



# Becoming the Top SaaS company in Japan

1Q FY12/2022 Business Results Briefing Material

Broadleaf Co., Ltd (3673)

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# **① Outline of the Mid-Term Management Plan (2022-2028)**

# Performance Plan for the Mid-Term Management Plan (2022-2028)

Outline of the Mid-Term Management Plan  
(2022-2028)

The Company views record-high performance in 2026 as a milestone.

Transition to recurring revenue will progress and revenue will continue to grow.

The Company aims to achieve operating margin of 40% and profit of 8 billion yen in 2028.

(Billions of yen)	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Revenue	12.3	14.7	18.5	22.0	25.5	29.0	32.5
Operating profit	-4.8	-2.7	1.0	3.3	6.7	10.0	13.0
Operating margin	-	-	5%	15%	25%	34%	40%
Profit attributable To owners of the parent	-5.0	-2.9	0.6	2.0	4.2	6.3	8.0
Equity attributable to owners of the parent	20.0	17.5	18.0				
Percentage of equity attributable to owners of the parent	60%	50%	52%				

# Revenue Plan by Service Categories

Outline of the Mid-Term Management Plan  
(2022-2028)

The Company plans to grow the new cloud services while shrinking packaged systems. Out of cloud service, software service is expected to drive the revenue growth.

(Billions of yen)	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Cloud service	2.6	5.9	10.4	15.2	19.9	25.0	29.1
Software service	1.9	5.0	9.0	13.6	18.0	22.1	25.0
Marketplace	0.7	0.9	1.4	1.6	1.9	2.9	4.1
Packaged system	9.7	8.8	8.1	6.8	5.5	4.0	3.4
Software sale	3.2	2.8	3.0	3.0	2.9	2.5	2.2
Operation and support	6.5	6.0	5.2	3.8	2.7	1.5	1.2
Total	12.3	14.7	18.5	22.0	25.5	29.0	32.5

# Positioning as a SaaS company

Outline of the Mid-Term Management Plan  
(2022-2028)

The Company will become the top SaaS company in Japan.

Securities Code	Company Name	Market capitalization (Millions of yen)	Revenue (Millions of yen)	Revenue growth rate
4443	Sansan, Inc.	139,553	16,184	21.1%
3994	Money Forward, Inc.	192,970	15,632	38.1%
3923	RAKUS Co., Ltd.	237,574	15,387	32.6%
4478	freee K.K	178,943	10,258	48.8%
2492	Infomart Corporation	130,494	9,835	12.1%

The Company's  
revenue of software  
service in 2026

18,000 million yen

NOTE) Major SaaS providing companies that the Company refer to (made by the Company)

Calculation of market capitalization is based on closing price on May 9, 2022, revenue is based on the most recent fiscal year, and growth rate is compared to the previous fiscal year.

The Company will switch existing users whose contract of ".NS Series," a packaged software, has expired, to ".c Series," a cloud-based software service, in order.

## Cloud penetration

### Measures (1)

#### **Switch existing users (33,000 companies) to ".c Series"**

The Company will switch users of ".NS Series," to ".c Series" during 2022-2028, in line with their expiration date.

### Measures (2)

#### **Acquire new users**

In addition to acquiring users from other companies, the Company will become active in providing the products to service stations and car dealers.

## Expansion of services

### Measures (3)

#### **Increase the number of companies using marketplace-based services**

The Company will increase the use rate of ordering platform for auto repair parts. It will also increase the number of companies participating in the auto finance platform.

The Company established indicators that measure the penetration of ".c Series," which is the core of software service sales.

### Cloud penetration

#### Cloud installation status

= **Cloud conversion rate** (Number of user-companies of cloud-based software

	End of 2024
Cloud conversion rate	40%

#### Sales of standard version of ".c Series," a cloud-based software service \*\*

= Number of licenses × Average monthly license fee × (1 - Churn rate)

	End of 2024
Number of licenses	24,000 licenses
Average monthly license fee	23,000 yen/month
Churn rate	Less than 1% (per year)

\* Four industries (auto maintenance shops , auto repair shops, auto parts dealers, and recycling shops) are included.

\*\* Sales of products for specific major companies and service stations are excluded.



