

CyberAgent

Way

CyberAgent, Inc.
TSE4751

2022

Integrated Report

December, 2022

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Editorial Policy

CyberAgent, Inc. (the "Company") has prepared the "CyberAgent Way 2022 Integrated Report" to help investors and other stakeholders understand our commitment to sustainable value creation. In editing the report, we have referenced the International Integrated Reporting Framework proposed by the International Integrated Reporting Council (IIRC), the Value Creation Guidance advocated by the Ministry of Economy, Trade, and Industry (METI), and other relevant documents. For detailed financial data, please refer to Chapter 6, "Fact Book."

Reporting period

October 1, 2021 to September 30, 2022

Forward-looking statements

Forward-looking statements in this report are based on information available to the Company at the time the material was prepared, and thus include risks and uncertainties and are not in any way intended as a commitment to future implementation.





The logo consists of a white stylized tower icon above the text "Abema Towers" in a white, rounded, sans-serif font. The entire graphic is set against a blue-tinted background of the building's glass facade.

Abema Towers

アベマタワーズ



日本センター業務用インターホン

ご利用の際は、お名前を教えてください

AUTO

AUTO

新しいビジネスネットワーク
の構築を打響する

12:55



新しい力とインター
日本の閉塞感を打破す

Purpose



CEO

Susumu Fujita

MESSAGE

Summary for FY2022

Despite a slowdown of last year's hugely popular game, we were able to increase sales again for the 25th fiscal year since our founding. With today's economic uncertainty, we are strategically on track to make a soft landing in FY2023. Unless unexpected circumstances arise, I will lead the company back to a growth trajectory in FY2024.

In our Internet Ad Business, which we have continued to expand since our founding, we aim to increase our market share at a rate that exceeds the market growth rate. At the same time, we invest in the DX field to achieve sustainable growth and broaden the scope of our advertising business.

In our Game Business, we will focus efforts on developing new titles while also enhancing the operation of existing titles. We also hope to nurture our group's original IPs into assets that users will love for years to come through cross-media production and other means.

ABEMA, which was built from the ground up through significant investment since 2016, has surpassed 83 million downloads. Its weekly active users, which we use as a key indicator, have also been steadily increasing. In addition to revenue from advertising and subscriptions, peripheral businesses have also been strong. I believe ABEMA and other media businesses have entered a phase of improved profitability since FY2020. These developments also give me a sense that monetization is gaining traction.

We intend to continue improving the performance of our core

businesses and fully invest in the future in order to achieve even further growth in the years to come.

Aiming to make ABEMA an industry powerhouse through the power of content and technology

ABEMA, the new TV of the future, recently celebrated its sixth anniversary. Despite our original prediction that it would take ten years to be fully established, its content is already steadily growing in a wide range of genres. "THE MATCH 2022," streamed in June 2022, was hailed as a dream match between Tenshin Nasukawa and Takeru and also considered the match of the century in fighting sports history. A major success, this event achieved the most tickets ever sold in Japan.

"Sports broadcasting is undergoing a major transformation, and the viewing environment that has been developed allows viewers to enjoy high-quality programs more flexibly, without being bound by time or location. ABEMA is at the forefront of this transformation, and we hope to continue to lead market growth. With this in mind, we decided to embark on the challenge of live-streaming all 64 matches of the "FIFA World Cup Qatar 2022" for free for the first time in Japan's history. This will be a great chance for a vast number of people to experience the quality and convenience of ABEMA, which we have evolved and refined over the last six years.

We hope the FIFA World Cup Qatar 2022, the biggest game series since ABEMA was launched, to work as a springboard to bring it into the next stage.

Because of advances in technology, our high-quality content can now reach people around the world in the blink. In contrast, ordinary content is no longer being chosen by viewers. Quality is the deciding factor in this industry, and companies able to invest a reasonable amount of money are growing by leaps and bounds. It would be fair to say that if a company has two key components—extreme quality and the technology—it has the potential to win big in this industry.

Mainstream movies and TV dramas face stiff competition, but the content industry goes well beyond that. ABEMA has the largest market share in fighting sports and shogi (Japanese chess), and other genres are steadily growing as users become regular viewers. Above all, ABEMA's competitiveness stems from the technological advantages that we have developed over the years. Our aim is to leverage the content and technological advantages that we have developed over the years to make ABEMA a powerhouse in the industry.

"Servant leadership," to maximize human resources, a constant axiom since our inception

It has been a year since we released our purpose: "To break through stagnation with new power and the internet." Since our inception in 1998, we have steadily and sustainably grown in step with the development of the internet industry, and we still continue to grow in size with over 10,000 employees*.

In this time of rapid change in the world, we sensed our employees' genuine desire to "feel that they are contributing to society through their work," which led to the development of our purpose. The fact that we have clearly stated our vision and the role we should play in society in CyberAgent's own words has provided significant moral support to our employees, which I feel is a result of declaring our purpose.

CyberAgent's vision "to create the 21st century's leading company" stems from our desire to establish a Japanese company deserving of praise on a global scale in the new era. A great company is like a work of art that everyone contributes to, and in order to build the company, we hire the best people and let them stretch their potential to the fullest. In my opinion, the key to leading a company is all about bringing out the best in members, recognizing each person's unique strengths, and encouraging the development of those strengths.

This approach is based on "servant leadership," which has been the foundation of my leadership philosophy since the company's inception. We expect each employee to exercise self-leadership, and maximize their individual skills by gaining decision-making experience. Work is much more enjoyable when you are able to

think for yourself, implement ideas through trial and error, and actually see the results. Of course, it's frustrating when things do not go as planned, but the sense of fulfillment and experience remain, and people will grow through the cycle of failures and challenges. Our strategy is to provide an environment in which employees can push themselves and expand our business through their own initiative.

* Number of employees: Total number of employees as of the end of September 2022, including limited-term employees

Focus next 10 years to develop into a company that can be entrusted to the next generation

Our company will celebrate its 25th anniversary in March 2023. I feel that I have truly done everything to foster the company, and I want CyberAgent to be successful that can sustain itself for decades to come. It has to become a company that will thrive regardless of who is president. So I have decided to spend the next ten years training the next president to make the company that can pass on to the next generation.

As part of this succession training, we launched the "President Training Program" in FY2022, bringing together a diverse group of people from across the company in a training program to groom future presidents. Although it is still in its early stages, we believe it is a good opportunity to learn about management in a systematic

manner, and we are seeing some promising results. The most important aspect of entrusting CyberAgent to the next president is to verbalize and communicate the decision-making skills that have been based on years of experience and intuition. I will take on the responsibility of laying the groundwork for others to visualize my management know-how in a format that can be understood by anyone.

In October 2022, we announced a new executive officer structure, and with the addition of three female executive officers, 18% of all executive officers are now female employees. Personally, I don't think that I have ever made decisions based on a person's gender. However, because Japan's society still tends to be male-dominated, I believe that some deliberate efforts are needed to keep pace with the global trend of increasing female executives. I believe that increasing the proportion of female executive officers is also a positive step toward revitalizing the organization, and I look forward to people having more career choices to maximize their potential in all areas of responsibility.

Even in today's rapidly changing environment, we will continue to create social value through our businesses by leveraging our advantages in talent, technology, and creation, and we will remain committed to our purpose "To break through stagnation with new power and the internet."

CEO and President **Susumu Fujita**

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.

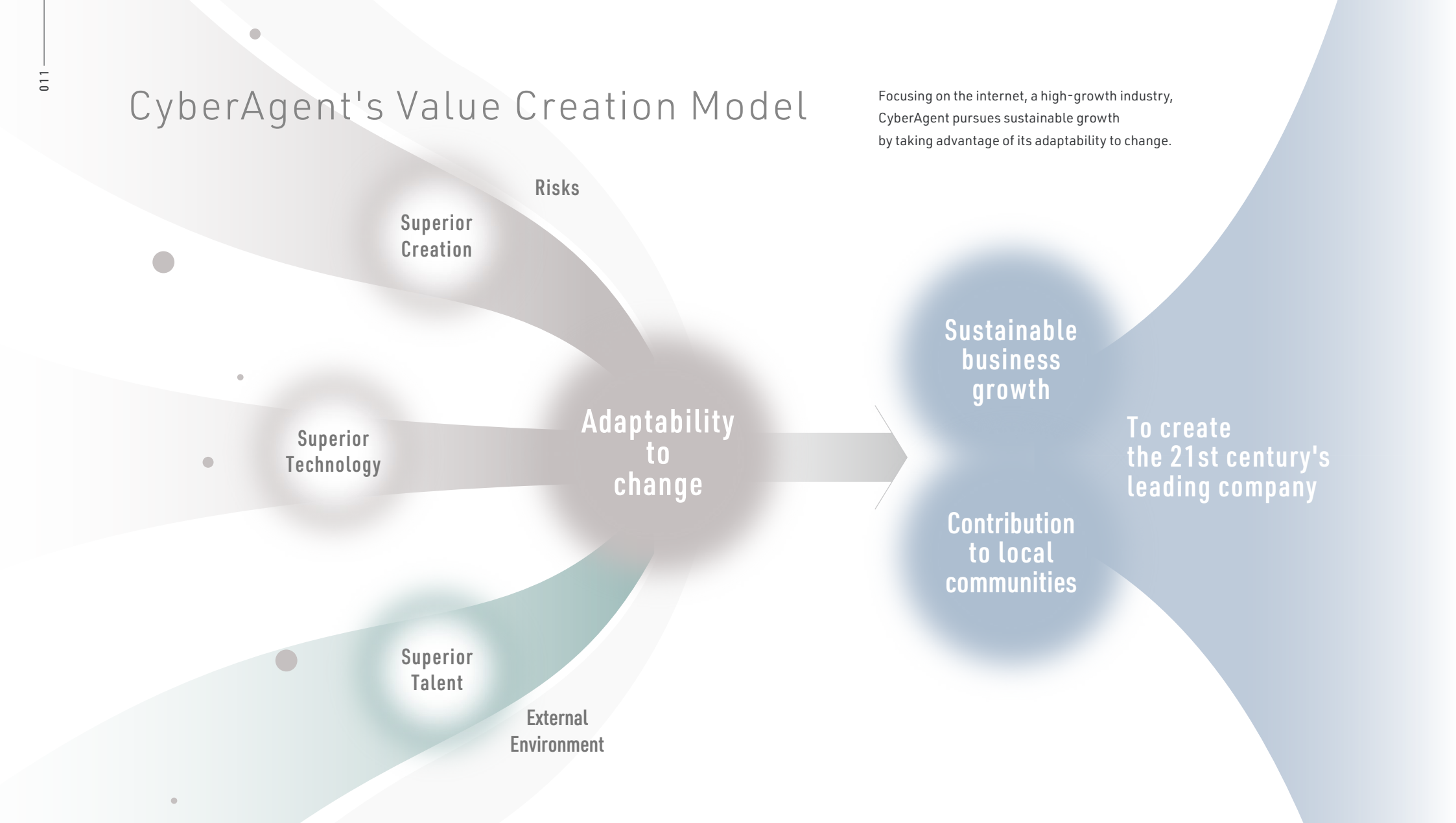
Eliminate the seniority system and embody the Japanese economy of the 21st century.

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

Vitalize Japan with the internet.

CyberAgent's Value Creation Model

Focusing on the internet, a high-growth industry, CyberAgent pursues sustainable growth by taking advantage of its adaptability to change.



Risks

Superior
Creation

Superior
Technology

Adaptability
to
change

Superior
Talent

External
Environment

Sustainable
business
growth

Contribution
to local
communities

To create
the 21st century's
leading company









Special
Feature

Superior Talent

for Realizing Sustainable Growth

At CyberAgent, based on our belief that maximizing employees' capabilities is a primary driver of our company's growth, our human resource policies prioritize "hiring, training, motivating, and putting the right person in the right place."

We spoke with Managing Executive Officer and CHO, Tetsuhito Soyama, on how to create an environment in which employees can take on new challenges as the company strives to achieve even greater future growth.



"Our HR initiatives aim at bringing out people's full potential."

Eliminating the seniority system and embracing the 21st-century model of Japanese-style management

Tetsuhito Soyama, CHO



To be a company where employees are "surprised by their own abilities"

— In the purpose, there is a phrase "embracing the 21st-century model of Japanese-style management." What exactly is meant by that?

"Connection x Talent Development" are the keywords for new Japanese-style management in the 21st century.

Because lifetime employment was the norm at Japanese companies in the 20th century, they emphasized strong connections and teamwork. This "connection" gave Japanese-style management its advantages. This is demonstrated by the number of global companies in operation for 200 or more years. Japanese companies account for 65% of those global companies. While this is a tremendous achievement, the reality is that, despite the large number of companies, only a few are globally competitive.

We want CyberAgent to be a global company. Our focus has been on "talent development" while upholding the "connection" component

that has traditionally been a strength of Japanese companies.

— What measures have been taken to foster talent development?

"Ashita Kaigi (Meeting for Tomorrow)," "GEPPPO," and "Career Agent" are some notable examples of measures we have implemented. At the Ashita Kaigi, where employees can participate in making management decisions, they can propose ideas, share opinions, get direct feedback from President Fujita, and see how decisions are made firsthand, providing an opportunity to further develop their natural talent.

Employee conditions, which are a basis for identifying individual talent, are assessed each month through GEPPPO, and all comments submitted are read and responded to by "career agents" who serve as in-house headhunters. GEPPPO also provides opportunities for new talent to bloom, such as through individual interviews and

proposing new missions based on career goals and individual interests. Our aim is to be a company where employees are "surprised by their own abilities." To achieve this, we must continue to make deliberate employee assignments. Employee assignment is more than simply putting an employee in any position; the key is to establish expectations. Even if it's not a critical job, delegating work with high expectations helps to newly draw out the potential of the person. We also pay special attention to not overlooking the promotion of outstanding talent.

We want to build an organization in which everyone has mutual expectations of one another, both among members and between seniors and subordinates, thereby forging strong connections with one another. We want as many of our employees as possible to be surprised by their own abilities, appreciating how much they have grown in just five years.

"The link between a company's future, purpose and an individual's reason-to-exist is a source of people's job satisfaction."

— What do you think about 87% of employees responding that they find their work "meaningful and rewarding"?

We believe that a person's sense of having a "reason-to-exist" is an essential element for job satisfaction. These days, when society as a whole is feeling trapped, job satisfaction depends on whether you can feel a reason-to-exist, and that there is a bright future ahead. I assume that our employees resonate with CyberAgent's future and purpose, and feel a connection between these and their own reason-to-exist. I believe this is reflected in their response that they find their work "meaningful and rewarding."

— The COVID-19 pandemic has drastically altered working styles, but have you seen any changes in GEPPPO scores?

In 2020, we started incorporating "Remo Day," which allows

employees to work remotely on certain days of the week, adopting a hybrid work pattern that combines the benefits of both coming to the office and working at home. If we compare the situation today to the situation before Remo Day was incorporated, we can see that the GEPPPO score has increased in several categories.

In fact, 79% of employees answered "sunny" when asked about relationships at work. I believe this is largely because we succeed in drawing out the self-initiative of employees by recognizing the diversity of work styles. Employees have been able to effectively utilize the benefits of each, such as focusing on work when working remotely, while making time for face-to-face interaction on days when they come to the office.

Another important point is that the days they come to the office are fixed. It is quite shocking for a young employee to arrive at the office expecting to speak with a senior colleague who is not there. I suspect that relationship building has benefited from eliminating

ambiguity between office and remote work and setting a well-defined balance.

— Through the various efforts you've mentioned, you certainly seem to be creating a rewarding work environment.

The concept of human capital has been spreading recently, and this is a perfect example of where CyberAgent's competitiveness lies. As Mr. Fujita has stated in the past, "A great HR idea is more valuable than a great business idea." That's why our top priority in management is to ensure that employees are highly motivated to take on challenges and can work with joy and passion. In pursuit of our company's future vision, we will continue to create environments that enable employees to maximize their abilities and provide them with job satisfaction.

Hiring

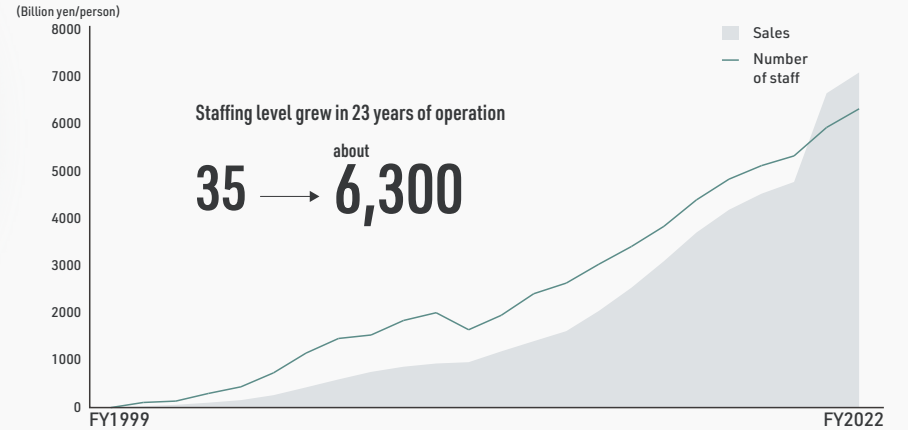
POINT

1

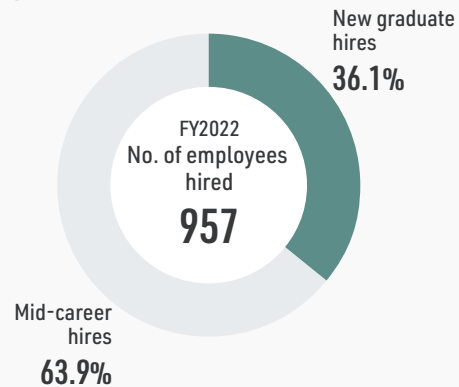
CyberAgent began hiring new graduates in 1998, our first year in business. We value human resources as an essential driving force in business creation, and operate under the policy of "expanding the company by making massive efforts on hiring the best human resources possible and training them." As a result of CyberAgent's deeply held belief that human resources provide our competitive advantage, we have created a culture in which all employees work as one, with over 450 employees currently involved in hiring. Susumu Fujita, CEO and executives are also actively involved in hiring process in a variety of ways, including designing internships and judging competitions. We also update our hiring methods every year as appropriate to the company's phases, leading to shift to online hiring in recent years. We have been implementing large-scale online events aimed at students throughout Japan, which have accumulated over 7,200 views.

