



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

Aug 14<sup>th</sup>, 2025

Living Platform, Ltd.  
(TSE Growth: 7091)

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# Executive Summary

# Highlights

## Net Sales

YoY **+17.3%**

Constantly increased with  
New development and M&A

## Operating Profit

YoY **+177.0%**

Improvement in occupancy rate  
conveyed constant growth

## Equity Ratio

**17.0%**

Constantly improved

## Improvement in low profit facilities

**+30%**

**on the end of FY25.3**  
Negative impact was reduced.

## Specified Skilled Foreign Worker

**11.8%**

**of total full-time workers**

As a part of DEI, # of foreign workers  
has been increased



## エグゼクティブサマリー

- ✓ Sales increased constantly, despite delays in the improvement of several elderly care facilities with low occupancy ratio ➡ P. 11
- ✓ The operating profit reached to the highest level, though it was less than previous 4Q as 23 mil JPY was paid out for the shareholders' benefit. ➡ P. 9
- ✓ The price increase is still upward trend, but the price pass through has been mostly completed ➡ P. 13
- ✓ The stabilization of operations has been improved and most of low performance facilities will turn to positive in Q2 of FY26.3 ➡ P.21
- ✓ The specified skilled foreign workers will be assigned also to the disabilities support business by the end of 2Q, that will contribute to raise occupancy rate ➡ P.22
- ✓ The number of temporary workers was increased for the temporary shortage of personnel ➡ P.24
- ✓ Medical Platform has commenced its business in last March. Will be expanded to nationwide in this FY ➡ P.41
- ✓ The disabilities support business is expanding its domain. The business development will be started in FY26.3 and we expect this business will significantly contribute to the operating profit in FY27.3 ➡ P.45

# Consolidated Financial Results for the 1Q of FY26.3 (Cumulative)

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

- ✓ Due to the acquisition of the business succession including land and buildings on Apr 1, 2025, borrowings had been increased in 4Q of FY25.3 and paid out in this 1Q.
- ✓ Equity ratio improved due to the accumulation of profits

(Millions of yen)

	FY25.3 ACT	FY26.3 FCT	FY26.3 1Q ACT	YoY difference
Current assets	3,868	4,339	3,686	-183
(Cash and deposits)	1,592	1,169	1,249	-343
Non-current assets	8,246	8,726	8,915	669
(Land and buildings, etc.)	4,611	4,817	4,589	-22
Total assets	12,115	13,065	12,602	486
Current liabilities	2,696	3,263	3,115	419
Non-current liabilities	7,366	7,455	7,213	-153
Total liabilities	10,063	10,718	10,329	266
Net assets	2,052	2,346	2,144	91
Total liabilities and net assets	12,115	13,065	12,473	358
Equity ratio	16.7%	17.7%	17.0%	0.2%
Borrowings, etc. (long-term & short-term)	5,953	5,895	5,766	-188

# 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			
(Cash and deposits)	1,375	1,022	1,275	1,592	1,249			
Non-current assets	8,083	8,023	8,147	8,246	8,915			
(Land and buildings, etc.)	4,596	4,579	4,662	4,611	4,589			
Total assets	11,475	11,202	11,669	12,115	12,602			
Current liabilities	3,517	2,873	3,086	2,696	3,115			
Non-current liabilities	6,241	6,564	6,756	7,366	7,213			
Total liabilities	9,758	9,438	9,843	10,063	10,329			
Net assets	1,717	1,763	1,826	2,052	2,144			
Total liabilities and net assets	11,475	11,202	11,669	12,115	12,473			
Equity ratio	15.0%	15.7%	15.6%	16.7%	17.0%			
Borrowings, etc. (long-term & short-term)	5,125	5,356	5,523	5,953	5,766			



# Overview of Consolidated Statements of Income

- ✓ Operating profit decreased slightly compared to 4Q of FY25.3 due to the recording of 23 million yen in shareholder benefits implemented in May 2025 as SGA costs, but in case excluding that, it is the highest profit ever.

\*In FY22.3/3Q, operating profit was 166 million yen, but this does not include the non-deductible consumption tax (88 million yen) currently recorded as SGA costs, so under the current accounting method, it amounts to 78 million yen.

- ✓ In 2Q and 3Q, we anticipate further growth in operating profit due to the fact that there are more months with 31 business days compared to 1Q, as well as improvements in the occupancy rates of some facilities. At this point, we expect to achieve the planned profits for each stage of the fiscal year.

(Millions of yen)

	FY25.3 1Q ACT	FY26.3 Full Year Plan	FY26.3 1Q ACT	FY25.3 (Apr – Jun)	Progress
Net sales	4,564	21,495	5,354	5,354	24.9%
Operating profit	42	547	116	116	21.2%
%	0.9%	2.5%	2.2%	2.2%	
Ordinary profit	69	488	128	128	26.2%
%	1.5%	2.3%	2.4%	2.4%	
Profit before income taxes	65	488	128	128	26.2%
%	1.4%	2.3%	2.4%	2.4%	
Profit attributable to owners of parent	47	318	89	89	27.9%
%	1.0%	1.5%	1.7%	1.7%	-





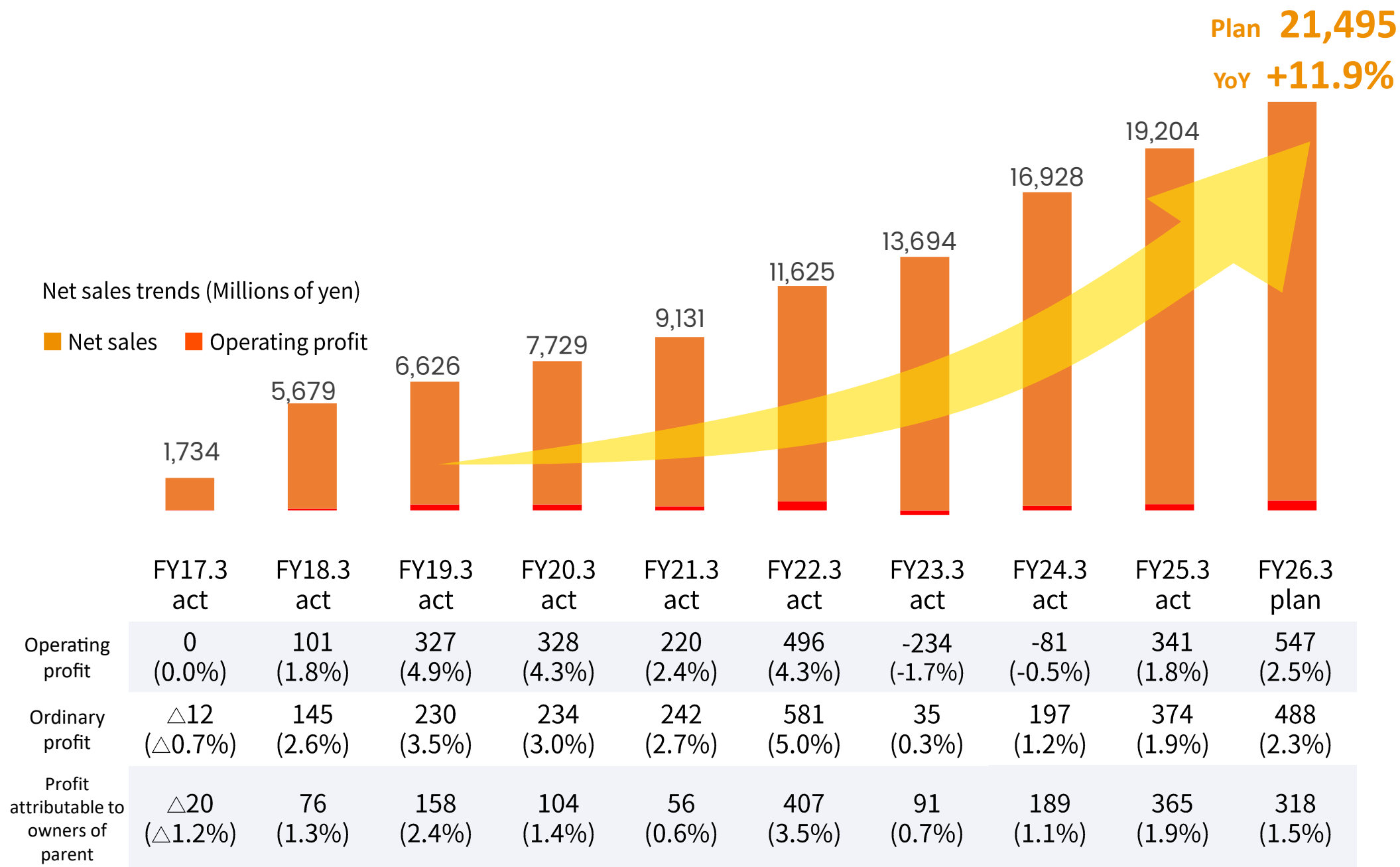
# Quarterly Trends of Consolidated Statements of Income (FY25.3 – FY26.3)

(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			
Operating profit	42	71	110	118	116			
%	0.9%	1.5%	2.2%	2.4%	2.2%			
Ordinary profit	69	56	80	169	128			
%	1.5%	1.2%	1.6%	3.4%	2.4%			
Profit before income taxes	65	60	80	152	128			
%	1.4%	1.3%	1.6%	3.0%	2.4%			
Profit attributable to owners of parent	47	55	57	206	89			
%	1.0%	1.2%	1.2%	4.1%	1.7%			



