**CYBERNET**

(Delayed)

TSE Code : 4312

# CYBERNET SYSTEMS CO., LTD.

## Results of Operations for the Year ended December 31, 2022

February 9, 2023

**1**    **Business Summary of FY2022 and Projection for FY2023**

**2**    References

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# Understanding of the current external environment and its impact on FY2022

| Understanding of the current environment |
|:---:|

- Rising resource prices, energy shortages and inflation due to the situation in Russia and Ukraine.

- Shortage of parts and materials such as semiconductors due to supply chain disruptions, etc.

- China's zero-COVID policy and the explosion in the number of infections caused by the abrupt termination of the policy.

- Global economic slowdown against the background of the above situation.

- Promote DX for the purpose of reforming work styles and ensuring corporate competitive advantage and GX for the purpose of achieving carbon neutrality.
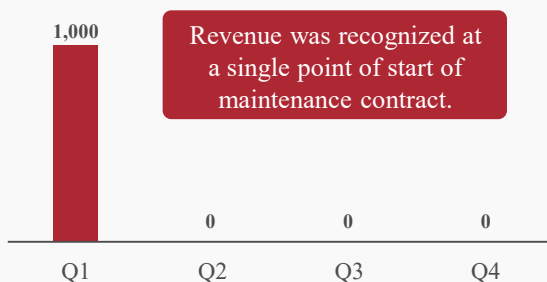
| Impact on results of FY2022 |
|:---:|

- Against the background of uncertainties in the global economy, some of orders postponed in Europe, the United States, Asia, etc.

- Expanded engineering services to support customers to promote DX.

- Sales of IT security solutions for cloud environments was strong due to the establishment and permeation of new normal work style.
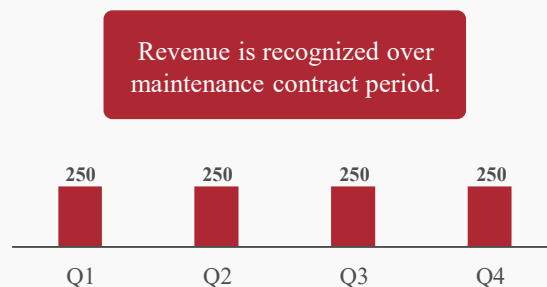
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# Application of Accounting Standard for Revenue Recognition

■ "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020; hereinafter the "Revenue Recognition Standard") has been applied since the beginning of this fiscal year.

■ By applying the standard, revenue recognition of software maintenance contract of the distribution business changed. Before applying the standard, the revenue was mainly recognized at the start of the contract and now the revenue is recognized over the contract period.

■ Since transitional measures of Revenue Recognition Standard have been applied and retrospective adjustments have not been made in the past years, the year-on-year in financial figures in this material are only for reference (For some non-consolidated net sales, retroactively revised figure is disclosed).

### Old (image diagram)

1,000

Revenue was recognized at a single point of start of maintenance contract.

| Q1 | Q2 | Q3 | Q4 |
|----|----|----|----|
| 1,000 | 0 | 0 | 0 |

### New (image diagram)

Revenue is recognized over maintenance contract period.

| Q1 | Q2 | Q3 | Q4 |
|----|----|----|----|
| 250 | 250 | 250 | 250 |

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# Summary

**(1)**

## Financial Results of FY2022
### Summary

- Sales and income decreased due to the impact of the termination of the distributorship agreement with Synopsys.

- Sales were generally in line with the plan at 19,936 million yen, due to strong sales of multiphysics analysis tools, engineering services, and security products, the company's mainstay products.

- Net income attributable to owners of the parent was 999 million yen (-13.1% YoY) and EBITDA was 2,014 million yen (-4.1% YoY), falling short of the plan.

**(2)**

## Projection for FY2023
### Summary

- We aim to increase sales by 10.4% YoY to 22,000 million yen by promoting such measures as "strengthening self-developed products," "expanding Asian business," and "promoting DX for manufacturing," as stated in the medium-term management plan.

- Investment in human resources and information systems to increase long-term corporate value.

- Placing importance on stable dividends, we plan to pay an annual dividend of 29 yen per share.

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# Financial Results of FY2022

- Sales decreased from the previous fiscal year due to the termination of the distribution agreement with Synopsys, although sales of mainstay products such as multiphysics analysis tools remained strong.

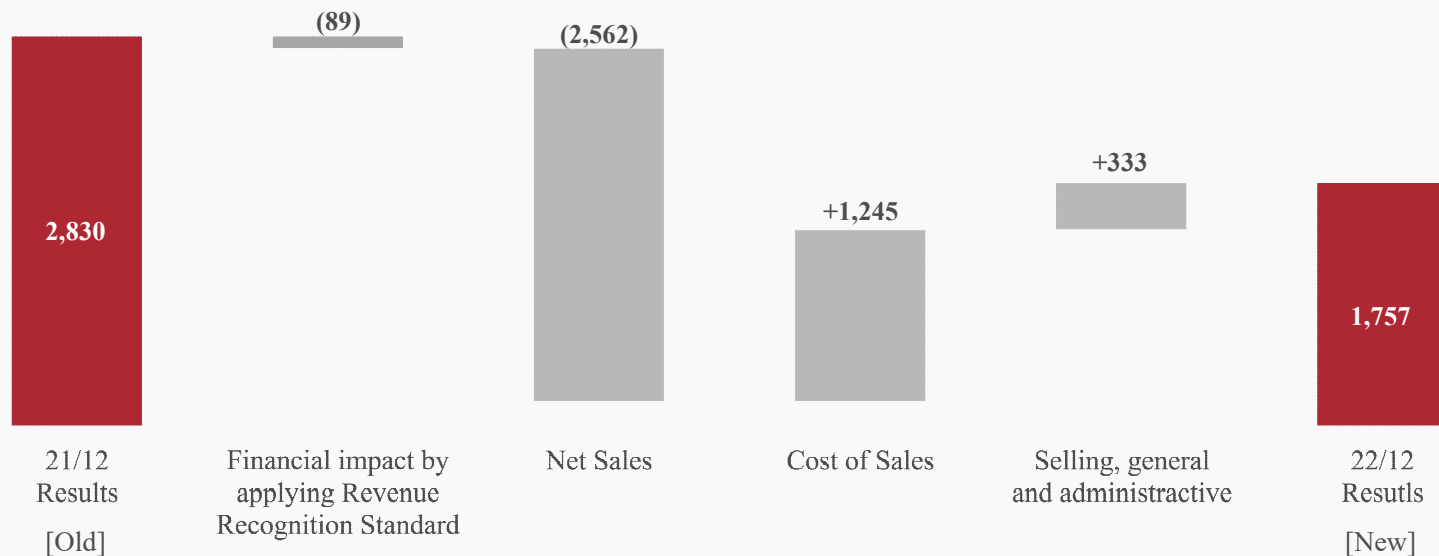- Operating income decreased due to the impact of decrease of sales.

