

Fact Book

2023

C O N T E N T S

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

1 Financial Highlights

FY2023 Performance

Sales **720.2** billion yen (up 1.4% YoY)

Media and Ad businesses performed well, extending their 26-year revenue growth streak.

OP **24.5** billion yen (down 64.5% YoY)

Profits decreased primarily due to slowdown of the massively successful game of FY2021.

FYFY2024 Forecast

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

Media and Ad business will continue to drive performance.

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

Aiming to increase sales and profits, with FY2023 OP as the lowest level.

Drivers of Sales and Profit

Media Business

- ABEMA's deficit reduction
- Monetization based on an appropriate investment scale

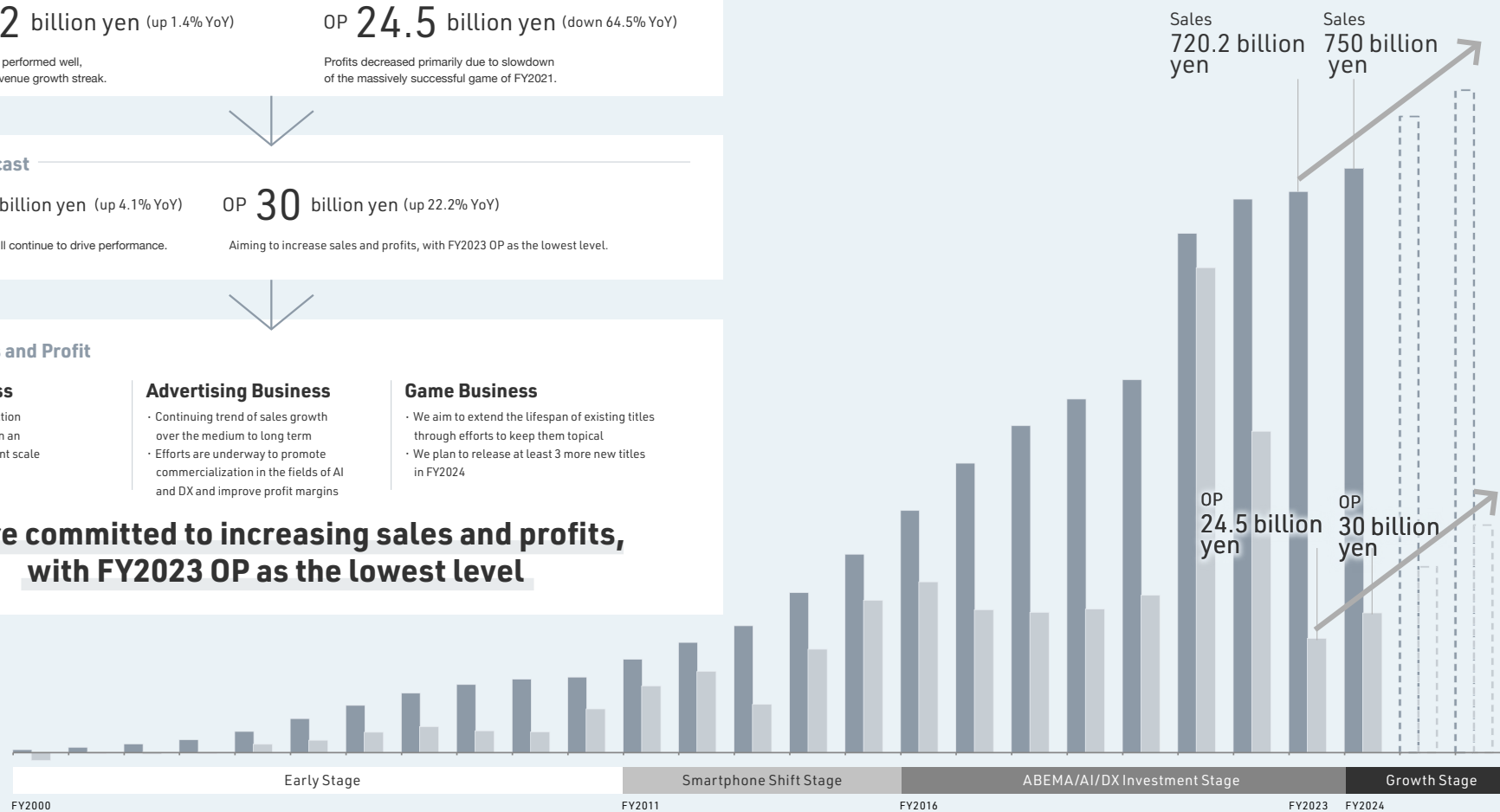
Advertising Business

- Continuing trend of sales growth over the medium to long term
- Efforts are underway to promote commercialization in the fields of AI and DX and improve profit margins

Game Business

- We aim to extend the lifespan of existing titles through efforts to keep them topical
- We plan to release at least 3 more new titles in FY2024

We are committed to increasing sales and profits, with FY2023 OP as the lowest level



2 Financial Information

[1] Changes in Key Management Indicators

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales(Unit: ¥ million)	453,611	478,566	666,460	710,575	720,207
Ordinary income(Unit: ¥ million)	30,493	33,863	104,694	69,464	24,915
Net income attributable to owners of the parent(Unit: ¥ million)	1,694	6,608	41,553	24,219	5,332
