



Presentation Material for FY2023 Q1 Financial Results

Medley, Inc.
May 15, 2023

Disclaimer

In preparing these materials, Medley, Inc. (“the Company”) relies upon and assumes the accuracy and completeness of all available information. This presentation may contain future assumptions, prospects and forecasts based on planning, but these forward-looking statements are based on the information that is currently available to us, and on certain assumptions that we assume to be reasonable, but the Company does not promise to achieve these. Major differences may occur between the forecast and the actual performance, including changes in economic conditions, consumer needs and user preferences; competition with other companies; changes in laws, regulations and others; and a number of other future factors. Therefore, the actual performance announced may vary depending on these various factors.

FY2023 Q1 Results

- **Maintained a high rate of sales growth and made steady progress toward our full-year earnings targets**
 - Sales: JPY4,437 million (YoY: +56%)
- **Sizable YoY improvement in EBITDA margin even as we continued to invest in growth**
 - EBITDA: JPY545 million (YoY: +448 million)
 - EBITDA margin: 12% (FY22 Q1: 3%)
- **Posted positive quarterly EBITDA in the Medical PF segment for the first time**

FY2023 Forecast

- **We left our full-year FY2023 forecast unchanged despite Q1 earnings trending above our forecast because sales to hospitals in the Medical PF segment were concentrated in Q1**
 - Sales: JPY19,150 million (YoY: +35%)
 - EBITDA: JPY2,260 million (EBITDA margin: 12%)
 - Invested JPY350 million in test marketing for our business in the USA and JPY50 million in development of electronic medical records (EMR) for emergency hospitals

1. FY2023 Q1 Results

2. Progress Towards Mid-Term Targets and FY2023 Forecast

3. Investment Highlights

Summary of Consolidated FY2023 Q1 Results

JPY mm	FY2022 Q1	FY2023 Q1	YoY Growth
Sales	2,850	4,437	+56%
Gross Profit	1,856	2,807	+51%
EBITDA	97	545	+448
Operating Profit	-56	380	+436
Ordinary Profit	-26	503	+529
Profit Attributable to Owners of Parent	-30	358	+389

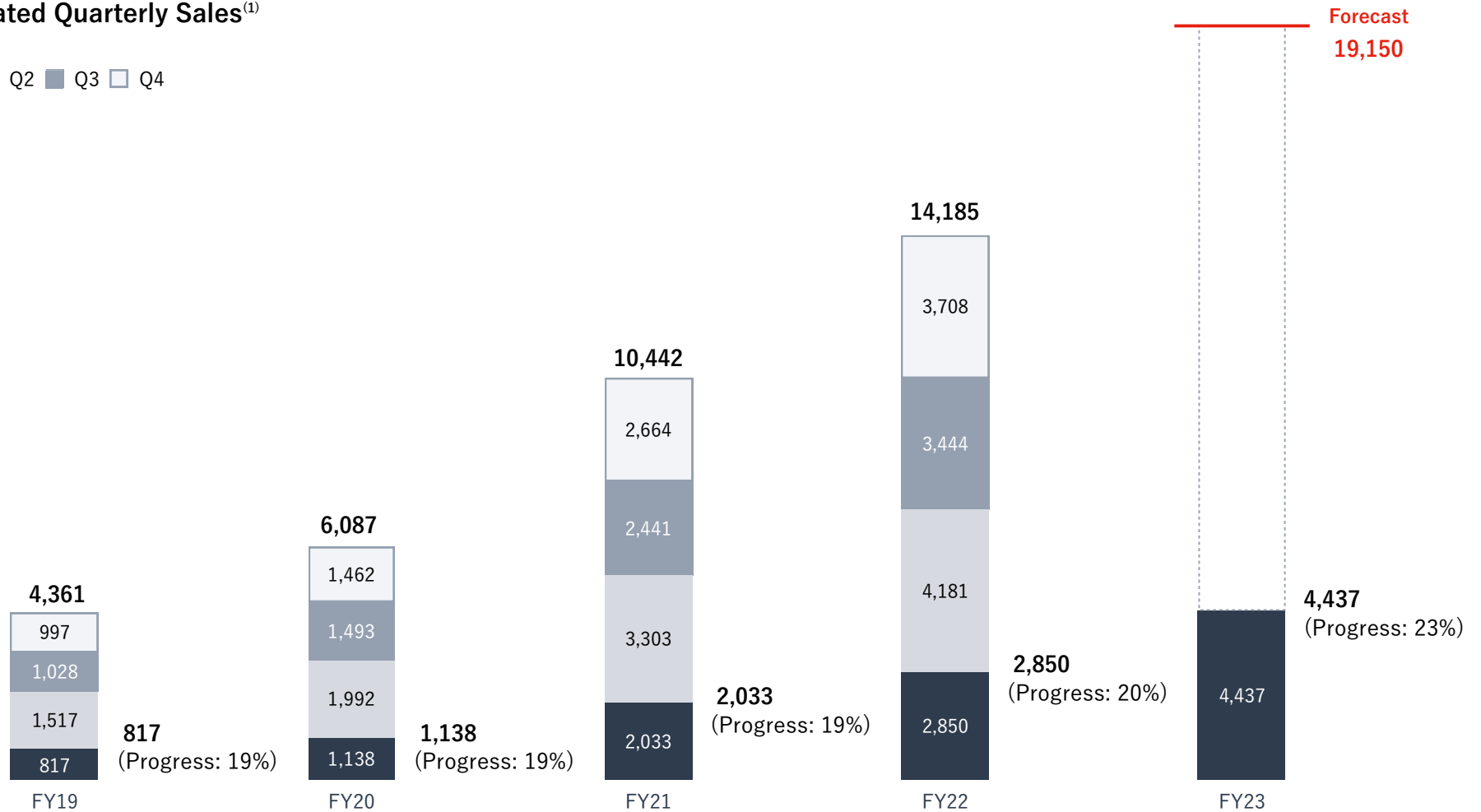
Steady Progress Toward Earnings Forecast

Aggregate 1Q FY2023 sales made 23% progress toward our FY2023 full-year forecast, which is a higher rate of progress than usual.

Aggregated Quarterly Sales⁽¹⁾

(JPY mm)

■ Q1 ■ Q2 ■ Q3 ■ Q4



(1) Figures for FY2021 and earlier are based on the new revenue recognition standard.

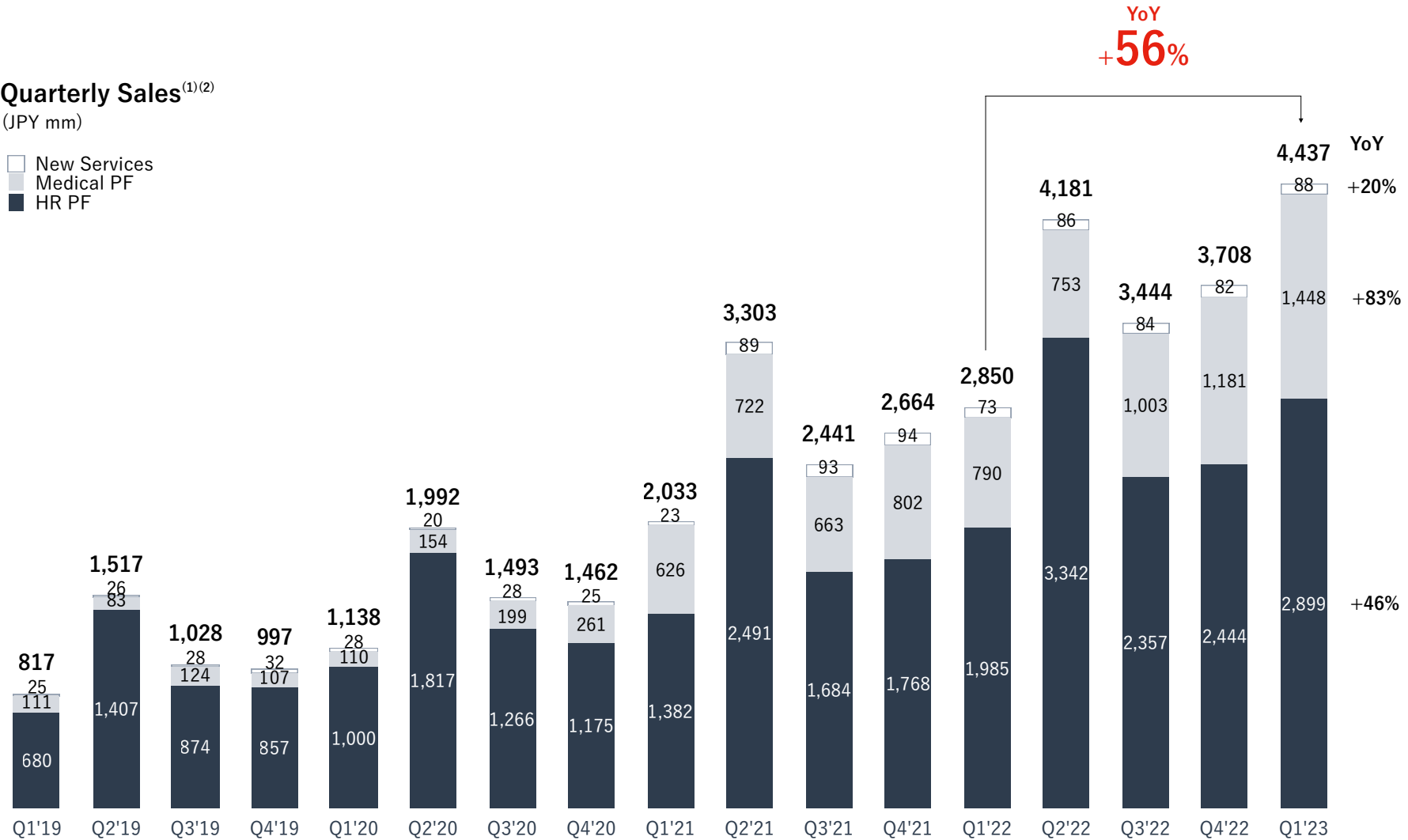
Maintain High Sales Growth Rate

Strong companywide sales growth of +56% YoY in Q1 FY2023

Quarterly Sales⁽¹⁾⁽²⁾

(JPY mm)

- New Services
- Medical PF
- HR PF



(1) HR PF Business posts sales based on the hire dates of new employees.

(2) Figures for FY2021 and earlier are based on the new revenue recognition standard.

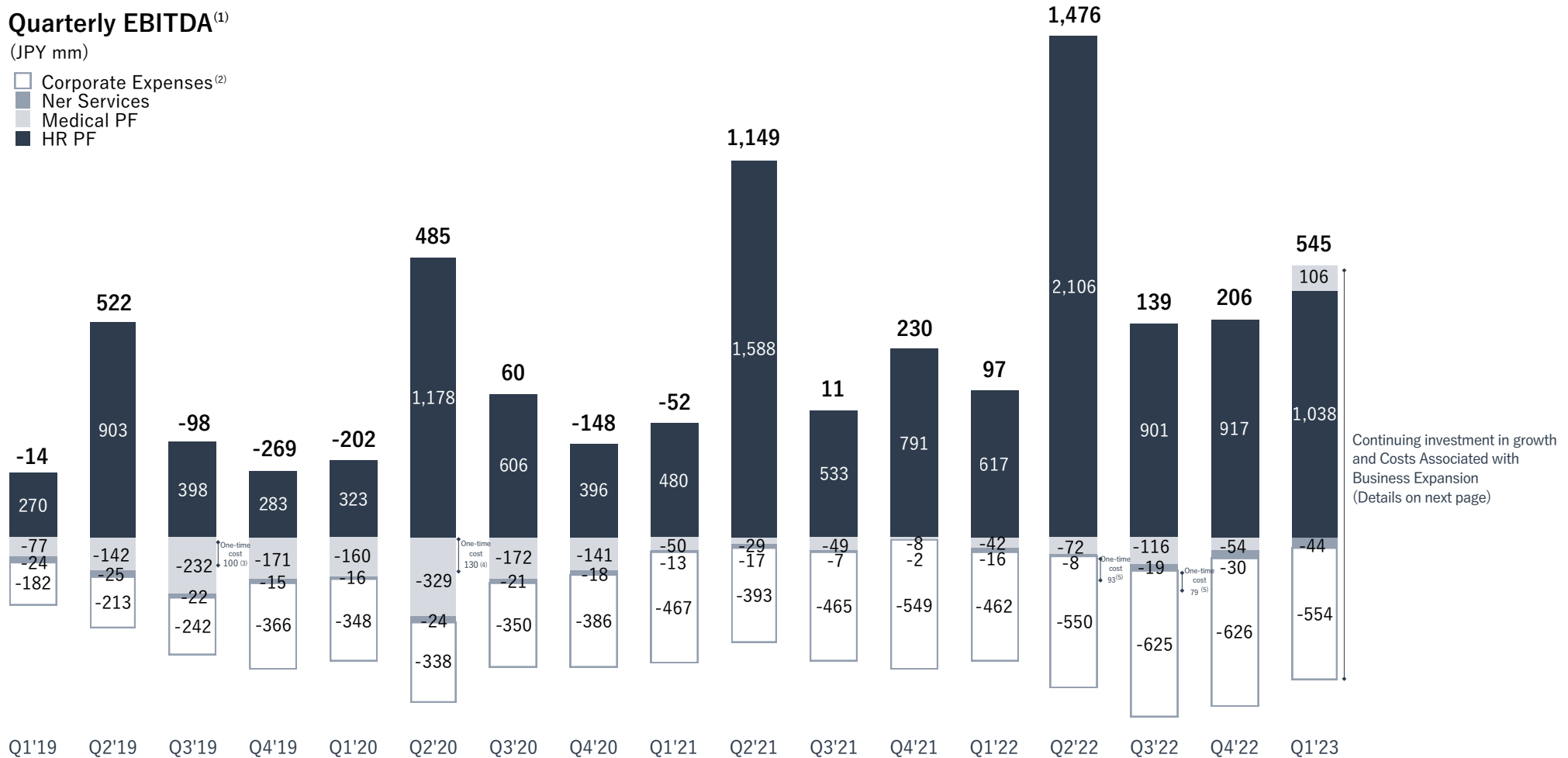
Continued Aggressive Investment in Growth, etc Funded by Profitable Businesses

Although we continued to invest aggressively into growth initiatives, we posted positive EBITDA Q1 FY2023. In addition, we posted positive quarterly EBITDA in the Medical PF segment for the first time.

Quarterly EBITDA⁽¹⁾

(JPY mm)

- Corporate Expenses⁽²⁾
- Ner Services
- Medical PF
- HR PF



Continuing investment in growth and Costs Associated with Business Expansion (Details on next page)

(1) Figures for FY2021 and earlier are based on the new revenue recognition standard.
 (2) Total of companywide expenses not allocated to segments and inter-segment eliminations.
 (3) One-time cost (JPY 100 million) for acquiring a source code to add a new function to Medical PF Business.
 (4) One-time cost (JPY 130 million) for acquiring EMR assets from another company.
 (5) One-time office relocation costs: JPY 93 million in Q2, JPY 79 million in Q3.

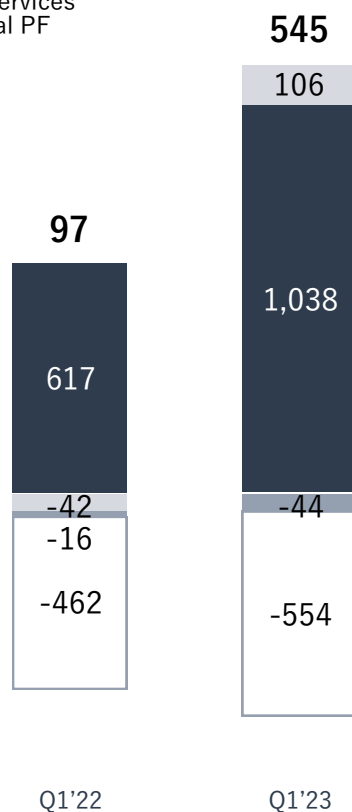
Overview of Investments in Growth and Costs Associated with Business Expansion

We improved HR PF and Medical PF segment EBITDA margins in Q1 FY2023 even as we continued to aggressively strengthen marketing and increase the number of employees. The companywide cost-to-sales ratio improved even as we increased the number of corporate employees.

Q1 EBITDA

(JPY mm)

- Corporate Expenses ⁽¹⁾
- New Services
- Medical PF
- HR PF



Main Factors Contributing to Change in Q1 EBITDA margin

Segment	Q1 FY22	Q1 FY23	Main Factors
HR PF	31.1%	35.8%	<ul style="list-style-type: none"> • Decreasing advertising costs (+2.4%pt) • Improved in labor cost efficiency (+2.5%pt)
Medical PF	-5.3%	7.3%	<ul style="list-style-type: none"> • Sales to hospitals concentrated in Q1 FY23

Main Factors Contributing to Change in corporate expenses

(JPY mm) *figures in parentheses show each cost to quarterly sales ratio

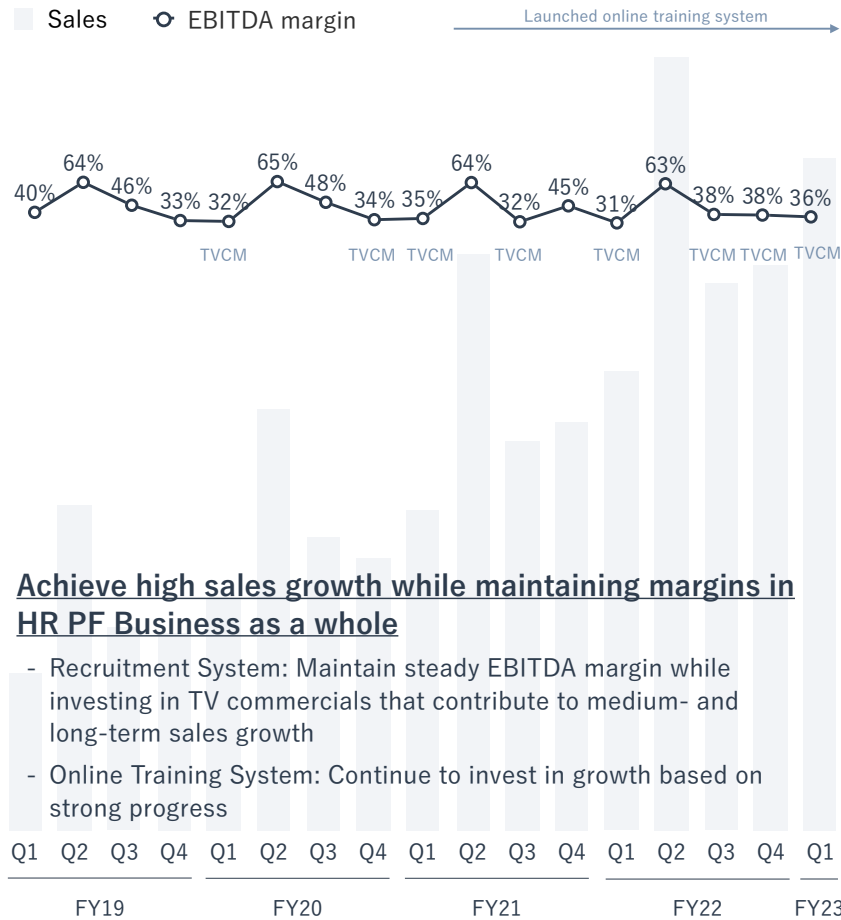
Item	Q1 FY22	Q1 FY23	Main Factors
Personnel costs	189 (6.6%)	250 (5.6%)	<ul style="list-style-type: none"> • Increased number of corporate employees
Rents	107 (3.8%)	99 (2.2%)	<ul style="list-style-type: none"> • Improved rent cost efficiency by relocating offices
Hiring costs	49 (1.7%)	75 (1.7%)	<ul style="list-style-type: none"> • Invested in hiring activities
Commission fees	86 (3.0%)	96 (2.2%)	<ul style="list-style-type: none"> • Increased governance-related outsourcing expenses
Other costs	30 (1.1%)	32 (0.7%)	<ul style="list-style-type: none"> • Conducted thorough cost streamlining

(1) Total companywide costs and cross-segment limitations not allocated to any business segment

(Ref.) EBITDA Margins: Results and Policies by Segment

For the HR PF Business, our basic policy is to achieve high revenue growth while maintaining our EBITDA margin. For the Medical PF Business (as stated in our FY2022 presentation material) given that will continue to invest in our medium-term growth, we aim to improve our gross margin in order to enable high growth while maintaining EBITDA profitability.

