



OBIC BUSINESS CONSULTANTS CO., LTD.

Corporate Profile Materials for Investors

March 31, 2022

OBIC BUSINESS CONSULTANTS CO., LTD.

Code No. 4733, TSE 1st Section

www.obc.co.jp

This document contains forward-looking statements. These statements involve risks and uncertainties and do not guarantee future financial results. There are a number of factors that could cause actual future results to differ materially from planned values. This document is produced solely for the purpose of providing information and is not intended to encourage the purchase of any service or product.



1.	Company Profile	P. 3
2.	Products & Services Lineup	P. 15
3.	Cloud Business	P. 20
4.	On-premises Business	P. 30
5.	Finance Conditions/Market Share	P. 34
6.	Sustainability	P. 40

Company Profile



Company Profile

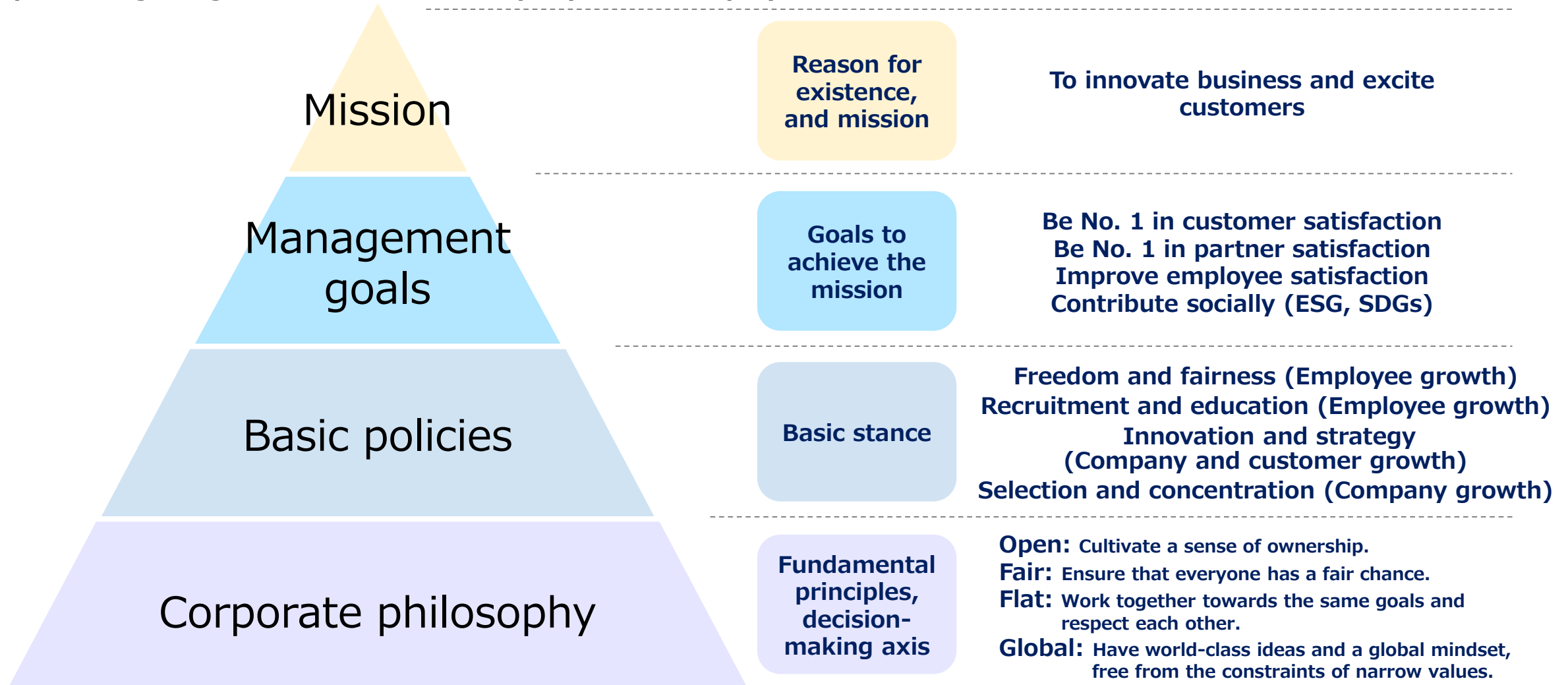
- ◆ **Founded:** December 1980
- ◆ **Total assets:** 171,907 million yen (as of the end of March 2022)
- ◆ **Net assets:** 136,639 million yen (as of the end of March 2022)
- ◆ **Businesses:**
 - Solutions
 - Related products
 - Services
- ◆ **Representative :** Shigefumi WADA, President
- ◆ **Non-consolidated financial results in the fiscal year ended March 2022**
 - **Net sales :** 34,757 million yen
 - **Ordinary profit :** 17,157 million yen
 - **Profit :** 11,811 million yen

- **Fiscal year**
From April 1 to March 31 of the following year
- **Annual general meeting of shareholders**
June every year
- **Record date**
Annual general meeting of shareholders: March 31 every year
Year-end dividend: March 31 every year
Interim dividend: September 30 every year
- **Shareholder registry administrator**
Sumitomo Mitsui Trust Bank, Limited
- **Number of shares per unit**
100 shares



Management Philosophy and Mission

OBC will continue to take on the challenge of achieving management goals and make all-out efforts to achieve its mission by consistently adhering to the corporate philosophy and following the spirit of the basic policy, while promoting the growth of both the company and its employees.





Business is a process of repeated selection and concentration. OBC's following five strengths, including enhancing expertise as a company by focusing on strengths and maintaining consistency in changing times, clearly distinguish it from competitors.

- 1 Focus on business services for enterprise operations
(accounting, personnel, salary, etc.)**
- 2 Focus on middle-ranking and small and medium-sized enterprises**
- 3 Focus on Microsoft technologies**
- 4 Focus on partner strategies**
- 5 Focus on brand strategies**



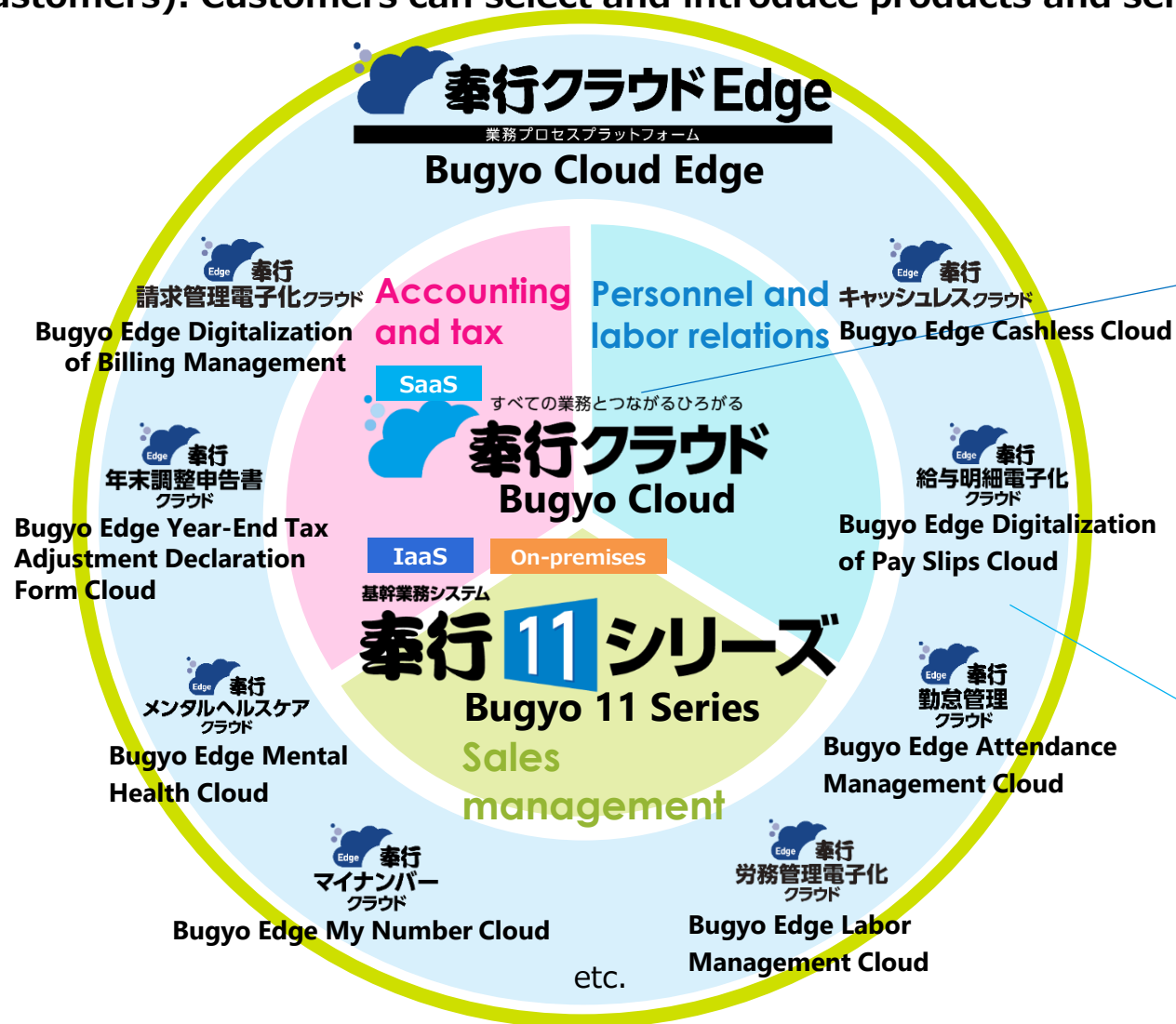
1

Focus on business services for enterprise operations

OBC's Products & Services Lineup



OBC provides two product pillars: the Bugyo Cloud and Bugyo 11 series (which support back-office departments' core business systems) and Bugyo Cloud Edge (which backs up peripheral business functions for employees and customers). Customers can select and introduce products and services for each business unit system.



Core business systems

Bugyo Cloud services provide support for accounting and taxation, general affairs and personnel, and sales management operations performed by a company's back-office departments (accounting, personnel affairs, general affairs, etc.).
Product lineup: **Bugyo Cloud** (cloud SaaS model) and **Bugyo 11 series** (cloud IaaS and on-premise models)

Peripheral business systems

Bugyo Cloud Edge encompasses a range of services provided by OBC that handle various types of business, including back-office and other types of operations conducted by employees. This product enables companies that introduce OBC systems to link employees with back-office departments, standardize business processes, and improve productivity.
Product lineup: **Bugyo Cloud Edge** series

Note: For the details of products and services, please see page 15 and subsequent pages.



2

Focus on middle-ranking and small and medium-sized enterprises

Target Customers

	Customer size	Key players ²	Key sales routes	Market needs
Employees 1,000	< 10,000 offices ¹	<ul style="list-style-type: none">■ Global ERP■ ERP for large-sized Japanese corporations	<ul style="list-style-type: none">■ Major system integrators■ Direct sale from vendors	<ul style="list-style-type: none">■ Multifunctionality■ Customizability
20	OBC's focus area Bugyo VERP Bugyo Cloud Bugyo i Series c. 550,000 offices ¹	<ul style="list-style-type: none">■ ERP for mid-sized Japanese corporations■ Business applications for SMEs	<ul style="list-style-type: none">■ Major/mid-sized/local system integrators■ System dealers	<ul style="list-style-type: none">■ Ability to select functions■ Extensibility of functions■ Connectivity with other systems
	Bugyo Cloud iE/Bugyo J > 4,750,000 offices ¹	<ul style="list-style-type: none">■ Cloud SaaS ERP■ Applications / tax returns for small businesses and sole proprietorships	<ul style="list-style-type: none">■ Online sales■ Tax/financial accountant offices■ Local financial institutions	<ul style="list-style-type: none">■ Basic functions■ Ease of implementation

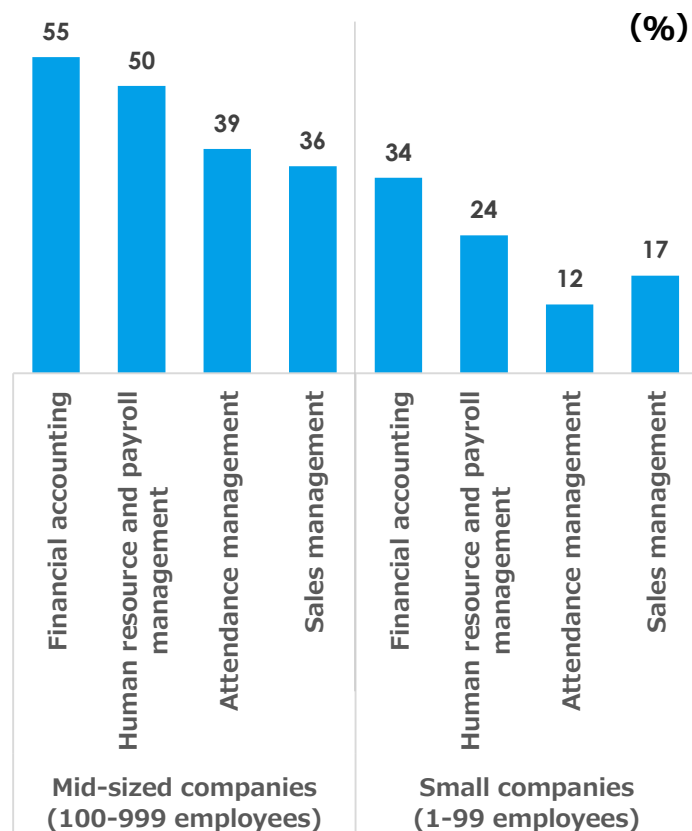
Note: The sizes of the above rectangles have no relation to market size

