



Explanatory Materials for Financial Results and the Medium-Term Management Plan for the Fiscal Year Ended December 31, 2023

Including Partial Correction of the Second and Third Quarter Financial Results Explanatory Materials


February 13, 2024 eWell Inc.

(TSE Growth Market: 5038)

Due to an error in the calculation of the number of new contracts, the figures published for the 2nd and 3rd quarters of the current period have been corrected as follows:

The revised number of new contracts for the full year was 511. This correction has no impact on the reported financial results

FY12/2023 Number of New Contracts

	<u>1Q</u>	<u>2Q</u>	<u>3Q</u>	<u>4Q</u>	<u>Total</u>
Before correction	139	150	150		
					
After correction	139	127	111	134	511
Number of corrections		(23)	(39)		(62)

* Reason for correction: When checking the validity of new contracts, the validity of some contracts could not be confirmed
 Correction: Pages 9 and 17 in "2Q FY12/2023 Explanatory Materials for Financial Results"
 Correction: Pages 2, 11 and 18 in "3Q FY12/2023 Explanatory Materials for Financial Results"

Corrected the figures for the red-bordered area

FY12/2023 Explanatory Materials for Q2 Financial Results p. 9

[Before correction]

[After correction]

1. eWeLLとは... 6 eWeLLの強み (好循環ビジネスモデル)

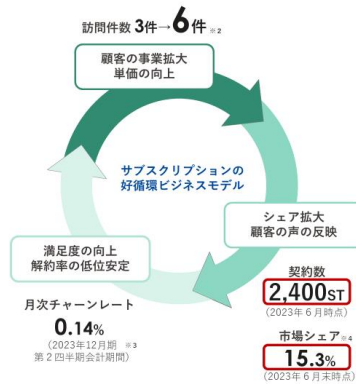
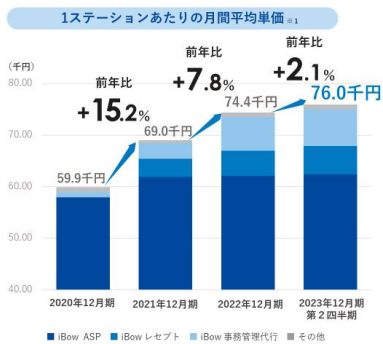


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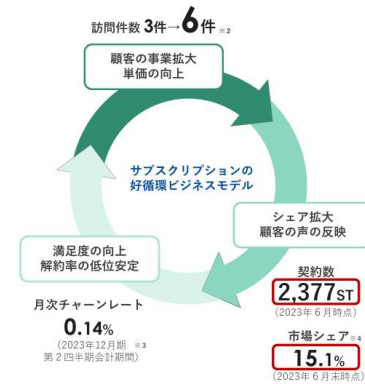
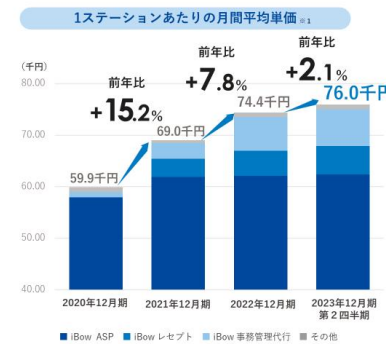


複合サービスを展開し、シェア拡大、満足度の向上 (解約率の低位安定)
顧客単価向上の循環が当社のサステナブルな成長の基盤

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 ※2: 当社集計。
 ※3: 利用料金ベース。
 ※4: 2023年6月末の加付ステーション数、一般社団法人全国訪問看護協会が公表する2023年4月1日時点における稼働訪問看護ステーション数で算出。



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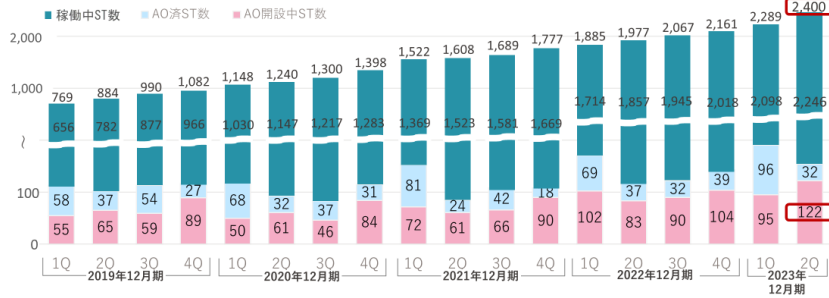
Corrected the figures for the red-bordered area

FY12/2023 Explanatory Materials for Q2 Financial Results p. 17

[Before correction]

[After correction]

Ⅱ. 2Q決算 3 契約ステーション数

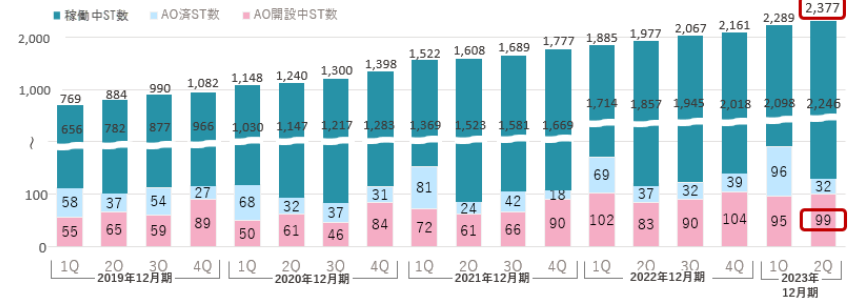


契約ステーション数 増減内訳

	2019年12月期				2020年12月期				2021年12月期				2022年12月期				2023年12月期	
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
①新規獲得	109	118	113	106	78	106	77	113	143	107	105	106	132	107	105	117	139	150
②解約	△7	△3	△4	△8	△9	△15	△16	△16	△21	△11	△6	△17	△7	△14	△13	△22	△19	△27
③休止中ST数増減	△2	0	△3	△6	△3	1	△1	1	2	△10	△18	△1	△17	△1	△2	△1	8	△12
四半期合計	100	115	106	92	66	92	60	98	124	86	81	88	108	92	90	94	128	111

※1. 稼働中ST数は、サービス利用中のステーション数。
 ※2. AO済ST数は、サービス利用のためのアカウントの設定は完了しているが、サービス利用前のステーション数。
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Ⅱ. 2Q決算 3 契約ステーション数



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四半期合計	100	115	106	92	66	92	60	98	124	86	81	88	108	92	90	94	128	88

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Corrected the figures for the red-bordered area

FY12/2023 Explanatory Materials for Q3 Financial Results p. 2

[Before correction]

ハイライト



2023年12月期 期末ハイライト

◆ 売上高1,499百万円（前年同期比+29.5%）、営業利益率47.3%（同+0.1pt）

- ー 売上成長を継続しつつ、高い営業利益率を維持
- ー 期末業績予想（売上高2,053百万円、営業利益879百万円）に対しても順調に推移中

◆ 契約ステーション数は2,523件と、シェア（普及率）は16.1%へと拡大

- ー 3Q（7～9月）の新規獲得件数は150件と、2Qに引き続き過去最高タイの獲得件数が継続
- ー 3Qの月次平均解約率（レベニューMRRチャーンレート）は0.09%と引き続き低い水準

◆ 分割比率1：2の株式分割を実施するとともに、配当予想を修正

- ー 投資単位あたりの金額を引き下げ、投資家層の更なる拡大と当社株式の市場流動性向上を図る
- ー 1株当たり配当金を前期15円から当期20円へ配当予想を修正（前回予想18円）

※ 上記株式分割を考慮前の1株当たり配当金

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◆ 契約ステーション数は2,461件と、シェア（普及率）は15.7%へと拡大

- ー 3Q（7～9月）の新規獲得件数は111件（前年同期は105件）
- ー 3Qの月次平均解約率（レベニューMRRチャーンレート）は0.09%と引き続き低い水準

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FY12/2023 Explanatory Materials for Q3 Financial Results p. 11

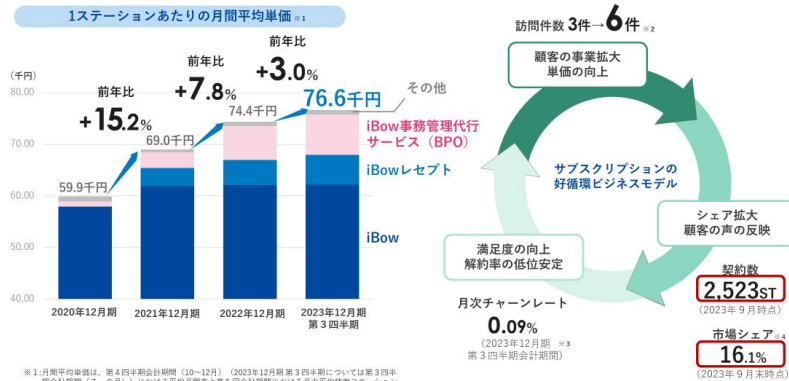
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複合サービスを展開し、シェア拡大、満足度の向上 (解約率の低位安定)
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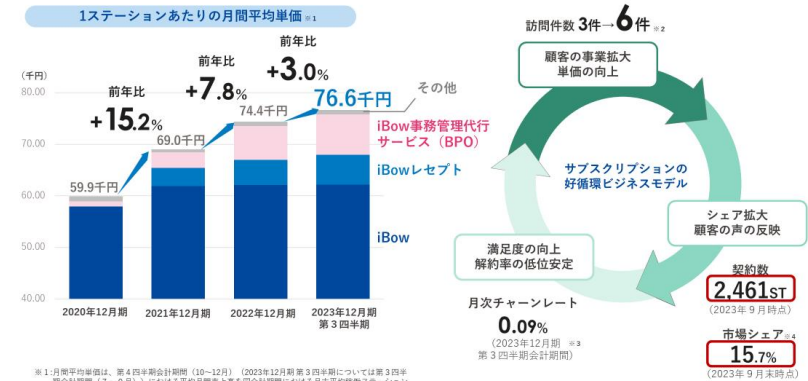


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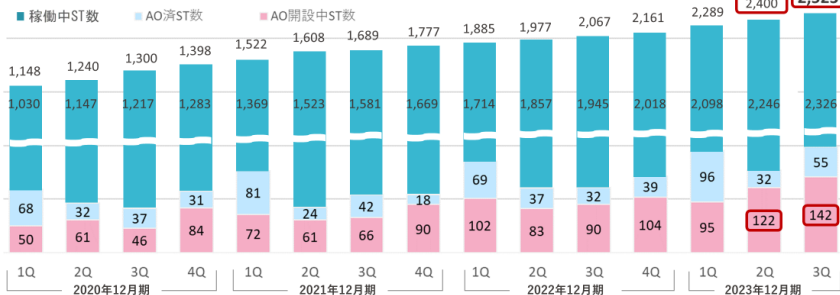
FY12/2023 Explanatory Materials for Q3 Financial Results p. 18

[Before correction]

[After correction]

Ⅱ. 3Q決算

3 契約ステーション数



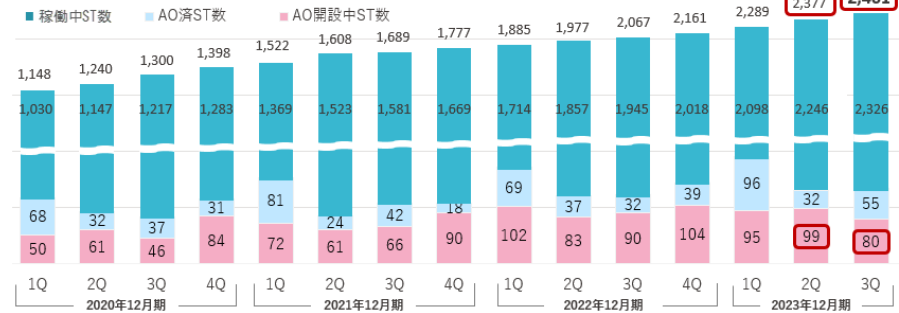
契約ステーション数 増減内訳

	2020年12月期				2021年12月期				2022年12月期				2023年12月期		
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①新規獲得	78	106	77	113	143	107	105	106	132	107	105	117	139	150	150
②解約	△ 9	△ 15	△ 16	△ 16	△ 21	△ 11	△ 6	△ 17	△ 7	△ 14	△ 13	△ 22	△ 19	△ 27	△ 22
③休止中ST数増減	△ 3	1	△ 1	1	2	△ 10	△ 18	△ 1	△ 17	△ 1	△ 2	△ 1	8	△ 12	△ 5
四半期合計	66	92	60	98	124	86	81	88	108	92	90	94	128	111	123

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Ⅱ. 3Q決算

3 契約ステーション数



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①新規獲得	78	106	77	113	143	107	105	106	132	107	105	117	139	127	111
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③休止中ST数増減	△ 3	1	△ 1	1	2	△ 10	△ 18	△ 1	△ 17	△ 1	△ 2	△ 1	8	△ 12	△ 5
四半期合計	66	92	60	98	124	86	81	88	108	92	90	94	128	88	84

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◆ For FY12/2023, both net sales and operating profit achieved high growth rates and met the forecast

- Cloud growth was driven by iBow receipts, which increased 54.3% year on year, and BPO, which also continued to grow significantly by 86.2% year on year, with **up-sell and cross-sell accelerating sales growth**
In addition, e-Campus statutory training, which was launched in December 2023, contributed to the Cloud sales in the period under review
- The number of contracts at the end of the period was 2,575, and the market share was 16.4%, an increase of 4.7 points over the three years from the end of FY2020

◆ Aim for operating profit of 1.87 billion yen by December 2026 as medium-term business plan (FY12/2023 results: 900 million yen)

- Numerical targets are set at a 3-year net sales CAGR of 26.4% and operating profit margin of 43% to 45%, formulating a **plan to accelerate net sales growth while maintaining a high level of operating profit margin**
- In particular, the unit price per customer is **expected to grow at an average of +9.2% per fiscal year** due to growth in BPO as well as **growth in iBow unit price due to up-selling of new service groups**

◆ Continuous release of new products through multi-product strategy

- While increasing iBow sales, we will strive to achieve further growth by **increasing the ratio of upsell and other net sales, which is currently less than 20%, to at least 30% by FY2026**
- During the current medium-term business plan period, **we plan to release products that utilize the data accumulated in iBow, Generative AI, etc.**
- Promote the future vision for the medical data business, while **establishing a position as a platform provider for home healthcare through a multi-product strategy and the growth of the community-based comprehensive care platform (CareLog)**

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About eWeLL

Overview of eWeLL and eWeLL's Business

- 1 Company Profile and History
- 2 Management Philosophy
- 3 Board Member Profile
- 4 Home-Visit Nursing Domain in Home Healthcare
- 5 eWeLL Business Model
- 6 eWeLL's Strengths (Virtuous Cycle Business Model)
- 7 Service Overview



Company Profile

Trade Name	eWeLL Inc.	
Established	June 11, 2012	
Business Locations	Head Office (4-1-3 Kyutaramachi, Chuo-ku, Osaka) Tokyo Office (2-8-21 Kyobashi, Chuo-ku, Tokyo)	
Main Business Activities	iBow, a business-support SaaS for Home-Visit Nursing stations, and other support services for station operations	
Representative	President & Representative Director	Norito Nakano
Board Member	Managing Director	Asako Kitamura
	Director	Osamu Urayoshi
	Outside Director	Toru Shimada
	Full-time Corporate Auditor	Yoshihiro Masuda
	Corporate Auditor	Haruyuki Matsuyama (certified public accountant)
	Corporate Auditor	Seisaku Hirata
Corporate Auditor	Toshinobu Shimizu (attorney)	
Number of Employees	67 (as of December 31, 2023)	

History

June 2012:	eWeLL Inc. was established in Minami-Semba, Chuo-ku, Osaka City
June 2014:	Released “iBow,” an electronic medical record system exclusively for home-visit nursing
January 2017:	Head office (Osaka office) relocated to Bingomachi, Chuo-ku, Osaka City
January 2018:	Tokyo office established in Chiyoda-ku, Tokyo
October 2020:	Released “iBow KINTAI” attendance system for the home-visit nursing industry
January 2021:	Started providing “iBow Office Management Service”
April 2021:	“iBow Receipt,” a receipt system for home-visit nursing stations, was released
April 2022:	Tokyo office relocated to Chuo-ku, Tokyo
September 2022:	Listed on the Growth Market of the Tokyo Stock Exchange
July 2023:	Head office (Osaka) relocated to Kyutaro-machi Chuo-ku, Osaka City
December 2023:	Released e-learning service “iBow e-Campus Home-Visit Nursing Statutory Training Edition”



Mission

Making people happy



Vision

We will create new value in home-based care to help bring about a society where everyone can live safely at ease

Value



Be a challenger

Always growing through tireless effort and bold aspirations



Be innovative

Constantly creating new value in pursuit of new possibilities



Be sincere

Connecting with people on a sincere, human level to foster trusting relationships and richer lives.



Be positive

Pushing ahead with the mindset that every matter is relevant and every obstacle can be an opportunity



Be professional

Striving to embody professionalism in fostering security and cultivating inspiration with respect for law and order



Norito Nakano
President &
Representative
Director

June 2012
Established eWeLL
Appointed president and
representative director



Asako Kitamura
Managing Director
General Manager of
Customer Division

July 2012
Joined eWeLL
October 2012
Appointed managing
director of eWeLL
January 2023
General Manager of
Customer Division



Osamu Urayoshi
Director
General Manager of
Product Division

March 2019
Joined eWeLL as the
director of the Product
Development Division
February 2020
Appointed as director and
director of the Customer
Division
January 2023
General Manager of
Product Division



Toru Shimada
Outside Director

Established Intelligence Ltd.
before a career in
leadership roles including
the president of Rakuten
Baseball, Inc.,
representative director of
Rakuten, Inc., and executive
vice president of USEN-
NEXT HOLDINGS.
December 2020
Appointed as outside
director of eWeLL

Yoshihiro Masuda
(Full-time auditor)

1991–2020: Worked in the public underwriting department, etc. at Daiwa Securities Co., Ltd. October 2020: Appointed as eWeLL's auditor

Haruyuki Matsuyama
(Corporate Auditor)

1978: Registered as a Certified Public Accountant. Became independent from Coopers & Lybrand and established his own accounting firm
July 2014: Appointed as eWeLL's auditor

Seisaku Hirata (Auditor)

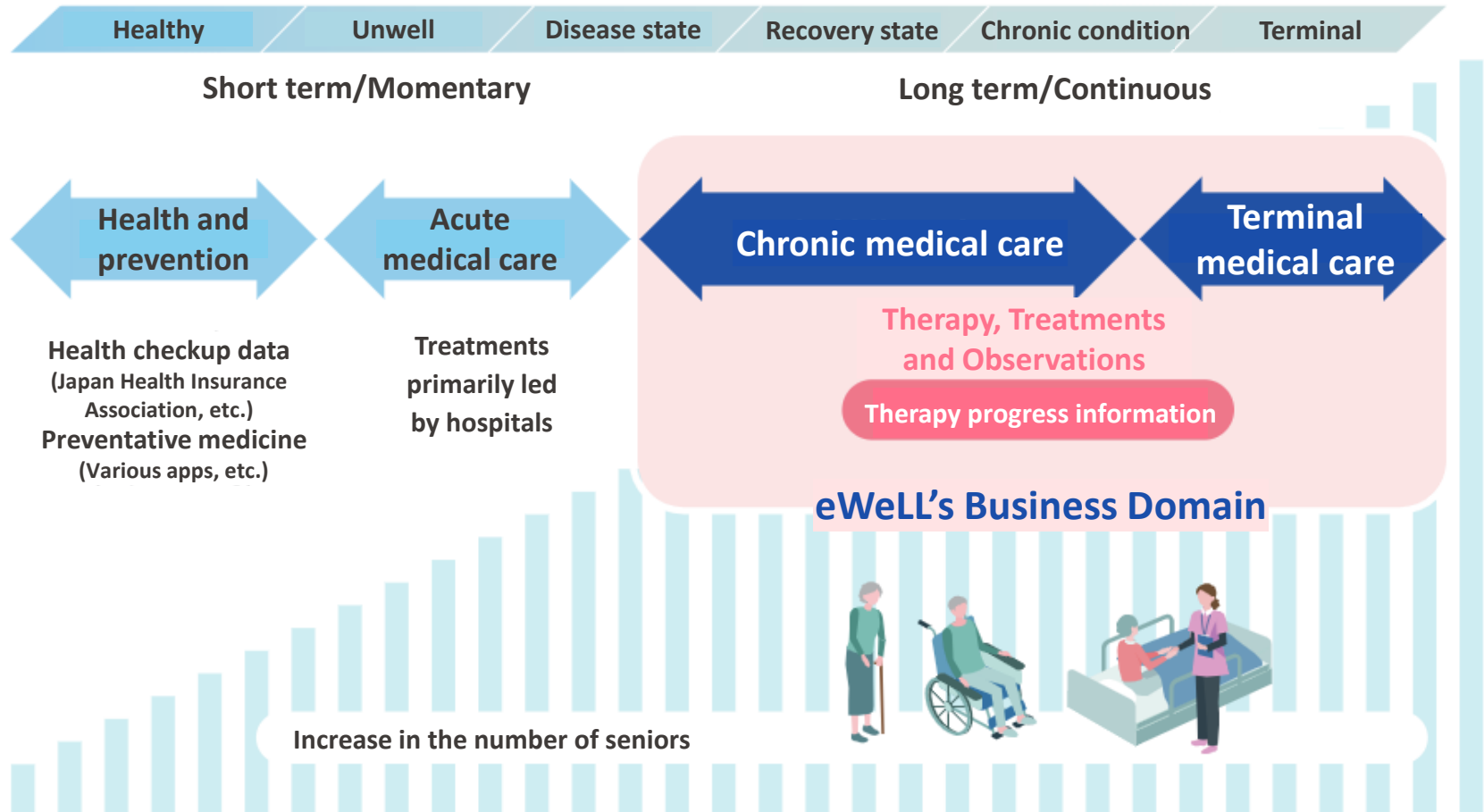
January 2011: Appointed as an auditor and director of N FIELD Co., Ltd. (currently retired from these positions)
February 2020: Appointed as eWeLL's auditor

Toshinobu Shimizu
(Auditor)

1996: Registered as an attorney at law. Member representative of SUN SOGO Legal Profession Corporation and appointed as an outside director of Colan Totte Co., Ltd. (present).
March 2022: Appointed as eWeLL's auditor

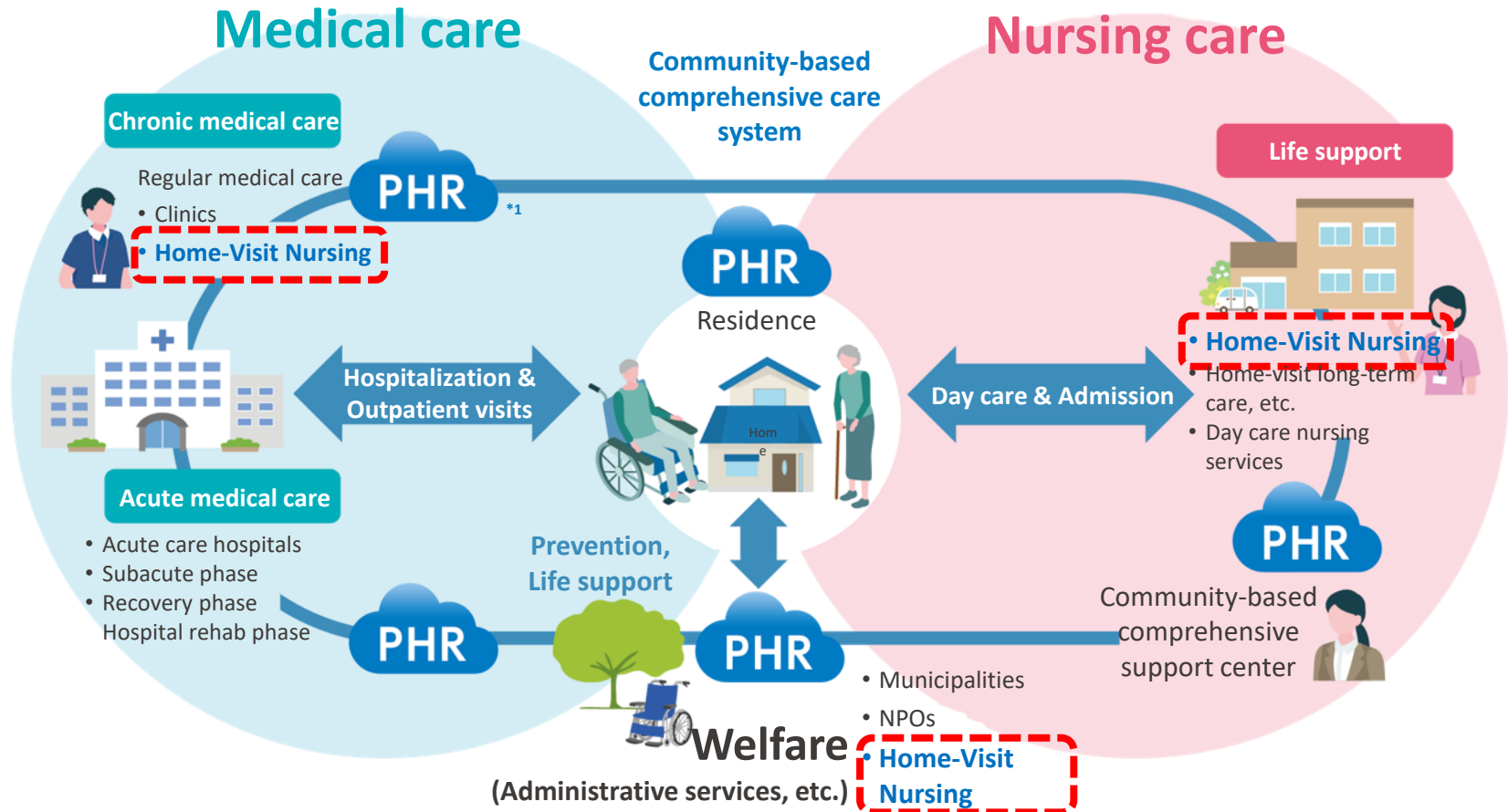
Medical care can be roughly divided into acute care in hospitals and chronic care, which is shifting to home care

Chronic care, which is becoming increasingly important as the number of elderly people increases, becomes **our area of business**.



