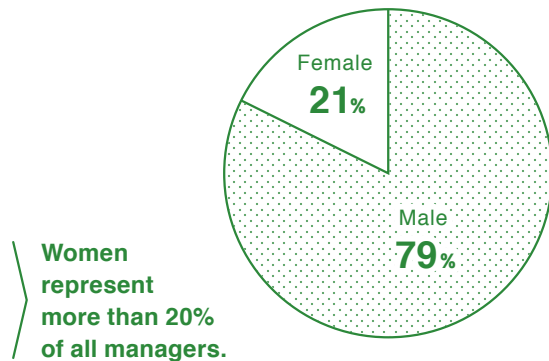
33% of employees are engineers and creators.

Age Distribution



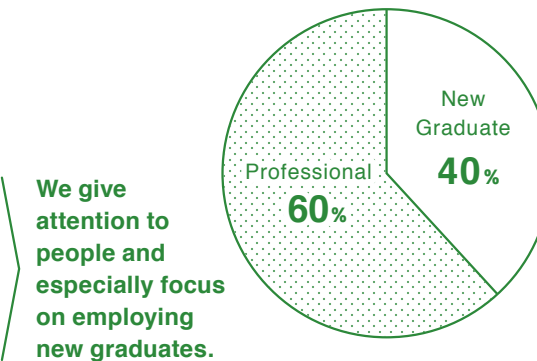
Average age of employees is 31.

Female-To-Male Management Ratio



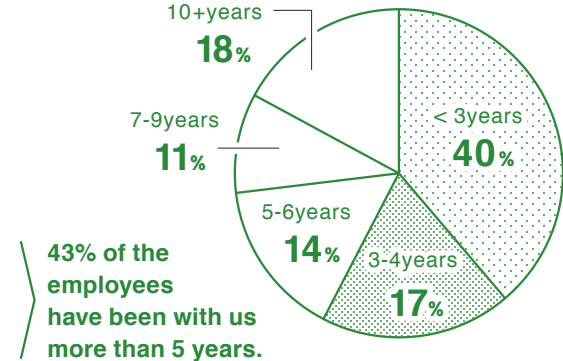
Women represent more than 20% of all managers.

Join CybeAgent as New Grad or Professional



We give attention to people and especially focus on employing new graduates.

Years of Service

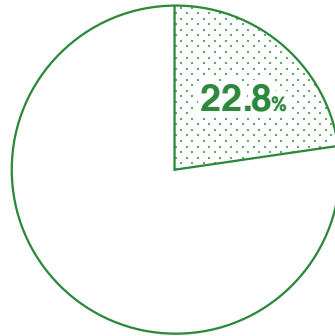


43% of the employees have been with us more than 5 years.

\*Management: who are being managers or producers or directors with certain job grades.  
 \*The number of executives and employees (non-consolidated): 1,551 as of the end of September 2018.

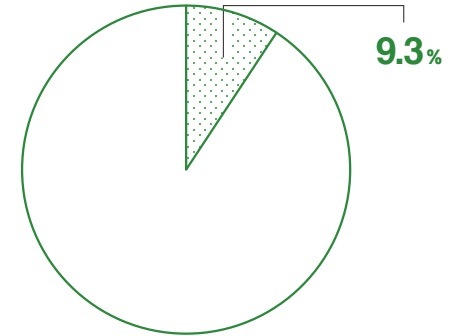
## Become a Manager within 3 Years

We eliminates the seniority and has a culture of exceptional promotion such as giving a chance to young employees to establish a new company.



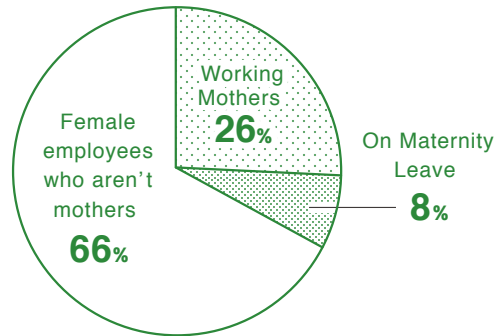
## Turnover Rate

Secure the best people is a critical matter in the internet industry. Retention of the employees is our competitiveness.



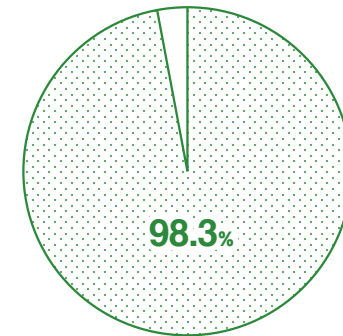
## Working Mothers

About 30% of female employees are moms.



