



CyberAgent®

December 12, 2025

Shareholders' Meeting



[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.

New Board Structure

Evolving from a Founder-Led Company to a Public Company

Takahiro Yamauchi, whose appointment was approved today, will assume the responsibilities of President



Mentoring Process

2026

Taking on the president role from scratch

2027

Medium to long-term vision to be announced by the new President

2029

Aiming for 80% completion of handover

Three new directors have been appointed, for a total of 10 directors (Male: 8, Female: 2)
Emphasizing diversity, one new female director joins the board

Directors



Koichi Nakamura
Outside Director



Go Nakayama
Director



Takahiro Yamauchi
Representative Director



Susumu Fujita
Representative Director



Yusuke Hidaka
Director



Yuko Ishida
Director



Kozo Takaoka
Outside Director

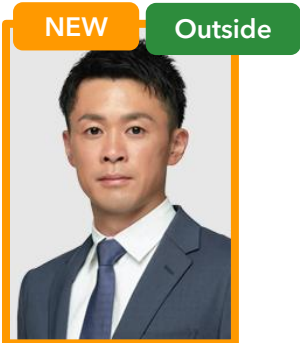
Audit and Supervisory Committee



Toko Shiotsuki
Director
(Full-time member)



Tomomi Nakamura
Outside Director

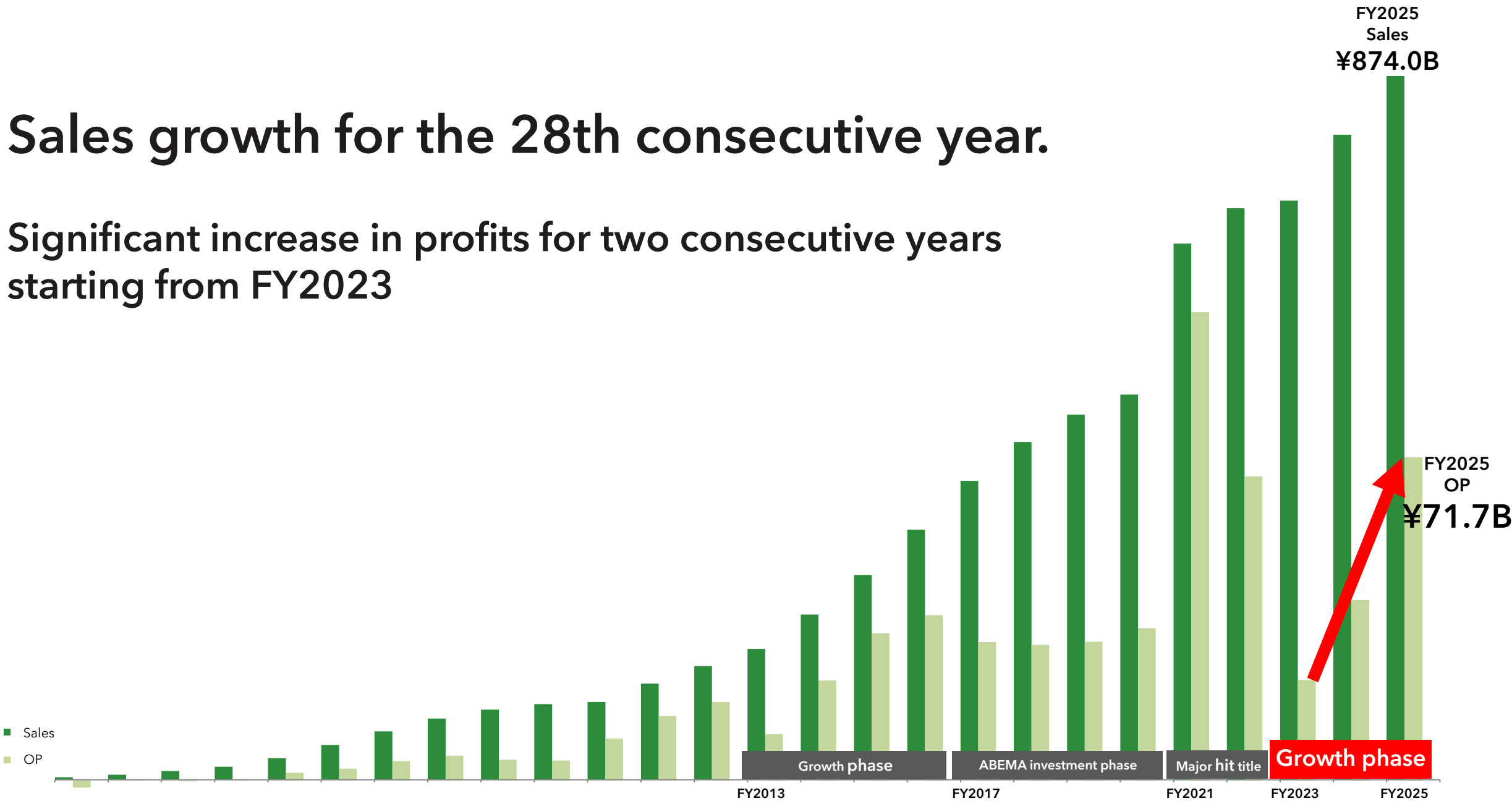


Takahiro Kanzaki
Outside Director

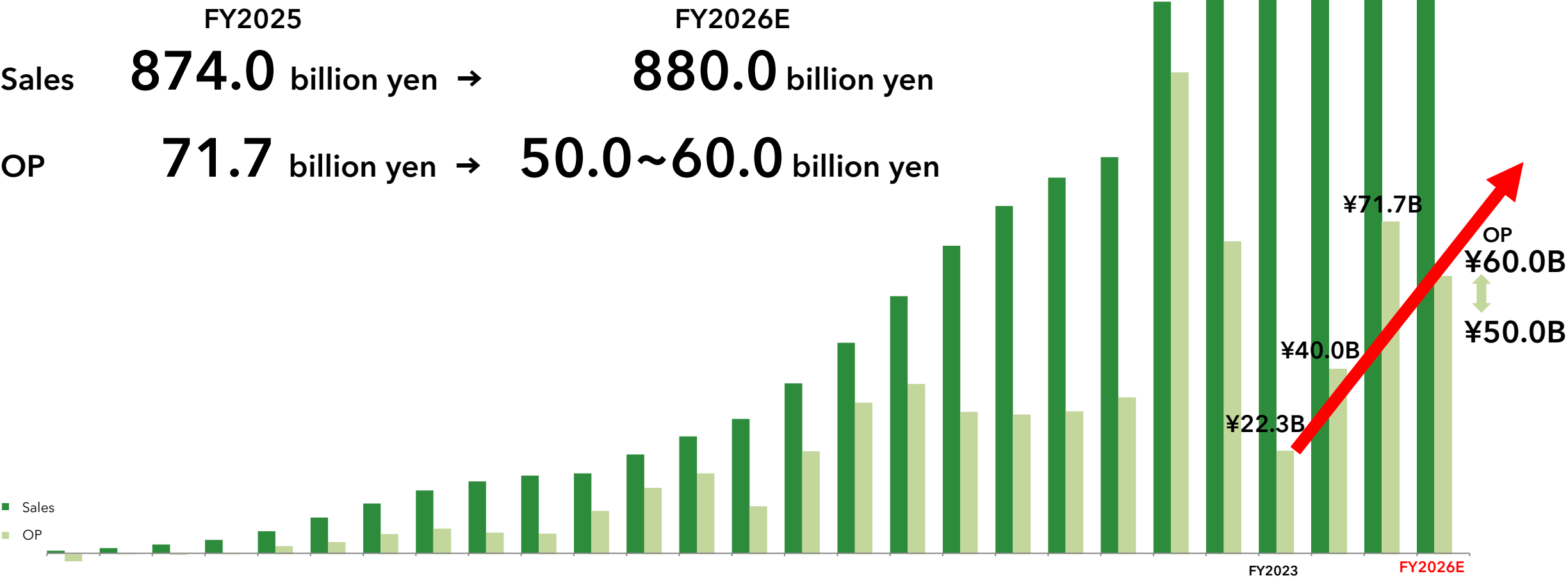
FY2025 Full Year Results

Sales growth for the 28th consecutive year.

Significant increase in profits for two consecutive years starting from FY2023

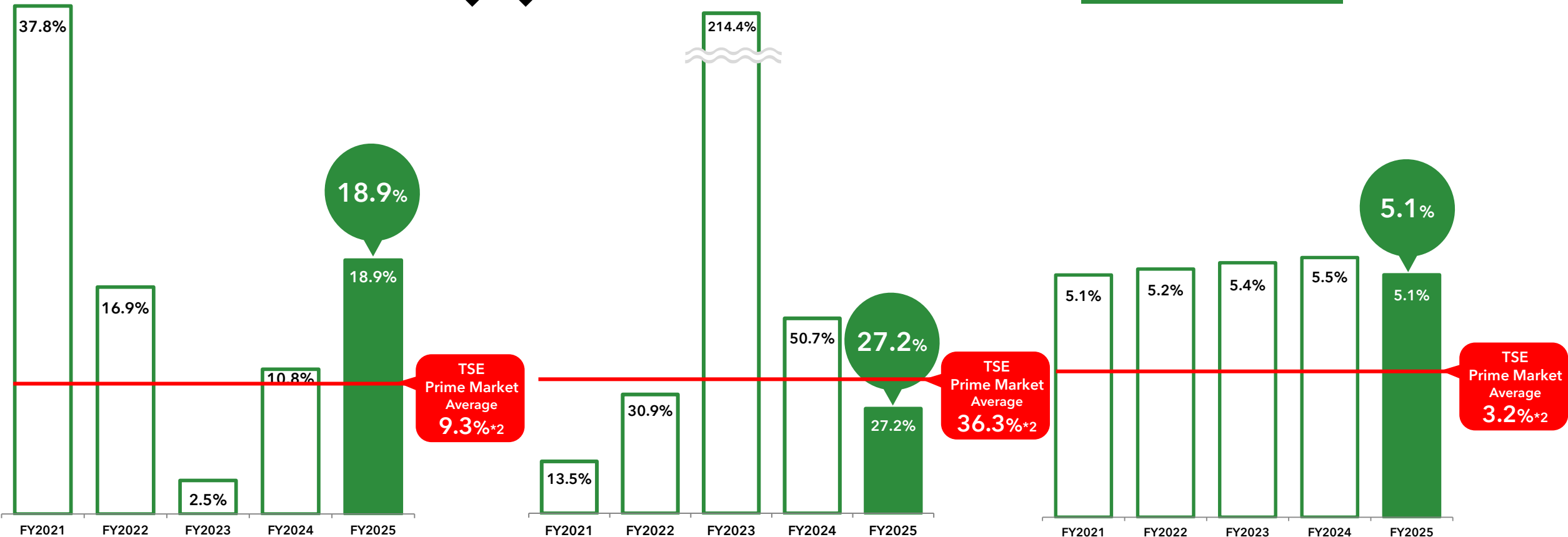


OP forecasts range from 50 billion to 60 billion yen due to the nature of Game business, which has a high degree of volatility in performance



Since 2017, we have adopted “DOE*115%” as management guidance
In FY 2025, both ROE and DOE exceeded the TSE Prime Market average*2