# Progress (end of 1Q FY2022)

Outline of the Mid-Term Management Plan  
(2022-2028)

Cloud penetration has progressed as planned.

Acquisition of new users has progressed ahead of the plan.

## Cloud installation status **【Progressed as planned】**

	End of 1Q FY2022	Description
Cloud conversion rate	1.2%	<ul style="list-style-type: none"><li>Switching of existing users began in earnest in the second half of March</li><li>Switching has a seasonal factor because it is linked to the number of contracts 6 years ago (many deals are in June and December)</li></ul>

## Sales of the standard version of ".c Series" **【Progressed as planned】**

	End of 1Q FY2022	Description
Number of licenses	307 licenses Existing users 136 / New users 171	<ul style="list-style-type: none"><li>Number of licenses acquired from new users has exceeded the plan.</li></ul>
Average monthly license fee	16,131yen/month Existing 18,588yen/month New 14,830yen/month	<ul style="list-style-type: none"><li>Regarding existing users, it has been installed from small users as planned.</li><li>There is greater demand than anticipated for new users with a small business scale, which lead to and increase in installation of low-priced licenses.</li></ul>

## Sales of ".c Series" for specific major clients **【Progressed as planned】**

- Prior installation started from 2020, which completed in 2021 as planned.
- Other deals are also planned to be installed in order.

NOTE) Churn rate is not disclosed at the timing due to insufficient number of data for calculation.

## ② Overview of 1Q FY12/2022 Business Results

**Even though actual business status is good, business results declined year-on-year since the Company mainly sold ".c Series," a cloud-based software service, which is recorded as monthly sales.**

## Actual business status

".c Series" is highly evaluated in the market, and the pace of acquisition of new users is faster than expected. Existing users are also switching to ".c Series" at an expected rate, so the actual business status is favorable.

## Business results

Revenue decreased year-on-year.

From 2022, the Company limited the sales of ".NS Series," a packaged system with multi-year lump-sum sales, to particular industries that do not have a lineup of ".c Series," a cloud-based software service.

Despite a decrease in SG & A and other expenses as a result of cost reductions, profit decreased year-on-year since it was not enough to offset the impact of the decrease in sales due to the cost structure of high fixed cost ratio.

# Overview of Consolidated Business Results

Overview of FY12/2022 1Q Business Results

Sales decreased since the Company started provision of ".c Series," a cloud-based software service, which is recorded as monthly sales.

(Millions of yen)	FY2022 1Q	FY2021 1Q	YoY change
Revenue	3,254	5,195	-1,941
Cost of sales	1,195	1,530	-335
Gross profit	2,060	3,665	-1,605
SG&A expenses, etc.	2,797	2,993	-197
Operating profit (loss)	-737	672	-1,409
Profit (loss) before tax	-646	669	-1,315
Profit (loss) attributable to owners of the parent	-570	426	-996
Basic earnings (losses) per share	-6.48 yen	4.86 yen	-

