

Financial Results Briefing for Q3 FY2023

August 9, 2023







This report contains forward-looking statements on business performance based on the judgments, assumptions, and beliefs of management using the information available at the time. Actual results may differ materially due to changes in domestic or overseas economic conditions or changes in internal or external business environments or aspects of uncertainty contained in the forecasts, latent risks or various other factors. In addition, risk and uncertainty factors include unpredictable elements that could arise from future events.

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Financial Results Overview for Q3 FY2023

Financial highlight

- 1 Operating income decreased, profit for the period increased.
 - Net sales: ¥20,113 million (+¥758 million, YoY)
 - Operating income: ¥(17) million (-¥440 million, YoY)
 - ⇒ Loss-making projects in DX support business for major companies.
 - Profit attributable to owners of parent: ¥495 million (+¥583 million, YoY)
 - ⇒ 873 million yen recorded as consumption tax refund (extraordinary income).
- Healthcare business: Trend of contracting losses continued. School DX business: Trend of contracting losses continued. Other business: Loss-making projects in the DX support business for companies continued being handled with the aim of winding them down.



Consolidated P/L

Net sales: increased

Operating income: decreased, ordinary income and profit: increased

		•		(Unit : M	il yen)	
	FY2022	FY2023	YoY			
	Q3	Q3	Amount	Percenta	age	Q1: Posting of spot
Net sales	19,354	20,113	+75	8 +3.	9%	sales of the video- streaming service
Cost of sales (ratio)	5,756 29.7%	•	+73	9 +12.	.8%	
Gross profit	13,597	13,617	+1	9 +0	.1%	Posting of spot cost of sales of the video-
(ratio) SG&A	70.3% 13,175		+46	0 +3.	.5%	streaming service
(ratio) Operating income	68.1% 422		(440	1)	-%	Increase in advertising expenses (AdGuard)
(ratio)	2.2%	(0.1)%	`	,		
Ordinary income (ratio)	87 0.5%	151 0.8%	+6	3 +72.	.4%	
Profit attributable to owners of parent	(88)	495	+58	3	-%	Q3: Recording of extraordinary income for consumption tax
(ratio)	(0.5)%	2.5%				refund, etc., of 873 million yen

Consolidated SG&A:

Advertising expenses and outsourcing expenses: increased

(Unit: Mil yen)

	FY2022	FY2023	Yo	ΣΥ	
	Q3	Q3	Amount	Percentage	
SG&A	13,175	13,635	+460	+3.5%	
Advertising expenses	1,137	1,569	+432	+38.0%	Increase in sales promotion costs for AdGuard
Personnel expenses	5,786	5,929	+142	+2.5%	
Commission fee	2,315	2,223	(92)	(4.0)%	
Subcontract expenses	1,542	1,462	(80)	(5.2)%	
Depreciation	991	924	(67)	(6.8)%	
Other	1,400	1,526	+125	+9.0%	

Performance by segment

Content Business

- •Content service (Entertainment & Life content)
- ·Original comics service





Healthcare Business

- Healthcare service for women
- ·Childcare DX service
- ·Cloud drug record service
- Online consultation service, etc.

LunaLuna









CARADA 電子薬歴 Solamichi

School DX Business

·School DX service

BLEND



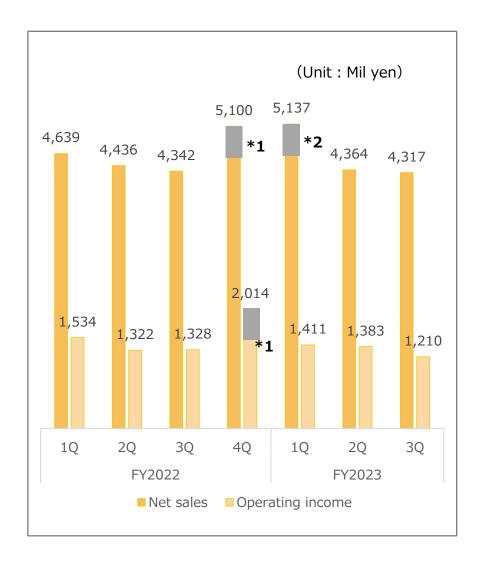
Other Business

- ·AI business
- DX support business for companies
- Solution service for corporate





Content business: Net sales and operating income



QoQ

Levelled off net sales

The number of paying subscribers remained almost unchanged.

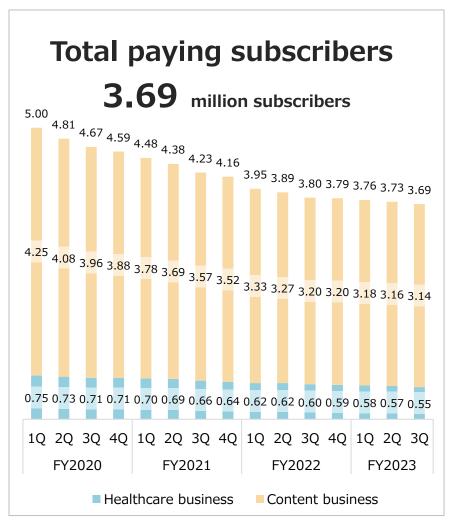
Operating income decreased

Advertising expense increased.

Special factors

- *1 : Net sales & Operating income 717 million yen: Change in treatment of consumption tax in monthly content services that award points.
- *2 : Net sales 739 million yen: Posting of spot sales of the video-streaming service.

Content business: The number of paying subscribers

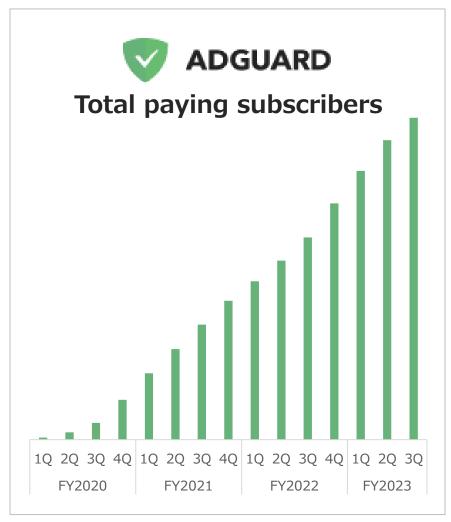


Degree of decrease is being reduced

- **Brisk Security-related apps**
- Mostly unchanged from the previous quarter

^{*} The number of paying subscribers are including healthcare business 'Luna-luna and 'Caradamedica' whose business model are monthly paid business above.

