

**Cybozu, Inc.**

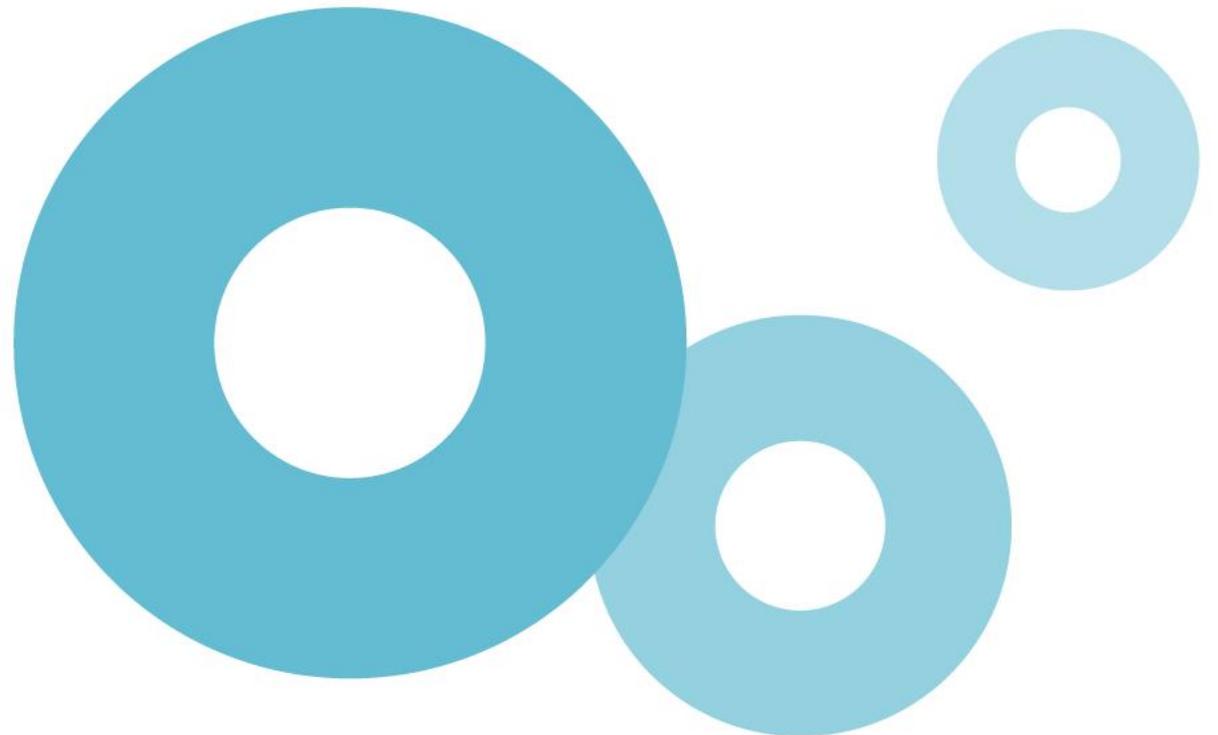
**Business Overview and Financial Results**

**Briefing for the Fiscal Year Ended**

**December 2025**

**Feb. 25, 2026**

**Cybozu, Inc.**



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# **01. Company and Business Overview**

# Company Overview



## Cybozu, Inc.

Tokyo Stock Exchange, Prime Section  
(Securities Code 4776)

**Established in 1997**

by three people in Matsuyama City,  
Ehime Prefecture

## Head Office Location

27th Floor,  
Tokyo Nihombashi Tower  
2-7-1 Nihombashi, Chuo-ku,  
Tokyo

Tokyo, Osaka, Matsuyama, Nagoya,  
Fukuoka, Hiroshima, Sendai,  
Sapporo, Yokohama, Naha,  
Shanghai, Shenzhen, Chengdu,  
Taipei, Ho Chi Minh City, San  
Francisco, Sydney, Bangkok, Kuala  
Lumpur, and others

## Business Description

Develop, sell, and operate  
**groupware**

## Capital Stock

JPY **613** million

## Employee Headcount

Consolidated  
**1,356**  
employees

\* Open-ended contract (permanent)  
employees only (executives and  
auditors not included)

## Average Age of Employees

**36.4** years

\* As at end of December 31, 2025

# Company Vision

Our Reason for Existing  
**Purpose**

## Build a society brimming with teamwork

**Culture**

### 1. Embrace a common vision

Create a common vision that resonates with all members and guides their actions

### 2. Elevate individuality

Embrace individual differences and tap into each other's strengths

### 3. Express yourself openly & transparently

Build a foundation for open trust



### 4. Exercise autonomy

Each and every individual should proactively engage in efforts to build a better team

### 5. Engage in dialogue & discussion

Strive to understand the assumptions behind each other's ideas, then discuss to reach a decision

# Our Groupware Business

Deliver **groupware** (information sharing platform) that **promotes teamwork through information sharing**

## Business solutions building platform



Platform for implementing no-code/low-code business solutions

Current subscribers  
**41,000 companies**

## Mail-sharing software



Centralized management of team email correspondence

Installed customer base:  
**16,000 companies**

## Groupware



Groupware for SMEs

Installed customer base:  
**83,000 companies**



Groupware for EPs (mid-sized and large enterprises)

Installed customer base:  
**8,400 companies**

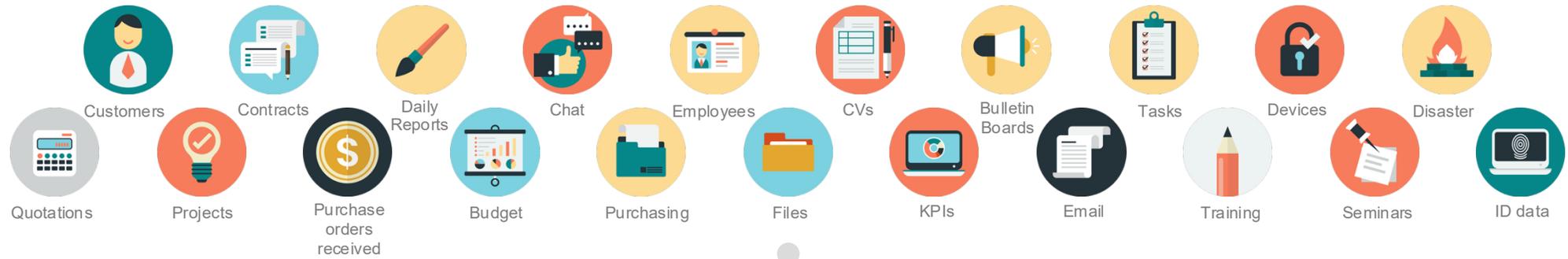
\* The numbers shown are the number of customer companies as at December 2025.

\* For Kintone the number shown is the total number of customers in Japan and overseas. For Cybozu Office, Garoon, and Mailwise the customers are in Japan only.

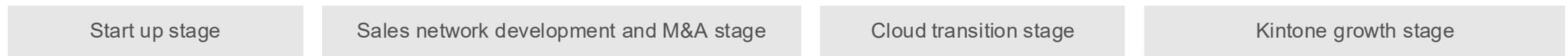
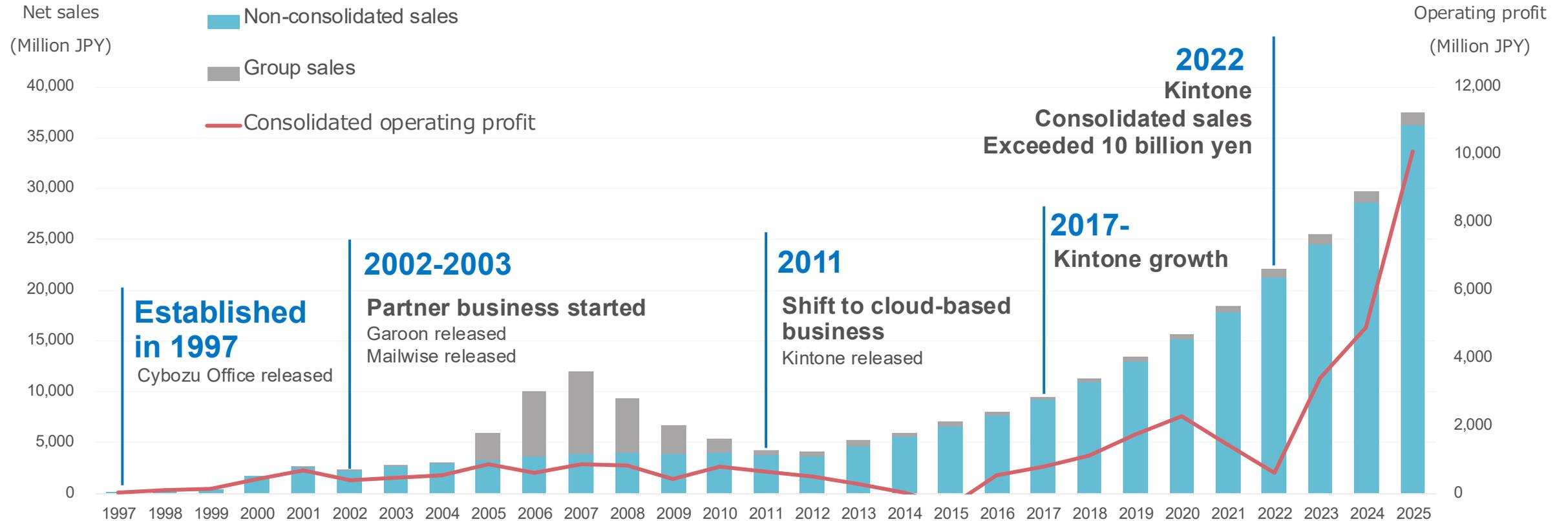
\* Kintone is exclusively sold as a cloud-based service.

\* The total number of customers for Cybozu Office, Garoon, and Mailwise is the sum of customers using the on-prem. versions and the Cloud-based versions.

Striving to create a **single platform** that allows **more diverse users** to handle **more diverse data**



# Chronology of Cybozu



## **02. FY2025 Financial Results**

# Financial Highlights

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Consolidated sales

**37,430** million yen

Cloud consolidated sales

**34,485** million yen

Kintone consolidated sales

**21,689** million yen

Consolidated sales  
growth rate

**26.1** %

Consolidated Cloud sales  
rate

**92.1** %

Kintone consolidated sales  
growth rate

**33.9** %

# Consolidated Sales and Operating Profit

Fiscal year ended December 31, 2025

Consolidated sales: JPY **37,430** million **+26.1%** YoY

Consolidated operating profit: JPY **10,101** million **+106.4%** YoY



# Detailed Consolidated Financial Results

Consolidated Financials (Unit: Million JPY)	Fiscal year ended December 31, 2024 (Actuals)	Fiscal year ended December 31, 2025 (Actuals)	YoY	
Net sales	29,675	37,430	+7,755	+26.1%
Operating Profit	4,892	10,101	+5,208	+106.4%
Ordinary profit	5,335	10,325	+4,990	+93.5%
Current net profit	3,555	7,081	+3,526	+99.2%
Net profit per share	JPY 74.99	JPY 153.17	+JPY 78.18	+104.3%
Dividend per share	JPY 30.00	JPY 40.00	+JPY 10.00	+33.3%

## Summary

- 1 The upward pricing revision was one of the factors which led to net sales growing +26.1% YoY and operating profit +106.4% YoY, significantly exceeding the previous year's growth rates.
- 2 This increased revenue and profit led to a dividend per share increase of +10 yen to 40 yen per share.

