

LIVING PLATFORM

# Results Briefing Material for the Third quarter Ending March 31, 2026

Feb 13th, 2026

Living Platform, Ltd.
(TSE Growth: 7091)

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# Executive Summary

# Highlights

## Net Sales

As of 3Q/FY26.3

**16,408**mil JPY

YoY +15.6%

## Operating Profit

As of 3Q/FY26.3

**445**mil JPY

YoY +99.4%

## SGA ratio

**8.3%**

## Occupancy rate

Residential care (Elderly) **88.6%**

Group home (Elderly) **92.6%**

Group home (Disabilities) **84.7%**

## Monthly Revenue/person

Elderly care **369,452**JPY/人

Disabilities **346,596**JPY

## Labor ratio

3Q **51.1%**

*Including the sales of medica care

# Progress on Mid-Term Business Plan KPI

| | Growth | Profitability | Profitability | Stability |
|---|---|---|---|---|
| | Sales Growth Ratio | Operating Margin | EBITDA | Capital Ratio |
| Mid-Term KPI* KPI | 10% | 8.0% | 2,000JPY | 20% |
| Progress 3Q FY26.3 | 16,408JPY (76.3%) | 2.7% 445JPY (81.3%) | 783JPY | 17.8% |
| FY26.3 | 11.9% 21,495JPY | 2.5% 547JPY | 999JPY | 17.7% |
| FY27.3 | 13.1% 24,307JPY | 4.2% 1,084JPY | 1,530JPY | 22.5% |
| FY28.3 | 13.0% 27,466JPY | 7.2% 1,978JPY | 2,412JPY | 29.3% |

Mid-Term Business Plan2027(Issued on May 15, 2025)

# Executive Summary

- ✓ Sales reached a new all-time high. Progress is at 76.3% of plan. Development plans are proceeding as scheduled, and revenue per unit has improved due to price pass-through and additional compensation, making achievement of this period's plan likely ➡ P. 10

- ✓ Cumulative ordinary income for the third quarter reached 93.0%, and net income reached 86.4%. Cumulative operating profit is progressing at 81.3% of plan. While it did not exceed the previous quarter, the current-term plan is expected to be achieved. ➡ P. 10

- ✓ Utilization rates increased for both elderly care and disability services. Notably, the disability group home business improved from 79.9% to 84.7% (+4.8%). ➡ P. 19-20

- ✓ The labor cost ratio to sales remained flat. This was due to factors such as increased labor costs related to advance hiring. It is expected to decrease as utilization rates rise going forward. ➡ P. 24

- ✓ Regarding M&A, the policy is to focus not only on small-scale but also medium-scale businesses going forward. At this point, capital increases, etc., are not under consideration. ➡ P. 33

- ✓ The decision was made to implement the first dividend payment. Consideration is also underway regarding the implementation of shareholder benefits starting next fiscal year. ➡ P. 34



# Consolidated Financial Results for the 3Q of FY26.3 (Cumulative)

# Overview of Consolidated Balance Sheets for the 3Q of FY26.3 (Cumulative)

✓ Accumulated profits have improved equity ratio, which is increasing as planned toward management stabilization.

(Millions of yen)

| | FY25.3 ACT | FY26.3 3Q ACT | FY26.3 FY FCT | YoY difference |
|---|---|---|---|---|
| Current assets | 3,868 | 4,305 | 4,339 | 436 |
| (Cash and deposits) | 1,592 | 1,775 | 1,169 | 183 |
| Non-current assets | 8,246 | 8,754 | 8,726 | 508 |
| (Land and buildings, etc.) | 4,611 | 4,937 | 4,817 | 325 |
| Total assets | 12,115 | 13,059 | 13,065 | 944 |
| Current liabilities | 2,696 | 3,313 | 3,263 | 616 |
| Non-current liabilities | 7,366 | 7,390 | 7,455 | 23 |
| Total liabilities | 10,063 | 10,703 | 10,718 | 640 |
| Net assets | 2,052 | 2,335 | 2,346 | 303 |
| Total liabilities and net assets | 12,115 | 13,059 | 13,065 | 944 |
| | | | | |
| Equity ratio | 16.7% | 17.8% | 17.7% | 1.0% |
| Borrowings, etc. (long-term & short-term) | 5,953 | 5,877 | 5,895 | △76 |

# Quarterly Trends of Consolidated Balance Sheets （FY25.3 – FY26.3）

(Millions of yen)

| | FY25.3 | | | | FY26.3 | | | |
|---|---|---|---|---|---|---|---|---|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Current assets | 3,392 | 3,178 | 3,522 | 3,868 | 3,686 | 3,852 | 4,305 | |
| (Cash and deposits) | 1,375 | 1,022 | 1,275 | 1,592 | 1,249 | 1,409 | 1,775 | |
| Non-current assets | 8,083 | 8,023 | 8,147 | 8,246 | 8,787 | 8,744 | 8,754 | |
| (Land and buildings, etc.) | 4,596 | 4,579 | 4,662 | 4,611 | 4,589 | 4,646 | 4,937 | |
| Total assets | 11,475 | 11,202 | 11,669 | 12,115 | 12,473 | 12,596 | 13,059 | |
| Current liabilities | 3,517 | 2,873 | 3,086 | 2,696 | 3,115 | 3,160 | 3,313 | |
| Non-current liabilities | 6,241 | 6,564 | 6,756 | 7,366 | 7,213 | 7,186 | 7,390 | |
| Total liabilities | 9,758 | 9,438 | 9,843 | 10,063 | 10,329 | 10,347 | 10,703 | |
| Net assets | 1,717 | 1,763 | 1,826 | 2,052 | 2,144 | 2,248 | 2,355 | |
| Total liabilities and net assets | 11,475 | 11,202 | 11,669 | 12,115 | 12,473 | 12,596 | 13,059 | |
| | | | | | | | | |
| Equity ratio | 15.0% | 15.7% | 15.6% | 16.7% | 17.0% | 17.6% | 17.8% | |
| Borrowings, etc. (long-term & short-term) | 5,125 | 5,356 | 5,523 | 5,953 | 5,766 | 5,710 | 5,877 | |

# Overview of Consolidated Statements of Income

- ✓ Net Sales reached a record high. Due to price increases implemented in Q3, sales are expected to grow in Q4.
- ✓ Although operating profit did not increase further QoQ compared to Q2 due to higher personnel expenses, outsourcing costs, and procurement costs, full-year operating profit for the fiscal year ending March 2026 is expected to meet the plan.

(Millions of yen)

| | FY25.3 (Apr - Dec) | FY26.3 3Q ACT | FY26.3 (Apr – Dec) | FY26.3 FY Plan | Progress |
|---|---|---|---|---|---|
| Net sales | 14,195 | 5,625 | 16,408 | 21,495 | 76.3% |
| Operating profit | 223 | 151 | 445 | 547 | 81.3% |
| % | 1.6% | 2.7% | 2.7% | 2.5% | |
| Ordinary profit | 205 | 145 | 453 | 488 | 93.0% |
| % | 1.4% | 2.6% | 2.8% | 2.3% | |
| Profit before income taxes | 205 | 145 | 455 | 488 | 93.3% |
| % | 1.4% | 2.6% | 2.8% | 2.3% | |
| Profit attributable to owners of parent | 159 | 96 | 275 | 318 | 86.4% |
| % | 1.1% | 1.7% | 1.7% | 1.5% | |

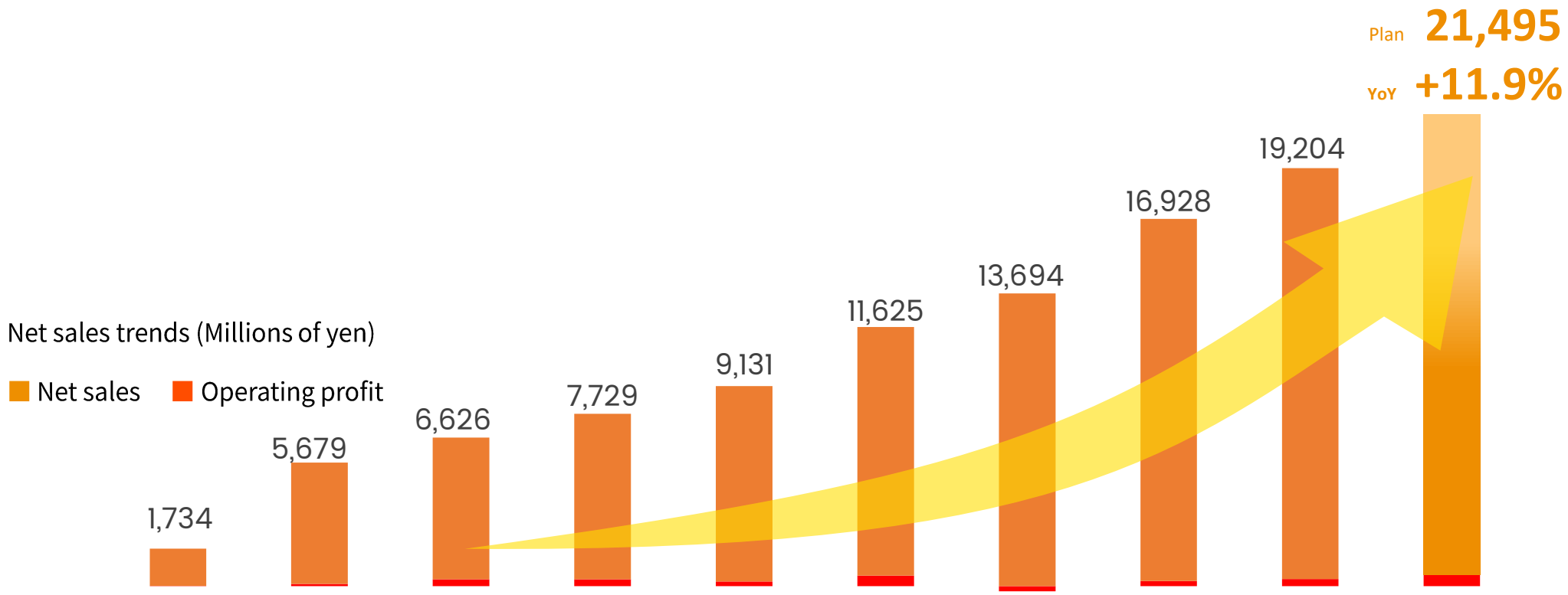
# Quarterly Trends of Consolidated Statements of Income (FY25.3 – FY26.3)

- ✓ Seasonally, sales tend to increase heading into the third quarter, with a slight dip in the fourth quarter due to fewer business days. However, the impact of subsidies and other factors could also be positive.

(Millions of yen)

| | FY25.3 | | | | FY26.3 | | | |
|---|---|---|---|---|---|---|---|---|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2Q | 3Q | 4Q |
| Net sales | 4,564 | 4,717 | 4,914 | 5,009 | 5,354 | 5,429 | 5,625 | |
| Operating profit | 42 | 71 | 110 | 118 | 116 | 177 | 151 | |
| % | 0.9% | 1.5% | 2.2% | 2.4% | 2.2% | 3.3% | 2.7% | |
| Ordinary profit | 69 | 56 | 80 | 169 | 128 | 178 | 145 | |
| % | 1.5% | 1.2% | 1.6% | 3.4% | 2.4% | 3.3% | 2.6% | |
| Profit before income taxes | 65 | 60 | 80 | 152 | 128 | 181 | 145 | |
| % | 1.4% | 1.3% | 1.6% | 3.0% | 2.4% | 3.3% | 2.6% | |
| Profit attributable to owners of parent | 47 | 55 | 57 | 206 | 89 | 89 | 96 | |
| % | 1.0% | 1.2% | 1.2% | 4.1% | 1.7% | 1.7% | 1.7% | |

