September 3, 2026

Company name:	Cyberlinks Co., Ltd.
Representative:	Naoki Higashi, President

(Code number: 3683 The Standard Market of the Tokyo Stock Exchange）

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(Correction) Regarding Partial Correction to the “Notice Regarding the Formulation of the Medium-Term Management Plan”

Cyberlinks Co, Ltd. (hereafter, “the Company”) announces that it has made corrections to some of the contents of the “Notice Regarding the Formulation of the Medium-Term Management Plan” released on February 25, 2026.

1. Reason for Correction

The Company identified some errors in the “Notice Regarding the Formulation of the Medium-Term Management Plan” and will correct them accordingly.

2. Corrections and Details

Corrections are outlined in red.

・Page 21:

[Before Correction]

Distribution Cloud | Business Strategy for Specialty Retailers Expanding Overseas

Support the expansion of Japanese-brand specialty retailers into Southeast Asia with RetailPro, a sales and inventory management system for specialty stores.

■ Increase brand awareness in Japan and overseas

Adoption among major Japanese mass retailers expanding overseas is steadily increasing.
We aim to acquire additional users by raising visibility and awareness both in Japan and in local markets.

Retail Pro
A Nayax Company

Intensify promotional activities
Expand presence at trade shows
Digital promotion

Establish a base in Taiwan, where many Japanese companies are located
(Under consideration)

■ Encourage "reverse import" of overseas store initiatives into domestic stores

A clear trend of "reverse importing" successful initiatives from overseas stores into Japan is emerging. Going forward, we will strengthen engagement with users to promote similar rollouts.

Enhance functionality to promote common use across domestic and overseas operations
Strengthen integration with customer management systems

"RetailPro" Deployment Areas

Target number of stores using RetailPro

	FY12/25 (Results)	FY12/30 (Targets)
Overseas stores	183	700
Domestic stores	53	1,300

[After Correction]

Distribution Cloud | Business Strategy for Specialty Retailers Expanding Overseas

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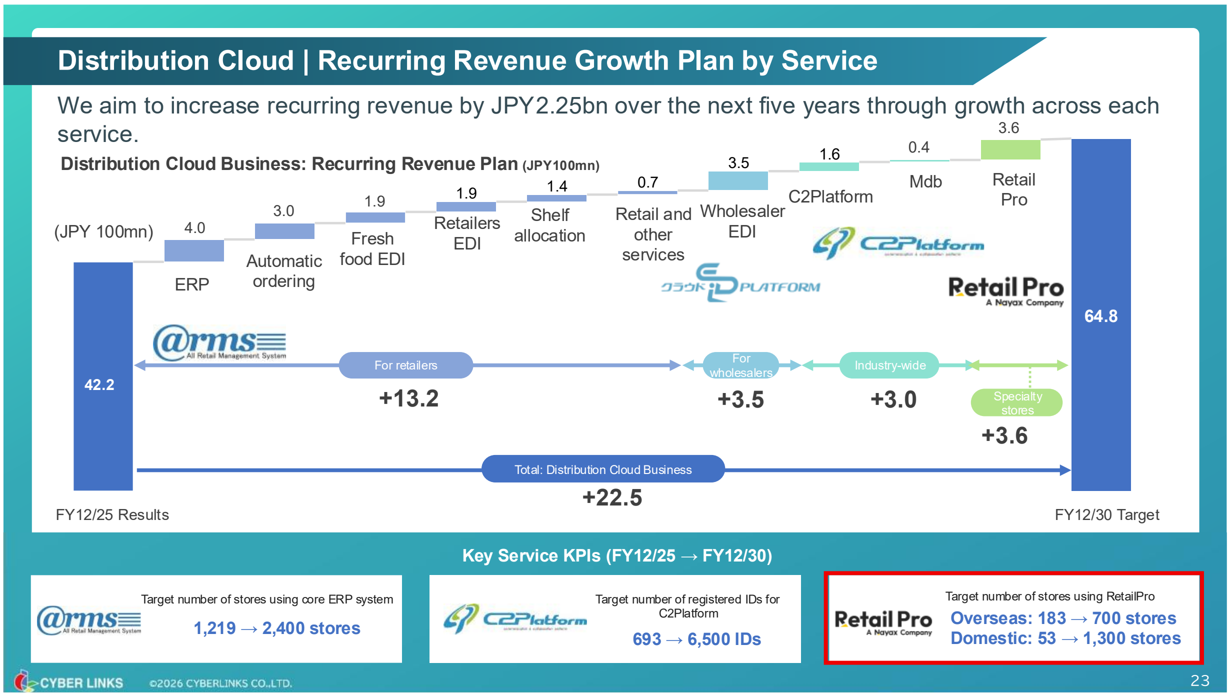
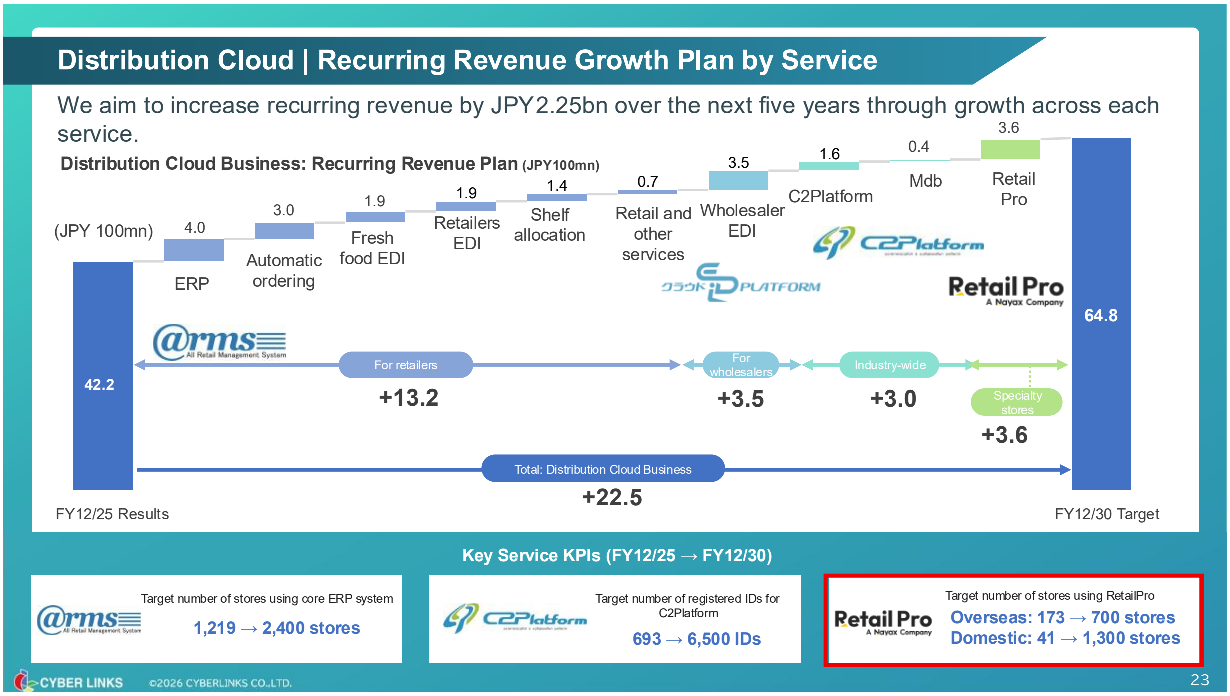
・Page 23:

[Before Correction]



[After Correction]



Contributing to richer lives and becoming the IT company of choice for all

Medium-Term Management Plan (FY12/26–FY12/30)

February 25, 2026

Cyberlinks Co., Ltd.

Securities Code: 3683

2030

CONTENTS

01

Review of Previous Medium-Term Management Plan

VISION FOR 2030

Review of Previous Medium-Term Management Plan

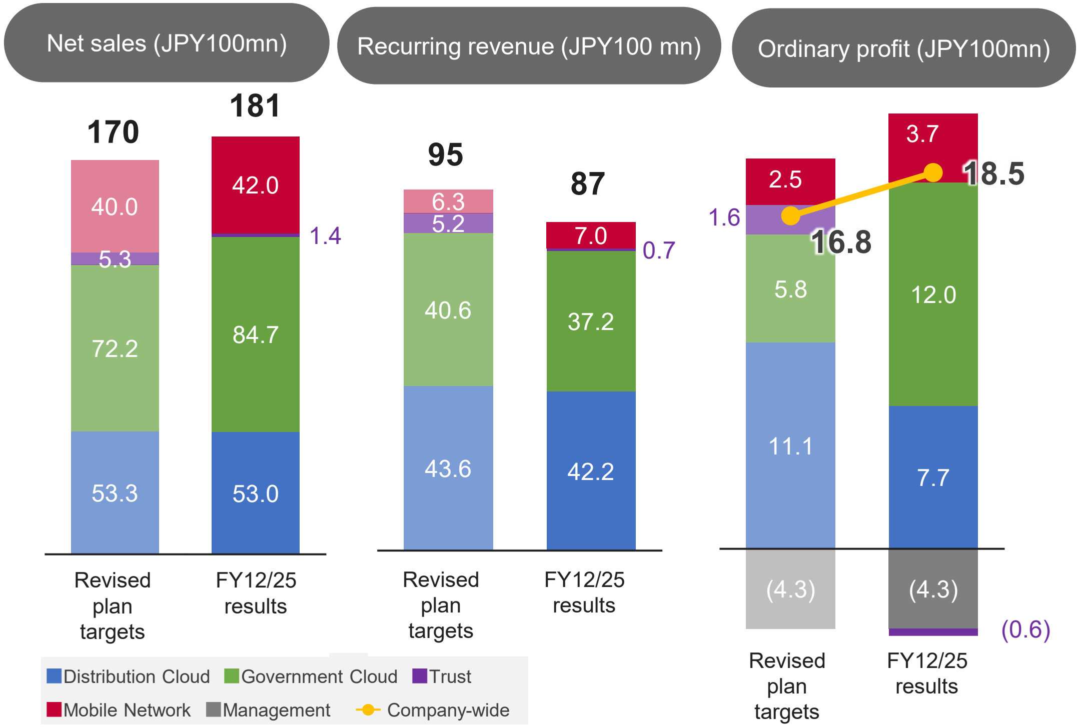
Achieved revised Medium-Term Management Plan targets for both net sales and ordinary profit.
Ordinary profit exceeded the revised plan by 10.3%, nearly doubling vs. 2020.

	FY12/20	FY12/25			
	Results	Initial plan*2	Revised plan*2	Results	Vs. revised plan
Net sales	JPY12.77bn	JPY14.5bn	JPY17.0bn	**JPY18.13bn**	**+6.1%**
Recurring revenue*1	JPY6.42bn	JPY9.0bn	JPY9.5bn	**JPY8.73bn**	-9.0%
Recurring revenue ratio	50.3%	62.5%	56.1%	**48.2%**	-8.0pt
Ordinary profit	JPY0.95bn	JPY1.6bn	JPY1.68bn	**JPY1.85bn**	**+10.3%**
Ordinary profit margin	7.4%	11.0%	9.8%	**10.2%**	**+0.4pt**
ROE	13.7%	13% or higher	13% or higher	**15.3%**	—

*1: "Recurring revenue" refers to income that is generated on an ongoing basis, such as data processing and maintenance fees and is used as the Company's proprietary KPI for expanding stable earnings.
*2: In this document, the Medium-Term Management Plan announced on February 12, 2021 is referred to as the **"Initial plan,"** and the plan revised on February 14, 2023 as the **"Revised plan."**

Review of Previous Medium-Term Management Plan

Recurring revenue in the Distribution Cloud business, a key KPI, grew steadily despite falling short of our target and Ordinary profit also fell short due to upfront investments.
However overall targets were achieved with strong growth in the Government Cloud business.