We have also decided to raise the starting salary for new graduates to 420,000 yen from FY2023. To bring out our employees' full potential, CyberAgent will continue to make additional investments in human resources, which are critical to our long-term growth.

Changes in sales and staffing level



Annual number of new graduates/mid-career hires



The 30 Most Attractive Company for Engineering Students

- 1 CyberAgent, Inc.
- 2 Yahoo Japan Corporation
- 3 Sony Corporation
- 4 Mercari, Inc.
- 5 Google LLC

* Survey 413 students with programming experience or who plan to graduate in 2024 and who are interested in working in computer engineering positions responded to the survey conducted by Supporterz, Inc.

POINT

2

Graduate hiring project "YJC"

The YJC project began in 2017, which intends to "diligently hire the best people by ourselves." YJC not only reemphasizes the importance of hiring but also provides an opportunity to communicate how highly we regard hiring activities. CyberOwl, Inc. President Keita Tanaka, who serves as the executive producer of a YJC project aimed at hiring the next possible candidates of executives, talked about their activities



CyberOwl, Inc., President & CEO
Executive producer of the "YJC neo"
graduate hiring project

Keita Tanaka

I've been involved in new graduate hiring interviews and internships since my first year at the company, and from this I can say that the most important thing in hiring is that we, the front-line staffs, are fully committed to it and do not leave it to others. We do everything we can to motivate students we want to work with to grow together and choose our company.

Given the age of the management team and the company, there will inevitably come a time when the company's future must be entrusted to the next generation. To prepare for that time, through "YJC neo," we strive to find people who can take the future operation of the company. As our company and organizations continue to grow, this is a great opportunity for young people to potentially be involved in the management of a company of this size. In my opinion, there is no better environment for those who want to build an amazing company or be involved in managing a company that embodies the era. I look forward to discovering the future colleagues who will be shaping CyberAgent and taking on the challenge of achieving further corporate growth together.

POINT

3

Human resource development

Based on our belief that "decision-making experience fosters individual development," we value those who have initiative and make decisions. To facilitate this, we provide an environment in which each and every employee can unleash their fullest potential while supporting the pursuit of challenges in their career. Project Reports are held every six months, where all the teams determine organizational goals. This aligns organizational and individual goals and creates a system that facilitates personal relevance and self-motivation.

We also focus on hiring and training engineers, who are critical to business expansion, and provide opportunities to learn new programming languages, advanced technologies, and specialized knowledge through our "Reskilling Center," an organization dedicated to assisting engineers in their career development. We are committed to creating an environment that lets engineers and creators in friendly competition through various cross-departmental HR initiatives.



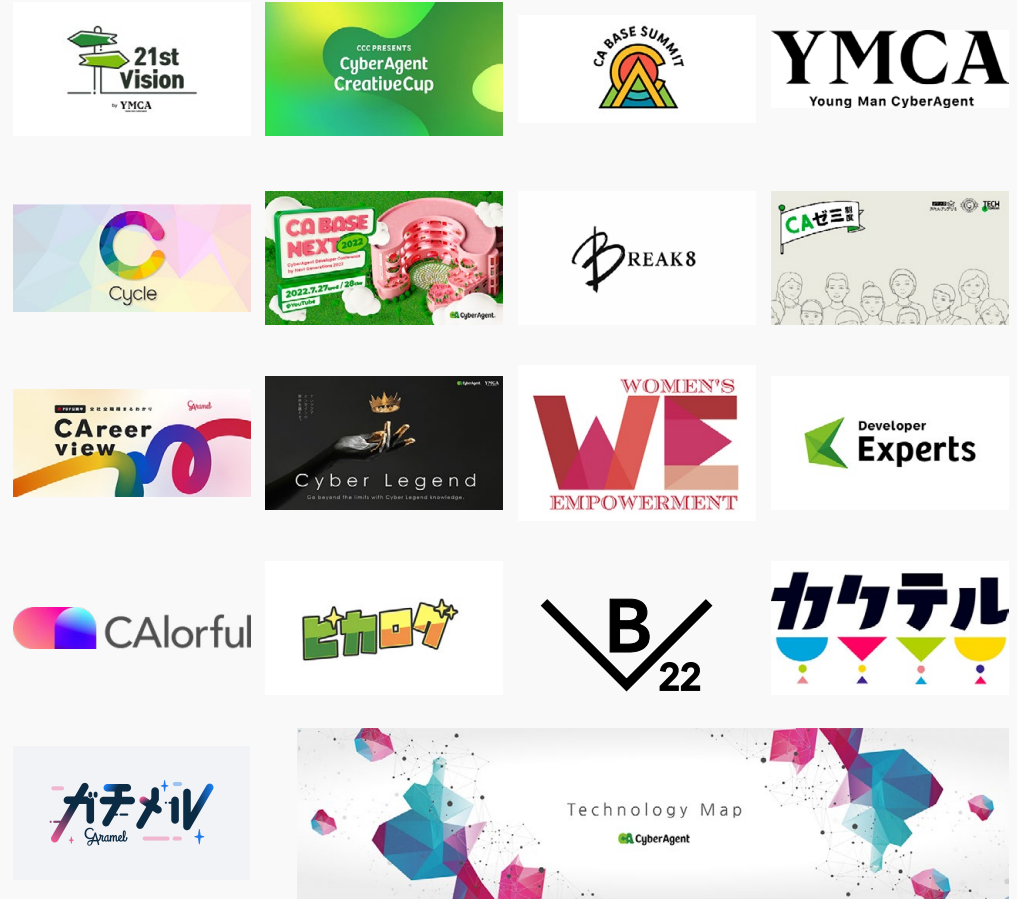
POINT

4

Energizing organization

We believe it is critical to energize the organization to create a constantly evolving environment to generate innovations fitting to current times. Through several initiatives aimed at energizing throughout the organization, we strive to strengthen cross-departmental connections, and boost engagement by improving communication quality. In addition, we also hold award ceremonies to recognize outstanding individuals, teams, and projects. These are held once every six months for the entire CyberAgent group and once a month for each division, and have resulted in increased motivation by creating an environment of friendly competition by praising each other's impressive performance and achievements.

Through efforts like these, we have fostered a culture that is highly adaptable to change and has a positive outlook on the fast-moving external environment and business lines, and organizational reforms.



Images: In-house initiatives to energize and bring changes to the company.



POINT

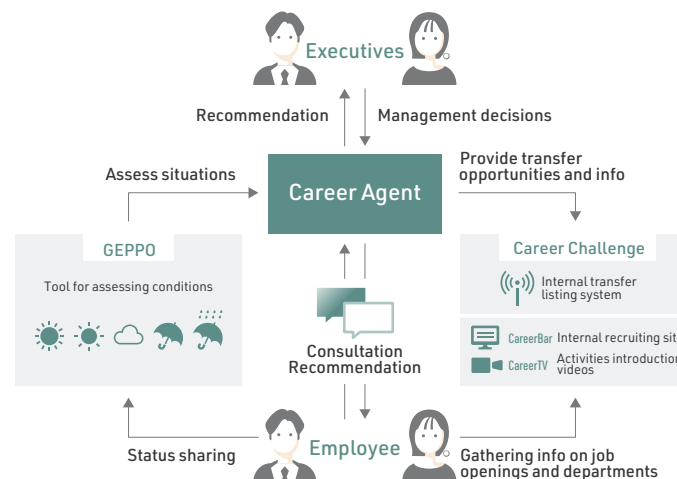
5

The right person in the right job

To bring out the talents of our workforce, we have established an in-house headhunter group that works to put the right people in the right positions by running an internal job posting system "Career Challenge" as well as an internal recruiting website that allows people to see available positions. Career Challenge introduced in 2005, allows employees to apply to transfer to another division or group company once every six months. Currently, roughly 70% of those who applied have successfully transferred with engineers accounting for 30–40% of applicants.

Another tool, "GEPPPO," is a pulse survey to quantify the condition of individual members on a scale of 1–5 using weather symbols as well as open-format answers to gauge employees' career trajectory, struggles, and other matters. Comparing the situation today to before the COVID-19 pandemic, you can see that the GEPPPO score has increased in several categories. We believe that "Remo Day" (Remote Day), a system for working remotely on certain days, has achieved results by drawing out the self-initiative of employees and achieving more diversity in work styles.

Career Agent group for putting the right person in the right job



Changes in the percentage of employees who answered "SUNNY" in GEPPPO

Versus before the COVID-19 pandemic	Now	Before COVID-19
Relationships	79%	74%
Goals	76%	72%
Challenge	72%	68%
Contribution	68%	67%
Workload distribution	64%	54%

*(On a 5-point scale with responses ranging from "beautiful" weather to "heavy rain")

CareerBar, an internal job-posting website for openings in each department



CareerTV, video content to communicate the work of each department



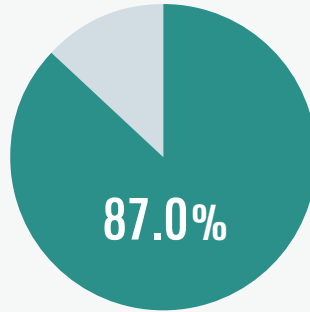
Pikalog, a project designed to discover the talents of young employees



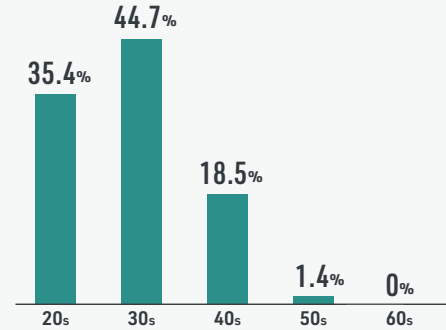


Our people by the numbers

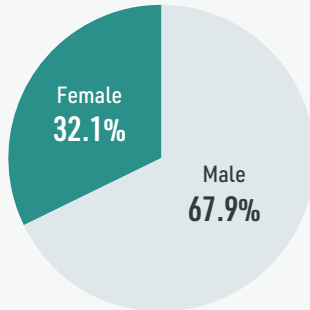
% of People Who Answered They Are Satisfied With Their Job*1



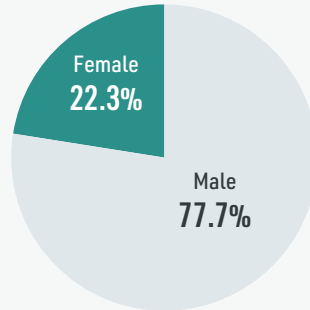
Age Distribution*2



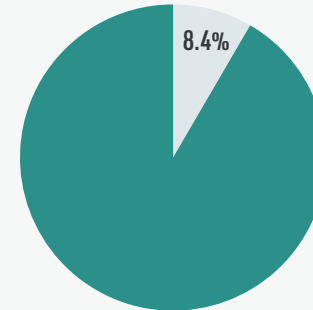
Female-To-Male Ratio*2



Female-To-Male Ratio in Managerial Positions*2



Turnover Rate*2



*1 Percentage of respondents who answered "I am motivated to work" in the stress test.
*2 CyberAgent consolidated / An error in the figures has been corrected. (March 9, 2023)





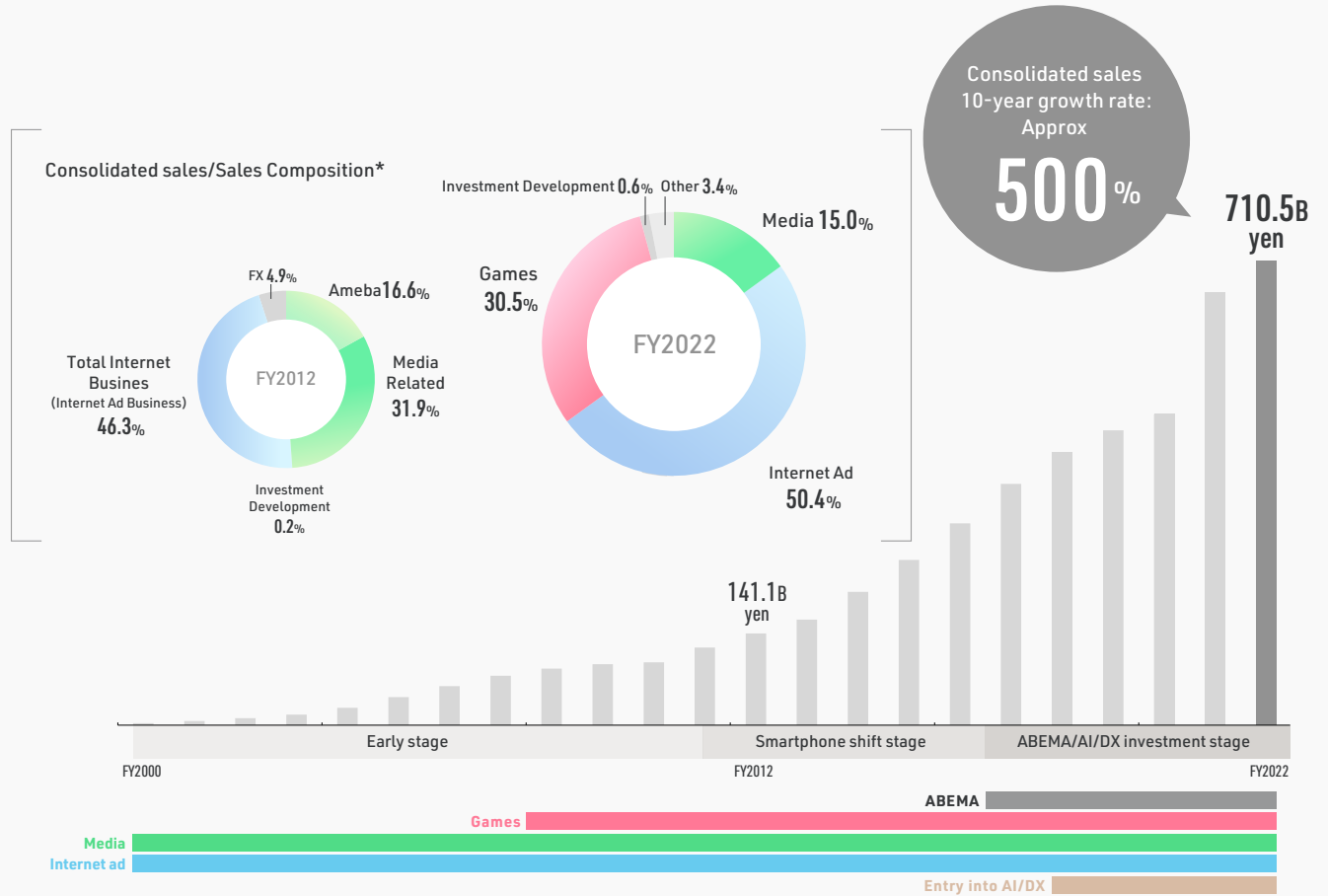
Winning team from Ashita Kaigi (Meeting for Tomorrow), held to generate new business ideas

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Value Creation Strategy



Adapting to environmental changes in business and using technological innovation to diversify our businesses resulted in sales increase for the 25th consecutive fiscal year since our founding.



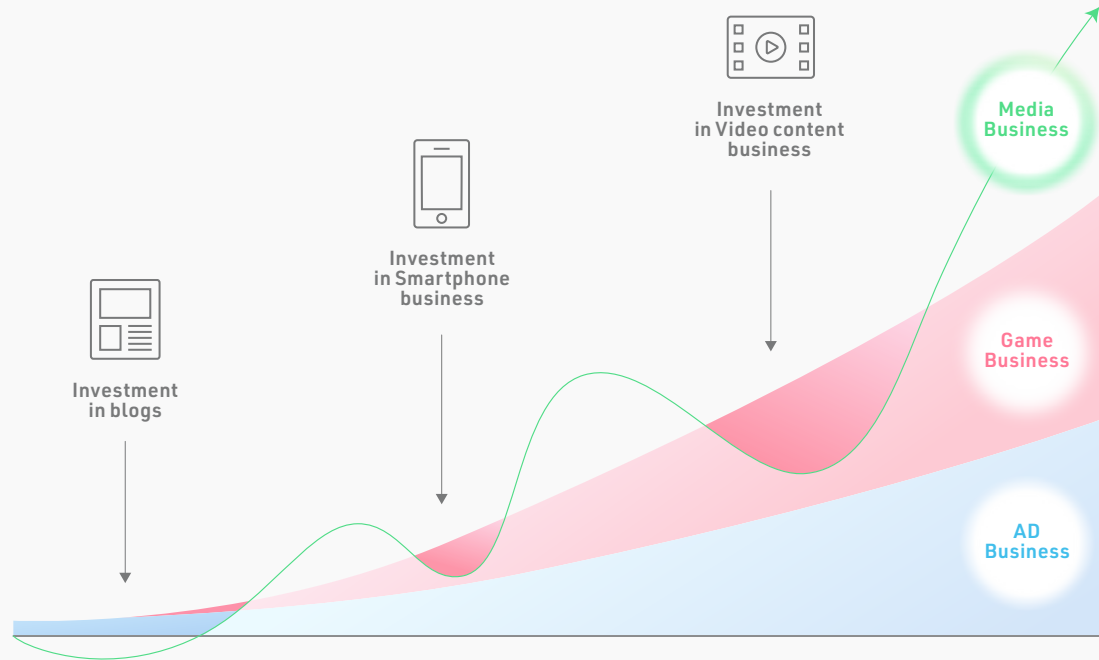
* Sale composition: Calculated based on sales by segment disclosed in securities reports (before deducting internal transactions)

CyberAgent's Growth Strategy

We have launched new businesses in step with the evolution of the internet industry, and strengthened upfront investment while existing businesses were still strong. By maturing new businesses into future pillars of our business strategy, we have been able to achieve sustainable growth.

