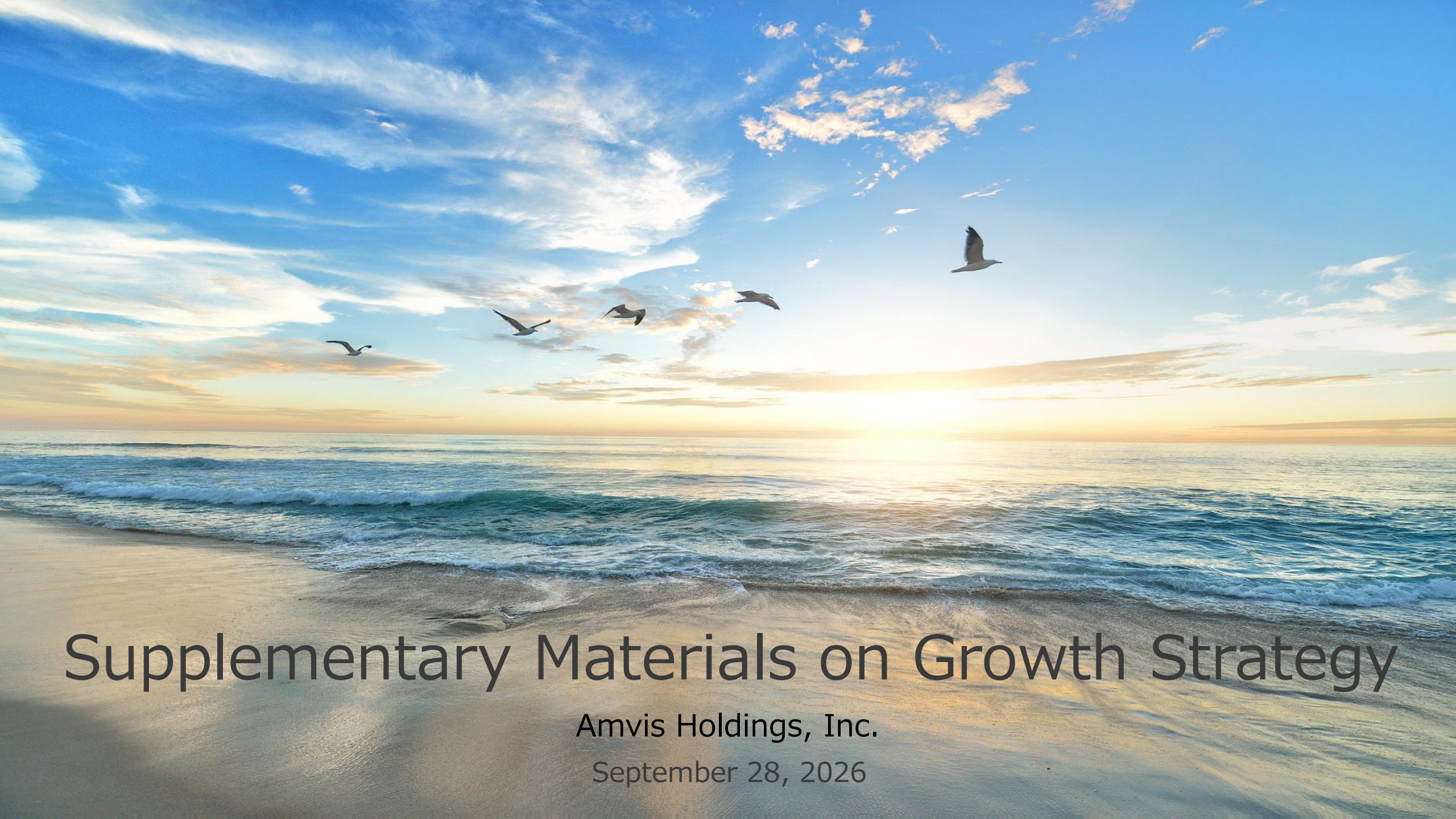




Supplementary Materials on Growth Strategy

Amvis Holdings, Inc.

