LINK Smart

Toward a shared, connected future

CYBERLINKS CO., LTD.

Financial Results for the Nine Months ended September 30, 2026

(January 1, 2026 – September 30, 2026)

November 11, 2026

CYBER LINKS

株式会社サイバーリンクス

Securities Code：3683

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0. Overview of Business Operations

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0. Overview of Business Operations

- Cyberlinks operates across four segments: the Distribution Cloud business, the Government Cloud business, the Trust business, and the Mobile Network business
- A business portfolio centered on essential-infrastructure markets and resilient to economic cycles

1 Distribution Cloud

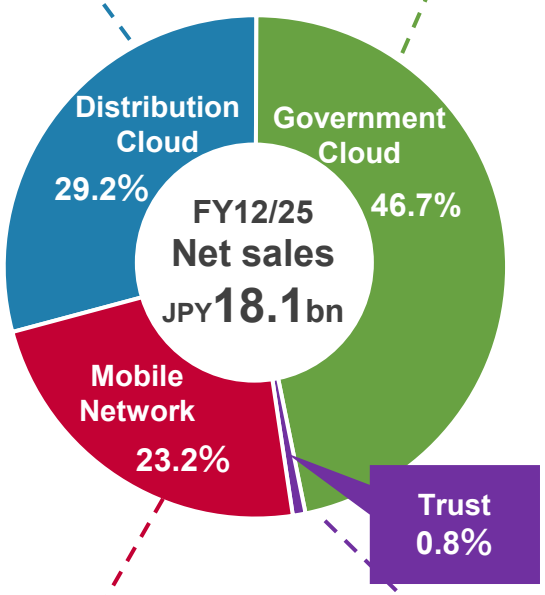
Delivering cloud services specifically targeting the food distribution industry
Future growth drivers

Sales JPY5.3bn　Ordinary Profit JPY0.77bn

2 Government Cloud

Providing digital transformation (DX) solutions for local governments
Expanding through both Local Engagement and National Expansion

Sales JPY8.4bn　Ordinary Profit JPY1.20bn



4 Mobile Network

Operates approximately half of all Docomo Shops in Wakayama Prefecture
Stable earnings base

Sales JPY4.2bn　Ordinary Profit JPY0.37bn

3 Trust — launched in 2021

Provides My Number Card-based authentication and digital certificate issuance services
Building Trust into a new pillar of growth

Sales JPY0.14bn　Ordinary Profit JPY(0.06)bn

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1. Executive Summary

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1. Executive Summary 9M FY12/26

- Net sales and ordinary profit increased YoY, driven by strong demand for projects related to the standardization of local government ERP system in the Government Cloud segment

Net sales

Record highs

JPY **14.4** bn

YoY +9.9%

Progress vs. Plan 74.9%

Recurring revenue

Record highs

JPY **7.3** bn

YoY +13.3%

Progress vs. Plan 76.8%

Ordinary profit

Record highs

JPY **1.62** bn

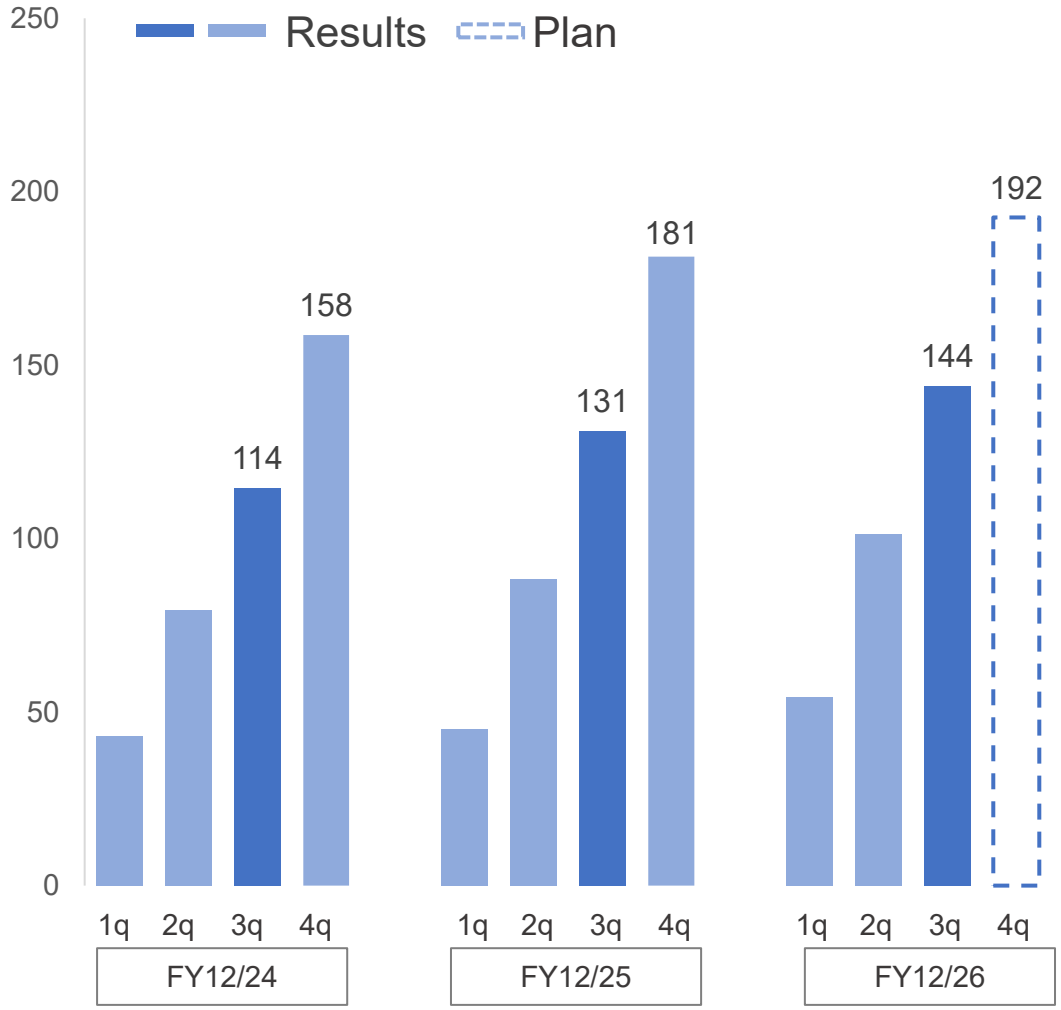
YoY +21.4%

Progress vs. Plan 85.3%

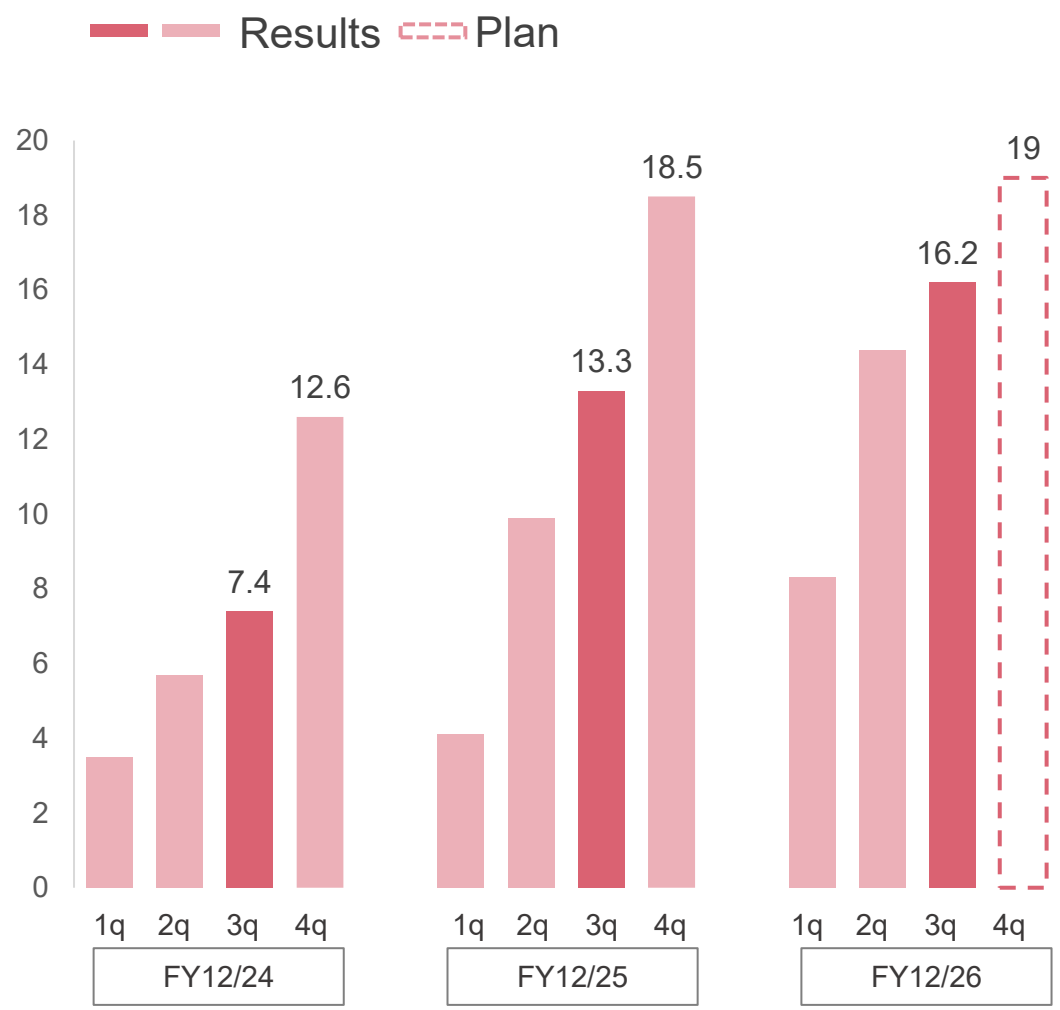
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- Net sales and ordinary profit progressed broadly in line with the plan. Targeting record highs in both for the full-year.

Net sales (cumulative) (100mn yen)



Ordinary profit (cumulative) (100mn yen)



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2. Consolidated 9M FY12/26 Results & Full-Year FY12/26 Forecast

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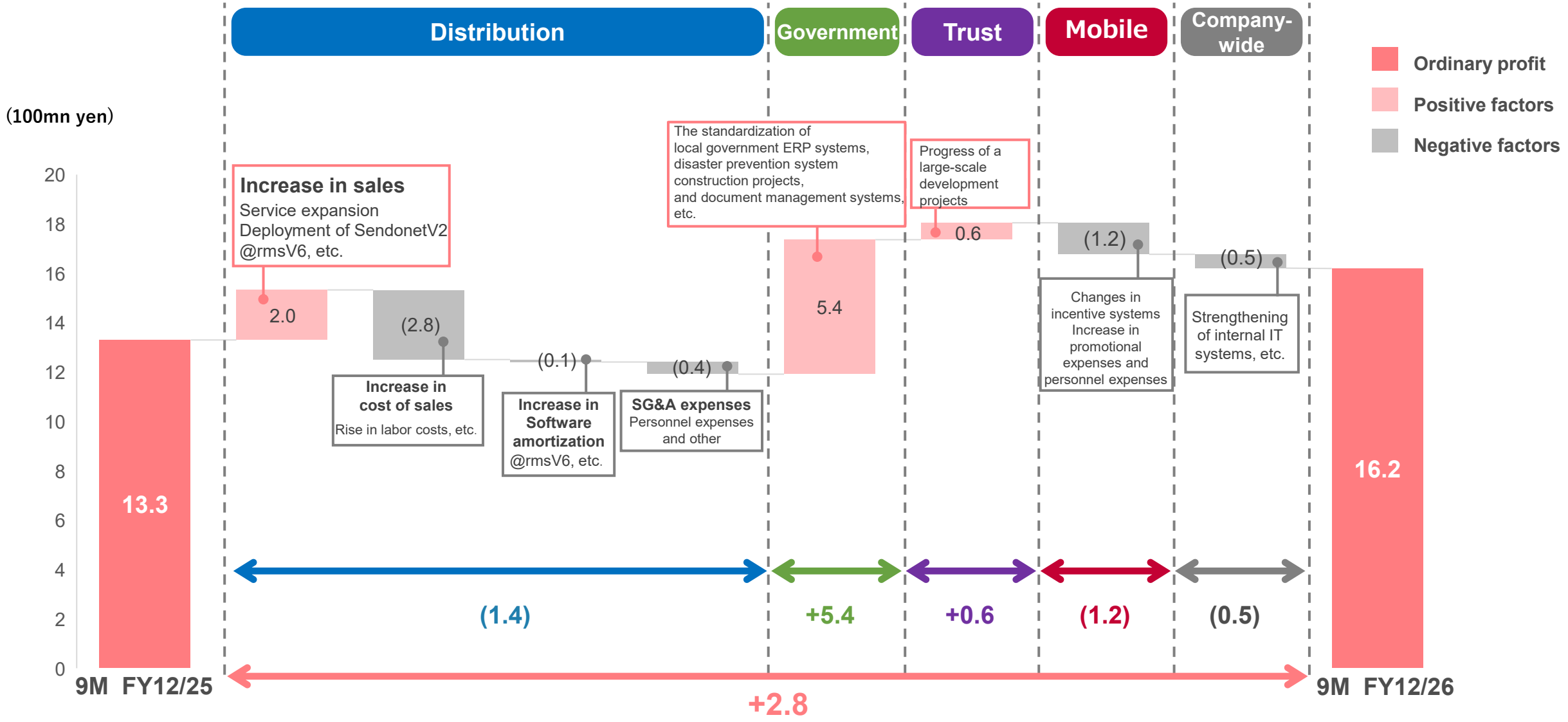
2. Consolidated 9M FY12/26 Results & Full-Year FY12/26 Forecast Income Statement

(millions of yen)	9M FY12/26 (Actual)	9M FY12/25 (Actual)	YoY Change (%)	FY12/26 (Plan)	Progress vs. Plan (%)
Net sales	**14,415**	**13,113**	**9.9%**	**19,238**	**74.9%**
Distribution Cloud	**4,053**	**3,850**	**5.3%**	**5,982**	**67.8%**
Government Cloud	**6,997**	**6,070**	**15.3%**	**8,673**	**80.7%**
Trust	**263**	**84**	**212.5%**	**359**	**73.3%**
Mobile Network	**3,101**	**3,108**	**(0.2%)**	**4,224**	**73.4%**
Recurring revenue	**7,395**	**6,527**	**13.3%**	**9,624**	**76.8%**
Distribution Cloud	**3,297**	**3,158**	**4.4%**	**4,517**	**73.0%**
Government Cloud	**3,436**	**2,782**	**23.5%**	**4,242**	**81.0%**
Trust	**64**	**58**	**11.4%**	**117**	**55.3%**
Mobile Network	**596**	**528**	**12.9%**	**748**	**79.8%**
Operating profit	**1,629**	**1,334**	**22.0%**	**1,909**	**85.3%**
Ordinary profit	**1,620**	**1,334**	**21.4%**	**1,900**	**85.3%**
Distribution Cloud	**408**	**552**	**(26.0%)**	**801**	**51.0%**
Government Cloud	**1,408**	**863**	**63.1%**	**1,351**	**104.2%**
Trust	**0**	**(68)**	**—**	**5**	**14.2%**
Mobile Network	**182**	**311**	**(41.4%)**	**312**	**58.4%**
Adjustments	**(379)**	**(323)**	**—**	**(569)**	**—**
Profit attributable to owners of parent	**1,071**	**895**	**19.7%**	**1,308**	**82.0%**
EPS	**JPY96.29**	**JPY80.42**	**—**	**JPY118.09**	**—**

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2. Consolidated 9M FY12/26 Results & Full-Year FY12/26 Forecast Factors affecting ordinary profit

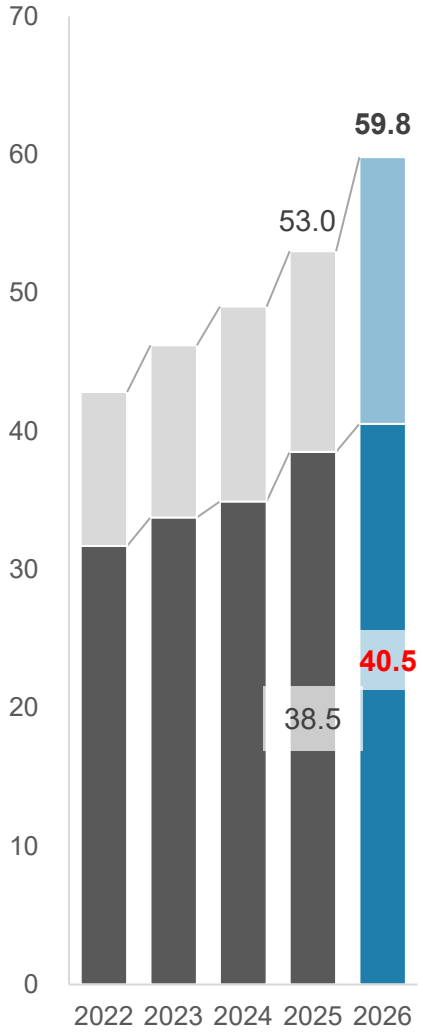
- In the Distribution Cloud segment, sales increased as service delivery expanded, but ordinary profit declined due mainly to higher labor costs associated with hiring and compensation increases to support new system implementation projects.
- In the Government Cloud segment, projects related to the standardization of local government ERP systems, disaster prevention system, and document management system contributed significantly to profit growth.



