



Second Quarter of FY12/2021 Business Results Briefing

August 10, 2021

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CHAPTER 1

Overview of 2Q Business Results

Review

(1) Transition of industry-specific software to monthly subscription models		Progressed as planned
Impact on sales by transition to monthly subscription models		-700 million yen
Monthly subscription (SaaS) sales		398 million yen (YoY +20.9%)
(2) Transition to stock revenue		Progress exceeded the plan
Monthly sales ratio		40.8% (YoY +4.6pts)
Number of clients using industry-specific software (total)		37,722 companies (+322 companies from the end of the previous fiscal year)
Monthly support services contract ratio		56.9% (YoY +11.7pts)

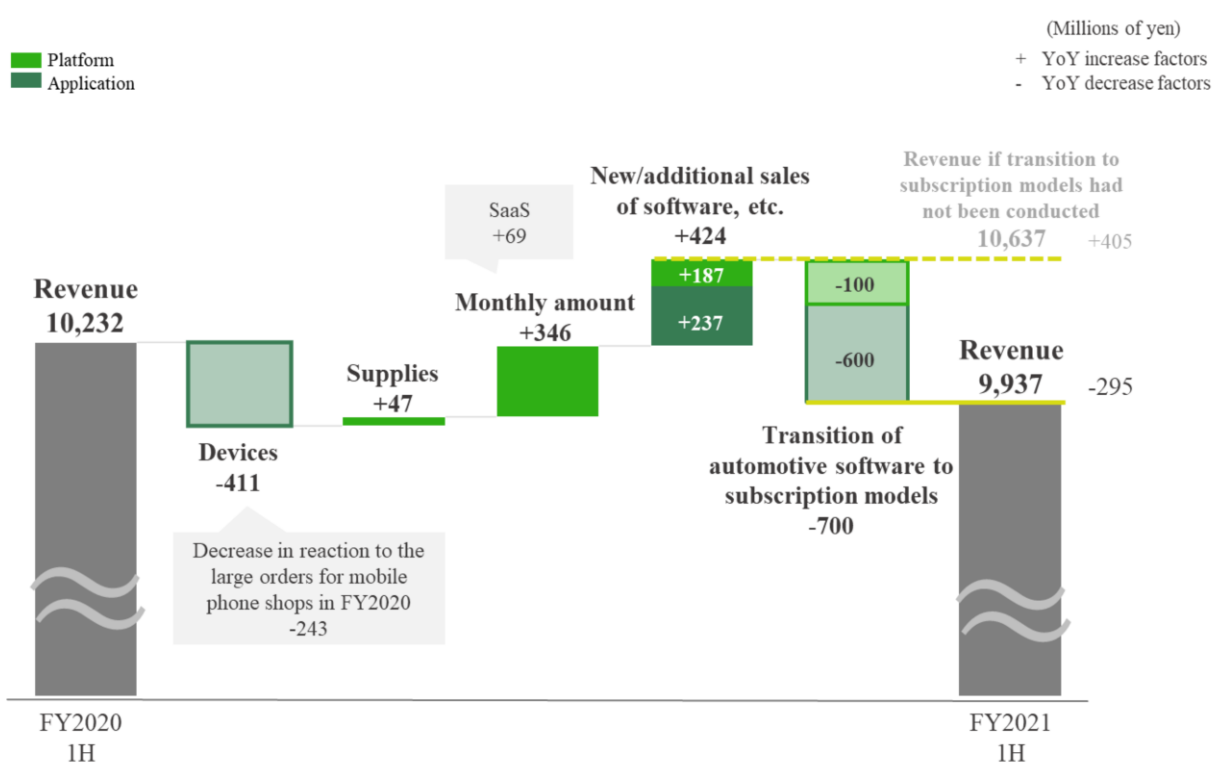
- In 1H FY2021, the Company focused on transition of industry-specific software to monthly subscription models as well as transition to stock revenue.
- The Company restrained renewals of the contracts of current software “.NS series” prior to the expiration of contracts in order to promote the transition to subscription models.
- In addition, the Company promoted sales in the form of subscription contract.
- The Company conducted pre-sales of the new software ".c Series" to specific major clients.
- Transition to subscription models through these measures caused a short-term decline in sales. It had a negative impact of 700 million yen in the revenue for 1H FY2021.
- On the other hand, the positive impact of the transition to subscription models, which is represented in the sales of “SaaS”, increased by 20.9% year on year to 398 million yen.
- Since “SaaS” is recorded on a monthly basis, the amount is small, but the measures to promote the transition to subscription models are progressing steadily.
- Regarding transition to stock revenue, the monthly sales ratio increased by 4.6% year on year to 40.8%, which exceeded the initial plan.
Monthly sales: Initial forecast 3,850 million yen
Actual result 4,058 million yen (exceeded by 208 million yen)
- Total number of licenses and the contract ratio of monthly support services increased due to an increase in the number of new clients using software, which mainly consist of major companies, which contributed to the transition to stock revenue.

Overview of Consolidated Business Results

(Millions of yen)	FY2021 1H	FY2020 1H	YoY change	YoY ratio
Revenue	9,937	10,232	-295	-2.9%
Cost of sales	2,867	3,006	-139	-4.6%
Gross profit	7,070	7,226	-155	-2.1%
SG&A expenses, etc.	5,827	5,598	+230	+4.1%
Operating profit	1,243	1,628	-385	-23.6%
Profit before tax	1,239	1,614	-375	-23.2%
Profit attributable to owners of the parent	795	1,066	-271	-25.4%
Basic earnings per share	9.05 yen	12.18 yen	-	-

- Revenue decreased by 295 million yen year on year to 9,937 million yen.
- Operating profit decreased by 385 million yen to 1,243 million yen.
- Profit attributable to owners of the parent decreased by 271 million yen to 795 million yen.

Breakdown of Changes in Revenue (YoY)



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- Sales of devices decreased by 411 million yen.
- This is mainly due to a decrease in reaction to the large orders for mobile phone shops in 1Q FY2020 (243 million yen)
- In addition, lowering prices of PCs and other devices in general, as well as lowering sales volumes, contributed to the decrease in sales of devices
- The Company forecasts that the future trend of the sales devices will go downward. However, since this category consists of resales, profit margins are extremely low. Therefore, decline in sales of devices has a limited impact on the profit. Instead, it would contribute to higher profit margins.
- Sales of supplies are in a similar situation.
- Monthly sales increased by 346 million yen, driven by increased number of software licenses due to the acquisition of new clients which mainly consist of major companies.
- Revenue increased by 424 million yen since new sales of automotive software and additional sales of optional functions, etc. have been favorable.
- On the other hand, promotion of the transition to subscription models in the sales of automotive software contributed to the decline of 700 million yen in revenue.
- If the Company had not promoted the transition to subscription models and continued to sell the software using conventional method, revenue for 1H FY2021 would have increased by about 400 million yen year-on-year. However, in order to stabilize and enhance revenue in the future, the Company promoted the transition to subscription models.