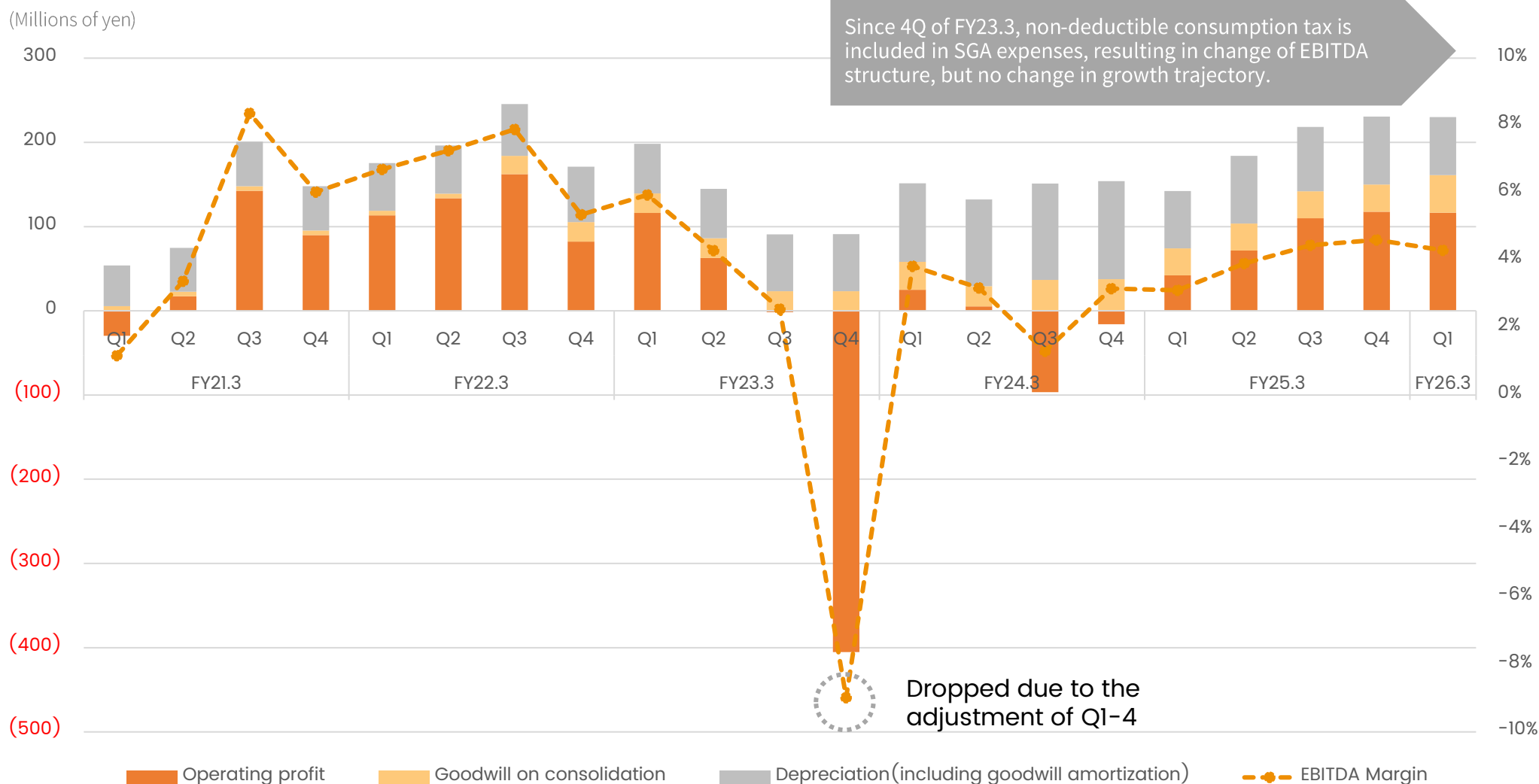
# Trends in Net Sales, Operating Profit, Ordinary Profit, Profit Before Income Taxes and Profit



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

# Quarterly Trends of EBITDA

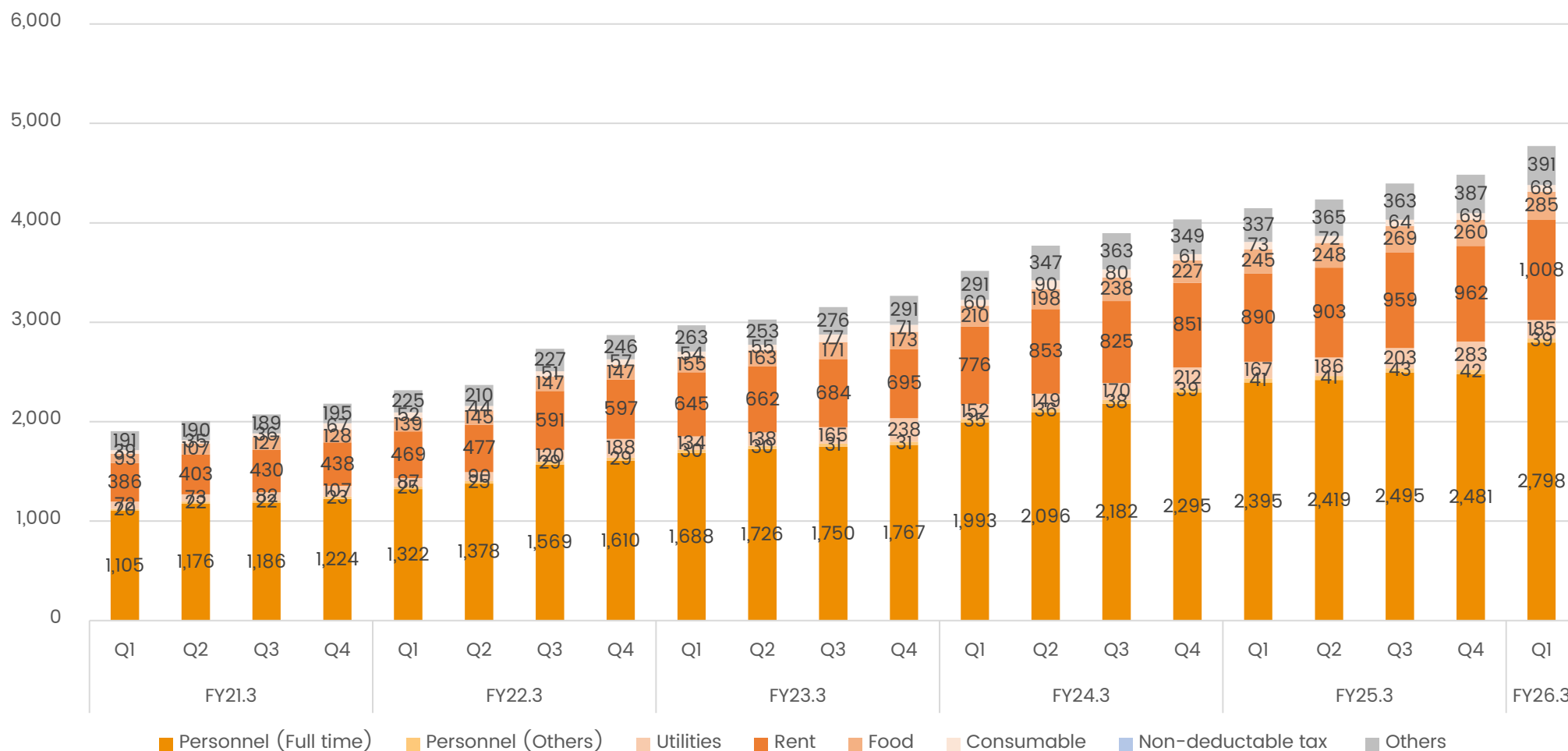
- ✓ Operating profits has raised, and EBITDA is on an upward trend.
- ✓ In Q1, operating income was suppressed due to new facility opening costs and shareholder benefits, resulting in a slight decrease in EBITDA margin compared to Q4 of the previous fiscal year. However, the margin is expected to increase from Q2 onwards.



# Breakdown of Cost of Sales

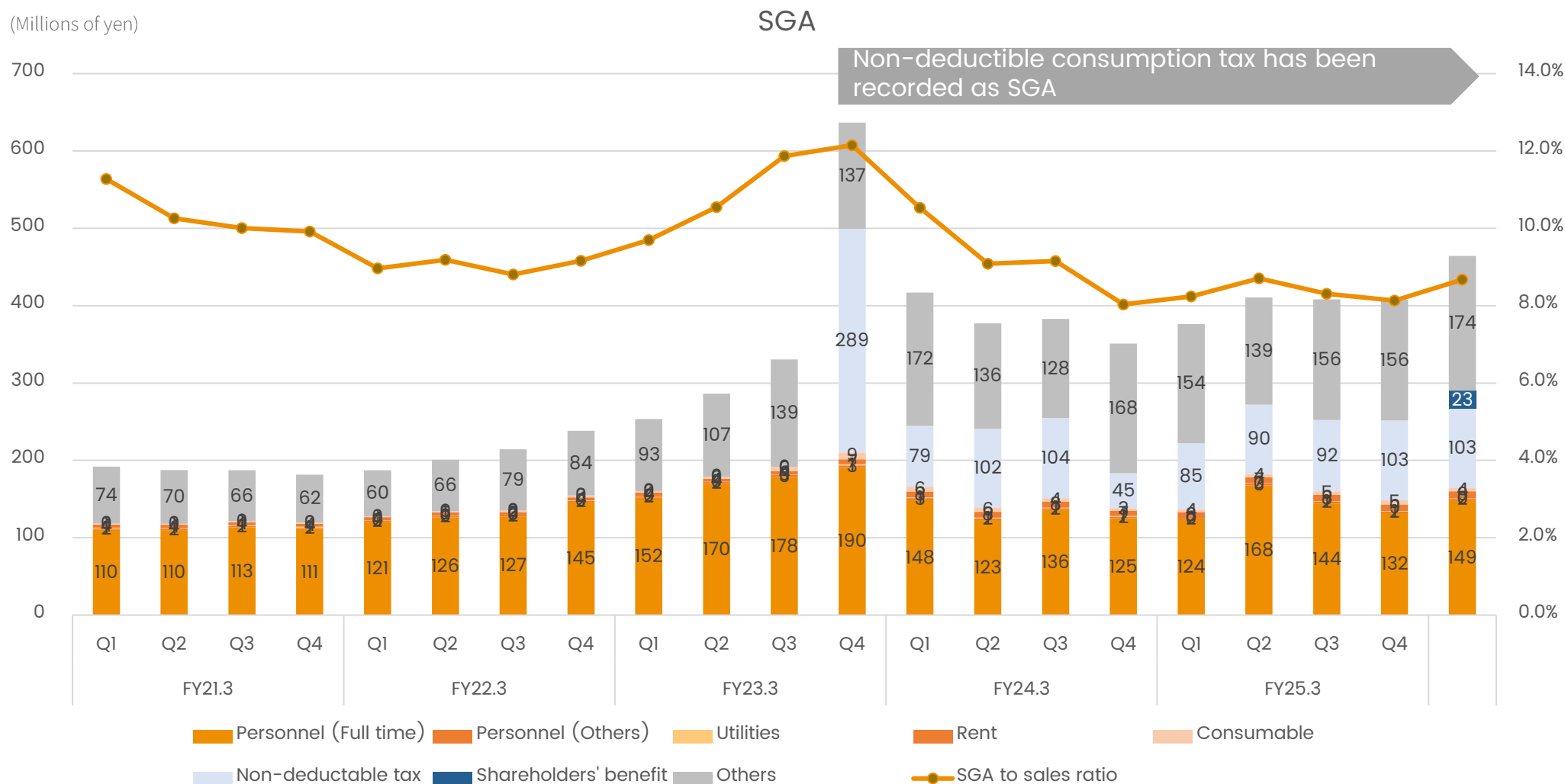
- ✓ Personnel expenses increased due to the opening of new facilities and business succession in 1Q, as well as bonuses for childcare business, but remained within budget.
- ✓ We have completed the price pass-on of food cost increases up to last year, but unit price increases have continued, particularly for rice, so we consider to pass on additional costs in FY26.3.

