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Medical Operations Presentation Materials

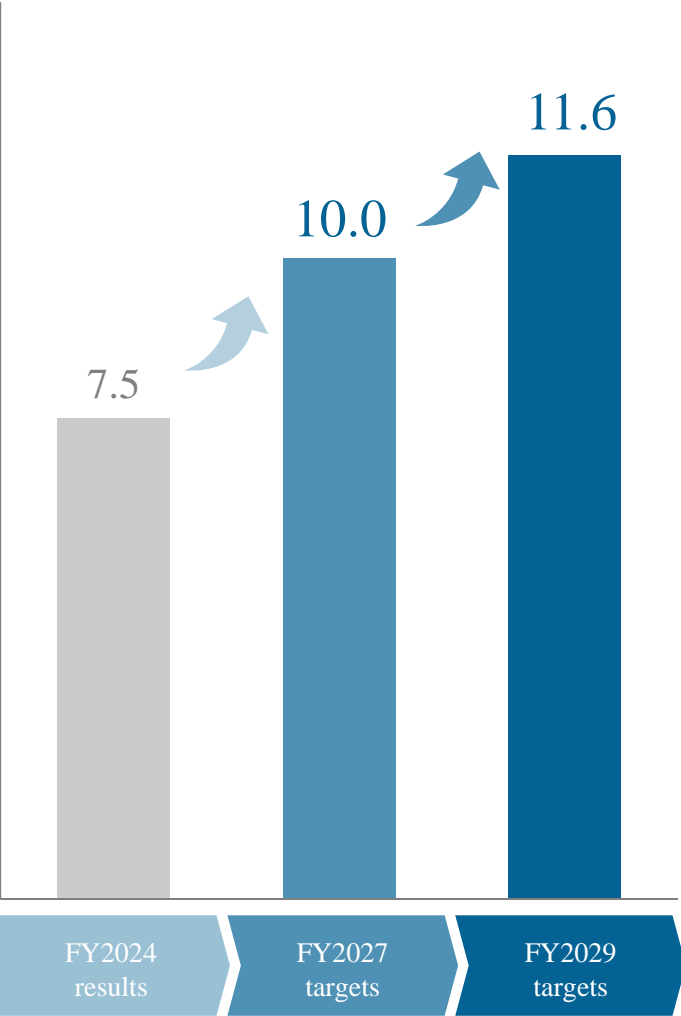
June 2025
Resorttrust, Inc.











Regarding the Growth of Existing Businesses



Medical Operations: Quantitative KPIs for Fiscal Year 2027












billions of yen



 Sub-segment	 Quantitative KPIs for FY2027	 Towards Achieving the targets								
 HIMEDIC	<p>Number of members</p> <p>42,000 people</p> <p>* realizable capacity: 45,000 people</p>	<div>Expansion Plan</div> <table><tr><td>Nagoya</td><td>2,000</td><td>Nakanoshima</td><td>4,000</td></tr><tr><td>Midtown East</td><td>3,000</td><td>Yokohama</td><td>3,000</td></tr></table> <p>Brand Enhancement, Talent Acquisition, and DX Investment</p> <ul style="list-style-type: none">• Expansion of Midtown. Nihonbashi, Sapporo, Shinbashi and Tachikawa• New opening in Yokohama in 2026• Full-scale launch of inbound medical checkup• Expansion of remote image reading services to group facilities <ul style="list-style-type: none">• Rebranding under HIMEDIC Brand• DX (Sensing technology, Medical data)• New product with asset value and tax-saving benefits <ul style="list-style-type: none">• Strengthening customer touchpoint communication• Hotel/HIMEDIC member Retention• General health checkup customers retention• Development of new products under the medical brand <p>Projects underway in Tokyo and Osaka</p> <ul style="list-style-type: none">• Obtaining Pharmaceutical Approval / Initiation of advanced medical care (National Cancer Center Central, Edogawa)• Signing of overseas export contract (Southeast Asia) <p>Development of professionals in DX, RPA, and management operations in the medical and nursing care fields</p>	Nagoya	2,000	Nakanoshima	4,000	Midtown East	3,000	Yokohama	3,000
Nagoya	2,000	Nakanoshima	4,000							
Midtown East	3,000	Yokohama	3,000							
 General health checkup (Shinkokai, Midtown) / Remote Image Reading	<p>Number of patients</p> <p>Currently 600,000 people</p> <p>▶ 700,000 people per year</p>									
 Senior Residence	<p>Care Staff Conversion</p> <p>1.5:1 ▶ 1.82:1</p> <p>Operation 92%</p>									
 Products	<p>30% growth compared to FY2024</p>									
 Beauty / Advanced medical care	<p>Establish new facility specializing in beauty / regenerative medicine</p>									
 BNCT	<p>Commercialize</p> <p>*Elimination of deficit</p>									
 Headquarters Internal Management Department	<p>Without increasing costs</p>									