Millions of yen

| | 21/12 Results [Old] | 22/12 Results [New] | YoY Change % | 22/12 Plan [New] | Change % From Plan |
|---|---|---|---|---|---|
| Net sales | 22,697 | 19,936 | (12.2%) | 20,000 | (0.3%) |
| Gross profit | 9,528 | 8,122 | (14.8%) | - | - |
| Selling, general and administrative expenses | 6,698 | 6,364 | (5.0%) | - | - |
| Operating income | 2,830 | 1,757 | (37.9%) | 1,800 | (2.3%) |
| (Operating profit margin) | 12.5% | 8.8% | - | 9.0% | - |
| Ordinary income | 2,822 | 1,693 | (40.0%) | 1,800 | (5.9%) |
| Profit attributable to owners of parent | 1,786 | 999 | (44.0%) | 1,150 | (13.1%) |
| EBITDA | 3,072 | 2,014 | (34.4%) | 2,100 | (4.1%) |
| (EBITDA margin) | 13.5% | 10.1% | - | 10.5% | - |
| EPS (yen) | 57.29 | 32.31 | - | 36.87 | - |

※ Revenue Recognition Standard has been applied since the beginning of this fiscal year (reference P.4), and the year-on-year in financial figures in this material are only for reference.

※ EBITDA: Operating income + Depreciation

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# Changes in Operating Income (YoY Comparison)

■ Operating profits declined due to lower sales, though Selling, general and administrative expenses decreased from the previous period.



| | | | | | |
|---|---|---|---|---|---|
| 2,830 | (89) | (2,562) | +1,245 | +333 | 1,757 |
| 21/12 Results | Financial impact by applying Revenue Recognition Standard | Net Sales | Cost of Sales | Selling, general and administractive | 22/12 Resutls |
| [Old] | | | | | [New] |

Millions of yen

※ Revenue Recognition Standard has been applied since the beginning of this fiscal year (reference P.4), and the year-on-year in financial figures in this material are only for reference.

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# Financial impact by applying Revenue Recognition Standard

Millions of yen

| | 22/12 4Q [Old] | Financial effect | | | 22/12 4Q [New] | 22/12 [Old] | Financial effect | | | 22/12 [New] |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Simulation | IT | Total | | | Simulation | IT | Total | |
| Net sales | 5,146 | +365 | +18 | +384 | 5,530 | 20,134 | (170) | (27) | (198) | 19,936 |
| Cost of sales | 3,136 | +151 | +18 | +170 | 3,306 | 11,922 | (76) | (32) | (109) | 11,813 |
| Gross profit | 2,009 | +213 | +0 | +214 | 2,223 | 8,211 | (93) | +4 | (89) | 8,122 |
| Selling general and administrative expenses | 1,660 | - | - | - | 1,660 | 6,364 | - | - | - | 6,364 |
| Operating income | 348 | +213 | +0 | +214 | 562 | 1,846 | (93) | +4 | (89) | 1,757 |

※ Simulation：Simulation Solution Services
※ IT：Information Technology Solution Services

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# Overview of Results by Segment

## Simulation Segment

- Sales and profits declined due to the impact of the termination of the distributorship agreement with Synopsys, despite strong sales of maintenance contract renewals for mainstay products and engineering services related to CAE, AI and AR.
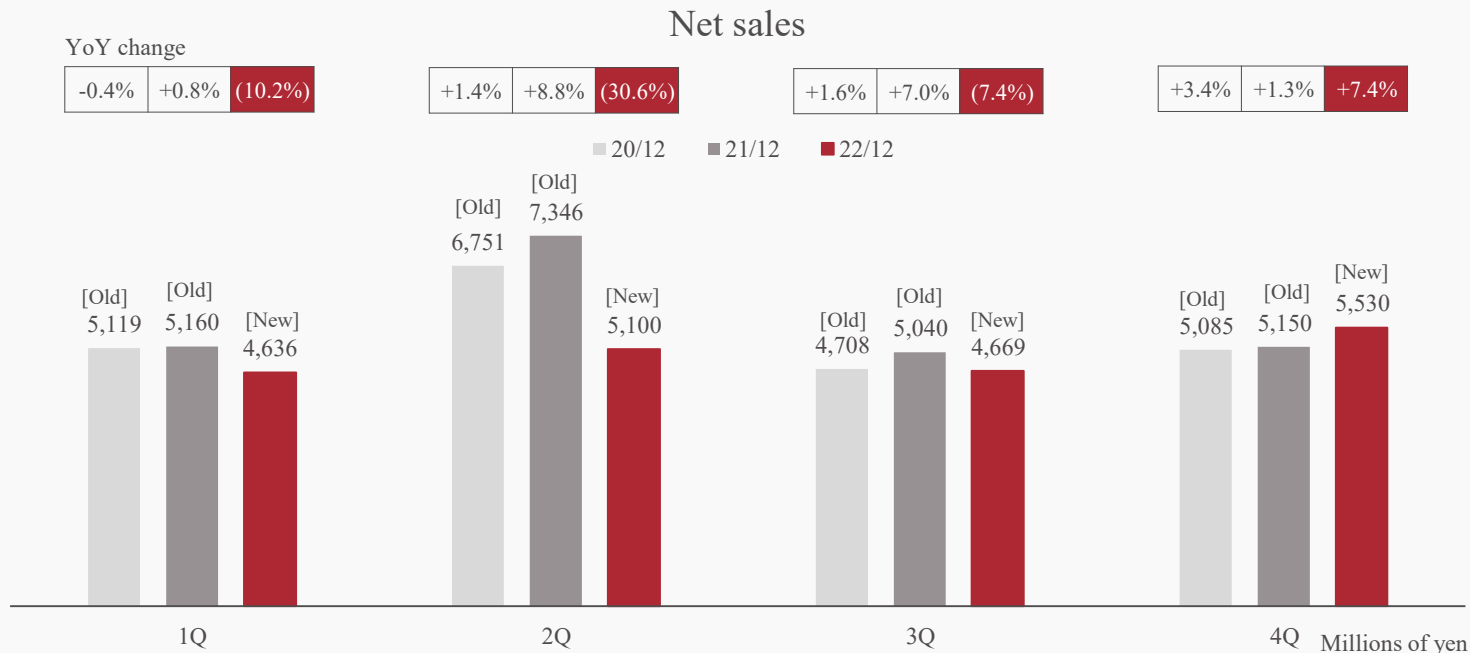
## IT Segment