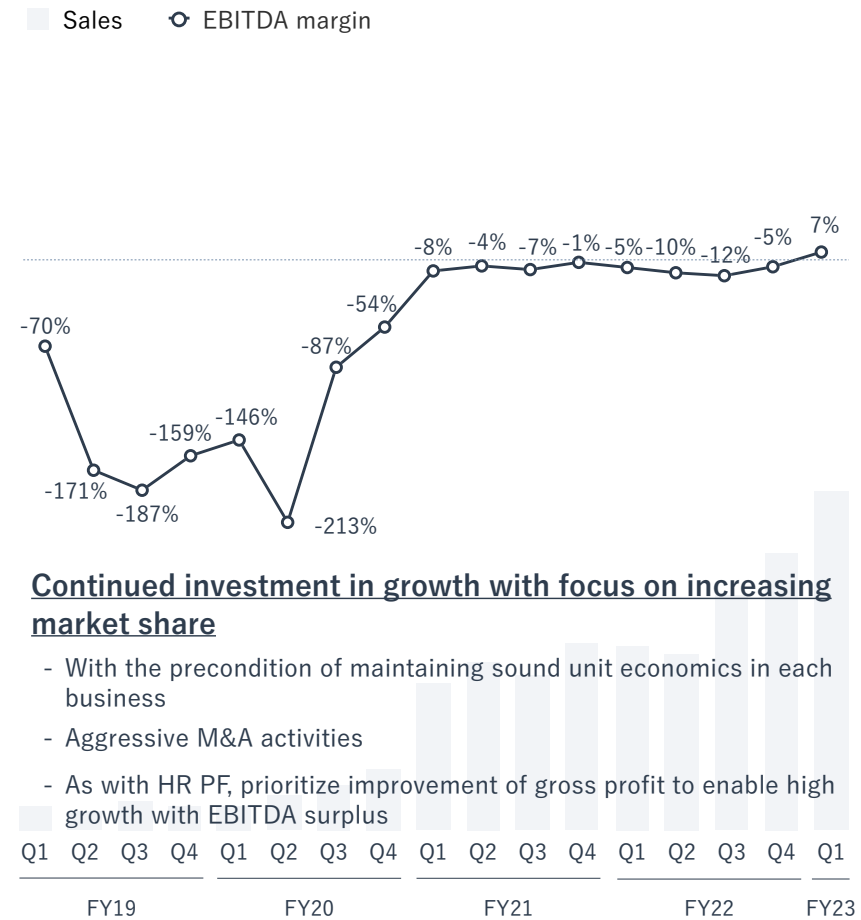
EBITDA margin policies in HR PF⁽¹⁾



Achieve high sales growth while maintaining margins in HR PF Business as a whole

- Recruitment System: Maintain steady EBITDA margin while investing in TV commercials that contribute to medium- and long-term sales growth
- Online Training System: Continue to invest in growth based on strong progress

EBITDA margin policies in Medical PF⁽¹⁾



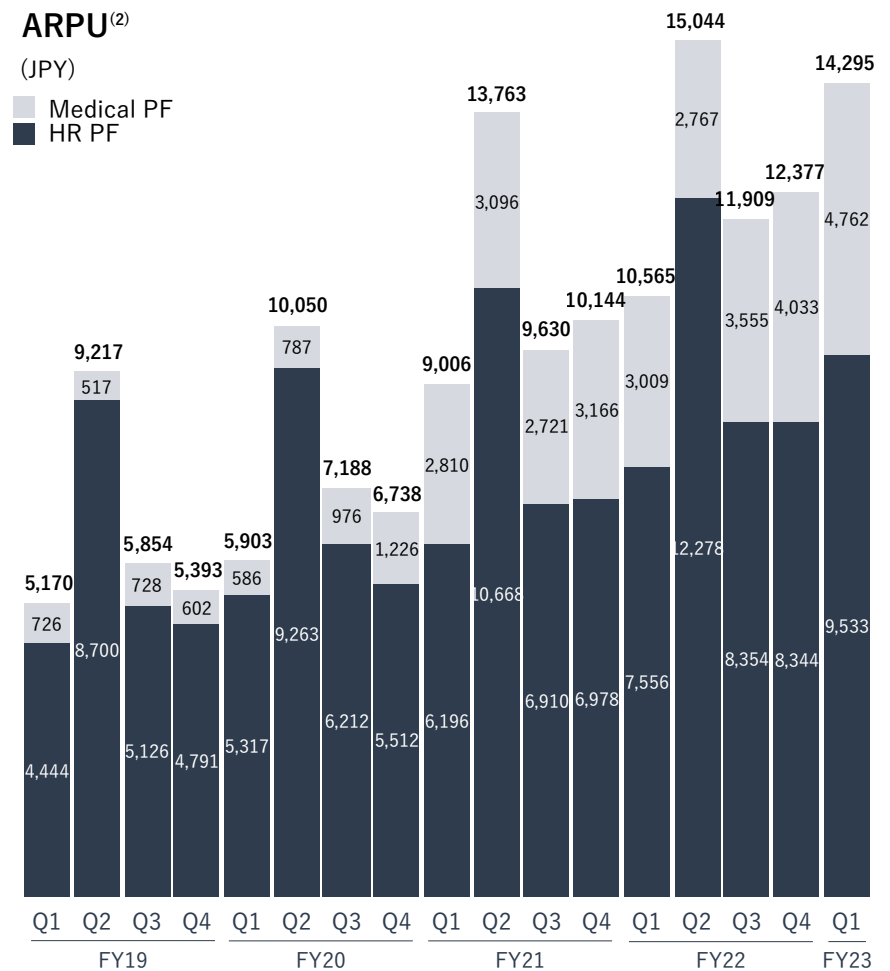
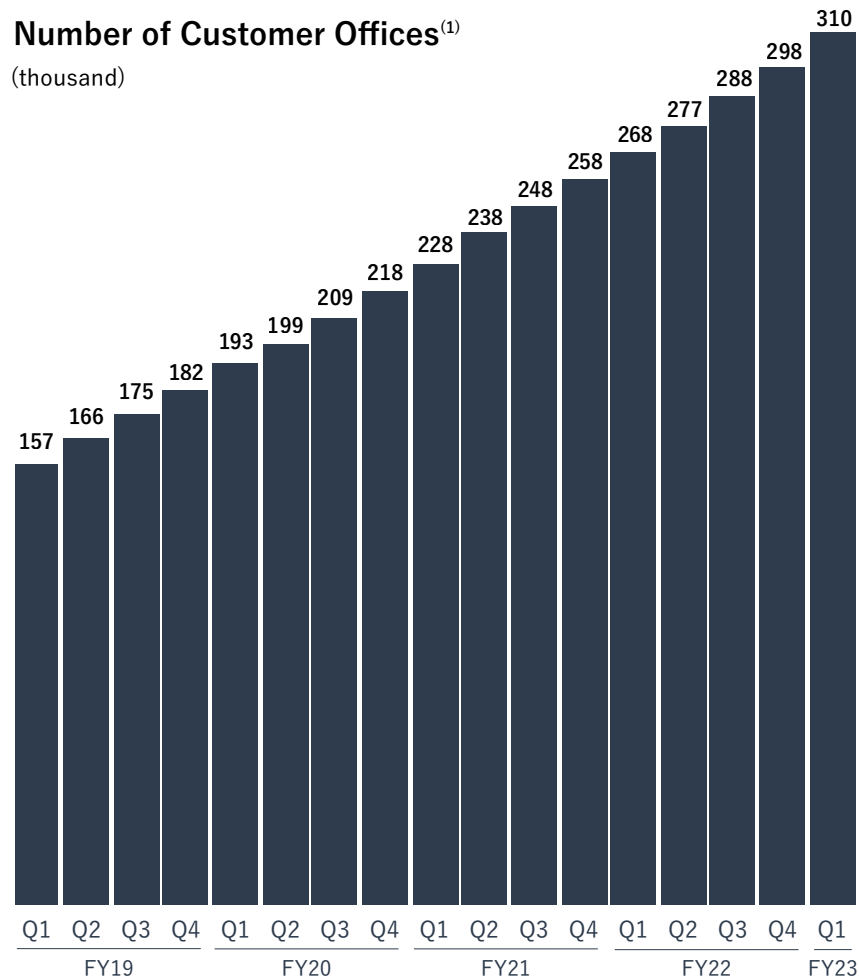
Continued investment in growth with focus on increasing market share

- With the precondition of maintaining sound unit economics in each business
- Aggressive M&A activities
- As with HR PF, prioritize improvement of gross profit to enable high growth with EBITDA surplus

(1) Figures for FY2021 and earlier are based on the new revenue recognition standard.

Steady Growth in Number of Customers and ARPU

The number of customer offices and ARPU, our KPIs, have been continuously growing and we plan to keep investing going forward. ARPU increases sharply every Q2 as a result of the concentration of sales during the time period.



(1) Total number of customers in HR PF and Medical PF businesses. Since 4Q FY2019, customers using both platforms have been counted as a single customer account.

(2) ARPU = Quarterly sales / Average number of customer offices (total for HR PF and Medical PF businesses) ARPU for each platform = Quarterly sales of each platform / Total number of customer offices in HR PF and Medical PF businesses. Since 4Q FY2019, customer offices using both platforms have been counted as a single customer account.

Our financial base remains sound (capital ratio: 70.9%, D/E ratio 0.14x)

B/S as of the End of December 2022

(JPY mm)

Cash raised from LOC		Untapped LOC 2,700	
Cash and deposits 14,422	Debt 2,377		Net assets 15,170
	Other liabilities 4,263		
	Other assets 7,388		

Capital ratio: 69.1%, D/E ratio: 0.16x



B/S as of the End of March 2023

(JPY mm)

Cash raised from LOC		Untapped LOC 2,700	
Cash and deposits 13,952	Debt 2,145		Net assets 15,568
	Other liabilities 4,097		
	Other assets 7,858		

Capital ratio: 70.9%, D/E ratio: 0.14x

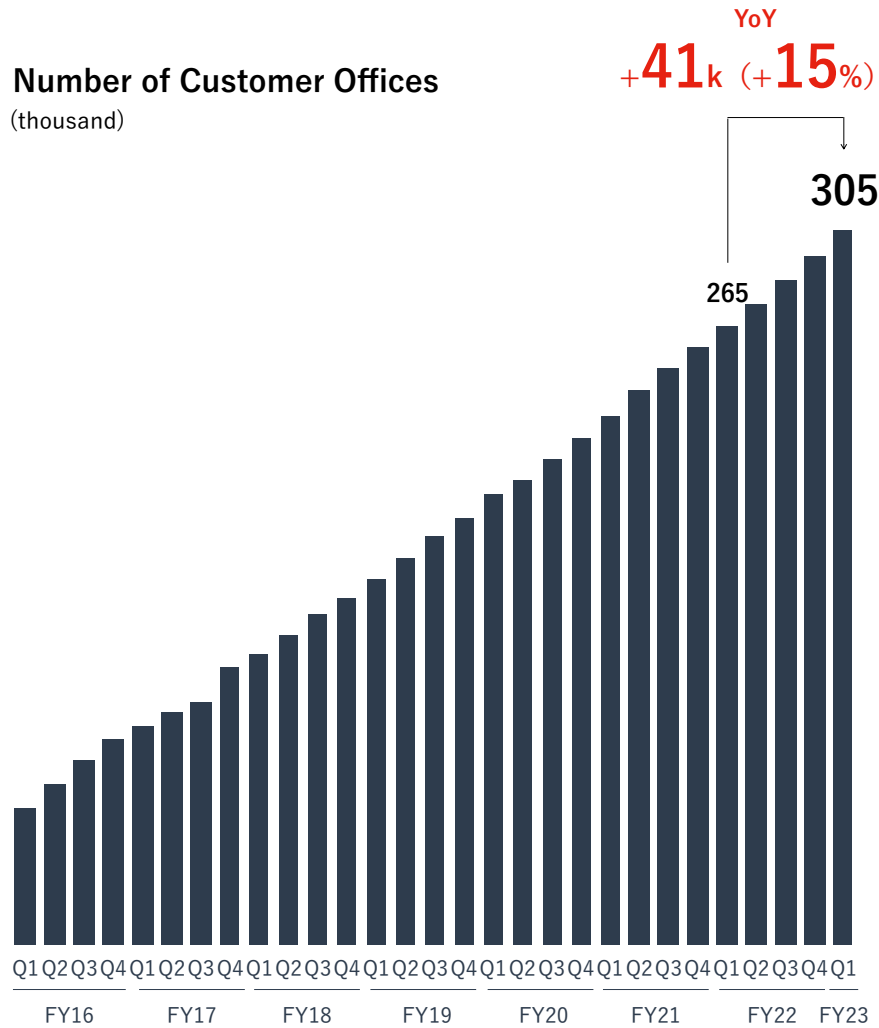
HR PF

 Job Medley

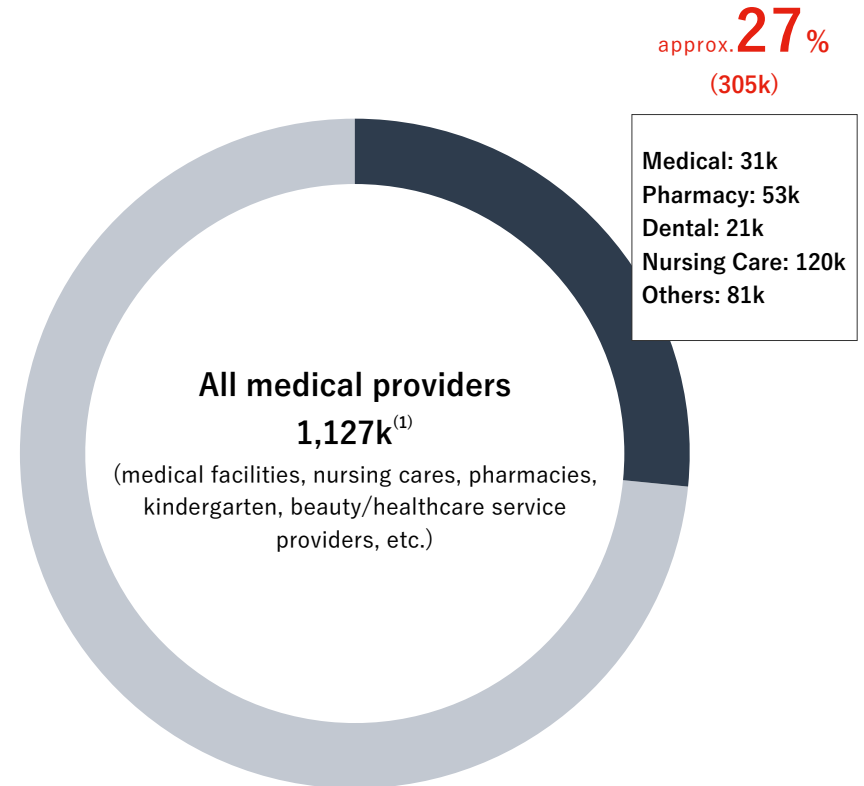
 Job Medley academy



In Q1 FY2023, we continued to make steady progress in signing on new customer offices and we currently have contracts with 305 thousand offices.



