LINK Smart

Toward a shared, connected future

(Information session : September 4, 2026)

CYBERLINKS CO., LTD.

Financial Results for 1H FY12/26(Interim Period)

(January 1, 2026 – June 30, 2026)

September 3, 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

CYBER LINKS

- 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

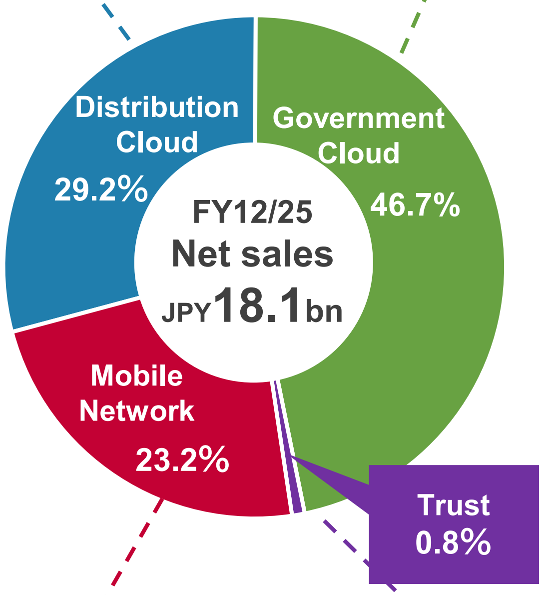
Delivering cloud services specifically targeting the food distribution industry
Future growth drivers

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

1. Executive Summary

- Net sales and ordinary profit increased, driven mainly by progress on various Government Cloud projects and the broader rollout of Distribution Cloud services.

Net sales — Record highs

JPY **10.1** bn

YoY	+14.8%
vs. 1H plan	99.6%

Recurring revenue — Record highs

JPY **4.7** bn

YoY	+11.3%
vs. 1H plan	103.2%

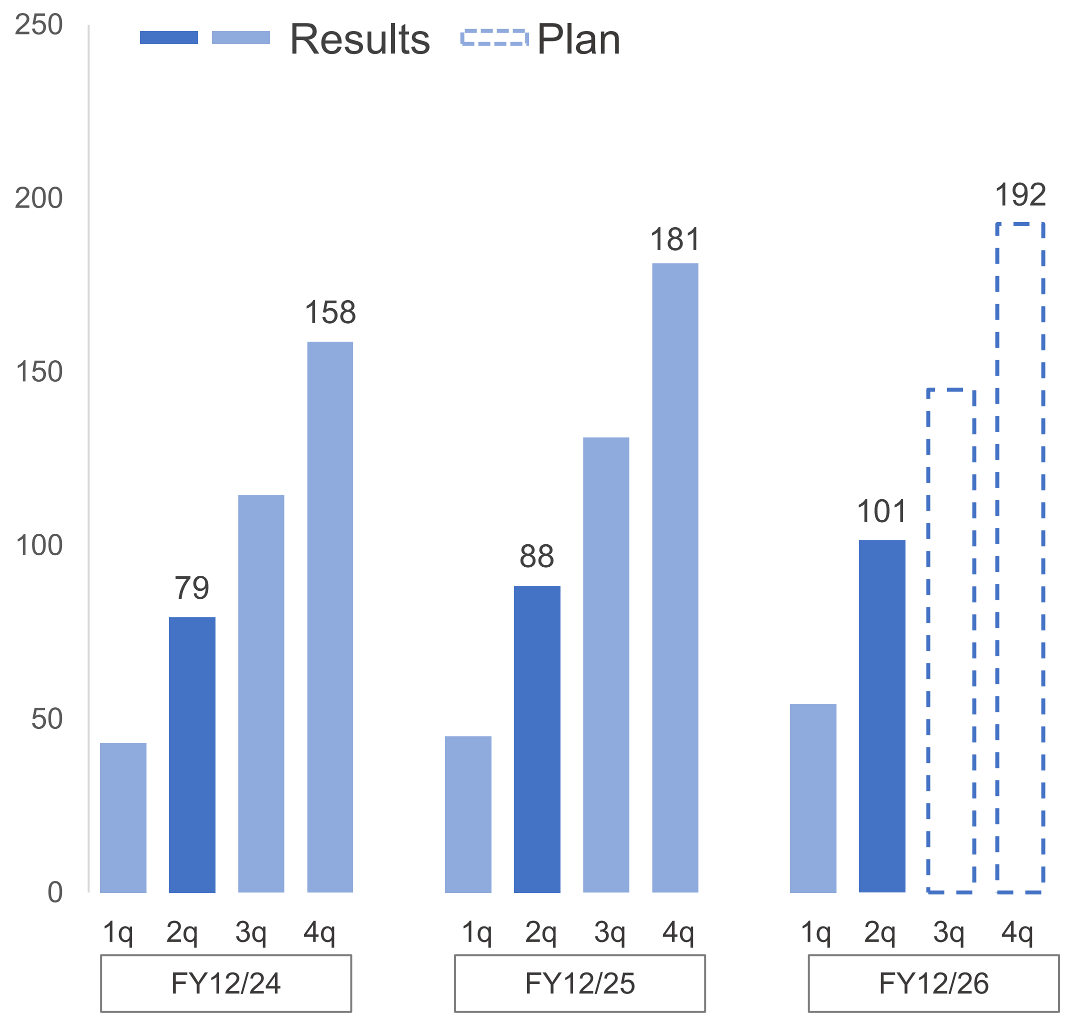
Ordinary profit — Record highs

JPY **1.44** bn

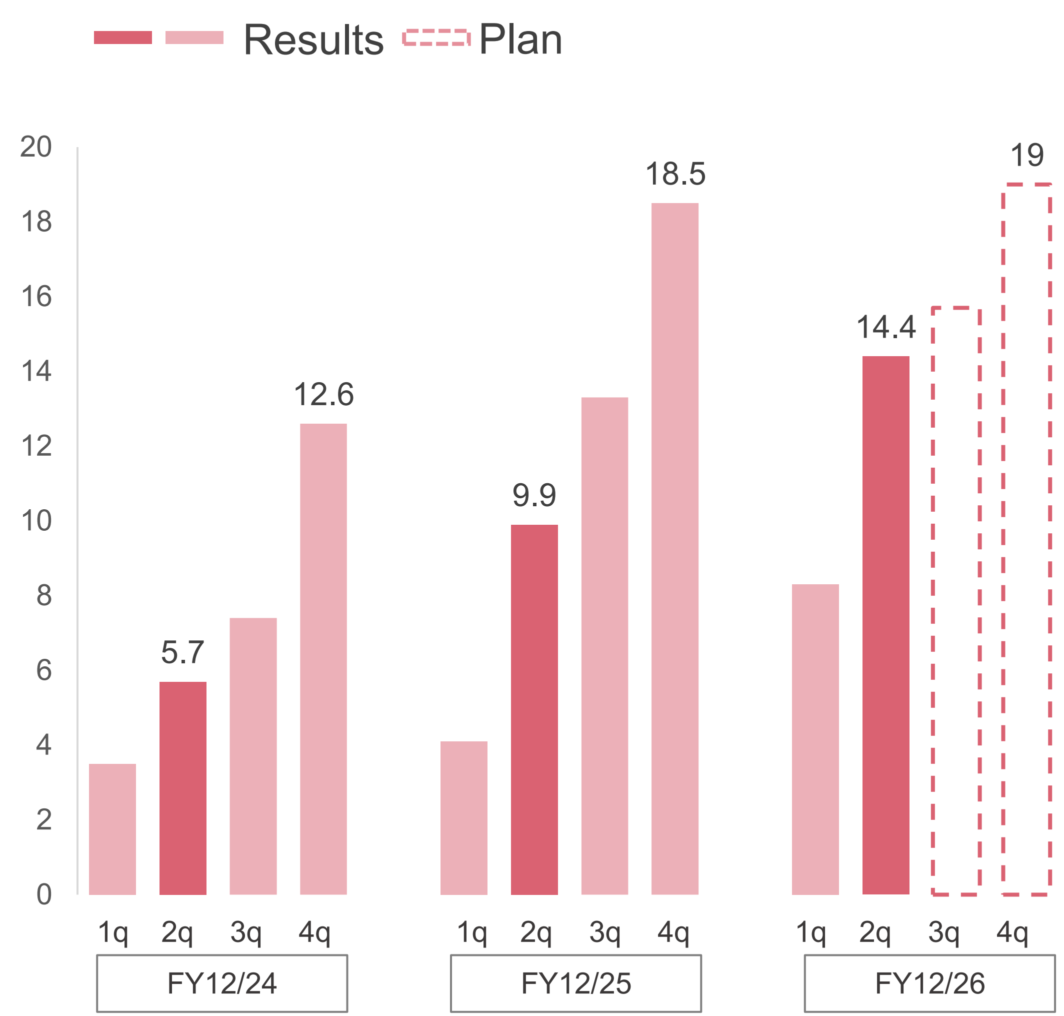
YoY	+45.8%
vs. 1H plan	105.1%

- Net sales and ordinary profit progressed broadly in line with the 1H forecast. The Company is targeting full-year record highs for both.

Net sales (cumulative) (100mn yen)



Ordinary profit (cumulative) (100mn yen)



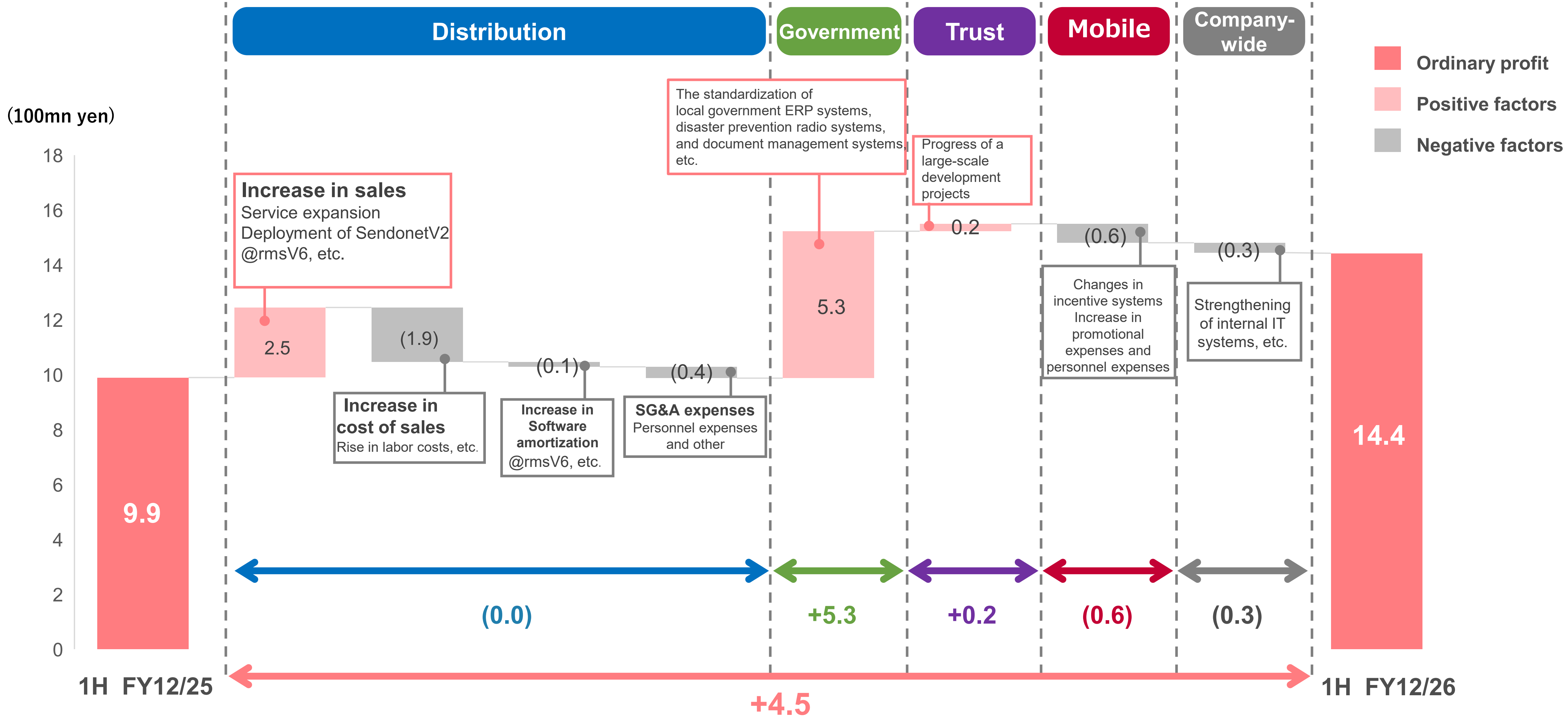
2. Consolidated 1H FY12/26 Results & Full-Year FY12/26 Forecast

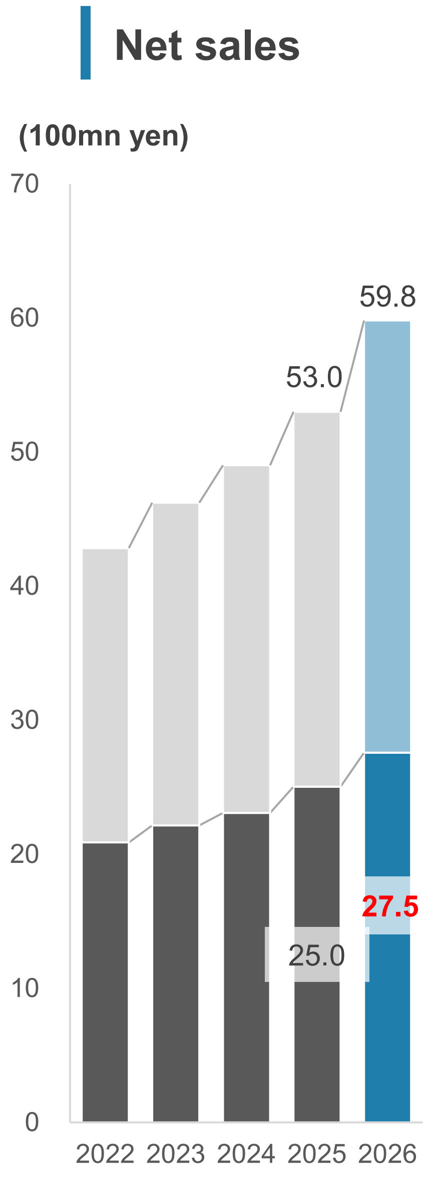
CYBER LINKS

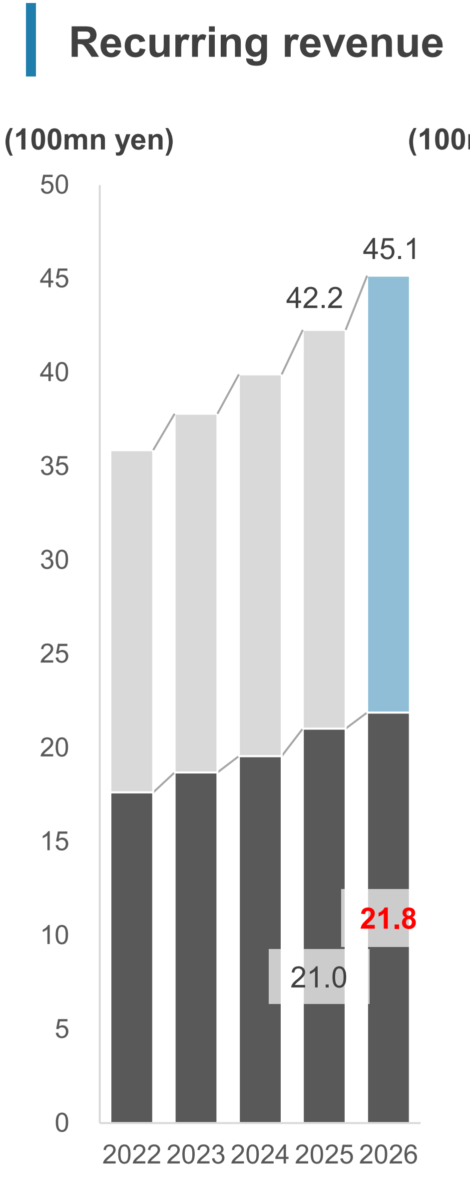
(millions of yen)	1H FY12/26 (Actual)	1H FY12/25 (Actual)	YoY Change (%)	1H FY12/26 (Plan)	Achievement Rate (%)
Net sales	10,160	8,849	14.8%	10,203	99.6%
Distribution Cloud	2,758	2,503	10.2%	2,835	97.3%
Government Cloud	5,125	4,148	23.5%	4,977	103.0%
Trust	155	51	199.9%	194	80.3%
Mobile Network	2,121	2,145	(1.2%)	2,197	96.5%
Recurring revenue	4,730	4,250	11.3%	4,585	103.2%
Distribution Cloud	2,188	2,102	4.1%	2,198	99.6%
Government Cloud	2,092	1,755	19.2%	1,955	107.0%
Trust	41	39	6.5%	47	88.9%
Mobile Network	408	352	15.9%	385	106.1%
Operating profit	1,446	990	45.9%	1,382	104.6%
Ordinary profit	1,443	990	45.8%	1,373	105.1%
Distribution Cloud	324	328	(1.2%)	386	84.1%
Government Cloud	1,232	697	76.7%	1,073	114.9%
Trust	(26)	(53)	—	2	—
Mobile Network	167	236	(29.2%)	187	89.5%
Adjustments	(255)	(219)	—	(275)	—
Profit attributable to owners of parent	967	673	43.5%	930	104.0%
EPS	JPY87.12	JPY60.34	—	JPY83.96	—

