FY2024
Financial Briefing Material

May 7, 2025

JMDC Inc.

Introduction

In February of this year, we transferred all shares of our subsidiary in the Dispensing Pharmacy Support segment, and this segment is now reported as a discontinued operation. As a result, revenue and profit for discontinued operation segments have been restated in the figures for prior years. Please note that the restated figures for prior years are included in this material.

(Unit: Million JPY)

		FY2022 Impact	FY2023 Impact	FY2024 (Q3 YTD) Impact
Healthcare-Big Data	Revenue	No change	No change	No change
	EBITDA			
Tele-medicine	Revenue	No change	No change	No change
	EBITDA			
Dispensing Pharmacy Support	Revenue	-3,826	-1,859	-982
	EBITDA	-459	-229	-179

Note: FY2022 is not subject to audit.

Section 1

Summary

FY2024: Performance Highlights

The core Healthcare-Big Data segment is driving growth, and business results have been solid. Major KPIs are also expanding steadily.

Consolidated Revenue
(Million JPY)

41,722

Y-o-Y

+36%

Consolidated EBITDA
(Million JPY)

10,932

Y-o-Y

+19%

Healthcare-Big Data Revenue

Y-o-Y

+42%

Tele-medicine Revenue

Y-o-Y

+10%

Transaction volume by data utilization area

For Industry

+15%

For Payers and Individuals

+104%

For Medical Service Providers

+46%

Number of People in Contracted Payer

19.96 million people

Number of Pep Up IDs

7.39 million people

Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses

[Reference] FY2024: Business Segments of JMDC Group

In Healthcare-Big Data business, although business for Industry was slightly weak, the business infrastructure for Payers and for Medical Service Providers became stronger, and data collection for future growth is accelerating. Tele-medicine business is expanding steadily, maintaining high profitability supported by solid demand.

	Business Outline		Summary of FY2024
Healthcare-Big Data	**For Industry** Data utilization service for pharmaceutical companies, insurance companies, etc.		• In the pharmaceutical domain, the use of data is expanding significantly in the marketing area, but in the medical area, growth is a bit weak. • In the life and non-life insurance domain, growth is recovering due to an increase in development projects and expansion into other industries.
	For Payers and Individuals Data analysis for health insurance unions, provision of “Pep Up,” an ICT product for health insurance union members, and services for local governments		• Steady growth in KPIs thanks to accelerated payer development and introduction of Pep Up • Expansion of business scale in the local government domain and overwhelming presence in this domain through the joining of Cancerscan in the Group • Accelerated accumulation of local government data and enhancement of data on the elderly
	For Medical Service Providers Medicine DB, data analysis for medical institutions, management consulting/finance, web-based medical inquiries, system for attracting patients/taking reservations		• Sustained increase in the number of facilities introducing data infrastructure services such as systems for medical institutions, leading to an expansion in data volume • High value-added services such as consulting and finance for medical institutions also performing well • Smart clinics also continuing to expand
Tele-medicine	Provision of remote diagnostic imaging service		• Maintain high profitability due to solid demand and strengthened operations

FY2024: Shareholder Return

With an awareness of the need to both secure investment capacity and return profits to shareholders, the Company will pay a dividend of JPY16 per share for the current fiscal year. The dividend forecast for FY2025 has not yet been determined. The level of shareholder dividends will be determined in consideration of future business performance trends, financial conditions, and other business results.

	FY2024	FY2025 (Forecast)
Record date	March 31, 2025	March 31, 2026
Dividend per share	JPY16	
Total amount of dividend	JPY1,045 million	To be determined
Effective date	June 6, 2025	

FY2025: Performance Forecast

We expect growth in the business for Industry to accelerate again as the enhancement of data on the elderly population and consulting activities in the marketing field for pharmaceutical companies gain momentum. In terms of profits, we expect profit margins to improve as the pace of personnel increases slows down due to the completion of upfront investments made in the previous year.

	FY2025 Consolidated Performance Forecast (vs. FY2024 growth rate)	Preconditions of forecast
Revenue	50.5 bil JPY (+21%)	• Healthcare-Big Data grows steadily through accelerated growth of business for Industry and expansion of business areas • Tele-medicine is growing moderately, supported by solid demand • Future M&A not factored in
Operating profit (Rate)	11.5 bil JPY (23%) (+32%)	• Various cost increases associated with business expansion are factored in. • Based on upfront investments and efficiency improvements implemented in the previous fiscal year, personnel expansion will be limited to approximately 10% of consolidated headcount across the entire group. • Disciplined growth investments will continue to ensure sustainable profitability.
EBITDA (Margin)	14.5 bil JPY (29%) (+33%)	
Profit attributable to owners of parent (continuing operations) (Rate)	7.4 bil JPY (15%) (+27%)	• Factoring in corporate taxes calculated logically • No concerns about goodwill impairment, not factored in

Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses, EBITDA margin: EBITDA/Revenue

FY2024 and FY2025: Management Viewpoints

In order to further deepen the understanding of shareholders, investors and other stakeholders, we will provide management viewpoints.

	Management Viewpoints
How do you evaluate the performance for FY2024? (1) Overview	• Although both revenue and profit increased, revenue and EBITDA fell short of the plan for the second consecutive fiscal year, which was extremely regrettable. We were able to maintain our guidance for net income and fulfill our minimum commitment, but it cannot be said that we met expectations. Although the businesses for Payers/Individuals and for Medical Institutions grew significantly, growth in the business for Industry fell short of expectations. We made significant investments in new initiatives such as the collection of elderly data to drive future growth of business for Industry, which resulted in unmet profit targets. However, in terms of building the foundation for our data business, this was a year of substantial progress. Within our core strength of payer-derived data, we made progress in collecting data from local governments in addition to health insurance unions, significantly increasing the depth of our data covering all age groups. We are confident that we have laid the foundation for future growth in our business for industry.
How do you evaluate the performance for FY2024? (2) Factors causing a decline in profit margin	• There are three factors behind the decline in profit margin from the previous fiscal year to the current fiscal year (EBITDA margin: FY2023 30% to FY2024 26%). The first is the M&A of Cancerscan, which conducts business for local governments. Cancerscan's EBITDA margin is low compared to the group as a whole, which has led to a decline in profit margin in the short term. The second is the sluggish performance of the business for Industry. Although the profitability of businesses for Payers/Individuals and Medical Service Providers is improving, overall profitability declined due to lower-than-expected growth in the highly profitable business for Industry. The third factor is upfront investment to expand the business base. Personnel expenses increased due to upfront investment to accelerate data collection for the current fiscal year. • Regarding the first and second points, we expect improvements through the utilization of new data, including all-age data, as described later. Regarding the third point, since in FY2025 we will see the completion of investments and a conservative staffing plan, we view these profit declines as temporary.
Will the business for Industry recover?	• For pharmaceutical companies, business for the marketing division grew 35% in the current fiscal year, and as a result, growth among top customers that actively utilize data is accelerating again. Data-driven marketing is advancing in various forms, and with the expansion of elderly data, the target disease areas are expanding, leading to continued high growth. In addition, in the medical division, which was weak in the current fiscal year, demand for elderly data remains strong, and the business is shifting toward recovery due to the expansion of data covering all age groups. • Regarding the business for life insurance companies, the period of slowdown associated with the product development cycle has passed, and demand for data is recovering. • Furthermore, not only data utilization but also JMDC's expertise in health promotion and the value of its user platform, which spans 20 million people, are attracting interest from many companies, and proposals for other industries such as distribution and mobility are expanding.
How do you view the performance forecast for FY2025?	• As with previous years, we have formulated plans centered on organic growth, without factoring in excessive expectations for uncertain M&A or new business launches. While we continue to expect high revenue growth, we believe that current customer needs and inquiry levels are sufficient to achieve our targets. In terms of profits, we expect an improvement trend based on recovery in the business for Industry and the completion of upfront investments, and we believe that our targets are achievable. • We are deeply regretful for the goals we were unable to achieve this year and are working together as an organization with high motivation to achieve them in the future.

Section 2

FY2024 Performance Report

FY2024: Summary of Consolidated Performance

Both revenue and profit grew steadily.

(Unit: Million JPY)	FY2023	FY2024	Y-o-Y
Revenue	30,572	41,722	+36%
Operating profit (Rate)	5,484 (18%)	8,717 (21%)	+59%
Profit before taxes (Rate)	5,387 (18%)	8,510 (20%)	+58%
Profit attributable to owners of parent (Rate)	4,607 (15%)	7,275 (17%)	+58%
Profit attributable to owners of the parent company (continuing operations)	3,235	5,821	+80%
Profit attributable to owners of the parent company (discontinued operations)	1,371	1,454	+6%
EBITDA (Margin)	9,214 (30%)	10,932 (26%)	+19%

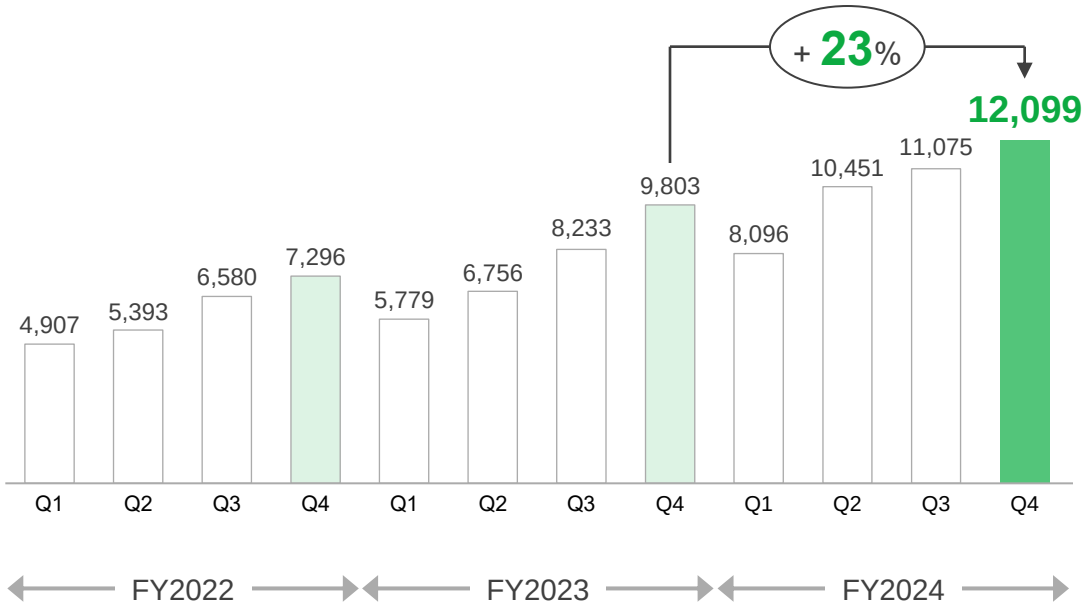
Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses, EBITDA margin: EBITDA/Revenue

FY2024: Quarterly Consolidated Revenue/EBITDA (Continuing Operations Basis)

Healthcare-Big Data is driving growth and expanding the scale of the business. In terms of profits, growth was limited due to the grouping of Cancerscan and upfront investments. However, the data infrastructure in the local governments and medical institutions is steadily improving, and we expect upfront investment growth to be moderate in the future.

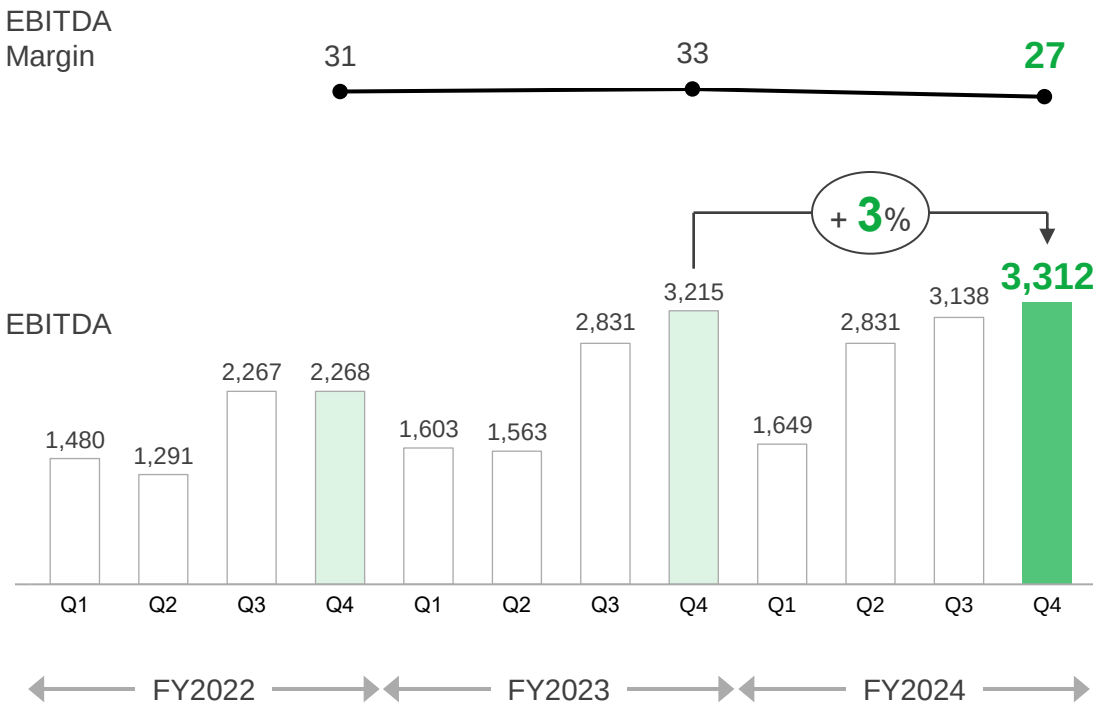
Quarterly Trends of Consolidated Revenue
(Continuing Operations Only)

(Unit: Million JPY)



Quarterly Trends of Consolidated EBITDA/margin
(Continuing Operations Only)

(Unit: Million JPY and %)



Full-year EBITDA margin
30%

Full-year EBITDA margin
30%

Full-year EBITDA margin
26%

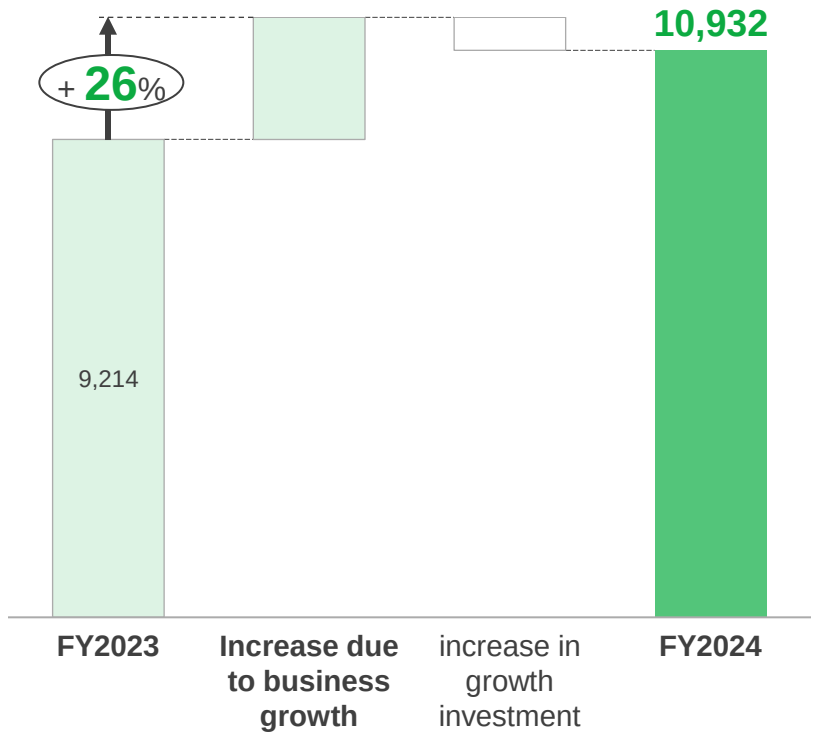
Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses, EBITDA margin: EBITDA/Revenue

[Reference] FY2024: Impact of Growth Investments (Changes in EBITDA)

In FY2024, we made aggressive investments in expanding data infrastructure for local governments and medical institutions. However, due to a time lag between the development of this data infrastructure and the expansion of revenue from related business for Industry, investments slightly exceeded revenue in FY2024.

Consolidated EBITDA Compared to Previous Year

(Unit: Million JPY)



Improvement in normalized profitability was **+26% Y-o-Y**, **indicating no issues with business operations**

- On the other hand, in light of changes in the business environment and with an eye toward the future, we implemented the following **growth investments**

✓ Total increase in growth investments: **JPY630 million**

- ➢ Investments to accelerate the acquisition of new data from local governments, medical institutions, etc
- ➢ Investments to develop businesses in different industries and expand the use of data

Note: IFRSベース

FY2024: Performance by Segment

We are achieving sustainable growth thanks to the high growth potential of the Healthcare-Big Data segment and the high profitability of the Tele-medicine segment.

