LIVING PLATFORM

Results Briefing Material for Full Year Ended March 31, 2026

May 15th, 2026

Living Platform, Ltd.

TSE Growth: 7091



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Achieved Record-High Revenue. Ordinary Profit and Net Profit Outperformed the Plan.

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01 Highlights

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Net Sales

FY26.3 **22,057**mil JPY

YoY **+14.9%**, recorded highest sales

Operating Profit

FY26.3 **467**mil JPY

YoY **+37.1%**

FY27.3 Forecast +58.5%

ARPU / month

Elderly care **365,243**JPY

Disability care **336,230**JPY

From FY27.3 onward, approximately 15% growth is expected through business domain expansion.

Occupancy Rate

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Residential care (Elderly) **90.1%（+2.7%）**

Group home (Elderly) **94.7%（± 0 %）**

Group home (Disability) **87.9%（+0.9%）**

From FY27.3 onward, we aim to further improve occupancy rates and stabilize operations.

SGA Ratio

8.3%

In FY27.3, temporary increases are expected due to the renewal of operational tools and the strengthening of subsidiary management structures.

Labor Ratio

51.4%

Increased personnel costs at certain facilities are expected to normalize by 2Q of FY27.3

02 Consolidated Financial Results for FY26.3 (Cumulative)

Overview of Consolidated Balance Sheets for the full year of FY26.3 (Cumulative)

Stronger-than-expected net profit drove further improvement in the equity ratio

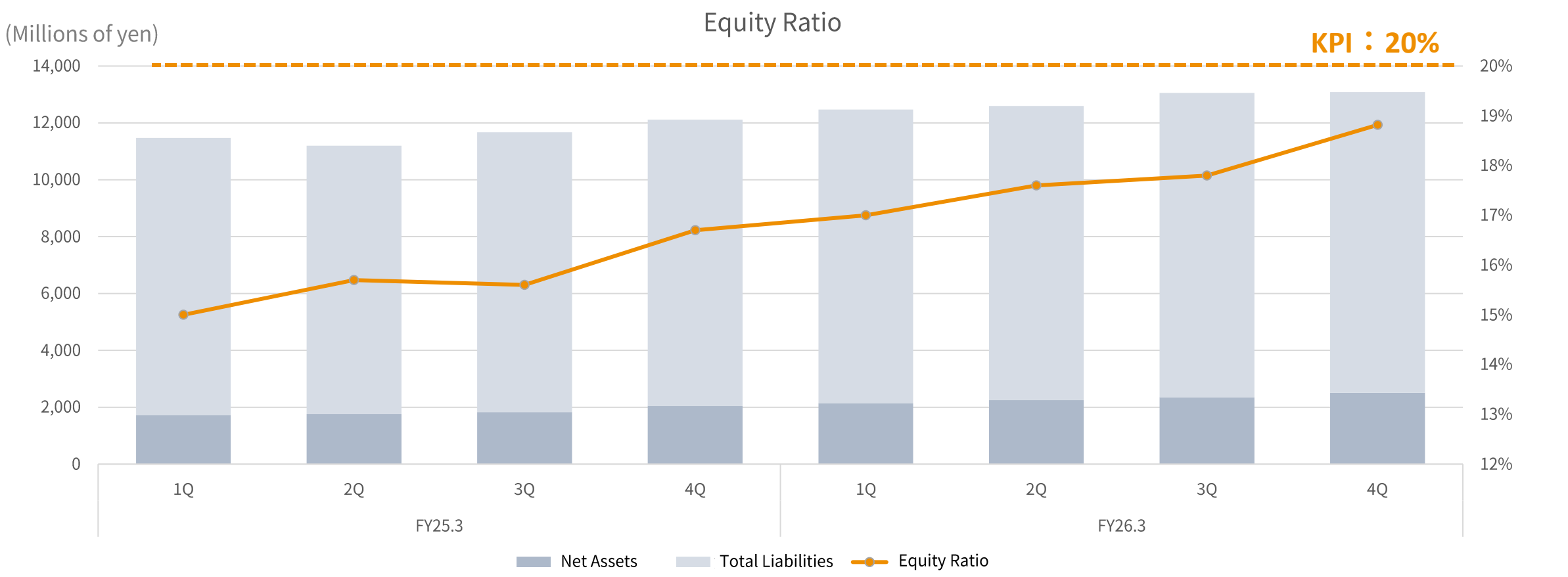
- ✓ Continued profit accumulation steadily lifts the equity ratio toward the medium-term target
- ✓ Due to the acquisition of the business succession including land and buildings on Apr 1, 2025, borrowings were increased

(Millions of yen)

	FY25.3 ACT	FY26.3 ACT	FY26.3 FCT	YoY difference
Current assets	3,868	4,173	4,339	304
(Cash and deposits)	1,592	1,478	1,169	-115
Non-current assets	8,246	8,905	8,726	658
(Land and buildings, etc.)	4,611	4,875	4,817	264
Total assets	**12,115**	**13,078**	**13,065**	**962**
Current liabilities	2,696	3,094	3,263	398
Non-current liabilities	7,366	7,487	7,455	120
Total liabilities	10,063	10,581	10,718	518
Net assets	2,052	2,496	2,346	444
Total liabilities and net assets	**12,115**	**13,078**	**13,065**	**962**
Equity ratio	**16.7%**	**18.7%**	**17.7%**	**2.0%**
Borrowings, etc. (long-term & short-term)	**5,953**	**5,963**	**5,895**	**10**

uarterly Trends of Equity Ratio

Steady profit accumulation continues to lift the equity ratio



Overview of Consolidated Statements of Income

Net sales, ordinary profit, and net profit all exceeded the forecast, with net sales reaching a record high

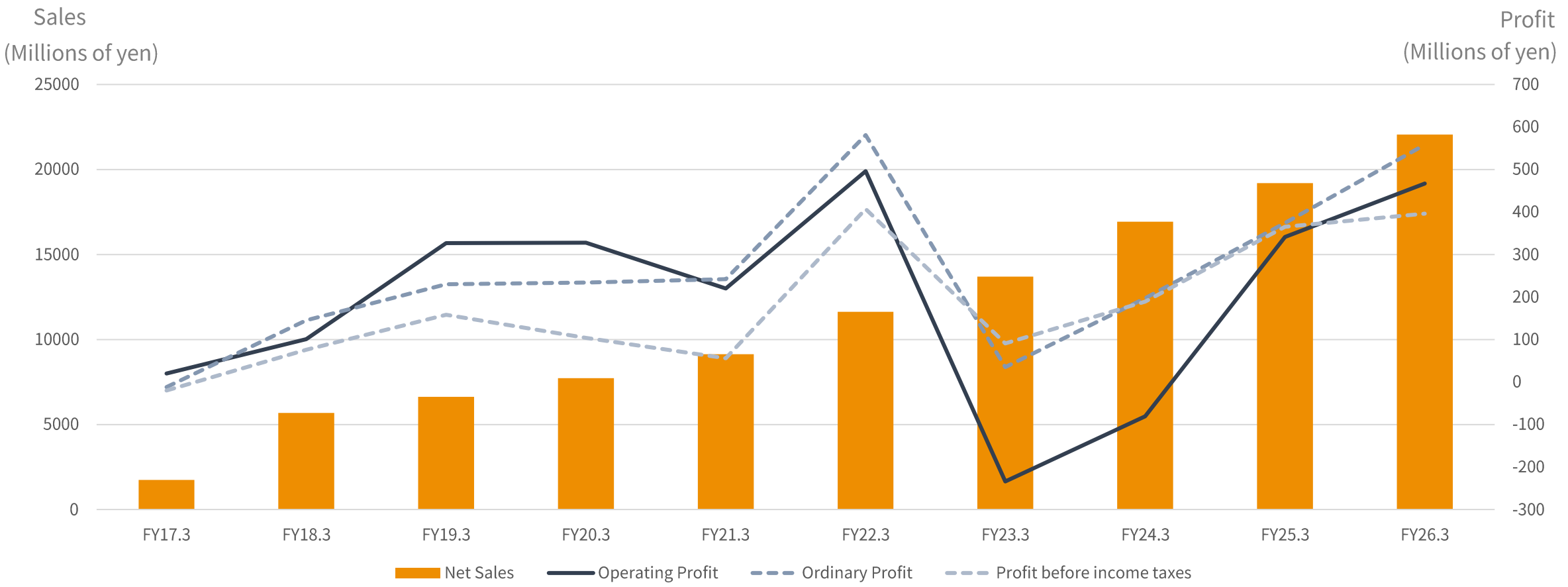
- ✓ New facilities were opened largely in line with the plan
- ✓ Price pass-through and additional reimbursement acquisitions progressed steadily, driving solid revenue growth
- ✓ Operating profit increased 37.1% YoY. Further improvement is expected in FY27.3 through higher occupancy rates at underperforming facilities and personnel cost optimization ➡ P40
- ✓ Ordinary profit exceeded the plan, supported by opening subsidies

(Millions of yen)

	FY25.3 ACT	FY26.3 Plan	FY26.3 4Q ACT	FY26.3 Act	Progress
Net sales	19,204	21,495	5,648	22,057	**102.6%**
Operating profit	341	548	22	467	**85.4%**
%	1.8%	2.5%	0.4%	2.1%	—
Ordinary profit	374	488	105	558	**114.5%**
%	1.9%	2.3%	1.9%	2.5%	—
Profit before income taxes	374	461	49	505	**103.5%**
%	1.9%	2.3%	0.9%	2.3%	—
Profit attributable to owners of parent	365	357	121	396	**124.5%**
%	1.9%	1.5%	2.1%	1.8%	—

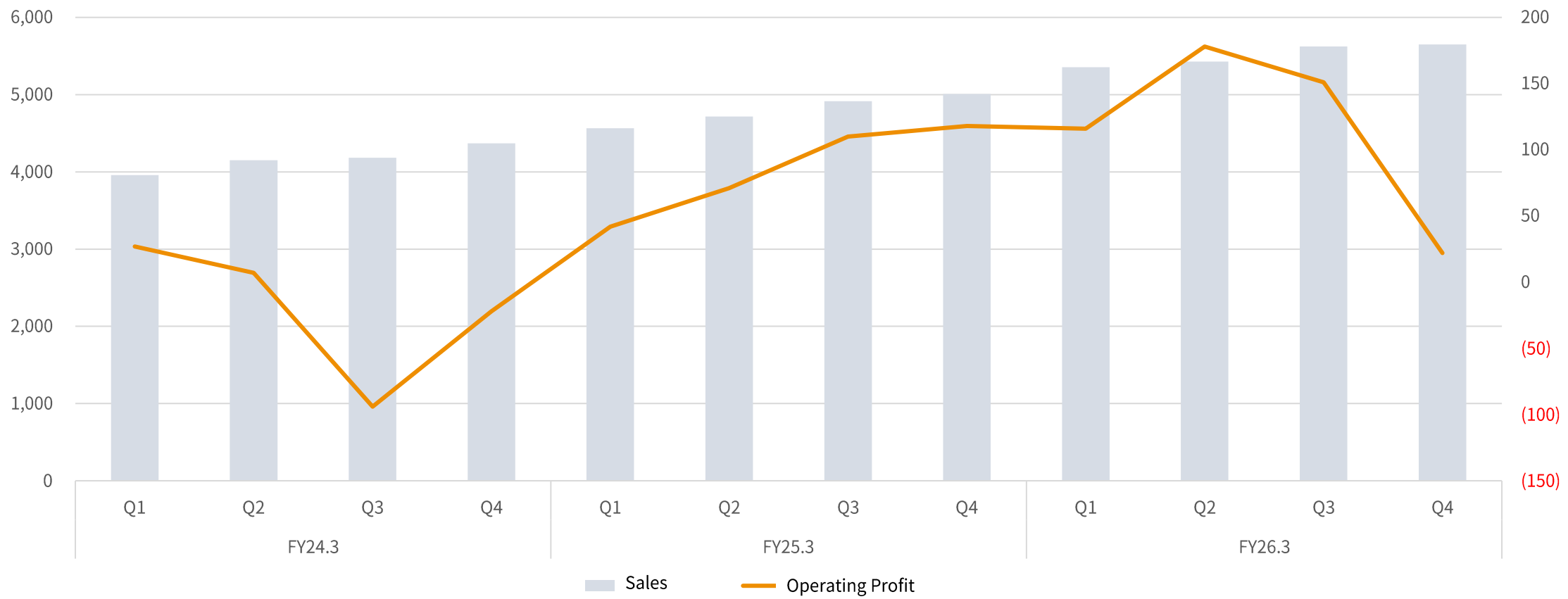
Trends in Net Sales, Operating Profit, Ordinary Profit, Profit Before Income Taxes and Profit

Despite a temporary profit decline in FY23.3 due to a change in the accounting treatment of non-deductible consumption tax, profits have steadily grown



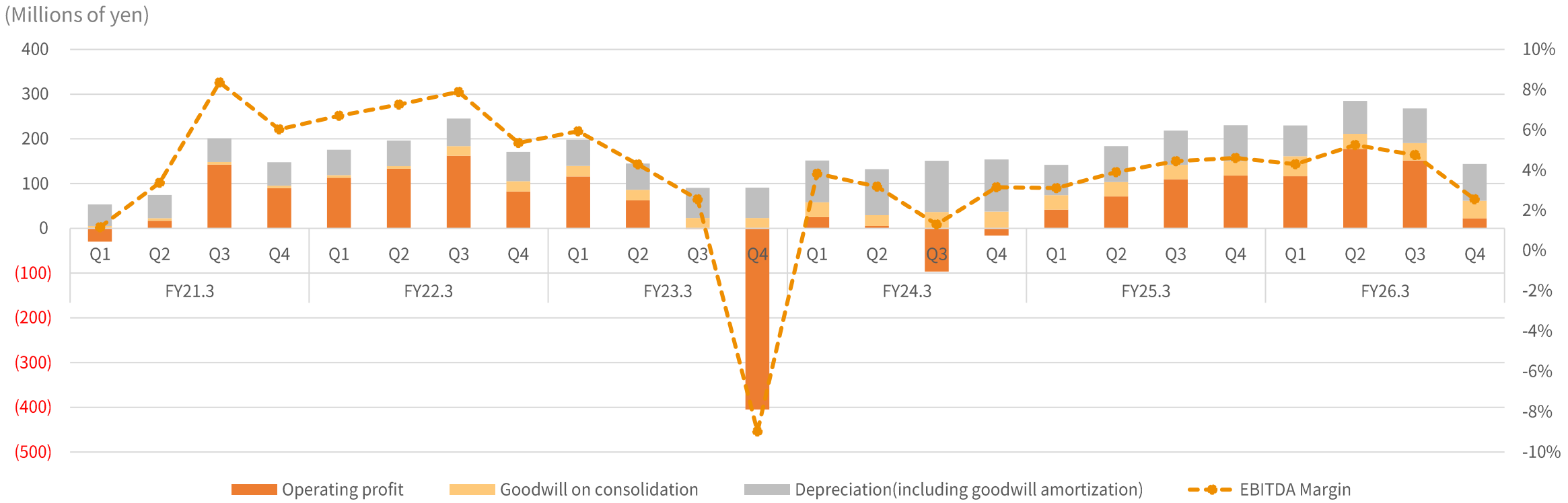
Quarterly Trends of Consolidated Statements of Income (FY24.3 – FY26.3)

