

Results of Operations

for December 2025, 3rd Quarter



November 14, 2025
TSE Prime Section:4820

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Topics

Business Results

Welfare Administration-Related Installations Exceeded Initial Plans and Progressed

Full-year forecasts were upwardly revised due to higher earnings resulting mainly from the incorporation of options related to Electronic Prescription and Online Qualification Check. Although the contribution to sales related to Welfare Administration is expected to end from the next fiscal year onward, we will continue to implement business strategies for each segment and aim to achieve the medium-term plan.

Planning a Year-End Dividend of ¥22, an Increase of ¥4

Planned full-year dividend of ¥39, an all-time high. Response in line with the medium-term management plan's goal of a 100% dividend payout ratio.



[Mid-Term Management Plan FY2025-FY2027](#)

Pharmacies

Welfare Administration-related services continue to drive results, and EM Systems have also released a drug history utilizing AI, and we have begun full-scale development.

Clinics

Welfare Administration-related installations underpin business results.

The number of customers has been improving due to a recovery in relationships of trust with customers resulting from system failures last year, and replacements among customers from other companies are steadily advancing.

Long-Term Care

Advance replacement with *MAPs series* and advance expenses.
Growing numbers of MAPs for NURSING CARE customers.

Image of Medium- to Long-Term Performance Related to Welfare Administration

Aiming for organic growth through market share expansion, we will continue research and development in line with "Healthcare DX Reiwa Vision 2030".

Although the impact on the performance of welfare administration, etc. increases proportionately to its share, it is not incorporated as a prerequisite for the plan and is assumed to be an additional factor.

Contribution to sales and profits will be largely completed by 2025, and from then on, focus will be placed on reinforcing organic growth strategies.

Our Image of Results, Including Those Relating to Welfare Administration

Addition Factors in Welfare Administration-Related
on an Irregular Basis



Performance Overview

FY2025.Q3

FY2025.Q3 Consolidated Results

	Units:millions of yen			
	FY2024 Q3 Result	FY2025 Q3 Result	YoY change	YoY (%)
Sales	17,755	18,114	359	2.0%
EBITDA	4,581	4,161	Δ420	Δ9.2%
Operating Profits	3,201	3,363	161	5.0%
Ordinary Profits	3,715	3,818	102	2.8%
Net Income	1,510	2,402	891	59.0%

FY2025.Q3 Topics

Sales:	Despite the end of the intensive demand for Electronic Prescription, initial sales increased due to the effects of the incorporation of Online Qualification Check add-on software and the progress in hardware replacement following the end of Windows 10 support.
EBITDA:	Decreased due to end of intensive demand for Electronic Prescription and changes in the sales mix accompanying the progress in hardware replacements.
Operating Profits:	Slight increase due to a decrease in depreciation expenses resulting from impairments, reversal of system failure expenses, and a reaction.
Net Income:	Increased due to a reaction to the impairment losses recorded in the previous fiscal year in IT Systems for Clinics and IT Systems for Long-Term Care/Welfare

* EBITDA is calculated by adding depreciation, system failures, and other one-time expenses back to operating profits.

Status by Segment

FY2025.Q3

Sales / Operating Profits-Summary(By Segment)

In Welfare Administration-related businesses, both the pharmacy and clinic segments achieved results that exceeded the initial plan. In the long-term care/welfare segment, operating losses increased from the initial plan due to upfront expenses resulting from the advance of some measures.

IT Systems for Pharmacies

Initial sales increased slightly due to: despite the end of intensive demand for Electronic Prescription ($\Delta 1,709$ million yen), an increase in sales of the Online Qualification Check system (mainly optional software) (+790 million yen), an increase in initial system sales associated with in-house product replacements for *Sumareki with Recepty* (an increase of 337 million yen), and an increase in hardware replacement sales associated with the end of Windows 10 support (+1,018 billion yen).

Although billing sales increased slightly due to new sales promotions and replacement of in-house products, sales of recurring income remained stable overall due to a decrease in maintenance sales resulting from the switch of hardware to manufacturer maintenance.

Despite an increase in hardware replacements, operating profits decreased due to the end of intensive demand for Electronic Prescription.

IT Systems for Clinics

Initial sales increased significantly due to an increase in Electronic Prescription sales (+184 million yen) and an increase in sales of the Online Qualification Check system and optional software (+82 million yen).

Despite an increase in billing sales due to the end of the effects of system failures, sales of recurring income increased slightly overall due to a decrease in maintenance sales resulting from the in-house replacement of *Uni-Medical*, for which support is scheduled to end, and from the switch to hardware manufacturer maintenance.

Operating profits turned positive due to the progress in the incorporation of Electronic Prescription and Online Qualification Check add-on software.

IT Systems for Long-Term Care/Welfare

Advance implementation of strategic replacement of existing products due to revisions to long-term care/welfare fees in April 2025.

Although the number of licenses for MAPs for NURSING CARE increased, billing sales remained stable due to the effect of user departures during the transition period from *Hibiki* and *Symphony*, but maintenance sales decreased.

Operating losses slightly improved due to a decrease in depreciation expenses resulting from impairment losses in the previous fiscal year, despite the upfront impact of expenses from strategic replacements for existing products.

* Sales of recurring income are the sum of billing, supplies, and maintenance.

Sales / Operating Profits (By Segment)

Sales

	Units:millions of yen			
	FY2024 Q3	FY2025 Q3	YoY change	YoY % change
Pharmacies	14,733	14,723	△10	△0.1%
Clinics	1,840	2,256	415	22.6%
Long-Term Care/Welfare	447	394	△52	△11.8%
Other	849	839	△9	△1.1%

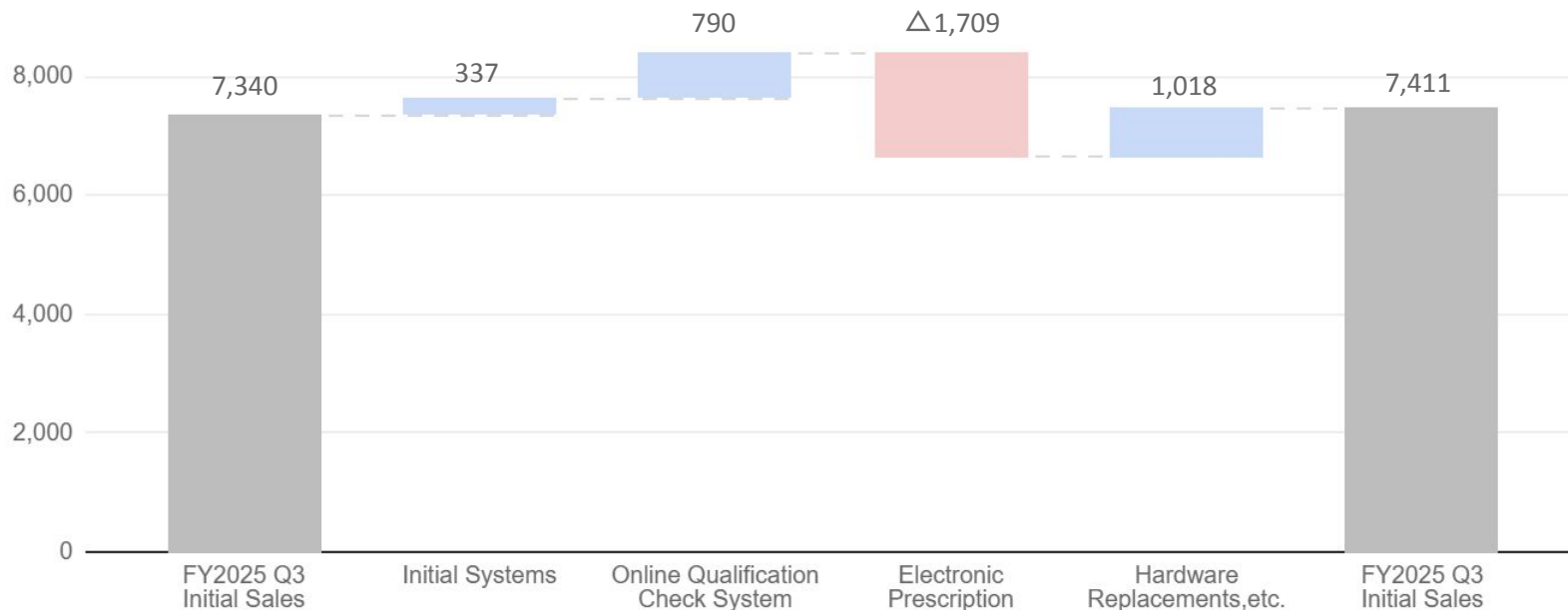
Operating Profits

	Units:millions of yen			
	FY2024 Q3	FY2025 Q3	YoY change	YoY % change
Pharmacies	3,801	3,413	△388	△10.2%
Clinics	△340	168	508	-
Long-Term Care/Welfare	△320	△263	57	-
Other	47	13	△33	△70.9%

* Sales and operating profits by segment are the amounts before elimination of inter-segment transactions.

