



EUCALIA

FY 2025 Financial Results

FY 2026 Financial Forecast

EUCALIA Inc.

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VISION

Industrialization of Healthcare.

MISSION

**Realize Ideal State of Medical and
Nursing Care through Transformation.**

► EUCALIA’s “Sanpo-Yoshi” Worldview

EUCALIA Group aims to create a “good for all three sides (Sanpō Yoshi)” ecosystem in healthcare. By excelling in each of these areas, the Company seeks to benefit all parties – healthcare providers, healthcare professionals, and patients – thereby building a sustainable healthcare ecosystem in local communities.

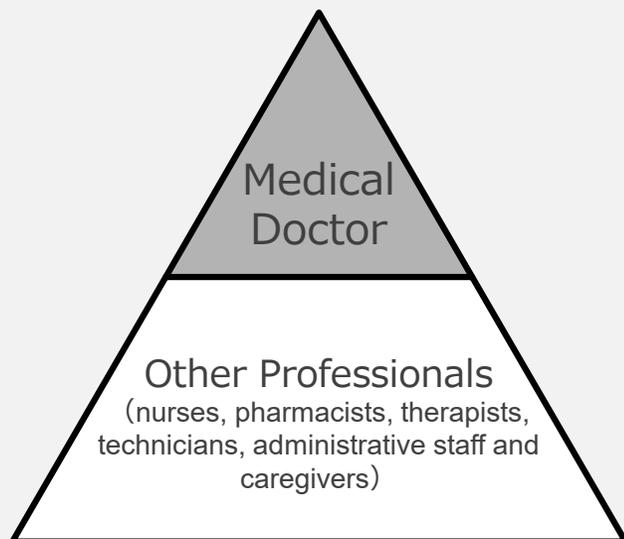
Sanpō Yoshi (good for all three sides).



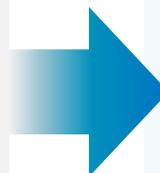
► Addressing Root Causes — Transforming Hospitals' Culture

Transforming the fundamental challenge of the hospital and healthcare industry—the "physician-centered culture"—by introducing a "flat structure" to drive innovation in the healthcare sector.

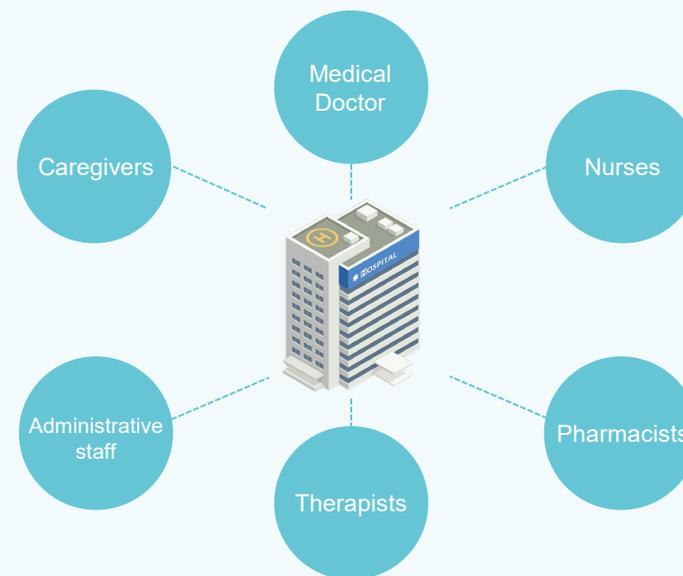
Hierarchy in Japanese Hospitals¹



A top-down organizational structure with Medical Doctors at the apex.
Decision-making authority is overly concentrated in Medical Doctors who lack expertise in management.



The World EUCALIA Aims to Create



A flat organizational structure with distinct roles but equal relationships.
Establishing an optimal decision-making system through the flattening the organizational structure.

(Notes) 1. Based on our hospital management experiences

► Five Key Issues in Japan's Healthcare Industry

The starting point is that hospitals are not managed properly, which undermines their function as a social infrastructure for patients, the medical professionals who work there, and ultimately, society.

2 / FIVE ISSUES Inefficient operations and a culture that resists change

Department is getting individualized and personalized as specialization progress. Together with a culture to check complexion of doctors. Inward-looking culture is rampant.



1 / FIVE ISSUES Over 70% of hospitals operate at a deficit in Japan.

Unable to operate at a profit without subsidies from government. Building an organizational culture for continuing improvement is a key.



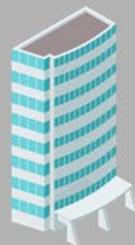
4 / FIVE ISSUES Delay in developing a comprehensive and cooperative community care system

The functional reorganization of hospital beds has not progressed and insufficient. Medical resources are far from being optimally allocated.



3 / FIVE ISSUES Product-out thinking and overemphasis on profit

Value chain is not built upon patients' perspective. Profits in the value stream is concentrated in the hands of upstream players such as pharma companies.



5 / FIVE ISSUES Lack of medical and long-term care digital solutions that meet on-the-ground needs

In addition to a lack of IT literacy in the field, there is also a shortage of companies that can develop systems and services needed in the field.



► Five Key Themes for Change

To realize innovation, we have established five themes of transformation. We are developing our business in each area in accordance with the transformation themes.

2 FIVE THEMES Optimization of hospital operations

Standardize and optimize operations. Foster a culture of continuous improvement. Build an environment in which healthcare professionals can work with vigor and enthusiasm.



1 FIVE THEMES Separation of medical care and management.

Build evolutionary, developmental and sustainable hospital/medical corporation management.



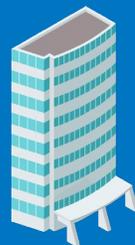
4 FIVE THEMES Community Comprehensive Model

Build a collaborative model that seamlessly links medical care to long-term care. Create an environment where the elderly can be supported in the community until the end of their lives.



3 FIVE THEMES Pursuit of patient-driven VBHC¹

Improve the quality of healthcare by pursuing added value for patients. Become an industry where hospitals that strive to improve the quality of healthcare are duly recognized.



5 FIVE THEMES Digital Transformation Suitable for the Field

Facilitates the digitalization of the medical and nursing care industry. Realize improvement of the working experience for healthcare professionals and the patient visit experience.



(Notes) 1. An abbreviation for Value-Based Healthcare. This concept shifts the evaluation criteria of medical practices from the traditional healthcare provider perspective—focused on safety, cost, and effectiveness—to prioritizing value from the patient's standpoint.

▶ Market Opportunities | Macro Trend

Increasing number of hospitals in serious cash-flow difficulties due to repayment of the emergency loan from Welfare And Medical Service Agency (WAM) and renovation of aging buildings

Great majority of hospitals run at a loss



Hospital
(20~ sickbeds per facility)
of Hospitals¹ : 8,122



Environment surrounding hospital management

Repayment of the emergency loan from Welfare And Medical Service Agency³

Repayment starts after 2025⁴

Financing for COVID-19 in 2020 / 5-year deferment period

Earthquake reinforcement / Building renovation

of hospitals not yet earthquake-proof⁵ (FY2023)

