

Data Book 2025

Broadleaf Co., Ltd

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Consolidated (IFRS)
Figures are rounded off to the nearest unit.

Sales by Service Category

Year Ended Dec. 31, (Millions of yen)	2022				2023				2024				2025	
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H
Cloud services	542	1,097	1,850	2,748	981	2,237	3,777	5,459	1,760	3,679	5,790	8,210	2,490	5,336
Software services	372	764	1,344	2,078	821	1,920	3,291	4,810	1,613	3,394	5,353	7,626	2,356	5,076
Software	355	717	1,230	1,847	686	1,600	2,788	4,036	1,373	2,898	4,614	6,532	2,098	4,465
Maintenance contract	5	13	29	53	32	73	124	186	81	169	272	387	127	295
initial setup	12	34	84	178	103	247	380	588	158	326	466	706	130	316
Marketplace	170	333	506	670	160	318	486	649	148	285	437	584	134	260
Packaged system	2,290	4,561	6,859	9,230	2,177	4,179	6,031	8,021	1,801	3,627	5,444	7,450	1,610	3,002
Software sales	643	1,244	1,796	2,430	465	927	1,388	1,828	338	758	1,219	1,941	393	719
Operation and support service	1,647	3,317	5,063	6,800	1,712	3,252	4,643	6,194	1,463	2,870	4,226	5,508	1,217	2,283
Others	423	863	1,358	1,854	471	973	1,441	1,904	453	1,114	1,724	2,386	659	1,481
Hardware	244	510	790	1,108	289	619	878	1,156	281	766	1,207	1,689	489	1,142
Supply	178	353	569	746	183	354	563	749	172	348	517	697	170	340
Total	3,254	6,520	10,067	13,833	3,629	7,390	11,249	15,385	4,014	8,421	12,958	18,045	4,758	9,819
Recurring revenue*1	2,008	4,047	6,323	8,700	2,430	4,925	7,554	10,416	2,917	5,937	9,112	12,428	3,442	7,044
Recurring revenue Ratio	61.7%	62.1%	62.8%	62.9%	67.0%	66.6%	67.2%	67.7%	72.7%	70.5%	70.3%	68.9%	72.3%	71.7%

Main Products in Each Service Category

Software services: ".c series" cloud software, monthly license for .NS series packaged software, electricity book .DX software compliant with the Electronic Book Retention Law, and other monthly subscription services

Marketplace: Automotive aftermarket parts trading platform

Software sales: License for lease sales of the packaged software “.NS Series”, work analysis software “OTRS”

Operation and support service: Database and support services required for the use of the packaged software “.NS Series”

Hardware: PCs and printers, etc.

Supply: Forms and toner, etc.

*1 Recurring revenue: Total of Software, Maintenance contract, and Operations and support service.

Number of business software companies

Year Ended Dec. 31,	2022				2023				2024				2025	
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H
Cloud software companies	395	991	1,557	2,231	2,973	3,744	4,527	5,381	6,048	7,027	7,862	9,051	9,804	10,721
Standard Edition	274	867	1,433	2,099	2,831	3,604	4,382	5,222	5,871	6,837	7,623	8,800	9,531	10,436
Specific major companies	121	124	124	132	142	140	145	159	177	190	239	251	273	285
Packaged software companies	37,703	37,363	36,992	37,114	36,574	36,027	35,428	34,604	33,629	32,843	31,554	30,762	29,461	28,453
Scheduled to switch to cloud software	37,477	37,139	36,771	36,892	36,353	35,812	35,213	34,391	33,423	32,636	31,350	30,556	29,256	28,252
Cloud software to be switched has been released	33,183	32,862	32,509	32,126	31,645	31,143	30,600	29,848	28,978	28,258	27,064	28,586 ^{*2}	27,344	26,349
Before release of the cloud software to be switched	4,294	4,277	4,262	4,766 ^{*1}	4,708	4,669	4,613	4,543	4,445	4,378	4,286	1,970 ^{*2}	1,912	1,903
No plan to switch to cloud software	226	224	221	222	221	215	215	213	206	207	204	206	205	201
Packaged software Decrease in number of users (number of companies)	—	—	—	—	—	—	—	—	—	—	—	644	187	344
Increase in new cloud software users (number of companies)	—	—	—	—	—	—	—	—	—	—	—	865	280	579
Cloud rate	1.2%	2.9%	4.6%	6.5%	8.6%	10.7%	12.9%	15.3%	17.3%	19.9%	22.5%	24.0%	26.4%	28.9%
Cloud software user retention rate	—	—	—	—	—	—	—	—	99.6%	99.6%	99.6%	99.7%	99.7%	99.7%
Cloud software user retention rate (Only Standard Edition)	—	—	—	—	99.6%	99.6%	99.6%	99.6%	99.6%	99.6%	99.6%	99.7%	99.7%	99.7%