Medium- to Long-Term Operating Profit Overview

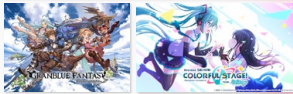
We have made three major investments in the past. Currently, we are building up profits in our internet advertising and game businesses while making upfront investments to make our media business, "ABEMA," a pillar of our medium- to long-term strategy.



CyberAgent Business Model



- ABEMA
- Tapple
- Ameba
- N organic
- and others.

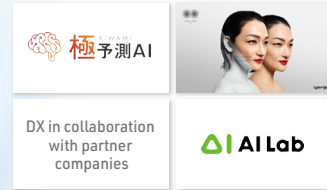
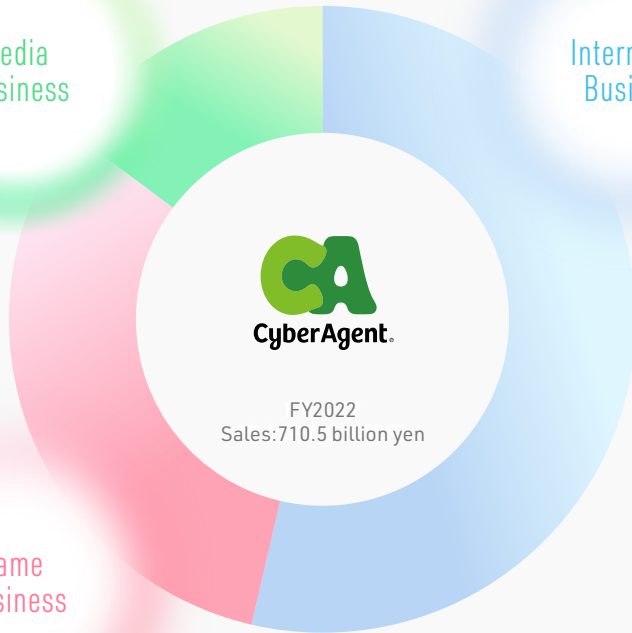


- Uma Musume Pretty Derby
- Granblue Fantasy
- Project SEKAI Colorful Stage! Feat. Hatsune Miku
- and others.

Media Business

Internet Ad Business

Game Business



- AI Business
- AI technology R&D
- DX Business
- and others.

We are expanding our business model primarily in the areas of media, internet advertising, and game businesses.

In each of our businesses, we are engaged in creating sustainable value by leveraging our technological and operational advantages to create content, attract customers, and improve our marketing and sales capabilities.

Outcome
Economic value

- Sales
- Profit
- Cash

Outcome
Social value

- Creation of new industries
- Employment promotion
- New information infrastructures
- Development of IT Talent
- Entertainment provision

Media Business

"ABEMA" launched in April 2016, attracting many viewers and achieving 83 million downloads* in six years and five months. We also offer a wide variety of entertainment services that include the country's largest blog service "Ameba", dating app "Tapple", and ecommerce cosmetics "N organic."

*The number of downloads: As of October 2022.



Services that continue to evolve based on CyberAgent's strong technological advantages

Over 100 engineers are committed to ABEMA on a daily basis to make the service more user-friendly and expand its compatibility with devices. Based on the experience gained from live broadcasting a diverse range of events since its inception, ABEMA has developed the ability to deliver a stable viewing experience even with a massive number of simultaneous connections. This resulted in the most tickets ever sold in Japan* for "THE MATCH 2022," an epic match in the fighting world that was streamed in June 2022. We were also the first in the industry to launch the online live platform "ABEMA PPV ONLINE LIVE" to support the entertainment industry, which was greatly impacted by the COVID-19 pandemic. We continue to evolve our services in response to societal changes by utilizing our technological advantages to expand functionality when needed.

For the first time in Japanese history, we decided to broadcast all 64 matches of the FIFA World Cup Qatar 2022 live and absolutely free. FIFA World Cup is widely regarded as the world's most prestigious soccer tournament and has captured the interest of a global audience comprising over 3.5 billion people in the past. Through this challenge, we hope to provide the highest-quality videos and most innovative viewing experience to date, paving the way for ABEMA to reach a whole new level of success.

* Most tickets ever sold in Japan: Number of fighting sports PPV tickets sold (as of June 2022, based on our research)

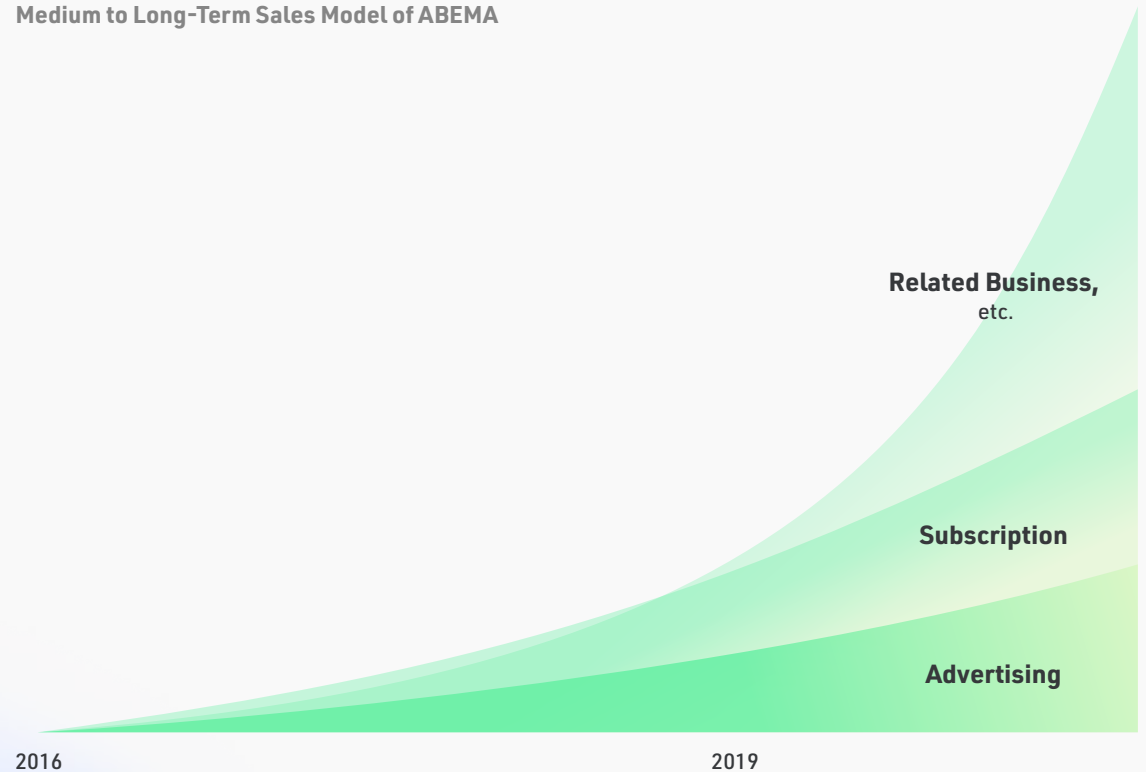


Improving monetization through a diverse range of peripheral businesses

While the business model of ABEMA is generally based on a combination of both advertising and billing revenue that is unique to internet services, we also improve monetization through peripheral businesses. Despite being a latecomer to the service, WINTICKET, our internet betting service for cycle and auto racing that launched in April 2019, today, has grown to account for 30% of the market share. By leveraging the service development expertise and operational capabilities that we have built up and refined, we equipped WINTICKET with a simple and easy-to-read UI/UX and unique data, which has resulted in excellent user retention and loyal use of the service.

It is also worth noting that the global industrialization of sports is accelerating, with sports betting now legal in all G7 countries except Japan. It is believed that promoting the sports ecosystem will not simply circulate funds within the sporting world but also contribute to the overall sustainability of society. If the ban on sports betting is lifted in Japan in the future, we can anticipate the potential of a sports betting market, which would provide yet another new source of revenue. Due to the high level of affinity between ABEMA and the internet betting service WINTICKET, we have positioned it as a medium- to long-term high focus area to watch for future developments.

Medium to Long-Term Sales Model of ABEMA



Internet Ad Business

Since its launch in 1998, CyberAgent has been expanding its internet ad business and boasts one of the largest scale in Japan, leveraging its strengths in maximizing advertising effectiveness. We provide comprehensive solutions that include creative production based on cutting-edge technologies such as 3DCG and AI-driven technologies and are currently venturing into the DX market.





Growth Strategy

Creating a new mid- to long-term advertising business aimed at achieving sustained high growth

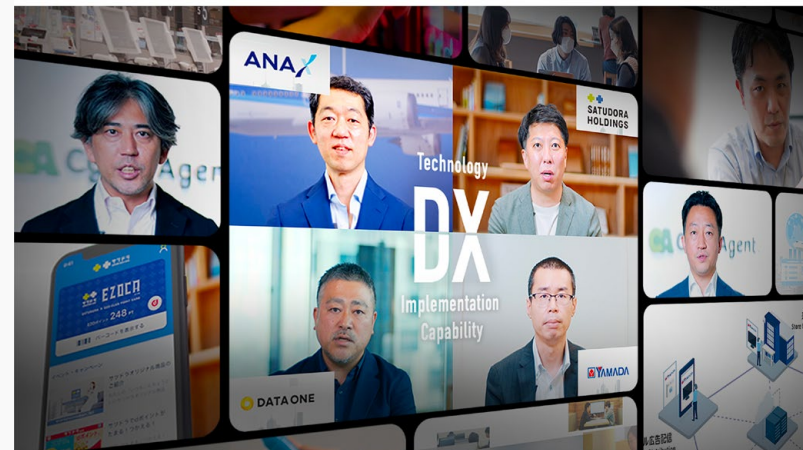
With the goals of "contributing to our clients grow their businesses and maximizing advertising effectiveness," CyberAgent has taken on a variety of challenges, such as developing and implementing AI-based products in the rapidly changing industry.

We are currently investing in the DX (digital transformation) business to create a new revenue stream while expanding our collaboration partners in order to employ client-held data for their marketing. Our flagship AI Lab and other advanced technological advantages, help us being one of the top internet advertising companies in Japan.

CyberAgent Delivers DX for Partners

with "Technology" and "Implementation Capability" [📄](#)

This video introduces "real-world examples of collaborative DX" with CyberAgent, such as our support for launching data-driven digital ad distribution campaigns and developing apps, and how businesses are co-created by implementing DX-driven sales promotion and HR development activities. (Approx. 8 min. video)



Top 100 Global Companies Leading in AI Research*1

Thundermark Capital, a venture capital firm that invests in AI and robotics startups, has released its AI Research Rankings for 2022. Nine Japanese companies, including CyberAgent, have been ranked and recognized as among the top 100 companies leading AI in research in 2022.

AI Lab and others will continue to pursue R&D that benefits both industry and academia by effectively utilizing our company's technological advantages.

	2020	2022
Global	66th	49th
Japan	7th	4th

*1 AI Research Rankings 2022

History of internet advertising services

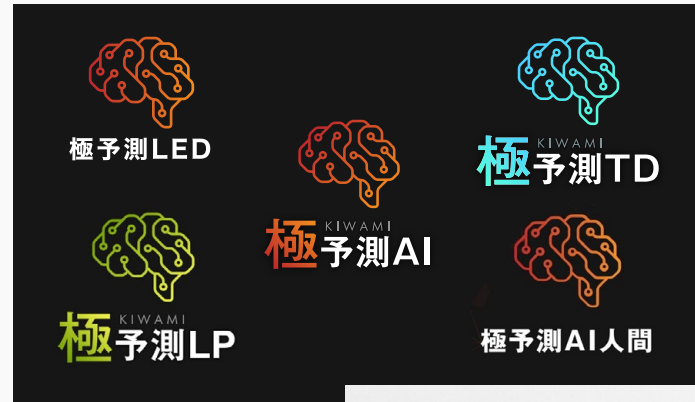
1st Generation Marketing and Creatives

We have evolved our advertising business by dividing it into three major phases.

In the first generation, we delivered value as an advertising agency through marketing strategies and conventional creatives development. Our operational advantages had enabled us to grow into one of Japan's leading internet advertising companies. This has allowed us to build up a massive amount of advertising data, which helps to maximize the effectiveness of AI machine learning.

1st Generation

Marketing and Creatives



Common in All Generations

Operations and Technologies

History of internet advertising services

2nd Generation Engineering and Data science

In the second generation, we employed engineering and data science to utilize the data we have accumulated. Through AI Lab which we launched in 2016, as well as industry-academia collaboration, we have acquired a number of cutting-edge and globally acclaimed technologies*1 in internet advertising. We have also progressed to the point where we can DX with clients to launch new advertising initiatives based on data held by them. We plan to develop advertising initiatives that will make use of data from the retail, financial, mobility, and carrier communication industries, all of which have a close relationship with the advertising business, as well as data from the healthcare industry in the future. Given the many pioneering examples of advertising that have appeared in the retail industry, including from companies like Amazon and Walmart in the US, we estimate that 1% of total retail sales, or approximately 1.5 trillion yen, will be converted to advertising.

2nd Generation

Engineering and Data science

Collaborations

Support companies to promote DX and create ad business as their technology partner.

Public Offices

Support digitalization of all kind of administrative procedures

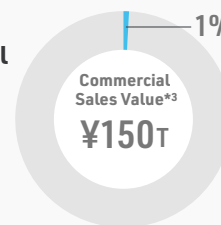
Medical Services

Help to establish online doctor visits and medical prescription service

Event Business

Support launching online press events and exhibitions

Retail industry market potential



Advertising Business*2
¥1.5T(€)

*1 Top 100 Global Companies Leading in AI Research

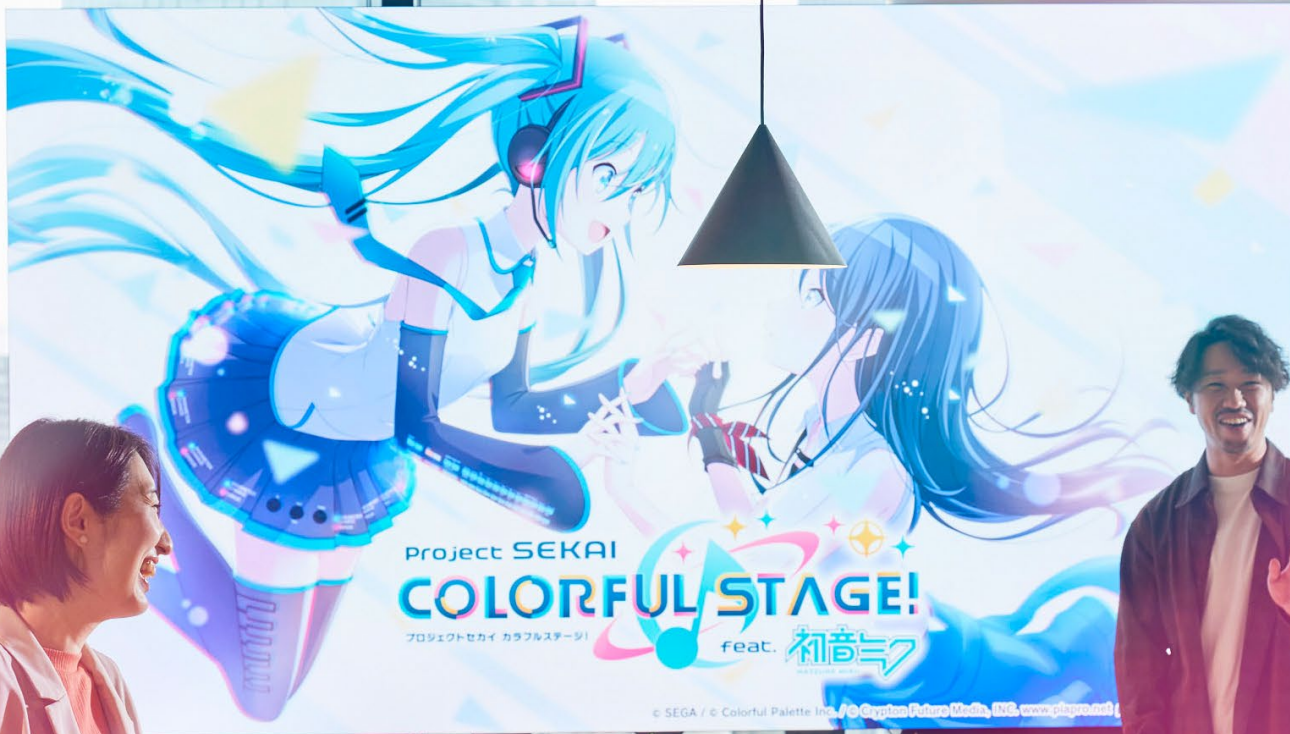
*2 Advertising business forecast: Calculated on the US market, which is the leading market

*3 Retail sales: Based on METI's "Current Survey of Commerce" (2021)

Game Business

Our Game Business, which was launched in 2009, has maintained the largest share* of Japan's smartphone game market by producing long-term hit titles and extending their lifespan through operations.

