



CUC Inc.

Financial Results for the quarter ended September 2023

Company Overview

Mission

Creating Hope through Healthcare.



Key Themes in Healthcare Ecosystem in Japan

CUC provides fundamental solutions to key themes of the healthcare ecosystem in Japan

| Social Challenges



Rapidly Aging Population

65+ years old

29% → 35% (2020A→2040E)⁽¹⁾

Terminal care refugees

approx. 490 k (2040 estimates)⁽²⁾

- Functional transformation of medical institutions
- Lack in supply of terminal care



Growth in Medical Spending⁽³⁾

¥43tn → ¥78tn
(2020A→2040E)

- Expansion of in-home care



Shrinking Labor Force⁽⁴⁾

67.2mm → 58.5mm
(2017A→2040E)

- Recruitment of healthcare professionals
- Improvement in turnover rate in medical institutions



Hospitals with No Successor

% of hospitals with no successor (2017A)⁽⁵⁾

68.4%

% of hospitals owned by 60+ years old owner (2020A)⁽⁶⁾

68.5%

- Business succession through M&A and PMI

Management Support Segment

CUC

Provides one-stop solutions from day-to-day operations to revenue growth initiatives for client medical institutions

Hospice Segment

CUC HOSPICE

Operates hospice facilities through subsidiary CUC Hospice and other subsidiaries

In-home Nursing Segment

 **Sophiamedi**

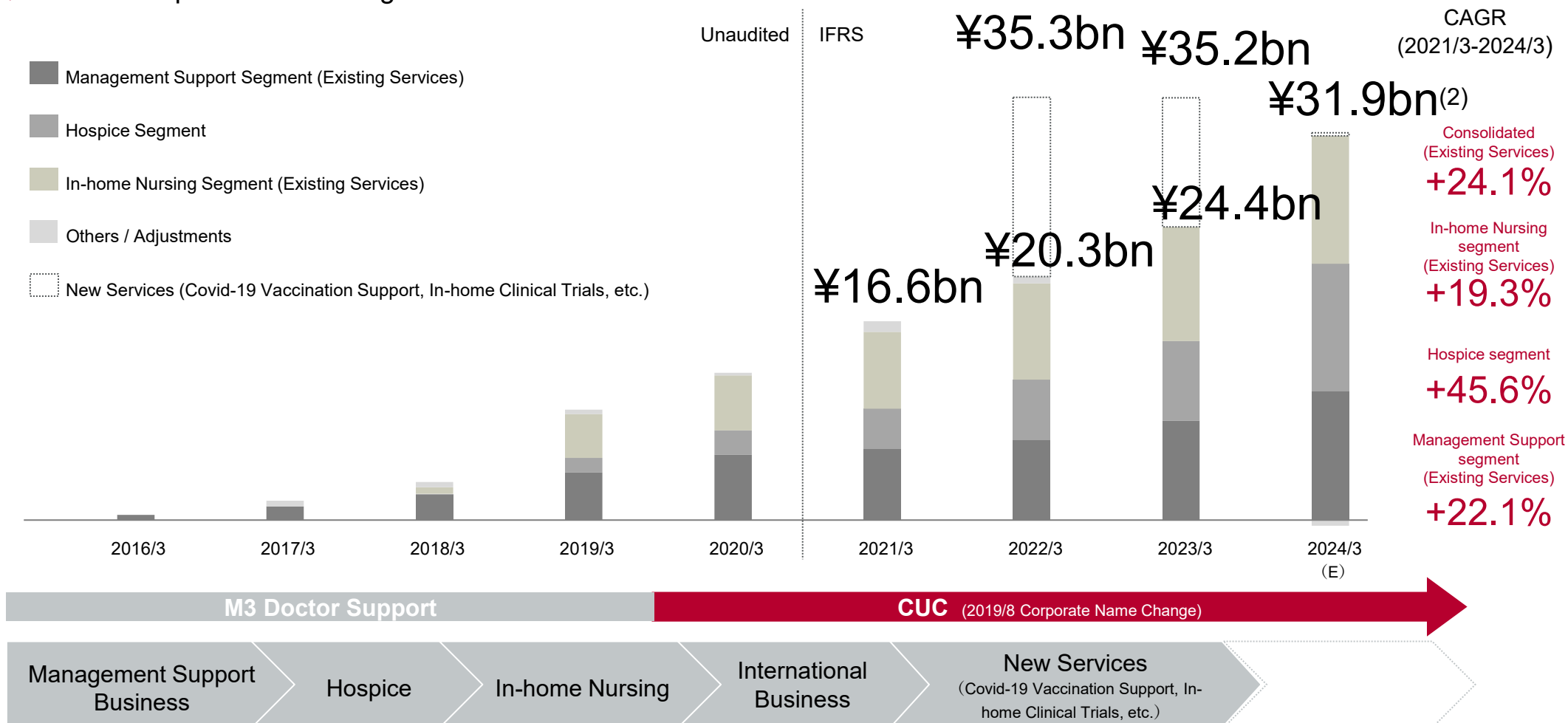
In-home nursing services through subsidiary Sophiamedi

1. "Japan's Future Estimated Population" (National Institute of Population and Social Security Research). 2. "Basic Information regarding Japanese Health and Medical Services" (2011) (MHLW).
3. "Overview of National Medical Spending" (MHLW), "Future Estimate of Social Security towards 2040" (Cabinet, MOF, MHLW). 4. "Annual Report on Health, Labor and Welfare - Materials" (MHLW).
5. "Current Situation and Challenges of Medical Business Succession" (The Japan Medical Association Research Institute). 6. "Statistics Overview for Doctors, Dentists and Pharmacists" (2020) (MHLW).

Successful High Growth Track Record

CUC has achieved rapid and continuous growth with its business area expansions

Business Expansions and Segment Revenue⁽¹⁾



Note: Financials for 2021/3 through 2023/3 are based on IFRS. Financials for 2020/3 and before are unaudited and do not include consolidation adjustments.

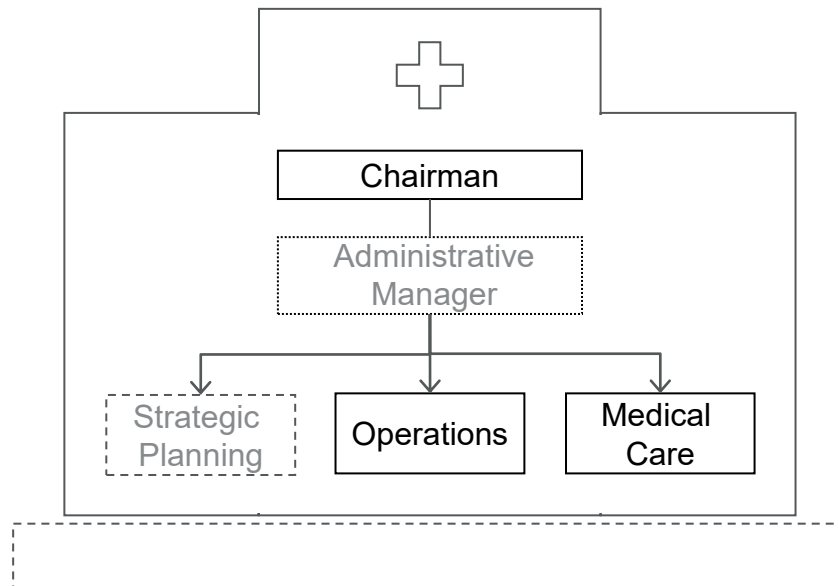
1. ¥ 35.3bn for 2022/3 and ¥ 35.2bn for 2023/3 are consolidated figures. ¥ 20.3 bn for 2022/3 and ¥ 24.4 bn for 2023/3 are consolidated figures (Existing Services).

2. Including revenue from New Services of ¥ 0.26 bn.

Management Support Segment Overview

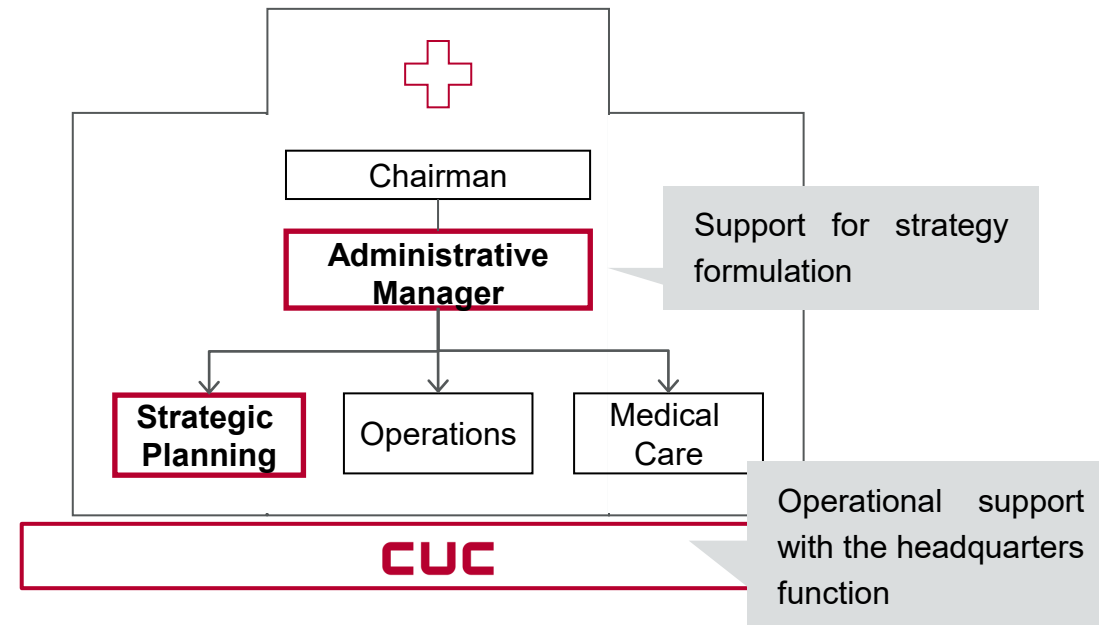
Sending indispensable management support personnel for expansion and efficient operation

| General Medical Institutions



- Huge burden on doctors
- Limited know-how for revenue growth (M&A/bed conversion etc.)
- Inefficient daily operation
- Lack of management strategy functions such as marketing

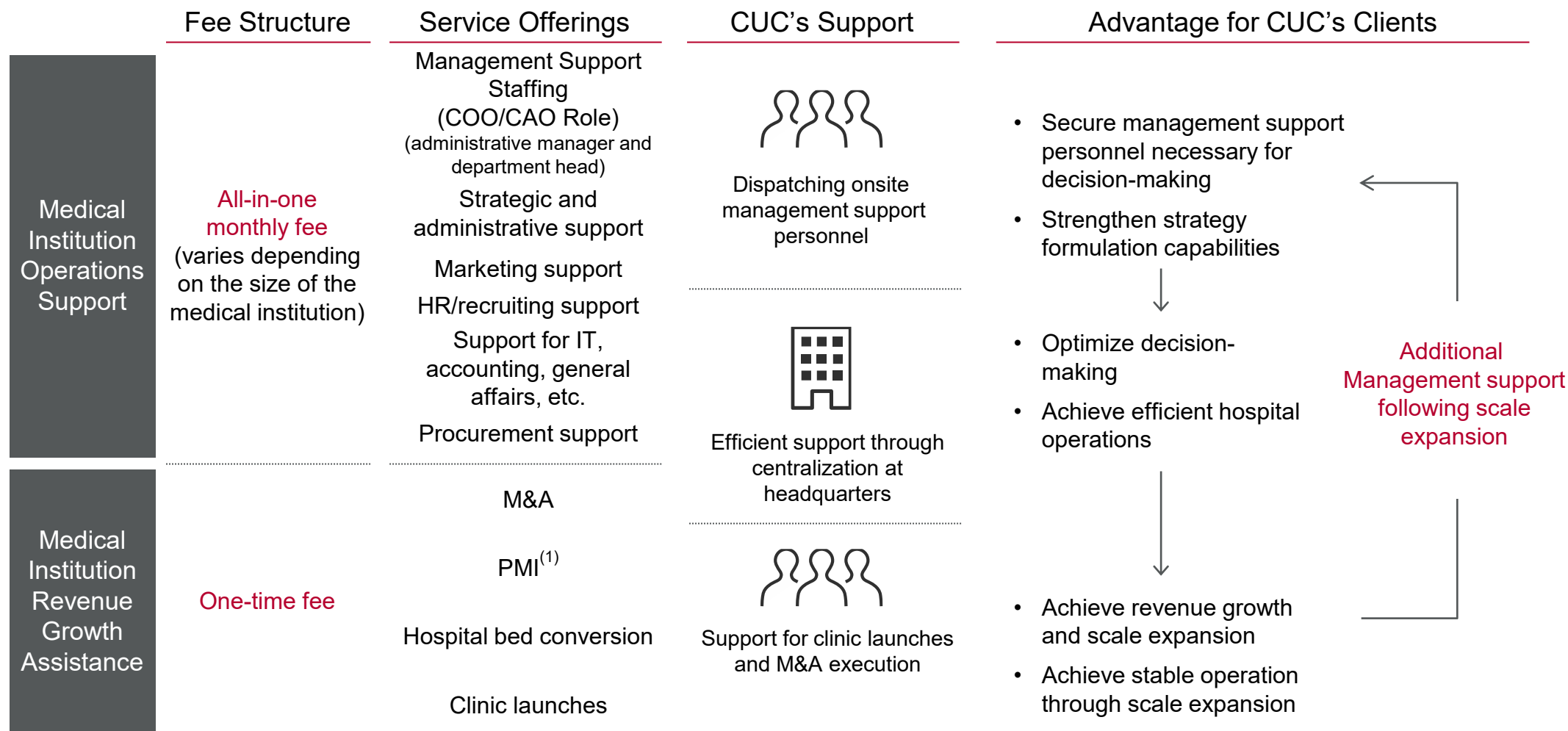
| Client Medical Institutions



- Dispatching management support personnel who supports operational growth and strategic formulation of medical institutions (→ongoing client relationships)
- Stable operations that leverage CUC's know-how contributing to efficiency improvement (→efficient operation of medical institutions)
- CUC's support towards medical institutions allows doctors to further focus on patient care (→higher quality of medical care)

Comprehensive Services Provided to Medical Institutions

Achieving continuous high growth through medical institutions operations support with high retention rate, as well as revenue growth assistance which expands CUC client base



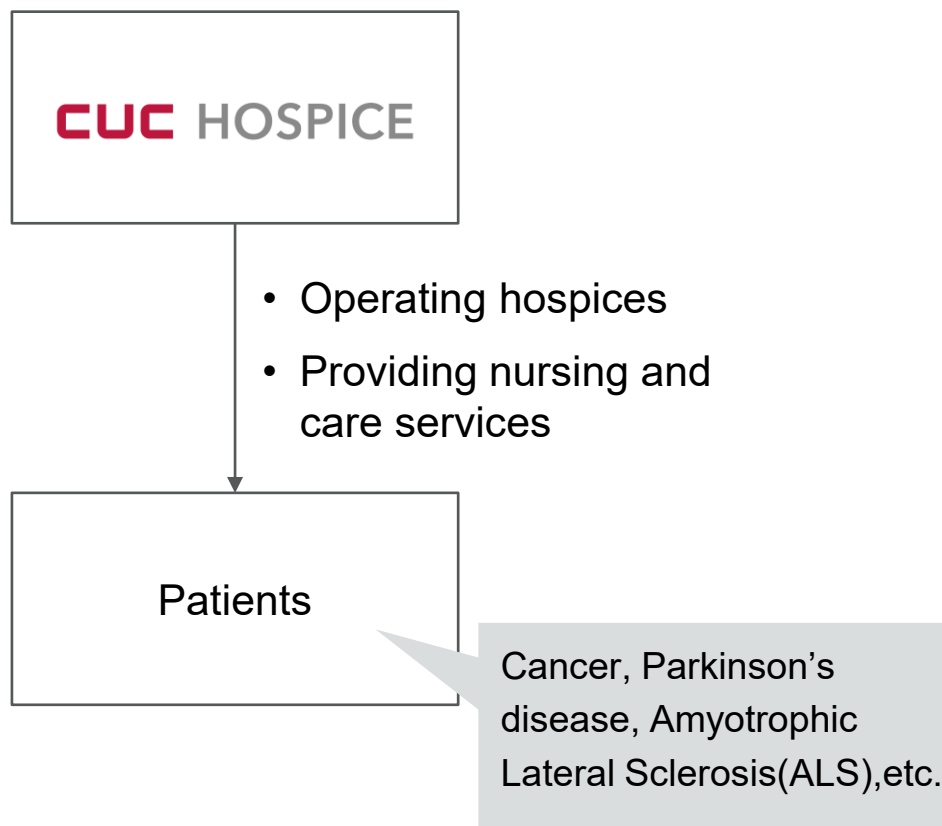
1. "Post Merger Integration": Business integration process after acquisition.

