

LINK Smart

Toward a shared, connected future

(Information session : March 4, 2022)

CYBERLINKS CO., LTD.
Financial Results for FY12/21
(January 1, 2021 – December 31, 2021)

March 3, 2022

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1 . About CYBERLINKS

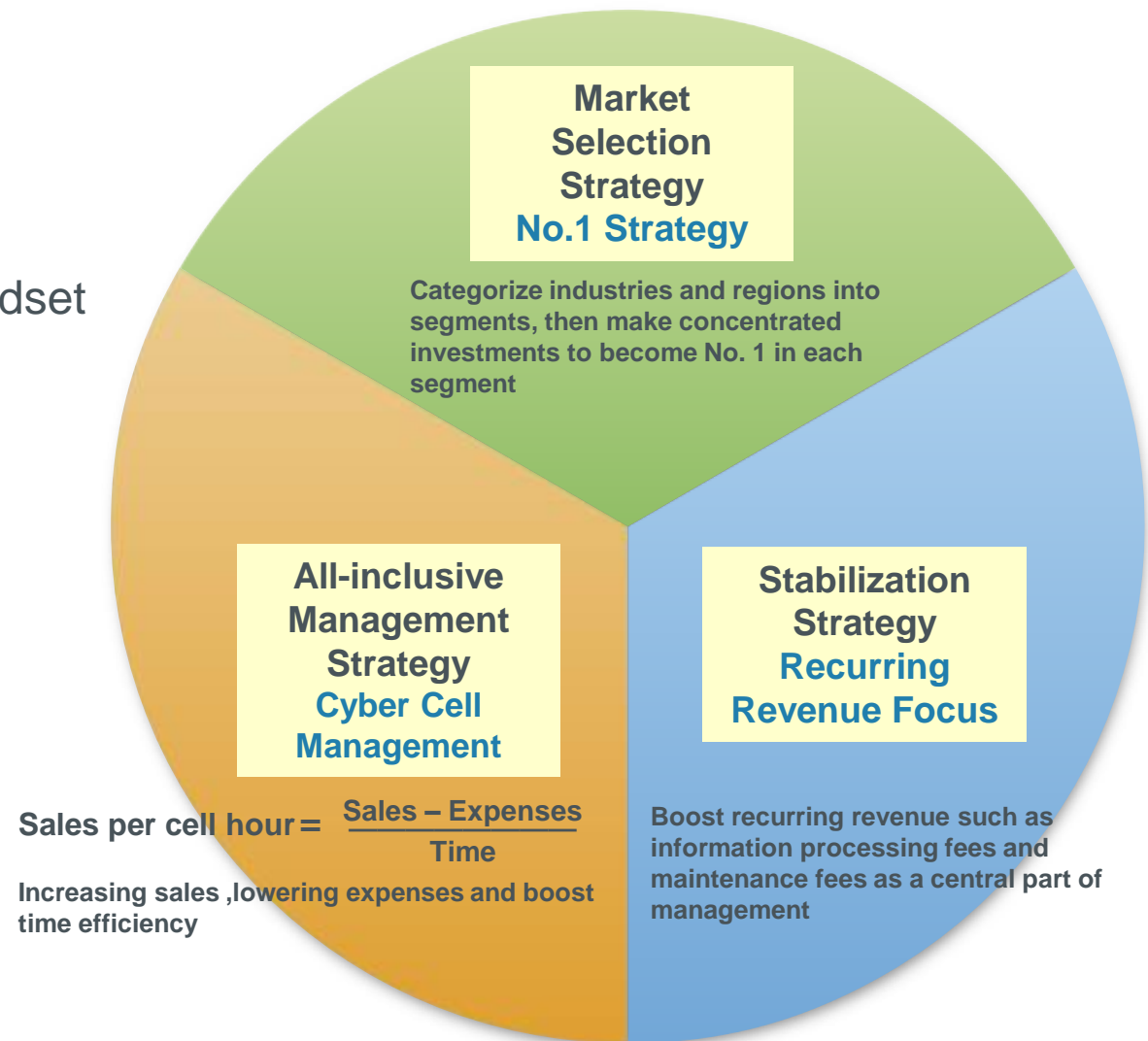
1. About CYBERLINKS: Management Philosophy and Basic Management Strategy

To be noble, strong, and devoted

Business is a noble social activity

Take on challenges with a strong mindset

Work together with devotion

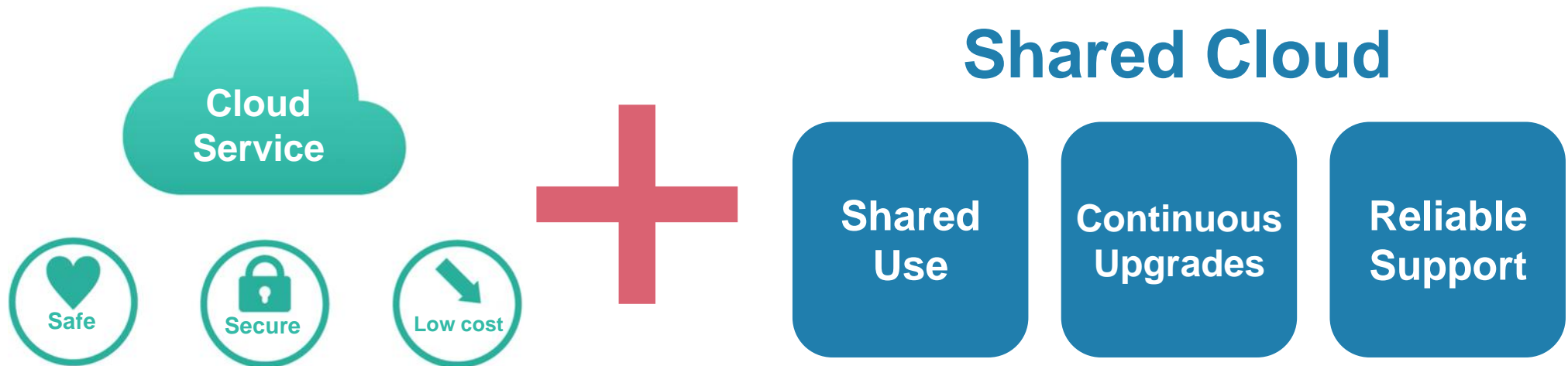


* Cell: The smallest unit for managing profitability in management accounting. A section or small group of sections or subsections.

* Recurring revenue is revenue that can be earned on an ongoing basis, such as through information processing fees and maintenance fees, and is a management indicator unique to the Company, which aims to expand stable earnings.

1. About CYBERLINKS: Business Model

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



High functionality and high quality through functional improvements (version upgrades)

- Reflect as many requests as possible as an industry standard system
- Continuous improvement in quality and function

Low cost through shared use

- Shared use of not only software and hardware, but also development and operation
- Total service from building cloud infrastructure to development, implementation, operation, and maintenance

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

Peripheral services for medium and large companies

Fresh Food Ordering System



Online Supermarket System



Planogram System for Retailers



Individual Product Information Analysis System



Internet EDI



No.1 in cloud retail

ERP system installations

Installed at

1,288 stores *₁ 
out of 21,000 total stores*₂

As of end FY12/21

*₁ Number of stores using @rms ERP

*₂ Total stores in the market based on internal estimates

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

JPY8.9tn

out of JPY36tn (overall market)*2

As of end FY12/21



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

Also installed at **major manufacturers**

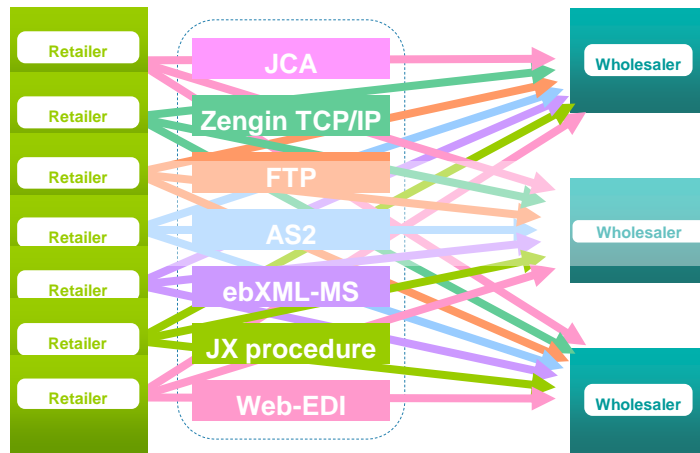
*1 The value of orders received and placed by customers using the Cloud EDI-Platform

*2 Overall market GTV figure is an internal estimate



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

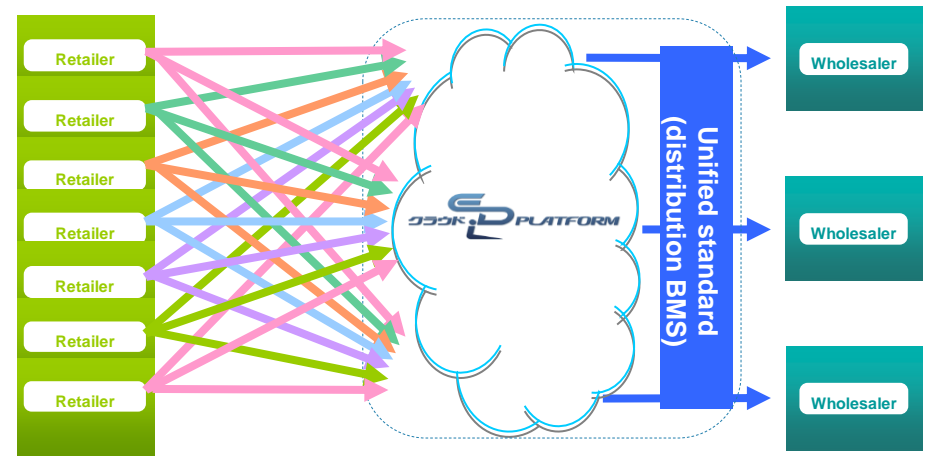
Order data received via a wide variety of communication methods



Consolidate network types and communication methods



Sent to wholesalers via an unified standard (distribution BMS)



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

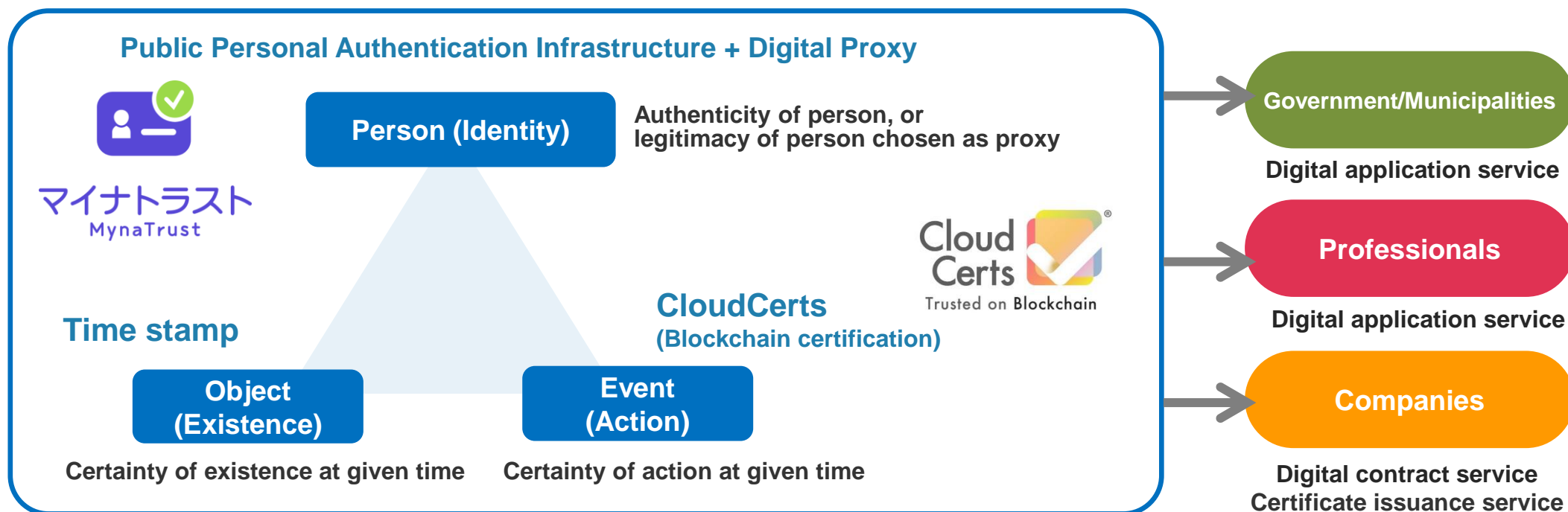


Docomo Store Iwade (largest store in Wakayama Prefecture)

- Nankai Station Store
- Hashimoto Store
- JR Wakayama Station Store
- Hashimoto Ayanodai Store
- Iwade Store
- Katsuragi Store
- Tanabe Store

1. About CYBERLINKS: Trust Service

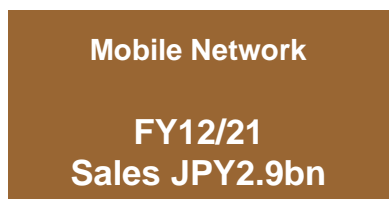
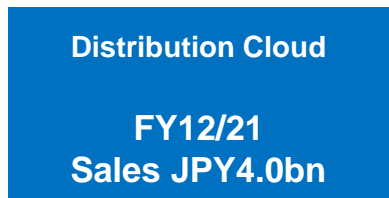
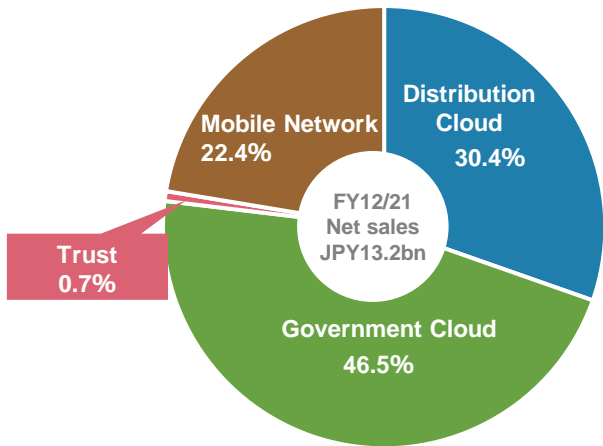
Leveraging our core strength in “Third Trust” service based on the My Number Card, we offer comprehensive trust services for people (identity), objects (existence), and experience (actions).