One-off costs increased due to hiring expenses for specified skilled foreign workers and M&A-related expenses, while improvements at underperforming facilities were delayed



Quarterly Trends of EBITDA

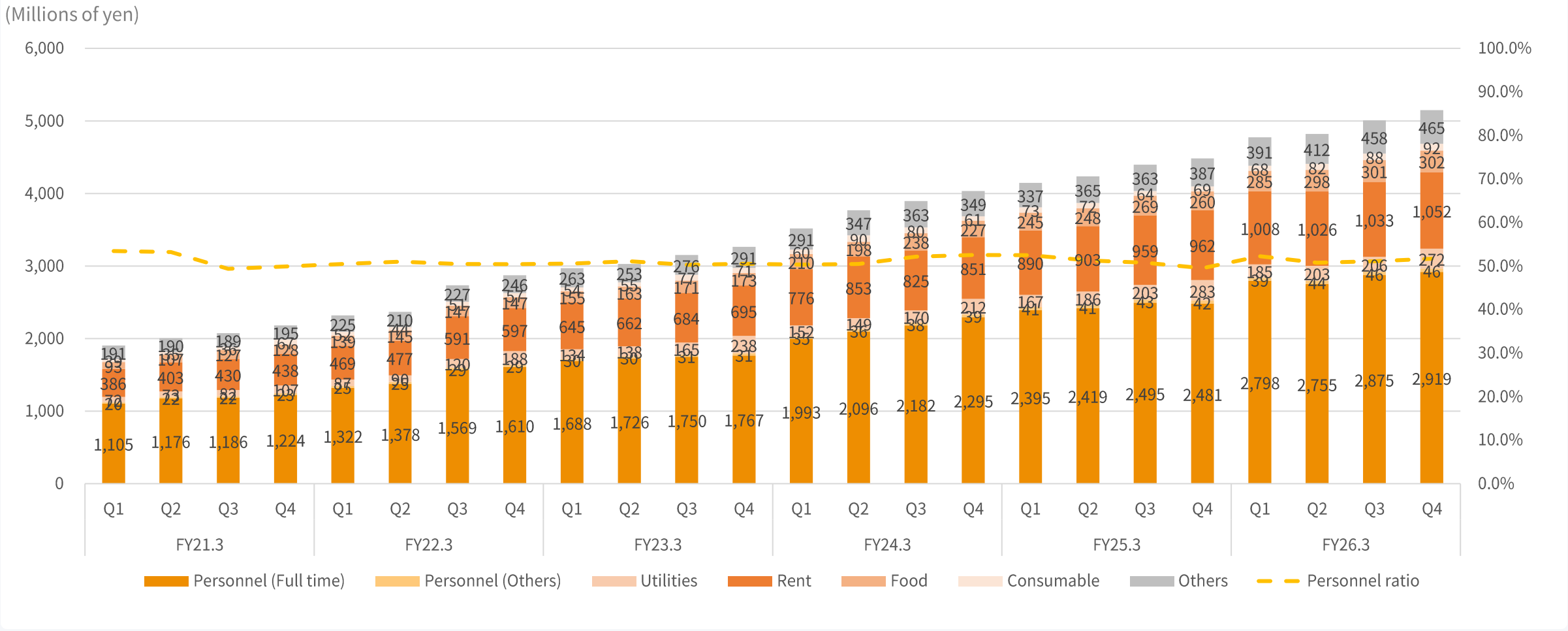
Despite a temporary decline in 4Q, full-year EBITDA reached a record high



FY21.3	FY22.3	FY23.3	FY24.3	FY25.3	FY26.3
447,695,059	788,111,358	117,842,159	476,155,376	775,176,978	926,948,626

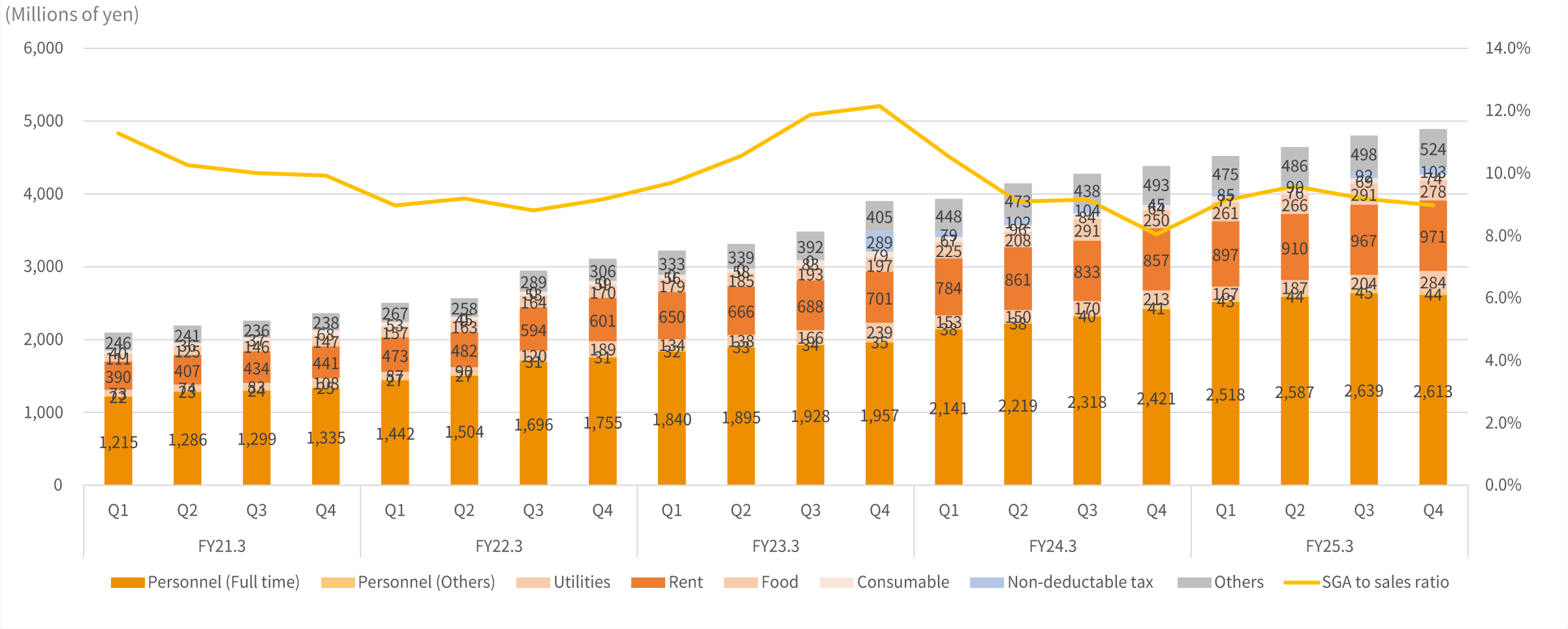
Breakdown of Cost of Sales

Personnel costs increased in 4Q due to large-scale hiring of specified skilled foreign workers, but are expected to normalize in 1Q of FY27.3



Breakdown of SGA

SGA ratio temporarily increased due to higher M&A- and lease accounting-related assessment costs



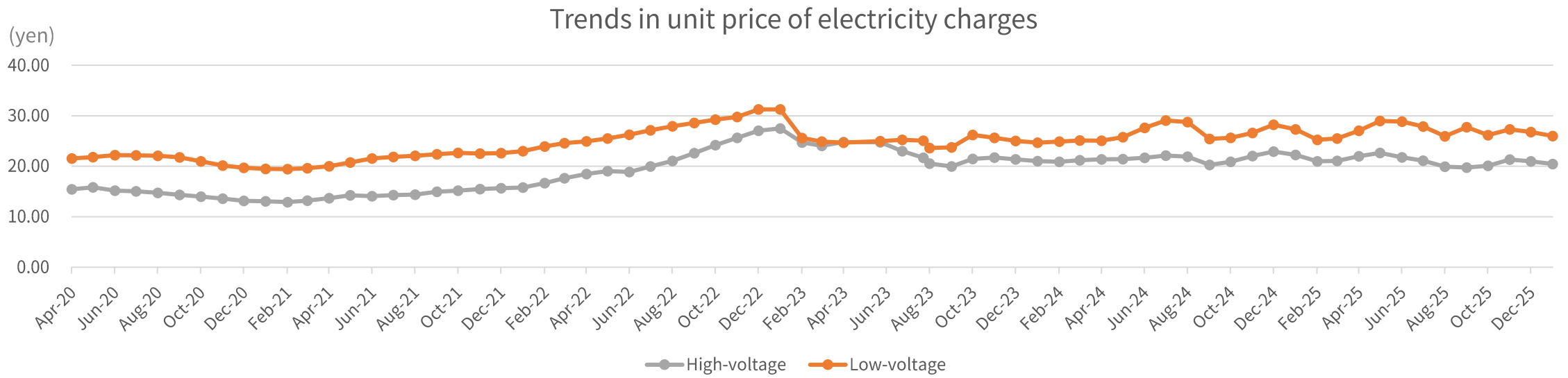
Soaring Electricity Charges [Reference]

Although utility expenses were partially suppressed by government subsidies during the summer (Jul–Sep) and winter (Jan–Mar) periods, 4Q increased by approximately JPY 70 million compared with the first three quarters

Cost increases are being controlled through contract reviews and other measures, while price pass-through is implemented as necessary

Details of Subsidies

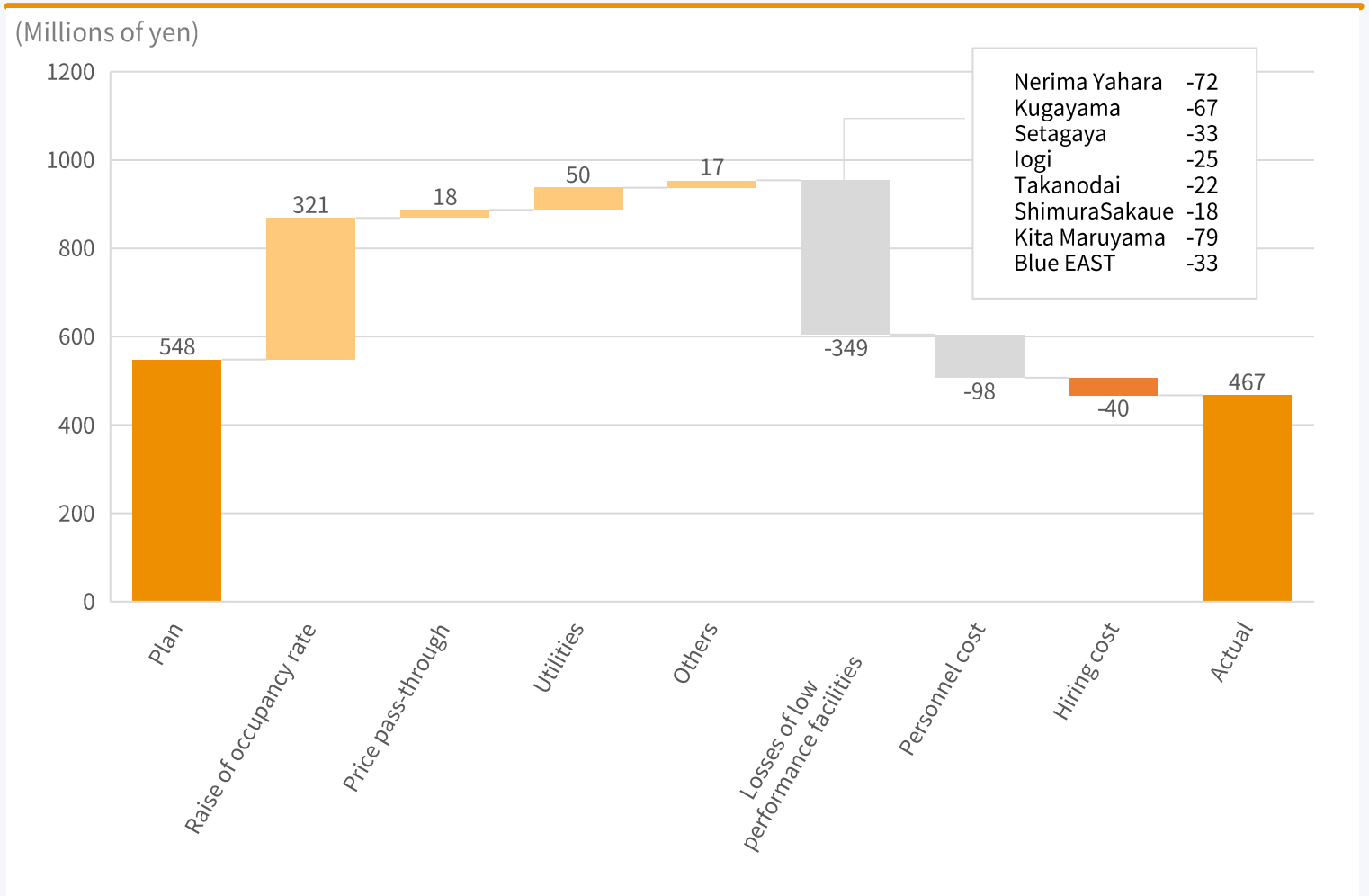
Period	High voltage	Low voltage
Jul – Sep, 2025	1.0 JPY/kWh	2.0 JPY/kWh
Aug, 2025	1.2 JPY/kWh	2.4 JPY/kWh
Jan – Feb, 2026	2.3 JPY/kWh	4.5 JPY/kWh
Mar, 2026	0.8 JPY/kWh	1.5 JPY/kWh