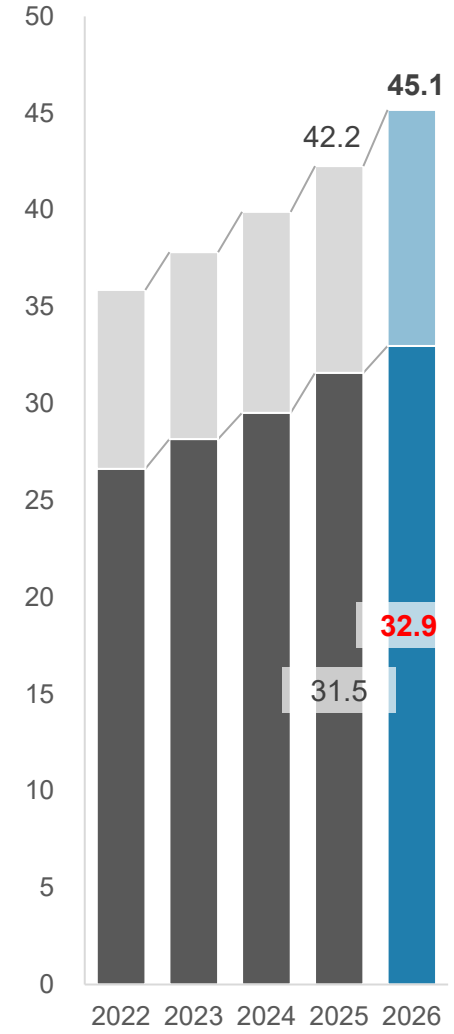
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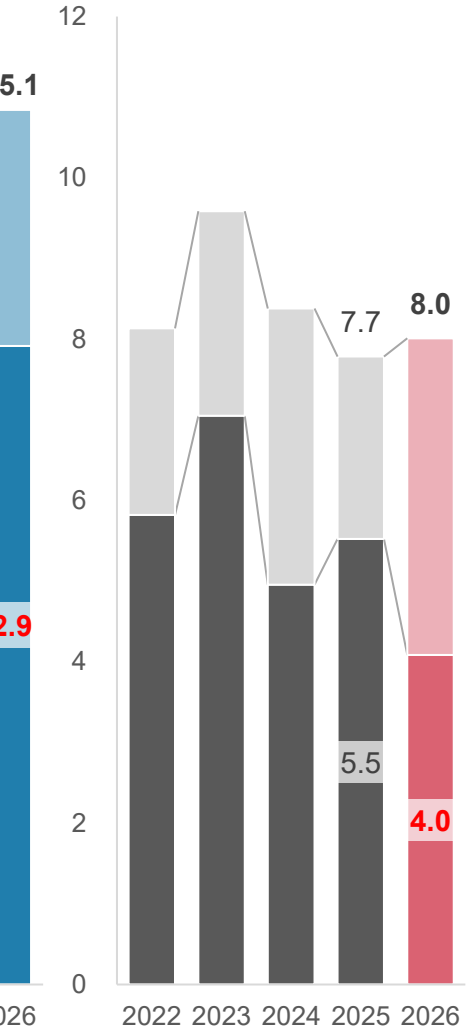
Net sales



Recurring revenue



Ordinary profit



9M FY12/26 Results

Sales increased on broader delivery of various services, but ordinary profit declined due to growth in labor costs accompanying staff expansion and related measures adopted to support a growing number of new system implementation projects.

- @rmsV6, a core ERP system for medium-sized and large supermarket chains Went live at three new clients; two in March 2026 and one in October 2026.
- Sales growth generated through progress on implementation of @rmsV6, sendonetV2, etc
- Cloud EDI Platform
  Secured an order from an existing major customer seeking to migrate fully to the Cloud EDI Platform.
- Retail EDI service BXNOAH
  Launched a differentiated feature to ensure business continuity in ordering during ransomware attacks and natural disasters.
- Demand for automatic ordering grew amid labor shortages, driving strong order intake.

Full-Year FY12/26 Forecast

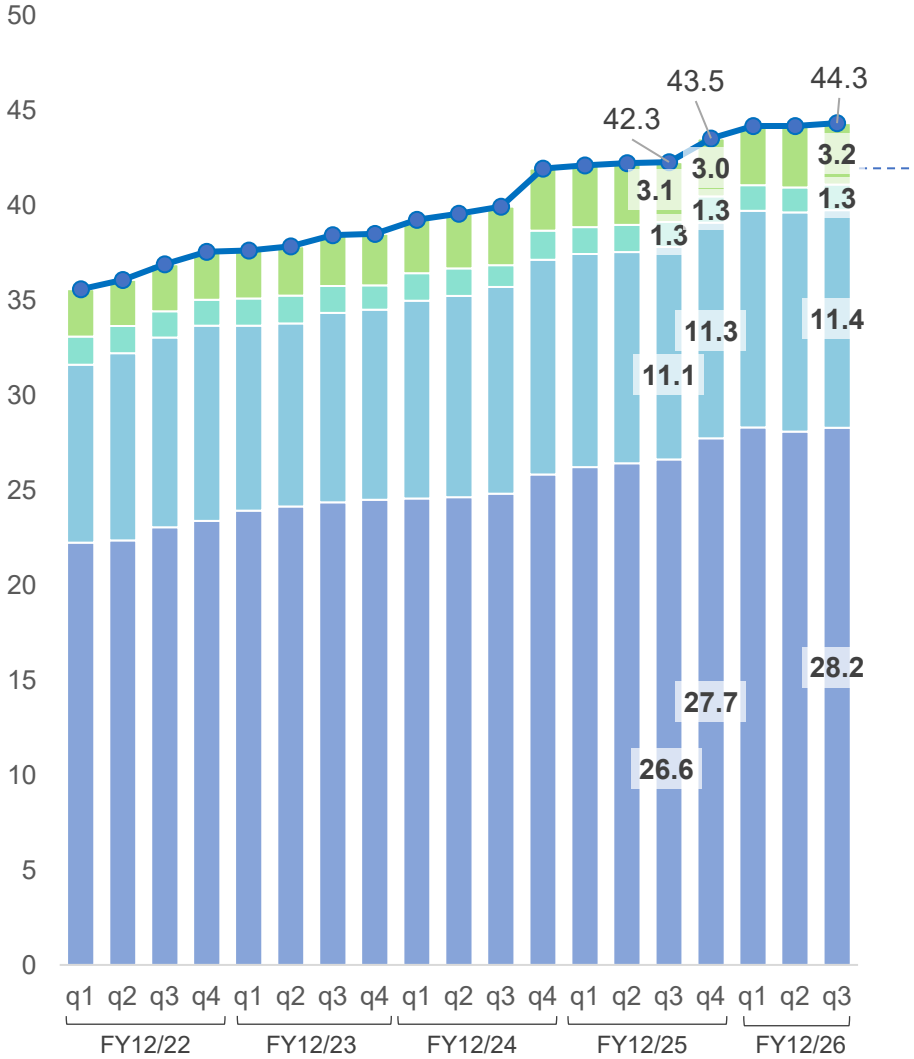
A pipeline of system deployments, including those for major supermarket chains, has been secured for the next several years.
Upfront investment continues to strengthen operational capabilities in anticipation of further order growth amid robust demand.

- @rmsV6
  Advance development targeting the incorporation of AI functionality prioritize system implementation work for upcoming customer go-lives despite some delays, efforts remain focused on bringing new systems.
- Increase recurring revenue through broader service delivery
  @rmsV6 , SendonetV2 , Automatic Ordering,
  Cloud EDI Platform etc.
- RetailPro, a sales management system for specialty stores.
  Rollout is expanding from an existing customer’s overseas stores to its stores in Japan.

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- ARR has increased with the launch of multiple services, including SendonetV2, @rmsV6, etc.

ARR (Monthly recurring revenue for the final month of a given quarter × 12 months)



2026q3 ARR
44.3(100mn yen)

- Services for specialty stores (Retailpro)
  3.2 (+0.1)
- Services for the overall food distribution industry
  1.3 (-0.0)
- Internet EDI for wholesalers
  11.4 (+0.1)
- Services for food retailers
  28.2 (+0.5)

*( ) indicate changes vs. FY12/25 q4

Key Service KPIs *( ) indicate changes vs. FY12/25 q4

@rms All Retail Management System

	FY12/25 Results	3Q FY12/26 Results	FY12/30 Medium-term management plan
Number of stores using core ERP system	1,219	1,276 (+57)	2,400

C2Platform

	FY12/25 Results	3Q FY12/26 Results	FY12/30 Medium-term management plan
Number of registered IDs for C2Platform	693	863 (+170)	6,500

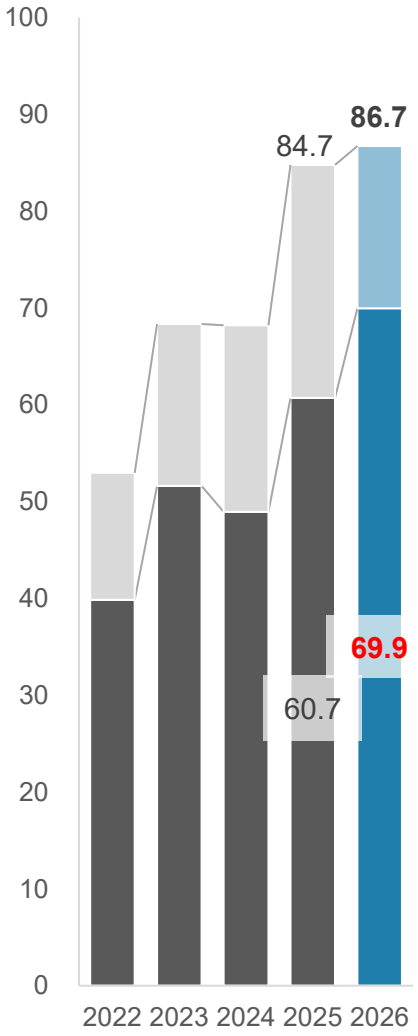
Retail Pro A Nayax Company

	FY12/25 Results	3Q FY12/26 Results	FY12/30 Medium-term management plan
Number of stores using RetailPro*	Overseas 173 Domestic 41	203(+30) 39(-2)	700 1,300

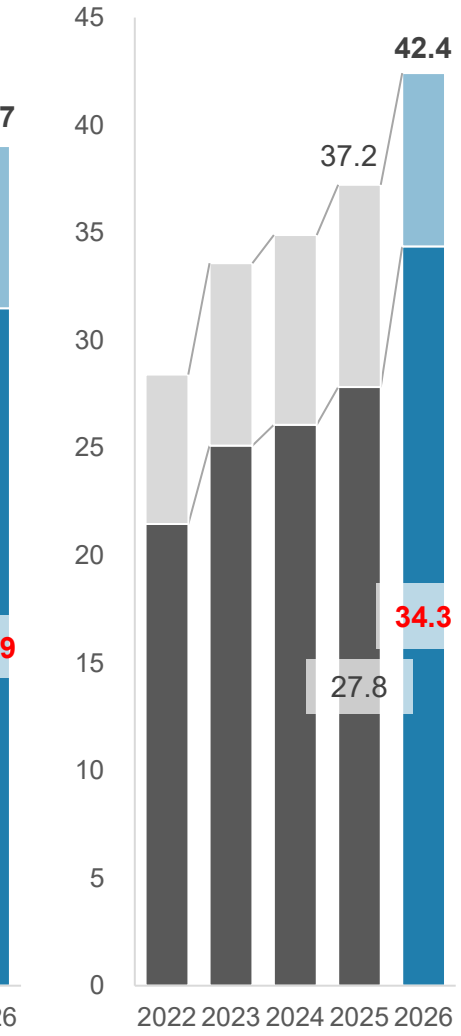
*Number of RetailPro-equipped stores operated by Japanese companies with overseas operations.

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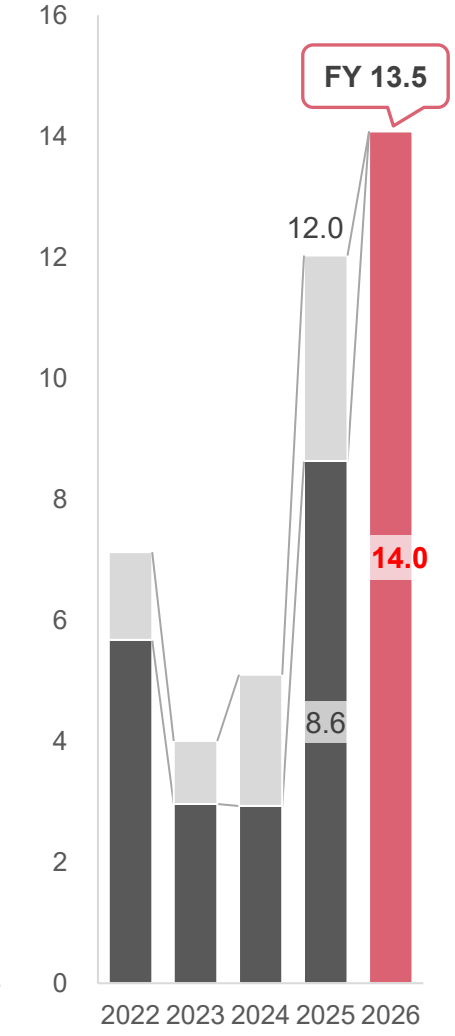
Net sales



Recurring revenue



Ordinary profit



9M FY12/26 Results

Local government DX and disaster prevention system construction projects contributed to sales and profit growth

- Sales and profit increased, driven by projects related to the unification and standardization of local government ERP systems, and disaster prevention system construction projects.
- Recurring revenue increased due mainly to the standardization of local government ERP systems, new ActiveCity document management system deployments, and M&A activity undertaken in FY12/25
- Minnano Madoguchi online public service portal for local governments
  Launched for the Tokyo's Edogawa Ward
  Released AI chatbot functionality
- Undertook sales initiatives to raise awareness of the Company's nationwide cloud services
  Participation in trade shows led to growth in new orders and a larger pipeline of sales opportunities

Full-Year FY12/26 Forecast

Targeting net sales and ordinary profit above full-year forecasts, supported by growing demand for local government DX

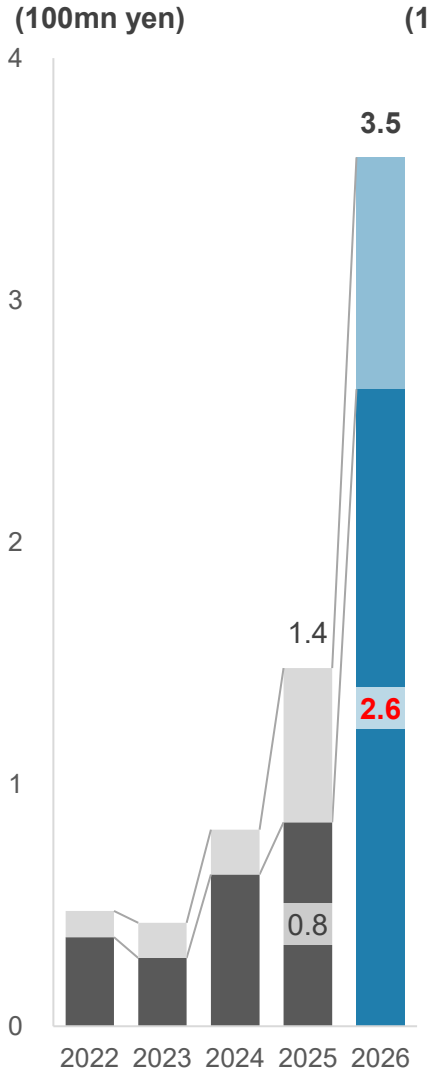
- Continued participation in trade shows including Kita Kyoto Digital Park 2026
- Promote initiatives aiming to incorporate AI functionality into Minnano Madoguchi and ActiveCity
- Software amortization associated with the acquisition of Synergy Inc. to decrease JPY 70 million per year

*We changed our reportable segment classification starting in FY12/24.
The segment sales and profit figures for FY12/23 in this document are based on the new segment classification.

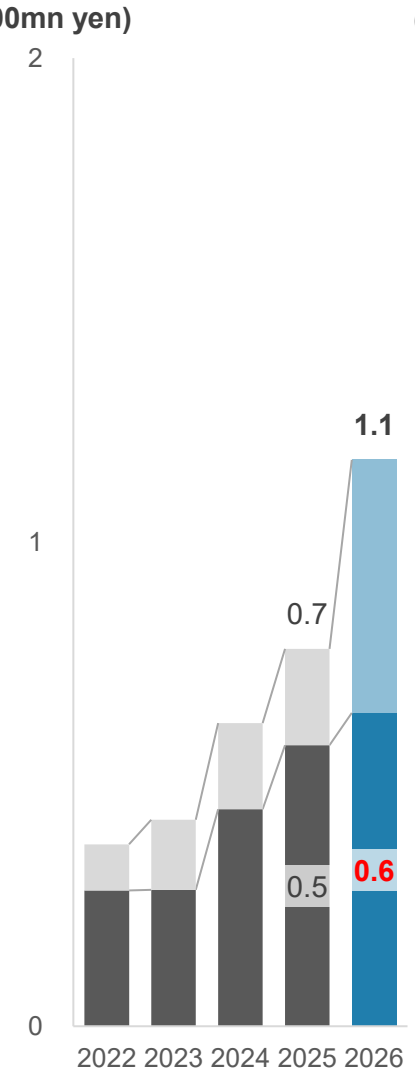
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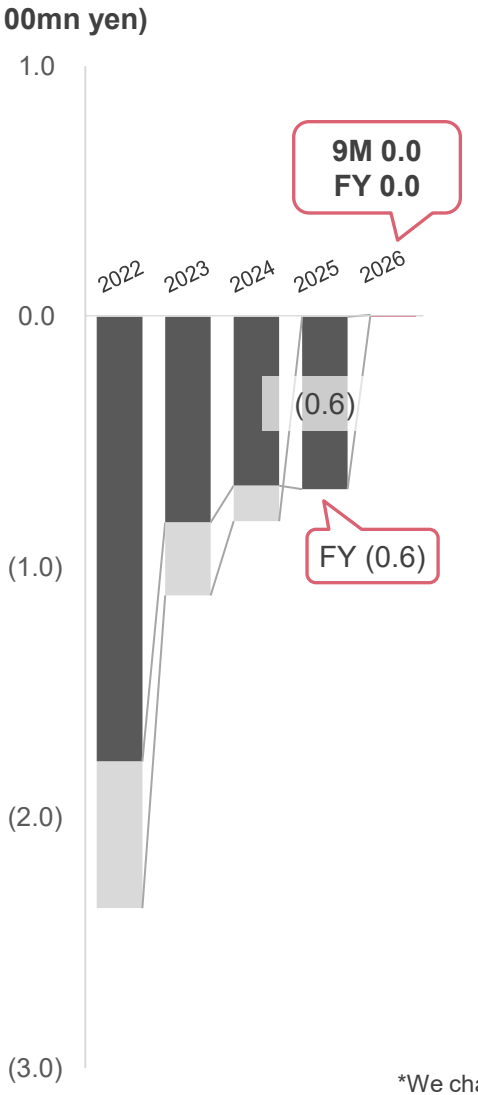
Net sales



Recurring revenue



Ordinary profit



9M FY12/26 Results

Sales increased thanks to contribution from large-scale development projects

- Contribution from contract-based development projects for national qualification examination systems
  The Pharmacist Credential Application Service and Review System developed for the Japan Pharmaceutical Association, a public interest incorporated association from July 2026.
- Expanded delivery of CloudCerts services
  Secured several new orders, primarily for small projects, and began issuing digital certificates.
- Continue aiming to acquire new customers through initiatives such as joint trade show participation between the Trust and Government Cloud segments

