

# Presentation Material for Business Plans and Growth Potential



シンプルだから、みんな使える。

カンタートヨクモ



Toyokumo, Inc.

February 2026

Information and materials provided in this announcement include so-called “forward-looking statements.” These are based on current expectations, forecasts and assumptions that are subject to risks and include uncertainties that may actually result in different results from these standards. Such risks and uncertainties include general industry and market conditions, and general domestic and international economic conditions such as interest rate and currency exchange fluctuations. This document is provided for informational purposes and not for soliciting the acquisition, sale, etc. of Toyokumo shares. Please make any investment decisions at your own discretion.

In the event of any material changes to the information contained in this document, such as revisions to the business plans or a significant change in the scope or direction of the business, the Company will immediately disclose the details of such changes.

Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

**This material will be updated and disclosed at or around the time of announcement of the full-year financial results.**

1. Company Overview
2. Our Strengths
3. Our Services
4. Future Growth Strategies
5. Financial Results, KPI and Forecast for FY2026
6. Significant Risks

# 1. Company Overview

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# Company Profile



|  |   |                    |
|--|---|--------------------|
| Company Name   | Toyokumo, Inc.  |                    |
| Established  | August 2010   |                    |
| Address  | JR Tokyu Meguro Building 14F, 3-1-1 Kamiosaki, Shinagawa-ku, Tokyo, Japan |                    |
| Business Activities                                  | Development and provision of cloud services and new software services     |                    |
| Stock Listings                                       | Tokyo Stock Exchange Growth Market (Stock code: 4058)                     |                    |
| Number of Employees<br>(As of December 31, 2025)     | Consolidated: 116, non-consolidated: 85                                   |                    |
| Directors and officers<br>(As of December 31, 2025)  | President and CEO   | Yuji Yamamoto      |
|  | Director, General Manager and CFO   | Kazuhiko Ishii     |
|  | Director, General Manager and CTO   | Masanori Kinoshita |
|  | Outside director  | Kazuo Hirano       |
|  |   | Katsuhiro Yano     |
|  | Director  | Tomohiko Tasato    |
|  |   | Katsuhiko Watanabe |
|  | Audit & Supervisory Board Member  | Yoshitatsu Ogawa   |
| Hideki Nakajima                                      |   |                    |
| Consolidated Subsidiary<br>(As of December 31, 2025) | Toyokumo Cloud Connect, Inc., project mode, Inc.                          |                    |

# Profile of Yuji Yamamoto, President and CEO



President, CEO  
Yuji Yamamoto

## Brief personal record

|               |  |
|---------------|--|
| March 1990    | Graduated from Kansai University   |
| April 1990    | Joined Nomura Securities Co., Ltd.   |
| January 2000  | Joined Dresdner Kleinwort Wasserstein (Japan) Ltd.                               |
| April 2000    | Joined Cybozu, Inc.  |
| February 2001 | Appointed President and CEO of Cybozu Networks                                   |
| April 2002    | Appointed as Director of Cybozu, Inc.  |
| April 2005    | Appointed as Executive Officer of Cybozu, Inc.                                   |
| February 2009 | Appointed as Chairman of Cybozu IT Shanghai Inc.                                 |
| August 2010   | Appointed President and CEO of Cybozu Startups, Inc.<br>(current Toyokumo, Inc.) |
| July 2019     | President and CEO of Toyokumo, Inc.<br>(current position)                        |
| November 2023 | Director, Toyokumo Cloud Connect, Inc.<br>(current position)                     |

# History

|                |   |
|----------------|---|
| August 2010    | Cybozu, Inc. established Cybozu Startups, Inc. (current Toyokumo, Inc.) as its wholly-owned subsidiary. |
| December 2011  | Launched “Safety Confirmation Service.”   |
| March 2014     | Shifted to an independent management structure through management buyout.                               |
| April 2014     | Launched a Kintone-linked services, “PrintCreator.”   |
| September 2014 | Launched a Kintone-linked services, “kViewer.”  |
| November 2014  | Launched a Kintone-linked services, “kBackup.”  |
| September 2015 | Acquired ISO27001.  |
| December 2016  | Launched “Safety Confirmation Service II.”  |
| July 2017      | Launched a Kintone-linked services, “FormBridge.”   |
| January 2018   | Launched a Kintone-linked services, “kMailer.”  |
| July 2019      | Changed the company name to Toyokumo, Inc.  |
| March 2020     | Launched a Kintone-linked services, “DataCollect.”  |
| September 2020 | Listed on the Mothers market of the Tokyo Stock Exchange (current Growth market).                       |
| November 2021  | Launched “Toyokumo Scheduler”.  |
| November 2023  | Established a subsidiary, Toyokumo Cloud Connect, Inc.  |
| January 2025   | Acquired ownership of project mode, Inc.  |

## Mission

Freeing all people From inefficient work

## Corporate Philosophy

Contribute to the enrichment of social life around world through our information services.



## Origin of the Company's Name

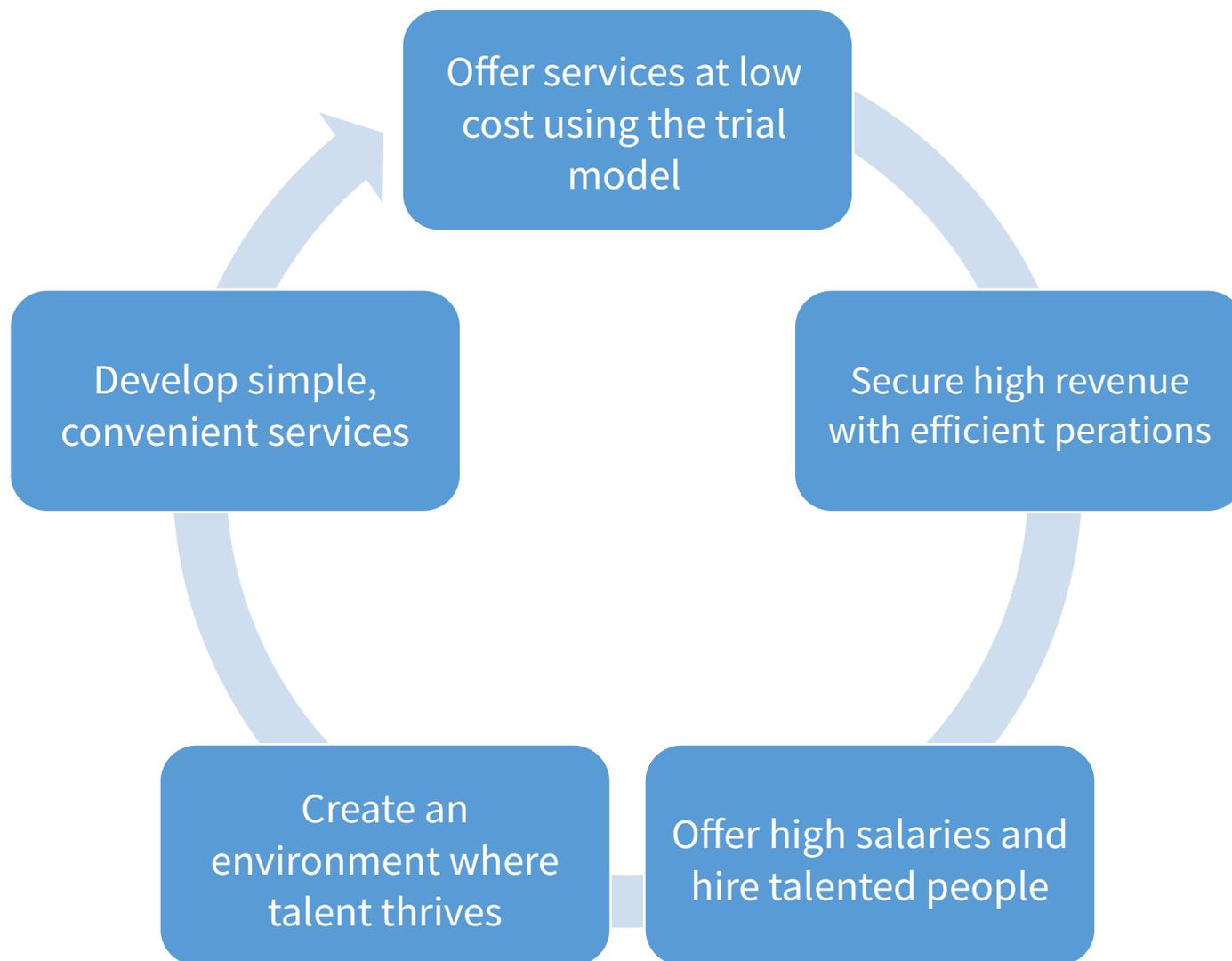
The origin of our company name, Toyokumo, comes from Toyokumononokami (豊雲野神), which is the name of a god.

Just as the deity Toyokumo no Kami is said to have created clouds and brought rain to the earth for agriculture at the time of the creation of heaven and earth, we have named the Company “Toyokumo, Inc.” with the hope of spreading clouds (cloud services) worldwide.

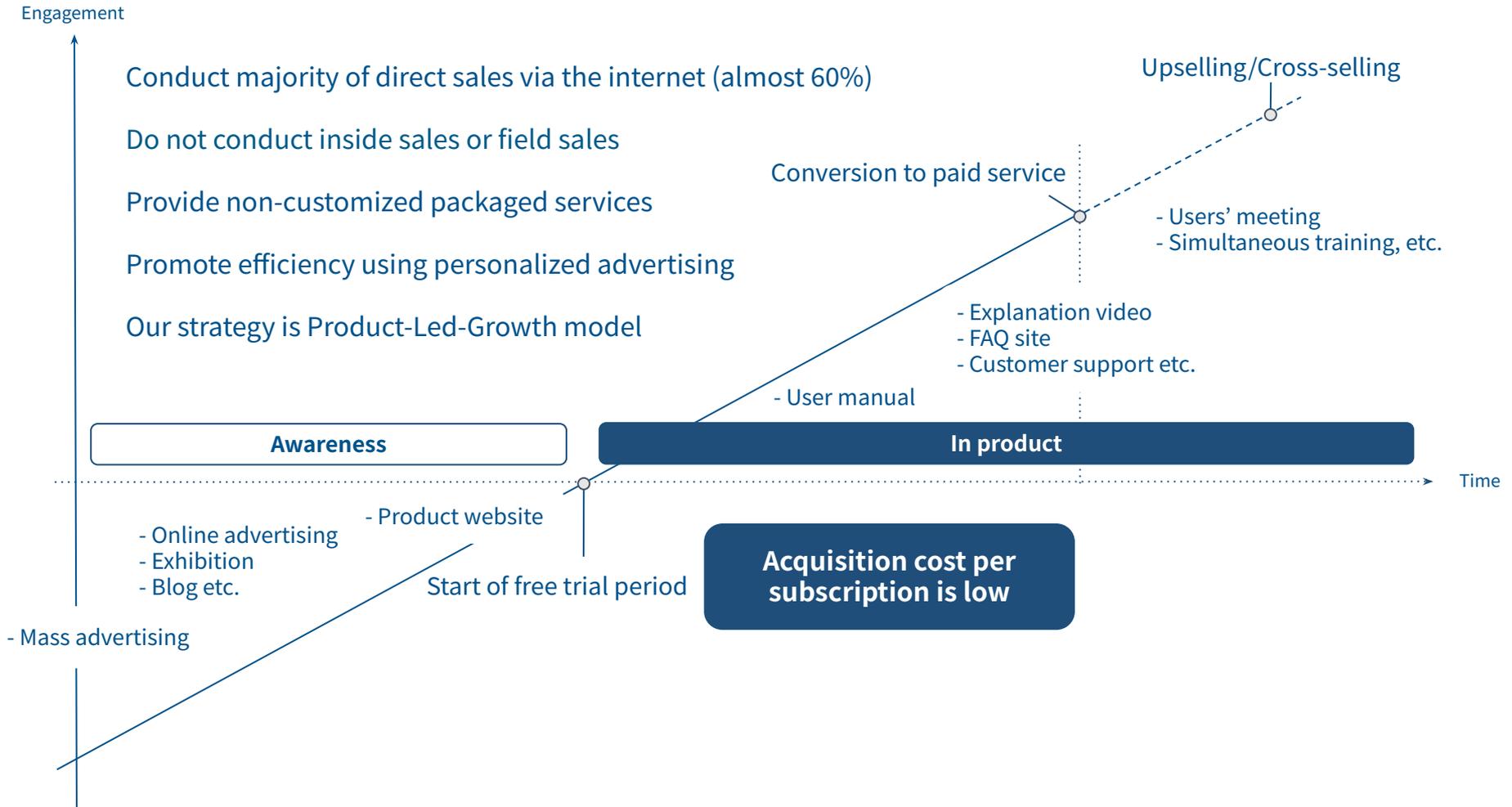
## 2. Our Strengths

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# Our Business Model



# Service Provision Method



\* Product-Led Growth

# Corporate Structure and Earnings Structure

## <Corporate structure>

1. Subscription-based business model with a high ratio of recurring sales
2. Business for corporate customers
3. Abundant funds from stable cash flows

## <Earnings Structure>

### The future is more predictable under our business model

The proportion of recurring sales is high

99.9%

\* Proportion of sales from use of services for Toyokumo in FY2025 on a non-consolidated basis

### Subscriptions can be accumulated more easily

The churn rate is low

0.83%

\* As of December 31, 2025(Based on the actual value amount)

