

# Results of Operations

## for December 2025, 1st Quarter



May 15, 2025  
TSE Prime Section:4820

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# Topics

## Business Results

### Considerable Advance in the Incorporation of Welfare Administration-Related Measures

Options related to Electronic Prescription and Online Qualification Check accelerated compared to the initial plan.

### On Forecasts for the Interim Term Due to Growth in Q1 Results Upward Revision

Assuming that this is due to the fact that welfare administration-related sales were brought forward to Q1, this time we have revised upwards only for the interim period.

In Q2, we expect expenses related to office repairs. We will closely monitor the situation and revise the full-year earnings forecast as necessary.



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

## Pharmacies

Services in the Welfare Administration domain continue to drive results, and preparations to provide high-value-added solutions are in progress. A failure occurs in a specific system.

## Clinics

Although growth in the number of customers was moderate, in part due to the impact of last year's system problems on the acquisition of new customers, replacements by customers from other companies are steadily advancing.

## Long-Term Care

There were unplanned revisions to the system, and replacements to the MAPs series were promoted ahead of schedule, resulting in upfront 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.

## Our Image of Results, Including Those Relating to Welfare Administration

Addition Factors in Welfare Administration-Related  
on an Irregular Basis



# Performance Overview

## FY2025.Q1

## FY2025.Q1 Consolidated Results

|                   | Units:Millions of yen |                     |               |                              |
|-------------------|-----------------------|---------------------|---------------|------------------------------|
|                   | FY2024 Q1<br>Result   | FY2025 Q1<br>Result | YoY<br>change | Compared to<br>previous year |
| Sales             | 5,571                 | 6,714               | 1,142         | 20.5%                        |
| EBITDA            | 1,230                 | 2,032               | 802           | 65.2%                        |
| Operating profits | 720                   | 1,533               | 812           | 112.8%                       |
| Ordinary profits  | 873                   | 1,701               | 828           | 94.8%                        |
| Net income        | 571                   | 1,139               | 567           | 99.3%                        |

## FY2025.Q1 Topics

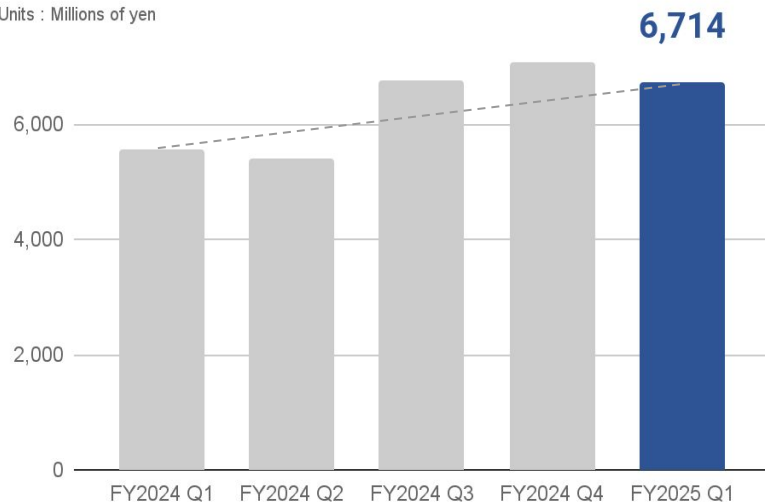
- Sales:** Initial-system sales increased due to new sales promotions for "Sumareki with Recepty" and replacements in MAPs series.  
Incorporation of Welfare Administration (electronic prescription and online qualification check optional software) ahead of initial expectations.
- EBITDA:** Significant growth due to the effects of the accelerated installation of Welfare Administration (electronic prescription and online qualification check optional software).
- Operating Profits:** Although a provision was recorded for expenses to deal with malfunctions in a specific system in the pharmacy segment, an increase in sales from the Welfare Administration business and a decrease in depreciation expenses due to impairment losses implemented in the previous fiscal year resulted in an increase compared to the previous fiscal year.

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

# Sales / Operating Profits-Summary

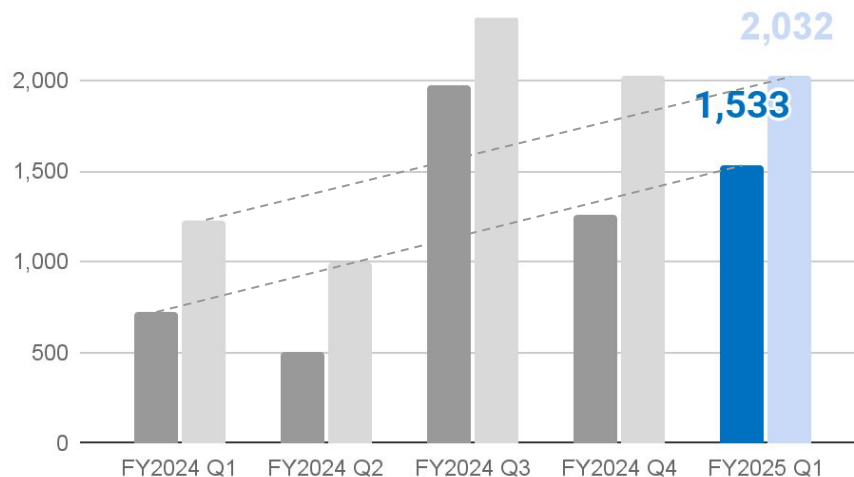
## Sales

Units : Millions of yen



## Operating profit EBITDA

Units : Millions of yen



\* EBITDA is calculated by adding back depreciation and amortization and one-time expenses such as special compensation for employees, sales promotion expenses, and system failures to operating income.

# Status by Segment

## FY2025.Q1

# Sales / Operating Profits-Summary(By Segment)

In welfare administration-related, full-year forecasts progressed ahead of schedule in Q1, bringing together both the pharmacy and clinic segments.

In the long-term care/welfare segment, operating losses increased from the initial plan in Q1 due to upfront expenses resulting from the advance of some measures.

## IT Systems for Pharmacies

Initial sales increased significantly due to an increase in initial system sales (of 291 million yen), including new sales expansion of the "Sumareki with Recepty" and an increase in initial system sales such as services accompanying in-house product replacements (in addition to an increase in sales of the online qualification check system (mainly optional software) (430 million yen)) and an increase in electronic prescription sales (of 222 million yen).

Although billing sales increased slightly due to new sales promotions, replacement of proprietary products, and switching to hardware manufacturer maintenance, sales of recurring income remained stable overall due to a drop in maintenance sales.

Although a provision was recorded for expenses to deal with malfunctions in certain systems, the introduction and installation of optional software for Electronic Prescription and Online Qualification Check was brought forward from the initial schedule, resulting in a significant increase in operating profit.

## IT Systems for Clinics

Initial sales increased significantly due to an increase in sales of Electronic Prescription (+173 million yen) and an increase in sales of Online Qualification Check systems and optional software (+34 million yen).

Despite the end of the impact on billing sales due to system failures, sales of recurring income declined slightly overall due to a drop 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 income returned to profitability due to the advance in the installation of optional software for Electronic Prescription and Online Qualification Check from initial expectations.

## 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.

Despite an increase in the number of licenses for MAPs for NURSING CARE, billing and maintenance sales for the entire segment decreased due to the impact of user departures during the transition period from Hibiki and Symphony, etc.