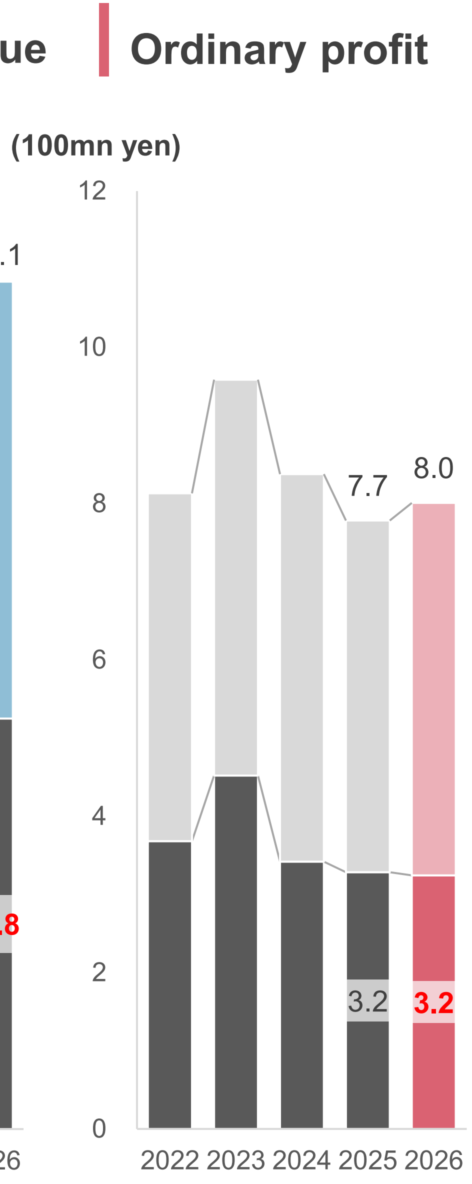
CYBER LINKS

- In the Distribution Cloud segment, sales increased as service delivery expanded, but ordinary profit edged down as labor and other costs increased following staffing expansion conducted to support new system implementation projects.
- Government Cloud: Projects involving the standardization of local government ERP systems, disaster prevention radio systems, and document management progressed, contributing significantly to profit growth.









1H FY12/26 Results

Sales increased on broader delivery of various services, but ordinary profit edged down 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 Launched operations for two additional customers from March 2026
- Sales growth generated through progress on implementation of @rmsV6, sendonetV2, etc
- @rmsV6, Automatic Ordering,etc. secured multiple new orders
- Cloud EDI Platform Secured an order from an existing major customer seeking to migrate fully to the Cloud EDI Platform.

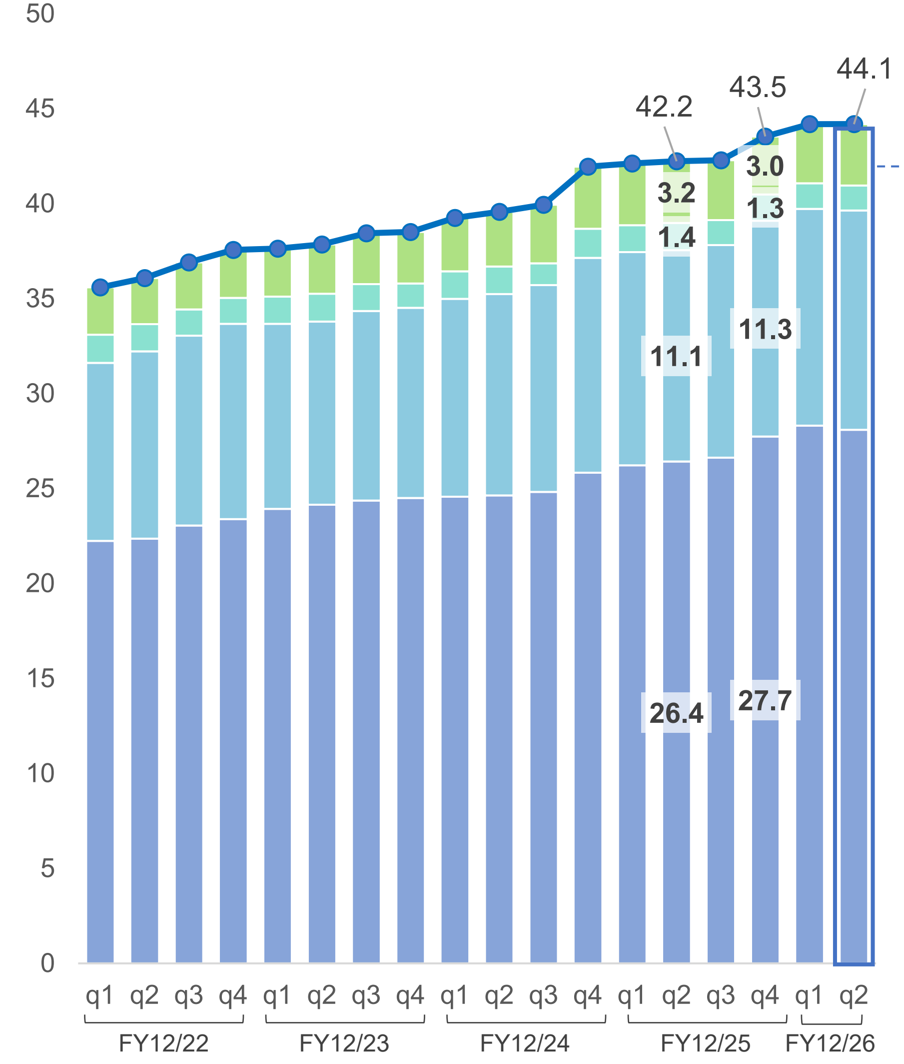
Full-Year FY12/26 Forecast

Although some system rollout projects have been delayed, work continues to progress steadily. Meanwhile, upfront investment continues as the Company builds the staffing and system implementation capabilities needed for upcoming customer go-lives

- @rmsV6
  Advance development targeting the incorporation of AI functionality
  Prioritize system implementation work for upcoming customer go-lives
- Increase recurring revenue through broader service delivery @rmsV6 , SendoneV2 , 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.

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

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



2026q2ARR
44.1(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
11.5（+0.1）

Services for food retailers
28.1（+0.3）

*( ) indicate changes vs. FY12/25 q4

Key Service KPIs

*( ) indicate changes vs. FY12/25 q4

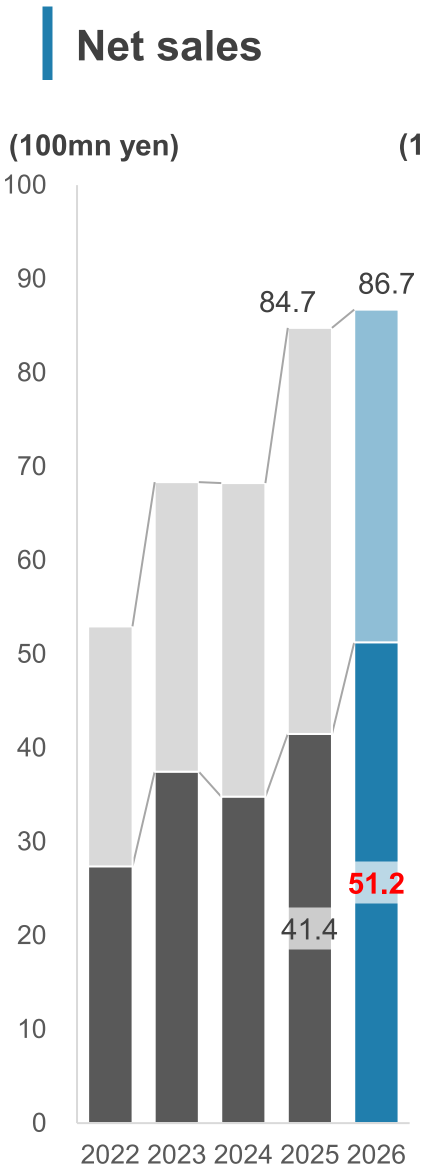
@rms All Retail Management System	FY12/25 Results	1H FY12/26 Results	FY12/30 Medium-term management plan
Number of stores using core ERP system	1,219	1,283（+64）	2,400

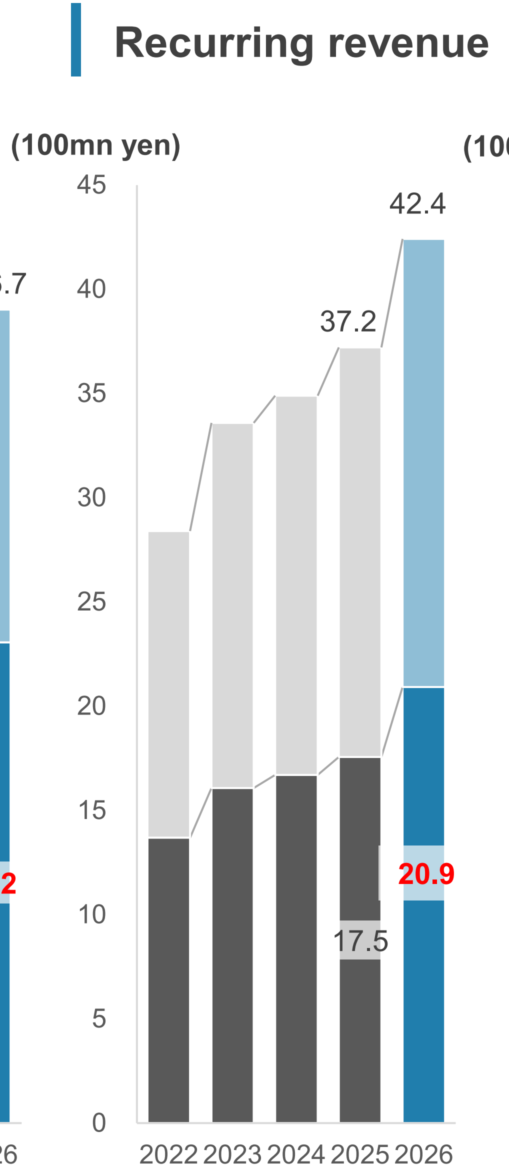
C2Platform	FY12/25 Results	1H FY12/26 Results	FY12/30 Medium-term management plan
Number of registered IDs for C2Platform	693	749（+56）	6,500

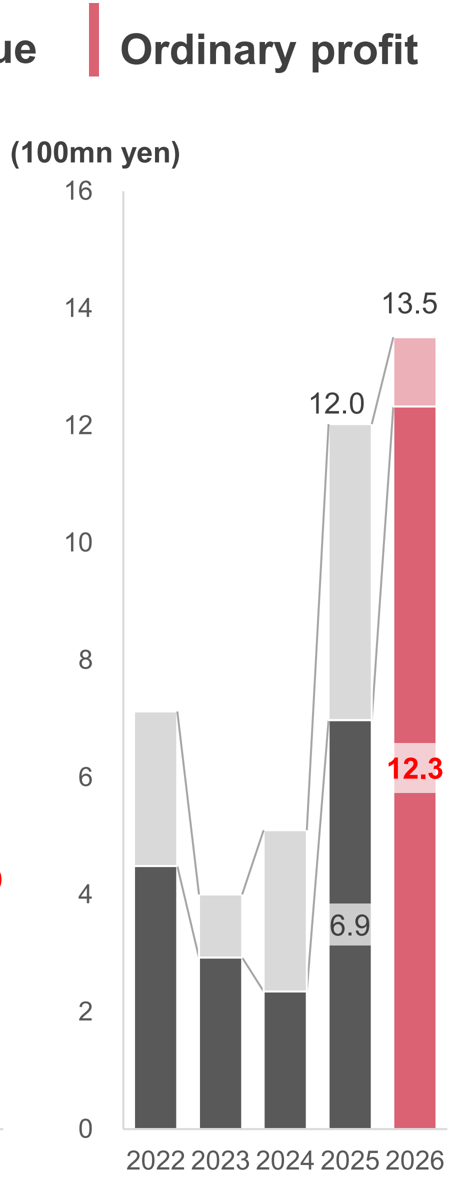
Retail Pro A Nayax Company	FY12/25 Results	1H FY12/26 Results	FY12/30 Medium-term management plan
Number of stores using RetailPro*	Overseas 173 Domestic 41	191(+18) 40(-1)	700 1,300

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

CYBER LINKS







1H 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 radio systems
- 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

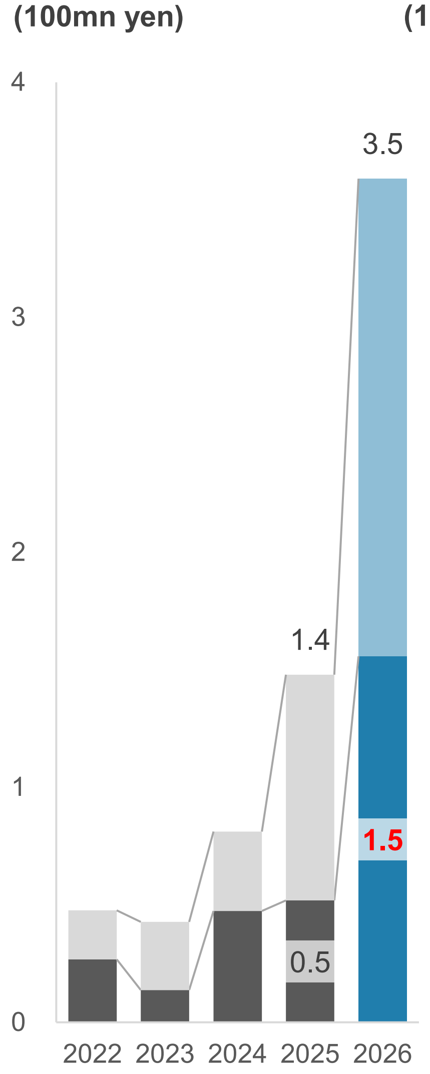
Sales and profit growth driven primarily by local government DX projects
Aiming to outperform full-year targets

- Projects related to the unification and standardization of local government ERP systems
  Recurring revenue expanded as system migrations were completed
- 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

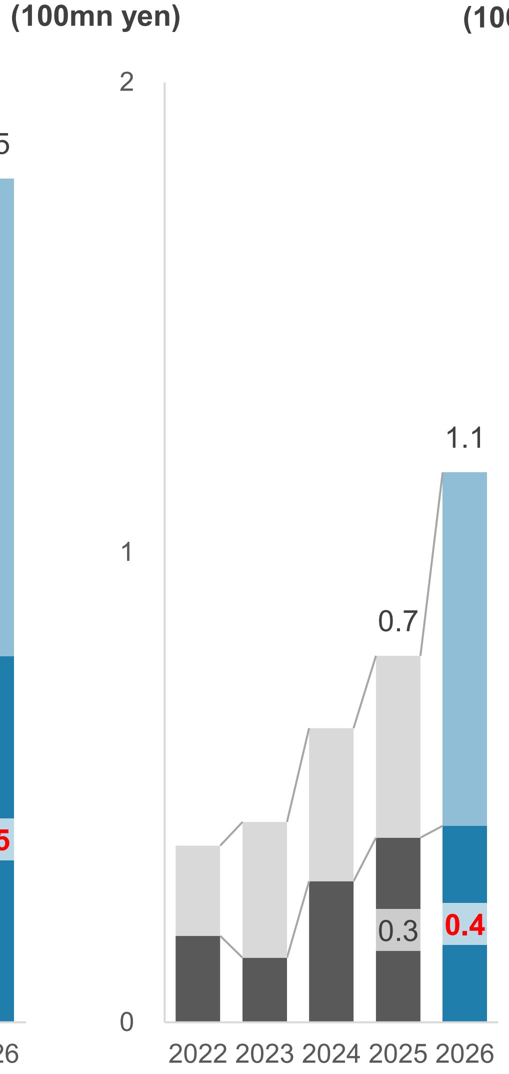
*We changed our reportable segment classification starting in FY12/24.
The segment sales and profit figures for FY12/23 in this document are based on the new segment classification.