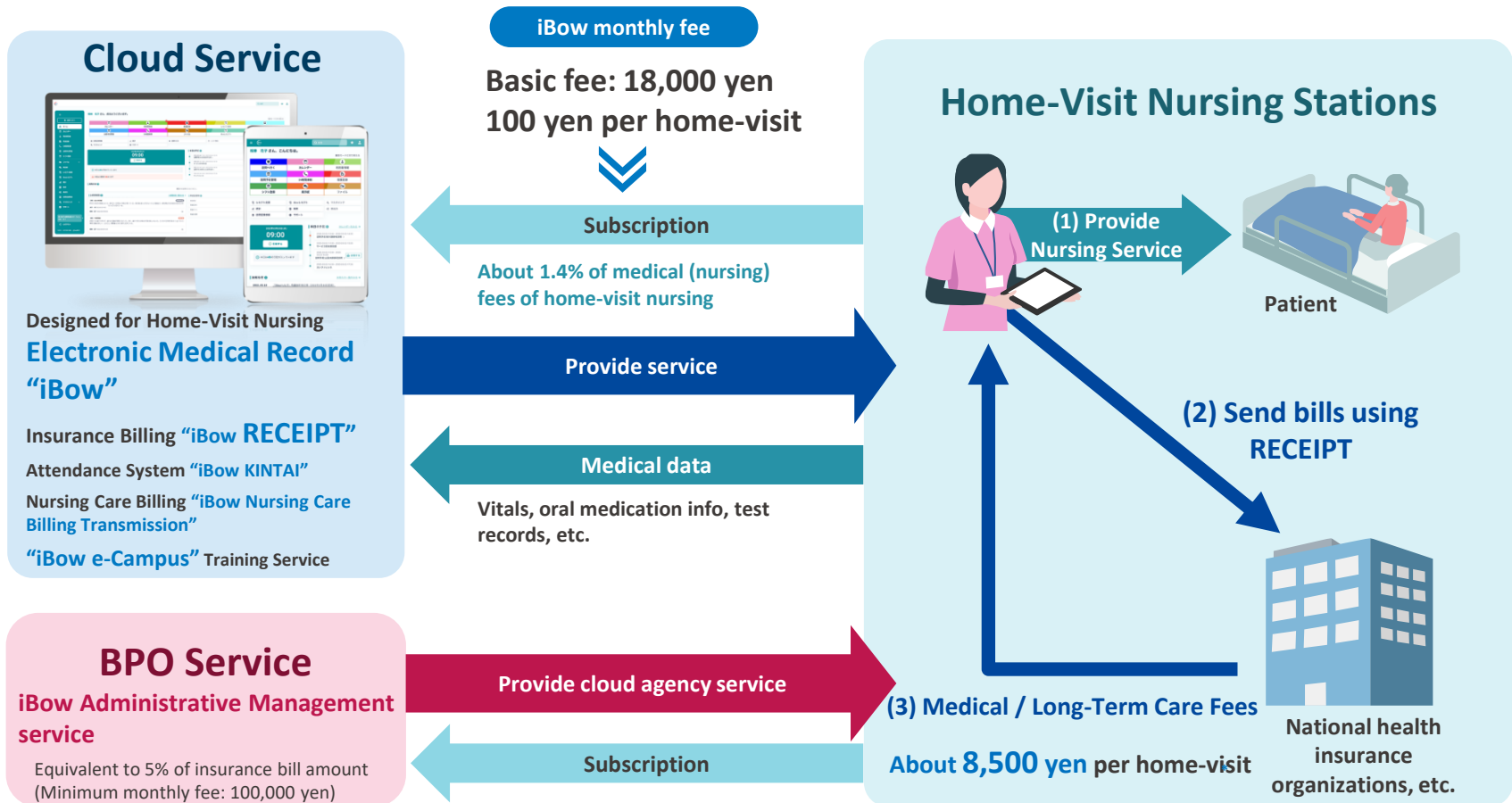
Home-visit nursing exists in all areas of medical care, nursing care, welfare, etc.

Home-visit nursing plays a central role in community-based comprehensive care system



PHR stands for personal health record, information regarding health, healthcare and nursing care of individuals.

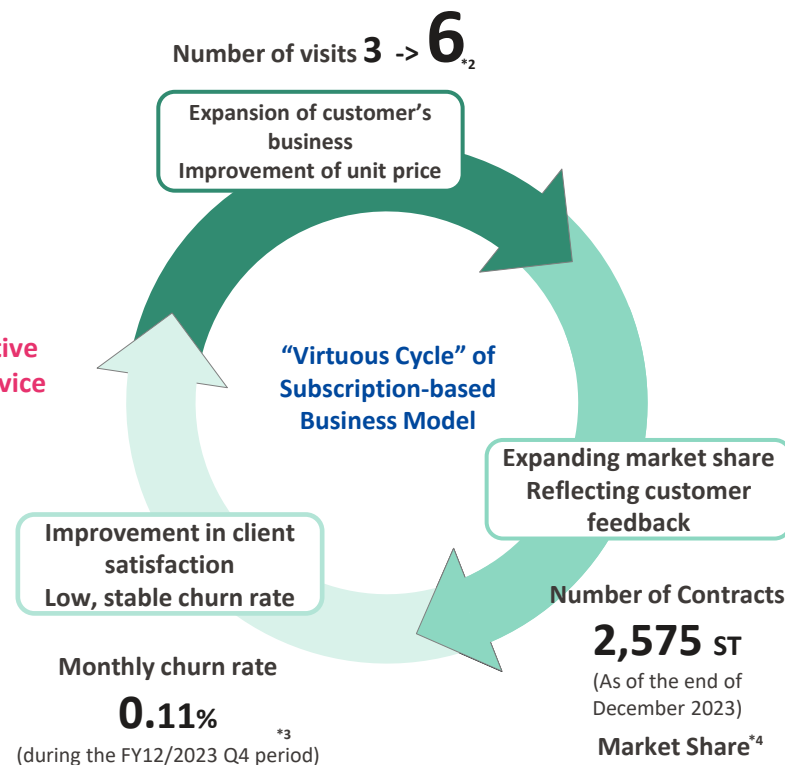
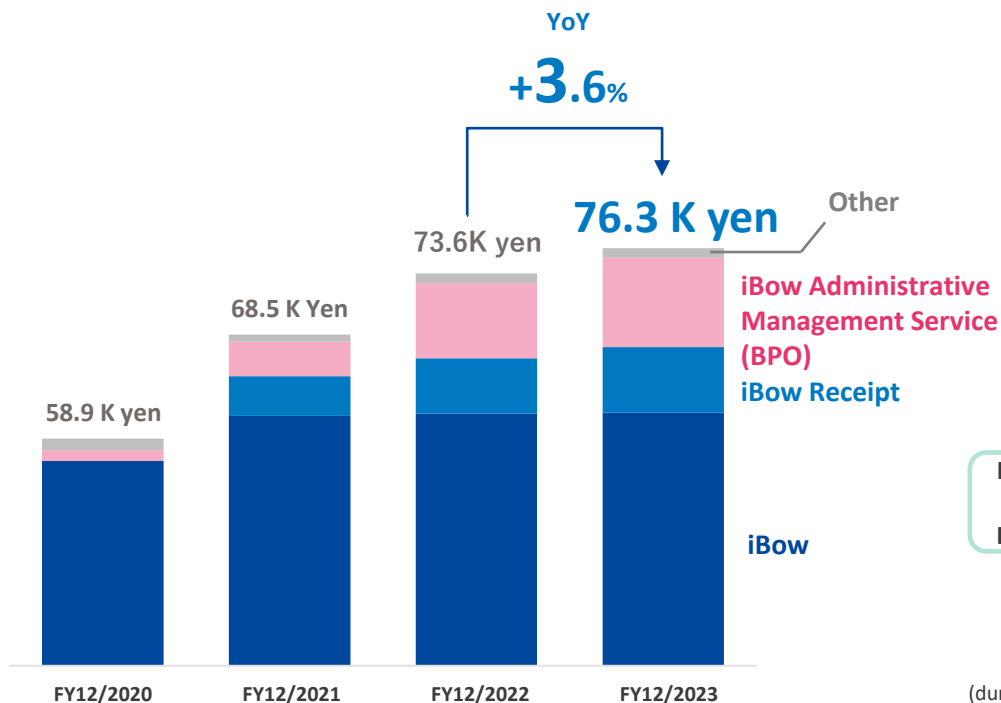
By developing, operating, and providing services (SaaS, BPO) for iBow, an electronic medical record system dedicated to home-visit nursing, **contributing to the reduction of paperwork, information-sharing, travel time, etc. for clients (home-visit nursing stations).**



*Calculated from the home-visit nursing treatment fee when medical insurance is applied
(Estimated amount of Basic Home-visit Nursing Treatment Fee (1) and the Home-visit Nursing Management Treatment Fee)

Expand combined services, increase market share, and improve satisfaction (stabilize low churn)
The cycle of increasing the unit price per customer is the foundation of our sustainable growth

Average monthly unit price per station *1



*1: Average monthly unit price is calculated by dividing the average monthly net sales (recurring revenue only) for the fourth quarter (October to December) by the average number of stations in operation at the end of the month during the same period.
Prior to the previous fiscal year, the unit price of sales to customers was calculated including the non-recurring sales. Therefore, the calculation method for the current quarter has been used to restate the previous fiscal years

*2: eWeLL estimate.

*3: Usage fee based.

*4: Calculated by dividing the number of contracted Home-Visit Nursing Stations as of December 31, 2023, by the number of active Home-Visit Nursing Stations as of April 1, 2023, as announced by the National Association of Home-Visit Nursing Associations.



iBow Concept

DX Home Healthcare

Improve efficiency and productivity of home-visit nursing and resolve labor shortages and management problems



訪問看護専用 電子カルテ
アイボウ
iBow



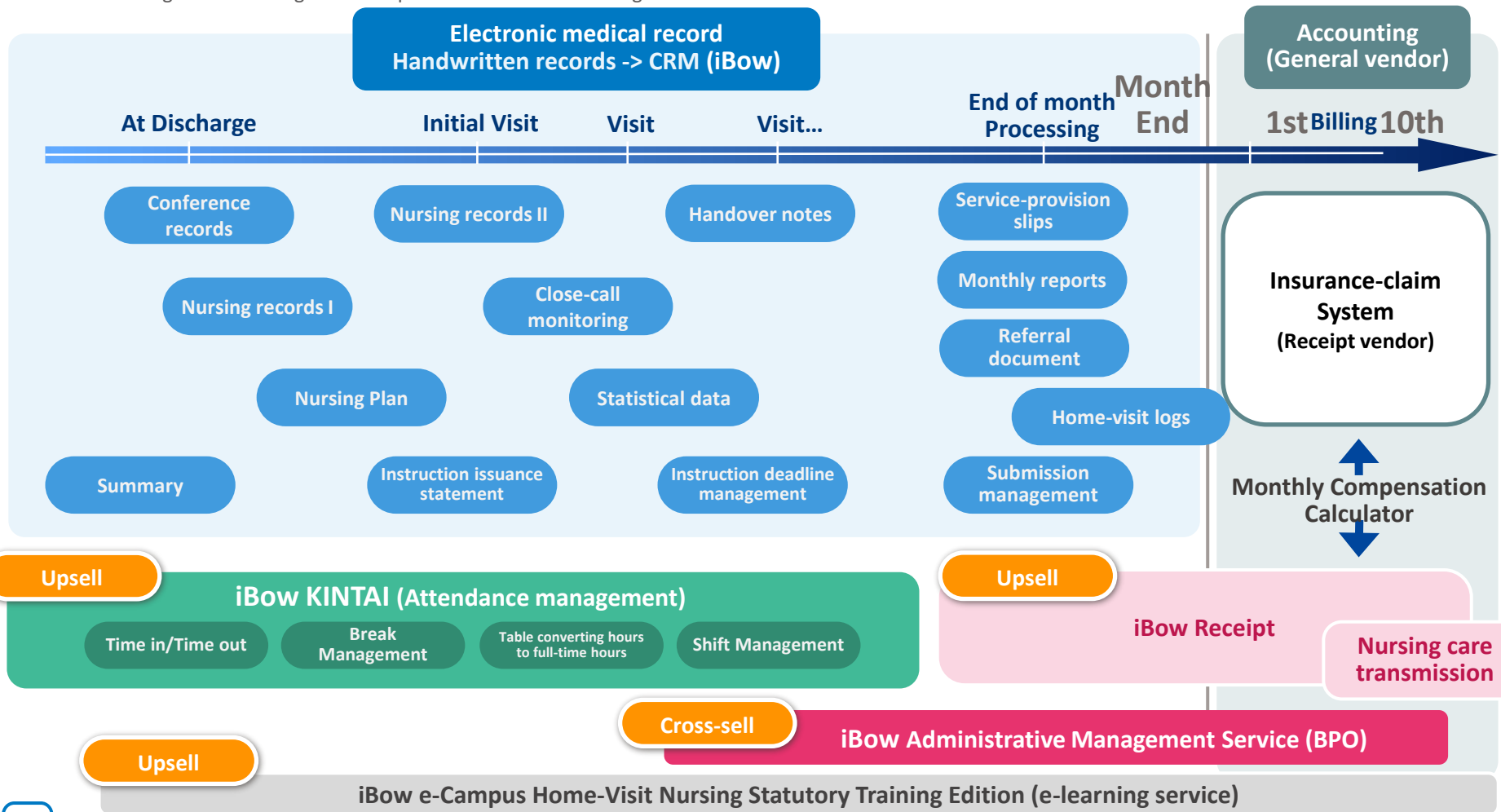
7 Service Overview (2) iBow Receipt



Differences from Receipt System

The iBow electronic medical record system was developed primarily to improve the efficiency of Home-Visit Nursing field operations, and the Receipt System was developed primarily to improve the efficiency of insurance billing operations.

Insurance billing calculations are automatically performed from daily Home-Visit Nursing records entered into iBow, eliminating the time required for billing and increasing the time spent on Home-Visit Nursing visits.



Contribute to further operational efficiency through **highly specialized and value-added BPO* services** related to the utilization of medical insurance, long-term care insurance, and social welfare security systems

iBow 事務管理代行サービス

Dedicated staff can improve billing accuracy and significantly reduce administrative workload.

Reduce costs associated with hiring administrative staff and personnel expenses.
 With a sales-linked fee structure, administrative costs change from fixed to variable.
 Allows you to focus on nursing work and stabilize sales.



- Register user information on behalf of clients
- Check daily records, various deadlines, etc.
- Prepare receipts
- Response to the results of the review
- Prepare patient invoice/receipt data
- Effective for internal training in billing

The iBow Administrative Management service is one where our company handles insurance billing operations (receipts) on*behalf of the home-visit nursing stations. Insurance billing operations are unavoidable parts of their business operations. Our company performs accurate registration on behalf of clients by registering medical and long-term care insurance, which is necessary for the correct receipt, and registering information on a medical direction from primary care physicians. Home-visit nursing stations realize remote BPO services by accurately preparing nursing records in iBow, an electronic medical record system. Nurses and other staff at the home-visit nursing stations can focus on nursing care and help clients earn revenue.

*The price of iBow Administrative Management service is a certain percentage of the client's total sales (insurance, copayments, and private expenses) (minimum usage fee: 100,000 yen; usage fee: a certain percentage of the client's total sales).

*BPO refers to the outsourcing of parts of business processes in corporate activities to specialists.

New service released in 2023!

Delivering statutory home-visit nursing training through cloud services, which will be mandatory from 2024



Training to improve the quality and safety of home-visit nursing

This service will be delivered in the cloud, so you can complete your statutory training anytime, anywhere



[Statutory Home-visit Nursing Training Service Content]

- Business Continuity Plan (BCP) formulation
- Prevention of infectious diseases and their spread
- Prevention of abuse of the elderly and disabled
- Harassment training
- Improving the quality of dementia care
- Hospitality training
- Privacy protection
- Final test for each case of training
- Annual training plan
- Certificate of attendance for each person

[Advantages of Statutory Home-visit Nursing Training (e-Learning Services)]

(1) The course can be taken on one's own time, so it does not interfere with visiting hours

Online courses can be taken on the employee's own time, allowing them to complete the necessary training without burden

(2) No additional fees for mid-career employees

The fee system is per office, so mid-career hires can also receive the necessary training they need at no additional cost

(3) Reliable training schedules and certificates of attendance for an on-the-job training measure

Templates for training schedules (for offices and individuals) are provided so they can be customized for use in any office! In addition, certificates of attendance can be automatically issued for on-the-job training

*Based on the provisions of the Health Insurance Act and the Health and Medical Service Act for the Aged, standards are set for the staffing and operation of the designated home-visit nursing service and the designated home-visit nursing service for the elderly.

*iBow e-Campus service is priced at 180,000 yen/year per site

|| FY12/2023 Highlights of Year- end Financial Results

- 1 FY12/2023 Full-year Financial Results Summary
- 2 Changes in Full-year Results
- 3 Revenues by Service (1) Net Sales
- 4 Major KPI
- 5 Operating Profit Drivers
- 6 Revenues by Service (2) Gross Profit
- 7 Operating Expenses (Cost of Sales + SG&A Expenses)
- 8 Changes in the Number of Employees
- 9 Balance Sheet Overview

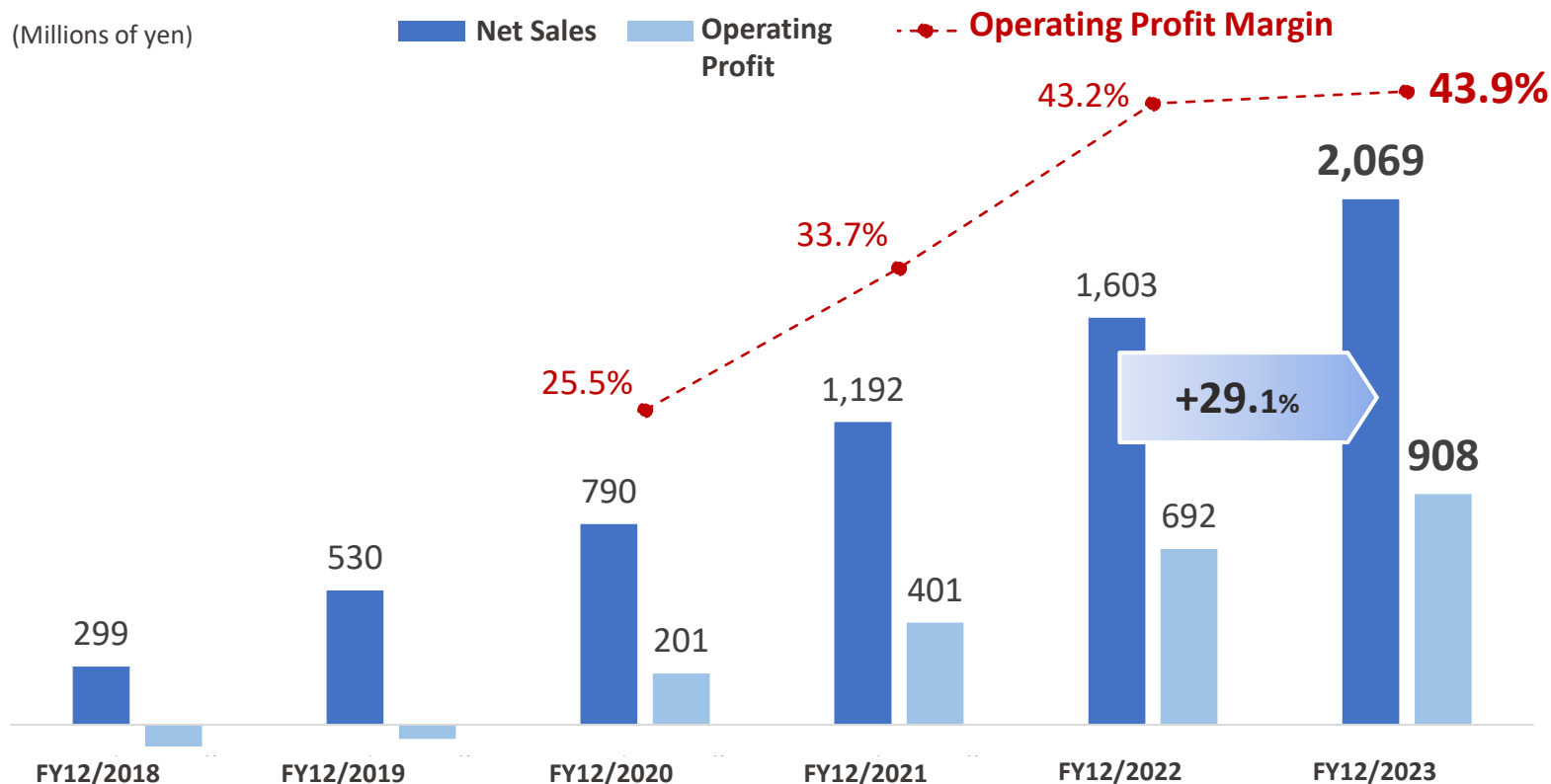
- Both net sales and operating profit achieved high growth rates and met the forecast announced on August 4, 2023
- In addition to the steady cloud net sales, BPO contributed significantly to the 86.2% year-on-year sales growth
- The operating profit margin remained high at 43.9%, the same level as last year