September 28, 2026



Purpose and Overview of This Transaction

1 Selection and Concentration of the *Ishinkan* Business

- ✓ Further focus on operating *Ishinkan* facilities that serve high-acuity and end-of-life residents
- ✓ Improve profitability by prioritizing the allocation of management resources to the Tokyo metropolitan area and eastern Japan, taking into account resident needs and acceptance conditions in each region

2 Expand capacity for growth investment

- ✓ Strengthen the financial base with transfer proceeds and invest flexibly in growth areas such as Comprehensive Medical Support Business

Overview of This Transaction

- Sell 47 *Ishinkan* facilities, primarily in western Japan, to NSSK for JPY 17.4 billion
- Closing is scheduled for November 16, subject to approval at the Extraordinary General Meeting of Shareholders

Overview of This Transaction

Assets to Be Transferred	47 <i>Ishinkan</i> facilities, primarily in western Japan
Transfer Price	JPY 17.4bn
Closing	Nov. 16 (subject to EGM approval)
Impact on Financial Results	Undetermined Gain on transfer expected in FY27/9

Schedule

9 / 28 (Today)	Execution of Share Transfer Agreement
10 / 13	Record Date for EGM
11 / 13	EGM
11 / 16	Closing

For details of the transaction terms and other matters, please refer to the “Notice Regarding Establishment of Subsidiaries, Absorption-Type Company Splits, and Transfer of Shares of the Succeeding Companies” announced today.

Selection and Concentration of the *Ishinkan* Business

- Further focus on operating *Ishinkan* facilities that serve high-acuity and end-of-life residents
- Concentrate management resources in the Tokyo metropolitan area and eastern Japan to strengthen the earnings structure

Key Points of This Transaction

Focus on Strengths

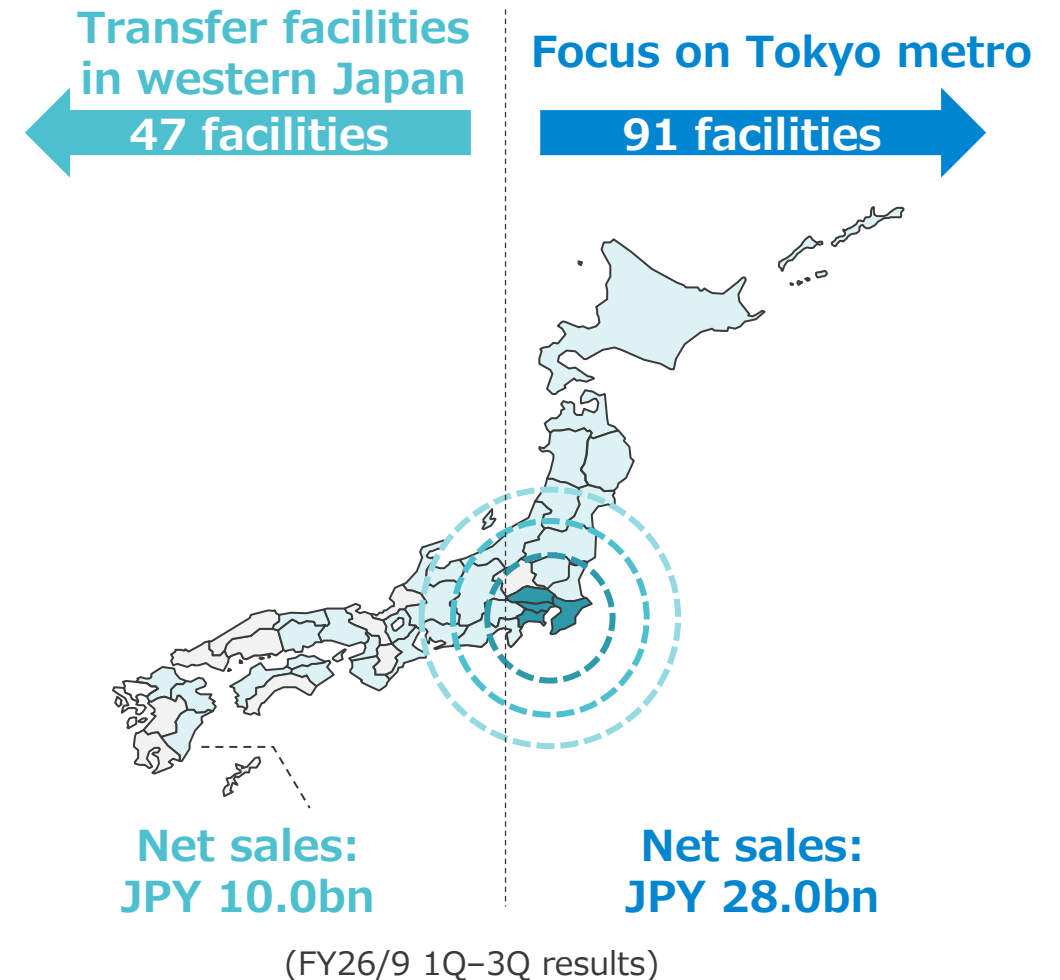
- ✓ Focus on accepting high-acuity and end-of-life residents and leverage the strengths of the *Ishinkan* model