Major Factor of Decreasing in Operating Profit in FY26.3

Factors behind the profit decline are expected to be resolved in FY27.3

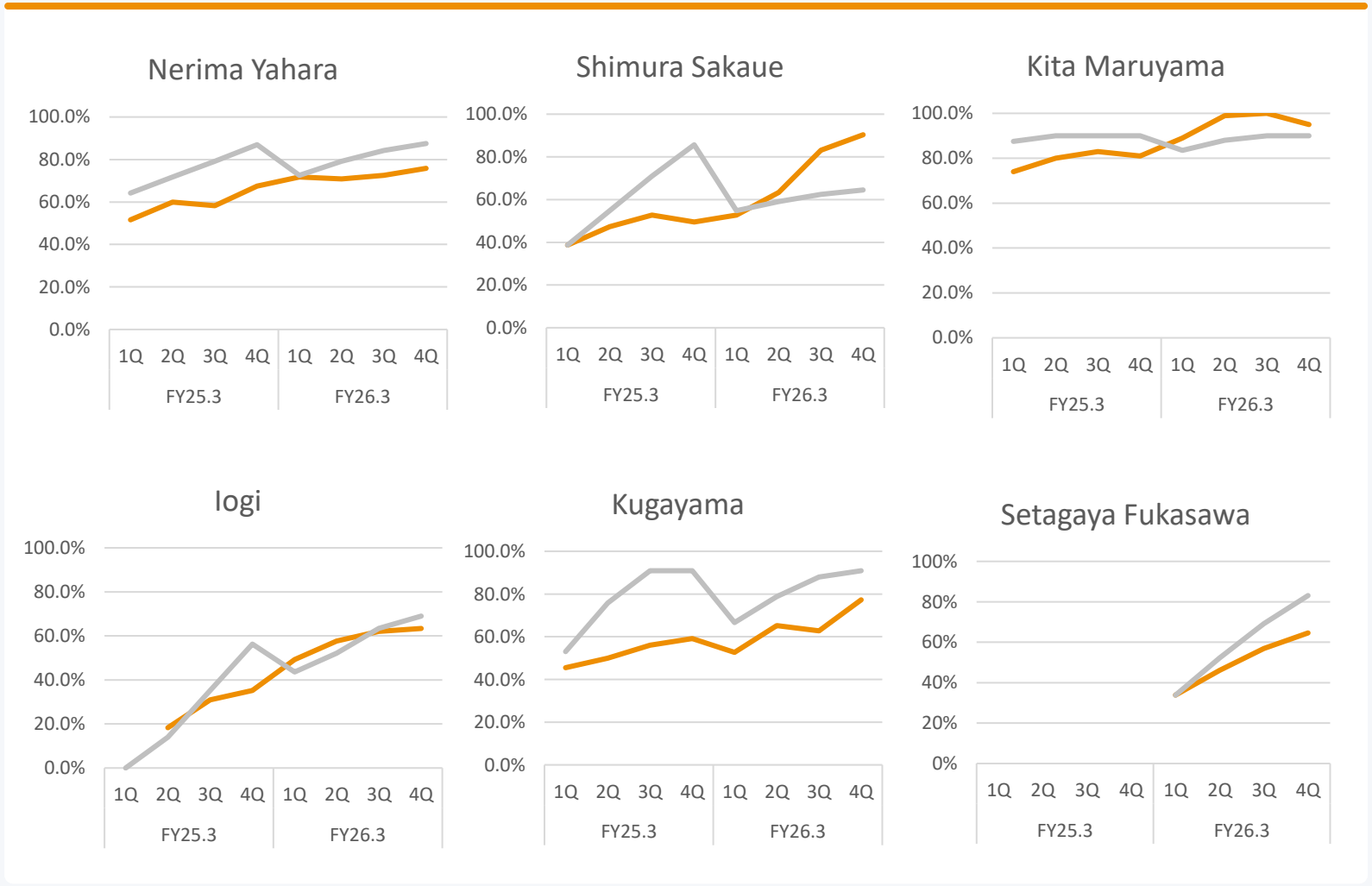
- ✓ Despite positive factors such as overall occupancy improvement and price pass-through, operating profit fell below the business plan due to higher-than-budgeted personnel costs in 4Q, including specified skilled foreign workers, as well as delayed recovery at underperforming facilities
- ✓ By mid-FY27.3, occupancy at underperforming facilities is expected to recover, while personnel costs are also expected to stabilize as specified skilled foreign workers are fully integrated into shifts



Status of low performance facilities

Underperforming facilities are expected to return to profitability by 2Q of FY27.3

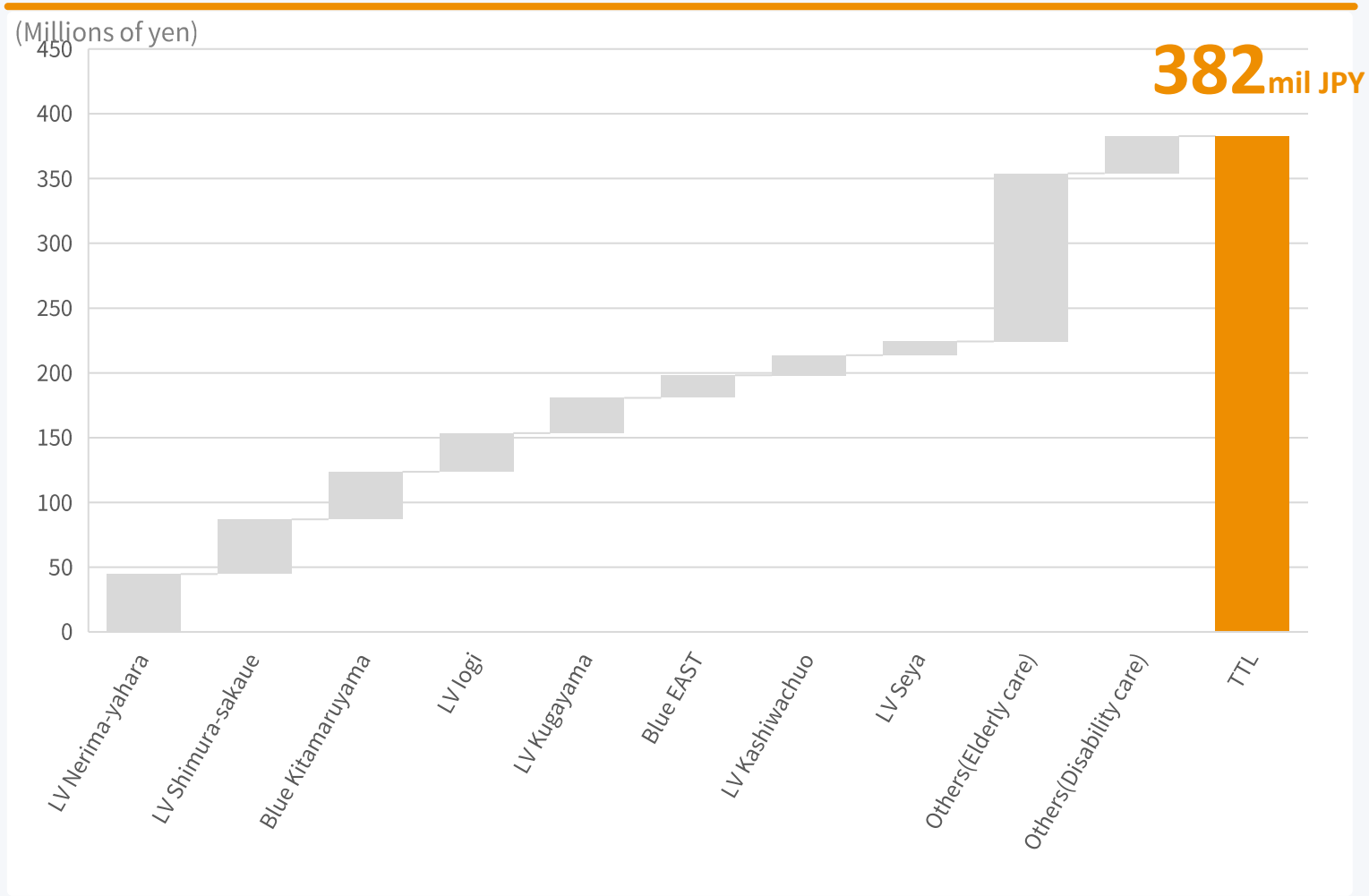
- ✓ Shimurazakaue and Kita-Maruyama have reached occupancy rates of 90%
- ✓ Occupancy rates at other facilities are also steadily improving
- ✓ Even at facilities where improvement has been slower, we do not believe they lack competitive advantage, and will continue targeting occupancy rates above 90%



Potential Operating Profit（Quarterly basis）

Significant upside potential remains

- ✓ Profitability improvement measures are currently being implemented at West Tokyo facilities (Shimurasakaue, Nerima-Yahara, Kugayama, and Iogi)
- ✓ Based on the current business portfolio, there remains approximately JPY 382 million in quarterly operating profit upside potential

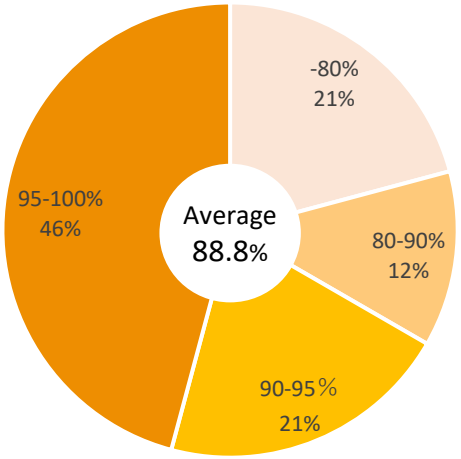


Status of occupancy rate: Elderly care

Residential care: Occupancy improved to 88.8%, up 4.5pt YoY. Facilities operating above 90% occupancy reached 67%, with the average occupancy rate targeted to exceed 90% in FY27.3

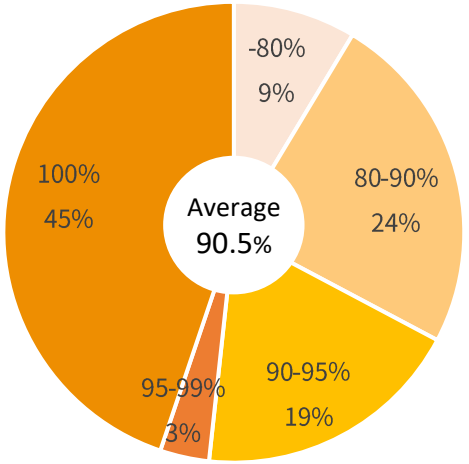
Group homes: Fully occupied facilities accounted for 45% on average, with the average occupancy rate targeted to exceed 95% in FY27.3

Residential Care



Facilities open for more than one year achieved an average occupancy rate of 90.1%

Group Home



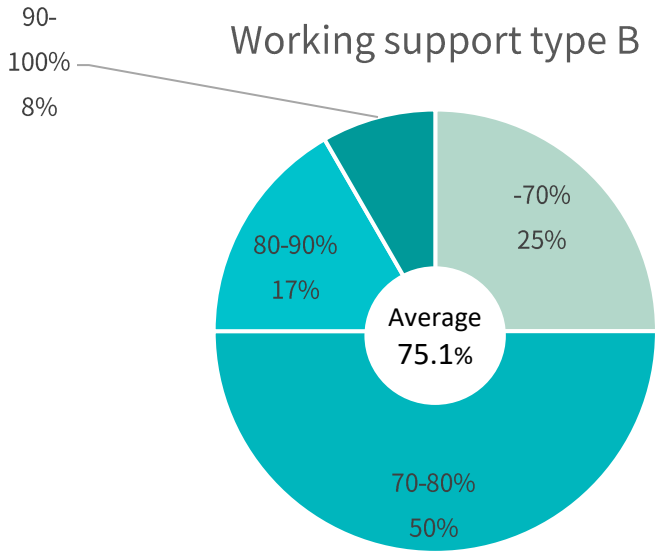
Facilities open for more than one year achieved an average occupancy rate of 94.7%

(As of 31st March 2026)

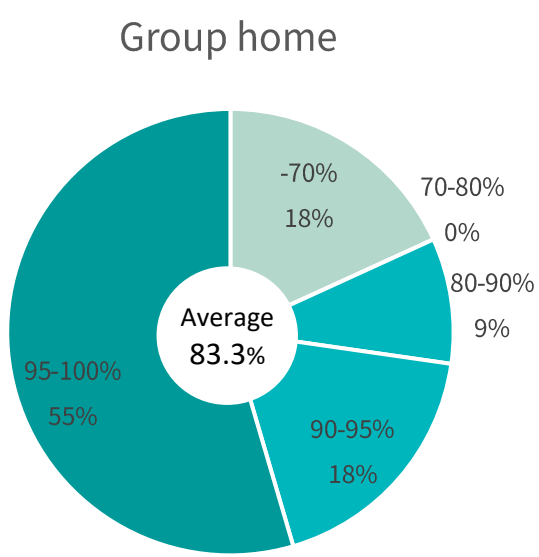
Status of occupancy rate: Disabilities Care

Working support Type B: A 70% occupancy rate is considered the standard profitability level, and we aim to maintain a high occupancy rate

Group homes: Although some openings were delayed in the first half due to labor shortages, improvements have progressed, with the average occupancy rate improving by more than 10pt compared with the end of the previous fiscal year