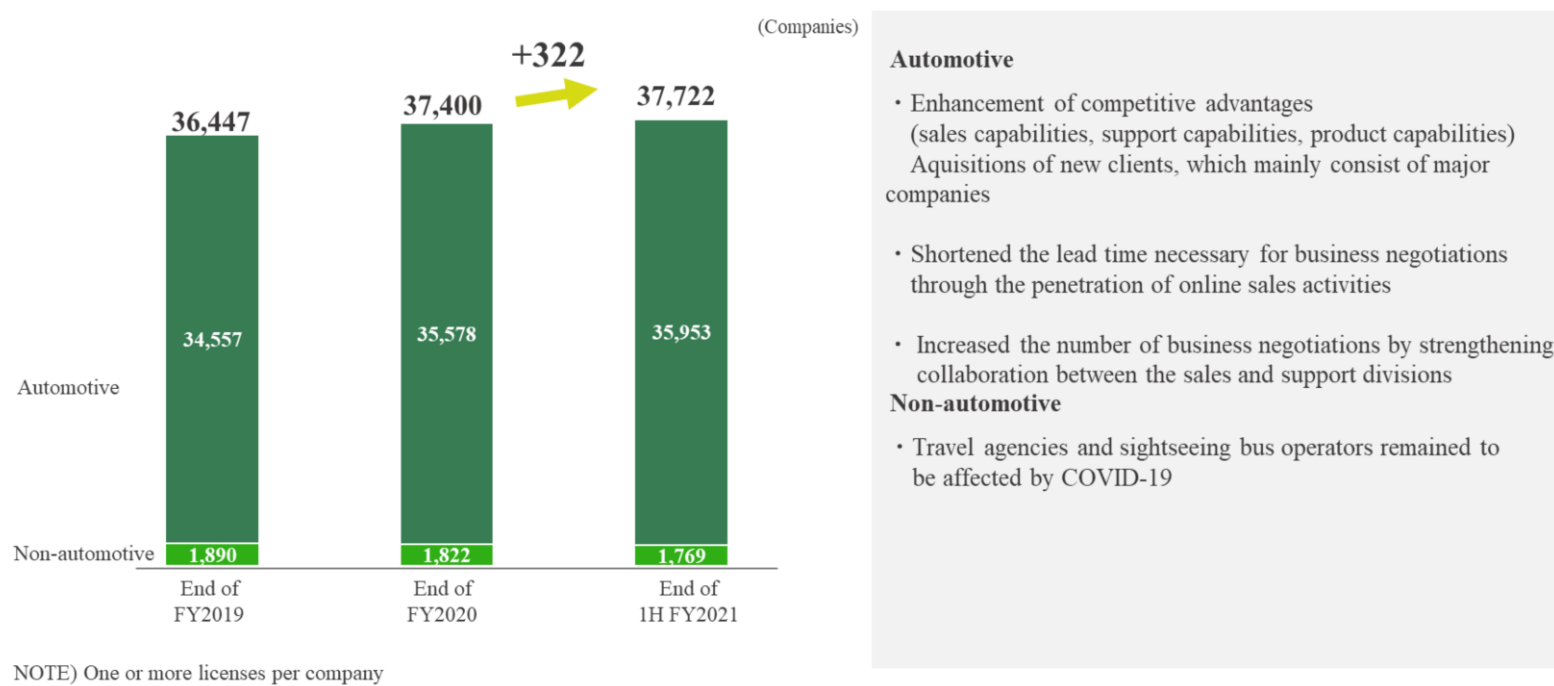
Breakdown by Revenue Categories

(Millions of yen)	FY2021 1H	FY2020 1H	YoY change	YoY ratio	Major factors of increase/decrease (Amount)
Platform	5,552	5,072	+480	+9.5%	
SaaS	398	329	+69	+20.9%	The number of clients choosing subscription models grew due to the transition to subscription models
PaaS/IaaS (basic)	3,793	3,575	+218	+6.1%	Impact of transition to subscription models -100 Increase in the total number of licenses +187 (lump sum) / +131 (monthly amount)
EDI and settlement	346	336	+10	+2.8%	Increased number of clients using the ordering platform +12
Support	912	761	+151	+19.9%	Increased usage rate of monthly support services +104
Others	104	72	+33	+45.6%	Increased number of DX solutions adopted and other products
Application	4,385	5,160	-774	-15.0%	
By industry	3,595	3,964	-369	-9.3%	Impact of transition to subscription models -600
OTRS	138	132	+6	+4.7%	Bottoming out of demand in the manufacturing industry
Devices	652	1,064	-411	-38.7%	Decrease in reaction to the large orders from mobile phone shops in FY2020 -243
Total	9,937	10,232	-295	-2.9%	

NOTE) SaaS categories have been established from FY12/2021.
For an explanation of revenue categories, please refer to the supplementary information on page 20.

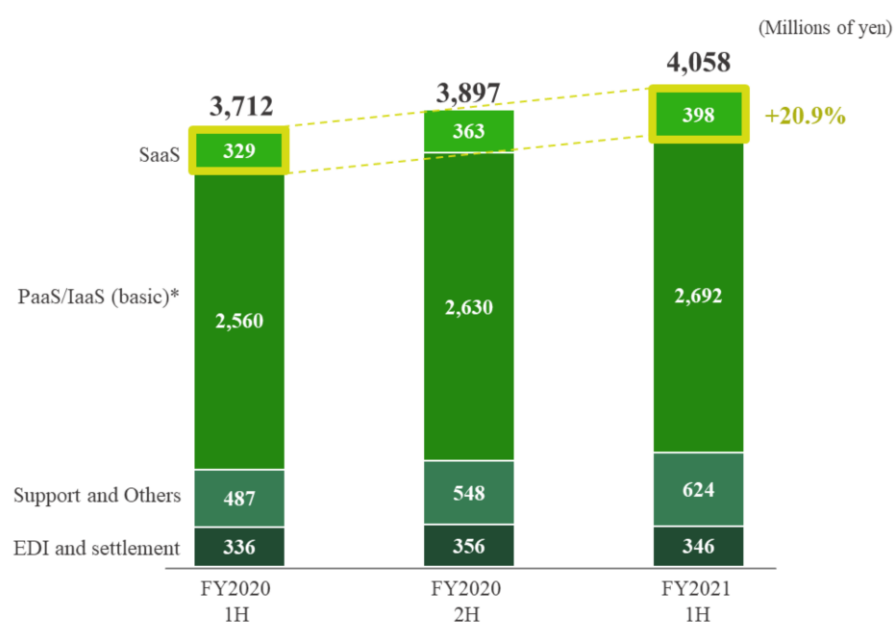
- Factors behind the increase/decrease in revenue described on page 5 is listed on the right side of the table.
- “PaaS/IaaS(basic)” from Platform and “By industry” from Application are negatively impacted by the transition of software to subscription models.
- “PaaS/IaaS(basic)” contains the basic functions necessary for running the software, which is part of the software fee.
- Therefore, if a client purchases software in a lump sum, sales will be allocated to both “PaaS/IaaS(basic)” from Platform and “By industry” from Application.
- Therefore, the transition to subscription models have a negative impact on both sides.
- In the “Others” from Platform, the sales of website creation tools and DX solutions such as groupware (Google Workspace) increased steadily.
- In particular, the number of clients adopting "BL Homepage," a website creation tool, grew significantly. It was installed by more than 600 companies as of the end of 1H FY2021.
The number of companies which have corporate website used to be extremely low in the automotive aftermarket industry, but recently, the demand grew due to the impact of COVID-19 and penetration of remote work.
- Sales of OTRS, a work analysis tool, increased due to bottoming out of demand in the manufacturing industry, mainly among car makers.