Millions of yen	FY12/2022 (Actual)	FY12/2023 (Forecasts)	FY12/2023 (Actual)	Year-on-year Change	Earnings Forecast Ratio
Net Sales	1,603	2,053	2,069	+29.1%	+0.8%
Cloud	1,480		1,851	+25.0%	
BPO	107		199	+86.2%	
Other	14		18	+20.2%	
Operating Profit	692	879	908	+31.2%	+3.3%
Operating Profit Margin	43.2%	42.8%	43.9%	+0.7pt	+1.1pt

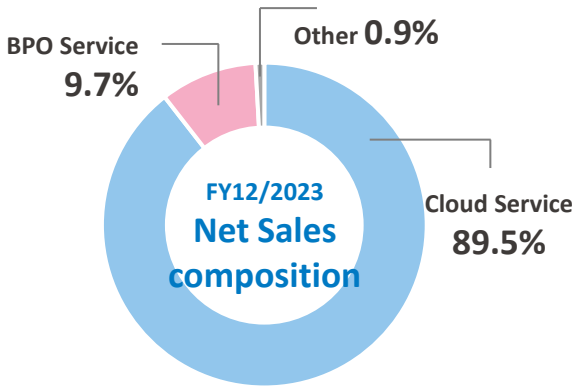


Achieved profitability from FY12/2020 and stable operating profit thereafter
 Achieved both high net sales growth (+29.1% year on year) and high operating profit margin (43.9%), as in the previous year

Historical Net Sales and Operating Profit



3 Revenues by Service (1) Net Sales (1/2)

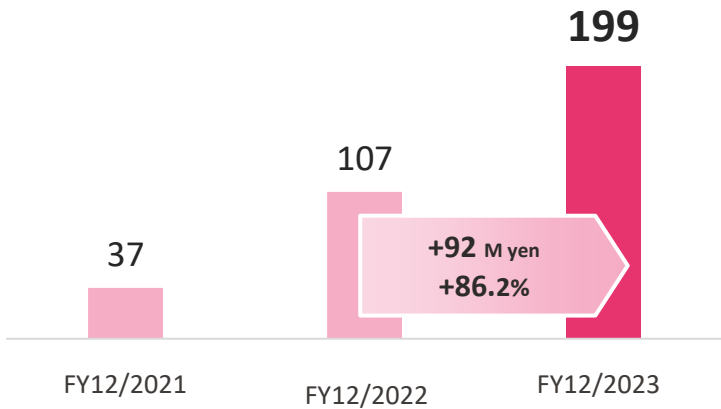
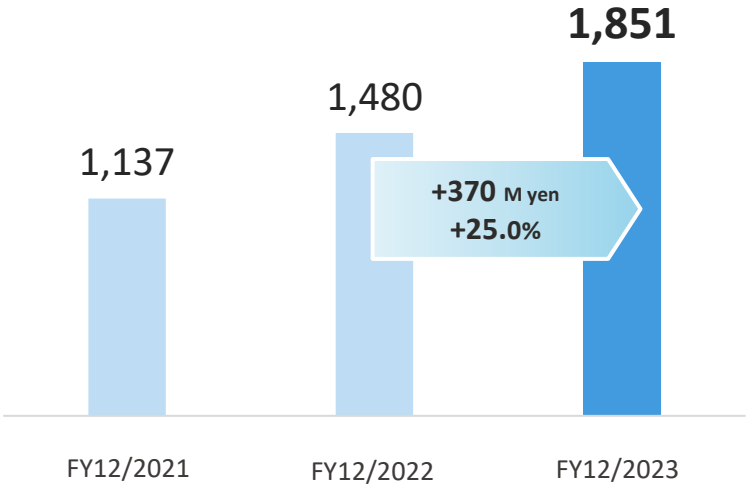


Key points

- Cloud services achieved solid growth, with the up-sell product **iBow Receipt** leading the growth (+54.3% y-o-y)
- BPO grew significantly (+86.2% y-o-y) this fiscal year as in the previous fiscal year
- Cloud share remained high at 89.5%

Cloud Service (Millions of yen)

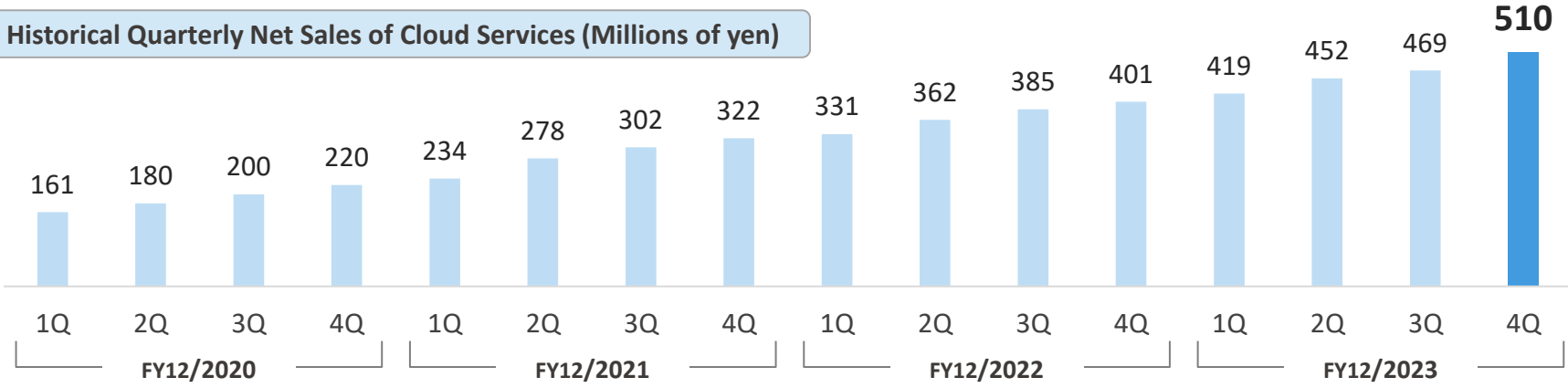
BPO Service (Millions of yen)



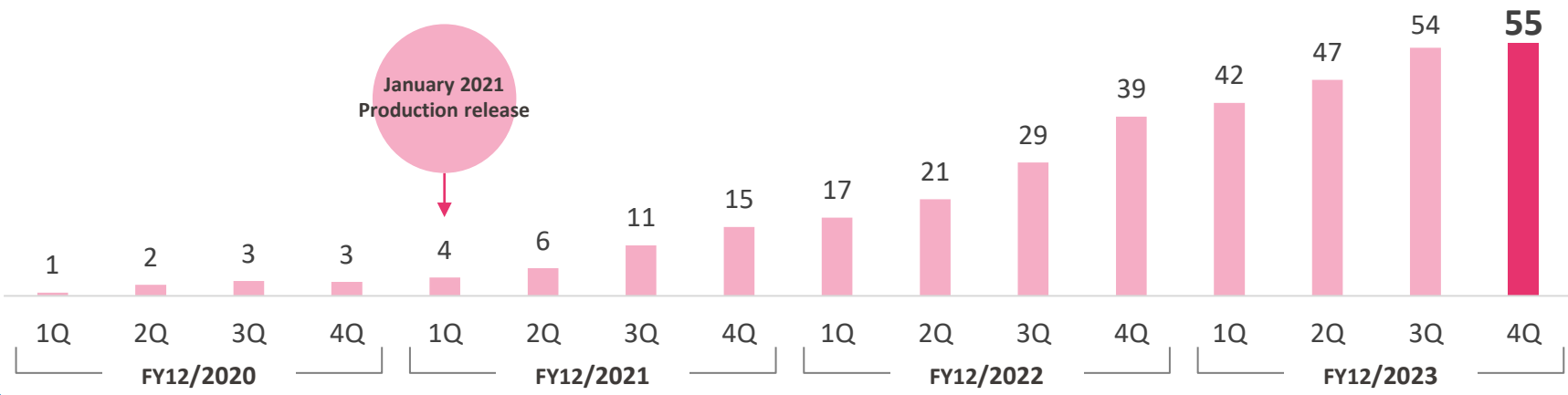


In the cloud business, 18 million yen was recorded for sales of the new statutory training service in the fourth quarter of the period under review. BPO contracts continued to grow, although there was only a slight increase in BPO cancellations in the fourth quarter due to the hiring of additional office staff by some major customers.

Historical Quarterly Net Sales of Cloud Services (Millions of yen)



Historical Quarterly Net Sales of BPO Services (Millions of yen)

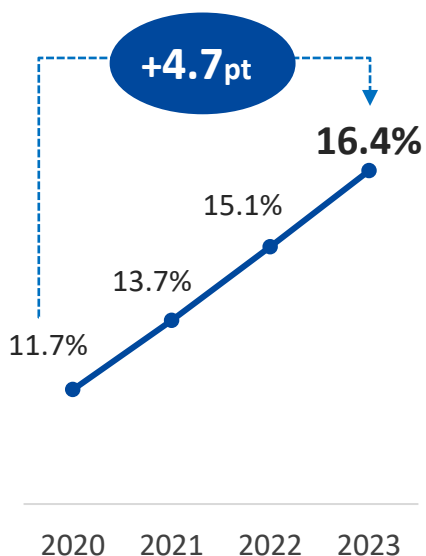


Steady growth in market share, number of contracts and customer unit price, with churn rate remaining stable at a low level

In particular, the market share of home-visit nursing DX is 16.4%, an increase of 4.7 pts in 3 years from the end of FY2020

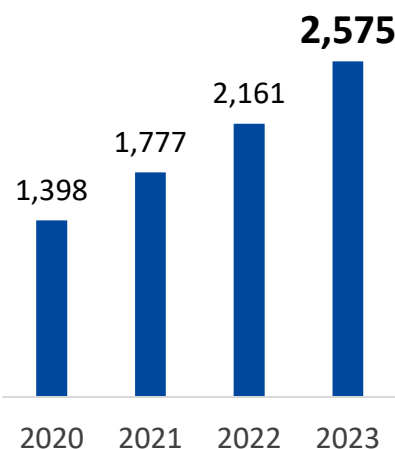
Market Share *1

16.4%



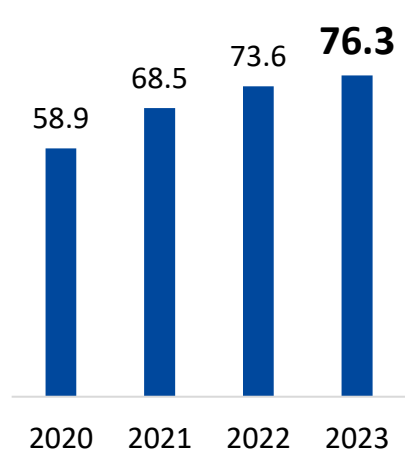
Number of Contracts *2

2,575



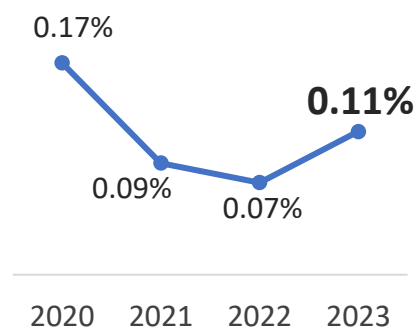
ASP *3

76.3 K yen



Churn Rate *4

0.11%



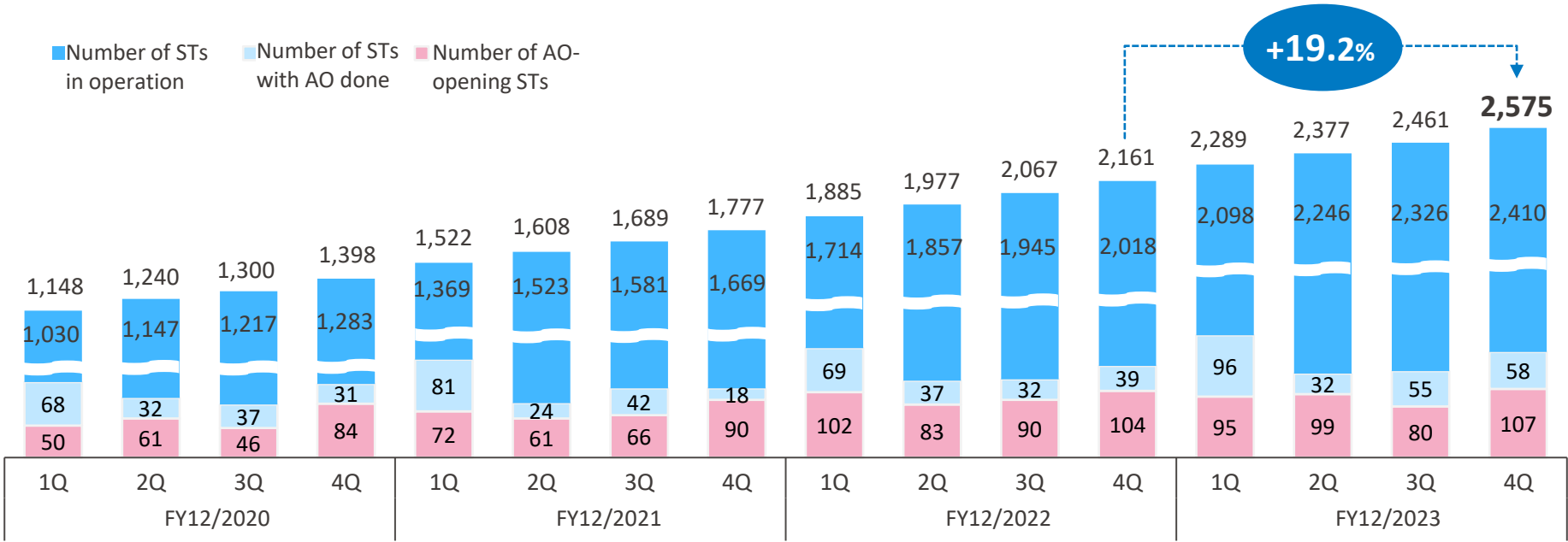
*1: Calculated by dividing the number of our contracted Home-Visit Nursing Stations as of the end of December each year, by the number of active Home-Visit Nursing Stations as of April 1, as announced by the National Association of Home-Visit Nursing Associations.
 *2: Number of our contracted stations as of the end of December each year.
 *3: Calculated by dividing the average monthly net sales of Q4 of each period(recurring revenue only) by the average number of stations in operation at the end of the month in the same period. Prior to the previous fiscal year, the unit price of sales to customers was calculated including the non-recurring sales. Therefore, the calculation method for the current quarter has been used to restate the previous fiscal years
 *4: The average monthly churn rate shall be a revenue MRR churn rate, and represents the average of the ratio of monthly usage fees decreased due to churn to the monthly usage fees of existing customers, calculated on a quarterly basis.

4 Major KPI: Number of Contract Stations



Full year new acquisitions totaled 511, with 2,575 contracts, up 19.2% year on year

Cancellations totaled 92 for the full year, of which 72% were due to site closures

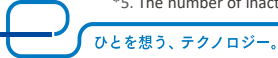


Number of Contracted Stations

Change Breakdown

	FY12/2020				FY12/2021				FY12/2022				FY12/2023			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
(1) Newly gained	78	106	77	113	143	107	105	106	132	107	105	117	139	127	111	134
(2) Cancelled	-9	-15	-16	-16	-21	-11	-6	-17	-7	-14	-13	-22	-19	-27	-22	-24
(3) Change in number of inactive STs	-3	1	-1	1	2	-10	-18	-1	-17	-1	-2	-1	8	-12	-5	4
Quarterly total	66	92	60	98	124	86	81	88	108	92	90	94	128	88	84	114

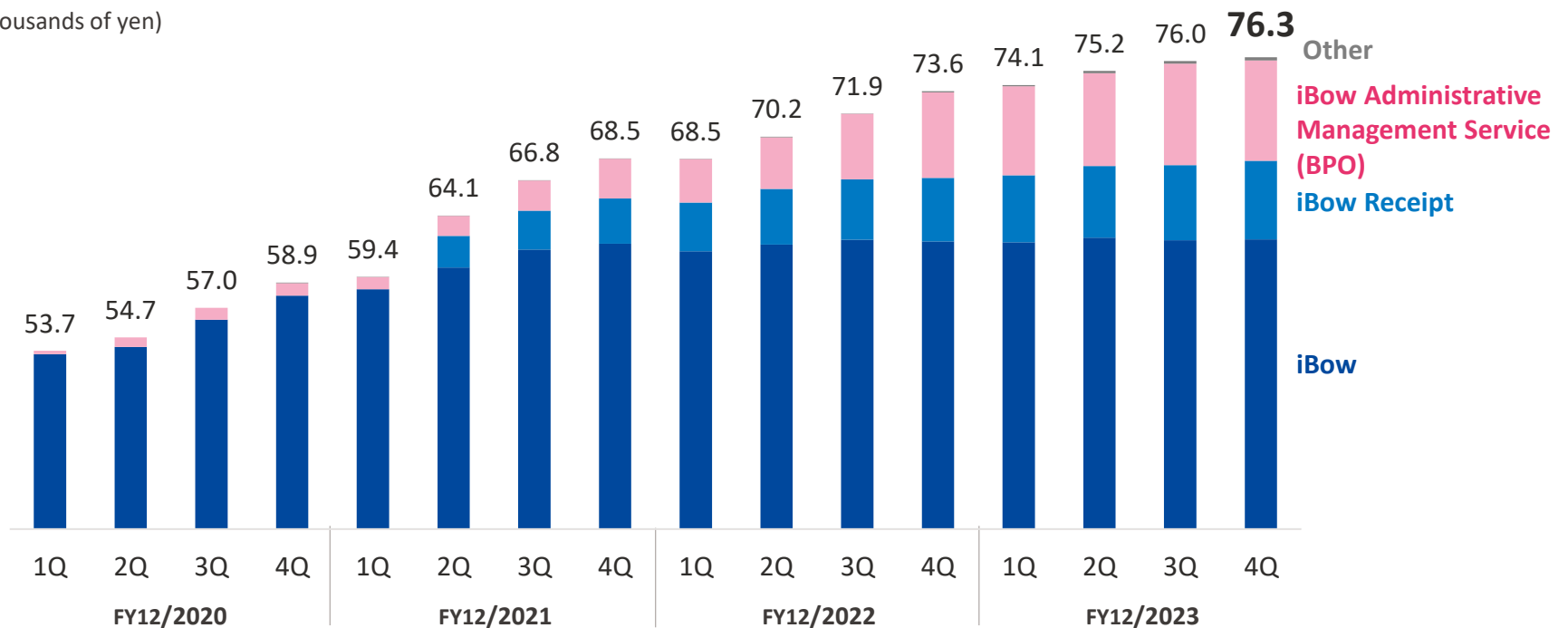
*1. Number of stations in operation refers to the number of stations that are using the service
 *2. Number of STs with AO done refers to the number of stations that have set up an account required to use the service but are yet to begin using the service
 *3. Number of AO-opening STs refers to the number of stations that are in the process of opening an account required to use the service
 *4. Number of Contracted Stations refers to the combined total of the numbers of STs in operation, STs with AO done, and AO-opening STs
 *5. The number of inactive STs are the number of stations that have suspended use of the service for a specified period during a contracted period



Increased contracts for iBow Receipt and BPO services drive higher customer unit price

Average Monthly Unit Price per Customer *1

(Thousands of yen)

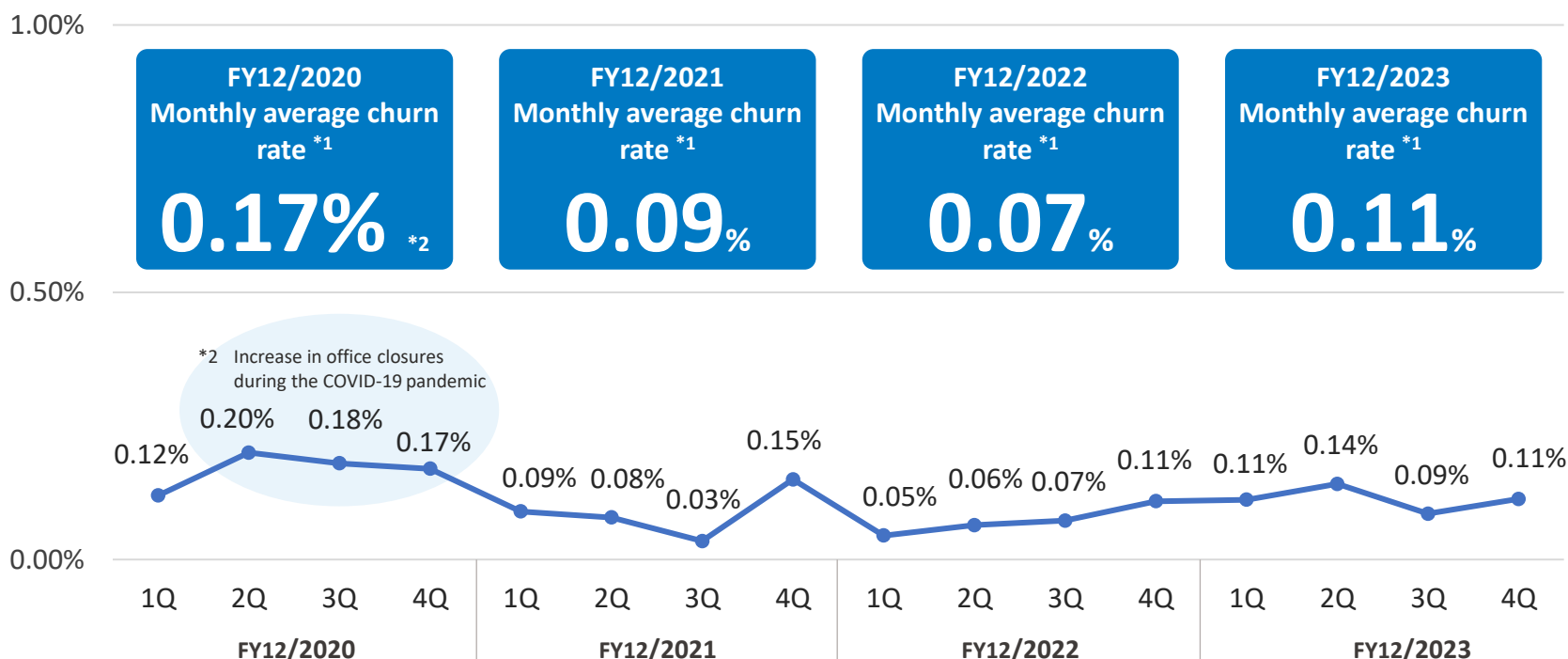


*1: Average monthly unit price per customer is calculated by dividing the average monthly net sales during the quarter (recurring revenue only) by the average number of stations in operation at the end of the month during the same period
 Prior to the previous fiscal year, the unit price of sales to customers was calculated including the non-recurring sales. Therefore, the calculation method for the current quarter was used to revise the previous fiscal years