*In the medical segment, management functions are integrated

Medical Operations: Corporate

 Businesses	 Governing Corporation *with Joint Venture Company	 Facilities / Related fields	 Medical Corporation
 HIMEDIC business	<ul style="list-style-type: none"> HIMEDIC, Inc. 	<ul style="list-style-type: none"> 13 facilities 	<ul style="list-style-type: none"> Midtown Clinic Medical Corporation Keisokai Medical Corporation Trust Clinic HIMEDIC Clinic West
 Medical Service Corporation business	<ul style="list-style-type: none"> Advanced Medical Care Inc. Shinko medical support Co., Ltd. with ORIX 	<ul style="list-style-type: none"> 6 facilities 12 facilities 	<ul style="list-style-type: none"> Midtown Clinic Medical Corporation Shinkokai Medical Corporation
 Senior Residence business	<ul style="list-style-type: none"> HIMEDIC, Inc. Senior Life Company Ltd. 	<ul style="list-style-type: none"> 18 facilities: Independent Type 5 facilities 5 facilities: Independent Type 1 facilities 	
 Products sales business	<ul style="list-style-type: none"> Advanced Medical Care Inc. 	<ul style="list-style-type: none"> Cosmetics Supplements 	
 Advanced Medical Care business	<ul style="list-style-type: none"> Advanced Medical Care Inc. Cancer Intelligence Care Systems, Inc. 	<ul style="list-style-type: none"> Regenerative medicine / cancer immunotherapy BNCT National Cancer Center Tokyo Midtown Center for Advanced Medical Science and Technology / Noage 	<ul style="list-style-type: none"> Midtown Clinic Medical Corporation Edogawa Hospital National Cancer Center Hospital
 Medical DX business	<ul style="list-style-type: none"> Well-Compass Inc. with DeNA 		
 International Medical business	<ul style="list-style-type: none"> Noage International Inc. with Mitsubishi Corporation 		

Strategy for the Next 10 Years



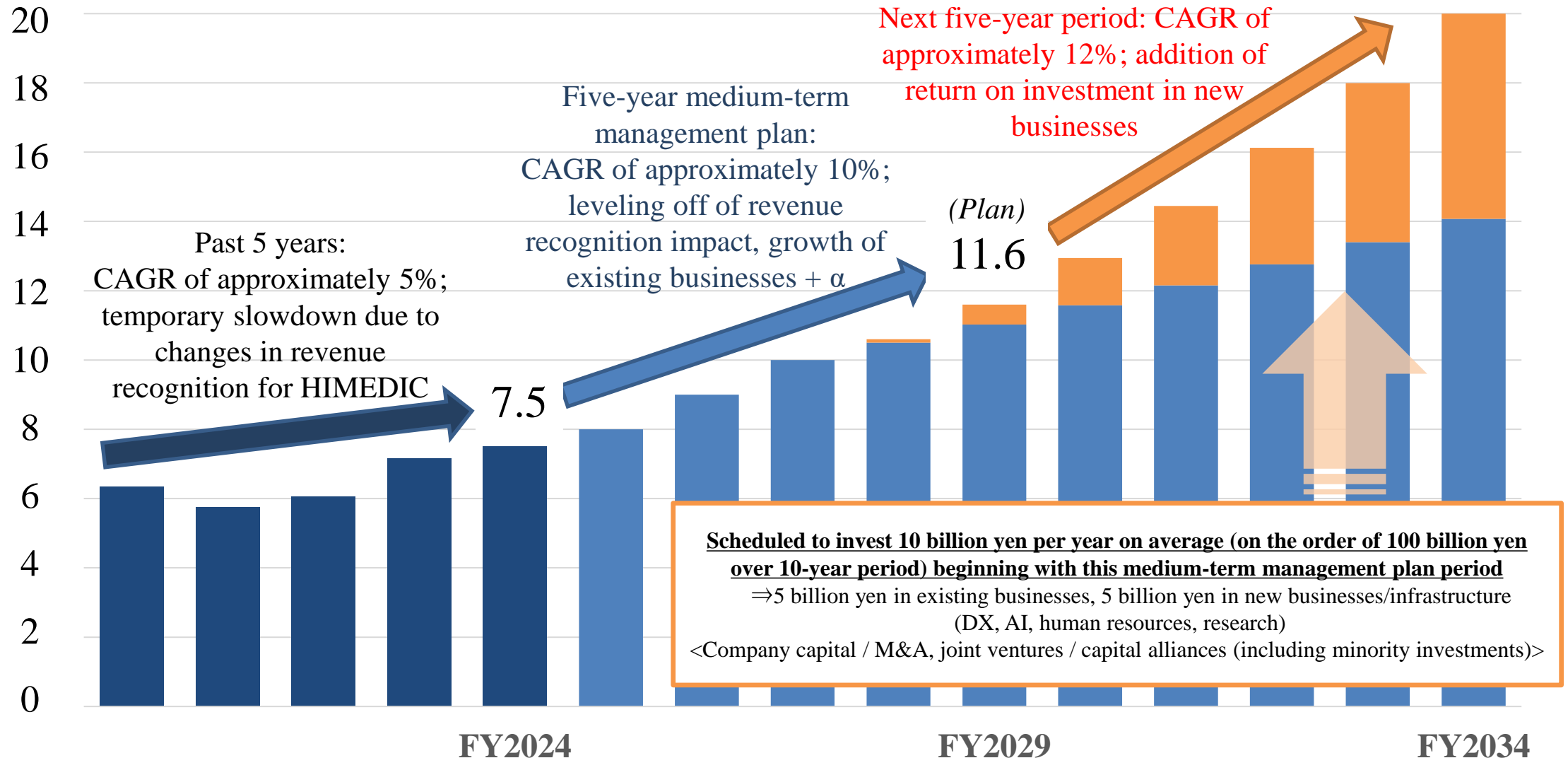
Long-term vision for Medical Operations (accelerated growth)