- Sales increased due to strong sales of next-generation endpoint security and security solutions for cloud environments. Profit decreased due to higher cost of sales ratio caused by yen depreciation.

※ Simulation：Simulation Solution Services
※ IT：Information Technology Solution Services
※ Revenue Recognition Standard has been applied since the beginning of this fiscal year (reference P.4), and the figures of Q1 FY2021, with some exception, is before applying the standard.
※ From the first quarter of the current fiscal year, the name of the reporting segment was changed from "CAE Solution Services" to "Simulation Solution Services".  In addition, the segment classification has been changed, and the results for the same period of the previous year are described by the changed segment classification.

Millions of yen

|  | 21/12 Results [Old] | 22/12 Results [New] | YoY Change % |
|---|---|---|---|
| Total Net sales | 22,697 | 19,936 | (12.2%) |
| Simulation | 18,685 | 15,784 | (15.5%) |
| IT | 4,012 | 4,152 | +3.5% |
| Elimination | - | (0) | - |
| Total Operating income | 2,830 | 1,757 | (37.9%) |
| Simulation | 4,078 | 2,628 | (35.6%) |
| IT | 572 | 525 | (8.3%) |
| Elimination | (1,820) | (1,395) | - |

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# Quarterly Net Sales

■ In the fourth quarter, sales increased by 7.4% YoY due to the impact of the application of revenue recognition accounting standards, etc.

**Net sales**

YoY change

| -0.4% | +0.8% | (10.2%) |

| +1.4% | +8.8% | (30.6%) |

| +1.6% | +7.0% | (7.4%) |

| +3.4% | +1.3% | +7.4% |

■ 20/12　■ 21/12　■ 22/12

**1Q**
- [Old] 5,119
- [Old] 5,160
- [New] 4,636

**2Q**
- [Old] 6,751
- [Old] 7,346
- [New] 5,100

**3Q**
- [Old] 4,708
- [Old] 5,040
- [New] 4,669

**4Q**
- [Old] 5,085
- [Old] 5,150
- [New] 5,530

Millions of yen

※ Revenue Recognition Standard has been applied since the beginning of this fiscal year (reference P.4), and the year-on-year in financial figures in this material are only for reference.

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# Balance Sheet

- Financial assets decreased by 661 million yen. Total net assets decreased by 982 million yen. The equity ratio was 60.3%.

- Short-term loans receivables decreased by 3,579 million yen due to collection of loans to the parent company (Cash Management System of the parent company).

- Beginning balance of legal retained earnings included in shareholder' equity of this fiscal year decreased by 911 million yen due to applying Revenue Recognition Standard.

※ Financial assets: total of cash and deposits, short-term investment securities and short-term loans receivable

|  | 21/12 [Old] | 22/12 [New] | Millions of yen YoY Change Amount |
|---|---|---|---|
| **Current assets** | **21,526** | **22,231** | **+705** |
| **Financial assets(※)** | **16,009** | **15,348** | **(661)** |
| Cash and deposits | 7,429 | 8,348 | +918 |
| Short-term investment securities | 5,000 | 7,000 | +2,000 |
| Short-term loans receivables | 3,579 | - | (3,579) |
| Non-current assets | 1,744 | 1,924 | +179 |
| **Total Assets** | **23,270** | **24,155** | **+884** |
| **Total liabilities** | **7,538** | **9,405** | **+1,867** |
| Current liabilities | 6,472 | 8,359 | +1,887 |
| Non-current liabilities | 1,065 | 1,046 | (19) |
| **Total net assets** | **15,732** | **14,749** | **(982)** |
| Shareholders' equity | 15,287 | 14,212 | (1,075) |
| Total liabilities and net assets | 23,270 | 24,155 | +884 |
| Equity ratio | 66.3% | 60.3% | (6.0pt) |

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# Cash Flow Statement

**Net cash provided by operating activities**

- Decreased due to decrease in Profit before income taxes, etc.

**Net cash provided by investing activities**

- Increased due to increase in proceeds from collection of loans receivables, etc.

**Net cash provided by financing activities**

- Decreased due to increase of purchase of treasury shares, increase in payment of dividends, etc.

