



EM SYSTEMS CO., LTD.

## Mid-term Management Plan FY2025-FY2027

November 2024

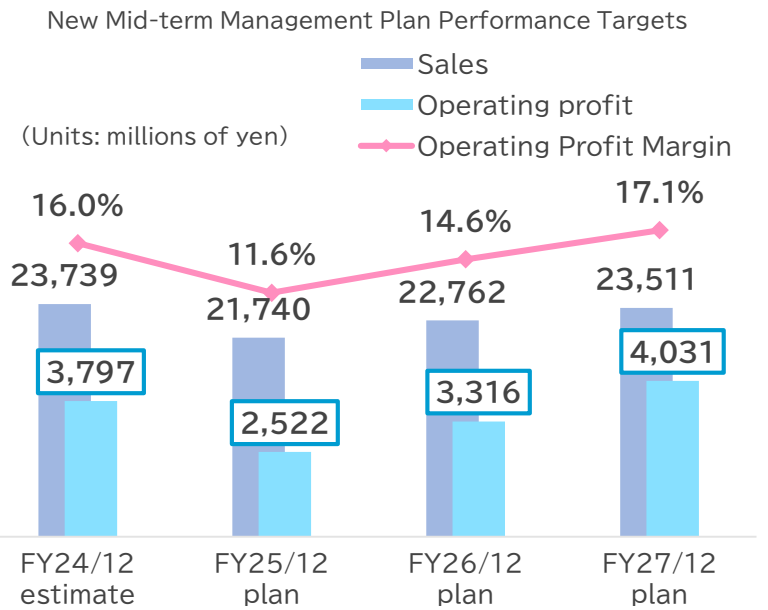
 **TX** | Thanks  
Transformation

医療・介護を「#ありがとう」に変えていく

TSE Prime 4820

# Summary of the New Medium-term Management Plan

## Fiscal Year Forecast



ROE 10.2% (FY 24/12 estimate) → 17% (FY2027/12 Plan)

- FY24/12 is related to welfare administration, mainly to respond to Electronic Prescriptions Recording of large sales, but temporary effects are significant
- From FY 2025/12 onward, we aim to achieve stable sales and profit growth centered on the expansion of ARPU in the pharmacy field and the increase in the number of cases in the clinic field, excluding those related to welfare administration.

## Management Strategy Overview

	IT Systems for Pharmacies	IT Systems for Clinics	IT Systems for Long-term care/welfare
Strategies by Segment	Expand market share of wallets <ul style="list-style-type: none"><li>Enhanced sales of management functions</li><li>Optimization of product prices</li><li>Improvement in profitability</li></ul>	Expand market share <ul style="list-style-type: none"><li>Enhancement of sales functions</li><li>Provision of products in line with market needs</li><li>Ensuring Strategic Flexibility</li></ul>	Achieve profitability <ul style="list-style-type: none"><li>Expansion of sales targets</li><li>Optimization of product lineup</li><li>Synergies from medical system linkages</li></ul>
Enhancement of Business Foundation	Establishment of a sustainable system		
	Further promotion of human capital management		
	Improvement of capital efficiency		

## Finance Strategy

- In addition to improving profitability, we are also focusing on **improving capital efficiency** by optimizing the balance sheet
- Targeting an **ROE of 17%** in FY 2027/12 and an **ROE of over 20%** over the long term
- Based on our ROE target, we intend to maintain a dividend payout ratio of. **100% during the period of the new medium-term management plan**
- Utilization of liabilities promoted** based on the value of the Company's own Shin-Osaka Brick Building

Capital allocation during the period of the medium-term management plan (Units: millions of yen)			
Recurring income+ Cash inflow		Up to the final year of the medium-term management plan Capital Allocation	
FY24/12 Estimated year-end cash and deposits	9,000	FY27/12 Estimated year-end cash and deposits	6,000
Period of medium-term management plan Estimated FCF	7,500	Shareholder Returns	9,000
Utilization of liabilities	As necessary Utilization	Growth investment +M&A	As necessary Utilization

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# 1. Company Profile

Provision of the necessary calculations and billings, records, and other peripheral systems at the frontline for the three fields of clinics, pharmacies, and long-term care/welfare, which support the medical and long-term care/welfare system  
Leading company in the industry with a market share of over 40% in receipt computers for insurance pharmacies

## Clinics



## Pharmacies



## Long-term care/welfare



### Our Business Domains

#### Calculation and billing



#### Records and other



## Example of our solution





**A company that supports the field of medical and long-term care/welfare in Japan digitally**

**Empower Medical profession by good Systems**

**At EM SYSTEMS,  
Supporting the infrastructure of the national medical and long-term care/welfare system,  
Utilize advanced technologies to contribute to improving the health of the nation  
We aim to be the only company.**

After switching to a two-time earnings model, we are now developing a fully recurring income model.  
Despite a temporary drop in sales at the time of switching to a profit model, we continue to expand sales scale through expansion of market share and M&As

## Flow-type revenue model \*1 (~FY08/3)

**1980**  
Established and commenced sales in Himeji City, Hyogo Prefecture  
Initially exclusively for medical processing  
For office computers

**1991**  
Commencement of sales of Insurance Billing [Recepty] for Pharmacies under our development administrative Processing System

**1998**  
Company name changed to EM SYSTEMS CO., LTD

**2002**  
Commencement of ASPs-based pharmacy support system [Net Recepty]

**2006**  
Full-scale entry into the clinic system market

**2008**  
Commenced sales of [Recepty NEXT], a system for pharmacies as a recurring income business based on a billing system that assumes network connectivity

## Partially recurring income\*1 (~FY18/3)

**2009**  
For clinics as in-house manufactured products  
Commencement of full-scale system development

**2013**  
Unicon and Unicon West became subsidiaries.

**2014**  
Cosmo systems became a subsidiary

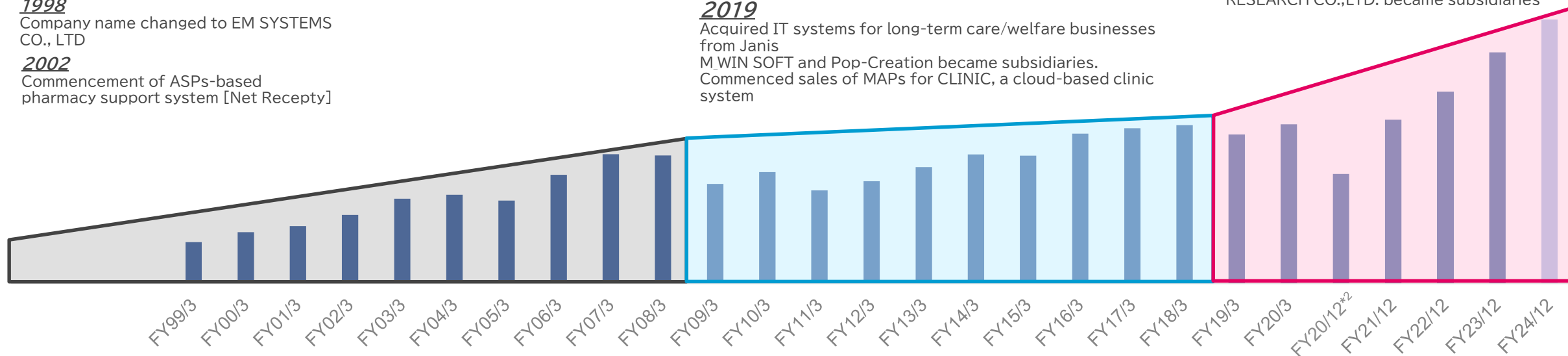
**2019**  
Acquired IT systems for long-term care/welfare businesses from Janis  
M.WIN SOFT and Pop-Creation became subsidiaries.  
Commenced sales of MAPs for CLINIC, a cloud-based clinic system

## Full stock type\*1 (~present)

**2020**  
Commenced sales of [MAPs for PHARMACY] for cloud-based pharmacies

**2022**  
Commenced sales of MAPs for NURSING CARE, a cloud-based IT system for long-term care/welfare offices

**2023**  
Good Cycle System Inc. and UNIKE SOFTWARE RESEARCH CO.,LTD. became subsidiaries





MAPs series is our core product. It has been developed with an eye on the future of the medical and long-term care/welfare system, which is realized through collaboration among clinics, pharmacies, and long-term care/welfare.  
Contributions to information linkage across domains by providing specialized functions individually as apps while ensuring that the information system foundation is common



## Product concept

### Medical Advance for People, System

We will strongly support the evolution of medical care for the public.  
We will draw a map of the new industry system.



