

CYBERLINKS CO., LTD. Financial Results for 1H FY12/22

(January 1, 2022 - June 30, 2022)

September 1, 2022



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1. Executive Summary

1. Executive Summary

1H ordinary profit came in at JPY 730 million, up a substantial 25.5% from plan

Progress against full-year forecast was also steady at 70.0%

◆ Net sales fell YoY owing to the absence of special demand that previously boosted results for the Government Cloud business, but ordinary profit rose YoY thanks to steady performance in the Distribution Cloud business

(millions of yen)	1H FY12/22	1H FY12/21	YoY		4U FV42/22 plan	Progress vs. Plan	
	results	results	Amount	%	1H FY12/22 plan -	Amount	%
Net sales	6,233	6,862	-629	-9.2	6,428	-194	97.0
Recurring revenue	3,402	3,264	+137	+4.2	3,315	+87	102.6
Ordinary profit	732	583	+149	+25.5	592	+140	123.7
Ordinary profit margin	11.7%	8.5%	+3.2 pt	_	9.2%	+2.5 pt	_

Progress of Medium-Term Management Plan (FY12/21–FY12/25)

Ordinary profit came in above plan in FY12/21 and 1H FY12/22
 We are considering revising our medium-term management plan in light of our acquisition of Synergy
 * We will promptly provide disclosure if any matter requiring disclosure arises

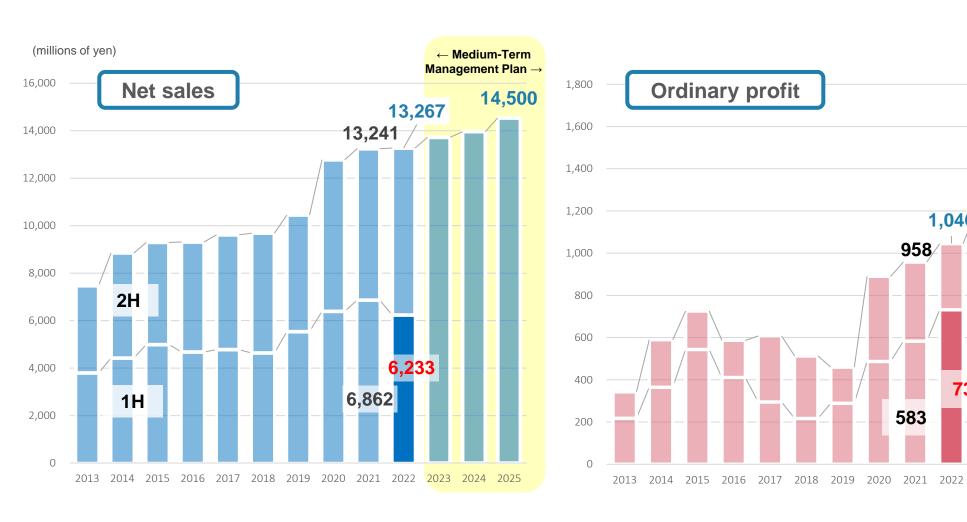
Reference: "Notice Concerning Acquisition of Shares in Synergy Co., Ltd. (Making it a Wholly-Owned Subsidiary)" dated July 13, 2022. https://contents.xj-storage.jp/xcontents/AS92229/2f353ee3/b153/4fe0/b5a8/c5ade75b8f78/140120220701594202.pdf

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2. Long-term Trends

2. Long-term Trends Net Sales & Ordinary Profit

Achieved record-high 1H ordinary profit



^{*}On the stacked column chart above, the lower stack indicates 1H performance and the upper stack indicates 2H performance.

← Medium-Term

Management Plan →

1,046

732

1,600

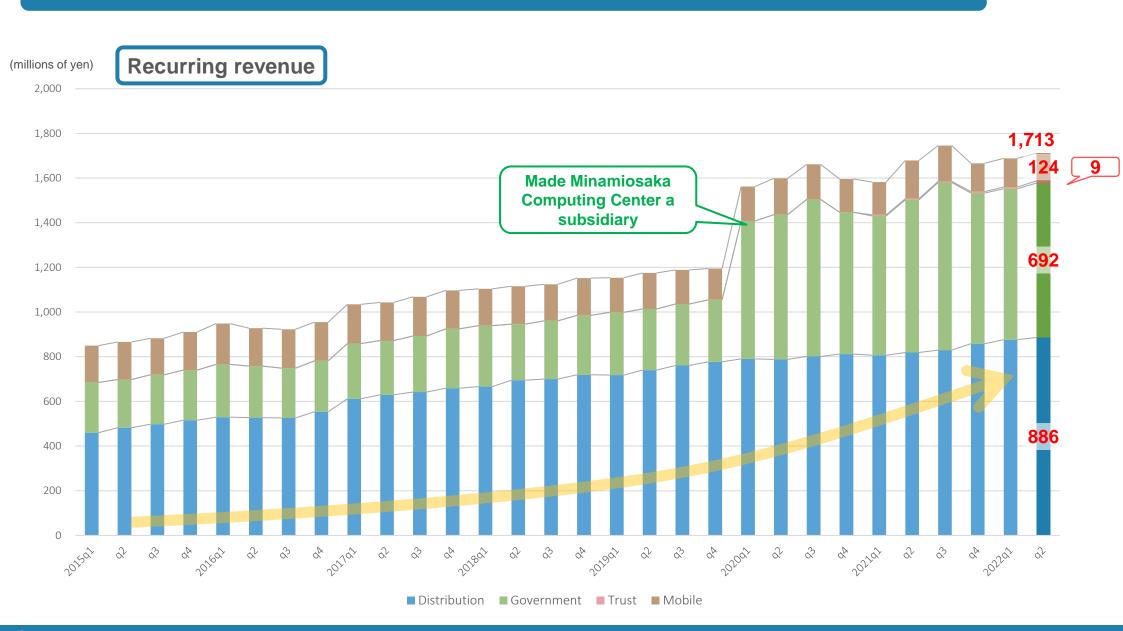
Record High!

^{*2}H FY12/22 figures are calculated by subtracting 1H results from the full-year FY12/22 forecast.

^{*}Figures for FY12/23 onward are full-year targets from the Medium-Term Management Plan.

