



The Fiscal Year Ended September 30, 2021

Business and Financial Highlights

Amvis Holdings, Inc.
November 15, 2021

1 **FY21 Financial Results Summary**

2 **FY22 Forecast and Upward Revisions to Three-Year Plan**

3 **Appendix**

4 **Company Overview**

1

Introduced rigorous COVID-19 countermeasures to prevent tertiary infections

- ✓ Secured 1,639 medical workers for 1,548 patients, establishing a robust medical system
- ✓ Provided medical and care services based on infection prevention measures (standard precautions)
- ✓ Introduced isolation measures (such as using N95 masks and conducting voluntary antigen testing) following risk assessments of all dubious cases

2

Working to uncover potential demand in Eastern Japan, particularly in the Tokyo metro area

- ✓ Improved stable operation levels through strong, long-term trust-based relationships with medical institutions and by enhancing the Ishinkan brand
- ✓ Expanded into most of Eastern Japan, including all prefectures in the Tohoku region, and will focus on dominant formation in regions where we already have a presence
- ✓ Considering rollouts in small and medium-sized cities (populations of about 100,000) and the development of facilities with new concepts for different types of target patients

3

Improving profitability by strengthening operating structure (a headquarters-focused management system and close collaboration between the headquarters and each facility)

- ✓ Reducing the initial cost burden of opening new facilities by increasing the number of facilities in stable operation
- ✓ Promoting management efficiency by opening large facilities and through dominant formation
- ✓ Establishing a timely and appropriate recruiting system based on highly accurate forecasts of utilization rates

Upward Revisions to Amvis 2023 Targets

Number of facilities / Bed capacity

70 facilities / 3,411 beds

(Medium- to long-term target:
100 facilities / 5,000 beds)

FYE22 (forecast): 57 facilities / 2,764 beds
FYE21 (actual): 42 facilities / 1,977 beds
FYE20 (actual): 29 facilities / 1,270 beds

Net sales

JPY 29.2bn

(Medium- to long-term target: JPY 45.0bn)

FY22 (forecast): JPY 21.6bn
FY21 (actual): JPY 15.3bn
FY20 (actual): JPY 9.1bn

Operating profit

JPY 6.7bn

(Medium- to long-term target: JPY 10.0bn)

FY22 (forecast): JPY 4.9bn
FY21 (actual): JPY 3.7bn
FY20 (actual): JPY 1.8bn

Net profit (CAGR)

35-39%

(Medium- to long-term target: 20-29%)

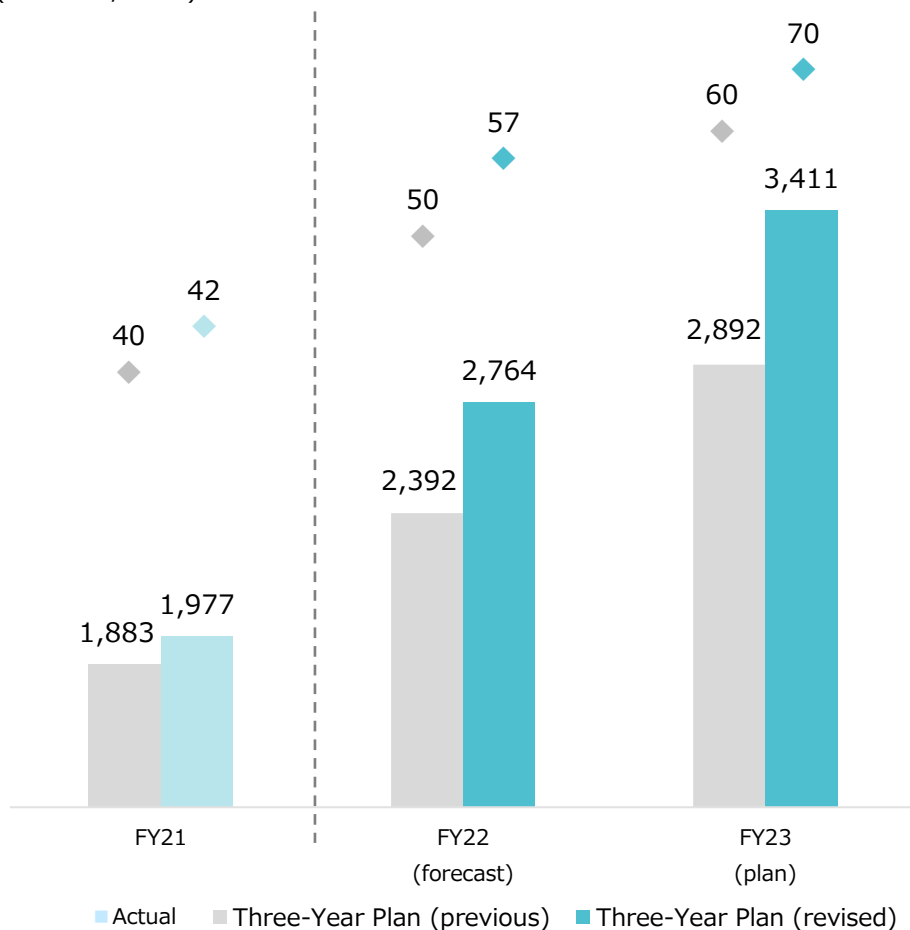
FY20-FY23 (forecast): 53%

Amvis 2023: Raised Target Number of Facilities from 60 to 70

Upward Revisions to Amvis 2023 Targets

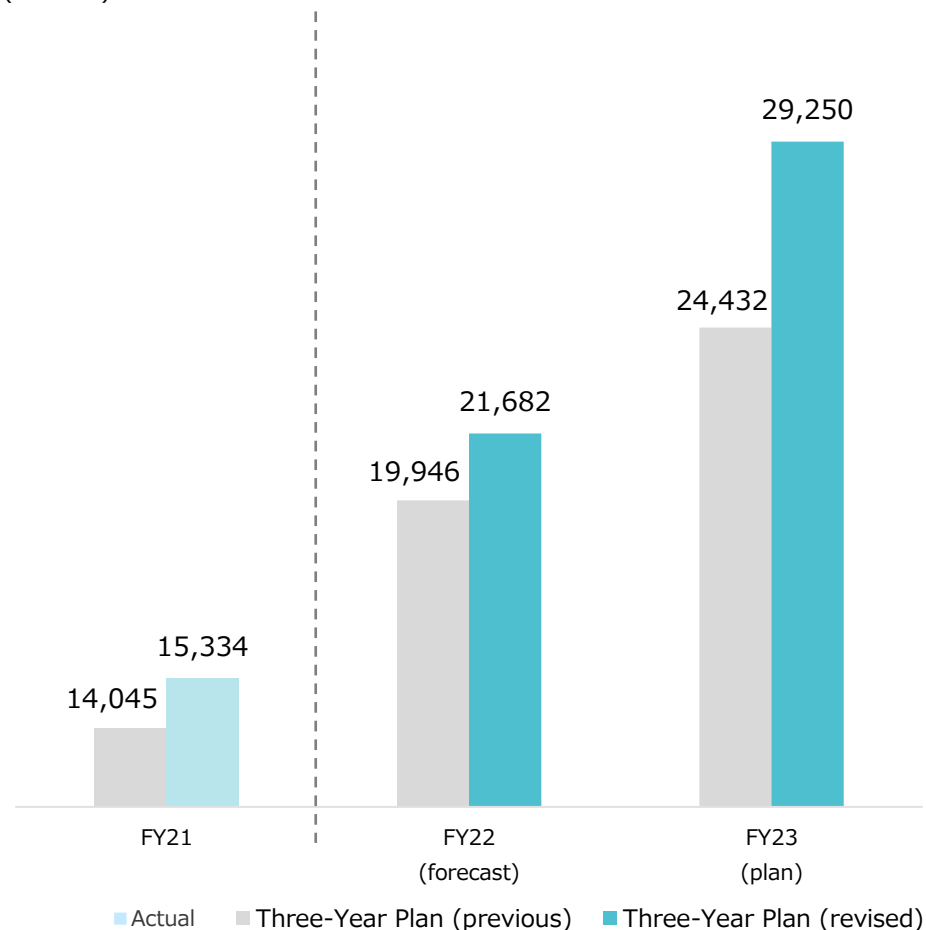
Number of Facilities / Bed Capacity

(Facilities / Beds)



Net Sales

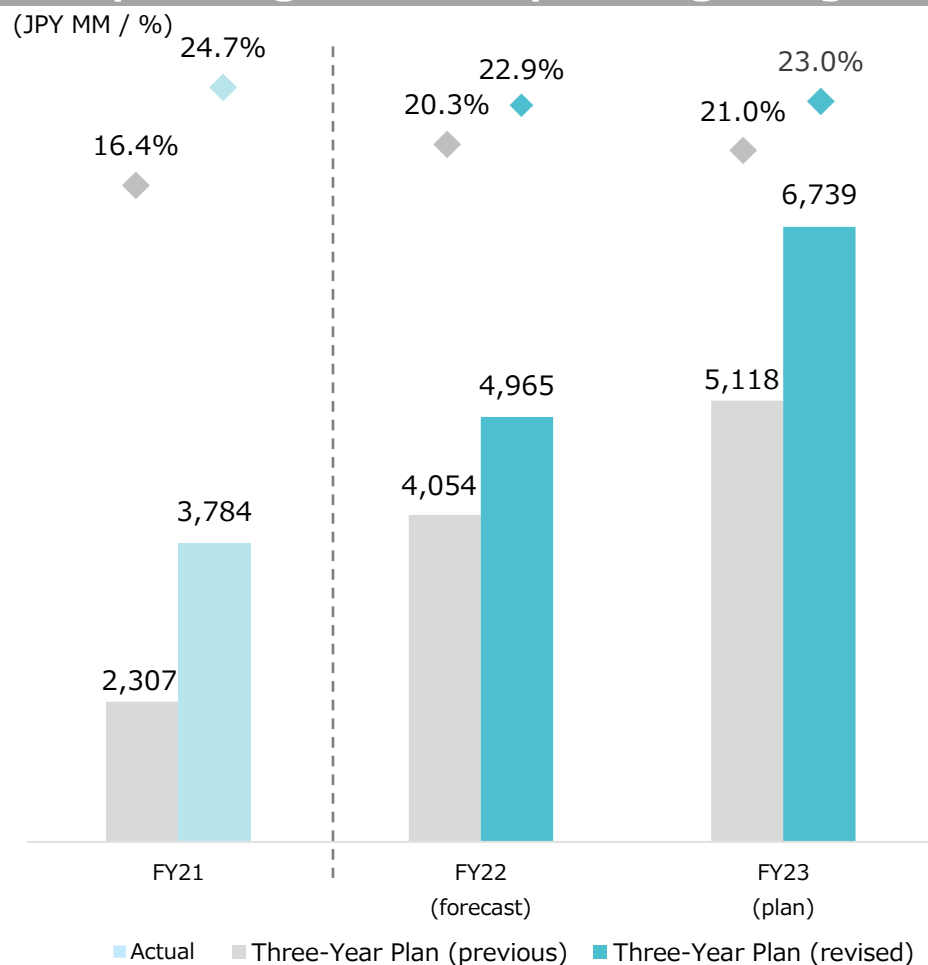
(JPY MM)



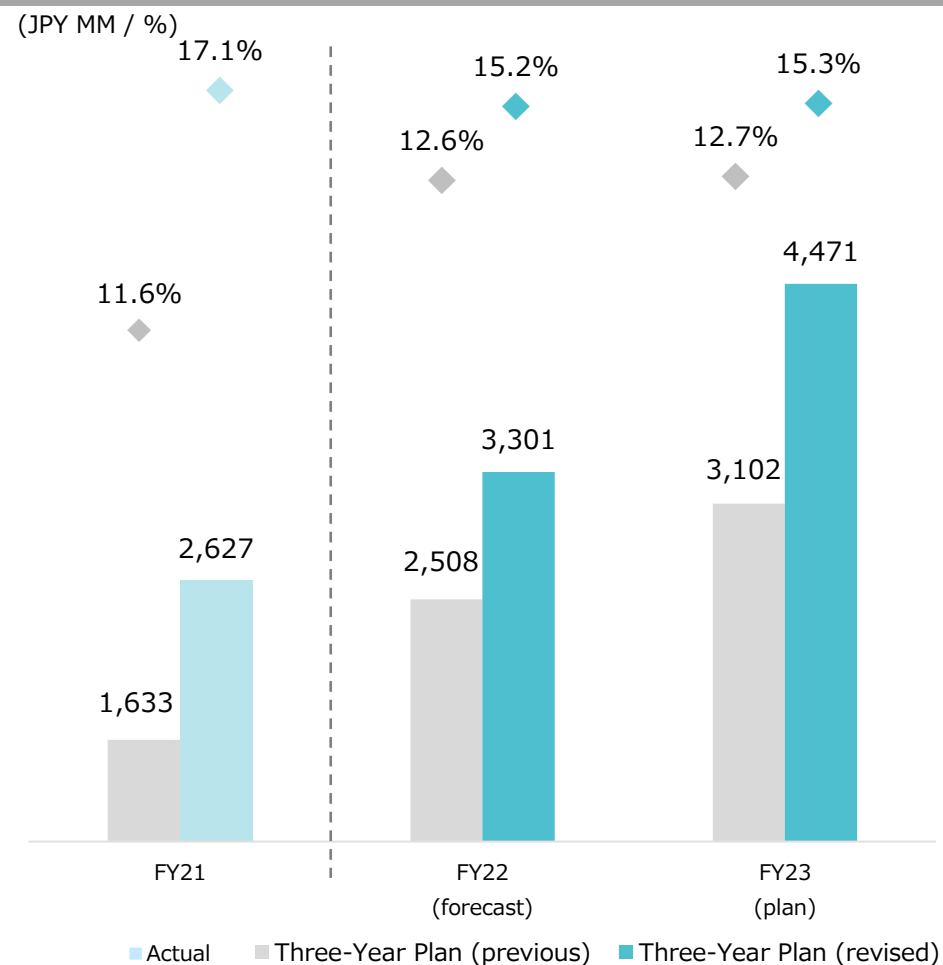
Amvis 2023: Expect to Reach Initial Profit Targets One Year Ahead of Schedule

