LINK Smart

Toward a shared, connected future

(Company Overview)

CYBERLINKS CO., LTD.

Financial Results for FY12/24

(January 1, 2024 – December 31, 2024)

March 5, 2025

CYBER LINKS

株式会社サイバーリンクス

Securities Code:3683

7. About CYBERLINKS

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Business Model

Shared Cloud specializing in the food distribution industry

- By sharing a system specialized for the industry, **provide an optimal system for the industry** at a **low price**
- **Launched services in 2005**

The system improves along with the industry

reduce IT costs and streamline management

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Leading market share

- Our EDI service for food wholesalers is the de facto industry standard service
- Approx. 30% of grocery supermarkets nationwide use our system

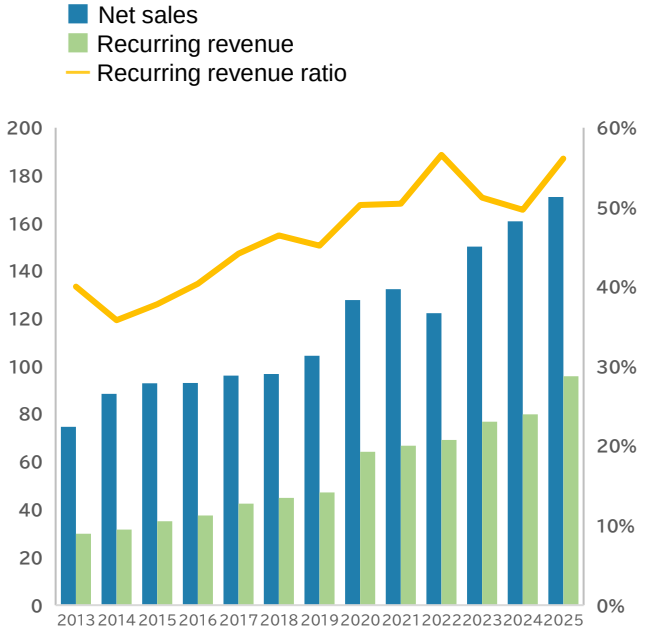
→ A vital service for the food distribution industry

Stable management

- Recurring revenue of JPY8.1bn (51.2% of total sales)

* FY12/24 results

→ Sustainable growth backed by stable revenue



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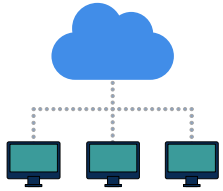
Our Shared Cloud business model focuses on providing the industry's best functions at affordable prices through “shared use” rather than by addressing the functional requirements of individual companies

	On-premise system usage	Private cloud system usage	Cyberlinks’s Shared Cloud
			
Hardware	Private servers for individual companies	Private cloud systems for individual companies	**Shared use** of both hardware and software
Software	Private systems (or packaged software) for individual companies		
Initial investment	✕ Costly hardware Costly software	△ Affordable hardware Costly software	◎ Low prices achieved through a service-based model
System renewal	✕ Requires hardware updates every few years Costly software updates	△ No hardware updates required, but software updates are costly	◎ Cyberlinks ensures regular hardware and software updates
Operation & Maintenance	✕ Hardware and software maintenance personnel needed	△ Hardware maintenance can be outsourced, but software maintenance personnel needed	◎ The Cyberlinks Operations Team addresses all issues through comprehensive support
Helpdesk	✕ Requires in-house support	✕ Requires in-house support	◎ The Cyberlinks Operations Team addresses all issues through comprehensive support

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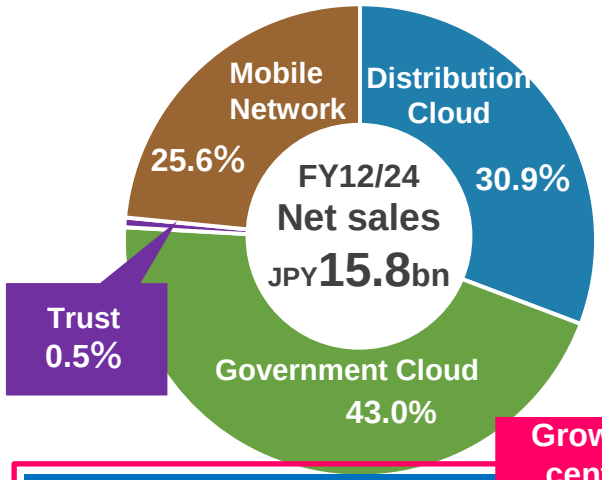
7. About CYBERLINKS　Breakdown of Business (Consolidated)