Facilities open for more than one year achieved an average occupancy rate of 75%



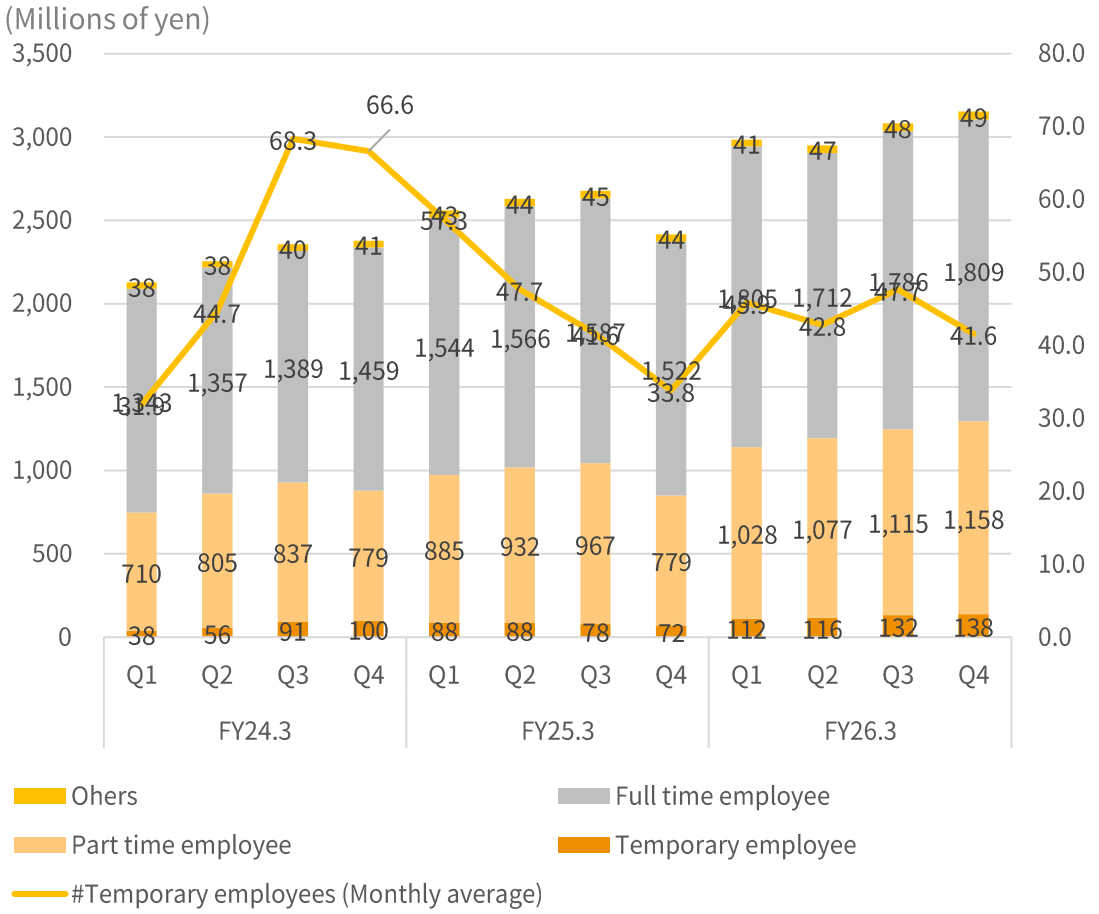
Facilities open for more than one year achieved an average occupancy rate of 87.9%

(As of 31st March 2026)

Status of Personnel cost

Excess personnel costs in 4Q are expected to normalize in 1Q of FY27.3

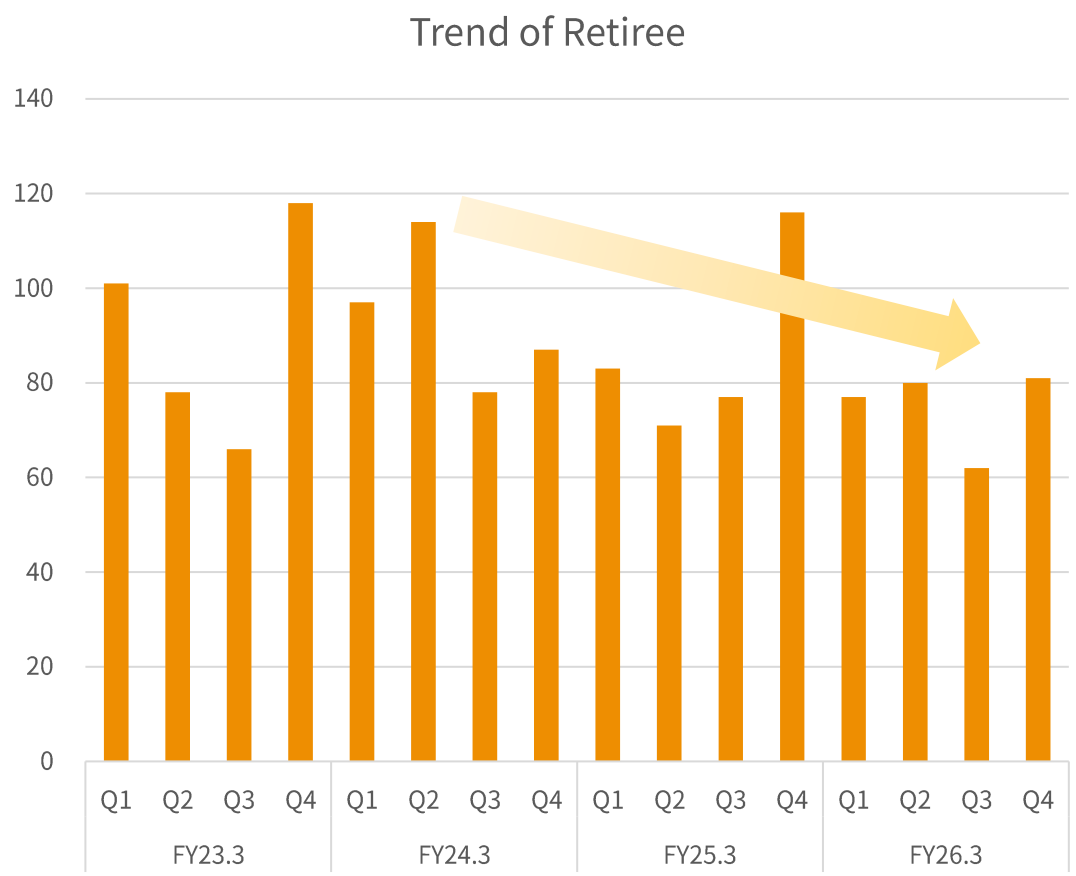
- ✓ At underperforming elderly care facilities, the number of temporary staff remained high due to delays in hiring full-time employees. However, hiring progressed from 4Q onward, and improvement is expected from 1Q of FY27.3
- ✓ Large-scale hiring of specified skilled foreign workers in 4Q resulted in a temporary expense of JPY 42M JPY
- ✓ The number of temporary staff in the childcare business remained at a high level in FY26.3, but the shift to full-time employees is progressing in FY27.3 (21 employees at the end of Mar. 2026 ➡ 12 employees in Apr. 2026)



Status of retiree

Lower employee turnover reduces replacement hiring costs

- ✓ Although employee turnover increased in 4Q as usual, the overall turnover rate continues to trend downward
- ✓ Further improvement in employee retention is expected through the introduction of internal communication tools, the resumption of club activities, and the redesign of the personnel evaluation system



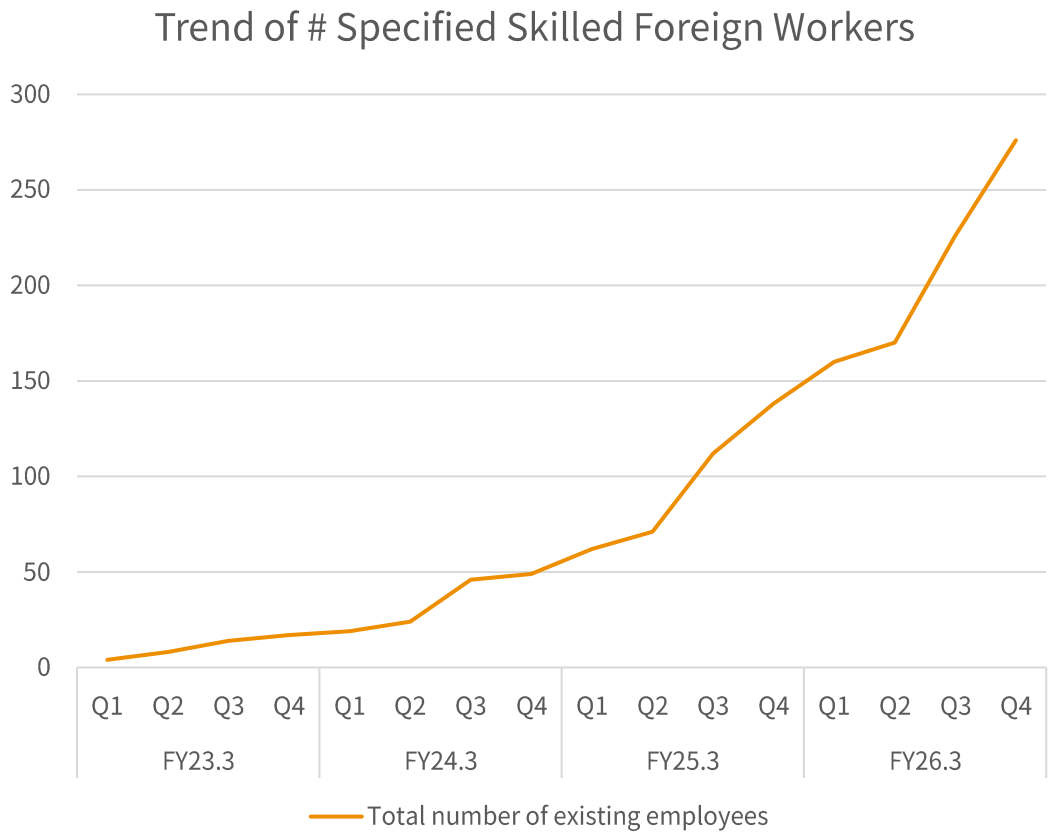
Utilizing Specified Skilled Foreign Workers

Hiring of specified skilled foreign workers, who have lower turnover rates, continues to progress steadily

The cumulative number reached 276 during the year, accounting for 14.8% of full-time employees

With a low turnover rate of 3.8%, retention is higher than that of Japanese employees, making them an effective long-term workforce solution

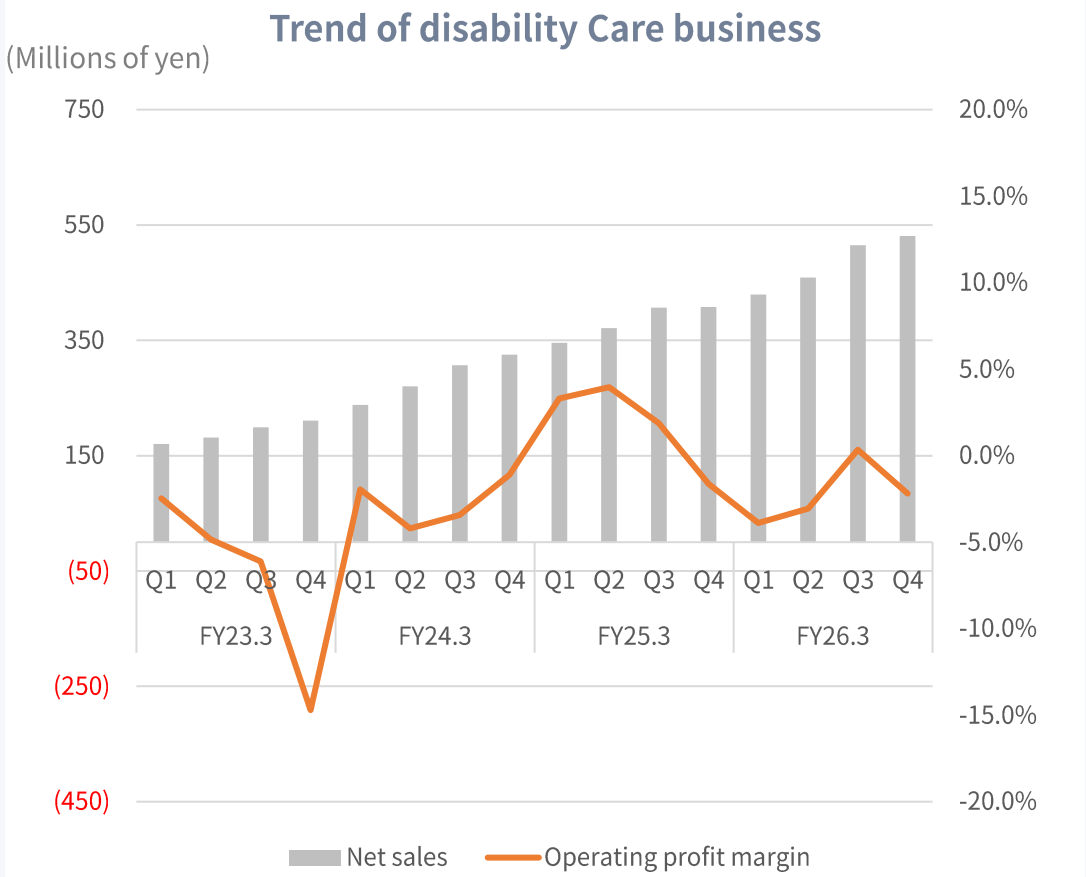
# Foreign workers	**276**people
Foreign workers' ratio	**14.8**%
Stand-by	**93**people



Status of disability support business

Focused efforts to improve additional reimbursements since the end of FY26.3, with profitability expected in FY27.3

- ✓ Profitability was pressured by delays in new openings due to labor shortages, but occupancy rates have been improving since 3Q as specified skilled foreign workers joined operations
- ✓ Group homes have strong underlying demand and high profitability, and aggressive development will continue
- ✓ Profit margins are expected to improve in FY27.3 through additional reimbursement acquisitions
- ✓ In FY27.3, we plan to launch a new business focused on residential support housing primarily for people with disabilities



03 Review of Operations

Development Status (including M&A)

While limiting in-house development to realize profits, expansion will be pursued through M&A

Elderly Care

		M&A
Residential care facilities, etc.	47 (+3) 3,510 pax (+171)	(+1) (+25)
Group homes	58 (+9) 1,178 pax (+180)	(+7) (+126)

Disability Care

Type B working support facilities	12 (+1) 224 pax (+14)
Group homes	26 (+6) 496 pax (+41)