Distribution Cloud

- Net sales broadly in line with plan; recurring revenue came in slightly below expectations.
- Released @rmsV6 and AI-automated ordering systems
- Ordinary profit below plan due to upfront investment to strengthen development, install and operations.

Government Cloud

- Net sales and ordinary profit exceeded plan by capturing opportunities from standardization projects of ERP systems for local governments.
- However, recurring revenue from cloud services fell short of expectations.

Trust

- Net sales, recurring revenue, and ordinary profit all fell significantly below targets due to market growth was slower than expected, despite steady services launch.

Mobile Network

- Net sales, recurring revenue, and ordinary profit all met plan, supported by improvements in the incentive system and overall business conditions.

02

Vision

VISION FOR 2030

Vision and Medium-Term Management Plan

Defined our vision and formulated a new Medium-Term Management Plan

Management Philosophy

To be noble, strong, and devoted

Contributing to society through the work we create together

Business Purpose

Continue providing best-in-class services

Generate sustainable profits and ensure the continued growth

Vision

Contributing to richer lives and becoming the IT company of choice for all

Medium-Term Management Plan

Five-year plan to realize our vision

New Medium-Term Management Plan (FY12/26–FY12/30)

Vision

Contributing to richer lives and becoming the IT company of choice for all

Chosen by Customers	Chosen by Employees	Chosen by Investors and Local Communities

Vision: The IT Company of Choice for Customers

Through the missions of our four business segments:

Becoming the IT company of choice for customers

Distribution Cloud

Protect and enhance Japan's rich food culture

Government Cloud

Revitalize local governments through cloud technology and support a sustainable, safe, and secure society

Mobile Network

Support local customers so everyone can benefit from digital technology

Trust

Build a trusted digital society through IT and contribute to better lives

Four Business Missions

Vision: The IT Company of Choice for Employees

Empowering every employee to take the lead in a healthy and rewarding "WorkSmart" workplace

Becoming the IT company of choice for employees

Realizing WorkSmart

Recruitment

Expand beyond our regional image

Training & Development

Strategic talent development

Organizational Revitalization

Promote Cyber Cell management* and accelerate digital transformation

HR System Revamp

Revamp job grade, compensation, and performance evaluation systems

*"Cyber Cell management" (cell-based management) divides the organization into small units called "Cyber Cells." Employees adopt a management mindset, collaborate to improve the profitability of their cells, and drive continuous daily improvement as part of the Company's management accounting framework.

Vision: The IT Company of Choice for Investors and Local Communities

A company that continuously enhances corporate value

Becoming the IT company of choice for investors and local communities

03

Business Strategies to Be Chosen by Customers

VISION FOR 2030

Business Vision and Financial Targets

Vision of New Medium-Term Management Plan (FY12/26–FY12/30)

Contributing to **richer lives** and becoming the IT company of choice **for all**

Vision by Business Segment

Distribution Cloud

Create a world where companies across the food value chain can adapt to change and **sustain their core business activities**

Government Cloud

Improve the efficiency of local government operations and enhance convenience for residents through cloud and AI, contributing to a **sustainable, safe, and secure society**

Trust

Accelerate the **real-world deployment of our trust infrastructure** by expanding into local governments, financial institutions, and the private sector

Mobile Network

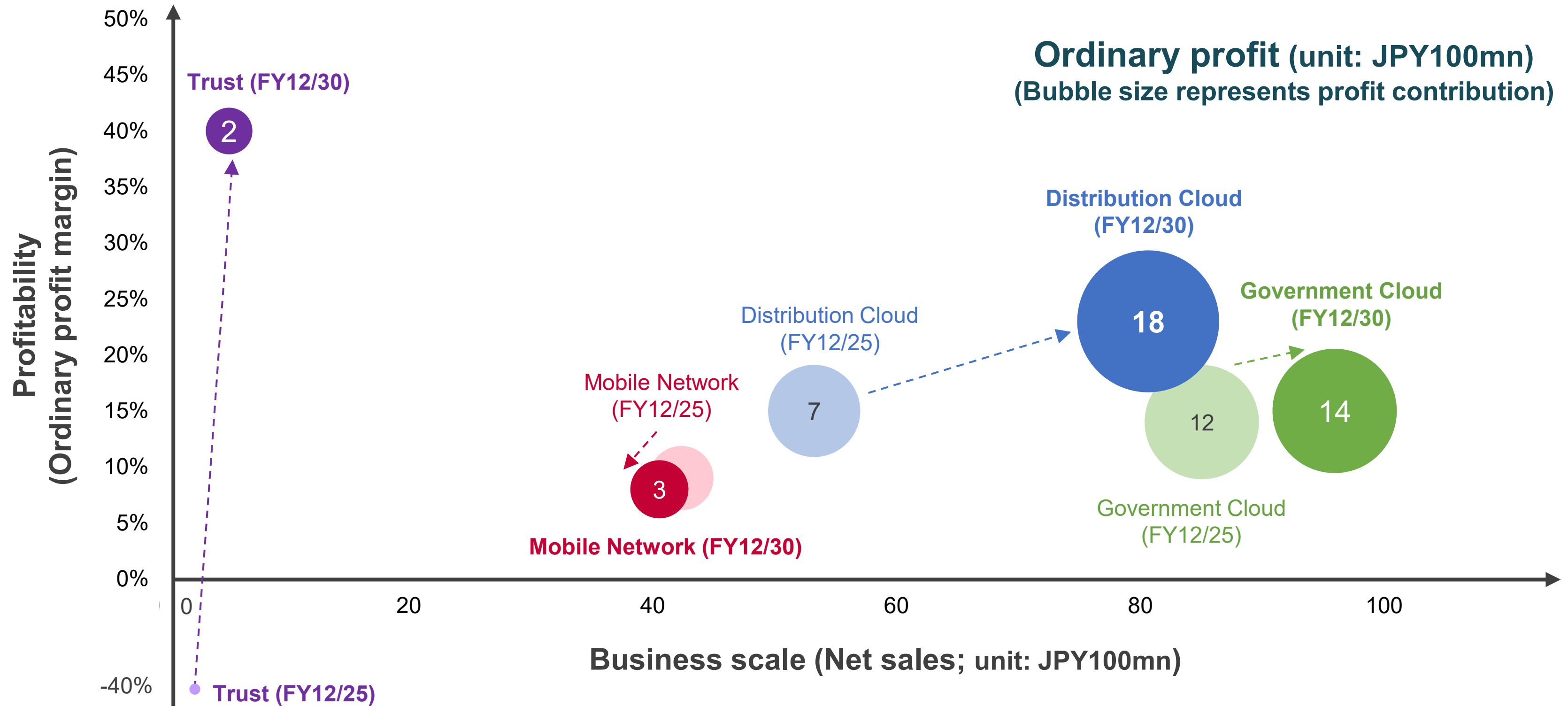
Support local customers, so **everyone can benefit from digital technology**

FY12/30 Performance Targets

	FY12/25 (Results)	FY12/30 (Targets)	Vs. FY12/25
Net sales	JPY18.1bn	**JPY22.1bn**	+22.1%
Recurring revenue	JPY8.7bn	**JPY12.6bn**	+44.8%
Recurring revenue ratio	48.2%	**57.1%**	+9.0pt
Ordinary profit	JPY1.85bn	**JPY3.0bn**	+61.5%
Ordinary profit margin	10.2%	**13.6%**	+3.3pt
ROE	15.3%	**13% or higher**	—

Business Strategy (Dynamic Portfolio Map)

We project that the Distribution Cloud and Government Cloud businesses will grow in both scale and profitability, while the Trust business will significantly improve its profitability. The Mobile Network business will continue to face a challenging environment, but we aim to improve productivity while maintaining its viability.



1 | Distribution Cloud Business

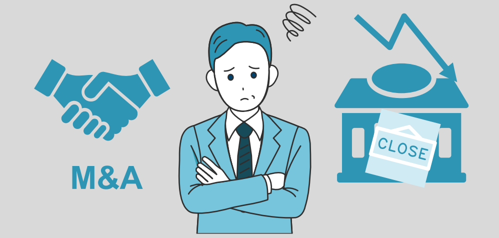
VISION

Create a world where companies across the food value chain can adapt to change and sustain their core business activities

Distribution Cloud | Market Environment and Key Challenges

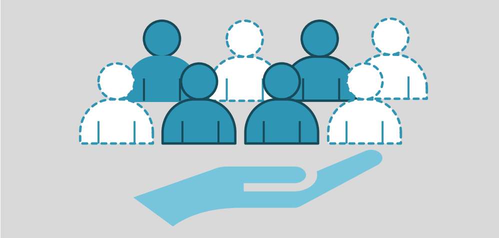
Japan is entering a full-scale population decline, raising concerns about contraction across the food distribution industry.

Industry consolidation / business closures



Decline in small and medium-sized retailers

Labor shortages



Declining birthrate, aging population, and shrinking working-age population

Rising operating costs

Increase in logistics costs, personnel expenses, and other overheads

Key challenge we aim to address: Protect and enhance Japan's rich food culture

Create a world where companies across the food value chain can adapt to change and sustain their core business activities

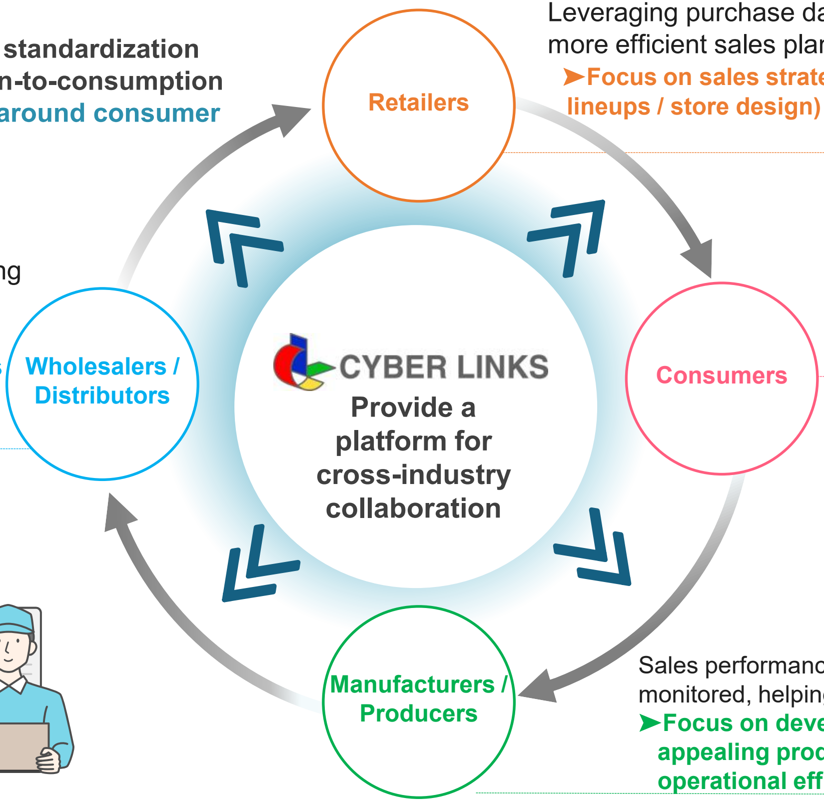
Distribution Cloud | Market Environment and Key Challenges

The food distribution industry is shifting from a supply-driven consumption model to a demand-driven model

As information sharing and process standardization advance across the entire production-to-consumption cycle, distribution will be optimized around consumer demand.

Leveraging purchase data enables optimal procurement and more efficient sales planning

➤Focus on sales strategies (customer-specific product lineups / store design)



Purchase trends can be identified, enabling store merchandising proposals based on best-selling items

➤Focus on proposing sales strategies for retailers

Consumers can buy what they want when they want—and choose products with confidence

Sales performance can be monitored, helping prevent excess inventory

➤Focus on developing distinctive and appealing products through improved operational efficiency

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.