# Trends in Net Sales, Operating Profit, Ordinary Profit, Profit Before Income Taxes and Profit

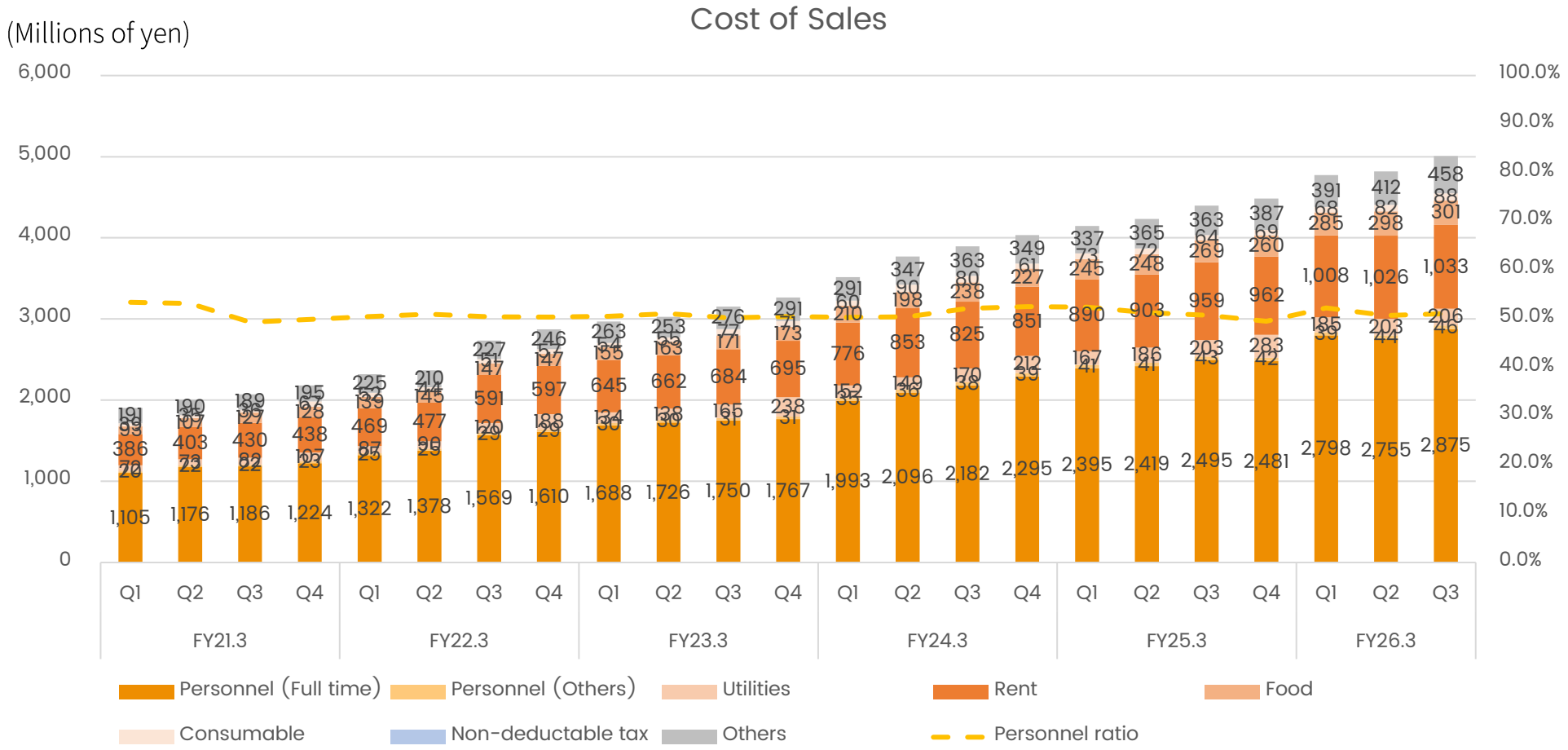



| | FY17.3 act | FY18.3 act | FY19.3 act | FY20.3 act | FY21.3 act | FY22.3 act | FY23.3 act | FY24.3 act | FY25.3 act | FY26.3 plan |
|---|---|---|---|---|---|---|---|---|---|---|
| Operating profit | 0 (0.0%) | 101 (1.8%) | 327 (4.9%) | 328 (4.3%) | 220 (2.4%) | 496 (4.3%) | -234 (-1.7%) | -81 (-0.5%) | 341 (1.8%) | 547 (2.5%) |
| Ordinary profit | △12 (△0.7%) | 145 (2.6%) | 230 (3.5%) | 234 (3.0%) | 242 (2.7%) | 581 (5.0%) | 35 (0.3%) | 197 (1.2%) | 374 (1.9%) | 488 (2.3%) |
| Profit attributable to owners of parent | △20 (△1.2%) | 76 (1.3%) | 158 (2.4%) | 104 (1.4%) | 56 (0.6%) | 407 (3.5%) | 91 (0.7%) | 189 (1.1%) | 365 (1.9%) | 318 (1.5%) |

Note: Unconsolidated basis for FY2012 through FY2017 and consolidated basis for FY2018 and thereafter

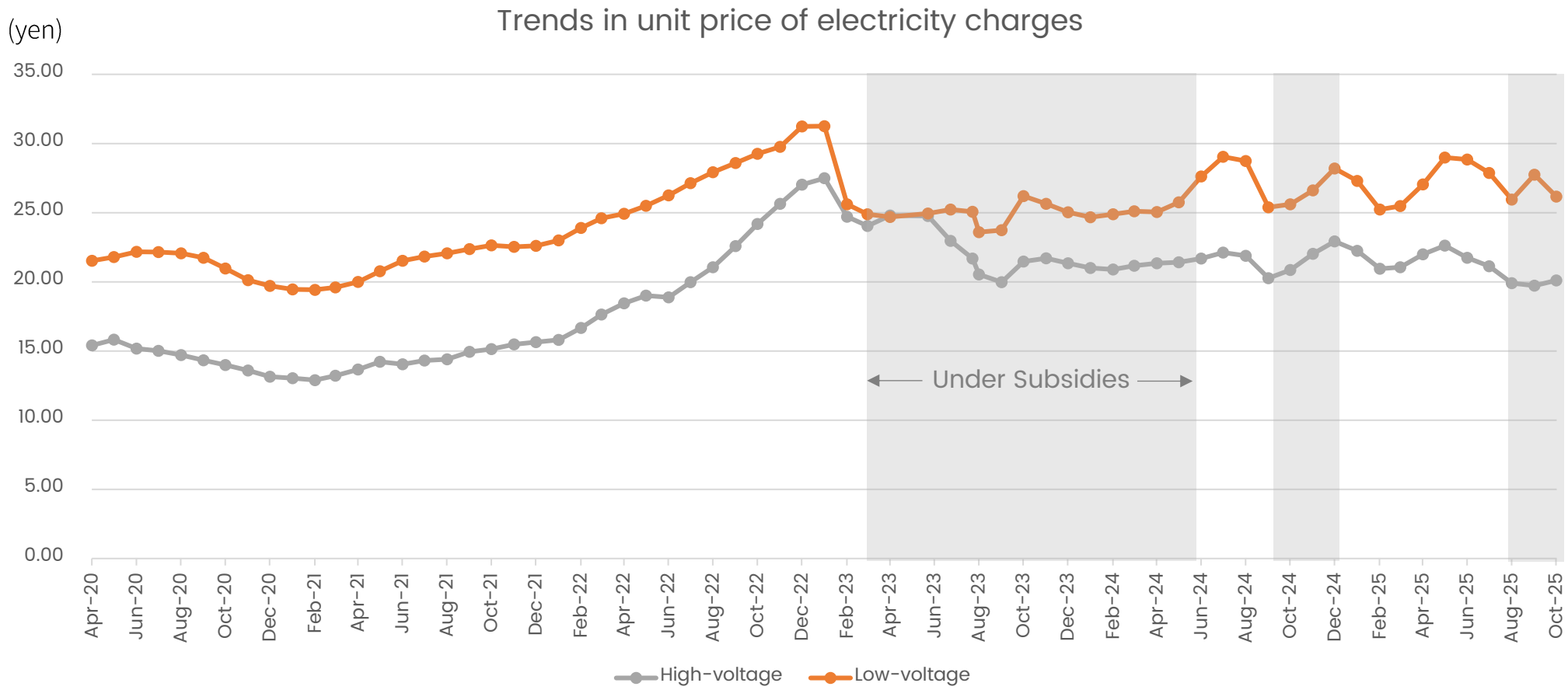
# Breakdown of Cost of Sales

- ✓ In Q3, personnel expenses increased due to the opening of one new facility and new hires, primarily of foreign workers with specific skills. Going forward, the labor cost ratio is expected to be contained as facilities with sufficient staffing achieve higher utilization rates.
- ✓ While price increases up to last fiscal year have been fully passed on, rising costs, particularly for ingredients, continue. Therefore, another price increase will be implemented from October 2025 to January 2026.



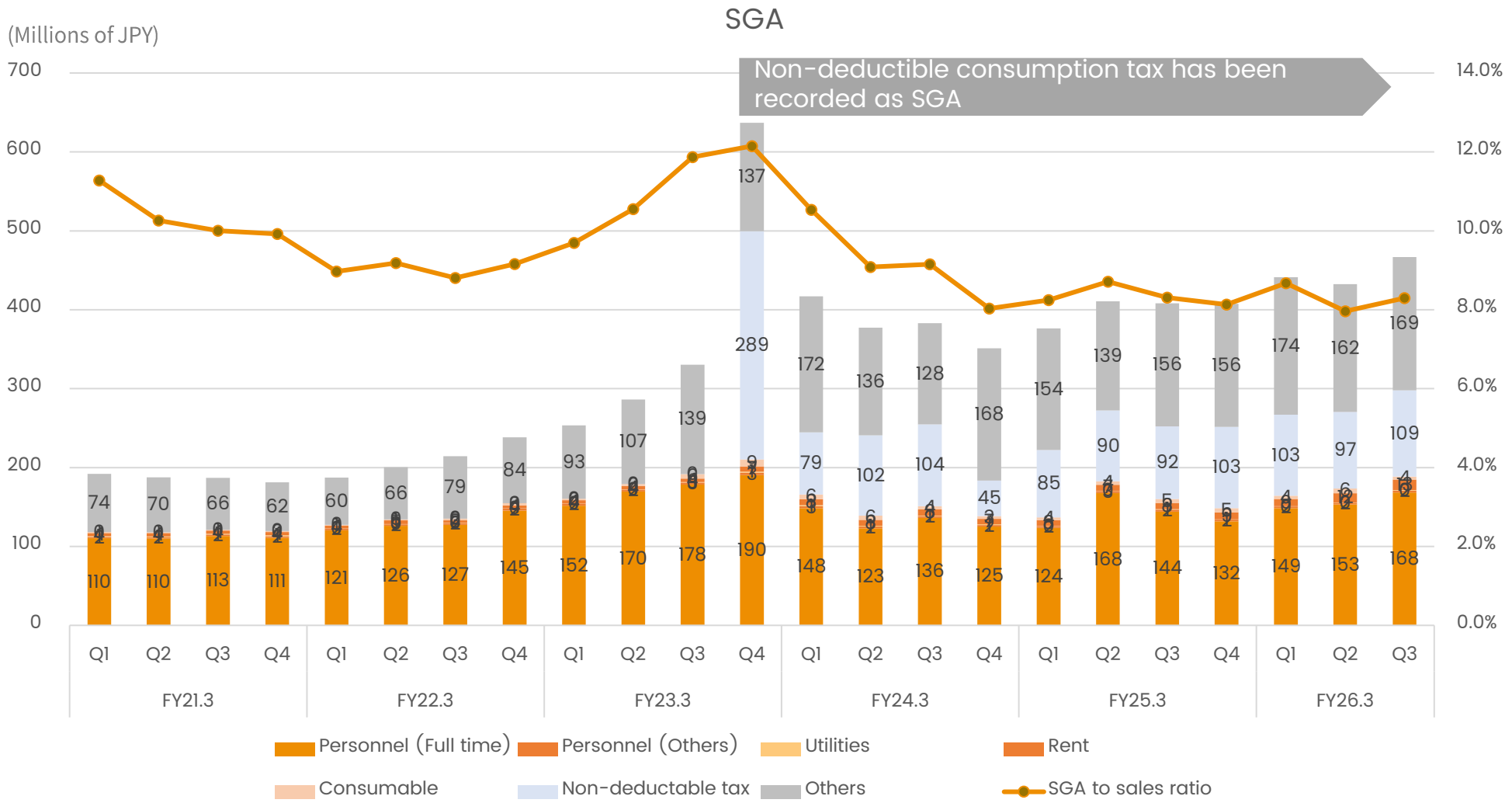
# Soaring Electricity Charges

- ✓ The subsidy has been resumed for the specific period of high demand, Jul – Sep for FY25.3.
- ✓ Both low-voltage and high-voltage power services are utilized at the facilities owned by the Company.
- ✓ Electricity cost for Q4 will be reduced because of receiving subsidies.



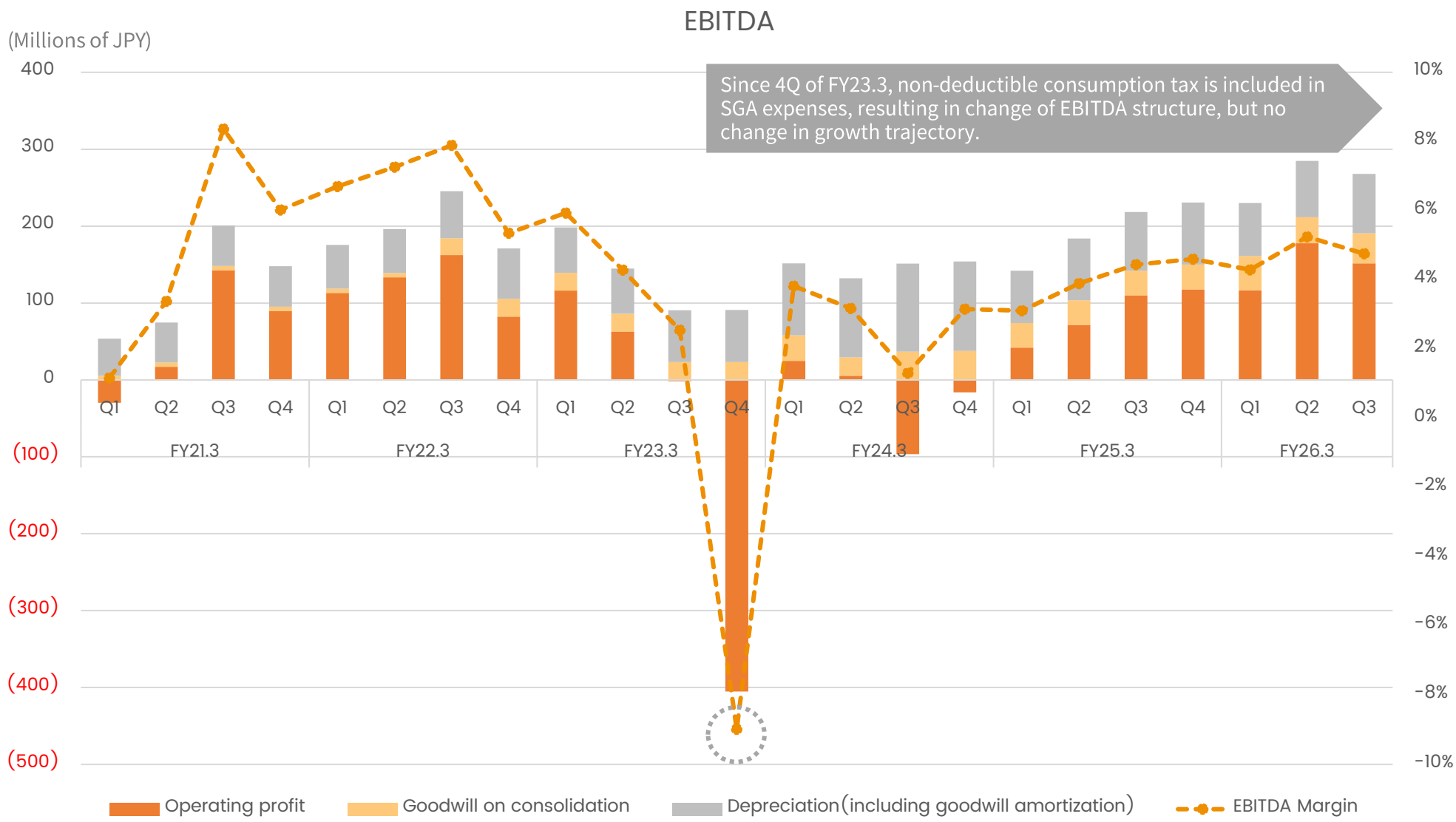
# Breakdown of SGA

- ✓ DX was completed in FY25.3, and in FY26.3 SGA to sales ratio has been decreased
- ✓ SGA will remain controlled, with no proportional increase expected as facilities expand.