- The average monthly churn rate (Revenue MRR Churn Rate) for the period under review was 0.11%, virtually unchanged from previous years

Continued to see a low and stable churn rate, with the majority of new contracts contributing to sales in subsequent fiscal years and beyond

Revenue churn rate

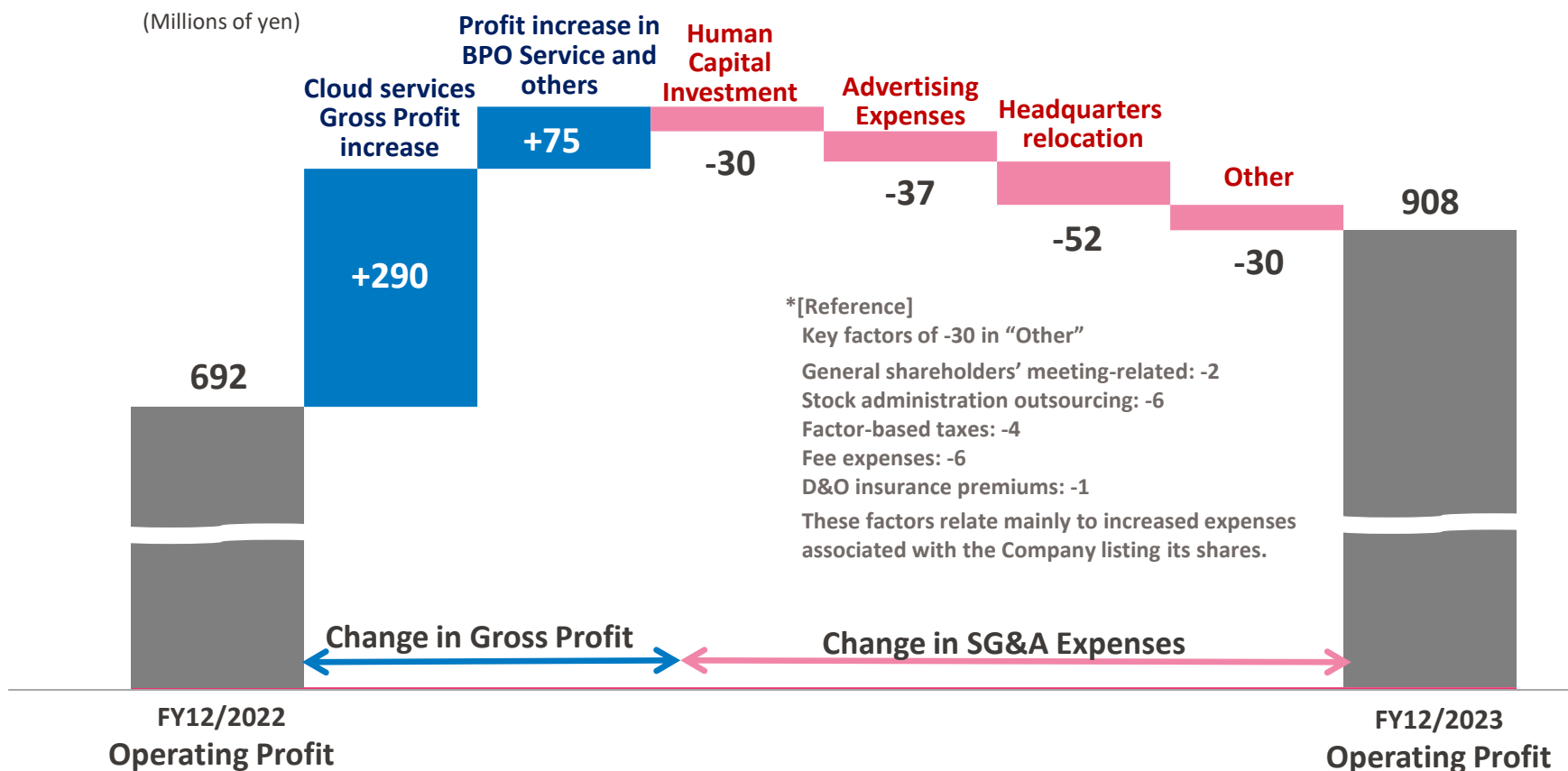


*1: The average monthly churn rate represents the average of the ratio of monthly usage fees decreased due to churn to the monthly usage fees of existing customers, calculated on a quarterly basis.
 *2: The average monthly churn rate increased in FY12/2020 compared with other years due to the increased frequency of office suspensions caused by the COVID-19 pandemic.

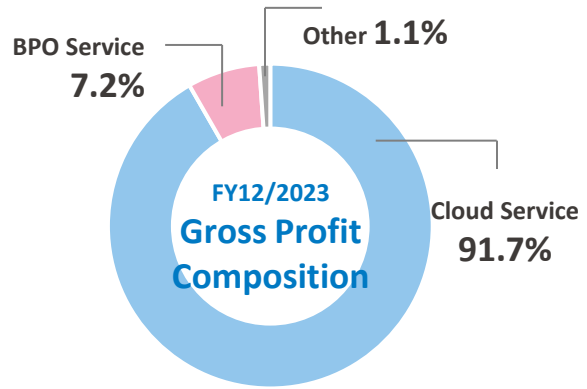
While gross profit increased by a total of 366 million yen due to higher sales, SG&A expenses increased by 150 million yen due to expenses related to the relocation of the company's headquarters and higher advertising expenses resulting from active participation in trade shows

Vs. FY12/2022: **+215 M yen**

(Millions of yen)



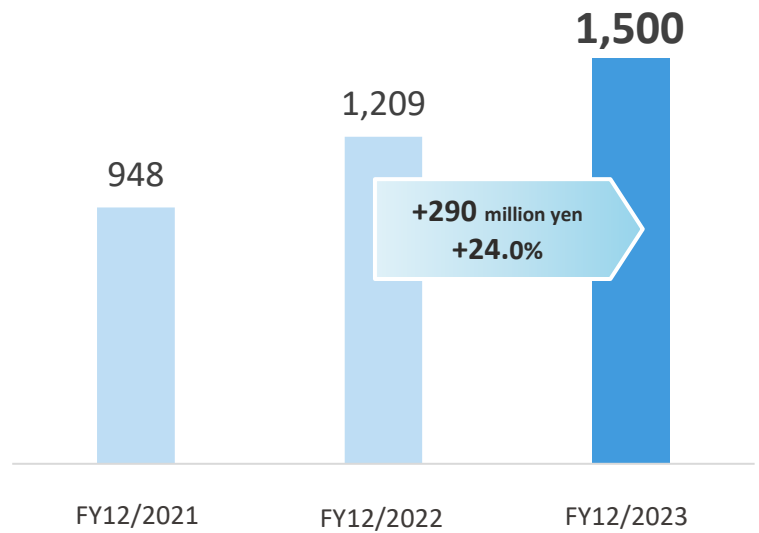
6 Revenues by service (2) Gross profit



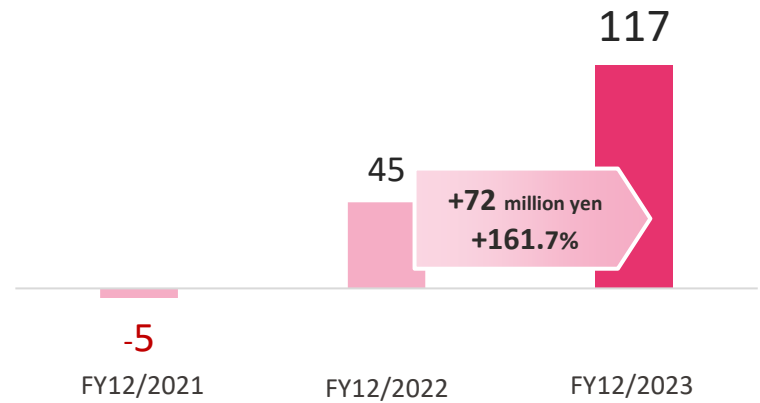
Key points

- Gross profit margin for the period was 81.1% for Cloud and 59.0% for BPO (Gross profit margin for the prior year was 81.7% for Cloud and 42.0% for BPO)
- BPO increased significantly due to both an increase in gross margin and an increase in sales
The BPO gross margin is expected to be in the range of 60% to 65% for the full year

Cloud Service (Millions of yen)



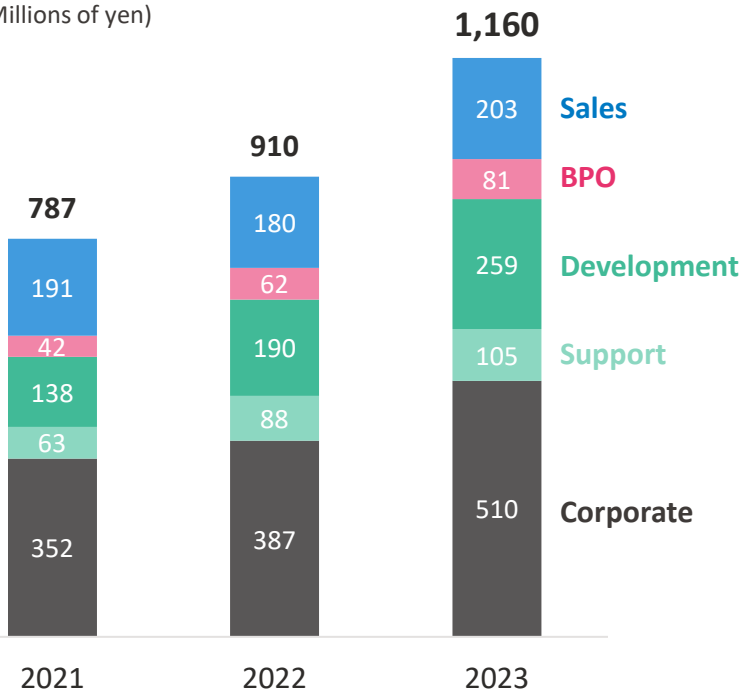
BPO Service (Millions of yen)



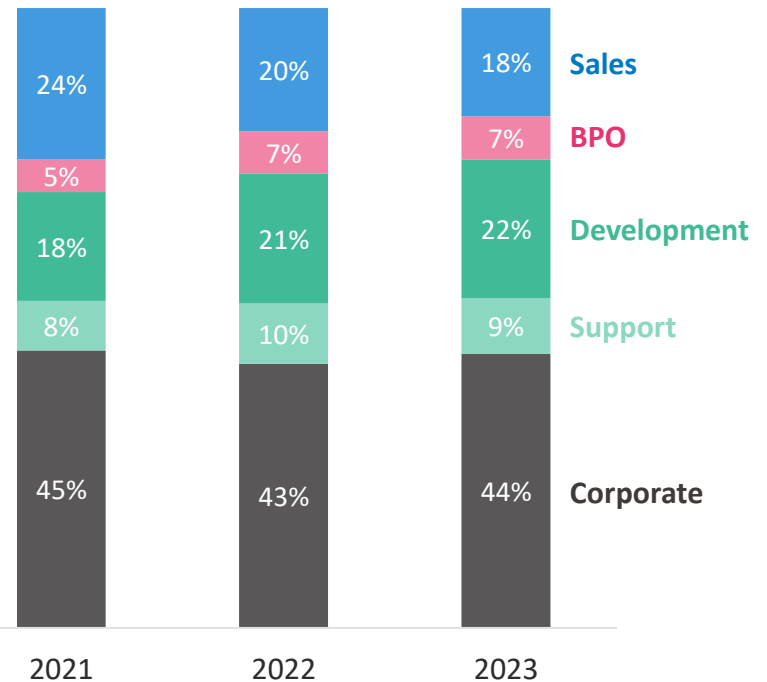
Expenses are increasing in line with business and organizational growth
Continued investments are planned in all divisions for the next fiscal year and beyond, particularly in development

Changes in operating expenses

(Millions of yen)



Changes in Composition of Operating Expenses



* Sales: Total of sales personnel expenses, advertising expenses, promotion expenses, and other sales-related expenses

BPO: Total of BPO personnel expenses and other BPO-related expenses

Development: Total of development personnel expenses, server expenses, development and maintenance expenses, development outsourcing expenses, research and development expenses, and other development-related expenses

Support: Total of support personnel expenses and other support-related expenses

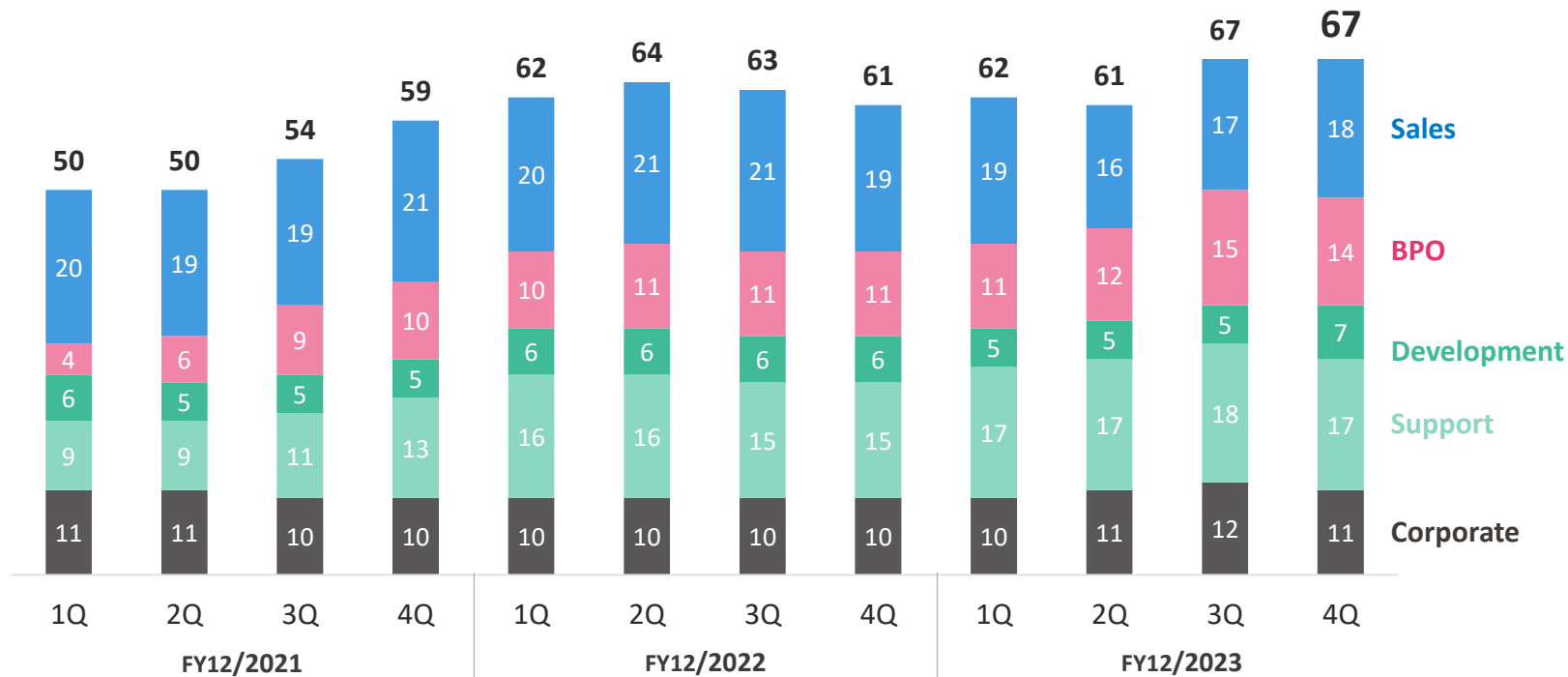
Corporate: Corporate personnel expenses and other expenses not included above

Only rent is allocated to each division according to our corporate standards

Business operations are handled by a small number of selected employees, while BPO and support personnel grow with the size of the business
 Starting next fiscal year, we plan to hire new employees in all business areas to expand our products and functions

Changes in the number of employees by department

(Unit: Persons)




Financial highlights

- Solid financial position is formed. **Equity ratio was 71.0% (up 4.0 points from the end of the previous period)**
- Property, plant and equipment increased due mainly to relocation of the headquarters.
- The increase in net assets includes issuance of new shares worth 38 million yen as restricted stock units.

(Millions of yen)	End-FY12/2022		End-FY12/2023		Year-on-year change	
	Amount	Composition	Amount	Composition	Changes (Amount)	Changes (%)
Current Assets	1,406	85.3%	1,856	78.0%	+449	+32.0%
Non-current assets	242	14.7%	523	22.0%	+281	+116.4%
(Property, Plant and Equipment)	27	1.7%	281	11.8%	+253	+924.7%
Total Assets	1,649	100.0%	2,380	100.0%	+731	+44.4%
Current Liabilities	452	27.4%	588	24.7%	+136	+30.1%
Non-current Liabilities	91	5.5%	102	4.3%	+10	+11.5%
Total Liabilities	543	33.0%	690	29.0%	+146	+27.0%
Net Assets	1,105	67.0%	1,690	71.0%	+584	+52.9%
Total Liabilities and Net Assets	1,649	100.0%	2,380	100.0%	+731	+44.4%
Equity ratio (%)	67.0%		71.0%		+4.0pt	



Medium-Term Business Plan Targets

- 
- 1 3-year Medium-Term Business Plan Targets
 - 2 Assumptions for the Medium-Term Business Plan

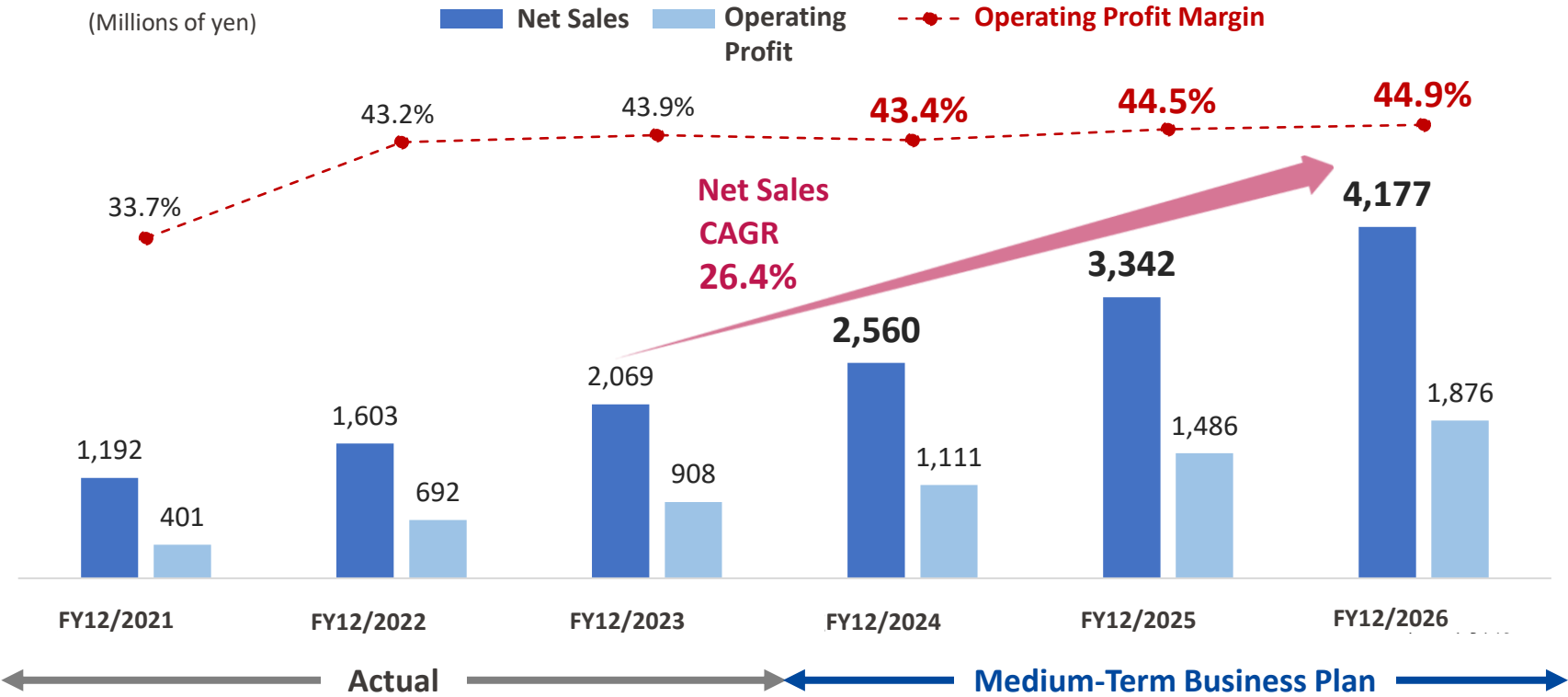




Plan to **accelerate net sales growth while maintaining strong operating profit margins**

Therefore, we plan to **increase investments, particularly in sales and development**

Net Sales and Operating Profit Plan



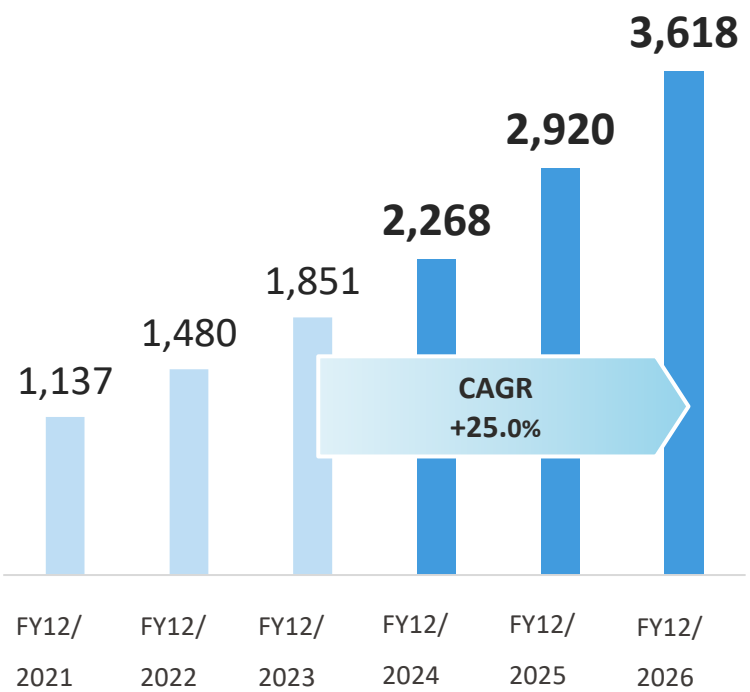
*Figures for FY2025 and beyond will be reviewed during the period under review