Selection and Concentration

- ✓ Prioritize the allocation of management resources to the Tokyo metropolitan area and eastern Japan, taking into account resident needs and acceptance conditions in each region

Profitability Improvement

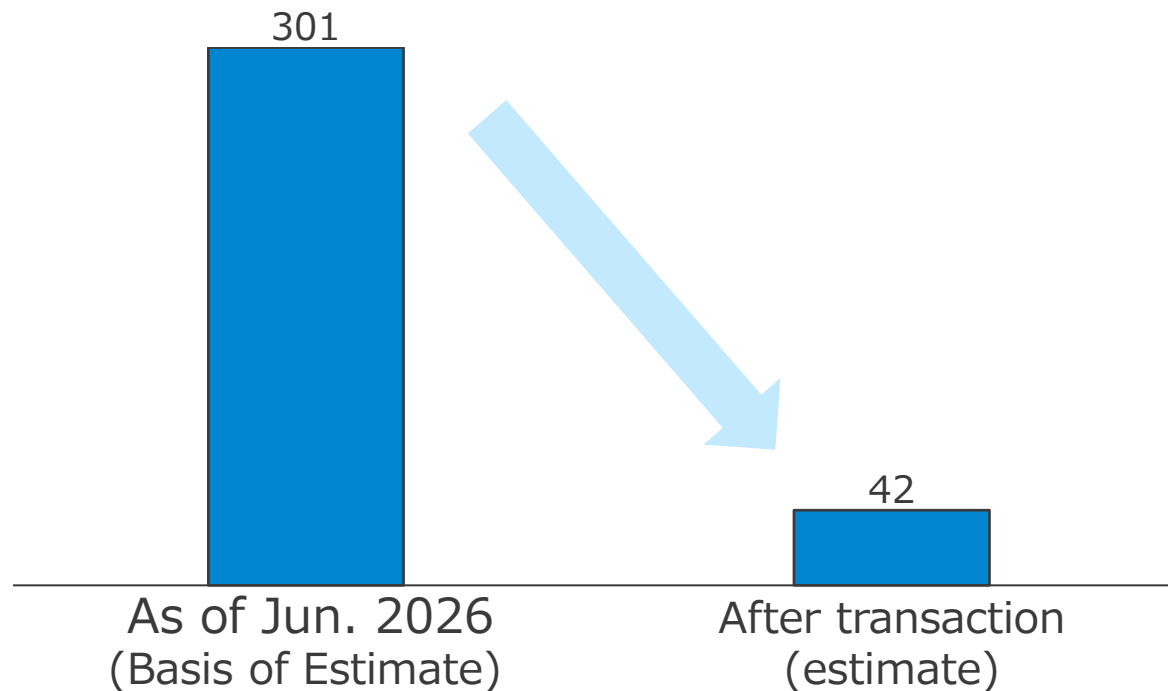
- ✓ Improve profitability through the prioritized allocation of management resources and enhanced operating efficiency



Expanding Capacity for Growth Investment

- Reduce net debt through lower interest-bearing debt and receipt of transfer proceeds
- Strengthen the financial base and expand capacity for investment in growth areas

Net Debt Improvement (Estimate)