(2019 release)



(2020 release)



(2022 release)



(2022 release)



Reduce customer burdens through a system that enables flexible purchasing of hardware and software according to the initial license of 0 yen



Responses to limitations with on-premises systems such as [Home] [doctor's visit] [Information sharing within the corporation]



Enhanced communication between clinics, pharmacies, long-term care/welfare with a standardized master engine and interface seamless

Design based on product features  
[Common information system foundation]

Provision of specialized functions tailored to each area as an app

Specialized functions  
(Clinics and pharmacies)

Common functions  
(Clinics and pharmacies)

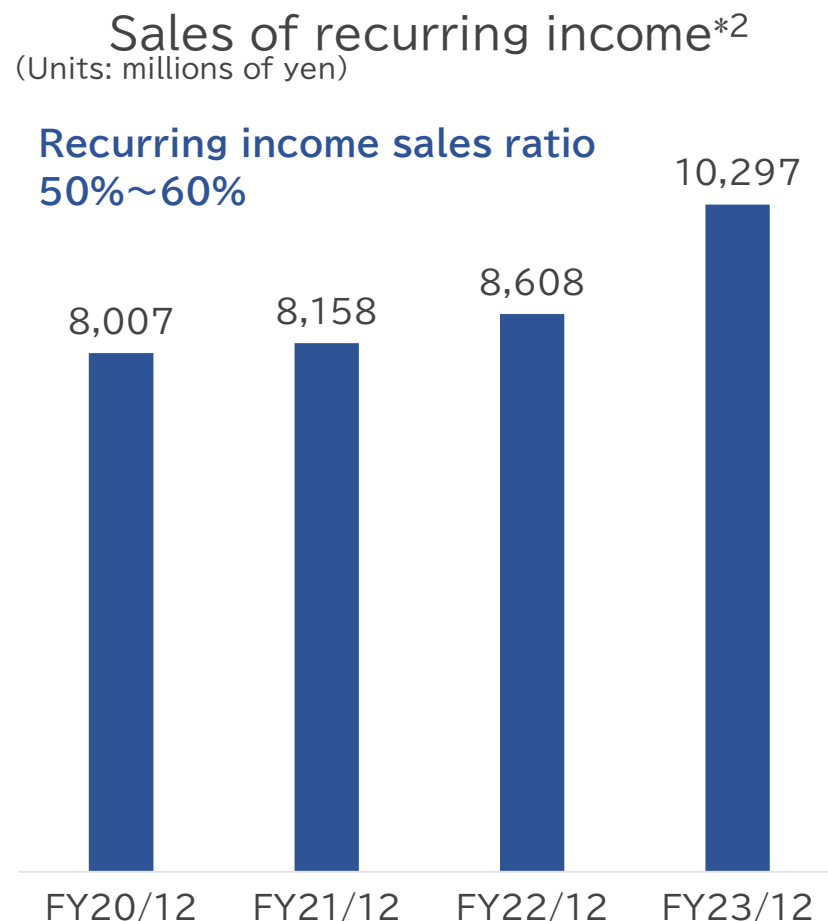
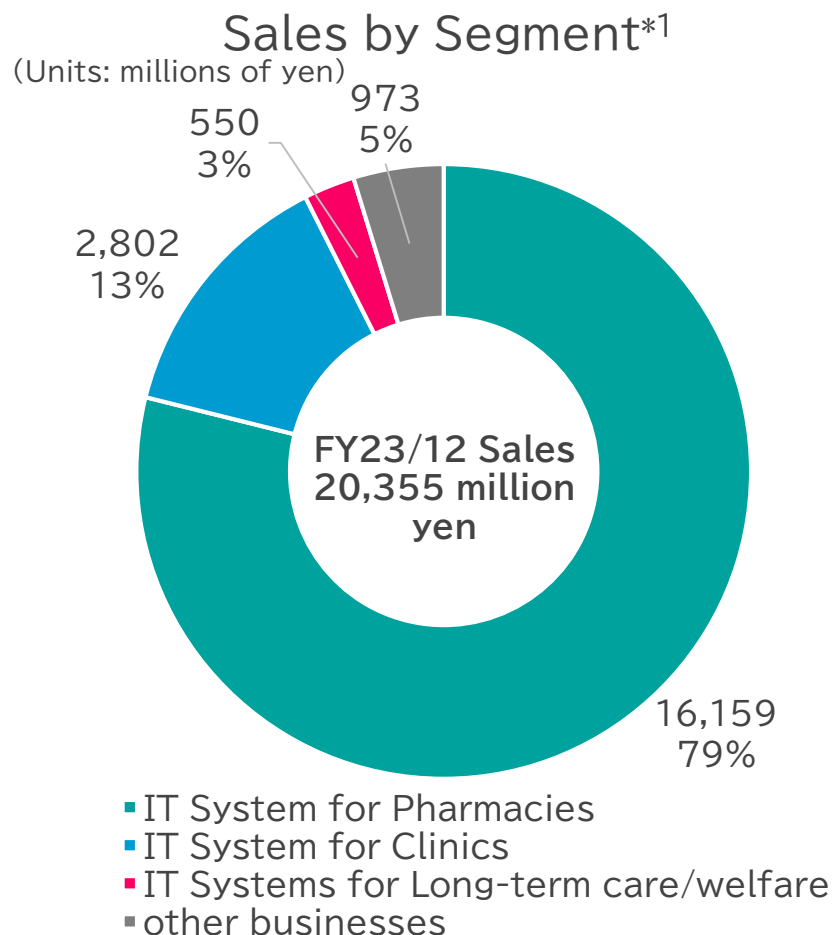


Achieve collaboration across domains by using a common engine master as the foundation

Designed with an eye to the medical and long-term care/welfare system that can be realized through collaboration between the three domains



In the customer segment, pharmacy business accounts for 80%  
Recurring income sales have remained stable at 50% to 60%



## Recurring income business

- ◆ Monthly subscription revenue for software licenses
- ◆ System maintenance and operation revenue
- ◆ Revenue from supplies

## Flow sales

- ◆ Instruction revenue at installation
- ◆ Sales related to hardware such as PCs that are purchased together with systems

## **2. Current status of management**

# Self-evaluation of the current medium-term management plan (December 2022 through December 2024)

Projected achievement of sales and operating profits versus the medium-term management plan announced on February 9, 2022  
Promote initiatives to resolve issues of increasing corporate value (i.e., improving stock prices), such as a drop in ROE

Comparison with Results		Self-evaluation
Stock price (As of October 31, 2024)	53% decrease compared to the record high of 1,139 yen*1 For the same period, the TOPIX index rose 38%	×
Sales	M&As added to the revised medium-term management plan target*2 of 16,710 million yen This fiscal year's forecast is 23,739 million yen	○
Operating profits	Compared to the revised medium-term management plan target *2 of 3.466 billion yen, the current fiscal year forecast is 3.797 billion yen Factors such as welfare administration-related contribution to profits are major factors, but they are issues	○
ROE	Compared to the 10-year high of 17.2% (March 2014, The rate fell to 9.8% in the fiscal year ending December 31, 2023, and the forecast for the current fiscal year is 10.2%	×
M&A	Good Cycle System Inc. and UNIKE SOFTWARE RESEARCH CO.,LTD. became subsidiaries.	○



# Evaluation of Performance Trends

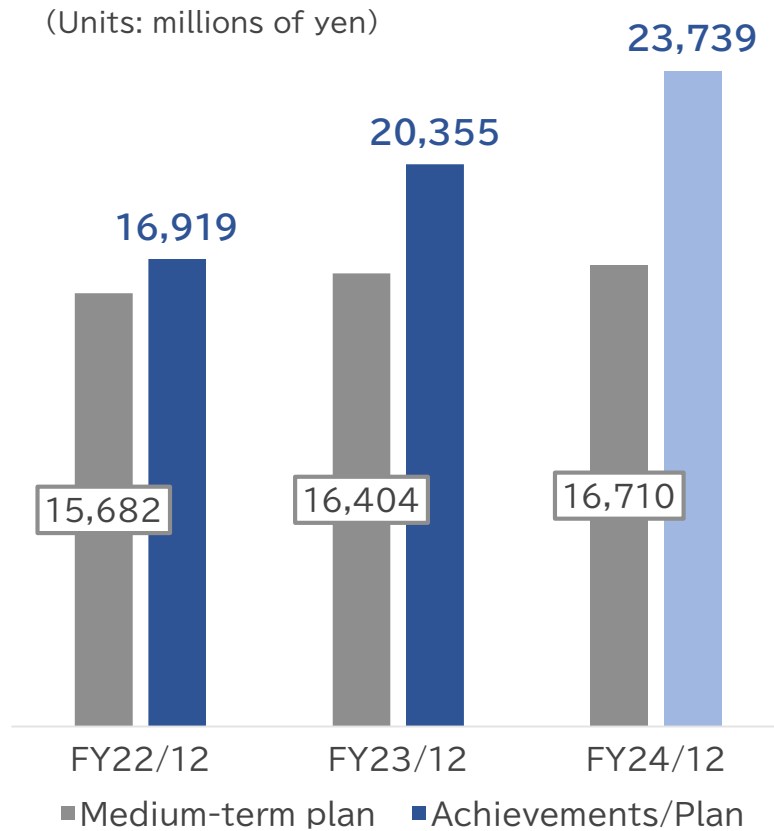
Sales are expected to exceed the medium-term management plan partly due to the effects of M&As.

Despite M&A-related expenses and the negative impact of amortization, operating profits are expected to exceed the medium-term plan due to the promotion of digital transformation in the medical field.

On the other hand, there is a challenge that profit-contributing products differ from initial expectations

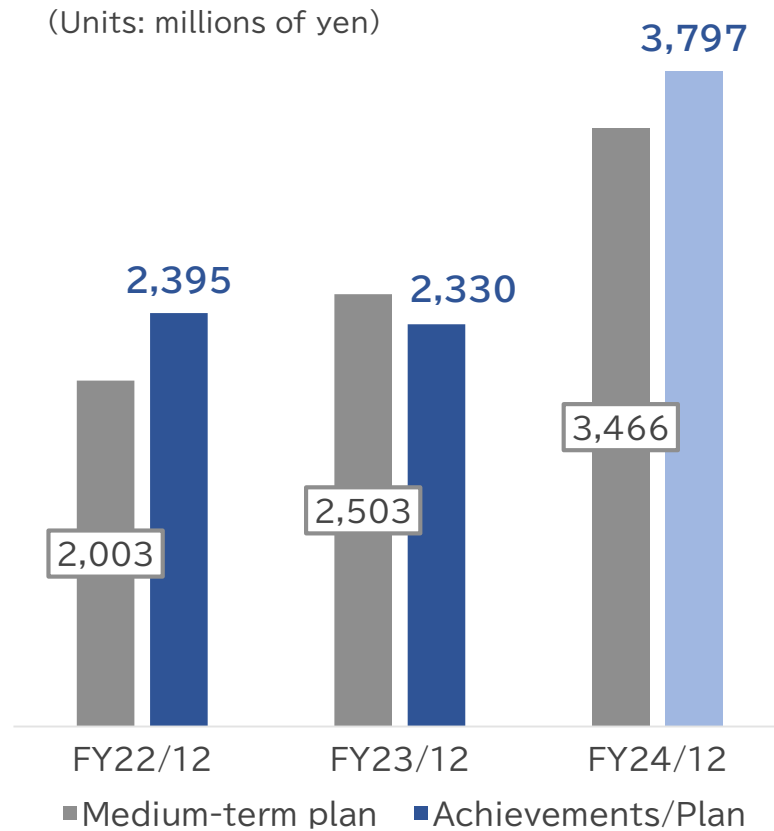
## Sales

(Units: millions of yen)

