MEDICAL SYSTEM NETWORK GROUP

MEDICAL SYSTEM NETWORK Co., Ltd.

First Quarter of Fiscal Year Ending March 2027

Financial Results Presentation Materials

Tokyo Stock Exchange, Standard Market; Stock Code: 4350

Financial Highlights

FY3/2027 1Q

Although the customer base expanded steadily and revenue increased, profits declined due to rising personnel costs, as well as increased system-related expenses associated with the integration of customer management platforms and improvements to existing systems.

Consolidated Net Sales	Consolidated Operating Profit	Number of Support Cases
33.14 billion yen	120 million yen	Approx. 17,800 facilities
YoY +6.6%	YoY (71.5 %)	YoY —
Progress Rate 24.4%	Progress Rate 4.2%	Progress Rate —

Community Pharmacy Network Segment

Net Sales 32.18 billion yen — YoY +7.8%, Progress Rate 24.4%

Segment Profit 850 million yen — YoY (19.5%), Progress Rate 14.2%

			YoY		
Medical Field (Community Pharmacy Segment)	Although the number of patients with acute illnesses remained low as the infectious disease outbreak subsided, CCR (Chronic Care Revenue) increased.	Same-Store CCR * 23.8 billion yen	+6.9%	Number of Openings and M&A 10 Pharmacies	Progress Rate 50.0%
Medical Support Field	ARPU (Average Revenue Per User) rose 16.7% YoY, reflecting expanded service usage / ARPU (Average Revenue Per User)	ARPU ** 96.1 thousand yen	+16.7%	Number of Users of Multiple Services —	YoY —
Medical Supply Field	・The number of business partners has grown steadily, up 23.6% YoY ・“Vilasutin OD Tablets” were launched in June 2026	Number of Business Partners 9,517 stores	+23.6%	Number of Products Handled 130 items	YoY +8.3%

* CCR（Chronic Care Revenue） : Revenue generated through continuous and comprehensive health management for patients with chronic diseases.
** ARPU（Average Revenue Per User） : This represents the average monthly sales per supported client and includes sales from the medical supply sector.

Leasing and Facility-related／Meal Catering／Home-visit Nursing Care

Net Sales 1.16 billion yen — YoY (17.9%) ***, Progress Rate 22.3%

Segment Profit -0 billion yen — YoY —, Progress Rate —

*** In April 2026 :Transfer of a portion of the food service business for senior care facilities and hospitals

Contents of This Document

MEDICAL SYSTEM NETWORK GROUP

Chapter 1

Business Performance

FY3/2027 1Q － Consolidated Results

(Unit: million yen) The second line is profit margin	FY3/2027 1Q (Results)	FY3/2027 1Q (Results)	YoY Change (%)	FY3/2027 Full year forecast	Progress rate
Net Sales	31,100	33,147	＋ 6.6%	136,000	24.4%
EBITDA *	1,281 4.1%	936 2.8%	(26.9%)	6,420 4.7%	14.6%
Operating Profit	439 1.4%	125 0.4%	(71.5%)	3,000 2.2%	4.2%
Ordinary Profit	404 1.3%	84 0.3%	(79.1%)	2,700 2.0%	3.1%
Profit attributable to owners of parent	78 0.3%	(124) –	–	1,000 0.7%	–
Earnings per share (Yen)	2.69	(4.27)	–	34.21	–

* Calculated as "Operating income + Depreciation and amortization + Amortization of goodwill"

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FY3/2027 1Q – Results by Segment

■ Net Sales

(Unit: million yen)

	FY3/2026 1Q (Results)	FY3/2027 1Q (Results)	Change	Change (%)
Net Sales	31,100	33,147	+ 2,047	+ 6.6%
Community Pharmacy Network Segment	29,850	32,183	+ 2,332	+ 7.8%
Leasing and Facility Related Segment Meals Catering Segment Home Visit Nursing Segment	1,415	1,162	(253)	(17.9%)
Adjustments	(165)	(197)	(32)	–

■ Operating Profit

(Unit: million yen) The second line is profit margin

	FY3/2026 1Q (Results)	FY3/2027 1Q (Results)	Change		Change (%)
Segment Profit	439 1.4%	125 0.4%	(314)	(1.0pt)	(71.5%)
Community Pharmacy Network Segment	1,065 3.6%	857 2.7%	(207)	(0.9pt)	(19.5%)
Leasing and Facility Related Segment Meals Catering Segment Home Visit Nursing Segment	16 1.2%	(2) –	(19)	–	–
Adjustments	(642) –	(729) –	(86)	–	–

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FY3/2027 1Q – Consolidated Balance Sheet

Although total assets contracted following the partial resumption of receivables securitization, the equity ratio declined as a result of the decrease in retained earnings.

(Unit: million yen)	End of FY3/2026	End of FY3/2027 1Q	From the end of the previous FY	
Assets	80,100	79,294	(805)	
Current assets	31,800	30,992	(808)	‣ Partial resumption of the receivables securitization scheme (early cash conversion of trade receivables which was temporarily suspended in the previous period).
Cash and deposits	13,686	12,502	(1,183)	
Fixed assets	48,299	48,302	+ 2	
Goodwill	8,507	8,444	(62)	
Liabilities	62,686	62,158	(527)	
Current liabilities	34,592	35,441	+ 849	‣ Increase in Accounts Payable
Short-term loans*	15,789	15,621	(167)	
Fixed liabilities	28,093	26,716	(1,376)	
Long-term loans	16,150	14,887	(1,263)	‣ Decrease due to Repayments
Net assets	17,413	17,136	(277)	
Equity ratio	21.6%	21.4%	(0.1pt)	

*Includes long-term loans that will be repaid within one year

FY3/2027 1Q － Consolidated Cash Flows

Operating cash flow turned significantly positive following the partial resumption of securitization of receivables.

