



Financial Results for the Six-Month Period Ended September 30, 2023

November 6, 2023

Oricon Inc.

(Securities Code: 4800)

Corporate Philosophy

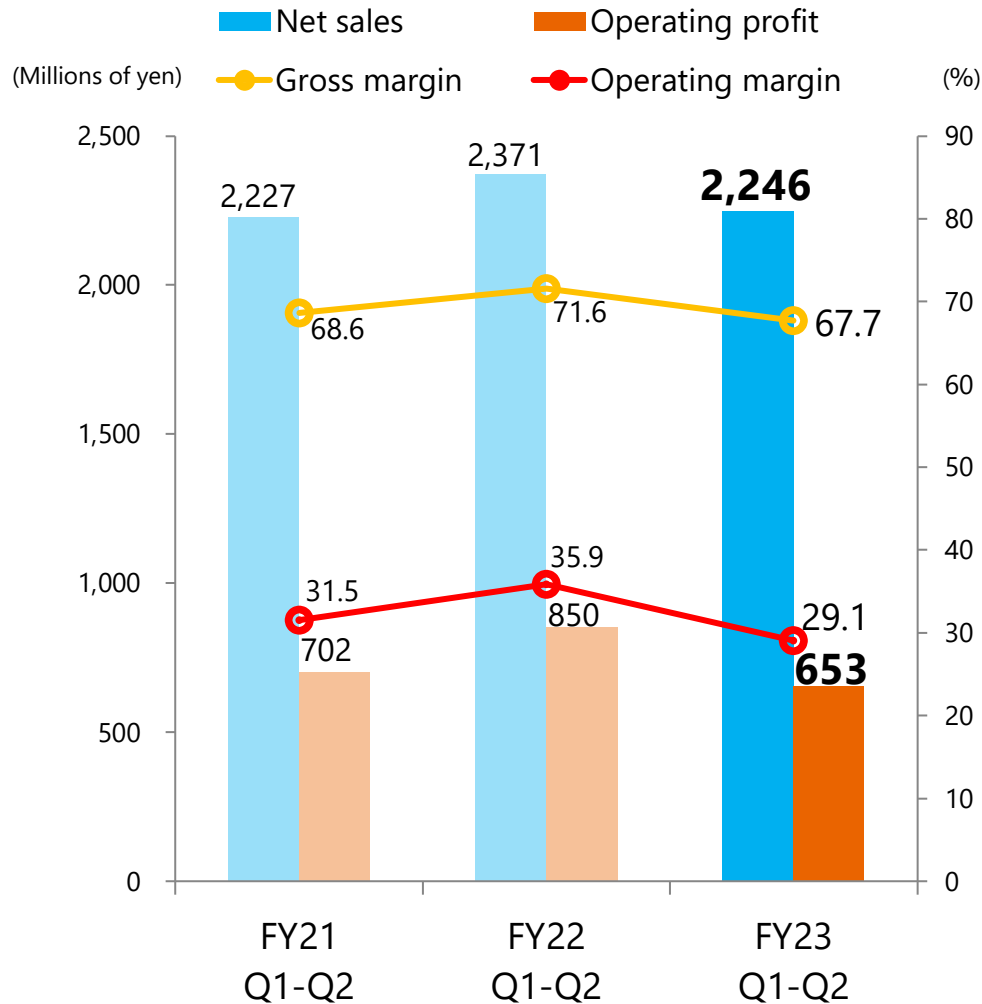
Turning facts into intelligence

Management Policy

In a society where information makes things complicated because, for example, of the scourge of fake news, Oricon will earn the trust of society by turning facts into intelligence from an objective and fair standpoint and disseminating it widely.

By doing so, we aspire to be a company of high social value that contributes to the realization of affluent lifestyles and the development of various industries.

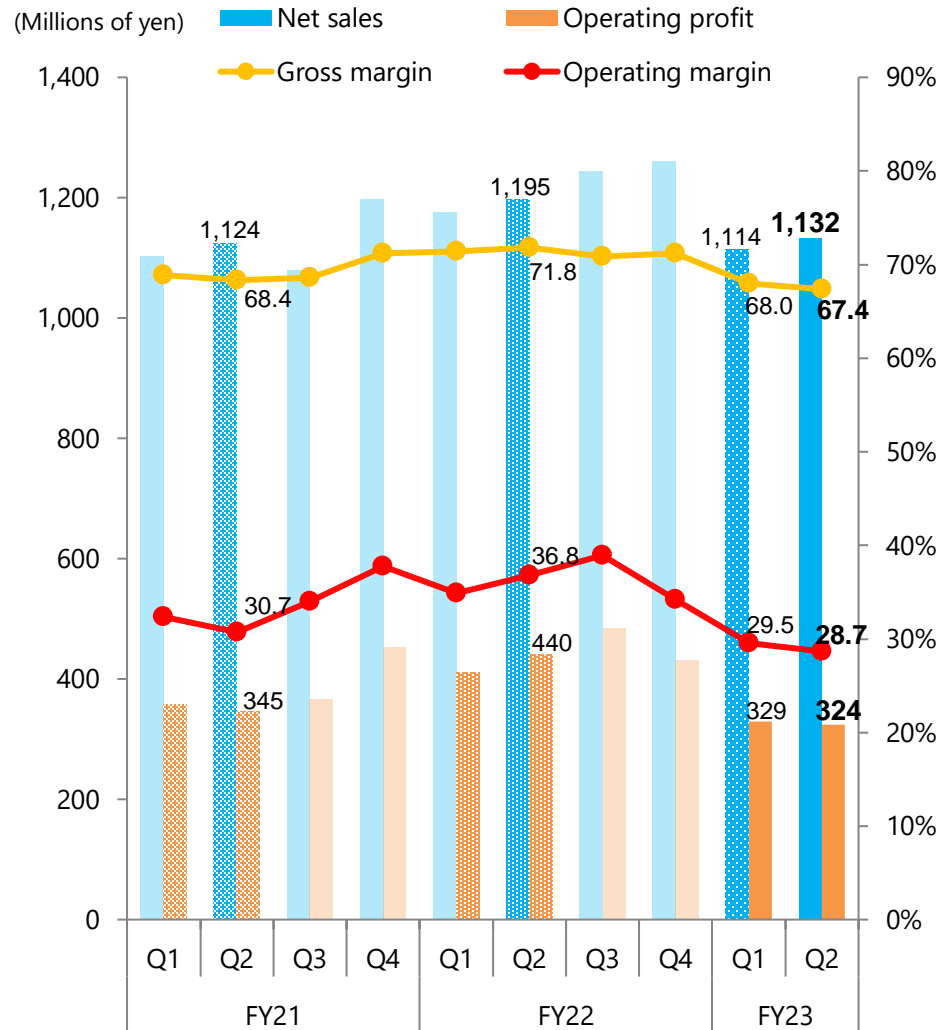
1-1 Overview of Financial Results for FY23 Q1-Q2



● Consolidated financial results (YoY change)

Net sales	¥2,246 mn	(5.3) %
Gross margin	67.7 %	(3.9) pts
Operating profit	¥653 mn	(23.2) %
Operating margin	29.1 %	(6.8) pts

1-1 Overview of Financial Results for FY23 Q2



● Consolidated financial results Q2 (Jul.–Sep.)

		(YoY change)	(QoQ change)
Net sales	¥1,132 mn	(5.3) %	+1.6 %
Gross margin	67.4 %	(4.4) pts	(0.6) pts
Operating profit	¥324 mn	(26.3) %	(1.4) %
Operating margin	28.7 %	(8.1) pts	(0.8) pts

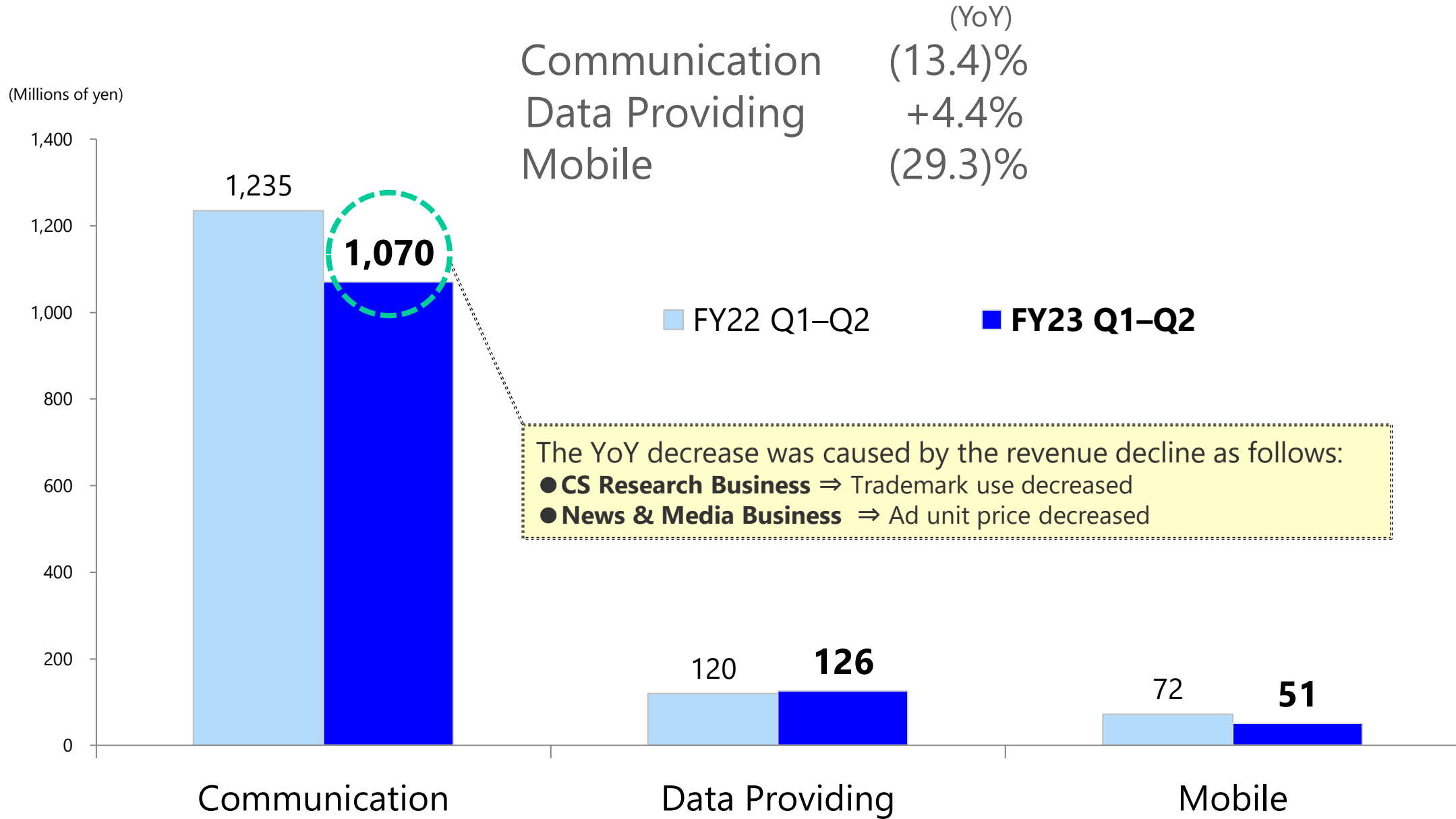
1-2 Consolidated Statement of Income

(Millions of yen)	FY22 Q1-Q2	FY23 Q1-Q2	YoY		
			Amount	%	
Net sales	2,371	2,246	(124)	(5.3)%	→ See next slide for the breakdown by segment
Cost of sales	673	726	+52	+7.8%	← Due to increase in personnel costs, etc.
(Cost of sales margin)	(28.4%)	(32.3%)			
Gross profit	1,697	1,520	(177)	(10.4)%	
(Gross margin)	(71.6%)	(67.7%)			
SG&A expenses	847	866	+19	+2.3%	←
(SG&A margin)	(35.7%)	(38.6%)			
Operating profit	850	653	(196)	(23.2)%	
(Operating margin)	(35.9%)	(29.1%)			
Ordinary profit	835	713	(121)	(14.5)%	← Due to the posting of foreign exchange gains, etc.
(Ordinary margin)	(35.2%)	(31.8%)			
Net income before income taxes	835	713	(121)	(14.5)%	
(Pretax profit margin)	(35.2%)	(31.8%)			
Net income attributable to owners of the parent	545	468	(77)	(14.1)%	
(Net margin)	(23.0%)	(20.8%)			

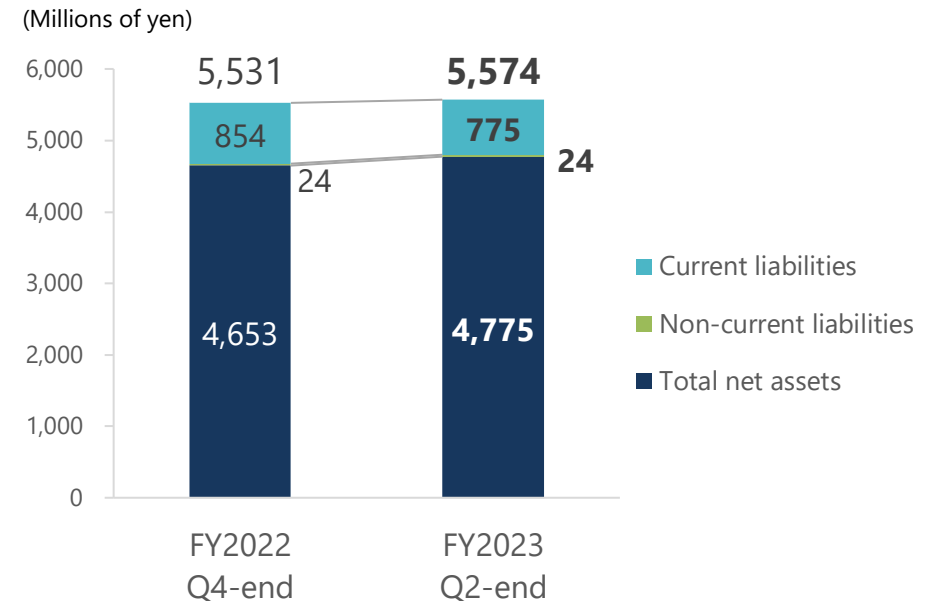
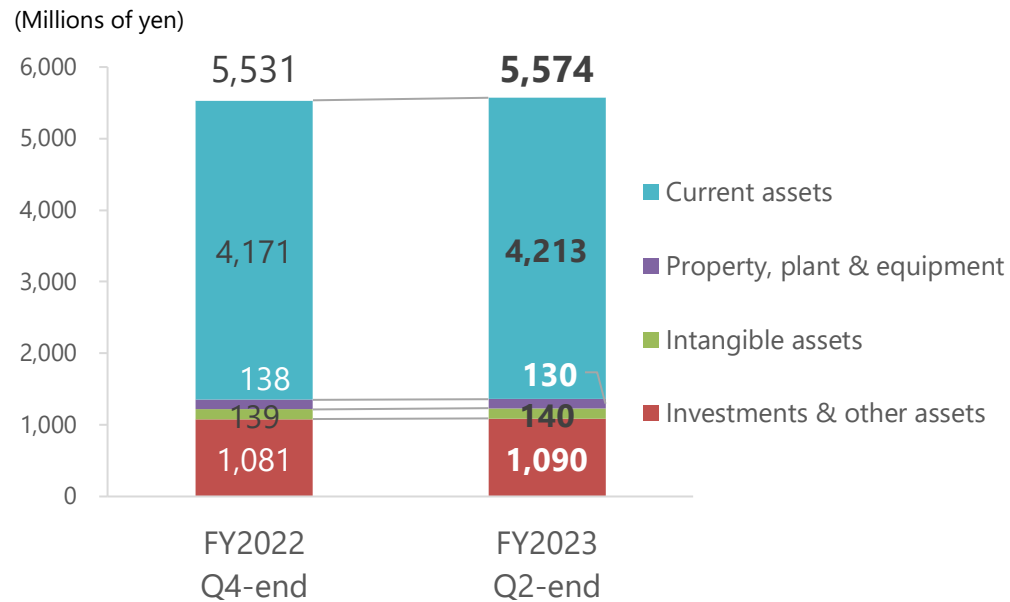
Sales of the Communication Business decreased by 5.9% YoY