Cloud net sales are expected to **upsell new service groups**

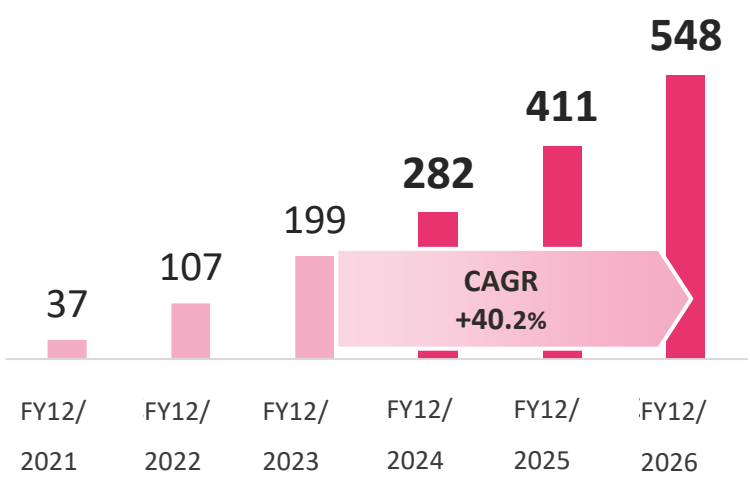
BPO plans to **continue strong sales growth rate** while increasing own agency workforce

Cloud Service (Millions of yen)



Medium-Term Business Plan

BPO Service (Millions of yen)



Medium-Term Business Plan

*Figures for FY2025 and beyond will be reviewed during the period under review

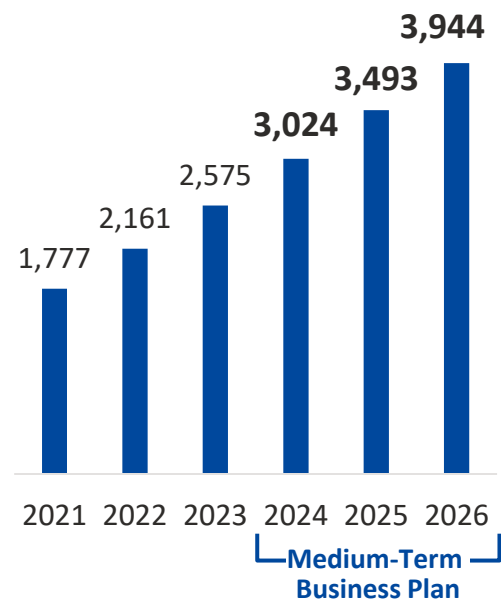


Plan to steadily increase the number of contracts and maintain a low churn rate

The unit price per customer is expected to grow by an average of +9.2% per fiscal year due to a growth plan in BPO as well as the growth in iBow unit price by upselling of new service groups

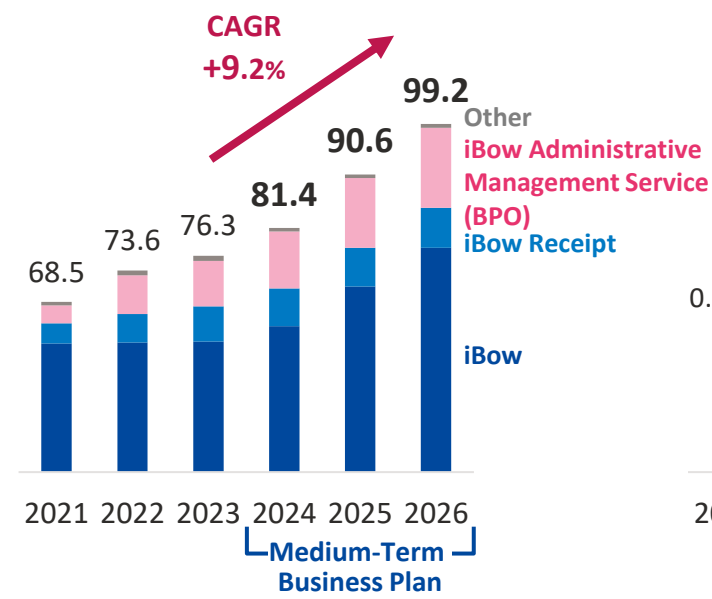
Number of Contracts ^{*2}

(Unit: Cases)

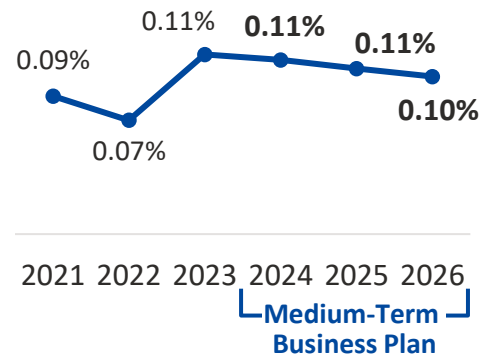


ASP ^{*3}

(Thousands of yen)



Churn Rate ^{*4}



*1: Planned figures for FY2025 and beyond will be reviewed during the period under review.
 *2: Actual result or plan based on the number of our contracted stations as of the end of December each year.
 *3: Calculated by dividing the average monthly net sales for the fourth quarter of each period (excluding the statutory training) by the average number of stations in operation at the end of the month during the same period (actual or planned).
 *4: Simple average of monthly churn rate per quarter (actual or planned).

IV Growth Strategies

Business Environment and Strategies for Future Growth

- 1 Medium- to Long-Term Vision
- 2 Positioning of FY2024
- 3 Overall Growth Strategy
- 4 Product Strategy
- 5 New Products
- 6 Future Vision
- 7 Growth Investment Policy
- 8 Correlation between FY2024 Investment and Operating Profit Plan
- 9 Shareholder Returns and Capital Policy
- 10 Medium- to Long-Term Growth Outlook



Medium- to Long-Term Vision

Continue to Evolve as a Platform Provider for Home Healthcare

- Contribute to home healthcare through a high-growth, high-profit model with the aim of solving the 2025 problem*

We aim to realize our vision by promoting our unique growth strategy in the home healthcare market, which is expected to grow rapidly!

Business Environment

The massive 28-trillion-yen home healthcare market is rapidly rising, and we are in a no-wait situation.

Growth Strategies

Update the “Medium-Term Business Plan” to build a business foundation that can respond to the 2025 problem

* The “2025 problem” is a general term for a social issue where the so-called “baby boomers” born during the first postwar baby boom will reach the age of 75 in 2025, and there are concerns about a sharp increase in social security costs such as medical care and long-term care.



The period up to FY12/2025 has been designated as the “Foundation Strengthening Period” in order to accurately grasp the impending “2025 Problem” and other changes in the business environment, and to promote medium- to long-term growth strategies

Contribution to achieving the SDGs
— Three key points in eWell

3 すべての人に健康と福祉を



9 産業と技術革新の基盤をつくろう



17 パートナーシップで目標を達成しよう



Today 2025 Problem

Medium-Term Business Plan

2023	2024	2025	2026	2027	2028	2029	2030
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Foundation Strengthening Period
FY12/2023 to FY12/2025

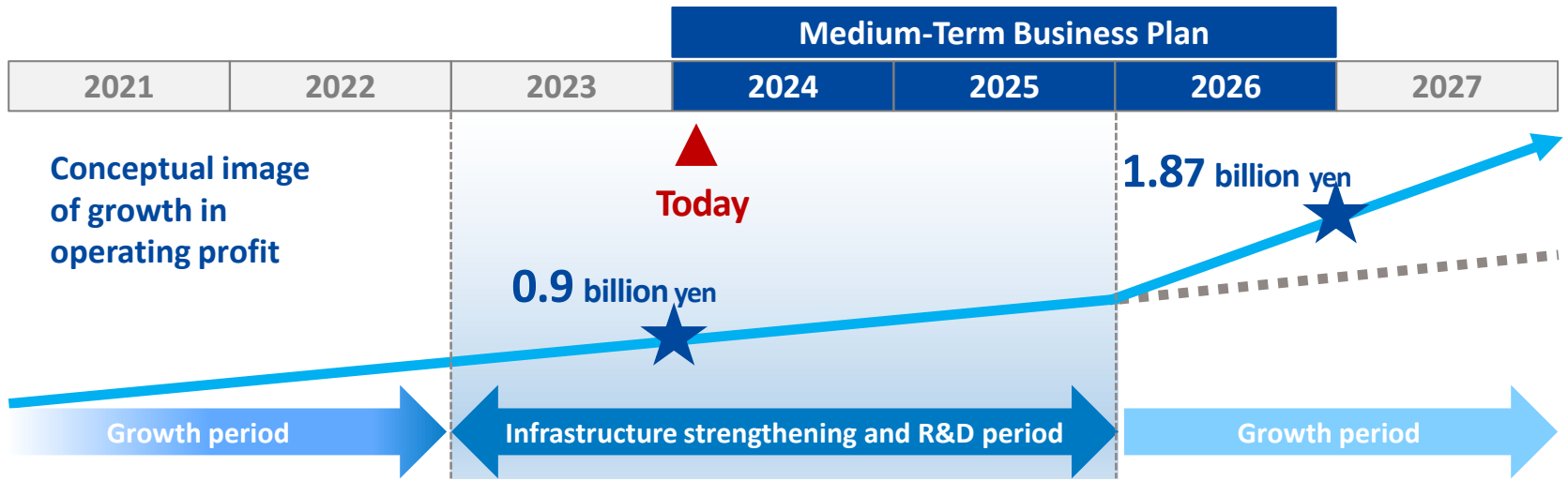
Leading the industry as a “Platform Provider for Home Healthcare” with full growth

Up to 2025 is a preparation period for the establishment of the next critical foundation (i.e., the medium- to long-term growth foundation)

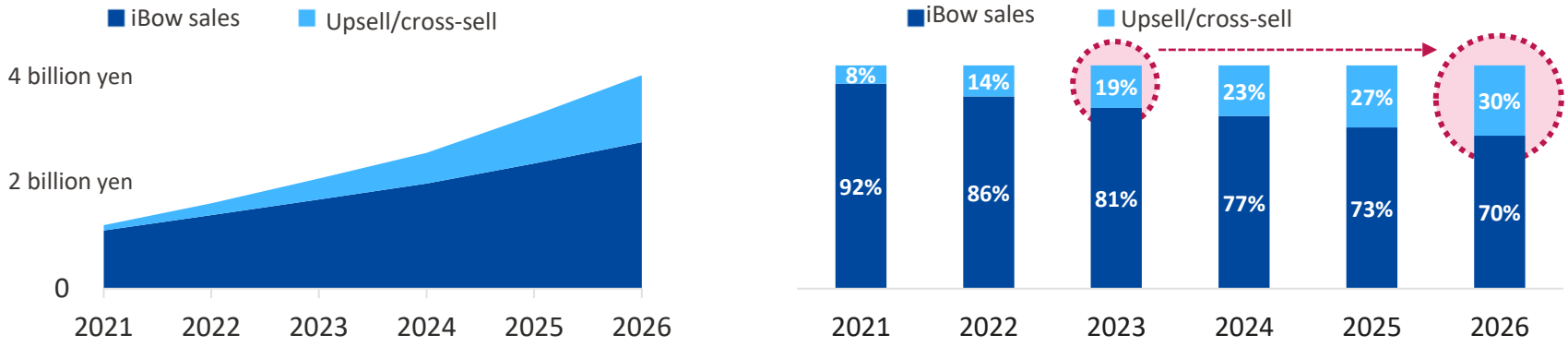
- Building a business management system that can respond to the “2025 problem”
- Development of a management foundation to evolve into a “Platform Provider for Home Healthcare”



Based on our multi-product strategy combining data and technology, we will grow further by continuously releasing new products at a faster pace than before



While increasing iBow sales, we will increase the ratio of upsell and other net sales, which is currently less than 20%, to at least 30% by FY2026

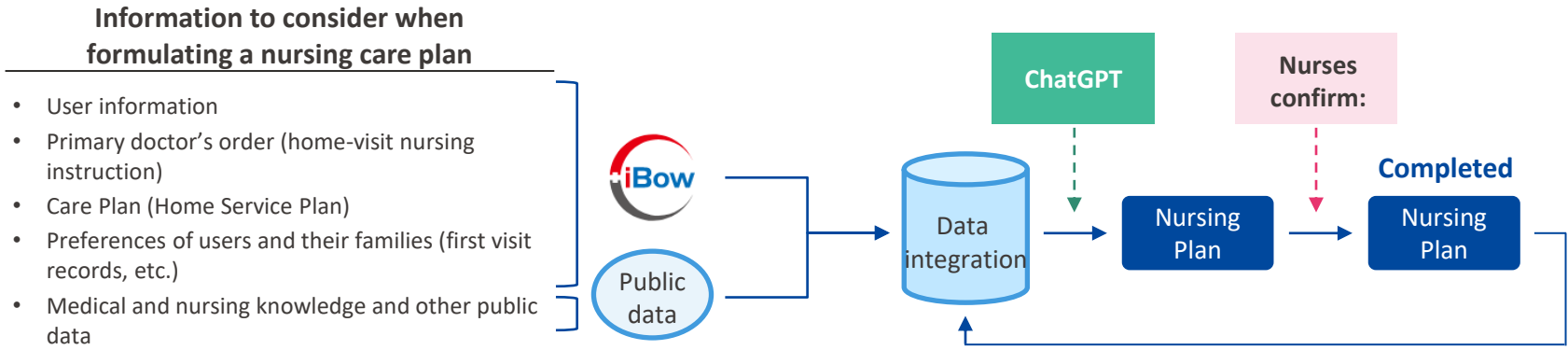




We will continue to focus our product development efforts on key areas of home care, and **plan to release products that leverage the data we have accumulated in iBow, Generative AI, and other areas during the current medium-term business plan period**

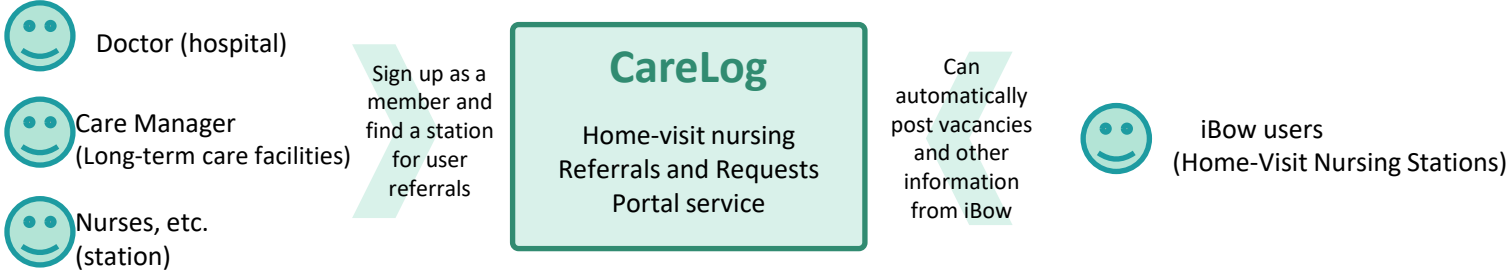
Home care area	Product	Positioning	Release (Including plans)	Tech	Data utilization	
Home-visit nursing operations in general	iBow	Main System	Done in 2014	SaaS	—	
Attendance management	iBowKINTAI	iBow add-on	Done in 2020	SaaS	—	
Insurance claims	iBow Receipt	iBow add-on	Done in 2021	SaaS BPO	●	
Statutory training	e-Campus Statutory training	iBow add-on	Done in December 2023	e-learning	—	
2024 To be released	Preparation of home-visit nursing plan and report	AI Nursing Plan AI Nursing Report	iBow add-on	To be released in April 2024 October 2024: Begin charging	Generative AI	●
	Patient referral	CareLog	Link with iBow	July 2024	Portal	●
Nurse Visit Scheduling	AI visit schedule	iBow add-on	January 2025: Release and begin charging	AI	●	
Support for recruiting nurses	Under review		Around 2025	—	—	
Community-based Comprehensive Care PHR, etc.	R&D ongoing: Medical Big Data Business				●	

Home-visit nursing plan, which takes a long time to create based on primary doctor’s orders, care plans, and user requests, can be created in a short time by combining iBow data with publicly available data using Generative AI



Overview and Background	Formulating a nursing care plan takes time because it needs to be prepared by taking into account medical and nursing expertise and knowledge, as well as the preferences of doctors, care planners, users and their families. In response to this problem, we have made it possible to create with Generative AI in one click and in a short time.
Positioning	Generative AI feature added to iBow
Main Features	The accuracy of the plan is enhanced by the fact that the care plan is created by integrating the public and iBow data and then applying ChatGPT, and the completed care plan, which is then reviewed by the nurse, is also included in the integrated data. It also ensures that the information is not leaked to the outside world.
Release	After the release in April this year and the free period (trial, feedback, etc.), the fee charging will start in October 2024 with the release of AI nursing reports
Fee System	Number of visits × 20 yen
Numerical targets	Set a numerical target of 25% of iBow users in FY2026

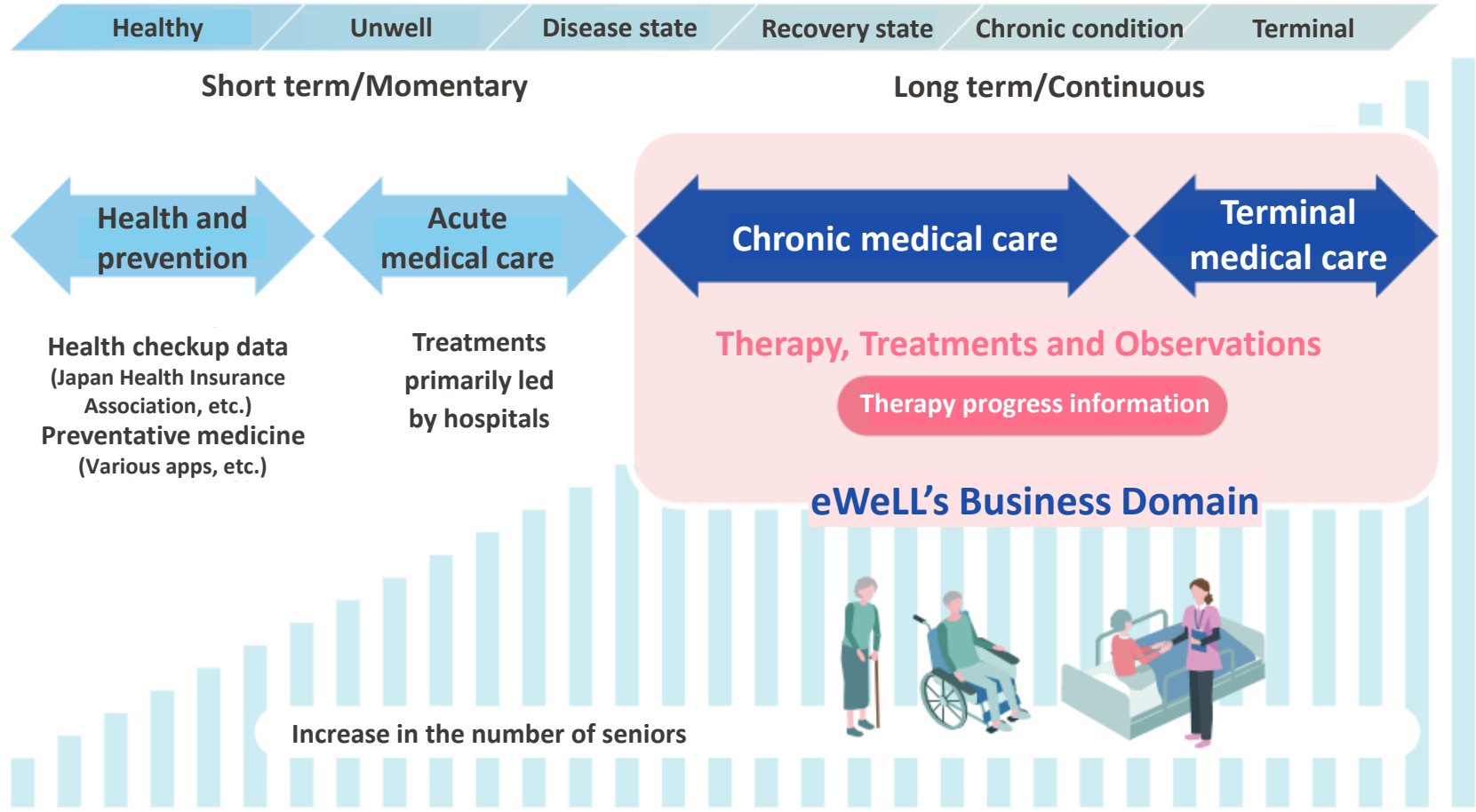
Aiming to play a central role in the Community-based Comprehensive Care System by providing a free portal service that matches patients (users) referred by healthcare professionals with home-visit nursing stations



Overview	A membership-based matching portal service that allows healthcare professionals (care managers, physicians, etc.) to search for home-visit nursing stations to which they can refer or request patients
Positioning	Portal service linked to iBow
Background	In the operation of home-visit nursing stations, the lack of users (patients) sometimes worsens their business situation, making it difficult for them to find time to sell, or they do not know how to do so. Healthcare professionals, on the other hand, are often looking for a station that can best accommodate the patients under their care and currently rely on existing relationships or word of mouth. This portal service, which provides matching services by disclosing information on the station side, aims to solve this problem
Main Features	In the past, healthcare professionals had to call stations to check their availability and the types of patients they accept in order to find facilities for admission. This service will disclose the availability and characteristics of each station (automatically posted from the iBow information) so that healthcare professionals can always view the information and easily search for stations that would accept patients
Release	To be released in July 2024
Fee System	There is no charge for using this portal service only. Assumes that iBow users (stations) will have more users (patients) and that the number of station visits will increase, resulting in increased sales for our company.
Numerical targets	Set a numerical target of 50% of iBow users in FY2026

Medical care can be roughly divided into acute care in hospitals and chronic care, which is shifting to home care

Chronic care, which is becoming increasingly important as the number of elderly people increases, becomes **our area of business**.