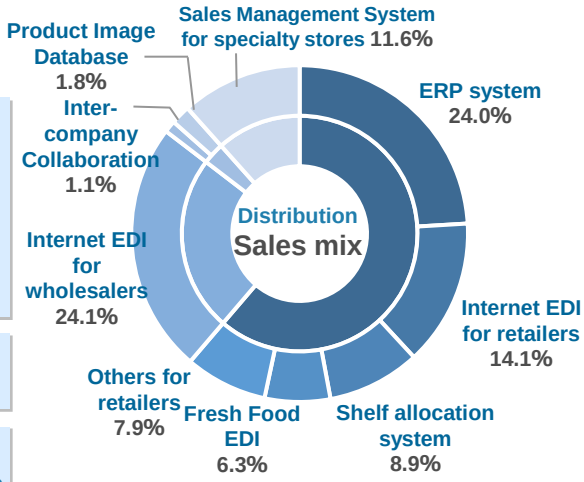


Growth driver centered on Shared Cloud

Distribution Cloud

Sales JPY4.9bn　Ordinary Profit JPY0.83bn

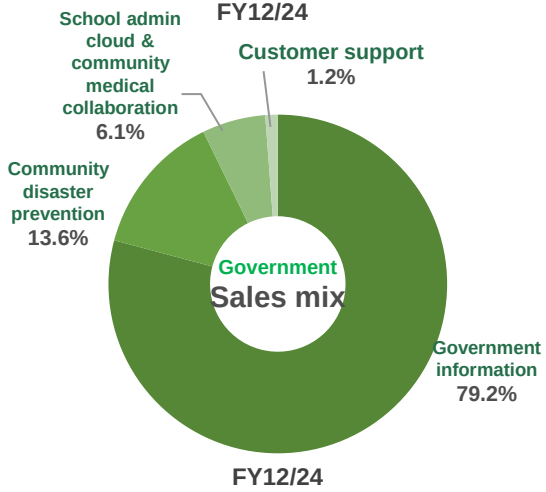
Food Retailers	ERP system Internet EDI for retailers Shelf allocation system Fresh Food EDI
Processsed food wholesalers	Internet EDI for wholesalers
Overall food distribution industry	Inter-company Collaboration Product Image Database
Specialty stores	Sales Management System



Government Cloud

Sales JPY6.8bn　Ordinary Profit JPY0.50bn

Local government	Government information system Local disaster prevention system
Elementary and Junior high schools	School administration cloud service
Medical institutions	Community medical collaboration
Private companies	Customer support services



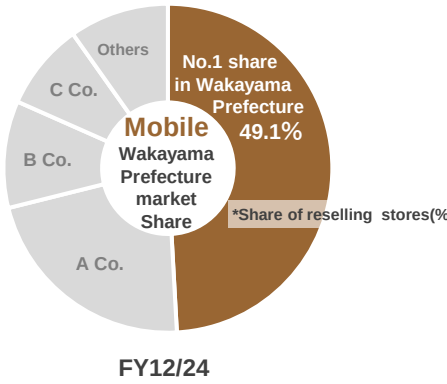
Trust

Sales JPY0.08bn　Ordinary Profit JPY-0.08bn

Mobile Network

Sales JPY4.0bn　Ordinary Profit JPY0.26bn

Government Professionals Companies	Digital contract service Digital certificate issuing service Time Stamping
Individuals Corporations	Mobile phone reselling business



