

LINK Smart

Toward a shared, connected future

(Company Overview)

CYBERLINKS CO., LTD.

Financial Results for FY12/25

(January 1, 2025 – December 31, 2025)

March 4, 2026



Naoki Higashi, President

Incorporated
1964

Headquarter
**Wakayama
City**



Exterior of headquarters

Market listing
**The Standard Market
of the Tokyo Stock
Exchange**

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

Subsidiaries
2

Organizational Chart



Interior of headquarters

【Management Philosophy】

To be noble, strong, and devoted

Business is a noble social activity

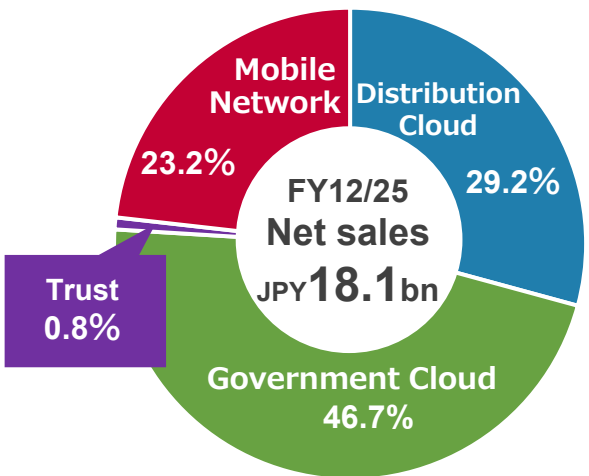
Professional duties and business operations are not merely means of earning a livelihood; they are also forms of social engagement.

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.

7. About CYBERLINKS Overview of Business Operations



Distribution Cloud

Sales: JPY 5.3bn Ordinary Profit: JPY 0.77bn

Government Cloud

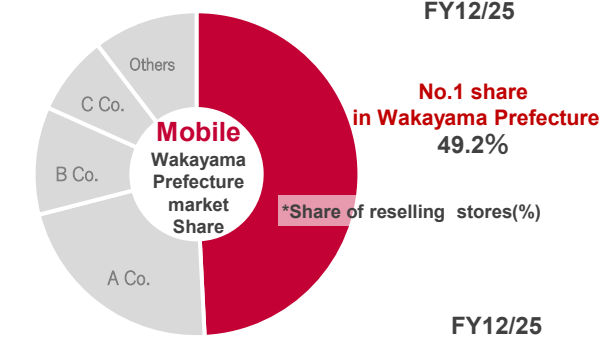
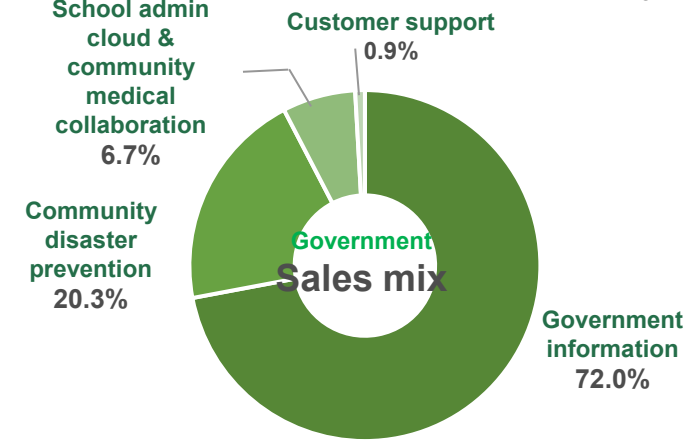
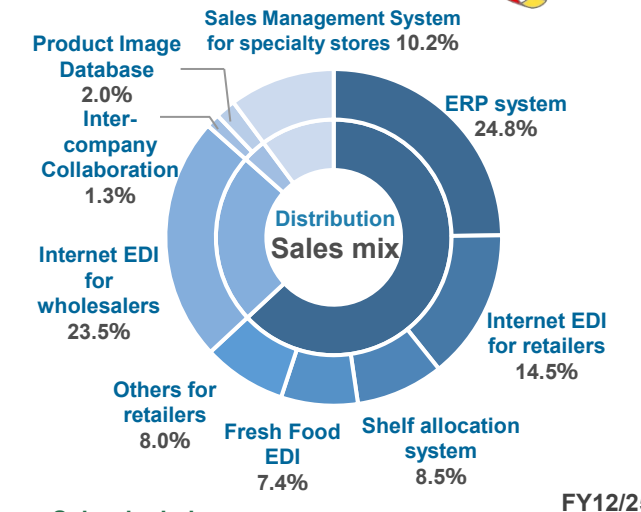
Sales: JPY 8.4bn Ordinary Profit: JPY 1.20bn