Childcare

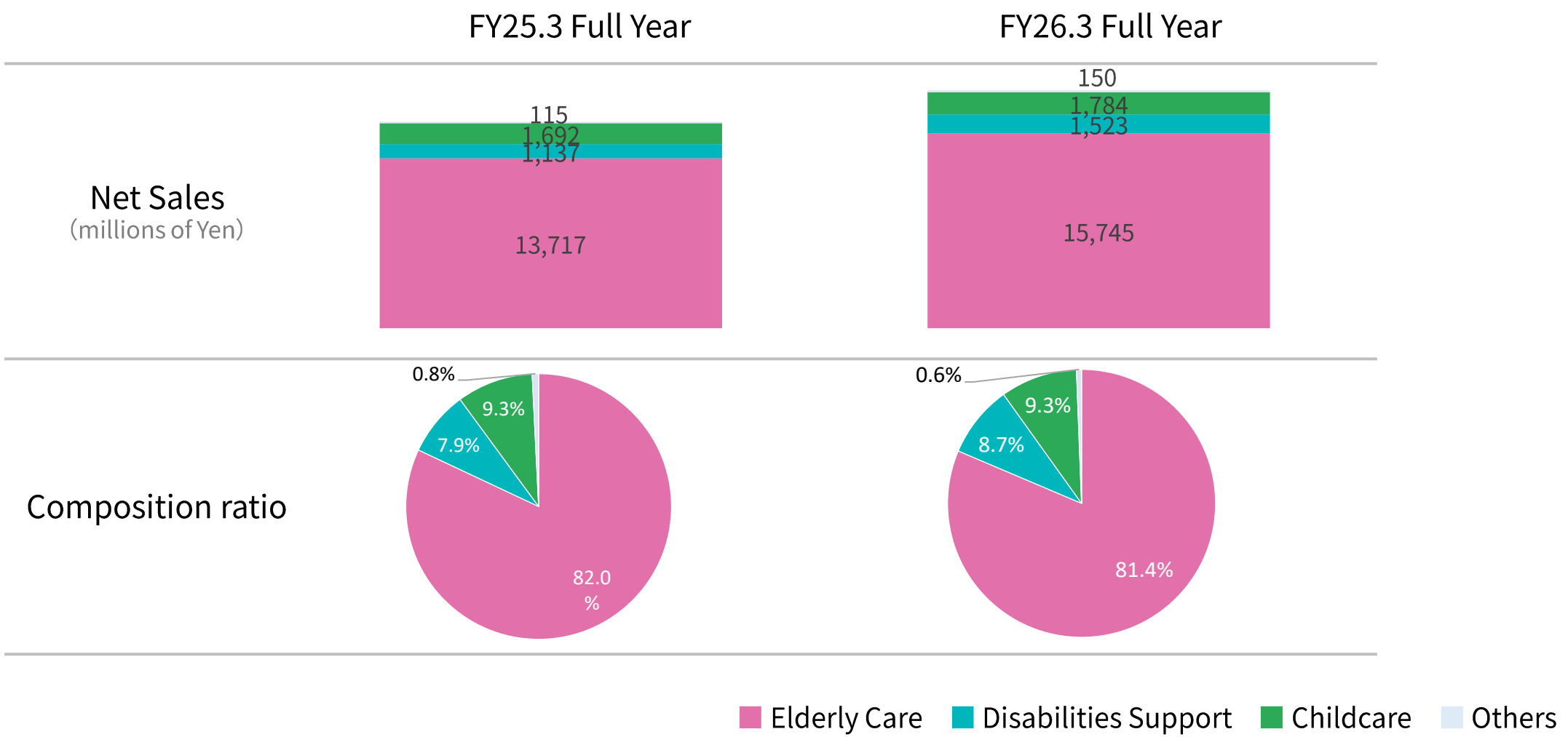
Approved childcare facilities	15 (+1) 989 pax (+39)
Private in-house childcare facilities	1 (0)
Non-approved childcare facilities	1 (0)

Closed the business on Apr 1, 2026

Total number of facilities as of the end of Mar 2026
(Figures in parentheses indicate the increase in FY26.3)



Trends in Net Sales by Business Domain



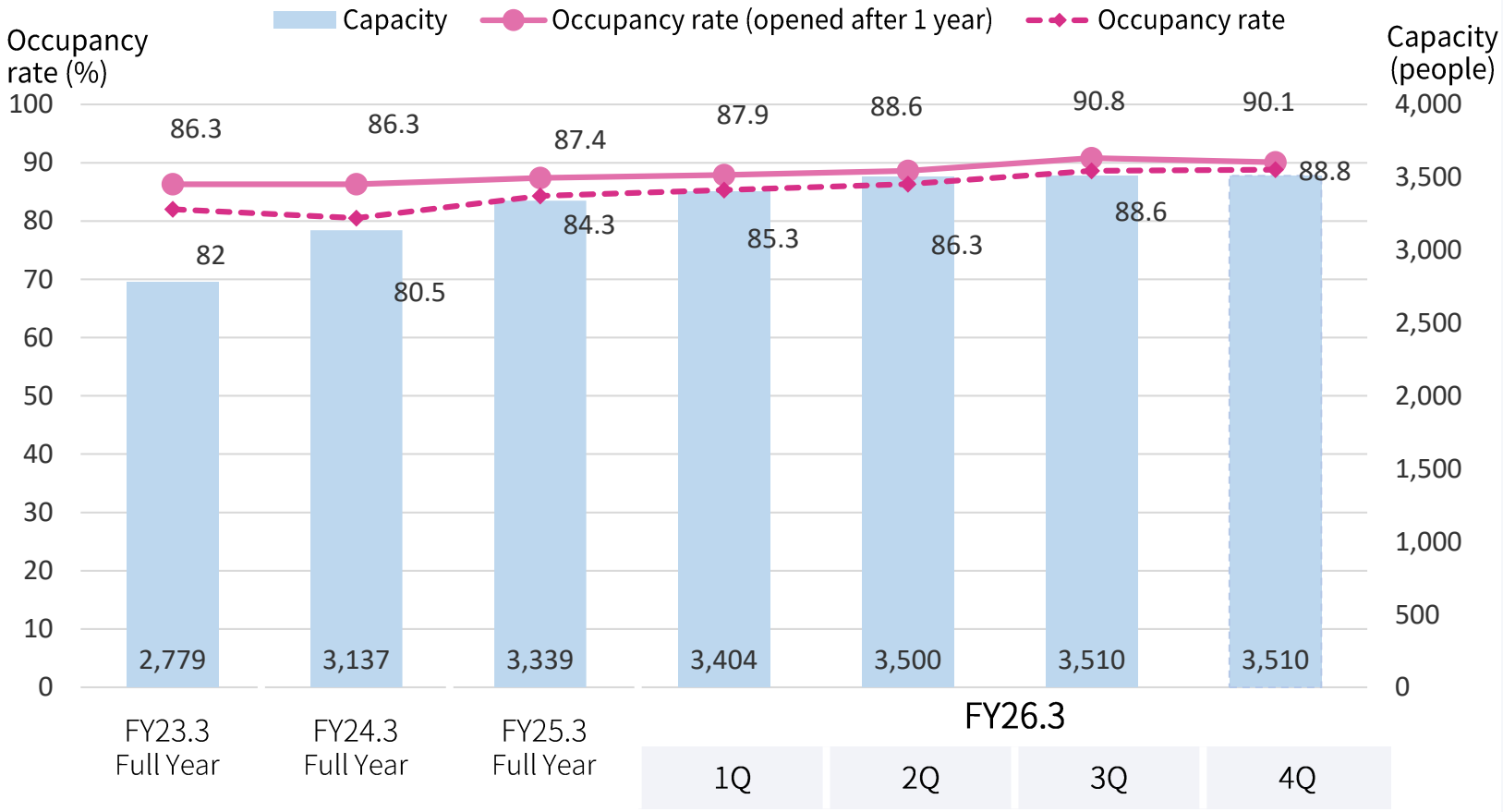
Number of Facilities, Their Capacity and Occupancy Rate

Elderly care: Residential care facilities, etc.

Operational systems have been established, and occupancy rates are steadily improving

 # End of FY26.3

Facility	**47**
Capacity	**3,510 pax**



*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.)

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

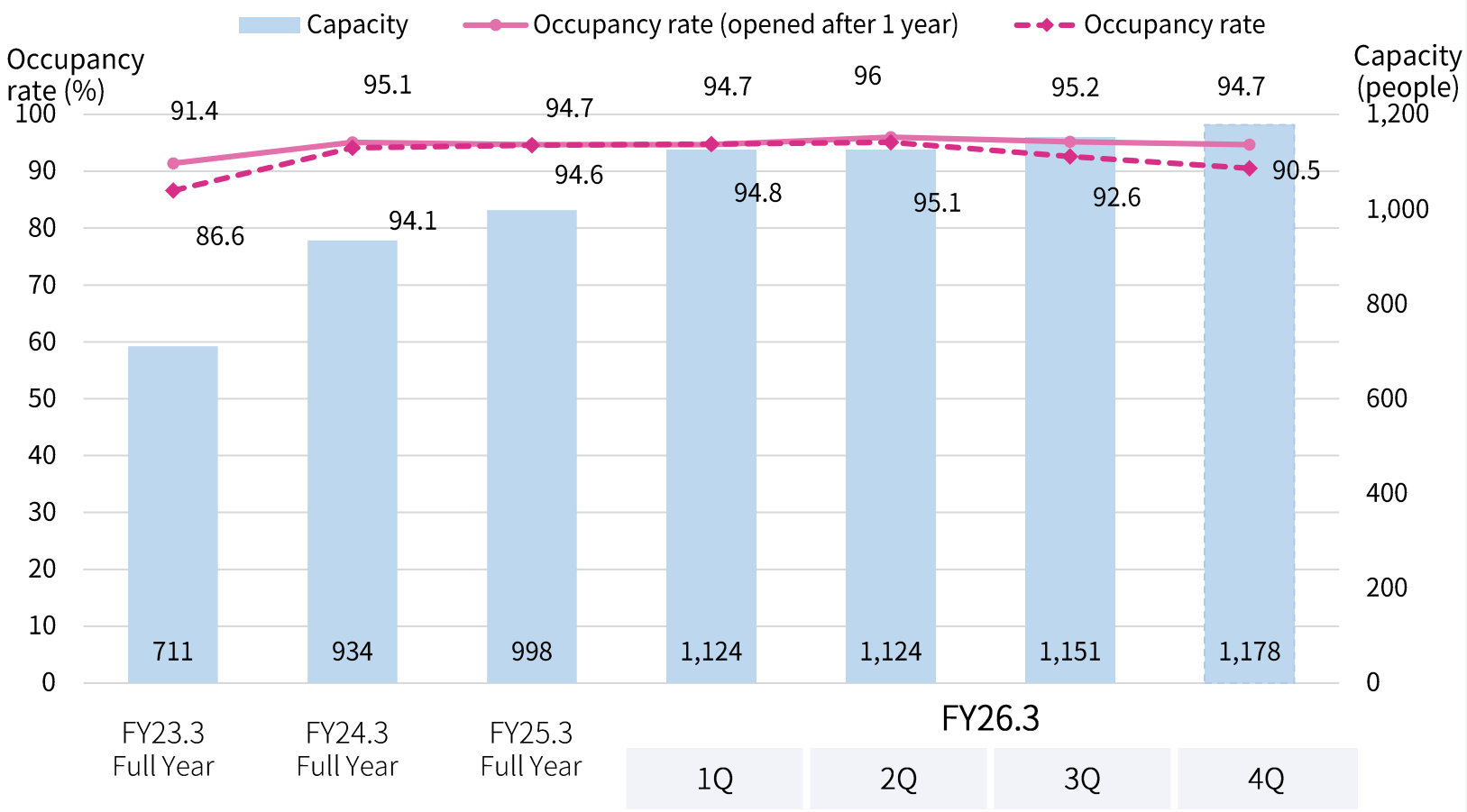
Number of Facilities, Their Capacity and Occupancy Rate

Elderly care: Group homes

In FY26.3, seven facilities were acquired through M&A and one new facility was opened, with occupancy rates remaining stable at around 95%

 # End of FY26.3

Facility	58
Capacity	1,178 pax



*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.)

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

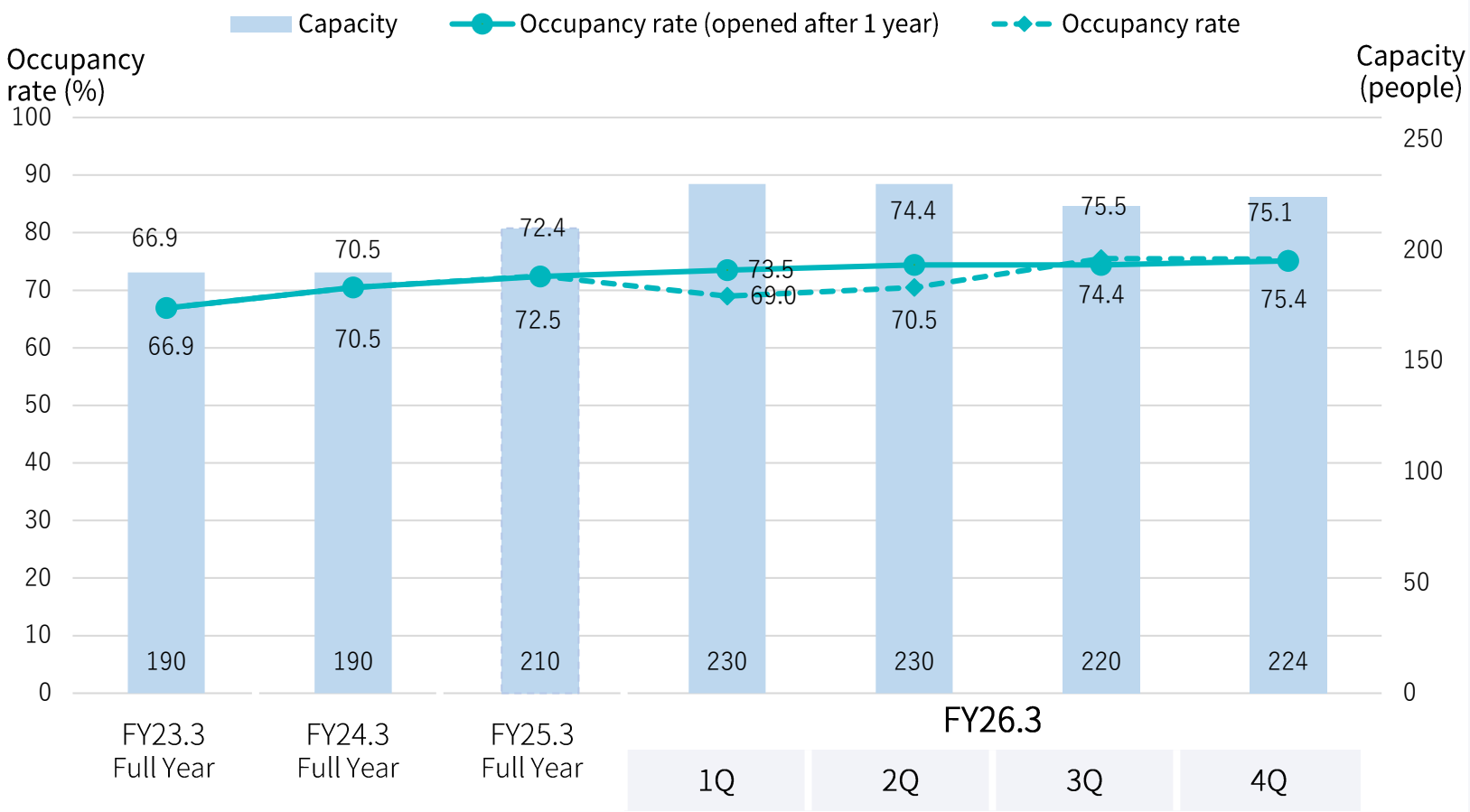
Number of Facilities, Their Capacity and Occupancy Rate

Disabilities support: Type B working support facilities

Resumed new facility openings, with one facility opened in FY26.3, while continuing to target higher occupancy rates

 # End of FY26.3

Facility	**12**
Capacity	**224 pax**



*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.)