（Unit: million yen）

	FY3/2026 1Q	FY3/2027 1Q	YoY
Cashflows from operating activities	**691**	**2,206**	**1,514**
Cashflows from investing activities	**(842)**	**(933)**	(91)
Cashflows from financing activities	**462**	**(1,733)**	(2,195)
Net Increase/Decrease in Cash and Cash Equivalents	**310**	**(461)**	(772)
Cash and cash equivalents at the beginning of the year	**8,431**	**7,743**	(688)
Cash and cash equivalents at the end of the 1Q	**8,742**	**7,281**	(1,460)

■ YoY change factors

（Unit: million yen）

Operating Cash Flow	**2,206**
EBITDA *	＋ 936
Decrease in accounts receivable **	＋ 1,207

Investment Cash Flow	**(933)**
New pharmacy openings, M&A, etc	(307)
Renovation of existing pharmacies	(255)
System-related investments	(137)

Financial Cash Flow	**(1,733)**
Change in Loan Amount	(1,431)
Amount of dividends paid	(173)

* Calculated by “operating profit + depreciation + amortization of goodwill”
** The securitization of receivables, which had been temporarily suspended in the previous period, has been partially resumed.

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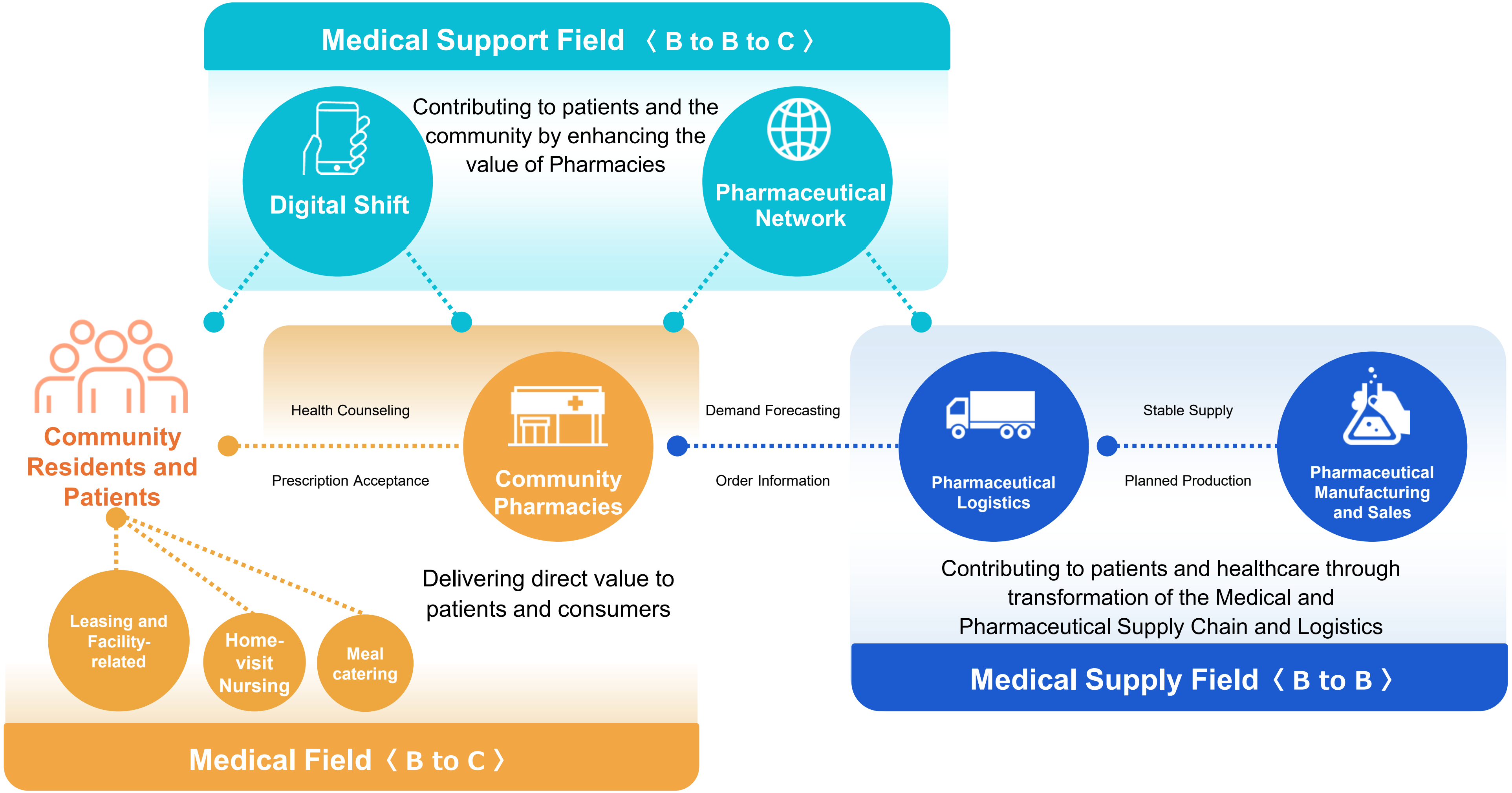
Chapter 2

Core Strategies ・ Business Summary

Overview of the Business



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Correspondence Between Reporting Segments and Business Areas

Business Areas	Business Description	Main Services	Reporting Segment to Which It Belongs
Medical Field	Community Pharmacy Business	Operation of community pharmacies.	Community Pharmacy Network Segment
	Leasing and Facility related Business	Operation of assisted living facilities; Development and operation of medical facilities; Leasing and management of buildings; Medical practice startup consulting; insurance services.	Leasing and Facility Related Segment
	Meals Catering Business	Contract catering services.	Other Businesses
	Home Visit Nursing Business	Home nursing services.	
Medical Support Field	Pharmaceuticals Network Business	Comprehensive business support services for pharmacies; development, sales, and maintenance of pharmacy systems.	Community Pharmacy Network Segment
	Digital Shift Business	Support services for establishing pharmacies as patients' regular pharmacies.	
Medical Supply Field	Manufacture and Market Pharmaceuticals Business	Manufacturing and sales of generic drugs	
	Pharmaceutical Logistics Business	Logistics operations for pharmaceuticals and related products; and efficiency improvements in the pharmaceutical distribution process.	