(Unit: Million JPY)

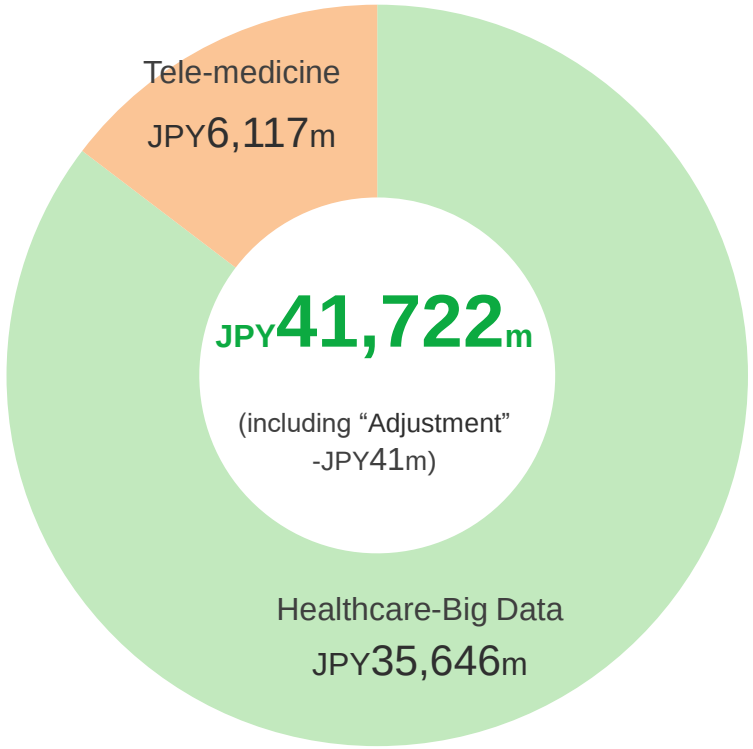
		FY2023	FY2024	Y-o-Y
Healthcare-Big Data	Revenue	25,058	35,646	**+42%**
	EBITDA	7,886	9,557	**+21%**
	(Margin)	(32%)	(27%)	
Tele-medicine	Revenue	5,579	6,117	**+10%**
	EBITDA	2,075	2,236	**+8%**
	(Margin)	(37%)	**(37%)**	
Adjustment	Revenue	-64	-41	**-**
	EBITDA	-747	-861	**-**

Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses, EBITDA margin: EBITDA/Revenue

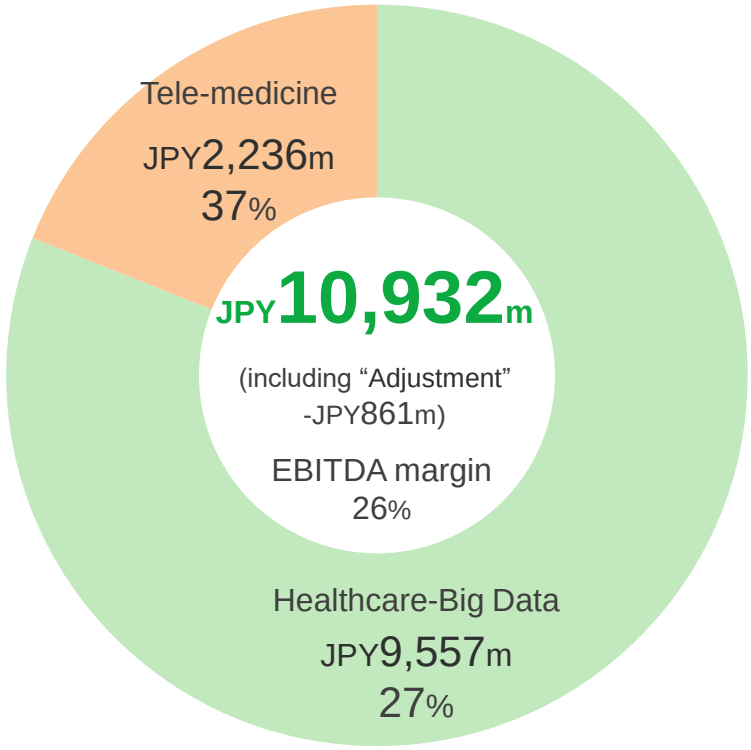
[Reference] FY2024: Revenue/EBITDA by Segment

The core Healthcare-Big Data segment generates more than 80% of the Group's revenue and EBITDA. The Tele-medicine segment continues to maintain high profitability and generate stable profits.

Revenue



EBITDA/EBITDA Margin



Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses, EBITDA margin: EBITDA/Revenue

Section 3

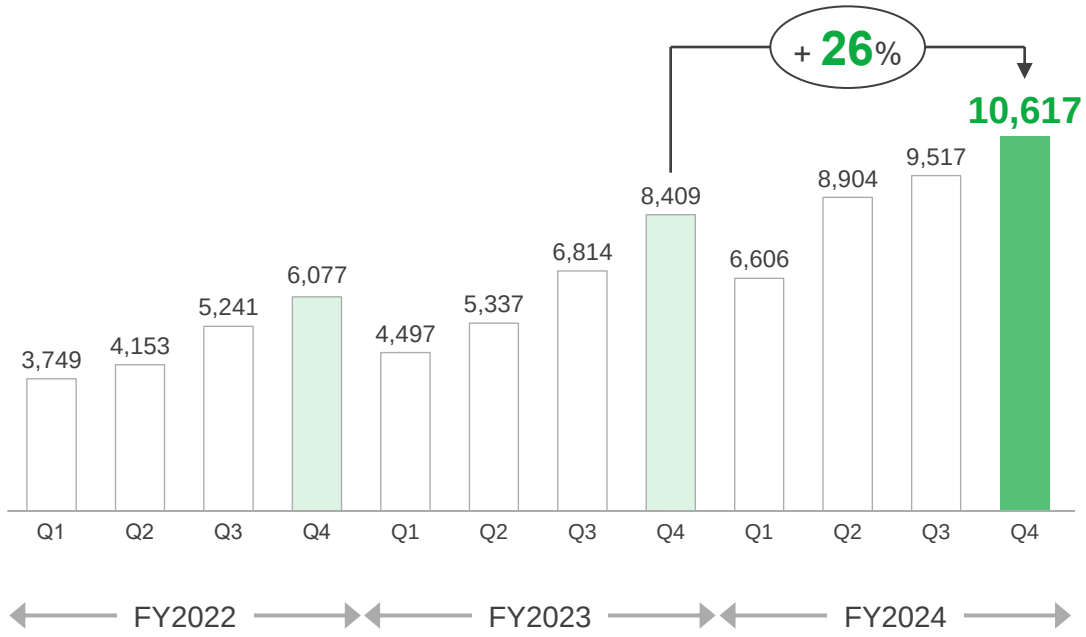
Healthcare-Big Data Business

Healthcare-Big Data Business: Revenue/EBITDA

Although business for Industry was temporarily weak, demand remained strong for business for Payers/Individuals and Medical Service Providers, and the business is evolving into a more stable revenue growth platform. On the other hand, profit growth was somewhat limited due to aggressive investments to strengthen the data platform.

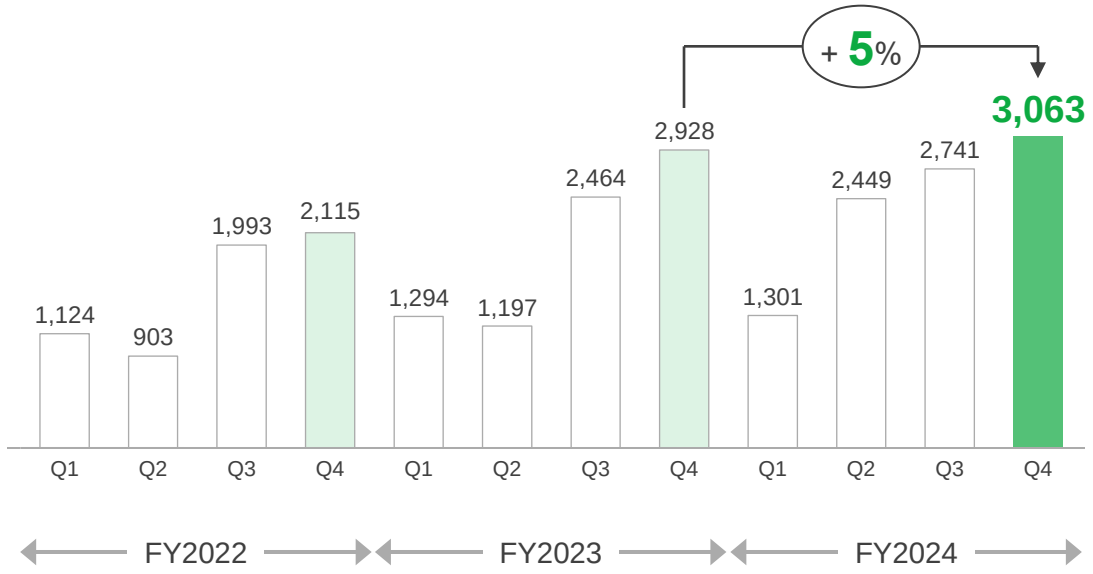
Quarterly Trends of Revenue

(Unit: Million JPY)



Quarterly Trends of EBITDA

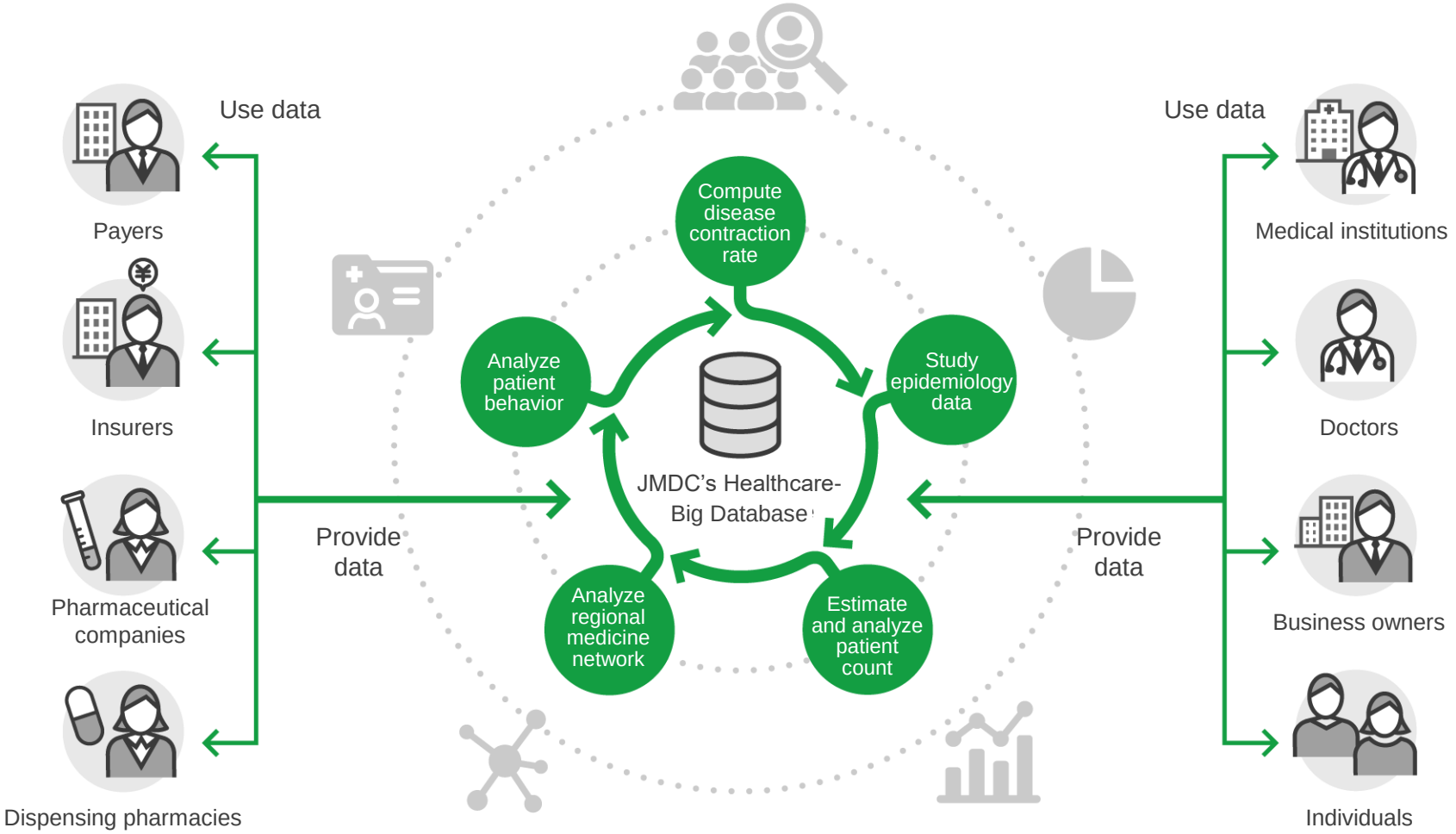
(Unit: Million JPY)



Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses

JMDC Healthcare-Big Data

JMDC will support the evolution of medicine by accumulating diverse healthcare data in Japan and building an environment enabling any player in the healthcare industry to use the data.



Healthcare-Big Data Business: Outline

We operate our business by offering data utilization-based services to a range of players in the healthcare industry, such as “For Industry” (mainly for pharmaceutical companies and insurance companies), “For Payers/Individuals,” and “For Medical Service Providers.”

(Unit: Million JPY)

	Data Utilization	Healthcare-Big Data Business Size (FY2024, actual)
For Industry	**Mainly for pharmaceutical companies and insurance companies** • Pharmaceutical companies utilize data for analysis to increase the value of medicine, while insurance companies do so for product development. • Consulting-accelerated expansion of data utilization and improvement in added value. • The use of DBs other than the payer DB has also expanded.	13,290
For Payers/Individuals	**Develop health business support services and Pep Up for health insurance unions and local governments** • Accumulate information such as receipts and dispensing histories before devising measures to rein in medical expenses. • Specific health guidance business, in addition to health checkup recommendations and severe disease prevention, expanded steadily. • Expanding business into areas for local governments and other payers.	9,388
For Medical Service Providers	**Rapid expansion of business for medical institutions** • Analyze in-hospital data for use in consultation and finance services. • Provide medical institutions with original applications such as package insert DB of medicine and web inquiry. • Medical care support based on real-time data is also provided.	13,284

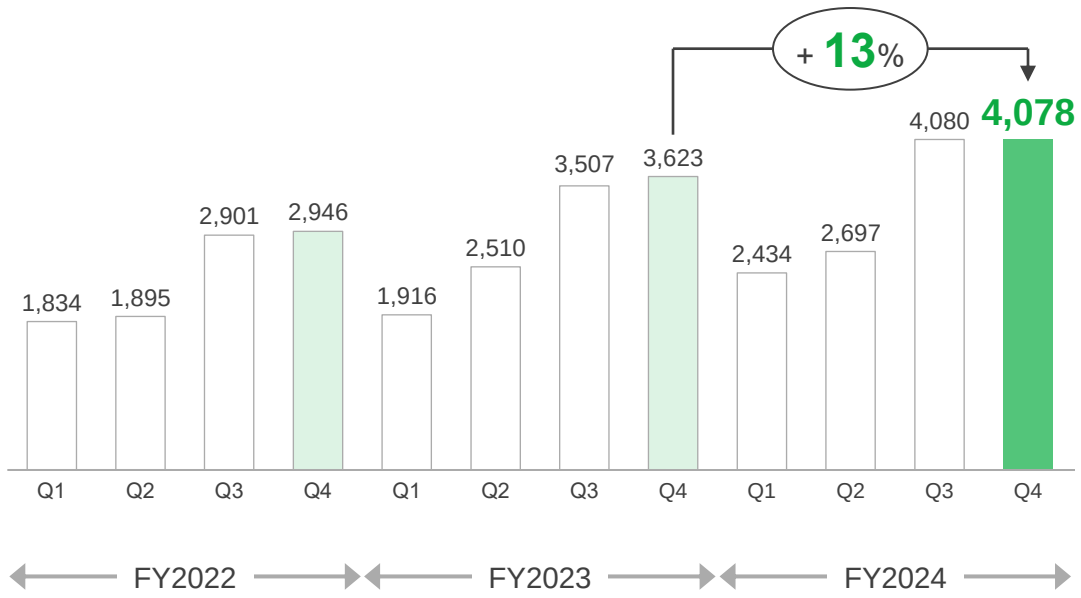
Note: Each business size value represents a simple sum for business management purposes. No adjustment was made to IFRS adjustment values and inter-segment transaction adjustment values.

For Industry: Business Status of Data Utilization

The growth rate of the business for Industry was lower than expected. This was mainly due to somewhat sluggish demand in the medical division of the pharmaceutical companies, which had been actively utilizing data. On the other hand, sales in the pharmaceutical marketing sector and sales in the life and non-life insurance sector, which was somewhat sluggish in the previous fiscal year, remained strong.