Annual sales below JPY 30 billion (SMEs)	Annual sales of JPY 30 billion or more (medium-to-large enterprises)
Approx. 800 companies / approx. 6,000 stores	Approx. 200 companies / approx. 17,000 stores

Grocery supermarkets

Established a high market share among small- to medium-sized operators

<ERP>

@rms All Retail Management System V3

2024 release

Rollout of service versions designed for medium-sized and large operators

<ERP>

@rms All Retail Management System V6

<Retailers EDI> BX NOAH ビーエックスノア

< Fresh food EDI > せんどねっと

< Automatic Ordering> @rms All Retail Management System 自動発注

< Shelf allocation > 店POWER®

Non-food retailers

Drugstores, DIY stores

Expansion of select peripheral services into non-food retailers.

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

Distribution Cloud | Business Strategy for Food Retail (Service)

ERP

@rms All Retail Management System

Drive expansion into medium and large enterprises with version 6 (V6)

Significantly increase the number of stores using the system over the next five years

2025: **1,219 stores** → 2030: **2,400 stores**

Fresh food EDI

せんどねっと

Aim to become the clear No. 1 solution in fresh food EDI

Expand into drugstores handling fresh foods

Automatic Ordering

@rms All Retail Management System 自動発注

Leverage AI-driven demand forecasting technology as a key strength and scale significantly over next five years

Retailers EDI

BXNOAH ビーエックスノア

Build robust BCP-compliant functionality and leverage it as a key differentiator

Product development strategy to enhance competitiveness

■ Integrate AI into services to enable automated decision-making

- Expand adoption of AI-based demand forecasting and automatic ordering.
- Implement AI-assisted functions to improve operational efficiency and productivity AI supports and optimizes decision-making at supermarket headquarters and stores.

■ Strengthen security to enhance competitiveness

- Strengthen resilience against ransomware and natural disasters, turning reliability and security into a competitive advantage.

■ Turn cost-inflation countermeasures into a source of competitiveness

- Address rising VMware licensing and operating costs through open-source solutions.
- Build a cost structure less susceptible to external cost fluctuations.

■ Improve development productivity through generative AI

- Enable faster and more efficient development, delivering higher-quality products with leaner teams.

Business Strategy for Food Wholesalers

Expand the Cloud EDI-Platform

We already hold a high share in the processed food wholesaler market and aim to secure a **dominant market share**.

Share by number of companies among enterprises with annual sales of JPY100bn or more

2025: **55%** → 2030: **75%**

Develop new markets to drive further growth

1. **Expand into the small-scale food manufacturer segment**
   Ultra-simple EDI—usable with just a smartphone

2. **Expand into the household goods and sundries wholesale market**
   Focus our outreach primarily on major players

Business Strategy for the Food Distribution Industry

Drive industry-wide adoption of the C2Platform negotiation support service

- Reinforce relationships with industry associations to gain endorsement of the platform.
- Pursue initiatives and partnerships to build an industry-wide standard product master to address product information challenges in the distribution industry.

↓

Establish a position as the **industry platform**

Number of registered C2Platform user IDs

693 in 2025

↓

6,500 by 2030

Distribution Cloud | Business Strategy for Specialty Retailers Expanding Overseas

Support the expansion of Japanese-brand specialty retailers into Southeast Asia with RetailPro, a sales and inventory management system for specialty stores.

■ Increase brand awareness in Japan and overseas

Adoption among major Japanese mass retailers expanding overseas is steadily increasing.
We aim to acquire additional users by raising visibility and awareness both in Japan and in local markets.

Intensify promotional activities

Expand presence at trade shows
Digital promotion

Establish a base in Taiwan, where many Japanese companies are located
(Under consideration)

■ Encourage "reverse import" of overseas store initiatives into domestic stores

A clear trend of "reverse importing" successful initiatives from overseas stores into Japan is emerging. Going forward, we will strengthen engagement with users to promote similar rollouts.

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Strengthen integration with customer management systems

"RetailPro" Deployment Areas

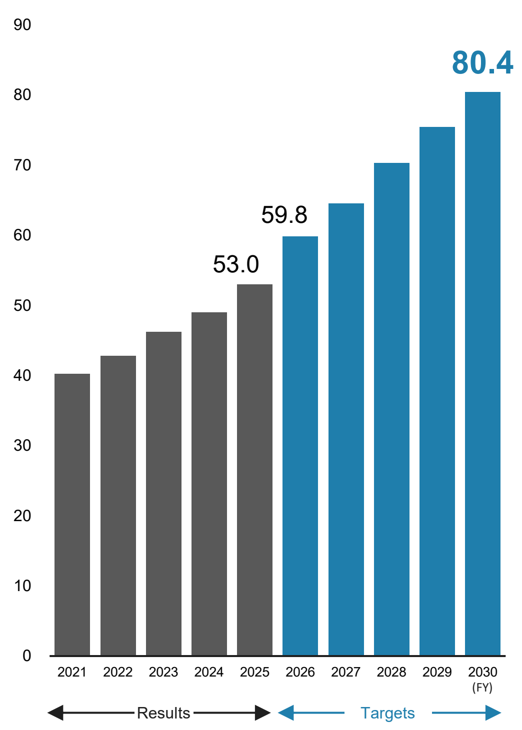
Target number of stores using RetailPro

	FY12/25 (Results)	FY12/30 (Targets)
Overseas stores	173	**700**
Domestic stores	41	**1,300**

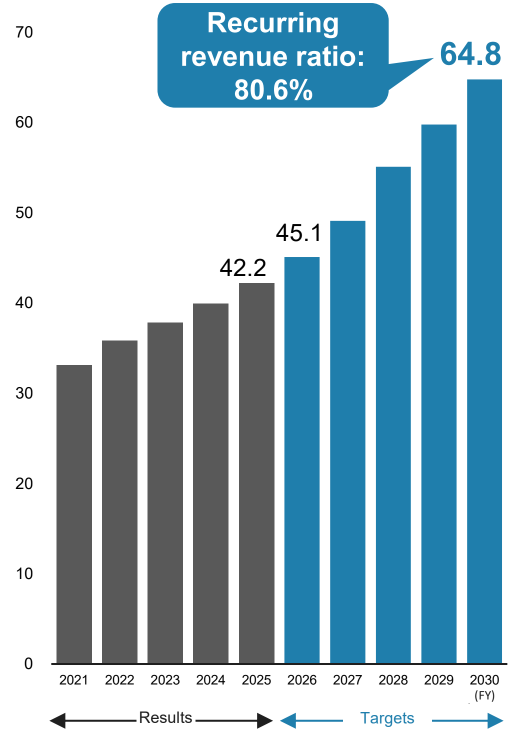
Distribution Cloud | Financial Targets

Drive significant profit growth by expanding services and increasing recurring revenue

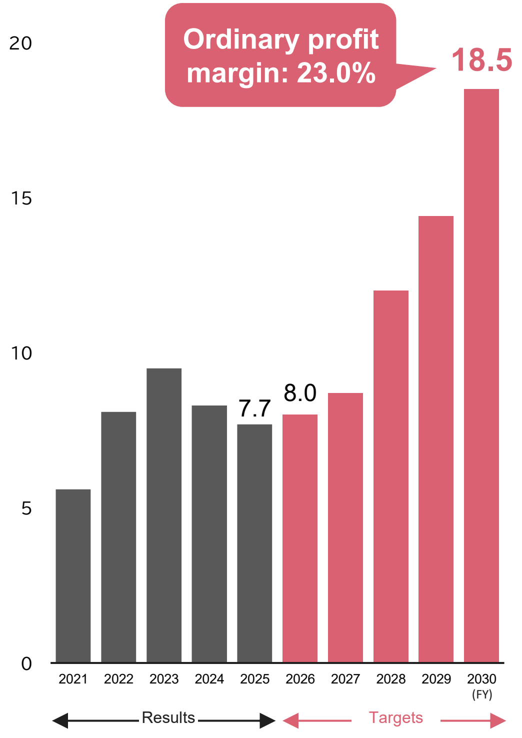
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



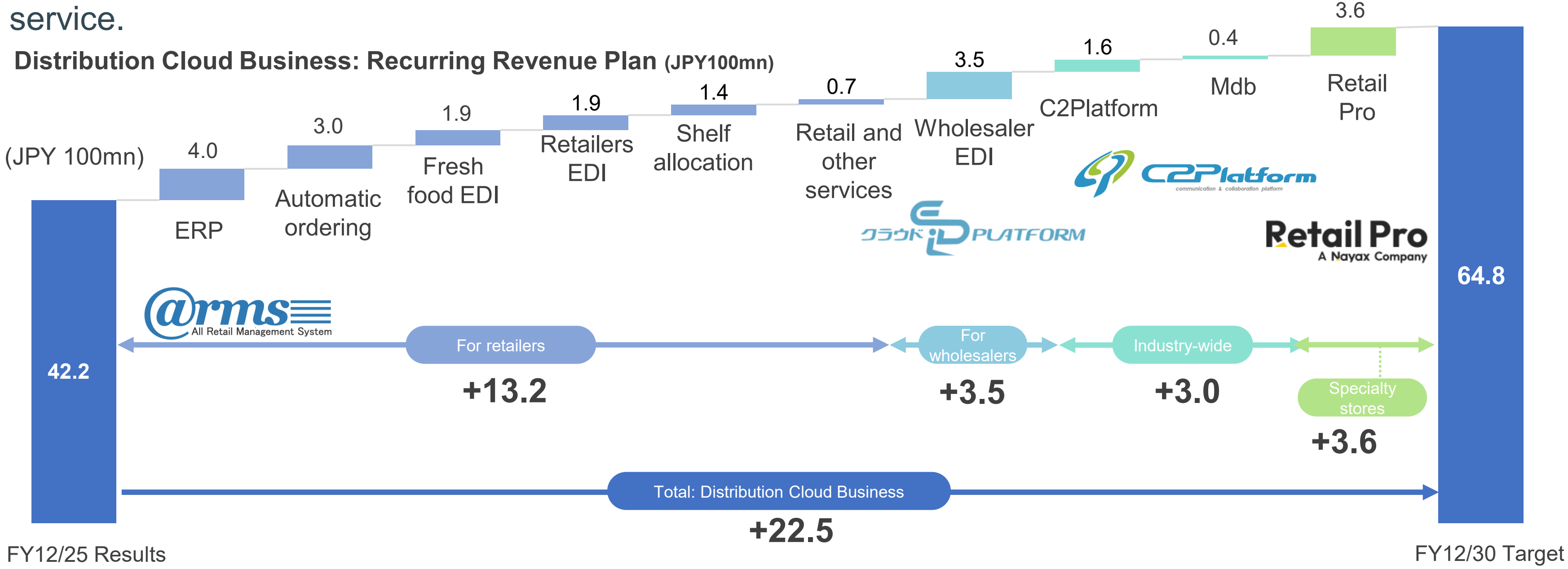
Ordinary profit (JPY100mn)



Distribution Cloud | Recurring Revenue Growth Plan by Service

We aim to increase recurring revenue by JPY2.25bn over the next five years through growth across each service.

