



Company Profile

March 31, 2021

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.

OBC's Core Competencies

- 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**

OBC's Business Model

	OBC's Business Model	Sier's Business Model
Products and systems handled	<ul style="list-style-type: none"> ● Packaged systems for fundamental tasks <ul style="list-style-type: none"> • Cloud (SaaS) • Cloud (IaaS) • On-premises 	<ul style="list-style-type: none"> ● Individual development system tailored to the customer <ul style="list-style-type: none"> • Cloud (IaaS) • On-premises
Sales methods	<ul style="list-style-type: none"> ● Through sales partners (Office equipment partners including Ricoh, Canon and Xerox; manufacturing partners including Fujitsu, NEC and IBM; and local independent sales dealers) 	<ul style="list-style-type: none"> ● Direct sales
Development methods	<ul style="list-style-type: none"> ● In-house development 	<ul style="list-style-type: none"> ● In-house development (Outsourced development partly introduced)
Target areas	<ul style="list-style-type: none"> ● Nationwide (with the support of sales partners) 	<ul style="list-style-type: none"> ● Centered on urban areas
Target customers	<ul style="list-style-type: none"> ● Middle-ranking and small and medium-sized enterprises 	<ul style="list-style-type: none"> ● Large and middle-ranking enterprises

Sales Composition by Segment (FY Ended Mar. 2021)

■ Services

- Maintenance contract (OMSS) fees
- Workshop sales (useware)
- Guidance fee sales (useware)
- Monthly subscription fees to EB for city banks

■ Products

(1) Solutions + (2) Related Products

(1) Solutions

Cloud model:

• [Bugyo Cloud](#)

• [Bugyo 11 Cloud](#)

• [OBC Cloud Service](#)

• [Bugyo V ERP Smart Plan](#)

• [Bugyo Cloud Edge services \(cloud service\) fees](#)

On-premises:

• **Packaged software**

(Bugyo V ERP, Bugyo i series [New ERP, Network Edition, Standalone] and J series)

• **Optional product**

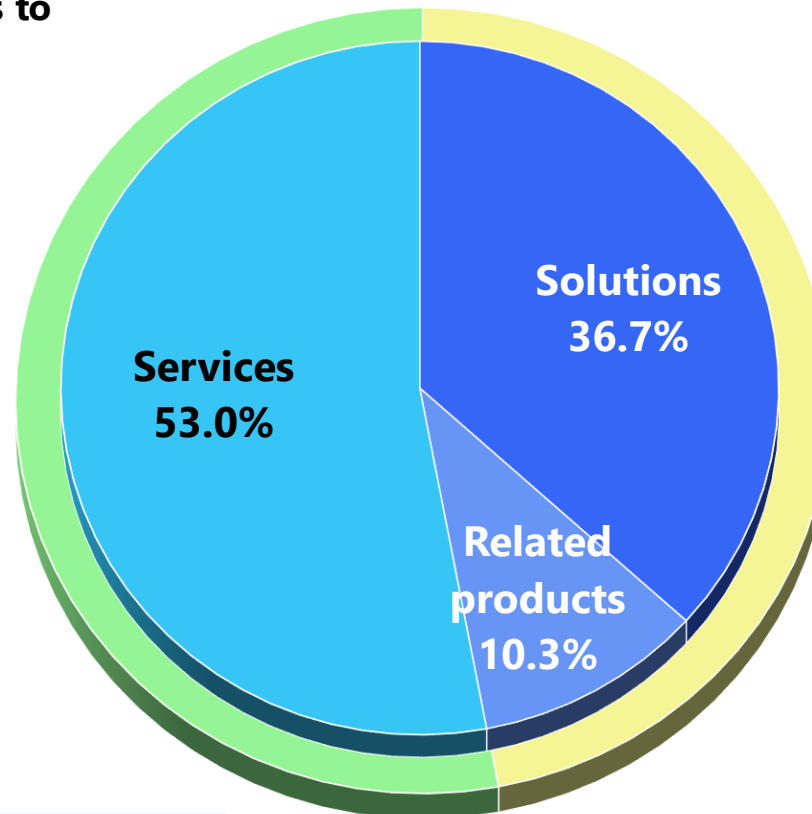
• **Electronic banking systems**
(Office bank)

(2) Related products

• **Supplies (special forms)**



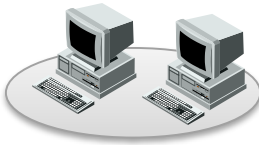










• **Other companies' products linked with the Bugyo series**

• **Outsourced development of EB for city banks**



Bugyo Cloud Edge services included in the solution

Positioning of Product Strategies

Departments involved	Back office (accounting, personnel, general affairs, etc.)			Front office (employees and customers)
Delivery method	SaaS model	laaS model	On-premises	SaaS model
Price model	Annual payment		Initial (Bugyo I/V ERP) Annual payment (Bugyo V ERP)	Annual payment
Technology	New technology through WPF	Technology based on the Bugyo 11 series		Web browser-based technology
System environment	Cloud environment Provided by OBC (AZURE) 	Public cloud environment laaS vendor 	 Internal service environment	Cloud environment 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	 基幹業務システム 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	 即戦力型クラウドERP 奉行IERP Smart Plan			 奉行クラウド Edge 業務プロセスプラットフォーム
	 基幹業務システム 奉行i11シリーズ			
Ultra-small enterprise	 すべての業務とつながるひろがる 奉行クラウド iJ / iE system	 小規模法人向けソフト 奉行J11シリーズ		Coordination with SaaS, laaS, and on-premises system

Lineup of the Bugyo Series



Bugyo Cloud

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



Bugyo 11 series

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



Bugyo ERP 11

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

Accounting
and tax

Kanjoyo 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

Kanjoyo Bugyo Cloud (Specific Cost Management Version)

A cloud accounting system that allows specific cost management

Kanjoyo Bugyo 11

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

Kotei Shisan Bugyo 11

Automates depreciation calculations and declaration tasks in relation to fixed assets

Shinkoku Bugyo 11 (Corporate and Local Taxes Version)

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

Shinkoku Bugyo 11 (Detailed and Summary Statements Version)

Substantially shortens the preparation time for detailed and summary statements

Kanjoyo Bugyo 11 (Specific Cost Management Version)

A financial accounting system that allows specific cost management

Kanjoyo Bugyo 11 (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 11

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

Jinji Bugyo 11

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

Hotei Chosho Bugyo 11

Substantially improves the efficiency of preparing payment records and legal records

Shugyo Bugyo 11

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 11

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

Kura Bugyo 11

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

OFFICE BANK

OFFICE BANK (Fund concentration and allocation system)

Electronic
banking system

Bugyo Cloud Edge



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.

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.
Bugyo Edge Digitalization of Billing Management	Facilitates the use of paperless invoices and automates billing processes.
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.
Bugyo Edge Digitalization of Pay Slips Cloud	Reliably reduces the time and costs involved in distribution of pay slips.
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.
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.
Bugyo Edge Labor Management Cloud	Equipped with work scenario functions and facilitates completion of tasks based on understanding of the labor task processes involved. This service also simplifies employee information collection tasks, automatically prepares documents and improves the efficiency of electronic application tasks.
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.
Bugyo Edge My Number Cloud	Efficiently and securely handles business processes to comply with the My Number system.
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.
Bugyo Edge Personnel Development Cloud Bugyo Edge Computerization of Personnel Information Cloud Bugyo Edge Target Management Cloud	Improves employee training and organizational capacity. Provides an environment for managing goals based on the training policy and smoothly conducting personnel evaluations.
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.
Bugyo Linkit	Enables safe and easy business communication.

Price Comparison of the Bugyo Series

The figures in parentheses are the annual OMSS maintenance contract fees

		SaaS	IaaS		On-premises
		Bugyo Cloud	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) *1
	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 ¥1,392,000 *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 18 for details on i J or i E

OBC's Business Model

Stock Business

■ Solutions

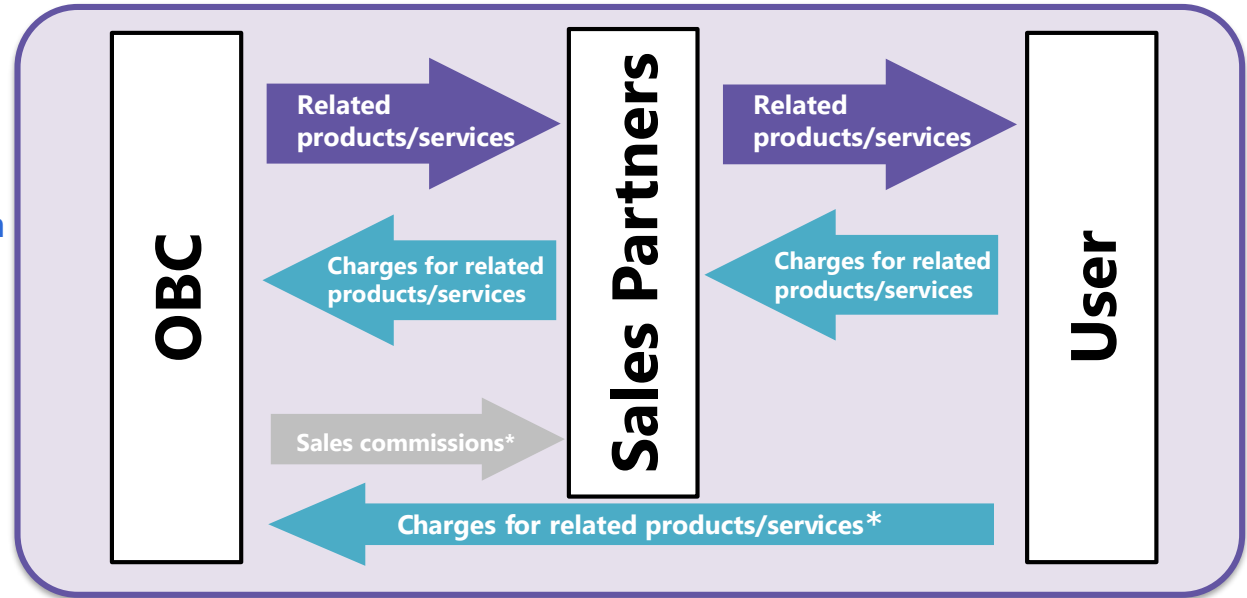
- Bugyo Cloud
- Bugyo 11 Cloud
- OBC Cloud Service
- Bugyo V ERP Smart Plan
- Bugyo Edge Series (Cloud)

■ Related products

- Supplies (special forms)

■ Services

- Maintenance contract fees (OMSS)



* If OBC collects charges directly from the user via account transfers from the second year.

Flow Business

■ Solutions

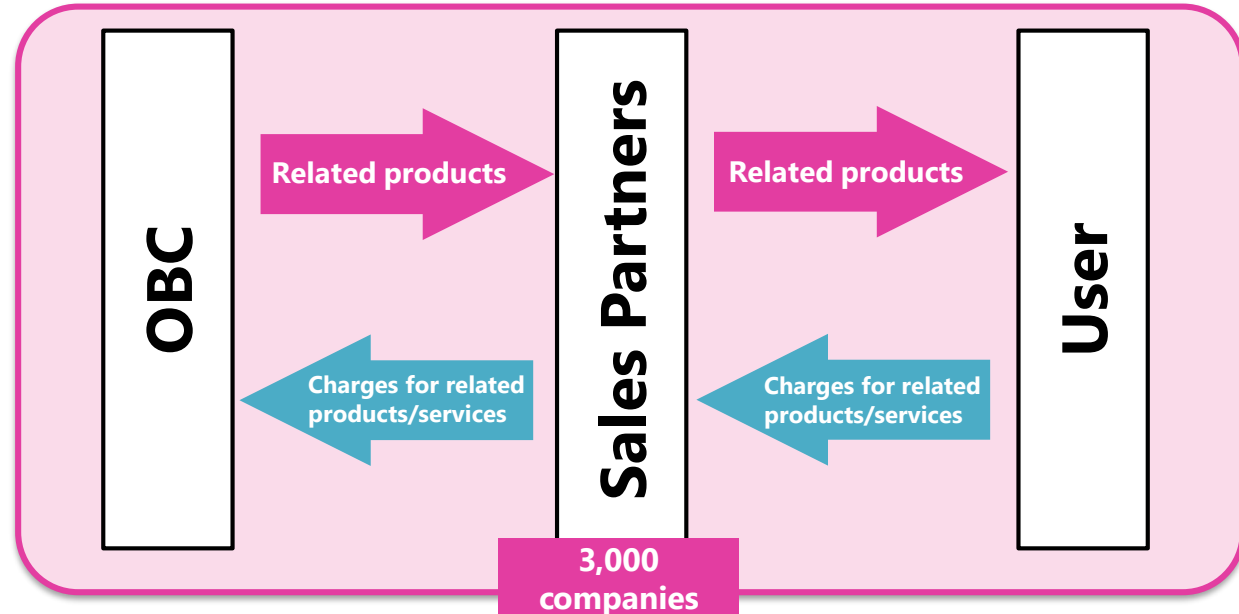
- Bugyo V ERP series
- Bugyo i series
- Bugyo J series
- EB for regional banks (Office Bank)

■ Related products

- Other companies' products linked with the Bugyo series

■ Services

- Revenues from schools (useware)
- Seminars (useware)
- On-site guidance (useware)

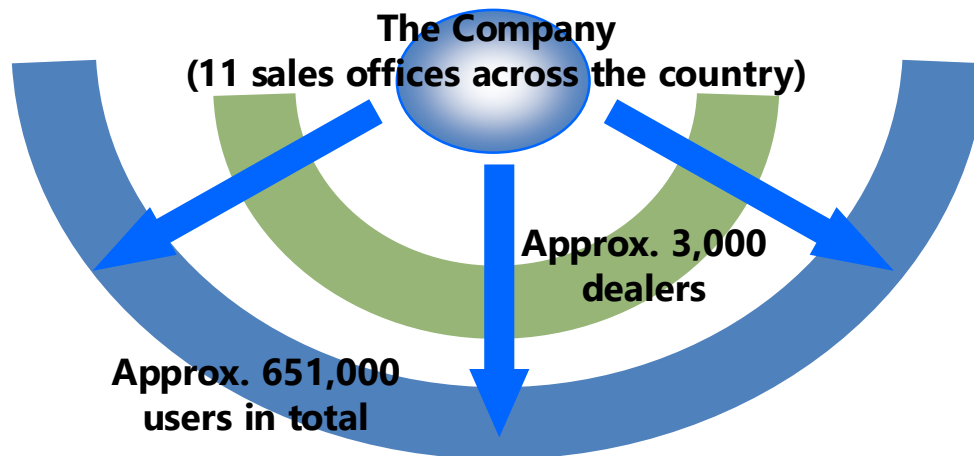


Sales System

Knowledge-intensive

- ◆ All sales personnel hold the JCCI Bookkeeping Level 2 qualification and the Microsoft Certified qualification.
⇒ They are not just salespersons; they are also system consultants.
 - The Company's sales force (system consultants) and sales partners make proposals to customers.
 - The Company and its sales partners jointly hold unique events.