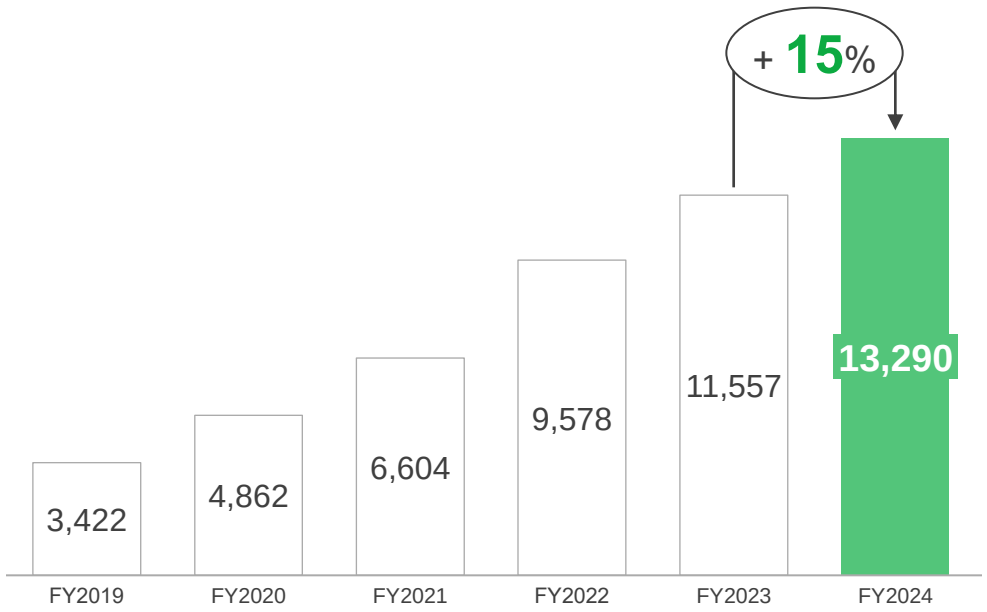
Quarterly Revenue Trends of Business for Industry

(Unit: Million JPY)



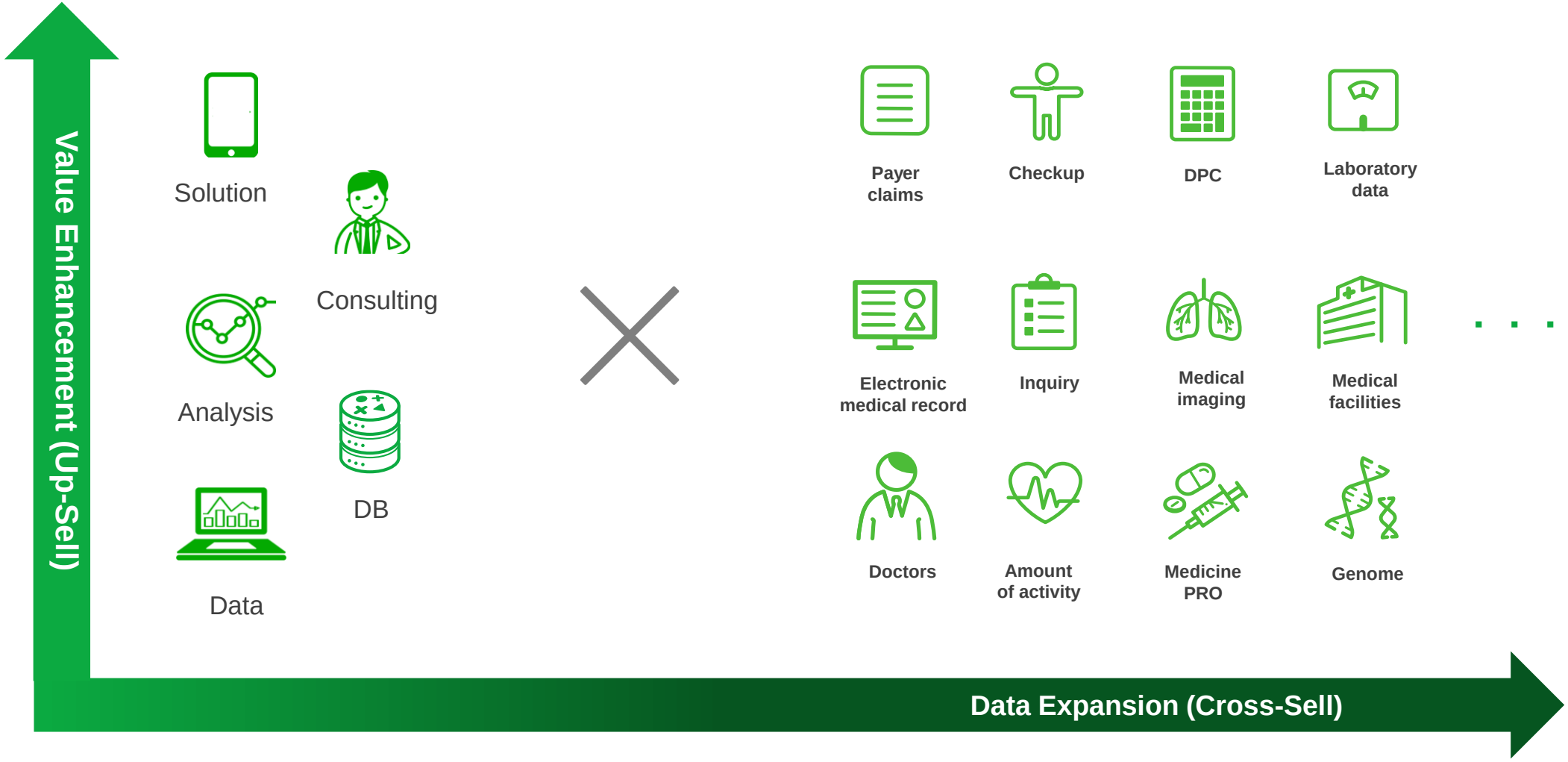
Yearly Revenue Trends of Business for Industry

(Unit: Million JPY)



For Industry: Maximize Revenue of Effective Data Usage

To expand data utilization, we will take measures in the form of raising value-added (Up-Sell) and widening data categories (Cross-Sell).

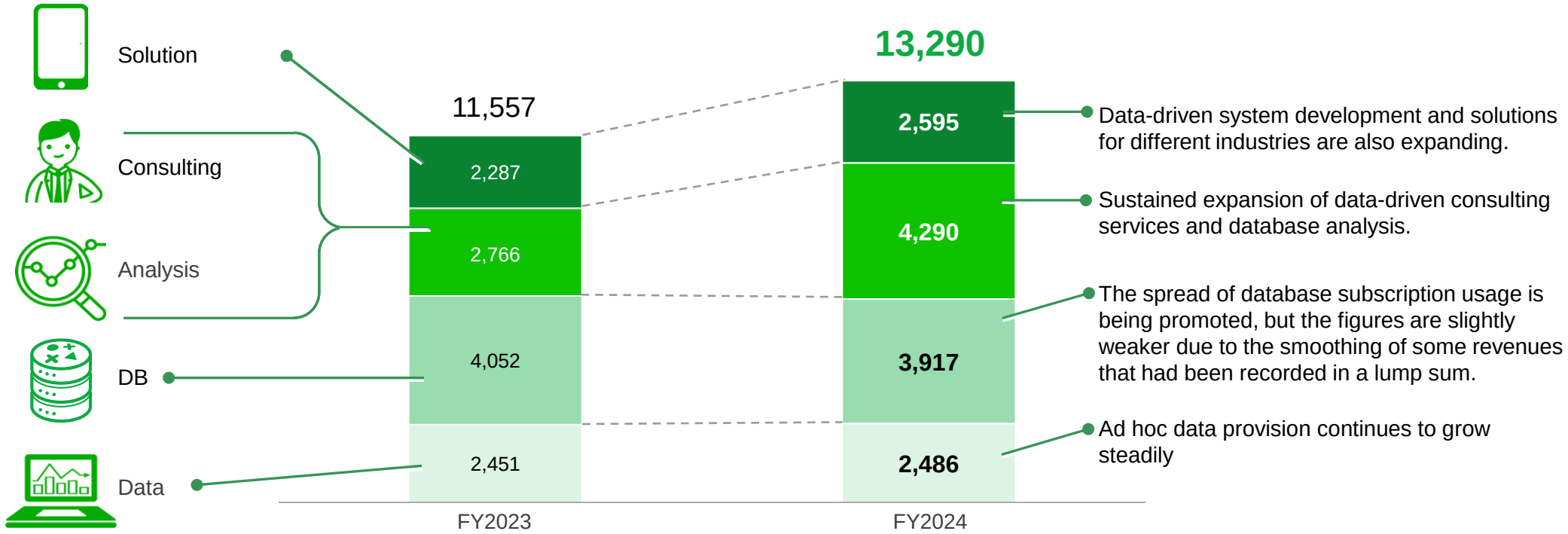


For Industry: Status of Up-selling

There is a growing shift from simply providing data to offering higher value-added services such as consulting and analysis. This is accelerating expansion into areas such as the marketing divisions of pharmaceutical companies, which have not been accustomed to utilizing data.

Status of Up-Selling (Revenue by Service)

(Unit: Million JPY)

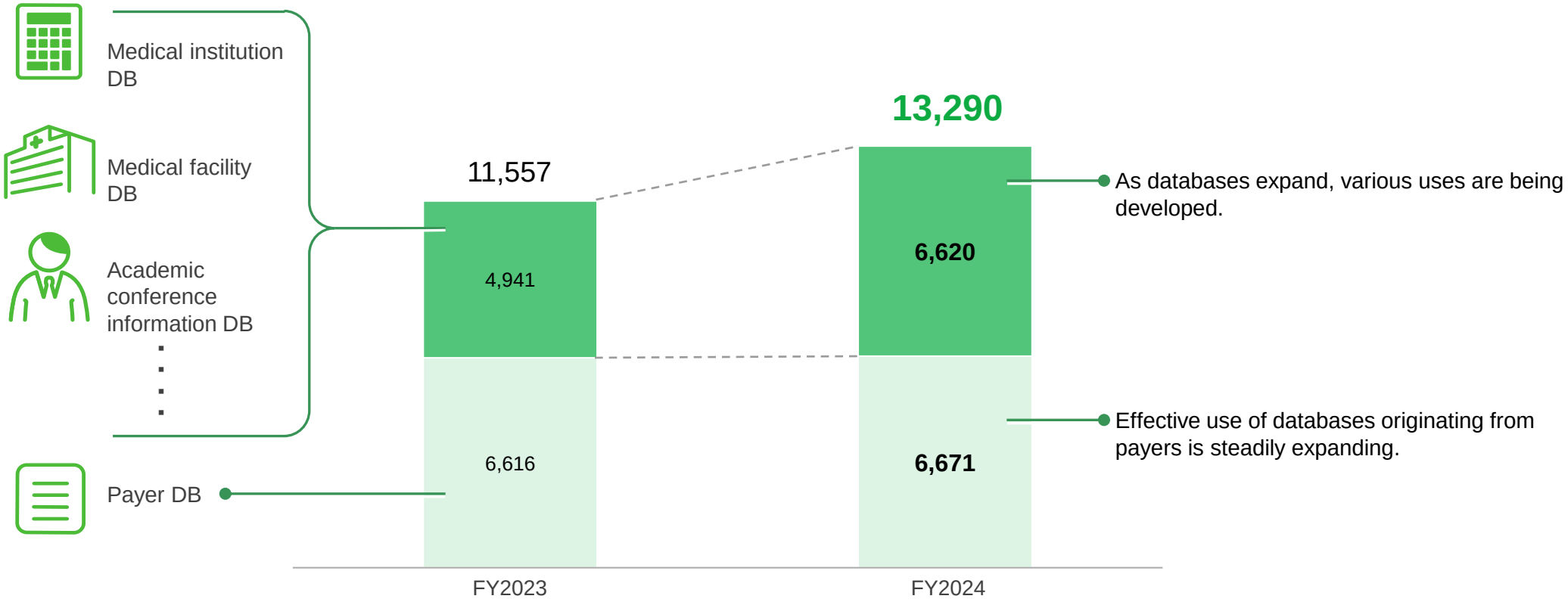


For Industry: Status of Cross-selling

Our efforts to acquire new data have been successful, and sales based on data other than the Payer DB are gradually expanding. In particular, we expect our significantly expanded data base on the elderly to contribute to future earnings.

Status of Cross-Selling (Sales by Data Category)

(Unit: Million JPY)



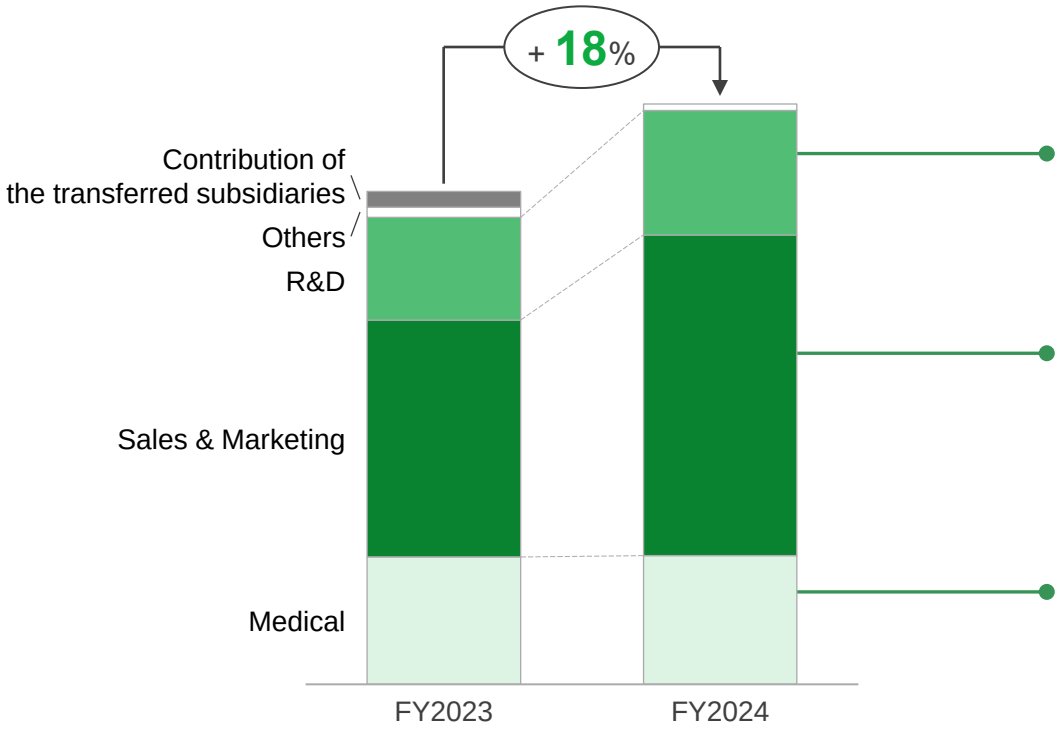
Note: The breakdown for FY2023 has been refined by revising the definitions.

For Industry: Comparison by Division in the Pharmaceutical Companies

While data use for epidemiological research purposes in the medical division was slow, growth in the sales & marketing division is accelerating. The number of divisions providing data is increasing, and the range and scale of projects is also expanding, so the degree of fluctuation per quarter is also increasing, but we believe that stable growth will continue in the future.

Comparison by Division in the Pharmaceutical Companies

(Unit: Amount basis)



R&D

- Operations in the clinical trial domain, which make full use of data, are progressing steadily.

Sales & Marketing

- Growth is continuing due to an expansion in the use of data and an increase in projects that involve improving the value of data.

Medical

- The needs for basic research purposes, such as epidemiological studies, have been met by some front-runners.
- On the other hand, due to the growing need for research that utilizes multiple data and support for the use of RWD, a recovery is expected in the future.

Note: In the above “Comparison of Departments in Pharmaceutical Companies”, sales from academia and other companies have been deducted.

For Industry: Structural Changes in Business for Pharmaceutical Companies

The business structure for pharmaceutical companies is changing. While existing businesses are experiencing sluggish growth, growth in large market segments is accelerating and is expected to continue strongly in the future.

Until Now

We have extensively developed a business model of "medical division x health insurance unions data x data sales."

- Focusing on medical divisions with high data literacy, major companies have almost adopted our services.
- We also provide thorough proposals on diseases and drugs that can be researched and analyzed using health insurance unions data.
- We have achieved widespread adoption by offering low-cost data sales as an entry point.

In addition, anticipating that this model alone would eventually reach its limits, we have promoted efforts to expand the uses of data (Up-selling) and the types of data (Cross-selling), as well as the departments that utilize data.

Current Period

Between the evolution of business models

- Medical division: Same as the previous fiscal year
- Data sales: Same as the previous fiscal year
- Health insurance unions data: Same as the previous fiscal year

On the other hand,

- Marketing division: 35% growth
- Consulting and analysis: 55% growth
- Elderly data: 47% growth

From Now On

Expand the "large marketing department" x "data covering all age groups, including the elderly" x "consulting field" to drive sustainable growth.

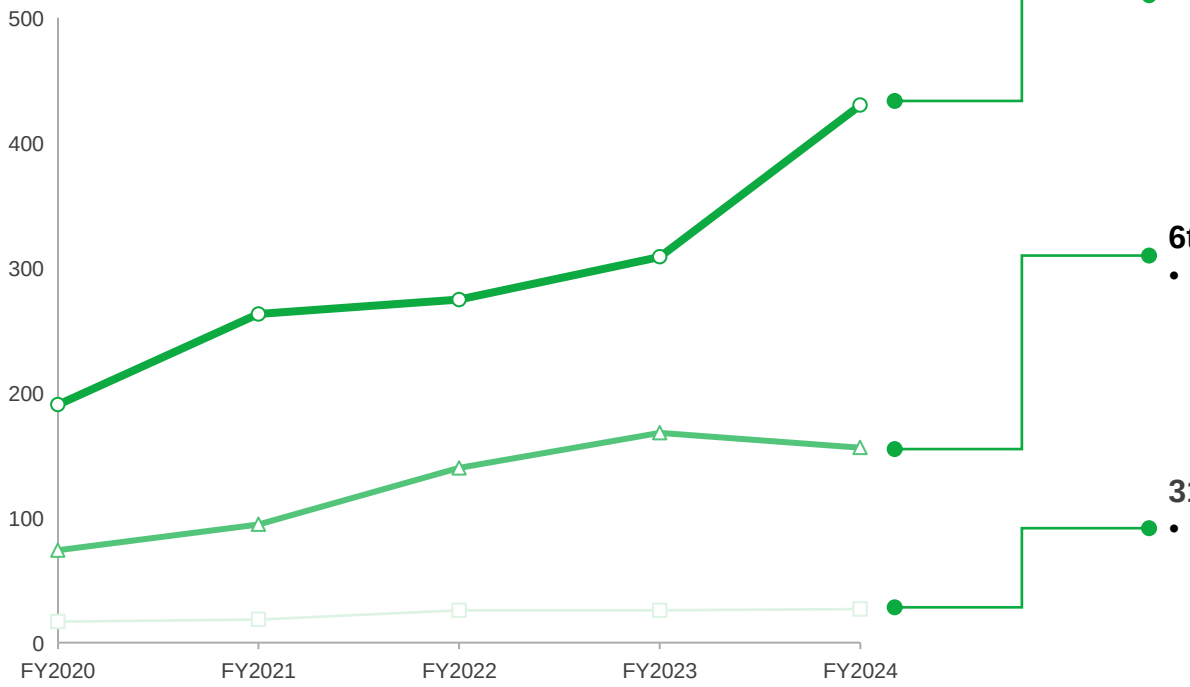
- Initiatives in marketing and development divisions with significantly larger budgets are expanding and driving growth.
- By providing data covering all age groups, including the elderly, proposals for diseases and drugs that previously lacked sufficient support are expanding.
- Shifting from simple surveys to advanced consulting services aimed at solving business issues.

For Industry: Potential for Data Utilization in the Pharmaceutical Companies

Pharmaceutical companies that utilize data in advanced ways that go beyond the traditional model of “medical division × health insurance unions data × data sales” are seeing their growth curves rise again. Going forward, we will increase our penetration into the marketing divisions of mid-sized pharmaceutical companies through consulting services that leverage our strengths in expanded data covering all age groups, including the elderly.