Content business: Security-related app

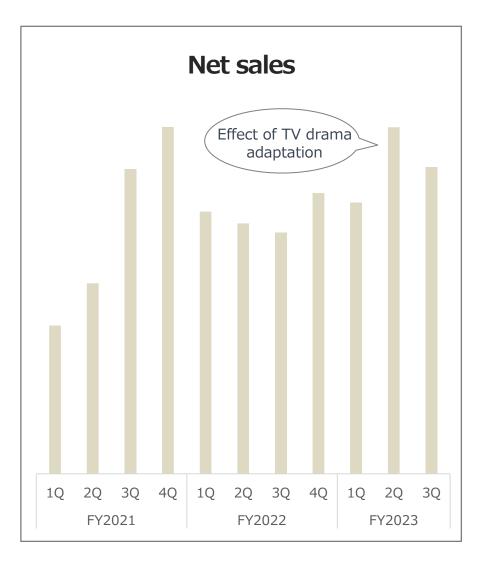


Security-related apps are growing

Over 610 thousand people



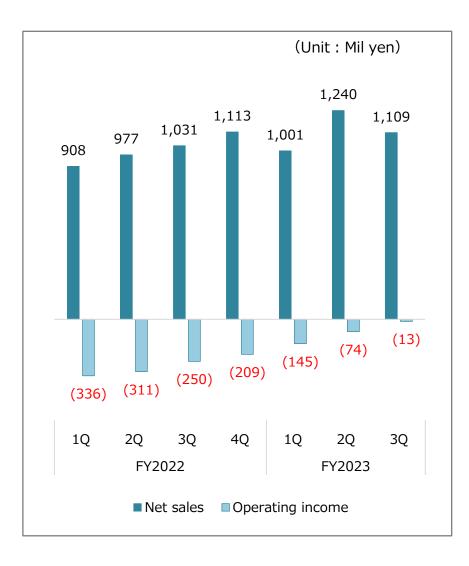
Content business: Original comics content business



Stable growth

- The serialization of hit titles contributed
- Keep in comic titles introduced

Healthcare business: Net sales and operating income



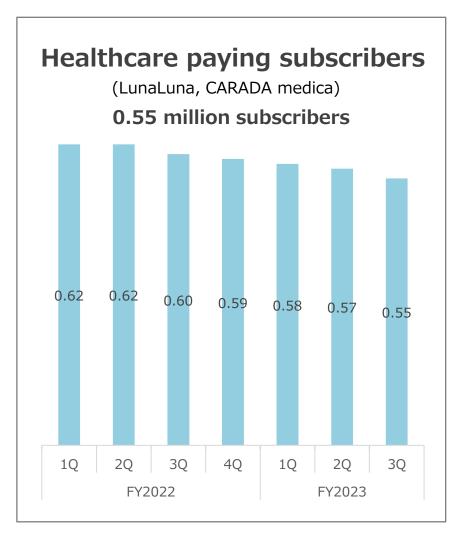
QoQ

Net sales increased

- Cloud drug record service (Decrease in spot sales)
- Childcare DX services (Decrease in spot sales)

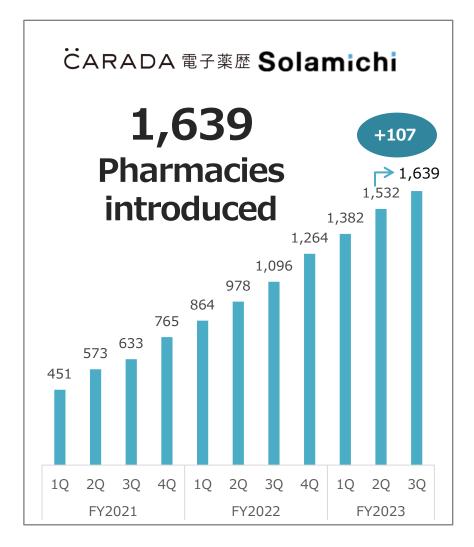
Loss decreased

Healthcare business: The number of paying subscribers



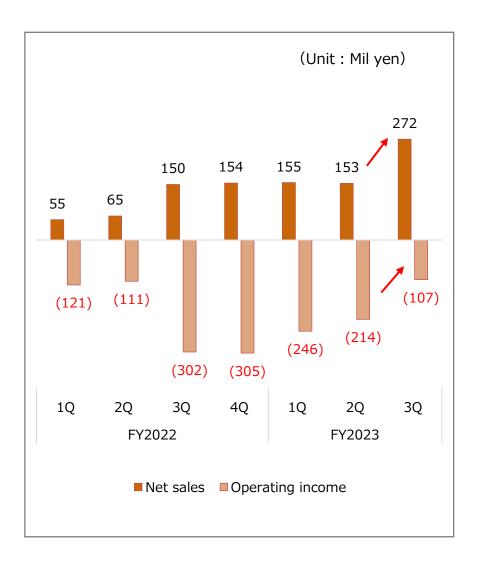
QoQ Mostly unchanged

Healthcare business: Cloud drug record service



Steady expansion in the number of pharmacies that introduced the service

School DX business: Net sales and operating income



QoQ

Sales expansion

 Increase in number of schools introducing

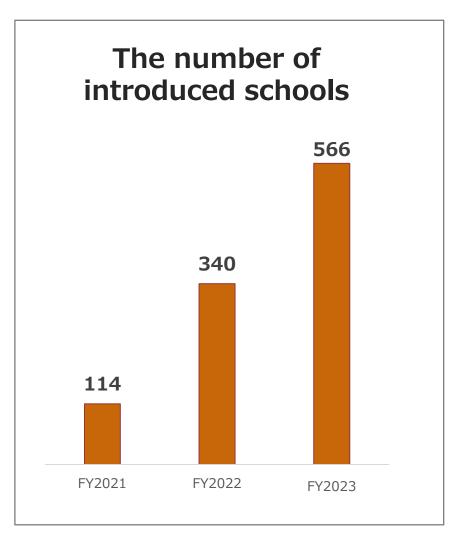
The operating loss improved significantly