### Investing in growth is easier to conduct

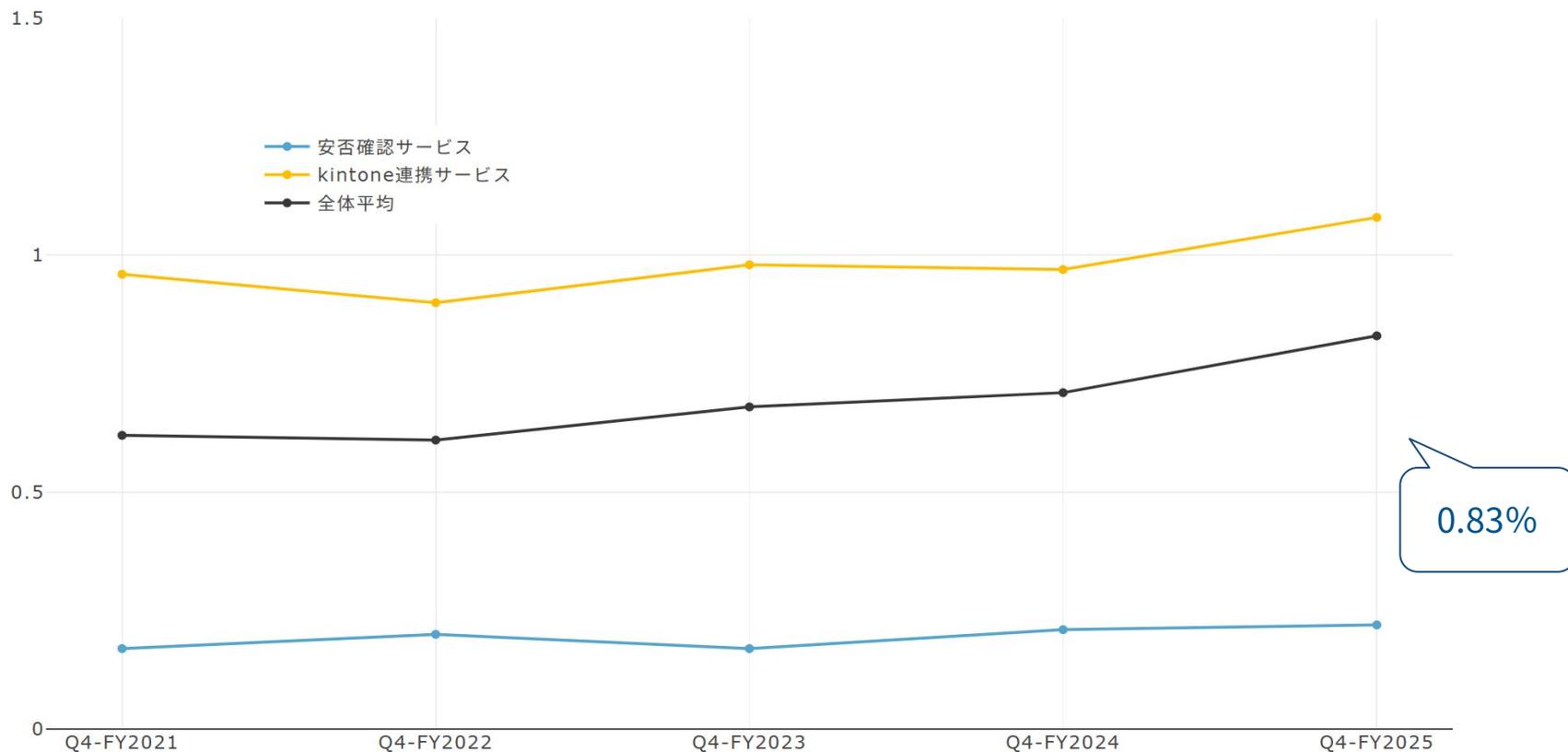
Our main business has high profitability

64.4%

\* The ratio of Operating profit + Advertising expenses + Depreciation and Amortization Expenses margin (actual) for FY2025

# Churn rate

Churn rate (Note) has remained stable at a low level of 1% or less overall



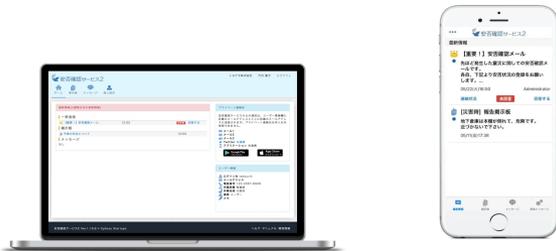
(Note) Churn Rate represents the average annual cancellation rate. It is calculated by using the average of the subscription and cancellation amounts over a 12-month period.

# 3. Our Services

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## Safety confirmation service

A cloud service that automatically sends a safety confirmation notice in the event of a disaster.



## Kintone-linked services

A cloud service provided by Cybozu, designed to support the use of Kintone.

 **FormBridge**  
kintoneと連携するWebフォームを簡単にしてくれるサービス

 **kViewer**  
kintoneと連携するWebページを簡単にしてくれるサービス

 **kMailer**  
kintoneと連携するメールを簡単に自動送信できるサービス

 **PrintCreator**  
kintoneと連携する帳票を簡単にしてくれるサービス

 **DataCollect**  
kintone上のデータを簡単に集計できるサービス

 **kBackup**  
kintone上のデータを簡単にバックアップできるサービス



Toyokumo Scheduler has a new concept of enabling schedule arrangement with people outside the company in addition to the internal schedule arrangement function.



Knowledge management tool for organizing manuals and business expertise



# Safety Confirmation Service

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# The Need to Have a Business Continuity Plan (BCP)

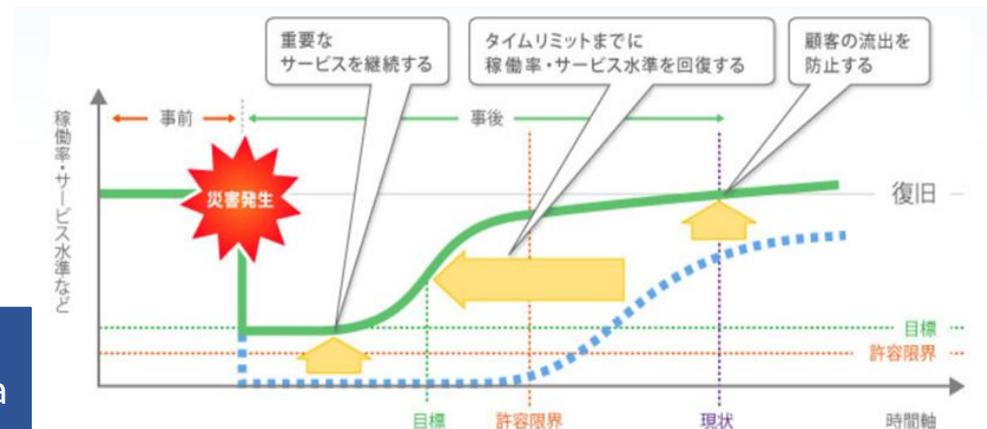
Companies face increasingly diversified risks, such as natural disasters, pandemics, and cyberterrorism. They are required to develop a “BCP” to minimize disruption and provide continuous customer service in the event of a disaster, and enhance their business resilience.



It is necessary to identify potential risks that could jeopardize the company’s continued operations, and define what decisions to make and in what order to recover when such risks occur, in line with the respective phase of BCP activation, business resumption, business recovery, and full recovery.



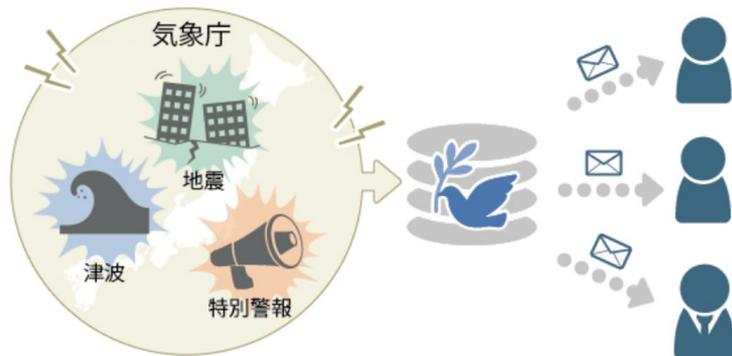
Unlike safety confirmation between individuals for survival confirmation, safety confirmation at a company is part of information gathering for initial responses to a disaster or an incident.



# What is Toyokumo's Safety Confirmation Service II?

TOYOKUMO Safety Confirmation Service 2 automatically sends safety confirmation notifications to cell phones and PCs in conjunction with disasters.

The system is equipped with functions to accurately assess damage in the event of a disaster and promptly instruct employees on countermeasures.



The intuitive design of the system allows it to be used without manuals, even in the midst of chaos during a disaster. Since there is no need to master how to use it, it can be smoothly shared among employees and handed over to the succeeding personnel.

No fee other than the plan-specific usage fee is charged.



初期費用 0



追加費用 0



サーバー費用 0



バージョンアップ費用 0

Initial cost, Additional cost, Server cost and Upgrade cost: 0 yen

# Functions and Features of Safety Confirmation Service

## <Main functions>

- Automated safety confirmation
- Various message functions for internal discussions
- Registration of multiple contacts to send notifications to employees without fail

## <Features>

- Cross-border decentralization of risks using Amazon Web Services (AWS)
- Operation policy considering privacy
- Linked to external services enabling easier maintenance



### 自動送信

気象庁の気象・災害データと連動して、休日や夜間であっても、安否確認通知を自動で送信することができます。



### 自動集計

災害時のパニック状態でも、集計作業をすべて自動化することで、迅速かつ正確な集計結果を表示します。



### サーバー環境

国内の大災害を想定して、AWS (Amazon Web Services) を利用した、データセンターの国際分散化をしています。



### ログイン不要

通知されたURLをクリックするだけで安否回答できるので、パニック時でも簡単に回答することができます。

※ガラケーやスマートフォン専用アプリでもご利用可能です。



### メッセージ機能

ユーザー間で、閲覧・書き込みができる機能です。ファイル添付可能なので、災害状況の確認や情報の共有ができます。



### 複数連絡先への通知

安否確認通知は複数の連絡先 (スマートフォンアプリ・メール) に送信可能です。オプションでLINEアプリへの通知にも対応しています。



### プライバシー保護

通知する連絡先の登録や管理は従業員自身で行いますので、管理者は、登録された連絡先を閲覧することはできません。



### 簡単メンテナンス

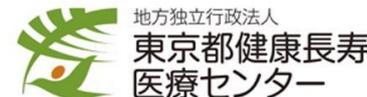
外部サービスの人事情報と連携することで、従業員の入退社におけるユーザーの管理が不要になります。

# Track Record of Safety Confirmation Service

Being used by 2.9 million users (4,700 subscriptions)

Steadily expanding market share despite being a latecomer

## 【Companies using the service】



They are using the service not only for safety confirmation in times of disaster but also for many other purposes including supply chain management (SCM).

\*Prepared based on Toyokumo's survey results as of December 2024.

# High Rating from Outside the Company

“Safety Confirmation Service II,” our corporate emergency notification system, received the highest “Leader” rating for the 22nd consecutive term in the Emergency Notification System category of the “ITreview Grid Award 2025 Fall,” presented by “ITreview”, one of Japan’s largest IT product and SaaS review sites.



# Kintone-linked services

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# What is Kintone?

Kintone is no-code/low-code SaaS solution provided by Cybozu, Inc., and is trusted by over 41,000 companies worldwide.

It empowers businesses to create customized applications tailored to their operations without requiring IT expertise.

The applications can easily and quickly be improved in line with operations changing on daily basis.

Key functionalities of Kintone include database integration, workflow management, and enhanced communication capabilities, enabling versatile applications such as customer management, travel requests, and daily reporting.

These features facilitate continuous business improvement driven by frontline teams.



# Features of Kintone-linked Services

Kintone-linked Services are web system that realizes the use of external parties.  
Kintone-linked Services is no. 1 in Kintone linked services with over **14,000** subscriptions.

Use with non-customize, no-code or low-code.

## <Six services to different purpose>

Create web form

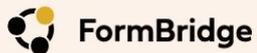
Create ledger sheet  
and export by PDF

Share data in Kintone  
with safety

Mail delivery

Backup system

Calculator



**FormBridge**

kintoneに直接入力可能な  
フォームを作成



**PrintCreator**

kintoneから  
カンタンに帳票出力



**kViewer**

kintoneのデータを  
カンタンに外部公開



**kMailer**

kintoneのデータを活用した  
メール送信



**kBackup**

kintoneのデータを  
自動バックアップ



**DataCollect**

kintoneのデータを  
アプリを跨いで自在に集計

Users find it convenient to use one service, but even more convenient to use multiple services together.

For instance, they can create invoices and deliver them to customers via email using Kintone, PrintCreator, and kMailer.

## Advantages of Kintone-linked services

- The number of subscriptions surpassing 14,000 offers an unparalleled advantage
- Use of multiple Kintone-linked services allows kintone to function as a web system

(Specific example)



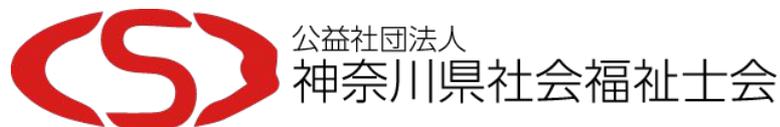
While kintone data is typically inaccessible without a license, integrating kintone with FormBridge and kViewer allows for viewing and editing of this data, even without a direct kintone license.

Additionally, kMailer can be used to send e-mail newsletters, etc. to email addresses collected through FormBridge.