Full-Year FY12/26 Forecast

Accelerating efforts targeting the distribution of VC*

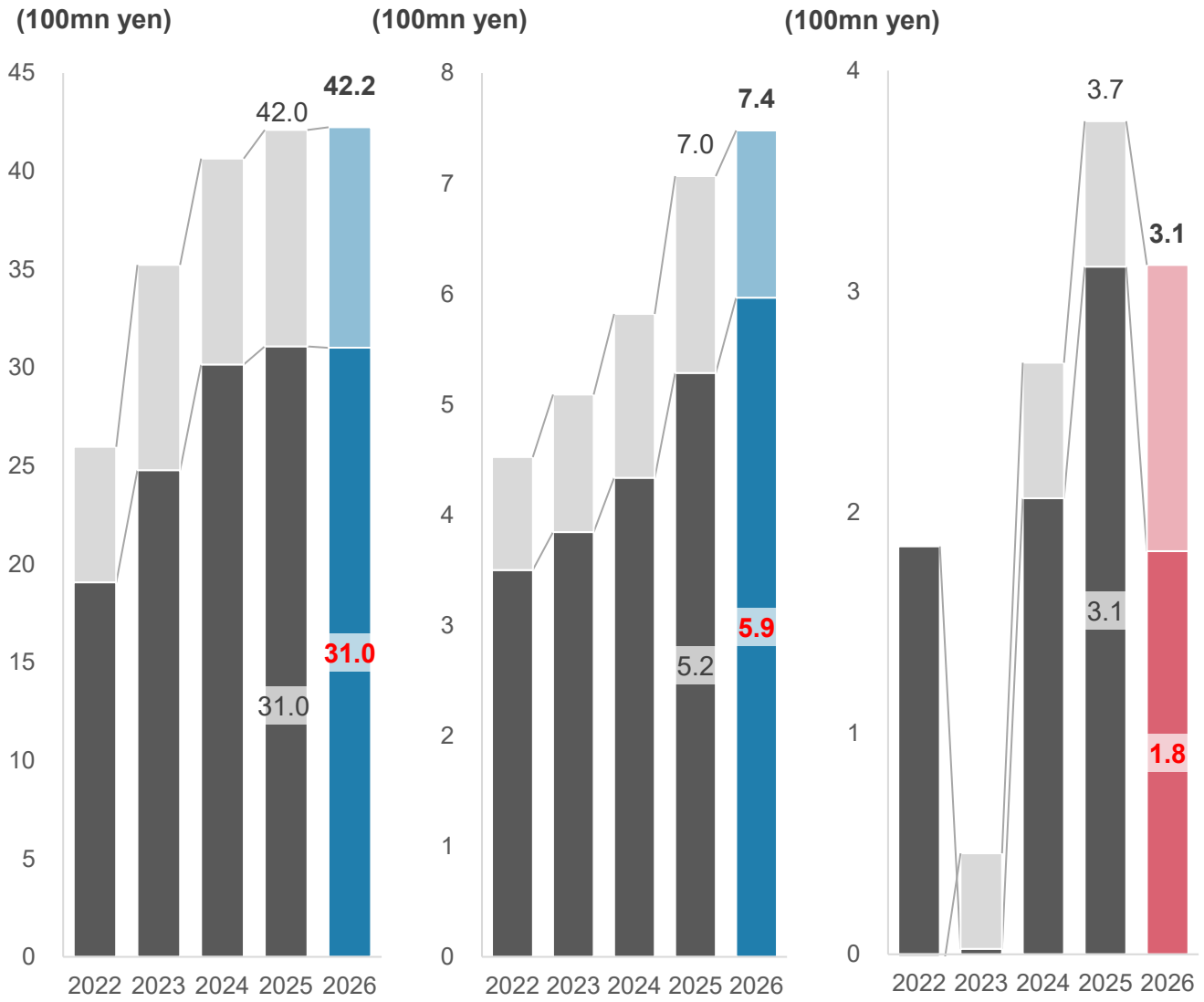
- Construction of VC* distribution platform
  Promote sales of eKYC (facial recognition) services; facilitate initiatives aiming to build wallet functionality

*VC: Abbreviation for “Verifiable Credentials”
A machine-readable, general-purpose data format (digital certificate) and data distribution model enabling functions such as authenticity verification and tamper prevention through digital signatures

*We changed our reportable segment classification starting in FY12/24.
The segment sales and profit figures for FY12/23 in this document are based on the new segment classification.

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Net sales　Recurring revenue　Ordinary profit



9M FY12/26 Results

Sales and ordinary profit declined partly because of revisions made to incentive programs.

- Ordinary profit declined due to incentive program changes, higher promotional expenses, and growth in personnel expenses attributable to salary increases.
- Optimized store locations to balance coverage across trade areas
  Closed the Docomo Shop JR Wakayama Station Store and opened the Docomo Shop AEON TOWN Kishigawa Store
  Established a sales presence in a new trade area
- Established a centralized operations hub at head quarters to improve store productivity.
  Developed an online support system to handle initial customer inquiries at individual stores and expanded its coverage.

Full-Year FY12/26 Forecast

Despite incentive program changes and other factors, the Company will pursue productivity improvements with the aim of achieving its full-year targets.

- Focus on sales activities, including off-site sales efforts and the development of new sales areas
- Pushing forward with initiatives targeting improvement in store-operating productivity
  Expanding the range of operations handled by the centralized operations hub at headquarters to drive further improvement in store-operating efficiency

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3. Shareholder Returns

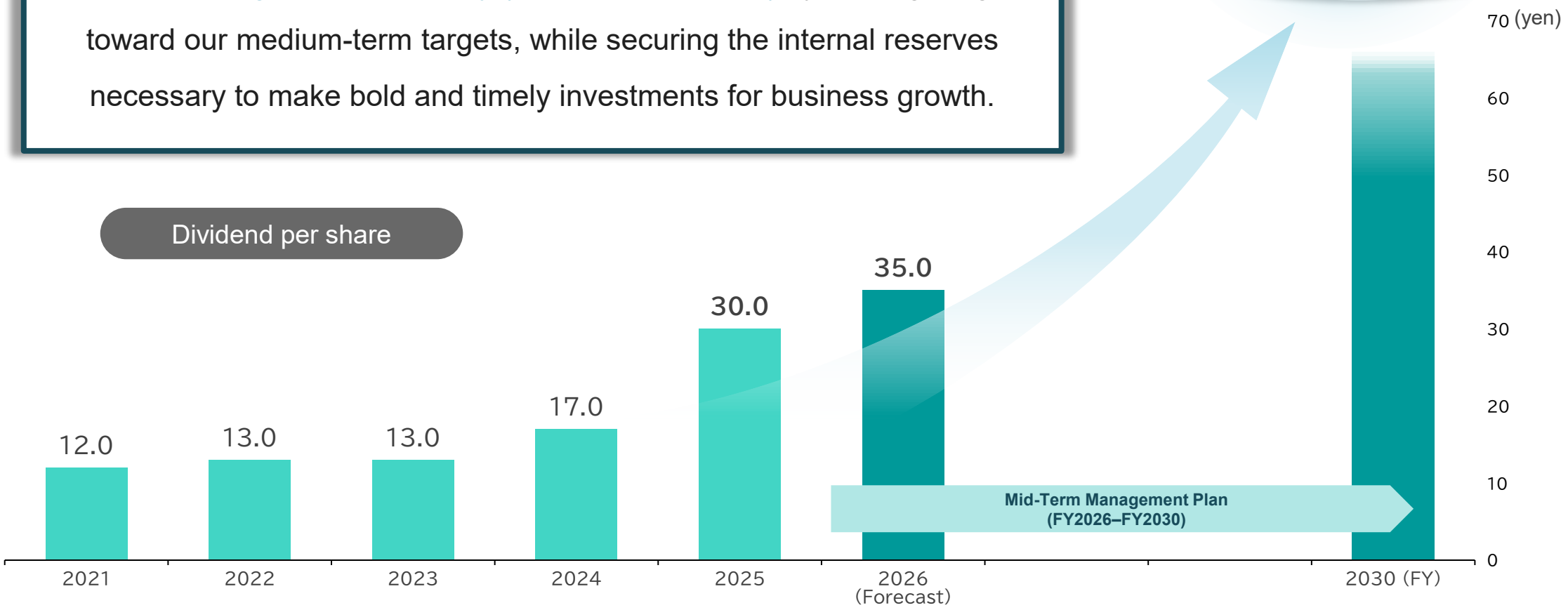
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Shareholder Return Policy

We will raise our dividend payout ratio and dividend per share in line with improved earnings and profitability (improved cash flow) by making progress toward our medium-term targets, while securing the internal reserves necessary to make bold and timely investments for business growth.

Basic shareholder return approach

Maintain progressive dividend policy and raise the dividend payout ratio



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Other

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Other IR-Related Content

- We develop content on platforms such as IR note magazine and X (formerly Twitter), allowing readers to catch up on our initiatives in real time.
- Reports on our company are available through Shared Research.

X (formerly Twitter)

User name: @CyberLinks_3683

https://x.com/CyberLinks_3683



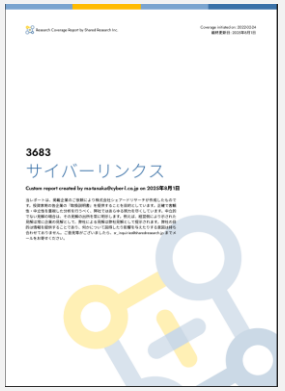
IR note magazine

https://note.com/cyberlinks_note



Shared Research

https://sharedresearch.jp/ja/companies/3683



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Supplementary Materials

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(millions of yen)

		End-Dec. 2025		End-Sep. 2026			Factors behind changes
		Amount	Composition	Amount	Composition	Change	
Assets	Current Assets	8,467	53.6 %	**7,498**	**50.4%**	**(969)**	Decrease in notes and accounts receivable - trade, and contract assets
	Non-current Assets	7,323	46.4 %	**7,364**	**49.6%**	**41**	Increase in software in progress Decrease in software and goodwill due to amortization and other factors
	Total Assets	15,791	100.0%	**14,863**	**100.0%**	**(927)**	
Liabilities & Net Assets	Current Liabilities	5,185	32.8 %	**3,336**	**22.4%**	**(1,848)**	Decrease in short-term borrowings and accounts payable–trade
	Non-current Liabilities	1,462	9.3 %	**1,481**	**10.0%**	**18**	Increase in long-term borrowings due to loans
	Total Liabilities	6,648	42.1%	**4,817**	**32.4%**	**(1,830)**	
	Total Net Assets	9,143	57.9%	**10,045**	**67.6%**	**902**	Retained earnings expansion due to the accumulation of profit attributable to owners of parent
	Total Liabilities & Net Assets	15,791	100.0%	**14,863**	**100.0%**	**(927)**	

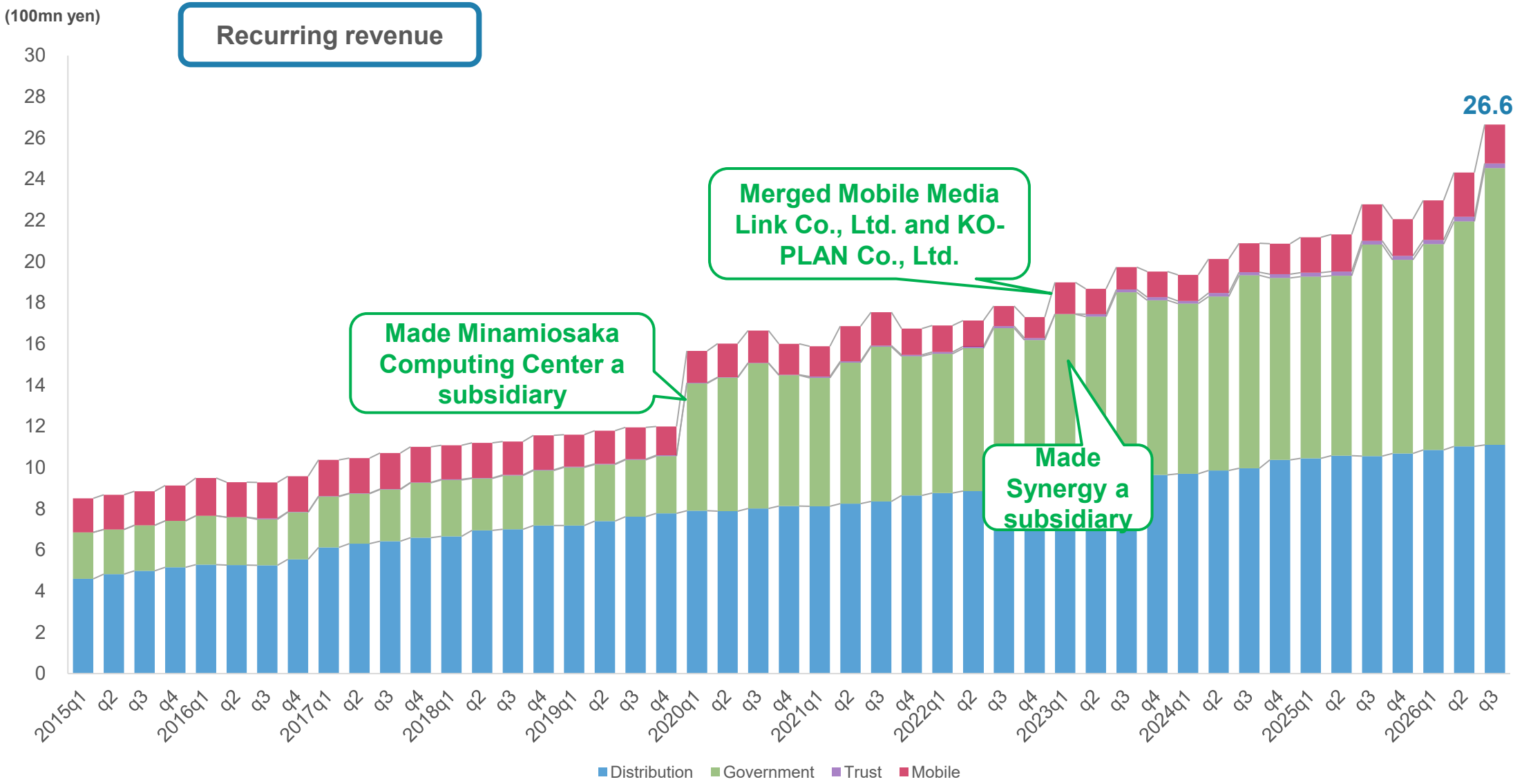
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(millions of yen)	FY12/25 (Actual)	FY12/26 (Forecast)*	YoY Change (%)
Net sales	**18,136**	**19,238**	**6.1%**
Distribution Cloud	**5,301**	**5,982**	**12.8%**
Government Cloud	**8,477**	**8,673**	**2.3%**
Trust	**147**	**359**	**142.6%**
Mobile Network	**4,209**	**4,224**	**0.3%**
Recurring revenue	**8,734**	**9,624**	**10.2%**
Distribution Cloud	**4,227**	**4,517**	**6.9%**
Government Cloud	**3,722**	**4,242**	**14.0%**
Trust	**77**	**117**	**50.1%**
Mobile Network	**706**	**748**	**5.8%**
Operating profit	**1,846**	**1,909**	**3.4%**
Ordinary profit	**1,857**	**1,900**	**2.3%**
Distribution Cloud	**778**	**801**	**2.9%**
Government Cloud	**1,202**	**1,351**	**12.3%**
Trust	**(61)**	**5**	**—**
Mobile Network	**377**	**312**	**(17.3%)**
Adjustments	**(439)**	**(569)**	**—**
Profit attributable to owners of parent	**1,303**	**1,308**	**0.3%**
EPS	**JPY117.24**	**JPY118.09**	**—**

*No revisions have been made to the forecast announced on February 13, 2026.

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- Growth continued to be driven by the Distribution Cloud business and Government Cloud business

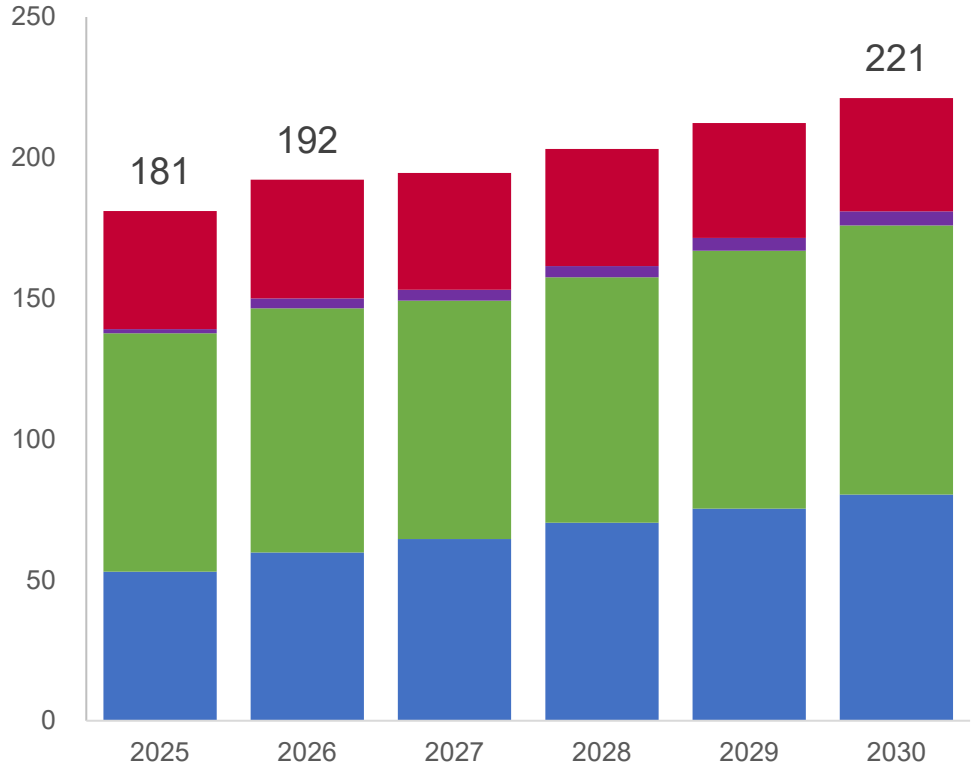


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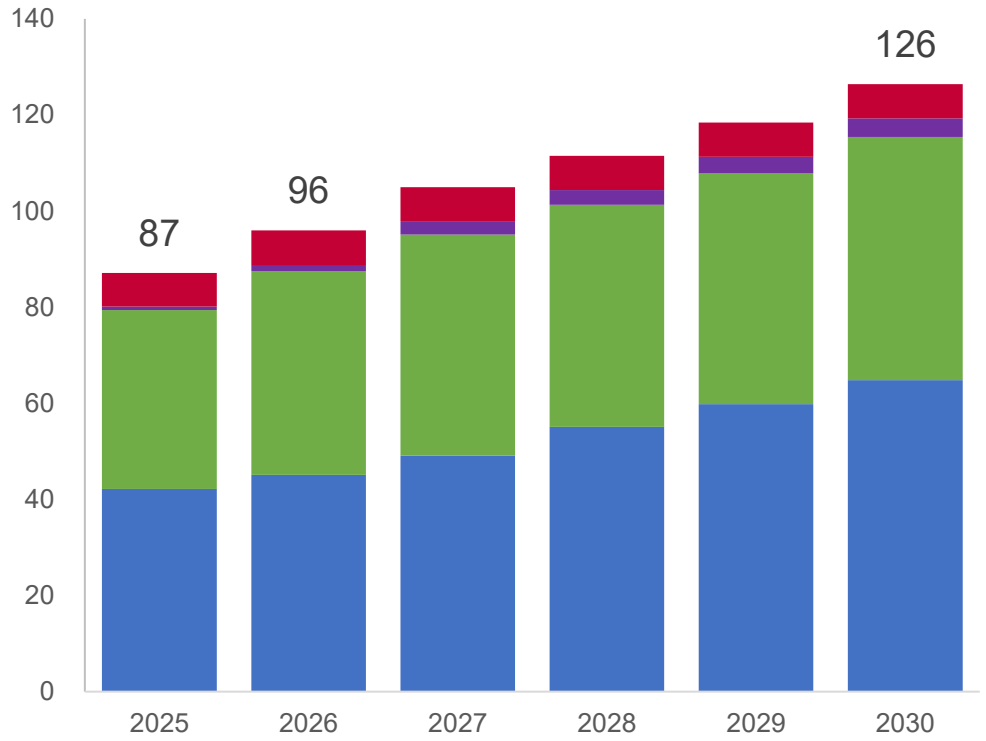
Supplementary Materials Medium-term management plan Net Sales and Recurring

- We expect growth in sales from the Government Cloud and Distribution Cloud businesses.