Increase/Decrease in Initial Sales

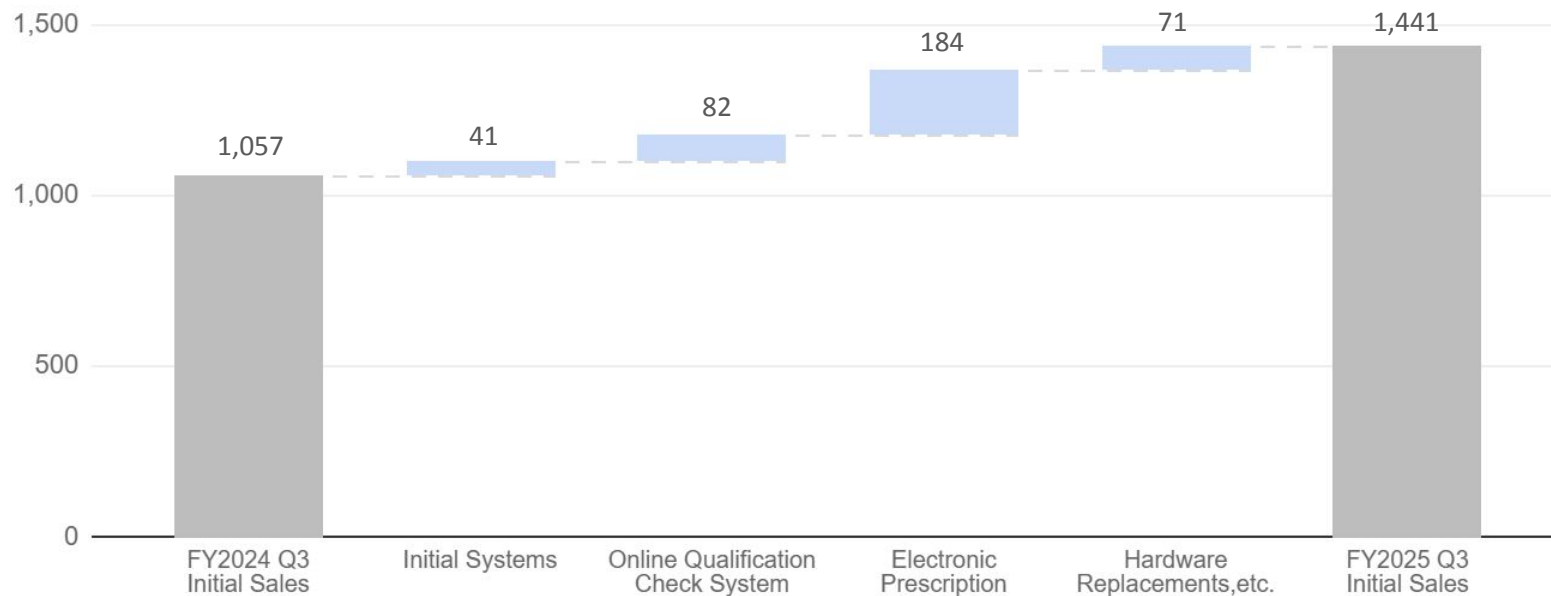
Units : millions of yen



* Categories of increases/decreases are the amounts before applying the revenue recognition standard and before taking into account changes in consolidated subsidiaries.

Increase/Decrease in Initial Sales

Units : millions of yen



* Categories of increases/decreases are amounts before considering increase/decrease of consolidated subsidiaries.

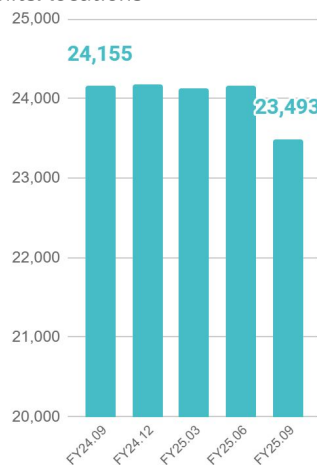
Status of KPIs

The number of dispensing customers decreased due to cancellations by corporate chains. ARPU was boosted by factors such as health and welfare administration, but fluctuated due to seasonal factors and a shift from hardware maintenance to manufacturer maintenance. In terms of the number of clinic customers, while on the one hand there is a focus on resources to respond to recent Welfare Administration-related issues, replacements at other companies are progressing.

IT Systems for Pharmacies

Number of Customers*1

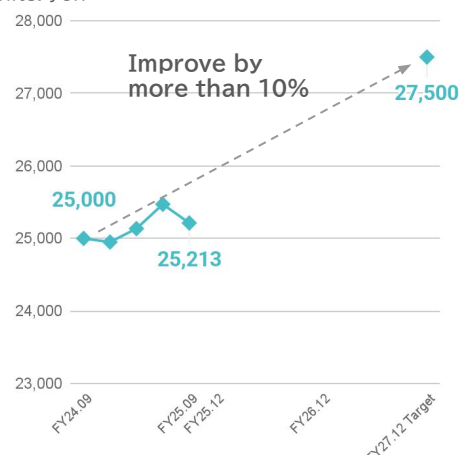
Units: locations



- Enhanced sales of management functions (prescription sharing, BI tools, POS cash registers, etc.).
- Revision of product prices in consideration of improving product added value, rising prices, and other factors.
- Review of duplicate products and maintenance systems due to M&As and past initiatives.

ARPU*2

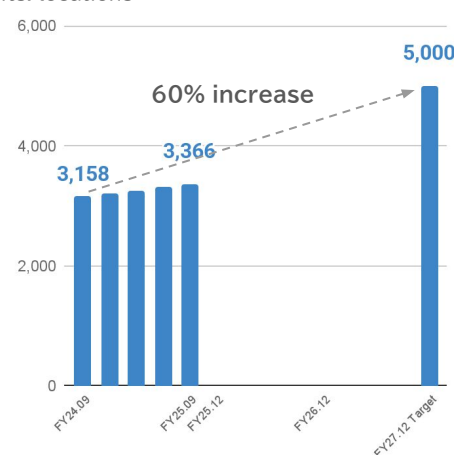
Units: yen



IT Systems for Clinics

Number of Customers*1

Units: locations



- Expand sales channels such as OEM supply and agency development.
- Accelerate provision of systems that meet market needs such as online medical care, reservations, and medical inquiries.
- Consider diverse options such as M&As and alliances.

*1 Number of consolidated customers

*2 ARPU(Average Revenue Per User) is calculated by [Individual (monthly billing sales + monthly maintenance sales)/Number of customers in the target period]

Earnings Forecast

FY2025.12

FY2025.12 Earnings Forecast (Consolidated)

Upward revision to the full-year consolidated forecast.

Sales, operating profits, and ordinary profits are expected to exceed the initial plan due to greater-than-expected progress in incorporating Electronic Prescription and Online Qualification Check add-on software options.

Despite contributing to sales through hardware replacement accompanying the end of support for Windows 10, the operating income margin is not expected to reach the previous fiscal year level.

In Q4, we also expect to implement strategic expenditures for the next fiscal year.

The increase in net income was a reaction to the impairment losses recorded in the previous fiscal year in the IT Systems for Clinics and the IT Systems for Long-Term Care/Welfare.