	(Millions of yen)	FY2022 Q1-Q2	FY2023 Q1-Q2	YoY	
				Amount	%
Communication		1,841	1,731	(109)	(5.9)%
Customer Satisfaction Research		1,042	943	(99)	(9.5)%
News & Media		798	788	(9)	(1.2)%
Data Providing		334	337	+3	+1.0%
Mobile		195	177	(18)	(9.7)%
	Total	2,371	2,246	(124)	(5.3)%

1-4 Breakdown of Operating Profit by Segment



1-5 Consolidated Balance Sheet



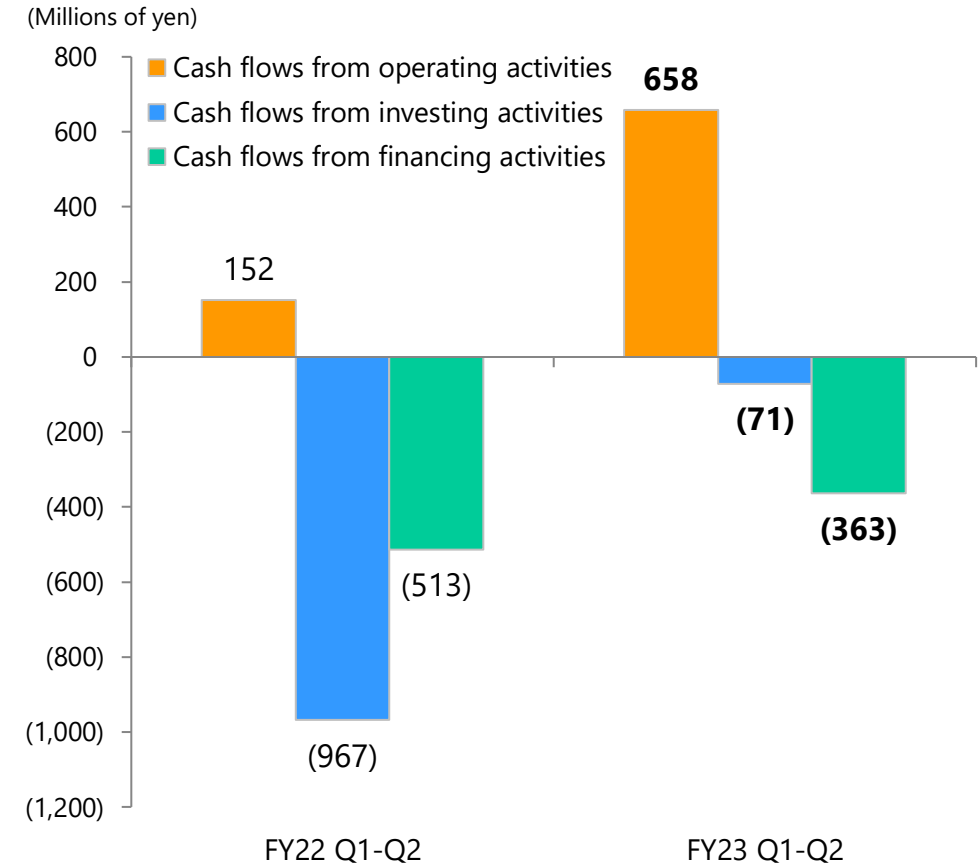
(Millions of yen)	FY2022 Q4-end	FY2023 Q2-end	Change
Current assets	4,171	4,213	+41
Property, plant and equipment	138	130	(8)
Intangible assets	139	140	+1
Investments and other assets	1,081	1,090	+8
Total assets	5,531	5,574	+42

(Millions of yen)	FY2022 Q4-end	FY2023 Q2-end	Change
Current liabilities	854	775	(78)
Non-current liabilities	24	24	-
Total liabilities	878	799	(78)
Total net assets	4,653	4,775	+121
Total liabilities and net assets	5,531	5,574	+42

The equity ratio stood at **85.7%** (up 1.6 pts from FY2022 Q4-end)

1-6 Consolidated Statement of Cash Flows

(Millions of yen)	FY22 Q1-Q2	FY23 Q1-Q2	YoY
Cash flows from operating activities	152	658	+505
Cash flows from investing activities	(967)	(71)	+896
Cash flows from financing activities	(513)	(363)	+149
Net change in cash and cash equivalents	(1,325)	223	+1,548
Cash and cash equivalents at the beginning of the year	3,307	2,524	(783)
Cash and cash equivalents at the end of the year	1,981	2,747	+765



Positive factors ⇒ Posting of net income before income taxes of ¥713 mn, and income taxes refund of ¥326 mn

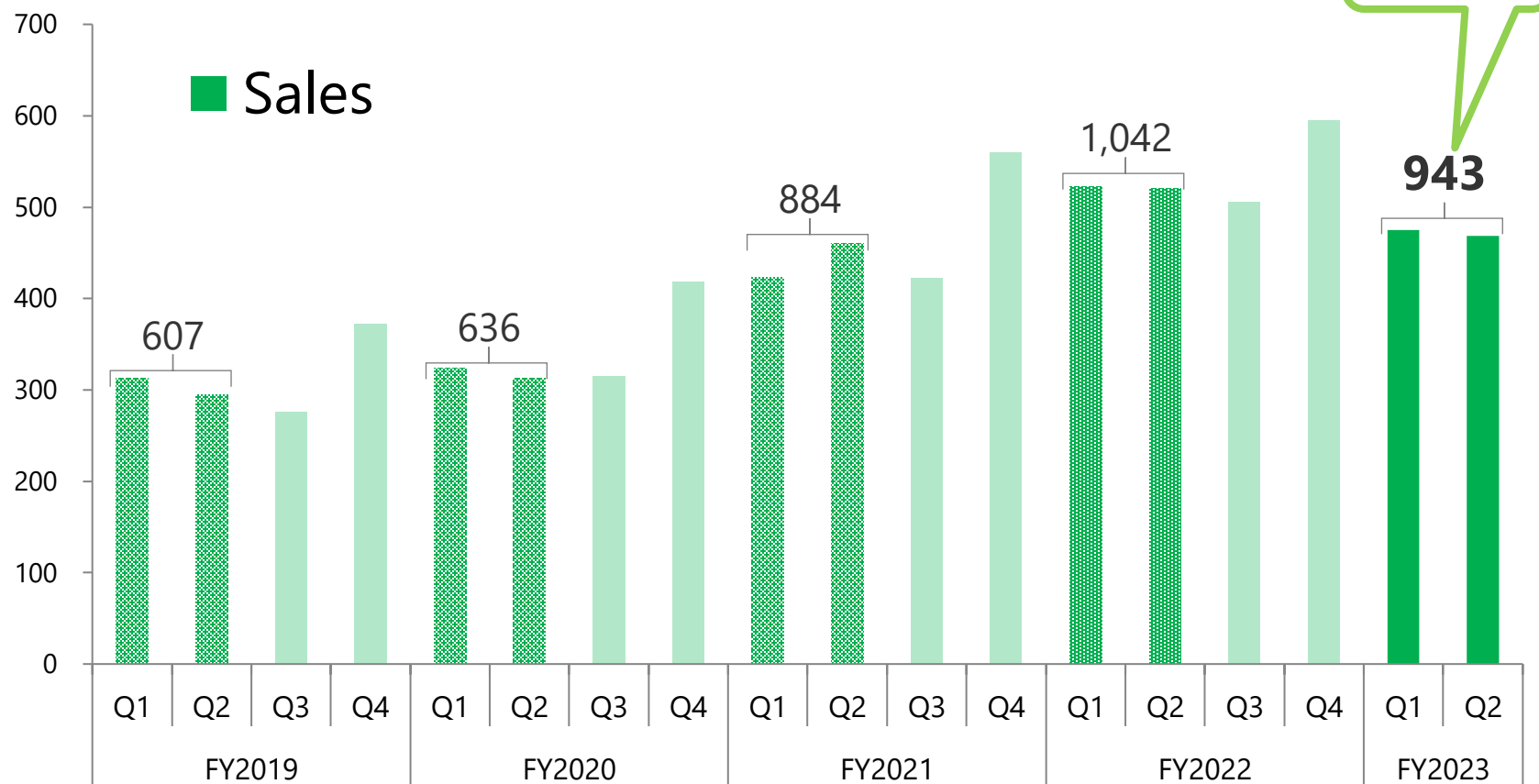
Negative factors ⇒ Income taxes paid of ¥443 mn, and cash dividends paid of ¥363 mn

2. Overview of Communication Business (1)

◆ Customer Satisfaction (CS) Research Business

(Quarterly Trend)

(Millions of yen)



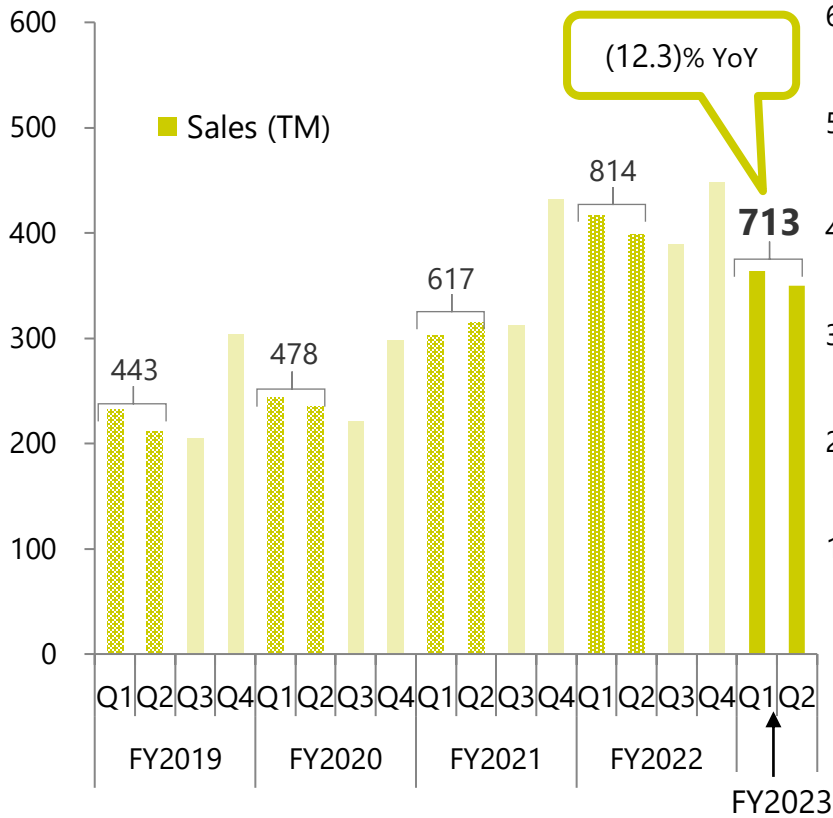
2. Overview of Communication Business (2)

◆ Customer Satisfaction (CS) Research Business

(Quarterly Trend)

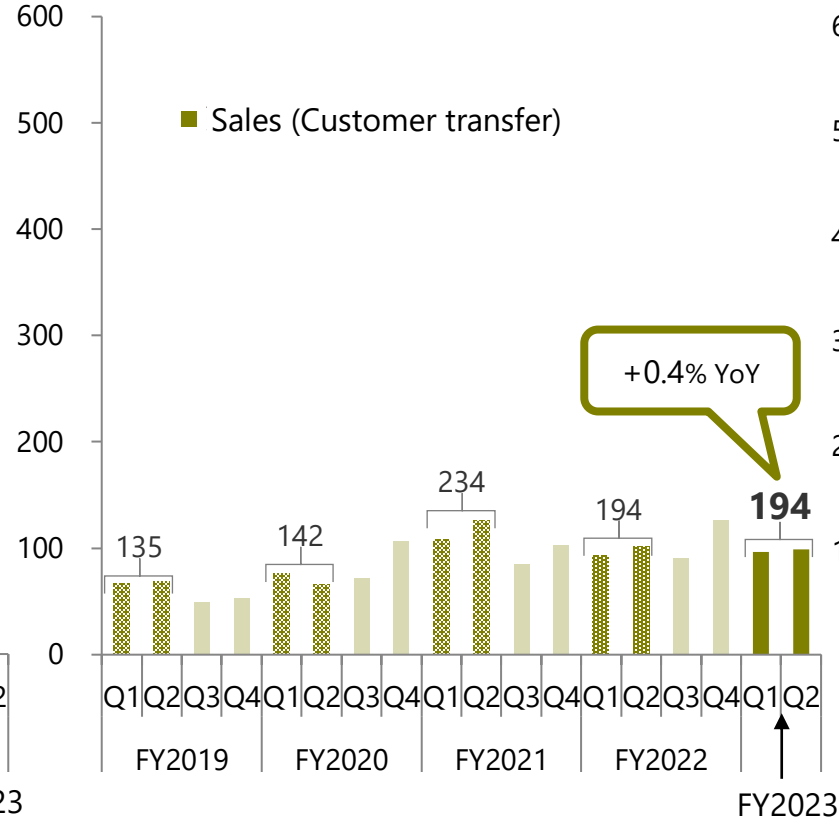
Trademark use

(Millions of yen)



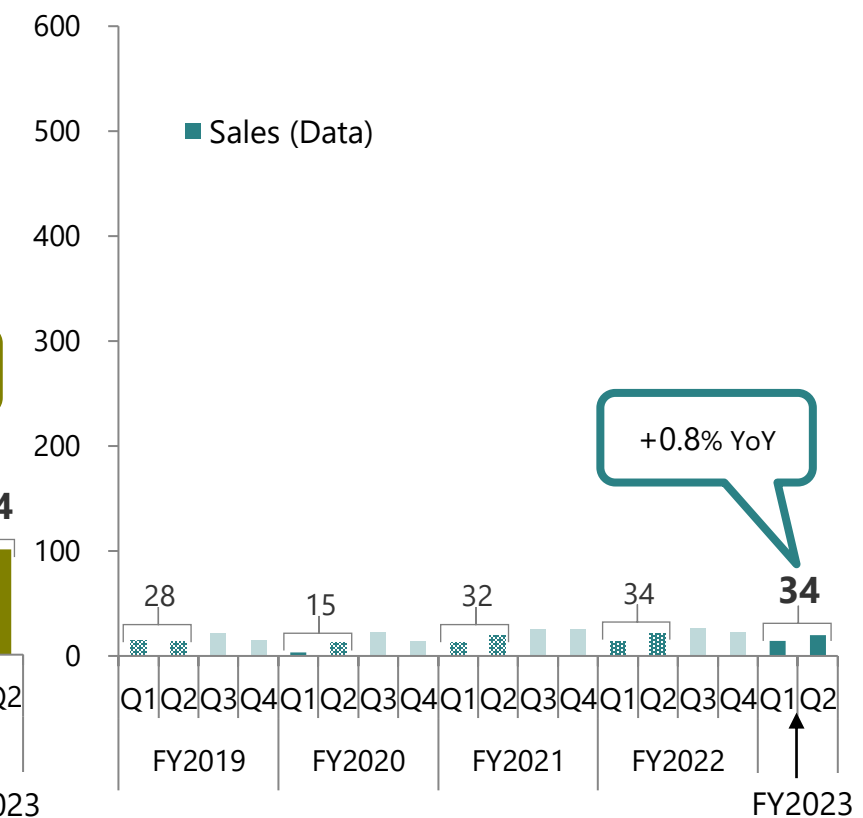
Digital promotion (Customer transfer)

