



CareNet, Inc.

**Briefing Materials for Financial Results
for the Fiscal Year Ended December 31, 2023**

Katsuhiro Fujii, President

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- 1. Our Business Model**
- 2. Financial Results Highlights**
- 3. Review of the Mid-term Management Plan (2021-2025)**
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Our Business Model

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Corporate Profile

Name	CareNet, Inc.
Address	Sumitomo Fudosan Chiyoda Fujimi Bldg., 8-19, Fujimi 1-chome Chiyoda-ku, Tokyo, Japan
Established	July 1996
Employees	345 (as of December 31, 2023)
Business activities	Medical contents services for doctors and medical professionals, Medical and pharmaceutical business support for pharmaceutical companies

Business Activities

Improvement of future medical care by information technology and imaging

CareNet distributes practical information that is useful in routine clinical practice to doctors and other medical professionals via the Internet and provides pharmaceutical companies with solutions for the effective communication of pharmaceutical information.

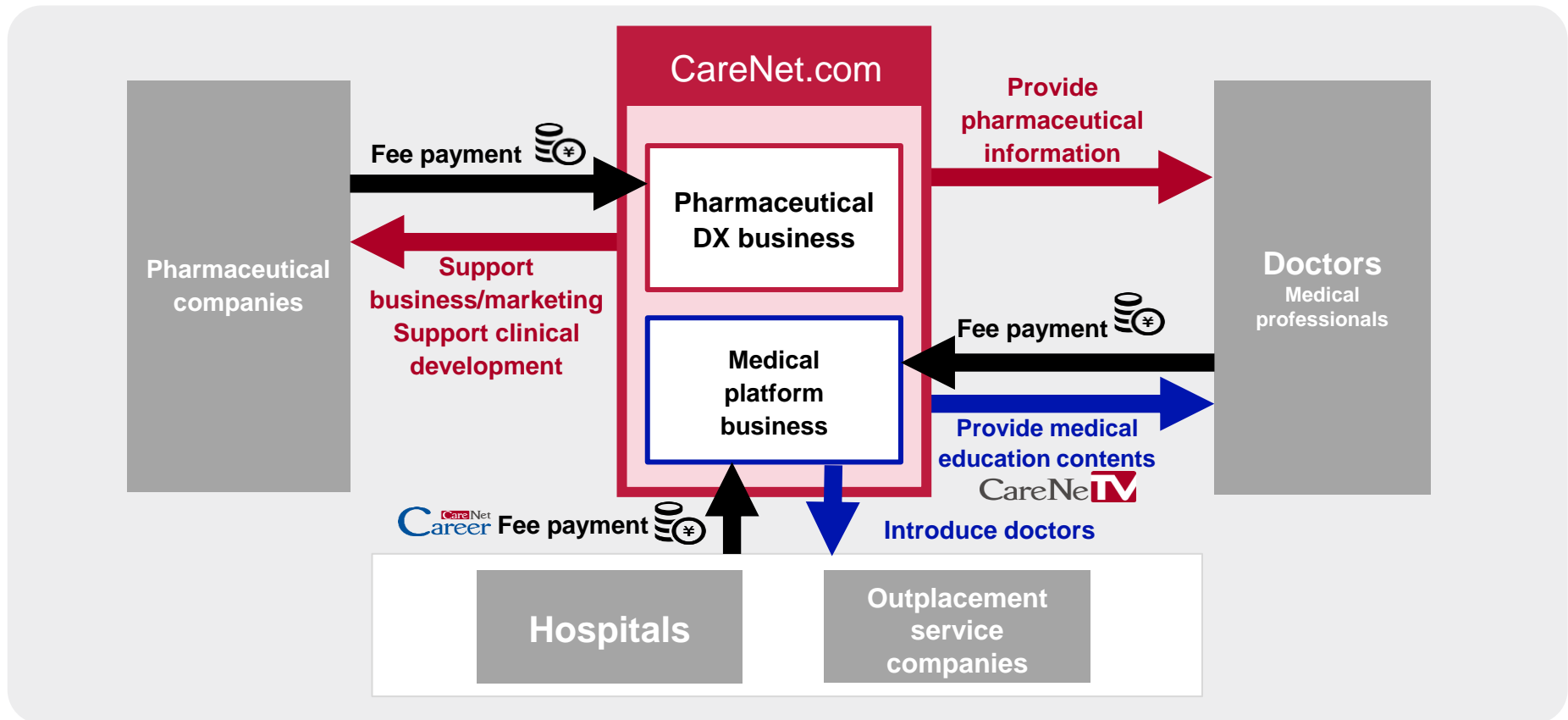
Corporate Philosophy

Striving to create a sustainable healthy society in the digital age

CareNet contributes the creation of a sustainable society that is healthy and offers comfortable working environments for both the recipients and providers of medical care by constantly evolving our businesses through technology and enthusiasm.

Our Business Model

- CareNet develops a variety of businesses that utilize the “doctor platform” oriented around CareNet.com.



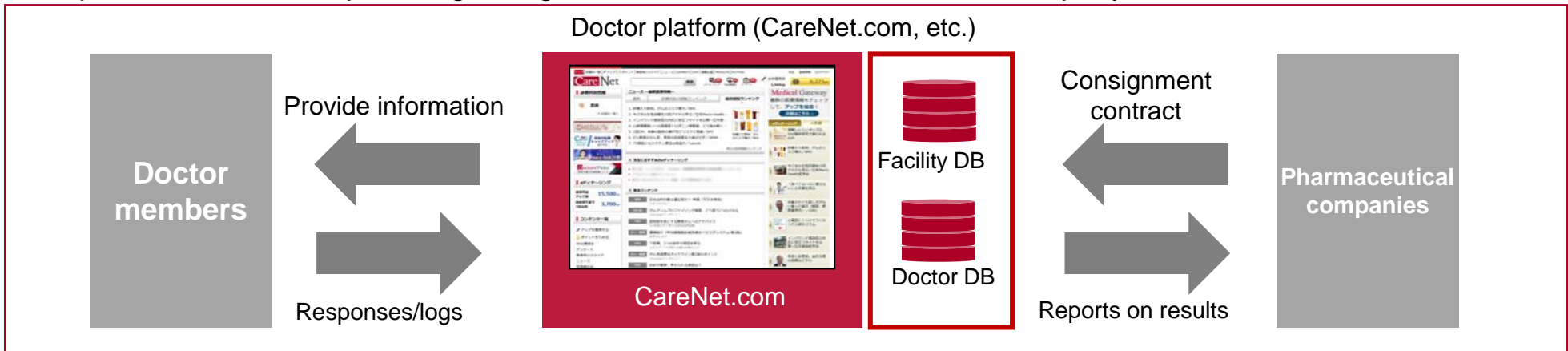
The “Pharmaceutical DX business” is engaged in the service of providing doctors with information on the proper use of therapeutic drugs under contract with pharmaceutical companies, using our doctor platforms such as “CareNet.com.” Its business model relies on obtaining service income from pharmaceutical companies, and it is our main business that accounts for about 90% of the total net sales of the CareNet Group (the “Group”).

The “Medical platform business” is engaged in the service of providing fee-based medical education videos to our member doctors and medical professionals. Since becoming the first company in Japan to provide specialized information programs for doctors, we have built an extensive track record in producing medical education programs. The business also provides information services for supporting job changes and opening businesses through group companies, with a view to helping our member doctors’ career advancement and work-life balance improvement.

Pharmaceutical DX Business

Business model for the Pharmaceutical DX business

- CareNet has endeavored to spread the clinical development and proper use of new medicine from pharmaceutical companies through use of the doctor platform. We have partnerships with over 70 pharmaceutical companies, growing this into the core business of the Company.



Main services of the Pharmaceutical DX business

IT solution for connecting doctors and pharmaceutical companies: MRPlus®

One of our core services that broadcasts video content created from the perspective that the involvement of doctors is needed to target other doctors, enabling the analysis of doctors' responses while creating opportunities for engagement with MRs. More than 50 pharmaceutical companies have adopted this service.

Online livestreams of seminars by Key Opinion Leaders (KOLs¹) available nationwide: Online seminars

Busy doctors can watch KOL seminars without having to leave the office. Online livestreaming is a very effective way to quickly broadcast information about new treatments nationwide. Over 500 seminars are conducted annually, and this is a core service together with MRPlus®.

