



Financial Results for the Nine-Month Period Ended December 31, 2025

February 5, 2026

Oricon Inc.

(Securities Code: 4800)

Corporate Philosophy

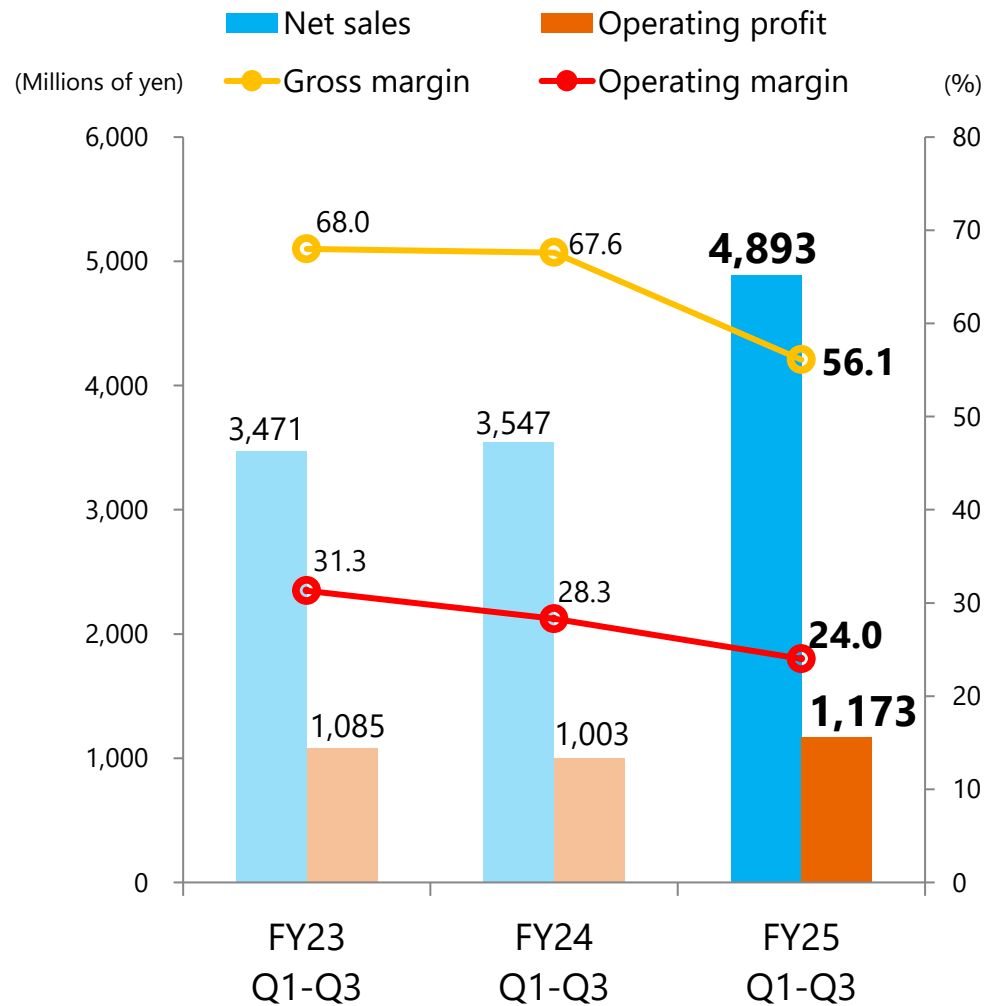
Turning facts into intelligence

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 FY25 Q1-Q3



● Consolidated financial results

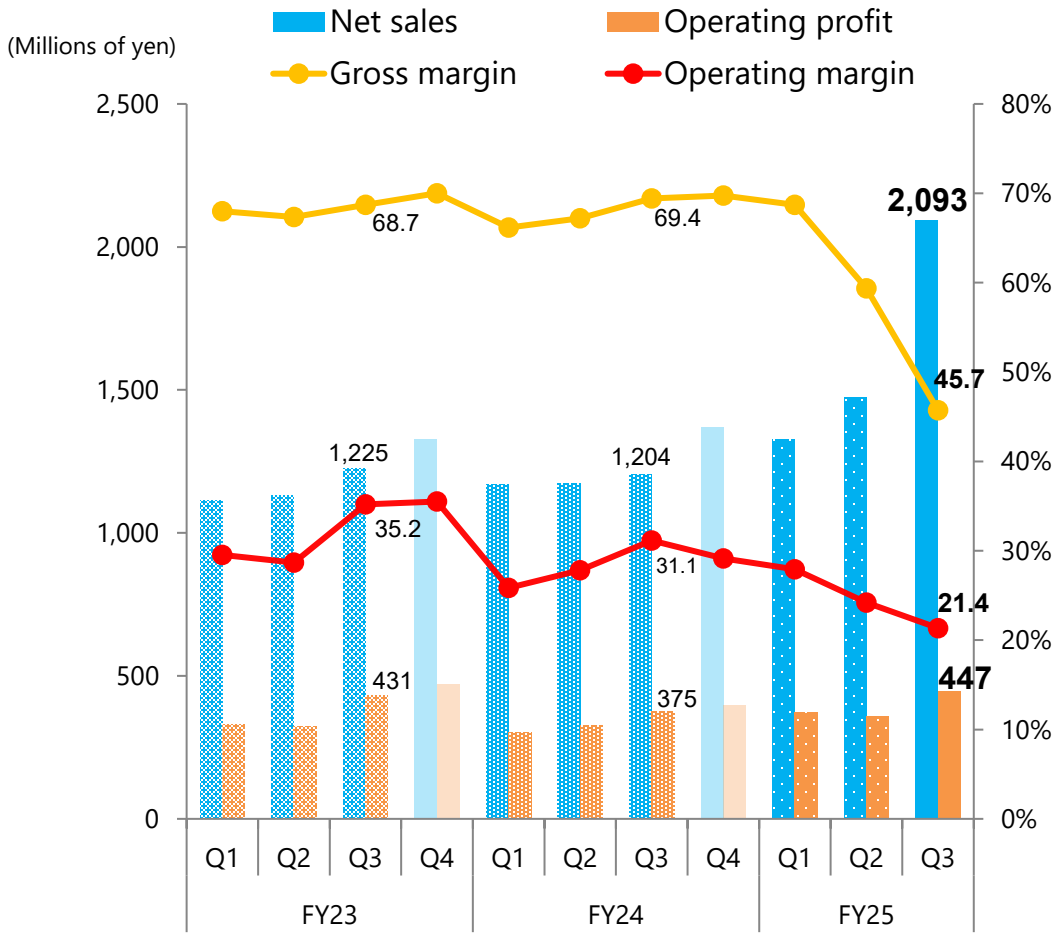
Increased sales across all business segments

		(YoY change)
Net sales	¥4,893 mn	+37.9 %
Gross margin	56.1 %	(11.5) pts
Operating profit	¥1,173 mn	+16.9 %
Operating margin	24.0 %	(4.3) pts

1-1 Overview of Financial Results for FY25 Q3



(Quarterly Trend)



● Consolidated financial results Q3 (Oct.–Dec.)

Increased sales across all business segments

(YoY change)

Net sales	¥2,093 mn	+73.8 %
Gross margin	45.7 %	(23.7) pts
Operating profit	¥447 mn	+19.2 %
Operating margin	21.4 %	(9.7) pts

1-2 Consolidated Statement of Income

(Millions of yen)	FY24 Q1-Q3	FY25 Q1-Q3	YoY	
			Amount	%
Net sales	3,547	4,893	+1,345	+37.9%
Cost of sales	1,148	2,149	+1,000	+87.1%
(Cost of sales ratio)	(32.4%)	(43.9%)		
Gross profit	2,398	2,743	+344	+14.4%
(Gross margin)	(67.6%)	(56.1%)		
SG&A expenses	1,394	1,569	+174	+12.5%
(SG&A ratio)	(39.3%)	(32.1%)		
Operating profit	1,003	1,173	+170	+16.9%
(Operating margin)	(28.3%)	(24.0%)		
Ordinary profit	1,046	1,218	+172	+16.5%
(Ordinary margin)	(29.5%)	(24.9%)		
Net income before income taxes	1,181	1,218	+36	+3.1%
(Pretax profit margin)	(33.3%)	(24.9%)		
Net income attributable to owners of the parent	770	779	+8	+1.2%
(Net margin)	(21.7%)	(15.9%)		

➔ **Breakdown by segment on next slide**

← Cost increase in Advertising Business

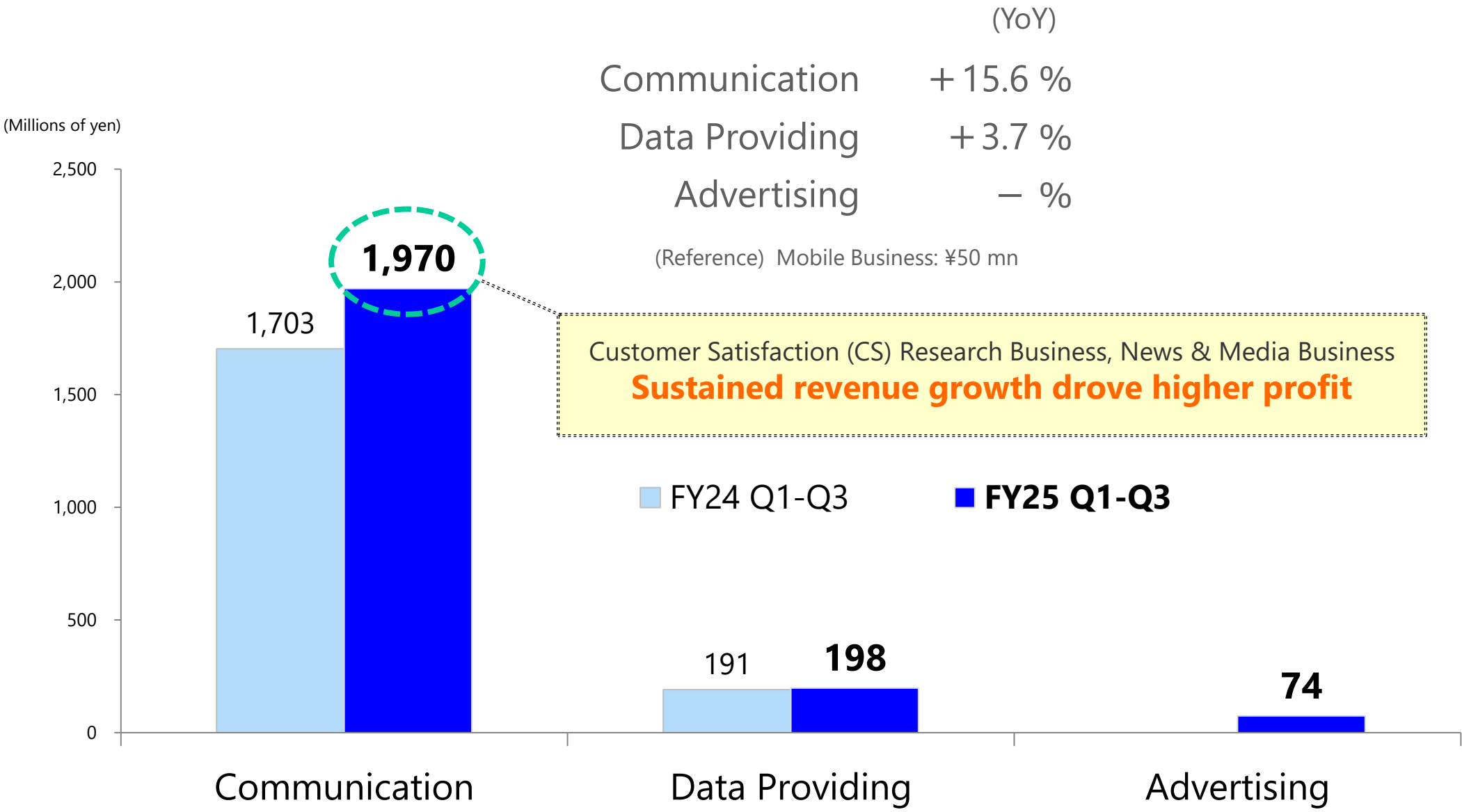
← Increase in personnel costs and goodwill amortization