Distribution Cloud Business: Recurring Revenue Plan (JPY100mn)



Key Service KPIs (FY12/25 → FY12/30)

@rms All Retail Management System
Target number of stores using core ERP system
1,219 → 2,400 stores

C2Platform
Target number of registered IDs for C2Platform
693 → 6,500 IDs

Retail Pro (A Nayax Company)
Target number of stores using RetailPro
Overseas: 173 → 700 stores
Domestic: 41 → 1,300 stores

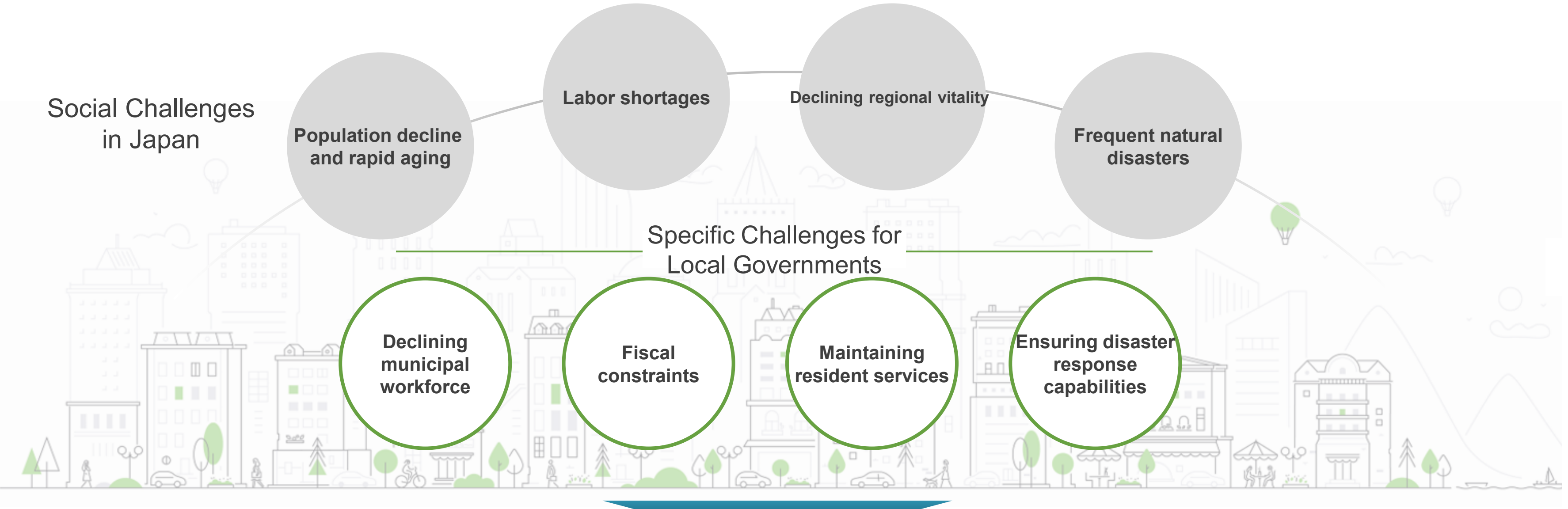
2 | Government Cloud Business

VISION

Leverage cloud and AI to enhance the efficiency of local government operations and improve convenience for residents, contributing to a sustainable, safe, and secure society

Government Cloud | Market Environment and Key Challenges

Overcoming labor shortages and financial constraints faced by local governments to build sustainable communities where everyone can live with peace of mind.



Leverage cloud and AI to enhance the efficiency of local government operations and improve convenience for residents, contributing to a sustainable, safe, and secure society

Government Cloud | Business Strategy

Achieving both growth and stability through two pillars: nationwide cloud services and Local engagement service

Growth Drivers

Nationwide cloud services

ActiveCity document management system

Reduce staff workload through enhanced AI-integrated functionality

Minnano Madoguchi online public service portal

Digital transformation enabling paperless, remote public services

CloudCerts digital certificate issuance service VC Wallet (tentative name)

Cloud services leveraging public personal authentication and verifiable credential (VC) issuance technology

Flood Alert Cloud (tentative name) Cloud-based disaster prevention system

Developing the Flood Alert Cloud, which provides AI-based damage prediction and evacuation alerts

×

Stable Earnings Base

Local engagement services

Leveraging locally established track record and trust as a foundation for nationwide expansion

Disaster prevention systems

Upgrade legacy digital disaster prevention systems in Wakayama Prefecture and expand our share in water-related disaster prevention

ERP systems

Add three new organizations to the existing 18 and expand our share in the Kansai region

Security systems

Capture opportunities created by security reviews related to the transition to zero-trust cybersecurity and expand our market share

Government Cloud | Business Strategy for ActiveCity

Focus on expanding the ActiveCity document management system and achieving the No. 1 market share in the small-municipality segment, while continuing steady share expansion beyond 2028.

ActiveCity
Document Management System

Target Customer Segments for ActiveCity

Large
Large municipalities: Prefectures / ordinance-designated cities / special wards

Medium
Mid-sized municipalities: Core cities / mid-sized cities / independent administrative agencies

Small
Small municipalities: Other cities / towns / villages, etc.

Strategy through 2028

Achieve the top market share in the small-municipality segment

2025 share (actual)*
10%

2030 share (target)*
20%

*Company estimates based on the number of local governments that have already introduced a document management system

New strategies looking beyond 2028

Around 2028, the market for standalone document management systems is expected to peak; **we will continue steadily expanding our share even after the peak.**

Strategy 1:	Integrate document management with financial and accounting systems to identify add-on offerings

Develop related products and services as new sources of earnings

Strategy 2:	Establish a competitive advantage through AI functionality

Enhance product competitiveness through value-added AI functionality and pursue strategic alliances with companies with strong AI capabilities

Government Cloud | Business Strategy for Other Cloud Services

Minnano Madoguchi DX public service portal

Open LINK for LIFE
みんなの窓口
Minnano Madoguchi

A paperless, remote DX-driven public service portal

Enabling online consultations and various application procedures using the My Number Card

Functionality enhancements through AI integration

STEP 1	**Integrate a conversational AI engine**	• First-level resident support
STEP 2	**Comprehensive enhancement of "AI Staff" function**	• Ensure 24/7 availability • Automate inquiry handling • Support multiple languages • Continuously improve accuracy through built-in learning and feedback

VC Wallet (tentative name) — VC service

A cloud service leveraging **public personal authentication and verifiable credential (VC) issuance** technologies in the digital trust domain

A smartphone app that enables users to securely manage and present certificates issued by public institutions, educational institutions, private companies.

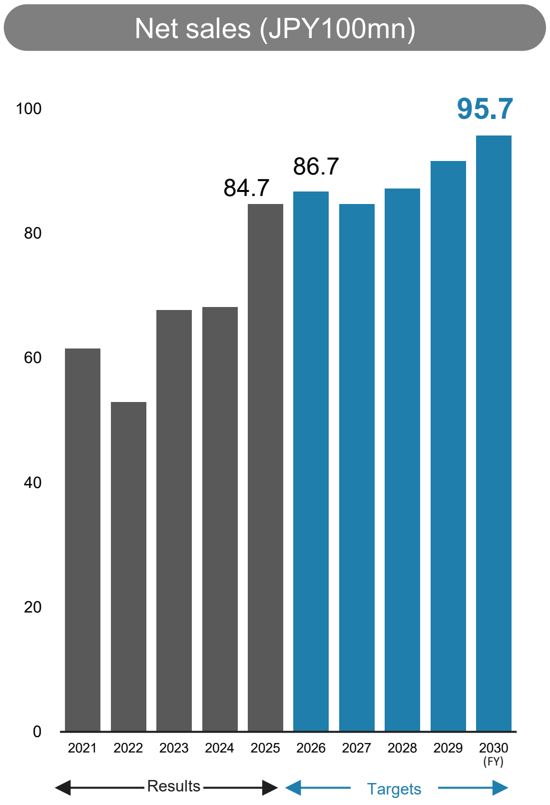
Flood Alert Cloud (tentative name) — DX-driven disaster prevention system

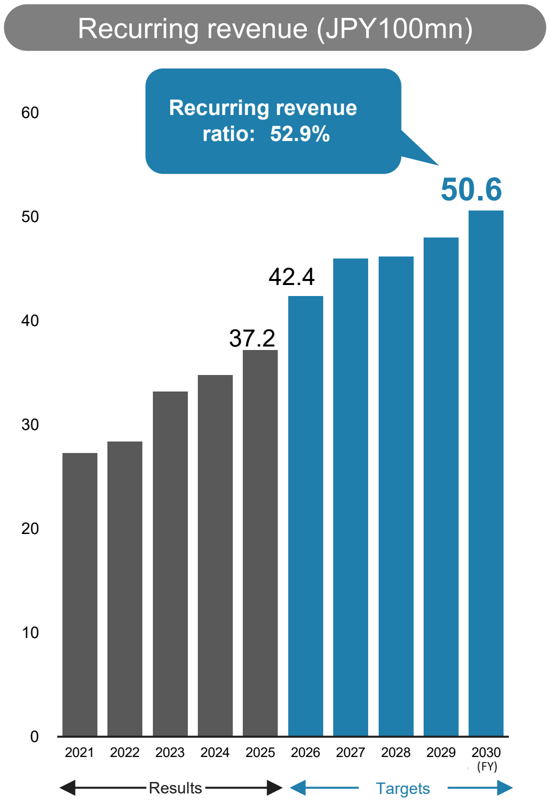
A cloud service leveraging technology and expertise cultivated through **community-based disaster-prevention services**

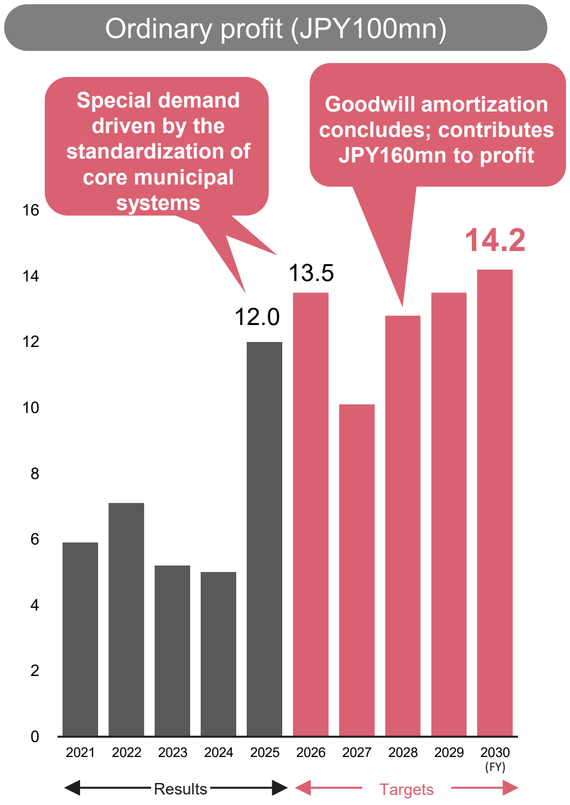
- Real-time river water level monitoring
- Early warnings using AI-based forecasting
- Rapid information delivery to residents

Government Cloud | Financial Targets

Achieve recurring revenue ratio of over 50% through growth in nationwide cloud services