Net sales (100mn yen)



Recurring revenue (100mn yen)

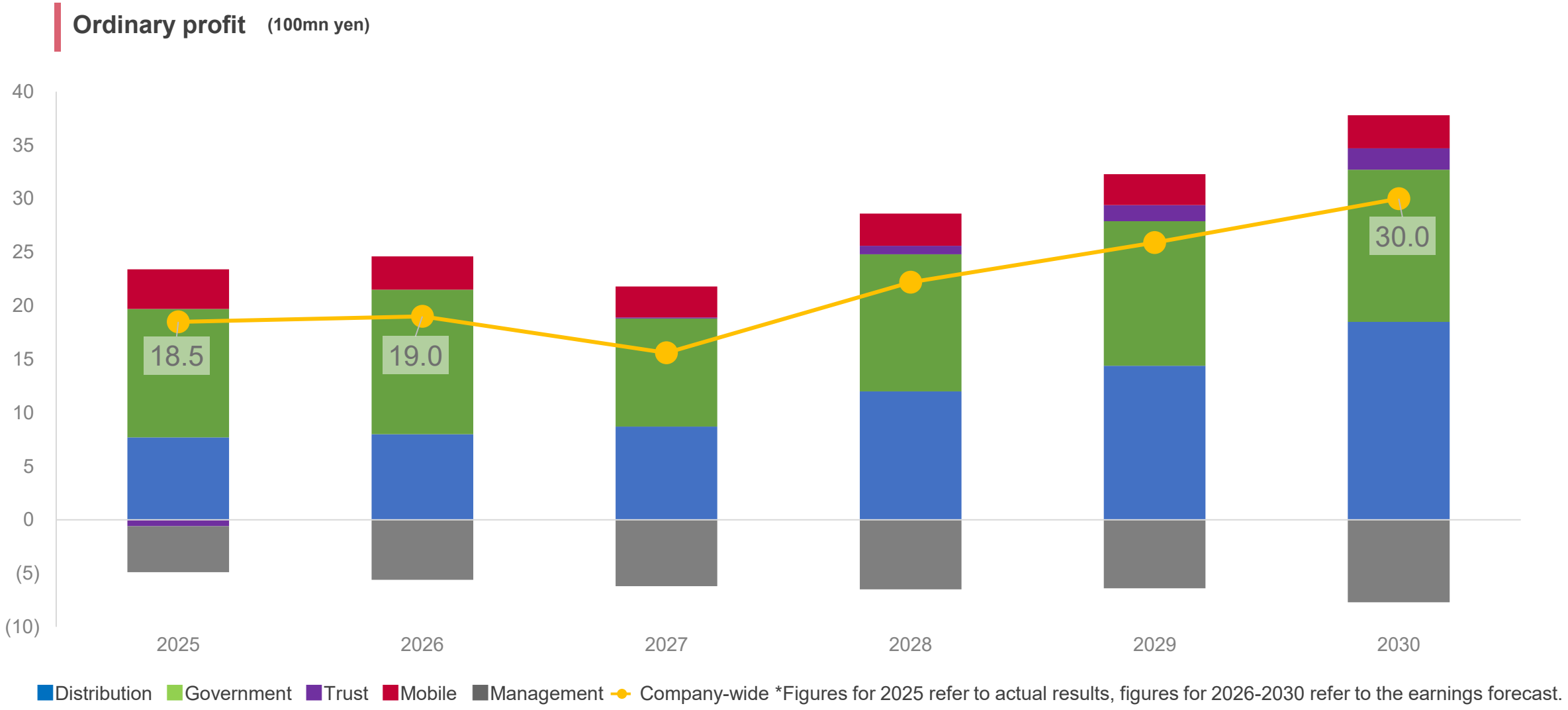


Distribution Government Trust Mobile *Figures for 2025 refer to actual results, figures for 2026-2030 refer to the earnings forecast.

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Supplementary Materials Medium-term management plan Ordinary profit

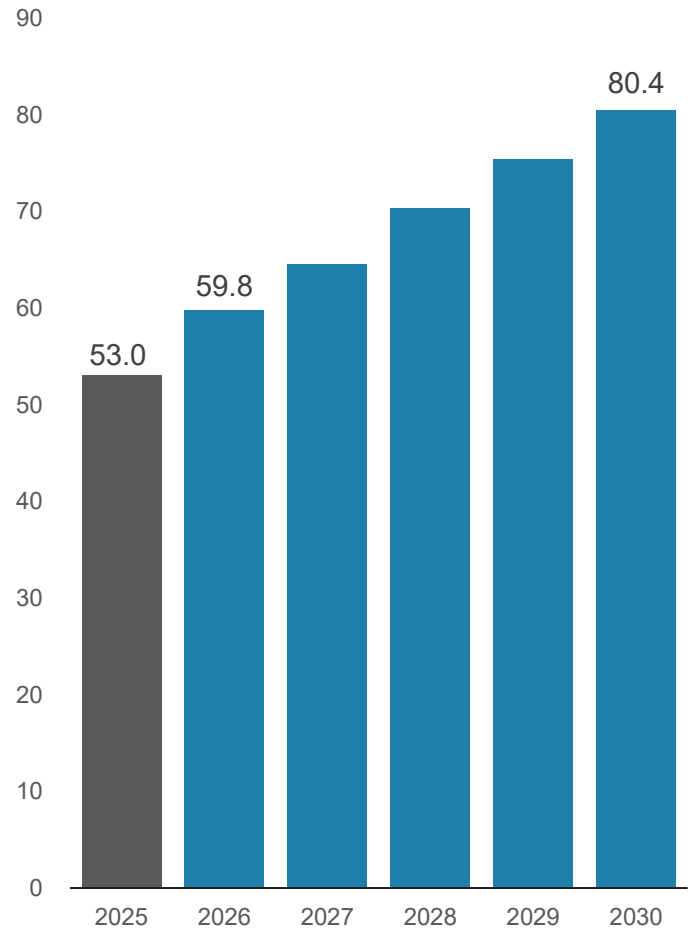
- In 2027, we anticipate the Government Cloud business will face a drop-off after the strong contribution from local government ERP system standardization projects fades. However, goodwill amortization associated with the acquisition of Synergy Inc. (JPY 160 million per year) will end in 2027, paving the way for profit growth from 2028 onward.



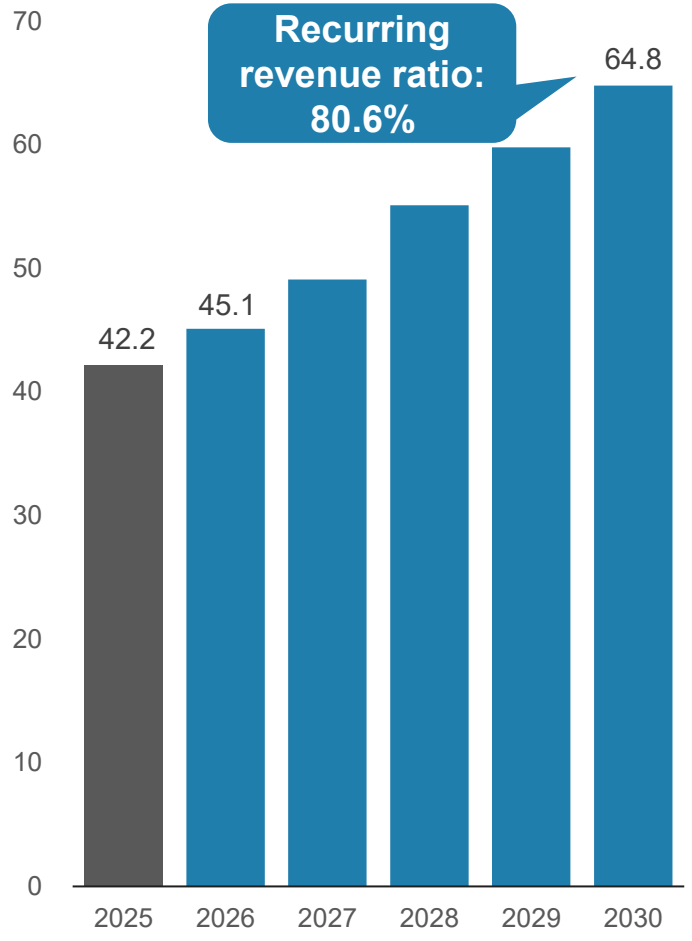
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- Drive significant profit growth by expanding services and increasing recurring revenue

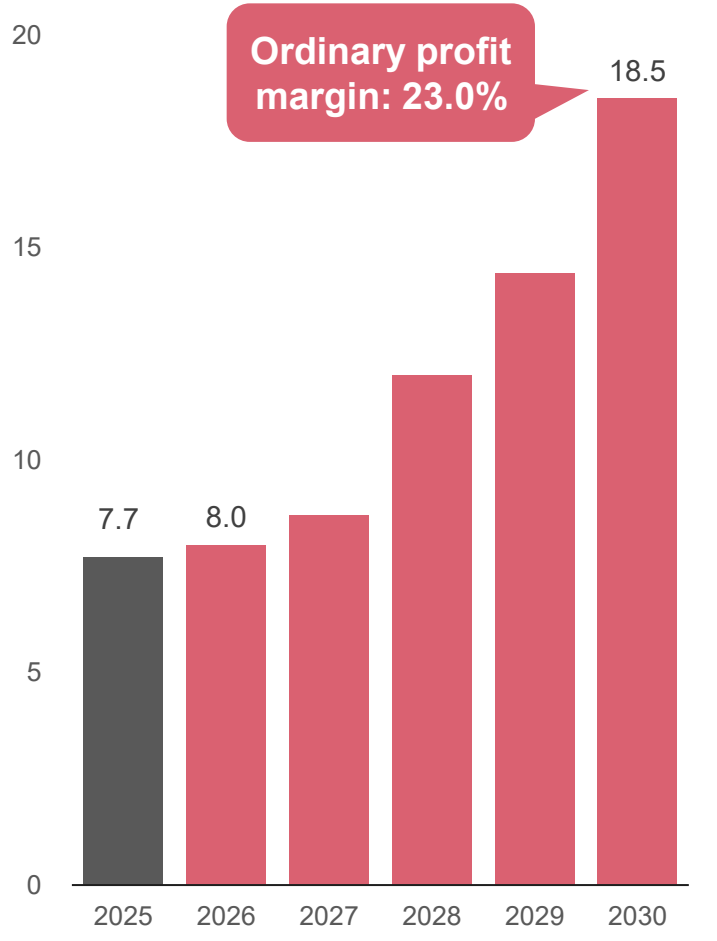
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)

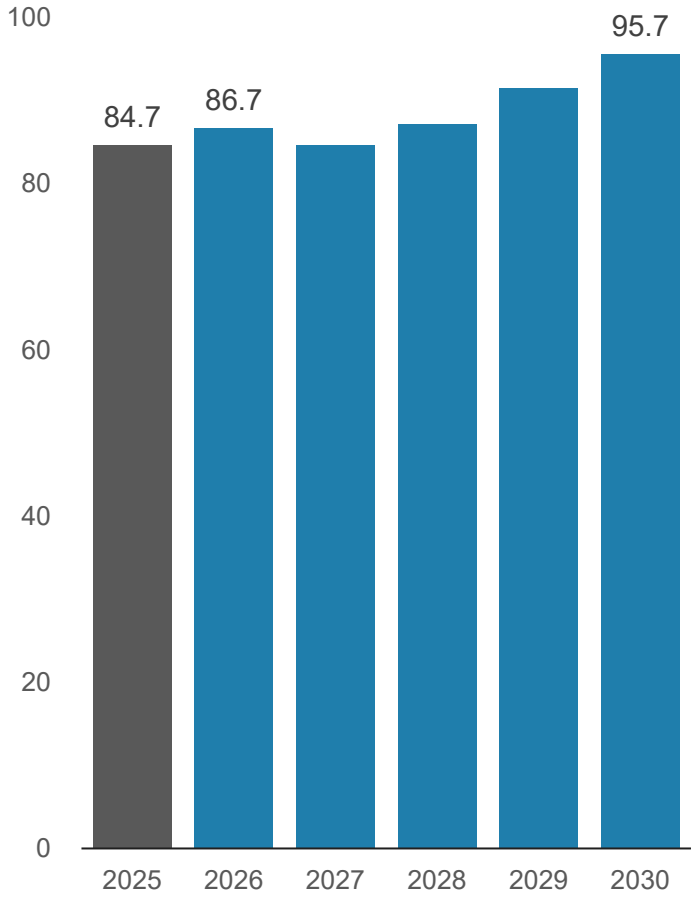


*Figures for 2025 refer to actual results, figures for 2026-2030 refer to the earnings forecast.

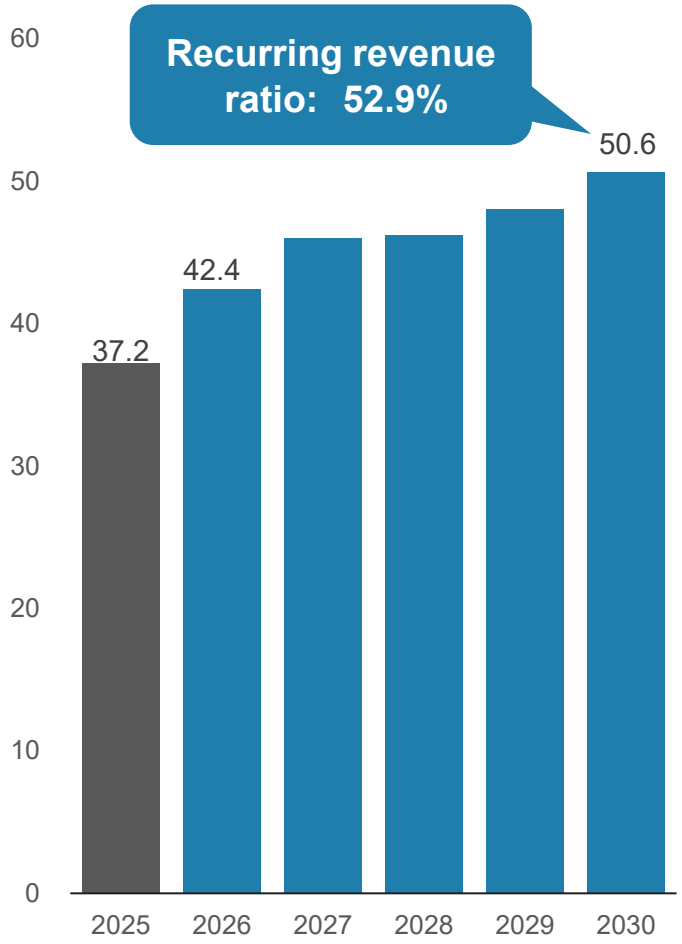
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- Achieve recurring revenue ratio of over 50% through growth in nationwide cloud services

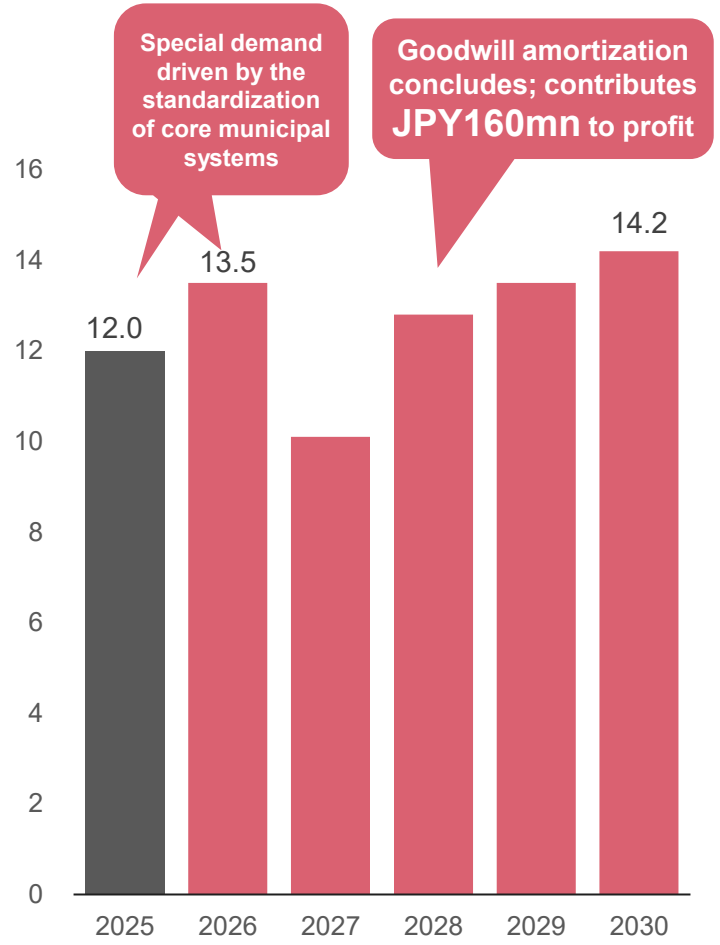
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)