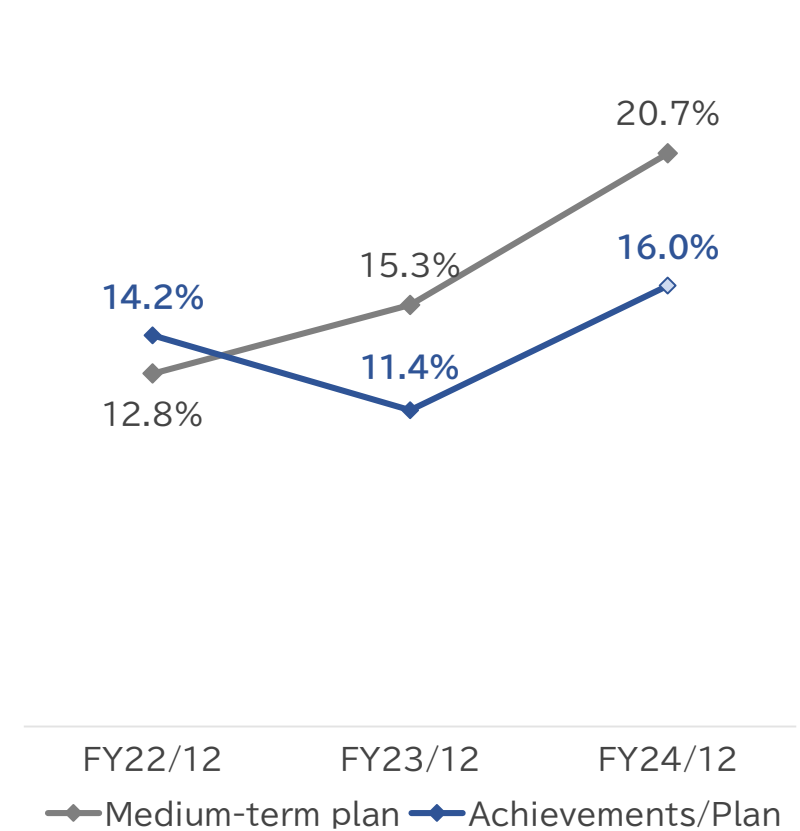


## Operating profits

(Units: millions of yen)



## Operating profits margin



While each segment's share expansion is somewhat accommodative, there is an increase in the need for worsening personnel shortages, improving operational efficiency, and digital transformation (DX) regardless of industry  
Individual issues to expand market share and monetize in each area exist

## Our Current Status (Number and Share\*)

## Industry Trends

## Issues for the Future

### Pharmacies

End of FY 2012: 17,781 (35.6%)  
↓  
End of FY24/12 Q3: 24,155 (43.9%)  
Targets in the current medium-term management plan: 25,000

- While medical demand increased due to the aging of society, **the shortage of medical personnel worsened**
- **The added value of solutions that contribute to improving operational efficiency is increasing further**

- **Improve profitability** by providing solutions that contribute to improving operational efficiency
- **Optimization of manufacturing costs** by reviewing the product lineup

### Clinics

End of FY 2012: 2,777 (3.1%)  
↓  
End of FY24/12 Q3: 3,158 (3.5%)  
Targets in the current medium-term management plan: 7,000

- Cloud product market revitalized
- **The government is promoting digital transformation in the medical field** in earnest in order to curb rising medical expenses
- **Increase in demand for DXs due to a shortage of medical personnel**

- **Expand market share** to increase value through collaboration between domains
- **Increasing recognition** in the medical field

### Long-term care/welfare

End of FY 2012: 14,205 (5.7%)  
↓  
End of FY24/12 Q3: 14,362 (5.7%)  
Targets in the current medium-term management plan: 25,000

- The need to promote DX aimed at realizing integrated community care is increasing, and **new added value is added to information collaboration with local governments and medical institutions**
- The shortage of **long-term care/welfare human resources worsens**

- **Expand product functions** to respond to user needs
- Establishment of **a sales and development system to increase** cost efficiency

### Overall Other

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- **Promotion of industry DX by government based on [Medical DX Reiwa Vision 2030]**
- Increase in product vendors' burdens due to administrative responses

- **Respond to the possibility of changes in the business model due to the progress** of digital transformation in the medical field
- **Costs incurred** due to multiple-product structure arising from M&As

Steady progress was made in expanding products and services in accordance with basic policies, engaging in M&As, developing human resources, and enhancing our organizational structure

On the other hand, product enhancements and expansion of market share fell short of targets as a result of focusing on responses from the welfare administration, and this resulted in a variety of results for each segment

## Basic policies outlined in the current medium-term management plan

### Expand market share for future business development

1. Enhancement and deployment of fully cloud-based products
2. Provision of new value-added services
3. Active development of online marketing

### Human Resource Development

1. Enhancement of marketing and sales capabilities
2. Enhancement of skills in specialized areas
3. Human investment to enhance autonomous human resources
4. Introduction of a new personnel system

### Enhancement of Sustainability Management

1. Realization of Health & Productivity Management and Wellbeing
2. Implementation of philosophy management using [#TX]
3. Practice of a new normal way of working that takes the global environment into consideration



## Review of Initiatives

### Expand market share for future business development

- Released MAPs series for clinics, pharmacies, and long-term care/welfare
  - Creation of unique value-added services such as portal sites, analysis tools, and prescription sharing
  - M&As of Good Cycle System Inc. and UNIKE SOFTWARE RESEARCH CO.,LTD.
  - × Labor shortages due to external factors such as welfare administrative responses and revisions
  - × Increases in manufacturing costs and personnel expenses
  - × Investment and review of strategic products and services
- Decline in profitability and slowdown in the pace of share expansion**

### Human Resource Development

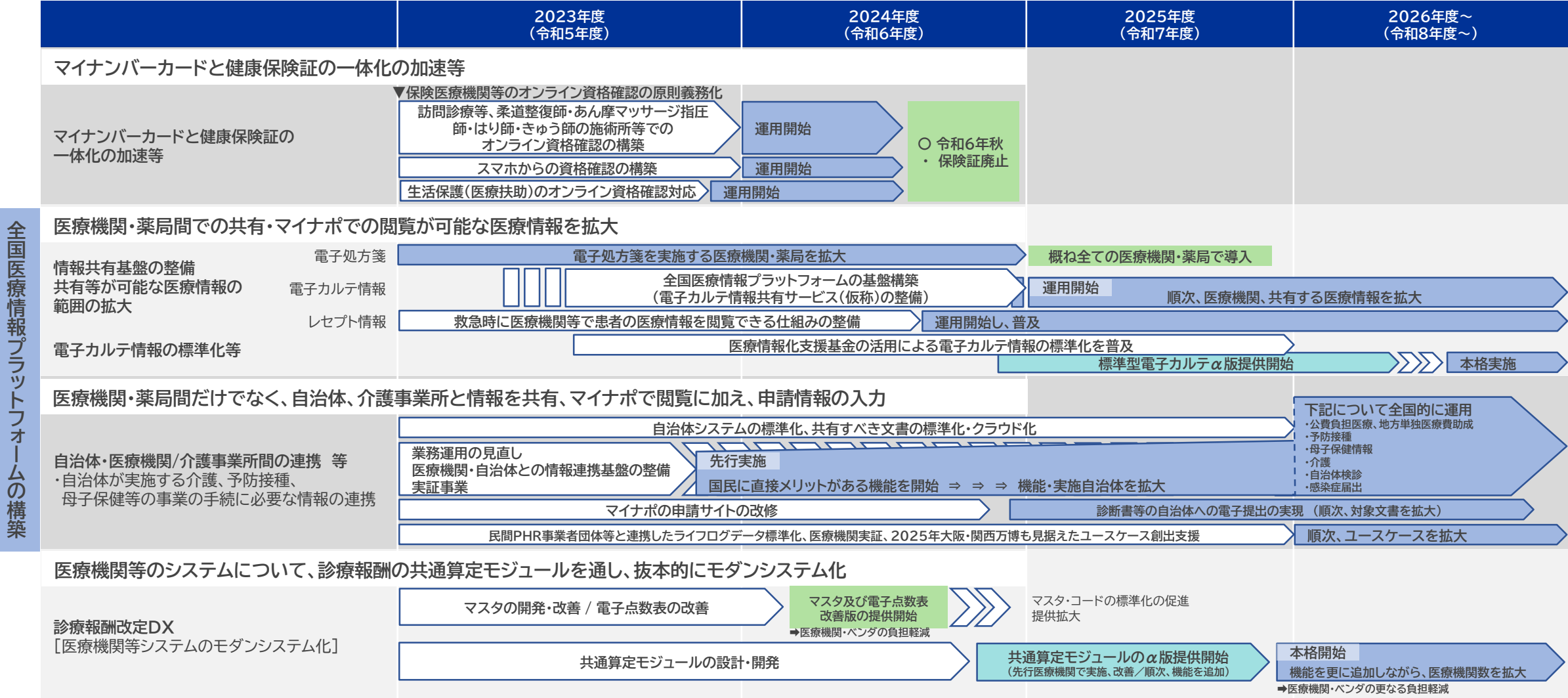
- Active recruitment of new graduates and careers
- Expansion and expansion of personnel system
- Establishment of a human resource education division to realize the provision of opportunities to employees who want to learn

### Enhancement of Sustainability Management

- Enhancement of health & productivity management and employee engagement



The government is promoting medical DX in anticipation of soaring social insurance premiums, including integrating My Number cards and health insurance cards. Developing and accelerating implementation on schedule has a significant impact on our business.