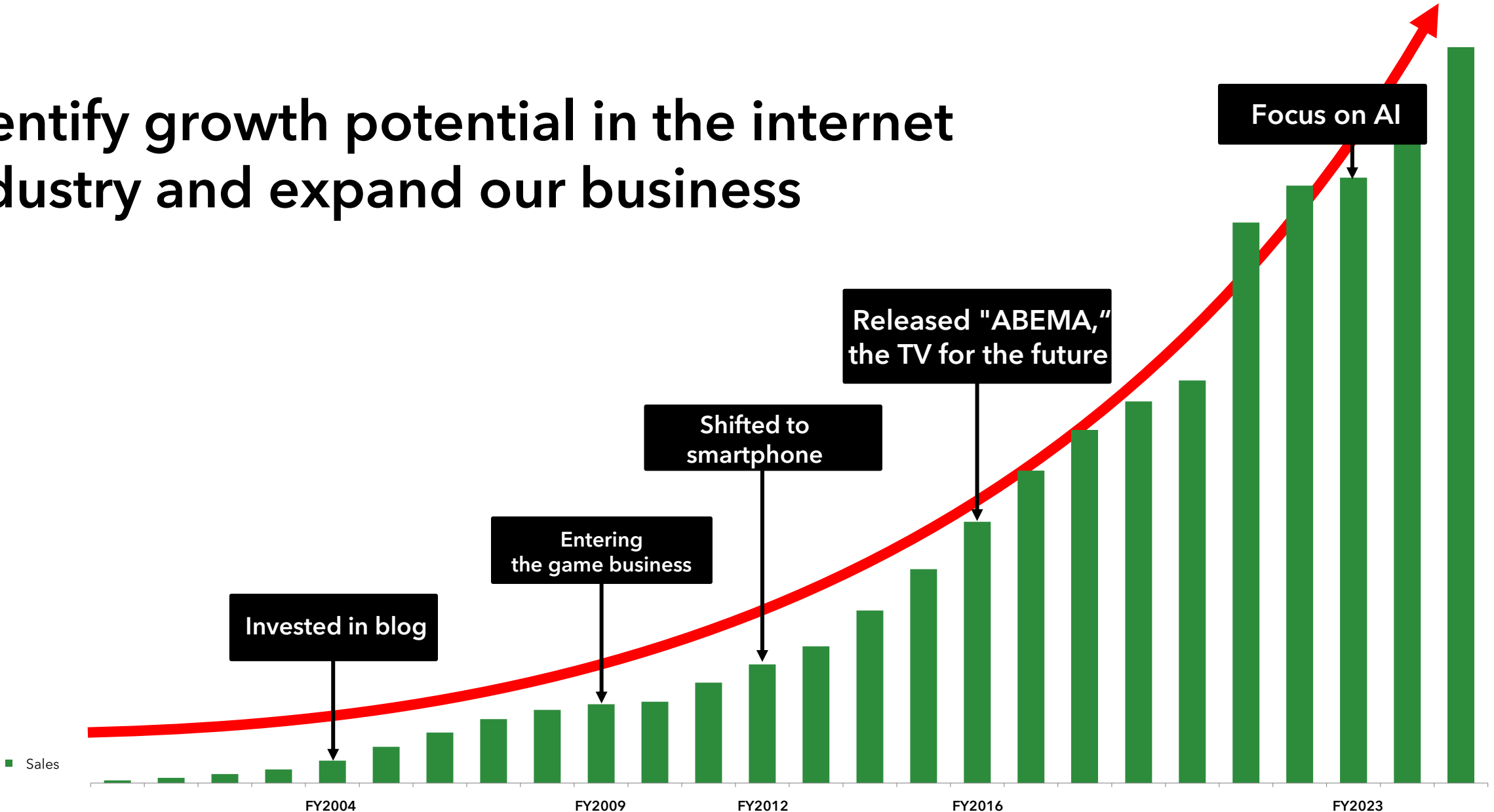
ROE × Dividend Payout Ratio = DOE



*1 DOE: Dividend on Equity (ROE x Dividend Payout Ratio)
*2 TSE Prime Market average: The average data of 1,500 companies of all industries on the Prime Market by *Financial announcement summary 2024*, Tokyo Stock Exchange, Inc. *3 FY2020 to FY2024: figures reported as corrected on May 15, 2025.

Culture of Continuous Transformation

Identify growth potential in the internet industry and expand our business



Eradicating procrastination and inheriting a culture of continuous transformation

"Ashita Kaigi" (Meeting for Tomorrow)

- ✓ Set up 40 Subsidiaries
- ✓ Cumulative sales of ¥504.7 B.

Since 2016 / Team formation led by executive officers



"YMCA Ashita Kaigi"

Meeting of under 30 employees

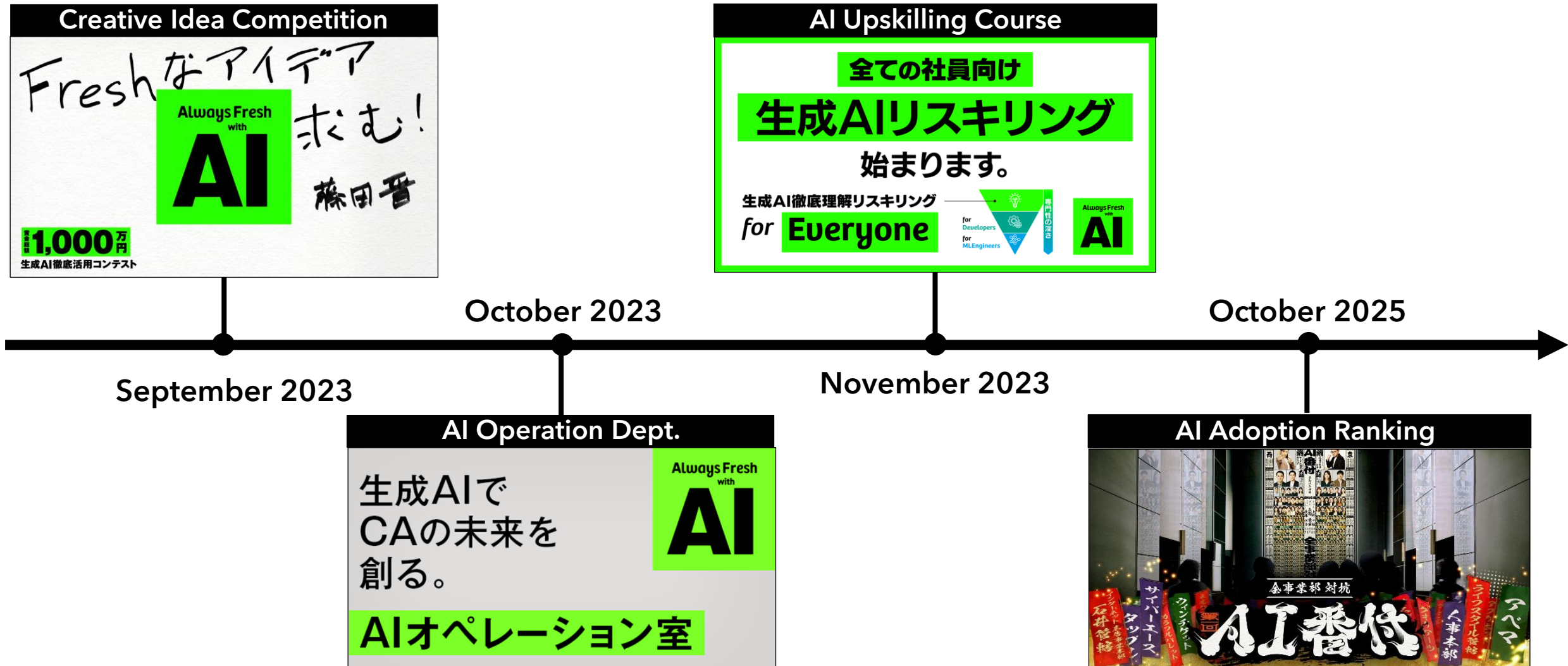
"CA BASE SUMMIT"