Breakdown of Net Debt Improvement

■ Decrease in borrowings

- Assumed by transferee
- JPY 8.8bn

■ Decrease in lease liabilities

- Related to transferred facilities
- JPY 0.1bn

■ Increase in cash

- Transfer proceeds, etc.
- JPY 17.0bn

Note: Net debt = Interest-bearing debt + Lease liabilities – Cash and deposits



Growth Strategy

Overview of Growth Strategy

1 Operate *Ishinkan* steadily as a stable earnings base

- ✓ Carefully select areas for new openings

2 Make Comprehensive Medical Support Business the next growth driver

- ✓ Prioritize talent and investment capacity for this business

3 Create new hospital-adjacent businesses

- ✓ Expand from supported hospitals into supplies and DX/AI
- ✓ Build a capital-efficient earnings base through synergies

Overview of Our Business

- Previously a single segment comprising the *Ishinkan* Business, the Comprehensive Medical Support Business has been separated into a different segment starting this fiscal year.
- We will continue to achieve steady growth in the *Ishinkan* Business as a social infrastructure while positioning the Comprehensive Medical Support Business as a new growth driver.

	Business Overview	Market Size	Profitability	Dependence on Medical Service Fees
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Core Domain

Ishinkan
Business

Operation of hospices for patients with severe or terminal illnesses (e.g., terminal cancer)

Medium scale
approximately 400,000 cancer deaths in Japan

Low ROIC
Capital-intensive model

High

Growth Domain

Comprehensive
Medical Support
Business

Operational support for medical institutions

Large scale
targeting 1.5 million hospital beds in Japan

High ROIC
Knowledge-intensive model

Low

Shift Focus to the Comprehensive Medical Support Business

- Operate the *Ishinkan* Business steadily and prioritize management resources for the Comprehensive Medical Support Business, a growth area

Previously

Ishinkan Business

Area

Nationwide

Strategy

Aggressive,
large-scale

Method

Primarily in-house
development



Going Forward

Area

Eastern Japan and around
supported hospitals

Strategy

Selective,
limited scale

Method

Primarily M&A



Comprehensive Medical Support Business

Scale

Several engagements per
year

Team

Led mainly by
a few physicians

Scope

Mainly improvements in
clinical operations



Scale

More than 10
engagements per year

Team

Physicians + consultants
+ engineers

Scope

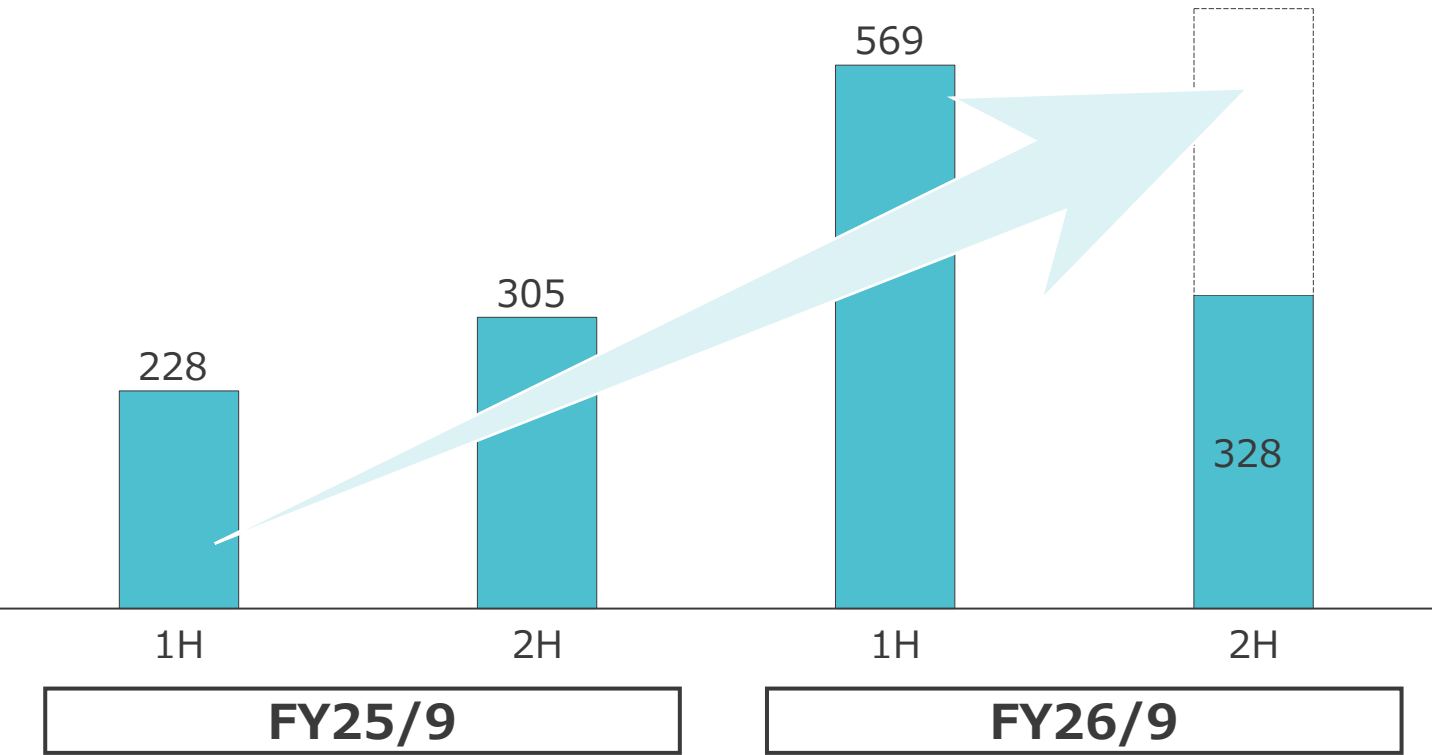
Gradually add consumables
wholesale and DX/AI