Among the home care occupations, home-visit nursing plays an important role in chronic care (home care) because **home-visit nursing is a medical practice and has the highest number of visits (i.e., abundant pieces of medical data)**

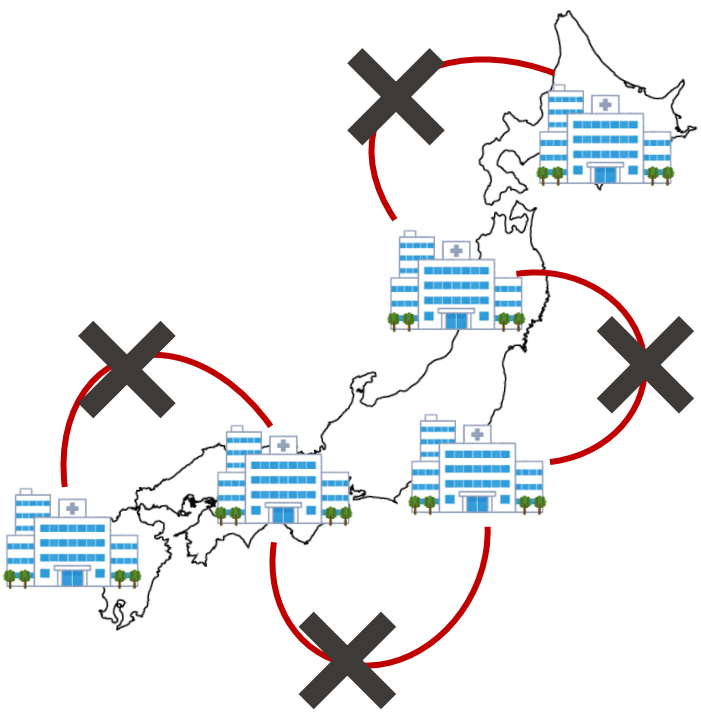
Home care occupations	Practice	Number of visits per month	Source
Home-visiting medical treatment (hospital)	Medical care	1 to 2 (70%)	* Central Social Insurance Medical Council The 430th session of the General Assembly materials
Home-visiting medical treatment (clinic)	Medical care	1 to 2 (47%)	* Ditto
Home-visit nursing	Medical care	8 times	Japan Visiting Nursing Foundation “The Mechanism of Home-visit Nursing”
House call dentist	Medical care	1 to 2 times (73%)	* Central Social Insurance Medical Council The 369th session of the General Assembly materials
Medication for home visits	Medical care	2.6 times	Japan Pharmaceutical Association “Survey Report on the Effectiveness of Drug Management Guidance and Home Medical Care Management Guidance”
Home-Visit Care	Medical care	Medical data cannot be collected as this is not a medical practice	

*Percentage of respondents in brackets

Previously, it was difficult to collect nationwide chronic care data because it was kept within each hospital. iBow, an electronic medical record for home-visit nursing, **has collected nationwide chronic care data totaling more than 48 million records**

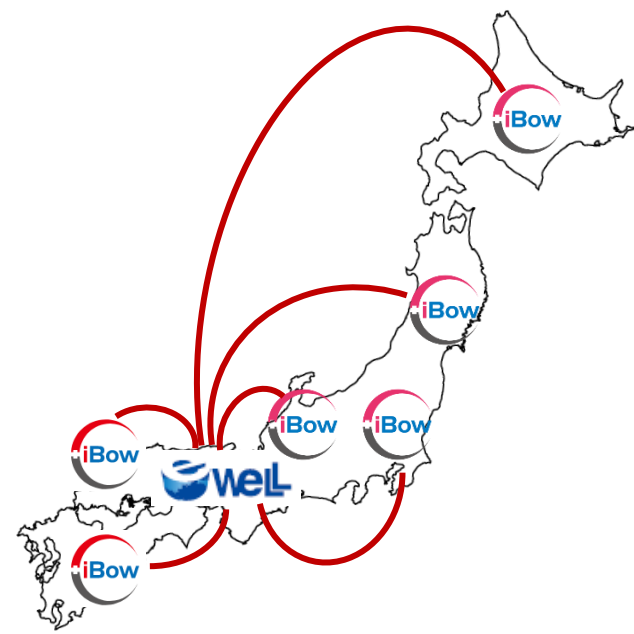
Past

Medical records are fragmented across hospitals



Today

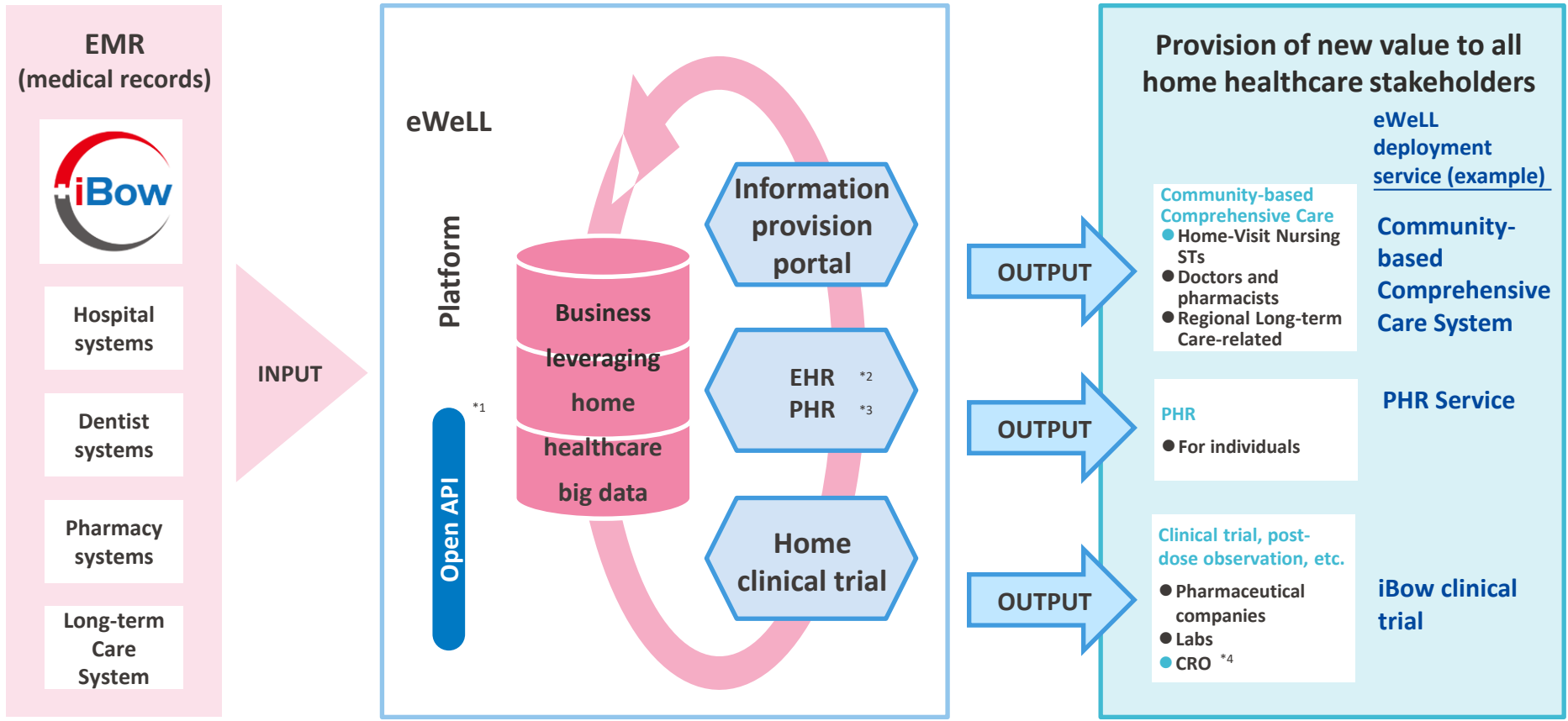
Medical data is consolidated into electronic medical records





Because we have accumulated the largest amount of data in home-visit nursing, which has the largest amount of medical data of any chronic care provider, we can create new value by leveraging big data in home healthcare

Home Healthcare Platform



*1: Open API refers to connection specifications/systems for calling up and using functions, etc. of a company's application programs from application programs of a tie-up partner.
 *2: EHR stands for electric health record.
 *3: PHR stands for personal health record, information regarding health, health care and nursing care of individuals.
 *4 CRO (Contract Research Organization)

In 2023, we organized what can be done now about the overall mechanism for PHR use, and identified problems

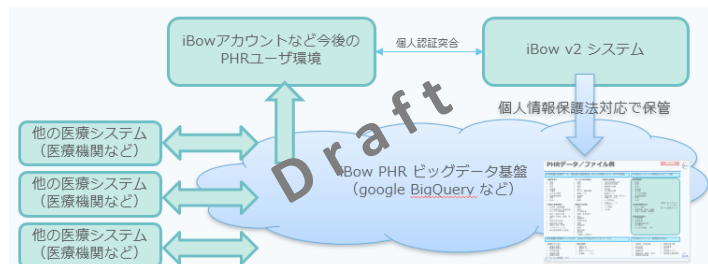
In 2024, we plan to study the problems and research how to provide information to users

Implementation in 2023

■ Organization of future plans and concepts

Axis is **“Relieving Individual Concerns”**

■ Explore overall system configuration for PHR use



■ Organize current status and identify issues

- ID linkage method
- Method of linking systems and others

Implementation plan in 2024

■ Consideration of issues

- ID linkage method
- Method of linking systems
- Technical solutions for security and other big data linkage issues
- Where to use PHR and others

■ Consideration of specific PHRs

- What information should be provided and how?

■ Collaborative demonstration experiments with national and local governments, universities, etc.

- Under review

We aim to establish an innovative PHR service by utilizing our home healthcare data, mainly in collaboration with our partner, Sumitomo Mitsui Trust Bank, and by utilizing our own home healthcare data

The main pillars of our investment policy are to **strengthen our development structure and investment** to ensure the continuous release of new products, and to **strengthen our sales structure, advertising investment, and customer success** based on the premise of multiple products

Corporate Strategies

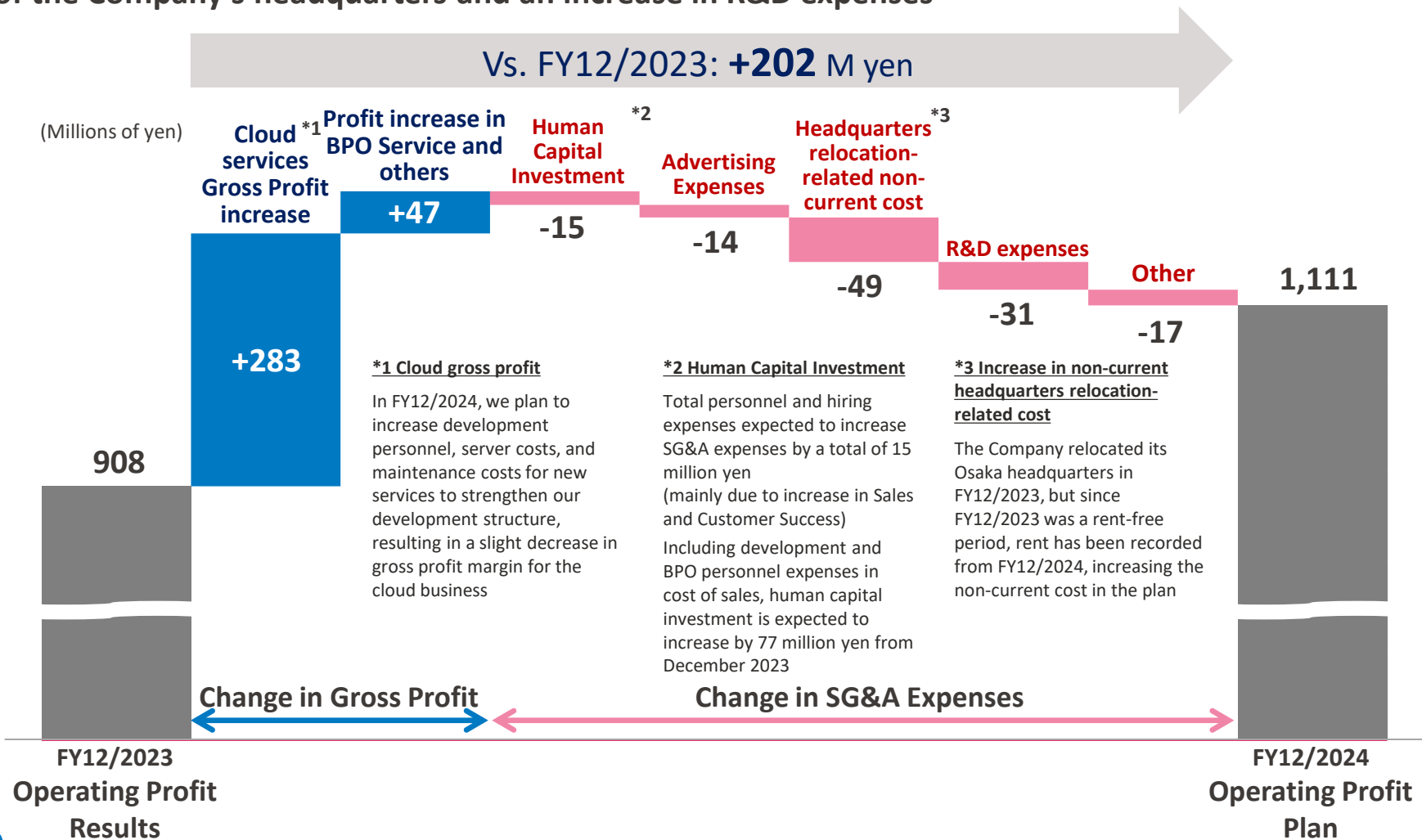
Multi-product strategy (continuous release of new products)

Specific Investment Policy

Development division	R&D Investment	Accelerate R&D investment for new product development and future vision of PHR
	Enhance development environment and strengthen development structure	Improve the development environment and strengthen the development structure to ensure that the speed of new product development does not slow down, maintenance costs do not increase, operations are not delayed, and safety is maintained even as the number of products in operation increases
Sales division	Advertising investment	Accelerate investment in web advertising to increase the presence of multiple products
	Strengthen the sales structure	Strengthen sales structure based on multiple products rather than a single product
	Customer Success Enhancements	Improve customer engagement and upsell and cross-sell capabilities (Establishment of Customer Success Department)



While gross profit is expected to grow by a total of 330 million yen due to stronger sales, SG&A expenses are expected to rise by 127 million yen due to an increase in rent due to the relocation of the Company’s headquarters and an increase in R&D expenses

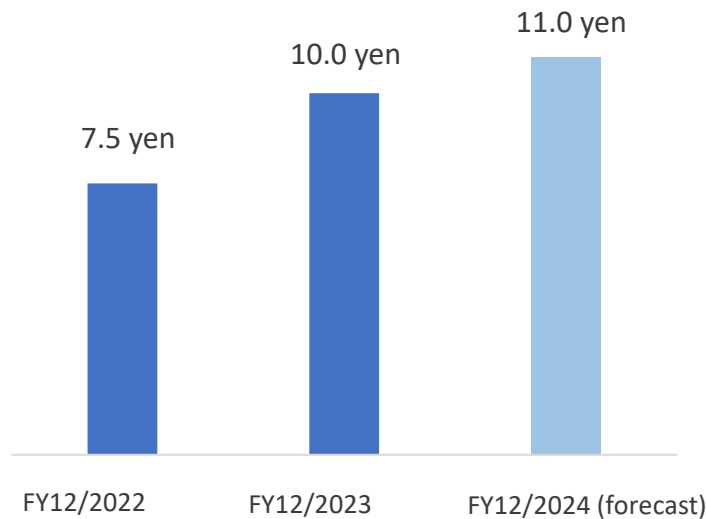




Balance and promote stable shareholder returns, taking into account growth strategies, financial conditions, etc., with a focus on contributing to shareholders through sustainable growth by investing in growth and long-term enhancement of corporate value

Changes in dividends per share

Dividends have been paid since our listing and we plan to increase the dividend to 11.0 yen for the next FY12/2024



* Dividends per share for prior years also include dividends per share after the stock split effective January 1, 2024

Stock Split

Create an environment that makes it easier for investors to invest, improve the liquidity of our stocks and further broaden our investor base

*Split on January 1, 2024

Split ratio	2-for-1 stock split
Record date	December 31, 2023
Effective date	January 1, 2024

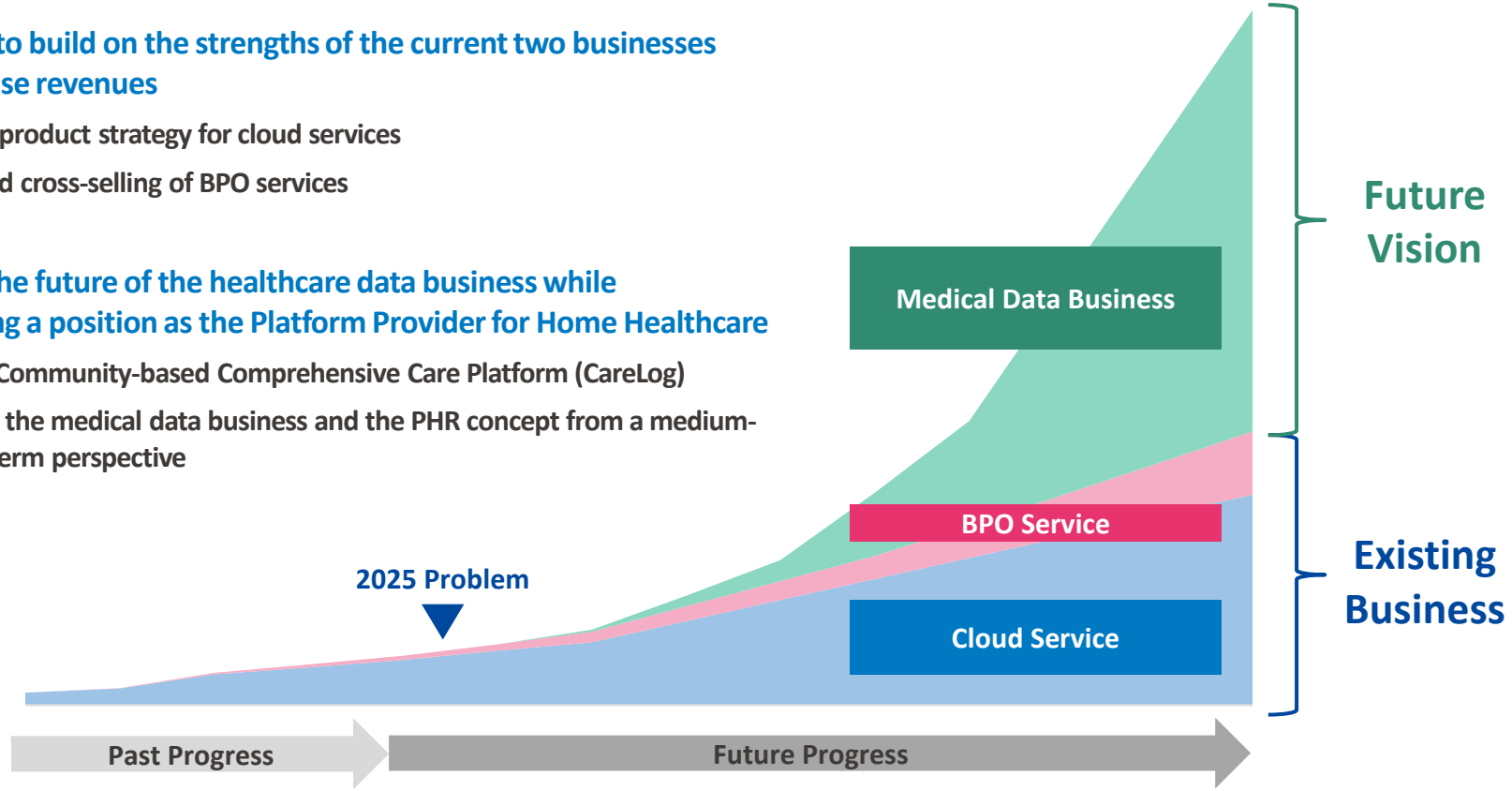
Drive the future vision for the medical data business, while establishing a position as a platform provider for home healthcare through a multi-product strategy and the growth of the Community-based Comprehensive Care Platform (CareLog)

✓ Continue to build on the strengths of the current two businesses and increase revenues

- Multi-product strategy for cloud services
- Expand cross-selling of BPO services

✓ Envision the future of the healthcare data business while establishing a position as the Platform Provider for Home Healthcare

- Growth Community-based Comprehensive Care Platform (CareLog)
- Advance the medical data business and the PHR concept from a medium- to long-term perspective



V

APPENDIX

Supplementary Material

- 1 Founding Background
- 2 Home-Visit Nursing
- 3 Business Environment
- 4 Services
- 5 Growth Strategies



**When I was a jet ski racer, I had an accident that left me in a life-or-death situation.
I wanted to return the favor to the nurse who saved me at that time.**



**Norito
Nakano**

1999–2011

**Active as a professional jet ski
rider**

2005, 2006

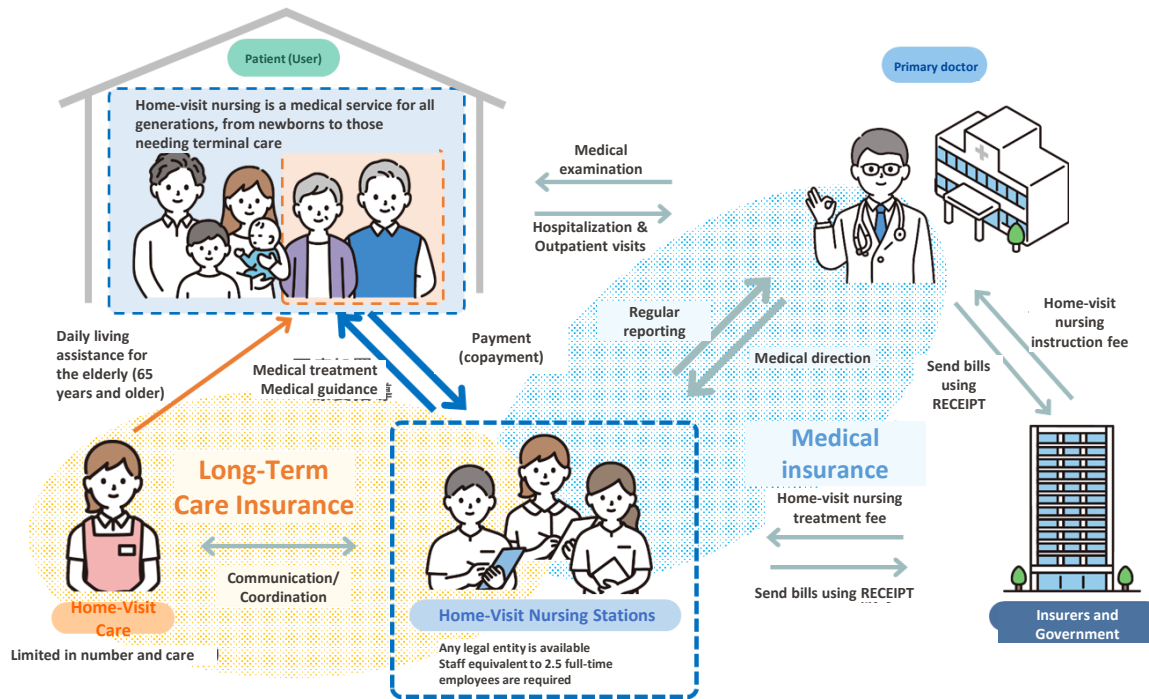
World No. 2

2006, 2007

1st in Japan (Champion of the Year)



Home-visit care is primarily a **daily support service for the elderly** who have long-term care insurance, while **home-visit nursing** is primarily a **medical service for all generations**, from newborns to those needing terminal care