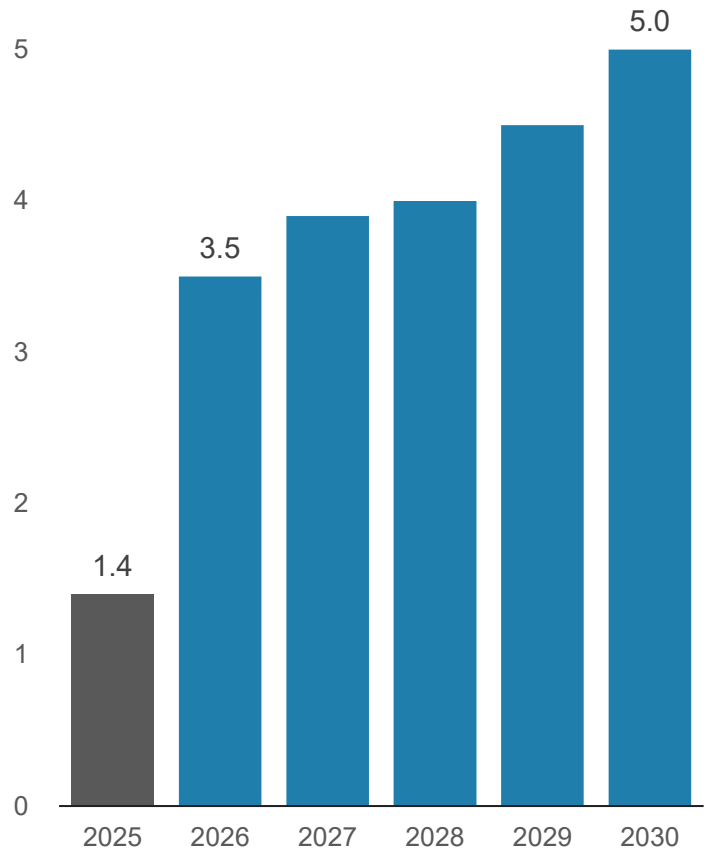


*Figures for 2025 refer to actual results, figures for 2026-2030 refer to the earnings forecast.

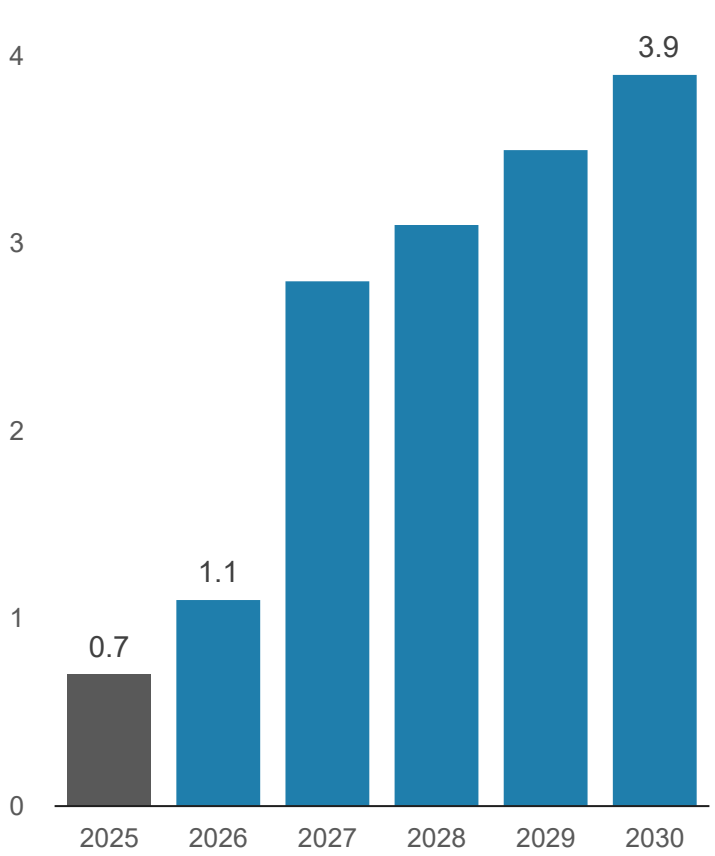
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- Targeting profitability by 2026 while expanding revenue to establish the Trust Business as a core earnings pillar by 2030

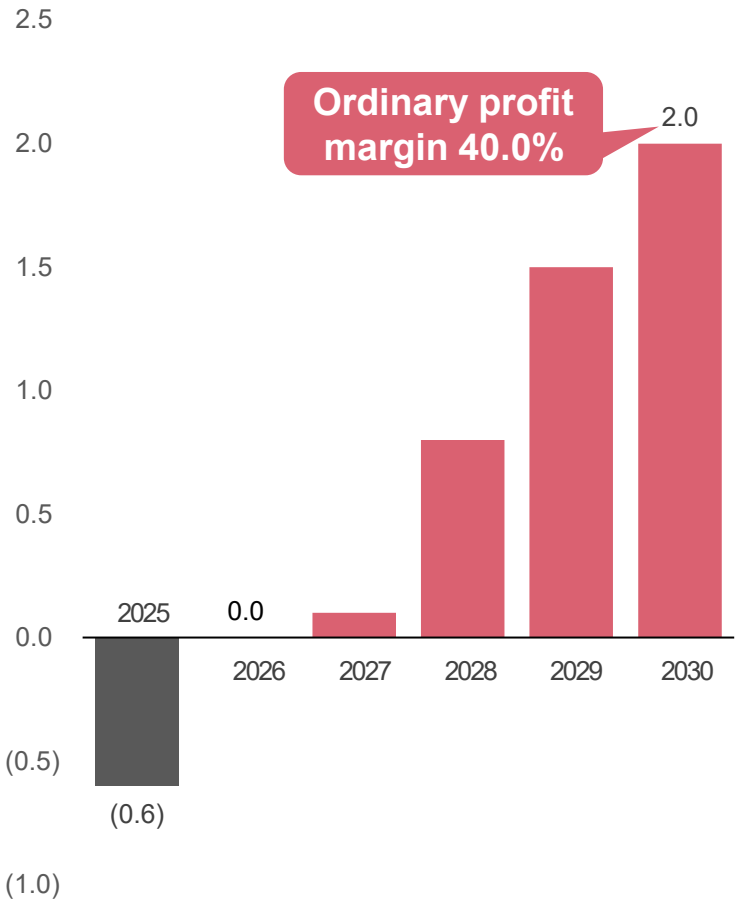
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)

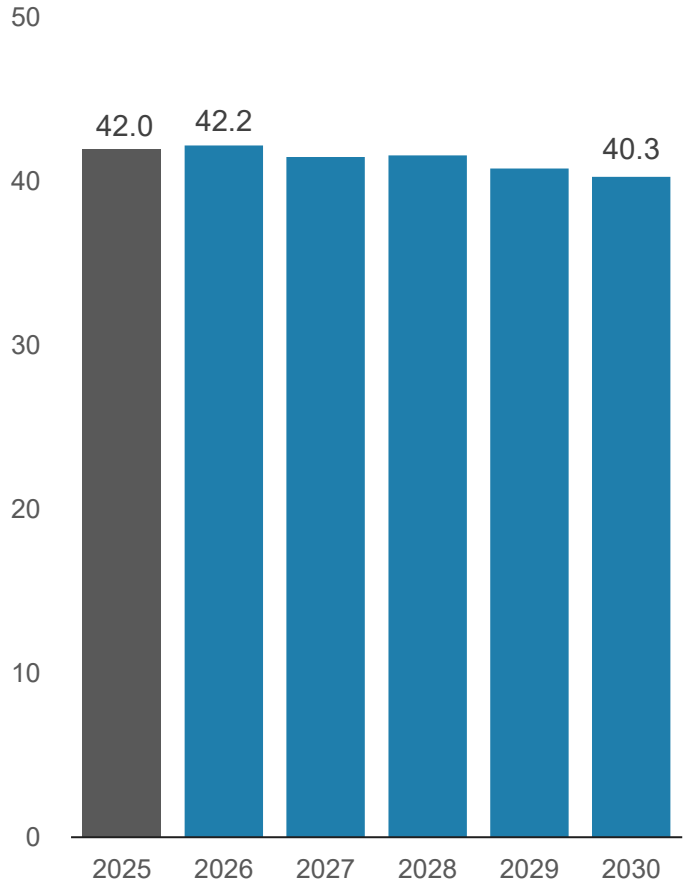


*Figures for 2025 refer to actual results, figures for 2026-2030 refer to the earnings forecast.

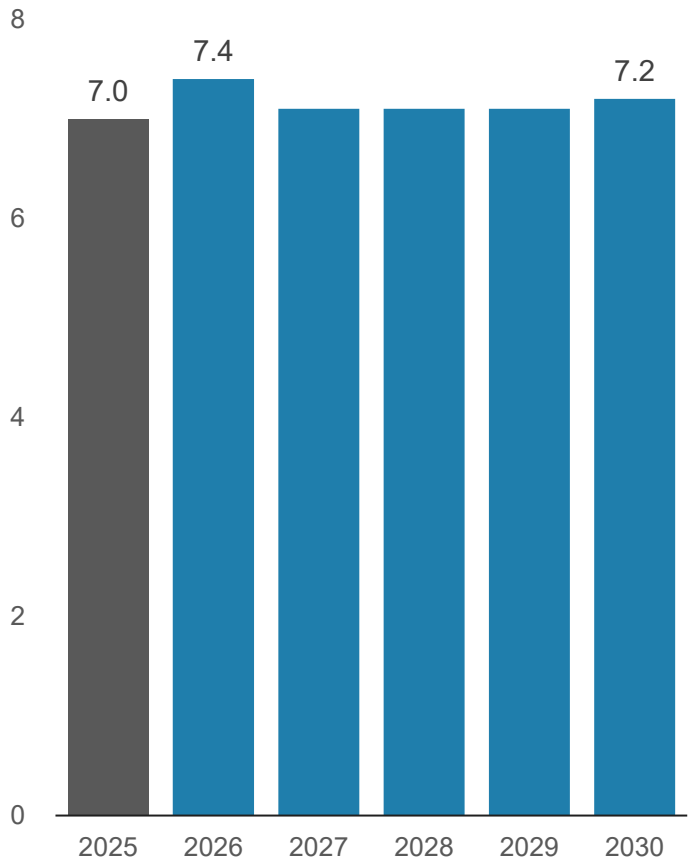
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- Despite a challenging business environment, maintain sales and profits by improving operational efficiency.

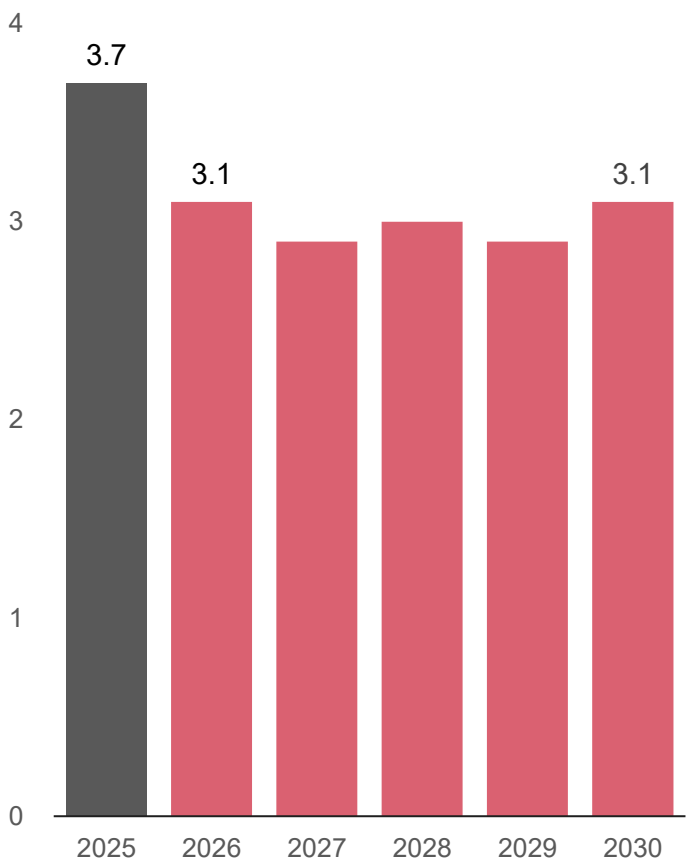
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)



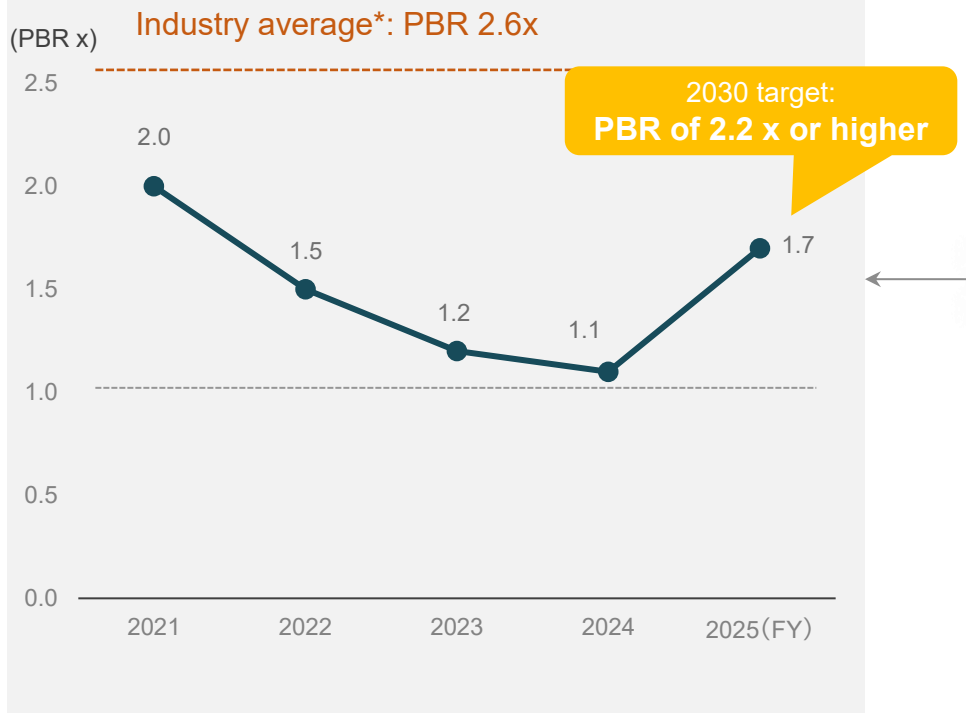
*Figures for 2025 refer to actual results, figures for 2026-2030 refer to the earnings forecast.

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- Our PBR is above 1.0x but below the industry average.
- Our PER is particularly low compared to the industry average.

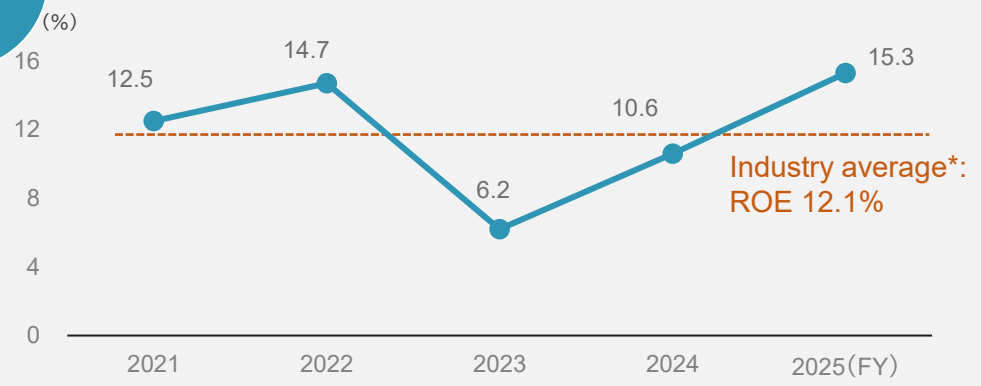
PBR

Market capitalization / Shareholders' equity



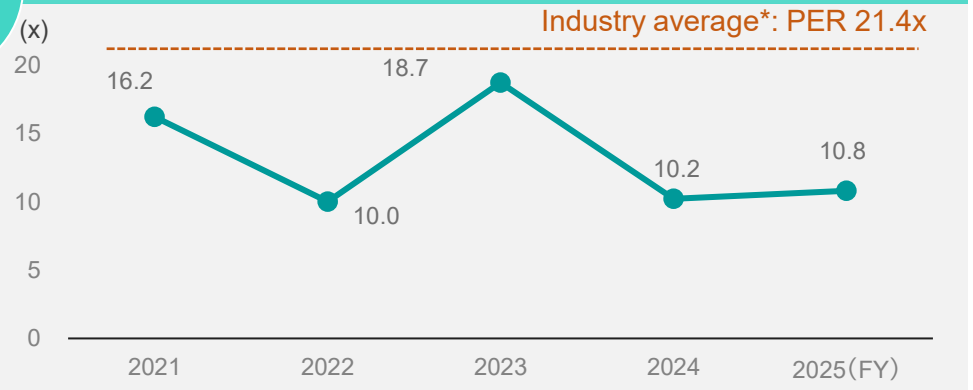
ROE

Net profit / Shareholders' equity(Efficient earning power)



PER

Market capitalization / Net profit （Future prospects）

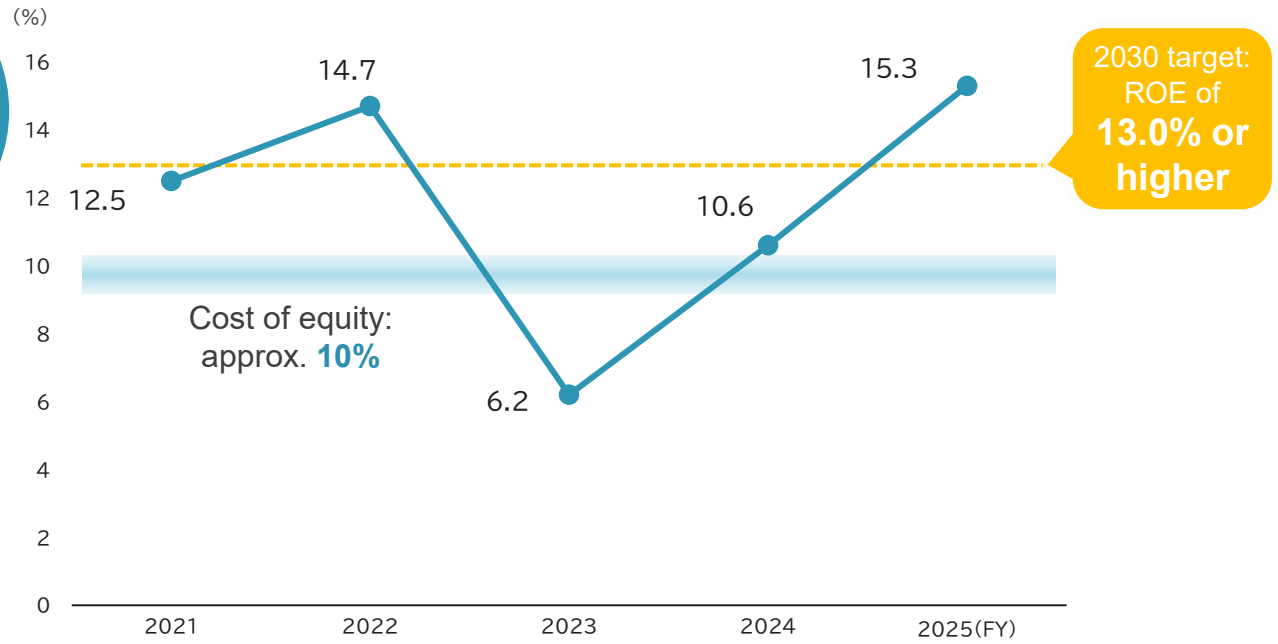


*Industry averages are the weighted averages for the Information & Communication sector among companies listed on the TSE Standard Market and are prepared based on the Tokyo Stock Exchange's "PER/PBR by Company Size and Industry (Consolidated/Non-consolidated) List (January 2026)."