CYBER LINKS

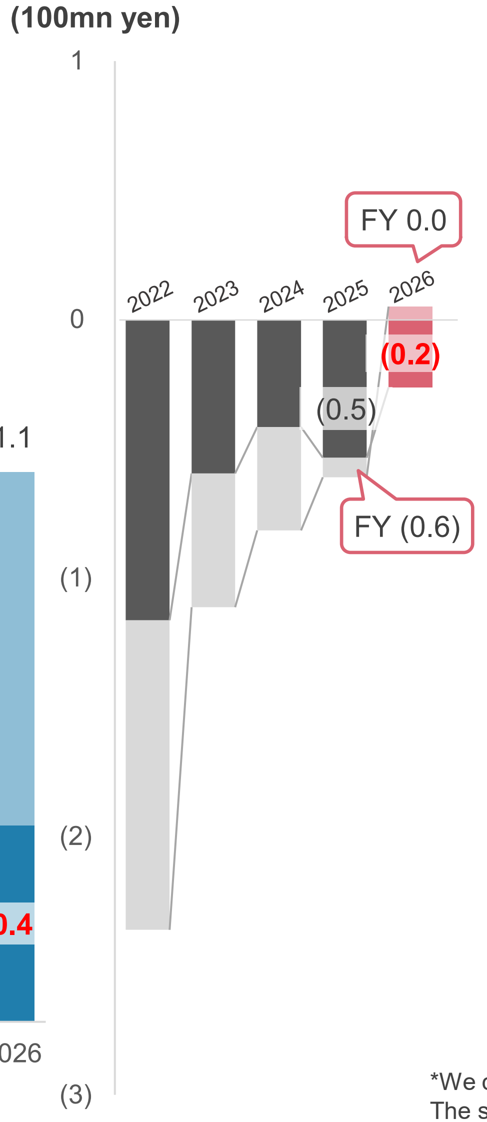
Net sales



Recurring revenue



Ordinary profit



1H FY12/26 Results

Sales increased thanks to contribution from large-scale development projects

- Contribution from contract-based development projects for national qualification examination systems
- 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*

- Achieved progress on 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.
- 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

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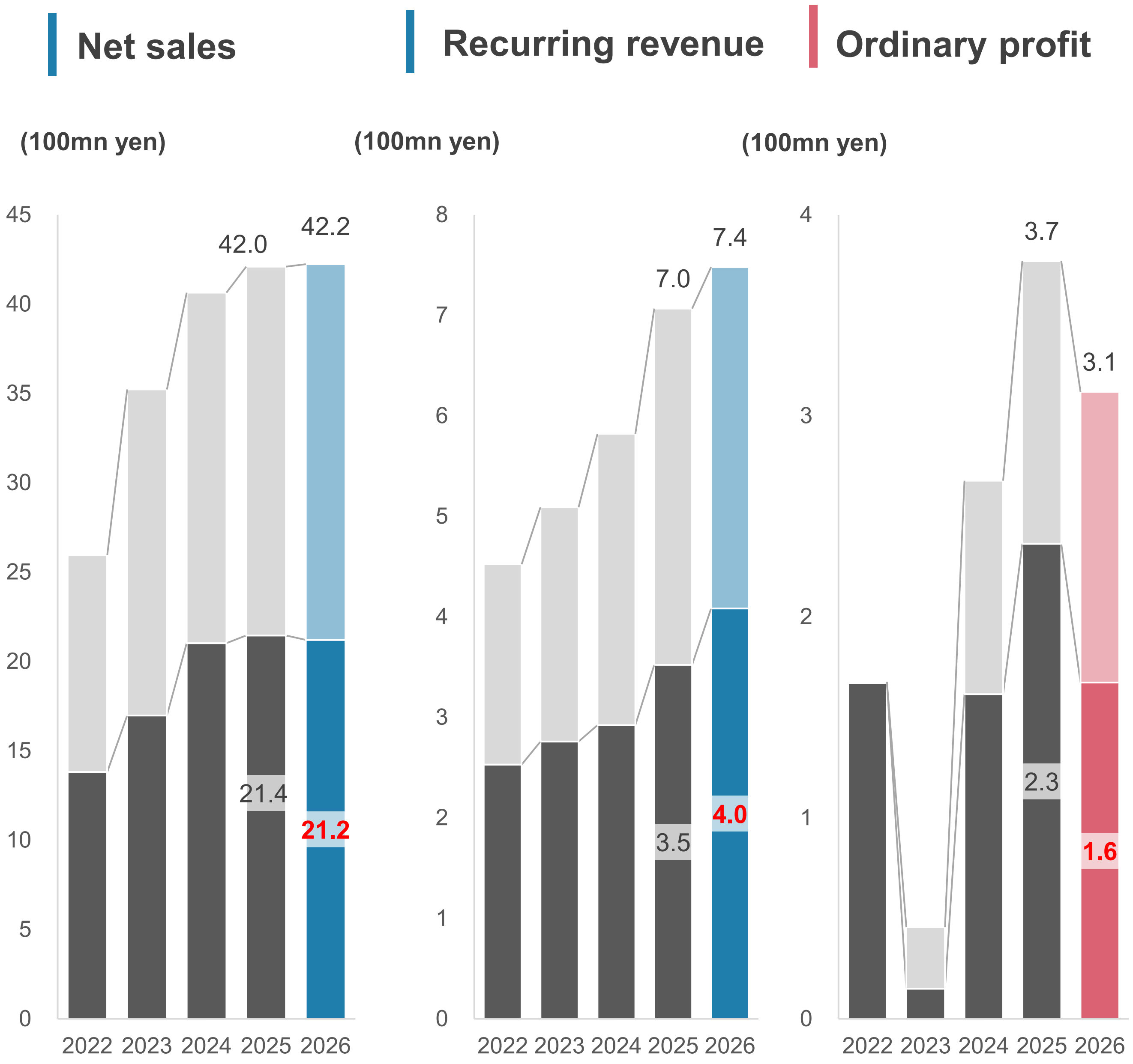
The segment sales and profit figures for FY12/23 in this document are based on the new segment classification.

CYBER LINKS



1H FY12/26 Results

Sales were flat, but 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 headquarters.
  Launched online customer-service support for stores

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

3. Shareholder Returns

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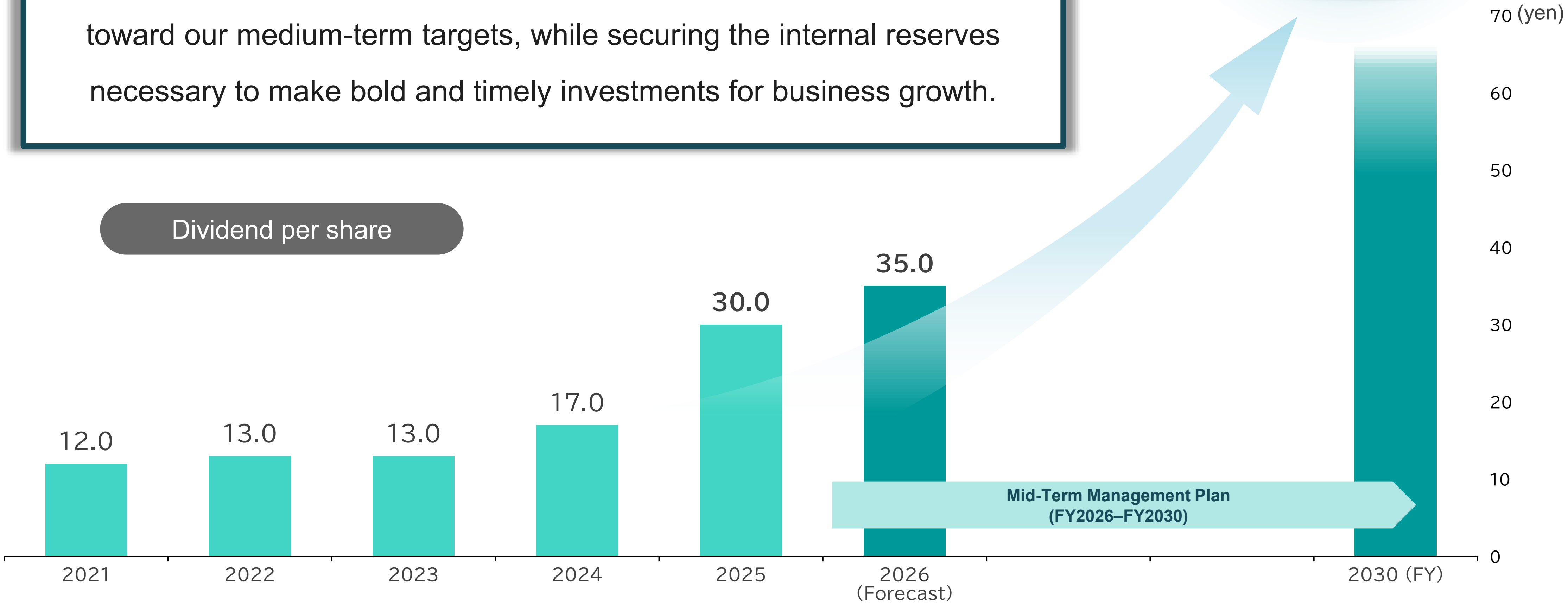
Shareholder Return Policy

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

Dividend per share



Other

- 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

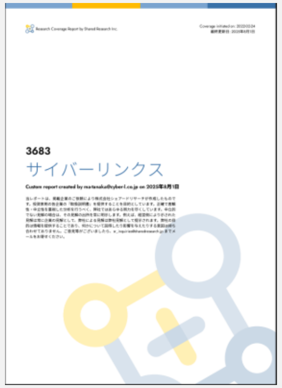
https://x.com/CyberLinks_3683

IR note magazine

https://note.com/cyberlinks_note

Shared Research

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



Supplementary Materials

CYBER LINKS

(millions of yen)

		End-Dec. 2025		End-June. 2026			Factors behind changes
		Amount	Composition	Amount	Composition	Change	
Assets	Current Assets	8,467	53.6 %	**7,529**	**50.5%**	**(938)**	Decrease in cash and cash deposits, work in process
	Non-current Assets	7,323	46.4 %	**7,375**	**49.5%**	**51**	Increase in tools, furniture and fixtures, and software in progress Decrease in software and goodwill due to amortization and other factors
	Total Assets	15,791	100.0%	**14,904**	**100.0%**	**(886)**	
Liabilities & Net Assets	Current Liabilities	5,185	32.8 %	**3,464**	**23.2%**	**(1,721)**	Decrease in short-term borrowings due to repayment
	Non-current Liabilities	1,462	9.3 %	**1,612**	**10.8%**	**150**	Increase in long-term borrowings due to loans
	Total Liabilities	6,648	42.1%	**5,076**	**34.1%**	**(1,571)**	
	Total Net Assets	9,143	57.9%	**9,827**	**65.9%**	**684**	Retained earnings increased due to profit attributable to owners of parent
	Total Liabilities & Net Assets	15,791	100.0%	**14,904**	**100.0%**	**(886)**	

CYBER LINKS

(millions of yen)

	1H FY12/25 (Actual)	1H FY12/26 (Actual)	Description
Cash flows from operating activities	448	**1,918**	Profit before income taxes, depreciation
Cash flows from investing activities	(724)	**(559)**	Purchases of intangible assets and purchase of property, plant and equipment
Cash flows from financing activities	(368)	**(1,938)**	Net decrease inshort-term borrowings Dividends paid
Net increase (decrease) in cash and cash equivalents	(647)	**(577)**	
Cash and cash equivalents at beginning of period	1,526	**2,141**	
Cash and cash equivalents at end of period	879	**1,564**	

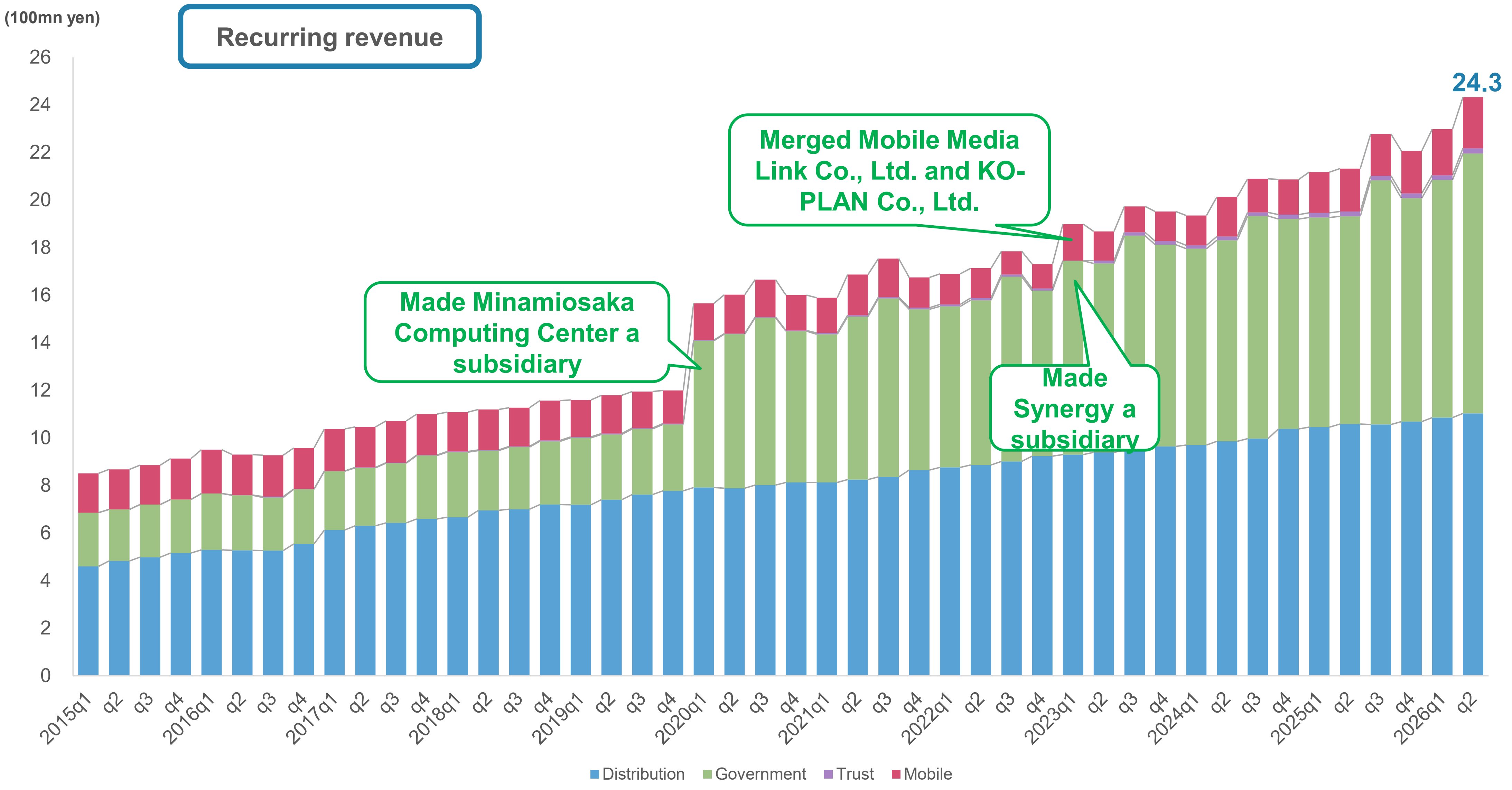
CYBER LINKS

(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	1,304	1,308	0.3%
EPS	JPY117.24	JPY118.09	—