Community-based



Marketing

1. **TV commercials and other ads**
2. **Seminars**
In tie-ups with accountants, IT coordinators and financial institutions
3. **Exhibitions**
4. **Free hands-on workshops**

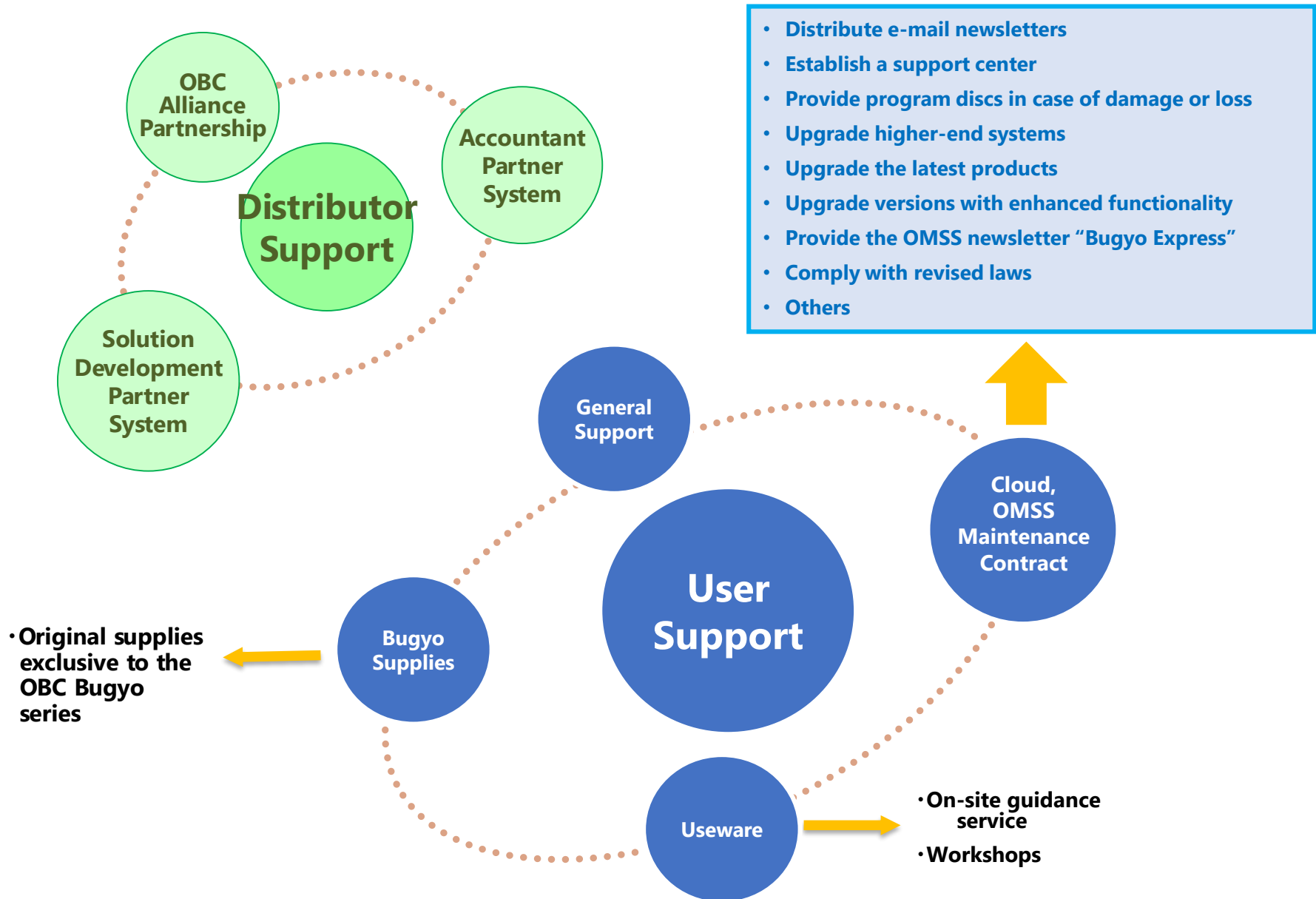


- ◆ **Seminars held include:**

OBC Strategy Seminar

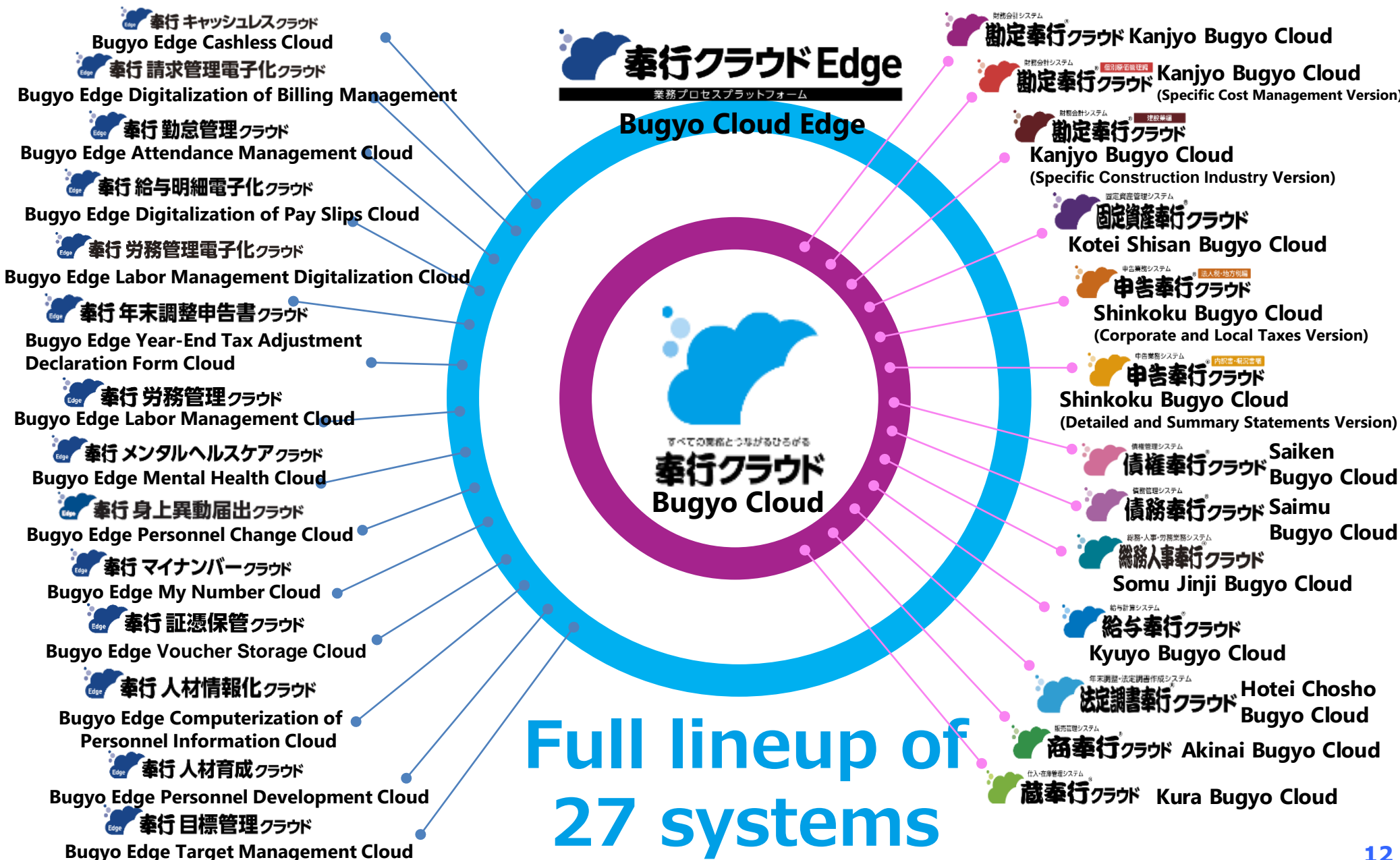
Bugyo Forum

Service and Support System



Cloud Business Lineup

Overview of Cloud Business



Lineup of the Bugyo Cloud

すべての業務とつながるひろがる

奉行クラウド

Accounting
and tax

財務会計システム
勘定奉行クラウド
Kanjyo Bugyo Cloud

Financial
accounting

固定資産管理システム
固定資産奉行クラウド
Kotei Shisan Bugyo Cloud

Asset
accounting

申告業務システム
申告奉行クラウド
Shinkoku Bugyo Cloud
(Corporate and Local Taxes Version)

Corporate and
local taxes

申告業務システム
申告奉行クラウド
Shinkoku Bugyo Cloud
(Detailed and Summary Statements Version)

Summary statement of
corporation business for
corporation tax return

財務会計システム
勘定奉行クラウド
Kanjyo Bugyo Cloud
(Specific Cost Management Version)