## Returning to Work after Maternity Leave

Fulfilling family benefits plan such as "macalon" support 98% of female employees return to work after leave.



\*The number of executives and employees (non-consolidated): 1,551 as of the end of September 2018.

## Empowering Women

In terms of female-to-male ratios, women compose 32% of CyberAgent staff, of which 21% are in managerial positions including producers and directors. In 2014, a female employee became our first female corporate officer just 7 years after joining as a new graduate (at the time). In 2017, another woman was appointed to the Board of Directors. Meanwhile, at our subsidiaries, 2 women serve as presidents, 6 as representative directors, and 5 as corporate auditors.

We provide a diverse range of workplace opportunities for a female staff, and there are an increasing number of female professionals who choose to actively participate not only in managerial positions, but also as designers and much more. We are dedicated to creating an environment in which capable staff have opportunities to play an active role in long-term careers, regardless of gender.



△ Photos: 'Caramel' event for female staff

## "Macalon" : our system for promoting women in the workplace

In May 2014, CyberAgent introduced "macalon packages" in an initiative to create a workplace environment where women can continue working long after the childbirth and childcare stages of life. The system's name, "macalon," combines the "ma" of 'mama', "ca" of 'CyberAgent', and "lo" of 'long'. It comprises 8 packages that include 'Fertility Leave' for women to undergo fertility treatment at a hospital or clinic; 'Work-at-Home Childcare', enabling women

to work from home while looking after a child that is suddenly sick, or when nursery school is closed; and 'Partial Subsidy of Non-Approved Nursery School Fees', wherein CyberAgent pays some of the costs for non-government-approved nursery schools, which are often costly. As a result of these efforts, the return-to-work rate of female staff after maternity or child care leave now sits at 98%.

## "Caramel": a cross-sectional female organization

"Caramel," a cross-sectional female organization was launched in September 2017 as the result of a proposal presented by female staff at Ashita Kaigi (Meeting for Tomorrow). Women are susceptible to major impacts on their career due to the changes of various life stages. Therefore, these events are held as a forum for female employees to interact together to grasp their

own career from a mid-to-long term perspective, and build up their own careers. 'Caramel' is a play-on-words of the Japanese word 'karameru', meaning to interact or mix together. As the name implies, through this we hope to "create a forum where many women can 'interact' together," which is already evidenced by the 315 women participating.

\* Ashita Kaigi (Meeting for Tomorrow): Held twice a year, "Ashita Kaigi" is a meeting (=kaigi) led by the management team, in which new business initiatives and solutions that could improve CyberAgent's future (=ashita) are proposed



**In June 2018, a woman raising a young child became the director of CyberBull, Inc. an advertising agency that specializes in video-based advertising.**

### **A "mama" director providing key support for a fast-growing company**

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When I was approached to become a director, I already had a strong interest in management, so the choice of director felt very natural for me. It's such a waste of people's talent to have to give up on their goals because they "are a mother now" or "it's too difficult to balance family and career," and it's certainly not an excuse to stifle someone personal growth. Luckily though, CyberAgent has the kind of systems and culture that support women in achieving growth.

In my case, I got pregnant and had a child soon after joining CyberAgent as a new graduate, so when I took temporary leave at that time, I felt there were a lot of things unfinished in terms of what I wanted to achieve in my career.

That's why, more than anyone else, I was determined to contribute to the company by

achieving something meaningful. From the time I first returned to work after childcare leave in 2012, I delved right into the job with a strong desire to 'expand my own job size'. Although I started-out in human resources at CyberBull, today I've grown to be in charge of the entire back office. I'm determined to be the best possible 'organization-building pro' by continuing to improve my HR skills and drawing on the diverse experience I've built up to date. I think that 'having the will to build a career' also means having access to a career that is adaptable to your life stage, and it results and contributing to the company's success as well.



Director of CyberBull Inc. **Maiko Kimura**

**Job History:** Joined CyberAgent as a fresh graduate of in 2007. Joined the Advertising Sales Division after participating the launch of a subsidiary branch in Osaka. Moved to Tokyo in 2010 due to husband's job relocation. Gave birth in December 2010 and later returned back to work in April 2012. Became a manager in December 2014 after working as a planner for Ameba. Provided back office support for a startup subsidiary from November 2015. Joined CyberBull in October 2016. Settled in her current position from June 2018 after overseeing the entire back office.