



**CA CyberAgent®**

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# **FY2021 Presentation Material**

**October 2020 to September 2021**

**October 27, 2021**



[Forward-looking statement]

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

- 1. FY2021 Full Year Results** (October 2020 - September 2021)
- 2. FY2022 Forecast** (October 2021 - September 2022)
- 3. Internet Advertisement Business**
- 4. Game Business**
- 5. Media Business**
- 6. Medium to Long-Term Strategy**
- 7. Purpose**
- 8. References**
  - Quarterly Results (July – September 2021)
  - Purpose (the backgrounds of purpose being made)

**FY2021**  
**Full Year Results**  
**October 2020 - September 2021**

## FY2021

**Hit a new record high after two upward revisions.**

Sales: **666.4** billion yen up **39.3%** YoY  
OP: **104.3** billion yen up **3.1X** YoY

## Media

**Revenue increase of ABEMA and related businesses resulted in a reduction of operating loss.**

Sales: **82.8** billion yen up **45.1%** YoY  
OP: **-15.1** billion yen **+3.1** billion yen YoY

## Ad

**Achieved double-digit growth driven by operation and technical capability.**

Sales: **321.3** billion yen up **19.3%** YoY  
OP: **22.5** billion yen up **7.1%** YoY

## Game

**The successful game title significantly increased sales and OP.**

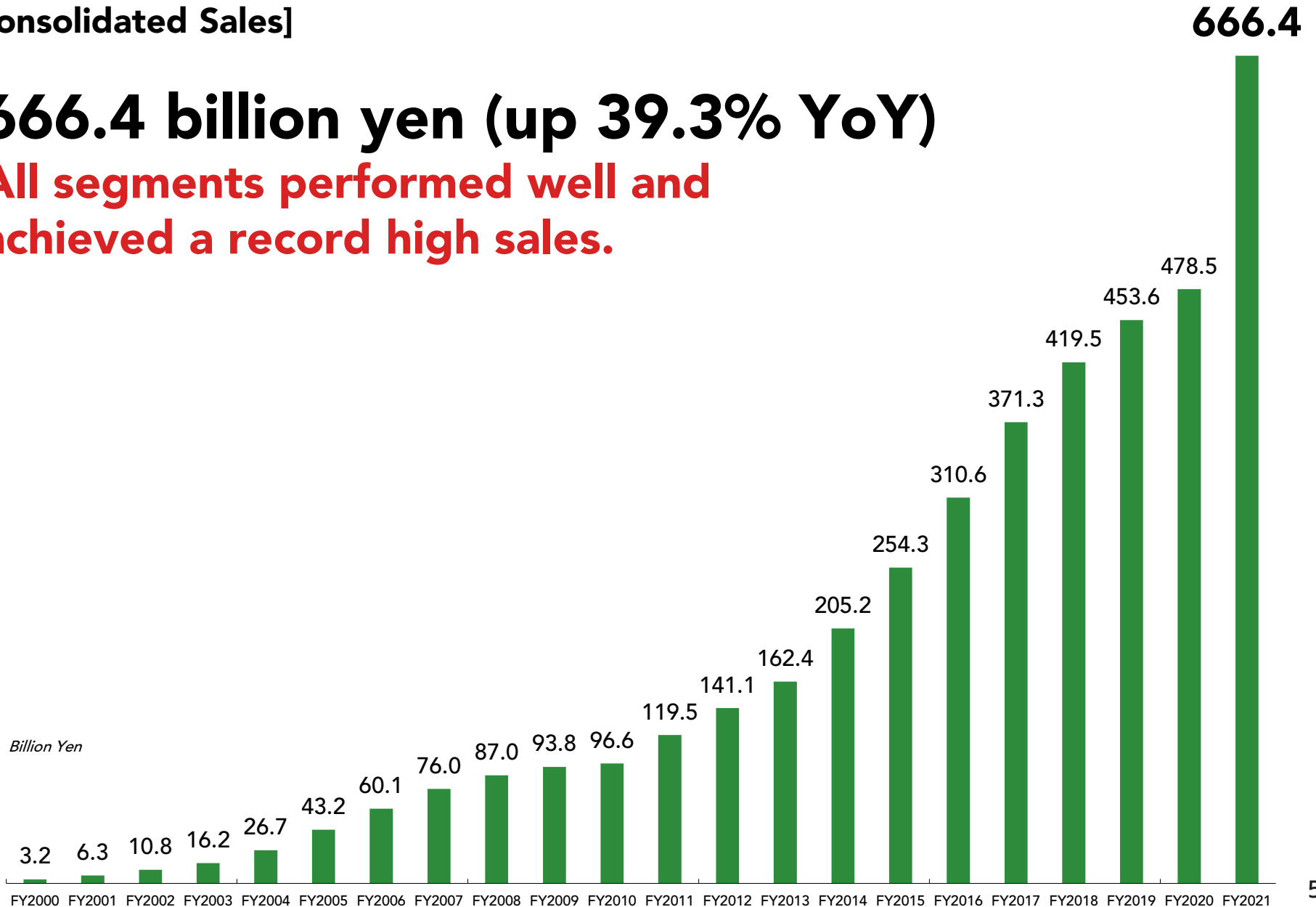
Sales: **262.7** billion yen up **68.6%** YoY  
OP: **96.4** billion yen up **3.2X** YoY

# 1. FY2021 Full Year Results

[Consolidated Sales]

## 666.4 billion yen (up 39.3% YoY)

All segments performed well and achieved a record high sales.

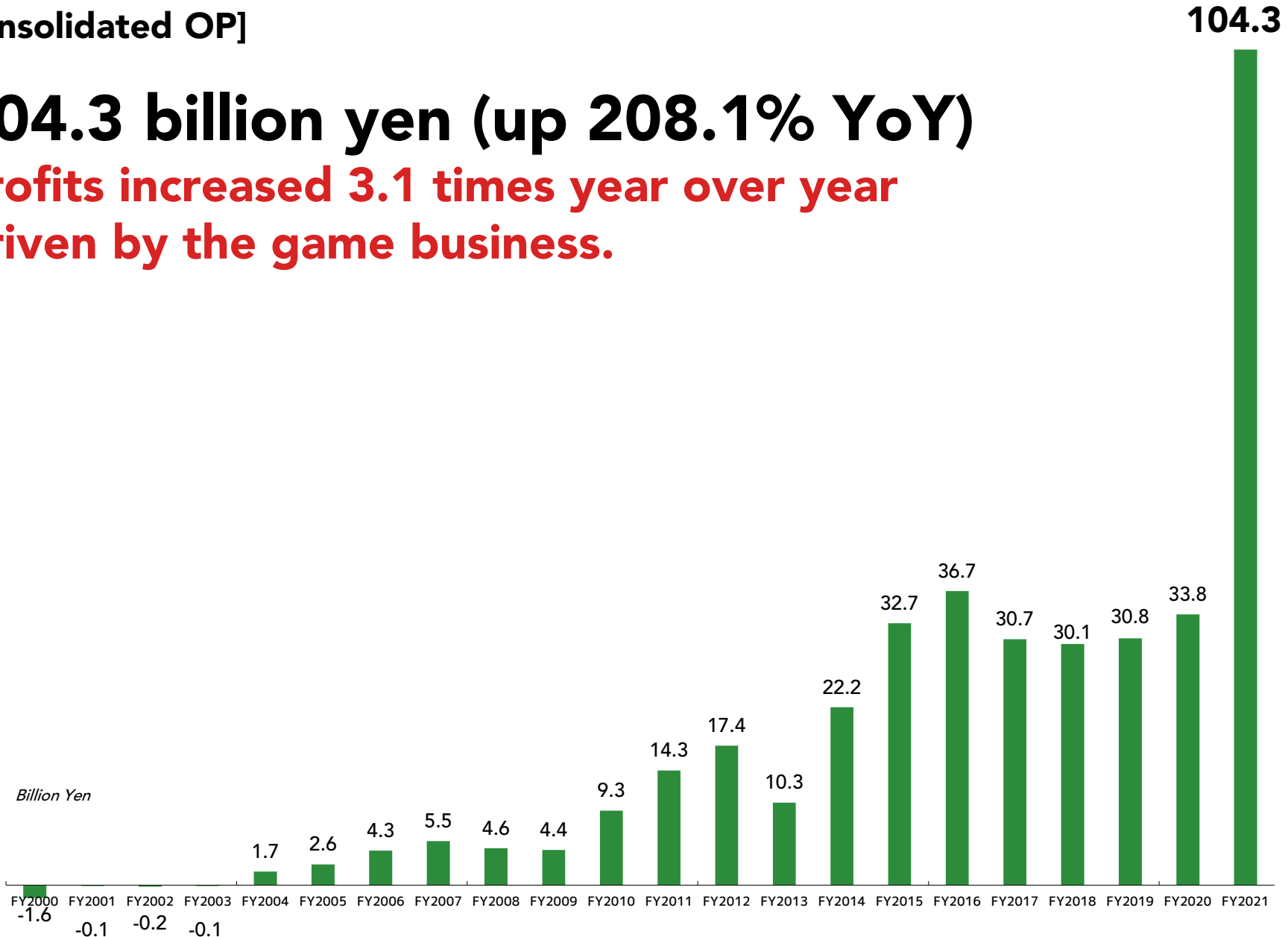


# 1. FY2021 Full Year Results

[Consolidated OP]

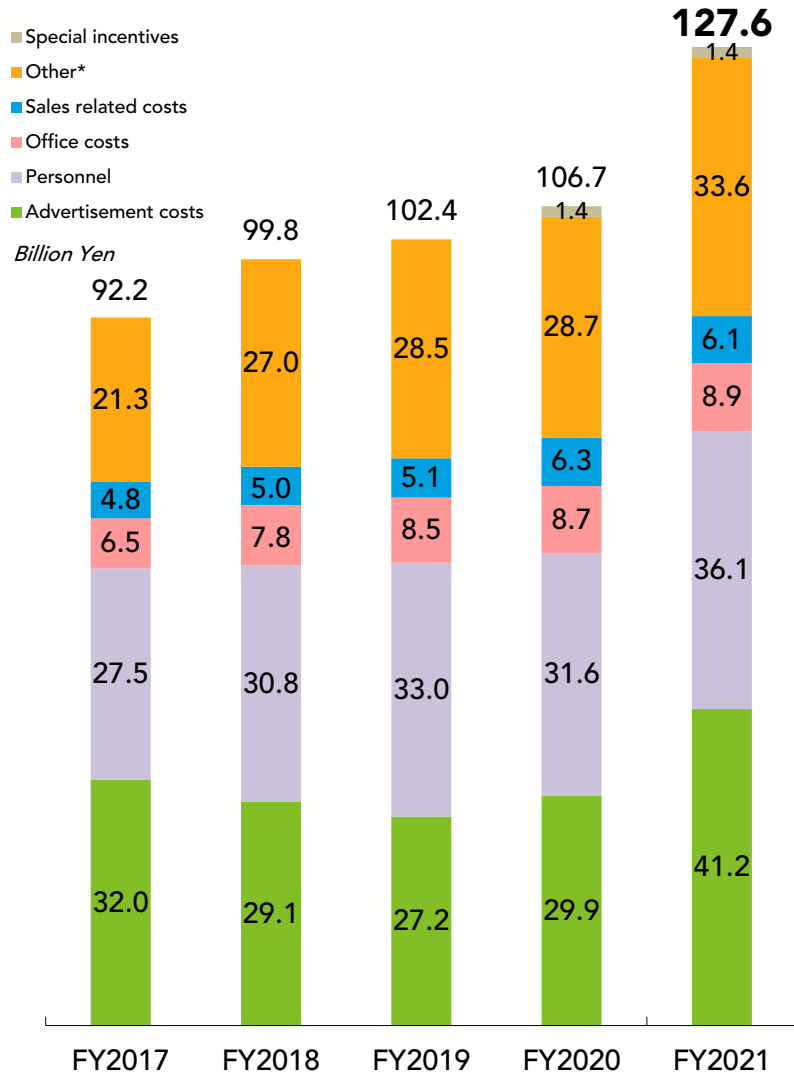
## 104.3 billion yen (up 208.1% YoY)

Profits increased 3.1 times year over year driven by the game business.



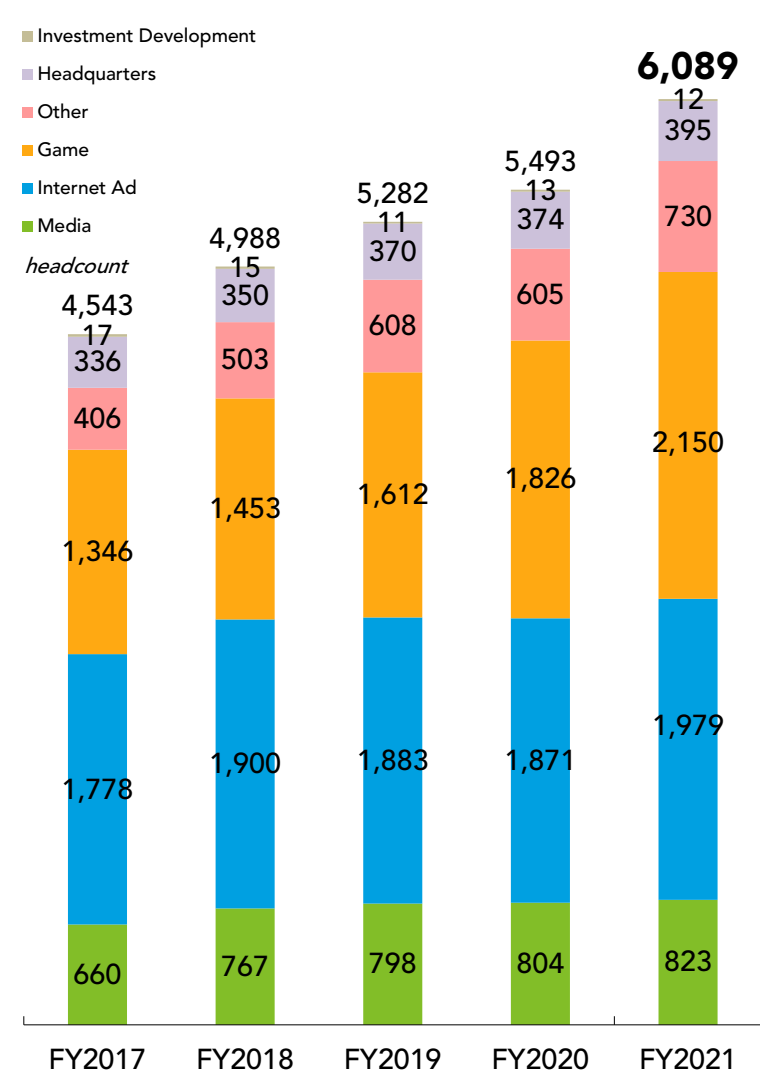
# 1. FY2021 Full Year Results

## [SG&A Expenses] 127.6 billion yen



Other: Outsourcing expenses, research and development expenses, external standard taxation, entertainment expenses, etc.

## [No. of Employees] 6,089 employees





# 1. FY2021 Full Year Results

[PL] Net profit increased 6.3 times year over year.