# Contributions related to welfare administration

We allocate R&D resources in line with the government’s Healthcare DX schedule. Significant progress is being made in incorporating products into existing facilities when they are in fact ready and announcements and mandatory requirements have been made, contributing to an increase in the unit price of customers as a standardized function after the end of the system

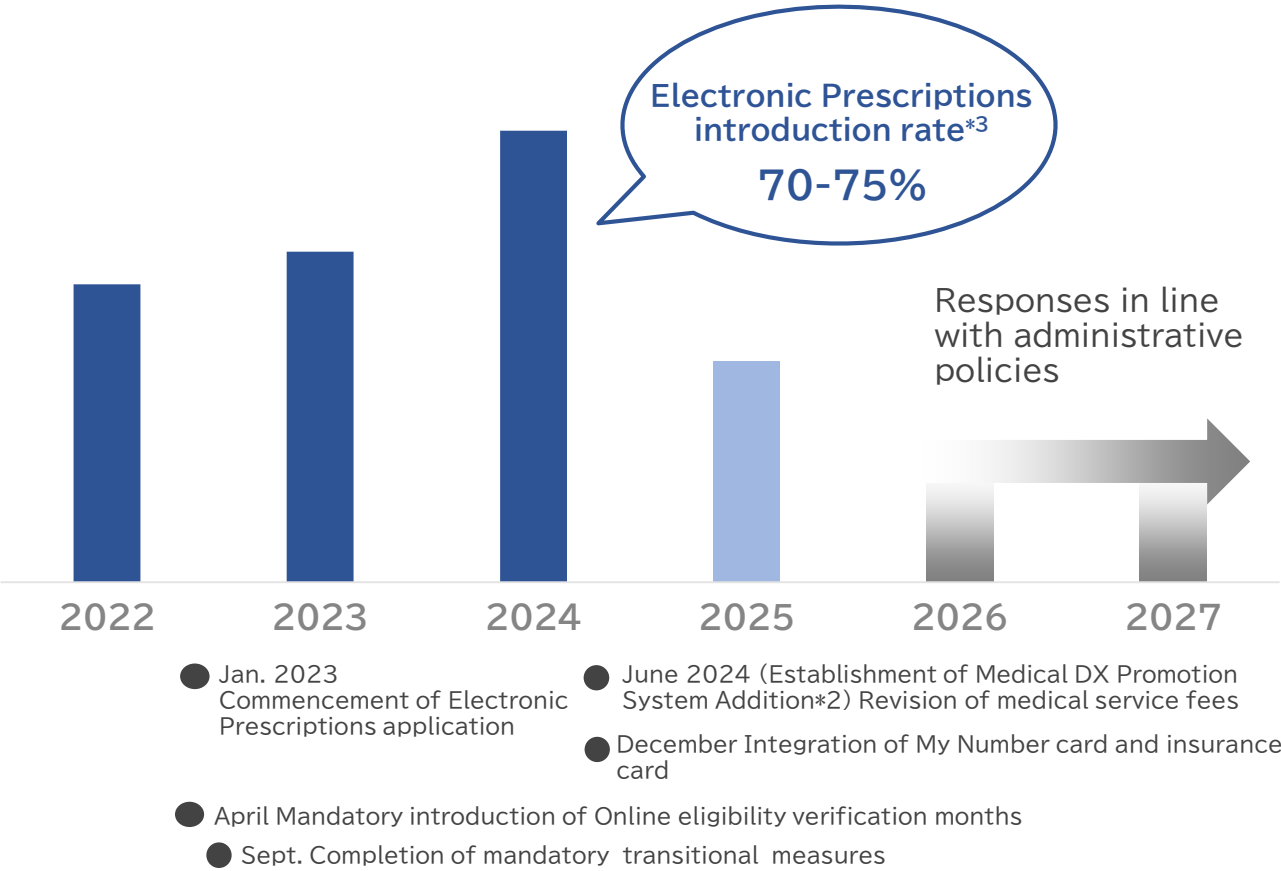
Image of Welfare Administration-related Contributions to Our Business Results

Shipments are increasing significantly due to announcements and mandatory requirements

Contribution to earnings greatly due to our large share



Image of Nationwide Introduction of Our Online eligibility verification and Electronic Prescriptions \*1



\*1 Online eligibility verification and Electronic Prescriptions are the sum of our customers’ clinics and pharmacies.  
\*2 Addition to the specified number of points subject to the Online eligibility verification and Electronic Prescriptions implementation system and certain achievements in the use of miner’s insurance card  
\*3 Estimated values based on our installation results as of the end of 2024

Aiming for organic growth by increasing market share, welfare administration-related research and development continues in line with [Medical DX Reiwa Vision 2030]

Although the impact on the performance of welfare administration, etc. increases proportionately to its share, it is not incorporated as a prerequisite for the plan and is assumed to be an additional factor.

Our image of results, including those relating to welfare administration

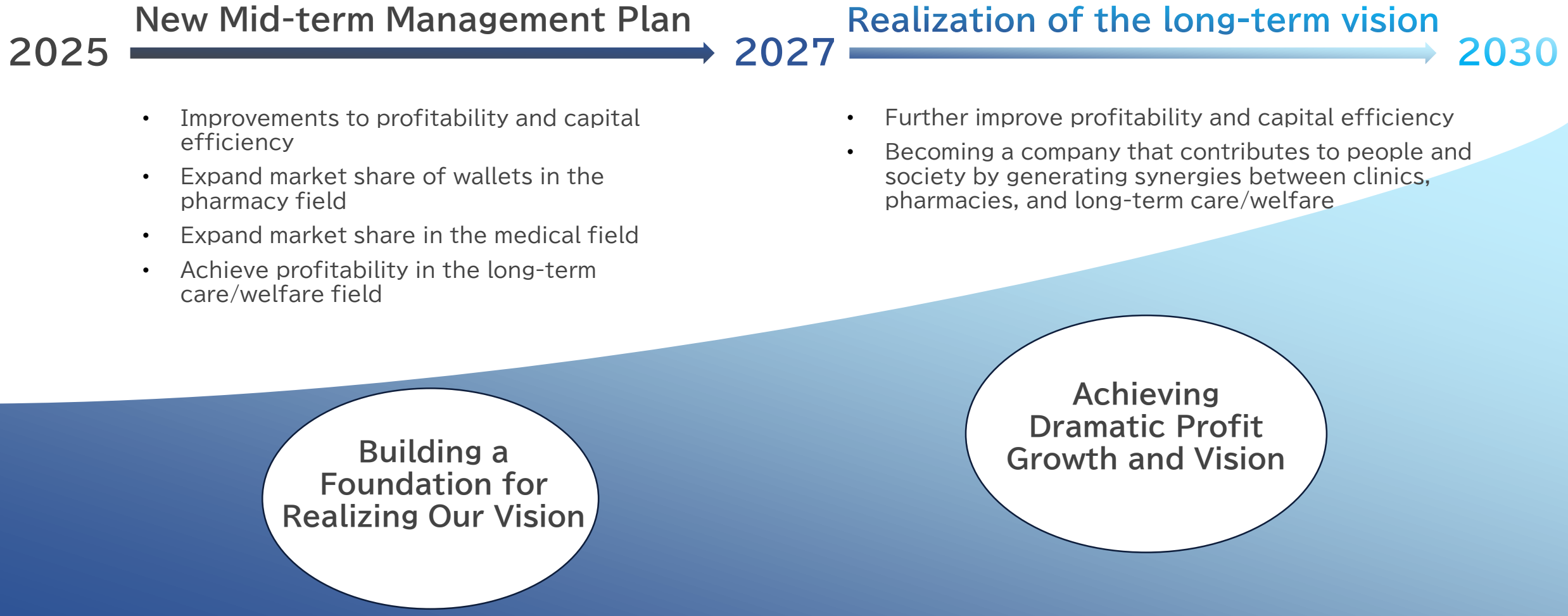
Addition factors in welfare administration-related  
On an irregular basis