* Share of the smartphone game market: October 2021 - June 2022



Aiming to deliver long-running hits that provide long-term challenge



CyberAgent has 13 gaming-related subsidiaries, the most notable being Cygames, that deploy over 50 smartphone games.

With each of these subsidiaries having its own strengths and strategies, we currently have 10 major hit titles as a result of developing a wide variety of games.











"Granblue Fantasy," first released in 2014, continues to be a long-running major hit as it approaches its 8th anniversary, and a console release is also planned for 2023.

We have also been working to increase our games' global reach. In June 2022, we released Korean and traditional Chinese versions of a popular title "Umamusume: Pretty Derby"⁴, which was first released in February 2021 and immediately became a massive hit.

In this highly competitive industry, there are far more "non-hits" than "hits," and what we must value as an organization in these uncertain times is "continuing to take on coherent challenges."

We believe that one of the most important factors in increasing the chances of producing a hit is an organization's ability to continue producing high-quality products and its adaptability to change.

By continuing to take on new challenges while refining our technology and creativity, we strive to continue to bring new user experiences and value to as many people as possible in order to deliver titles that are passionately enjoyed by users for years to come.

FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<p>1 Sengoku Embu -KIZNA-</p>  <p>Original IP</p> <p>Card Battle</p>	<p>2 Granblue Fantasy</p>  <p>Original IP</p> <p>RPG</p>		<p>5 Shadowverse</p>  <p>Original IP</p> <p>Combat OnlineTCG</p>		<p>7 PRINCESS CONNECT! Re:Div</p>  <p>Original IP</p> <p>Anime RPG</p>			<p>9 UMA MUSUME Pretty Derby</p>  <p>Original IP</p> <p>Training Simulation</p>
	<p>3 Dragon Quest Monsters Super Light</p>  <p>他社 IP</p> <p>RPG</p>	<p>4 THE IDOLM@STER CINDERELLA GIRLS STARLIGHT STAGE</p>  <p>他社 IP</p> <p>Idol & Rhythm</p>		<p>6 BanG Dream! Girls Band Party!</p>  <p>他社 IP</p> <p>Rhythm & Adventure</p>			<p>8 Project SEKAI Colorful Stage! Feat. Hatsune Miku</p>  <p>他社 IP</p> <p>Rhythm Game</p>	<p>10 NieR Re[in]carnation</p>  <p>他社 IP</p> <p>RPG</p>

1: © Sumzap, Inc. All Rights Reserved. 2, 5, 7, 9: © Cygames, Inc. 3: © 2014-2022 ARMOR PROJECT/BIRD STUDIO/SQUARE ENIX All Rights Reserved. Developed by Cygames, Inc. Distributor: Square Enix. 4: © BANDAI NAMCO Entertainment Inc. Jointly developed and operated by BANDAI NAMCO Entertainment Inc. and Cygames Inc. 6: © BanG Dream! Project © Craft Egg Inc. ©bushiroad All Rights Reserved. 8: © SEGA / © Colorful Palette Inc. / © Crypton Future Media, INC. www.piapro.net piapro All rights reserved. 10: © 2021,2022 SQUARE ENIX CO., LTD. All Rights Reserved.Developed by Applibot,Inc.

"Umamusume: Pretty Derby"^{*1}, released in February 2021, triggered a major movement in Japan with over 16 million downloads as of September 2022.

While the game had a long 5-year development cycle, its success as an iconic title has demonstrated our commitment to "pursuing quality," one of our key competencies.

We believe that the game's unprecedented success can also be attributed to our cross-media expansion strategy, which included anime broadcasts, comics, and live events, fostering a large fan base even before the game was released.

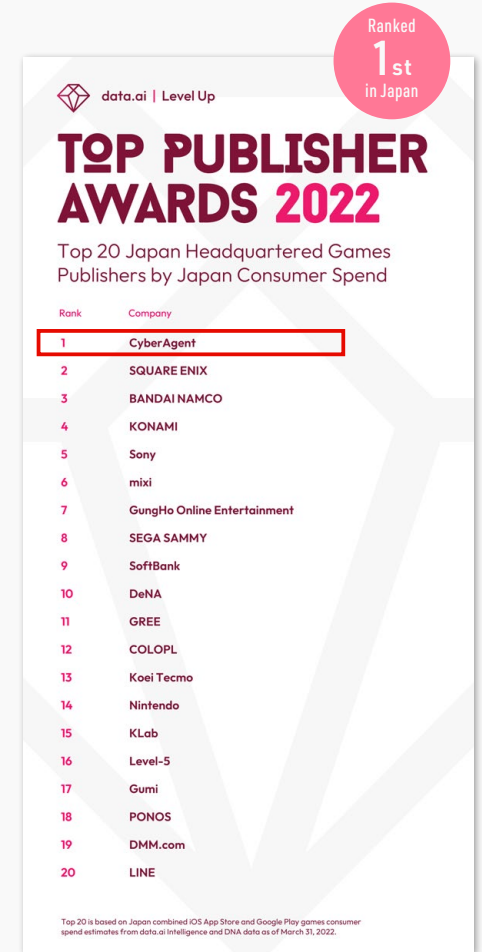
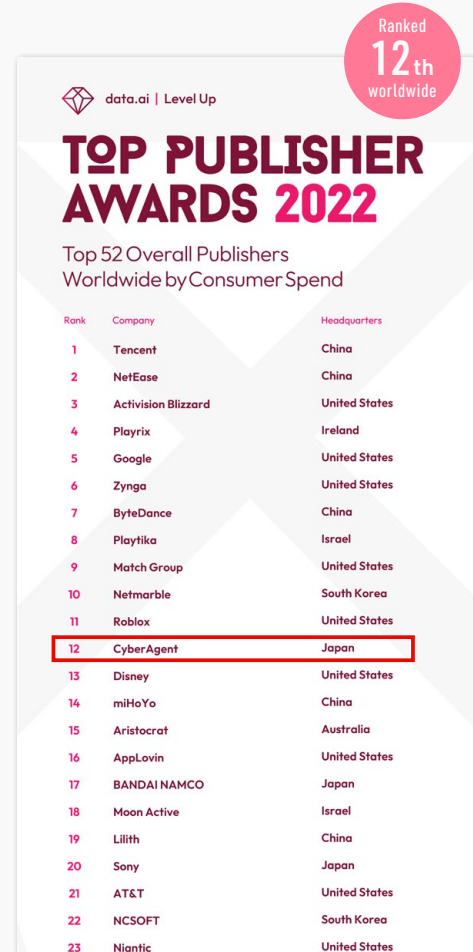
We not only have state-of-the-art development tools as a smartphone company but have also placed a priority on unleashing the full potential of our outstanding talent to consistently deliver cutting-edge mobile games that customers enjoy.

As we move forward, we plan to take a number of measures to bring operations up to the best quality possible and ensure that our original IP, "Umamusume: Pretty Derby"^{*1}, continues to be widely loved by users for at least the next decade.

^{*1} "Umamusume: Pretty Derby". © Cygames, Inc.

^{*2} "Top Publisher Award 2022": Referenced from "Top Publisher Award 2022" released by data.ai Inc.

TOP PUBLISHER AWARDS 2022: data.ai Inc.





ウマ娘 プリティダービー



02





Risks & Opportunities

Risks & Opportunities

CyberAgent has established a wide range of systems for continuing to create new opportunities in the ever-changing internet domain. Through the operation of these systems, we manage a variety of risks, including the inability to respond or slow response to change, in order to ensure sustainable growth.

	Sustainability Classification	Risk item	Content	Response Approach	Procedures and Systems that Provide Countermeasures	Opportunities (value creation)
Risks to Sustainable Growth of the Company	Superior Creation Adaptability to change	Social Change	<ul style="list-style-type: none"> ·Risks related to future uncertainties, including changes in social conditions, economic conditions /economic downturn, and major changes in accounting standards or taxation systems 	<p>To continue achieving growth in the internet industry, it is important for us to respond quickly to changes in the environment and consumer preferences to develop new businesses. CyberAgent's risk management challenges are to rapidly "create new businesses in response to change"and "turn risk into opportunity." We have implemented a variety of measures to pursue the challenge of launching the new businesses. In order to contribute to digital transformation (DX) of many industries, which progresses due to the COVID-19 impact, we are currently focusingefforts on commercialization opportunities.</p>	<p>Ashita Kaigi (Meeting for Tomorrow) ↗ Financial Strategy Meeting ↗ CAJJ ↗ Startup JJJ ↗ CyberAgent's DX ↗</p>	To generate new value through the creation of new businesses
	Superior Technology Adaptability to change	Technological Innovation	<ul style="list-style-type: none"> ·Existing technologies and services becoming obsolete due to the emergence of new technologies ·Loss of competitiveness due to the inability to predict or slow prediction of technological innovation 	<p>The wide range of CyberAgent services—including ABEMA, over 50 smartphone games, and advertising products that apply AI technologies—are created by over 2,500 engineers and creators using an extensive range of technologies. We strengthen the systems for cross-departmentally sharing the various technological assets built up across the group to improve our capabilities necessary to keep our competitive edge. At our in-house research institutes, we work on developing the latest technologies and their practical applications, aiming to achieve a balance between finding solutions to business challenges and contributing to academia. CyberAgent leads Japan in the number of scientific papers adopted at international conferences in the field of AI research.</p> <p>* "AI Research Ranking for 2022", calculated based on the results of papers adopted at ICML2021 and NeurIPS2022.</p>	<p>CA BASE SUMMIT Ashita Kaigi (Meeting for Tomorrow) by in-house engineers and creators CA BASE CAMP Technology conference by in-house engineers and creators R&D Division (AI Lab · Media Data Tech Studio)</p>	To create new value, including new services that utilize the latest in technology

Sustainability Classification	Risk item	Content	Response Approach	Procedures and Systems that Provide Countermeasures	Opportunities (value creation)
Superior Technology Adaptability to change	Information Security	<ul style="list-style-type: none"> System outages due to malware infection or unauthorized access, data corruption, and information theft Loss, leakage, removal or misuse of personal, technical or other important information Financial damage or loss of technological competitiveness due to a third party exploiting leaked critical information Reputation damage, incurring of damage compensation, loss of public trust, loss of opportunities, etc. arising from the above 	<p>As an internet service provider entrusted with significant amounts of personal data, we are working to reduce information security risks and protect personal information through measures based on four key elements: organization, people, technology and office.</p>	Information Security  Protect Personal Information 	To gain public trust by providing safe, secure and reliable services
Superior Talent Adaptability to change	Securing Human Resources	<ul style="list-style-type: none"> Intense hiring competition making it virtually impossible to recruit and retain enough talented people Lack of management succession 	<p>To secure highly-capable personnel, we have implemented a number of HR measures that emphasize "hiring, training, active utilization, and putting the right person in the right place," and have created an environment and culture where each and every employee is able to reach their full potential in terms of performance. To recruit outstanding talent from across Japan, we continue to aggressively recruit employees in line with the times, such as by implementing internships and recruiting conferences online. We also offer training opportunities based on a custom curriculum to some 20 selected members under the age of 30 as an effort to develop the next generation of executive leaders.</p>	Training and active participation measures "DASH" program for prospective employees to get started quickly CA BASE AWARD CA BASE NEXT JB Career Program YMCA Reskilling Center "ENERGY" support system for engineers CA Seminar System	To boost competitiveness and achieve sustained corporate growth by bolstering human resources

Sustainability Classification	Risk item	Content	Response Approach	Procedures and Systems that Provide Countermeasures	Opportunities (value creation)
Superior Talent Adaptability to change	Working Environment	<ul style="list-style-type: none"> Outflow of talent due to lack of a healthy, hygienic work environment for employees 	We value the employees' health and provide an environment where they can enjoy working without mental and physical stress. In addition to a COVID-19 workplace vaccination program, we offer free seasonal influenza immunizations to employees at the workplace every year. To ensure the employees are able to maintain good health and work in a comfortable environment, allowing them to fully utilize their skills at work, we also provide opportunities to meet with an occupational health physician as needed and a licensed clinical psychologist once a month for those who wish to see a counselor.	Healthy Workstyle 	To boost hiring competitiveness and ensure growth opportunities by providing a pleasant working environment
External Environment	Natural Disasters, etc.	<ul style="list-style-type: none"> Changes in the business environment due to climate change 	To preserve the global environment and contribute to the realization of a sustainable society, CyberAgent strives for balance in reducing environmental impact from climate change while also maintaining the efficiency of business activities at the same time. If an earthquake, typhoon, or other natural disaster should occur, CyberAgent has systems in place to quickly and appropriately implement crisis management and recovery measures.	Environment 	To create sustainable societies
External Environment	Legal Regulations	<ul style="list-style-type: none"> Impact on business activities due to tightening of regulations and the establishment of new guidelines and self-regulatory rules in our business areas 	Including the Japan Association of New Economy (JANE), we belong to industry groups connected to each of our business areas, and we strive to build relationships with relevant ministries and agencies while carrying out other activities such as information gathering and making policy recommendations.	Lobbying activities	To create business opportunities
Governance	Compliance	<ul style="list-style-type: none"> Loss of trust or damage to corporate value as a result of staff violating laws or infringing on the intellectual property rights of a third party 	Our Mission Statement, which is our code of conduct, clearly states our intention to be a "highly moral company that thoroughly complies with the law." Accordingly, we require all employees to act with a strong sense of ethics and responsibility for their actions, provide the necessary training to do so, and conduct regular audits.	Mission Statement  Risk GEPP0  Management Training	To eliminate non-compliance and foster public trust

Sustainability Classification	Risk item	Content	Response Approach	Procedures and Systems that Provide Countermeasures	Opportunities (value creation)
Governance	Media Business	<ul style="list-style-type: none"> Damage to our brand image, loss of public trust or confidence, and claims for damages compensation from users, including minors, who suffer damage while using our media services. 	CyberAgent is committed to sound management of all media services that we operate in order to protect underage users as well as provide a safe and secure environment for all people who use our services.	Safe and Sound Media Service Operation ↗ Safe and Sound Dating App Service ↗	To foster social trust as a safe and secure service provider by developing procedures and systems that protect users
Governance	Internet Advertising Business	<ul style="list-style-type: none"> Improper billing of advertising expenses from ad fraud, loss of public trust or confidence in the Company's advertising business due to damage to advertisers' brand value, compensation claims due to damages, changes in transaction conditions or product specifications due to restrictions on personal information in and outside Japan, guidelines and regulations on AI ethics, infringement of third party rights by AI-based algorithms and deliverables, etc. 	In our advertising business, CyberAgent has been focused on improving our advertising-related compliance structure. As a leading internet advertising company, our goals are to promote sound and transparent advertising transactions, and to be an advertising agency to which advertisers can place ads with full confidence. In addition, we promote the use of AI with caution, understanding the need to avoid bias and infringement of rights about the data used, the scope of use, decision criteria, the algorithms that lead to decisions, and deliverables.	Advertising Compliance ↗ Research Ethics Guideline ↗	To foster public trust as a safe and secure service provider by understanding the importance of establishing procedures and systems that protect advertisers as well as AI ethics.
Governance	Game Business	<ul style="list-style-type: none"> Damage to our brand image, loss of public trust or confidence, and claims for damages compensation from users, including minors, who suffer damage while using our games 	In all the games that we operate, CyberAgent is committed to protecting young users and providing fun games in a safe and secure environment for all people who use our services. To ensure this, we deliver services in strict compliance with all relevant guidelines.	Safe and Sound Gaming Operations ↗	To foster social trust as a safe and secure service provider by developing procedures and systems that protect users

Sustainability Classification	Risk item	Content	Response Approach	Procedures and Systems that Provide Countermeasures	Opportunities (value creation)
Adaptability to change	Investment development business	<ul style="list-style-type: none"> Situations where the performance of a company that we have invested in publicly or privately deteriorates to a point that we are unable to recover our investment. 	With investment and support areas that are specialized for the internet, we implement highly-specialized incubation activities that provide CyberAgent's internet business expertise.	CyberAgent Capital, Inc. (investment development business) ↗ Fujita Fund (an initiative that supports entrepreneurs) Monthly Pitch (monthly event that brings together start-up companies, other VCS, etc. to pitch ideas) ↗	To contribute to the expansion of the internet industry by supporting venture companies with commitments from seed and early stages.
Adaptability to change	M&A (corporate acquisitions, etc.)	<ul style="list-style-type: none"> Discovery of unrecognized liabilities after an M&A, occurrence of contingent liabilities, poor business development after the acquisition, etc. 	We investigate the target company in as much detail as possible in advance, and after fully considering any risks, we rapidly proceed with the M&A if we deem it necessary for future growth.	Rapid investment action Operational support by dispatching a management team Follow-up governance support by CyberAgent Group	To strengthen business by acquiring new management resources and increase the corporate value of the target company and CyberAgent Group

03

ESG

Environment

Initiatives to combat climate change

(information disclosure based on TCFD recommendations)

CyberAgent recognizes climate change as one of its key management challenges and is committed to reducing its environmental impact and improving the efficiency of its business activities as a company that strives to help realize a sustainable society.