# Detailed Consolidated Financial Results

Consolidated PL (Unit: Million JPY)	Fiscal year ended December 31, 2024 (Actuals)	Fiscal year ended December 31, 2025 (Actuals)	YoY	
Net sales	29,675	37,430	+7,755	+26.1%
Cost of sales	2,940	3,736	+796	+27.1%
Labor costs	9,389	9,826	+436	+4.6%
Advertising expenses	5,618	6,370	+751	+13.4%
R&D expenses	1,228	1,491	+263	+21.5%
Others	5,605	5,904	+299	+5.3%
Operating profit	4,892	10,101	+5,208	+106.4%

## Summary

1

Cost of sales increased due to increased operating expenses, etc., for cloud services and additional operating expenses, etc., for our pro basketball team

2

Labor costs increase was limited as there was no major change in staff numbers

3

R&D costs increased owing to stepping up long-term R&D activities aimed at creating new businesses in the global market

# Financials

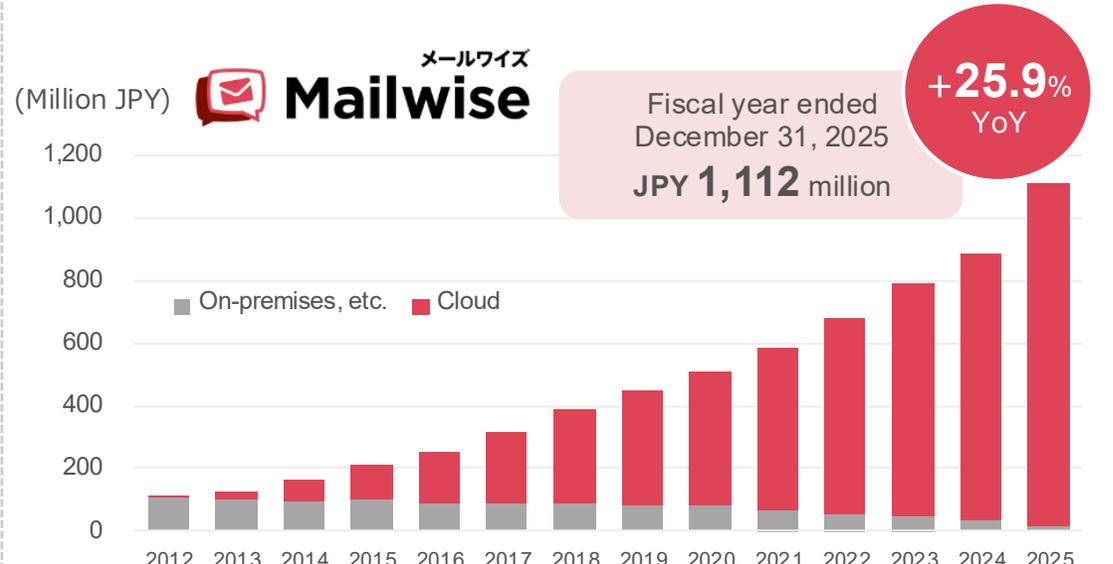
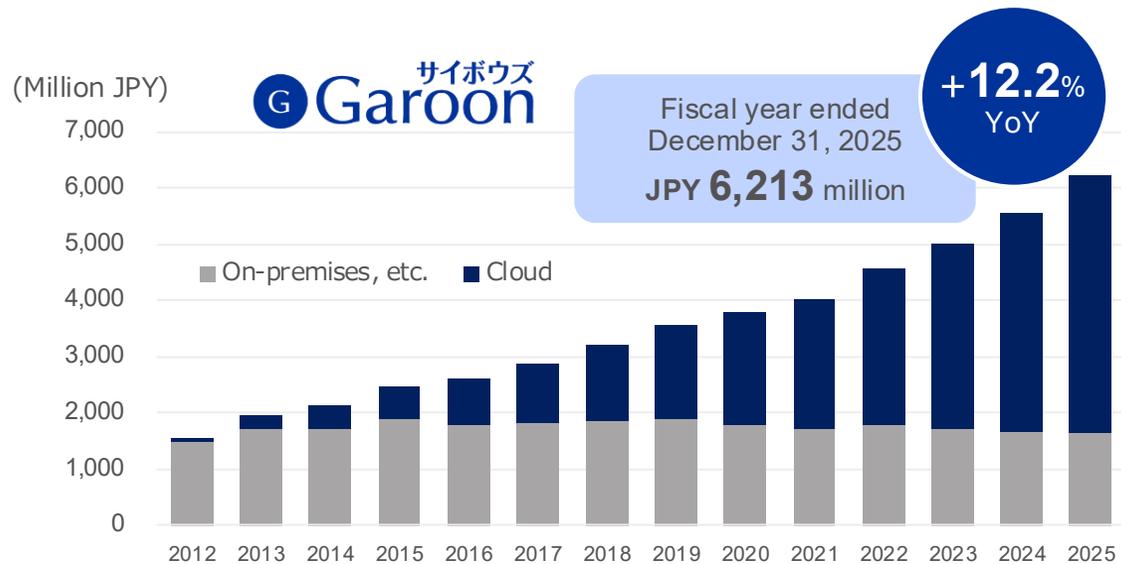
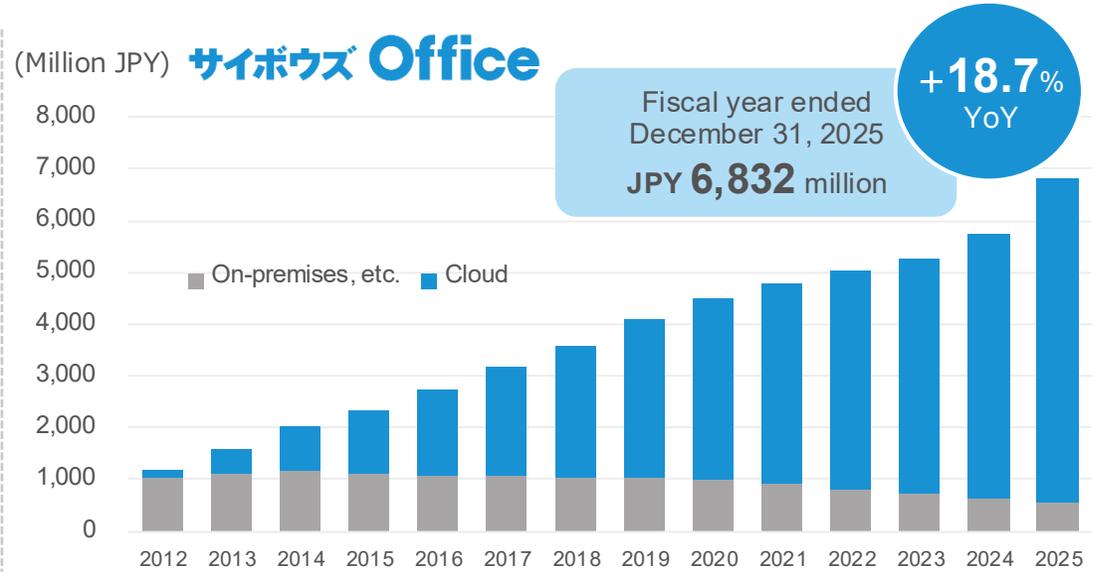
Consolidated BS (Unit: Million JPY)	Fiscal year ended December 31, 2024 (Actuals)	Fiscal year ended December 31, 2025 (Actuals)	YoY
Assets	21,087	30,140	+9,052
- Cash & deposits	5,589	11,694	+6,104
Liabilities	9,454	12,324	+2,870
Net assets	11,633	17,815	+6,181
- Retained earnings	8,709	14,404	+5,695
- Treasury stock	-4,275	-4,251	+24
Shareholder equity ratio	55.2%	59.1%	+3.9%
Net assets per share	JPY 251.69	JPY 385.13	+JPY 133.44

## Summary

1

Profits increased partly due to the upward price revision, resulting in significant increases in cash & deposits and retained earnings compared to the previous year

# Consolidated Sales by Product



# SaaS Management Indicators by Product

The ARPA of all products has increased overall due in part to the November 2024 upward price revision. For Kintone, we are promoting company-wide usage expansion for existing customers and aim to continuously improve ARPA.

Product	MRR <sup>(1)</sup> (As at end of December 2025) (Unit: Million JPY)	ARR <sup>(2)</sup> (MRR×12) (Unit: Million JPY)	ARR Growth Rate <sup>(3)</sup>	Subscription Sales Percentage <sup>(4)</sup>	Gross Revenue Churn Rate <sup>(5)</sup>	Net Revenue Retention <sup>(6)</sup>	ARPA <sup>(7)</sup> (Monthly) (Unit: JPY)
Kintone	1,876.9	22,523	23.3%	100.0%	0.92%	121.9%	47,100
Garoon	399.7	4,796	13.6%	74.8%	0.39%	107.4%	139,000
Cybozu Office	543.3	6,520	9.8%	92.8%	0.58%	114.7%	21,400
Mailwise	99.4	1,193	20.5%	99.6%	0.83%	116.7%	10,500

\* This data is for Cloud services only (non-consolidated).

\* Figures are as of December 2025.

(1) MRR: Monthly Recurring Revenue

(2) ARR: Annual Recurring Revenue (calculated as MRR multiplied by 12)

(3) ARR Growth Rate: YoY AAR growth.

(4) Subscription sales percentage: Calculated by dividing MRR by total monthly revenue (including packaged software sales)

(5) Gross Revenue Churn Rate: Churn rate calculated by dividing the current month's loss in subdomain units due to churn and subscriber attrition by the previous month's revenue (12-month moving average).

(6) Net Revenue Retention: Annual net revenue retention rate calculated by dividing the current month's MRR from subdomains that were active one year ago by their total MRR one year ago (12-month moving average).

(7) ARPA: Average Revenue Per Account per subdomain. \* Excluding team support licenses, school & parents' licenses, Kintone guest users, and Email Sharing Option. A single company may subscribe to multiple subdomains.

# Snapshot of Kintone Deployment in Japan

The number of companies subscribing to Kintone in Japan exceeded 39,000 as of December 2025. The percentage of TSE Prime Section companies that have installed Kintone also increased from the previous year to around 46%.

## Kintone user companies

**39,000** companies

\* Just in Japan  
\* As at end of December 2025

## Kintone deployment by companies listed in TSE Prime Market

Installed at approx. **46%**  
of TSE Prime Market listed companies

\* As at end of December 2025

## Customer breakdown by sector

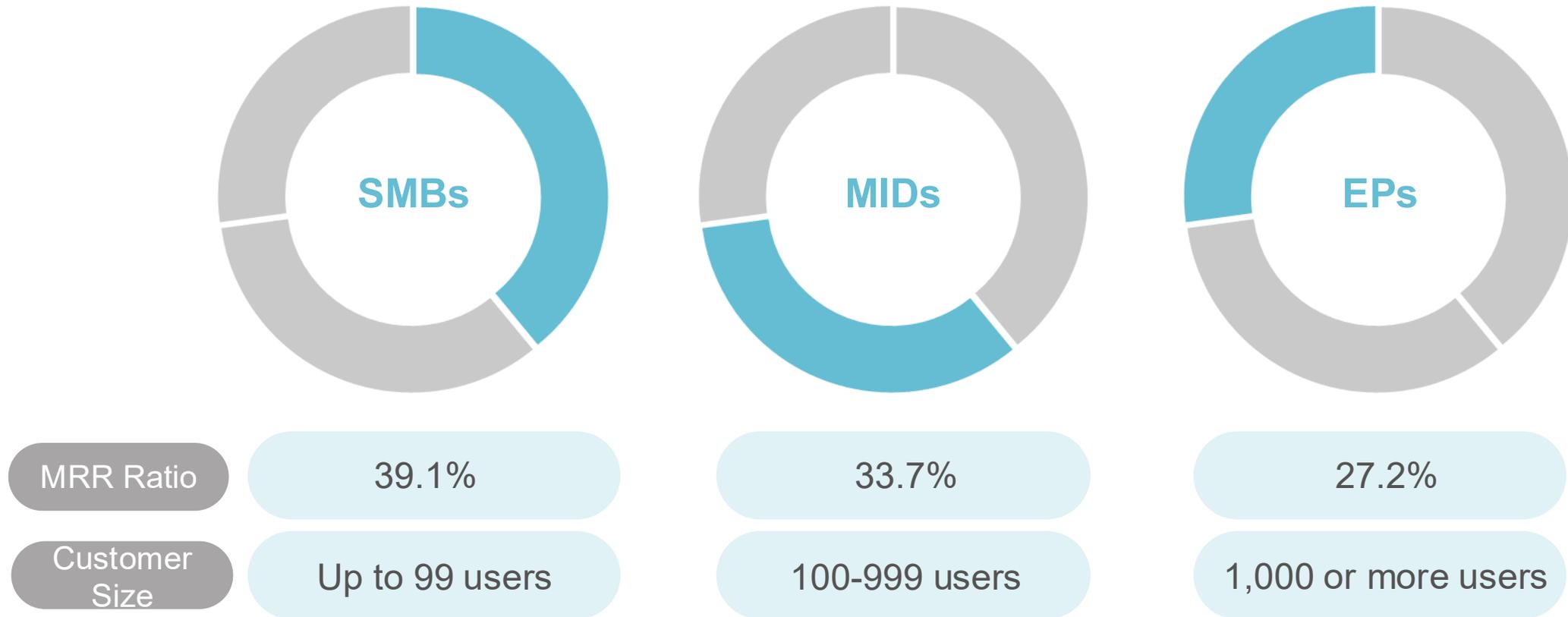
- 6 Academic research, professional & technical services
- 7 Real estate, goods leasing
- 8 Health & welfare
- 9 Transport, postal services
- 10 Financial services, insurance
- 11 Lifestyle services & entertainment
- 12 Public sector (not already included in other categories)
- 13 Education & learning support
- 14 Hotels & hospitality