Besides the above, through our group companies, CRO, SMO, and CSO, which dispatch professionals, we provide high-quality service in tandem with the doctor platform.

¹ KOL is an abbreviation for key opinion leader. KOLs refer to doctors who have wide influence in the medical industry. As part of sales promotion activities for their products, pharmaceutical companies reach out to KOLs, who are medical experts, in order to spread the latest pharmaceutical information. KOLs include doctors who are authorities in academic societies, professors at university hospitals, and directors of large hospitals.

Medical Platform Business

Main service: CareNeTV
On-demand clinical videos for self-study by medical professionals



Paying members **6,277**

(As of December 31, 2023)

About 20 years producing medical education programs. As Japan's first TV station specializing in content for medical professionals (satellite broadcasting ended in March 2011, switching to Internet distribution), CareNet has abundant experience in producing medical education programs, and CareNeTV delivers programs that cater to the specific learning needs of medical professionals.

Complete lineup of programs
 More than 2,000 programs are available, with approx. 10 new programs being released every month. Packed with uplifting and useful information from leading lecturers who are active on the front lines of clinical practice! Designed around programs for improving clinical skills in everything from primary care to specialized fields, video content is available for a variety of genres, including preparation for medical specialist exams, presentations, English, and statistics.

Fee • Monthly/5,500 yen • PPV/330 yen -

Medical information website used by **more than 450,000** medical professionals



Members

450,219

Doctors who are members

224,568

(As of December 31, 2023)

“Medical contents” for immediate use in the field
An abundant selection of content is available for immediate use in clinical settings, including videos of procedures, patient instructions, and explanations of relevant guidelines.

International research and news on medical care
Carefully selected articles published in leading international journals are summarized in Japanese and are made available together with the latest medical news in Japan to facilitate quick and easy understanding of the current state of medical care.





Financial Results Highlights

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The Fiscal Year Ended December 31, 2023 - Financial Results Summary

- As the ePromotion market, which is our core business, has been sagging, we could not achieve the targets for FY2023.
- On the other hand, with the expansion of services, sales grew from the previous year in both the Pharmaceutical DX business and Medical platform business.

(Million yen)

	The fiscal year ended December 31, 2023			Adjustment amount	Progress rate
	Company-wide	By segment			
		Pharmaceutical DX business	Medical platform business		
Net sales	10,235	9,178	1,057	-	93.0%
Operating profit	2,428	3,941	264	-1,776	80.9%
Ordinary profit	2,467	-	-	-	82.2%
Profit attributable to owners of parent	1,510	-	-	-	75.5%



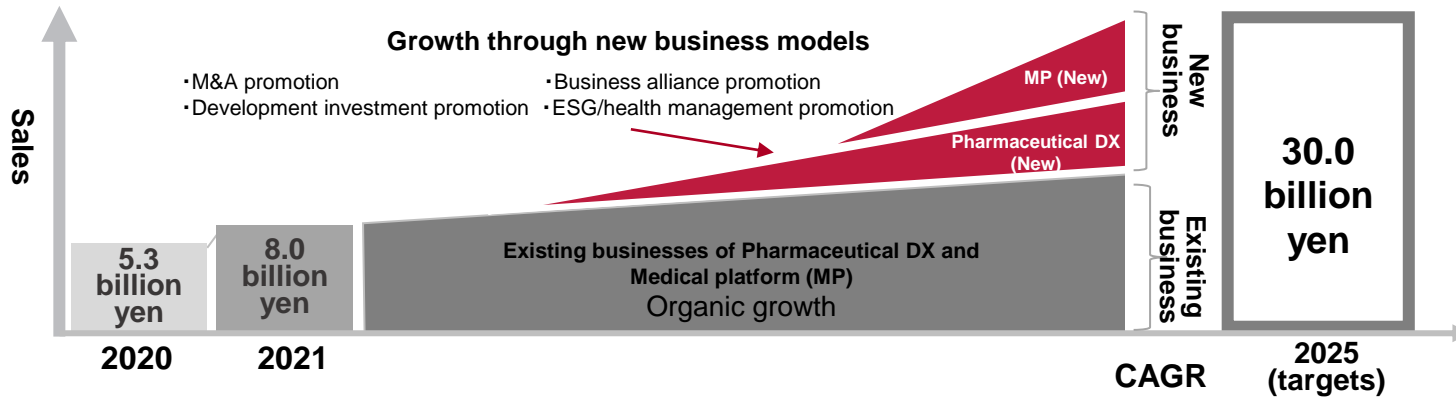
Review of the Mid-term Management Plan (2021-2025)

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Targets Set in the Mid-term Plan

- We aim to achieve consolidated net sales of 30.0 billion yen and consolidated operating profit of 10.0 billion yen by 2025.
 - We will continue to grow strongly in the expanding pharmaceutical DX market.
- We aim to build a business model that contributes to the creation of a sustainable society.
 - We will build a model in which the Medical platform (MP) business and Health data science (HDS) business are linked to the growing Pharmaceutical DX business.



Management targets

	2020 (results)	2025 (targets)	CAGR (Period of the Mid-term Plan)
New sales	5.3 billion yen	30.0 billion yen	41%
Operating profit	1.5 billion yen	10.0 billion yen	46%
Operating profit ratio	28%	33%	-
Listed stock market	TSE Mothers	TSE Prime	-
Doctor members	180,000 (~60% of doctors)	250,000 (~80%)	-

“Mid-term Plan 2025” Growth Plan by Segment

- Since 2021, with the Pharmaceutical DX business as the center of the growth, the Company has planned to achieve continuous high growth in both the existing business and new business.

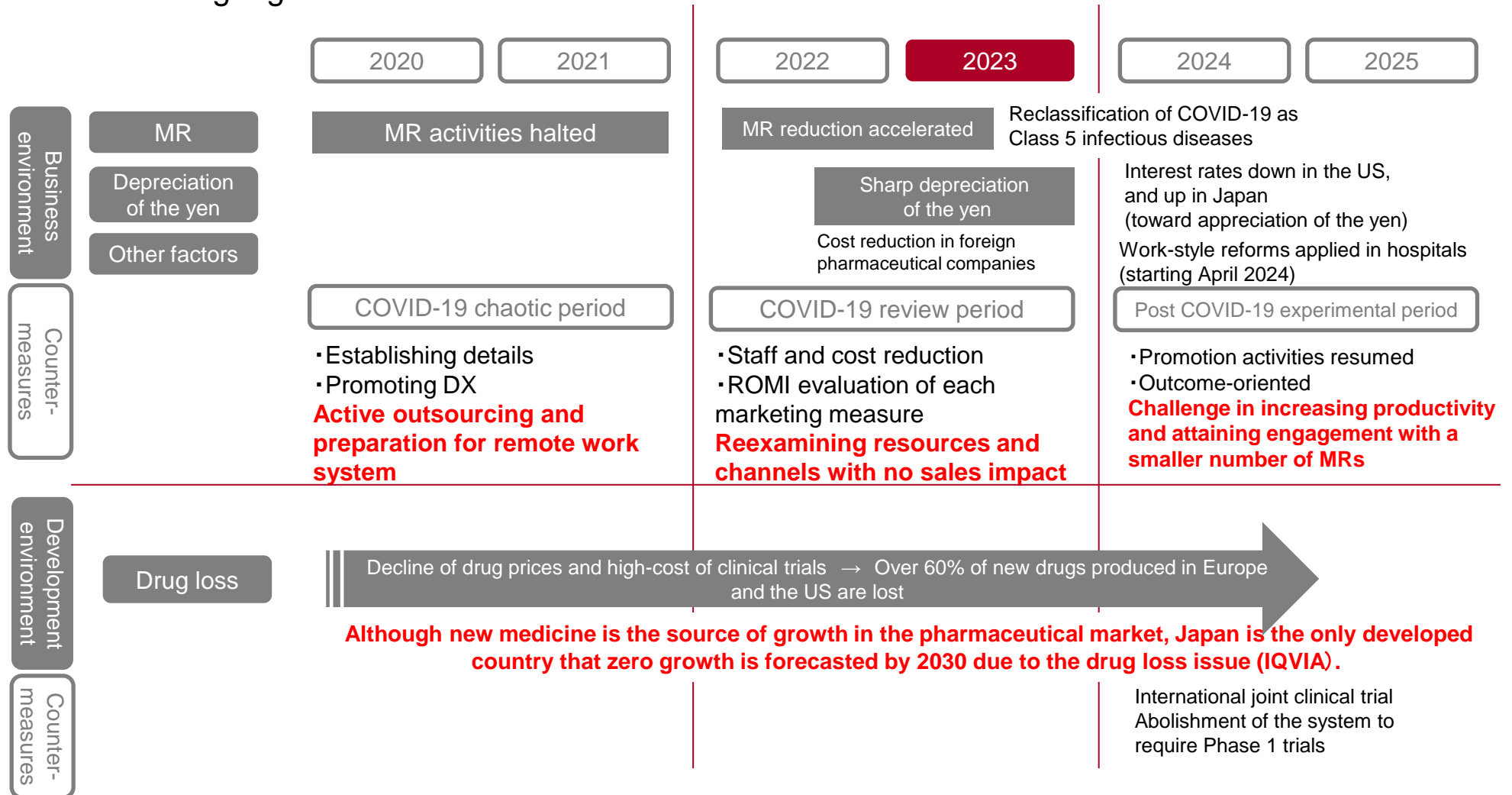
Segment	New/Existing segment	FY2020 (Results)	Important policy	FY2025 (Plan)
Pharmaceutical DX business	ePromotion business (Existing business)	4.8 billion yen	<ul style="list-style-type: none"> •Increase of doctor members (250,000 in FY2025) •Development of hybrid model in collaboration with CSO •Anticipated CAGR of 25% 	15.1 billion yen
	CSO/CRO/SMO/data, etc. (New business)	0 yen	<ul style="list-style-type: none"> •Pursue growth in new business segments with M&A as the core driver 	10.9 billion yen
	Segment total	4.8 billion yen		26.0 billion yen
Medical platform (MP) business, etc.	Education/Human resources business (Existing business)	0.5 billion yen	<ul style="list-style-type: none"> •Expansion of educational contents and career services 	2.3 billion yen
	Management consulting/Health data science business (New business)	0 yen	<ul style="list-style-type: none"> •Pursue growth in new business segments with M&A as the core driver 	1.7 billion yen
	Segment total	0.5 billion yen		4.0 billion yen
Consolidated net sales		5.3 billion yen		30.0 billion yen