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- While maintaining financial soundness, we aim to achieve an **ROE of 13.0% or higher**—a level that exceeds our cost of equity (approx. 10%) and **generates a positive equity spread**.

ROE
Efficient earning power



Reference **Calculating cost of equity using CAPM**

Risk-free rate		β		Risk premium		Cost of equity
2.25%	+	1.0	×	7.37%	=	9.6% (approx. 10%)

Although the beta value of our stock is around 0.8, there are concerns about its reliability due to low liquidity.
We have adopted a β of 1.0 and set the market average expected yield as the cost of shareholders' equity.

ROE Improvement Measures

Business growth

Steady execution of mid-term management plan

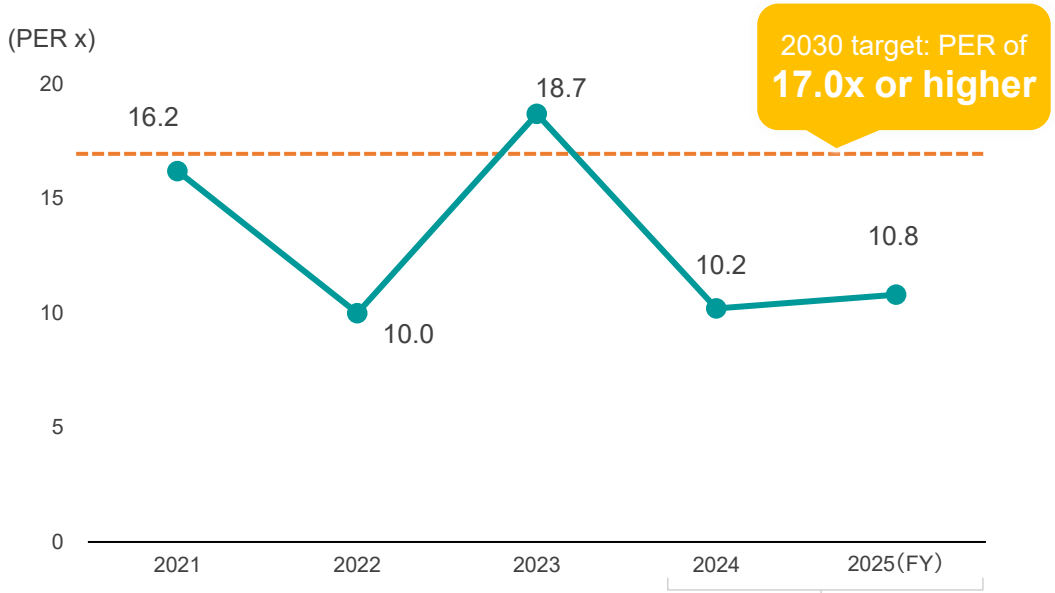
Financial strategy

- Limit excess cash and deposits
- Optimize capital allocation across the Group
- Maintain progressive dividend policy and raise the dividend payout ratio
- Execute timely share buybacks

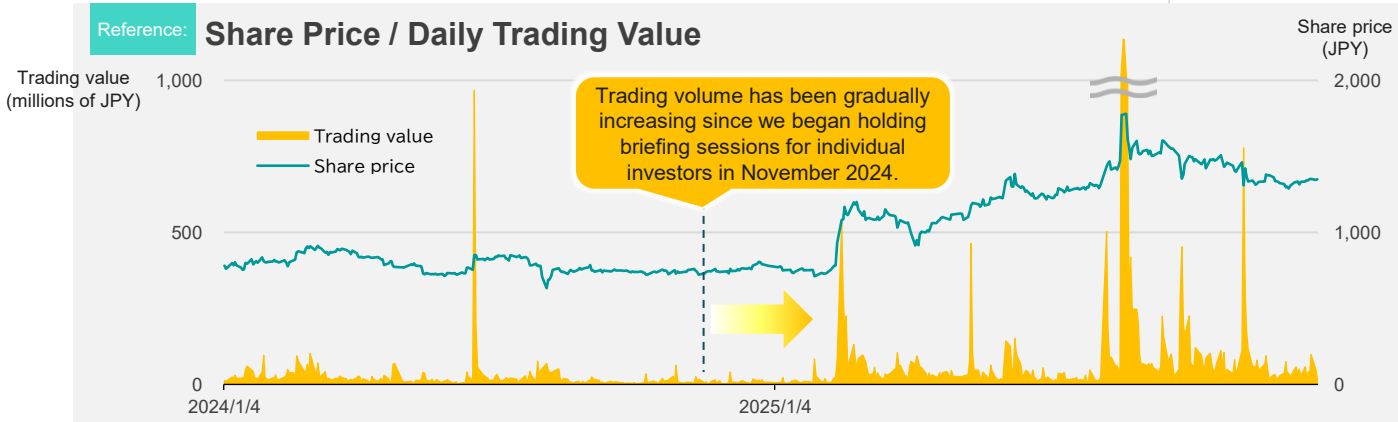
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- We are striving to enhance the appeal of our shares through strengthened IR activities and expanded shareholder returns, targeting a **PER of 17.0x or higher**.

PER
Future prospects



Reference: **Share Price / Daily Trading Value**



PER Improvement Measures

IR strategy

Sustained medium- to long-term share price appreciation requires participation from a diverse investor base, including institutional investors; **however, we currently lack sufficient liquidity to attract institutional investors**.

For the time being, we will continue to implement initiatives centered on individual investors—holding briefing sessions, exhibiting at trade shows, and sharing information via SNS—**to focus on improving share liquidity**, while also conducting proactive outreach targeting institutional investors.

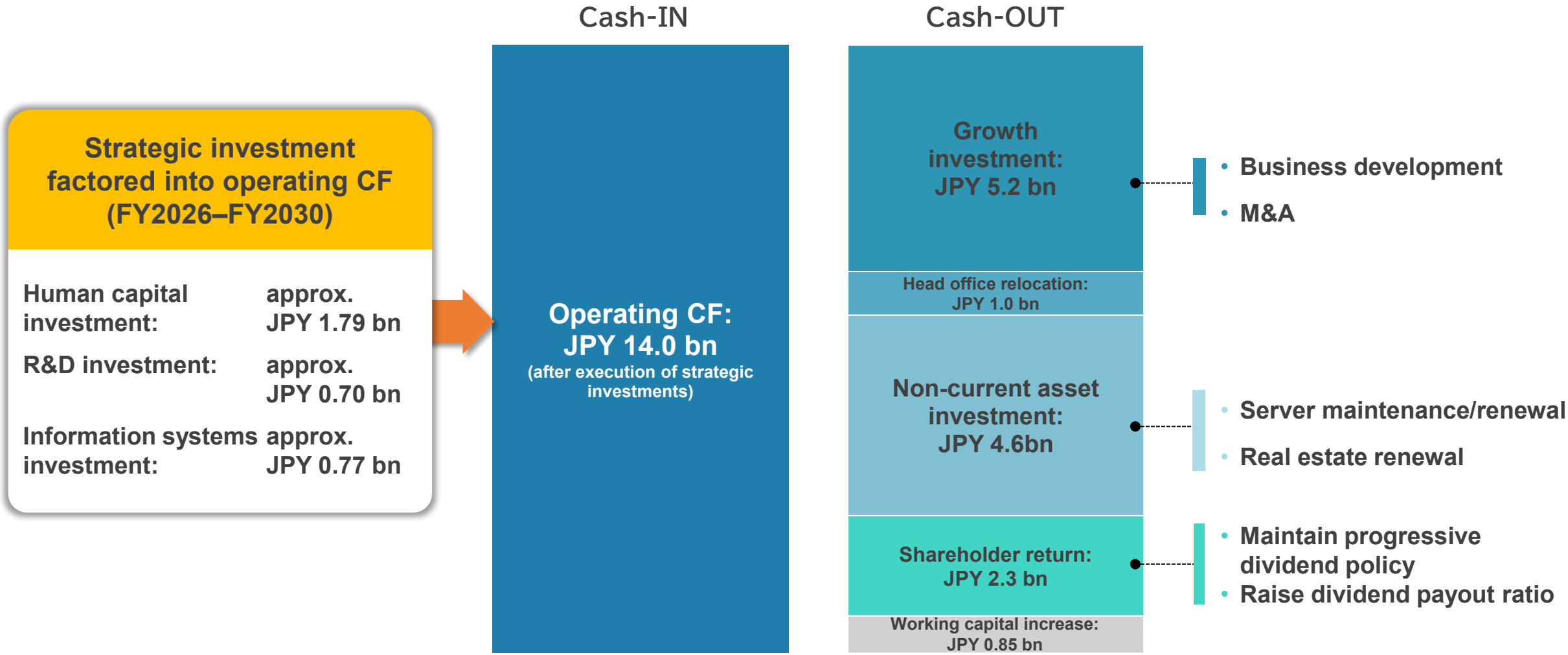
Shareholder return measures

Maintain progressive dividend policy and raise the dividend payout ratio

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- Cumulative operating cash flow over five years: approx. JPY 14.0 billion (of which approx. JPY 5.0 billion will be allocated to growth investment)

Mid-Term Management Plan (FY2026–FY2030): Five-Year Cumulative Plan



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Promotion of initiatives in response to Japan's Corporate Governance Code

E

- **Calculate CO2 emissions (Scope 1 through 3) and set/disclose reduction targets (Scope 1 and 2)**
- Enabled **signing of minutes and commercial registration online with MynaTrust**
- Gradually replace **gasoline vehicles with PHVs** in our fleet

S

- **Raise salaries** (company-wide **average of 3.4% increase** April 2026)
- **Implement initiatives to promote the advancement of women in the workplace**
  (ratio of senior staff: **28.5%**; ratio of managers: **7.0%**) *As of December 31, 2025.
  *By end-FY12/25: 25% target ratio of female senior staff; By end-FY12/30: 10% target ratio of female managers
- **Promotion of paternity leave among male employees** (2025 take-up rate: **92.3%**)
- **Introduce a restricted stock incentive plan through the employee shareholding association** to help employees build personal wealth and foster a stronger commitment to enhancing corporate value
- Encourage company-wide operational **use of AI** (for development work, etc.) to **improve productivity**

G

- Ensure at least **one-third of directors** are independent outside directors
- **Adopt the exercise of voting rights via the Internet**
- **Enhance and improve both English disclosure materials and English IR website**; establish a **YouTube** channel
- Strengthen outreach to, and engagement with, individual investors by **exhibiting at investor events**, **holding more briefings for individual investors**, **utilizing social media**, and **producing an introductory *manga* regarding the Company**

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4. About CYBERLINKS

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Naoki Higashi, President

Incorporated
1964

Headquarter
Wakayama City

Market listing
The Standard Market of the Tokyo Stock Exchange

Employees (consolidated)
903 employees
* As of December 31, 2025.

Subsidiaries
2

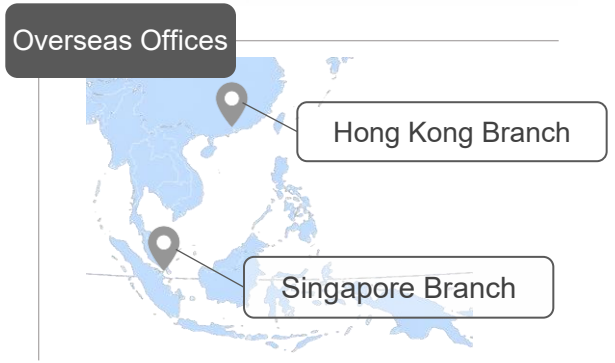


Organizational Chart

CYBER LINKS

株式会社 南大阪電子計算センター
Minamiosaka Computing Center Co.,Ltd.

SYNERGY
Develop the future with passion.



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【Management Philosophy】

To be noble, strong, and devoted

Business is a noble social activity

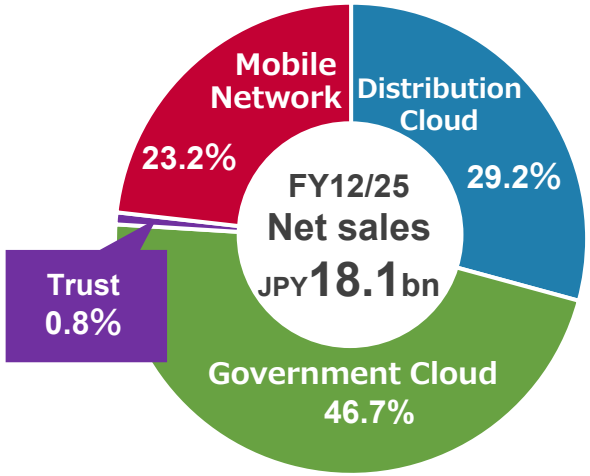
Professional duties and business operations are not merely means of earning a livelihood; they are also forms of social engagement.

Business operations are honorable social activities through which essential services are provided for a fee. As such, they fulfill an important role, supporting society alongside government administration and volunteer efforts.

Companies prioritizing selfish motives fall away, while only those providing outstanding services continue to grow.

Through pride in our work and commitment to society, we find true happiness as individuals.

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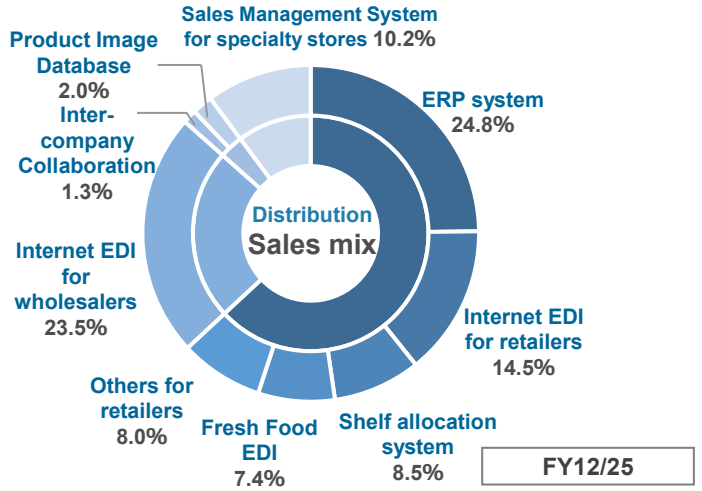
Distribution Cloud
Sales JPY5.3bn
Ordinary Profit JPY0.77bn

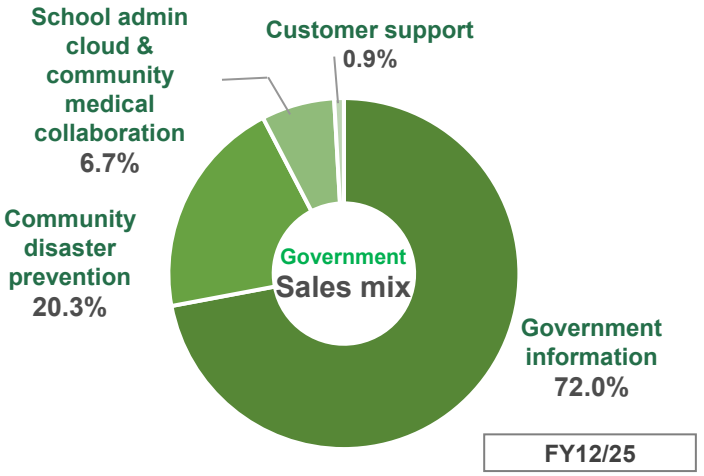
Government Cloud
Sales JPY8.4bn
Ordinary Profit JPY1.20bn

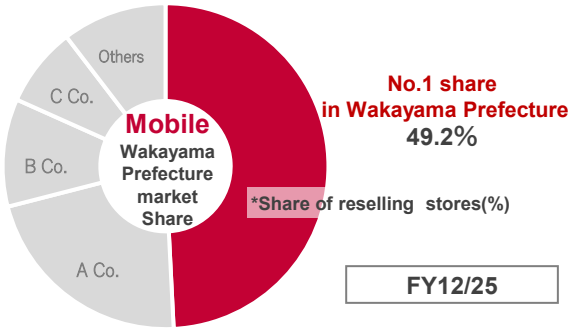
Trust
Sales JPY0.14bn
Ordinary Profit JPY(0.06)bn

Mobile Network
Sales JPY4.2bn
Ordinary Profit JPY0.37bn

Food Retailers	ERP system Internet EDI for retailers Shelf allocation system Fresh Food EDI
Processed food wholesalers	Internet EDI for wholesalers
Overall food distribution industry	Inter-company Collaboration Product Image Database
Specialty stores	Sales Management System
Local government	Government information system Local disaster prevention system
Medical institutions	Community medical collaboration
Private companies	Customer support services
Government Professionals Companies	Digital contract service Digital certificate issuing service
Individuals/Corporations	Mobile phone reselling business







4. About CYBERLINKS Corporate History

1956
Established Murakami TV Service Station



1964
Established Nankai Musen Co., Ltd.

2000
Changed company name to Cyberlinks Co., Ltd.



2014
Listed on the Tokyo StockExchange



1950 | 2000 | 2010 | 2020

Government Cloud

1964
Began sales, repair, and maintenance of local government communication control systems

2019
Made Minamiosaka Computing Center Co., Ltd. a subsidiary



2023
Made Synergy Inc. a subsidiary



Distribution Cloud

1988
Launched network-based POS information processing service for retailers

2005
Launched cloud retail ERP service @rms ERP

Mobile Network

1993
Began operating mobile phone reseller business (Docomo stores)



Trust

2021
Launched Trust business

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4. About CYBERLINKS Business Model 「Shared Cloud (Cloud Services Shared by Multiple Companies)」

- A business model generating recurring revenue from monthly usage fees, providing a foundation for stable growth
- For users, these cloud services **address engineer shortages** and **provide continuous access to the latest systems** while **eliminating the need for major initial investment**.