# Revenues by Service Categories

Overview of FY12/2022 1Q Business Results

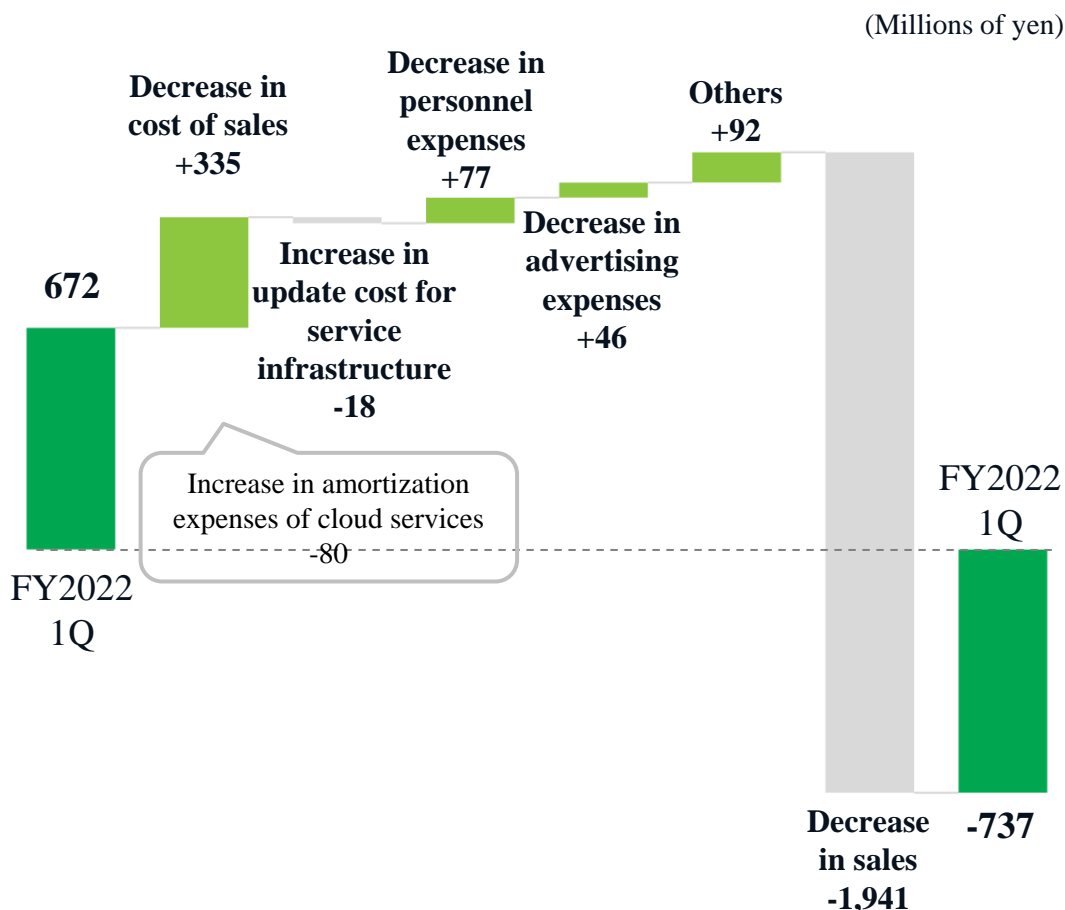
Regarding cloud service, recurring revenue increased due to acquisition of users and switching to ".c Series." Meanwhile, revenue of packaged system declined since the Company limited the sale to certain clients.

(Millions of yen)	FY2022 1Q	FY2021 1Q	YoY change	Factors of increase/decrease
<b>Cloud service</b>	<b>517</b>	<b>417</b>	<b>+100</b>	
<b>Software service</b>	<b>347</b>	<b>247</b>	<b>+100</b>	• Increase in the number of licenses of software service
<b>Marketplace</b>	<b>170</b>	<b>170</b>	<b>-0</b>	• Increase in the number of users • Decrease in transaction volume of recycled parts market
<b>Packaged system</b>	<b>2,737</b>	<b>4,778</b>	<b>-2,040</b>	
<b>Software sale</b>	<b>887</b>	<b>2,968</b>	<b>-2,081</b>	• Limited sale of ".NS Series," a packaged software, to certain industries
<b>Operation and support</b>	<b>1,850</b>	<b>1,809</b>	<b>+41</b>	• Increase in the number of ".NS Series" users
<b>Total</b>	<b>3,254</b>	<b>5,195</b>	<b>-1,941</b>	

# Factors Behind Changes in Operating Profit

Overview of FY12/2022 1Q Business Results

Even though the Company reduced SG&A expenses, etc., operating profit decreased due to the significant negative impact of decrease in sales.



## Cost of sales

- Increase in amortization expenses of cloud services in association with the release of cloud services
- Decrease in purchase of devices

## SG&A expenses, etc.

- Personnel expenses  
Reduction in legal welfare expenses which temporarily occurred in FY2021
- Advertising expenses  
Stopped participating in large-scale exhibitions

# Balance Sheet Status

Overview of FY12/2022 1Q Business Results

Current assets decreased due to limited sale of ".NS Series" by lease contracts, which is recorded as multi-year lump-sum sales. Despite dividend payout and booking of loss, there is no shortage in equity capital.