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

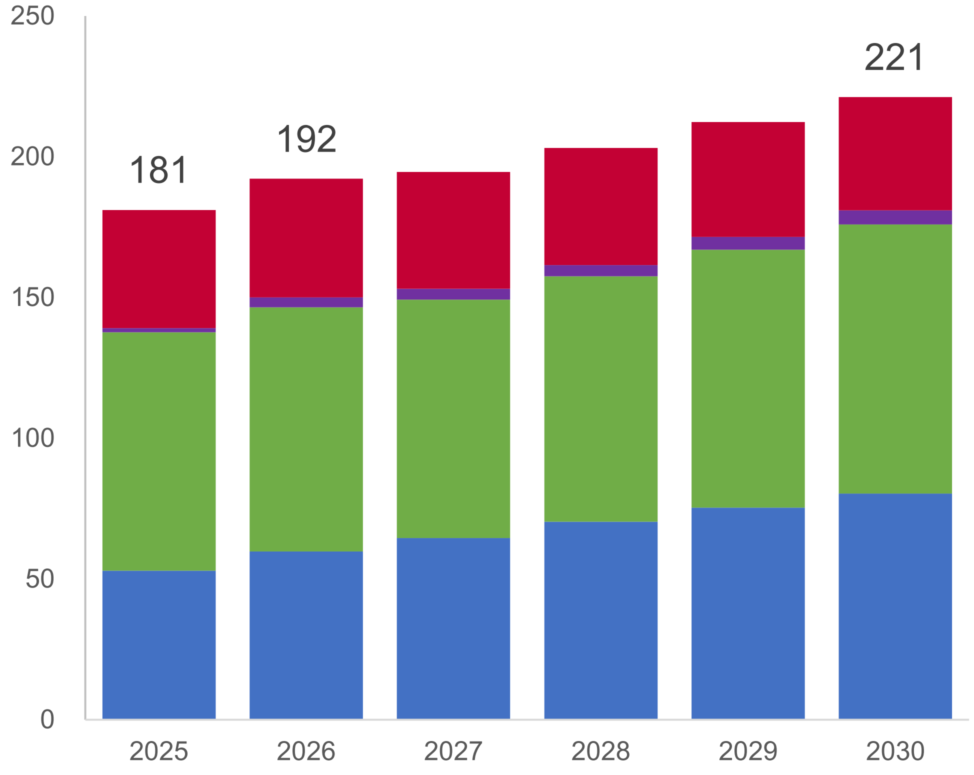
CYBER LINKS

■ Growth continued to be driven by the Distribution Cloud business

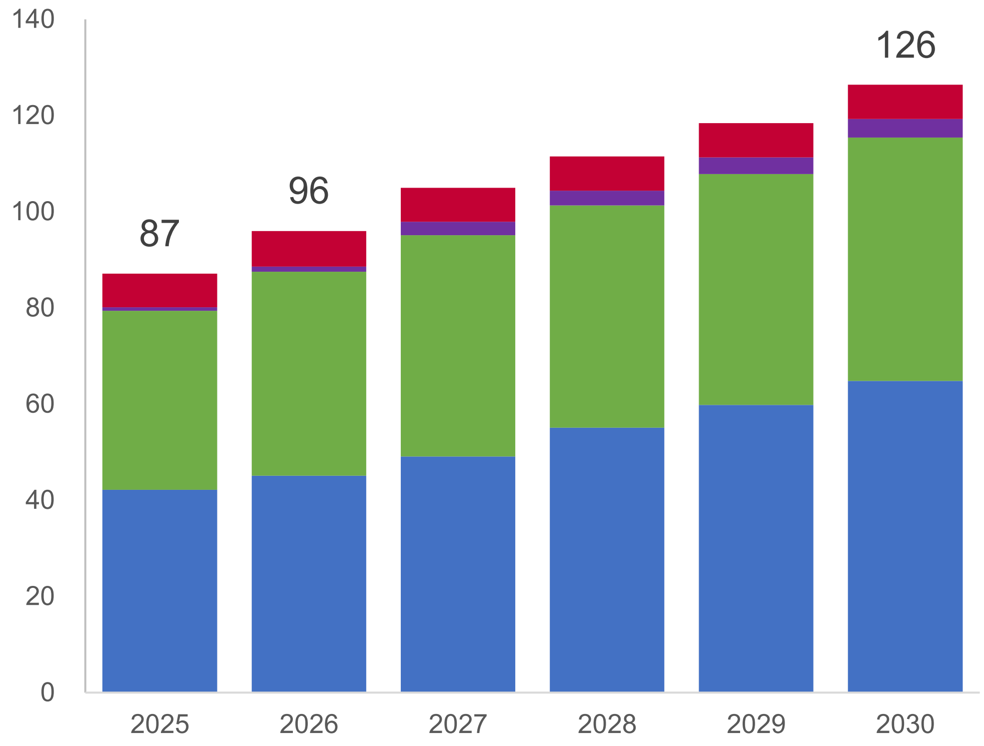


- We expect growth in sales from the Government Cloud and Distribution Cloud businesses.

Net sales (100mn yen)



Recurring revenue (100mn yen)

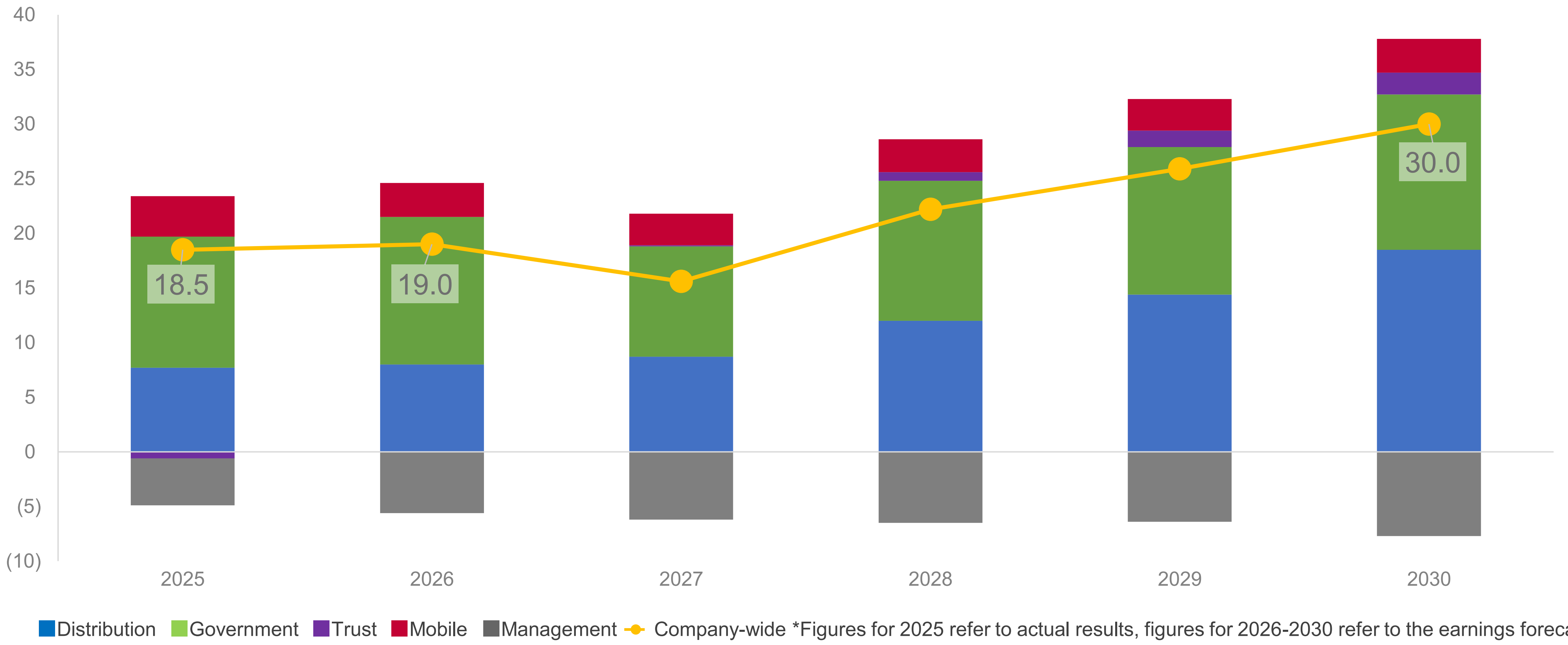


Distribution Government Trust Mobile *Figures for 2025 refer to actual results, figures for 2026-2030 refer to the earnings forecast.

CYBER LINKS

- 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.

Ordinary profit (100mn yen)



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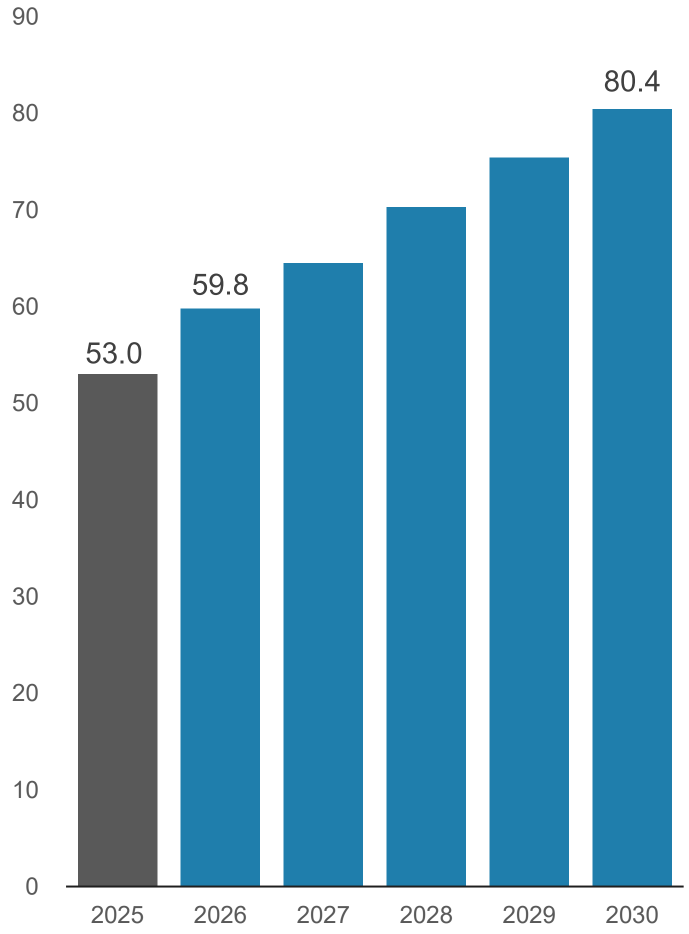
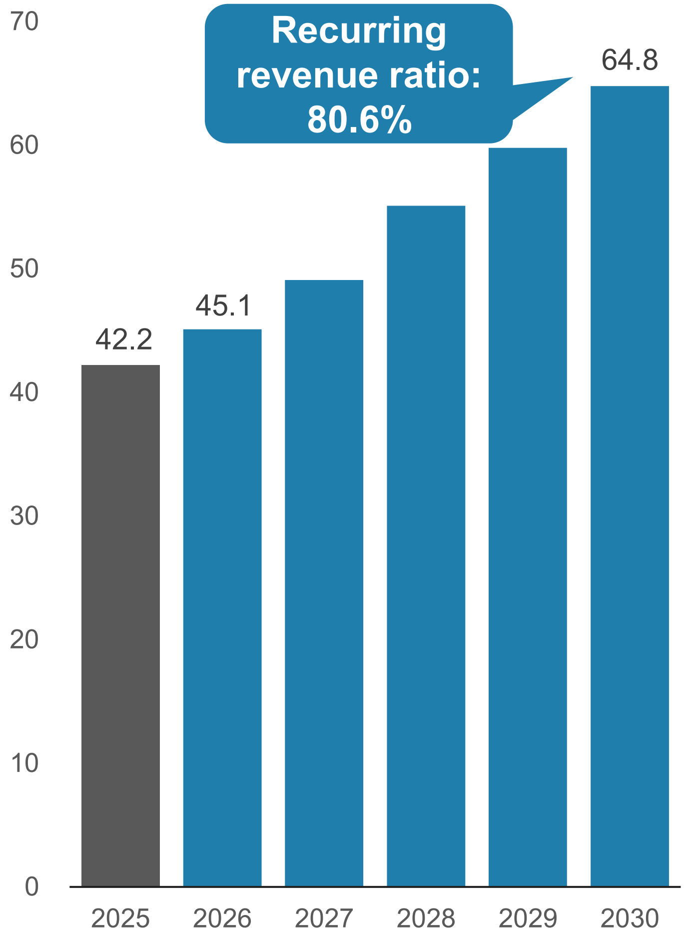
- Drive significant profit growth by expanding services and increasing recurring revenue

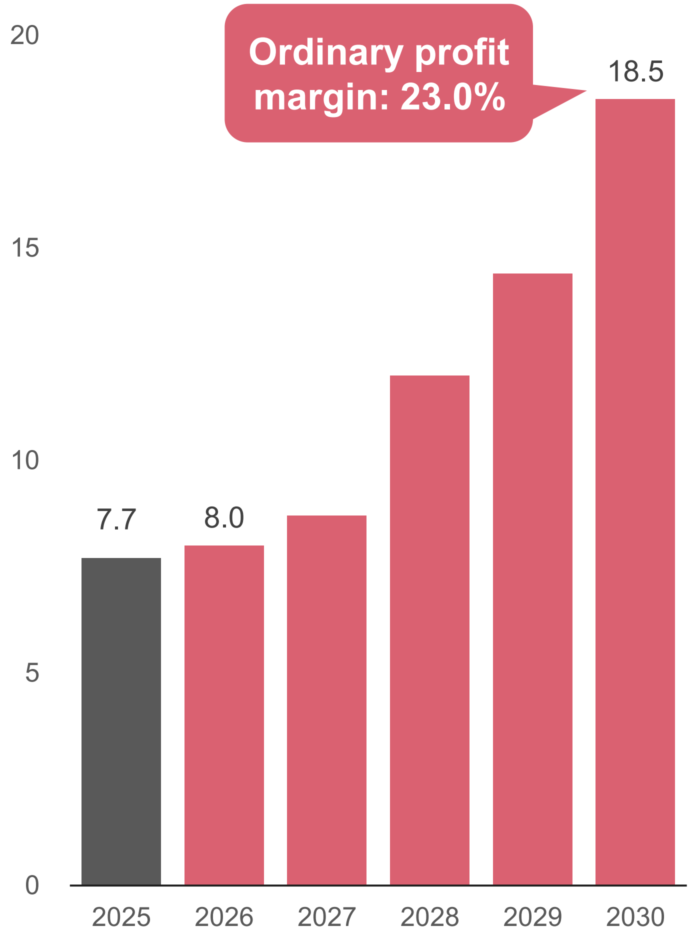
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)

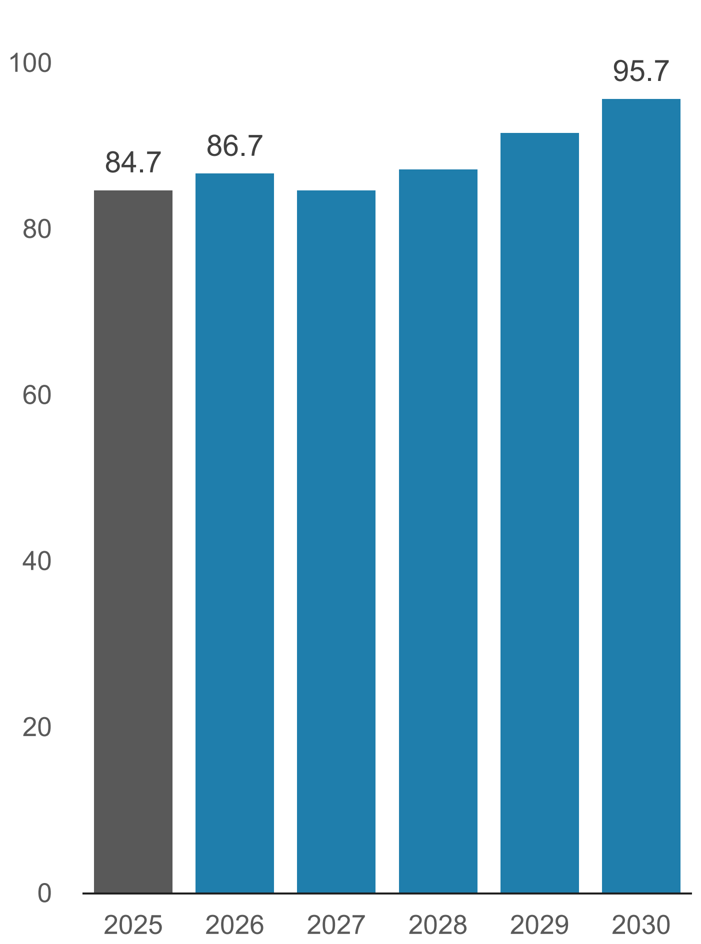


*Figures for 2025 refer to actual results, figures for 2026-2030 refer to the earnings forecast.