Comprehensive income(Unit: ¥ million)	5,670	20,166	65,376	35,963	12,687
Total net assets(Unit: ¥ million)	110,352	127,678	194,145	222,915	231,911
Total assets(Unit: ¥ million)	224,876	260,766	382,578	383,698	477,826
Equity per share(Unit: ¥)	157.09	177.45	254.98	285.15	285.31
Basic earnings per share(Unit: ¥)	3.36	13.1	82.3	47.89	10.53
Diluted earnings per share(Unit: ¥)	3.05	12.28	77.9	45.33	9.6
Shareholders'equity ratio(%)	35.2	34.3	33.7	37.6	30.2
Return on equity (%)	2.1	7.8	38.1	17.7	3.7
Price earnings ratio (times)	308.55	123.45	26.32	25.43	76.57
Cash flows from operating activities(Unit: ¥ million)	14,917	37,028	109,609	17,946	20,822
Cash flows from investing activities(Unit: ¥ million)	-18,000	-16,621	-28,537	-31,412	-40,290
Cash flows from financing activities(Unit: ¥ million)	-4,662	-2,590	374	-2,801	53,491
Cash and cash equivalents at end of year(Unit: ¥ million)	84,563	102,368	184,082	168,035	201,780
Total no. of employees	5,139	5,344	5,944	6,337	7,251
(In addition, average number of temporary employees)	3,284	3,104	3,383	3,864	4,249

*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

[2] Return to Shareholders Ratios

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
DOE(Dividend on Equity)*1	5.2%	5.1%	5.1%	5.2%	5.3%
ROE(Return on shareholders' equity)*2	2.1%	7.8%	38.1%	17.7%	3.7%
Dividend ratio	245.2%	64.9%	13.4%	29.2%	142.5%
Dividends per share	33yen	34yen	11yen*3	14yen	15yen*4

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

*2 ROE=Dividend Payout Ratio÷DOE

*3 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.