※1 : Partial estimates from MIC and METI's "2016 Economic Census for Business Activity"

※2 : Fuji Chimera Research Institute categorizations



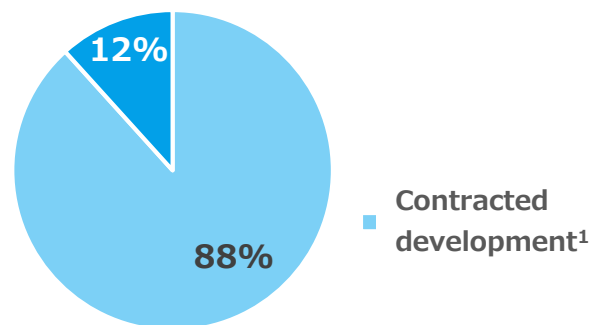
Japanese companies' utilization rate of packaged software by application area



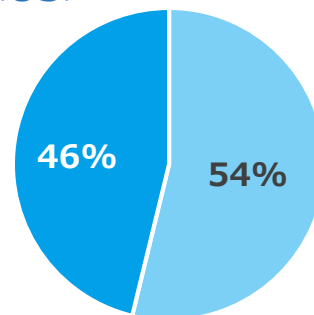
Source: MM Research Institute, Ltd.'s "Business Software Usage Survey" in November 2018

Utilization rate of packaged software: Japan vs the US

<Japan>



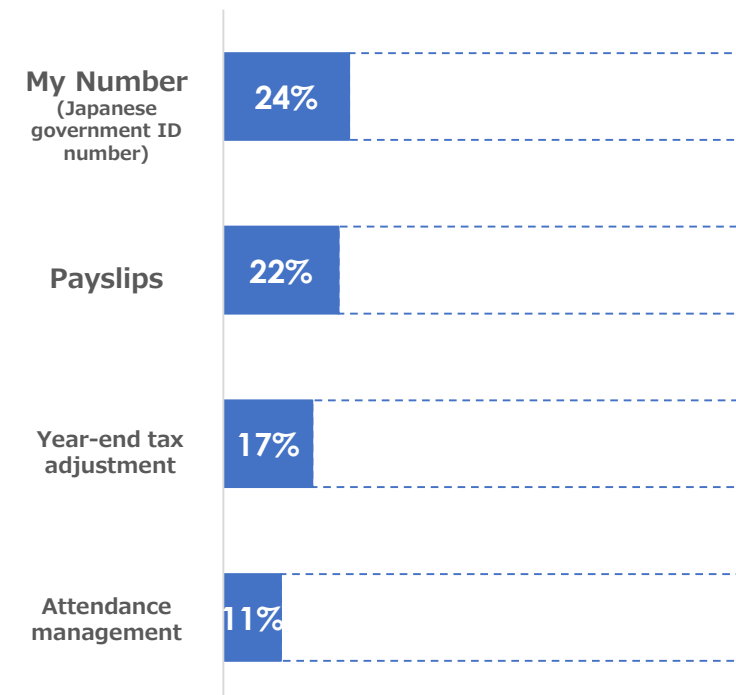
<US>



Source: "Survey research on the current status of ICT in Japan" published by the Ministry of Internal Affairs and Communications (2018)

※1: Contracted development refers to individualized development contracted to a system vendor

Penetration rates²



※2: As of March 31, 2022. Penetration rate is defined as the ratio of the number of Bugyo Cloud Edge systems to the number of systems running the underlying software series



1. World-class security

Disaster recovery measures can be realized only at Microsoft's domestic data centers.

- ✓ Compliant with the laws of Japan
- ✓ Contribute to business continuity planning and disaster recovery (BCP/DR※) measures

※DR: Disaster Recovery

Guarantee monthly operating rate of 99.9%※1

- ✓ Committed to monthly operation rate with SLA※2 of Microsoft Azure

※1 Monthly operation rate of the Azure SQL Database adopted by Bugyo Cloud

※2 Service level agreement

Utilize East Japan Data Center as the main backup center and data centers in western Japan as the backup center

Automatic triplication



Robust data protection through encryption

- Encryption of all data
- All communications are protected by SSL.



Secure Access through OBCiD



24 hours a day, 365 days a year operation monitoring fully prepared for threats

- Conducting periodic vulnerability assessments
- Installation of WAF (Web Application Firewall)

- Password policy setting
- Single sign-on to multiple products



Operates in 140 countries worldwide in compliance with international standards

Microsoft Azure is used by more than 20 million companies in 140 countries and meets international industry-specific compliance standards such as ISO 27001, HIPAA, FedRAMP, SOC1 and SOC2.



Obtained international certification SOC1 and SOC2 reports

Bugyo Cloud has obtained the SOC1 Type2 report for internal control over financial reporting and the SOC2 Type2 report for internal control over security.

2. Ensuring data reliability

Data reliability is of utmost importance. By adopting the cloud platform, SQL database and cloud development environment (PaaS) provided by Microsoft Azure, we ensure continuous data reliability.

3. Reaping the benefits of R&D investment

Bugyo Cloud and Bugyo Cloud Edge products automatically benefit from the hundreds of billions of dollars in research and development that Microsoft invests every year.

4. Ease of using Windows applications

The user interface is designed with Windows applications in mind and provides functionality and operability that is as precise as or more precise than on-premise.



3

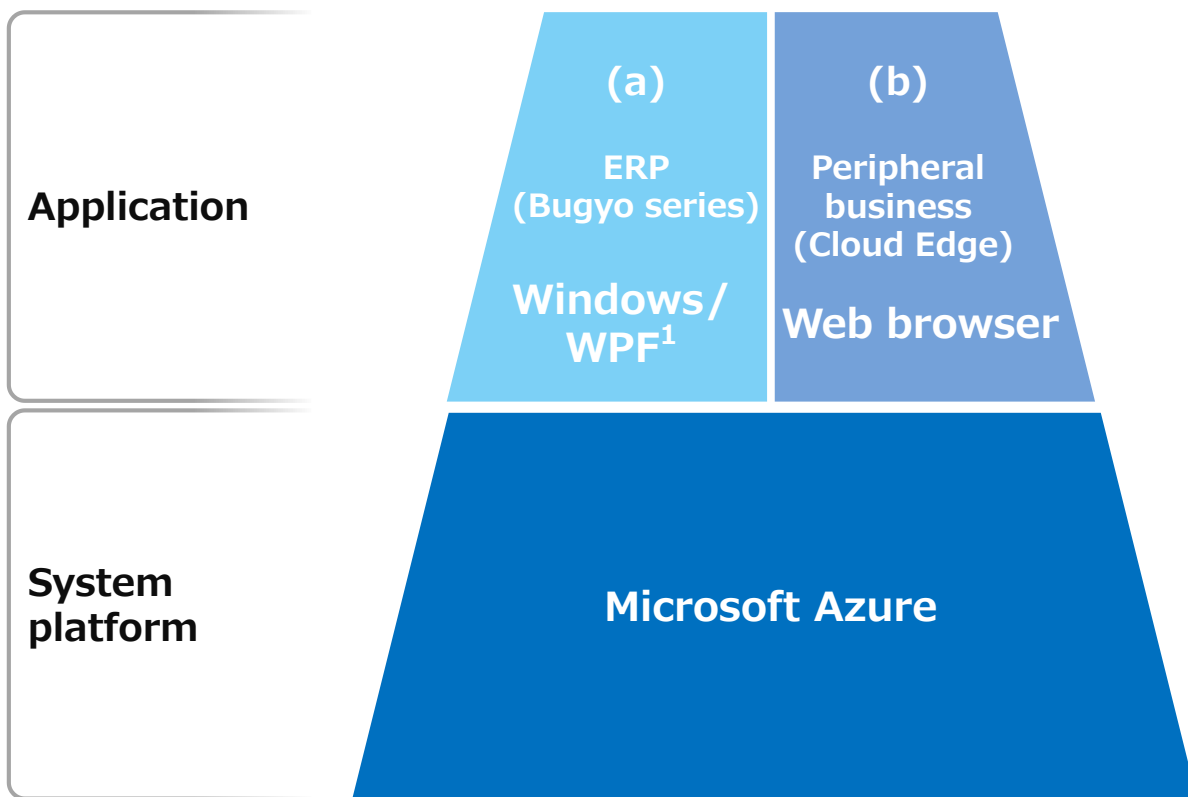
Focus on Microsoft technologies

Implement Native Cloud Development based on Microsoft Azure



System architecture of OBC products

Applications are developed on the Microsoft Azure platform using two technologies: (a) WPF-based applications focusing on operability and functionality for core business systems; and (b) web browser-based applications focusing on convenient access and diversity of terminals for peripheral business systems.



Features of OBC systems

Higher quality

Responding to high-level operations
Functionality, speed, and operability

Anytime, anywhere

Responding to the diversity of work environments
Telework
Responding to a variety of work styles

Connect/spread

Realizing the digitization of business operations
Automatic data integration
API Economy

Professional license

Professional support
Provide dedicated licenses as standard offering

※1: WPF: Microsoft Windows Presentation Foundation



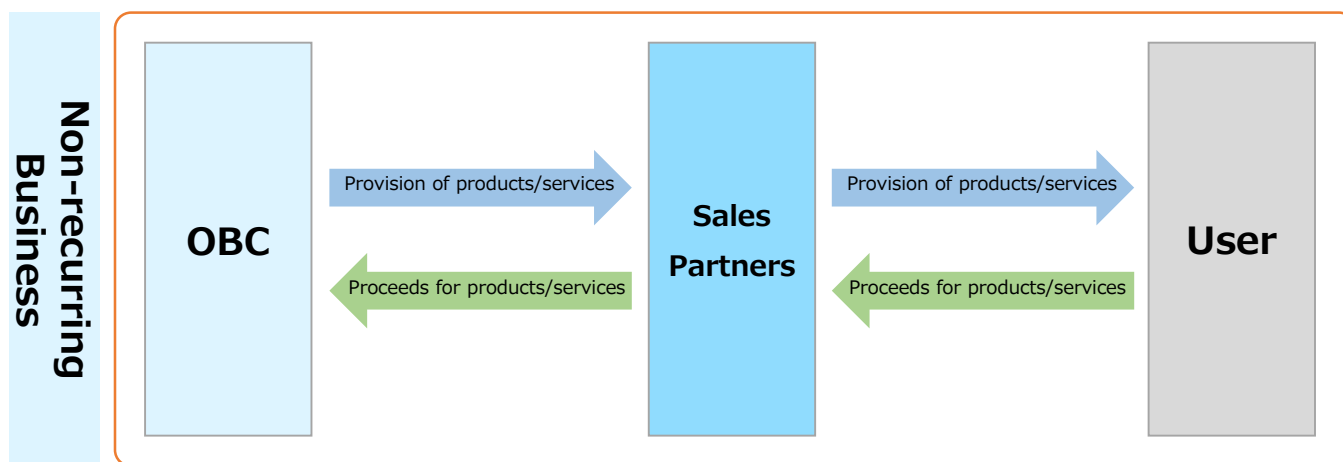
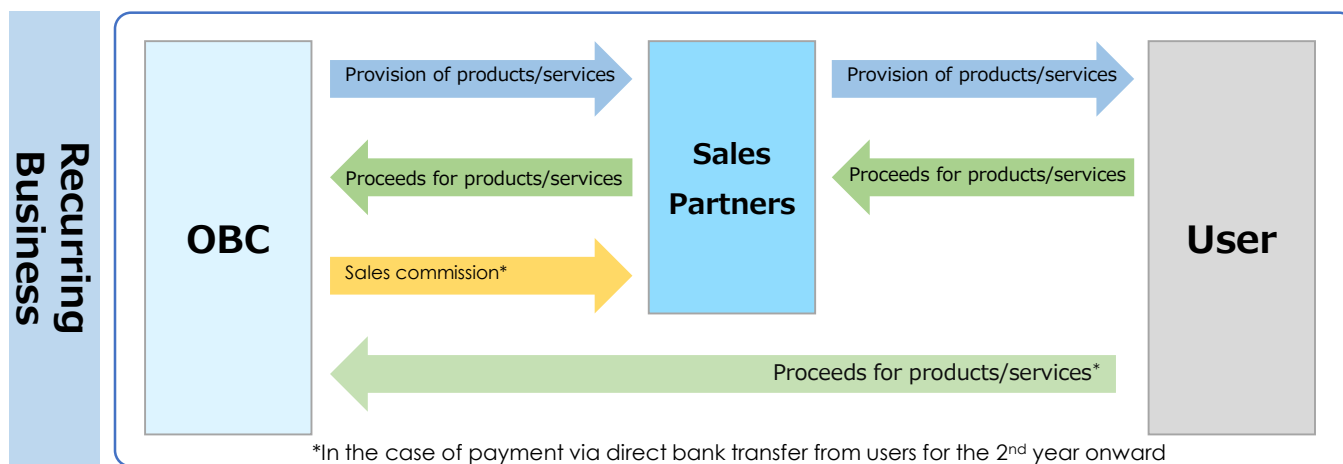
4