2. Long-term Trends Recurring Revenue

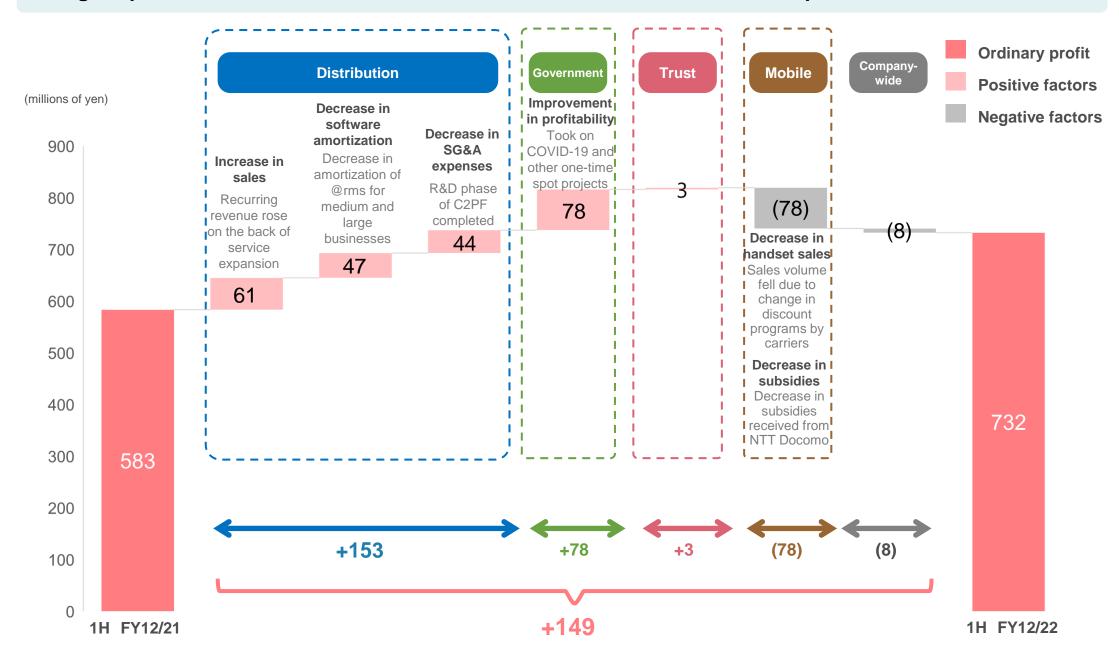
Recurring revenue continued to grow, mainly driven by the Distribution Cloud business



3. Consolidated 1H FY12/22 Results & Full-Year FY12/22 Forecast

3. Consolidated 1H FY12/22 Results & Full-Year FY12/22 Forecast: Factors affecting ordinary profit

◆ Higher profit from Distribution Cloud and Government Cloud offset lower profit from Mobile Network



3. Consolidated 1H FY12/22 Results & Full-Year FY12/22 Forecast: Distribution Cloud



1H FY12/22 Results

Net sales and ordinary profit rose thanks to expanded service offerings and lower software amortization

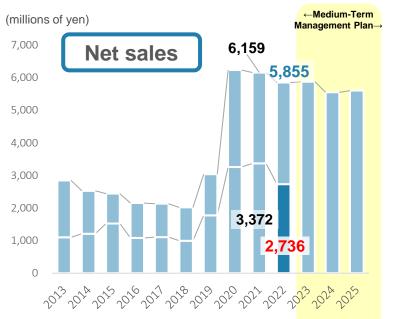
- Recurring revenue rose driven by expansion of cloud services such as BXNOAH and @rms ERP
- Software amortization decreased reflecting the completion of amortization for some functions of @rms ERP for medium and large businesses
- R&D expenses fell owing to the completion of the R&D phase for inter-company collaboration platform, C2Platform

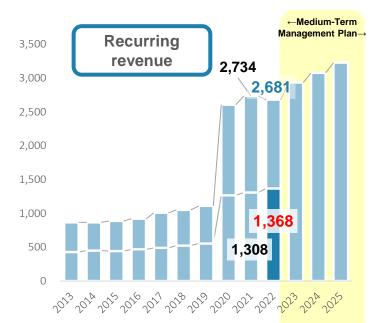
Full-Year FY12/22 Forecast

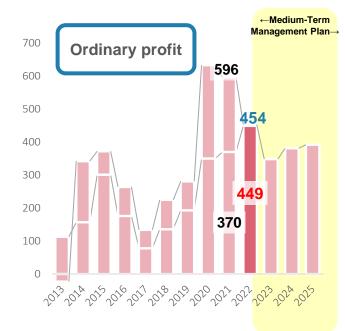
Aiming to achieve record profits exceeding the mediumterm management plan by 68%

- Aiming for ordinary profit margin of 17.1% (+3.0pt YoY) by expanding services such as @rms and boosting recurring revenue
- (Reference) 5-year average ordinary profit margin: 6.3%
- Striving to improve service based on feedback from existing users for @rms ERP for medium and large businesses to expand service sales in FY12/23 onward
 - [Medium-Term Management Plan] Promoting deployment of @rms ERP
- Working to introduce the business negotiation support system of C2Platform to major food retailers
 - [Medium-Term Business Plan] Achieve Industry DX through C2Platform

3. Consolidated 1H FY12/22 Results & Full-Year FY12/22 Forecast: Government Cloud







1H FY12/22 Results

Full-Year FY12/22 Forecast

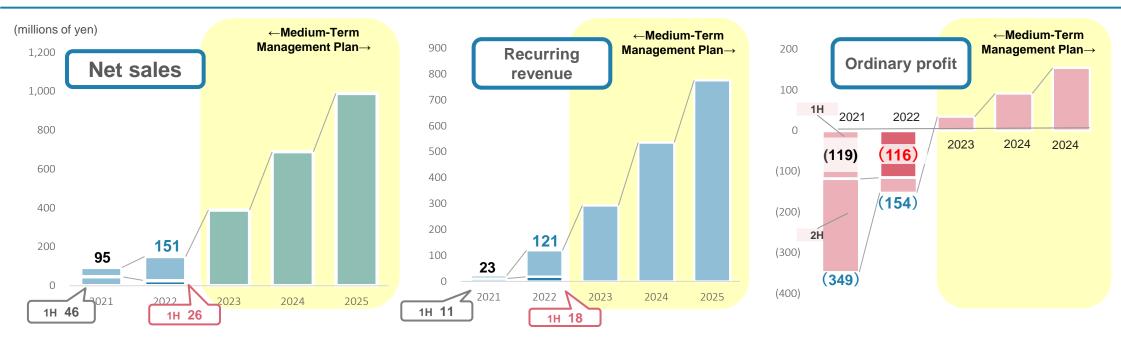
Net sales fell substantially due to absence of special demand, but ordinary profit rose thanks to improved profitability

- Net sales fell substantially due to end of special demand work such as digitalization of government radio networks for disaster prevention and GIGA-school projects in Q1 FY12/21
- Ordinary profit rose thanks to higher gross margins driven by COVID-19 related one-time spot projects
- Made progress in developing the local government DX service "Open LINK for LIFE Minnano no Madoguchi™," which enables users to file taxes and consult with local governments from the comfort of their homes by using identity verification (eKYC) and e-signatures tied to their My Number Card.