Specific cost
management

Personnel and
labor relations

総務・人事・労務業務システム
総務人事奉行クラウド
Somu Jinji Bugyo Cloud

General affairs
Human resources

給与計算システム
給与奉行クラウド
Kyuyo Bugyo Cloud

Payroll

年末調整・法定調書作成システム
法定調書奉行クラウド
Hotei Chosho Bugyo Cloud

Year-end tax adjustment
Payment record

Sales
management

販売管理システム
商奉行クラウド
Akinai Bugyo Cloud

Sales
management

仕入・在庫管理システム
蔵奉行クラウド
Kura Bugyo Cloud

Purchasing/
inventory
management

債権管理システム
債権奉行クラウド
Saiken Bugyo Cloud

Credit
management

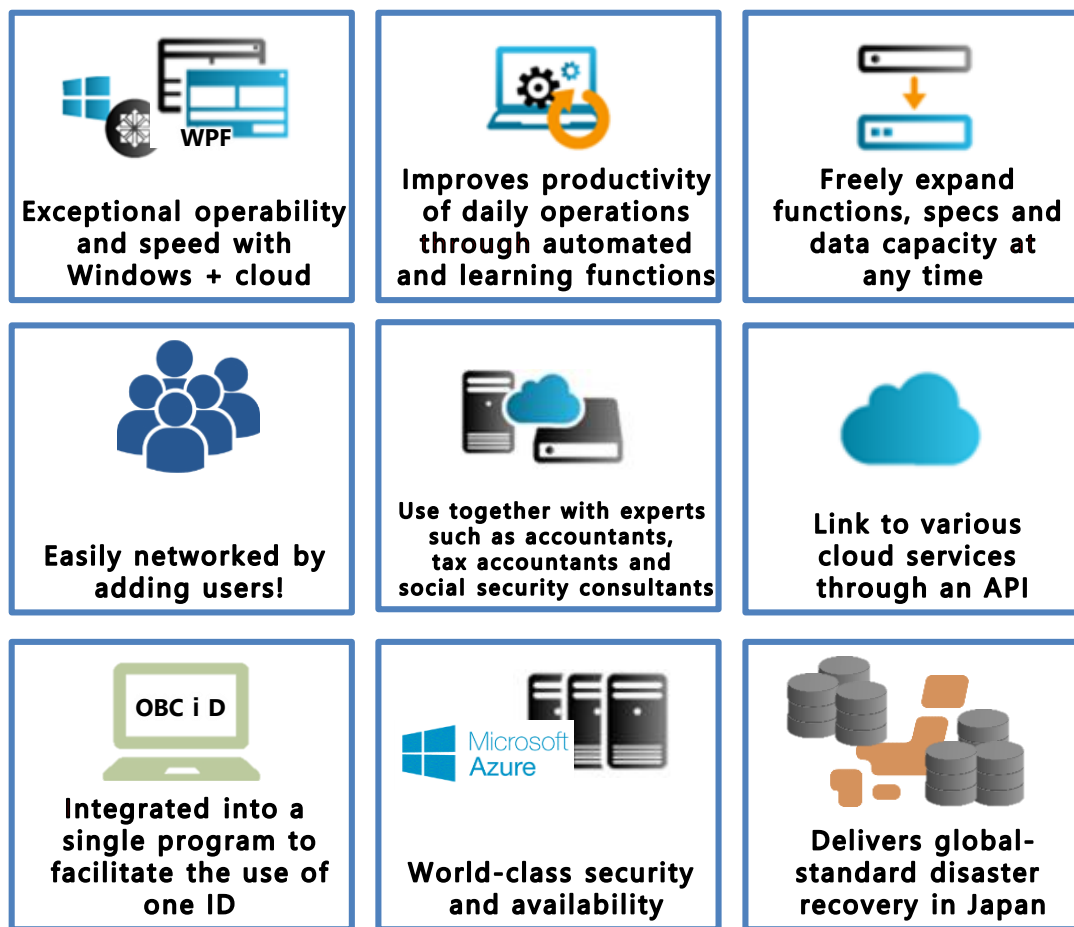
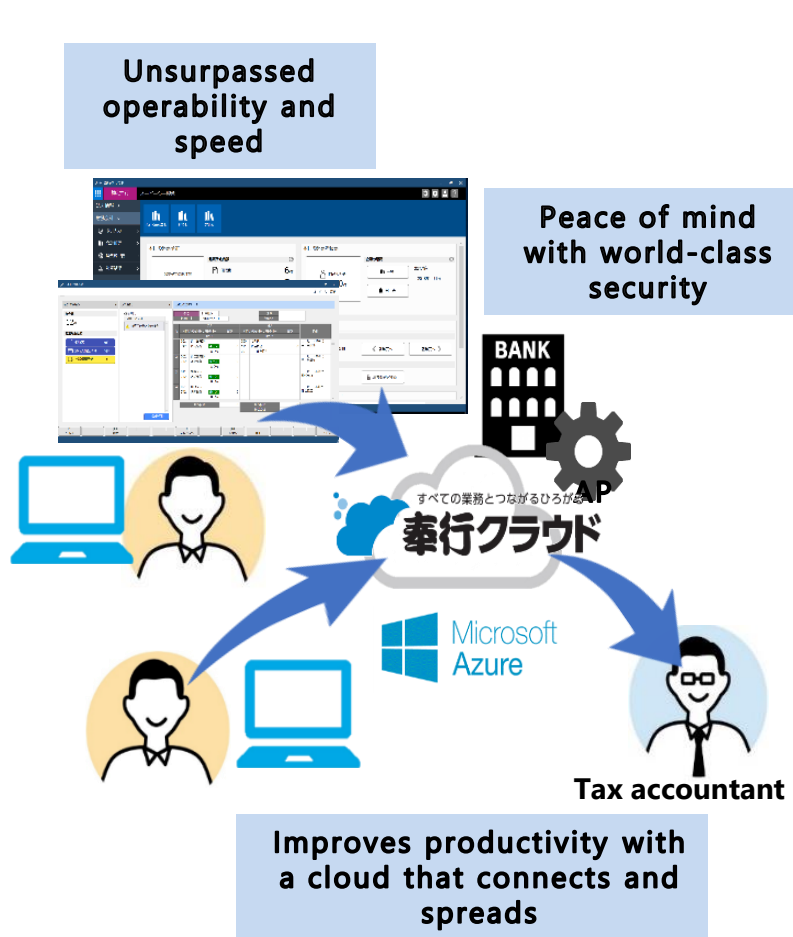
債務管理システム
債務奉行クラウド
Saimu Bugyo Cloud

Debt
management

Characteristics of Bugyo Cloud (SaaS)

SaaS

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



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.

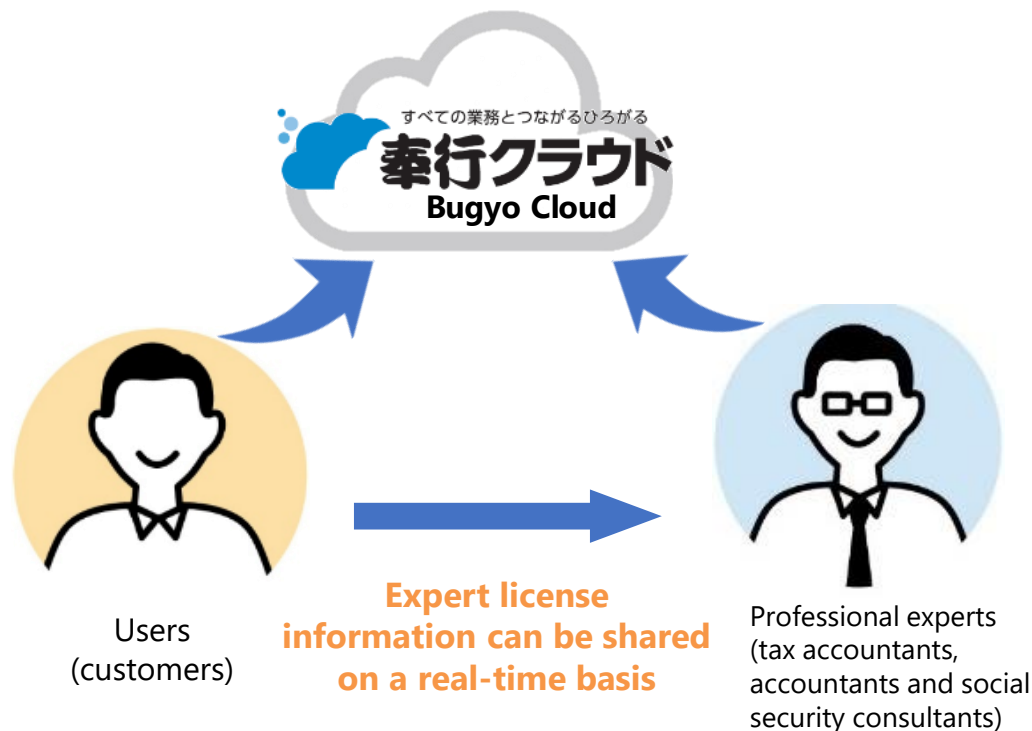
* **Only Bugyo Cloud provides** such expert licenses **for free as standard!**

Able to provide licenses to various experts



Easily share data with experts

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



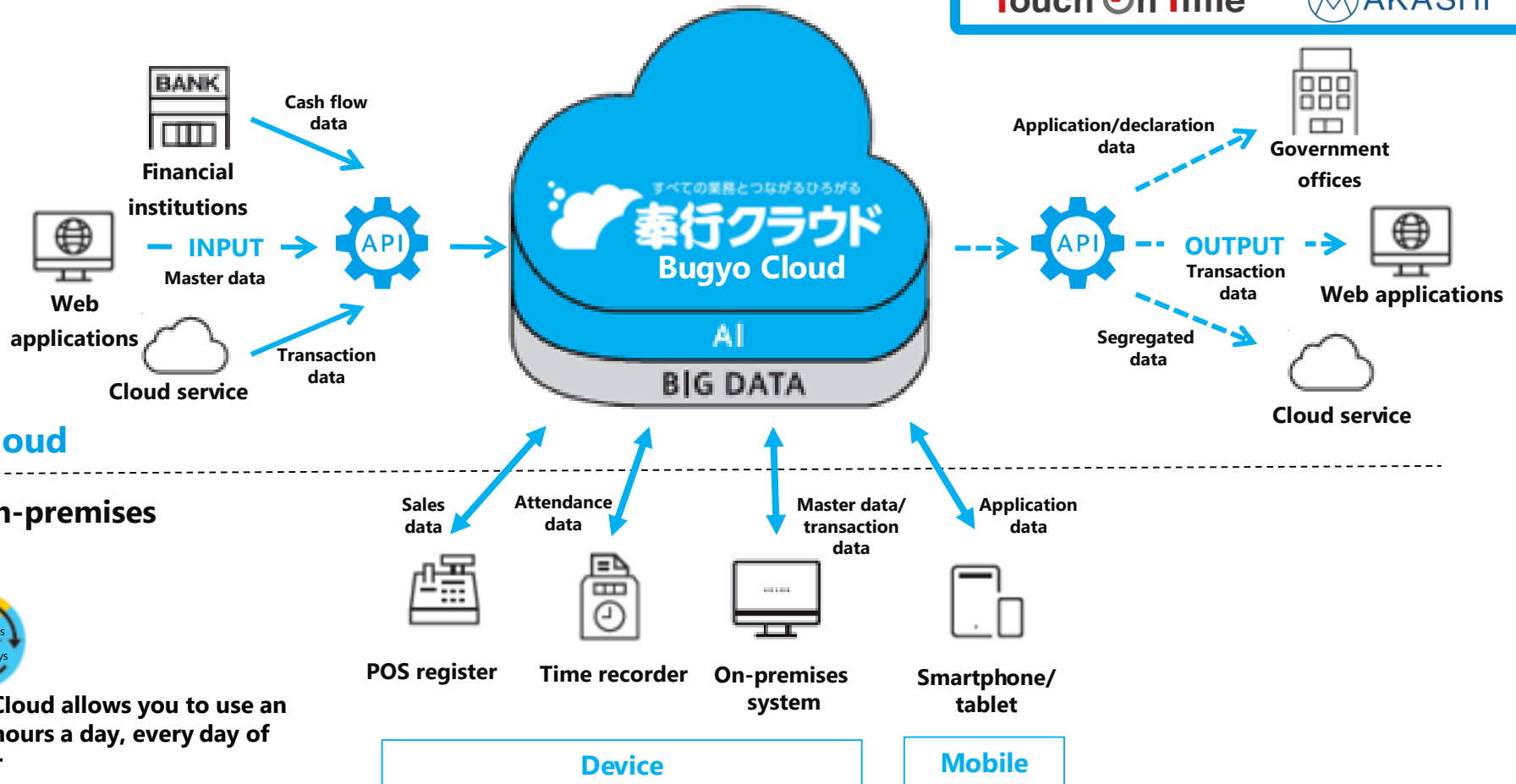
Ecosystem for Connecting and Spreading

SaaS

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

The speed of daily operations can be increased by using cloud services and by linking data with on-premises systems or devices interactively.

Scheduled to link sequentially with approximately 200 types of Bugyo solutions



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

Price Comparison of the Bugyo Cloud

SaaS

Use of a SaaS model renders servers unnecessary. With OMSS (maintenance support) included, Bugyo Cloud provides a reliable cloud service that can be used to respond to systemic revisions and/or environmental changes.

Licenses can be added on a unit basis. This service can be used anytime and anywhere, regardless of whether you are in the office or at an off-site location.

(All prices exclude tax)

Kanjoyo Bugyo Cloud i

Select a system based on functionality

System A **¥160,000**

- Journal entries
(Journal entries for receipts, bank statements, account ledgers and journal slips)
- Accounting ledgers and vouchers, financial closing ledgers and vouchers, preparation of general data and acceptance of general data
- Dashboard, expert license × 1 attached, and filing of consumption taxes
- Journal slip reservation, authority registration, and ledgers and vouchers pattern

System B **¥200,000**

- System A's functions plus:
- Departmental authority, restrictions on input period, and business analysis (equivalent to Kanjoyo Bugyo 10 S)

Kyuyo Bugyo Cloud i

Select a system based on the manageable number of employees

System A: Manageable no. of employees = 50 **¥96,000**

System B: Manageable no. of employees = 100 **¥180,000**

System S: Manageable no. of employees = 300 **¥240,000**

Common functions:

- Processing of salary, bonus, social insurance and year-end adjustments
- Dashboard, preparation of general data and acceptance of general data
- Expert license × 1 attached and My Number storage function

Akinai Bugyo Cloud i

System A **¥180,000**

- Sales management
(Sales order slips, sales order details sheet, sales slips, and sales details sheet)
- Receivables management
(Receivables slips, collection schedule changes, closing dates for claims, bills [original forms], FB data, information on money received, paying-in slips, reversal of receivables, and advances received)
- Management ledgers and vouchers
(Accounts receivable ledger, orders received spreadsheet, sales spreadsheet, receivable balances list, collection schedule, and money received spreadsheet)

Kura Bugyo Cloud i

System A **¥180,000**

- Purchasing management
(Purchase order slips, purchase order details sheet, purchase slips, and purchase details sheet)
- Payables management
(Payables slips, payment schedule changes, closing dates for settlement, payment details sheet [original forms], bank transfers [FB data], information on money paid, payment slips, reversal of payables, and advances paid)
- Management ledgers and vouchers
(Accounts payable ledger, orders placed spreadsheet, purchases spreadsheet, stocks list, payment schedule, payments spreadsheet, and bank transfers list)

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

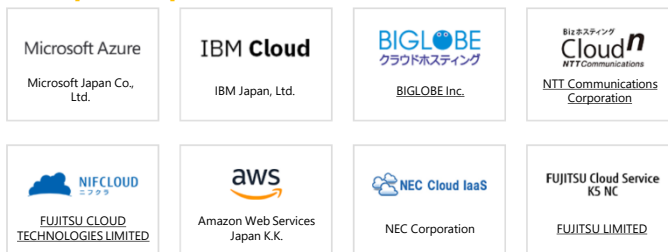


The Bugyo 11 series (license fee type) is used in combination with public cloud services (IaaS/PaaS). Users can select any public cloud service that is compatible with the Bugyo 11 series.

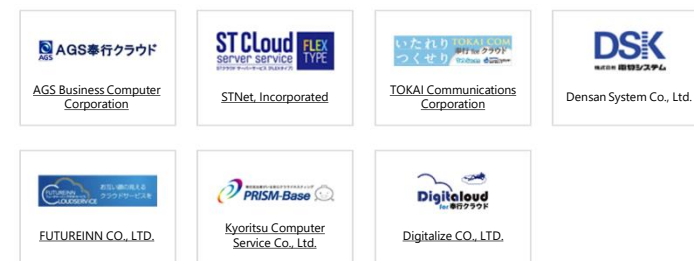
Bugyo 11 Cloud series



Compatible public clouds



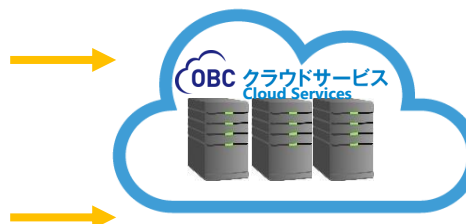
Company's own verification (*compatible public clouds)



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

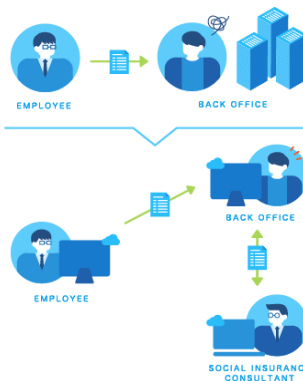
Time spent by employees on routine tasks is reduced.