■ In addition to stable profit growth from the past, accelerate and drive growth through proactive investment and proprietary business resources and partnerships

Reposting of Medium-Term
Management Plan Materials

Medical Operations operating income Growth over the next 10 years (image)

Target of 20 billion yen
or more



Expansion through Medical Operations portfolio and new investments

Medical Service Corporation Business: Profit margin of 15 to 20%

(Five-year regular investment: On the order of 5 to 10 billion yen + **strategic investment**)



Number of general health checkup facilities: 18
Number of health checkups: 600,000 per year ⇒ Target: 700,000; 1.05 million image readings ⇒ Development of new mixed-use facilities, full-fledged launch of inbound services

Major partners: Medical institutions nationwide (business outsourcing), Mitsui & Co. (remote image diagnosis business), ORIX Co.

Image of intra-business synergy

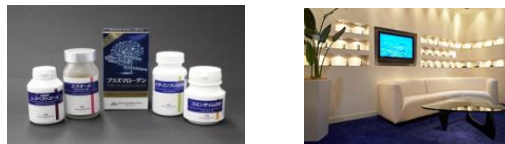
Resorttrust: Cross-selling of merchandise

Human resources/connections/
medical devices/know-how/networks

Inbound beauty/advanced medical care

Products/beauty profit margin: 10 to 15%

(Five-year investment: Not included ⇒ **Strategic investment**)



Development and sales of supplements such as plasmalogen and equol, as well as regenerative medicine cosmetics; scheduled to establish new facility in Osaka specializing in beauty, regenerative medicine

Major partners: Clinic physicians

Development and expansion of products within intra-business synergy in the Group

HIMEDIC Business: Profit margin of 25 to 30%

(Five-year regular investment: On the order of 15 to 20 billion yen)



Current number of facilities: 10 courses, 13 facilities

Number of members: 33,000

→ Target of 45,000 by fiscal year 2029

Major partners: Leading domestic university hospitals (joint research and establishment of endowed courses = creation of strong collaborative framework), etc.

Core business of the Group's medical strategy, with a significant influence on R&D capability enhancement, Senior-life Business, Medical Service Corporation Business, and overseas business development

DX / AI infrastructure development: Driver of accelerating growth

Developing new medical DX and CRM platforms in collaboration with partner companies, including remote image reading

Major partners: DeNA Co. (joint venture: Well-Compass)

Inbound health checkups

R&D function

Providing solutions for cancer patients

Advanced medical care/domestic and overseas: Expected profit margin of approximately 20% (current rough estimate)

(Five-year regular investment: Not included ⇒ **Strategic investment**)



◆ **Expansion into major domestic cities (Tokyo, Osaka, Yokohama, Nagoya, etc., including alliances with other medical institutions) and Southeast Asia (Vietnam, Indonesia, the Philippines, Thailand, Malaysia, etc.) to establish state-of-the-art medical centers (cancer centers + centers for geriatric medicine)**

Estimated project costs (example): Approximately 20 billion yen per center (approximately 100 billion yen for five facilities, etc.) *Based on international partnerships and alliances; expect minority investment

- Cancer center functions (cancer screening, immunotherapy, boron neutron capture therapy (BNCT), proton beam therapy, etc.)
- Functions of center for geriatric medicine (anti-aging medicine, preventive medicine, advanced screening)

◆ **Fortifying inbound support (utilizing domestic facilities)**

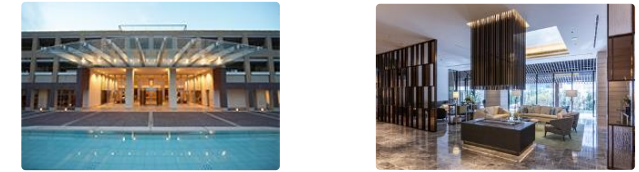
⇒ **Enhancing sophistication of services through language support**

- Multilingual medical translation services, AI physician chatbot

Major partners: Mitsubishi Corporation, National Cancer Center(development of BNCT)

Senior-life Business: Profit margin of 5 to 10%

(Five-year regular investment: 5 to 10 billion yen ⇒ **Strategic investment**)



Current number of facilities: 23 facilities with 2,100 units

⇒ Target occupancy rate: 92%

Expanding new residential and care facility business types, focusing on robotics, DX, and care research (newly opened facilities expected to achieve a profit margin of 10% or higher)

Major partners: Mitsubishi Estate Residence, others
Independent living residence development not included in strategic investments (details on next page)

Medical human resources/
know-how/peace of mind

Resorttrust: Cross-selling of
membership

Resorttrust: Hotel and Restaurant
human resources/service quality

Resorttrust: Inbound accommodation/dining

Bringing together all business resources (customer base, research results, brand)

Medical Business Reorganization of Investment Policy

■ With regard to the existing leasehold portion, considering the impact of changes to lease* accounting standards and long-term risk, the Company plans to shift toward ownership- and condominium-type structures.

*Mandatory effective from FY2027.