Effect of increased revenue



School DX business Cloud-based school affairs support system

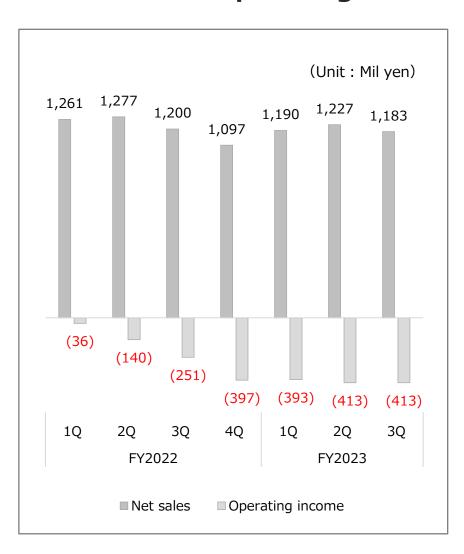
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Expansion of the number of introduced schools



Other business (Includes DX support business for companies, AI): Net sales and operating income



Operating loss

 Responded to loss-making projects in part of the DX support business for companies



Measures to be adopted

Basic policies and priority issues for FY2023

1. Healthcare business: Further sales growth

- 1 Further expansion of the Cloud drug record service
- 2 Promotion of the platform strategy of the childcare DX, "Boshimo"

2. School DX business: Further sales growth

- ① "BLEND" version upgrade
- ② Increased number of schools introduced in April

3. Content business: Securing profit

- 1 Original comics content business growth
- 2 Security-related app growth

4. Other business (AI,DX business): Sales growth

- 1 AI business expansion
- 2 Conclusion of loss-making projects in DX support business



Healthcare business: Cloud drug record service

Connecting pharmacies and patients

Cloud drug record service

CARADA 電子薬歴 Solamichi





System

Healthcare business: Cloud drug record service

Continuing to strengthen cooperation in sales and to reinforce function development

1 Continuing to strengthen cooperation in sales

Collaboration with a major prescription pharmaceutical wholesaler



⇒ Sharing more sales information and improving efficiency

2 Continuing to strengthen function development for differentiation

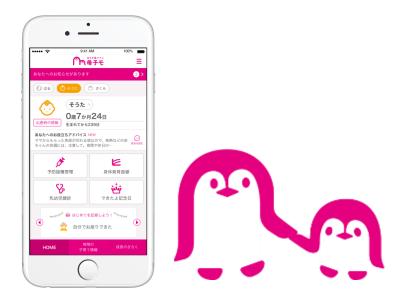
- Connecting the drug histories possessed by different pharmacies
- Home care and nursing functions
- Additive Logic, Guidance Navigation
- Planning to add electronic prescriptions and other functions as needed



Healthcare business: Maternal and child health handbook app + Childcare DX services

Connecting parenting households and municipalities

Maternal and child health handbook app + Childcare DX services





Healthcare business: Maternal and child health handbook app + Childcare DX services

Development of the platform business starting with the maternal and child health handbook app "Boshimo"

Phase 1: Introducing maternal and child health handbook app "Boshimo"

Phase 2: Online consultation

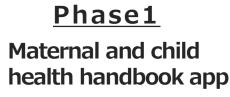
Phase 3: Childcare DX services

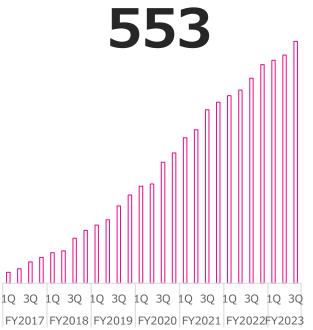
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Healthcare business:

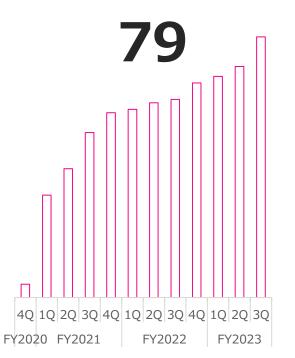
Maternal and child health handbook app + Childcare DX services

Accelerated introduction of childcare DX services at municipalities using "Boshimo"

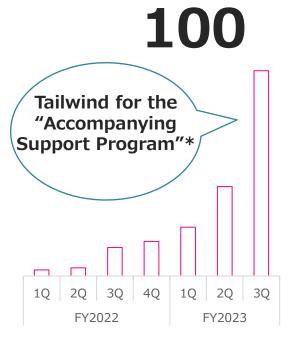




Phase 2
Online consultation



Phase3 Childcare DX services



^{*} Policy initiated by the Ministry of Health, Labour and Welfare in January 2023. Transferred to "Children and Families Agency" from April 1.



Healthcare business: Maternal and child health handbook app + Childcare DX services The "Boshimo" app and Childcare DX service are evolving into a platform.

Phase	1	2	3
Service functionalities	Maternal and child health handbook app	Online consultation	Childcare DX services • Questionnaire and reservation form functionality • Childhood immunizations (Digital preliminary examination slip, etc.) • Infant health checkup • Visits to all households with infants
Fee	¥50,000~ ¥100,000/ month	Monthly: Tens of thousands of yen	Initial: Millions of yen ~ Monthly: Hundreds of thousands of yen ~
The number of municipalities introduced (Number of municipalities nationwide 1,741)	553	79	100



Healthcare business:

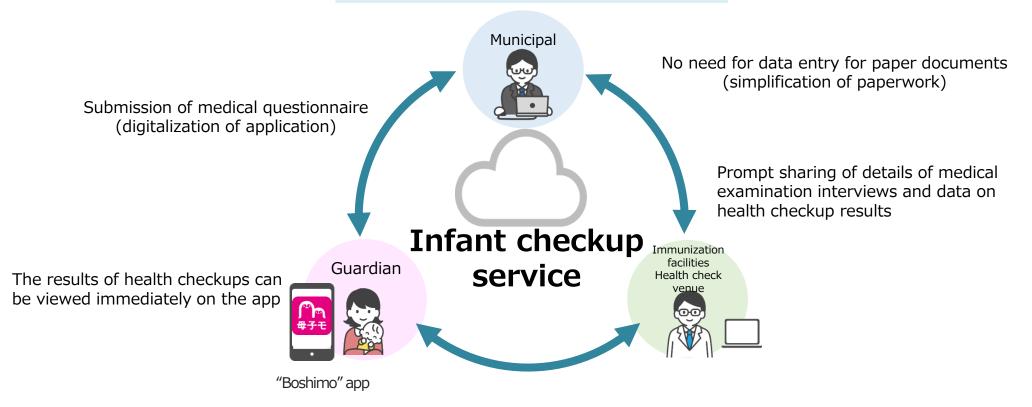
Maternal and child health handbook app + Childcare DX services

Phase 3: Childcare DX services

Municipalities advance childcare DX with the introduction of infant health checkup services.

(Digitization of medical questionnaires and medical checkup results)

Fukuoka City, Fukuoka Prefecture



School DX business

Connecting students and teachers

Cloud-based school affairs support system

BLEND



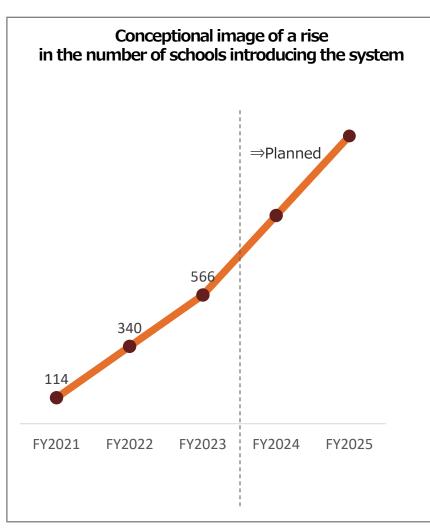




School DX business

Cloud-based school affairs support system

BLEND



Aiming to expand the number of schools to be introduced in the next fiscal year

- Definite orders received for October 2023 introduction (26 schools)
- Many potential projects for April 2024 introduction

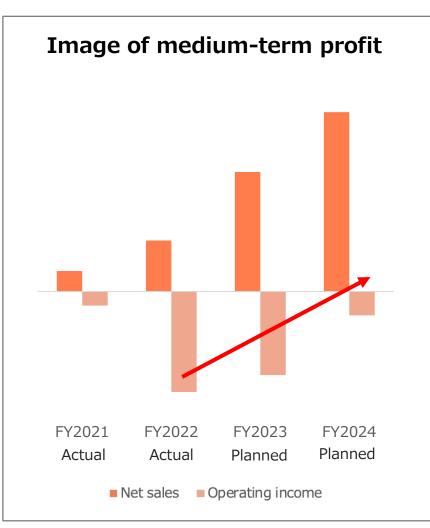


Motivation Works Inc.

School DX business

Cloud-based school affairs support system

BLEND



Aiming to significant reduce loss next fiscal year

Net sales: Expansion of the number of schools that introduced the system Operating income: Significantly reducing introduction expenses per school



Image of medium-term profit

(by segment)

Content business

Degree of decrease in the number of paying subscribers is reduced Focus on highly in-demand contents

School DX business

Sharp growth in a short period of time

Healthcare business

Focus on expansion of stock sales (=profit)

Other business (Includes DX support business for companies, AI)



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Appendix



Earnings forecast for FY2023

(Unit : Mil yen)

	FY	2022 (Actua	al)		Revised to 6 (Revised to 6)	YoY		
	Full year	H1	H2	Full year	H1 (Actual)	H2 (Forecast)	Amount Full year	Ratio Full year
Net sales	26,479	12,975	13,503	26,800	13,613	13,186	+320	+1.2%
Cost of sales	7,787	3,814	3,972	8,400	4,481	3,718	+612	+7.9%
Gross profit	18,691	9,160	9,530	18,600	9,132	9,467	(91)	(0.5)%
SG&A	17,820	8,561	9,259	18,200	9,151	9,248	+379	+2.1%
Operating income	870	599	271	200	(18)	218	(670)	(77.0)%
(Ratio)	3.3%	4.6%	2.0%	0.7%	-%	1.7%		
Ordinary income	485	292	193	400	187	212	(85)	(17.7)%
(Ratio)	1.8%	2.3%	1.4%	1.5%	1.4%	1.6%		
Profit attributable to owners of parent	(930)	123	(1,053)	460	(326)	786	+1,390	-%
(Ratio)	-	1.0%	-%	1.7%	-%	5.9%		

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Consolidated B/S

(Unit : Mil yen)

	FY2022	FY2023-Q3	Change		FY2022	FY2023-Q3	Change
Current assets Cash and deposits	18,778 12,097	19,076 13,800		Current liabilities Account payable-trade	6,386 1,068		•
Notes and accounts receivable - trade, and contract assets	4,294	4,138	(155)	Short-term borrowings	-	37	+37
Other	2,420	1,170	(1,249)	Current portion of long-term borrowings	751	750	(1)
Allowance for doubtful accounts	(34)	(33)	+0	Account payable-other	1,221	·	` ,
				Provision for bonuses Income taxes payable	19	415 2,731	
				Contract liabilities	2,356	,	
				Other	968		
Non-current assets	10,487	10,403	• • •	Non-current liabilities	5,001		• •
Property, plant and equipment	193	215		Long-term borrowings	3,178		` ′
Intangible assets	3,790	3,396	` '	Retirement benefit liability	1,816	1,914	
Software	2,058	2,145		Other	7	8	
Goodwill	655	442	(213)	Total liabilities	11,387		
Customer-related assets	912	596	` ,	Shareholders' equity	13,954		• •
Investments and other assets	6,503	6,792	+289	Share capital	5,218	·	
Investment securities	3,675	4,071	+396	Capital surplus	6,768	6,769	+0
Leasehold and guarantee deposits	337	305	(31)	Retained earning	5,224	4,885	(338)
Deferred tax assets	2,394	2,310	(83)	Treasury shares	(3,257)	(3,230)	+26
				Accumulated other comprehensive income	111	181	+69
				Subscription rights to shares	110	101	(9)
				Non-controlling interests	3,701	3,576	
				Total net assets	17,877	17,515	(362)
Total assets	29,265	29,480	+214	Total liabilities and net assets	29,265	29,480	+214