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

[3] Consolidated Statements of Income

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales	453,611	478,566	666,460	710,575	720,207
Cost of sales	320,311	337,918	434,465	491,417	527,802
Gross profit	133,300	140,648	231,995	219,158	192,404
Selling, general and administrative expenses	102,474	106,768	127,613	150,044	167,847
Operating income	30,825	33,880	104,381	69,114	24,557
Non-operating income					
Interest income	140	135	135	139	189
Dividends income	110	118	341	384	374
Gain on valuation of investment securities	92	132	-	-	-
Subsidy income	-	-	150	-	-
Foreign exchange gains	-	-	10	163	525
Subsidy income	71	63	70	110	-
Other	120	69	153	201	175
Total non-operating income	535	519	861	999	1,263
Non-operating expenses					
Interest expenses	11	14	17	54	127
Depreciation	-	-	-	-	170
Loss on valuation of investment securities	-	-	13	86	115
Equity in losses of associated companies accounted for by the equity method	605	367	314	313	91
Foreign exchange losses	37	71	-	-	191
Other	213	83	203	193	207
Total non-operating expenses	867	536	548	648	904
Ordinary income	30,493	33,863	104,694	69,464	24,915
Extraordinary gain					
Gain on sales of investment securities	-	-	8	491	-
Gain on sales of investments in subsidiaries and associated companies	749	79	1,578	805	1,000
Gain on sales of non-current assets	147	9	1	330	-
Insurance income	-	-	429	-	-
Other	1,015	0	184	6	470
Total extraordinary gain	1,912	88	2,201	1,633	1,470
Extraordinary loss					
Loss on impairment of long-lived assets	9,502	4,589	5,102	7,742	1,453
Loss on payment compensation	-	-	-	-	628
Relocation expenses	2,769	-	-	-	-
Other	713	1,159	1,071	557	1,772
Total extraordinary loss	12,985	5,749	6,173	8,299	3,854
Income before income taxes	19,420	28,202	100,722	62,798	22,532
Income taxes-current	14,896	15,218	36,523	21,155	12,006
Income taxes-deferred	-1,538	-1,272	-2,472	2,229	-417
Total income tax	13,357	13,945	34,051	23,385	11,588
Net Income	6,062	14,257	66,671	39,413	10,943
Net income attributable to non-controlling interests	4,368	7,648	25,117	15,194	5,611
Net income attributable to owners of the parent	1,694	6,608	41,553	24,219	5,332

[4] Consolidated Statements of Comprehensive Income

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
Net Income	6,062	14,257	66,671	39,413	10,943
Other comprehensive income					
Unrealized gain (loss) on available-for-sale securities	-251	5,865	-1,383	-3,516	1,829
Foreign currency translation adjustment	-132	-58	183	70	50
Share of other comprehensive income of associates accounted for using equity method	-8	102	-95	-3	-136
Total other comprehensive income (loss)	-392	5,909	-1,295	-3,450	1,743
Comprehensive income	5,670	20,166	65,376	35,963	12,687
Owners of the parent	1,420	12,517	40,246	20,649	6,534
Non-controlling interests	4,249	7,649	25,129	15,313	6,152

[5] Consolidated Balance Sheets

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
Assets					
Current assets					
Cash and deposits	84,565	102,368	181,451	165,907	199,579
Trade notes and accounts and notes receivable	54,917	58,550	75,300	-	-
Trade notes and accounts receivable and contract assets	-	-	-	72,371	83,372
Inventories	924	2,078	3,226	4,262	8,977
Operational investment securities	14,239	24,096	18,969	16,457	19,034
Other	14,093	16,674	22,832	34,887	40,768
Allowance for doubtful accounts	-77	-93	-130	-36	-489
Total current assets	168,662	203,674	301,650	293,850	351,242
Non-current assets					
Property and equipment					
Buildings and structures, net	6,392	8,025	9,761	11,346	12,250
Tools, furniture and fixtures, net	4,925	4,655	5,221	5,846	8,358
Other	1,679	560	1,757	1,781	3,977
Total property and equipment	12,998	13,241	16,740	18,974	24,586
Intangible assets					
Goodwill	1,196	1,192	4,957	4,843	7,084
Software	7,006	8,710	10,814	5,076	6,053
Software in progress	15,711	14,004	8,766	10,205	16,313
Other	474	601	1,903	1,927	4,106
Total intangible assets	24,388	24,509	26,442	22,054	33,557
Investments and other assets					
Investment securities	8,210	8,186	22,061	22,907	36,749
Long-term loans receivable	243	356	492	226	108
Deferred tax assets	5,640	5,875	8,454	6,783	7,540
Other	4,711	4,893	6,792	18,896	24,053
Allowance for doubtful accounts	-20	-14	-97	-17	-77
Total investments and other assets	18,785	19,296	37,702	48,797	68,375
Total non-current assets	56,172	57,047	80,885	89,826	126,519
Deferred assets	41	44	42	21	64
Total assets	224,876	260,766	382,578	383,698	477,826

* "Partial Amendments to Accounting Standard for Tax Effect Accounting, etc." is applied from FY2019.