1,591 facilities / 19.5 %

Most hospitals were built before the Medical Care Act amendment in 1985

Lack of successor

% of hospitals with no successor (FY2025)⁶

59.0 %

% of hospitals owned by 60+ years old owner (FY2024)⁷

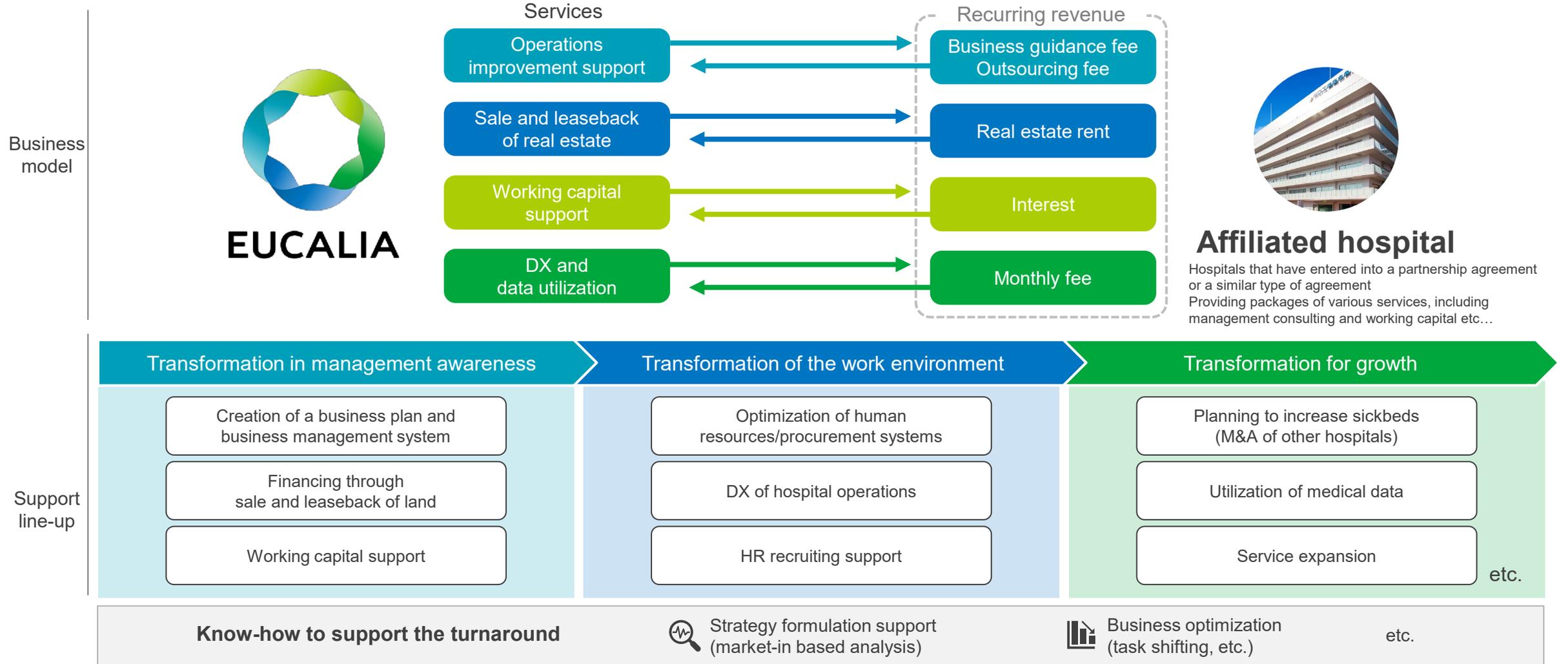
61.5 %

(Notes) 1. As of first of Oct. 2025. MHLW "Summary of Static/Dynamic Surveys of Medical Institutions and Hospital Report in FY2025"
2. Hospitals with a loss in medical profit excluding COVID-19 related subsidies. (n=1,147)
Source:JHA/AJHA/AJHC "FY2025 Hospital Management Periodic Survey"
3. Emergency loans provided by Welfare And Medical Service Agency (WAM) during the COVID-19 expansion in 2020
4. Source:WAM

5. Total of "Number of hospitals where some buildings are not earthquake-resistant", "Number of hospitals where all buildings are not earthquake-resistant" and "Number of hospitals whose buildings' earthquake-resistance is unknown" in the "Survey on the Status of Seismic Retrofitting of Hospitals" by MHLW 2024.
6. Source:Teikoku Databank "Survey on the Trend of Ratio of the Successor Absence in Japan"
7. Source:MHLW "FY2025 Summary of Statistics on Physicians, Dentists, and Pharmacists"

▶ Business Model | Support System

Unique business model supports restructuring and sustainable growth of hospitals with cash-flow difficulties



► Business Model | Wide-Range of Management Support Lineup

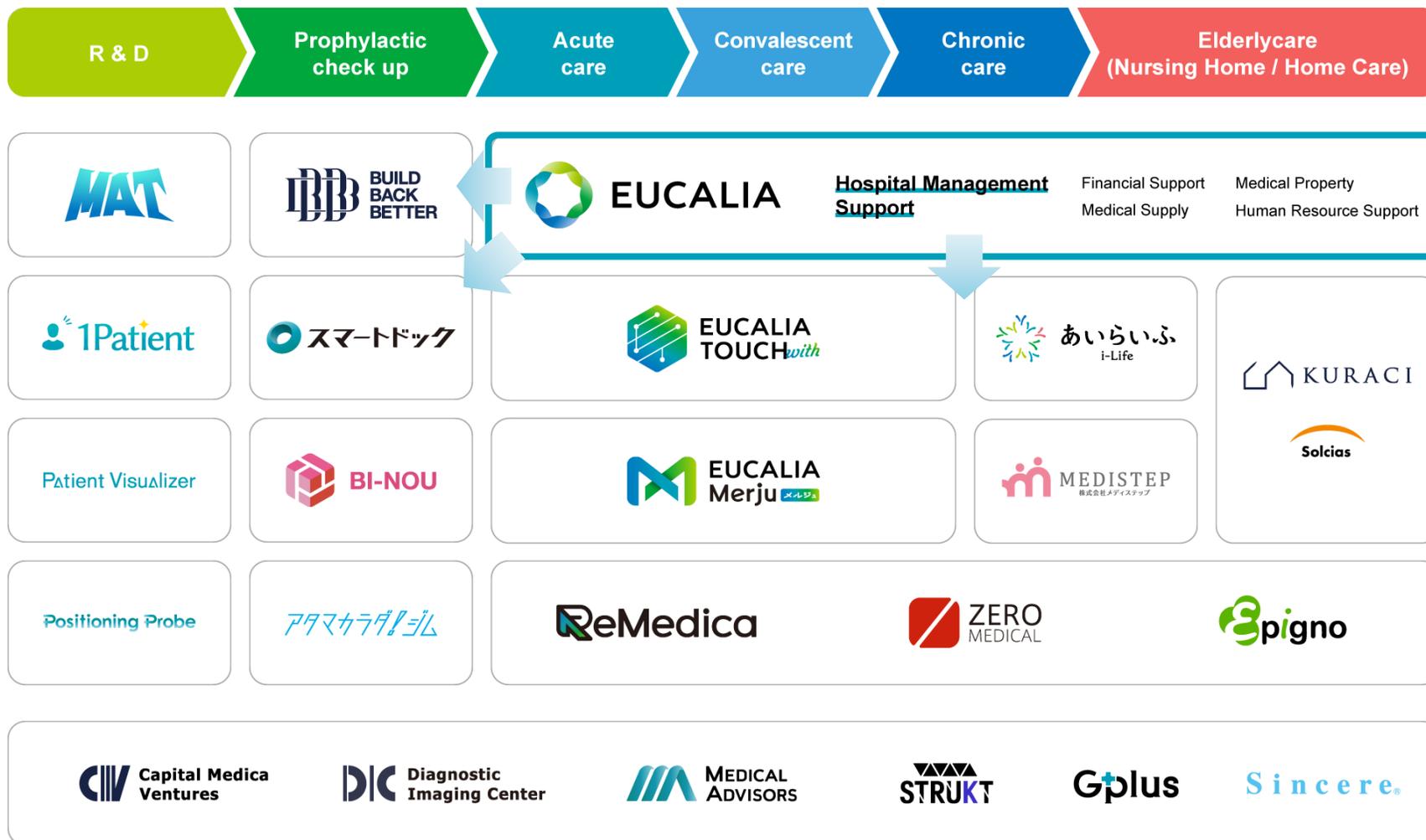
Strong cash-flow generation capacity through i) flexibility to provide solutions to various management issues faced by hospitals, and ii) continuing commitment to improving client performance over the ultra-long term (10 years or more)

		 EUCALIA	Consulting Company ¹	BPO Company ¹	Fund ¹
Support line-up	Business plan	●	●	—	●
	Business management system	●	●	—	●
	Working capital support	●	—	—	●
	Procurement optimization	●	—	●	—
	HR optimization	●	—	●	—
	Support for community-based integrated care	●	—	—	—
	Extension / Reconstruction / Relocation	●	—	—	—
Revenue model	Long-term	Spot type	Fixed Remuneration type	EXIT type	
CF generation	Over 10 years ²	Less than 1 year	1 year	Several years	