← Previous year one-off gains:
 (i) Gain on sale of investment securities
 (ii) Gain on sale of all shares of subsidiary succeeding Mobile Business to third party

Sales of Communication Business increased by 10.2 % YoY

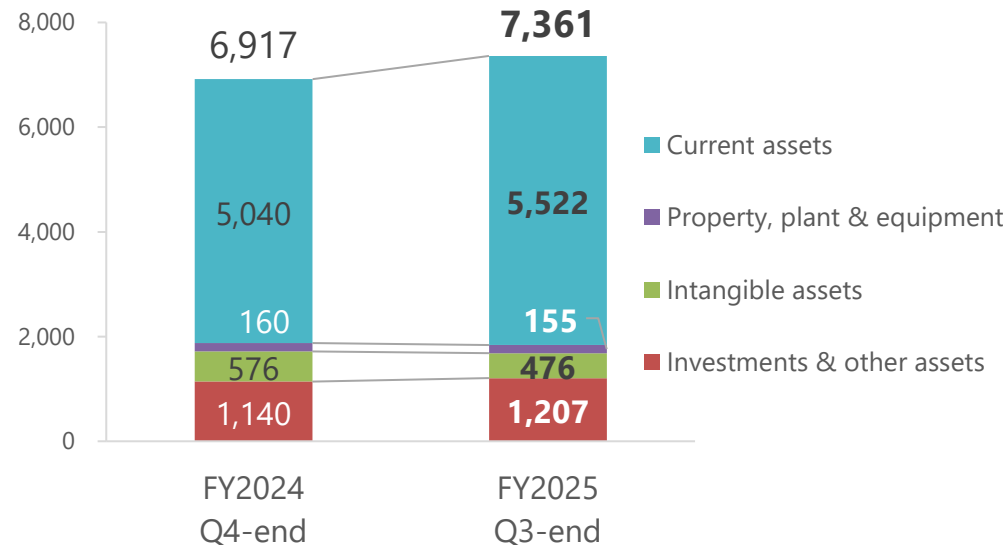
(Millions of yen)	FY2024 Q1-Q3	FY2025 Q1-Q3	YoY	
			Amount	%
Communication	2,842	3,131	+289	+10.2%
Customer Satisfaction Research	1,682	1,872	+189	+11.2%
News & Media	1,159	1,259	+100	+8.7%
Data Providing	517	519	+2	+0.4%
Advertising	—	1,210	+1,210	— %
* Mobile (Reference)	180	—	* November 2024: Sale of all shares of subsidiary succeeding mobile business to third party	

1-4 Breakdown of Operating Profit by Segment



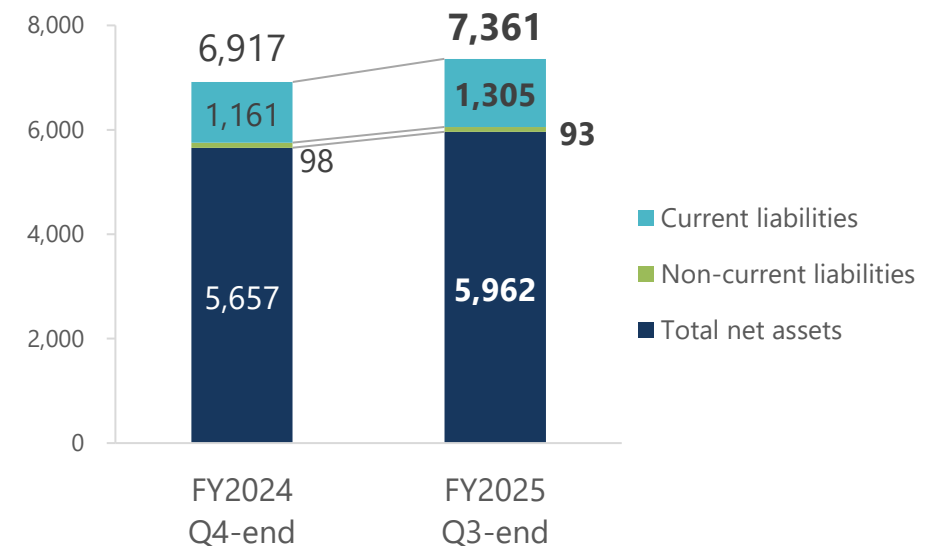
1-5 Consolidated Balance Sheets

(Millions of yen)



(Millions of yen)	FY2024 Q4-end	FY2025 Q3-end	Change
Current assets	5,040	5,522	+481
Property, plant and equipment	160	155	(5)
Intangible assets	576	476	(100)
Investments and other assets	1,140	1,207	+67
Total assets	6,917	7,361	+444

(Millions of yen)



(Millions of yen)	FY2024 Q4-end	FY2025 Q3-end	Change
Current liabilities	1,161	1,305	+143
Non-current liabilities	98	93	(4)
Total liabilities	1,260	1,399	+139
Total net assets	5,657	5,962	+305
Total liabilities and net assets	6,917	7,361	+444

Equity ratio: 81.0% at Q3-end (down 0.8 pts vs. FY2024 Q4-end) due to increase in Advertising Business receivables and payables

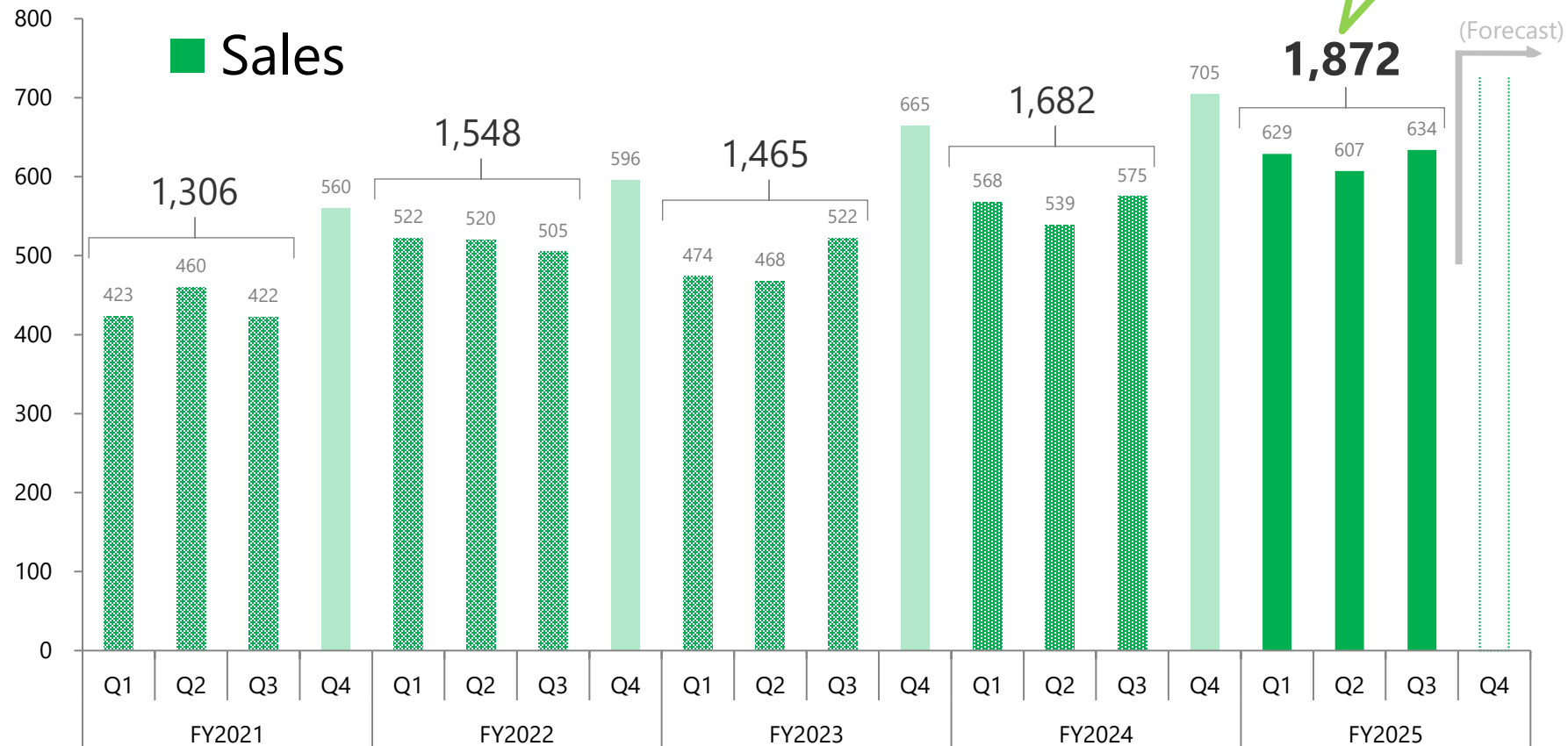
2. Overview of Communication Business (1)

◆ Customer Satisfaction (CS) Research Business

(Quarterly Trend)

Trademark use and Digital promotion (customer transfer) exceeding prior-year level, following strong first half

(Millions of yen)

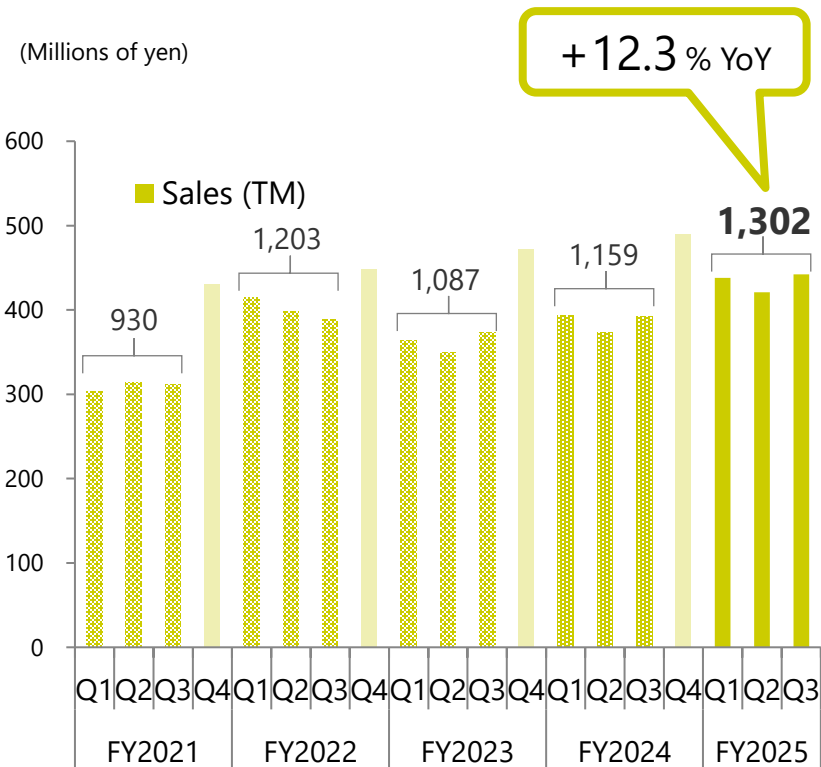


2. Overview of Communication Business (2)

◆ Customer Satisfaction (CS) Research Business

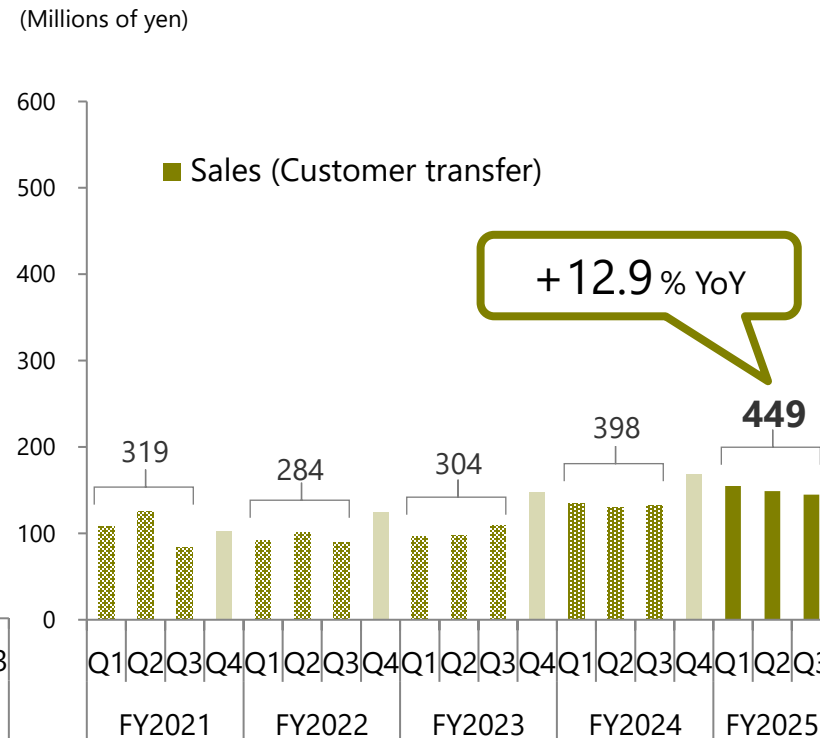
(Quarterly Trend)

