

CYBERLINKS CO., LTD.

Financial Results for 1H FY12/25(Interim Period)

(January 1, 2025 – June 30, 2025)

September 2, 2025



Naoki Higashi, President

Incorporated

1964

Headquarter

Wakayama City

Market listing

The Standard Market of the Tokyo Stock Exchange

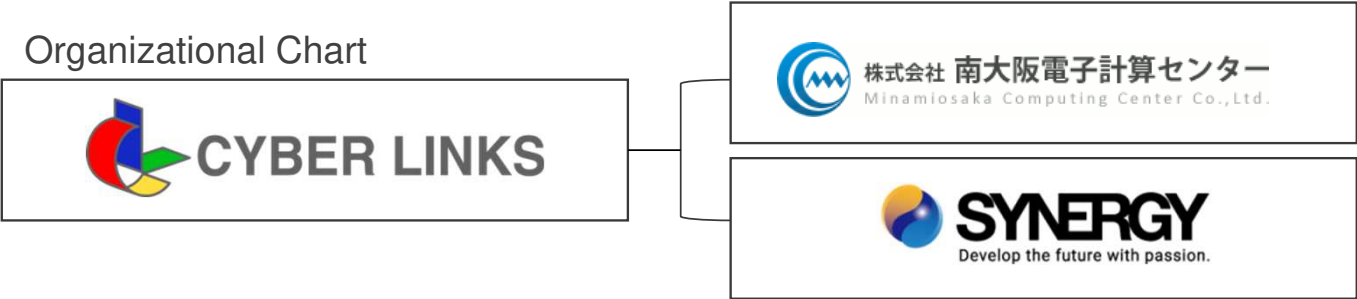
Employees (consolidated)

874 employees

Subsidiaries

2

Organizational Chart



Exterior of headquarters



Interior of headquarters

【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.

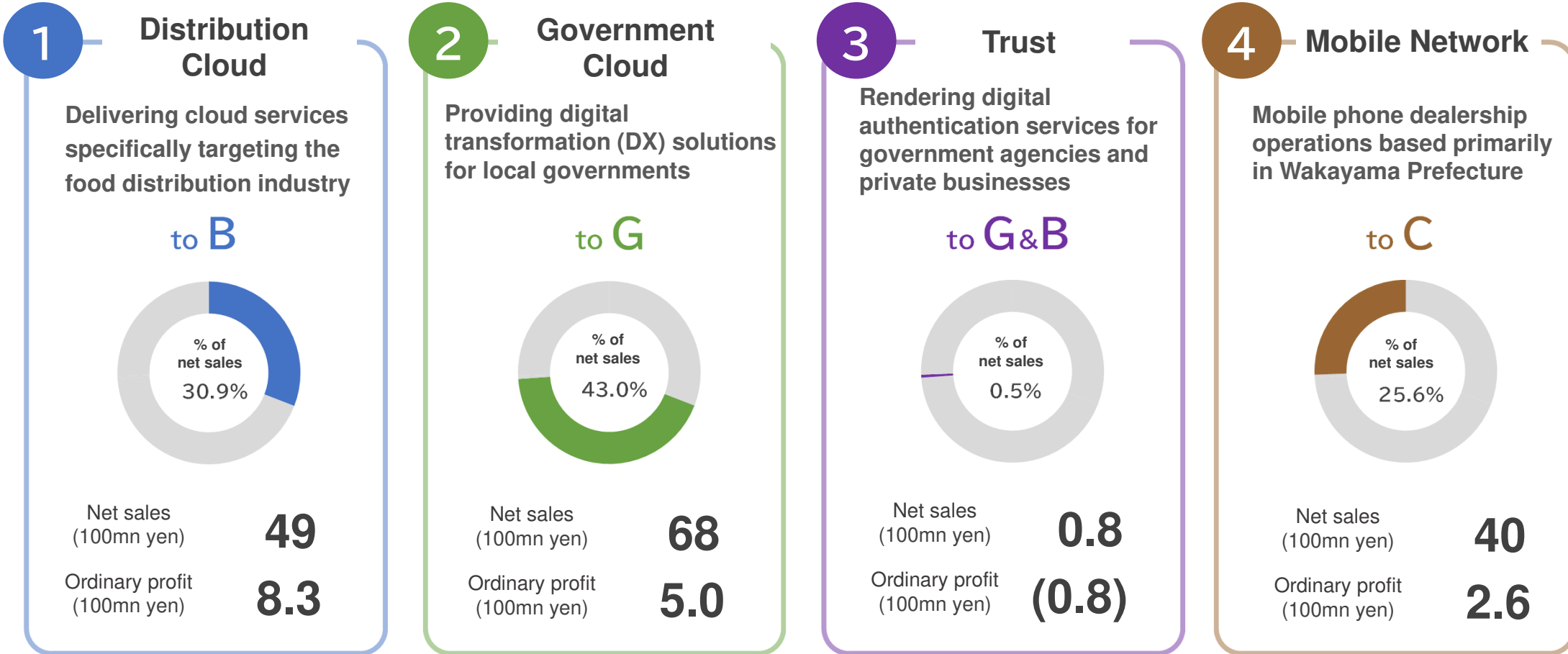
Business operations are honorable social activities through which essential services are provided for a fee. As such, they fulfill an important role, supporting society alongside government administration and volunteer efforts.