<Important preconditions for the plan>

- The growth in the existing business of Pharmaceutical DX (ePromotion) will be accelerated by COVID-19, with a continuing CAGR of 25%.
- New business in both the Pharmaceutical DX business and MP business will expand with M&A as the core driver, and investment will continue and sales will increase.

Transition of Business Environment, and Issues in the Pharmaceutical Industry that Erupted in 2023

- Significant environmental changes before and after COVID-19 have influenced promotion
- Drug lag problems have worsened since 2017, resulting in stagnation in new drug development and constituting a growth constraint



Influence of Changes in Business Environment and Revision of “Mid-term Plan 2025”

3. Review of the Mid-term Plan (2021-2025)

	New/Existing segment	FY2020 (Results)	FY2021 (Results)	FY2022 (Results)	FY2023 (Results)	Influence on business in FY2023	FY2025 (Plan)
Pharmaceutical DX business	ePromotion business (Existing business)	4.8 billion yen	7.4 billion yen	8.4 billion yen	7.5 billion yen	Revenue decreased in FY2023 due to the cost reduction in 2022 and 2023 (influenced by reduction of online seminars). Based on ROMI evaluation, it is recognized that required outcomes differ from ePromotion as advertisement to ePromotion for sales productivity improvement. In order to improve sales productivity, engagement (*2) needs to be established.	15.1 billion yen
	CSO/CRO/SMO/data, etc. (New business)	0 yen	0 yen	0.1 billion yen	1.7 billion yen	A model to reduce clinical trial costs needs to be developed first. More deliberate steps will be taken in conducting M&A. It would be premature to invest in medical data as relevant regulations remain strict.	10.9 billion yen
	Segment total	4.8 billion yen	7.4 billion yen	8.5 billion yen	9.2 billion yen		26.0 billion yen
MP (*1) business, etc.	Education/Human resources business (Existing business)	0.5 billion yen	0.6 billion yen	0.9 billion yen	1.0 billion yen	Growth potential in the career business and management consulting, etc. in response to the work-style reforms implemented from FY2024.	2.3 billion yen
	Management consulting/ Health data science business (New business)	0 yen	0 yen	0 billion yen	0 yen	Business development for medical institutions has stagnated during the COVID-19 period. It would be premature to invest in medical data as relevant regulations remain strict.	1.7 billion yen
	Segment total	0.5 billion yen	0.6 billion yen	0.9 billion yen	1.0 billion yen		4.0 billion yen
Consolidated net sales		5.3 billion yen	8.0 billion yen	9.3 billion yen	10.2 billion yen		30.0 billion yen

“Mid-term Plan 2025” needs to be revised in accordance with significant changes in the precondition for the plan, caused by the change in business environment before and after COVID-19.

*1: MR refers to “Medical Platform.”

*2: Engagement refers to “establishing and maintaining trust with doctors through dialogue.”



New Mid-term Management Vision

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Industry issues to be Resolved and Direction of Future Growth

Significant changes in the business environment

→ The pharmaceutical industry has fully entered the process reform stage in 2023

Issue 1

New drug business

ROMI issues

- Evaluation based on sales impact, regardless of sales channels
- Challenges in promoting engagement

Issue 2

New drug development

Issue of high-cost of clinical trials

- Inefficient and high-cost clinical trials in Japan
- Challenges in patient recruitment and data collection

Issues which cannot be resolved solely by the existing “ePromotion” and DX model

[1]New model to utilize ePromotion is required for the process reform in development and business!

Furthermore, as a medium to long term issue

Issue 3

Market growth

Drug loss issues

The key is how to develop, approve, and distribute new drugs in Japan that are produced by Emerging BioPharma companies (EBP: with annual revenue of less than \$500 million and R&D spending of \$200 million or less) in Europe and the US.

In addition to streamlining clinical trials, an effective system needs to be established to enable procurement of prospective medicine from overseas, and more efficient sales and distribution in Japan.

[2]New model for EBPs is required!

Summary of the New Mid-term Vision 2026 (“Vision 2026”)

We will continue to grow in accordance with our new direction, “Vision 2026”, determined in accordance with changes in the business environment.

Vision 2026

1 Support for Process Reform in Clinical Trials and Drug Sales Advancement of the Pharmaceutical DX business

Although existing ePromotion services (IT services that send information to doctors via the internet: MRPlus, etc.) help to provide a sound foundation for revenue, we need to mobilize our capabilities, cultivated over years, to accelerate future growth and develop a new service model to attain engagement (relationship management through dialogue) with KOLs and medical specialists, which will be applied in clinical trials and drug sales of pharmaceutical companies.

2 Market Creation and Resolution of Social Issues Entering the Seed Incubation business

Declining drug prices and the high-cost of clinical trials are causing a drug loss issue in that new medicines available in Europe and the US are not being developed in Japan, resulting in the stagnation of the Japanese pharmaceutical market. In response to this issue, we will contribute to promoting the introduction of new medicine by applying the above-mentioned service to support clinical trials and drug sales.