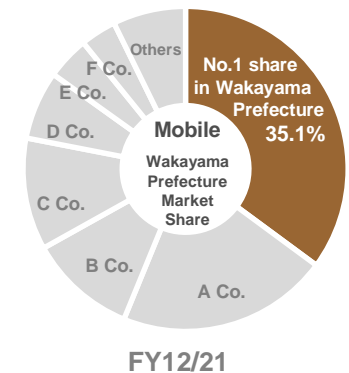
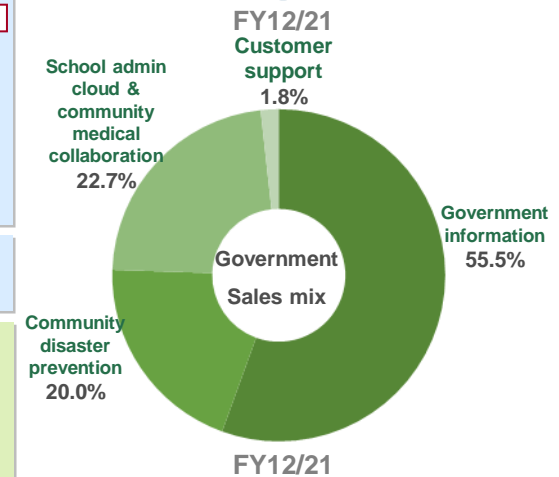
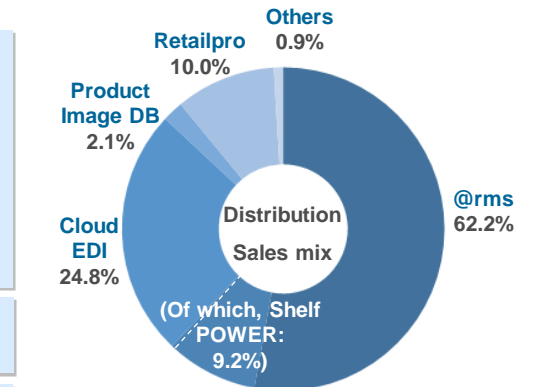
Certification & Technology

- 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)
 - Digital Proxy Authorization: Connected to Government e-Procurement System (GEPS) from August 2021

1. About CYBERLINKS: Breakdown of Business (Consolidated)



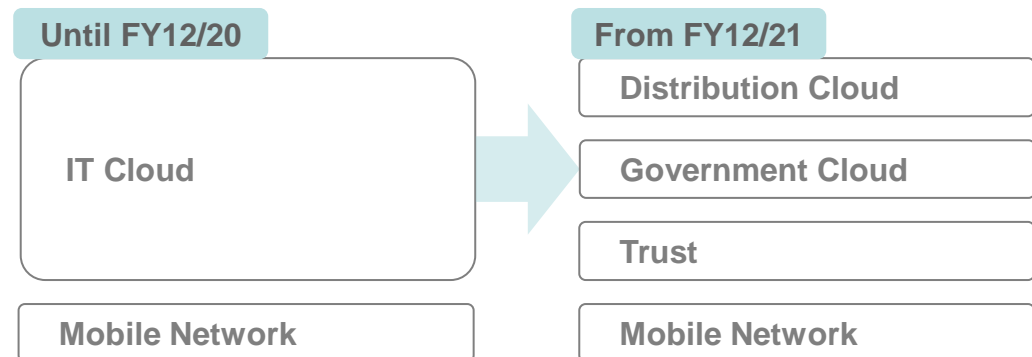
Food Retailers	<p>ERP Cloud for Food Retailers @rms ERP System Fresh Food EDI Attendance Management Online Supermarket Store POWER MD GO !</p> <p>Internet EDI System BACREX/Rexmart</p>
Wholesalers	<p>Cloud EDI Service for Wholesalers Cloud EDI-Platform</p>
Food Retailers Wholesalers and Manufacturers	<p>Inter-company Collaboration Platform New C2 Platform Product Image Database Mdb (Image Database) Shelf Allocation Management System Shelf POWER, Shelf SCAN-AI</p>
Specialty stores	<p>Sales Management System for Specialty Stores (Retailpro)</p>
Local government	<p>Government information system ERP and information systems Local disaster prevention system Disaster prevention radio & app, air pollution monitoring</p>
Elementary and junior high schools	<p>School administration cloud service Clarinet</p>
Medical institutions	<p>Community medical collaboration Community Medical Collaboration Platform Electronic medical records Medical office system</p>
Private companies	<p>Customer support services Computer maintenance, etc.</p>
Government Professionals Companies	<p>My Number Card Trust New TsunAG CloudCerts New</p>
Individuals Corporations	<p>Mobile phone reselling business</p>



* Share of reselling stores (%)

2. Consolidated Financial Results for FY12/21

* Effective FY12/21, we have changed our segment classification as follows. Segment sales and profits for FY12/20 have been recalculated to reflect the new segment classification. As a result, there are some discrepancies between this document and the earnings briefing materials for FY12/20.



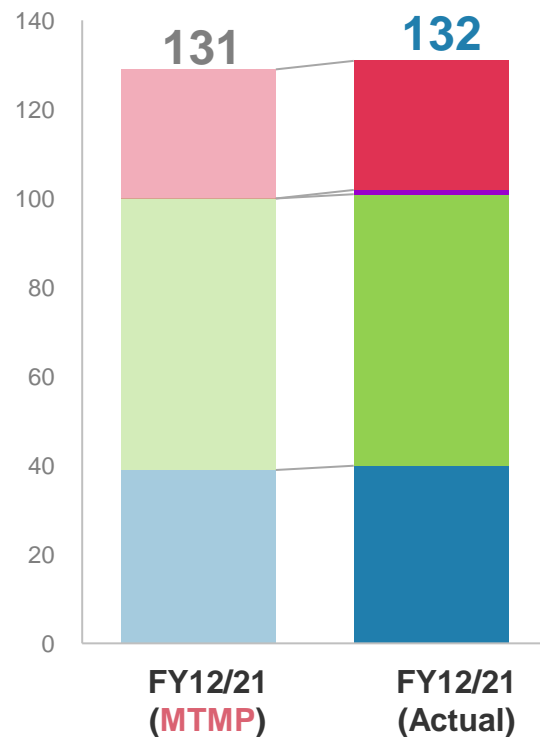
2. Consolidated FY12/21 Results: Highlights vs Medium-Term Management Plan

Ordinary profit was significantly above the forecast (145.7% vs. initial guidance), and we achieved record profit for two consecutive fiscal years. Net sales also exceeded the plan, and we made a solid start to the first year of the Medium-Term Management Plan!

Net sales

100.6% vs. guidance

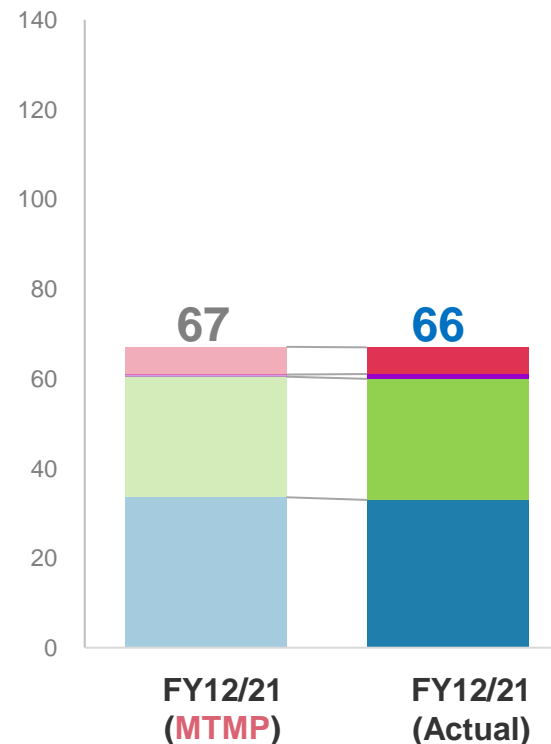
(JPY100mn)



Recurring revenue

99.6% vs. guidance

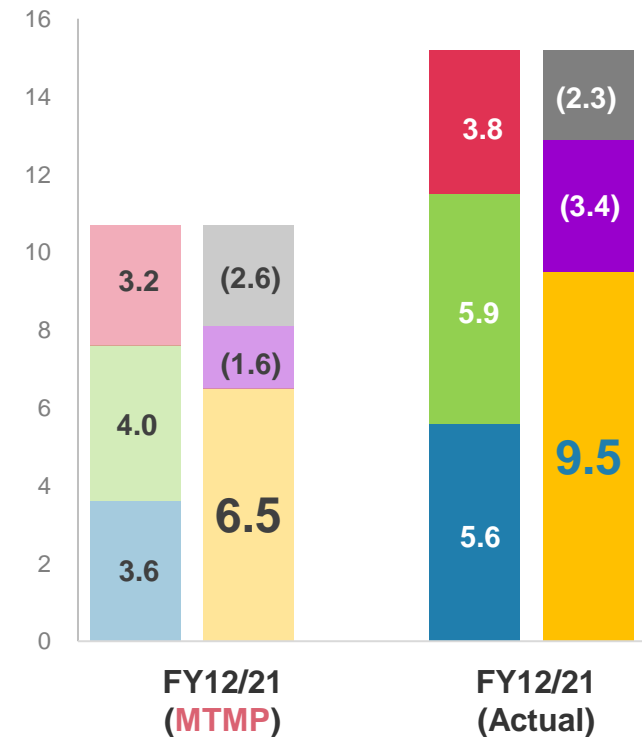
(JPY100mn)