Millions of yen

|  | 21/12 | 22/12 | YoY Change Amount |
|---|---|---|---|
| Net cash provided by operating activities | 2,006 | 773 | (1,233) |
| Net cash provided by investing activities | 628 | 654 | +25 |
| Net cash provided by financing activities | (872) | (1,321) | (448) |
| Cash and cash equivalents at end of period | 12,339 | 12,750 | +410 |

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# Net Sales by Segment and by sales form

Millions of yen

| | 21/12 4Q | | 22/12 4Q | | YoY Change % | 21/12 | | 22/12 | | YoY Change % |
|---|---|---|---|---|---|---|---|---|---|---|
| | Results [Old] | Component ratio | Results [New] | Component ratio | | Results [Old] | Component ratio | Results [New] | Component ratio | |
| Total Net sales | 5,150 | 100.0% | 5,530 | 100.0% | +7.4% | 22,697 | 100.0% | 19,936 | 100.0% | (12.2%) |
| Simulation | 4,002 | 77.7% | 4,447 | 80.4% | +11.1% | 18,685 | 82.3% | 15,784 | 79.2% | (15.5%) |
| Distributor | 2,531 | 49.2% | 2,886 | 52.2% | +14.0% | 13,733 | 60.5% | 10,380 | 52.1% | (24.4%) |
| In-house products | 894 | 17.4% | 969 | 17.5% | +8.4% | 3,250 | 14.3% | 3,512 | 17.6% | +8.1% |
| Service | 576 | 11.2% | 591 | 10.7% | +2.7% | 1,701 | 7.5% | 1,891 | 9.5% | +11.1% |
| IT | 1,147 | 22.3% | 1,083 | 19.6% | (5.6%) | 4,012 | 17.7% | 4,152 | 20.8% | +3.5% |
| Distributor | 983 | 19.1% | 880 | 15.9% | (10.5%) | 3,478 | 15.3% | 3,548 | 17.8% | +2.0% |
| In-house products | 83 | 1.6% | 89 | 1.6% | +7.8% | 329 | 1.5% | 343 | 1.7% | +4.3% |
| Service | 81 | 1.6% | 113 | 2.1% | +40.4% | 204 | 0.9% | 259 | 1.3% | +26.8% |

※ Revenue Recognition Standard has been applied since the beginning of this fiscal year (reference P.4), and the year-on-year in financial figures in this material are only for reference.

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# Net Sales by sales form

Millions of yen

| | 21/12 4Q | | 22/12 4Q | | YoY Change % | 21/12 | | 22/12 | | YoY Change % |
|---|---|---|---|---|---|---|---|---|---|---|
| | Results [Old] | Component ratio | Results [New] | Component ratio | | Results [Old] | Component ratio | Results [New] | Component ratio | |
| Distributor | 3,515 | 68.3% | 3,766 | 68.1% | +7.1% | 17,211 | 75.8% | 13,929 | 69.9% | (19.1%) |
| In-house products | 977 | 19.0% | 1,058 | 19.1% | +8.3% | 3,580 | 15.8% | 3,856 | 19.3% | +7.7% |
| Service | 657 | 12.8% | 705 | 12.8% | +7.4% | 1,906 | 8.4% | 2,150 | 10.8% | +12.8% |
| Total | 5,150 | 100.0% | 5,530 | 100.0% | +7.4% | 22,697 | 100.0% | 19,936 | 100.0% | (12.2%) |

※ Revenue Recognition Standard has been applied since the beginning of this fiscal year (reference P.4), and the year-on-year in financial figures in this material are only for reference.
※ Due to the review of some sales formats, the figures for the same period of the previous year are applied after reclassification.

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# Net Sales by region

| | 21/12 4Q | | 22/12 4Q | | YoY Change % | 21/12 | | 22/12 | | YoY Change % |
|---|---|---|---|---|---|---|---|---|---|---|
| | Results [Old] | Component ratio | Results [New] | Component ratio | | Results [Old] | Component ratio | Results [New] | Component ratio | |
| Japan | 3,737 | 72.6% | 4,090 | 74.0% | +9.4% | 17,403 | 76.7% | 15,242 | 76.5% | (12.4%) |
| Asia | 817 | 15.9% | 758 | 13.7% | (7.2%) | 3,111 | 13.7% | 2,153 | 10.8% | (30.8%) |
| North America | 363 | 7.1% | 412 | 7.5% | +13.3% | 1,381 | 6.1% | 1,691 | 8.5% | +22.5% |
| Europe | 216 | 4.2% | 258 | 4.7% | +19.3% | 741 | 3.3% | 798 | 4.0% | +7.6% |
| Others | 14 | 0.3% | 11 | 0.2% | (23.8%) | 59 | 0.3% | 51 | 0.3% | (12.9%) |
| Total | 5,150 | 100.0% | 5,530 | 100.0% | +7.4% | 22,697 | 100.0% | 19,936 | 100.0% | (12.2%) |

※ Revenue Recognition Standard has been applied since the beginning of this fiscal year (reference P.4), and the year-on-year in financial figures in this material are only for reference.

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# [Non-consolidated] Net sales by Category of Industry