Annual Transaction Amount Per Company in Each Pharmaceutical Company Client Segment

(Unit: Million JPY)



top 5 companies

- Data utilization is expanding again thanks to proposals for new use cases in marketing and clinical trials. Many leading examples that can be applied horizontally are being created.

6th to 30th place

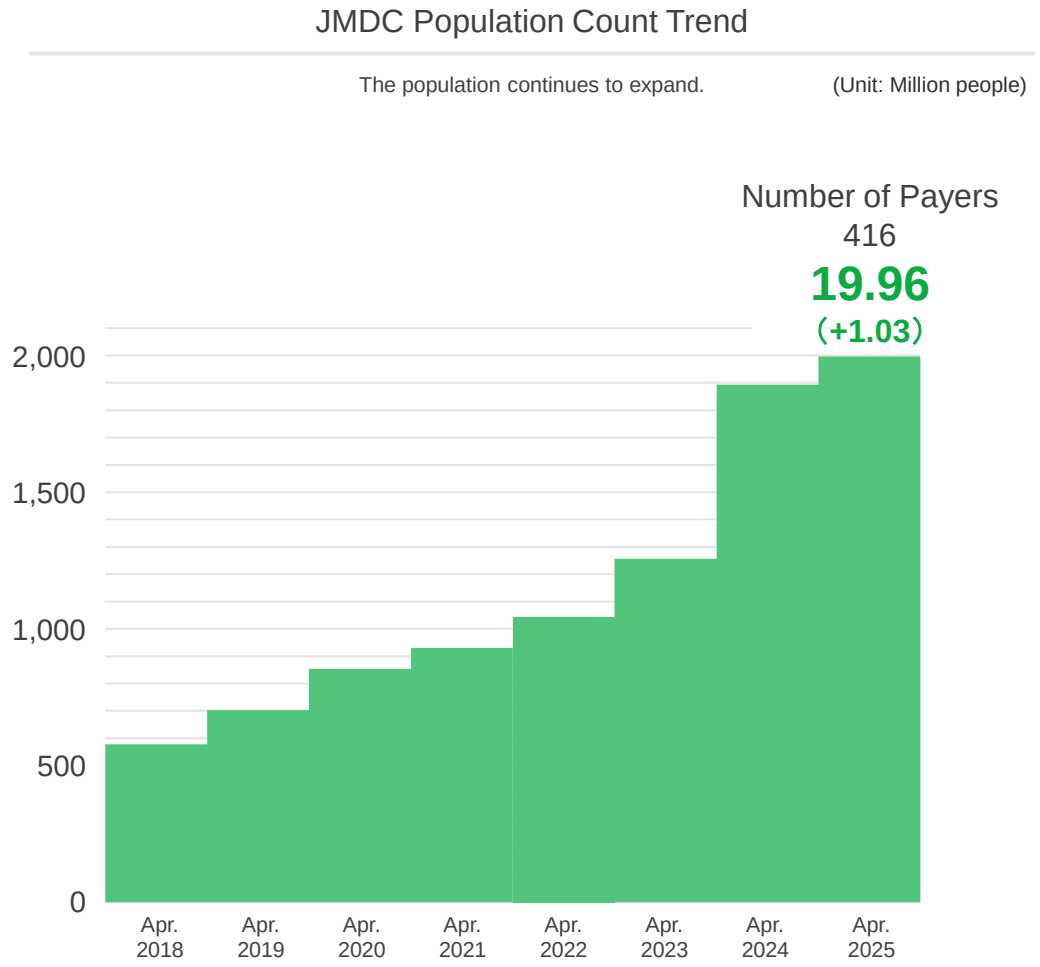
- Horizontal expansion from frontrunners is still limited. This group has implemented numerous easy-to-understand use cases and has significant growth potential in the future.

31st place or lower

- Customer base is steadily expanding. We will continue to focus on promoting and expanding the use of data through seminars and other activities.

For Payers/Individuals: Expansion of payer data infrastructure

In FY2024, we focused on onboarding users, which had expanded significantly in the previous fiscal year, while also working to expand revenue opportunities from our existing customer base. Amid these efforts, we were able to achieve steady growth in the size of our customer base.



- **Market penetration of services is progressing, and the population is growing steadily**
  - ✓ Continue to increase contracts with large health insurance unions
  - ✓ Continue support for mutual aid associations
  - ✓ Focus on maintaining the population by thoroughly onboarding customers who joined in the previous fiscal year
- **Expect potential for increased service upsells as the number of users grows**

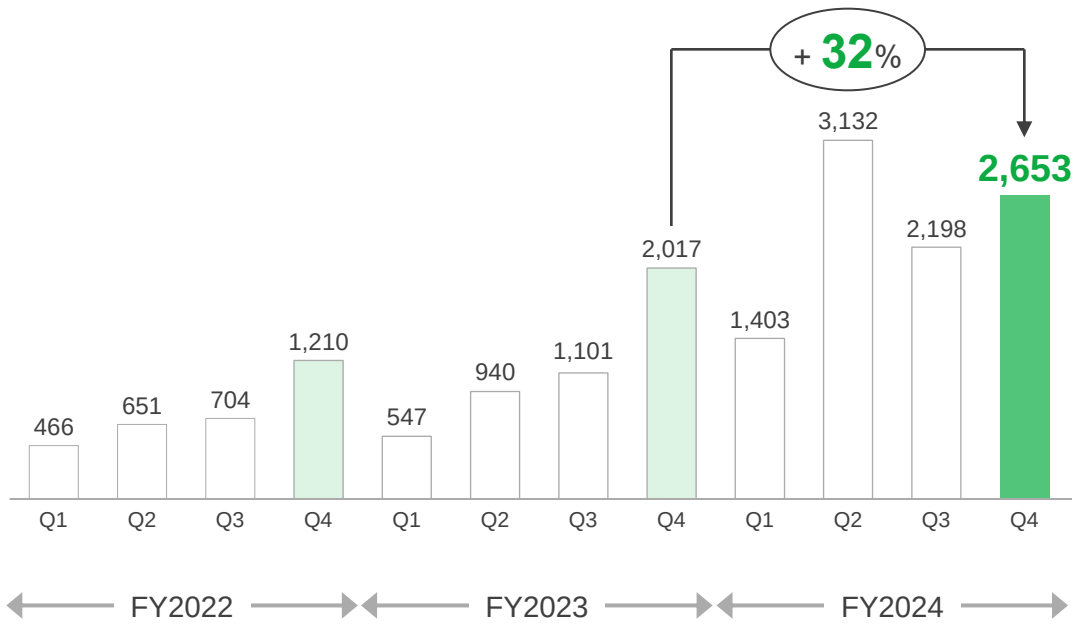
Note: Members represent the total number of members of payers that have continuous contracts with us as of the end of April of each year (excluding one-time transactions, rounded off), provided that the numbers for past years are the total member numbers as of the date of this presentation of payers.

For Payers/Individuals: State of Business

We have successfully expanded revenue from our existing customer base by accurately capturing growing demand in the data health domain and developing services that meet those needs.

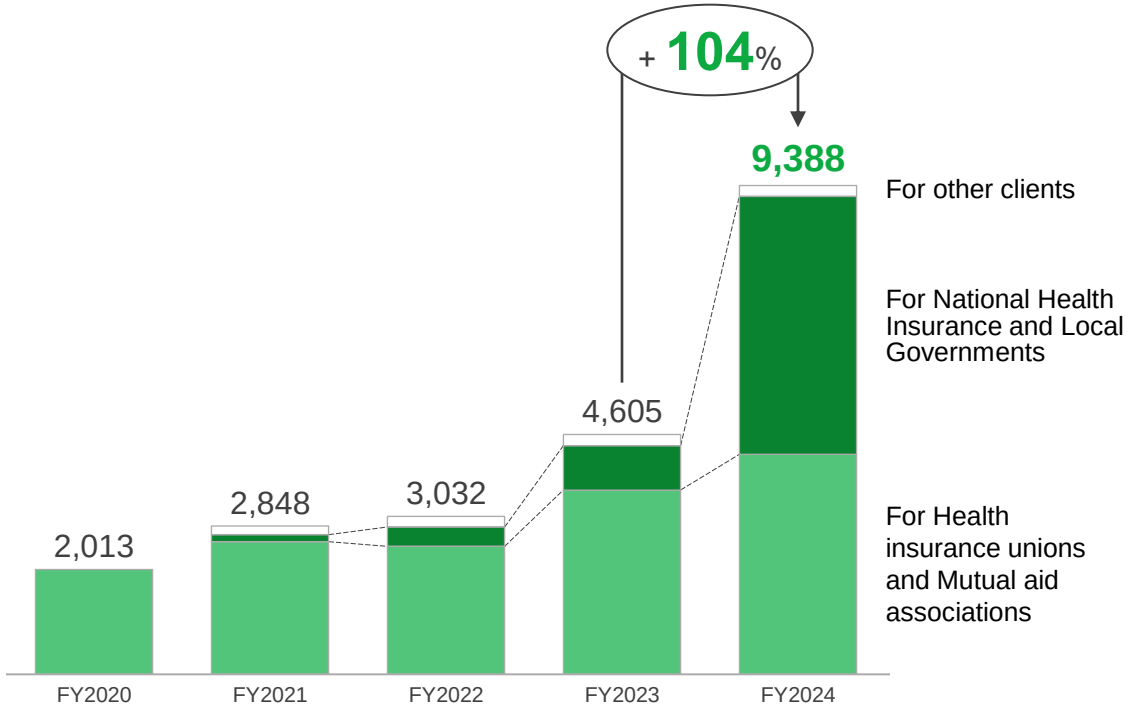
Quarterly Revenue Trends of Business for Payers/Individuals

(Unit: Million JPY)



Yearly Revenue Trends of Business for Payers/Individuals

(Unit: Million JPY)

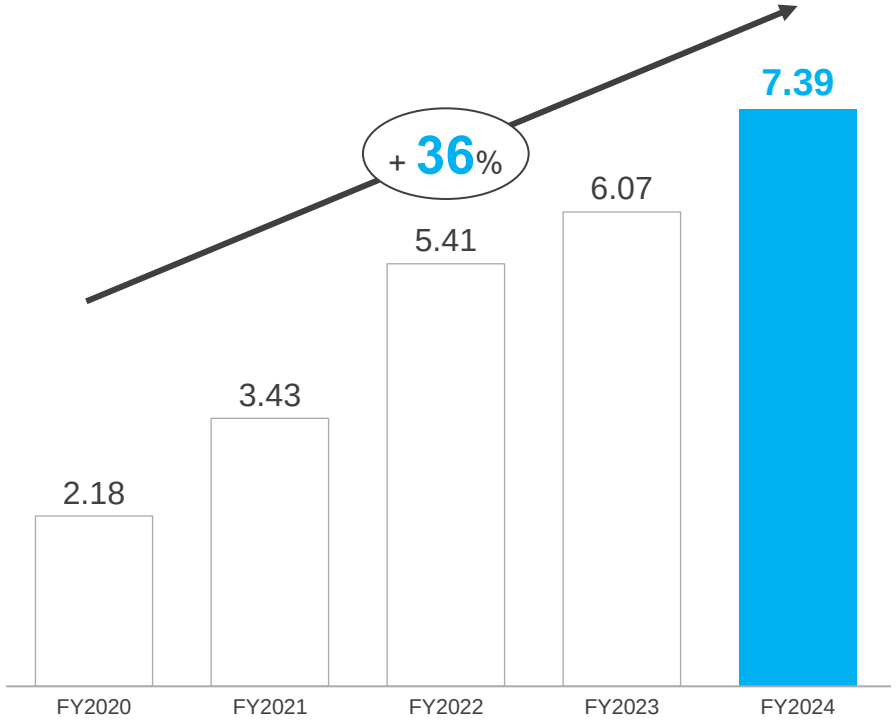


For Payers/Individuals: PHR service infrastructure (Pep Up) and expansion of business scale

The expansion of ongoing services and the acquisition of new users are accelerating in tandem, resulting in sustained growth in both our business infrastructure and scale.

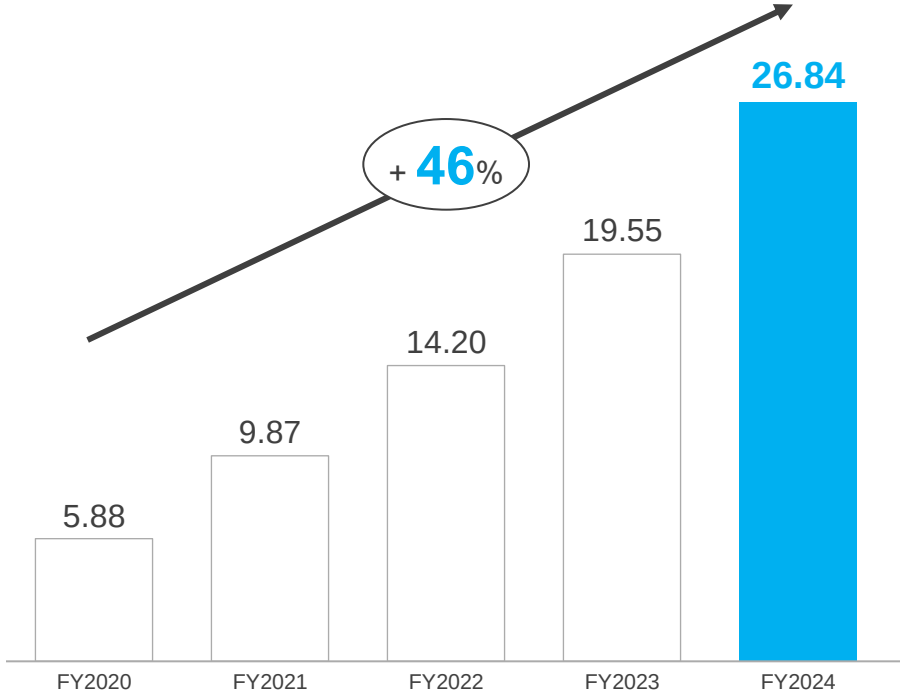
Pep Up: Number of User IDs

(Unit: Million people)



Yearly Trends in Pep Up Related Sales

(Unit: Million JPY)

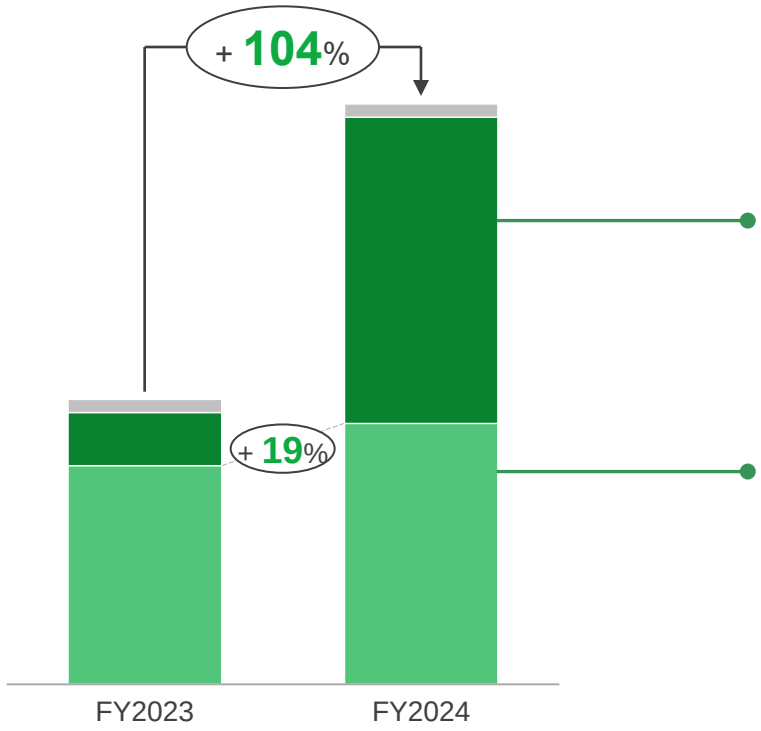


[Reference] For Payers, Individuals: Change in Business Structure

In the local government domain, the rapid expansion of business scale and the establishment of an overwhelming presence have enabled us to build a business infrastructure that accelerates data accumulation. In addition, in the existing health insurance unions domain, the use of Pep Up by union members is expanding, giving momentum to growth.

Sale of Business for Payers/Individuals Compared to Previous Year

(Unit: Amount basis)



Local government domain

- Acquired an overwhelming presence in the local government domain and rapidly expanded business scale through the group-in of Cancerscan.
- Promoted integration with existing local government-oriented businesses to accelerate the accumulation of local government data.

Health insurance unions domain

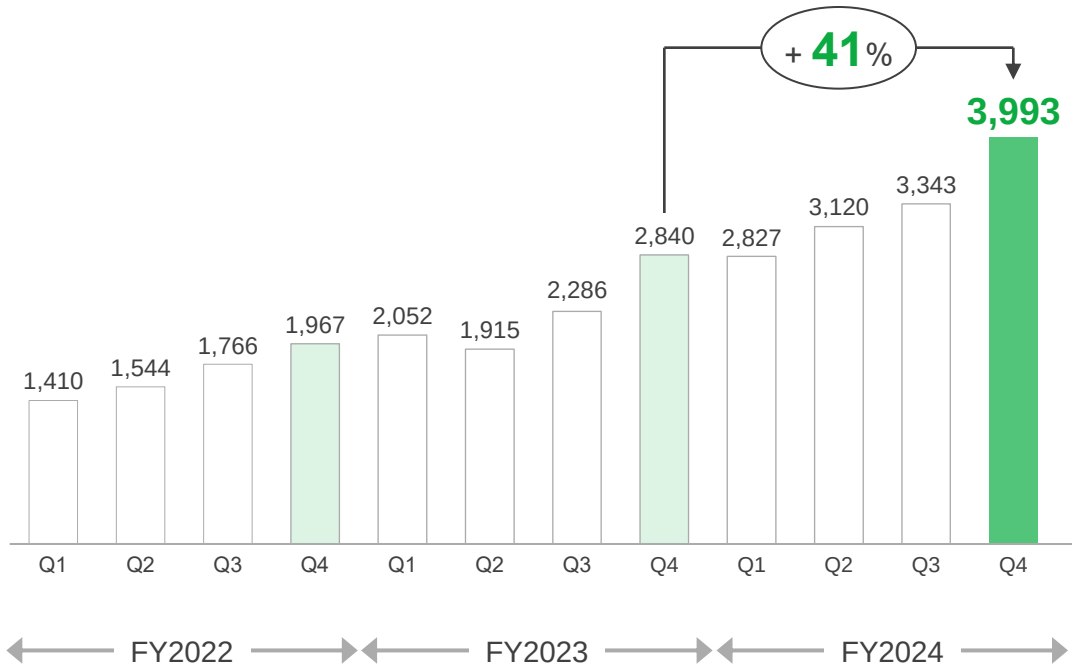
- Steady growth is being achieved through the sustained expansion of the number of health insurance unions to which services are provided through the system.
- Growth accelerated as more and more people who are members of health insurance unions started using Pep Up.
- Pep Up is also starting to be used as a media platform, expanding monetization opportunities.