Cloud software companies: :
The total number of industry-specific licenses for the ".c Series" cloud software, counting one company as two if it has introduced licenses for multiple industries. The “Specific Major Companies” version refers to customized software for designated large clients, while the “Standard Edition” is general-purpose software for all other users.

Package software companies:
The total number of industry-specific licenses for the ".NS Series" packaged software, counting as two companies if it has introduced licenses for multiple industries.

(NOTE) Key Differences
In the cloud software, basic functions for body repair and vehicle sales are available as optional features within the software for auto maintenance shops.
In contrast, the packaged software does not support such optional settings, so separate industry-specific licenses—for example, "Auto Body Shop License" or "Vehicle Sales Business License"—are required.

Scheduled to switch to cloud software:
As of 2Q 2025, the target industries are as follows:
Cloud software to be switched has been released: auto maintenance shops (& service stations), auto body shops, car sales, component merchant, auto recycle shops, and auto glass shops.
Before release of the cloud software to be switched: auto electrical equipment shops, radiator shops, Machine Tool Shopping, Travel, Bus Operation

No plan to switch to cloud software: As of 2Q of 2025, the target industry is mobile phone shops.

Decrease in package software users (number of companies):
Refers to the number of companies that went bankrupt, closed down, or switched to competitors during the relevant cumulative period (with the majority being bankruptcies or closures).This represents the actual number of companies, not based on the company count method used elsewhere. Only industries for which the corresponding cloud software has already been released are included in the count.

Increase in new cloud software users (number of companies):
Refers to the number of companies that newly adopted cloud software during the relevant cumulative period, excluding those that had previously used the ".NS Series" packaged software.
This represents the actual number of companies, not based on the company count method used elsewhere.

Cloud rate:
The percentage of companies that have implemented cloud software among all companies eligible for released cloud software.
= (Cloud software companies)/(Cloud software companies + Cloud software to be switched has been released)
(NOTE) Cloud rate 100%
For industries where cloud software has already been released as of 2Q 2025, we aim to achieve a cloud rate of 100% by the end of 2028.

Cloud software user retention rate :
Cloud Software User Retention Rate:= 1 – Churn Rate
The churn rate refers to the percentage of companies that canceled their cloud software subscriptions in a given month, averaged over the most recent 12 months.
The majority of cancellations are due to bankruptcy or business closure.

*1 Changing how auto glass shops is counted.
*2 Change in business category to be counted.

Indicators for ".c series" of cloud software

Year Ended Dec. 31,	2022				2023				2024				2025	
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H
Number of Licenses	1,306	2,056	2,857	3,620	4,656	5,649	6,721	8,156	9,301	10,739	12,177	14,034	15,165	16,746
Standard edition	307	995	1,790	2,523	3,490	4,441	5,477	6,856	7,934	9,310	10,644	12,459	13,546	14,971
Specific major companies	999	1,061	1,067	1,097	1,166	1,208	1,244	1,300	1,367	1,429	1,533	1,575	1,619	1,775
MRR(Millions of yen)	—	—	—	—	—	—	—	—	215	249	288	340	372	417
ARR(Millions of yen)	—	—	—	—	—	—	—	—	2,576	2,994	3,460	4,082	4,463	5,008
Average monthly license sales(ARPL)	—	—	—	—	—	—	—	—	23,084	23,231	23,678	24,236	24,527	24,921
Standard edition	17,308	19,148	21,047	21,279	21,165	21,424	21,561	22,178	22,853	23,051	23,375	24,319	24,663	24,559
Specific major companies	—	—	—	—	—	—	—	—	—	—	—	—	—	—

Number of licenses:
Total number of industry-specific licenses and job-specific licenses.