Reposting

Key Initiatives for the March 2027 Term

Business Areas	Key Initiatives for This Issue
Medical field	**: The Shift to “People-Centric” Management** • We have streamlined and standardized our service offerings in the areas of food, housing, sleep, and preventive care, and have begun rolling them out at key locations. • Advancing business processes through the use of digital technology and promoting its implementation in the field • Opening 20 stores in medical complexes designed to contribute to M&A and regional healthcare
Medical Support field	**: Shift to Group-Wide Sales** • Establishing a cross-selling framework through the development and utilization of a customer management platform • Promoting the development of new services based on customer challenges and establishing a data utilization infrastructure
Medical Supplies field	**: Enhancing the Pharmaceutical Supply System Based on Supply and Demand Data** • Strengthening alliances with manufacturing partners and expanding our product lineup • Advancing the collection and visualization of purchasing data to establish a system aimed at improving the accuracy of supply and demand planning
Human Capital Strategy	**: Infrastructure Development to Support the Transition to a New Business Model** • Strengthening Engagement Through the Embedding of Our Vision and Mission • Enhancing employees' ability to create added value through improved specialized training
DX Strategy	**: Promoting company-wide optimization and transitioning to the implementation phase** • Formulation of a unified policy and establishment of a collaborative framework to promote digital transformation (DX) across the entire company • We will continue to roll out system developments that contribute to enhancing the customer experience and improving operational efficiency
Financial Strategy	**: Balancing growth investments and cost control** • Promoting Cost Optimization Based on an Analysis of Headquarters Expenses

Medical Field ー Growth Strategy

The Starting Point for Value Creation

Moving Away from Prescription Dependence and Shifting to a People-Centric Approach

Deepening relationships with consumers based on data and ongoing touchpoints

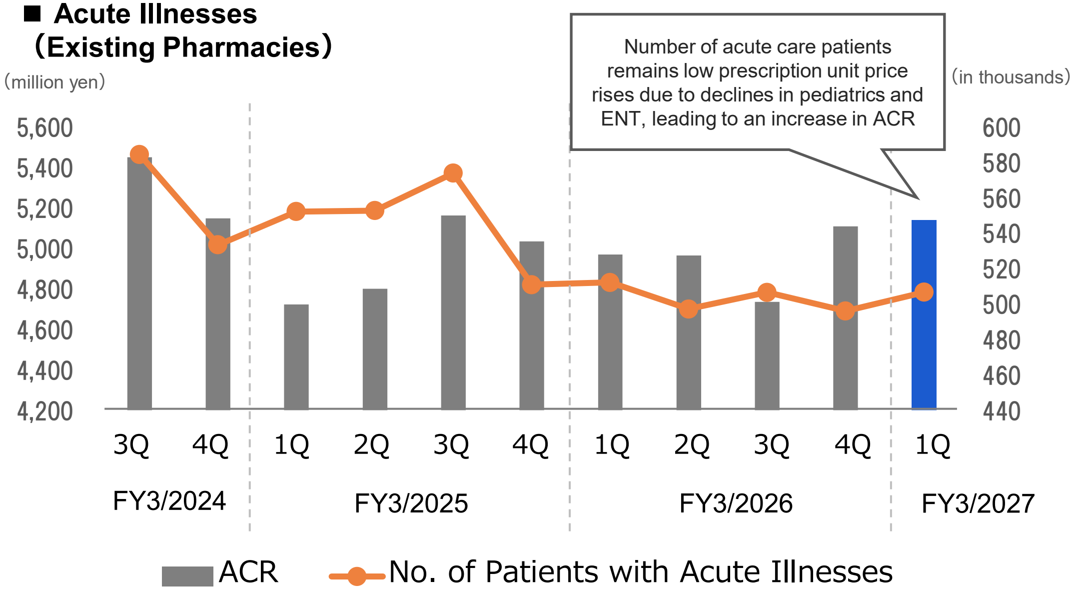
Growth Strategy1 ：**Enhancing Customer Understanding【Data Platform】**
Growth Strategy2 ：**Creating Ongoing Engagement【Pre-disease and Prevention】**
Growth Strategy3 ：**Enhancing Value Proposition【Operational Evolution】**

ACR（Acute Care Revenue）

Revenue generated from acute-care services, such as medical treatment, prescribing, and medication counseling for patients with acute illnesses

（Since the number of patients with acute illnesses is heavily influenced by external factors such as infectious disease outbreaks, revenue from acute illnesses is subject to significant fluctuations and is therefore not a reliable indicator for evaluating the Company's performance.）