# Track Record of Kintone-linked services

- The number of contracts surpasses **14,000**
- Users range from small and medium-sized companies to large corporations and government agencies, extending to a wide range of industries

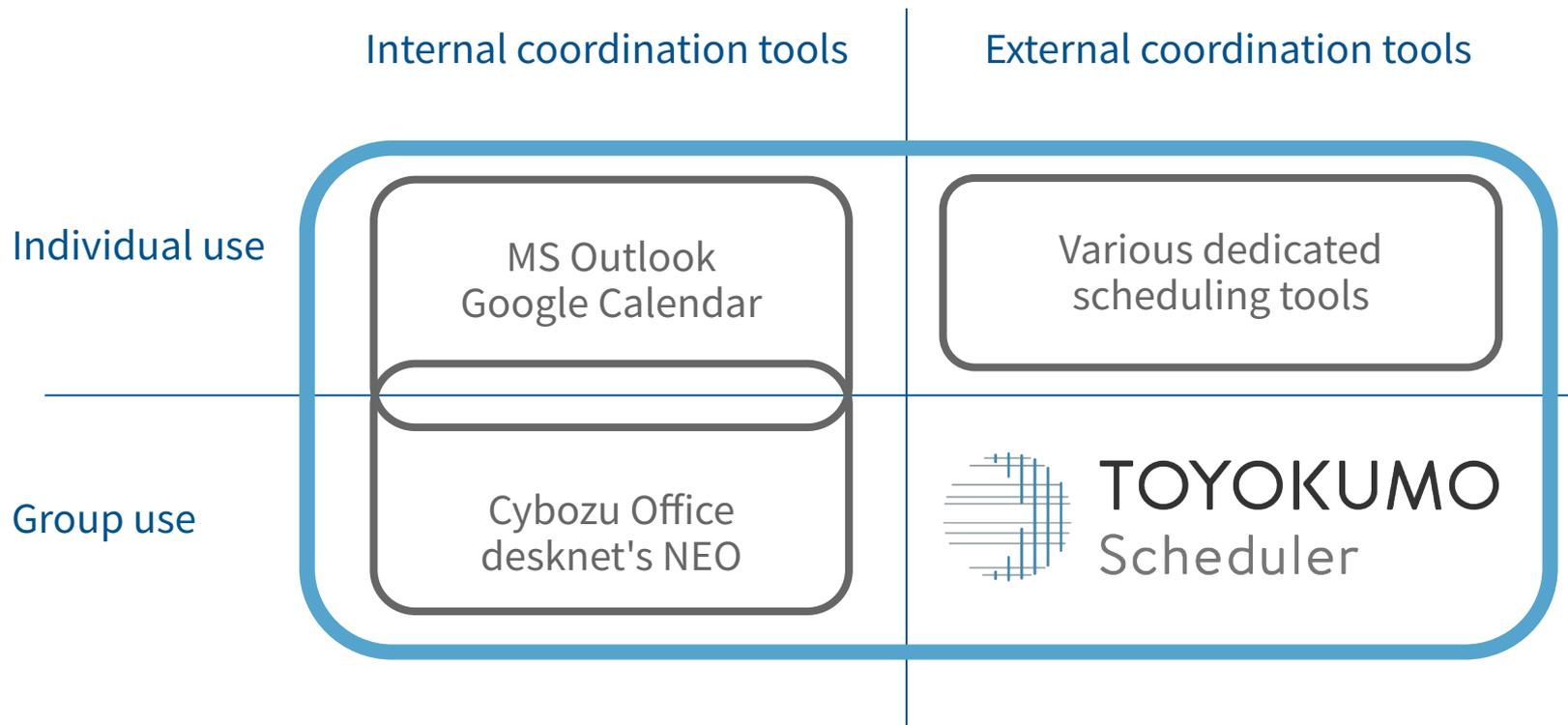
## [Companies using the service]



# Position of Toyokumo Scheduler

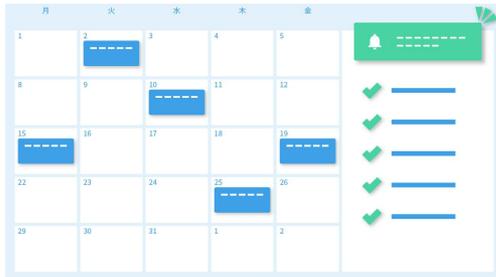
A group scheduler that enables external schedule coordination, a service that was previously unavailable.

It adopts a freemium model allowing for free use for up to 10 users.



# Introduction of Toyokumo Scheduler Functions

- Schedule management with a personal view and to-do list



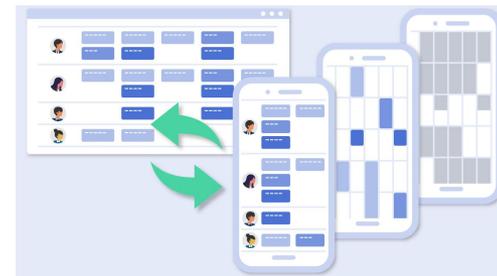
- Group view to check the company's internal schedules



- Schedule coordination with external parties



- All functions can be used with smartphones



- Function to Link with Other Companies' Services



## kintone連携

ユーザー、施設、予定データをkintoneとリアルタイムに同期したり、アプリのレコード情報をもとに検索したりできます。



## cybozu.com連携

cybozu.comから、ユーザー/部署/所属情報を読み込むことができます。



## Google Workspace連携

Google Workspaceから、ユーザー/部署/所属情報を読み込むことができます。



## Zoom /Google Meet /Microsoft Teams連携

ボタンひとつでミーティングのURLを発行することができます。

# NotePM

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# What is NotePM?

With NotePM, manuals and operation knowledge can be easily created and quickly accessed. NotePM, an “internal wiki,” is an in-house tool that eliminates excessive reliance on specific employees through knowledge management.

社内の「知りたい」がすぐ見つかる！

**ナレッジマネジメントで属人化を解消**

＼ さまざまなシーンで活躍します /

|         |        |         |
|---------|--------|---------|
| マニュアル作成 | 社内wiki | ノウハウ共有  |
| 社内FAQ   | 社内ポータル | 取引先情報共有 |



The diagram illustrates NotePM as a central hub for knowledge management. A laptop displaying the NotePM interface is surrounded by several circular icons representing different use cases: 社内報 (In-house News), サポート (Support), 日報 (Daily Report), マニュアル (Manual), 報告書 (Report), ノウハウ (Know-how), and 講事録 (Meeting Minutes). Each icon is connected to the central laptop by a dotted line, indicating its integration with the NotePM system.

Highly rated as a manual creation tool and management tool.

- Ranked top 10 in the ITReview Best Software in Japan 2024.
- Won Good Service and other awards from the BOXIL SaaS AWARD Winter 2024.



# Functions and Features of NotePM

## Powerful search function

**Before**

検索結果 0件

**検索しても知りたい情報が  
見つからない**

**After**

検索結果 20件

**NotePMなら知りたい情報が  
すぐに見つかる！**

## Easy-to-operate editing functions

**Before**

Excelだと編集の手間が、、、

**After**

マニュアル編集/更新

**カンタン更新**

## Knowledge sharing eliminates excessive reliance on specific employees.

**Before**

退職  
異動

口頭での  
不十分な引き継ぎ

社員

**ナレッジ・マニュアルがまとまっていなく  
退職・異動による引き継ぎが不十分**

**After**

退職  
異動

情報  
情報

引き継ぎ

社員

**NotePMにナレッジ・マニュアルを残して  
引き継ぎ完璧**

## Activate communication through feedback

**Before**

情報共有

社員

リアクション  
できない

**情報共有してもリアクションがなく、  
投稿のモチベーションが低下する**

**After**

情報共有

社員

リアクション

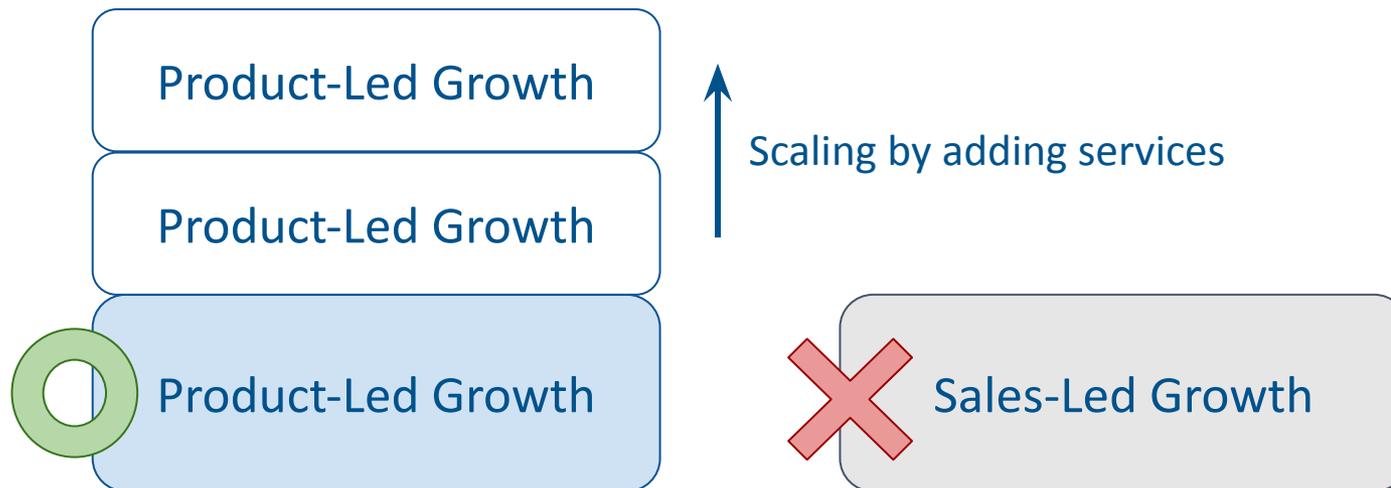
**リアクション機能でモチベーションアップ**

# 4. Future Growth Strategies

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- **Business model-driven approach**
  - We do not pursue market share for its own sake
  - We do not undertake initiatives that reduce productivity
- **Expansion of service offerings**
  - Broaden the lineup of cloud services for business use
  - Provide simple and user-friendly services designed for beginners
- **Our aspirational positioning**
  - like UNIQLO and NITORI

Affordable and Simple



## Product-Led Growth (PLG)

A model in which the product itself drives customer acquisition and business growth. Well suited to SaaS offerings featuring free trials and affordable pricing.

## Sales-Led Growth (SLG)

A traditional growth model in which sales representatives directly approach customers to sell high-value and complex solutions.

In recent years, hybrid models combining both approaches have become increasingly common.

# Toyokumo's Medium- to Long-term Themes



## 2019- Build the “Toyokumo” brand

- Increase name recognition by investing in advertisement
- Gain trust by listing