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

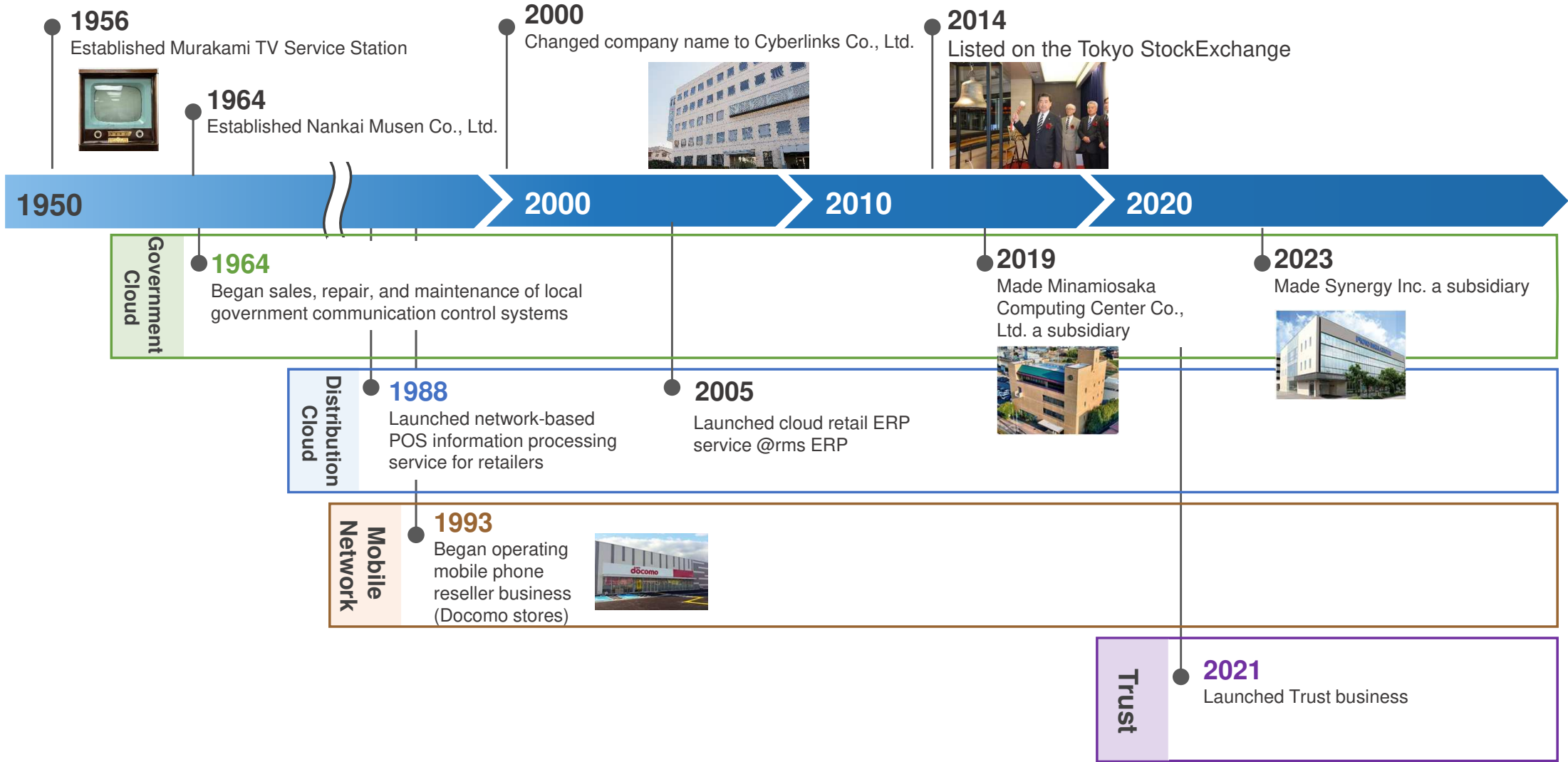
Through pride in our work and commitment to society, we find true happiness as individuals.

6. About CYBERLINKS 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.
- The Distribution Cloud business is our growth driver.