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
Liabilities					
Current liabilities					
Trade accounts payable	38,151	42,966	56,055	59,212	71,597
Other payables	11,563	13,519	17,735	15,954	20,682
Short-term bank loans	940	1,080	1,037	2,380	3,142
Income taxes payable	7,014	9,458	29,723	5,036	3,115
Current portion of convertible bonds	-	-	-	20,023	-
Other	13,080	20,844	36,162	27,407	34,824
Total current liabilities	70,749	87,867	140,714	130,014	133,362
Non-current liabilities					
Convertible bonds	40,434	40,331	40,228	20,102	60,584
Long-term bank loans	83	22	1,174	3,750	43,355
Provision for long service rewards for employees	1,409	1,586	1,851	2,787	3,401
Asset retirement obligations	1,795	1,851	1,974	2,250	2,406
Deferred tax liabilities	40	1,414	1,293	371	1,040
Other	10	13	1,196	1,505	1,763
Total non-current liabilities	43,774	45,220	47,718	30,768	112,552
Total liabilities	114,523	133,088	188,433	160,783	245,915
Equity					
Shareholders' equity					
Common stock	7,203	7,203	7,203	7,239	7,369
Capital surplus	6,181	8,048	11,198	11,636	12,218
Retained earnings	61,090	63,529	100,794	119,204	117,448
Treasury stock	-459	-315	-67	-1	-1
Total shareholders' equity	74,015	78,466	119,128	138,079	137,034
Accumulated other comprehensive income					
Unrealized gain on available-for-sale securities	5,000	10,952	9,517	5,887	7,196
Foreign currency translation adjustments	152	109	237	298	191
Total other comprehensive income	5,152	11,062	9,755	6,185	7,388
Stock acquisition rights	925	977	1,320	1,747	2,092
Non-controlling interests	30,258	37,171	63,940	76,903	85,396
Total Equity	110,352	127,676	194,145	222,915	231,911
Total liabilities and equity	224,876	260,766	382,578	383,698	477,826

[6] Consolidated Statements of Cash Flows

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
Cash flows from operating activities					
Income before income taxes	19,420	28,202	100,722	62,798	22,532
Depreciation and amortization	8,924	8,719	10,111	8,685	8,104
Loss on impairment of long-lived assets	9,502	4,589	5,102	7,742	1,453
Decrease (increase) in investment securities for sale	-1,655	-1,246	-	-	-2,570
Decrease (increase) in trade notes and accounts receivable	-5,142	-3,620	-16,525	-	-
Decrease (increase) in trade notes and accounts receivable and contract assets	-	-	-	1,325	-10,500
Decrease (increase) in Inventories	-	-	-	-	-2,784
Increase (decrease) in trade notes and accounts payable	-55	4,802	12,778	4,479	10,074
Decrease (increase) in prepaid expenses	-	-	-2,584	-4,207	-2,178
Increase (decrease) in advances received	112	3,553	-	-	-
Increase (decrease) in other payables	-1,562	3,119	3,943	-1,217	2,011
Increase (decrease) in consumption taxes payable	-	-	10,549	-12,786	-
Other, net	47	2,367	2,954	-3,940	6,434
Sub-total	29,590	50,487	127,050	62,879	32,577
Interest and dividends income received	147	149	373	419	418
Interest expenses paid	-11	-14	-17	-54	-127
Income taxes paid	-14,808	-13,594	-17,797	-45,298	-12,045
Net cash provided by (used in) operating activities	14,917	37,028	109,609	17,946	20,822
Cash flows from investing activities					
Purchases of non-current assets and investment property	-	-	-	-	-13,078
Purchases of non-current assets and investment property	-6,157	-4,095	-3,834	-16,926	-
Purchase of intangible assets	-11,096	-9,939	-8,632	-9,164	-12,497
Purchases of investment securities	-	-	-10,999	-1,965	-11,827
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	-746	-2,586	-6,844	-1,717	-2,887
Net cash provided by (used in) investing activities	-18,000	-16,621	-28,537	-31,412	-40,290
Cash flows from financing activities					
Increase(decrease) in short-term loans payable	-	-	-202	2,373	-
Proceeds from long-term loans payable	-	-	-	3,181	40,928
Proceeds from issuance of convertible bonds	-	-	-	-	40,535
Payment for redemption of convertible bonds	-	-	-	-	-20,000
Payments of dividends to investment partners	-	-	-617	-1,769	-
Proceeds from share issuance to non-controlling shareholders	308	2,001	-	-	-
Cash dividends paid	-4,026	-4,157	-4,290	-5,556	-7,075
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	-1,125	-613	4,030	-1,029	-896
Net cash provided by (used in) financing activities	-4,662	-2,590	374	-2,801	53,491
Foreign currency transaction adjustments on cash and cash equivalents	-113	-39	267	292	-278
Net increase (decrease) in cash and cash equivalents	-7,859	17,777	81,714	-15,975	33,745
Cash and cash equivalents at beginning of year	92,379	84,563	102,368	184,082	168,035
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	42	27	-	-72	-
Cash and cash equivalents at end of year	84,563	102,368	184,082	168,035	201,780