Latest Status of the Comprehensive Medical Support Business

- Started support for four medical institutions this fiscal year (1H: 2; 2H: 2)
- The pace of acquiring new support clients is expected to accelerate

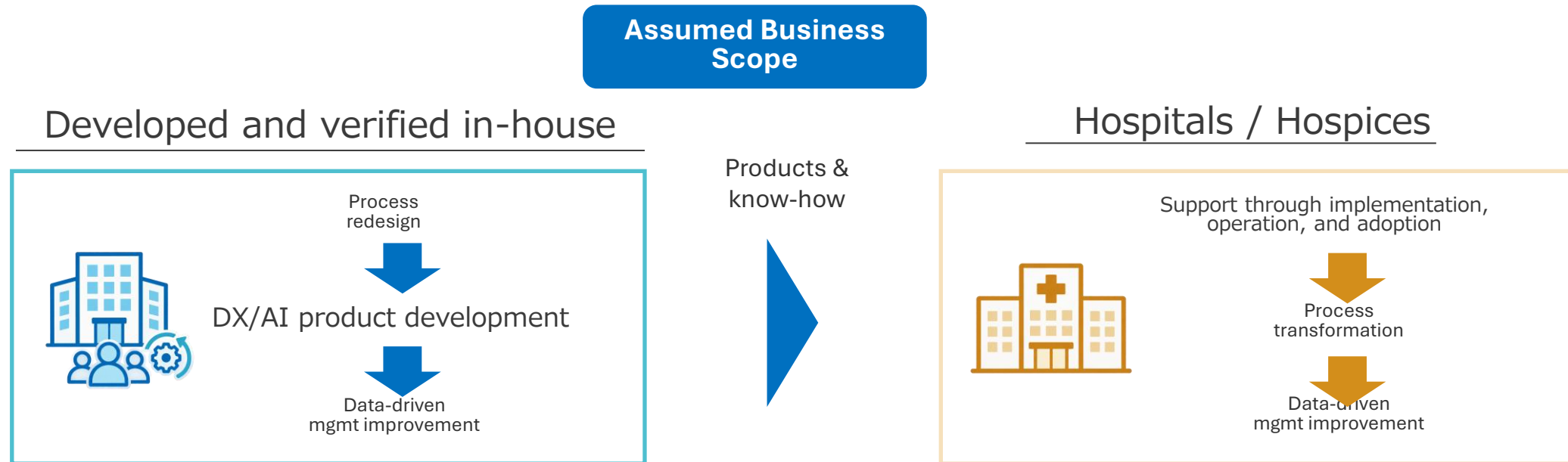
Net Sales Trend (JPY mn)



Business Status

- ✓ Added two medical institutions as support clients in 1H
- ✓ Started support for two more in 2H: one in July and one in September
- ✓ The project pipeline remains strong, and client acquisition is expected to accelerate
- ✓ Revenue from hospital-adjacent businesses is also trending upward