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.

Reference (Glossary)

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.

On-premises Business Lineup

OBC Software Packages (Bugyo i Series by Model)

Product	Description	Sales (FY ended Mar. 2021)	Catalog price
New ERP	<ul style="list-style-type: none"> Package designed to further enhance the functions of the Bugyo series 	144 copies	¥1,580,000–¥6,590,000 (3–20 clients)
Network Edition	<ul style="list-style-type: none"> Can be used by connecting a database server to a client PC via a network A model that allows multiple operators to use networks operators for the integrated management of data not only within a single branch or business facility but also, when used in conjunction with a WAN (exclusive line, dial-up, VPN, etc.), across multiple branches and business facilities 	2,370 copies	¥970,000– ¥5,330,000 (3–20 clients)
Standalone	<ul style="list-style-type: none"> Standard model used for one PC Designed to support the businesses of small enterprises, individuals in charge of particular tasks, and operations within a department 	9,030 copies	¥250,000– ¥860,000
J Series	<ul style="list-style-type: none"> For small corporate enterprises 	490 copies	Initial registration fee of ¥20,000 Annual fee from ¥40,000–¥60,000
EB (Electronic Banking)	<ul style="list-style-type: none"> Bank transaction management system used in the business facilities of large and middle-ranking enterprises that use city banks or local banks 		

OBC Software Packages (Bugyo V ERP Series by Model)



Advanced Edition

Price (excluding tax)

Annual fee from ¥886,000

The Advanced Edition is a high-grade model of the Bugyo V ERP series that can be linked closely with existing systems. It takes into consideration the need for gradual development and the establishment of links starting from the necessary parts, and responds flexibly to the introduction phase adopted by an enterprise.

Standard Edition

Price (excluding tax)

Annual fee from ¥778,000

The Standard Edition makes it possible for slips to be entered and administrative materials to be printed from multiple PCs using the in-house network environment and broadband. It is a basic model that allows the workload to be distributed and data to be centralized.

Single Edition

Price (excluding tax)

Annual fee from ¥232,000

The Single Edition is designed to be operated on one computer. It can be used by customers operating stand-alone business systems, customers aiming to make an efficient investment based on the assumption of future expansion, including the introduction or pilot operation of systems in line with the enterprise size, etc.

Reference: Prices for Kanjiyo Bugyo VERP Smart Plan. The prices for the Standard Edition and the Advanced Edition are reference prices for five licenses.

Bugyo V ERP Smart Plan



Transiting from ERP Ownership to Subscription Switching to Subscription

◆ Features

Transitioning from purchase to subscription

You can start using our services quickly and smartly by eliminating the burden of installation. Our constantly evolving services allow us to respond effectively to changing future requirements.



Enhanced functionality (e.g., automated service coordination)

The automated execution management options and other system coordination options that we previously provided according to customer needs are now installed as default to automate the coordination of various services.

◆ Price

Bugyo V ERP is available at a flat rate regardless of the type of usage.

IaaS	IaaS	In-house server
		
Microsoft Azure	Public cloud service	In-house server

◆ Advantages

1 Subscription reduces your costs and allows you to make use of our services in a smart way.

2 Our wide range of response capabilities and flexible coordination make the performance of business operations a more comfortable experience.

3 Offering a high level of performance that meets the business requirements of middle-ranking and listed companies, this plan allows you to resolve business challenges in a smart way.

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.

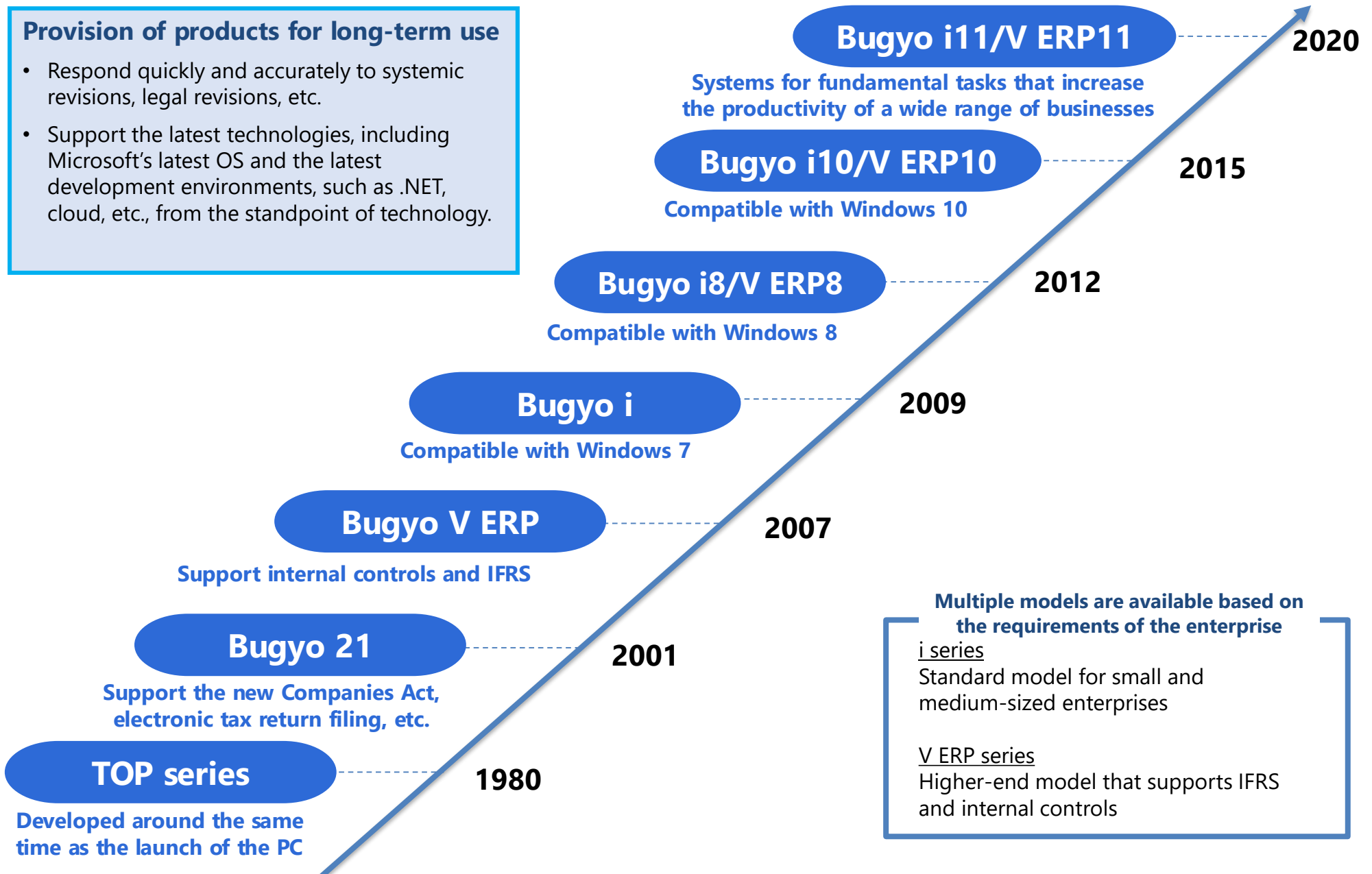
List of Optional Products

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

History of On-Premises

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.