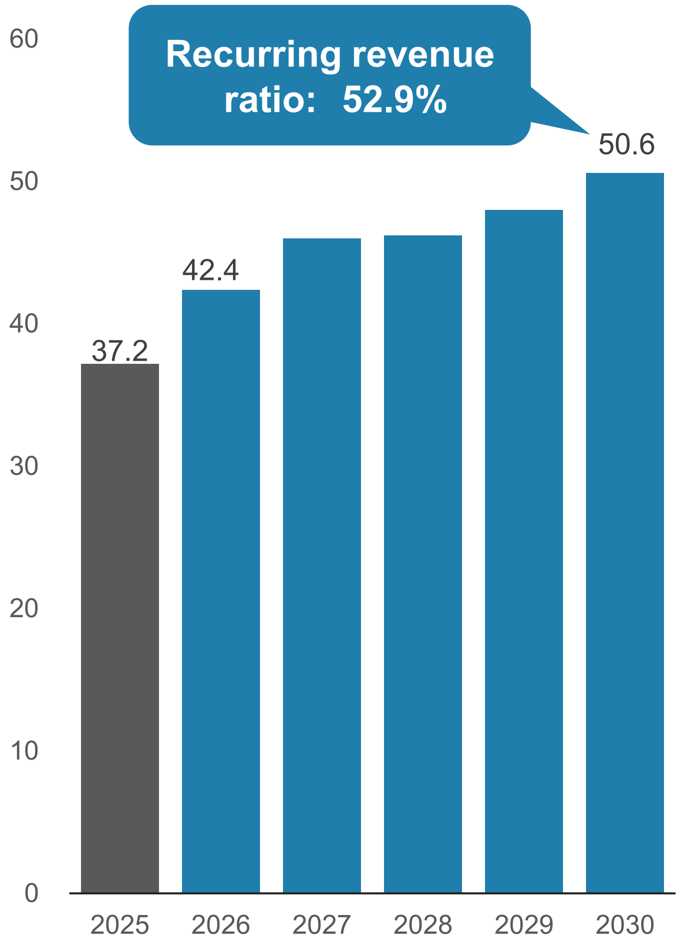
CYBER LINKS

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

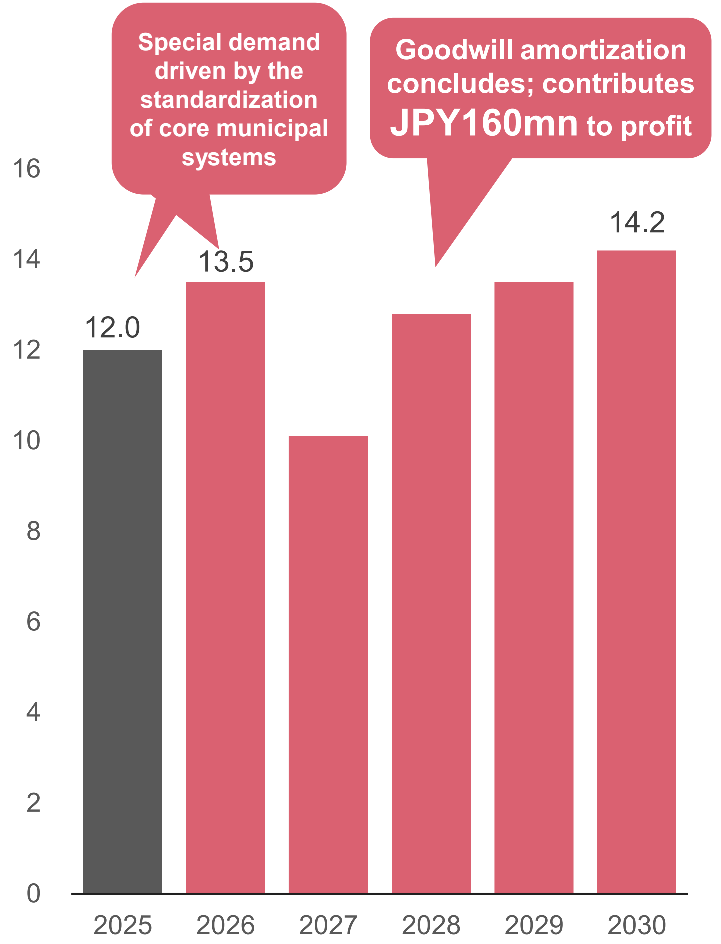
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



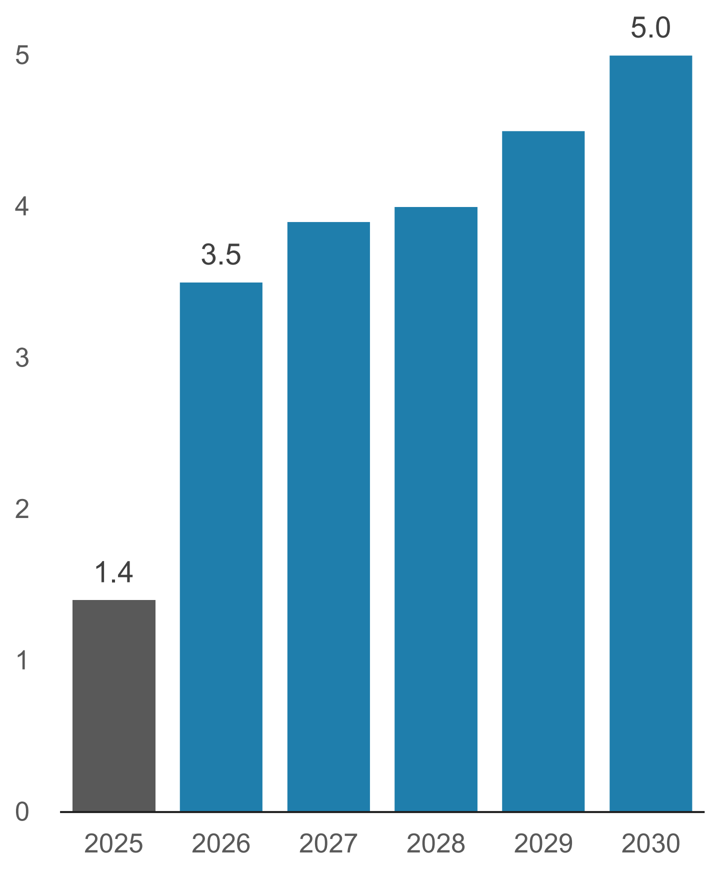
Ordinary profit (JPY100mn)



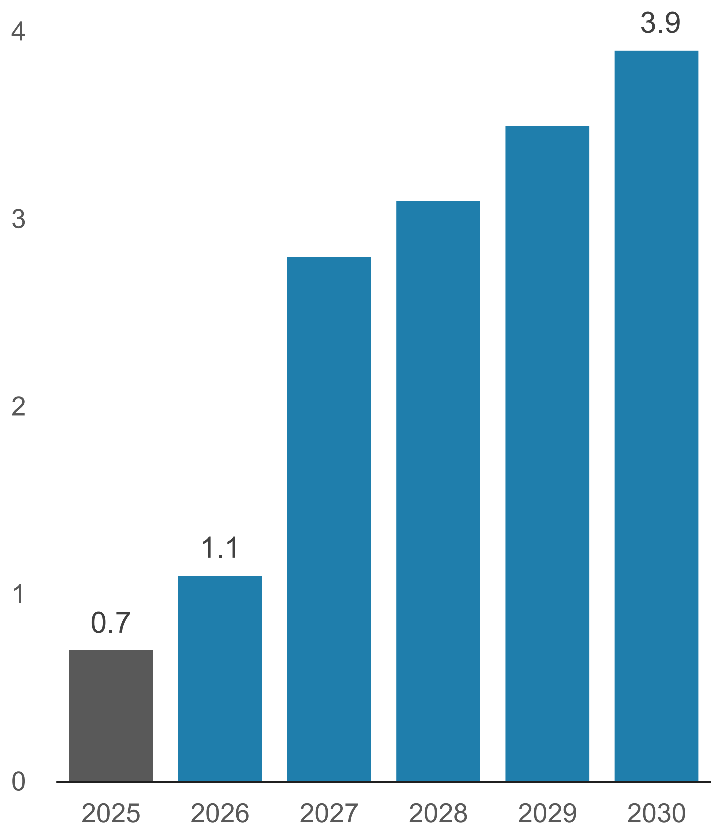
*Figures for 2025 refer to actual results, figures for 2026-2030 refer to the earnings forecast.

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

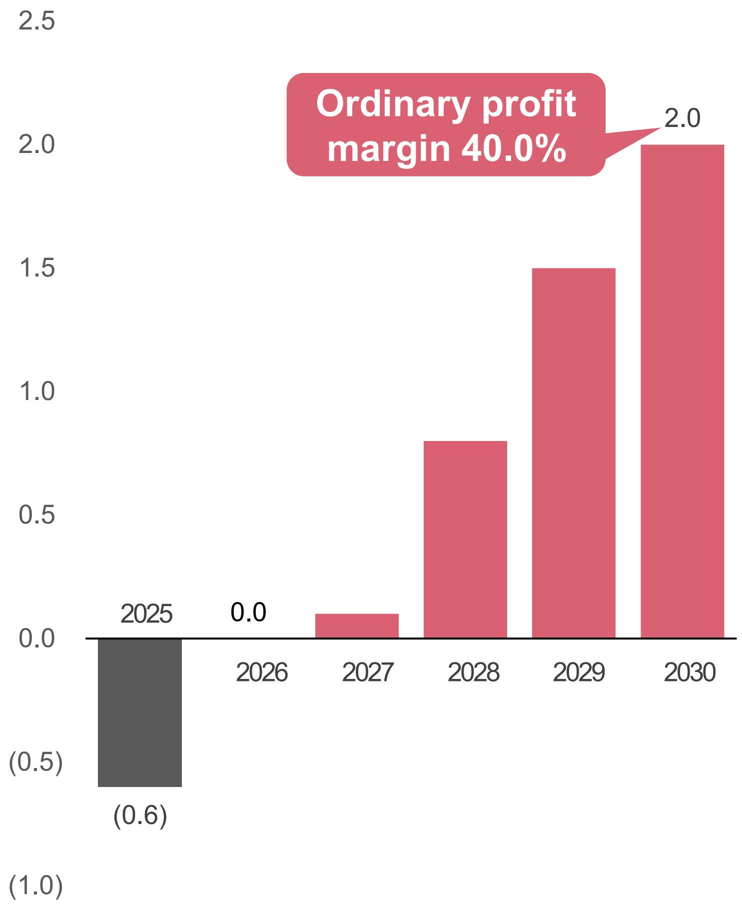
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)



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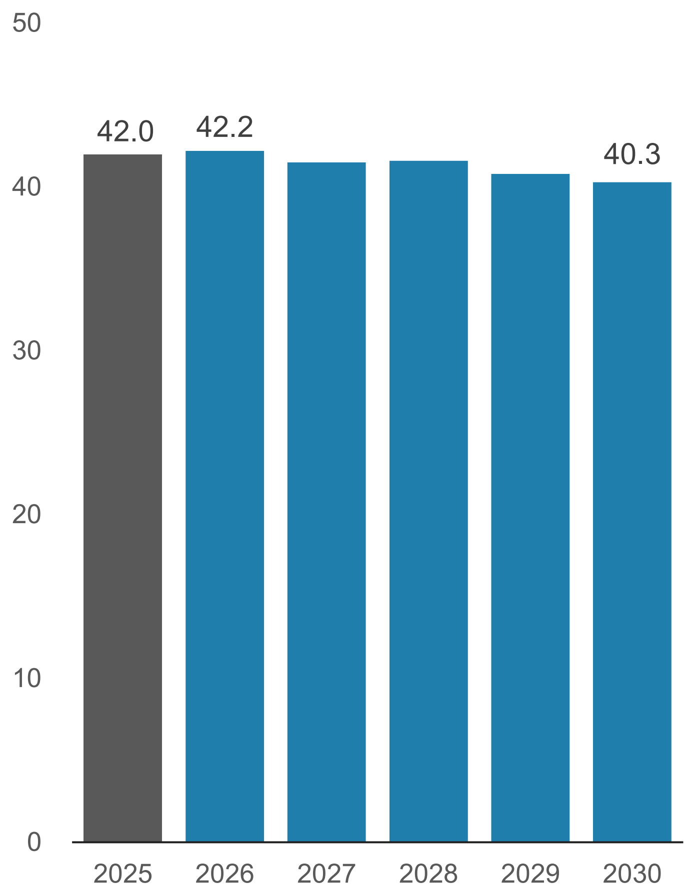
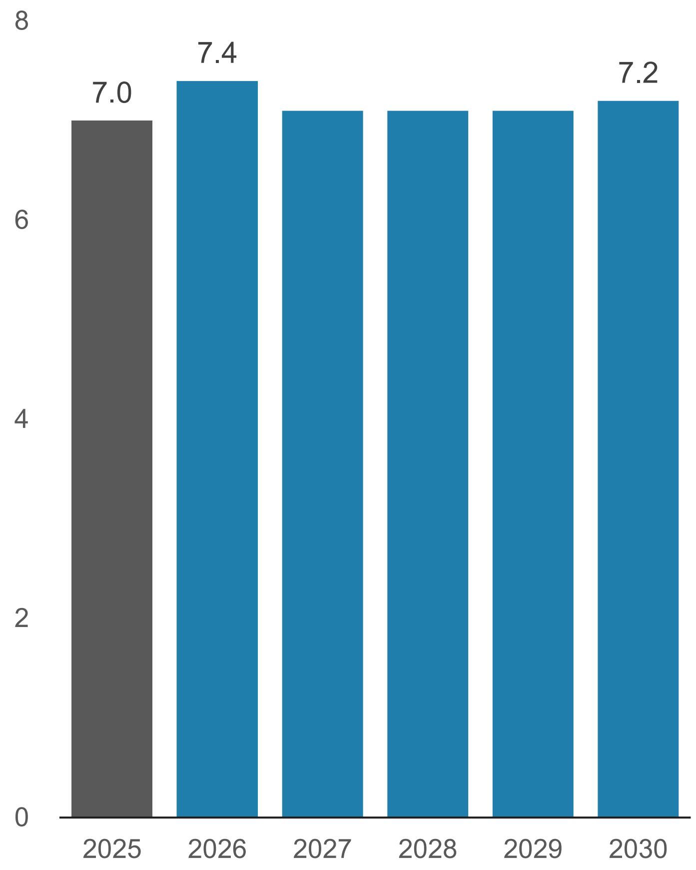
CYBER LINKS

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

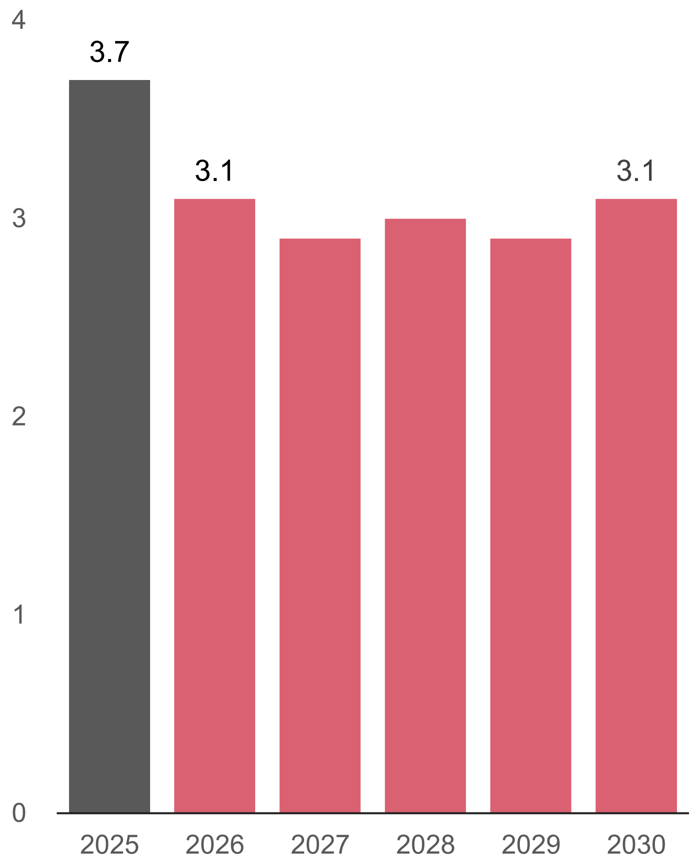
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)