Millions of yen

| | 21/12 4Q | | 22/12 4Q | | YoY Change % | 21/12 | | 22/12 | | YoY Change % |
|---|---|---|---|---|---|---|---|---|---|---|
| | Results [New] | Component ratio | Results [New] | Component ratio | | Results [New] | Component ratio | Results [New] | Component ratio | |
| Electrical equipment | 929 | 25.0% | 947 | 23.3% | +2.0% | 4,493 | 26.7% | 3,426 | 22.7% | (23.8%) |
| Machinery and precision machinery | 508 | 13.7% | 723 | 17.8% | +42.2% | 2,797 | 16.6% | 2,416 | 16.0% | (13.6%) |
| Transportation equipment | 464 | 12.5% | 436 | 10.7% | (6.0%) | 2,014 | 12.0% | 1,832 | 12.1% | (9.0%) |
| Other manufacturing industries | 684 | 18.4% | 604 | 14.9% | (11.7%) | 2,744 | 16.3% | 2,571 | 17.0% | (6.3%) |
| Education institution/ government and municipal offices | 247 | 6.7% | 453 | 11.1% | +83.2% | 1,126 | 6.7% | 1,391 | 9.2% | +23.4% |
| Telecommunications industry | 179 | 4.8% | 227 | 5.6% | +26.8% | 964 | 5.7% | 869 | 5.8% | (9.8%) |
| Others | 695 | 18.8% | 673 | 16.6% | (3.2%) | 2,695 | 16.0% | 2,617 | 17.3% | (2.9%) |
| Total | 3,709 | 100.0% | 4,066 | 100.0% | +9.6% | 16,837 | 100.0% | 15,124 | 100.0% | (10.2%) |

※ The results for the same period of the previous year are reference information for comparing the results calculated by Revenue Recognition Standard.
※ Due to the review of some sales formats, the figures for the same period of the previous year are applied after reclassification.

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# [Non-consolidated] Net sales by Contract Type

Millions of yen

| | 21/12 4Q | | 22/12 4Q | | YoY Change % | 21/12 | | 22/12 | | YoY Change % |
|---|---|---|---|---|---|---|---|---|---|---|
| | Results [New] | Component ratio | Results [New] | Component ratio | | Results [New] | Component ratio | Results [New] | Component ratio | |
| Licenses | 3,014 | 100.0% | 3,247 | 100.0% | +7.7% | 14,333 | 100.0% | 12,637 | 100.0% | (11.8%) |
| New licenses | 1,017 | 33.7% | 963 | 29.7% | (5.3%) | 4,249 | 29.6% | 3,821 | 30.2% | (10.1%) |
| Renewals | 1,997 | 66.3% | 2,283 | 70.3% | +14.3% | 10,083 | 70.4% | 8,816 | 69.8% | (12.6%) |
| Others | 694 | | 819 | | +17.9% | 2,503 | | 2,487 | | (0.7%) |
| Total | 3,709 | | 4,066 | | +9.6% | 16,837 | | 15,124 | | (10.2%) |

※ The results for the same period of the previous year are reference information for comparing the results calculated by Revenue Recognition Standard.

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# Projection for FY2023

■ We aim to increase sales by 10.4% YoY to 22,000 million yen by promoting "enhancement of self-developed products" and "expansion of Asian business" as stated in the mid-term management plan.
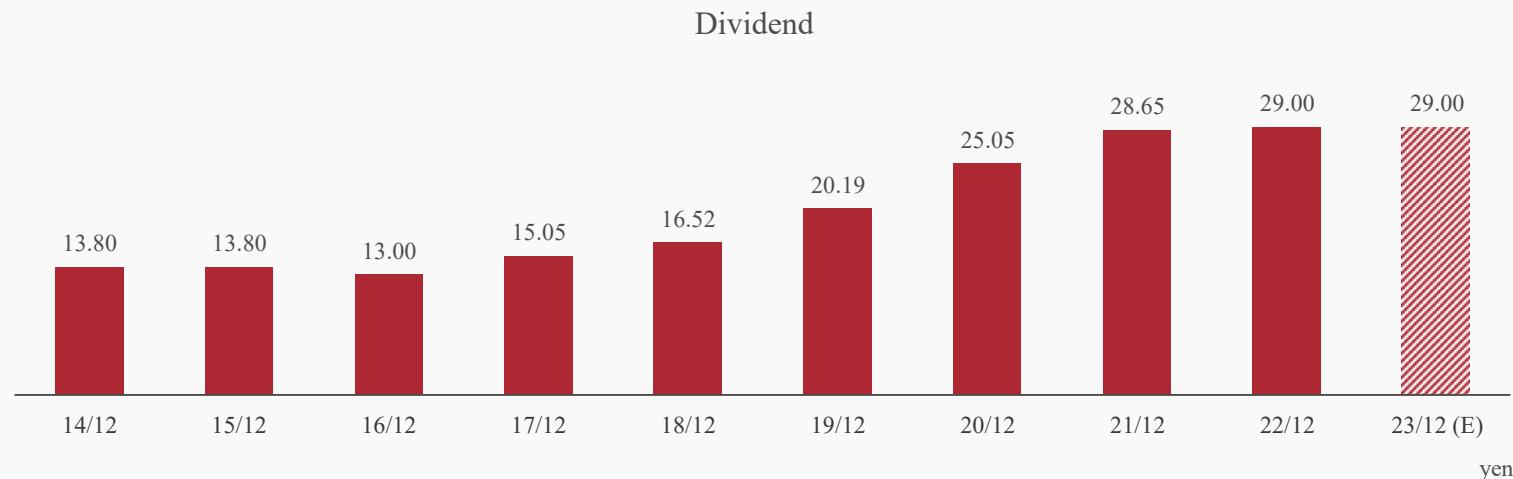
Millions of yen

| | 22/12 Results [Old] | 23/12 Projection [New] | YoY Change % |
|---|---|---|---|
| Net sales | 19,936 | 22,000 | +10.4 |
| Operating income | 1,757 | 1,850 | +5.2 |
| (Operating income margin) | 8.8% | 8.4% | - |
| Ordinary income | 1,693 | 1,850 | +9.2 |
| Profit attributable to owners of parent | 999 | 1,050 | +5.0 |
| EBITDA | 2,014 | 2,170 | +7.7 |
| (EBITDA margin) | 10.1% | 9.9% | - |
| EPS (yen) | 32.31 | 33.99 | +5.0 |
| ROE | 6.7% | **7.2%** | - |

※ EBITDA: Operating income + Depreciation

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# Dividend Estimate for FY2023

- The projection of dividend is 29.00 yen per share.