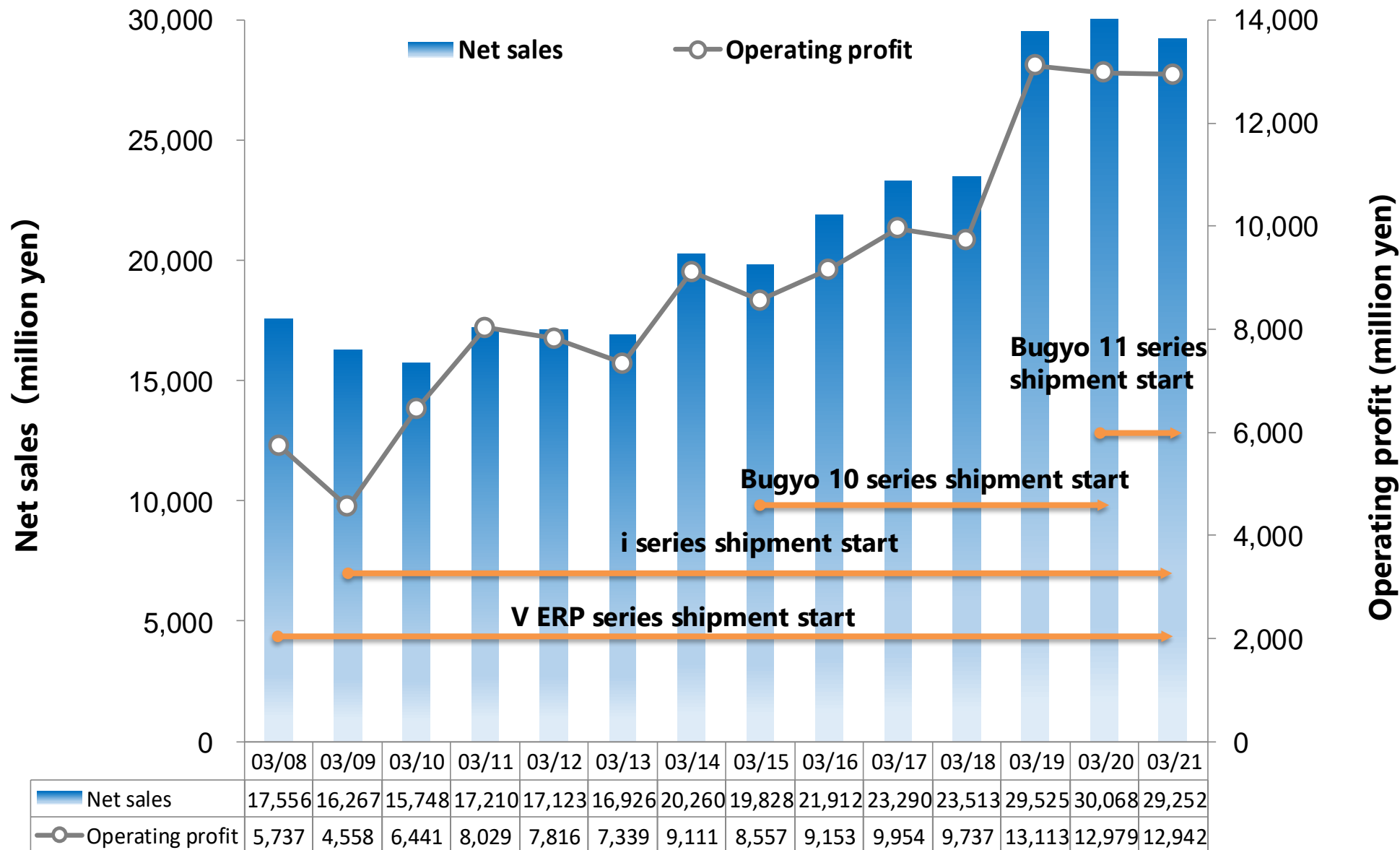




Finance Conditions

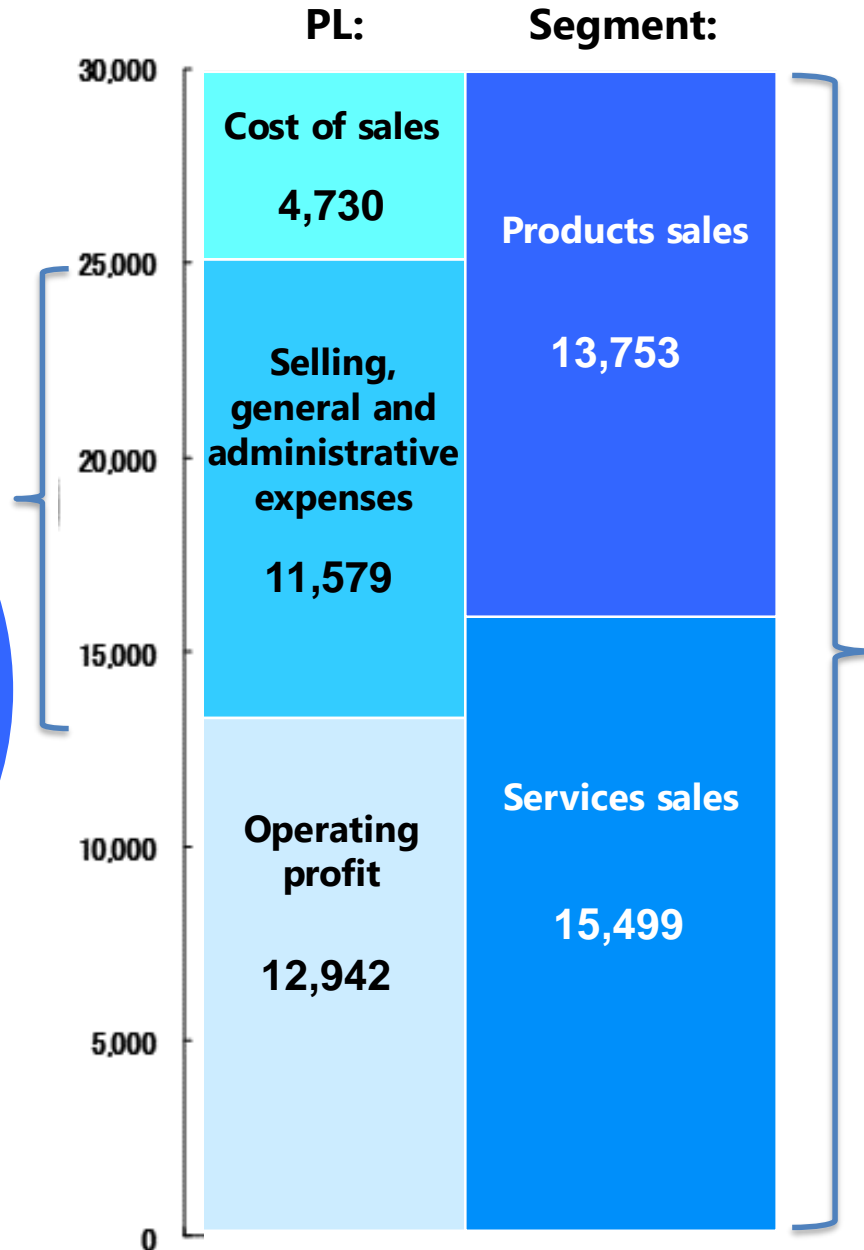
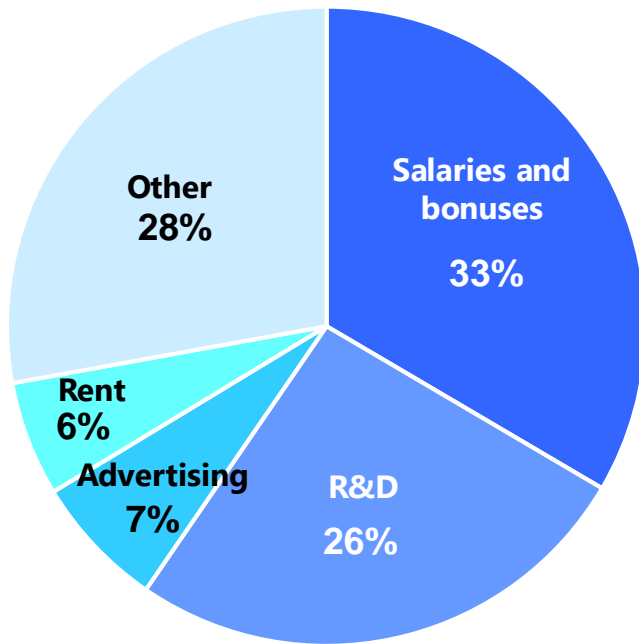
Market Share

Performance Trends (Full-year Basis)

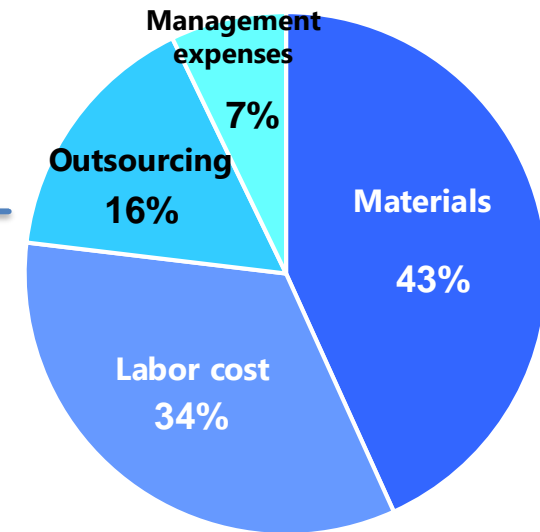


OBC's Profit and Loss Breakdown (FY Ended Mar. 2021)

◆ Selling, general and administrative expenses

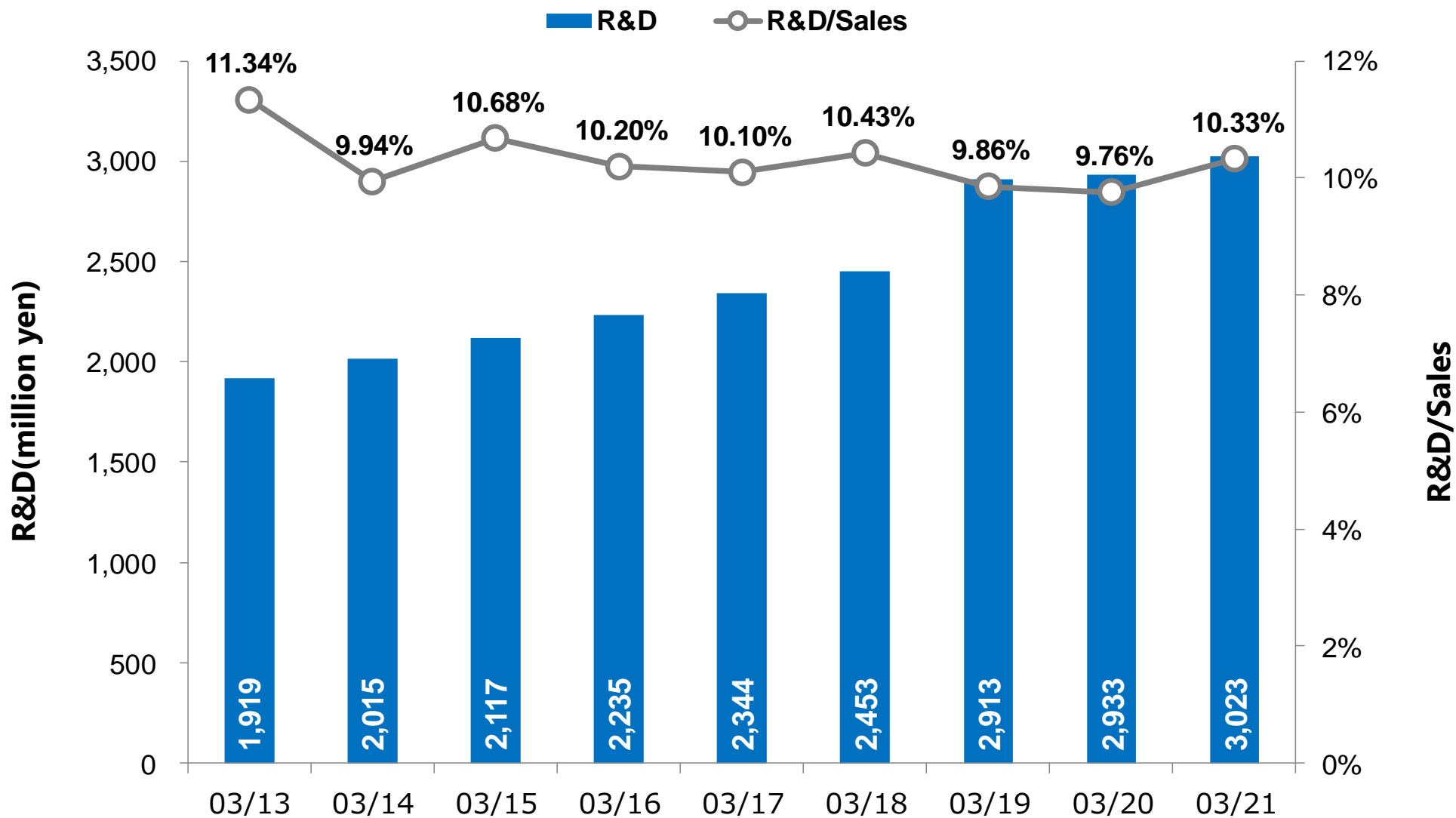


◆ Cost of sales



Bugyo Cloud Edge services included in the solution

Focus on Research and Development

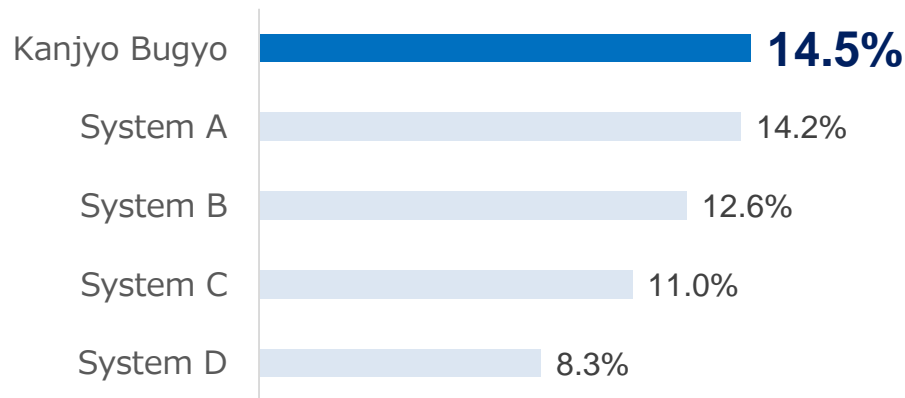


Market Share(Number of Systems Installed)

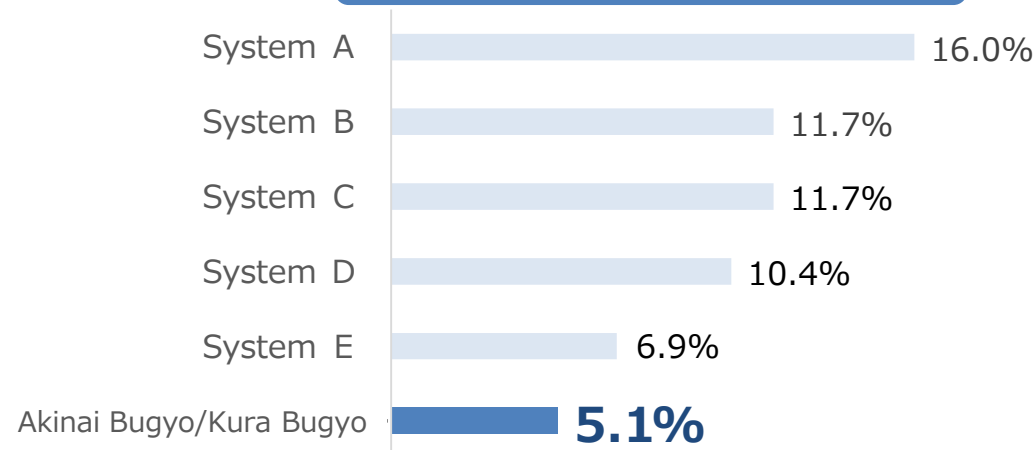
●Investigation period: July–August 2020

●Target: SMEs with annual sales of less than 50 billion yen

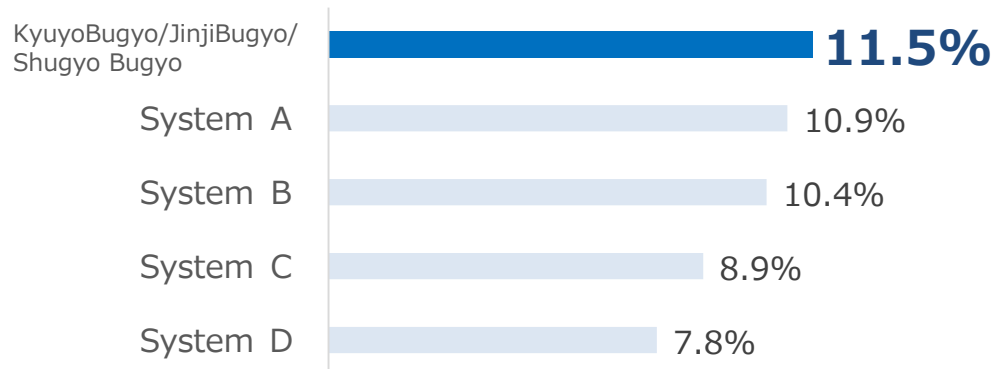
Financial accounting system



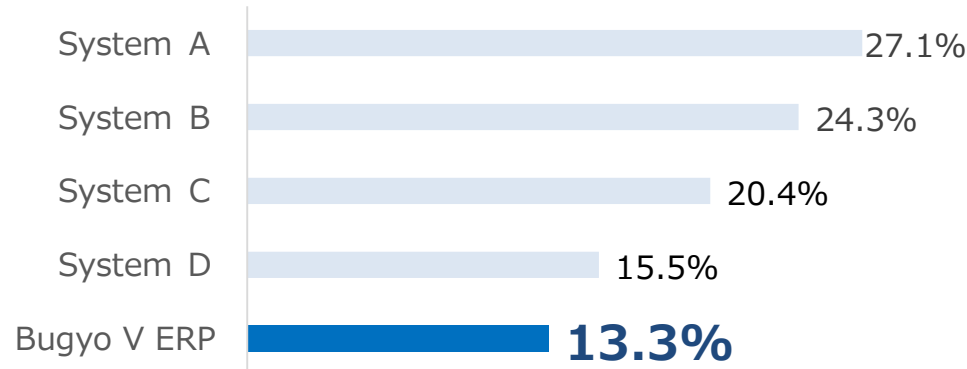
Sales/purchasing management



Human resources/payroll system



ERP System



Company Profile

Company Profile

- ◆ **Founded:** **December 1980**
- ◆ **Total assets:** **158,362 million yen** (as of the end of March 2021)
- ◆ **Net assets:** **128,562 million yen** (as of the end of March 2021)
- ◆ **Businesses:**
 - **Solutions**
 - **Related products**
 - **Services**
- ◆ **Representative :** **Shigefumi WADA, President**
- ◆ **Non-consolidated financial results in the fiscal year ended March 2021**
 - **Net sales :** **29,252 million yen**
 - **Ordinary profit :** **13,934 million yen**
 - **Profit :** **9,670 million yen**

Evolving while remaining true to our core values

The concept that OBC has remained committed to since its foundation is its **Customer-First Policy.**

This is because IT is essential to improving the operational efficiency of our customers and contributing to the growth of their enterprises.