How Shared Cloud Works

A single, high-quality cloud service is developed



Development of a feature-rich system

Multiple companies share the service



Online system access shared by all client companies

No company-specific development required

The Company handles ongoing operations, maintenance, and updates



Continuous access to latest system version

User Benefits

- **Address engineer shortages**
- **Provide continuous access to the latest systems**
- **Eliminating the need for major initial investment**

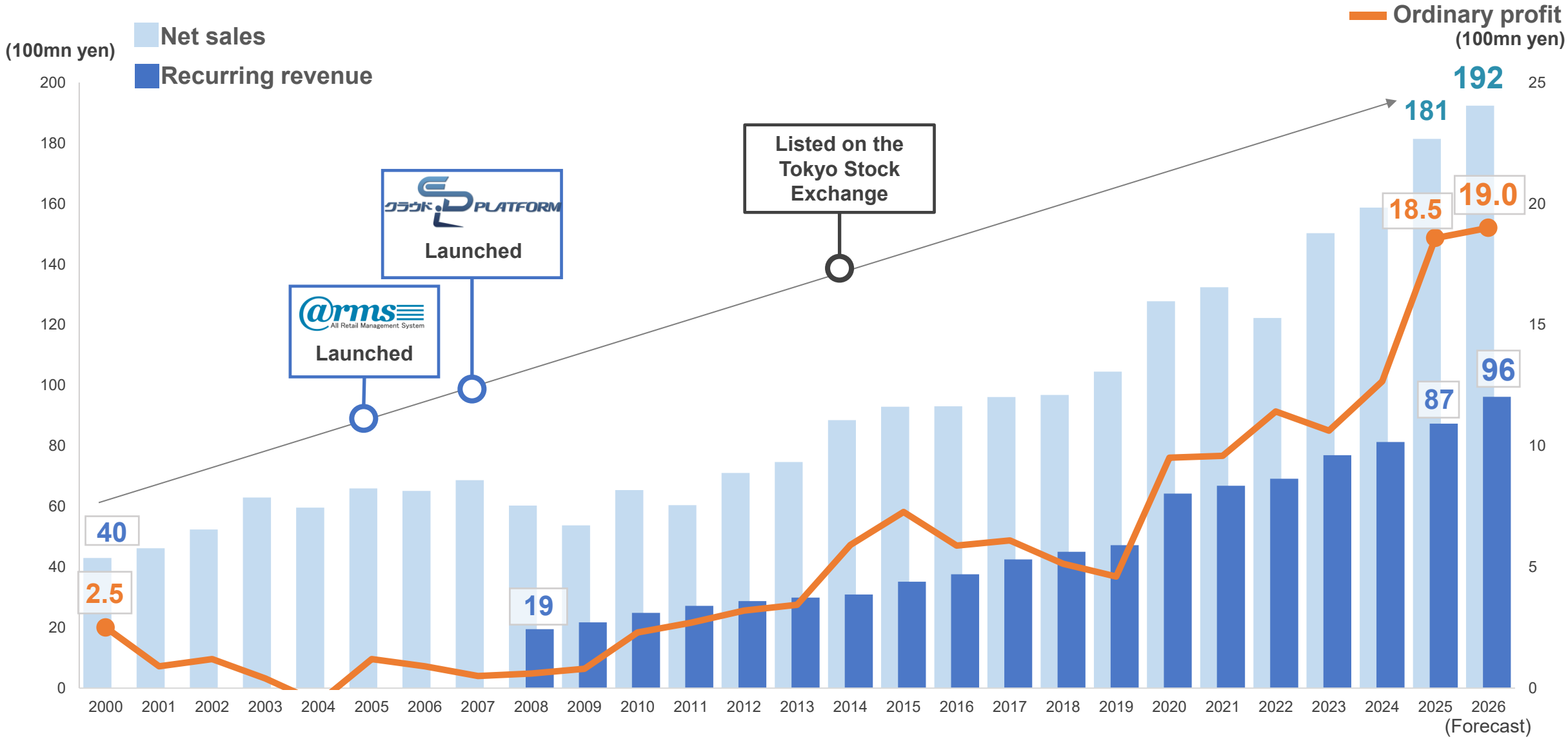
Cyberlinks' Earnings Model

Recurring revenue from monthly usage fees

- ✓ Earnings build as more companies adopt the service
- ✓ Stable, subscription-based earnings model

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- We prioritize recurring revenue, which comes in continuously, rather than relying on one-off sales.
- Stable business foundation supported by customers centered on the essential infrastructure sector to mitigate the impact of economic fluctuations.



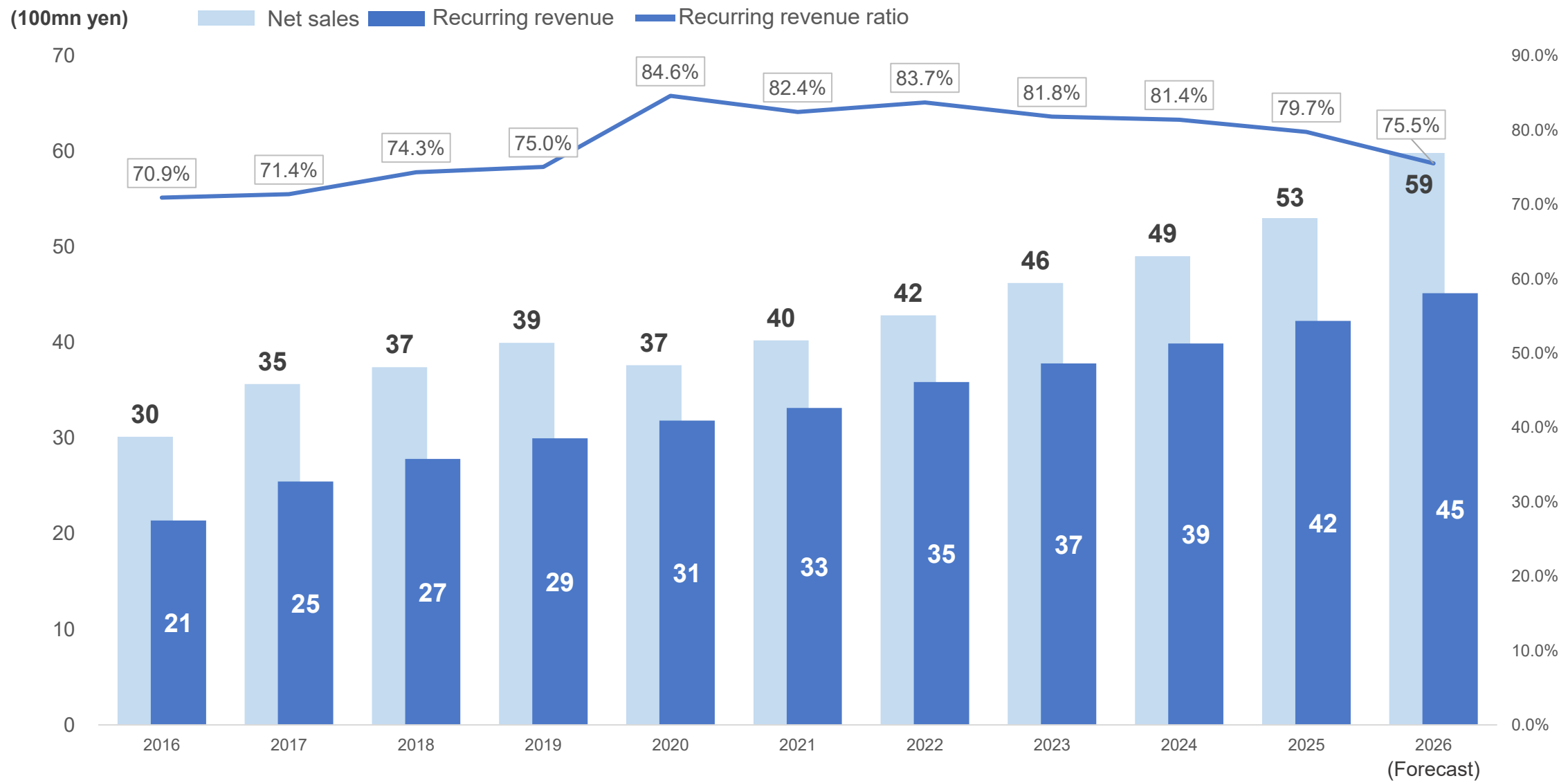
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4. About CYBERLINKS
①Distribution Cloud

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4. About CYBERLINKS ①Distribution Cloud Business Performance

- We have established a business model that achieves high stability by prioritizing recurring revenue from monthly usage fees.
- Our rate of churn for services is low, with recurring revenue rising by over JPY 200 million annually.



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Cloud services specifically targeting the food distribution industry

Cyberlinks is the **only** provider

Share of food retailers utilizing our services

30%

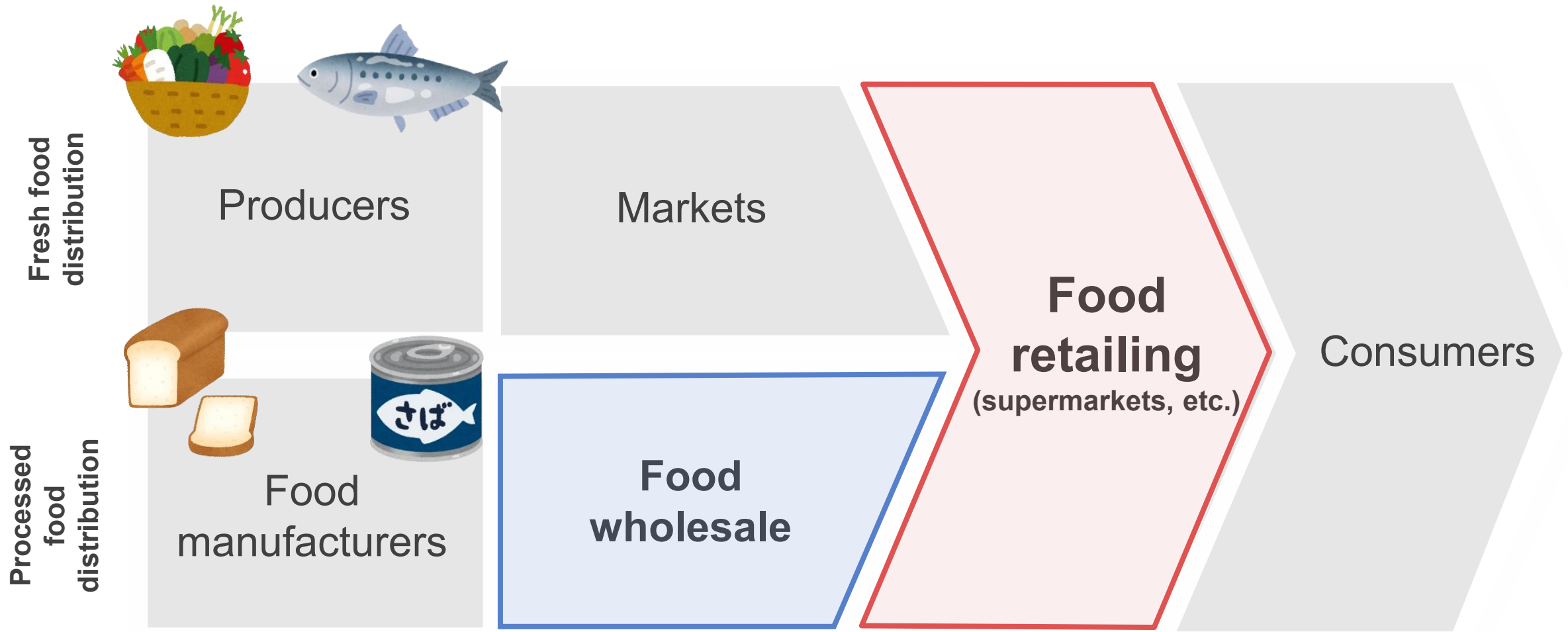
Share of top-ten processed food wholesalers utilizing our solutions

8/10 companies

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4. About CYBERLINKS ①Distribution Cloud Target Sectors

- Cyberlinks provides services in two key sectors within the broader food distribution value chain; namely, food retail and food wholesale.
- By concentrating on these two sectors, we have developed a thorough understanding of corresponding business practices and challenges, enabling user-centric service development and deployment.



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Select Food Retailers

オークワ

にしてつストア

valor

ライフ

TRIAL

PPIH
Pan Pacific International Holdings

ツルハドラッグ
For Your Smile 健康で豊かな暮らしづくりのお手伝い

ドン・キホーテ

スギ薬局

富士薬品

Select Food Wholesalers and Manufacturers

三菱食品

ACCESS 日本アクセス

KOKUBU

ISC 伊藤忠食品

KATO
流通を最適ソリューション

ヤマエ
グループホールディングス

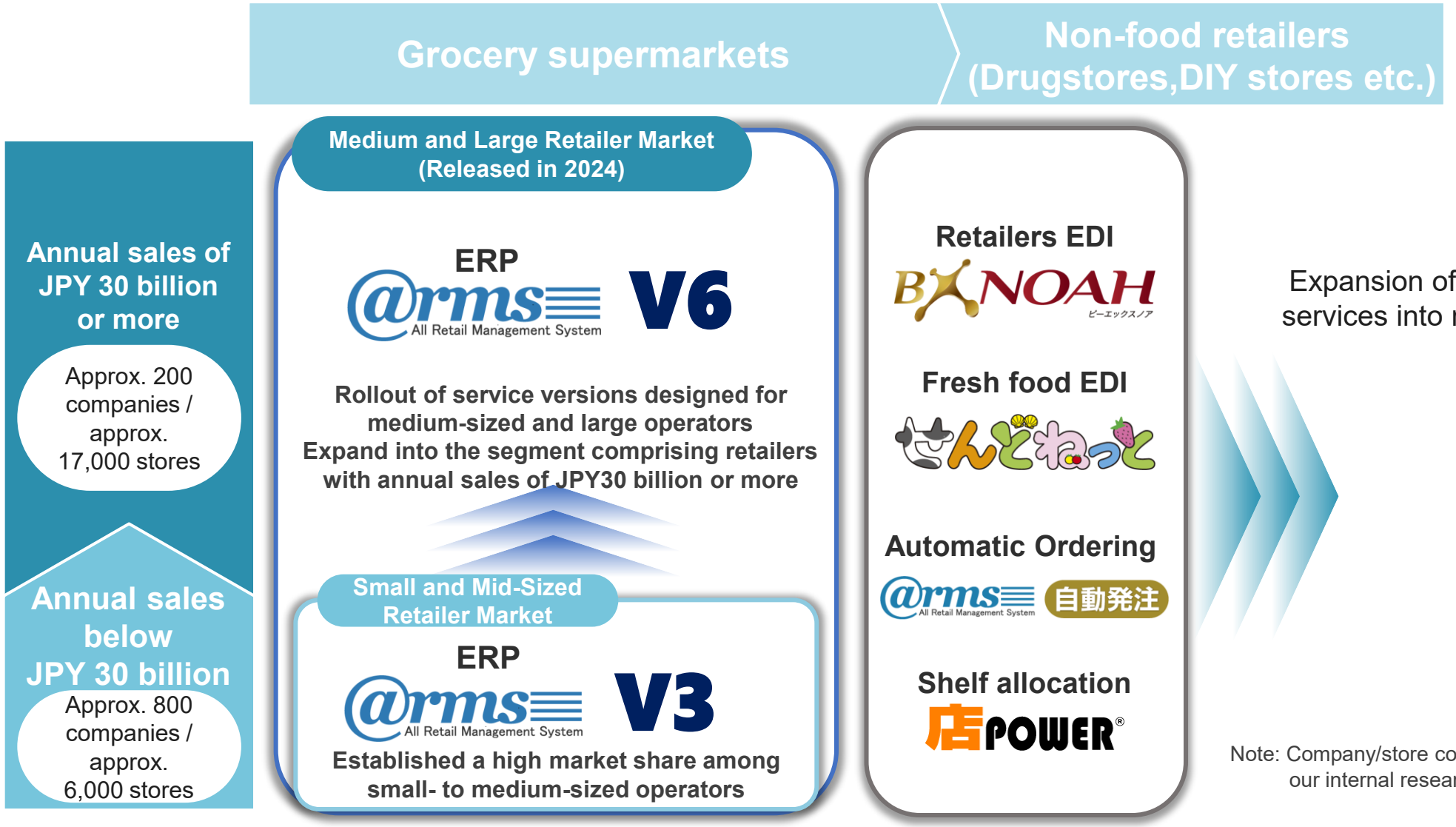
すこやかな毎日、
ゆたかな人生
Glico

ピップ

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4. About CYBERLINKS ①Distribution Cloud Business Strategy for Food Retail

- @rmsV6, the core ERP system for medium to large-sized supermarket chains, expands the Company's target market to larger operators with extensive store networks.
- Some peripheral systems already have extensive implementation track records among major retailers, and the Company plans to expand into non-food retail segments such as drugstores.