# Quarterly Trends of EBITDA

✓ Operating profits has raised, and EBITDA is on an upward trend.





# Key Drivers of FY26.3 Plan achievement

# Key Drivers of FY26.3 Plan Achievement

Occupancy rate

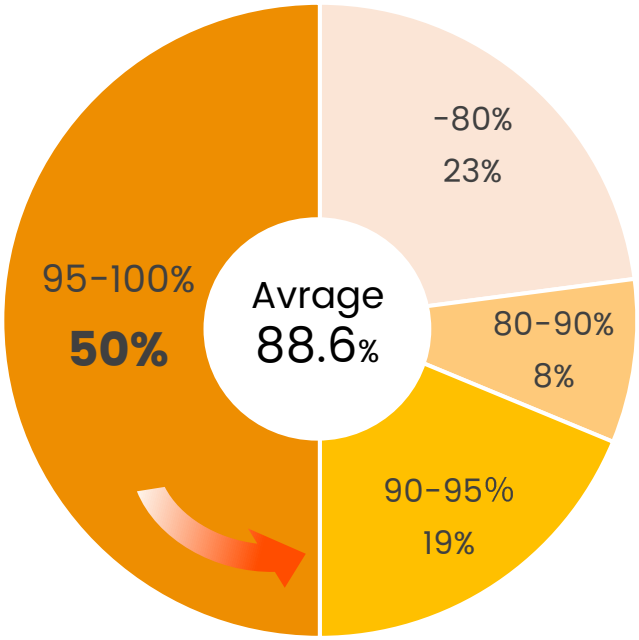
Personnel cost

Monthly Revenue/person

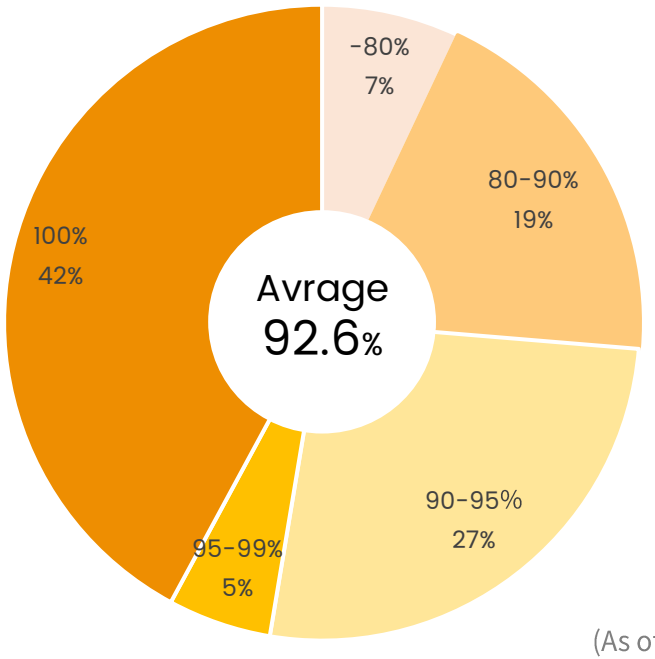
# Status of occupancy rate: Elderly care

- ✓ Our business model, aimed at the largest segment, has a high breakeven point, but profits re generated more quickly above a certain level, so we continue to focus on improving occupancy rates
- ✓ For the residential care facilities, the proportion of facilities operating at over 95% occupancy increased significantly from 39% in Q2 to 50%.
- ✓ As for group homes, occupancy rate decreased slightly because of new opening in 3Q and increased dead in winter-time. However it will be recovered in Q4.

Residential Care




Group Home

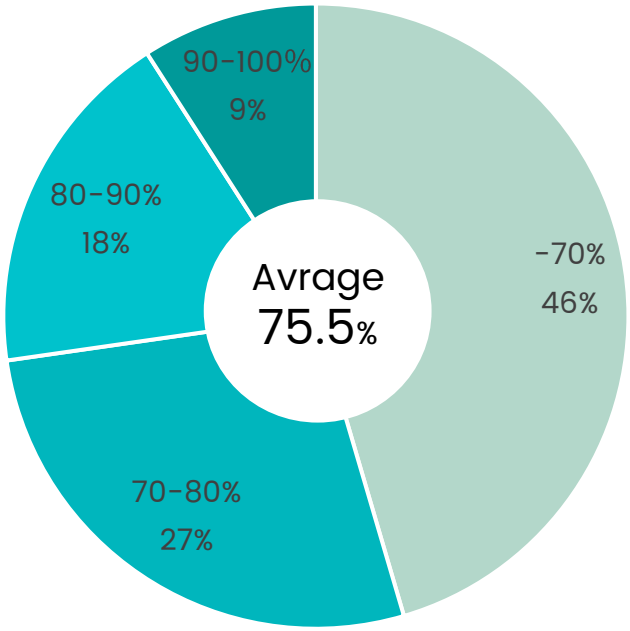



(As of Dec 31, 2025)

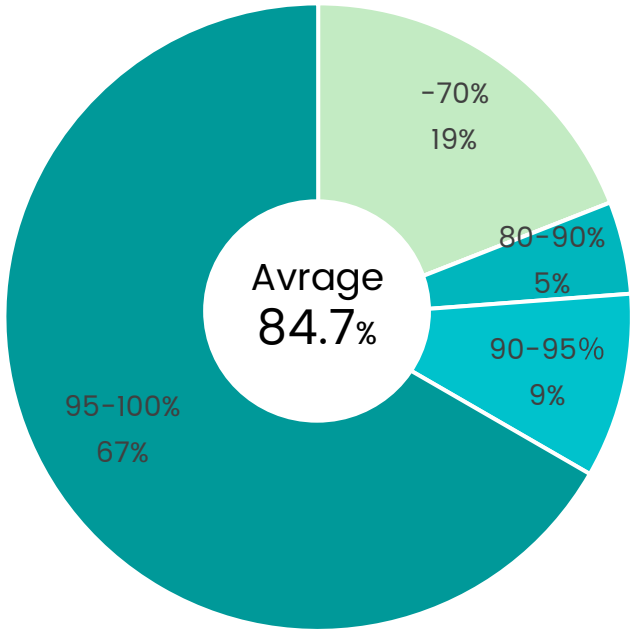
# Status of occupancy rate: Disabilities Support

- ✓ For Type B Continuous Employment Support, the number of facilities operating at 80% capacity or higher has increased. As facilities currently operating below the standard 70% capacity benchmark continue to improve, there is potential for further profit generation.
- ✓ Regarding group homes, numerous new facilities faced delays in opening or operated at low capacity due to staffing shortages. However, the Specified Skilled Workers has progressed, improving occupancy rates. Over half of the facilities now operate at 95% capacity or higher, and the average occupancy rate has significantly increased from 79.9% at the end of Q2.Translated with DeepL.com (free version)

Working support type B



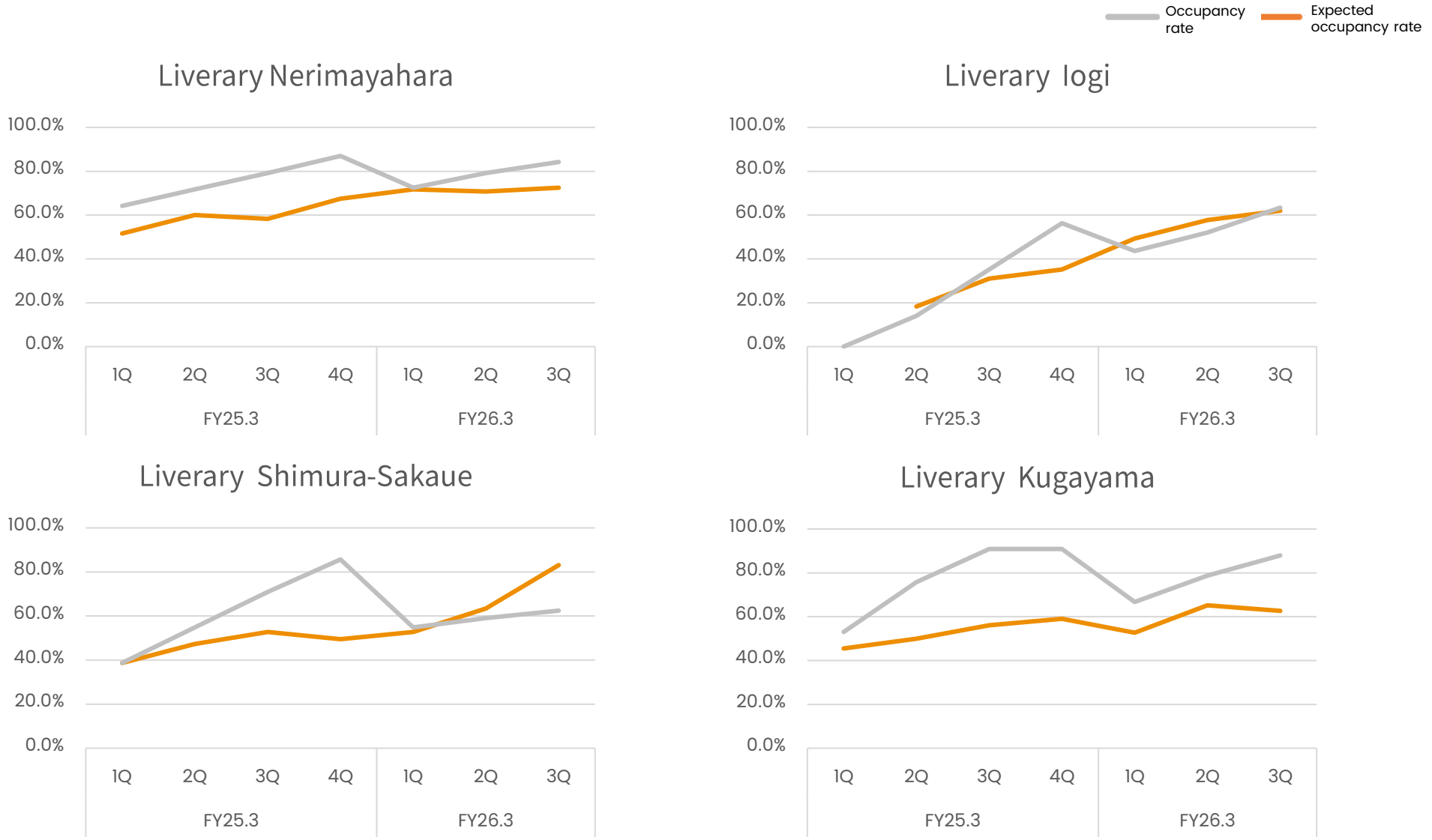

Group home




(As of Dec 31, 2025)

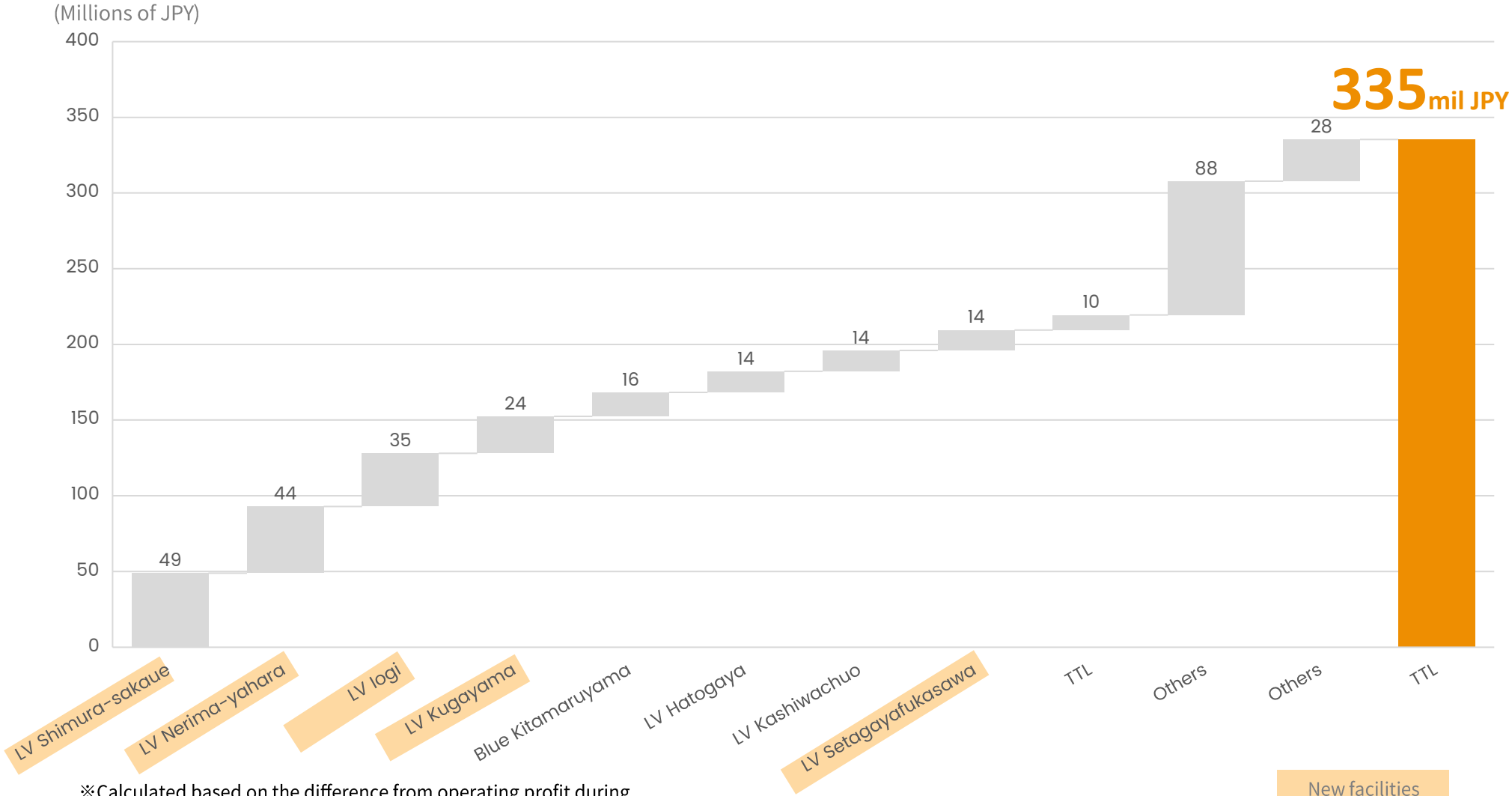
# Status of low performance facilities

- ✓ Shimura-Sakaue is expected to be improved significantly after Dec 2025 due to the category change
- ✓ The remaining 3 facilities continuously need improvement to achieve profitability.