(Notes) 1. Our Views on the general Consulting company, BPO company and Fund
2. Some support exists for less than 10 years

▶ EUCALIA's Business Domains

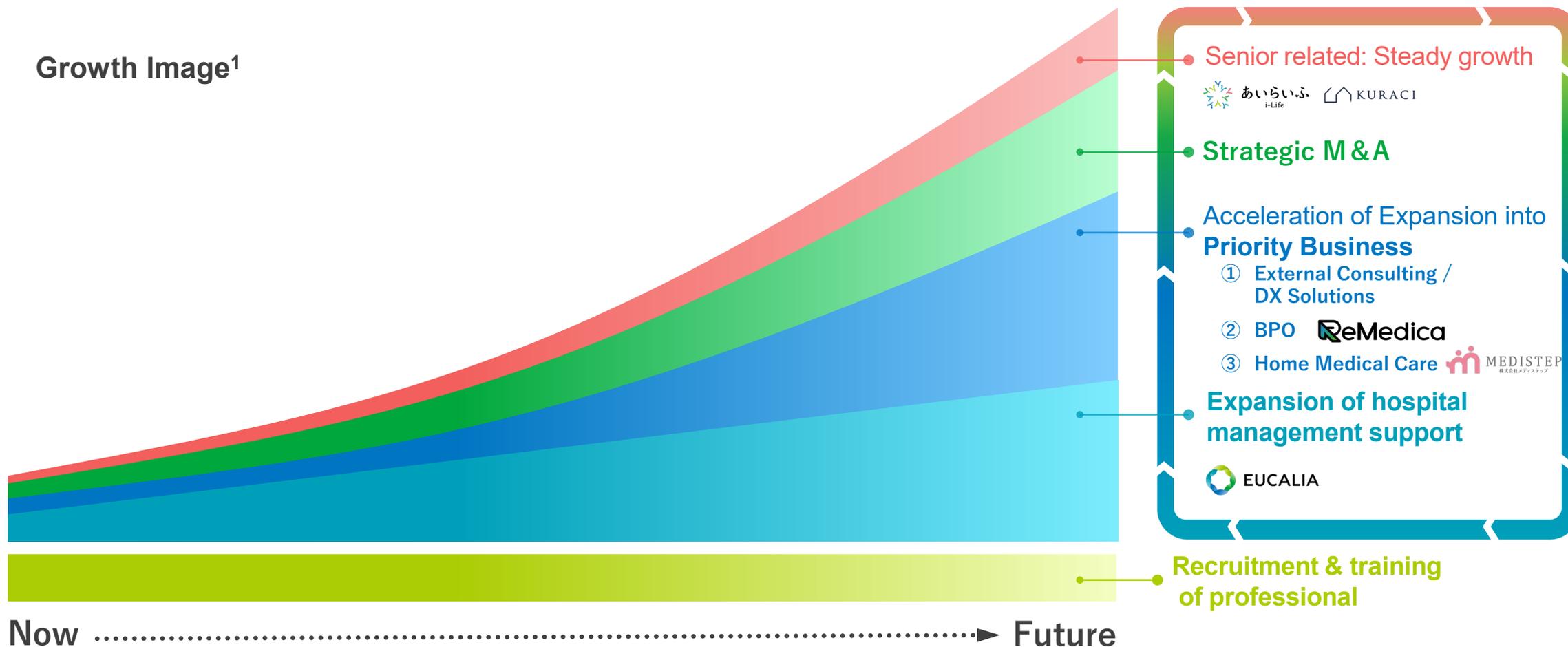
Developing businesses broadly and deeply along the healthcare value chain, with hospital management support as the core business



► Unique Growth Strategy Based on “Medical and Nursing Front Lines”

Leverage the medical and nursing care assets of our Total Medical Management Support business and Senior-related business to drive expansion into new business domains and achieve sustainable growth through M&A.

Growth Image¹



(Notes) 1. This slide is for illustrative purposes only and is not a guarantee of revenue increase as described

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▶ Executive Summary

Consolidated Results (FY2025, KPI)

Net Sales

24,734 (¥Mn)

Vs. Forecast



Profit attributable to owners of parent

2,776 (¥Mn)

Vs. Forecast



ROE

14.4 %

Vs. Forecast



Net Sales: **Increased** in all segments

Profit attributable to owners of parent: **Increased**, driven in part by tax-loss carryforward benefits from SmartScan Inc

FY2026 Financial Forecast (KPI)

Net Sales

33,035 (¥Mn)

YoY Change
(vs 2025)

+34%

Profit attributable to owners of parent

1,658 (¥Mn)

YoY Change
(vs 2025)

▲40%

ROE

Double-digit

Net Sales: will **Increase** in all segments

Profit attributable to owners of parent: will **decrease**, due to the absence of the above tax benefits reverse. We will keep profit before tax broadly in line with FY2025

► FY2025 Consolidated Results

(¥Mn)	FY2024	FY 2025					
		Forecasts	Results	YoY Change		Vs Forecasts	
Net Sales	19,833	23,721	24,734	+4,901	+25%	+1,013	+4%
Gross Profit	8,691	10,571	10,537	+1,840	+21%	▲34	+0%
<i>Margin</i>	43.8%	44.6%	42.6%	-	-	-	-
Operating Profit	2,292	2,925	2,365	+73	+3%	▲560	▲19%
<i>Margin</i>	11.6%	12.3%	9.6%	-	-	-	-
EBITDA¹	3,599	4,443	3,845	+246	+7%	▲598	▲13%
<i>Margin</i>	18.1%	18.7%	12.2%	-	-	-	-
Profit attributable to owners of parent	2,025	2,608	2,776	+751	+37%	+168	+6%
<i>Margin</i>	10.2%	11.0%	11.2%	-	-	-	-
EPS	64.40		78.07	+13.67	+21%	-	-
ROE	14.1%	Double-digit %	14.4%	-	-	-	-

(Notes) 1. EBITDA=Operating Profit + Depreciation + Amortization of goodwill + Interest (in COGS) + Lease expenses (in COGS)

► FY2025 Consolidated Results (QonQ)

	FY2024	FY2025						YoY Change	
		Full Year	1Q	2Q	3Q	4Q			
							(¥Mn)		
Net Sales	19,833	24,734	4,677	5,843	6,237	7,977	+4,901	+25%	
Gross Profit	8,691	10,537	2,061	2,689	2,531	3,256	+1,840	+21%	
<i>Margin</i>	43.8%	43.4%	44.1%	46.0%	40.6%	43.3%	-	-	
Operating Profit	2,292	2,365	356	778	205	1,026	+73	+3%	
<i>Margin</i>	11.6%	9.6%	7.6%	13.3%	3.3%	12.9%	-	-	
EBITDA¹	3,599	3,845	706	1,127	588	1,424	+246	+7%	
<i>Margin</i>	18.1%	15.6%	15.1%	19.3%	9.4%	17.9%	-	-	
Profit attributable to owners of parent	2,025	2,776	411	411	845	1,109	+751	+37%	
<i>Margin</i>	10.2%	11.2%	8.8%	7.0%	13.5%	13.9%	-	-	

(Notes) 1. EBITDA=Operating Profit + Depreciation + Amortization of goodwill + Interest (in COGS) + Lease expenses (in COGS)

► FY2025 Consolidated Results - Segment Breakdown

	FY2024 (¥Mn)	FY2025				Macro Trend and Key Assumptions		
		Forecasts	Results	YoY Change	Vs Forecasts			
Segment Net Sales	■ Total medical management support	6,364	8,479	7,728	+1,364	+21%	▲751	▲9%
	■ Senior related	6,867	8,131	8,894	+2,027	+30%	+763	+9%
	■ Advanced medical equipment	6,539	6,652	7,456	+917	+14%	+804	+12%
	■ Others	63	459	656	+593	+941%	+197	+43%
Segment Profit	■ Total medical management support	2,803	3,263	2,448	▲355	▲13%	▲815	▲25%
	■ Senior related	308	619	529	+221	+72%	▲90	▲15%
	■ Advanced medical equipment	484	268	524	+40	+8%	+256	+96%
	■ Others	▲139	86	239	+378	-	+153	-