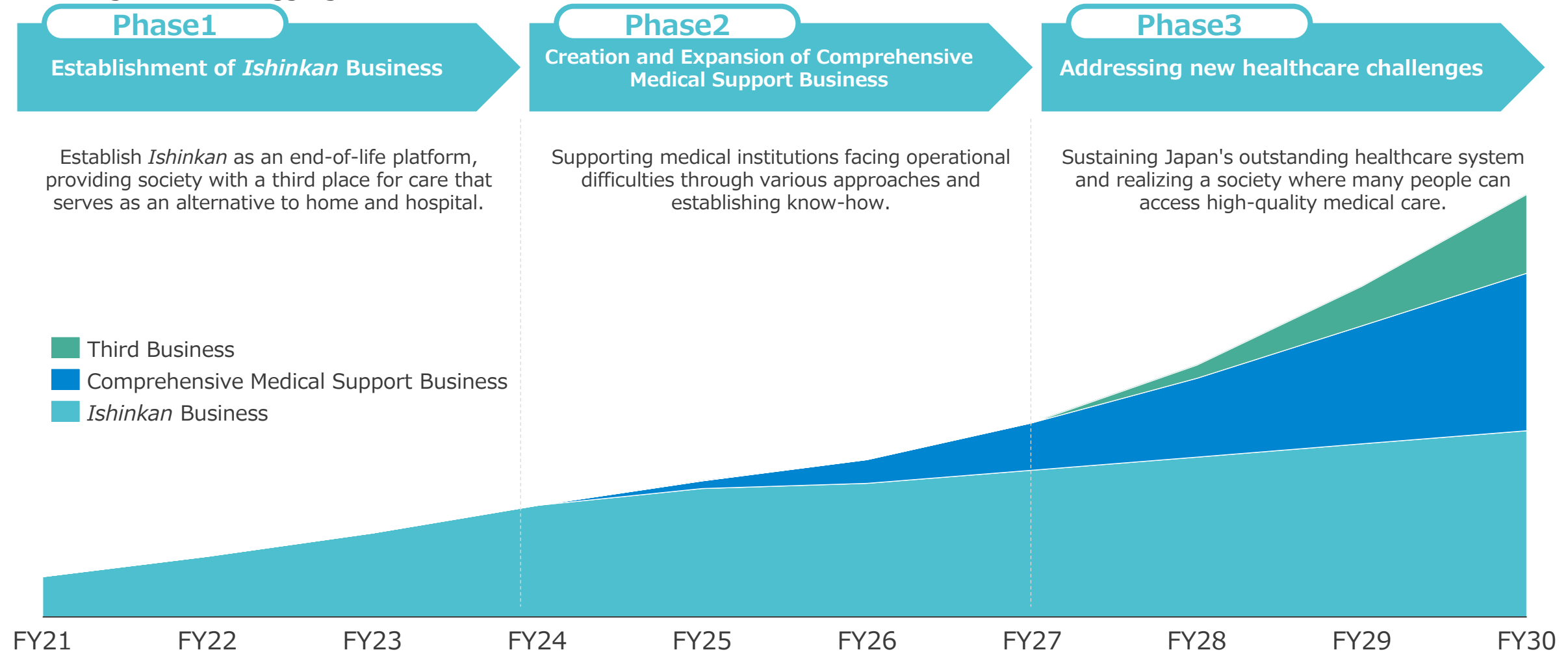
- Healthcare, long-term care, and welfare have low operating efficiency and lag in DX/AI adoption
- The Amvis Group is developing AI-based internal systems and launching them in stages
- Establish a subsidiary, AIZIA to develop and sell DX/AI systems and provide integrated support for business process transformation and improvements in management and operations.
- Start small; initially target sales to supported hospitals