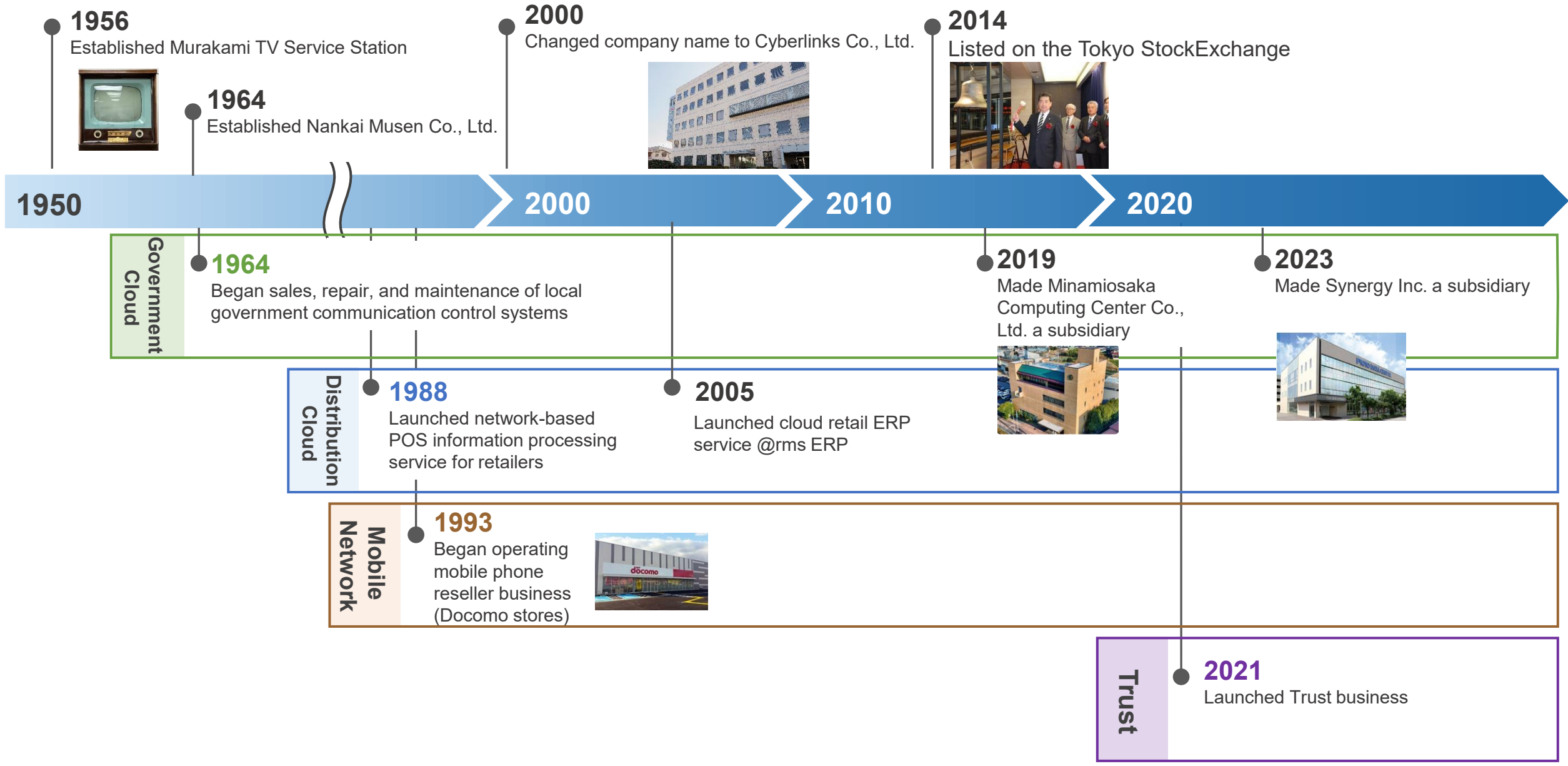
Trust

Sales: JPY 0.14bn Ordinary Profit: JPY (0.06)bn

Mobile Network

Sales: JPY 4.2bn Ordinary Profit: JPY 0.37bn

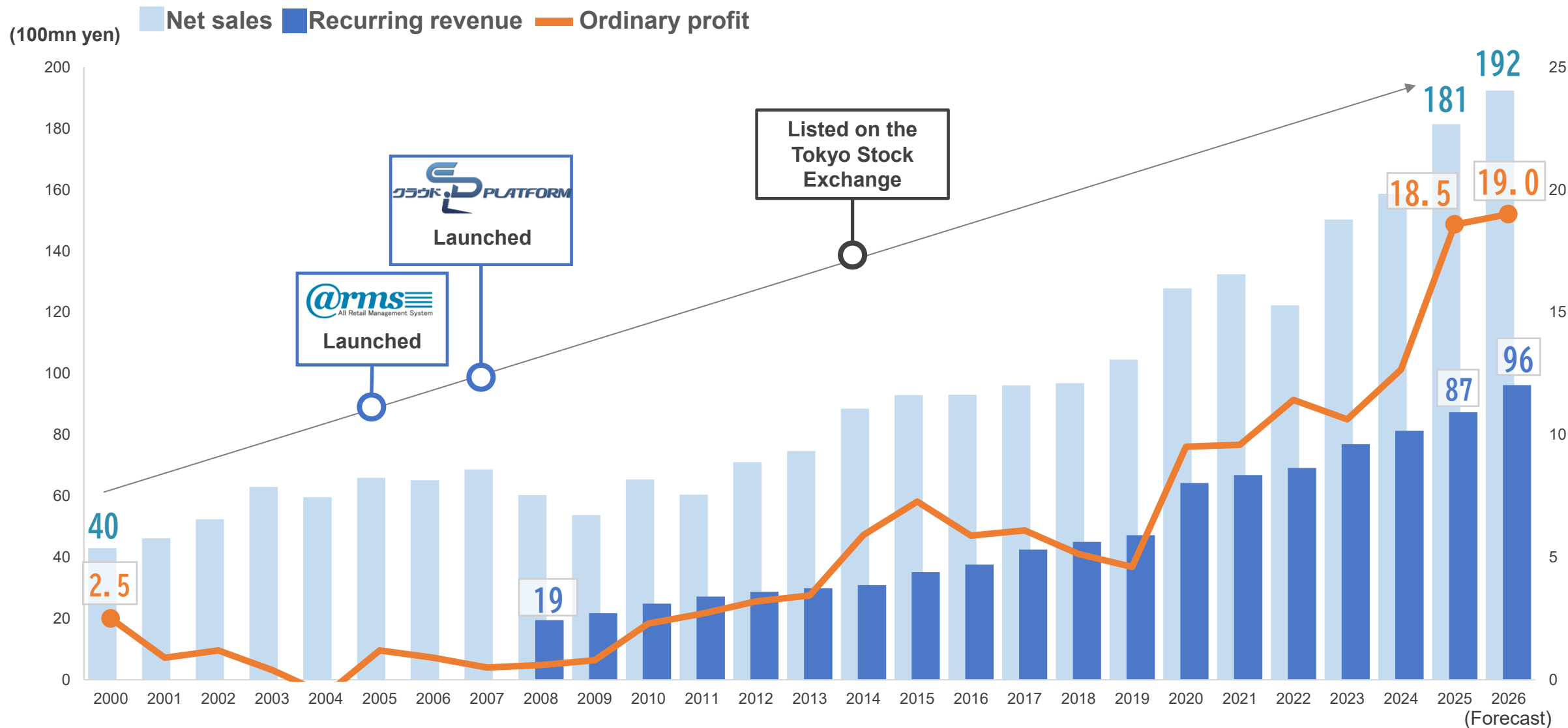




7. About CYBERLINKS Business Performance



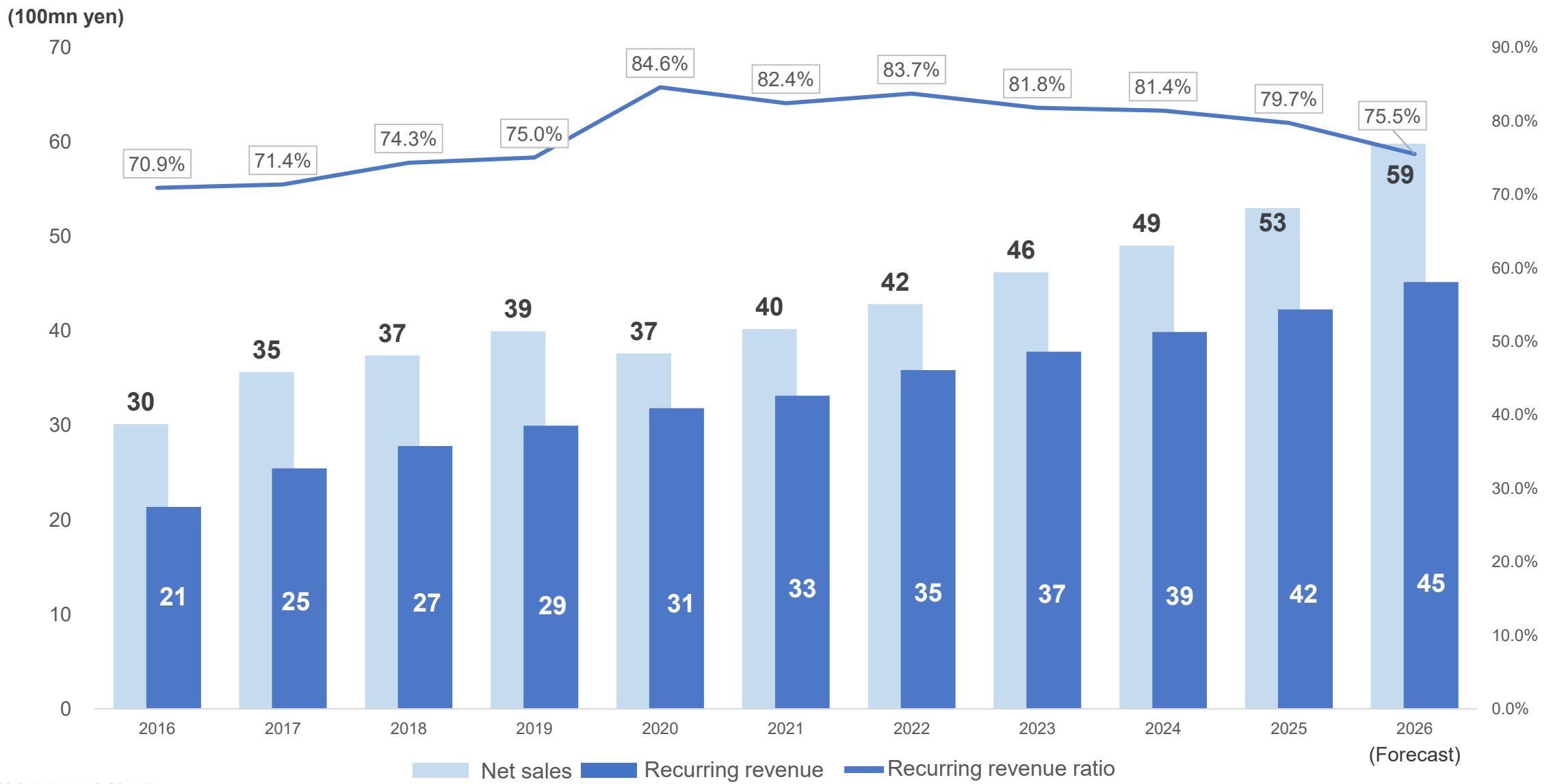
- We prioritize recurring revenue, which comes in continuously, rather than relying on one-off sales.