(NOTE) License system for cloud software:
The ".c Series" cloud software consists of industry-specific licenses and job-specific licenses. Each license includes one user account per license. Companies first implement the industry-specific license corresponding to their business. They can then add other industry-specific licenses as needed. To add more users within the same industry, job-specific licenses are required. To further add users within the same job role, additional user accounts are needed.
(The more user accounts are added, the lower the average fee per account—this is a tiered pricing structure)

(NOTE) License system for packaged software:
The ".NS Series" packaged software consists only of industry-specific licenses. To add users, companies must purchase additional industry-specific licenses.

MRR(Monthly Recurring Revenue):
Monthly recurring revenues of ".c series" cloud software.
Calculated based on the final month of each quarter (March, June, September, and December).
The figure excludes one-time revenues such as initial setup fees from the total monthly revenue, and includes both the Standard Edition and the Specific Major Companies Edition.

ARR(Annual Recurring Revenue):
Annual recurring revenues of ".c series" cloud software.
= MRR × 12

Average monthly license sales ARPL(Average Monthly Revenue Per License per licensing):
Average monthly sales per license for ".c series" cloud software.
= MRR ÷ Number of licenses

(NOTE) Figures disclosed from 2024 onward
Until 2024, ARPL was disclosed for the Standard Edition only. Starting in 2025, we will disclose MRR, ARR, and ARPL for the entire ".c Series" cloud software, combining both the Standard Edition and the Specific Major Companies Edition.
(For reference, data from 2024 is also presented, with the ARPL for the Standard Edition provided as a reference value.)

PL Summary

Year Ended Dec. 31, (Millions of yen)	2018				2019				2020				2021				2022				2023				2024				2025	
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H
Revenue	4,433	10,090	15,104	21,285	4,925	11,072	16,840	22,586	5,279	10,232	15,544	21,162	5,195	9,937	15,181	20,652	3,254	6,520	10,067	13,833	3,629	7,390	11,249	15,385	4,014	8,421	12,958	18,045	4,758	9,819
Cost of sales	1,140	2,568	3,802	5,452	1,364	3,065	4,658	6,394	1,641	3,006	4,550	6,088	1,530	2,867	4,309	5,753	1,195	2,459	3,902	5,346	1,483	2,985	4,520	6,045	1,409	2,961	4,549	6,334	1,638	3,448
Gross profit	3,293	7,522	11,302	15,833	3,561	8,006	12,182	16,192	3,638	7,226	10,994	15,074	3,665	7,070	10,871	14,898	2,060	4,061	6,165	8,487	2,146	4,405	6,729	9,340	2,605	5,460	8,409	11,712	3,120	6,371
Selling, general and administrative expense	3,032	5,989	8,618	11,751	3,164	5,948	8,671	11,730	3,024	5,603	8,173	11,012	3,006	5,845	8,556	11,521	2,806	5,478	8,058	10,803	2,697	5,528	8,272	11,221	2,725	5,550	8,169	11,110	2,758	5,596
Other operating income	5	27	40	57	25	37	53	80	3	11	51	80	14	25	34	30	10	19	36	34	43	42	52	56	12	51	53	78	12	18
Other operating expense	8	18	18	25	2	15	7	17	6	6	7	7	1	7	7	12	0	1	6	615	28	30	31	77	2	4	5	6	21	22
Operating profit*	258	1,542	2,706	4,115	420	2,080	3,558	4,525	610	1,628	2,864	4,135	672	1,243	2,342	3,395	-737	-1,398	-1,863	-2,897	-536	-1,111	-1,522	-1,902	-109	-44	288	674	353	771
Finance income	14	15	10	12	10	12	8	3	39	42	35	38	19	22	42	85	110	19	32	11	22	54	86	53	52	64	32	37	8	11
Finance costs	3	5	8	12	4	9	33	27	14	38	60	325	10	24	38	241	16	62	79	119	21	35	49	71	32	48	61	79	51	87
Equity in loss of affiliates*	-2	-5	-7	-9	-3	-7	-9	-16	-9	-17	-25	-28	-11	-1	-6	-6	-3	-17	-3	-1	-6	-9	0	-2	47	44	33	-87	-12	-95
Profit before tax*	267	1,548	2,701	4,105	423	2,075	3,523	4,486	627	1,614	2,815	3,820	669	1,239	2,340	3,233	-646	-1,458	-1,914	-3,005	-541	-1,102	-1,485	-1,921	-42	16	293	545	298	600
Income tax	125	550	956	1,450	150	714	1,204	1,393	214	550	949	1,356	242	443	839	1,059	-76	-349	-475	-573	-127	-257	-424	-396	-5	35	140	213	105	193
Profit*	142	998	1,745	2,656	274	1,361	2,319	3,093	413	1,065	1,866	2,465	427	796	1,501	2,174	-570	-1,109	-1,438	-2,432	-414	-844	-1,062	-1,525	-36	-18	153	332	193	407
Owners of the parent Profit attributable*	142	998	1,745	2,656	274	1,361	2,320	3,093	413	1,066	1,867	2,465	426	795	1,500	2,173	-570	-1,109	-1,433	-2,431	-405	-826	-1,028	-1,487	-35	-14	161	343	196	417
Comprehensive income*	101	942	1,717	2,713	228	1,320	2,224	3,057	267	967	1,741	2,273	504	856	1,566	2,201	-586	-1,083	-1,376	-2,320	-275	-635	-948	-1,380	49	84	224	437	219	447