Trends in consolidated P/L

(Unit : Mil yen)

		FY2	021			FY2022				FY2023		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
Net sales	6,304	6,742	6,457	6,238	6,551	6,424	6,378	7,125	7,080	6,532	6,499	
Cost of sales	1,593	1,826	1,728	1,853	1,895	1,919	1,941	2,031	2,538	1,942	2,014	
Gross profit	4,711	4,916	4,728	4,385	4,656	4,504	4,437	5,093	4,542	4,590	4,485	
(Ratio)	74.7%	72.9%	73.2%	70.3%	71.1%	70.1%	69.6%	71.5%	64.1%	70.3%	69.0%	
SG&A	4,157	4,237	4,164	4,251	4,204	4,356	4,613	4,645	4,603	4,547	4,484	
Operating income	553	678	563	133	451	147	(176)	447	(61)	42	0	
(ratio)	8.8%	10.1%	8.7%	2.1%	6.9%	2.3%	(2.8)%	6.3%	(0.9)%	0.7%	(0.0)%	
Ordinary income	495	345	428	101	395	(102)	(204)	397	(88)	275	(35)	
(Ratio)	7.9%	5.1%	6.6%	1.6%	6.0%	(1.6)%	(3.2)%	5.6%	(1.3)%	4.2%	(0.5)%	
Profit attributable to owners of parent	220	(1,637)	322	(69)	252	(129)	(211)	(841)	(590)	264	821	
(Ratio)	3.5%	(24.3)%	5.0%	(1.1)%	3.9%	(2.0)%	(3.3)%	(11.8)%	(8.3)%	4.0%	12.6%	

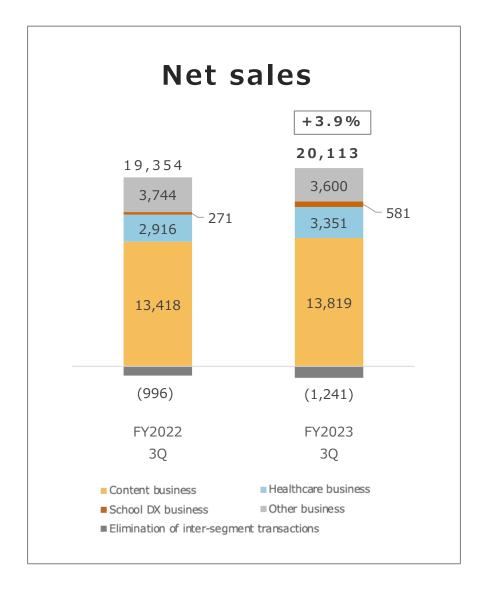
Trends in consolidated SG&A

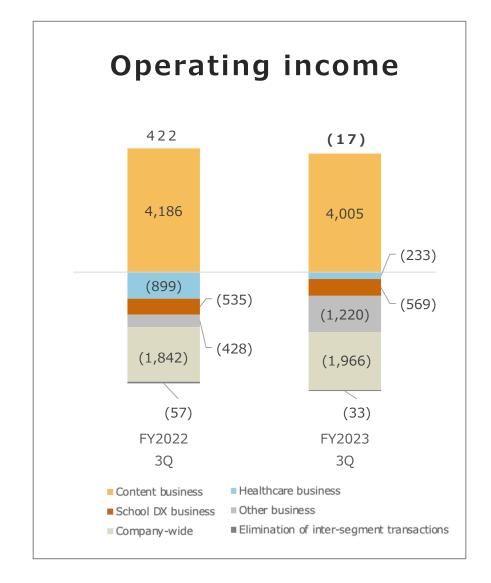
(Unit: Mil yen)

		FY2	2021		FY2022				FY2023		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
SG&A	4,157	4,237	4,164	4,251	4,204	4,356	4,613	4,645	4,603	4,547	4,484
Advertising expense	337	373	393	413	360	397	379	442	479	537	553
Personnel expenses	1,743	1,700	1,808	1,847	1,912	1,923	1,950	1,932	1,989	1,958	1,981
Commission fee	789	785	777	806	753	785	777	778	746	745	731
Subcontract expenses	441	445	452	464	440	445	657	593	549	491	421
Depreciation	272	312	261	286	303	330	358	360	289	301	332
Other	573	620	472	434	435	473	490	537	549	513	464



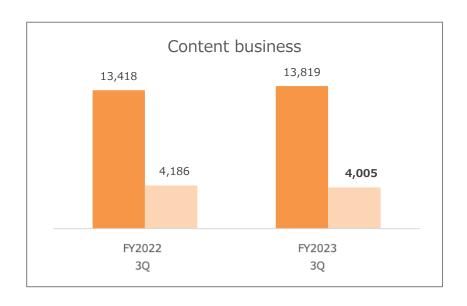
Performance by segment (Cumulative for Q3 I)

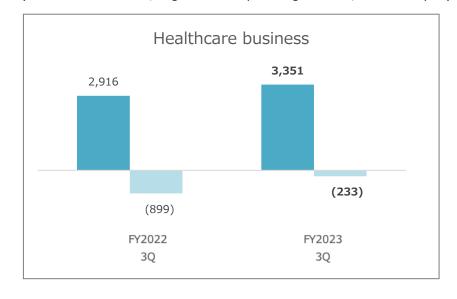


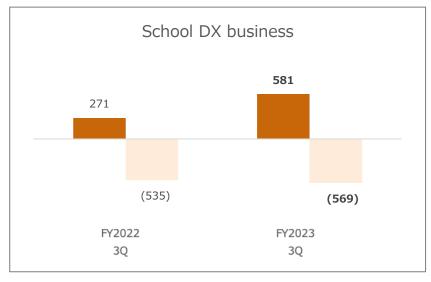


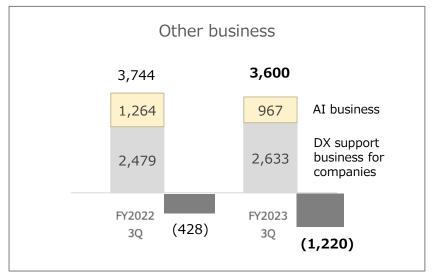
Performance by segment (Cumulative for Q3 II)