3 Portfolio Expansion

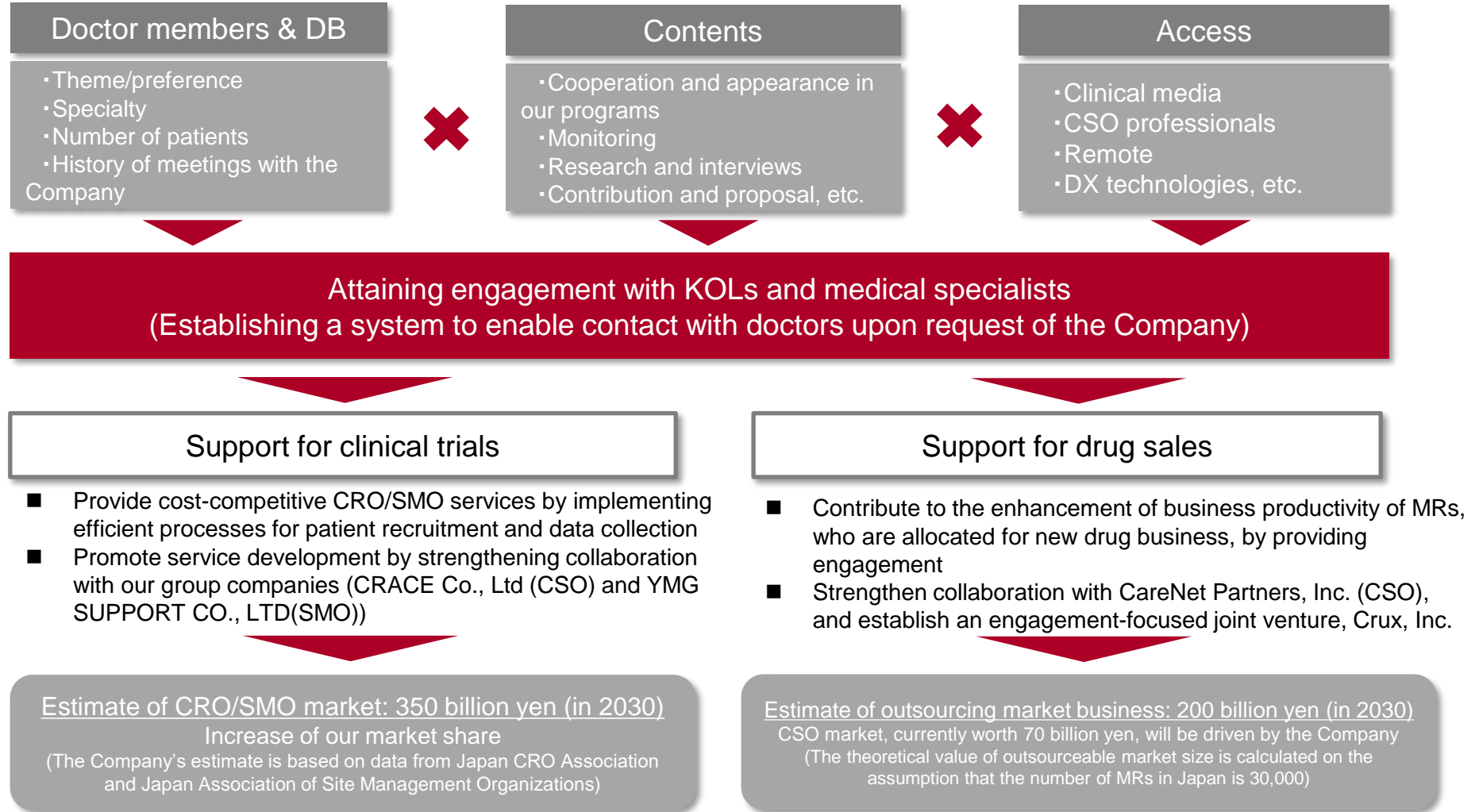
In addition to the priority development business described above, we will further expand our business portfolio by stabilizing the existing business of the Pharmaceutical DX business and developing new services in the Medical platform business, etc., which will add multiple layers to support our growth.

4 New Leadership and Governance

The Company’s system will be partially changed and reinforced to fully promote Vision 2026 and accelerate growth from 2027 and beyond.

1) Support for Process Reform in Clinical Trials and Drug Sales

By mobilizing our capabilities, cultivated over years, and developing and providing intermediary/agent services for pharmaceutical companies to support engagement (relationship management through dialogue) with doctors, the “Pharmaceutical DX business” will continue to be the key driver of our growth.



2) Market Creation and Resolution of Social Issues

As a medium to long term target, we aim to develop a business model that contributes to countermeasures for drug loss.

Annual average growth rate of the ethical drug market

	2017 - 2021 (Results)	2022 - 2026 (Forecast)
U.S.	+4.9%	+2.5-5.5%
5 European countries (DE, FR, IT, NL and GB)	+4.8%	+3-6%
China	+6.1%	+2.5-5.5%
Japan	-0.5%	-2-1%

Prepared by the Company based on IQVIA INSTITUTE, Global Use of Medicines 2022 OUTLOOK 2026, and 2023 OUTLOOK TO 2027

Negative growth of the Japanese ethical drug market is caused by the decline of drug prices and high-cost of clinical trials. This creates barriers to market entry for EBPs, which currently cover about 70% of new drugs developed in the world.

Through the Company's group alliance, a new drug manufacturing business model (seed incubation model) will be developed to provide a seamless process from procurement of EBP-originated drugs to efficient clinical trials and drug sales.



If the Japanese ethical drug market grows by 1.0%, it will generate a huge market equivalent to 100 billion yen. By introducing new medicines for intractable diseases and rare diseases, we will contribute to both industry growth and the resolution of social issues.

3) Portfolio Expansion

1 Pharmaceutical DX Business

- Ensuring the stable profit of existing business (ePromotion services such as MRPlus, etc.)

ePromotion services as medical advertising will remain a primary tool for the pharmaceutical marketing of mainly existing medicines. The budget for pharmaceutical marketing in the whole industry will reach 200 billion to 250 billion yen in 2030 (estimated by the Company based on annual securities reports of public companies). The Company will continue to expand its market share while aiming at the acquisition of doctor members and improvement of viewership.

- Starting to enter the Asian market

By sharing our know-how, we will make preparations for establishing hubs in China and Southeast Asia, where the pharmaceutical market has been rapidly growing. In this regard, the network of KOLs, which plays a significant role in conducting clinical trials and promoting new medicines, will be further expanded outside of Japan.

2 Medical Platform Business

- Ensuring the stable growth of existing business (Education/Human resources business)

For educational contents, in addition to reinforcing our brand through diversifying existing contents in CareNeTV (introduction of schooling models, etc.), we will also deliver new contents for nurses. The career business is steadily improving and will continue to grow with the enhancement of the organization.

- Starting to enter the management support business for medical institutions

In November 2023, we acquired Medical Create Co., Ltd and DALI-inc, which had operated management consulting business for hospitals. As we have entered the management support business for medical institutions, growth synergies will be generated through collaboration with the Group.



By stabilizing the existing business of Pharmaceutical DX business and developing new services in Medical platform business, our business portfolio will be further expanded to provide multi-layered support for our growth.

New Leadership and Governance to Promote “Vision 2026”

The Company’s leadership and governance system will be partially changed to clarify the accountability to revise the “Mid-term Plan 2025” during the period, and to reinforce the execution towards the new direction, “Vision 2026.”

1 Change of CEO

Motoyasu Ono, the current CEO, will step down and be replaced by Katsuhiko Fujii, the current COO, at the General Meeting of Shareholders in March 2024. Mr. Ono will also return his representative rights, thus there will be only one representative of the Company, Katsuhiko Fujii (President and CEO).

2 Clarification of roles in the field of priority development

Motoyasu Ono will remain as Director of the Company and assume the position of Outside Director of LinDo, a newly established Seed Incubator. He will strongly promote the capital and business alliance with LinDo and contribute to a medium- to long-term growth of the Company.

Jun Katsura, the current Outside Director, will resign as Outside Director of the Company upon announcement of financial results in February 2023. Mr. Katsura will assume the position of President of LinDo and promote the collaborative business with the Company.

3 Appointment of outside independent director

As a successor of Jun Katsura, the Company plans to appoint personnel with management experience at a global pharmaceutical company as the Company’s Outside Director (Independent Director). The Company will also appoint external personnel as CXO of the Company, thus strengthening the management structure to achieve “Vision 2026”.

Overview of the New Mid-term Management Vision

“Vision 2026”

1 “Vision 2026” as a development and demonstration period

In 2022 and 2023, the pharmaceutical industry entered the process reform stage in clinical trials and drug sales. In accordance with this environmental change, the Group will proceed with business development and position the three years from 2024 to 2026 as a “development and demonstration period.”

2 Priority policy for development

- An “engagement service” will be established during the period, which will contribute to sales productivity improvement with a smaller number of MRs, and also create a model to enable efficient clinical trials and cost reduction. By mobilizing our capabilities, the Pharmaceutical DX business will continue to grow in the future.
- We will enter the Seed Incubation business focused on intractable diseases and rare diseases.
- Our business portfolio will continue to be expanded.

3 Target of growth

While development is prioritized during the period, we will aim to achieve sales growth, with CAGR of 10% to 20%, through boosting group sales, improving service in the short term, and M&A, etc. Operating profit ratio is projected to decrease to around 20% due to increased expenses resulting from investment in development and goodwill associated with M&A.