Meeting of engineers

"Executive Meeting"

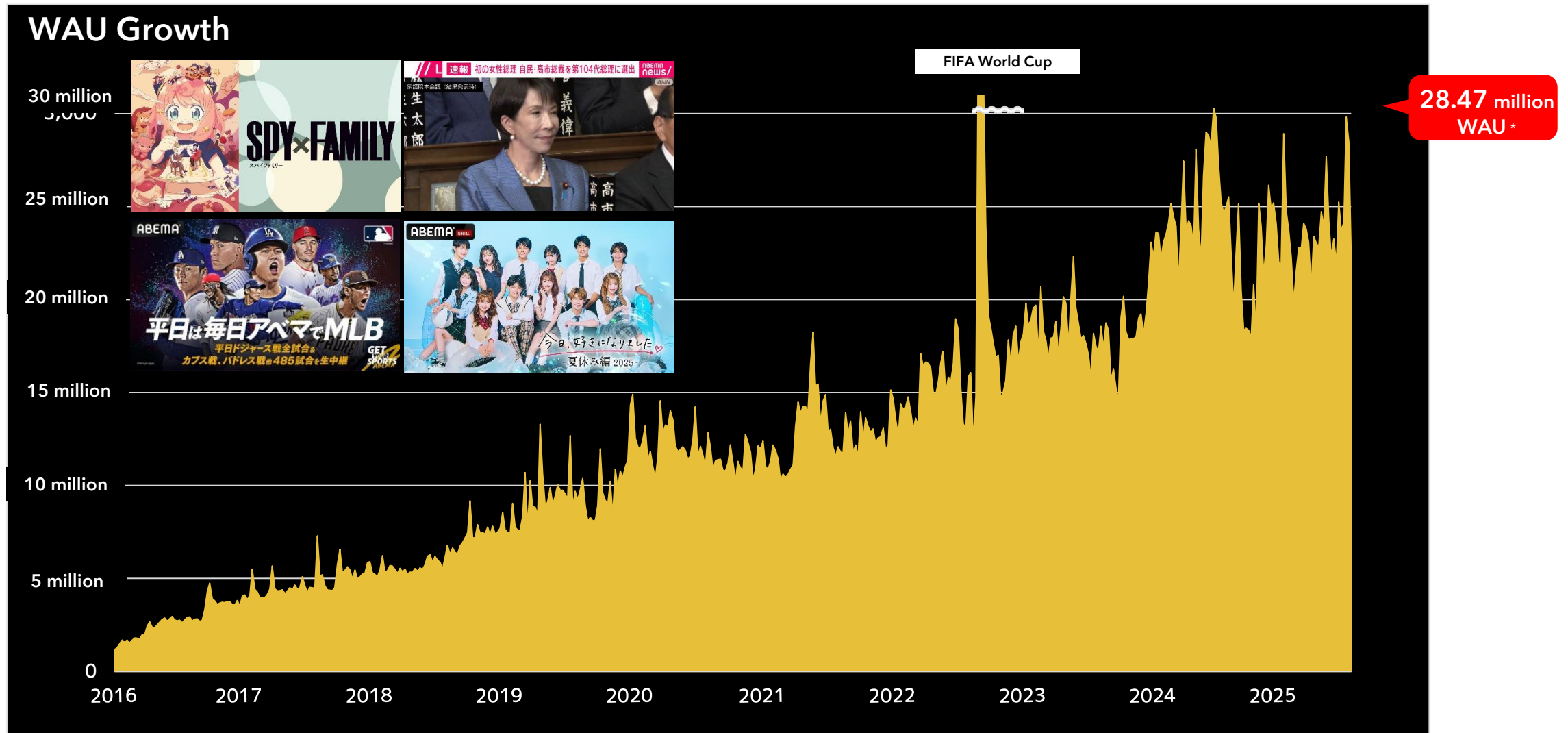
Meeting of eight officers in the Corporate Executive Office

Make AI adoption commonplace across the company and aim to strengthen competitiveness with AI



Media & IP

ABEMA's Weekly Active Users reached 28.47 million Standing as a major media platform



Dating reality and variety shows on ABEMA are enjoying popularity
Original programs' WAU doubles* year-over-year to reach a record high.