Focus on partner strategies

OBC's Business Model

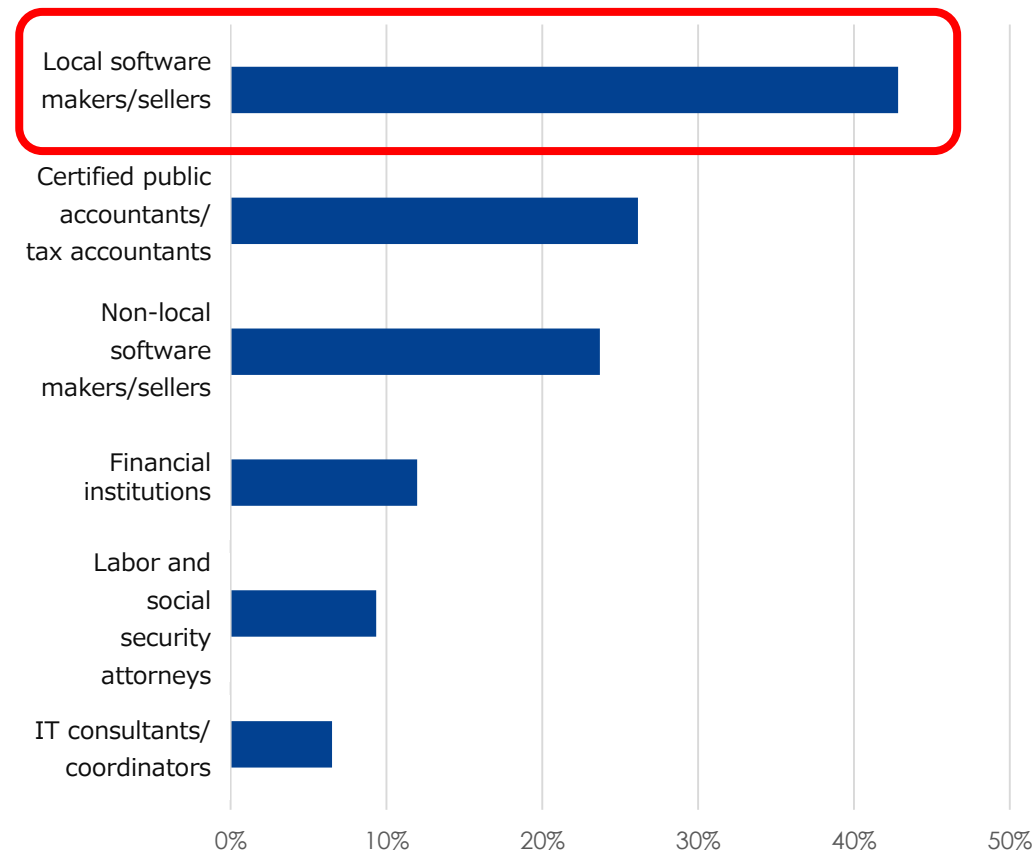


OBC's Business Model



Top providers of advice to user companies regarding IT matters

Partnerships with providers of advice to user companies, such as software makers and sellers, increase opportunities for business negotiations and enable efficient nationwide business development.



Source: Report on productivity improvement measures to address workforce shortages, by Mitsubishi UFJ Research and Consulting Co., Ltd. (December 2017)



4

Focus on partner strategies

Strong Partner Ecosystem with Three Partner Programs



Nikkei Computer, February 17, 2022 issue
Partner Satisfaction Survey 2022
OBC won first place in Core Software/Service category



100 technology patents
300 seats in self-owned support center
440K inquiry calls annually
133 Number of instructors

Customer

DX framework that links
customers, partners, and OBC

Alliance Partner



c. 3,000 business partners
6,912 certified qualification holders

OBC Accountant Partner System <ASOS>



c. 1,700 accountant offices
c. 100 financial institutions

Connect Partner



224 on-premises connecting systems
216 cloud connecting systems
285 connect partners

Connecting OAP, ASOS, and connect partners builds a comprehensive DX support framework with customers, partners, and us.

OBC Alliance Partnership (OAP)

OAP comprises 3,000 OBC business partners with offices across Japan offering OBC products all across Japan, and more than 6,000 certified experts providing customer support.

OBC Accountant Partner System (ASOS)

A partner system to support experts, such as accountants, tax accountants, and labor and social-security attorneys.

Bugyo Cloud Connect Partnership

A partner system to support businesses linked to our products using APIs. Connect partners provide technical information and development support for Bugyo Cloud API.

Note: Figures are as of the end of March 2022

Brand Strategies

The “Kanryo Bugyo” accounting system was born from a wish to support companies with systems that enable them to focus on building their businesses. The brand name “Bugyo” derives from the spirit of kabuki. Our commitment to keep tackling new challenges for customers and our passion for “Japanese manufacturing” leads to the spirit inherited from kabuki.





The “Bugyo series” brand has penetrated markets through TV commercials with a kabuki actor. Sales channels have been expanded with increased customer brand recognition. OBC will further strive to raise the profile of the “Bugyo series” brand via TV commercials and other means.



Products & Services Lineup



Positioning of Product Strategies

Target areas	Back office (accounting, personnel, general affairs, etc.)			Peripheral business (employees and customers)
Delivery method	SaaS model	IaaS model	On-premises	SaaS model
Price model	Annual payment			Annual payment
Technology	New technology through WPF	Technology based on the Bugyo 11 series		
System environment	Cloud environmen Provided by OBC (AZURE)	Public cloud environment IaaS vendor Technology	Internal service environment	Cloud environmen Provided by OBC (AZURE)
Name of service	 すべての業務とつながるひろがる 奉行クラウド	 OBC クラウドサービス	 奉行11クラウド	 奉行クラウドEdge 業務プロセスプラットフォーム

Middle-ranking and small and medium-sized enterprises

Ultra-small enterprise

 すべての業務とつながるひろがる
奉行クラウド

 すべての業務とつながるひろがる
奉行クラウド
iJ/iE system

 即戦力型クラウドERP
奉行11ERP
Smart Plan

 基幹業務システム
奉行11シリーズ

 小規模法人向けソフト
奉行11シリーズ

 **奉行クラウドEdge**
業務プロセスプラットフォーム

My Number

Pay Slips

Year-End Tax Adjustment

Attendance Management

Labor Management

Others

Coordination with SaaS, IaaS, and on-premises system



Lineup of the Bugyo Series



SaaS

The SaaS version of the Bugyo series that can be used server-free and can flexibly handle a wide range of core business



IaaS

On-premises



A package system for core business that improves the productivity of a wide range of tasks through a diverse portfolio of lineups

An ERP system that enables high-performance operations for growth companies

Accounting and tax

Kanjyo Bugyo Cloud

A cloud accounting system that can be used with accountants

Kotei Shisan Bugyo Cloud

Facilitates centralized cloud management of fixed assets and lease assets

Shinkoku Bugyo Cloud (Corporate and Local Taxes Version)

Improves the efficiency of preparing declaration documents related to corporate and local taxes by connecting to the accounting system

Shinkoku Bugyo Cloud (Detailed and Summary Statements Version)

Substantially shortens the preparation time for detailed and summary statements

Saiken Bugyo Cloud

Improves the efficiency of managing payment and collection reconciliation

Saimu Bugyo Cloud

Improves the efficiency of business operations, from payment schedules to bank transfers

Kanjyo Bugyo Cloud (Specific Cost Management Version)

A cloud accounting system that allows specific cost management

Kanjyo Bugyo Cloud (Specific Construction Industry Version)

Automates construction cost calculation specific to the construction industry and visualizes the balance in real time

Kanjyo Bugyo

Provides a wide range of support in accounting tasks, from financial accounting to managerial accounting

Kotei Shisan Bugyo

Automates depreciation calculations and declaration tasks in relation to fixed assets

Shinkoku Bugyo (Corporate and Local Taxes Version)

Improves the efficiency of preparing declaration documents in relation to corporate and local taxes

Shinkoku Bugyo (Detailed and Summary Statements Version)

Substantially shortens the preparation time for detailed and summary statements

Kanjyo Bugyo (Specific Cost Management Version)

A financial accounting system that allows specific cost management

Kanjyo Bugyo (Specific Construction Industry Version)

A financial accounting system that is compatible with construction accounting and allows construction cost management

Personnel and labor relations

Kyuyo Bugyo Cloud

A cloud salary calculation system that can respond promptly to system revisions

Somu Jinji Bugyo Cloud

Standardizes non-routine tasks in administrative and personnel affairs and improves productivity

Hotei Chosho Bugyo Cloud

A cloud system that automates the declaration of legal records after the year-end tax adjustments

Kyuyo Bugyo

Improves the efficiency of salary and bonus calculations, social insurance and year-end tax adjustment

Jinji Bugyo

Provides comprehensive support for personnel tasks based on information on the organization and its employees and simulations of personnel changes, etc.

Hotei Chosho Bugyo

Substantially improves the efficiency of preparing payment records and legal records

Shugyo Bugyo

Improves the efficiency of attendance management by automatically calculating attendance, paid leave and overtime

Sales management

Akinai Bugyo Cloud

Substantially improves the convenience of order receiving, sales and invoicing tasks through a cloud server

Kura Bugyo Cloud

Allows access to stocking and inventory information from various places through the cloud

Akinai Bugyo

Improves the efficiency of a series of tasks, including order receiving, sales, invoicing and receipt of money

Kura Bugyo

Improves the efficiency of stocking, procurement and purchasing tasks and automatically calculates inventory information

Electronic banking system

OFFICE BANK

OFFICE BANK (Fund concentration and allocation system)



Bugyo Cloud Edge



奉行クラウド Edge

業務プロセスプラットフォーム

Bugyo Cloud Edge is a range of services provided by OBC that handles various types of businesses that cannot be operated using systems core business. This product enables companies that introduce OBC systems to link employees with back-office departments, standardize business processes and improve productivity

Accounting and tax	Bugyo Edge Voucher Storage Cloud	Meets the stipulations of the Electronic Books Maintenance Act and "scanner storage" in Act on Book and Record Keeping through Electronic Methods. Digitalizes critical vouchers easily and safely.	Annual fee from ¥48,000
	Bugyo Edge Cashless Cloud	Facilitates cashless payments, thereby eliminating the need for cash transactions. This service also improves operational efficiency by automating journal entries based on usage details.	Annual fee from ¥72,000
Personnel and labor relations	Bugyo Edge Labor Management Digitalization Cloud	Improves operational efficiency by digitalizing procedures related to personnel and labor relations, such as collecting information from employees and processing social insurance and labor contracts. This service also handles procedures that are unique to general affairs, such as the collection of questionnaires and the announcement of event schedules.	Annual fee from ¥168,000
	Bugyo Edge Attendance Management Cloud	Employees can record, request and approve attendance-related matters on smartphones and computers. This service minimizes labor risks by supporting attendance management tasks.	Annual fee from ¥132,000
	Bugyo Edge Year-End Tax Adjustment Declaration Form Cloud	Significantly improves the efficiency of application and declaration tasks related to the declaration form for exemption of dependents and others and the return form for insurance premium deductions by processing year-end tax adjustments online.	Annual fee from ¥8,000
	Bugyo Edge Digitalization of Pay Slips Cloud	Reliably reduces the time and costs involved in distribution of pay slips.	Annual fee from ¥12,000
	Bugyo Edge My Number Cloud	Efficiently and securely handles business processes to comply with the My Number system.	Annual fee from ¥24,000
	Bugyo Edge Mental Health Cloud	Utilizes stress checks to help improve the work environment and decrease the occurrence of health-related absences while also establishing a mental health care system for employee.	Annual fee from ¥129,600
	Bugyo Edge Target Management Cloud Bugyo Edge Computerization of Personnel Information Cloud Bugyo Edge Personnel Development Cloud	Improves employee training and organizational capacity. Provides an environment for managing goals based on the training policy and smoothly conducting personnel evaluations.	Annual fee from ¥330,000 Annual fee from ¥150,000 Annual fee from ¥330,000
	Bugyo Edge Personnel Change Cloud	Provides smart procedures for handling changes in personal circumstances to ensure that changes to personnel information can be updated easily.	Annual fee from ¥17,500
Sales management	Bugyo Edge Digitalization of Billing Management	Facilitates the use of paperless invoices and automates billing processes.	Annual fee from ¥30,000



Price Comparison of the Bugyo Series

The figures in parentheses are the annual OMSS maintenance contract fees

		SaaS	IaaS		On-premises
		Bugyo Cloud ^{*1}	Bugyo 11 Cloud	OBC Cloud Service	Bugyo 11
i series	Standalone version	Annual fee from ¥160,000 *Annual license fee type *1 license *Includes fee for cloud environment	—	—	From ¥250,000 (Annual fee from ¥54,000)
	Network version	Annual fee from ¥348,000 *Annual license fee type *3 licenses *Includes fee for cloud environment	Annual fee from ¥500,000 *Annual license fee type *3 licenses *An additional fee required for the cloud environment	Annual fee from ¥1,542,000 *Annual license fee type *3 licenses *Includes fee for cloud environment	From ¥1,120,000 (Annual fee from ¥158,000) *3 licenses
V ERP series	Standalone version	Under development	—	—	Annual fee from ¥232,000 *Annual license fee type *Includes fee for maintenance contract
	Network version	Under development	Annual fee from ¥662,000 *VERP Smart Plan price *Annual license fee type *3 licenses *An additional fee is required for the cloud environment	Annual fee from ¥1,672,000 *VERP Smart Plan price *Annual license fee type *3 licenses *Includes fee for cloud environment	Annual fee from ¥662,000 *VERP Smart Plan price *Annual license fee type *3 licenses *Includes fee for maintenance contract