(Millions of yen)



Data distribution

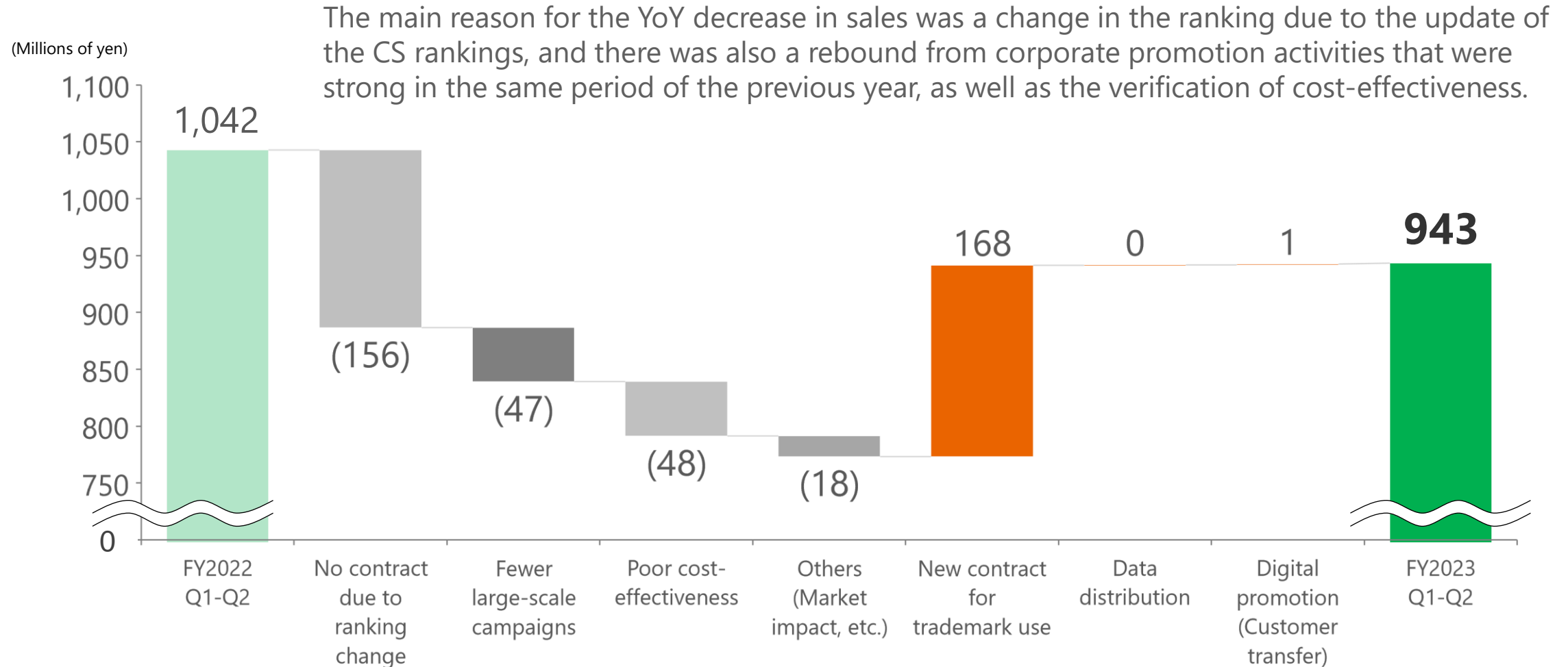
(Millions of yen)



2. Overview of Communication Business (3)

◆ Customer Satisfaction (CS) Research Business

(Analysis of YoY Change in Sales)



2. Overview of Communication Business (4)

◆ Customer Satisfaction (CS) Research Business

Ranking lists by category

■ Insurance Industry

Car/Bike/Bicycle/Fire/Pets/Life/Medical/Cancer/Visit type insurance shop/Educational insurance

■ Financial Industry

Internet securities/iDeCo Securities Company/Internet bank/Net banking/
Foreign currency deposits/Housing loan/FX trading/Bank card loan/
Non-bank card loan/Smartphone payment service/Cryptocurrency Exchange(Spot trading)/
Cryptocurrency Exchange(Margin trading)/Robo advisor/Smartphone securities/Credit card

■ Cram School

College entrance exam (Group guidance for senior high school students/Personal coaching for senior high school students/Topnotch universities for senior high school students)/Senior high school entrance exam (Group/Personal)/Junior high school entrance exam (Group/Personal)/
Publicly-run integrated junior and senior high school (Group) /Elementary school students (Group/Personal)/Correspondence study(for elementary school/junior high school/senior high school)/Home teacher/Infants, elementary school students learning classroom/Intellectual education for infants

■ School

English conversation school/Children's English (Infant/Elementary)/Online English Conversation/
Correspondence study/Programming classroom for kids

■ Life related

Hometown Tax Donation Program Website/Water server/Purified water server/House cleaning/
Moving firm/Self storage(Rental space/Container)/Delivery type storage/Food delivery service/
Subscription video distribution/Car purchase traders/Digital comics(Comprehensive/Original works only)/
Specializing in used car seller/Manufacturer type used car seller/Vehicle inspection/Children photo studio/
Bike seller/Manufacturer type bike seller/GPS tracker for kids

■ Telecommunications Industry

Low-cost SIM(Subscriber Identity Module)/Low-cost smartphone/Internet service provider/
Internet connection/Mobile carrier/Low-cost mobile carrier

■ Housing Industry

Estate agency Selling(Condominium/Detached/Land)/Estate agency Buying(Condominium/Detached)/
Condominium management company/Rental information shop/Rental information website/
Renovation (Large-scale/Detached/Condominium)/New condominium/House builder Custom-built Ready-
built (Builder/House builder/Real estate developer)/Large-scale condominium repair

■ Beauty Industry

Beauty salon(Facial/Bridal/Lose weight, Body care)

■ Sports & Health

Fitness club/Kid's swimming school/24-hour gyms

■ Wedding Industry

House wedding/Marriage agency/Wedding hall consultation counter/Wedding hall information website/Dating • Marriage matching apps/Low-cost wedding

■ Human resources

Job hunting agency/Job hunting website/Employment information service/Changing job website/Changing job agency/
Reverse job application service/Nurse changing job/High-class • Middle-class changing job/Temp agency/Manufacturing temp/Temp information website/Changing job scout service

■ Travel

Hotel comparison website/Airline ticket comparison website

■ Business Solutions

Internet printing online order/Corporate training/Messaging app for business/Web conferencing tool

Additional ranking lists announced in July through September

● Correspondence study "Information Technology Passport"

Total 190 ranking lists

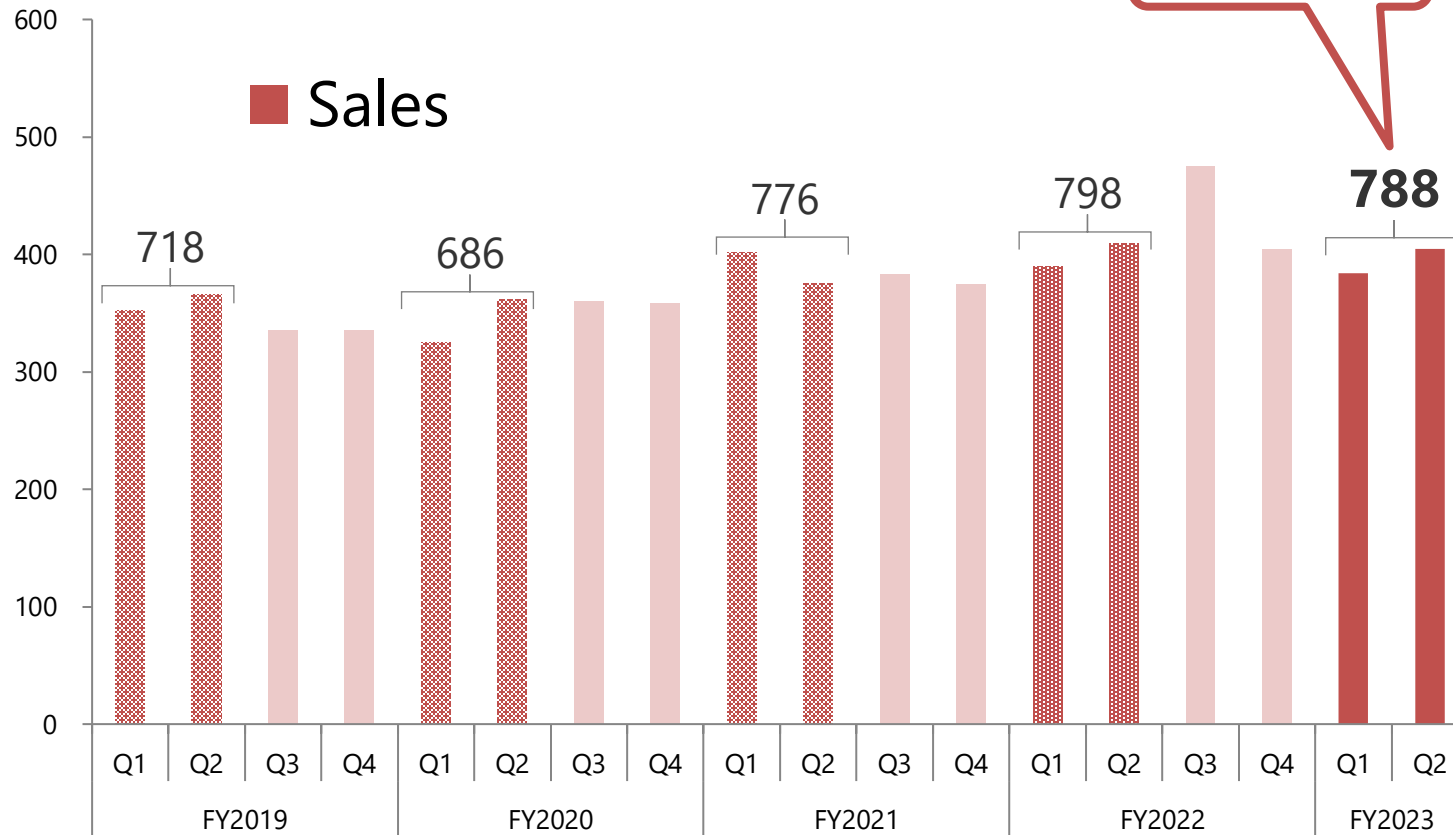
(As of Sep. 2023)

2. Overview of Communication Business (5)

◆ News & Media Business

(Quarterly Trend)

(Millions of yen)



Own media

Banner ad unit price decreased



We were able to reduce the negative margin with the increase in revenue from the three businesses below.

Tie-up ads

Contents for third-party media

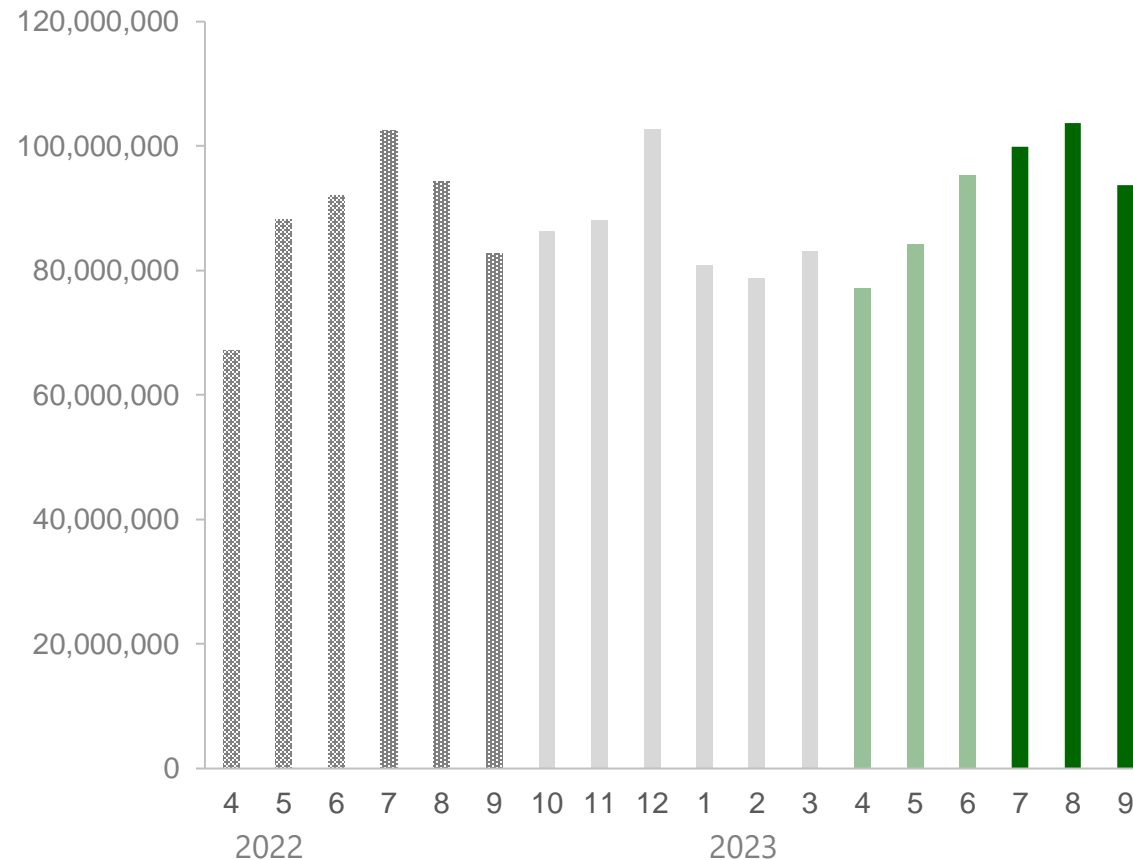
PR consulting business

2. Overview of Communication Business (6)

◆ News & Media Business

Own Media "ORICON NEWS" Trends in the number of sessions

Unit prices for banner ads decreased due to market factors.