Ordinary profit

145.7% vs. guidance

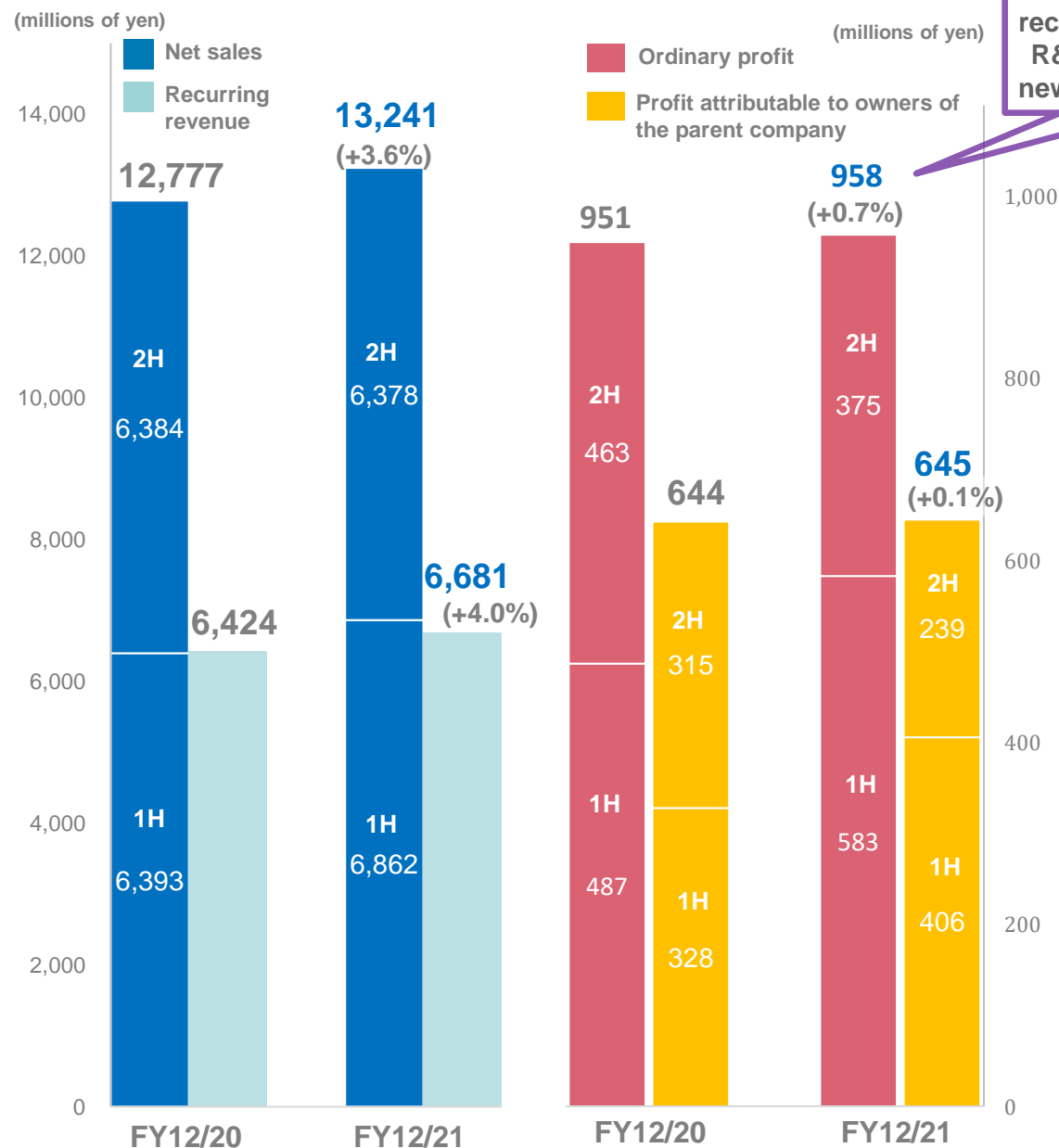
(JPY100mn)



MTMP: Medium-Term Management Plan

■ Ordinary profit
 ■ Distribution
 ■ Government
 ■ Trust
 ■ Mobile
 ■ Management

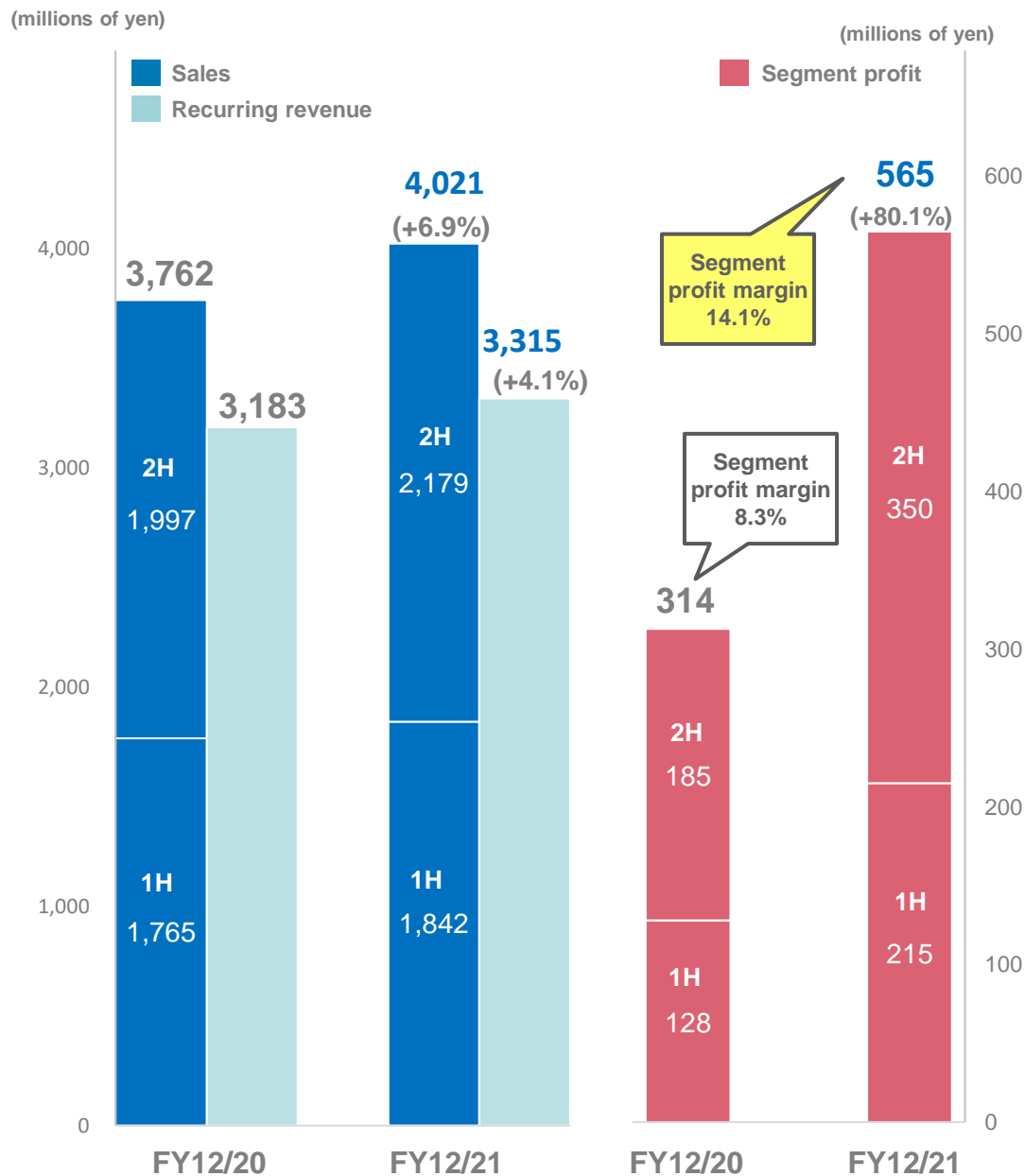
2. Consolidated FY12/21 Results: Highlights (YoY)



Net sales were up on higher recurring revenue driven by the distribution domain.
 Ordinary profit rose as profit from increased net sales offset investments for new service acquisition in the Trust business.
 We achieved record profits for the second straight year.

- ◆ **Distribution Cloud:** Profit margins increased on higher recurring revenue and lower software amortization expenses.
- ◆ **Government Cloud:** Special demand related to the digitalization of government radio used for disaster prevention tailed off.
- ◆ **Trust:** Bold investments were made in R&D, including new service development and acquisition.
- ◆ **Mobile Network:** Handset sales recovered as the impact of COVID-19 diminished.

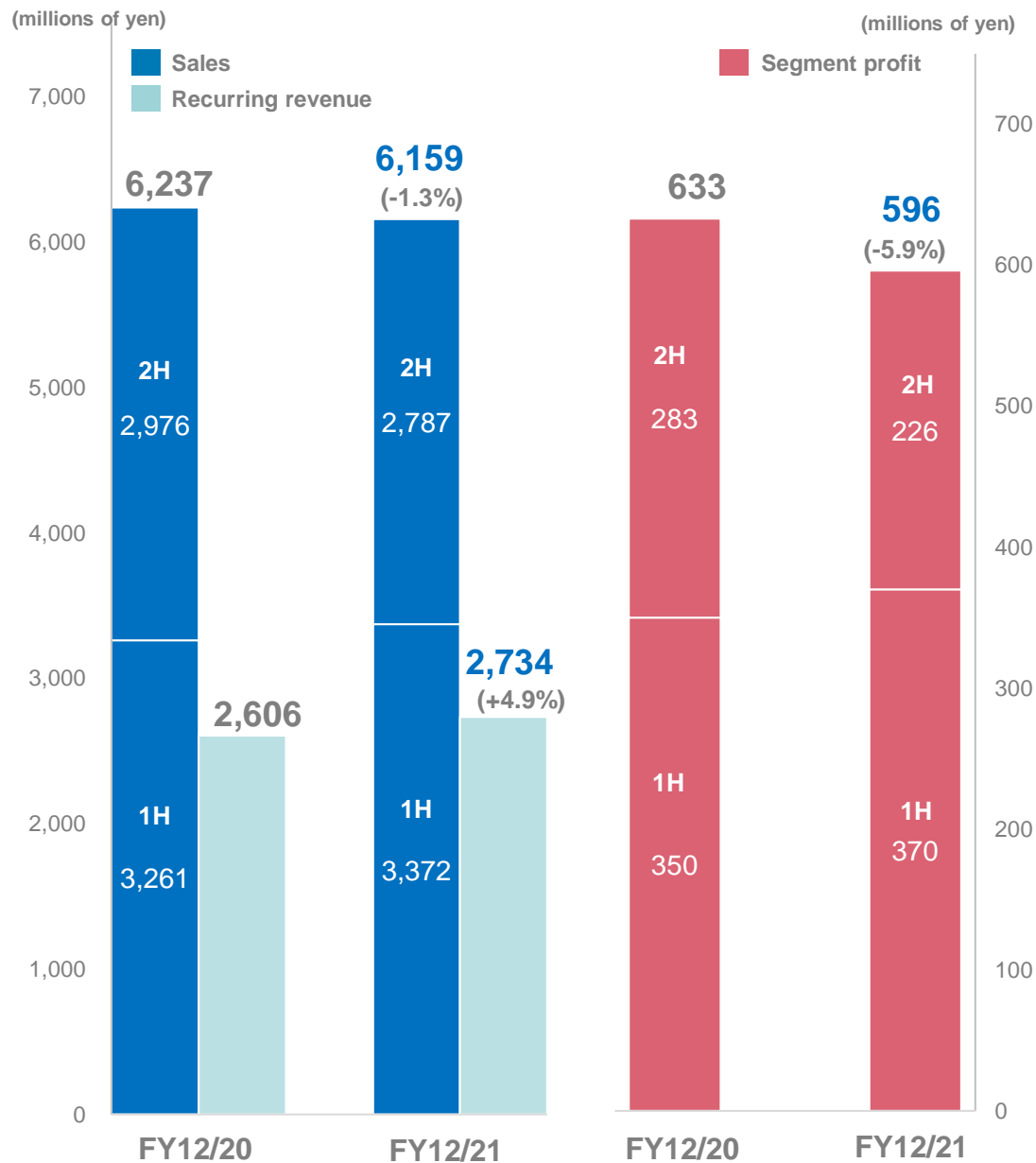
2. Consolidated FY12/21 Results: Distribution Cloud



Sales and segment profit were up due to a steady rise in recurring revenue. The segment profit margin increased as software amortization expenses declined.

- ◆ Sales rose on higher recurring revenue from increased adoption of cloud services, such as BXNOAH (EDI service for retailers), Shelf POWER series (shelf allocation system), and Cloud EDI-Platform (EDI service for wholesalers).
- ◆ R&D investments increased for the development of new functions on C2Platform (inter-company platform for digitalizing negotiations in the distribution industry) and the development of functions associated with the renewal of an existing service, @rms fresh food.
- ◆ Segment profit increased on lower software amortization expenses. The segment profit margin rose significantly.