Hospice Segment Overview

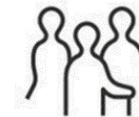
Operating hospices, which are residences for patients in the terminal stages, and provide round-the-clock nursing and care services for patients

| Business Overview

| KPI (as of September 30, 2023)⁽¹⁾



Hospices
37 facilities



Capacity
1,517 beds



Nurses
/Caregivers
966



Existing hospices
occupancy rate⁽²⁾
83.9%

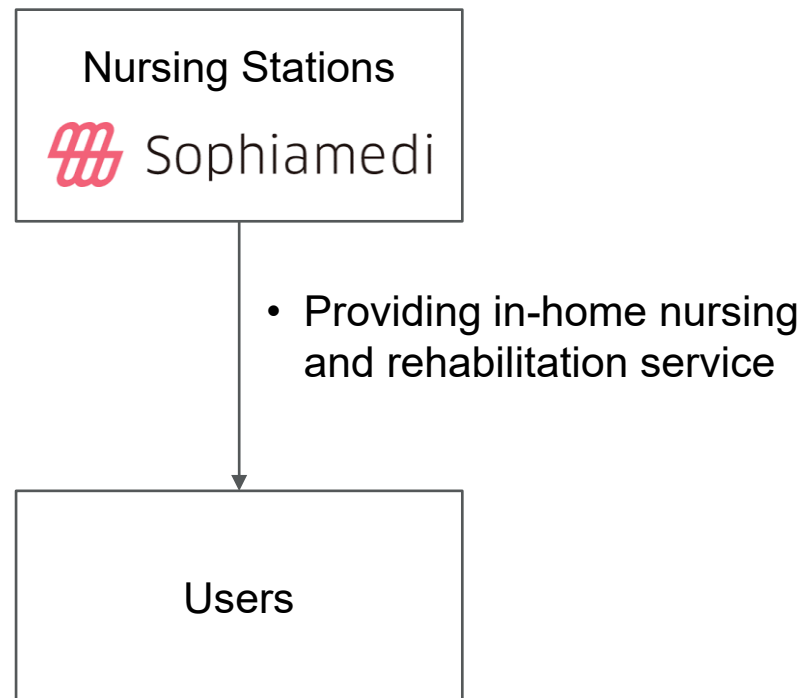
1. Key performance / indicators of hospices which CUC Group provides services.

2. Percentage of total patients to the total number of capacity in existing hospices (Past 12+ months after the opening or acquired through M&A) as of September 30, 2023 (2024/3 Q2 YTD).

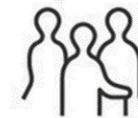
In-home Nursing Segment Overview

Nurses and therapists visit users' home and provide in-home nursing and rehabilitation service

| Business Overview



| KPI (as of September 30, 2023)⁽¹⁾



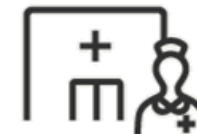
Users⁽¹⁾
12,991



Total Care Hours⁽²⁾
521k hours



Nurses/Therapists⁽³⁾
1,116



Nursing Stations⁽⁴⁾
89 stations

1. The number of users with actual visits within September, 2023.

2. Total number of hours nurses and therapists provided services to users (2024/3 Q2 YTD).

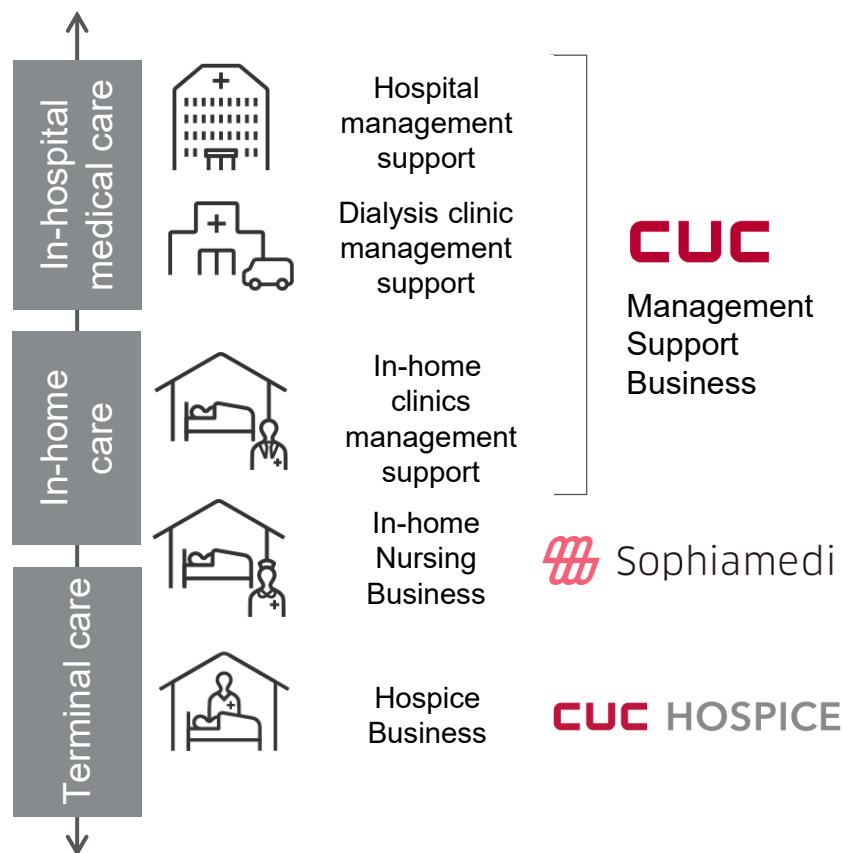
3. Therapists include physical therapists, occupational therapists, and speech therapists.

4. Total number of nursing stations which CUC Group provides services. 2 nursing stations closed from July 2023 to September 2023.

Vertically Integrated Platform (1/2)

CUC has established a vertically-integrated platform across 3 segments to provide significant value to patients, healthcare workers, and society. As a result, CUC can address a broad TAM⁽¹⁾ that is not limited to a single business

Vertically Integrated Key Businesses



Benefits of Vertically Integrated Platform



Network

Extensive network with highly acute hospitals (access to patients and KOL⁽²⁾)



Patient Referrals

Increased patient referrals within CUC Group and the client medical institutions



Recruitment & Retention

Enhanced recruitment and internal transfer in CUC Group
Diverse career opportunities for employees



Capital Allocation

Cash flow generated from management support segment are available to allocate to capex for hospice

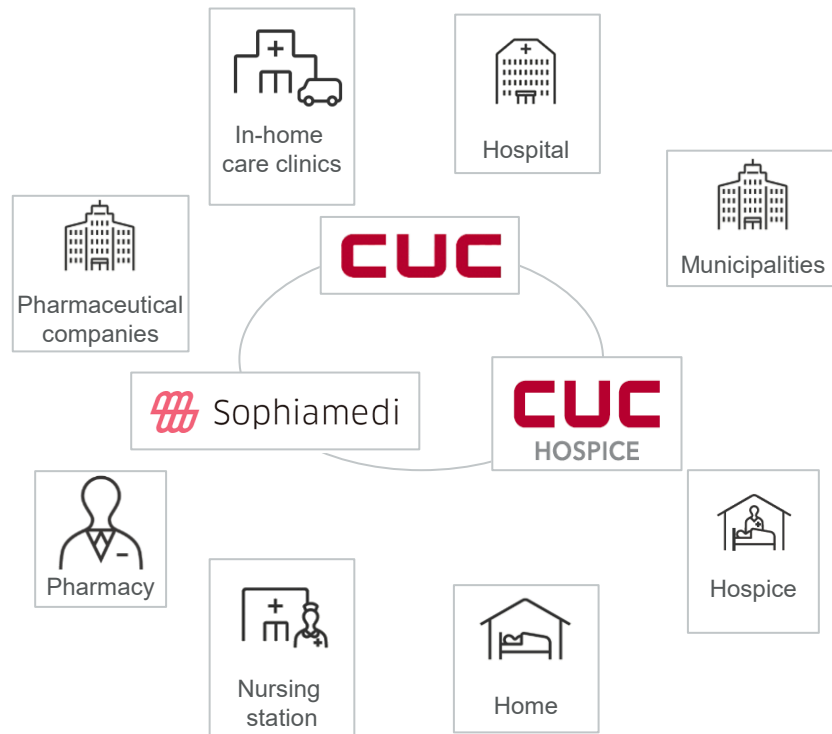
1. "Total Addressable Market": A total market demand for a product and service.

2. "Key Opinion Leader": A person with great influence in many areas within the medical industry.

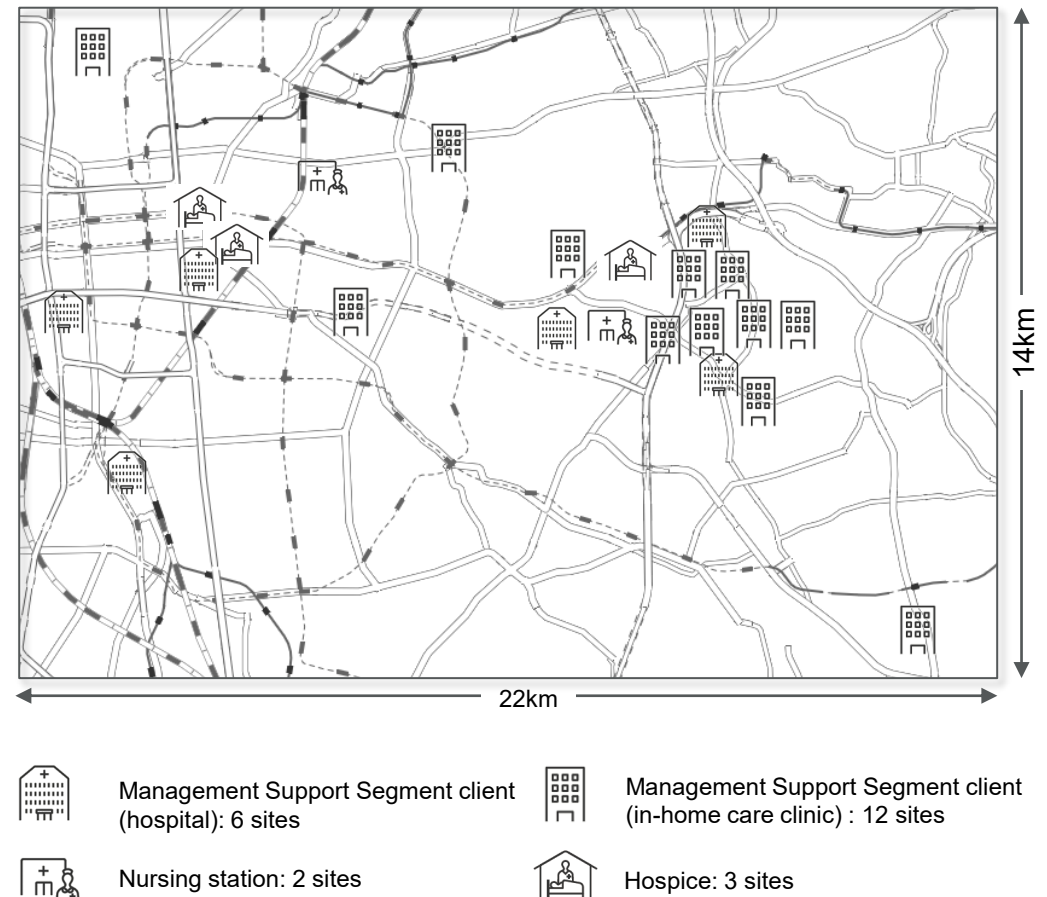
Vertically Integrated Platform (2/2)

CUC Group has built a unique platform that covers regional medical and caregiving needs through close coordination between the client medical institutions, hospices and nursing stations

Coordination within CUC Group and Client Medical Institutions



Case Study: Area Dominance⁽¹⁾



1. Plots the actual presence at each location in a major city where CUC Group operates.

Consolidated Financial Results

Consolidated Operating Results (YTD)

Revenue and EBITDA from Existing Services increased while consolidated revenue and EBITDA decreased due to a steep decline of New Services related to Covid-19

(Million Yen)

	2023/3 Q2 (YTD)	2024/3 Q2 (YTD)	Change	%
Revenue	18,694	15,346	(3,348)	(17.9%)
- Existing Services ⁽¹⁾	11,590	14,911	+3,321	+28.7%
- New Services ⁽²⁾	7,104	436	(6,669)	(93.9%)
EBITDA ⁽³⁾	2,844	2,591	(253)	(8.9%)
- Existing Services ⁽¹⁾⁽⁴⁾	1,117	2,373	+1,257	+112.6%
- New Services ⁽²⁾⁽⁴⁾	1,728	218	(1,510)	(87.4%)
Net income attributable to CUC shareholders	1,510	1,039	(472)	(31.2%)

1. CUC group's services except for the New Services (the same applies hereinafter).

2. Covid-19 Vaccination Support Services, In-home Clinical Trials and In-home Monitoring Services (the same applies hereinafter).

3. EBITDA = Operating profit + depreciation and amortization expenses ± other income and expenses (the same applies hereinafter).

4. EBITDA from Existing Services and New Services are based on management accounting figures (the same applies hereinafter).

Consolidated Operating Results (YTD)