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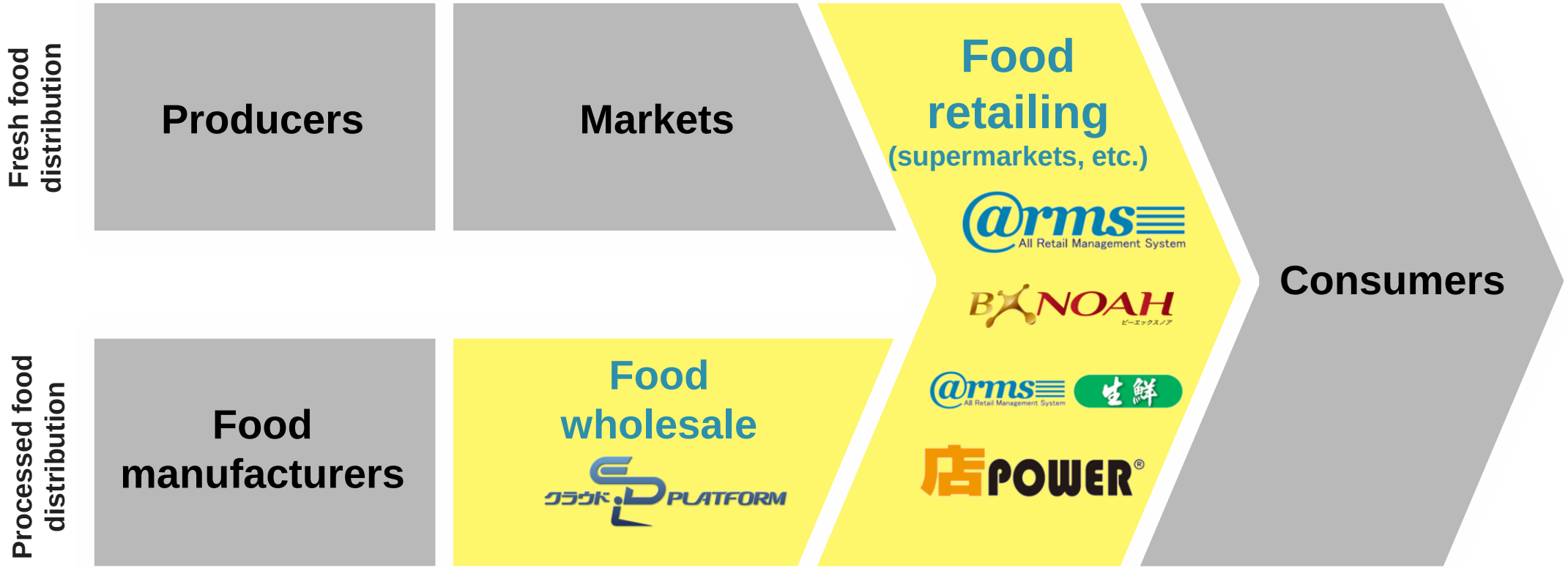
Services for food retailers and processed food wholesalers



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In 2005, we launched @rms ERP, Japan's first cloud retail ERP service, then gradually expanded our lineup of peripheral services

Key services for grocery supermarkets

Service	Description	Industry rank (* Based on our research)
ERP system @rms All Retail Management System	Support overall core business operations such as ordering, purchasing, inventory, sales management, etc.	Cloud retail ERP system installations No.1
Internet EDI for Retailers BXNOAH ビーエックスノア	Support electronic data interchange (EDI), including order placement and receipt	Internet EDI for Retailers No.1
Fresh Food Ordering System @rms All Retail Management System 生鮮	EDI service specializing in fresh food products. Supports business practices specific to fresh food, such as market fluctuations and market purchases.	Fresh Food Ordering System No.1
Shelf allocation system 店POWER®	Supports merchandising optimization through shelf allocation management, work instructions, and analytics	Shelf allocation system No.1