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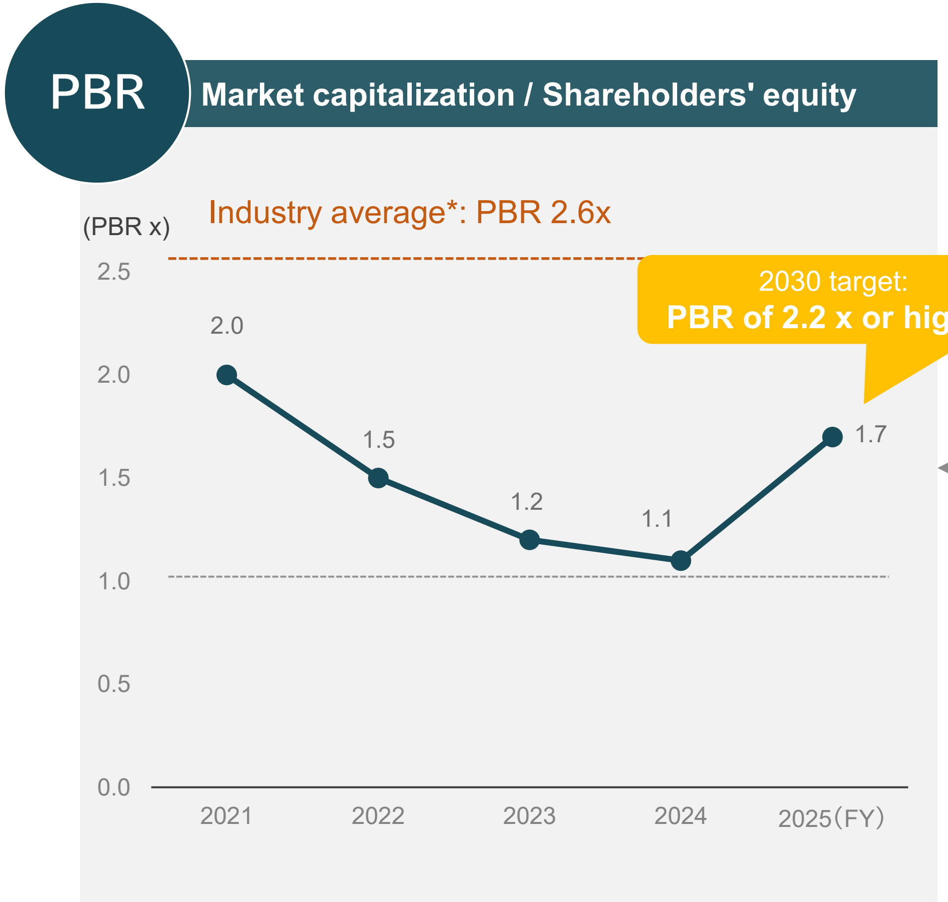
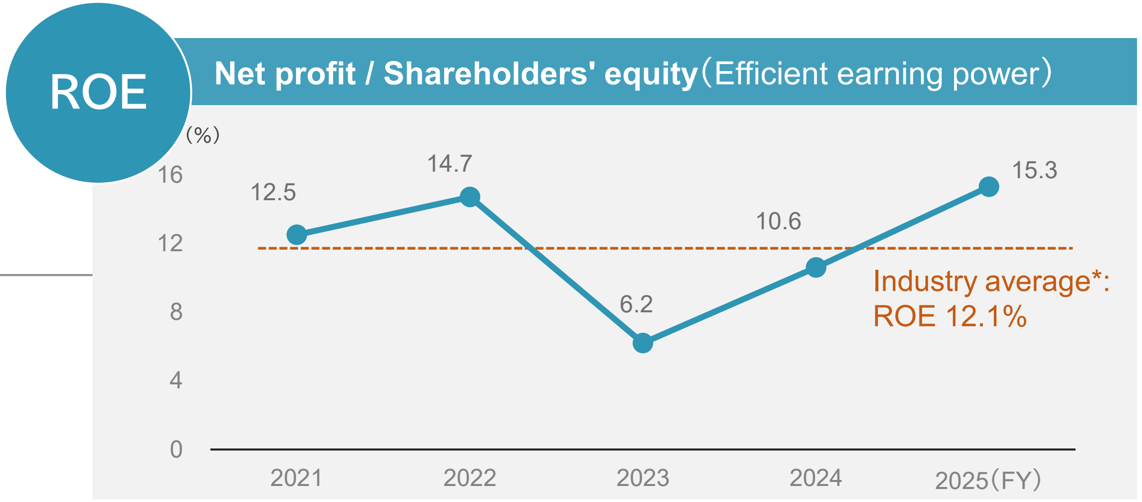
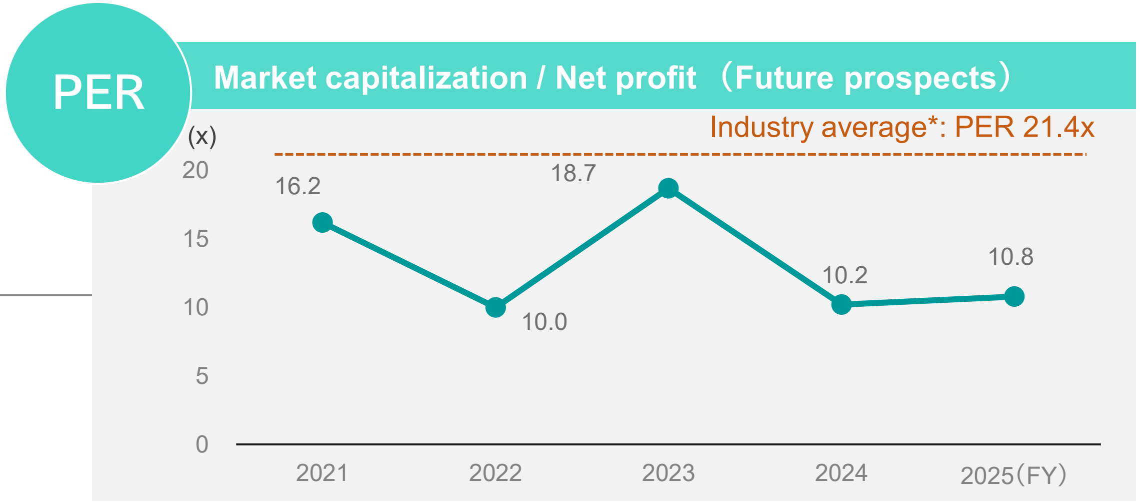
- Our PBR is above 1.0x but below the industry average.
- Our PER is particularly low compared to the industry average.



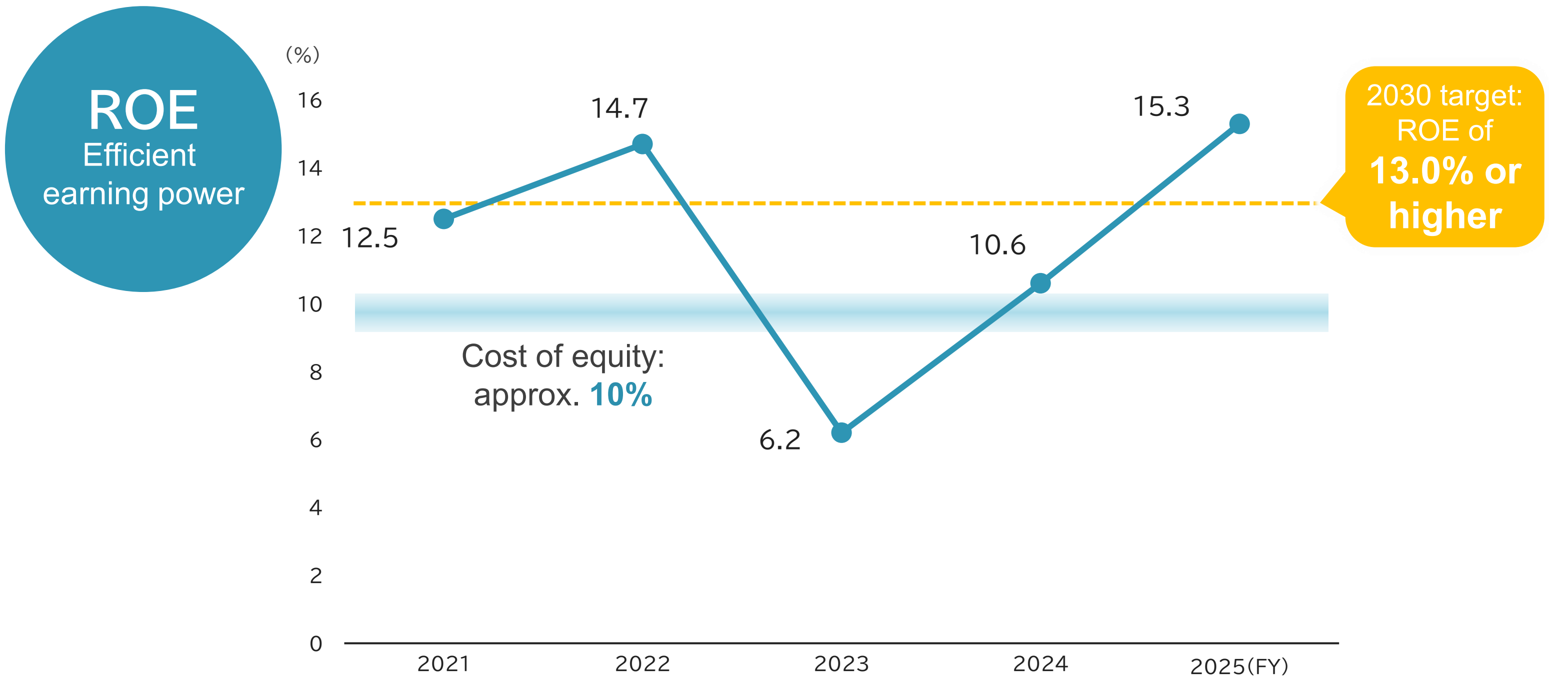




*Industry averages are the weighted averages for the Information & Communication sector among companies listed on the TSE Standard Market and are prepared based on the Tokyo Stock Exchange's "PER/PBR by Company Size and Industry (Consolidated/Non-consolidated) List (January 2026)."

CYBER LINKS

- 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**.



Reference **Calculating cost of equity using CAPM**

Risk-free rate **2.25%** + β **1.0** × Risk premium **7.37%** = Cost of equity **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

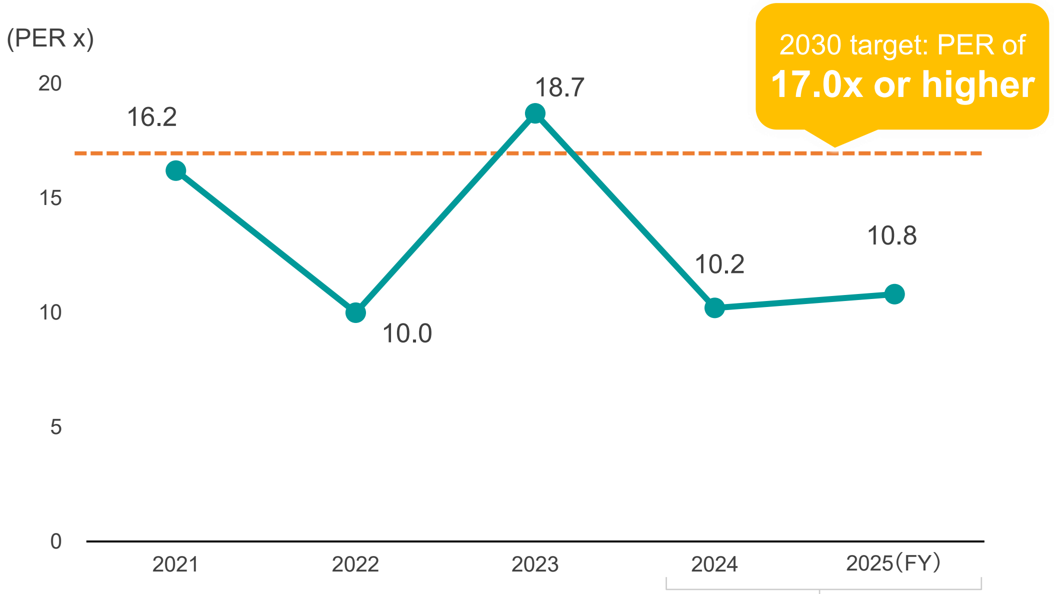
Financial strategy

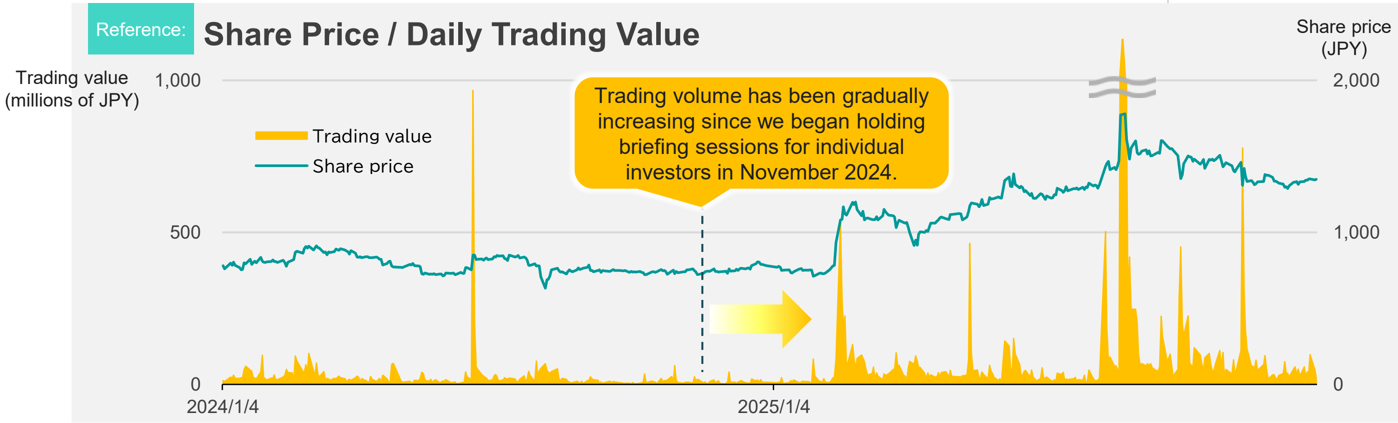
- Limit excess cash and deposits
- Optimize capital allocation across the Group
- Maintain progressive dividend policy and raise the dividend payout ratio
- Execute timely share buybacks

CYBER LINKS

- 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





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

CYBER LINKS

- 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

Strategic investment factored into operating CF (FY2026–FY2030)

Human capital investment:	approx. JPY 1.79 bn
R&D investment:	approx. JPY 0.70 bn
Information systems investment:	approx. JPY 0.77 bn

Cash-IN

Operating CF: JPY 14.0 bn
(after execution of strategic investments)

Cash-OUT

Growth investment: JPY 5.2 bn
- Business development
- M&A

Head office relocation: JPY 1.0 bn

Non-current asset investment: JPY 4.6bn
- Server maintenance/renewal
- Real estate renewal

Shareholder return: JPY 2.3 bn
- Maintain progressive dividend policy
- Raise dividend payout ratio

Working capital increase: JPY 0.85 bn

CYBER LINKS

■ 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**

4. About CYBERLINKS

CYBER LINKS

Naoki Higashi, President

Incorporated

1964

Headquarter

Wakayama City

Market listing

The Standard Market of the Tokyo Stock Exchange

Employees (consolidated)

903 employees

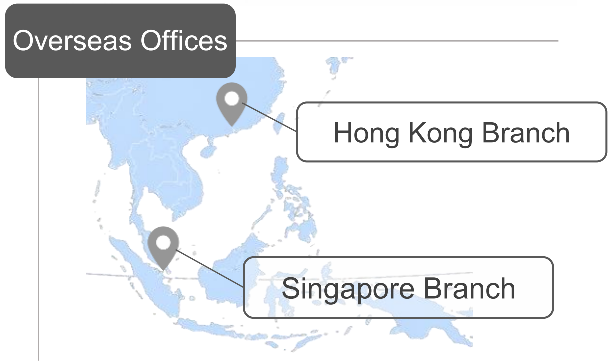
* As of December 31, 2025.