Unit: million yen	FY2021	FY2020	YoY
<b>Net Sales</b>	<b>666,460</b>	478,566	39.3%
<b>Gross profit</b>	<b>231,995</b>	140,648	64.9%
<b>SG&amp;A expenses</b>	<b>127,613</b>	106,768	19.5%
<b>Operating profit</b>	<b>104,381</b>	33,880	208.1%
<b>OPM</b>	<b>15.7%</b>	7.1%	8.6pt
<b>Ordinary profit</b>	<b>104,694</b>	33,863	209.2%
<b>Extraordinary income</b>	<b>2,201</b>	88	2384.1%
<b>Extraordinary loss*</b>	<b>6,173</b>	5,749	7.4%
<b>Income before income taxes and non-controlling interests</b>	<b>100,722</b>	28,202	257.1%
<b>Net profit*</b>	<b>41,553</b>	6,608	528.8%

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

# 1. FY2021 Full Year Results

[BS]

Unit: million yen	End of Sept. 2021	End of Sept. 2020	YoY
<b>Current assets</b>	<b>301,650</b>	203,674	48.1%
<b>Cash deposits</b>	<b>181,451</b>	102,368	77.3%
<b>Fixed assets</b>	<b>80,885</b>	57,047	41.8%
<b>Total assets</b>	<b>382,578</b>	260,766	46.7%
<b>Current liabilities</b>	<b>140,714</b>	87,867	60.1%
(Income tax payable)	<b>29,723</b>	9,458	214.3%
<b>Fixed liabilities</b>	<b>47,718</b>	45,220	5.5%
<b>Shareholders' equity</b>	<b>119,128</b>	78,466	51.8%
<b>Net assets</b>	<b>194,145</b>	127,678	52.1%

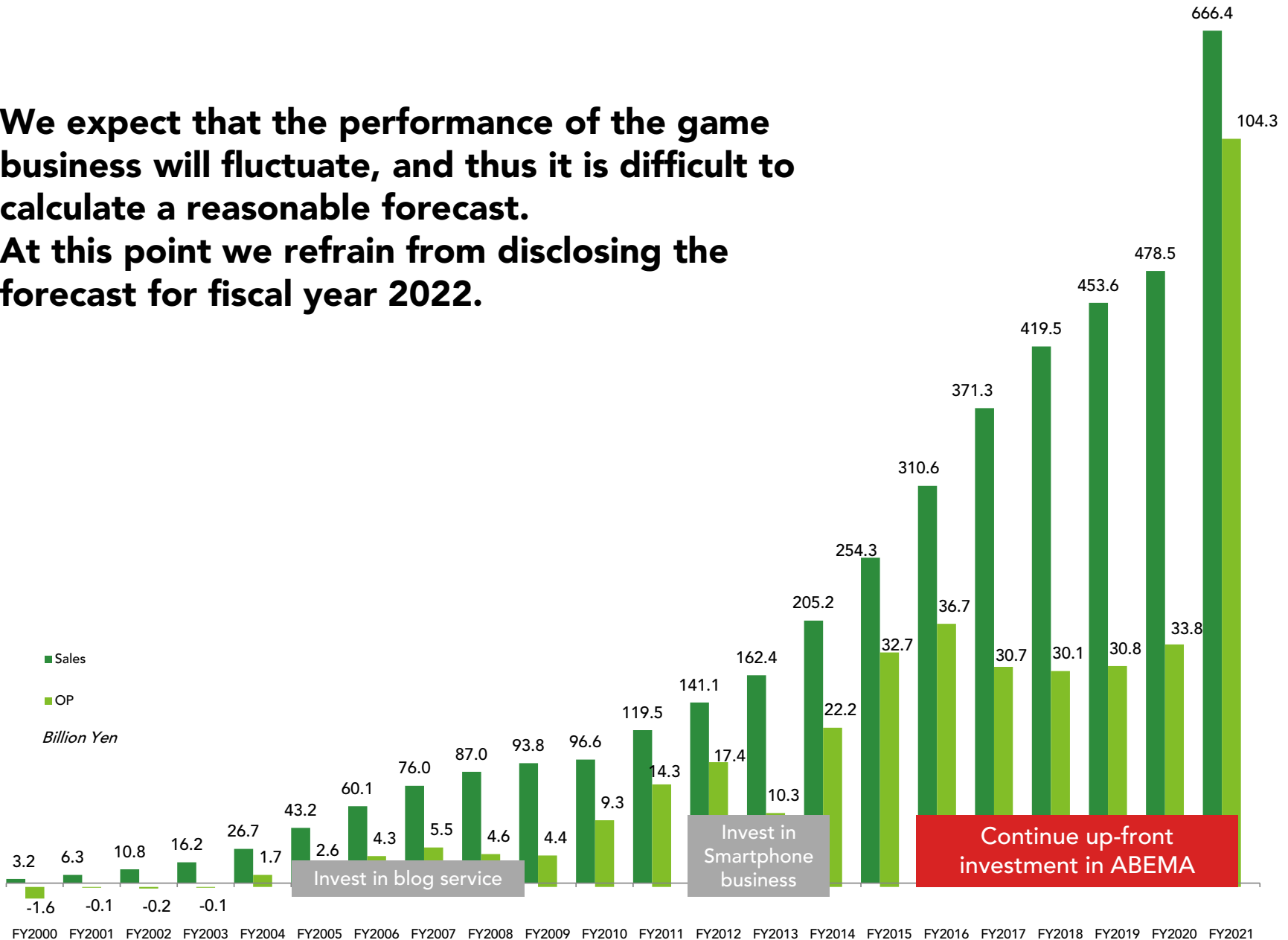
# **FY2022 Forecast**

**October 2021 - September 2022**

## 2. FY2022 Forecast

We expect that the performance of the game business will fluctuate, and thus it is difficult to calculate a reasonable forecast.

At this point we refrain from disclosing the forecast for fiscal year 2022.



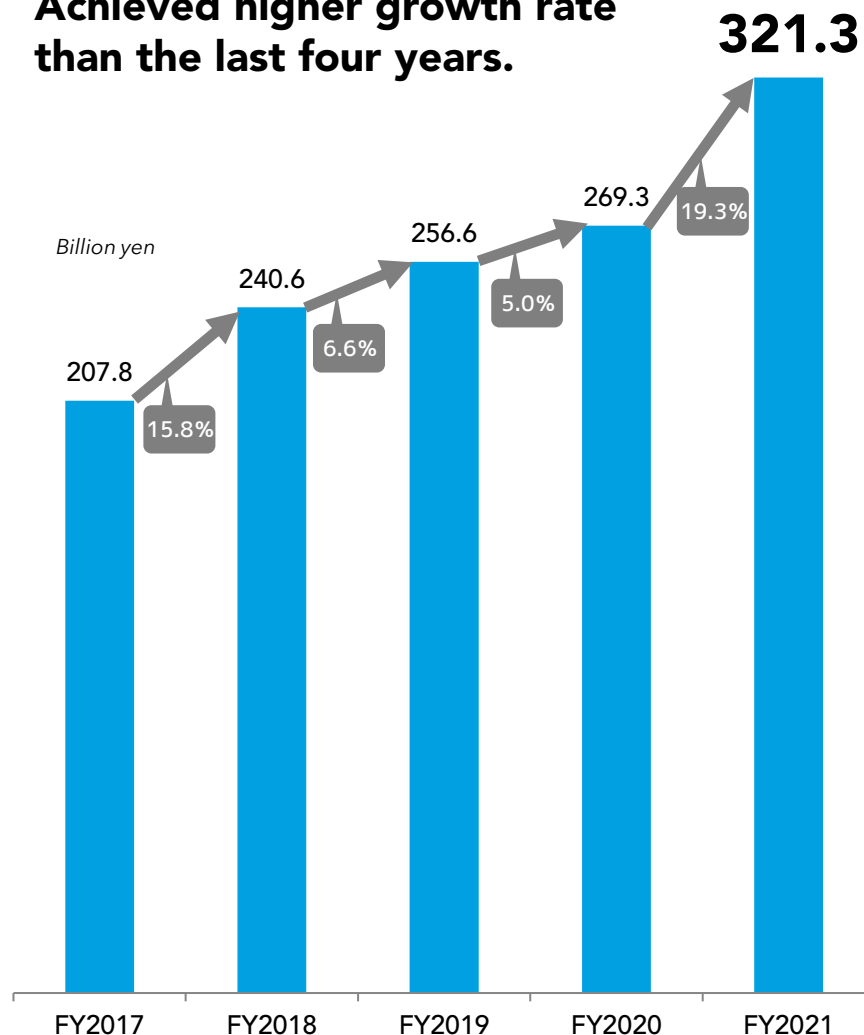
# Internet Advertisement

# 3. Internet Advertisement Business

## [Full Year Sales]

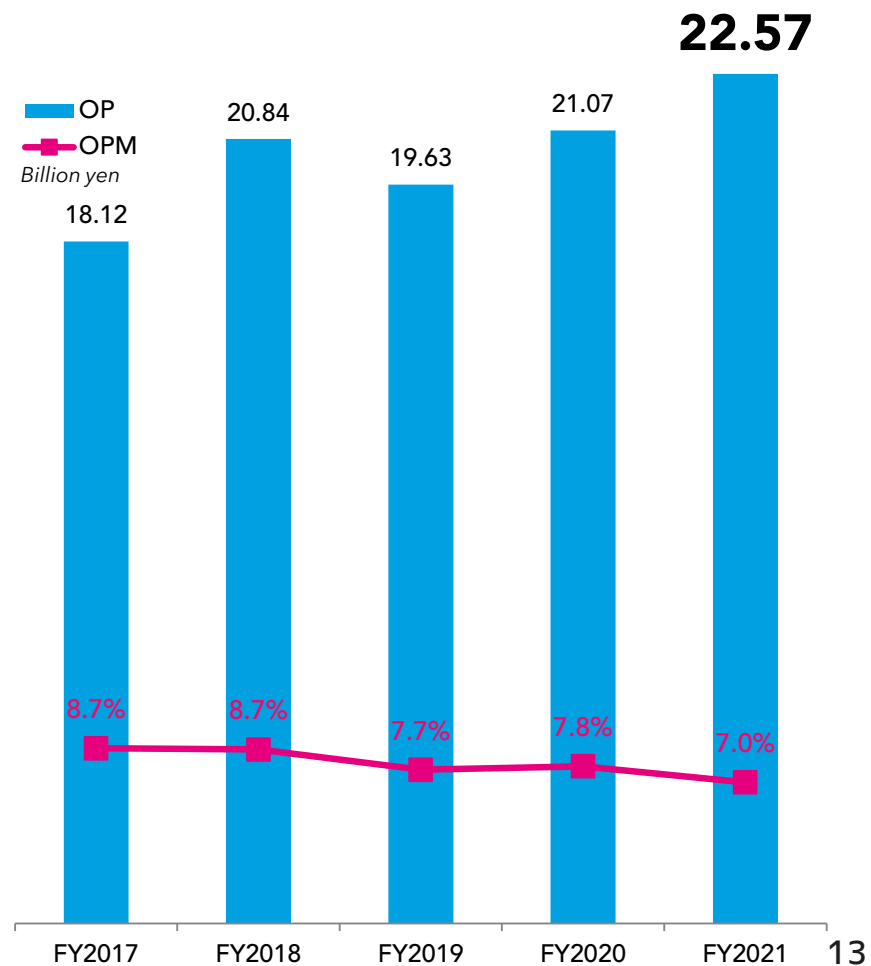
**321.3** billion yen (up **19.3%** YoY)

Achieved higher growth rate than the last four years.



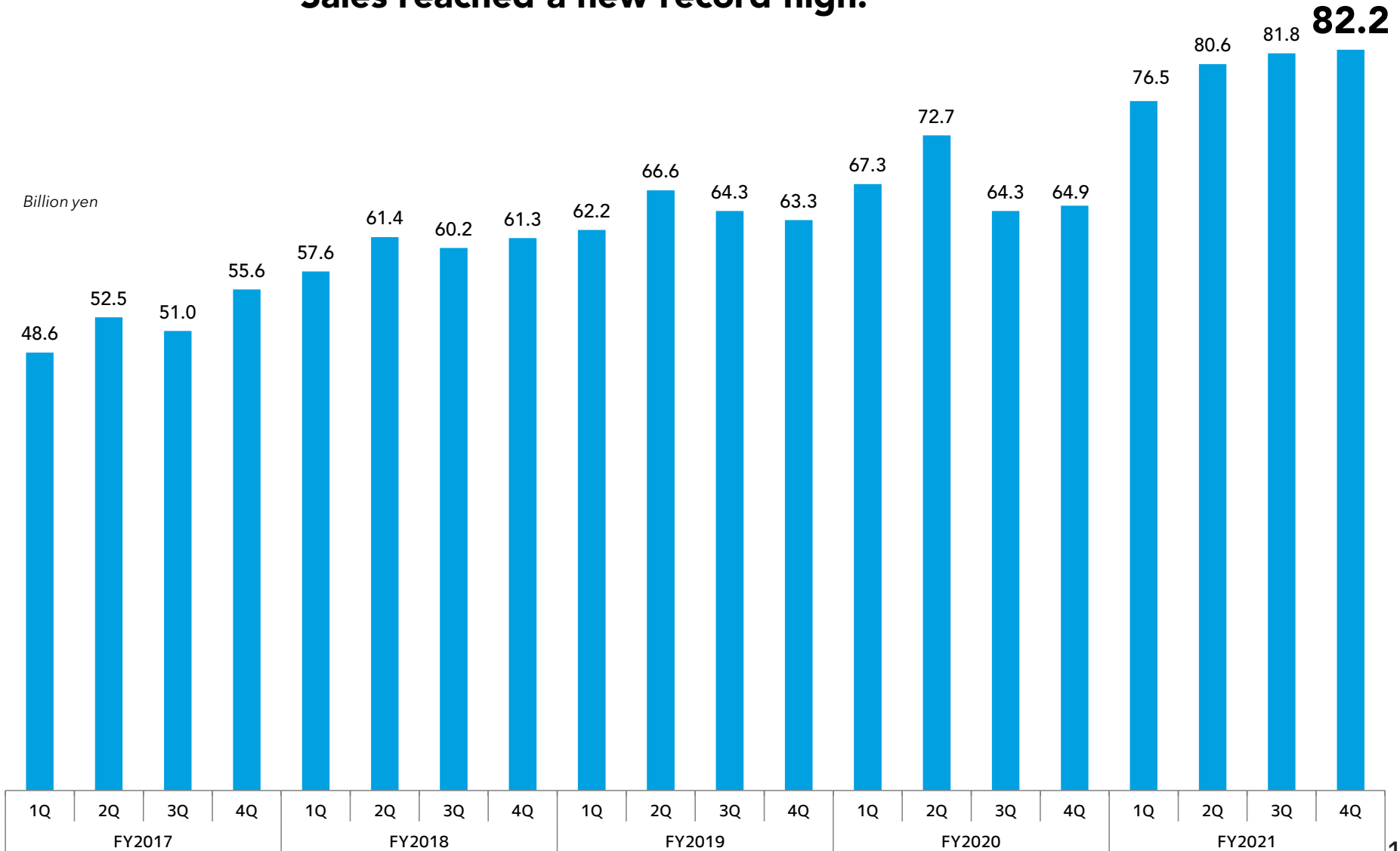
## [Full Year OP]

**22.5** billion yen (up **7.1%** YoY)



# 3. Internet Advertisement Business

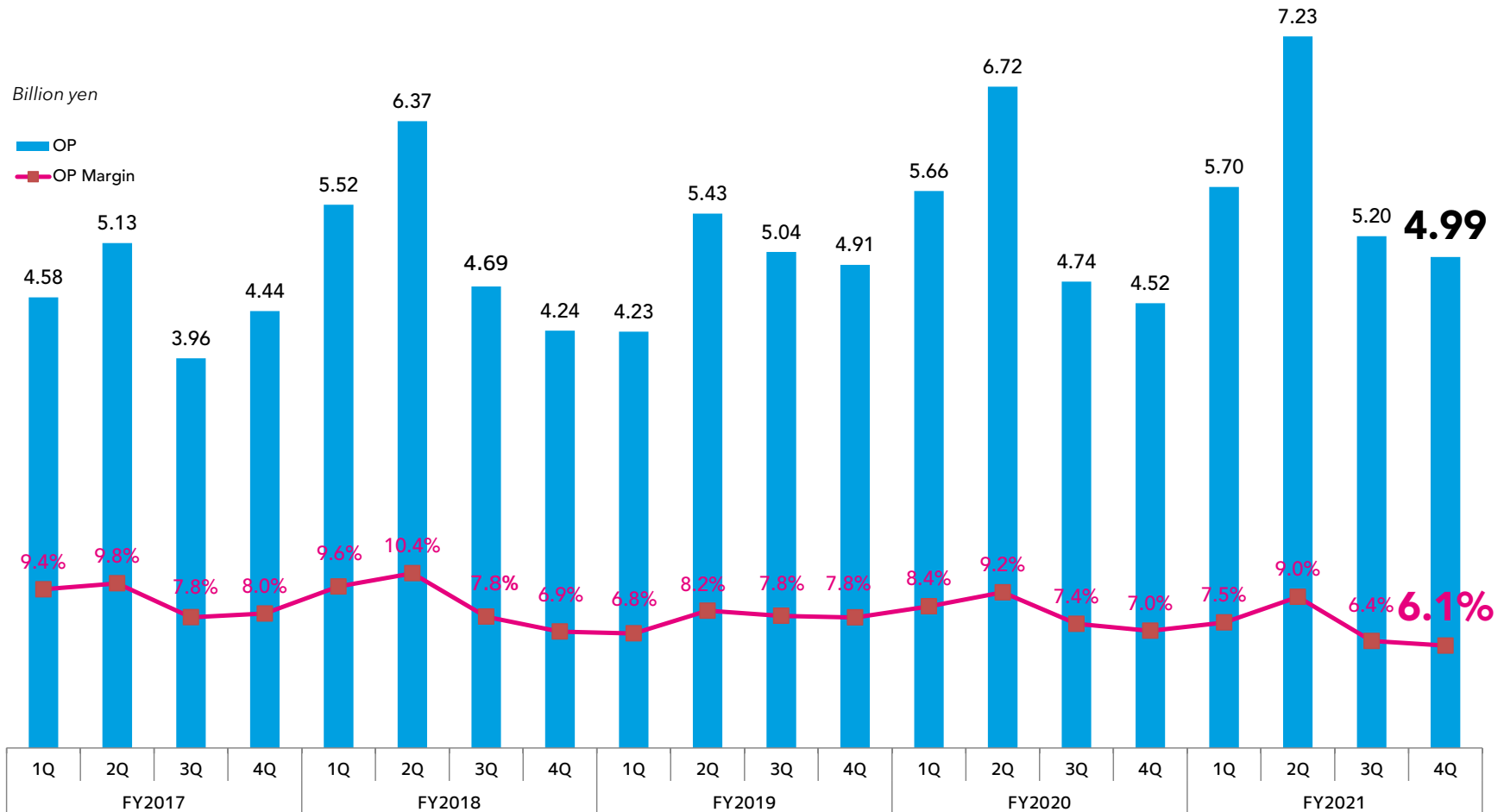
[Quarterly Sales] Q4 **82.2** billion yen (up **26.6%** YoY)  
Sales reached a new record high.