As the business environment in which enterprises operate changes from one moment to the next, customers' business needs and system needs also continue to change.

We have been listening to the views of our customers and introducing the latest technologies while maintaining our existing businesses in order to pursue new business opportunities in line with the changing times.

As we evolve while remaining true to our core values, we will continue to pursue the unending goal of improving customer satisfaction.

Value Creation Process

INPUT

Human Resources (HR)

By providing good education to high-quality HR and ensuring that they play an active role in an open and fair environment, we help individuals and organizations to grow. These are OBC's strengths.

Research and Development (R&D)

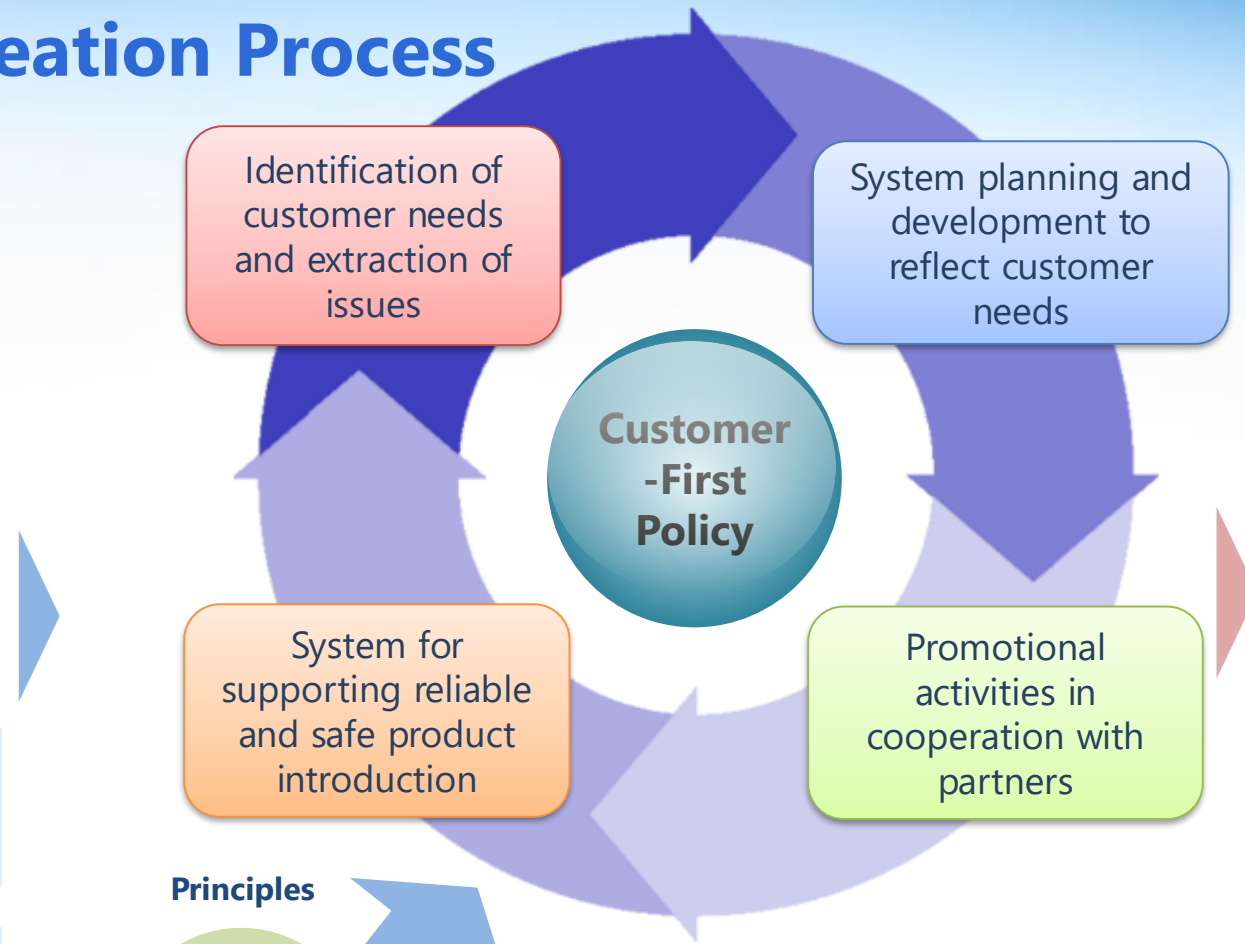
R&D forms the basis for our pursuit of new technologies and the provision of optimal solutions for our customers.

Brand

Our long-cultivated brand, Bugyo. We continue to think highly of this brand and remain committed to delivering Bugyo products.

Partners

OBC and its partners each promote the selection of and focus on strong businesses, divide up their responsibilities, and cooperate with the aim of contributing to their customers. Partner businesses are essential to OBC making valuable contributions to its customers.



OUTCOME

Contribute to an advanced information society

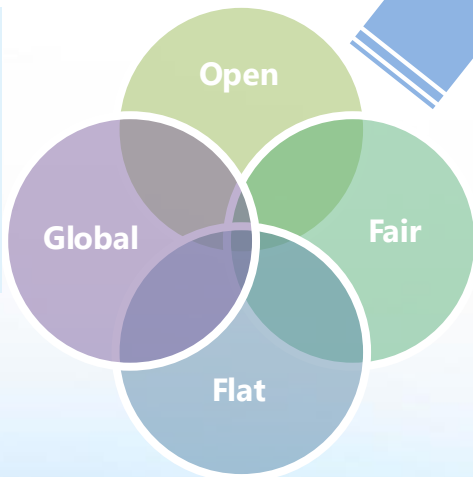
Respond to the shortage of human resources in society caused by the declining working population

Promote innovation through IT

Pursue economic growth through the development of middle-ranking and small and medium-sized enterprises

Create a healthy and comfortable society

Principles



Open

Nourish a sense of ownership by providing freedom of choice.

Fair

Ensure that everyone has a fair chance regardless of age, sex or position.






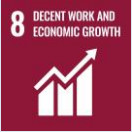
Flat

Build a highly transparent organization that has a comfortable and friendly atmosphere.

Global

Maintain a broad vision that is open to the outside world and free from the constraints of narrow values.

Activities in Support of ESG

ESG	Materiality	Initiatives	SDGs
Environment	Promote reductions in the usage of resources	Reduce paper use by distributing pay slips and legal records electronically	 
	Reduce CO ₂ emissions	Reduce CO ₂ emissions arising from movement by conducting remote demonstrations, providing remote support, etc.	
Society	Improve quality and customer satisfaction	Provide support through our marketing and development members and reflect customer requirements in our products	 
	Resolve the issue of the declining working population; improve productivity per person; and improve the QOL	Reduce manual entries by introducing advanced systems for fundamental tasks, automating business processes, and providing remote access via the cloud	
	Maintain employee health	Have the Company cover the expenses incurred for gastrocamera and flu vaccinations and invite industrial physicians to provide health-related lectures	
	Give consideration to employment and working conditions	Encourage employees to take childcare leave and limit long working hours	
	Promote diversity	Promote the employment of handicapped persons and increase the number of female hires	
	Improve education and training activities	Provide training courses on bookkeeping, training courses for managers and training courses on the seven habits while also adopting an ability improvement support system	
Governance	Improve compliance	Comply with the Basic Policy in the Compliance Manual	 
	Strengthen the information security level	Comply with the Personal Information Protection Policy (Privacy Policy) and acquire SOC1® Type2 and SOC2® Type2 reports	
	Develop a check system for enterprise management	Establish an Internal Control Committee and perform JSOX (internal audits)	
	Promote BCP	Establish a Disaster Management Department and develop a disaster response manual	

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	*
	Average attendance rate of outside directors at meetings of the board of directors (%)	85	86	*
	Average attendance rate of outside auditors at meetings of the board of directors (%)	100	83	*
	Attendance rate for compliance training courses (e-learning) (%)	100	100	100
	Attendance rate for information security education programs (%)	100	100	100

* Please refer to the Notice of the General Meeting of Shareholders, which is scheduled to be posted on our website by around June 2021.

Evaluations by External Organizations



	Overall satisfaction level	Performance/evaluation	Reliability	Operability	Cost	Support	Desire to continue
Level of importance		54.6	60.2	52.6	50.7	45.3	
Overall average (effective index is a total value)	56.5	60.5	64.6	55.8	44.1	55.9	59.4
OBIC Business Consultants Co., Ltd. (Bugyo V ERP, etc.)	67.7	66.7	74.3	71.1	57.3	67.7	73.3

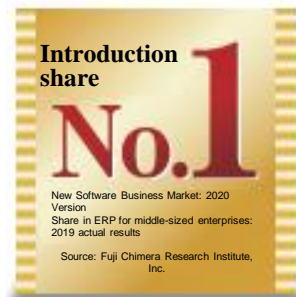


Bugyo series
Introduction share
 Source: Nork Research
 2016, 2017, 2018 and 2019

Won 1st place
4th year in a row

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 2019 Version"
 "Kanjiyo Bugyo" and "Kyuyo Bugyo, Jinji Bugyo and Shugyo Bugyo"

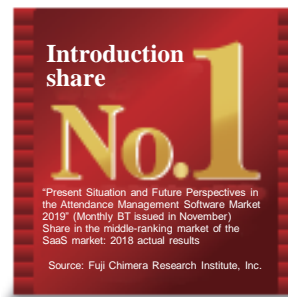


Introduction share
 Source: Fuji Chimera Research Institute, Inc.

Number of shipments in ERP for middle-ranking enterprises

Won 1st place

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

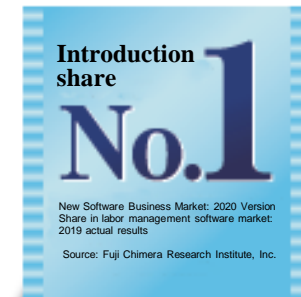


Introduction share
 Source: Fuji Chimera Research Institute, Inc.

Number of shipments of attendance management software

Won 1st place

"Present Situation and Future Perspectives in the Attendance Management Software Market 2019" (Monthly BT issued in November)
 Share in the middle-ranking market of the SaaS market: 2018 actual results



Introduction share
 Source: Fuji Chimera Research Institute, Inc.

Number of shipments of labor management software

Won 1st place

New Software Business Market: 2020 Version
 Share in labor management software: 2019 actual results



Introduction share
 Source: MIC Research Institute Ltd.

Number of shipments of ERP packages for medium-sized enterprises

Won 1st place

Aim to differentiate by providing remote support and increasing resources
 "Outlook on the Market for Fundamental Task Packaging Software: 2020 Version"
 Source: MIC Research Institute Ltd.

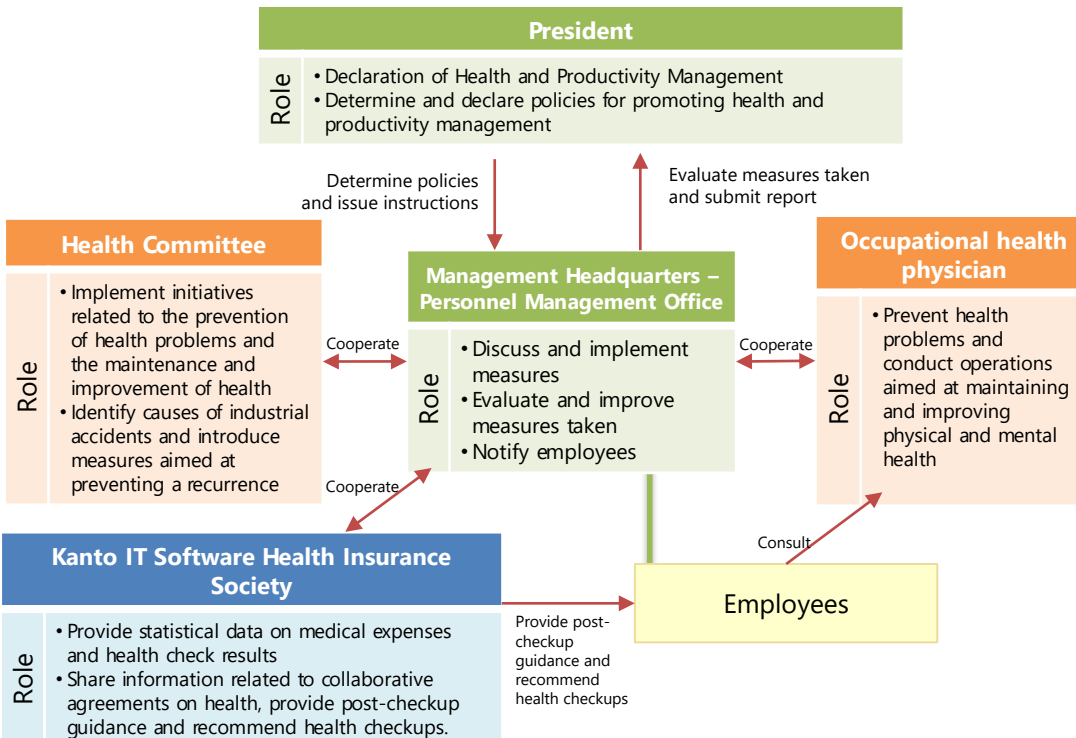
Promotion of Health and Productivity Management and Work-Life Balance

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!