Aiming to aggressively expand in-house services and strengthen offerings in the local government DX field to overcome the heavy impact of the absence of special demand that lifted results in FY12/21

- Made Synergy Co., Ltd., which specializes in document management systems for local governments, into a wholly owned subsidiary in July 2022
 - Planning to enhance internal information system offerings with a focus on document management to promote DX for local government staff
- Planning to include income statement in scope of consolidation starting in FY12/23
- **◆** Launched Open LINK for LIFE Minnano Madoguchi™ service in August
 - [Medium-Term Management Plan] Promote local government digital services
- ◆ 1H progress against full-year ordinary profit forecast stands at 98.9%

3. Consolidated 1H FY12/22 Results & Full-Year FY12/22 Forecast: Trust



1H FY12/22 Results

Full-Year FY12/22 Forecast

Pushed forward with development of services and business alliances aimed at future growth

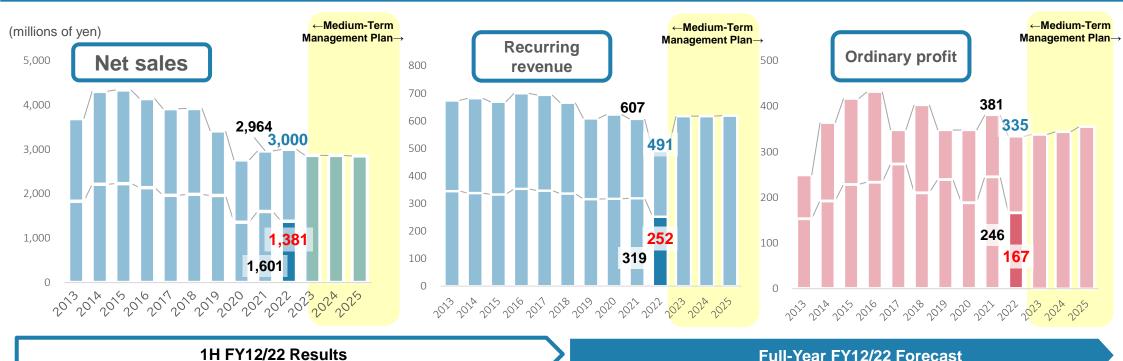
- Recurring revenue grew thanks to expansion of CloudCerts
- Promoted the development and demonstration of services built on the My Number Card
 - → Complete real estate transactions and registrations fully online
 - → Complete commercial registration paperwork fully online
- Concluded a business alliance agreement with South Korea's RAONSECURE in May 2022 regarding the digital certificate business for blockchain and decentralized ID infrastructure

Planning to promote further efforts to commercialize and monetize

- Anticipating substantial expansion of CloudCerts service in response to the shift toward paperless environments
- ◆ Aiming to promote development to launch services for the real estate industry and professional services industry Planning to launch service to enable real estate transactions to be completed fully online by the end of the year

[Medium-Term Management Plan] Creating a society where everyone (all citizens) can use the Trust easily (and affordably)

3. Consolidated 1H FY12/22 Results & Full-Year FY12/22 Forecast: Mobile Network



1H FY12/22 Results

Net sales and ordinary profit fell owing to lower handset sales and a decrease in subsidies from NTT Docomo

- Shortage of handsets resulting from shortage of semiconductors is gradually easing
- Sales from handsets fell as NTT Docomo changed its discount program, which drove up the actual purchase price of handsets for customers and led to a drop in handset units sold
- Recurring revenue fell as well owing to a decline in subsidies from NTT Docomo

Striving to boost customer loyalty despite the ongoing challenging business environment

- NTT Docomo announced a policy to review the number and size of docomo shops in each area and turn them into ICT support centers
 - → Aiming to boost area competitiveness by developing stores that customers prefer and by strengthening corporate sales

4. Sustainability Initiatives

4. Sustainability Initiatives

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

Environmental

- Streamlined offices (Nagoya office, Hamamatsucho office)
- Enabled signing of minutes and commercial registration online with MynaTrust
- Gradually switching commercial vehicles from gasoline cars to eco-cars

Social

- Introduced Group Long-Term Disability (GLTD) income protection program
- Acquired DX Certified Business certification
- Recognized under the 2022 Certified Health & Productivity Management Outstanding Organization (Large Enterprise Division)
- Published work engagement metrics and sustainability data (social)
- Established a health care consultation desk, provided training videos, and introduced measures to support smoking cessation
- Provided training for managerial candidates (President's School, team-building)

Governance

- Added 1 Independent Outside Director (comprising over 1/3 of board)
- **Established Nomination and Compensation Committee**

5. Shareholder Returns

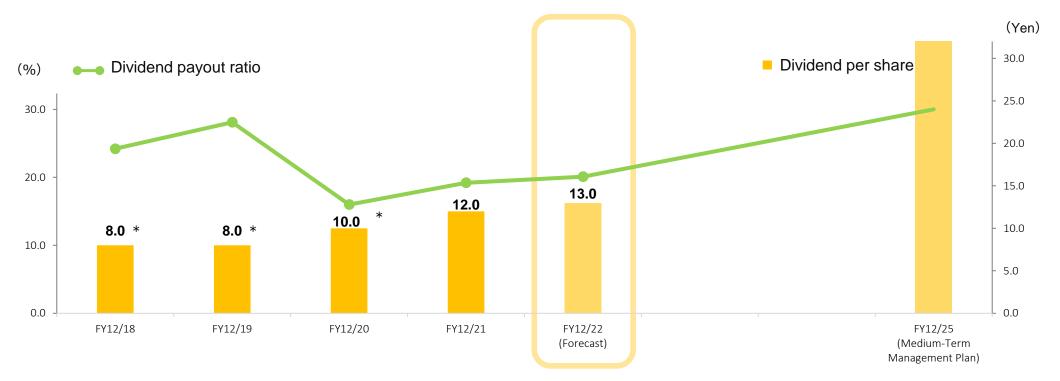
5. Shareholder Returns: Shareholder Return Policy and Dividend Forecast

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.