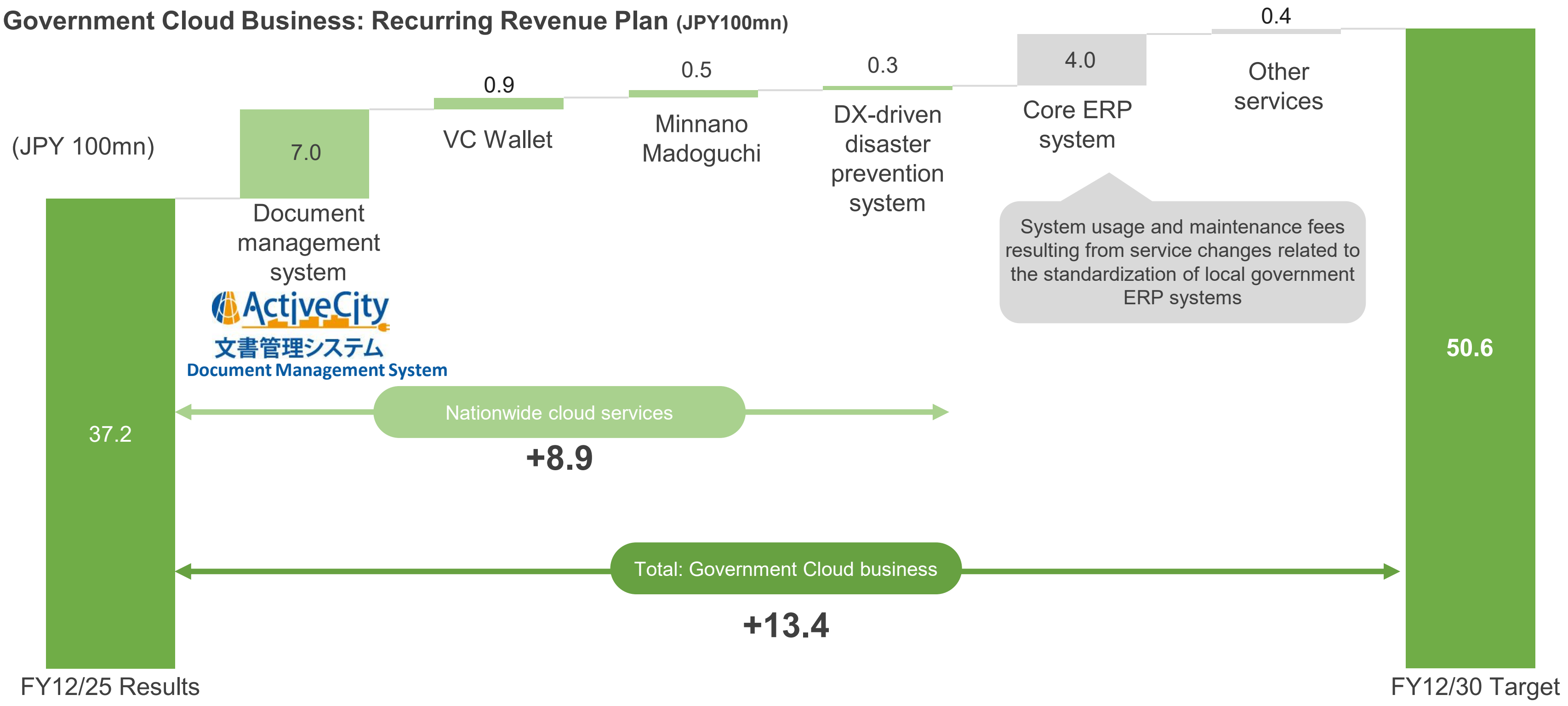




Government Cloud | Recurring Revenue Growth Plan by Service

We aim to increase recurring revenue by JPY1.34bn over the next five years, driven primarily by our document management system

Government Cloud Business: Recurring Revenue Plan (JPY100mn)



3 | Trust Business

VISION

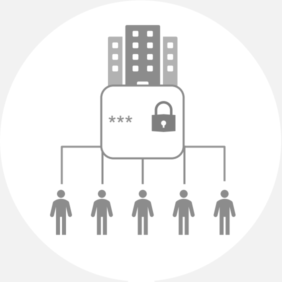
Accelerate the **real-world deployment of our trust infrastructure** in growth sectors by expanding into local governments, financial institutions, and the private sector

Trust | Market Environment and Key Challenges

From centralized **to decentralized**: the future direction of digital trust

Today: The Web 2.0 World

Dependence on large platform operators
Concerns about entrusting excessive personal data to third parties

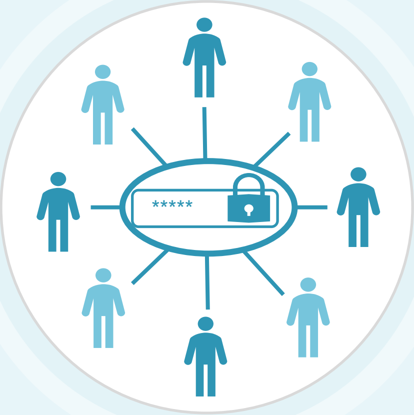


The price of convenience...

- ✓ Data concentration
- ✓ Personal information leaks
- ✓ Increasingly sophisticated fraud
- ✓ Impersonation/tampering
- ✓ Lack of transparency

The Direction the World Is Heading: The Web 3.0 World

Regulations and legal frameworks in Europe and Japan are evolving, enabling a **transition toward a world where individuals can share their data only with necessary parties, based on their own choice and without reliance on platform operators.**



Required Technologies

Digital ID
Share only the minimum necessary information with required parties

Verifiable Credentials
Tamper-resistant proof of qualifications, attributes, and permissions

Advanced eKYC
Mitigation of fraud risks (impersonation, etc.)

Trust | Core Technologies and Services

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

2017 Certified by the Minister for Internal Affairs and Communications under the Public Personal Authentication Service

2020 Certified as an electronic proxy (power of attorney) service provider

Value Our Services Provide

- Proof of identity and authenticity
- Proof of job-related authority
- Proof of skills and value

2021	2022	2023	2024	2025

2021

マイナトラスト MynaTrust

マイナサイン®

Launch of Trust business

Adoption of **"MynaTrust" Power of Attorney**

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

2022

CloudCerts Trusted on Blockchain

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

2023

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

Japan's first for a large-scale certification test

2024

CloudCerts
Digitalization of **pharmacist qualification certificates**

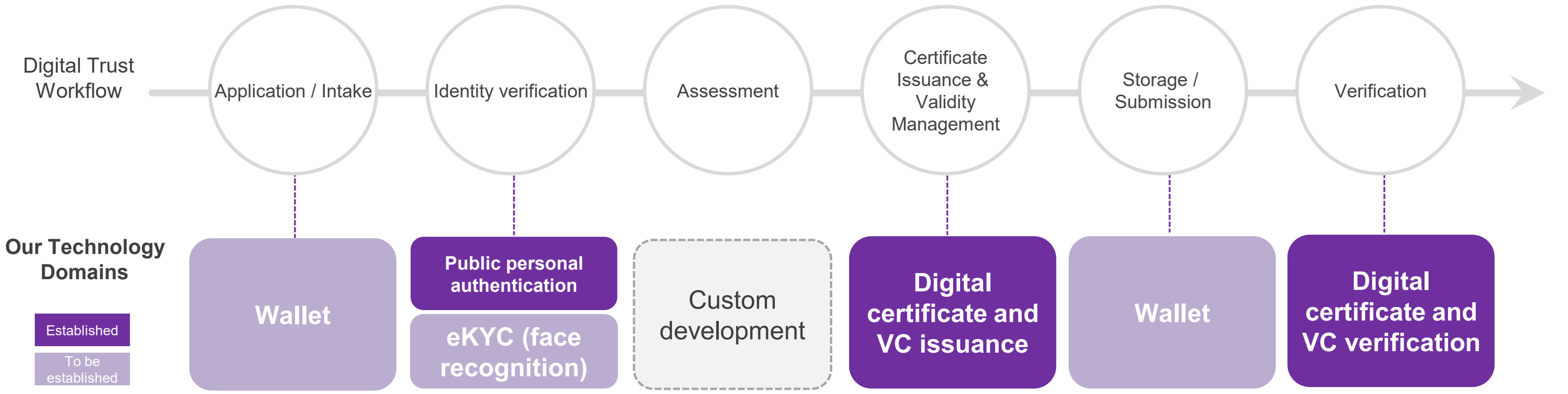
Japan's first for a national qualification

2025

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

Trust | Future Business Concept

We plan to acquire or develop the key capabilities required for digital trust — including application, issuance, and verification — and ultimately build a **platform that manages the entire digital trust lifecycle end-to-end.**



Seamlessly executing the entire process end-to-end and building services based on Web3.0-style digital credentials as social infrastructure

Trust | Service Strategy

■ Online Identity Verification (eKYC)

A next-generation identity verification service featuring all three authentication factors.

✓ Facial recognition using the **Passive Liveness** (iBeta Level 2) method*
✓ Delivering **world-class eKYC capabilities**

Creating a convenient and secure digital society while mitigating fraud risks (e.g., impersonation and tampering)

* "Passive Liveness" is a facial authentication method that automatically determines whether the user is a real, live person—without requiring any user action.

■ VC Wallet

An app that enables users to securely manage and present certificates—issued by public institutions, educational institutions, private companies, etc.—on a smartphone

Digital ID Issuance and Management

- Digital IDs that allow individuals to choose what information they disclose
- High-assurance identity verification via My Number Card authentication
- Tamper resistance ensured through blockchain-based data recording

VC Issuance and Presentation

- Digital certificates provided by issuing authorities (government agencies, schools, etc.)
- Securely proves attributes, learning history, and activity records, etc.
- Supports selective disclosure (e.g., hiding addresses / dates of birth)

User-Controlled Management

- Secure wallet-based management of digital IDs and VCs
- Privacy protection through selective disclosure

Trust | Expansion Strategy

Accelerate the real-world deployment of our trust infrastructure in growth sectors by expanding into local governments, financial institutions, and the private sector.

For local governments

- Establish services that support the national “Digital Garden City Nation Vision” and “Regional Revitalization 2.0” initiatives by **leveraging digital technologies to attract talent and strengthen connections with local communities**.
- Convert various public certificates into verifiable credentials (VCs), enabling more **flexible and convenient** issuance of up-to-date information.

Strengthen cross-business collaboration
Work with the Government Cloud sales team to approach major urban centers

For the private sector and financial institutions

- Move beyond simple VC issuance services and make **robust identity verification** capable of addressing increasingly sophisticated fraud a core strength.
- Utilize the VC Wallet to simplify **the presentation and verification of issued VCs.**

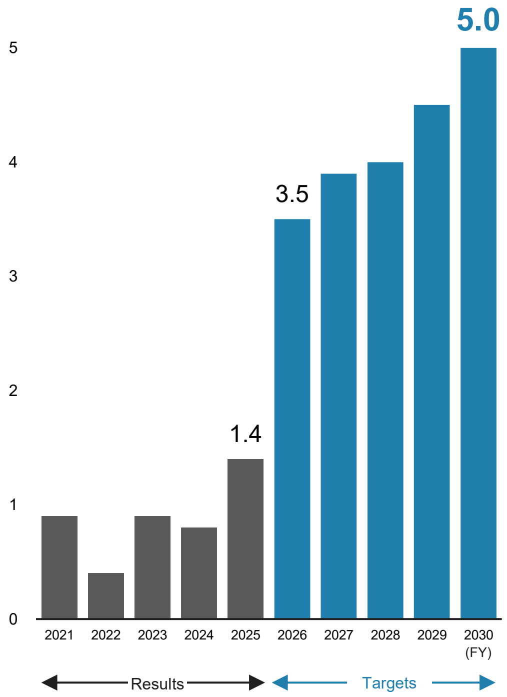
Enhance promotional activities
Increase awareness through trade shows and exhibitions

Expand sales partnerships
Efficiently expand access to the private-sector market

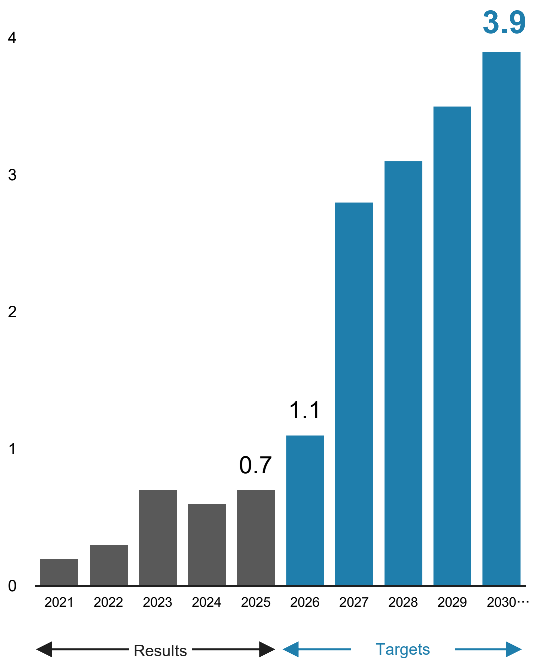
Trust | Financial Targets

Targeting profitability by 2026 while expanding revenue to establish the Trust Business as a core earnings pillar by 2030

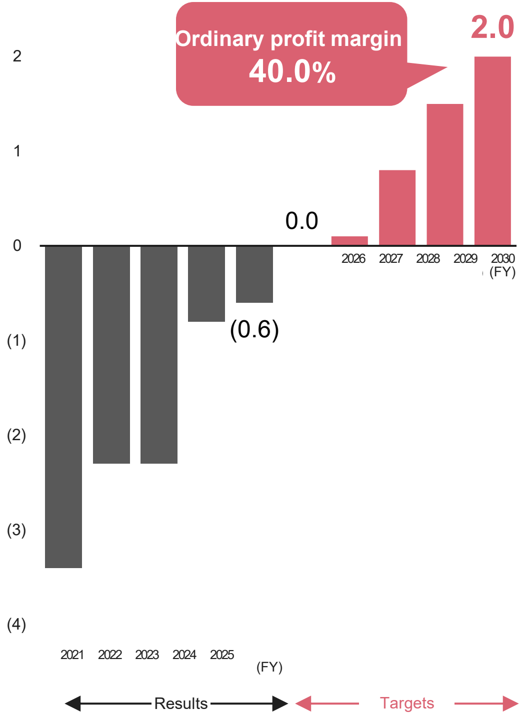
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)



4 | Mobile Network Business

VISION

Support local customers so everyone can benefit from digital technology

Mobile Network | Market Environment and Key Challenges

Business Environment

As Japan's population declines and ages, store visits and device sales are expected to decline over the long term.