# Potential Operating Profit （Quarterly basis）

- ✓ There are rooms to be improved with the possibility of 350 mil JPY on quarterly basis.
- ✓ Shimura-Sakaue is expected to be improved significantly after Dec 2025 due to the category change




※Calculated based on the difference from operating profit during standard operation

# Key Drivers of FY26.3 Plan Achievement

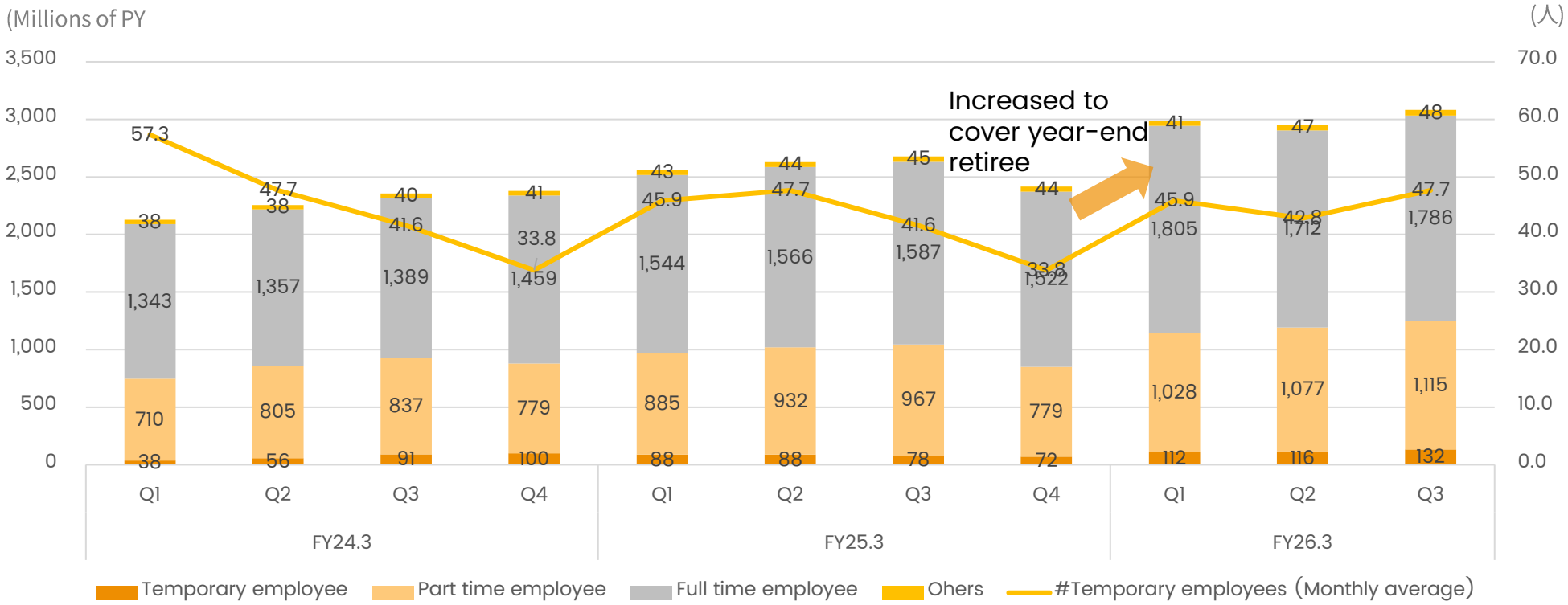
Occupancy rate

Personnel cost

Monthly Revenue/person

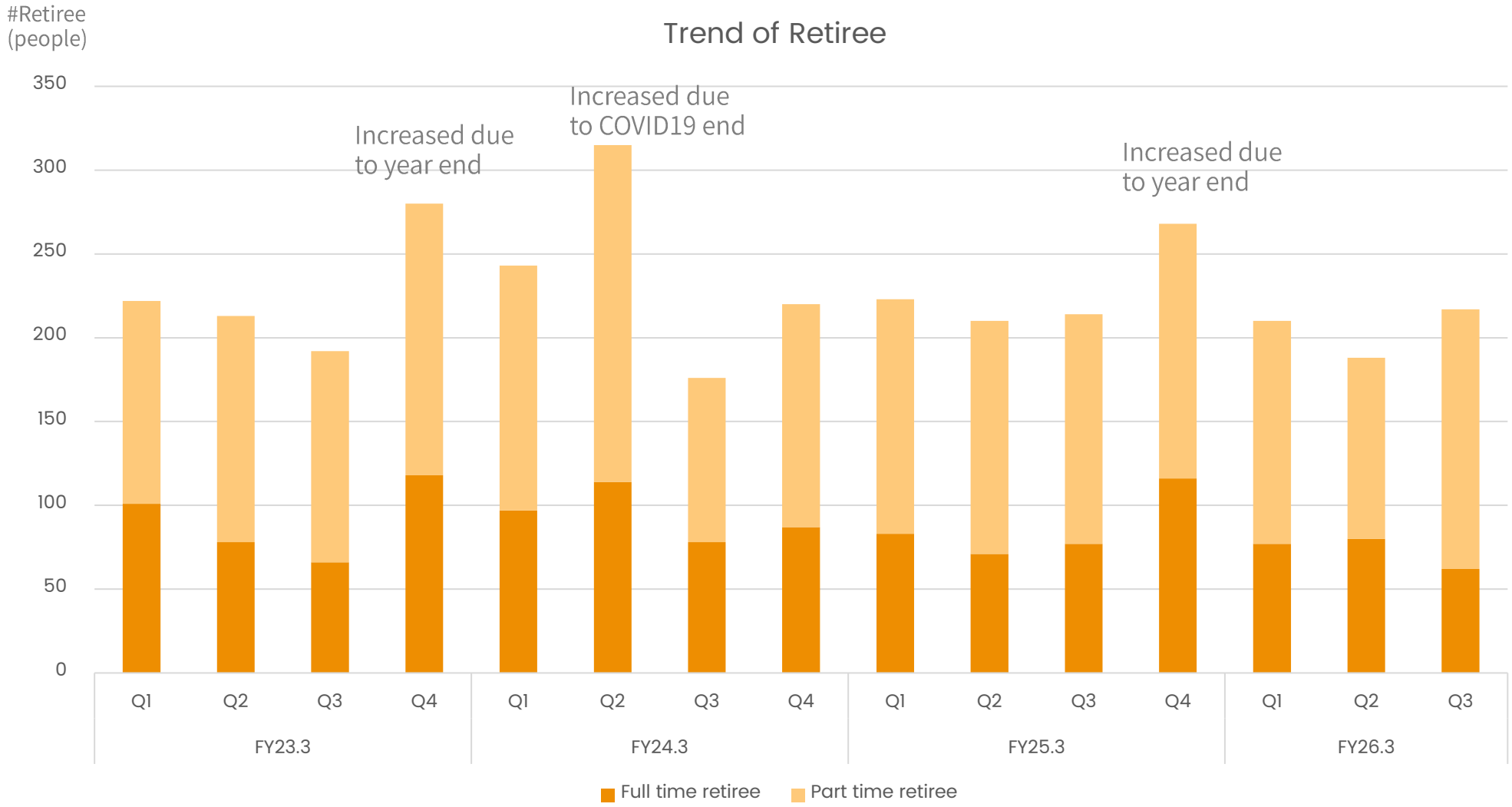
# Status of Personnel cost

- ✓ The increase in temporary staff since Q1 mainly reflects labor shortages in the childcare and disability support businesses.
- ✓ Regarding elderly care business, although there was a temporary increase in temporary staff due to new openings in 3Q, staffing levels returned to normal by the end of December.
- ✓ In disability support, temporary staff decreased by 4.4 compared with end-Q2, also due to foreign skilled workers.
- ✓ In the childcare business, the number of temporary staff increased in Q1 to compensate for staff shortages caused by an increase in retirees at the end of the previous fiscal year, and has not yet been reduced in Q3.



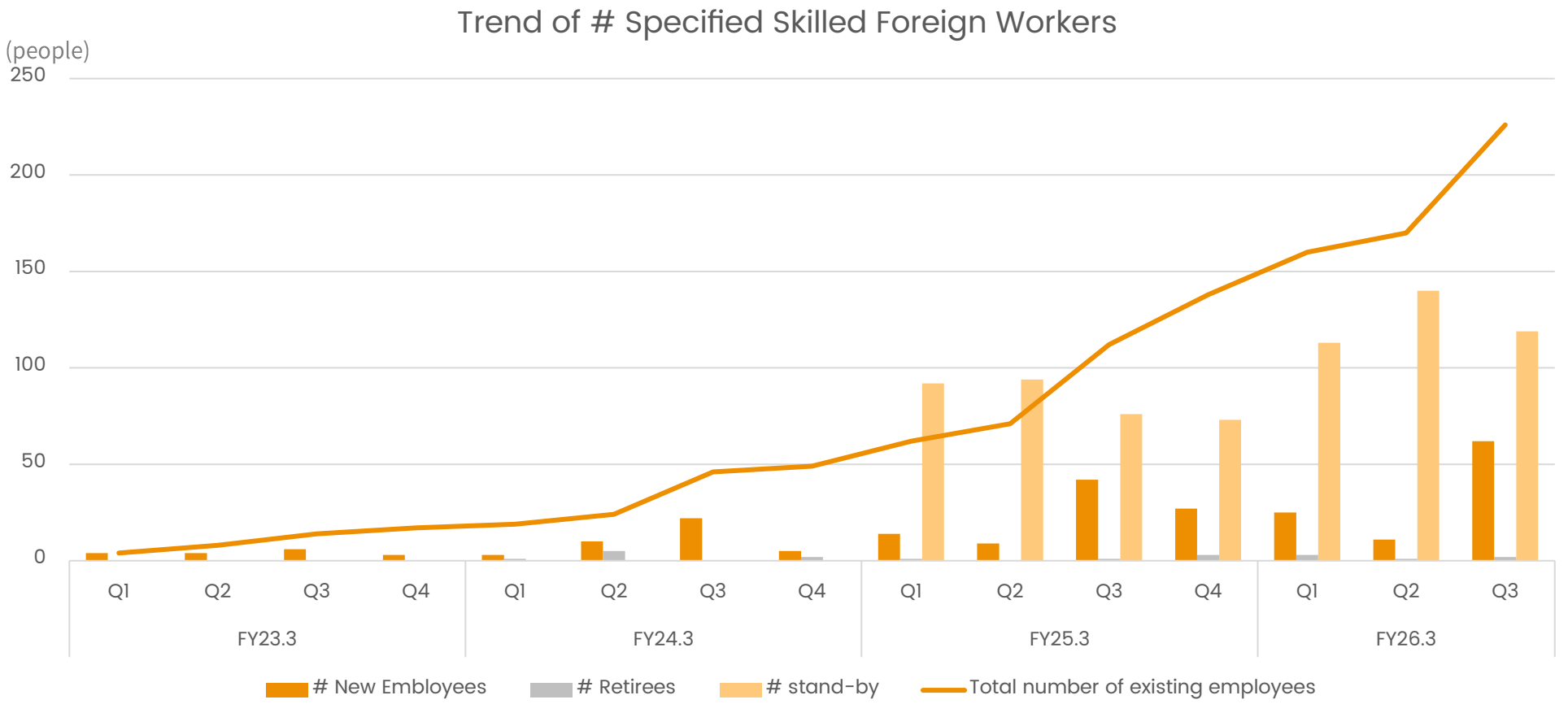
# Status of retiree

✓ To avoid increasing the number of retiree, implement counter measures



# Utilizing Specified Skilled Foreign Workers

- ✓ Actively accepting of specified skilled foreign workers, and the total number reached to 226 people, 13.0% of total full time employees. As for elderly care, it reached o 16.3%.
- ✓ Expanding the hiring to the disabilities support business.
- ✓ Hiring specified skilled foreign workers is a cost effective solution in the mid-term because their retention rate is higher than Japanese workers.