2017 Kurumin Certification



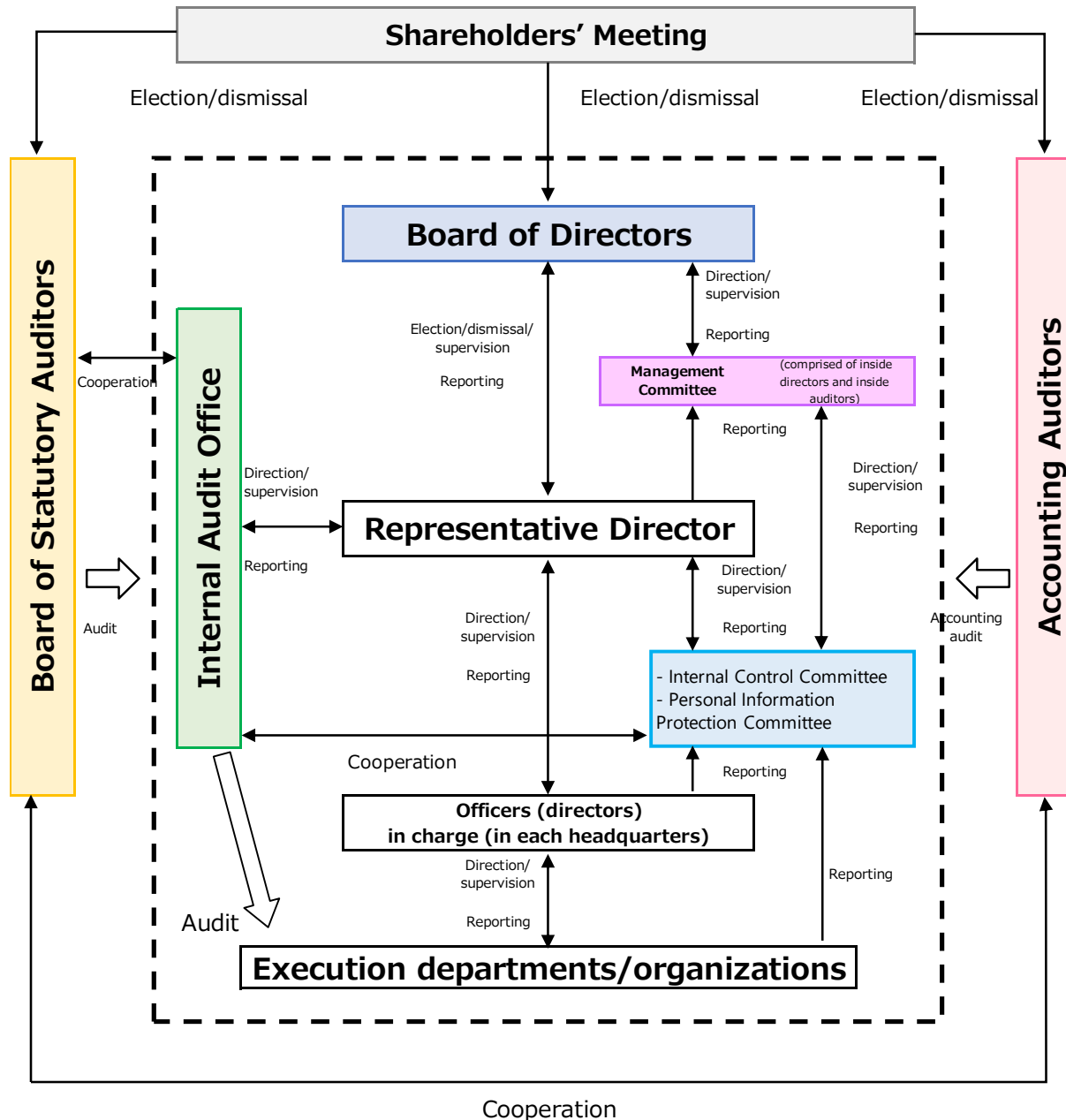
"No Overtime Day" system

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**

Governance Structure



Shareholders' Meeting

The Company's highest decision-making body. It resolves matters stipulated in the Companies Act and the Articles of Incorporation.

Board of Directors

This body makes business-related decisions to improve the corporate value of the Company and supervises the business execution function as a management supervisory body.

Management Committee

This body discusses and determines basic policies and strategies in relation to management and determines important matters related to management execution.

Board of Statutory Auditors

This body is responsible for the function of auditing and, in line with the Company's management policies and in accordance with the auditors' auditing standards, conducts audits to help the Company to achieve its management goals as well as improve and enhance management controls.

Internal Control Committee Personal Information Protection Committee

To support cross-organizational activities and perform continuous monitoring, this body reports the audit results to the Board of Directors and the Board of Statutory Auditors.

Internal Audit Office

This body conducts accounting audits and operational audits in-house, makes operational improvement proposals and reports the audit results to the Board of Statutory Auditors.

Accounting Auditors

Based on advice and recommendations from the Accounting Auditor, Statutory Auditors and Internal Auditors ascertain the status of internal controls, etc. and report their findings to the Board of Statutory Auditors.



Summary of Financial Results of the Fiscal Year Ended March 31, 2021

Summary of Financial Results of the Fiscal Year Ended March 31, 2021

(Million yen)	FY ended Mar. 2020		FY ended Mar. 2020 Initial forecast	FY ended Mar. 2021		YoY change (%)	
		Percentage of net sales (%)			Percentage of net sales (%)	Increase/ Decrease	YoY change (%)
Net sales	30,068	100.0	30,500	29,252	100.0	-816	-2.7
Gross profit	24,801	82.5	25,500	24,521	83.8	-279	-1.1
SG&A expenses	11,822	39.3	12,800	11,579	39.6	-242	-2.1
Operating profit	12,979	43.2	12,700	12,942	44.2	-36	-0.3
Non-operating income and expenses	1,050	3.5	800	992	3.4	-58	-5.5
Ordinary profit	14,030	46.7	13,500	13,934	47.6	-95	-0.7
Profit	9,957	33.1	9,160	9,670	33.1	-287	-2.9

Net Sales by Segment

(Million yen)	FY ended Mar. 2020		FY ended Mar. 2021	FY ended Mar. 2021		
		Percentage of net sales (%)	Initial forecast		Percentage of net sales (%)	YoY change (%)
Solutions	8,686	28.9	8,379	7,159	24.5	-17.6
Cloud (SaaS & IaaS)	1,119	3.7	—	2,011	6.9	79.7
Related products	3,677	12.2	3,033	3,019	10.3	-17.9
Services	17,704	58.9	19,088	19,072	65.2	7.7
Cloud (Bugyo Edge)	2,840	9.4	—	3,574	12.2	25.8
Total	30,068	100.0	30,500	29,252	100.0	-2.7
Cloud total	3,960	13.2	—	5,585	19.1	41.0

Solutions

- Although net sales increased in the first half of the previous fiscal year since support for the Bugyo i/V ERP series (for Windows 7) ended and the consumption tax was revised in October 2019, net sales decreased in the first half of the current period due to a reaction to special demand.
- Since the sales activities of our sales partners were sluggish in the first half of the current period due to the impact of COVID-19, the pace of our updates slowed.
- Cloud services that struggled in the first half of the current period showed a rapid recovery in the second half.

Related products

- Sales of Bugyo series solutions decreased by 193 million yen.

Services

- Sales of Bugyo Cloud Edge increased by 733 million yen.
- OMSS maintenance contract fees, etc., increased by 681 million yen.

Shipment Volume by Software Package

(based on number of copies, including upgrades)

FY ended Mar. 2020			FY ended Mar. 2021		
(Unit: Copies)		Percentage of net sales (%)		Percentage of net sales (%)	YoY change (%)
Bugyo V ERP	2,127	10.3	1,177	8.9	-44.7
Bugyo i	NETWORK Edition	5,186	2,514	19.0	-51.5
	Standalone	11,488	9,030	68.4	-21.4
J System	1,918	9.3	490	3.7	-74.5
Subtotal	20,719	100.0	13,211	100.0	-36.2
Cloud (IaaS & SaaS)	1,782	—	7,595	—	
Total	22,501		20,806		-7.5

*The new ERP is included in Network Edition (353 copies for FY ended March 31, 2020 and 144 copies for FY ended March 31, 2021)

Comparison from the previous year

	Number of new copies	Number of upgrades
Bugyo V ERP	42.8% decrease	46.7% decrease
Bugyo i	36.8% decrease	54.6% decrease
	34.5% decrease	16.5% decrease
J System	73.0% decrease	88.3% decrease

*The new ERP is included in Network Edition (the number of new copies decreased by 86.7% and the number of upgrades decreased by 55.2%)

Breakdown of SG&A Expenses

(Million yen)	FY ended Mar. 2020		FY ended Mar. 2021		YoY change (%)
		Percentage of net sales (%)		Percentage of net sales (%)	
Net sales	30,068	100.0	29,252	100.0	-2.7
SG&A expenses	11,822	39.3	11,579	39.6	-2.1
Personnel	3,871	12.9	3,874	13.2	0.1
R&D	2,933	9.8	3,023	10.3	3.1
Advertising	725	2.4	782	2.7	7.9
Rent	551	1.8	673	2.3	22.1
Depreciation	222	0.7	179	0.6	-19.3
Other	3,517	11.7	3,045	10.4	-13.4

Note: Growth rates represent year-on-year changes.

Personnel and R&D expenses

- Personnel expenses increased only slightly because year-end special bonus payments, etc., decreased compared to the end of the previous fiscal year.

Advertising expenses

- TV commercial broadcasting fees increased.

Other expenses

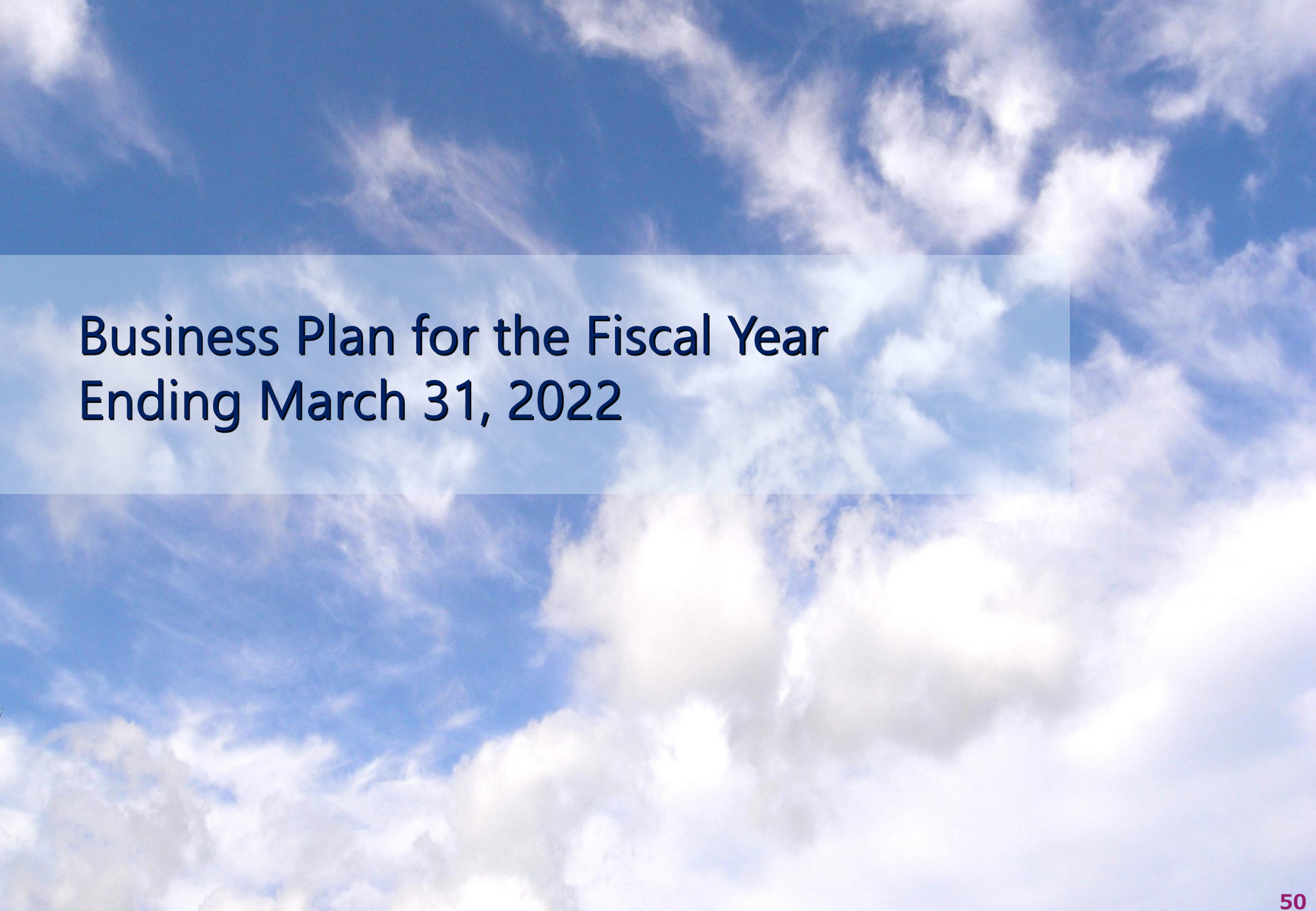
- Due to the increased use of teleworking and online events following the onset of the COVID-19 pandemic, travel and transportation expenses, exhibition expenses, and promotion expenses decreased.