Trademark use



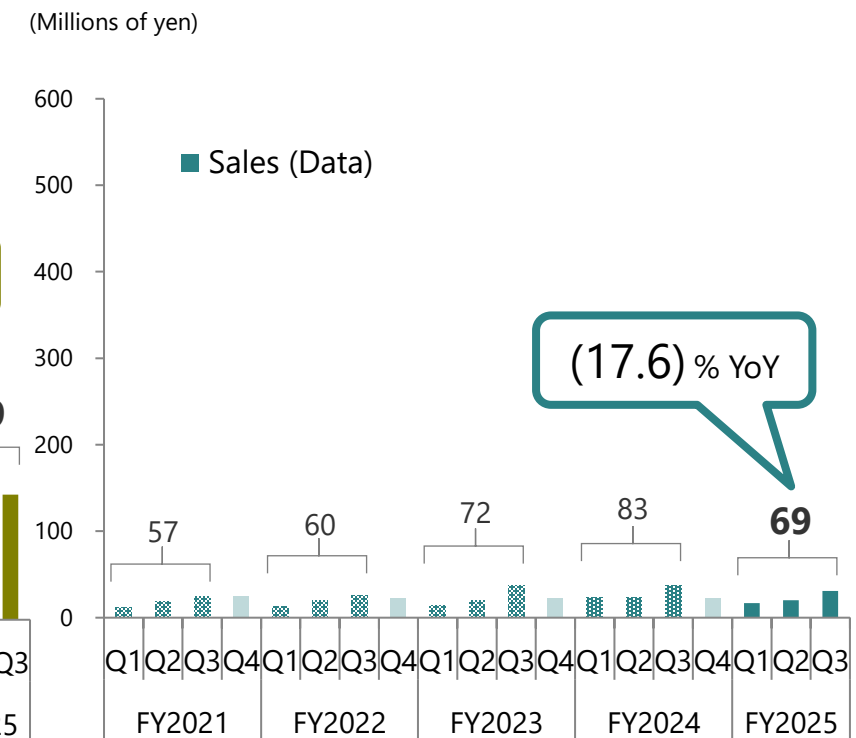
- Increase in contract volume and unit price alongside repeat orders
- New contract wins in newly released rankings

Digital promotion (Customer transfer)



- Strong advertising operations
- Steady traffic to CS website

Data distribution



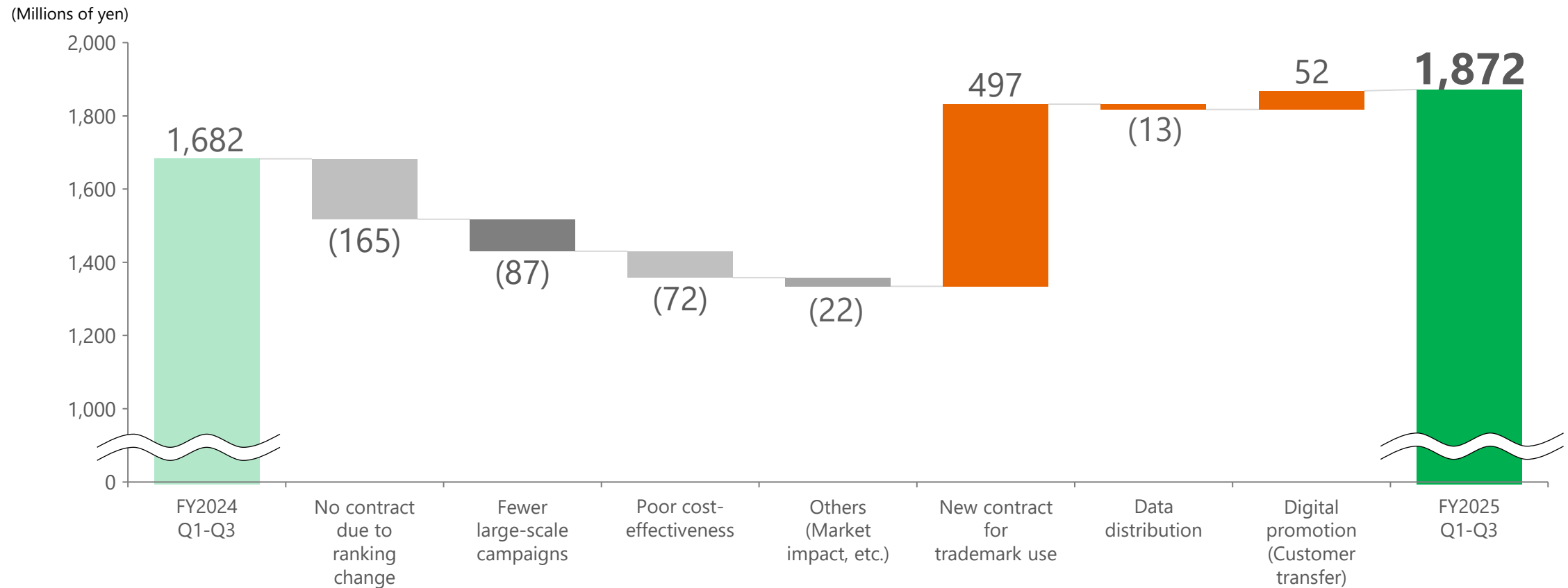
- Total order volume increase despite decline in high-priced menu orders

2. Overview of Communication Business (3)

◆ Customer Satisfaction (CS) Research Business

(Analysis of YoY Change in Sales)

New contract wins for trademark use offset negative impact from CS ranking changes



2. Overview of Communication Business (4)

◆ Customer Satisfaction (CS) Research Business

Ranking lists by category

■ Insurance Industry

Car (Direct/Agent)/Bike (Direct/Agent)/Bicycle/Fire/Pets/Life/Medical/Cancer/Insurance consultation shop/Educational

■ Insurance Industry (Financial Planner (FP)'s Evaluation)

Car (Direct/Agent)/Fire/Pets/Pets (small dogs)/Pets (cats)/Medical (whole life/term)/Medical with relaxed underwriting criteria/Life (whole life/term)/Income protection/Cancer (whole life/term)/Disability/Dementia/Long-term care/Comprehensive protection/Individual pension/Foreign currency-denominated/Variable insurance/Overseas travel 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/Mobile payment apps/Cryptocurrency Exchange(Spot trading)/Cryptocurrency Exchange(Margin trading)/Robo advisor/Credit card(No annual fee/Standard/Gold card)/NISA(Securities Company/Bank)

■ Financial Industry (Financial Planner (FP)'s Evaluation)

Internet securities/NISA(Securities Company/Bank)/iDeCo(Securities Company/Bank)/FX trading/Housing loan

■ 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)/Intellectual education for infants/Home tutor

■ School

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

■ Life related

Hometown Tax Donation Program Website/Water server/Purified water server/House cleaning/Moving firm/Food delivery service(Metropolitan area/Tokai/Kinki)/Meal kit(Metropolitan area/Tokai/Kinki)/Subscription video distribution/Car purchase traders/Digital comics(Comprehensive/Original works only)/Used car seller/Vehicle inspection/GPS tracker for kids/Car maintenance service/Car leasing

■ Telecommunications Industry

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

■ Housing Industry

Real Estate Brokerage for Sales (Condominiums/Houses/Land) /Real Estate Brokerage for Purchases (Condominiums/Houses)Condominium Management Companies /Rental Real Estate Brokerage/Rental Information Websites /House Manufacturers for Custom Home Renovations (Full/Houses/Condominiums)/New Condominium Developments/ Built-for-Sale Houses (Builders)/ Rental condominium

■ Beauty Industry

Beauty salon(Facial/Lose weight•Body)

■ Sports & Health

Fitness club/Kid's swimming school(Infants/Elementary school)/24-hour gyms

■ Wedding Industry

House wedding/Marriage agency/Wedding hall consultation counter/Wedding hall information website/Dating 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/ Temporary staffing agency/Factory•Manufacturing temp/Temporary staffing job website/Changing job scout service/Carer for the elderly changing job

■ Travel

Hotel comparison website/Airline ticket comparison website

■ Business Solutions

Internet printing online order/Corporate training/Corporate car leasing

Additional ranking lists announced in October through December

● Car leasing ● Corporate car leasing

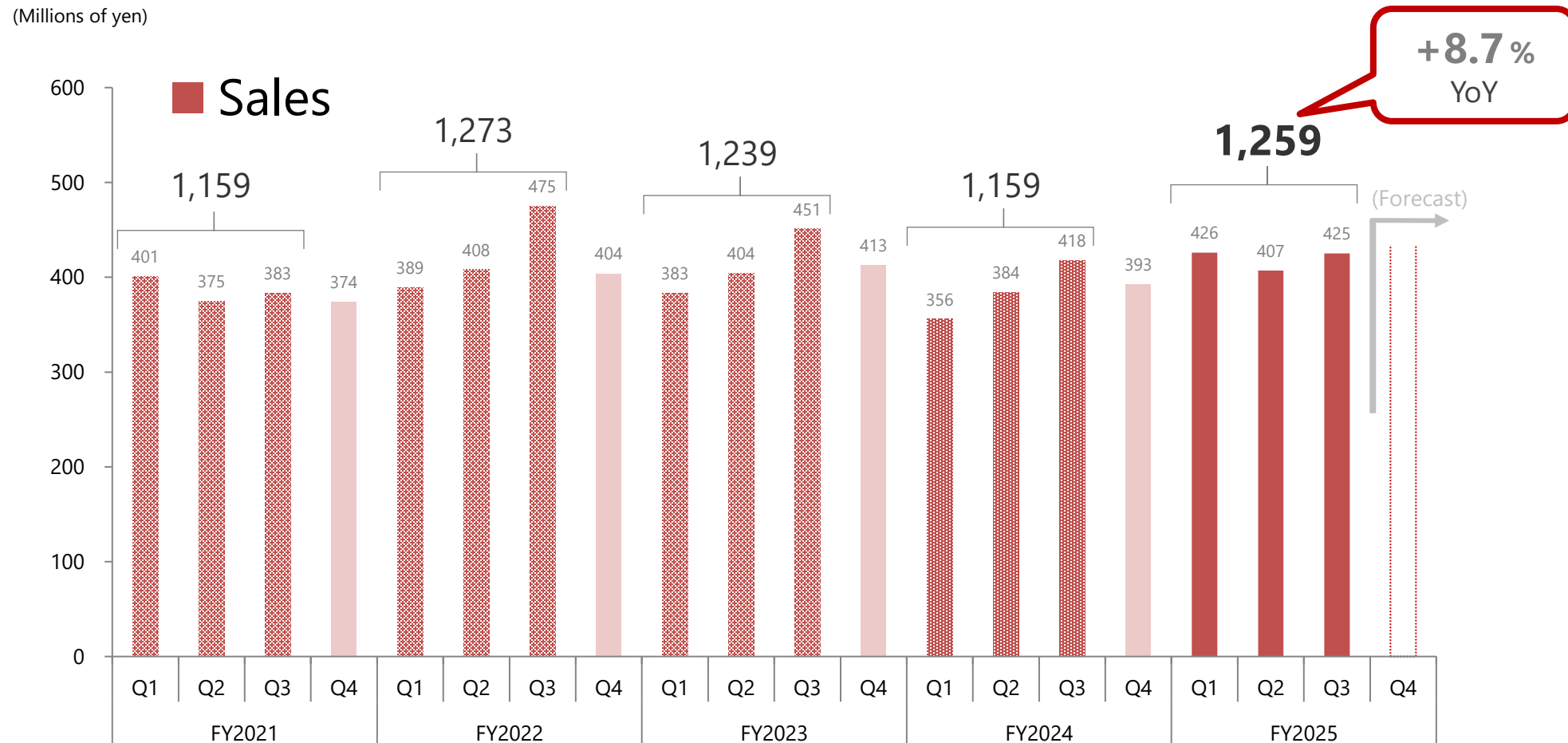
Total **196** ranking lists

(As of Dec. 2025)
YoY 12 rankings increased.