2. Consolidated FY12/21 Results: Government Cloud



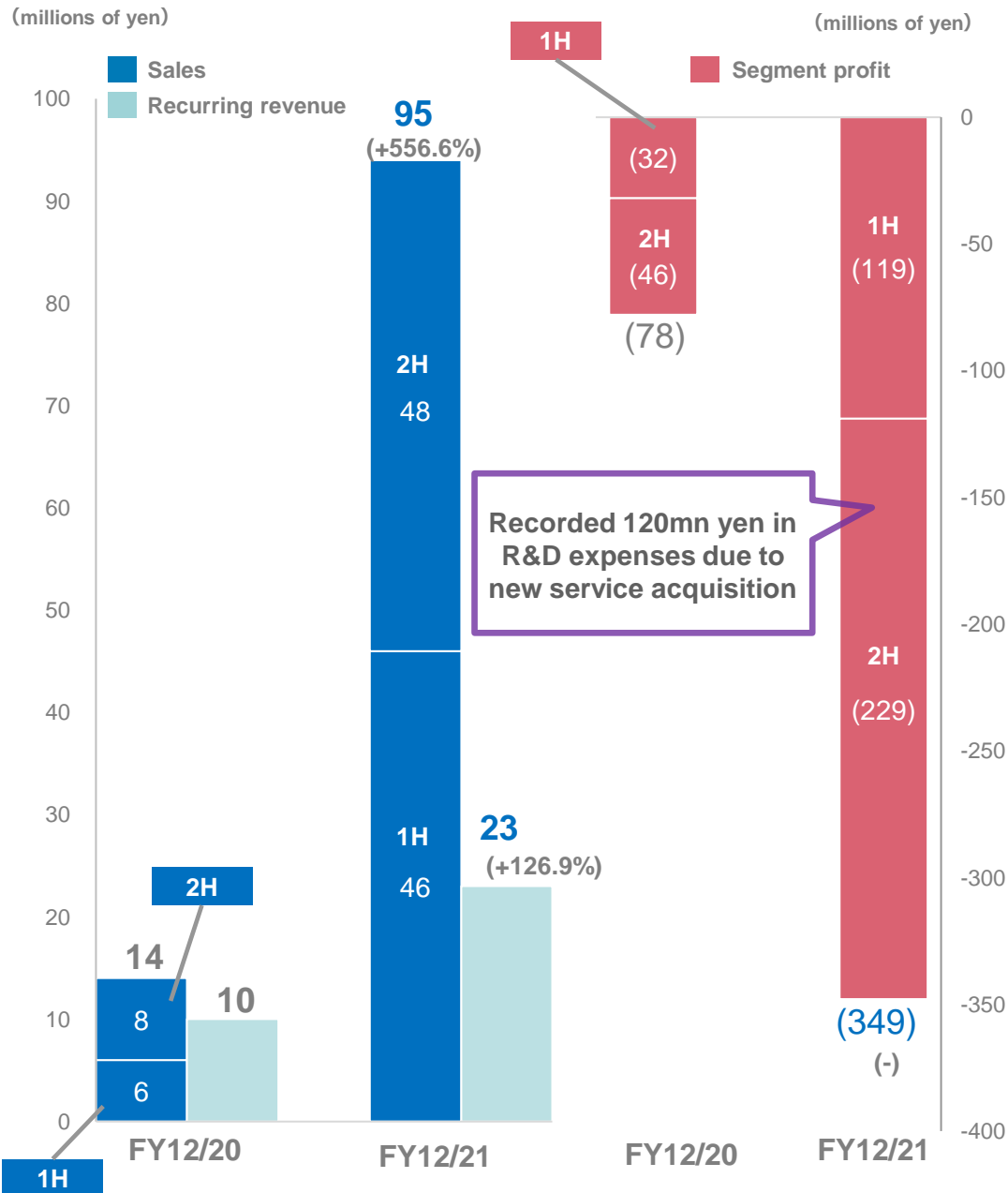
Sales and segment profit declined on the dropout of special demand related to the digitalization of government radio networks for disaster prevention.

- ◆ Although large system renewal projects in the medical information domain contributed, sales and segment profit declined due to the drop-out of a large portion of the special demand related to digitalization of government radio networks for disaster prevention and GIGA-school related projects.
- ◆ We took measures to release a service for multimedia distribution of disaster prevention information and acquired new orders for Clarinet (school administration cloud service). In addition, we focused on expanding business domains with an eye on future growth.

Implemented demonstration experiments of “Open Link for Machi UP!,” a service for multimedia distribution of disaster prevention information
 Demonstration experiments were started in April 2021 in Hirogawa, Wakayama and completed in December 2021. Up to now, disaster prevention information was distributed only via wireless broadcast, but our service enables the distribution of information on multiple media channels, such as e-mail and social media networks.

Started developing a new service, “Web Contact Service”
 We developed a new service for completing administrative procedures online featuring the advantages of both in-person operations and electronic applications in government procedures.

2. Consolidated FY12/21 Results: Trust



Executed on development and acquisition of a new service aimed at accelerating commercialization

- ◆ Sales increased with the introduction of the time-stamp-enabled workflow TsunAG.
- ◆ Actively invested in R&D to accelerate commercialization, including the development of new services in the Trust field centered on the My Number Card and acquisition of a new service.

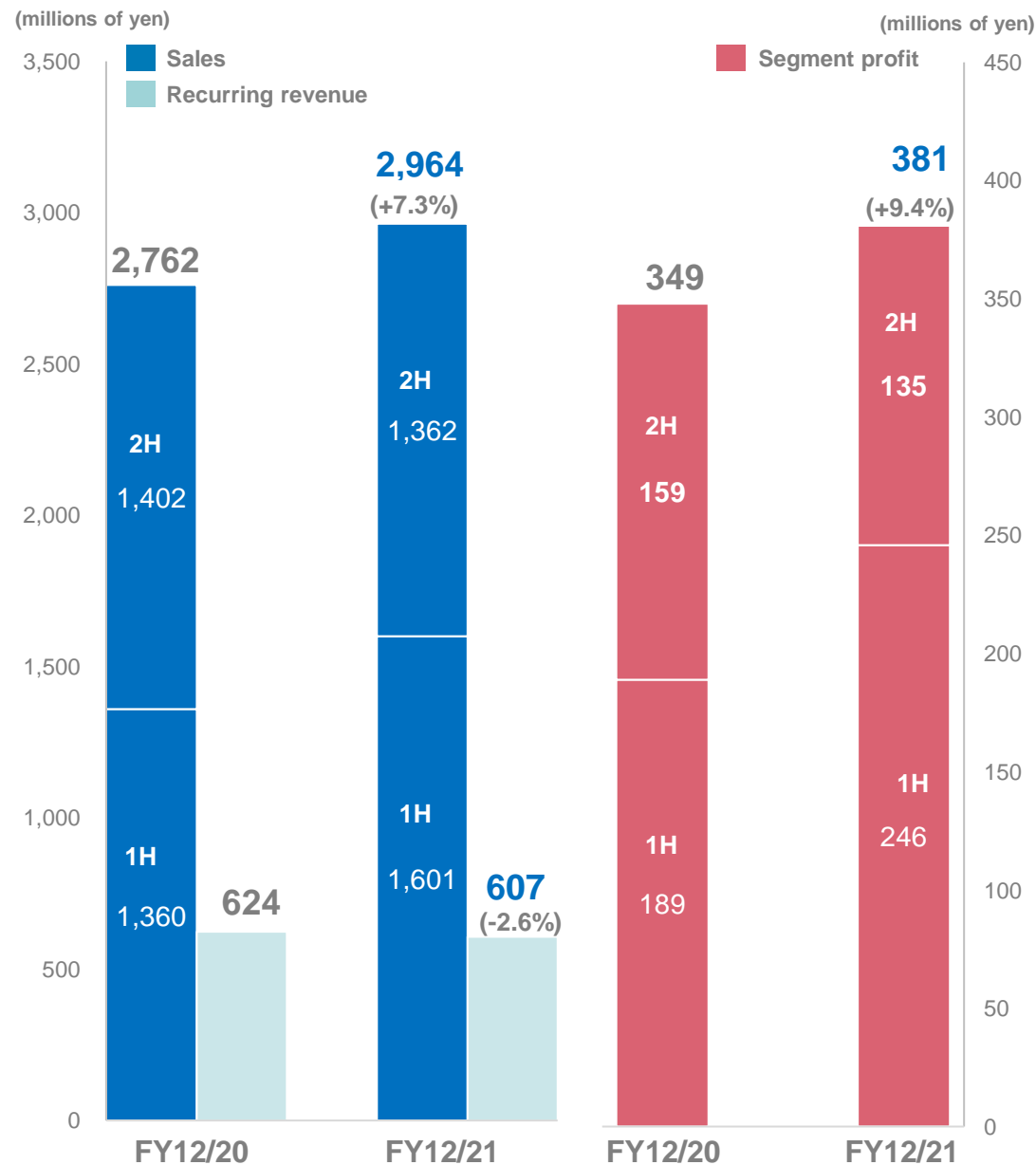
Conducted joint research with Escrow Agent Japan (EAJ) and Nomura Real Estate Solutions on the digitalization of real estate payment transactions

Nomura Real Estate Solutions joined the project. Steady progress being made in joint research toward the goal of releasing the service in April 2022.

Acquired a blockchain certification service

Acquired CloudCerts (Dec. 2021), a service for recording certification documents on a blockchain ledger with high reliability and low cost while contributing to going paperless.

2. Consolidated FY12/21 Results: Mobile Network



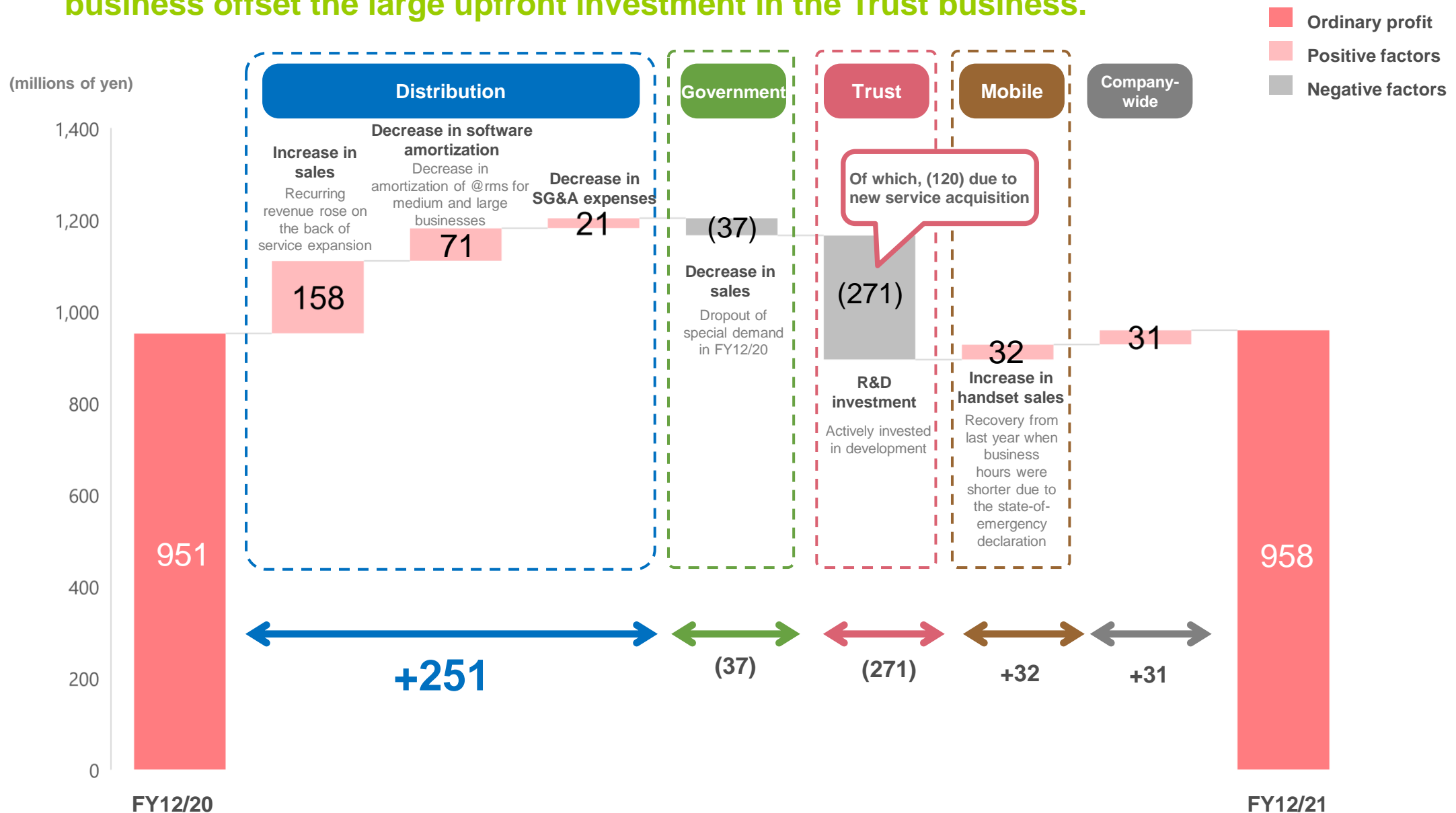
Sales and segment profit rose as the impact from COVID-19 diminished and handset sales recovered.

- ◆ Sales and segment profit increased as handset sales rose from the previous year, when store hours were curtailed from April to May 2020 due to the state-of-emergency declaration.
- ◆ Results were sluggish in 2H due to insufficient handset inventory stemming from the impact of a global shortage of semiconductor chips.
- ◆ We started offering a low-cost plan, OCN Mobile One, at stores from October 2021.