- By fostering long-term relationships with customers, we work to pursue stable and sustainable earnings growth.



7. About CYBERLINKS ① Distribution 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.



Cloud services specifically targeting
the food distribution industry

Share of food retailers
utilizing our services

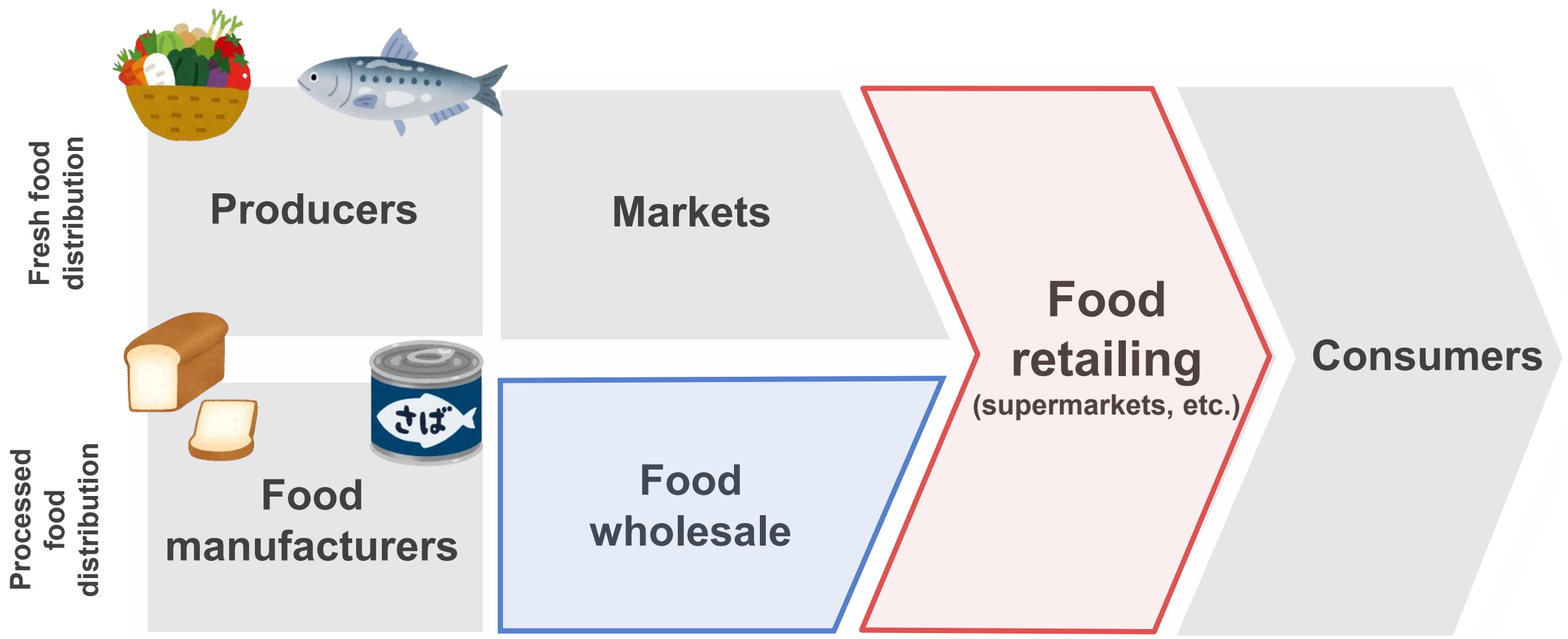
Share of top-ten processed food
wholesalers utilizing our solutions

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.