Trends in the Number of Companies Using the Industry-Specific Software (Total)



- The number of companies using software at the end of 1H FY2021 increased by 322 from the end of FY2020 to 37,722 companies due to the progress in acquisition of new clients.
- In the Automotive sector, the Company further improved its competitive advantage and steadily acquired new clients.
- Sales capabilities improved further due to the promotion of online sales activities and strengthening of collaboration with support services divisions.
- As a result, the number of new clients increased, which mainly consist of major companies.
- On the other hand, in Non-automotive sector, the number of clients using software for travel agencies and sightseeing bus operators declined due to the continued impact of COVID-19.
- Under current conditions, a full-scale recovery will be difficult for the time being.

Trends in Monthly Sales



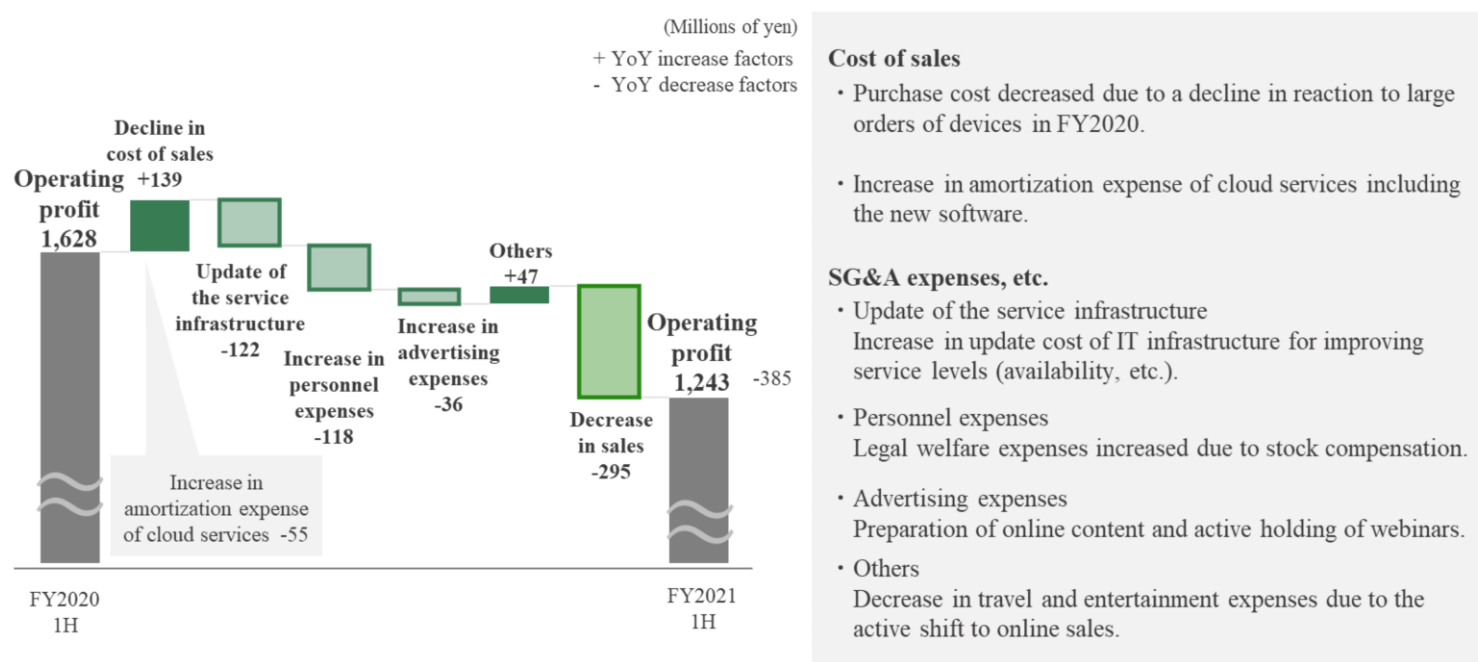
* Excluding PaaS (lump-sum)

NOTE) Current software “.NS Series” / New software “.c Series” (Provision to general clients are planned to start from 4Q onwards)

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- Among revenue categories that are recognized on a monthly basis, the increase in the sales of “SaaS” from Platform is mainly due to the promotion of the transition to subscription models.
- Sales of “PaaS/IaaS (basic)” consist of IT infrastructure service necessary for running software and monthly usage fee for database
- This is charged to all clients apart from software fee, and sales are proportional to the total number of licenses.
- The acquisition of new clients which mainly consist of major companies and the growth in the total number of licenses are the factors behind the increase in the sales of "PaaS/IaaS (basic)"
- "Support services and Others" include monthly sales for DX solutions, such as website creation tools and groupware
- Website creation tool: Premium version About 15 thousand yen (monthly amount)
Regular version About 7 thousand yen (monthly amount)
- The minimum version of the software ranges from 19 thousand yen to 20 thousand yen, so the website service has about the same impact as the addition of one software license.
- In terms of market size, approximately 27,000 companies are clients of software, which mainly consist of major companies of auto maintenance shops and auto body shops.
Out of these, the Company targets about 10,000 companies which have not yet installed website.
- “EDI and settlement” include measured-rate elements based on the number and the amount of transactions, so the sales fluctuate depending on the period, but the number of companies using it tends to increase.

Breakdown of Changes in Operating Profit (YoY)



- Amortization expense of cloud services, including the new software, increased by 55 million yen
- On the other hand, purchase cost decreased due to a decline in reaction to the large orders of devices in FY2020. As a result, total cost of sales decreased by 139 million yen.
- Regarding SG&A expenses, the Company updated and strengthened its software operation infrastructure to improve service levels, and the related expenses increased as a result.
- Personnel expenses is attributable to higher legal welfare expenses related to stock compensation.
- Advertising expenses increased due to the strengthening of promotions for attracting new clients, such as preparation of contents for online sales and the active holdings of webinars.
- On the other hand, the Company promoted the establishment of online sales and reduced travel expenses and other expenses related to sales activities.
- As a result, SG&A expenses, etc. increased by 230 million yen.
- Operating profit decrease by 385 million yen due to the decrease in revenue accompanied by the promotion of transition to subscription models, in addition to the increase/decrease factors of costs.

Overview of the Balance Sheet

(Millions of yen)	End of FY2021 1H	End of FY2020	YoY change	Major factors of increase/decrease
Current assets	7,667	7,752	-85	Decrease in inventories -171
Non-current assets	25,548	24,522	+1,027	Increase in intangible assets +963
Total assets	33,216	32,274	+942	
Current liabilities	7,099	6,432	+666	Increase in short-term interest-bearing debts +1,669 Decrease in operating and other payables -451
Non-current liabilities	1,138	1,239	-101	Decrease in long-term interest-bearing debts -181
Total liabilities	8,237	7,671	+565	
Total equity	24,979	24,602	+376	Recognition of profit +796 Dividend payout -578
Total liabilities and shareholders' equity	33,216	32,274	+942	

- Regarding assets, intangible assets increased due to the investment in the development of cloud services including the new software “.c Series.”
- Regarding debt, short-term interest-bearing debts increased due to borrowing.
- Regarding equity, retained earnings increased due to recognition of profit which offsets the dividends payout.
- Short-term loans were made due to seasonal factors, but the Company maintained a sound financial position.