Despite a decrease in depreciation expenses due to impairment losses last year, operating losses remained largely unchanged due to the upfront impact of expenses from strategic replacements of 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<br>Q1 | FY2025<br>Q1 | YoY<br>change | YoY %<br>change |
|---------------------------|--------------|--------------|---------------|-----------------|
| Pharmacies                | 4,569        | 5,490        | 921           | 20.2%           |
| Clinics                   | 596          | 831          | 235           | 39.5%           |
| Long-Term<br>Care/Welfare | 139          | 127          | △11           | △8.1%           |
| Other                     | 299          | 298          | 0             | △0.3%           |

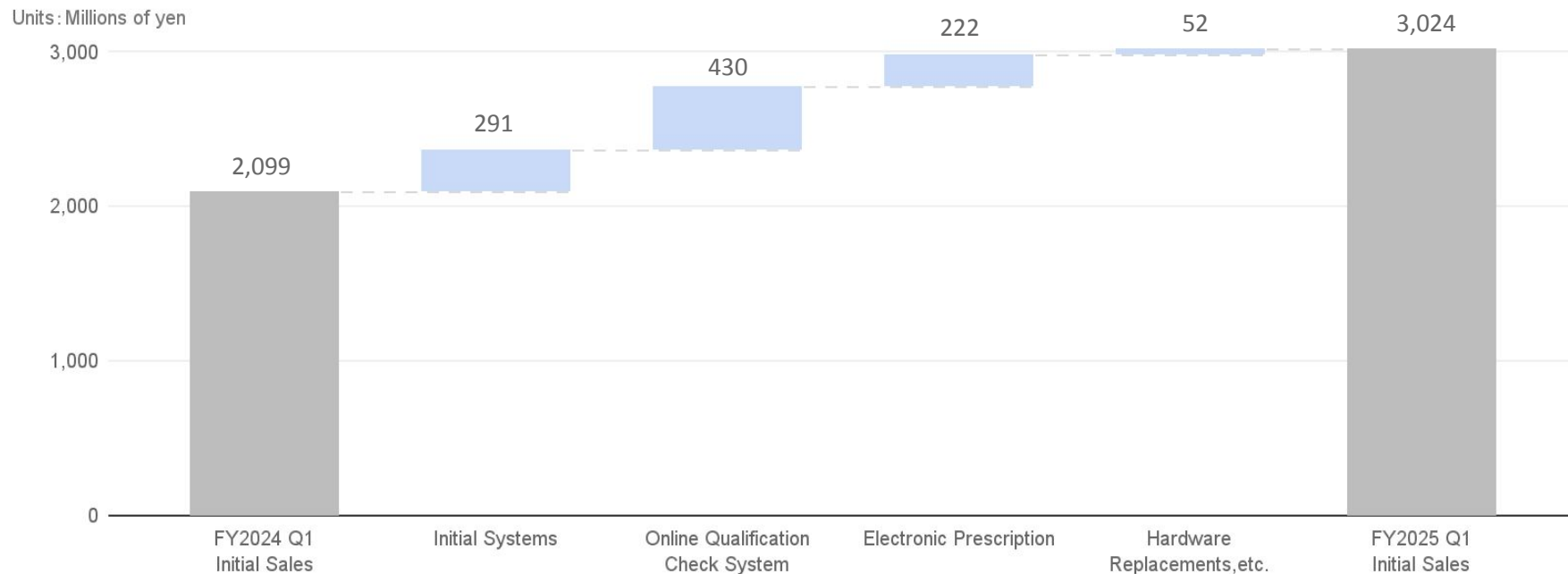
## Operating Profits

Units: Millions of yen

|                           | FY2024<br>Q1 | FY2025<br>Q1 | YoY<br>change | YoY %<br>change |
|---------------------------|--------------|--------------|---------------|-----------------|
| Pharmacies                | 863          | 1,459        | 596           | 69.1%           |
| Clinics                   | △86          | 123          | 210           | -               |
| Long-Term<br>Care/Welfare | △104         | △97          | 6             | -               |
| Other                     | 36           | 22           | △13           | △37.8%          |

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

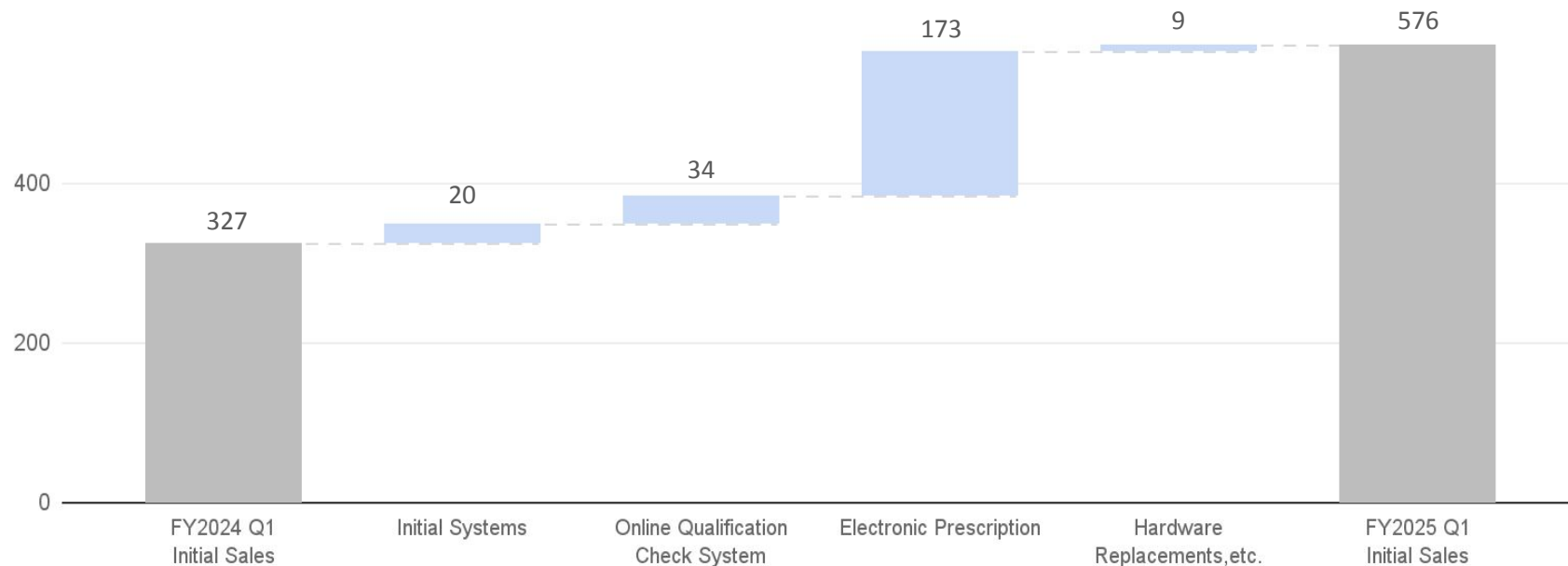
## Increase/Decrease in Initial Sales



\* 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.

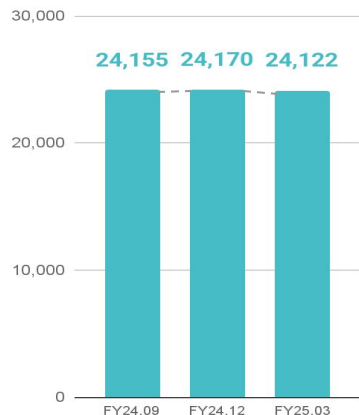
ARPU of pharmacies increased slightly due to the replacement of in-house products and the progress in incorporating welfare administration-related products.

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

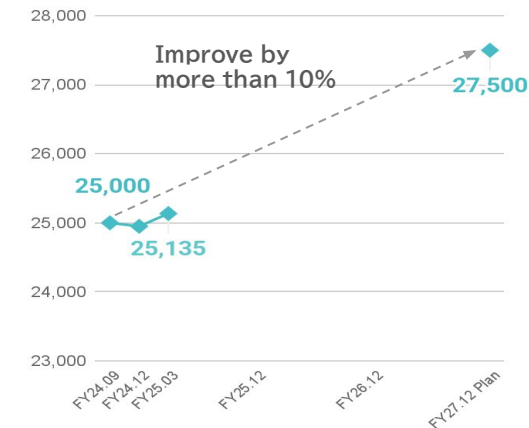
Units: locations



- 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

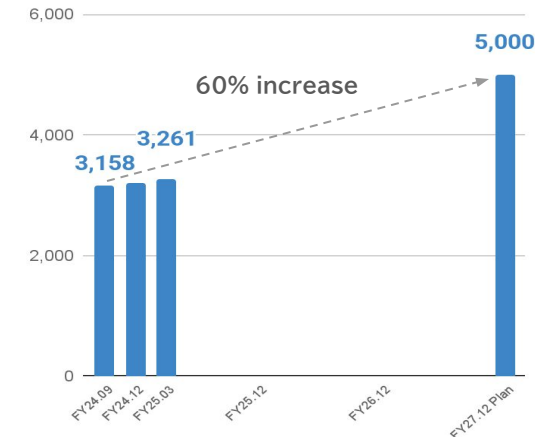
Units: yen



## 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.Q2

# FY2025.Q2 Earnings Forecast (Consolidated)

In FY2025.Q1, a provision was recorded due to a failure in a specific system in the pharmacy segment, but due to the early concentration of demand related to Welfare Administration, performance progressed ahead of the full-year plan, so the earnings forecast was revised upward. Expenses such as office repairs are expected to occur in Q2. Please note that this review only applies to interim results.