(Millions of yen)



# Breakdown of SGA

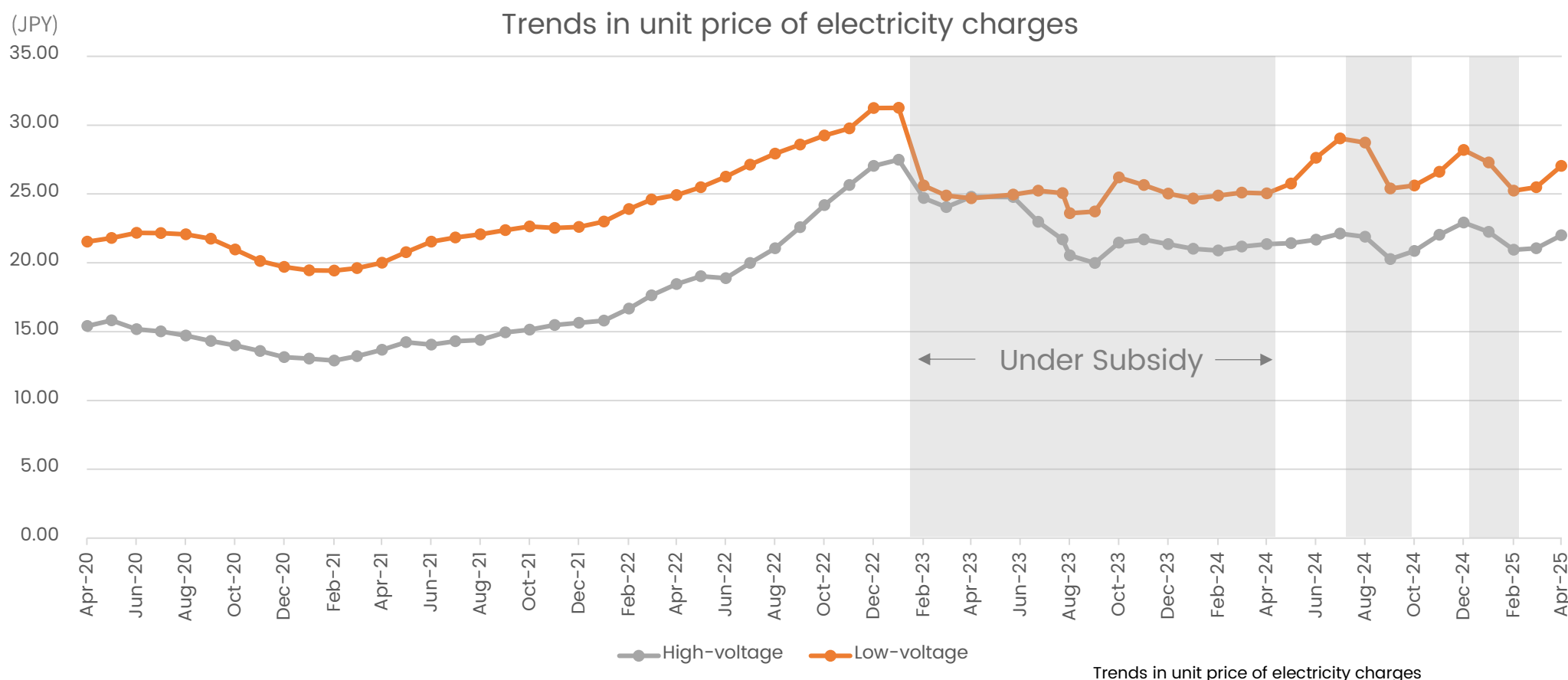
- ✓ Due to the shareholders benefit implemented in May 2025, 23 mil JPY was recorded as SGA, and hiring cost causing a temporary increase in the SGA ratio
- ✓ DX was completed in FY25.3, and in FY26.3 SGA to sales ratio will be decreased





# Soaring Electricity Charges

- ✓ The subsidy has been resumed for the specific period of high demand, Jul – Sep for FY25.3.
- ✓ Efforts are being made to control the increase by reviewing electricity contracts, and if necessary, passing on the price.
- ✓ Both low-voltage and high-voltage power services are utilized at the facilities owned by the Company.





## Status of Operations

Occupancy rate

Agency margins for new contract

Personnel cost

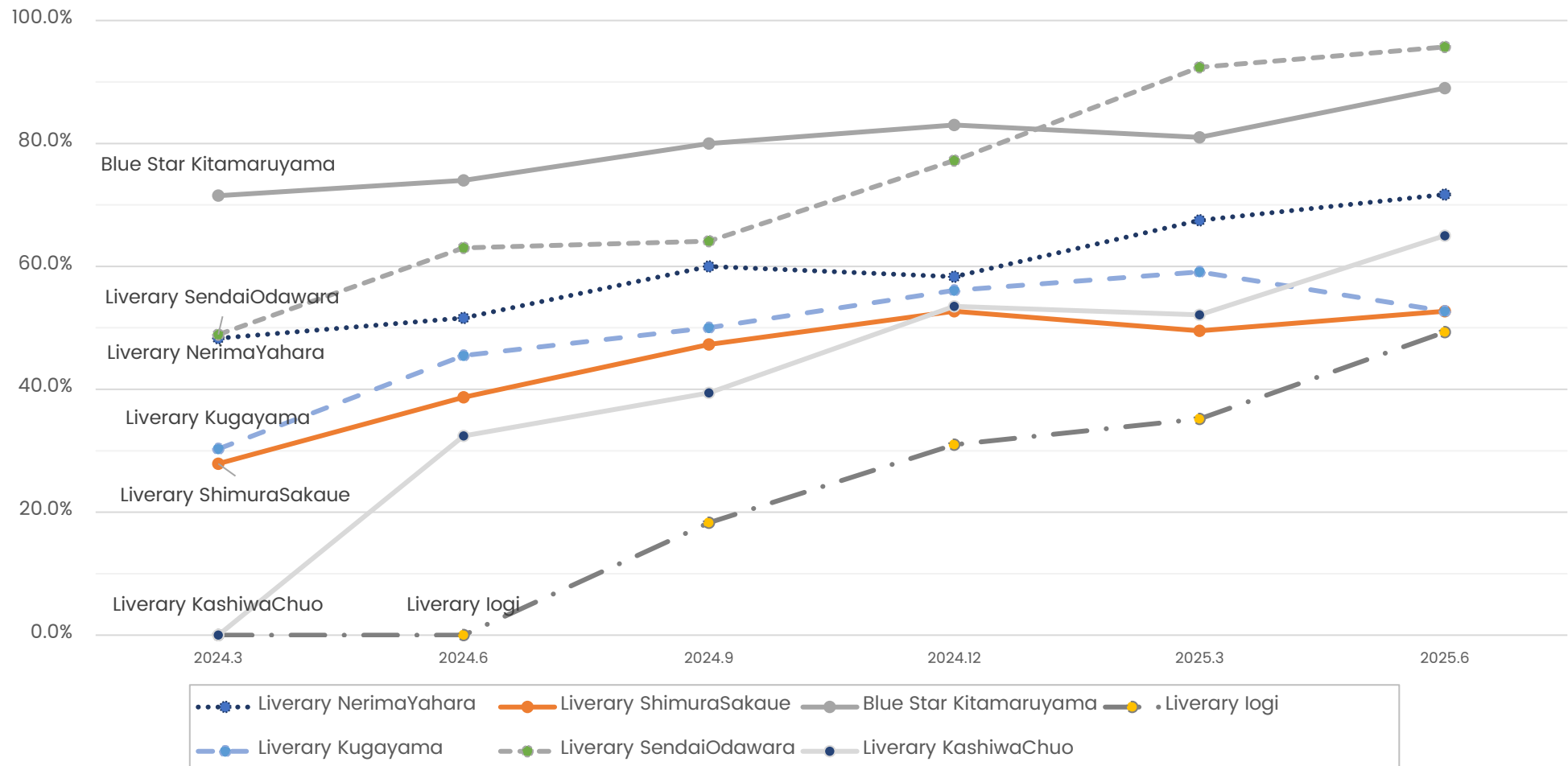
Disability support business



# Status of low performance facilities

- ✓ Occupancy rates have been improved excluding Shimura Sakaue, in specific BS Kitamaruyama and Livery Sendai Odawara reached to 90%.
- ✓ LV Kugayama, Kashiwa Chuo and logi are expected to be in positive in 2Q

