

July 11, 2025

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Notice of Reformulation of Long-Term Targets for Sustainable Growth

EM SYSTEMS CO., LTD. has redefined its medium- to long-term value creation path toward the realization of our purpose [A company that supports the field of medical and long-term care/welfare in Japan digitally] (hereinafter referred to as [Key Issues]) and long-term targets for sustainable growth as follows after approval at the Board of Directors meeting held today.

1. Background and Objectives of this Announcement

In response to the challenges faced by medical and nursing care settings in Japan, we have set [a company that supports medical and nursing care settings in Japan digitally] as a part of our corporate vision to contribute through digital solutions and to transform [medical and nursing care into # thanks].

In order to achieve this vision while continuously increasing corporate value, the new medium-term management plan announced in November 2024 sets [Sustainable System Development] [Further Promotion of Human Capital Management] as a priority of the management strategy.

The long-term targets for sustainable growth that we have redesigned this time have been revised from a diversified perspective in order to integrate business strategies with each initiative and respond to changing social demands and the business environment. We will clearly communicate to our stakeholders the path toward enhancing the value of our services provided and realizing our management strategy.

2. Key Issues and Key KPIs through 2030

We are creating value through the development and provision of systems that meet the needs of medical and nursing care settings by investing a variety of capital, including intellectual, human, social relations and manufacturing. In order to continue value creation, it is essential to recognize risks in the external environment and manage them appropriately.

Based on this thinking, we have identified four external environmental risks, namely cyber security risk, power dependence risk, human resource shortage risk, and risk of intensifying competition, at the same time as redesigning the current material issues. In addition to measures to address these risks, we have identified three key issues to focus on, taking into account the perspective of creating opportunities. Each of these issues has been revamped with key KPIs up to 2030.

Key issue	Key KPIs through 2030*
1. Digital Solutions for the Future of Medical and Nursing Care	<ol style="list-style-type: none"> 1. Provision of new solutions and services utilizing advanced technologies (number of cases) 2. Number of facilities connected to medical information collaboration (EHR service): medical institutions and insurance pharmacies combined 1,200 facilities 3. Promotion of other industries and new partnerships and collaborations (number of alliances): 10 companies 4. Contribution of advanced academic research and government to DX promotion in the medical field (number of cases)
2. Secure Information Infrastructure and Governance to Build Trust	<ol style="list-style-type: none"> 1. Major security incidents: zero (continued) 2. Zero incidents of scandals and serious violations of laws and regulations (continued) 3. Acquisition and maintenance of Information Security Management System (ISMS) certification 4. Implementation of BCP drills: Once a year (continued) 5. Compliance training e-Learning participation rate: 100%/year 6. Continuous evaluation and improvement of the effectiveness of the quality control function
3. Health of People and the Earth Supporting Sustainable Growth	<p>[Human capital]</p> <ol style="list-style-type: none"> 1. Percentage of female managers: 30%; Male childcare leave: 30% 2. Employee Engagement Survey Rating: "A" equivalent 3. Continuing Certification of Excellent Health and Productivity Management Corporation 4. Human investment in strengthening employees' adaptability to change (annual training hours/person, cost/person) <p>[Environmental Considerations]</p> <ol style="list-style-type: none"> 1. Greenhouse gas emissions (Scope 1+2): 25% reduction compared to 2020 2. Ratio of digitization of major internal and external processes (electronic contracts, etc.): 80%

* In principle, these initiatives will be promoted throughout our Group, but some initiatives and KPIs may be addressed individually, taking into account business characteristics and other factors.

3. Future Outlook

We will promote measures for each important issue and regularly disclose our progress based on the revised long-term targets, with a strong commitment to contributing to solving social issues. Through these efforts, we will work together with all stakeholders, including shareholders, customers and employees, to meet the expectations of society and accelerate the realization of a sustainable society and corporate growth.