# 3. Internet Advertisement Business

[Quarterly OP] OP was **4.9** billion yen (up **10.5%** YoY)

Strengthen an upfront investment in AI and DX field.



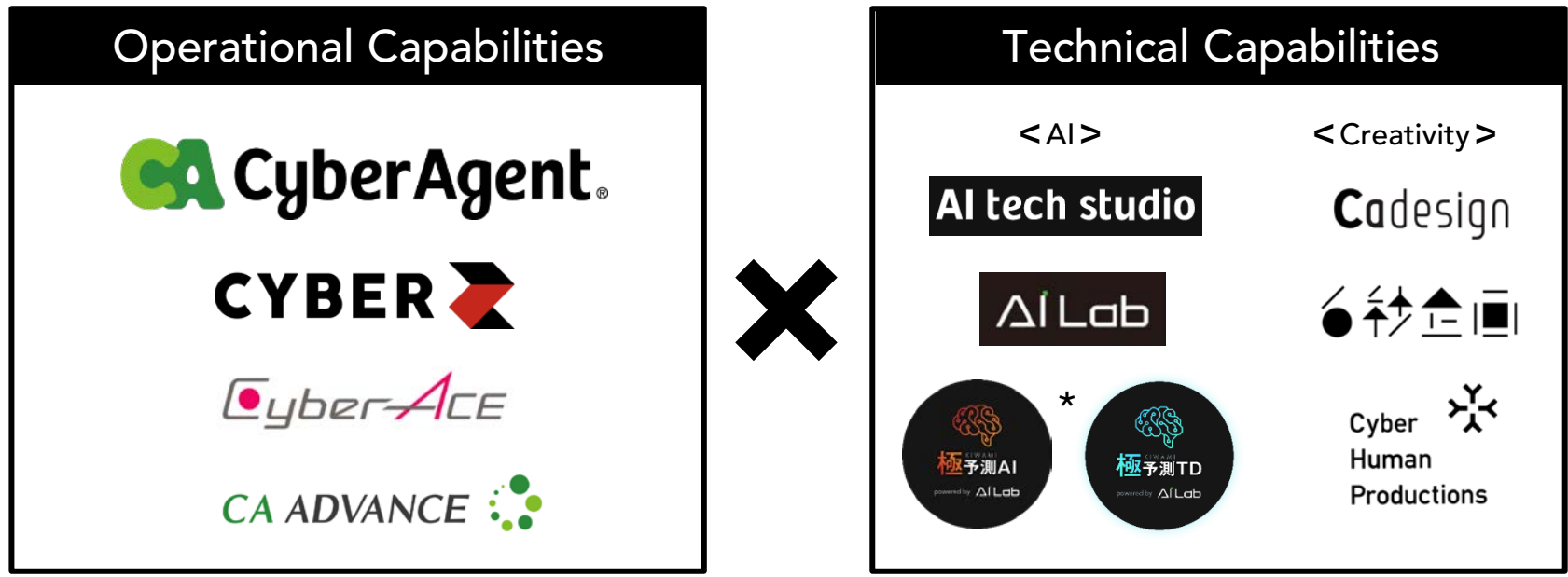
\*Quarterly OP and OPM: Special incentives in FY2020 and FY2021 are excluded.



# 3. Internet Advertisement Business

## [Competitive Advantage]

Maximize the advertising effectiveness by taking advantage of our operational and technical capabilities.



**Maximize the advertising effectiveness**

\*As of FY2021 Q4, 80% of advertisers who are able to implement AI products who place display and search-linked ads have implemented KIWAMI Prediction AI series.

# 3. Internet Advertisement Business

**[Focus Area] We are expanding DX business to a wide range of industries by utilizing our extensive knowledge and technical capabilities.**

## Our capabilities in DX business

Expertise and technical capability in the digital field

A dedicated team with over 300 staffs

Research & development capability of AI



### Retail



We support a new shopping experience that integrates digital and analog.

### Public offices



We support digitalizing every procedures at public offices.

### Healthcare



We support online doctor visits and medication guidance.







### Events



We support online launch events or trade shows.

# 3. Internet Advertisement Business

**[Focus Area] To support promotion of DX in the retail industry, we collaborate with various companies.**

Business Alliance		
<p>Promoting DX in retail and distribution companies</p>  <p>Provides solutions such as "Next-Gen Smart Advertising Platform" with NTT Communications Corporation</p>	<p>Consumer Electronics Store "YAMADA DENKI"</p>  <p>With YAMADA-DENKI Co., Ltd. we provide "Yamada Digital Ads," an official advertising menu that utilizes original purchasing data.</p>	<p>In-store DX "AWL x SATUDORA"</p>  <p>Partnering with AWL, Inc. and SAPPORO DRUG STORE CO.,LTD. to support promotion of DX in retail stores using AI cameras.</p>
Founding of New Companies		
<p>Card Transaction Data</p>  <p>Established CASM, Inc. with Credit Saison Co., Ltd. to provide solutions utilizing card transaction data.</p>	<p>Purchase Data</p>  <p>Together with ITOCHU Corporation, FamilyMart Co., Ltd. and NTT DOCOMO, Inc. we established Data One, Inc. to develop an advertising business that utilizes the purchase data of retail businesses.</p>	<p>Certified Partner</p> <p>In-store retail advertising</p>  <p>As an approved partner of LINE POP Media, we support installing a beacon and delivering advertisements in retail stores.</p>

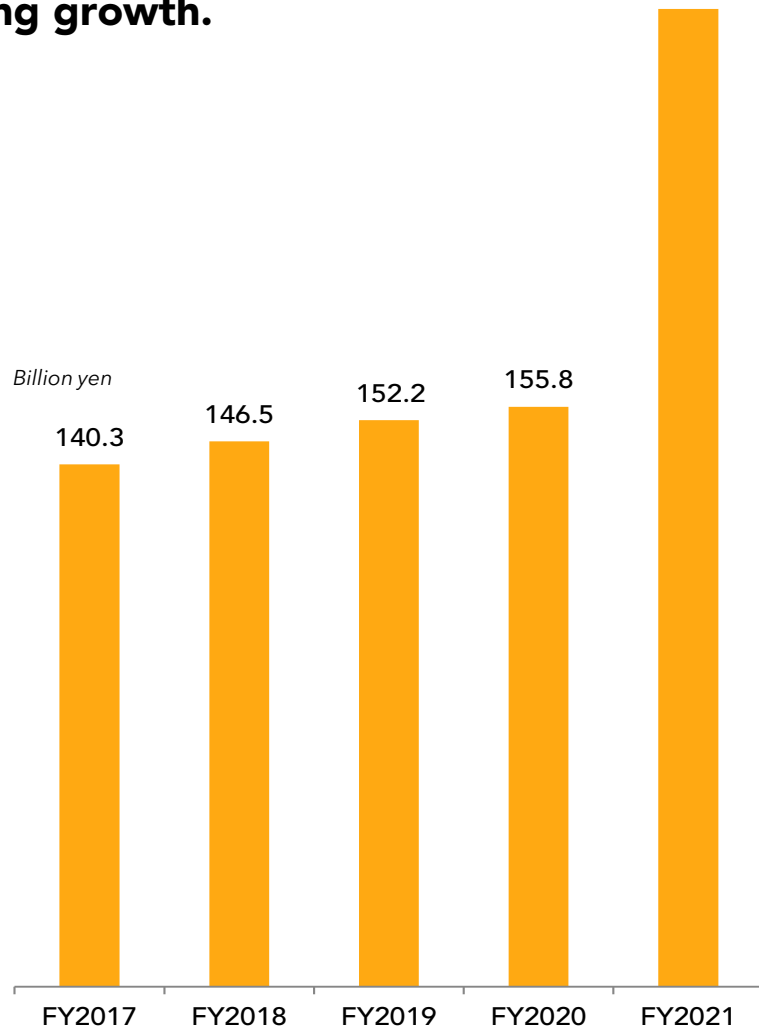
# Game

# 4. Game Business

## [Full Year Sales]

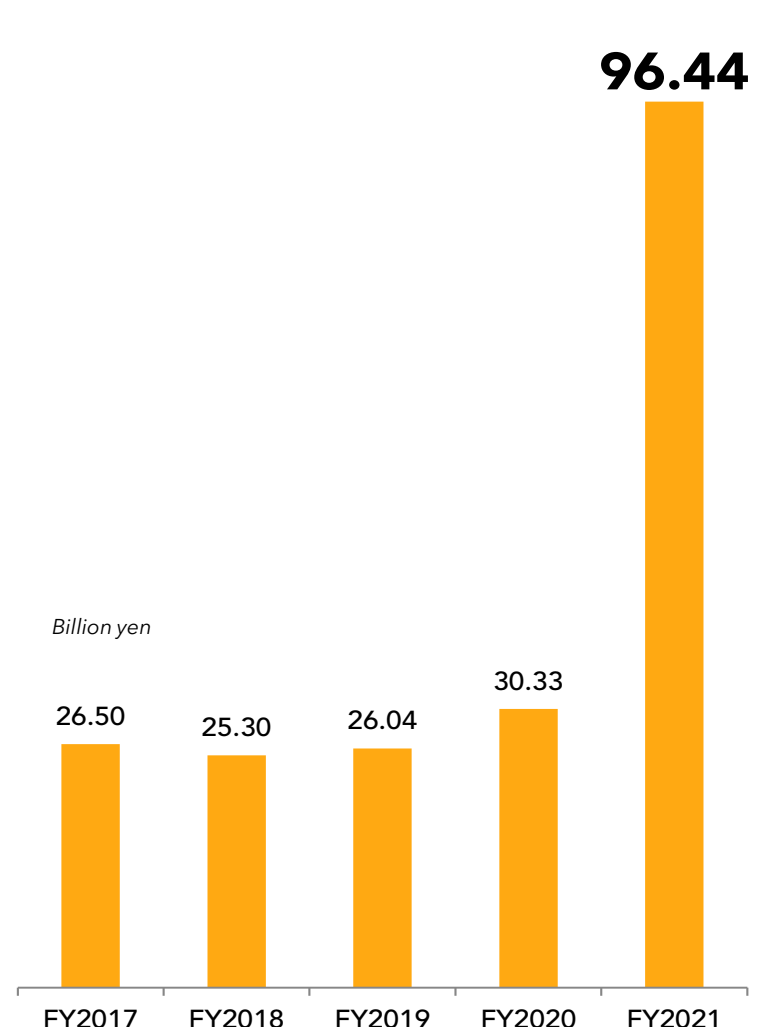
**262.7** billion yen (UP 68.6% YoY)

New successful titles delivered a **262.7** strong growth.



## [Full Year OP]

**96.4** billion yen (UP 217.9% YoY)

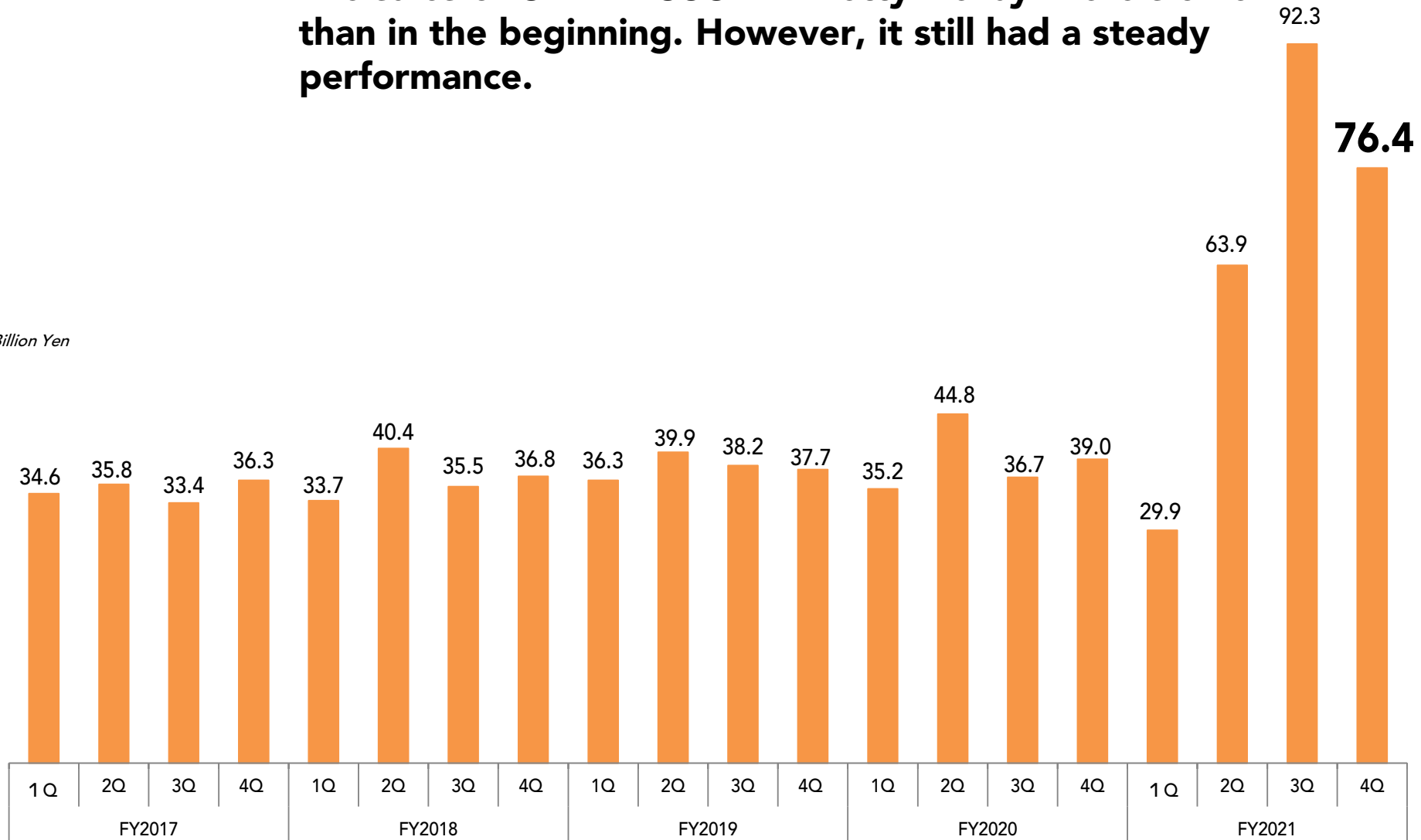


# 4. Game Business

[Quarterly Sales] Q4 **76.4** billion yen (up **95.7%** YoY)

The sales of UMA MUSUME Pretty Derby\* were slower than in the beginning. However, it still had a steady performance.