7. About CYBERLINKS ① Distribution 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



For Your Smile 健康で豊かな暮らしづくりのお手伝い



Select Food Wholesalers and Manufacturers

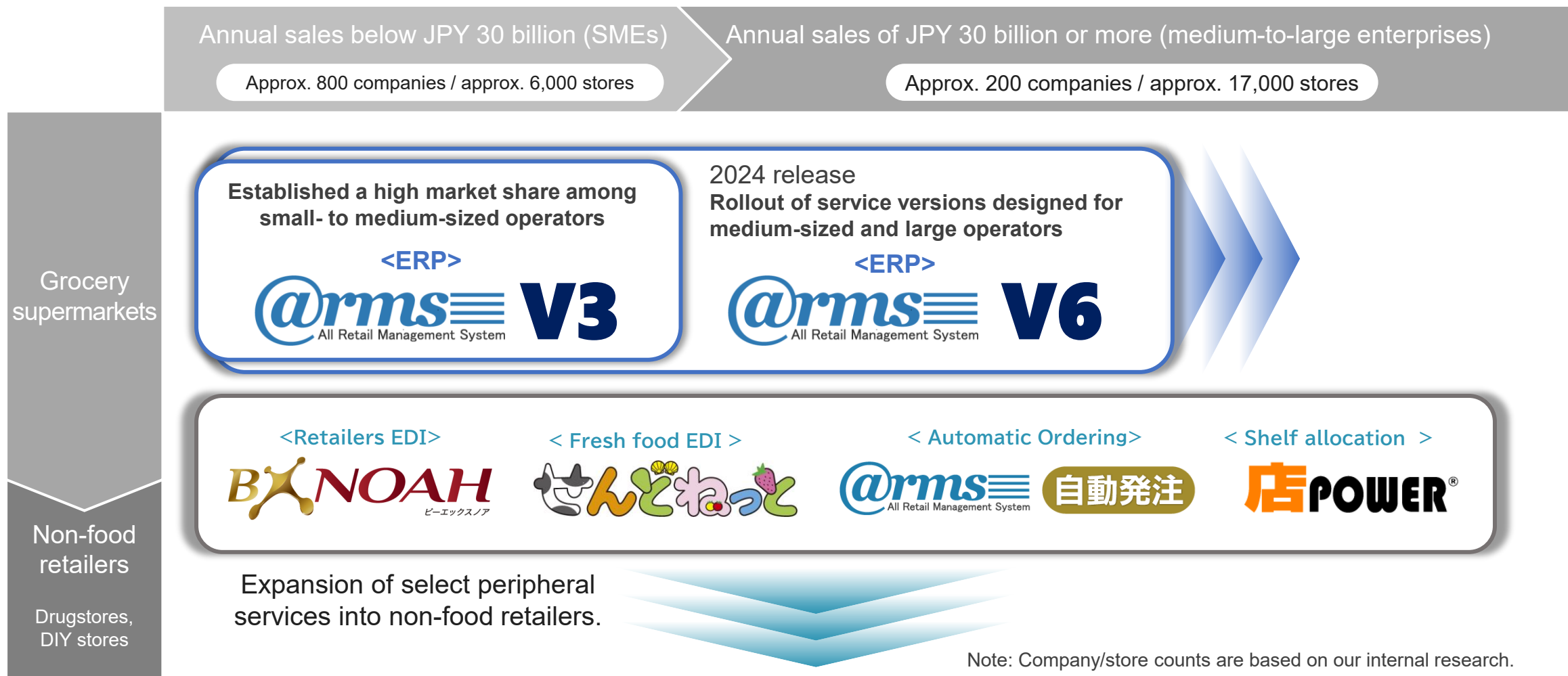


すこやかな毎日、
ゆたかな人生



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

- We aim to strengthen the value of our presence within the medium-to-large enterprise segment (companies generating annual sales of JPY 30 billion or more).
- Expansion of select peripheral services into non-food retailers.

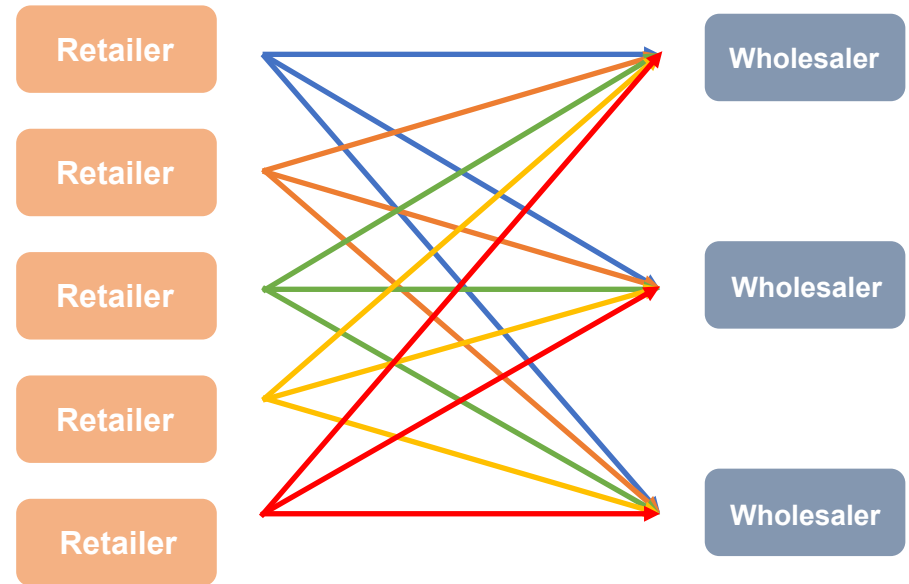


Note: Company/store counts are based on our internal research.