For Medical Service Providers: State of Business

Driven by steady demand from medical institutions and clinics, our business continues to grow. In addition, we are steadily expanding our data infrastructure through transactions with medical institutions (hospitals).

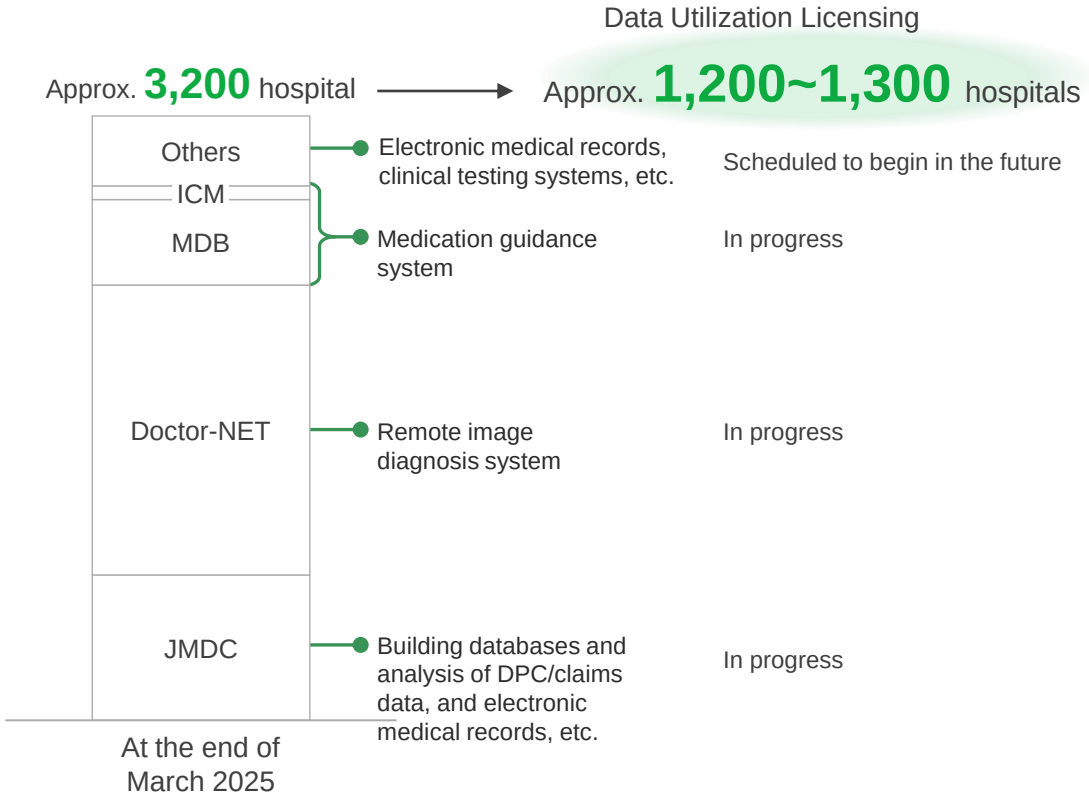
Quarterly Revenue Trends of Business for Medical Service Providers

(Unit: Million JPY)



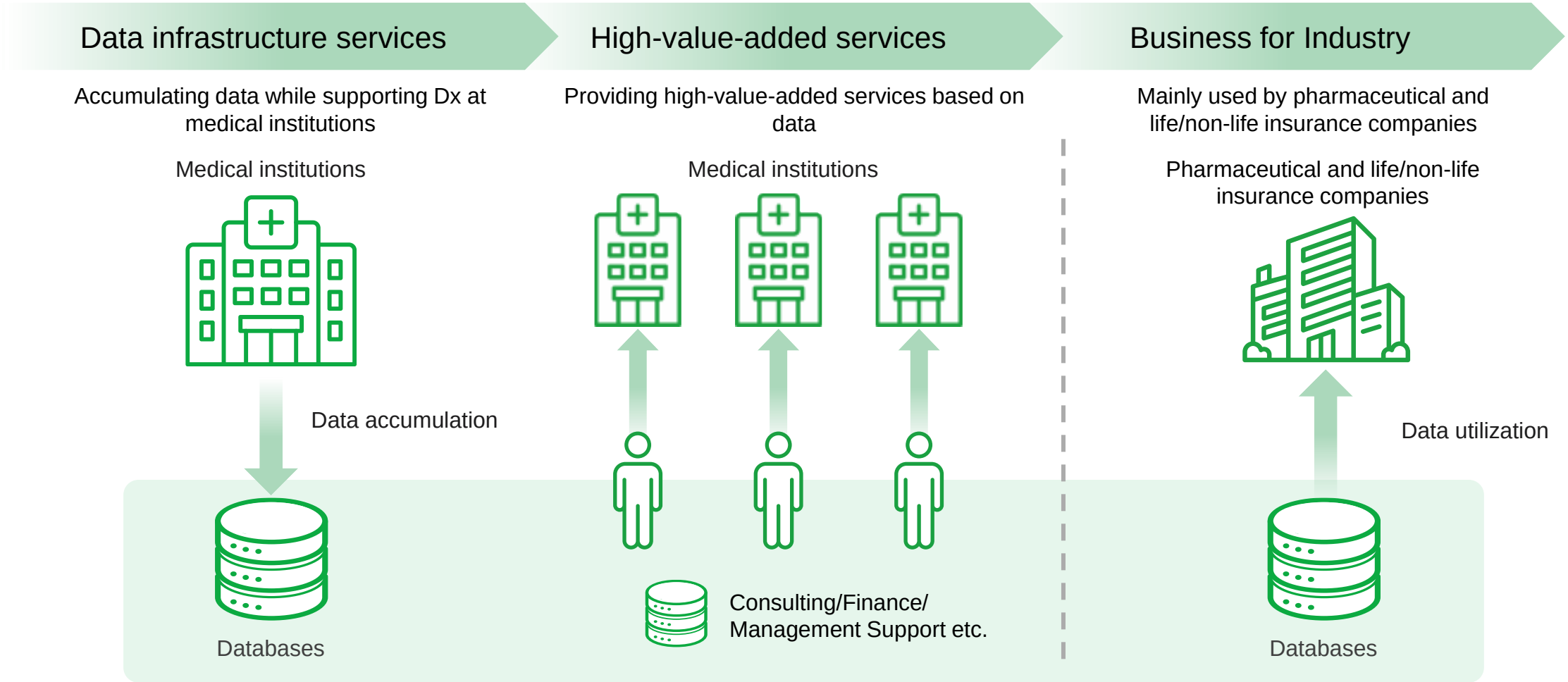
Number of Systems Provided to Medical Institutions (Hospitals) by JMDC Group Companies

(Number of facilities basis)



[Reference] For Medical Service Providers: Structure of Business for Hospitals

We collect data through the provision of services and provide high-value-added consulting and financing services based on this data.

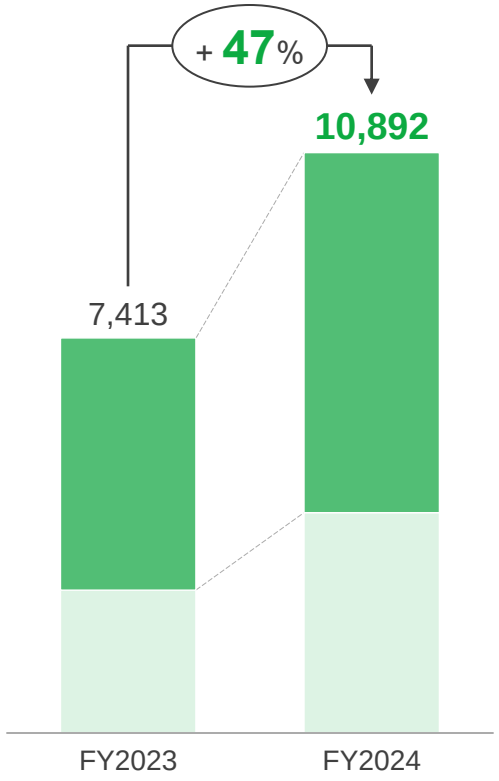


For Medical Service Providers: Potential of Business for Hospitals

Highly profitable, high value-added services that are linked to management improvement results are driving growth. Market penetration of systems provided to medical institutions is still limited, and we expect significant potential for future sales expansion and profit growth.

Sales for Medical Service Providers as Compared to Last Year

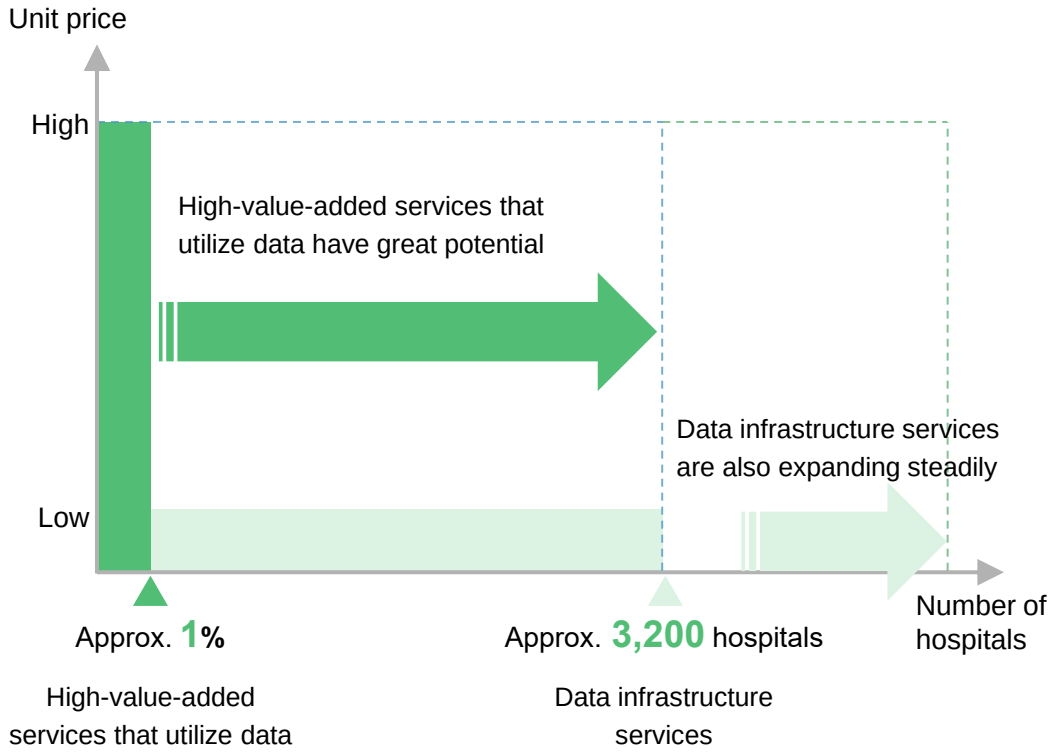
(Unit: Million JPY)



High-value-added services
Consulting and management support is expanding, supported by high demand from medical institutions

Data infrastructure services, etc.
Provision of various systems that meet the Dx needs of medical institutions is expanding.

Potential for Business Growth (Image Diagram)



For Medical Service Providers: Toward the Realization of Smart Clinics

Although the penetration of Smart Clinic remains limited, we are steadily expanding the service in a realistic manner by first promoting monetization on a service-by-service basis.

Initiation

Melp PHR



Clinic Marketing

01

Pre-service

MEDICALPASS appointment

Melp Web Inquiry



02

Service

Online medical treatment

Electronic medical record

Dynamics

03

Post-service

Semi-self checkout

MEDIREGI

04

Follow-up

Melp ePRO



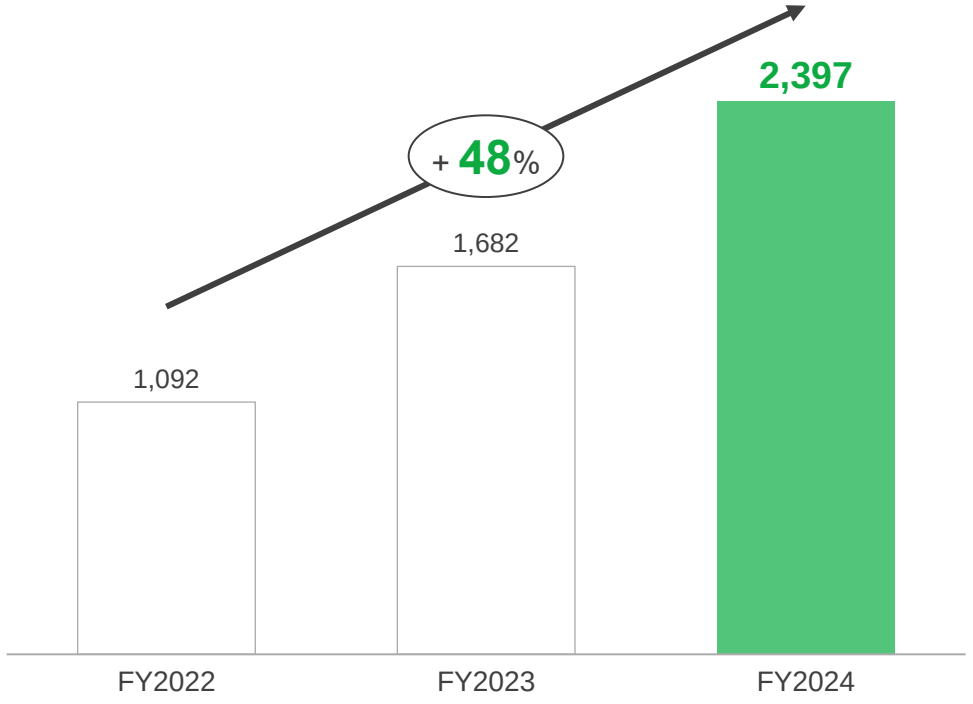
05

For Medical Service Providers: Penetration of Smart Clinics

We provide a wide range of services to approx. 8,000 clinics that serve as touchpoints with patients. Furthermore, expanding the value we offer leads to new clinic contracts, creating a virtuous cycle that enables us to continuously expand our user base.

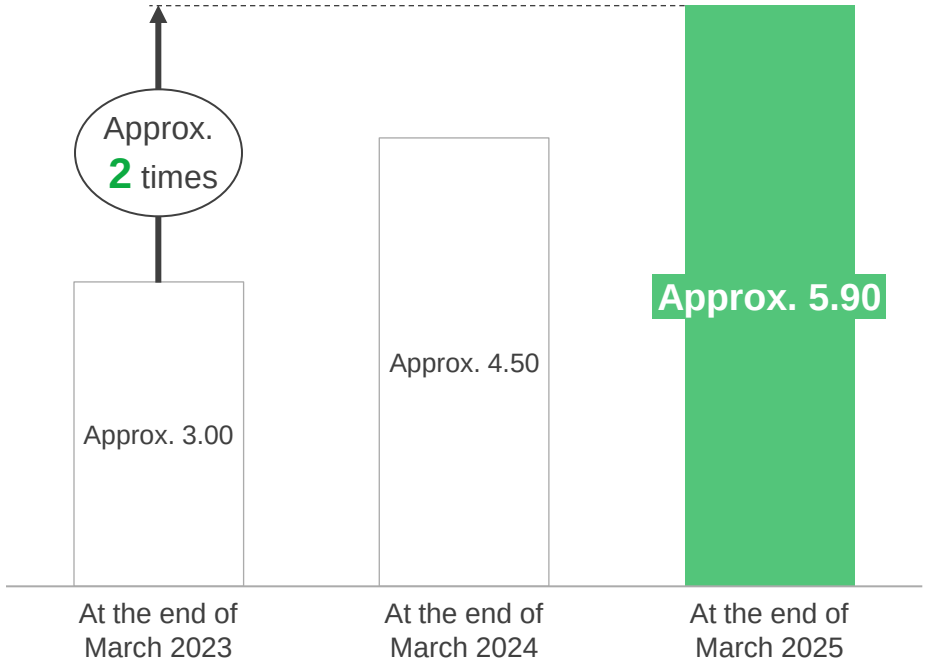
Yearly Sales Trends of Business for Medical Service Providers (Clinics)

(Unit: Million JPY)



Number of User Patients for Web-based Medical Inquiries and Appointment Services

(Unit: Million people)

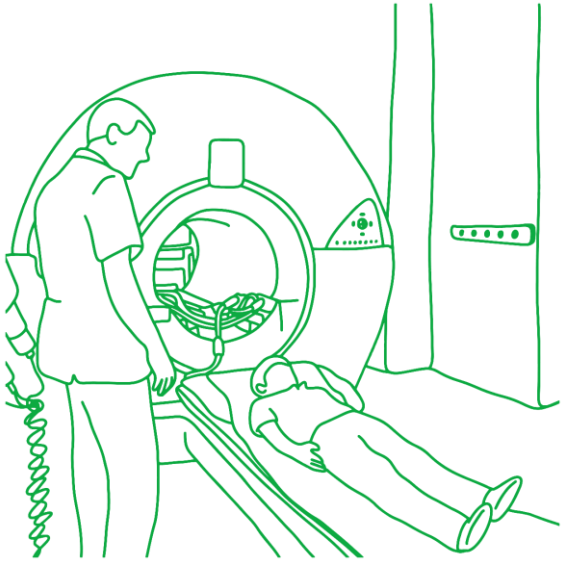


Section 4

Tele-medicine Business

Tele-medicine Business (Tele-RAD services): Summary

The number of radiologists is approx. 6,000 while there are 110,000 medical institutions and 150 million diagnostic images taken each year in Japan. JMDC aims to fill this gap through effective use of resources of radiologists.