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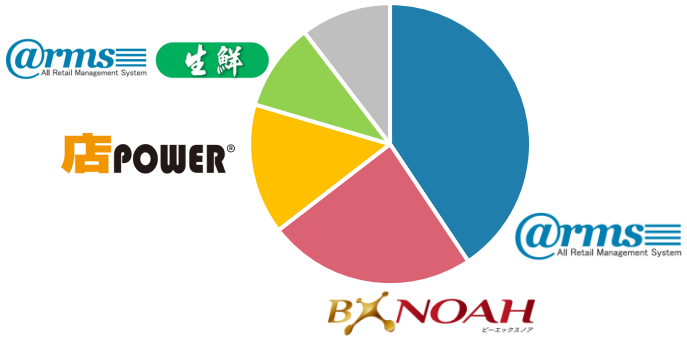
Monthly fee structure by service (recurring revenue)	
@rms All Retail Management System	Base fee ＋ Per store charge
BNOAH	Base fee + Per partner charge
@rms All Retail Management System 生鮮	Base fee + Per partner charge + Per store charge
店POWER®	Per user ID charge

*Standard billing structure.

Food Retail Recurring Revenue by service (FY12/24)



Increase in store count ＝ Increase in recurring revenue

Number of stores with @rms ERP installed*1

1,271stores

out of 21,000 total stores*2

*1 Number of stores using @rms ERP (as of the end of FY12/24)
*2 Total stores in the market based on our estimates

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The Cloud EDI-Platform centrally organizes all order data received from retailers via various communication methods on behalf of wholesalers (first in the industry)

Cloud Service for Wholesalers

Cloud EDI-Platform

GTV*1

JPY9.8tn

out of **JPY36tn** (overall market)*2

As of end FY12/24

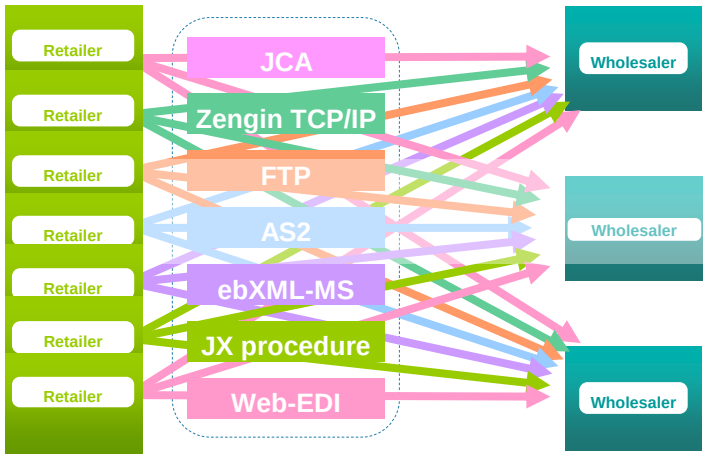
Installed in **8 of the top 10** processed food wholesalers companies by sales

Also installed at **major manufacturers**

*1 The value of orders received and placed by customers using the Cloud EDI-Platform
*2 Overall market GTV figure is an internal estimate

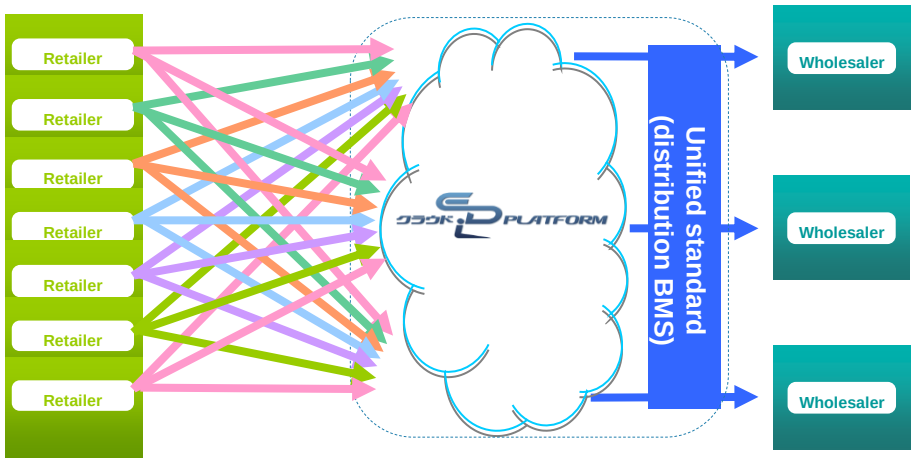
Leading Distribution EDI Cloud service (in terms of wholesaler EDI processing volume)