*-indicates a loss

BS Summary 1

Year Ended Dec. 31, (Millions of yen)	2018				2019				2020				2021				2022				2023				2024				2025	
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H
Cash and cash equivalents	4,411	4,890	4,373	5,627	2,258	3,153	1,928	3,034	3,293	2,826	2,769	3,232	2,850	3,287	3,029	3,522	3,358	3,212	3,153	3,457	3,301	3,386	3,621	3,920	5,230	4,036	3,782	4,306	3,333	3,622
Operating and other receivables	4,290	5,008	4,644	4,447	4,010	5,186	4,860	4,300	3,978	4,458	4,641	3,798	3,779	3,764	4,474	4,293	2,412	2,519	2,617	2,602	2,595	2,706	2,784	2,711	2,784	3,149	3,114	3,365	3,224	3,567
Inventories	139	125	186	238	141	158	185	253	187	210	184	356	159	185	158	208	195	165	126	131	197	126	145	101	125	148	178	186	229	266
Other financial assets	0	0	0	0	0	1	0	5	5	55	55	55	55	5	5	85	20	0	0	0	0	0	22	0	0	0	0	0	0	0
Other current assets	274	263	276	306	356	335	326	396	431	385	339	311	335	426	397	296	377	414	344	366	425	473	354	322	311	457	375	354	516	497
Total current assets	9,114	10,286	9,479	10,619	6,765	8,833	7,299	7,987	7,896	7,934	7,989	7,752	7,178	7,667	8,064	8,405	6,362	6,309	6,240	6,555	6,518	6,690	6,926	7,053	8,450	7,791	7,450	8,211	7,302	7,952
Total current assets	418	417	436	443	1,299	1,177	1,128	2,027	1,927	1,908	1,799	1,823	1,776	1,662	1,497	1,274	1,209	1,152	1,124	1,039	1,768	1,631	1,573	1,488	1,368	1,360	1,305	1,168	1,144	1,134
Goodwill	11,739	11,739	11,739	11,739	11,739	11,803	11,803	11,803	11,803	11,803	11,803	11,803	11,803	11,803	11,803	11,803	11,803	11,803	11,805	11,190	11,190	11,190	11,126	11,126	11,126	11,126	11,126	11,126	11,126	11,126
Intangible assets	3,259	3,696	4,007	4,633	5,225	5,860	6,232	6,897	7,269	7,626	7,931	8,426	8,846	9,389	9,945	10,548	10,958	11,202	11,496	11,771	12,191	12,806	13,417	14,068	14,664	15,329	15,990	16,526	17,128	17,652
Investments accounted for using equity method	40	39	39	37	33	32	27	95	85	78	71	96	90	100	91	93	92	67	80	83	77	74	83	81	229	226	215	95	84	0
Other financial assets	1,221	1,160	1,182	1,406	2,425	1,646	1,852	1,953	1,768	1,820	1,814	1,421	1,532	1,517	1,446	1,242	1,347	1,268	1,344	1,364	1,582	1,702	1,148	1,181	1,023	1,051	972	988	953	943
Other non-current assets	91	105	105	115	113	110	106	234	216	198	190	176	200	291	268	238	211	177	157	250	215	186	169	145	140	266	225	195	174	150
Deferred tax assets	182	194	169	421	420	476	490	693	759	725	728	779	792	787	775	874	872	1,101	1,217	1,283	1,350	1,450	1,659	1,606	1,605	1,701	1,722	1,585	1,598	1,607
Total non-current assets	16,949	17,351	17,678	18,794	21,254	21,105	21,638	23,702	23,827	24,157	24,335	24,522	25,038	25,548	25,824	26,071	26,491	26,770	27,223	26,980	28,373	29,038	29,238	29,696	30,156	31,060	31,555	31,684	32,206	32,612
Total assets	26,063	27,637	27,156	29,413	28,019	29,937	28,937	31,689	31,722	32,091	32,324	32,274	32,216	33,216	33,888	34,476	32,853	33,079	33,463	33,535	34,891	35,728	36,164	36,750	38,606	38,851	39,005	39,895	39,507	40,564