Continuous activities and achievements

## 2023- Build a structure for expansion

- Hire personnel proactively
- Recruitment and development of key personnel

Recruitment and development of key personnel

## 2027- Expand business proactively

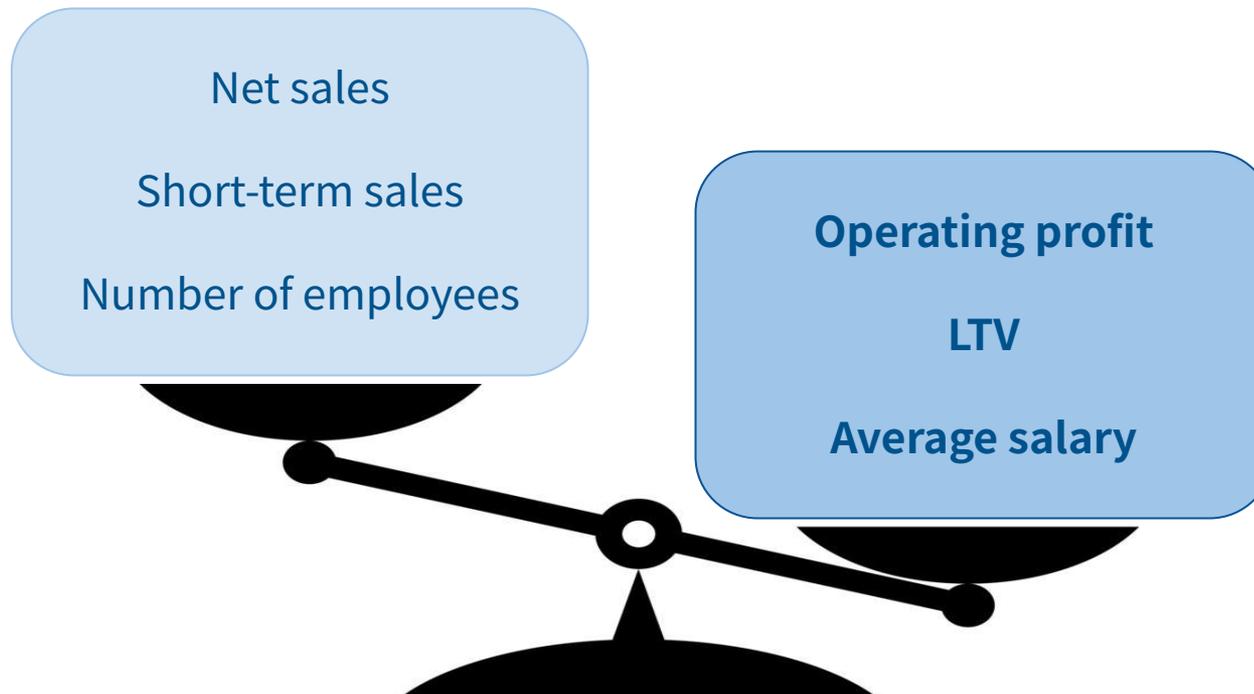
- Utilize capital

New businesses and M&A

# What We Target to Grow

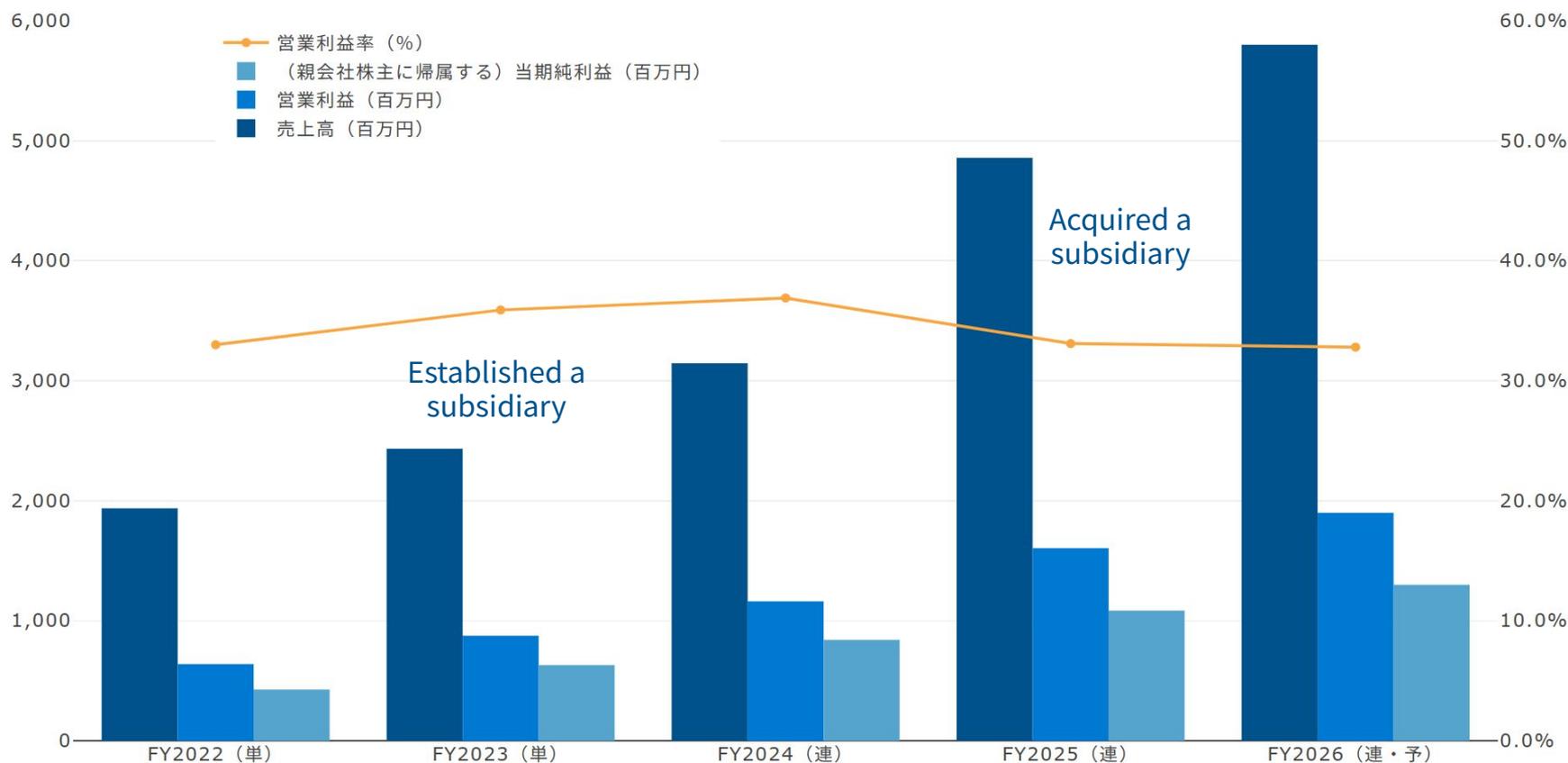
The target for long-term growth is “profit.”  
We have adopted operating profit as a key indicator of growth.

We set “quality of sales = LTV (life time value)” and “quality of human resources = average salary” as key indicators to generate profit and work to build a structure that enables steady growth.



# What We Target to Grow: Operating Profit

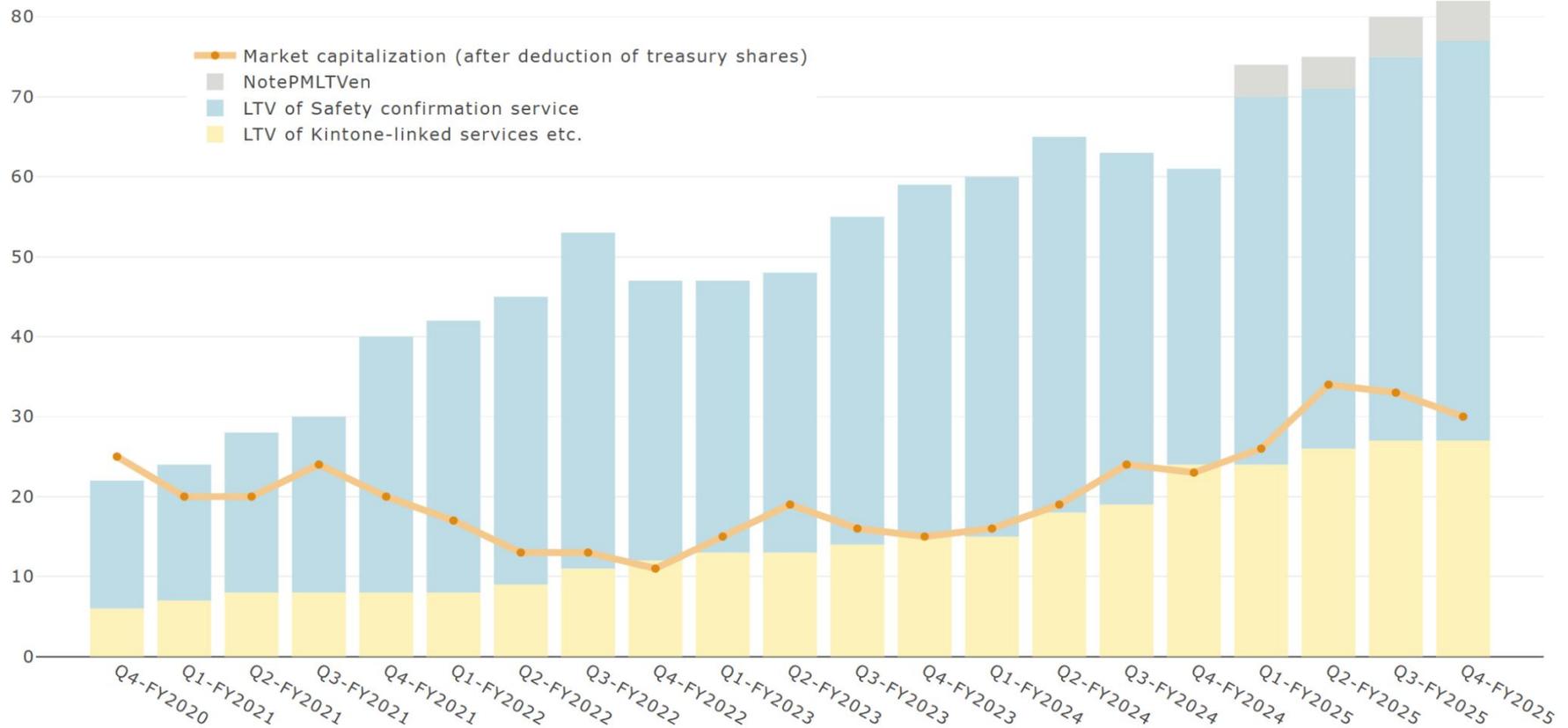
Both operating profit and operating profit margin have increased despite expenses increasing in line with the expanding business scale. While making investments as needed, we intend to secure an “**operating profit margin**” of 30% or more on a consolidated basis.



# What We Target to Grow: LTV (Life Time Value)

$$\text{LTV}(\ast) = \text{Total MRR} / \text{Average annual churn rate (monetary amount basis)}$$

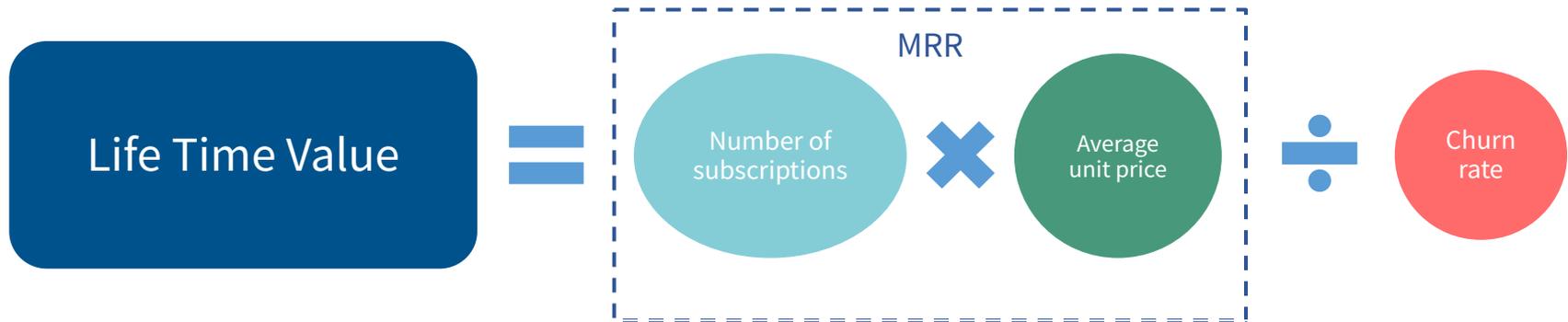
(Unit: Billion yen)



LTV (Life Time Value) is a measure of how much revenue a customer can generate for the company from the start of a subscription through to its termination.

# What is LTV (Life Time Value)?

LTV is an indicator of how much customers are expected to pay for a service from the time they sign up for it until they cancel. Our LTV is composed of three factors: number of product subscriptions, average unit price, and churn rate. We aim to maximize LTV by increasing the number of subscriptions, raising the average unit price, and reducing the churn rate.



|                         |                      |   |
|-------------------------|----------------------|---|
| Number of subscriptions | New acquisitions     | Develop easy-to-use and convenient products, and conduct efficient and effective advertising activities for IT novices. Enhance content on how to set up the products and provide users with successful experiences through a free trial. |
|                         | Cross-selling (Note) | Enhance linkage functionality among products and expand adoption cases. Increase customer engagement through knowledge sharing by way of users' meetings.   |
| Average unit price      | Upselling (Note)     | Strengthen high-performance, high-unit-price courses for enterprise customers and expand adoption cases.  |
| Churn rate              | Reduction            | Adopt a "trial model" that allows customers to decide on subscriptions after using the service free of charge on a trial basis. Efficiently respond to inquiries through a wide range of channels.  |

(Note) Cross-selling means that a customer who has already subscribed to one of our products makes a new subscription for another product for an additional fee. Upselling means that a customer who has subscribed to our product changes the subscription to a higher-level course of that product.

The greater the number of subscriptions, the higher the average unit price, and the lower the churn rate, the larger and longer the subscriptions will be → the greater the prospect of paying usage fees (i.e., LTV).

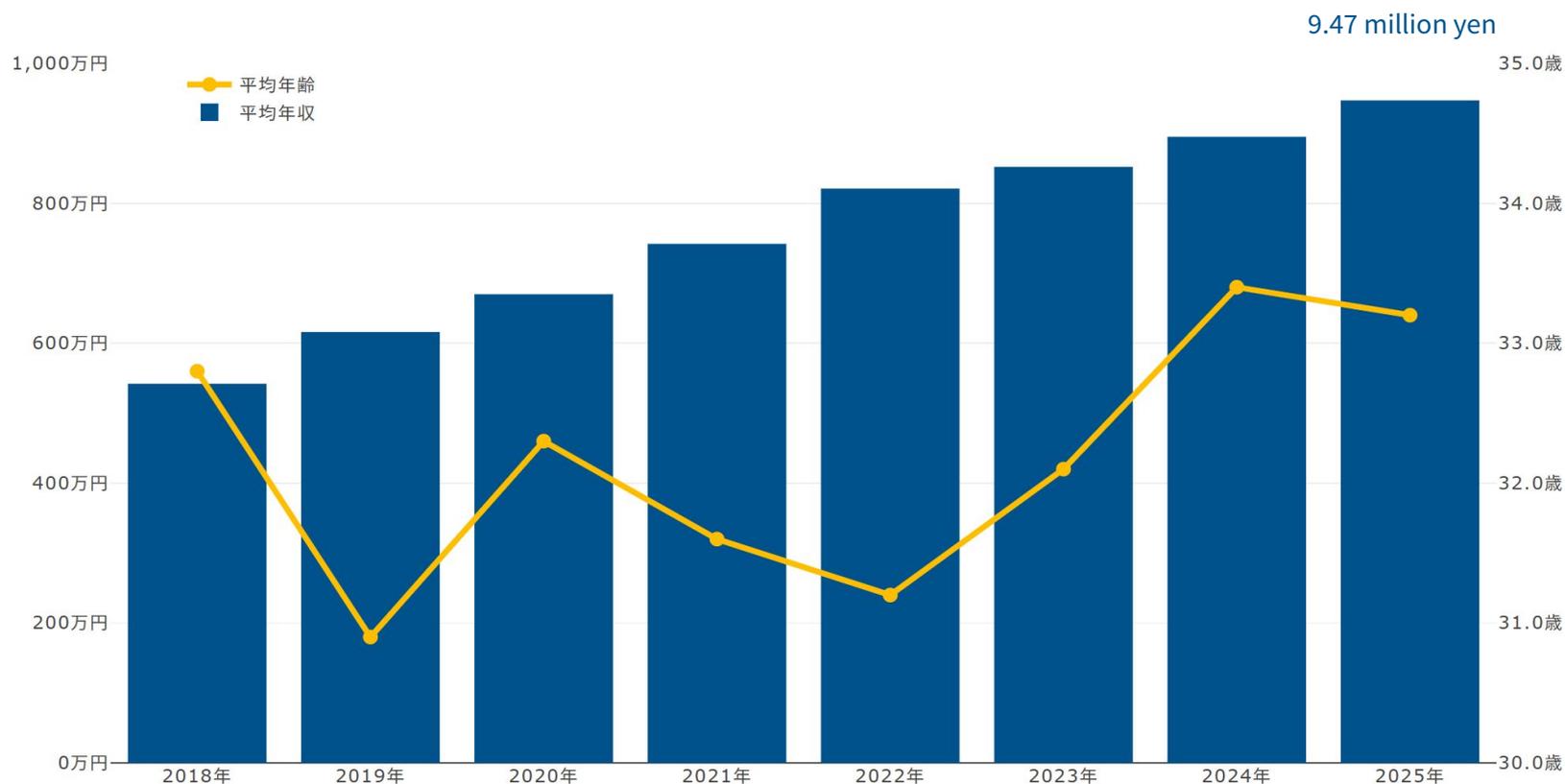
The fewer the number of subscriptions, the lower the average unit price, and the higher the churn rate, the smaller and shorter the subscriptions will be → the smaller the prospect of paying usage fees (i.e., LTV).

# What We Target to Grow: Trends in Average Annual Income

Intend to raise the average annual income of Toyokumo, Inc.'s employees to 10 million yen.

Also focus on hiring activities for highly skilled people who will be our key members or are ready to work immediately.

This endeavor tends to raise the average age of employees.