Number of sessions

FY23H1 (Apr.–Sep.)
increased by approx.
5% YoY

FY23Q2 (Jul.–Sep.)
increased by approx.
6% YoY
16% QoQ

Per session value

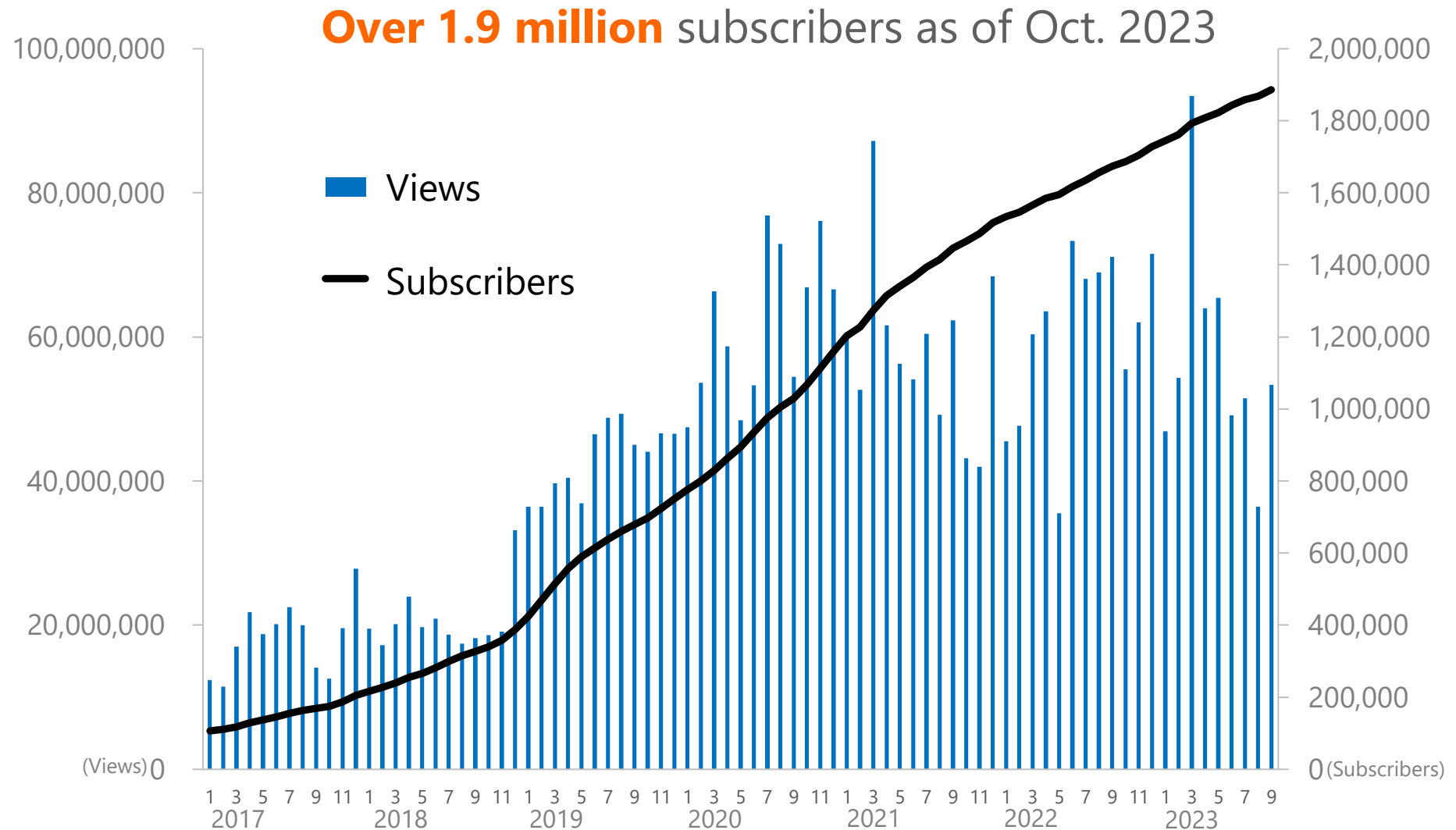
FY23H1 (Apr.–Sep.)
decreased by approx.
19% YoY

FY23Q2 (Jul.–Sep.)
decreased by approx.
19% YoY
6% QoQ

2. Overview of Communication Business (7)

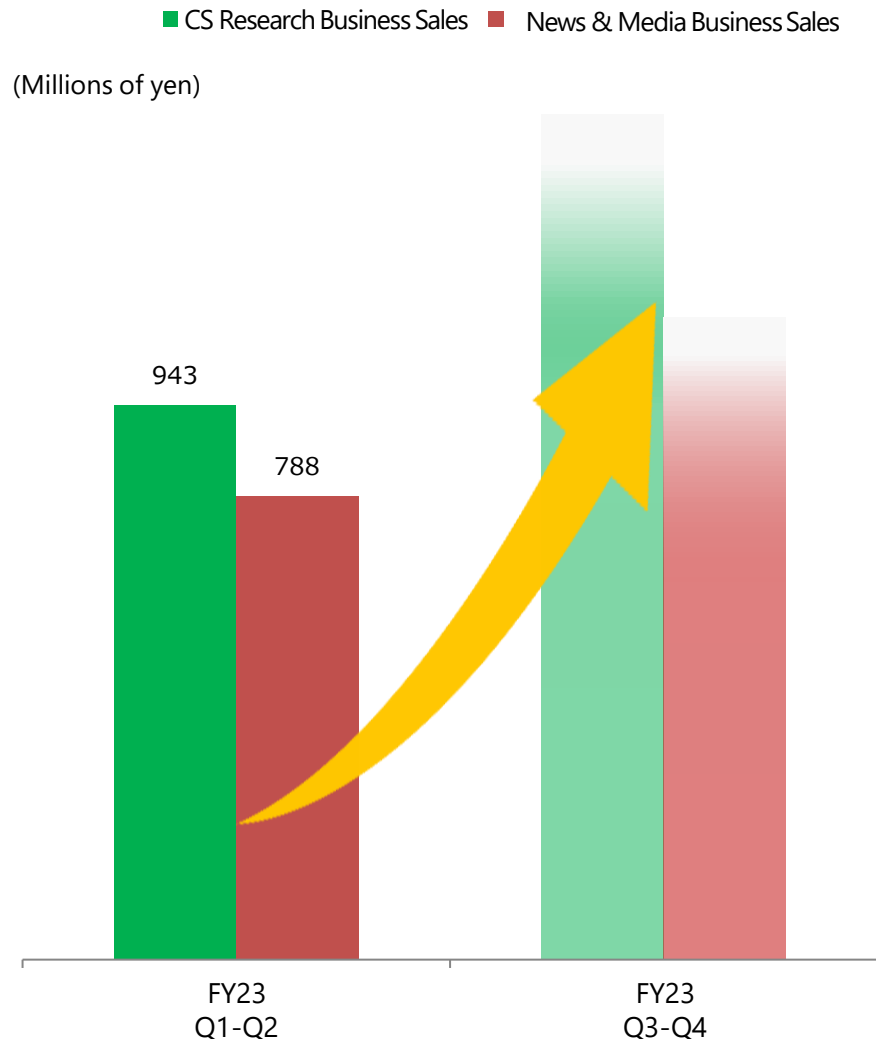
◆ News & Media Business

“ORICON NEWS” YouTube Channel



2. Overview of Communication Business (8)

◆ Outlook for the 2nd half of the year



CS Research Business—Expand monetizing power

Strengthening Sales

- ① Increase in the number of people in the sales department (overall remains the same).
- ② Promote digital transformation (DX) and enhance customer proposal capabilities through the use of generative AI.
- ③ Analyze the latest case studies of web marketing and systematize marketing skills.
- ④ Share specific marketing issues with clients and the latest success stories using our CS trademarks.
- ⑤ Increase the absolute number of sales actions through the use of AI.
⇒ As a result, increase in Trademark use is expected from Q3 onward.

Strengthening SEO

- Aiming to improve the number of visitors and displays in major genres (Such as Foreign currency, Pets insurance, House builder Custom-built, etc.).
- Started retargeting ad management business based on customer history data (First-party cookies).

Implementing personalization features on our CS website ⇒ [See next slide.](#)

Improve both quality and quantity
of Oricon website contents



Expand business by
increasing website presence

2. Overview of Communication Business (9)

◆ Outlook for the 2nd half of the year

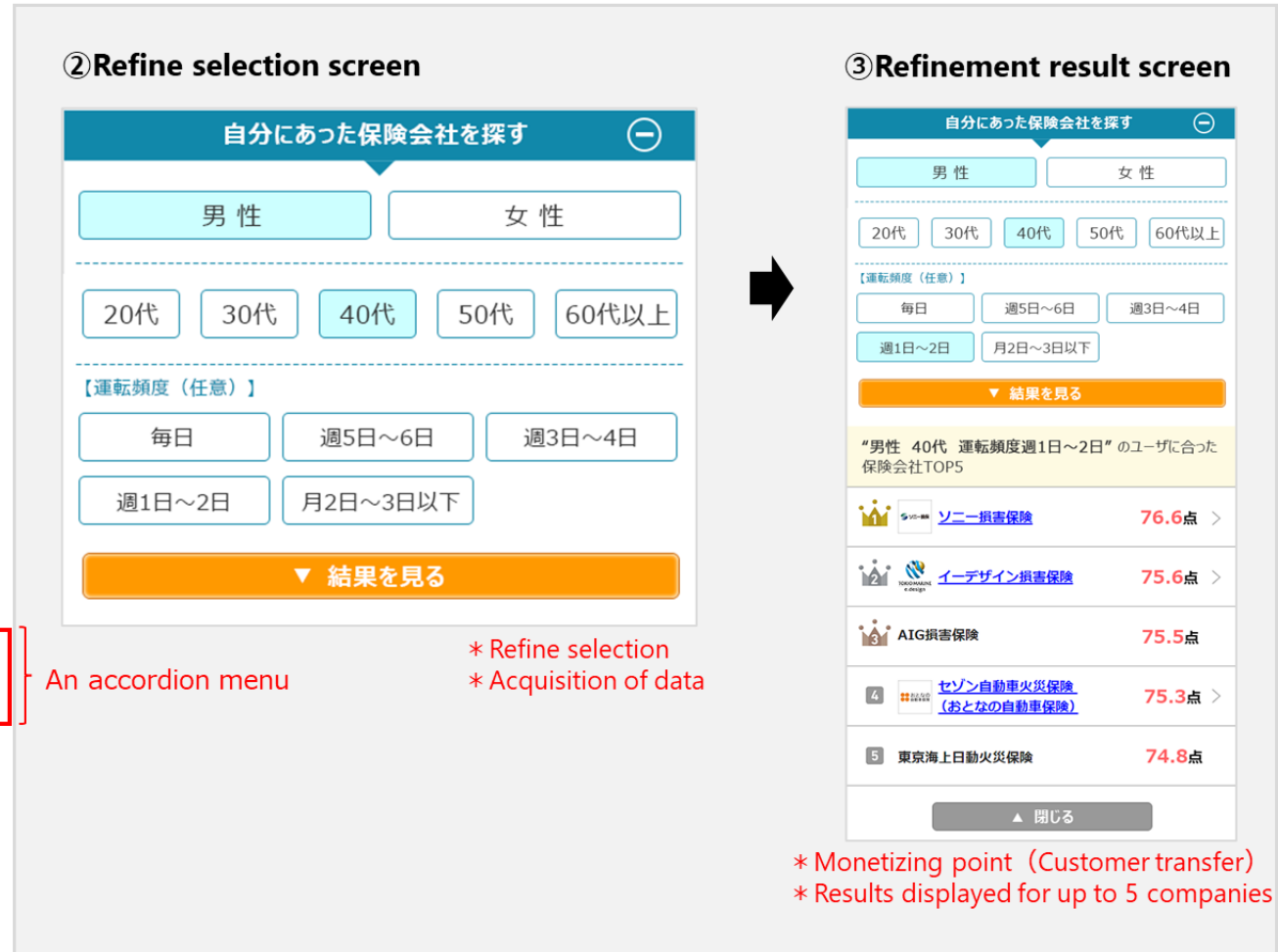
CS Research Business

Personalization features on CS website

Examples of feature implementation



Image of screen transition



3. Full-Year Forecast for FY2023

The forecast of consolidated financial results announced on May 10, 2023
remains unchanged

(Millions of yen)	FY2022 Results	FY2023 Forecast	YoY		FY23 Q1-Q2 Results	Progress against full-year forecast
			Amount	%		
Net sales	4,875	5,100	+224	+4.6%	2,246	44.1%
Operating profit	1,765	1,830	+64	+3.6%	653	35.7%
Ordinary profit	1,699	1,800	+100	+5.9%	713	39.7%
Net income attributable to owners of the parent	1,106	1,180	+73	+6.6%	468	39.7%

Share Buyback (Resolved on Nov. 6, 2023 by the Board of Directors)

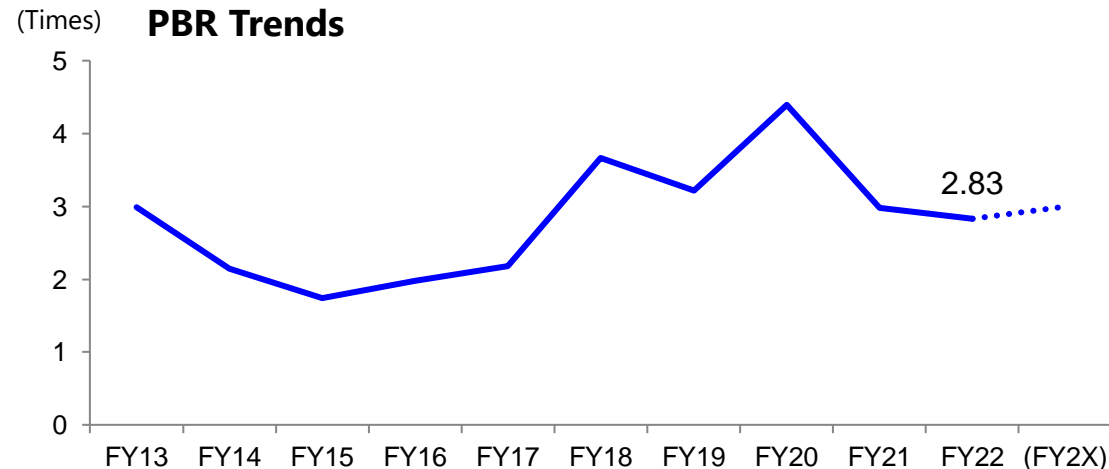
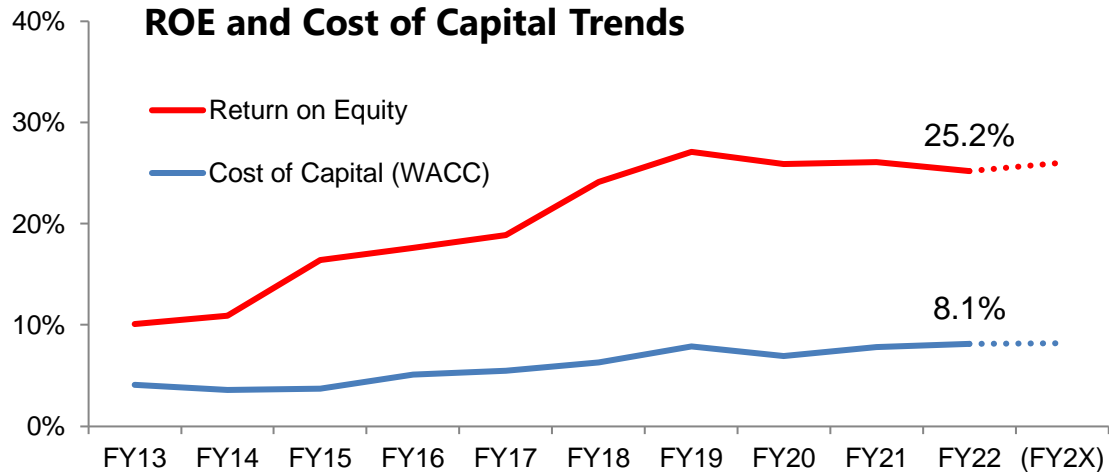
Total number of shares to be bought back	Up to 300,000 shares
Total buyback price of shares	Up to 300 million yen
Buyback period	From Nov. 7, 2023 to Jan. 31, 2024



We aim to further improve capital efficiency

5. Action to Implement Management that is Conscious of Cost of Capital and Stock Price

- **ROE (Return on Equity)** for the past five years has remained at a level of around 25%, while exceeding the cost of capital and creating business value.
- **PBR (price/book value ratio)** has been trending at more than 2 times, and we believe that it has exceeded a certain level.