Dividend forecast

We plan to raise the dividend per share to 13.00 yen in FY12/22



^{*} The Company carried out a 2-for-1 stock split of common stock on January 1, 2021, but the calculation for dividend per share is based on the assumption that the stock split was carried out at the beginning of FY12/18.



6. About CYBERLINKS

6. About CYBERLINKS Strengths

Core strength

Shared Cloud

- Shared use of specialized industry systems
 - → Designed to provide industry leading systems at affordable prices
- Launched services in 2005, when the term "cloud" was not yet coined

Issue resolution

- Era of system investments being the source of competitive edge is over
- Customers can use our shared cloud service in noncompeting areas to reduce IT costs and streamline management

Leading market share

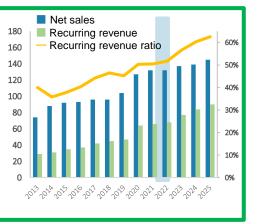
- Our EDI service for food wholesalers is the de facto industry standard service (GTV of JPY 8.9 trillion)
- Approx. 30% of grocery supermarkets nationwide use our system

Stable management

Recurring revenues such as usage fees and information processing fees amount to JPY 6.6 billion*! (50.5% of total sales)

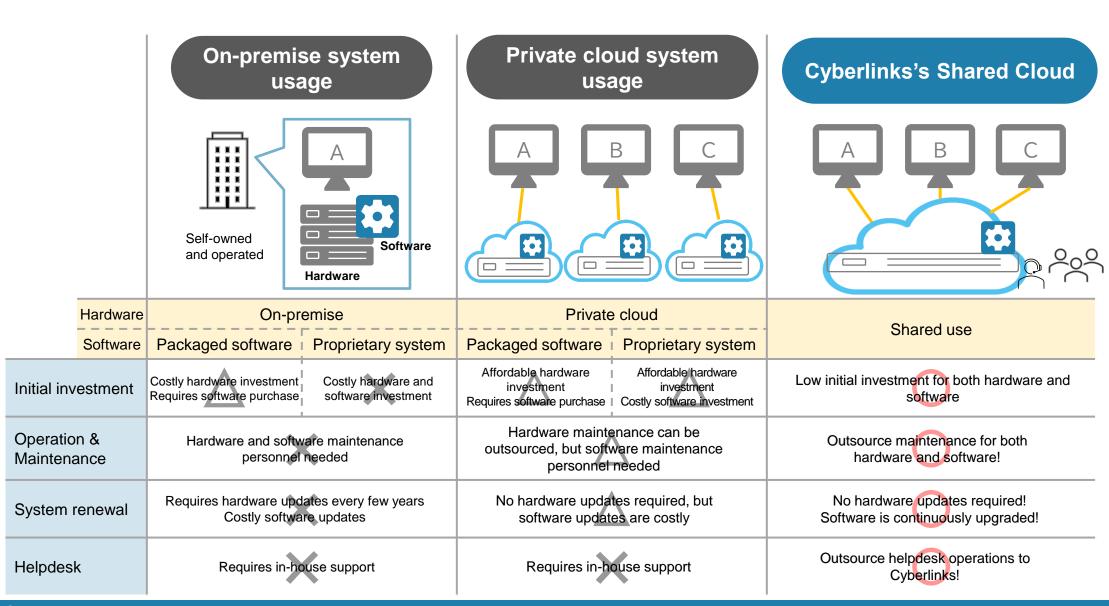
Secured stable management based on recurring revenue