2. Overview of Communication Business (5)

◆ News & Media Business

(Quarterly Trend) Own media → Increased tie-up ads and group-unique ad initiatives driving revenue growth
Content for third-party media → Revenue growth in both news articles and videos

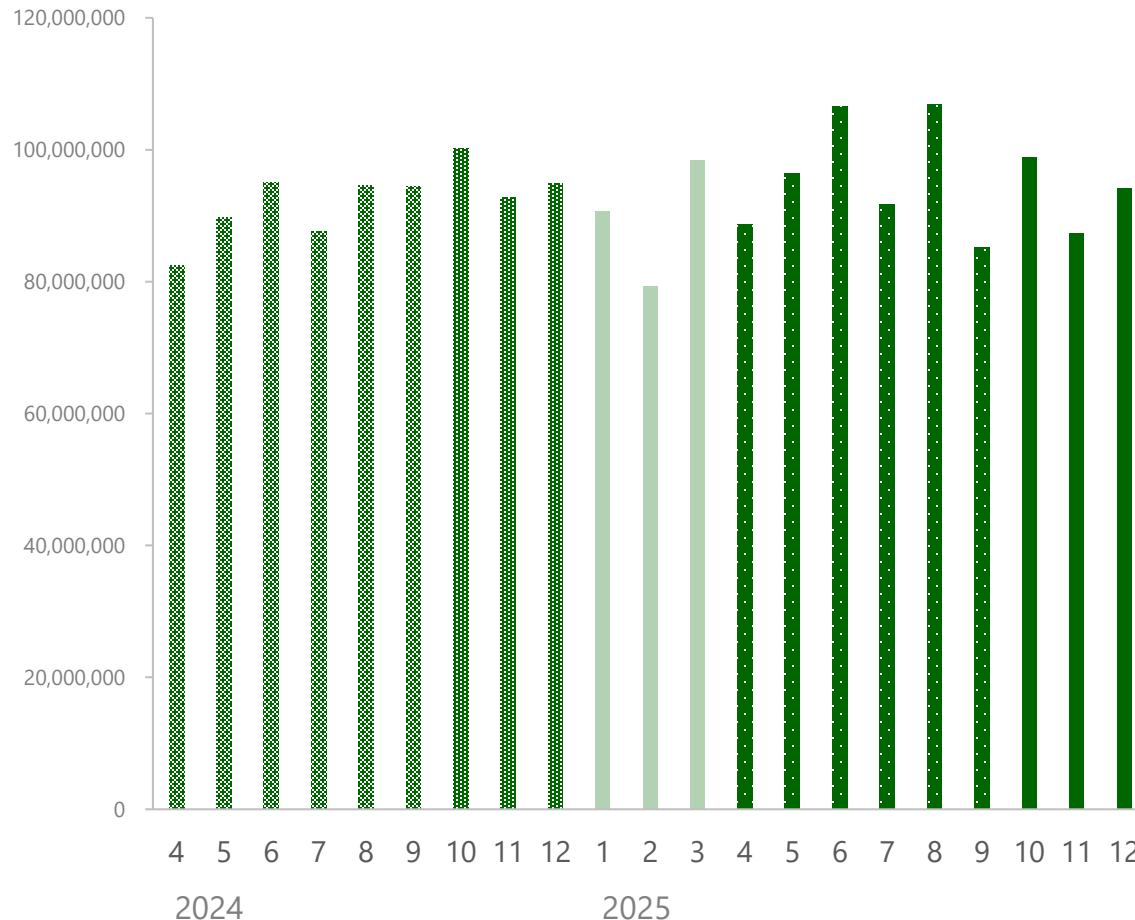


2. Overview of Communication Business (6)

◆ News & Media Business

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

(Number of sessions)



Number of sessions

FY25 Q1-Q3 (Apr.–Dec.)

increased by approx.

3% YoY

FY25 Q3 (Oct.–Dec.)

decreased by approx.

3% YoY

decreased by approx.

1% QoQ

Per session value

FY25 Q1-Q3 (Apr.–Dec.)

increased by approx.

11% YoY

FY25 Q3 (Oct.–Dec.)

increased by approx.

7% YoY

increased by approx.

4% QoQ

3. Full-Year Forecast for FY2025

The forecasts for consolidated financial results and year-end dividend announced on May 8, 2025 **remain unchanged** (**36 yen** per share)

Both net sales and operating profits are expected to increase year on year

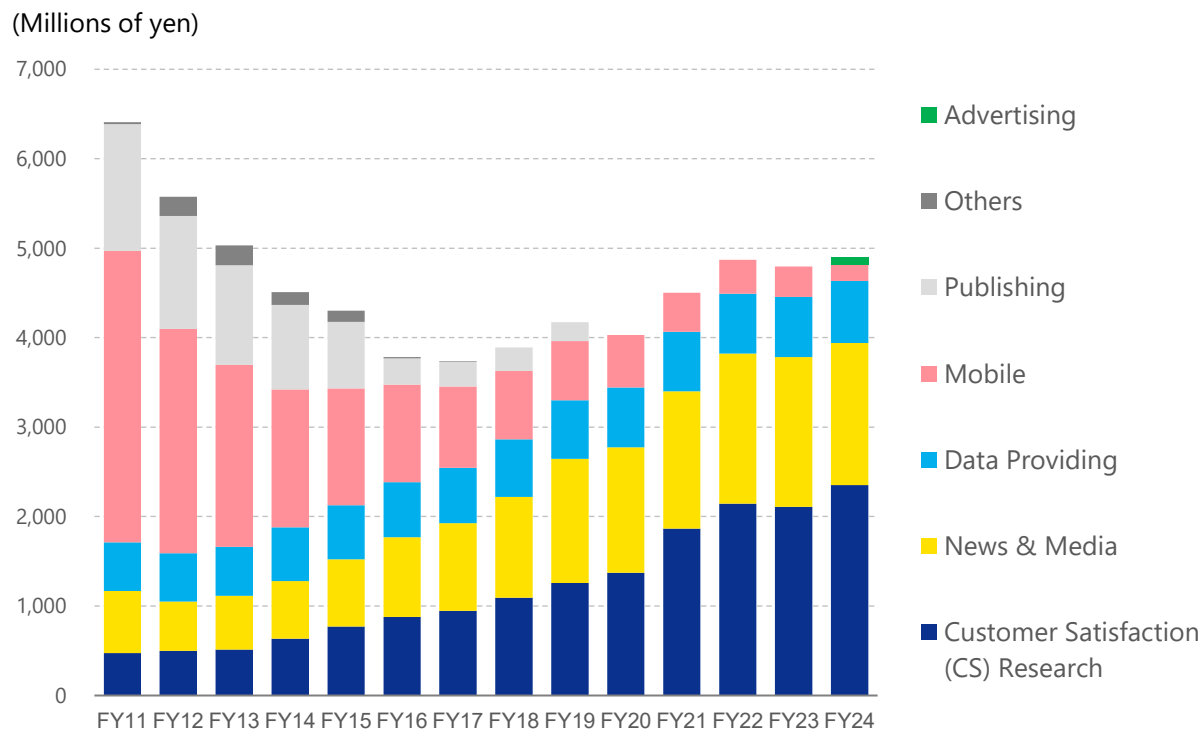
Forecast unchanged due to uncertainties in the business environment centered on web advertising market and business portfolio changes

(Millions of yen)	FY2024 Results	FY2025 Forecast	YoY		FY25 Q1-Q3 Results	Progress against full-year forecast
			Amount	%		
Net sales	4,916	6,000	+1,083	+22.0%	4,893	81.6%
Operating profit	1,402	1,450	+47	+3.4%	1,173	80.9%
Ordinary profit	1,400	1,450	+49	+3.6%	1,218	84.1%
Net income attributable to owners of the parent	992	960	(32)	(3.2)%	779	81.2%

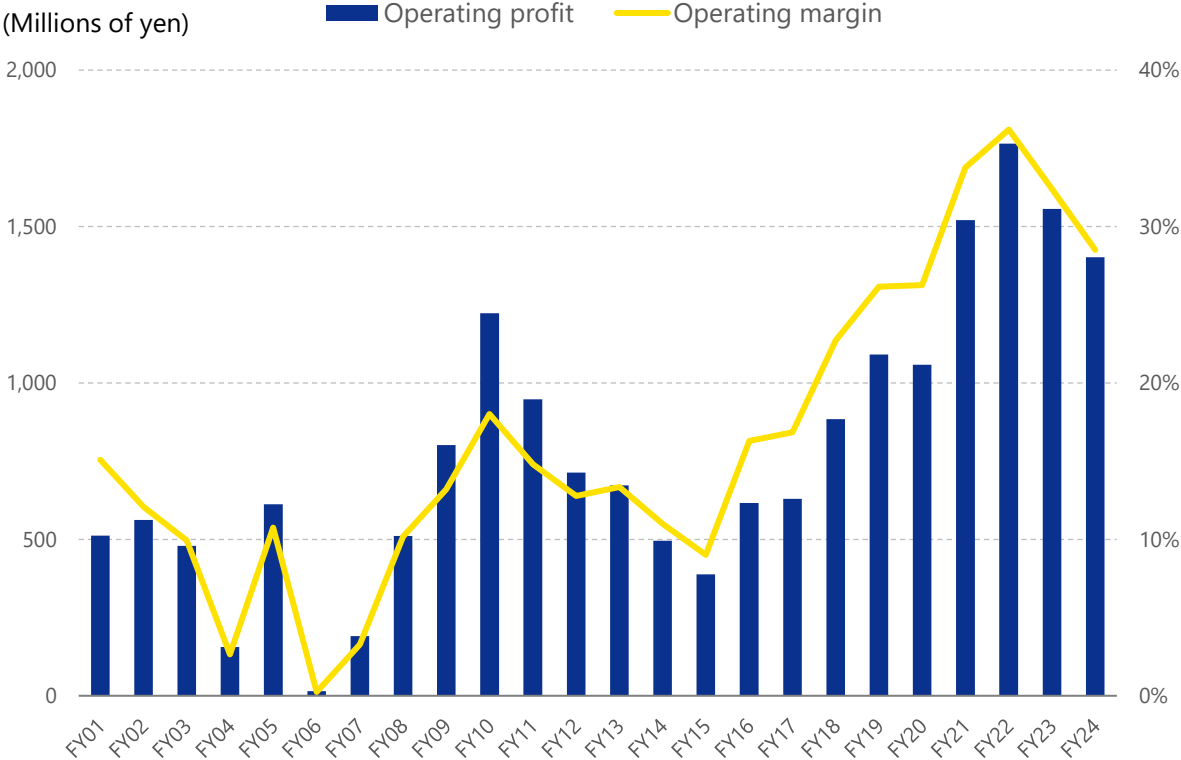
Appendix

- 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 maintaining an operating margin around 30%.