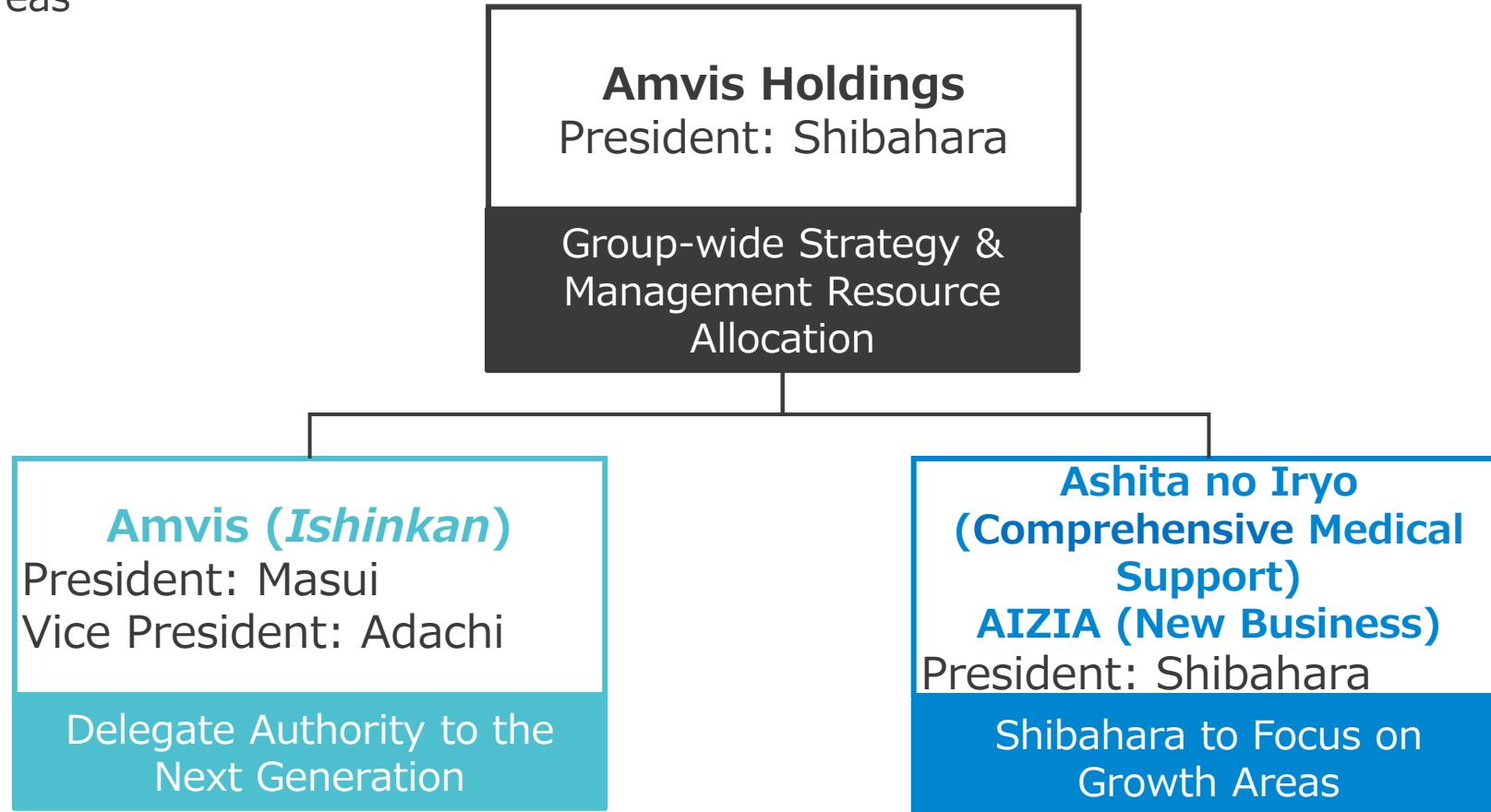
► Deploy internally proven DX/AI to improve productivity across healthcare

Vision for Future Business Growth

- We have established the “*Ishinkan* Business” as a third place for medical care, distinct from hospitals and homes. Going forward, we aim to become a comprehensive organization tackling Japan's diverse healthcare challenges, including supporting the management of struggling medical institutions.



- Delegate the *Ishinkan* Business to the next generation, allowing Shibahara to focus on group-wide strategy and growth areas



- ▶ Accelerate decision-making and business growth by delegating authority to the next generation

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. For details, please refer to Amvis’s financial results and Annual Securities Report.

As stated above, the forward-looking information contained in this document is current as of the date of this document, and Amvis has neither an obligation nor a policy to update such information from time to time.

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