Relocation and remodeling of Docomo Shop Tanabe Branch
 Docomo Shop Tanabe Branch was relocated in September 2021 to a new store and remodeled under a concept of a “friendly Docomo” to each customer, so that local people can spend time comfortably at the store.

2. Consolidated FY12/21 Results: Factors Affecting Ordinary Profit

Profit rose as the steady increase in recurring revenue in the Distribution Cloud business offset the large upfront investment in the Trust business.



2. Consolidated FY12/21 Results: Consolidated Income Statement

(millions of yen)

	FY12/20 (Cons. Actual)	FY12/21 (Cons. Actual)	YoY change (%)
Net sales	12,777	13,241	3.6%
Distribution Cloud	3,762	4,021	6.9%
Government Cloud	6,237	6,159	(1.3%)
Trust	14	95	556.6%
Mobile Network	2,762	2,964	7.3%
Recurring revenue	6,424	6,681	4.0%
Distribution Cloud	3,183	3,315	4.1%
Government Cloud	2,606	2,734	4.9%
Trust	10	23	126.9%
Mobile Network	624	607	(2.6%)
Cost of sales	9,235	9,469	2.5%
Gross profit	3,541	3,771	6.5%
Selling, general and administrative expenses	2,617	2,826	8.0%
Operating profit	924	945	2.2%
Ordinary profit	951	958	0.7%
Distribution Cloud	314	565	80.1%
Government Cloud	633	596	(5.9%)
Trust	(78)	(349)	-
Mobile Network	349	381	9.4%
Adjustments	(266)	(235)	-
Profit attributable to owners of parent	644	645	0.1%
EPS	JPY62.43	JPY62.55	-
ROE	13.7%	12.5%	-

* The Company conducted a 2-for-1 stock split of its common stock on January 1, 2021. The EPS calculation for FY12/20 retroactively reflects the stock split.

2. Consolidated FY12/21 Results: Consolidated Balance Sheet

(millions of yen)

		End-Dec. 2020		End-Dec. 2021			Factors behind changes
		Amount	Composition	Amount	Composition	Change	
Assets	Current Assets	6,411	63.8%	5,896	60.9%	(515)	Decrease in notes and accounts receivable-trade and work in process
	Non-current Assets	3,642	36.2%	3,786	39.1%	144	Increase in buildings and structures
	Total Assets	10,053	100.0%	9,682	100.0%	(370)	
Liabilities & Net Assets	Current Liabilities	2,681	26.7%	2,240	23.1%	(441)	Decrease in deposits received
	Non-current Liabilities	2,324	23.1%	2,023	20.9%	(300)	Decrease in long-term borrowings
	Total Liabilities	5,006	49.8%	4,264	44.0%	(741)	
	Total Net Assets	5,047	50.2%	5,418	56.0%	371	Increase in retained earnings due to accumulation of profit
	Total Liabilities & Net Assets	10,053	100.0%	9,682	100.0%	(370)	

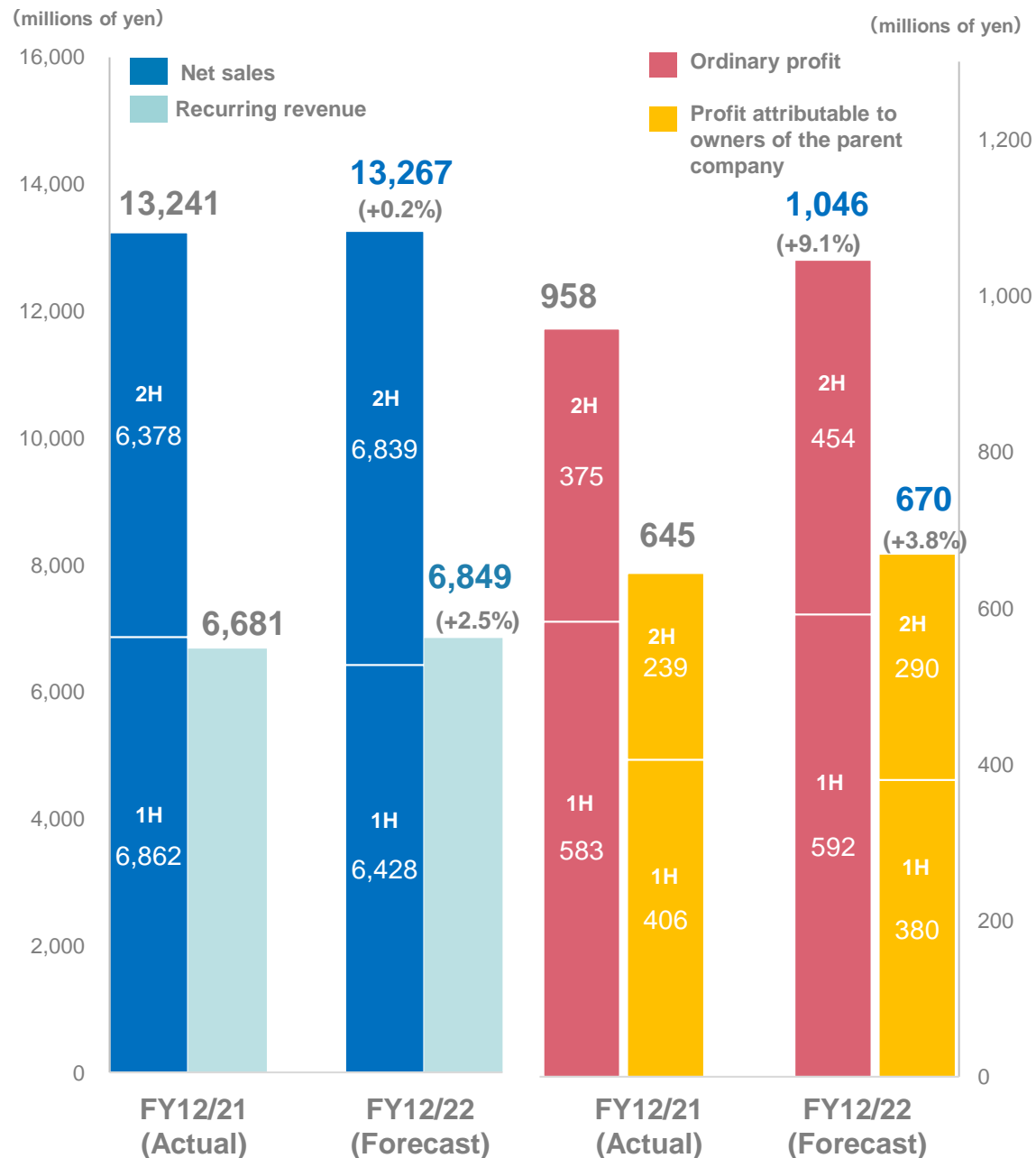
2. Consolidated FY12/21 Results: Consolidated Cash Flow Statement

(millions of yen)

	FY12/20 (Cons. Actual)	FY12/21 (Cons. Actual)	Description
Cash flows from operating activities	740	1,964	Increase in 1) profit before income taxes and other adjustments and 2) depreciation & amortization
Cash flows from investing activities	333	(685)	Purchase of property, plant and equipment
Cash flows from financing activities	(595)	(591)	Repayments of long-term borrowings Purchase of treasury shares
Net increase (decrease) in cash and cash equivalents	477	689	
Cash and cash equivalents at beginning of period	1,385	1,863	
Cash and cash equivalents at end of period	1,863	2,552	

3. Full-Year Consolidated FY12/22 Earnings Forecast

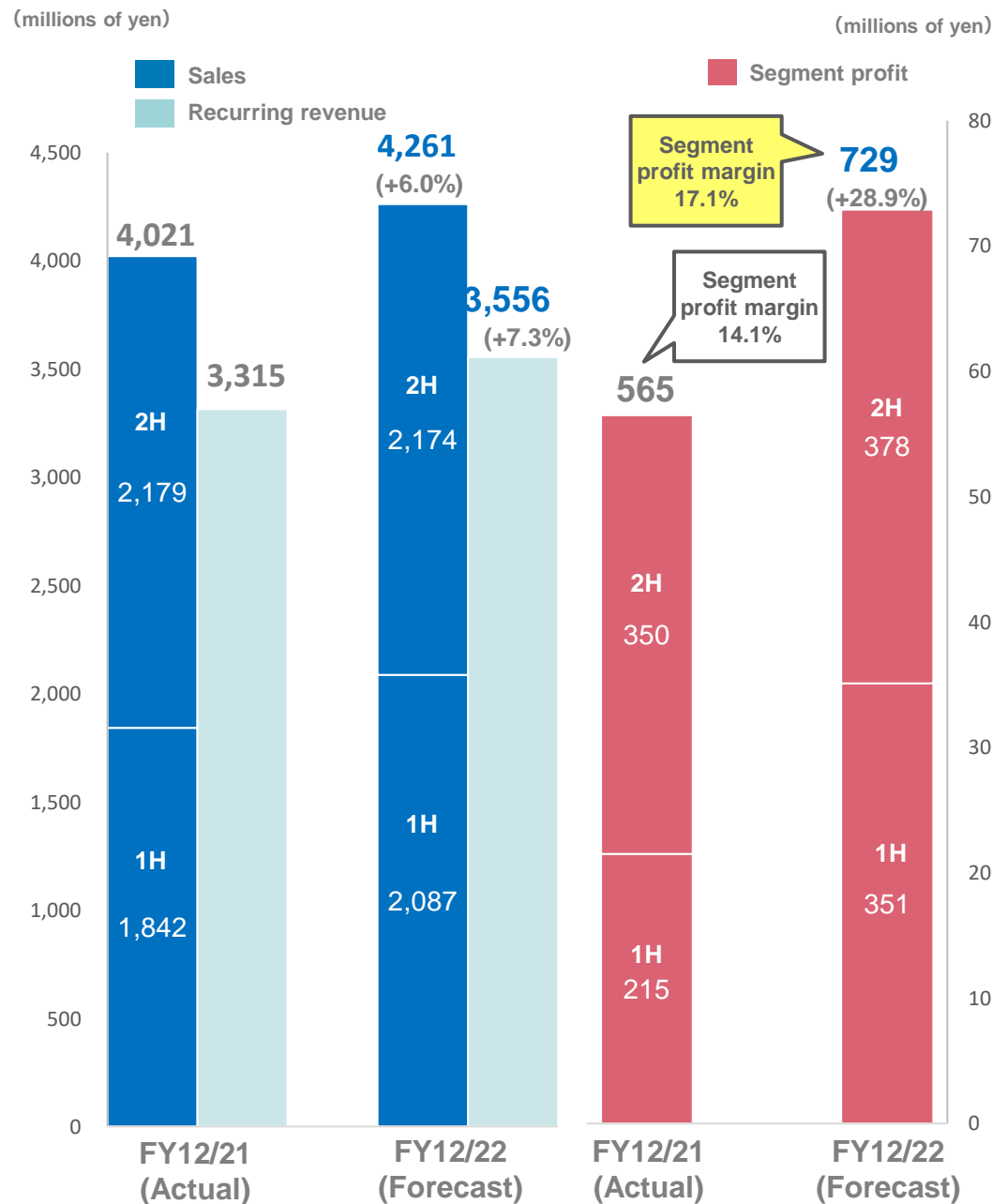
3. Full-Year Consolidated FY12/22 Earnings Forecast



We expect net sales and profit to rise for the third consecutive year, driven by the Distribution Cloud business that will enter the growth phase, and for profit to reach a record high.

- ◆ **Distribution Cloud:** Sales and segment profit to increase on progress in expanding @rms and other services.
- ◆ **Government Cloud:** Decrease in sales and segment profit as the special demand up until 1H FY12/21 will tail off. But proprietary services will be actively rolled out, and preparations will be made for government digitalization work.
- ◆ **Trust:** Services that were started in FY12/21 will be steadily expanded, and highly convenient services that are safe and convenient by using the My Number Card will continue to be developed.
- ◆ **Mobile Network:** Sales growth will be maintained, premised on the expansion of our customer base despite the tough business environment. But profit is set to decline, due to decreased support funds from NTT Docomo among other factors.