Net Sales Trends by Segment



Operating Profit and Operating Margin Trends



Business Description and Main Revenue Sources of Each Segment

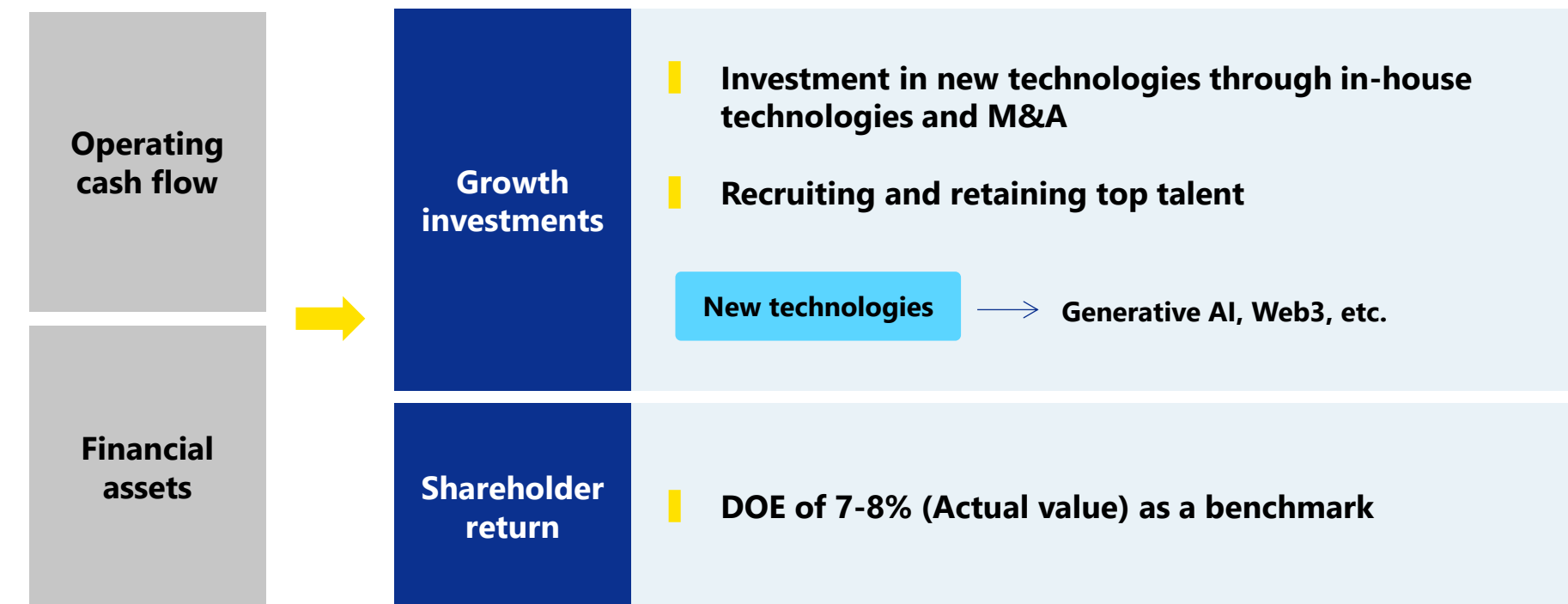
Segment	Business description	Main revenue sources
Communication Business Customer Satisfaction (CS) Research	<ul style="list-style-type: none"> ■ Conducts internet surveys for users of various services and ranks and announces the results annually from an independent position that is fair and unbiased ■ As of December 2025, has surveyed a total of 4.17 million people across 196 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
News & Media	<ul style="list-style-type: none"> ■ Creates over 3,500 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 official YouTube channel of Oricon’s own media “ORICON NEWS” has amassed 2.44 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
Data Providing Business	<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
Advertising Business	<ul style="list-style-type: none"> ■ Planning and operation of advertising and events 	<ul style="list-style-type: none"> ■ Revenue from planning and operation of advertising and organizing events

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 generative AI 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



- Continue to achieve one of the highest DOE among TSE listed companies, backed by ROE levels exceeding 20%
- Dividend per share has increased more than 4 times that of 10 years ago

Accounting period	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
ROE	16.4%	17.6%	18.9%	24.1%	27.1%	25.9%	26.1%	25.2%	21.4%	18.3%
Dividend per share (yen)	8.0	10.0	10.0	12.0	17.0	17.0	23.0	27.0	29.0	36.0
DOE	6.0%	7.4%	6.8%	7.0%	8.3%	7.1%	8.1%	8.2%	7.7%	8.6%

Customer Satisfaction (CS) Research Business Model and Strengths



Oricon Customer Satisfaction Research Trademark Use and Trends in the Number of Annual Rankings Announced

- 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

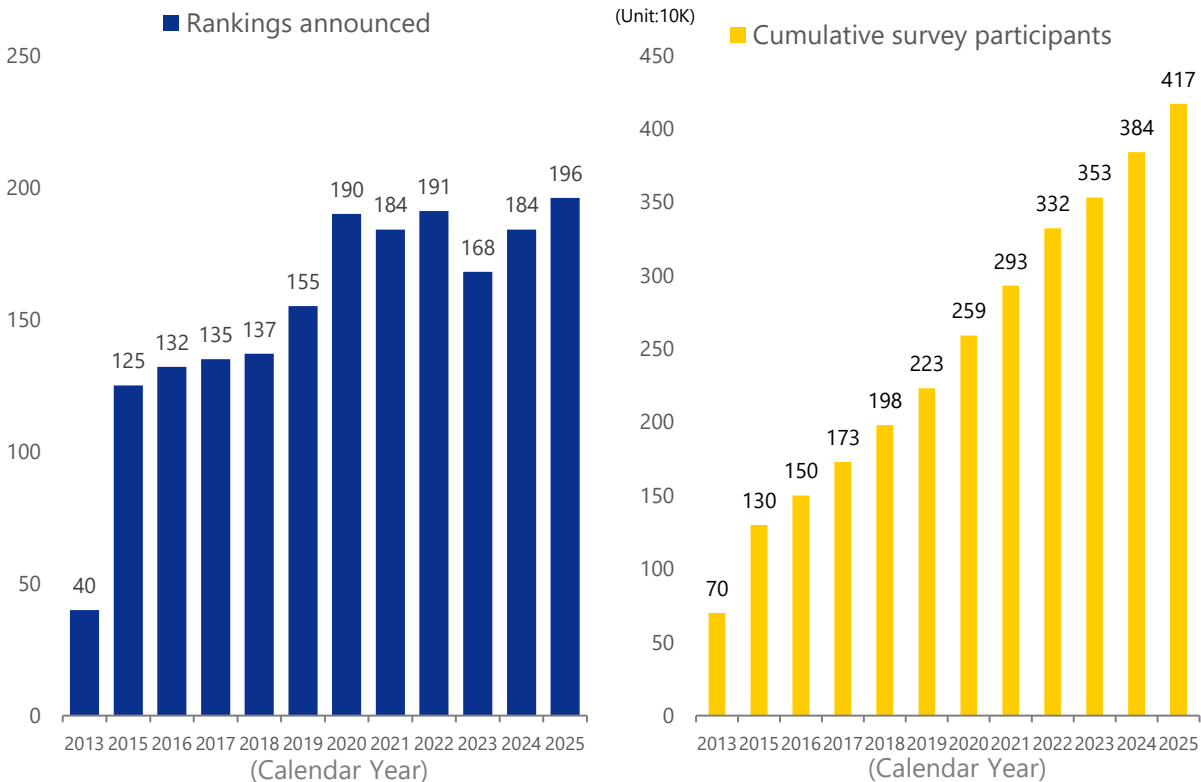


Item or sector rank logo by industry and business type

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

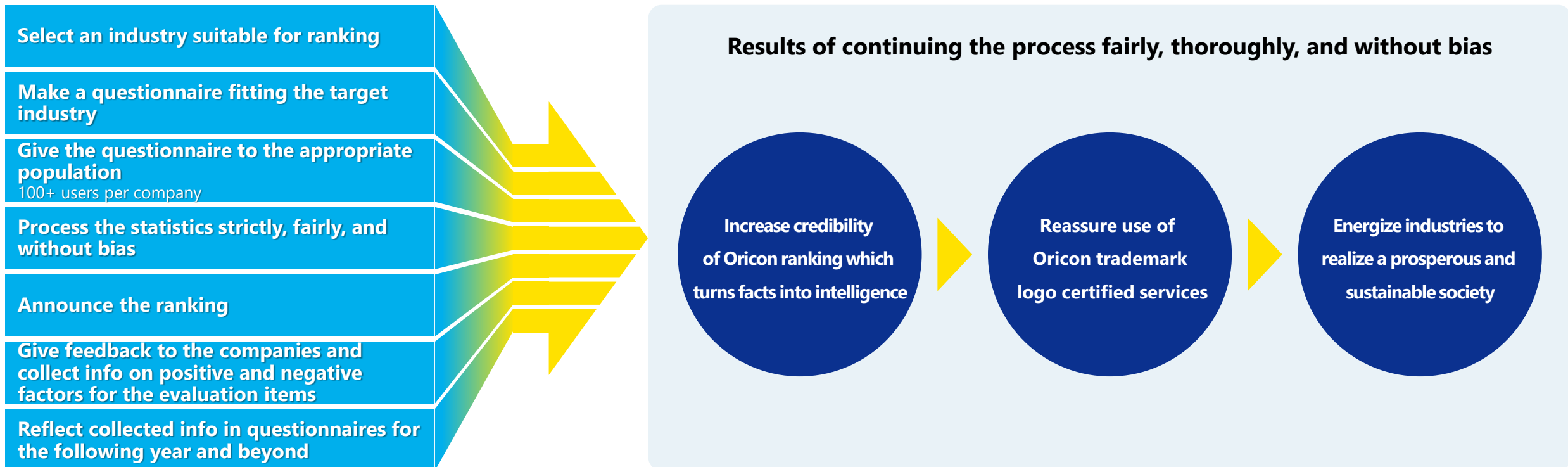
TV commercials / Externally-distributed ads (GDN, YDA, listing ads) / YouTube ads / Social media ads / Transit ads (in taxis, trains, etc.) / Outdoor ads (board posters, large screens, etc.) / Direct ads (DMs, mail magazines, newspaper inserts, free newspapers, etc.) / In-store sales promotional materials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

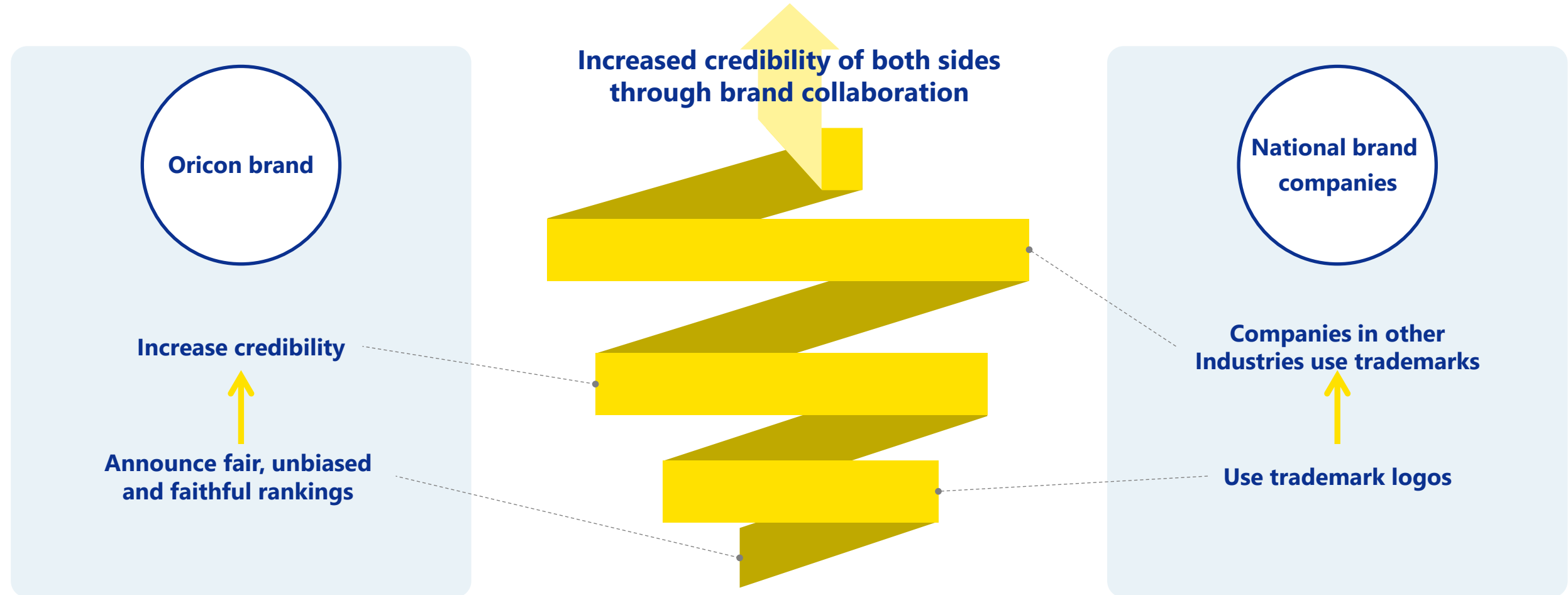


- **Select target industries independently as a third party that takes neither consumers' nor companies' sides, conduct fair and unbiased research, and strictly process data and statistics to create rankings**
- **Leverage our brand power built through the music rankings which we have continuously provided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