Factored into the Forecast at the Beginning of FY2025

- ✓ Expiration of repayment grace periods for COVID-19 loans provided by WAM*
- ✓ Increase in unprofitable hospitals and worsening cash-flow conditions, expanding the number of institutions requiring support
- ✓ Growing number of medical institutions lacking successors due to the aging of physicians
- ✓ Increasing urgency of seismic reinforcement, renovation, and rebuilding of hospital facilities
- ✓ Expansion of support needs driven by severe labor shortages in medical and long-term care settings

Not Factored into the Forecast at the Beginning of the FY2025

- × New inflation-response loan program introduced by WAM*

* WAM: Welfare and Medical Service Agency

► FY2025 Consolidated Results(QonQ) - Segment Breakdown

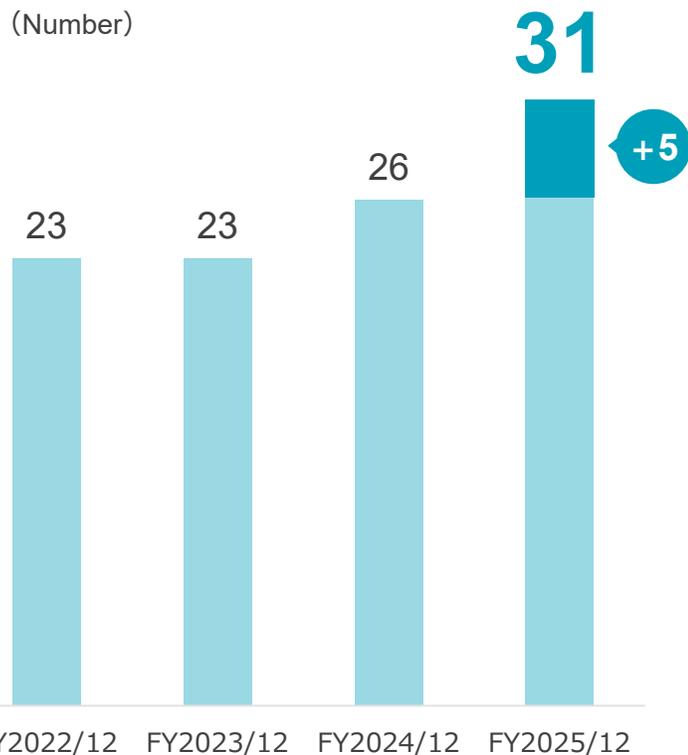
		FY2024	FY2025					YoY Change	
			Full Year	1Q	2Q	3Q	4Q		
		(¥Mn)							
Segment Net Sales	■ Total medical management support	6,364	7,728	1,284	1,775	1,867	2,802	+1,364	+21%
	■ Senior related	6,867	8,894	1,734	1,956	2,362	2,842	+2,027	+30%
	■ Advanced medical equipment	6,539	7,456	1,560	1,991	1,867	2,038	+917	+14%
	■ Others	63	656	99	120	139	298	+593	+941%
Segment Profit	■ Total medical management support	2,803	2,448	400	899	320	829	▲355	▲13%
	■ Senior related	308	529	87	99	119	224	+221	+72%
	■ Advanced medical equipment	484	524	153	122	119	130	+40	+8%
	■ Others	▲139	239	12	28	34	165	+378	-

▶ Key Segment Highlights

Steady growth of Each KPI

KPI | Number of Affiliated Hospitals

(Number)

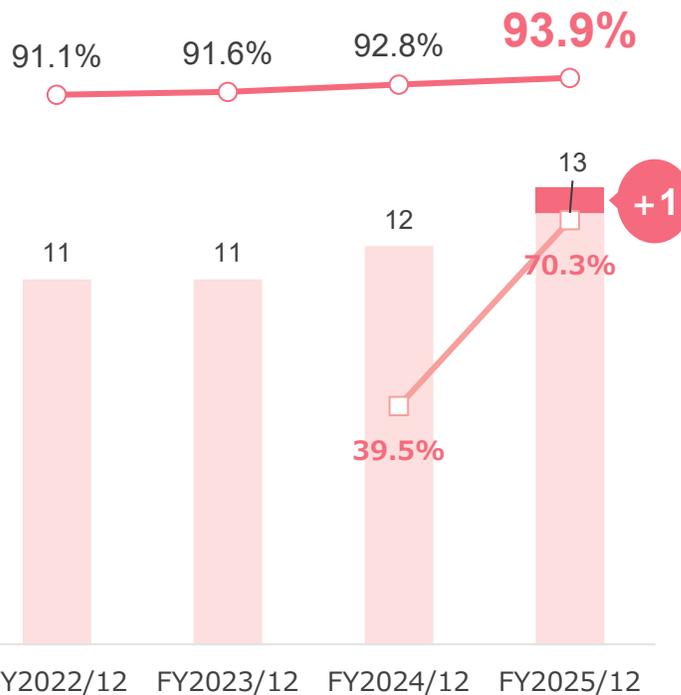


KPI | Occupancy Rate

Number of Nursing Homes Existing homes¹
Newly added homes²

KURACI Solcias

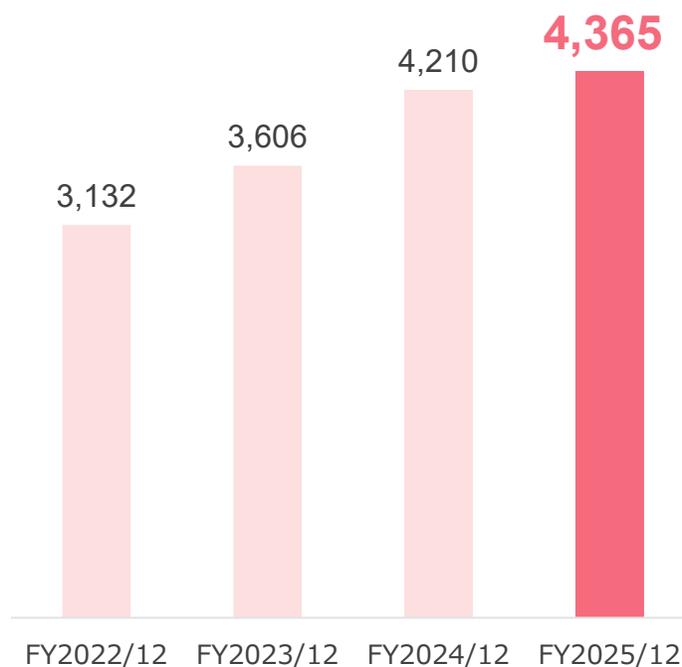
(%)



KPI | Number of Referrals

(Number)

あいらいふ i-Life

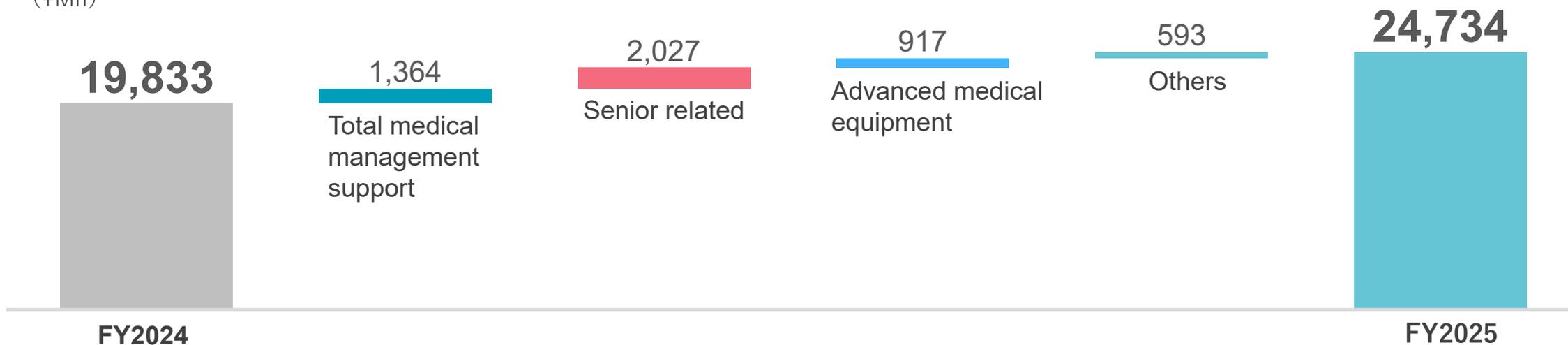


(Notes) 1. Occupancy rate for the 11 existing homes only, excluding the newly added homes acquired by business transfer in FY2024/12 (KURACI Familia-Nishishinjuku) and in FY2025/12 (Solcias-Sakura).
2. Occupancy rate combining the two newly added homes acquired by business transfer in FY2024/12 (KURACI Familia-Nishishinjuku) and in FY2025/12 (Solcias-Sakura).