[7] Consolidated Statements of Changes in Shareholders' Equity

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
Shareholders' equity					
Capital stock					
Balance at the beginning of current period	7,203	7,203	7,203	7,203	7,239
Balance at the beginning of year, as restated	-	-	-	7,203	-
Issuance of new shares(Exercising share option)	-	-	-	35	130
Total changes of items during the period	-	-	-	35	130
Balance at the end of current period	7,203	7,203	7,203	7,239	7,369
Capital surplus					
Balance at the beginning of current period	5,758	6,181	8,048	11,198	11,636
Balance at the beginning of year, as restated	-	-	-	11,198	-
Changes of items during the period					
Issuance of new shares(Exercising share option)	-	-	-	35	130
Disposal of treasury stock	158	130	201	65	-
Change in treasury shares of parent arising from transactions with non-controlling shareholders	264	1,736	2,948	84	451
Change of scope of consolidation	-	-	-	252	-
Total changes of items during the period	422	1,867	3,149	438	581
Balance at the end of current period	6,181	8,048	11,198	11,636	12,218
Retained earnings					
Balance at the beginning of current period	63,789	61,090	63,529	100,794	119,204
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	-4,026	-4,157	-4,288	-5,560	-7,082
Change of scope of consolidation	-366	-11	-0	-231	-5
Profit attributable to shareholders of parent	1,694	6,608	41,553	24,219	5,332
Total changes of items during the period	-2,698	2,439	37,264	18,427	-1,756
Balance at the end of current period	61,090	63,529	100,794	119,204	117,448
Treasury stock					
Balance at the beginning of current period	-622	-459	-315	-67	-1
Balance at the beginning of year, as restated	-	-	-	-67	-
Changes of items during the period					
Disposal of treasury stock	162	144	247	66	-
Purchase of treasury stock	-	-	-	-	-0
Total changes of items during the period	162	144	247	66	-0
Balance at the end of current period	-459	-315	-67	-1	-1
Total shareholders' equity					
Balance at the beginning of current period	76,129	74,015	78,466	119,128	138,079
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	260
Dividends from surplus	-4,026	-4,157	-4,288	-5,560	-7,082
Disposal of treasury stock	320	274	449	131	-
Purchase of treasury stock	-	-	-	-	-0
Change in treasury shares of parent arising from transactions with non-controlling shareholders	264	1,736	2,948	84	451
Change of scope of consolidation	-366	-11	-0	20	-5
Profit attributable to shareholders of parent	1,694	6,608	41,553	24,219	5,332
Total changes of items during the period	-2,113	4,450	40,662	18,968	-1,044
Balance at the end of current period	74,015	78,466	119,128	138,079	137,034

(Unit: ¥ million)