Basically Organic  
Aim for growth



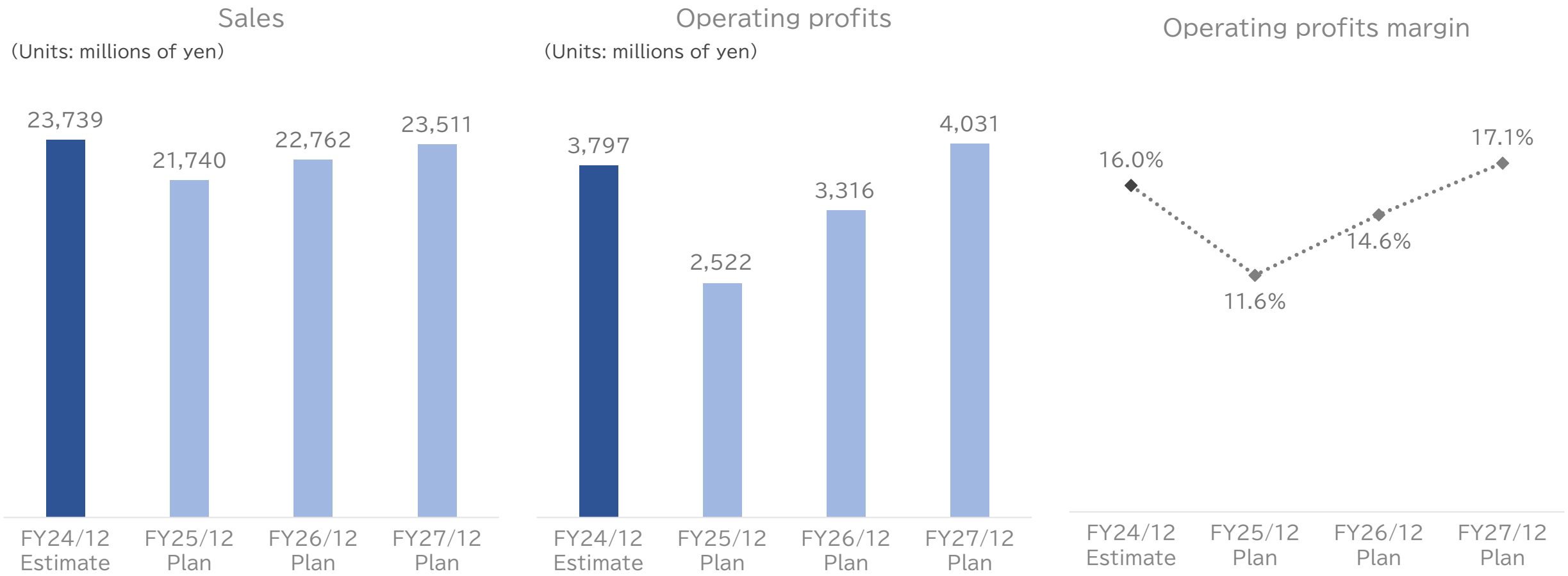
### **3. New Medium-term Management Plan and Long-term Vision**

Focus on establishing a foundation for achieving dramatic profit growth in 2027 and beyond by correcting current issues for 2027  
Become a company that contributes to the establishment of a more efficient and high-quality medical and long-term care/welfare system by realizing collaborations among clinics, pharmacies, and long-term care/welfare



# Performance Targets under the New Medium-term Management Plan

Although we expect a temporary drop in sales and profits due to the depreciation of welfare administration-related items, we expect growth toward the fiscal year ending December 2027 during the period of the new medium-term management plan.  
Aim to achieve record high profits in the final year of the plan





# Performance Targets under the New Medium-term Management Plan (By Segment)

Aim to achieve record profits in FY 27/12 through an increase in the unit price of customers and an increase in users, as well as through an impairment of clinics and long-term care/welfare expenses and an improvement in the composition ratio of profits

(millions of yen)	Year Ending December 31, 2024	December 2025 period	December 2026	December 2027
Sales	23,739	21,740	22,762	23,511
Year-on-year growth rate	+16.6%	-8.4%	+4.7%	+3.3%
IT Systems for Pharmacies	19,669	17,798	18,658	19,074
IT Systems for Clinics	2,514	2,321	2,403	2,656
IT Systems for Long-term care/welfare	576	677	752	833
Other	1,135	1,120	1,125	1,125
Adjustment	-156	-178	-178	-178
EBITDA	5,415	3,436	4,361	5,023
Operating profits	3,797	2,522	3,316	4,031
Operating margin	16.0%	11.6%	14.6%	17.1%
Year-on-year growth rate	+63.0%	-33.6%	+31.5%	+21.5%
IT Systems for Pharmacies	4,661	3,062	3,553	3,944
IT Systems for Clinics	-500	-431	-196	8
IT Systems for Long-term care/welfare	-441	-161	-94	26
Other	61	24	25	23
Adjustment	16	29	29	29
Ordinary profits	4,501	3,154	3,939	4,634
Net income	1,978	1,854	2,517	3,064
Dividends per share	29	29	38	47

## IT Systems for Pharmacies Forecast

From FY 24/12 to FY 25/12, despite a drop in the number of projects incorporating Electronic Prescriptions, we plan to increase sales and profits from FY 26/12 onward through improving ARPU and increasing users.

## IT Systems for Clinics Forecast

Although a significant increase in sales is not expected due to the anticipated expansion of recurring income and decrease in flow income through the transition to MAPs for CLINIC, the composition ratio will improve. Plan to achieve profitability in conjunction with the impairment\* due to impairment in FY 24/12.

## IT Systems for Long-term care/welfare Forecast

Expects to increase sales through enhanced product lineup. Plan to achieve profitability in FY 27/12 in combination with product consolidation and of impairments\* due to impairments in FY 24/12.

\* Decrease in expenses of approximately 2-300 million yen per year in the aggregate for IT systems for clinics and for long-term care/welfare

## Strategies by Segment

IT Systems for Pharmacies  
Expand market share of wallets

IT Systems for Clinics  
Expand market share

Systems for Long-term  
care/welfare  
Achieve profitability

## Enhancement of Business Foundation

Establishment of a  
sustainable system

Further promotion of  
human capital  
management

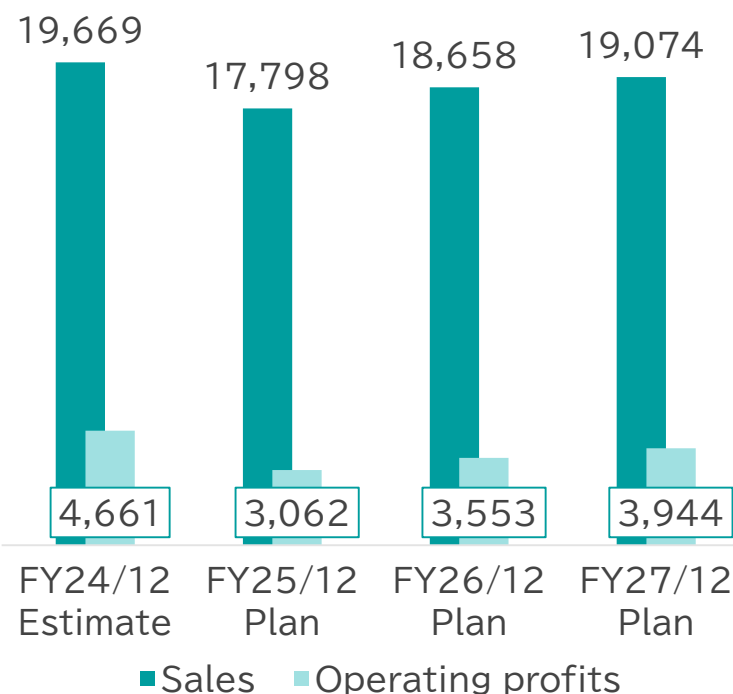
Improvement of capital  
efficiency

We have a market share of around half, and we will strive to maintain and expand our customer base.

During the period of the new medium-term management plan, it is important to expand our wallet share through up-selling, cross-selling, and price revisions commensurate with product added value.

## System performance targets for pharmacies

(Units: millions of yen)



## Measures

### 1 Enhanced sales of management functions

In addition to operational functions (receipt computers and drug history), strengthen sales of management functions (prescription sharing, BI tools, POS cash registers, etc.)

### 2 Optimization of product prices

Revision of product prices in consideration of improving product added value and rising prices

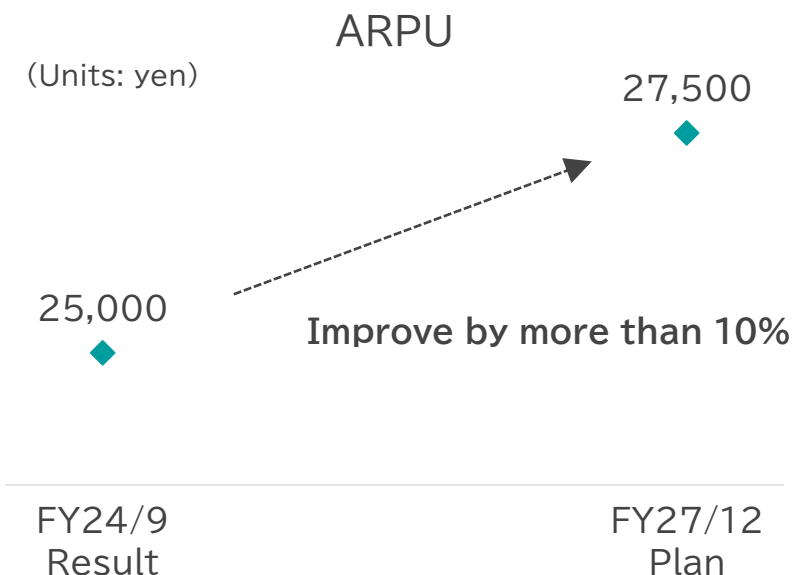
### 3 Improvement in profitability

Review of duplicate products and maintenance systems due to M&As and past initiatives

## KPI

### Set ARPU (Average Revenue Per User) as a KPI to expand wallet share

ARPU is calculated by  $[(\text{Monthly billing sales} + \text{Monthly maintenance sales}) / \text{Number of customers in the target period}]$