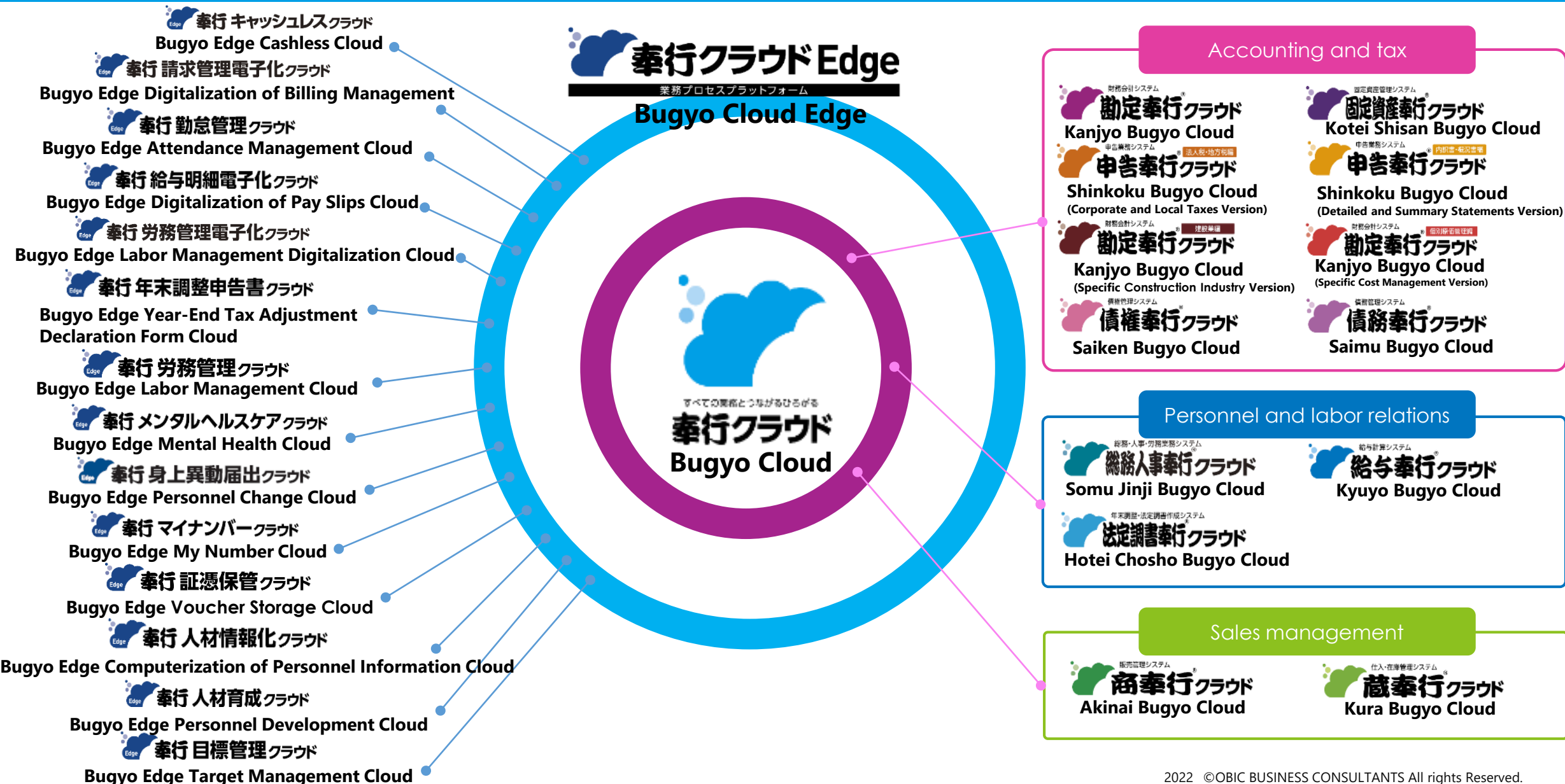
*1 Refer to page 26 for details on i J or i E

Cloud Business



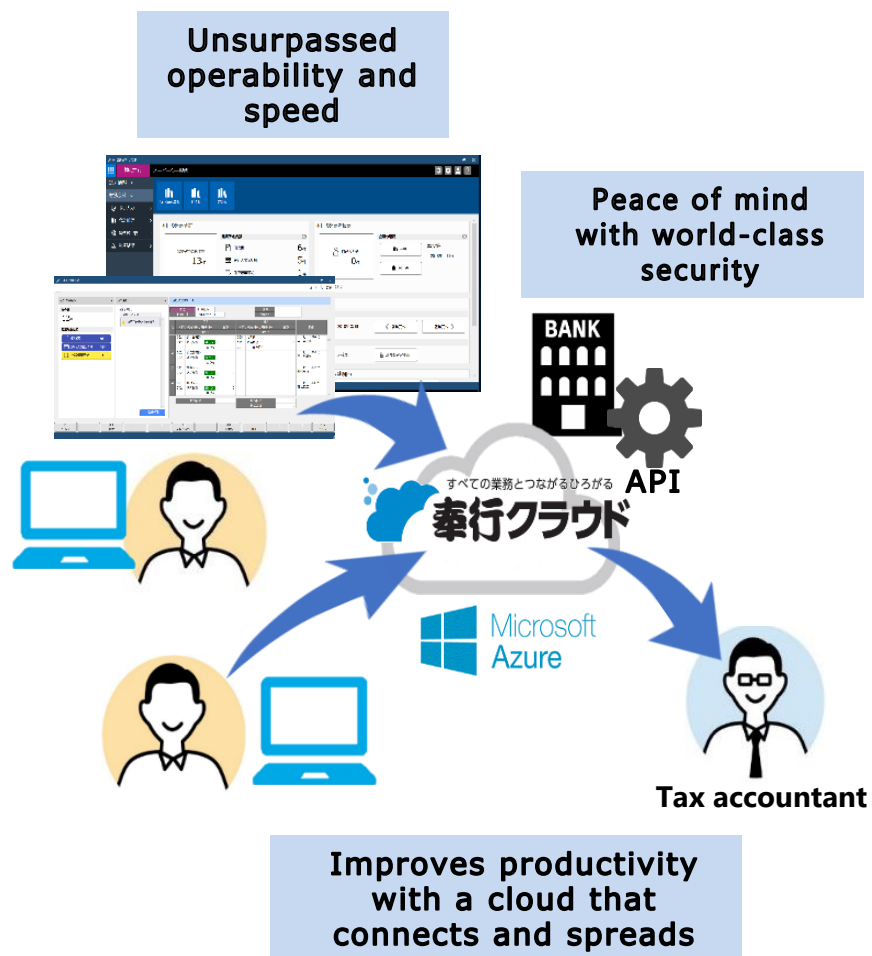
Overview of Cloud Business

SaaS





“Connect and spread to all business operations” by providing world-class security that offers great peace of mind, safety and trust.



WPF

Exceptional operability and speed with Windows + cloud

Improves productivity of daily operations through automated and learning functions

Freely expand functions, specs and data capacity at any time

Easily networked by adding users!

Use together with experts such as accountants, tax accountants and social security consultants

Link to various cloud services through an API

OBC i D

Integrated into a single program to facilitate the use of one ID

Microsoft Azure

World-class security and availability

Delivers global-standard disaster recovery in Japan



Characteristics of Bugyo Cloud

SaaS

Expert Licenses

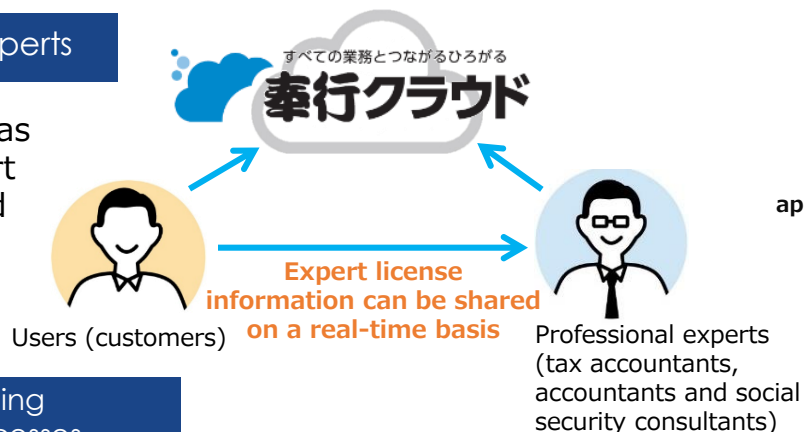
Expert Licenses
Connecting to
other people

Provide expert
licenses as standard

so that Bugyo Cloud can be used together
with experts, such as tax accountants and
social security consultants.

Easily share data with experts

Once an expert license has
been provided, the expert
can use Bugyo Cloud and
quickly share the
customers' data.

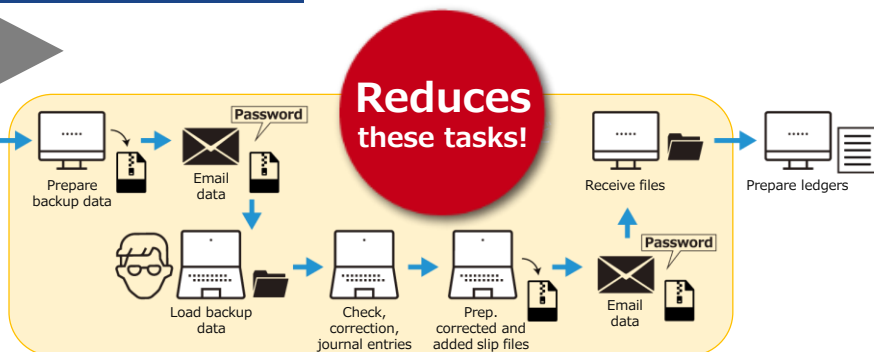


Speed up monthly closing
by reducing business processes

Usual operation

Person in
charge

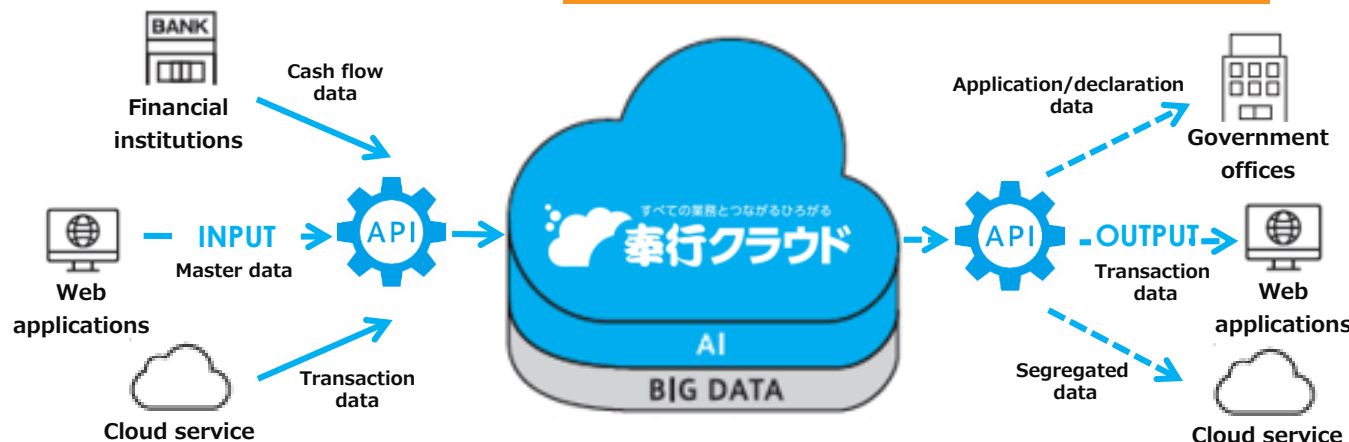
Tax
accountant



Ecosystem for Connecting and Spreading

With the use of an API, data can be automatically linked
easily and seamlessly, crossing over systems.

Scheduled to link sequentially with
approximately 200 types of Bugyo solutions



Cloud

On-premises



Bugyo Cloud allows
you to use an API 24
hours a day, every day
of the year

Sales
data

Attendance
data

Master data/
transaction
data

Application
data

POS register

Time recorder

On-premises
system

Smartphone/
tablet

Device

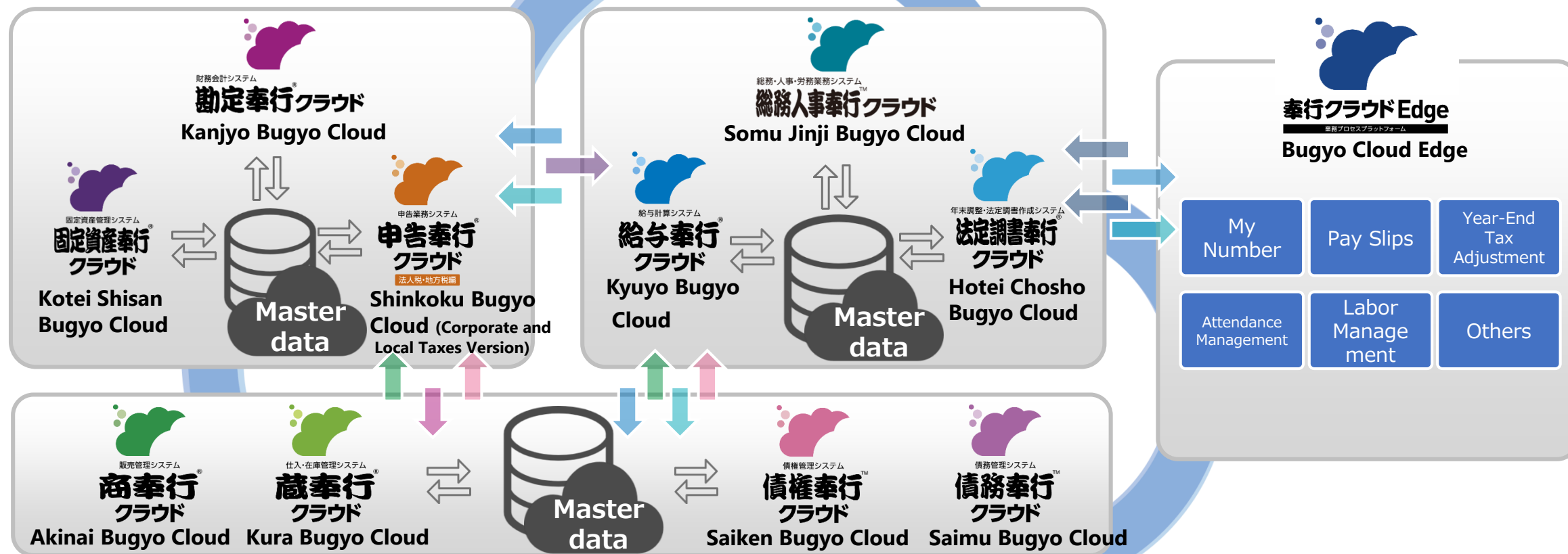
Mobile



Significantly Reducing Tasks by Realizing “One Fact, One Data Set”

Bugyo Cloud improves productivity based on the idea of “one fact, one data set.” It eliminates the trouble of linking data and double entries as much as possible by automatically linking master data with other data without users even being aware of it.