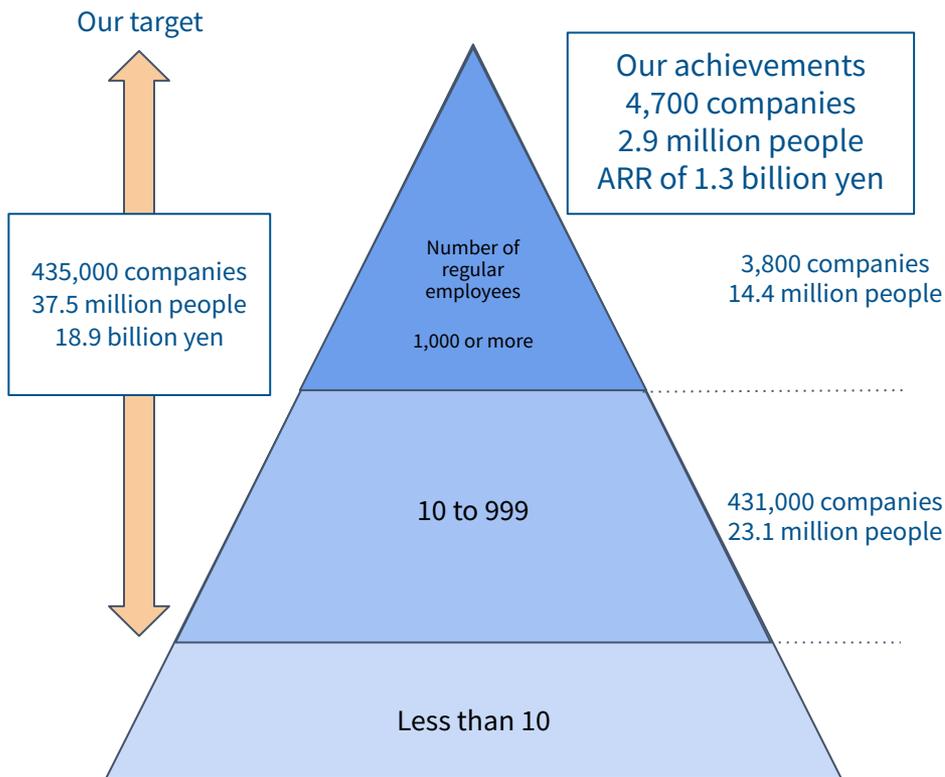


# Safety Confirmation Service

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# Market Size (Note) and Growth Strategy of Safety Confirmation Service

- Growing need to reconsider the business continuity plan (BCP) in case of natural disasters such as huge earthquakes and typhoons
- Our advantage from continuously conducting large-scale, simultaneous training and differentiation from competitors
- Providing packaged BCP offerings and approaching SMEs that have not yet adopted the safety confirmation service

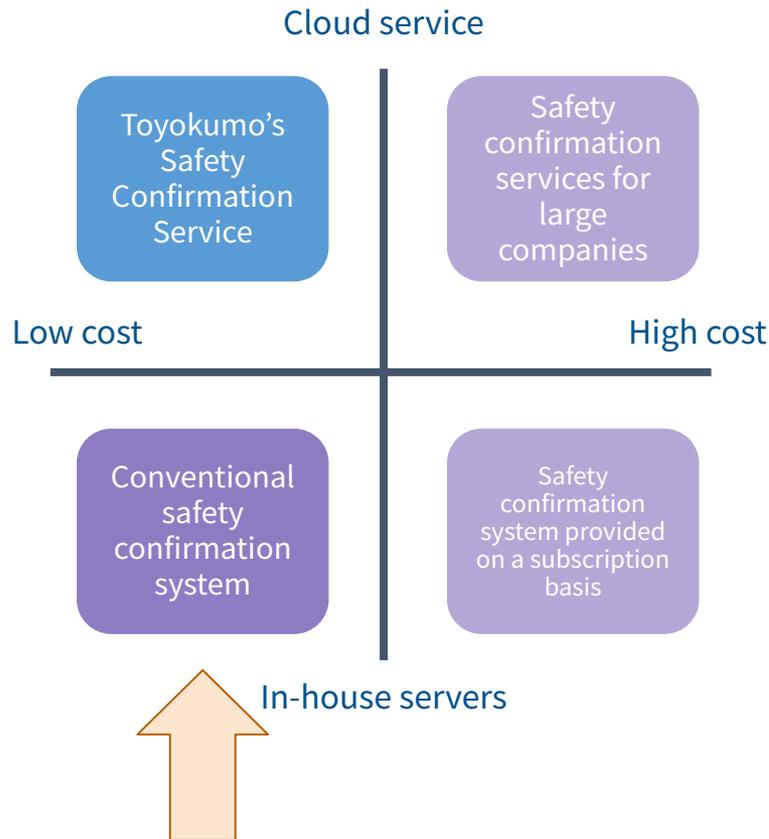


The market for disaster prevention information systems and services is projected to expand (Source)  
 FY2025: 215.3 billion yen  
 FY2031: 245.9 billion yen (forecast)



(Note) Calculated by the Company based on the number of its subscriptions, the number of its users, and the subscription amount, as well as the number of regular employees, the number of companies, and the number of employees in Japan in the “Economic Census” of 2021 (Ministry of Economy, Trade and Industry).  
 (Source) “ Latest Trends and Market Outlook of the Disaster Prevention Information Systems and Services Market” by Seed Planning Inc. (released on December 26, 2025)

# Safety Confirmation Service Featuring “Cloud” x “Low Cost”



## “Cloud”

- Servers can be expanded to the maximum under heavy load
- Operation cost under normal conditions is reasonable
- Risks are lowered by decentralizing servers across borders

## “Low cost”

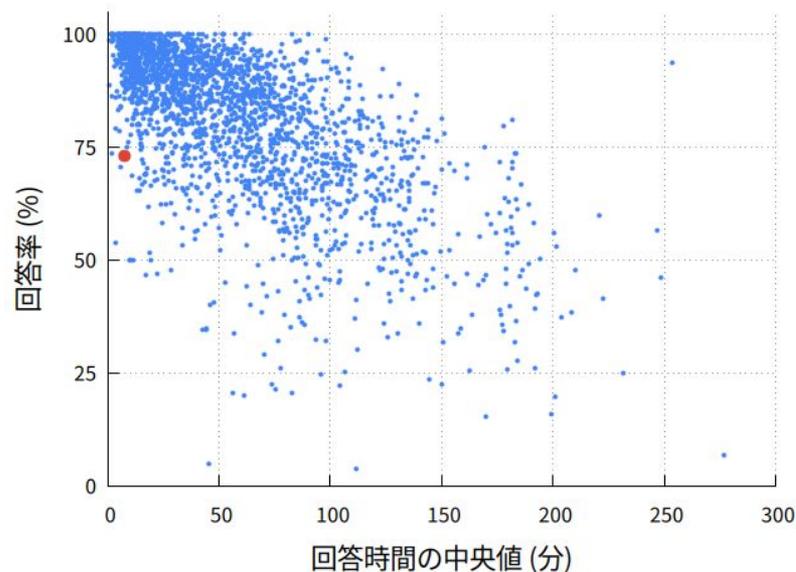
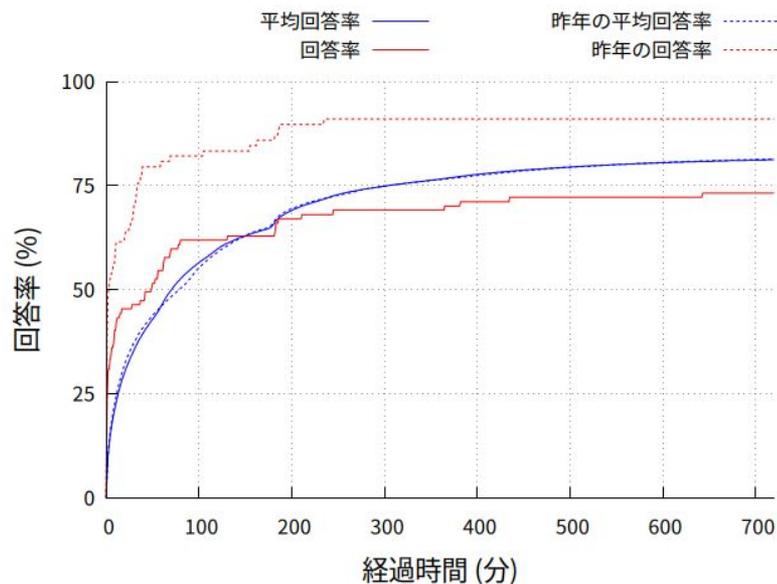
- Complex customization features that would be costly are eliminated
- Functionality is limited to Web-based information gathering
- Communication functions needed in times of disaster are added
- Respond to new disaster information, such as emergency warnings

The greatest risk lies in the potential failure of in-house servers during a catastrophe.

# Nationwide Simultaneous Drill Conducted for Safety Confirmation

On September 1, 2025, we conducted a simultaneous drill nationwide using Safety Confirmation Service II, addressed to 2,261 organizations with 892,734 users.

The nationwide simultaneous drill also served as a load verification of the Safety Confirmation Service II, and we confirmed that even when access was at its highest, the server utilization rate had enough margin to ensure stable operation. We also sent a report to participating organizations to help them review their safety confirmation systems and system operations.



# Kintone-linked services, Etc.

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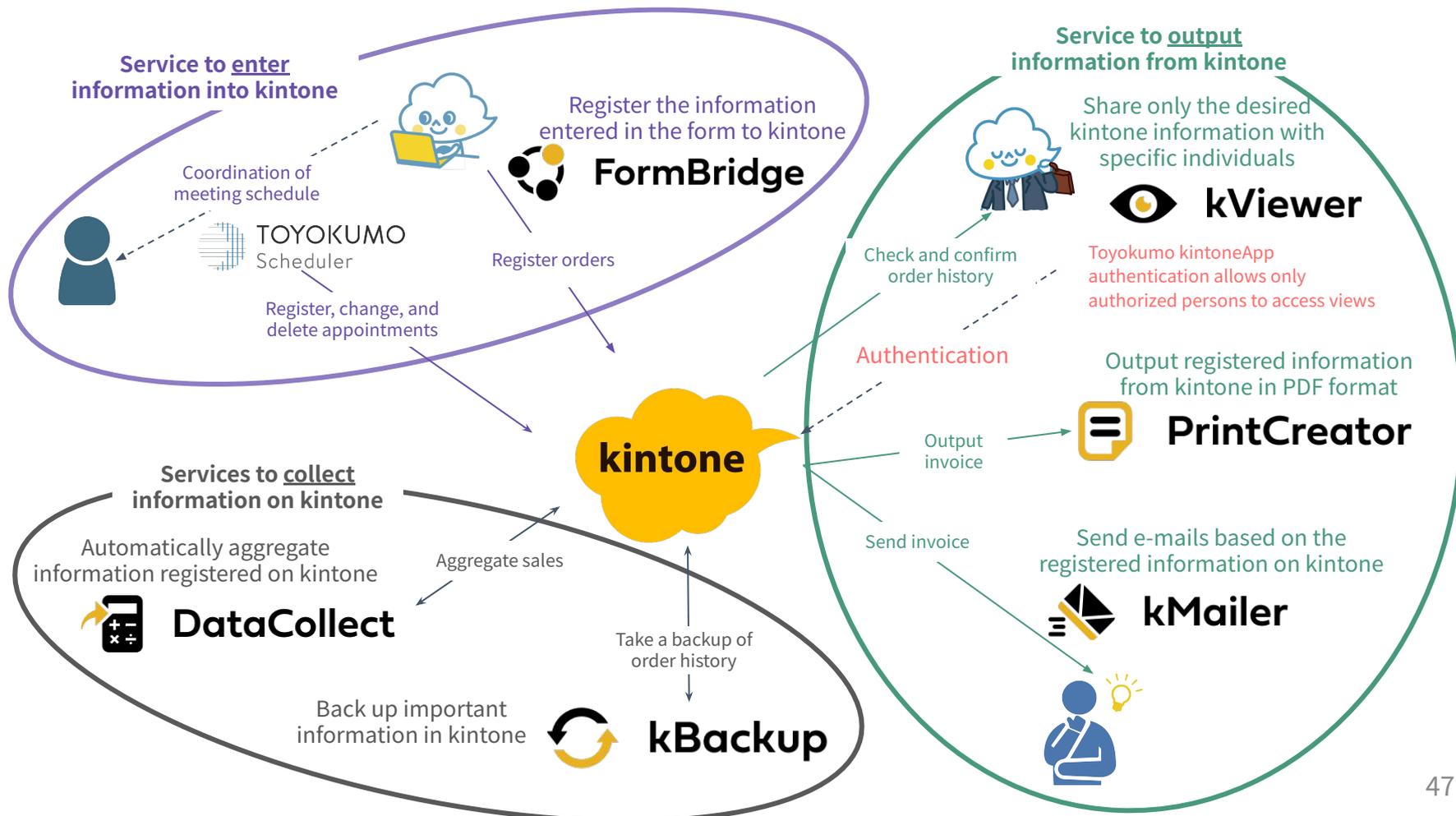
# Market Size of Kintone-linked Services, Etc.



(Note 1) Calculated by the Company based on the average number of concurrent subscriptions and average unit price of Kintone-linked services, etc. (hereafter, TkA, etc.) and the number of companies that have adopted kintone, as disclosed by Cybozu.  
(Note 2) Calculated by the Company based on the number of products and average unit price of TkA, etc., and the number of companies that have adopted kintone as disclosed by Cybozu.  
(Note 3) Calculated by the Company based on the number of products and average unit price of TkA, etc. as well as the number of companies with 10 or more regular employees in the “Economic Census” of 2021 (Ministry of Economy, Trade and Industry).

