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February 12, 2026

Consolidated Financial Results for the Fiscal Year Ended December 31, 2025 (Under Japanese GAAP)

Company name: Cybozu, Inc.

Listing: Tokyo Stock Exchange

Securities code: 4776

URL: <https://cybozu.co.jp/>

Representative: Yoshihisa Aono

Representative Director & President

Inquiries: Person in charge of investor relations

Corporate Affairs Division

Telephone: +81-03) 6671-9525

Scheduled date of annual general meeting of shareholders: March 28, 2026

Scheduled date to commence dividend payments: March 30, 2026

Scheduled date to file annual securities report: March 27, 2026

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended December 31, 2025	37,430	26.1	10,101	106.4	10,325	93.5	7,081	99.2
December 31, 2024	29,675	16.7	4,892	44.1	5,335	49.0	3,555	42.8

Note: Comprehensive income For the fiscal year ended December 31, 2025: ¥ 7,406 million [86.4%]
For the fiscal year ended December 31, 2024: ¥ 3,973 million [46.1%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
December 31, 2025	153.17	-	48.1	40.3	27.0
December 31, 2024	74.99	-	31.1	26.5	16.5

Reference: Share of profit (loss) of entities accounted for using equity method

For the fiscal year ended December 31, 2025: ¥ - million

For the fiscal year ended December 31, 2024: ¥ - million

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
December 31, 2025	30,140	17,815	59.1	385.13
December 31, 2024	21,087	11,633	55.2	251.69

Reference: Equity

As of December 31, 2025: ¥ 17,810 million

As of December 31, 2024: ¥ 11,630 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
December 31, 2025	10,676	(3,102)	(1,388)	11,694
December 31, 2024	5,601	(3,089)	(3,599)	5,589

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended December 31, 2024	-	0.00	-	30.00	30.00	1,386	40.0	12.3
Fiscal year ended December 31, 2025	-	0.00	-	40.00	40.00	1,849	26.1	12.6
Fiscal year ending December 31, 2026 (Forecast)	-	0.00	-	50.00	50.00		31.1	

3. Consolidated financial result forecasts for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	42,168	12.7	10,514	4.1	10,732	3.9	7,445	5.1	160.99

* Notes

(1) Significant changes in the scope of consolidation during the period: Yes
 Newly included: 1 companies(Ehime Sports Entertainment Co., Ltd.)

(2) Changes in accounting policies, changes in accounting estimates, and restatement
 (i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes
 (ii) Changes in accounting policies due to other reasons: None
 (iii) Changes in accounting estimates: None
 (iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of December 31, 2025	52,757,800 shares
As of December 31, 2024	52,757,800 shares

(ii) Number of treasury shares at the end of the period

As of December 31, 2025	6,513,703 shares
As of December 31, 2024	6,550,183 shares

(iii) Average number of shares outstanding during the period

Fiscal Year ended December 31, 2025	46,233,149 shares
Fiscal Year ended December 31, 2024	47,406,986 shares

[Reference] Overview of non-consolidated financial results**1. Non-consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)****(1) Non-consolidated operating results**

(Percentages indicate year-on-year changes.)

Fiscal year ended	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
December 31, 2025	36,214	26.0	11,462	92.5	11,724	84.7	6,967	104.8
December 31, 2024	28,743	16.7	5,955	38.9	6,347	41.3	3,401	40.6

Fiscal year ended	Basic earnings per share	Diluted earnings per share
	Yen	Yen
December 31, 2025	150.69	-
December 31, 2024	71.76	-

(2) Non-consolidated financial position

As of	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
December 31, 2025	28,292	16,082	56.8	347.78
December 31, 2024	19,827	10,068	50.8	217.89

Reference: Equity

As of December 31, 2025: ¥ 16,082 million

As of December 31, 2024: ¥ 10,068 million

2. Non-consolidated financial result forecasts for the fiscal year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Percentages indicate year-on-year changes.)

Full year	Net sales		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
	40,562	12.0	12,249	4.5	7,550	8.4	163.26

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

(Notes on forward-looking statements, etc.)

Financial results forecasts and other forward-looking statements contained in this document are based on information currently available to the Company and certain assumptions deemed reasonable and do not constitute a guarantee by the Company that they will be achieved. Actual performance and other results may differ significantly from these forecasts due to a variety of factors.