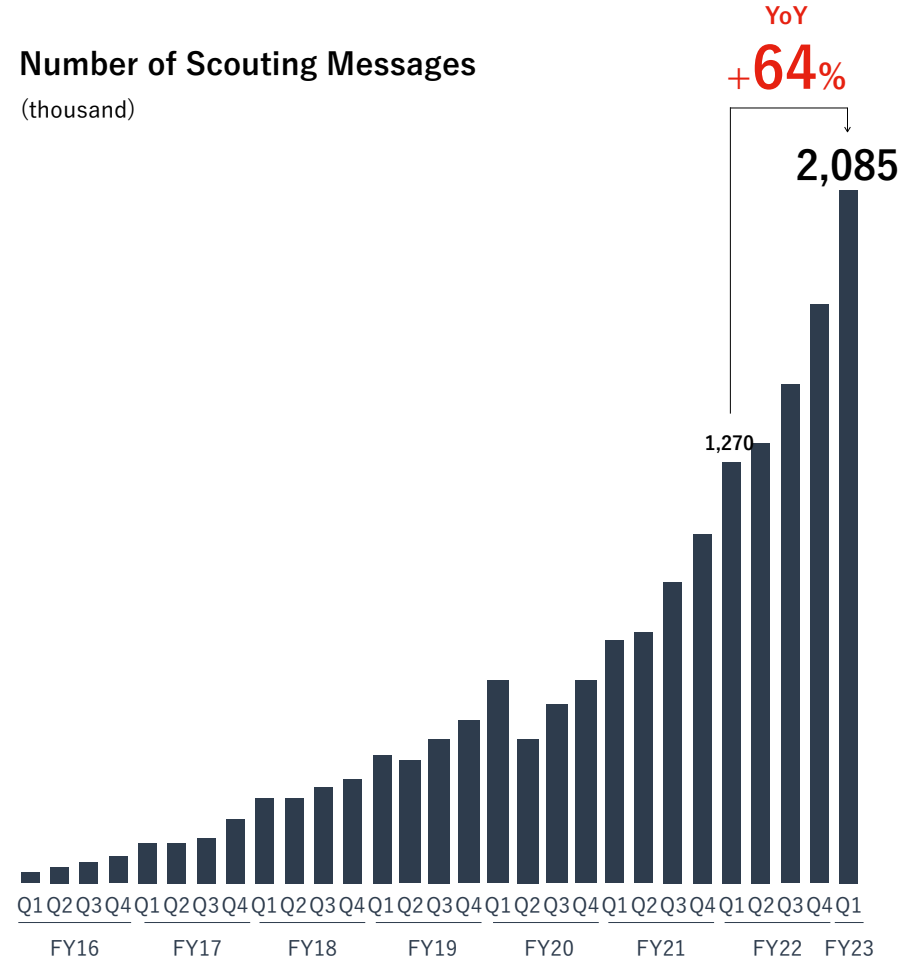
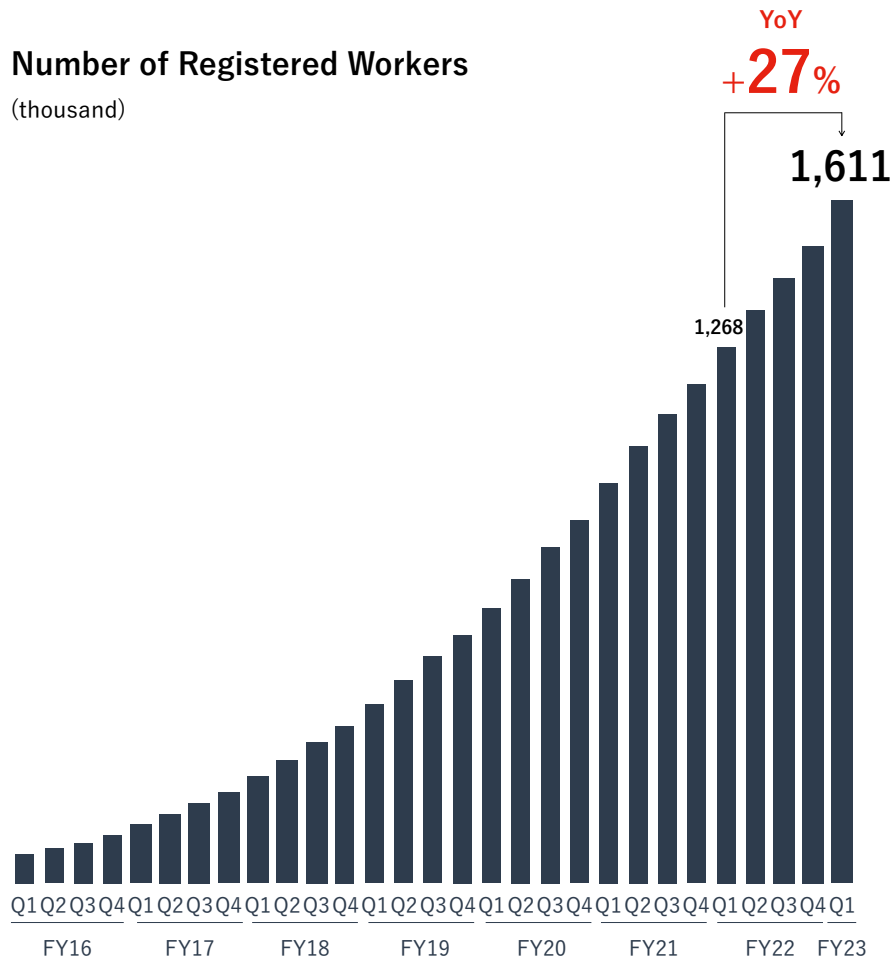
Customer Coverage Ratio



(1) Ministry of Health, Labour and Welfare, Ministry of Internal Affairs and Communications, and Cabinet Office statistics

Recruitment System: Accelerate Direct Recruiting with Expansion of the Pool of Registered Workers

Proactive recruitment methods are effective for hiring medical and healthcare professionals. In Q1 FY2023, our customers increased usage of our scouting functions as we expanded our pool of registered workers.



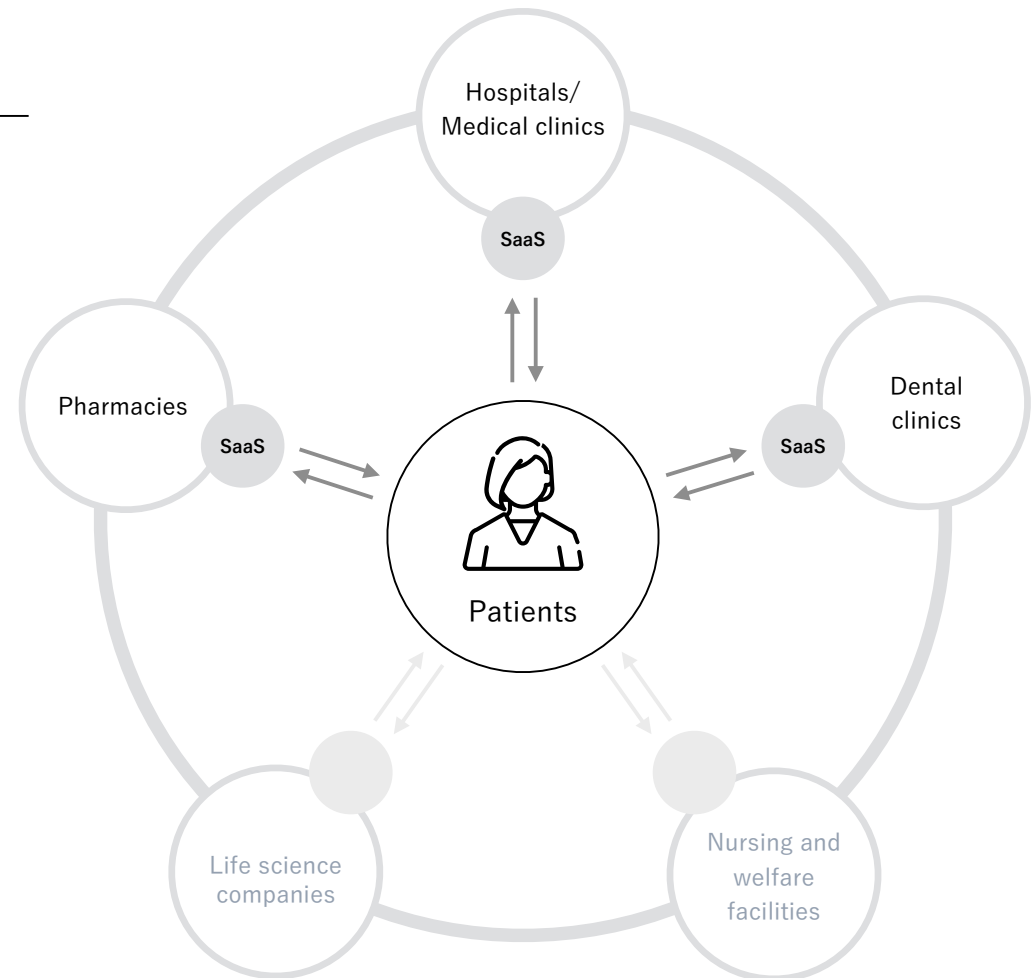
Medical PF

 **CLINICS**

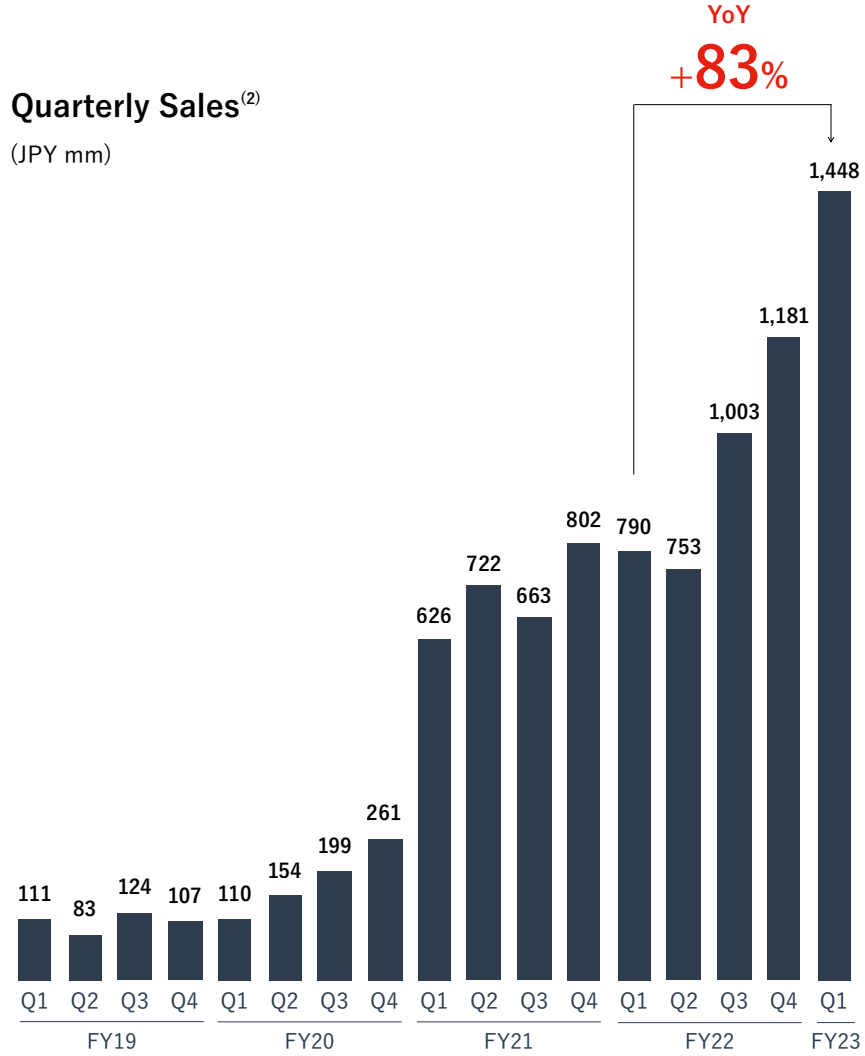
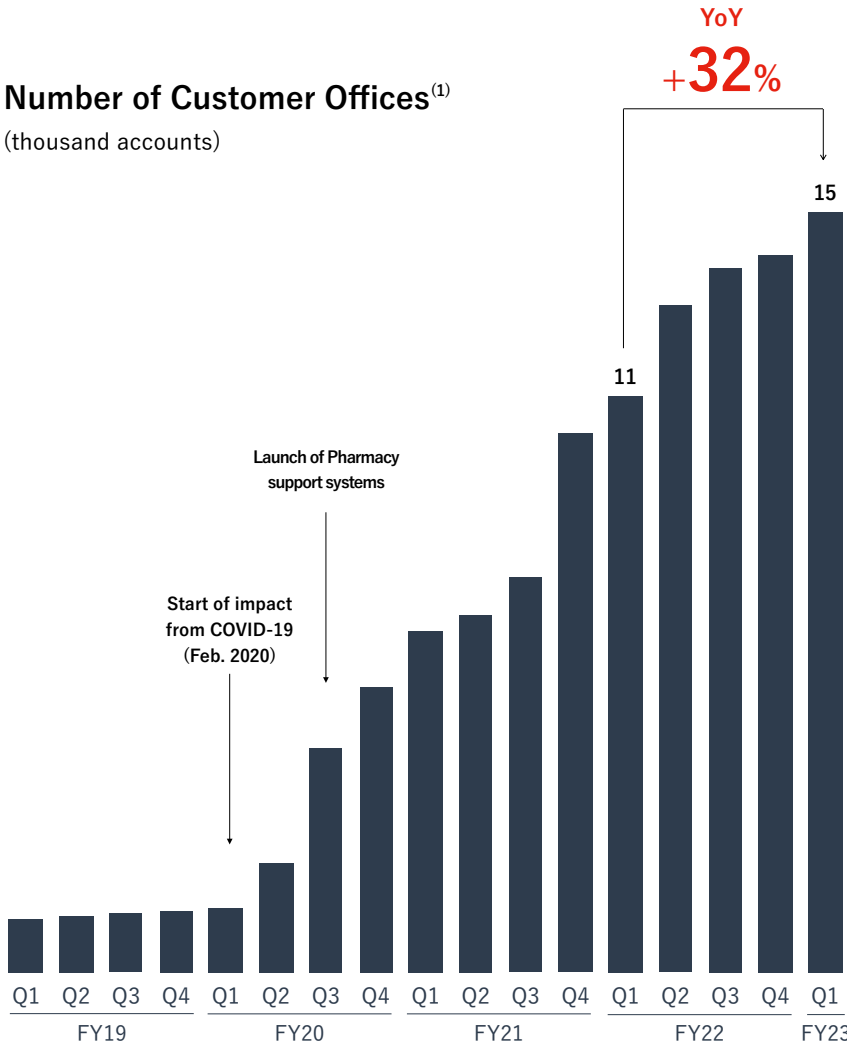
 **Pharms**

 **MALL**

 **Dentis**



Sales reached a historical high, partly owing to concentration of large-lot sales to hospitals in Q1. Our policy is to focus on ARPU improvement and cost streamlining that leads to improvement in gross margin, rather than the number of customer offices.



(1) Number of customer offices = number of medical intuitions that have begun using our systems (CLINICS, Pharms, etc.) and have not cancelled or discontinued their contracts; customers using multiple systems counted as a single customer account

(2) Figures for FY2021 and earlier are based on the new revenue recognition standard

Measures to Expand Number of Customers, Improve ARPU, and Streamline Operations

In Q1 FY2023, we implemented a number of measures to boost our medium- to long-term growth and profitability of Medical PF Business. These include expanding our target customers, improving ARPU, and streamlining measures.

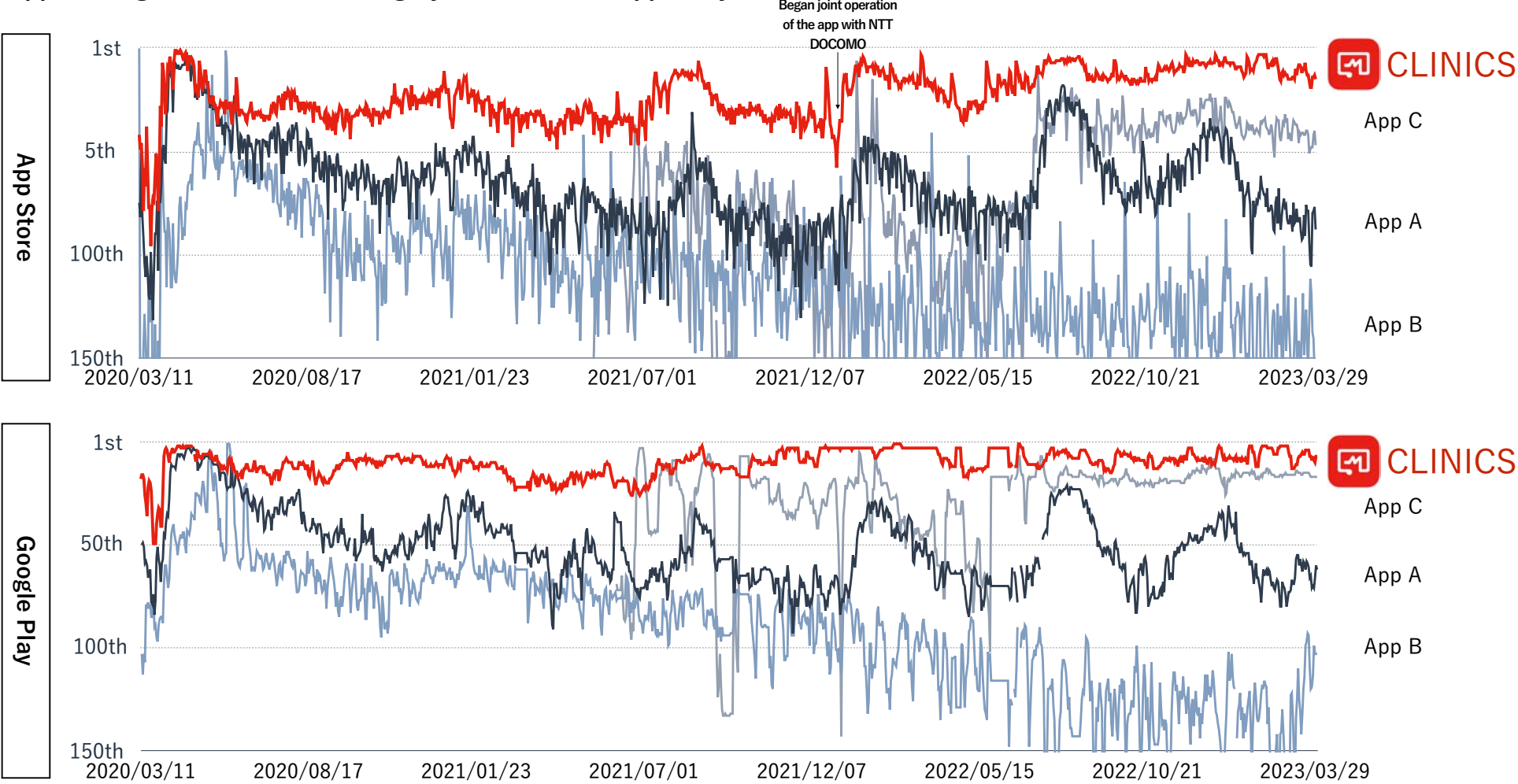
Main Measures Implemented in Q1 FY2023

	Hospital / Medical Clinics	Pharmacies	Dental Clinics
Expansion of targeted customers	Strengthened sales of EMR to hospitals		
	Strengthened EMR functions for hospitals	Conducted development aimed at strengthening functionality	Launched home-visit dental care and sub-EMR functions Improved convenience as an operational system
Improvement in ARPU	^A Increased settlement fees owing to growth in number of users		
	Strengthened sales of partner products		
Streamlining	Improved EMR operation process		
Patient users expansion	^A Strengthened advertisement of telemedicine app with NTT DOCOMO	Joint operation of businesses with NTT DOCOMO via minacolor	Strengthened integration with CLINICS app

A: Patient Users Expansion

Our CLINICS app is consistently at the top of the telemedicine app rankings. We began joint operation of the app with NTT DOCOMO in December 2021 and our patient user base continues to grow.

App rankings in the medical category (telemedicine apps only)⁽¹⁾



(1) Comparison among telemedicine apps which cover insured medical treatment; Source: data.ai

1. FY2023 Q1 Results

2. Progress Towards Mid-Term Targets and
FY2023 Forecast

3. Investment Highlights

Mid-term Target: Aim to Maximize Long-term Free Cash Flow

Our management policy is to maximize long-term free cash flow, and aim to maintain high sales growth by increasing the value provided to our customers. In order to achieve sales growth, we pursue a business model focused on stable, recurring sales. Further investments will therefore be made in growth focused on maximizing the number of customers and achieving continuous ARPU growth by improving utilization rates and strengthening product lineup. In both the current mid-term targets and the next mid-term targets we will follow this policy in principle.