Cash Flow Analysis

(Millions of yen)	FY2021 1H	FY2020 1H	YoY change	Major factors of increase/decrease
Cash flows from operating activities	1,080	1,100	-21	Decrease in profit before tax-375 Decrease in operating receivables and inventories +331
Cash flows from investing activities	-1,564	-1,284	-280	Increase in acquisition of intangible assets -363
Cash flows from financing activities	537	-23	+560	Increase in short-term loans payable +651
Free cash flow	-485	-184	-300	
Cash and cash equivalents	3,287	2,826	+461	

- Despite a decline in profit before tax, cash flows from operating activities were about the same year on year due to a decline in operating receivables and inventories.
- Cash flow used in investing activities increased as the Company invested in the development of cloud services including the new software “.c Series.”
- As a result, free cash flow decreased by 300 million yen to 485 million yen.
- Cash balance as of the end of 1H FY2021 increased by 461 million yen, partly due to short-term loans.

CHAPTER 2

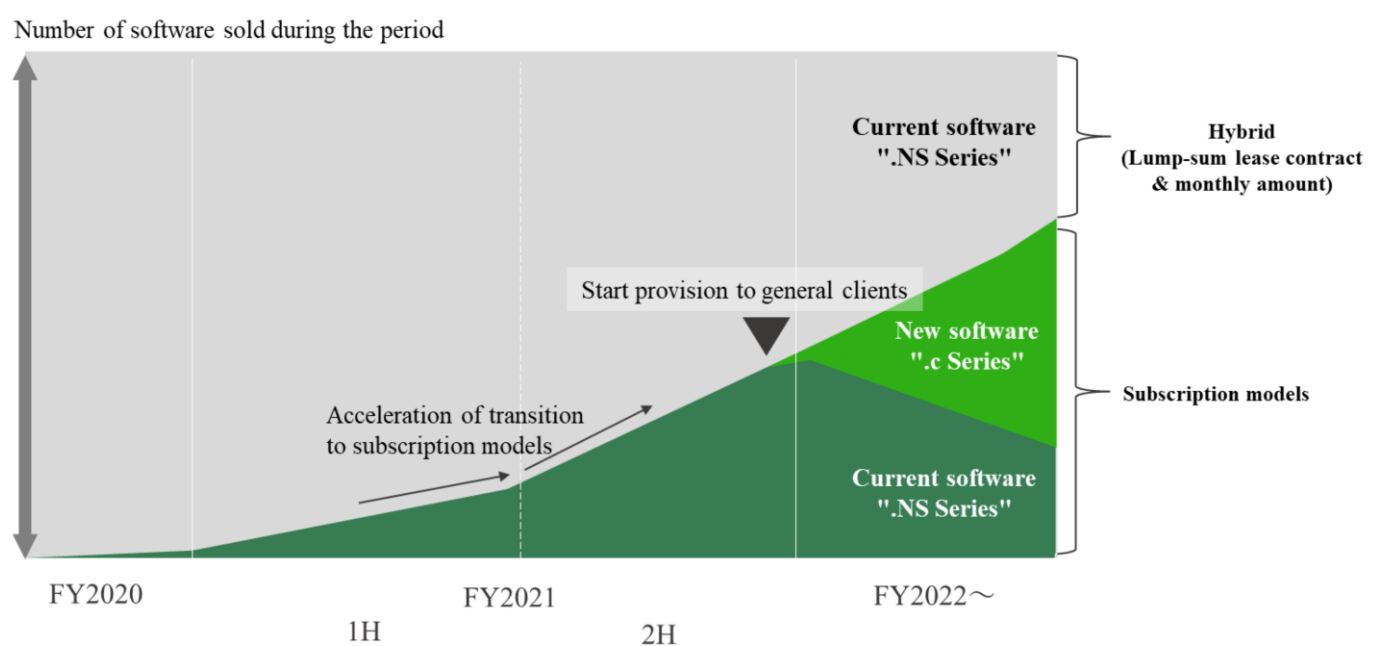
Results Forecasts

Forecast of Consolidated Results

(Millions of yen)	FY2021 Full-year forecast	FY2020 Full-year	YoY change	YoY ratio	FY2021 2H forecast	FY2020 2H	YoY change	YoY ratio
Revenue	20,350	21,162	-812	-3.8%	10,413	10,930	-517	-4.7%
Cost of sales	6,050	6,088	-38	-0.6%	3,183	3,082	+101	+3.3%
Gross profit	14,300	15,074	-774	-5.1%	7,230	7,848	-619	-7.9%
SG&A expenses, etc.	11,700	10,939	+761	+7.0%	5,873	5,341	+532	+10.0%
Operating profit	2,600	4,135	-1,535	-37.1%	1,357	2,507	-1,150	-45.9%
Profit before tax	2,580	3,820	-1,240	-32.5%	1,341	2,206	-865	-39.2%
Profit attributable to owners of the parent	1,640	2,465	-825	-33.5%	845	1,399	-554	-39.6%
Basic earnings per share	18.66 yen	28.16 yen	-	-	-	-	-	-

- No change from results forecasts announced on July 28.
- Revenue forecast for the full-year of FY2021 was revised upward by 250 million yen from the initial forecast.
- As a result, revenue forecast for 2H FY2021, which is calculated by subtracting 1H result from full-year forecast, fell by 187 million yen from the initial forecast.
- The Company lowered the forecast for 2H FY2021 in order to accelerate the transition of software sales to subscription models further than the initial plan.
- Although the acceleration to subscription models will cause a decline in revenue in the short term, it will not only stabilize but also enhance its revenue over the medium-to long term.
- Since the probability of exceeding the initial forecast for the full-year increased, the Company decided to accelerate the transition to subscription models at an early stage.

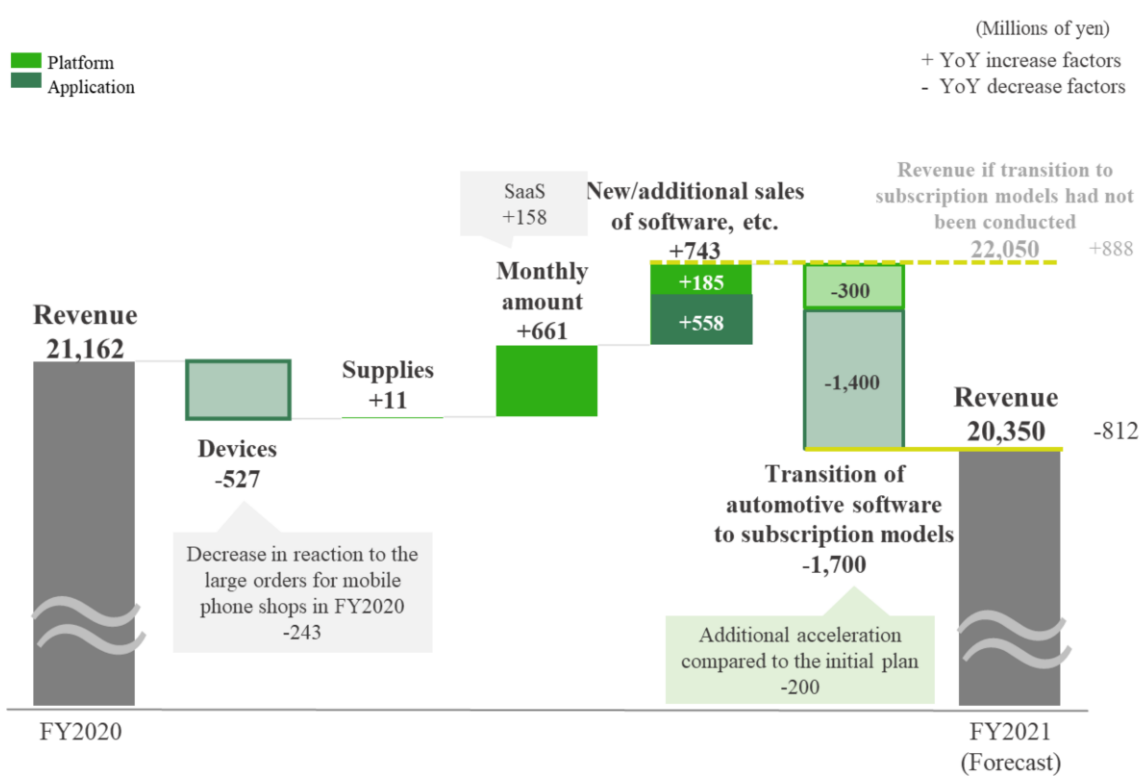
Illustration of Transition to Monthly Subscription Models



Sales recording method of software changed to subscription models by revenue categories are described on the supplemental information (p. 24).