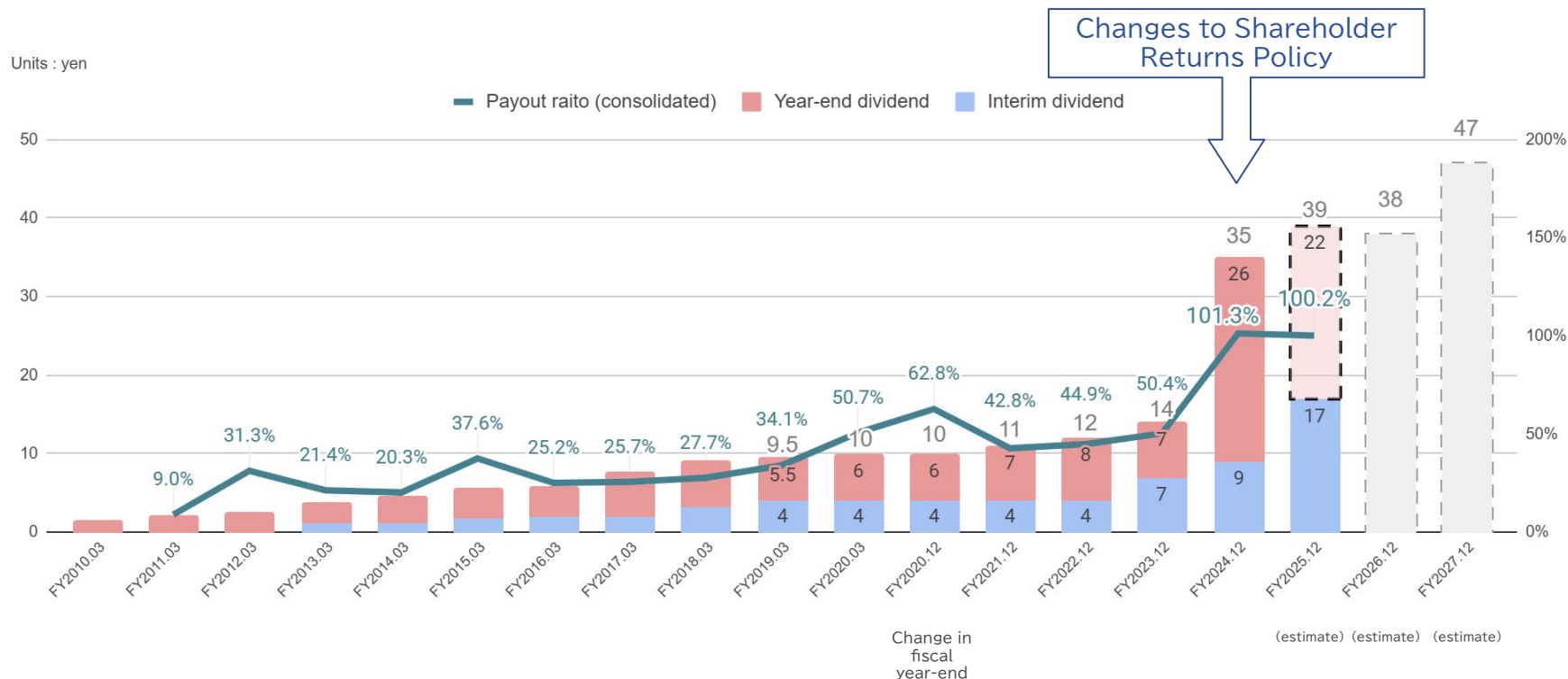
Units: millions of yen

	FY2024.12 Actual	FY2025.12 Full Year Forecast	FY2025.12 Revised Forecast
Sales	24,837	21,740	23,479
Pharmacies	20,699	17,798	19,082
Clinics	2,564	2,321	2,921
Long-term care/welfare	570	677	513
Others	1,174	1,120	1,094
Adjustment	△ 171	△178	△132
Operating Profits	4,464	2,522	3,627
Pharmacies	5,255	3,062	3,804
Clinics	△ 423	△431	109
Long-term care/welfare	△ 450	△161	△353
Others	60	24	21
Adjustment	22	29	46
Ordinary profits	5,184	3,154	4,389
Net income	2,425	1,854	2,691

Shareholder Returns

Trends in Shareholder Returns

The year-end dividend for fiscal year 2025 is planned to be ¥22 per share, an increase of ¥4 per share, as announced on October 27, 2025.



*We conducted stock splits on April 1st, 2016 and March 1st, 2018 and January 1st, 2020 at a ratio of two shares per one ordinary share.
The above figures are based on the assumption that the respective stock splits were conducted at the beginning of the fiscal year.

Acquisition and Retirement of Treasury Stock

We have been acquiring treasury stock as a strategic means of improving capital efficiency and enhancing shareholder returns. We will continue to consider shareholder returns, including acquisition of treasury stock, in order to continuously increase the corporate value of each share.

Acquisition Period	Total Acquisition Value	Percentage ² of Total Shares Issued ¹
November 10, 2010 ~	57 million yen	1.14%
February 09, 2011 ~	69 million yen	1.18%
September 05, 2011 ~	79 million yen	1.26%
November 11, 2011 ~	77 million yen	1.08%
May 25, 2015 ~	99 million yen	0.49%
June 18, 2018 ~	500 million yen	1.19%
January 07, 2019 ~	500 million yen	1.18%
June 11, 2020 ~	500 million yen	0.78%
February 10, 2022 ~	500 million yen	0.80%
February 15, 2024 ~	1 billion yen	2.31%

Retirement of treasury stock

Total number of shares cancelled: 4,000,000 shares

(Ratio in relation to the total number of shares issued before cancellation 5.37%)


Cancellation date: December 16, 2024

*1 Excluding treasury stock


*2 Rounded to the third decimal place

Company Initiatives


Market Environment




In line with the 2040 problem (the declining working-age population and peaking of the elderly population), there is an urgent need to secure and improve the efficiency of human resources amid an increase in demand for medical care and long-term care/welfare.



Increased number of cyberattacks in the medical and long-term care/welfare fields, and continued enhancements to security measures through on-site inspections, etc.




Increase in the number of large-scale chain long-term care facilities due to the aging of society.
Establishment of Long-Term Care Information Infrastructure to consolidate information related to long-term care and reduce the burden on the field of long-term care and medical care.




The full-scale proliferation of Electronic Medical Chart Information Sharing Service is expected to occur around 2026, and preparations for responses by each company are also in earnest.


Initiatives



Development of unique solutions that leverage the characteristics of our business as an all-in-one services provider for pharmacies, clinics, and long-term care/welfare.
Enhanced content and provision of online seminars/webinars for medical practitioners, etc. on EM-AVALON, an information website specializing in medical and long-term care/welfare fields.



Provision of functions such as prescription sharing systems, prescription readers, and automatic generation of SOAP guidance sentences to resolve issues such as labor shortages and operational efficiency.
M&A of Precal, Inc. to change over to a business model centered on services.



OEM provision of our infrastructure systems and applications to other companies.
Implementation of development and communication in conjunction with administrative trends (electronic medical chart information sharing service, etc.)

 Clinics  Pharmacies  Long-Term Care/Welfare

Key Measures for the Second Half of 2025 (Continued)

Established an in-house company system from this term, and each segment is making progress in its awareness and efforts to make decisions quickly and to improve profitability.

In the second half of the fiscal year, in anticipation of the end of initiatives related to Online Qualification Check add-on software and the incorporation of Electronic Prescription, we will shift our sales structure and foster mindset from Q3 onward.

- Enhanced sales mainly to new customers and other companies
- Focus on providing high-value-added solutions that contribute to improving ARPU (pharmacies)
- Incentive design for transforming the sales mindset

Status of PMI

Good Cycle System

Contributions to higher profitability through the provision of products utilizing generated AI, centered on solutions for electronic drug history within the group.

UNIKE SOFTWARE RESEARCH

Contributing to strengthening the revenue base and revitalizing the business by supplying systems developed by our group (*BunseQI*, *prescription sharing*, etc.)

Precal

Service-based companies are the first in the group.
To change the business of our group, we will dispatch the president and quickly implement PMI.

Utilization of Generated AI

Enhancement of Services for Customers

Commencement of companywide provision of electronic drug history services in the pharmacy segment utilizing generated AI that contributes to mitigating workloads and improving medical quality.

Improve Internal Operational Efficiency

Commencement of utilization of generated AI for telephone response reimbursement and FAQ creation at call centers.

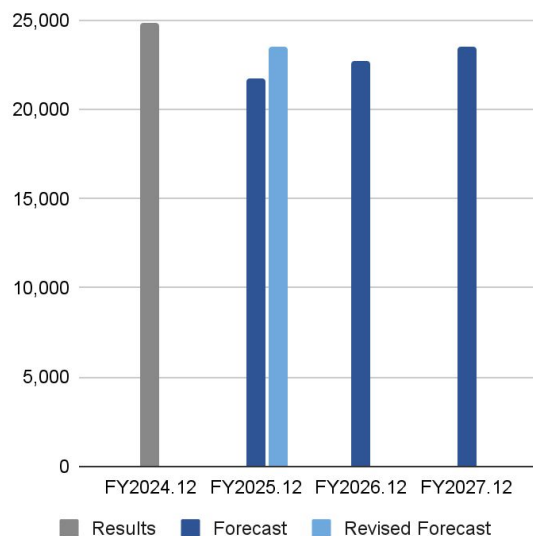
In addition, there is a wide variety of uses for in-house inquiries, including AI response, document creation, and code checks at the time of development.

FY2025-FY2027 Medium-Term Management Plan - 1

Although the assumptions for performance trends from next fiscal year onward have changed due to M&A activities and progress in the welfare administration sector exceeding expectations, we will pursue steady business growth by implementing business strategies in each segment in order to achieve the goals of our medium-term management plan.