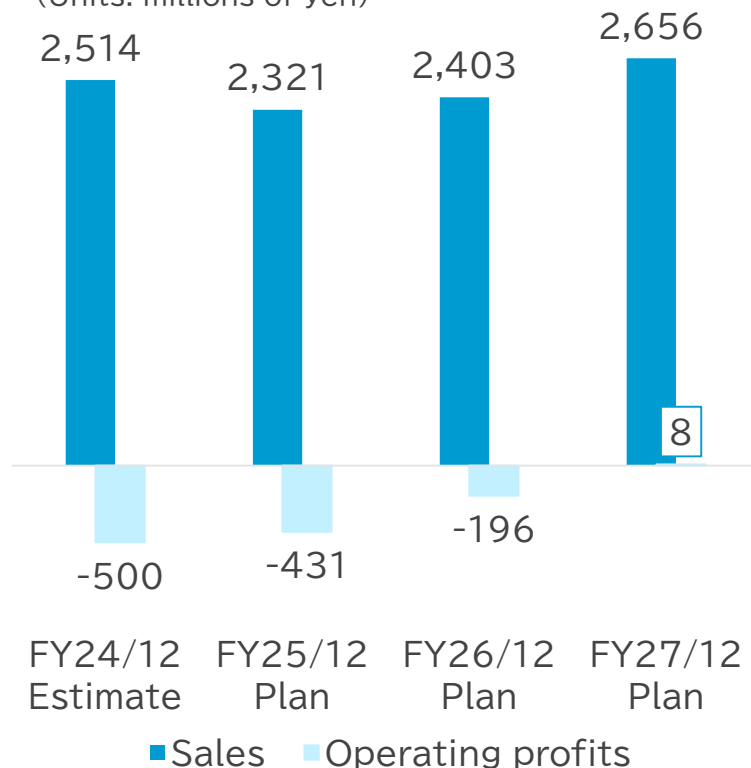


Provision of cloud-based systems in line with our expertise and market needs, including prompt response to employee welfare regulations

Aim to develop new sales channels, including incorporating systems to enhance the connection between clinics and patients, expanding the number of agents, and expanding the provision of OEMs

## IT Systems for Clinics Performance Targets

(Units: millions of yen)



## Measures

### 1 Enhancement of sales functions

Expand sales channels such as OEM supply and agency development

Enhanced marketing and the realization of comprehensive information management from the point of view of acquiring customers

### 2 Provision of products in line with market needs

Enhanced links between clinics and patients by leveraging the strengths of cloud-based systems

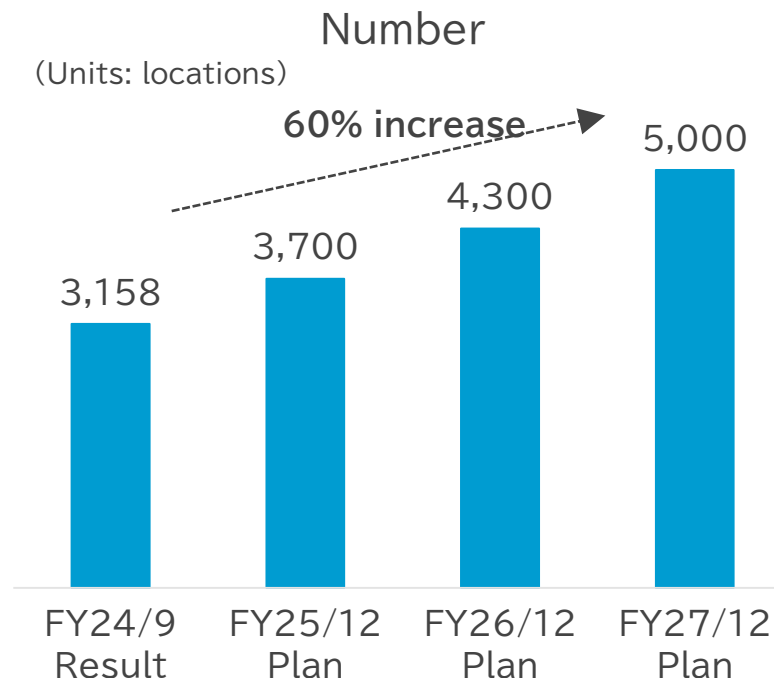
Accelerate provision of systems for online clinics, reservations, and medical inquiries to become a more selective product

### 3 Ensuring Strategic Flexibility

Organization that enables flexible decision-making by segment, allowing for consideration of a variety of options, including M&As and alliances

## KPI

Set the number of cases as KPIs to expand market share

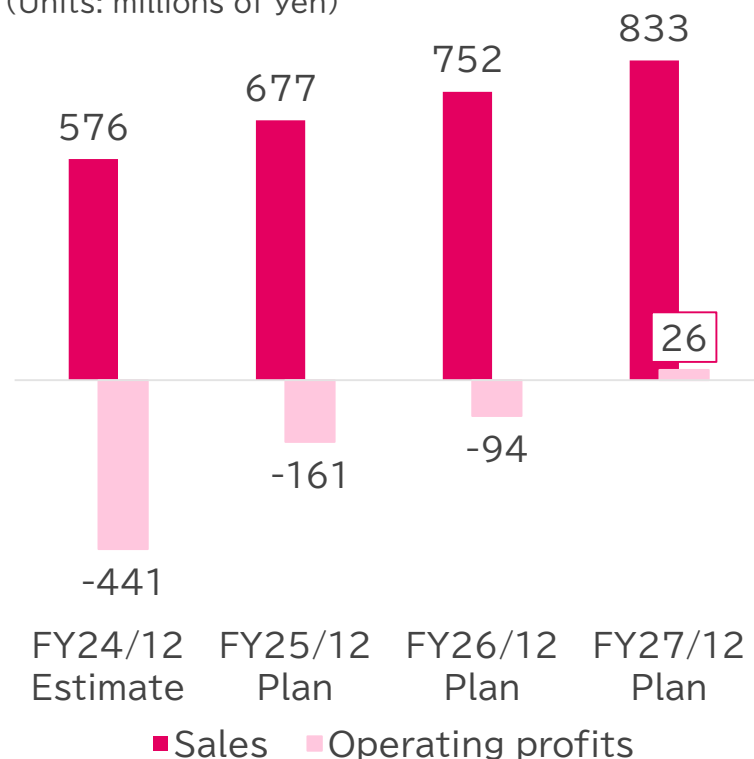


Aiming to provide a system that enables linkage with clinics and pharmacy systems, we are able to implement product development and provide systems across multiple services for long-term care/welfare

Achieve profitability from both the perspective of acquiring customers through product development progress and cost reductions through optimization of the product lineup

## System performance targets for long-term care/welfare

(Units: millions of yen)



## Measures

### 1 Expansion of sales targets

By developing MAPs for NURSING CARE, the number of accessible markets increased by 0.1 million.

Aim to expand the population of customers

### 2 Optimization of product lineup

Organize and consolidate product lineups, improve sales efficiency, and reduce development, maintenance, and sales costs

### 3 Synergies from medical system linkages

Generate synergies between businesses and systems through collaborations with clinics and pharmacy systems, as well as through alliances and M&As

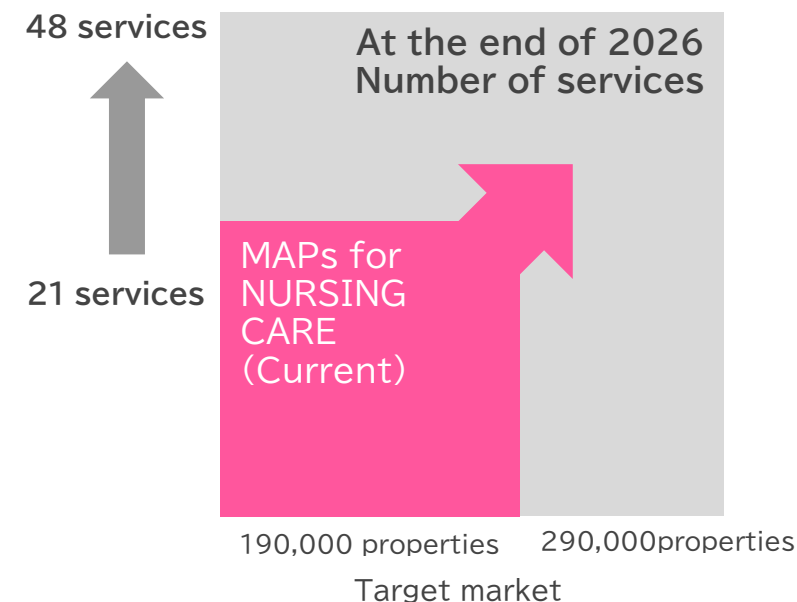
## Development image

In order to expand sales in order to achieve profitability,

MAPs for NURSING CARE

Expand the number of services offered

Responses between number of services and target market size





Make our business portfolio more robust and select a flexible strategy in response to changes in the business environment  
Becoming a company that contributes to improving the quality of medical and long-term care/welfare by utilizing the expertise we have cultivated

## Business environment

## Our Responses

## Long-term vision




Digital transformation in Japan accelerated from 2023

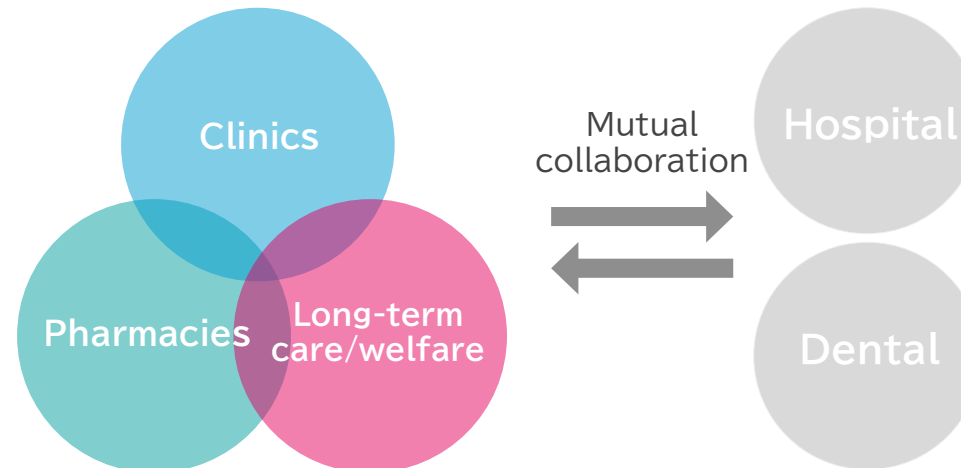


Responses of system vendors in addition to medical and long-term care/welfare businesses are essential  
Relatively increased burden on small and medium-sized vendors

 Utilization of over 40 years of medical DX expertise

 Promotion of M&A and alliance strategies

Building a Solid Business Portfolio as a Group by Building Businesses in the Three Segments Related to Medical Care and Social Security



Contribution to improving the quality of medical and long-term care/welfare

Strong promotion of DX in clinics, pharmacies, and long-term care/welfare

Further improve capital efficiency

Achieve ROE of over 20% over the long term

The need to respond to the risk of network and server failures faced by cloud-based systems in order to build a solid medical foundation  
Under the new medium-term management plan, along with investing in growth, we will also start investing in stabilizing various cloud-based systems.