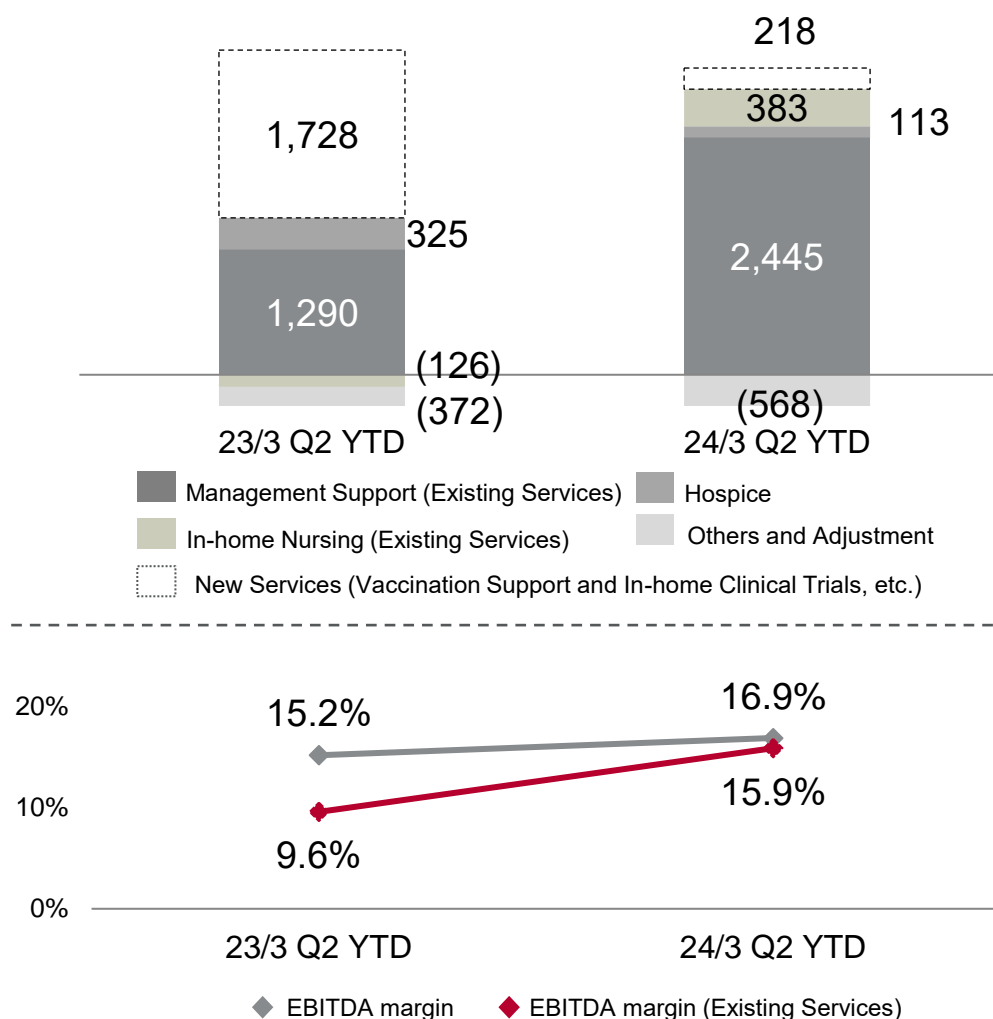
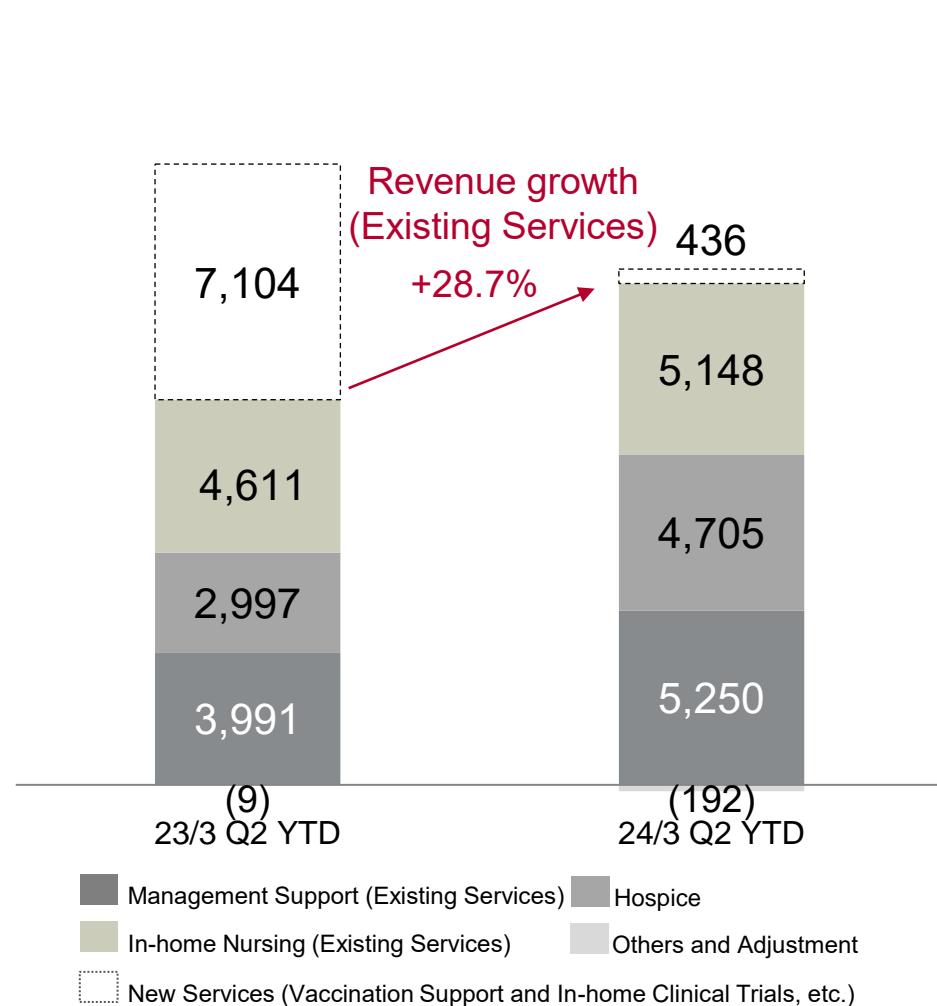
Revenue from Existing Services grew 28.7%. EBITDA and EBITDA margin from Existing Services increased significantly

Revenue

(Million Yen)

EBITDA and EBITDA Margin

(Million Yen)



Consolidated Operating Results (Quarterly)

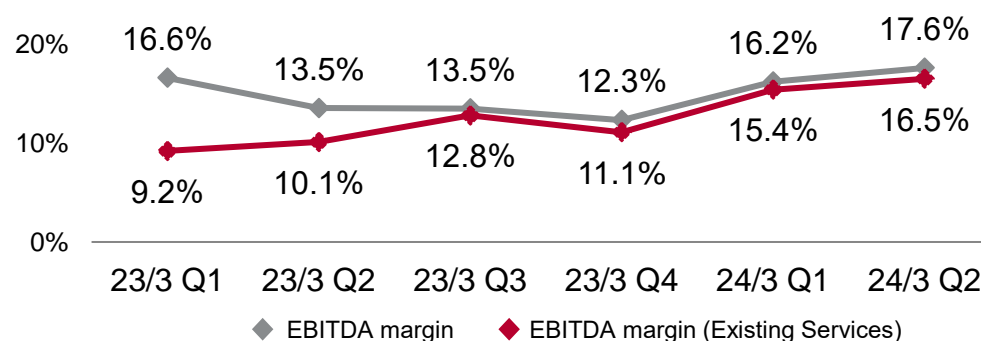
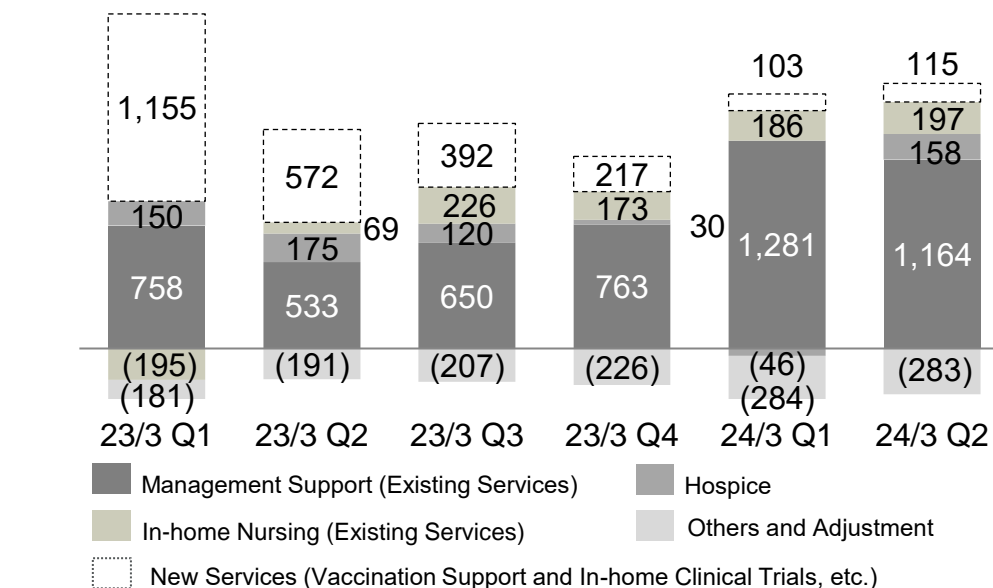
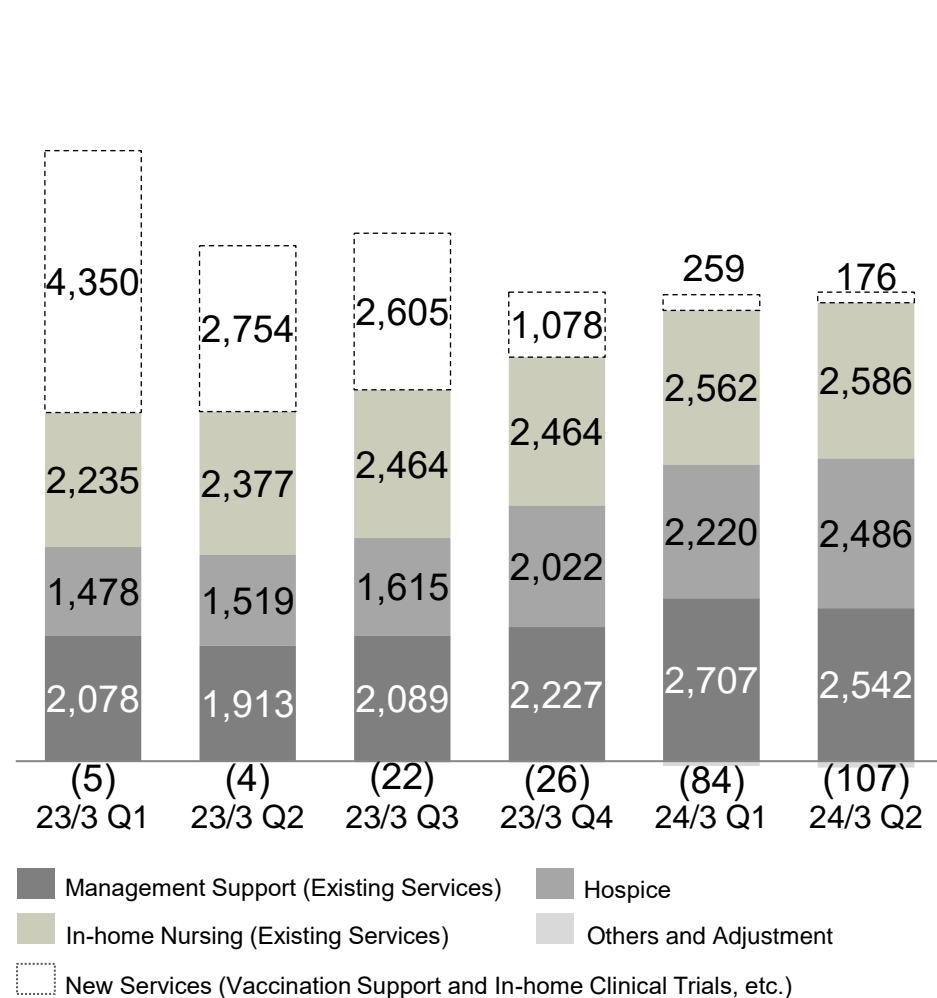
Revenue and EBITDA from Existing Services increased compared with 2024/3 Q1. EBITDA margin from Existing Services improved as well

Revenue

(Million Yen)

EBITDA and EBITDA Margin

(Million Yen)



Summary of Consolidated Statement of Financial Position

(Million Yen)	2023/3	2023/6	2023/9
Current Assets	12,732	27,293	28,510
Cash and cash equivalents	4,120	18,791	20,004
Trade and other receivables	8,240	8,036	8,155
Non-current assets	27,018	28,957	30,275
Property, plant and equipment	7,350	8,266	9,547
Right-of-use assets	4,712	5,716	5,969
Goodwill	4,723	4,809	4,844
Intangible assets	2,775	2,746	2,699
Total assets	39,750	56,250	58,786

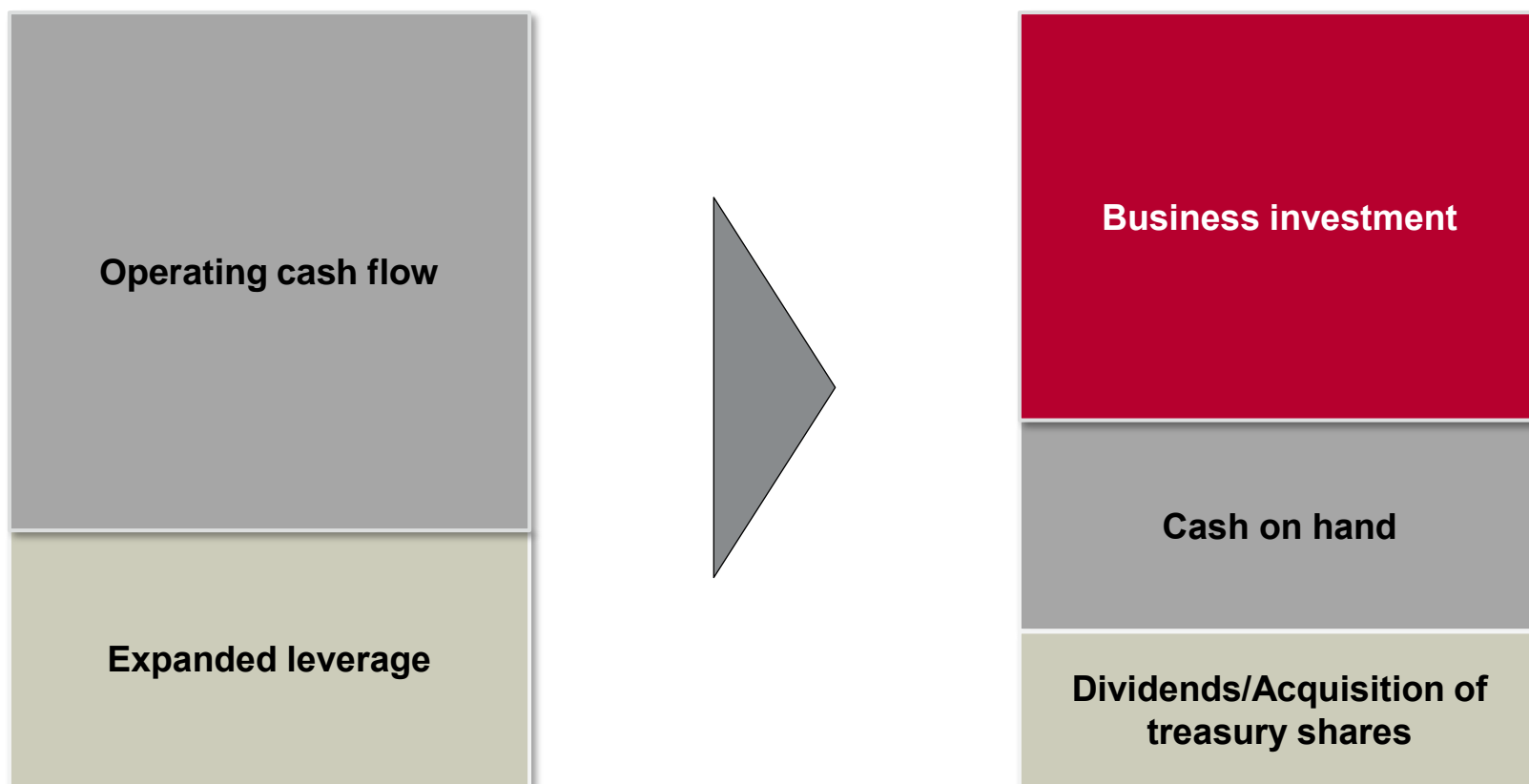
1 Increased by 1,213 million yen primarily due to the capital increase by third-party allotment associated with over-allotment offering

2 Increased by 1,281 million yen primarily due to the construction of hospices

	2023/3	2023/6	2023/9
Current liabilities	21,290	6,896	7,605
Trade and other payables	2,155	1,698	1,839
Borrowings	16,040	2,000	2,000
Lease liabilities	889	981	988
Non-current liabilities	6,540	25,431	25,149
Borrowings	-	17,922	17,426
Lease liabilities	4,523	5,425	5,627
Total liabilities	27,830	32,327	32,754
Total equity	11,920	23,923	26,031
Share capital	1,063	6,808	7,669
Capital surplus	1,258	6,906	7,761
Retained earnings	7,715	8,196	8,753
Other components of equity	1,669	1,757	1,590
Equity attributable to CUC shareholders	11,704	23,666	25,774
Non-controlling interests	216	257	258
Total liabilities and equity	39,750	56,250	58,786

Financial Policy

CUC does not plan to pay dividends or to acquire treasury shares at this stage since CUC is currently in the growth stage and need to conduct business investments such as the construction of hospice facilities and M&As. CUC will consider leveraging while monitoring Net debt/EBITDA ratio and ratio of equity attributable to CUC shareholders