Categories	Investment recovery model/ownership structure (future policy)	Reference
HIMEDIC	<u>Membership model</u> (investment recovery by opening of facility)	Equipment and facility assets are typically on the order of 3–5 billion yen per facility
Medical service/general health checkups	Investment recovery (including real estate investment) possible within approximately 10–12 years	Considering lease term and other risks, we will consider owning assets *Including office building equity ownership
Seniors (independent living)	Transition to <u>ownership-based sales facilities</u> beginning with new facilities *Existing facilities will also be reviewed in line with the aforementioned policy Consider introducing a membership system	Currently using both owned and leased assets *Affected by changes in lease accounting standards
Seniors (nursing care)	Transition to <u>self-owned facilities</u> beginning with new facilities *Existing facilities will also be reviewed in line with the aforementioned policy	Currently using both owned and leased assets *Affected by changes in lease accounting standards (stringent regulations render condominium-type assets challenging)
Advanced medical center (planned)	No investment in large-scale assets expected; focus instead on monetization through project management, management guidance, operational support, and boron neutron capture therapy (BNCT) sales and maintenance, etc.	

Medical Operations: Market Environment and Competitiveness

Growth Areas

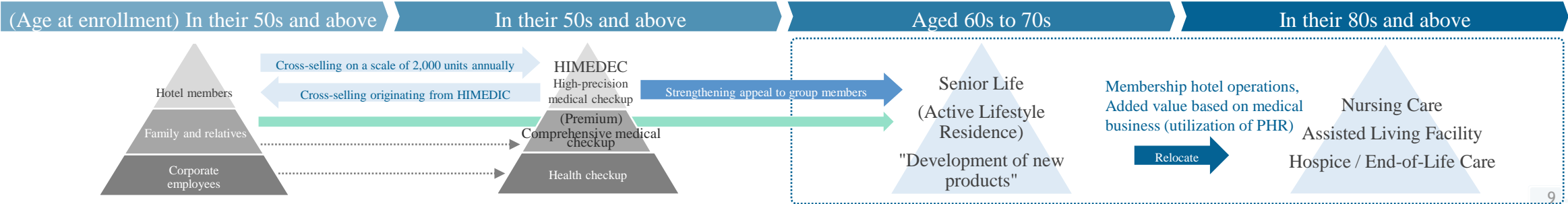
- Medical / medical checkup, increasing demand for nursing care, shortage of facilities, and business succession needs
- Capturing potential demand from group members and their families / employees, and promoting corporate health management
- Asset growth among executives / wealthy individuals and increasing demand for real estate, etc.
- Expansion of bases in the medical and check-up fields targeting overseas markets *inbound / outbound

Medium to Long-term Challenges

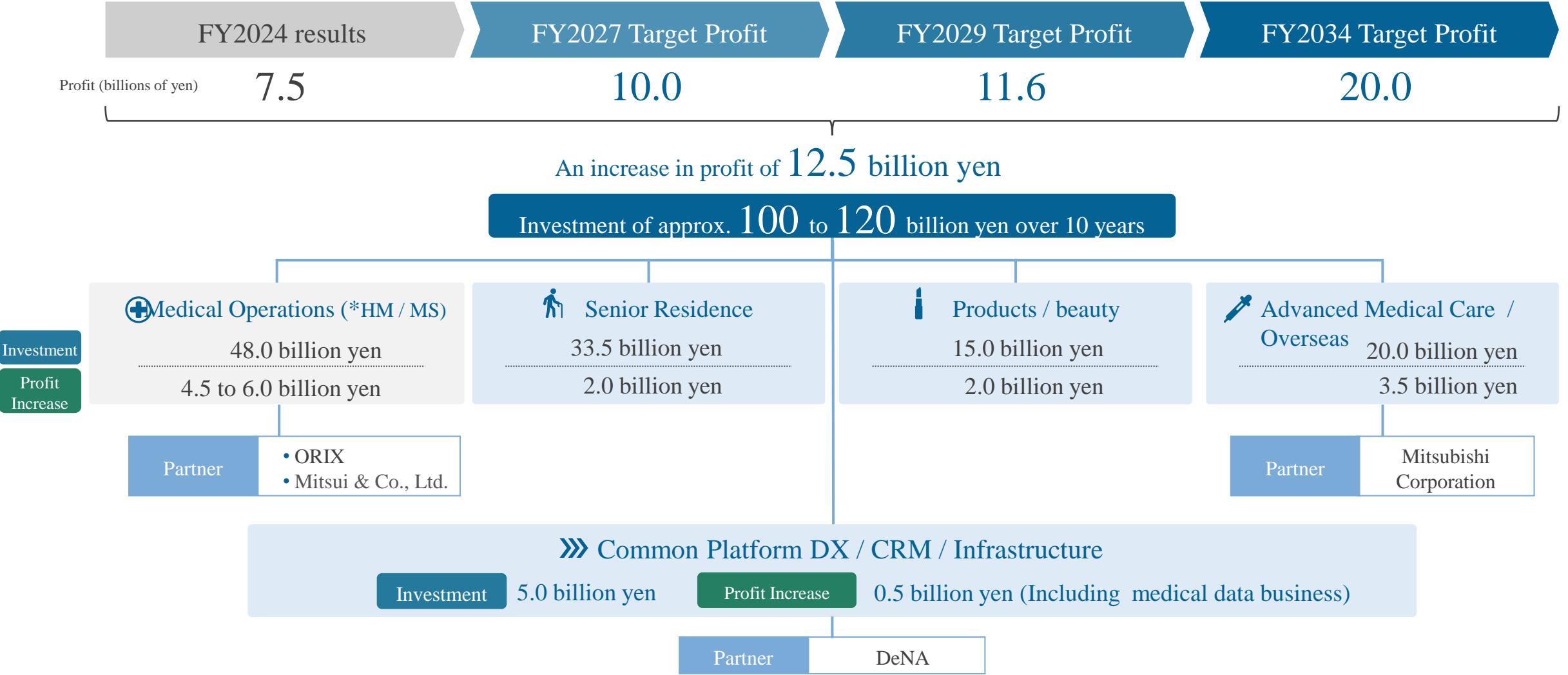
- Securing talent and expanding productivity
- Rising costs of construction, equipment, and various other expenses