(Left axis : Net sales, Right axis : Operating income, Unit : Mil yen)











Performance by segment (Quarterly trend)

Net sales (Unit : Mil yen)

	FY2022				FY2023			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	
Consolidated	6,551	6,424	6,378	7,125	7,080	6,532	6,499	
Content business	4,639	4,436	4,342	5,100	5,137	4,364	4,317	
Healthcare business	908	977	1,031	1,113	1,001	1,240	1,109	
School DX business	55	65	150	154	155	153	272	
Other business	1,261	1,277	1,200	1,097	1,190	1,227	1,183	
Company-wide	-	-	-	-	-	-	-	
Elimination of inter- segment transactions	(313)	(332)	(345)	(341)	(403)	(453)	(383)	



Performance by segment (Quarterly trend)

Operating income

(Unit: Mil yen)

	FY2022			FY2023			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Consolidated	451	147	(176)	447	(61)	42	0
Content business	1,534	1,322	1,328	2,014	1,411	1,383	1,210
Healthcare business	(336)	(311)	(250)	(209)	(145)	(74)	(13)
School DX business	(121)	(111)	(302)	(305)	(246)	(214)	(107)
Other business	(36)	(140)	(251)	(397)	(393)	(413)	(413)
Company-wide	(591)	(591)	(659)	(629)	(678)	(654)	(632)
Elimination of inter- segment transactions	2	(19)	(40)	(24)	(8)	17	(42)

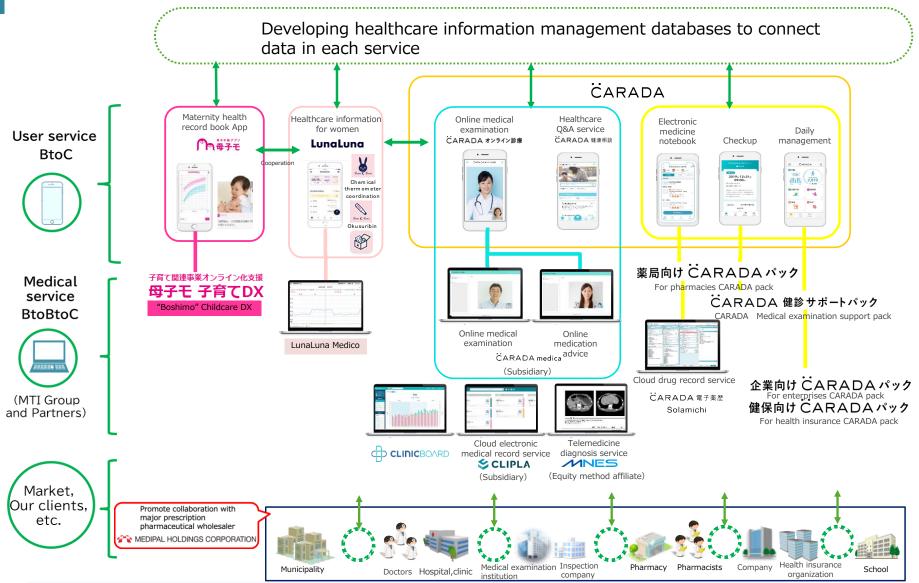
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The list of main healthcare services

Figures are the actual as of end of June 2023.

Name of service	Service of function	Business model
一の母子 手帳アブリ 母子モ	Maternal and Child Health Handbook service app. Vaccine scheduling function, parenting curve and information provided by municipalities.	BtoBtoC. The app is provided at no additional charge for those of childbearing age including mothers. Collects monthly usage fees from contracted municipalities nationwide. The service has been introduced by 553 of 1,741 municipalities nationwide. Childcare DX service has been introduced by 100 municipalitie.
LunaLuna	Healthcare info service for women. Forecasting menstrual day & ovulation day.	BtoC. Over 19 million DL cumulative.(Free APP) More than 500 thousand people have registered for "Pill mode". 300 yen fee or higher for fertility mode and other modes.
'Luna luna medico'	LunaLuna linkage function for gynecologists. Daily health information for female patients is shown on hospital computers. The service is for fertility treatment.	BtoBtoC. The service is currently provided at no additional charge. The service has been adopted by over 1,000 gynecologists. (Patients are LunaLuna users [free/additional charge])
LunaLuna online medical examination	Complete online service provided in a single system, from making reservations for gynecological examinations to delivery of drugs from pharmacies	BtoBtoC. The service charged from February 2021.
CARADA 健康相談 (CARADA Health consultation) CARADA オンライン診療 (CARADA Online medical examination)	Q&A service for doctors and people engaged in medical services. Helps eliminate daily health concerns.	BtoC. ¥400/month
	the system offers full features that are necessary for online medical examination, from reservations to delivery of drugs and prescriptions .	BtoBtoC. Contracts with clinics and pharmacies. The service charged from February 2021.
CARADA	Service for medical examination institutions. Results of health checkups, including previous records, are sent to relevant smartphones as a graphic. The service, which enhances users' convenience, contributes to increasing the rate of checkups at health examination institutions.	BtoBtoC. Collects monthly usage fees from health examination institutions.
CARADA 電子薬歴 Solamichi (CARADA Cloud drug history service)	Cloud drug administration record service for pharmacies The drug administration record navigation function is highly rated. Links with the CARADA medical history notebook app.	BtoB. Initial cost for introduction + monthly usage fee 1,639 orders have been received.

Healthcare business: Overview of Healthcare services



^{*}Some images are under development and may differ from the actual ones.

^{*}The services provided by the Group include some services that provide support for medical sites, but do not perform medical activities.

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Cloud drug record service



CARADA 電子薬歴 Solamichi



1,639 pharmacies introduced

As of June, 2023

Aim for more than 2,000

Early stage

Market development with cloud technologies



Target 10,000 pharmacies

Number of pharmacies across the nation

60,000

pharmacies

What is 'medication history'?