Basic Policies on Profit Distribution : We recognize the return of profits to our shareholders as an important management issue, and improve capital efficiency while maintaining financial soundness. For the time being, we will place importance on stable dividends and continuous increases of dividend. Dividend on equity ratio (DOE) of 6.0% is used for the indicator of dividend and the cap is "Profit attributable to owners of parent" of the fiscal year.

Dividend

| 14/12 | 15/12 | 16/12 | 17/12 | 18/12 | 19/12 | 20/12 | 21/12 | 22/12 | 23/12 (E) |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
| 13.80 | 13.80 | 13.00 | 15.05 | 16.52 | 20.19 | 25.05 | 28.65 | 29.00 | 29.00 |

yen

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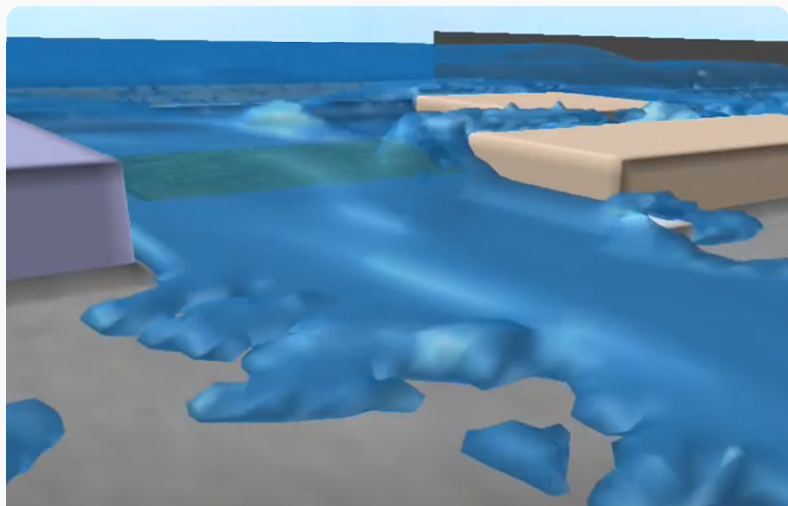
# Corporate Overview

| | |
|---|---|
| **Company name** | Cybernet Systems Co., Ltd. （Standard Market of TSE 4312） |
| **Head office** | FUJISOFT Bldg. 3 Kanda-neribeicho, Chiyoda-ku, Tokyo |
| **Other office** | Nishi-Nihon Branch Office (Osaka), Chubu Branch Office (Nagoya) |
| **Establishment** | April 17, 1985 |
| **Capital** | 995 million yen |
| **Representative** | Representative Director : Reiko Yasue |
| **Number of employee** | Consolidated/ 571, Non-Consolidated / 335(as of December 31, 2022) |
| **Business** | Providing software and services (technical support, consulting, introduction support seminars, CAE comprehensive education, etc.) in the fields of CAE, MBSE / MBD, platforms, IoT / XR, cyber security, etc. |
| **Development partners** | More than 35 companies mostly located in the US, including such as ANSYS, Inc. and Broadcom Inc. |
| **Consolidated Subsidiaries** | [Domestic subsidiaries]<br>    • CYBERNET MBSE Co., Ltd.<br>[Development subsidiaries]<br>    • Sigmetrix, LLC (US)<br>    • Maplesoft(Canada)<br>    • Noesis Solutions NV (Belgium)<br>[Sales subsidiaries]<br>    • CYBERNET SYSTEMS (SHANGHAI) CO., LTD. (China)<br>    • CYBERNET SYSTEMS TAIWAN CO., LTD. (Taiwan)<br>    • CYBERNET SYSTEMS MALAYSIA SDN.BHD. (Malaysia) |

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# We aim to be a leading company in simulation

Our simulation technology contributes to **reducing the number of prototypes, shortening the development period, cost reduction, and innovation** by predicting the performance and reliability of products through numerical simulations on computers in the **development and design process of manufacturing**. Simulation technology is **not limited to manufacturing**, but is also useful in solving social issues such as sustainability, and is expanding its field of application.



Helping to speed up the development of automobiles to carry out collision simulation on a computer.



Helping to speed up product development by combining simulation and VR

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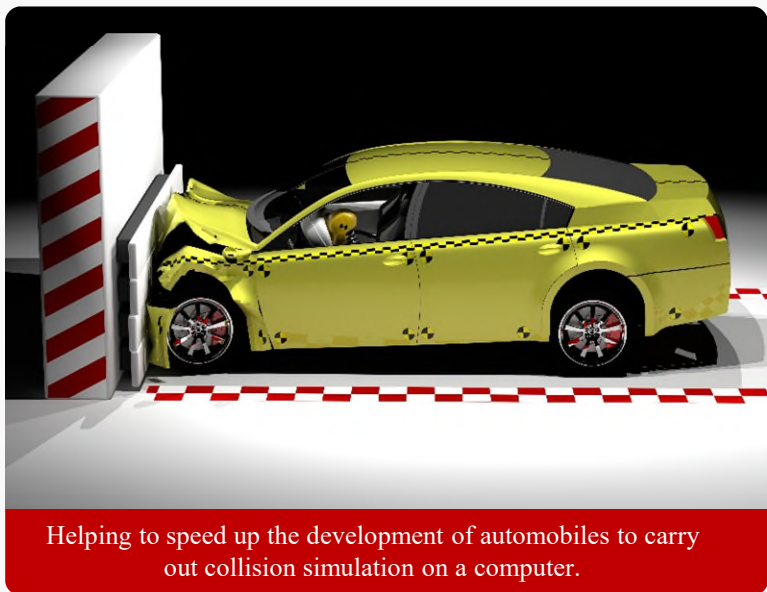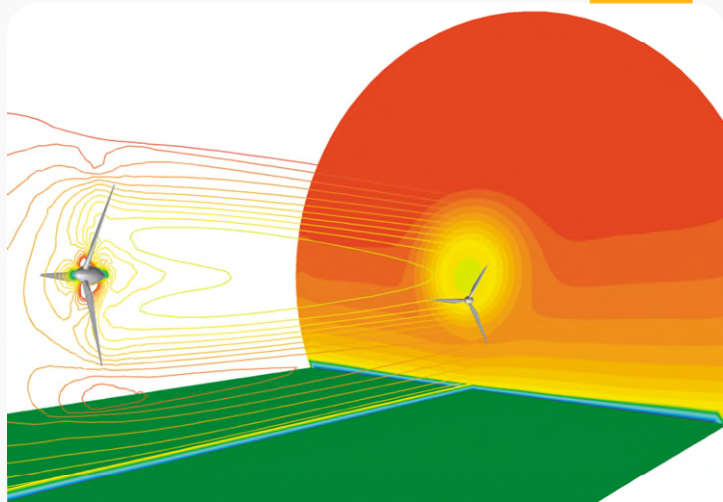
# Simulation is being used in a variety of areas