(Millions of yen)	FY2022 1Q	FY2021 Year-end	YoY change	Factors of increase/decrease
<b>Current assets</b>	<b>6,362</b>	<b>8,405</b>	<b>-2,043</b>	Cash and cash equivalents -164 Operating and other receivables -1,882
<b>Non-current assets</b>	<b>26,491</b>	<b>26,071</b>	<b>+419</b>	Intangible assets +409
<b>Total assets</b>	<b>32,853</b>	<b>34,476</b>	<b>-1,623</b>	
<b>Current liabilities</b>	<b>6,944</b>	<b>7,512</b>	<b>-568</b>	Operating and other payables -1,007 Short-term interest-bearing debts +1,188
<b>Non-current liabilities</b>	<b>723</b>	<b>850</b>	<b>-127</b>	Long-term interest-bearing debts -38
<b>Total liabilities</b>	<b>7,667</b>	<b>8,362</b>	<b>-695</b>	
<b>Total equity</b>	<b>25,186</b>	<b>26,114</b>	<b>-928</b>	Dividend payout -414 Loss -570
<b>Total liabilities and equity</b>	<b>32,853</b>	<b>34,476</b>	<b>-1,623</b>	

### **③ Results Forecasts for FY12/2022**



# Consolidated Results Forecasts

## (Compared to Beginning of the Term)

Results Forecasts for FY12/2022

In light of progress up to 1Q, the Company updated full-year forecast for cost of sales and SG&A expenses, etc. It also updated 1H forecast since part of lump-sum sales was recorded ahead of plan.

(Millions of yen)	FY2022 Full-year Forecast		Difference	FY2022 1H Forecast		Difference
	After revision	Beginning of the term		After revision	Beginning of the term	
Revenue	12,300	12,300	-	6,000	5,800	+200
Cost of sales	5,200	5,500	-300	2,300	2,600	-300
Gross profit	7,100	6,800	+300	3,700	3,200	+500
SG&A expenses, etc.	11,900	11,600	+300	5,800	5,800	-
Operating profit (loss)	-4,800	-4,800	-	-2,100	-2,600	+500
Profit (loss) before tax	-4,800	-4,800	-	-2,000	-2,600	+600
Profit (loss) attributable to owners of the parent	-5,000	-5,000	-	-2,100	-2,700	+600
Basic earnings (losses) per share	-56.62 yen	-56.62 yen	-	-23.80 yen	-30.60 yen	-

# Consolidated Results Forecasts (YoY)

Results Forecasts for FY12/2022

Revenue will decrease since the Company will continue switching to ".c Series," a cloud-based software service, which is recorded as monthly sales.

(Millions of yen)	FY2022 Full-year forecast	FY2021 Full-year	YoY change	FY2022 1H Forecast	FY2021 1H	YoY change
Revenue	12,300	20,652	-8,352	6,000	9,937	-3,937
Cost of sales	5,200	5,753	-553	2,300	2,867	-567
Gross profit	7,100	14,898	-7,798	3,700	7,070	-3,370
SG&A expenses, etc.	11,900	11,503	+397	5,800	5,827	-27
Operating profit (loss)	-4,800	3,395	-8,195	-2,100	1,243	-3,343
Profit (loss) before tax	-4,800	3,233	-8,033	-2,000	1,239	-3,239
Profit (loss) attributable to owners of the parent	-5,000	2,173	-7,173	-2,100	795	-2,895
Basic earnings (losses) per share	-56.62 yen	24.72 yen	-	-23.80 yen	9.05 yen	-

# 1H Revenue Forecast by Service Categories (Compared to Beginning of the Term)

Results Forecasts for FY12/2022

1H forecast for packaged system has been updated since the software sale progressed ahead of the plan. No change to the full-year forecast.

(Millions of yen)	FY2022 1H Forecast		Difference
	After revision	Beginning of the term	
<b>Cloud service</b>	<b>1,050</b>	<b>1,050</b>	<b>-</b>
<b>Software service</b>	<b>710</b>	<b>710</b>	<b>-</b>
<b>Marketplace</b>	<b>340</b>	<b>340</b>	<b>-</b>
<b>Packaged system</b>	<b>4,950</b>	<b>4,750</b>	<b>+200</b>
<b>Software sale</b>	<b>1,330</b>	<b>1,130</b>	<b>+200</b>
<b>Operation and support</b>	<b>3,620</b>	<b>3,620</b>	<b>-</b>
<b>Total</b>	<b>6,000</b>	<b>5,800</b>	<b>+200</b>