Patient's drug prescription records Pharmacists at pharmacies dispense drugs based on doctor's prescriptions. After the drugs are administered, they monitor the effects and possible adverse effects through direct interaction with patients to prepare a drug administration history for each patient. Increasing interest in Cloud drug record due to the revision of the Medical Fee System.

revenue scheme



Initial cost for introduction

Monthly charge for system usage

MTI Ltd. Solamichi

System

Cloud drug record service

In response to the medical fee revision, the Company will promote a shift "from services handling materials to interpersonal services" at pharmacies and promote ICT at pharmacies as well.

Existing medication history

Paper, on-premise

 Focusing on records (the main purpose is requesting medical fees)



April 2022 Revision of the Medical Fee (Effects on pharmacies)

- Putting more emphasis on the evaluation of interpersonal services, including continuing medication guidance
- Additions for community support structures, shifting focus to family pharmacies and home visits

Future medication history



Cloud

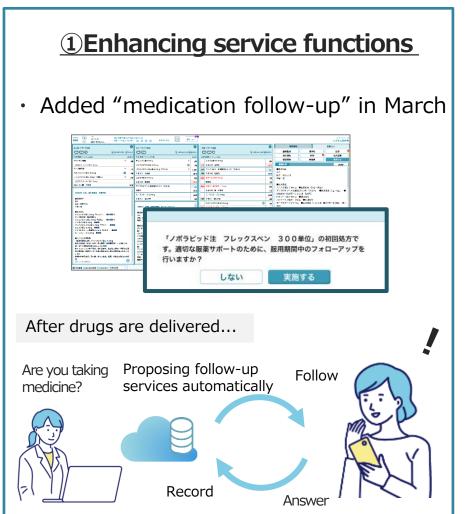
- Operation outside pharmacies
- Reinforcing communication with patients

<u>Demand for cloud drug record that has a wealth of medication advice</u> <u>and medication follow-up functions will increase.</u>



Cloud drug record service

Increasing the number of pharmacies that introduce cloud drug record by enhancing service functions and strengthening cooperation in sales



2 strengthening cooperation in sales

Collaboration with

Medipal Holdings Corporation, a major prescription pharmaceutical wholesaler

⇒ Sharing more sales information and improving efficiency



- Collaboration with large system companies that provide services to pharmacies
 - Commenced partnership with Mitsubishi Electric IT Solutions Corporation
 - Commenced partnership with FUJIFILM Healthcare Systems Corporation

→ 通に2~3回

選に1回

2週間に1回

Maternal and child health handbook app "Boshimo"

"Boshimo" is a parenting support app that provides seamless support from pregnancy, childbirth and childcare. Pregnancy · Birth **Parenting** Weight graph during Infant health Height and weight Pregnancy health records Growth records Vaccination management pregnancy checkup records graphs 妊婦健診 予防接種管理 ○ そうた ○ そうた つかまり立ち① 2019/05/25 (3130) 1歳6か月児健康診査 編集 57.8kg 妊婦健診の記録 入力 乳児身体発育曲線 ① ① 使い方 🏠 詳細条件設定 診察日 必須 2018/02/10 2020/04/15 + 決まっている予定を登録 次回の予定 施設名または担当者名 一つ母子モ つちや産婦人科 **WMED** 2019年09月12日(木) あなたへのお知らせがあります 2> @ a<6 子宮底長 ラ小紋点は自動で表示されます 今までハイハイだけだったのに急にできるよ そうた うに!すっごく踏ん張ってる 0歳7か月24日 77.3 cm 出産時の情報 生まれてから239日 あなたへのお役立ちアドバイス NEW ママからもらった免疫が切れる頃なので、発熱などの赤 Childcare support ちゃんの体調には、注意して。夜間や休日の… Local childcare events Schedule management Notice **Ouestionnaire** facility search ○○○の子育で情報 パパ☆ママ準備スクール: 尾道地区 カレンダー 予防接種管理 身体発育曲線 『子育て世代包括支援センター』にご 2020年 2月 子育て支援アプリ満足度調査 お知らせ 小児科 産婦人科 内科 外科 皮膚科 現在導入しているアプリについて、利用者の皆様の声をお聞かせ 乳幼児健診 できたよ記念日 『子育て世代包括支援センター』にご相談 ➡ はじめてを記録しよう! ♪>>> 風疹が流行しています。予防接種を受け 自分でお座りできた ましょう 非辞芸のアプリのポスター 航空写真 離乳食教室を開催しました 中国運輸局広島運 センター内に開設しています。お気軽にご相談ください 80164-WA 🔞 友人・知人からの口コミ おぐら小児科 好様・出産・子育でに関する様々な相談に応じます 詳細を見る 関係もでは、/UKスママが構入タールを行っています。 お気軽にご参加ください。 地域ニュース あなたはアプリをどれくらいの頻度で利用して 妊娠中だんなことに気を付けて過ごしたらいいのかしら? いますか ②ゆめはうす 十 O (ZISSE) 赤ちゃんが作っこしてもおむつを発えても逆き止まないけど。 ▶ 2019#03月15E

対象官

四 青少年教室(中高生対象)

▶ 2019⊞03月15⊟

荷気は足りてる?ミルクの葉はどのくらい?

子どもをあずけたいんだけど など

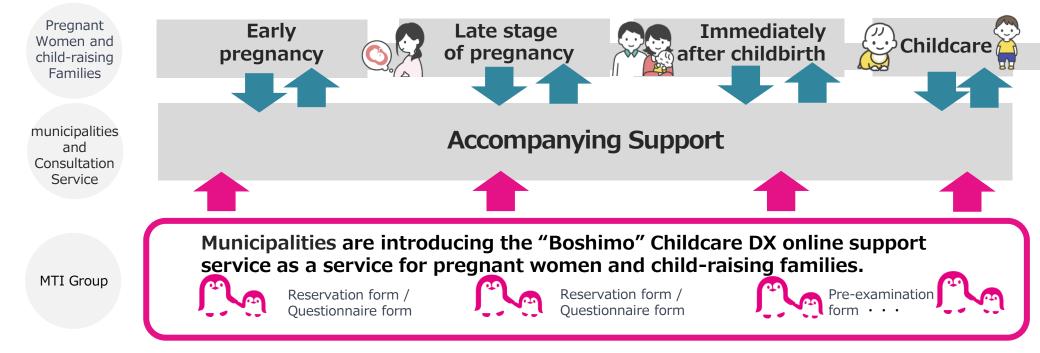
MTI Ltd.