Long-term Policy

Maximize Long-term Free Cash Flow



Mid-term Policy

Maintain High Sales Growth
(Expand Sources of Free Cash Flow)

Primary KPIs

Maximize Number of Customers

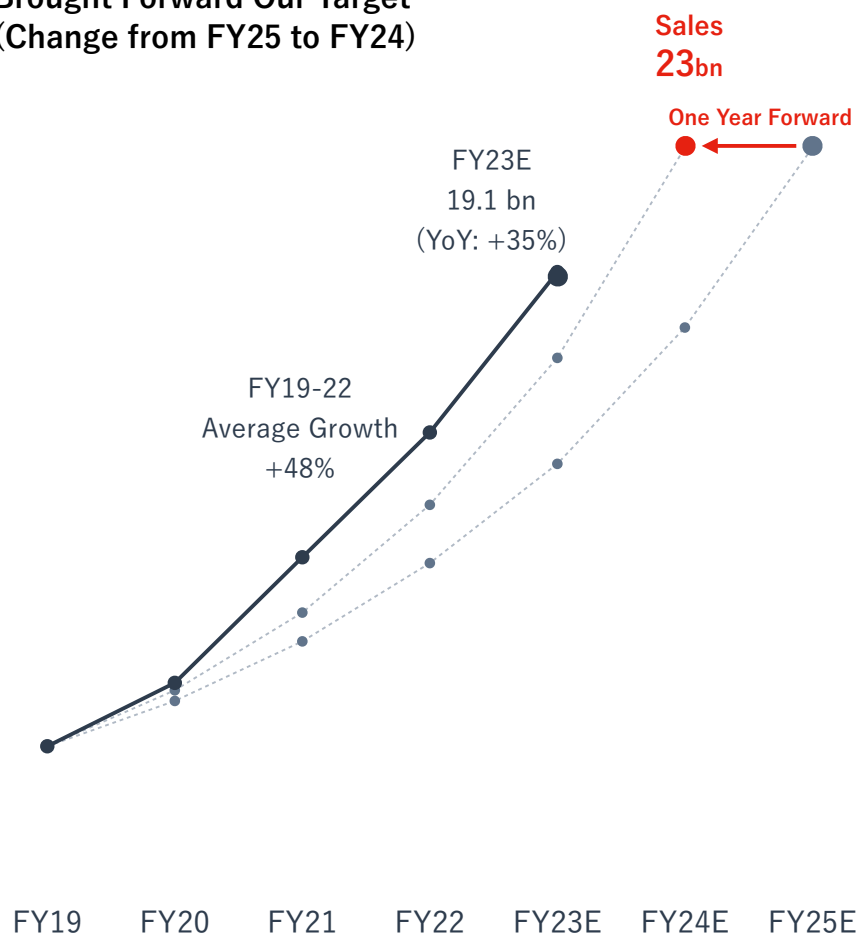


Improve ARPU
(Increase utilization ratio
/ Expand product lineup)

(Ref.) Revision of Mid-term Target: Brought Forward Timeline for Achievement of the Goals by one year.

Steady earnings progress has made it more likely that we will be able to achieve our targets in FY2024, so we have brought forward our forecast for the timing of the achievement of the goals in our current mid-term plan by one year.

**Brought Forward Our Target
(Change from FY25 to FY24)**



(billion yen)

Year	Before Revision (CAGR32%)	After Revision (CAGR39%)	Sales Forecast	Actual Sales
2019	4.3	4.3	-	4.3
2020	5.7	6.0	-	6.0
2021	7.5	8.4	-	10.4
2022	10.0	11.8	-	14.1
2023	13.2	16.4	19.1	-
2024	17.4	23.0	-	-
2025	23.0	-	-	-

(Ref.) Next Mid-term Plan: The General Direction

We plan to announce our next mid-term plan alongside our full-year FY2023 results. We are focusing on high sales growth to maximize long-term free cash flow, and will complete our review during FY2023, including our profit policy during the next mid-term target period.

	Targets of Current Mid-term Plan	The General Direction of Next Mid-term Plan
Timing of Announcement	February 2020 (Updated in February 2023)	February 2024
Timing of Achievement of Goals	FY24 (Brought Forward from FY25)	Around FY30
Sales CAGR	+39% (FY19-FY24E) *Expected to be exceeded	Around +30%
Profit	Positive EBITDA	Profit margin increase (Positive EBITDA in all fiscal years)

	Assumption	Financial Indicators	Progress/Update
HR PF	<ul style="list-style-type: none"> Number of customer offices: Maintain the same growth Improvement of ARPU <ul style="list-style-type: none"> Improve utilization rate by gaining job seekers, Increase by improving functionality Contribution of online training system 	<ul style="list-style-type: none"> Sales Growth: <u>Approximately +30%</u> (FY22: +38%) EBITDA margin: <u>Approximately 40%</u> (FY22: 45%) 	<ul style="list-style-type: none"> <u>Progress outpacing forecast</u>
Medical PF	<ul style="list-style-type: none"> Focus on ARPU improvement and streamlining costs more than the number of customer offices in order to return the segment to EBITDA profitability <ul style="list-style-type: none"> Continue growing existing businesses Strengthening approaches to acquire patient users Continue investment in development targeting mid-term growth Impact from deregulation is conservatively factored in 	<ul style="list-style-type: none"> Sales Growth: <u>+40% or more</u> (FY22: +32%) EBITDA margin: <u>Approximately -5%</u> (FY22: -8%) <ul style="list-style-type: none"> As with HR PF, priority is given to improving gross margin to enable high growth <u>with positive EBITDA.</u> 	<ul style="list-style-type: none"> Smooth progress <u>Sales to hospitals concentrated in Q1</u>
New Services	<ul style="list-style-type: none"> Plan to expanded business related to nursing care Conduct test marketing in the USA Began development of EMR for acute care hospitals 	<ul style="list-style-type: none"> Bringing new nursing care related business <u>into the black</u> Test marketing costs in the USA: <u>Approximately JPY 350 million</u> Development costs for EMR for acute care hospitals: <u>Approximately JPY 50 million</u> 	<ul style="list-style-type: none"> Confirmed demand from customers and job seekers in the USA, but room for improvement in our sales efficiency
Corporate Expenses	<ul style="list-style-type: none"> Continued aggressive hiring to achieve growth <ul style="list-style-type: none"> HR PF: approx. 160 new hires Medical PF: approx. 110 new hires Corporate: approx. 50 new hires 	<ul style="list-style-type: none"> Continued downtrend in ratio of companywide expenses to sales 	<ul style="list-style-type: none"> Hiring proceeding according to plan
Others	<ul style="list-style-type: none"> Still-to-be-determined sales from new businesses and potential impact of M&A deals with low probability not factored into forecast 	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> Conducted discussions on implementation of generative AI

FY2023 Forecast Remain Unchanged

Although Q1 progress trended above the full-year forecast for all indicators, we made no changes to our full-year FY2023 forecast at this time because sales in the Medical PF segment were concentrated in Q1. However, we see a strong possibility that we will surpass FY2023 profit targets at the EBITDA level and below.

(JPY mm)	FY 2023 Q1	FY2023 Full-year Forecast	Progress toward FY2023 targets	Progress (FY2022 Q1)	Details regarding progress toward FY2023 targets
Sales	4,437	19,150	23%	20%	Steady progress, on pace to surpass target
Gross Profit	2,807	13,120	21%	19%	Partly due to sales to hospitals in the Medical PF segment being concentrated in Q1
EBITDA	545	2,260	24%	5%	Strong progress even when taking into account the aforementioned factors, likely to surpass full-year targets
Operating Profit	380	1,630	23%	-4%	
Ordinary Profit	503	1,760	29%	-2%	In addition to the aforementioned factors, likely to surpass full-year targets on posting of non-operating profit, etc.
Profit attributable to Owners of Parent	358	1,180	30%	-3%	

1. FY2023 Q1 Results

2. Progress Towards Mid-Term Targets and FY2023 Forecast

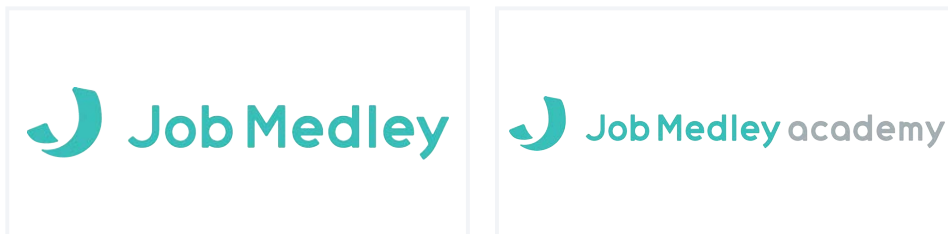
3. Investment Highlights

1. Vast opportunities in the medical and healthcare field
2. Continuous growth through maximization of customer office numbers and ARPU
3. Disciplined investment in growth

Technology is not being fully leveraged in the medical and healthcare industry due to heavy regulations. Our ultimate goal is to solve medical and healthcare issues by leveraging the internet and information technology.

HR PF Business

We operate JobMedley, one of Japan's largest recruitment systems in medical healthcare field, and JobMedley academy, online video nursing training service. Our objective is not only to provide better matching for job seekers and medical providers, but to resolve the shortage of medical and healthcare personnel by facilitating unemployed but qualified workers return to work and tackling the issue of uneven service distribution between communities.



New Services

We are continuously developing businesses to promote the use of IT in the nursing care area and in peripheral areas.

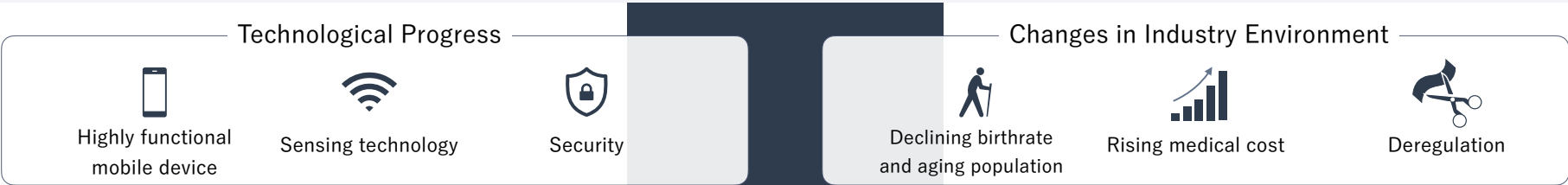
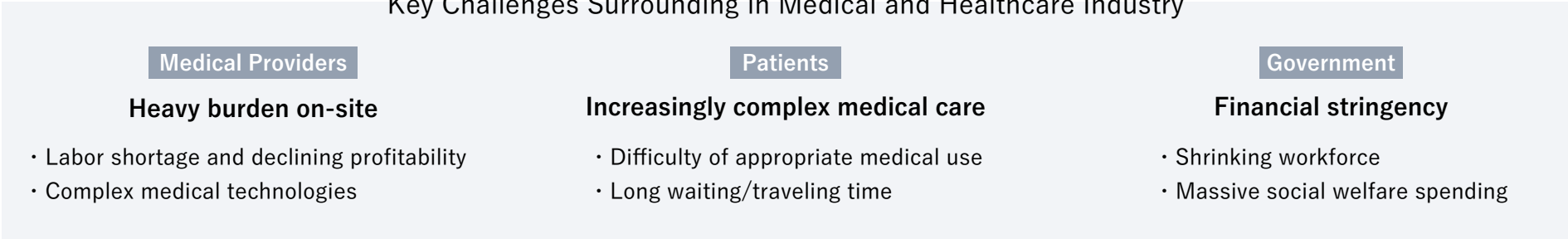
Medical PF Business

We provide CLINICS telemedicine, one of the leading telemedicine system in Japan, CLINICS electronic medical record system (EMR) for clinics, Pharms (cloud-based pharmacy support system) for pharmacies, MEDLEY (online medical encyclopedia dedicated for patients), MALL (EMR for hospitals), and Dentis (cloud-based dental clinic support system) with a focus to build a platform beneficial for both patients and medical institutions.



Medical institutions in Japan have been facing a variety of challenges including heavy burden on-site and increased complexity of medical care. The importance of digitalization is increasing owing to macro trends such as the declining birthrate and aging population and advancements in digital technologies.

Key Challenges Surrounding in Medical and Healthcare Industry



Promote Digitalization

Medley's Vision for Future



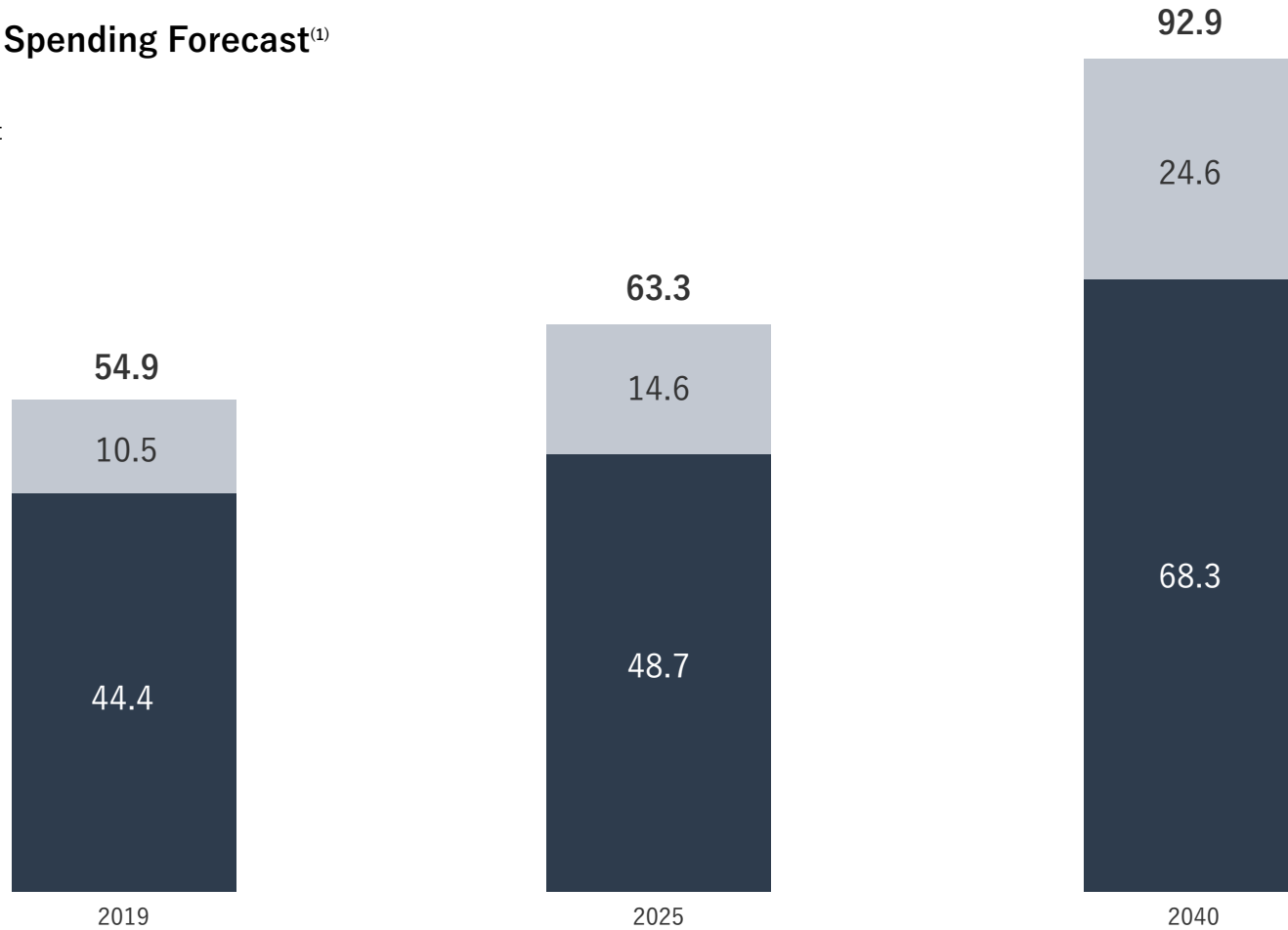
Defensive Growth Industry: Social Welfare Spending and Number of Employees Not Impacted by Economic Trends

Spending on social welfare is expected to rise continuously in Japan owing to the aging of the population. The number of medical care workers taking care of elderly patients is also expected to rise.

Social Welfare Spending Forecast⁽¹⁾

(JPY Trillion)

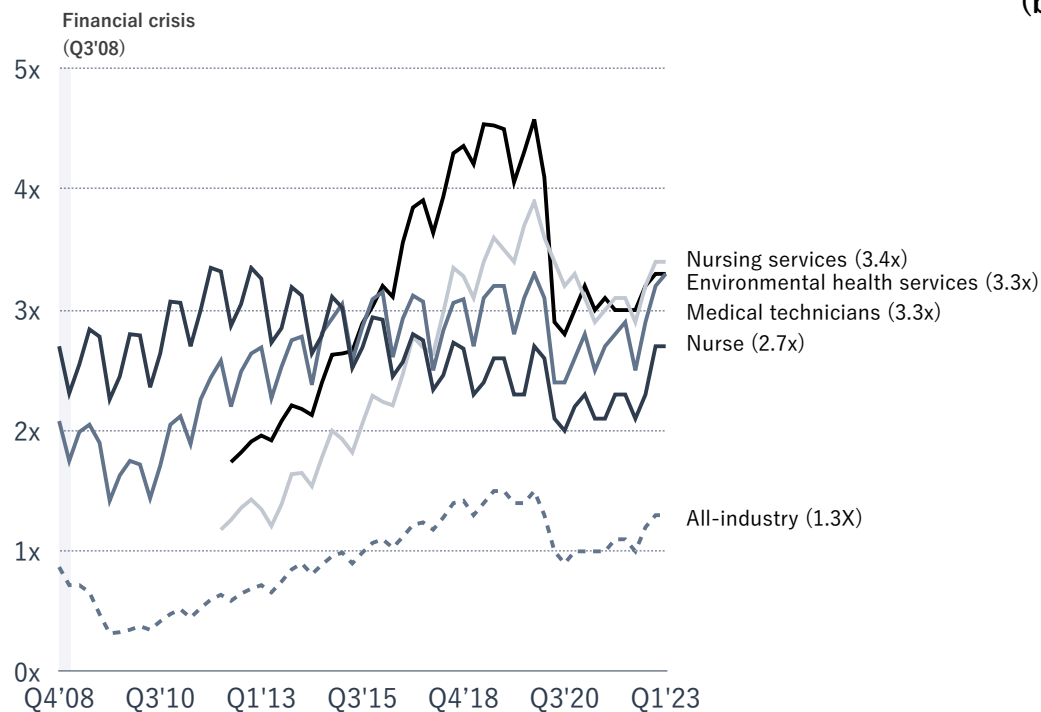
- Nursing care cost
- Medical cost



(1) Report from Ministry of Health, Labour and Welfare

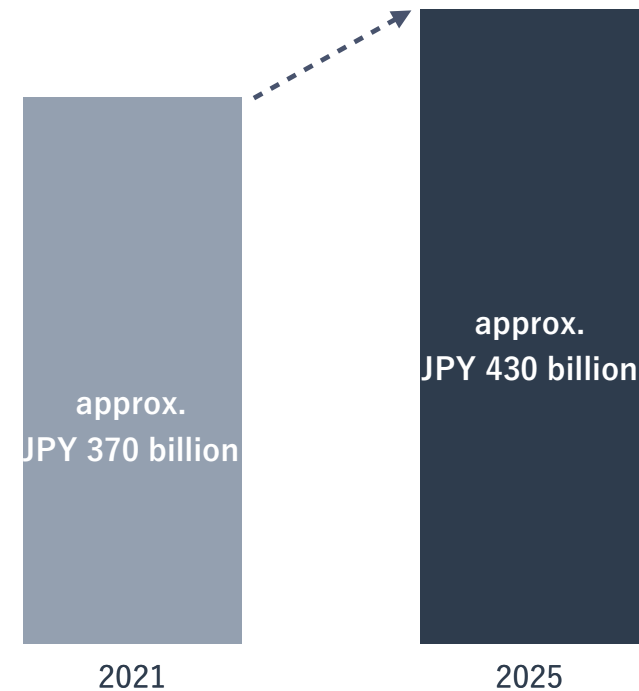
The Japanese medical industry suffers from a chronic shortage of workers, with a jobs-to-applicant ratio that remains much higher than the average for all industries regardless of economic conditions. We estimate the current market size to be approximately JPY 370 billion, and expect expansion to up to JPY 430 billion in 2025 driven by increasing demand.