BS Summary 2

Year Ended Dec. 31, (Millions of yen)	2018				2019				2020				2021				2022				2023				2024				2025	
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H
Operating and other payables	3,117	3,333	3,216	3,624	3,176	3,719	3,311	3,613	3,080	3,147	3,258	3,539	2,929	3,088	3,453	3,568	2,560	2,723	2,646	2,673	2,553	2,750	2,932	2,828	2,491	2,816	2,600	2,797	2,409	2,698
Contract liabilities	2,043	1,911	1,771	1,617	1,470	1,345	1,197	1,052	938	833	712	612	551	455	388	354	321	313	489	926	1,363	1,837	2,411	3,170	3,765	4,317	4,938	6,287	6,499	6,784
Short-term interest-bearing debts	672	677	521	379	871	612	515	754	2,413	1,741	2,111	748	2,067	2,418	3,142	2,480	3,668	3,989	4,668	2,270	3,246	4,017	3,781	4,477	3,415	3,512	3,506	3,480	3,985	4,381
Other current liabilities	888	1,667	1,262	2,294	1,055	1,747	967	1,681	951	1,310	991	1,533	847	1,137	494	1,110	394	667	430	713	433	662	465	605	557	921	767	1,118	575	934
Total current liabilities	6,720	7,589	6,770	7,913	6,573	7,423	5,989	7,100	7,382	7,031	7,072	6,432	6,393	7,099	7,478	7,512	6,944	7,691	8,234	6,583	7,594	9,265	9,590	11,079	10,228	11,566	11,812	13,681	13,468	14,798
Long-term interest-bearing debts	235	74	98	85	246	223	273	934	907	868	799	788	730	607	476	338	300	239	259	2,878	3,509	2,956	3,298	2,773	5,442	4,229	3,903	2,655	2,373	1,771
Other non-current liabilities	371	356	334	382	407	362	353	435	443	435	430	451	498	531	529	512	422	398	405	413	414	417	422	412	403	406	415	415	410	419
Total non-current liabilities	606	431	432	466	653	585	626	1,369	1,350	1,303	1,229	1,239	1,228	1,138	1,005	850	723	637	664	3,291	3,923	3,373	3,720	3,184	5,845	4,635	4,318	3,071	2,783	2,190
Total liabilities	7,326	8,019	7,202	8,379	7,226	8,008	6,615	8,469	8,732	8,334	8,301	7,671	7,621	8,237	8,483	8,362	7,667	8,328	8,898	9,873	11,517	12,638	13,310	14,263	16,073	16,201	16,129	16,751	16,251	16,988
Capital stock	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148	7,148
Share premium	7,181	7,181	7,181	7,180	7,180	7,201	7,200	7,199	7,196	7,216	7,216	7,216	7,283	7,292	7,292	7,292	7,378	7,366	7,366	7,366	7,450	7,470	7,450	7,449	7,515	7,556	7,556	7,559	7,551	7,615
Treasury shares	-3,503	-3,502	-3,502	-3,500	-3,500	-3,458	-3,458	-3,457	-3,452	-3,404	-3,402	-3,404	-3,337	-3,285	-3,285	-3,285	-3,219	-3,167	-3,167	-3,167	-3,107	-3,045	-3,045	-3,045	-2,984	-2,927	-2,927	-2,927	-2,765	-2,688
Retained earnings	7,717	8,582	8,849	9,760	9,505	10,763	11,153	11,929	11,774	12,426	12,649	13,266	13,121	13,491	13,843	14,489	13,512	12,974	12,650	11,657	11,168	10,739	10,518	10,057	10,026	10,047	10,221	10,408	10,439	10,682
Other components of equity	194	209	278	446	461	274	276	398	322	370	410	374	376	334	408	471	367	431	543	628	693	765	767	864	817	817	872	953	869	782
Total equity attributable to owners of the parent	18,736	19,618	19,954	21,033	20,793	21,927	22,320	23,217	22,988	23,755	24,021	24,600	24,591	24,979	25,405	26,114	25,186	24,751	24,539	23,632	23,352	23,077	22,837	22,473	22,522	22,641	22,871	23,142	23,256	23,539
Non-controlling interests	—	—	—	—	—	3	3	3	3	2	2	2	4	—	—	—	—	—	25	30	22	12	17	13	12	8	5	2	15	37
Total equity	18,736	19,618	19,954	21,033	20,793	21,930	22,322	23,220	22,990	23,757	24,023	24,602	24,595	24,979	25,405	26,114	25,186	24,751	24,565	23,662	23,374	23,090	22,854	22,487	22,533	22,649	22,876	23,143	23,256	23,577
Total liabilities and equity	26,063	27,637	27,156	29,413	28,019	29,937	28,937	31,689	31,722	32,091	32,324	32,274	32,216	33,216	33,888	34,476	32,853	33,079	33,463	33,535	34,891	35,728	36,164	36,750	38,606	38,731	39,005	39,895	39,507	40,564