ABEMA lineup features plenty of premium original dramas



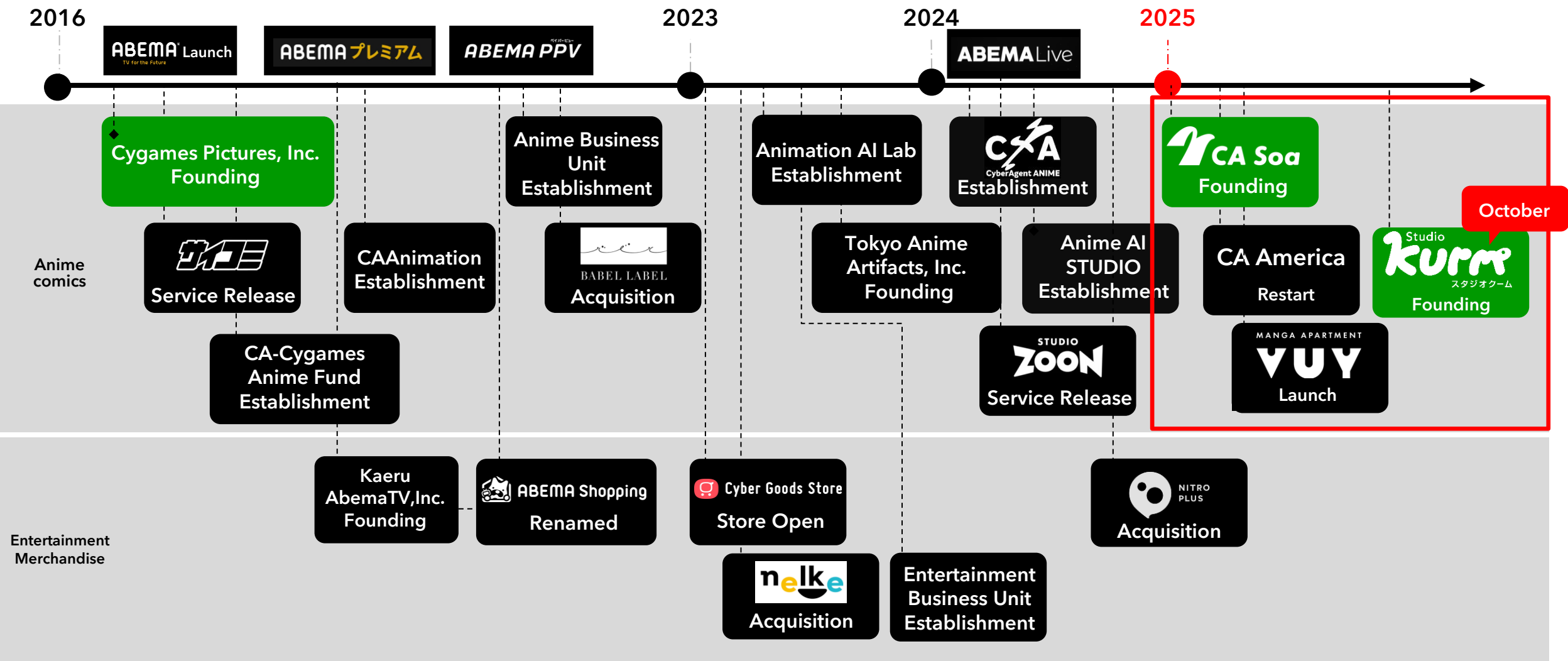
Last Samurai Standing, produced by BABEL LABEL
Released worldwide exclusively on Netflix in November



Ranked #1
Global Top 10
and in Japan.*

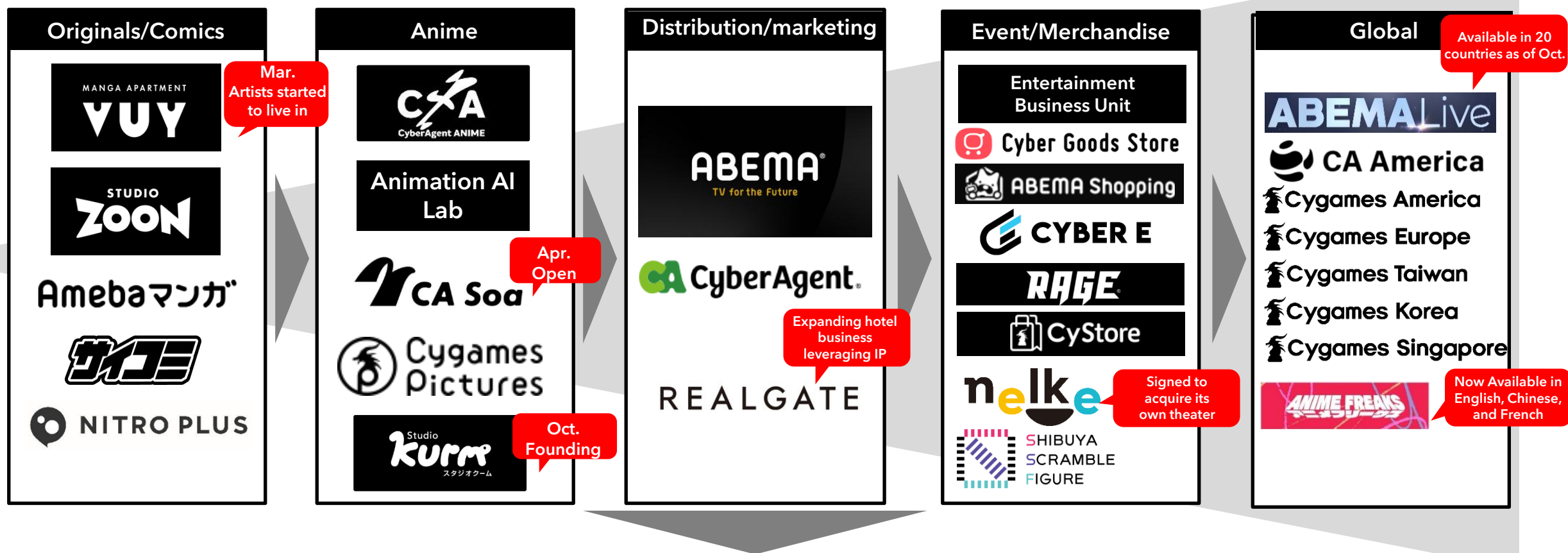
* Ranked #1 at Global Top 10 Non-English Shows on NETFLIX in the week of November 17, 2025
Ranked #1 at Top 10 Shows in Japan on NETFLIX in the week of November 10 and November 17, 2025

IP business has been enhanced gradually since ABEMA's launch
Studio Kurm was founded as the third animation studio in the group



*Includes departments and services that have been merged or eliminated.