■ Acute Illnesses （Existing Pharmacies）

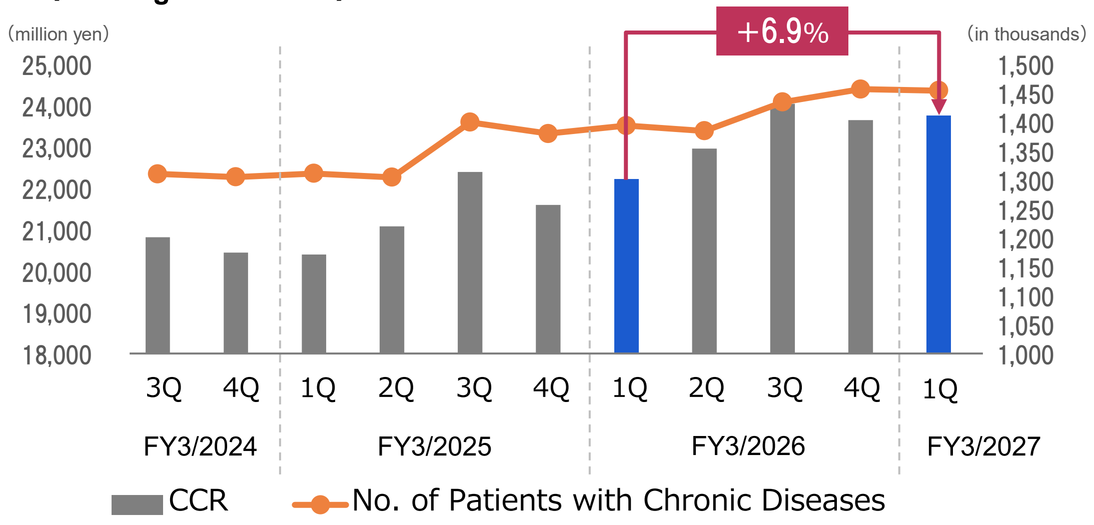


CCR（Chronic Care Revenue）

Revenue generated through continuous and comprehensive health management for patients with chronic conditions

（Focusing on patients with chronic conditions who are less susceptible to external environmental factors, we are able to manage the revenue generated through ongoing health management as a key indicator of medium- to long-term growth.）

■Patients with chronic conditions （Existing Pharmacies）



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Medical Field － Trends in No. of Pharmacies

Although the target for new pharmacy openings and M&A was not met, the recruitment of medical institutions has exceeded plan.

■ **New Opening・M&A**

	Forecasted No	Full Year Plan
No. of New Opening・M&A	**10 (3)**	20
No. of prospects connected to Medical Institutions	**12 (6)**	10

* Actual results of pharmacy openings and tenant recruitment completed as of June 30, 2026

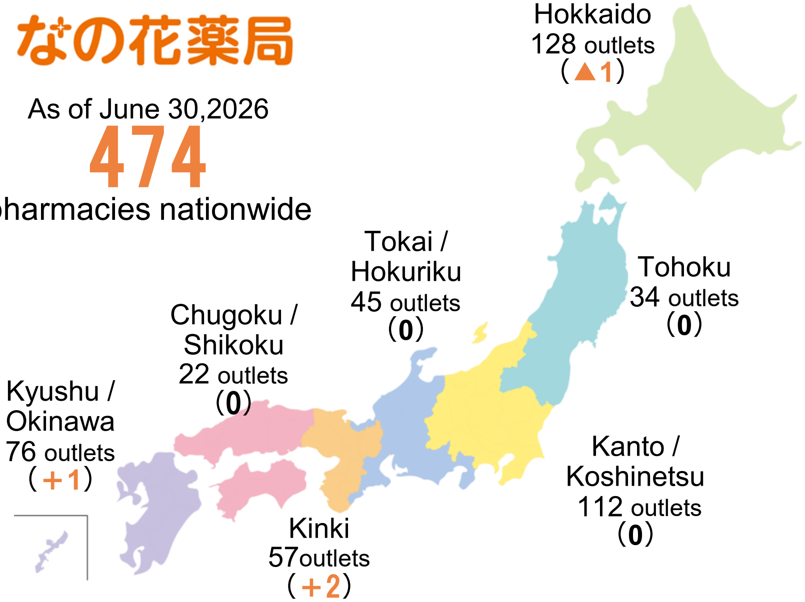
(4/1/2026)
Sakura Pharmacy
Kasuya-keyakidori
New Opening
(Kyushu / Okinawa)

(4/15/2026)
Maple Pharmacy
Tsukiyama-nango
Stock transfer 1 pharmacy
(Kinki)

(5/9/2026)
Nanohana Pharmacy
Kyoto-fuchomae
New Opening
(Kinki)

なの花薬局

As of June 30,2026
474
pharmacies nationwide



* The second line is the end of the previous FY

	FY3/2018	FY3/2019	FY3/2020	FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025	FY3/2026	FY3/2027 1Q
New Openings	8	5	8	7	12	8	13	21	17	2
Closing and transferring	(5)	(14)	(15)	(13)	(6)	(7)	(9)	(15)	(11)	(1)
M&A	19	30	3	6	3	2	18	1	9	1
No. of outlets	**399**	**420**	**416**	**416**	**425**	**428**	**450**	**457**	**472**	474