CF Summary

Year Ended Dec. 31, (Millions of yen)	2018				2019				2020				2021				2022				2023				2024				2025	
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H
Cash flow from operating activities	247	1,516	2,132	4,566	-538	898	1,376	3,762	-44	1,100	2,114	5,056	-96	1,080	1,413	3,783	28	460	644	1,606	136	1,126	2,079	3,425	806	2,089	3,542	6,531	337	2,126
Cash flow from investment activities	-404	-1,008	-1,490	-2,496	-1,888	-2,039	-2,961	-3,990	-610	-1,284	-1,938	-2,774	-740	-1,564	-2,329	-3,388	-768	-1,424	-2,173	-2,910	-854	-1,917	-2,573	-3,669	-889	-2,038	-3,200	-4,308	-1,171	-2,273
Cash flow from financing activities	-1,396	-1,583	-2,234	-2,409	-942	-1,324	-2,112	-2,366	914	-23	-441	-2,084	452	537	711	-108	574	649	1,157	1,237	561	717	655	705	1,391	63	-476	-1,835	-158	-556
Free cash flow	-157	508	641	2,070	-2,426	-1,140	-1,586	-228	-654	-184	176	2,283	-836	-485	-916	395	-740	-964	-1,529	-1,304	-718	-791	-494	-244	-83	51	342	2,222	-834	-147
Cash and cash equivalents at the end of the period	4,411	4,890	4,373	5,627	2,258	3,153	1,928	3,034	3,293	2,826	2,769	3,232	2,850	3,287	3,029	3,522	3,358	3,212	3,153	3,457	3,301	3,386	3,621	3,920	5,229	4,036	3,782	4,306	3,333	3,622
Research and development expenses	-	-	-	189	-	-	-	93	-	-	-	164	-	-	-	51	-	-	-	30	-	-	-	76	-	-	-	23	-	-
Capital investment	-	-	-	2,499	-	-	-	4,759	-	-	-	3,447	-	-	-	3,920	-	-	-	3,961	-	-	-	5,431	-	-	-	5,118	-	-
Depreciation and amortization expenses	183	375	573	844	440	908	1,388	1,881	512	1,029	1,586	2,166	567	1,120	1,695	2,335	641	1,309	1,977	2,696	668	1,340	2,027	2,725	695	1,405	2,137	2,918	811	1,610