Consolidated Financial Statements and Primary Notes

Consolidated Balance Sheet

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	5,589	11,694
Accounts receivable - trade	4,212	5,220
Accounts receivable - other	1,027	1,200
Merchandise and finished goods	-	6
Work in process	2	11
Raw materials and supplies	31	33
Other	1,075	1,253
Allowance for doubtful accounts	(5)	(5)
Total current assets	11,933	19,416
Non-current assets		
Property, plant and equipment		
Buildings	1,335	1,363
Accumulated depreciation	(717)	(829)
Buildings, net	617	533
Tools, furniture and fixtures	10,680	13,325
Accumulated depreciation	(6,858)	(9,048)
Tools, furniture and fixtures, net	3,822	4,276
Construction in progress	-	45
Other	4	14
Accumulated depreciation	(0)	(4)
Other, net	3	9
Total property, plant and equipment	4,442	4,865
Intangible assets		
Software	409	579
Goodwill	-	106
Other	29	35
Total intangible assets	438	721
Investments and other assets		
Investment securities	2,261	2,695
Leasehold and guarantee deposits	785	775
Deferred tax assets	1,104	1,482
Other	121	182
Allowance for doubtful accounts	(0)	(0)
Total investments and other assets	4,273	5,135
Total non-current assets	9,154	10,723
Total assets	21,087	30,140

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	0	0
Current portion of long-term borrowings	-	11
Accounts payable - other	798	901
Accrued expenses	1,663	1,773
Income taxes payable	1,365	2,984
Contract liabilities	4,867	5,424
Provision for point card certificates	38	43
Other	552	970
Total current liabilities	9,287	12,109
Non-current liabilities		
Long-term borrowings	-	24
Asset retirement obligations	161	162
Other	5	28
Total non-current liabilities	166	215
Total liabilities	9,454	12,324
Net assets		
Shareholders' equity		
Share capital	613	613
Capital surplus	5,022	5,105
Retained earnings	8,709	14,404
Treasury shares	(4,275)	(4,251)
Total shareholders' equity	10,069	15,873
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,265	1,591
Foreign currency translation adjustment	294	345
Total accumulated other comprehensive income	1,560	1,936
Non-controlling interests	3	5
Total net assets	11,633	17,815
Total liabilities and net assets	21,087	30,140

Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Net sales	29,675	37,430
Cost of sales	2,940	3,736
Gross profit	26,735	33,694
Selling, general and administrative expenses		
Personnel expenses	9,389	9,826
Outsourcing expenses	930	932
Advertising expenses	5,618	6,370
Research and development expenses	1,228	1,491
Retirement benefit expenses	35	35
Other	4,638	4,937
Total selling, general and administrative expenses	21,842	23,593
Operating profit	4,892	10,101
Non-operating income		
Interest income	6	14
Dividend income	17	20
Gain on investments in investment partnerships	-	13
Sponsorship money income	171	184
Foreign exchange gains	270	-
Membership fee income	44	48
Other	33	25
Total non-operating income	543	307
Non-operating expenses		
Interest expenses	0	0
Contract costs	12	10
Loss on sale of trade receivables	46	58
Loss on investments in investment partnerships	31	-
Foreign exchange losses	-	11
Other	9	1
Total non-operating expenses	100	82
Ordinary profit	5,335	10,325
Extraordinary income		
Gain on sale of non-current assets	0	0
Gain on receipt of donated non-current assets	-	81
Total extraordinary income	0	81
Extraordinary losses		
Impairment losses	2	2
Loss on sale and retirement of non-current assets	3	0
Loss on valuation of investment securities	-	79
Business restructuring expenses	150	-
Total extraordinary losses	156	82
Profit before income taxes	5,179	10,325
Income taxes - current	1,961	3,816
Income taxes - deferred	(338)	(521)
Total income taxes	1,623	3,295
Profit	3,555	7,030
Profit (loss) attributable to non-controlling interests	0	(51)
Profit attributable to owners of parent	3,555	7,081

Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Profit	3,555	7,030
Other comprehensive income		
Valuation difference on available-for-sale securities	407	325
Foreign currency translation adjustment	9	50
Total other comprehensive income	417	376
Comprehensive income	3,973	7,406
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	3,972	7,456
Comprehensive income attributable to non-controlling interests	0	(50)

Consolidated Statement of Changes in Equity
For the fiscal year ended December 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	613	5,022	5,820	(1,346)	10,110
Changes during period					
Dividends of surplus			(666)		(666)
Profit attributable to owners of parent			3,555		3,555
Purchase of treasury shares				(2,929)	(2,929)
Net changes in items other than shareholders' equity					
Total changes during period	-	-	2,888	(2,929)	(41)
Balance at end of period	613	5,022	8,709	(4,275)	10,069

	Accumulated other comprehensive income			Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	858	284	1,142	-	11,253
Changes during period					
Dividends of surplus					(666)
Profit attributable to owners of parent					3,555
Purchase of treasury shares					(2,929)
Net changes in items other than shareholders' equity	407	9	417	3	421
Total changes during period	407	9	417	3	380
Balance at end of period	1,265	294	1,560	3	11,633

For the fiscal year ended December 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	613	5,022	8,709	(4,275)	10,069
Changes during period					
Dividends of surplus			(1,386)		(1,386)
Profit attributable to owners of parent			7,081		7,081
Disposal of treasury shares		83		24	107
Net changes in items other than shareholders' equity					
Total changes during period	-	83	5,695	24	5,803
Balance at end of period	613	5,105	14,404	(4,251)	15,873

	Accumulated other comprehensive income			Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	1,265	294	1,560	3	11,633
Changes during period					
Dividends of surplus					(1,386)
Profit attributable to owners of parent					7,081
Disposal of treasury shares					107
Net changes in items other than shareholders' equity	325	50	376	1	378
Total changes during period	325	50	376	1	6,181
Balance at end of period	1,591	345	1,936	5	17,815

Consolidated Statement of Cash Flows

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Cash flows from operating activities		
Profit before income taxes	5,179	10,325
Depreciation	2,254	2,600
Amortization of software	98	131
Amortization of goodwill	-	5
Loss (gain) on sale and retirement of non-current assets	2	0
Gain on receipt of donated non-current assets	-	(81)
Loss (gain) on investments in investment partnerships	31	(13)
Loss (gain) on valuation of investment securities	-	79
Impairment losses	2	2
Increase (decrease) in allowance for doubtful accounts	1	(0)
Interest and dividend income	(23)	(35)
Interest expenses	0	0
Business restructuring expenses	150	-
Decrease (increase) in trade receivables	(791)	(1,000)
Decrease (increase) in accounts receivable - other	(190)	(170)
Decrease (increase) in inventories	10	(15)
Increase (decrease) in trade payables	0	(0)
Increase (decrease) in accounts payable - other	86	46
Increase (decrease) in accrued expenses	164	258
Increase (decrease) in contract liabilities	1,002	431
Increase (decrease) in provision for point card certificates	(1)	4
Other, net	(685)	485
Subtotal	7,291	13,054
Interest and dividends received	23	35
Interest paid	(0)	(0)
Income taxes paid	(1,710)	(2,279)
Income taxes refund	0	13
Business structure improvement expenses paid	(3)	(147)
Net cash provided by (used in) operating activities	5,601	10,676
Cash flows from investing activities		
Purchase of property, plant and equipment	(2,691)	(2,879)
Purchase of intangible assets	(280)	(318)
Purchase of investment securities	(160)	(59)
Payments of leasehold and guarantee deposits	(33)	(29)
Proceeds from refund of leasehold and guarantee deposits	84	4
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	-	151
Other, net	(8)	29
Net cash provided by (used in) investing activities	(3,089)	(3,102)
Cash flows from financing activities		
Repayments of long-term borrowings	-	(4)
Purchase of treasury shares	(2,939)	-
Dividends paid	(662)	(1,383)
Other, net	3	(0)
Net cash provided by (used in) financing activities	(3,599)	(1,388)
Effect of exchange rate change on cash and cash equivalents	183	(80)
Net increase (decrease) in cash and cash equivalents	(902)	6,104

Cash and cash equivalents at beginning of period	6,492	5,589
Cash and cash equivalents at end of period	5,589	11,694