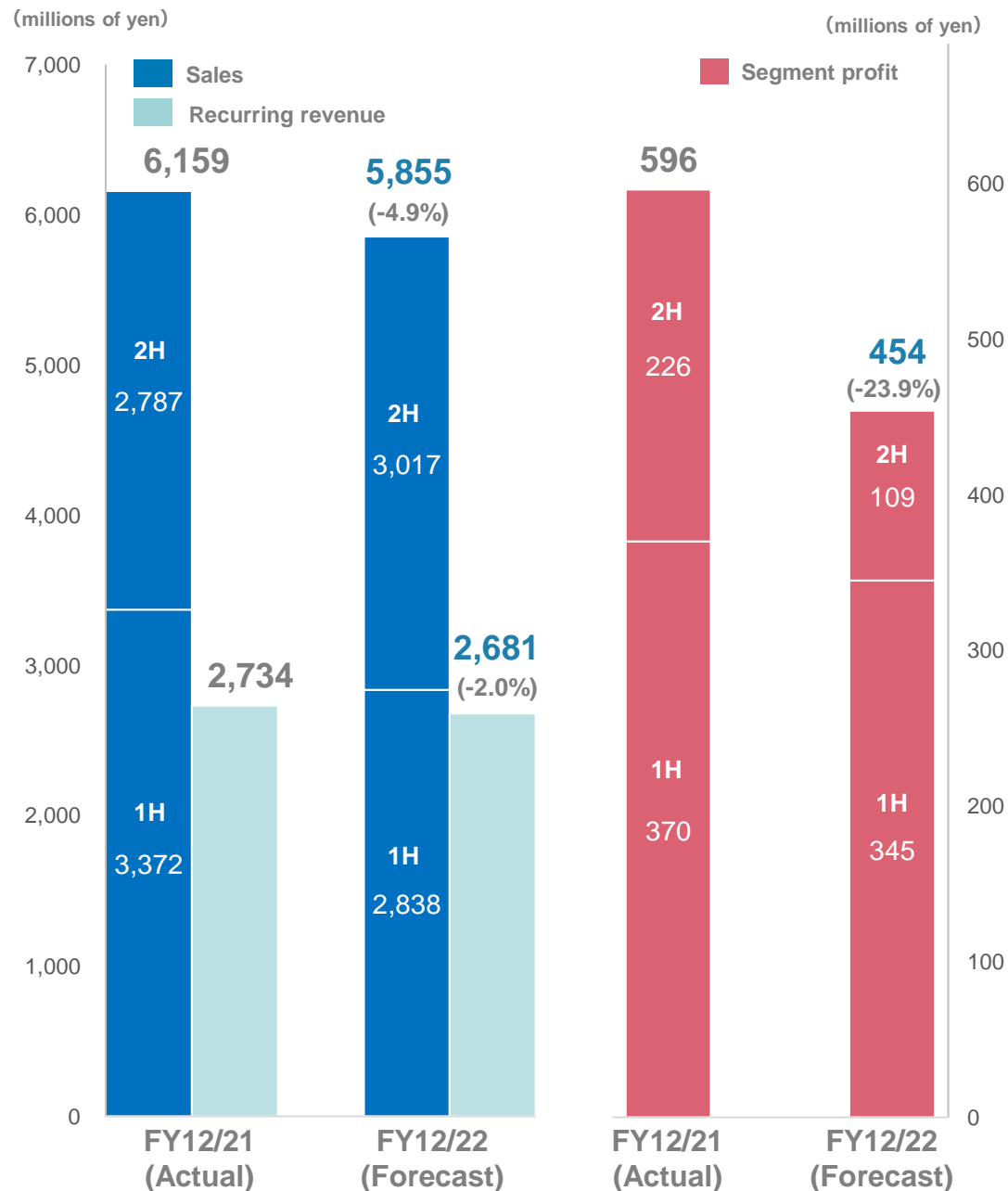
3. Full-Year Consolidated FY12/22 Earnings Forecast: Distribution Cloud



We aim to improve the segment profit margin to 17.1% on increases of 6.0% in sales and 28.9% in segment profit, making steady progress in accumulating recurring revenue.

- ◆ Recurring revenue will be accumulated by expanding @rms and other services and accelerate profit growth.
- ◆ Focus will be on expanding usage of the business negotiation support system of C2Platform (inter-company collaboration platform) and developing new functions.
- ◆ Preparations will be made to create a structure for meeting demand, ahead of the start of a new invoicing system in 2023 and the termination of analog networks (PSTN) in 2025.

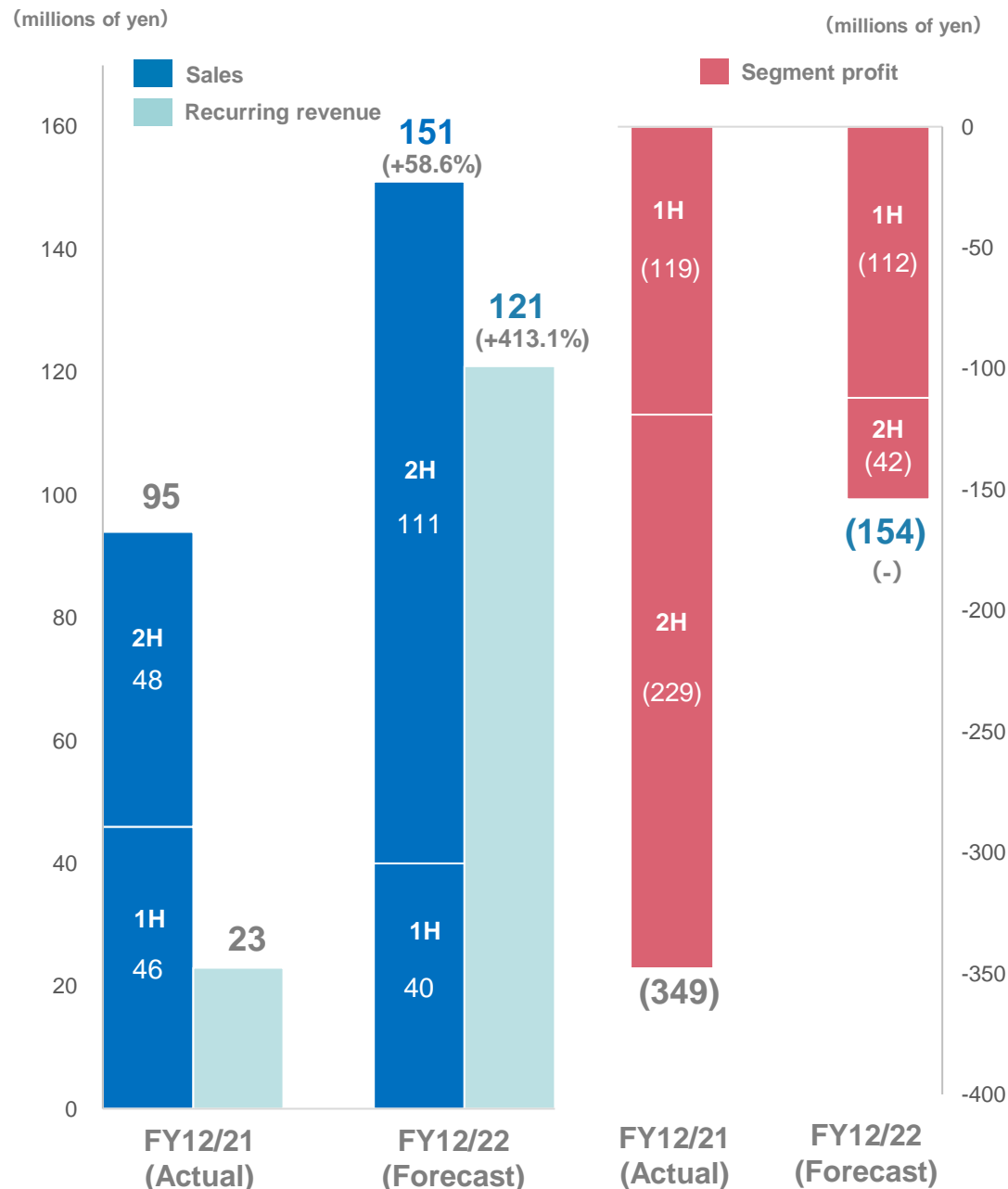
3. Full-Year Consolidated FY12/22 Earnings Forecast: Government Cloud



We expect sales and segment profit to decrease on the dropout of special demand in FY12/21. We will aggressively expand usage of proprietary services and strengthen our support for government digitalization work, where demand is expected to increase.

- ◆ End of special demand related to construction work for the digitalization of wireless networks used for disaster prevention and GIGA School-related projects, which contributed to earnings until Q1 FY12/21.
- ◆ Focus will be on expanding adoption of school administration cloud service “Clarinet” and development of a comprehensive disaster prevention system.
- ◆ Released service for multimedia distribution of disaster prevention information “Open Link for Machi UP!” (January 2022)
- ◆ **Release of new service “Web Contact Service”**
Scheduled to release a new service for completing government procedures online, realizing applications without **writing, waiting, or visiting**, in May 2022, featuring the advantages of both in-person operations and electronic applications.

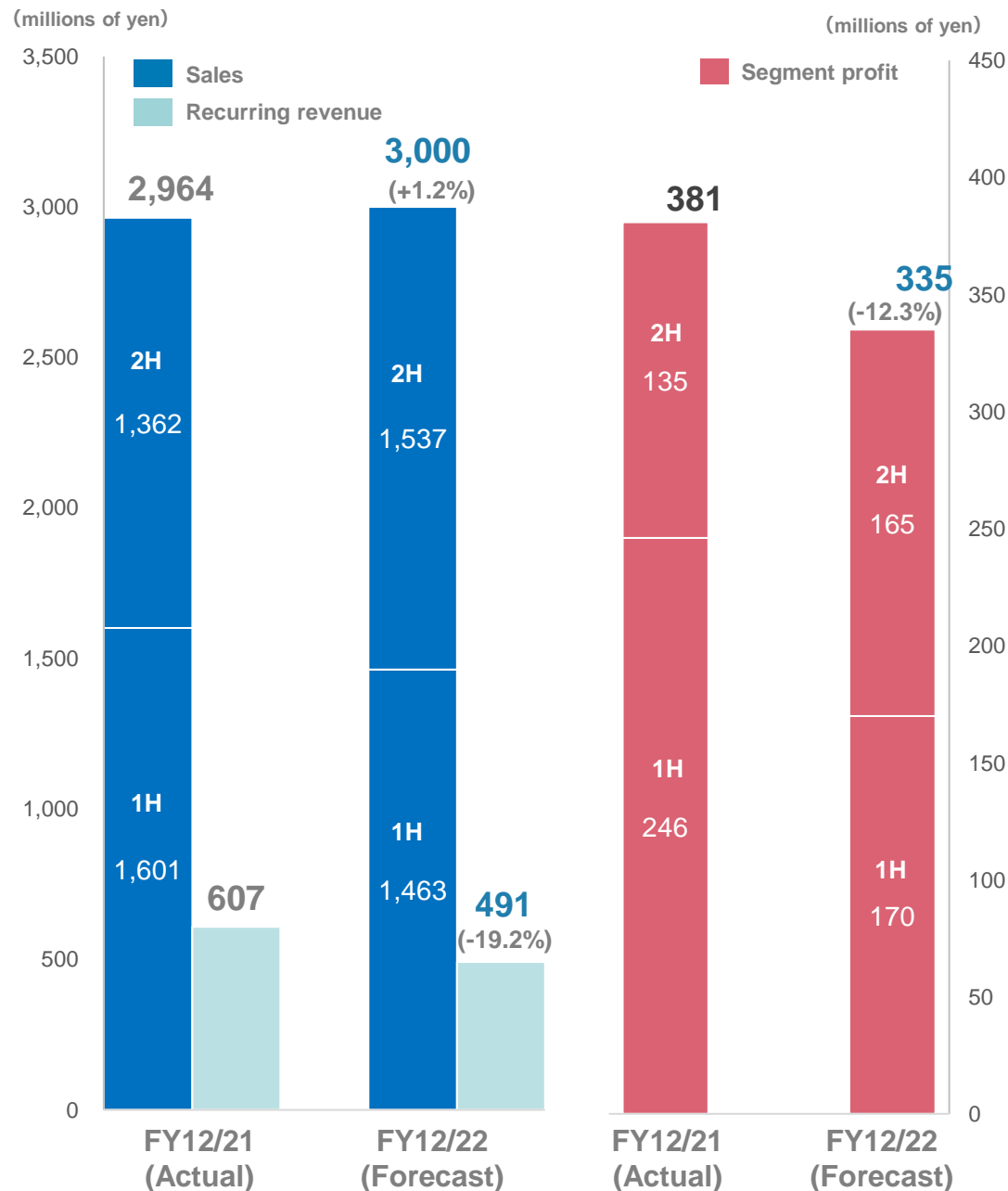
3. Full-Year Consolidated FY12/22 Earnings Forecast: Trust



We will expand the provision of services that were started in FY12/21 and promote the development of highly convenient trust services that are safe and secure.