Accounting period(October 1 - September 30)	FY2019	FY2020	FY2021	FY2022	FY2023
Accumulated other comprehensive income					
Net unrealized gain on securities					
Balance at the beginning of current period	5,191	5,000	10,952	9,517	5,887
Balance at the beginning of year, as restated	-	-	-	9,517	-
Changes of items during the period					
Net changes of items other than shareholders' equity	-191	5,952	-1,434	-3,630	1,308
Total changes of items during the period	-191	5,952	-1,434	-3,630	1,308
Balance at the end of current period	5,000	10,952	9,517	5,887	7,196
Foreign currency translation adjustments					
Balance at the beginning of current period	235	152	109	237	298
Balance at the beginning of year, as restated	-	-	-	237	-
Changes of items during the period					
Net changes of items other than shareholders' equity	-82	-42	127	60	-106
Total changes of items during the period	-82	-42	127	60	-106
Balance at the end of current period	152	109	237	298	191
Total other comprehensive income					
Balance at the beginning of current period	5,427	5,153	11,062	9,755	6,185
Balance at the beginning of year, as restated				9,755	-
Changes of items during the period					
Net changes of items other than shareholders' equity	-273	5,909	-1,307	-3,569	1,202
Total changes of items during the period	-273	5,909	-1,307	-3,569	1,202
Balance at the end of current period	5,153	11,062	9,755	6,185	7,388
Subscription rights to shares					
Balance at the beginning of current period	988	925	977	1,320	1,747
Balance at the beginning of year, as restated	-	-	-	1,320	-
Changes of items during the period					
Net changes of items other than shareholders' equity	-62	52	342	426	345
Total changes of items during the period	-62	52	342	426	345
Balance at the end of current period	925	977	1,320	1,747	2,092
Non-controlling interests					
Balance at the beginning of current period	26,705	30,258	37,171	63,940	76,903
Balance at the beginning of year, as restated	-	-	-	63,940	-
Changes of items during the period					
Net changes of items other than shareholders' equity	3,552	6,913	26,769	12,962	8,492
Total changes of items during the period	3,552	6,913	26,769	12,962	8,492
Balance at the end of current period	30,258	37,171	63,940	76,903	85,396
Total net assets					
Balance at the beginning of current period	109,250	110,352	127,678	194,145	222,915
Cumulative effect of changes in accounting policies	-	-	-	-17	-
Balance at the beginning of year, as restated	-	-	-	194,127	-
Changes of items during the period					
Dividends from surplus	-	-	-	71	260
Dividends from surplus	-4,026	-4,157	-4,288	-5,560	-7,082
Purchase of treasury stock	320	274	449	131	-
Disposal of treasury stock	-	-	-	-	-0
Change in treasury shares of parent arising from transactions with non-controlling shareholders	264	1,736	2,948	84	451
Change of scope of consolidation	-366	-11	-0	20	-5
Profit attributable to shareholders of parent	1,694	6,608	41,553	24,219	5,332
Net changes of items other than shareholders' equity	3,216	12,874	25,805	9,819	10,040
Total changes of items during the period	1,102	17,325	66,467	28,787	8,996
Balance at the end of current period	110,352	127,678	194,145	222,915	231,911

[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 ABEA, 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	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales	Media Business	37,304	57,098	82,869	112,142	141,163
	Internet Advertisement Business	260,212	269,396	321,313	376,819	405,373
	Game Business	152,224	155,861	262,751	228,387	179,119
	Investment Development Business	6,428	4,092	6,441	4,438	3,198
	Other Businesses	18,947	19,599	21,744	25,716	28,976
	Reconciliations ²	-21,506	-27,481	-28,658	-36,929	-37,624
Total		453,611	478,566	666,460	710,575	720,207
Operating income	Media Business	-17,838	-18,267	-15,141	-12,419	-11,523
	Internet Advertisement Business	20,609	21,071	22,570	24,464	18,317
	Game Business	26,040	30,337	96,445	60,531	22,708
	Investment Development Business	4,593	3,068	4,408	2,524	1,840
	Other Businesses	907	1,300	479	-16	358
	Reconciliations ²	-3,486	-3,630	-4,381	-5,970	-7,142
Total		30,825	33,880	104,381	69,114	31,699

[9] Net sales and operating income data by reportable segment (quarterly for 2 years)^{*3}

(Unit: ¥ million)