The role of physical stores is changing as online usage expands.

Value Provided to Society

Support local customers so everyone can benefit from digital technology

- Transform stores from simple device sales outlets, into locations that support richer and more convenient everyday lives
- Ensure that customers who feel uneasy about digital services are not left behind

Business Policy

Maintain appropriate profitability by assessing market conditions and operating efficiently with optimal resource allocation

Mobile Network | Business Strategy

Evolve stores into locations that support everyday life

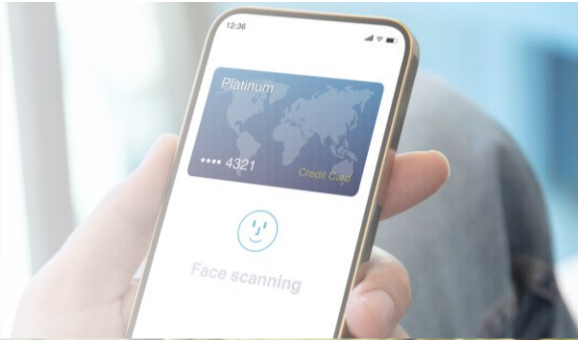
Support staff in **obtaining financial qualifications** in preparation for offering financial products

Initiatives to support local access to digital technology

Roll out outreach services that help **close the regional digital divide**

Improve productivity of store operations

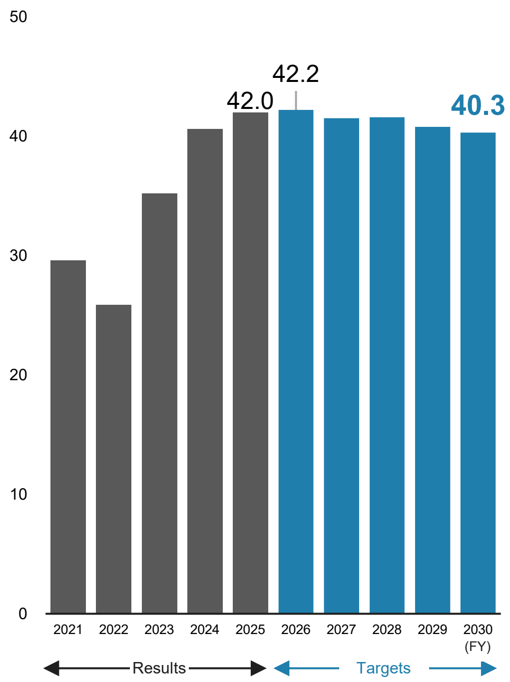
Establish a centralized operations hub at headquarters
Improve store productivity by consolidating tasks that can be handled online



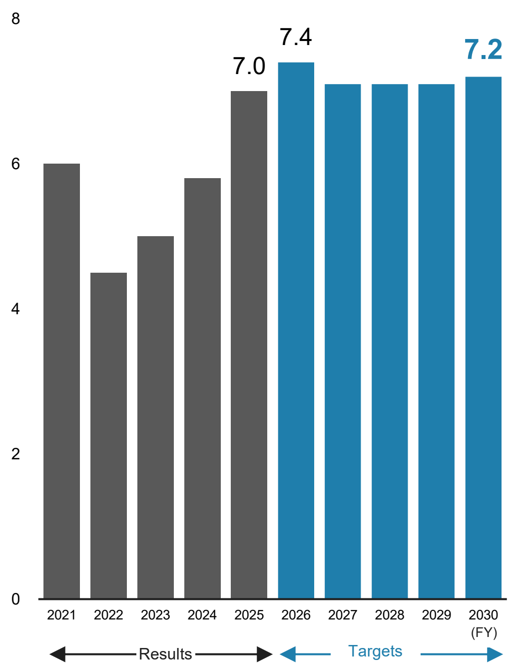
Mobile Network | Financial Targets

Despite a challenging business environment, maintain sales and profits by improving operational efficiency.

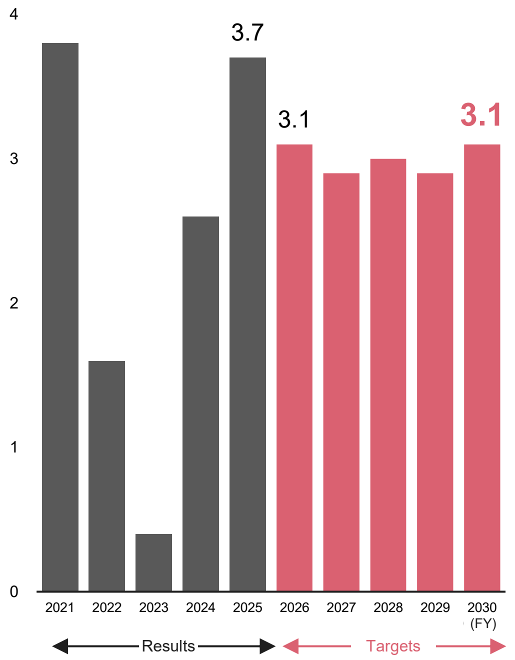
Net sales (JPY100mn)



Recurring revenue (JPY100mn)



Ordinary profit (JPY100mn)



04

Strategies to Be Chosen by Employees (Human Capital Investment)

VISION FOR 2030

Human Capital Investment

Revamp HR systems to create workplaces where all employees can work efficiently in good health and with a sense of well-being

Strategic HR Approach

Identify gaps between the talent required to execute our management strategy (skills, capabilities, headcount) and our current workforce

Operational challenges to address

- Long working hours
- Training framework development
- Securing human resources
- Improving productivity

1 **Work Environment**

2 **Employee Development**
・Training plans
・Transfers and assignments

3 **Recruitment**
・Hiring plans
・Productivity improvements

4 **Organizational Revitalization**
Enable diverse talent to thrive

5 **HR Systems**
・Evaluation
・Job grades
・Compensation

Achieving WorkSmart

Human Capital Investment | Work Environment and Employee Development

1 Work Environment

Create an environment where employees and their families feel secure

Eliminate overtime exceeding 30 hours per month

- Share overtime status at management meetings and provide training
- Improve productivity by eliminating reliance on specific individuals, outsourcing operations, and leveraging AI

Ensure psychological safety

- Improve engagement and provide training

Review office environment

- Planning to build a new office and relocate in 2031 to enhance safety (protecting both employees and business continuity) and strengthen recruitment capabilities.

2 Employee Development

・Training plans
・Transfers and assignments

Establish a strategic training framework

Career paths	• Clarify desired talent profiles and **career paths** • Develop candidates for future management positions • Assess employee experience and skill • Build a talent pool
Development and training	• **AI training** to improve productivity • **Layered, level-based training** aligned with career paths • Support for professional qualification acquisition
Organizational structure	• Establish a department responsible for talent development

Human Capital Investment | Recruitment

Recruitment

3

・Hiring plans
・Productivity improvements

Strengthen recruiting in the Greater Tokyo and Osaka areas by moving beyond our “regional company” image

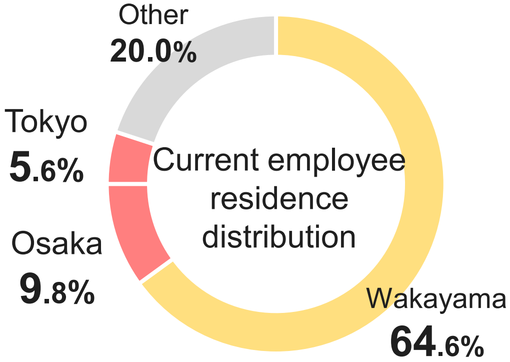
Challenging recruitment environment

Japan is projected to face a labor force shortage of 6.44 million workers by 2030.

Regional recruitment challenges
Driven by a shrinking labor force and population concentration in major urban areas

Expand recruiting areas

Expand recruiting in Tokyo and Osaka



(Cyberlinks parent company employee only; as of 2025)

Human Capital Investment | Organizational Revitalization

4 **Organizational Revitalization**
Enable diverse talent to thrive

Improve productivity through broader adoption of Cell Management* and AI while fostering an engaged workforce

Revitalization = Ensuring all employees take ownership of management and proactively propose and implement initiatives

Organizational Revitalization Initiatives

Maximize effectiveness of Cell Management (review operational structure and framework)

- Review internal mechanisms to **ensure results properly each cell's efforts**
- Establish **systems for recognizing and rewarding cell efforts and results**

Enhance mutual trust among employees

- Incorporate **considerations of psychological safety** into employee development and evaluation systems
- Plan and implement **initiatives to enhance employee communication**

Improve productivity through AI and digital tools

- Promote company-wide use of **digital tools, including generative AI**
- **Standardize business systems** across Cyberlinks Group

Enable diverse employees to thrive

- Design systems that **enable senior employees to continue playing active roles**
- **Proactively promote women's advancement**

*"Cyber Cell management" (cell-based management) divides the organization into small units called "Cyber Cells." Employees adopt a management mindset, collaborate to improve the profitability of their cells, and drive continuous daily improvement as part of the Company's management accounting framework.

5 **HR Systems**
Evaluation
Job grades
Compensation

Rebuild HR systems so employees can realize their career aspirations and leverage their diverse strengths

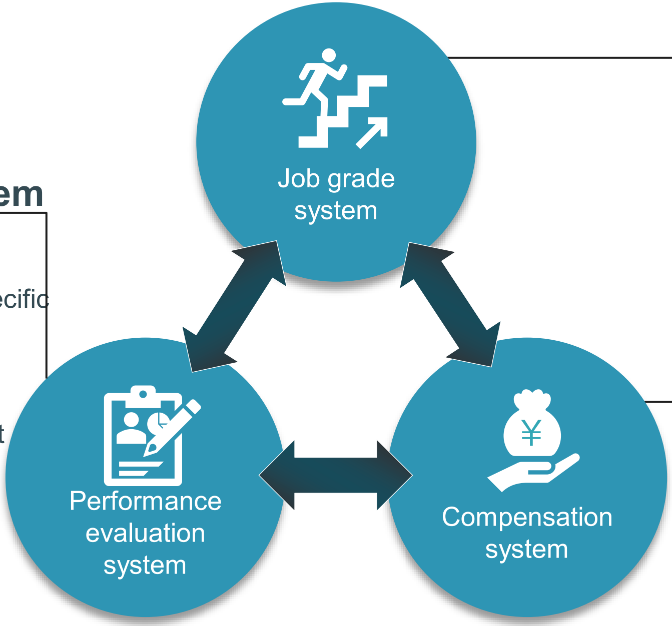
Performance evaluation system

Framework for fair and appropriate evaluations

- Set evaluation criteria appropriate for specific job types and roles

Enhance implementation

- Establish feedback meetings that support employee development
- Implement initiatives to improve understanding of the system



Job grade system

- Introduce career paths that allow professional and technical specialists to contribute without moving into management
- Redefine roles based on career paths

Compensation system

- Design role-based pay scales linked to career paths
- Introduce a more performance-differentiated bonus structure and increase the bonus multiplier
- Consider introducing stock-based compensation (restricted stock), etc.