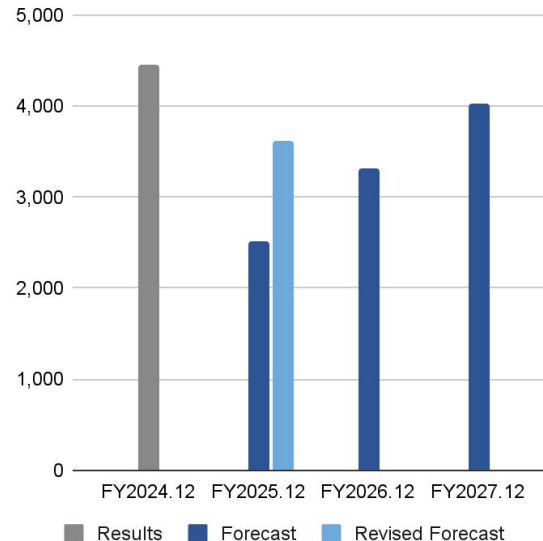
Sales

Units:millions of yen

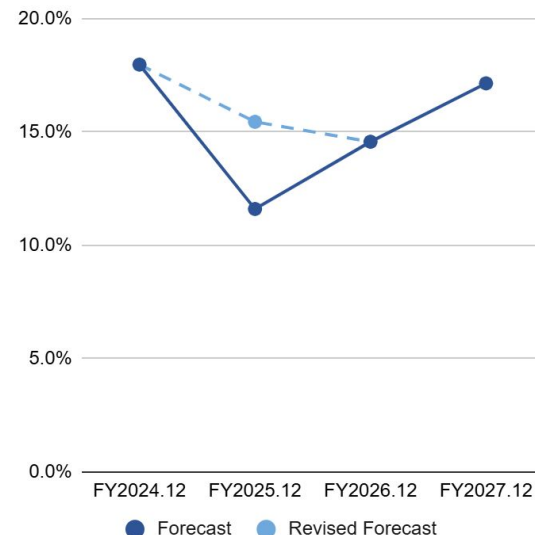


Operating Profit

Units:millions of yen



Operating Profit Margin



FY2025-FY2027 Medium-Term Management Plan - 2

(millions of yen)	FY2024.12 Results	FY2025.12 Forecast	FY2025.12 Revised Forecast	FY2026.12 Forecast	FY2027.12 Forecast
Sales	24,837	21,740	23,479	22,762	23,511
Year-on-Year Growth Rate	22.0%	Δ12.5%	Δ5.5%	Δ3.1%	3.3%
IT Systems for Pharmacies	20,699	17,798	19,082	18,658	19,074
IT Systems for Clinics	2,564	2,321	2,921	2,403	2,656
IT Systems for Long-Term Care / Welfare	570	677	513	752	833
Other	1,174	1,120	1,094	1,125	1,125
Adjustment	Δ171	Δ178	Δ132	Δ178	Δ178
EBITDA	6,606	3,436	4,695	4,361	5,023
Operating Profits	4,464	2,522	3,627	3,316	4,031
Operating Margin	18.0%	11.6%	15.5%	14.6%	17.1%
Year-on-Year Growth Rate	91.6%	Δ43.5%	Δ18.7%	Δ8.6%	21.5%
IT Systems for Pharmacies	5,255	3,062	3,804	3,553	3,944
IT Systems for Clinics	Δ423	Δ431	109	Δ196	8
IT Systems for Long-Term Care / Welfare	Δ450	Δ161	Δ353	Δ94	26
Other	60	24	21	25	23
Adjustment	22	29	46	29	29
Ordinary Profits	5,184	3,154	4,389	3,939	4,634
Net Income	2,425	1,854	2,691	2,517	3,064
Dividends Per Share	35	35	39	38	47

* Year-on-year growth rate for the year ended December 31, 2026 is calculated from the revised forecast for the year ended December 31, 2025.

ROE Target

FY2024.12

ROE

11.8%



At the end of the
medium-term management
plan period

ROE target

17%

Shareholder Returns Policy

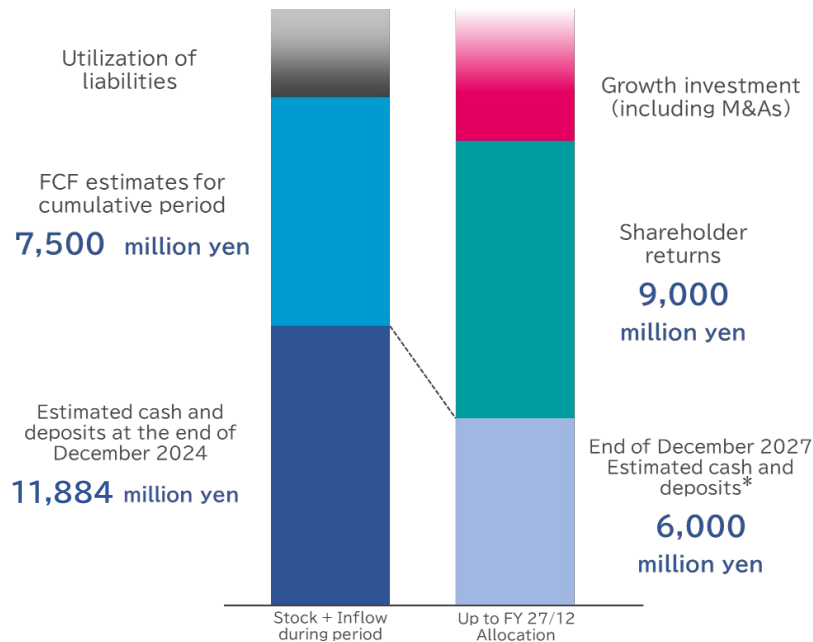
Dividend payout ratio
during the medium-term management period

100%

Review of Directors' Compensation System

In order to further promote the sharing of value with shareholders and investors, the Company has introduced a new performance-linked stock compensation plan, in addition to the existing restricted stock plan, with the achievement of the medium-term management plan targets as the KPI.

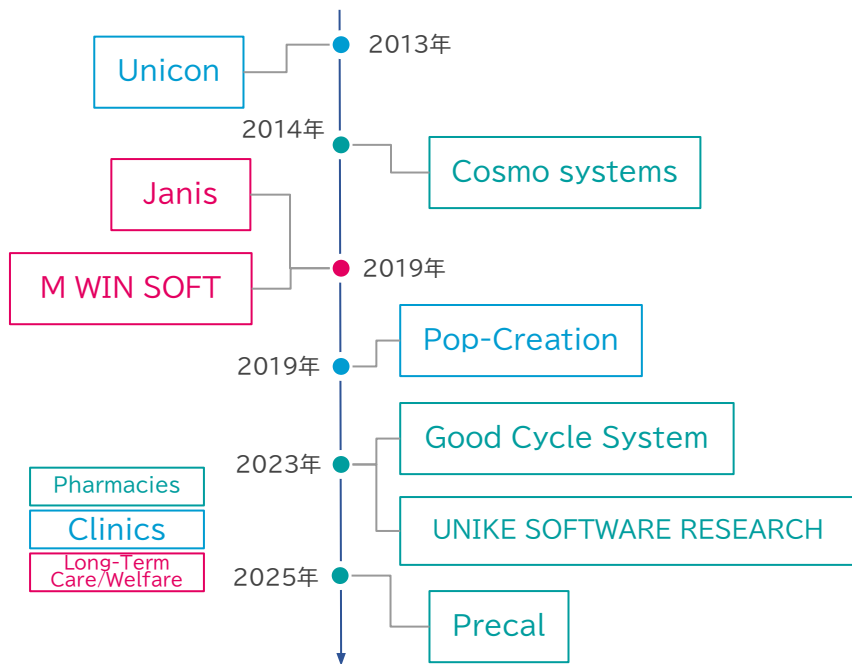
Capital Allocation



Appendix.

M&A Performance (Track Record and Effectiveness)

Since 2013, we have acquired eight companies with the aim of expanding our share of the dispensing market and acquiring customers that will serve as a foundation for entering new markets. We intend to continue identifying market changes and responding flexibly in order to expand our customer base in the pharmacy, clinic, and long-term care/welfare fields, and to improve our product lineup and quality.



Pharmacies

Number of customers : 8,000
Contributions to higher retention and ARPU by enhancing services such as electronic drug history and entry agency services.

Clinics

Number of customers : 1,700
Conclusion of M&As that contribute to the expansion of our base, including the expansion of sales channels.

Long-Term Care/Welfare

Number of Licenses : 11,000
Acquisition of product development resources, etc. to expand into the long-term care/welfare market.

Balance Sheet Summary

Units: millions of yen

	FY2024.12	FY2025 Q3	Change	Percentage Change
Assets	31,669	28,768	△2,900	△9.2%
Current Assets	18,349	14,009	△4,340	△23.7%
Fixed Assets	13,320	14,759	1,439	10.8%
Tangible Fixed Assets	1,241	1,387	146	11.8%
Intangible Fixed Assets	3,494	4,021	526	15.1%
Investments and Other Assets	8,584	9,350	766	8.9%
Liabilities	11,050	8,573	△2,477	△22.4%
Current Liabilities	9,072	7,180	△1,892	△20.9%
Fixed Liabilities	1,977	1,392	△585	△29.6%
Net Assets	20,619	20,195	△423	△2.1%
Shareholder's Equity	20,320	19,821	△499	△2.5%
Cumulative Amount of Other Comprehensive Income	213	283	70	32.9%
Stock Acquisition Rights	55	55	0	0.0%
Non-controlling Interests	29	35	5	18.8%