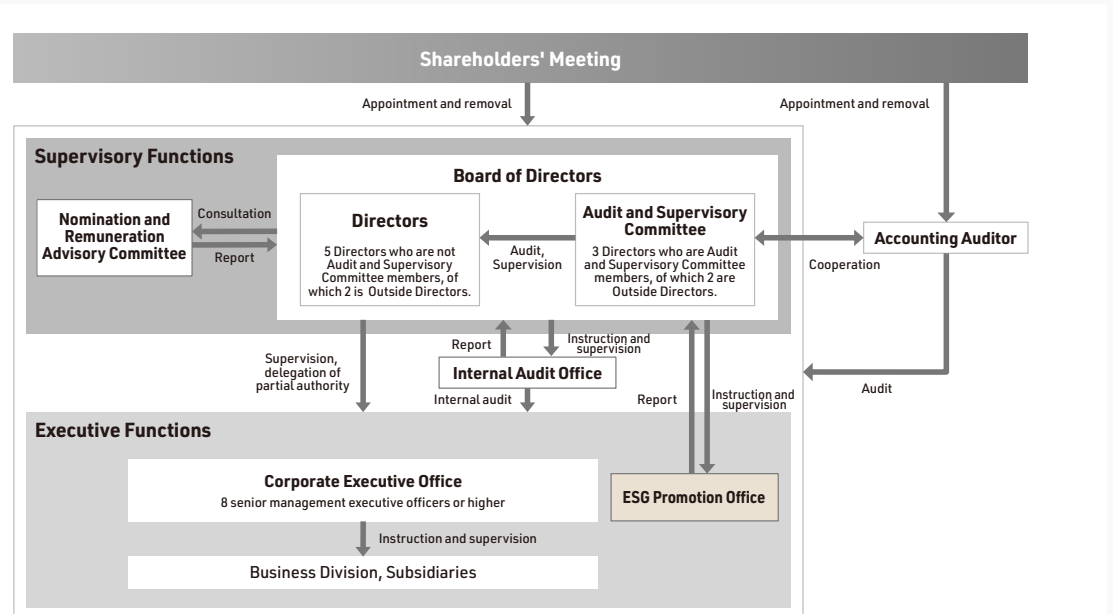
We will continue to monitor and work to reduce greenhouse gas emissions from our business operations, to establish and operate the necessary systems, and to disclose relevant information.

Governance

The Board of Directors makes important management decisions and oversees business operations. It also deliberates and makes decisions on important matters such as policies for addressing risks and opportunities related to climate change and greenhouse gas emissions.

Aiming to respond in line with the TCFD recommendations, companywide cross-functional members and the ESG promotion office play a central role in analyzing climate change-related risks and opportunities through scenario analysis, considering countermeasures, and reporting regularly to the Board of Directors.

Structure



Risks and countermeasures based on scenario analysis

The following table summarizes the impact on business performance of the major risks identified and considered through scenario analysis. For the scenario analysis, the two scenarios below were selected based on referenceable climate change scenarios.

· 2°C scenario: This scenario assumes that global policy measures and technological innovations will advance to keep the average temperature rise below 2°C by the end of the century, that social changes associated with the transition to a decarbonized society will have an impact on business, and that we will live in a society where transition risks and opportunities are apparent.

· 4°C scenario: If no action is taken to address climate change, average temperatures will rise by about 4°C by the end of the century. This scenario assumes a society in which increased natural disasters due to rising temperatures, etc., are likely to impact business, and physical risks and opportunities will materialize.

Summary

Risk category	Category	Content	Measure	Status of Implemented Measures	Financial impact
Physical risk	Extreme weather and natural disasters	Service disruptions caused by flooding, power conservation, and power outages	· Choose data centers with excellent disaster preparedness and diversify locations	○	High
		Internal infrastructure suspension	· Install emergency generators to ensure employee safety	○	High
		Voluntarily refraining or reduction of ad placement	· Develop sales strategies appropriate to the situation	○	High
		Slow service development	· Create developmental and operational systems for remote work	○	Medium
		Cooling consumer sentiment	· Operate in harmony with consumer sentiment	○	Medium
	Technology	Increase in power consumption due to business growth (increased access rate)	· Strive for greater efficiency through technological innovation and a transition to energy-saving equipment	○	Medium
Transition risk	Extreme weather and natural disasters	Labor force migration due to high temperatures becoming commonplace in urban areas	· Establish a remote work environment	○	Low
	Technology	Transition to low-carbon technologies	· Encourage a gradual transition to energy-efficient servers and PCs	○	Low
	Reputation	Misinformation about climate change	· Conduct third-party reviews or audits	○	Low
	Increased regulation	Carbon tax burden	· Consider energy-saving measures in the workplace, switch to renewable energy sources, etc.	△	Low

Risk management

CyberAgent believes that assessing climate change as part of business risk is essential to carrying out risk management and ensuring business continuity.

We strive to identify physical risks such as extreme weather and flooding caused by climate change, develop BCP plans, and ensure widespread familiarization with manuals. The ESG promotion office also reports regularly to the Board of Directors on risks and measures related to climate change. It also monitors and assesses risks and disclosures related to climate change through internal audits.

Society

Our safety and security commitment: Dating app "Tapple"

CyberAgent engages in a wide range of efforts to ensure the safety and security of our services and products for users and business partners. With our dating app, "Tapple," now having over 15 million members, we are focusing efforts on providing even stronger safety and security measures in response to the growing demand for this service. In addition to 24/7/365 monitoring patrols, we have also established a "Safety Center" with guidelines on service safety measures. In addition to offering LINE phone support for immediate contact for urgent concerns, we also employ AI technology to quickly detect unauthorized users. Tapple became the first dating app to be certified under the "Certification System for Internet-Based Marriage Partner Introduction Services" in August 2022, a rating system for safe and secure online marriage-oriented dating services established by the "Institution for Matchmaking Service." By leveraging our strong technological advantages, we will continue striving to improve the convenience of our services and implement measures that ensure safe and secure use.

Troubleshooting Guide for Users



Telephone Consultation Service



Safety Tips on Tapple



Women's empowerment

At CyberAgent, we aim to create an atmosphere where women can naturally play an active role by pursuing the kind of workplace environment in which each and every employee finds their work meaningful and rewarding. By providing support for major life events through "macalon packages," our system for promoting women's active participation in the workplace, and offering positions that suit the individual's career trajectory, we have established an environment that makes constant challenge a reality. We broaden employees' career options by bringing out their full potential, and the experience gained from taking on challenges is beneficial to both individuals and the company's growth.

Caramel, a female cross-departmental group established in September 2017, also promotes a wide range of activities such as creating opportunities for cross-divisional exchanges led by female employees. As a result of its establishment as a measure to encourage communication, it has recently served as a forum for cultivating better mutual understanding by holding seminars with both female and male employees. We will continue our efforts in the medium to long term to create a comfortable working environment where employees can work in a manner that suits their individuality while stretching their potential to the fullest.

macalon List of Programs		
F leave	Pre-pregnancy Leave	Pre-pregnancy Concierge
New Support for Egg Freezing	Working from Home with Kids	Kids Day Leave
Subsidizing Part of the Non-Approved Nursery School Fees	Lunch with Your Local	Parents Magazine

List of "macalon packages" for promoting women's active participation in the workplace



「WE～we × women's empowerment～」
Women's Empowerment Project, Internet Advertising Headquarters
WE～we × women's empowerment～



Caramel, a female cross-departmental group

Fostering a workplace where female employees can naturally play an active role. How does CyberAgent promote women's empowerment?

Caramel, a female cross-departmental group whose concept is to "support everyone's ability to work in their own style," has been implementing a number of initiatives since its launch in 2017.

We spoke with three women on the topic of promoting women's empowerment: Senior Managing Executive Officer Yuko Ishida; Caramel President Yui Suzumura; and Caramel Vice President Rika Shirato.



-You were appointed Senior Managing Executive Officer in October 2020, and are also responsible for promoting women's empowerment in the workplace. The term "women's empowerment" is commonly heard these days, but how do you really feel about it?

Ishida: I view the promotion of women's empowerment as a first step toward diversity and inclusion (D&I), but if you look at Japan overall, I don't feel that enough is being done. If we just look at the word "women's empowerment," it gives the impression that women are given preferential treatment. However, what we are striving to do is create a situation where women can naturally play an active role based on pursuing an environment where all employees can play an active role, whether male, female, young, or old.

-CyberAgent certainly seems to have a culture that encourages people to take on challenges regardless of gender, doesn't it?

Ishida: We have always had an environment in which both genders can play active roles, but we've also made conscious efforts to serve as a prime example of women's empowerment in the workplace. In the past, there were several female employees that did not want to be in managerial positions despite being talented and capable. To address this, we actively provided opportunities that led to women realizing that managerial positions can be meaningful and rewarding and also helped instill confidence, which resulted in more alternatives for women at work. I believe our current situation is allowing us to provide more variation in working styles and career development.

It's been two years since I became Senior Managing Executive Officer, and I feel that the atmosphere at Board of Directors meetings is one where all opinions are valued. Of course, I won't be the last female board member, and I look forward to passing the torch to the next generation.

Society

-Suzumura-san and Shirato-san, how do you feel about women's working conditions at CyberAgent?

Suzumura: Since the time I joined CyberAgent as a graduate hire, I've never noticed any specific bias against either women or men, but after speaking with people outside the company, I've come to realize that it is not the common practice everywhere.

Shirato: In my case, I was a mid-career hire, but I feel that CyberAgent provides an ideal working environment since employees are given equal opportunities in terms of job assignments regardless of their hiring route, gender, or other attributes, and the people around are very supportive. I've also been appointed as an executive officer of one of our subsidiaries, where I have the opportunity to gain management experience, and I am currently in the process of launching a new business that I expressed interest in.



Rika Shirato, Executive Officer, Lunamoto Inc./Vice President, Caramel. Yui Suzumura, Product Owner and Caramel President, CL Business Division.

-Ishida-san, how do you feel about the activities of the female cross-departmental group "Caramel"?

Ishida: Since CyberAgent has such a deep-seated culture of trying to improve the company on our own, having a project like Caramel that constantly updates its activities is extremely valuable to us as a company. It's amazing to see how Caramel takes a bird's-eye view of the entire company and takes the initiative to identify organizational issues, and then initiates solutions on its own.

Suzumura: Caramel was born from a suggestion at an Ashita Kaigi (Meeting for Tomorrow), and it launched in 2017 based on the concept of "supporting everyone's ability to work in their own style." At that time, many female employees had concerns about their careers and work styles because they had no relatable role models. Because of this, we held events on a variety of topics aimed at increasing their career options. In keeping with CyberAgent's policy that "taking challenges and having job security are one set," we have promoted a number of initiatives. Through Caramel, we've gotten to know many female employees, and an increasing number of them say it helped them find others to talk to.

Shirato: I was also involved in updating the "macalon package," our system for promoting women's active participation. As individual values continue to diversify and new ways of working emerge in the wake of the COVID-19 pandemic, the idea of "providing support for egg-freezing" arose from a desire to improve and update the system. After successfully communicating our desire to help female employees enjoy long careers at CyberAgent, this initiative was resolved and implemented by the Board of Directors.



Yuko Ishida, Senior Managing Executive Officer, CyberAgent. Yuko Ishida joined CyberAgent as a new graduate hire in 2004. After taking on the position of Senior Sales Manager and Head of Sales in the Advertising Business Department, she worked as an Ameba producer before becoming President and CEO of two wholly owned subsidiaries in 2013 and 2014. She became an Executive Officer in 2016, followed by Senior Managing Executive Officer from October 2020. She concurrently serves as General Manager of the Personnel Hiring and Training Division.

-How would you like to improve the company in the years to come through the promotion of women's empowerment?

Ishida: I'd like to create an environment where women are naturally involved in management decision-making. The key word here is "naturally." It's not difficult for any company to adjust numbers, such as the ratio of women in managerial positions, but that's not the intrinsic purpose. I hope to continue contributing to the company's growth by increasing the number of people involved in important decision-making while also firmly establishing patterns in which female employees can play active roles.

Sports support

Through its support of sports, CyberAgent aims to expand sports culture, develop human resources, and contribute to local communities. CyberAgent owns J-League club "FC Machida ZELVIA," which is a consolidated subsidiary, as well as pro wrestling entertainer CyberFight, Inc., and "M.League," an organization promoting mahjong as a professional sport in Japan. We are also supporting the next generation of future leaders, such as amateur golfer Miyumi Teramachi, with whom we signed a sponsorship agreement in May 2022.

By supporting sports culture, we aim to continue community vitalization efforts as a part of fulfilling our corporate social responsibility.



Golf: Miyumi Teramachi



Mahjong: Shibuya ABEMAS



Dance: CyberAgent Legit



Soccer: FC Machida ZELVIA

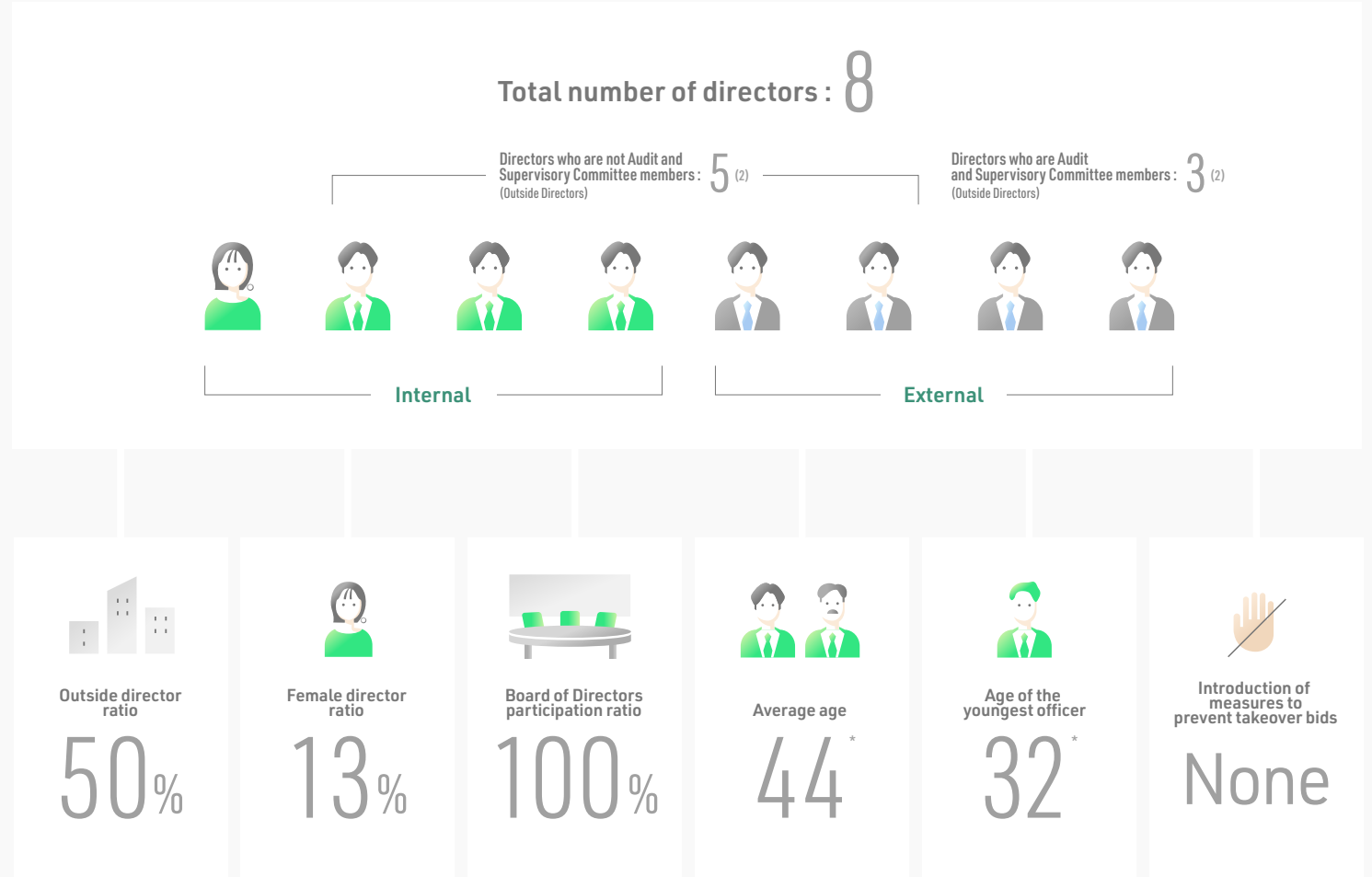


Pro-wrestling DDT/NOAH

Corporate Governance

Governance overview

CyberAgent is committed to conducting corporate activities in accordance with laws, regulations, social norms, ethics, and other rules as working to enhance the supervisory functions, transparency, and fairness of the Board of Directors.



* Figures include directors and executive officers. (As of the end of September, 2022)

Changes in our management structure

CyberAgent has been reinventing its management structure by utilizing a unique system that is tailored to the company's growth phases and business strategy. To further strengthen corporate governance, in December 2020 CyberAgent transitioned to a new executive officer structure with a clear separation between supervision and execution, and to further enhance supervisory functions, the structure ensures that half of the board members are from outside the company.

2008

Using a competitive environment to promote the execution of directors' duties and develop the management team

CA8

We introduced a system in which two of the eight directors are replaced every two years. While the system continued for 10 years, it ended in 2018 when the system reached its limits due to difficulty in replacing key positions.

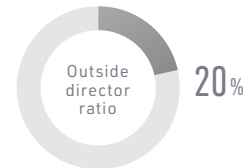


2018

Strengthening the management system in response to our diversifying business portfolio

Bulking up

In order to realize a more robust management structure in the medium to long term, the number of directors was temporarily increased to improve risk management amid diversifying business operations.