- 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).

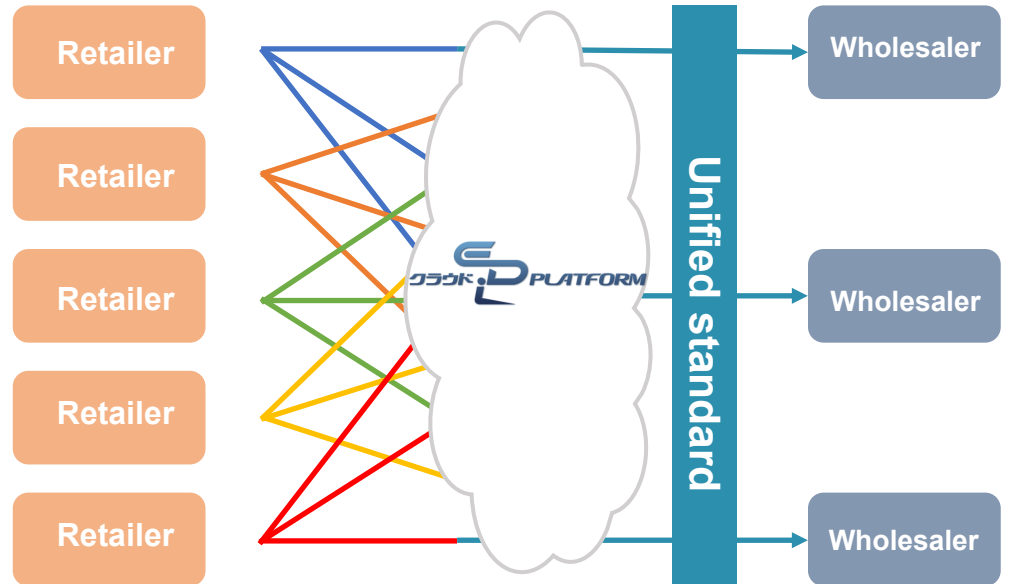


Diverse communication formats create confusion among wholesalers

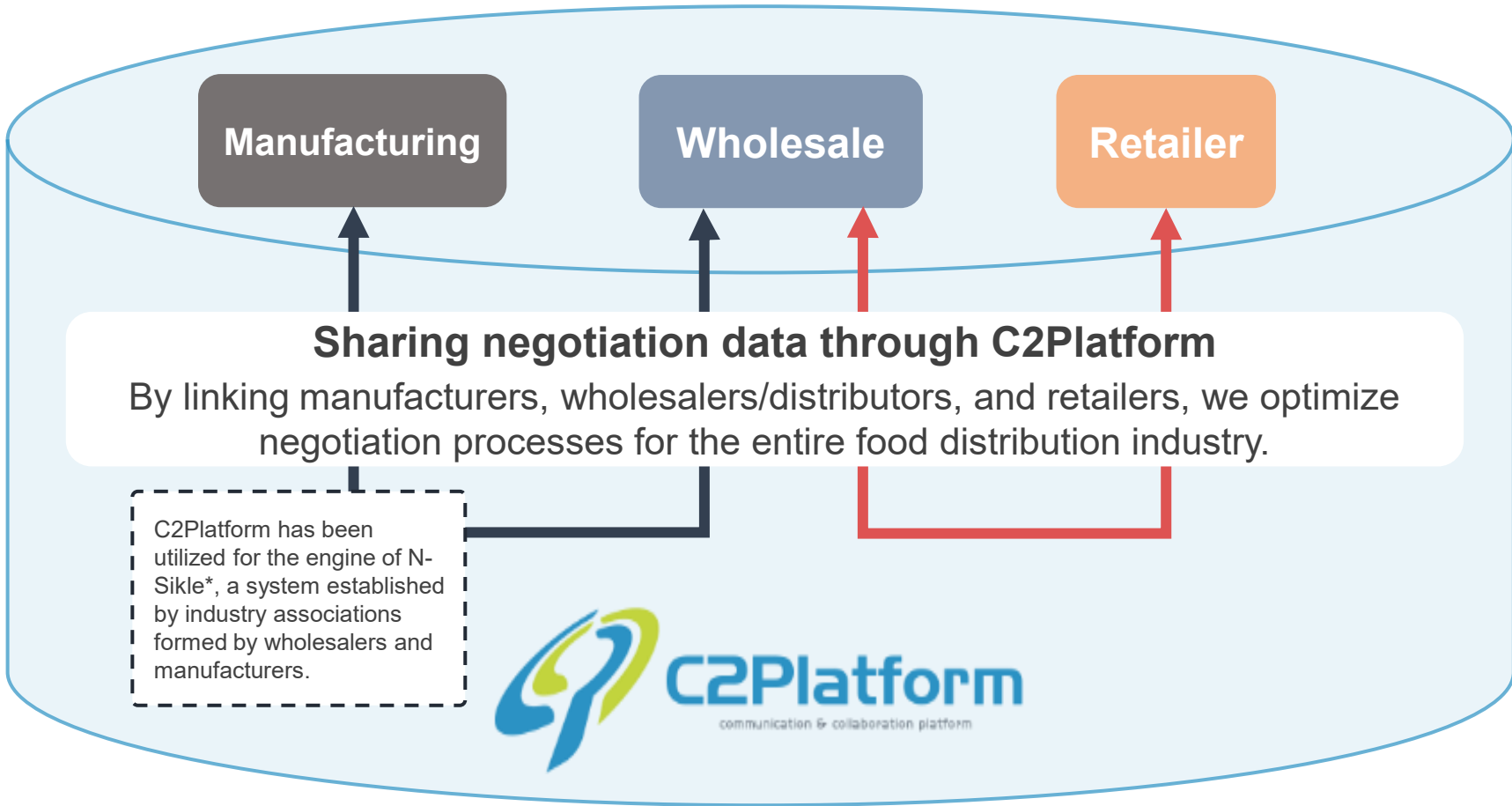


Consolidate network types and communication methods

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

7. About CYBERLINKS ① Distribution 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.

Food Retail (@rms)	Overall Market	FY12/25 Results (YoY)	FY12/25 Medium-term management plan	Target Share
Recurring revenue (JPY100mn)	200	27.5 (+1.6)	28	70 (35%)
KPI: # of stores	23,000	1,219 (-52)	1,765	—