Eliminate double entries by data linkage





Bugyo Cloud Systems and Prices

Customers can select a system grade according to the functions they use, the data capacity, and the number of users.

No. of slips
/Price

Kanjyo Bugyo Cloud i

300,000	¥240,000~/Year	S <ul style="list-style-type: none"><input type="checkbox"/> Profit/loss identification by department<input type="checkbox"/> Spreadsheet for slip journalization for management accounting etc.
	¥200,000~/Year	B <ul style="list-style-type: none"><input type="checkbox"/> Budget/result management<input type="checkbox"/> Business analysis etc.
	¥160,000~/Year	A All-system common functions <ul style="list-style-type: none"><input type="checkbox"/> Accounting ledger<input type="checkbox"/> Financial statements<input type="checkbox"/> Cash flow chart
100,000	¥96,000~/Year	J <ul style="list-style-type: none"><input type="checkbox"/> Consumption tax filing<input type="checkbox"/> Electronic tax return filing<input type="checkbox"/> Automatic program updates
30,000	¥60,000~/Year	E <ul style="list-style-type: none"><input type="checkbox"/> Accounting ledgers etc.

No. of users
/Price

Kyuyo Bugyo Cloud i

300	¥240,000~/Year	S
100	¥180,000~/Year	B Functions are common to all systems Grades differ depending on the number of users
	¥96,000~/Year	A <ul style="list-style-type: none"><input type="checkbox"/> Salary processing<input type="checkbox"/> Bonus processing<input type="checkbox"/> Social insurance processing<input type="checkbox"/> Year-end tax adjustment<input type="checkbox"/> Dashboard<input type="checkbox"/> General data preparation<input type="checkbox"/> My number storage etc.
50	¥60,000~/Year	E

No. of slips
/Price

Akinai Bugyo Cloud i

400,000	¥260,000~/Year	S <ul style="list-style-type: none"><input type="checkbox"/> Estimate preparation/Project management<input type="checkbox"/> Expansion of product management etc.
	¥220,000~/Year	B <ul style="list-style-type: none"><input type="checkbox"/> Transition table (order/sales)<input type="checkbox"/> Comparison table (order/sales) etc.
	¥180,000~/Year	A All-system common functions <ul style="list-style-type: none"><input type="checkbox"/> Accounts receivable ledger<input type="checkbox"/> Orders received/Backlog spreadsheet
100,000	¥108,000~/Year	J <ul style="list-style-type: none"><input type="checkbox"/> Sales spreadsheet<input type="checkbox"/> Receivable balances list<input type="checkbox"/> Sales consumption tax spreadsheet
50,000	¥60,000~/Year	E <ul style="list-style-type: none"><input type="checkbox"/> Authority management<input type="checkbox"/> Product management etc.

No. of slips
/Price

Kura Bugyo Cloud i

400,000	¥260,000~/Year	S <ul style="list-style-type: none"><input type="checkbox"/> Expansion of product management<input type="checkbox"/> Component management etc.
	¥220,000~/Year	B <ul style="list-style-type: none"><input type="checkbox"/> Transition table (order/purchase/inventory)<input type="checkbox"/> Comparison table (order/purchase) etc.
	¥180,000~/Year	A All-system common functions <ul style="list-style-type: none"><input type="checkbox"/> Accounts payable ledger<input type="checkbox"/> Orders placed/Outstanding order spreadsheet
100,000	¥108,000~/Year	J <ul style="list-style-type: none"><input type="checkbox"/> Purchases spreadsheet<input type="checkbox"/> Payable balances list<input type="checkbox"/> Purchase consumption tax spreadsheet
50,000	¥60,000~/Year	E <ul style="list-style-type: none"><input type="checkbox"/> Authority management<input type="checkbox"/> Product management etc.



Compact Models for Small Enterprises

Bugyo Cloud i J / i E

SaaS



Characteristics

Bugyo Cloud's performance remains unchanged



These products deliver high productivity by utilizing the same functions and response capabilities as Bugyo Cloud. The number of licenses and API compatibility can be increased.

Can be expanded as the company grows



The only limit on these products is data capacity. They can be expanded to deliver higher-level services in line with the company's growth and management environment.

Can be used easily and cost effectively



These high-performance products can be used easily and cost effectively.

Comparison with Bugyo Cloud

	Bugyo Cloud	Bugyo Cloud i J	Bugyo Cloud i E
Enterprise size	Small and medium-sized enterprises	Small enterprises	Ultra-small enterprises
Functions	—	Equivalent to Bugyo Cloud	Equivalent to Bugyo Cloud
No. of slips (Kanjyo Bugyo)	300,000	100,000	30,000
Price (Kanjyo Bugyo Standalone)	Initial cost: 50,000 yen Annual charge: 160,000 yen	Initial cost: 50,000 yen Annual charge: 96,000 yen	Initial cost: 0 yen Annual charge: 60,000 yen



Bugyo 11 Cloud & OBC Cloud Services

IaaS

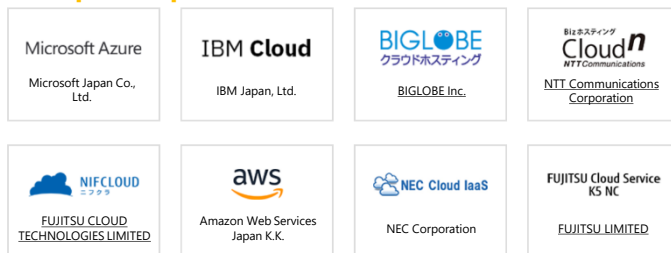


The Bugyo 11 series (license fee type) is used in combination with public cloud services (IaaS/PaaS). Users can select any public cloud service that is compatible with the Bugyo 11 series.

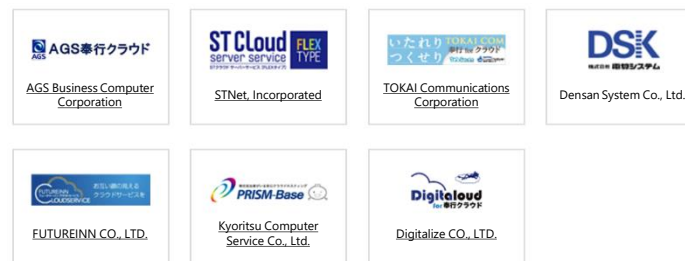
Bugyo 11 Cloud series



Compatible public clouds



Company's own verification (*compatible public clouds)



In addition to the Bugyo 11 series, OBC offers other premium services such as the establishment, operation and support for cloud and other environments. These services can be used wherever an internet environment is available. (*You can also use these services in a cloud environment if you purchase the Bugyo 11 series.)

Bugyo 11 Cloud series



Bugyo series

Building & maintenance

Bugyo series

Data backup (daily)

OBC supports cloud operations for the Bugyo 11 series. Users can concentrate on its use and reduce their system operation costs.



奉行クラウド Edge

業務プロセスプラットフォーム

- ◆ Bugyo Cloud Edge is a range of services provided by OBC that handles various types of businesses that cannot be operated using systems for fundamental tasks. This product enables companies that introduce OBC systems to link employees with back-office departments, standardize business processes and improve productivity.
- ◆ They can be seamlessly linked and synced with other related Bugyo products.
- ◆ They can be utilized as tools for improving the response capabilities of an entire company.

Characteristics

Make routine tasks easy

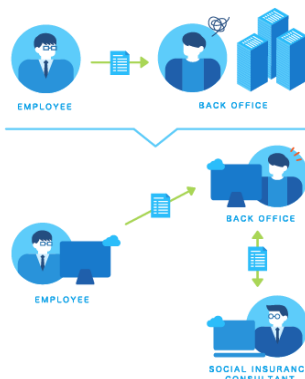
Time spent by employees on routine tasks is reduced.



Routine tasks such as handling employee applications and approvals can be performed easily on a smartphone or PC from home or an off-site location. Unfamiliar tasks can also be processed easily with guidance, and inefficient employee tasks can be resolved.

Improve back-office productivity

Manual procedures and mistakes are reduced.



As Bugyo Cloud Edge can be linked to employee application data, employees do not need to manually input the data in fundamental systems. Also, as Bugyo Cloud Edge can be used by social insurance consultants and tax accountants as well, there is no need to conduct data exchanges, thereby ensuring that operations can be conducted safely and accurately.

Can be used safely and securely

Peace of mind with world-beating security.



Microsoft Azure implements the latest security measures to cover all eventualities. By conducting operations using Microsoft Azure, OBC can protect its customers' important data while also providing a safe and stable business environment.

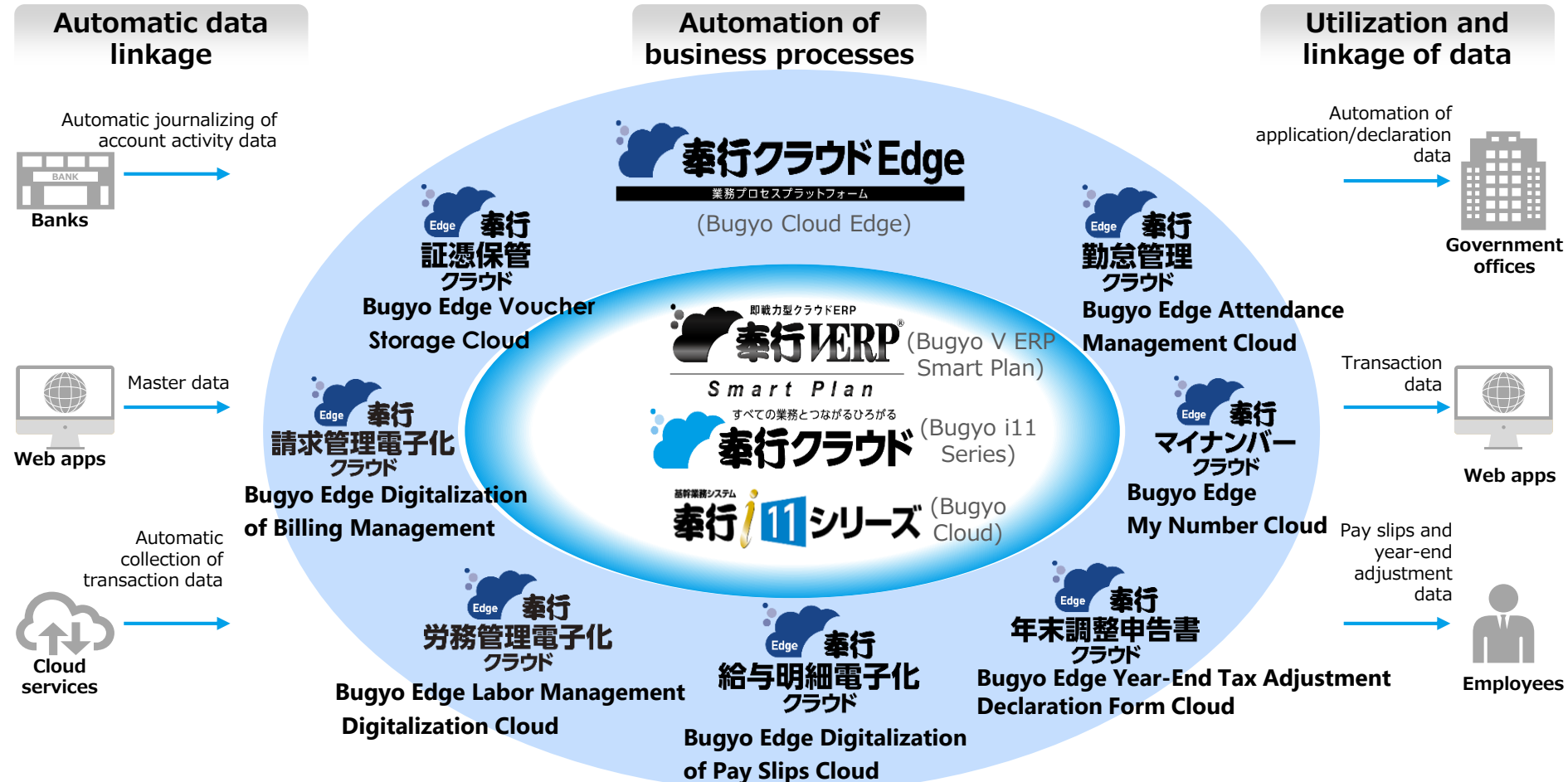


Bugyo Cloud Edge Enables Automatic Data Collection and Utilization

SaaS



Bugyo Cloud Edge helps our customers promote DX by improving the efficiency of data linkage and utilization and of automating business operations. It achieves this by coordinating with our core systems and other companies' products and services.