※ Number of standby is shown since FY25.3

# Key Drivers of FY26.3 Plan Achievement

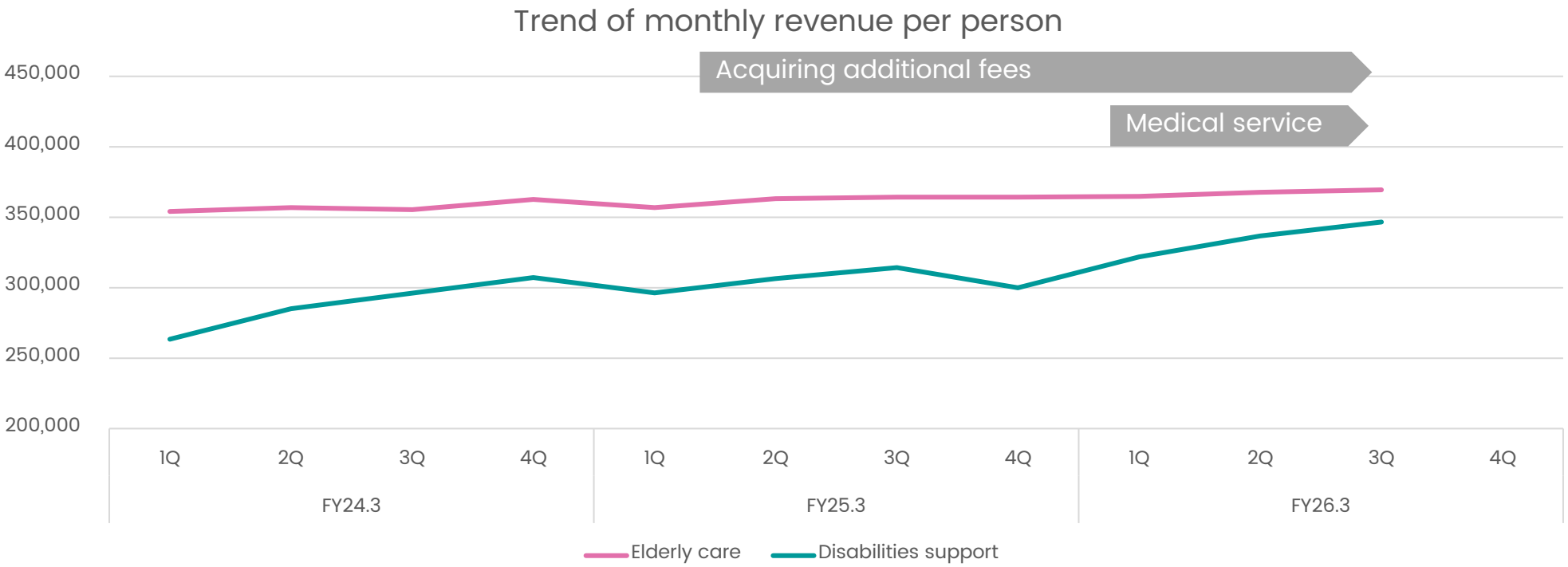
Occupancy rate

Personnel cost

Monthly Revenue/person

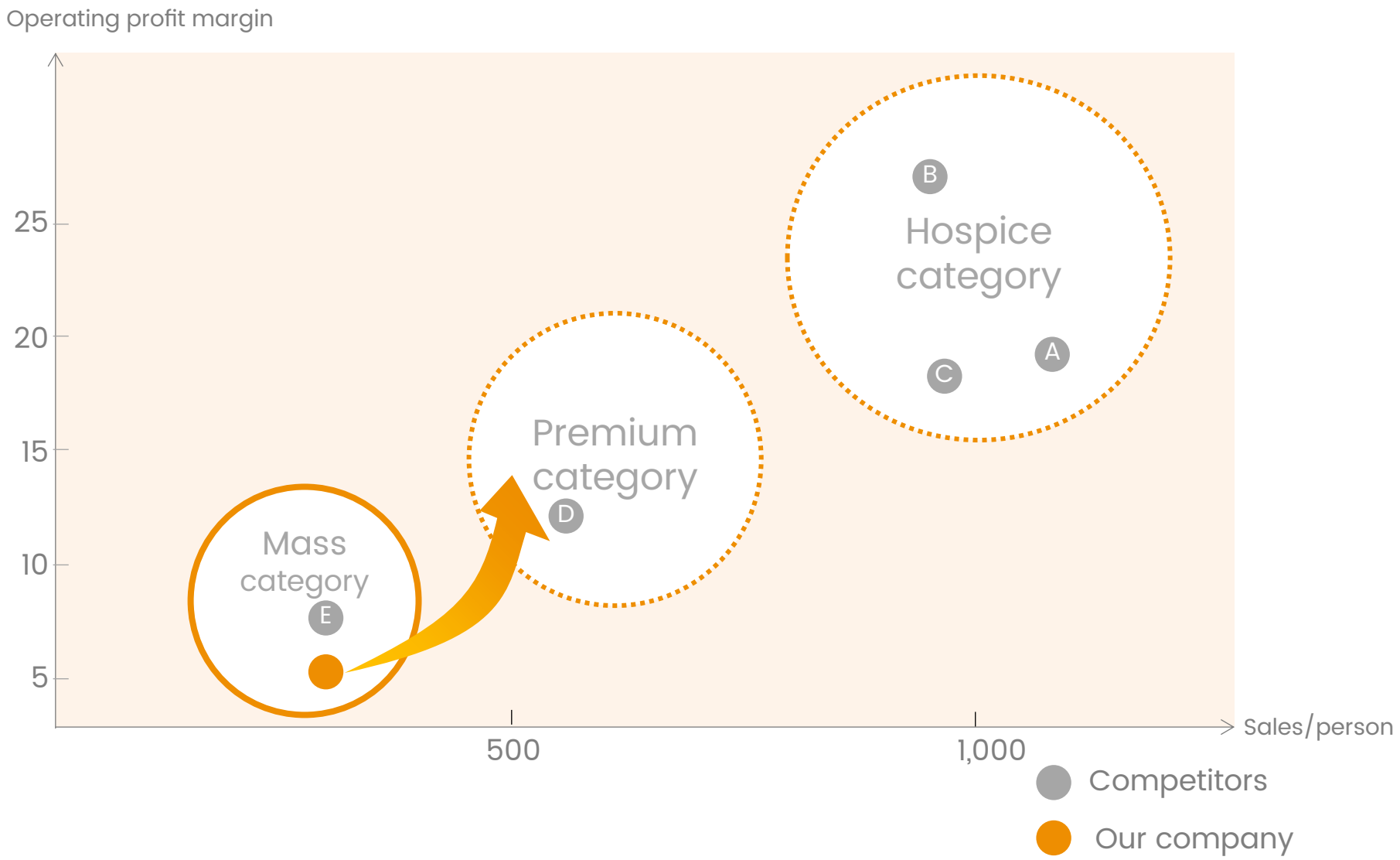
# Increase of revenue per person with medical services

- ✓ Acquiring additional fees in FY25.3 and starting new business of medical services will increase the revenue per person.
- ✓ Acquiring additional fees in FY25.3 resulted in an average monthly increase of approximately ¥2,500 (total ¥110 million).
- ✓ While the contribution from medical service provision is currently limited due to deployment at only three facilities, we anticipate a unit price increase of approximately ¥50,000 after nationwide rollout completion.
- ✓ Beyond increased revenue from home-visit nursing provision, we also expect secondary benefits such as reduced turnover. This is achieved by enabling home-based care through specialized medical home-visit nursing, which facilitates early disease detection and avoids hospitalizations.



# home nursing care with medical insurance

- ✓ The amount of sales/person and the operating profit margin are expected to be raised with the start of Medical Platform business.





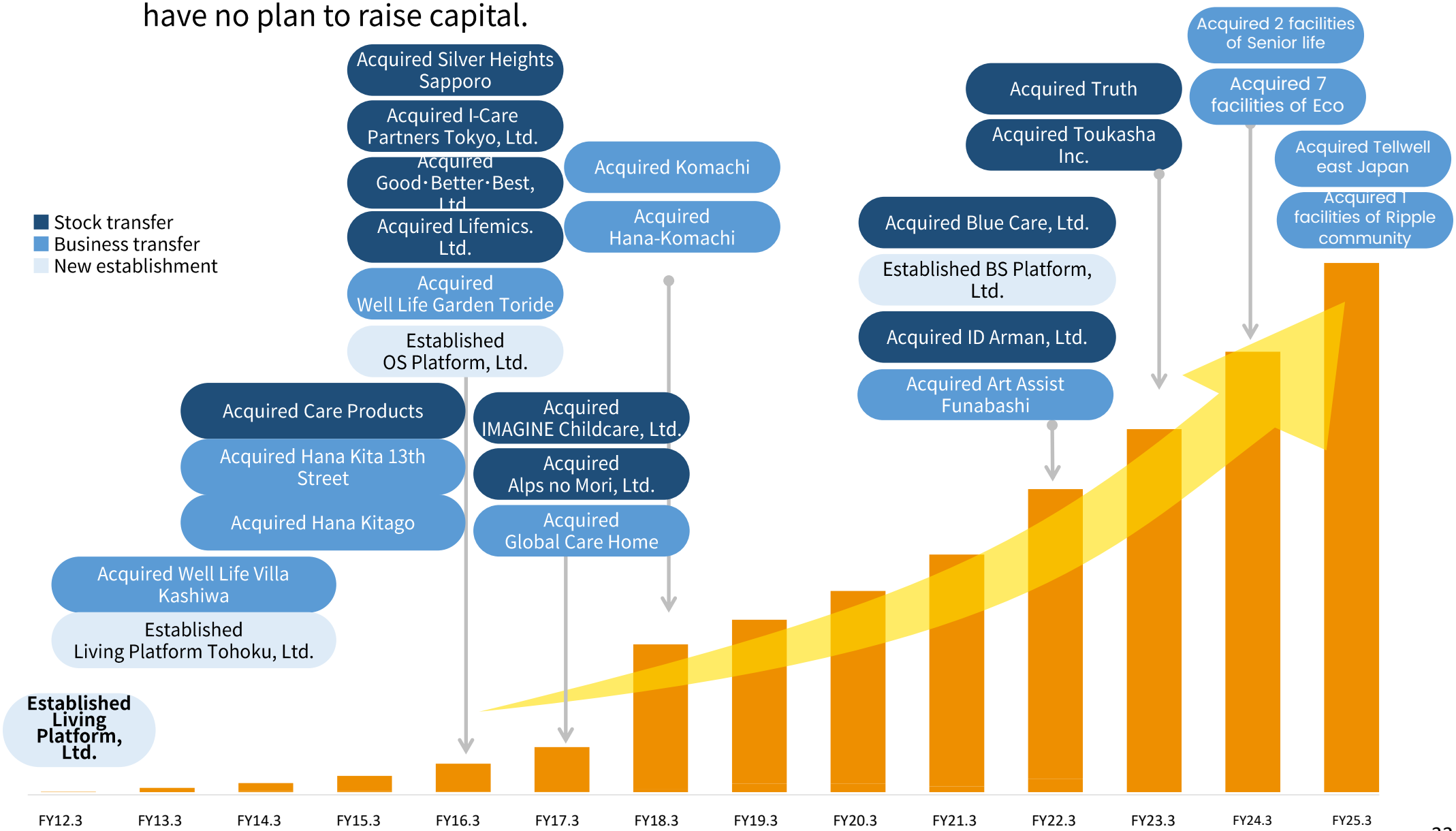

# Initiatives

# M&A

## Shareholder Returns and Dividends

# Expansion through Proactive M&As

- ✓ We conducted small-sized M&A in Q1-Q2.
- ✓ Going forward, we will focus not only on small-sized but also medium sized deals. Currently we have no plan to raise capital.



# Initiatives

## M&A

## Shareholder Returns and Dividends

# Policy of the Distribution of Earnings

Decided on the first dividend since going public. Will continue to balance growth investments and shareholder returns.

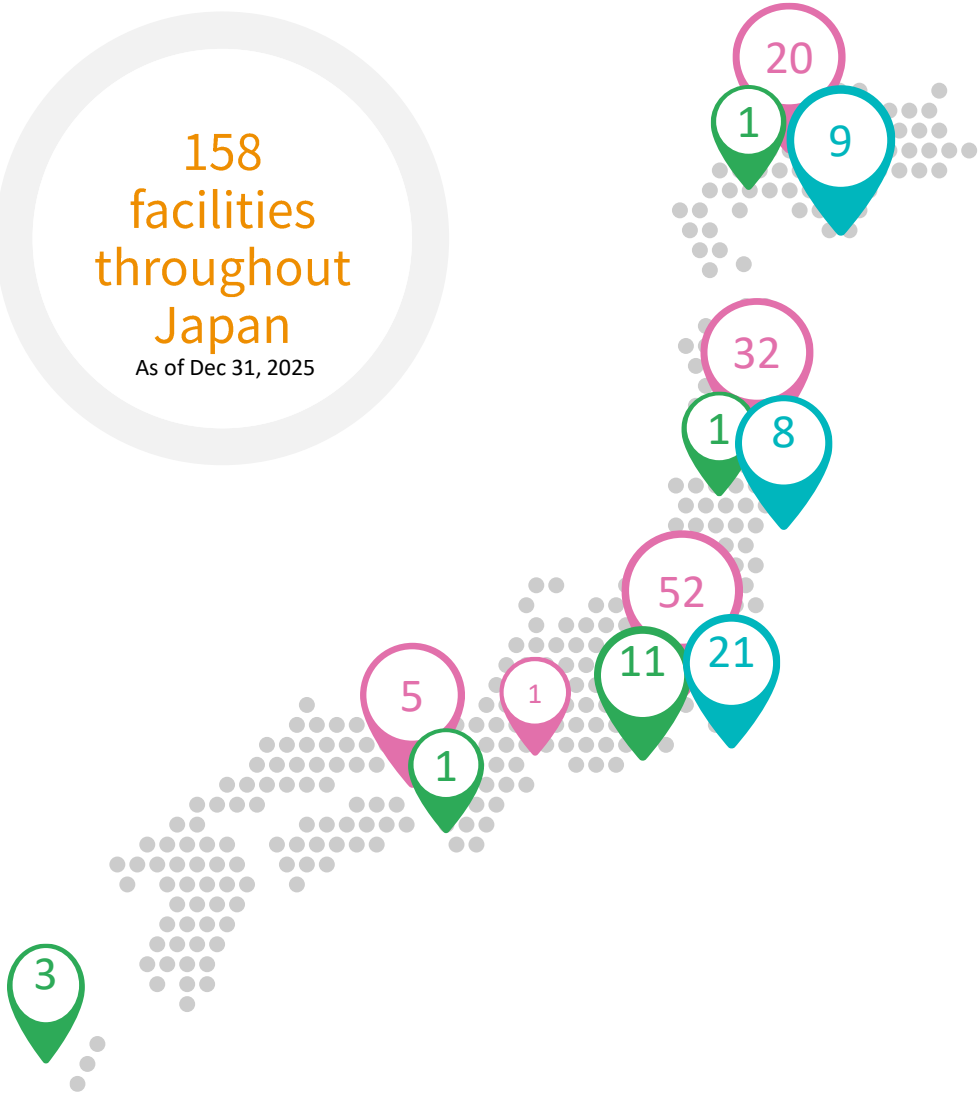
| | | |
|---|---|---|
| Dividend | **FY25.3**<br>per share **0** JPY | **FY26.3**<br>per share **5** JPY |
| Shareholder Benefits | **FY26.3 (done in May)**<br>Digital gift **5,000** JPY<br>* Total amount: approx. 23 mil JPY | **FY27.3**<br>Considering equivalent benefits |
| Background | • Our operational systems are now stable, supporting a sustainable profit structure.<br>• We expect to achieve our targets for FY26.3 and continue steady profit growth thereafter.<br>• Based on this, we have decided to initiate shareholder returns while continuing growth investments.<br>• We aim to provide stable and continuous dividends and enhance shareholder returns in line with business performance. | |