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

Processed Food Wholesale (EDI-Platform)	Overall Market	FY12/25 Results (YoY)	FY12/25 Medium-term management plan	Target Share
Recurring revenue (JPY100mn)	40	11.1 (+0.5)	11	32 (80%)
KPI: GTV (JPYtrillion)	36	12.2 (+2.4)	12.3	—

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

Retailer/Wholesale /Manufacturing (C2Platform)	Overall Market	FY12/25 Results (YoY)	FY12/25 Medium-term management plan	Target Share
Recurring revenue (JPY100mn)	60	0.3 (-0.0)	2	48 (80%)
KPI: # of IDs	220,000	693 (+279)	5,000	—

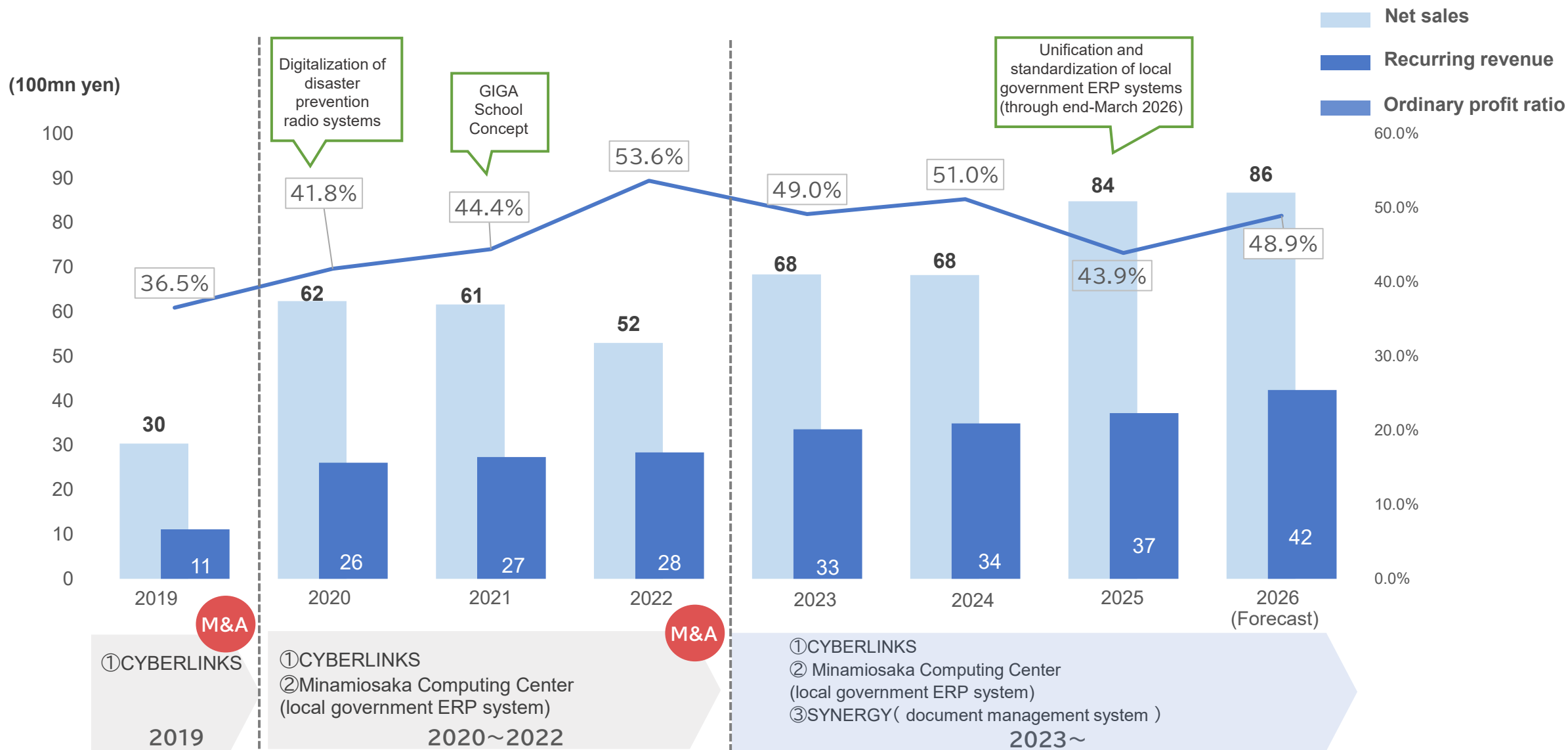
Overall Food Distribution Market	Overall Market	FY12/25 Results (YoY)	FY12/25 Medium-term management plan	Target Share
Recurring revenue (JPY100mn)	300	39.0 (+2.0)	41	150

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

7. 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.