\* As at end of December 2025

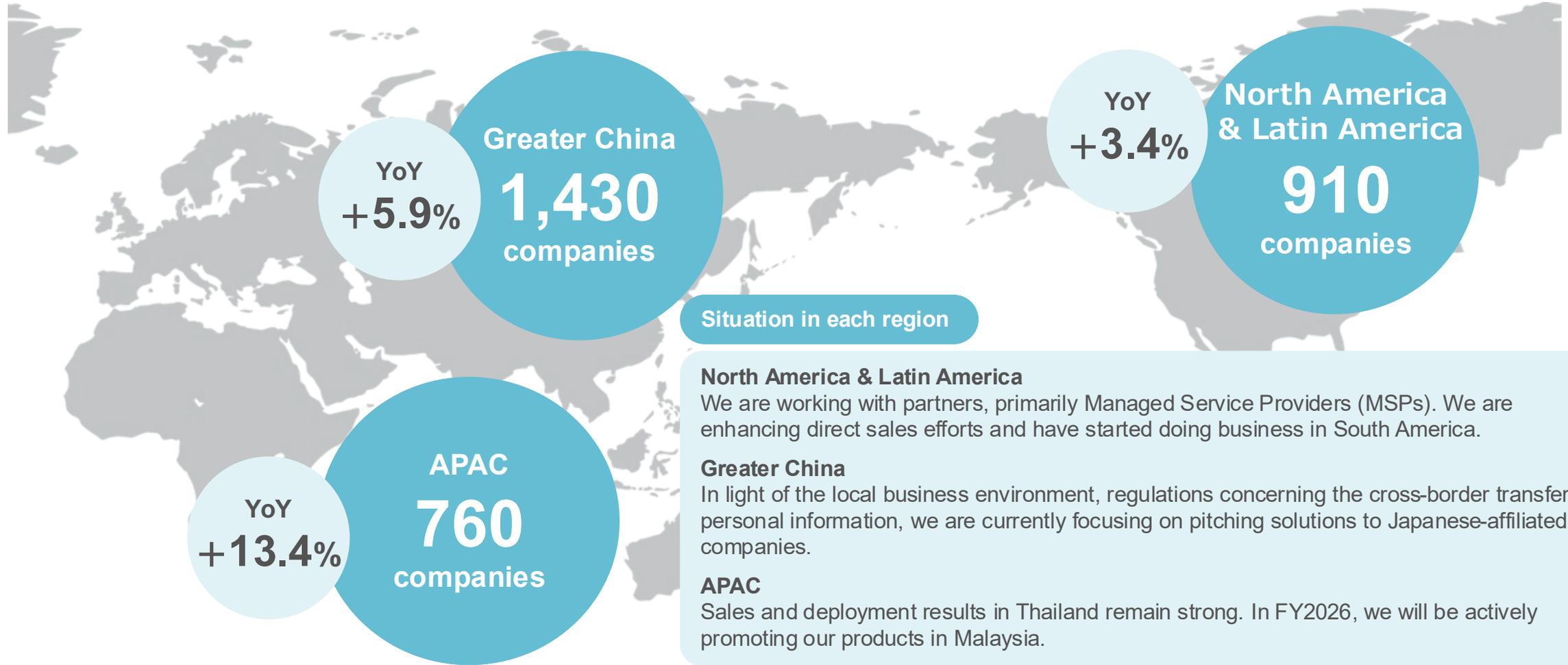
# Kintone MRR Percentage by Customer Size

The sales mix is well-balanced across all customer segments, ensuring our revenue base is not overly dependent on any single segment. In future, we will continue to strive to acquire new SMBs while also increasing our share of EP and MID corporates taking the dual approach of developing new business and promoting company-wide deployment within customer organizations.



# Global Deployment Snapshot

Deployed in **32** countries and regions around the world



- Total number of subscribed subdomains (for Greater China & APAC figures also include other products as well as Kintone)
- As at end of December 2025
- Notes on aggregation methodology changes vs. FY2024. For Greater China: Metric (excluding on-premises version of Garoon).
- For APAC: Metric changed from "total number of companies" to "active subdomains" (excluding on-premises version of Garoon).

## **03. Topics in FY2025**

# Product and Business Topics

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01

## ● Promoting Company-wide and Large-scale Deployment

- Large-scale Kintone deployment user stories
- Updated Wide License Plan features
- Published Citizen Development Guidelines

02

## ● Diversification of the Purposes for Deploying and Utilizing Kintone

- Expanded use of Kintone within local governments and efforts to drive digital transformation (DX) in regional areas
- Initiatives targeting the global market

03

## ● AI-Related Initiatives

- AI-related initiatives
- AI-related services available in the ecosystem

04

## ● Efforts to Expand the Ecosystem & Enhance Reliability

- Increased number of partners & integrations & other services offered
- Collaboration by Omron and Cybozu to drive DX in manufacturing
- U.S. Health Insurance Portability and Accountability Act (HIPAA) compliant

# Product and Business Topics

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# Kintone Company-wide and Large-scale Deployment User Stories

Large-scale Kintone deployments (for both the Wide License Plan and the Standard Plan) in organizations with more than 1,000 users are on the increase. Utilization of Kintone at scale allows organizations to further accelerate uplift of operational efficiency while enabling seamless information sharing.

Wd.

## JX Advanced Metals Corporation

Kintone used by **approx. 4,000 staff** as a **platform to drive digital transformation (DX)** across the entire group. Also strengthening governance thru use of Kintone **Wide License Plan**.

Std.

## Hokuriku Electric Power Company

Kintone **deployed company-wide** to promote **citizen development**. Driving operational improvement and talent development of DX enablers including at group companies.

Std.

## Nissan Motor Co., Ltd.

**Visualization and reuse** of front-line know-how accumulated in Kintone **using AI**. Building a Kintone x AI **in-house knowledge base**.

Std.

## Kagawa Prefectural Government

**Approx. 4,000-staff scale agency-wide deployment** driving inquiries processing operational efficiency. Ending paper dependency also **reduces risk of personal information leaks**.



# Wide Plan Feature Updates

We have expanded the features available under the Wide License Plan to further promote large-scale use of Kintone. The updates drive Kintone's competitiveness as a platform by delivering both operational flexibility and high performance for requirements unique to large-scale use.



## Performance dashboard

Monitoring performance and supporting large-scale deployment of Kintone



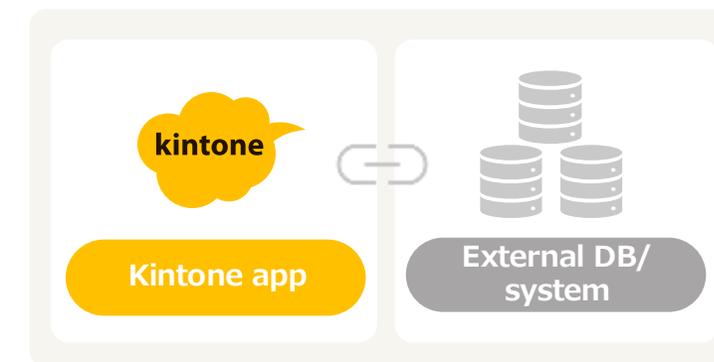
## Performance customization option

Enabling tuning suited to app use cases



## Wrapping external software with Kintone

Wrapping external databases and software with Kintone



# Published Citizen Development Guidelines

We released the Citizen Development Guidelines available free of charge aimed at DX enablement leads and the IT leadership team at large enterprises. The guidelines explain the key points necessary to plan, launch, and operate citizen development initiatives to promote DX.

## Previously released guidelines



## Citizen development guidelines (excerpts)

### 4-0. 市民開発を実践するための「ブリッジ・モデル」

市民開発を実現するには「ガバナンス」「環境」「実践コミュニティ」のルールをブリッジ・モデルで策定する。ブリッジ・モデルとは、既存のルールの中から市民開発に再利用できる要素を引き継ぎつつ、そこから橋をかけるように市民開発に必要な要素を追加するモデルである。

**既存ルールの確認** → **ルールの選択** → **市民開発ルールの新設** → **ルールの全体像**

企業や組織においてIT部門が定めた既存のルールを再確認する。市民開発に活用可能な要素を抽出し、市民開発に必要な要素を追加（＝橋渡し）する。市民開発のルールは、既存ルールの一部と新設ルールの一部から構成されている。

### 4-1. ガバナンス

#### 1. データセキュリティの検討

市民開発で安全にデータを使用できるようにするため、ブリッジ・モデルに基づき①対象データの整理、②データ管理役割設定、③利用プロセス定義、の3つを実施する。

① 対象データの整理	② データ管理役割設定	③ 利用プロセス定義
企業・組織内のデータをポリシー（セキュリティポリシー、プライバシーポリシーなど）を改めて確認し、ブリッジと市民開発に必要なルールを整理する。	市民開発者が利用できる対象データについて、データ主権部、セキュリティ主権部の責任範囲を明確化するとともに、市民開発におけるデータ利用のプロセスを策定する。	市民開発で開発されたアプリによるデータの責任範囲を明確化するとともに、市民開発におけるデータ利用のプロセスを策定する。

### 4-1. ガバナンス

#### 参考：開発標準化・開発プロセスのイメージ

市民開発活動のルールをブリッジ・モデルで整理することで、IT部門および業務部門の認識を揃える。それにより過剰なルールの検討や実施が不要になり、双方の負担を低減することができる。

- 市民開発活動において守るべき新規ルール**
  - 例1) 市民開発者が開発するアプリは、システム開発者やアプリ開発者として登録し、これにより開発やテスト/デプロイ/運用/更新が容易に行えることとする。
  - 例2) 市民開発で開発したアプリによって処理された業務データは、業務部門がその内容に責任を負う。
- IT部門のルールを踏襲し、市民開発活動において守るべきルール**
  - 例1) アプリの命名ルールは統一環境で統一する。これにより利用者は目的のアプリが探しやすくなり、システム管理も容易になる。
  - 例2) アプリのインストール/アンインストールも利用者に制限を設定する。プラグインや連携サービスも設定する場合は、開発の承認プロセスを経ることが必要。
- IT部門のルールのうち、市民開発活動には適用しないルール**
  - 例1) ドメインの管理、セキュリティ監査、アカウントの扱いなど、開発を妨げることがあるルール。
  - 例2) アプリのインストール/アンインストールのモニタリングと制限など、開発を妨げることがあるルール。

### 4-1. ガバナンス

#### 参考：領域ごとの責任分担のイメージ

市民開発活動を自律的に進めさせるには、IT部門と業務部門の責任範囲を明確化し、企業としてのガバナンスを担保しつつ業務部門の自由度を確保することが重要である。

管理パターンとその概要	開発		運用保守		環境管理
	開発	運用保守	開発	運用保守	
共通領域	IT部門	IT部門	IT部門	IT部門	IT部門
部門領域	業務部門	禁止	業務部門	業務部門	IT部門
フェージョン領域	業務部門	業務部門	業務部門	IT部門/業務部門	IT部門

# Product and Business Topics

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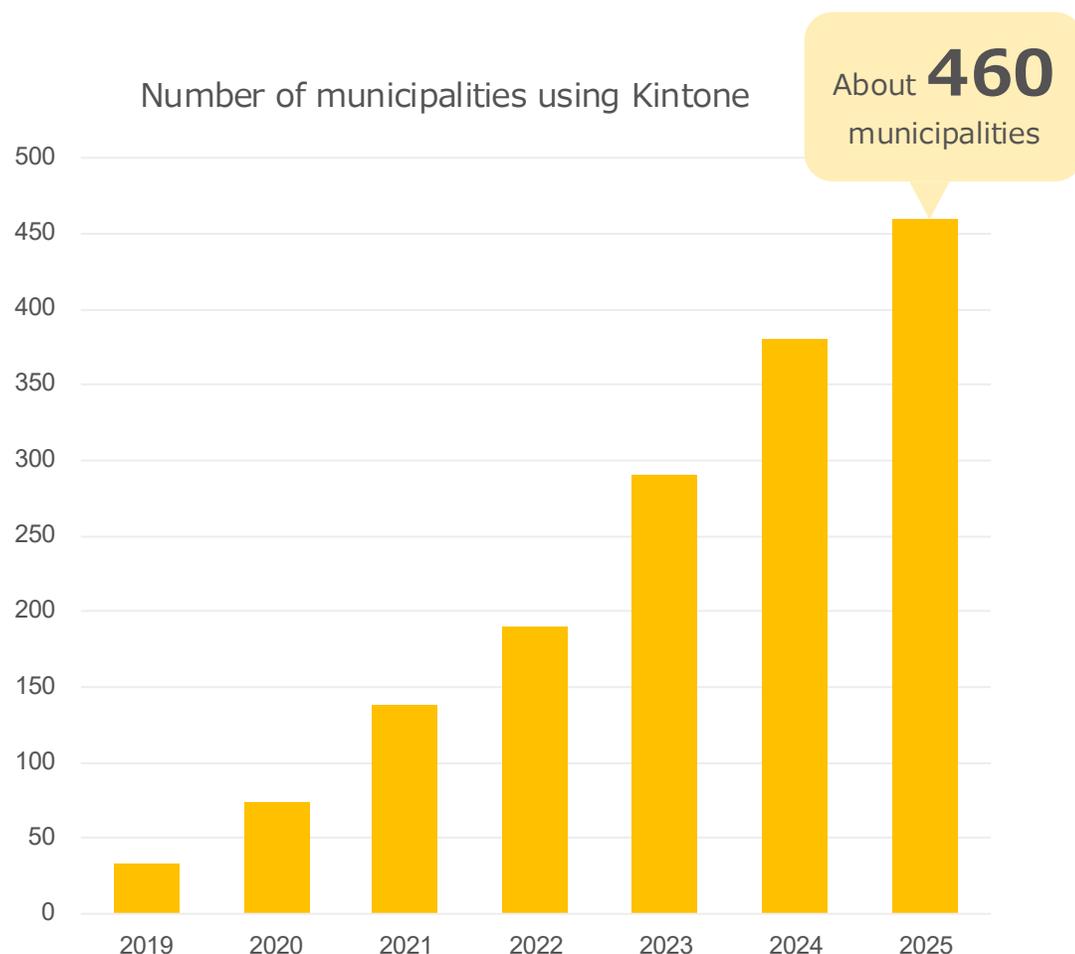
04

## Efforts to Expand the Ecosystem & Enhance Reliability

- Increased number of partners & integrations & other services offered
- Collaboration by Omron and Cybozu to drive DX in manufacturing
- U.S. Health Insurance Portability and Accountability Act (HIPAA) compliant

# Increasing Kintone Use by Local Governments

The number of local governments using Kintone broke the 460 mark. The municipalities user base increased by approx. 80 on the previous year. We have signed comprehensive cooperation agreements with Shimotsuma City, North of Tokyo, for the purpose of promoting DX within their local government, and with Matsuyama City, on the island of Shikoku, for the purpose of regional revitalization and community development. Going forward, we will also redouble our efforts to drive region-wide DX.