By Segment Sales Breakdown

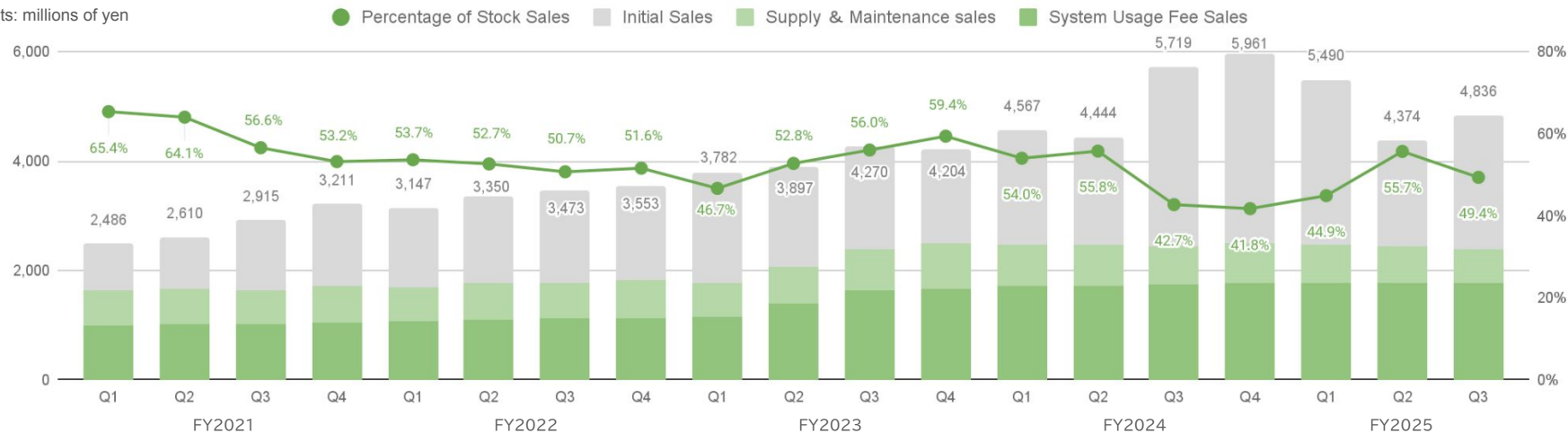
Units : millions of yen

	FY2024 Q3 Results	FY2025 Q3 Results	YoY change	YoY % change
Net Sales	17,755	18,114	359	2.0%
IT Systems for Pharmacies	14,733	14,723	△10	△0.1%
Initial	7,340	7,411	70	1.0%
System Usage Fee	5,178	5,352	173	3.3%
Consumable Goods	1,527	1,514	△12	△0.8%
Maintenance Service	687	445	△241	△35.2%
IT Systems for Clinics	1,840	2,256	415	22.6%
Initial	1,057	1,441	384	36.4%
System Usage Fee	652	728	75	11.6%
Consumable Goods	39	41	1	3.2%
Maintenance Service	90	45	△45	△50.2%
IT Systems for Long-Term Care/Welfare	447	394	△52	△11.8%
Initial	84	63	△21	△25.6%
System Usage Fee	183	184	1	0.6%
Consumable Goods	0	-	△0	-
Maintenance Service	179	147	△32	△18.0%
Other Businesses	849	839	△9	△1.1%
Adjustments	△115	△99	15	-

* Net sales by segment are the amounts before elimination of intersegment transactions.

Quarterly Sales (Pharmacies)

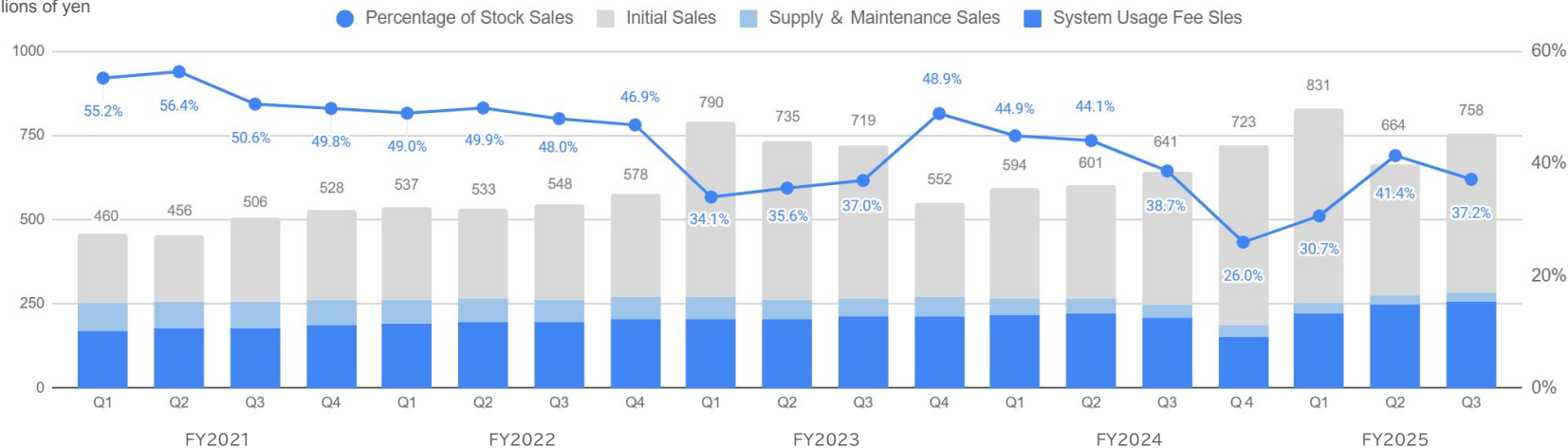
Units: millions of yen



	FY2021				FY2022				FY2023				FY2024				FY2025		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Initial Sales	860	938	1,265	1,502	1,458	1,586	1,711	1,719	2,016	1,840	1,877	1,706	2,099	1,965	3,275	3,472	3,024	1,937	2,448
Supply & Maintenance Sales	622	650	631	667	621	664	640	704	617	654	769	835	754	756	703	710	686	656	617
System Sage Fee Sales	1,004	1,022	1,019	1,042	1,068	1,100	1,122	1,130	1,149	1,403	1,624	1,663	1,714	1,723	1,741	1,779	1,780	1,781	1,771

Quarterly Sales (Clinics)

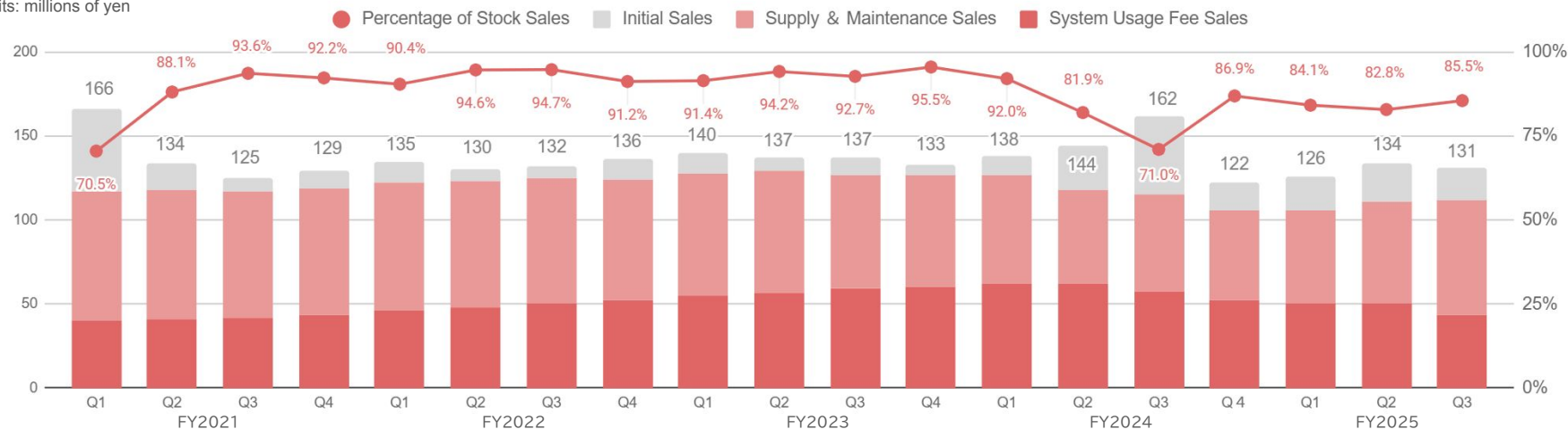
Units: millions of yen



	FY2021				FY2022				FY2023				FY2024				FY2025		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Initial Sales	206	199	250	265	274	267	285	307	521	473	453	282	327	336	393	535	576	389	476
Supply & Maintenance Sales	82	80	76	76	72	69	65	68	64	56	53	55	48	42	39	36	32	27	26
System Usage Fee Sales	172	177	180	187	191	197	198	203	205	206	213	215	219	223	209	152	223	248	256

Quarterly Sales (Long-Term Care/Welfare)

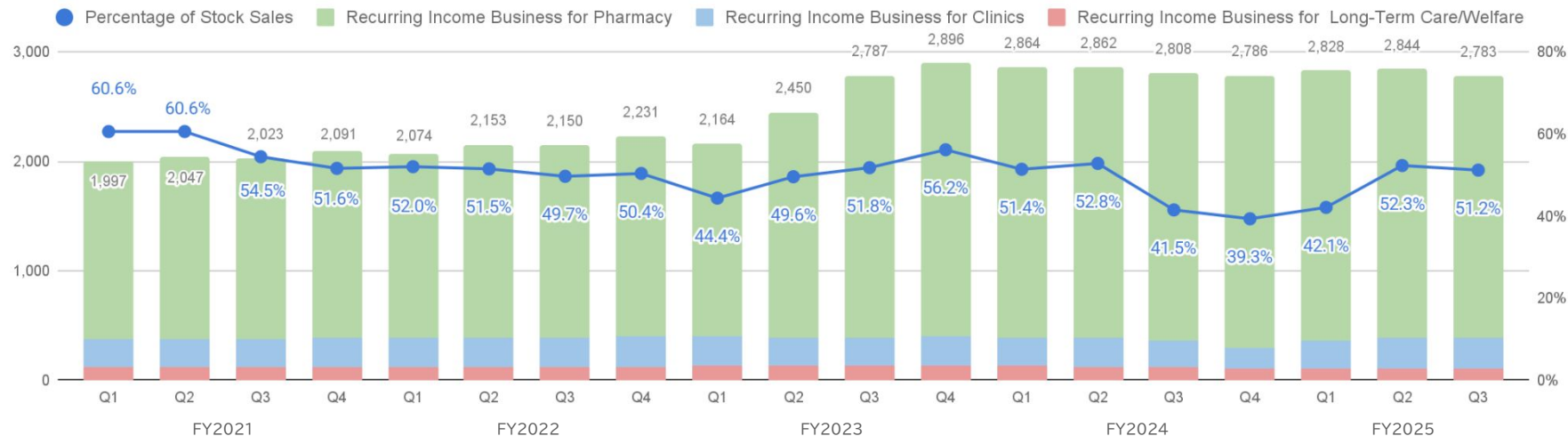
Units: millions of yen



	FY2021				FY2022				FY2023				FY2024				FY2025		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Initial Sales	49	16	8	10	13	7	7	12	12	8	10	6	11	26	47	16	20	23	19
Supply & Maintenance Sales	77	77	75	75	76	75	74	72	73	72	68	67	65	56	57	54	55	60	68
System Usage Fee Sales	40	41	42	44	46	48	51	52	55	57	59	60	62	62	58	52	51	51	44