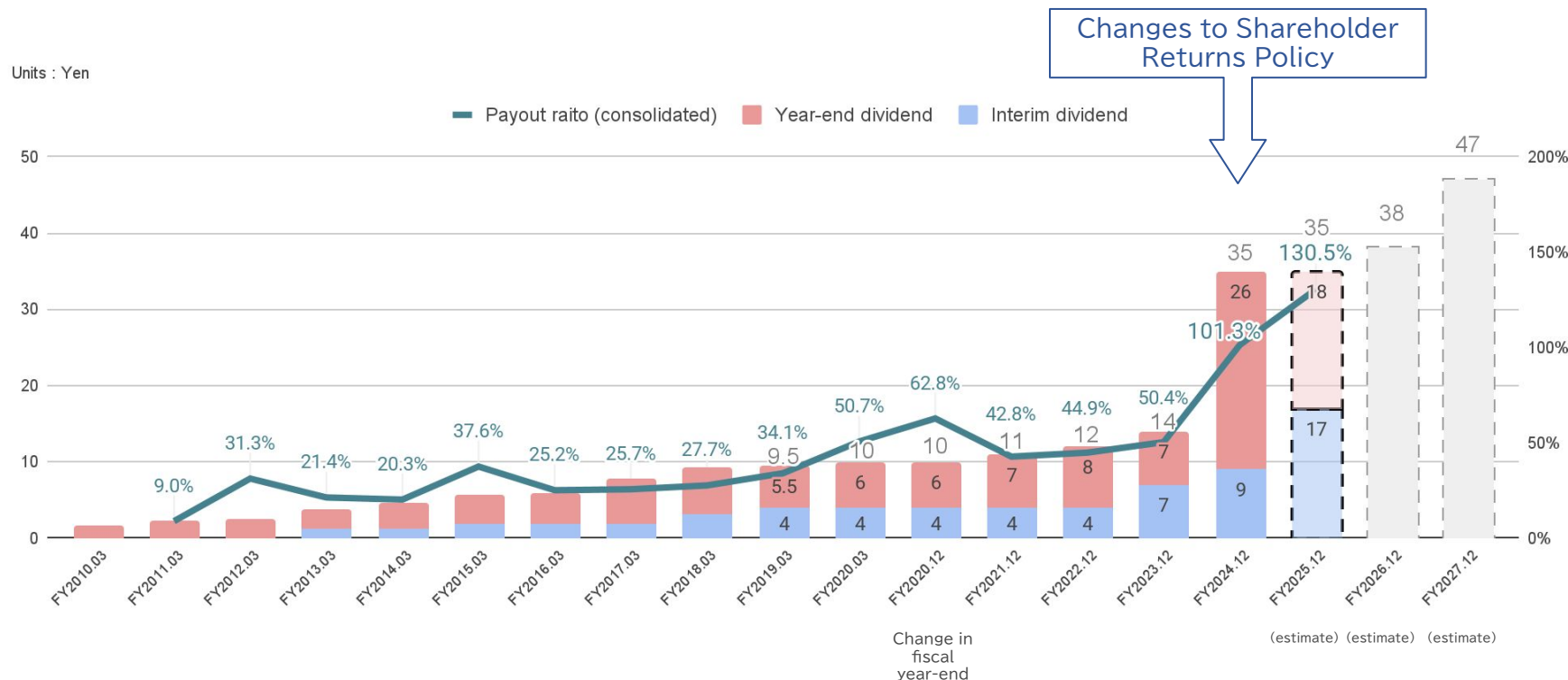
In addition to advancing the incorporation of Electronic Prescription and Online Qualification Check related options, due to the end of windows10 support and responses to the Public Medical Hub : PMH that connects local governments, medical institutions, and other organizations, the impact on this fiscal year's results must be monitored closely.

| Units:Millions of yen        |                                     |                                     |          |                 |
|------------------------------|-------------------------------------|-------------------------------------|----------|-----------------|
|                              | FY2025<br>Q2<br>Initial<br>Forecast | FY2025<br>Q2<br>Revised<br>Forecast | Variance | Variance<br>(%) |
| <b>Sales</b>                 | 10,870                              | 11,927                              | 1,057    | 9.7%            |
| <b>Operating<br/>Profits</b> | 1,261                               | 1,790                               | 528      | 41.9%           |
| <b>Ordinary<br/>Profits</b>  | 1,577                               | 2,140                               | 562      | 35.7%           |
| <b>Net<br/>Income</b>        | 927                                 | 1,445                               | 518      | 55.9%           |

# Shareholder Returns

# Trends in Shareholder Returns

There are no changes to the interim and final dividend forecasts from the previously announced forecasts.



\*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 of total shares issued* |
|----------------------|-------------------------|------------------------------------|
| 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.  
To respond to Care Plan Data Linkage System and LIFE support\* improve data accuracy.



Start of Electronic Medical Chart Information Sharing Service in which electronic medical record information for patients is shared at medical institutions nationwide, and gradual response of each company's system.

## 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.



Participation in the government-promoted electronic medical record standardization verification project



OEM provision of our infrastructure systems and applications to other companies

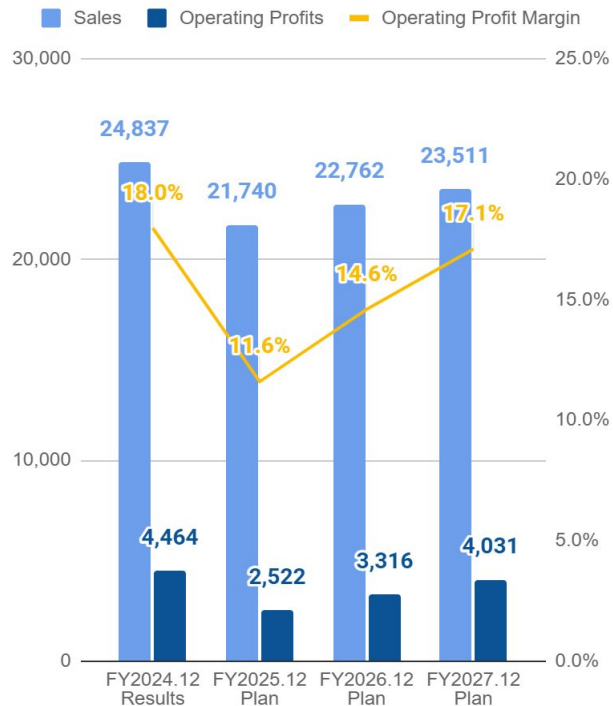
Clinics

Pharmacies

Long-Term  
Care/Welfare

## Performance Targets

Units: Millions of yen



## Business Strategy

|                                    | Pharmacies                                    | Clinics             | Long-Term Care/Welfare |
|------------------------------------|-----------------------------------------------|---------------------|------------------------|
| Segment strategy                   | Expand Market Share of Wallets                | Market Share Expand | Achieve Profitability  |
| Enhancement of Business Foundation | Establishment of a Sustainable System         |                     |                        |
|                                    | Further Promotion of Human Capital Management |                     |                        |
|                                    | Improvement of Capital Efficiency             |                     |                        |