Differences in Service Content

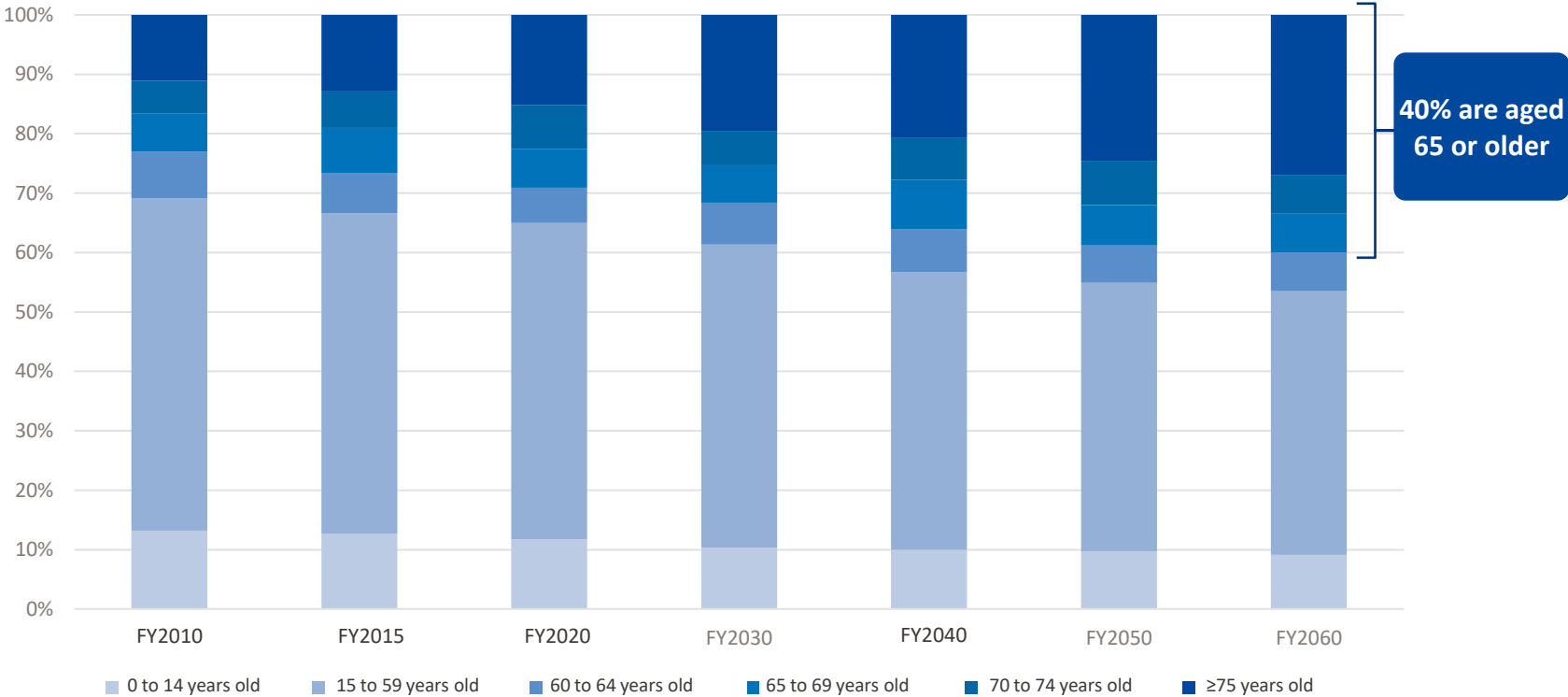
Home-visit nursing

- ✓ Intravenous injection (by doctor's order)
- ✓ Catheter management, suctioning
- ✓ Glycemic control
- ✓ Dementia care
- ✓ Nursing for psychiatric symptoms, and others

Home-Visit Care

- ✓ Physical care
Assistance with getting up, dressing, moving, etc.
- ✓ Life support
Cooking, cleaning, laundry, shopping, etc.
- ✓ Assistance getting in and out of the car for hospital visits, and others

The declining birthrate and aging population in Japan will accelerate and **the percentage of seniors will reach 40% by 2060. Shifting hospital and facility-centered medical and long-term care services to the community is essential. In order to achieve this, demand for Home-Visit Nursing Stations, a key component of community health care and long-term care, will expand.**

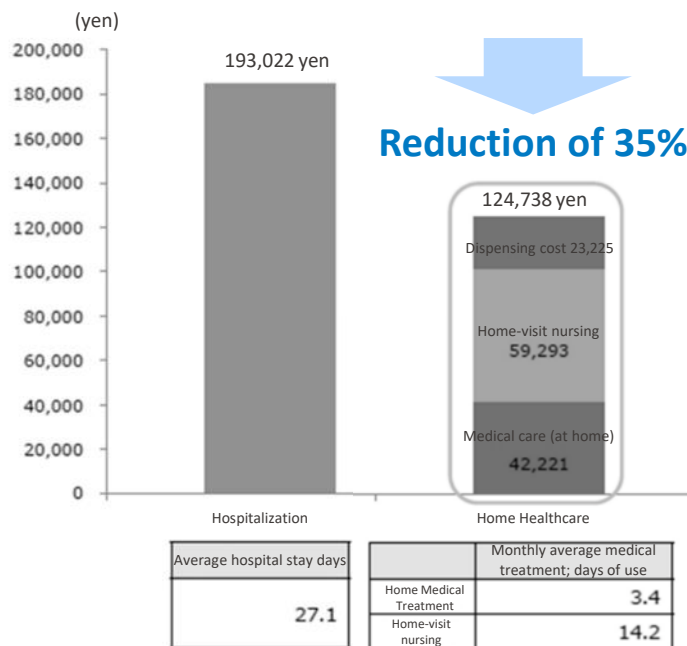


Source: For 2010, the census of the Ministry of Internal Affairs and Communications. For 2015, the population estimates by the Ministry of Internal Affairs and Communications (using the confirmed values as of October 1, 2015, based on the population estimated from the 2015 preliminary population census). For 2020 and onward, the projections based on the assumption of a medium level of births and deaths according to the population projection for Japan (as of January 2012) published by the National Institute of Population and Social Security Research.
 Note: Total number in 2010 includes persons of unspecified age.

For the declining birthrate and aging population issue, a shift to home healthcare is urgently needed to keep the nation's tight finances from collapsing from increased medical costs due to the aging population.

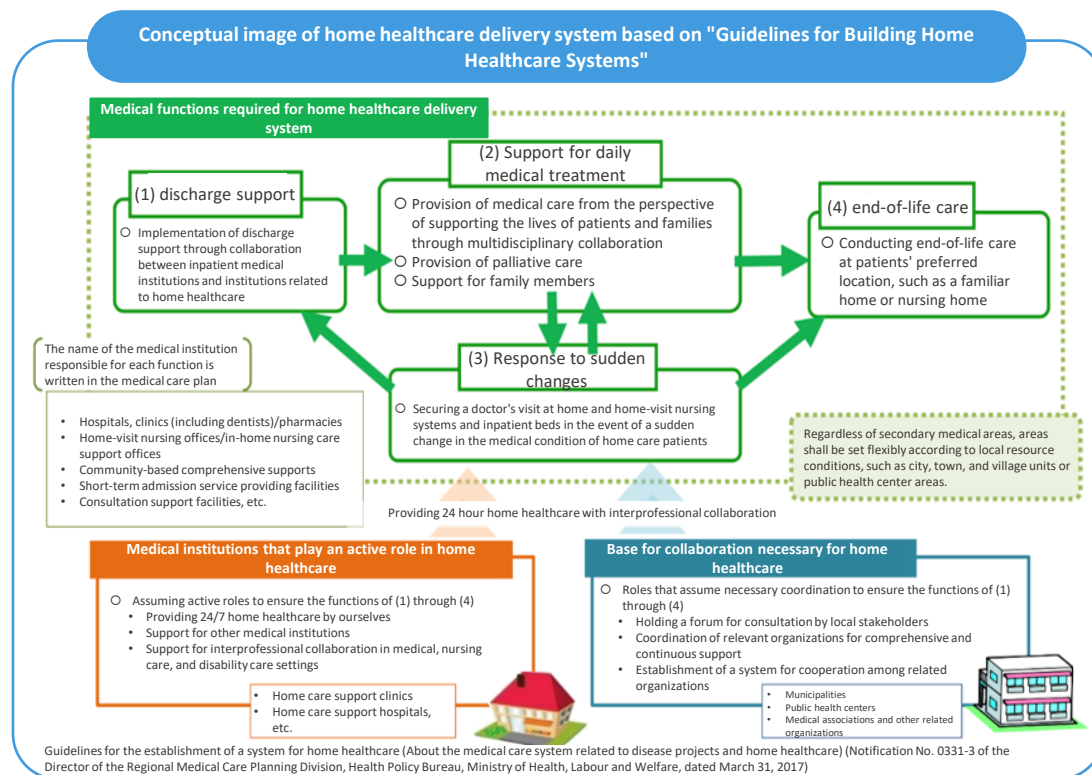
Hospitalized patients were compared with patients treated at home. In the case of inpatients, the medical cost per month was 193,022 yen, while in the case of home patients, it was 124,738 yen. The medical cost of home healthcare can be **reduced by about 35%**.

Shifting from hospitalization to home healthcare



*It is assumed that the prescription is for 30 days.

Conceptual image of home healthcare delivery system based on "Guidelines for Building Home Healthcare Systems"

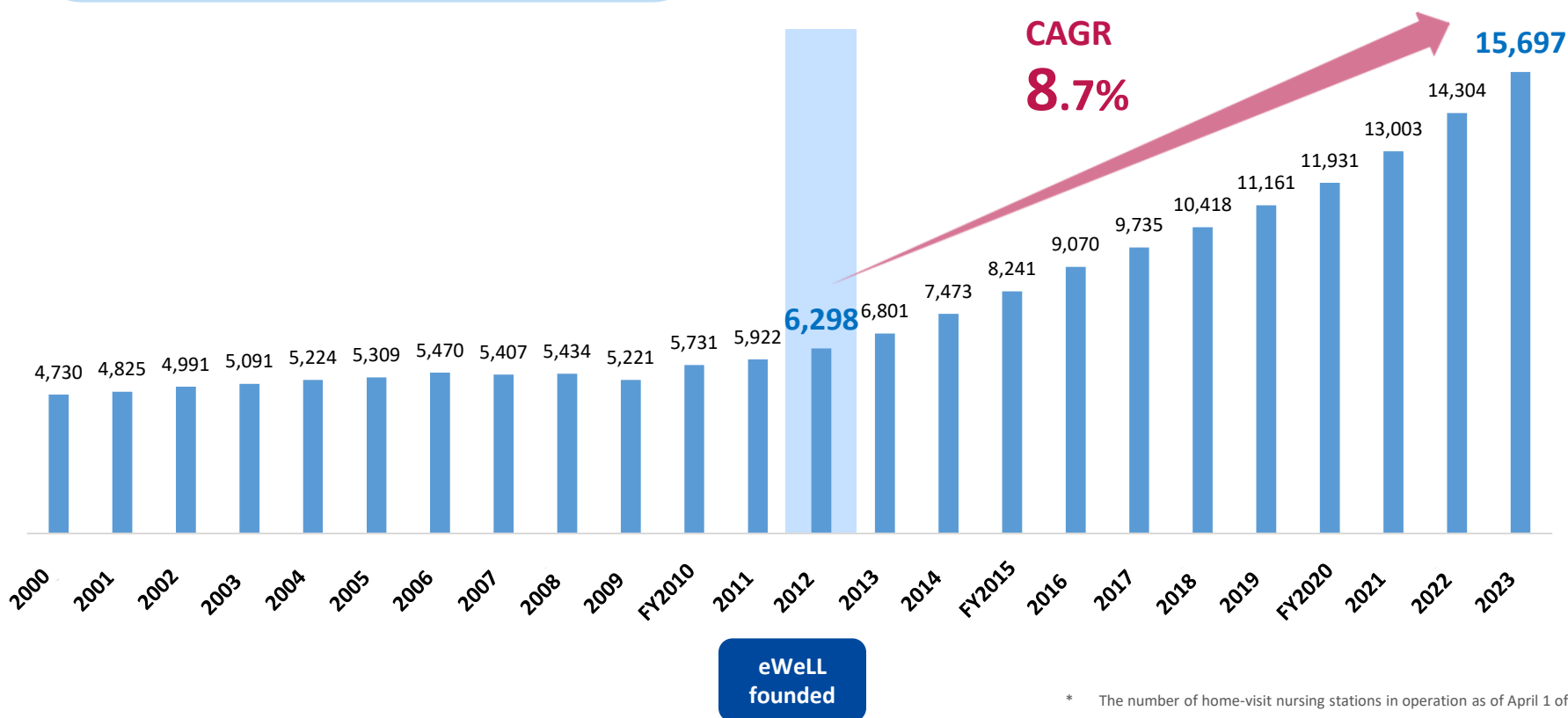


Source: Yu Sato, Satoshi Inaba, and Yuko Kamimura (2019) "Analysis of Changes in Medical Expenditures Related to the Transition to Home Healthcare" Japan Health Insurance Association. (https://www.kyoukaikenpo.or.jp/~media/Files/honbu/cat740/houkokusho/R1/08yamagata_2019.pdf) (Web, reference date: January 27, 2023)

In order to reduce medical expenses by 35% **home-visit nursing stations are required at the receiving end**

As of April 2023, there were 15,697 offices, and the expansion trend is expected to continue

Number of Home-Visit Nursing Offices in the Long-Term Care Insurance System*

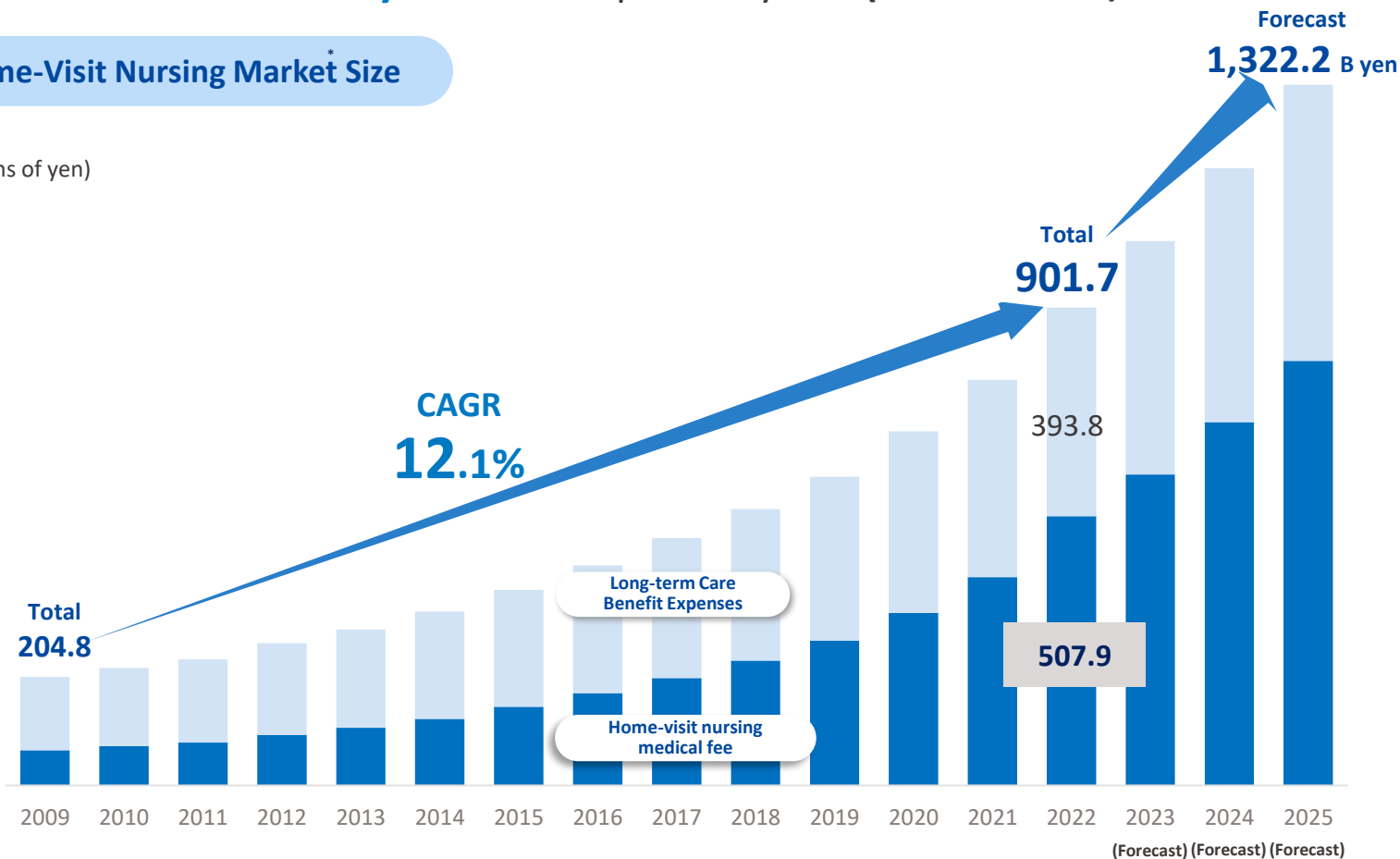


* The number of home-visit nursing stations in operation as of April 1 of each year as reported by the Home-Visit Nursing Associations

The Home-Visit Nursing market has expanded **approximately 4.4 times to 901.7 billion yen** over the past 13 years (**CAGR 12.1%**)

Home-Visit Nursing Market Size*

(Billions of yen)



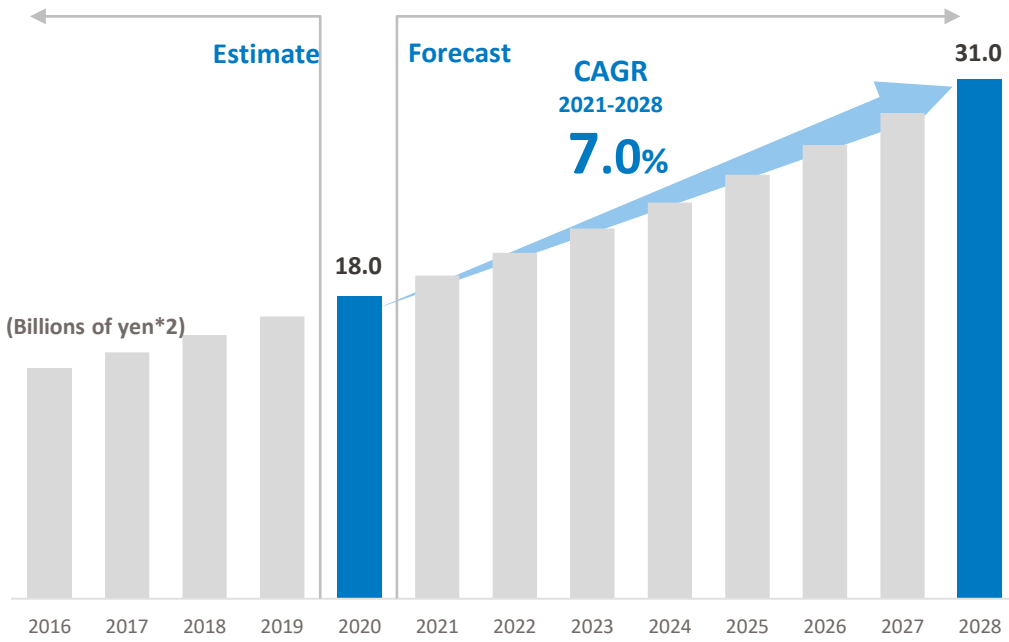
*The total of home-visit nursing medical fees and long-term care benefit expenses. The figures for long-term care benefit expenses include preventive long-term care benefit expenses in addition to long-term care benefit expenses. Source:

Home-visit nursing medical fees are based on the Ministry of Health, Labour and Welfare's "Summary of National Medical Expenditure Results" (<https://www.mhlw.go.jp/toukei/list/37-21c.html>) for 2009-2021 and the Ministry of Health, Labour and Welfare's "Summary of Results of Survey on Trends in Medical Expenditure" (https://www.mhlw.go.jp/bunya/iryohoken/database/zenpan/iryuu_doukou_b.html) for 2022. For long-term care benefit expenses and preventive long-term care benefit expenses, the graph is prepared from the MHLW's "Statistics on the Actual Long-term Care Benefit Expenses" (<https://www.mhlw.go.jp/toukei/list/45-1b.html>)

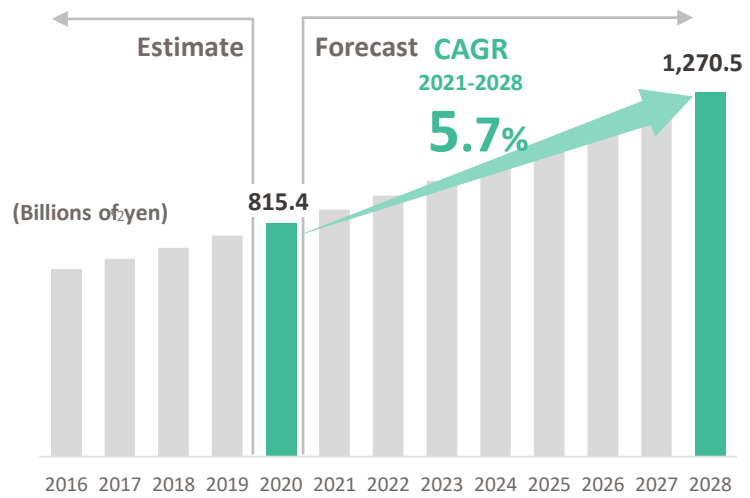
In-Home Clinical Trial (Virtual Clinical Trial) is already being conducted in the Global Market. In-Home Clinical Trial market in Japan is also expected to expand in the future.

Size of the market for In-Home Clinical Trial (Virtual Clinical Trial)

Japan



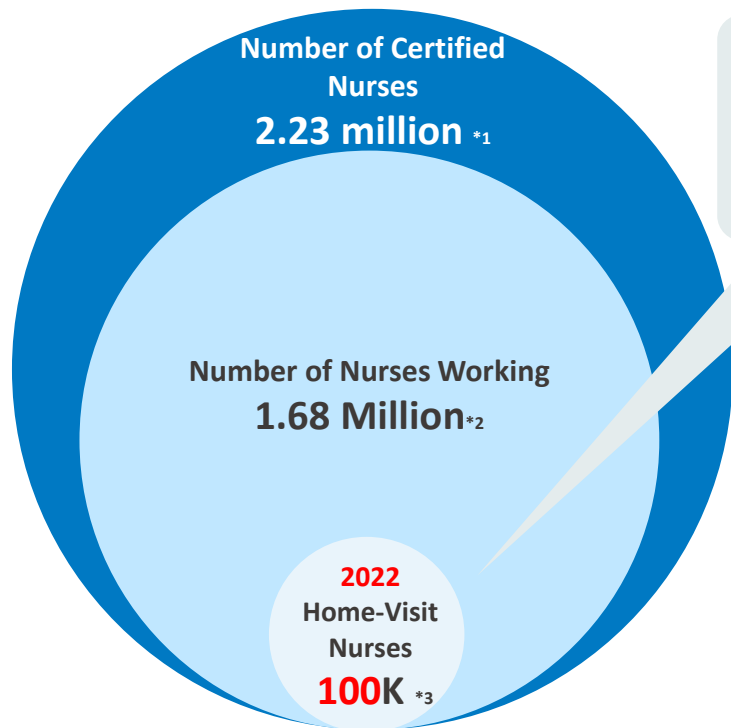
Global (Reference)



*1: Estimated by Grand View Research based on interviews, online surveys, corporate IR materials, WHO statistical data, and other such information (2020 has been set as the base year for estimates from 2016 to 2019 and forecasts from 2021 to 2028).
 *2: The exchange rate is calculated at 110 JPY per USD
 Source: Grand View Research "Virtual Clinical Trials Market Size, Share & Trends Analysis Report By Study Design (Interventional, Observational, Expanded Access), By Indication (Oncology, Cardiovascular), By Region, And Segment Forecasts, 2021-2028" (March 2021)

In 2012, the Ministry of Health, Labour and Welfare **switched its policy to provide chronic medical care at home to curb rising social security costs. As a result, demand for home care will increase, and the number of home-visiting nurses needed will go up to 130,000 by 2025.**

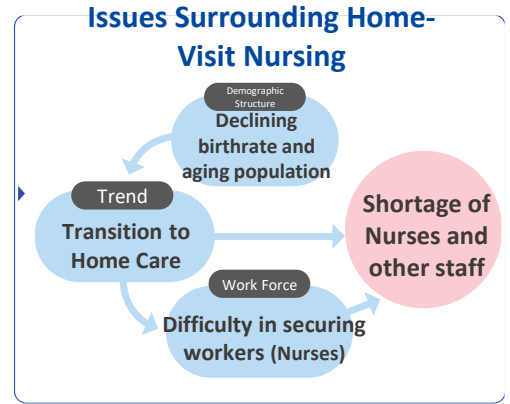
With the declining birthrate and aging population, the number of workers is expected to decrease. We are not optimistic that we will be able to secure nurses and other staff as we have estimated. On the other hand, demand is growing. The following will solve this supply-demand problem: creating a situation where each home-visiting nurse can work efficiently, thereby compensating for the lack of increase in the number of home-visiting nurses by increasing the number of visits per nurse.