4 New leadership and governance

Our management system will be partially changed to achieve “Vision 2026” and accelerate growth in 2027 and beyond.

During the period from 2027, which will be positioned as a “growth period,” we will aim to achieve sales growth with CAGR of above 20% and achieve recovery in the operating profit ratio.

Shareholder Return

- The Company has a basic policy that prioritizing investment in growth and thereby leading to the enhancement of corporate value (stock price) is the best return policy.

	Fiscal year ended December 31, 2020	Fiscal year ended December 31, 2021	Fiscal year ended December 31, 2022	Fiscal year ended December 31, 2023
Dividends paid (yen)	8	6	6	12
Dividend payout ratio (%)	10.2	15.7	14.4	35.4
Dividend yield (%)	0.17	0.56	0.54	1.09
Total return ratio (%)	10.2	15.7	14.4	35.4
Total shareholder return (%)	588	540.3	560.8	562.3

The Company will propose the dividend taking a dividend yield into consideration.



FY2023 Financial Results and FY2024 Plans

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Financial Year 2024 Plans

- Since forecasting results is difficult due to the significant reduction in the number of MRs at pharmaceutical companies, our major customers, and the impact of the recent depreciation of the yen, the forecasts disclosed are only figures that can be determined with a high degree of accuracy as of the end of FY2023.
- In addition, regarding the forecast for the first half, we are postponing disclosure for FY2024 due to the reasons above.

(Million yen)

	Fiscal year ended December 31, 2023 Results	Fiscal year ending December 31, 2024 Forecast	Growth rate
Net sales	10,235	11,600	13.3%
Operating profit	2,428	2,200	-9.4%
Ordinary profit	2,467	2,200	-10.8%
Profit attributable to owners of parent	1,510	1,500	-0.7%

Fiscal Year Ended December 31, 2023 - Financial Results Summary

- As the ePromotion market, our core business, has been sagging, we could not achieve the targets for FY2023.
- On the other hand, as the service area expanded, sales increased compared to the previous year in both the Pharmaceutical DX business and Medical platform business.

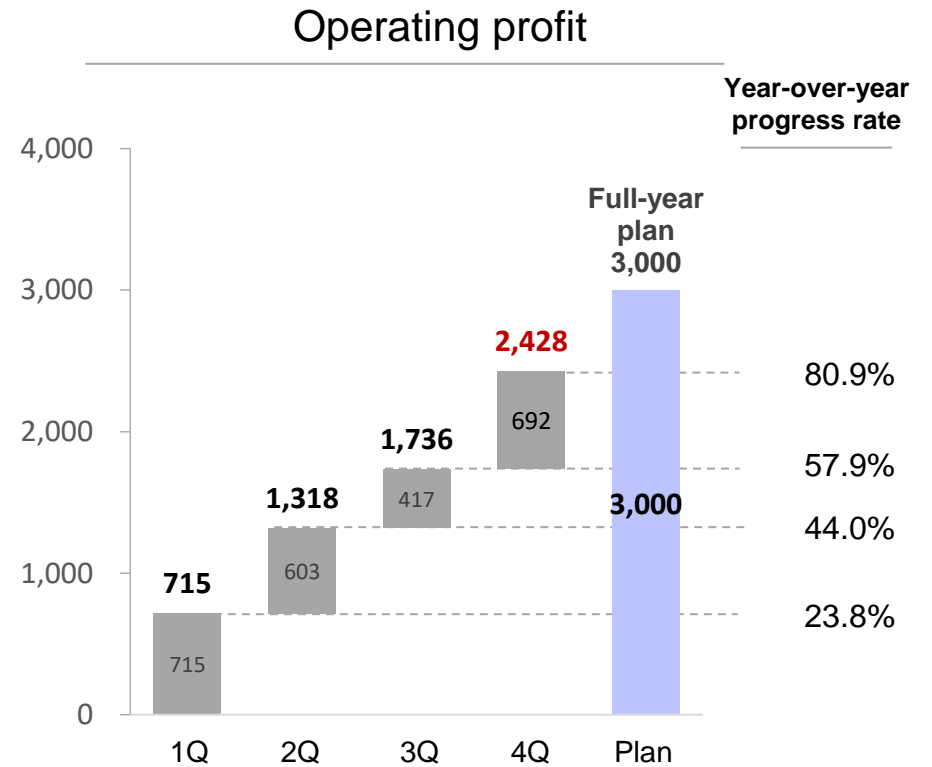
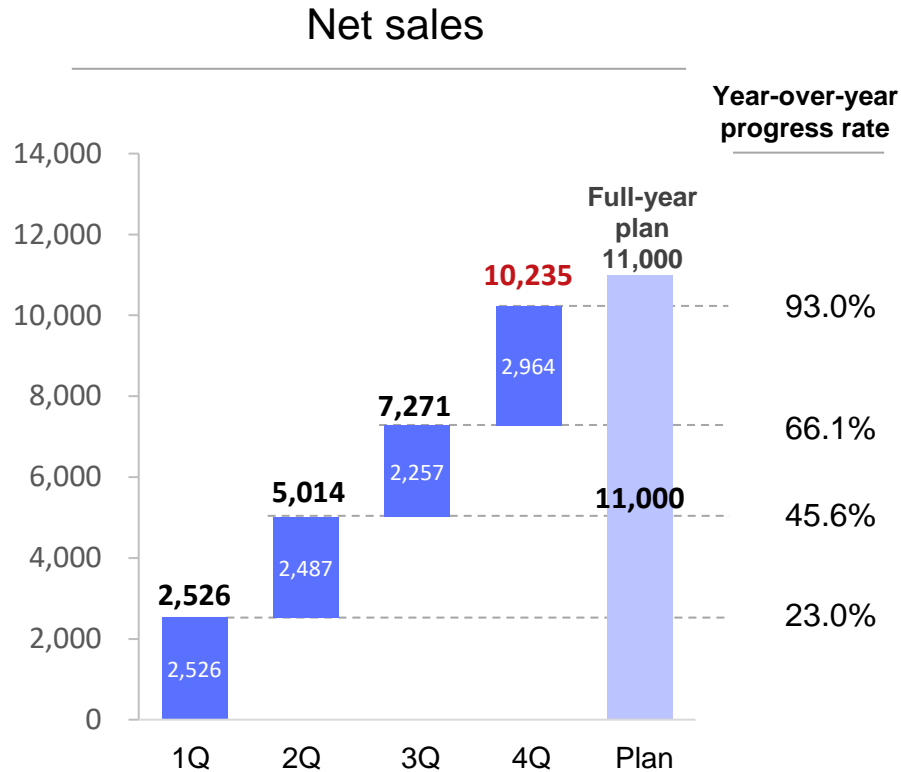
(Million yen)

	The fiscal year ended December 31, 2023			Adjustment amount	Progress rate
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		Pharmaceutical DX business	Medical platform business		
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Operating profit	2,428	3,941	264	-1,776	80.9%
Ordinary profit	2,467	-	-	-	82.2%
Profit attributable to owners of parent	1,510	-	-	-	75.5%