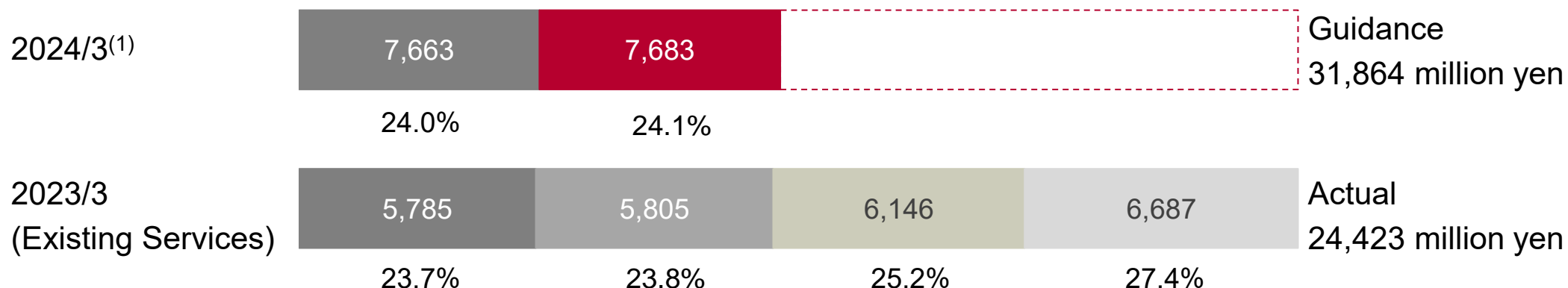


Progress Against Guidance

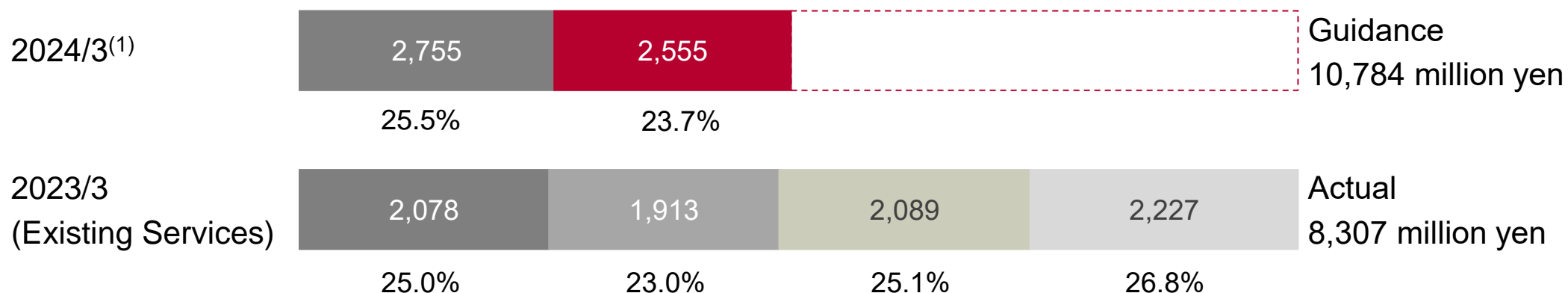
Revenue Progress Against Guidance (1/2)

Consolidated revenue and revenue from Management Support segment have progressed at a pace exceeding the previous year

Consolidated



Management Support Segment

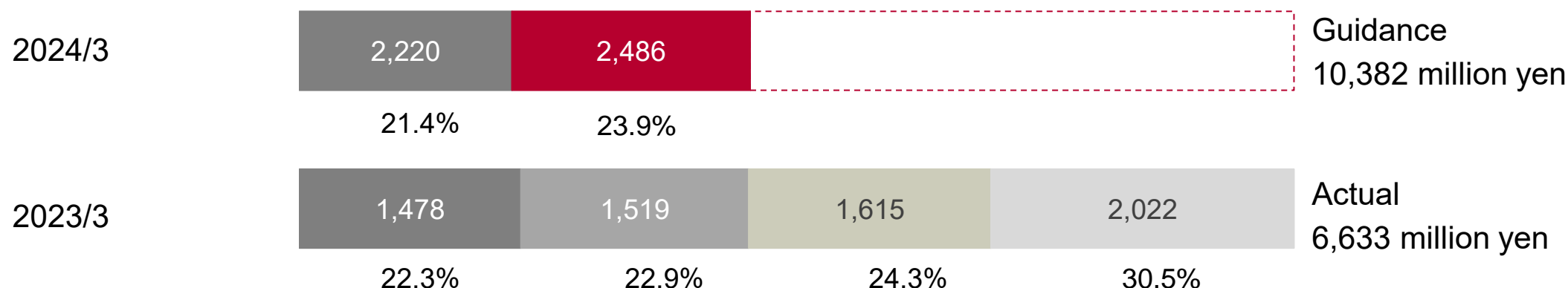


1. Including revenue from New Services with marginal impact.

Revenue Progress Against Guidance (2/2)

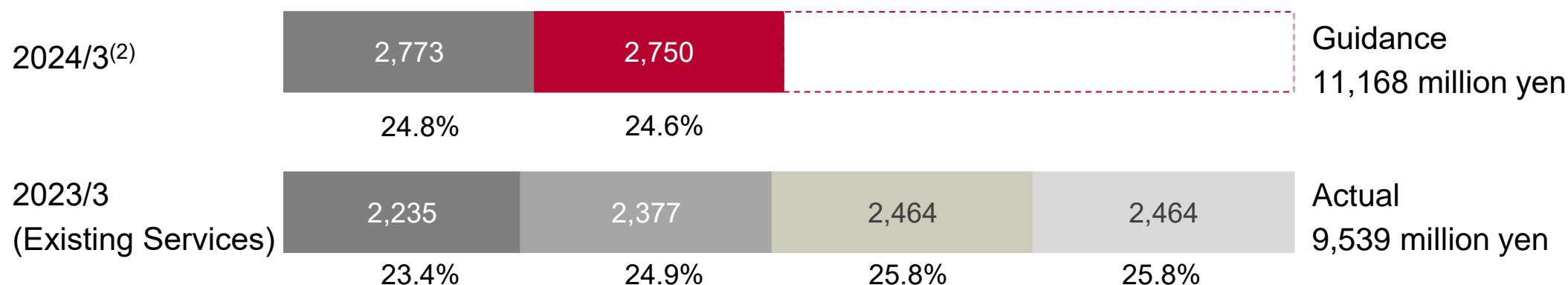
Hospice segment accelerated sales growth in 2024/3 Q2 compared to 2024/3 Q1. In-home Nursing has progressed at a same pace as the previous year.

Hospice Segment



Increased due to the acquisition of Nature group⁽¹⁾ in Jan 2023

In-home Nursing Segment



1. Nature Inc., A&N Inc. and You Inc. (the same applies hereinafter)

2. Including revenue from New Services with marginal impact.

Operating Results by Segment

Operating Results by Segment (1/2)

Revenue from Management Support (Existing Services), Hospice, and In-home Nursing (Existing Services) segment increased year-on-year

(Million Yen)

	2023/3 Q2 (YTD)	2024/3 Q2 (YTD)	Change	%
Revenue	18,694	15,346	(3,348)	(17.9%)
Management Support segment	9,270	5,310	(3,960)	(42.7%)
- Existing Services	3,991	5,250	+1,259	+31.5%
- New Services	5,279	61	(5,218)	(98.9%)
Hospice segment	2,997	4,705	+1,709	+57.0%
In-home Nursing segment	6,437	5,522	(914)	(14.2%)
- Existing Services	4,611	5,148	+536	+11.6%
- New Services	1,825	375	(1,451)	(79.5%)
Others and Adjustment	(9)	(192)	(183)	-

Operating Results by Segment (2/2)

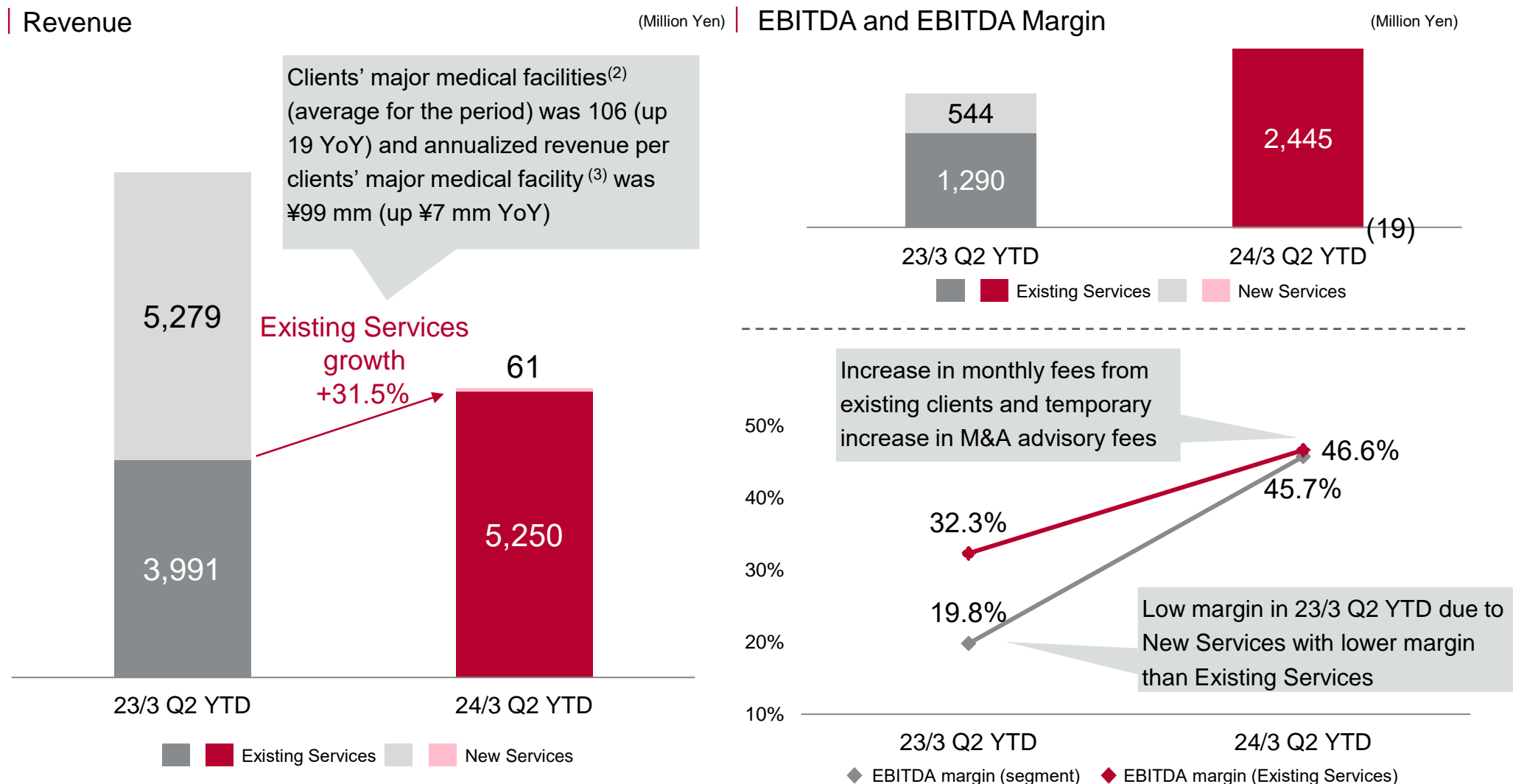
EBITDA from Existing Services of Management Support and In-home Nursing segment increased while EBITDA from Hospice segment decreased year-on-year

(Million Yen)

	2023/3 Q2 (YTD)	2024/3 Q2 (YTD)	Change	%
EBITDA	2,844	2,591	(253)	(8.9%)
Management Support segment	1,834	2,426	+592	+32.3%
- Existing Services	1,290	2,445	+1,155	+89.5%
- New Services	544	(19)	(563)	-
Hospice segment	325	113	(212)	(65.3%)
In-home Nursing segment	1,057	620	(437)	(41.3%)
- Existing Services	(126)	383	+510	-
- New Services	1,184	237	(947)	(80.0%)
Others and Adjustment	(372)	(568)	(196)	-

Operating Results of Management Support Segment (YTD)

Revenue from Existing Services grew 31.5%. EBITDA margin was 46.6% primarily due to increase in monthly fees from existing clients and temporary increase in M&A advisory fee⁽¹⁾



1. Fees received from client medical institutions for successfully completing M&A.

2. Number of hospitals, long-term care health facilities, in-home care clinics, dialysis clinics, and outpatient clinics that CUC provides management support. The average of the number at the beginning of the period and the number at the end of the period.

3. Calculated by dividing annualized revenue by the average number of clients' major medical facilities during the same period.

Operating Results of Management Support Segment (Quarterly)

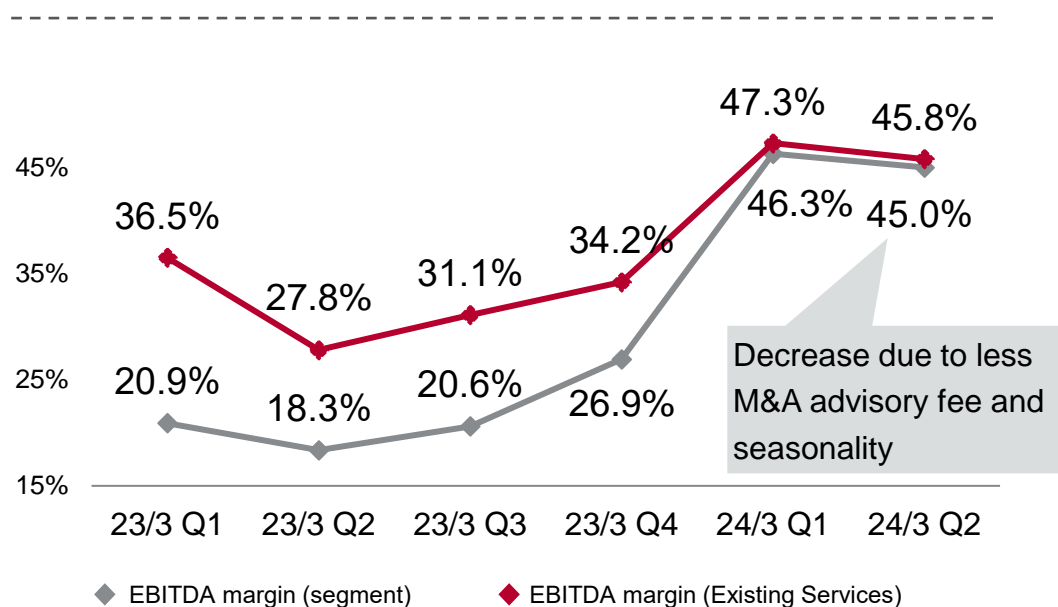
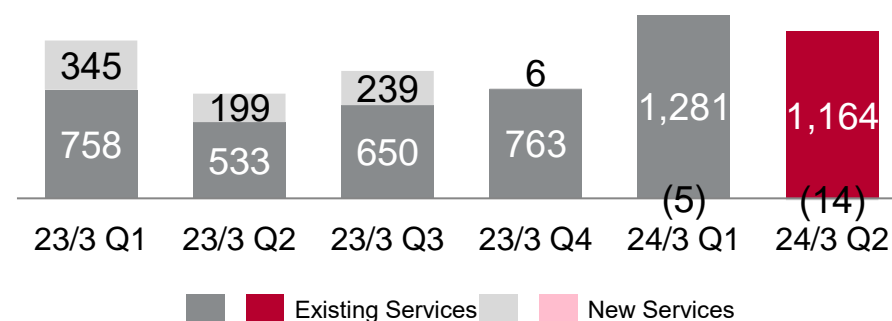
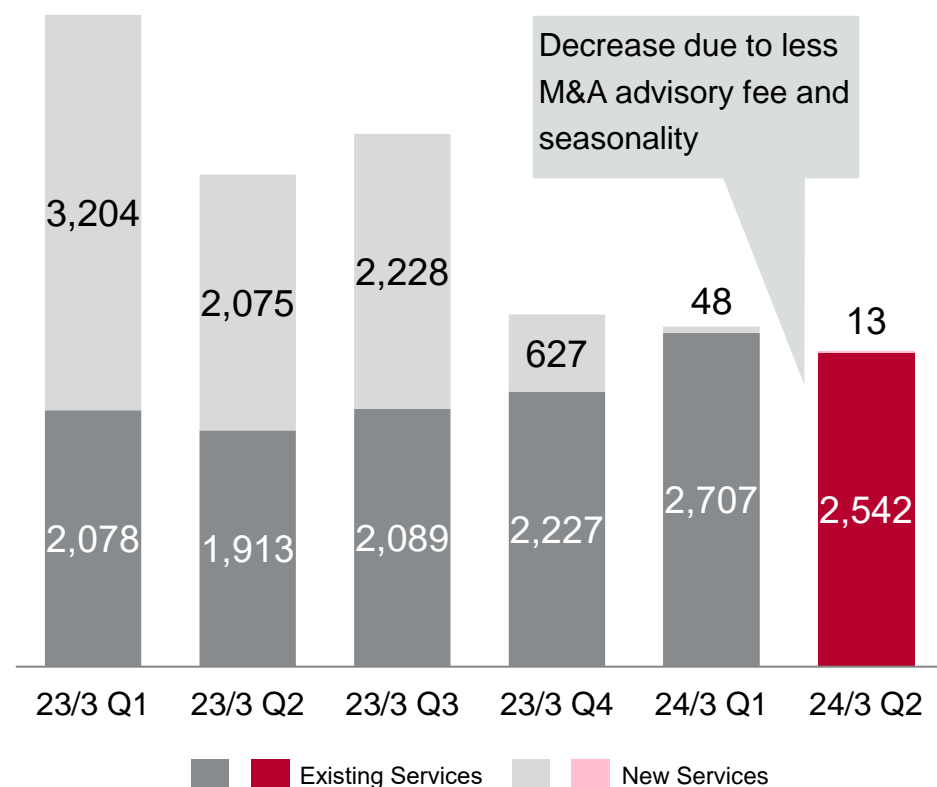
Revenue and EBITDA from Existing Services decreased compared with 24/3 Q1 primarily due to less M&A advisory fee and seasonality