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

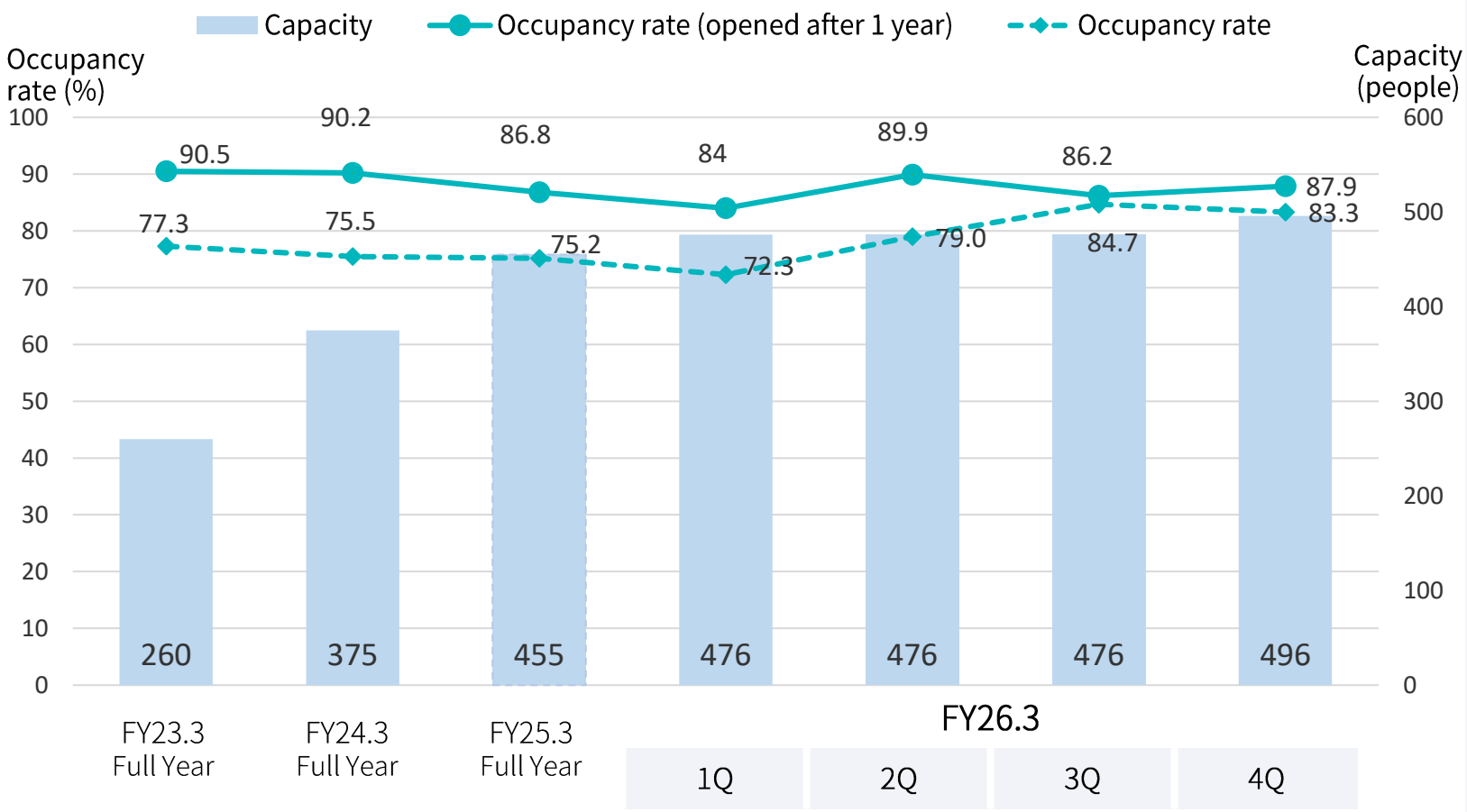
Number of Facilities, Their Capacity and Occupancy Rate

Disabilities support: Group homes

Continued aggressive expansion with six new facilities opened

 # End of FY26.3

Facility	**25**
Capacity	**496 pax**



*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.)

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

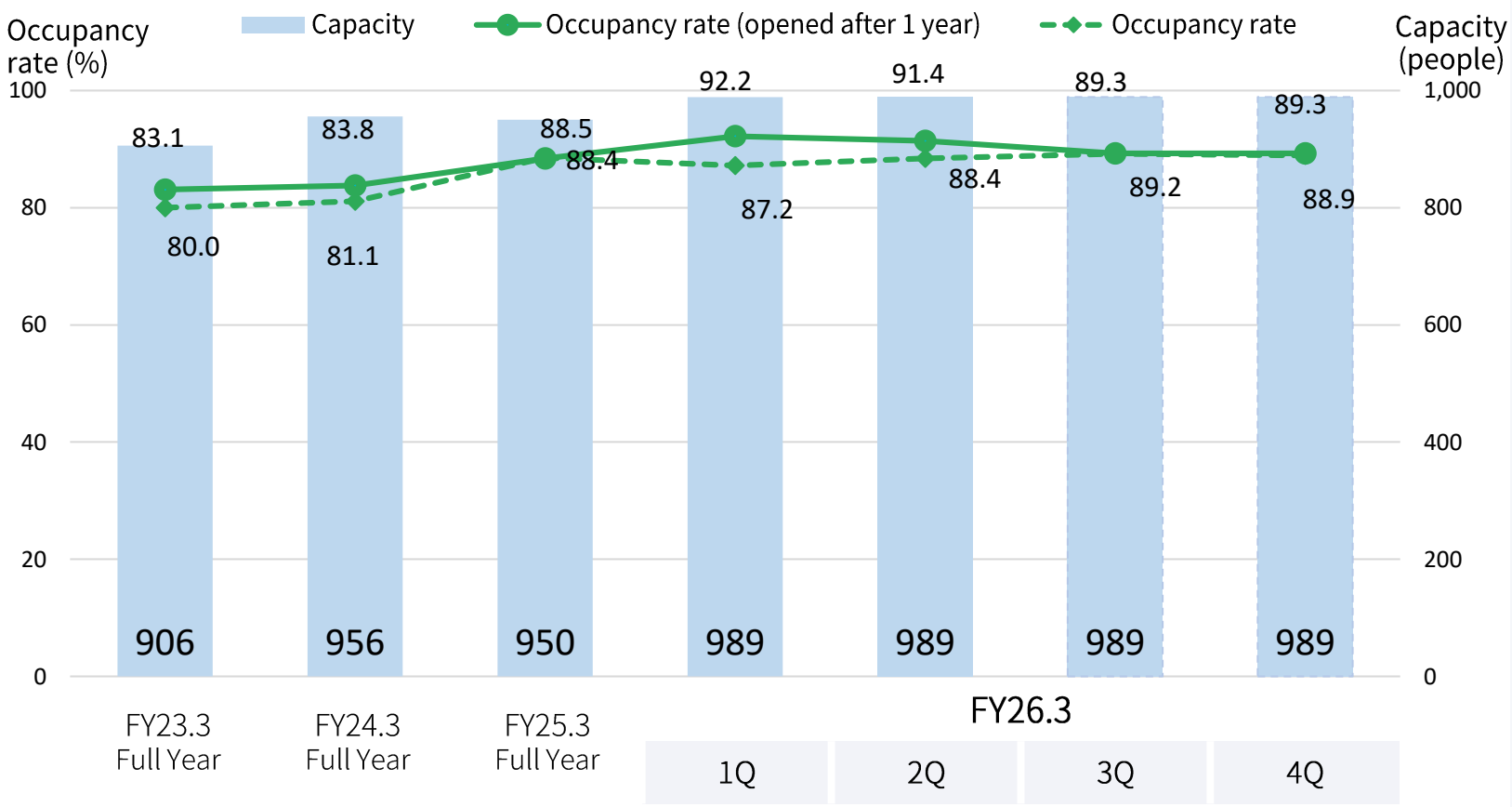
Number of Facilities, Their Capacity and Occupancy Rate

Childcare: Approved childcare facilities

Occupancy rates are steadily improving, while efforts to enhance service quality will continue

 # End of FY26.3

Facility	15
Capacity	989 pax



*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

Prioritizing profit realization by limiting in-house development and shifting toward M&A-driven expansion

- ✓ This fiscal year, development activity was restrained in order to prioritize profit realization
- ✓ In the disability support business, expansion of Working Support Type B services resumed following reimbursement revisions. In FY27.3, we also plan to launch new residential support housing and day activity support services as new business initiatives

	FY25.3 / ACT		FY26.3 / ACT		FY27.3 / PLAN	
	Facilities	Capacity	Facilities	Capacity	Facilities	Capacity
Elderly care	5	236	12	343	**3**	**54**
Residential care facilities	3	209	2	136	**0**	**0**
Group home	2	27	10	207	**3**	**54**
Disabilities support	5	100	4	140	**5**	**300**
Group home	4	80	2	100	**1**	**60**
Elderly care for disabilities					**2**	**120**
Sub total	4	80	2	100	**3**	**180**
Type B working support	1	20	2	40	**0**	**0**
Living assistance					**2**	**120**
Sub total	1	20	2	40	**2**	**120**
Childcare	1	0	1	0	**0**	**0**
Approved facilities	1	0	1	0	**0**	**0**

Development Status and Plans for FY26.3 and Thereafter

■ Elderly Care

	Location	Open(ed)	Capacity	Already opened
Residential Care homes				
LV Setagaya Fukasawa	Tokyo	Apr 2025	65	●
LV Shimousa Nakayama	Chiba	Aug 2025	71	●
Group homes				
LV Kobe Maiko	Hyogo	Nov 2025	27	●
LV Higashi Urawa	Saitama	Mar 2026	27	●
LV Hinatabokko	Miyagi	Apr 2026	1	●
LV Eniwa	Hokkaido	Apr 2027	18	

■ Medical

	Location	Open(ed)		Already opened
Pharmacy				
Pirika Kita25	Hokkaido	Apr 2026		●

■ Disability Care

	Location	Open(ed)	Capacity	Already opened
Working Support Type B				
SS Renbo	Miyagi	Apr 2025	20	●
SS Matsudo Shinden	Chiba	Nov 2025	10	●
Group homes				
SS Fuchinobe Kita 2	Kanagawa	Sep 2025	20	●
SS Higashi Urawa	Saitama	Mar 2026	20	●
SS Edogawa Matsushima	Tokyo	Jun 2027	20	
Living Assistance				
SS Renbo	Miyagi	Nov 2025	20	●
SS Fukumuro	Miyagi	Feb 2026	28	●
SS Hitsujigaoka	Hokkaido	Mar 2026	20	●
SS Hirabari	Aichi	Oct 2026	60	
SS Kashiwa Masuo	Chiba	Oct 2028	60	
Housing with support services				
SS Hirabari	Aichi	Oct 2026	60	
SS Kashiwa Masuo	Chiba	Oct 2028	60	

As of 15 May 2026

04 Business Plan and Initiatives for FY27.3

Business Plan for FY2027.3: Balance Sheet

Equity ratio expected to achieve the 20% KPI one year ahead of schedule

- ✓ Continued profit accumulation is expected to enable achievement of the medium-term management plan target for the equity ratio one year ahead of schedule
- ✓ Current assets and cash deposits are expected to increase as accounts receivable rise in line with higher occupancy rates

(Millions of JPY)

	FY26.3 ACT	FY27.3 Plan	YoY
Current assets	4,173	5,056	882
(Cash and deposits)	1,478	1,840	377
Non-current assets	8,914	8,888	-17
(Land and buildings, etc.)	4,897	4,751	-61
Total assets	**13,087**	**13,944**	**866**
Current liabilities	3,094	3,098	4
Non-current liabilities	7,487	7,922	434
Total liabilities	10,581	11,020	438
Net assets	2,505	2,924	428
Total liabilities and net assets	**13,087**	**13,944**	**866**
Equity ratio	**18.8%**	**20.6%**	**2.1%**
Borrowings, etc. (long-term & short-term)	**5,963**	**6,407**	**444**