* FY12/21 results



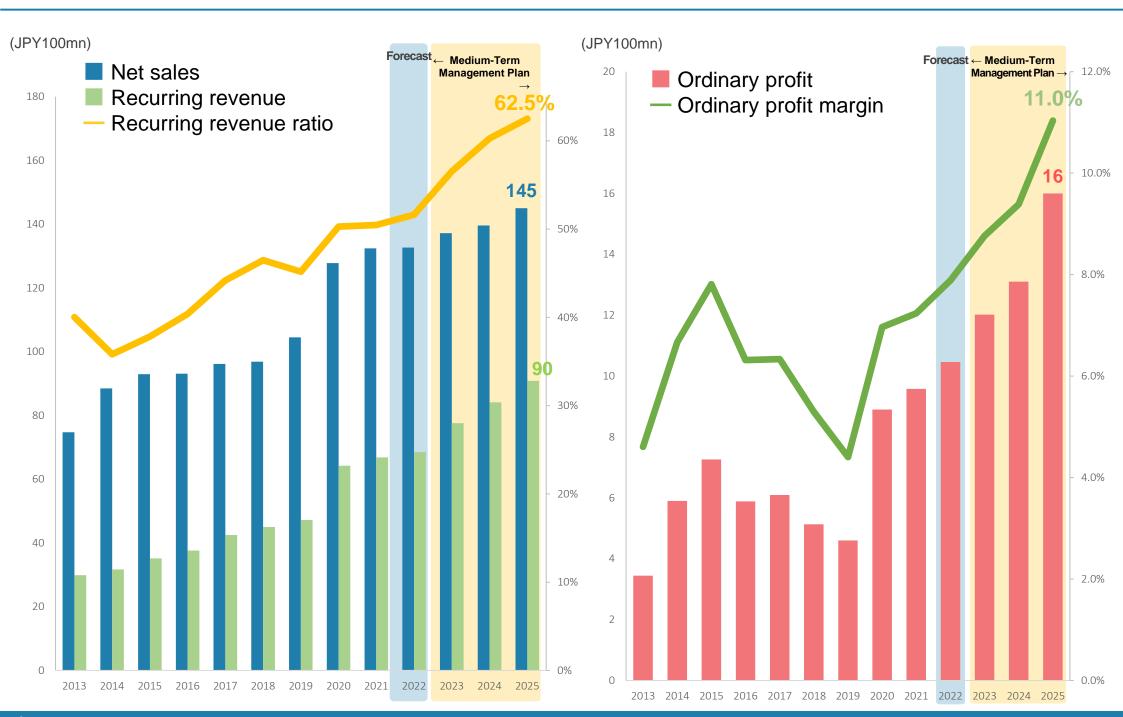
6. About CYBERLINKS Shared Cloud

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

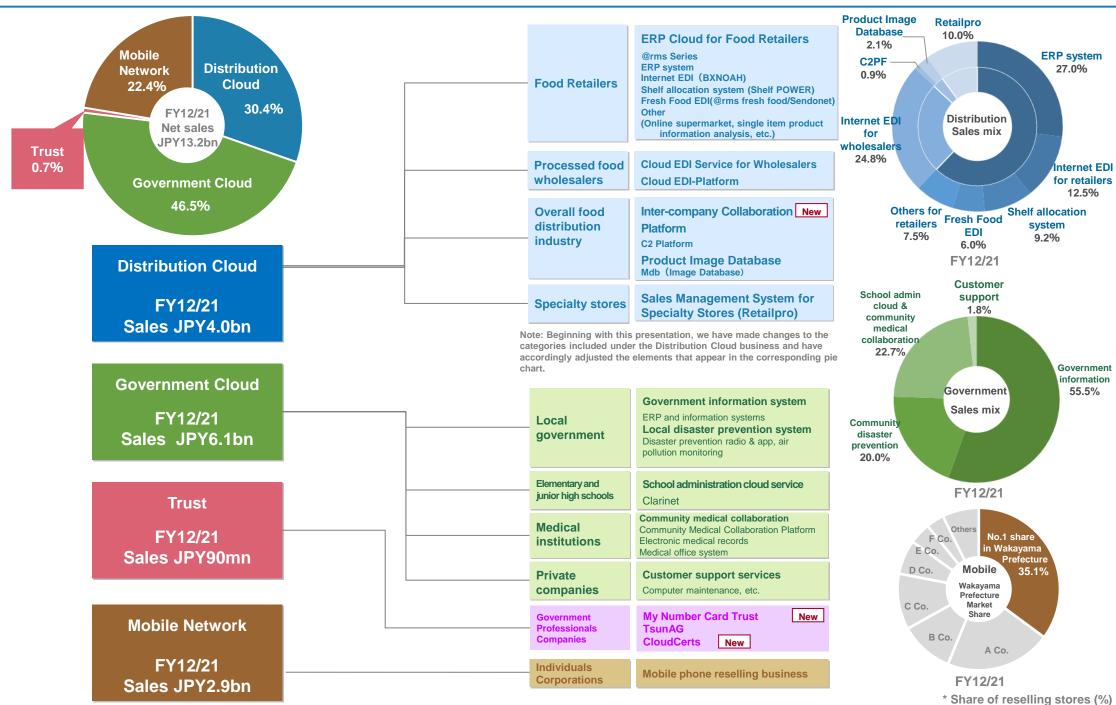


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6. About CYBERLINKS Business Performance



6. About CYBERLINKS Breakdown of Business (Consolidated)



In 2005, we introduced @rms ERP, Japan's first cloud retail ERP service, along with a full range of peripheral services for medium and large companies

@rms series



ERP system for order, purchase, inventory, sales, and profit management

No.1 in cloud retail ERP system installations

Peripheral services for medium and large companies

Internet EDI

BXNOAH

Shelf Allocation System for Retailers



Fresh Food Ordering System



Online Supermarket System



1,278 stores *₁ out of 21,000 total stores*₂

As of end-1H FY12/22

*1 Number of stores using @rms ERP

*2 Total stores in the market based on our estimates

Our services are used by approximately 30% of all grocery supermarkets in Japan (based on the number of companies).

6. About CYBERLINKS Key Services – Distribution Cloud – Food Wholesale

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



Installed in 7 of the top 10 processed food wholesalers companies by sales

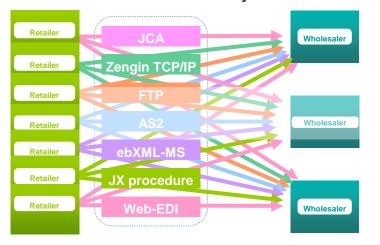
Also installed at major manufacturers

^{*2} Overall market GTV figure is an internal estimate



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

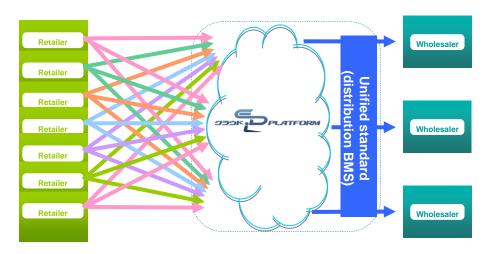
Order data received via a wide variety of communication methods



Consolidate network types and communication methods



Sent to wholesalers via an unified standard (distribution BMS)



^{*1} The value of orders received and placed by customers using the Cloud EDI-Platform

6. About CYBERLINKS Key Services – Government Cloud, Mobile Network

Government Cloud

No. 1 market share for local disaster prevention systems in Wakayama Prefecture

Local government

Administrative information system (ERP and information systems)

- Local government information security cloud service
- Shared information system services
- 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

Operates largest NTT Docomo reseller in Wakayama Prefecture with seven Docomo Store locations



Docomo Store Iwade (largest store in Wakayama Prefecture)

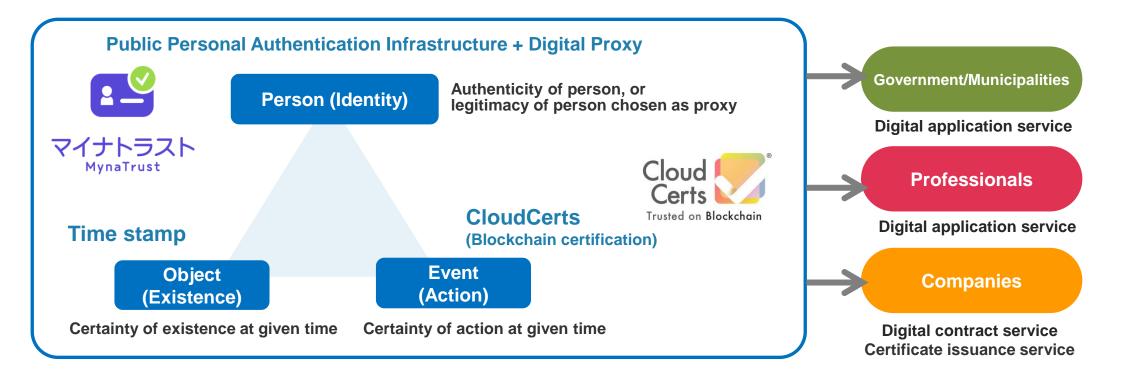
- Nankai Station Store
- JR Wakayama Station Store
- Iwade Store
- Tanabe Store

- Hashimoto Store
- Hashimoto Ayanodai Store
- Katsuragi Store

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6. About CYBERLINKS Trust Service

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).