Ratios of Job Openings to Job Applicants⁽¹⁾



(1) Ministry of Health, Labour and Welfare statistics, 3-months average

Market Scale of the Medical/Healthcare Recruitment Industry (based on our unit price)⁽²⁾

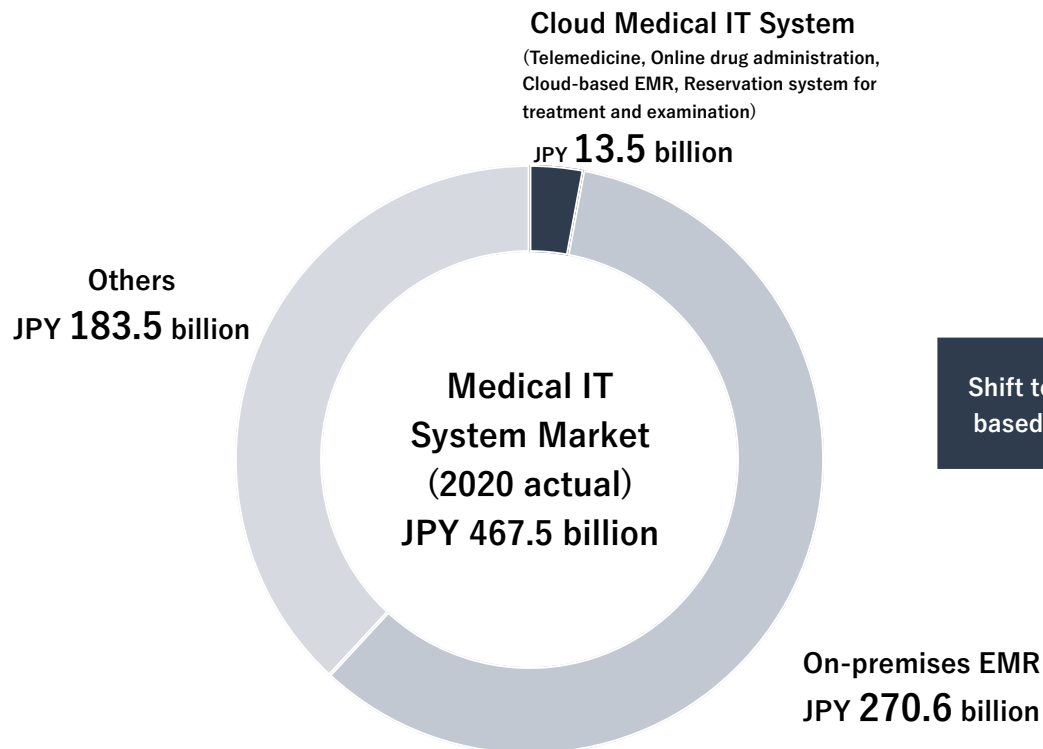


(2) Estimates by Medley, Inc.

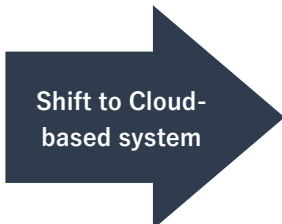
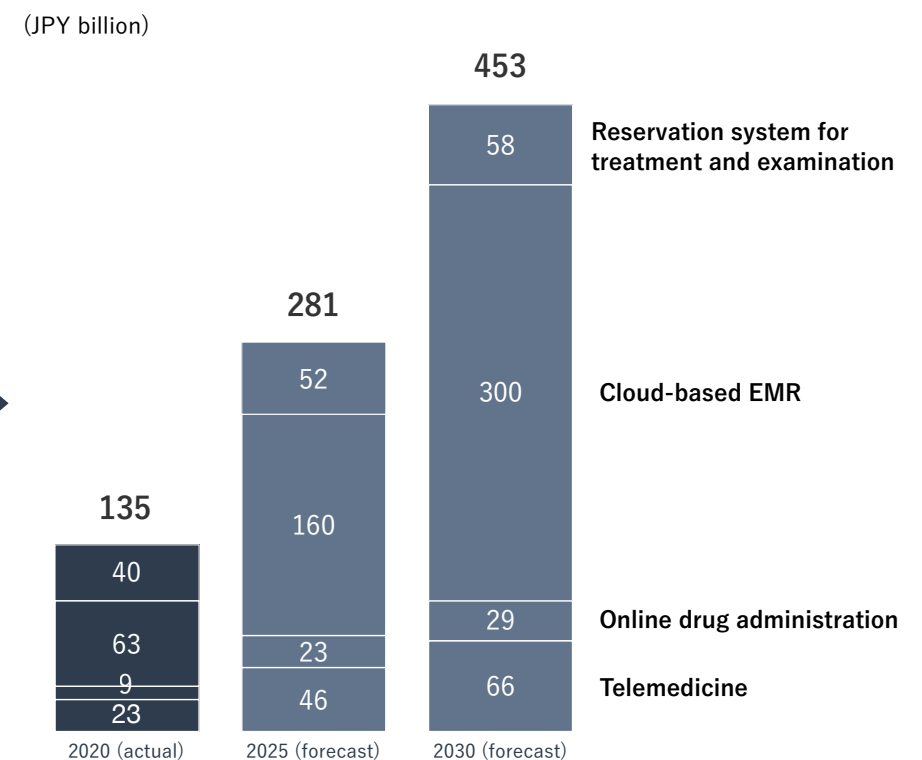
FY2021A: Calculated based on the number of employees in the medical/beauty healthcare industries in Japan (roughly 9.9 million), the average annual hiring rate for occupations that fall under the category of "medical care/welfare" and "environmental health services" in FY2019 employment trend survey results (approximately 16% for the "medical care/welfare", approximately 25% for the "environmental health services" = approximately 1.6 million people), and the average unit price of JobMedley placements for all occupation categories.
 FY2025E: Based on the abovementioned FY2021A multiplied by the medical cost growth rate in Future Outlook for Social Security in Anticipation of 2040 published by the Cabinet Secretariat, the Cabinet Office, the Ministry of Finance, and the Ministry of Health, Labour and Welfare.

The estimated current medical IT system market size is approximately JPY 470 billion. Today, the bulk of the systems used in medical industry are on-premises based (on-site servers), but more platforms have been adopting cloud-based systems since the deregulation in 2010, owing to advantages in terms of costs and convenience. Due to the low operating efficiency and customary use of long-term contracts, 10-year (FY2020-2030) CAGR in target operating area of the cloud medical IT system market is expected to be 12.9%.

Scale of the Medical IT System Market⁽¹⁾



Cloud Medical IT System Market in Our Operating Area⁽¹⁾



Currently, most systems are on-premises based (on-site servers)

Cloud-based systems are expected to become more prevalent in light of deregulation, cost advantages, and greater convenience.

(1) The Current Status and Future Market Trends Related to Medical Cooperation and Medical Platforms in 2022 by Fuji Keizai

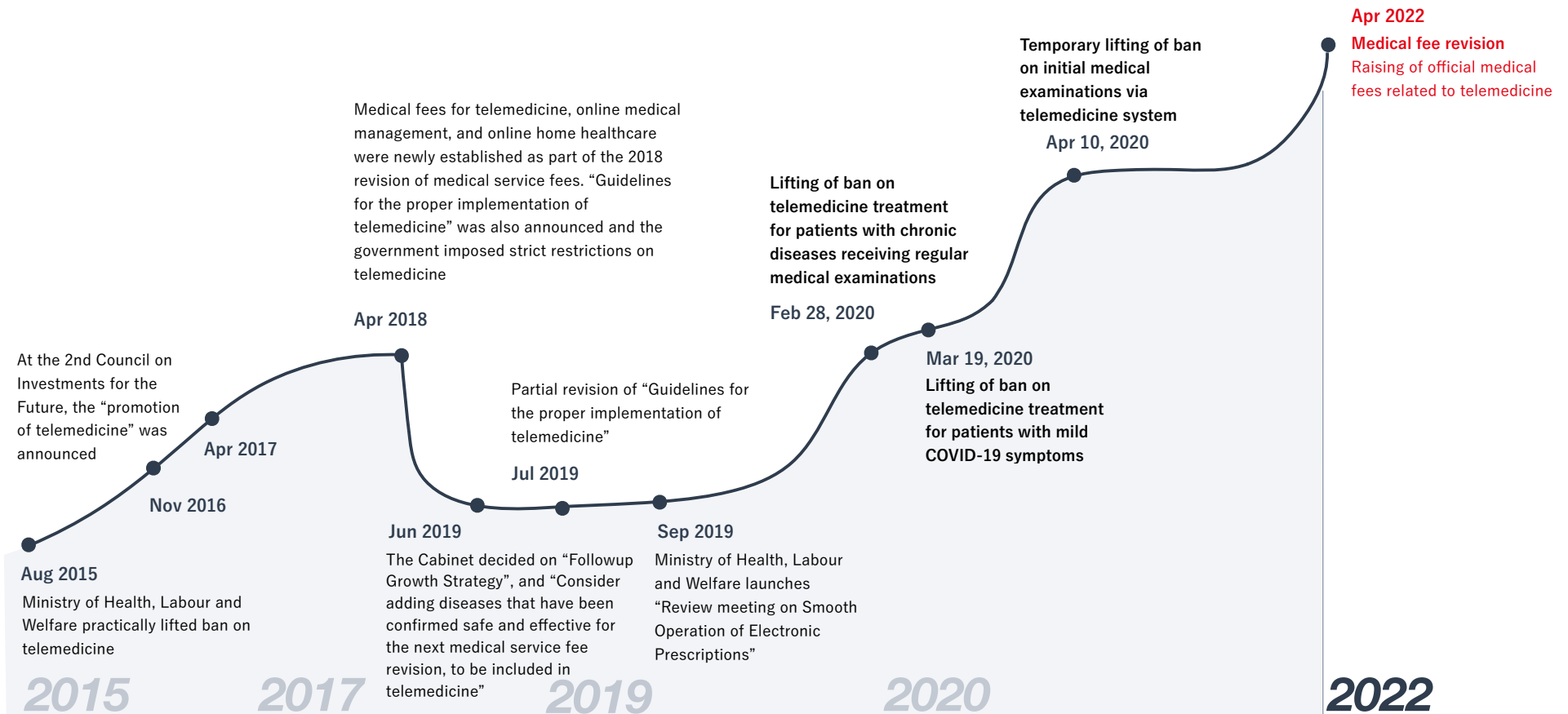
While COVID-19 has increased consumer awareness and behavior toward digital utilization, it has also revealed a delay in the digital utilization of healthcare. In response, the government has announced and implemented deregulations and policies related to the promotion of online medical services and electronic medical records and the revitalization of regional healthcare through digital utilization, which we believe will be a tailwind for our business development.

Institution/Policy	Overview	Major medical affairs
The Revision of Official Medical Fees in 2022	<ul style="list-style-type: none"> Implemented on April 1, 2022 Large-scale deregulation of telemedicine and Online drug administration Promoting digital utilization in the dental field 	<ul style="list-style-type: none"> Increase in points assigned to initial examinations (to just under 90% of face-to-face medical treatment) Changes to calculation requirements for online drug administration guidance <ul style="list-style-type: none"> Calculation requirements for online drug administration guidance is no longer limited to “patients receiving prescriptions via telemedicine systems” Addition of item related to “follow up” to requirements for drug administration guidance fees Additional points for home dental care using telecommunication devices
Basic Policy on Economic and Fiscal Management and Reform 2022 (The Basic Policy 2022⁽¹⁾)	<ul style="list-style-type: none"> Cabinet decision on June 7, 2022 Basic economic policy of Kishida Cabinet <ul style="list-style-type: none"> Fiscal policy, and investment in human resources, green procurement, digitalization, etc. to achieve the concept of “New Form of Capitalism” Promoting medical DX as a priority investment <ul style="list-style-type: none"> Established “Headquarters for Medical Digital Transformation (DX) Promotion” on October 12, 2022 	<ul style="list-style-type: none"> Creation of a national medical data platform <ul style="list-style-type: none"> Sharing and exchanging information using “On-line qualification confirmation” system Promoting standardization and implementation of EMRs <ul style="list-style-type: none"> Utilization of a medical informatization support fund Promoting DX related of medical fee revision <ul style="list-style-type: none"> Streamlining for revision and the related of official medical fees
Vision for a Digital Garden City Nation⁽²⁾	<ul style="list-style-type: none"> Cabinet decision on June 7, 2022 Realize new rural environments nationwide that are both convenient and attractive while maintaining their prosperity <ul style="list-style-type: none"> Aggressive promotion of DX in rural areas in both the public and private sectors by building digital infrastructure quickly The government provides grants to local governments Healthcare is an important theme for “building an attractive community” 	<ul style="list-style-type: none"> Community revitalization through disease prevention and promotion of health promotion <ul style="list-style-type: none"> Improving the environment for the development of PHR services, etc. Use of future technologies in the medical field <ul style="list-style-type: none"> Use of future technologies in the medical field (Proper spread and promotion of telemedicine) The spread and promotion of online drug administration Pushing for using electronic prescription and on-line qualification confirmation, etc.

(1) The Kishida Cabinet’s Basic Policy on Economic and Fiscal Management and Reform 2022 Reference: https://japan.kantei.go.jp/ongoingtopics/kishida_basic_policy.html

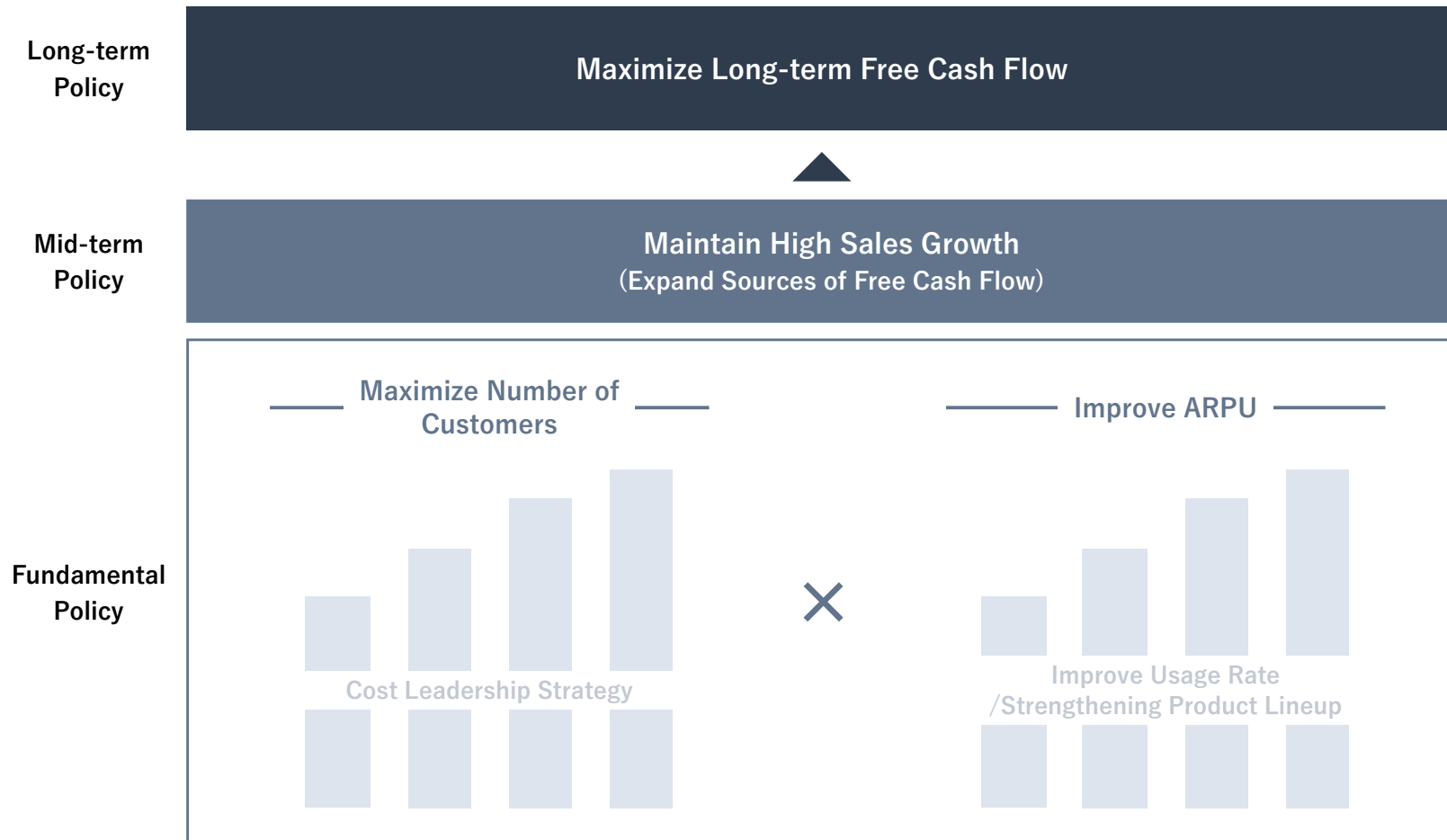
(2) Prime Minister Kishida’s policy concept Reference: https://www.japan.go.jp/kizuna/userdata/pdf/2022/spring2022/vision_for_a_digital_garden_city_nation.pdf

Starting in 2020, large-scale deregulation was implemented as a temporary measure in response to COVID-19. Further deregulation was implemented along with the revision to official medical fees in 2022.