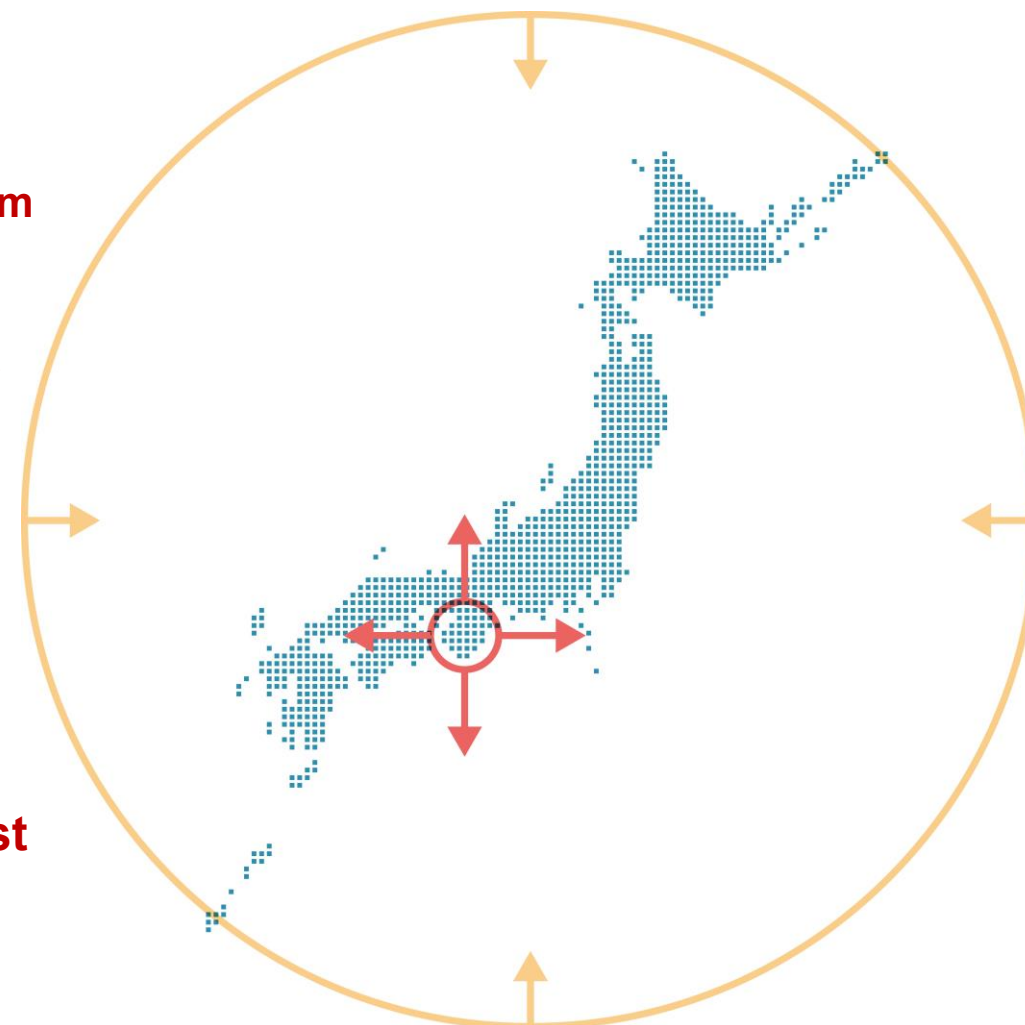
Achieving Growth Through Both **Local Engagement** and **National Expansion**

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



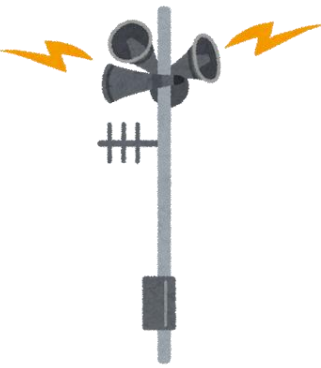
Accelerating growth through municipal DX

- 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

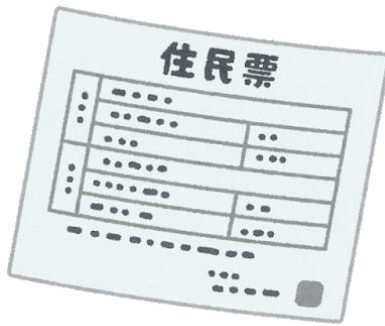


Monitoring systems for dams, rivers, etc.

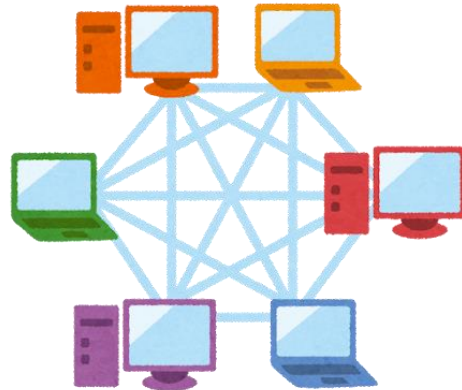


Installation and maintenance of municipal disaster prevention radio systems

Information systems



Resident information management systems providing a foundation for resident services