# FY2025-FY2027 Medium-Term Management Plan - 2

| (Millions of yen)                       | FY2024.12<br>Results | FY2025.12<br>Plan | FY2026.12<br>Plan | FY2027.12<br>Plan |
|-----------------------------------------|----------------------|-------------------|-------------------|-------------------|
| <b>Sales</b>                            | <b>24,837</b>        | <b>21,740</b>     | <b>22,762</b>     | <b>23,511</b>     |
| <b>Year-on-Year Growth Rate</b>         | <b>22.0%</b>         | <b>Δ12.5%</b>     | <b>4.7%</b>       | <b>3.3%</b>       |
| IT Systems for Pharmacies               | 20,699               | 17,798            | 18,658            | 19,074            |
| IT Systems for Clinics                  | 2,564                | 2,321             | 2,403             | 2,656             |
| IT Systems for Long-Term Care / Welfare | 570                  | 677               | 752               | 833               |
| Other                                   | 1,174                | 1,120             | 1,125             | 1,125             |
| Adjustment                              | Δ171                 | Δ178              | Δ178              | Δ178              |
| <b>EBITDA</b>                           | <b>6,606</b>         | <b>3,436</b>      | <b>4,361</b>      | <b>5,023</b>      |
| <b>Operating Profits</b>                | <b>4,464</b>         | <b>2,522</b>      | <b>3,316</b>      | <b>4,031</b>      |
| <b>Operating Margin</b>                 | <b>18.0%</b>         | <b>11.6%</b>      | <b>14.6%</b>      | <b>17.1%</b>      |
| <b>Year-on-Year Growth Rate</b>         | <b>91.6%</b>         | <b>Δ43.5%</b>     | <b>31.5%</b>      | <b>21.5%</b>      |
| IT Systems for Pharmacies               | 5,255                | 3,062             | 3,553             | 3,944             |
| IT Systems for Clinics                  | Δ423                 | Δ431              | Δ196              | 8                 |
| IT Systems for Long-Term Care / Welfare | Δ450                 | Δ161              | Δ94               | 26                |
| Other                                   | 60                   | 24                | 25                | 23                |
| Adjustment                              | 22                   | 29                | 29                | 29                |
| <b>Ordinary Profits</b>                 | <b>5,184</b>         | <b>3,154</b>      | <b>3,939</b>      | <b>4,634</b>      |
| <b>Net Income</b>                       | <b>2,425</b>         | <b>1,854</b>      | <b>2,517</b>      | <b>3,064</b>      |
| <b>Dividends Per Share</b>              | <b>35</b>            | <b>35</b>         | <b>38</b>         | <b>47</b>         |

## ROE Target

FY2024.12

ROE

11.8%



At the end of the  
medium-term management  
plan period

ROE target

17%

## Shareholder Returns Policy

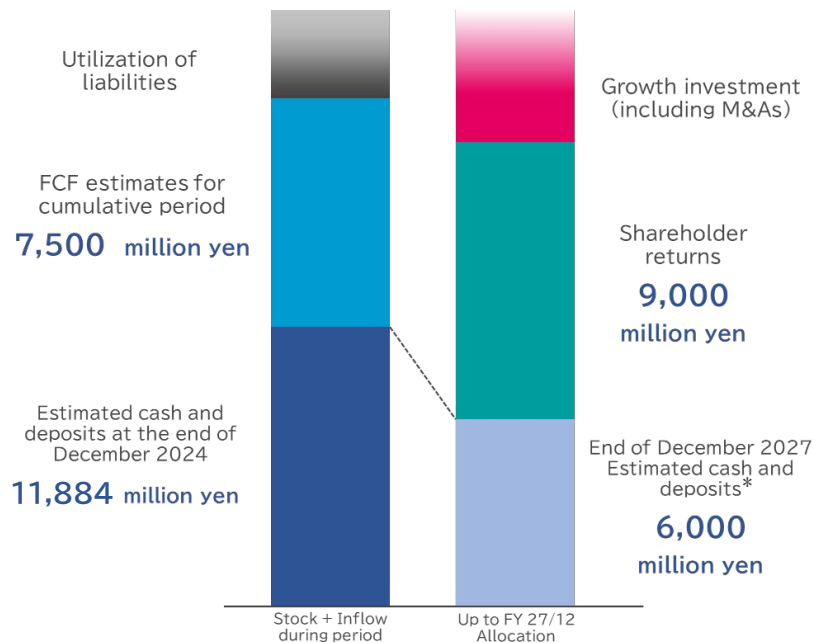
Dividend payout ratio  
during the medium-term management period

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.

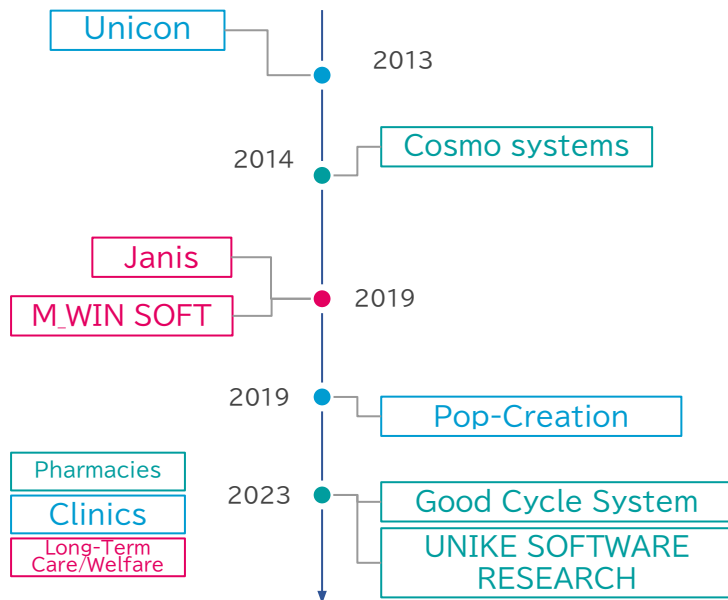
## Capital Allocation



# Appendix.

# M&A Performance (Track Record and Effectiveness)

7 M&As since 2013 to increase market share in the dispensing market and to acquire customers 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 those relating to electronic drug history records.

## 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<br>Q1 | Change | Percentage<br>Change |
|-------------------------------------------------|-----------|--------------|--------|----------------------|
| <b>Assets</b>                                   | 31,669    | 29,139       | △2,530 | △8.0%                |
| Current Assets                                  | 18,349    | 15,785       | △2,564 | △14.0%               |
| Fixed Assets                                    | 13,320    | 13,353       | 33     | 0.3%                 |
| Tangible Fixed Assets                           | 1,241     | 1,205        | △35    | △2.9%                |
| Intangible Fixed Assets                         | 3,494     | 3,313        | △180   | △5.2%                |
| Investments and Other Assets                    | 8,584     | 8,834        | 250    | 2.9%                 |
| <b>Liabilities</b>                              | 11,050    | 9,173        | △1,876 | △17.0%               |
| Current Liabilities                             | 9,072     | 7,408        | △1,664 | △18.3%               |
| Fixed Liabilities                               | 1,977     | 1,765        | △212   | △10.7%               |
| <b>Net Assets</b>                               | 20,619    | 19,965       | △653   | △3.2%                |
| Shareholder's Equity                            | 20,320    | 19,665       | △654   | △3.2%                |
| Cumulative Amount of Other Comprehensive Income | 213       | 210          | △3     | △1.5%                |
| Stock Acquisition Rights                        | 55        | 55           | 0      | 0.0%                 |
| Non-controlling Interests                       | 29        | 33           | 4      | 14.5%                |