Upward Revisions to Amvis 2023 Targets

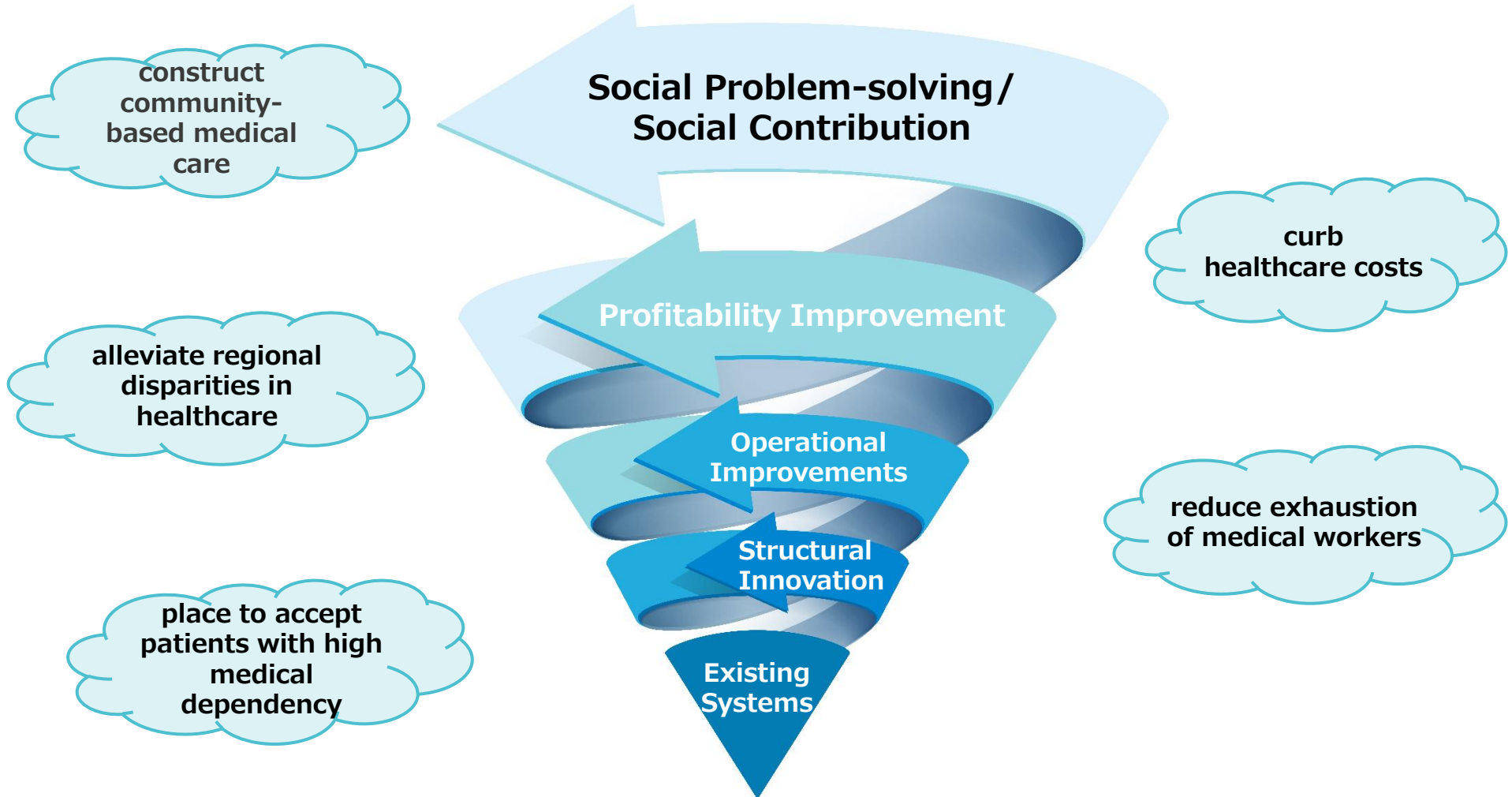
Operating Profit / Operating Margin



Net Profit / Net Margin



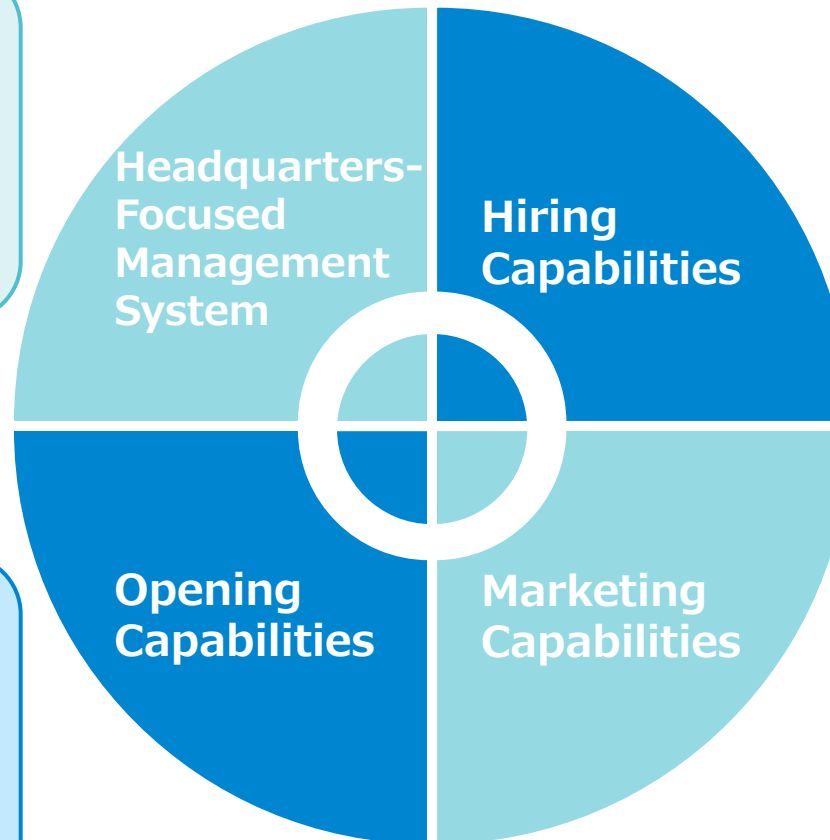
Social Problem-Solving Business



Thorough Efforts to Strengthen and Enhance the Operating Structure

- Establishment of a headquarters-focused management system without area managers and head of facility
- Concentration of primary corporate functions at headquarters (marketing, sales management, recruiting, human resources administration, consumables management)

- Careful site selection two years prior to opening based on market survey and other factors
- Conduct surveys of demand, local hospitals, physicians and difficulties in recruiting



- Not hiring temporary nurses and caregivers
- Caregivers hired directly, rather than through placement agencies

- Most patients referred by medical professionals, with only a few through referral agencies
- Despite COVID-19, maintained and improved high utilization rates



1. FY21 Financial Results Summary

More Facilities Leading to Higher Net Sales and an Improved Operating Margin



- Despite COVID-19, we maintained stable utilization rates at existing facilities and opened 13 new facilities (more than initially planned).
- We improved the operating margin by leveraging accumulated know-how and enhancing operations under a headquarters-focused management system.

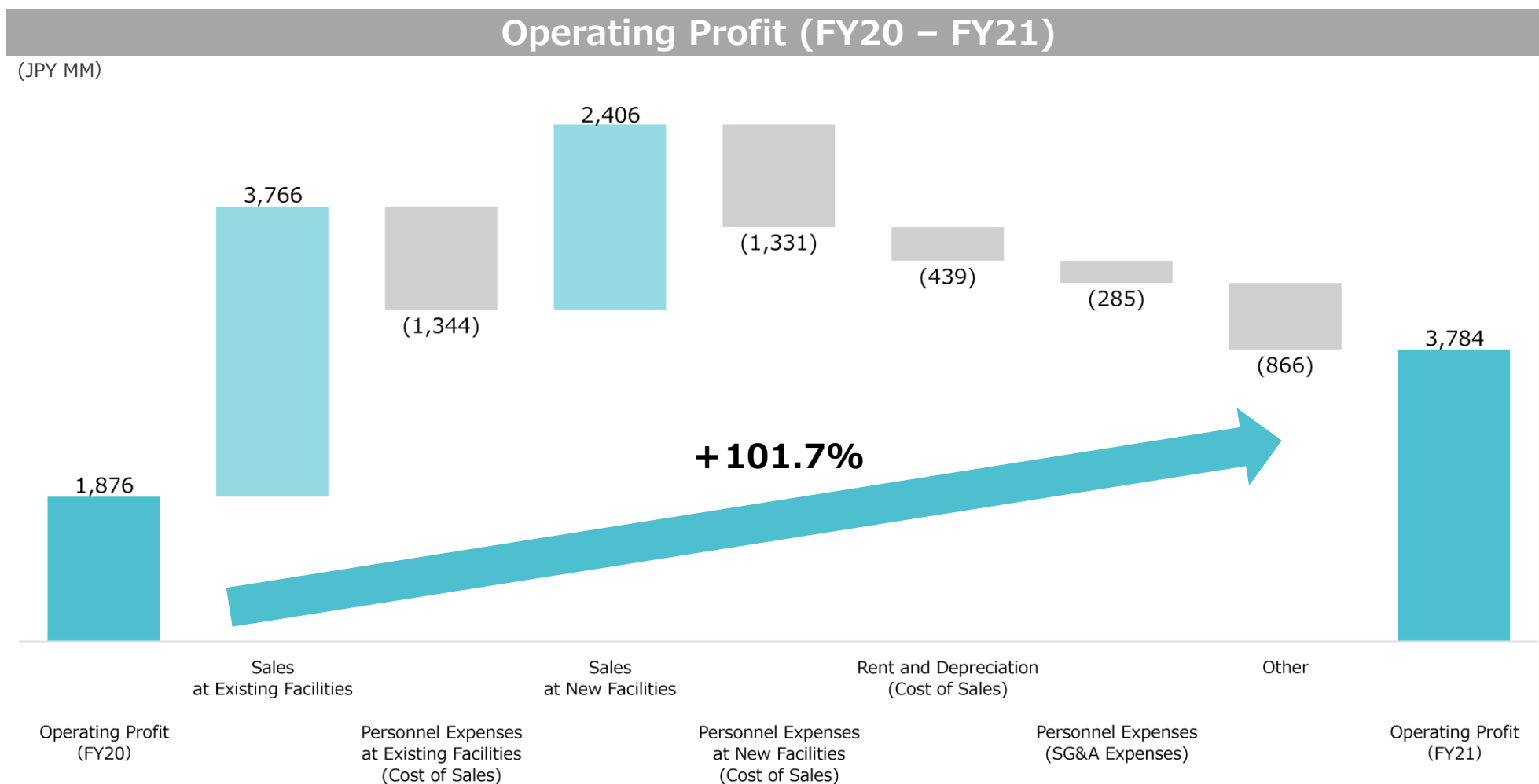
| FY21 Results ⁽¹⁾ | | | | | | |
|--|---------------|---------------------------------|--|---------------|----------------------------------|--|
| (JPY MM) | FY20 | FY21 | | FY21 | | |
| | Actual | Revised Forecast ⁽²⁾ | | Actual | vs. FY20 vs. Revised Forecast | |
| Number of Facilities (Bed Capacity) | 29 (1,270) | 42 (1,977) | | 42 (1,977) | +13 (+707) | |
| Net Sales | 9,174 | 14,967 | | 15,334 | +67.1% +2.5% | |
| Operating Profit | 1,876 | 3,350 | | 3,784 | +101.7% +13.0% | |
| Operating Margin (%) | 20.5% | 22.4% | | 24.7% | +4.2pt +2.3pt | |
| Net Profit | 1,239 | 2,394 | | 2,627 | +112.0% +9.7% | |
| Net Margin (%) | 13.5% | 16.0% | | 17.1% | +3.6pt +1.1pt | |

Note :

1. Due to the retrospective application of the change in accounting policy from FY21, financial figures for FY20 are stated after the retrospective application (same applies on the following pages).
2. Revised forecast announced on August 2, 2021.

Maintained High Utilization Rates Despite COVID-19

- We maintained stable utilization rates at existing facilities (87.8%) and new facilities (47.3%).⁽¹⁾
- Operating profit rose as the number of facilities and bed capacity increase (29 facilities as of September 30, 2020; 42 facilities as of September 30, 2021).



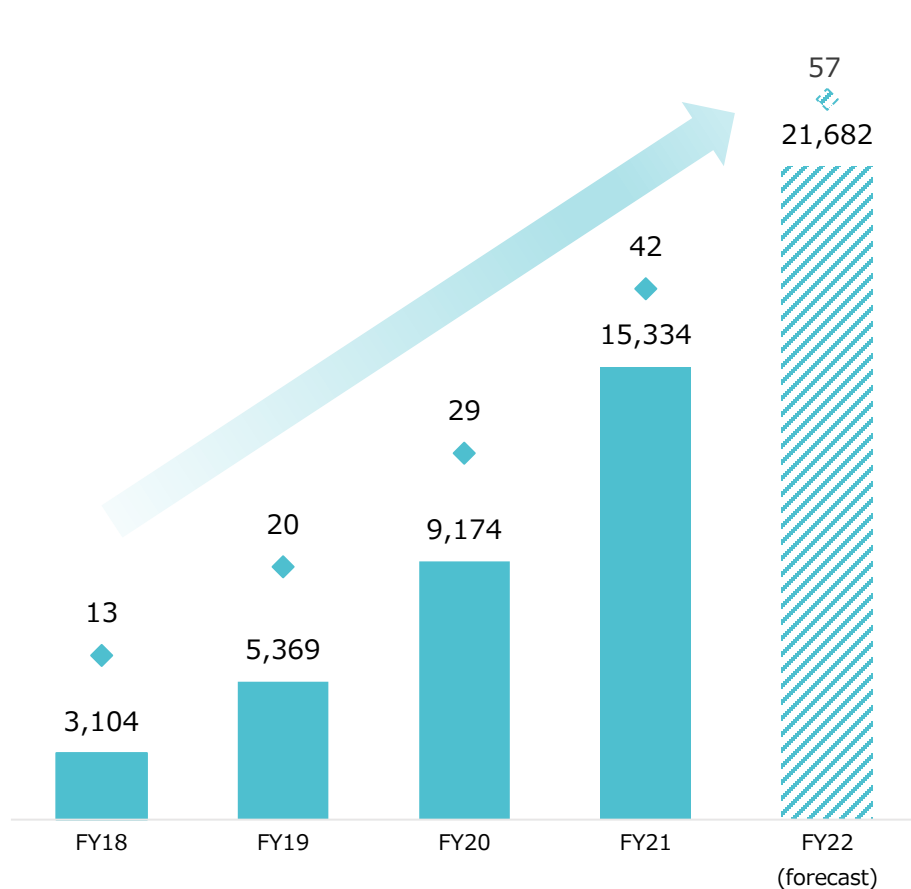
Note :
 1. New Facilities : Opened in FY21 (same applies on the following pages) / Utilization Rate : median (as of September 30, 2021)

Maintaining and Accelerating High Growth Rates by Steadily Increasing the Number of Facilities

- We achieved solid net sales and operating profit, as in previous fiscal years, and aim to maintain and further accelerate high growth rates.
- We achieved a high operating margin despite COVID-19, due to a focus on reinforcing the operating structure.