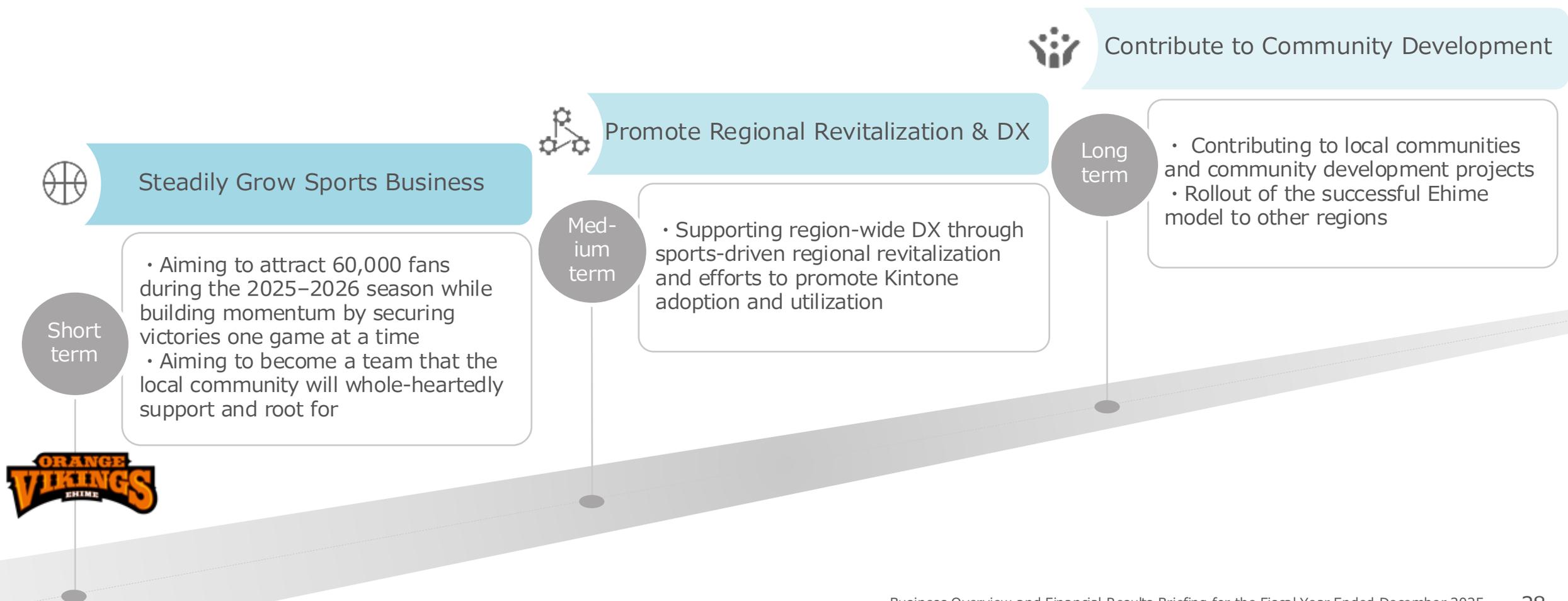
Signed a comprehensive cooperation agreement aimed at mutual cooperation and collaboration to rollout **DX promotion** within in the Shimotsuma City local government.



Signed a comprehensive cooperation agreement for the purpose of revitalizing the region and **teamwork city enablement using digital technology**.

# Initiatives to Drive DX in Regional Areas

In the short term, we aim to achieve solid growth in the sports business, and in the medium to long term, to promote regional revitalization and DX. Ultimately, our goal is to contribute to community development. On the topic of construction of a stadium for the team, we will proceed with discussions openly in collaboration with local governments and companies.



# Initiatives Targeting the Global Market

In September 2025, we held a live event, Kintone Days Global 2025, in four Asian cities: Bangkok, Shenzhen, Shanghai, and Taipei, introducing Cybozu's future AI solutions and applications that Cybozu is working on. From February 2026, we launched an advertising campaign in Malaysia focused on CRM operational efficiency across multiple media including outdoor advertising, radio, and social media.

## ● Kintone Days Global 2025

This event was held in four Asian cities, with a total of over 1,000 attendees. In Taipei, we also held a lecture by Audrey Tan × President Aono.



## ● Advertising Campaign in Malaysia

Ads focused on Kintone creating a stress-free working style for local businesspeople who struggle with complicated data management and checking project progress.



"Goodbye, work stress. Hello, Kintone!"

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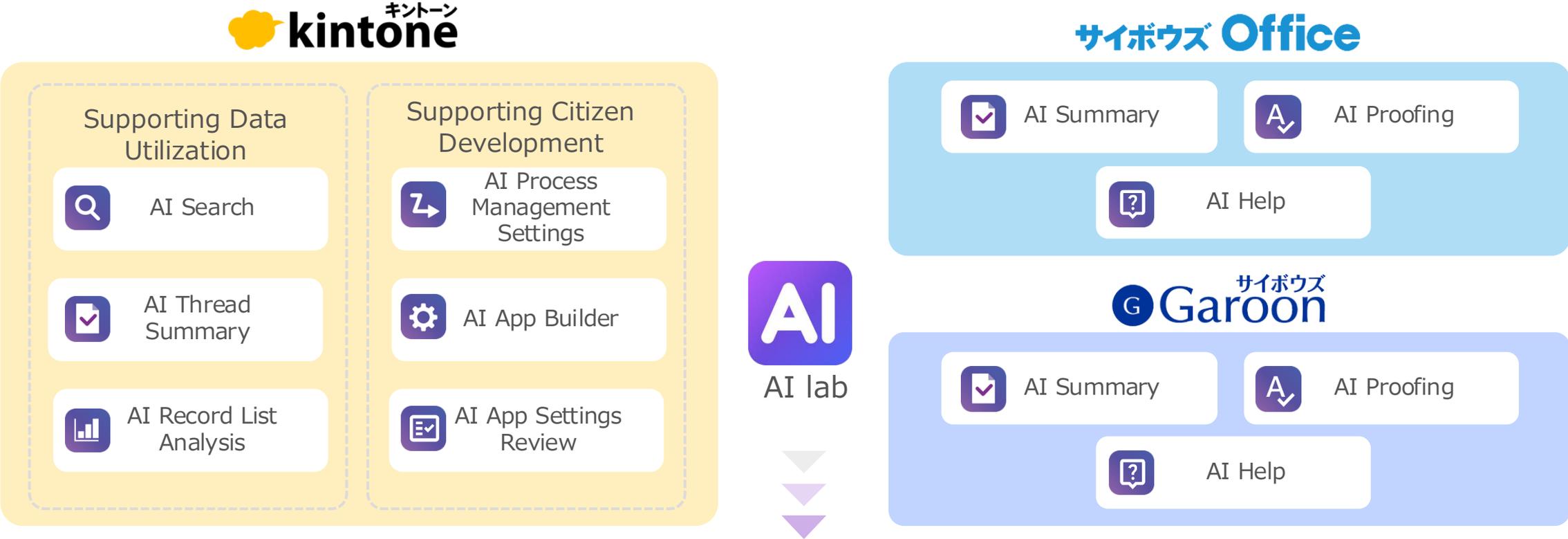
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# AI-related Initiatives

AI features have been implemented as beta versions not only in Kintone, but also in Cybozu Office and Garoon. In particular, Kintone, as a platform where internal data is aggregated, demonstrates strong compatibility with AI. In addition to incorporating AI features into products, integration with external generative AI accelerates data utilization and business improvement across the organization.



Using AI to accelerate data utilization and business improvement across the organization

# AI-related Services Available in the Ecosystem

There are also an increasing number of AI-related services available in the Kintone ecosystem. There is an expanding and enhanced range of Kintone-specific extensions, as well as connectors that seamlessly link external generative AI services with Kintone, broadening the scope of Kintone use cases.



5 or more services

### Kintone-specific extensions

Kintone extensions (plug-ins) equipped with generative AI capabilities



10 or more services

### Integrations

External services equipped with generative AI capabilities that integrate with Kintone



5 or more services

### Generative AI ↔ Kintone connectors

Enable integration settings to be configured linking external generative AI services and Kintone



5 or more services

### AI-OCR services

AI-OCR services that integrate with Kintone

# Product and Business Topics

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# Increase in Partners and Integrated Services

The partner business continues to expand every year, with the number of our official partners reaching 560 companies and the number of integrations surpassing 500 services. Partner-generated sales were JPY 21,956 million (up 32.4% YoY), accounting for 66.0% of total sales.

Number of official partners

Approx. **560** companies

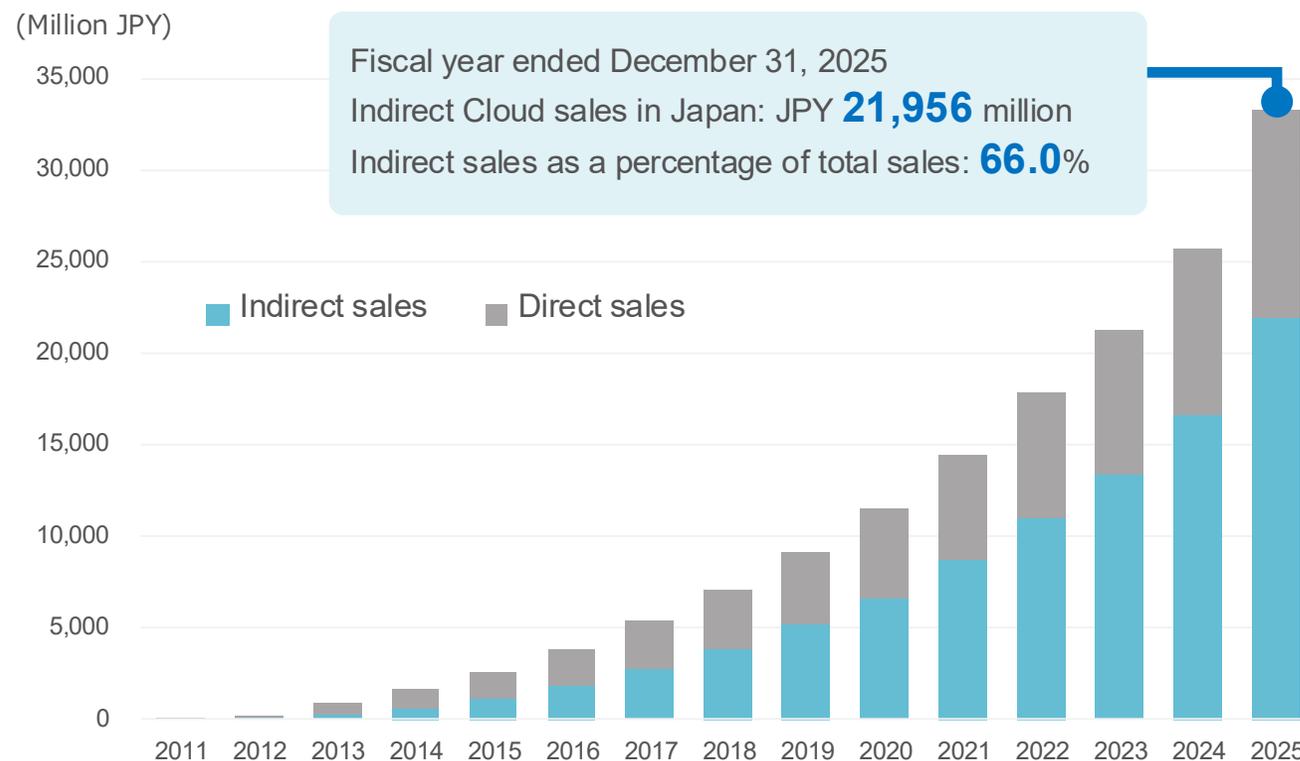
\* As at end of December 2025

No. of integration services

More than **500**

\* As at end of December 2025

Direct/Indirect Cloud sales in Japan



# OMRON & Cybozu Collaboration to Drive DX in Manufacturing

OMRON Corporation (OMRON) became our official partner and together we have begun supporting DX in manufacturing industries. The aim of this collaboration is to combine OMRON's extensive manufacturing expertise with Kintone, to solve challenges experienced by users, such as OMRON's equipment customer base, at all kinds of manufacturing sites in both Japan and overseas.



