

CEO Message



Following our vision "to create the 21st century's leading company," CyberAgent has continued to expand its business since its inception.

While we revised the forecast downward in fiscal 2023 due to lower-than-expected sales of highly profitable titles in our game business, we also made several strategic moves aimed at future income and profit growth. In our media business, we made a major investment in the FIFA World Cup Qatar 2022, which was streamed for free through ABEMA; in our advertising business, we continued to advance our AI and DX initiatives; and in our game business, we have been developing new game titles. As these efforts are gradually realized, we remain committed to growing revenues and profits from FY2024 onwards, which we believe will lead to an increase in our share price.

ABEMA, the TV for the Future, celebrated its 7th anniversary since being launched. It has not only increased its viewership to over 20 million WAUs*, including the streaming of the FIFA World Cup in November 2022 but has also established itself as a social infrastructure for connecting anytime, anywhere. Our investment in ABEMA, which we previously estimated would take ten years to complete, has entered a phase of deficit reduction, and we believe we are turning the final corner.

In the field of AI, which has attracted widespread interest, we have been actively developing business initiatives that use new

technologies since the establishment of "AI Lab," an AI research and development organization in 2016. These include the development of projects using generative AI, especially in our advertising business, as well as the release of a proprietary Japanese language LLM (Large Language Model). Going forward, we intend to improve productivity, including work efficiency, through company-wide deployment of the generative AI technologies that we have developed.

With regard to the succession planning, which began in FY2022, we have selected 16 candidates who are currently undergoing training. Our focus is on "creating a company that can be entrusted to the next generation" rather than "who is chosen." To achieve this, I am preparing for a seamless handover of responsibilities by putting into words the business decisions that have been made based on my own experience and sensibilities while also putting decision criteria into a visually understandable format.

March 2023 marked the 25th anniversary of CyberAgent, which has continued to increase revenues for 26 fiscal years, and in addition to pursuing sustainable growth, we remain committed to our purpose of "breaking through stagnation with new power and the internet."

Susumu Fujita Representative Director



* WAU: Weekly Active Users

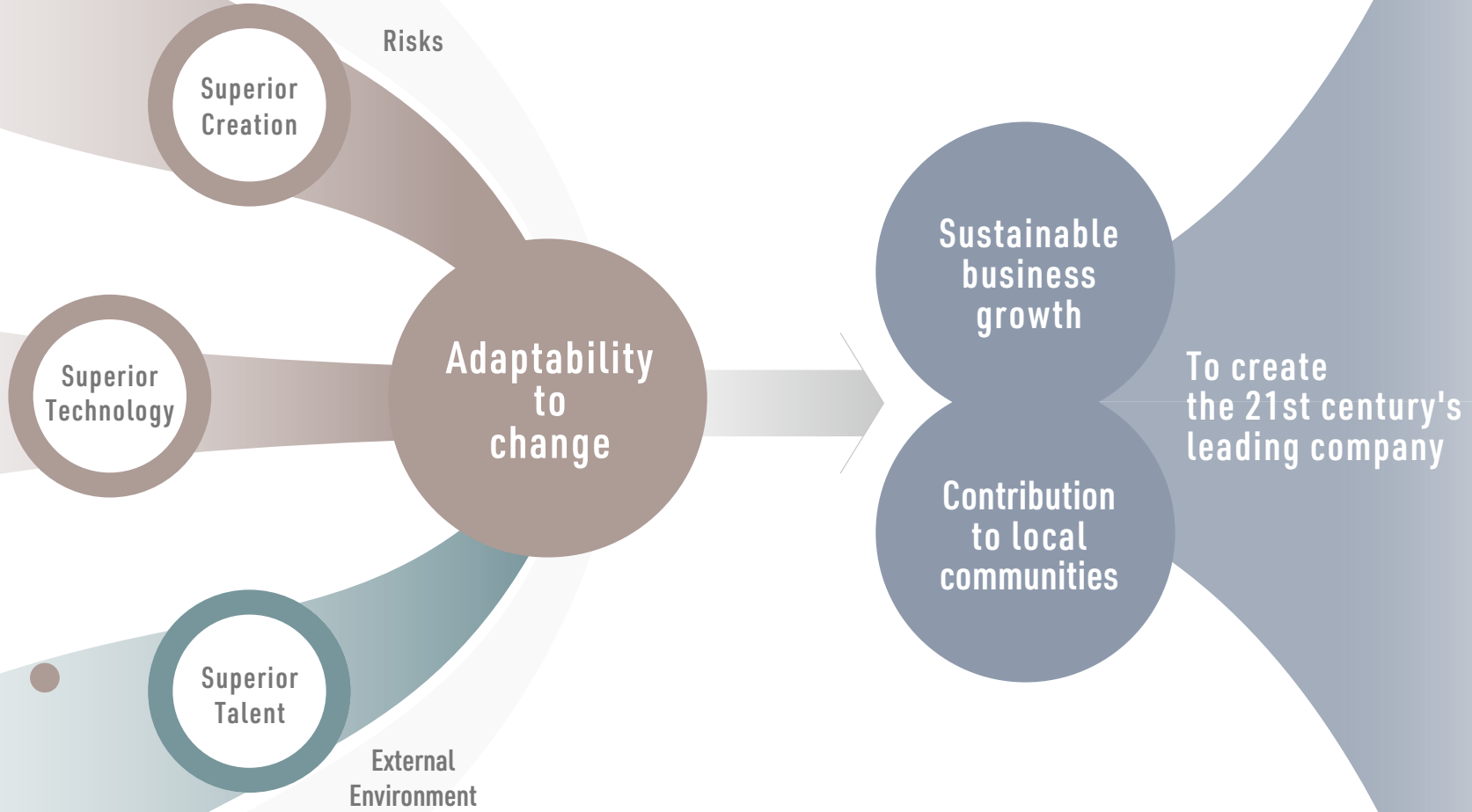
A series of five orange, textured ovals of varying sizes and orientations are scattered across the white background. One oval is located near the top left, another near the top center, a small one near the top right, a larger one in the middle left, and a pinkish-orange one near the bottom left.

Vision

To create the 21st century's leading company

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.



Business Model

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 clients, and improve our marketing and sales capabilities.



Diversified Businesses that Support Long-Term Growth

* Our Major Products and Services at a Glance (As of September 30, 2023)