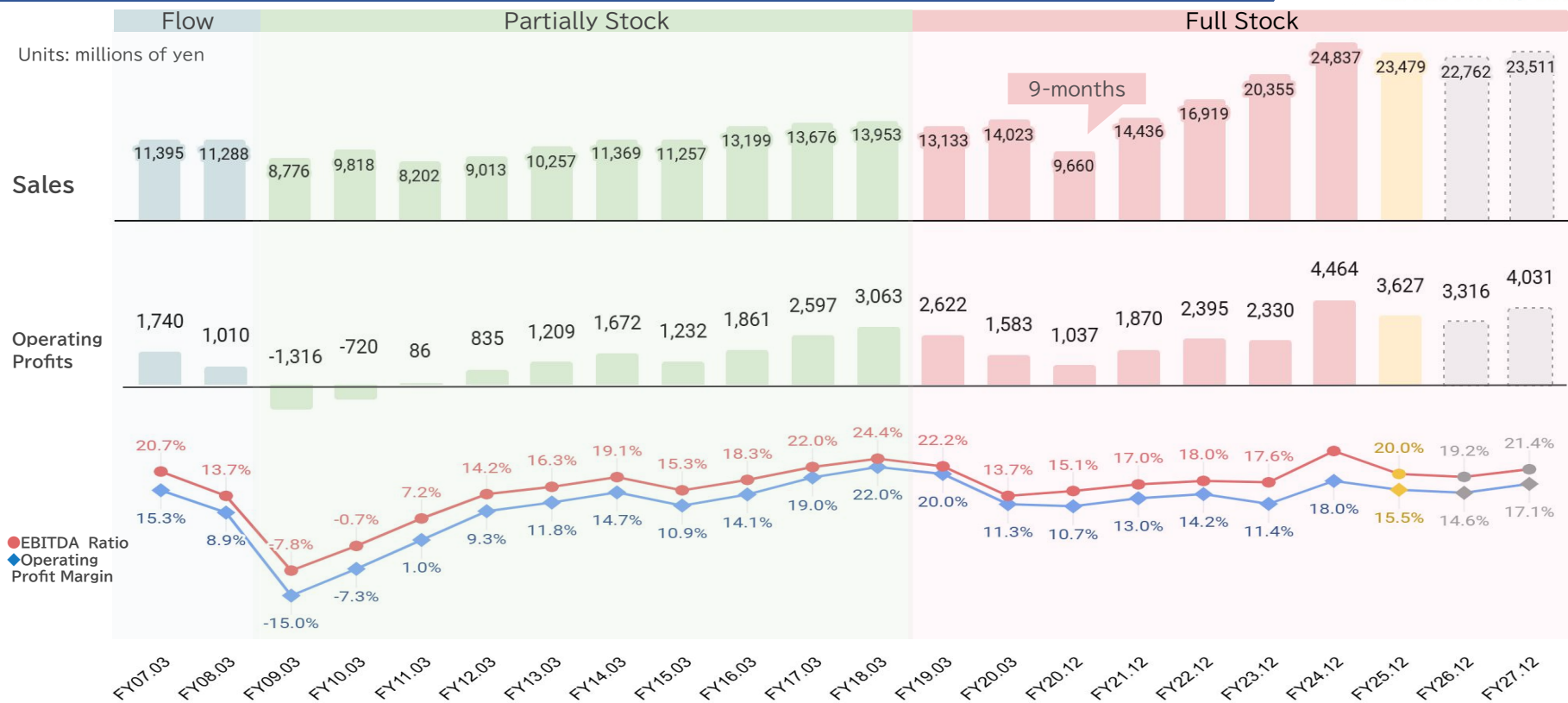
By Segment Recurring Income Business (Quarterly Sales)

Units: millions of yen



	FY2021				FY2022				FY2023				FY2024				FY2025		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Recurring Income Business for Pharmacy	1,626	1,672	1,650	1,709	1,689	1,764	1,762	1,835	1,766	2,057	2,394	2,499	2,469	2,479	2,444	2,492	2,466	2,457	2,389
Recurring Income Business for Clinics	254	257	256	263	263	266	263	271	270	263	266	270	268	265	248	188	255	276	282
Recurring Income Business for Long-Term Care/Welfare	117	118	117	119	122	123	125	125	128	130	127	127	127	118	116	106	107	111	112

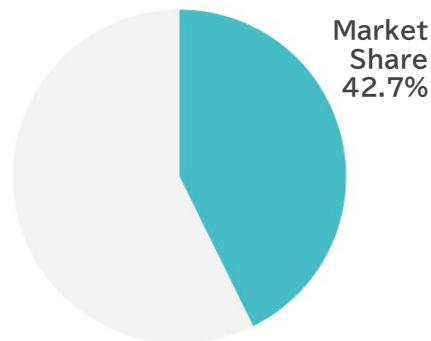
Changes in Consolidate Results by Fiscal Year



Our Share and Our Approach to Expanding Our Share

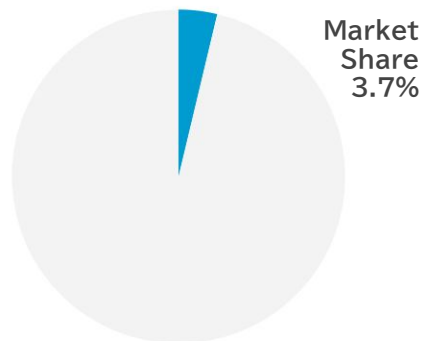
While each market continues to consolidate around the top manufacturers, there are still many mid-sized vendors with several thousand customers
Vendors with 10,000 or fewer customers bear a heavy burden when developing systems in response to revisions
Our intention is to increase our share of each market by continuing to actively pursue M&As

IT Systems for Pharmacies



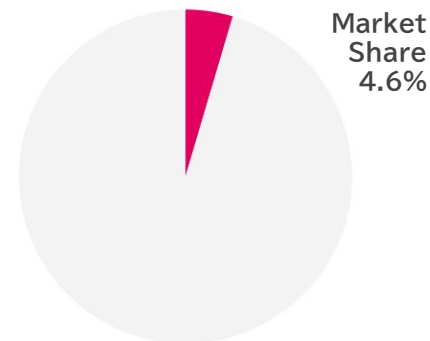
Number of customers: 23,493 (QoQ Δ 662)
Target population: 55,000

IT Systems for Clinics



Number of customers: 3,366 (QoQ +208)
Target population: 90,000

IT Systems for Long-Term Care/Welfare



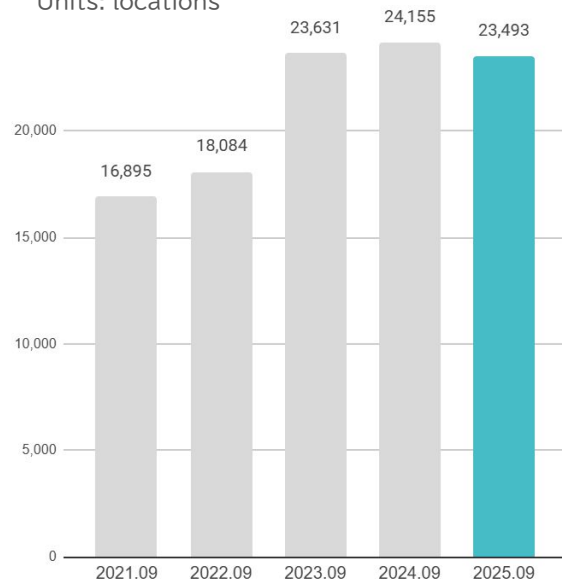
Number of customers: 13,284 (QoQ Δ 1,078)
Target population: 290,000

(As of September 30, 2025)