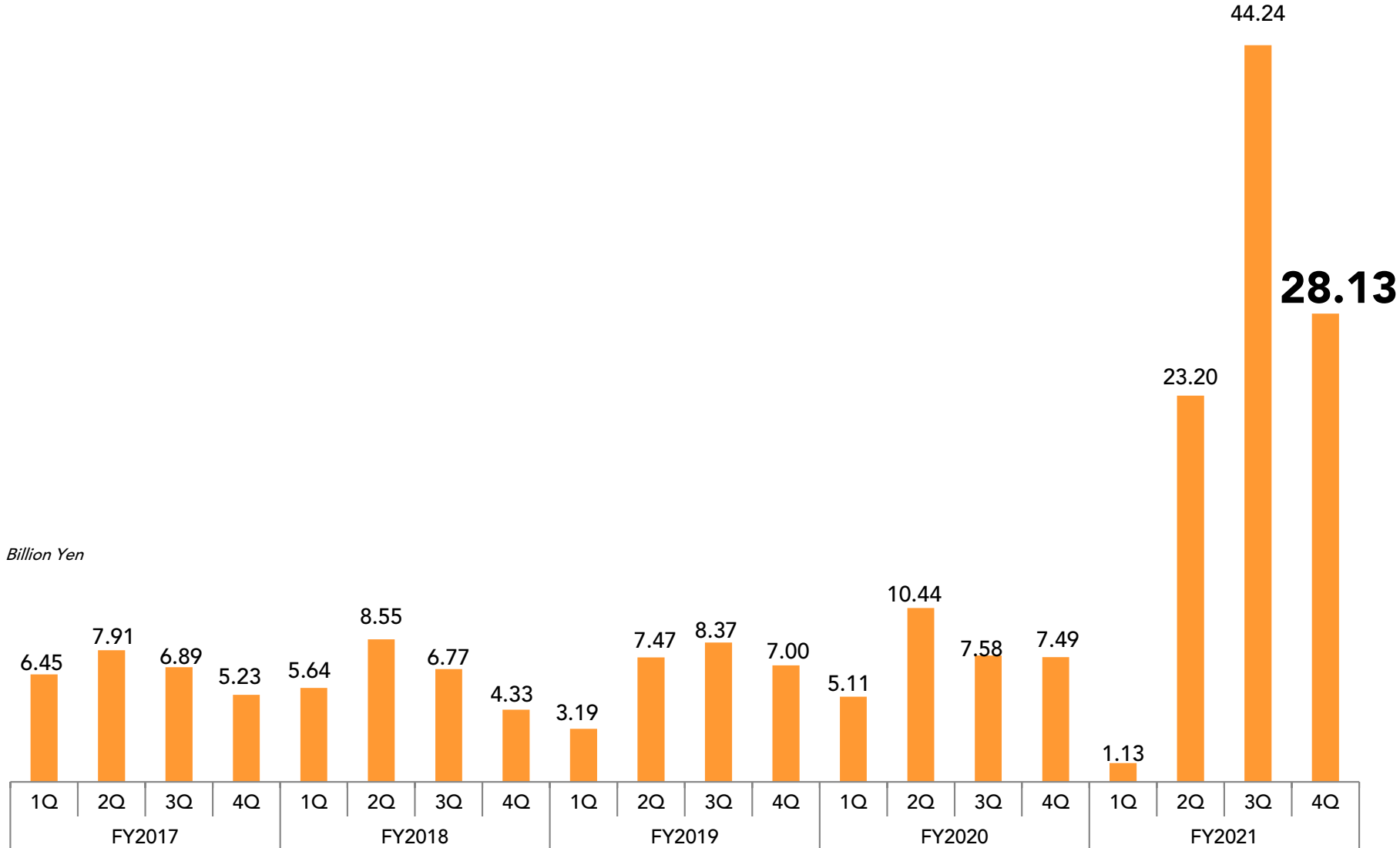
Billion Yen



\*Uma Musume Pretty Derby\* : © Cygames, Inc.

# 4. Game Business

[Quarterly OP] Q4 **28.1** billion yen (up 275.6% YoY)



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

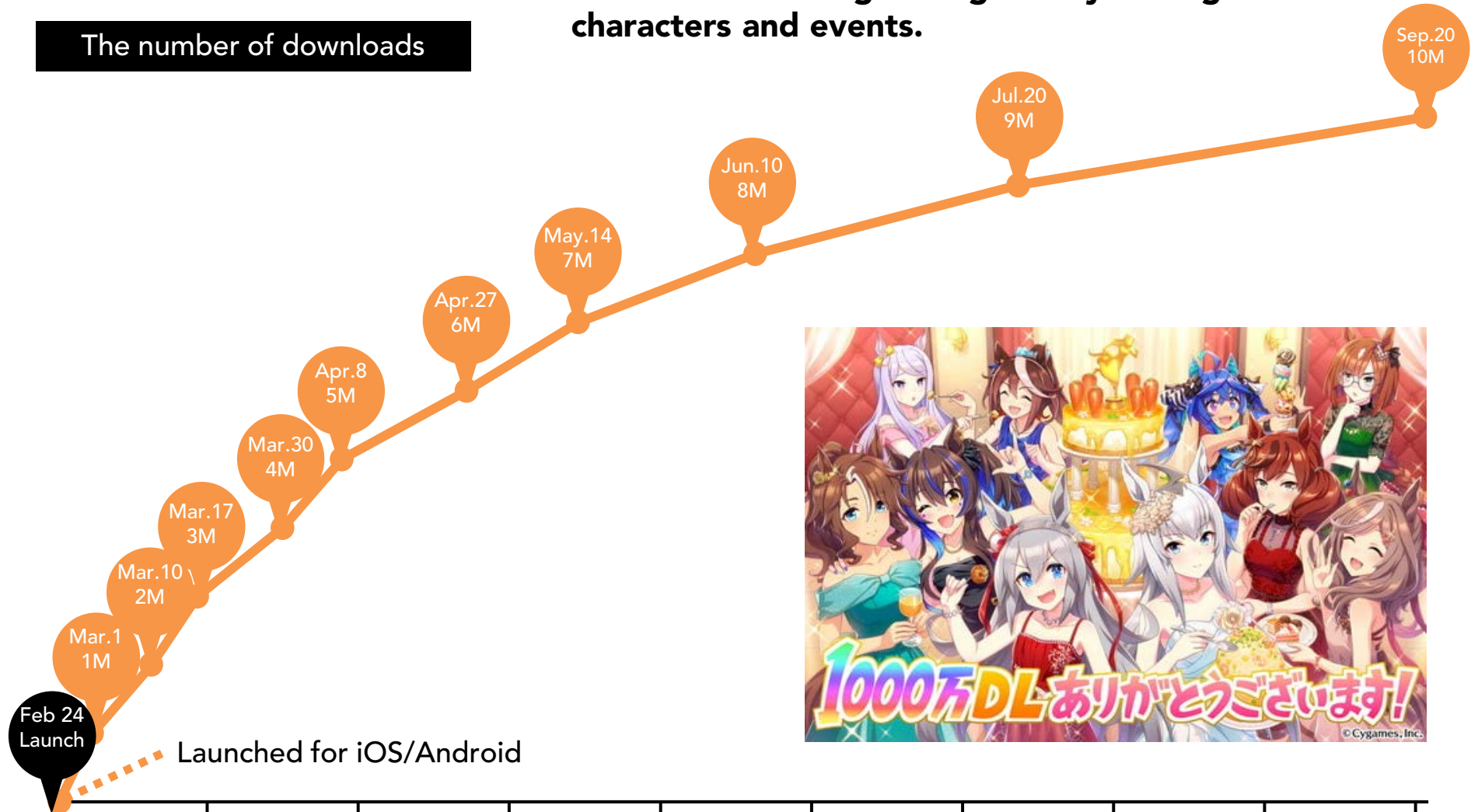
# 4. Game Business

## [Uma Musume Pretty Derby\*]

Exceeded 10 million downloads in seven months since the launch.

It aims to be a long-term game by adding more characters and events.

The number of downloads



Feb. 24  
\*Uma Musume Pretty Derby\* : © Cygames, Inc.



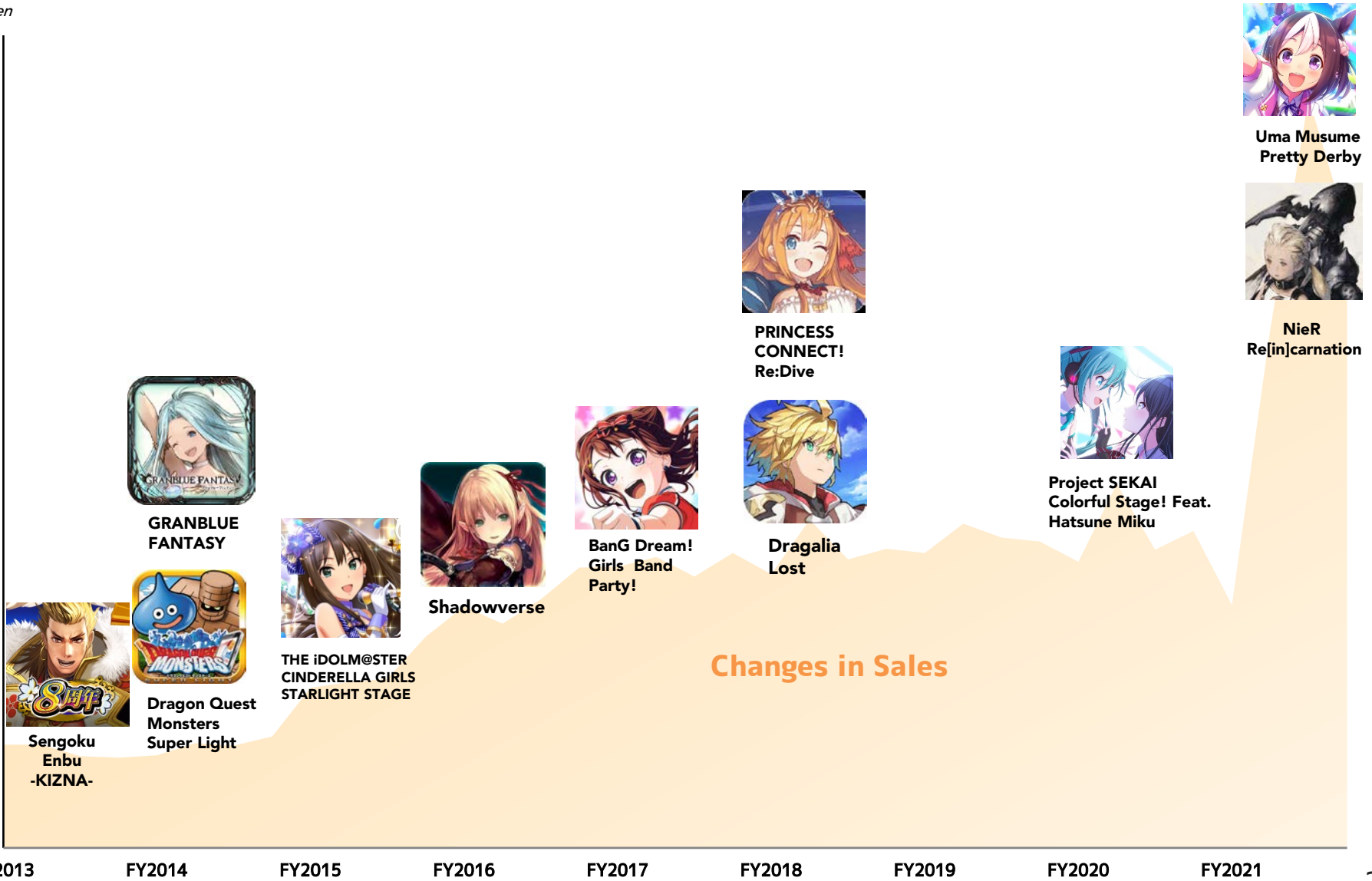
# 4. Game Business

[Competitive Advantage]

We create successful games continuously.

Billion Yen

100



Changes in Sales

\*The copyrights are listed on the last page.

# 4. Game Business

[Upcoming Games] Aim to create a new successful game by launching four to five new titles in the coming year.

**"D-CIDE TRAUMERAI"\*** Mixed media project  
Sumzap, Inc./ Drecom Co., Ltd./Bushiroad Inc. **Released on Sep. 30**



**"FINAL FANTASY VII EVER CRISIS"\*\*\*** RPG  
SQUARE ENIX CO., LTD. / Applibot, Inc. **To be released in 2022**



**"Pride of Orange! SMILE PRINCESS"\*\*** Mixed media project  
CyberAgent Anime Business Unit/EXNOA **To be released in 2022**



**"Jujutsu Kaisen Phantom Parade"\*\*\*\*** RPG  
Sumzap, Inc. / TOHO CO., LTD. **Release Date TBA**



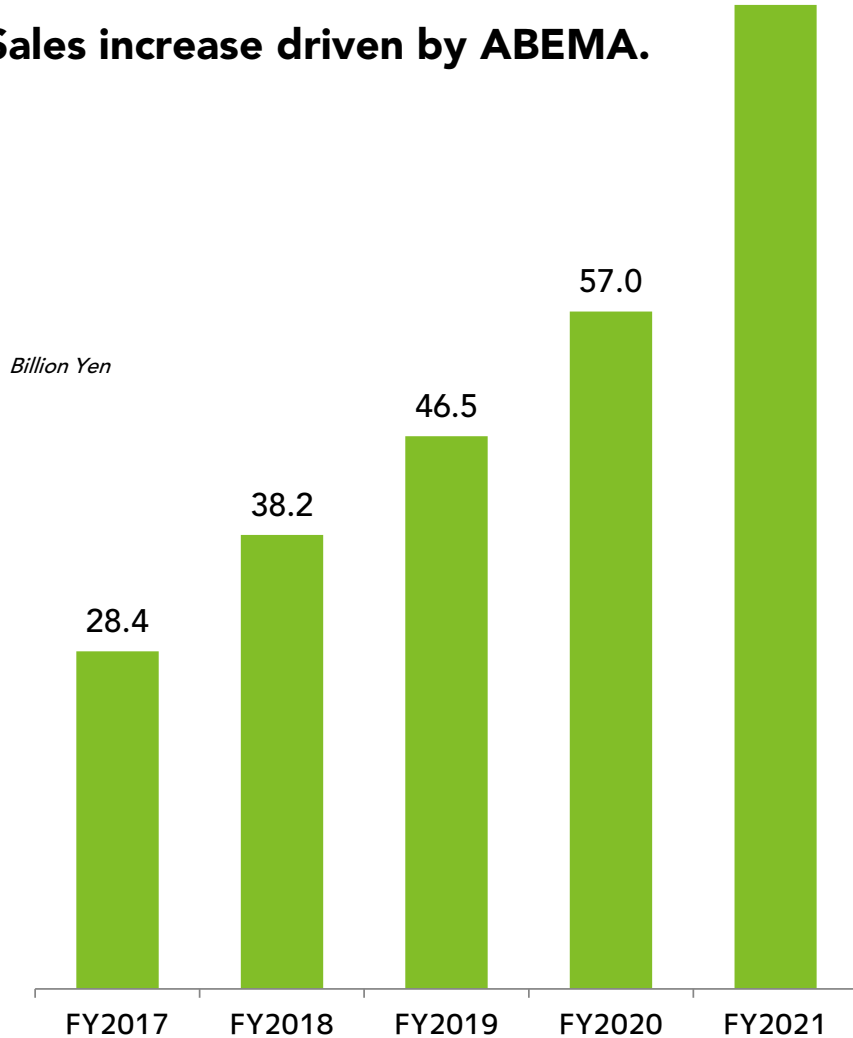
\*D\_CIDE TRAUMERAI": © D\_CIDE TRAUMEREI \*\*Pride of Orange! SMILE PRINCESS": ©2020 Pride of Orange! Media Mix Partners  
\*\*\*"FINAL FANTASY VII EVER CRISIS": © 1997, 2021 SQUARE ENIX CO., LTD. All Rights Reserved. Powered by Applibot, Inc. CHARACTER DESIGN: TETSUYA NOMURA CHARACTER ILLUSTRATION: LISA FUJISE  
\*\*\*\*" Jujutsu Kaisen Phantom Parade": © Gege Akutami/ Shueisha, Jujutsu Kaisen Production Committee © Sumzap, Inc