Helping customers promote DX by streamlining data linkage and automating business operations

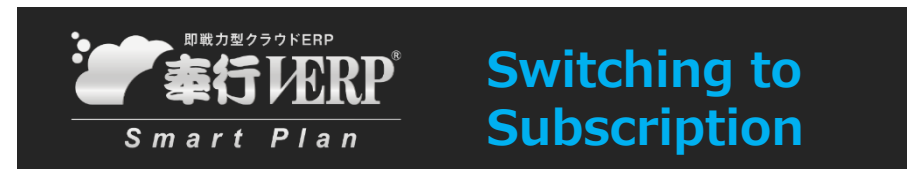
On-premises Business



OBC Software Packages

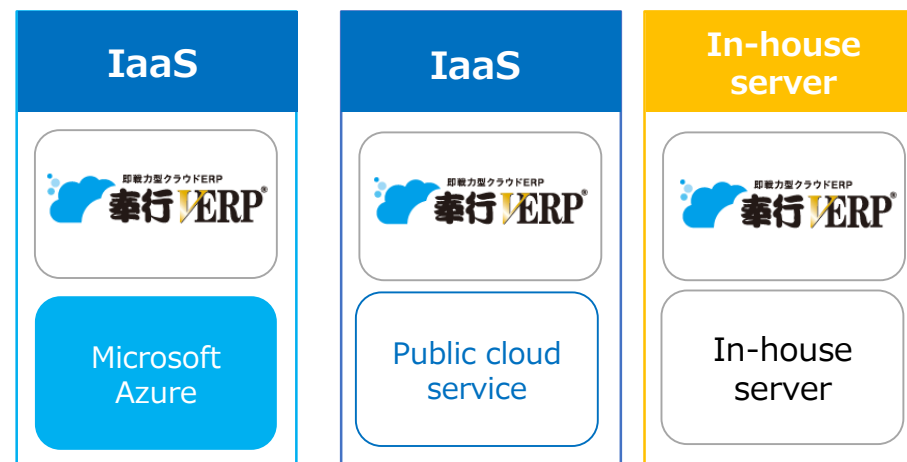
Product		Description	Catalog price
i Series	New ERP	Package designed to further enhance the Bugyo series' functions	¥1,580,000– ¥6,590,000 (3–20 clients)
	Network Edition	A model that allows integrated data management across multiple branches and business facilities by connecting a database server to client PCs via a network	¥970,000– ¥5,330,000 (3–20 clients)
	Standalone	A standard model used for one PC, designed to support small enterprises, individuals in charge of particular tasks, and operations within a department	¥250,000– ¥860,000
	J Series	For small enterprises	Initial registration fee of ¥20,000 Annual fee from ¥40,000–¥60,000
Electronic Banking		Bank transaction management system used in the business facilities of large and mid-size enterprises that use city or regional banks	
V ERP Series	Advanced Edition	A high-grade model that can be linked closely with existing systems, considering the need for gradual development and the establishment of links starting from the necessary parts to flexibly respond to the introduction phase of an adopting enterprise.	Annual fee from ¥886,000~ (5~clients)
	Standard Edition	A model that allows integrated data management across multiple branches and business facilities by connecting a database server to client PCs via a network	Annual fee from ¥778,000~ (5~clients)
	Single Edition	A standard model used for one PC	Annual fee from ¥232,000~ (5~clients)

V ERP series released the V ERP Smart Plan, which offers a flat-rate model, transitioned from a purchase model



◆ Usage types

There are three types: one is to use an in-house server, another is used in combination with public cloud services, and the other is a type where OBC offers services such as the establishment, operation, and support for cloud and other environments. Bugyo V ERP is available at a flat rate regardless of the usage type.





Characteristics of Optional Products (Bugyo Options)

Optional products (Bugyo Options)

- ◆ **Bugyo Options** are various optional products that are compatible with the Bugyo series dedicated to businesses.
- ◆ Introducing these optional products in combination with the Bugyo series facilitates the development of systems that are in line with the customer's business and industry.

Five characteristics

- 1** Data is directly linked because the products are fully compatible with the Bugyo series.
- 2** The products can be operated immediately because customization is not necessary.
- 3** Quick delivery is possible because the products are packaged.
- 4** The products provide full support in responding to maintenance, tax system revisions, etc.
- 5** Comprehensive on-site guidance services are provided following the introduction of the products.

List of Optional Products

Product	Corresponding products
<ul style="list-style-type: none">● Receipt of money management option● Payment management option● Management accounting option● Foreign currency input option● Densai (electronically recorded monetary claims) and notes receivable management option● Densai and notes payable management option	<ul style="list-style-type: none">● Kanjyo Bugyo● Kanjyo Bugyo (Specific Cost Management Version)● Kanjyo Bugyo (Specific Construction Industry Version)
<ul style="list-style-type: none">● Distribution of pay slips option	<ul style="list-style-type: none">● Kyuyo Bugyo
<ul style="list-style-type: none">● Wage revision option	<ul style="list-style-type: none">● Jinji Bugyo
<ul style="list-style-type: none">● Individual project management option● Simultaneous input option for orders placed and received● Simultaneous input option for sales and purchases● Reversal of receivables option● Reversal of payables option	<ul style="list-style-type: none">● Akinai Bugyo● Kura Bugyo



Provision of products for long-term use

- Respond quickly and accurately to systemic revisions, legal revisions, etc.
- Support the latest technologies, including Microsoft's latest OS and the latest development environments, such as .NET, cloud, etc., from the standpoint of technology.

1980 — **TOPseries** : Developed around the same time as the launch of the PC

2001 — **Bugyo 21** : Support the new Companies Act, electronic tax return filing, etc.

2007 — **Bugyo V ERP** : Support internal controls and IFRS

2009 — **Bugyo i** : Compatible with Windows 7

2012 — **Bugyo i8/V ERP8** : Compatible with Windows 8

2015 — **Bugyo i10/V ERP10** : Compatible with Windows 10

2020 — **Bugyo i11/V ERP11**
Systems for core business that increase the productivity of a wide range of businesses

Multiple models are available based on the requirements of the enterprise

i series

Standard model for small and medium-sized enterprises

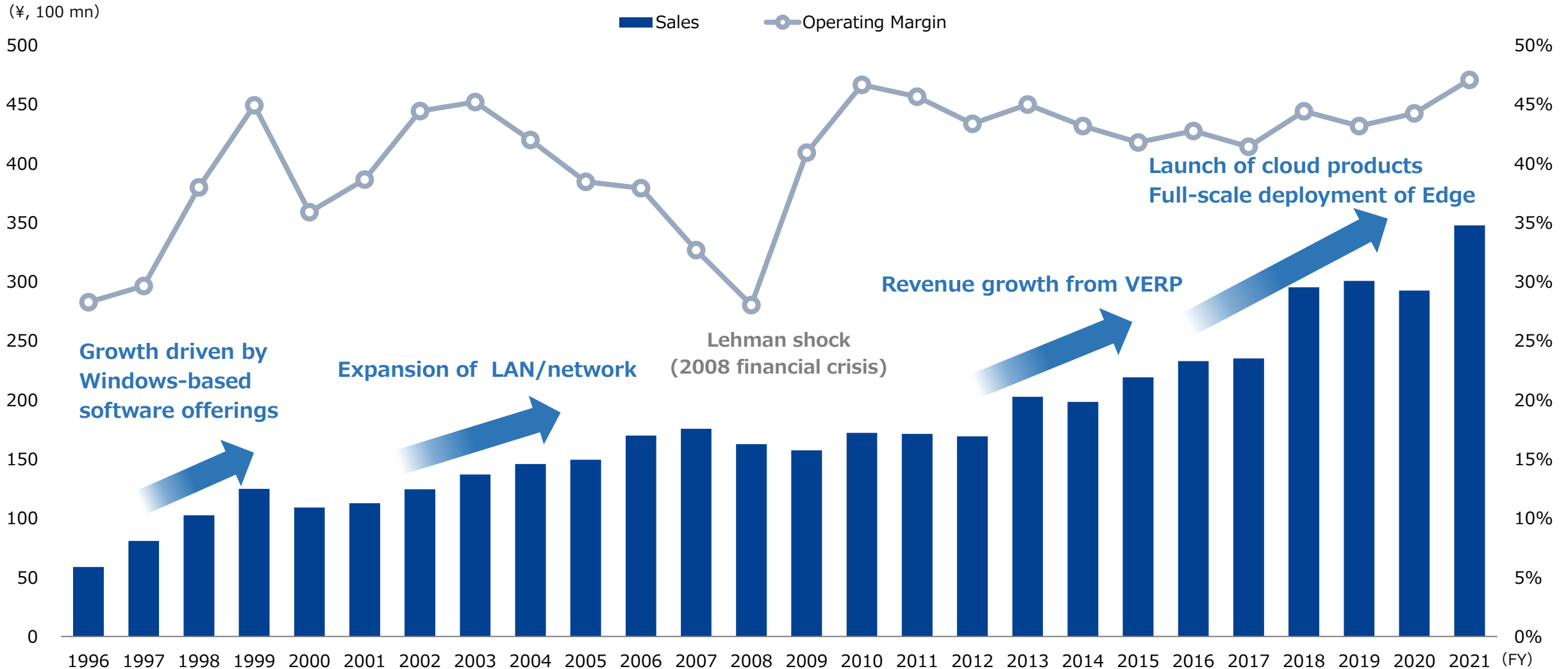
V ERP series

Higher-end model that supports IFRS and internal controls

Finance Conditions Market Share



OBC's History



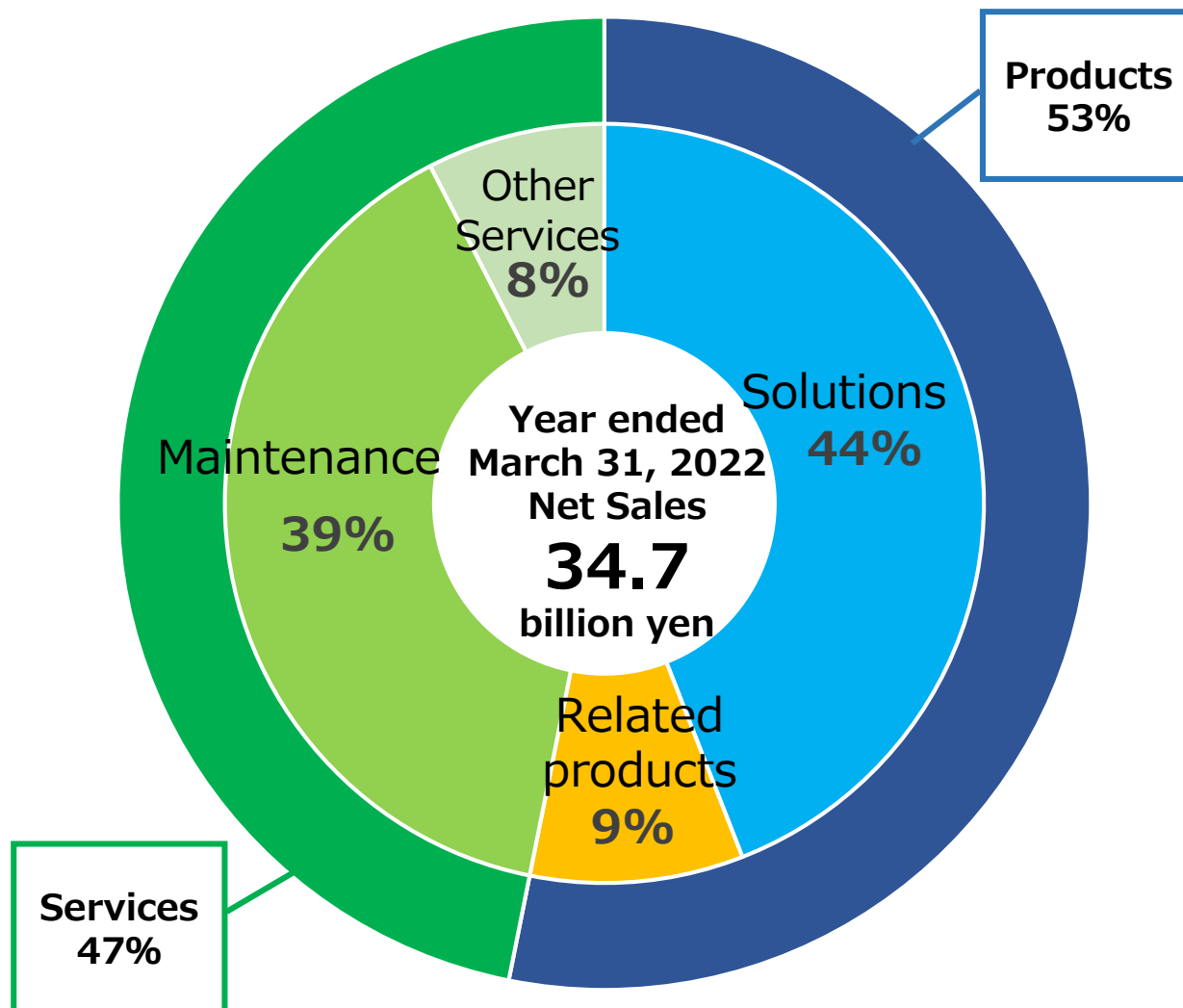
Note: Operating margin = Operating profit / Revenue



Net Sales Composition by Product Category

With core business systems as main products, a well-balanced business portfolio is established by mixing introduction support, maintenance, and other companies' products.