# Growth Strategies for Kintone-linked services, etc.

- Strengthen product functionality to promote upselling
- Enhance linkage functionality between products to promote cross-selling
- Strengthen high-performance, high-unit-price courses for enterprise customers to raise the average unit price



# Expanding the Scope of Utilization through Toyokumo kintoneApp Authentication

- Users of Toyokumo kintoneApp Authentication, which expands the scope of information sharing, have exceeded 1,000,000



# Sharing of Knowledge on Kintone-Linked Services, etc.

Expand and share adoption cases of our products

- User online community: “Toyokumo Park”
  - Information exchange among users and event hosting
- Hosting “Toyokumo kintone Festival” as a knowledge-sharing forum for our products
  - Streaming product use cases via YouTube Live
  - Publishing and archiving use case content on YouTube



# Position of Kintone-Linked Services, Etc.

The most subscribed Kintone-linked services with over 14,000 subscriptions

- Two products received the highest rating of 3 stars in the Extension category of the CyPN Report (Note).
- Four other products received stars in the Extension category, and Toyokumo Scheduler also received a star in the Alliance category.
- **Out of over 500 Cybozu partners, we are the only one with four or more products receiving stars.**



 FormBridge

 PrintCreator



 kViewer

 kMailer

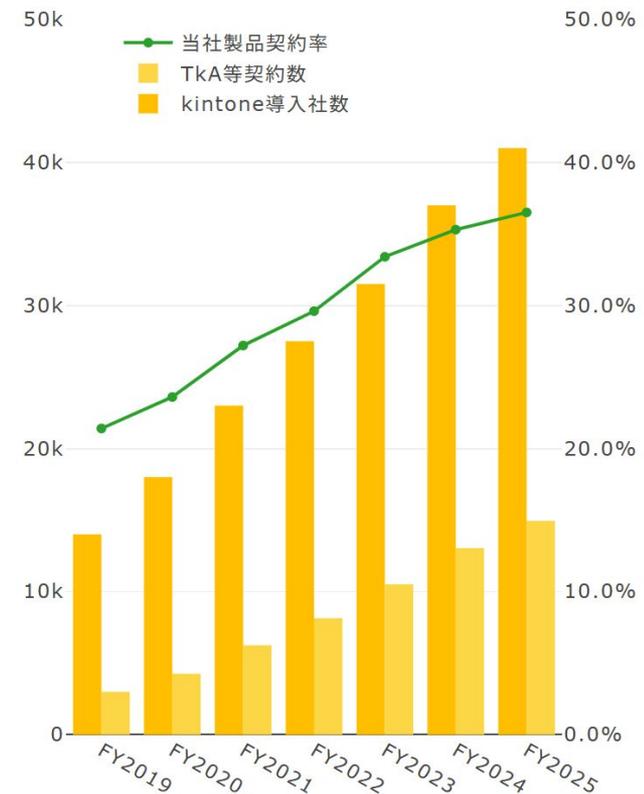
 kBackup



 DataCollect



 TOYOKUMO Scheduler



(Note) CyPN Report is the abbreviation of “Cybozu Partner Network Report,” the evaluation criteria set by Cybozu, Inc.

- User License functionality



お得な **新プラン**

## ユーザーライセンスパック 販売開始

トヨクモのkintone連携サービス

トヨクモ TOYOKUMO

NEW

The advertisement features a central graphic of a laptop displaying a user interface, surrounded by four stylized human icons (two men and two women) connected by lines, representing a network or user management system. The background is a blue wave pattern.

- Audit Log functionality



より安全・便利に使える **新機能**

## 「監査ログ」機能 をリリースします

トヨクモ kintone連携サービス

トヨクモ TOYOKUMO

NEW

The advertisement includes a screenshot of the '監査ログ' (Audit Log) interface. On the left, three event cards are shown with icons and status indicators: '2025/08/21 新規作成' (green checkmark), '2025/08/20 削除' (red exclamation mark), and '2025/08/20 設定を変更' (green checkmark). On the right, a table displays the log entries.

| レベル      | 日時 (JST)            | ユーザー      |
|----------|---------------------|-----------|
| INFO     | 2025/08/21 17:45:00 | tanaka,   |
| INFO     | 2025/08/21 16:30:00 | yokoyar   |
| CRITICAL | 2025/08/21 15:15:00 | saito.tal |
| INFO     | 2025/08/21 14:00:00 | -         |
| INFO     | 2025/08/21 13:45:00 | tanaka,   |
| INFO     | 2025/08/20 12:30:00 | -         |
| CRITICAL | 2025/08/20 11:15:00 | saito.tal |
| INFO     | 2025/08/20 10:00:00 | tanaka,   |
| INFO     | 2025/08/20 09:40:00 | yokoyar   |

# Toyokumo Cloud Connect

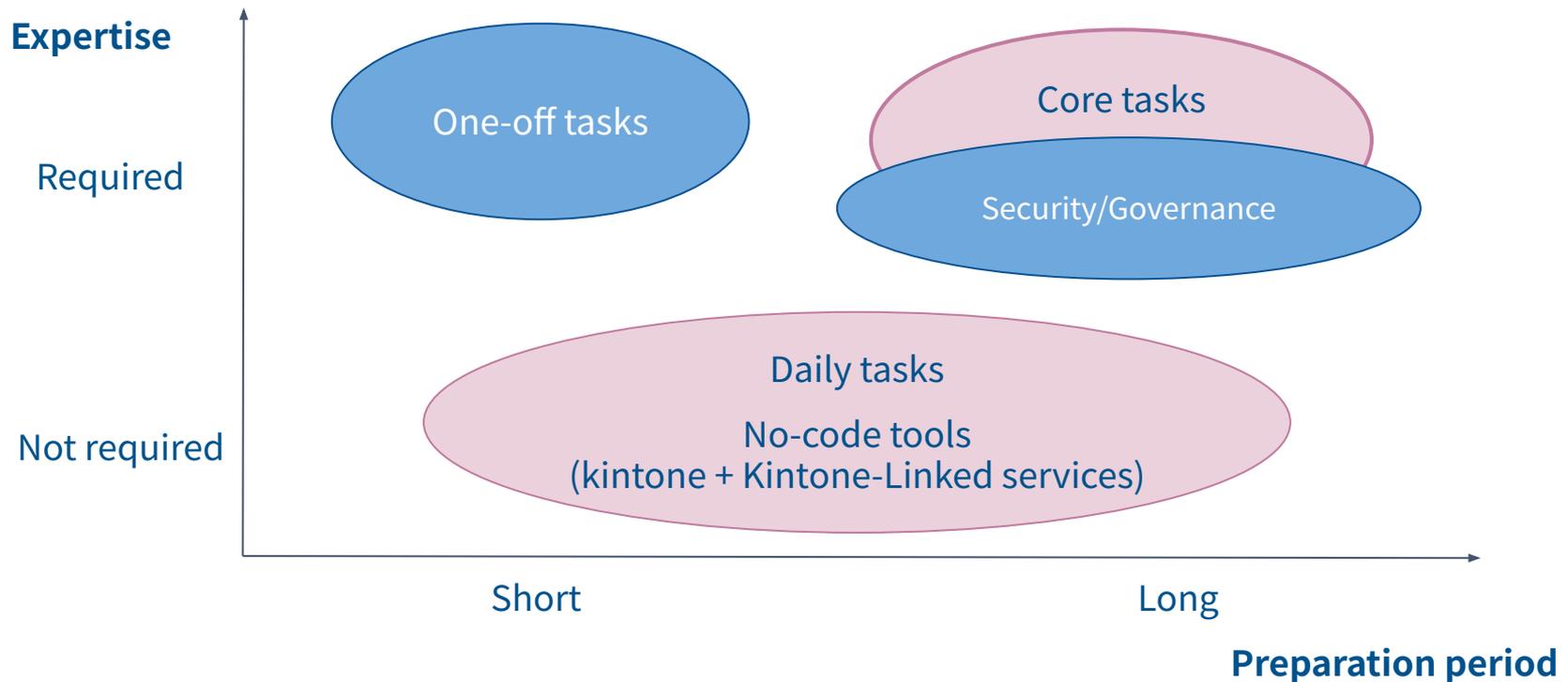
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# Current Status of Toyokumo Cloud Connect (TCC)

Concentrate on two themes: one-off task support and professional support.

Few systems can provide one-off tasks that must be developed in a short time and require expertise in handling personal information.

Professional support covers security, governance, auditing, etc.



## Provide security and governance support packages.

### Measures to strengthen one-off tasks

- Provide public benefit payment systems
- Tasks requiring recipient identification using national individual numbers
- Utilize the Digital Authentication App provided by the Digital Agency



Expand collaboration with BPO (business process outsourcing) vendors.

# TCC Enters the Administrative DX Market

As the market is rapidly expanding, TCC has already won many adoptions of its services.

## Domestic market size for administrative DX



Source: Prepared by the Company based on the domestic market for DX (investment amount) by Fuji Chimera Research Institute, Inc.

## Services in use with over 400 contracts for municipalities



FormBridge



kViewer

Osaka Pref.: progress status management against COVID-19

Kobe City: used for various tasks including National Census

Kakogawa City: acceptance of application for special cash payments, etc.

Kanagawa Pref.: LINE COVID-19 Notification System

Ichikawa City: acceptance of repair requests and application for after-school childcare

Takayama City : reception counter system for condolence

Aichi Pref. : provision of subsidy benefits for restaurants and eateries

Gifu City : evacuation shelter operation system etc.

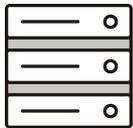
# Targets Set by TCC

TCC targets business personnel in charge of speedily promoting DX by utilizing no-code and low-code SaaS.

Systems in use have been changing at an accelerated pace, triggered by major social events.

Great East Japan Earthquake (2010 -)

In-house servers were washed out by the tsunami.



On-premises

Change in usage environment



Cloud

COVID-19 pandemic (2020 -)

Need for speedy system development



Development from scratch

Change in development method



Low-code and no-code development



System developer

Change in development personnel



Individuals in charge of specific operations

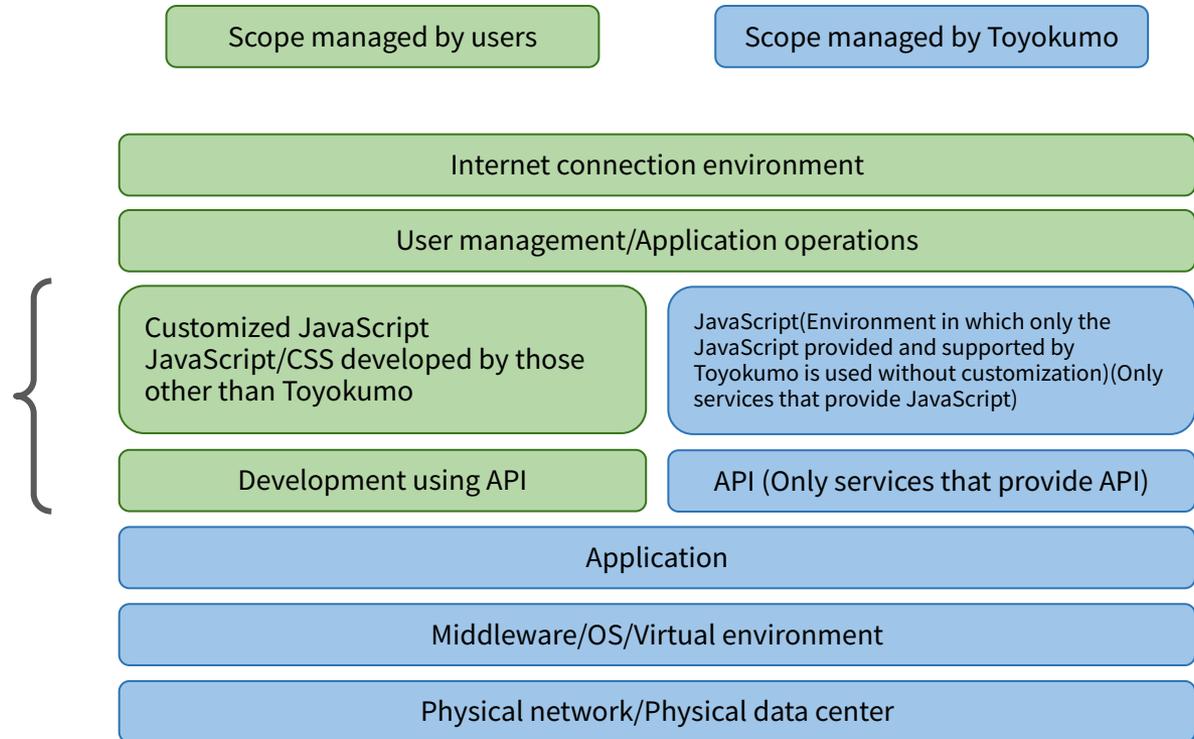
Site-specific systems can be built speedily as “persons in charge of specific operations” develop them.

## Difference in the recognition of demarcation point

When the operation promoter is the developer, the service is used without recognizing the “scope managed by users.”  
→ **Service is used with no responsible person in charge.**



**There is a difference between the perception of users and partners and the scope of support by manufacturers such as Toyokumo.**



(Example) Requesting investigation for possible information leakage.  
Requesting investigation in case of trouble due to customization.



# Newly Emerging Markets



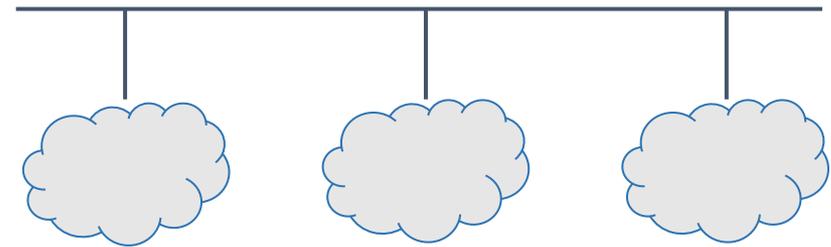
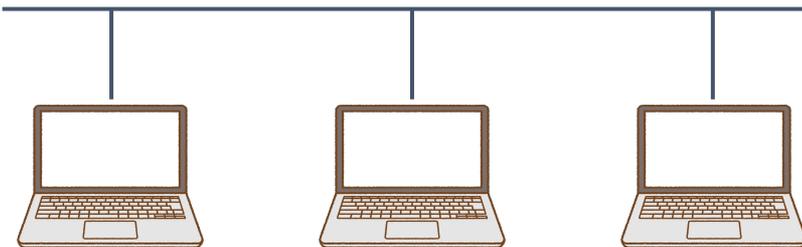
No complications arise with stand-alone computer use.