Contracted medical institutions

1,553

Tele-RAD

Matching of diagnostic imaging request and contracted radiologists

Conducting Tele-medicine by DtoD

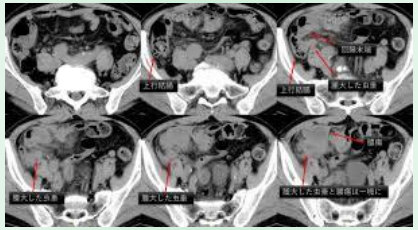


Image DB

Radiologist DB

Largest market share of 30% in Japan

Radiologists

1,199

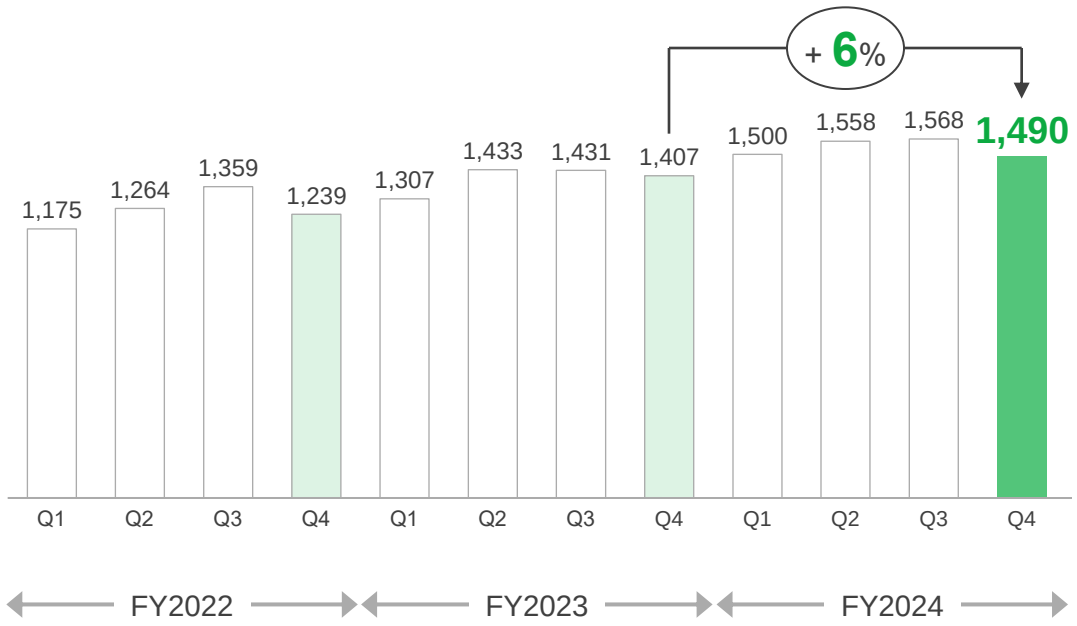
Note: Market share is calculated by Doctor Net. The number of contracted medical institutions and radiologists are the total number of institutions and radiologists with which Doctor Net has service contracts.
Source: Ministry of Health, Labour and Welfare "Survey on Medical Facility Dynamics in 2020," List of Radiologists on the website of the Japan Radiological Radiological Society.

Tele-medicine Business: Performance

Supported by solid demand for diagnostic imaging services, the scale of our business continues to expand. In addition, we continue to improve profitability by strengthening our operational capabilities.

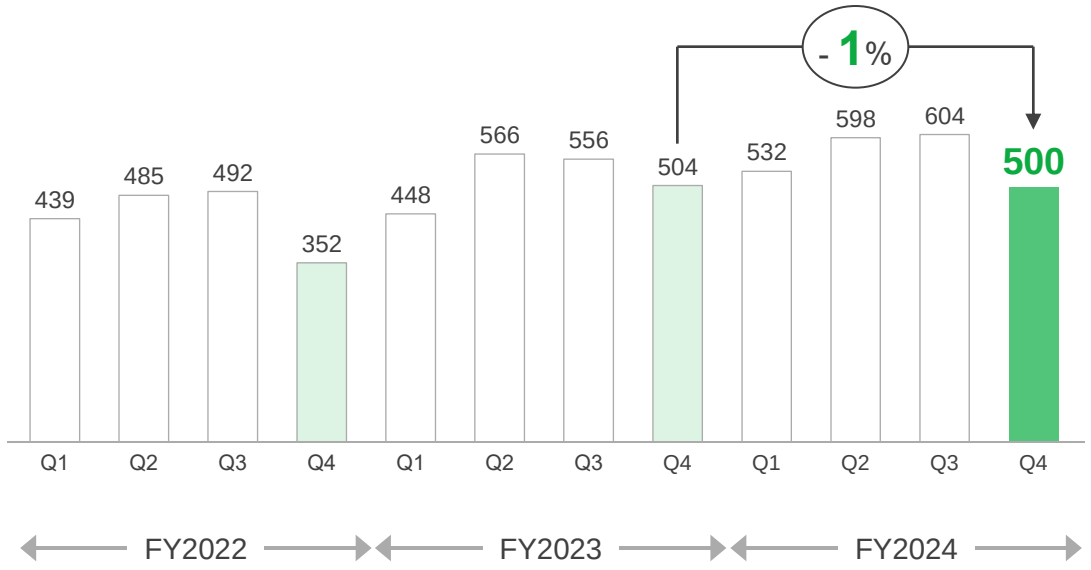
Quarterly Revenue Trends of Tele-medicine Business

(Unit: Million JPY)



Quarterly Trends of EBITDA

(Unit: Million JPY)



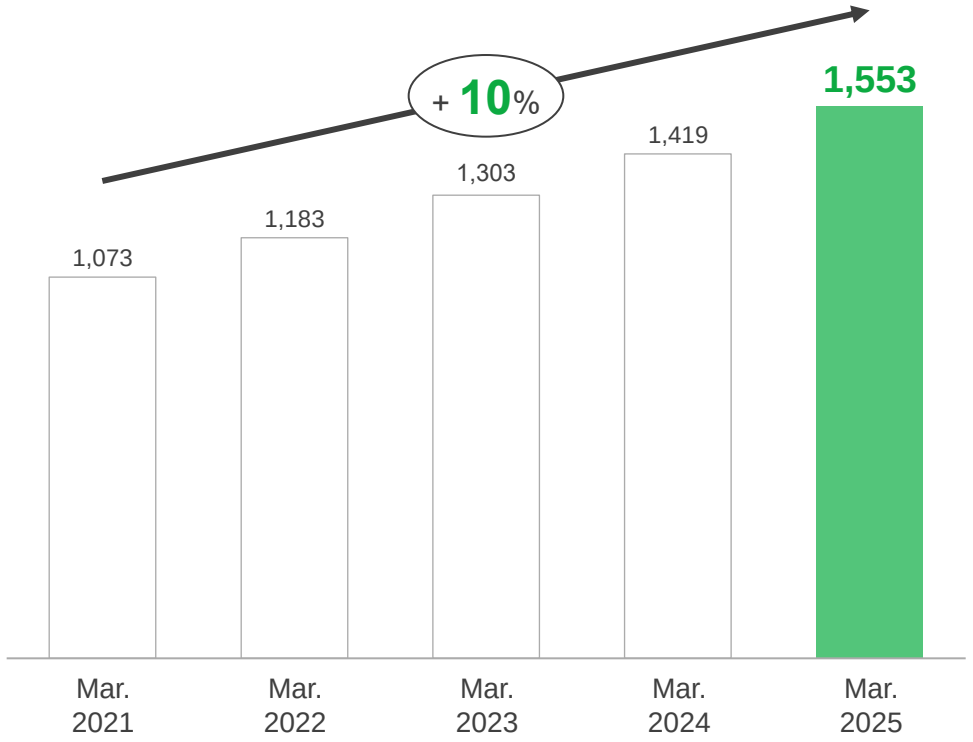
Note: EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses

Tele-medicine Business: Expansion of the Remote Image Interpretation Platform

As the largest remote image interpretation platform in Japan, we have established strong support from both contracted facilities and radiologists. Our business base is growing steadily and is a source of stable revenue.

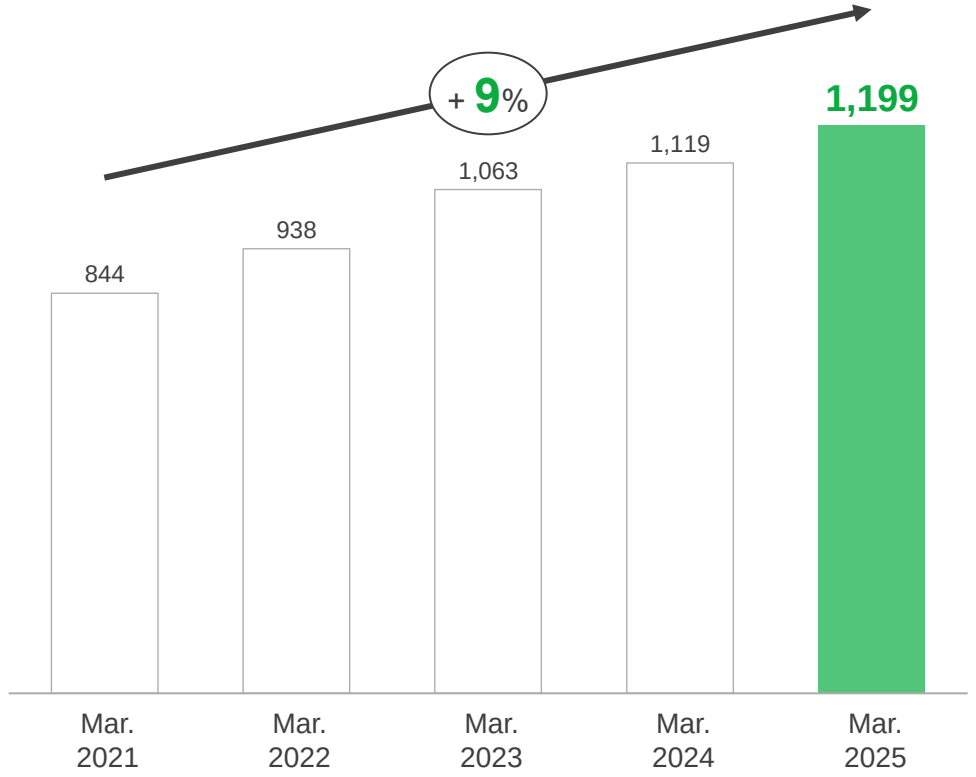
Trend in the Number of Contracted Facilities (Hospitals)

(Unit: facilities)



Changes in the Number of Radiologists

(Unit: persons)

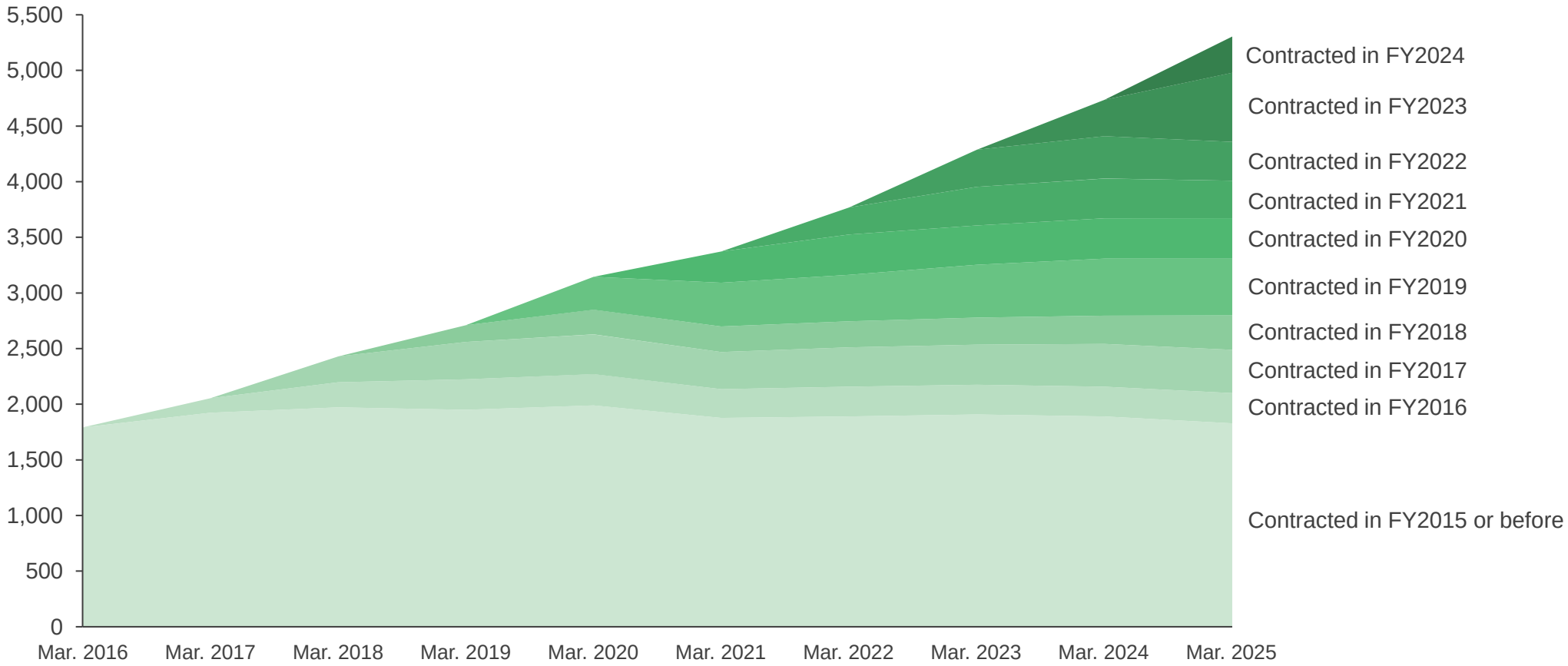


Note: The figures presented as the numbers of contracted facilities and the numbers of radiologists represent the total numbers of facilities and radiologists contracted for the services of Doctor-NET.

[Reference] Tele-medicine Business: Accumulation of remote reading service sales

We believe that business performance will continue to expand steadily, supported by continued strong demand.

Revenue of Remote Image Interpretation Matching Services (Unit: Million JPY)



Note: Revenues in this slide are for JMDC's management. Doctor-NET has been consolidated since April 2018, but the above figures include Doctor-NET's revenue for the prior periods.

Section 5

FY2025 Performance Forecast

FY2025: Performance Forecast

The business for Industry is expected to return to a high growth track. At the same time, we expect steady growth in both revenue and profits as the cycle of upfront investments comes to an end.

(Unit: Million JPY)	FY2024 Actual	FY2025 Plan	Y-o-Y
Revenue	41,722	50,500	+21%
Operating profit (Rate)	8,717 (21%)	11,500 (23%)	+32%
Profit before taxes (Rate)	8,510 (20%)	11,000 (22%)	+29%
Profit attributable to owners of parent (Rate)	7,275 (17%)	7,400 (15%)	+2%
Profit attributable to owners of the parent company (continuing operations)	5,821	7,400	+27%
Profit attributable to owners of the parent company (discontinued operations)	1,454	—	—
EBITDA (Margin)	10,932 (26%)	14,500 (29%)	+33%

Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses, EBITDA margin: EBITDA/Revenue

FY2025: Plans by Segment

Healthcare-Big Data segmant will drive the growth of the Group with its stable business foundation and growth potential, and Tele-medicine segment is expected to maintain its current growth trend, supported by strong demand.

(Unit: Million JPY)

		FY2024 Actual	FY2025 Plan	Y-o-Y
Healthcare-Big Data	Revenue	35,646	44,000	**+23%**
	EBITDA	9,557	13,000	**+36%**
	(Margin)	(27%)	(30%)	
Tele-medicine	Revenue	6,117	6,500	**+6%**
	EBITDA	2,236	2,400	**+7%**
	(Margin)	(37%)	(37%)	
Adjustment	Revenue	-41	-	**-**
	EBITDA	-861	-900	**-**

Note: IFRS-based
EBITDA: Operating profit + Depreciation and amortization costs ± Other profits and/or losses, EBITDA margin: EBITDA/Revenue

Section 6

Business Progress

About Our Business Progress

In order to deepen the understanding of our shareholders, investors, and other stakeholders, we would like to report on the progress of two business initiatives.