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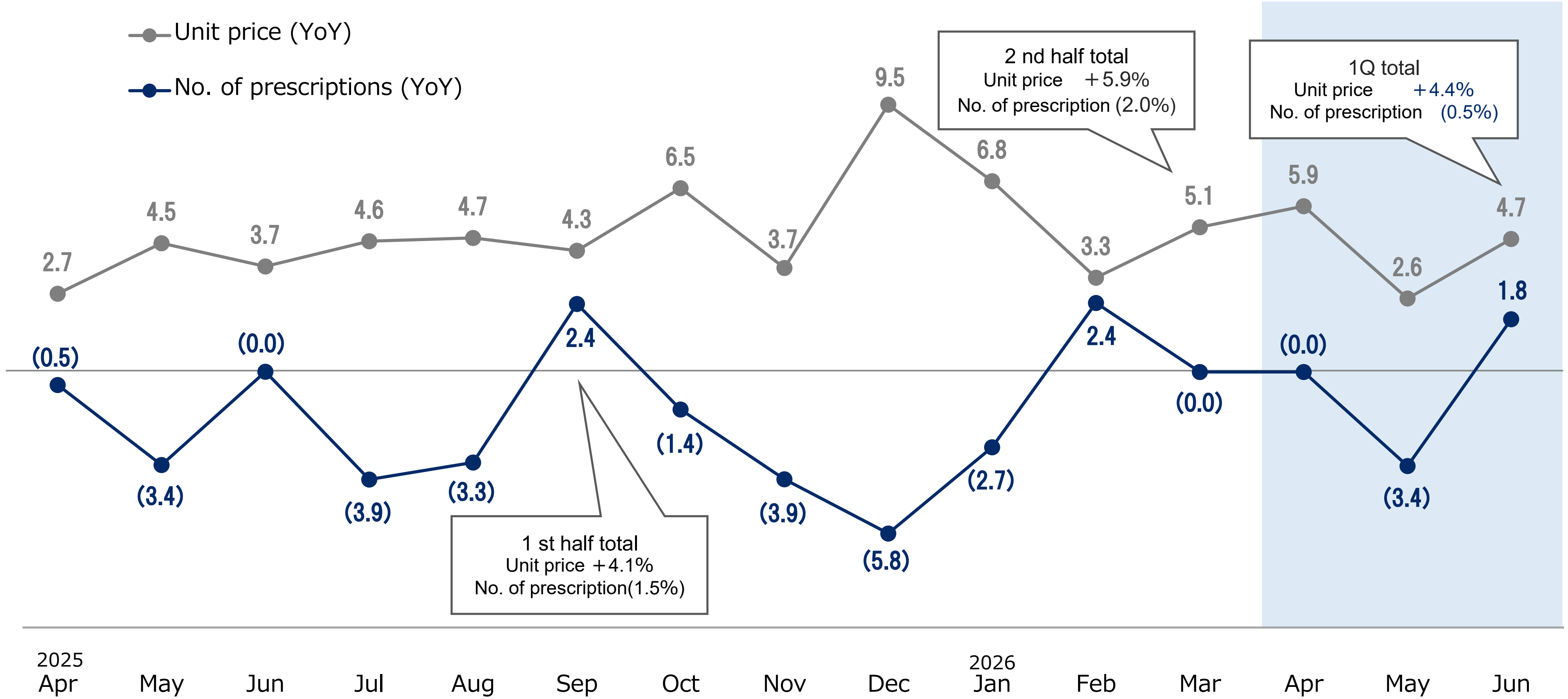
Medical Field － Community Pharmacy ： Monthly Prescription Volume and Unit Price of Existing Pharmacies (YoY)

While the same period last year was affected by influenza and COVID-19, the number of patients with acute illnesses this period fell below the level of the same period last year as the infectious disease outbreak subsided.



Medical field – Community Pharmacy : Breakdown of Dispensing Fees

The average prescription cost has risen significantly due to a decrease in acute care patients, longer prescription durations, and the growing use of high-cost medications.

■ All pharmacies

		FY3/2026 1Q	FY/2027 1Q	Change	Change (%)
No. of prescriptions (1,000)		2,505	2,576	+ 70	+ 2.8%
Unit price (yen)	Drug charge per prescription	7,874	8,178	+ 304	+ 3.9%
	Technical fee per prescription	2,496	2,523	+ 27	+ 1.1%
	Total	10,370	10,701	+ 331	+ 3.2%
Dispensing fee (million yen)		25,979	27,565	+ 1,585	+ 6.1%

■ Existing pharmacies

		FY3/2026 1Q	FY/2027 1Q	Change	Change (%)
No. of prescriptions (1,000)		2,460	2,447	(13)	(0.5%)
Unit price (yen)	Drug charge per prescription	7,897	8,316	+ 419	+ 5.3%
	Technical fee per prescription	2,497	2,536	+ 38	+ 1.5%
	Total	10,394	10,852	+ 458	+ 4.4%
Dispensing fee (million yen)		25,571	26,555	+ 983	+ 3.8%

Medical support field – Growth Strategy

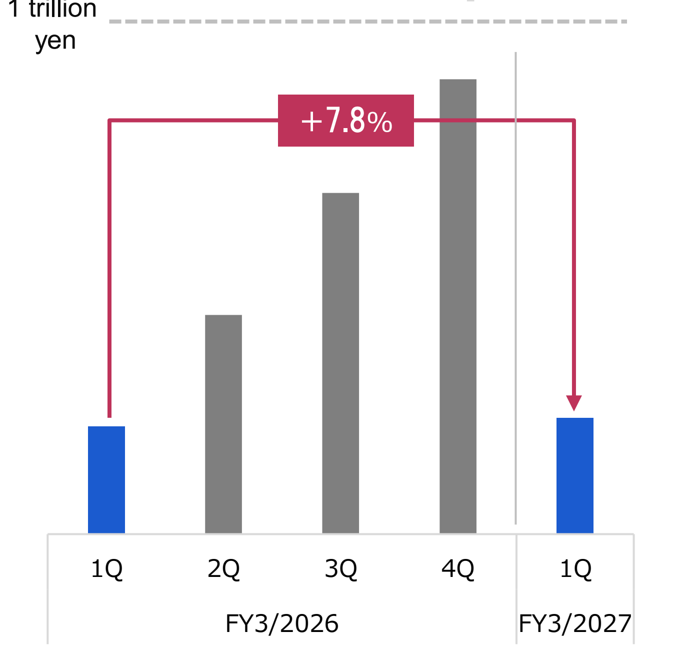
Expansion and Enhancement of Value

Maximizing Customer Value Through Comprehensive Solutions Centered on Cross-Selling