Certification

- Acquired Time Stamp Authority (TSA) certification (April 2017)
- Acquired Public Personal ID Authentication service certification (December 2017) (My Number Card)
- Acquired Digital Proxy Authorization Management service certification (July 2020)

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Supplementary Materials

Supplementary Materials Consolidated 1H FY12/22 Results: Consolidated Income Statement

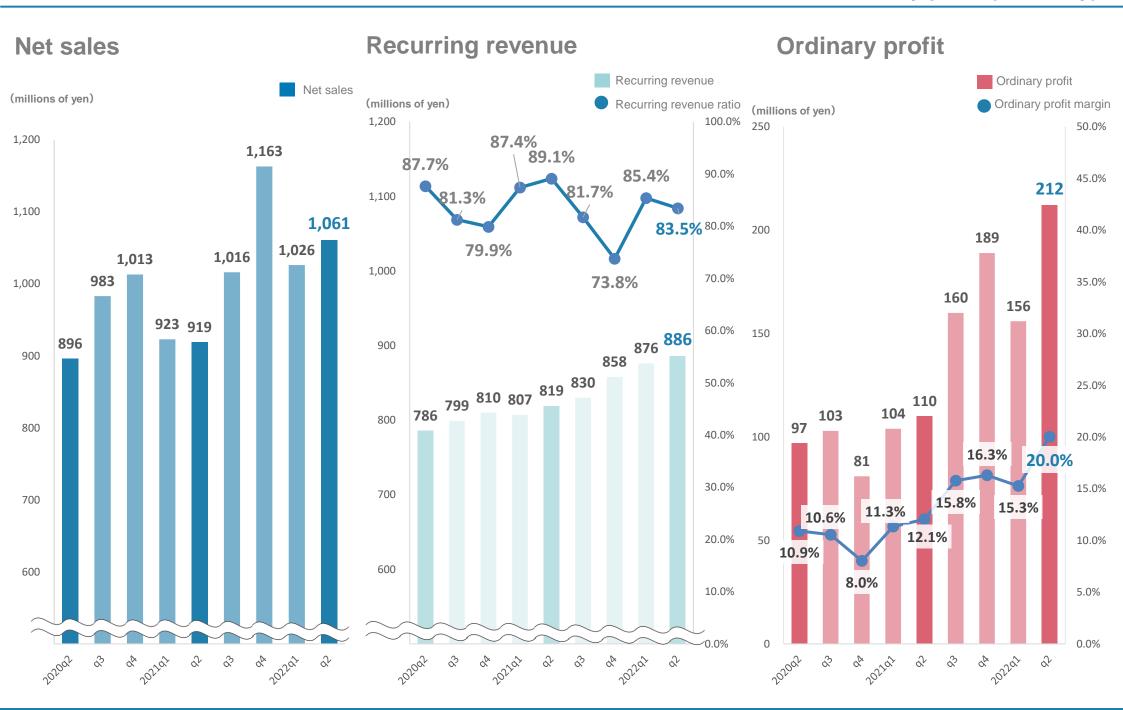
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	1H FY12/21	1H FY12/22	YoY Change	1H FY12/22	Achievement
	(Actual)	(Actual)	(%)	(Plan)	Rate (%)
Net sales	6,862	6,233	(9.2%)	6,428	97.0%
Distribution Cloud	1,842	2,087	13.3%	2,087	100.0%
Government Cloud	3,372	2,736	(18.9%)	2,838	96.4%
Trust	46	26	(42.2%)	40	67.1%
Mobile Network	1,601	1,381	(13.7%)	1,463	94.5%
Recurring revenue	3,264	3,402	4.2%	3,315	102.6%
Distribution Cloud	1,626	1,762	8.4%	1,737	101.5%
Government Cloud	1,308	1,368	4.6%	1,317	103.9%
Trust	11	18	62.4%	23	79.8%
Mobile Network	319	252	(20.7%)	238	106.3%
Operating profit	578	729	26.0%	592	123.1%
Ordinary profit	583	732	25.5%	592	123.7%
Distribution Cloud	215	369	71.4%	351	105.2%
Government Cloud	370	449	21.3%	345	130.2%
Trust	(119)	(116)	-	(112)	-
Mobile Network	246	167	(32.1%)	170	98.3%
Adjustments	(128)	(137)	-	(162)	-
Profit attributable to owners of parent	406	487	20.1%	380	128.4%
EPS	JPY39.24	JPY47.14	_	JPY36.74	

		End-De	ec. 2021	Е	nd-Jun. 202	2	Factors behind changes
		Amount	Composition	Amount	Composition	Change	r actors berilliu changes
	Current Assets	5,896	60.9%	5,191	53.9%	(704)	Decrease in notes and accounts receivable-trade and contract assets
Assets	Non-current Assets	3,786	39.1%	4,447	46.1%	660	Land purchases and increase in software in progress under intangible fixed assets
	Total Assets	9,682	100.0%	9,638	100.0%	(44)	
	Current Liabilities	2,240	23.1%	1,928	20.0%	(312)	Decrease in accounts payable-trade
Liabilities	Non-current Liabilities	2,023	20.9%	1,879	19.5%	(144)	Decrease in long-term borrowings due to repayment
es & Net	Total Liabilities	4,264	44.0%	3,807	39.5%	(456)	
et Assets	Total Net Assets	5,418	56.0%	5,831	60.5%	412	Increase in retained earnings due to accumulation of profit
ets .	Total Liabilities & Net Assets	9,682	100.0%	9,638	100.0%	(44)	