Q1 :

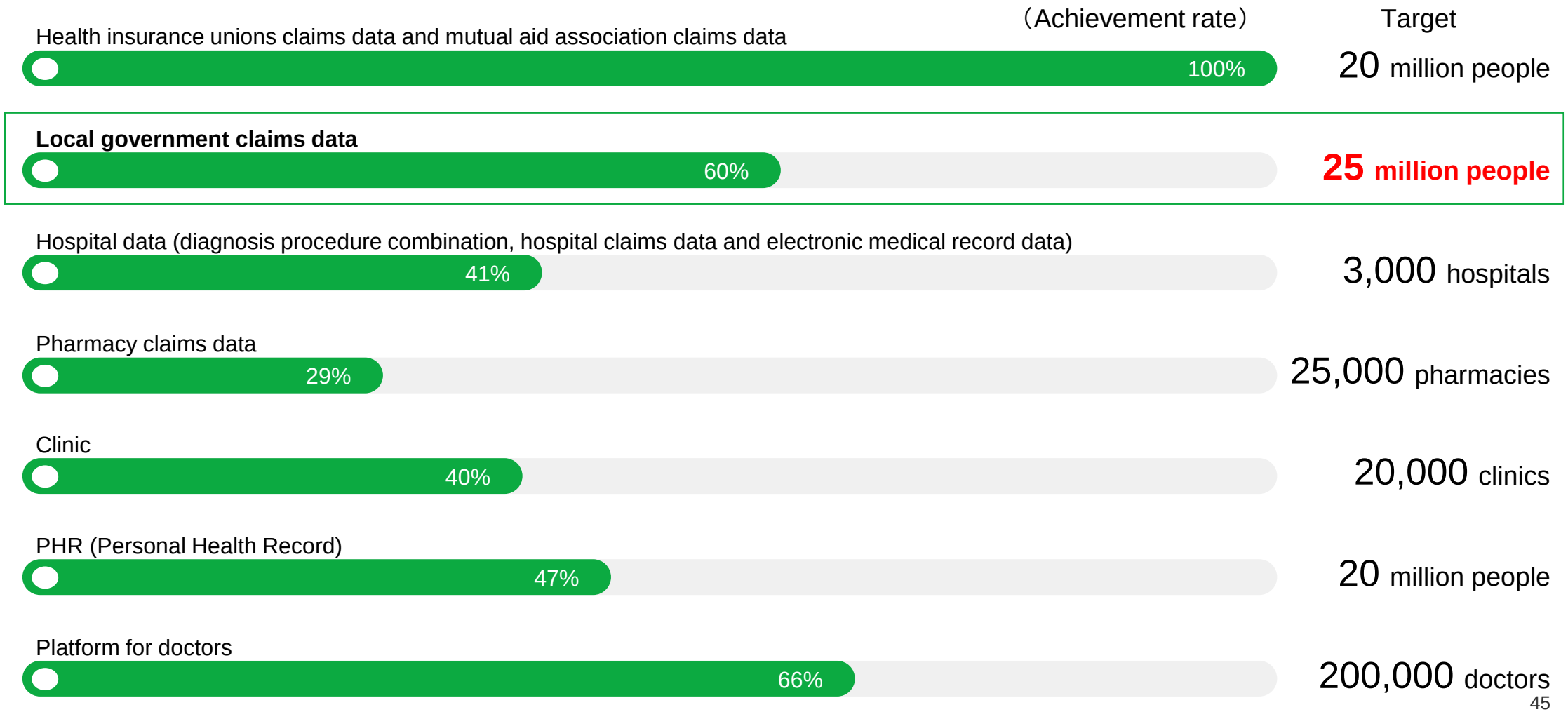
What is the current status of business areas that have expanded as a result of past corporate actions (such as M&A)?

Q2 :

What is the status of cooperation with OMRON?

Data Asset Accumulation Status

We achieved our initial target of 20 million people covered by health insurance unions and mutual aid associations. In addition, the addition of Cancerscan to the group has increased our presence in the local government domain, and we are making significant progress in accumulating local government data.

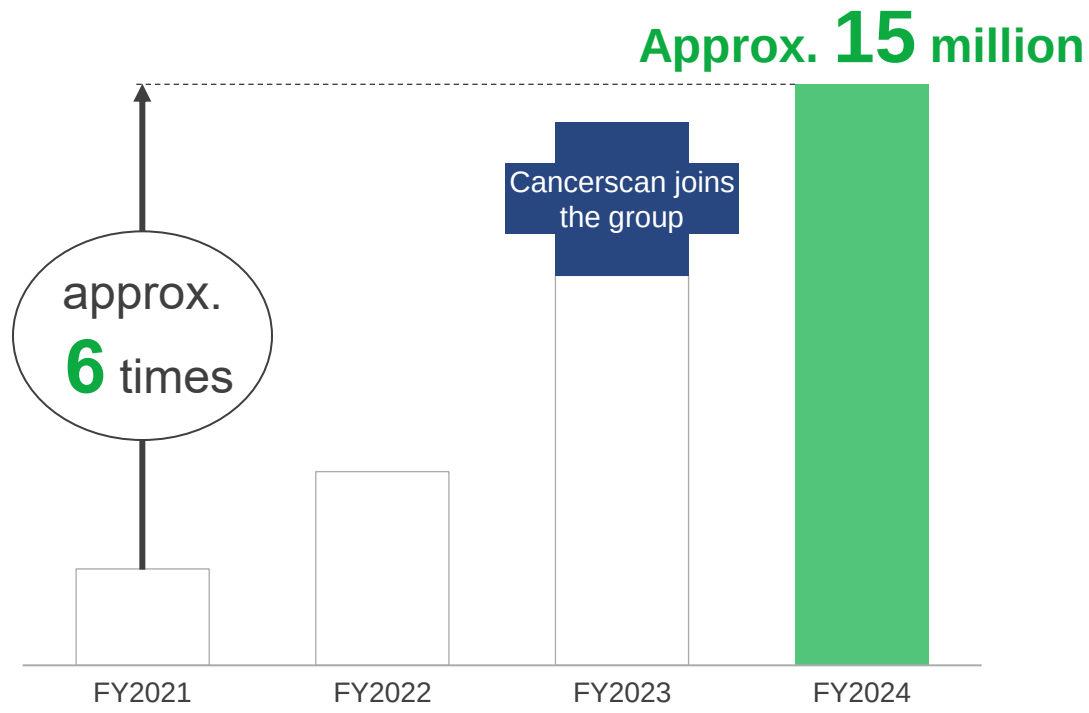


Local Government Data Has Increased 6 Times Over the Past 3 Years

Based on the high-quality services cultivated through support for health insurance unions, a business division to support local governments was launched in 2021, and with the addition of Cancerscan to the group in 2024, the volume of data in the local government domain has expanded about six times in the last three years.

Data Volume in the Local Government Domain

(Unit: people)



- **Established a solid data business foundation in the local government domain**
  - ✓ Providing services based on JMDC's track record and expertise in supporting health insurance unions
  - ✓ Significant growth in customer base through the addition of CancerScan, which has built strong relationships with local governments
- **Great progress in data utilization based on trust-based relationships with local governments**

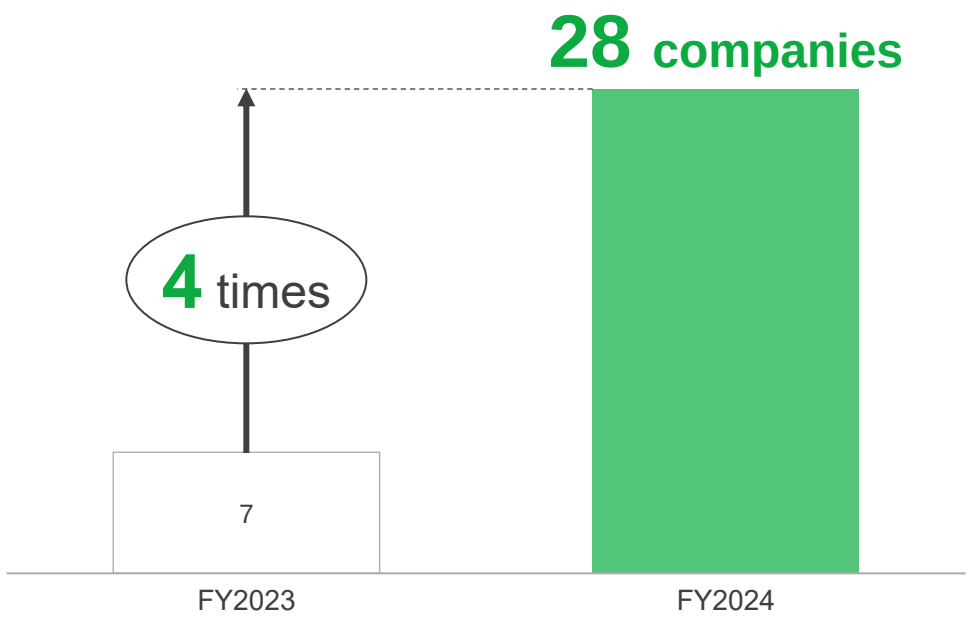
Note: The Personal Information Protection Commission, the Ministry of Health, Labour and Welfare, and other supervisory agencies are legally unable to guarantee the legality of individual transactions. Therefore, they ensure that data processing is carried out in accordance with proper procedures by consulting with the relevant supervisory agencies in advance regarding the status of data processing, and obtaining confirmation from the information disclosure and personal information review committees of each local government.

Significant Increase in Customers for Business for Industry Utilizing Our Data

The number of customers in business for Industry increased significantly thanks to the expansion of data volume. We believe that fostering trust and understanding with data holders regarding the utilization of data is extremely important in promoting the utilization of data. We will continue to comply with relevant laws and regulations and promote the return of value to society and consumers based on trust with data holders.

Number of Companies Utilizing Local Government Data
(Pharmaceutical and Life and Non-life Insurance Companies)

(Unit: companies)



Pharmaceutical company A

The accuracy of estimates of the number of patients, including elderly patients, has become more consistent with the actual situation at pharmaceutical companies and other epidemiological surveys, and is now more accurate.

Pharmaceutical company B

JMDC is responding earnestly to the appropriate utilization of local government data. In addition, information dissemination and awareness raising for safe utilization are proving to be extremely useful.

Insurance company C

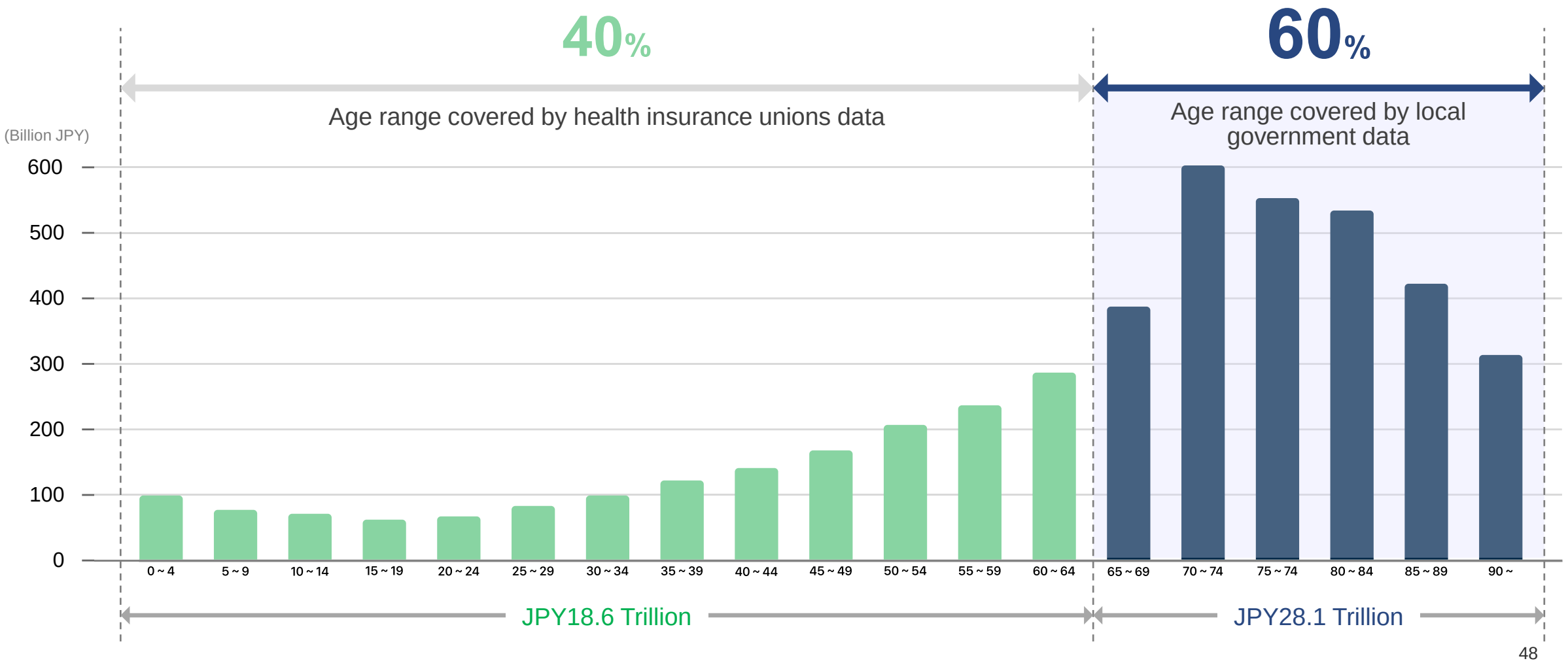
Until now, there has been little data available for use in product development in the areas of long-term care insurance and dementia insurance, but JMDC's data is sufficient in terms of scale and accuracy. It can be handled in the same way as existing health insurance union data, so it has a wide range of applications.

Insurance company D

In addition to products specifically for the elderly, we have also designed other products, but by combining elderly data with models based mainly on health insurance unions data, we can refine the models and provide greater benefits to users.

Elderly Data Has Great Value

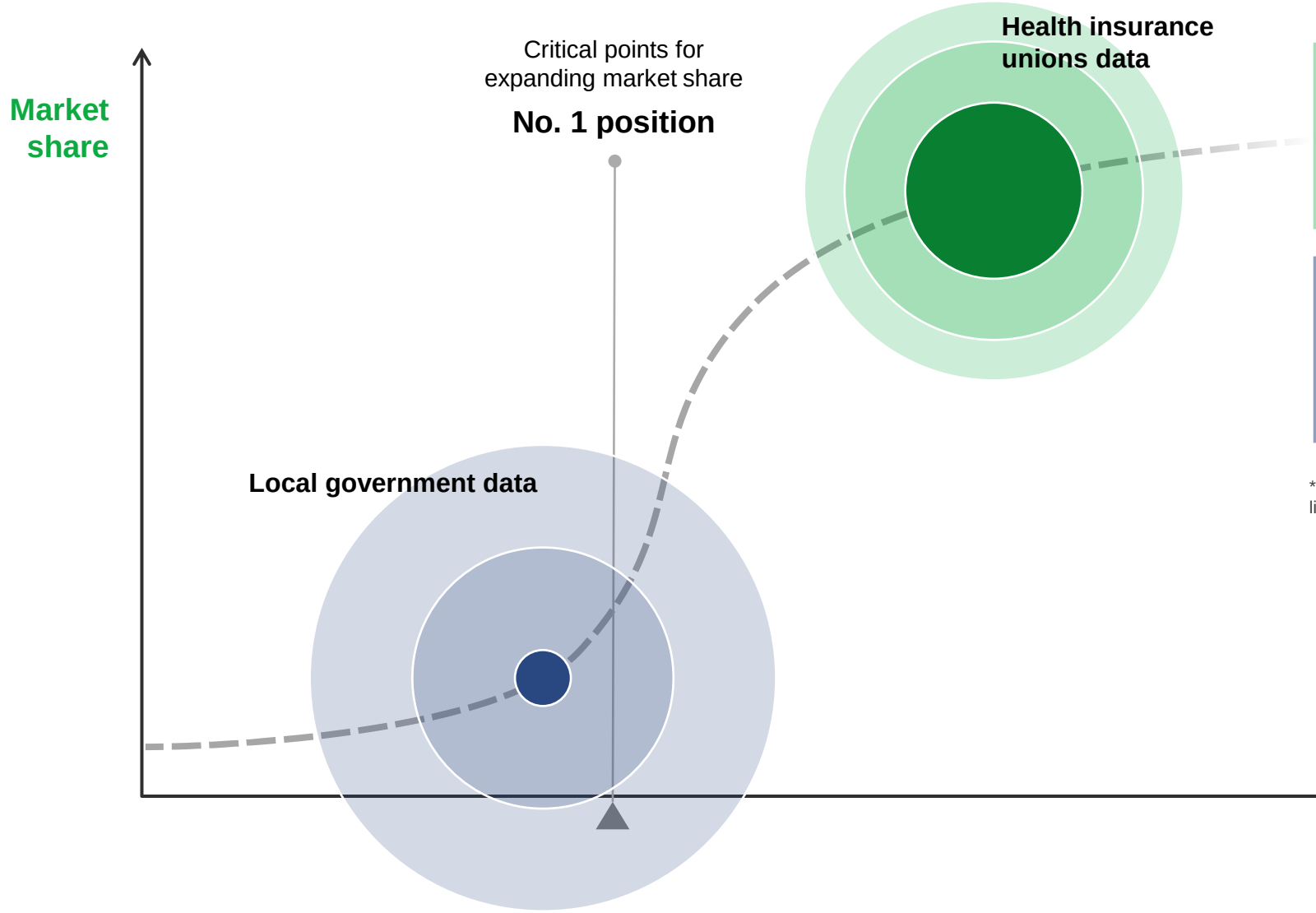
About 60% of Japan's medical expenses are incurred by people aged 65 and over. By covering data on disease areas that are common among the elderly, it will be possible to research and develop early diagnosis and treatment solutions, which is expected to lead to the creation of further high added value.



Note: Based on “Overview of National Medical Expenses for Fiscal Year 2022” (Ministry of Health, Labour and Welfare) (https://www.mhlw.go.jp/toukei/saikin/hw/k-iryohi/22/index.html) and compiled by JMDC.

Growth Opportunities: Positioning in Each Area of Data

In the data utilization market, once a company becomes the leader in data sharing, its market share expands dramatically. During FY2024, we established a foundation to become the leader in data on the elderly. The expansion of data on the elderly from Payers will be a major weapon for the expansion of our data utilization business.



Health insurance unions data

We have been the No. 1 data share company for many years and enjoy a high market share. As the market leader, we have also driven market expansion by expanding data applications.

Local government data

Although the market is already apparent, its data applications are still expanding. By becoming the No. 1 in data share, we will expand our market share and accelerate market growth as the market leader.

*The size of the circles represents the market size (the circles with lighter colors represent the future).

Current Status of Electronic Medical Record Data Domain

The utilization of electronic medical record data is steadily progressing, but it will take some time for initiatives in regulated areas with large potential business scale, such as PMS and clinical trials, to bear fruit. As a market leader, we will continue to accelerate our business promotion.



Data business

Utilization of electronic medical record data accumulated over time

- ✓ Although the use of electronic medical record data remains limited, it is growing steadily.
- ✓ DB research is also progressing steadily.



PMS Dx

Digitalization of PMS* using electronic medical record data

- ✓ Applications for introduction at medical institutions are steadily increasing. Introduction at major hospital groups is also expected.
- ✓ We will publish a paper on the methods used in previous cases and strengthen our approach to pharmaceutical companies.