- From FY2021, the Company started to promote the transition of the current software ".NS Series" to monthly subscription contracts.
- In 1H FY2021, the acquisition of new clients was favorable. In addition, the market environment was in favorable condition due to the rising demand for DX. Therefore, in 2H FY2021, the Company plans to accelerate the transition to subscription models.
- The Company plans to further increase the ratio of current software sales in the form of monthly subscription contracts.
- From 4Q, the Company plans to begin providing the new software ".c Series" to general clients.
- Sales of the new software will be recorded on a monthly basis regardless of the type of contract.
- In order to ensure a smooth transition to the new software, it is important to promote transition of the current software to a subscription model.
- Regarding the provision of the new software to general clients, the Company plans to conduct new promotions, etc. at an effective timing while taking into account the situation of COVID-19. However, if the current situation continues, it might be difficult to conduct promotions, etc. in a large scale.

Breakdown of Major Changes in Revenue (Full Year, YoY)



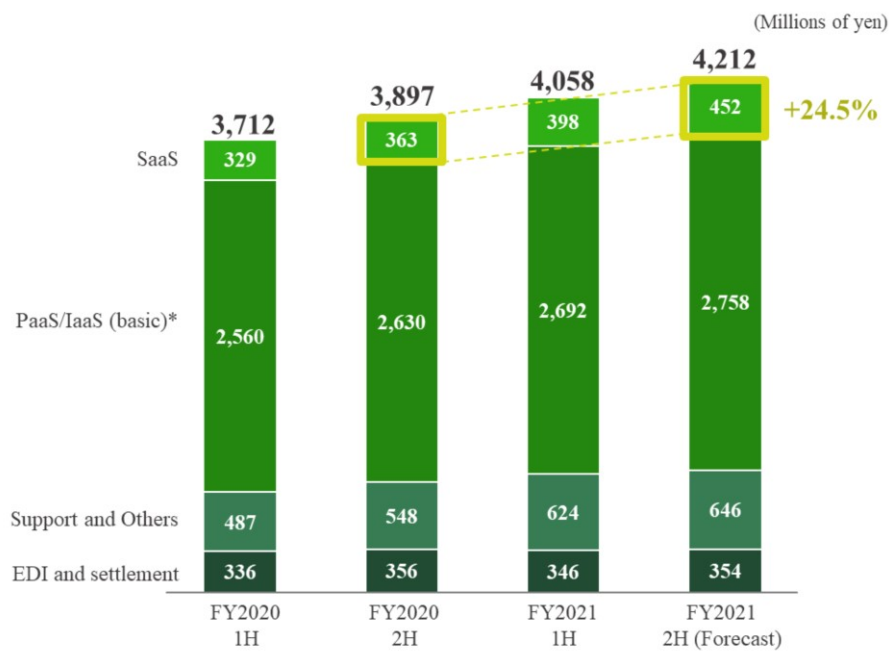
- Sales of PCs and other devices are expected to decrease by 527 million yen.
- Out of these, 243 million yen are a decrease in reaction to the large orders for mobile phone shops in 1Q FY2020.
- Sales of supplies are expected to increase.
- Software sales, including acquisition of new clients and additional sales to clients, are expected to progress steadily throughout FY2021.
- As a result, monthly sales linked to the total number of software licenses are expected to increase by 661 million yen. In addition, revenue is expected to increase by 743 million yen due to new sales and additional sales of software.
- On the other hand, the Company will accelerate the transition of software sales to subscription models.
- The impact of the transition is expected to be 1.7 billion yen.
- The forecast was initially 1.5billion yen, but the forecast was raised by 200 million yen due to the acceleration.
- If the Company had not promoted the transition to subscription models and continued to sell the software using conventional method, revenue would have increased. However, in order to stabilize and enhance the revenue in the future, the Company will promote the transition to subscription models.

Forecasts by Revenue Categories

(Millions of yen)	FY2021 Full-year forecast	FY2020 Full-year	YoY change	YoY ratio	FY2021 2H forecast	FY2020 2H	YoY change	YoY ratio
Platform	11,250	10,692	+558	+5.2%	5,698	5,620	+78	+1.4%
SaaS	850	692	+158	+22.8%	452	363	+89	+24.5%
PaaS/IaaS (basic)	7,700	7,555	+145	+1.9%	3,907	3,980	-73	-1.8%
EDI and settlement	700	692	+8	+1.1%	354	356	-2	-0.5%
Support	1,800	1,596	+204	+12.8%	888	835	+52	+6.3%
Others	200	157	+43	+27.5%	96	85	+10	+12.3%
Application	9,100	10,469	-1,369	-13.1%	4,715	5,310	-595	-11.2%
By industry	7,500	8,389	-889	-10.6%	3,905	4,424	-519	-11.7%
OTRS	250	204	+46	+22.7%	112	72	+40	+55.5%
Devices	1,350	1,877	-527	-28.1%	698	813	-116	-14.2%
Total	20,350	21,162	-812	-3.8%	10,413	10,930	-517	-4.7%

- Regarding "SaaS," the transition of software sales to subscription models is expected to proceed.
- Regarding "PaaS/IaaS," the total number of software licenses is expected to increase.
- Regarding "EDI and settlement," the number of clients using platforms for auto parts is expected to increase.
- Regarding "Support," the contract ratio of support services is expected to increase.
- Regarding "Others," the number of clients adopting DX solutions is expected to increase.
- As a result, revenue from Platform for the full-year is expected to increase year-on-year in all categories.
- On the other hand, the revenue from Application is expected to decrease.
- Regarding "By industry," the revenue is expected to decrease due to the progress in the transition to subscription models.
- In addition, revenue from "Devices" is expected to decrease due the remaining influence of the decrease in 1H FY2021, which was a decrease in reaction to the large orders for mobile phone shops in 1Q FY2020.

Forecasts of Monthly Sales



* Excluding PaaS (lump-sum)

SaaS

- Accelerate the transition of current software to the subscription model.
- Start provision of new software to general clients (4Q).

PaaS/IaaS (basic)

- Increase the total number of licenses of current software by focusing on acquiring new clients.