As an infrastructure for the medical and  
long-term care/welfare system

Be able to support the field without stopping  
Toward a Service Provision System

**System that enables customers to continue  
operations as usual in the event of any failure**

### STEP 3

Establishment of a system that enables regular operations  
even in the event of a server or network failure

### STEP 2 (Concrete considerations since 2024)

Minimize the scope of impact in the event of a failure by enhancing  
and decentralizing cloud servers, etc.

### STEP 1 (To be addressed in early 2025)

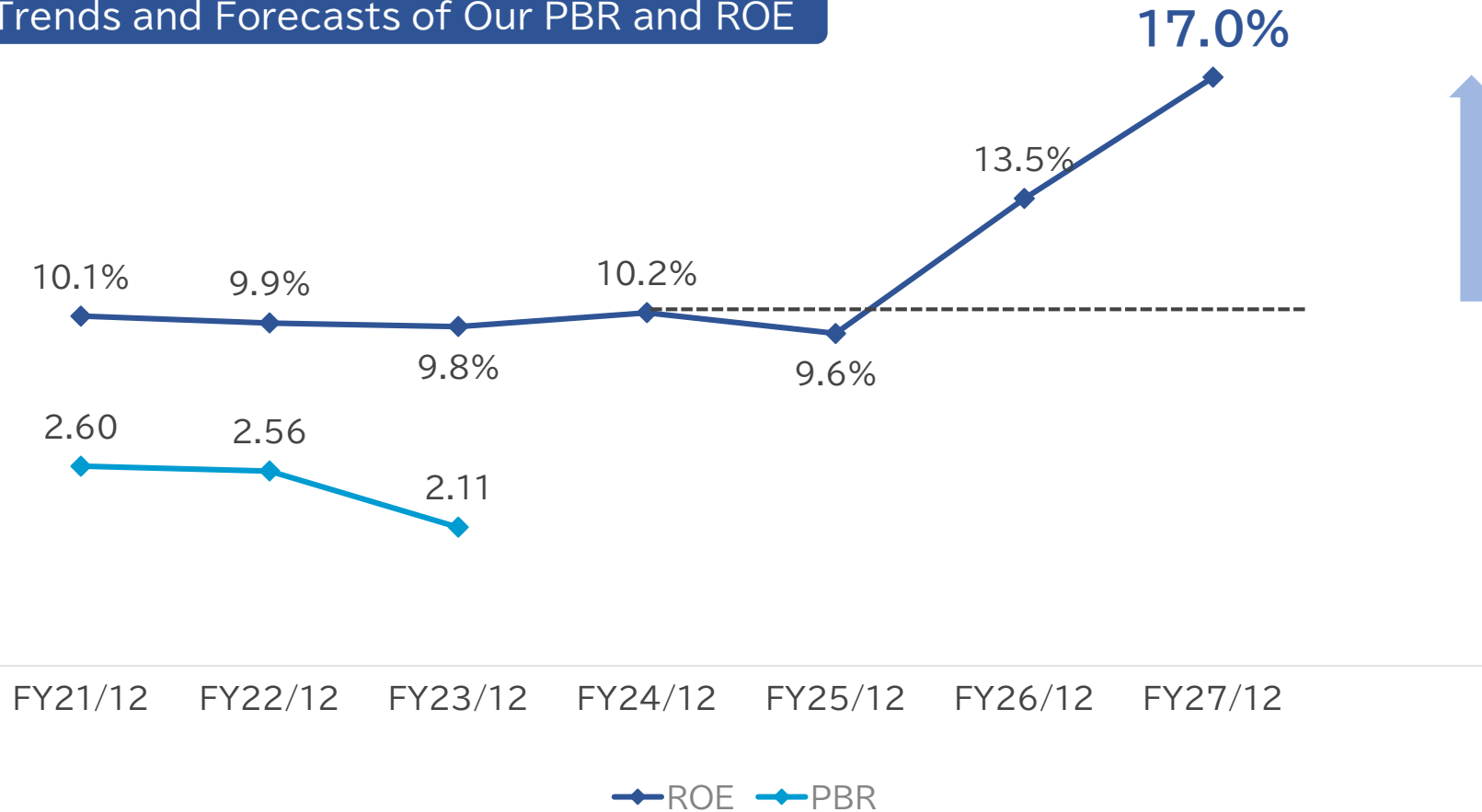
Risk of large-scale shutdowns due  
to network and server failures  
of cloud-based systems

Provision and dissemination of a framework ensuring that operations  
continue despite restrictions, such as browsing information and accounting  
through PDF, even in the event of a problem

## 4. Finance Strategy under the New Medium-term Management Plan

Set an ROE target of 17% for the final year of the medium-term management plan  
Policy of achieving this goal through improving profitability and optimizing the balance sheet

## Trends and Forecasts of Our PBR and ROE

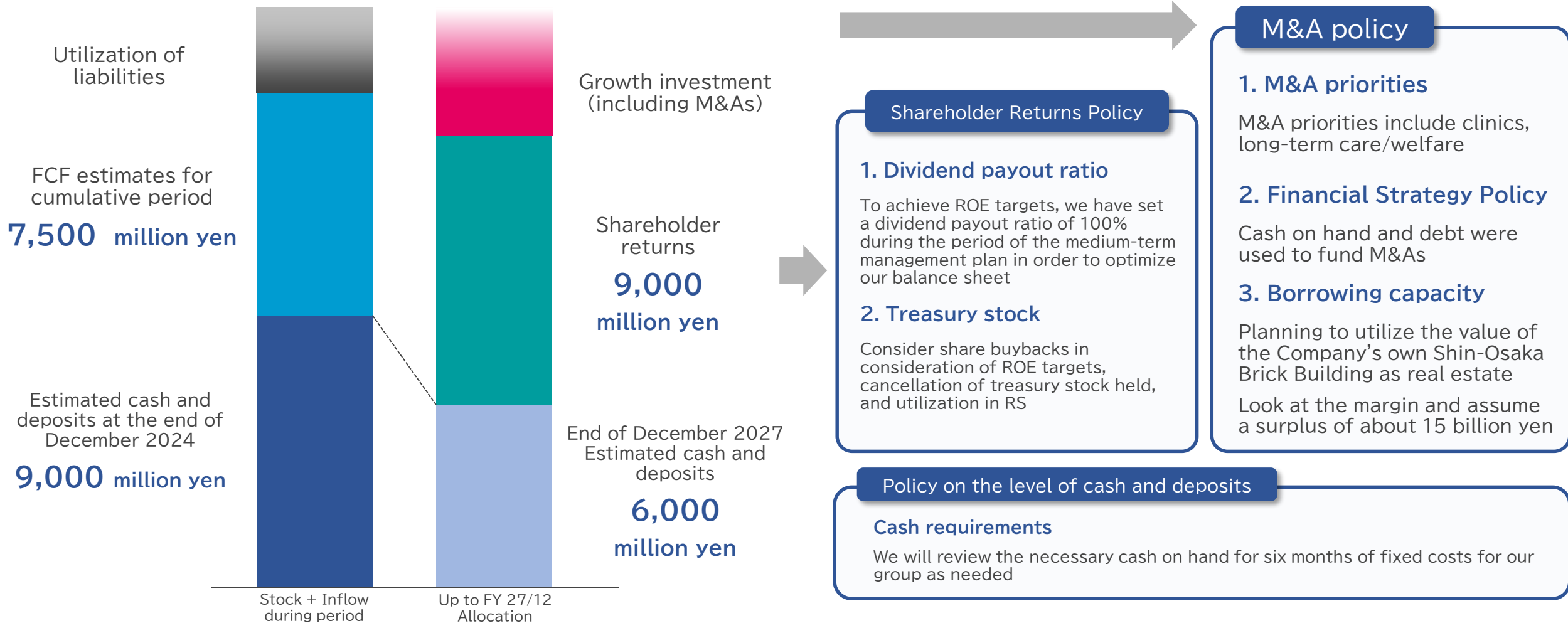


- Improvement in profitability
  - Enhancement of shareholder returns
- Aim to improve ROE through

Aiming to Increase  
Corporate Value and  
Improve PBR through  
Improved ROE

# Financial Strategies and Capital Allocation under the New Medium-term Management Plan period

Improving capital efficiency is an important issue in the new medium-term management plan, and we have set a goal of 17% ROE. In addition to investing in growth, we will endeavor to return profits to shareholders using cash on hand and leverage our assets.