# Review of Operations

# Development Status (including M&A)

158 facilities throughout Japan
As of Dec 31, 2025




Total number of facilities as of the end of Dec 2025
(Figures in parentheses indicate the increase in 3Q of FY26.3)

## Elderly care

| | |
|---|---|
| Residential care facilities, etc. | 47 (0) |
| Group homes | 57 (+1) |

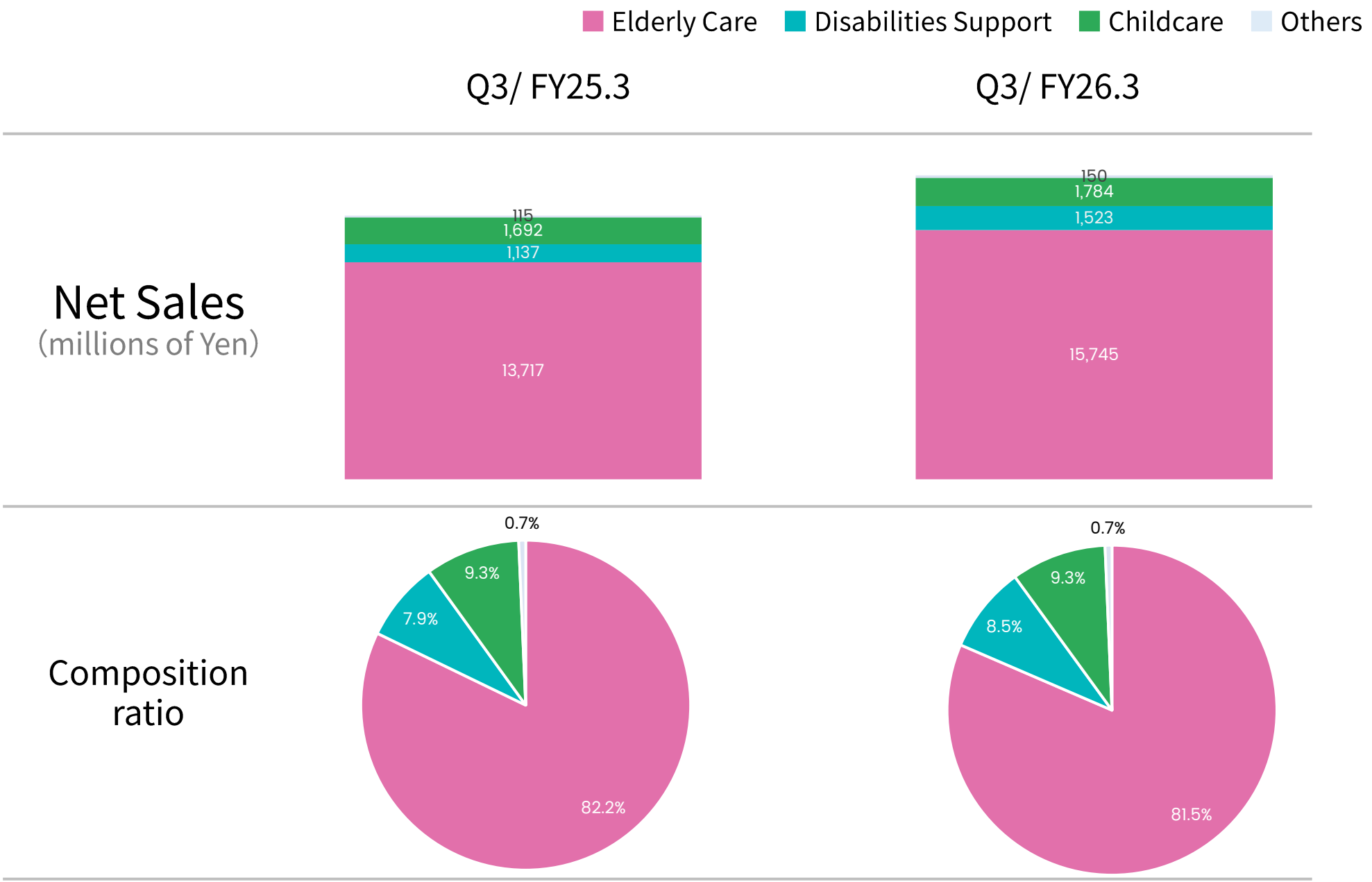
## Disabilities support

| | |
|---|---|
| Type B working support facilities | 12 (0) |
| Group homes | 25 (0) |

## Childcare

| | |
|---|---|
| Approved childcare facilities | 15 (0) |
| Private in-house childcare facilities | 1 (0) |
| Non-approved childcare facilities | 1 (0) |

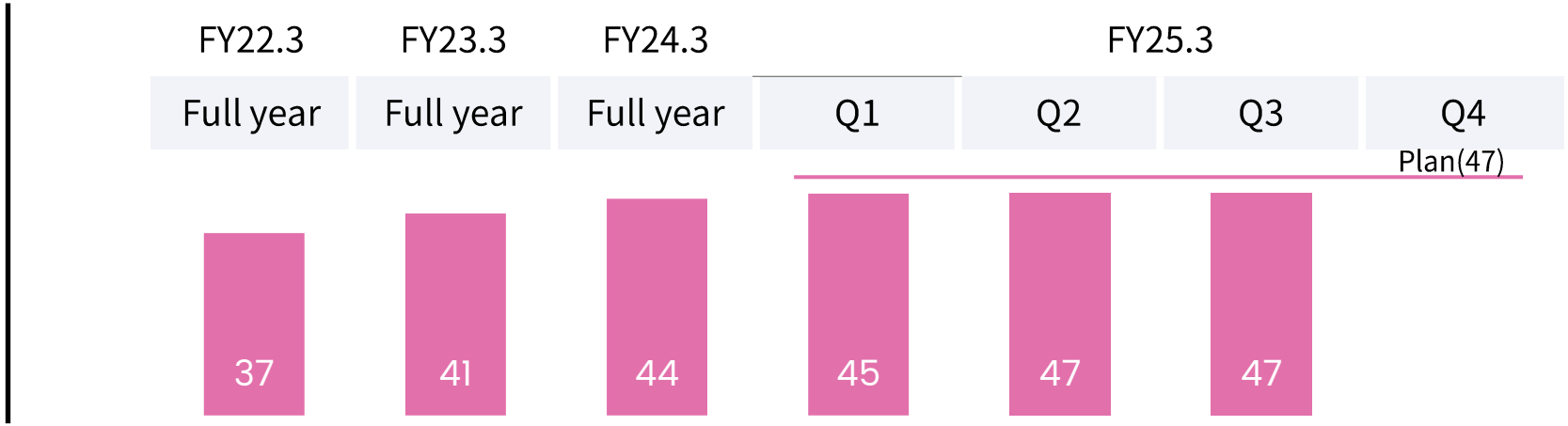
# Trends in Net Sales by Business Domain

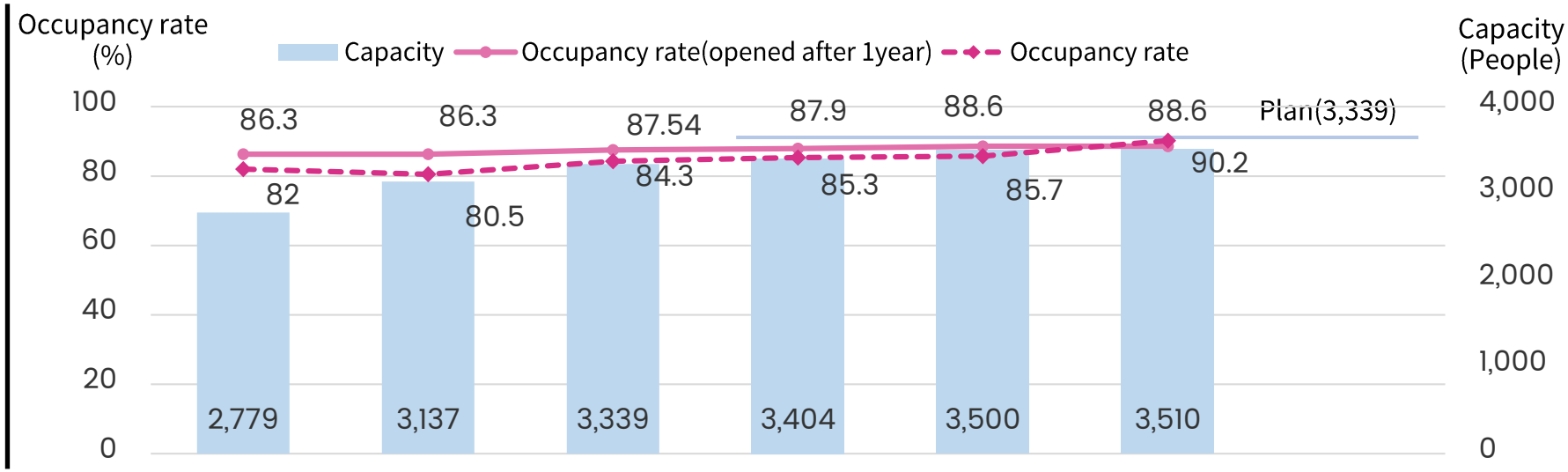


# Number of Facilities, Their Capacity and Occupancy Rate

Elderly care: Residential care facilities, etc.

✓ Number of residents are constantly increasing



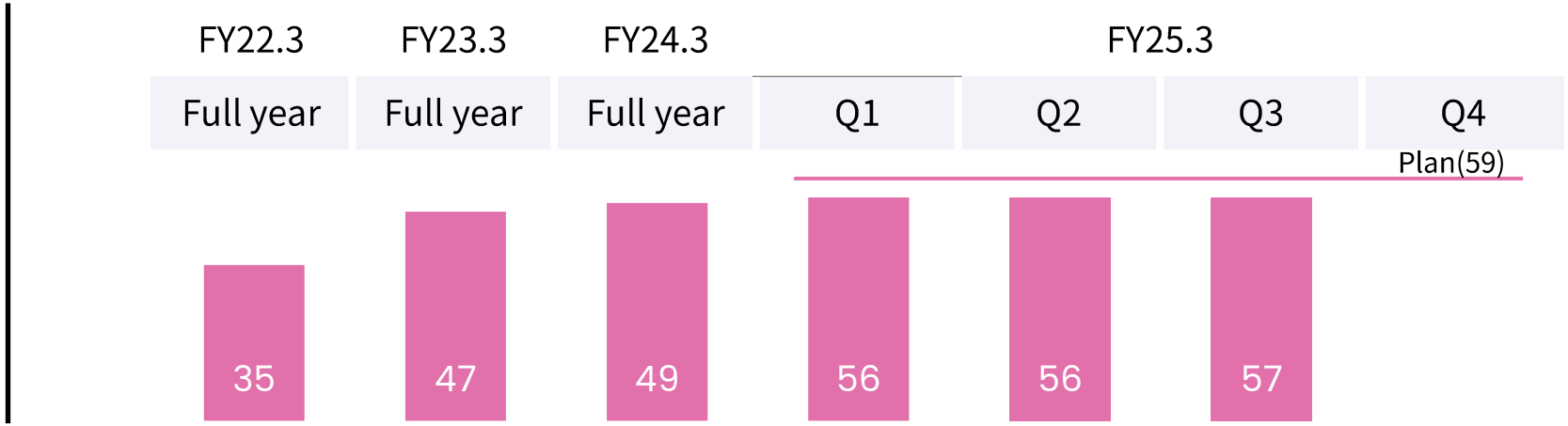

*Occupancy rate is calculated at the end of each period using the formula to the right.
(For short-term admission for daily life care, the number of facility residents shall be the average number of users obtained by dividing the total number of users by business days.)