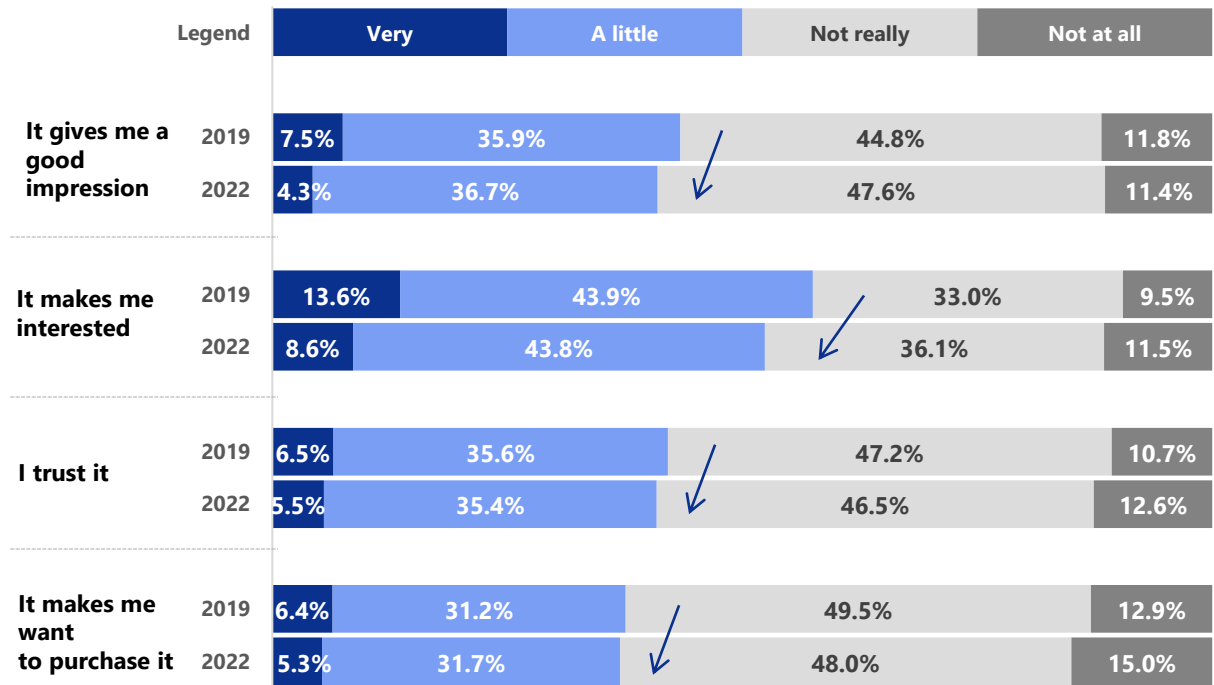
- Oricon brand credibility is further increased when renowned national brand companies use Oricon trademark logos backed by fair, unbiased, and faithful Oricon rankings, which in turn encourages other national brand companies in different business industries to use our trademark logos. This brand collaboration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



Questioning the Credibility of No. 1 Labeling Turns Out to Be a Tailwind

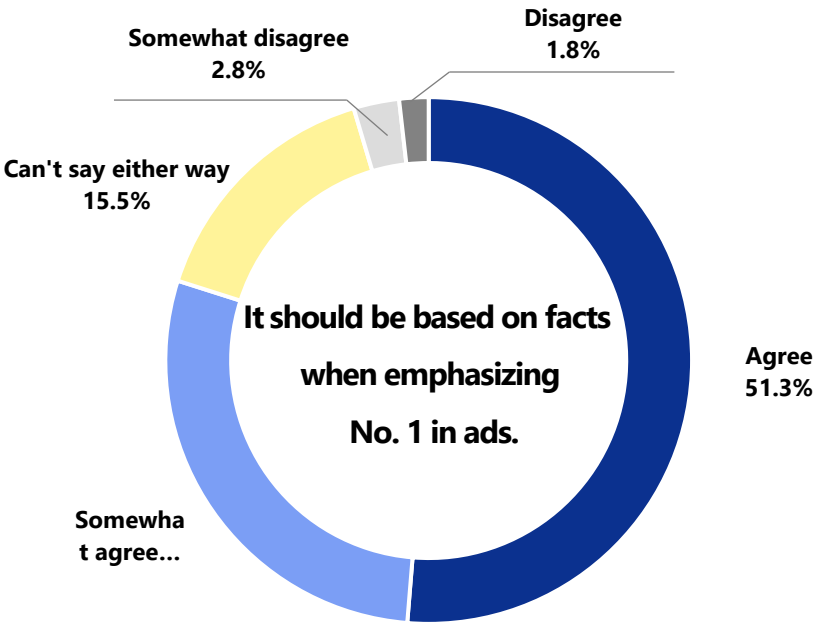
- Due to the increased No.1 labeled ads without legitimate evidence, the image of such advertised products and services have been slightly tarnished from 2019 to 2022
- Many people think No.1 labeled ads should be based on facts (nearly 80%). Therefore, this situation is a tailwind for a fair and unbiased 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

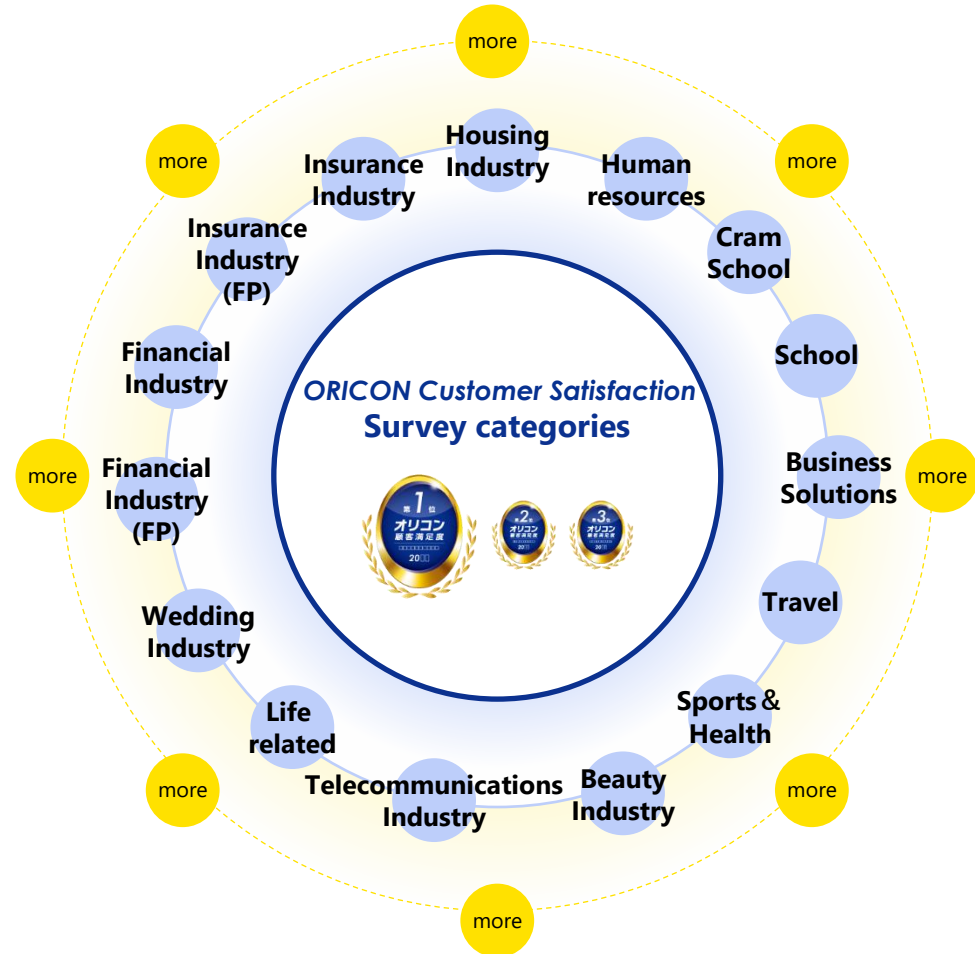
Opinions on No. 1 Labeled Ads
(Based on 1,000 respondents / Individual answers)



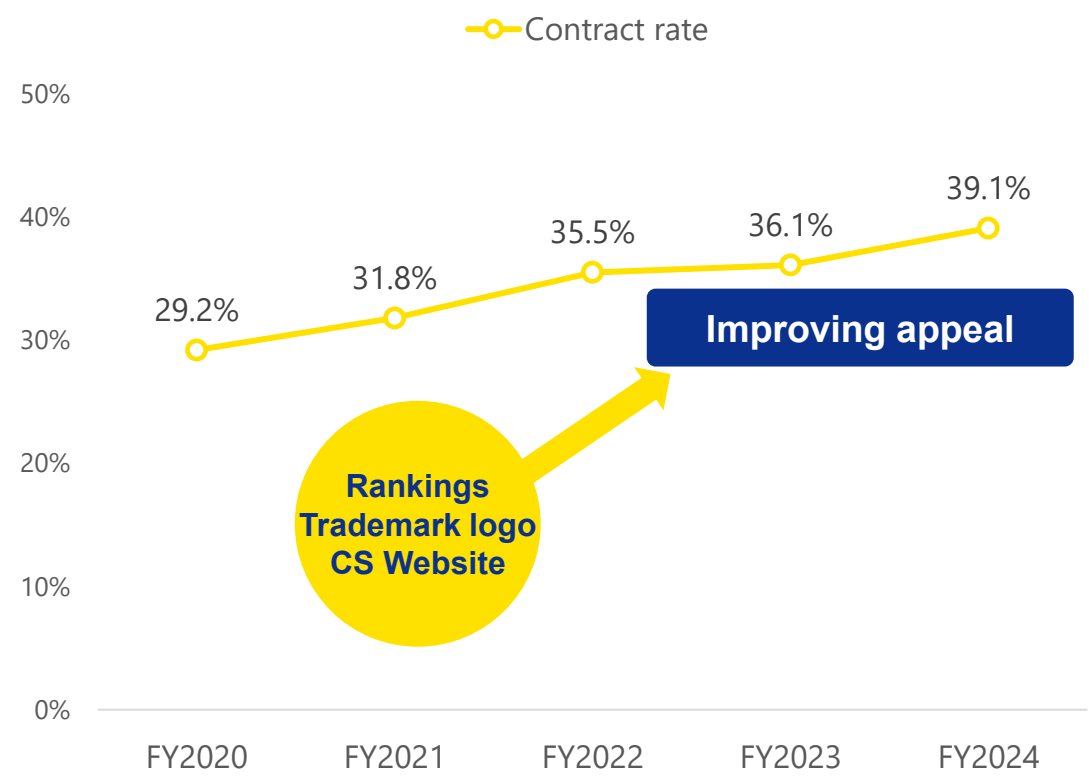
(Source) Research conducted by Macromill, Inc. from July 27th to 28th, 2022