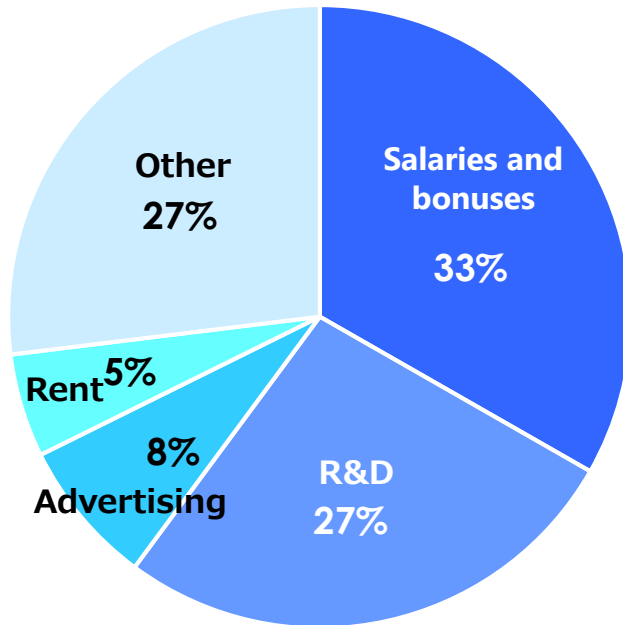
Products	
Solutions	Related products
<div>[Subscription model]</div> <ul style="list-style-type: none">• Bugyo Cloud• Bugyo 11 Cloud• OBC Cloud Service• Bugyo V ERP Smart Plan• Bugyo Cloud Edge services <div>[On-premises model]</div> <ul style="list-style-type: none">• Packaged software (Bugyo V ERP, Bugyo i series [New ERP, Network Edition, Standalone] and J series)• Optional product• Electronic banking systems (Office bank)	<ul style="list-style-type: none">• Supplies (special forms)• Other companies' products linked with the Bugyo series• Outsourced development of EB for city banks
Services	
Maintenance	Other Services
<ul style="list-style-type: none">• Maintenance contracts for the Bugyo series and other services provided by OBC• Monthly subscription fees to EB for city banks	<ul style="list-style-type: none">• Workshop sales (useware)• Guidance fee sales (useware)





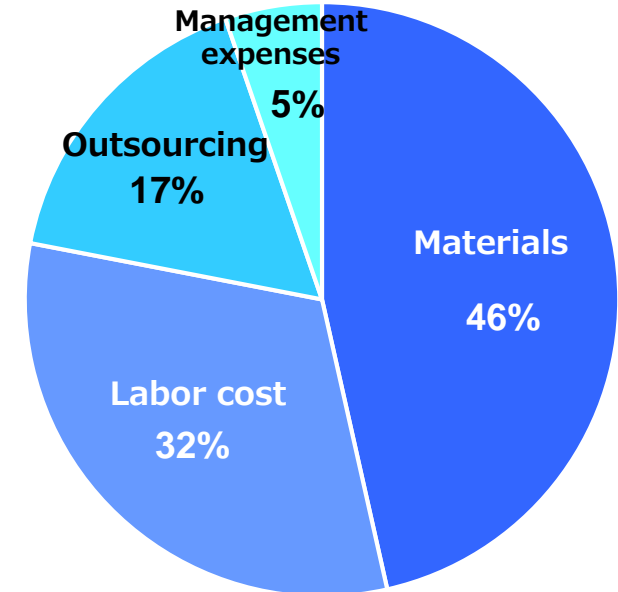
OBC's Profit and Loss Breakdown (FY Ended Mar. 2022)

◆ Selling, general and administrative expenses



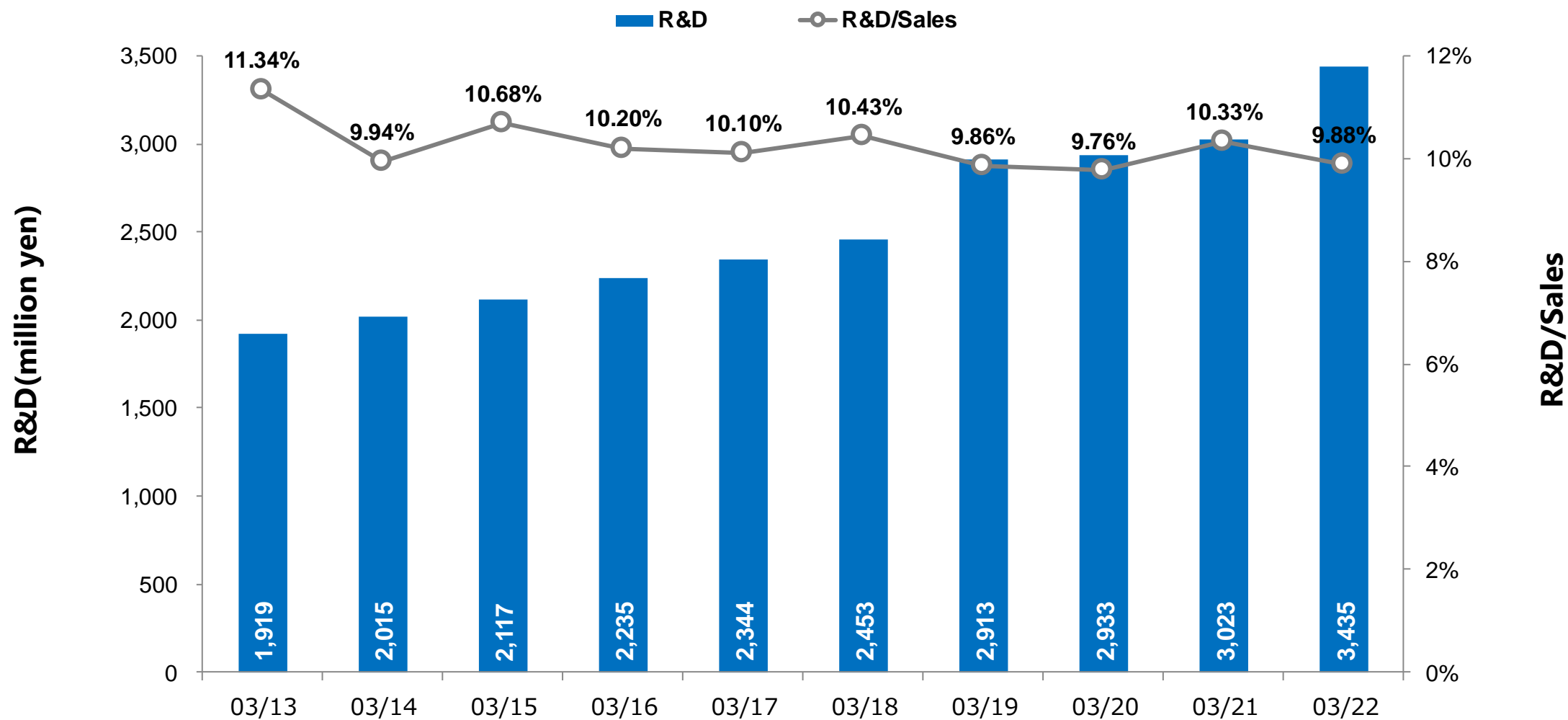
PL:	Segment:
Cost of sales 5,611	Products sales 18,474
Selling, general and administrative expenses 12,788	Services sales 16,283
Operating profit 16,357	

◆ Cost of sales





Focus on Research and Development

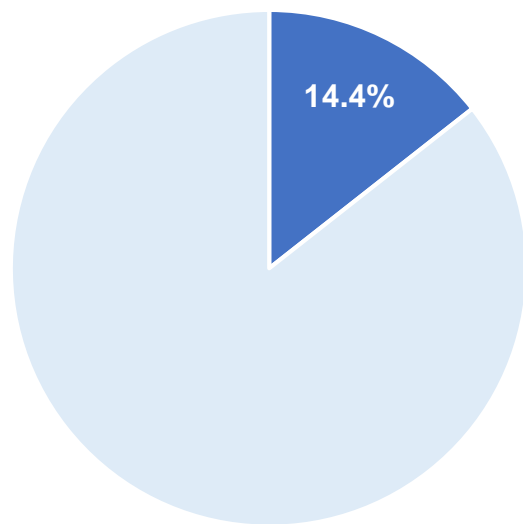




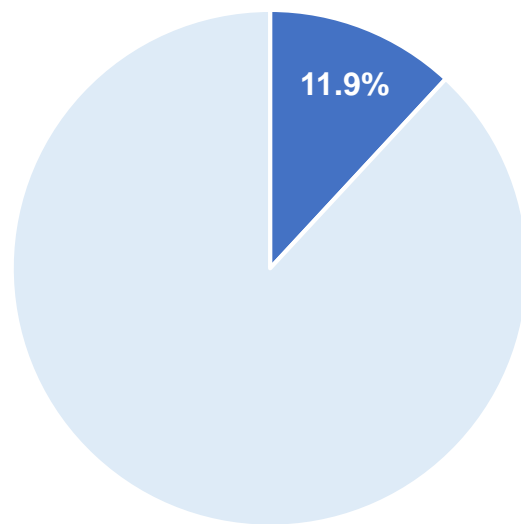
Market Share(Number of Systems Installed)

- Investigation period: June – July 2021
- Target: SMEs with annual sales of less than 50 billion yen

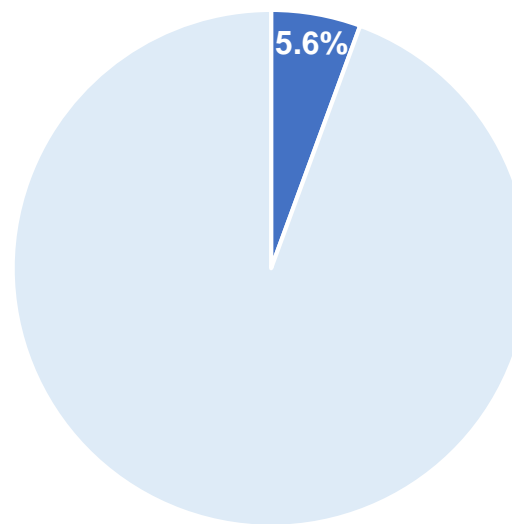
Accounting
Management



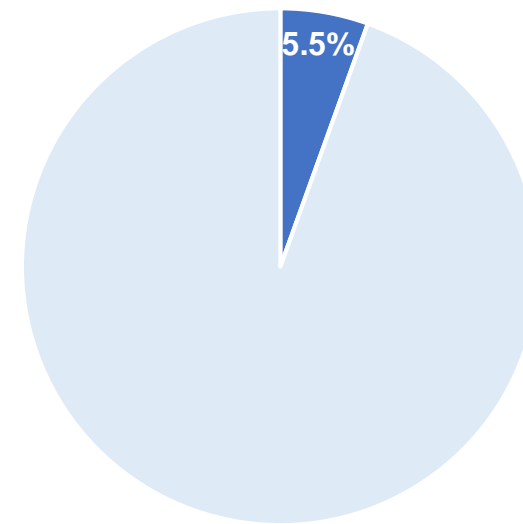
Salary, HR, attendance,
work management



Sales/purchasing
management



ERP System



Sustainability

Value Creation Process

Mission

Innovate business processes and excite customers

Materiality

Promoting IT innovation

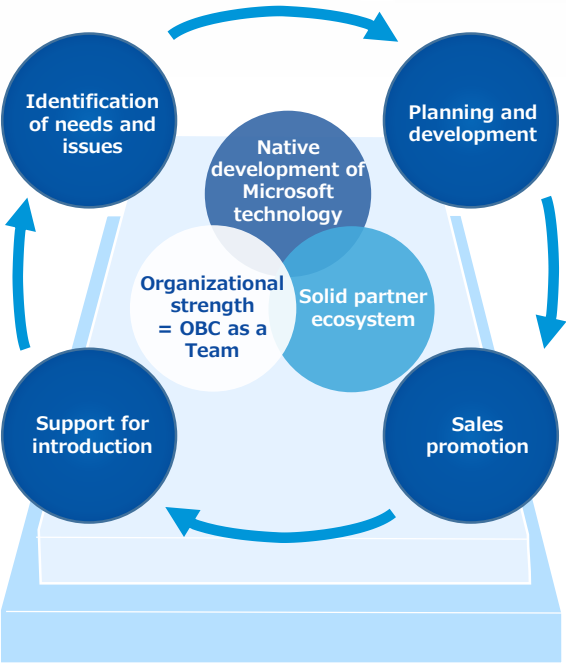
Promoting business activities with consideration given to the environment

Promoting diversity management

Conducting activities related to corporate responsibility

Operating capital (Input)

- Human capital
- Sophisticated IT human resources for delivering optimized solutions
 - Framework for education from scratch
- Intellectual capital
- Know-how accumulated since our foundation
 - Intellectual property (patents, utility model rights, etc.)
- Social and relationship capital
- Partner ecosystem
 - Collaboration with other companies' solutions to co-create new value
- Manufacturing capital
- Service sites in Japan that support customers and partners
 - In-house development of products
 - Development system for stable product development
- Financial capital
- Solid financial foundation that leads to sustainable value creation



