Data Book 2026

Broadleaf Co., Ltd.
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Consolidated (IFRS)

Figures are rounded to the nearest unit shown.

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Sales by Service Category

Year Ended Dec. 31 (Millions of yen)	2022				2023				2024				2025				2026		
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q
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	8,408	11,832	3,398	6,923	10,664
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	8,008	11,302	3,279	6,682	10,291
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	6,997	9,838	2,920	5,959	9,189
Maintenance contract	5	13	29	53	32	73	124	186	81	169	272	387	127	295	461	642	192	394	606
Initial setup	12	34	84	178	103	247	380	588	158	326	466	706	130	316	550	822	166	329	496
Marketplace	170	333	506	670	160	318	486	649	148	285	437	584	134	260	400	530	119	241	373
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	4,412	5,699	1,350	2,541	3,688
Software sales	643	1,244	1,796	2,430	465	927	1,388	1,828	338	758	1,219	1,941	393	719	1,091	1,441	468	844	1,220
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	3,321	4,258	882	1,698	2,467
Others	423	863	1,358	1,854	471	973	1,441	1,904	453	1,114	1,724	2,386	659	1,481	2,411	3,285	768	1,317	1,945
Hardware	244	510	790	1,108	289	619	878	1,156	281	766	1,207	1,689	489	1,142	1,910	2,613	605	989	1,448
Supply	178	353	569	746	183	354	563	749	172	348	517	697	170	340	501	672	163	328	497
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	15,231	20,815	5,516	10,781	16,297
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	10,779	14,737	3,995	8,051	12,262
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%	70.8%	70.8%	72.4%	74.7%	75.2%

Main Products in Each Service Category

Software services: ".c Series" cloud software, monthly license for .NS Series packaged software, Dencho.DX software compliant with the Electronic Book Retention Law, and other monthly subscription services
Marketplace: Automotive aftermarket parts trading platform, Payment processing agency services
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, printers, cash-handling machines, etc.
Supply: Forms and toner, etc.

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

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Number of Companies Using Business Software

Year Ended Dec. 31	2022				2023				2024				2025				2026		
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q
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	11,762	12,866	13,608	14,283	15,001
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	11,367	12,382	13,098	13,759	14,463
Specific major companies	121	124	124	132	142	140	145	159	177	190	239	251	273	285	395	484	510	524	538
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	26,885	25,846	24,767	23,448	22,487
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	26,681	25,646	24,575	23,260	22,299
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	24,800	23,773	22,729	21,432	20,478
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	1,881	1,873	1,846	1,828	1,821
No plan to switch to cloud software	226	224	221	222	221	215	215	213	206	207	204	206	205	201	204	200	192	188	188
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%	32.2%	35.1%	37.4%	40.0%	42.3%
Cloud software user retention rate	–	–	–	–	–	–	–	–	99.6%	99.6%	99.6%	99.7%	99.7%	99.7%	99.7%	99.8%	99.8%	99.8%	99.8%
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%	99.7%	99.8%	99.8%	99.8%	99.8%

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 the end of Q3 FY2026, 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, machinery and tool shops, travel, bus operation

No plan to switch to cloud software: As of the end of Q3 FY2026, the target industry is mobile phone shops.

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 the end of Q3 FY2026, we aim to achieve a cloud rate of 100% by the end of 2028.

Cloud Software User Retention Rate:
= 1 – Churn Rate
Churn rate refers to the percentage of companies using our cloud software that terminated their contracts 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.

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Indicators for ".c Series" of cloud software

Year Ended Dec. 31	2022				2023				2024				2025				2026		
	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q	FY	1Q	1H	3Q
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	18,672	20,556	22,090	23,264	24,927
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	16,574	18,220	19,644	20,785	22,284
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	2,098	2,336	2,446	2,479	2,643
MRR (Millions of yen)	–	–	–	–	–	–	–	–	215	249	288	340	372	417	467	518	560[*1]	587	633
ARR (Millions of yen)	–	–	–	–	–	–	–	–	2,576	2,994	3,460	4,082	4,463	5,008	5,601	6,220	6,715[*1]	7,046	7,595
Average monthly license sales (ARPL)	–	–	–	–	–	–	–	–	23,084	23,231	23,678	24,236	24,527	24,921	24,999	25,217	25,330[*1]	25,240	25,392
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	24,804	25,264	25,505	25,363	25,547
Reference: ARPL (Trailing 12-month weighted average)	–	–	–	–	–	–	–	–	22,329	22,618	22,998	23,391	23,805	24,193	24,588	24,883	25,044	25,181	25,245