	Talented individuals	Presence in the Healthcare Industry	Business opportunity
Resources	<ul style="list-style-type: none"> • Number of contracted doctors ▶ Approx. 1,000 people • Medical business corporate staff ▶ Approx. 2,000 people (including senior and nursing care business, consolidated full-time employees) • Affiliated medical institution staff: Approx. 1,000 people 	<ul style="list-style-type: none"> • Contribution to healthcare: "30-year medical checkup model" • Nationwide collaboration framework with academia • Accumulation of diagnostic results / Utilization in joint research *Annual achievements: 30,000 cases (members) + 600,000 cases (general customers) • Research and development of cutting-edge medical care 	<ul style="list-style-type: none"> • Health checkup facilities: 13 for members / 18 for the general customers *Establishment of a reading system (second largest reading business in Japan) • Collaboration with business partners and local governments • Cash generation capability / State-of-the-art equipment and technology • 200,000 group members / PHR (Personal Health Record) data
Visions	<ul style="list-style-type: none"> • Talented individuals based on strengthened connections with academia • Pipeline development (such as hiring retired doctors) • Self-growth through improved treatment and participation in research activities • Development and promotion of management talent • Talent exchange and utilization among approx.10,000 group employees. 	<ul style="list-style-type: none"> • Further network development with medical device manufacturers and IT vendors • Securing and strengthening purchasing power, enhancing procurement capabilities • Strengthening recognition and trust through multifaceted development • Solving social issues and enhancing the value of the club 	<ul style="list-style-type: none"> • Utilization of existing facilities (Inbound opportunities, etc.) • Expansion of industry-academia collaboration (To meet increasing demand) • Participation and engagement in urban development projects (Member + general customer hybrid model) • Expansion of bases in major cities and Southeast Asia • Business succession and M&A needs

Providing a balanced service system within the "ecosystem" of presidents, employees, and families in corporate-centered health management.



Medical Operations: Business Investment



*HM: HIMEDIC
MS: Medical Service Corporation

New Business Investment in Well-being Products / Regenerative Medicine Business



Products / Regenerative Medicine

Investment

15.0

billion yen

Profit increase

2.0

billion yen

- Regenerative Medicine Cosmetics
- Distribution E-commerce
- Specialized Cosmetics Supplement Company

Investment

10.0 billion yen

Profit increase

1.5 billion yen

M & A

Product Development and Research

5.0 billion yen

0.5 billion yen

- Develop regenerative medicine cosmetics and aim to establish regenerative medicine centers in Tokyo as well as Osaka
- Consider minor investments in ventures such as bio and drug discovery



Pipeline for the development of new products such as cosmetics, hair growth agents, and longevity supplements

- Consideration of a regenerative medicine research center at Nakanoshima Cross, where HIMEDIC Osaka Nakanoshima is located (Article from the May 26, 2025 issue of Nikkei Business)



Product Business Focus Enhancement Strategy

1



Creating contact points through the management of health data (Personal Health Records) for hotel and HIMEDIC members

2



Establishment of a CRM base at resorttrust Tokyo Headquarters

3



Creating face-to-face customer touchpoints through the sale of tailor-made supplements based on health checkup results at HIMEDIC and general health checkup centers.






