

# 2025


## Broadleaf report

January 1,2025 - December 31,2025





## Top message



We would like to begin by expressing our sincere appreciation to our shareholders for your continued support. Since its founding in 2005, Broadleaf has been guided by its corporate philosophy of “Gratitude and Happiness,” and has contributed to the creation of value for our customers’ businesses by providing superior products and services, as well as high value-added data, across a wide range of industries. Reaching this milestone of our 20th anniversary would not have been possible without the long-standing support of our shareholders and all stakeholders, for which we would like to express our heartfelt gratitude.

We have developed our business by connecting operations and information that have traditionally been fragmented across industries, and by contributing to improved productivity at worksites and greater efficiency across entire industries through the use of IT and digital data. In this process, we have transformed our business structure from packaged systems to cloud services, and further to a subscription-based business model, thereby building a foundation for sustainable growth.

This shift to the cloud is not merely a change in sales model, but part of our efforts to establish a foundation for future business development. In recent years, the application of AI has expanded beyond digital environments to real-world settings such as vehicles, equipment, and operational processes. In this era of Physical AI, the continuous accumulation of real-world operational data and the ability to leverage such data effectively will become increasingly important. Leveraging

our strength in real-world data accumulated over many years, primarily in the mobility industry, we will continue to serve as an infrastructure provider supporting the use of AI across industries, even in the Physical AI era.

Building on the experience and trust we have cultivated over the past 20 years, all employees will work together as one to achieve our medium-term management plan and sustainably enhance corporate value on a sustainable basis.

We look forward to your continued understanding and support in the future.

Representative Director and President **Kenji Oyama**



## Broadleaf's Philosophy

Since its founding, Broadleaf has developed and provided optimal products and services that contribute to the continuity of customers' businesses and the creation of businesses in a changing business environment through the implementation of the ideas embodied in our Corporate Philosophy and Company Name.

Corporate Philosophy

# Gratitude and Happiness

Based on the spirit of "gratitude and happiness," we will develop business applications specializing in a wide range of sectors and industries, and contribute to the creation of our clients' businesses by providing better products and services.



### Origin of our name

Broadleaf means just what it says – a broad leaf.

Broad leaves bathe in sunlight during spring and summer so that they can grow. In winter, the leaves and fruit fall from the tree and return to the ground as nutrients. This cycle creates a broader field in which a range of different plants and animals can live together.

We chose the name Broadleaf because we wanted to put down roots as a broadleaf tree in the land of business, so that we can grow countless more leaves, produce fruit and keep on growing in the future, hand in hand with our clients and everyone else.

## Performance Review: FY2022–FY2025 (Forecast vs. Actual)

		FY2022		FY2023		FY2024		FY2025	
		Forecast*	Results	Forecast*	Results	Forecast*	Results	Forecast*	Results
<b>Revenue</b>	(Millions of yen)	12,300	13,833	15,000	15,385	17,600	18,045	20,100	20,815
<b>Operating profit (- indicates loss)</b>	(Millions of yen)	-4,800	-2,897	-2,700	-1,902	50	674	1,500	2,063
<b>Profit attributable to owners of the parent (- indicates loss)</b>	(Millions of yen)	-5,000	-2,431	-2,400	-1,487	40	343	1,000	1,240
<b>Dividend per share</b>	(yen)	—	1.00	—	1.00	—	2.00	4.00	6.00
<b>Dividend Payout Ratio</b>	(%)	—	—	—	—	—	51.9	35.9	43.5

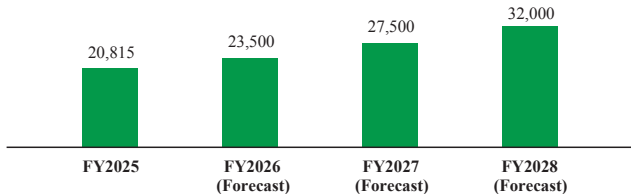
\*Initial forecast: Consolidated forecast for the relevant fiscal year as stated in the annual financial results summary.

Four years have passed since the launch of our seven-year medium-term management plan in 2022. Through FY2025, we exceeded the financial forecasts announced at the beginning of each fiscal year in every year. Over the past four years, we have continued to enhance the functionality and performance of our flagship cloud software in order to meet the increasingly diverse needs of our customers. In addition, we have steadily migrated customers to cloud software as their licenses for conventional software expired, while also focusing on the acquisition of new customers.

# Performance Plan in the Medium-Term Management Plan \*Announced on February 12, 2026

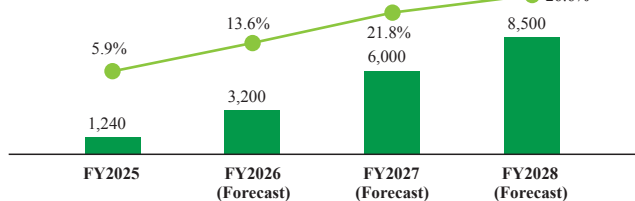
## Revenue

■ Revenue (Millions of yen)



## Profit attributable to owners of the parent / Profit attributable to owners of the parent margin

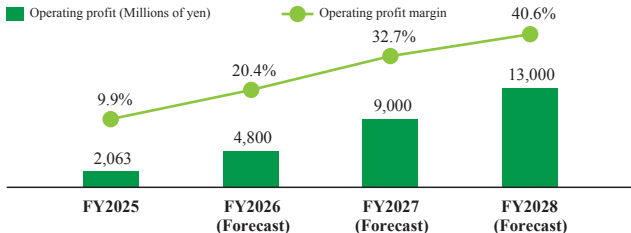
■ Profit attributable to owners of the parent (Millions of yen) ● Profit attributable to owners of the parent margin



## Operating profit / Operating profit margin

■ Operating profit (Millions of yen)

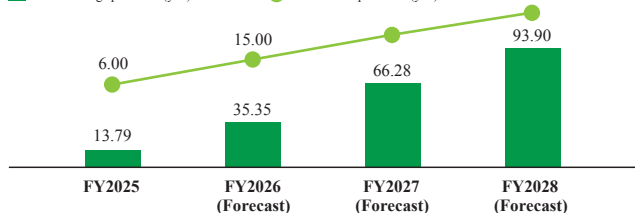
● Operating profit margin



## Basic earnings per share / Dividends per share

■ Basic earnings per share (yen)

● Dividends per share (yen)



Note: Dividends per share for FY2027 and FY2028 will be set at the beginning of each fiscal year in line with the dividend policy of maintaining a consolidated payout ratio of 40% or higher.