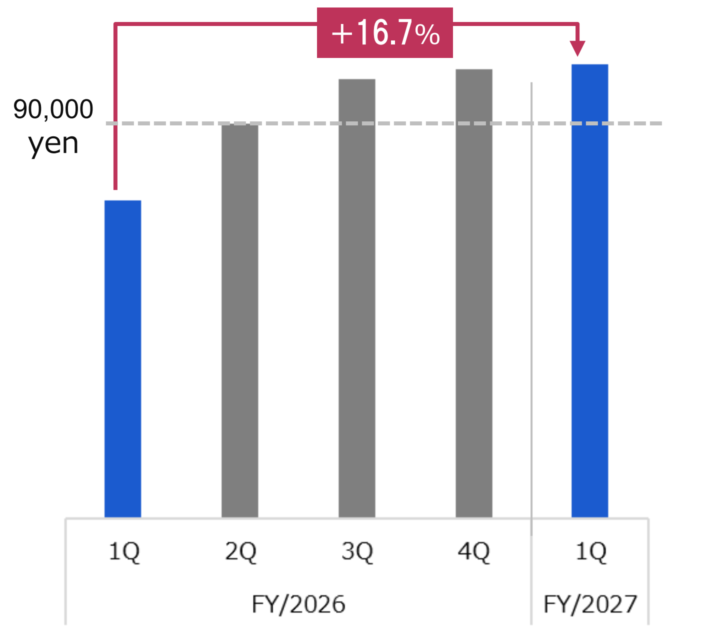
By providing services tailored to each customer's specific challenges, we will expand and deepen our business.

Growth Strategy1 : Expanding the Customer Base【Network Expansion】
Growth Strategy2 : Promoting cross-selling 【Expanding and Deepening Business Relationships】
Growth Strategy3 : Service Enhancement and Expansion 【Evolution of Value Proposition】

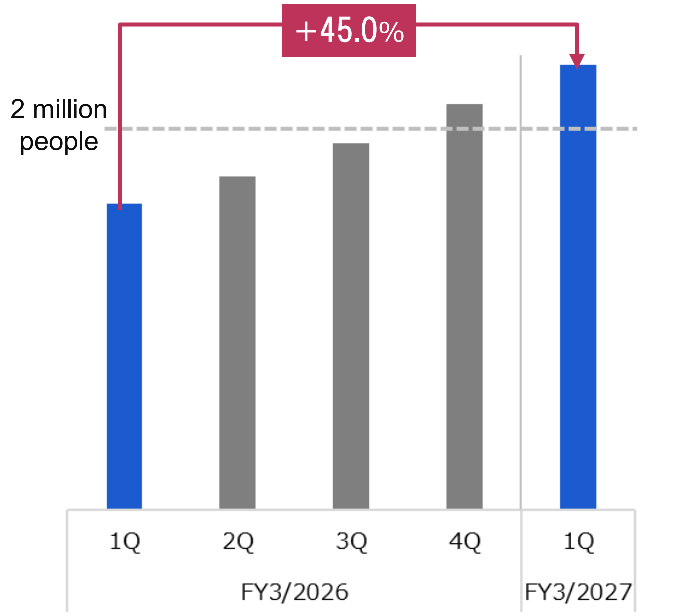
Pharmaceutical Sales Volume [Based on Drug Prices]



ARPU * (Average Monthly Sales per Supported Client)



LINE Official Account Number of Friends Registered for "Tsunagaru Pharmacy"



* ARPU（Average Revenue Per User） : This represents the average monthly sales per supported client and includes sales from the medical supplies sector.

MEDICAL SYSTEM NETWORK GROUP

Launch of “MEDISYS ONE” an Integrated Portal Site for Pharmacies and Medical Institutions

"MEDISYS ONE" a portal site consolidating pharmacy services and information across the MSNW Group, launched its public (non-login) site in July ahead of the full release.

About "MEDISYS ONE"

A one-stop platform where you can access information and services to help with pharmacy management.
View support options tailored to your specific challenges whenever you need them.

Main Content

News & Columns：	We provide insights into key industry news, regulatory changes, and industry trends from our unique perspective.
Seminars and Events：	Information on online seminars, training sessions, and information sessions is posted here.
Pharmacy Reimbursement Revision Portal：	Providing the general public with valuable information and simulation tools previously exclusive to members.

Future Outlook

“MEDISYS ONE” aims to serve as a platform that consolidates information and services related to pharmacy management, enabling users to access the information they need without any hassle.
Going forward, we plan to gradually expand our features and content to provide more practical support for pharmacy management.

MEDISYS ONE

*Screen shot

MEDISYS ONE Portal Site URL
https://medisys-one.jp/

MEDISYS ONE Search

Medical Supplies Sector – Growth Strategy

Revenue Growth and Social Contribution

Enhancing social value and profitability by balancing supply-demand optimization with stable supply

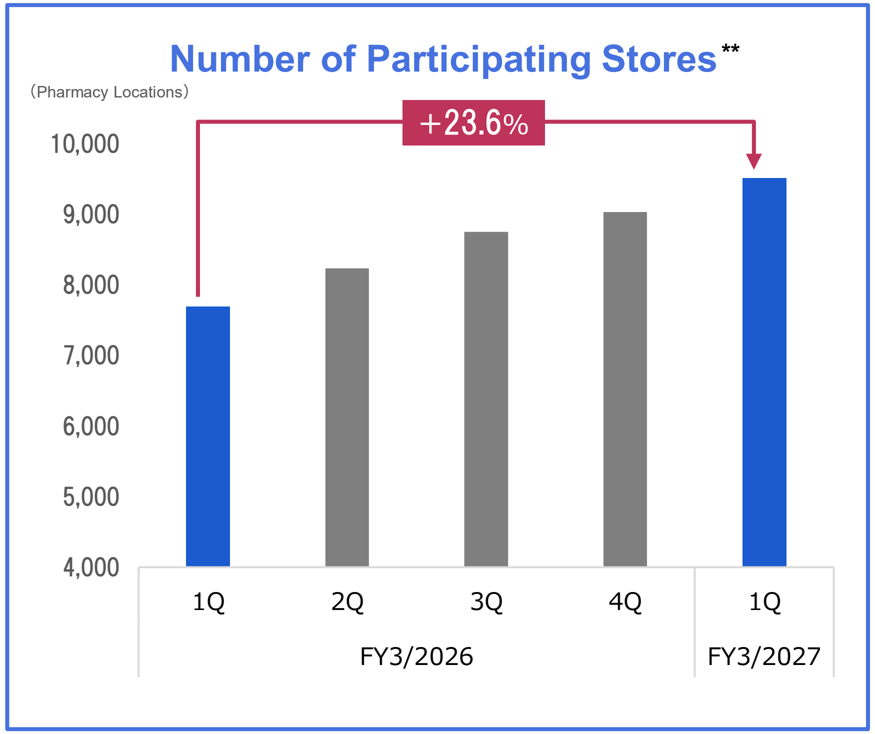
Utilizing the Medisys Network * to achieve efficient and stable distribution of pharmaceuticals