Connecting computers created new challenges, such as security measures.



No complications arise with stand-alone SaaS use.

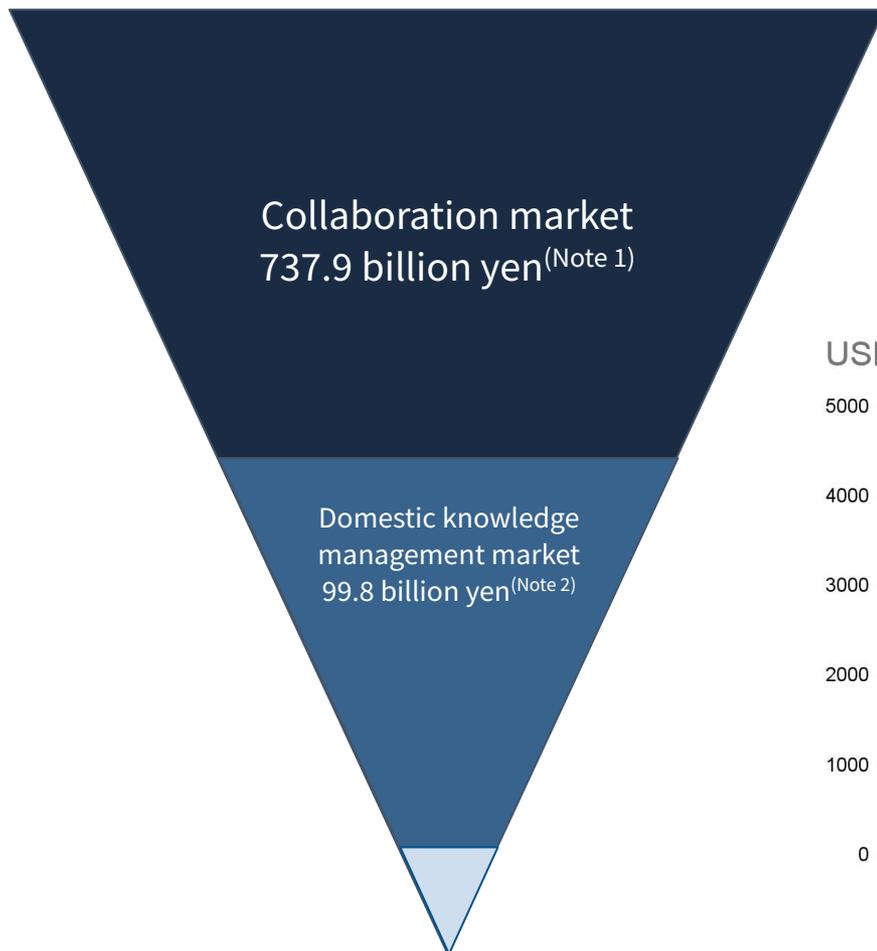
Connecting SaaS creates new challenges in supply chains.



# Project Mode

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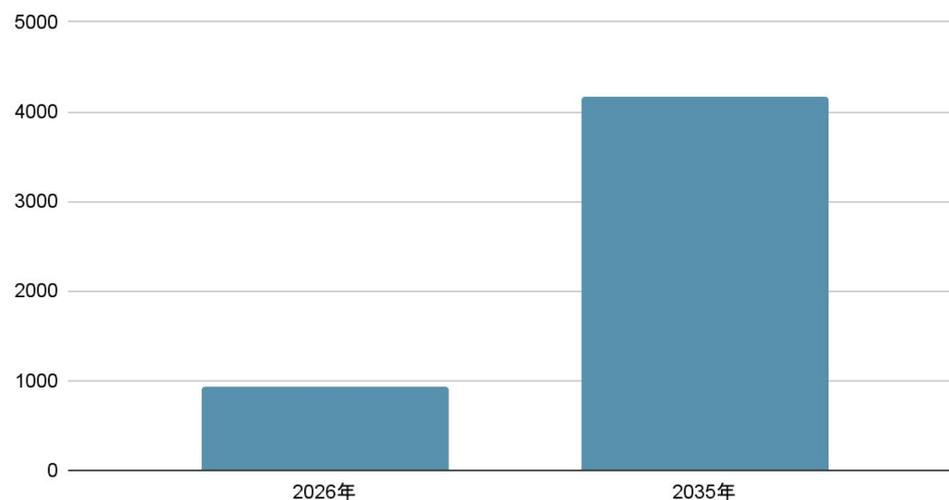
# About the Knowledge Management Market



## Knowledge market size (Note 3)

The global knowledge management market size is projected to grow at a CAGR of 18.12% from 2026 to 2035. The domestic market is anticipated to grow at a similar level.

USD Billion



(Note 1) Collaboration market forecast for FY2027, “Software New Market 2023 Edition” (Fuji Chimera Research Institute, Inc., published July 7, 2023)

(Note 2) Calculated by the Company based on the average unit price of NotePM and the number of companies with 10 or more regular employees in the “Economic Census” of 2021 (Ministry of Economy, Trade and Industry).

Note that the figures calculated by the Company may differ from the actual market size.

(Note 3) “Knowledge Management Market Size, Share, Growth, And Industry Analysis By Type (Knowledge Management Process, Knowledge Management Systems, Knowledge Management Mechanisms and Technologies, Knowledge Management Infrastructure), By Application (SME’s, Large Enterprise), Regional Insights and Forecast From 2026 To 2035 Source: <https://www.businessresearchinsights.com/market-reports/knowledge-management-market-109155>” (Business Research INSIGHTS, updated January 13, 2025)

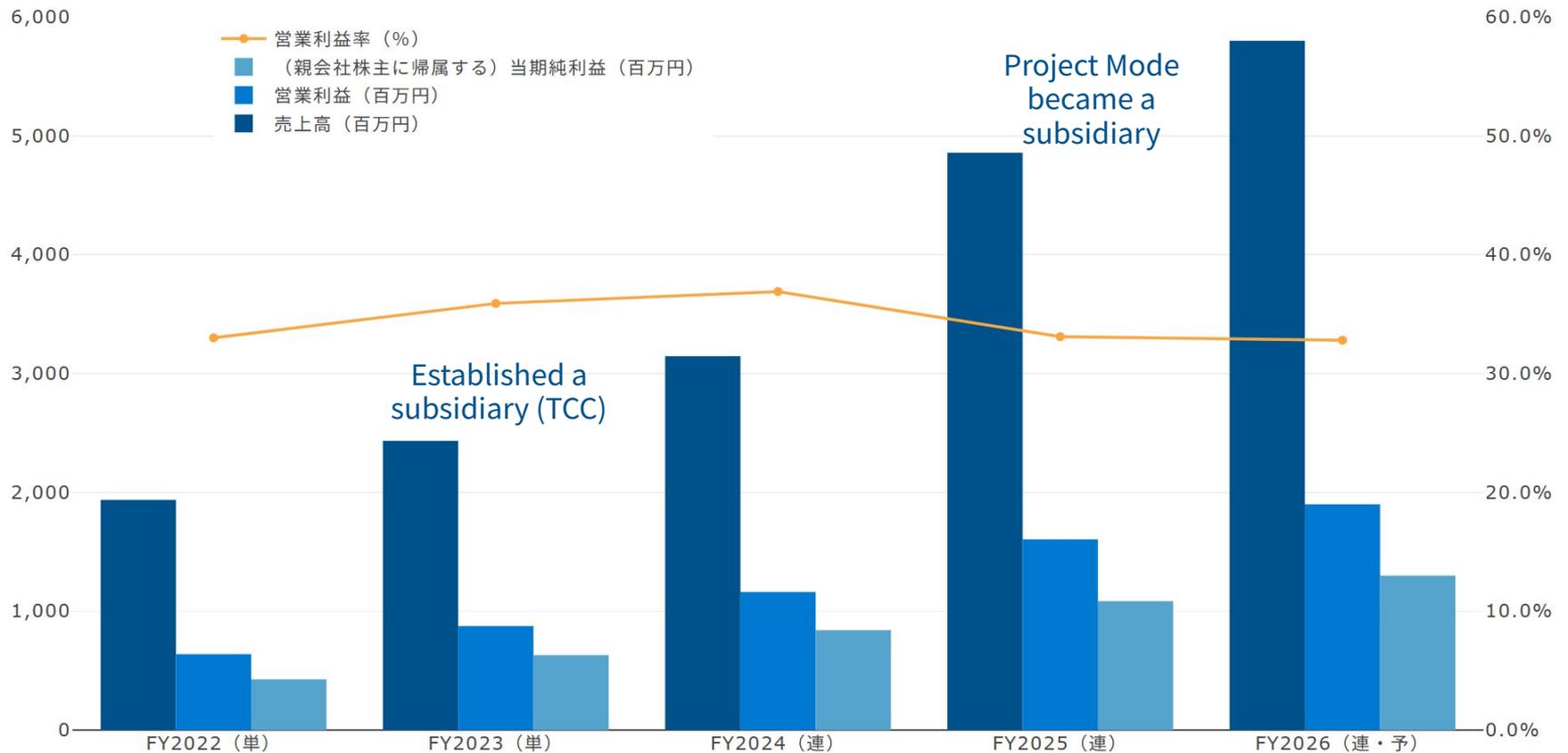
# 5. Financial Results, KPI and Forecast for FY2026

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# Past Performance and Forecast for FY2026

Net sales are forecast to be 5.8 billion yen, up 19.4% YoY.

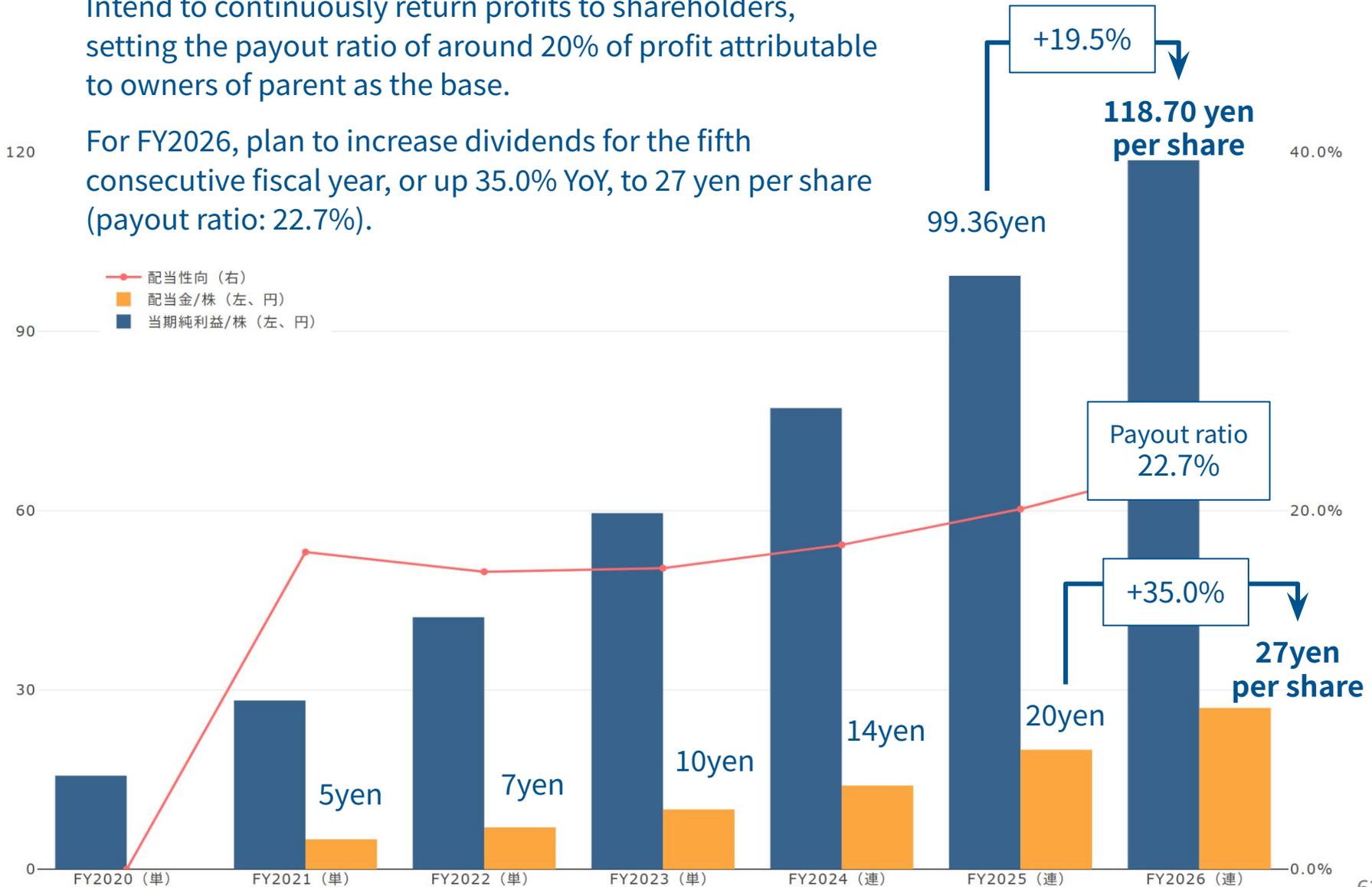
Operating profit is forecast to be 1.9 billion yen, maintaining the ratio to net sales at 30% or more.