Revenue

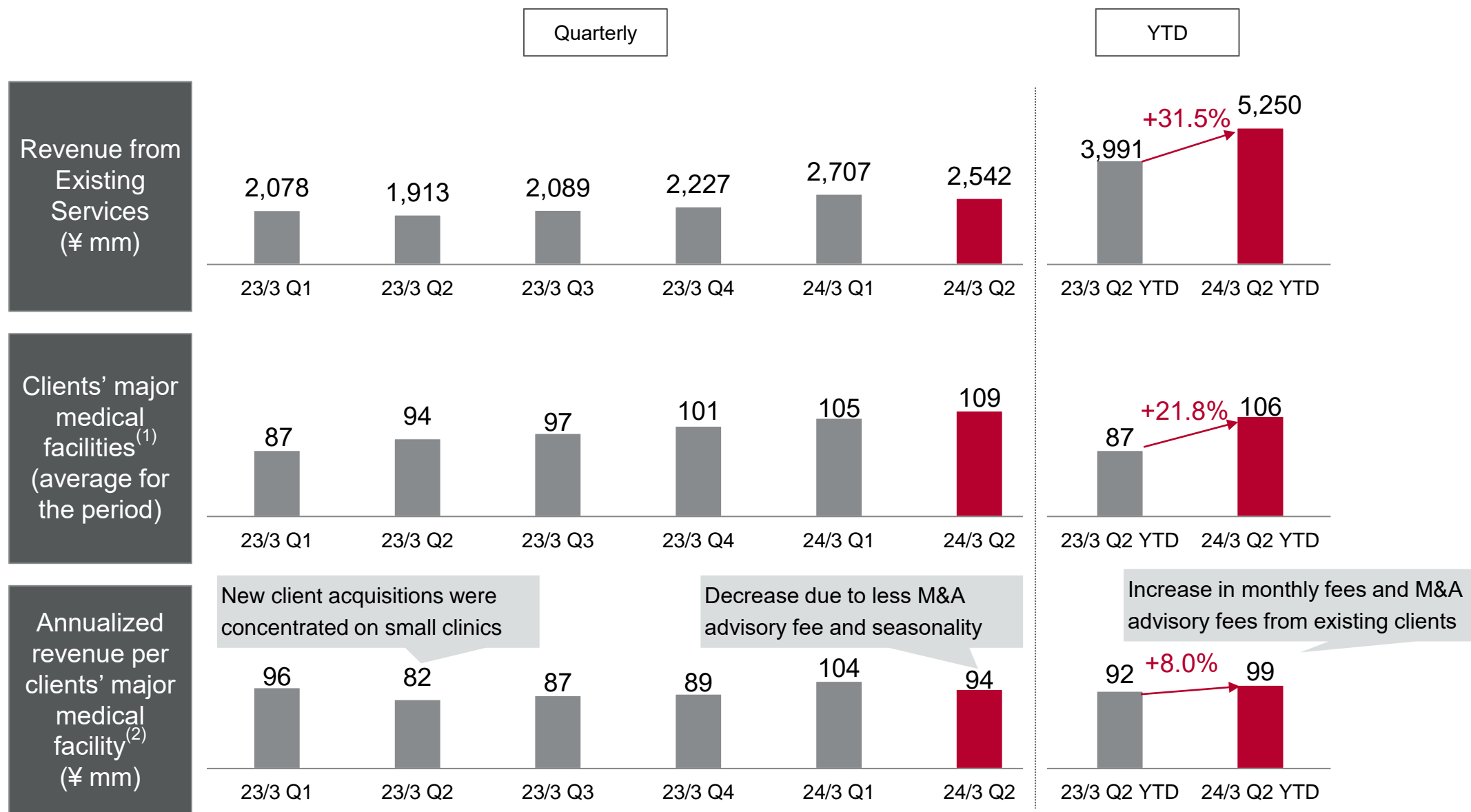
(Million Yen)

EBITDA and EBITDA Margin

(Million Yen)



Key Operating Drivers of Management Support Segment



1. Number of hospitals, long-term care health facilities, in-home care clinics, dialysis clinics, and outpatient clinics that CUC provides management support. The average of the number at the beginning of the period and the number at the end of the period.
 2. Calculated by dividing annualized revenue by the average number of clients' major medical facilities during the same period.

Operating Results of Hospice Segment (YTD)

Revenue grew 57.0% primarily due to M&A in the previous fiscal year and new facility openings. EBITDA margin decreased primarily due to increase in the number of staff aiming to strengthen headquarters and improve occupancy rates

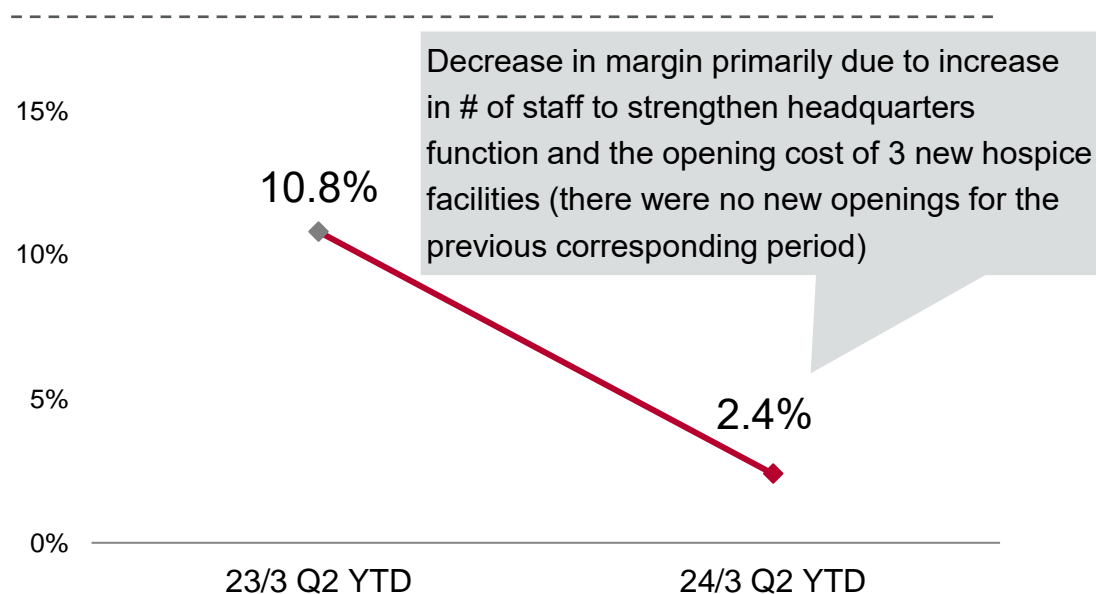
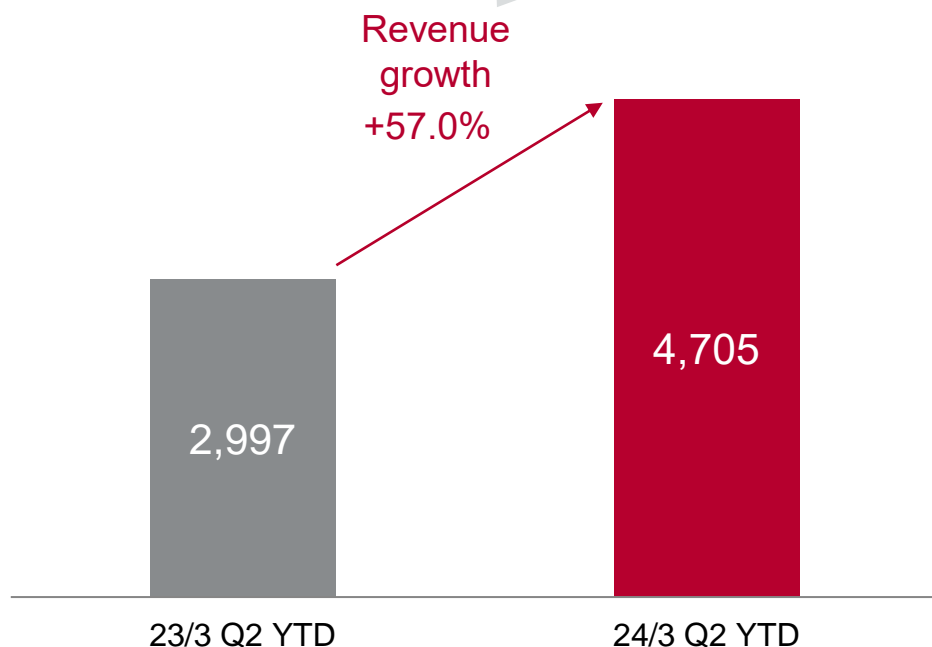
Revenue

(Million Yen)

EBITDA and EBITDA Margin

(Million Yen)

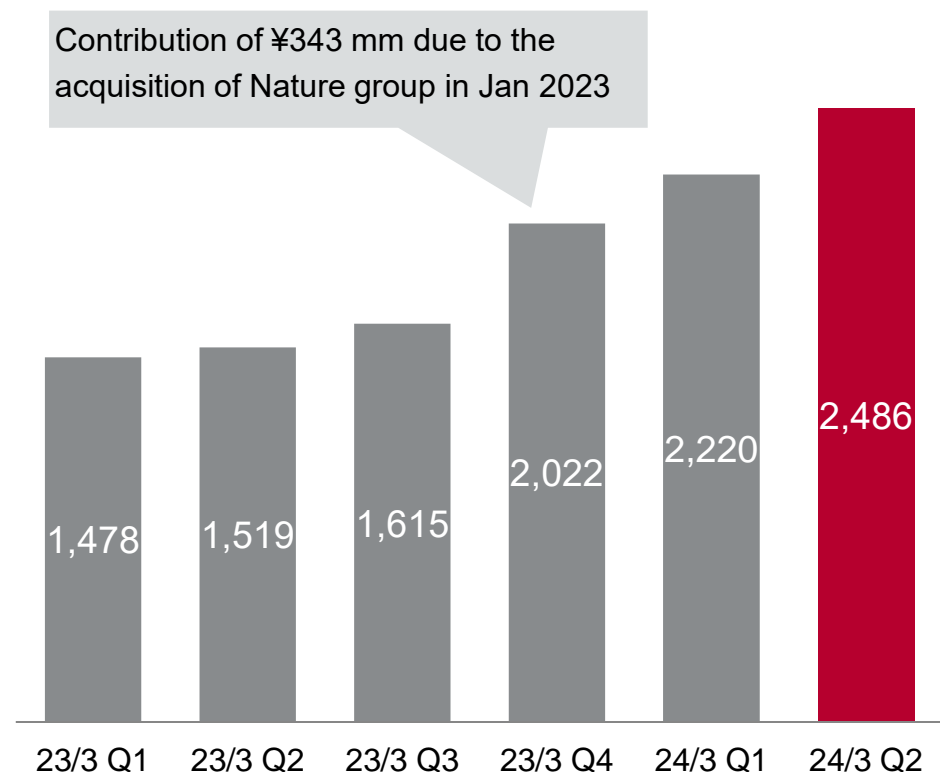
5 facilities increase due to the acquisition of Nature group in Jan 2023. 7 new facilities opened from October 2022 onwards and their occupancy rates increased



Operating Results of Hospice Segment (Quarterly)

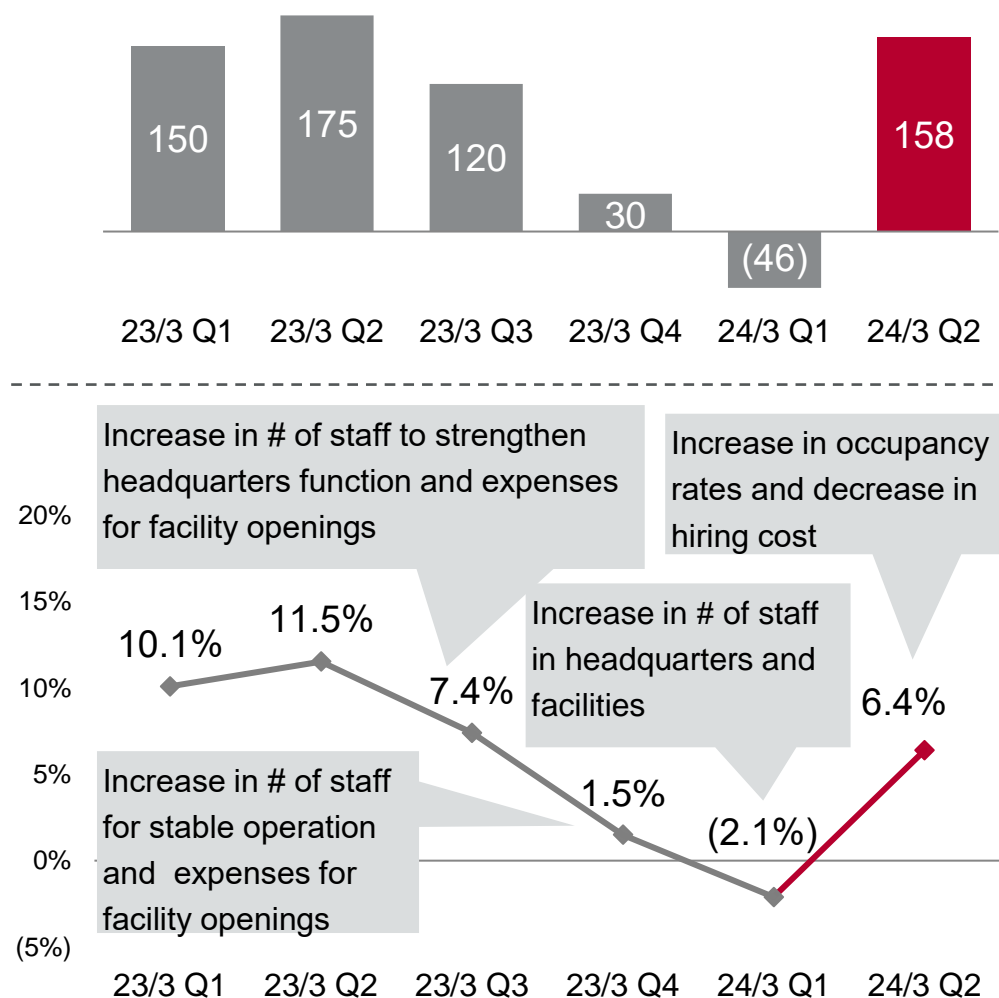
While EBITDA margin decreased primarily due to increase in number of staff aiming to strengthen headquarters and improve occupancy rates since 23/3 Q3, it emerged on this quarter primarily due to increase in occupancy rates and decrease in hiring cost