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.
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 revenue 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, including 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):
Average monthly sales per license for ".c Series" cloud software.
= MRR ÷ Number of licenses

(NOTE)
Until 2023, we disclosed only ARPL for the standard version.
Since 2024, we have also disclosed MRR, ARR, and ARPL for the entire ".c Series" cloud software, including both the standard version and the Specific major companies version.
Since 2024, the Company has also disclosed the trailing 12-month weighted average ARPL for reference.

*1 MRR for Q1 FY2026 (March) has been refined by excluding lump-sum revenue from third-party transactions.

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PL Summary

Year Ended Dec. 31 (Millions of yen)	2018				2019				2020				2021				2022				2023				2024				2025				2026		
	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	3Q	FY	1Q	1H	3Q
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	15,231	20,815	5,516	10,781	16,297
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	5,374	7,296	1,767	3,390	5,117
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	9,857	13,520	3,749	7,392	11,180
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	8,372	11,406	2,903	5,928	8,834
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	29	38	7	16	31
Other operating expenses	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	22	89	0	2	33
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	1,492	2,063	853	1,477	2,344
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	11	15	4	8	14
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	107	128	23	93	119
Share of profit (loss) of entities accounted for using the equity method*	-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	-95	-95	0	0	0
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	1,301	1,854	834	1,392	2,239
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	445	639	304	411	785
Profit for the period*	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	855	1,215	529	981	1,454
Profit attributable to owners of the parent*	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	872	1,240	540	1,001	1,481
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	888	1,262	538	994	1,522

*-indicates a loss

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BS Summary 1

Year Ended Dec. 31 (Millions of yen)	2018				2019				2020				2021				2022				2023				2024				2025				2026		
	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	3Q	FY	1Q	1H	3Q
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	4,030	4,121	3,393	3,761	4,129
Trade 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	3,752	3,708	3,415	3,572	3,741
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	265	326	205	202	154
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	3	3	3	3	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	384	306	499	587	384
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	8,433	8,464	7,515	8,125	8,408
Property, plant and equipment	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	1,051	914	1,918	1,918	1,829
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	11,190	11,126	11,126	11,126	11,126	11,126	11,126	11,126	11,168	11,168	11,168	11,168	11,168
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	18,141	18,561	19,022	19,492	19,932
Investments accounted for using the 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	0	0	0	0	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	909	901	912	882	748
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	136	141	137	144	146
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	1,595	1,275	1,268	1,282	1,268
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	32,999	32,960	34,425	34,885	35,091
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	41,432	41,425	41,940	43,010	43,499

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BS Summary 2

Year Ended Dec. 31 (Millions of yen)	2018				2019				2020				2021				2022				2023				2024				2025				2026		
	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	3Q	FY	1Q	1H	3Q
Trade 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	2,699	2,708	2,453	2,720	2,468
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	7,474	8,389	8,527	8,637	8,973
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	4,360	3,074	2,926	3,088	3,580
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	885	1,174	783	1,034	1,145
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	15,417	15,344	14,689	15,480	16,166
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	1,713	1,384	2,244	1,981	1,858
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	425	404	398	403	399
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	2,138	1,788	2,642	2,384	2,257
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	17,554	17,132	17,332	17,864	18,423
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	7,148	7,148	7,148	7,148	7,148
Capital surplus	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	7,615	7,615	7,693	7,734	7,734
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	-2,688	-2,688	-2,577	-2,550	-2,550
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	10,913	11,297	11,522	11,983	11,784
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	860	899	812	830	966
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	23,848	24,271	24,597	25,145	25,082
Non-controlling interests	–	–	–	–	–	3	3	3	3	2	2	2	4	–	–	–	–	–	25	30	22	12	17	13	12	8	5	2	15	37	30	22	11	2	-6
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	23,878	24,293	24,608	25,146	25,076
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	38,851	39,005	39,895	39,507	40,564	41,432	41,425	41,940	43,010	43,499