	1H FY12/21 (Actual)	1H FY12/22 (Actual)	Description
Cash flows from operating activities	1,702	1,140	Decrease in profit before income taxes and trade receivables
Cash flows from investing activities	(192)	(857)	Purchase of property, plant and equipment and purchase of intangible assets
Cash flows from financing activities	(306)	(276)	Repayments of long-term borrowings, dividends paid
Net increase (decrease) in cash and cash equivalents	1,204	7	
Cash and cash equivalents at beginning of period	1,863	2,552	
Cash and cash equivalents at end of period	3,067	2,560	

			(millions of ye
	FY12/21 (Cons. Actual)	FY12/22 (Forecast) (※)	YoY Change (%)
Net sales	13,241	13,267	0.2%
Distribution Cloud	4,021	4,261	6.0%
Government Cloud	6,159	5,855	(4.9%)
Trust	95	151	58.6%
Mobile Network	2,964	3,000	1.2%
Recurring revenue	6,681	6,849	2.5%
Distribution Cloud	3,315	3,556	7.3%
Government Cloud	2,734	2,681	(2.0%)
Trust	23	121	413.1%
Mobile Network	607	491	(19.2%)
Operating profit	945	1,043	10.4%
Ordinary profit	958	1,046	9.1%
Distribution Cloud	565	729	28.9
Government Cloud	596	454	(23.9%)
Trust	(349)	(154)	_
Mobile Network	381	335	(12.3%)
Adjustments	(235)	(318)	_
Profit attributable to owners of parent	645	670	3.8%
EPS	JPY62.55	JPY64.78	

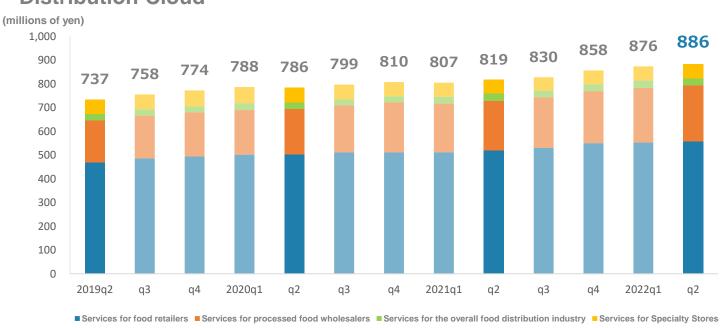
^{*}No revisions have been made to the forecast announced on February 14, 2022.

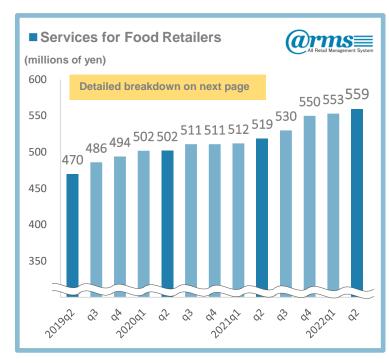


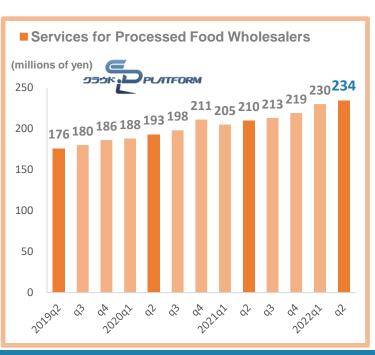
Supplementary Materials Performance in Distribution Cloud Business

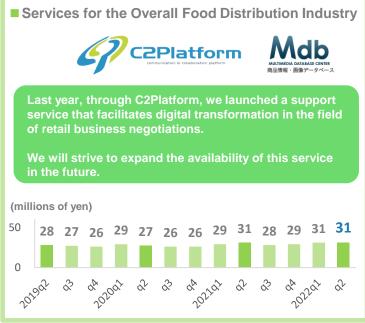
Recurring Revenue ① (Quarterly)

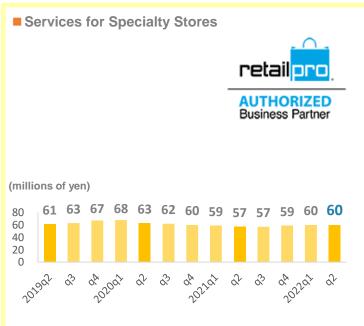
Distribution Cloud



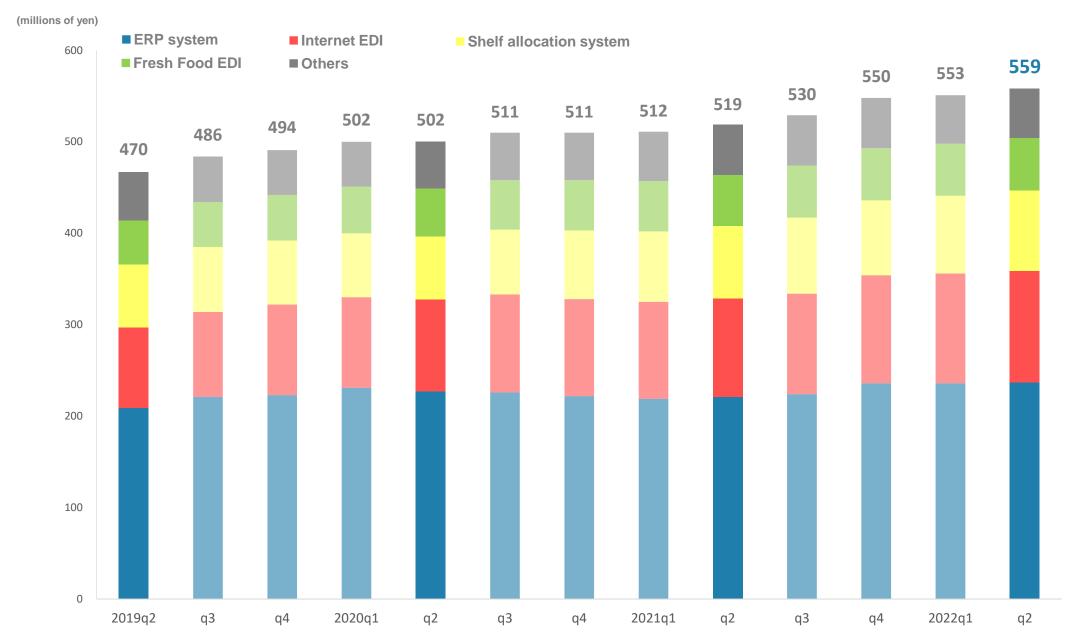








Services for Food Retailers: Breakdown of service



Basic Policy

Transformation 2025

Working with industry and customers to improve productivity through DX

Key Strategies

Distribution: Achieve industry DX by launching an inter-company collaboration platform