Order data received via a wide variety of communication methods



Consolidate network types and communication methods

Sent to wholesalers via an unified standard (distribution BMS)



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Key Services – Distribution Cloud (KPI)

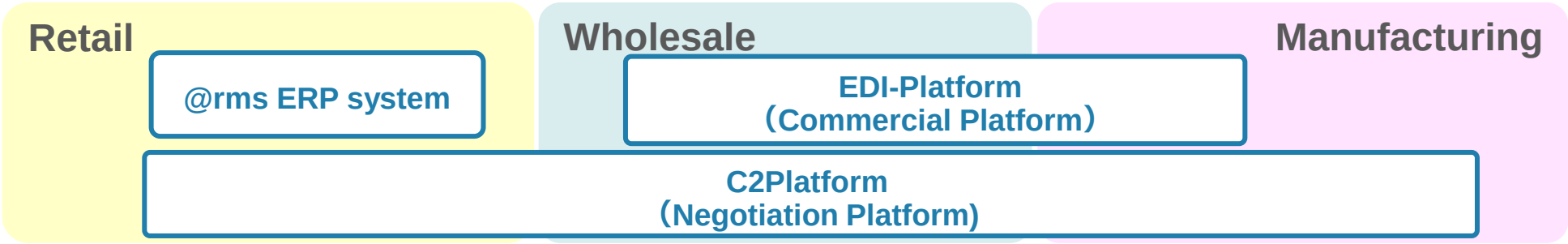
Food Retail (@rms)	Overall Market	FY12/24 Results (YoY)	FY12/25 Targets	Target Share
Recurring revenue (JPY100mn)	200	25.8 (+0.7)	28	70 (35%)
KPI: # of stores	21,000	1,271 (※-31)	1,765	–

*# of stores: Number of stores using @rms ERP

* Cancellation from a major corporate client, etc.

Processed Food Wholesale (EDI-Platform)	Overall Market	FY12/24 Results (YoY)	FY12/25 Targets	Target Share
Recurring revenue (JPY 100mn)	40	10.6 (+0.9)	11	32 (80%)
KPI: GTV (JPY trillion)	36	9.8 (+0.3)	12.3	–

*Gross Transaction Value: The value of orders received and placed by customers using our services.



Retailer/Wholesale /Manufacturing (C2Platform)	Overall Market	FY12/24 Results (YoY)	FY12/25 Targets	Target Share
Recurring revenue (JPY100mn)	60	0.4 (+0.0)	2	48 (80%)
KPI: # of IDs	220,000	414 (+254)	5,000	–

Overall Food Distribution Market	Overall Market	FY12/24 Results (YoY)	FY12/25 Targets	Target Share
Recurring revenue (JPY100mn)	300	36.9 (+1.7)	41	150

*Market size is estimated based on the fee structure of our service
*Excludes the market for sales management systems for specialty stores

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Government Cloud

Support local governments in keeping up with the rapid progress of digitization

Local government

Administrative information system (ERP and information systems)

- **Local government information security cloud service**
- **information system (document management systems,etc,)**
- **ERP systems**

Local disaster prevention system (disaster prevention radio, etc.)

Elementary and junior high school

- **School administration cloud service (Clarinet)**

Medical institutions

- **Medical collaboration platform**
- **Electronic medical records, medical office system**

Mobile Network

Largest NTT Docomo reseller in Wakayama Prefecture, operating approximately half of all Docomo Shops in the area

Iwade Store (largest store in Wakayama Prefecture)