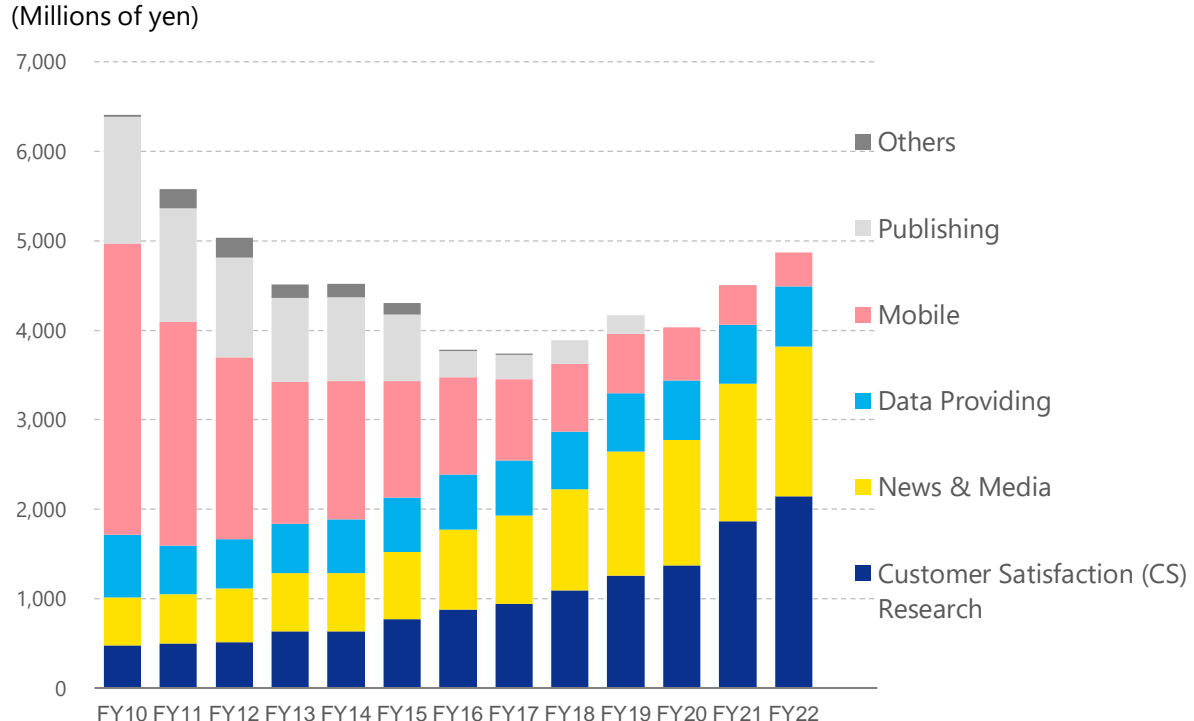
Future initiatives for enhancement of corporate value

- **Strengthening the business basis focused on CS Research Business and increasing profits due to improving Oricon brand value.**
- **Utilization of the latest technologies such as generative AI, hiring highly skilled human resources and supporting employee reskilling**
- **Invest in start-ups and venture funds for medium to long-term growth**
- **Enhancing stable shareholder returns such as dividends etc.**

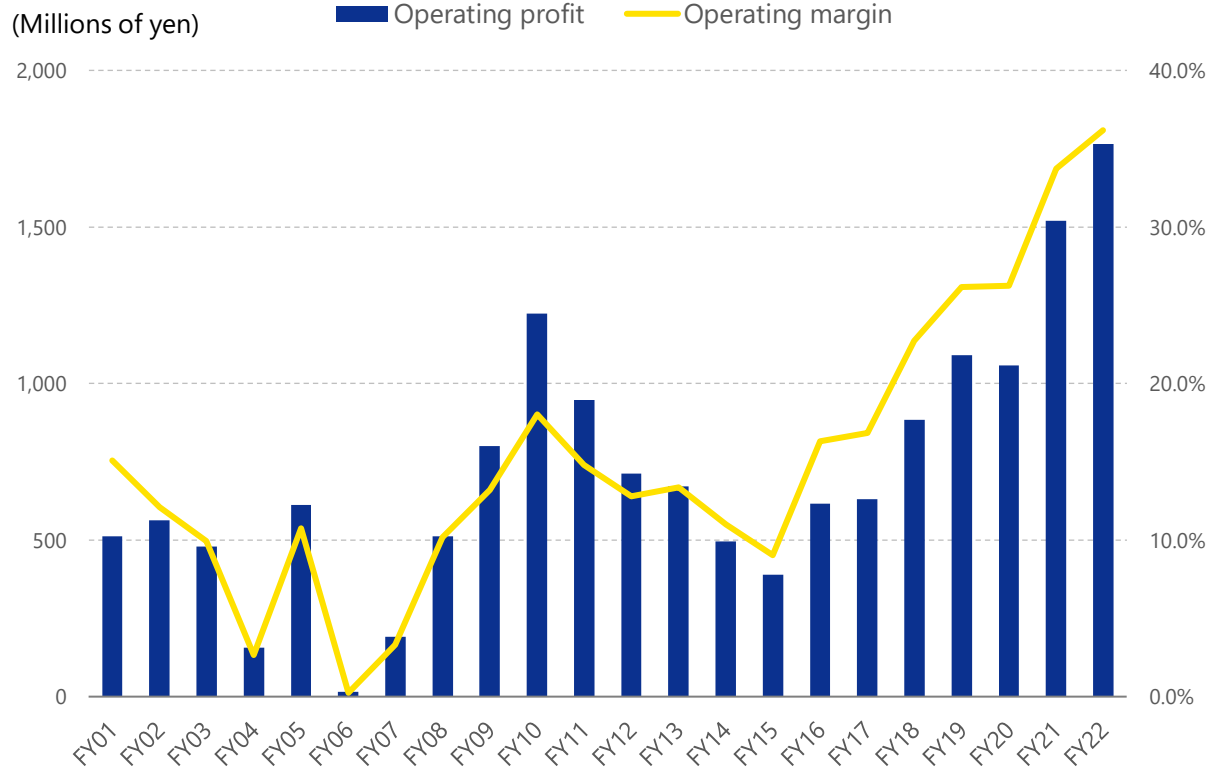
Appendix

- Previously, the Mobile Business and Publishing Business had been the main contributors to net sales, but proactive business restructuring has made the Customer Satisfaction (CS) Research Business and News & Media Business into major revenue supporters
- As a result of promoting business restructuring, we have dramatically increased our operating margin and recently transformed ourselves into a highly profitable company with an operating margin exceeding 35%.

Net Sales Trends by Segment



Operating Profit and Operating Margin Trends



Business Description and Main Revenue Sources of Each Segment (As of March 2023)



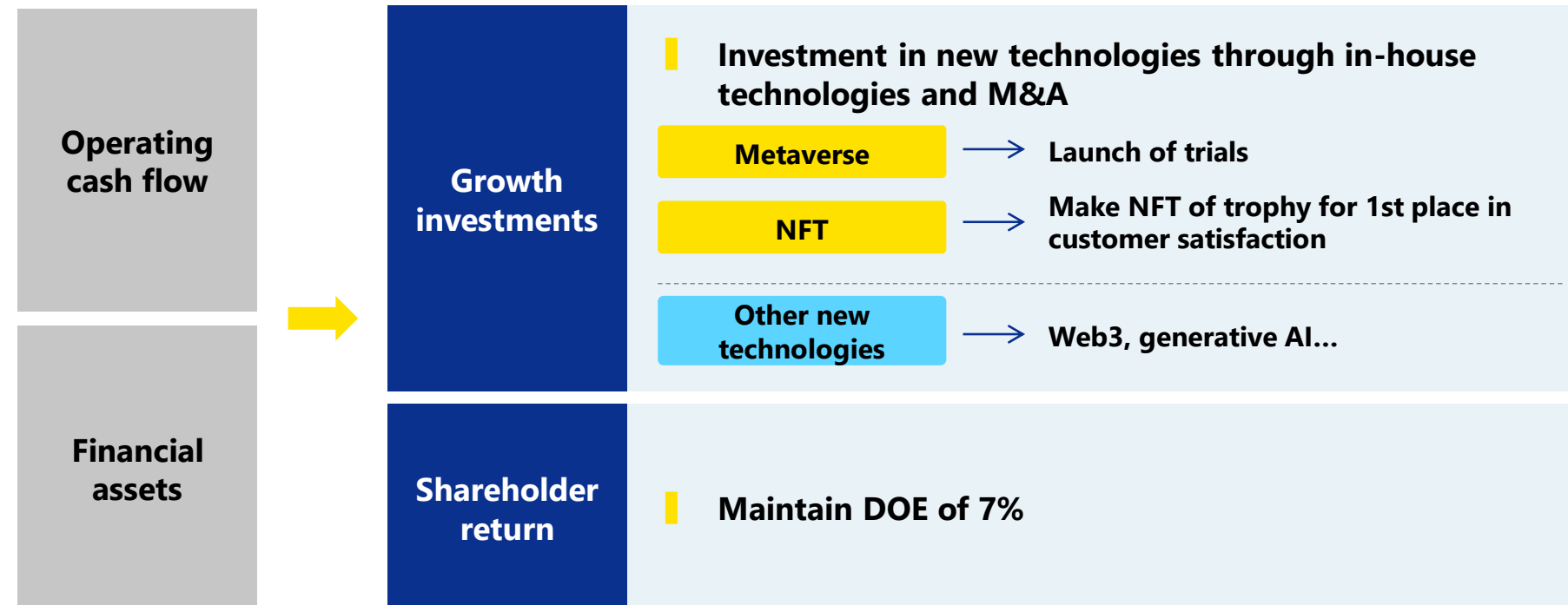
Segment	Business description	Main revenue sources
<p>Communication Business</p> <p>Customer Satisfaction (CS) Research</p>	<ul style="list-style-type: none"> ■ Conducts internet surveys for users of various services and ranks and announces the results annually from an independent position that is fair and unbiased ■ As of March 2023, has surveyed a total of 3.32 million people across 192 categories 	<ul style="list-style-type: none"> ■ The largest revenue source is “Trademark use,” in which companies pay a fee for a license to use the ranking results marked with Oricon’s trademark logo for their own advertising and promotion ■ “Digital promotion,” in which customers are transferred to client company websites from search engines and Oricon’s own media ■ “Data distribution,” which provides broad-ranging analyses of survey results ■ “Consulting,” which provides details and additional surveys to individual companies
<p>News & Media</p>	<ul style="list-style-type: none"> ■ Creates over 3,000 news/feature articles and video contents per month, focusing on entertainment ■ Acts as a news agency to distribute news to Yahoo! News and other major online media sites and apps ■ The YouTube channel of Oricon’s own media “ORICON NEWS” has amassed 1.8 million subscribers 	<ul style="list-style-type: none"> ■ Ad revenue from the number of page views and sessions on Oricon’s own media and distribution partner platforms ■ Revenue from sponsored advertising and PR consulting for companies ■ Fees received for providing content to distribution partner media outlets ■ Creation and promotion/management of online ads
<p>Data Providing Business</p>	<ul style="list-style-type: none"> ■ Collects sales data and creates rankings for music, videos, and books 	<ul style="list-style-type: none"> ■ Revenue from broadcasters and e-commerce sites, etc. for providing music databases and ranking data
<p>Mobile Business</p>	<ul style="list-style-type: none"> ■ Paid streaming service for mobile devices and PCs ■ Music streaming site “Oricon Music Store” ■ eBook site “Yomulun” 	<ul style="list-style-type: none"> ■ Pay-as-you-go billing for member downloads

Asset Allocation Approach

Policy to Proactively Invest Management Resources in Technologies and Seeds of Future Business Opportunities

- In addition to shareholder return, cash and deposits and free cash flow will be used to actively invest management resources in technologies and seeds of future business opportunities
- In addition to our recent demonstration test efforts involving Metaverse, NFTs, and other technologies, we will develop approaches to promising technologies and seeds of future business opportunities through various methods, including in-house technology investment and M&A

Cash allocation approach



Recent investments



- ZETA
- StayList
- dank1 (だんきち)
- SBI 4+5 ファンド
- ANOBAKA

- Continue to achieve one of the highest DOE among TSE listed companies, backed by ROE levels exceeding 20%
- Dividend per share has increased 2.5 times that of 5 years ago

Accounting period	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
ROE	16.4%	17.6%	18.9%	24.1%	27.1%	25.9%	26.1%	25.2%
Dividend per share (yen)	8.0	10.0	10.0	12.0	17.0	17.0	23.0	27.0
DOE	6.0%	7.4%	6.8%	7.0%	8.3%	7.1%	8.1%	8.2%

Customer Satisfaction (CS) Research Business Model and Strengths



- The Oricon Customer Satisfaction Research trademark logo can be used in various media by signing a contract by plan
- Although the number of services covered by the rankings has increased and trademark use sales are growing, there is still great potential for further use of the Oricon trademark logo as trust in the rankings grows even further