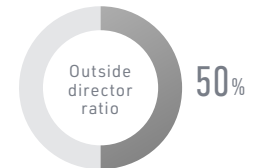


2021

Further strengthening and enhancing our management structure by making a clear separation between supervision and execution

New executive officer structure

A clear separation between supervision and execution was established to further strengthen corporate governance. In addition to transitioning to a new executive officer structure, the company also realized the structure in which half of the board members are from outside the company to further enhance the supervisory function of directors.



Directors

There are a total of eight directors, including three directors who are members of the Audit and Supervisory Committee. Of these, four are outside directors.



Susumu Fujita
Representative Director, CEO

Number of shares held: 89,121,600
Number of board meetings attended:
13/13(100%)



Yusuke Hidaka
Director

Number of shares held: 3,002,000
Number of board meetings attended:
13/13(100%)



Go Nakayama
Director

Number of shares held: 1,591,507
Number of board meetings attended:
13/13(100%)



Toko Shiotsuki
Director (Full-time Audit and
Supervisory Committee member)

Female

Number of shares held: 38,400
Number of board meetings attended:
13/13(100%)



Koichi Nakamura
Outside Director

Independent

Number of shares held: 10,000
Number of board meetings attended:
13/13(100%)



Kozo Takaoka
Outside Director

Independent

Number of shares held: 0
Number of board meetings attended:
13/13(100%)



Masao Horiuchi
Outside Director (Audit and
Supervisory Committee member)

Independent

Number of shares held: 160,000
Number of board meetings attended:
13/13(100%)



Tomomi Nakamura
Outside Director (Audit and
Supervisory Committee member)

Independent

Number of shares held: 0
Number of board meetings attended:
11/11(100%)*

* The number of meetings of the Board of Directors attended by Tomomi Nakamura is the number of meetings since the Ordinary General Meeting of Shareholders held on December 10, 2021, when he assumed the position of Outside Director of the Company.

Executive officers

Increased by 5 members from FY2023.
Female executive officers comprise 18%,
or 5 members.

Media Business	Susumu Fujita CEO, President 	Norishige Nagase Senior Managing Executive Officer, CTO Technology Promoted 	Riku Yamada Managing Executive Officer 	Tatsuhiko Taniguchi Executive officer 	Tomohisa Nomura Executive officer 	Yuka Yokoyama Executive officer Female 	
	Takunori Fujii Executive officer 	Yosuke Sato Executive officer Creative work 	Chihiro Sano Executive officer New 	Rina Takai Executive officer Female New 	Advertising business	Yasuo Okamoto Executive Vice President 	Takahiro Yamauchi Senior Managing Executive Officer
Takahito Naito Managing Executive Officer 	Hiroyuki Ishii Executive Officer 	Eiji Koike Managing Executive Officer Promoted 	Daiki Nakata Executive officer 	Gaku Miyata Executive officer 		Noriko Kawai Executive officer Female New 	
Hino Takeuchi Executive officer Female New 	Game Business	Yusuke Hidaka Executive Vice President 	New Business	Koki Ukita Managing Executive Officer 	Investment Development Business	Yuta Iizuka Senior Managing Executive Officer 	Hirofumi Kondo Executive officer New
Go Nakayama Senior Managing Executive Officer 		Yuko Ishida Senior Managing Executive Officer Female 		Tetsuhito Soyama Managing Executive Officer, CHO 		Masato Sato Executive officer Technology 	Takehiro Takeda Managing Executive Officer Promoted
Company-wide functions							

Board of directors and audit and supervisory committee

Board of Directors

- There are a total of 8 directors (7 male and 1 female). Of these, 5 are directors who are not Audit and Supervisory Committee members (2 of the 5 are outside directors), and 3 are directors who are Audit and Supervisory Committee members (2 of the 3 are outside directors).
- The Board meets regularly once a month and also holds unscheduled meetings whenever necessary
- Meetings in 2022: 13

Questionnaire on the Effectiveness of the Board of Director Meetings

At the end of September 2022, the Board of Directors (including Audit and Supervisory Committee members) was given a questionnaire on the effectiveness of Board of Directors meetings.

The resulting questionnaire scores were high overall, demonstrating that the company's Board is functioning properly and maintaining its effectiveness. The questionnaire found no indications of problems with the number of Board of Directors meetings, the scope and quantity of proposals, or the time set aside for deliberation. The questionnaire also found that directors have an appropriate decision-making process that is rooted in adequate coordination with outside directors as well as discussions that consider budget, earnings outlook, risk of impact on business or management, etc., and that the board strives to improve corporate value, selection and concentration, and business expansion not only in the directors' specific realm of responsibility, but also across the entire company. In response to the survey results, steps have also been taken to improve the content of report materials in order to further facilitate discussion.

Audit and Supervisory Committee

- Directors who are members of the Audit Committee attend Board of Director meetings and other important meetings to audit and supervise the legality and appropriateness of the directors' business execution.
- As necessary, the Audit and Supervisory Committee receives reports or explanations from company executives and employees, and implements surveys etc. of major subsidiaries or workplaces.
- The committee meets regularly once a month and holds unscheduled meetings whenever necessary.
- 13 meetings were held in 2022

Structure of the Audit and Supervisory Committee

Toko Shiotsuki
Audit and Supervisory Committee
Meeting attendance: 13/13 (100%)
Director,
full-time Audit and Supervisory Committee member

Masao Horiuchi
Audit and Supervisory Committee
Meeting attendance: 13/13 (100%)
Outside Director, Audit and Supervisory Committee member
 Outside Independent

Tomomi Nakamura
Audit and Supervisory Committee
Meeting attendance: 11/11 (100%)
Outside Director, Audit and Supervisory Committee member
 Outside Independent

Director remuneration

Matters Concerning the Policy for Determining Individual Directors' Remuneration

At its meeting on December 10, 2021, the company's Board of Directors adopted the following resolution regarding the policy for determining individual remuneration for directors (excluding Audit and Supervisory Committee members). Resolutions from meetings of the Board of Directors are adopted based on consulting with a Remuneration Advisory Committee of which more than half of the members are independent outside directors and obtaining their approval report. With regard to each director's remuneration for the current fiscal year, the Board of Directors has confirmed that the determination of remuneration and the content of determined remuneration are consistent with the decision-making policy adopted by the Board of Directors, and that reports from the Remuneration Advisory Committee are respected. Accordingly, remuneration decisions are deemed to be in line with the aforementioned decision-making policy.

The amount of individual remuneration for directors who are members of the Audit and Supervisory Committee is determined through consultation with Audit and Supervisory Committee members.

Matters Concerning the Resolution on Directors' Compensation from the General Meeting of Shareholders

At the 20th Ordinary General Meeting of Shareholders held on December 15, 2017, the maximum remuneration amount for directors (excluding Audit and Supervisory Committee members) was set at 800 million yen per year (including 30 million yen per year for outside directors), and it was resolved that the maximum remuneration amount for directors serving on the Audit and Supervisory Committee is 30 million yen per year. At the 24th Ordinary General Meeting of Shareholders held on December 10, 2021, the remuneration amount for outside directors was revised from a maximum of 30 million yen per year to a maximum of 60 million yen per year (excluding Audit and Supervisory Committee members). This revision was based on consideration of several factors that include a future increase in the number of directors, the increased role required of outside directors, and the economic climate. At the conclusion of the aforementioned Annual General Meeting of Shareholders, there were a total of 8 directors, consisting of 5 directors not serving on the Audit and Supervisory Committee (2 of which are outside directors) and 3 directors serving on the Audit and Supervisory Committee (2 of which are outside directors).

Remuneration for Directors and Audit & Supervisory Committee Members

Officer category	Number of persons paid remuneration	Total remuneration	Total remuneration by type	
			Monetary reward	Stock options
Directors (excluding Audit and Supervisory Committee members) (Of which, outside director)	5 people	267 million yen	172 million yen	95 million yen
	(2 people)	38 million yen	34 million yen	4 million yen
Directors (Audit and Supervisory Committee members) (Of which, outside director)	4 people	19 million yen	19 million yen	-
	(3 people)	8 million yen	8 million yen	-
Total (Of which, outside executives)	9 people (5 people)	287 million yen 47 million yen	191 million yen 42 million yen	95 million yen 4 million yen

Stock option system

As compensation for the performance of duties, stock options are granted based on CyberAgent's consolidated sales with the objective of further boosting motivation and morale, raising corporate value, and further strengthening corporate management.

Management transparency

Basic policy for information disclosure

CyberAgent strives to provide prompt information to shareholders and investors based on transparency and fairness. We are also dedicated to timely and proactive disclosure of information in accordance with the Financial Instruments and Exchange Act and Tokyo Stock Exchange timely disclosure rules, as well as information we deem valid for better understanding the company.

Initiatives to Annual General Meeting of Shareholders

We are accelerating the delivery of convocation notices to ensure that our shareholders have sufficient time to review the agenda. Convocation notices are sent out at least one week prior to the statutory date (at least three weeks before the General Meeting of Shareholders). In addition, before notices are sent out, their Japanese and English versions are posted on CyberAgent's corporate website (released on November 15, 2022.), on the Tokyo stock exchange website, and also on the electronic voting platform for rights holders. Exercise of voting rights through the internet has been available since 2007.

Our commitment to the Sustainable Development Goals

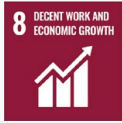
SDGs

04

In support of the Sustainable Development Goals (SDGs) adopted at the 2015 United Nations Summit, CyberAgent is committed to contributing to the SDG goals by utilizing the know-how we have built up over the years through.

SUSTAINABLE DEVELOPMENT GOALS





Contributing to the advancement of Japanese society by creating value through our businesses

Since its establishment in 1998, CyberAgent has continued to change with the times, expanding its business from internet advertising to media and game businesses. Based on our conviction that continuing to expand into new markets and create new businesses will lead to the sustainable growth of the company and the vitalization of society, we have consistently taken on new challenges. CyberAgent launched the "Ashita Kaigi (Meeting for Tomorrow)" in 2006 as a meeting for proposing and discussing new businesses and methods of problem solving. Through the meeting, we have established a total of 37 subsidiaries to date, which have contributed to our business growth by generating cumulative sales of roughly 363.9 billion yen* and operating profit of roughly 49.7 billion yen*. Under our purpose, "To break through stagnation with new power and the internet," defined in 2021, CyberAgent is committed to contribute to Japan's economic growth by creating value through know-how and services built up over the years, and striving to realize a vibrant society by creating employment.

*As of end of September 2022



"Ashita Kaigi"
(Meeting for Tomorrow)



Realizing a reliable environment that employees can unleash their potential

Because CyberAgent believes that maximizing employees' capabilities is a primary driver of business development, we have implemented a variety of measures to create an environment that allows them to work long-term with peace of mind, and a personnel system that draws out their full potential.

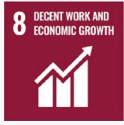
We have prioritized hiring since our founding and, as of fiscal 2022, employ over 6,000 executives and employees*¹. In a stress check we administer to employees, a remarkable 87.0%*² responded that their work is "meaningful and rewarding." To enable all highly-capable personnel, regardless of gender, to play an active role in the company, we support a flexible work style that accommodates the changes in life stages through "macalon," our system for ensuring that women can work with reliability. Women hold 22.3% of all management positions*³. CyberAgent will continue to provide an environment in which each and every employee can be confident in taking on challenges with full peace of mind.

*1 Number of executives and employees at CyberAgent and its subsidiaries (as of end of September 2022)

*2 Percentage of respondents who answered "I am motivated to work" in the stress test.

*3 Employees who perform managerial or supervisory duties and employees above a certain grade such as managers (as of end of September 2022)





An R&D organization dedicated to innovation and contributing to social implementation

CyberAgent founded "Media Data Tech Studio" in 2011 as an R&D organization specializing in large-scale data processing, data analysis, and machine learning. Later in 2016, CyberAgent launched "AI Lab" as an R&D organization tasked with conducting research and development on a broad range of AI technologies related to digital marketing.

By establishing facilities suited to research activities and creating opportunities for interaction among engineers, CyberAgent provides an environment where they can focus on developing innovative services. It also allows researchers and engineers who specialize in machine learning, natural language processing, econometrics, computer vision, and 3DCG to achieve a balance between research and business implementation. CyberAgent also actively promotes academia-industry collaboration with universities conducting cutting-edge research. We will continue to create innovation through research and development, with the goal of contributing to business implementation and practical application in society.



05

Facts

ESG Data

Environment

Since FY2022, CO2 emissions data have been externally assured by KPMG AZSA Sustainability Co., Ltd. (Values denoted by the "★").

The FY2022 CO2 emissions have increased compared to the previous fiscal year, which was impacted by the COVID-19 spread due to the rise in the ratio of employees coming to work and the number of physical events.

CO2 Emissions Data [t-CO2]		(t-CO2)	
Scopes	FY2021*	FY2022	
Scope 1	321	371★	
Scope 2 (Market-based)	11,053	12,169★	
Scope 2 (Location-based)	10,782	12,002★	
Total Emissions of Scope 1 and Scope 2 (Market-based)	11,374	12,540★	
Total Emissions of Scope 1 and Scope 2 (Location-based)	11,103	12,373★	
Scope 3	14,158	21,634	

Scope 3 Emissions per Category [t-CO2]		(t-CO2)	
Category	Data Items	FY2021	FY2022
1	Purchased goods and services Public cloud services	4,895*1	10,798★
		4,684	3,572
3	Fuel- and energy related activities (not included in scope 1 or scope 2)	1,589	1,763★
6	Business travel	2,298	4,172★
7	Employee commuting	692*1	1,180★
13	Downstream leased assets	-	149★

*1 Revised to reflect appropriate values in accordance with the FY2022 calculation method (updated in March 2023)
*2 Emissions intensity per net sales: (emissions of Scopes 1 + 2) / Consolidated net sales (in millions of yen)

Emissions Intensity per Net Sales		(t-CO2/million yen)	
Data Items	FY2021	FY2022	
Emissions intensity per net sales*2			
- Market-based	0.0171*1	0.0176	
Emissions intensity per net sales*2			
- Location-based	0.0167*1	0.0174	
Consolidated net sales (million yen)	666,460	710,575	

Boundary of Data (CO2 emissions)

In principle, the boundary of data is the company (CyberAgent, Inc.) and its 99 consolidated subsidiaries as of September 30, 2022. Consolidated subsidiaries and some offices are excluded if the impact is deemed negligible based on insignificant numbers of employees or office use. Also note that data that differs in scope from totaled items is listed separately. To learn more, please access the CO2 Emissions data page on our corporate website.

Calculation Method and Independent Assurance Report

Please access the CO2 Emissions data page on our corporate website for details.

CO2 Emissions Data

Social

Basic Information

Items	Classification	FY2021			FY2022			
		Non-consolidated	Consolidated	Coverage*1	Non-consolidated	Consolidated	Coverage*1	
Total number of consolidated officers and employees*2 and temporary employees*3	Total	-	9,472	100%	-	10,336	100%	
Total no. of employees: gender composition	Total	1,702	5,934*4	100%	1,777	6,337	100%	
	Male	66.2%	66.7%	88.6%	65.8%	67.9%	99.0%	
	Female	33.8%	33.3%	88.6%	34.2%	32.1%	99.0%	
	Segment	Media Business	-	809	100%	-	871	100%
		Internet Advertisement Business	-	1,593*4	100%	-	1,936	100%
		Game Business	-	2,091	100%	-	2,378	100%
		Investment Development Business	-	10	100%	-	11	100%
		Other Businesses	-	695	100%	-	784	100%
		Company-wide functions	-	387	100%	-	357	100%
	Average number of temporary employees	Total	-	3,355*4	100%	-	3,852*4	100%
Segment		Media Business	-	466.5	100%	-	553.3	100%
		Internet Advertisement Business	-	1,207.3*4	100%	-	1,571.5*4	100%
		Game Business	-	1,414.3	100%	-	1,429.5	100%
		Investment Development Business	-	7.8	100%	-	7.8	100%
		Other Businesses	-	216.3	100%	-	222.3	100%
Company-wide functions	-	43.3	100%	-	67.8	100%		
Composition ratio by occupation	Business	-	57.1%	100%	-	59.4%	100%	
	Engineer	-	23.9%	100%	-	23.2%	100%	
	Creator	-	19.0%	100%	-	17.5%	100%	
No. of employees in managerial positions*5	Total	270	478	69.0%	289	753	99.7%	
	Male	80.0%	79.9%	69.0%	76.1%	77.7%	100%	
	Female	20.0%	20.1%	69.0%	23.9%	22.3%	100%	

Governance

Items	Classification	FY2021			FY2022			
		Non-consolidated	Consolidated	Coverage*1	Non-consolidated	Consolidated	Coverage*1	
% of new appointments to managerial positions	Total	48	-	-	55	-	-	
	Male	70.8%	-	-	60.0%	-	-	
	Female	29.2%	-	-	40.0%	-	-	
Average age	Total	34.1	-	-	33.3	-	-	
	Male	34.1	-	-	33.8	-	-	
	Female	32.5	-	-	32.4	-	-	
Age distribution of employees	20s	Total	36.2%	37.4%	87.8%	39.2%	35.4%	97.5%
	30s	Total	43.9%	44.4%	87.8%	40.8%	44.7%	97.5%
	40s	Total	19.1%	17.0%	87.8%	19.1%	18.5%	97.5%
	50s	Total	0.8%	0.9%	87.8%	1.0%	1.4%	97.5%
	60s	Total	0.0%	0.0%	87.8%	0.0%	0.0%	97.5%
	Average length of service	years	6.3	-	-	6.1	-	-
Male (years)		6.1	-	-	5.9	-	-	
Female (years)		6.6	-	-	6.5	-	-	
Turnover	Ratio	8.0%	7.9%	100%	8.0%	8.4%*8	100%	
% of employees with disabilities in overall workforce*6	Ratio	-	2.35%	100%	-	2.39%	100%	
Average annual salary of employees	Total (JPY)	7,711,000	-	-	8,170,693	-	-	
% of employees taking childcare leave	Male	6.3%	-	-	13.2%	-	-	
	Female	100%	-	-	100%	-	-	
Return to work ratio after childcare leave	Total	100%	-	-	93.9%	-	-	
No. of employees working shorter hours for childcare reasons	Male	0	-	-	0	-	-	
	Female	69	-	-	67	-	-	
Utilization rate of paid leave	Ratio	48.6%	-	-	49.4%	-	-	
Total annual working hours (average per person)	Total (hours)	2,079.6	-	-	1,925.0	-	-	
No. of employees using work from home program*7	Total	1,634	-	-	1,865	-	-	
	Ratio	96.0%	-	-	94.3%	-	-	
	Total	339	735	100%	542	957	100%	
No. of employees hired	New graduate hires	61.6%	-	-	43.9%	36.1%	100%	
	Mid-career hires	38.6%	-	-	56.1%	63.9%	100%	
	Total	65.0%	-	-	-	-	-	
% of employees taking stress test	Total	87.0%	-	-	-	-	-	
% of employees who responded they are satisfied with their job in the stress test	Total	87.0%	-	-	-	-	-	
% of employees taking regular medical checkups	Total	98.0%	-	-	-	-	-	

*1 Rate of data coverage for CyberAgent, Inc. and its 110 consolidated subsidiaries *2 Consolidated officers and employees: Total number of directors and employees of CyberAgent, Inc. and its consolidated subsidiaries *3 Temporary employees: Includes temporary dispatch workers, contract employees, and part-time employees *4 MicroAd Inc. became non-consolidated on June 29, 2022, and is reflected retroactively from FY2021. Accordingly, 351 employees and 28 annual average temporary employees in FY2021, and 12 annual average temporary employees in FY2022 were deducted. *5 Employees who perform managerial or supervisory duties and employees above a certain grade such as managers *6 The number of employees working at a special-purpose subsidiary CyberAgent Will, Inc. *7 Users of remote work system *8 An error in the figures has been corrected. (March 9, 2023)

Financial Information

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- [3] Consolidated Statements of Comprehensive Income
- [4] Consolidated Balance Sheets
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- [6] Return to Shareholders Ratios
- [7] Consolidated Statements of Changes in Shareholders' Equity
- [8] Net sales and operating income data by each reportable segment
- [9] Net sales and operating income data by reportable segment (quarterly for 2 years)

*Described according to Consolidated Financial Results for the Fiscal Year Ended.