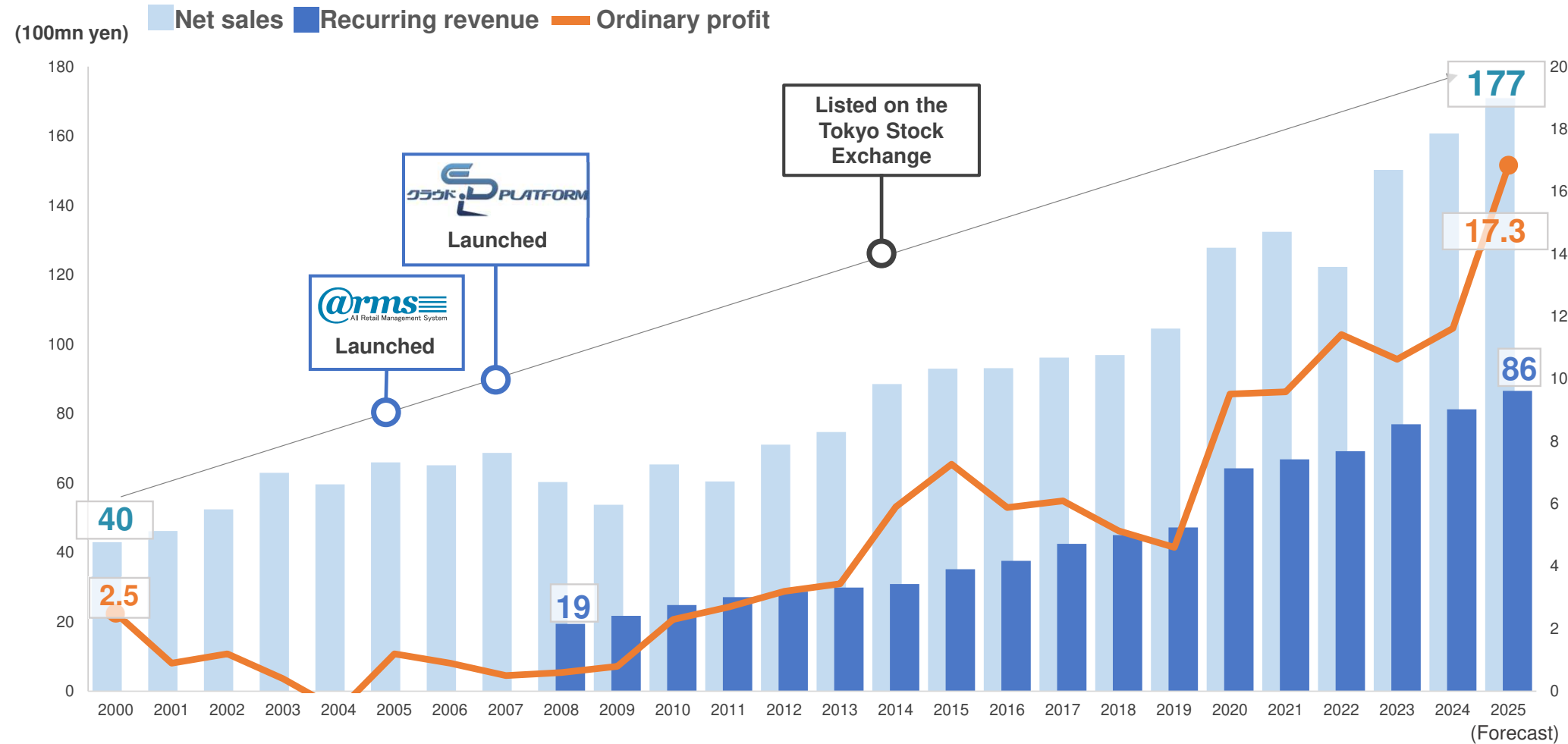
※FY12/24 results



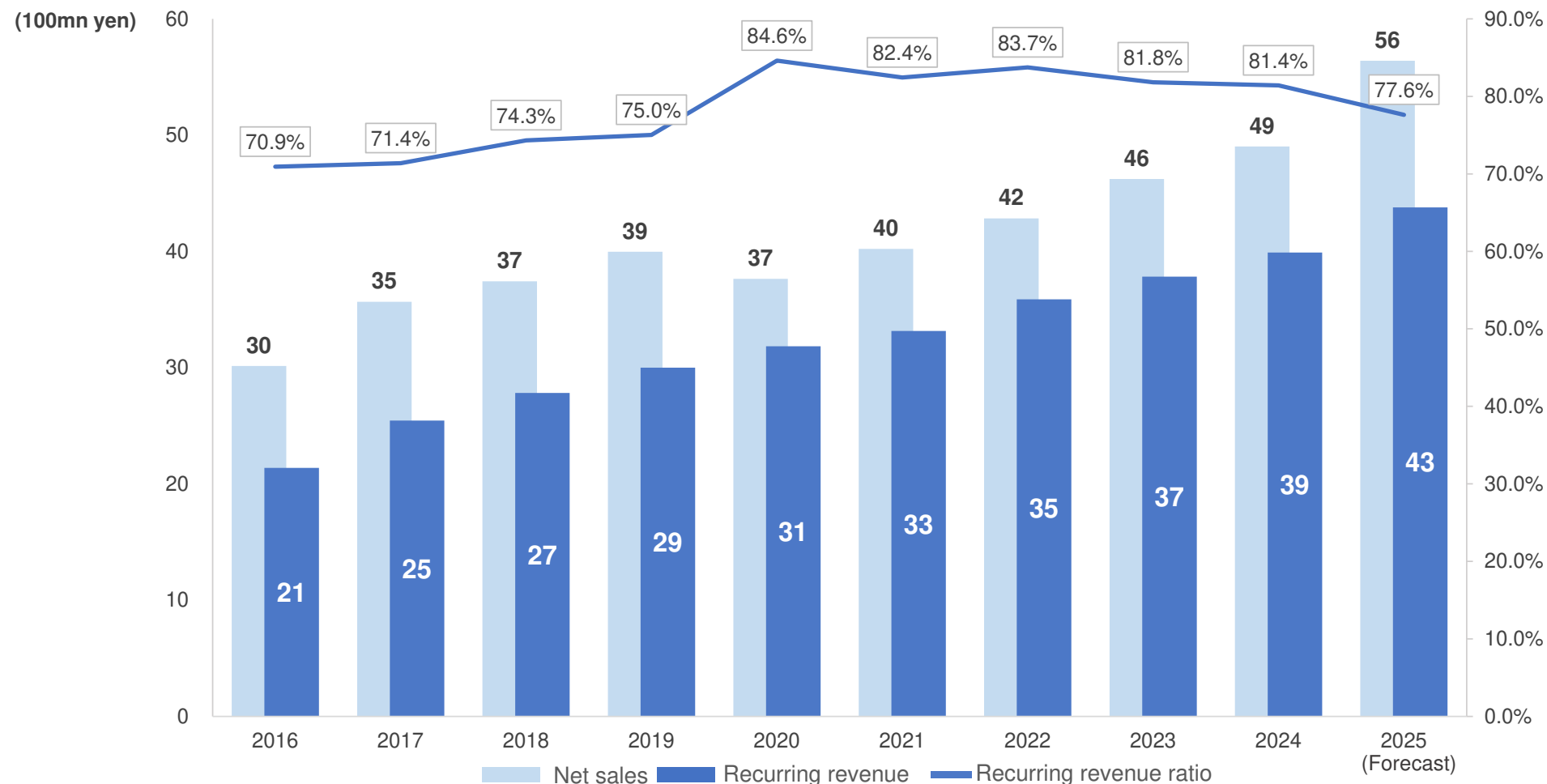
6. About CYBERLINKS Business Performance



- We prioritize recurring revenue, which comes in continuously, rather than relying on one-off sales.
- By fostering long-term relationships with customers, we work to pursue stable and sustainable earnings growth.



- We have established a business model that achieves high stability by prioritizing recurring revenue from monthly usage fees.