Trends in Number of Customers

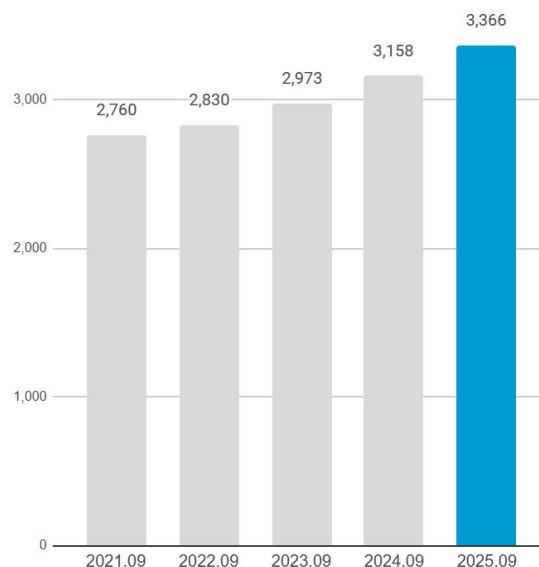
IT Systems for Pharmacies

Units: locations



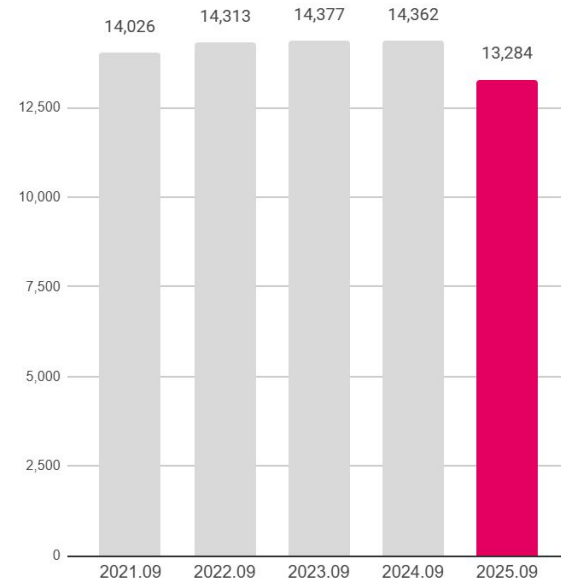
IT Systems for Clinics

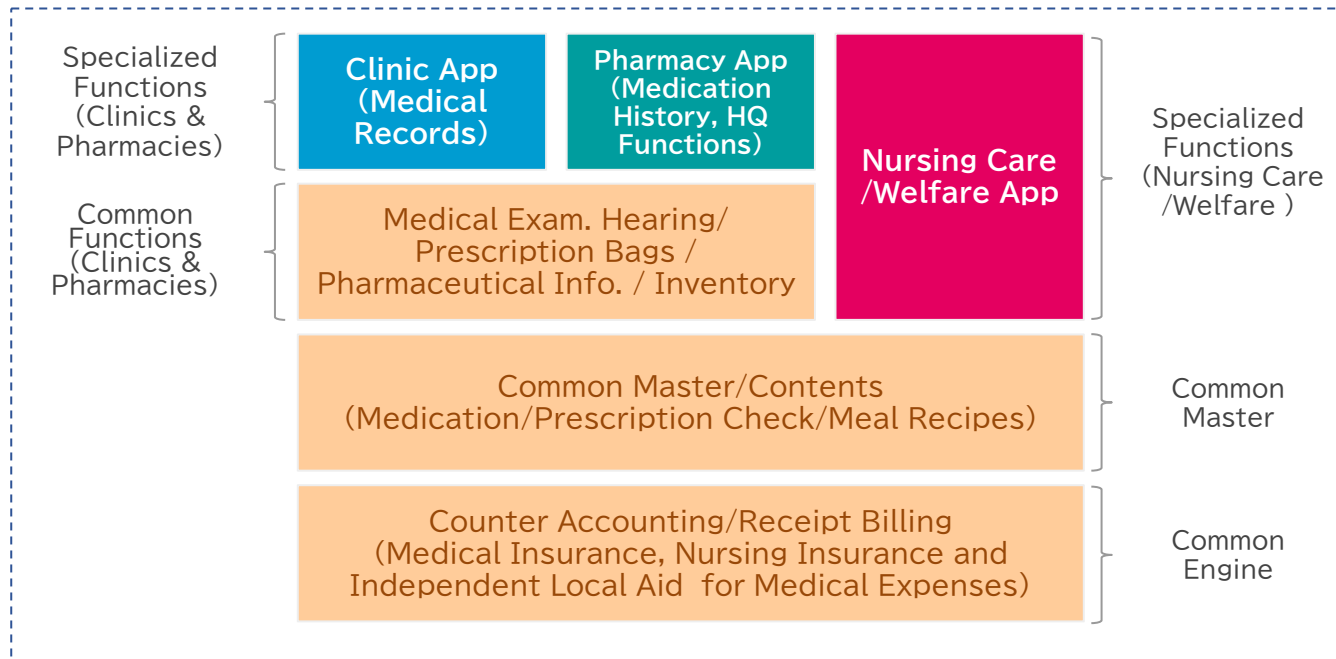
Units: locations



IT Systems for Long-Term Care/Welfare

Unit: licenses





Online Qualification Check

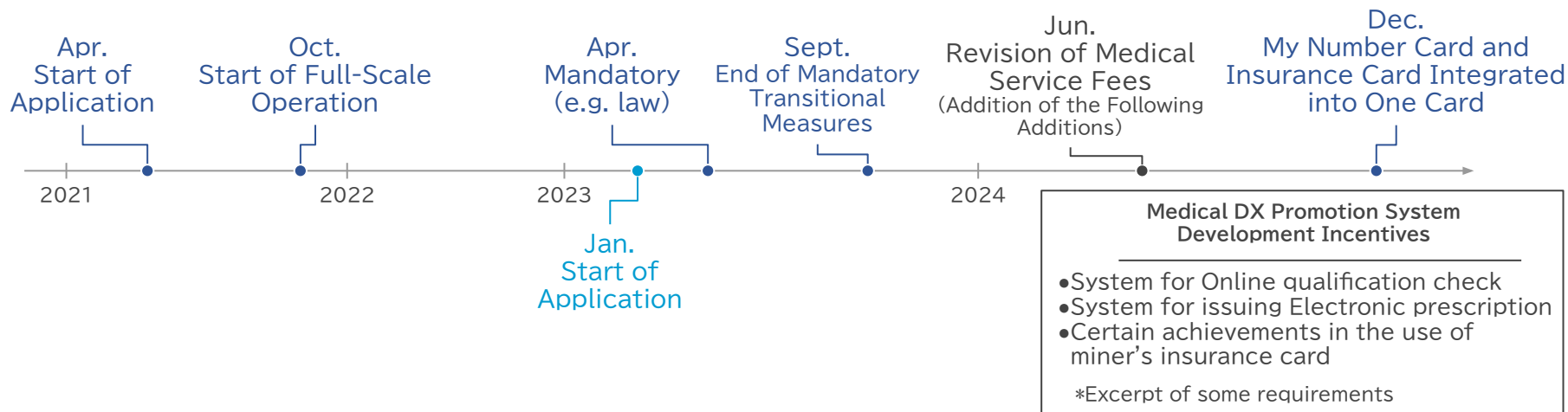
Obligation

- Application and installation largely complete.