Output

- Improved productivity with business services for back offices
- Digitization of operations with business services for employees
- Installation and operational support with introduction support services
- Support for safe and secure operation by customers with support services
- Enhancement of partner ecosystems

Value proposition (Outcome)

- Promoting IT innovation
- Measures for societies facing labor shortages due to declining working population
- Sustainable economy with a virtuous cycle
- Realization of a worthwhile workplace for employees
- Improving long-term corporate value
- Achieving a clean global environment

Social contributions



Stakeholders

Customers

Shareholders

Business partners

Local communities

Environment



Four key themes and 14 materialities

Key theme	Materiality	Guidelines for action	Initiative	SDGs
Promoting IT innovation	Improve quality/customer satisfaction	Continue to provide products/services that maintain high quality and always meet needs.	Improve convenience by reflecting customer requirements in our products; build a system for full support provided by sales and development members; provide quality services through in-house development of products	
	Co-create based on partnerships established with a variety of companies and associations	Work with partners to solve corporate problems and aim for harmonious relationships.	Establish a partner ecosystem; collaborate with other companies and various associations	
	Respond to information security needs	Provide a security environment that corporate can use safely.	Ensure world-class security with Microsoft technology; build a high-standard security system (acquiring a SOC2® Type2 report); provide education on information security	
	Provide products and services that contribute to solving the problem of the shrinking working population	Aim to provide products/services that contribute to improving productivity.	Automate operations through increased sophistication of business systems; respond to diversified work styles by promoting cloud-based remote access; link various business services using APIs	
Promoting diversity management	Ensure employees' health and security	Create a healthy and secure work environment for employees.	Have the Company cover the expenses incurred for gastroscopies, flu vaccinations, and optional gynecological exams; invite industrial physicians to provide health-related lectures; distribute disaster prevention supplies; allow employees to work from home or use flexible work hours as measures against COVID-19; Mental health care using stress checks	
	Promote work and life balance	Create an environment where employees can have a work/family balance and continue to work while playing important roles.	Reduce long working hours; encourage employees to take childcare leave; expand the eligibility of employees for working short hours to those with sixth-grader children	
	Promote utilization of diverse human resources	Aim to create an open workplace that offers opportunities.	Ensure gender equality in employment and personnel system; hire people with disabilities; help people with disabilities continue working	
	Enhance education and training activities	Support the growth of employees.	Regularly provide skill training and mindset training sessions; provide an environment where employees can take the initiative to learn	
Promoting business activities with consideration given to the environment	Promote reduced use of resources through digitization of operations	Reduce the amount of paper used through digitization of operations.	Provide cloud services for digitizing operations; promote digitization of internal operations	
	Reduce CO ₂ emissions	Strive to reduce environmental burdens by utilizing online and cloud services.	Reduce travel by using digital marketing, etc. using remote demonstrations, remote support services, and online conferences; use of virtualization technology for cloud services	
Conducting activities related to corporate responsibility	Have active dialogue with stakeholders (shareholder, customer, employee, families of employee, etc.)	Strive to engage in open-minded management in which stakeholders' opinions are actively incorporated.	Appropriately disclose information through websites, etc.; establish a customer service section; provide information using internal social networking and other tools; hold internal events	
	Promote BCP	Build a system that allows business operations to be continued while minimizing damage when a disaster hits.	Establish a Disaster Prevention Committee; formulate a disaster response manual; introduce a safety confirmation service; regularly hold a disaster prevention drill	
	Ensure legal compliance	Each and every executive and employee must observe laws and internal rules to conduct corporate activities with high ethical standards.	Create and thoroughly implement a compliance manual/guide (excluding antisocial forces, the Subcontract Act, corruption prevention, etc.); observe the Personal Information Protection Policy (privacy policy); set up an anti-harassment policy; provide education on compliance	
	Establish a check system for corporate management	Improve transparency in management and strengthen management monitoring functions toward the achievement of management goals.	Establish an Internal Control Committee; ensure compliance with JSOX (internal audits) requirements; establish a whistleblower system; strengthen the reliability of financial statements and information security management system (acquiring SOC1® Type2 and SOC2® Type2 reports); ensure compliance with the Corporate Governance Code	



Non-Financial Summary

		FY ended Mar. 2019	FY ended Mar. 2020	FY ended Mar. 2021
Society	Number of employees (persons)	794	842	898
	Percentage of female employees (%)	34.3	34.9	35.4
	Number of hires (person)	67	73	77
	Average service years (years)	10.1	10.1	10.1
	Turnover ratio (%)	2.3	3.1	2.2
	Number of employees who took childcare leave (persons)	53	45	39
	Number of employees who used the childcare shortened hours system (persons)	50	65	65
	Percentage of annual paid vacation taken (%)	60.4	64.2	53.0
	Average monthly overtime per person (hour)	23.0	22.3	19.0
Governance	Total number of directors (persons)	10	10	10
	Number of outside directors (persons)	5	5	5
	Number of meetings of the board of directors held (times)	12	10	3
	Average attendance rate of outside directors at meetings of the board of directors (%)	85	86	93
	Average attendance rate of outside auditors at meetings of the board of directors (%)	100	83	100
	Attendance rate for compliance training courses (e-learning) (%)	100	100	100
	Attendance rate for information security education programs (%)	100	100	100



Evaluations by External Organizations



	Overall satisfaction level	Performance/evaluation	Reliability	Operability	Cost	Support	Desire to continue
Level of importance		58.4	58.0	54.0	48.7	46.0	
Overall average (effective index is a total value)	58.2	62.5	65.8	56.1	47.1	57.8	60.9
OBIC Business Consultants Co., Ltd. (Bugyo V ERP, etc.)	71.1	74.7	77.6	71.8	58.6	70.7	70.7



Core Software/Service

Partner Satisfaction Survey

Nikkei Computer
2006, 2008, 2009,
2011-2013, 2016,
2019, 2021, 2022

2nd year
in a row Won 1st place
10th time in total

Nikkei Computer, February 17, 2022 issue
Partner Satisfaction Survey
Core Software/Service Category



Bugyo series Introduction share

Source: Nork Research
2016, 2017, 2018, 2019 and 2020

5th year
in a row Won 1st place

Introduction share in:
● Accounting management; and
● Salary, personnel, attendance and work management of middle-ranking and small and medium-sized enterprises

Nork Research "Actual State of IT Application Usage and Evaluation Report of Mid-Sized and Small and Medium-sized Businesses in the 2020 Version"
"Kanjyo Bugyo" and "Kyuyo Bugyo, Jinji Bugyo and Shugyo Bugyo"



Introduction share

Source: MIC Research
Institute Ltd.

Number of shipments of
ERP packages for medium-
sized enterprises

Won 1st place

New Software Business Market: 2020
Version
Number of shipments in ERP for middle-
ranking enterprises: 2019 actual results



Introduction share

Source: Fuji Chimera Research
Institute, Inc.

Number of shipments in ERP
for middle-ranking
enterprises

Won 1st place

Aim to differentiate by providing remote support and increasing resources
"Outlook on the Market for core business Packaging Software: 2021 Version"
Source: MIC Research Institute Ltd.
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Introduction share

Source: Fuji Chimera Research
Institute, Inc.

Number of shipments of
labor management
software

Won 1st place

New Software Business Market: 2021
Version
Share in labor management software:
2020 actual results



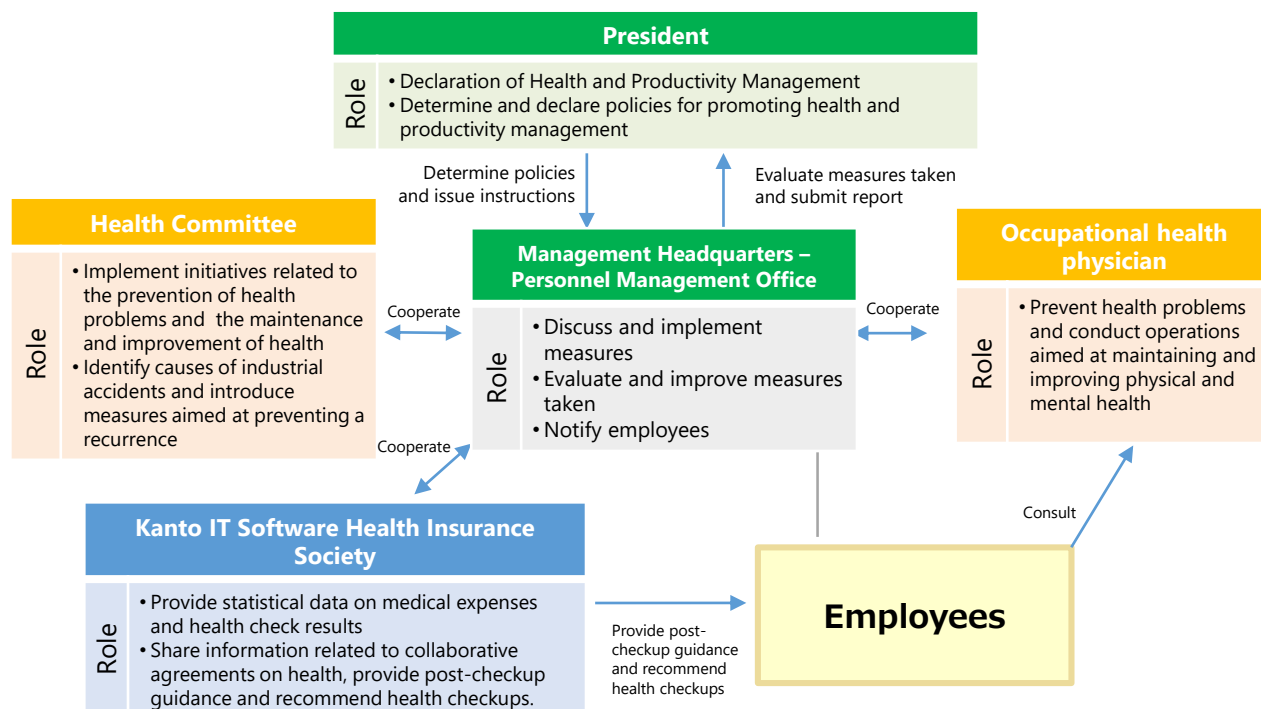
Promotion of Health and Productivity Management and Work-Life Balance

Declaration of Health and Productivity Management

OBIC Business Consultants Co., Ltd. believes that the key to promoting the development of an enterprise is ensuring that its employees are physically and mentally healthy and capable of performing at their full potential.

Given this, together with all of our employees and their family members, we are committed to continuing our efforts to discuss and promote measures aimed at enhancing health in line with changing social needs with a view to establishing open and fair working conditions.

Implementation Structure for the Promotion of Health and Productivity Management



Certification as an Outstanding Health and Productivity Management Organization for 2020

In accordance with the Declaration of Health and Productivity Management, OBC has been steadily and consistently implementing measures to support the promotion of employee health, such as holding health-related lectures, paying expenses for optional health checkups, conducting in-house flu vaccinations, and distributing health-related news. Following an evaluation of these initiatives, OBC was certified as an Outstanding Health and Productivity Management Organization for 2020 by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.



OBC promotes the creation of ideal working conditions and work-style reforms for employees.

Maternity leave

Shorter working hours system

Family-care leave

Childcare leave

Maternity leave acquisition rate: **100%**
Many employees who have taken maternity or childcare leave, later also play an active role.

Received Kurumin certification!



"No Overtime Day" system

Monthly average overtime: **Approx. 20 hours**
(Average for all departments)

Promote less overtime

Promote a fixed working hours system: **One day a week or more**



Board of Directors

Management Committee

Board of Statutory Auditors

Internal Control Committee
Personal Information Protection Committee

Internal Audit Office

Accounting Auditors

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No.	Terms	Descriptions
1	Microsoft Azure	A cloud platform that is run from a Microsoft data center. It provides an operating environment for applications, middleware services, databases, etc. It is being adopted as a cloud platform for the OBC Cloud Service, Bugyo Cloud and Bugyo Cloud Edge.
2	SaaS	A type of cloud service where software is provided and used as a service via the Internet. Bugyo Cloud and Bugyo Cloud Edge services are provided using this type of cloud service.
3	IaaS	A type of cloud service where the servers and other forms of equipment and network infrastructure that are required to operate information systems are provided as a service on the Internet. OBC Cloud Service and Bugyo 10 Cloud services are provided using this type of cloud service.
4	WPF Rich Client UI	A type of SaaS client user interface that is created in Microsoft's next-generation Windows client development environment. It provides better operability and functionality than Web-based user interface applications.
5	Open API	An interface that allows software functions to be accessed via external applications. Bugyo Cloud is scheduled to provide OBC Open API in cooperation with external services.
6	OBCiD	An integrated user authentication infrastructure for Bugyo Cloud services. The user can use multiple Bugyo Cloud services with one OBCiD. Moreover, mutual authentication with other cloud services, such as Office 365, allows single sign-on for both services if either one of the accounts is authenticated.
7	RPA	Robotic process automation (RPA) can identify applications performed on screens and system screens, memorize the operations like human beings do, and then execute them. RPA is not necessarily developed in a programming language. It is operated according to execution procedures established in advance.



www.obc.co.jp

Contact point for handling personal information related to IR activities:

Nakatani, Narusawa, Administration Headquarters, OBIC Business Consultants Co., Ltd.

Tel: 03 3342 1881

Personal information collected from our customers will only be used for the purpose of improving our IR activities. We will never disclose any information provided by or about you to any third party for purposes other than the above.

The attendance management service for the briefing session is outsourced to Nomura Investor Relations Co., Ltd., and we have checked its privacy policy before outsourcing the service.