Support and Others

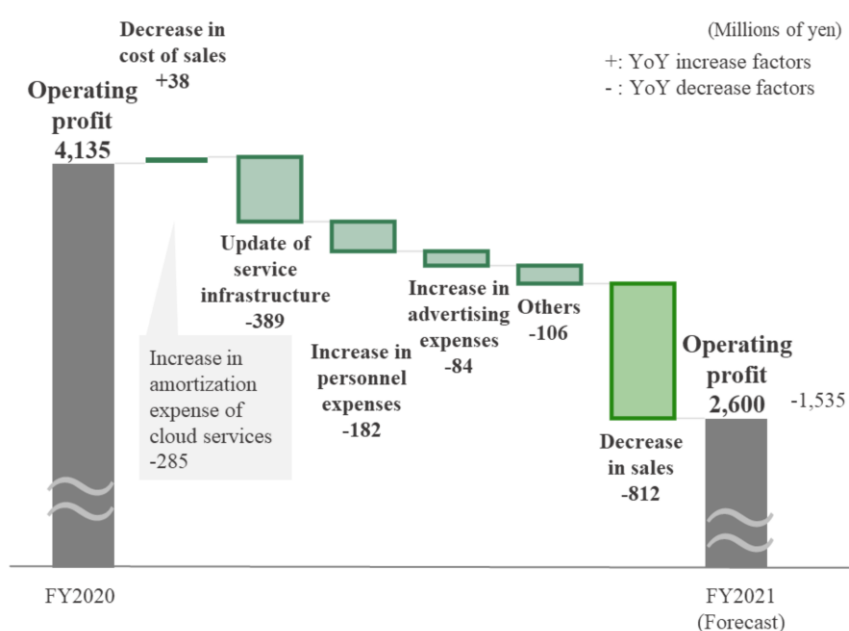
- Further raise the monthly support services contract rate.
- Increase in the number of DX solutions adopted.

EDI and settlement

- Further increase the number of companies using the parts ordering platform.

- "PaaS/IaaS (basic)" consists of usage fee of the platform, which is the infrastructure necessary for running software.
- Therefore, monthly sales for "PaaS/IaaS (basic)" are charged to all clients who are using current software, including those who did not change to the subscription model.
- Revenue from “SaaS” consists of monthly sales of subscription models software, apart from "PaaS/IaaS (basic)"
- Since the transition from the current software to the new software will start from 4Q, the expansion of revenue from “SaaS” will be accelerated in the future.

Breakdown of Changes in Operating Profit (Full-Year, Year-on-Year)

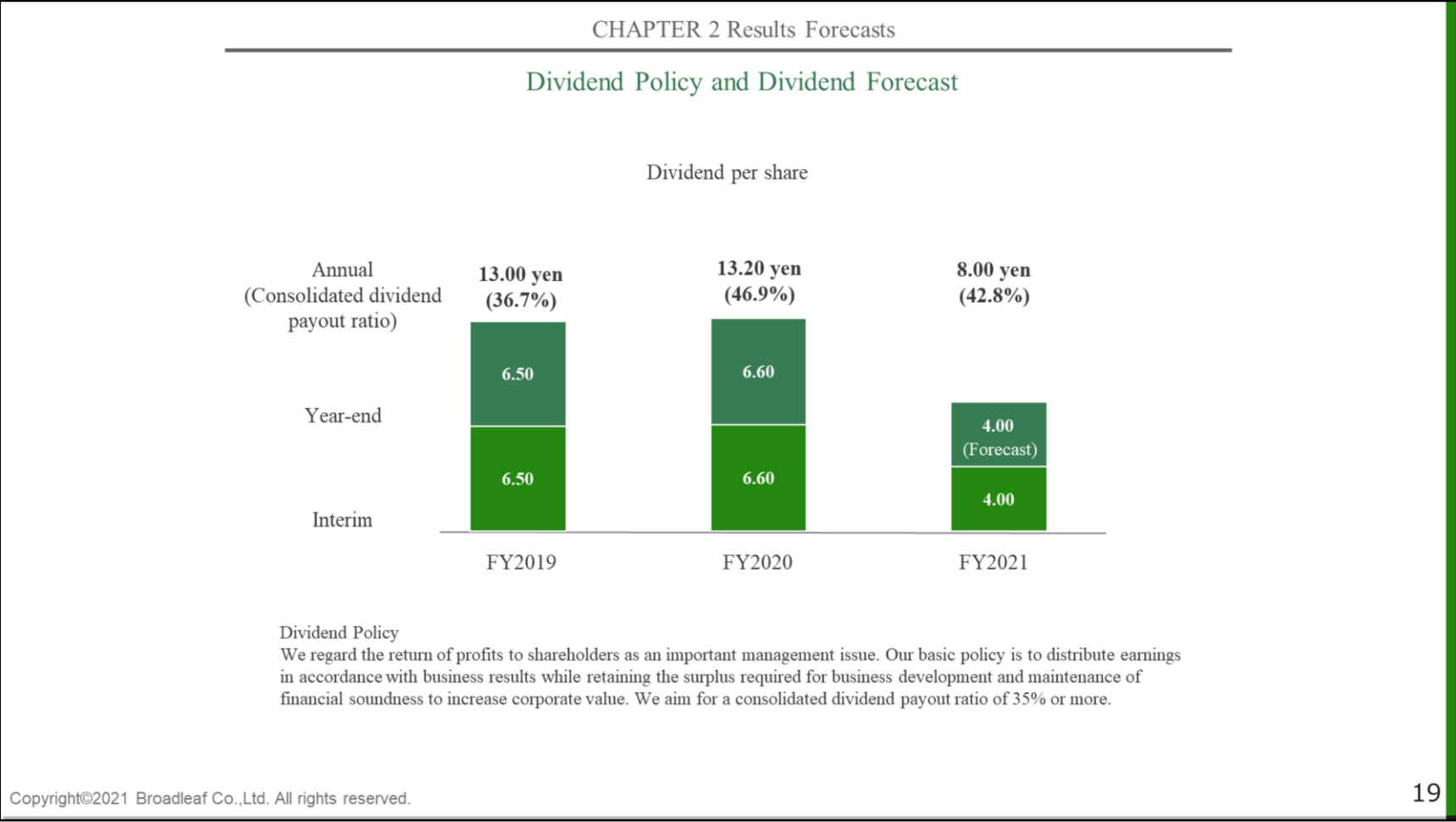
**Cost of sales**

- Amortization expense of cloud services will rise after the new software is launched to general clients.

SG&A expenses, etc.

- Update of the service infrastructure
Increase in update cost of IT infrastructure for improving service levels (availability, etc.).
- Personnel expenses
Increase in legal welfare expenses due to stock compensation.
- Advertising expenses
Preparation of contents for online sales and active holding of webinars.
- Others
Increase expenses for sales activities after the new software is launched to general clients.

- Purchase costs are expected to decrease due to a decline in reaction to the large orders of devices in FY2020.
- On the other hand, since the amortization expense of cloud services will increase after the provision of the new software to general clients starts, the decrease in total cost of sales will be limited.
- Regarding SG&A expenses, the costs for upgrading service infrastructure is expected to increase.
- In addition, the Company will actively engage in promotions and sales activities in line with the starting of provision of the new software to general clients from 4Q.
- As a result, SG&A expenses are expected to increase year-on-year.
- In addition to these cost factors, the impact of decrease in revenue due to the acceleration of the transition of software to subscription models is significant, so operating profit is expected to decrease by 1,535 million yen.



- An amount equivalent to the increased amount of profit attributable to owners of the parent due to the revision of the results forecast was applied to profit return to shareholders on the top of initial dividend forecast.
- Annual dividend forecast per share was raised by 1 yen from the initial forecast of 7 yen to 8 yen.
- The Company regards the return of profits to shareholders as an important management issue, and from shareholder-oriented viewpoint, the Company plans to provide appropriate dividends to shareholders.