Fiscal Year Ended December 31, 2023 – Plan and Progress

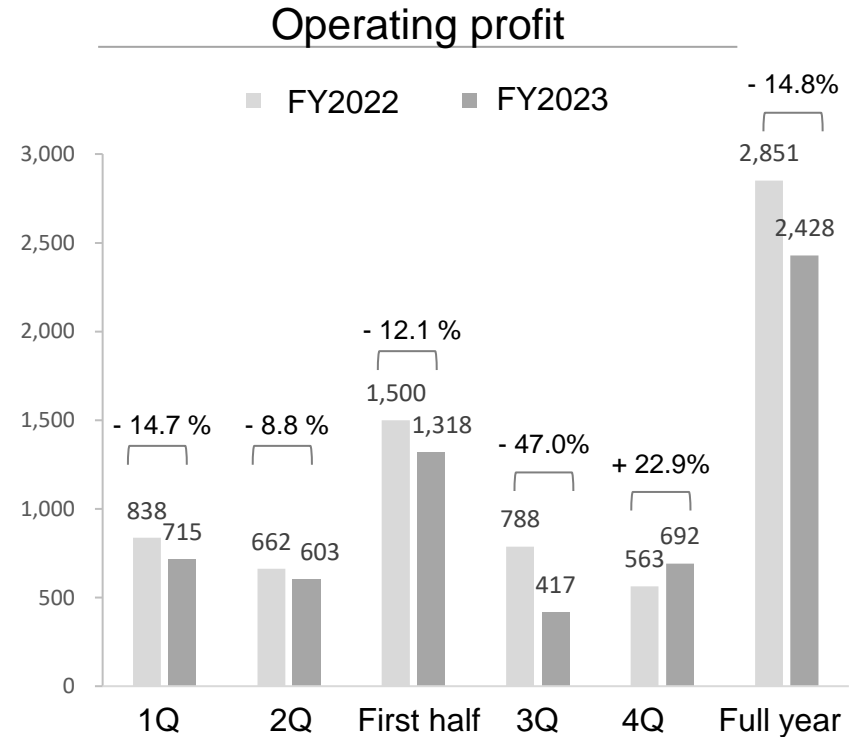
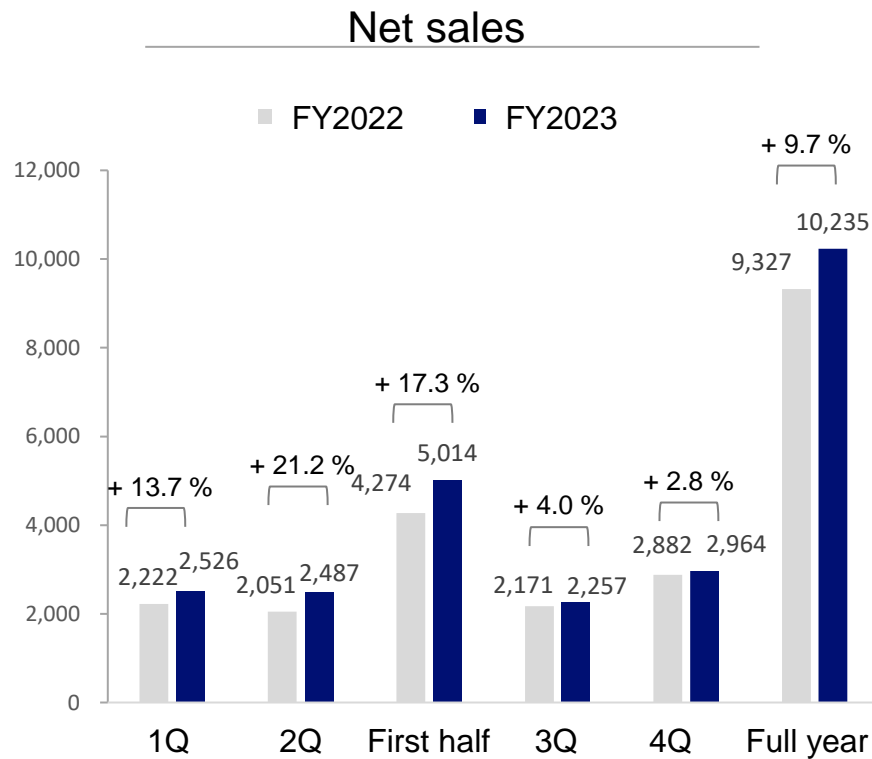
- As of December 31, 2023, both net sales and operating profit have underperformed the full-year plan.

(Million yen)



Fiscal Year Ended December 31, 2023 – Year-over-year Results

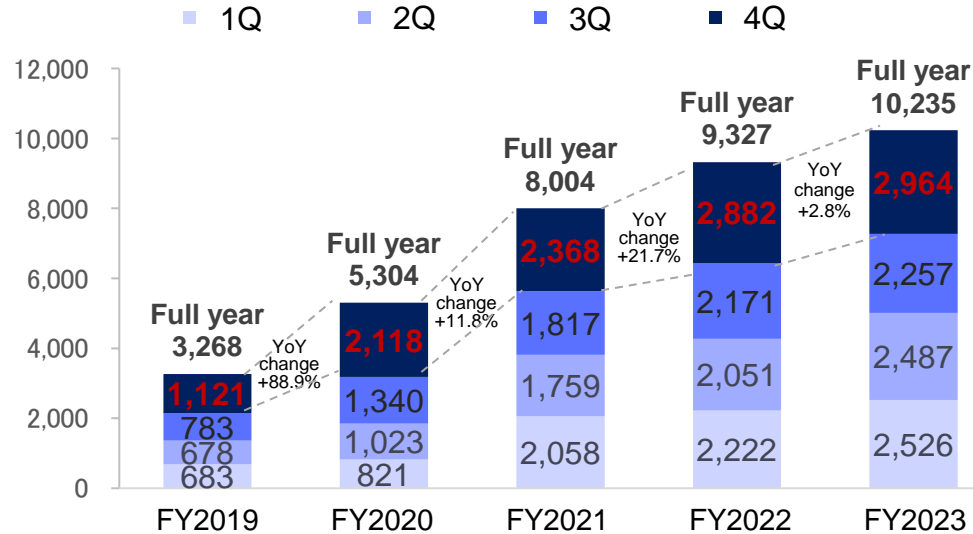
- We achieved further growth in net sales from the previous fiscal year.
- Continuing from the first quarter period, operating profit decreased year over year due to an increase in selling, general and administrative expenses resulting from investment in new business development and enhancement of personnel towards medium- to long-term growth. (Million yen)



Trends in Company-wide Performance (1)

Net sales

(Million yen)



Net sales for the fourth quarter period was 2,964 million yen, up 2.8% from the same period of the previous fiscal year, supported by growth of the Medical platform business.

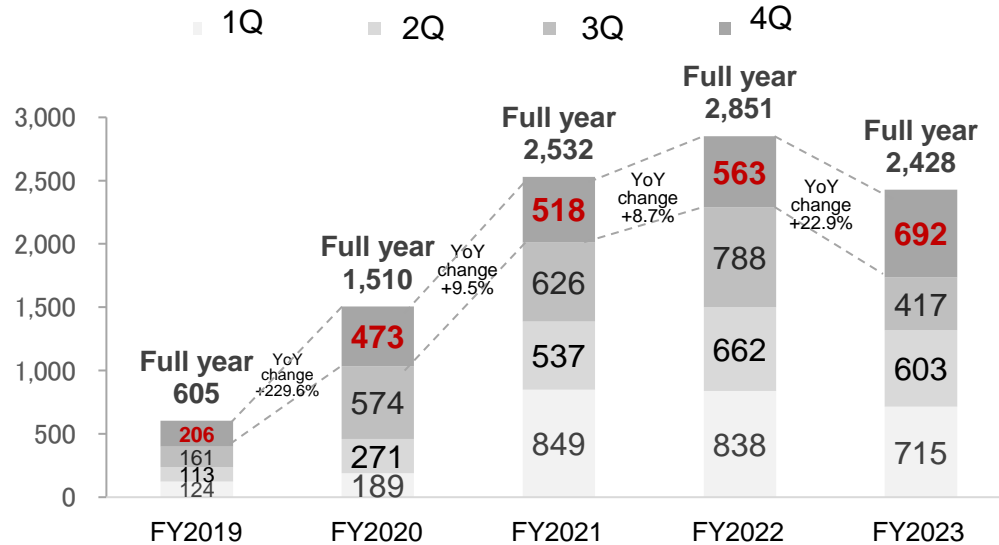
For the past five years, except the fiscal year ended December 31, 2020, we have seen a seasonal factor in which sales growth changes during the third and fourth quarters. While repeating this seasonality, we have continued to increase full-year sales.

	1Q	2Q	3Q	4Q	Full year
Fiscal year ended December 31, 2019	683	678	783	1,121	3,268
Fiscal year ended December 31, 2020	821	1,023	1,340	2,118	5,304
Fiscal year ended December 31, 2021	2,058	1,759	1,817	2,368	8,004
Fiscal year ended December 31, 2022	2,222	2,051	2,171	2,882	9,327
Fiscal year ended December 31, 2023	2,526	2,487	2,257	2,964	10,235

Trends in Company-wide Performance (2)

Operating profit

(Million yen)



Operating profit for the fourth quarter period was 692 million yen, up 22.9% year over year from the previous fiscal year, supported by strong performance in the career business.

On the other hand, operating profit for the full year underperformed the previous year due to an increase in selling, general and administrative expenses resulting from new business development and investment in human resources.