- ◆ **Continuation of joint research on digitalization of real estate payment transactions with EAJ and Nomura Real Estate Solutions**
Focus will be on realizing online real estate transactions in line with the enforcement of the Revised Real Estate Brokerage Act in May 2022.
- ◆ **Efforts will be centered on expanding the blockchain certification service (CloudCerts) acquired in December 2021 in addition to the My Number Card Digital Proxy service launched at full scale in August 2021.**
- ◆ **Aggressive investments will continue to be made toward developing highly convenient trust services that are safe and secure by using the My Number Card, with the aim of contributing to the digitalization of contracts between companies as well as applications and other paperwork handled by public offices.**

3. Full-Year Consolidated FY12/22 Earnings Forecast: Mobile Network



We expect sales to increase driven by initiatives to expand the customer base, despite operating in a business environment that remains challenging. However, we forecast a profit decline due to a decrease in support funds from NTT Docomo among other factors.

- ◆ Uncertainties linger around receipt of mobile handsets due to the global semiconductor shortage. However, the customer base is expected to expand, driven by the launch of a new low-cost plan “OCN Mobile One” at Docomo shops since October 2021.
- ◆ Support funds from NTT Docomo are declining. Recurring revenues are expected to fall due to a review of the incentive structure.
- ◆ Efforts will continue to be made to raise customer loyalty by striving to maintain or improve the response quality.

Distribution Cloud, Government Cloud, and Trust

Projects have generally progressed smoothly, despite some delays in material procurement and system implementation. We expect new lifestyles using ICT will gain further traction.

- In the Distribution Cloud business, we will shift from in-person negotiations with manufacturers, wholesalers, and retailers to online negotiations.
- In the Government Cloud business, we expect the demand for national and shared use of ICT infrastructure to grow due to the accelerated digitalization of public administration.

Initiatives

- Focus on expanding adoption of our business negotiation assistance system, C2Platform (inter-company collaboration platform).
- Roll out local government information security cloud and information system sharing service
- Encourage online meetings and the development and implementation of remote work infrastructure to ensure the safety of customers and employees, maintain customer contact, and ensure stable service delivery
- Review office size

Mobile Network

Docomo stores are now operating under normal hours while giving due consideration to the safety of customers and employees.

Initiatives

We will prepare masks, goggles, and face shields, and install customer service partitions to ensure the safety of customers and employees, and work to create stores that customers can visit comfortably

3. Full-Year Consolidated FY12/22 Earnings Forecast: Consolidated Income Statement

(millions of yen)

	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	

4. Progress of Medium-Term Management Plan

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

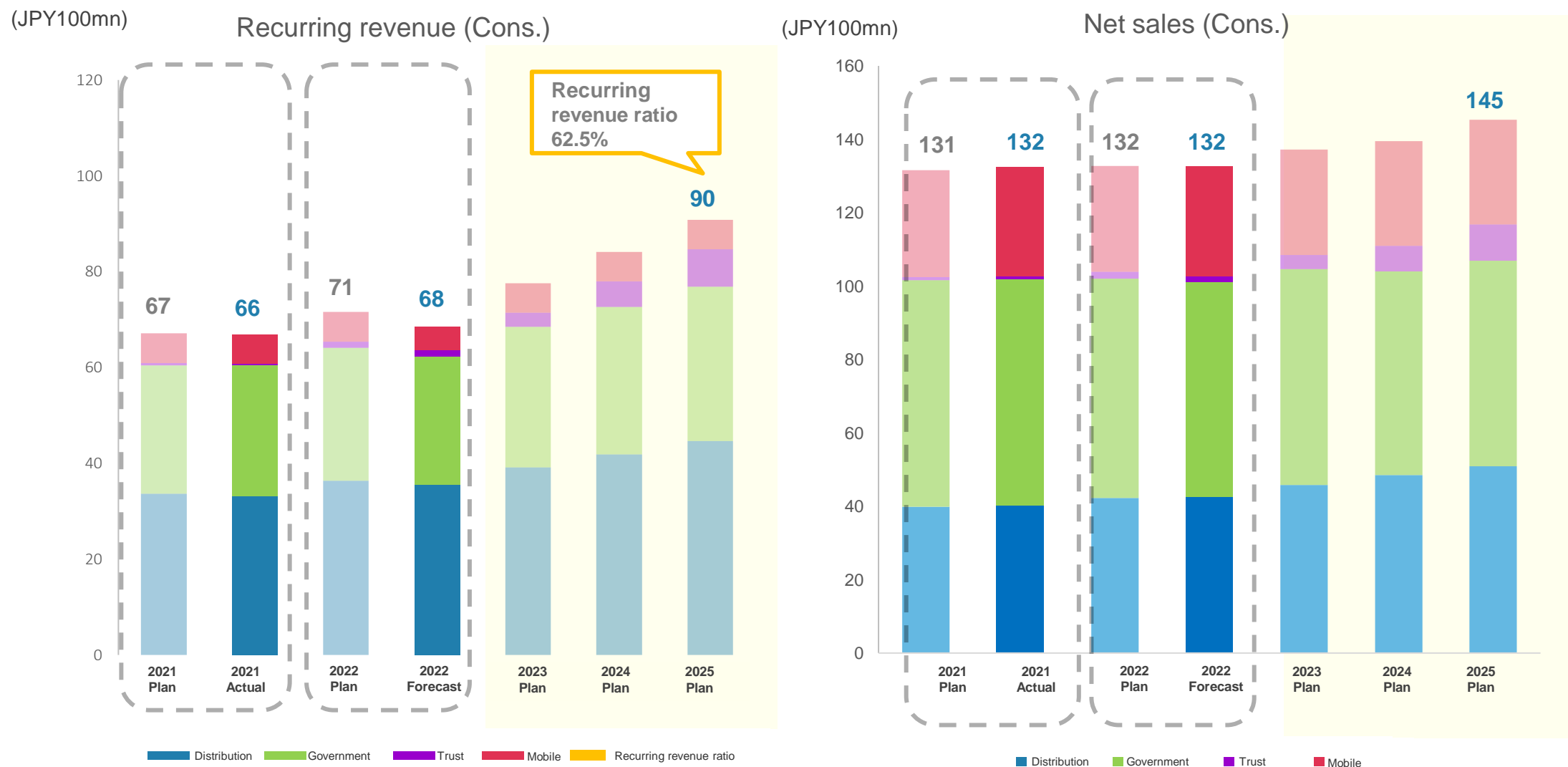
Targets	FY12/25 (Final year)	vs. FY12/20
Recurring revenue	JPY9.0bn	141.4%
Recurring revenue ratio	62.5%	+12.2pt
Net sales	JPY14.5bn	113.7%
Ordinary profit	JPY1.6bn	168.1%
Ordinary profit margin	11.0%	+3.5pt
ROE	Over 13%	—

4. Progress of Medium-Term Management Plan

Medium-Term Management Plan: (1) Numerical Targets <Net sales>

Aiming for recurring revenue of **9.0bn yen** and recurring revenue ratio of **62%** by FY2025

Roughly in line with plan in 1st and 2nd years

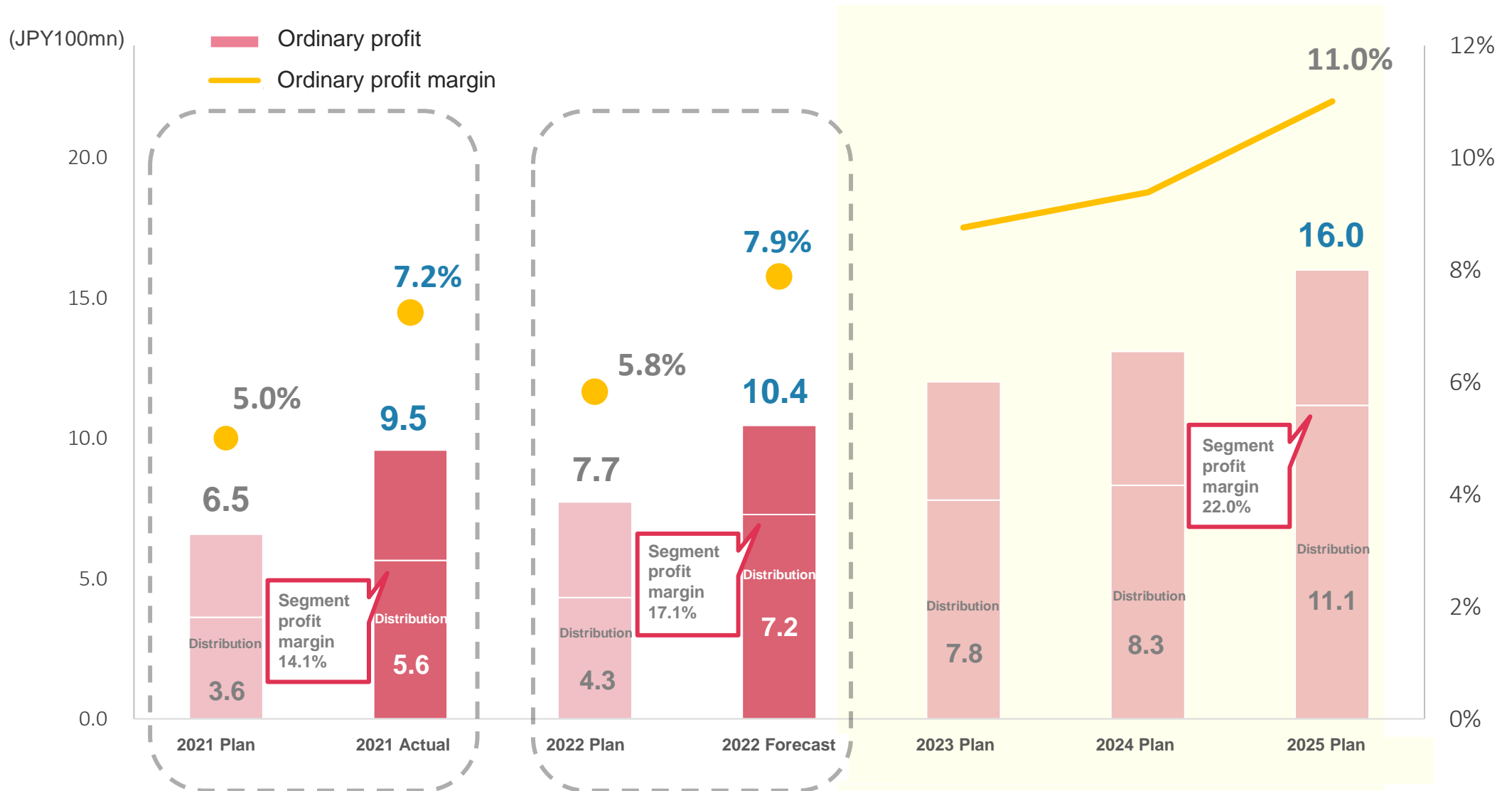


4. Progress of Medium-Term Management Plan

Medium-Term Management Plan: (2) Numerical Targets <Ordinary Profit>

Aiming for ordinary profit of 1.6bn yen and ordinary profit margin of 11% by FY2025

Expecting to exceed the plan due to steady progress in the Distribution business



4. Progress of Medium-Term Management Plan

Medium-Term Management Plan KPI (Distribution Cloud)

Realize the digitalization of the industry by launching an inter-company collaboration platform

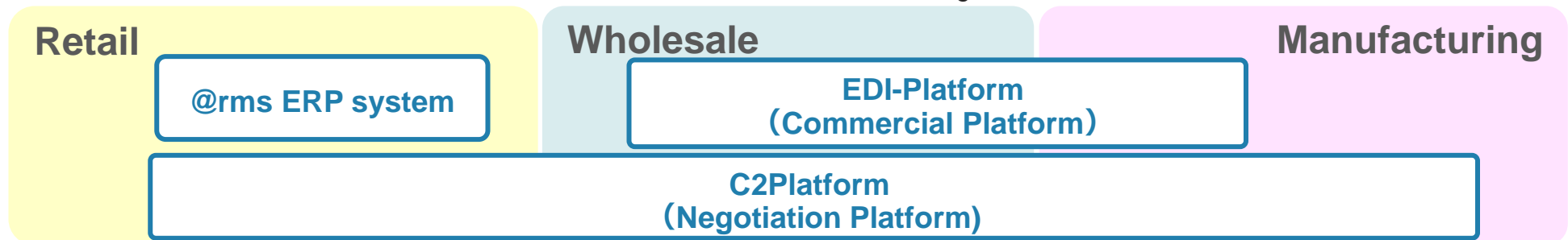
Steady growth in KPI and increase in recurring revenues

Food Retail (@rms)	Overall Market	FY12/21 Results (YoY)	FY12/25 Targets	Target Share
Recurring revenue (JPY100mn)	200	22.0 (+0.9)	26	70 (35%)
KPI: # of stores	21,000	1,288 (+83)	1,765	—

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

Processed Food Wholesale (EDI-Platform)	Overall Market	FY12/21 Results (YoY)	FY12/25 Targets	Target Share
Recurring revenue (JPY 100mn)	40	8.3 (+0.5)	11	32 (80%)
KPI: GTV (JPY trillion)	36	8.9 (+0.2)	12.3	—

