

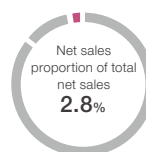
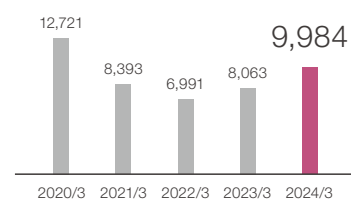
Medical Professional Staffing and Placement Business

Medical Resources Co., Ltd.

Medical Resources' basic approach to business is to do everything with integrity, recognizing that we work with people. We thus value face-to-face meetings with job seekers and job providers. Meeting in person allows us to grasp nuanced needs that are hard to convey over the telephone or in writing, and to craft proposals that match the needs of both job seekers and job providers.

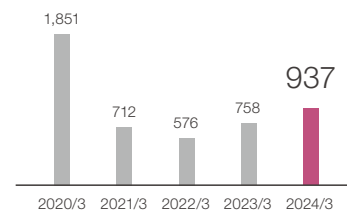
Net sales

■ Segment sales (millions of yen)



Operating Profit

■ Operating profit (millions of yen)



Message from the Business Manager



Nobuyuki Kobayashi
President and CEO
Medical Resources Co., Ltd.

Q Looking Back on FY2023

Although demand for services related to COVID-19 vaccinations tapered off, demand was brisk in our mainstay businesses of staffing and placing pharmacists and placing occupational doctors and other doctors, feeding into solid performance.

In terms of the various businesses, demand in the pharmacist staffing business remained firm, mainly among small and medium-sized pharmacies, while sales in the pharmacist placement business were up amid a more favorable operating environment.

In the doctor placement business, although work related to COVID-19 vaccinations dropped off dramatically, we tapped into steady demand for full- and part-time doctors and the need for temporary assignments, generating significant growth in contract volume.

To meet burgeoning corporate demand for health and productivity management, we developed services in the healthcare field, which is fueling steady growth in the occupational doctor business.

Q Initiatives for FY2024, Mid-Term Issues and Initiatives with a View to the Long-Term Vision

It is critical for the stable growth of the business to pursue a strategy of maintaining a competitive edge over other companies in the mainstay pharmacist business. We will carve out greater market share in this area by shoring up our client base and raising brand awareness.

Among existing businesses, we view the doctor and nurse placement businesses as drivers of growth. At present, we are channeling most of our efforts into the doctor placement business and will significantly hone our sales capabilities and ability to attract new clients in this area.

Due to the large scale of the market, the nurse placement business is highly competitive. I see our path forward in this area to involve translating Medical Resources' strengths into a robust brand and building market presence, gaining client loyalty by offering services they can experience and appreciate. I believe we have a good chance of succeeding.

I also see substantial room for growth in the healthcare field. As Japan's falling birth rate continues to cause contraction in the working population, we project that companies will ramp up their efforts to manage human capital and enhance engagement. To tap into this movement, we will make a concerted effort to boost investments in innovation and acquisitions in the healthcare field. Another issue I consider to be of critical importance is digital transformation centered on improving usability, including offering customer-oriented user interfaces and user experiences and leveraging our database. Along with heightening the accuracy of our AI-based matching, we will aim to dramatically increase sales.

Four Strengths

A wealth of knowledge and expertise specialized in the healthcare industry

Specializing in the healthcare industry allows us to cultivate outstanding talent. Because we have accumulated a wide range of information, we can also deliver high added value to both job seekers and job providers.

Providing consistent services for job seekers and job providers

We value face-to-face meetings and dialogue with both job seekers and job providers because this allows us to accurately grasp needs on both sides and tailor information to the actual context of clients. The result is superlative matching quality.

A pool of healthcare personnel candidates and a network of relationships

We are building up a pool of medical personnel candidates by offering extensive, up-to-date information on job markets as well as a range of content needed for both study and work. Through this approach, combining online and offline strategies, we have been able to build relationships and increase registrations for our matching services.

Doing everything with integrity, recognizing that we work with people

At Medical Resources, people are our capital, and in a business where the main focus is on people, our employees act with integrity in all their dealings with clients and continue to grow by embracing the values of daily taking on new challenges, collaborating, and exceeding expectations.

Philosophy of Medical Resources (Japanese only)

<https://www.medical-res.co.jp/company/philosophy/>

Growth strategy

Setting Medical Resources apart from the Competition

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Evolving to a Next-Generation Healthcare Model

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Setting Medical Resources apart from the Competition

The Value Medical Resources Provides

Raising brand awareness to maintain a competitive edge

Specializing in the healthcare industry allows us to cultivate outstanding, highly specialized consultants who provide high added value to both job seekers and job providers.

We will raise brand awareness both inside and outside the Group in a way that our clients can experience and appreciate the services and quality that only Medical Resources can provide.

With a client-oriented mentality that stresses the value offered by intermediary services, we aim to be a company that clients trust and continue to choose.

Reinforcing our ability to attract healthcare professionals

As in other industries, needs in the healthcare HR market are growing increasingly diverse, driven by factors such as diversifying working styles and the need to correct regional disparities in healthcare, and the career change market continues to thrive.

In this context, in the wake of the COVID-19 outbreak, we significantly revamped our web marketing strategy, creating our own unique points of contact with clients by building up a pool of job candidates and forming a network of relationships.