**OMRON's** extensive range of specialized manufacturing equipment and manufacturing knowhow combined with DX Platform **Kintone** enable problem solving at and digital transformation of manufacturing sites

# U.S. Health Insurance Portability and Accountability Act (HIPAA) Compliant

In FY2025, the Kintone cloud service available to overseas customers achieved compliance with the U.S. Health Insurance Portability and Accountability Act (HIPAA\*). Moving forward, we will continue to redouble our efforts to acquire security certifications.

## U.S. Health Insurance Portability and Accountability Act (HIPAA) Compliant

With HIPAA compliance, U.S. customers can handle patient medical information protected under HIPAA on Kintone by concluding a Business Associate Agreement with Cybozu's U.S. subsidiary, Kintone Corporation.

## Registered as ISMAP (Security Evaluation Standard for Japanese Government Information Systems) Compliant

The cloud service infrastructure cybozu.com as well as Garoon and Kintone (both hosted on cybozu.com) have been registered in the ISMAP-certified Cloud service directory since September 2021, and that registration is renewed on an ongoing basis.

## Acquired Information Security Management System (ISMS) Certification

- ISO/IEC 27001:2022  
 Certification scope: Design, building, and maintenance of operational infrastructure for our in-house developed cloud services/Design, building, operation, and maintenance of our in-house information system infrastructure/Development of cloud services, on-premises products, and internal systems.  
 Certification number: IS 577142
- ISO/IEC 27017  
 Certification scope: Cloud services relating to the provision of cybozu.com, Garoon, Kintone, Cybozu Office, and Mailwise  
 ISMS Cloud Security Management System relating to the provision of system operation and maintenance as a provider  
 Certification number: CLOUD 715091

- HIPAA: Health Insurance Portability and Accountability Act of 1996. A U.S. federal law enacted in 1996 that establishes rules governing the handling of patient medical information to protect privacy and ensure security.

# Corporate Topics

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01

## ● Disclosure of Human Capital Information

- Headcount and Staff Turnover Rate
- Other Human Capital Data

02

## ● Organizational Change & Corporate Governance

- Set Up Organization to Drive DX in Regional Areas
- Board Composition and Governance

03

## ● New Business Locations

- Established Global Customer Service Center in Manila

04

## ● ESG Initiatives & External Evaluation

- Disclosure of Material Issues Cybozu is Tackling
- External Evaluation

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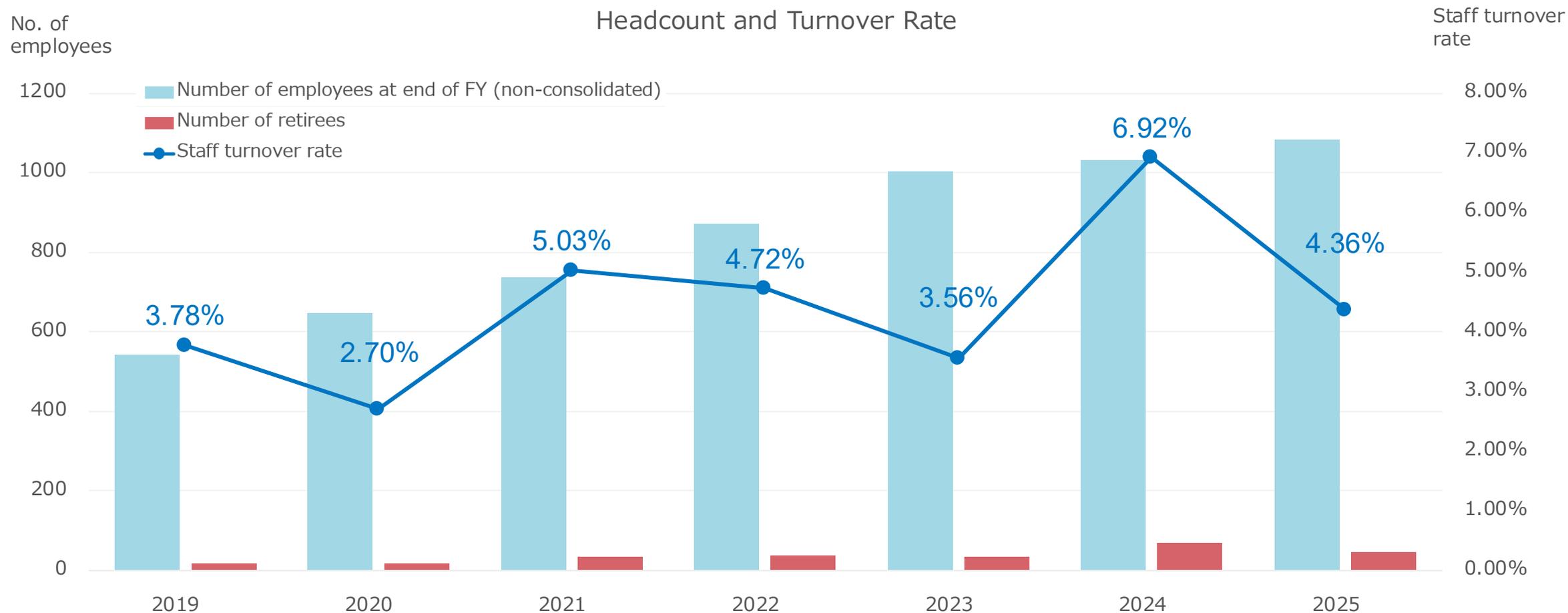
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# Headcount and Staff Turnover Rate

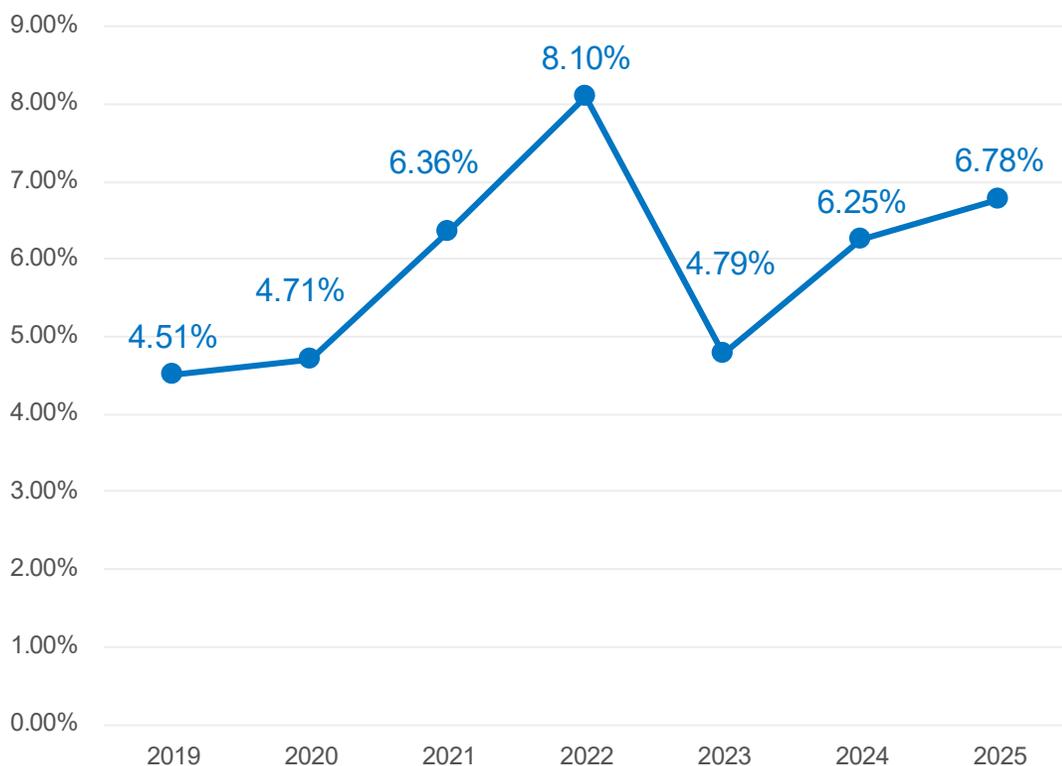
The number of employees (non-consolidated, open-ended contract employees) increased by 51 people to 1,082 and the staff turnover rate in FY2025 was 4.36%, down 2.56 percentage points from the previous year. Thus, the increase in headcount was limited with no significant change in personnel.



# Other Human Capital Data

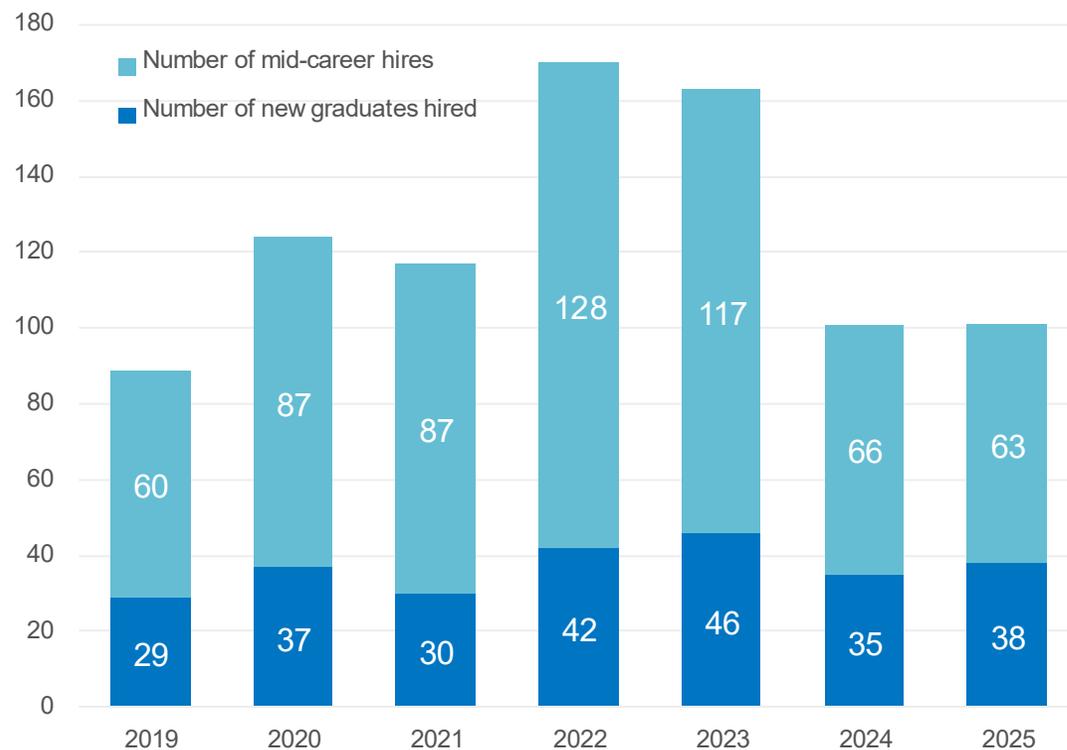
Salaries increased by 6.78% in the fiscal year under review, an increase of 0.53 percentage points on the previous year. A total of 101 employees were hired, 38 new graduate hires and 63 mid-career hires. In addition, Cybozu announced an increase in the starting salary of new graduates joining in 2027 to over 400,000 yen per month as an investment in human resources to accelerate achievement of our medium- to long-term business strategy.

Change in Pay Increase Rate



\* Salary increase rate: Non-consolidated (Japan only)

Trends in the number of employees hired



\* Chronology of number of employees hired: Non-consolidated

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# Establishment of an Organization to Promote Regional DX

We set up a new organization, the Teamwork City Office, in July 2025. The aim of the Teamwork City Office is to realize "cities brimming with teamwork" where communities leverage IT to promote information sharing and dialogue, proactively solving social issues. In addition, the power of professional sports teams to unite the community into one team is highly compatible with Cybozu's vision, combining to promote regional revitalization.



# Board Composition and Governance

We are committed to thorough information sharing of management meetings and Board of Directors meeting minutes, maintaining and strengthening governance across the organization. In addition, all current internal directors are scheduled to be reappointed, and with our revamp of the We are All Board Members (Mintori)\* initiative we aim to ensure this program also continues to operate stably.