4



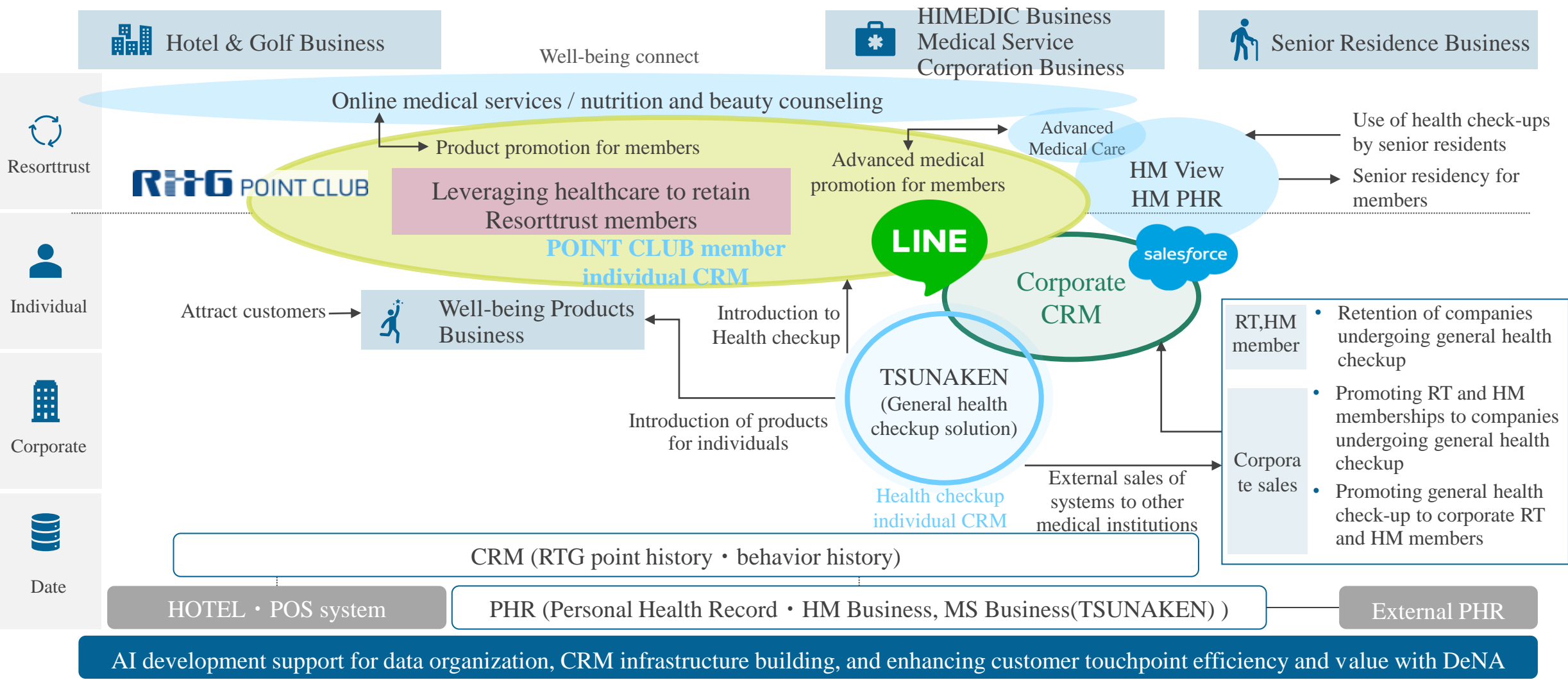
Product rebranding centered around killer content jointly developed with physicians.

- Plasmalogen
- Equol
- Lactobacillus Research (Femtech products, Estol)
- Regenerative Medicine Contents (iPS Cells, Stem Cells, etc.)

Promotion of DX through Well-Compass

Targets	Solutions	Past Achievements	Plans
 HIMEDIC Business	<div>Operations</div> <div> HMView <ul style="list-style-type: none"> Medical checkup result consultation system Presentation of easy-to-understand longitudinal reports tailored to customers Business reform through information sharing among healthcare professionals and pre-consultation support functions </div> <div> Personalized Health Program Service Proposal of a health portfolio tailored to individual health conditions, vital data, and preferences, along with the provision of an online platform. </div> <div>Research Support</div>	<div>Aug. 2024</div> Nakanoshima <div>Jan. 2025</div> Midtown East	<div> FY2025 Ariake, Nagoya, Nihonbashi <div> All facilities, including Yokohama <div> Medical operations reform utilizing generative AI Enhancement of proposals to customers and automation of data entry tasks </div> </div> </div>
		<div>Jan. 2025</div> Online consultation for blood sugar improvement <div>Oct. 2025</div> HIMEDIC Official LINE Service	<div> FY2025 Online Medical Services for HIMEDIC Expansion of member reach and follow-up for health checkup reservations, private medical services, and various consultation services. <div> FY2026 Expansion across the entire group Target of 50,000 registrants. Achieving medical awareness and customer retention throughout the entire group. </div> </div>
	<div>Sales</div> <div>Business Reform through Marketing and AI</div>	<div>2024</div> Preparation of research data	<div> FY2025 Basic research on well-being based on scientific evidence Conducted jointly with Data Horizon Co., focusing on sleep, aimed at HIMEDIC Yokohama </div>
		<div>Up to FY2024</div> Trial of business improvement through BI implementation and Generative AI	<div> FY2025 Expansion of brand awareness through customer acquisition support Improvement of HM and senior membership closing rates with AI support </div>
 Medical Service Corporation Business	TSUNAKEN Complete paperless system for reservations, medical interviews, and result displays in general health checkups, leading to cost reduction for medical institutions.	<div>Mar. 2025</div> Introduced to Shinkokai Midtown Clinic Meieki ➤ 85% of health check-up participants complete the process online (approx. 15,000 people)	<div> FY2025 The second facility within the group <div> FY2026 4 facilities (including external sales) <div> FY2027 6 facilities <div> FY2028 8 facilities per year <div> FY2029 Achieving a single-year profit (with an expected 760,000 examinees) </div> </div> </div> </div> </div>
 Senior Residence Business	DX Support for Senior Residence Operations	-	<div> FY2025 Integration of Nursing Care Date and Medical Data <div> From FY2026 onward Health programs utilizing nursing care and medical data (such as cognitive care) </div> </div>
 Products sales Business	Marketing Support	<div>Up to FY2024</div> BI implementation, promotional support for hotel members, etc.	<div> FY2025 CRM system for mail-order customers Repeat purchases and upselling through personalized recommendations based on individual health and preferences. <div> From FY2026 onward Advancement of marketing through AI. </div> </div>
 Resorttrust Group-wide CX	Strengthening touchpoints with hotel members	<div>FY2024</div> Data Preparation	<div> FY2025 Enhancing hotel occupancy rates and upselling through the promotion of digitalization in hotel reservations. Connecting with member families and medical services. <div> From FY2026 to FY2027 Achieving comfortable customer service through human interaction and digital solutions. Improving occupancy rates and unit prices, as well as enhancing profit margins through mutual guest referrals within the group and operational efficiency. </div> </div>