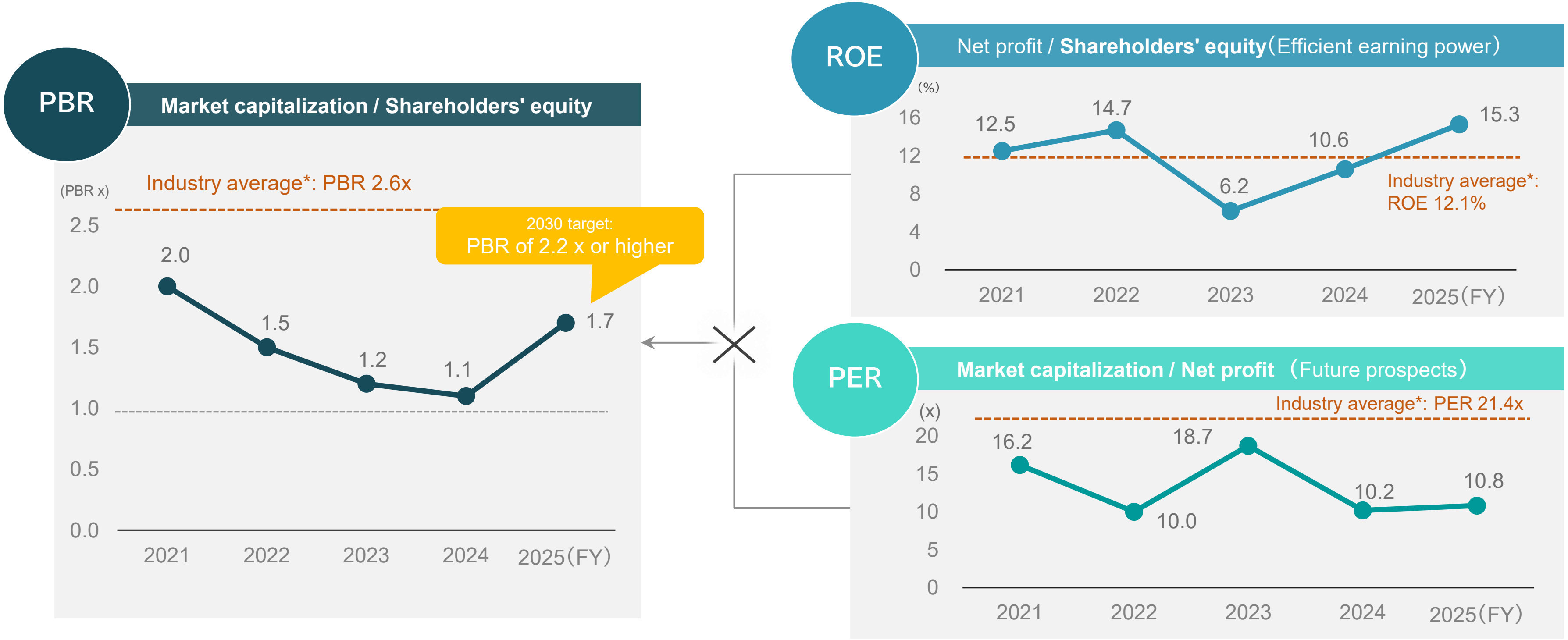
05

Strategies to Be Chosen by Investors and Local Communities (Financial Strategies and Non-Financial Initiatives)

VISION FOR 2030

Financial Strategy | Management Mindful of Cost of Equity and Stock Prices : Analysis of Current Data

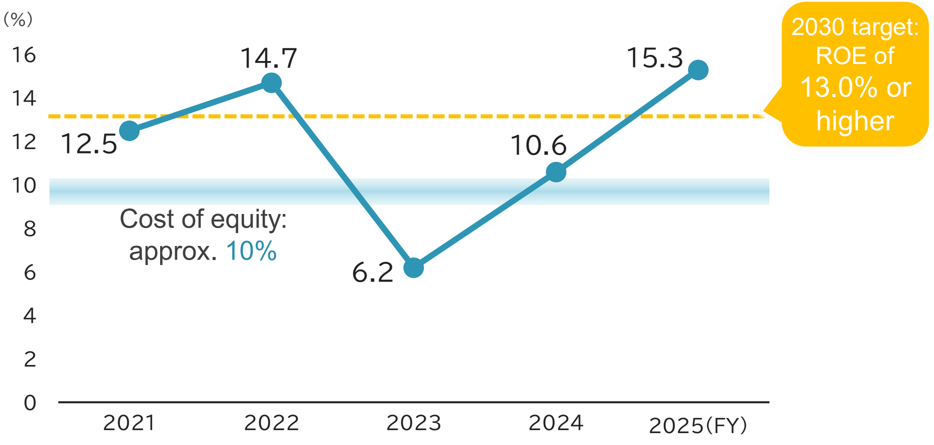
Our PBR is above 1.0x but below the industry average.
Our PER is particularly low compared to the industry average.



*Industry averages are the weighted averages for the Information & Communication sector among companies listed on the TSE Standard Market and are prepared based on the Tokyo Stock Exchange's "PER/PBR by Company Size and Industry (Consolidated/Non-consolidated) List (January 2026)."

While maintaining financial soundness, we aim to achieve an **ROE of 13.0% or higher**—a level that exceeds our cost of equity (approx. 10%) **and generates a positive equity spread.**

ROE
Efficient earning power



ROE Improvement Measures

Business growth

Steady execution of
mid-term management plan

Financial strategy

- Limit excess cash and deposits
- Optimize capital allocation across the Group
- Maintain progressive dividend policy and raise the dividend payout ratio
- Execute timely share buybacks

Reference

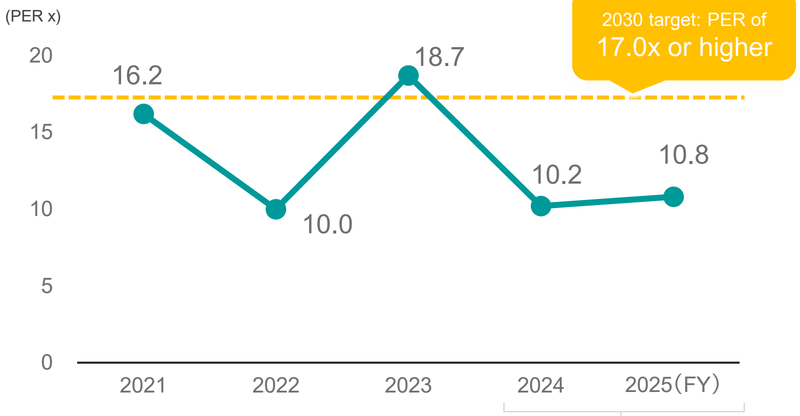
Calculating cost of equity using CAPM

Risk-free rate 2.25% ＋ β 1.0 × Risk premium 7.37% ＝ Cost of equity 9.6% (approx. 10%)

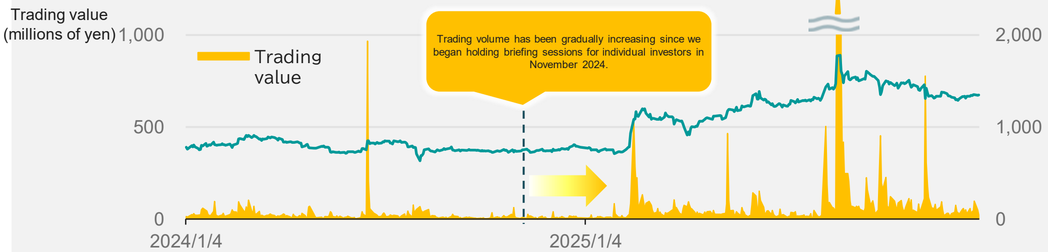
Although the beta value of our stock is around 0.8, there are concerns about its reliability due to low liquidity.
We have adopted a β of 1.0 and set the market average expected yield as the cost of shareholders' equity.

We are striving to enhance the appeal of our shares through strengthened IR activities and expanded shareholder returns, targeting a **PER of 17.0x or higher**.

PER
Future prospects



Reference: **Share Price / Daily Trading Value**



PER Improvement Measures

IR strategy

Sustained medium- to long-term share price appreciation requires participation from a diverse investor base, including institutional investors; **however, we currently lack sufficient liquidity to attract institutional investors**.

For the time being, we will continue to implement initiatives centered on individual investors—holding briefing sessions, exhibiting at trade shows, and sharing information via SNS—**to focus on improving share liquidity**, while also conducting proactive outreach targeting institutional investors.

Shareholder return measures

Maintain progressive dividend policy and raise the dividend payout ratio

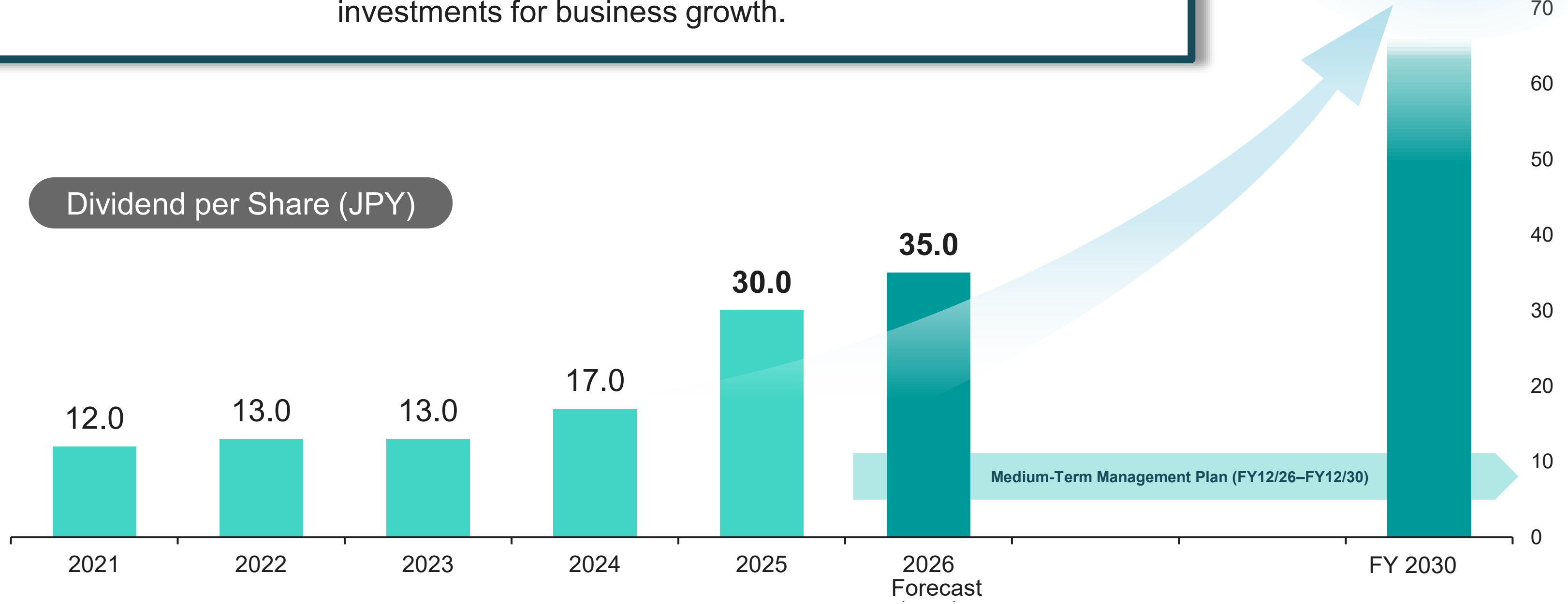
Financial Strategy | Shareholder Returns

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.