# Media

# 5. Media Business

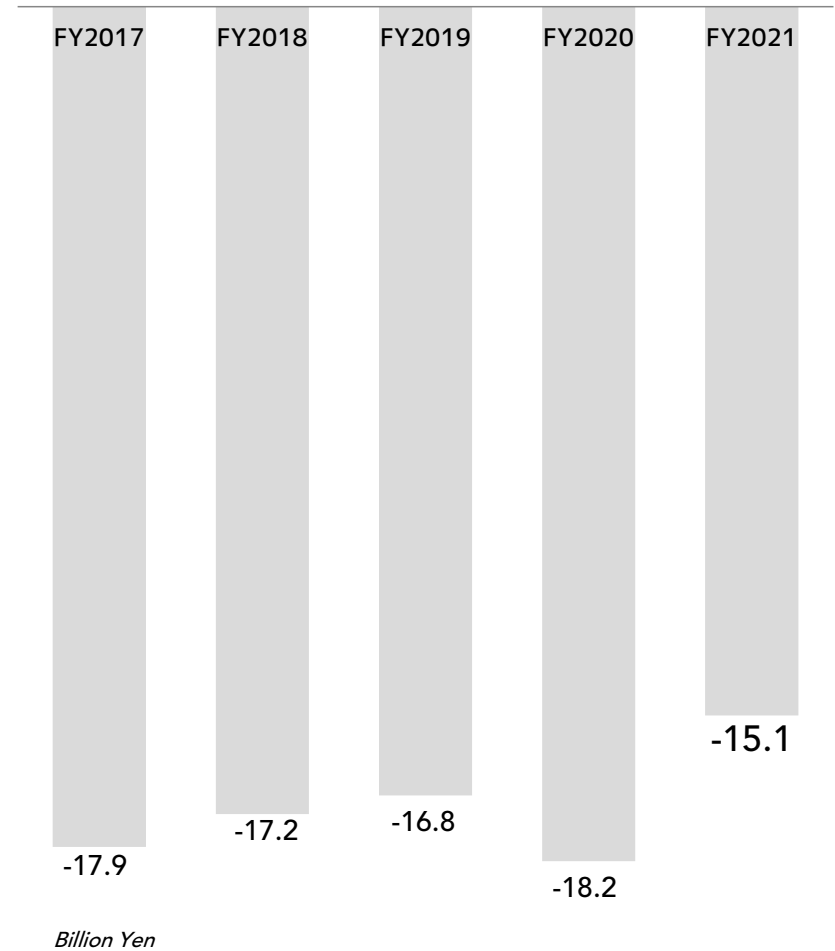
## [Full Year Sales]

**82.8** billion yen (up **45.1%** YoY)  
Sales increase driven by ABEMA.



## [Full Year OP]

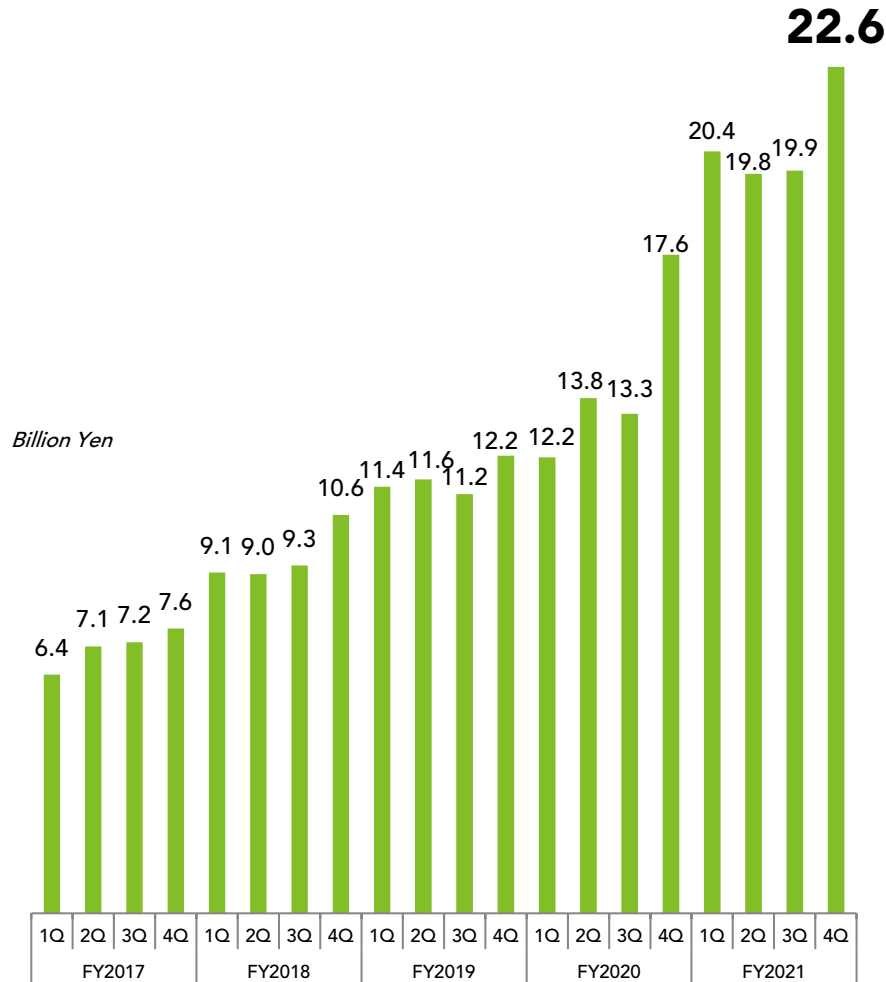
Operation Loss of the media business decreased to **15.1** billion yen.



# 5. Media Business

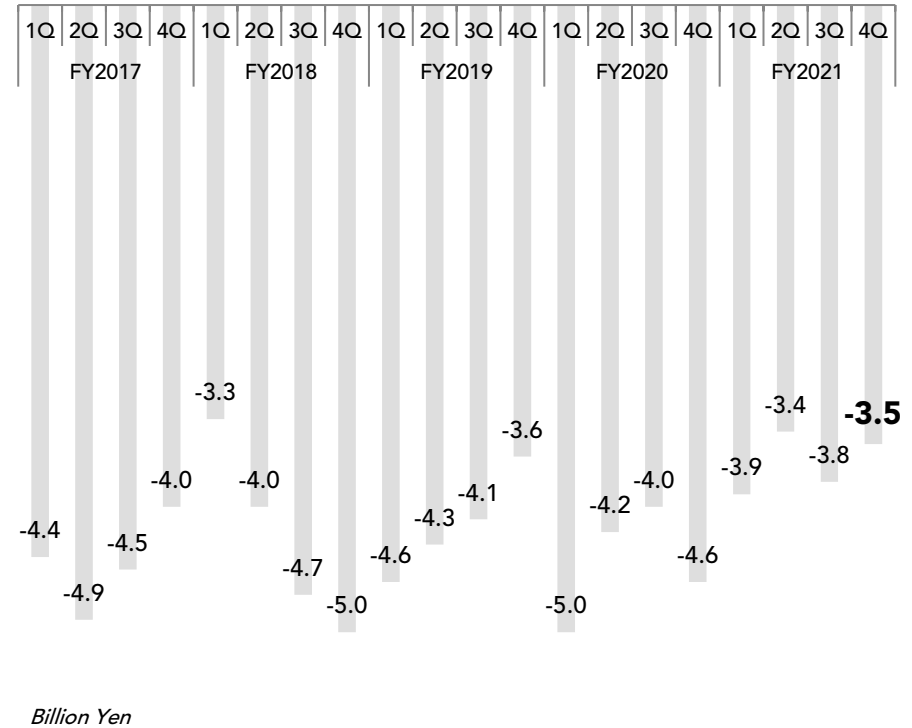
## [Quarterly Sales]

**22.6 billion yen (up 28.5% YoY)**



## [Quarterly OP]

**Operation loss of -3.5 billion yen.**



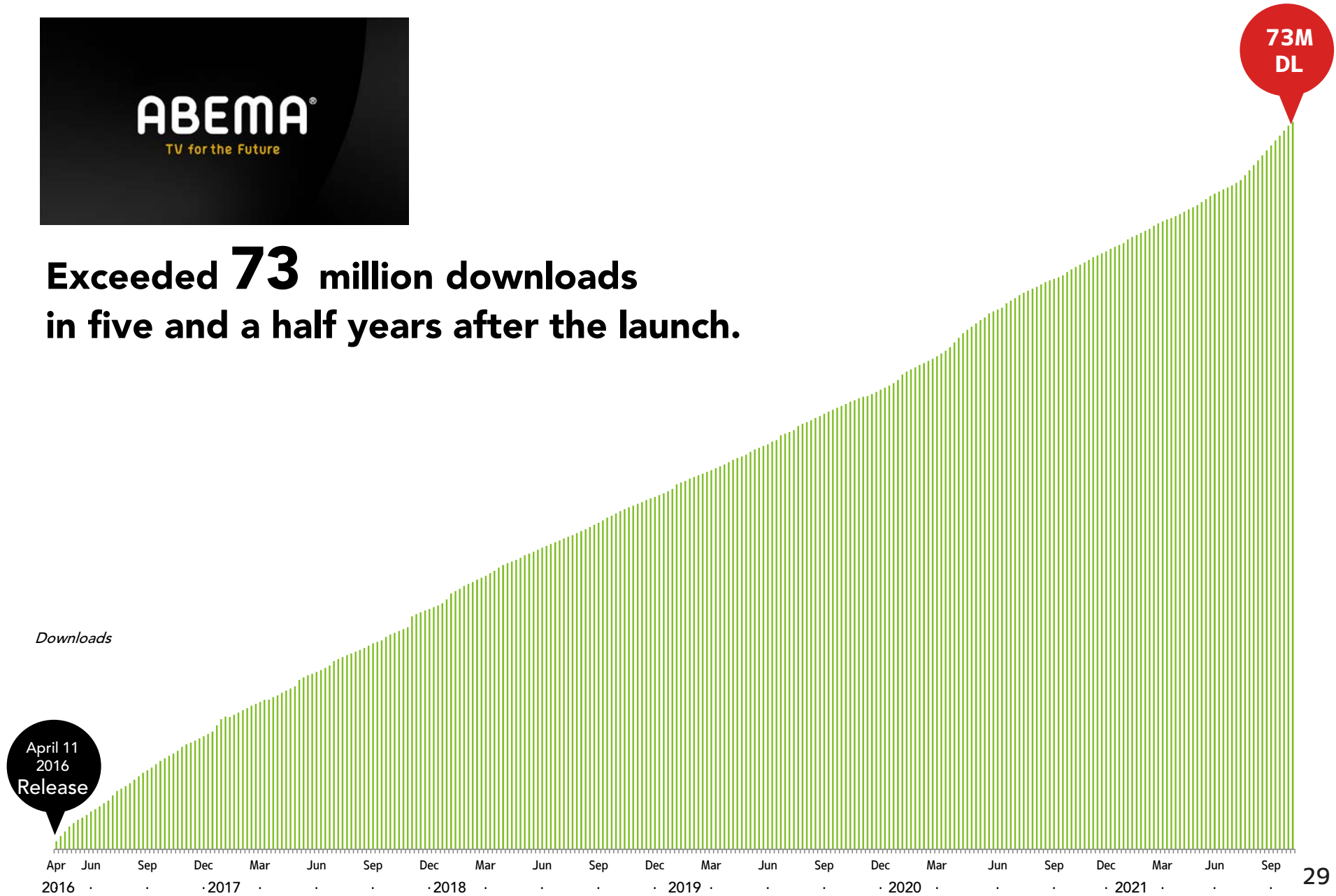
\*Quarterly OP: Special incentives in FY2020 and FY2021 are excluded.

# 5. Media Business



Exceeded **73** million downloads  
in five and a half years after the launch.

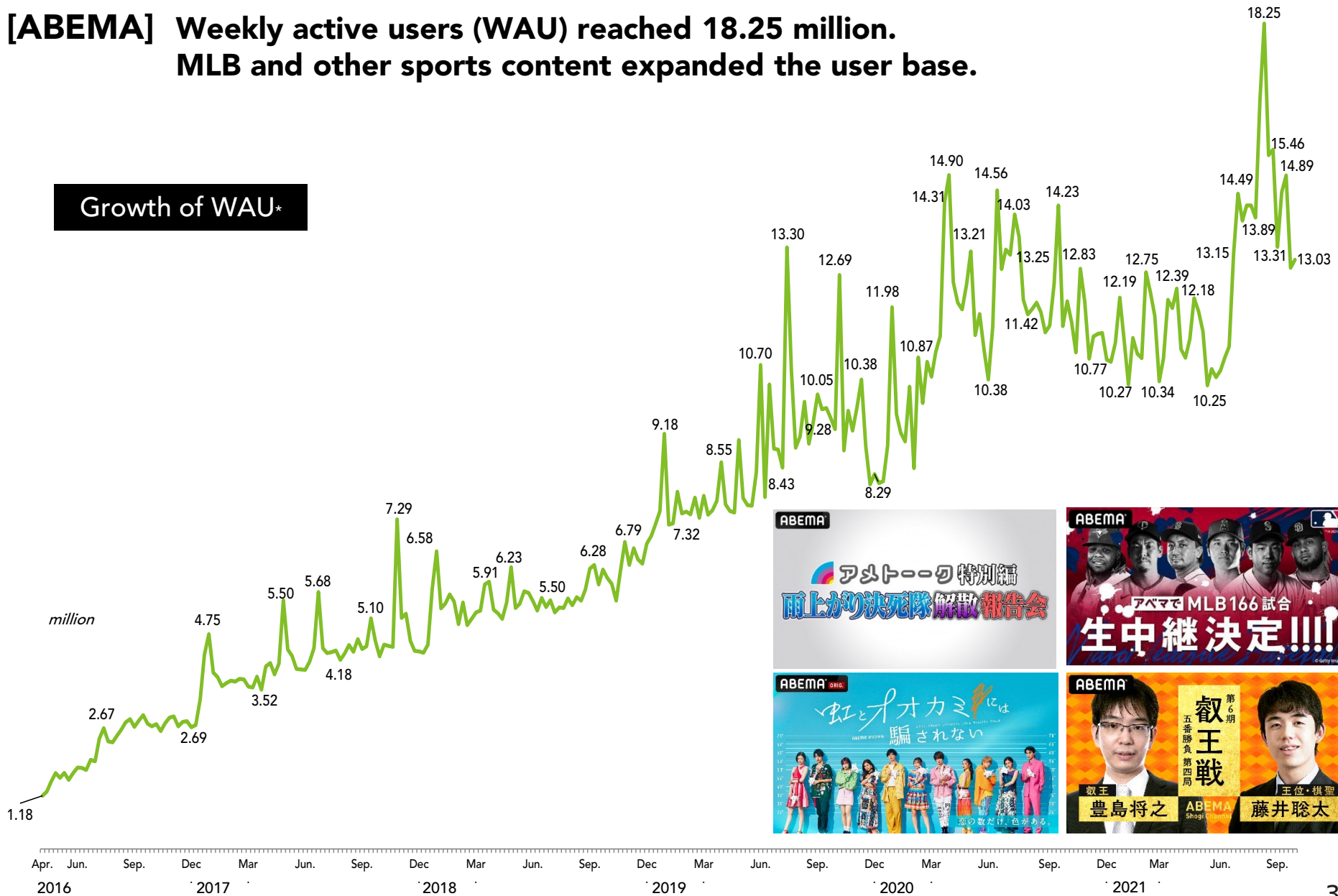
Downloads



# 5. Media Business

**[ABEMA] Weekly active users (WAU) reached 18.25 million.**  
**MLB and other sports content expanded the user base.**

Growth of WAU\*

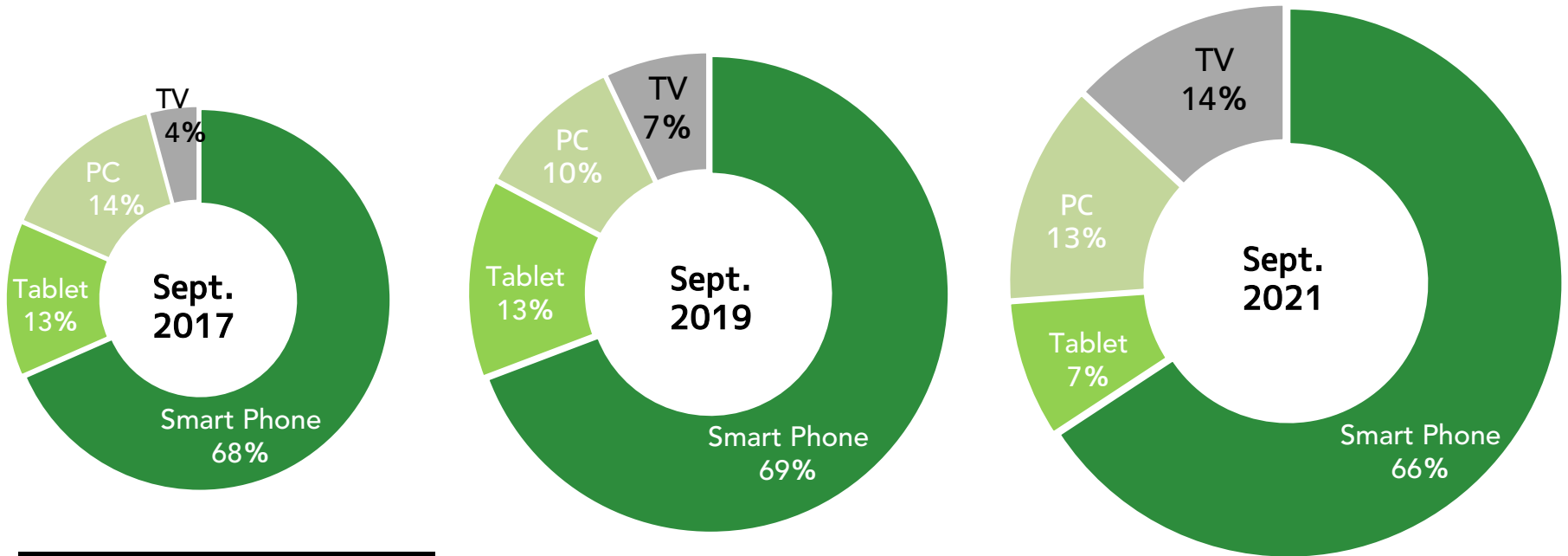


\*WAU: Weekly Active Users

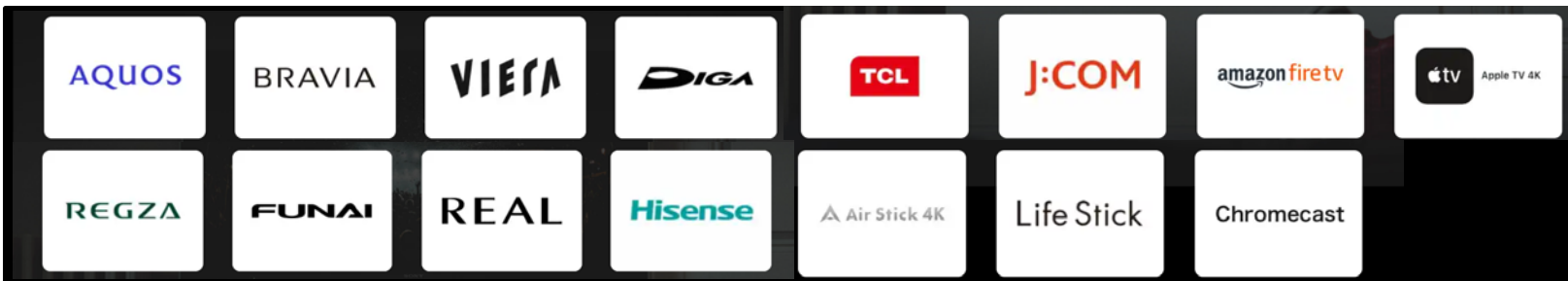
# 5. Media Business

[ABEMA] More users watch ABEMA via TV devices.