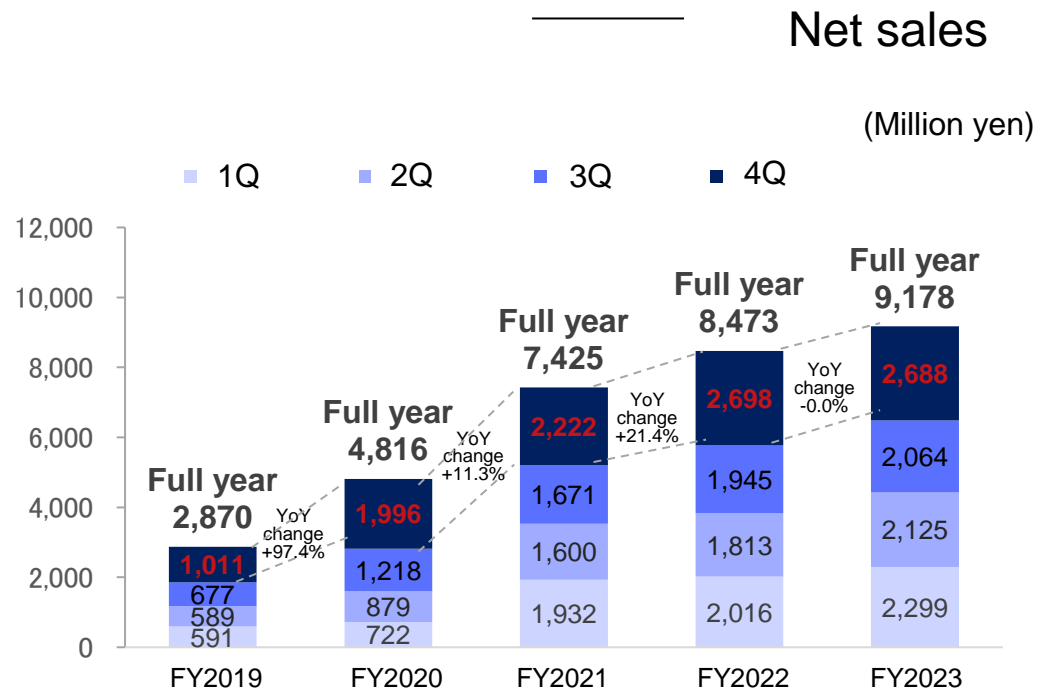
	1Q	2Q	3Q	4Q	Full year
Fiscal year ended December 31, 2019	124	113	161	206	605
Fiscal year ended December 31, 2020	189	271	574	473	1,510
Fiscal year ended December 31, 2021	849	537	626	518	2,532
Fiscal year ended December 31, 2022	838	662	788	563	2,851
Fiscal year ended December 31, 2023	715	603	417	692	2,428

Operating profit growth could also change during the third and fourth quarters due to the impact of the seasonality of sales. While repeating this seasonality, we have continued to increase full-year profits.



Progress by Segment

Segment Performance – Pharmaceutical DX Business (1)



Net sales in the fourth quarter period slightly decreased year over year to 2,688 million yen, with the slowdown in growth of online seminars despite strong orders for MRPlus, amid the sagging ePromotion market, which is our core business.

For the past five years, except the fiscal year ended December 31, 2020, we have seen a seasonal factor during the second and fourth quarters in which sales growth changes depending on pharmaceutical companies' decisions to exhaust budgets. While repeating this seasonality, we have continued to increase sales.

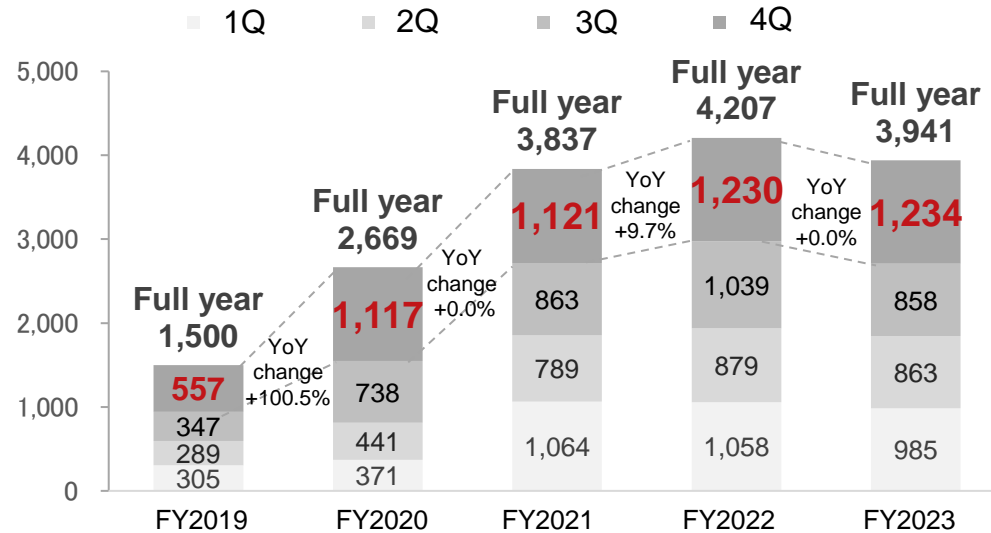
From the beginning of the fiscal year ended December 31, 2023, CoreHuman, Inc. and CRACE Co., Ltd., which became our subsidiaries last year, have been incorporated into the Pharmaceutical DX business. Furthermore, on June 1, 2023, AD Medica Inc. has changed from a consolidated subsidiary to an equity method affiliate.

	1Q	2Q	3Q	4Q	Full year
Fiscal year ended December 31, 2019	591	589	677	1,011	2,870
Fiscal year ended December 31, 2020	722	879	1,218	1,996	4,816
Fiscal year ended December 31, 2021	1,932	1,600	1,671	2,222	7,425
Fiscal year ended December 31, 2022	2,016	1,813	1,945	2,698	8,473
Fiscal year ended December 31, 2023	2,299	2,125	2,064	2,688	9,178

Segment Performance – Pharmaceutical DX Business (2)

Segment profit

(Million yen)



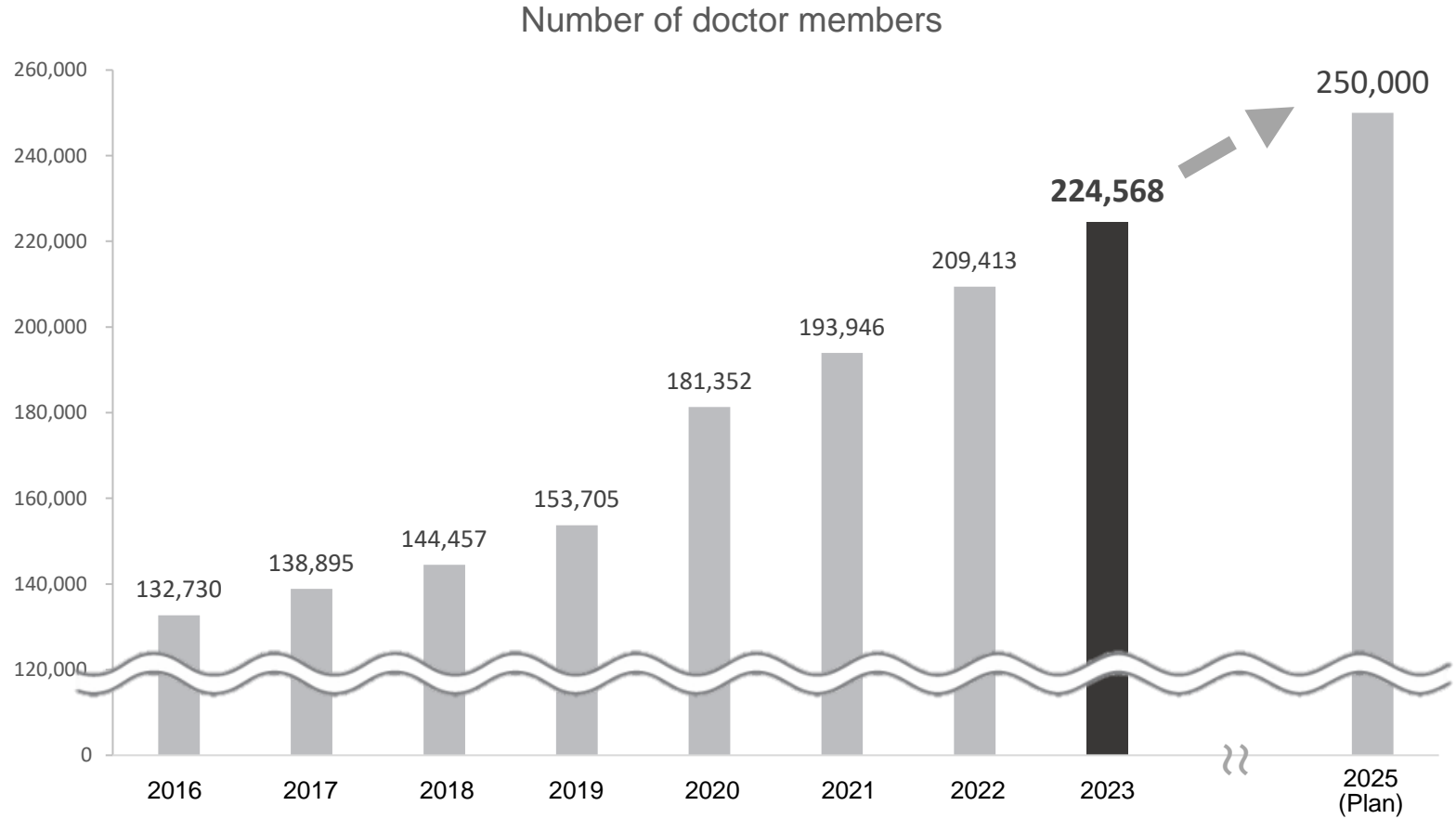
Segment profit for the fourth quarter period only increased slightly year over year to 1,234 million yen. The segment profit ratio was 45.9%, roughly the same level as the previous year, as, despite the increased expenses resulting from investment in new business development, measures to reduce cost of sales have contributed to our profits.