Visualization of tsunami simulation results to reproduce the impact of the disaster



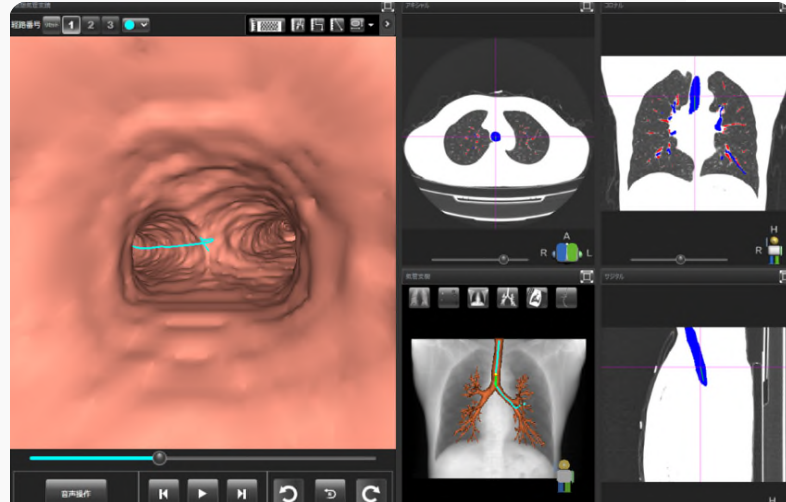Contributes to the optimum design of drone vibration and blade shape

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# Simulation is an essential technology for achieving sustainability
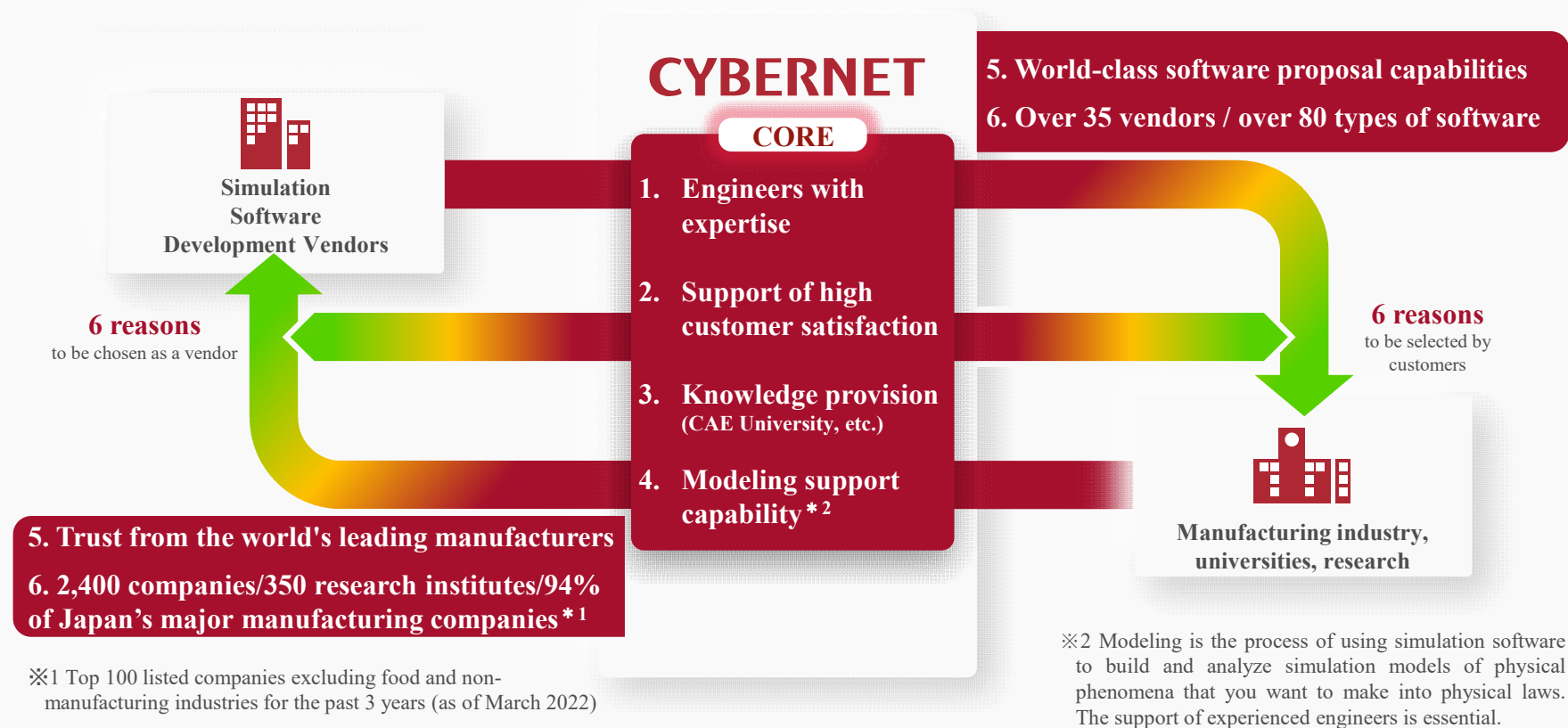