## Viewing Device Composition



## Compatible TV brands





# 5. Media Business

[ABEMA] ABEMA brings the best of TV to the internet and aims to be the new TV for the future.

Free of charge & Spontaneity

News · Sports

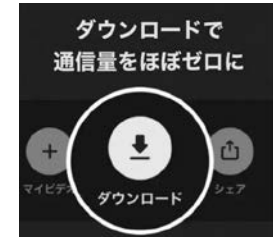


Drama · Variety shows



Freeing users from time and place

On-demand · Time-shifting replay



TV for the future

# 5. Media Business

## [ABEMA] Ramps up the content

### Original Programs



### Collaboration Programs -ABEMA Exclusive



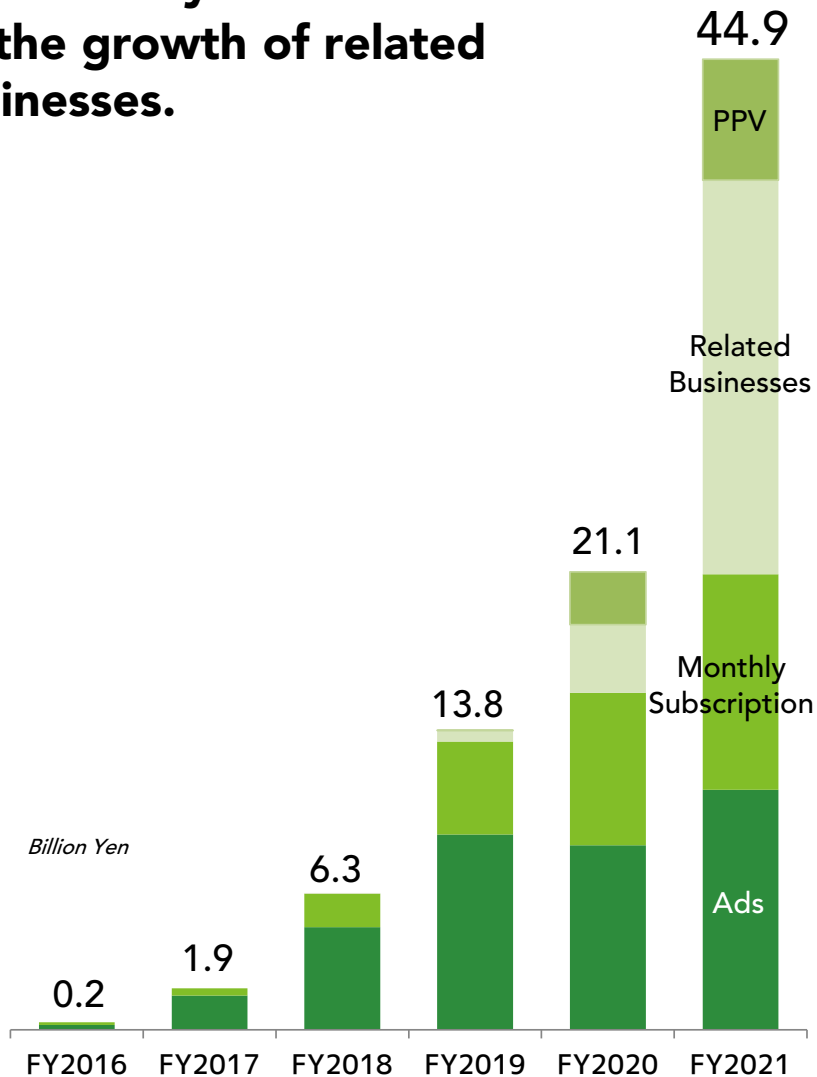
### Sports Content -ABEMA Exclusive



# 5. Media Business

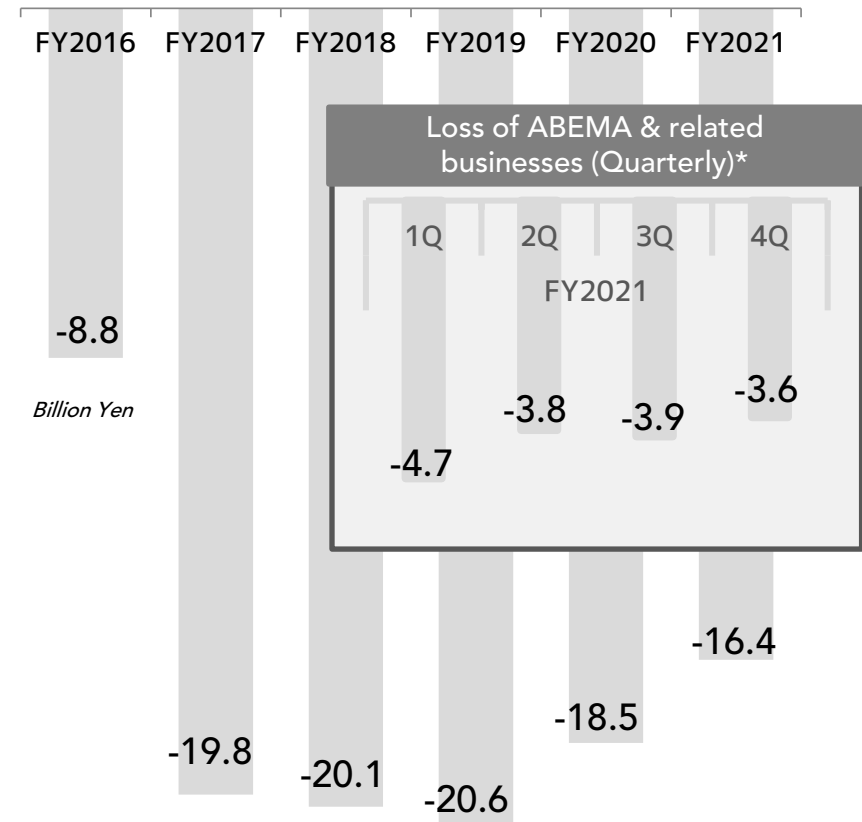
[Sales of ABEMA & Related Businesses (Full-year)]

Increased by **2.1x** YoY driven by the growth of related businesses.



[OP of ABEMA & Related Businesses (Full-year)]

Entered a phase of loss reduction since FY 2020.



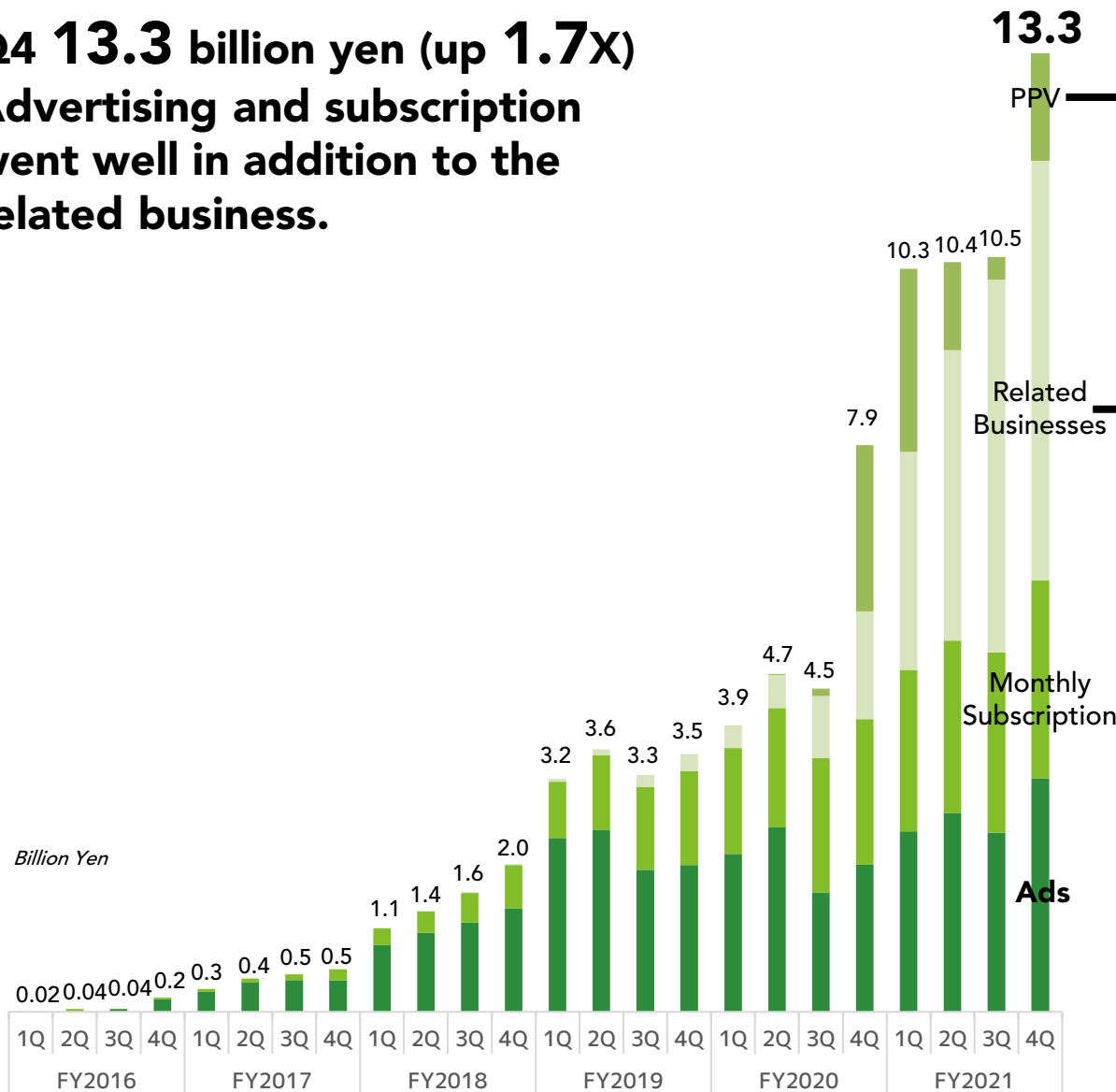
\*Loss of ABEMA & related businesses (Quarterly) : Special incentives are excluded.

# 5. Media Business

[Sales of ABEMA & Related Businesses (Quarterly)]

**Q4 13.3 billion yen (up 1.7X)**

**Advertising and subscription went well in addition to the related business.**

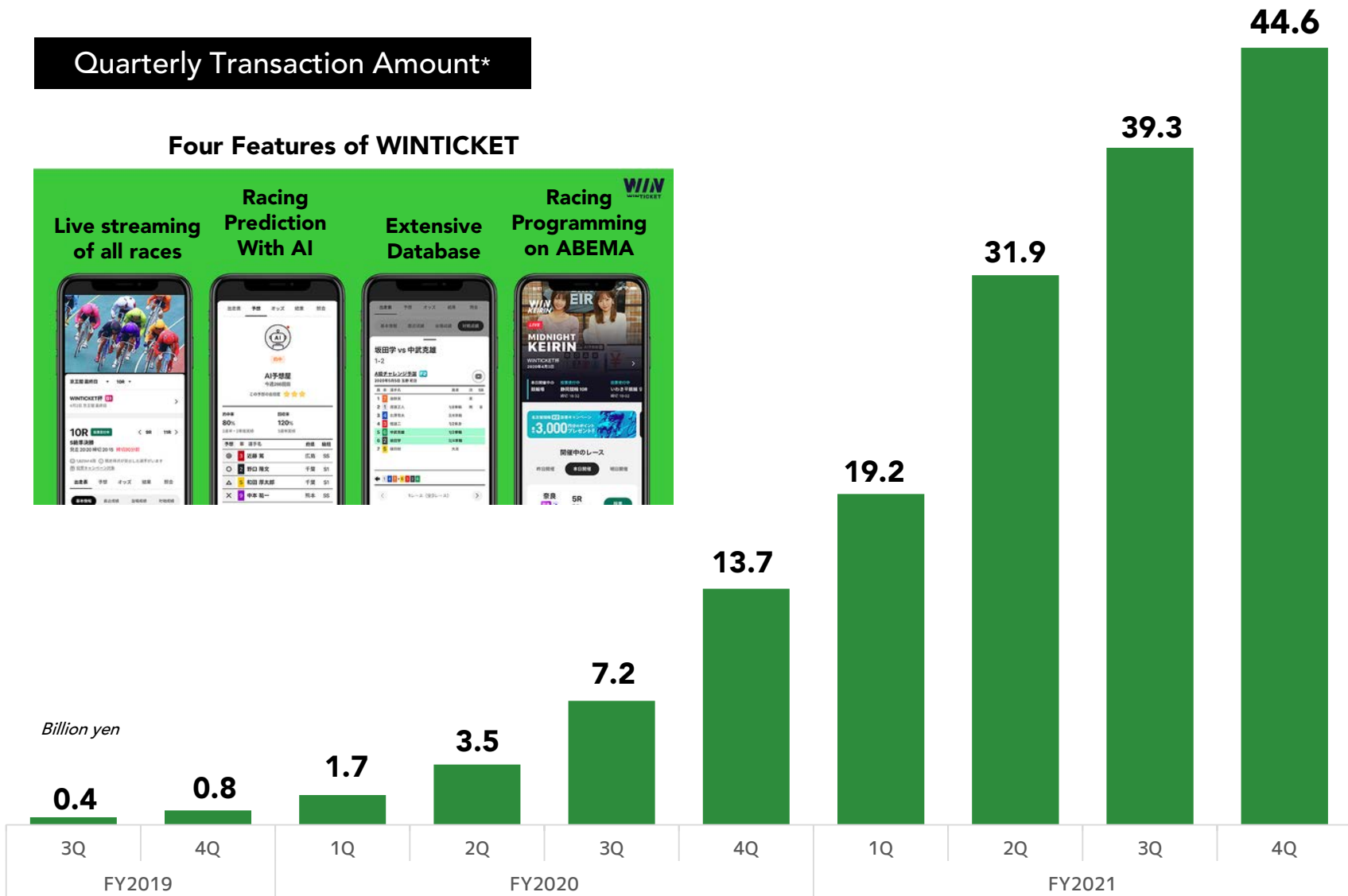
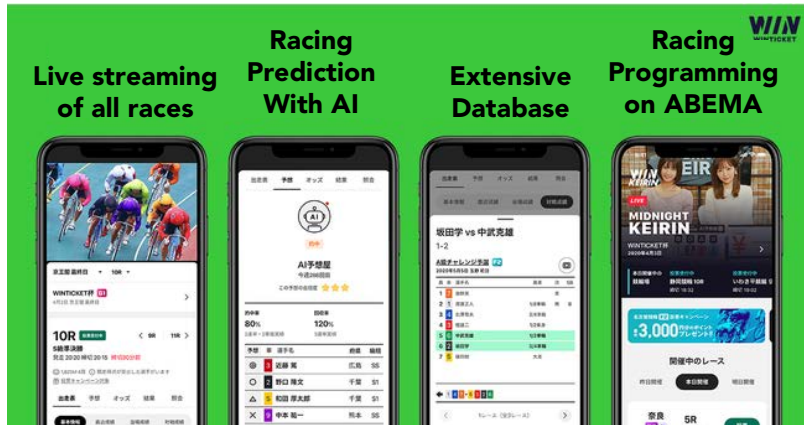


# 5. Media Business

[WINTICKET] The transaction amount increased by 3.2x year over year.