By focusing on enhancing the quality of the interviews and job negotiations we conduct, we are strengthening our relationships of trust with job seekers and job providers.

We are working to build a stronger market presence and raise brand awareness, more broadly publicizing the value of our services, attracting job seekers without competing against other companies, and improving our rate of successful matches. This will be reflected in our performance.

Offering education and added value

Given the dramatic changes in the nature of pharmacies and pharmacists from a decade ago, many pharmacy managers are experiencing a sense of crisis and feel urgently that something needs to change.

Keeping up with this changing environment calls for cultivating employees, but the various issues managers are facing cannot be solved simply by hiring people. Medical Resources addresses these issues in the form of education, turning personnel into valuable human assets through reskilling.

ePractice dedicated pharmacy training platform

ePractice is a dedicated employee training platform for pharmacies.

Through an online platform, employees can learn technical content required of pharmacists, such as pharmaceutical affairs and pathology, as well as non-technical knowledge to help them grow as members of an organization, such as framework management.

ePractice learning areas

- 15 Step-Up training (online curriculum for pharmacists developed by Nihon Chouzai)
- Management (overview of management, coaching, regulatory management, labor)
- Communication (pharmacy customer service, handling complaints, teamwork)
- Industry administration (medical treatment fees, regulations, Pharmaceutical and Medical Devices Act)
- Organizational HR (hiring interviews, organizational training)
- Pharmacy operations (corporate philosophy, pharmacy accounting, dispensing work, digital transformation)
- Marketing (comprehensive community-based care, sales promotion, marketing frameworks)



Evolving to a Next-Generation Healthcare Model

Characteristics of Medical Resources' Businesses

Pharmacist businesses

Supporting recruitment of pharmacists and pharmacology students

Target Pharmacies, hospitals, drug stores, etc.



Medical Resources operates Pharma Staff at 12 locations nationwide, supporting the recruitment of pharmacists by pharmacies, hospitals, drug stores, and other job providers. Since the start of the HR business, the company has emphasized a stance of meeting both job providers and job seekers face-to-face. Its strengths lie in introducing personnel based on detailed interviews and information that cannot be obtained merely in writing or by telephone.

Doctor business

Support for recruiting doctors

Target Hospitals, clinics, health care facilities for the elderly, companies, etc.



Medical Resources has expanded outward from urban to regional areas, mainly in Tokyo, Sapporo, Nagoya, Osaka, and Fukuoka. Staff specializing in the healthcare industry support recruitment activities to meet the increasingly diverse needs of medical institutions.

Nurse business

Support for recruiting nurses

Target Hospitals, clinics, home-visit nursing stations, facilities for the elderly, companies, etc.



Our specialization in different areas is what enables us to support the recruitment of nurses, offering swift placement services. We closely analyze the career change market for nurses based on our extensive track record and experience, further gaining expertise in guiding successful career changes. We have also allocated staff specializing in the healthcare industry who understand the characteristics of each area of healthcare and job seeker trends.

Healthcare business

Outsourcing support for occupational health and health and productivity management

Target Companies, government agencies, health insurance associations, etc.



With over a decade of experience in the occupational health industry, we support the management of occupational doctors and occupational health nurses nationwide. Other support plans include comprehensive support for various health management and healthcare issues, such as support for health and productivity management certification, online consultation services, corporate seminars, stress checks and health management systems, and self-care tools (exercise, sleep, diet).

Registered pharmaceutical seller business

Support for recruiting registered pharmaceutical sellers

Target Drug stores, pharmacies, mass retailers, home centers, etc.



Medical Resources supports the recruitment of registered pharmaceutical sellers with high matching accuracy through a comprehensive service. One of our strengths is that specialists in the healthcare industry handle all stages of recruitment, from dealing with companies to dealing with job seekers.

Vision for the Future

Creating new businesses in the healthcare field

Amid efforts by companies to promote health and productivity management, government efforts to curb healthcare costs, and initiatives to extend people's healthy life expectancy, public awareness of health in Japan is higher than ever. Drawing on our broad pool of healthcare personnel, alongside our growing occupational doctor and occupational health nurse businesses, we will strive to improve the quality and volume of services across the healthcare business field through cooperation with partner companies and acquisitions. In collaboration with Nihon Chouzai, we will also create new end-to-end healthcare services.

Sales growth through the use of AI-based apps and digital transformation

At Medical Resources, people are our capital, and in a business where the main focus is on people, ongoing operational improvements and reforms are particularly vital. We will aggressively invest in

digital transformation to enhance convenience for customers, including rolling out AI-based apps and overhauling our systems. This will allow employees to focus on tasks that call for human involvement and contribute to higher sales by improving customer service.

TOPIC Healthcare Business Division established

We established a new Healthcare Business Division in April 2024. Our vision at Medical Resources is to become a partner in creating the future for people, medicine, and healthcare. Our efforts to realize this vision going forward will center on our core occupational doctor and occupational nurse businesses and business relating to disease prevention and the prevention of illness progression, narrowing our focus to mainly corporate clients.

Building on a pool of doctors and other people involved in occupational health, we will not only catch up to the competition in our existing businesses but also venture out into new services.