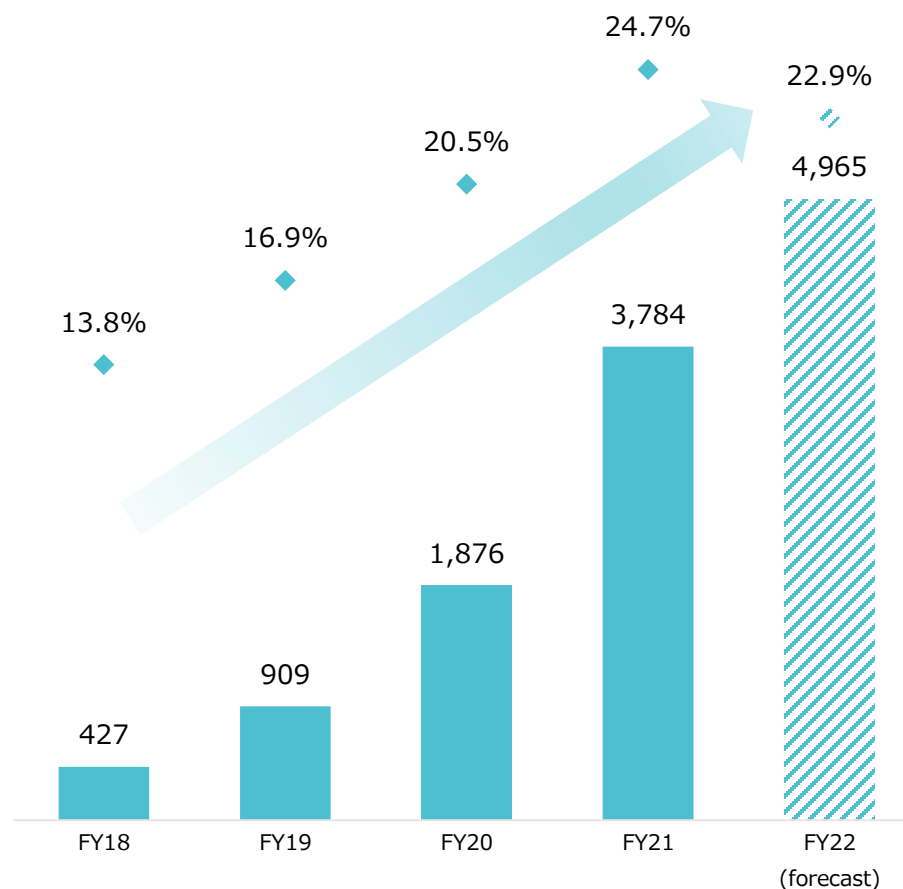
Net Sales / Number of Facilities

(JPY MM / Facilities)



Operating profit / Operating Margin

(JPY MM / %)

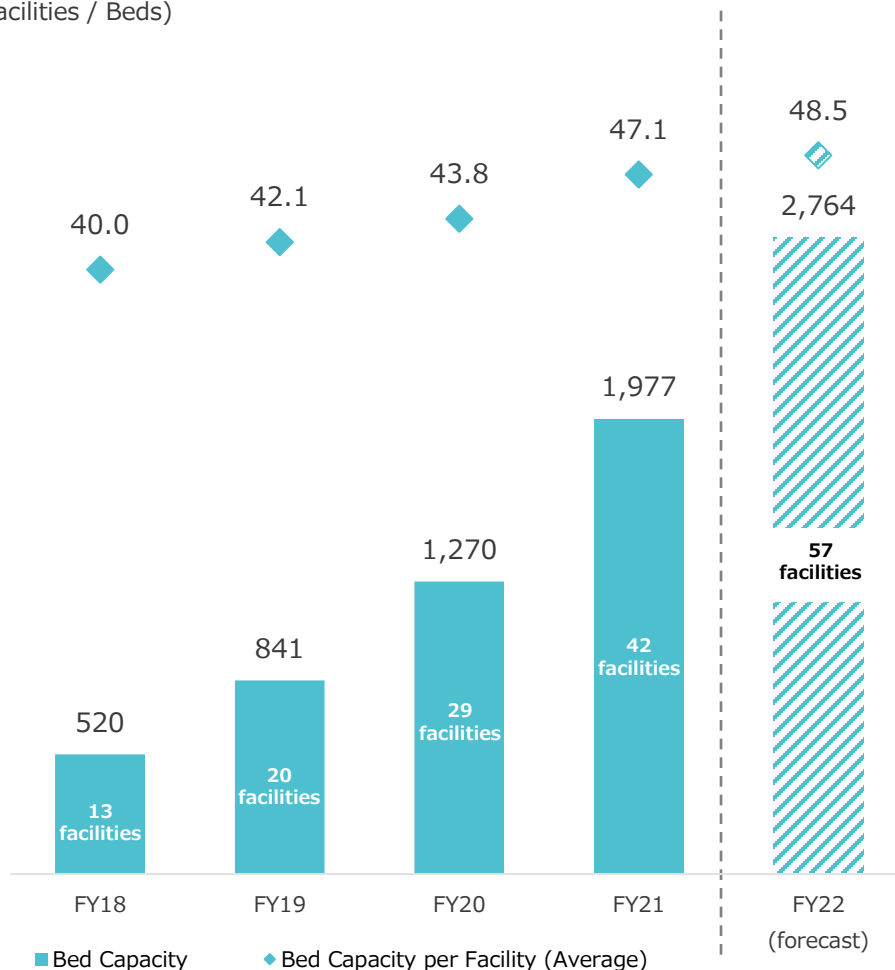


Increasing the Number of Patients by Opening Larger Facilities and Raising Utilization Rates at Existing Facilities

- By augmenting marketing and operational capabilities, we have increased bed capacity per facility. Going forward, we plan to open facilities with 40–50 beds.
- As around 70–80% of patients, mainly in the Tokyo metro area, are in the terminal stage of cancer, we have set our guideline for utilization rate during stable operation at 80-85%.

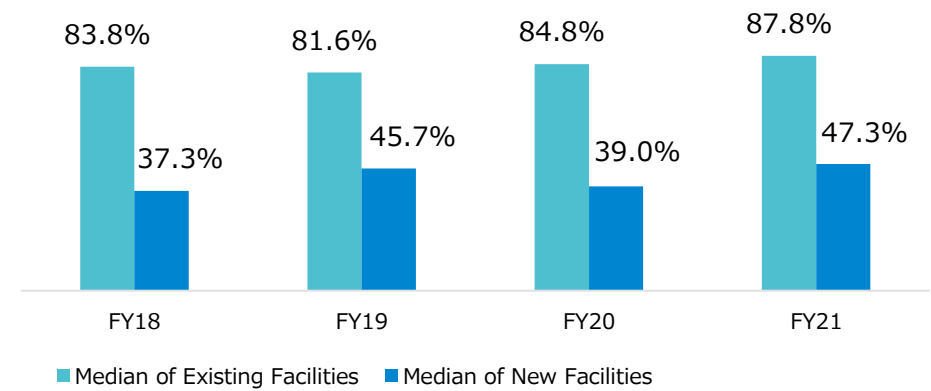
Number of Facilities / Bed Capacity

(Facilities / Beds)



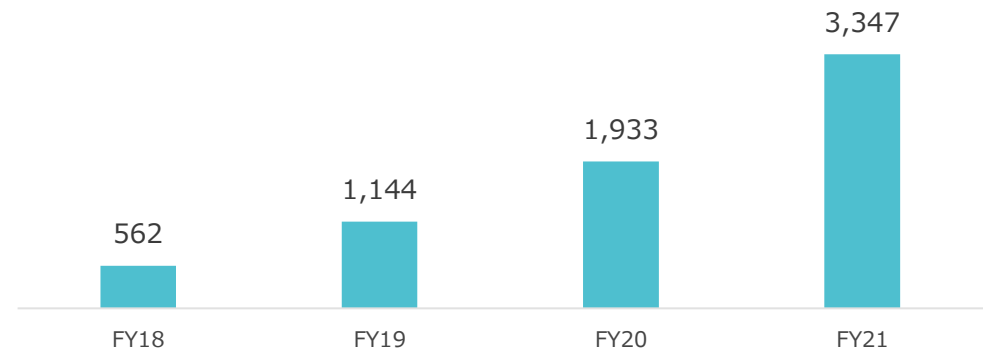
(Existing · New Facilities) Utilization Rate

(%)



New Patients

(Patients)



Maintaining Our Policy of Raising Dividends per Share

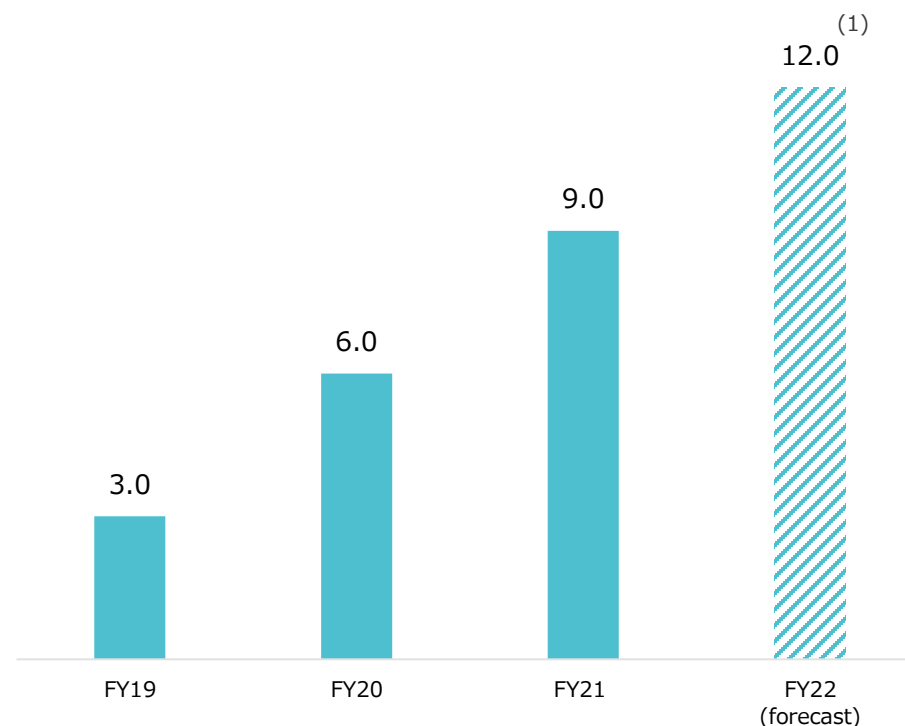
- In FY22, we plan to raise the dividend per share by JPY 3.0 compared with FY21.
- We will continue to enhance corporate value by considering the balance between the acceleration of growth and shareholder returns.

Basic Policy on Shareholder Return

- We consider the distribution of profits to shareholders to be a priority management issue. We aim to enhance our corporate value by returning profits to shareholders while securing internal reserves to expand the Ishinkan business as well as related businesses and to strengthen our management base.
 - Our basic policy is to distribute profits to shareholders through the stable payment of dividends paid once a year, by taking into account factors including the market environment, regulatory changes, and financial soundness.

Dividend History and Forecast

(JPY)



Note:

1. As announced in the "Notice of Stock Split and Partial Amendment to the Articles of Incorporation" on November 11, 2021, a two-for-one stock split will be implemented on January 1, 2022, and the dividend (forecast) after taking into account this split will be JPY 6.0

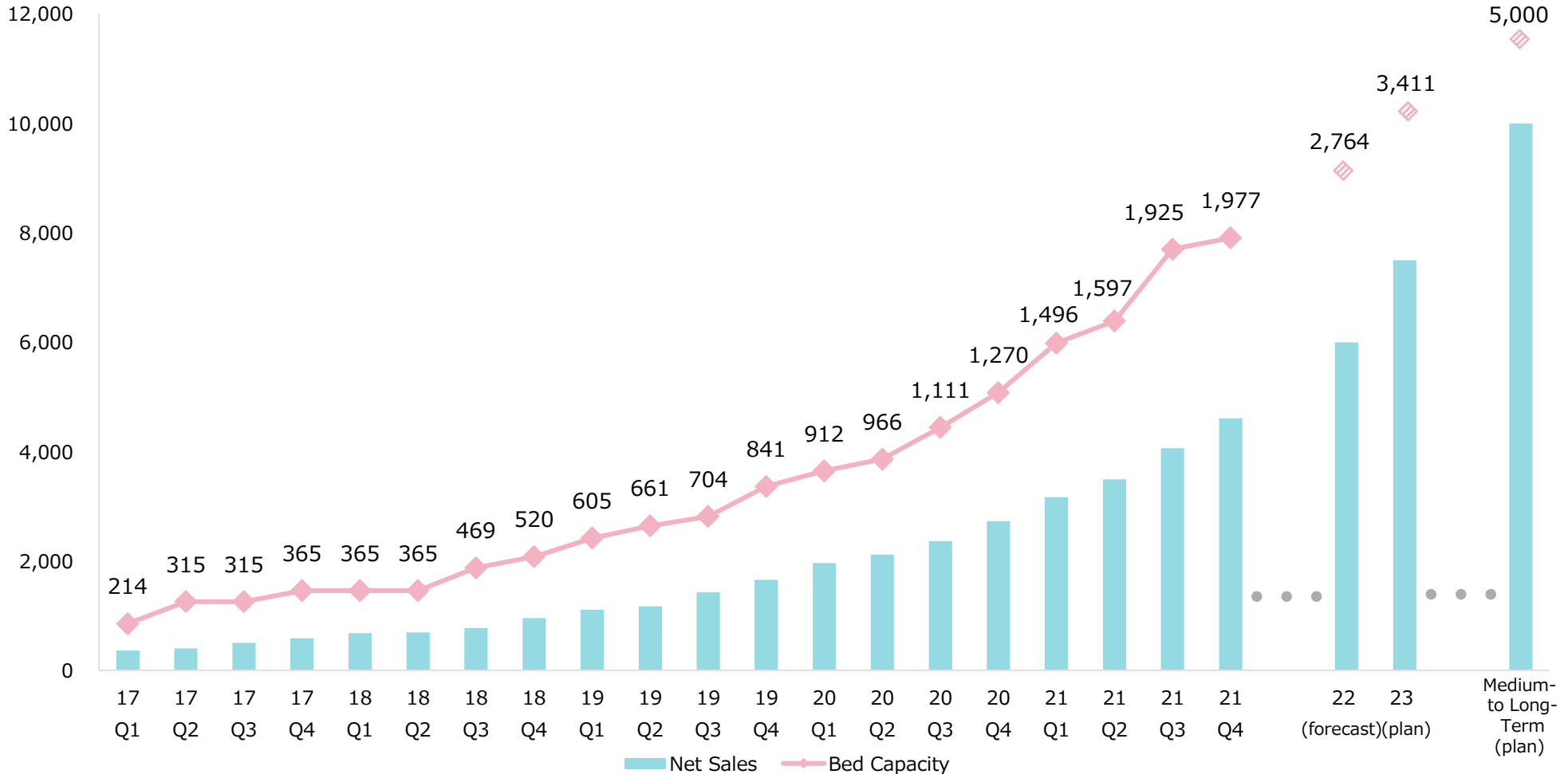


2. FY22 Forecasts and Upward Revisions to Three-Year Plan

A Steady Rise in Bed Capacity and Net Sales Since Amvis Holdings' Establishment

Amvis Holdings' Growth Trajectory

(JPY MM / beds)