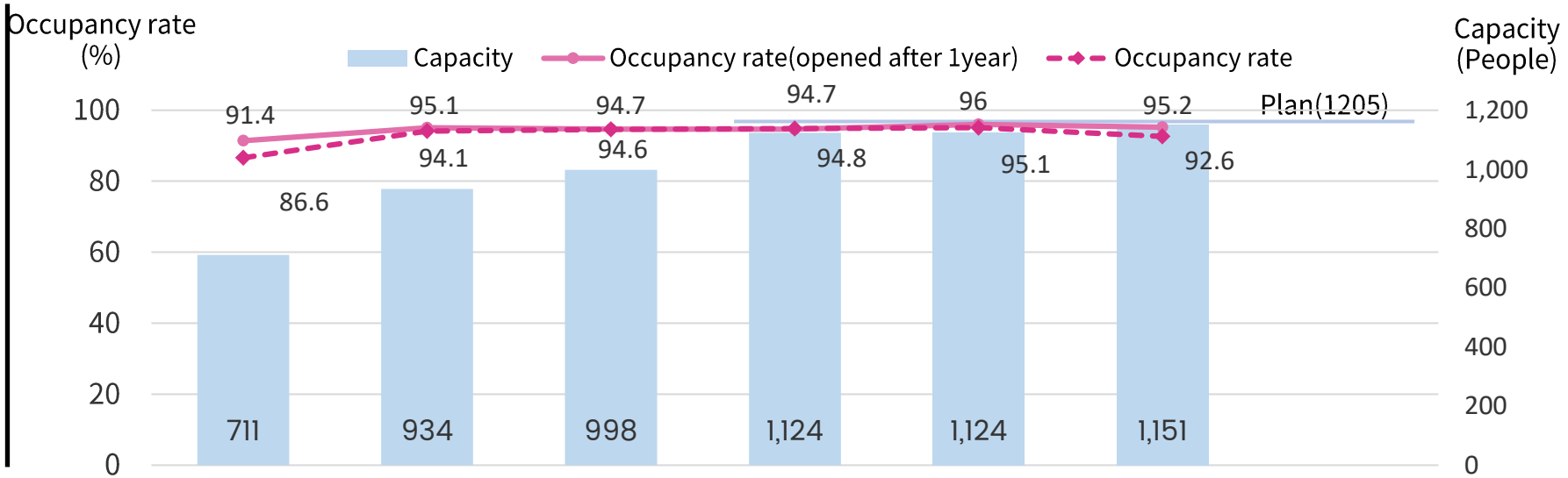
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$

# Number of Facilities, Their Capacity and Occupancy Rate

Elderly care: Group homes

✓ Occupancy rates including new facilities opened within 1 year are going robust



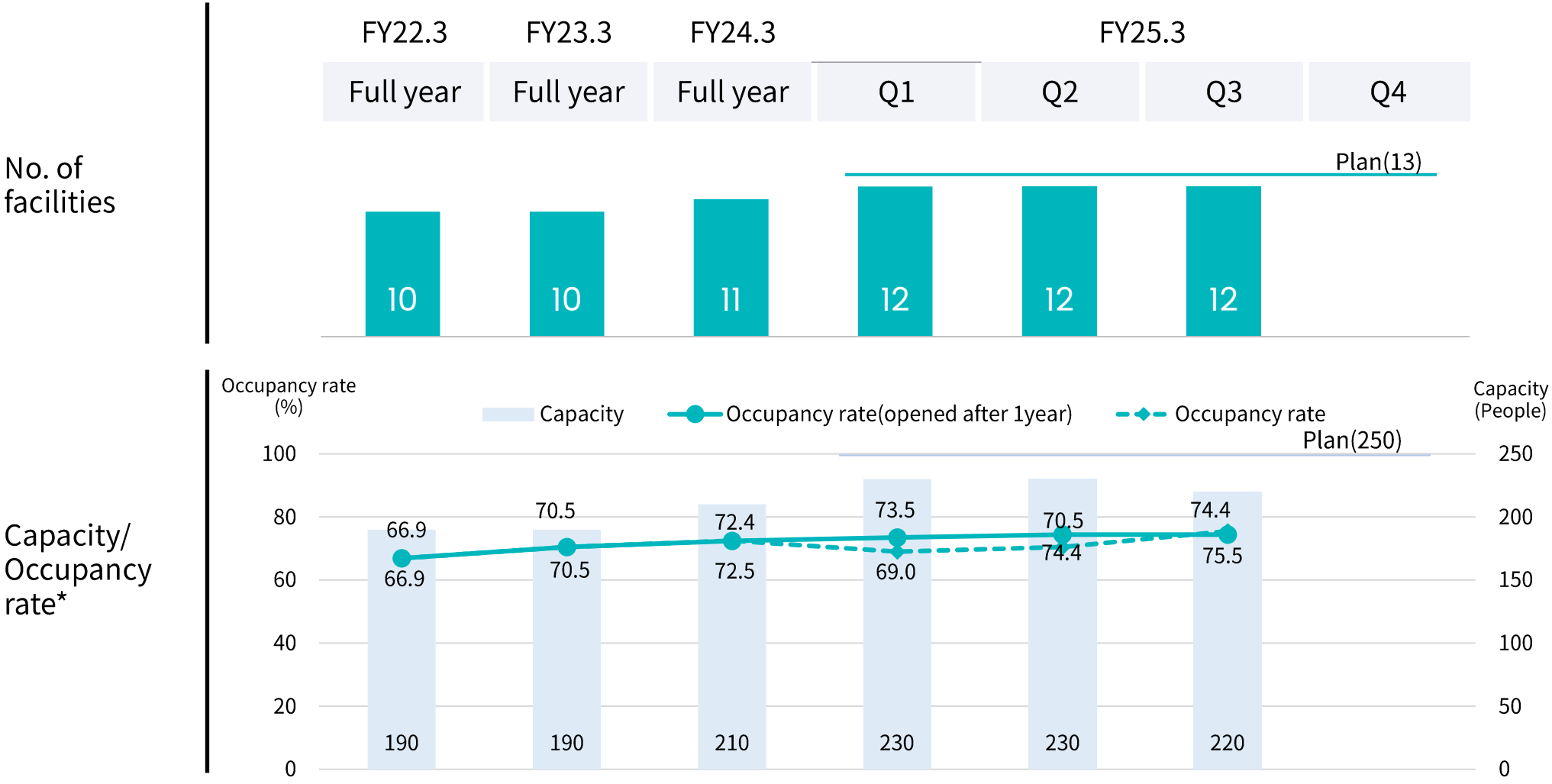

*Occupancy rate is calculated at the end of each period using the formula to the right.
(For short-term admission for daily life care, the number of facility residents shall be the average number of users obtained by dividing the total number of users by business days.)

$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$

# Number of Facilities, Their Capacity and Occupancy Rate

Disabilities support: Type B working support facilities

✓ Restart the development because of the market demand and the changes in the working fee




*Occupancy rate is calculated at the end of each period using the formula to the right.
(For short-term admission for daily life care, the number of facility residents shall be the average number of users obtained by dividing the total number of users by business days.)

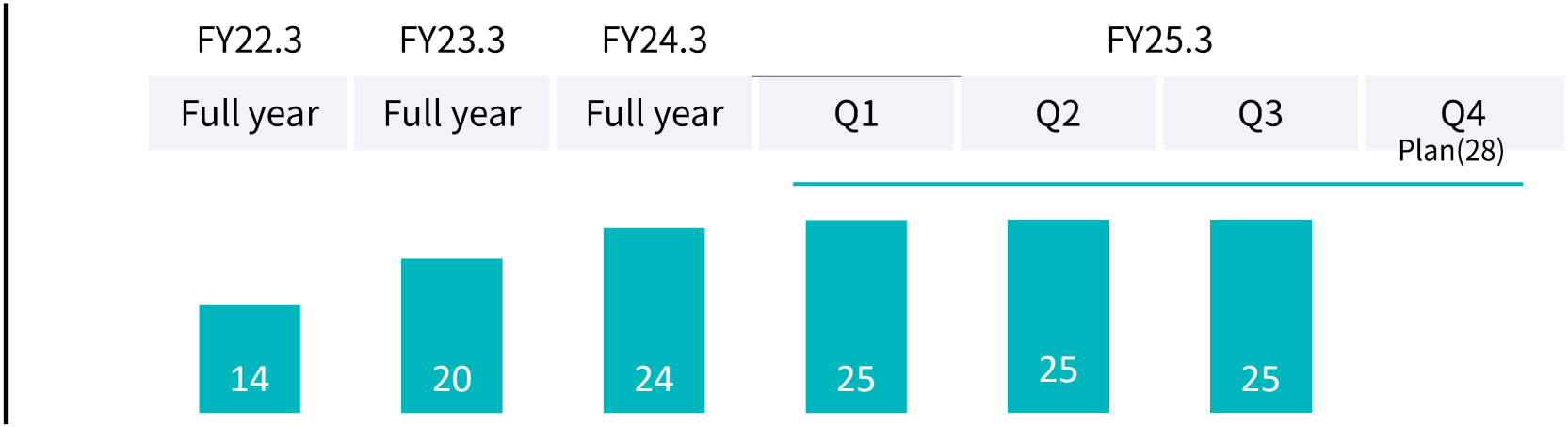
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$

# Number of Facilities, Their Capacity and Occupancy Rate

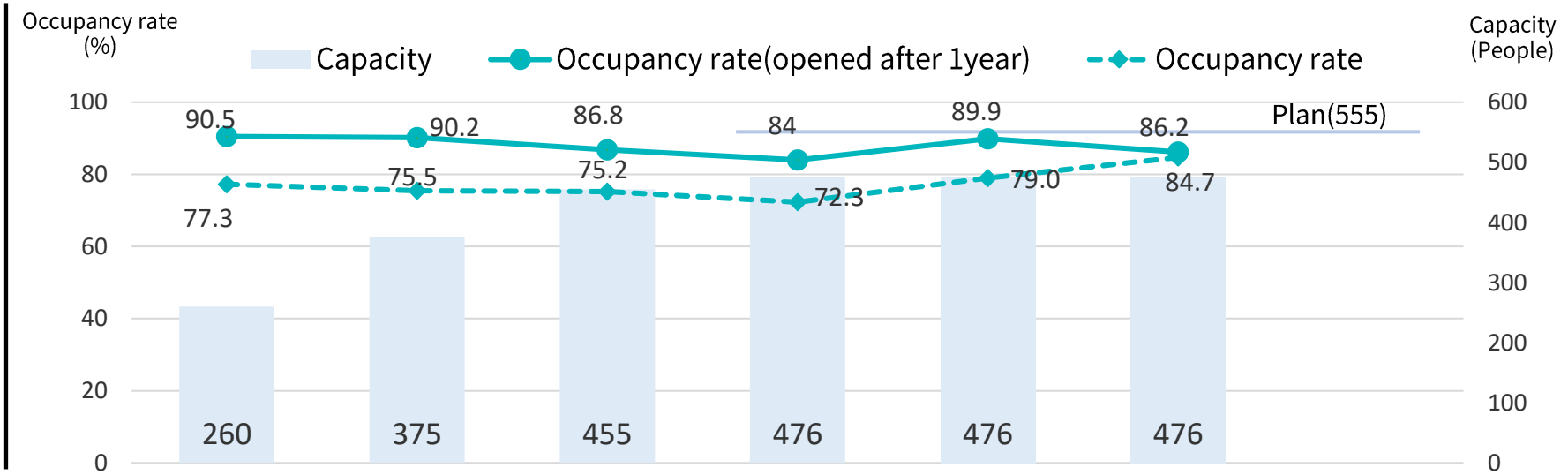
Disabilities support: Group homes

✓ The occupancy rate is going down due to continuous new development, however the figures for existing facilities are improving

No. of facilities




Capacity/ Occupancy rate*




*Occupancy rate is calculated at the end of each period using the formula to the right.
(For short-term admission for daily life care, the number of facility residents shall be the average number of users obtained by dividing the total number of users by business days.)

$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$

# Status of disability support business

- ✓ Although it took time to establish a stable operating structure, the company achieved profitability in FY25.3. However, new facility openings have temporarily pressured profits.
- ✓ Some of the specified skilled foreign workers scheduled to join in Q2 have completed entry procedures and started employment. As a result, both the opening of new facilities and the occupancy rate of existing ones have improved, and profitability is expected to recover.
- ✓ Given the strong potential demand and high profitability of group homes and residential care facilities for people with disabilities, the company will continue proactive development.