▶ FY2025 Net Sales Analysis by Segment

Increased in all segments

(¥Mn)



Major increase/ decrease factors

■ Total medical management support	Increased: driven by the growth in the number of Affiliated Hospitals and the positive contribution from M&A transactions, including Zero Medical.
■ Senior related	Increased: driven by improved occupancy at new facilities, stable performance at existing facilities, and the Medistep acquisition.
■ Advanced medical equipment	Increased: driven by strong sales of clear lenses, including new product
■ Others	Increased, supported by growth in the data business and other services.

► FY2025 Profit attributable to owners of parent by Segment

While revenue increased, the absence of last year's one-time revenue and the impact of strategic investments weighed on earnings; however, profit ultimately increased due to the tax-loss carryforward benefits arising from the consolidation of SmartScan Inc.

(¥Mn)



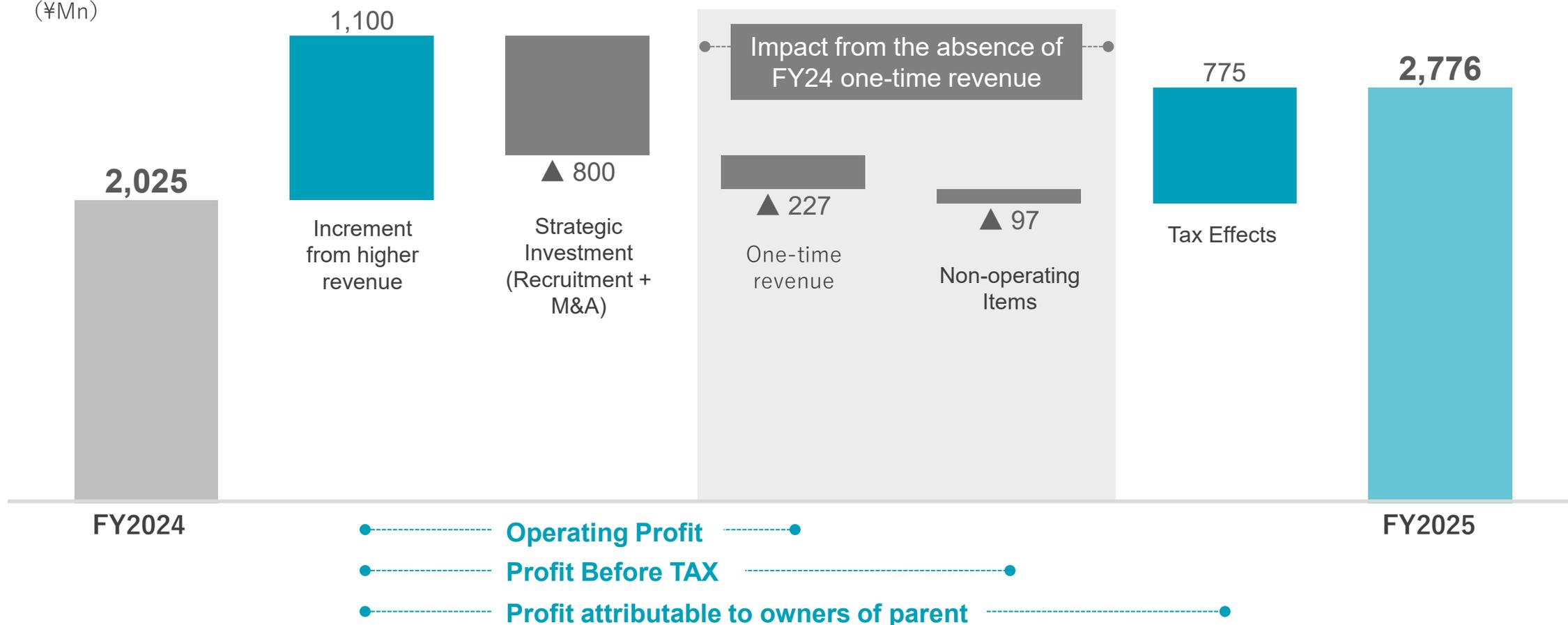
Major increase/decrease factors

Total medical management support	Decreased due to the amortization of goodwill and incorporation of operating losses from Zero Medical, as well as the absence of one-time revenue recorded in the previous fiscal year
Senior related	Increased driven by higher revenue
Advanced medical equipment	Increased driven by higher revenue Although costs were incurred in connection with the business acquisition
Others	Increased driven by higher revenue
Corporate / Adjustments	Decreased due to impact from the investment in Hippocratic AI and higher personnel expenses

▶ FY2025 Profit attributable to owners of parent by Factor

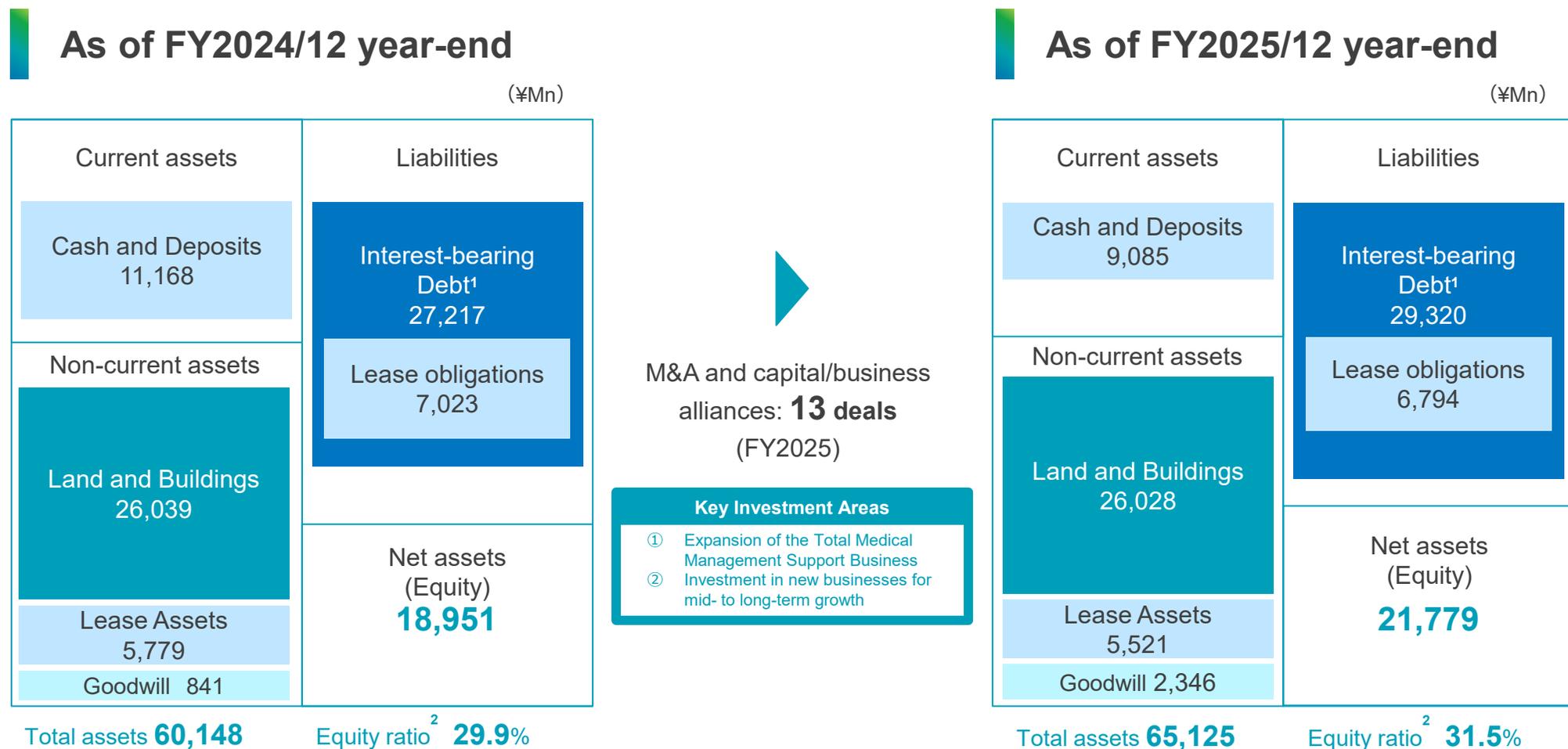
On a profit attributable to owners of parent basis, the reversal of last year's one-time revenue was offset by this year's tax effects arising from the consolidation of Smart Scan Inc. In addition, group-wide revenue growth absorbed the impact of strategic investments, resulting in higher profit.