Segment profit growth could also change during the third and fourth quarters due to the impact from the seasonality of sales.

	1Q	2Q	3Q	4Q	Full year
Fiscal year ended December 31, 2019	305	289	347	557	1,500
Fiscal year ended December 31, 2020	371	441	738	1,117	2,669
Fiscal year ended December 31, 2021	1,064	789	863	1,121	3,837
Fiscal year ended December 31, 2022	1,058	879	1,039	1,230	4,207
Fiscal year ended December 31, 2023	985	863	858	1,234	3,941

Doctors who are Members

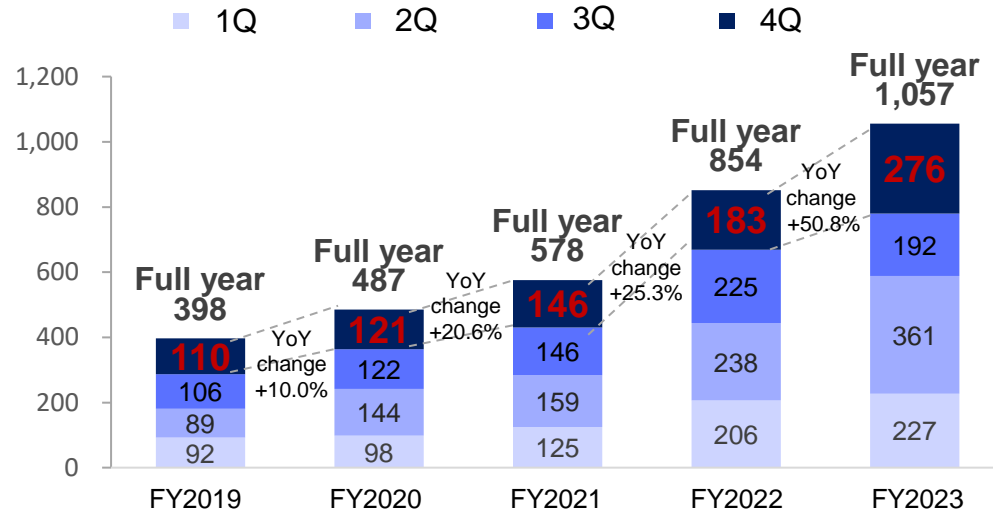
- Continuing from the previous fiscal year, the number of doctors who are members has been steadily increasing, reaching 220,000 as of December 31, 2023.



Segment Performance – Medical Platform Business (1)

Net sales

(Million yen)

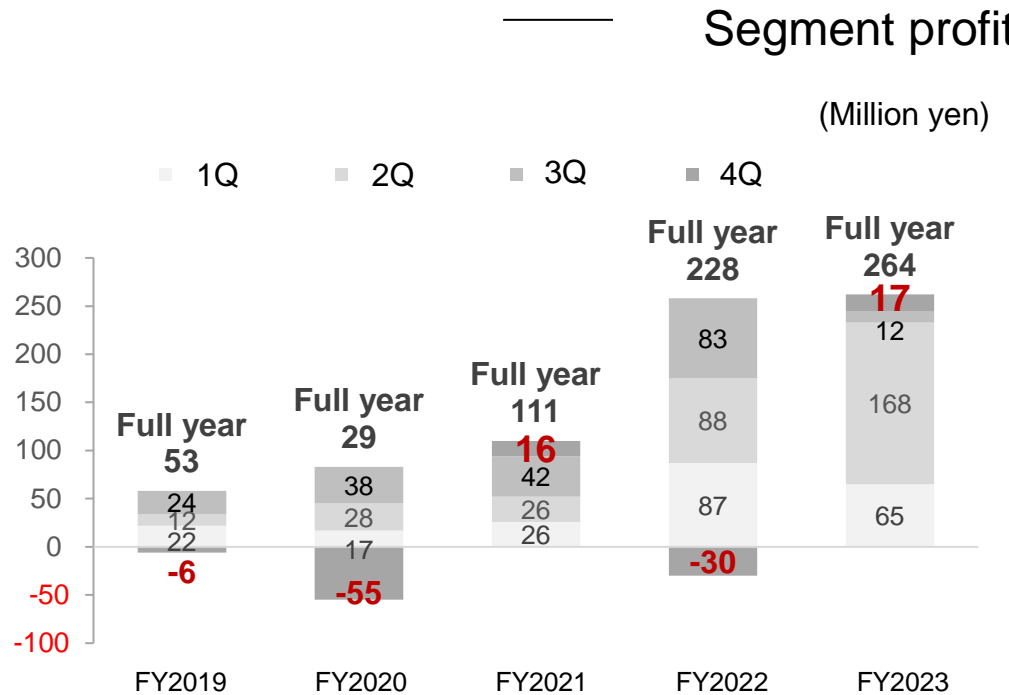


Net sales in this segment for the fourth quarter period increased by 50.8% year over year to 854 million yen, supported by strong performance in the doctor career business.

During the full year ended December 31, 2023, net sales grew 19.2% year over year to 1,057 million yen, supported by strong performance in the career business.

	1Q	2Q	3Q	4Q	Full year
Fiscal year ended December 31, 2019	92	89	106	110	398
Fiscal year ended December 31, 2020	98	144	122	121	487
Fiscal year ended December 31, 2021	125	159	146	146	578
Fiscal year ended December 31, 2022	206	238	225	183	854
Fiscal year ended December 31, 2023	227	361	192	276	1,057

Segment Performance – Medical Platform Business (2)



Segment profit of the Medical platform business for the fourth quarter period increased, supported by strong performance in the career business. During the full year ended December 31, 2023, segment profit grew 13.6% year over year to 264 million yen.

	1Q	2Q	3Q	4Q	Full year
Fiscal year ended December 31, 2019	22	12	24	-6	53
Fiscal year ended December 31, 2020	17	28	38	-55	29
Fiscal year ended December 31, 2021	26	26	42	16	111
Fiscal year ended December 31, 2022	87	88	83	-30	228
Fiscal year ended December 31, 2023	65	168	12	17	264

This material contains projections, plans, management targets, and other forward-looking statements, etc., relating to CareNet, Inc. (the “Company”).

These statements are drawn from assumptions (information and forecasts currently available to the Company), and it is possible that such assumptions are inaccurate and that actual results produced may differ from those mentioned in said statements.

Furthermore, information and data other than that concerning the Company has been quoted from public sources, and the Company offers no guarantee regarding the accuracy of such information.

CareNet, Inc.

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