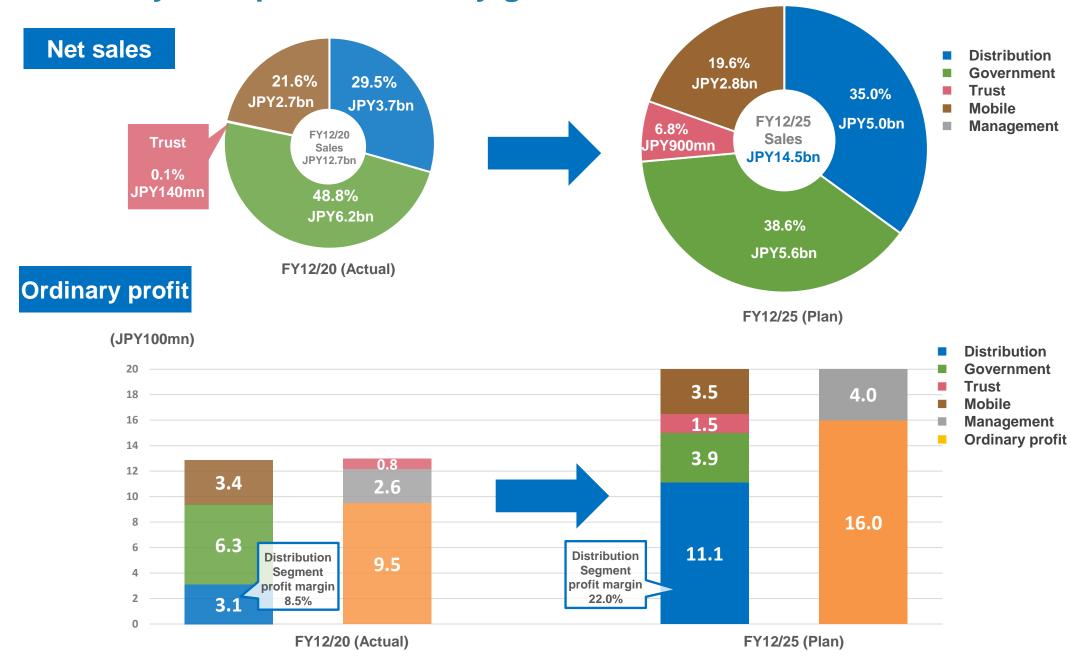
Government: Support local governments in keeping up with the rapid progress of digitization

Trust: Develop business in the Trust field centered on the My Number Card

Mobile: Boost value of physical stores in the rapidly changing competitive environment

Targets	FY12/25 (Final year)	vs. FY12/20
Recurring revenue	JPY9.0bn	141.4%
Recurring revenue ratio	62.5%	+12.2pt
Net sales	JPY14.5bn	113.7%
Ordinary profit	JPY1.6bn	168.1%
Ordinary profit margin	11.0%	+3.5pt
ROE	Over 13%	_

Profitability to improve driven by growth in Distribution Cloud



Achieve industry DX by launching an inter-company collaboration platform

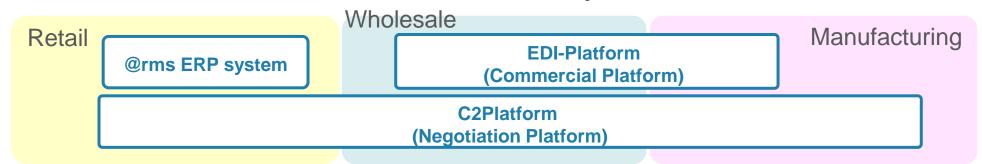
Targeting all food distribution companies to expand market share with affordable high-quality Shared Cloud

Food Retail (@rms)	Overall market	FY12/20 Results	FY12/25 Targets	Target share
Market size (billion yen)	20.0	2.11	2.6	7.0 (35%)
KPI: # of stores	21,000	1,205	1,765	_

^{* #} of stores: Number of stores using @rms ERP

Processed Food Wholesale (EDI-Platform)	Overall market	FY12/20 Results	FY12/25 Targets	Target share
Market size (billion yen)	4.0	0.78	1.1	3.2 (80%)
KPI: GTV (trillion yen)	36	8.7	12.3	_

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



Retailer/Wholesale /Manufacturing (C2Platform)	Overall market	FY12/20 Results	FY12/25 Targets	Target share
Market size (billion yen)	6.0	0.03	0.4	4.8 (80%)
KPI: # of IDs	220,000	0	10,000	_

^{*} FY12/20 results reflect sales from certain services that are being offered in advance

Overall Food	Overall	FY12/20	FY12/25	Target
Distribution Market	Market	Results	Targets	share
Market size (billion yen)	30.0	2.92	4.1	15.0

^{*} Market size is estimated based on the fee structure of our service

^{*} Excludes the market for sales management systems for specialty stores

Distribution Cloud

Focus on acquiring new users with PSTN and invoice support

For Retailers

Aiming to promote @rms ERP implementation (for medium & large retailers) to boost market share



For Wholesalers



Inter-company collaboration platform

Released C2PF negotiation support service in 2021



Government Cloud

Government digitization poses a great opportunity

We will support local governments in keeping up with the rapid progress of digitization

- Promote local government digital services
- Develop and provide next-generation comprehensive disaster prevention services (new services, nationwide)
- **■** Expand installation base of school administration cloud service Clarinet
- **■** Expand information system service offering (to Kansai area)
- **■** Enhance measures for standardization and commonization of ERP systems

Trust

Develop a "Third Trust" service based on the My Number Card

Creating a society where everyone (all citizens) can use the Trust easily (and affordably) by utilizing the rapidly spreading My Number Card based on public certification

we are expanding into industries that demand high reliability (i.e., Trust)



Mobile Network

Boost value of physical stores in the rapidly changing competitive environment

Differentiate from other carriers and online services to become a comprehensive support center for a digital society

CYBERLINKS CO., LTD.

Corporate Planning Division

Email: keiki@cyber-l.co.jp

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

■ Disclaimer

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