Balance Sheet—Liabilities and Net Assets

	FY ended Mar. 2020		FY ended Sep. 2020		FY ended Mar. 2021			
(Million yen)		Percentage of net sales (%)		Percentage of net sales (%)	Percentage of net sales (%)		YoY Increase/ Decrease	QoQ Increase/ Decrease
Current assets	116,152	81.2	116,795	80.2	124,849	78.8	8,696	8,053
Cash and deposits	106,700	74.5	110,051	75.6	114,105	72.1	7,404	4,053
Notes receivable-trade	1,724	1.2	1,372	0.9	1,911	1.2	187	538
Accounts receivable-trade	7,356	5.1	5,009	3.4	8,444	5.3	1,087	3,434
Inventory assets	208	0.1	214	0.1	189	0.1	-18	-24
Other	166	0.1	175	0.1	207	0.1	40	31
Allowance for doubtful accounts	-3	0	-28	0.0	-8	0.0	-4	19
Non-current assets	26,976	18.8	28,759	19.8	33,513	21.2	6,536	4,753
Property, plant and equipment	505	0.4	444	0.3	1,097	0.7	591	653
Intangible assets	417	0.3	335	0.2	434	0.3	17	99
Investments and other assets	26,053	18.2	27,979	19.2	31,980	20.2	5,927	4,001
Total assets	143,129	100.0	145,555	100.0	158,362	100.0	15,232	12,807

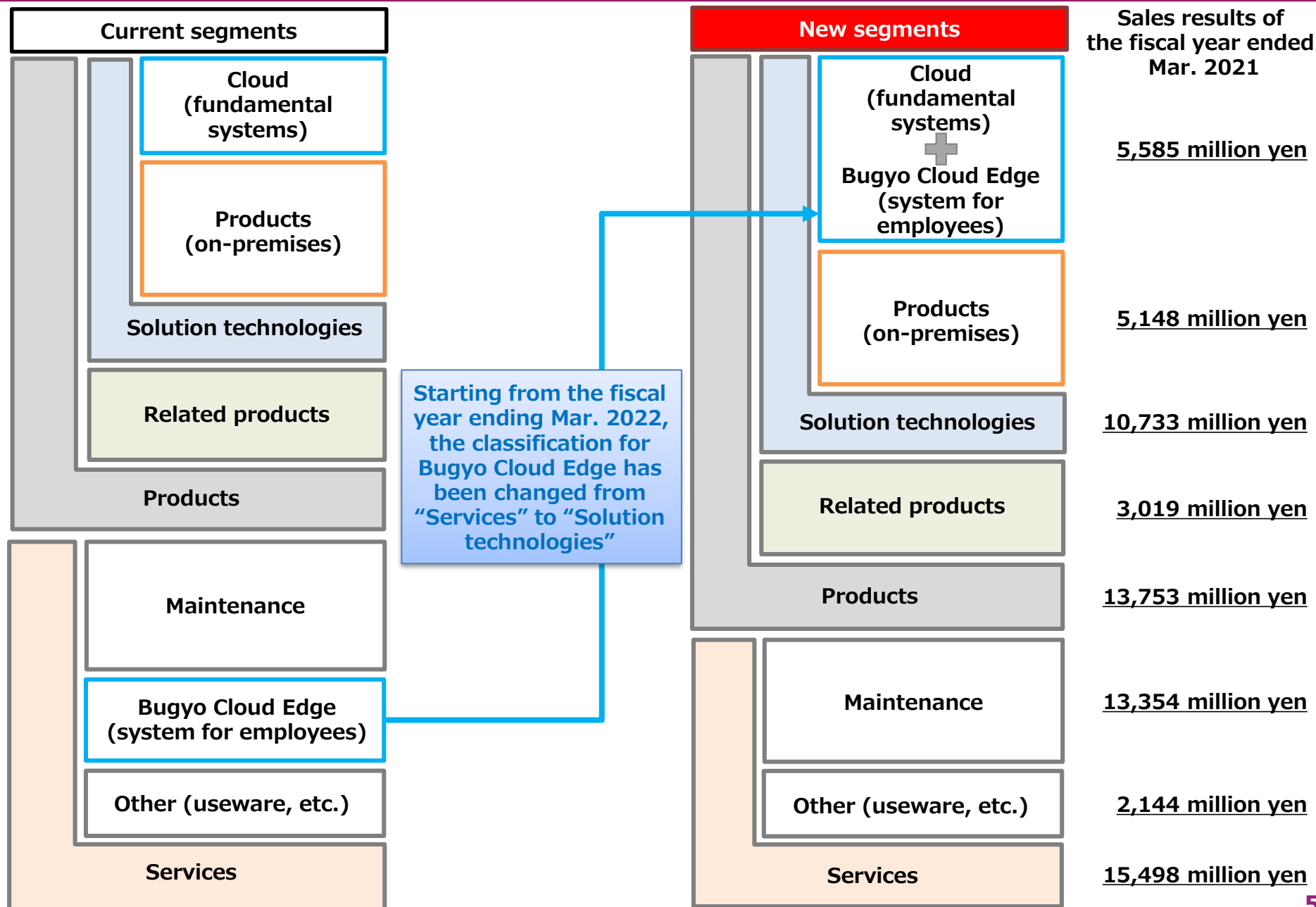
Balance Sheet—Liabilities and Net Assets

	FY ended Mar. 2020		FY ended Sep. 2020		FY ended Mar. 2021			
(Million yen)		Percentage of net sales (%)		Percentage of net sales (%)	Percentage of net sales (%)		YoY Increase/ Decrease	QoQ Increase/ Decrease
Total liabilities	24,603	17.2	23,354	16.0	29,799	18.8	5,195	6,444
Accounts payable-trade	289	0.2	214	0.1	280	0.2	-8	66
Accounts payable-other	763	0.5	655	0.5	766	0.5	3	111
Income taxes payable	2,212	1.5	2,018	1.4	3,004	1.9	791	986
Unearned revenue	14,909	10.4	13,134	9.0	17,444	11.0	2,534	4,309
Provision for retirement benefits	2,493	1.7	2,726	1.9	2,788	1.8	295	62
Other	3,933	2.7	4,604	3.2	5,514	3.5	1,580	909
Total net assets	118,525	82.8	122,200	84.0	128,562	81.2	10,037	6,362
Capital stock	10,519	7.3	10,519	7.2	10,519	6.6	0	0
Capital surplus	18,957	13.2	18,966	13.0	18,966	12.0	9	0
Retained earnings	84,821	59.3	87,204	59.9	90,733	57.3	5,912	3,528
Valuation difference on available-for-sale securities	9,575	6.7	10,856	7.5	13,690	8.6	4,114	2,833
Treasury shares	-5,347	-3.7	-5,346	-3.7	-5,346	-3.4	1	0
Total liabilities and net assets□	143,129	100.0	145,555	100.0	158,362	100.0	15,232	12,807



Business Plan for the Fiscal Year Ending March 31, 2022

Changes to Segment Classifications



Plan Assumptions

Net sales 34.0 billion yen, an increase of 16.2% YoY				(Reference: Actual results for the previous fiscal year) Bugyo Cloud Edge is included in the "Solutions" classification		
(Million yen)	First-half plan	Second-half plan	Full-year plan	First half	Second half	Full year
Solutions	6,852	9,143	15,995	4,876	5,857	10,733
Related products	1,437	1,715	3,152	1,303	1,716	3,019
Services	7,481	7,372	14,853	7,600	7,898	15,498
Total	15,770	18,230	34,000	13,780	15,471	29,252

Operating profit	15.3 billion yen, an increase of 18.9% YoY
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- ◆ In terms of SG&A expenses, personnel expenses are expected to increase because 63 new employees have been hired. Advertising and promotion expenses are also expected to increase.

Ordinary profit	16.1 billion yen, an increase of 16.2% YoY
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- ◆ Dividend income of 0.8 billion yen from listed REITs is expected.

Profit	11.2 billion yen, an increase of 15.8% YoY
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Full-Year Business Plan for the Fiscal Year Ending March 31, 2022

(Million yen)	FY ended Mar. 2021		FY ending Mar. 2022 (Plan)			
		Percentage of net sales (%)		Percentage of net sales (%)	Increase/ Decrease	YoY change (%)
Net sales	29,252	100.0	34,000	100.0	4,748	16.2
Gross profit	24,521	83.8	28,470	83.7	3,948	16.1
SG&A expenses	11,579	39.6	13,080	38.5	1,500	13.0
Operating profit	12,942	44.2	15,390	45.3	2,447	18.9
Non-operating income and expenses	992	3.4	800	2.4	-192	-19.4
Ordinary profit	13,934	47.6	16,190	47.6	2,255	16.2
Profit	9,670	33.1	11,200	32.9	1,529	15.8

Effective corporate tax rate for the fiscal year ending March 2022: 30.6%

Net Sales by Segment

(Million yen)	FY ended Mar. 2021		Plan for FY ending Mar. 2022			
		Percentage of net sales (%)		Percentage of net sales (%)	Increase/Decrease	YoY change (%)
Solutions	10,733	36.7	15,995	47.0	5,261	49.0
Related products	3,019	10.3	3,152	9.3	132	4.4
Services	15,498	53.0	14,853	43.7	- 645	-4.2
Total	29,252	100.0	34,000	100.0	4,747	16.2

Solutions

- Take advantage of demand for updates arising from the end of support for the Bugyo 8 series (support is scheduled to end in April 2022).
- Take advantage of demand for DX arising from teleworking, etc.
- Expect an increase in new sales thanks to the new Bugyo Cloud Edge services.

Related products

- Net sales of Bugyo series solutions and supply products are expected to remain at the same level as they were in the fiscal year ended Mar. 2021.

Services

- The number of maintenance contracts is expected to decrease due to the shift to cloud-based services.

Net Sales by Segment (Half-Year Basis)

(Million yen)

Services

Solutions

Related products

Bugyo Cloud Edge is included in the "Solutions" classification

Updates implemented in response to the end of support for the Bugyo i/ V ERP series (for Windows 7)

Services

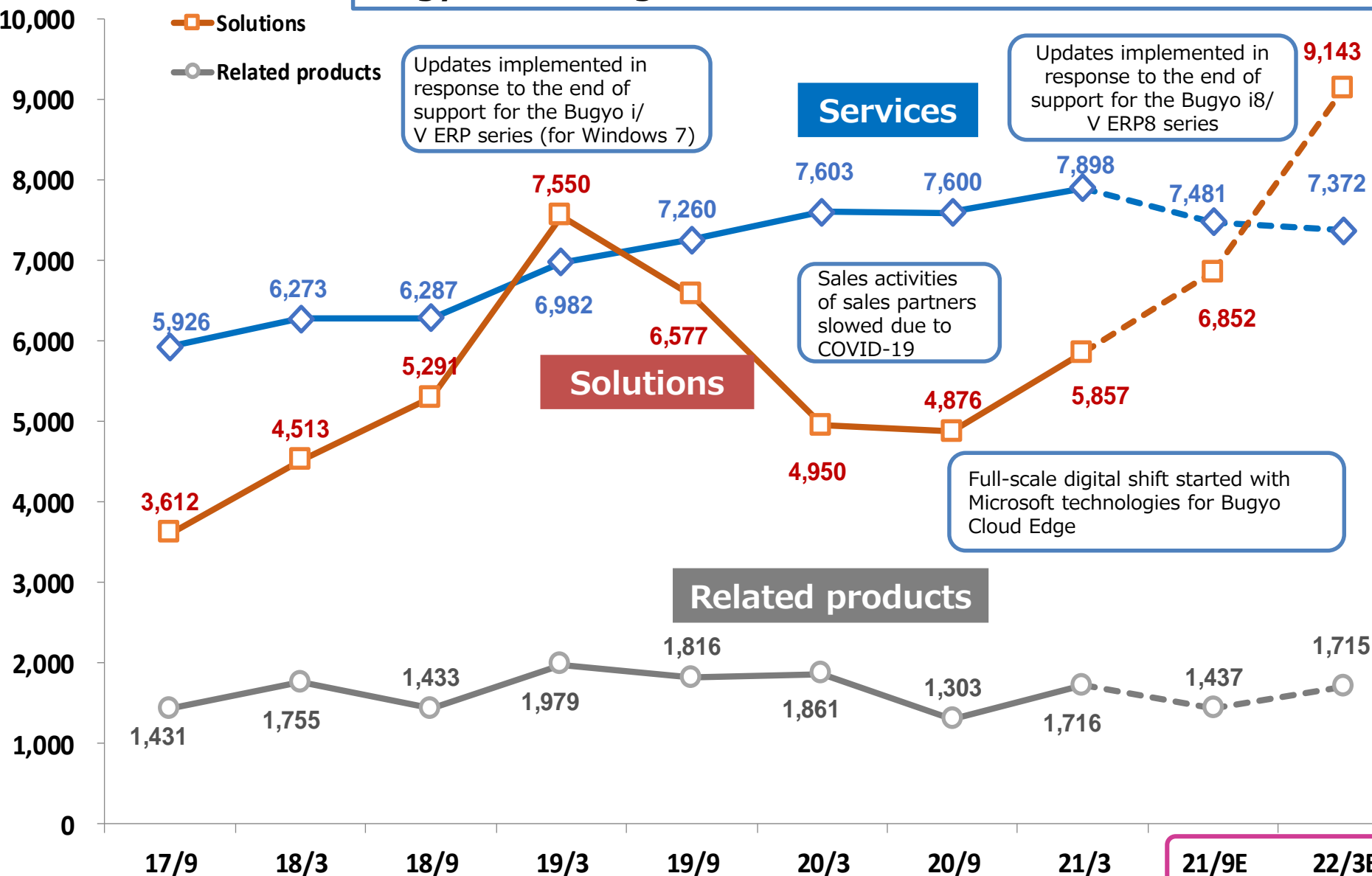
Updates implemented in response to the end of support for the Bugyo i8/ V ERP8 series

Sales activities of sales partners slowed due to COVID-19

Solutions

Full-scale digital shift started with Microsoft technologies for Bugyo Cloud Edge

Related products





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