## Quarterly Transaction Amount\*

### Four Features of WINTICKET

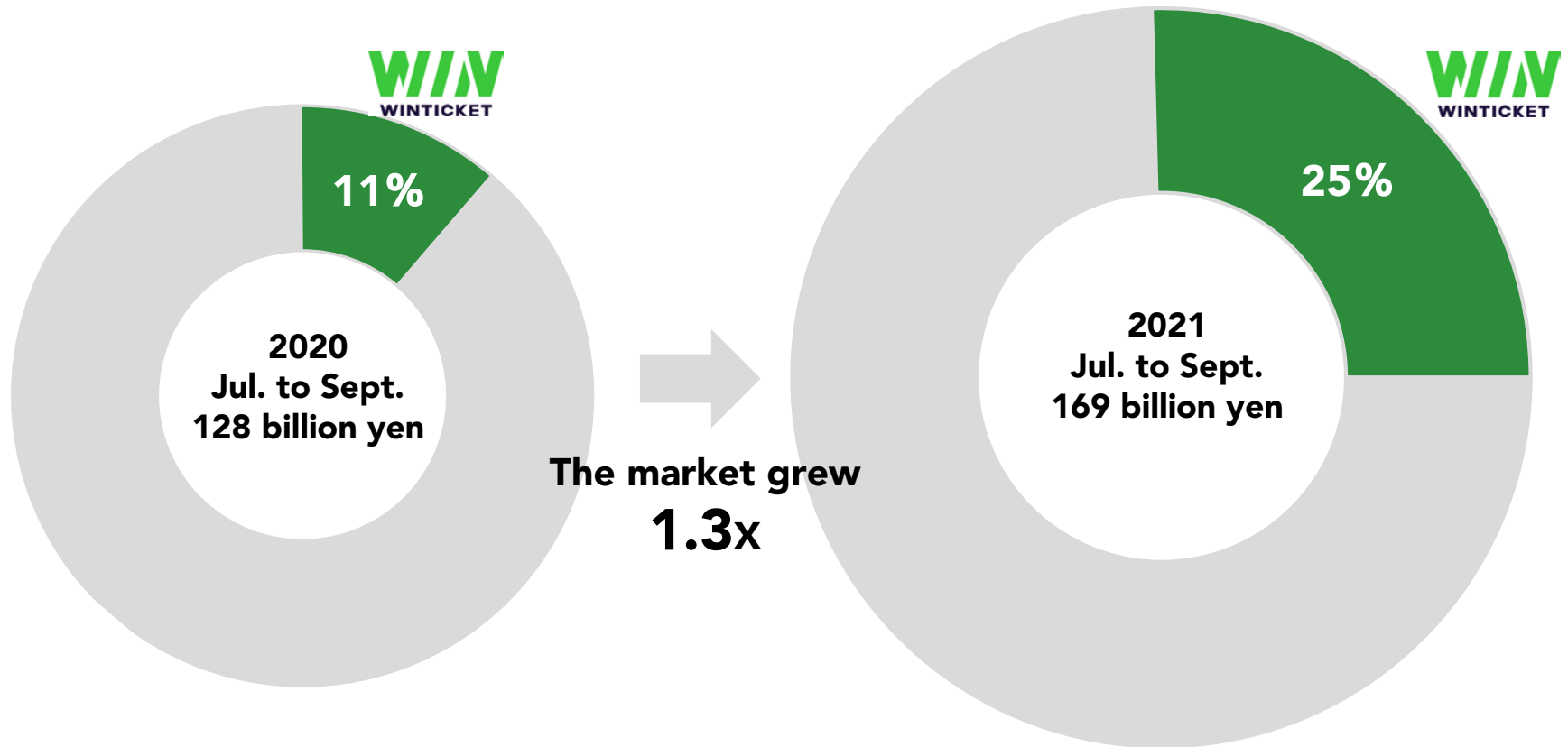


\*Quarterly Transaction Amount: Transaction amount of WinTicket, Inc. that operates internet betting system of Keirin races. (includes loyalty point campaign)

# 5. Media Business

[WINTICKET] Rapidly expanding the market share in the growing market.

## Keirin Online Betting Market\*



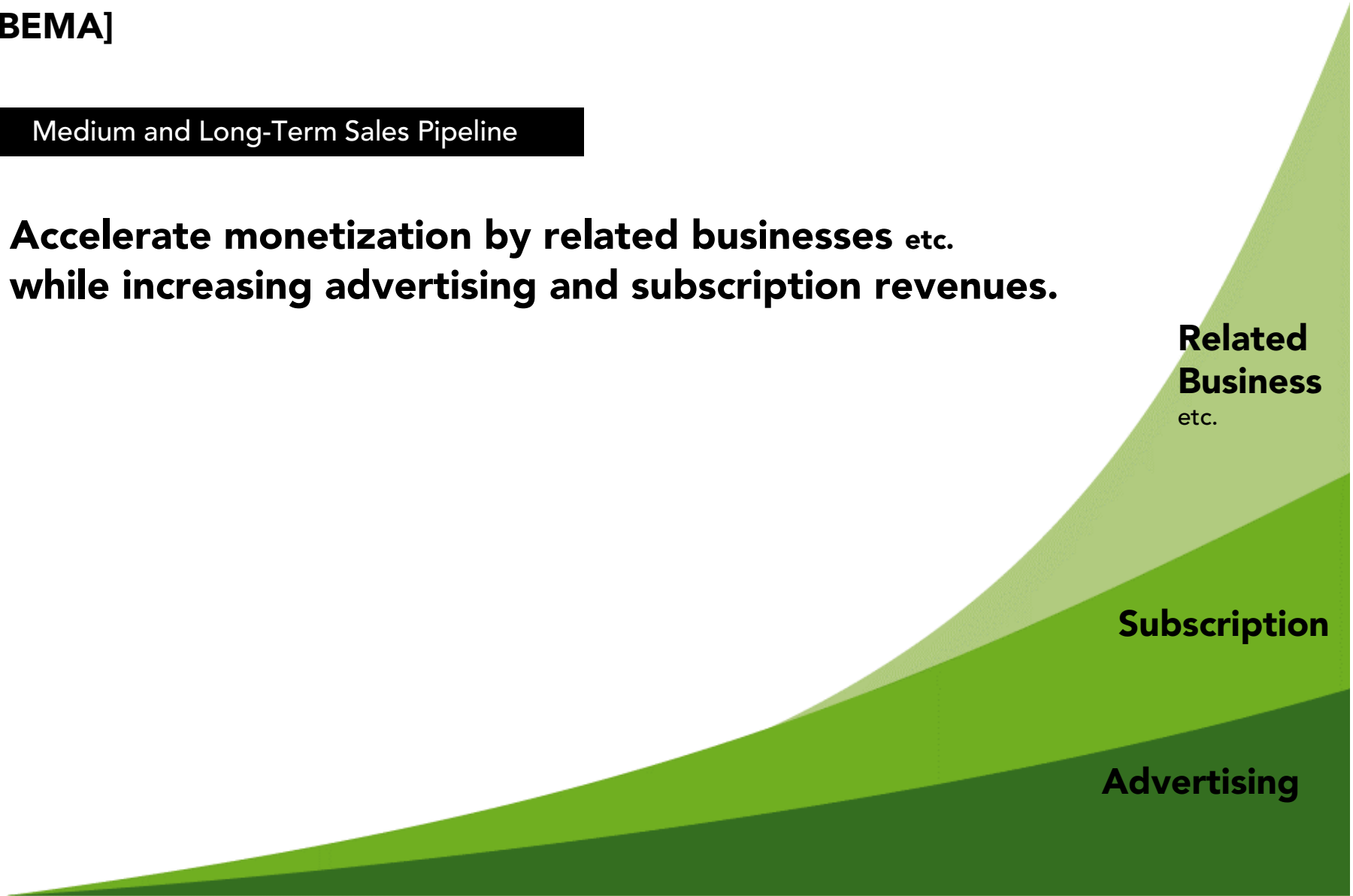
\*Keirin Online Betting Market: July-September 2020 and July-August 2021 are taken from JKA's public relations KEIRIN "Telephone Betting" sales. September 2021 is estimated by us.

# 5. Media Business

[ABEMA]

Medium and Long-Term Sales Pipeline

**Accelerate monetization by related businesses etc.  
while increasing advertising and subscription revenues.**



# Medium to Long-Term Strategy



## 6. Medium to Long-Term Strategy

[Directions of each business]

### Media

**Grow ABEMA larger and increase monetization**

### Ad

**Aim to increase the market share by maximizing advertising effectiveness.**

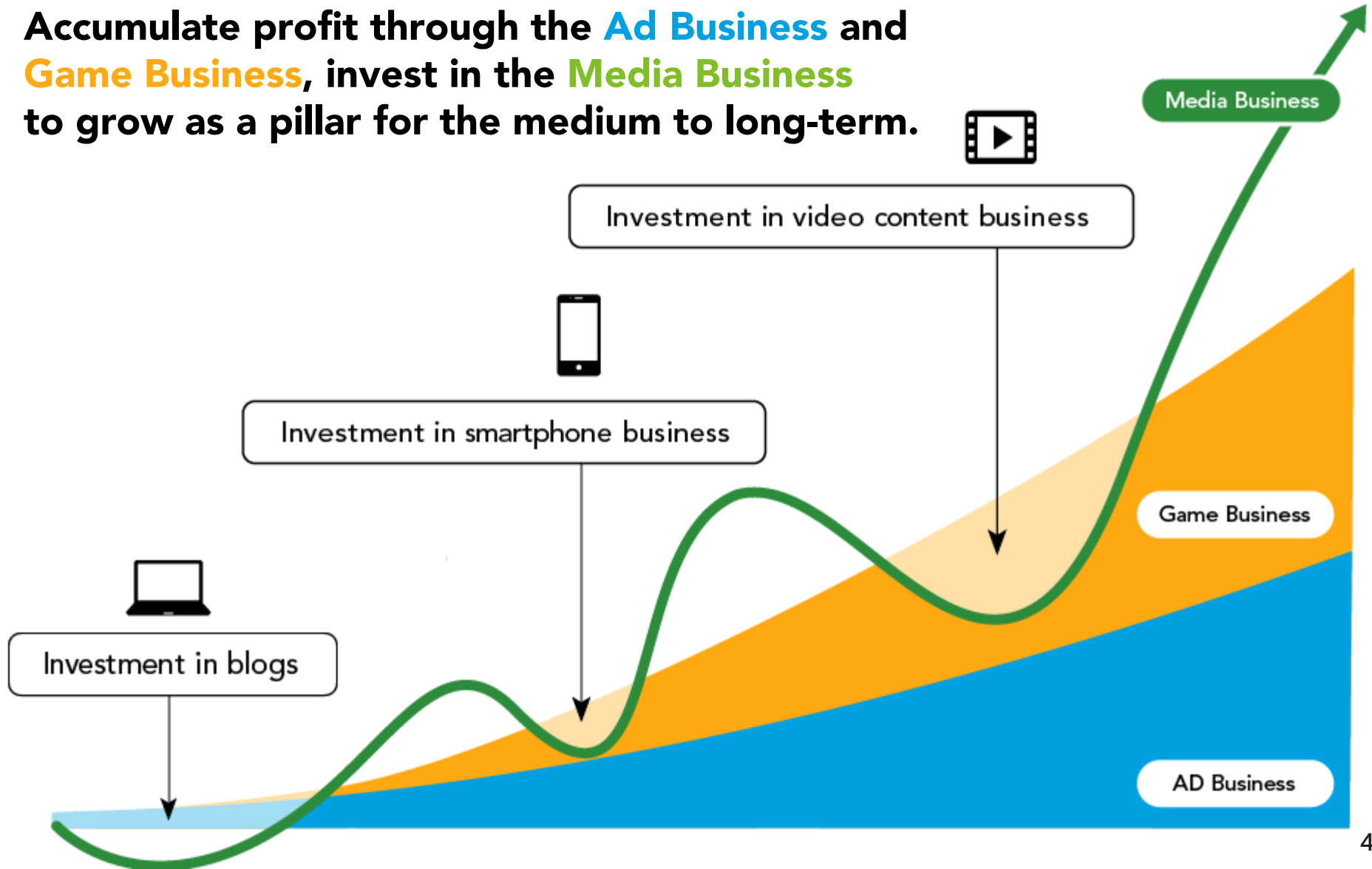
### Game

**Make successful games and enhance the operational capability to run long term games**

## 6. Medium to Long-Term Strategy

[Operating Profit in Medium to long-term (Image)]

Accumulate profit through the **Ad Business** and **Game Business**, invest in the **Media Business** to grow as a pillar for the medium to long-term.



# Purpose

CyberAgent had defined a new **"Purpose"** that clearly states the significance of its existence.

 CyberAgent. | Purpose

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

Contribute to the digital shift of all industries.

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

Challenge the world with a fusion of technology and creativity.

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

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

Vitalize Japan with the internet.



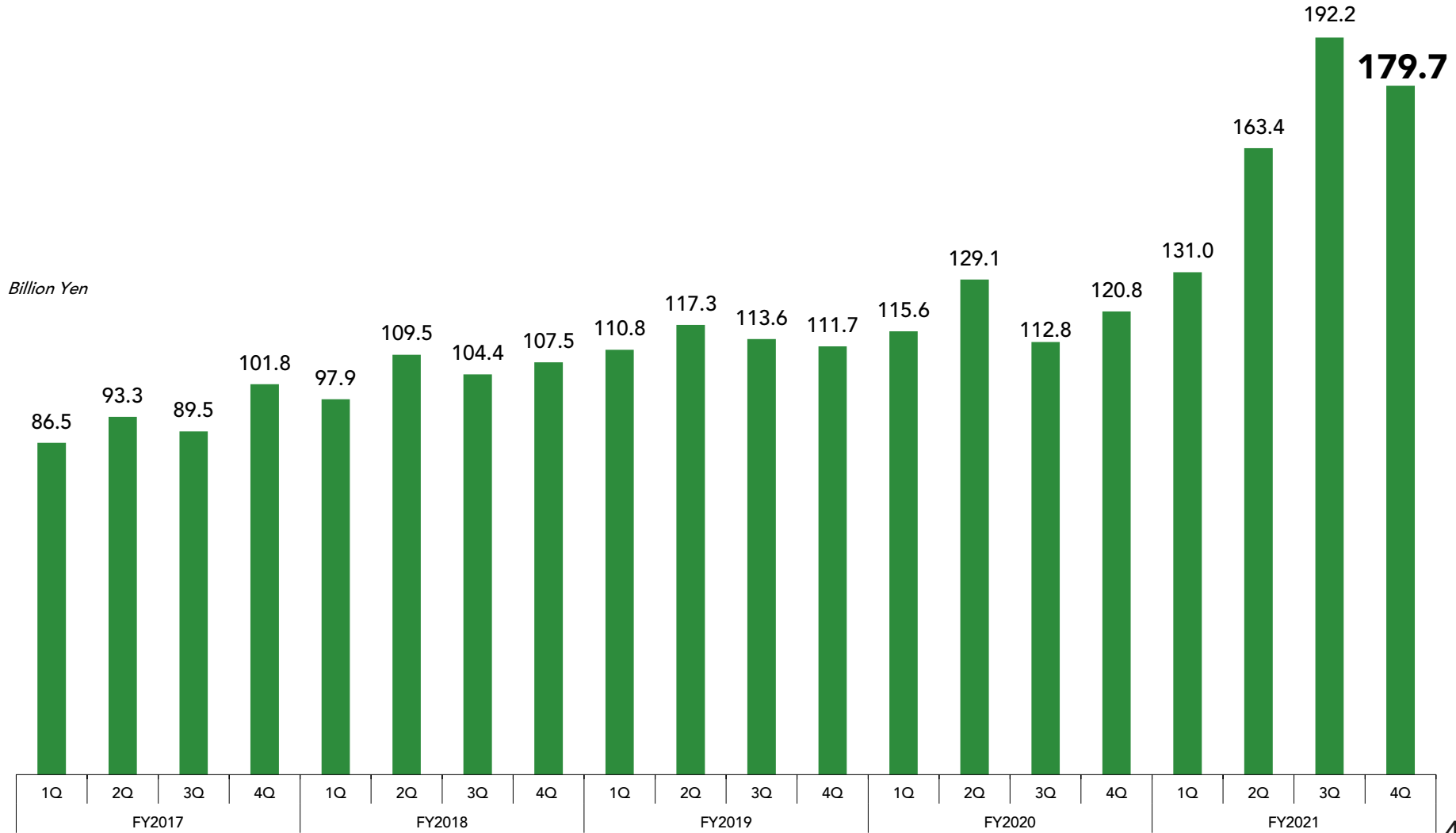
**Aiming to be a company with  
medium to long-term supporters**