Trend in low performance facilities of FY25.3

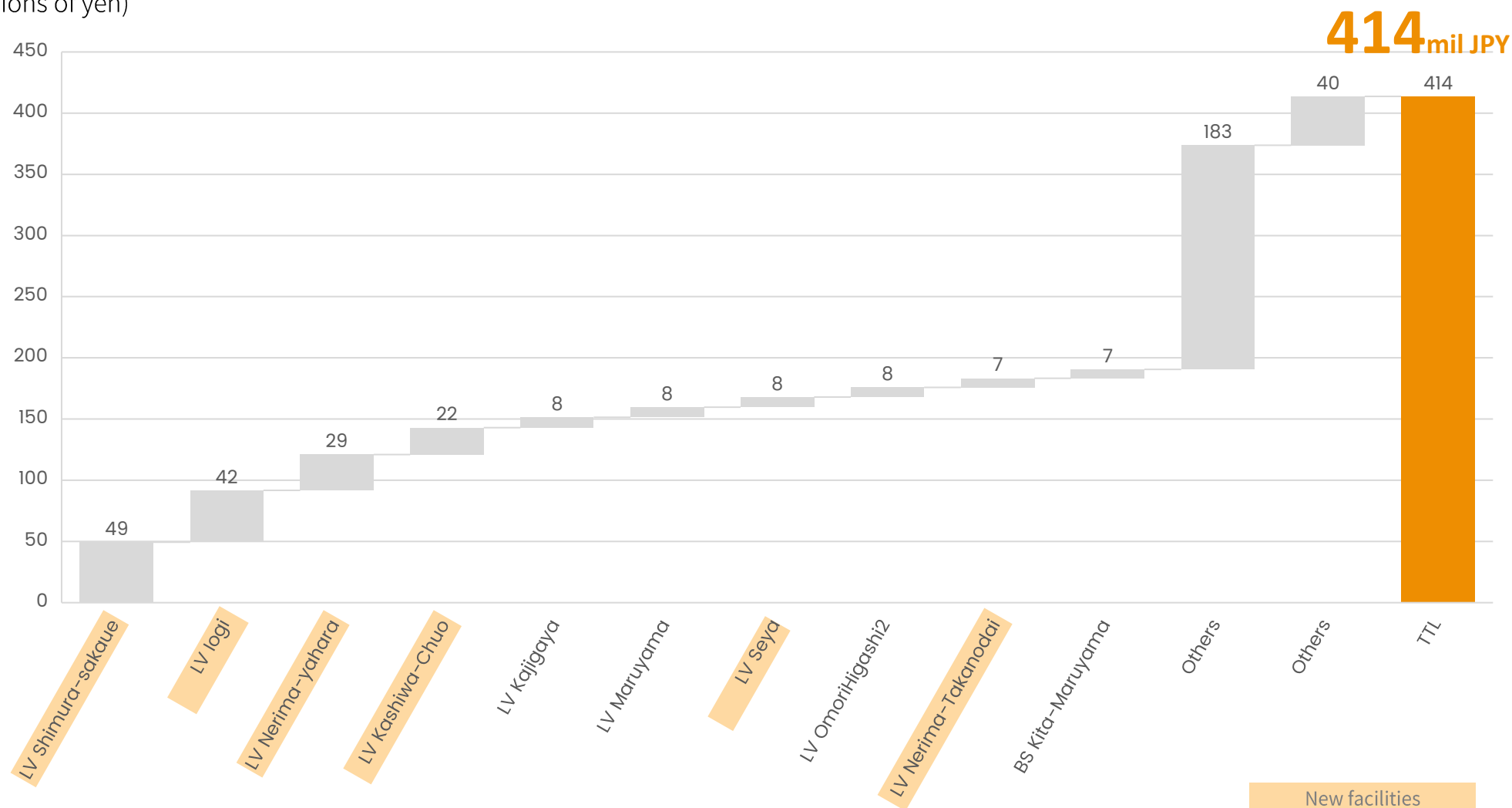




# Potential Operating Profit (Quarterly basis)

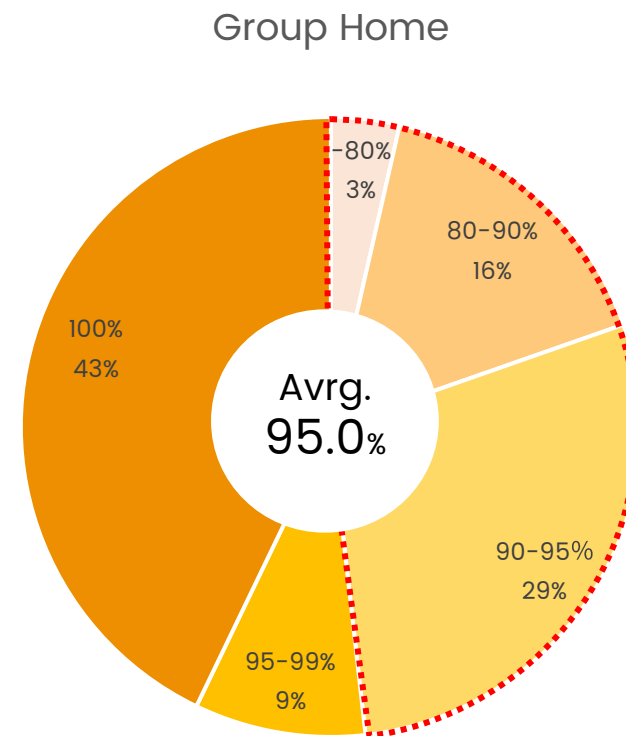
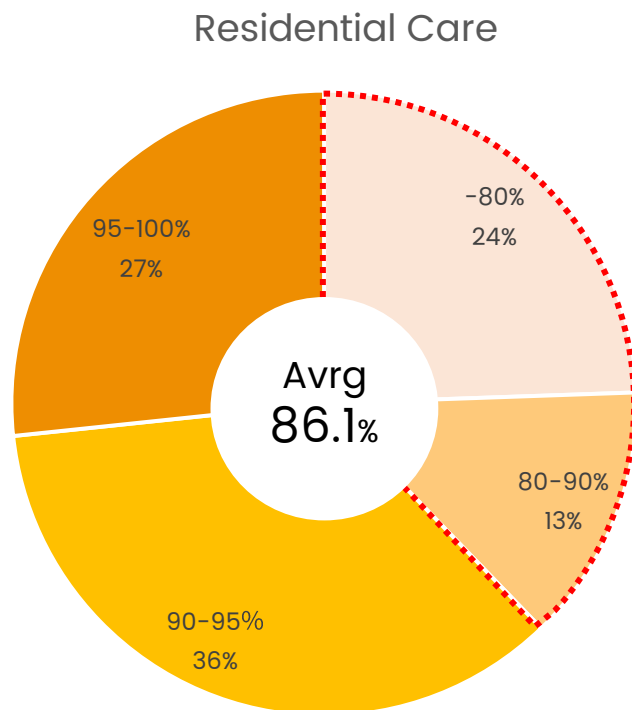
- ✓ Low performance facilities have been improved in sales, excluding Shimura-Sakaue, and in 2Q most of them are forecasted to turn to positive.
- ✓ There are rooms to be improved with the possibility of 414 mil JPY on quarterly basis.

(Millions of yen)



## 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
- ✓ As for residential care facilities, the number of facilities with occupancy rates above 90% was increased to 63%.
- ✓ While the average occupancy rate exceeds 95%, we are aiming for improvement of the low performance



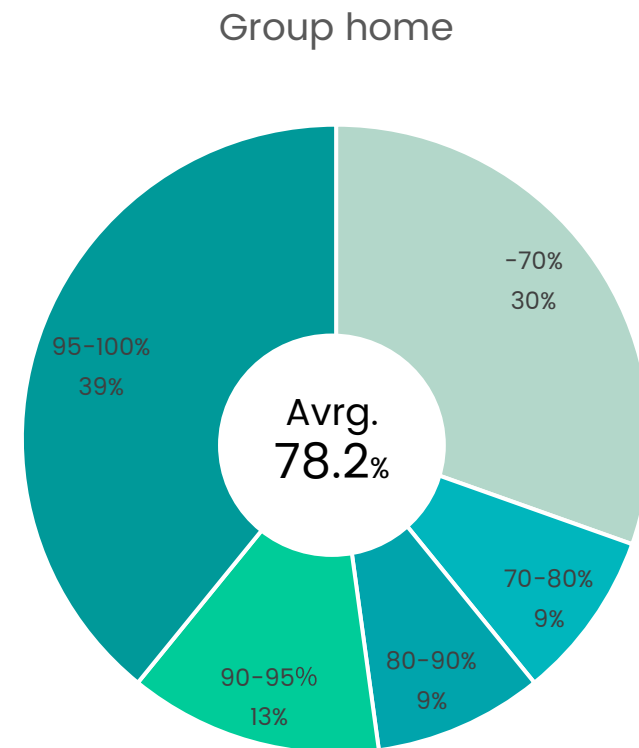
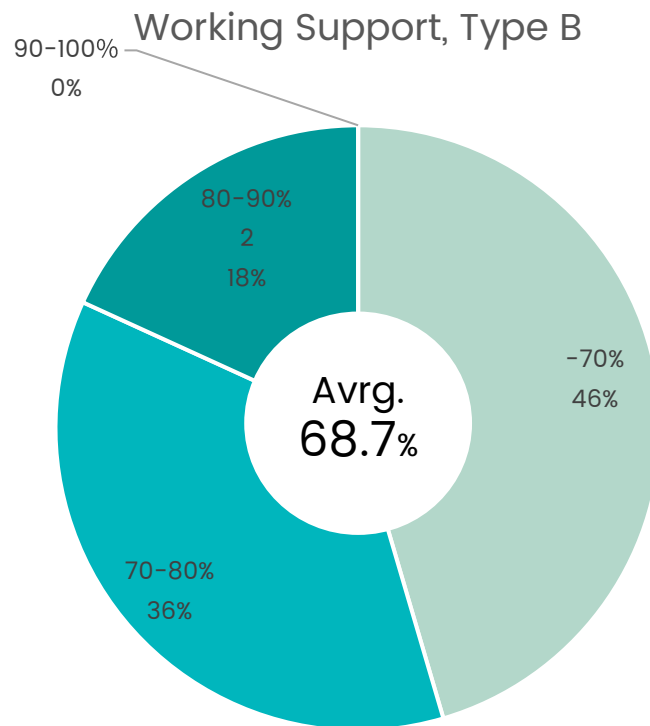
(as of 30<sup>st</sup> June 2025)





# Status of occupancy rate: Disabilities Support

- ✓ Our standard occupancy rate is set at 70% for the business for working support type B, but might be increased in the future.
- ✓ The performance of group homes will be improved in 2Q when the specified skilled foreign workers join to the company whose immigration process was delayed



(as of 30<sup>st</sup> June 2025)