# Revenue Forecast by Service Categories (YoY)

Results Forecasts for FY12/2022

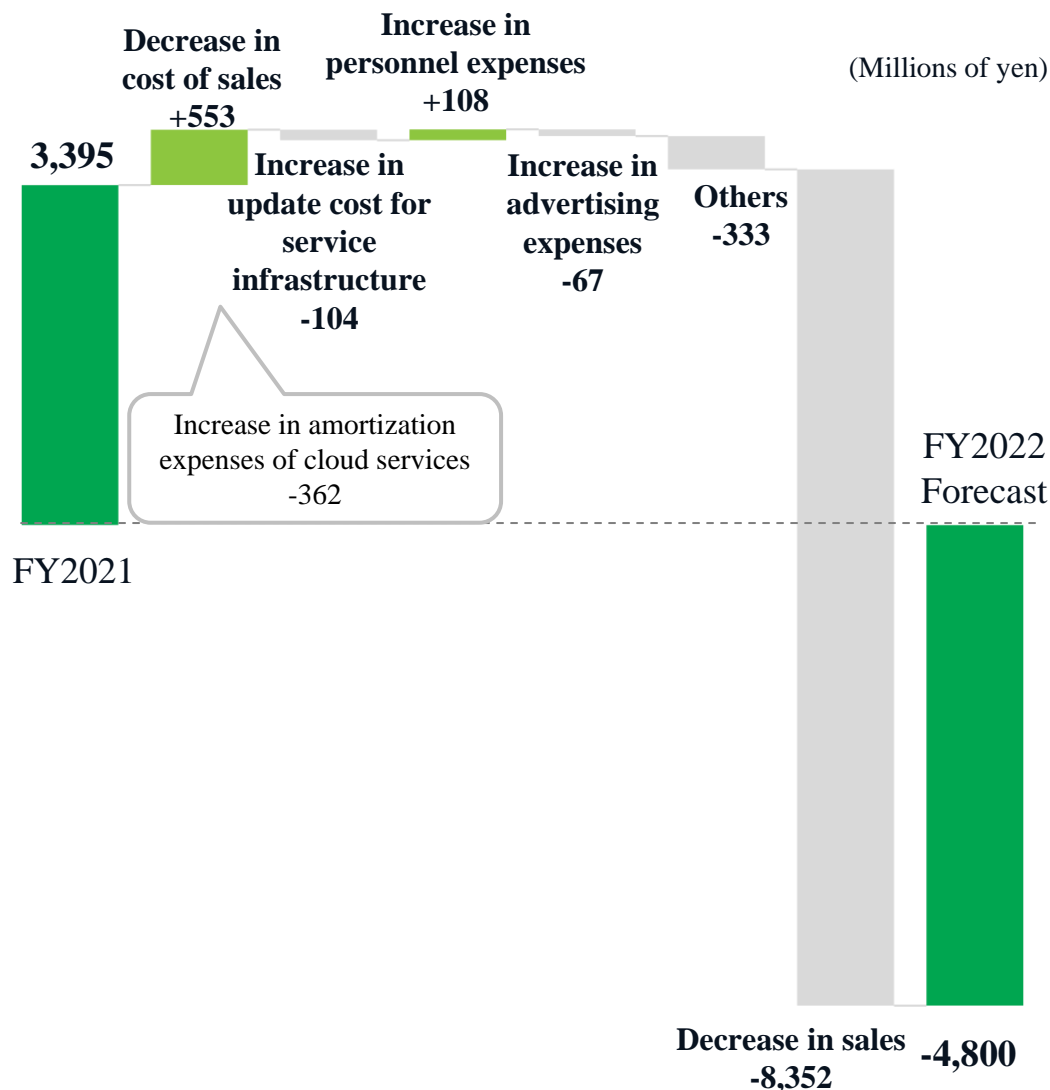
Revenue growth will accelerate in the second half of FY12/2022 since the monthly sales will grow steadily as the number of orders increase in the second half of the fiscal year.