Maintain High Sales Growth by Maximizing Number of Customers and ARPU

Our management policy is to maximize long-term free cash flow and maintain high sales growth by increasing the value provided to our customers. In order to achieve continuous sales growth, we pursue a basic strategy of maximizing the number of customer offices served and improving ARPU. In order to continuously improve ARPU, we pursue a business model focused on stable, recurring sales.

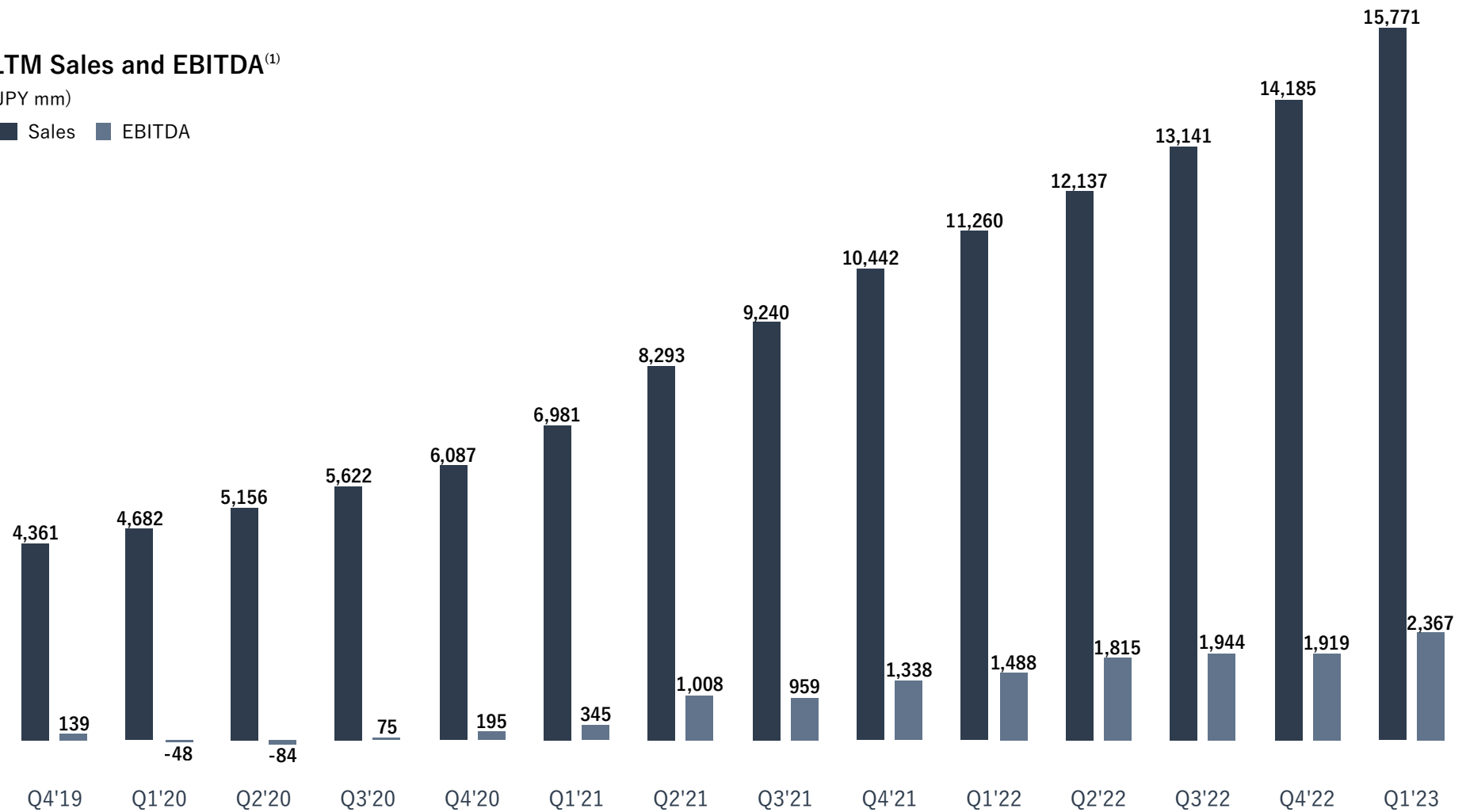


Although sales in HR PF tend to concentrate on every Q2, sales and EBITDA for the last 12 months (LTM) have been on a stable increasing trend.

LTM Sales and EBITDA⁽¹⁾

(JPY mm)

■ Sales ■ EBITDA

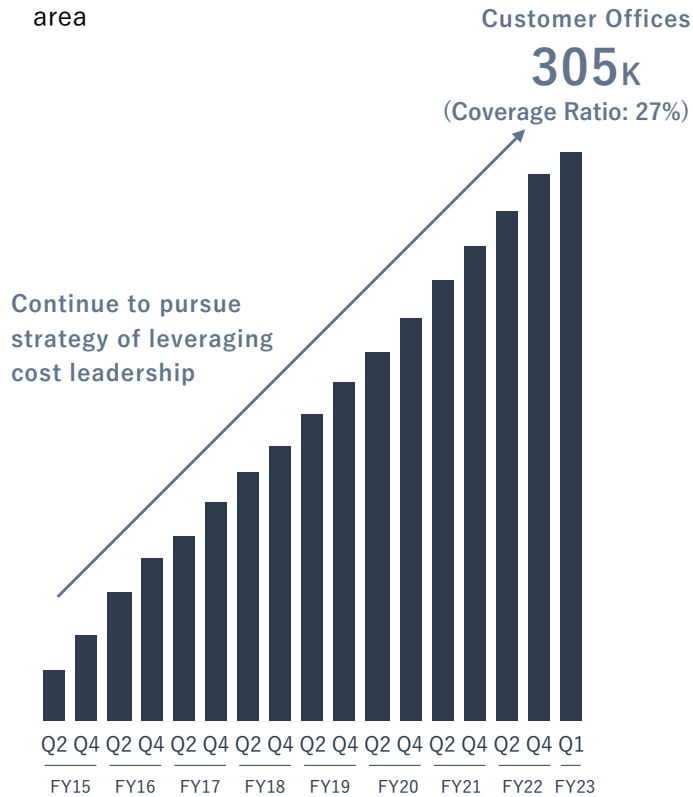


(1) Sum of sales and EBITDA for the last 12 months from the end of each quarter. Figures for FY2021 and earlier are based on the new revenue recognition standard.

In HR PF Business, in addition to shoring up our customer base and pool of registered workers, we conduct investments to develop and deliver new products while leveraging our customer base.

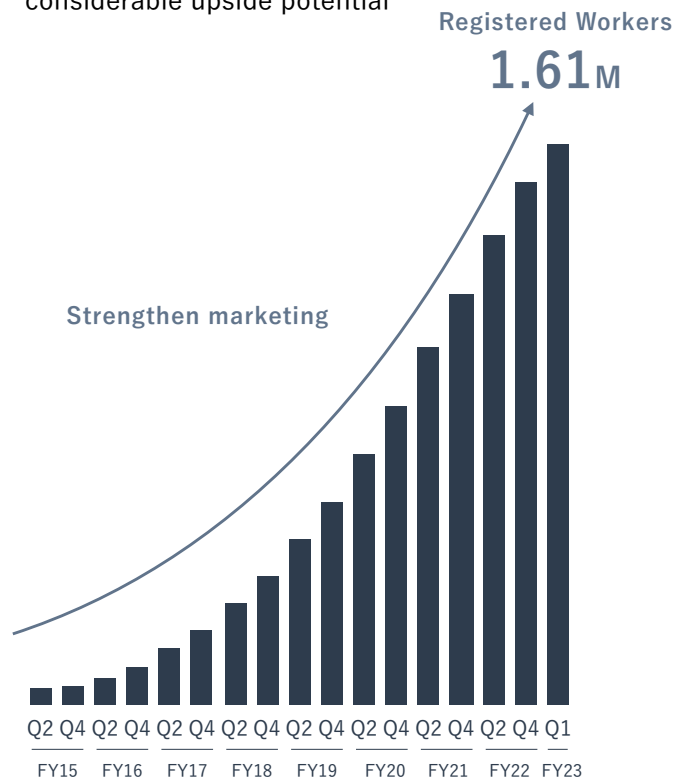
Maximize Number of Customers

- The number of target customers is 1.1 million⁽¹⁾ and we still see sizable upside potential in this area

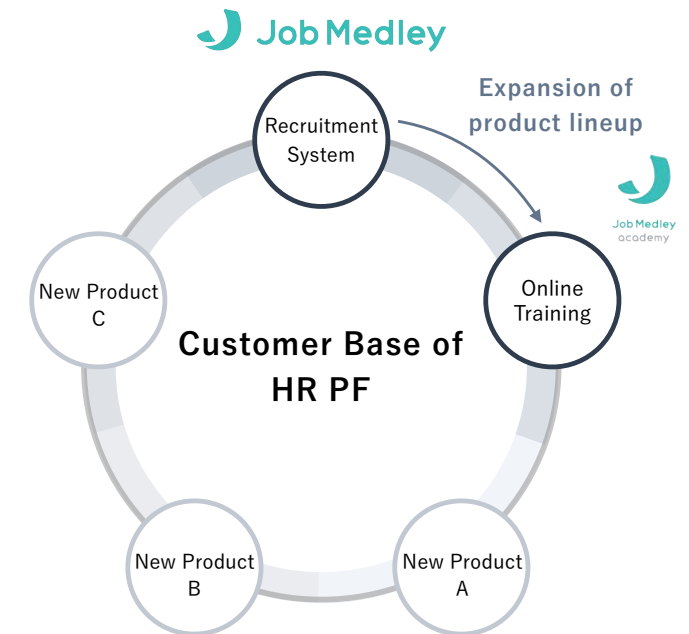


Improve ARPU

- As the number of employees in the medical industry in Japan is over 10 million⁽¹⁾, we see considerable upside potential



- Leverage the customer base for our recruitment systems and promote digitalization of related operations such as online training, etc.



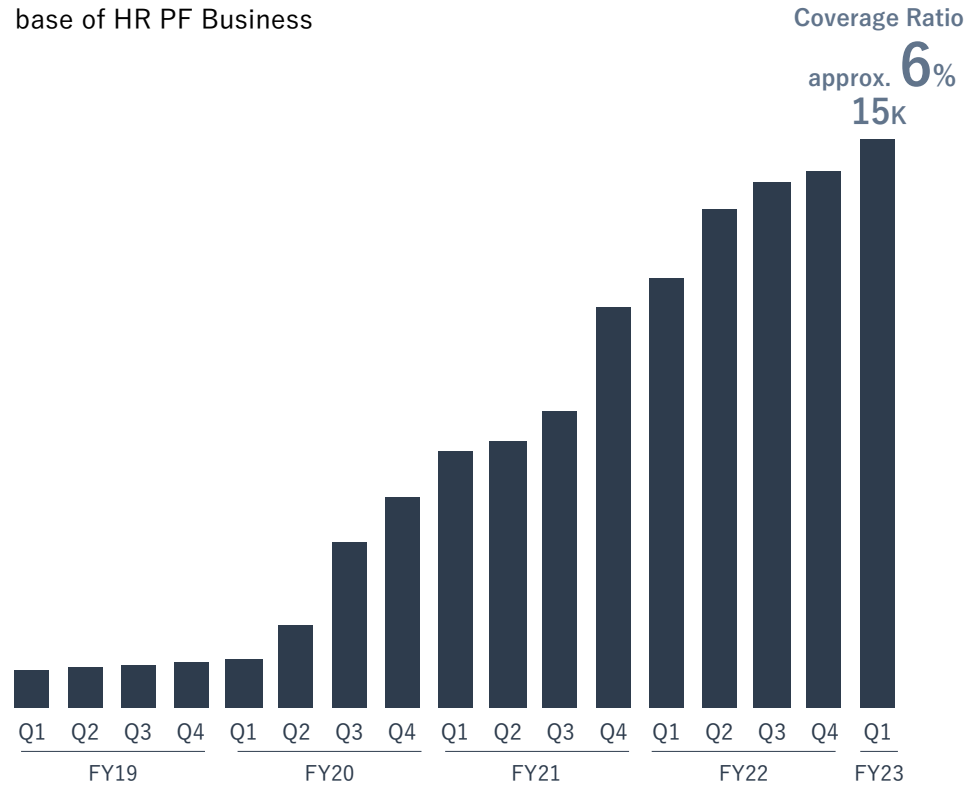
(1) Ministry of Health, Labour and Welfare, Ministry of Internal Affairs and Communications etc. statistics

Medical PF: Improved ARPU via Synergy with HR PF Business Customer Base

Medical PF is currently focused on developing SaaS products and, in addition to leveraging the customer base of HR PF Business to expand the number of customer offices, we are improving ARPU by strengthening our product lineup.

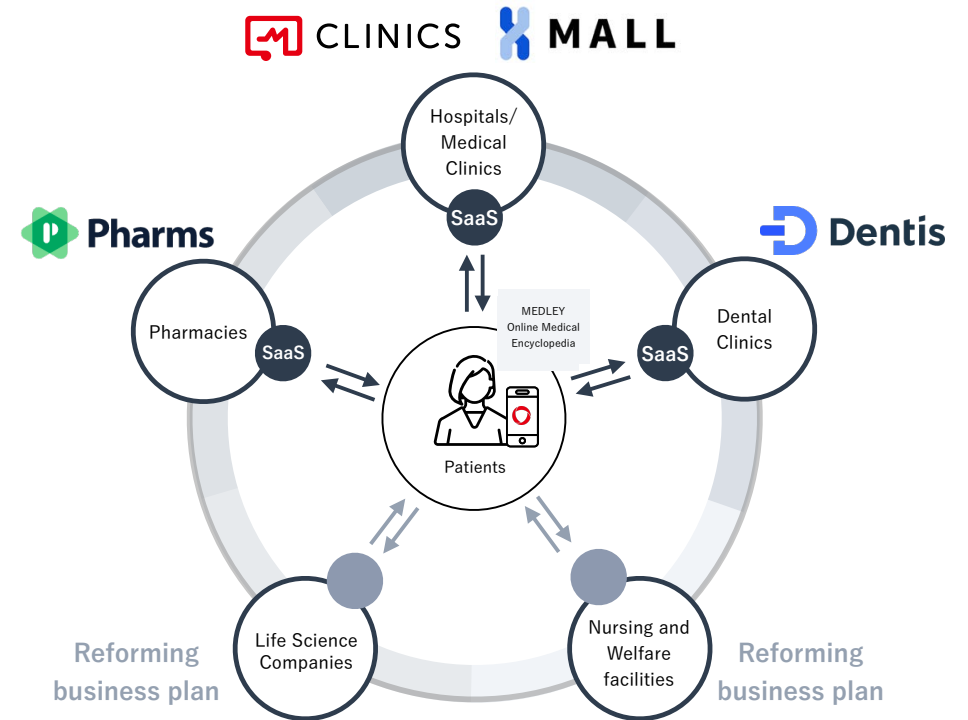
Maximize Number of Customers

- Target customer base has sizable upside potential with roughly 250k⁽¹⁾ hospitals, clinics, pharmacies, and dental clinics
- Conducted sales promotion that leveraged synergies with the customer base of HR PF Business



Improve ARPU

- Room for improvement of boosting efficiency of medical institutions' operations and enhancing patients' experiences by strengthening our product lineup

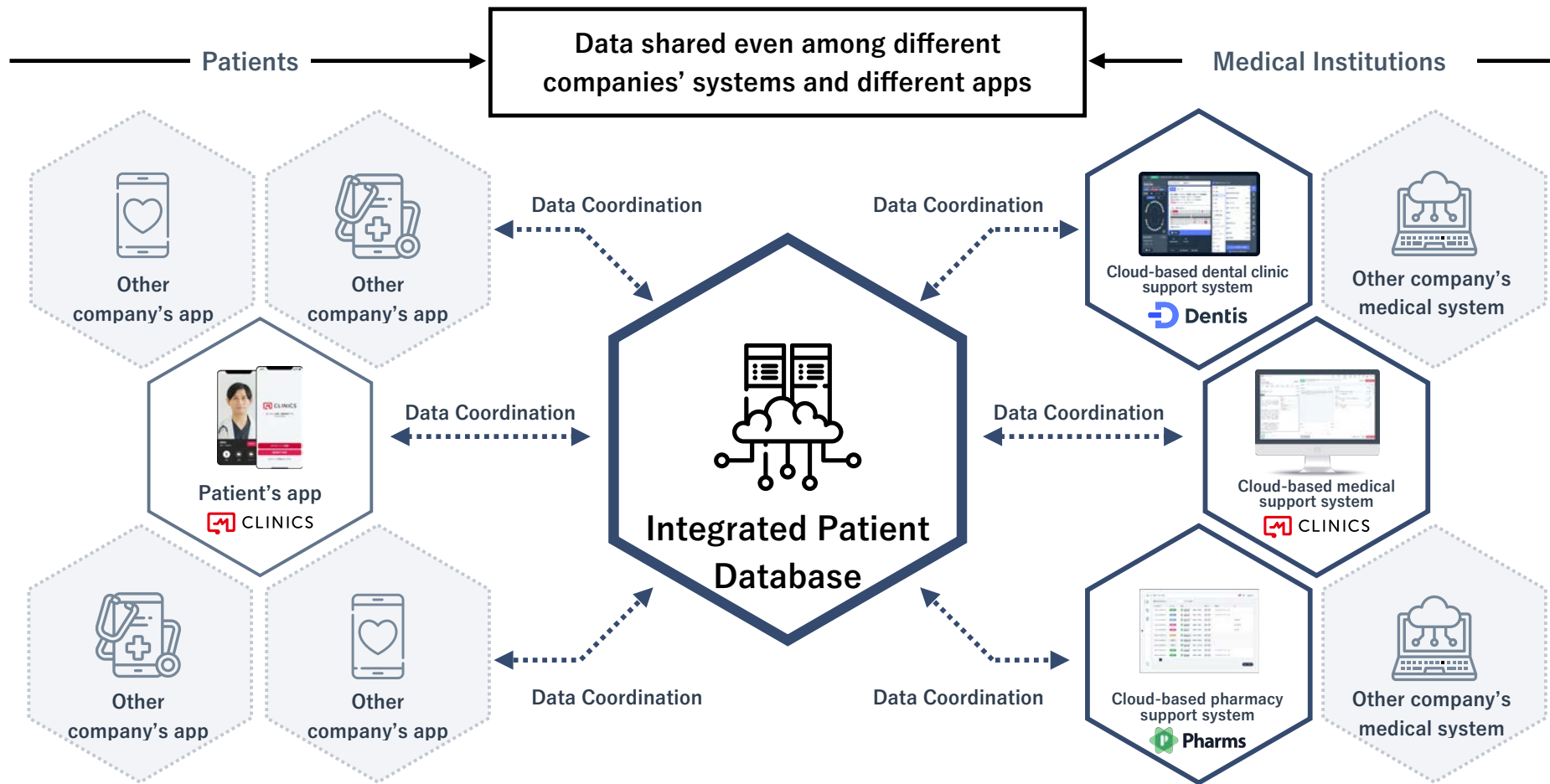


(1) Ministry of Health, Labour and Welfare statistics

Medical PF: Product Development Using Integrated Patient Database as a Core Technology



Many of the products provided by Medical PF Business use as a core technology our patient integration platform, which allows the sharing of medical data between different medical systems and applications used by patients (Japanese patent registration number 6921177).