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



Retailer/Wholesale /Manufacturing (C2Platform)	Overall Market	FY12/21 Results (YoY)	FY12/25 Targets	Target Share
Recurring revenue (JPY100mn)	60	0.3 (+0)	4	48 (80%)
KPI: # of IDs	220,000	82 (+82)	10,000	—

Overall Food Distribution Market	Overall Market	FY12/20 Results	FY12/25 Target	Target Share
Recurring revenue (JPY100mn)	300	30.8 (+1.6)	41	150

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

*Excludes the market for sales management systems for specialty stores

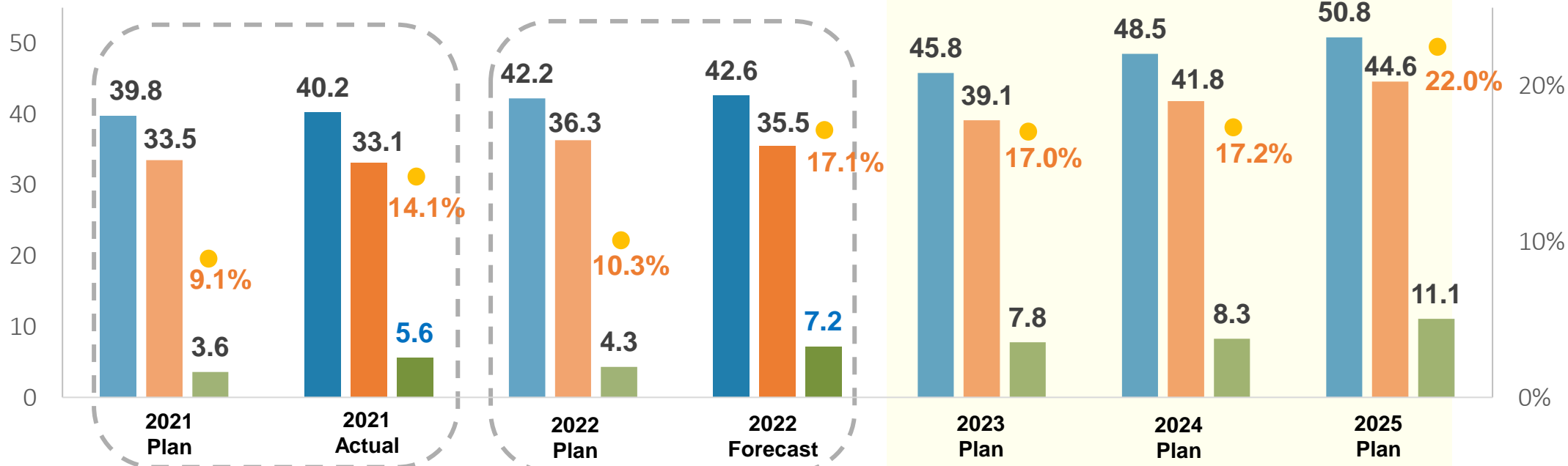
4. Progress of Medium-Term Management Plan

New Medium-Term Management Plan (FY12/21-FY12/25) <Distribution Cloud>

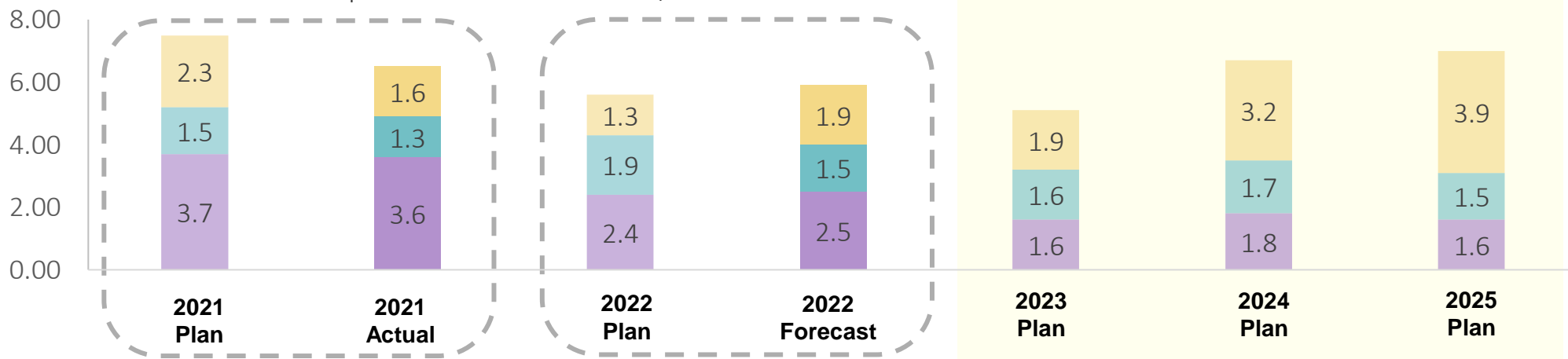
FY2025 Ordinary profit of 1.11bn yen Ordinary profit margin of 22.0%

Ordinary profit margin significantly ahead of plan on steady growth in the Distribution business

■ Sales ■ Recurring revenue ■ Ordinary profit ● Ordinary profit margin



■ Software amortization ■ Depreciation & amortization ■ R&D expenses, etc.



5. Sustainability Initiatives

5. Sustainability Initiatives

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

- Established a Sustainability Committee
- Formulated a Basic Sustainability Policy and identified materiality
- Launched a sustainability page on our company website
<https://www.cyber-l.co.jp/sustainability/>

Environmental

- Identify CO2 emissions (Scope 1 & 2) and set targets
CO2 reduction target: Cut by 50% in 2030 (vs. 2020), achieve carbon neutrality by 2050
- Abolish postal mails of Notice of Resolutions of the Ordinary General Meeting of Shareholders
Abolish reports (shareholder newsletters) (from the 58th Ordinary General Meeting of Shareholders)

Social

- Recognized under the 2021 Certified Health & Productivity Management Outstanding Organization (Large Enterprise Division)
- Set goals to ensure diversity of core human resources
Female ratio targets: 20% of senior staff by 2025, 10% of managers by 2030

Governance

- Started providing English disclosures to to foreign investors
- Scheduled to add 1 Independent Outside Director (comprising over 1/3 of board)
(to be proposed at the 58th Ordinary General Meeting of Shareholders)
- Scheduled to establish Nomination and Compensation Committee (by end of 2022)

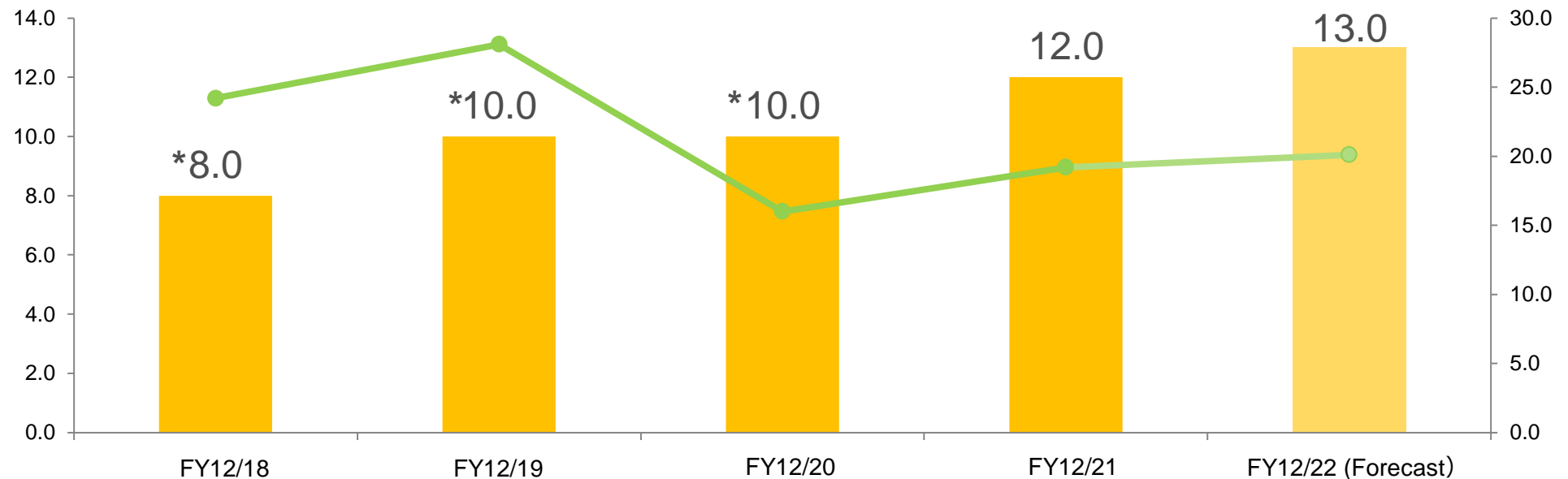
6. Shareholder Returns

6. Shareholder Returns: Dividend Policy & Forecast

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 FY12/17.

Purchase of treasury shares

Status of purchases

196,000 shares, JPY290mn (purchase period May 24, 2021 - August 31, 2021)

*Purchases have ended upon reaching the total amount of shares to be acquired.

Details of resolution

■ Common shares: **200,000** (Upper limit) ■ Total amount of treasury share purchases: **JPY300mn** (Upper limit)

■ Purchase period: **May 24, 2021 – September 30, 2021**

7. Measures to Address Stock Market Restructuring

7. Measures to Address Stock Market Restructuring

Aiming to be listed on the Prime Market of Tokyo Stock Exchange. We are strengthening efforts to meet the criteria for market capitalization of tradable shares.

Published “**Plan for Compliance with Continued Listing Criteria for the New Market Segments**” to be implemented through the end of FY12/25, which is the final year of the Medium-Term Management Plan.



**Market capitalization of tradable shares =
Market capitalization × Ratio of tradable shares**

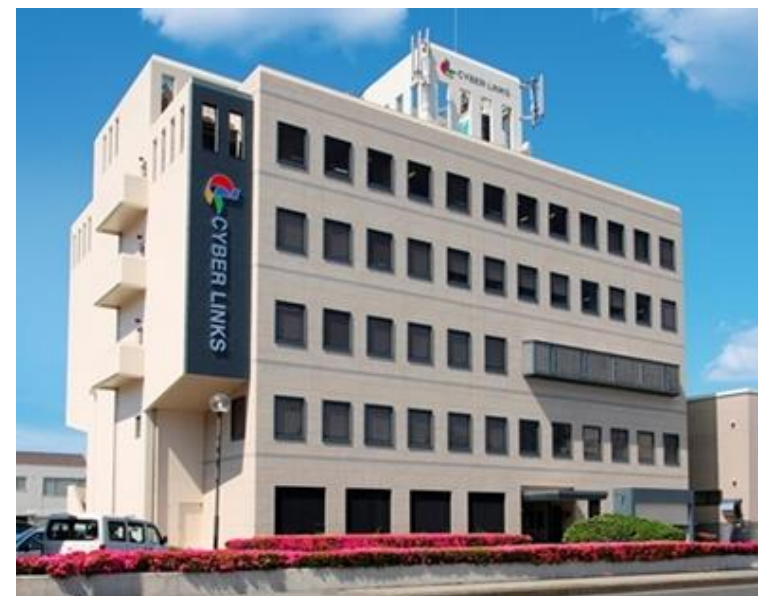
Describes the current issues and initiatives regarding market capitalization and ratio of tradable shares, which comprise the market capitalization of tradable shares.

The Distribution Cloud business, a key driver for achieving the Medium-Term Management Plan, has entered the growth stage.

*"Plan for Compliance with Continued Listing Criteria for New Market Segments" (published September 30, 2021)
<https://contents.xj-storage.jp/xcontents/AS92229/5301e1e2/ffe0/42cd/aa60/07206c57fcbd/140120210930405108.pdf>

Company Profile

Name	CYBERLINKS CO., LTD.
HQ	849-3, Kimiidera, Wakayama City
CEO	Tsuneo Murakami, President
Established	May 1956
Incorporated	May 1964
Market listing	Tokyo Stock Exchange, First Section (Ticker: 3683)
Paid-in capital	JPY850mn
Sales	JPY13.24bn (consolidated FY12/21 results) JPY10.38bn (non-consolidated FY12/21 results)
Employees	747 employees (as of December 31, 2021) (consolidated) 543 employees (as of December 31, 2021) (non-consolidated)
Consolidated subsidiaries	Minamiosaka Computing Center Co., Ltd. 4-2-22, Wakahama, Kaizuka, Osaka



HQ

CYBERLINKS CO., LTD.
Corporate Planning Division
Email : keiki@cyber-l.co.jp
<https://www.cyber-l.co.jp/ir/>

■ 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.