We are building a system that can handle an entire process from original work to monetization and actively leverage group synergies



Developing our own IP aimed at global success

Game

Seven new games have been released in FY 2025 maintain a high success rate

Worldwide
Release

Third party IP



Worldwide
Release

Original IP



Eng.version
Release

Original IP



Worldwide
Release

Third party IP



Worldwide
Release

Third party IP



Third party IP



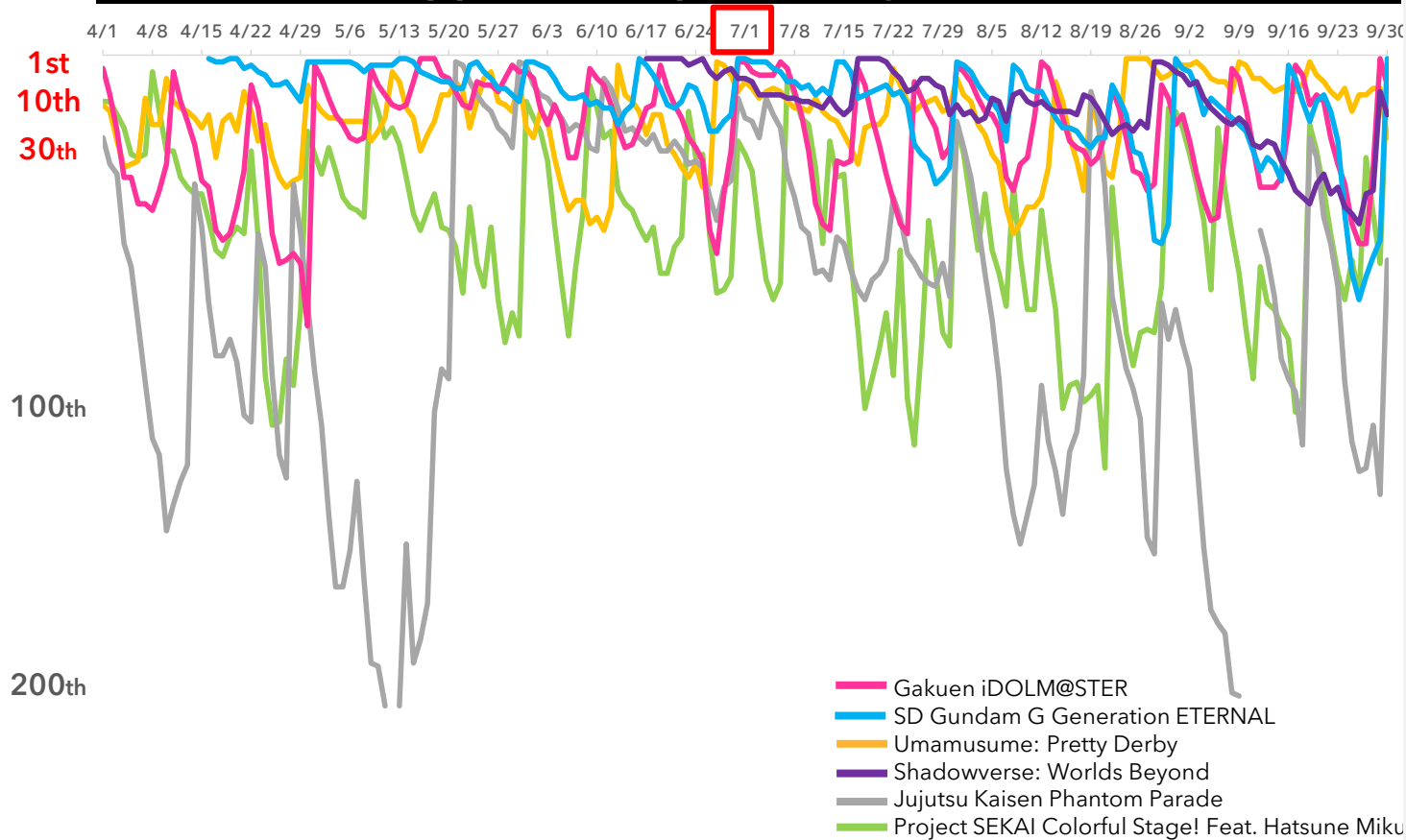
Worldwide
Release

Third party IP









New games have high success rates
Multiple games were ranked high on the chart

App Store Top Grossing - Game *1

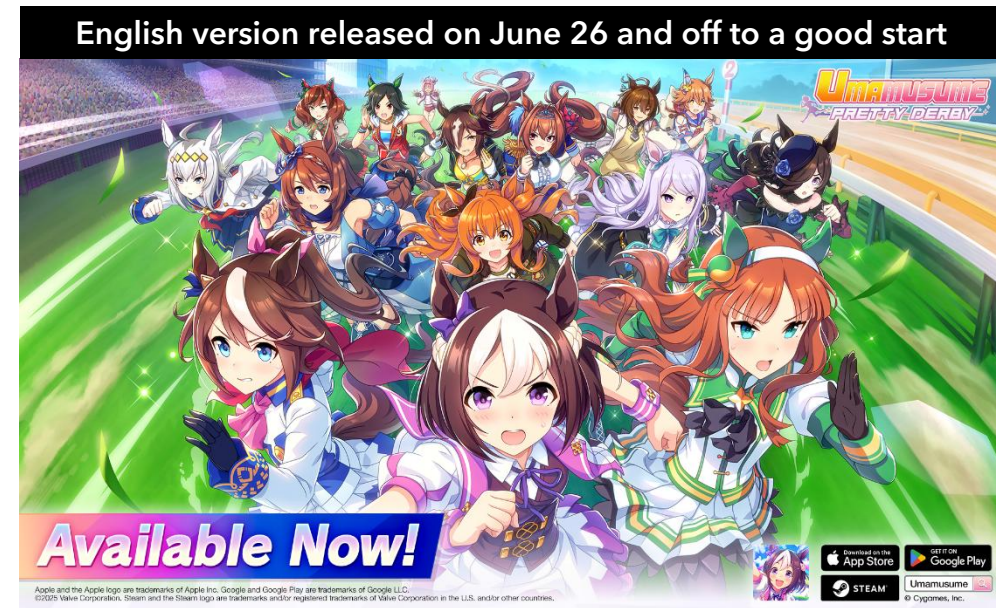


Top 30 (as of July 1, 2025)