Accelerating the Speed of Facility Openings Even While Increasing of Personnel Numbers to Fight COVID-19



Operating Results FY19- FY23

| (JPY Bn) | FY19 | FY20 | FY21 | FY22 | FY23 |
|------------------------------|-----------|-----------|-----------|----------|--------|
| | Full-Year | Full-Year | Full-Year | Forecast | Plan |
| Net Sales | 53.6 | 91.7 | 153.3 | 216.8 | 292.5 |
| (Y/Y(%)) | — | +70.9% | +67.1% | +41.4% | +34.9% |
| Operating Profit | 9.0 | 18.7 | 37.8 | 49.6 | 67.3 |
| (Operating Margin(%)) | 16.9% | 20.5% | 24.7% | 22.9% | 23.0% |
| Net Profit | 6.0 | 12.3 | 26.2 | 33.0 | 44.7 |
| (Y/Y(%)) | — | +105.6% | +112.0% | +25.7% | +35.4% |

Strengthening Personnel Structures at Facilities and Headquarters, Revising Upward the Number of New Facility Openings



- We have revised upward our target number of openings from 10 facilities per year to 13. We are now targeting 70 facilities (3,411 beds) by FYE23.
- We assume expenses for headquarters personnel (SG&A expenses) will increase, as we maintain a headquarters-focused management system to operate facilities across Eastern Japan.

Key Assumptions

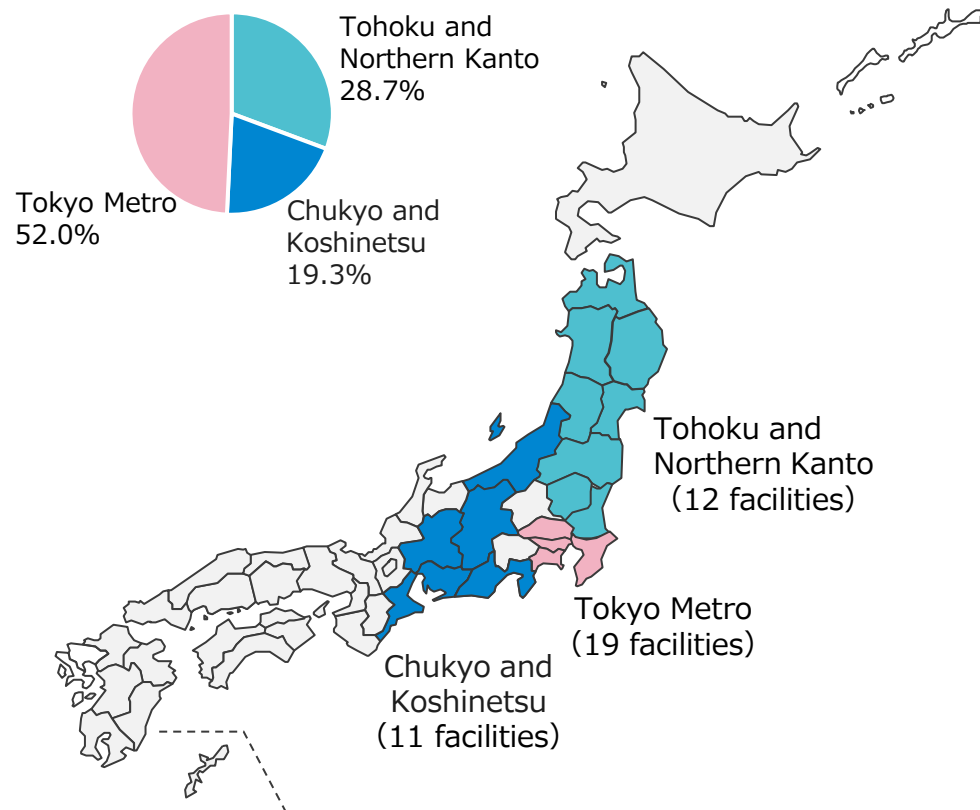
| | |
|---|---|
| Number of facilities, bed capacity | <ul style="list-style-type: none"> • Over the next two years, we expect to open about 13 new facilities per year (from 42 at FYE21 to 70 at FYE23). <ul style="list-style-type: none"> ✓ In FY22, new facility openings will continue to be concentrated by Q3. In Q4, we will focus on strengthening and enhancing our operating structures. ✓ We have opened in most parts of Eastern Japan, and therefore will accelerate our formation of dominant areas in regions where we already have a presence. |
| Number of patients | <ul style="list-style-type: none"> • We assume the number of patients will increase, along with the number of facilities and beds. <ul style="list-style-type: none"> ✓ 35 Facilities opened up to March 2021 : Maintain utilization rates at stably operating facilities (80-85%). ✓ 35 Facilities opening from April 2021 : Increase utilization rates until they reach those of stably operating facilities. |
| Personnel numbers | <ul style="list-style-type: none"> • In line with increased numbers of facilities and beds, we expect to rise the number of medical workers, including nurses and caregivers. <ul style="list-style-type: none"> ✓ We have established an appropriate personnel structure to meet the number of patients. To achieve this, we are highly accurate in our forecasting of utilization rates and maintain an appropriate hiring system. ✓ The number of employees will continue to outpace that of patients in the face of COVID-19. |
| Other | <ul style="list-style-type: none"> • We expect consumables and other expenses to remain higher than usual due to measures to fight COVID-19. • Although aiming to maintain or improve per-person recruiting costs, we anticipate a rise in recruiting expenses as our number of recruits grows. • We expect personnel costs (SG&A expenses) to grow as we reinforce headquarters functions. |

Accelerate Our Formation of Dominant in Eastern Japan, Particularly in the Tokyo Metro Area

- We have opened in most parts of Eastern Japan. In FY21, we began operating in Nagano, Chiba, Akita, Shizuoka, and Fukushima prefectures.
- In FY22, we will accelerate our dominant formation in the Tokyo metro area.

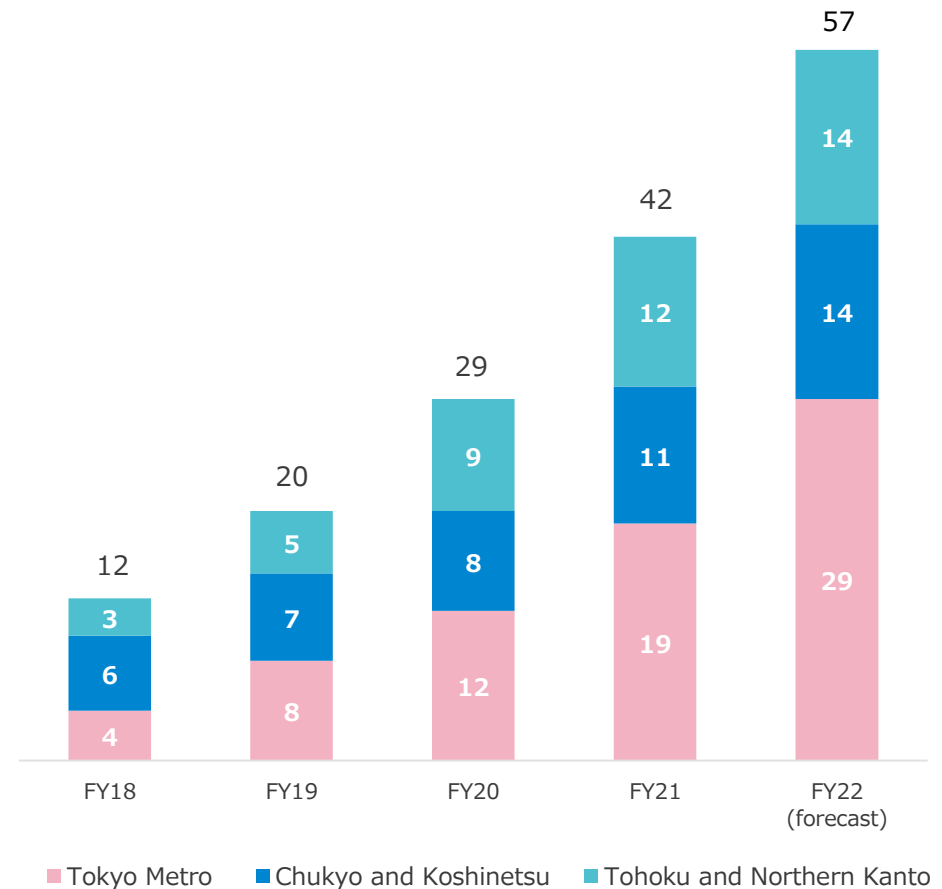
Expand Deployment Region

Net Sales (FY21)



Number of Facilities by Region

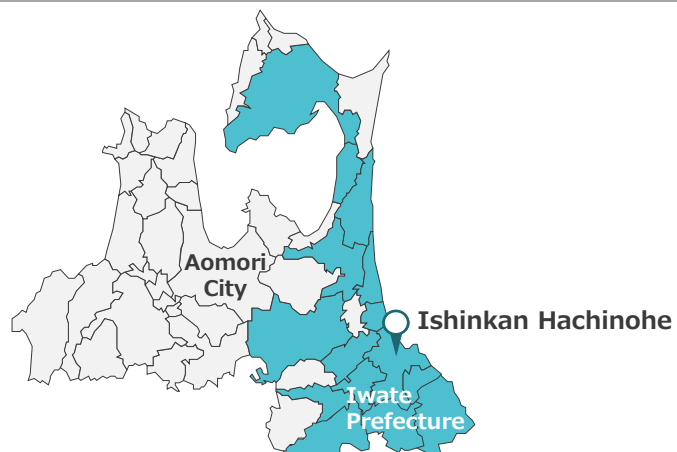
(Facilities)



Helping to Create a Foundation for Home Medical and Nursing Care by Proactively Opening Facilities in Areas Where the Care is Scarce

- At Ishinkan Hachinohe, which opened in April 2020, patients come from a wide range of areas, including from outside the prefecture. We also opened a facility in the city of Aomori in November 2021.
- Although lower than in the Tokyo metro area, cancer patients account for about 60% of the total, and we maintain a high utilization rate by collaborating with many medical institutions.

Area of Occupancy, Including Another Prefecture



Key Indicators

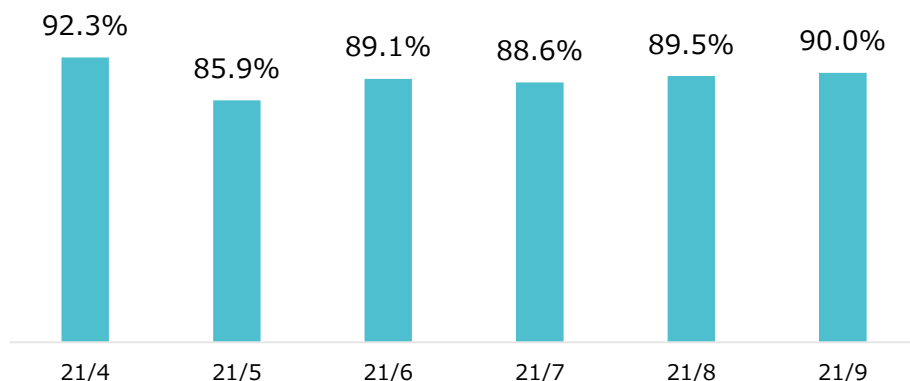
Percentage of cancer patients:

~60%

Referring institutions:

~40 institutions

Utilization Rate



Number of physicians:

~10 doctors

Percentage of external care managers:

~60%

Note :
1. As of the latest date

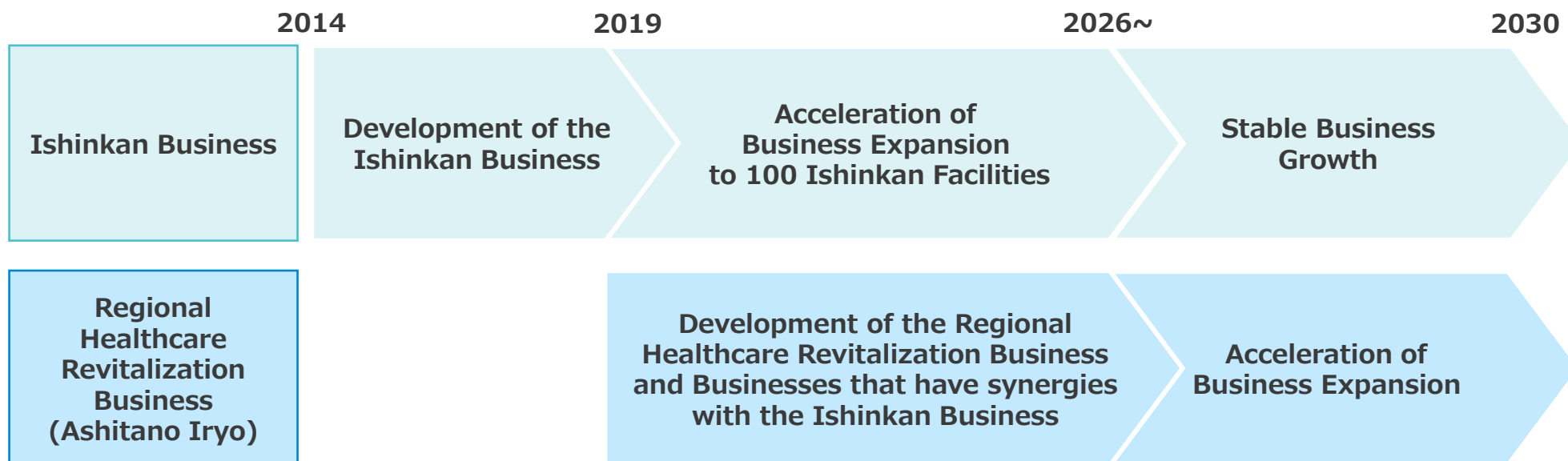
For the Foreseeable Future, Prioritize Development of the Ishinkan Business

- First Plan: As a pioneer in the hospice business, accelerate the development of the Ishinkan business. Leverage our first-mover advantage to establish a base of stable, long-term earnings.
- Second Plan: Establish businesses that have synergies with the Ishinkan Business. However, due to the impact of COVID-19, progress in the business has been delayed and the timing of monetization will be 2026 or later.