In order to reach our mid-term targets ahead of schedule, we will aggressively invest capital secured via operating cash flow and interest-bearing debt in our businesses. We will also conduct M&A while keeping the company EBITDA positive on a companywide basis.

Priority (in principle)	Uses of funds	Sources of funds
<p>A</p> <p>Investment in businesses</p>	<ul style="list-style-type: none"> • Aggressive investment while maintaining profitability on a companywide basis <ul style="list-style-type: none"> - Make use of cost merits on a pretax investment basis • Maximize number of customers and achieve ARPU growth <ul style="list-style-type: none"> - Continue to leverage cost leadership of JobMedley - Improve utilization rate and product lineup 	<p>C</p> <p>Operating cash flows from profitable businesses</p>
<p>B</p> <p>M&A</p>	<ul style="list-style-type: none"> • Focus on synergy <ul style="list-style-type: none"> - Sizable customer base - Internet product development knowhow - Digital marketing knowhow • Conduct M&A necessary for the future without delay 	<p>D</p> <p>Debt</p>
<p>Share repurchase</p>	<ul style="list-style-type: none"> • Flexible investments based on factors such as our share price, market conditions, cost of capital, and our financing capacity 	<p>D</p> <p>Equity</p>

A: Investment in Growth Targeting Maximization of Customer Numbers and Improvement of ARPU

We aggressively invest capital secured via operating cash flow and interest-bearing debt while keeping the group-wide EBITDA positive.

Investment in Businesses

Aggressive investment while maintaining group-wide profitability

- Focus on achieving cost merits on a pretax investment basis while also focusing on after-tax capital base strengthening merits

Focus on sound unit economics

- Confirm investment return periods and LTV/CAC for all businesses
- Determine profitability timing and invest aggressively in businesses with sound unit economics

Maximization of Customer Numbers

Strengthen customer base by leveraging JobMedley's cost leadership

- Maintain current customer acquisition pace
- Aggressively pursue cross-selling by leveraging group-wide customer management system

ARPU Improvement

① **Increase customer usage rate**

- Continuous improvement

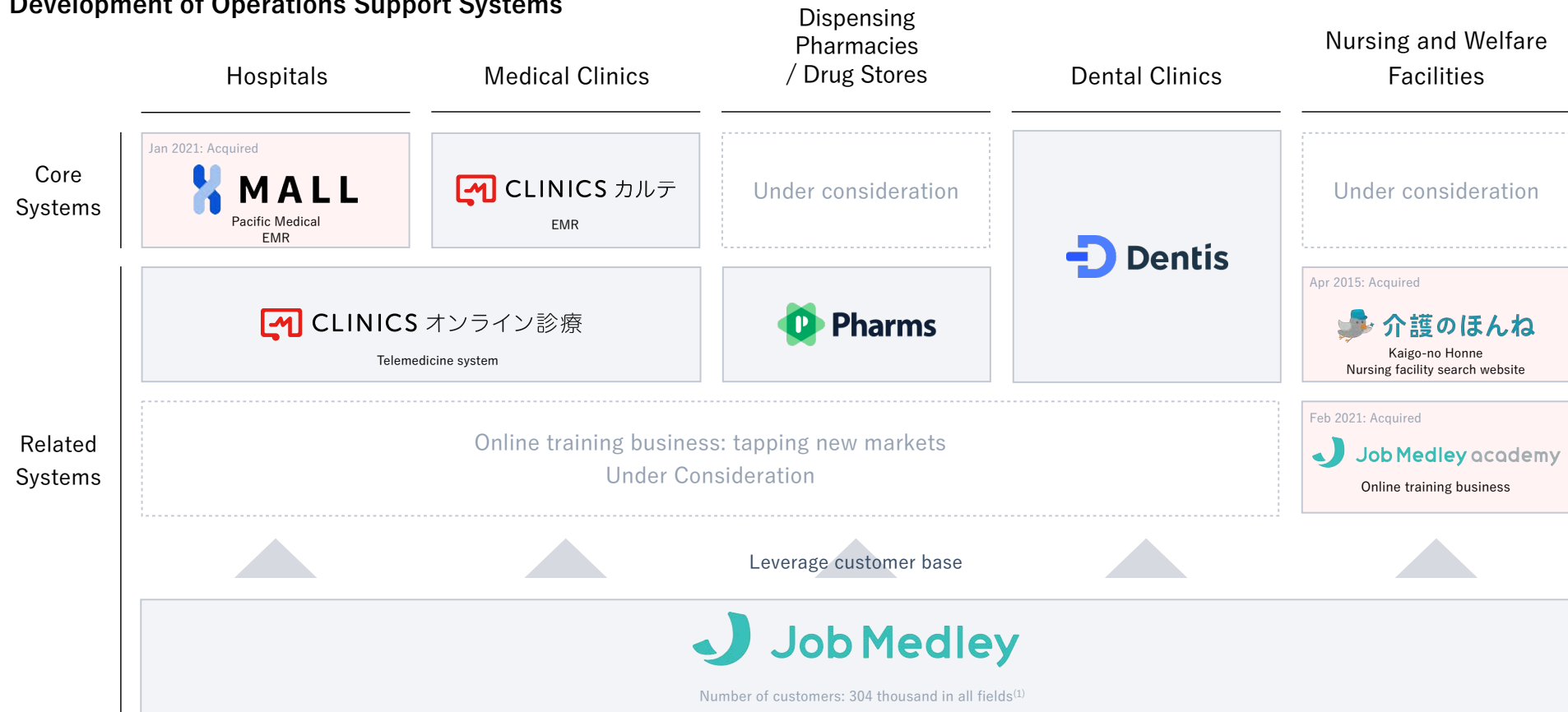
② **Strengthen product lineup**

- New services under development
- Proactively pursue business and capital alliances with other companies

B: Promoting Digitalization in the Healthcare Sector Through Synergy-Focused M&A

We view M&A as an important growth driver. Our group companies will work together to promote digitalization by focusing on creating synergies utilizing our robust customer base in the healthcare sector.

Development of Operations Support Systems



(1) As of end of March 2023

We must develop a wide range of systems in order to achieve our mission of “Creating the future of medical healthcare” wherein patients are able to make full use of medical care, medical institutions are efficiently managed, and governments are able to optimally allocate medical resources. We plan to expand our businesses through both in-house development and M&A. Below, we provide an overview of completed M&A.

Name	Impacted segment	Time of grouping	Status
Tenxia	HR PF	Sep. 2022	<ul style="list-style-type: none"> Initiatives to generate long-term synergies with recruitment system Integrated into Medley in February 2023
NaCI MEDICAL	Medical PF	Mar. 2019	<ul style="list-style-type: none"> Made progress in development of new cloud-based receipt computer and merged the company with Medley
Pacific Medical	Medical PF	Jan. 2021	<ul style="list-style-type: none"> Strengthened sales and marketing of EMR systems to small- and medium-sized hospitals Leveraged existing assets to develop the MINET group management system for medical corporations and to assist with regional medical cooperation
MEDiPASS	HR PF/Medical PF / New Services	Feb. 2021	<ul style="list-style-type: none"> Integrated online training business with Medley in January 2022, improved core functions, and developed multilingual support Regarding other MEDiPASS businesses, withdrew from the staffing businesses (sales expected to decline in some businesses in FY2022)
Source code of dental receipt computer	Medical PF	Aug. 2019	<ul style="list-style-type: none"> Leveraged knowhow to completely rebuild system assets acquired in 2019 and released new system Dentis in January 2022
Proof-of-concept testing base	Medical PF	Dec. 2020	<ul style="list-style-type: none"> Ownership of facilities where proof-of-concept testing for Pharms system for pharmacies was conducted contributed considerably to development of Pharms As facilities where proof-of-concept testing is conducted must serve as models for the future, we consider to retain ownership of other facilities formats
minacolor <small>*an equity method affiliate in the future</small>	Medical PF	Oct. 2021	<ul style="list-style-type: none"> Joint operation of businesses with NTT DOCOMO Steady expansion of business performance after becoming a group company
Other	Medical PF	Jun. 2020	<ul style="list-style-type: none"> Acquired knowhow and customer accounts by securing EMRs of other companies. Partial transfer of EMRs completed

C: Increase Operating Cash Flow by Making Lossmaking Businesses Profitable in Line with Our Plans



We have set target years for bringing lossmaking businesses into the black and will increase operating cash flow in line with our plans. In terms of Pharms, the timing of the turnaround was pushed back by one year due to delays in ARPU improvement.

Cash generation phase: Positive operating cash flow

Profitability phase: Operating cash flow negative, but unit economics sound (return on investment expected)

Commercialization phase: Creation of business model targeting generation of operating cash flow, unit economics carefully monitored

	Profitable in FY2022	In the red in FY2022	
	Cash generation phase	Profitability phase	Commercialization phase
HR PF	 Expected to turn profitable in FY24		
Medical PF	CLINICS オンライン診療 Telemedicine system Turned Profitable in FY19 Expected to turn profitable in FY24 Expected to turn profitable in FY23 MALL EMR for hospitals • Investing to accelerate growth	CLINICS カルテ EMR Pharms • Launched in September FY20 • Business for dispensing pharmacies Dentis • Launched in January FY22 • Business for dental clinics	MEDLEY • Preparation for next phase • No expansion of losses New Development (Receipt Computer) • Plan to begin in FY23
New Services	Expected to turn profitable in FY23	介護のほんね Kaigo no Honne; Nursing facility search website	Recruitment System in the USA EMR for Acute Care Hospitals

We set a high ratio of cash and deposits in order to make flexible investments. In addition to cash flow from operations, we have a strong financial base funded by equity offerings and by bank loans. Under the current circumstances, additional equity financing to achieve our mid-term targets is not required. We seek for appropriate use of capital as attractive investment opportunities are expected under market fluctuations.

Current Financial Position and Policy

B/S as of end of March 2023
(JPY million)

- Plans for use of cash and deposits
- Increasing working capital
 - Investment in new/existing businesses to drive medium- to long-term growth
 - M&A
 - Capital allocated to address emerging risks

Cash raised from LOC		Untapped LOC 2,700	
Cash and deposits 13,952	Debt 2,145		
	Other liabilities 4,097		
Other assets 7,858		Net assets 15,568	

- Make appropriate use of debt whilst monitoring cost of capital
- Secure more LOC and increase borrowings to take advantage of business opportunities
 - May 2020: Long-term borrowings JPY 0.5 bn
 - November 2020: Long-term borrowings JPY 3.0 bn
- September 2020:
 - Conducted JPY 5.4 bn public offering
 - HR PF: JPY 2.8 bn
 - Medical PF: JPY 2.6 bn
- May 2021:
 - Conducted JPY 5.1 bn third-party allotment
 - Allocation to M&A
- December 2021:
 - Repurchased JPY 1.8 bn of shares

HR PF: Success-fee-based Hiring Support System for Medical / Healthcare Industry

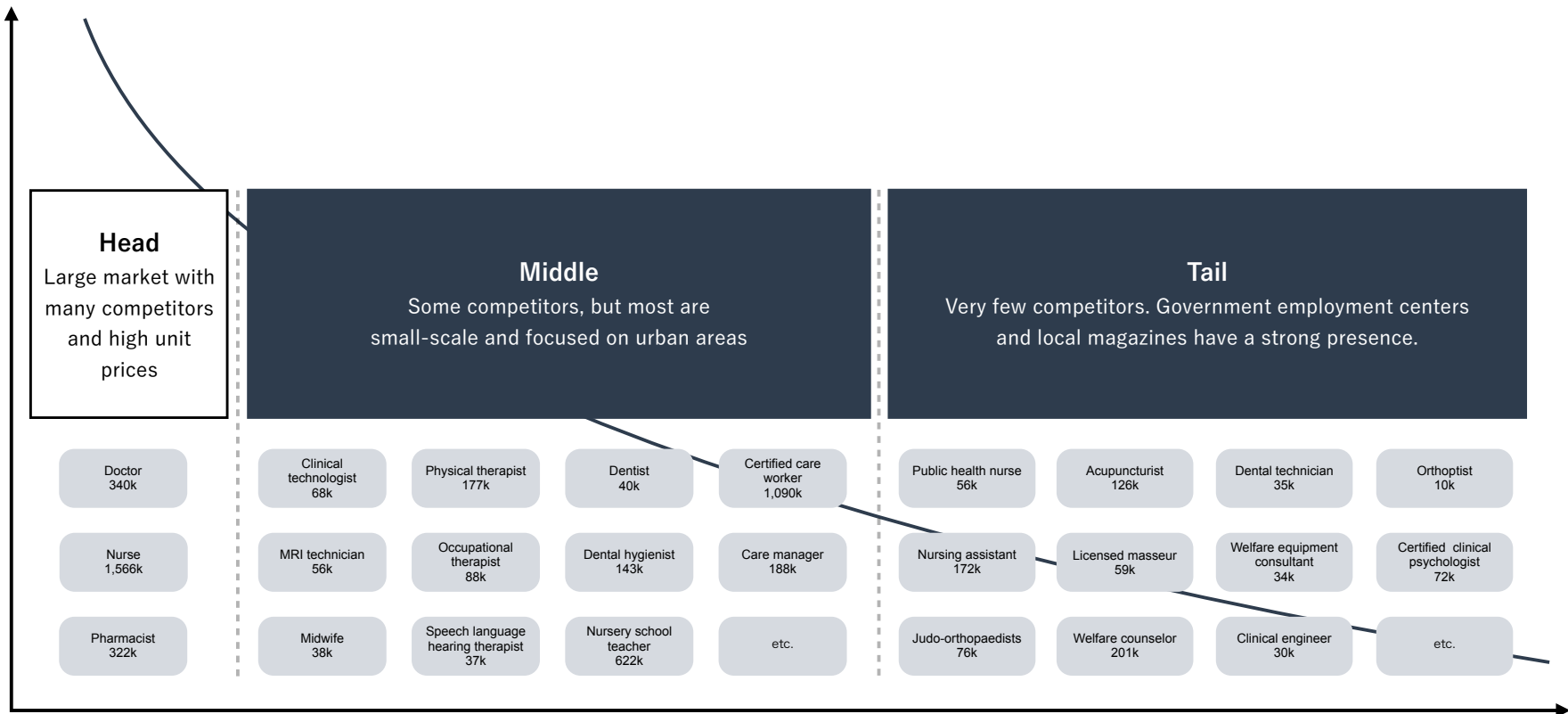
JobMedley is a recruitment system used by businesses (mainly medical institutions) in the nursing, childcare, and healthcare fields. Recruitment information for over 50 types of qualified professionals can be entered into the system and placement fee is charged when a placement is successfully made. The placement fee varies depending on the occupation type and hiring classification.



Industry Has a Long-tail Structure: Our Strengths Are in the Middle and Tail Segments

Out of the 10 million workers in the medical/beauty healthcare industry, 22% are doctors, nurses, and pharmacists, who are highly competitive in terms of job placement. On the other hand, there are few competitors in the remaining 78% - the middle and tail segments - where we have captured a leading market share. We currently have over 1.6 million users in more than 50 occupations registered in our system.

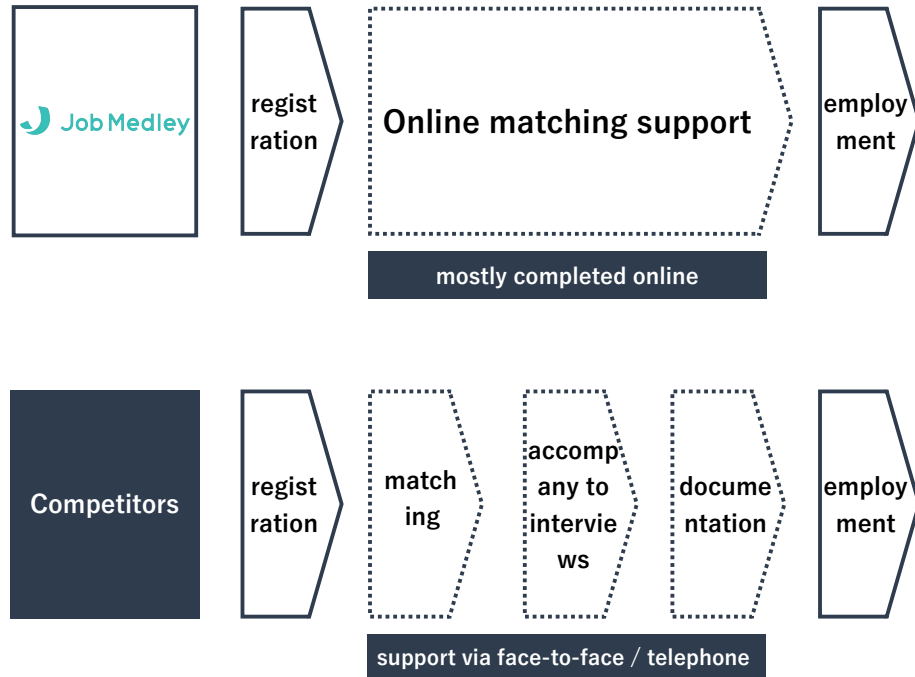
Our Target Area⁽¹⁾



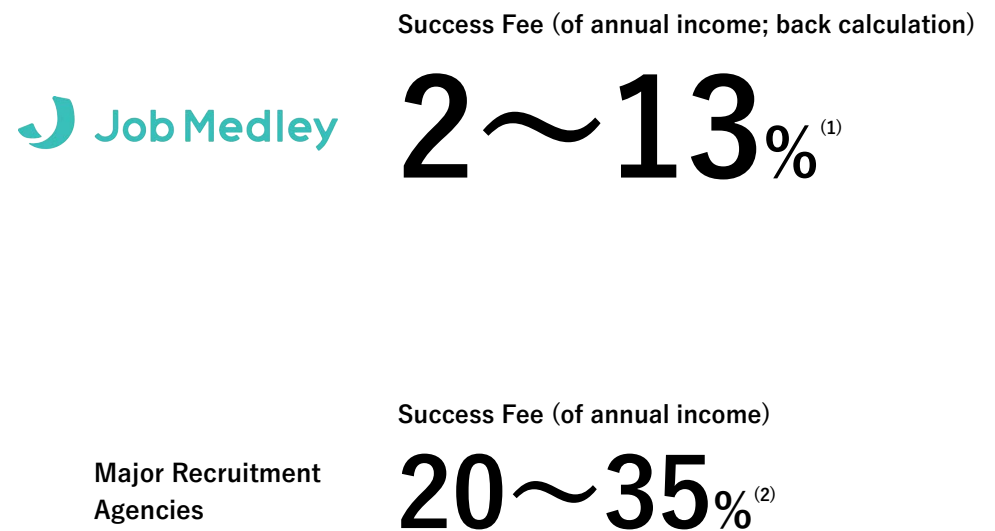
(1) Ministry of Health, Labour and Welfare statistics

JobMedley covers more than 50 different types of medical/healthcare occupations, and recruitment success fee is approximately 50 - 80% lower than the industry average. While many recruitment agencies conduct most of their business in person, JobMedley uses online support staff, thereby increasing efficiency and enabling lower fees.