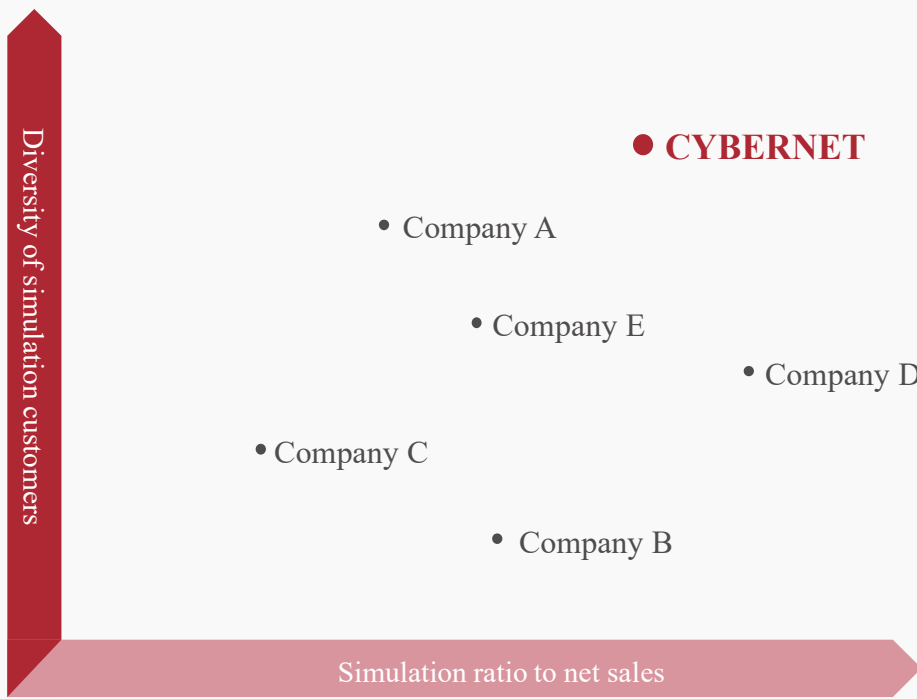Contributes to improving power generation efficiency and safety of wind power generation equipment



Real-time composite display of endoscopy results assist doctors in diagnosis

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# Our competitiveness is based on our technical capabilities, support capabilities, knowledge provision capabilities, and modeling support capabilities

**Simulation Software Development Vendors**

## CYBERNET

**CORE**

1. **Engineers with expertise**

2. **Support of high customer satisfaction**

3. **Knowledge provision** (CAE University, etc.)

4. **Modeling support capability** *2

5. **World-class software proposal capabilities**
6. **Over 35 vendors / over 80 types of software**

**6 reasons**
to be chosen as a vendor

**6 reasons**
to be selected by customers

**Manufacturing industry, universities, research**

5. **Trust from the world's leading manufacturers**

6. **2,400 companies/350 research institutes/94% of Japan's major manufacturing companies** *1

※1 Top 100 listed companies excluding food and non-manufacturing industries for the past 3 years (as of March 2022)

※2 Modeling is the process of using simulation software to build and analyze simulation models of physical phenomena that you want to make into physical laws. The support of experienced engineers is essential.

**CYBERNET**

# Our company is characterized by its high degree of specialization in simulation and its wide range of simulation customers

Diversity of simulation customers

● **CYBERNET**

● Company A

● Company E

● Company D

● Company C

● Company B

Simulation ratio to net sales

※ Prepared by the Company based on IR materials.

## Features of Cybernet Systems

- We cover a wide range of simulation areas with highly specialized technologies.

- We maintain good relationship with 2,400 companies & 350 universities and research institutes.

- Until now, we have provided simulations services mainly to manufacturing industry, but we are also focusing on non-manufacturing industries.

**CYBERNET**

# Cybernet by the numbers

**❶ Extensive experience and high trust**

Experiences in Japan **37** years

Originated as the Tokyo office of a US supercomputer company. Consistently supports development and design simulations for the manufacturing industry.

**❷ Simulation leader**

Mechanical CAE market — in Japan **No.1**

The largest seller of mechanical CAE software in the Japanese market.

**❸ Engineers with strong technical skills**

Ratio of engineer **45%**

45% of the group's employees are engineers.
Knowledge and experience regarding computer technology and engineering are our strengths.

**❹ Proactive provision of knowledge**

CAE University held [1] **110** times/year

Our unique approach that no other companies can match. We provide simulation practitioners with an overwhelming learning experience in terms of both quality and quantity.

**❺ Good relationship with strongest CAE product development vendors**

We deal with ANSYS CAE products — World **No.1**

Ansys is a leading company with 38% share of the global CAE product market. We have received the award for the highest level partner of the company for 8 consecutive years.

**❻ Strong financial position**

Net finance resources[2] **15** billion yen

Strong financial position enables both investment in growth and shareholder returns.

**❼ Stable and high shareholder returns**

DOE (dividend on equity ratio) **6%**

Changed the DOE to 6.0%, aiming to increase in dividends over the medium to long term.

※ As of December 31, 2022

[1] A seminar on CAE held by our company. Lectures by a diverse group of instructors.
[2] Cash and deposits + Marketable securities + Short term loans -Interest-bearing debt

**CYBERNET**

# Vision and Mission

## VISION

(Ideal future that CYBERNET SYSTEMS wants to help realize;

the reason for the company's existence)

Creating a sustainable society and inspiring the world through technology and ideas

## MISSION

(The role of CYBERNET SYSTEMS in realizing this vision,

through its current business)

Guide customers towards breakthrough solutions with vigorous creativity

**CYBERNET**

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**CYBERNET**