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CF Summary

Year Ended Dec. 31 (Millions of yen)	2018				2019				2020				2021				2022				2023				2024				2025				2026		
	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	3Q	FY	1Q	1H	3Q
Cash flows 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	4,045	6,897	1,242	3,055	4,776
Cash flows from investing 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	-3,337	-4,409	-1,120	-2,252	-3,196
Cash flows 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	-1,003	-2,692	-850	-1,164	-1,602
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	707	2,488	122	803	1,580
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	5,230	4,036	3,782	4,306	3,333	3,622	4,030	4,121	3,393	3,761	4,129
Research and development expenses	–	–	–	189	–	–	–	93	–	–	–	164	–	–	–	51	–	–	–	30	–	–	–	76	–	–	–	23	–	–	–	9	–	–	–
Capital expenditures	–	–	–	2,499	–	–	–	4,759	–	–	–	3,447	–	–	–	3,920	–	–	–	3,961	–	–	–	5,431	–	–	–	5,118	–	–	–	5,221	–	–	–
Depreciation and amortization	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	2,433	3,274	868	1,749	2,641

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Other Data

Financial Indicators

Year Ended Dec. 31	2018	2019	2020	2021	2022	2023	2024	2025
	FY	FY	FY	FY	FY	FY	FY	FY
Gross profit margin	74.4%	71.7%	71.2%	72.1%	61.4%	60.7%	64.9%	65.0%
Operating profit margin	19.3%	20.0%	19.5%	16.4%	-20.9%	-12.4%	3.7%	9.9%
Revenue profit attributable to owners of the parent ratio	12.5%	13.7%	11.6%	10.5%	-17.6%	-9.7%	1.9%	6.0%
Return on assets (ROA)	14.3%	14.7%	11.9%	9.7%	-8.8%	-5.5%	1.4%	4.6%
Return on equity attributable to owners of the parent (ROE)	13.0%	14.0%	10.3%	8.6%	-9.8%	-6.5%	1.5%	5.2%
Basic earnings per share (yen)*	15.18	17.70	14.08	12.36	-13.77	-8.38	1.93	6.90
Diluted earnings per share (yen)*	15.08	17.48	13.85	12.16	-13.77	-8.38	1.87	6.75
Equity attributable to owners of parent per share (yen)	240.91	265.56	280.87	296.77	267.36	253.08	259.39	269.40
Percentage of equity attributable to owners of the parent	71.5%	73.3%	76.2%	75.7%	70.5%	61.2%	58.0%	58.6%
Interest-bearing debt ratio	2.2%	7.3%	6.2%	10.8%	21.8%	32.3%	26.5%	18.4%
Dividend per share (yen)	12.00	13.00	13.20	8.70	1.00	1.00	2.00	6.00
Dividend payout ratio	39.5%	36.7%	46.9%	35.2%	–	–	51.9%	43.5%
Dividend on equity attributable to owners of the parent (DOE)	5.2%	5.1%	4.8%	3.0%	0.4%	0.4%	0.8%	2.3%
Number of employees	921	943	951	940	950	935	920	924

*A two-for-one stock split was conducted effective July 1, 2026; all figures shown are presented on a post-split basis.

Other Information (Broadleaf)

Year Ended Dec. 31	2018	2019	2020	2021	2022	2023	2024	2025
	FY	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%	14.1%
Financial institutions	19.5%	20.2%	19.0%	16.2%	20.8%	20.1%	29.3%	36.3%
Other domestic corporations	4.6%	4.9%	4.5%	3.3%	13.0%	21.9%	16.6%	10.0%
Foreign shareholders	29.2%	31.5%	38.7%	39.0%	41.0%	36.6%	34.2%	31.6%
Securities companies	0.3%	1.4%	0.3%	1.9%	1.4%	1.1%	2.1%	1.8%
Treasury shares	7.0%	6.9%	6.8%	6.7%	6.5%	6.4%	6.3%	6.2%
Total	100.0%	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	5
Of whom, women	0	0	2	2	2	2	1	1
Outside Directors	3	3	4	4	4	4	3	3
Number of Auditors	3	3	3	3	3	3	3	3
Of whom, women	0	0	0	0	0	0	1	1
Outside Auditors	2	2	2	2	2	2	2	2

Reference: Board Composition

As of the end of Q3 FY2026:
Directors: 6, including 2 women
Outside Directors: 4
Auditors: 3, including 1 woman
Outside Auditors: 2

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