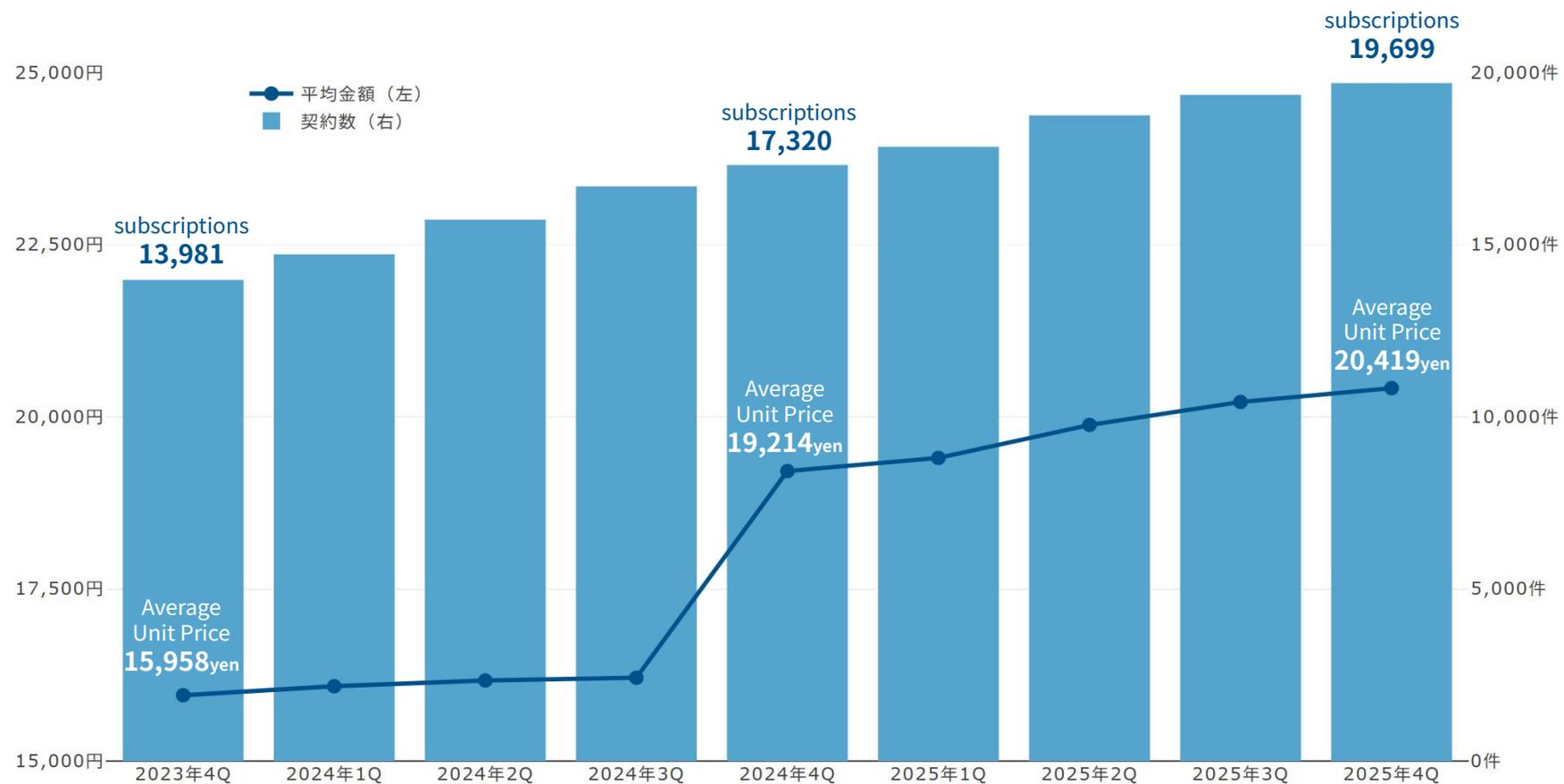
# Dividend Trends

Intend to continuously return profits to shareholders, setting the payout ratio of around 20% of profit attributable to owners of parent as the base.

For FY2026, plan to increase dividends for the fifth consecutive fiscal year, or up 35.0% YoY, to 27 yen per share (payout ratio: 22.7%).

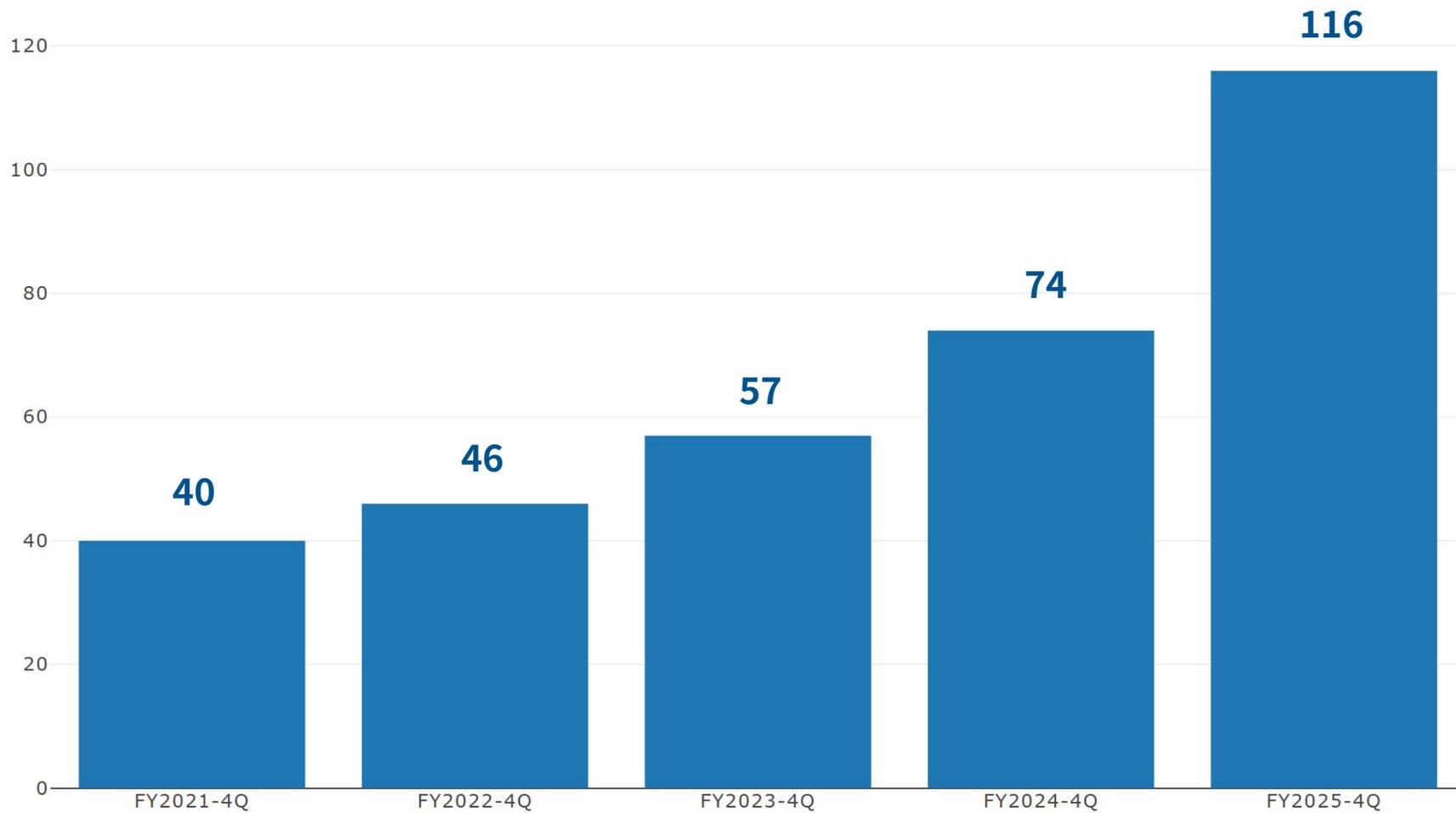


# Number of Subscriptions and Average Unit Price



\*Figures provided on this page are on a non-consolidated basis (Toyokumo, Inc.).

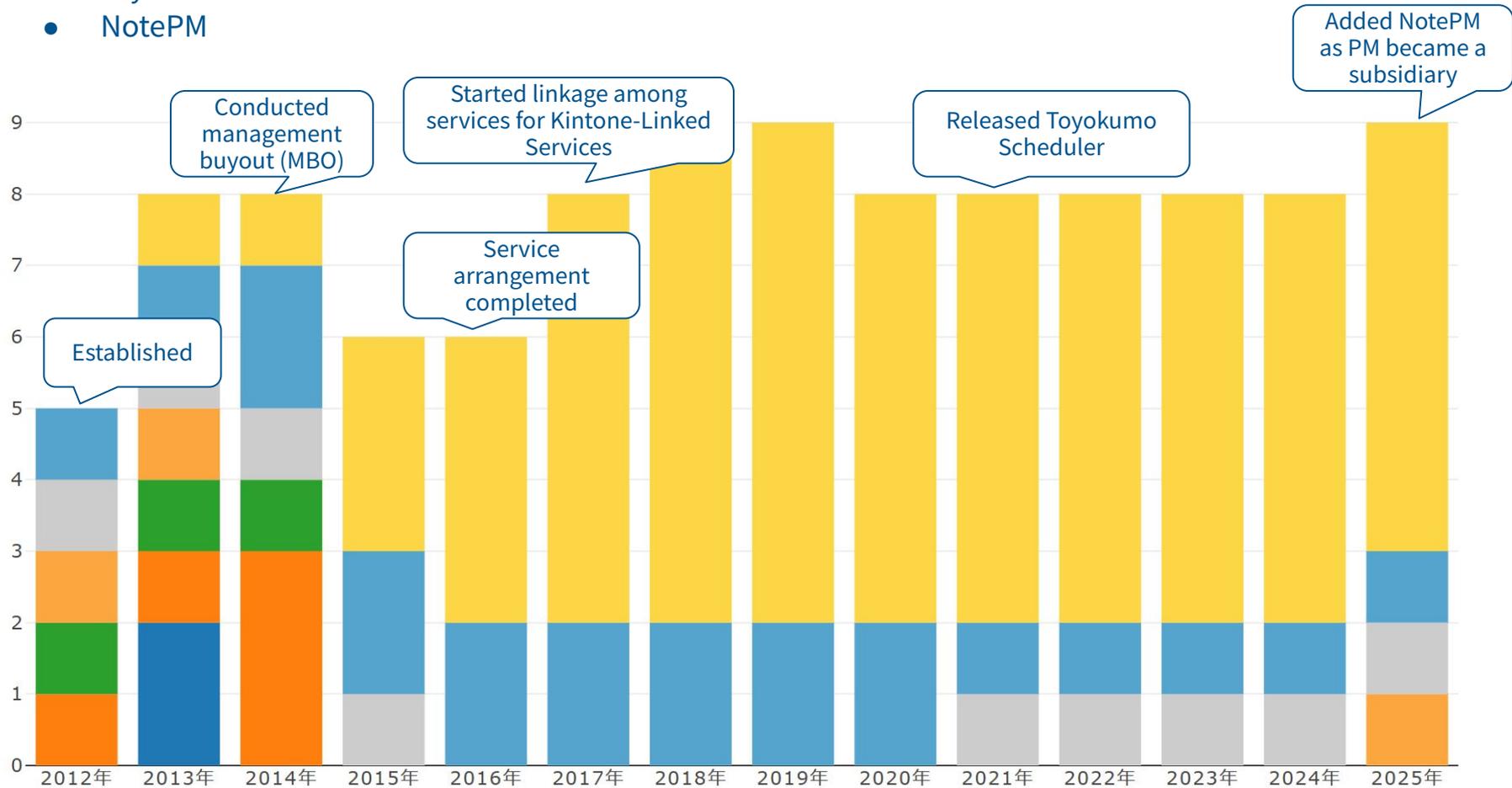
# Number of Consolidated Employees



# Number of Our Main Service Offerings

As of the end of 2025, we provide 4 types of services in 9 formats.

- Toyokumo’s Safety Confirmation Service II
- Kintone-Linked Services (6 formats)
- Toyokumo Scheduler
- NotePM



## 6. Significant Risks

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## ① Responding to technological innovations

- Major risks
  - Competitiveness of Toyokumo's services decline due to slow responses to technological innovations.
- Likelihood of risk occurrence
  - Probability of it manifesting is not high.
- Countermeasures against risks
  - Work to acquire new technologies and services by constantly developing engineers.

## ② System failure and suspension of services

- Major risks
  - There is a possibility that the systems we use may fail due to large-scale natural disasters or other reasons, making our services unavailable to users.
- Likelihood of risk occurrence
  - Small-scale failures could occur at any time.
- Countermeasures against risks
  - Make efforts to minimize damage in the event of a failure by balancing server load, making backups, and monitoring server operation status.

## ③ Competing companies

- Major risks
  - Competition intensifies and Toyokumo loses its superiority.
- Likelihood of risk occurrence
  - Probability of it manifesting is not high.
- Countermeasures against risks
  - Strive to ensure Toyokumo's superiority by focusing on efficient business operations and developing services that are intuitive and useful for daily activities.

## ④ Dependence on specific services

- Major risks
  - Kintone-Linked Services that Toyokumo provides depends on “Kintone” provided by Cybozu, Inc., and increased competition for the service and other factors may impact Toyokumo's financial results.
- Likelihood of risk occurrence
  - Probability of it manifesting is not high.
- Countermeasures against risks
  - Increase sales of the safety confirmation service and develop new services so that financial results will not excessively depend on Kintone-Linked Services.

## ⑤ Contracts with specific business partners

- Major risks
  - If the contract based on the official partner network agreement with Cybozu, Inc. is terminated, Toyokumo's financial results may be affected.
- Likelihood of risk occurrence
  - Probability of it manifesting is extremely low.
- Countermeasures against risks
  - Toyokumo's policy is to continue establishing a good relationship with Cybozu, Inc.

## ⑥ Information management system

- Major risks
  - Important information assets leak to outside parties, resulting in loss of social credibility, claims for damages, etc.
- Likelihood of risk occurrence
  - Probability of it manifesting always exists.
- Countermeasures against risks
  - Toyokumo strives to manage and protect its information assets in accordance with the basic policy for information security it has established and the information management system (ISO/IEC 27001) it has acquired.

The significant risks outlined herein represent matters that the Company considers particularly important for investors' decision-making and are disclosed proactively to enhance transparency. However, these do not constitute an exhaustive list of all risks associated with investing in Toyokumo shares. For a comprehensive understanding of significant risks beyond those mentioned in this section, please refer to this document as well as the "Business and Other Risks" section of the securities report.