Cloud services specifically targeting
the food distribution industry

Share of food retailers
utilizing our services

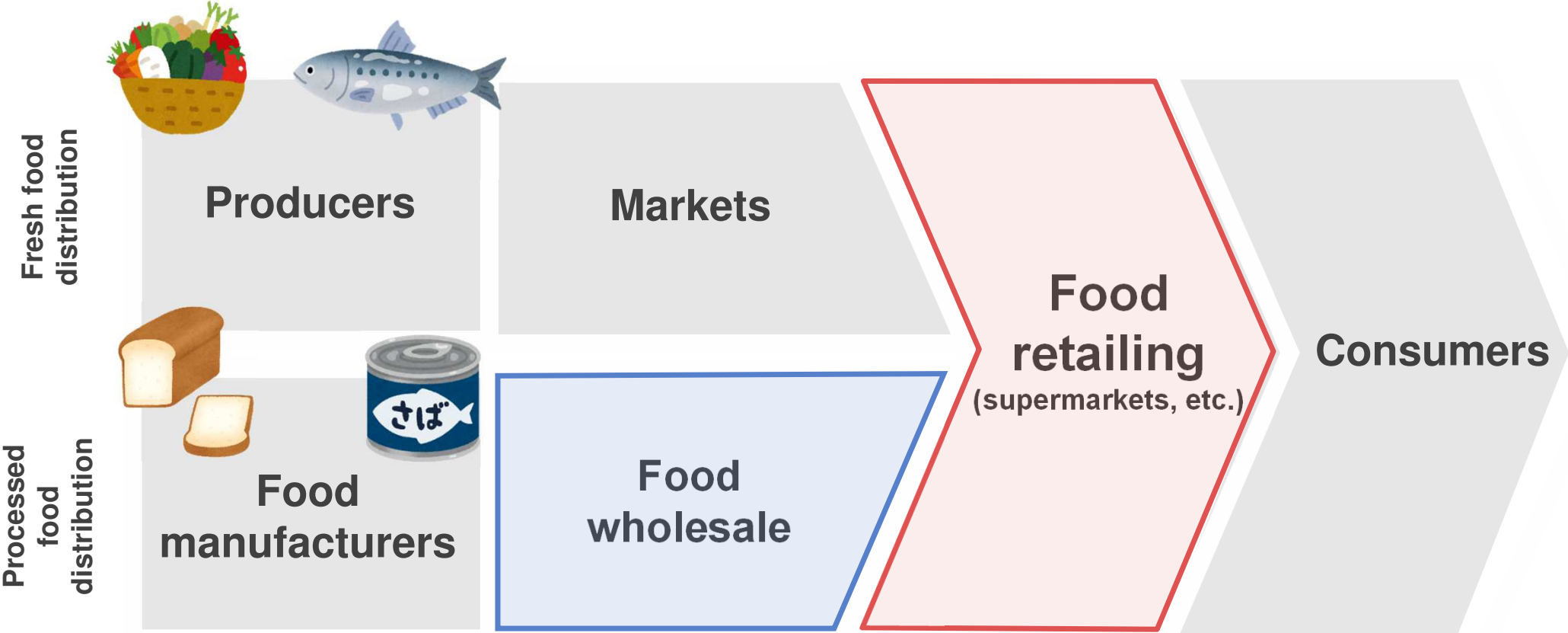
Share of top-ten processed food
wholesalers utilizing our solutions

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.



6. About CYBERLINKS ①Distribution Cloud Challenges in the Food Distribution Industry



- The term “Shared Cloud” refers to cloud services designed for joint use across multiple companies.
- For users, these cloud services address engineer shortages and provide continuous access to the latest systems while eliminating the need for major initial investment.

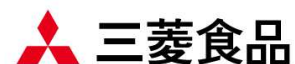
	Cyberlinks's Shared Cloud	On-premise system usage	Private cloud system usage
Hardware	Shared use of both hardware and software	Private servers for individual companies	Private cloud systems for individual companies
Software		Private systems (or packaged software) for individual companies	
Initial investment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

Specifically targeting the food distribution industry × Shared Cloud = Unique value (high quality, low cost)

Select Food Retailers



Select Food Wholesalers and Manufacturers



すこやかな毎日、
ゆたかな人生



■ All services delivered by Cyberlinks in support of critical grocery supermarket operations are the most widely adopted of their kind.

★★★★★
Cloud retail ERP system installations
: **No.1** :
PRODUCT
★★★★★

ERP system

All Retail Management System
Ordering, purchasing, inventory, sales management, etc.

★★★★★
Internet EDI for Retailers
: **No.1** :
PRODUCT
★★★★★

Internet EDI for Retailers

ビーエックスノア
EDI for placement and receipt of orders, etc.

★★★★★
Fresh Food Ordering System
: **No.1** :
PRODUCT
★★★★★

Fresh Food Ordering System

Specialized order placement and receipt system for fresh food products

★★★★★
Shelf allocation system
: **No.1** :
PRODUCT
★★★★★

Shelf allocation system

Comprehensive shelf management: Planning, execution, and performance analysis

Note: Number of food retailers utilizing OEM and other services from Cyberlinks as of 2022 (source: internal research)

- Churn for @rms ERP is 0.3%, dramatically lower than the industry average for SaaS.
- Strong customer loyalty and retention due to high levels of satisfaction regarding cost, features, and ease of use.

Monthly churn

Just under **3%** for general SaaS

Source: Recurly Research

VS

Monthly churn

Just under **0.3%** for @rms ERP

Note: Calculated based on the number of cancelling companies and indicates average monthly churn for 2021–2023 (three years)

- To fulfill the needs of large grocery supermarkets seeking advanced and cost-effective ERP systems, Cyberlinks has launched the new @rmsV6.

@rmsV6 Serves large customers

Significant expansion in market scale
(expressed as recurring revenue; from JPY6.0bn to JPY20.0bn)



6. About CYBERLINKS ①Distribution Cloud Cloud EDI Platform Overview

- 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).