Central City Wakayama Store

Tanabe Store

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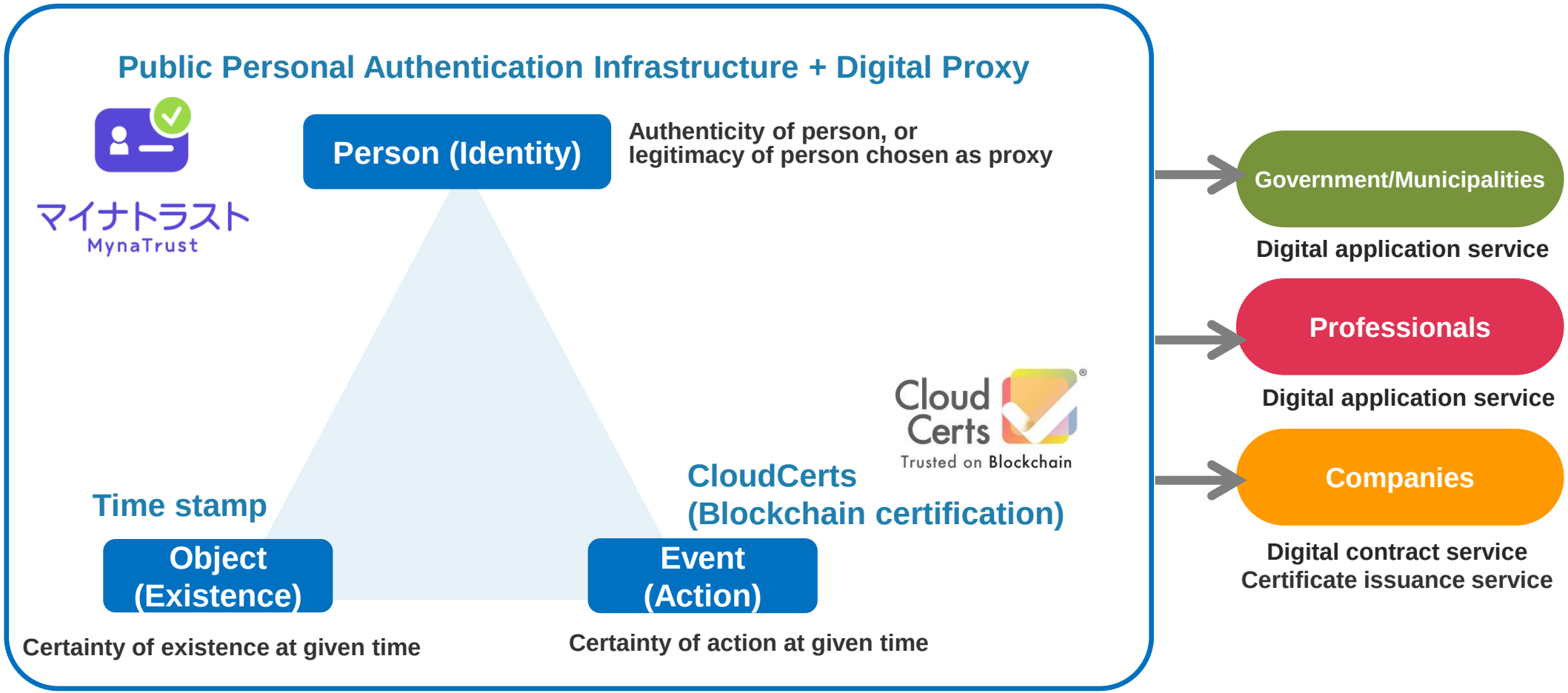
Leveraging our core strength in “Third Trust” service based on the My Number Card, we offer comprehensive trust services for people (identity), objects (existence), and experience (actions).



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Announcement of financial results, timely disclosure information, IR events and other details as required

IR note magazine

◆ Links to currently available articles

- Cyberlinks Co., Ltd. joins the IR note magazine platform (published on February 7, 2025)
- Cyberlinks reports record-high net sales and profits, projects achievement of medium-term management plan targets and significant increase in dividends for FY12/25 (published on February 14, 2025)
- Cyberlinks to participate in a Saturday, March 15 IR briefing for individual investors in Tokyo (published on February 19, 2025)

◆ Please follow the official Cyberlinks account!

Shared Research

◆ Please see Cyberlinks' Shared Research report!

シェアードリサーチ社による
当社の調査レポートはこちら
Shared Research

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WiLL makes anything すべては思うことからはじまる―

CYBER LINKS

CYBERLINKS CO., LTD.
Corporate Planning Division

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

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