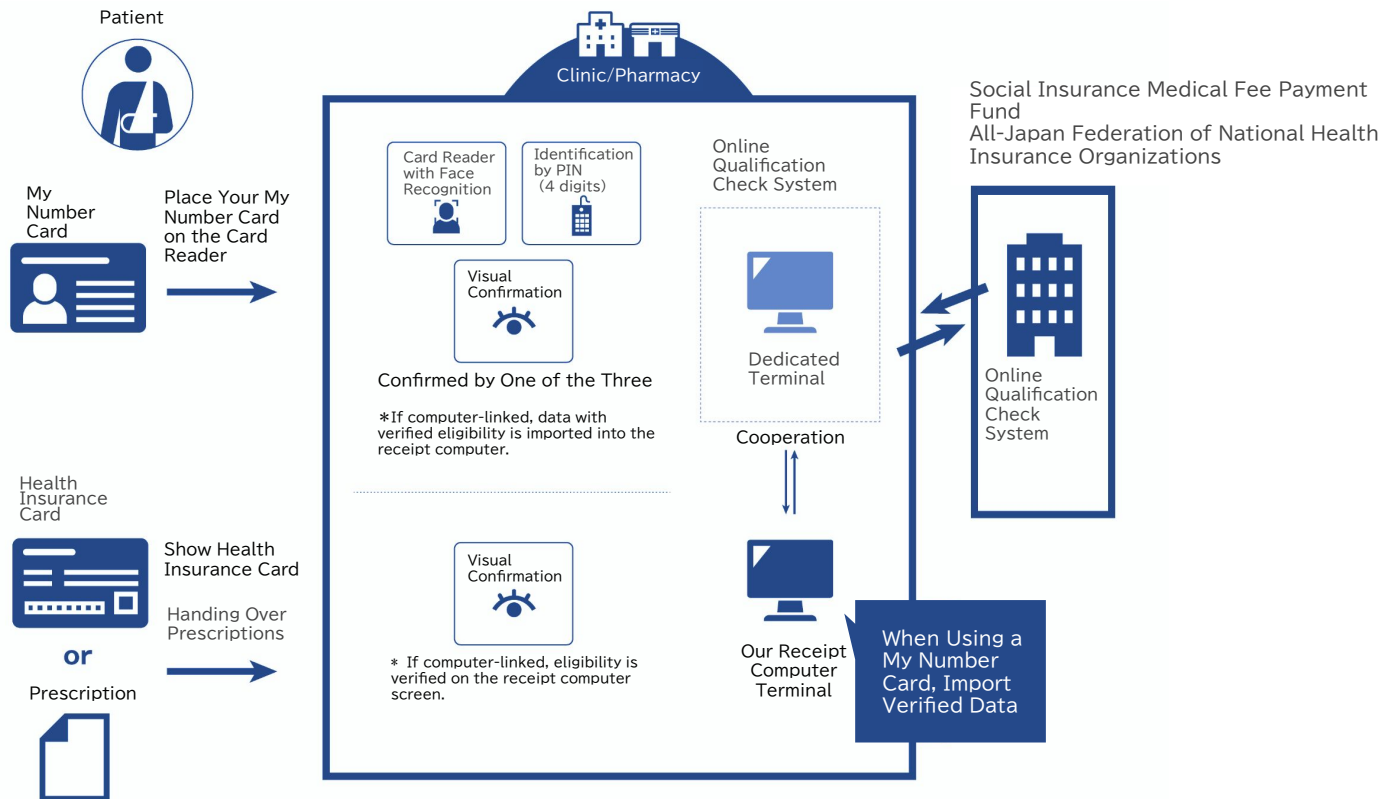
Electronic Prescription

Recommendation

- Applications and installations are being made

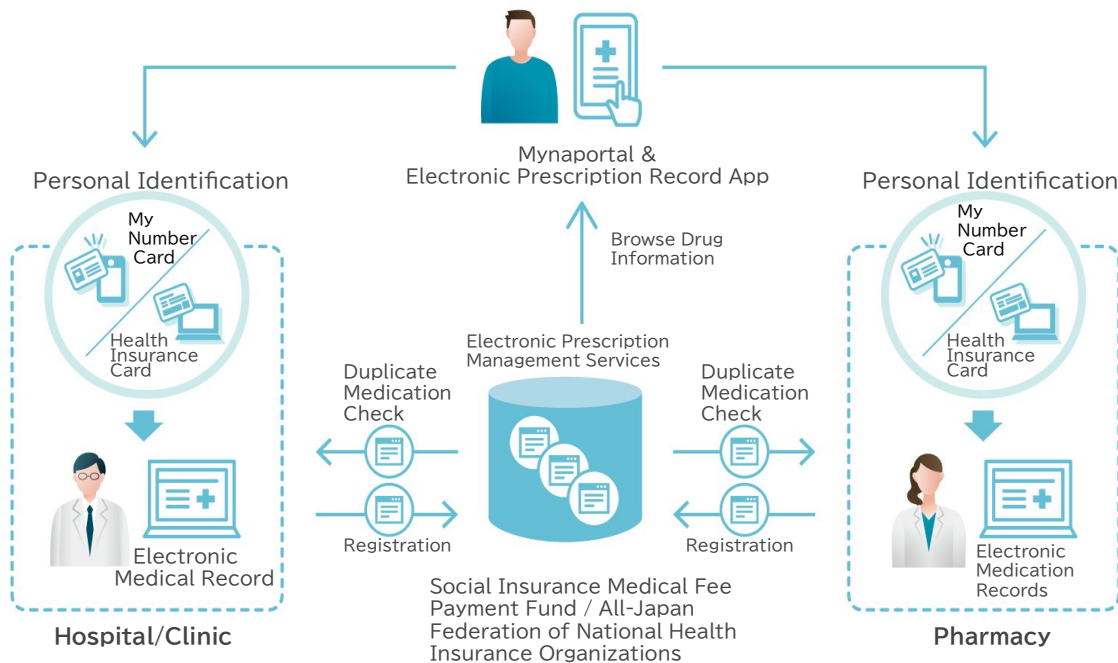


How the Online Qualification Check System Works



How Electronic Prescription Function

Electronic prescription are a system for managing prescriptions electronically. It enables users to refer to the latest prescription and dispensing information at multiple medical institutions and pharmacies, and to check for duplicate medications.



In order to visualize the medium-term management plan [Enhancement of Business Foundation] and achieve sustainable corporate growth, we will implement a review of the long-term goals through 2030, and will continue to integrate ESG issues into our management strategies, including human resource education and governance enhancements.

Important Issue	Major KPIs Through 2030
1. Digital Solutions for the Future of Medical and Long-Term Care/Welfare	<ol style="list-style-type: none"> Provision of new solutions and services utilizing advanced technologies (number of cases) Number of facilities linking medical information collaboration (EHR service) : 1,200 facilities (including medical institutions and insurance pharmacies) Promotion of other industries and new partnerships and collaborations (number of alliances): 10 companies Contributions to advanced academic research and administrative promotion in the medical field (number of cases)
2. Secure Information Foundation and Governance to Build Trust	<ol style="list-style-type: none"> No serious security incidents (continued) Zero scandals and major violations of laws and regulations (continued) Acquisition and maintenance of Information Security Management System (ISMS) certification Implementation of BCP drills: Once a year (continued) Compliance training e-learning completion rate: 100% per year Continuous evaluation and improvement of the effectiveness of the quality control functions
3. Human and Earth Health That Support Sustainable Growth	<p>Human Capital</p> <ol style="list-style-type: none"> Ratio of women in management positions: 30%, Male childcare leave acquisition rate: 30% Equivalent to [A] in the employee engagement survey rating Continuation of Excellent Corporation for Health & Productivity Management Human resources investment to enhance employee transformation adaptability (annual training hours / personnel, expenses / personnel) <p>Environmental Considerations</p> <ol style="list-style-type: none"> Greenhouse gas emissions (Scope 1+2): 25% reduction compared to 2020 Electronic ratio of major internal and external processes (electronic contracts, etc.): 80%

Aim for further corporate growth and contributions to society by encouraging each and every employee to shine and improve the vitality of the organization as a whole.

Revision of Business Structure (From January 2025)

Change to a company-specific business organizational system (company structure) to transform into an organization that improves business profitability.

Improve the strategic execution capabilities of each company.

Promote autonomous growth by delegating authority.

Strengthen specialized leadership development and specialized human resource development according to business characteristics.

Enhancement of Employee Engagement

Regularly conduct employee engagement surveys to identify and resolve issues related to the organization's direction and strategy promotion.

Improvement activities at each company, organization, and company level based on the results.

Activate and strengthen organizational culture.

Invest in health management and well-being.

External Evaluations

- Recognized as an Excellent Corporation for Health & Productivity Management 2024
- Recognized as 3.5 stars in the Nikkei Sustainable Comprehensive Survey Smart Work Management Edition
- FTSE Blossom Japan Sector Relative Index: continued authorization



FTSE Blossom
Japan Sector
Relative Index

Support for Tennis Academies and Professional Tennis Players

Support for the Tennis Academy *Ai Love All Tennis Academy*

Affiliation contract with professional tennis players

Organization of events for medical practitioners *EM Tennis Clinic*

Activity Information of Affiliated Player

Pro Tennis Player Saki Imamura

Doubles champion
ITF World Tennis Tour W100/Incheon,
Korea (W100 Incheon)



From left: Saki Imamura (EM Systems) and her partner,
Park So-hyun

Sports Support Activity Information

EM Tennis Clinic Held in FUKUOKA

Participating Pro: Representative Aiko Nakamura (in Ai Love All T.A.),
Saki Imamura (in EM SYSTEMS), Yudai Umeoka (in Kanda Dental Clinic),
and Coach Kunio Koga (Ai Love All T.A.)



Research Support Activities

- **Donations to Medical AI/Digital Twin Development Course (Course Head: Specially-Appointed Assistant Professor Yoshimasa Kawazoe M.D., Ph.D.)**

Endorsing the purpose of activities of the University of Tokyo's Course on Artificial Intelligence in Healthcare, which aims to develop a foundation for new medical services based on AI and ICT, we started donating to the course from fiscal year 2017. From fiscal 2023, we plan to continue contributing to the research and development of this course in support of the establishment of the Medical AI/Digital Twin Development Course, which is an extension of this course.

- **Support for examination of next-generation electronic medical record base (Representative: Professor Kazuhiko Ohe, M.D., Ph.D. at the University of Tokyo)**

Participation in the activities of *NeXEHRs*, established with the goal of constructing a next-generation electronic medical record sharing platform.

- **Participation in PHR Proliferation Activities (Representative: Professor Taku Iwami Ph.D. at Kyoto University)**

Participation in the activities of the *PHR Promotion Council* (General Incorporated Association), which aims to promote the appropriate proliferation of Personal Health Records (PHR) and contribute to further improving health and safety, and support for the proliferation of a system enabling individuals to utilize data relating to medical care, long-term care, health, etc. at their own discretion.

Supporting Activities

- **Participation in the Cross-Ministerial Strategic Innovation Promotion Program (SIP) (Cabinet Office)**
Participating as a cooperating organization in the formulation of specifications for core functions of *Cloud-Based Standardized Electronic Medical Record* within the SIP program's third phase (from 2023), led by the Cabinet Office's *Council for Science, Technology and Innovation*.
- **Contribution to the promotion of digital transformation in the medical field**
We participated early on in building the foundation for medical digital transformation led by the Ministry of Health, Labor and Welfare, and contributed to its nationwide spread through model projects for Online Qualification Check and Electronic Prescription. Leveraging the knowledge gained through this project, we are currently working to create further medical information sharing systems, including Electronic Medical Chart Information Sharing Service.

Donation Activities

- **Commencement of Acceptance of Donations of EM Online Shop Points (Japanese Red Cross Society and WFP)**
Addition of a donation option as a redemption item for points granted to customers based on their purchase amounts of supplies and consumables.
The Company adds 10% to the total donation amount compiled from customer point redemptions.



医療・介護を「#ありがとう」に変えていく

The contents in this presentation materials are based on assumptions judged to be valid and information available to the Company's management at the time they were prepared.

The Company assumes no obligation to update or revise any information, whether as a result of new information, future events or otherwise.

As forecasts contained herein are based on assumptions of numerous uncertain factors,

Actual results may differ significantly from these forecasts for a number of reasons.

EM SYSTEMS CO., LTD. IR Section

Inquiries: <https://emsystems.co.jp/ir/mailform.html>