# By Segment Sales Breakdown

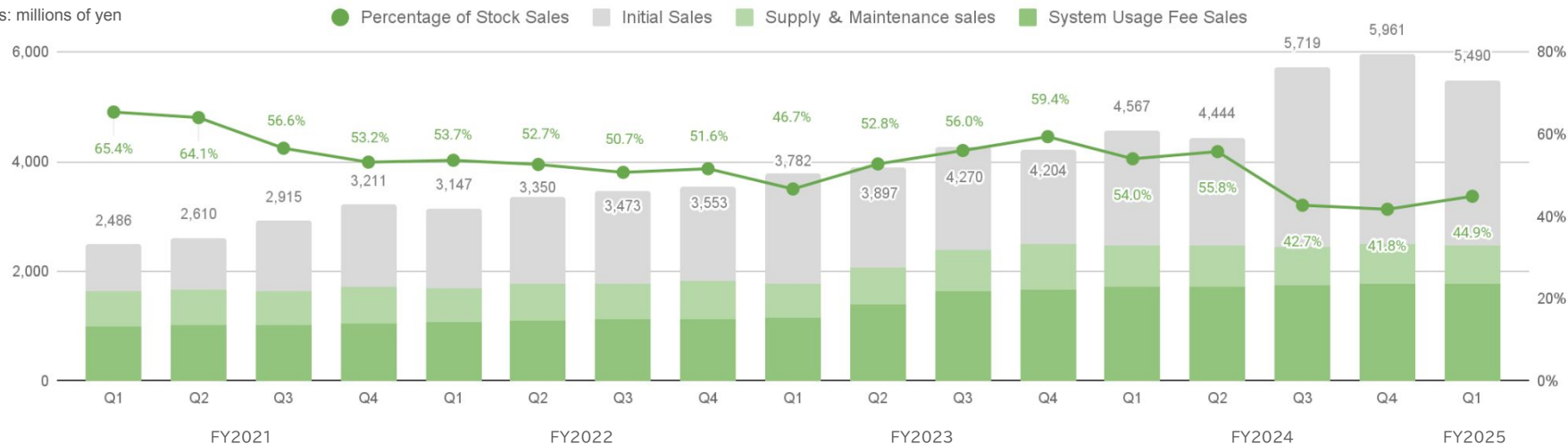
Units : Millions of yen

|                                              | FY2024<br>Q1 Results | FY2025<br>Q1 Results | YoY change | YoY % change |
|----------------------------------------------|----------------------|----------------------|------------|--------------|
| <b>Net Sales</b>                             | 5,571                | 6,714                | 1,142      | 20.5%        |
| <b>IT Systems for Pharmacies</b>             | 4,569                | 5,490                | 921        | 20.2%        |
| Initial                                      | 2,099                | 3,024                | 924        | 44.0%        |
| System Usage Fee                             | 1,714                | 1,779                | 65         | 3.8%         |
| Consumable Goods                             | 508                  | 526                  | 18         | 3.6%         |
| Maintenance Service                          | 246                  | 159                  | △86        | △35.1%       |
| <b>IT Systems for Clinics</b>                | 596                  | 831                  | 235        | 39.5%        |
| Initial                                      | 327                  | 576                  | 248        | 76.0%        |
| System Usage Fee                             | 219                  | 223                  | 3          | 1.4%         |
| Consumable Goods                             | 12                   | 14                   | 1          | 14.9%        |
| Maintenance Service                          | 35                   | 17                   | △18        | △50.8%       |
| <b>IT Systems for Long-Term Care/Welfare</b> | 139                  | 127                  | △11        | △8.1%        |
| Initial                                      | 11                   | 20                   | 9          | 86.4%        |
| System Usage Fee                             | 62                   | 55                   | △7         | △11.6%       |
| Consumable Goods                             | 0                    | 0                    | 0          | -            |
| Maintenance Service                          | 65                   | 51                   | △13        | △20.8%       |
| <b>Other Businesses</b>                      | 299                  | 298                  | 0          | △0.3%        |
| <b>Adjustments</b>                           | △32                  | △34                  | △2         | -            |

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

# Quarterly Sales (Pharmacies)

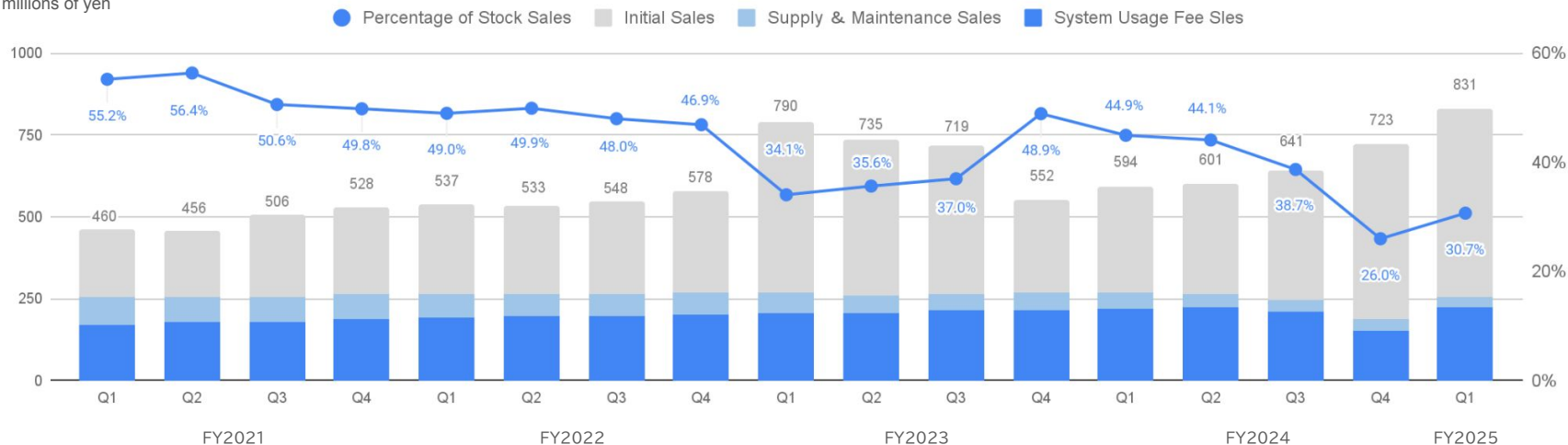
Units: millions of yen



|                            | FY2021 |       |       |       | FY2022 |       |       |       | FY2023 |       |       |       | FY2024 |       |       |       | FY2025 |
|----------------------------|--------|-------|-------|-------|--------|-------|-------|-------|--------|-------|-------|-------|--------|-------|-------|-------|--------|
|                            | Q1     | Q2    | Q3    | Q4    | Q1     | Q2    | Q3    | Q4    | Q1     | Q2    | Q3    | Q4    | Q1     | Q2    | Q3    | Q4    | Q1     |
| 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  |
| Supply & Maintenance Sales | 622    | 650   | 631   | 667   | 621    | 664   | 640   | 704   | 617    | 654   | 769   | 835   | 754    | 756   | 703   | 710   | 686    |
| 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  |