## AI Paradigm Shift — The Arrival of the Physical AI Era —

### Generative AI

A technology that derives optimal solutions based on input information—such as text generation, image recognition, speech recognition, and data analysis—and is used primarily in digital environments.



### Physical AI

AI capable of making context-appropriate decisions and taking actions in the real world through a series of processes—perceiving, analyzing, and acting—in physical environments.

### Why is Physical AI attracting attention?

- **Advancement of technological foundations driven by the evolution of generative AI**
- **The growing severity of social challenges, including labor shortages**
- **Dramatic advances in robotics and sensor technologies**

### What is happening in the mobility industry?

Vehicle sophistication

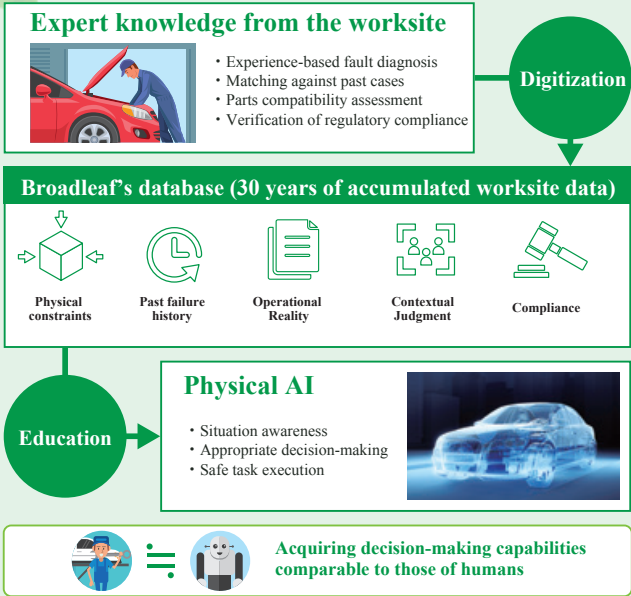
Maintenance sophistication

Labor shortages

Larger-scale repair shops

Networking

# Worksite data nurtures Physical AI



# Broadleaf's Future Direction

An indispensable infrastructure provider in the Physical AI era for the entire automotive aftermarket, backed by real-world operational data



**Role as an Infrastructure Company in the Physical AI Era**

Usually invisible, yet if it stops, the entire industry—repairs, parts transactions, and insurance—would cease to function. It is a critical foundational layer.

- ✓ **Repair estimates are prepared accurately**
- ✓ **Parts transactions do not come to a halt**
- ✓ **Insurance payments are not delayed**

## Stock Overview

<b>Fiscal year</b>	From January 1 to December 31
<b>Annual general meeting of shareholders</b>	Within 3 months from the following date of the last day of the fiscal year
<b>Record date for dividend of surplus</b>	December 31 for year-end dividend and June 30 for interim dividend
<b>Method of public notice</b>	Notice is made public electronically. (Notices will be published in the Nihon Keizai Shimbun as the method of public notice in the event that electronic means is not available for public notice.)
<b>Stock exchange listed</b>	Prime Market of the Tokyo Stock Exchange
<b>Securities code</b>	3673
<b>Administrator of shareholder registry</b>	Mizuho Trust & Banking Co., Ltd.
<b>Share unit</b>	100 shares

## Major Shareholders

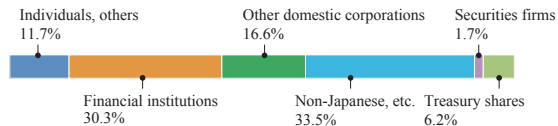
Shareholder Name	Number of shares owned [shares]	Percentage of shares owned
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT) PENSION AND OTHERS	21,375,900	21.84%
SIL, INC	6,895,800	7.04%
THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT) PENSION AND OTHERS	5,825,300	5.95%
NORTHERN TRUST CO.(AVFC) RE FIDELITY FUNDS	4,578,671	4.68%
THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT) INVESTMENT TRUST	3,873,300	3.96%
TVC MATSU FUND	3,472,700	3.55%
NOI INVESTMENT LIMITED PARTNERSHIP	2,617,300	2.67%
PERSHING-DIV.OF DLJ SECS. CORP.	2,560,000	2.61%
THE BANK OF NEW YORK 133612	2,056,200	2.10%
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT) INVESTMENT TRUST	1,881,700	1.92%

## Stock Information (As of December 31, 2025)

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Total number of shares [Shares]	97,896,800
Total number of shareholders [People]	10,168
Shares unit [Shares]	100

## Breakdown of Shareholders by Owners



## Regarding Various Procedures

For procedures such as changes of address and requests for the purchase of shares less than one trading unit, shareholders who have accounts with securities companies are asked to contact their respective securities company, while shareholders with special accounts are asked to contact Mizuho Trust & Banking Co., Ltd.

## IR Information

The latest financial information and timely disclosure materials are available on our website's IR page.  
<https://www.broadleaf.co.jp/english/ir/>