[1] Changes in Key Management Indicators

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales(Unit: ¥ million)	419,512	453,611	478,566	666,460	710,575
Ordinary income(Unit: ¥ million)	28,565	30,493	33,863	104,694	69,464
Net income attributable to owners of the parent(Unit: ¥ million)	4,849	1,694	6,608	41,553	24,219
Comprehensive income(Unit: ¥ million)	11,416	5,670	20,166	65,376	35,963
Total net assets(Unit: ¥ million)	109,250	110,352	127,678	194,145	222,915
Total assets(Unit: ¥ million)	225,484	224,876	260,766	382,578	383,698
Equity per share(Unit: ¥)	162.02	157.09	177.45	254.98	285.15
Basic earnings per share(Unit: ¥)	9.63	3.36	13.1	82.3	47.89
Diluted earnings per share(Unit: ¥)	9.21	3.05	12.28	77.9	45.33
Shareholders'equity ratio(%)	36.2	35.2	34.3	33.7	37.6
Return on equity(%)	6.0	2.1	7.8	38.1	17.7
Price earnings ratio(times)	156.98	308.55	123.45	26.32	25.43
Cash flows from operating activities	28,394	14,917	37,028	109,609	17,946
Cash flows from investing activities	-22,410	-18,000	-16,621	-28,537	-31,412
Cash flows from financing activities	39,748	-4,662	-2,590	374	-2,801
Cash and cash equivalents at end of year	92,379	84,563	102,368	184,082	168,035
Total no. of employees	4,853	5,139	5,344	5,944	6,337
(In addition, average number of temporary employees)	2,885	3,284	3,104	3,383	3,864

* 1 The Company conducted a four-for-one stock split of common stock as of April 1, 2021. The Basic earnings per share, Equity per share and Diluted earnings per share are calculated assuming that the said stock split was conducted at the beginning of the previous consolidated fiscal year. * 2 The accounting standards on revenue recognition (ASBJ Statement No.29, March 31, 2020) have been applied since the beginning of the current consolidated fiscal year. Key management indicators shown for the current consolidated fiscal year are those after the application of the said accounting standards. * 3 Number of employees is the total number of full-time permanent employees for each period. * 4 "Partial Amendments to Accounting Standard for Tax Effect Accounting, etc." (ASBJ Statement No.28, February 16, 2018) have been applied since the beginning of the 22nd fiscal period. Key management indicators shown for the 21st fiscal period are those after the application of the said accounting standards. The indicators, etc. are the indicators, etc. after applying the relevant accounting standards, etc. retroactively.

[2] Consolidated Statements of Income

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales	419,512	453,611	478,566	666,460	710,575
Cost of sales	289,496	320,311	337,918	434,465	491,417
Gross profit	130,015	133,300	140,648	231,995	219,158
Selling, general and administrative expenses	99,852	102,474	106,768	127,613	150,044
Operating income	30,163	30,825	33,880	104,381	69,114
Non-operating income					
Interest income	91	140	135	135	139
Dividends income	110	110	118	341	384
Gain on valuation of investment securities	70	92	132	-	-
Subsidy income	25	71	63	-	-
Foreign exchange gains	-	-	-	150	-
Rent income	-	-	-	10	163
Subsidy income	-	-	-	70	110
Other	75	120	69	153	201
Total non-operating income	372	535	519	861	999
Non-operating expenses					
Interest expenses	-	-	-	13	86
Loss on valuation of investment securities	10	11	14	17	54
Equity in losses of associated companies accounted for by the equity method	1,773	605	367	314	313
Foreign exchange losses	-	37	71	-	-
Other	186	213	83	132	193
Total non-operating expenses	1,970	867	536	548	648
Ordinary income	28,565	30,493	33,863	104,694	69,464
Extraordinary gain					
Gain on sales of investment securities	281	749	79	1,578	805
Gain on sales of investments in subsidiaries and associated companies	-	-	-	429	-
Gain on sales of non-current assets	2	147	9	1	330
Insurance income	-	-	-	429	-
Other	696	1,015	0	184	6
Total extraordinary gain	981	1,912	88	2,201	1,633

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Extraordinary loss					
Loss on impairment of long-lives assets	4,741	9,502	4,589	5,102	7,742
Relocation expenses	127	2,769	-	-	-
Other	629	713	1,159	1,071	557
Total extraordinary loss	5,498	12,985	5,749	6,173	8,299
Income before income taxes	24,047	19,420	28,202	100,722	62,798
Income taxes-current	14,530	14,896	15,218	36,523	21,155
Income taxes-deferred	-599	-1,538	-1,272	-2,472	2,229
Total income tax	13,931	13,357	13,945	34,051	23,385
Net Income	10,116	6,062	14,257	66,671	39,413
Net income attributable to non-controlling interests	5,266	4,368	7,648	25,117	15,194
Net income attributable to owners of the parent	4,849	1,694	6,608	41,553	24,219

[3] Consolidated Statements of Comprehensive Income

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Net Income	10,116	6,062	14,257	66,671	39,413
Other comprehensive income					
Unrealized gain (loss) on available-for-sale securities	1,176	-251	5,865	-1,383	-3,516
Foreign currency translation adjustment	122	-132	-58	183	70
Share of other comprehensive income of associates accounted for using equity method	0	-8	102	95	-3
Total other comprehensive income (loss)	1,300	-392	5,909	-1,295	-3,450
Comprehensive income	11,416	5,670	20,166	65,376	35,963
(Comprehensive income attributable to)					
Owners of the parent	6,041	1,420	12,517	40,246	20,649
Non-controlling interests	5,374	4,249	7,649	25,129	15,313

[4] Consolidated Balance Sheets

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Assets					
Current assets					
Cash and deposits	92,381	84,565	102,368	181,451	165,907
Trade notes and accounts and notes receivable	49,994	54,917	58,550	75,300	-
Trade notes and accounts receivable and contract assets	-	-	-	-	4,262
Inventories	750	924	2,078	3,226	16,457
Operational investment securities	14,816	14,239	24,096	18,969	72,371
Other	12,712	14,093	16,674	22,832	34,887
Allowance for doubtful accounts	-243	-77	-93	-130	-36
Total current assets	170,411	168,662	203,674	301,650	293,850
Non-current assets					
Property and equipment					
Buildings and structures, net	4,116	6,392	8,025	9,761	11,346
Tools, furniture and fixtures, net	5,467	4,925	4,655	5,221	5,846
Other	867	1,679	560	1,757	1,781
Total property and equipment	10,450	12,998	13,241	16,740	18,974
Intangible assets					
Goodwill	1,578	1,196	1,192	4,957	4,843
Software	13,244	7,006	8,710	10,814	5,076
Software in progress	13,183	15,711	14,004	8,766	10,205
Other	573	474	601	1,903	1,927
Total intangible assets	28,579	24,388	24,509	26,442	22,054
Investments and other assets					
Investment securities	6,748	8,210	8,186	22,061	22,907
Long-term loans receivable	126	243	356	492	226
Deferred tax assets	4,343	5,640	5,875	8,454	6,783
Other	4,790	4,711	4,893	6,792	18,896
Allowance for doubtful accounts	-17	-20	-14	-97	-17
Total investments and other assets	15,991	18,785	19,296	37,702	48,797
Total non-current assets	55,021	56,172	57,047	80,885	89,826
Deferred assets	51	41	44	42	21
Total assets	225,484	224,876	260,766	382,578	383,698

* Partial Amendments to Accounting Standard for Tax Effect Accounting, etc.* is applied from FY2019. The change of accounting standard took effect retroactively to FY2018.

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Liabilities					
Current liabilities					
Trade accounts payable	38,340	38,151	42,966	56,055	59,212
Other payables	12,286	11,563	13,519	17,735	15,954
Short-term bank loans	900	940	1,080	1,037	2,380
Income taxes payable	7,069	7,014	9,458	29,723	5,036
Current portion of convertible bonds	-	-	-	-	20,023
Other	13,852	13,080	20,844	36,162	27,407
Total current liabilities	72,449	70,749	87,867	140,714	130,014
Non-current liabilities					
Convertible bonds	40,637	40,434	40,331	40,228	20,102
Long-term bank loans	91	83	22	1,174	3,750
Provision for long service rewards for employees	1,247	1,409	1,586	1,851	2,787
Asset retirement obligations	1,386	1,795	1,851	1,974	2,250
Deferred tax liabilities	329	40	1,414	1,293	371
Other	90	10	13	1,196	1,505
Total non-current liabilities	43,784	43,774	45,220	47,718	30,768
Total liabilities	116,234	114,523	133,088	188,433	160,783
Equity					
Shareholders' equity					
Common stock	7,203	7,203	7,203	7,203	7,239
Capital surplus	5,758	6,181	8,048	11,198	11,636
Retained earnings	63,789	61,090	63,529	100,794	119,204
Treasury stock	-622	-459	-315	-67	-1
Total shareholders' equity	76,129	74,015	78,466	119,128	138,079
Accumulated other comprehensive income					
Unrealized gain on available-for-sale securities	5,191	5,000	10,952	9,517	5,887
Foreign currency translation adjustments	235	152	109	237	298
Total other comprehensive income	5,427	5,153	11,062	9,755	6,185
Stock acquisition rights	988	925	977	1,320	1,747
Non-controlling interests	26,705	30,258	37,171	63,940	76,903
Total Equity	109,250	110,352	127,678	194,145	222,915
Total liabilities and equity	225,484	224,876	260,766	382,578	383,698

[5] Consolidated Statements of Cash Flows

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Cash flows from operating activities					
Income before income taxes	24,047	19,420	28,202	100,722	62,798
Depreciation and amortization	8,771	8,924	8,719	10,111	8,685
Loss on impairment of long-lived assets	4,741	9,502	4,589	5,102	7,742
Decrease (increase) in investment securities for sale	273	-1,655	-1,246	-	-
Decrease (increase) in trade notes and accounts receivable	-2,780	-5,142	-3,620	-16,525	-
Decrease (increase) in trade notes and accounts receivable and contract assets	-	-	-	-	1,325
Increase (decrease) in trade notes and accounts payable	4,107	-55	4,802	12,778	4,479
Decrease (increase) in prepaid expenses	-	-	-	-2,584	-4,207
Increase (decrease) in advances received	-	112	3,553	-	-
Increase (decrease) in other payables	1,036	-1,562	3,119	3,943	-1,217
Increase (decrease) in consumption taxes payable	-	-	-	10,549	-12,786
Other, net	847	47	2,367	2,954	-
Sub-total	41,045	29,590	50,487	127,050	62,879
Interest and dividends income received	154	147	149	373	419
Interest expenses paid	-10	-11	-14	-17	-54
Income taxes paid	-12,795	-14,808	-13,594	-17,797	-45,298
Net cash provided by (used in) operating activities	28,394	14,917	37,028	109,609	17,946
Cash flows from investing activities					
Purchases of non-current assets and investment property	-4,019	-6,157	-4,095	-3,834	-16,926
Purchase of intangible assets	-14,472	-11,096	-9,939	-8,632	-9,164
Purchases of investment securities	-	-	-	-10,999	-1,965
Payments for sales of subsidiaries' shares resulting in a change in consolidation scope	-	-	-	-7	-1,637
Proceeds from sales of subsidiaries' shares resulting in a change in consolidation scope	-	-	-	1,780	-
Other, net	-3,918	-746	-2,586	-1,495	-1,717
Net cash provided by (used in) investing activities	-22,410	-18,000	-16,621	-28,537	-31,412
Cash flows from financing activities					
Increase(decrease) in short-term loans payable	-	-	-	-202	2,373
Proceeds from long-term loans payable	-	-	-	-	3,181
Payments of dividends to investment partners	-	-	-	-617	-1,769
Proceeds from share issuance to non-controlling shareholders	-	308	2,001	4,016	-
Cash dividends paid	-4,022	-4,026	-4,157	-4,290	-5,556
Purchase of treasury shares of subsidiaries	-	-	-1,696	-	-
Proceeds from the sales of subsidiaries' shares without a change in the scope of consolidation	-	180	1,875	1,454	-
Other, net	43,772	-1,125	-613	-805	-1,029
Net cash provided by (used in) financing activities	39,748	-4,662	-2,590	374	-2,801
Foreign currency transaction adjustments on cash and cash equivalents	-48	-113	-39	267	292
Net increase (decrease) in cash and cash equivalents	45,684	-7,859	17,777	81,714	-15,975
Cash and cash equivalents at beginning of year	46,613	92,379	84,563	102,368	184,082
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	81	42	27	-	-72
Cash and cash equivalents at end of year	92,379	84,563	102,368	184,082	168,035

[6] Return to Shareholders Ratios

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
DOE (Dividend on Equity)*1	5.0%	5.2%	5.1%	5.1%	5.20%
ROE (Return on shareholders' equity)*2	6.0%	2.1%	7.8%	38.1%	17.70%
Dividend ratio*3	83%	245.2%	64.9%	13.4%	29.20%
Dividends per share	32yen	33yen	34yen	11yen*4	14yen*5

*1 Set the DOE 5% or higher from FY2017 as a guideline

*2 ROE x Dividend Payout Ratio = DOE

*3 *Partial Amendments to Accounting Standard for Tax Effect Accounting, etc." is applied from FY2019. The change of accounting standard took effect retroactively to FY2018.

*4 A four-for-one stock split of common stock with a record date of March 31, 2021 and an effective date of April 1, 2021. Pre-shareholder split conversion cost is 44 yen.

*5 Added to the agenda of the Annual General Meeting of Shareholders to be held in December 2022.