Financial Indicators

Year Ended Dec. 31,	2018	2019	2020	2021	2022	2023	2024
	FY	FY	FY	FY	FY	FY	FY
Gross profit margin	74.4%	71.7%	71.2%	72.1%	61.4%	60.7%	64.9%
Operating Profit margin	19.3%	20.0%	19.5%	16.4%	-20.9%	-12.4%	3.7%
Revenue Profit attributable to owners of the parent ratio	12.5%	13.7%	11.6%	10.5%	-17.6%	-9.7%	1.9%
Profit before tax to total assets ratio / ROA	14.3%	14.7%	11.9%	9.7%	-8.8%	-5.5%	1.4%
Net margin of equity attributable to owners of the parent/ ROE	13.0%	14.0%	10.3%	8.6%	-9.8%	-6.5%	1.5%
Basic earnings per share(yen)	30.36	35.40	28.16	24.72	-27.54	-16.76	3.85
Diluted earnings per share(yen)	30.15	34.95	27.70	24.32	-27.54	16.76	3.75
Equity attributable to owners of parent per share(yen)	240.91	265.56	280.87	296.77	267.36	253.08	259.39
Percentage of equity attributable to owners of parent	71.5%	73.3%	76.2%	75.7%	70.5%	61.2%	58.0%
Interest-bearing debt ratio	2.2%	7.3%	6.2%	10.8%	21.8%	32.3%	26.5%
Dividend per Share (Yen)	12.00	13.00	13.20	8.70	1.00	1.00	2.00
Dividend payout ratio	39.5%	36.7%	46.9%	35.2%	—	—	51.9%
Ratio of dividends to equity attributable to owners of the parent / DOE	5.2%	5.1%	4.8%	3.0%	0.4%	0.4%	0.8%
Number of employees	921	943	951	940	950	935	920

Other Information (Broadleaf)

Year Ended Dec. 31,	2018	2019	2020	2021	2022	2023	2024
	FY	FY	FY	FY	FY	FY	FY
Breakdown of Shareholders by Ownership Type							
Individuals and others	39.4%	35.1%	30.7%	32.9%	17.3%	13.9%	11.5%
Financial institutions	19.5%	20.2%	19.0%	16.2%	20.8%	20.1%	29.3%
Other domestic corporations	4.6%	4.9%	4.5%	3.3%	13.0%	21.9%	16.6%
Foreign shareholders	29.2%	31.5%	38.7%	39.0%	41.0%	36.6%	34.2%
Securities companies	0.3%	1.4%	0.3%	1.9%	1.4%	1.1%	2.1%
Treasury shares	7.0%	6.9%	6.8%	6.7%	6.5%	6.4%	6.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Board Composition							
Number of Directors	5	5	6	6	6	6	5
Of which, women	0	0	2	2	2	2	1
External director	3	3	4	4	4	4	3
Number of Auditors	3	3	3	3	3	3	3
Of which, women	0	0	0	0	0	0	1
Corporate Auditor	2	2	2	2	2	2	2

The forecast figures included in this document are calculated based on judgments, evaluations, recognition of facts, and formulation of policies made based on information currently available to our management. In addition to the facts that have been established and accurately recognized in the past, certain assumptions that are indispensable for making future expectations have been used in the calculation.

In light of the inherent uncertainties and uncertainties inherent in future forecasts and the possibility of changes due to future business operations, domestic and overseas economic conditions, securities markets and other changes in circumstances, actual results may differ from the forecasted figures included in this document.

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