Medium- to Long-Term Vision

- 1 Establish the hospice business (Ishinkan business) as a base of stable, long-term earnings.
- 2 Become a leading company in the home medical and nursing care domain and create new trends in the medical and welfare fields.
- 3 Become the most exciting in the world and 100-year-prospering medical and healthcare company and make people happy.

Action Plan





3. Appendix

1

The Market Has Been Growing Supported by Social Issues

- ✓ A chronic- and terminal-stage medical infrastructure originated from the private sector in an era of changes of medical care from hospital-based to community-based.
- ✓ A social problem-solving business that benefits all three parties of patients, local communities, and hospitals/clinics.

2

High Barriers to Entry and Accumulated Operational Know-how

- ✓ With a novel paradigm of opening hospitals from which a physician's function is outsourced, we have established a management system of health care facilities that function as in-home hospital beds, mainly operated by nurses.
- ✓ In addition to the Tokyo metro area, where demand is high, we have been successfully expanded regional cities, which have high barriers to entry.

3

High-Growth, High-Profit Business Model Backed by Strong Cash Generation

- ✓ Carefully-selected opening plans and high sales force enables early utilization rate increase and early realization of profit in the newly-opened facilities.
- ✓ Maintaining high utilization rates at existing facilities based on high hiring ability and operational ability and an appropriate personnel structure based on utilization rates.

Facility Opening and Operating Strategy: The Process from Project Cultivation to Stable Operation

- We begin conducting market and other surveys around two years prior to opening a new facility, making the decision to open after carefully reviewing the survey results.
- After opening, we manage personnel numbers based on utilization rates to achieve profitability on a monthly basis in 4–6 months and become profitable on a cumulative basis after 10–12 months.

From Project Cultivation to Opening

Up to 2 years before: Commence market survey in candidate regions

- Conduct surveys of hospice demand, taking medical areas, demographics, and medical resources into account.
- Build trust with hospitals and physicians around facilities.

From 2 years to 1 year before: Conduct land and building surveys

- Make an overall decision on the project, taking into account such factors as location, site area, flow line, opening method, and investment amount.
- Decide opening location, considering occupancy and recruiting.

From 1 year to 6 months before: Announce opening and begin construction

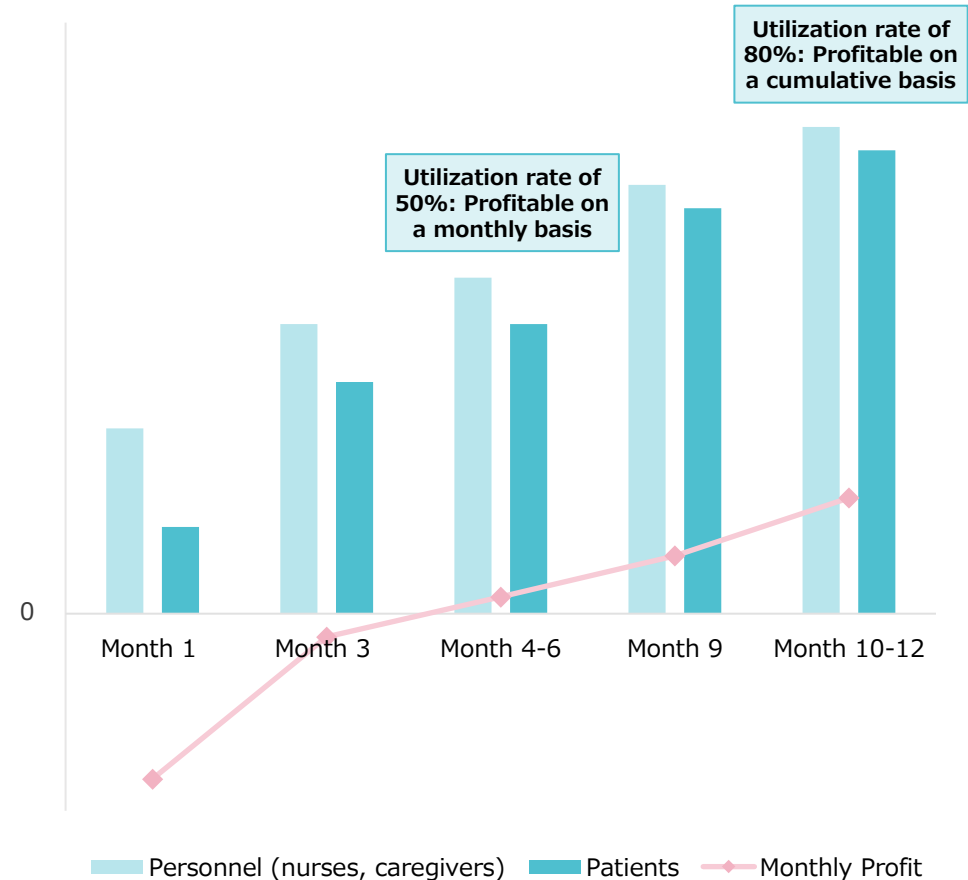
- Once decision to open is relatively certain, make announcement.
- Following the announcement, begin recruiting with an eye toward opening.

3 months before: Commence pre-launch sales activities

- Step up full-fledged marketing to hospitals, begin promoting occupancy.
- Prepare for opening, with collaboration from supporting staff from headquarters and other facilities.

Opening

From Opening to Stable Operation (Base Case)



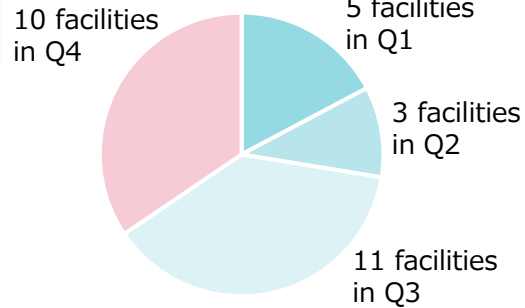
Facility Operating Strategy: Create and Promote a Headquarters-Focused Management System

- In FY22, as well, we plan to limit new openings in Q4, focusing instead on reinforcing our operating structures.
- Rather than assigning a head of each facility, we have established a nursing and care department at headquarters. By creating a headquarters-focused management system, we aim to maintain or improve the quality of care at facilities.

Timing of Facility Openings

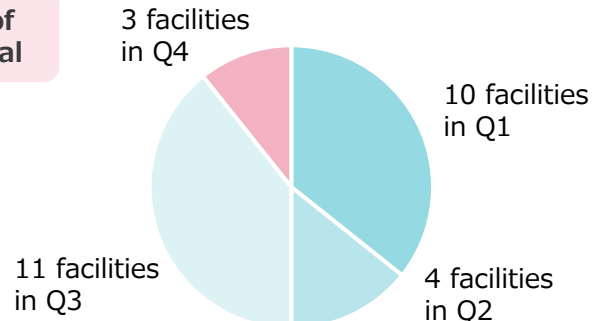
Before FY20 (29 facilities opened)

34% of the total



FY21 and FY22 (forecast) (28 facilities opening)

10% of the total



Specific Measures to Reinforce Operating Structures

Headquarters-Focused System

- At each facility, we created a system where nurses and caregivers can concentrate on caring for patients.
- We concentrated primary corporate functions (marketing, sales management, recruiting, human resources administration, consumables management) at headquarters and assign no resident head for each facility.

Nursing and Care Department

- The nursing and care department at headquarters carefully manages operations at each facility, providing instructions, training, and coordination.
- This department provides wide-ranging facility support of various types: offering operational support for nurse leaders, preparing operating manuals, providing orientations for new staff members, supporting new facility openings, and handling shift administration.

COVID-19 Counter-measures

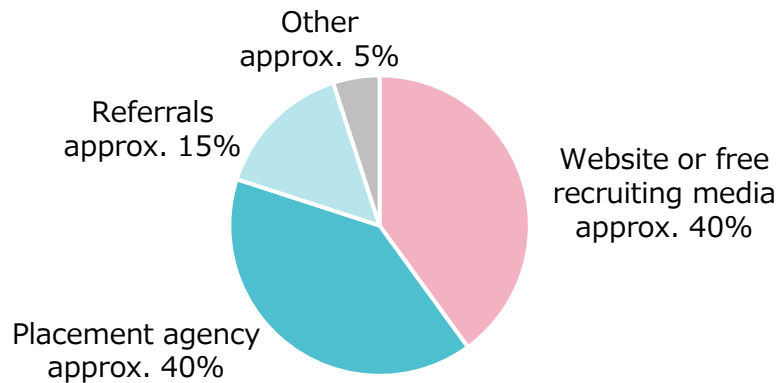
- Nurses well-versed in COVID-19 have taken a leadership role in establishing an Infection Control Team. This team has taken the lead in formulating thorough and consistent instructions, training, and infection prevention measures (standard precautions) for the employees and patients of all facilities.

Recruiting Strategy: Screen Nurses and Caregivers Rigorously

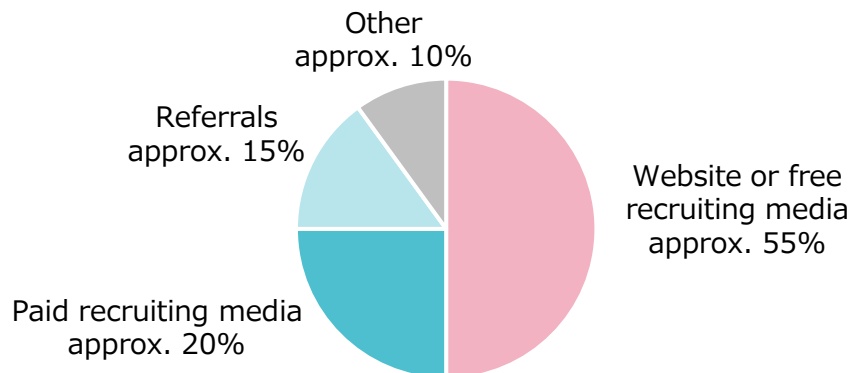
- We do not hire temporary nurses and caregivers. For nurses, we tend to use placement agencies, particularly in regional cities. However, for caregivers we have created a recruiting system that does not use them.
- For nurses, we concentrate on hiring people who have experience working at base hospitals and can be effective immediately. We screen rigorously, making offers to approximately 25%.

Hiring Routes by Job Type

Nurses

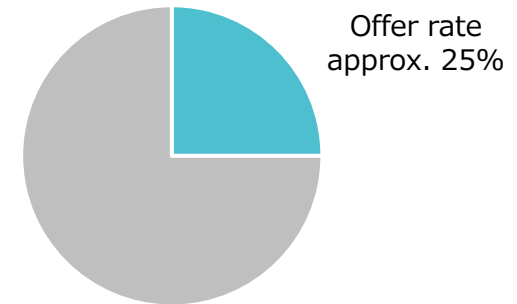


Caregivers

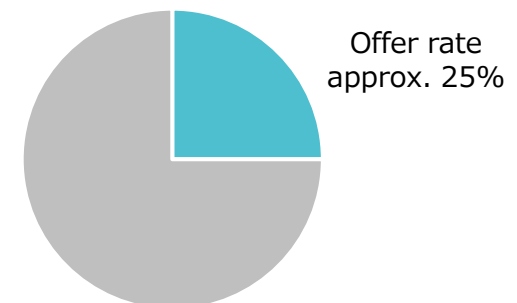


Offer Rate by Job Type

Nurses



Caregivers



Note :
1. As of the latest date

- In FY21, we made steadier progress than in previous years on boosting occupancy in the Tokyo metro area. These efforts centered on Kanazawabunko (a large-scale facility).
- In FY22, we plan to open 15 facilities, increasing the ratio of facilities in the Tokyo metro area and accelerating the formation of dominant.

Recent Topics

| | |
|---------------|---|
| Fukushima | First facility in the prefecture |
| Hongo | First joint operation with a care provider |
| Kanazawabunko | Large, 80-bed facility (our second-largest) |

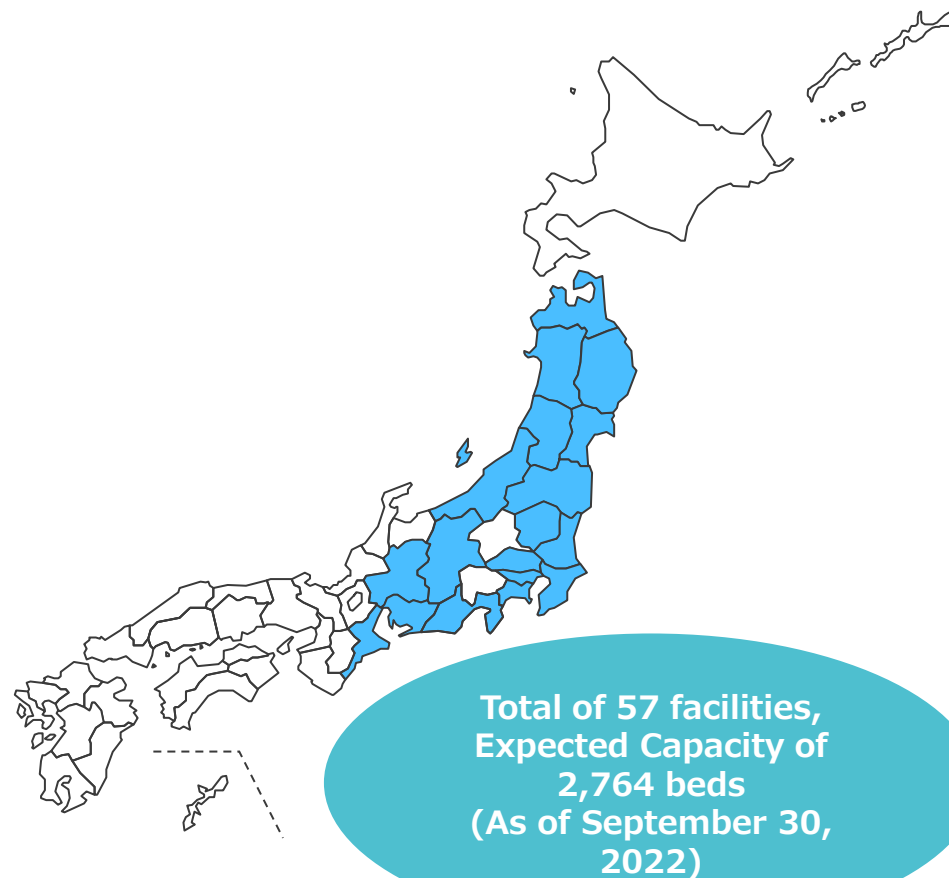
Opening Plans from July 2021

| Opening Date | Location | Total Beds |
|--------------|------------------------------------|------------|
| Jul. 2021 | Fukushima | 52 |
| Oct. 2021 | Mizue, Koshigaya, Kashiwa | 158 |
| Nov. 2021 | Ageo, Aomori, Higashi Omiya | 154 |
| Feb. 2022 | Yamato, Heiwadai | 101 |
| Apr. 2022 | Tsukuba, Joetsu, Minami Nagareyama | 157 |
| June 2022 | Shizuoka, Niigata III | 98 |
| Aug. 2022 | Inage | 50 |
| Sep. 2022 | Chiba ekimae | 69 |