Improved Efficiency by Leveraging Online Support



Price Advantages

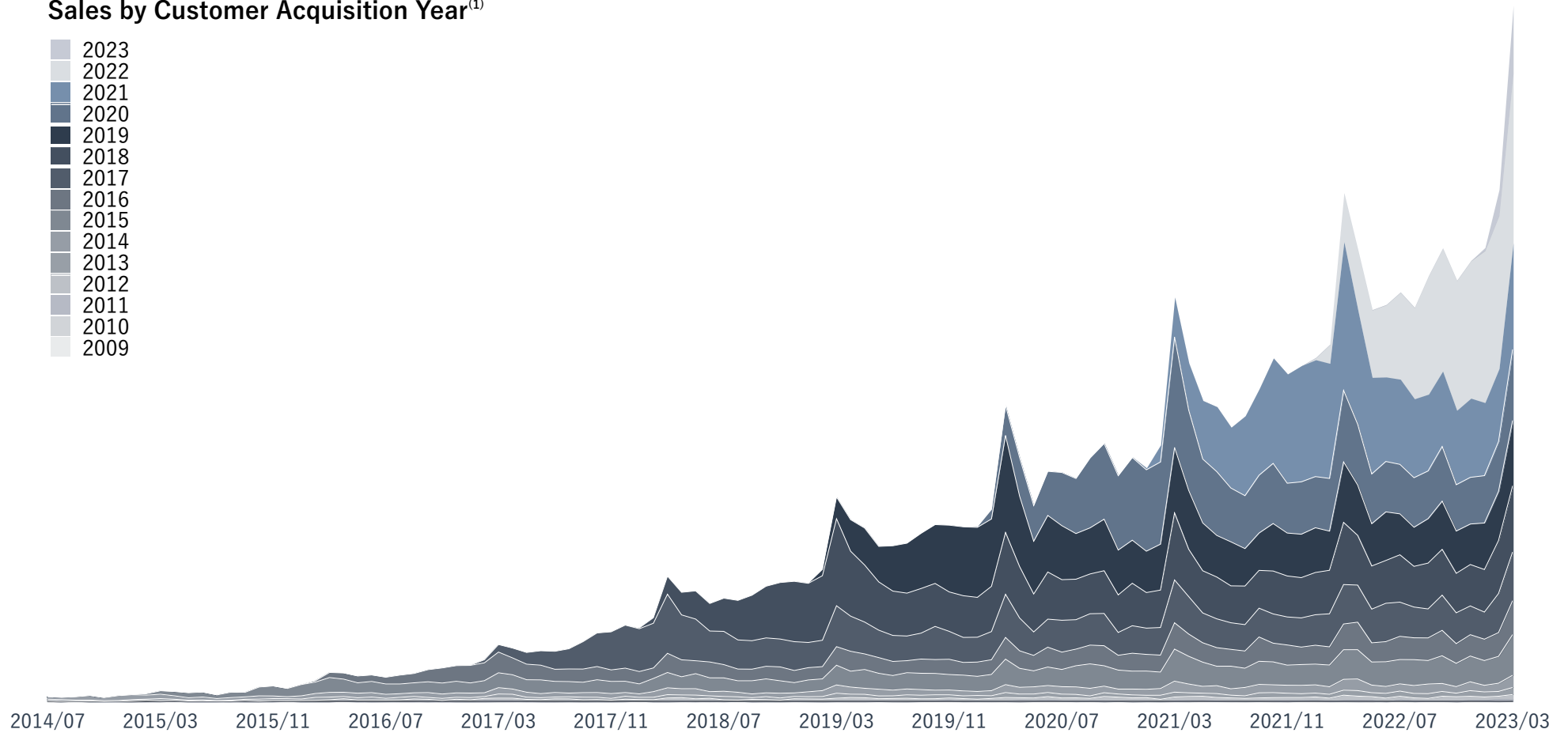


(1) Ratio of our recruitment success fee to annual salary (full-time) is calculated based on the 2018 Basic Survey on Wage Structure (range of nurses, childcare professionals, physiotherapists, dentists, and caregivers).

(2) This refers to typical fees for recruitment services for occupations such as doctors, nurses, childcare professionals, physical therapists, dentists, and care workers among the 50 occupations we handle. (Some recruitment services employ different methods for setting success fee amounts that are different from that described above.)

We are building a stable customer base by encouraging customers to become repeat users of JobMedley. Recently acquired customers are making extensive use of our scouting functions. This has boosted the ratio of applicants per job offering and contributed to sales growth.

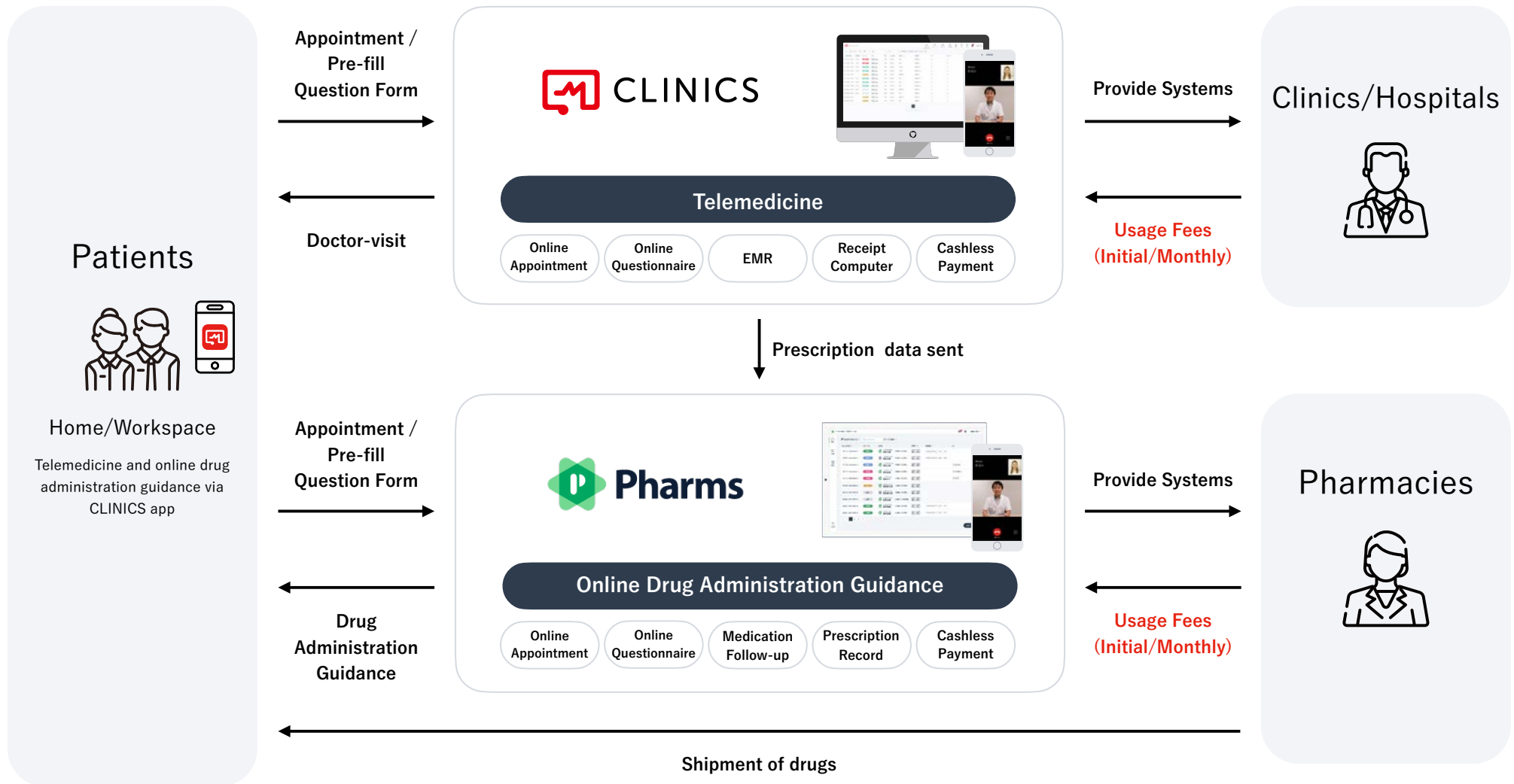
Sales by Customer Acquisition Year⁽¹⁾



(1) Based on per-customer monthly orders/sales value data.

Medical PF: CLINICS/Pharms Earnings Models

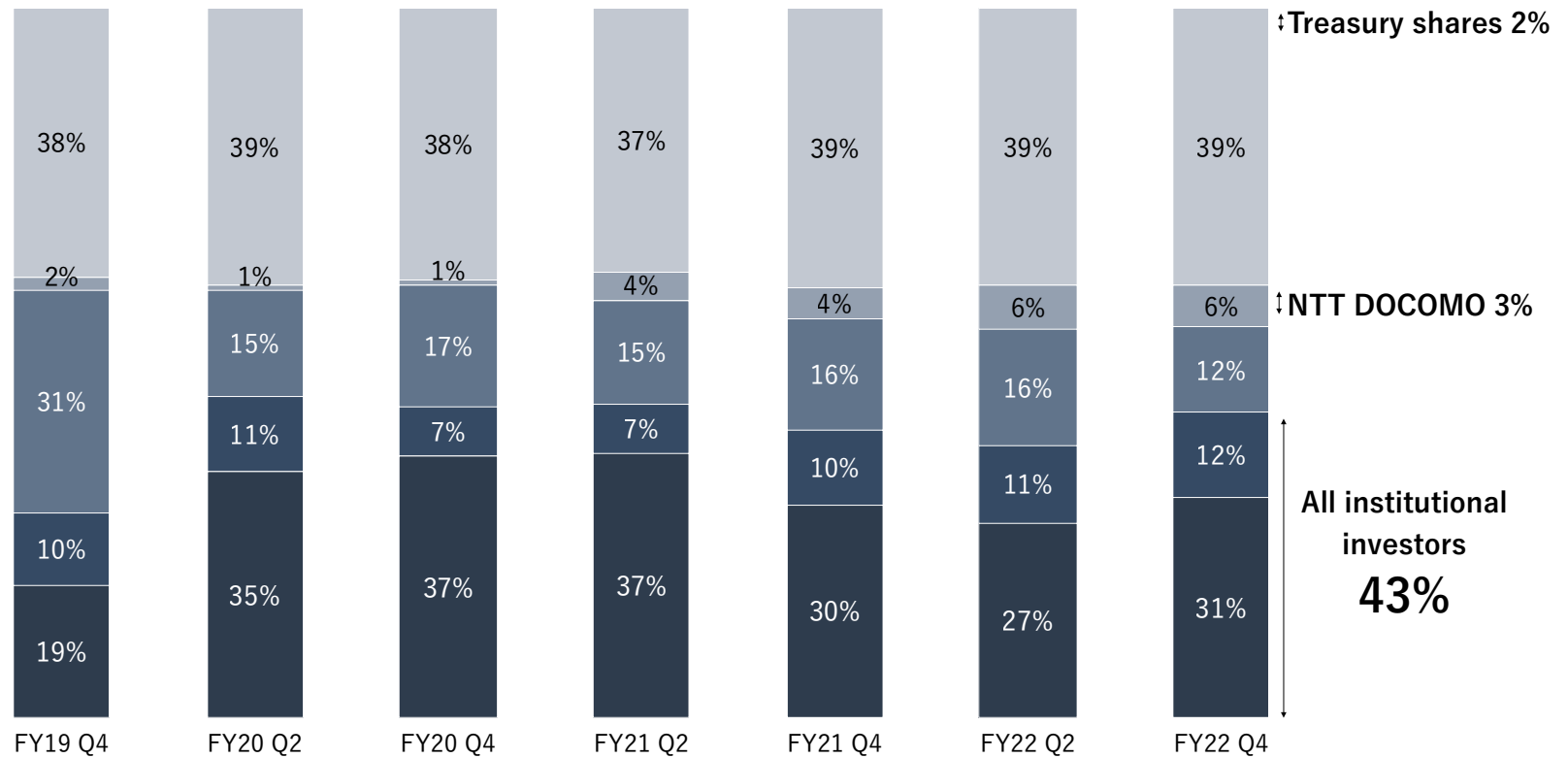
CLINICS and Pharms use earnings models wherein it receives system usage fees from medical institutions (CLINICS: clinics/hospitals, Pharms: dispensing pharmacies). Usage fees include initial fees for installation and monthly fee payments. Patients can receive online medical experience from treatment to drug administration guidance via both systems and CLINICS app.



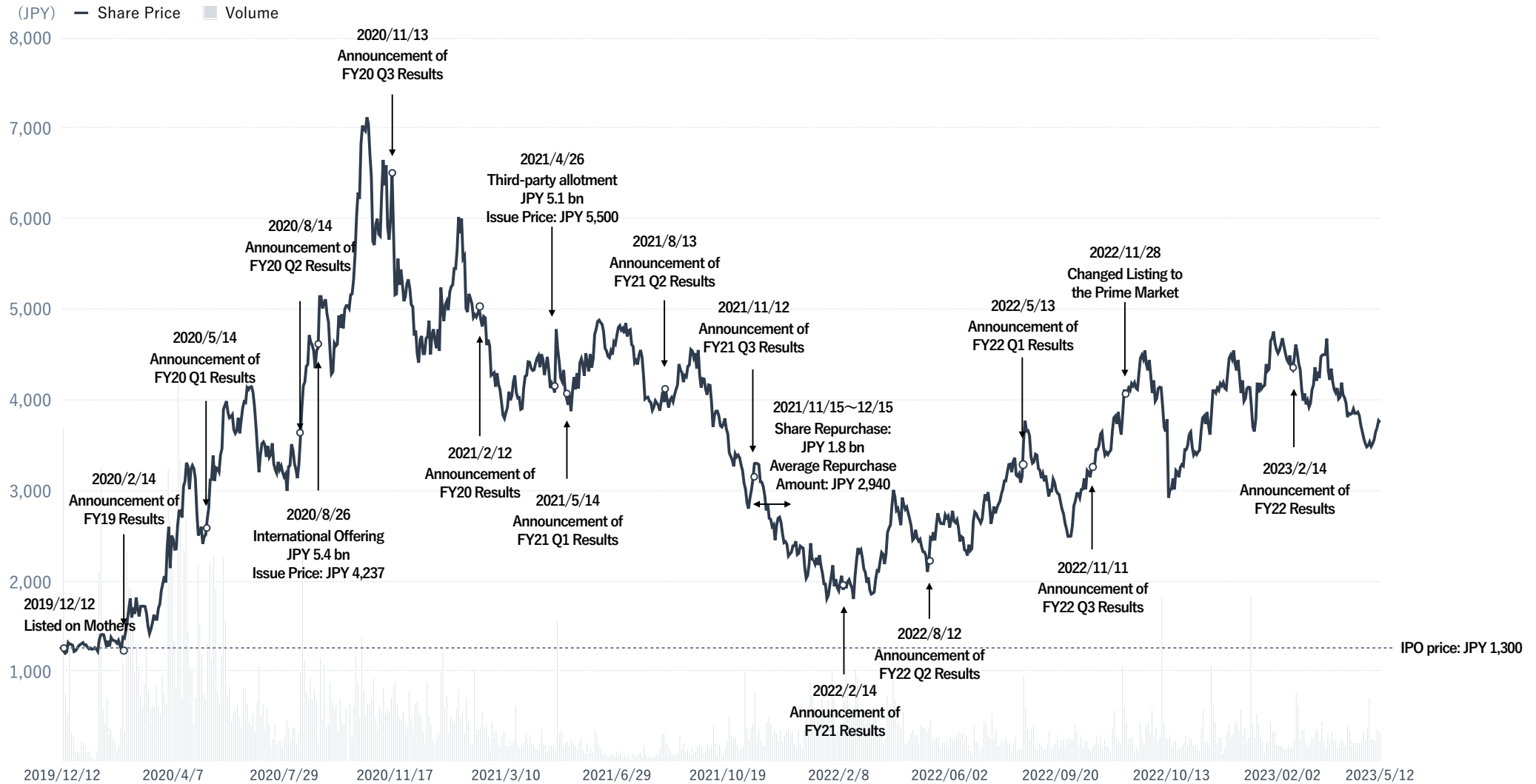
Change in Ratio of Ownership

The ratio of institutional investors, mainly overseas institutional investors, accounts for 43% as of end-December 2022. We will continue to endeavor to provide robust disclosure that helps both institutional and individual long-term investors make investment decisions.

- Executive and employees, Treasury shares
- Others
- Individual investors
- Domestic institutional investors
- Foreign institutional investors



Historical Share Price



We prioritize issues to be addressed (materiality) in order to meet the expectations and demands of our stakeholders. Our materiality is determined based on issues directly related to our mission, “Creating the future of medical and healthcare”. By working to solve these critical issues, we strive to continuously contribute to society while increasing enterprise value.

Creating the Future of Medical and Healthcare

Solutions for social challenges through our businesses



For medical providers

- Streamlining operation through internet products
- Solving lack of workforce in medical and healthcare field



For patients users

- Provision of medical information
- Supports in utilizing medical services



For government & communities

- Participation in proof-of-concept testing/information provision
- Supports for disaster areas
- Supports for infection prevention measures

Fundamentals backing our businesses

Ensuring information security and privacy protection

- Ensuring information security
- Privacy protection of users

Promotion of diversity & inclusion

- Promotion of hiring and active participation of diverse human resources

Strengthening of governance

- Strengthening of corporate governance

For more information, access our corporate website.



Creating the Future of Medical and Healthcare