End

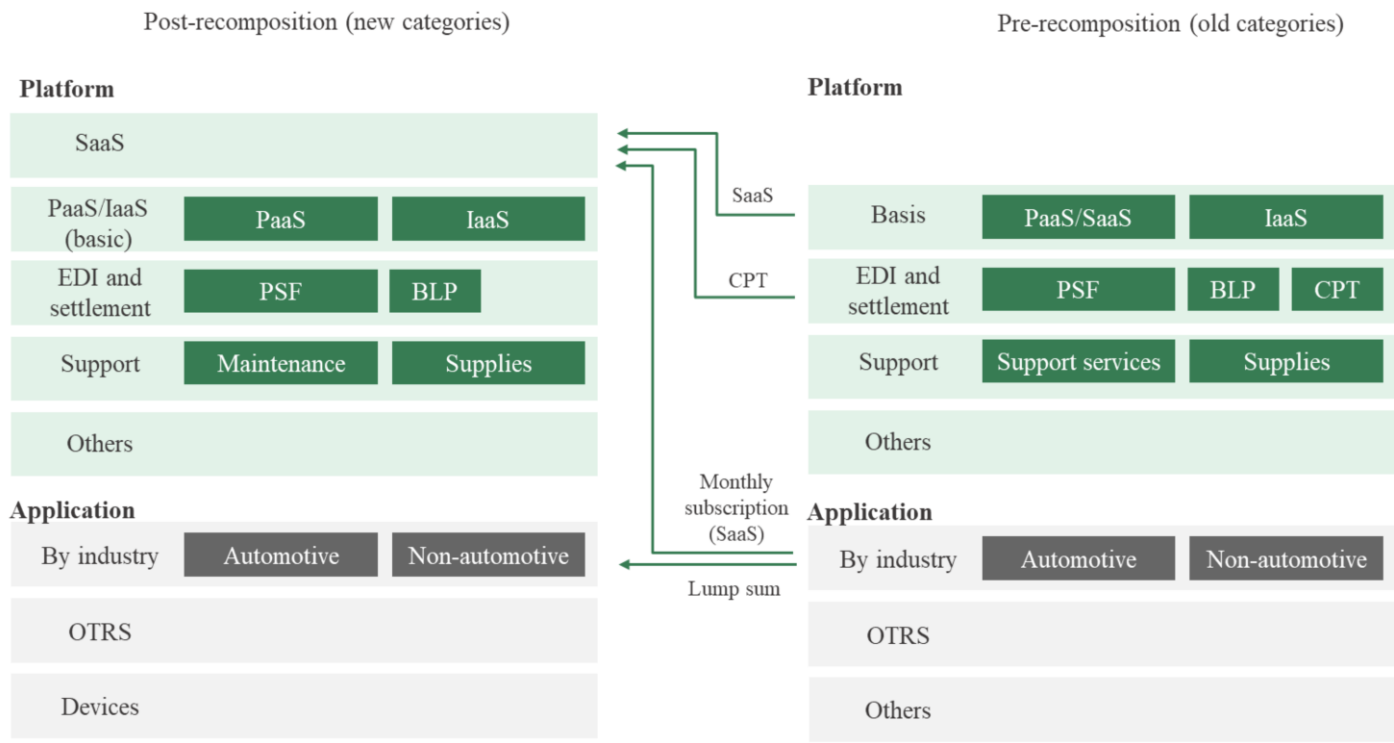
CHAPTER 3

Supplemental Information

Details of Revenue Categories

Major category	Category		Details
	Medium category	Small category	
Platform	SaaS		<ul style="list-style-type: none">• Provision of business software (monthly)• Provision of tablet-type operation terminals “CarpodTab (CPT)”
	PaaS/IaaS (basic)	PaaS lump sum	<ul style="list-style-type: none">• Provision of basic software and common function
		PaaS monthly	<ul style="list-style-type: none">• Provision of database for business software (auto parts, vehicle and index information, transportation data, tourist spot data, etc.)
		IaaS	<ul style="list-style-type: none">• Provision of network server function required for the use of business software
	EDI and settlement	PSF	<ul style="list-style-type: none">• Provision of settlement agency services for “Parts Station NET,” a network specialized in the transaction of recycled auto parts
		BLP	<ul style="list-style-type: none">• Provision of “BL Parts Order System,” an ordering platform for auto parts
	Support	Support services	<ul style="list-style-type: none">• Provision of support and hardware maintenance services for clients in various industries
		Supplies	<ul style="list-style-type: none">• Sale of exclusive forms and OA supplies
	Others		<ul style="list-style-type: none">• Analysis, processing and provision of a large amount of accumulated anonymization data collected from clients, etc.
Application	By industry		<ul style="list-style-type: none">• Sale of business software by industry (excluding basic software) (Automotive category: auto maintenance shops, auto body shops, car dealers, auto parts dealers, auto glass shops, auto electrical equipment shops, recycling shops, etc.) (Non-automotive category: machine tool dealers, mobile phone distributors, travel agencies, sightseeing bus operators, etc.)
	OTRS		<ul style="list-style-type: none">• Sale of “OTRS”, a work analysis and business optimization software
	Devices		<ul style="list-style-type: none">• Sale of devices such as PCs and printers, etc.

Changes in Revenue Categories



Detailed Breakdown by Revenue Categories (1H)

Post-recomposition (new categories)

(Millions of yen)	FY2021 1H	FY2020 1H	YoY change	YoY ratio
Platform	5,552	5,072	+480	+9.5%
SaaS	398	329	+69	+20.9%
PaaS/IaaS (basic)	3,793	3,575	+218	+6.1%
PaaS (Basic software/ lump sum)	1,101	1,014	+87	+8.5%
PaaS (database/ monthly)	1,502	1,450	+52	+3.6%
IaaS	1,190	1,110	+79	+7.2%
EDI and settlement	346	336	+10	+2.8%
PSF	267	269	-2	-0.8%
BLP	78	67	+12	+17.5%
Support	912	761	+151	+19.9%
Support services	519	415	+104	+25.1%
Supplies	393	346	+47	+13.6%
Others	104	72	+33	+45.6%
Application	4,385	5,160	-774	-15.0%
By industry	3,595	3,964	-369	-9.3%
Automotive	3,129	3,463	-334	-9.7%
Non-automotive	466	501	-35	-7.0%
OTRS	138	132	+6	+4.7%
Devices	652	1,064	-411	-38.7%
Total	9,937	10,232	-295	-2.9%

Pre-recomposition (old categories)

(Millions of yen)	FY2020 1H
Platform	4,872
Basis	3,600
PaaS/SaaS	2,490
Lump sum	1,014
Monthly	1,475
IaaS	1,110
EDI and settlement	439
PSF	269
BLP/CPT	170
Support	761
Support services	415
Supplies	346
Others	72
Application	5,360
By industry	4,165
Automotive	3,606
Non-automotive	559
OTRS	132
Others	1,064
Total	10,232

Changes in Sales Recording Method by Revenue Categories
through Transition to Monthly Subscription Models