Main trademark logos



Rank logo by industry and business type

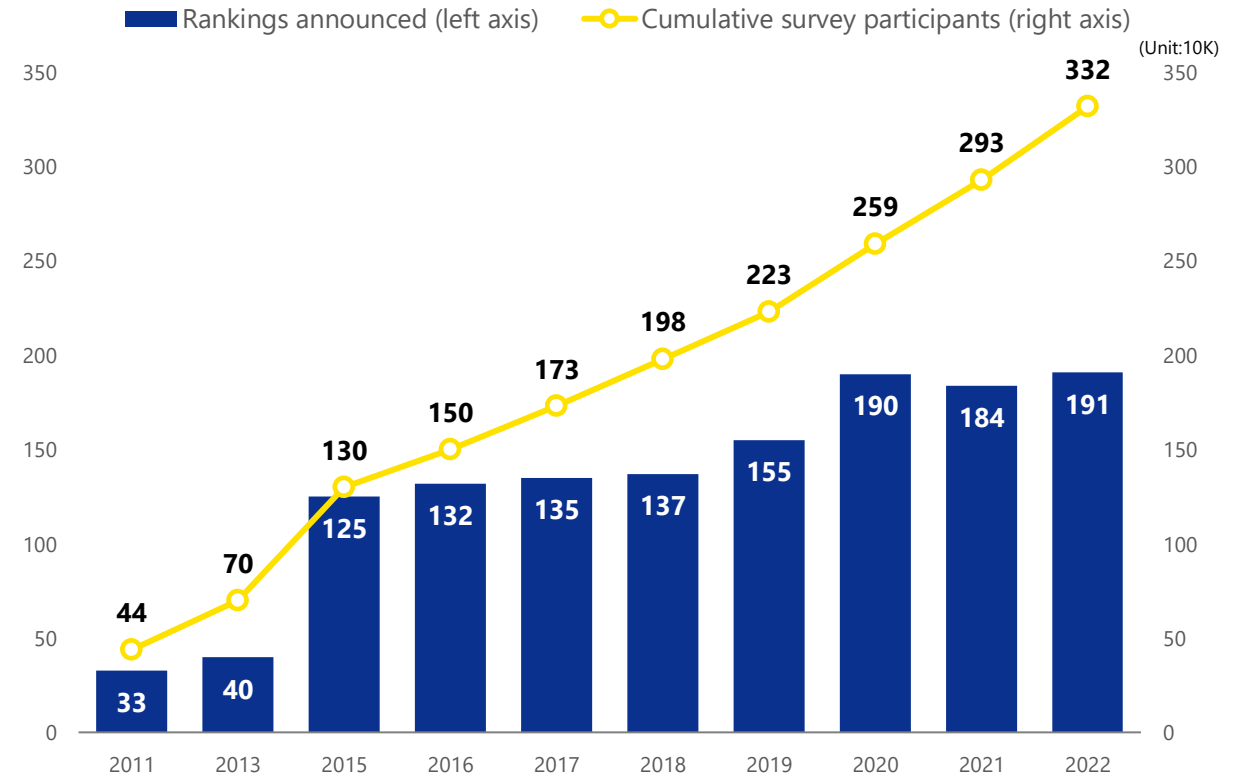


Item or sector rank logo by industry and business type

Main media in which logo can be used (range varies by plan)

TV commercials / Externally-distributed ads (GDN, YDA, listing ads) / YouTube ads / Social media ads / Transit ads (in taxis, trains, etc.) / Outdoor ads (board posters, large screens, etc.) / Direct ads (DMs, mail magazines, newspaper inserts, free newspapers, etc.) / In-store sales promotional materials (catalogs, novelty items, etc.) / Newspaper and magazine ads / Company websites (corporate sites)

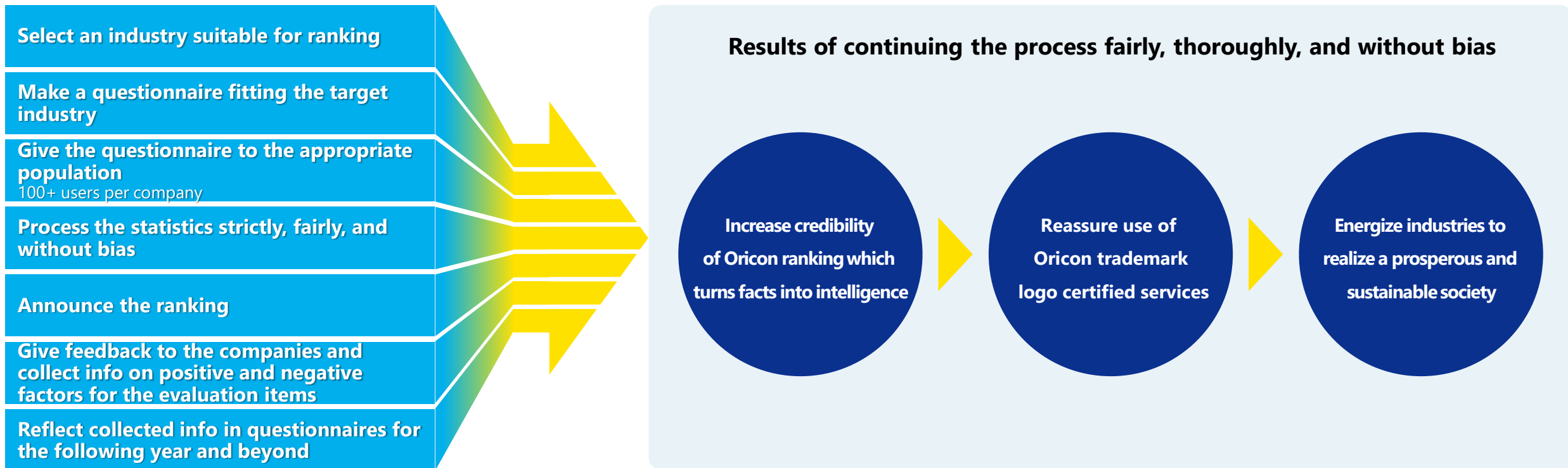
Trends in the Number of Annual Rankings Announced and Number of Survey Participants (Cumulative)



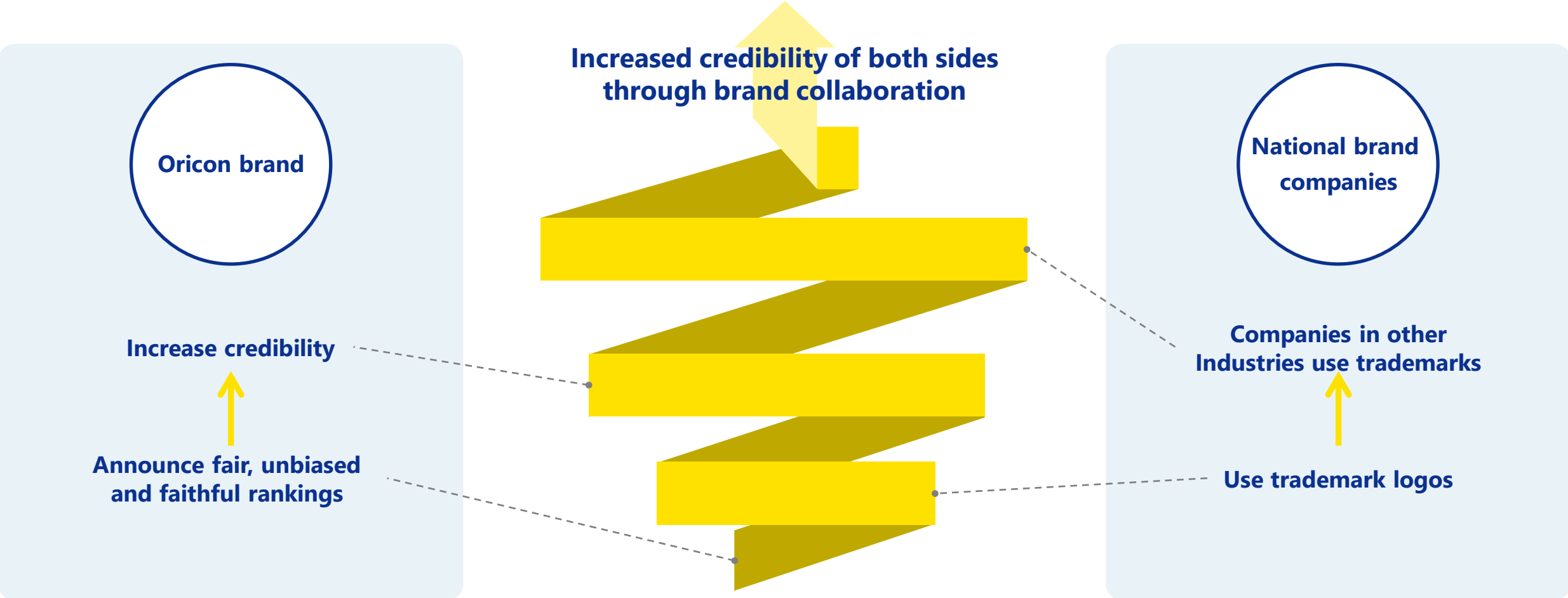
Customer Satisfaction (CS) Research Process and Oricon's Strengths

- **Select target industries independently as a third party that takes neither consumers' nor companies' sides, conduct fair and unbiased research, and strictly process data and statistics to create rankings**
- **Leverage our brand power built through the music rankings which we have continuously provided to consumers from a fair and unbiased standpoint to steadily build credibility of Oricon rankings in industries besides music**

Customer Satisfaction (CS) Research Process: "Turning Satisfaction into Intelligence"

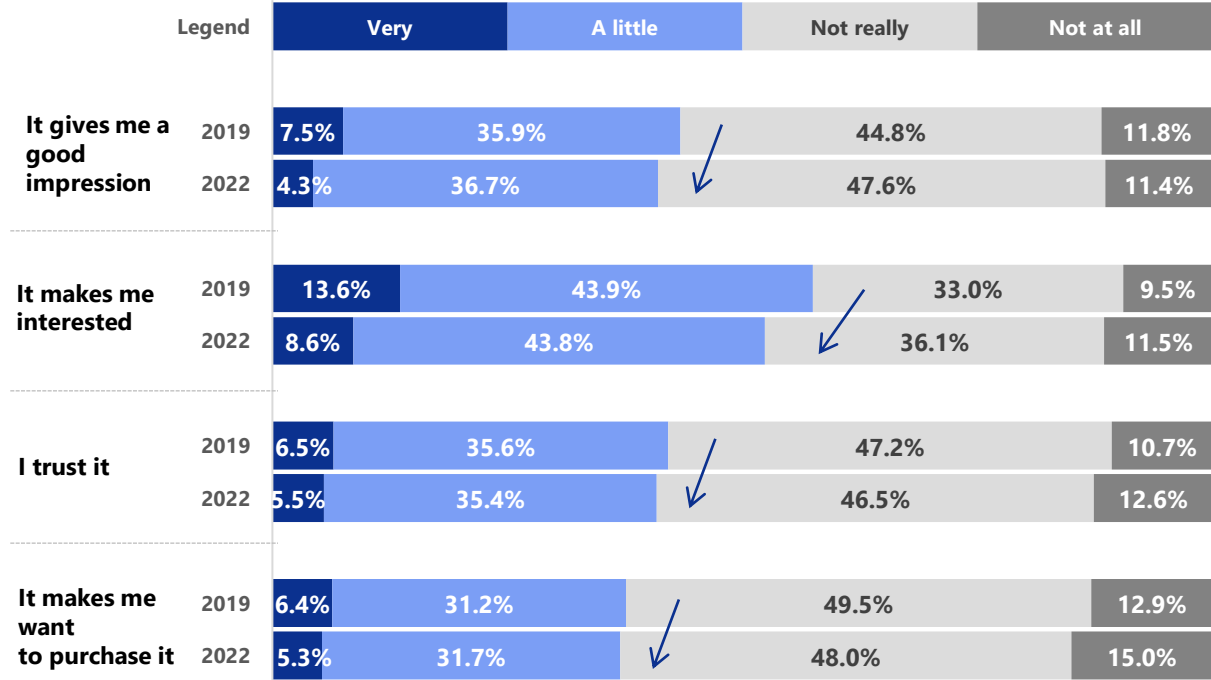


- Oricon brand credibility is further increased when renowned national brand companies use Oricon trademark logos backed by fair, unbiased, and faithful Oricon rankings, which in turn encourages other national brand companies in different business industries to use our trademark logos. This brand collaboration eventually leads to increased credibility of both the Oricon brand and Oricon trademark logo certified services



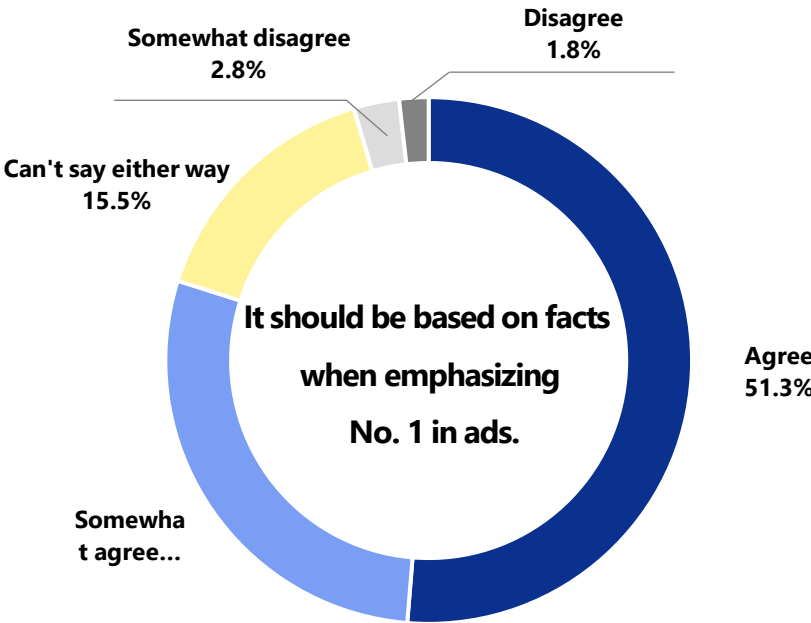
- Due to the increased No.1 labeled ads without legitimate evidence, the image of such advertised products and services have been slightly tarnished from 2019 to 2022
- Many people think No.1 labeled ads should be based on facts (nearly 80%). Therefore, this situation is a tailwind for a fair and unbiased third party institution like us which prioritizes improving customer satisfaction, as it will help increase the credibility of our rankings

Impression of No. 1 Labeled Products & Services
(Based on 1,000 respondents / Individual answers)



(Source) Research conducted by Macromill, Inc. from July 27th to 28th, 2022

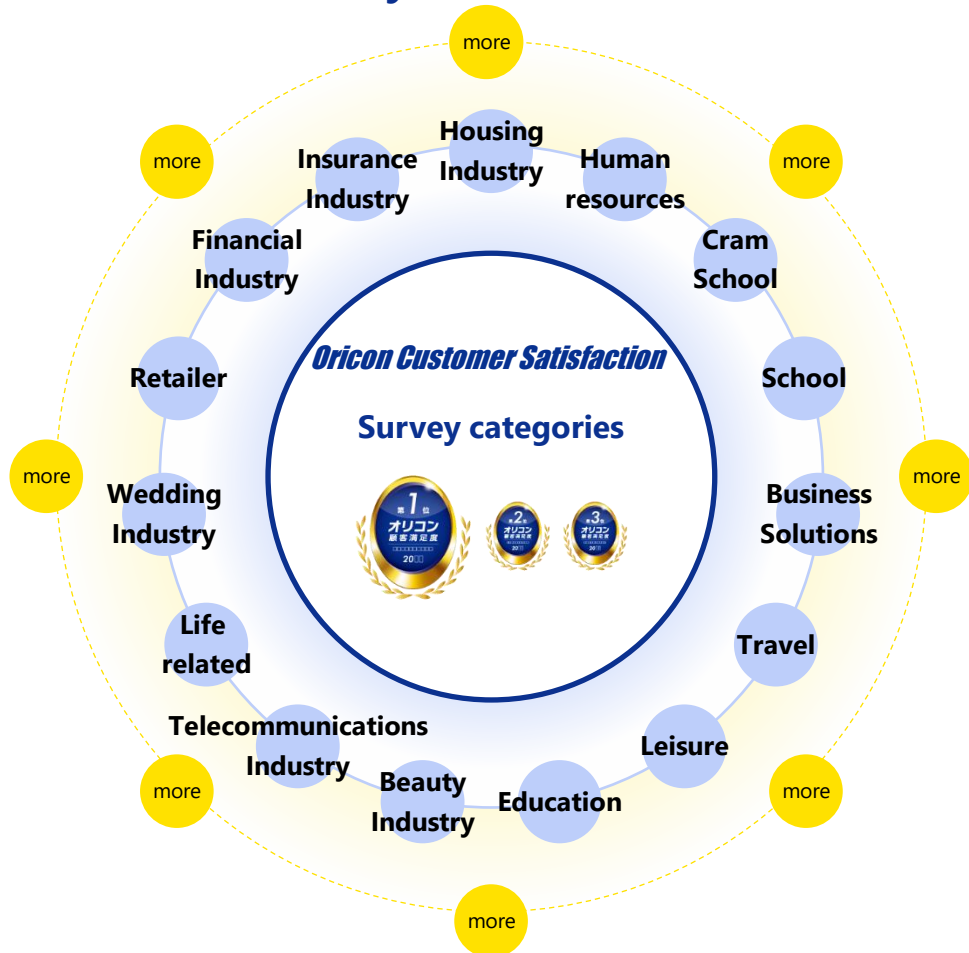
Opinions on No. 1 Labeled Ads
(Based on 1,000 respondents / Individual answers)