Cloud Service for Wholesalers



GTV*1

As of the end of 1H FY12/25

JPY **12.1**tn

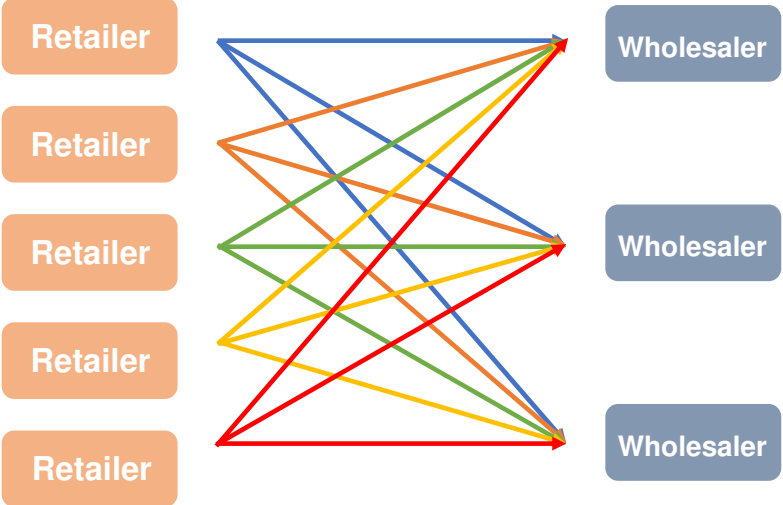
out of JPY36tn (overall market)*2

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

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

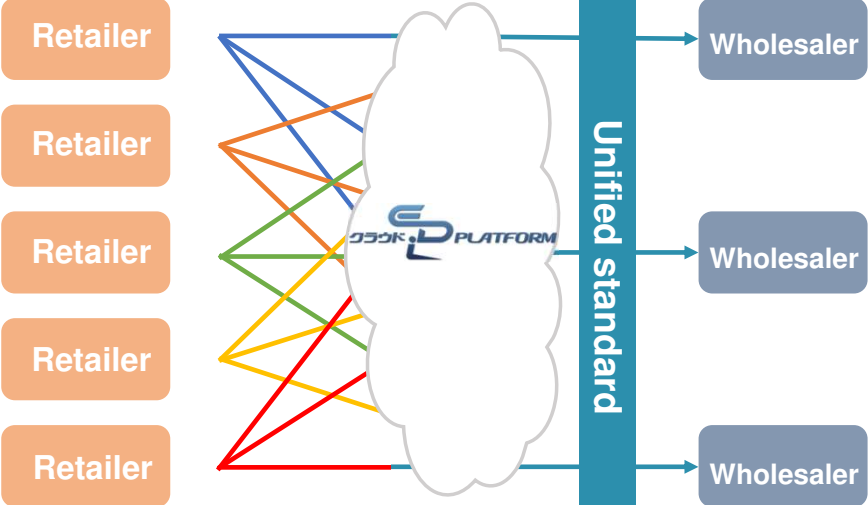
Also installed at
major manufacturers

Diverse communication formats create confusion among wholesalers

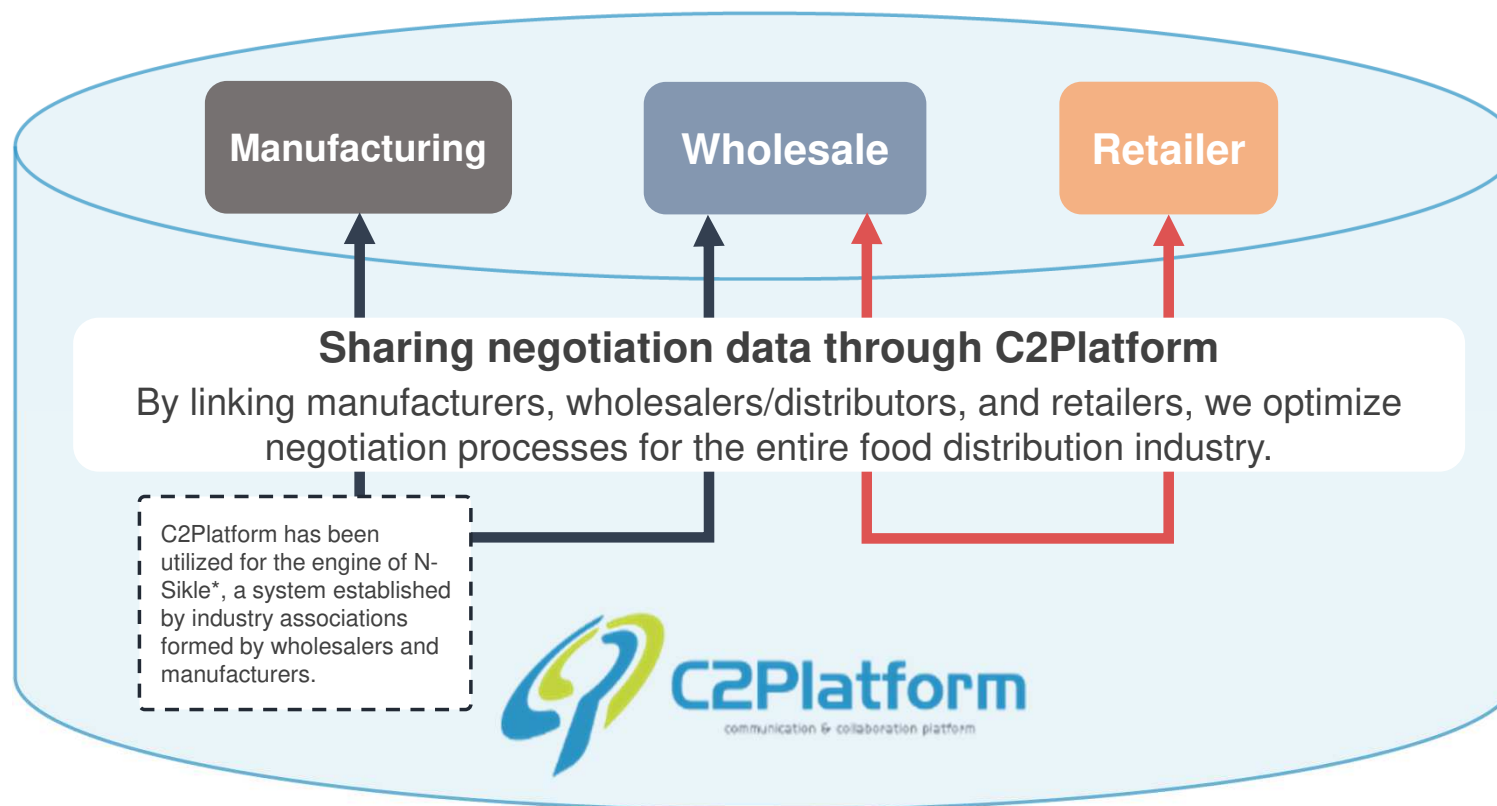


Consolidate network
types and
communication
methods

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

6. About CYBERLINKS ①Distribution Cloud KPI

- The @rms store count expanded due to operational launches for @rmsV6, but store count fell overall due to cancellations arising from customer M&A activities.
- The ID count for C2Platform trails our target, but usage is expanding among major companies, and the platform is now entering its initial growth phase.