\* Will be submitted to the 29th Annual Shareholders Meeting in March 2026

## Outside Directors (Candidates for FY2026\*)



Mika Kumahira

Reappointment

Dean, Showa Women's University, Career College for the Advancement of Diversity  
Representative Director, 21st Century Learning Institute, Inc.



Mari Yoshida

Reappointment

Associate Professor, Graduate School of Business Administration, Kobe University

## Other Directors (Candidates for FY2026\*)



Yoshihisa Aono

Representative Director and President

Reappointment



Riku Okada

Human Resources Division

Reappointment



Tomoya Taoka

Corporate Affairs Division

Reappointment



Emiko Nagaoka

Marketing Division

Reappointment

## What is We are All Board Members (Mintori) ?

Mintori is a system designed to check the governance status of our Culture (Action Guidelines). Under this system, all employees take a board member's perspective in checking whether actions are being taken in line with our Culture. Feedback to General Managers is registered in the Mintori app once a year.

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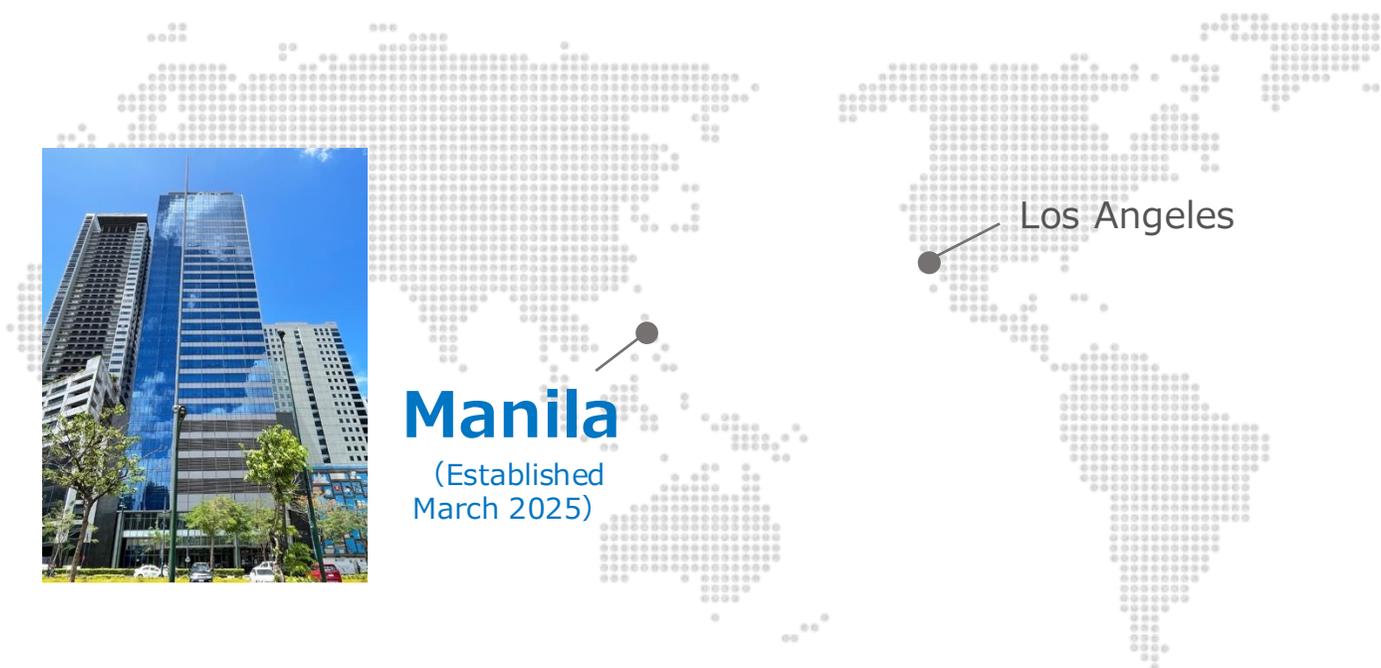
# Established Global Customer Service Center in Manila

We established the Global Customer Center in Manila, in the Philippines, and have commenced customer center operations there servicing Kintone users in the Asia-Oceania region. Our aim is to build this into a customer center that contributes to user acquisition for global business expansion.

## 5 locations in Japan



## 2 locations overseas



# Corporate Topics

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# Disclosure of Material Issues Cybozu is Tackling

We have identified the material issues (important tasks) we see as vital to achieving our company vision and published them on our website. Going forward, we plan to instill awareness of these material issues within the company while also setting targets and KPIs for each of these key challenges.

## Social

### Providing reliable cloud infrastructure

- Operating highly energy efficient data centers
- Ensuring data privacy and security



\* Excerpt

## Social

### Promoting DX to create a society that respects diverse values

- Providing information sharing platforms in the event of a disaster
- Supporting educational institutions
- Supporting employment of persons with disabilities



\* Excerpt

## Governance

### Establishing a highly transparent management foundation through information disclosure

- Maintaining a highly transparent level of information sharing
- Reflecting oversight and advice from employees in decision-making
- Internal disclosure of expenditure use



## Environmental

### Conserving Environmental Resources and Dealing with Climate Change

- Initiatives to reduce GHG emissions
- Educational activities to raise environmental awareness among employees



## Highly Rated by 3rd-party Organizations

We received high ratings from several third-party organizations. In Nikkei Computer's Partner Satisfaction Survey, Cybozu ranked first in both the Software/Services that Improve Business Efficiency and Support Insourcing category and in the Cloud Information System Services category.

### Nikkei Computer, March 5, 2026 edition Partner Satisfaction Survey 2026

Software/Services that Improve Business Efficiency and  
Support Insourcing category - 1st place  
Cloud Information System Services category - 1st place



### 2025 HDI Rating Benchmark Quality Rating (rating for customer center telephone service)

Highest rating of 3 stars



## **04. FY2026 Forecasts and Medium-term Sales Target**

# FY2026 Forecasts

The full-year forecasts for FY2026 are consolidated net sales of JPY 42,168 million and consolidated operating profit of JPY 10,514 million. We will make aggressive investments in the business to maintain a high level of growth in FY2026.

Consolidated Financials (Unit: Million JPY)	Fiscal year ended December 31, 2025 (Actuals)	Fiscal year ended December 31, 2026 (Forecast)	YoY	
Net sales	37,430	42,168	+4,737	+12.7%
Operating profit	10,101	10,514	+412	+4.1%
Ordinary profit	10,325	10,732	+406	+3.9%
Profit attributable to owners of parent	7,081	7,445	+363	+5.1%
Net profit per share	153.17円	160.99円	+7.82円	+5.1%
Dividend per share	40.00円	50.00円	+10.00円	+25.0%

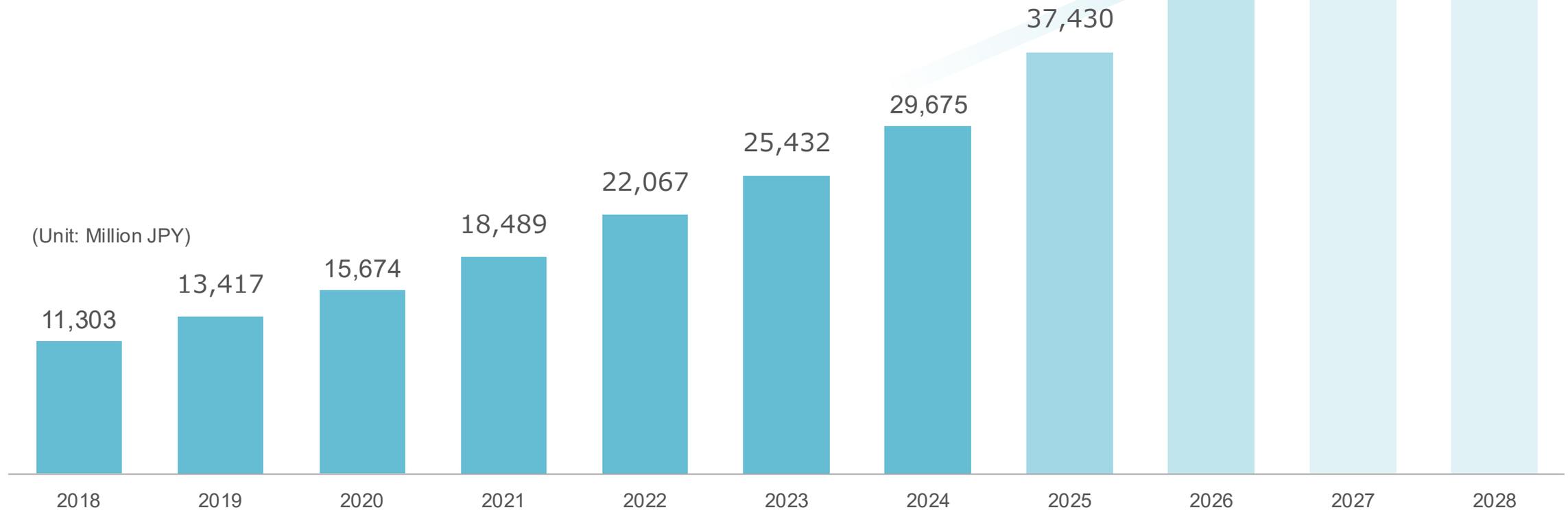
# Medium-term Sales Target

Consolidated sales for fiscal year ending December 31, 2028

Forecast: JPY **48,000** million to JPY **50,000** million

Our target: exceeding JPY **50,900** million \* Target set at double the 2023 sales.

Kintone exceeds **33,000** million



# Medium-term Focused Activities

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1

## **Promoting company-wide and large-scale deployment**

Strengthen marketing and sales activities in addition to enhancing features to promote large-scale deployment in the enterprise market

2

## **Striving to create a platform that allows more diverse customers to handle diverse data**

Invest in AI technologies, enhance features, and develop add-on services to increase deployment of and uses for Kintone

3

## **Continued R&D to develop products that are competitive in the global market**

Drive R&D with the aim of making an announcement by the end of FY2026

# Company Vision

Our Reason for Existing  
**Purpose**

## Build a society brimming with teamwork

**Culture**

### 1. Embrace a common vision

Create a common vision that resonates with all members and guides their actions

### 2. Elevate individuality

Embrace individual differences and tap into each other's strengths

### 3. Express yourself openly & transparently

Build a foundation for open trust



### 4. Exercise autonomy

Each and every individual should proactively engage in efforts to build a better team