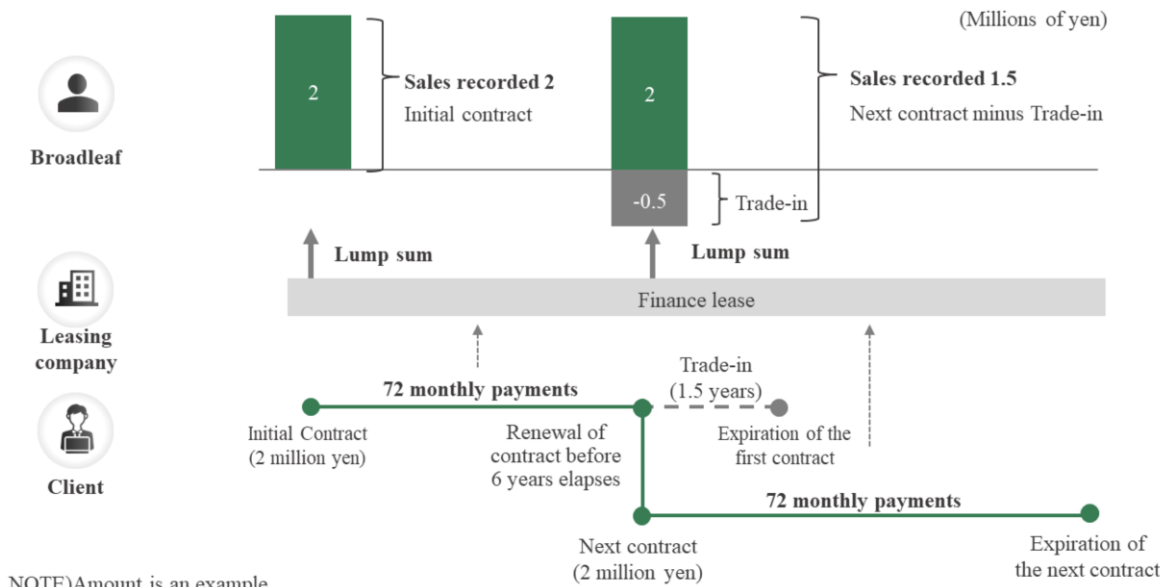
● :Multi-year lump sum/ ● : Monthly/ ● : When needed

Software Type Form of contract	① Current software “.NS Series” Hybrid		② Current software “.NS Series” Monthly subscription	③ New software “.c Series” —
Platform	●	●	●	●
SaaS	—		●	●
PaaS/IaaS (basic)	●	●	●	—
PaaS (lump sum)	●	①→②	—	②→③
PaaS (monthly)		“Basic software (lump sum)”and “By industry” are moved to “SaaS”	●	“PaaS/IaaS (basic)” and “Support services”are integrated into “SaaS”
IaaS (monthly)			●	—
Support		● ●	● ●	●
Support services		●	●	—
Supplies		●	●	●
Application	●		●	●
By industry	●		—	
Devices		—	●	●

Sales Recognition in Lease Contract

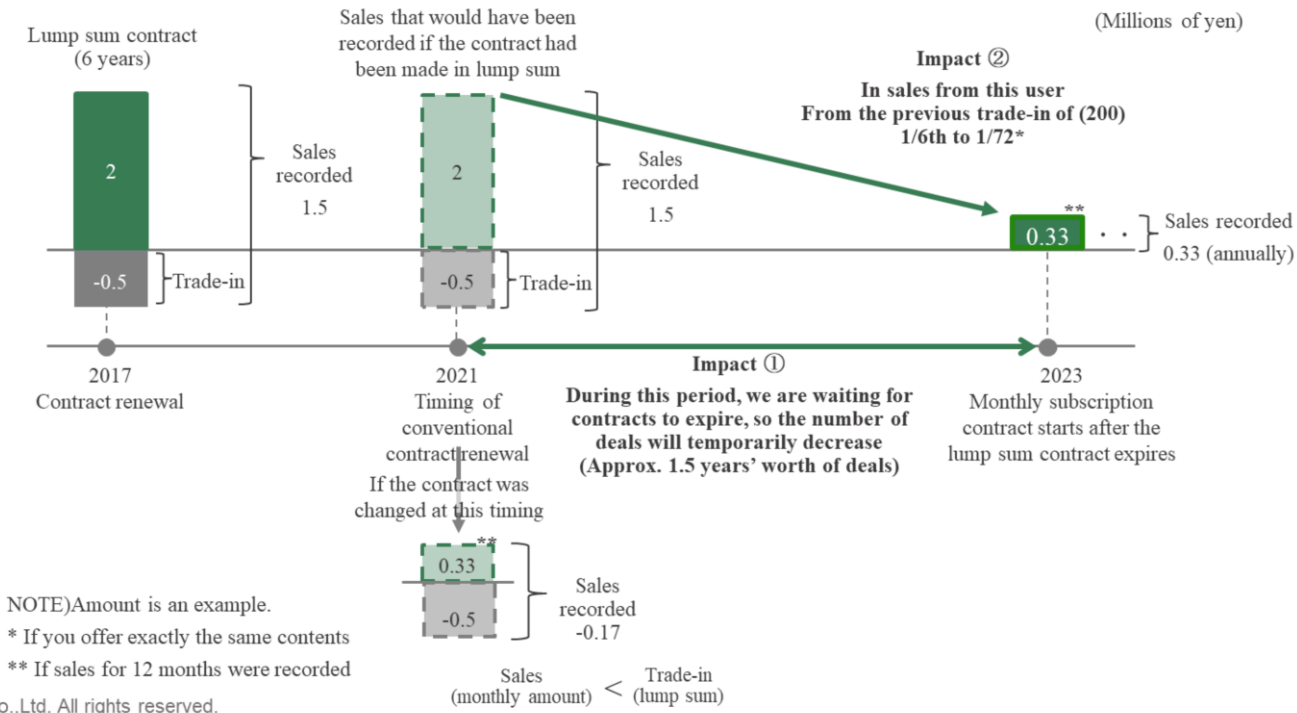
In the case of 6-years contract with a trade-in

Most clients choose to sign a lease contract.
Prior to the expiration of the software rights purchase period (= lease period), we may trade in the remaining lease balance.



Measures for Transition to Monthly Subscription Models and Impact on Sales

In the case where existing clients with 6-years contract changed to monthly subscription contract



Corporate Profile

Company name	Broadleaf Co., Ltd
Representative	Kenji Oyama, Representative Director, andPresident
Listed on	Listed on the First Section of the Tokyo Stock Exchange (3673) *Planning to move to prime market
Sector	Information and telecommunication
Founded/established	December 2005/September 2009
Capital stock	7.148 billion yen (consolidated)
Fiscal year	From January 1 to December 31
Business Outline	The Company offers a wide range of IT services, including its independently developed business software. In addition to providing business software that serves as core systems, mainly to business operators in the automotive aftermarket industry, the Company delivers diverse, unique one stop services including an electronic network for trading automotive parts and big data analysis. Looking ahead to the future evolution of mobility society, the Company is also pursuing research and studies related to the practical application of leading-edge technologies.
Head Office Address	Floor 8, Glass Cube Shinagawa, 4-13-14 Higashi-Shinagawa, Shinagawa-ku, Tokyo
Domestic Offices	29 Sales Offices and 3 Technology Development Centers in Japan
Major Subsidiaries	Tajima Inc.

Disclaimer

The statements regarding results forecasts and future forecasts contained in this material are forecasts based on information available at the time of preparation of the material, so they include potential risks and uncertainties.

Therefore, please be aware that actual results may differ from these results forecasts due to various factors.

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