# Quarterly Sales (Clinics)

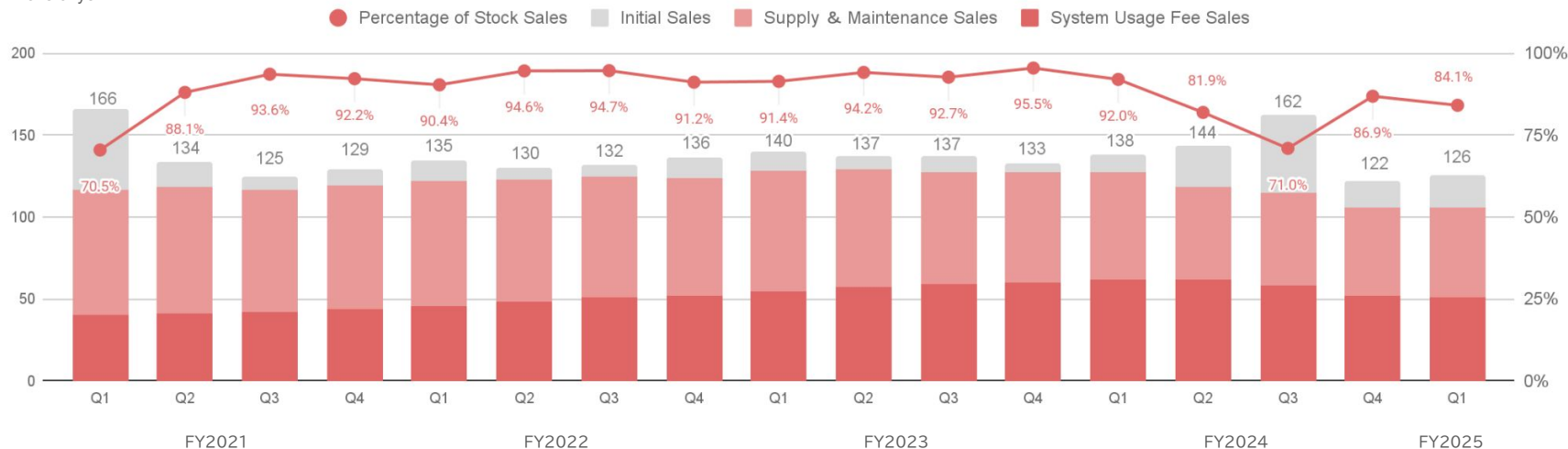
Units: millions of yen



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

# Quarterly Sales (Long-Term Care/Welfare)

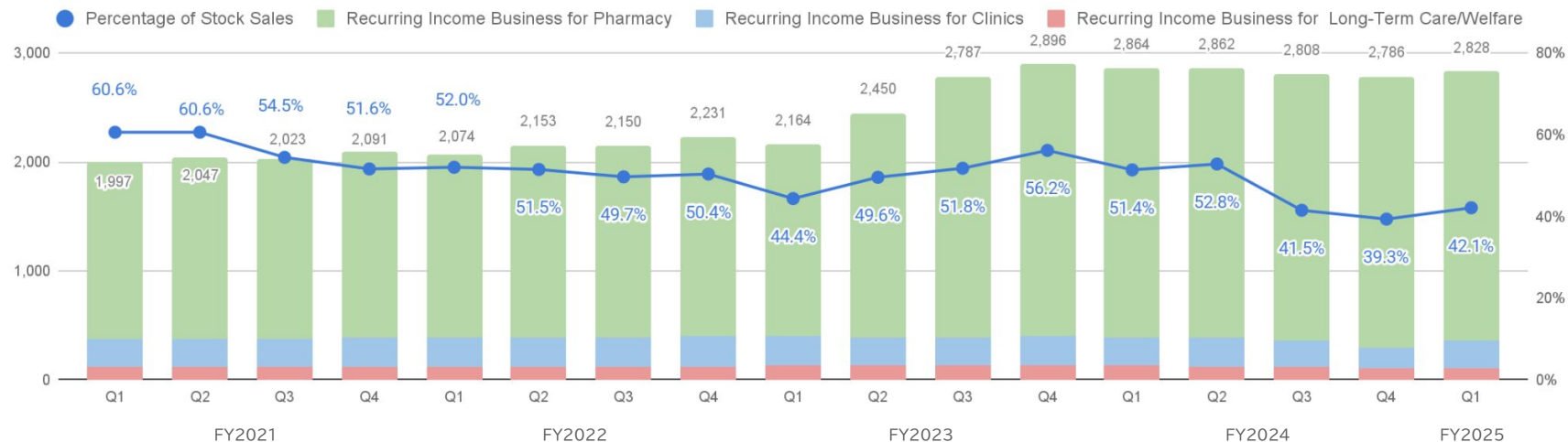
Units: millions of yen



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

# 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     |
| 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  |
| Recurring Income Business for Clinics                | 254    | 257   | 256   | 263   | 263    | 266   | 263   | 271   | 270    | 263   | 266   | 270   | 268    | 265   | 248   | 188   | 255    |
| 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    |

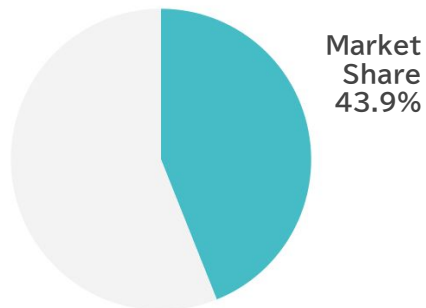
# Our Share and Our Approach to Expanding Our Share

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

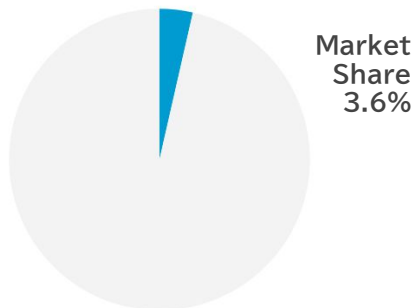
Our intention is to increase our share of each market by continuing to actively pursue M&As

## IT Systems for Pharmacies



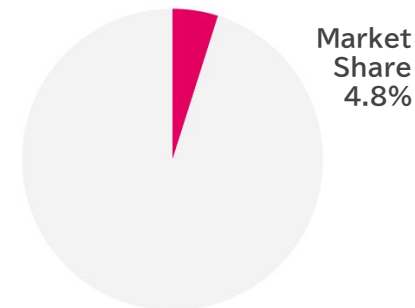
Number of customers: 24,122 (QoQΔ: 48)  
Target population: 55,000

## IT Systems for Clinics



Number of customers: 3,261 (QoQ+52)  
Target population: 90,000

## IT Systems for Long-Term Care/Welfare



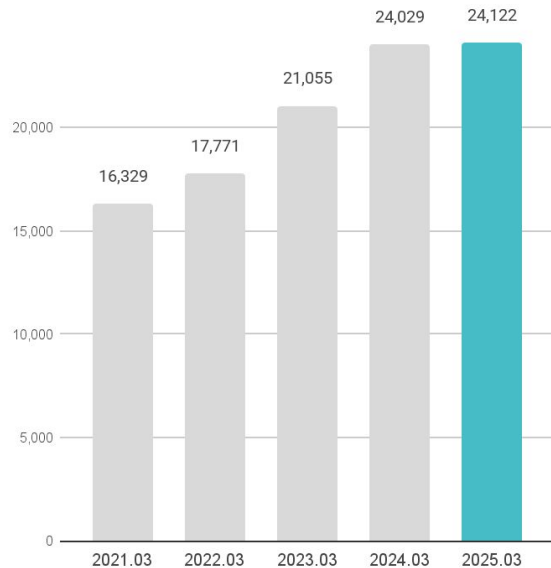
Number of customers: 13,993 (QoQ Δ: 215)  
Target population: 290,000

(As of March 31, 2025)