(store)

Food Retail (@rms)	FY12/20 Results	1Q FY12/25 Results	1H FY12/25 Results	FY12/25 mid-term management plan
KPI: # of stores (Overall Market:21,000 stores)	1,205	1,271	1,232 (39)	1,765

*Number of stores using @rms ERP

(JPY trillion)

Processed Food Wholesale (EDI-Platform)	FY12/20 Results	1Q FY12/25 Results	1H FY12/25 Results	FY12/25 mid-term management plan
KPI: GTV (Overall Market:JPY 36 trillion)	8.7	12.1	12.1 (+0.0)	12.3

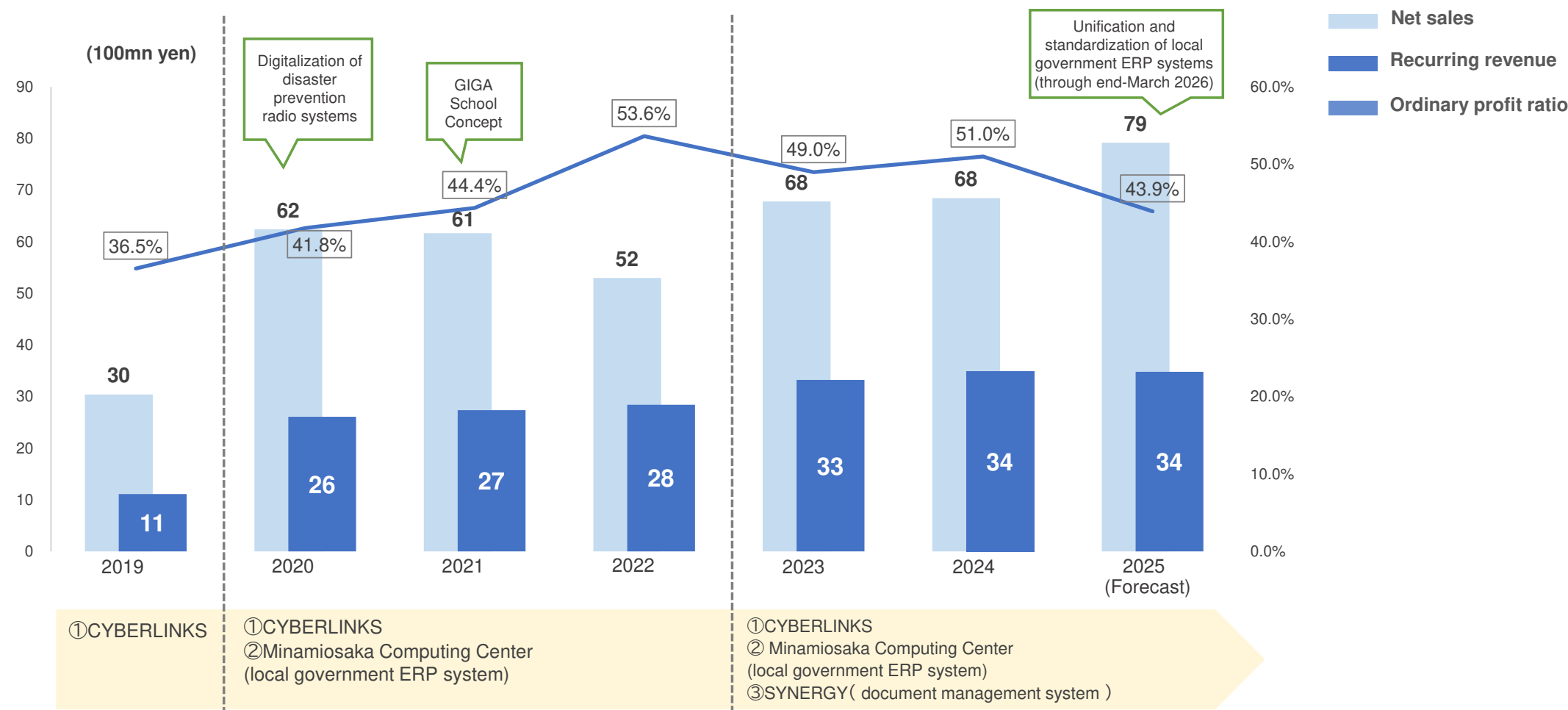
*Gross Transaction Value: The value of orders received and placed bycustomers using our services.

(ID)

Retailer/Wholesale /Manufacturing (C2Platform)	FY12/20 Results	1Q FY12/25 Results	1H FY12/25 Results	FY12/25 mid-term management plan
KPI: # of IDs (Overall Market:220,000 ID)	0	454	512 (+58)	5,000

6. About CYBERLINKS ②Government Cloud

- 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.



- We have established a strong business foundation in Wakayama Prefecture and surrounding areas.
- 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.