Business Plan for FY2027.3: Profit and Loss

Operating profit expected to increase 59.8% YoY through restrained new openings

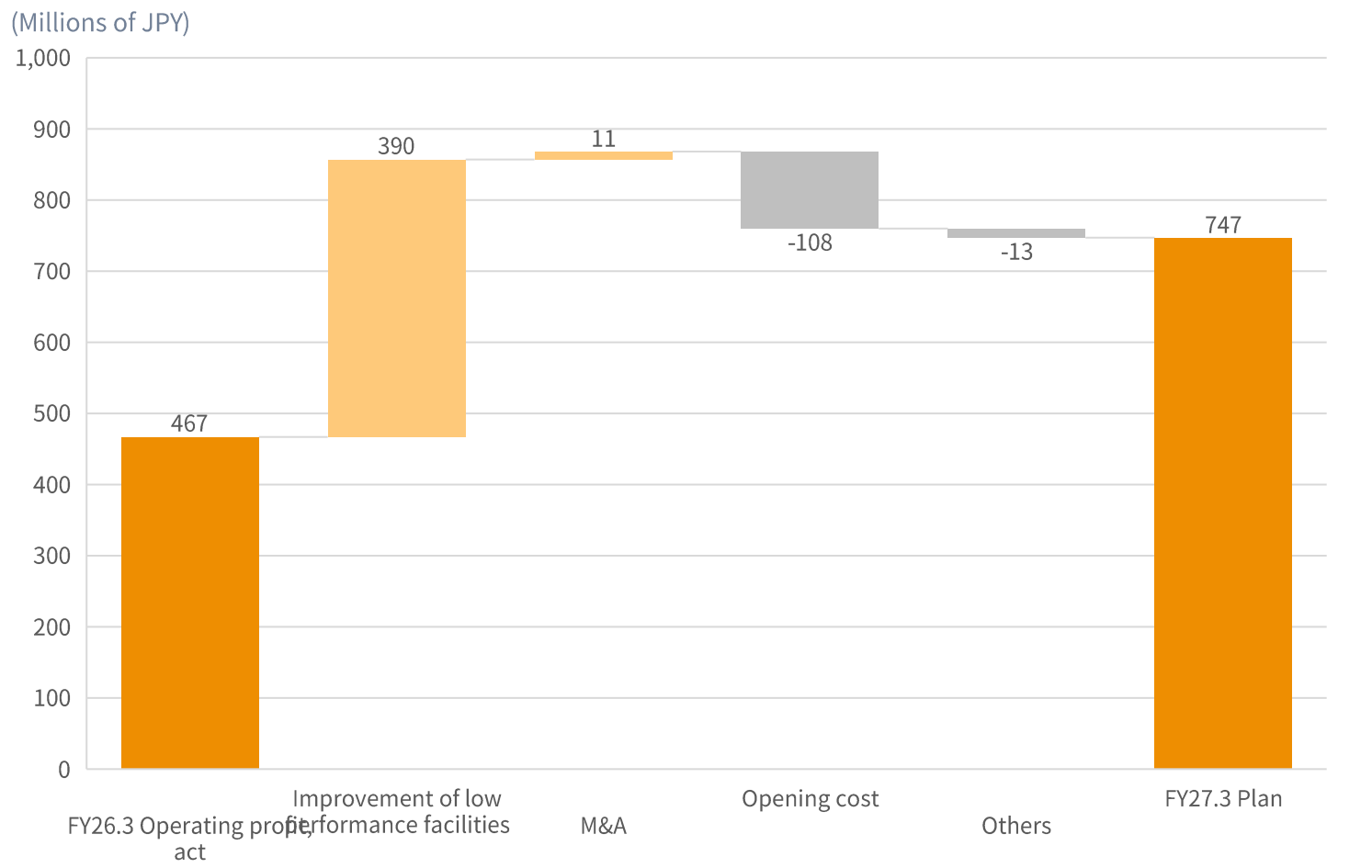
- ✓ Earnings forecasts for FY28.3 onward remain undisclosed as the impact of the introduction of lease accounting standards has not yet been determined
- ✓ Net sales are expected to increase 9.6% YoY, driven by occupancy improvements, additional reimbursement acquisitions, and price pass-through
- ✓ Restrained new facility openings are expected to accelerate profit realization, with operating profit projected to grow 59.8% YoY

(Millions of JPY)

	FY26.3 ACT	FY27.3 Plan	YoY
Net sales	22,057	24,170	9.6%
Operating profit	467	747	59.8%
%	2.1%	3.1%	—
Ordinary profit	558	616	10.2%
%	2.5%	2.5%	—
Profit before income taxes	528	616	21.9%
%	2.4%	2.5%	—
Profit attributable to owners of parent	396	427	7.8%
%	1.8%	1.8%	—

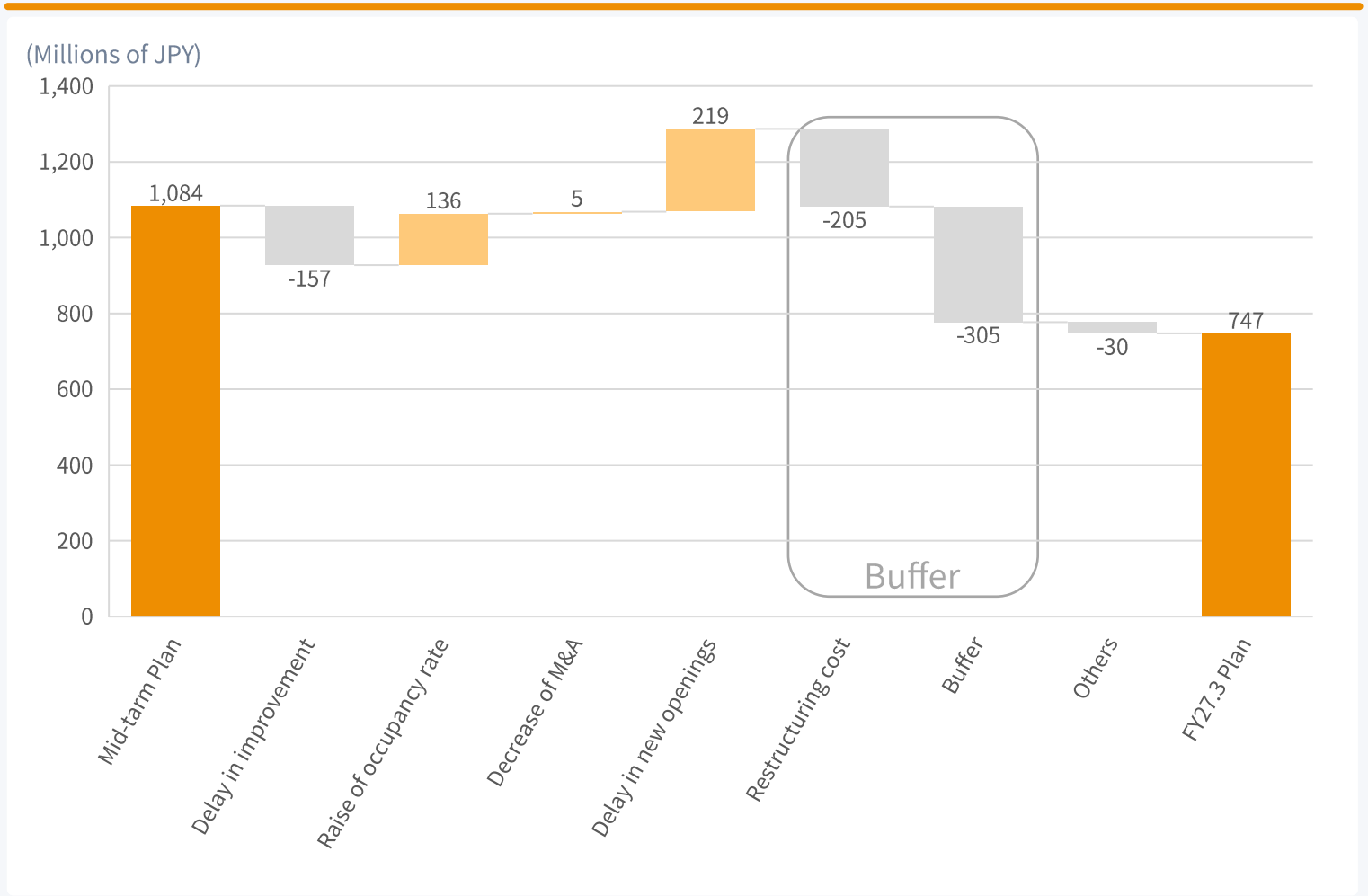
Major Factor of Increasing in Operating Profit from FY26.3

- ✓ Profitability at existing facilities is expected to improve through higher occupancy rates, particularly at underperforming facilities, as well as expansion of services in the medical business
- ✓ However, the plan does not incorporate additional reimbursement acquisitions or price pass-through
- ✓ Potential M&A transactions currently under consideration are also not included in the plan



Factors behind the decrease in operating Profit from Mid-Tarm Business Plan

- ✓ More than JPY 350 million in improvement is expected through higher occupancy rates at existing facilities and restrained new development
- ✓ A profit decline of slightly less than JPY 160 million is expected due to delayed improvement at underperforming facilities



Key Initiatives for FY27.3

Business expansion in elderly care and disability support

1. Expansion of insured home-visit nursing services



2. Entry into supported housing for persons with disabilities



Expansion of insured home-visit nursing services

・Established Medical Platform, a healthcare-focused subsidiary, in November 2024. Began providing medical insurance–covered home-visit nursing services in-house from March 2025 onward.

・In addition to revenue growth from home-visit nursing, the initiative is expected to deliver multiple benefits, including early detection of illness, reduction in hospitalizations, and decreased resident turnover by enabling in-home medical response

Established

Nov 2024 (Medical Platform)

Services are provided in

Hokkaido, Sendai, Tokyo, Kanagawa, etc

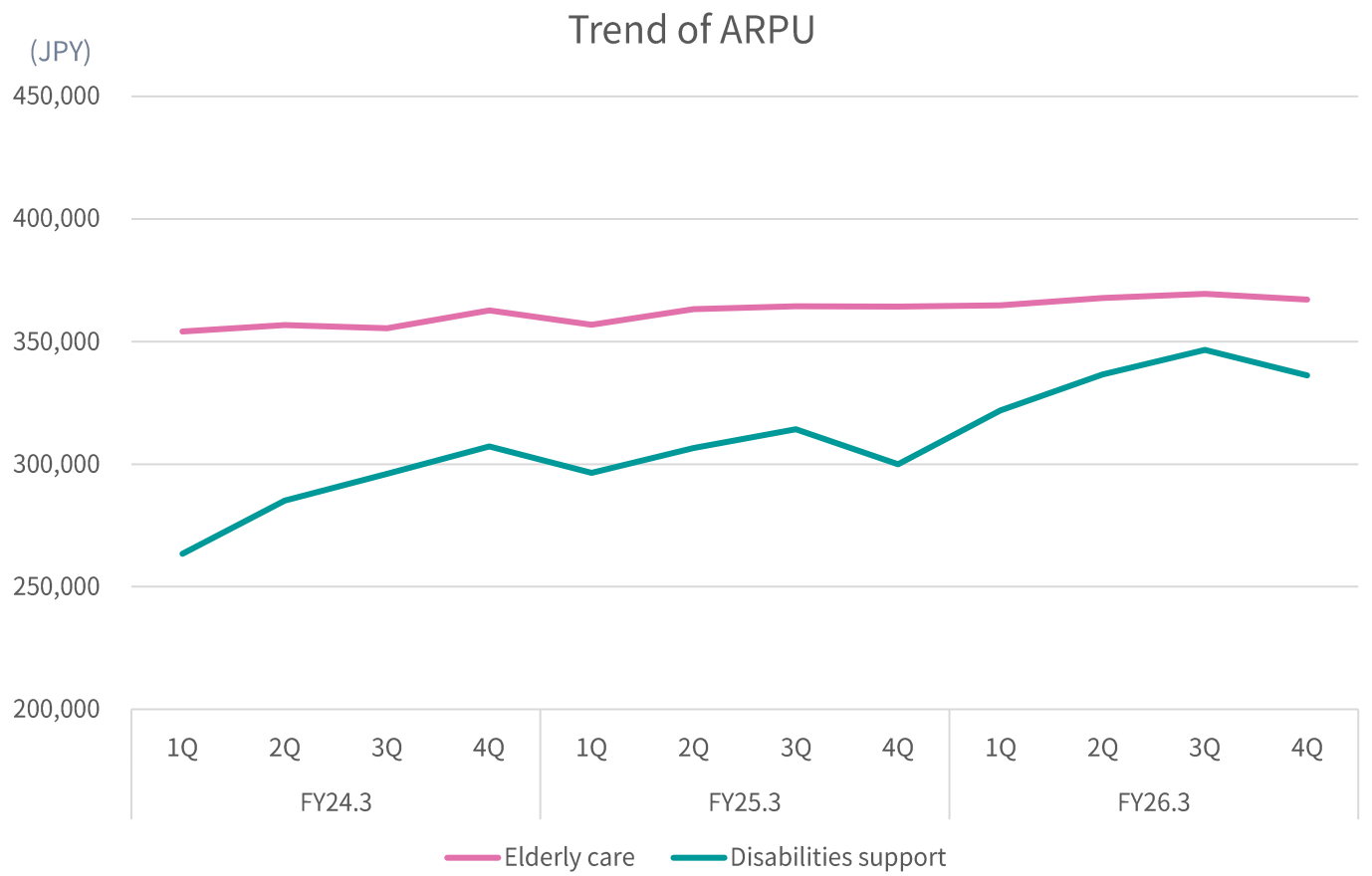
Expected benefits

- Higher unit prices in elderly care and disability support services
- Expansion of eligible user base
- Reduction in hospital admissions
- Lower resident turnover

Increase of ARPU with Medical Services

Medical home-visit nursing is improving unit prices, with limited current contribution (~5%) but expected uplift of approx. ¥50k after nationwide rollout.