# Trends in Number of Customers

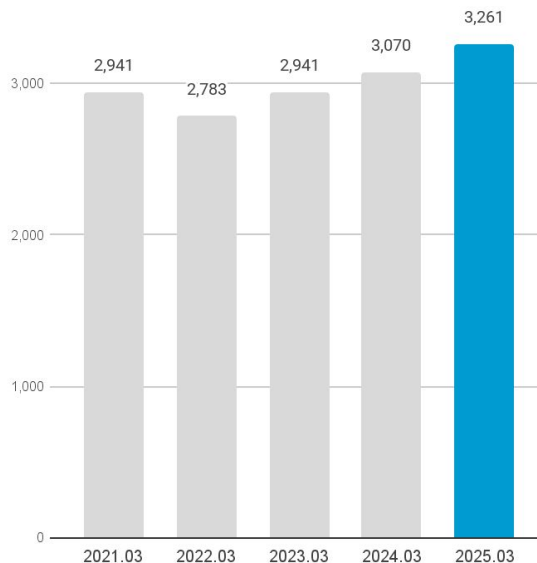
## IT Systems for Pharmacies

Units: locations



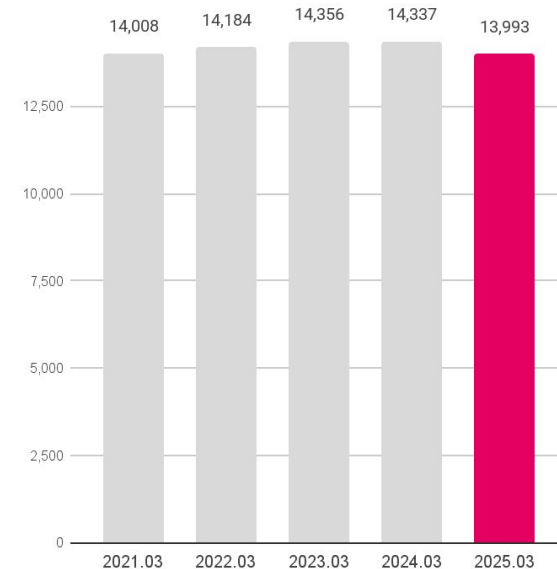
## IT Systems for Clinics

Units: locations

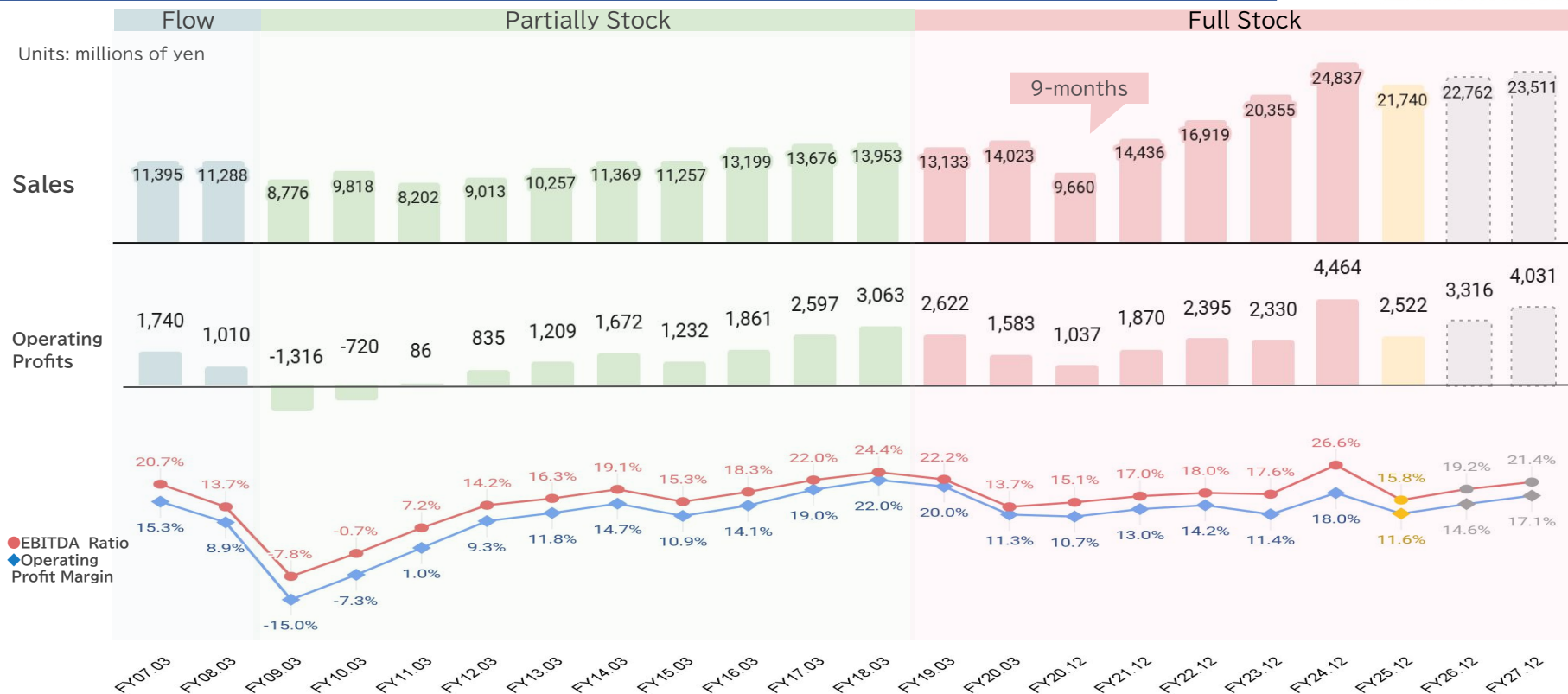


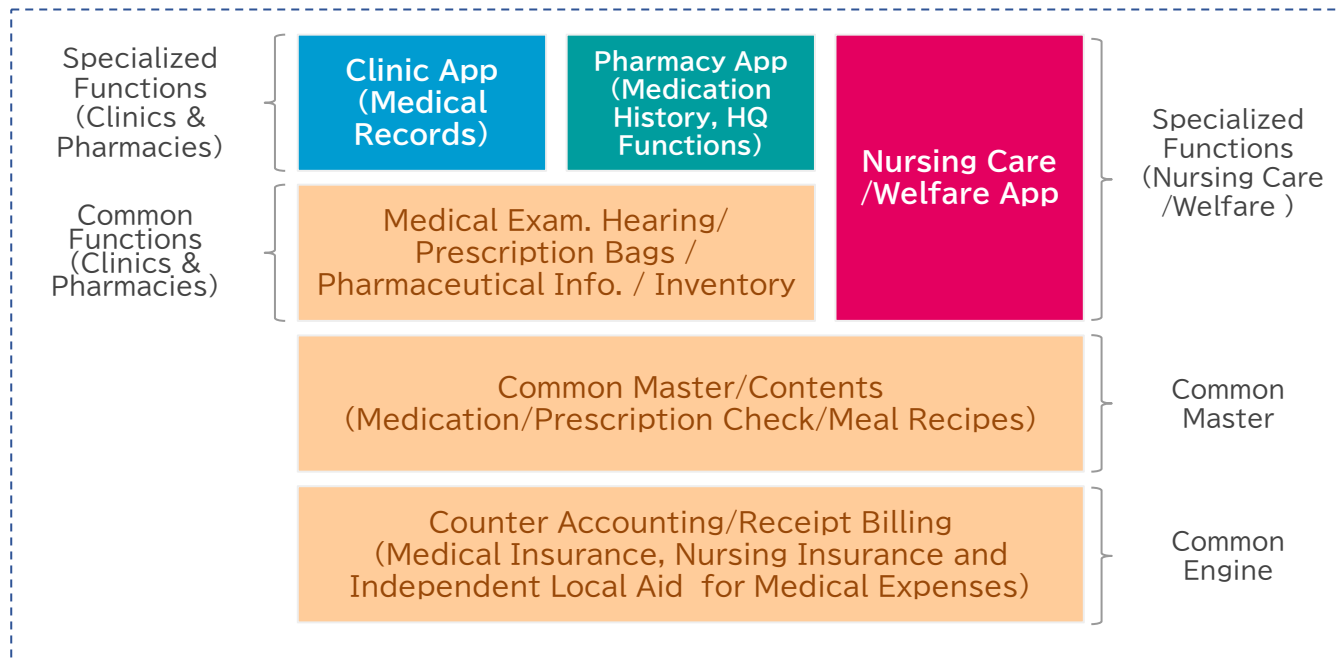
## IT Systems for Long-Term Care/Welfare

Unit: licenses



# Changes in Consolidate Results by Fiscal Year





## Online Qualification Check

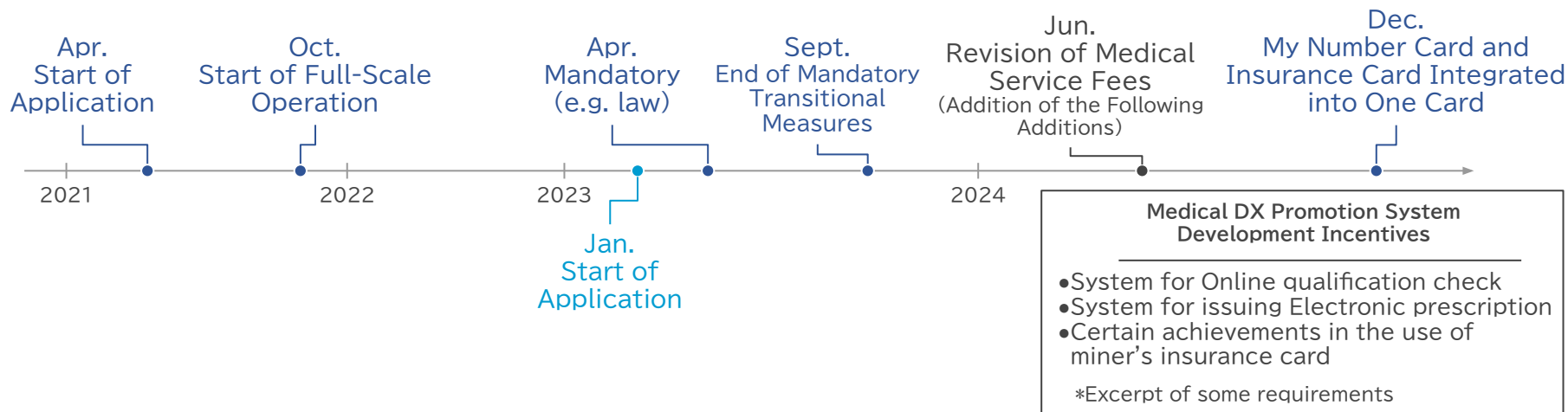
### Obligation

- Application and installation largely complete.