(Reference) Healthcare business: Maternal and child health handbook app + Childcare DX services

Phase 3: Childcare DX services

What is 'Accompanying Support Program'?

Government pregnancy and childcare support service launched in January 2023. Supports pregnant women and child-raising families with children below the age of 3 to plan for childbirth and raising children. Includes a total of three face-to-face meetings (upon registration of pregnancy and directly before and after birth) and a gift voucher of 100,000 yen. Parents are also put in contact with a local counselling organizations to give them peace of mind and provide a supportive environment for childbirth and parenting.





(Reference) Healthcare business: Maternal and child health handbook app + Childcare DX services

Phase 3: Childcare DX services

Municipalities which were quick off the mark with childcare measures are pushing ahead with DX through the introduction of MTI's services.

Kitakyushu City, Fukuoka Prefecture

Electronic filing of pregnancy notifications(APP)

- Prior applications for issuance of a maternal and child health handbook can be submitted via the app.
- Pregnancies registered via the app account for more than 93% of the total birth rate.





Ichihara City, Chiba Prefecture

Digital pre-vaccination form for childhood immunizations

- Digital pre-vaccination forms are being used at medical institutions that have introduced the service.
- Time taken for verification between vaccinations has been shortened from 3 minutes to several seconds.









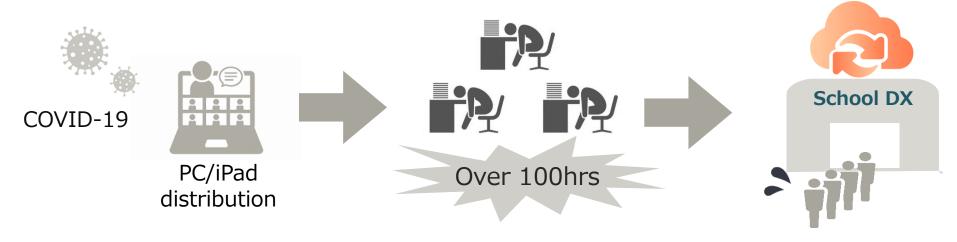
School DX business

Following an online classes boom, demand for the school DX business increased sharply

Started online classes

Excessive teacher overtime

Digitalization demand for school administration increased sharply



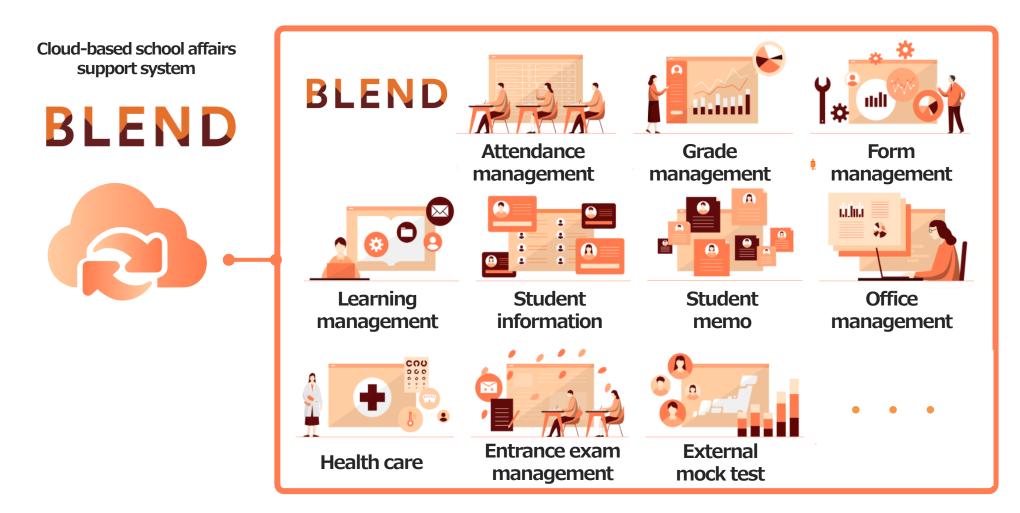
- Investment in <u>cloud school administration (school DX)</u> increased in response to a sharp increase in demand
- Digitalization is slow in this area, and the business is expected to grow



Motivation Works Inc.

School DX business

Improving efficiency in school administration and he quality of education



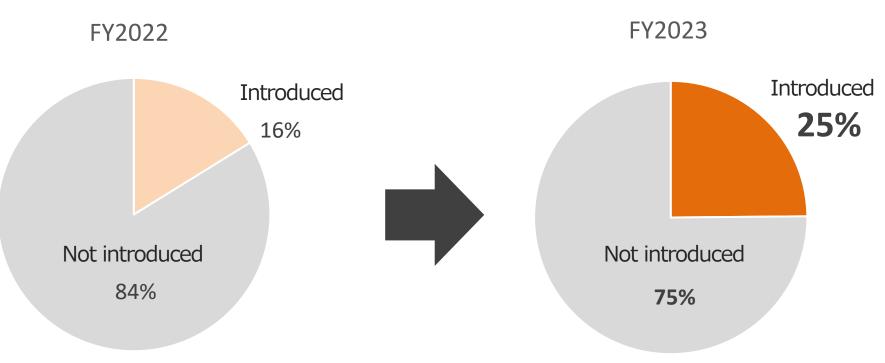


Motivation Works Inc.

School DX business Cloud-based school affairs support system

BLEND

Share grew to 25% of all private high schools in Japan



*Includes some elementary and junior high schools

Document: Created by our company, sourced from the Ministry of Education, Culture, Sports, Science and Technology (MEXT) website. (https://www.mext.go.ip/a menu/koutou/shinkou/main5_a3_00003.htm#topic1)



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