### 5. Engage in dialogue & discussion

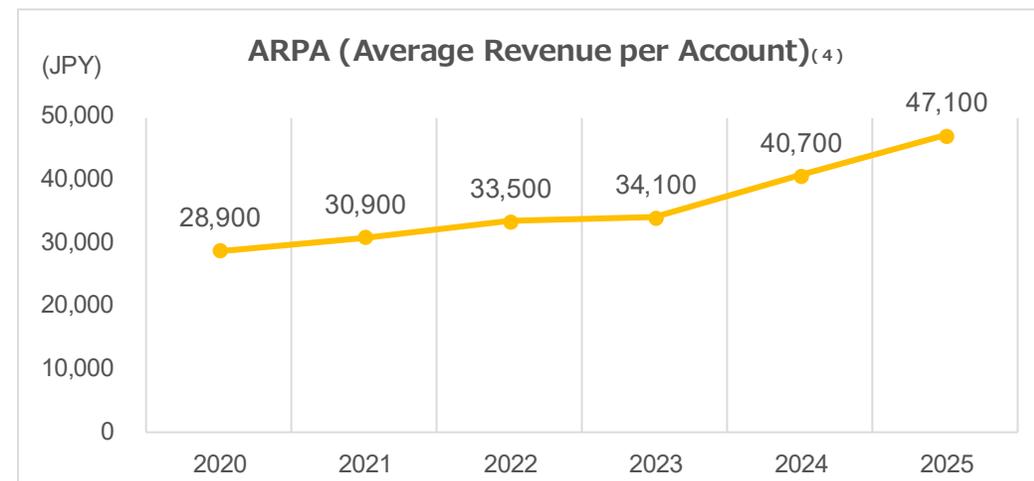
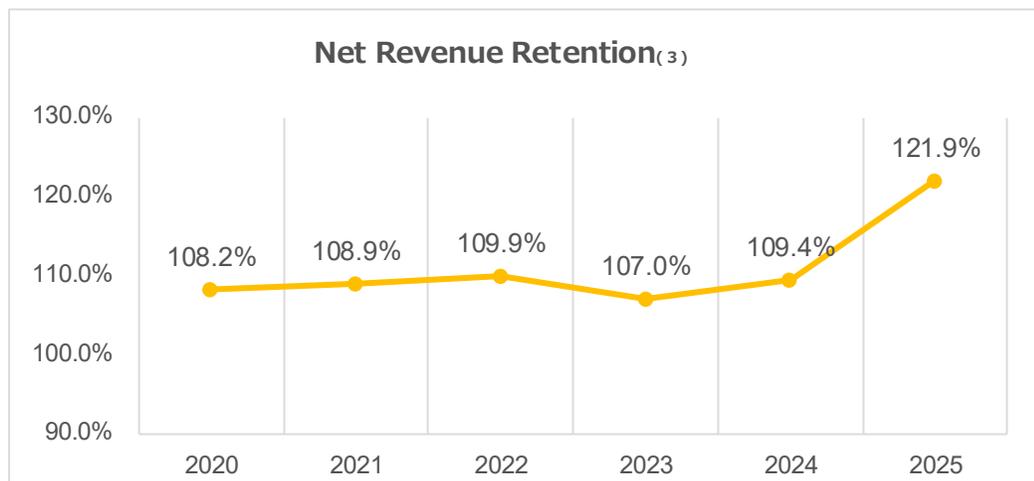
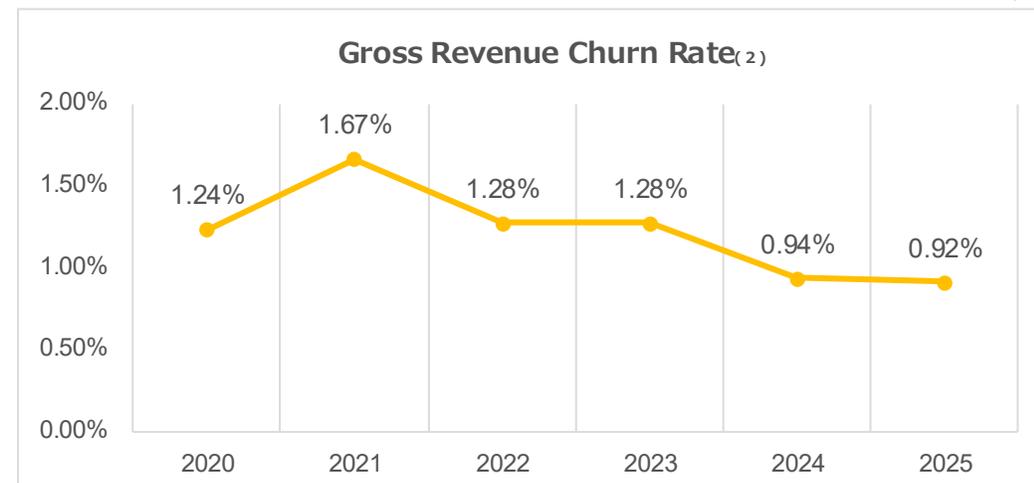
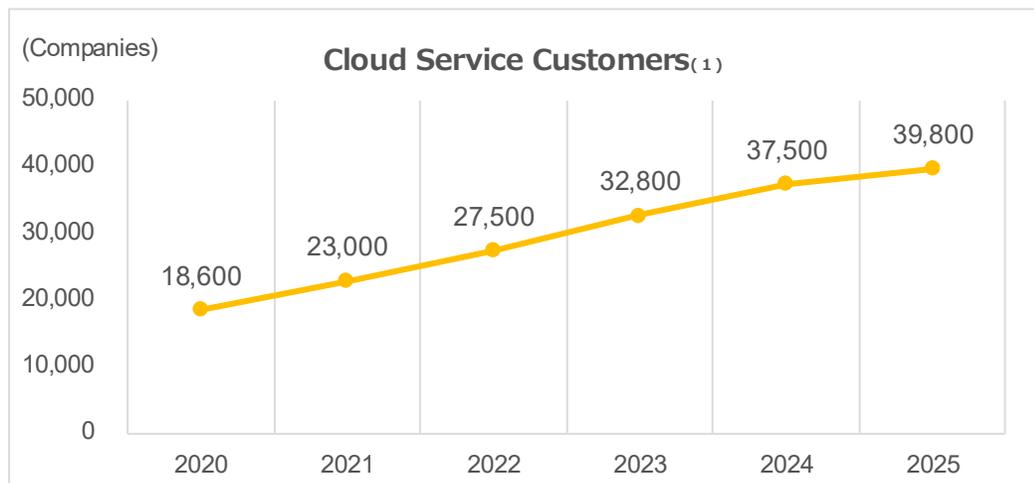
Strive to understand the assumptions behind each other's ideas, then discuss to reach a decision



# Appendix

# SaaS Indicators | Kintone

\* As of the end of December each year



\* The above data is for Kintone (non-consolidated)

(1) **Cloud Service Customers:** calculated in units of 100.

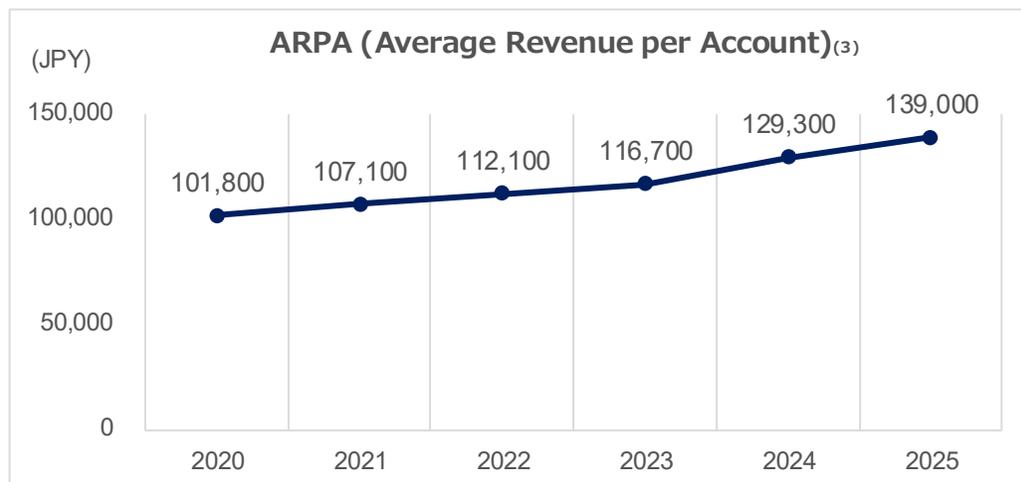
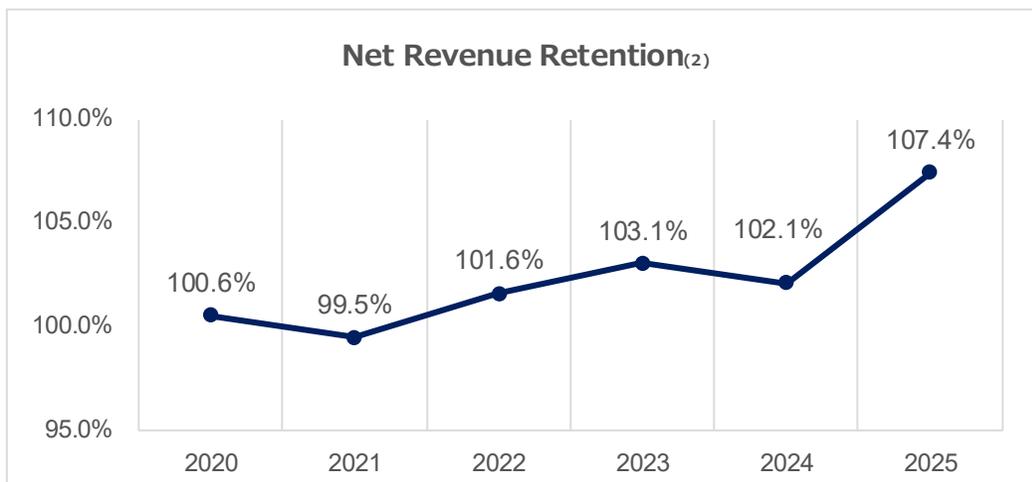
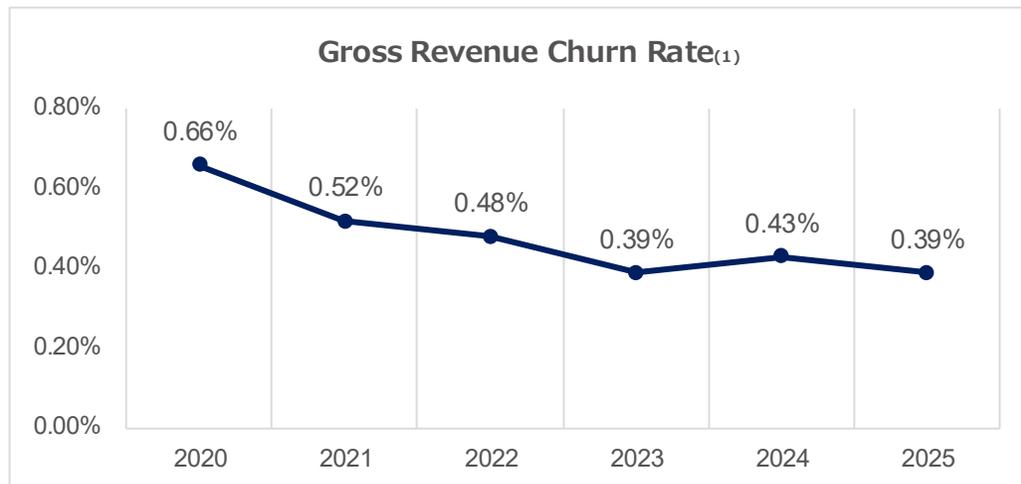
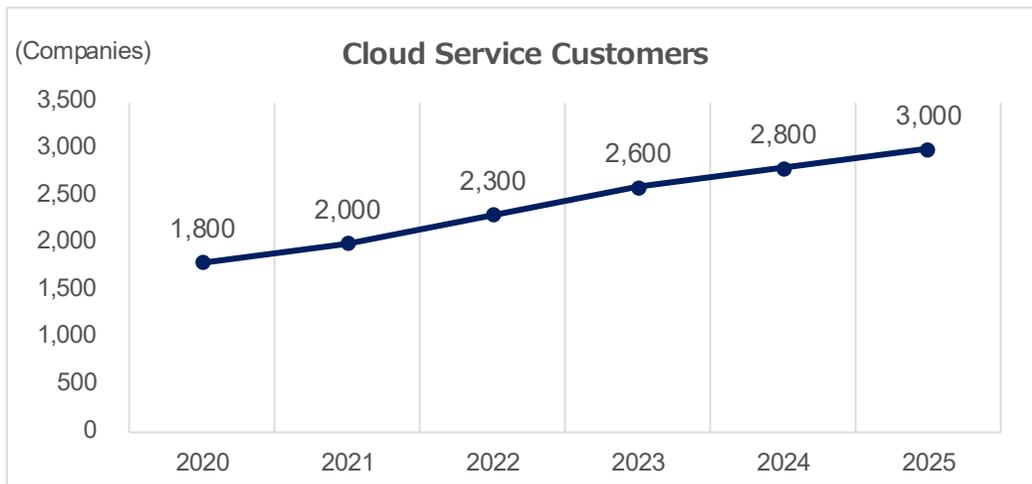
(2) **Gross Revenue Churn Rate:** Churn rate calculated by dividing the current month's loss in subdomain units due to churn and subscriber attrition by the previous month's revenue (12-month moving average).

(3) **Net Revenue Retention:** Annual net revenue retention rate calculated by dividing the current month's revenue of the subdomains subscribed to as of one year ago by the monthly revenue of one year ago (12-month moving average).

(4) **ARPA:** Average Revenue per Account (ARPA) per subdomain. \* Excluding team support licenses, school & parents' licenses, and Kintone guest users. A single company may subscribe to multiple subdomains.

# SaaS Indicators | Garoon

\* As of the end of December each year



\* The above data is for the Cloud version of Garoon (non-consolidated).