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.



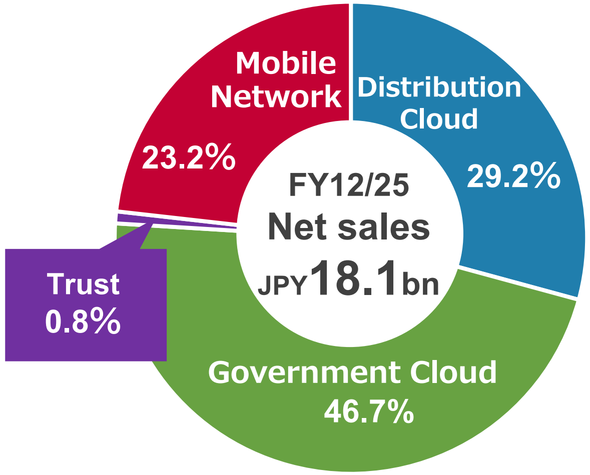
【Management Philosophy】

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.

CYBER LINKS

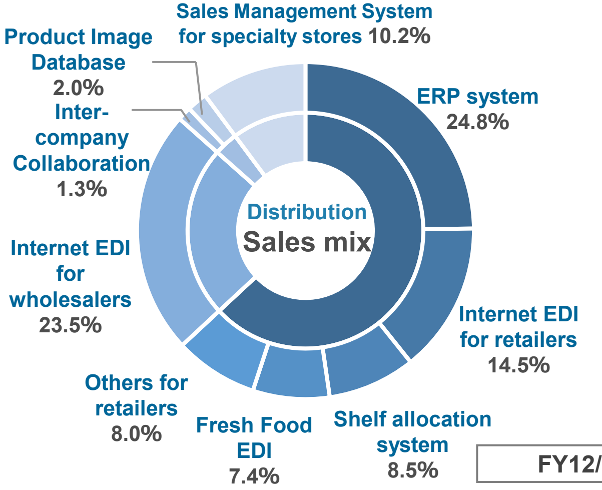


Distribution Cloud

Sales JPY5.3bn

Ordinary Profit JPY0.77bn

Customers	Services
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



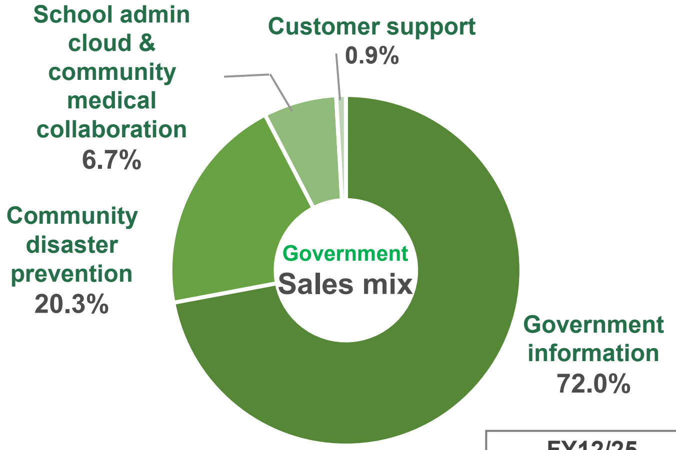
FY12/25

Government Cloud

Sales JPY8.4bn

Ordinary Profit JPY1.20bn

Customers	Services
Local government	Government information system Local disaster prevention system
Medical institutions	Community medical collaboration
Private companies	Customer support services



FY12/25

Trust

Sales JPY0.14bn

Ordinary Profit JPY(0.06)bn

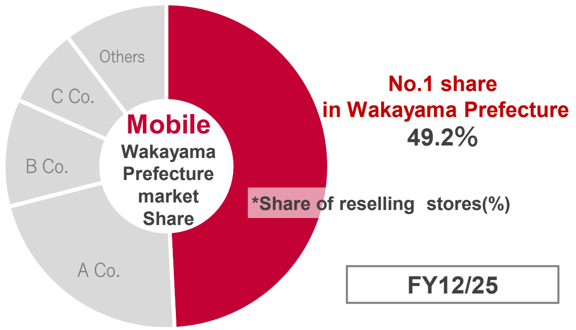
Customers	Services
Government Professionals Companies	Digital contract service Digital certificate issuing service

Mobile Network

Sales JPY4.2bn

Ordinary Profit JPY0.37bn

Customers	Services
Individuals/Corporations	Mobile phone reselling business



FY12/25

CYBER LINKS

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

CYBER LINKS

- 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

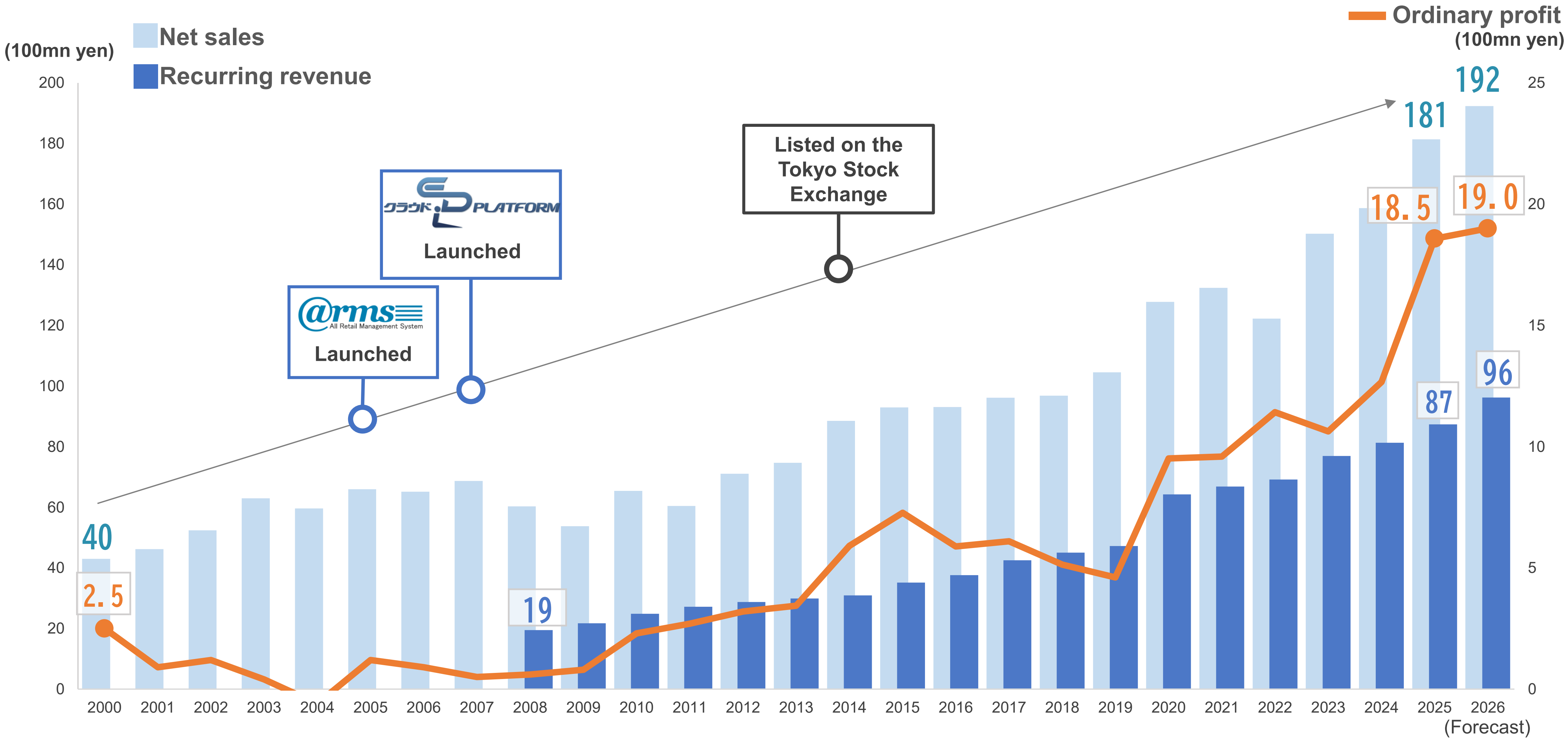
Cyberlinks' Earnings Model

Recurring revenue from monthly usage fees

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

CYBER LINKS

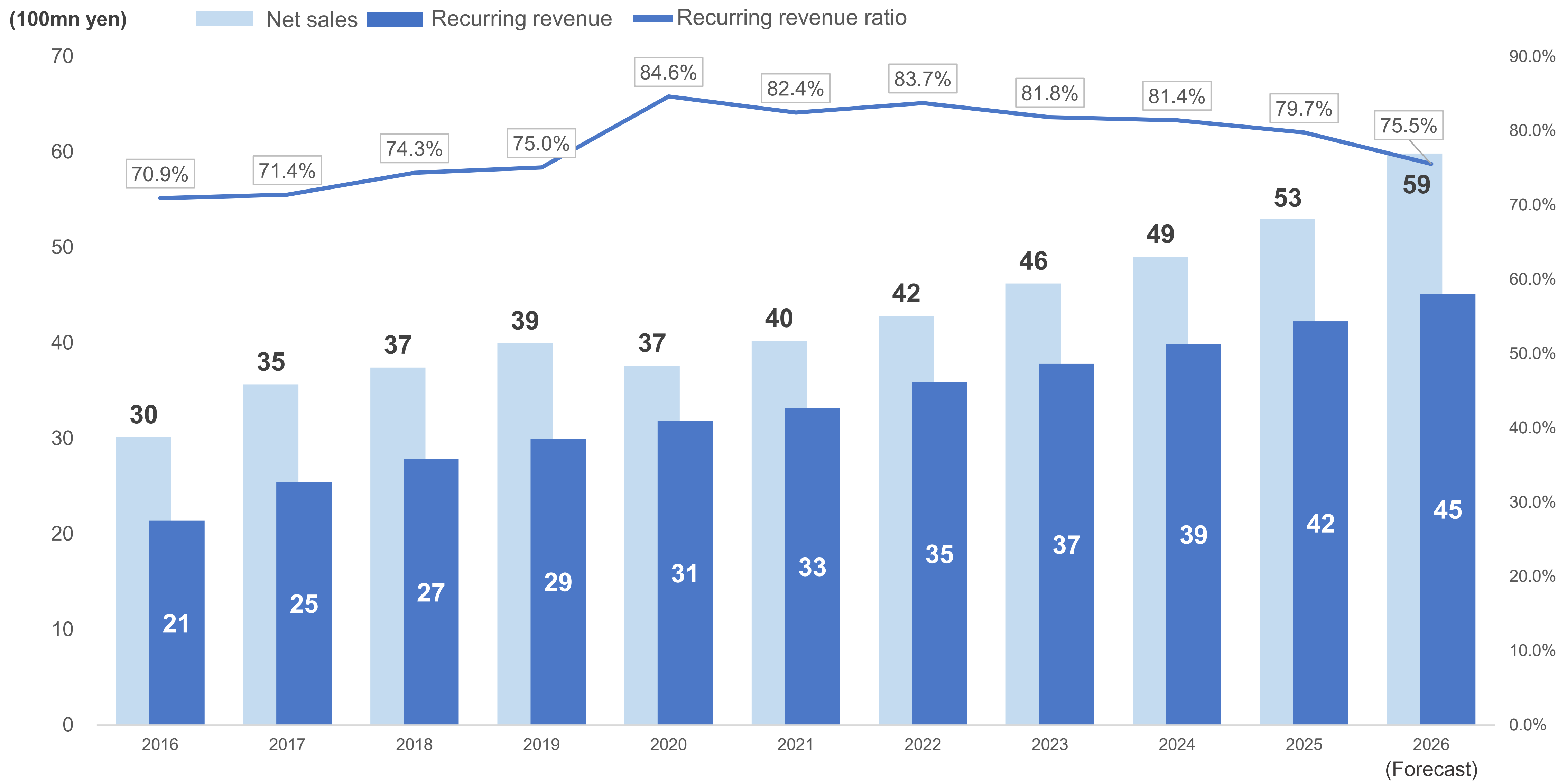
- We prioritize recurring revenue, which comes in continuously, rather than relying on one-off sales.
- Stable business foundation supported by customers centered on the essential infrastructure sector to mitigate the impact of economic fluctuations.



4. About CYBERLINKS
①Distribution Cloud

CYBER LINKS

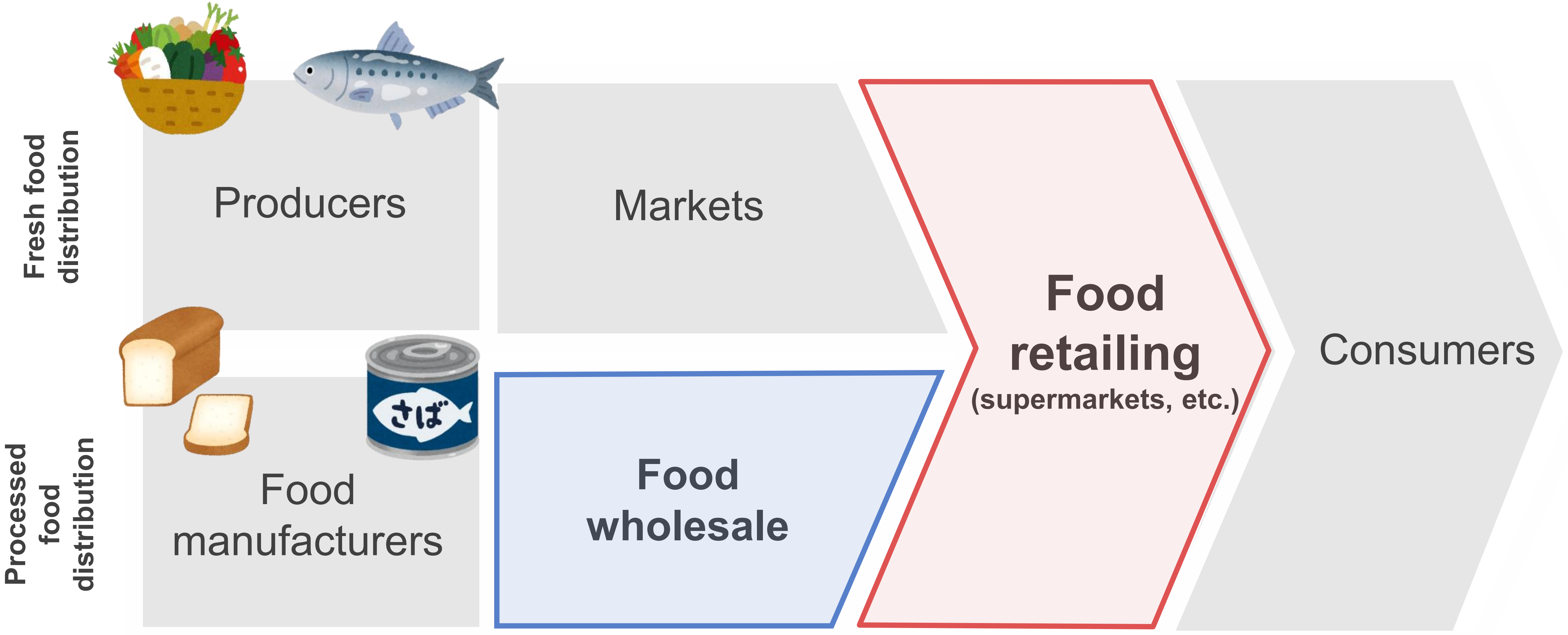
- We have established a business model that achieves high stability by prioritizing recurring revenue from monthly usage fees.
- Our rate of churn for services is low, with recurring revenue rising by over JPY 200 million annually.



CYBER LINKS

Cloud services specifically targeting the food distribution industry	Share of food retailers utilizing our services	Share of top-ten processed food wholesalers utilizing our solutions
Cyberlinks is the **only** provider	**30**%	**8/10** companies

- 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.