(¥Mn)



▶ Balance Sheet Highlights

Maintaining a healthy balance sheet with continuing to invest for business growth



(Notes) 1. Interest-bearing debt = Short-term loans + Current portion of long-term loans + Long-term loans + Lease obligations + Bonds payable
 2. (Net Assets – Non-controlling Interests) ÷ Total Assets

▶ Direction of M&A/Alliances in Growth Strategy

Our M&A and partnership strategy is guided by the goal of enhancing our service lineup around our core business with affiliated hospitals, thereby pursuing added value that is unique to only EUCALIA can provide.

Human Capital Solutions (HR)

HR solutions, personnel recruitment & staffing addressing labor shortages through various BPO and external outsourcing services.



Product / DX

Leveraging EUCALIA's on-site operational insights to identify truly practical products, and internalizing usable digital transformation (DX) solutions.



Community-based Integrated Care (Facilities)

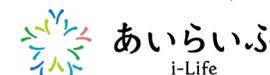
Acquiring nursing care facilities near partner hospitals creating unique added value through integrated medical and nursing care coordination, a strength unique to EUCALIA.



Alone we can do so little;
together we can do so much.

Community-based Integrated Care (Senior Services)

Providing comprehensive support solutions to create a worry-free elderly care society, by addressing various challenges associated with aging, such as home care, senior housing market needs, and related concerns.

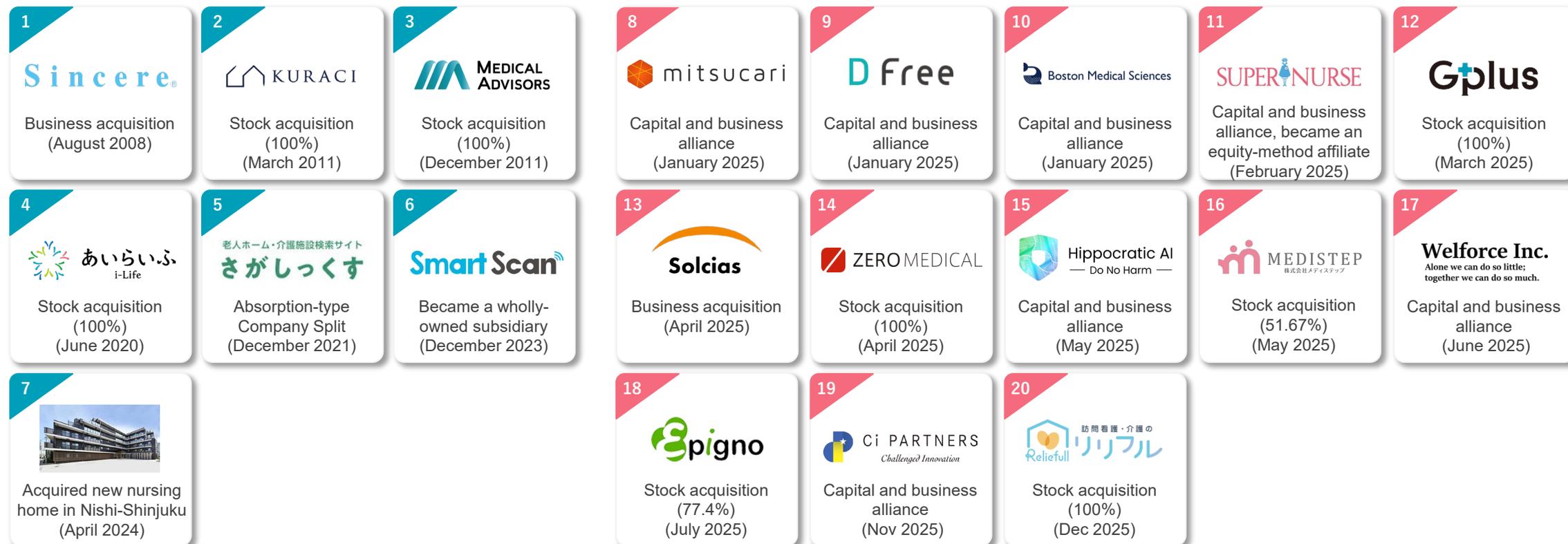


▶ M&A and Capital/Business Alliance Activities

Announced¹ Capital/Business Alliances with 13 Companies since January 2025

Before IPO
2005-2024

After IPO
2025-



(Notes) 1. Items announced up to the time of the FY2025 full-year results announcement

► Strategic Partnership

Collaborating with diverse co-creation partners to generate new value

(FY2025 Results)