Note :

1. Total beds is the sum of the capacities of multiple facilities.

Ishinkan Nationwide

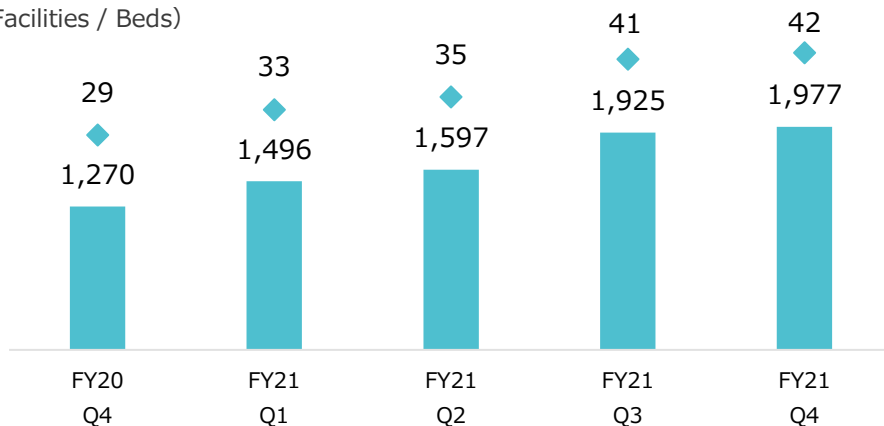


Quarterly Performance: Key Financial Indicators

Quarterly Performance

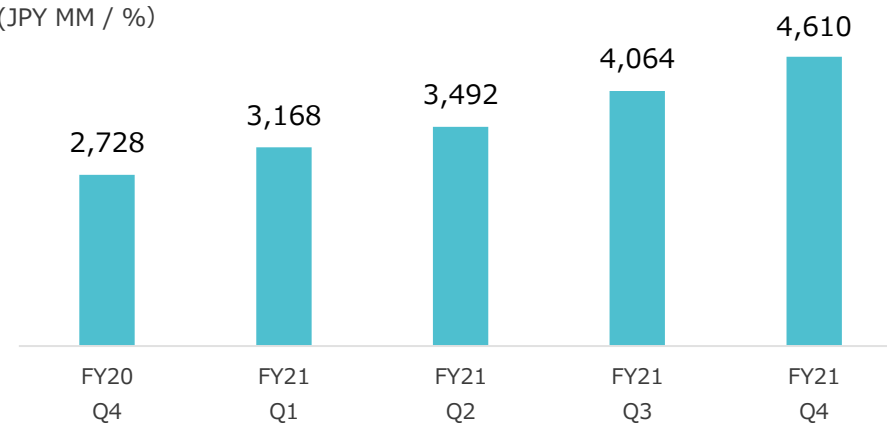
Number of Facilities / Bed Capacity

(Facilities / Beds)

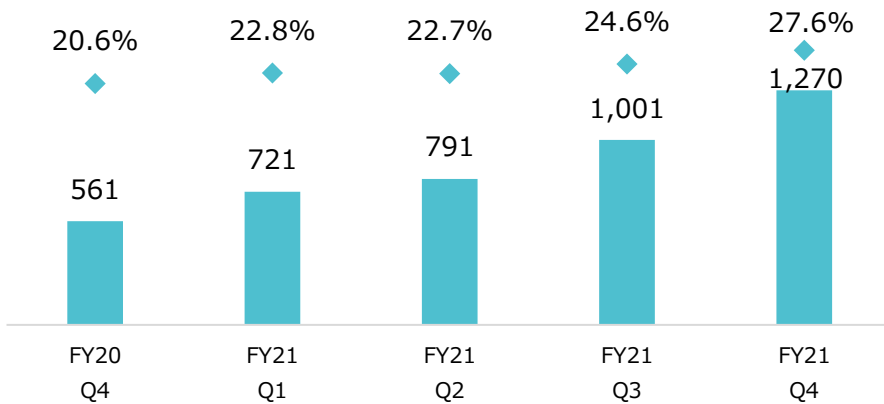


Net Sales

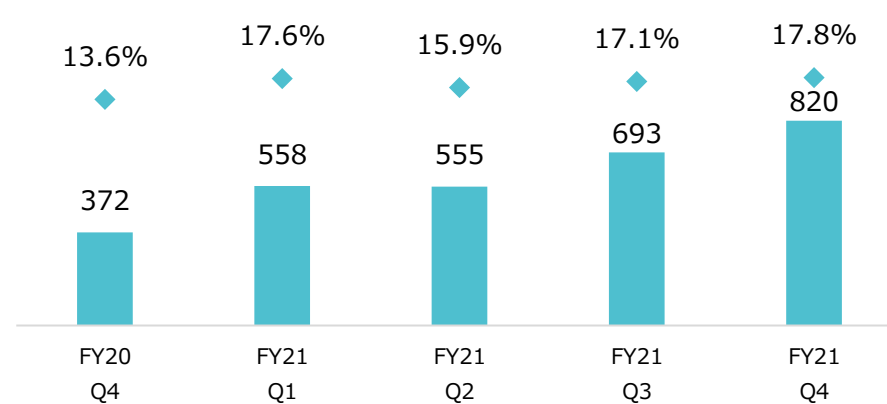
(JPY MM / %)



Operating Profit



Net Profit

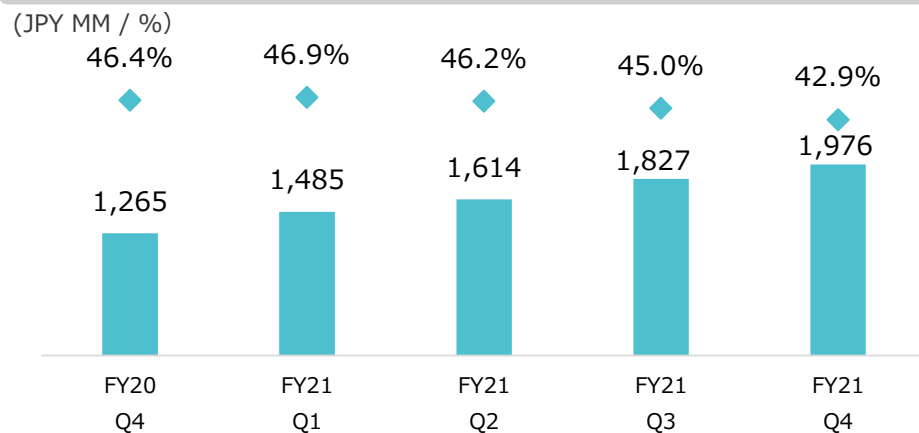


◆ : Percentage of Net Sales

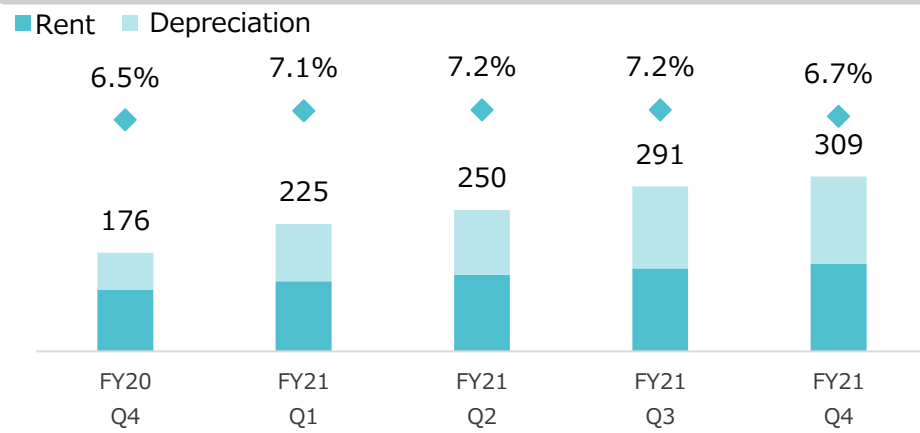
Quarterly Performance: Major Costs of Sales, SG&A Expenses

Quarterly Performance

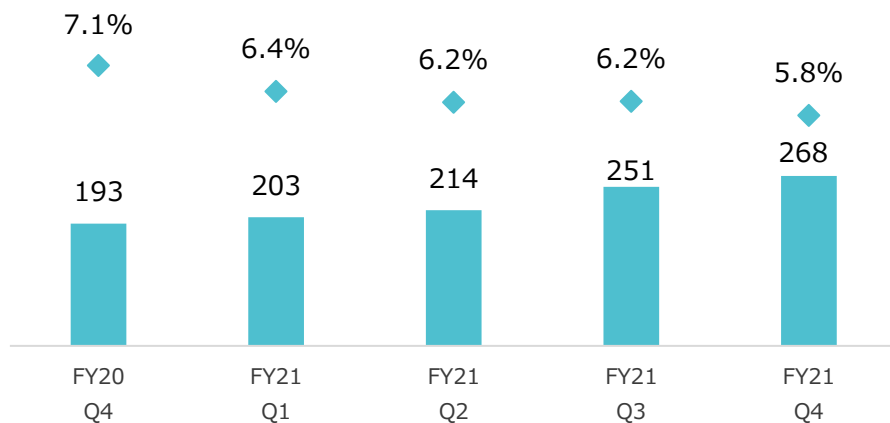
Personnel Expenses (Cost of Sales)



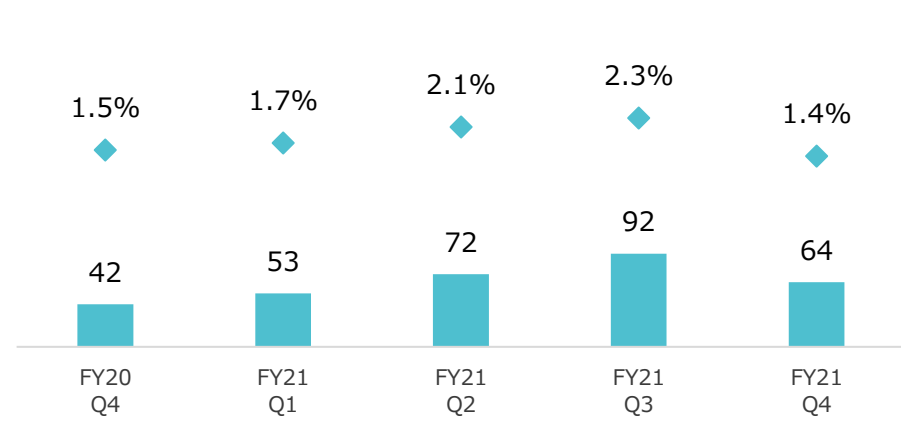
Rent & Depreciation (Cost of Sales)



Personnel Expenses (SG&A Expenses)



Recruiting Expenses (SG&A Expenses)



◆ : Percentage of Net Sales

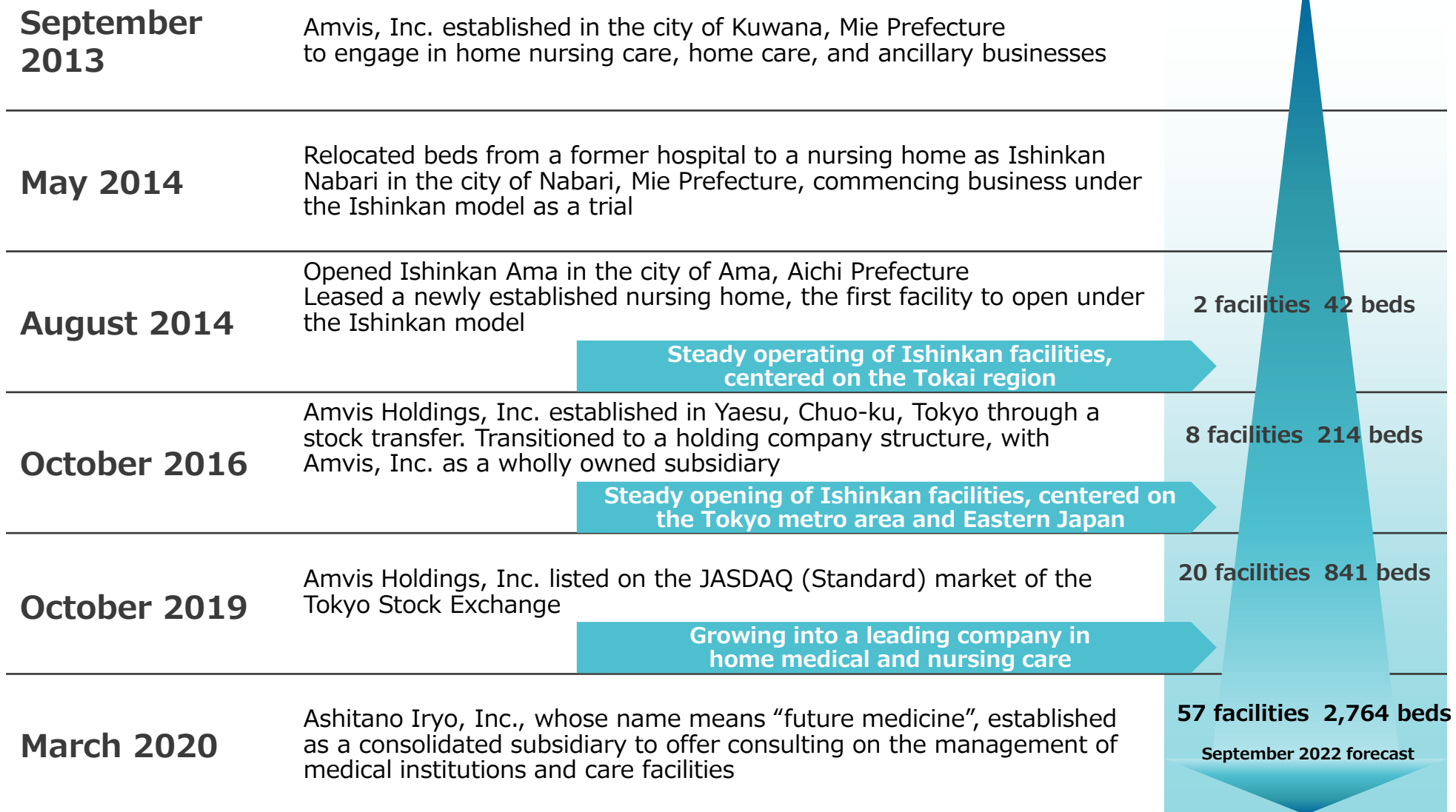
Summary of Balance Sheet / Cash Flow

Summary of Balance Sheet / Cash Flow

| (JPY MM / %) | FY19 | FY20 | FY21 | vs. FY20 | (JPY MM) | FY19 | FY20 | FY21 |
|-------------------------------|-------|--------|--------|----------|--|---------|---------|---------|
| Assets | 6,997 | 16,519 | 31,922 | +93.2% | Cash flows from operating activities | 445 | 1,165 | 2,584 |
| Cash and Deposits | 452 | 3,335 | 11,192 | +235.5% | Cash flows from investing activities | (1,139) | (5,304) | (5,780) |
| Buildings and Structures, Net | 753 | 3,548 | 8,963 | +152.6% | Purchase of Property, Plant and Equipment | (1,184) | (4,947) | (5,362) |
| Liabilities | 5,926 | 11,264 | 15,580 | +38.3% | Cash flows from financing activities | 660 | 7,021 | 11,052 |
| Borrowings | 2,080 | 6,250 | 8,967 | +43.5% | Net increase (decrease) in Borrowings | 702 | 4,169 | 2,717 |
| Net Assets | 1,070 | 5,255 | 16,341 | +210.9% | Net increase (decrease) in Cash and Cash Equivalents | (33) | 2,882 | 7,856 |
| Equity Ratio | 15.3% | 31.8% | 51.2% | +19.4pt | Cash and Cash Equivalents at the end of period | 452 | 3,335 | 11,192 |