Clinical trial Dx

Digitalization of clinical trials utilizing electronic medical record data

- ✓ Large-scale medical institutions begin using the system for corporate clinical trials and physician-initiated clinical trials.
- ✓ Introduction is being considered at hospitals with the highest number of clinical trials conducted annually.

*Post Marketing Surveillance

Status of Cooperation with OMRON

(1) Device Development Capabilities:
Developing new preventive solutions through device capabilities x data capabilities

(2) Brands in Industry:
Expansion of the Health & Productivity Management Alliance

(3) Industry Knowledge Based on a Wide Range of Business Domains:
Access to non-healthcare domain data

(1) Device Development Capabilities: Creating New Value Through Device x Data Integration

Using JMDC's PHR “Pep Up” as a hub, a database linking vital data obtained from hundreds of thousands of people via various devices, including OMRON devices, is creating unique value. We plan to offer various services and devices using real-time disease prediction algorithms.

Pep Up

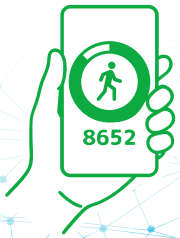
Health insurance claims data and medical checkup data

approx. 7.4 million people

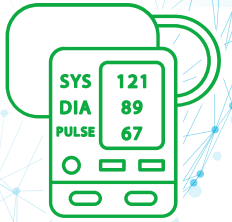
Weight:
570,000 people



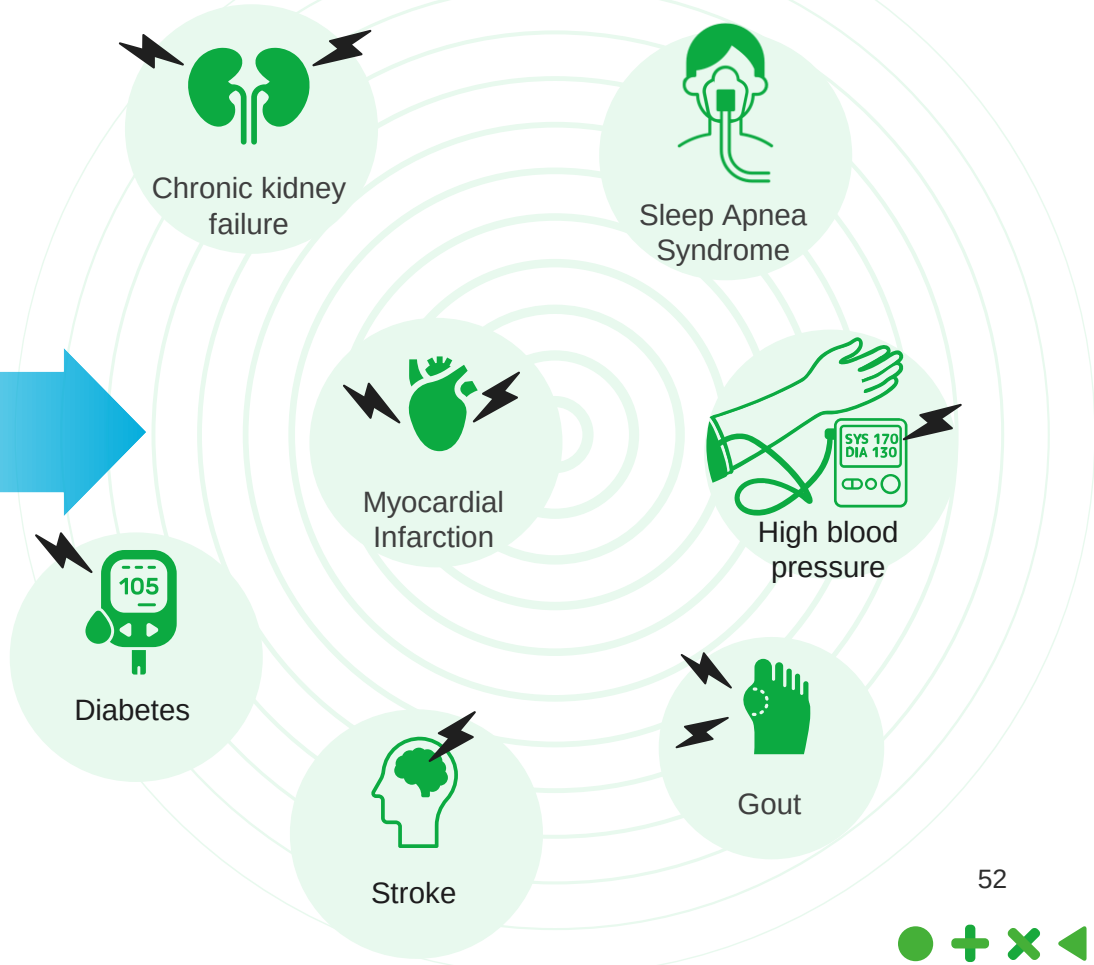
Number of steps:
850,000 people



Blood pressure:
120,000 people

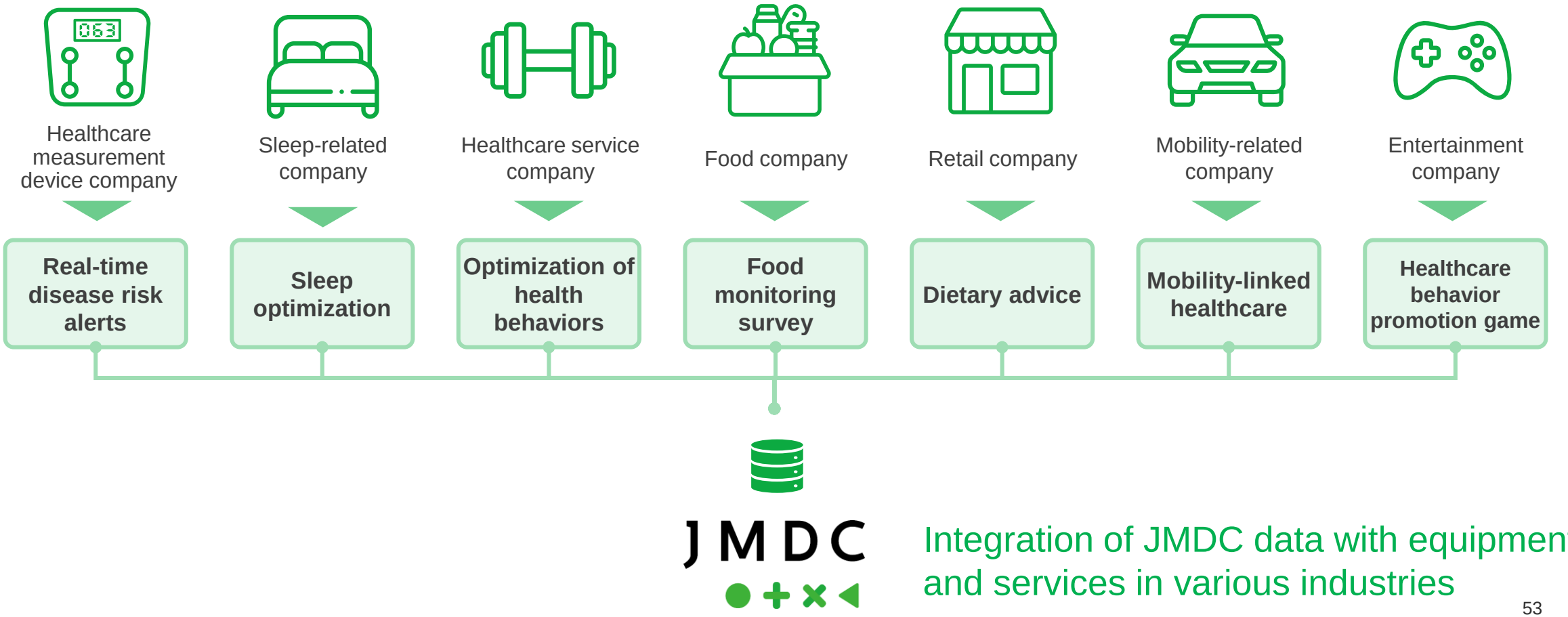


Real-time Disease Prediction



[Reference] Asset x Data Integration Moves into the Next Phase of Value Expansion

The initiative with OMRON, which combines devices and data, is an example of the effectiveness of creating and expanding value through collaboration with players in different industries and fields. Currently, collaboration with various players is steadily progressing.



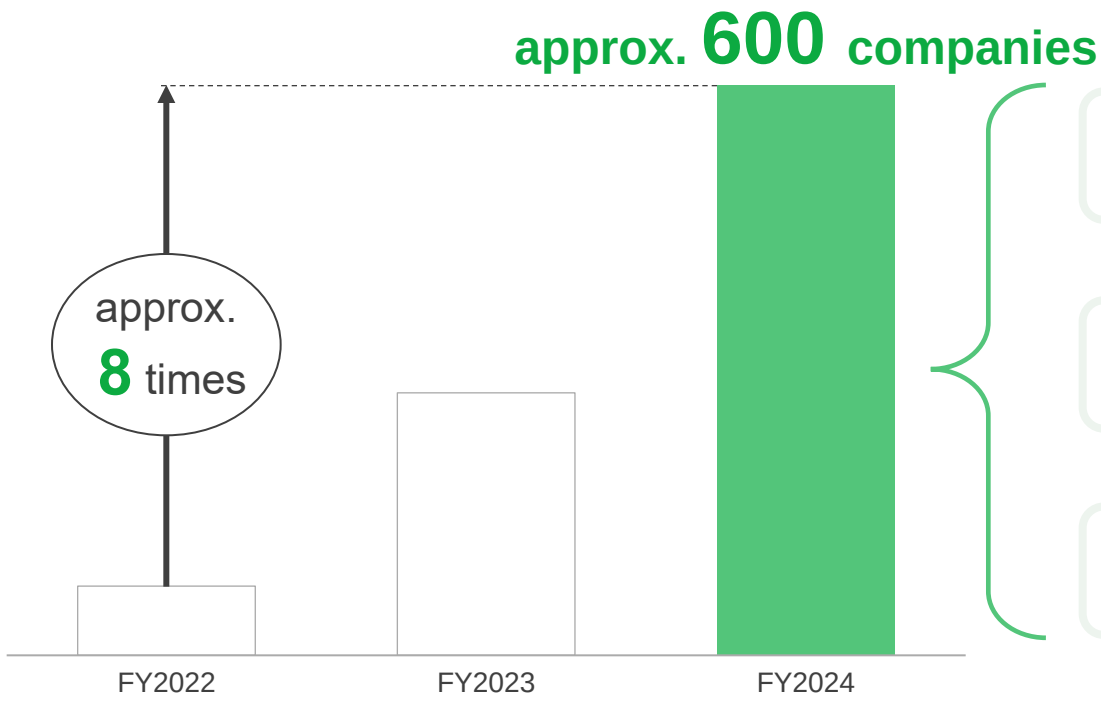
Integration of JMDC data with equipment and services in various industries

(2) Brands in Industry:
Expansion of the Health & Productivity Management Alliance (Extended to Companies)

Since the launch of the Health & Productivity Management Alliance in June 2023, initiatives to promote health management and extend working life have gained support, and the number of business partners in the corporate health field has grown significantly.

Number of Companies Introducing Corporate Health Services

(Unit: number of companies that have introduced the service)



Services for Corporate Health Domain

- Expansion of PHR services for health insurance unions to companies
- Support for employee health promotion activities

- Industrial health support services for companies (stress checks, health checkup management, etc.)
- Collaborative health promotion through data integration with Pep Up

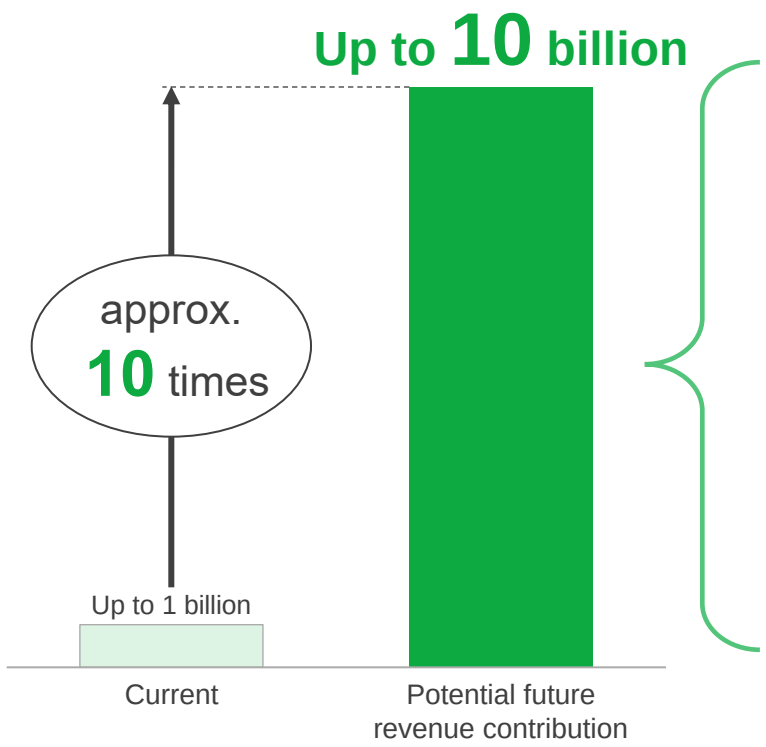
- One of the largest online counseling platforms in Japan
- Supporting corporate mental health care

Potential Future Revenue Contribution

Several years have passed since we began partnering with OMRON, and our various initiatives are beginning to bear fruit. We are seeing a steady contribution to our earnings, and expect this to expand further in the future.

Revenue Potential Through Partnerships

(Unit: JPY)



Creating new value in the healthcare field through device x data integration

- Creating preventive solutions through the development of disease prediction models

Corporate health domain

- Raising awareness and promoting the adoption of services through the Health & Productivity Management Alliance

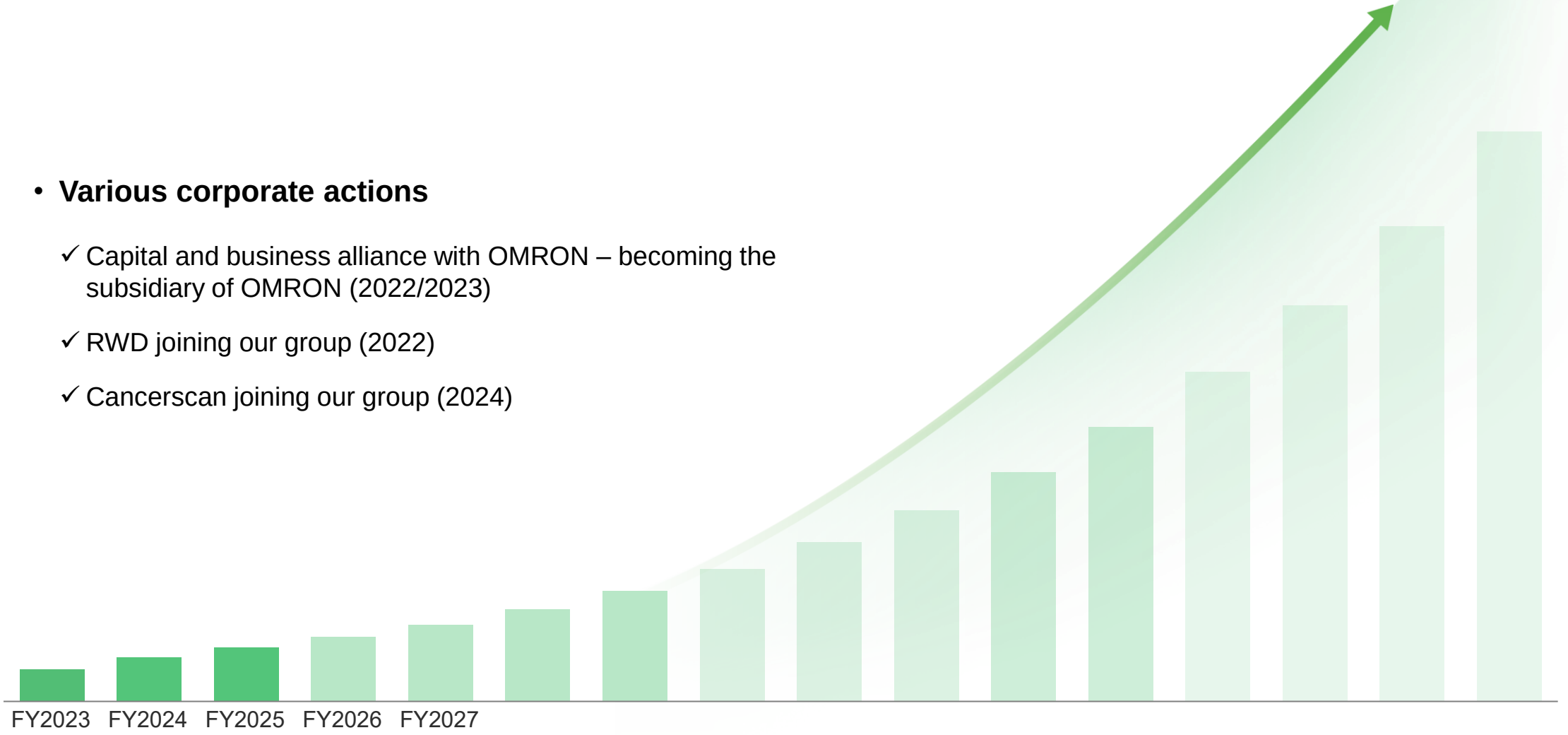
Creating data solutions in non-healthcare domain

- Creating data solutions in each of OMRON's business domains

Aiming for the Next Level

Corporate action, one of our strengths, has been a driving force behind our dramatic growth. The effects of this action are not temporary, but rather lead to greater results through continuous efforts. We will continue to strive to become an excellent company through various challenges.

- **Various corporate actions**
  - ✓ Capital and business alliance with OMRON – becoming the subsidiary of OMRON (2022/2023)
  - ✓ RWD joining our group (2022)
  - ✓ Cancerscan joining our group (2024)



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