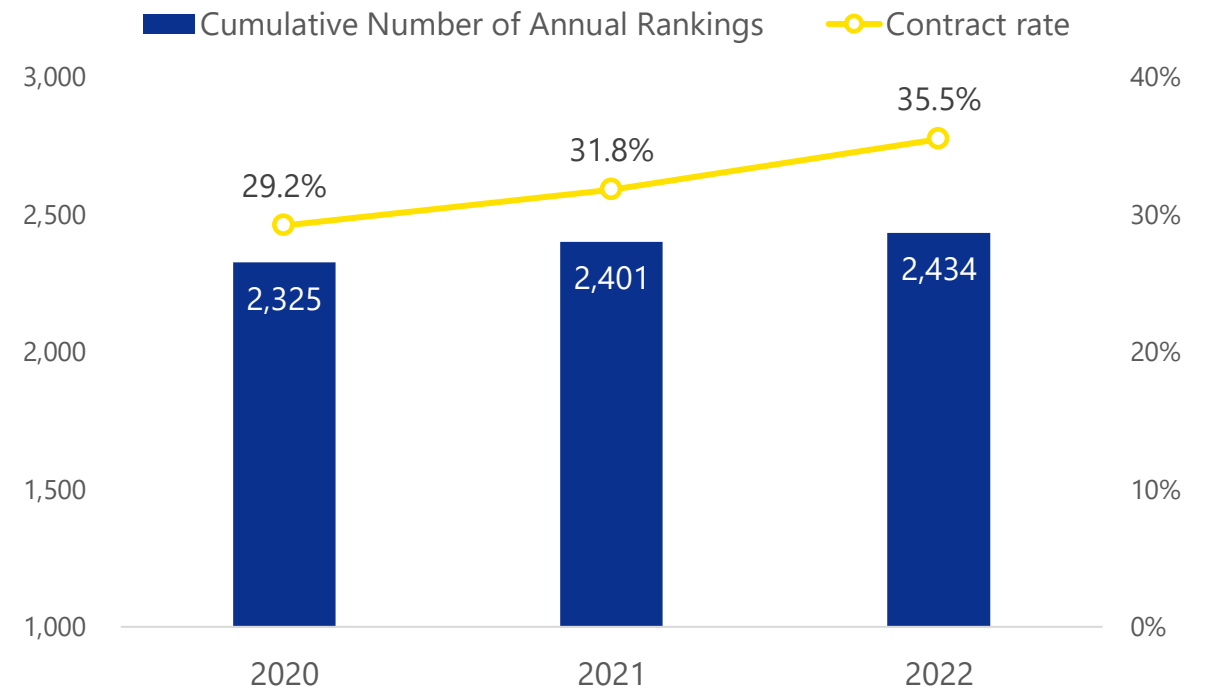
(Source) Research conducted by Macromill, Inc. from July 27th to 28th, 2022

Two Approaches to Expand Oricon Trademark Logo Usage

- Oricon Customer Satisfaction Research still has room to expand the number of categories and rankings covered, and also has potential for growth in terms of contract rates
- Continue to conduct fair and accurate surveys and announce rankings to further enhance its credibility as an index established in society that connects consumers and companies

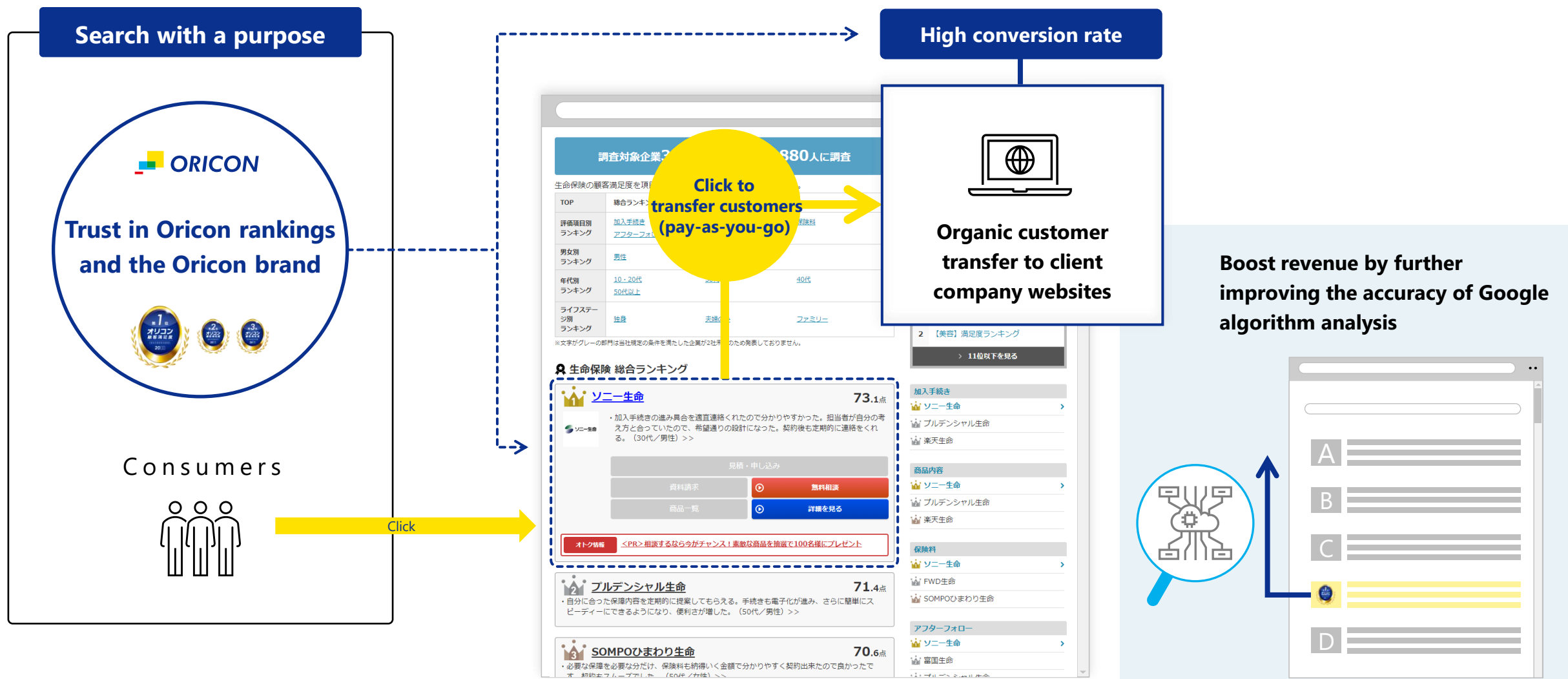


Trends in the Number of Annual Rankings and Contract Rates



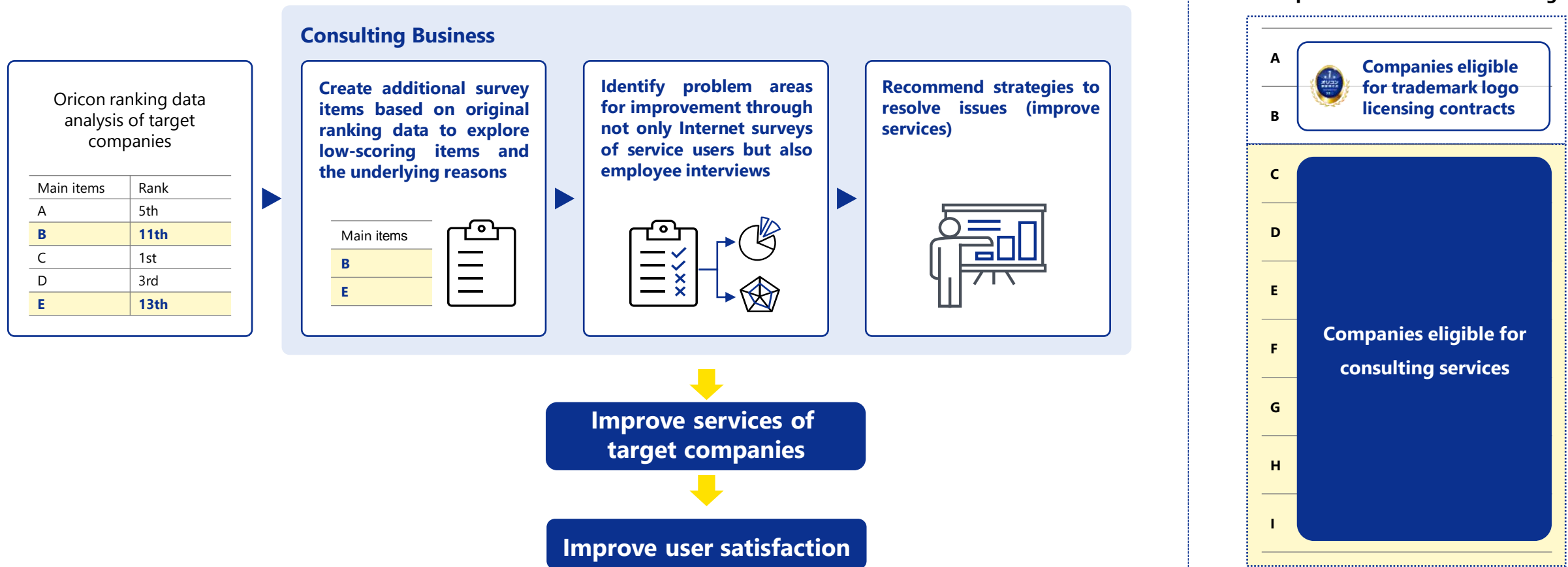
Digital Promotion Business Initiatives

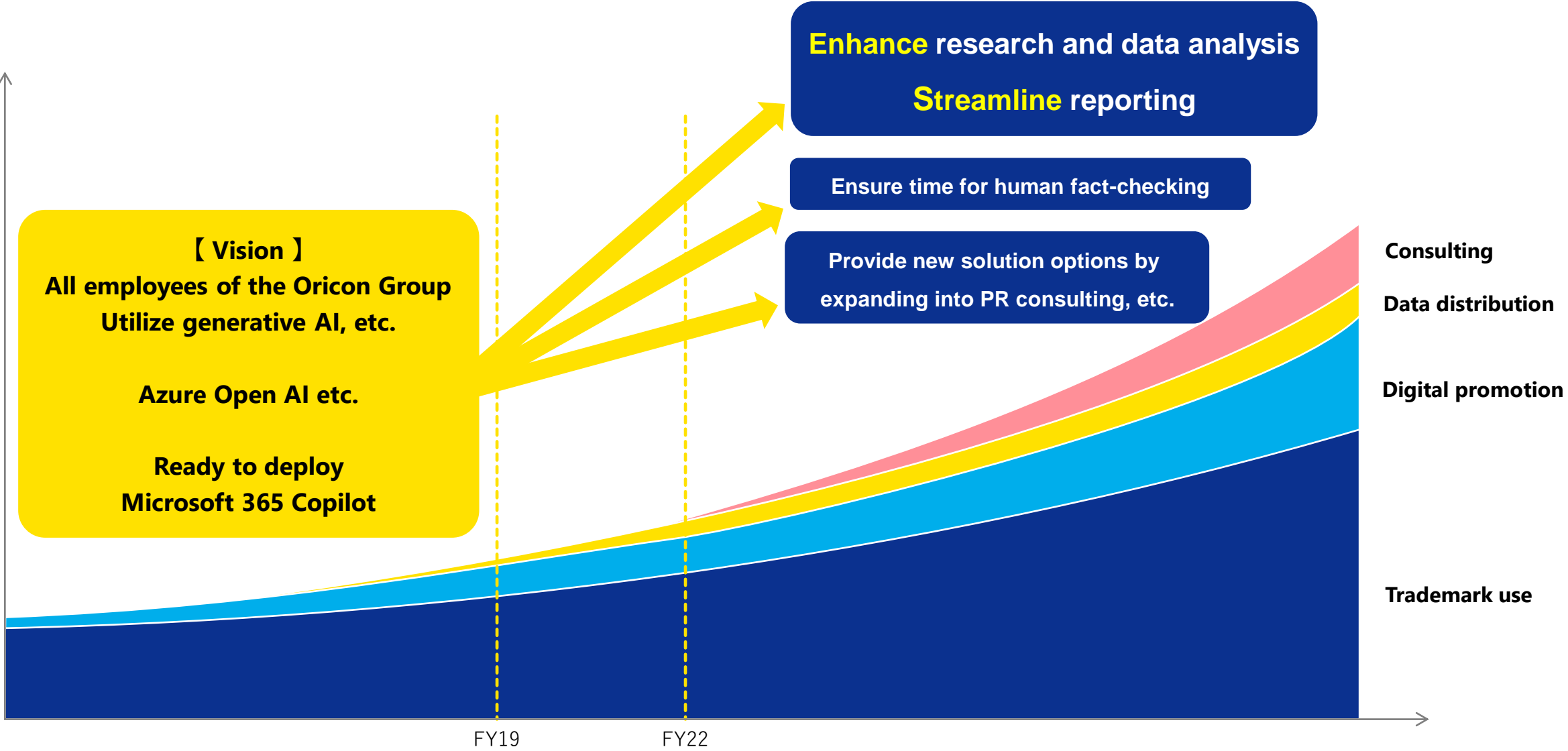
- The business focuses on organic customer transfer from search engines and Oricon's own media to client company websites. The conversion rate from Oricon rankings to client company websites is high due to trust in the Oricon brand
- Strengthen initiatives to boost revenue by further refining search engine algorithm analysis, particularly that of Google