# Reference

- **Quarterly Results (July – September 2021)**
- **Purpose (the backgrounds of purpose being made)**

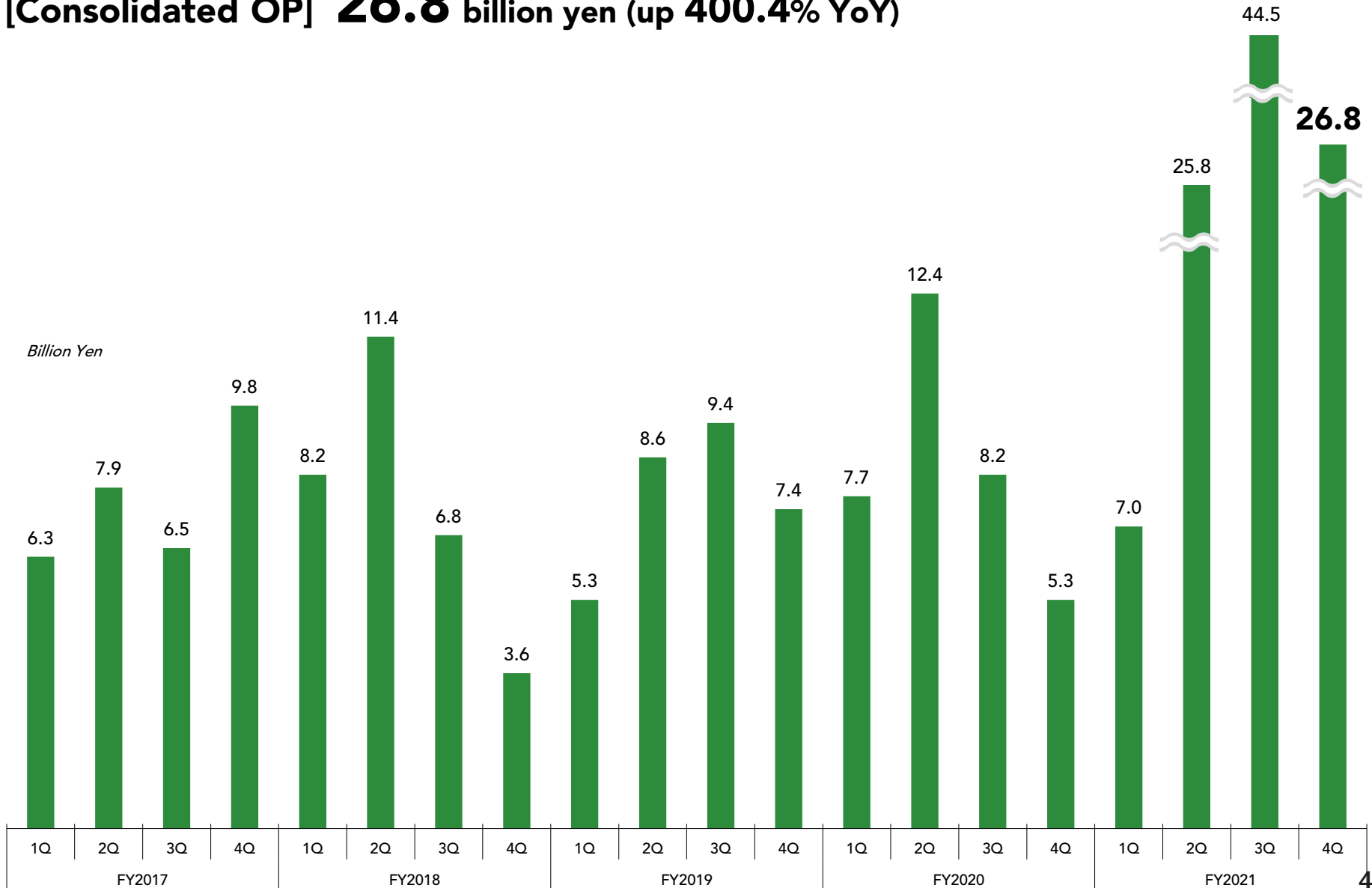
## 8. Reference\_ Quarterly Results (July – September) CyberAgent®

[Consolidated Sales] Q4 **179.7** billion yen (up 48.7% YoY)



## 8. Reference\_ Quarterly Results (July – September)

[Consolidated OP] **26.8** billion yen (up 400.4% YoY)





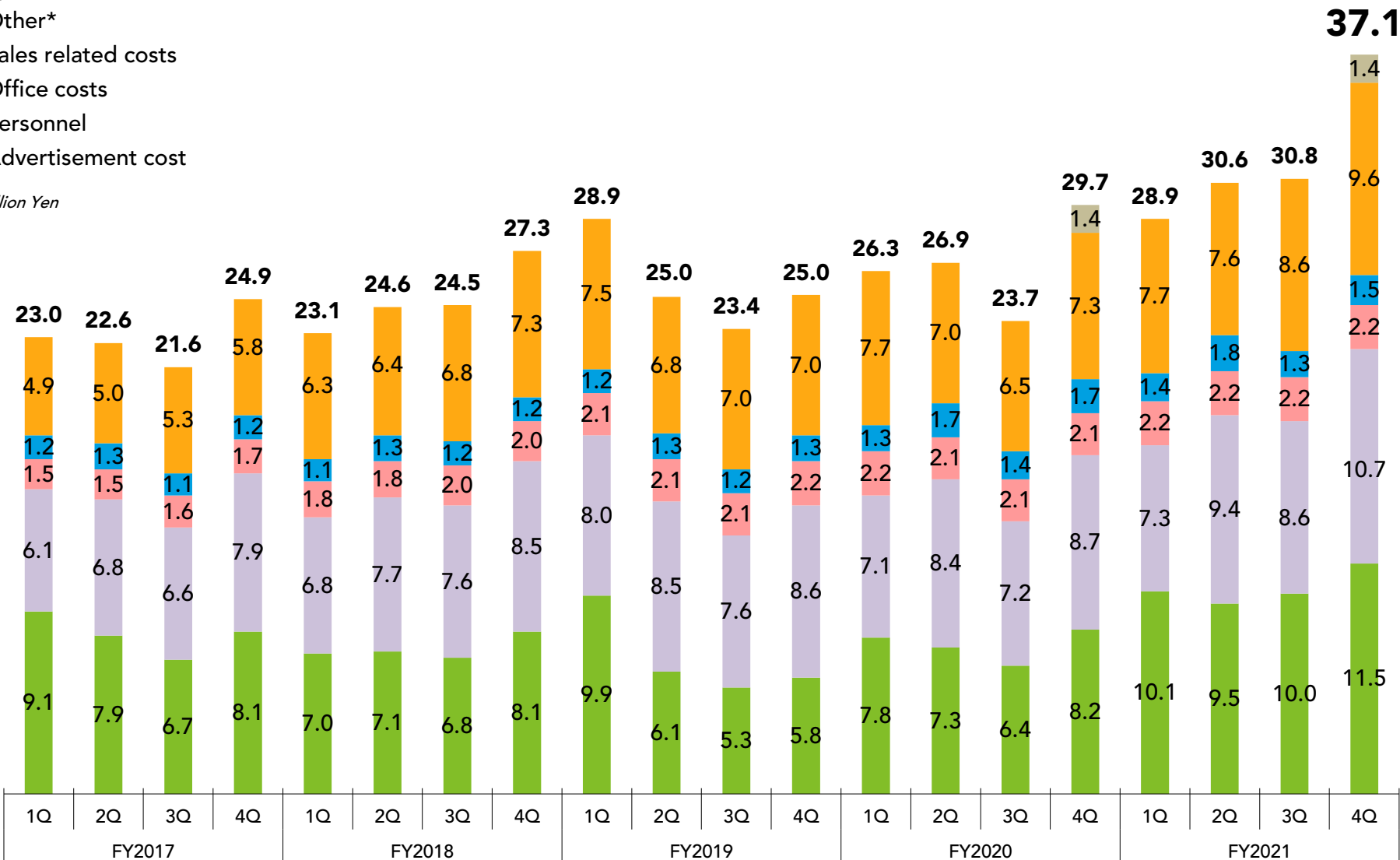
# 8. Reference\_ Quarterly Results (July – September)



**[SG&A Expenses] 37.1 billion yen in Q4.**

- Special incentives
- Other\*
- Sales related costs
- Office costs
- Personnel
- Advertisement cost

*Billion Yen*

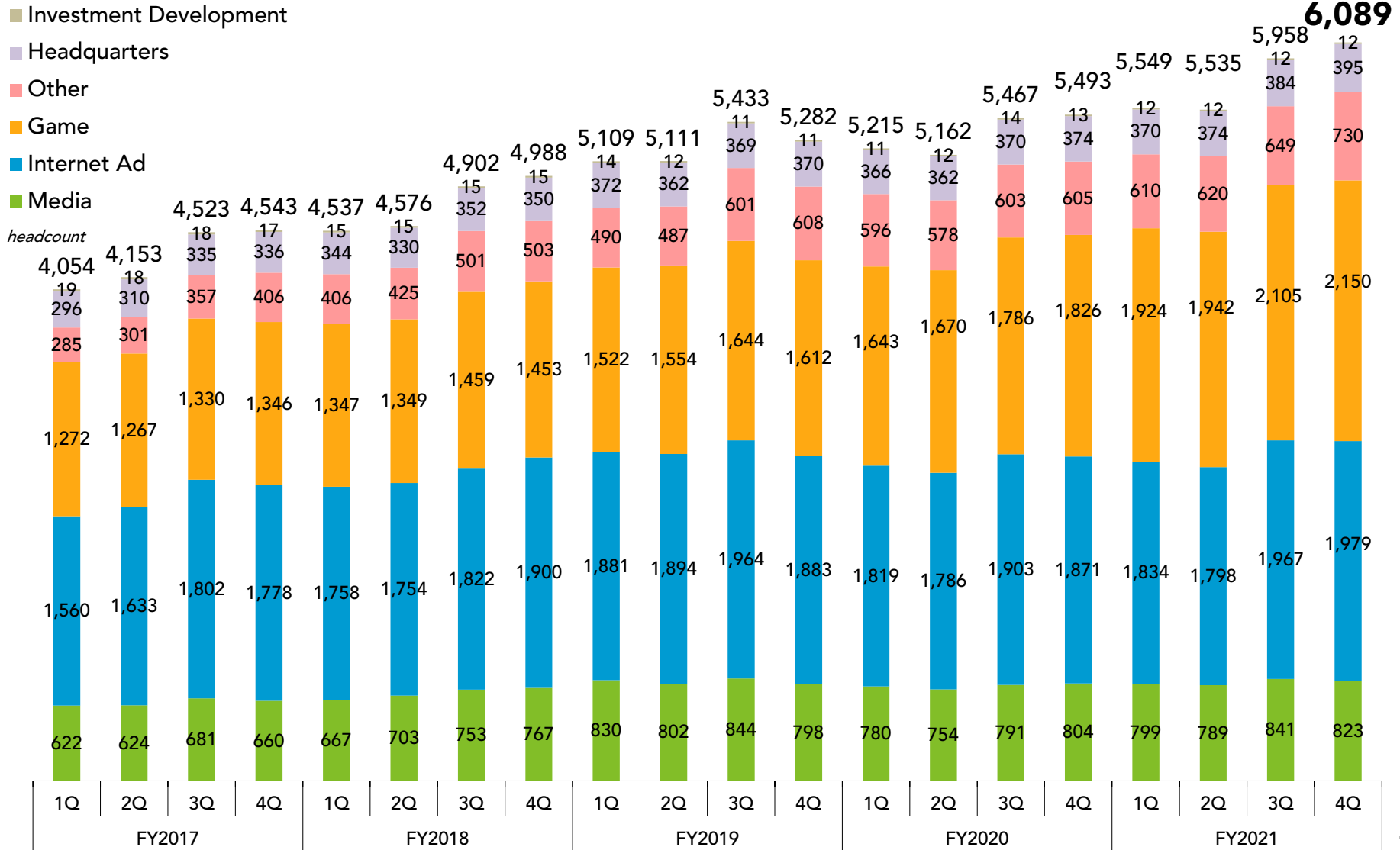


Other: Outsourcing expenses, research and development expenses, external standard taxation, entertainment expenses, etc.

# 8. Reference\_ Quarterly Results (July – September)



[No. of Employees] Total headcount was **6,089** at the end of September.



## 8. Reference\_ Quarterly Results (July – September)

[PL]

million yen	FY2021 Q4	FY2020 Q4	YoY	FY2021 Q3	QoQ
<b>Net Sales</b>	<b>179,728</b>	120,858	48.7%	192,234	-6.5%
<b>Gross profit</b>	<b>64,065</b>	35,157	82.2%	75,433	-15.1%
<b>SG&amp;A expenses</b>	<b>37,197</b>	29,788	24.9%	30,851	20.6%
<b>Operating profit</b>	<b>26,867</b>	5,369	400.4%	44,581	-39.7%
<b>OPM</b>	<b>14.9%</b>	4.4%	10.5pt	23.2%	-8.3pt
<b>Ordinary profit</b>	<b>26,894</b>	5,399	398.1%	44,770	-39.9%
<b>Extraordinary income</b>	<b>90</b>	0	17139.4%	1,647	-94.5%
<b>Extraordinary loss</b>	<b>3,411</b>	255	1234.2%	527	546.8%
<b>Income before income taxes and non-controlling interests</b>	<b>23,573</b>	5,144	358.2%	45,890	-48.6%
<b>Net profit*</b>	<b>8,509</b>	729	1067.0%	19,349	-56.0%

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

## 8. Reference\_ Quarterly Results

[BS]

million yen	End of Sept. 2021	End of Sept. 2020	YoY	End of June. 2021	QoQ
<b>Current assets</b>	<b>301,650</b>	203,674	48.1%	272,884	10.5%
<b>Cash deposits</b>	<b>181,451</b>	102,368	77.3%	146,607	23.8%
<b>Fixed assets</b>	<b>80,885</b>	57,047	41.8%	70,785	14.3%
<b>Total assets</b>	<b>382,578</b>	260,766	46.7%	343,717	11.3%
<b>Current liabilities</b>	<b>140,714</b>	87,867	60.1%	120,510	16.8%
<b>(Income tax payable)</b>	<b>29,723</b>	9,458	214.3%	18,870	57.5%
<b>Fixed liabilities</b>	<b>47,718</b>	45,220	5.5%	45,118	5.8%
<b>Shareholders' equity</b>	<b>119,128</b>	78,466	51.8%	110,514	7.8%
<b>Net Assets</b>	<b>194,145</b>	127,678	52.1%	178,088	9.0%

## CyberAgent Official Media "FEATUReS"

President & CEO Susumu Fujita and Outside Director Koichi Nakamura discussed the background to creating the purpose and the ideas behind it. [Learn more](#)



## Integrated Report CyberAgent Way 2020

The New Normal is a theme of the report which describes CyberAgent's strength in responding to change, creating new business opportunities, and a new structure that separates supervision and execution to strengthen governance further. Also, to provide increasingly diverse ESG information, we started disclosing environmental data this fiscal year.



“CyberAgent Way 2019” won the Silver award in PDF Version of Annual Report: Internet Service Provider category at the 2020 ARC Awards hosted by MerComm Inc.

Integrated Report CyberAgent Way 2020

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

Click!!



FY2022 Q1 earnings release is scheduled to be released at 3 pm or later on Wednesday, January 26, 2022.

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