1		SD Gundam G Generation ETERNAL Distributor: Bandai Namco Entertainment Inc. / Co-developer: Appbot Co., Ltd.
2		Gakuen iDOLM@STER Distributor: Bandai Namco Entertainment Inc. / Co-developer: QualiArts Co., Ltd.
...
7		Shadowverse: Worlds Beyond Cygames Co., Ltd.
8		Umamusume: Pretty Derby Cygames Co., Ltd.
...
19		Jujutsu Kaisen Phantom Parade Planning and production: Toho Co., Ltd. / Planning, production, development, and operation: Samzap Co., Ltd.
...
30		Project SEKAI Colorful Stage! Feat. Hatsune Miku Development/Operation : SEGA Corporation, Colorful Palette Co., Ltd.

*1 Top grossing of App Store: Source, Sensor Tower, data from April 1, 2025, to July 7, 2025
*2 Copyrights are stated on the last page.

*Umamusume: Pretty Derby**¹ on Steam topped the grossing rankings*² in the US and Europe
The anime *Umamusume: Cinderella Gray**³ was well-received, and the second season was announced



*¹ *Umamusume: Pretty Derby*: © Cygames, Inc.

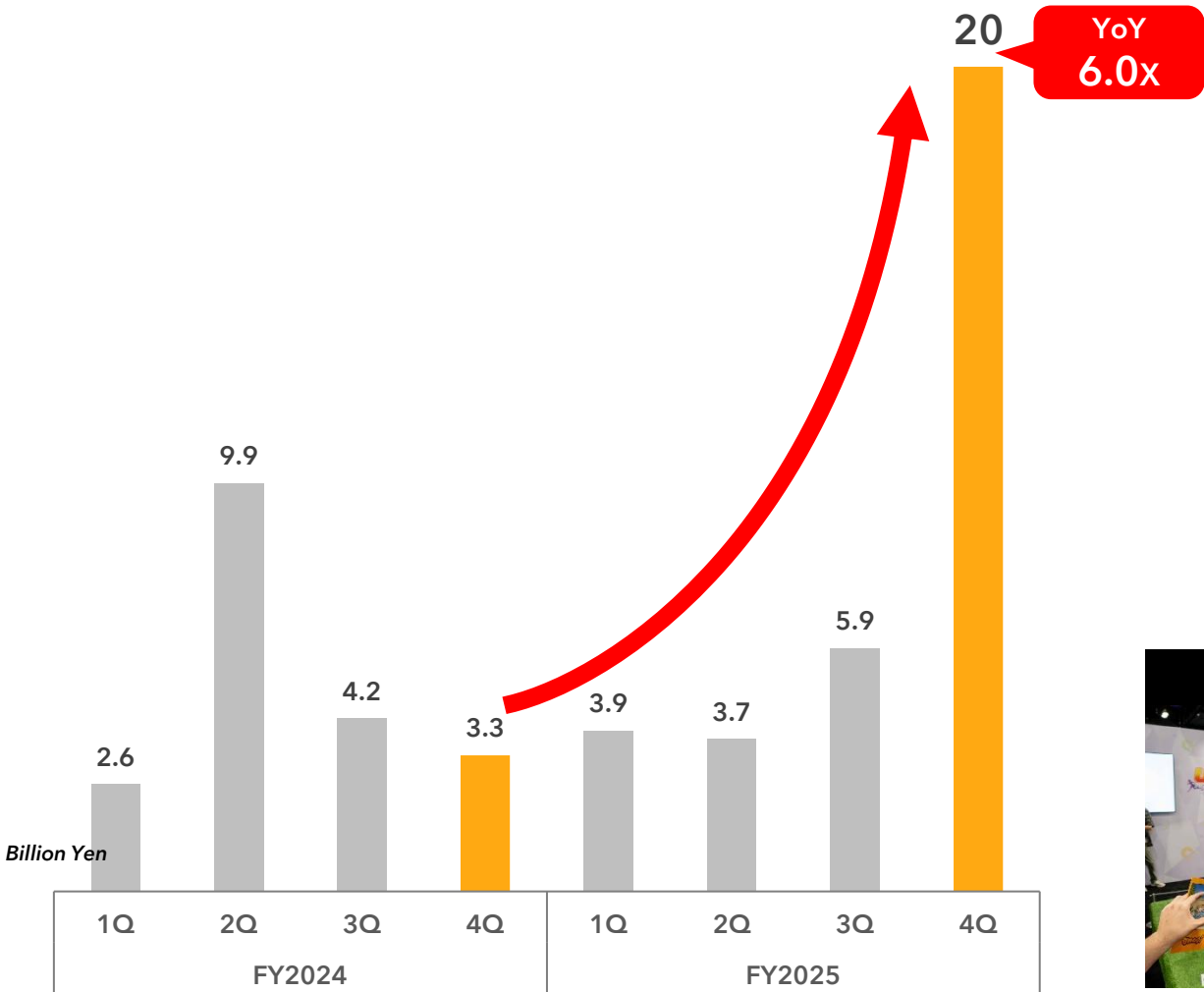
*³ *Umamusume Cinderella Gray* : Taiyo Kuzumi, Masafumi Sugiura & Pita, Junnosuke Ito / Shueisha, Cygames, Inc.

*² Ranked No. 1 in Steam sales rankings in more than 10 countries, including the US, Italy, France, Canada, Singapore, and Thailand.

*⁴ AniLab Global Weekly Anime Ranking from June 22 to 29, 2025.

Overseas sales* increased 6.0 times year-over-year to ¥20.0 billion

Overseas sales*



Global expansion



* Overseas Sales: Revenue from our Group's publishing titles and overseas advertising sales

Internet Advertisement

Turning AI-driven structural changes into growth opportunities

FY2016

FY2020

FY2025

Research and Development

Maximizing Advertising Effectiveness

Efficiency Enhancement

New Advertising Method



We are leveraging our adaptability to change and rapidly launching AI-powered businesses

Research on New Marketing Methods

July
2025

GEO Lab.