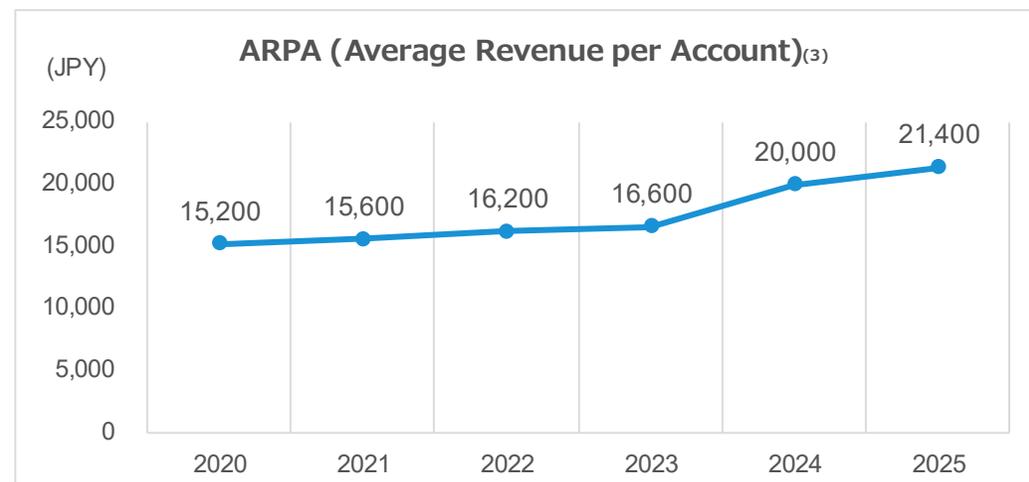
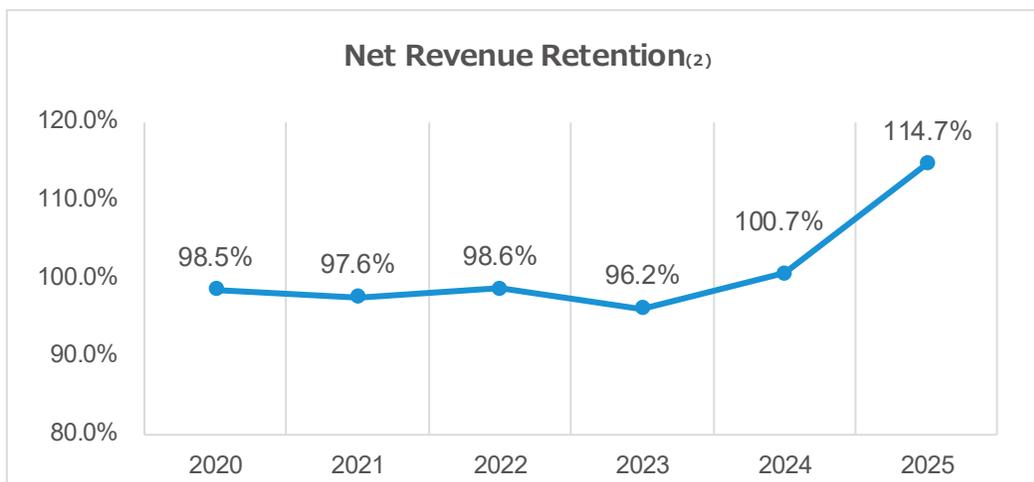
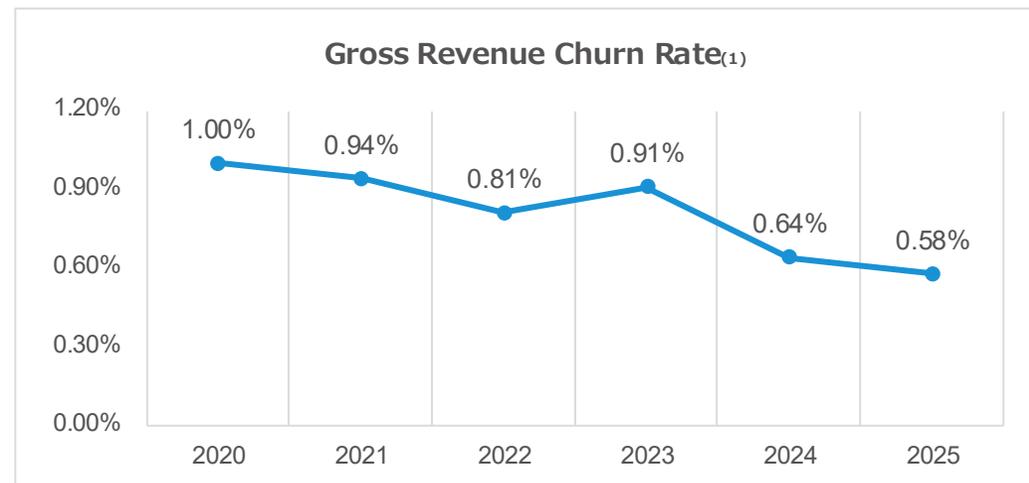
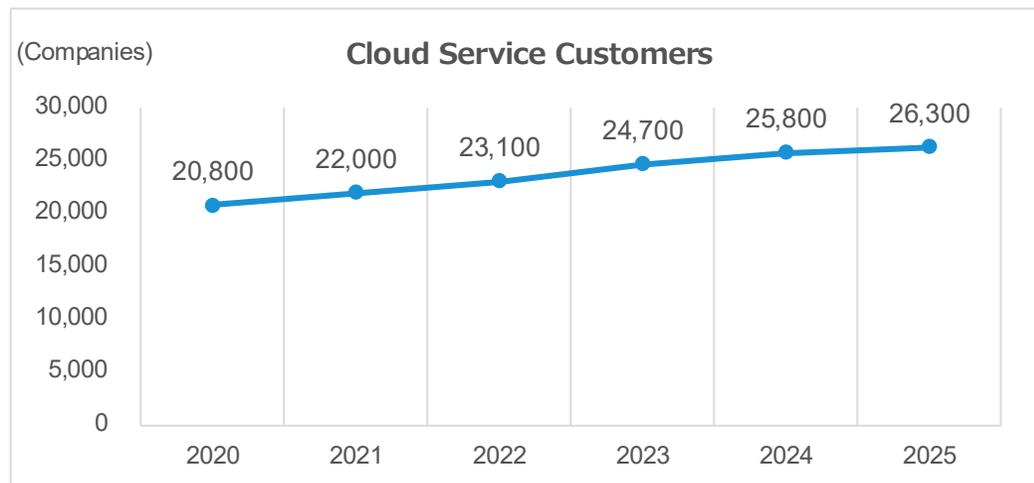
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# SaaS Indicators | Cybozu Office

\* As of the end of December each year



\*The above data is for the Cloud version of Cybozu Office (non-consolidated).

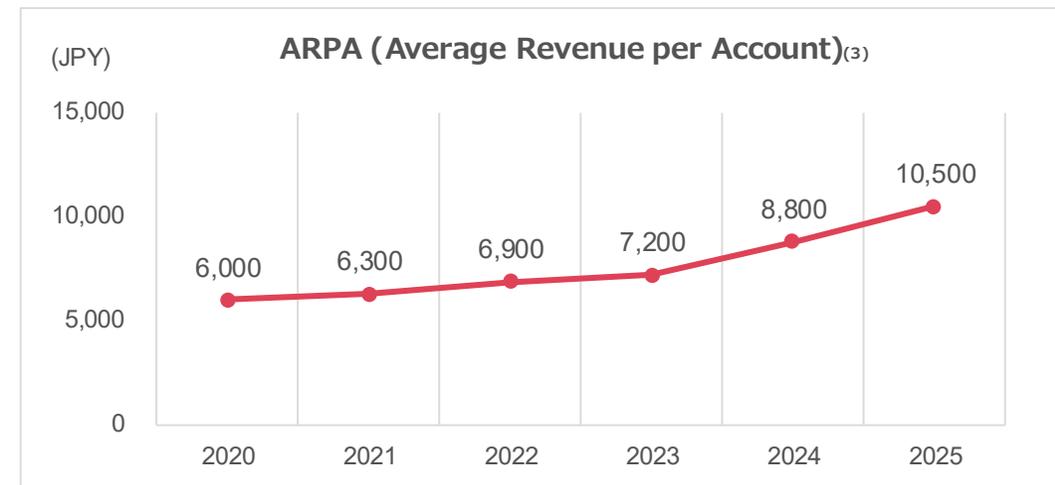
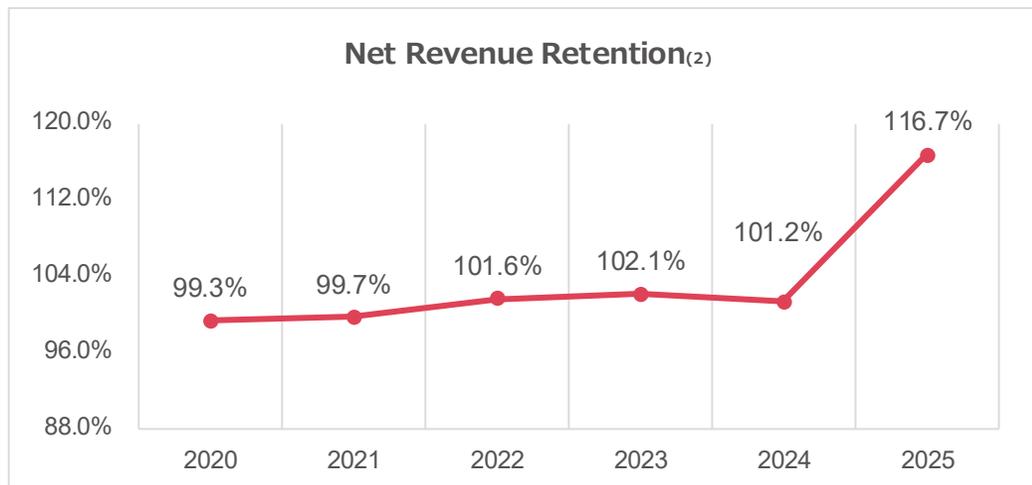
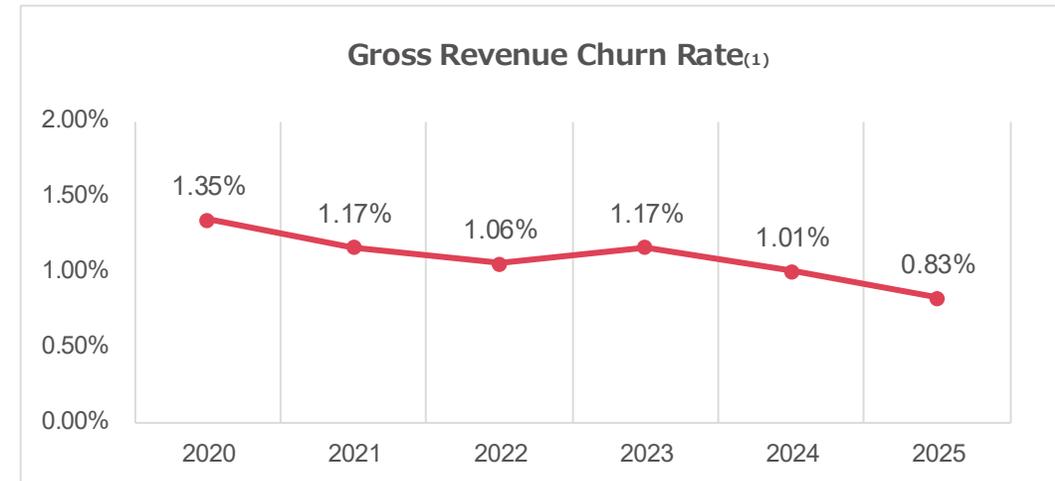
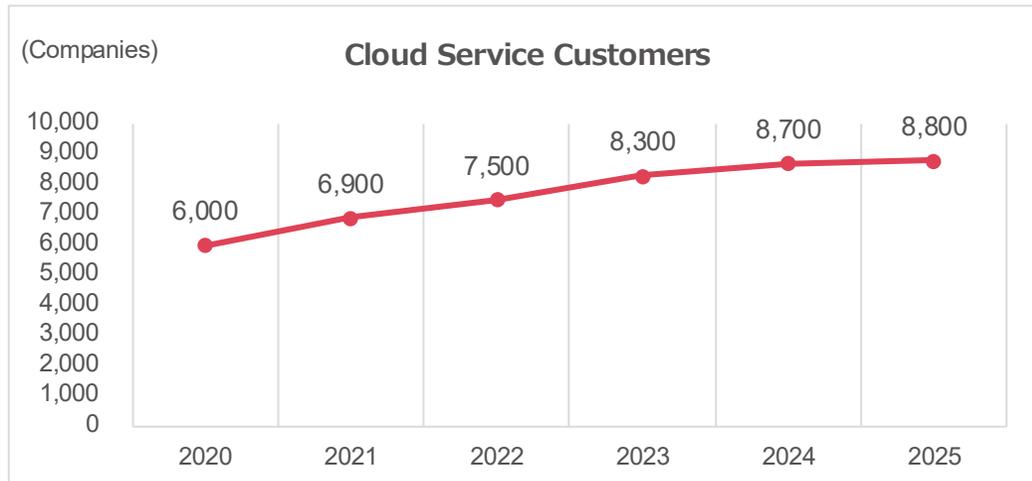
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# SaaS Indicators | Mailwise

\* As of the end of December each year



\*The above data is for the Cloud version of Mailwise (non-consolidated).

(1) **Gross Revenue Churn Rate:** Churn rate calculated by dividing the current month's loss in subdomain units due to churn and subscriber attrition by the previous month's revenue (12-month moving average).

(2) **Net Revenue Retention:** Annual net revenue retention rate calculated by dividing the current month's revenue of the subdomains subscribed to as of one year ago by the monthly revenue of one year ago (12-month moving average).

(3) **ARPA:** Average Revenue per Account (ARPA) per subdomain. \* Excluding team support licenses, school & parents' licenses, and Kintone guest users. A single company may subscribe to multiple subdomains.