Basic shareholder return approach

Maintain progressive dividend policy and raise the dividend payout ratio



Financial Strategy | Cash Allocation

Cumulative operating cash flow over five years: approx. JPY 14.0 billion (of which approx. JPY 5.0 billion will be allocated to growth investment)

Mid-Term Management Plan (FY2026–FY2030): Five-Year Cumulative Plan

Strategic investment factored into operating CF (FY2026–FY2030)

Human capital investment:	approx. JPY 1.79 bn
R&D investment:	approx. JPY 0.70 bn
Information systems investment:	approx. JPY 0.77 bn

Cash-IN

Operating CF: JPY 14.0 bn (after execution of strategic…

Cash-OUT

Growth investment: JPY 5.2 bn

- Business development
- M&A

Head office relocation: JPY 1.0 bn

Non-current asset investment: JPY 4.6bn

- Server maintenance/ renewal
- Real estate renewal

Shareholder return: JPY 2.3 bn

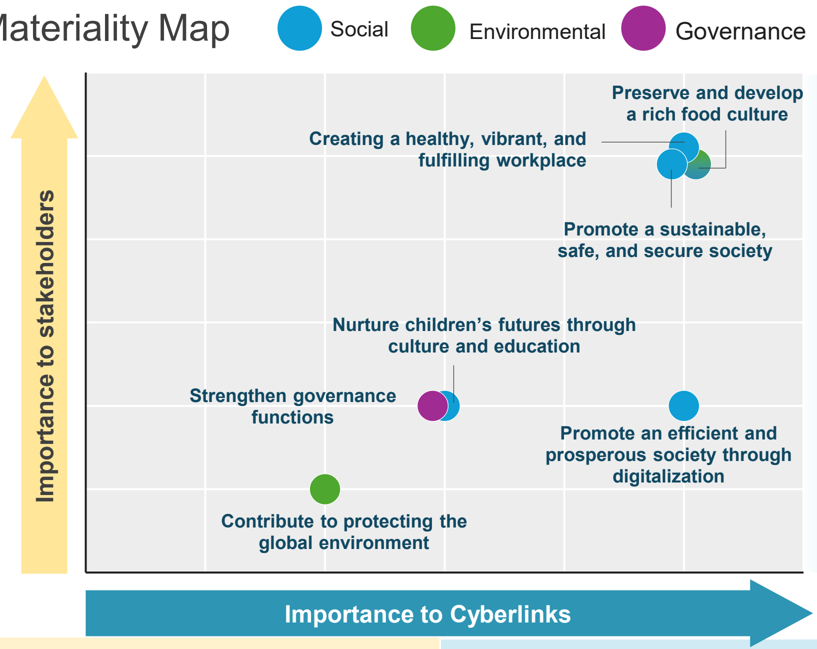
- Maintain progressive dividend policy
- Raise dividend payout ratio

Working capital increase: JPY 0.85 bn

Non-Financial Initiatives

Building a community of Cyberlinks supporters through community engagement initiatives

Materiality Map

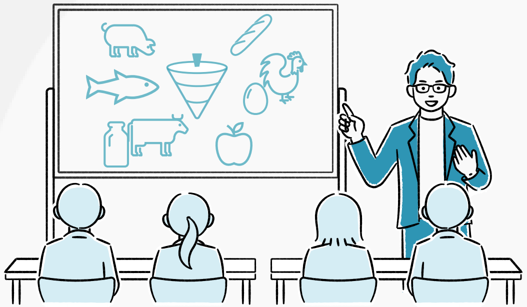


Important to stakeholders (investors)
✓Initiatives that strongly contribute to business performance
✓Activities that help address major social issues

Important to Cyberlinks
✓Social issues the Company should address
✓Issues closely related to our business
✓Issues that lead to sustainable growth (employee development and talent acquisition)
✓Initiatives that strongly to business performance

Community engagement Initiatives

- **Events related to food education and disaster preparedness**
  - Events related to food education / disaster prevention, etc.
- **Support for cultural activities**
  - Donations and other support
- **Development of PR initiatives**



06

Performance Plan(FY12/26–FY12/30)

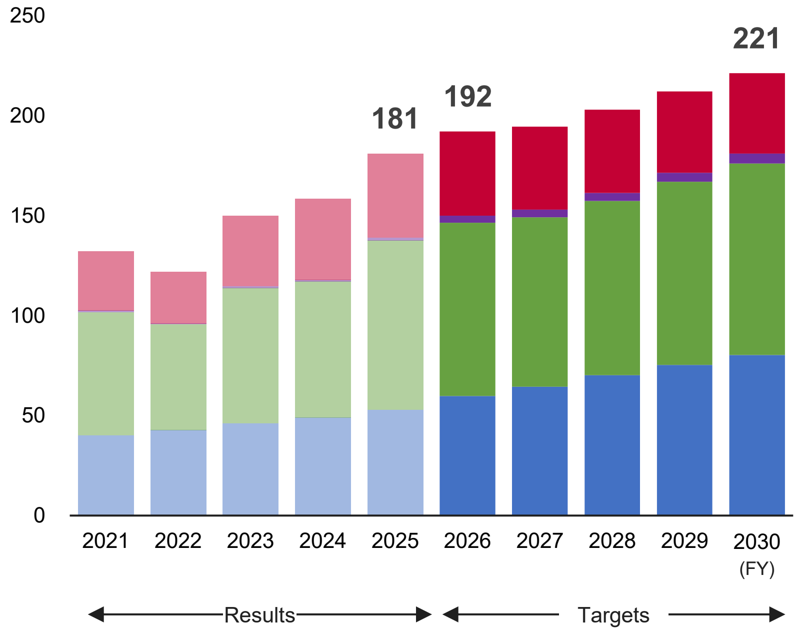
VISION FOR 2030

Performance Plan (FY12/26–FY12/30) | Net Sales and Recurring Revenue

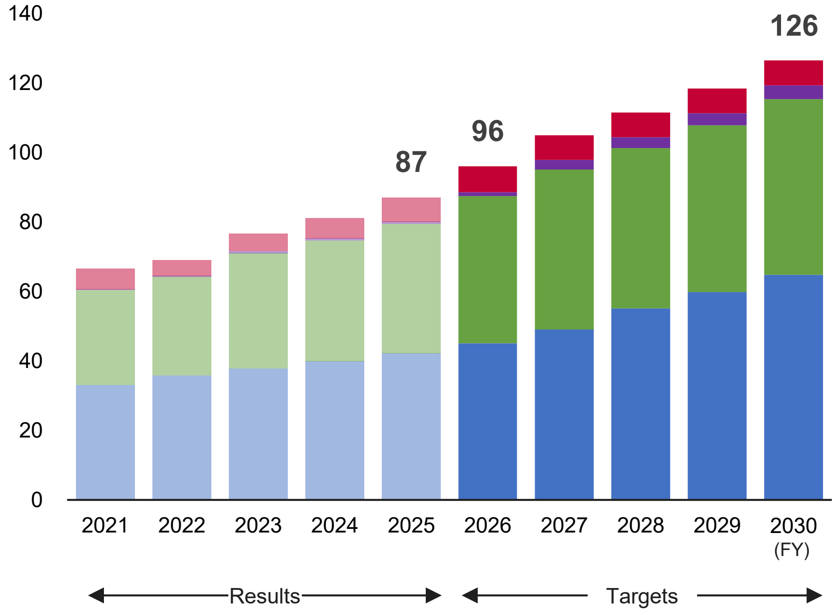
The Distribution Cloud, Government Cloud, and Trust businesses will drive strong recurring revenue growth.

Distribution Cloud Government Cloud Trust Mobile Network Management

Net sales (JPY100mn)

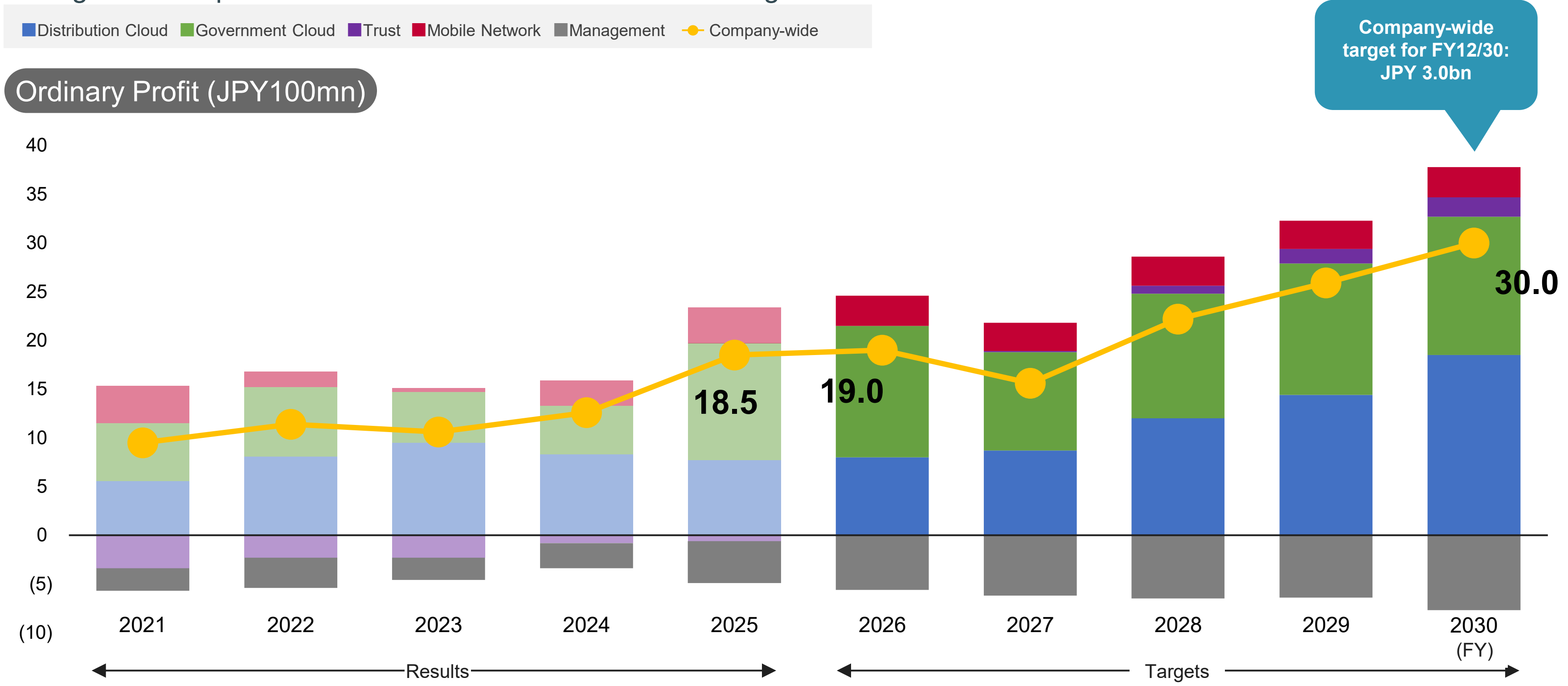


Recurring revenue (JPY100mn)



Performance Plan (FY12/26–FY12/30) | Ordinary Profit

Our target for 2030 is ordinary profit of JPY3.0bn.
Growth in the Distribution Cloud and Government Cloud businesses, stable performance in the Mobile Network business, and significant expansion of the Trust business will drive this growth.



WiLL makes anything Everything starts with an idea

CYBER LINKS

Disclaimer

This document contains forward-looking statements, including forecasts, future plans, and management targets pertaining to the Group. 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 Group 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.

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