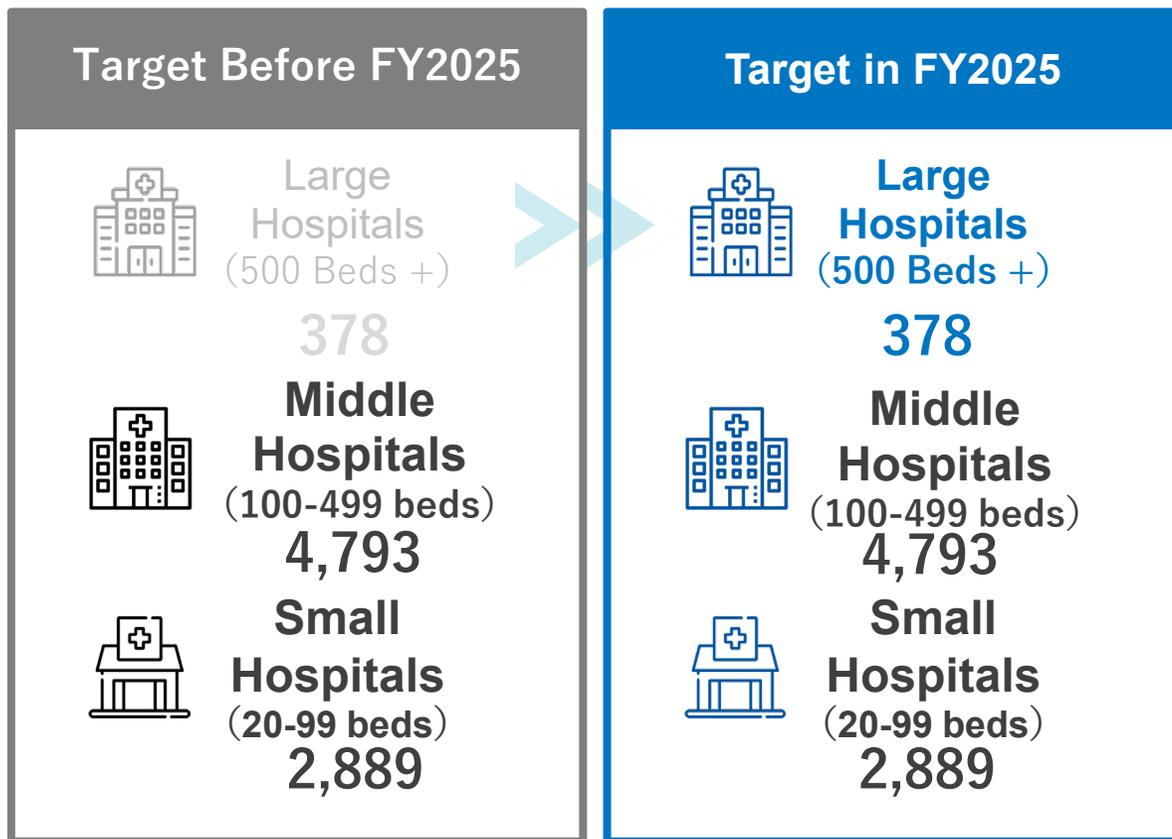


Key Partnership	Fujitsu Ltd.	Entered into MOU regarding collaboration in the healthcare business
	JAL/JALUX	In partnership to promote the use of Smart Brain Dock, we have begun offering new services to JMB members
	OPEN, Inc.	Launched a collaboration aimed at improving the efficiency of medical operations through automation powered by generative AI with ReMedica, remote support and RPA
	Tokyo Univ	Launched a joint research project with the Yanagawa Noriyuki Laboratory
	Musashino-city	Entered into partnership agreement to promote health and wellness for seniors.

► Topic: External Consulting¹

Expanded target coverage led to multiple large-scale project wins

Expansion and Shift of Client Coverage



Samples of FY2025 Results

Increase in Support for Large and Public Hospitals

TORANOMON HOSPITAL

(819 beds)
DX Support

Matsudo City General Hospital

(600 beds)
Management Improvement

Private university hospital

(1,000 beds +)
Cost reduction
TF Support

Public Regional Core Hospital

(400 beds +)
Management Improvement

(Note) 1. our External Consulting provides selected management support services to non-Affiliated Hospitals

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► Positioning of FY2026

Now developing the foundation for achieving our vision.

FY2026 positioned to further accelerate talent acquisition and alliances.

Integrated Hospital Management Support business into home healthcare for the new healthcare delivery model.

Macro Trends and Outlook

Acceleration in Hospital Restructuring and Consolidation

2026 fee revision exposes inefficiencies, pushing many hospitals into the red. Standalone management becomes difficult; turnarounds and consolidation accelerate nationwide. (= **Rising Demand for Our Support**)

Operational Breakdown Due to Workforce Shortages

Chronic workforce shortages persist across physicians, nurses, and medical administrative staff. Shift from “no applicants” to a stage where operations fail without systems for limited staff.

. (= **Rising Demand for Cost Reduction and Operational Efficiency**)

Acceleration of the Shift from Hospital to Home

Beyond the “2025 Problem,” the elderly population keeps rising while inpatient beds decline. The government is driving a strong shift from hospital care to home healthcare. (= **Rising Demand for home healthcare**)

Key Focus Business

Expansion of Affiliated Hospitals

Enhance our existing turnaround and succession service lineup by adding integration and closure solutions, and drive their expansion.

(**KPI | Affiliated Hospitals +5 (Total 36)**)

Acceleration of Growth in the BPO¹

Providing the proven BPO model—developed with partner medical corporations, including cost-reduction support and DX solutions—not only to partners but also to non-partner institutions as needed

(**KPI | Number of Contracts +8 (Total 9)**)

Reinforcing Home healthcare

Strengthen home–hospital connectivity through Medistep to enable seamless movement across care settings and advance a regional comprehensive care system.

(**KPI | 26,000+ annual users (increase of 6,000+)**)

▶ FY2026 Financial Forecast

	FY2025	FY2026			Macro Trend and Key Assumptions
		Forecast	YoY Change		
	(¥Mn)				
Net Sales	24,734	33,035	+8,301	+34%	Factored into the Forecast ✓ Price levels comparable to FY2025 (procurement of materials, rent, personnel expenses, etc.) ✓ Interest-rate levels comparable to FY2025 Not Factored into the Forecast × Impact of the FY2026 medical and long-term care reimbursement revision × One-time revenue in the Total Medical Management Support × New support measures by WAM* × Impact of new M&A activities
Gross Profit	10,739	13,509	+2,770	+26%	
<i>Margin</i>	43.4%	40.9%	-	-	
Operating Profit	2,365	2,864	+499	+21%	
<i>Margin</i>	9.6%	8.7%	-	-	
EBITDA¹	3,845	4,502	+657	+17%	
<i>Margin</i>	12.2%	13.6%	-	-	
Profit attributable to owners of parent	2,776	1,658	▲1,036	▲40%	
<i>Margin</i>	11.2%	5.3%	-	-	

(Notes) 1. EBITDA=Operating Profit + Depreciation + Amortization of goodwill + Interest (in COGS) + Lease expenses (in COGS)

* WAM: Welfare and Medical Service Agency

▶ List of Group Companies¹ as of December 31, 2025



(Notes) 1. Only the major affiliated companies are shown. In addition to those listed, the Company has ten consolidated subsidiaries; two unconsolidated subsidiaries (including one investment limited partnership); one equity-method affiliate; and five non-equity-method affiliates (three affiliated companies and two investment limited partnerships).

▶ MediStep Inc's impact of Segment change in FY2025

		FY2025		
		Segment in FY2025	Segment in FY2026	Impact Amount
Net Sales	■ Total medical management support	7,728	8,550	+822
	■ Senior related	8,894	8,072	▲822
	■ Advanced medical equipment	7,456	7,456	-
	■ Others	656	656	-
Segment Profit	■ Total medical management support	2,448	2,448	0
	■ Senior related	529	529	0
	■ Advanced medical equipment	524	524	-
	■ Others	239	239	-

Medistep Inc. Included in Consolidated Results from 3Q, FY2025

The impact on FY2025 was ¥822 million in Net Sales, with Operating profit being roughly break-even (slightly positive)

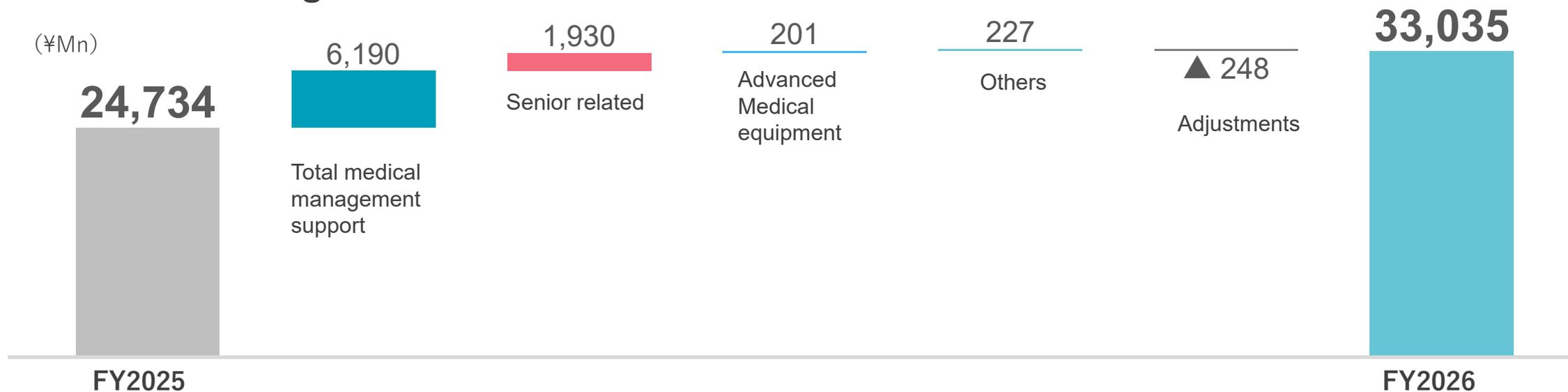
▶ FY2026 Forecast – Segment Breakdown

	FY2025 ¹	2026/12期			
		業績予想	前期比		
Net Sales	■ Total medical management support ¹	8,550	14,740	+6,190	+72%
	■ Senior related ¹	8,072	10,002	+1,930	+24%
	■ Advanced medical equipment	7,456	7,657	+201	+3%
	■ Others	656	883	+227	+35%
Segment Profit	■ Total medical management support ¹	2,448	3,315	+867	+35%
	■ Senior related ¹	529	781	+252	+48%
	■ Advanced medical equipment	524	388	▲136	▲26%
	■ Others	239	51	▲188	▲78%

(Note) 1. After reflecting the FY2025 figures in the new FY2026 segment structure, Medistep recorded revenue of JPY 822 million and an operating profit that was roughly break-even.