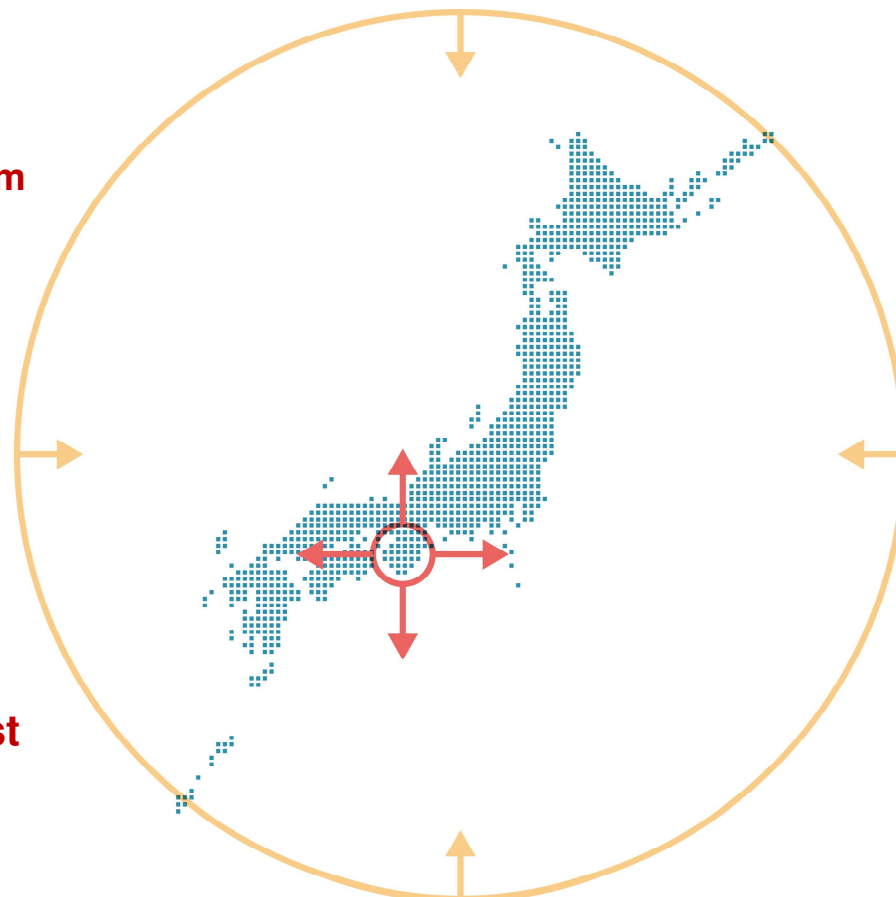
Achieving Growth Through Both **Local Engagement** and **National Expansion**

Local engagement

- disaster prevention system
- ERP systems
- Internal local government networks, etc.



High market share built on proven performance and trust



National expansion

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



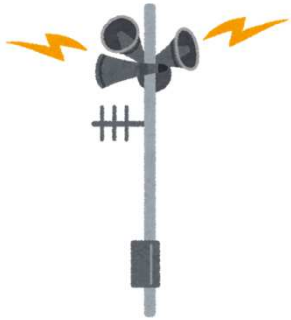
Accelerating growth through municipal DX

- Through disaster-prevention systems, we support community development that enables residents to live safely and comfortably.
- Through information-system solutions (resident record management network security assurance, etc.), we facilitate municipal digital transformation.

Disaster prevention systems

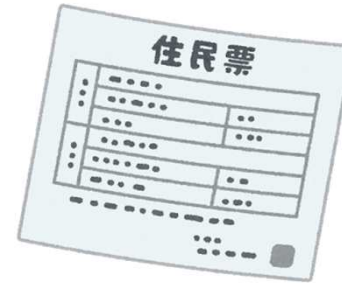


Monitoring systems for
dams, rivers, etc.

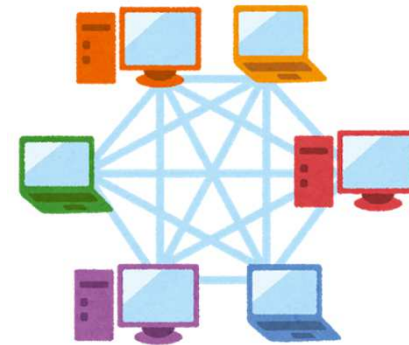


Installation and maintenance
of municipal disaster
prevention radio systems

Information systems



Resident information
management systems
providing a foundation for
resident services

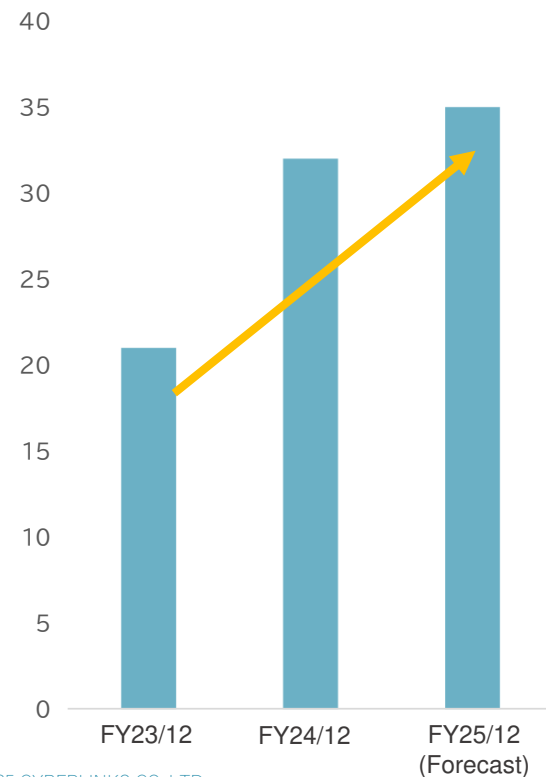


Ensuring network security
for local governments

- ActiveCity is a cloud service combining the functions necessary for public records management and electronic approval/authorization.
- Implemented for local governments and independent administrative agencies nationwide, and also secured large-scale projects.