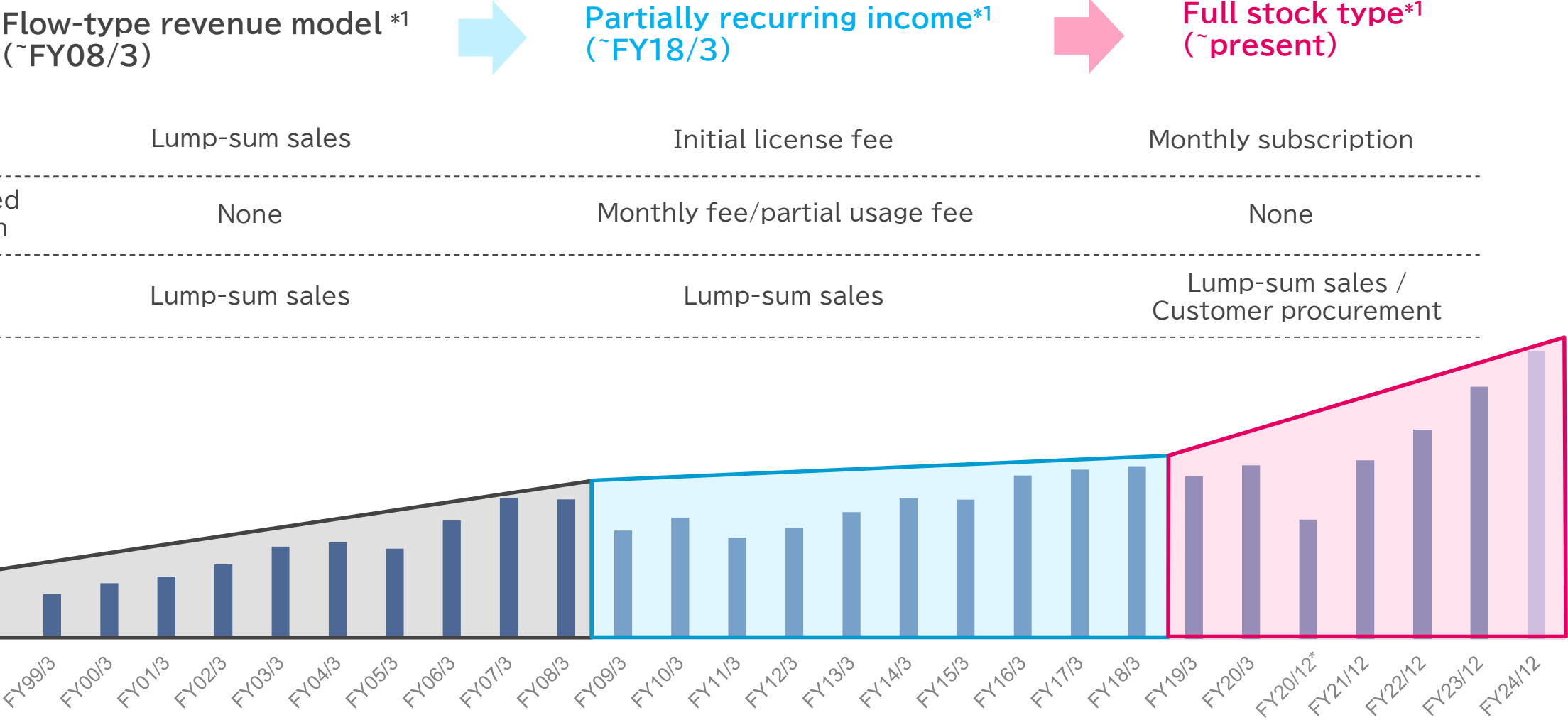




## 5. Appendix

# Changes in Profit Model

Changes in sales of software licenses and volume-based products from flow-type, partial recurring income type, and full-scale recurring income type  
Basically, hardware sales are recorded in a lump sum upon replacement



## Our IT Systems for Pharmacies



### Customers and market size



Target market:  
55,000 properties  
Our share:  
24,155 properties  
43.9%

Customers are insurance pharmacies  
(pharmacies that respond to prescriptions)

Excluding pharmacies handling pharmaceuticals only OTC

Market itself is expected to remain stable in the future

### Market Environment and Market Characteristics

- Comprised of two axes: a receipt system, an accounting system, and an electronic drug history, a recording system
- Revisions to pharmacy fees and drug prices occur more frequently than once every two years, and the number of players is naturally declining due to the complexity of responding
- We are number one in the industry, with a 43.9% share.
- To switching costs due to the high hurdle of UI changes for users involved in actual business
- The market is mature, and M&As and other measures are required to expand market share

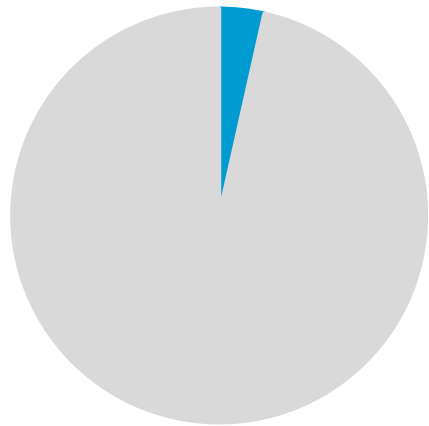
### Sales methods, product features, etc.

- Direct sales, agency sales, support agency sales, referral sales, etc.
- Customers attach great importance to support, after-sales service, etc., product functions, BCP responses, etc.

## Our IT Systems for Clinics



### Customers and market size



Target market:  
90,000 properties  
Our share:  
3,158 properties  
3.5%

Customers are clinics without beds (clinics)

It is increasing due to the aging of the population,  
There is also considerable demand as a contact  
point for regional clinics

### Market Environment and Market Characteristics

- Comprised of two axes: receipt computers, a medical accounting system, and electronic medical records, a recording system
- Electronic medical record penetration rate at clinics without beds (clinics) is around 50%
- Revisions to medical service fees and drug prices occur more frequently than twice a year. The number of manufacturers naturally declines due to the complexity of responses

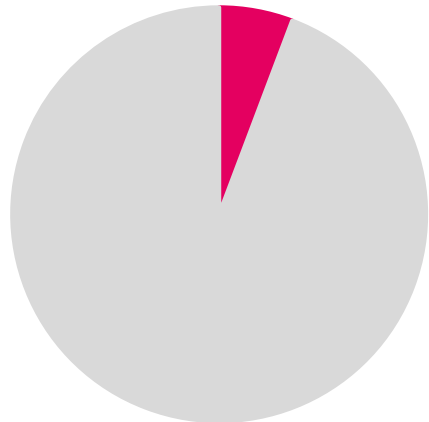
### Sales methods, product features, etc.

- Direct sales, agencies, support agencies, referral agencies, referral sales through opening consultants, etc.
- Electronic medical records vary widely in function, varying in terms of the speed of medical examinations, patient collection analyses, and connections to testing and collaborative devices that are desired to be performed in each advocated medical field. High support and responsiveness are the conditions
- In contrast to pharmacies, the concept of a chain store is not very common, and clinic directors themselves are often corporate managers

## Our IT Systems for Long-term care/welfare



### Market size



Target market:  
290,000 properties  
Our share:  
14,362 properties  
5.0%

Customers based on the Long-term Care Insurance Law  
Long-term care facilities engaged in businesses such as  
long-term care and disability/welfare  
An increase in the consolidation of long-term care/welfare  
providers is expected

### Market Environment and Market Characteristics

- As a result of the passage of the Long-term Care Insurance Law in April 2000, the market is younger than that of IT systems for clinics and for pharmacies.
- Revisions to long-term care fees occur once every three years
- It is a market for rivalry of local warlords, and in addition to the long-term care billing and recording systems we handle, IT incorporating advanced technologies such as watch systems and long-term care robots are advancing
- Although we have existing users in M&As and other areas, products are the last manufacturer to launch

### Sales methods, product features, etc.

- There are few cases of buying a set of hardware
- If there are eight services different from those for the pharmacy system and the clinic system, we will purchase the number of software that can accommodate eight services, because we purchase them in terms of the number of services performed per corporation.  
Example: Nursing care service provided by the corporation is hypothetically
- Emphasis on prices and products due to personnel shortages and an increase in market consolidation  
Users themselves also vary in their PC acquisition skills, emphasizing ease of use and depth of user support
- The contents required differ according to the scale of large-scale facilities, medium-scale facilities, etc.



We will work to develop human resources who can realize the services necessary for customers in the optimal way through necessary training and improvement of employee engagement.

## Our System for Human Resource Development

	Rank-based training		Acquisition through training and education	Self-learning (e-Learning)	Common
Managers	Management training	Executives Training	<ul style="list-style-type: none"><li>Implementation of Philosophy-based management</li><li>Demonstration of leadership</li><li>Training of management perspectives and development of next-generation leaders</li></ul>	Participation in content required for business execution	(Re-skilling) to supplement career design
Mid-sized employees	Project Participation	Employee Exchange Training	<ul style="list-style-type: none"><li>Implementation of Management Philosophy and Company Policies</li><li>Enhancement of job performance capabilities and leadership</li><li>Cooperation across job types</li></ul>		
Young employees	Follow-up Training		<ul style="list-style-type: none"><li>Penetration of management philosophy and company policies</li><li>Acquisition and training of skills necessary for business</li><li>Understanding of other job types</li></ul>		
New employees	Training for new employees		<ul style="list-style-type: none"><li>Understanding of management philosophy, company policies, and values</li><li>Basic knowledge of adults</li><li>Product and industry understanding</li><li>Attitude and readiness to work</li></ul>		
				Acquisition of new skills	Compliance education

## Training systems for human resource education, etc.

- Self-Development Program Subsidy Program**  
A system that subsidizes 50% of the cost of receiving the necessary qualifications and skills to develop and smoothly conduct business. Participation
- Eligibility allowance**  
A system that provides eligibility allowances for a fixed amount of 46 types in all three domains, including IT, medical, and business skills, for a period of up to two years
- Town meeting**  
A system in which all employees have as many opportunities as possible to exchange opinions directly with the president at least once. Can directly communicate recommendations and proposals to management through meetings to the president



## Disclaimer

The contents in this presentation materials are based on assumptions judged to be valid and information available to the Company's management at the time they were prepared.

The Company assumes no obligation to update or revise any information, whether as a result of new information, future events or otherwise. As forecasts contained herein are based on assumptions of numerous uncertain factors, actual results may differ significantly from these forecasts for a number of reasons.

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## Questions and Inquiries

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<https://emsystems.co.jp/ir/mailform.html>