Growth Strategy 1 : Expansion of the supply network
【 Expansion of the Deployment Infrastructure 】
Growth Strategy 2 : Optimization of Supply and Demand
【 Improved efficiency 】
Growth Strategy 3 : Advanced Supply and Demand Management
【 Strengthening the Stability of Supply 】

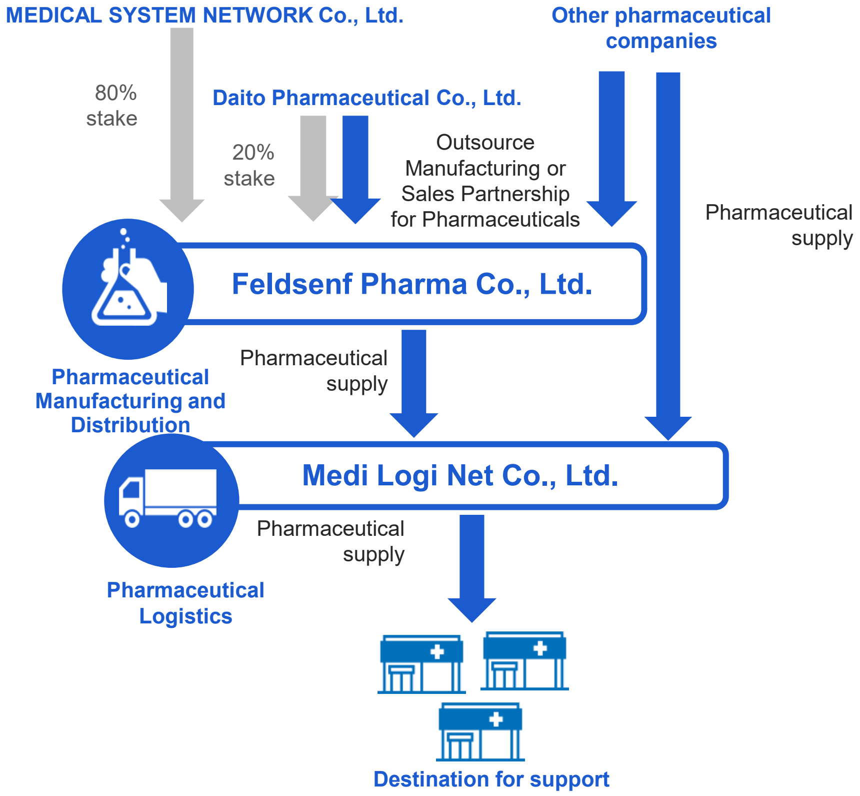
* A platform built on the approximately 17,800 pharmacies nationwide that use our services and the diverse data generated by them

Fersen Pharma Co., Ltd.'s Number of Products Handled

56 Ingredients
130 items



** Cumulative total for the most recent 12-month period as of the end of each quarter



Chapter 3

Earnings Forecast for FY3/2027

Earnings Forecast for the FY3/2027 – Consolidated Forecast

Reposting

While we anticipate business growth primarily in the medical support field and medical supply field. On the other hand, we expect an increase in one-time system investments, and an impact from revisions to drug prices and dispensing fees.

(Unit: million yen) The second line is profit margin	FY3/2026 Results	FY3/2027 Forecast	Change	Change (%)
Net Sales	132,186	136,000	+ 3,813	+ 2.9%
EBITDA Profit margin	6,730 5.1%	6,420 4.7%	(310) (0.4pt)	(4.6%)
Operating Profit Profit margin	3,313 2.5%	3,000 2.2%	(313) (0.3pt)	(9.4%)
Ordinary Profit Profit margin	3,193 2.4%	2,700 2.0%	(493) (0.4pt)	(15.4%)
Profit attributable owners of parent Profit margin	1,070 0.8%	1,000 0.7%	(70) (0.1pt)	(6.6%)
Earnings per share (Yen)	36.64	34.21	(2.43)	–

MEDICAL SYSTEM NETWORK GROUP

Earnings Forecast for the FY3/2027 – Forecast by Segment

Reposting

■ Net Sales

(Unit: million yen)

	FY3/2026 Results	FY3/2027 Forecast	Change	Change (%)
Net Sales	132,186	136,000	+ 3,813	+ 2.9%
Community Pharmacy Network Segment	127,180	131,770	+ 4,590	+ 3.6%
Leasing and Facility Related Segment Meals Catering Segment Home Visit Nursing Segment	6,005	5,218	(786)	(13.1%)
Adjustments	(999)	(989)	+ 10	–

■ Operating Profit

(Unit: million yen) The second line is profit margin

	FY3/2026 Results	FY3/2027 Forecast	Change	Change (%)
Segment Profit	3,313 2.5%	3,000 2.2%	(313) (0.3pt)	(9.4%)
Community Pharmacy Network Segment	6,025 4.7%	6,040 4.6%	+ 14 (0.2pt)	+ 0.2%
Leasing and Facility Related Segment Meals Catering Segment Home Visit Nursing Segment	115 1.9%	127 2.5%	+ 12 0.5pt	+ 10.9%
Adjustments	(2,828) –	(3,168)	(340)	–