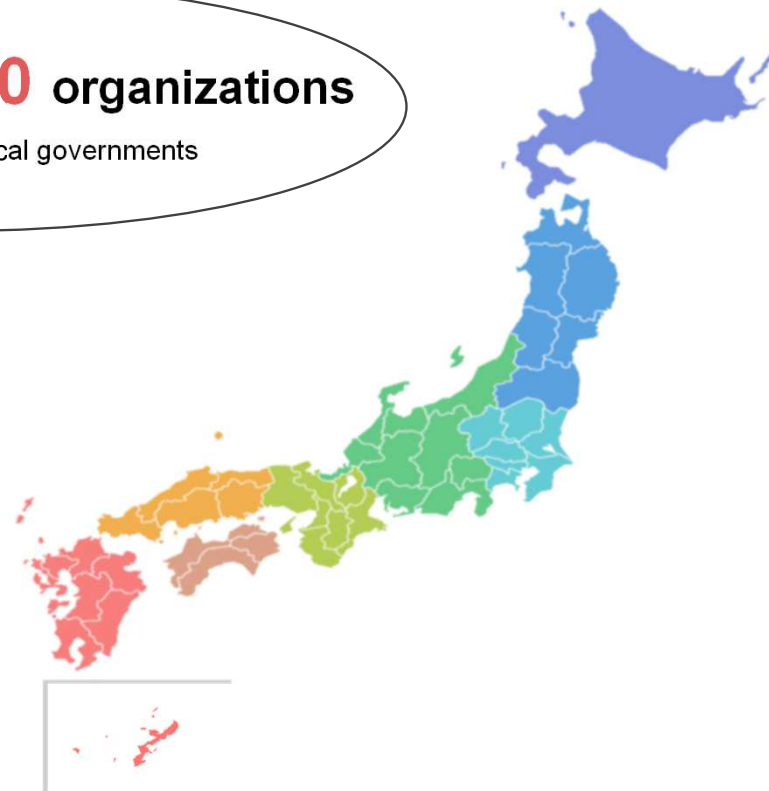


Number of Organizations Placing Orders



Adopted by over **120** organizations

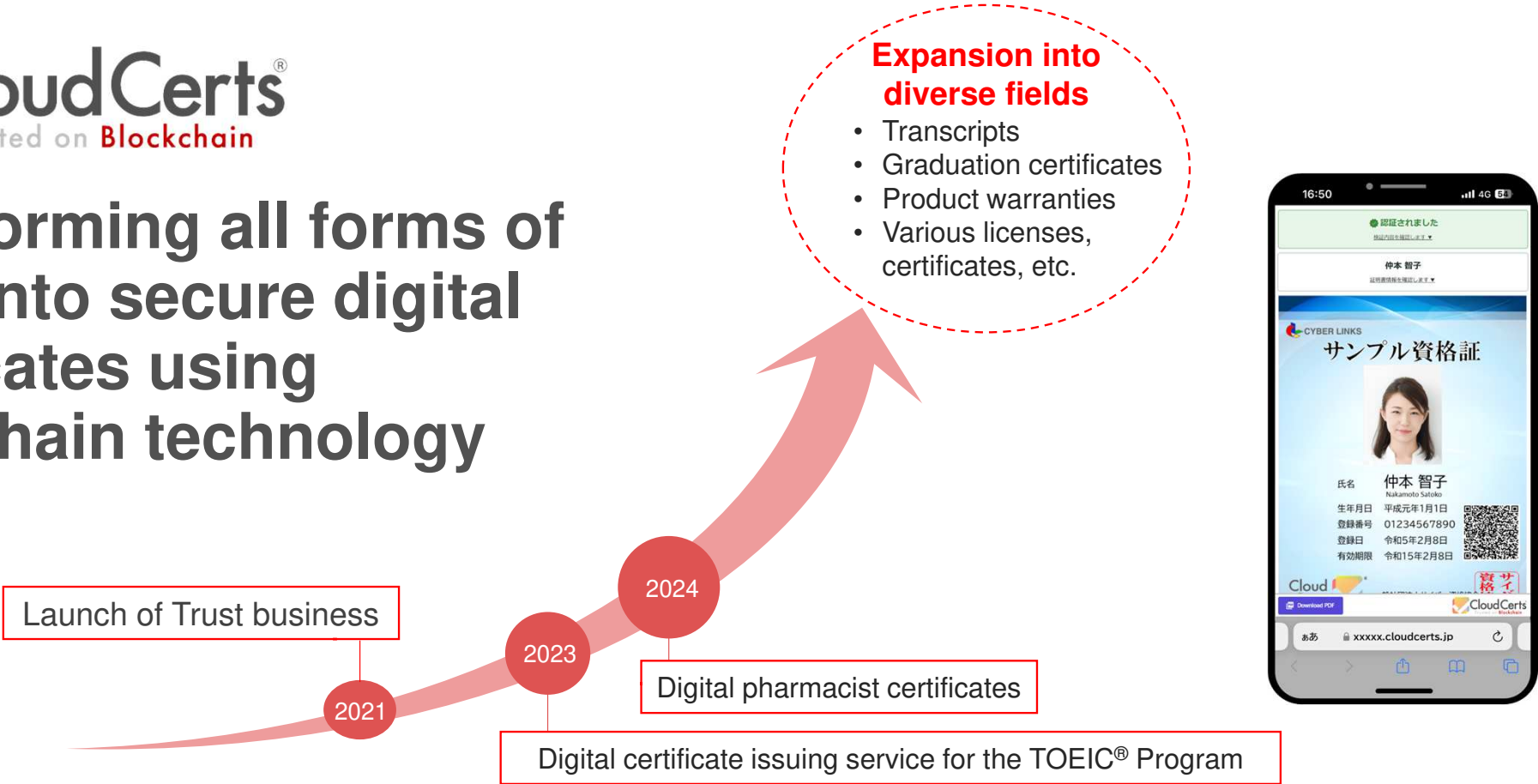
*Approximately 1,700 local governments



- The CloudCerts digital certification service continues to generate impact as it is adopted by a growing number of customers.
- Anticipating a wide range of usage scenarios, we are aiming to accelerate the adoption of our services.



Transforming all forms of proof into secure digital certificates using blockchain technology



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



**Nankai Wakayama City
Station Store**



JR Wakayama Station 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



- 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.

IR note magazine

note

https://note.com/cyberlinks_note



X (formerly Twitter)

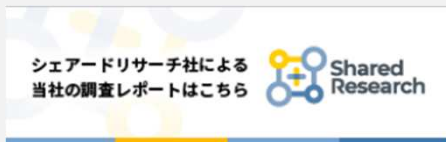


User name: @CyberLinks_3683

https://x.com/CyberLinks_3683



Shared Research



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



WiLL makes anything すべては思うことから始める—



CYBERLINKS CO., LTD.
Corporate Planning Division

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

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WiLL makes anything