Promotion of DX through Well-Compass



*RT: Resorttrust

Expansion of International Business

Inbound (medical tourism to Japan)

Country	Achievements
 Indonesia	Entered into an agreement to provide health checkup services from Noage International Co., Ltd. (hereinafter 'NI') to privilege card members of Danamon Bank and JCB (a press conference was held locally on May 21)
 China	<p>Signed a memorandum of understanding (MOU) for a business partnership with Ping An Health Insurance, a major life insurance company, regarding medical tourism services to Japan. (MOU Overview)</p> <ul style="list-style-type: none">• Collaboration on the development of new Ping An products combining NI's high-precision health check-ups and longevity medical care.• Provision of NI's services to Ping An's customers."

Future initiatives
Focus on building a customer referral network for affluent individuals, primarily through private banking divisions of banks and life insurance companies in China and ASEAN regions

Tar	FY2025 (This fiscal year)	FY2029 targets (In five years)
Number of patients	800 people	9,000 people

Outbound (overseas expansion)

Vision of Cancer Research Center



Produce specialized facilities overseas that provide comprehensive services for cancer, from screening to treatment



We have already made proposals to a conglomerate group in Vietnam and aim to expand into Indonesia, Malaysia, Thailand, Brunei, and other countries in the future

Expansion of BNCT
Advance discussions with the Hitachi Group and Chinese manufacturers to aim for the establishment of a mass production system.

Tar	FY2030	FY2034
Number of countries introduced	1 country	4 countries

Product and pricing strategies tailored to the needs of each country

Currently undergoing redesign through PDCA cycle



Therefore, initially considering a slow start strategy, with plans to accelerate business expansion by accumulating experience and achievements.

Expansion of International Business

Original
text

Translation

Back
translation



Translation machine utilizing generative AI

Features

1



Transcribe the **original text** from the recognized audio

Translation

+ Reading aloud

Back translation

*By performing back translation, you can verify whether the translated content is appropriate

2



It can remember the conversation history and translate with nuances that match the flow of the conversation

Supported
languages

English, Chinese, Vietnamese, Indonesian

Release date

Scheduled for July 11

Expansion of International Business

Issues



Not only medical care but also 'tourism'

- ▶ Particularly strong interest in using Resorttrust hotels



Product and pricing strategies tailored to the needs of each country

- ▶ Currently undergoing redesign through the PDCA cycle
- ▶ Therefore, initially considering a slow start strategy, with plans to accelerate business expansion by accumulating experience and achievements