Accounting period (October 1 - September 30)	Reportable Segment	FY2021				FY2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	Media Business	24,996	27,342	29,504	30,300	33,485	33,475	33,376	40,827
	Internet Advertisement Business	87,831	97,024	99,573	92,391	95,639	100,232	105,452	104,050
	Game Business	58,329	69,013	46,209	54,836	40,916	62,145	33,747	42,311
	Investment Development Business	2,461	876	16	1,085	139	1,078	1,369	612
	Other Businesses	6,347	6,624	6,354	6,391	6,076	8,699	6,721	7,480
	Reconciliations ²	-8,876	-9,776	-9,501	-8,776	-8,679	-9,972	-8,925	-10,048
Total		171,090	191,102	172,156	176,227	167,577	195,658	171,738	185,234
Operating income	Media Business	-3,840	-1,964	-3,975	-2,640	-9,356	-600	-1,505	-62
	Internet Advertisement Business	5,746	7,472	6,191	5,055	5,001	4,937	3,878	4,501
	Game Business	17,130	21,399	9,898	12,104	5,212	15,202	-161	2,455
	Investment Development Business	1,969	337	-187	405	-286	642	1,090	394
	Other Businesses	152	209	-5	-372	-130	426	73	-11
	Reconciliations ²	-1,353	-1,731	-1,550	-1,336	-1,695	-1,823	-1,940	-1,684
Total		19,804	25,723	10,371	13,216	-1,255	18,786	1,435	5,591

*1 Service content of each segment are as of end of September 2023

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

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

3 ESG Data

Environment
(E)

CO2 Emissions Data

CO2 Emissions Data [t-CO2]

(t-CO2)

Scopes	FY2021	FY2022	FY2023
Scope 1	321	371	790*1
Scope 2 (Location-based) ²	10,702	12,002	12,210*2
Total Emissions of Scope 1 and Scope 2 (Location-based)	11,103	12,373	13,000*3
Scope 3	14,158	21,634	30,916

Scope 3 Emissions per Category [t-CO2]

(t-CO2)

Category	Data Items	FY2021	FY2022	FY2023
1	Purchased goods and services	4,895	10,798	14,708*4
	Public cloud services	4,684	3,572	2,755 ⁵
3	Fuel- and energy-related activities(not included in scope 1 or scope 2)	1,589	1,763	1,963*6
6	Business travel	2,298	4,172	9,456*7
7	Employee commuting	692	1,180	1,548*8
13	Downstream leased assets	-	149	486*9

Emissions Intensity per Net Sales (Emissions of Scope 1 +2/ Consolidated Net Sales)

(t-CO2/million yen)

Data Items	FY2021	FY2022	FY2023
Emissions intensity per net sales - Location-based	0.0167	0.0174	0.0181
Consolidated net sales (million yen)	666,460	710,575	720,207

*1: The emissions have increased due to expanding the coverage of vehicles used for business activities and the inclusion of minor gas usage in the calculation since FY2023.
 *2: The market-based scope 2 emissions of FY2023 were 12,384 (t-CO2) *.
 *3: The emissions have decreased due to service providers' efforts towards decarbonization.
 *4: The emissions have increased due to the acceleration of domestic and international business travel resulted from the economic recovery after the COVID-19 pandemic.

Figures denoted by the *¹ have been externally assured by KPMG AZSA Sustainability Co., Ltd.

Information on disclosure based on TCFD recommendations, the data boundary for CO2 emissions, the calculation method and third-party verification reports are available on the Environment section of the corporate website. [☞](#)

Social
(S)