4. Company Overview



Management Mission

Create a Vibrant, Happy Society through Medical and Health Care with an Ambitious Vision

**Confront Social (Medical) Issues
through Structural Innovation**



Business Mission

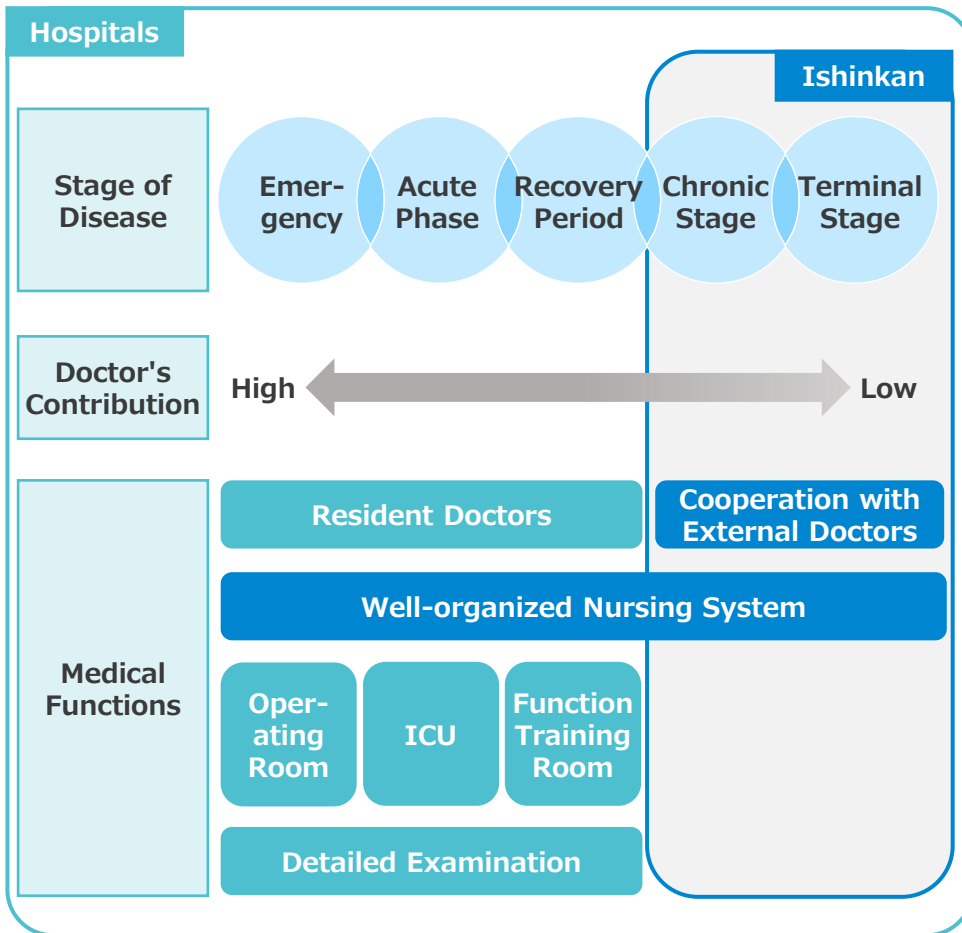
Strengthen and Revitalize Regional Healthcare

**Accept Patients with High Medical Dependency by Operating
"Ishinkan" Hospices Specialized in Nursing and Care Services
in Chronic and Terminal Stages**

Ishinkan Business Overview: Concept / Characteristics and Profit Structure

- Ishinkan is an original health care facility that functions as in-home hospital beds to focus on advanced nursing care (in corporation), with an outsourced physician's function.
- Ishinkan is a business that uniquely combines existing systems (nursing home business, home medical and nursing care business, in-home care support business).

Concept



Characteristics

| | |
|--|--|
| Personnel structure | <ul style="list-style-type: none"> • Allocates nurses and caregivers commensurate with the number of patients • Outsources services provided by doctors |
| Target patients | <ul style="list-style-type: none"> • Patients in the chronic and terminal stages, including those who are in the terminal stage of cancer, on a respirator, have had a tracheostomy, or those with specified diseases • Patients who are repeatedly in and out of hospital or who require end-of-life nursing and caregiving |
| Trust-based and collaborative relationship with medical professionals | <ul style="list-style-type: none"> • Earn trust from multiple medical institutions by accepting patients with high medical dependency • Build cooperative relationships with physicians, without capital relationships (ensuring the transparency of medical and nursing care) |

Profit Structure (Three-Tier Structure)

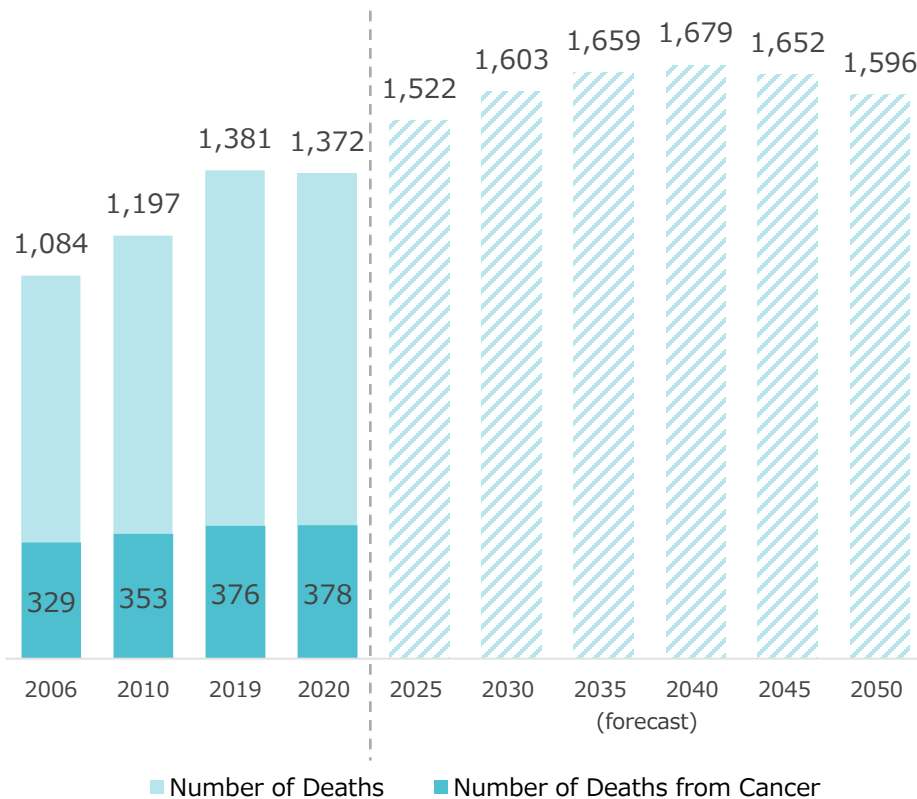
| | |
|---|---|
| Sales from medical insurance | <ul style="list-style-type: none"> • Home nursing care services provided by medical insurance • Accounts for around 60% of net sales |
| Sales from care insurance | <ul style="list-style-type: none"> • Units differentiated by degree of care required and regional category • Accounts for around 30% of net sales |
| Sales from rent, expenses billed at cost | <ul style="list-style-type: none"> • No lump-sum payments upon admission • Items including food expenses and medical consumables |

Environment Surrounding the Ishinkan Business

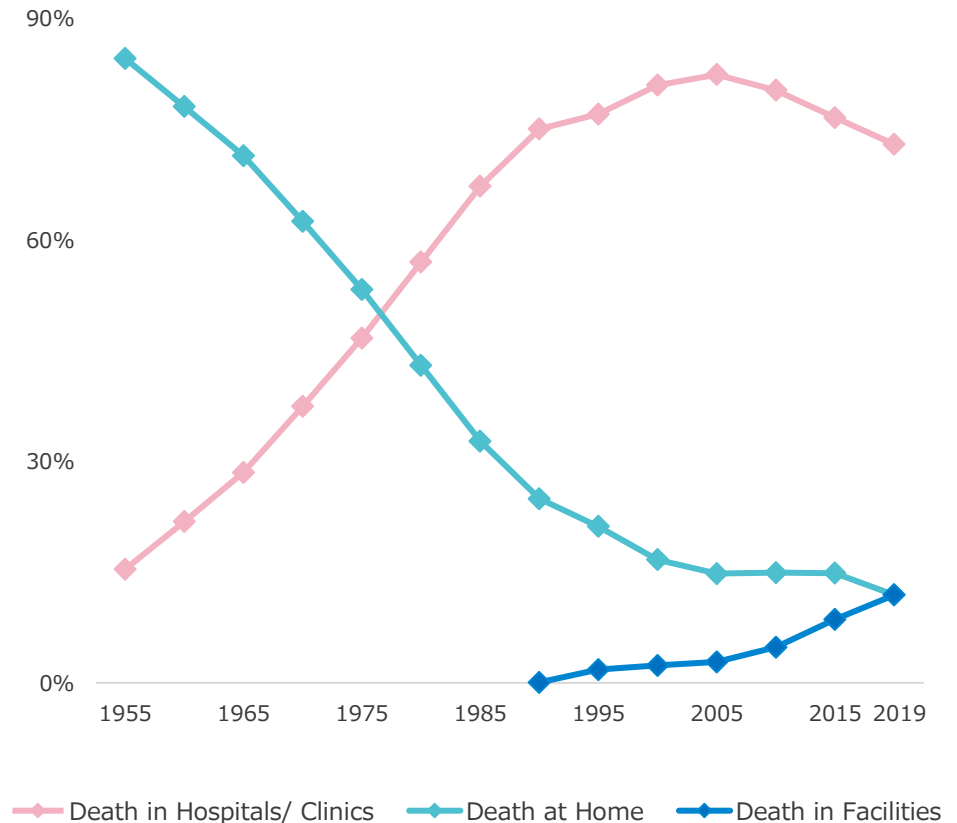
- Currently, 1.4 MM people pass away every year in Japan (with 400K people due to cancer) owing to the arrival of an aging and shrinking population.
- As a result of the government's policy shifts from hospital-based to community-based medical care, the number of hospital deaths peaked around 2005 and has been decreasing, with a gradual shift to deaths in nursing homes such as hospices.

Number of Deaths (Overall, Cancer)

('000)



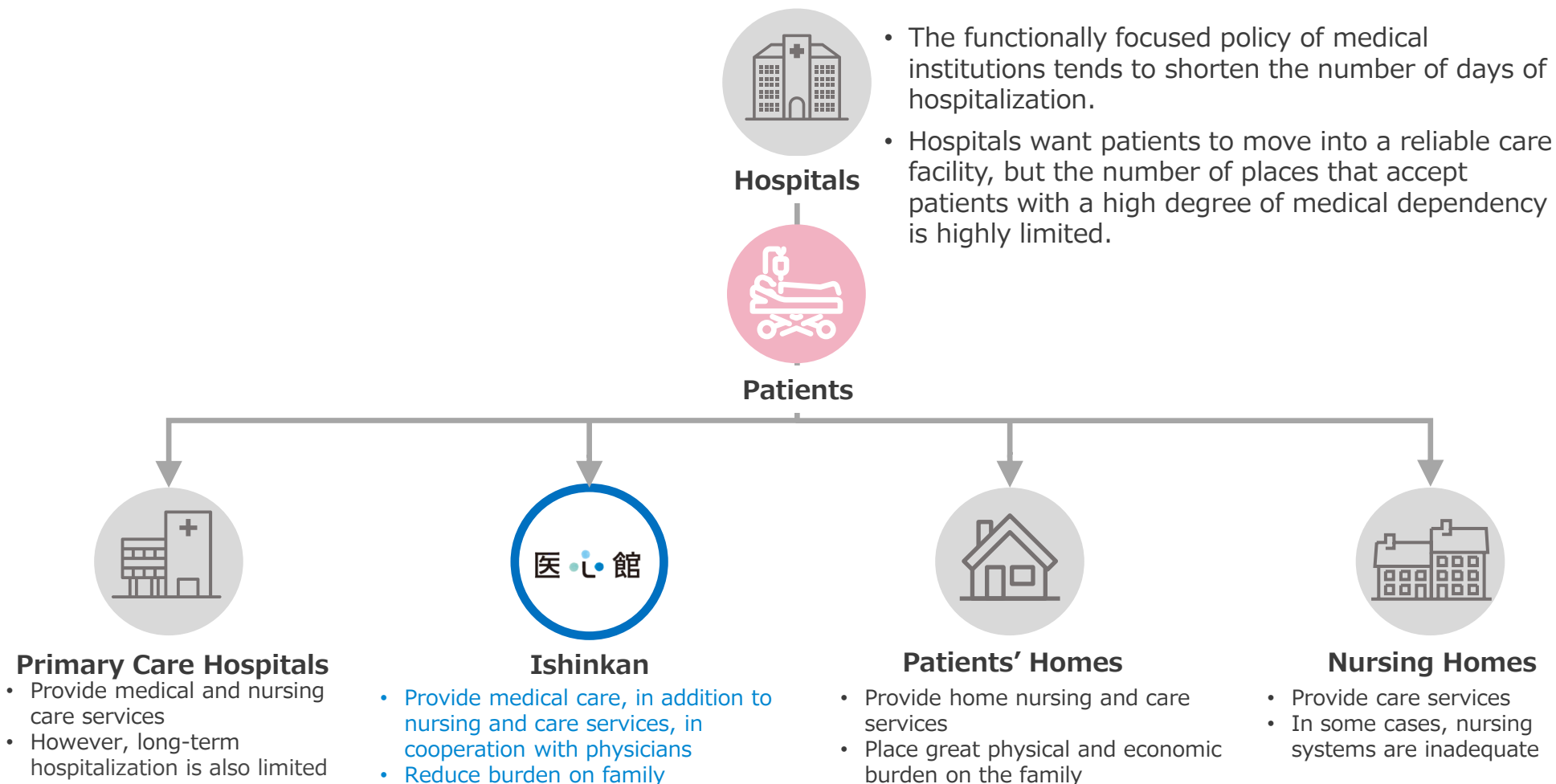
Place of Deaths (Composition)



Source: Vital Statistics of the Ministry of Health, Labour and Welfare and projection results based on medium-fertility/medium-mortality assumptions (including overseas nationals in Japan) of "Population Projections for Japan" by the National Institute of Population and Social Security Research

- Ishinkan greatly contributes to regional medical care and local communities, because Ishinkan accepts patients with high medical dependency who have no other way to recuperate and encounters the policy of shortening of hospital stays and returning home.