## Status of Operations

Occupancy rate

Agency margins for new contract

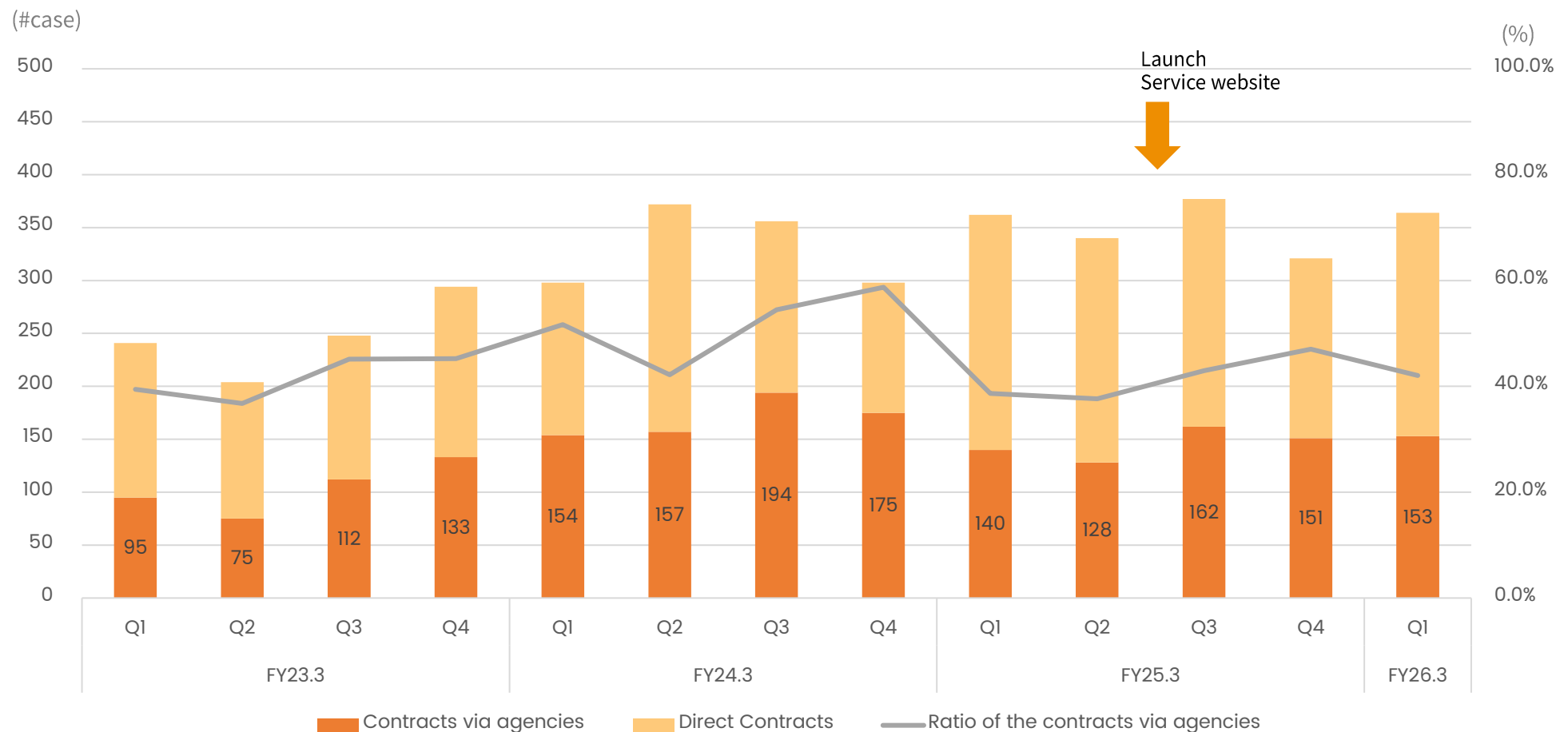
Personnel cost

Disability support business



# Status of agency margins for the client contract

- ✓ In order to promote contracts through the own website, continue to operate online ad
- ✓ The main reason for the high proportion of agency contracts is that the majority of new contracts are for underperforming facilities. However, they are expected to be reduced once the expected occupancy rate is reached





## Status of Operations

Occupancy rate

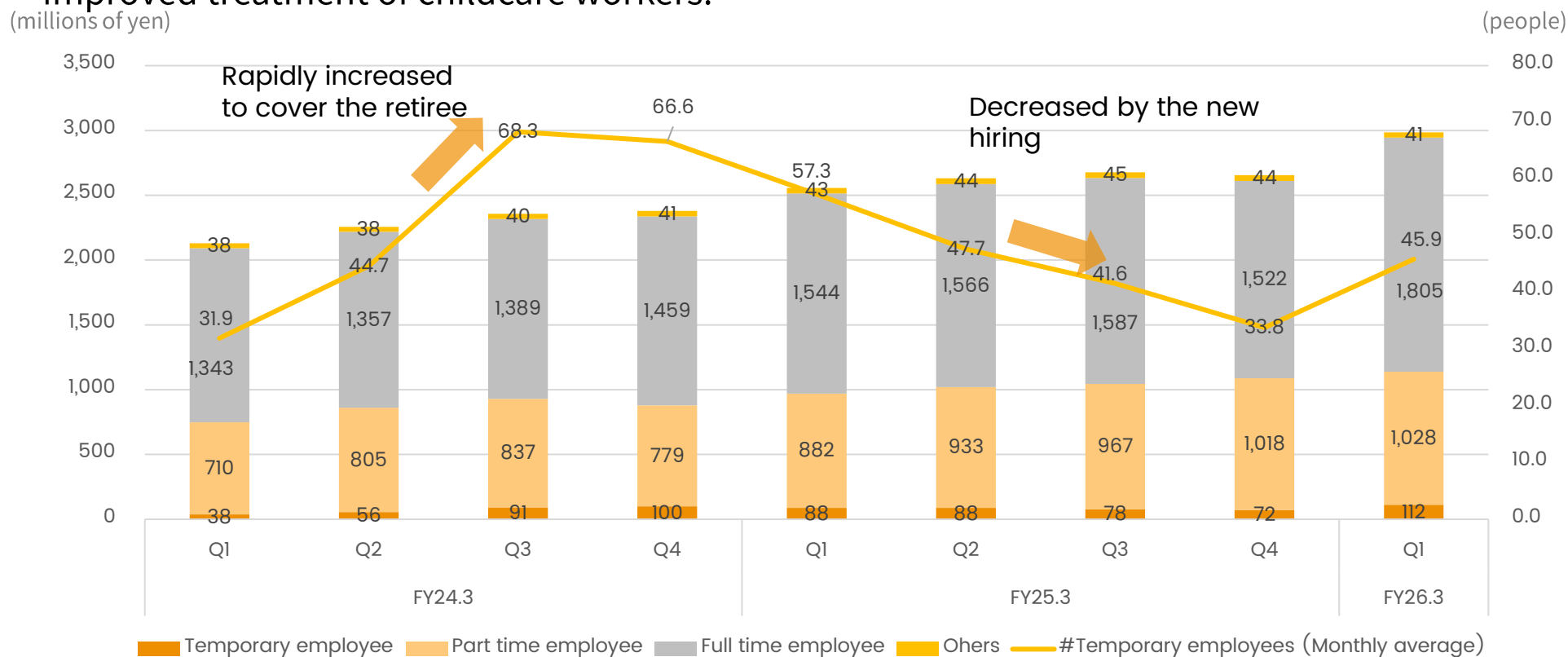
Agency margins for new contract

Personnel cost

Disability support business

# Status of Personnel cost

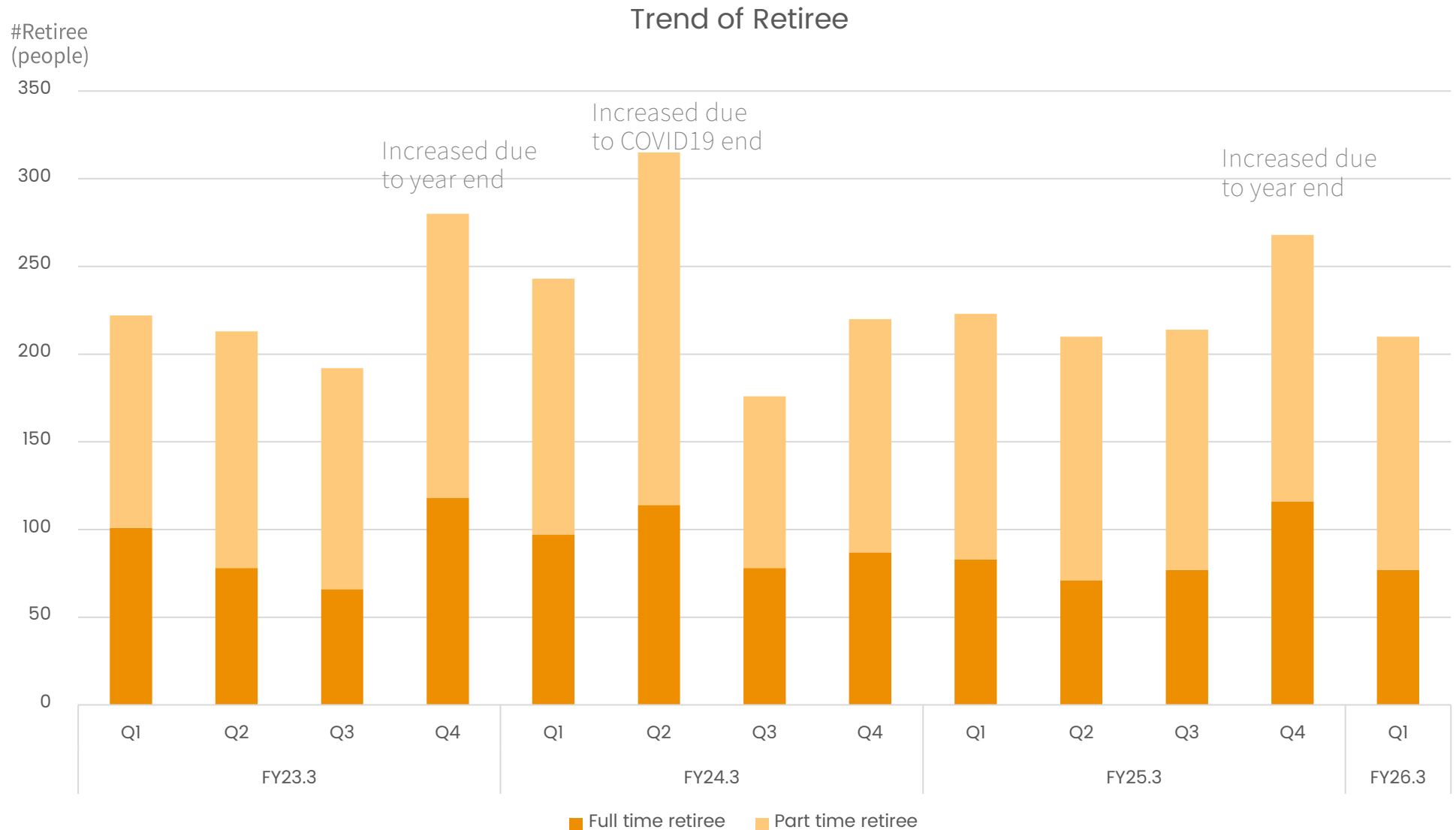
- ✓ From Q4 to Q1, there was an upward trend in the number of temporary staff, with the main reasons being childcare services and disability support services.
- ✓ In the nursing care business, the number of temporary staff increased slightly from Q4 to Q1 (monthly avrg +2.4), but is expected to decline after Q2 due to the employment of foreign workers.
- ✓ In disability support services, temporary staff were hired to prioritize the operation of newly opened facilities (avrg. +4.3).
- ✓ In the childcare business, # temporary staff increased in 1Q (avrg.  $\pm 5.7$ ) to compensate for staff shortages caused by an increase in resignations at the end of the previous quarter. Additionally, temporary payments (approx. 134 million yen) were made due to increased payments for improved treatment of childcare workers.