Revenue

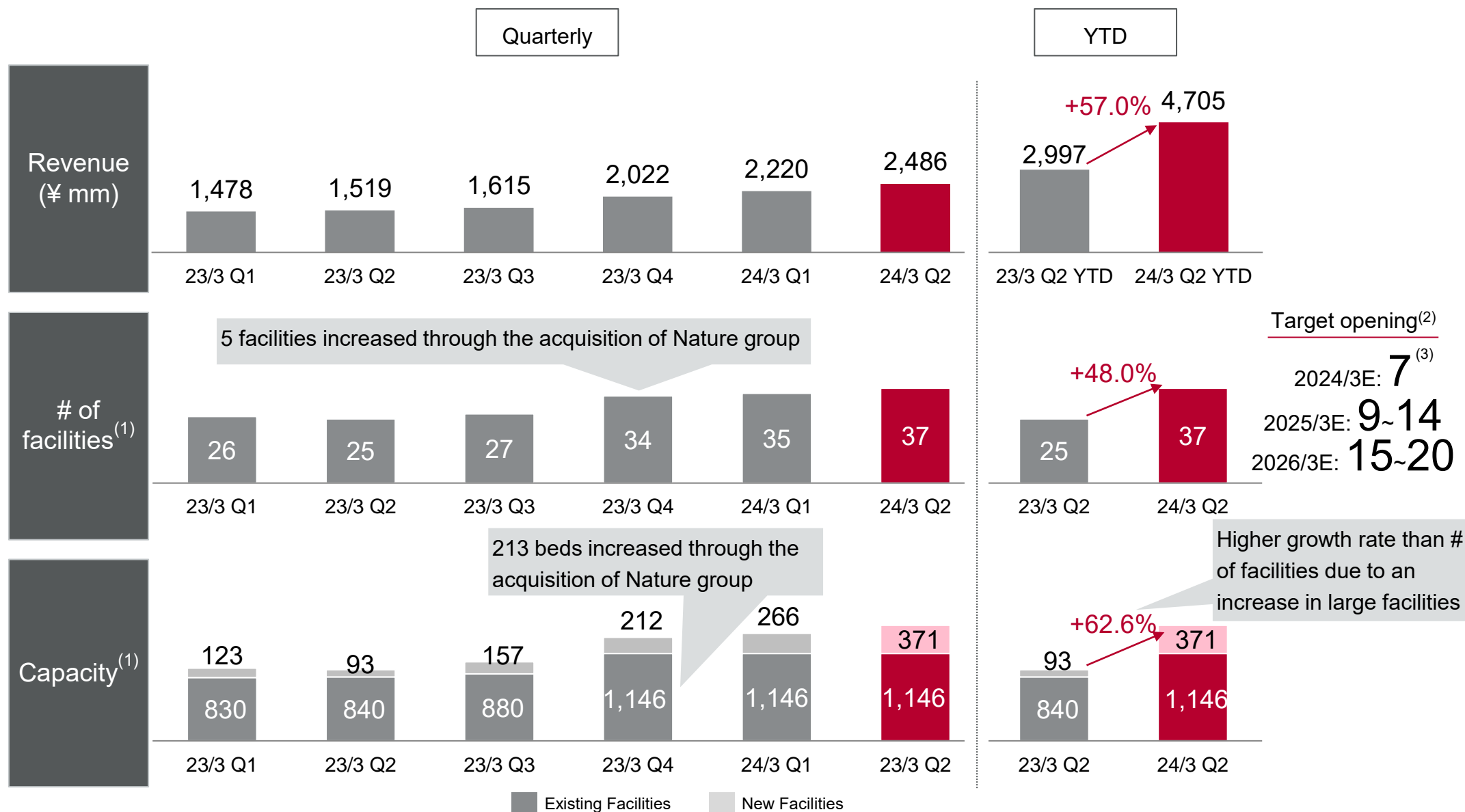


(Million Yen) EBITDA and EBITDA Margin

(Million Yen)



Key Operating Drivers of Hospice Segment (1/2)



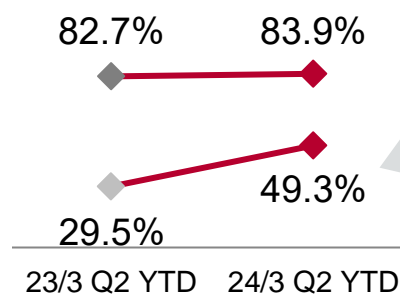
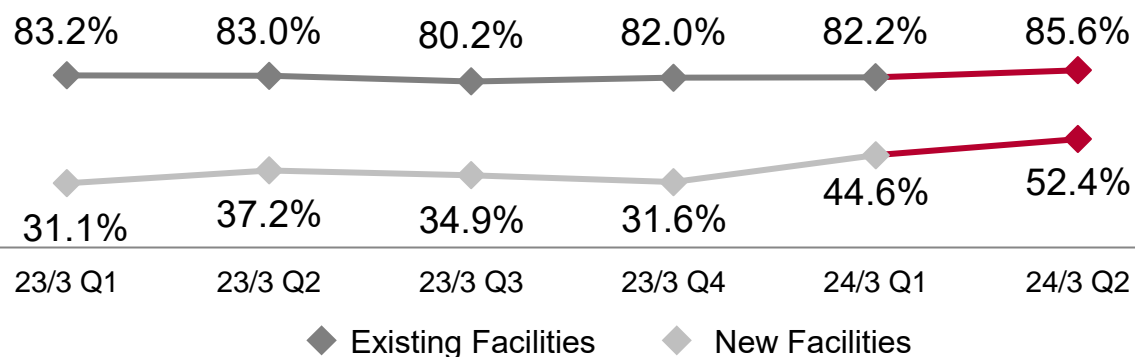
1. The number of hospices and capacity which CUC group provides services at the end of each period. Hospices past 12+ months after the opening at the end of each quarter or acquired through M&A are defined as "Existing Facilities" and other hospices are defined as "New Facilities".
 2. Target figures set by CUC Group based on information available as of the date of this document and under certain assumptions and premises including macroeconomic environment and regulatory trends and are not a guarantee of the achievement of the target.
 3. Target opening for 2024/3E refers to facilities that are in the middle of process of opening and their opening has been confirmed. However, it does not guarantee the realization of future target figures.

Key Operating Drivers of Hospice Segment (2/2)

Quarterly

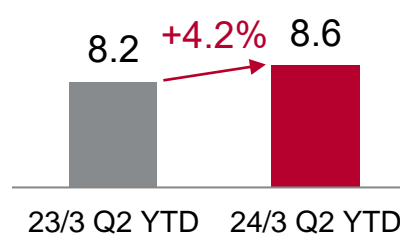
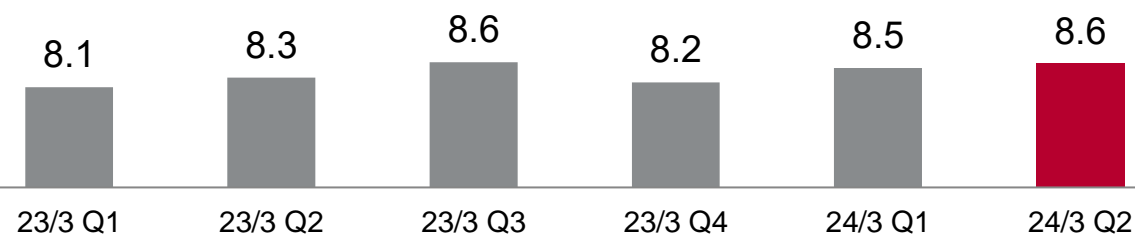
YTD

Occupancy rate⁽¹⁾⁽²⁾



Increase primarily due to change in strategy for patient acquisition and staff allocation

Annualized revenue per patient⁽³⁾
(¥ mm)



1. Percentage of total number of patients in hospices to the total number of capacity through each period. "Existing" means hospices past 12+ months after the opening at the end of each period or acquired through M&A and other hospices are referred to as "New."

2. New facilities will be classified as existing facilities in the quarter or cumulative period past 12+ months after the openings. Therefore, the YTD occupancy rate does not match the weighted average of the quarterly occupancy rates.

3. Calculated by dividing the annualized revenue from Hospice segment by the average number of patients during each period.

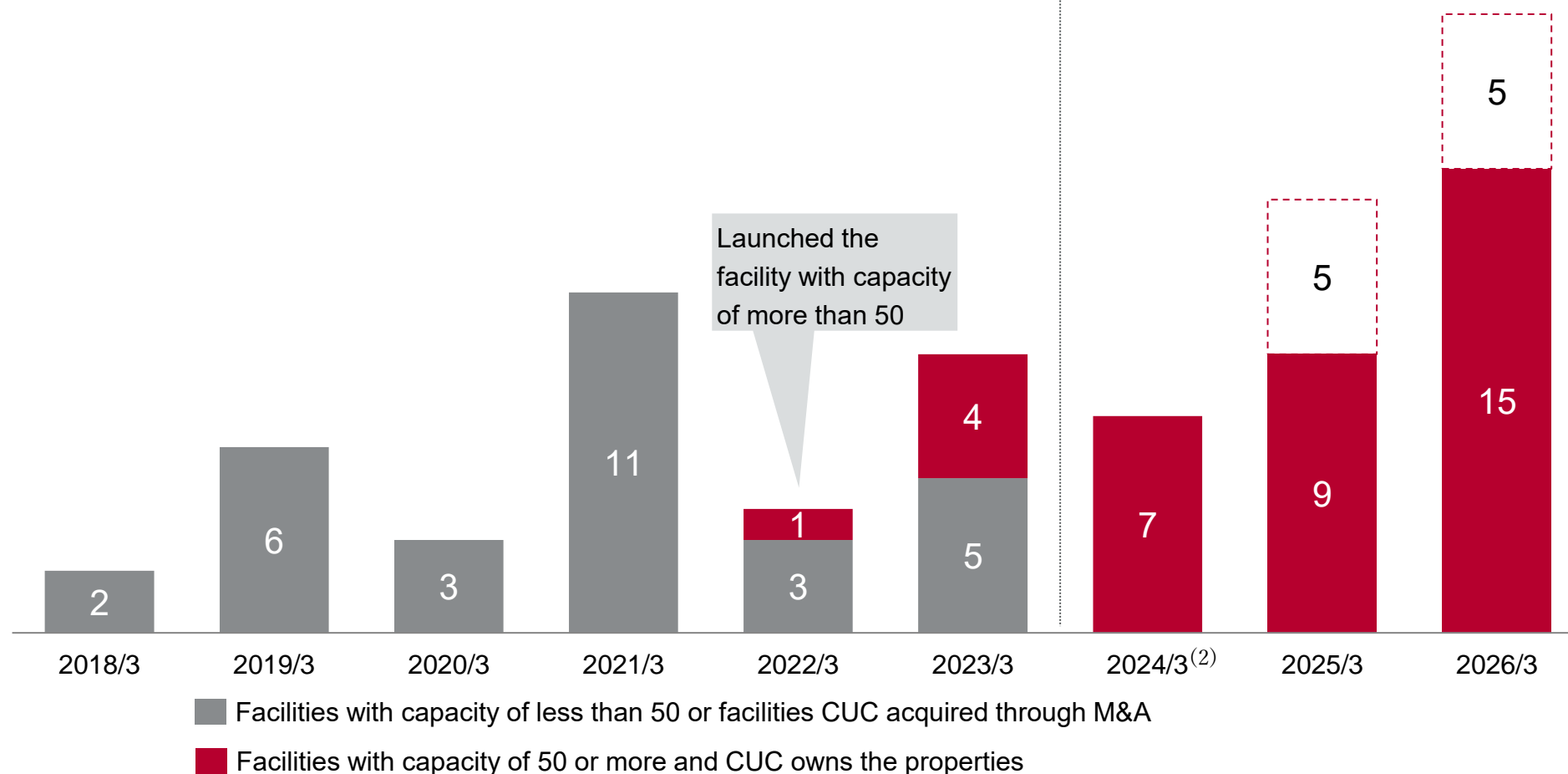
Number of Facilities and Their Capacity

CUC started to launch the large facilities with capacity of 50 or more in March 2022.

CUC plans to accelerate the opening of such large facilities which are expected to generate higher margin compared with its existing small facilities

Facilities CUC opened or acquired, and Its target

Actual Target⁽¹⁾



1. Target figures set by CUC Group based on information available as of the date of this document and under certain assumptions and premises including macroeconomic environment and regulatory trends and are not a guarantee of the achievement of the target.
 2. Target opening for 2024/3E refers to facilities that are in the middle of process of opening and their opening has been confirmed. However, it does not guarantee the realization of future target figures.

Planned Opening of Facilities after October 2023

| Planned Opening⁽¹⁾

Location	Capacity	Capital expenditure (¥ mm)	Planned Opening date	
Aichi, Okazaki	54	588	2024/3 Q3	2023/11
Miyagi, Sendai	54	493		2023/12
Hyogo, Kobe	54	739		2023/12
Hokkaido, Sapporo	54	787	2024/3 Q4	2024/2
Tokyo, Machida	53	530	2025/3 Q1	2024/4
Fukuoka, Fukuoka	54	704		2024/5
Kyoto, Minami	54	697		2024/6
Kyoto, Ukyo	54	710	2025/3 Q3	2024/12
Hyogo, Himeji	50	500	2025/3 Q4	2025/1
Okayama, Okayama	50	450	2025/3 Q4	2025/2

1. This is a schedule as of the date of this document. The capacity, the amount of capital expenditure and the opening date may change in the future due to various reasons.

Operating Results of In-home Nursing Segment (YTD)

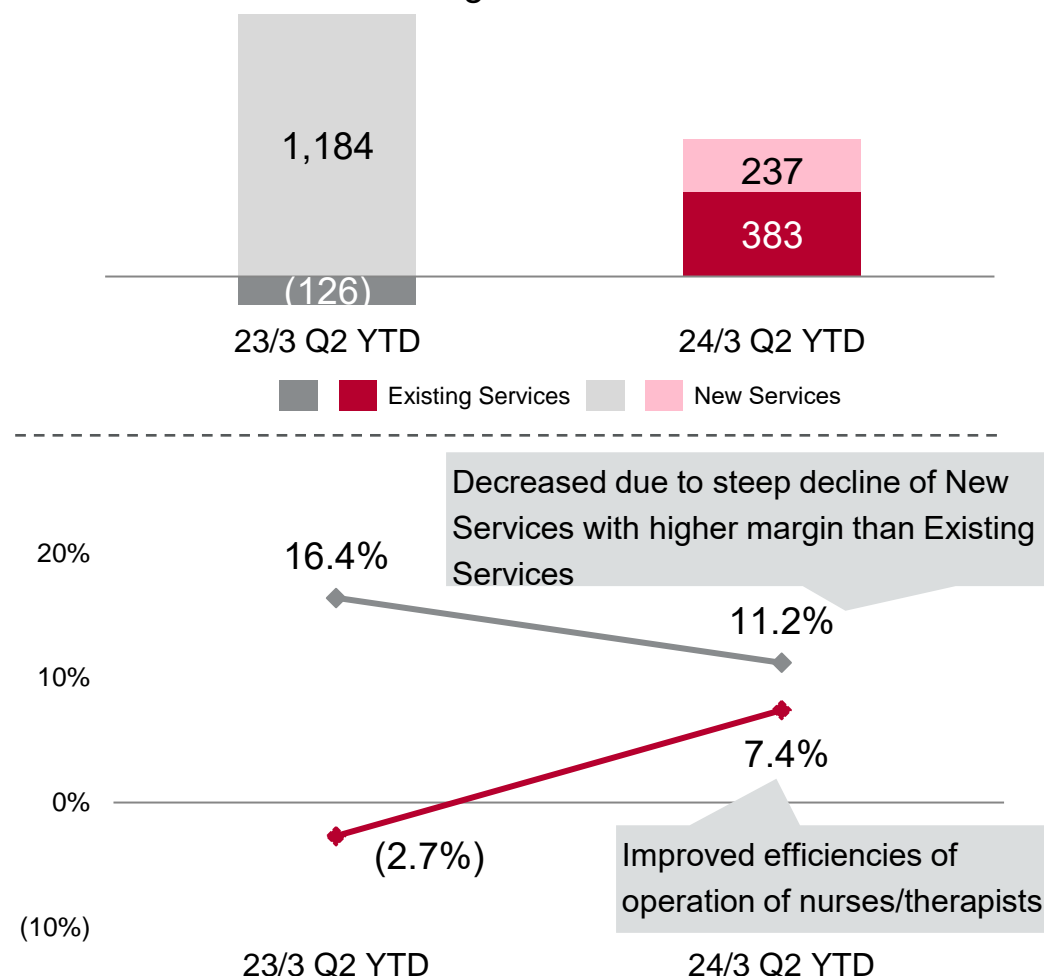
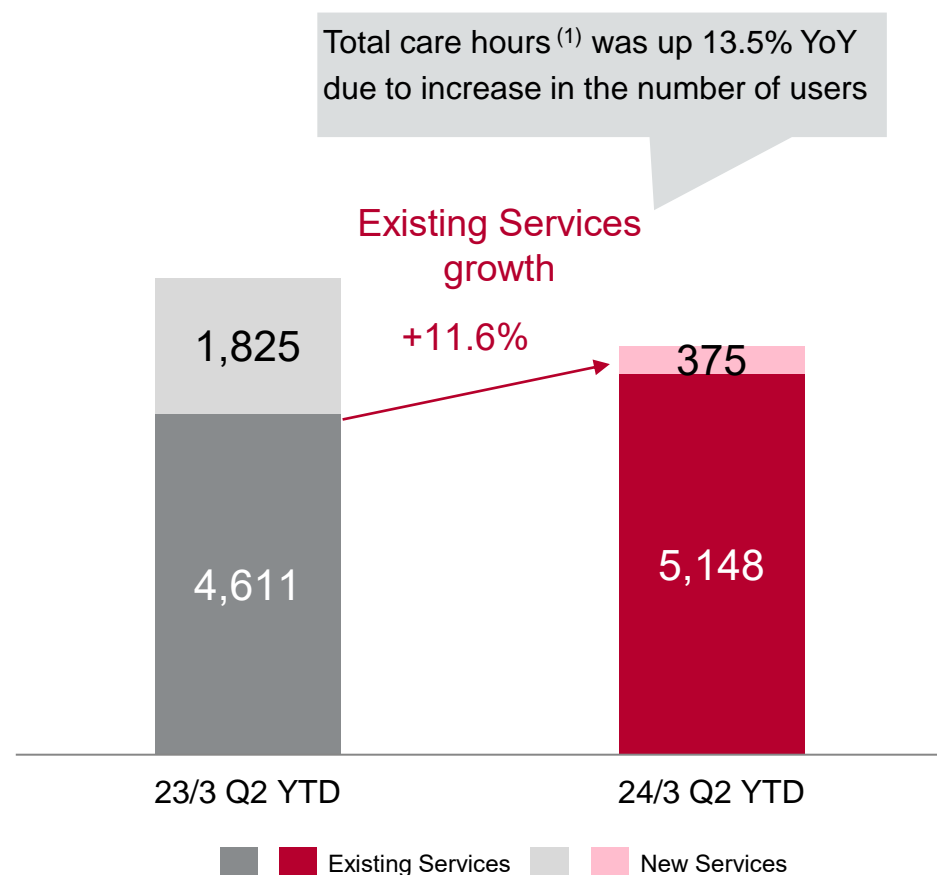
Revenue from Existing Services grew at 11.6% due to increase in total care hours⁽¹⁾. EBITDA margin improved due to improved efficiencies of operation of nurses/therapists