Two Approaches to Expand Oricon Trademark Logo Usage

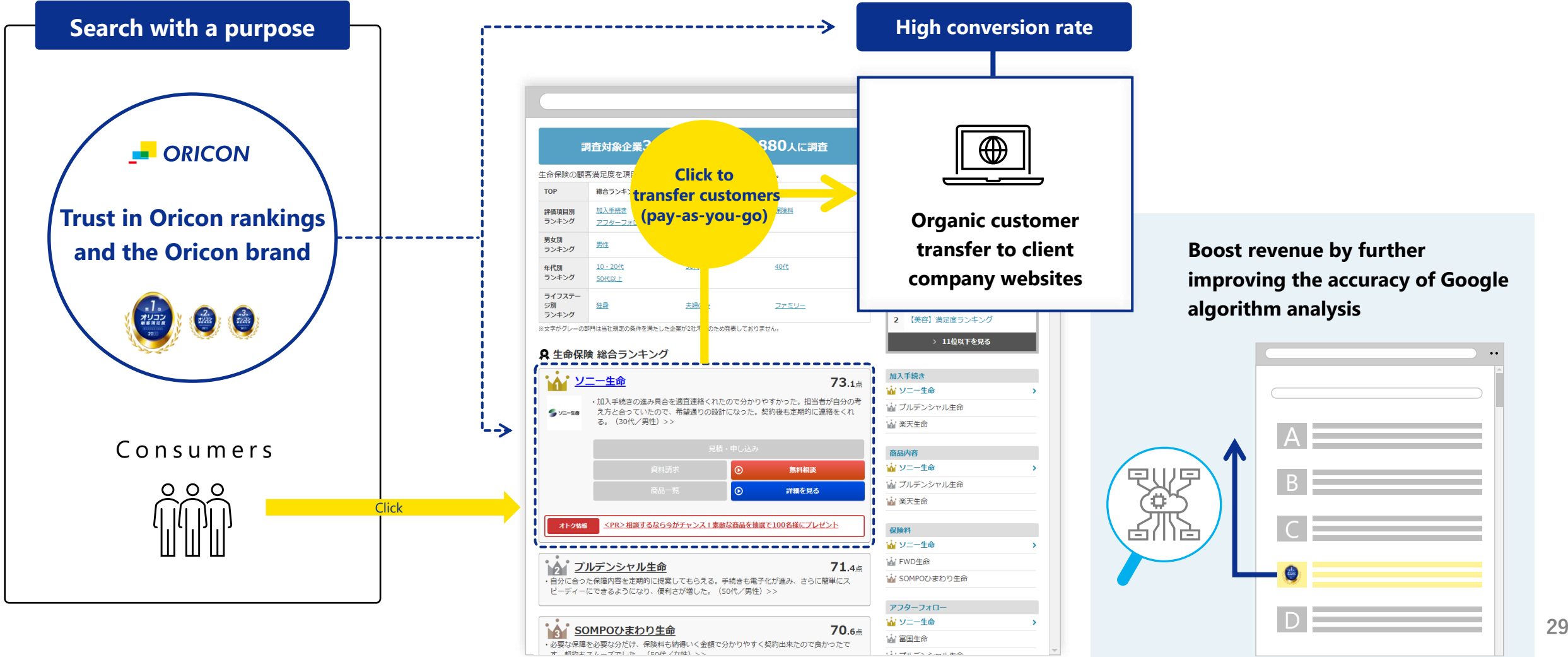
- Oricon Customer Satisfaction Research still has room to expand the number of categories covered, as well as potential for growth in terms of personalized rankings based on factors such as region, age, and gender. Additionally, there is room for growth in contract rates.
- Continue to conduct fair and accurate surveys and announce rankings to further enhance its credibility as an index established in society that connects consumers and companies



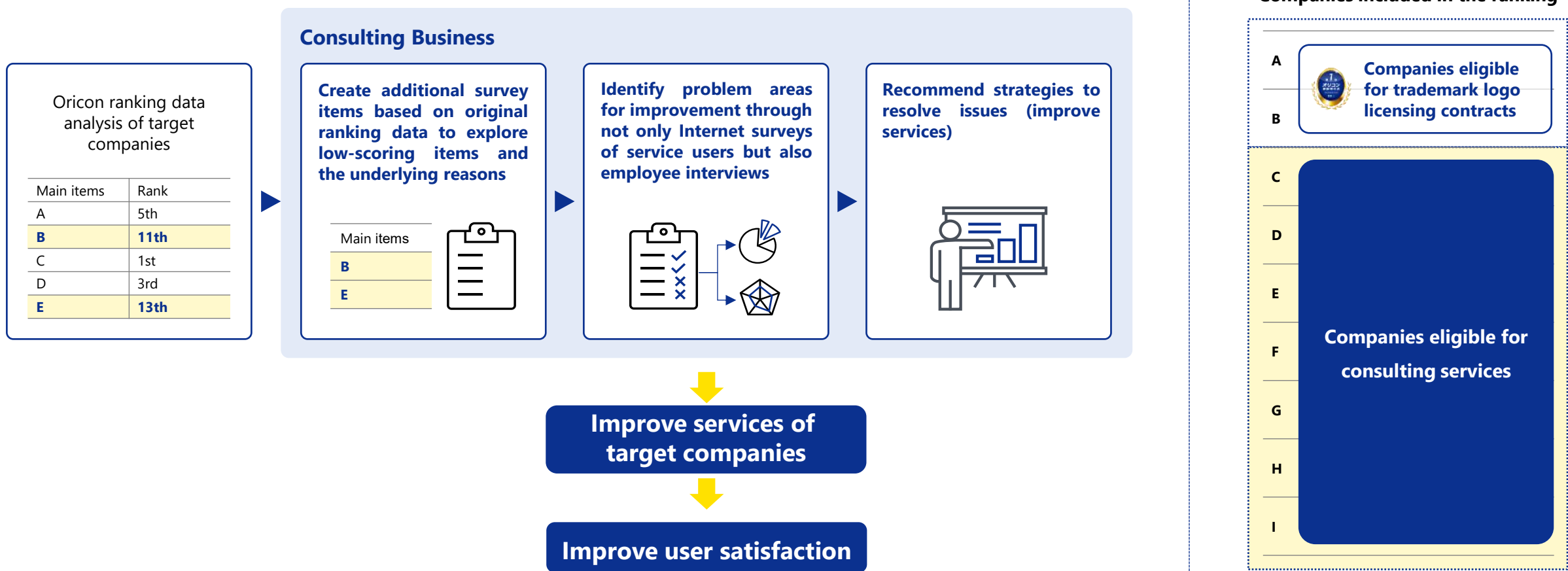
Trends in Contract Rates

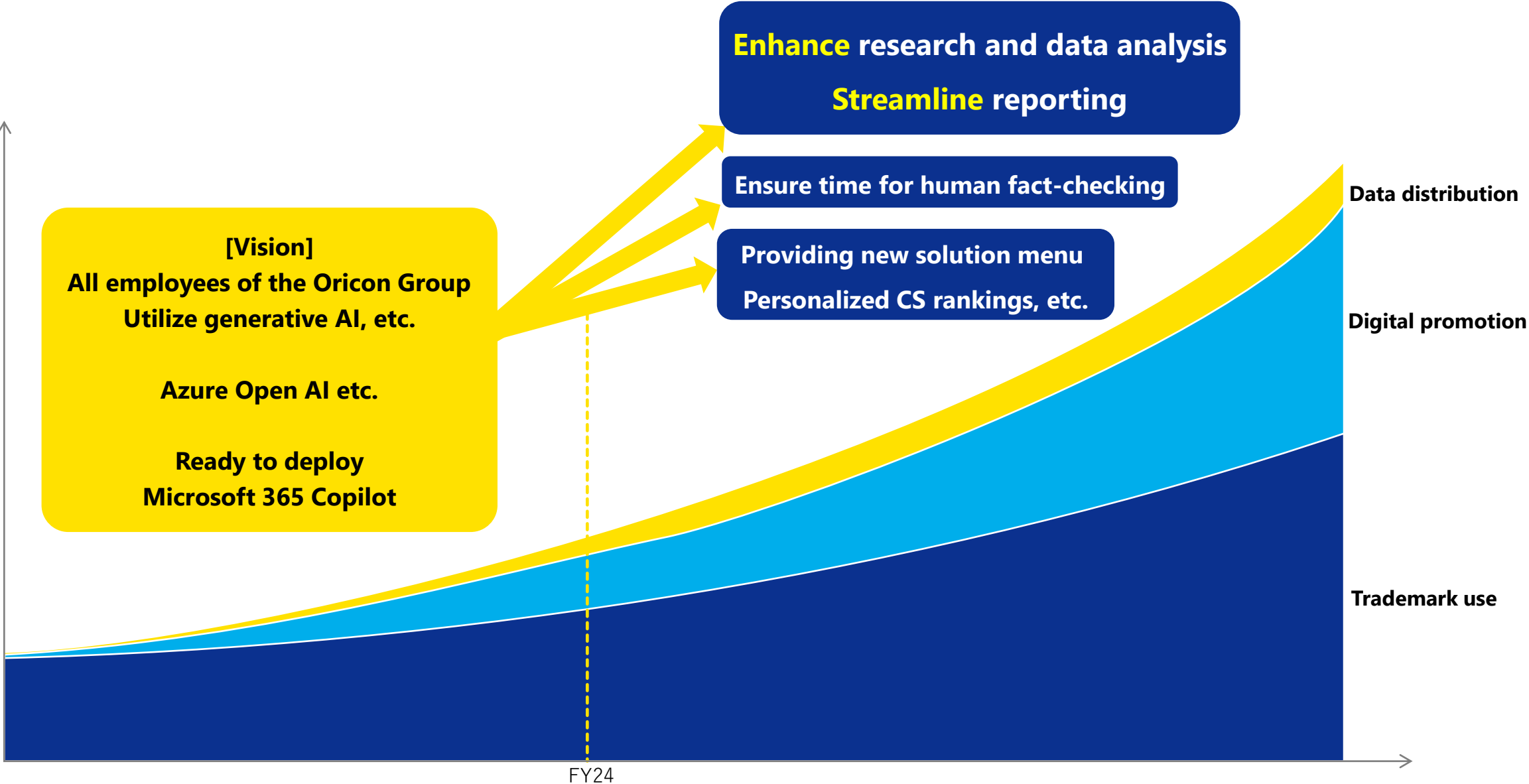


- The business focuses on organic customer transfer from search engines and Oricon's own media to client company websites. The conversion rate from Oricon rankings to client company websites is high due to trust in the Oricon brand
- Strengthen initiatives to boost revenue by further refining search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