# Status of retiree

- ✓ In order to avoid increasing the number of retiree, implement counter measures

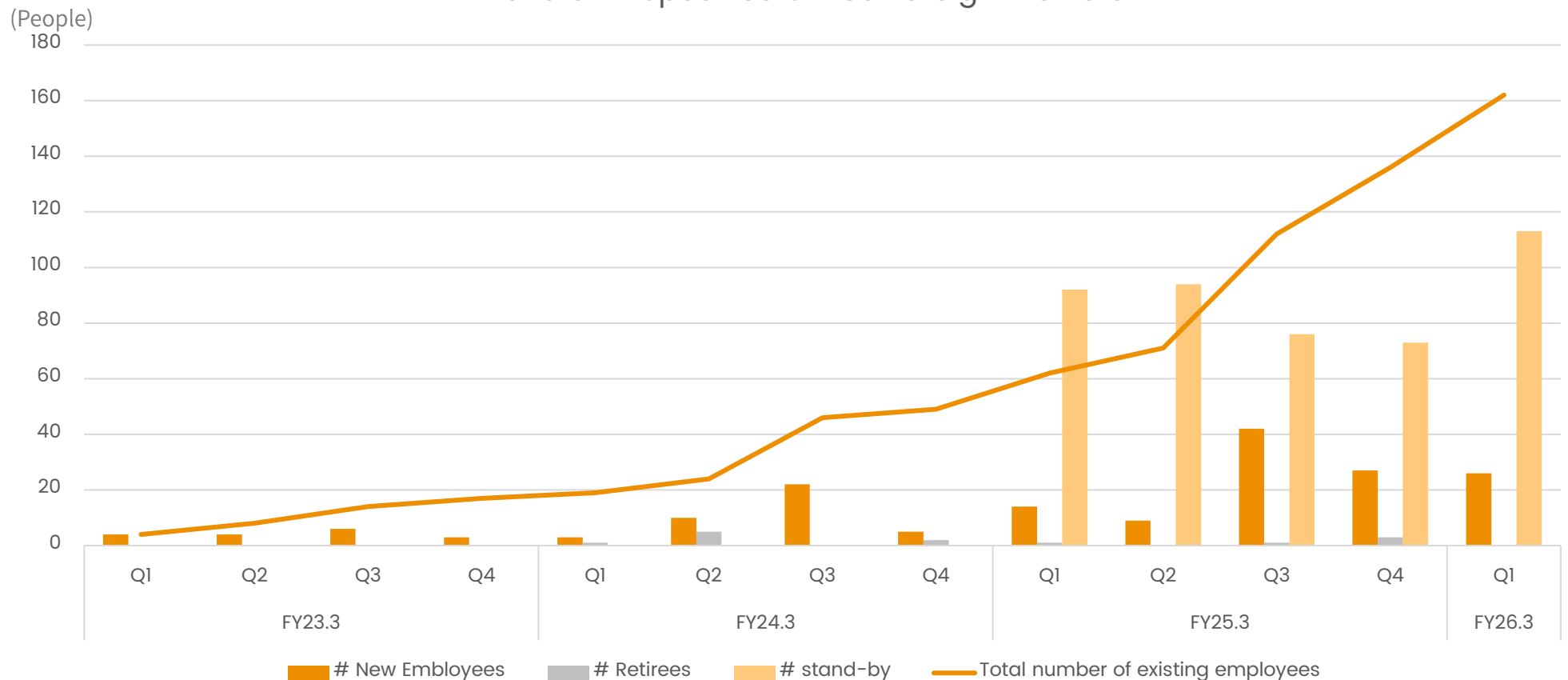




# Utilizing Specified Skilled Foreign Workers

- ✓ Actively accepting of specified skilled foreign workers, and the total number reached to 162 people, 11.8% of total full time employees. As for elderly care, it reached o 14.2%.
- ✓ 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.

Trend of # Specified Skilled Foreign Workers



※ Number of standby is shown since FY25.3



## Status of Operations

Personnel cost

Agency margins for new contract

Occupancy rate

Disability support business



# Business status of Challenge Platform

- ✓ Although performance stagnated due to the delay in refining operational systems, the company achieved profitability last year. However, new openings have been delayed due to a shortage of personnel, which is once again putting pressure on profits.
- ✓ The entry procedures for foreign workers with specific skills who were scheduled to join the company in the first quarter were delayed, but they are now scheduled to join in the second quarter. This is expected to lead to the opening of new offices and increased utilization rates at existing offices, thereby generating profits once again.
- ✓ Plan continuous development of group home in accordance with high potential demand and high profitability
- ✓ Start the business of elderly care for disabilities in FY27.3

(Mil JPY)

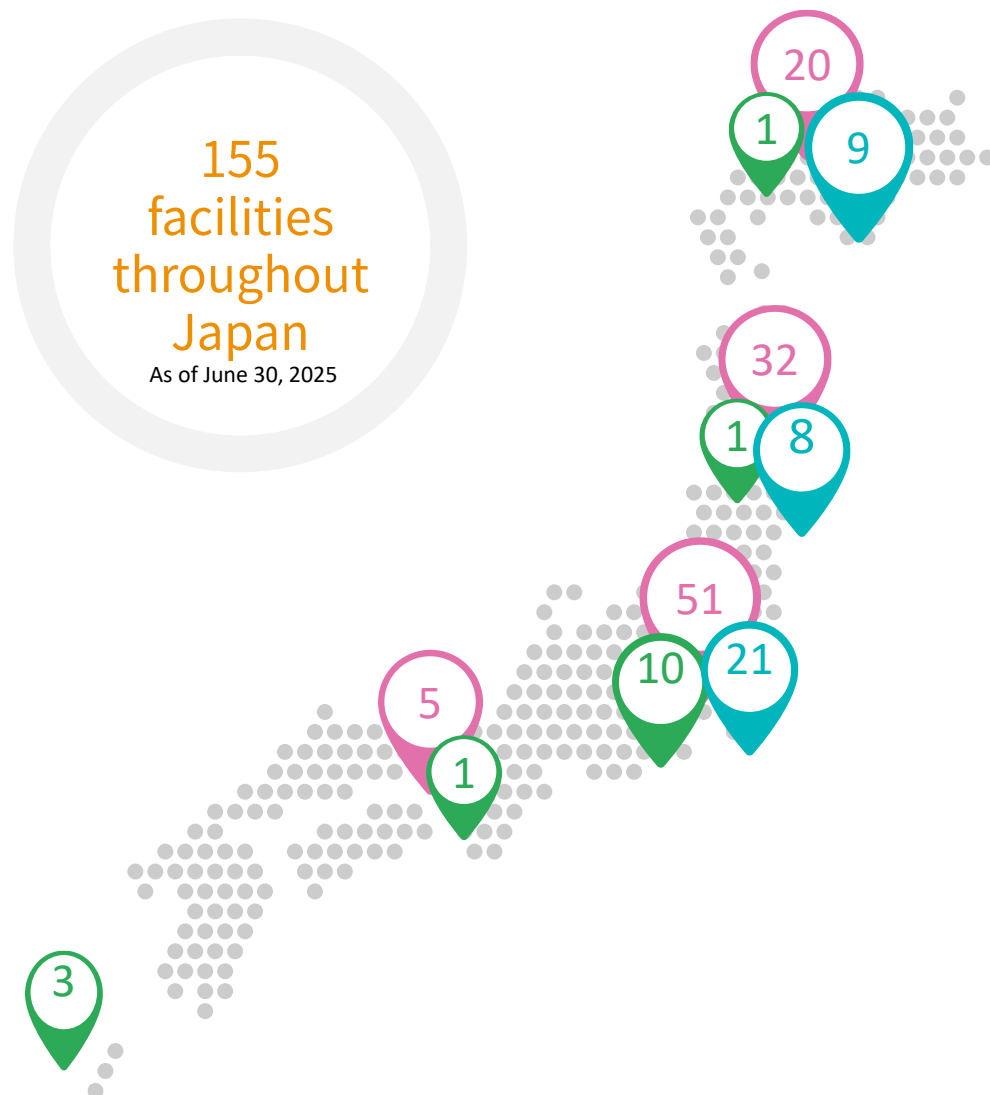




# Review of Operations

# Development Status (including M&A)

Total number of facilities as of the end of Jun 2025  
(Figures in parentheses indicate the increase in 1Q of FY26.3)



 Elderly care		
Residential care facilities, etc.	45	(+1)
Group homes	56	(+7)

 Disabilities support		
Type B working support facilities	12	(+1)
Group homes	25	(+1)

 Childcare		
Approved childcare facilities	14	(+1*)
Private in-house childcare facilities	1	(0)
Non-approved childcare facilities	1	(0)

\* An existing facility has been divided into two facilities



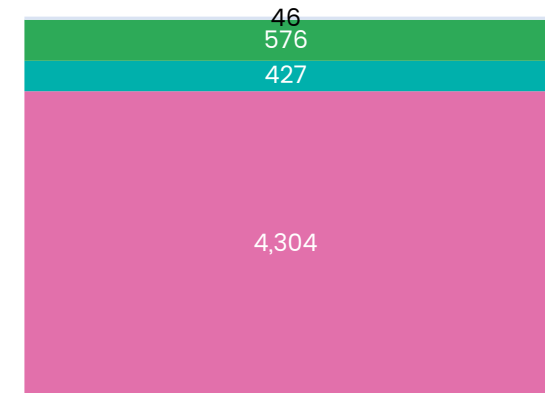
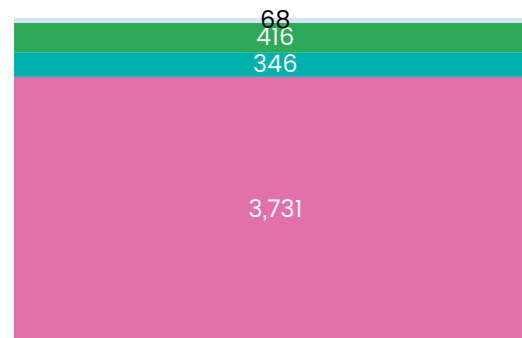
# Trends in Net Sales by Business Domain