A specialized organization is newly established to study response tendencies of generative AI

CyberAgent.

CRM Specialized Team for the AI Search Era

September
2025

Launch of AI Customer Success Center

Strengthening User Relationships in the AI Search Era

CyberAgent.

Providing low-cost videos utilizing AI

October
2025

CyberAgent.



Low-cost, fast-delivery, high-quality video ads with gen AI
Japan's Best AI Video Center

AI-Powered Performance-Based Agency

October
2025

CyberAgent.



AI-Powered Performance-Based Agency
CyberGrip, Inc. begins operation

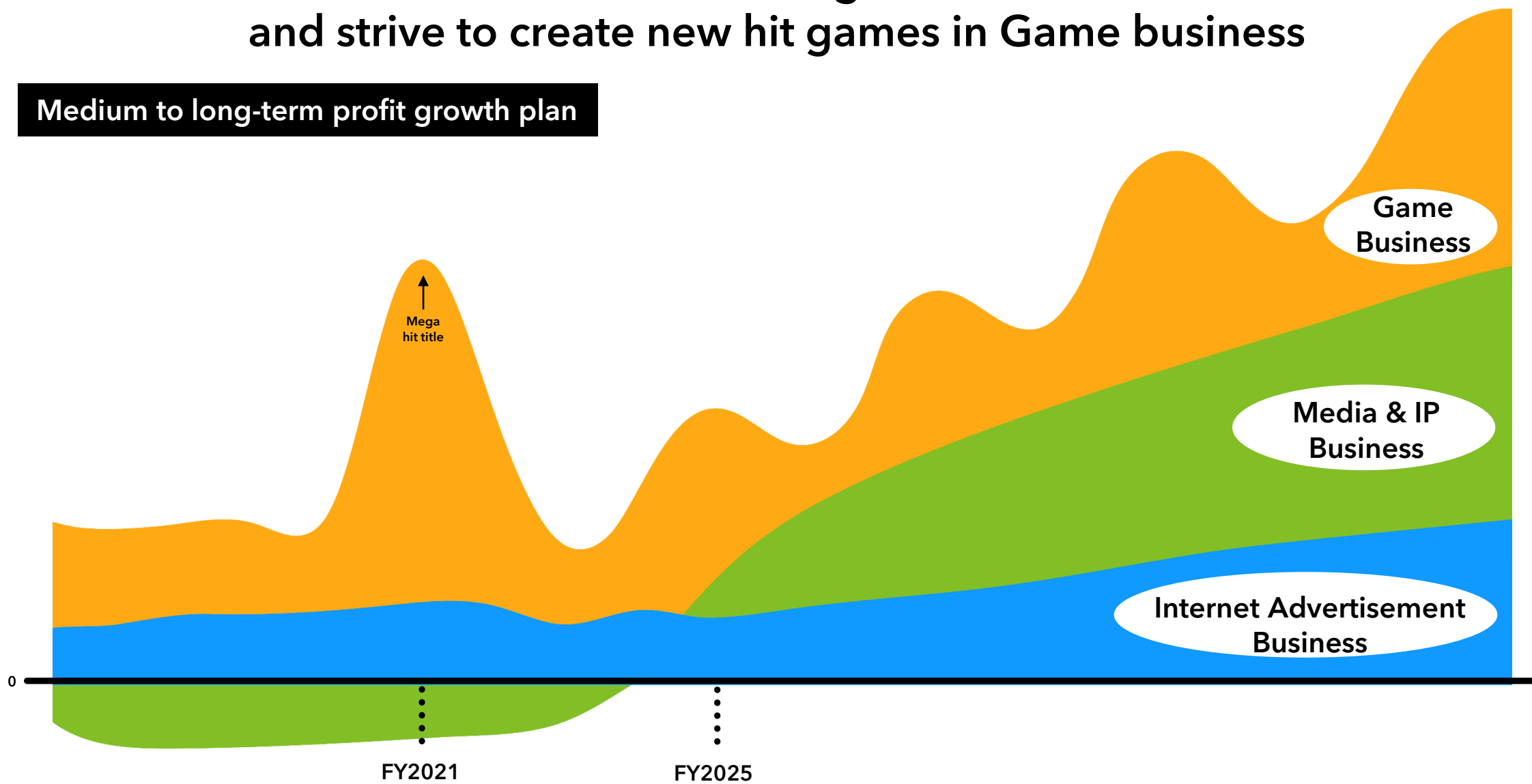
Expanding business by leveraging AI to streamline operations such as the advertising creative production process

Production Enhancement December 2024	AI Agent Platform Builder March 2025	Customized AI Assistant for Clients August 2025
<p>AI and Creative Process Outsourcing Div. Launches</p> <p>Offer customized KIWAMI Prediction AI Aiming for 50% Reduction in In-House and Outsourcing Production Costs</p>	<p>AI Agent Platform AI Worker</p> <p>Build a Customized AI agent In cooperation with Oracle Autonomous Database</p>  <p>AI Worker</p> <p><small>AI SHIFT CyberAgent Group ORACLE Partner</small></p>	<p>CA Assistant</p> <p>AI-powered tool for simplified advertising effectiveness analysis, is now available.</p>  <p><small>CyberAgent.</small></p>

Medium to Long-Term Strategy

To build a high-profit business model, accumulate profits from
Media & IP business along with Ad business,
and strive to create new hit games in Game business

Medium to long-term profit growth plan





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

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- 4 Jujutsu Kaisen Phantom Parade: © Gege Akutami/Shueisha, JUJUTSU KAISEN Project ©Sumzap, Inc./TOHO CO., LTD. All Rights Reserved. Published by BILIBILI HK LIMITED
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- 2 Gakuen iDOLM@STER : THE IDOLM@STER™& ©Bandai Namco Entertainment Inc. Publisher: Bandai Namco Entertainment Inc./ Development and Operation: Consolidated subsidiary Qualiarts, Inc.
- 3 Shadowverse: Worlds Beyond: © Cygames, Inc.
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