[7] Consolidated Statements of Changes in Shareholders' Equity

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Capital stock					
Balance at the beginning of current period	7,203	7,203	7,203	7,203	7,203
Balance at the beginning of year, as restated	-	-	-	-	7,203
Issuance of new shares(Exercising share option)	-	-	-	-	35
Balance at the end of current period	7,203	7,203	7,203	7,203	7,239
Capital surplus					
Balance at the beginning of current period	4,827	5,758	6,181	8,048	11,198
Balance at the beginning of year, as restated	-	-	-	-	11,198
Changes of items during the period					
Issuance of new shares(Exercising share option)	-	-	-	-	35
Disposal of treasury stock	16	158	130	201	65
Change in treasury shares of parent arising from transactions with non-controlling shareholders	914	264	1,736	2,948	84
Change of scope of consolidation					252
Total changes of items during the period	931	422	1,867	3,149	438
Balance at the end of current period	5,758	6,181	8,048	11,198	11,636
Retained earnings					
Balance at the beginning of current period	63,316	63,789	61,090	63,529	100,794
Cumulative effect of changes in accounting policies					-17
Balance at the beginning of year, as restated	-	-	-	-	100,777
Changes of items during the period					
Dividends from surplus	-4,025	-4,026	-4,157	-4,288	-5,560
Change of scope of consolidation	-351	-366	-11	0	-231
Profit attributable to shareholders of parent	4,849	1,694	6,608	41,553	24,219
Total changes of items during the period	473	-2,698	2,439	37,264	18,427
Balance at the end of current period	63,789	61,090	63,529	100,794	119,204
Treasury stock					
Balance at the beginning of current period	-674	-622	-459	-315	-67
Changes of items during the period					
Disposal of treasury stock	52	162	144	247	66
Total changes of items during the period	52	162	144	247	66
Balance at the end of current period	-622	-459	-315	-67	-1
Total shareholders' equity					
Balance at the beginning of current period	74,672	76,129	74,015	78,466	119,128
Cumulative effect of changes in accounting policies					-17
Balance at the beginning of year, as restated					119,110
Changes of items during the period					
Issuance of new shares(Exercising share option)					71
Dividends from surplus	-4,025	-4,026	-4,157	-4,288	-5,560
Disposal of treasury stock	69	320	274	449	131
Change in treasury shares of parent arising from transactions with non-controlling shareholders	914	264	1,736	2,948	84
Change of scope of consolidation	-351	-366	-11	0	20
Profit attributable to shareholders of parent	4,849	1,694	6,608	41,553	24,219
Total changes of items during the period	1,456	-2,113	4,450	40,662	18,968
Balance at the end of current period	76,129	74,015	78,466	119,128	138,079

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2018	FY2019	FY2020	FY2021	FY2022
Accumulated other comprehensive income					
Net unrealized gain on securities					
Balance at the beginning of current period	4,085	5,191	5,000	10,952	9,517
Balance at the beginning of year, as restated	-	-	-	-	9,517
Changes of items during the period					
Net changes of items other than shareholders' equity	1,106	-191	5,952	-1,434	-3,630
Total changes of items during the period	1,106	-191	5,952	-1,434	-3,630
Balance at the end of current period	5,191	5,000	10,952	9,517	5,887
Foreign currency translation adjustments					
Balance at the beginning of current period	149	235	152	109	237
Balance at the beginning of year, as restated	-	-	-	-	237
Changes of items during the period					
Net changes of items other than shareholders' equity	85	-82	-42	127	60
Total changes of items during the period	85	-82	-42	127	60
Balance at the end of current period	235	152	109	237	298
Total other comprehensive income					
Balance at the beginning of current period	4,235	5,427	5,153	11,062	9,755
Balance at the beginning of year, as restated	-	-	-	-	9,755
Changes of items during the period					
Net changes of items other than shareholders' equity	1,192	-273	5,909	-1,307	-3,569
Total changes of items during the period	1,192	-273	5,909	-1,307	-3,569
Balance at the end of current period	5,427	5,153	11,062	9,755	6,185
Subscription rights to shares					
Balance at the beginning of current period	769	988	925	977	1,320
Balance at the beginning of year, as restated	-	-	-	-	1,320
Changes of items during the period					
Net changes of items other than shareholders' equity	218	-62	52	342	426
Total changes of items during the period	218	-62	52	342	426
Balance at the end of current period	988	925	977	1,320	1,747
Non-controlling interests					
Balance at the beginning of current period	19,108	26,705	30,258	37,171	63,940
Balance at the beginning of year, as restated	-	-	-	-	63,940
Changes of items during the period					
Net changes of items other than shareholders' equity	7,597	3,552	6,913	26,769	12,962
Total changes of items during the period	7,597	3,552	6,913	26,769	12,962
Balance at the end of current period	26,705	30,258	37,171	63,940	76,902
Total net assets					
Balance at the beginning of current period	98,785	109,250	110,352	127,678	194,145
Cumulative effect of changes in accounting policies					-17
Balance at the beginning of year, as restated	-	-	-	-	194,127
Changes of items during the period					
Issuance of new shares(Exercising share option)					71
Dividends from surplus	-4,025	-4,026	-4,157	-4,288	-5,560
自己株式の取得	0	-	-	0	0
Disposal of treasury stock	69	320	274	449	131
Change in treasury shares of parent arising from transactions with non-controlling shareholders	914	264	1,736	2,948	84
Change of scope of consolidation	-351	-366	-11	0	20
Profit attributable to shareholders of parent	4,849	1,694	6,608	41,553	24,219
Net changes of items other than shareholders' equity	9,008	3,216	12,874	25,805	9,819
Total changes of items during the period	10,464	1,102	17,325	66,467	28,787
Balance at the end of current period	109,250	110,352	127,678	194,145	222,915

[8] Net sales and operating income data by each reportable segment

Principal services provided by each reportable segment are summarized below:

[Reportable Segment]	[Details of Services Belonging to the Segment]
Media Business	ABEMA, WINTICKET, and Ameba.
Internet Advertisement Business	Advertising, AI, and Digital Transformation (DX)
Game Business	Game application for smartphone
Investment Development Business	Corporate venture capital and fund operation
Other Businesses	Crowdfunding service and sports business

(Unit: ¥ million)

Accounting period (October 1 - September 30)	Reportable Segment	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales	Media Business	31,489	37,304	57,098	76,128	112,142
	Internet Advertisement Business	241,451	260,212	269,396	302,083	376,819
	Game Business	146,552	152,224	155,861	262,365	228,387
	Investment Development Business	4,263	6,428	4,092	6,441	4,438
	Other Businesses	17,598	18,947	19,599	19,441	25,716
	Reconciliations*2	-21,844	-21,506	-27,481		-36,929
Total			453,611	478,566	666,460	710,575
Operating income	Media Business	-17,764	-17,838	-18,267	-15,141	-12,419
	Internet Advertisement Business	25,303	20,609	21,071	22,570	24,464
	Game Business	21,340	26,040	30,337	96,445	60,531
	Investment Development Business	2,631	4,593	3,068	4,408	2,524
	Other Businesses	1,819	907	1,300	479	-16
	Reconciliations*2	-3,166	-3,486	-3,630	-4,381	-5,970
Total		30,163	30,825	33,880	104,381	69,114

*1 Service content of each segment are as of end of September 2022.

*2 Segment profit adjustments include company-wide expenses, which are primarily general and administrative expenses that are not included in reportable segments.

[9] Net sales and operating income data by reportable segment (quarterly for 2 years)

(Unit: ¥ million)

Accounting period (October 1 - September 30)	Reportable Segment	FY2021				FY2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	Media Business	20,428	19831	19914	22696	24,996	27,342	29,504	30,300
	Internet Advertisement Business	76,587	80641	81854	82231	87,831	97,024	99,573	92,391
	Game Business	29,954	63983	92398	76416	58,329	69,013	46,209	54,836
	Investment Development Business	5,314	448	345	334	2,461	876	16	1,085
	Other Businesses	5,223	5674	4800	6047	6,347	6,624	6,354	6,391
	Reconciliations*2	-6,493	-7094	-7076	187724	-8,876	-9,776	-9,501	-8,776
Total		131,014	163,483	192235	179728	171,090	191,102	172,156	176,227
Operating income	Media Business	-3,926	-3458	-3831	-3926	-3,840	-1,964	-3,975	-2,640
	Internet Advertisement Business	5,705	7236	5203	4426	5,746	7,472	6,191	5,055
	Game Business	1,137	23210	44242	27856	17,130	21,399	9,898	12,104
	Investment Development Business	4,636	-61	28	-195	1,969	337	-187	405
	Other Businesses	289	270	3	-83	152	209	-5	-372
	Reconciliations*2	-783	-1323	-1065	28078	-1,353	-1,731	-1,550	-1,336
Total		7,058	25,874	44581	26868	19,804	25,723	10,371	13,216

*1 Described according to Consolidated Financial Results for the Fiscal Year Ended.

*2 Quarterly data are calculated by numbers rounded down to the million of the financial statements.

06

Company Overview

Vision

To create the 21st century's leading company

Company Overview

Company Name **CyberAgent, Inc.**

Head Office Abema Towers 40-1 Udagawacho Shibuya-ku, Tokyo 150-0042

Representative Susumu Fujita

Foundation March 18, 1998

Capital 7,239 million yen (As of the end of September, 2022)

Employment Headcount 6,472 (As of the end of September, 2022)

AGM December

Business Portfolio Media Business
 Internet Advertising Business
 Game Business
 Investment Development Business

Office Locations Tokyo, Osaka, Nagoya, Fukuoka, Sapporo,
 Sendai, Kanazawa, Kyoto, Saga, Okayama, Okinawa
 United States (Guam),
 China (Beijing),
 Taiwan (Taipei),
 Korea (Seoul),
 Vietnam (Ho Chi Minh City),

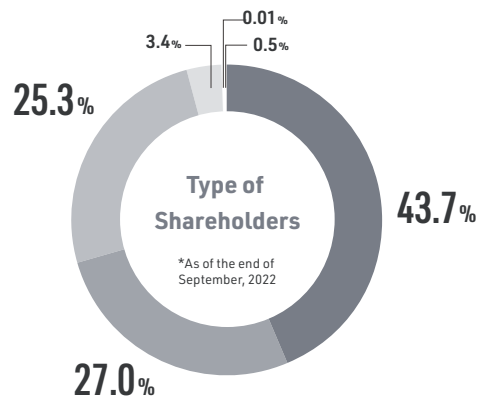
*Main operating locations including consolidated subsidiaries

Stock Information

Listed Market	TSE Prime market
Code	4751
Number of Shares Outstanding	505,924,000 shares
Number of Shareholder	52,041

*As of September 30, 2022

Type of Shareholders

*As of the end of
September, 2022

■ Foreign Institutions and Individuals	■ Securities Company
■ Individual, other	■ Treasury Stocks
■ Financial Institutions	■ Domestic Corporations

Top Holders

	Name	Number of Shares	% O/S
1	Susumu Fujita	89,121,600	17.6%
2	The Master Trust Bank of Japan,	81,898,700	16.2%
3	Custody Bank of Japan, Ltd.	37,271,600	7.4%
4	THE BANK OF NEW YORK MELLON 140051	16,530,502	3.2%
5	SSBTC CLIENT OMNIBUS ACCOUNT	11,825,931	2.3%
6	JP MORGAN CHASE BANK 385635	8,321,166	1.6%
7	STATE STREET BANK WEST CLIENT - TREATY 505234	7,352,216	1.5%
8	STATE STREET BANK AND TRUST COMPANY 505225	6,617,876	1.3%
9	RBC ISB S/A DUB NON RESIDENT/TREATY RATE UCITS-CLIENTS ACCOUNT	6,157,965	1.2%
10	BNYMASAGT/CLTS 10 PERCENT	5,896,378	1.2%

*As of September 30, 2022

Major Shareholders

Institution	% O/S	Submitting Date
Baillie Gifford & Co ^{**}	12.11%	August 15, 2022
Sumitomo Mitsui Trust Asset Management Co., Ltd. ^{**}	6.21%	January 20, 2022
Nomura Asset Management Co., Ltd. ^{**}	5.39%	October 6, 2020
BlackRock Japan Co., Ltd. ^{**}	5.03%	February 6, 2019

*In the case of joint ownership, the submitter of the large shareholding report or the major shareholder is listed.

Investor relations activities

CyberAgent promotes understanding of its management policies and business strategies mainly through information disclosure on its investor relations website, meetings with institutional investors, and participation in conferences. CyberAgent is dedicated to delivering prompt and fair information disclosure and continuing to improve our IR activities.

Inclusions

Nikkei Stock Average	JPX-Nikkei Index 400	Nikkei 500 Stock Average	Nikkei Stock Index 300
Nikkei 225 Climate Change 1.5°C Target Index	Japan New Economy Index	MSCI Japan Empowering Women Index (WIN)	MSCI Japan Index
MSCI ACWI Index	FTSE All-World Index	FTSE JAPAN Index	
[ESG] MSCI Japan ESG Select Leaders Index	[ESG] MSCI Japan Empowering Women Select Index	[ESG] FTSE Blossom Japan Sector Relative Index	[ESG] S&P/JPX Carbon Efficient Index

ESG Ratings

We are working to improve our ESG rating by disclosing ESG information, which has become increasingly important in recent years, on our corporate website.



THE USE BY CyberAgent, Inc. 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 CyberAgent, Inc. 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.

Sustainalytics

16.9 Low Risk



In September 2022, CyberAgent, Inc. received an ESG Risk Rating of 16.9 and was assessed by Sustainalytics to be at LOW risk of experiencing material financial impacts from ESG factors.
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FY2022 Summary of Activities

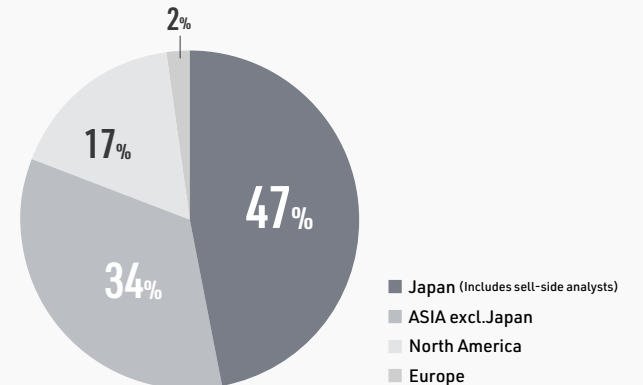
Number of Meetings with Institutional Investors

1,125

Number of Videos on IR channels

27 (as of end of November 2022)

Percentage of Institutional Investors by Region



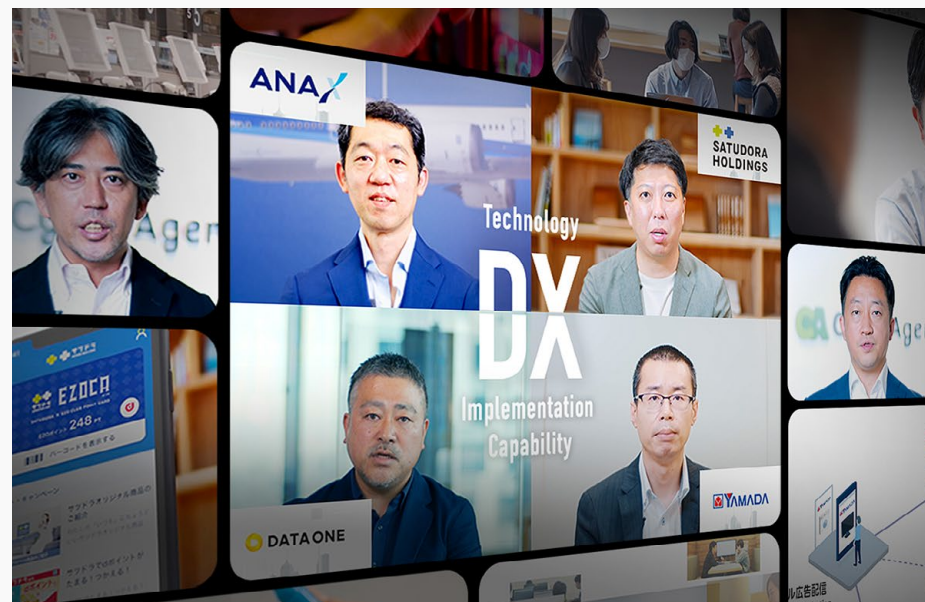
Strengthening communication with our Investor website

Our corporate website enhances the company's ability to communicate information with owned media and to ensure compatibility with all types of device. In addition to earnings and financial information, we proactively use SNS to not only communicate qualitative information on financial and operating results, but also technological capabilities, competitive advantage, governance, empowering women, and more

IR Channel

[Go to IR Channel](#)

The IR Channel was created to provide video content for shareholders and investors. It includes videos that explain the competitive advantages of our business activities, including core competencies, in an easy-to-understand manner.



CyberAgent Delivers DX for Partners with "Technology" and "Implementation Capability"

Find us on social media



LINE

@cyberagent_ir



CEO Susumu Fujita on Twitter

twitter.com/susumu_fujita



Facebook

<https://www.facebook.com/CyberAgent-Inc-239078019444837/>



Twitter

twitter.com/CyberAgent_PR



Youtube

youtube.com/c/cyberagentofficial

Disclosure policy

Basic policy for disclosure

CyberAgent, Inc. (the "Company") will swiftly provide shareholders and investors with information while emphasizing transparency, fairness. The Company will disclose information under the timely disclosure regulations specified by the Financial Instruments and Exchange Act and the Tokyo Stock Exchange. Simultaneously, the Company provides prompt and proactive disclosure of material information that is not subject to the timely disclosure regulations, which could influence investors' investment decisions.

Method for disclosing information

According to the rules, the Company discloses the information subject to the timely disclosure regulations on the Tokyo Stock Exchange website through the timely disclosure network (TDnet). The released information, as well as the information that is not subject to the timely disclosure regulations will be uploaded to the Company's investor relations website to inform investors accurately and equally.

Forward-looking statement

We may provide earnings forecasts in addition to the earnings forecasts we file with the Tokyo Stock Exchange, where we are listed. Also, news releases, earnings presentations, question-and-answer sessions at analyst meetings, etc., may contain information about our plans, prospects, strategies, etc. The information the Company publishes is based upon the currently available information, which involves risks and uncertainties. There can be no assurance that forward-looking statements will prove accurate or achieved, as actual results may differ materially from those anticipated in such statements.

Quiet Period

In order to prevent the leakage of important corporate information and ensure fairness, we have a quiet period "from two weeks before the end of the fiscal quarter to the earnings release day" as a general rule. In this period, the Company refrains from answering questions regarding our results and giving relevant comments. However, this does not apply to the occurrence of material events that we believe will have a significant impact on the investment decisions of investors, even during this period.

Forward-looking statement

The future information, such as the earnings forecast, written in this document is based upon the currently available information, which involves risks and uncertainties. There can be no assurance that forward-looking statements will prove accurate or achieved, as actual results may differ materially from those anticipated in such statements.

Contact

IR&SR Division, CyberAgent, Inc.

> [Investor Inquiries](#)



> [Download financial data](#) **Excel**