Revenue

(Million Yen)

EBITDA and EBITDA Margin

(Million Yen)

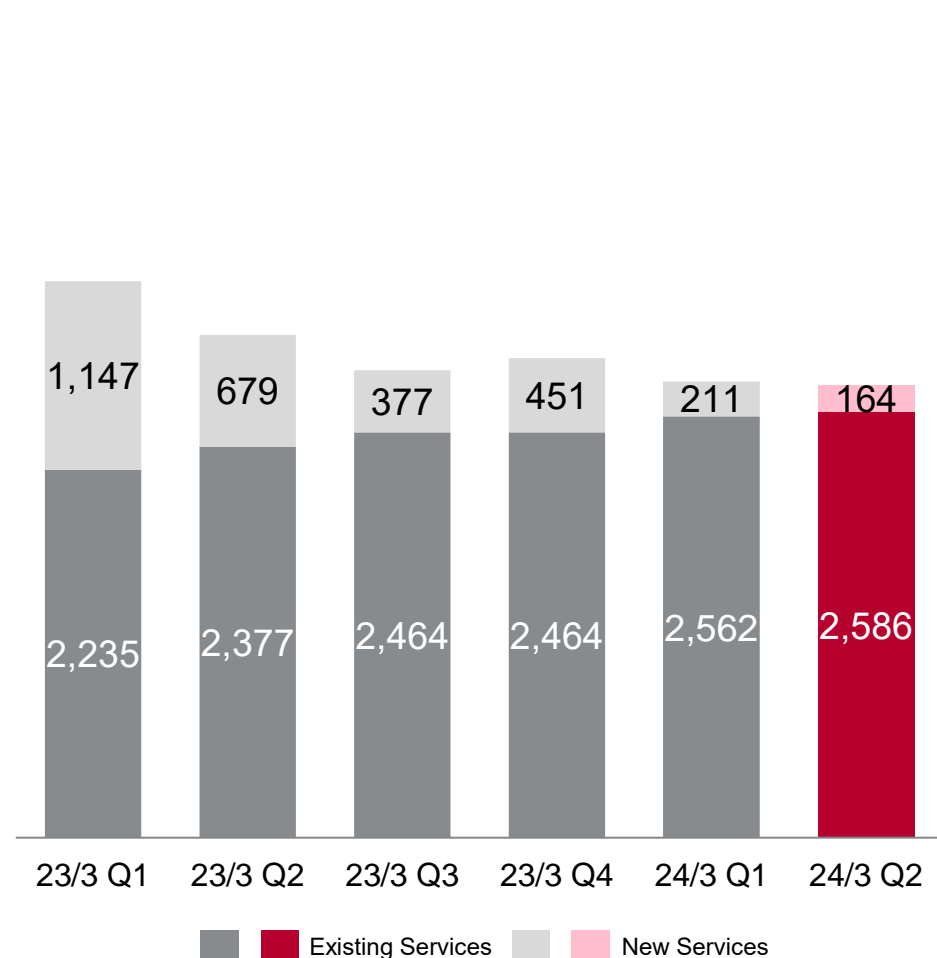


1. Number of hours nurses and therapists provided services for users.

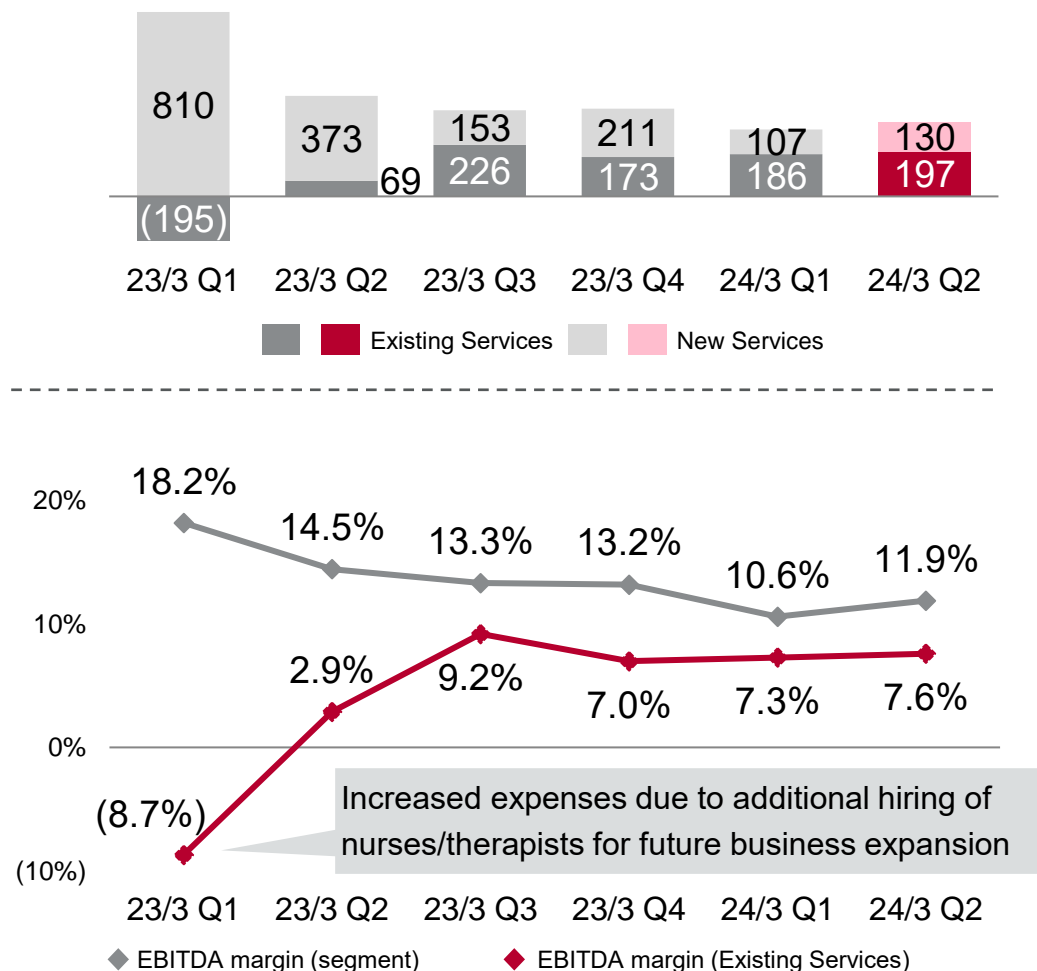
Operating Results of In-home Nursing Segment (Quarterly)

Revenue from Existing Services slightly increased compared to 24/3 Q1. EBITDA margin also improved slightly despite continuous hiring from 24/3 Q1

Revenue

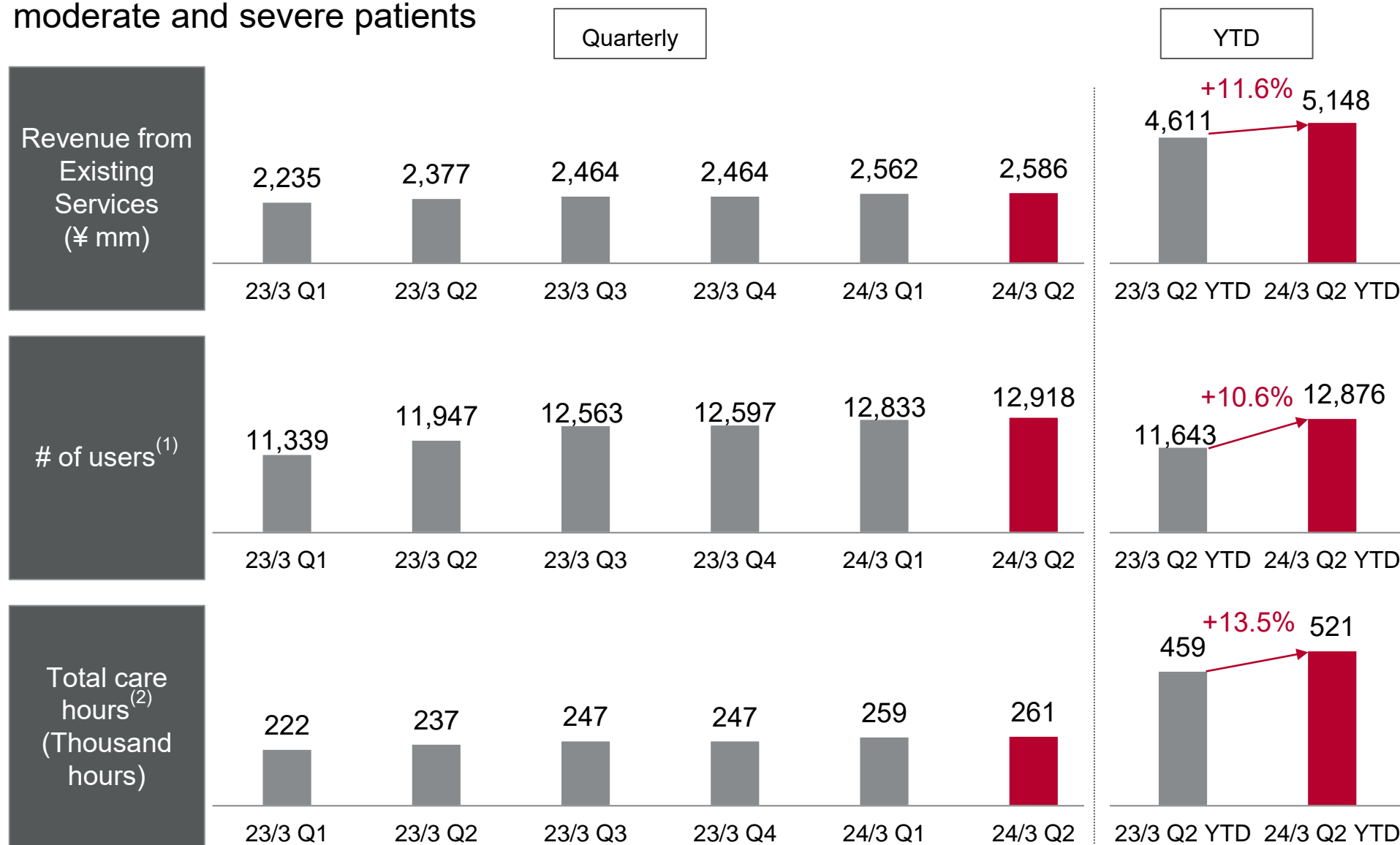


(Million Yen) EBITDA and EBITDA Margin



Key Operating Drivers of In-home Nursing Segment (1/2)

The growth rate of revenue exceeded that of the number of users due to the increase in moderate and severe patients

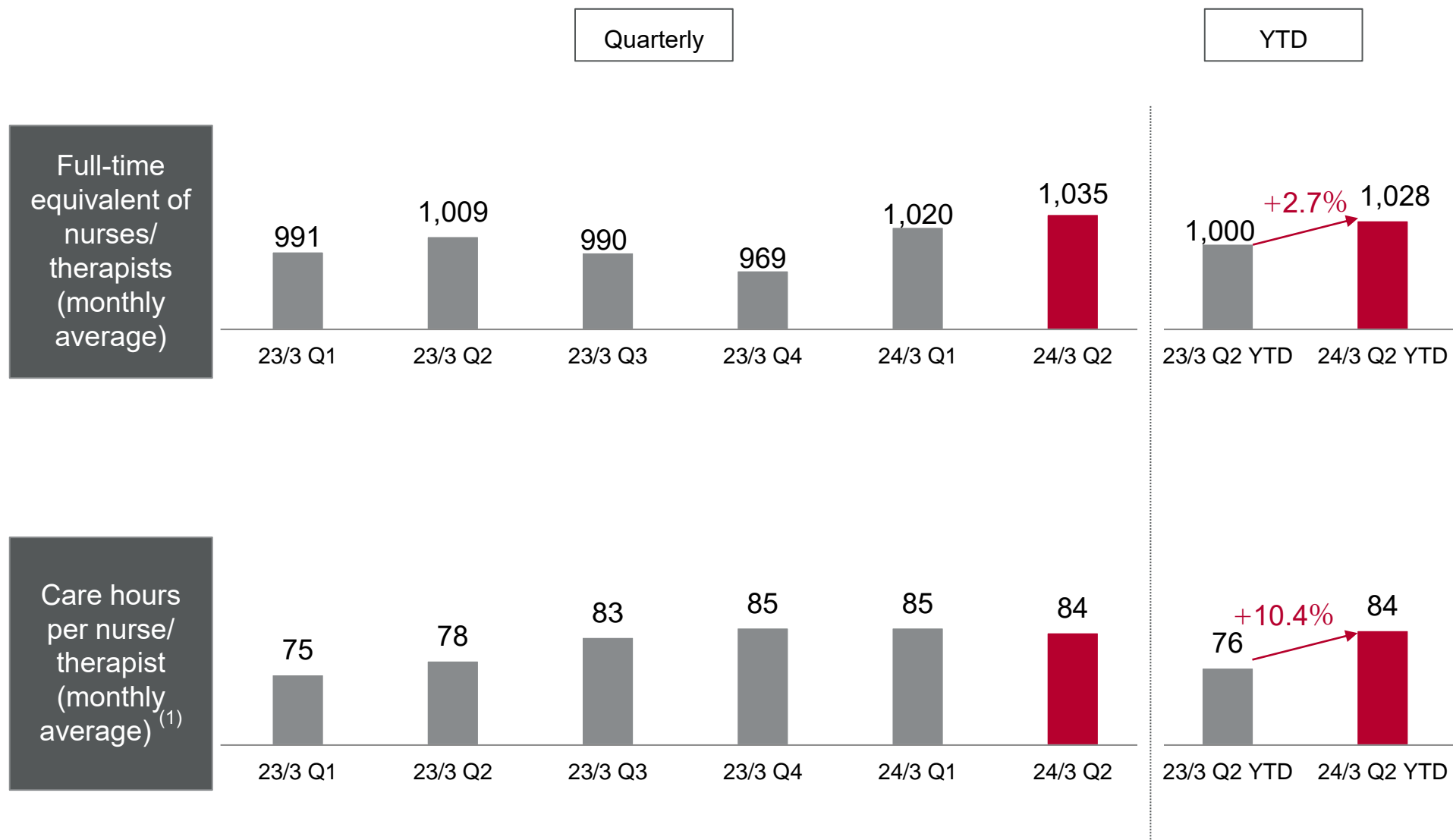


1. Average number of users with actual visits at the end of each month of the period.

2. Number of hours nurses and therapists provided services for users.

Key Operating Drivers of In-home Nursing Segment (2/2)

Care hours per nurse/therapist in 24/3 Q2 YTD improved year-on-year



1. Calculating by dividing total care hours (monthly average) by full-time equivalent of nurses/therapists (monthly average).