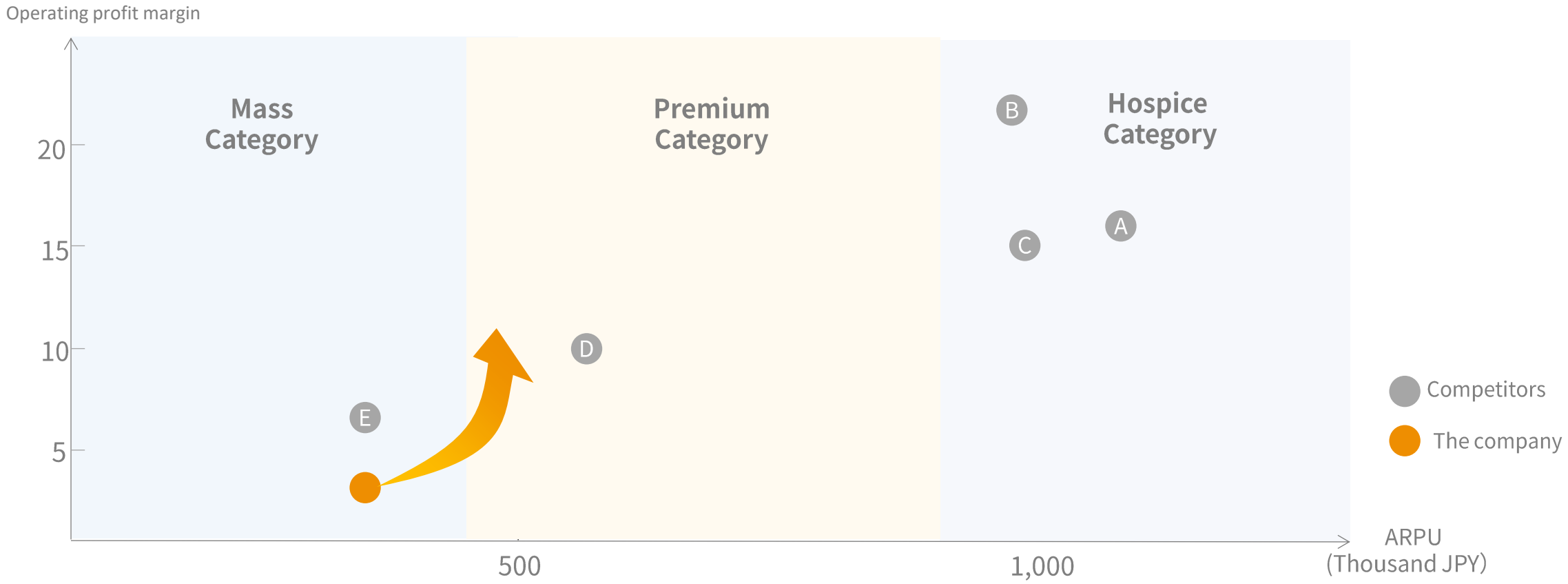
Disability support unit prices temporarily declined in Q4 due to new openings, but are on an upward trend.



Business expansion in elderly care and disability support

Increase of ARPU with Medical Services

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



Key Initiatives for FY27.3

Business expansion in elderly care and disability support

1

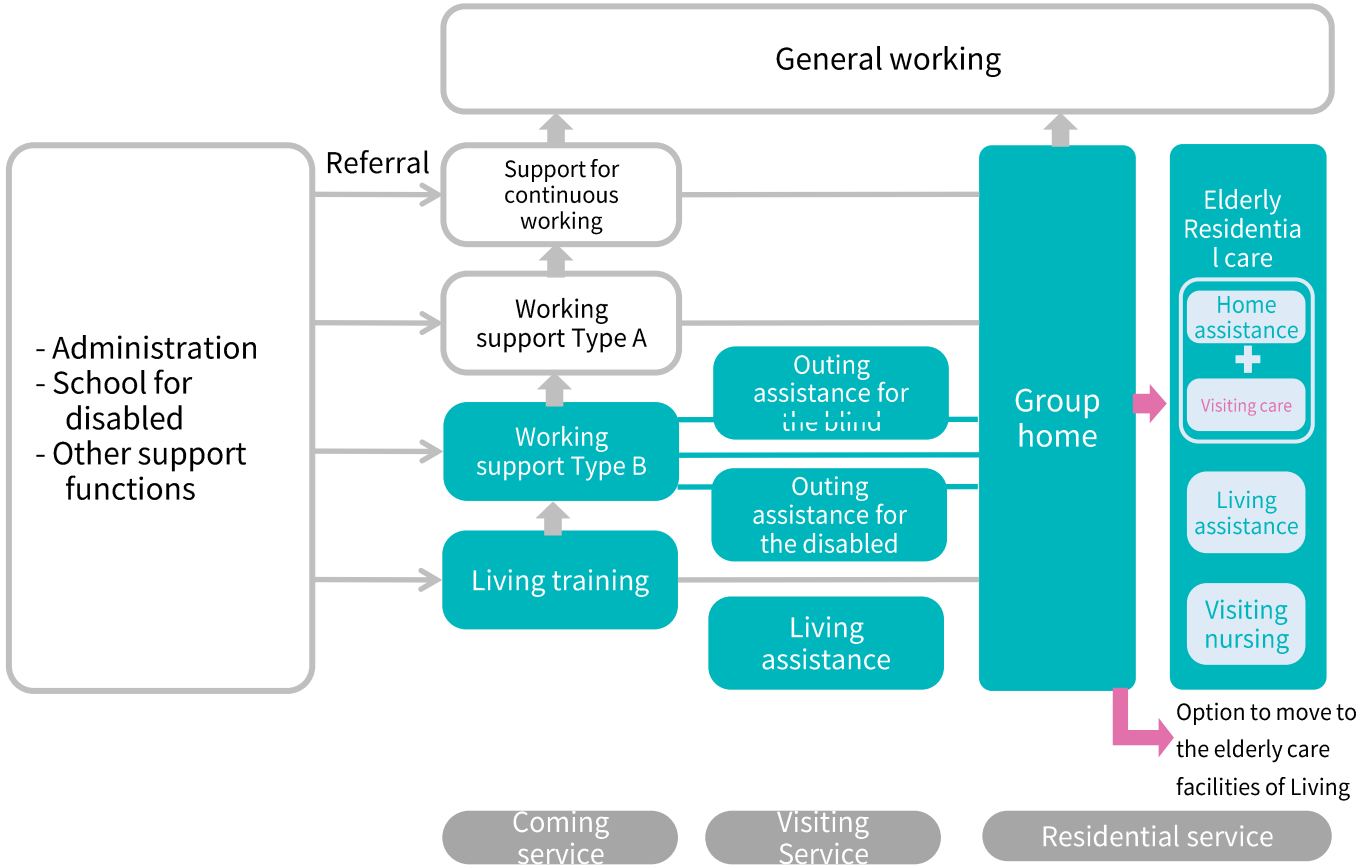
Expansion of insured home-visit nursing services

2

Entry into supported housing for persons with disabilities

Business expansion in disability care

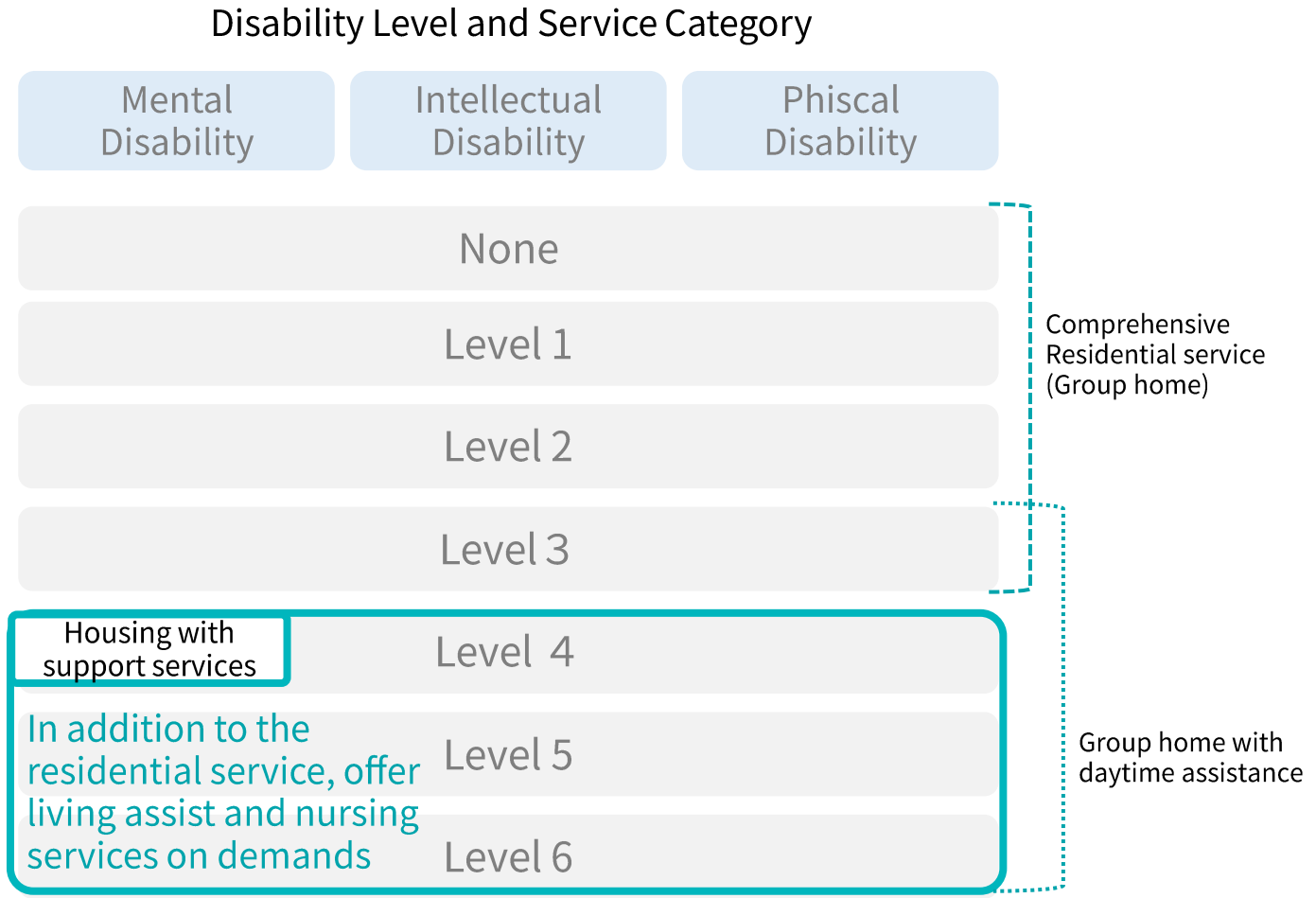
- ✓ Expanding services to meet diverse needs in disability support, including employment, assistance, and care
- ✓ Leveraging nearby integrated facilities, including elderly care, to provide tailored environments for each individual's needs



Business expansion in disability care

housing with support services

- ✓ Classification updated to “supported housing” due to new regulatory framework; service scope and target users unchanged
- ✓ Expanding integrated services to meet diverse disability needs, including employment, assistance, and care



05 Shareholder Returns and Dividends

Policy of the Distribution of Earnings

Dividend

FY26.3

per share **5** JPY

FY27.3

per share **5** JPY

Shareholder Benefits

FY26.3

Digital Gift

5,000 JPY

Total Amount in FY26.3 :23 mil JPY

FY27.3

Considering equivalent benefits

Background

- Our operational systems are now stable, supporting a sustainable profit structure.
- We expect to achieve our targets for FY26.3 and continue steady profit growth thereafter.
- We aim to provide stable and continuous dividends and enhance shareholder returns in line with business performance.

06 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)) 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	M’s Consulting
	ID Arman	

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** Kindergartens Certified child facilities
Community-based service	Small-scale childcare Homelike childcare Visiting childcare In-house childcare

Government-led

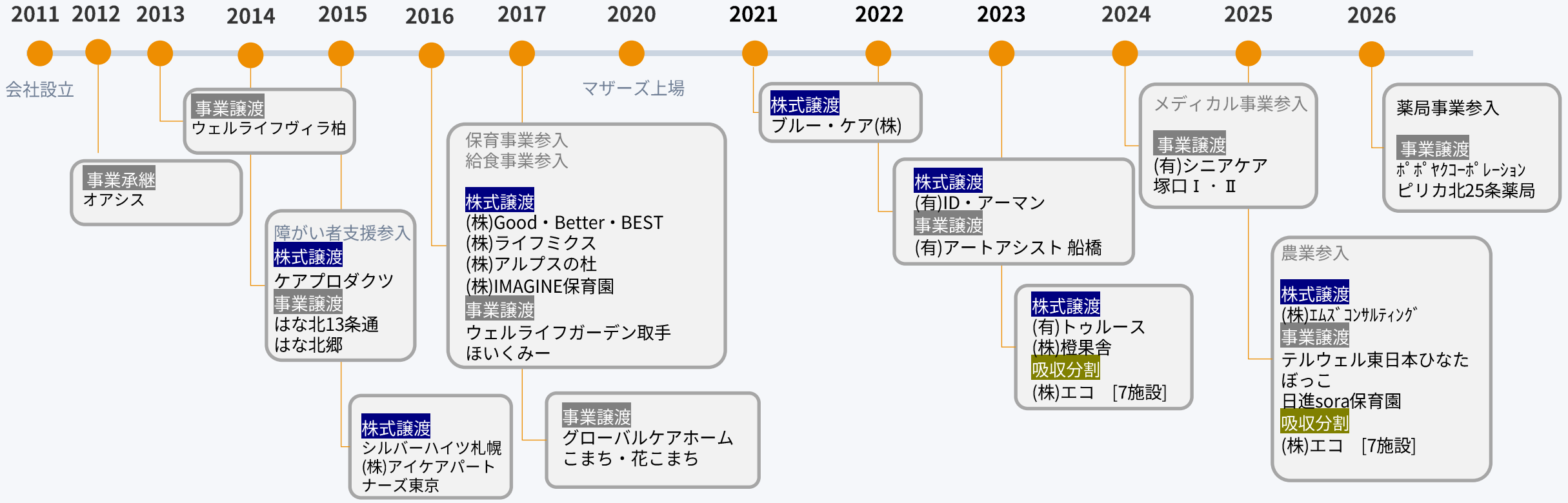
Private in-house childcare

Others

Our business domains

積極的なM&Aによる拡大

Expanding through both new facility development and M&A; will further accelerate M&A-led growth amid rising construction costs



 # total M&A **26**

 # total acquisition **56** facilities

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

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Corporate Communication Office

E-mail: ir@living-platform.com