(Millions of yen)	FY2022 Full-year forecast	FY2021 Full-year	YoY change	FY2022 1H Forecast	FY2021 1H	YoY change
<b>Cloud service</b>	2,570	1,791	+779	1,050	847	+203
<b>Software service</b>	1,860	1,090	+770	710	503	+207
<b>Marketplace</b>	710	701	+9	340	345	-5
<b>Packaged system</b>	9,730	18,860	-9,130	4,950	9,090	-4,140
<b>Software sale</b>	2,500	11,620	-9,120	1,330	5,486	-4,156
<b>Operation and support</b>	7,230	7,240	-10	3,620	3,604	+16
<b>Total</b>	12,300	20,652	-8,352	6,000	9,937	-3,937

# Factors Behind Changes in Operating Profit

Results Forecasts for FY12/2022

**Decrease in cost of sales will be limited due to increase in amortization expenses of cloud services.**



## Cost of sales

- Increase in amortization expenses of cloud services in association with the release of cloud services
- Decrease in purchase of devices

## SG&A expenses, etc.

- Update of service infrastructure  
Strengthening and expansion of operational infrastructure for the cloud-based software, etc.
- Personnel expenses  
Decrease in legal welfare expenses which temporarily occurred in FY2021

# Dividend Forecast

Results Forecasts for FY12/2022

In light of the progress of the mid-term management plan and the status of retained earnings, the Company plans to announce forecasts when it becomes possible to make reasonable calculations.

## Dividends per share

(Yen)	FY2022	FY2021
Interim dividend	Undecided	4.00
Year-end dividend	Undecided	4.70
Annual dividend	Undecided	8.70
Consolidated dividend payout ratio	-	35.2%

## **④ Supplemental Information**

# Description of Revenue by Service Categories

Supplemental Information

Category		Description
Cloud service		
	Software service	<ul style="list-style-type: none"><li>• ".c Series," a cloud-base software service</li><li>• Software services with subscription contracts, etc.</li></ul>
	Marketplace	<ul style="list-style-type: none"><li>• Ordering platform for auto repair parts, etc.</li></ul>
Packaged system		
	Software sale	<ul style="list-style-type: none"><li>• Sale of ".NS Series," a packaged system, with lease contracts</li><li>• Sale of "OTRS," a work analysis software</li></ul>
	Operation and support	<ul style="list-style-type: none"><li>• Ancillary services of ".NS Series"</li></ul>



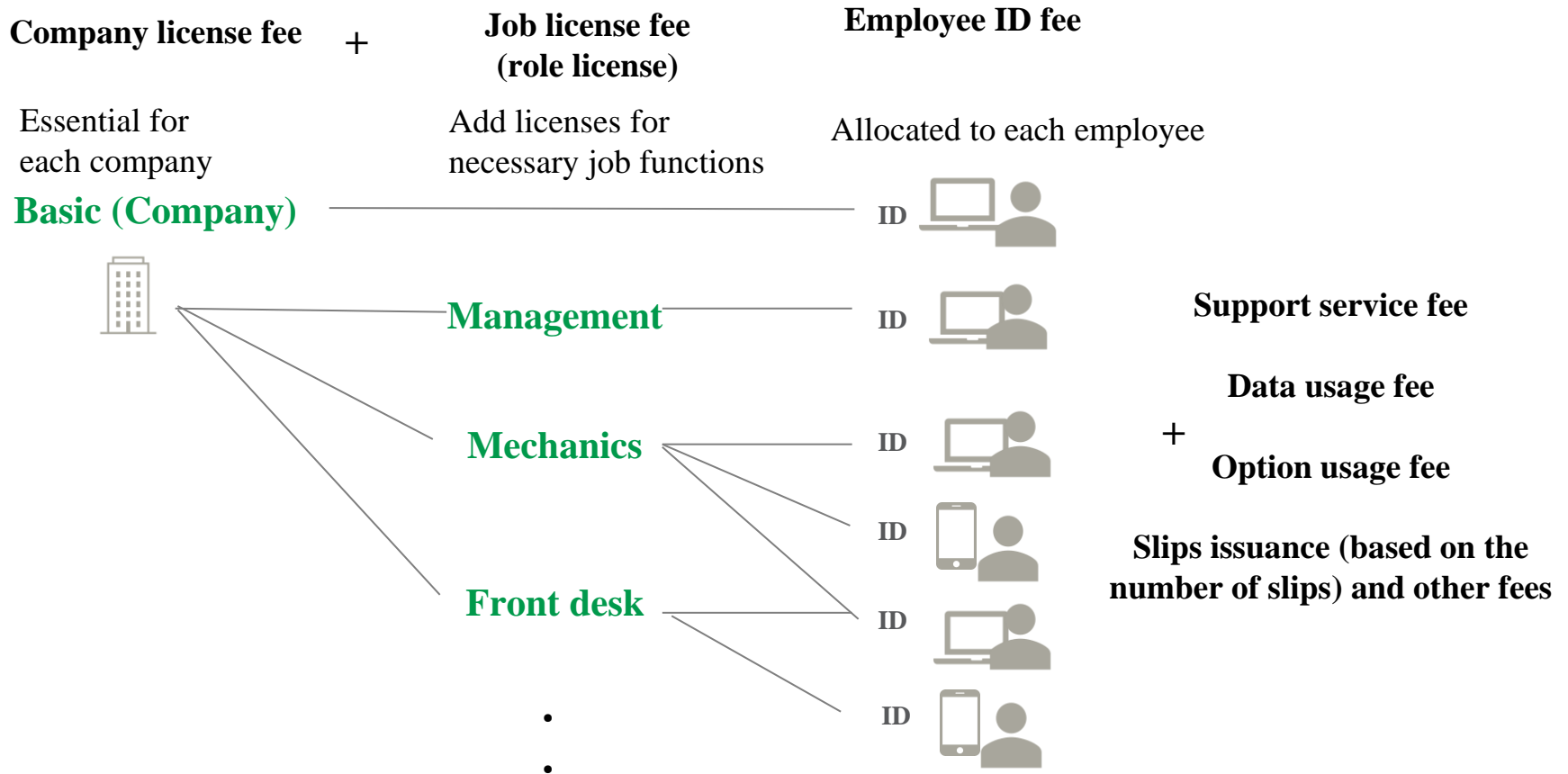
# Revenue by Service Categories (2021)