Growth Strategy

Growth Strategy of Each Segment

Management Support Segment

Enhance sourcing activities to increase the number of clients

Improve efficiencies through standardization of management support

Increase value of services for clients by utilization of IT

Hospice Segment

Increase the number of hospice facilities with high ROI

Improve occupancy rate by nurses' patient acquisition activities

Increase retention rates by providing environment for skill enhancement

In-home Nursing Segment

Improve care hours per nurses and therapists through enhancing patient acquisition activities and efficiencies of visit

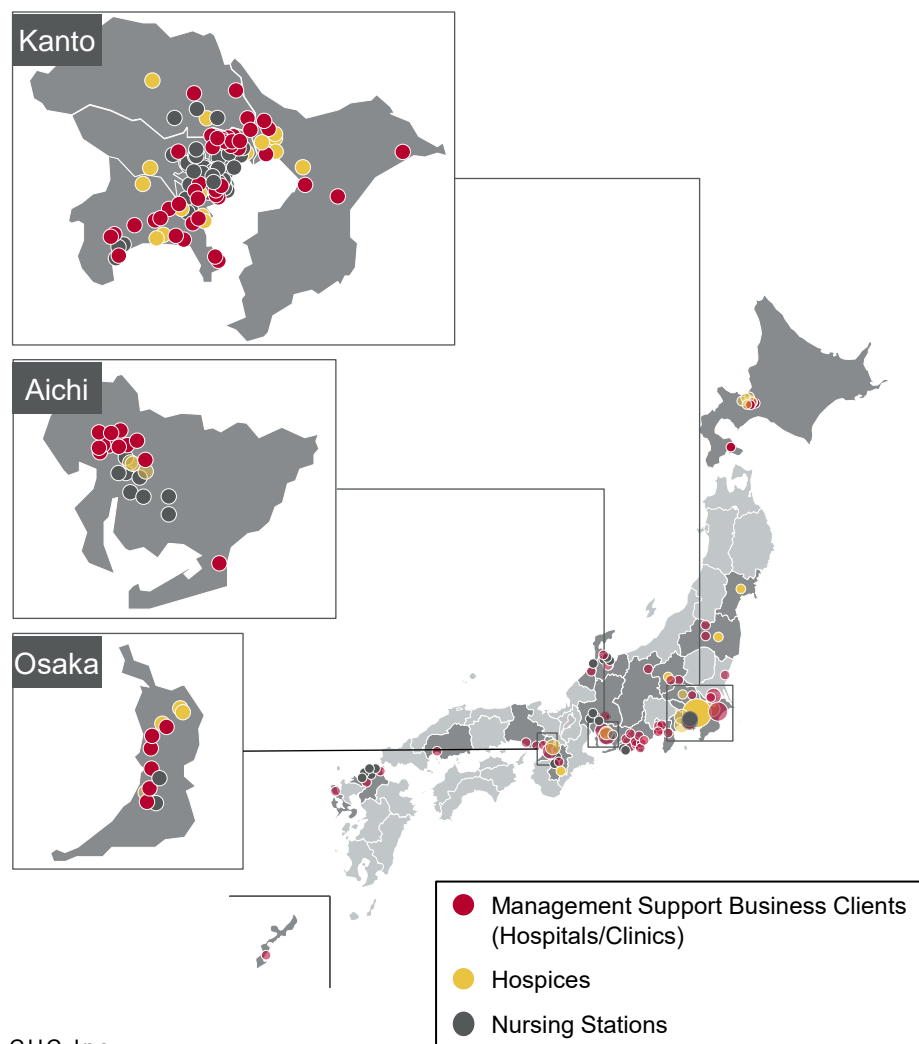
Reinforce capabilities to deal with patients of moderate and severe cases

Strengthen recruitment by introducing a personnel system leveraging diversity

Growth Strategy by Vertically Integrated Platform

CUC has expanded its footprint nationwide and will continue to accelerate growth with area dominance strategy and group synergy

Current Footprint (as of September 30, 2023)



Facility Launch Strategy of the Three Segments

A Strengthening Area Dominance in Operating Areas

- Provide support for medical institutions regarding clinic launches and M&A in order to strengthen connection between client hospitals and client in-home care clinics in Management Support segment
- Launch multiple locations in the following areas to achieve synergies in acquiring customers, strengthening recruiting effort, and complementary support between locations as well as to stabilize operations at high capacity utilization rates
 - └ Hospice: within 10~15 km radius
 - └ Nursing stations: within 2~5 km radius

B Creating Group Synergy

- Launch nursing stations and hospice facilities close to client in-home care clinics. CUC Group can secure in-home care doctors at launch. Realize faster launches through synergies such as securing medical professionals and patient referrals among CUC Group businesses
- Aim to increase the number of client medical institutions close to hospices and nursing stations

CUC's International Business

CUC has subsidiaries in Vietnam, Indonesia and US

Southeast Asia

- Provides management support for medical institutions such as hospital and clinic
- Established the 1st branch of the clinic named "Tokyo Family Clinic" operated by CUC Group in October 2023



- Established joint venture (PT CUC Cipta Husada) with PT Masa Cipta Husada (Operator of dialysis facility) to expand the client network throughout Indonesia in March 2023.

North America



- Established CUC America Inc. in July 2023 in order to conduct market research and business development in the United States
- Researching for opportunities of M&A or alliance aiming at business development in the US

Opening of Tokyo Family Clinic

CUC group launched the first branch of the clinic called “Tokyo Family Clinic” operated by CUC group in Ho Chi Minh City, Vietnam, where patients of lifestyle-related diseases are on the rise, in order to provide healthcare solutions

| Overview of Tokyo Family Clinic

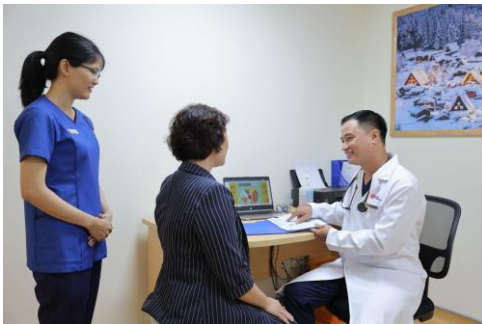
Exterior



Interior



Consultation room



Training by Japanese doctor



Rationale for “Tokyo Family Clinic”

- In Vietnam, patients of lifestyle-related diseases are on the rise due to rapid economic development, urbanization and change in lifestyles.
- In Japan, the concept of "primary care doctor" is widely embraced, ensuring timely care and preventive medicine. However, such kind of doctors is not yet prevalent in Vietnam. Thus, preventive medicine such as early detection, early intervention and prevention of aggravation has not been developed.
- Japanese doctors conduct long-term training for local healthcare professionals such as doctors and nurses. Tokyo Family Clinic will provide medical services and hospitalities at a level of Japan.

2024/3 Q2 Topics

2024/3 Q2 Topics

1 Opening of a clinic with a primary care doctor operated by CUC group in Vietnam

- While patients of lifestyle-related diseases are on the rise in Vietnam, a concept of primary care doctor which is widely embraced in Japan, is not currently prevalent in Vietnam. CUC group established “Tokyo Family Clinic” in Ho Chi Minh City, Vietnam in order to provide Japanese high-standard healthcare services

2 Opening of new two hospices ”ReHOPE”

- CUC Hospice opened ReHOPE Urawa-misono (capacity : 51 beds) in July 2023 and ReHOPE Nara (capacity : 54 beds) in September 2023
- These are the second hospice in Saitama prefecture and the first hospice in Nara prefecture

3 Release of sustainability report

- CUC has released sustainability report, which described our mission, business overview and ESG policies in October 2023

https://www.cuc-jpn.com/wp/wp-content/uploads/2023/10/CUC_231024_pressrelease_report2023eng.pdf

Appendix

CUC - At a Glance

Company Overview

Founded

2014

Stock Exchange Listings:

Tokyo Growth Market

Employees⁽¹⁾

Approx. **3,300**

<including>

Nurses⁽²⁾

Approx. 1,100

Caregivers/ Therapists⁽²⁾

Approx. 1,000

Key Financials (2023/3)

Consolidated



Revenue

¥35.2 bn



Revenue growth rate

(0)%
YoY



EBITDA

¥5.0 bn



EBITDA margin

14%

Existing Service



Revenue

¥24.4 bn



Revenue growth rate

20%
YoY

Segment Information

Management Support segment

Management Support

Covid-19 Vaccination Support

New Services

Hospice segment

Hospice

In-home Nursing segment

In-home Nursing

In-home Clinical Trials, etc.

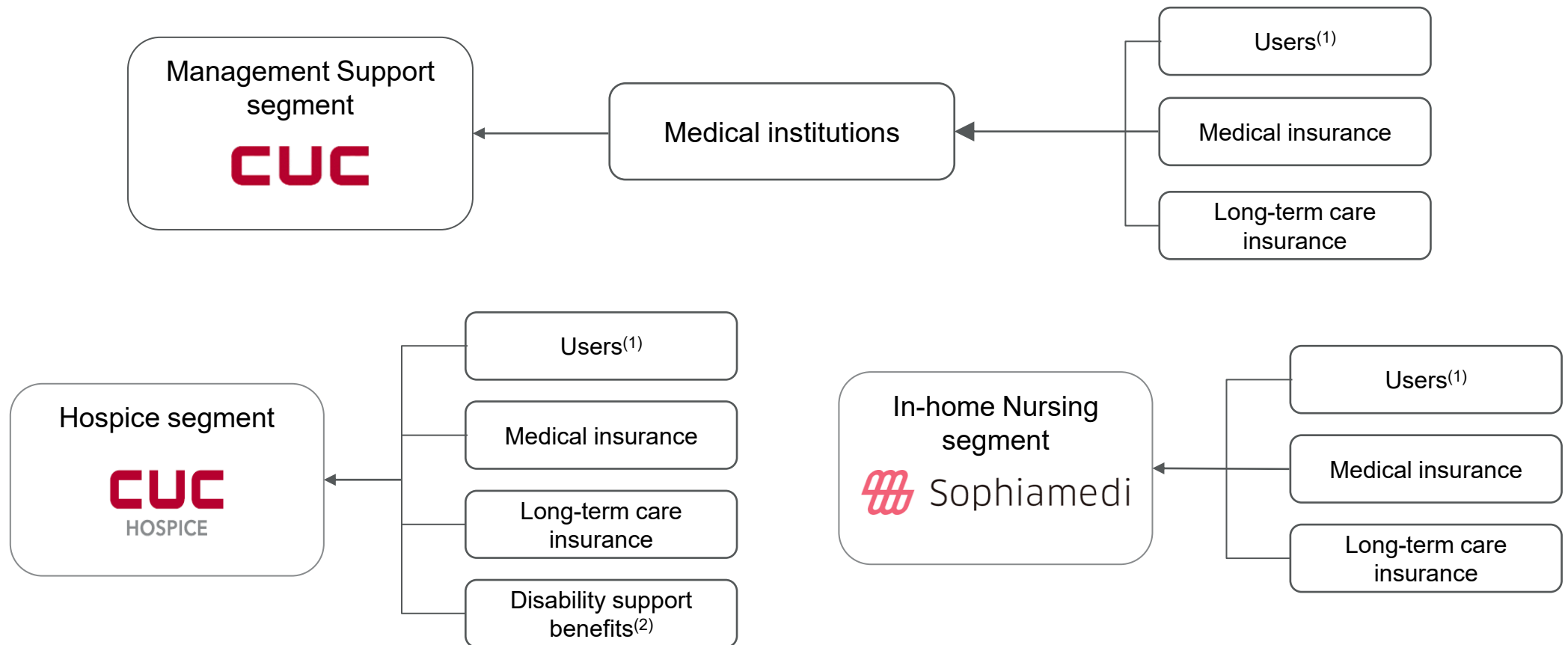
New Services

1. Consolidated basis as of September 30, 2023.

2. Number of nurses and caregivers/therapists on staff as of September 30, 2023. Therapists include physical therapists, occupational therapists, and speech therapists.

Diversified Revenue Sources of CUC

CUC has diverse revenue sources from medical institutions, users, medical insurance, long-term care insurance, and disability support benefits etc.





1. User's copayment varies depending on their income and age (0-30%)
2. Benefits under Services and Supports for Persons with Disabilities Act.

Strong Recruitment Record


CUC’s strong recruitment sustains rapid growth of all businesses

| Track Record (2023/3) ⁽¹⁾


Management Support Segment

	Supported doctor hiring	224
	Supported healthcare professional (excl. doctors) ⁽²⁾ hiring for CUC’s Client Medical Institutions	689

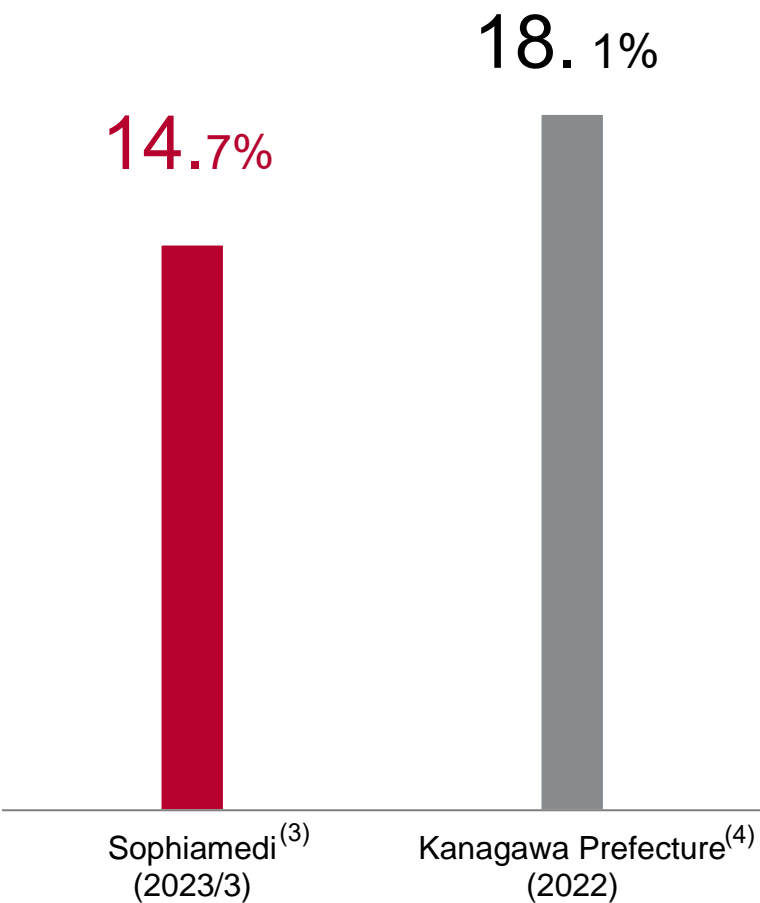
Hospice

	Hired Nurses / Caregivers at CUC Hospice	405
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In-home Nursing

	Hired Nurses / Therapists at Sophiamedi	302
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| Turnover Rate of In-home Nursing Staff



1. Includes part-time employees.
2. Healthcare professionals excluding doctors (nurses, pharmacists, physical therapists, occupational therapists, speech therapists, clinical laboratory technicians, clinical engineering technicians, radiology technicians, dietitians, etc.).
3. Calculated as the ratio of the number of employees who retired during 2023/3 to the average number of employees during the same period.
4. “Survey on the Situation of Hospital Nursing” (2022) (Kanagawa Prefecture).

Differentiated Platform that Facilitates Recruiting

Healthcare professionals are not looking for compensation alone. They are devoted to their mission of providing healthcare. CUC secures human capital by providing the work environment they are looking for

| CUC's Unique Platform

Environment that Healthcare Workers Look For



Sense of achievement and satisfaction



CUC's Platform

- Mission-oriented corporate culture
- Focus on patient care, with minimal scut work



Skill enhancement



- Continued investment in human capital, including an established training system
- Sharing best practices in a flat and cooperative work environment



Flexible career opportunities



- Various career opportunities through CUC's unique integrated platform
- Flexible employment patterns and support systems for childbearing and childrearing
- Support for marriage, childrearing, and employment of LGBTQ employees

| Major Awards relating to Work Environment



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