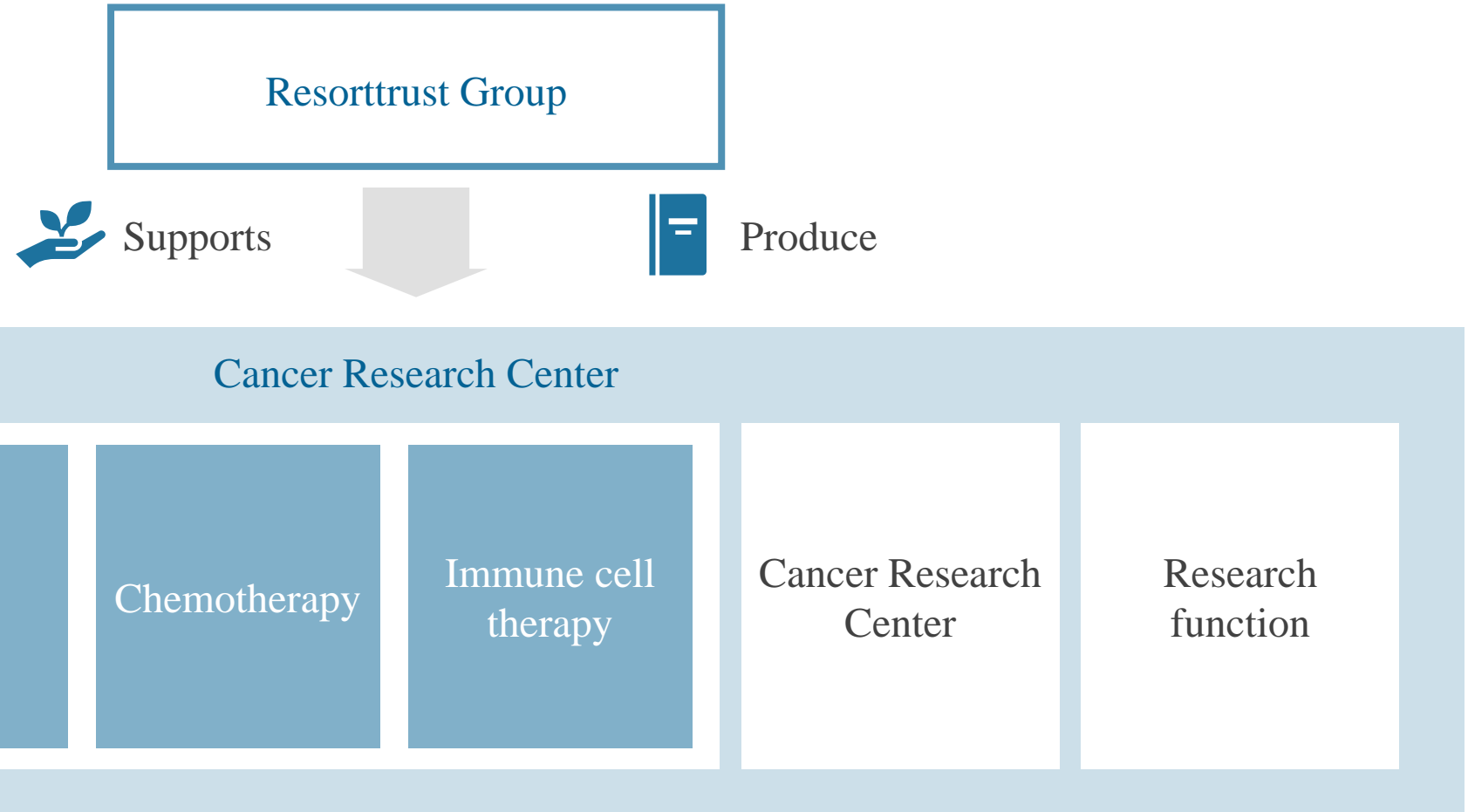
Examples that
require
reconsideration

- Rationality of the price difference compared to Japanese pricing
- Specific menu items, e.g., PET-MRI and dementia tests
- Cutting-edge menu items such as gastroscopy, colonoscopy, regenerative medicine, blood purification therapy, and niche demand

Expansion of International Business

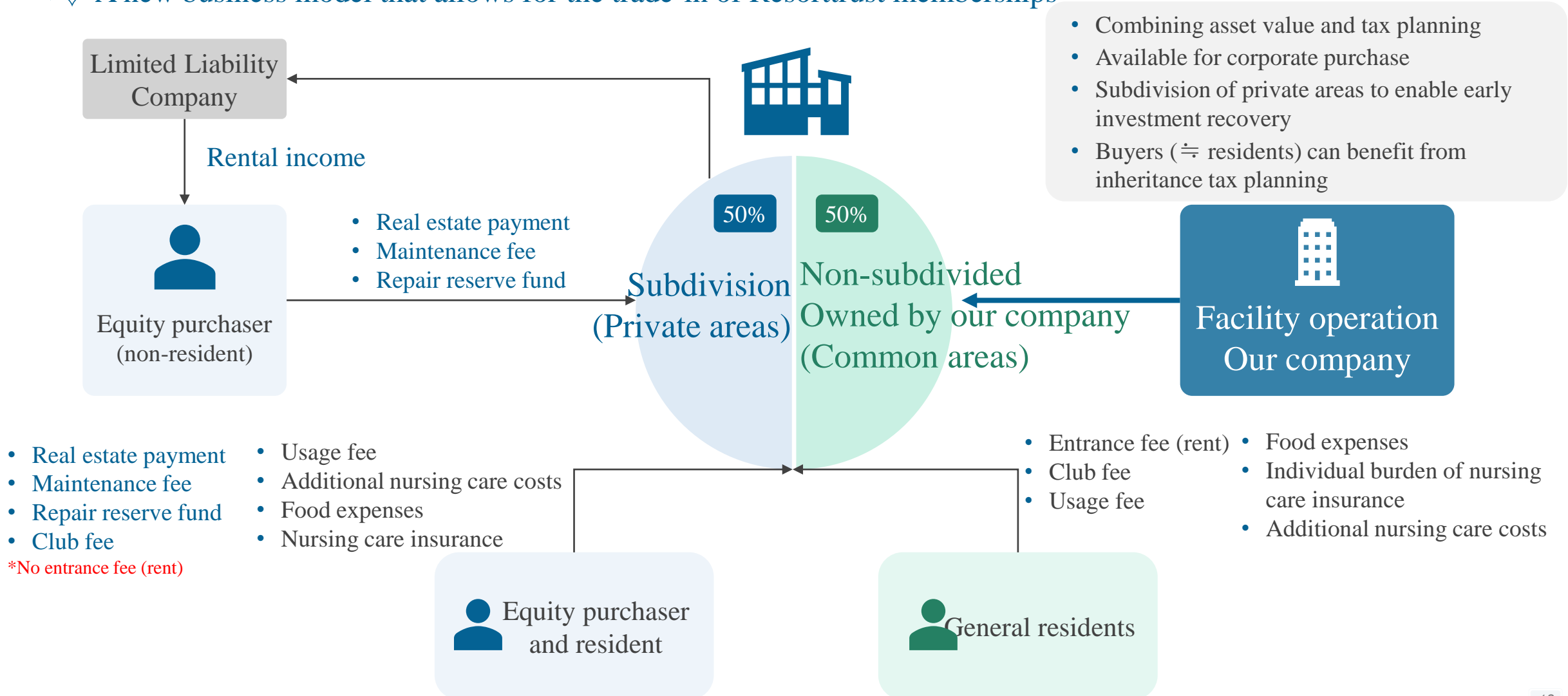


Concept of a Cancer Research Center in ASEAN



A New Model for the Senior Residence Business

❖ A new business model that allows for the trade-in of Resorttrust memberships



Disclaimer Regarding Forward-looking Statements

*Any statements in this presentation document, other than those of historical fact, are forward-looking statements about the future performance of Resorttrust, Inc. and its group companies, which are based on management's assumptions and beliefs in light of information currently available, and involve risks and uncertainties. Actual results may differ materially from these forecasts.

Together for a Wonderful Life