Places that Accept Patients after Discharge from Hospital

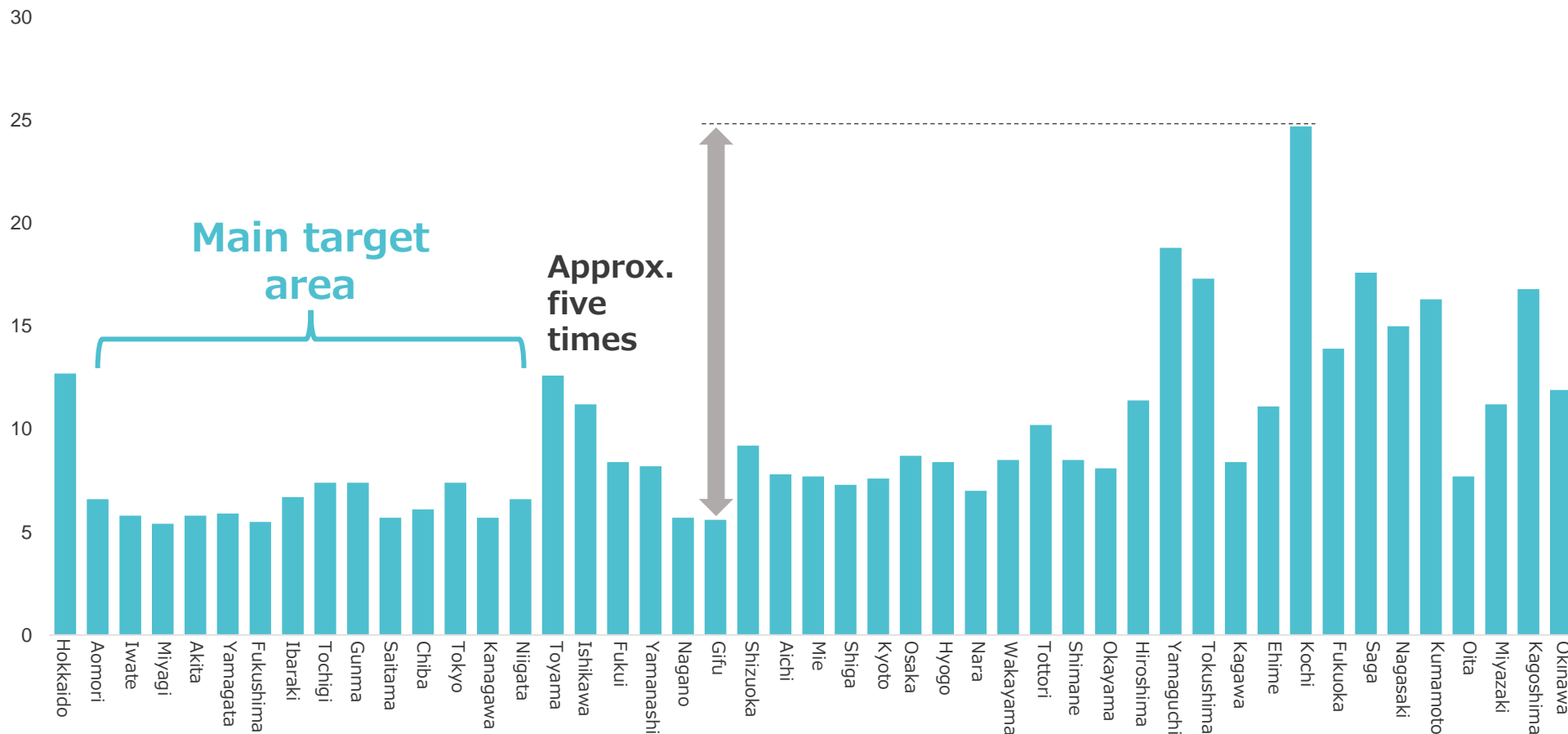


Difference in Number of Hospital Beds by Region

- As with the number of physicians and other hospital beds per population, the number of long-term care beds per elderly population tends to be low in Eastern Japan. Accordingly, we plan to open new facilities mainly in this region.
- We will conduct an intensive market survey before starting business to identify the gaps in regional health care needs. Then, we will open Ishinkan facilities with distinct roles that match local needs.

Distribution of Long-Term Care Beds by Region per Thousand People Aged 65 or Older

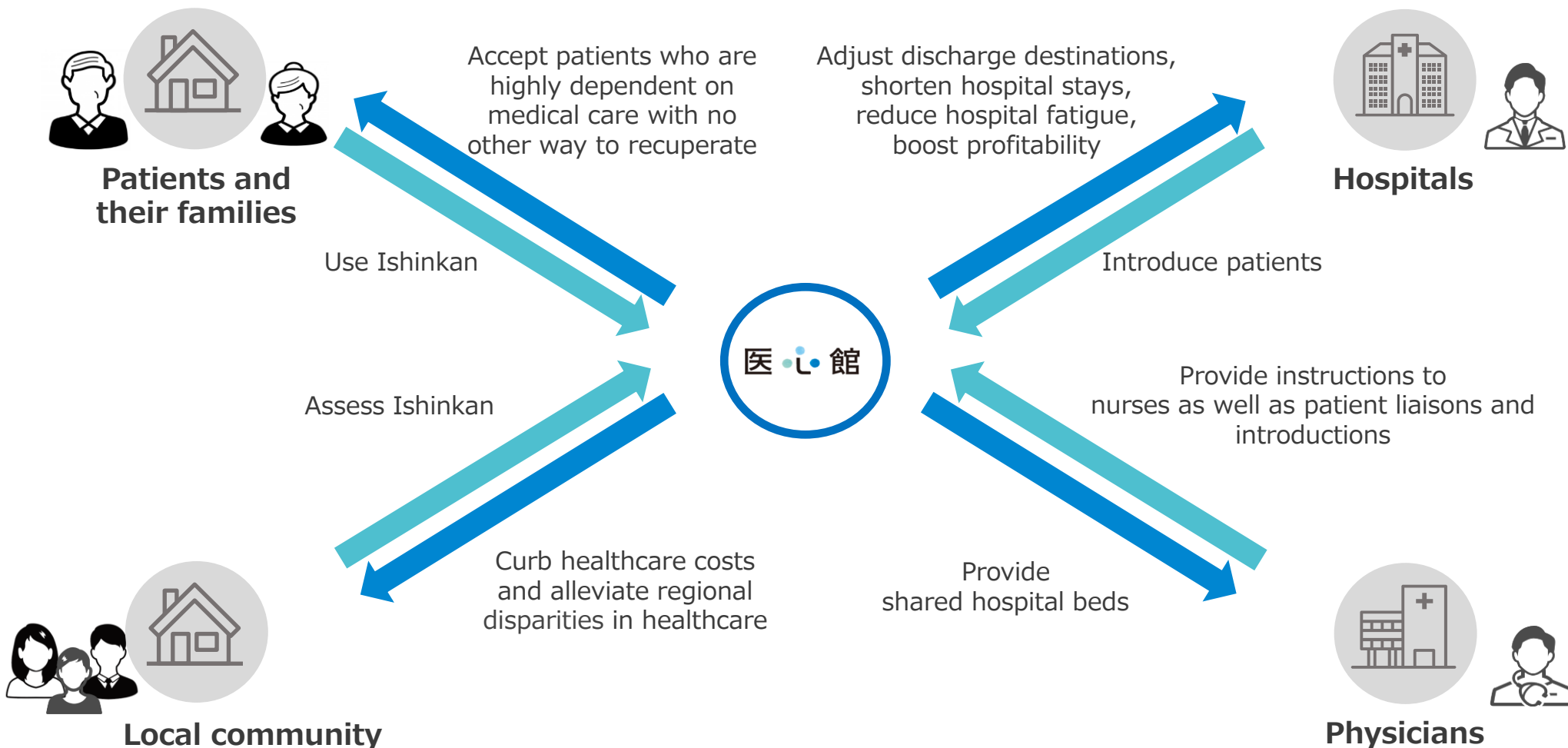
(Hospital beds per thousand people)



Source: "Population Estimate" by the Ministry of Internal Affairs and Communications and "Survey of Medical Institutions" by the Ministry of Health, Labour and Welfare, October 2019

- Ishinkan is a social problem-solving business that benefits all three parties of patients, local communities, and hospitals/clinics.
- We intend to become an indispensable platform that supports regional medical care by meeting the medical needs of each region.

Ishinkan as a Platform Supporting Regional Medical Care





1 Response to Social Issues / Environmental Preservation

Contribution to society




Contribution to regional healthcare

Resource considerations



2 Human Resources

Diversity




Work-life balance




Development of abilities



3 Compliance / Governance

Compliance promotion structure



Hotline system




Others



Sustainability Management: Response to Social Issues / Environmental Preservation



| Category | Major Initiatives |
|--|---|
| Contribution to society | <ul style="list-style-type: none">• Increase the number of new patients and expand the base of patients by promoting the Ishinkan business model.<ul style="list-style-type: none">✓ Conduct individual tours of medical institutions, home care support offices, and community general support centers.• Create regional employment by opening 10 or more new facilities each year.<ul style="list-style-type: none">✓ Employees at each location are residents of that region.✓ Rather than using temporary staffing agencies, we employ nurses and caregivers as full-time or part-time employees. |
| Contribution to regional healthcare | <ul style="list-style-type: none">• Help shorten stays at medical institutions and reduce the burden on regional healthcare.<ul style="list-style-type: none">✓ Participate in study groups on regional care councils and the regional home healthcare system to understand and help resolve problems in each region.• Serve as a landing point for healthcare refugees.<ul style="list-style-type: none">✓ By acting as a facility that provides medical care after discharge from the hospital, contribute to the realization of comprehensive community care. |
| Resource considerations | <ul style="list-style-type: none">• Transition away from paper.<ul style="list-style-type: none">✓ Introduce cloud-based accounting system and electronic contracts system, and promote compliance with the Law Concerning Preservation of National Tax Records in Electronic Form, which was revised in 2021.• Help reduce food losses.<ul style="list-style-type: none">✓ Introduce a cook-chill system for meals provided at facilities. |

| Category | Major Initiatives |
|---------------------------------|---|
| Diversity | <ul style="list-style-type: none">• We build an organizational structure where female can play an active role.<ul style="list-style-type: none">✓ Percentage of female: ~85%/~75%/~33% (all employees/managers/management council)• We aim to create an environment where nurses of all ages can work and provide a workplace to a reserve for potential nurses.• We are promoting the employment of people with disabilities and encouraging diversity. |
| Work-life balance | <ul style="list-style-type: none">• Headquarters tracks the overtime hours of all employees, including those at facilities. When overtime hours are high, we periodically meet with these employees and their superiors to discuss countermeasures.• (Only at headquarters) We have created remote working and flextime systems to facilitate flexible working during the COVID-19 pandemic.• We strive to provide a comfortable and rewarding workplace by conducting orientations for new hires and prior to facility openings, interviewing employees (face to face and online), and conducting post-hiring and pre-resignation surveys. |
| Development of abilities | <ul style="list-style-type: none">• We conduct new-employee and nursing leader training. We also subsidize tuition and exam fees to help employees acquire necessary certifications.<ul style="list-style-type: none">✓ New employees: Orientation for new hires and at facility openings, on-site OJT, on-site training✓ Nursing leaders: On-site training (around one month), leader education program, multidisciplinary education and training (compliance/infection), leader meetings, telephone/web follow-up systems |

| Category | Major Initiatives |
|---------------------------------------|---|
| Compliance promotion structure | <ul style="list-style-type: none">• Foster a thorough understanding of legal interpretations and insider-related content.<ul style="list-style-type: none">✓ Regularly administer tests to all staff to assess their understanding of abuse and physical restraint.✓ Insider-related training is provided upon joining the company. IR section staff provide explanations directly during new facility openings. |
| Hotline system | <ul style="list-style-type: none">• Establish a system that facilitates consultations both inside and outside the company.<ul style="list-style-type: none">✓ Internal: An internal hotline (consultation desk) has been set up within the nursing department at headquarters. Depending on the situation, this desk may provide guidance to sites, contact leaders, conduct interviews, or implement improvements.✓ External: We have set up an internal reporting system that offers direct access to outside attorneys. |
| Others | <ul style="list-style-type: none">• Establish a system for the disclosure of personal information.• Put in place a system to prevent transactions and immediately terminate contracts with antisocial forces.• To ensure fair transactions, require approval for any gift or entertainment, regardless of monetary amount. |

This document contains forward-looking statements about Amvis Holdings, Inc. (“Amvis”) such as forecasts, outlooks, targets, and plans. These statements are based on forecasts made at the time of the preparation of this document using information currently available to Amvis.

In addition, certain assumptions are used for such statements. These statements or assumptions are subjective and may prove inaccurate in the future or may not be realized. There are many uncertainties and risks that could cause such a situation to arise.

As stated above, the forward-looking information contained in this document is current as of the date of this document, and Amvis is under no obligation or policy to update such information from time to time.

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