MEDICAL SYSTEM NETWORK GROUP

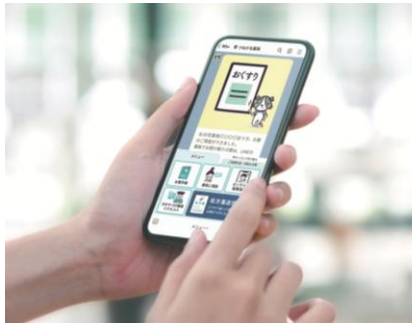
Appendix

Company Overview

【Basic Information】

Company name	Medical System Network Co., Ltd.
establish	September 16, 1999
Capital	2,128 million yen (as of June 30, 2026)
Representative	Representative Director Inao Tajiri
Business Activities	• **Medical field** Operation of community pharmacies; development and operation of medical facilities; leasing and management of buildings; Medical practice startup consulting; operation of assisted living facilities; insurance services; contract catering services; home nursing services; and other related services. • **Medical support field** Comprehensive business support services for pharmacies; development, sales, and maintenance of pharmaceutical systems; and support services for establishing pharmacies as patients' regular pharmacies. • **Medical supply field** Manufacturing and sales of generic drugs; logistics operations for pharmaceuticals and related products; and efficiency improvements in the pharmaceutical distribution process.
Headquarters Address	〒060-0010 3-chome, Kita 10-jo Nishi 24-chome, Chuo-ku, Sapporo AKK Building






MEDICAL SYSTEM NETWORK GROUP

Group Companies and Business Fields

Company Name	Business Fields	Business Description	Ownership ratio
Medical System Network Co., Ltd.	Medical field	Leasing and Facility-related Home-visit nursing care	—
	Medical support field	Pharmaceutical Network	
Hokkaido Institute for Pharmacy Benefit Co., Ltd.	Medical field	Data Analysis ／ Book Publication	100.0%
Nanohana Hokkaido Co., Ltd.	Medical field	Community pharmacy	100.0%
Nanohana Tohoku Co., Ltd.	Medical field	Community pharmacy	100.0%
Nanohana East Japan Co., Ltd.	Medical field	Community pharmacy	100.0%
Nanohana Central Co., Ltd.	Medical field	Community pharmacy	100.0%
Nanohana West Japan Co., Ltd.	Medical field	Community pharmacy	100.0%
Nanohana Kyusyu Co., Ltd.	Medical field	Community pharmacy Meal Catering	100.0%
Sakura Foods Co., Ltd.	Medical field	Meal Catering	100.0%
Paltecno Co., Ltd	Medical field	Leasing and Facility-related	100.0%
PharmaShift Co., Ltd.	Medical support field	Digital Shift	100.0%
Feldsenf Pharma Co., Ltd.	Medical supply field	Manufacture and Market Pharmaceutical	80.0%
Medi Logi Net Co., Ltd.	Medical supply field	Pharmaceutical Logistics	100.0%
Agrimas Corp. *	Medical field	Preventive Care Day Service	77.7%

* Not included in consolidated financial statements

Glossary

Appendix	—	Meaning of “Supplement” and “Attachment”	P23
ACR	Acute Care Revenue	Revenue generated from acute care services—such as medical consultations, prescribing, and medication guidance—for patients with acute illnesses A proprietary metric established by the Company as a counterpart to CCR	P13
ARPU	Average Revenue Per User	Average monthly revenue per client for all services provided by the Medical Support and Medical Supplies divisions	P2、17
CCR	Chronic Care Revenue	Revenue generated through continuous and comprehensive health management for patients with chronic diseases A proprietary metric established by the Company to measure the results of its initiatives	P2、13
DX	Digital Transformation	Using digital technologies to transform business models and processes, and to strengthen competitiveness.	P12
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization	Used to measure a company's "pure profit" or "profit-generating ability from its core business."	P5、8、21
M&A	Mergers and Acquisitions	—	P2、8、12、14

Glossary

Alliance	English term meaning “alliance,” “partnership,” or “coalition,” referring to a collaborative relationship in which multiple companies or organizations work together to achieve a common goal.	P12
Medical Services Consolidation Hub	A medical hub that consolidates essential local medical services—such as clinics and pharmacies—in a single location; it fosters collaboration among healthcare providers while enhancing convenience for local residents and ensuring the delivery of high-quality medical care.	P12
Engagement	A concept referring to the "bond" or "relationship" between a company and its employees, characterized by mutual trust and a shared commitment to contributing to each other's growth.	P12
Acute Illnesses	Illnesses characterized by the rapid onset of symptoms and a relatively short course. Examples include the common cold, influenza, acute gastroenteritis, acute myocardial infarction, and stroke.	P2、13、15、16
Cross-selling	A strategy to increase average revenue per customer (ARPU) by proposing additional products.	P12、17
Customer Information Platform	A data platform for centrally collecting, managing, and utilizing customer information	P12
Asset Securitization	A method of raising funds by transferring “receivables”—such as accounts receivable and promissory notes—held by a company to a special purpose company (SPC) or similar entity, with those receivables serving as collateral.	P7、8
Support Recipients	Pharmacies using our group's services	P2、17
Deepening	Taking existing matters to a deeper level and enriching their substance.	P13、17

About contents covered

* The contents of this report pertaining future earnings described are based on information the company has held, and on certain assumptions supervising rational judgement, and are not what the company promises to achieve. There are numerous factors that may cause actual earnings to differ. Caution is given to the accuracy of information, and we do not take responsibility for loss etc., as a result of misinformed information.

* Furthermore, this report is not prepared for the purposes of investment solicitation. Readers are responsible for their own judgement in any decision regarding investments.

Please see the following link for our English information.

https://www.msnw.co.jp

MEDICAL SYSTEM NETWORK GROUP

MEDICAL SYSTEM NETWORK Co., Ltd.

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[Contact us] Corporate Management Division E-mail : info@msnw.co.jp