*4: Source: The Ministry of Health, Labour and Welfare's "Intermediate Summary of the Subcommittee on Supply and Demand for Nursing Staff, Study Group on Supply and Demand for Medical Workers (summary version)" (2019) Scenario 3 (with no overtime)

Resolve worker shortage by using iBow to streamline operations

By providing systems to improve labor productivity and solve problems



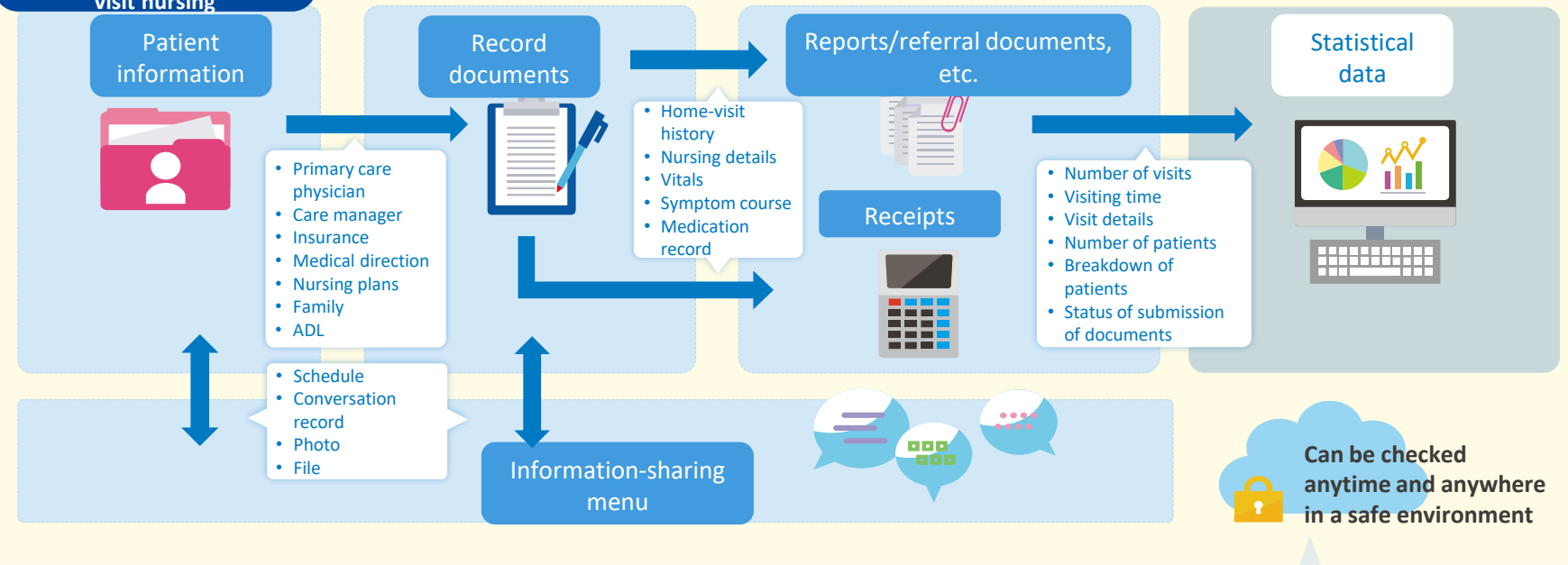
*1: Study Group on the Sixth Supply-Demand Outlook for Nursing Staff, 2004, Nursing Division, Medical Policy Bureau, Ministry of Health, Labour and Welfare.
*2: Source: "2020: Statistical Materials on Nursing," edited by Japan Nurses Association Publications, Inc.
*3: The Ministry of Health, Labour and Welfare's "Overview of the 2022 Survey of Long-term Care Service Facilities and Establishments"



iBow functions

Electronic medical record dedicated to home-visit nursing. It covers all operations. Comply with requirements for the operation of home-visit nursing stations as stipulated by laws and regulations.

Essential functions of home-visit nursing

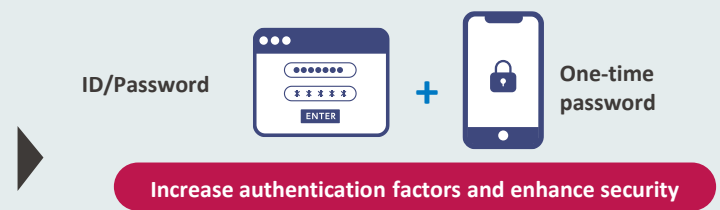


Security

Compliance with the three ministries' two guidelines established by the government*

As part of the security improvements, iBow implements multi-factor authentication (MFA).

*The three ministries' two guidelines are standards established by the Ministry of Health, Labour and Welfare, the Ministry of Economy, Trade and Industry, and the Ministry of Internal Affairs and Communications that many medical institutions and businesses related to medical information must follow.



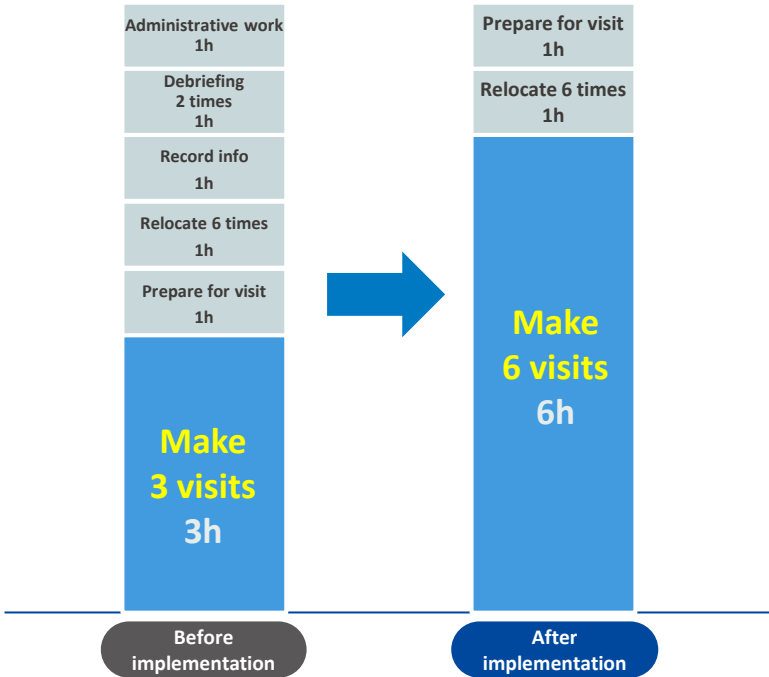


Effects of iBow Introduction

(Models to aim for with iBow)

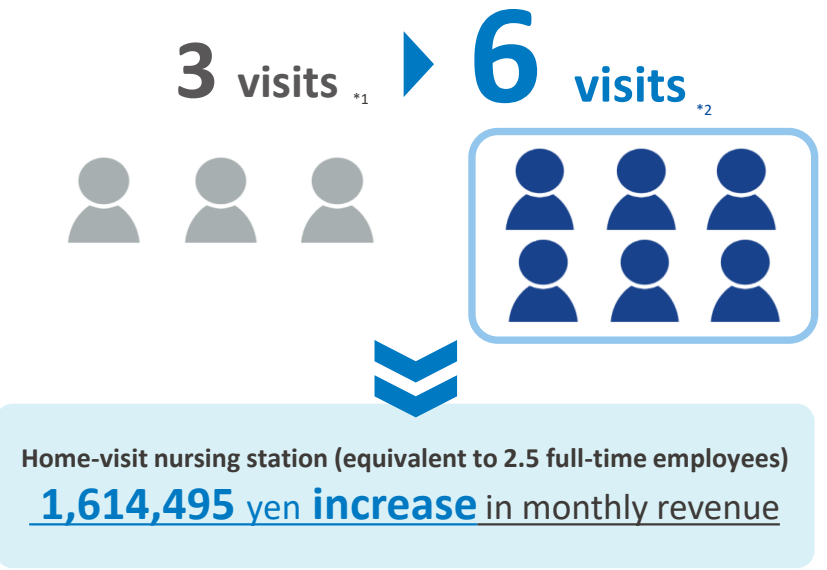
Minimize time spent on peripheral tasks related to home-visit nursing to give clients more time to make visits.

Examples of improvements in a day



iBow reduces the administrative workload (i.e., recording information) and the need to debrief others several times a day.

Maximum possible home-visit nursing visits per day



645,798 yen increase in monthly revenue for each nurse^{*3}

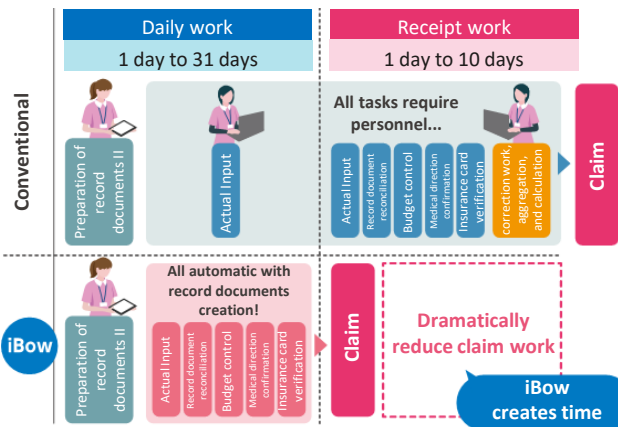
*1: Our estimates based on the Ministry of Health, Labour and Welfare's "Overview of the 2017 Survey of Long-term Care Service Facilities and Establishments." Home-Visit Nursing Stations average 21.3 visits/day (491 visits/month ÷ 23 business days) ÷ 7.1 full-time equivalents = 3.0 visits/day. Figures are as of September 2017.

*2: eWeLL estimates: 8.0 working hours per day ÷ 78 minutes per home-visit nursing visit ≈ 6.1 visits/day.

*3: The amount obtained by multiplying the long-term care benefit payment unit (821 units) for a registered nurse who provides home-visit nursing for 30 minutes or more but less than 60 minutes by 11.4 yen per unit (Tokyo) as determined by the Minister of Health, Labour and Welfare, in accordance with the standards for calculating the amount of expenses for designated in-home services set forth in Articles 41 and 53 of the Long-Term Care Insurance Law.

iBow レセプト

A system that is fully linked with the electronic medical record **iBow** and can automatically create receipts*



Claims are automatically generated from home-visit nursing records that form the basis for the receipt claims. This can reduce fraudulent or erroneous claims. It can also contribute to strengthening the governance of home-visit nursing stations.

In addition, home-visit nursing stations are managed and operated by nurses and other healthcare professionals. As a result, many managers are not confident in their administrative ability to prepare receipts. Even such managers can easily request receipts by properly registering information in iBow. The electronic medical records "iBow" and "iBow Receipt" are fully linked. As a result, nurses and other staff who used to spend a lot of time on receipt claim administration can now perform receipt operations efficiently. It enables clients to create new time to concentrate on nursing.

*The iBow Receipt costs between 6,000 yen and 99,000 yen per month, depending on the number of visits. (In addition, the certificate cost is 1,000 yen per month.)

iBow KINTAI

訪問看護専用 勤怠管理

Cloud-based attendance management system for efficient staff management and shift management*

This is an attendance management system that solves unique work management problems by specializing in home-visit nursing.

- Entry on a timecard even when going straight to stations and back home
- Manage working multiple times a day
- Handle complex shifts
- Flexible staff management
- Create on-call schedules
- List the attendance status
- Automatic creation of table converting hours to full-time hours*

*List of working arrangements and working patterns of employees



The work environment for nurses and other staff at home-visit nursing stations differs from that of typical companies. During working hours, they may be required to take breaks and work on shifts. There are also special things such as on-call duty, a standby status to receive emergency calls from patients, patient residences, and primary care physicians during the night and on holidays. In addition, in order to operate home-visit nursing stations, it is necessary to comply with the system's requirement of staff equivalent to 2.5 or more full-time employees, and attendance management is essential.

The iBow KINTAI is characterized by its ability to manage the full-time conversions formulated by these complex work systems and rules, automatically calculate working hours, and prepare documents in the required formats.

Workers can enter their timecards from anywhere with various devices, and the system can also obtain GPS location data. iBow KINTAI allows workers to go straight to home-visit nursing stations and back home. iBow KINTAI provides an environment where workers can streamline their work and focus on nursing.

*iBow KINTAI is provided free of charge in principle

4 [Service Related] iBow Features Differences from Receipt System



Differences from Receipt System

	Insurance Billing Calculation (Receipts)	Electronic Medical Record (eWeLL iBow)
Requirements	Realize accurate insurance billing	Provide safe and secure care to patients in home
Expected users	Administrative work	Nurses and other staff
Expected use locations	Within the business locations (fixed)	Home (mobile)
Primary functions	<ul style="list-style-type: none"> • Preparation of invoices of long-term care benefit expenses • Preparation of statements of long-term care benefit expenses • Preparation of data for nursing care transmission • Preparation of statements of medical long-term care fees • Preparation of invoices of medical long-term care fees 	<ul style="list-style-type: none"> • Preparation of nursing records (Record 1, Record 2) • Management of medical direction from physicians (disease and patient condition) • Preparation of communication/coordination documents with medical institutions, such as referral documents and home-visit nursing reports • Preparation of claim data (source data)
Expected use terminals	Personal computers	Mainly iPad and iPhone tablets
Benefits	<ul style="list-style-type: none"> • Able to make insurance billing for all long-term care services • When multiple long-term care services are provided, bills for a user can be added together even for multiple long-term care services • The system primarily deals with insurance billing calculations, so it is possible to bill without referring to the records of the work handled, such as nursing records 	<ul style="list-style-type: none"> • It is possible to accurately prepare records of the work handled, such as nursing records • The user interface/user experience (UI/UX) is provided in line with the operations of home-visit nursing so that on-site nurses can easily use the system • Home-visit nursing operations are complex. Insurance coverage switches depending on the patient's condition and disease, and the system changes each time. The iBow algorithm switches settings automatically to prevent nurses from making mistakes • Insurance billing is performed based on the records of the work handled; it is possible to prevent fraudulent claims



User Voice (The full story is available on our company's product website: <https://ewellibow.jp/voice/#interview>)

Home-Visit Nursing Station Minori

General Manager
Ms. Susumu



Everyone's Primary Home-Visit Nursing Stations

Representative Director,
Nurse
Mr. Fujino



Akichiku Medical Association Home-Visit Nursing Station

Director
Ms. Kaneyuki



Turnover rate reduced by half

It may have decreased more than that. Customizing and using iBow can also help educate nurses. We were also able to reduce overtime, which resulted in a reduction in turnover by half.

Overtime decreased by 20%

Time is saved because recording is completed on-site, and information is shared.

30–40% increase in the total number of hires

The use of electronic medical records for nursing care, like in hospital wards, has led to improvements in quality and has helped to promote the recruitment of nurses in their 20s and 30s.

eWeLL is a professional group that supports home- visit nursing with a high level of expertise

The home-visit nursing system is complicated. There is medical care, and there is nursing care. We can concentrate on our work only if we use the help of professionals. I can't do my job without iBow.



Electronic medical records dedicated to home-visit nursing have excellent UI/UX and can operate in a secure environment

Our company provides a support system dedicated for home-visit nursing. Other companies have established their own positions in providing receipt systems, mainly for the nursing care industry.

Company name	Company A	Company B	Company C	eWeLL
Number of installations (out of 1,689) From our company questionnaire*	355 (out of 1,689)	176 (out of 1,689)	88 (out of 1,689)	269 (out of 1,689)
System	Nursing care software	Nursing care billing Home visit nursing system	Nursing care office service For social welfare offices	Electronic medical records dedicated for home-visit nursing
Contract years/fee	No contract years 25,000 yen per month	Three-year contract Initial cost ID Billing (year) Maintenance cost	Five-year contract/lease (main) System license cost Initial, etc., cost ID Billing (year) Maintenance cost	Two-year contract— 18,000 yen per month 100 yen per visit Receipt 6,000 yen—
Three ministries' two guidelines (Security standards)	Information not disclosed	Information not disclosed	Information not disclosed	Compliance
Tablet function restrictions	Some (None in browser)	Some	Some	None
Customer base	Strong at new stations	Strong in medical corporations	Strong in nursing care in general and social welfare in particular	Strong in medical and large corporations

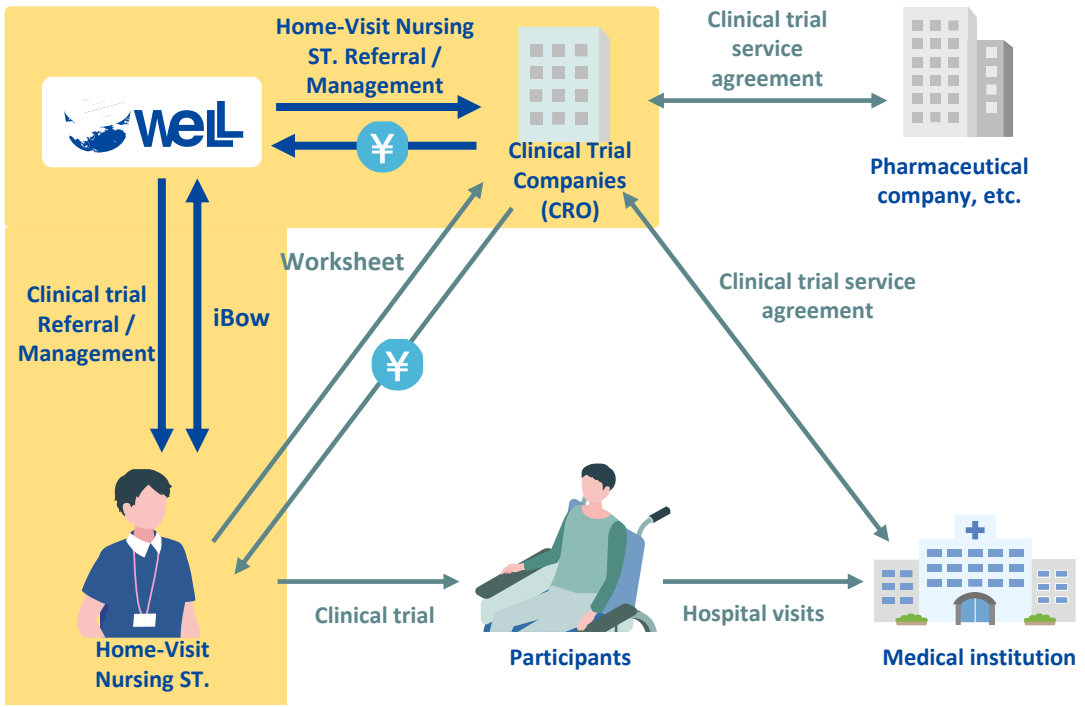
* In April 2021, in collaboration with Prof. Yamada of the field of Home Care Nursing, Graduate School of Nursing Science, St. Luke's International University, we conducted a questionnaire survey on "Research on the state of computerization of nursing work" on home-visit nursing stations nationwide. Based on the results, we can describe the competitive situation.

The three companies listed above are public companies, so a certain amount of information is available. However, since the scope of services offered by the three companies is general nursing care, it is difficult to compare them with our company, which specializes in home-visit nursing. Also, since there are private companies, we can only collect information from their brochures and websites, making it difficult to collect further information.

Create new business for Home-Visit Nursing Stations outside of insurance billing and expand the unit cost of clients and our company.

Released "iBow Clinical Trial System" in October 2021 as In-Home Clinical Trial Coordination Support Business for CROs (Contract Research Organizations).

Framework of In-Home Clinical Trial coordination business with Japanese CROs



Business Profile (test phase)

- ▶ **Client:** Japanese CROs
- ▶ **Scope:** Clinical trials for designated intractable disease (in-home monitoring services)
- ▶ **eWeLL:** Referral and management of home-visit nursing stations
- ▶ 36 visits planned over nine months
- ▶ Recording sales (management fee) per visit

Why are we a Home Healthcare Platform Provider?

- We specialize in the fields of chronic and terminal medical care. We are the best company to understand the patient's need for PHRs
- We have collected long-term and continuous data accumulated through 48 million home nursing visits. We can obtain consent from individual patients by deploying PHRs, and the speed for future big data utilization is fast
- Because a single home-visit nursing station is involved with many medical institutions, we believe that the rate of spread of EMR accumulation will also be fast



We will provide necessary and useful information to all people involved in home healthcare through the platform we build. As a result, with a sense of mission and responsibility, we will realize a society where each person can make the most appropriate choice for their life or receive treatment



Strengthen human resource development and improve the work environment to achieve sustainable upgrading of human capital

Sustainable upgrading of human capital

Strengthening human resource development

Promote maximization of "individual power"

- Enhancement of hierarchical education
- Job function fluidization of employees
- Establishment of a grade-appropriate training system
- Reforming awareness of internal controls and strengthening compliance

Improvement of the workplace environment

Promote maximization of "organizational power"

- Improving the accuracy of personnel/evaluation systems
- Clarification of responsibilities and improvement of work satisfaction
- Improvement of employee engagement
- Establishment of a system for further utilization of female employees

Active investment in human capital

Disclaimer

These materials include forward-looking statements. These statements, which are based on generally recognized economic, social, and other circumstances and certain assumptions deemed reasonable by the Company as of the writing of this document, include risks and uncertainties. The statements do not guarantee the Company's future results or business performance.

Actual business performance may vary significantly from the forward-looking statements herein due to a wide variety of future factors, including competition with other companies and changes in economic conditions, customer needs, customer preferences, and laws and regulations.

Information on matters outside of the Company relies on publicly available information, and the Company has not verified and does not guarantee the accuracy or appropriateness of such publicly available information.

This material has been prepared for informational purposes only. This material is not intended as an offer to sell or a solicitation of an offer to buy securities in any jurisdiction other than Japan.



To all of our iBow users and to all of those who have supported our company, we would like to take this opportunity to thank you again.

Since its release in 2014, iBow has worked with many nurses and Home-Visit Nursing Stations to develop many functions and new services.

We will continue to "make people happy" by providing new value for home care and aiming to be a company that can contribute to a better society.