Supplemental Information

(Millions of yen)	FY2021 1Q	FY2021 1H	FY2021 Cumulative 3Q	FY2021 Full-year
<b>Cloud service</b>	<b>417</b>	<b>847</b>	<b>1,302</b>	<b>1,791</b>
<b>Software service</b>	<b>247</b>	<b>503</b>	<b>778</b>	<b>1,090</b>
<b>Marketplace</b>	<b>170</b>	<b>345</b>	<b>524</b>	<b>701</b>
<b>Package system sale</b>	<b>4,778</b>	<b>9,090</b>	<b>13,879</b>	<b>18,860</b>
<b>Software sale</b>	<b>2,968</b>	<b>5,486</b>	<b>8,458</b>	<b>11,620</b>
<b>Operation and support</b>	<b>1,809</b>	<b>3,604</b>	<b>5,420</b>	<b>7,240</b>
<b>Total</b>	<b>5,195</b>	<b>9,937</b>	<b>15,181</b>	<b>20,652</b>

# Fee System (Cloud-based Software Service)

Supplemental Information



# Company Profile

Supplemental Information

<b>Company name</b>	Broadleaf Co., Ltd
<b>Representative</b>	Kenji Oyama, Representative Director and President
<b>Listed on</b>	Listed on Prime Market of Tokyo Stock Exchange (3673)
<b>Sector</b>	Information and telecommunication
<b>Founded/Established</b>	December 2005/September 2009
<b>Capital stock</b>	7.148 billion yen (consolidated)
<b>Fiscal year</b>	From January 1 to December 31
<b>Business outline</b>	<p>Using proprietary "Broadleaf Cloud Platform" as its infrastructure, the Company provides SaaS cloud services, marketplace-type services, and partner programs that enable functional and service collaboration with various players.</p> <p>These services are utilized as IT solutions that lead environmental changes, which are occurring in various industries including mobility industry, to business opportunities.</p>
<b>Head office location</b>	Floor 8, Glasscube Shinagawa, 4-13-14 Higashi-Shinagawa, Shinagawa-ku, Tokyo
<b>Domestic offices</b>	28 business offices and 3 development centers in Japan
<b>Major subsidiaries</b>	Tajima Inc.

# Disclaimer

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**The results forecasts and forward-looking statements contained in this document are forecasts made by the Company based on information available at the time of preparation of the document, so they include potential risks and uncertainties.**

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

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