■ Elderly Care ■ Disabilities Support ■ Childcare ■ Others

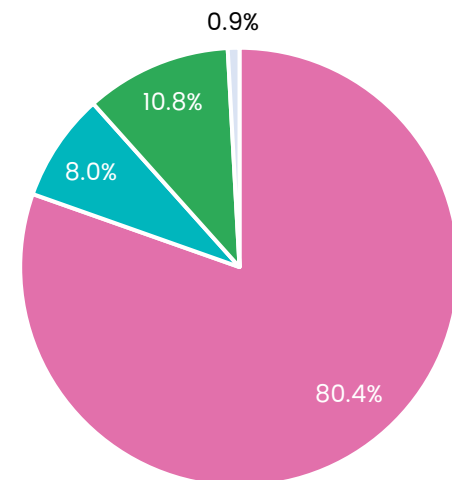
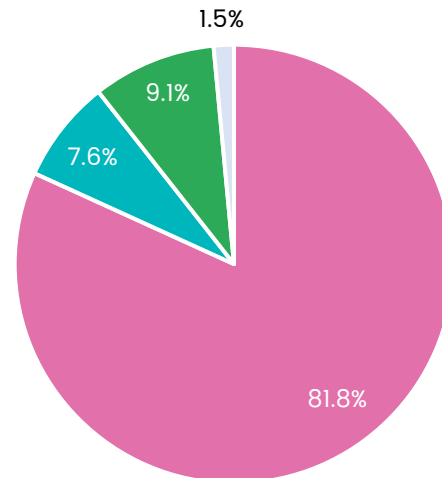
FY25.3 FY

FY26.3 FY

Net Sales  
(millions of Yen)



Composition  
ratio

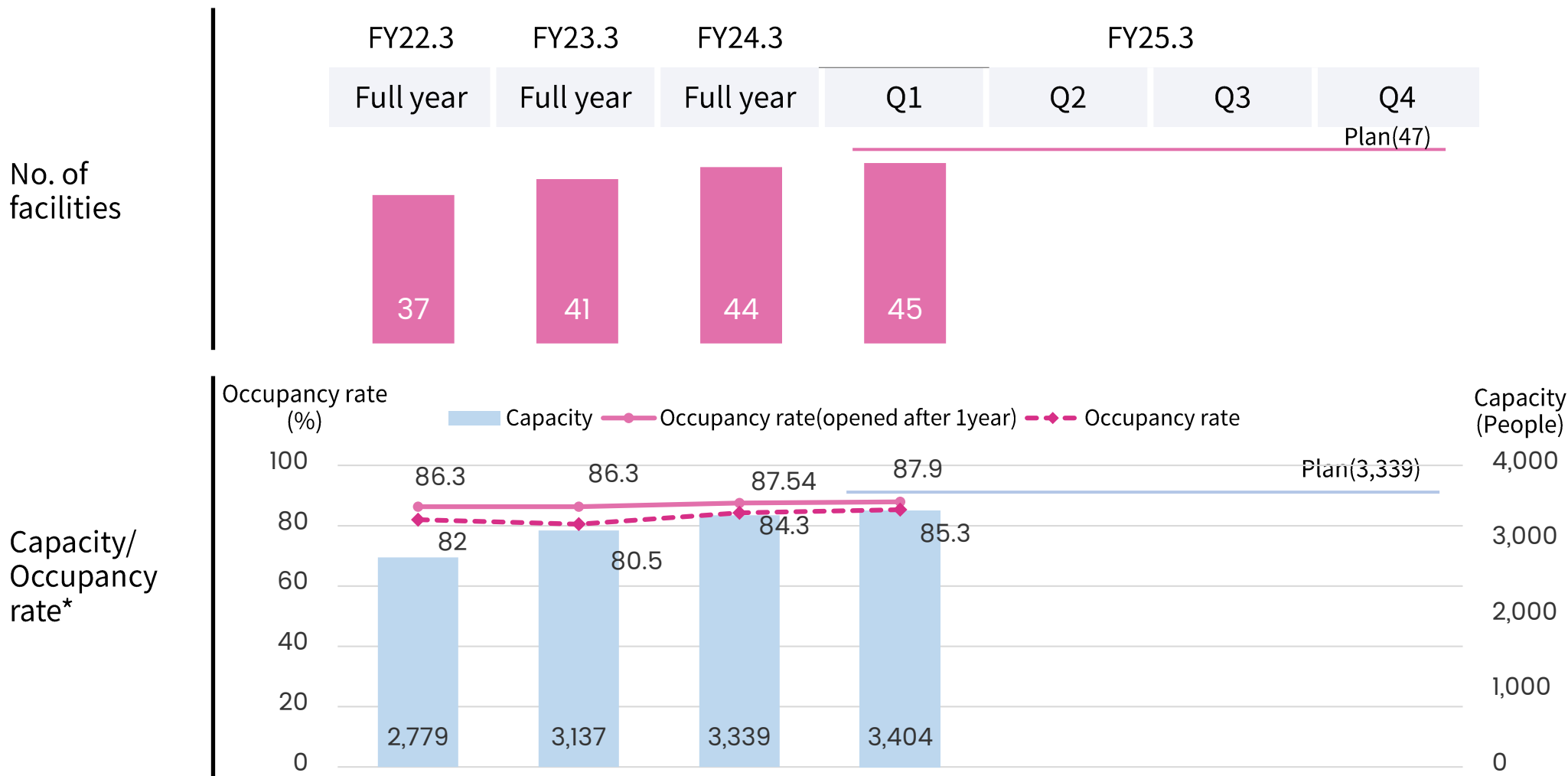




# Number of Facilities, Their Capacity and Occupancy Rate

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.)

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

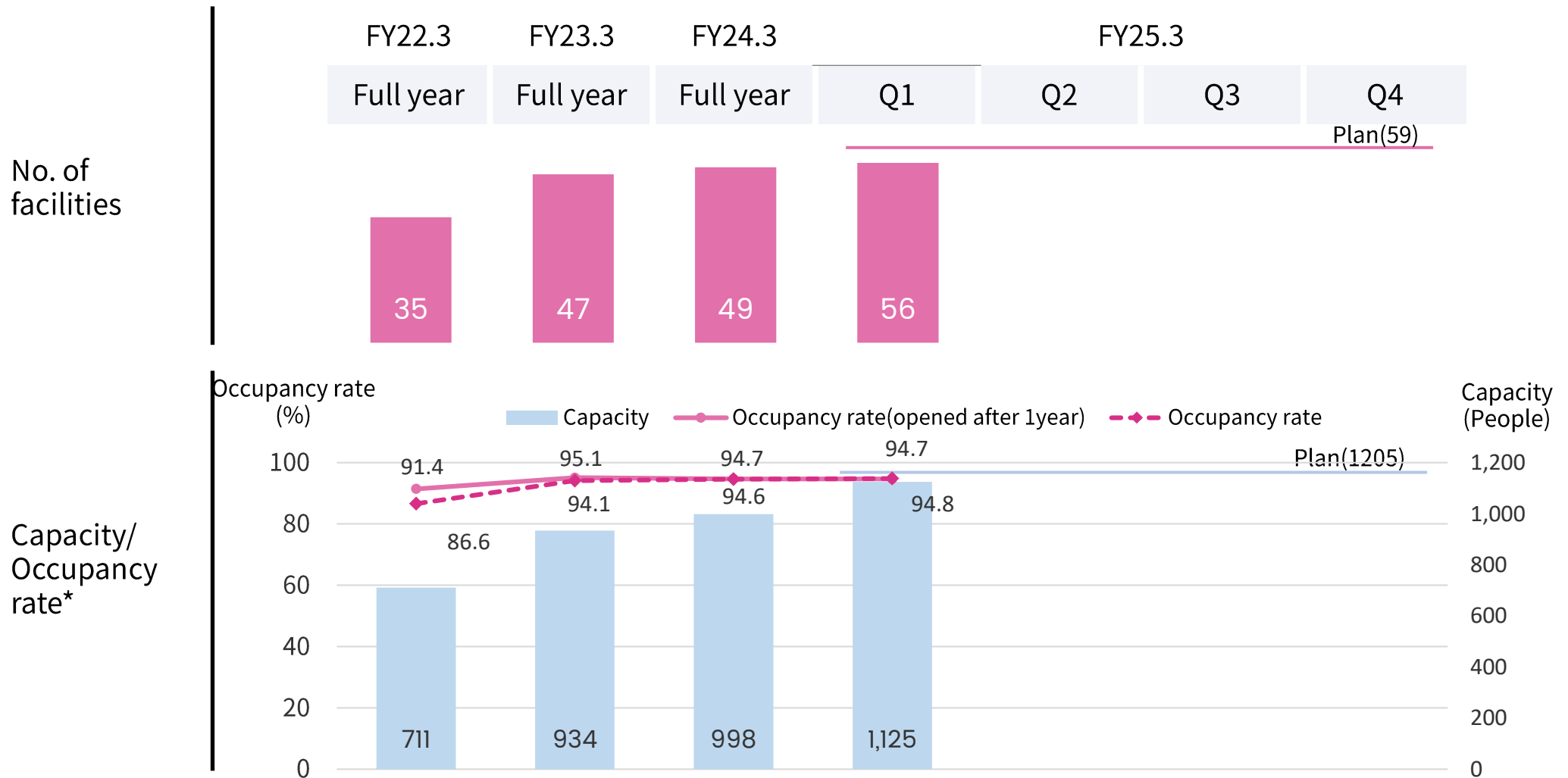




# Number of Facilities, Their Capacity and Occupancy Rate

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.)