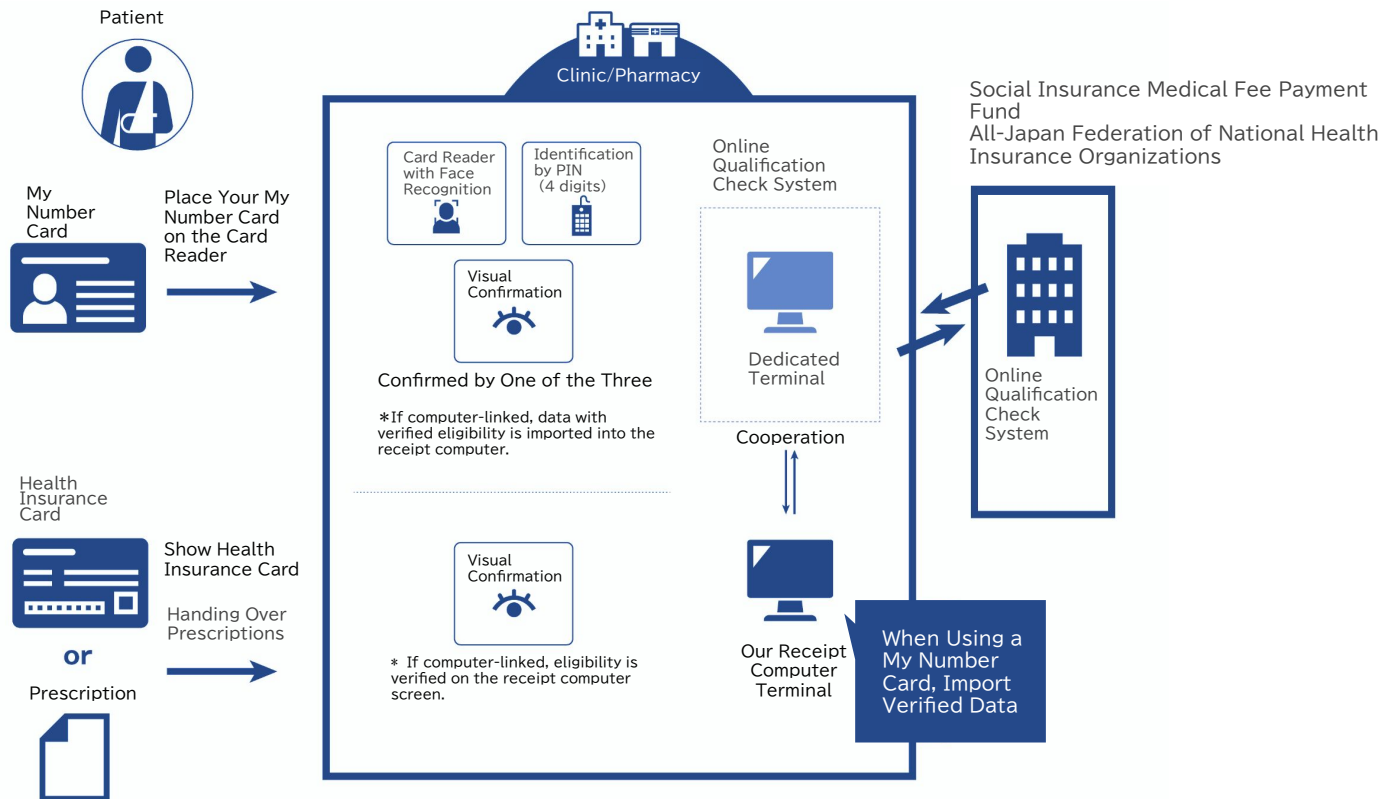
## Electronic Prescription

### Recommendation

- Applications and installations are being made

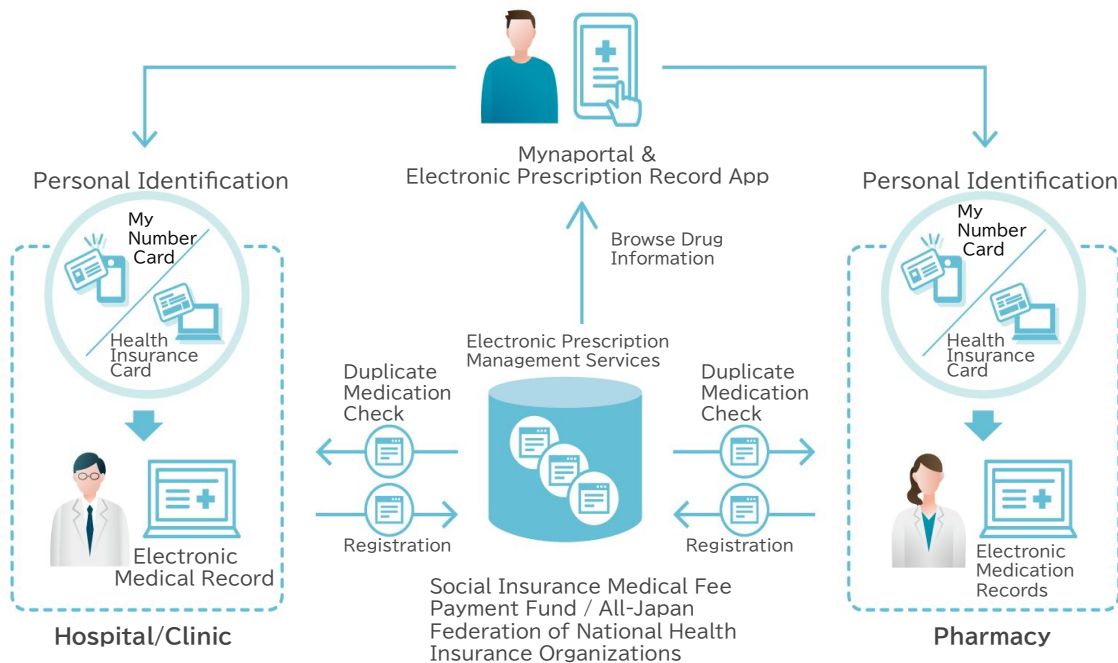


# How the Online Qualification Check System Works



# 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.



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



## 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]

### Introduction of Affiliated Athletes

#### Professional Tennis Players Saki Imamura



<2024 War Results>  
All-Japan Championship  
Singles Best 4  
Doubles Semi-Champion  
W15 Singles Champion 2 Times  
W15 Doubles Champion  
W50 Doubles Champion

#### Professional Tennis Players Yamanaka Taiyo



<2024 War Results>  
M15 Doubles Champion  
M15 Singles  
Best 4 2 Times

## 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.
- **Participation in Examination of Next-Generation Electronic Medical Record Base (Representative: Professor Kazuhiko Ohe, M.D., Ph.D. at the University of Tokyo)**  
We participate in the activities of NeXEHRs, which was established with the goal of constructing a next-generation electronic medical record sharing platform.  
Activities of the Next-Generation Common PF and the Working Group to Consider Cooperation with the IoT and AI
- **Support for Polypharmacy Measures (Representative: Professor Hirohisa Imai Ph.D. at the University of Teikyo)**  
We agree with the purpose of the polypharmacy measures promoted by the Society for the Promotion of Proper Drug Usage, and we support its activities as a special member.
- **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."
- **Advance Implementation of Online Qualification Check and Electronic Prescription (Ministry of Health, Labour and Welfare)**  
Participation in the "Electronic Prescription Model Project" launched in four regions across Japan (Sakata, Yamagata Prefecture; Sugakawa, Fukushima Prefecture; Asahi, Chiba Prefecture; and Asa, Hiroshima Prefecture) from October 2022, in response to a request for cooperation from the Ministry of Health, Labour and Welfare.  
Continuation of projects for the advance implementation of new features for online qualification check and electronic prescription systems after November 2023.

## 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>