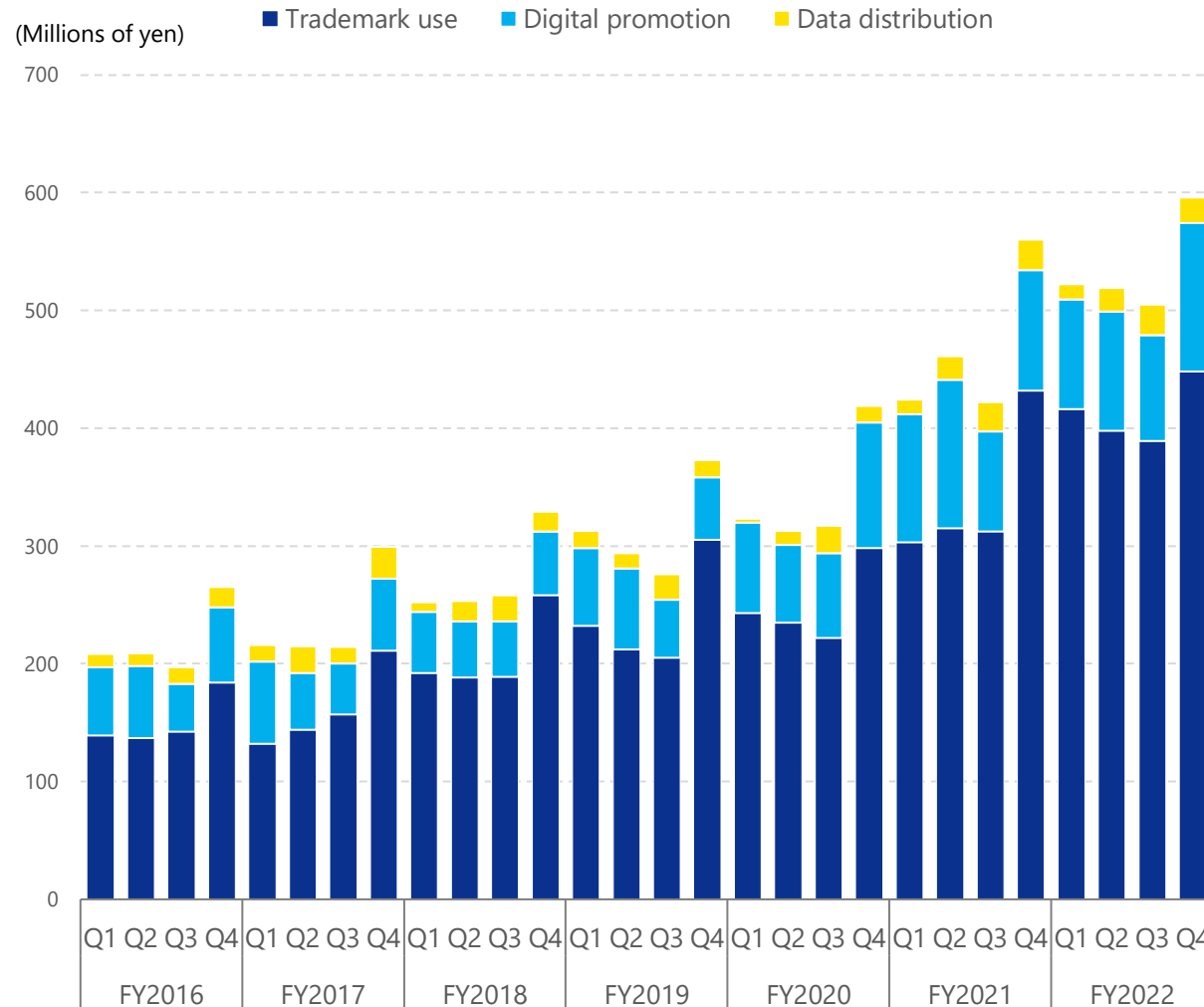
Consulting Business Initiatives

- By identifying low-scoring items in Oricon ranking data and conducting additional user surveys and employee interviews, we can locate specific areas of dissatisfaction among service users and propose measures to solve issues
- We intend to expand the Consulting Business to companies that have not yet concluded trademark logo licensing contracts because we can apply our accumulated expertise without a large increase in personnel





Customer Satisfaction (CS) Research Business Quarterly Net Sales Trends



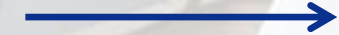
Customer Satisfaction (CS) Business Net Sales Trends

(Millions of yen)	Trademark use	Digital promotion	Data distribution
FY2016	601	224	54
FY2017	644	222	78
FY2018	828	201	63
FY2019	953	237	65
FY2020	997	320	52
FY2021	1,362	421	83
FY2022	1,651	410	82

News & Media Business Model and Strengths

Entertainment industry companies

- Entertainment production
- Record labels
- TV and radio stations
- Film distribution companies
- Publishers
- Event planners, etc.



Provide news materials



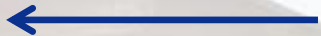
Reports news

Package distributors

- CD stores, electronics retailers
- E-commerce sites, convenience stores
- Bookstores, etc.



Provide sales data



Reports news

Content distributors

- Download stores
- Subscription streaming services
- Video streaming services

News distribution revenue

Own Web Media

User inflow from distribution partners

Over 100 distribution partners

News & Media Business Strengths

- Distributes reliable news backed by strong connections in the entertainment industry
- Captured the top market share in the entertainment category of major portal sites for over 10 years
- Established status as an entertainment news agency, including being used by Kyodo News to distribute articles to local newspapers



Established status as a news agency focused on entertainment

- Distribution network to major news sites and news apps backed by high credibility
- Provision of news to local newspapers and content to major media such as national newspapers and TV stations, in addition to online media
- YouTube channel with over 1.8 million subscribers, as well as many views from non-subscribers, which consistently provides content that reaches over a million views

Capturing New User Demographics by Implementing Short Videos

- Be the first to focus on the potential of short videos (3 to 5 minutes long) in entertainment news distribution
- Capture new user demographics through short videos that take advantage of Oricon's strengths and appeal to the lifestyles and tastes of the younger generation

1

Solid foundation built on strong connections in the entertainment industry

2

Corporate strength capable of original news and video creation

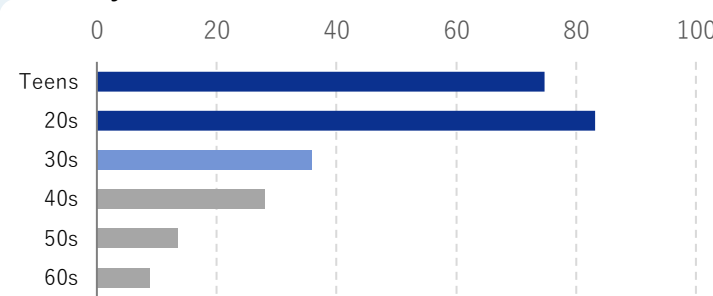
Be the first to focus on the potential of entertainment short videos

芸能動画を毎日配信!
ORICON NEWS



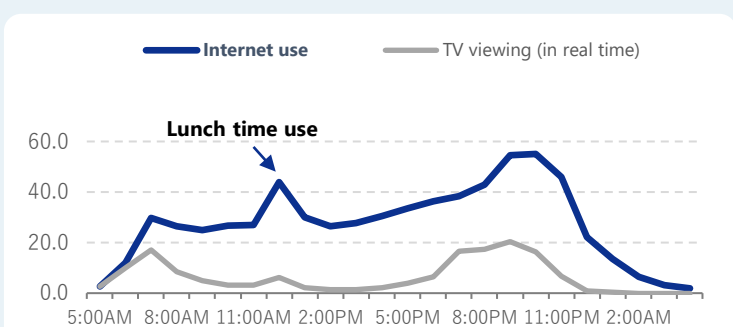
Capture new user demographics

Video Site Viewing Time on Mobile Devices by Age Group: Weekdays (Minutes)



Source: Ministry of Internal Affairs and Communications FY2021 Survey Report on Usage Time of Information and Communications Media and Information Behavior

Users in their 20s by Media Type: Weekdays (%)



Source: Ministry of Internal Affairs and Communications FY2021 Survey Report on Usage Time of Information and Communications Media and Information Behavior

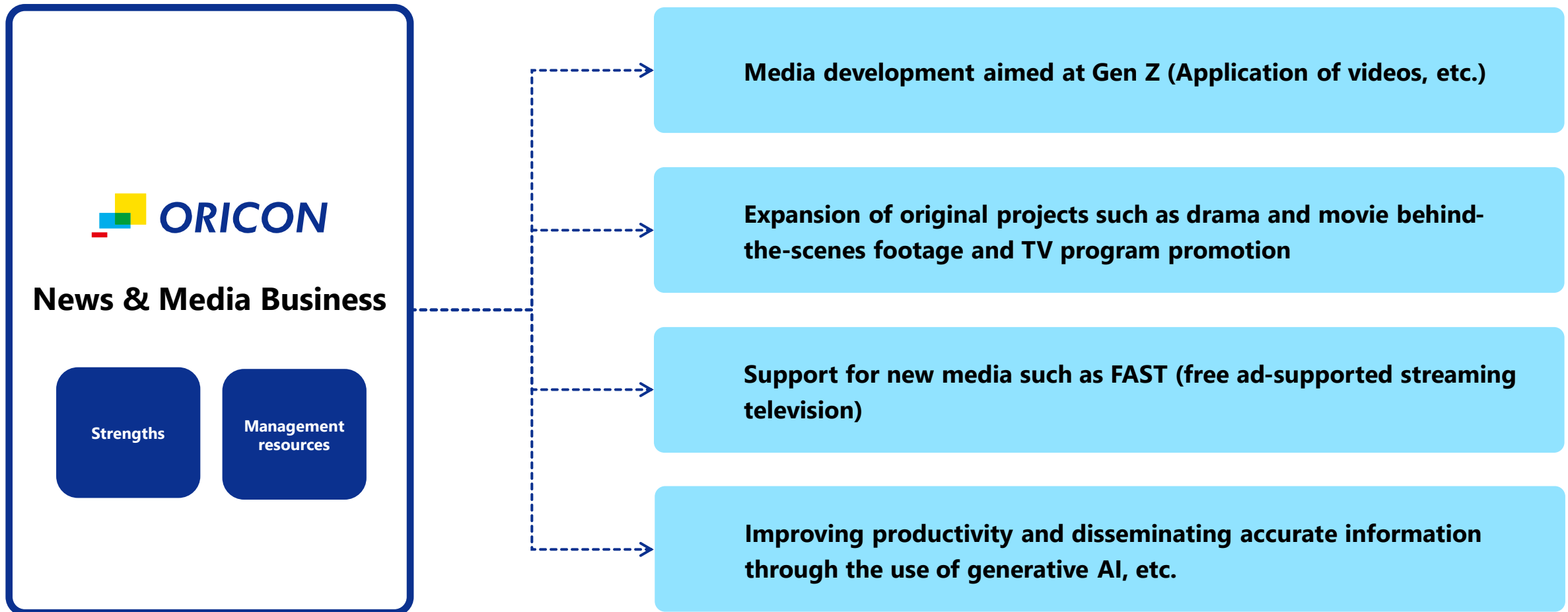
YouTube Ranking by the Number of Gen Z Viewers

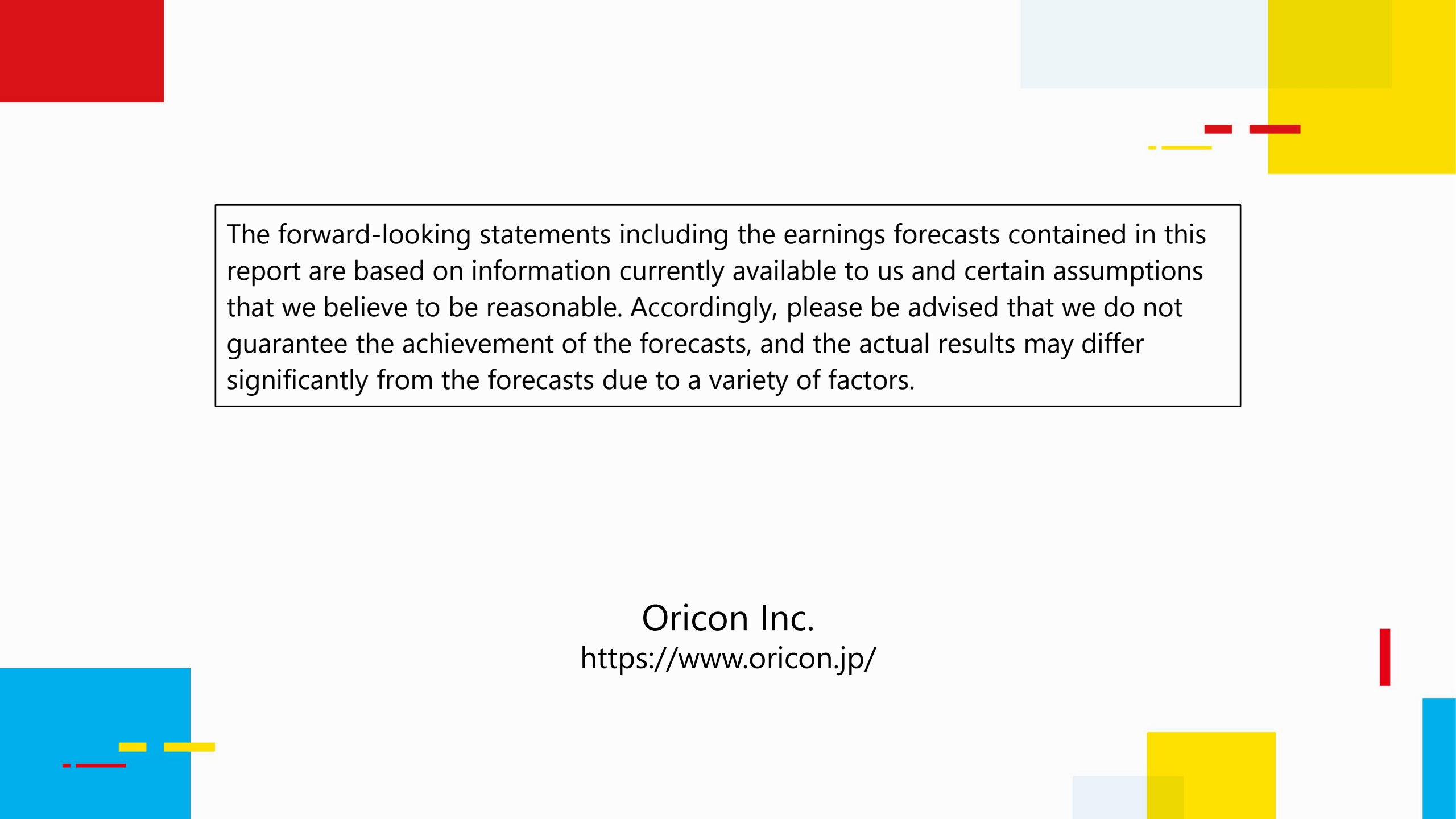
Rank	Channel name	Viewers	Video category
1	THE FIRST TAKE	2.27 million	Music
2	oricon	1.78 million	Entertainment / variety shows
3	Hyakumantenbara Salome	1.51 million	VTuber
4	Nintendo official channel	1.41 million	Gameplay and game-related content
5	Ayase / YOASOBI	1.40 million	Music

Notes: · Gen Z is defined as viewers aged 16-26 as of December 2022. · Data collection period: June 2022 - Dec. 2022 (target devices: PCs and smartphones) · It is counted as one viewer if a video is played at least once during the data collection period. · The number of views is the number of views per month.

Source: VALUES, Inc. "Ranking of YouTube Channels by the Number of Gen Z Viewers"

- Policy to promote multifaceted business expansion based on the strengths and management resources cultivated to date in the News & Media Business
- Take on new and unique challenges without being reliant on a specific platform





The forward-looking statements including the earnings forecasts contained in this report are based on information currently available to us and certain assumptions that we believe to be reasonable. Accordingly, please be advised that we do not guarantee the achievement of the forecasts, and the actual results may differ significantly from the forecasts due to a variety of factors.

Oricon Inc.
<https://www.oricon.jp/>