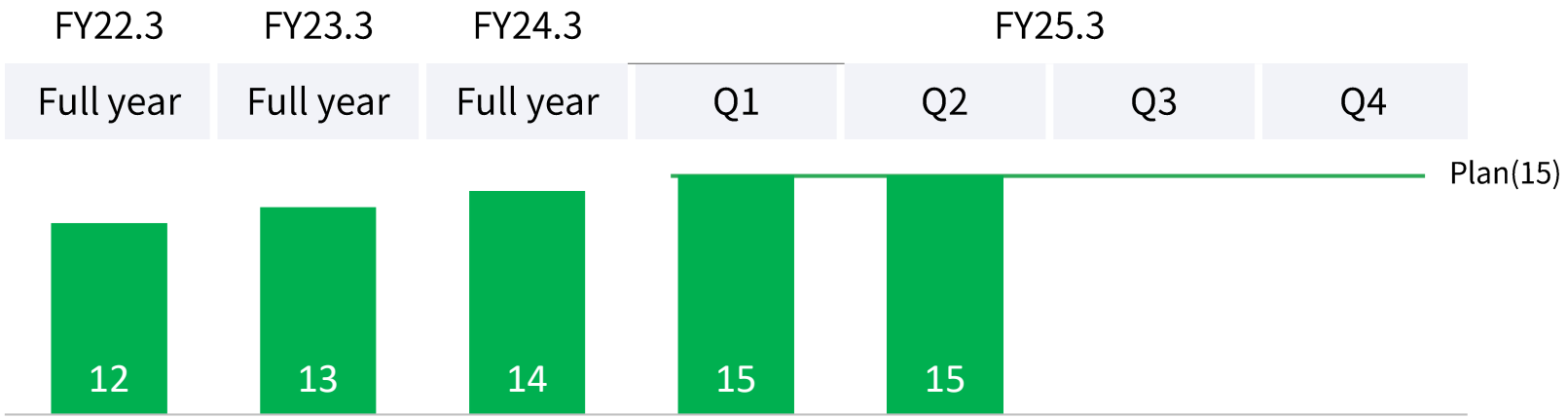


# Number of Facilities, Their Capacity and Occupancy Rate

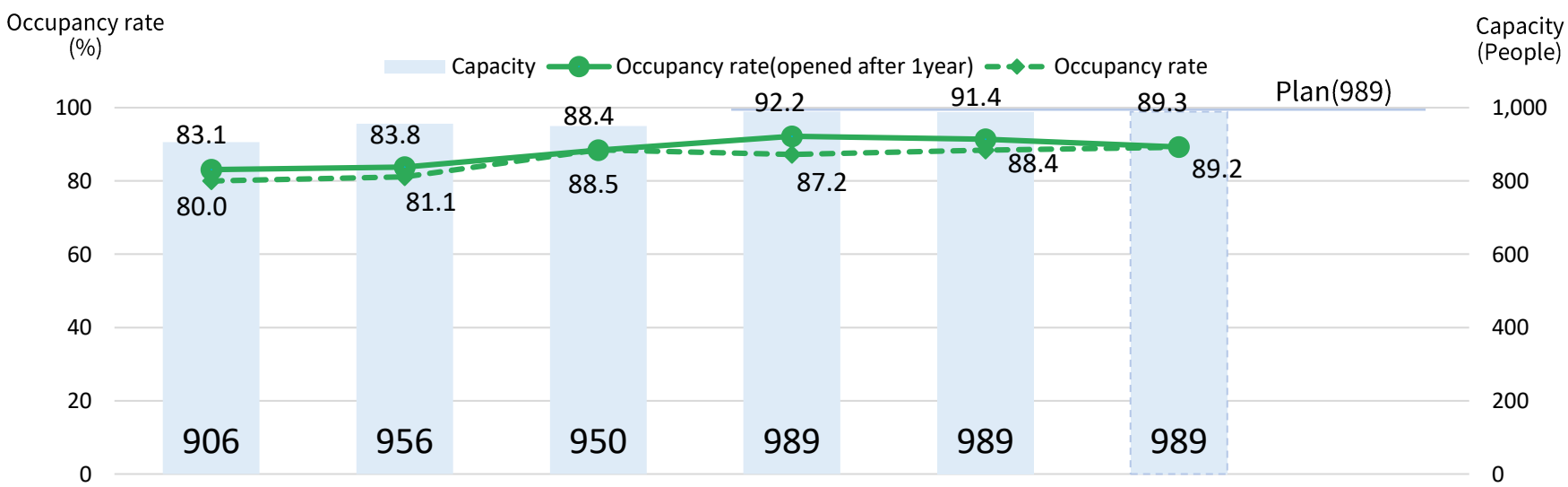
Childcare: Approved childcare facilities

✓ Occupancy of the entire facilities is steadily on an upward trend. Will aim to improve the occupancy rate continuously

No. of facilities




Capacity/ Occupancy rate*




*Occupancy rate is calculated at the end of each period using the formula to the right.
(For short-term admission for daily life care, the number of facility residents shall be the average number of users obtained by dividing the total number of users by business days.)

$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$

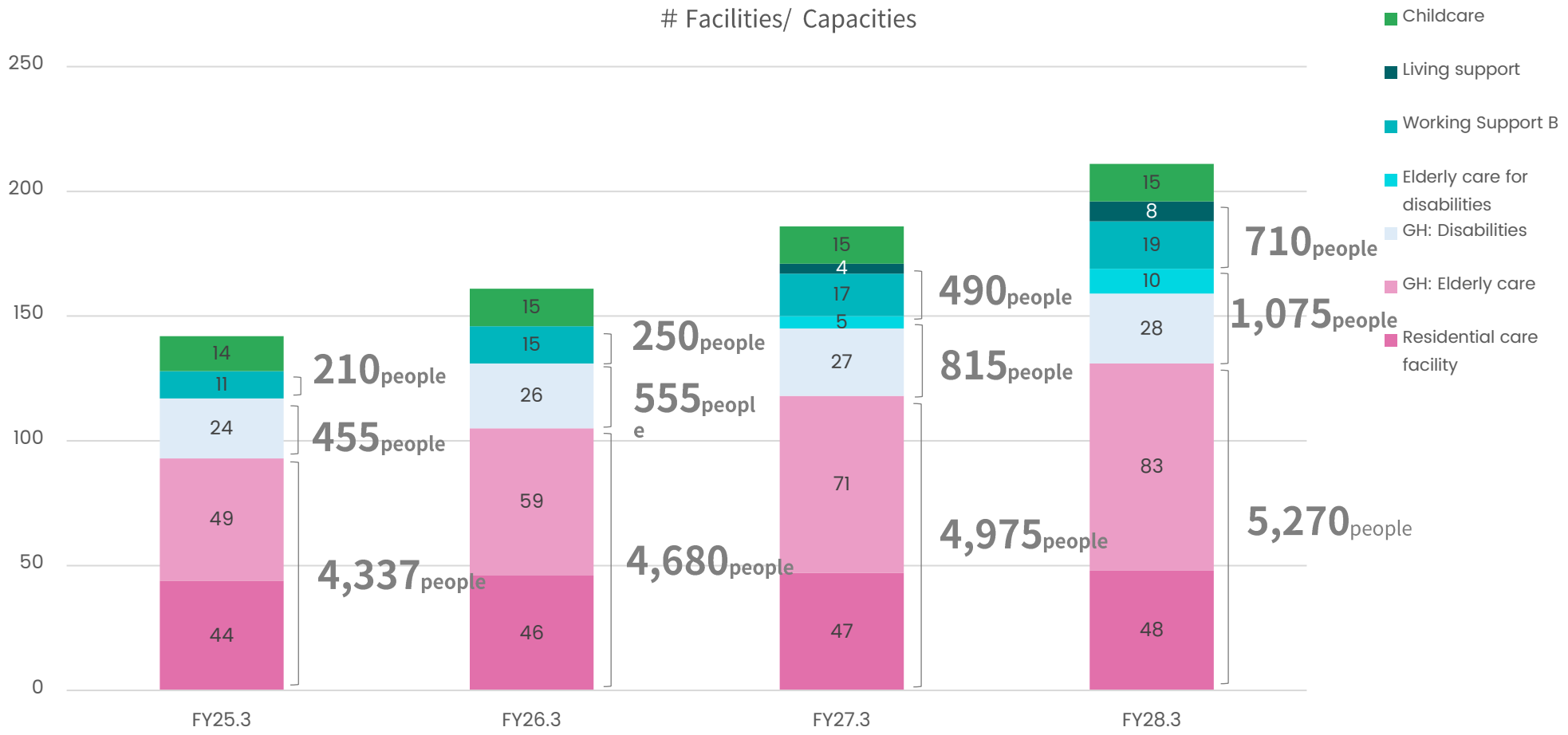
# Facility Development Status & Plan

- ✓ For FY26.3, we prioritized creating profits and decreased the number of new development
- ✓ As for Disabilities' support business, restart the new development of type B business due to the change of the fee policy. Furthermore, in FY27.3 we will open new facilities for elderly care and living assistance.
- ✓ Childcare business didn't plan of new development, but increase 1 due to business acquisition

| | FY24.3 / ACT | | FY25.3 / PLAN | | FY26.3 / PLAN | | FY27.3 / PLAN | |
|---|---|---|---|---|---|---|---|---|
| | Facilities | Capacity | Facilities | Capacity | Facilities | Capacity | Facilities | Capacity |
| Elderly care | 5 | 236 | 12 | 343 | 13 | 295 | 14 | 295 |
| Residential care facilities | 3 | 209 | 2 | 136 | 1 | 70 | 1 | 70 |
| Group home | 2 | 27 | 10 | 207 | 12 | 225 | 13 | 225 |
| Disabilities support | 5 | 100 | 4 | 140 | 12 | 480 | 12 | 480 |
| Group home | 4 | 80 | 2 | 100 | 2 | 40 | 2 | 40 |
| Elderly care for disabilities | | | | | 5 | 220 | 5 | 220 |
| Sub total | 4 | 80 | 2 | 100 | 7 | 260 | 7 | 260 |
| Type B working support | 1 | 20 | 2 | 40 | 1 | 20 | 1 | 20 |
| Living assistance | | | | | 4 | 200 | 4 | 200 |
| Sub total | 1 | 20 | 2 | 40 | 5 | 220 | 5 | 220 |
| Childcare | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Approved facilities | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |

# Development Plan

- ✓ Elderly care: Add 29 facilities with 933 capacities by the end of FY28.3, **+21. 5%**(vs FY25.3)
- ✓ Disabilities support: Add 30 facilities with 1,120 capacities by the end of FY28.3, **+168.0%**(vs FY25.3)
- ✓ Child care: No plan for new development, focus on improving programs and raising eNPS



# Development Status and Plans for FY25.3 and Thereafter

| Business domain | Facility type | Facility name | Location | Opening | Capacity | Ref. |
|---|---|---|---|---|---|---|
| Elderly care | Residential care | Livrary Setagaya Fukasawa | Setagaya ward, Tokyo | April 2025 | 65 | Serviced residential care |
| | Residential care | Livrary Simousa Nakayama | Ichikawa city, Chiba | August 2025 | 71 | Serviced residential care |
| | Group homes | Liverary Kobe Maiko | Kobe City, Hyogo | November 2025 | 27 | Group home with dementia care |
| | Group homes | Liverary Higashi-Urawa | Saitama city, Saitama | March 2026 | 20 | Group home with dementia care |
| Disabilities support | Group homes, etc. | Sunny Spot Renbo | Sendai City, Miyagi | April 2025 | 20 | Support to work Type B |
| | Group homes, etc. | Sunny Spot Fuchinobe 3 II | Sagamihara City, Kanagawa | September-25 | 20 | For Disabled |
| | Working support type B | Sunny Spot Matsudo Shinden | Matsudo City, Chiba | November 2025 | 10 | Working Support Type B |
| | Living Assistance | Sunny Spot Renbo | Sendai City, Miyagi | November 2025 | 20 | Expanding function |
| | Group homes, etc. | Sunny Spot Edogawa-Matsushima | Edogawa, Tokyo | September-25 | 20 | For Disabled |
| | Group homes, etc. | Sunny Spot Higashi-Urawa | Saitama, Saitama | September-25 | 20 | For Disabled |

Already opened

(As of 13th February 2026)



# Company Profile

# Company Profile

| | | |
|---|---|---|
| Name | Living Platform, Ltd. | |
| Officers | CEO | Hirofumi KANEKO |
| | Managing Director, COO | Ryusuke HAYASHI |
| | Outside Board Director | Hiroaki TANAKA, attorney |
| | Outside Board Director | Yoshiaki HIRAO |
| | Auditor | Mitsuhiro GOTOH, certified public accountant |
| | Outside Auditor | Hidetsugu KATAKURA, attorney |
| | Outside Auditor | Rina SUMINO, certified public accountant |
| Established | June 28, 2011 | |
| Listed | March 17, 2020 (Tokyo Stock Exchange Mothers market (currently Growth market))<br>Securities code: 7091 | |
| Number of Employees | 3,448 (including part-time workers) | |
| Group Companies | Living Platform Care | Silver Heights Sapporo |
| | Challenge Platform | Nursery Platform |
| | BS Platform | Medical Platform |
| | Agri Platform Ibaraki | OS Platform |
| | Blue Care | Truth |
| | ID Arman | |

(as of Feb 13, 2026)

# Business Domains

With the corporate philosophy of “establishing a sustainable social security system,” Living Platform, Ltd. as a private-sector company offers facilities and services to promote the three pillars of elderly care, disabilities support and childcare throughout Japan.

Establishing a sustainable social security system

## Elderly care



## Disabilities support



## Childcare



# Major Business Domains

## Elderly care

Focus on facility care services that are efficient and advantageous for hiring staff

### Facility care

Care and cure
Healthcare facilities for the elderly (Roken)
Residential intensive-care facilities (Tokuyo)
**Group homes for the elderly**
**Residential care facilities*1**
Others

### Home care*2

**Visiting care**
**Visiting nursing**
Support for bathing
Support for rehabilitation
**Regular and on-demand visiting care and nursing**
**Day care at home**
Day care at facilities
Others

**Our business domains**

*1 Residential care facilities are divided into “specified facilities (with care)” and “serviced care residences/assisted living residences.” “Serviced care residences/assisted living residences” include part of the services of visiting care, visiting nursing, regular and on-demand visiting care and nursing, and home care support.
*2 Home care conducted by the Company is offered at residential care facilities, which are thus care facilities in practice.

# Major Business Domains

## Disabilities support

Focus on less competitive areas of “living support” and “working support at the initial stage”

### Visiting care

**Daily assistance at home**
Intensive daily assistance at home
**Outing assistance for the blind**
**Outing assistance for the disabled**
Others

### Facility care

Assistance at facilities

### Daytime assistance

**Living assistance**
Others

### Living support

Home assistance
**Group home**

### Training and working support

Functional training
Life training
Working support at companies
Type A working support
**Type B working support**
Support for continuous working

**Our business domains**

# Major Business Domains

## Childcare

Operate approved childcare facilities and private in-house childcare facilities that offer services for sick children

### Entire municipalities

| | | | |
|---|---|---|---|
| Facility service | **Approved childcare facilities**<br>Kindergartens<br>Certified child facilities | Community-based service | Small-scale childcare<br>Homelike childcare<br>Visiting childcare<br>In-house childcare |

### Government-led

**Private in-house childcare**

Others

**Our business domains**

# Disclaimer and Disclosure Policy

This document contains forward-looking statements, expectations, judgement, plans and strategies for the future.

These statements include such risks and uncertainty factors as fluctuations in business demand, fluctuations in business development schedules, changes in various systems, changes in the guidelines by municipalities, and performance of affiliate companies.

These statements should not be construed as a guarantee of achieving future results, either. Note that actual operating results may differ in substance from the Company's current expectations.

Such a difference may be caused by a number of factors and risks. Please refer to the descriptions on such factors and risks presented in the Company's continuous disclosure and timely disclosure materials.


| Contact | Living Platform, Ltd.<br>Corporate Communication Office<br>E-mail: ir@living-platform.com |
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