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

CYBER LINKS

- @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.

Grocery supermarkets → **Non-food retailers (Drugstores,DIY stores etc.)**

Annual sales of JPY 30 billion or more

Approx. 200 companies / approx. 17,000 stores

Medium and Large Retailer Market (Released in 2024)

ERP @rms All Retail Management System **V6**

Rollout of service versions designed for medium-sized and large operators
Expand into the segment comprising retailers with annual sales of JPY30 billion or more

Annual sales below JPY 30 billion

Approx. 800 companies / approx. 6,000 stores

Small and Mid-Sized Retailer Market

ERP @rms All Retail Management System **V3**

Established a high market share among small- to medium-sized operators

Retailers EDI
BXNOAH ビーエックスノア

Fresh food EDI
せんどねっと

Automatic Ordering
@rms All Retail Management System 自動発注

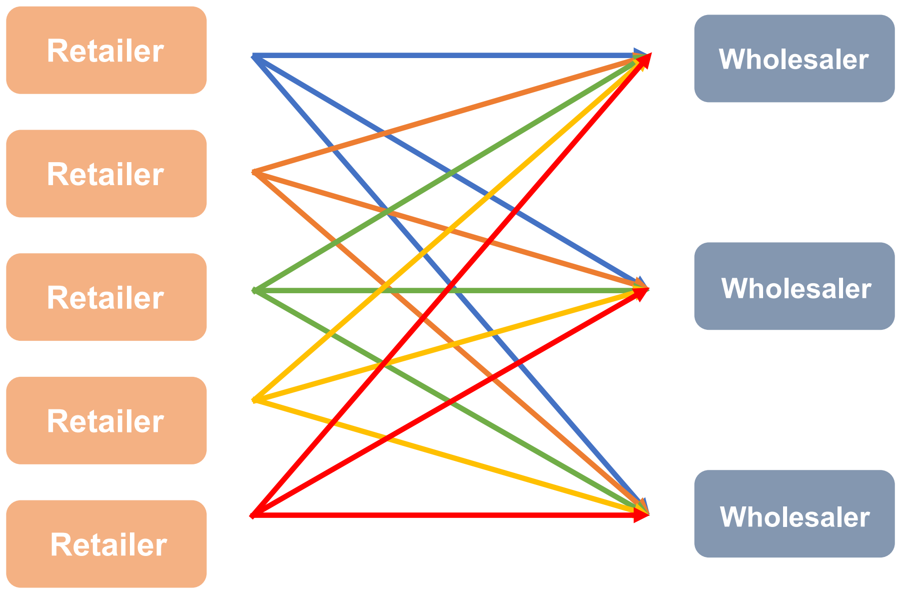
Shelf allocation
店POWER®

Expansion of select peripheral services into non-food retailers.

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

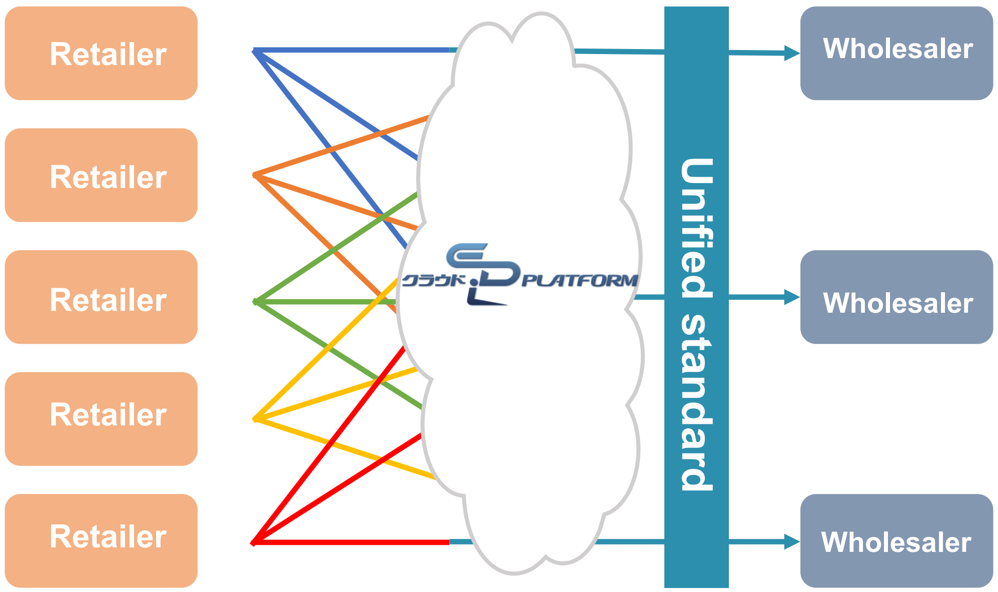
- Retailers (grocery supermarkets, etc.) employ a wide range of methods when placing orders with processed food wholesalers.
- By consolidating communication methods and character encoding formats under a unified standard, we can significantly reduce operational burdens and costs for client companies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

Diverse communication formats create confusion among wholesalers

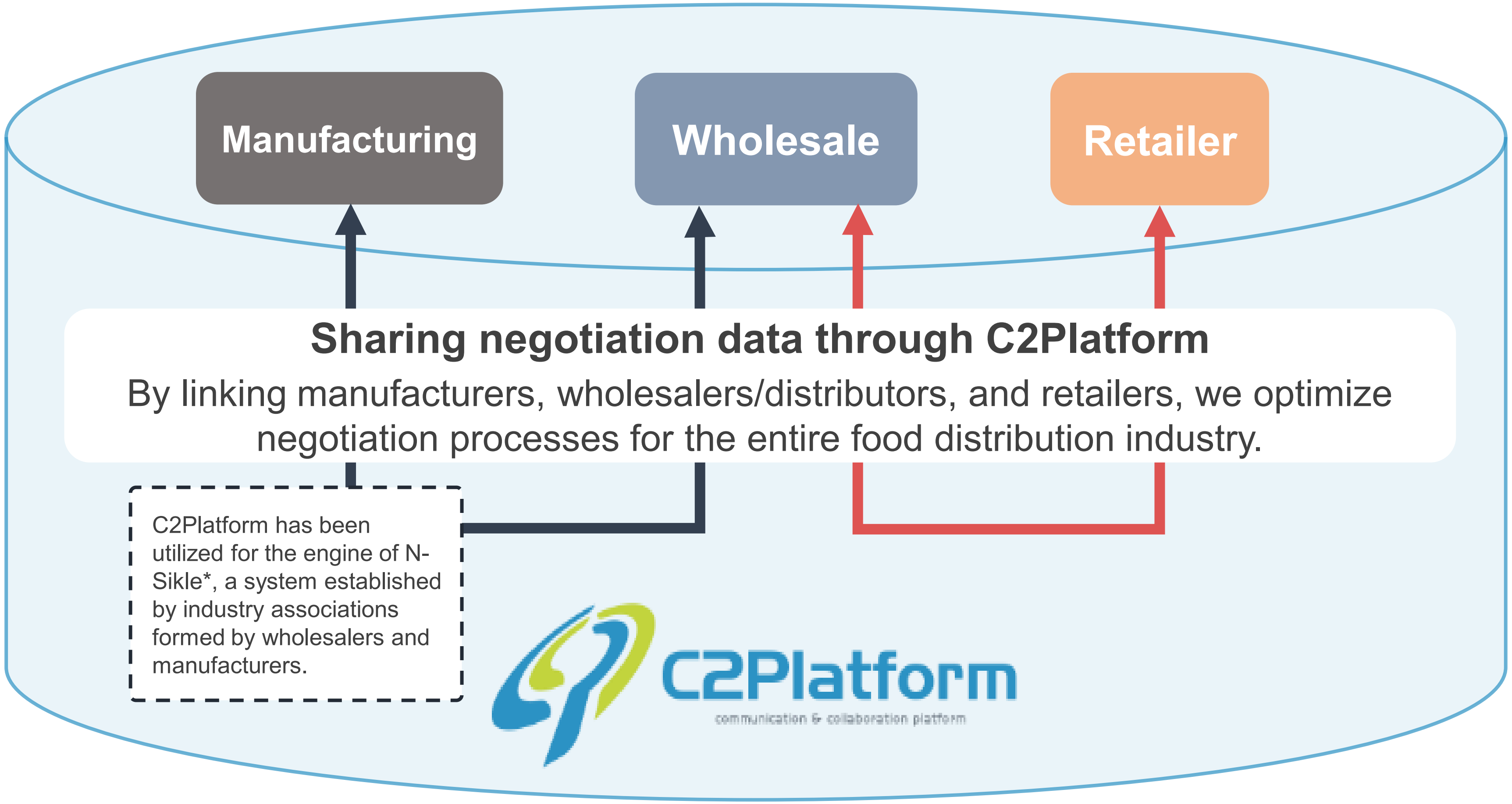


Consolidate network types and communication methods

Our Cloud EDI Platform automatically standardizes formatting for all incoming communications



- 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.

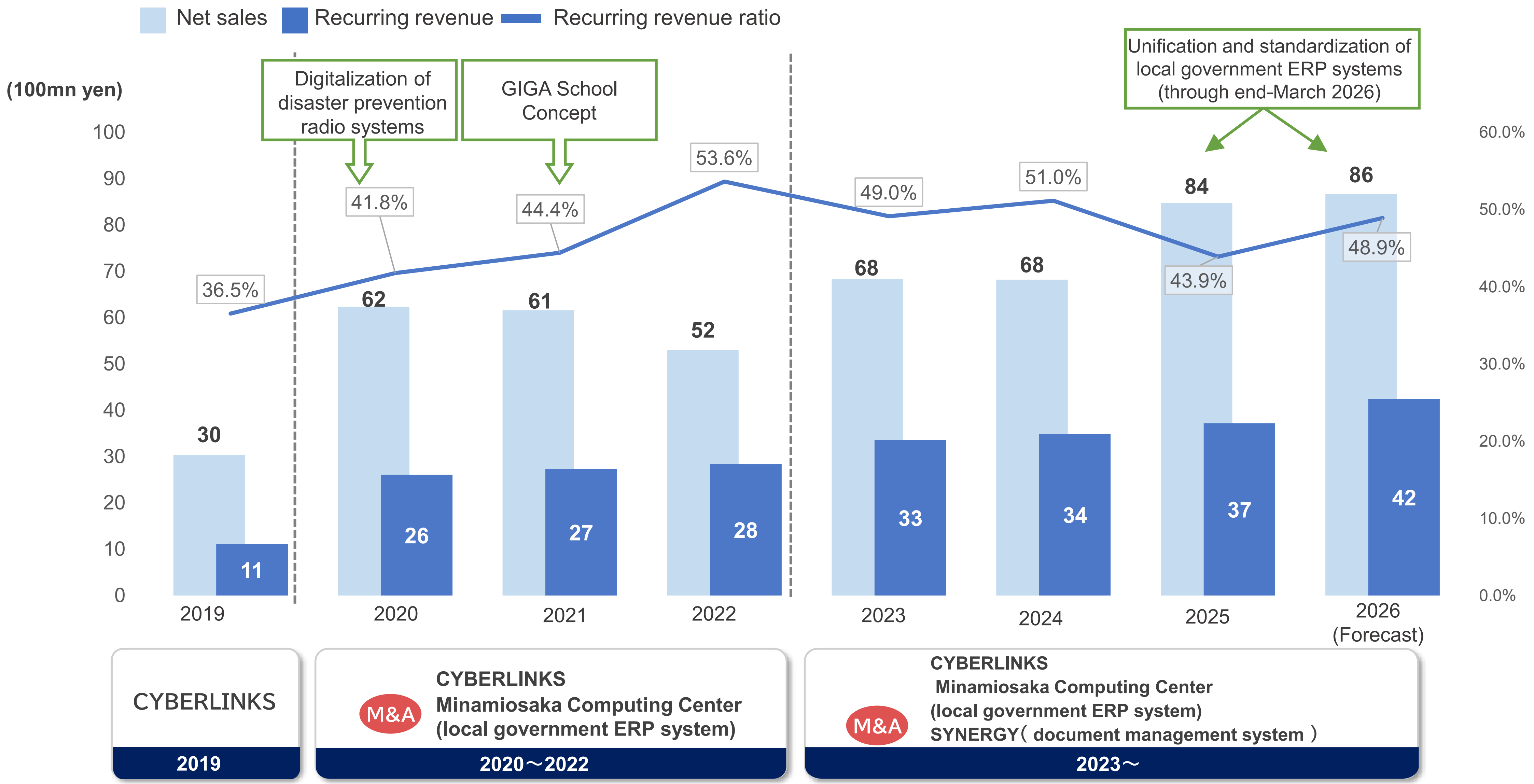


- A business negotiation support service established by the Japan processed Foods Wholesalers Association with the aim of standardizing business negotiation procedures between manufacturers and wholesalers

4. About CYBERLINKS
②Government Cloud

CYBER LINKS

- 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.



CYBER LINKS

- 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

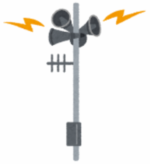
Local engagement（Stable）

High market share built on proven performance and trust

Disaster prevention systems

Monitoring systems for dams,etc.

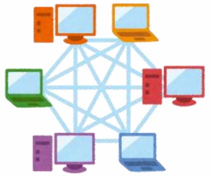
Installation and maintenance of municipal disaster prevention radio systems

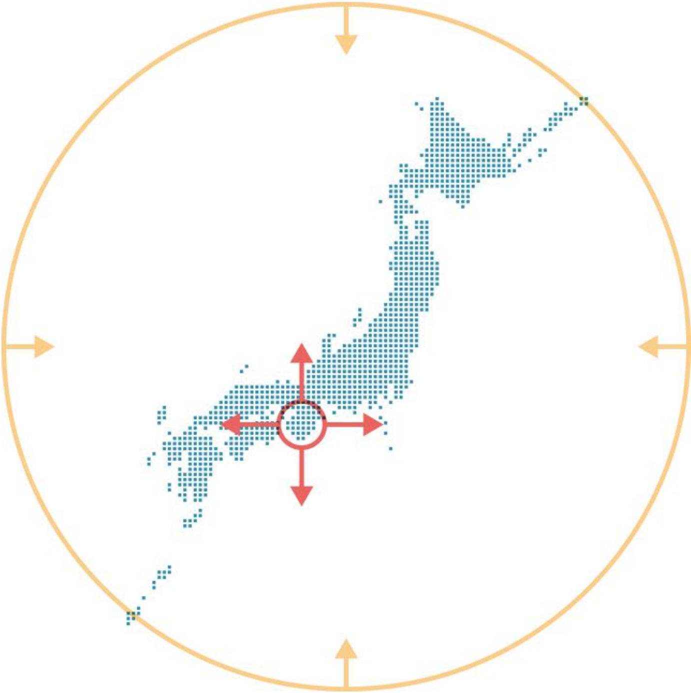


Information systems

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

CYBER LINKS

- 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

Large
Large municipalities: Prefectures / ordinance-designated cities / special wards

Medium
Mid-sized municipalities: Core cities / mid-sized cities / independent administrative agencies

Small
Small municipalities: Other cities / towns / villages, etc.

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

4. About CYBERLINKS
③Trust

CYBER LINKS

■ 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 → 2022 → 2023 → 2025 → 2025

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

Cloud Certs 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

Cloud Certs Trusted on Blockchain

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

Japan's first for a large-scale certification test

2024

Cloud Certs Trusted on Blockchain

CloudCerts
Digitalization of **pharmacist qualification certificates**

Japan's first for a national qualification

2025

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

4. About CYBERLINKS
④Mobile Network

4. About CYBERLINKS ④Mobile Network

CYBER LINKS

- 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.

CYBERLINKS CO., LTD.
Corporate Planning Division
https://www.cyber-l.co.jp/inquiry/

■ Disclaimer

This document contains forward-looking statements, including forecasts, future plans, and management targets pertaining to the Company. These forward-looking statements are based on current assumptions about future events and trends, and the accuracy of these assumptions is not guaranteed. Actual results may differ significantly from those described in this document due to a variety of factors. Unless otherwise specified, the financial data in this document is presented in accordance with accounting principles generally accepted in Japan. The Company makes no guarantee that it will revise any of the forward-looking statements it has already made, regardless of the occurrence of future events, except as required by disclosure regulations. Information regarding other companies is based on information that is generally known to the public.

WiLL makes anything