► FY26 Net Sales Analysis by Segment

Increase in all segments

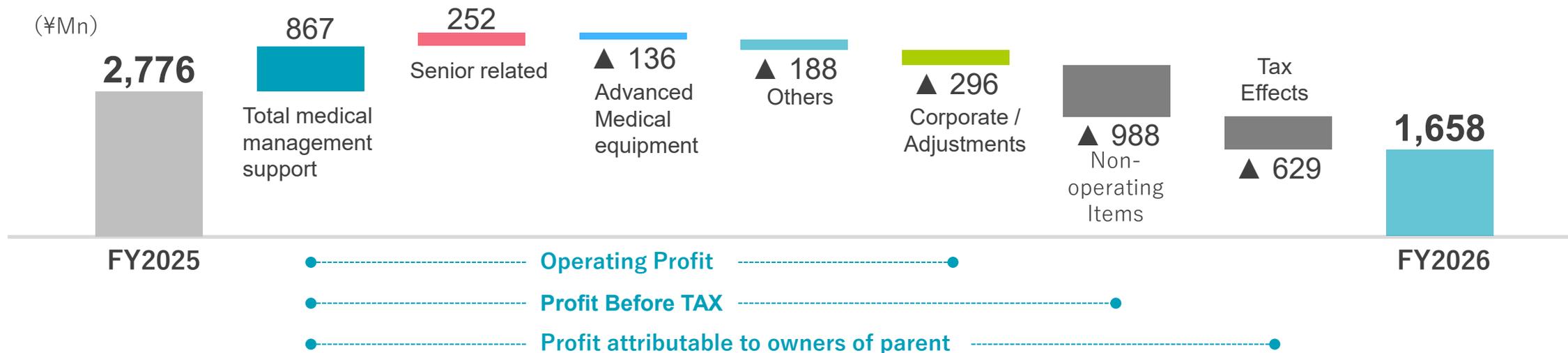


Major increase/ decrease factors

■ Total medical management support	Increase, driven by higher sales from Medistep, which was consolidated from the third quarter of FY2025, as well as an increase in affiliated medical corporations and growth in large external consulting projects
■ Senior related	Increase, supported by growth of Gplus
■ Advanced medical equipment	Increase: driven by strong sales of clear lenses
■ Others	Increase, supported by growth in the data business, Smart Brain scan and other services.

► FY2026 Profit attributable to owners of parent by Segment

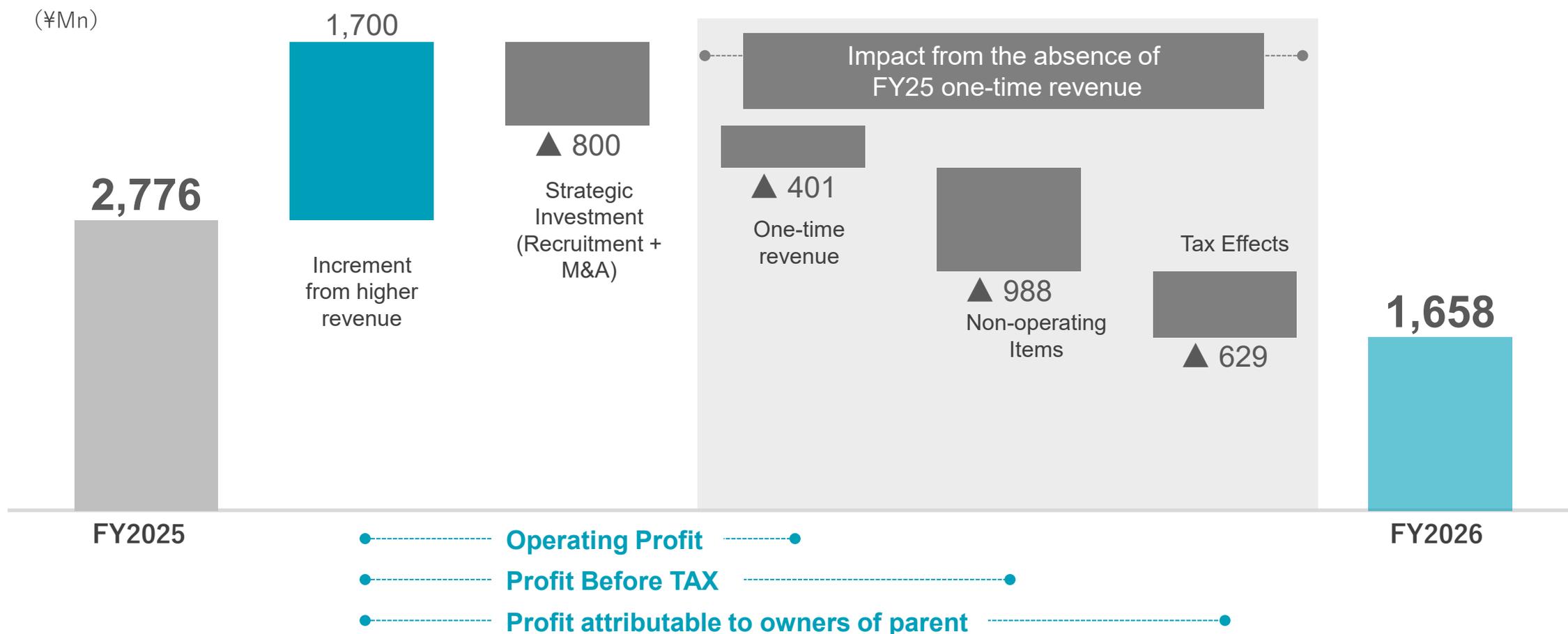
Decrease the absence of one-time revenue recorded in FY2025



Major increase/decrease factors	Factor	Description
■	Total medical management support	Increase driven by higher revenue
■	Senior related	Increase driven by higher revenue
■	Advanced medical equipment	Decrease due to strategic investments
■	Others	Decrease due to strategic investments including trails of new business
■	Corporate / Adjustments	Decrease due to strategic investments

▶ FY2026 Profit attributable to owners of parent by Factor

Decrease due to the absence of tax effects.
we aim to maintain Profit Before Tax at the same level as FY2025.



▶ Shareholder Returns

Now in investments phase to build our growth foundation, we have set the following three priorities;

① Focused on EPS, setting Profit attributable to owners of parent as the KPI

② Operating a shareholder benefit program to enhance recognition and expand services

③ Dividend policy to be redesigned once the investment phase becomes clear

▶ Shareholder Benefits Program

To deepen understanding of our Group's businesses, enhance the appeal of investing in our shares, and encourage more shareholders to hold our stock over the medium term, we will introduce a shareholder benefits program.

1

10 share units (1,000 shares or more):

Receive one complimentary "Smart Brain Dock" screening (valued at 22,500 yen, excluding tax).

2

6 share units (600 shares or more):

Receive one "Smart Brain Dock" screening at a 50% discount (11,250 yen, excluding tax).

3

1 share unit (100 shares or more):

Receive one "Smart Brain Dock" screening at a discounted price of 17,500 yen (5,000 yen discount, excluding tax).

What is Smart Brain Dock?

"**Smart Brain Dock**" is a preventive screening service operated by our company that enables the early detection of brain abnormalities not discoverable through standard health checkups.

We offer MRI scans at convenient locations nationwide at an affordable price, making it easy for individuals to undergo regular screenings.

<https://smartdock.jp/>

Record date : The initial record date will be the last day of December 2025, and thereafter the last day of December each year.

Eligible shareholders : Shareholders listed in the shareholder register as holding 100 shares (1 share unit) or more as of the record date.

Timing and method of distribution : Around mid-March, a Shareholder Benefit Guide will be mailed to the address recorded in the shareholder register.



EUCALIA



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