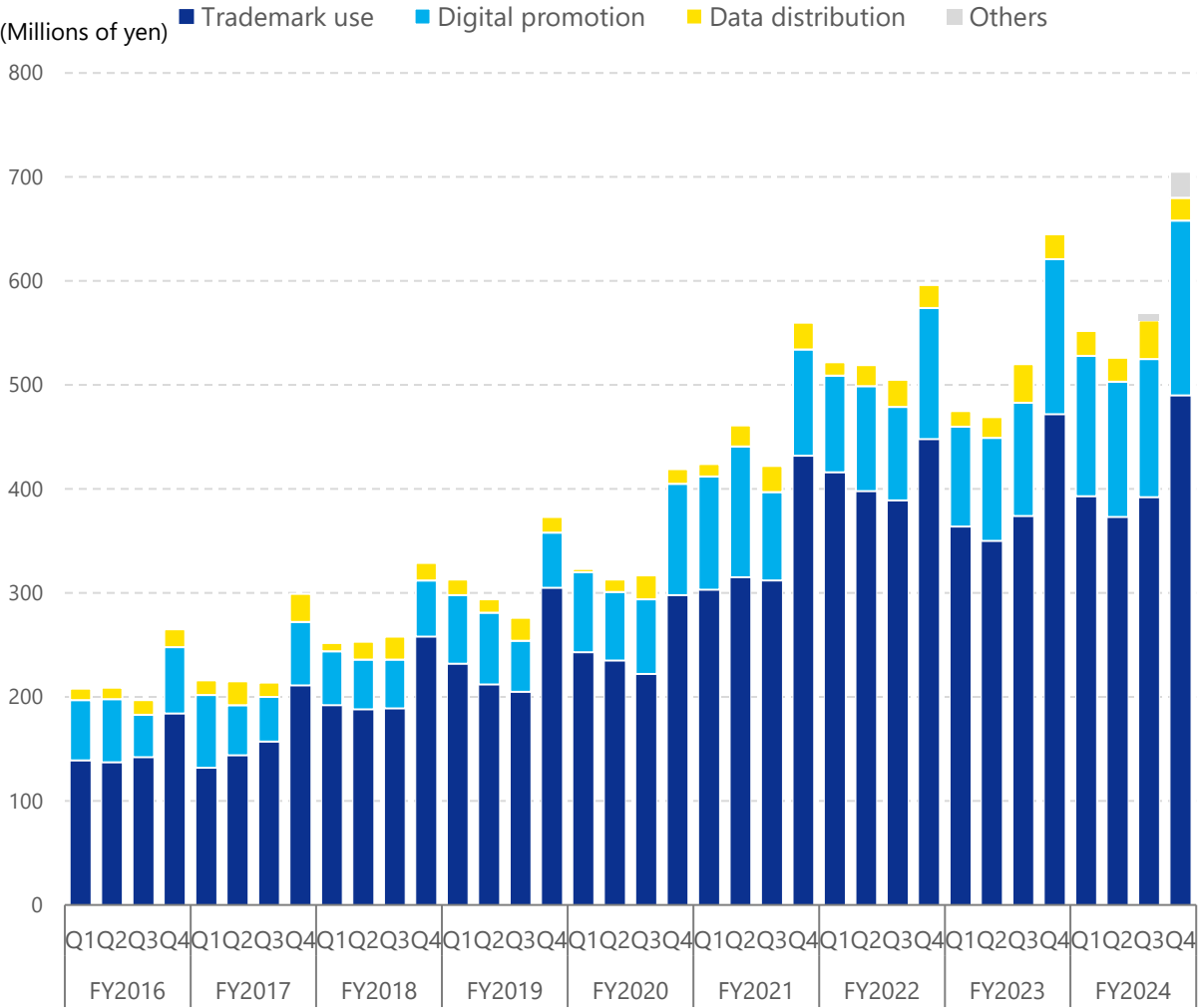
- By identifying low-scoring items in Oricon ranking data and conducting additional user surveys and employee interviews, we can locate specific areas of dissatisfaction among service users and propose measures to solve issues
- We intend to expand the Consulting Business to companies that have not yet 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
FY2023	1,559	452	95
FY2024	1,649	566	106

News & Media Business Model and 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

1

Solid foundation built on strong connections in the entertainment industry

2

Corporate strength capable of original news and video creation

Our strengths

3

Accumulated expertise in article writing and editing for both print and online media

4

Our highly-valued dedication to providing articles that do not harm the subject's image, news based on fact, and intention to write articles readers appreciate

**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
- The official YouTube channel with over 2.44 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 (Less than 1 minute or 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

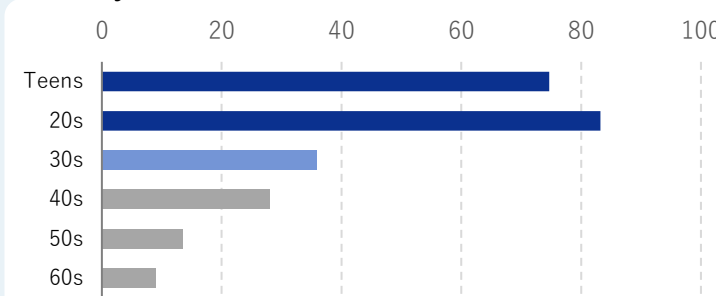
Corporate strength capable of original news and video creation

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



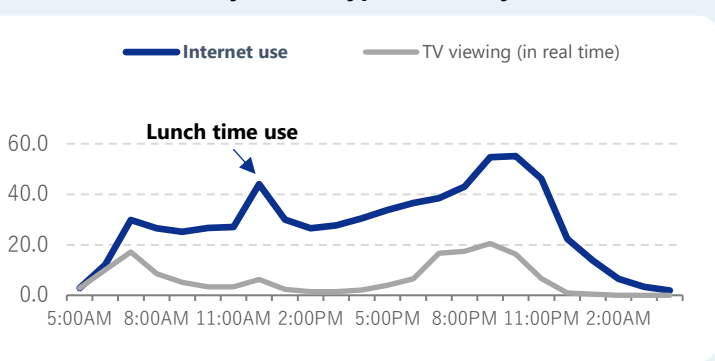
Capture new user demographics

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

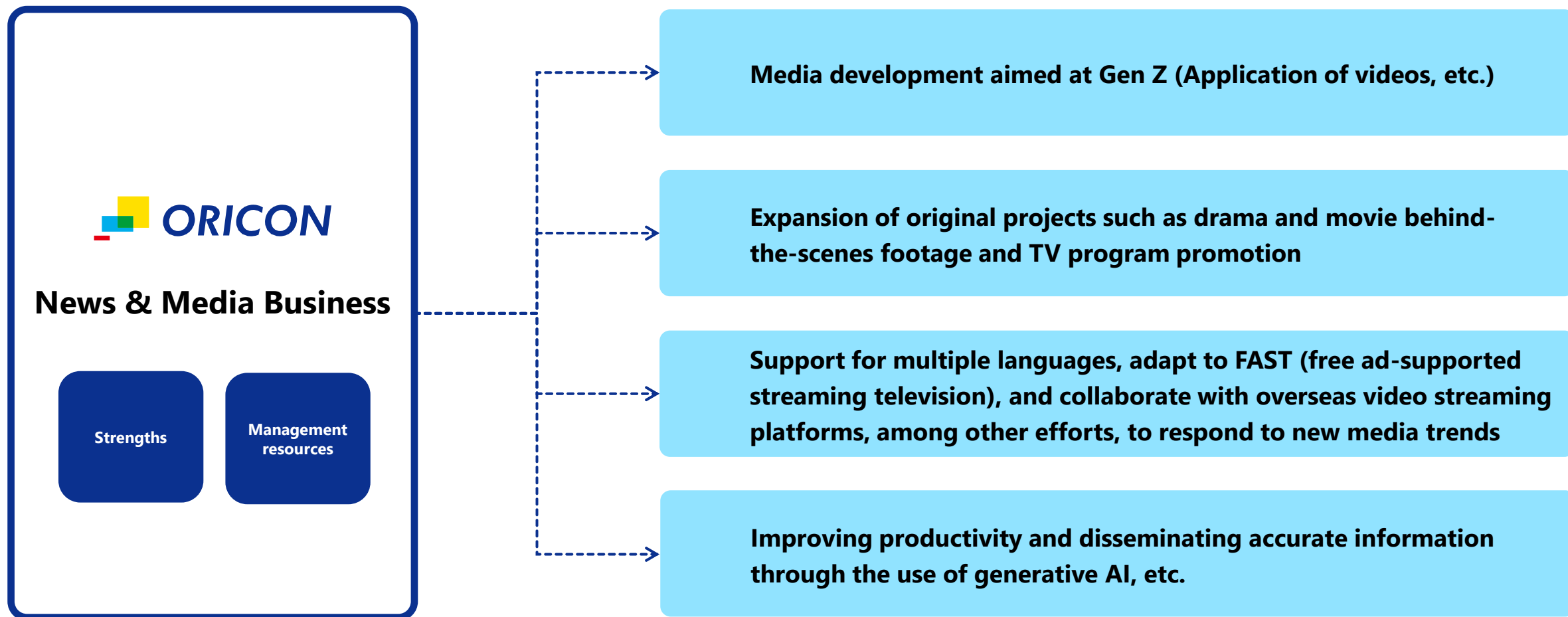
YouTube Ranking by the Number of Gen Z Viewers

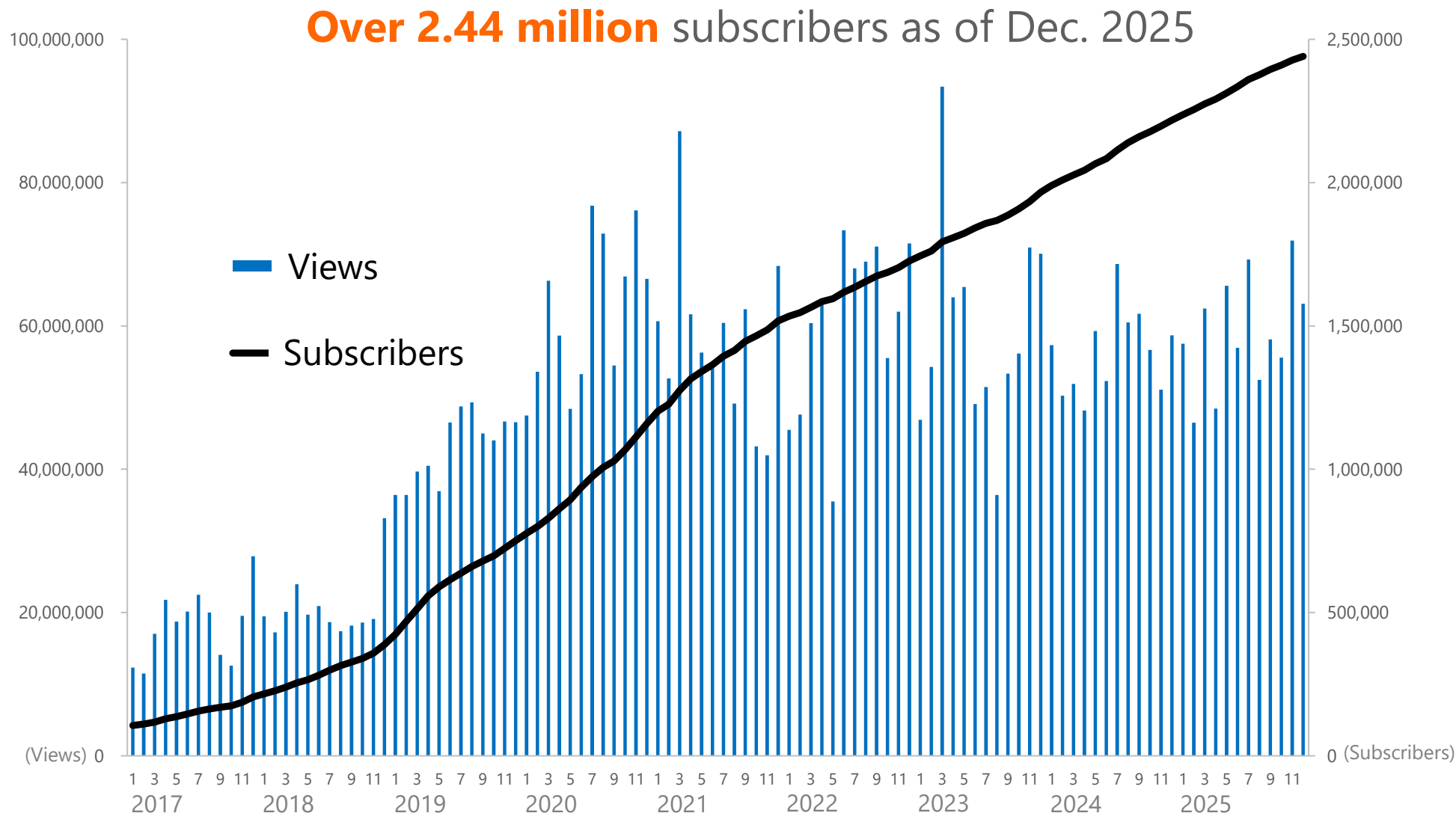
Rank	Channel name	Viewers	Video category
1	THE FIRST TAKE	2.27 million	Music
2	oricon	1.78 million	Entertainment / variety shows
3	Hyakumantenbara Salome	1.51 million	VTuber
4	Nintendo official channel	1.41 million	Gameplay and game-related content
5	Ayase / YOASOBI	1.40 million	Music


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.

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