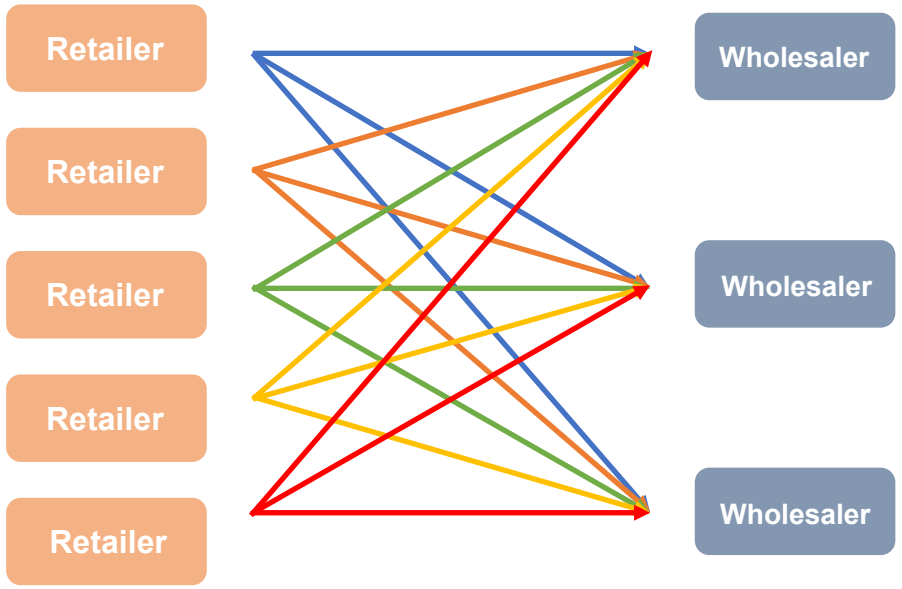
Note: Company/store counts are based on our internal research.

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- Retailers (grocery supermarkets, etc.) employ a wide range of methods when placing orders with processed food wholesalers.
- By consolidating communication methods and character encoding formats under a unified standard, we can significantly reduce operational burdens and costs for client companies (processed food wholesalers).

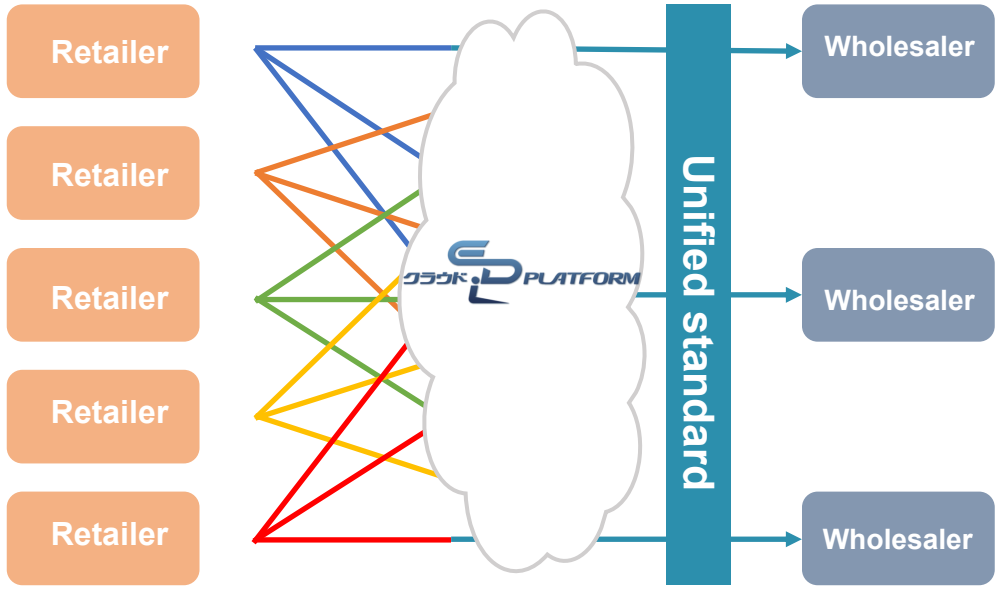
クラウドEDIプラットフォーム

Diverse communication formats create confusion among wholesalers



Consolidate network types and communication methods

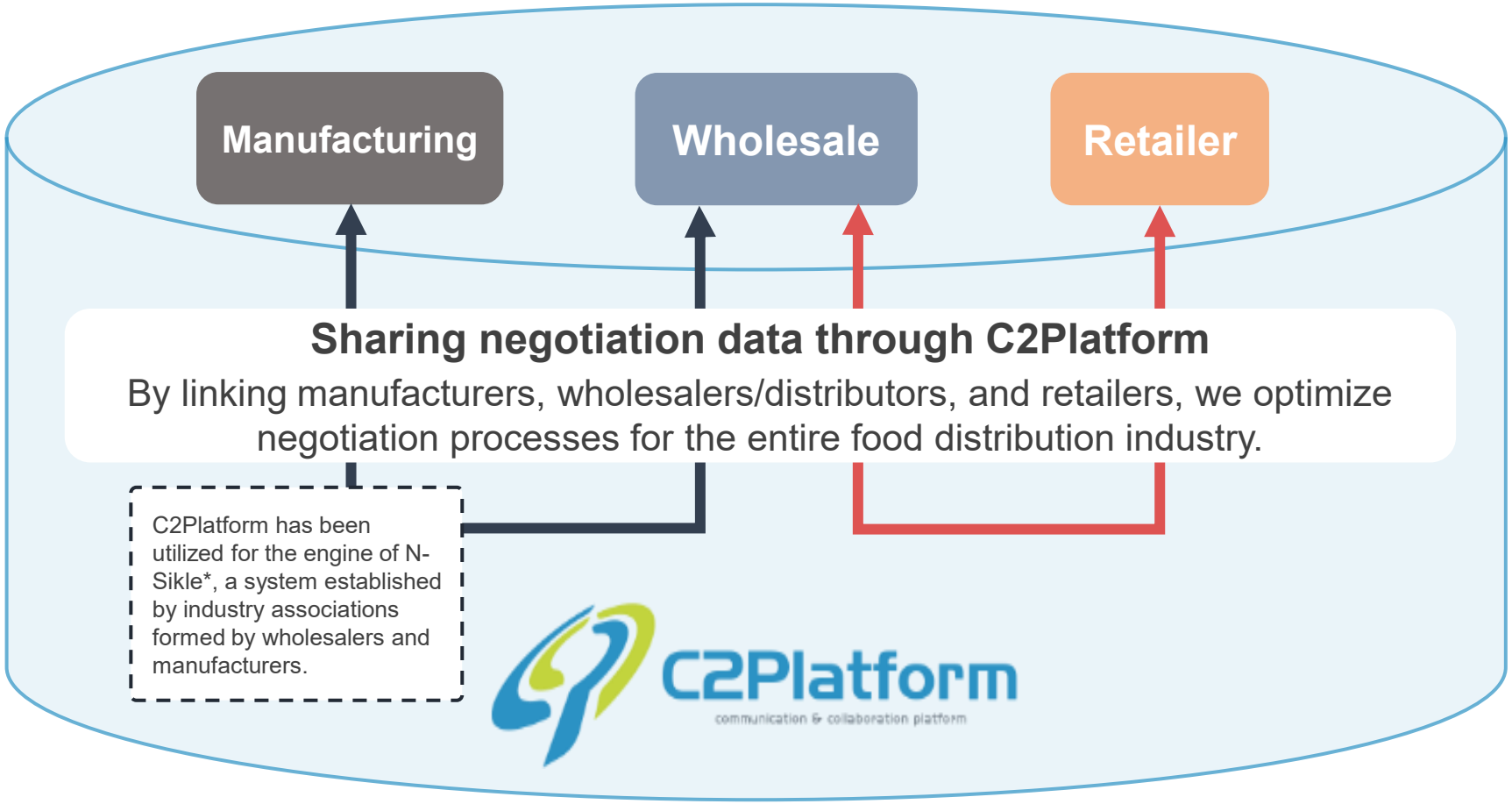
Our Cloud EDI Platform automatically standardizes formatting for all incoming communications



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4. About CYBERLINKS ①Distribution Cloud C2Platform Overview

- The extremely large volume of negotiations among retailers, wholesalers, and manufacturers, which are conducted using a wide variety of formats, including emails and phone calls, creates a substantial operational burden.
- Aiming to significantly enhance efficiency across the entire food-distribution supply chain, we plan to establish a platform for digitizing and standardizing quotation and negotiation procedures.



- A business negotiation support service established by the Japan processed Foods Wholesalers Association with the aim of standardizing business negotiation procedures between manufacturers and wholesalers

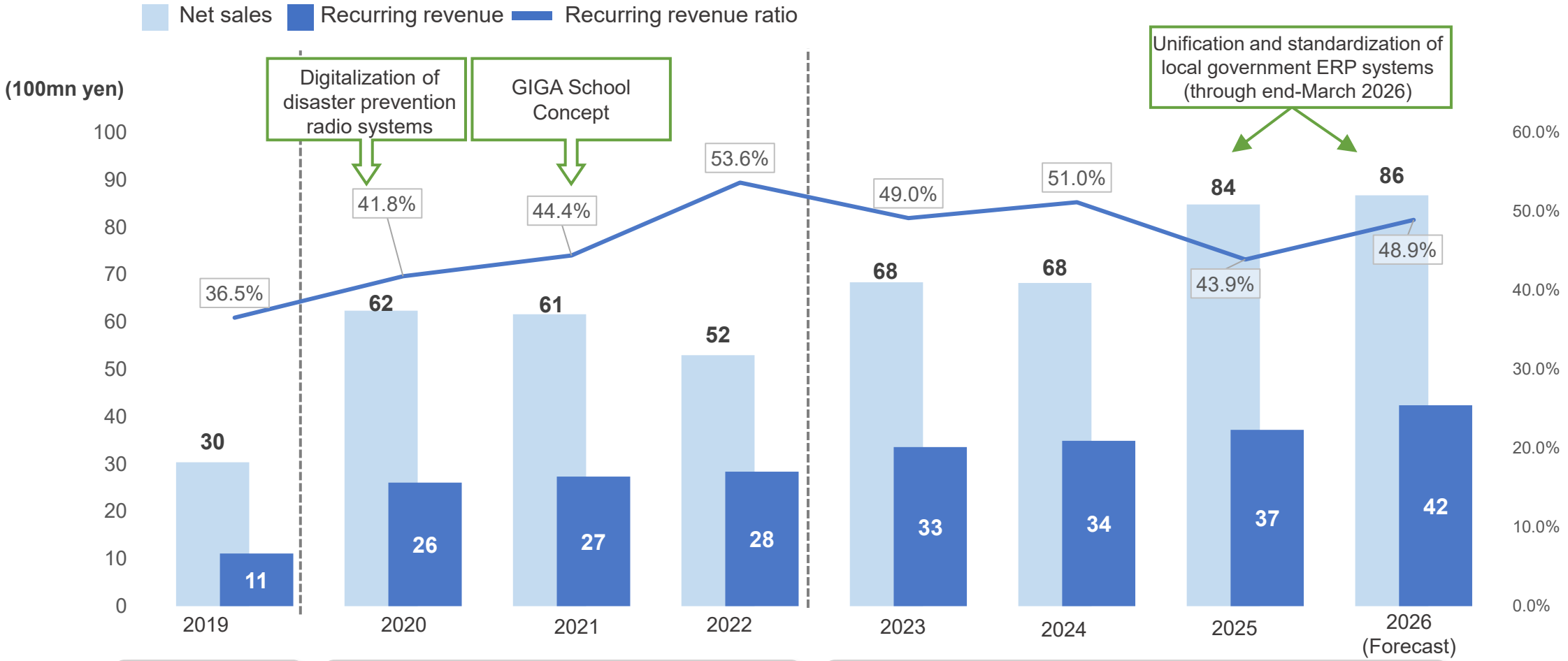
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4. About CYBERLINKS
②Government Cloud

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4. About CYBERLINKS ②Government Cloud Business Performance

- Recurring revenue is increasing steadily, thanks in part to M&A.
- Due to the characteristics of this business, non-recurring revenue is highly volatile from year to year, fluctuating significantly according to national policy priorities and budget allocations.



2019	2020～2022	2023～
CYBERLINKS	M&A CYBERLINKS Minamiosaka Computing Center (local government ERP system)	M&A CYBERLINKS Minamiosaka Computing Center (local government ERP system) SYNERGY（document management system）

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- We have established a strong business foundation in Wakayama Prefecture and surrounding areas.
  We aim to generate stable earnings through a strong local presence.
- Leveraging the momentum of municipal digital transformation (DX), which accelerated during the COVID-19 pandemic,
  we are pursuing a nationwide rollout of DX support services for local governments.

Achieving Growth Through Both Local Engagement and National Expansion

Local engagement（Stable）

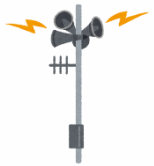
High market share built on proven performance and trust

Disaster prevention systems

Monitoring systems for dams,etc.



Installation and maintenance of municipal disaster prevention radio systems

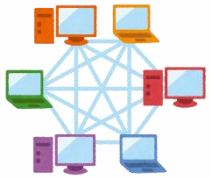


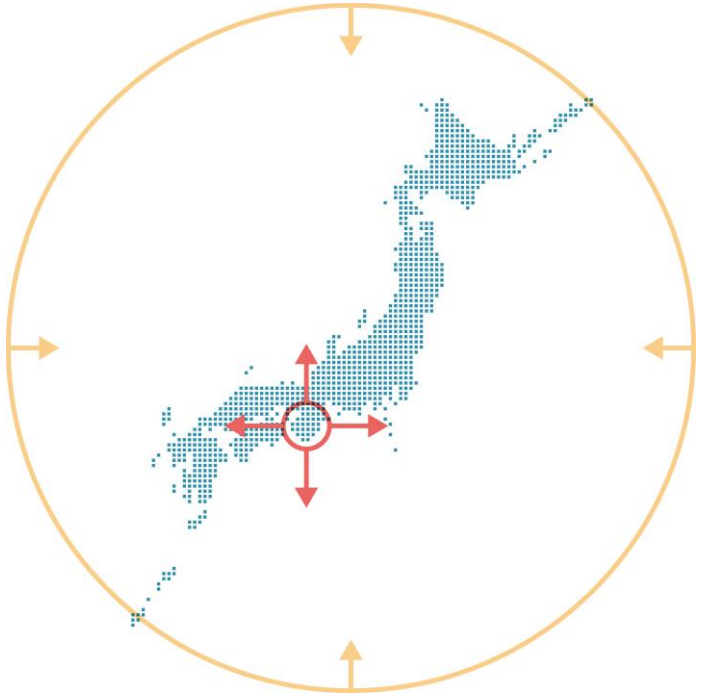
Information systems

Resident information management systems



Ensuring network security for local governments





National expansion（Growth）

Accelerating growth through municipal DX

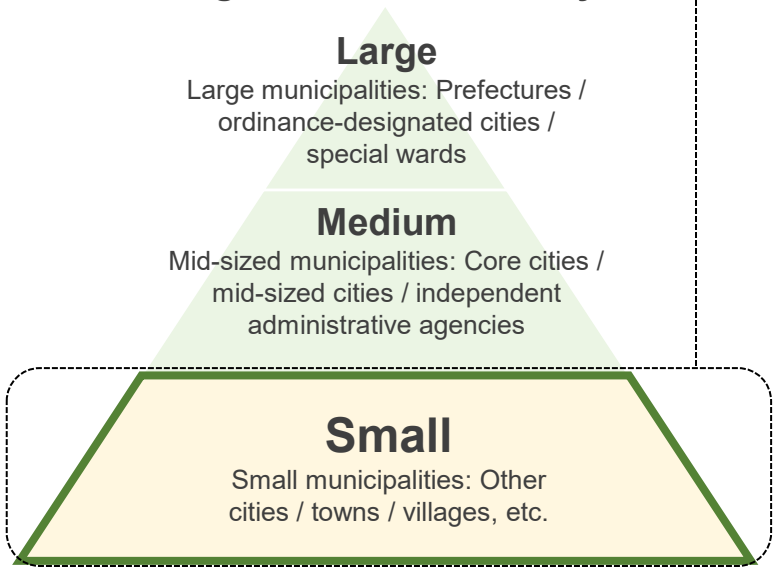
- **ActiveCity** document management system
- **Minnano Madoguchi** online public service portal
- **MynaSign** electronic authentication service

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- An integrated package providing all the tools needed for public records management and electronic approvals. The addition of AI features gives the product a further competitive edge.
- We aim to expand market share by primarily targeting small municipalities.

ActiveCity 文書管理システム

Target Customer Segments for ActiveCity



Achieve the top market share in the small-municipality segment

2025 share (actual)*
10%

2030 share (target)*
20%

*Company estimates based on the number of local governments that have already introduced a document management system

Establish a competitive advantage through AI functionality

Enhance product competitiveness through value-added AI functionality

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4. About CYBERLINKS
③Trust

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- Developing digital trust services essential for a **society becoming less dependent on major platform providers**

Value Our Services Provide

Proof of identity and authenticity

Proof of job-related authority

Proof of skills and value

2017 Certified by the Minister for Internal Affairs and Communications under the Public Personal Authentication Service

2020 Certified as an electronic proxy (power of attorney) service provider

2021

マイナトラスト MynaTrust

マイナサイン®

Launch of Trust business

Adoption of **"MynaTrust" Power of Attorney**

MynaSign, an e-contract / e-signature solution offering assurance equivalent to a registered seal

2022

CloudCerts Trusted on Blockchain

Acquisition of CloudCerts

- Expansion into digital IDs (partnerships with RAONSECURE and Wakayama University)
- Business alliance with Escrow Agent Japan in the real estate registration field

2023



CloudCerts

Digital certificate issuing service for the **TOEIC® Program**

Japan's first for a large-scale certification test

2024



CloudCerts

Digitalization of **pharmacist qualification certificates**

Japan's first for a national qualification

2025



Contract-based development of a **national qualification screening/review system**

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4. About CYBERLINKS
④Mobile Network

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- As the largest operator of Docomo Shops in Wakayama Prefecture, Cyberlinks manages 10 Docomo Shops within the area.



Nankai Wakayama City Station Store



AEON TOWN Kishigawa Store



Katsuragi Store



Iwade Store
(Largest store in Wakayama Prefecture)



Central City Wakayama Store



Nobutoki Store



Tanabe Store



Shingu Store



Hashimoto Store



Hashimoto Ayanodai Store





* As of June 30, 2026.

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CYBER LINKS

CYBERLINKS CO., LTD.
Corporate Planning Division

https://www.cyber-l.co.jp/inquiry/

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WiLL makes anything