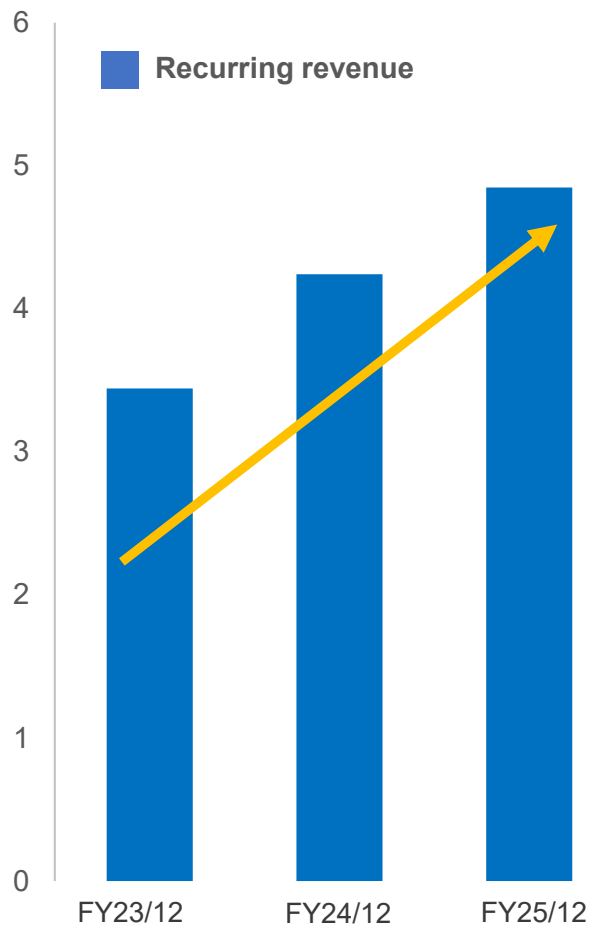


Ensuring network security for local governments

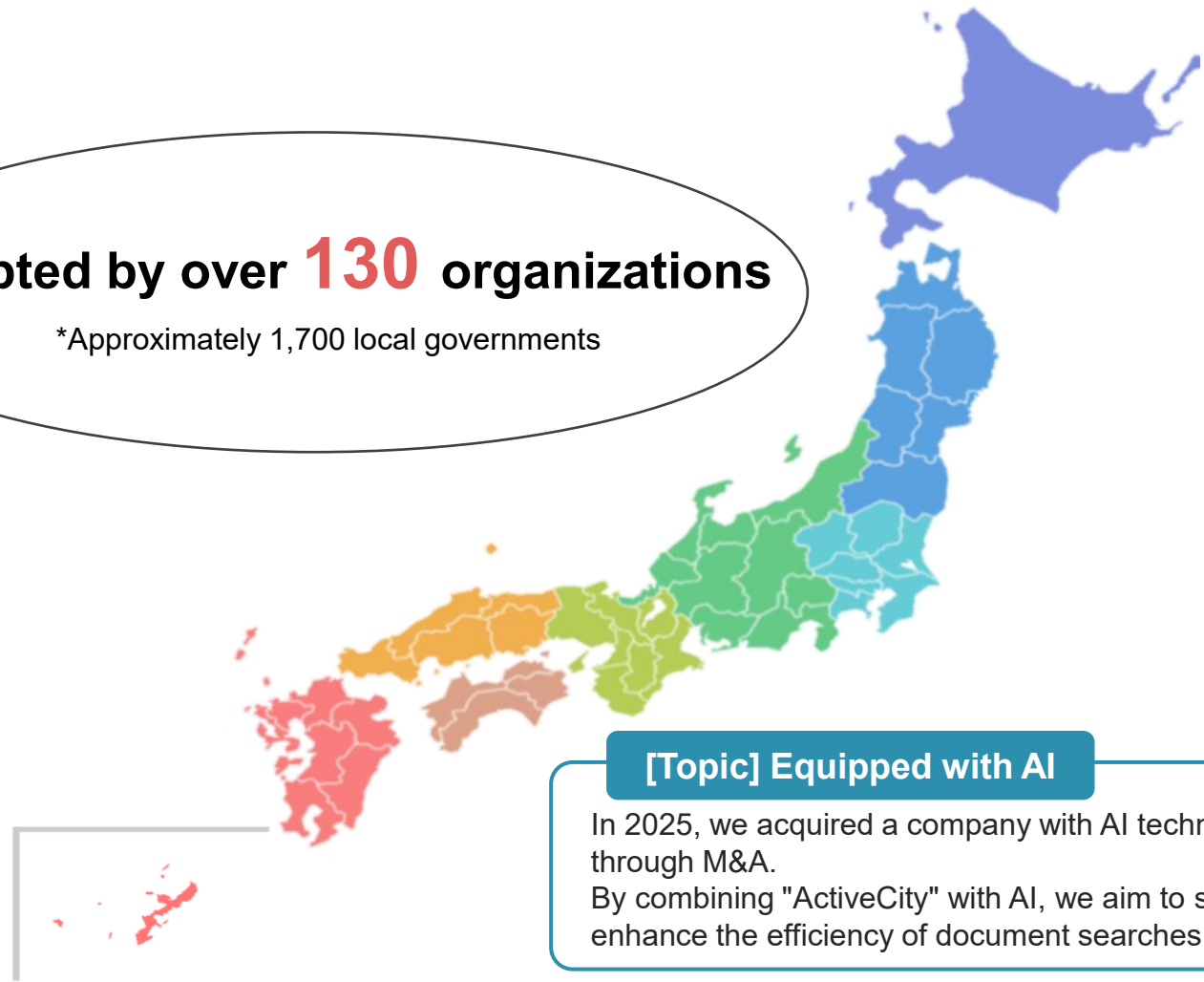
- ActiveCity is a cloud service combining the functions necessary for public records management and electronic approval/authorization.
- Adoption is progressing across Japan among municipalities of all sizes, from small communities to large jurisdictions.



(100mn yen)

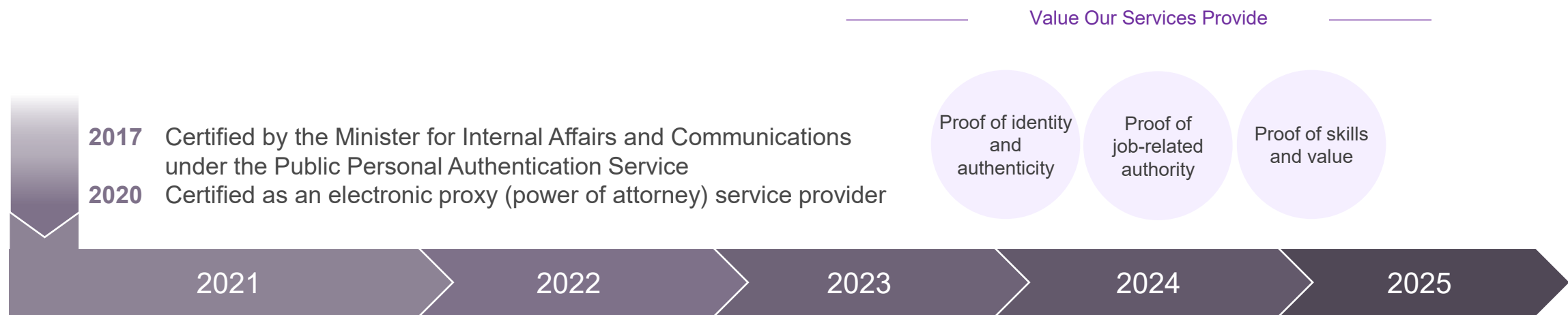


Adopted by over 130 organizations
*Approximately 1,700 local governments



[Topic] Equipped with AI
In 2025, we acquired a company with AI technology through M&A. By combining "ActiveCity" with AI, we aim to significantly enhance the efficiency of document searches.

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



Launch of Trust business

Adoption of “**MynaTrust**” **Power of Attorney**

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

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

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

Japan's first for a large-scale certification test

CloudCerts
Digitalization of **pharmacist qualification certificates**

Japan's first for a national qualification

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

- 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)

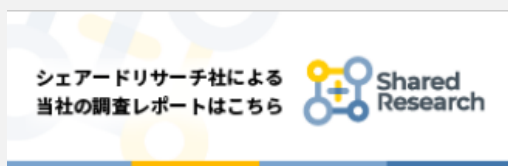


User name: @CyberLinks_3683

https://x.com/CyberLinks_3683



Shared Research



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

The image shows three pages from a research report. The first page is the cover, titled '3683 Cyberlinks' and 'Custom report created by salsib@cyberlinks.co.jp on 2023-09-29'. The second page contains text about the company's growth and market position. The third page features a chart titled 'ESF system providers for supermarkets Breakdown by scale and cost' and another chart titled 'Target market links with inclusion of largest supermarkets'.

WiLL makes anything すべては思うことから始まる—



Thank you for watching

■ 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