Our People by the Numbers

Items	Classification	FY2021		FY2022		FY2023		Coverage ¹¹
		Non-consolidated	Consolidated	Non-consolidated	Consolidated	Non-consolidated	Consolidated	
Total number of consolidated officers and employees ¹² and temporary employees ¹³	Total	-	9,472	-	10,336	-	11,623	100%
Total no. of employees: gender composition	Total	1,702	5,993 ¹⁴	1,977	6,337	2,225	7,251	100%
	Male	66.2%	66.7%	65.7%	67.8%	66.2%	66.4%	100%
	Female	33.8%	33.3%	34.3%	32.2%	33.8%	33.6%	100%
	Segment							
	Media Business	-	809	-	871	-	1,044	100%
	Internet Advertisement Business	-	1,601 ¹⁵	-	1,936	-	2,361	100%
	Game Business	-	2,091	-	2,378	-	2,691	100%
	Investment Development Business	-	10	-	11	-	10	100%
	Other Businesses	-	695	-	784	-	721	100%
	Company-wide functions	-	387	-	357	-	424	100%
Average number of temporary employees	Total	383	3,355 ¹⁶	486	3,852 ¹⁷	538	4,249	100%
	Segment							
	Media Business	-	467	-	553	-	542	100%
	Internet Advertisement Business	-	1,207 ¹⁸	-	1,571 ¹⁹	-	1,882	100%
	Game Business	-	1,414	-	1,430	-	1,507	100%
	Investment Development Business	-	8	-	8	-	8	100%
	Other Businesses	-	216	-	222	-	224	100%
	Company-wide functions	-	43	-	68	-	86	100%
Composition ratio by occupation	Business	-	57.1%	-	59.4%	-	58.9%	100%
	Engineer	-	23.9%	-	23.2%	-	22.9%	100%
	Creator	-	19.0%	-	17.5%	-	18.1%	100%
No. of employees in managerial positions ¹⁵	Total	270	480	289	754	330	796	99.8%
	Male	80.0%	79.8%	76.1%	77.7%	74.2%	75.1%	99.8%
	Female	20.0%	20.2%	23.9%	22.3%	25.8%	24.9%	99.8%

Governance
(G)

Governance Data

Items	Classification	FY2019	FY2020	FY2021	FY2022	FY2023
Directors	Total	15	15	8	8	8
% of outside directors	Total	20.0%	20.0%	50.0%	50.0%	50.0%
% of female directors	Total	6.7%	12.5%	12.5%	12.5%	12.5%
Directors who are not Audit and Supervisory Committee members	Total	12	12	5	5	5
Directors who are Audit and Supervisory Committee members	Total	3	3	3	3	3
Board of Directors participation ratio	Total	100%	100%	100%	100%	100%
Remuneration for Directors (excluding Audit and Supervisory Committee members)	million yen	457	564	325	267	293
Average age (Figures include directors and executive officers)	Age	-	-	43	44	44
Age of the youngest officer	Age	-	-	31	32	32
% of females in executive officer or higher positions	Total	8.3%	8.3%	10.7%	18.2%	18.2%
Executive Officers	Total	-	-	23	28	28
	Male	-	-	91.3%	82.1%	82.1%
	Female	-	-	8.7%	17.9%	17.9%

*1: Ratio of data coverage for CyberAgent, Inc. and its 90 consolidated subsidiaries and part-time employees.
 *2: FY2022 Coverage: Gender composition of employees is 88.6%, no. of employees in managerial positions is 69.0%, Age distribution of employees is 87.8%.
 *3: FY2022 Coverage: Gender composition of employees is 99.3%, no. of employees in managerial positions and new appointments to managerial positions ratio is 69.0%, Age distribution of employees is 99.4%.
 *4: Consolidated officers and employees: Total number of directors and employee of CyberAgent, Inc. and its consolidated subsidiaries.

*5: Temporary employees: Includes temporary dispatch workers, contract employees, and part-time employees.
 *6: MicroAdd Inc. became non-consolidated on June 29, 2022, and is reflected retroactively from FY2021. Accordingly, 33 employees and 28 annual average temporary employees in FY2021, and 12 annual average temporary employees in FY2022 were deducted.

*7: Employees who perform managerial or supervisory duties and employees above a certain grade such as managers.
 *8: The number of employees working at a special-purpose subsidiary CyberAgent Will, Inc.

*9: Gender pay gap: calculated as the ratio of average female salary to average male salary.
 *10: Part-time and temporary employees: contract employees and part-time workers who work more than three days a week.
 *11: Proportion of employees taking childcare leave and leave for childcare purposes.
 *12: Employees working from home