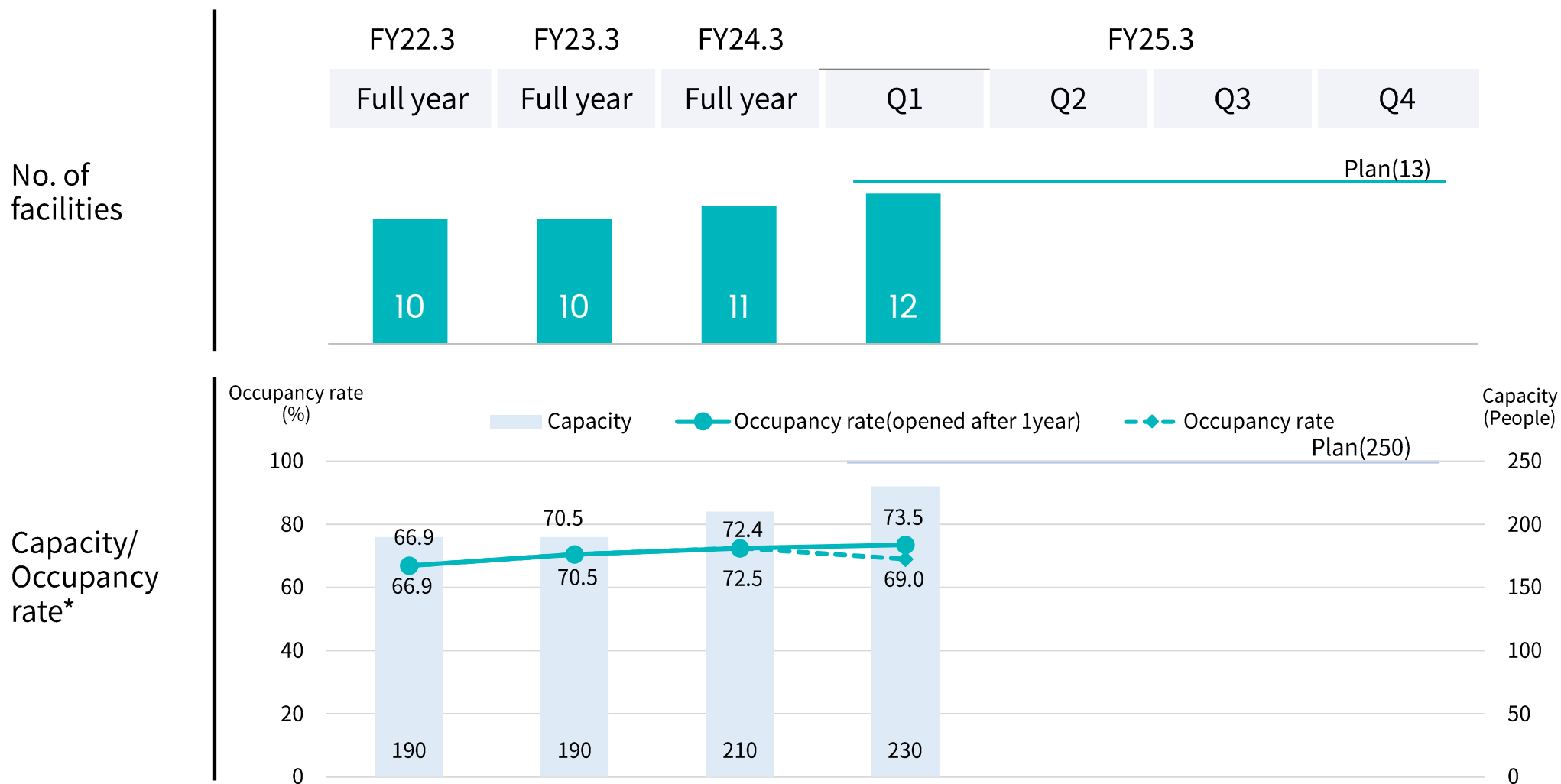
Occupancy rate =  $\frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$



# 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.)

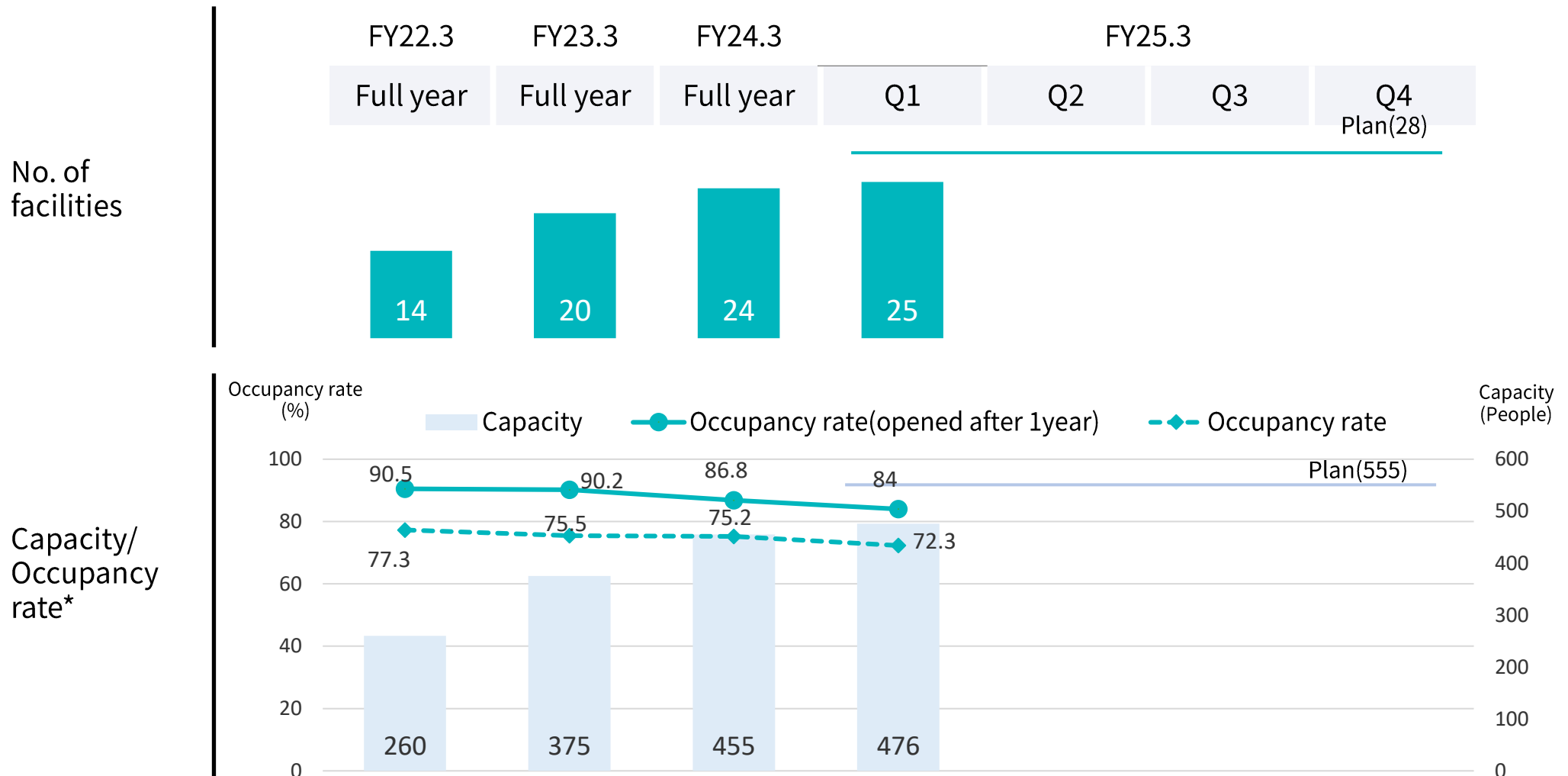
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



# 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



\*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.)

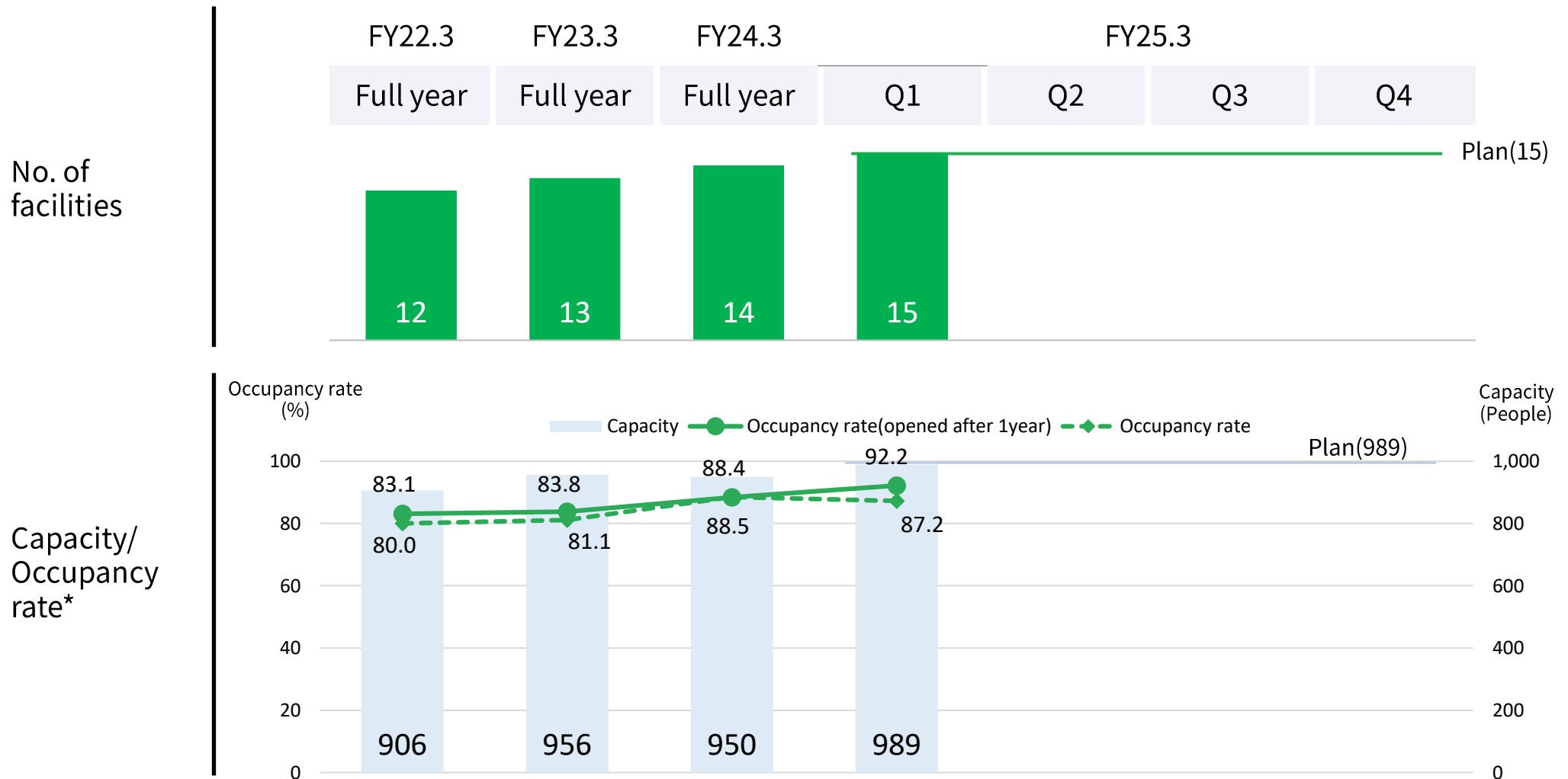
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



# Number of Facilities, Their Capacity and Occupancy Rate

Childcare: Approved childcare facilities

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



\*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.)

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



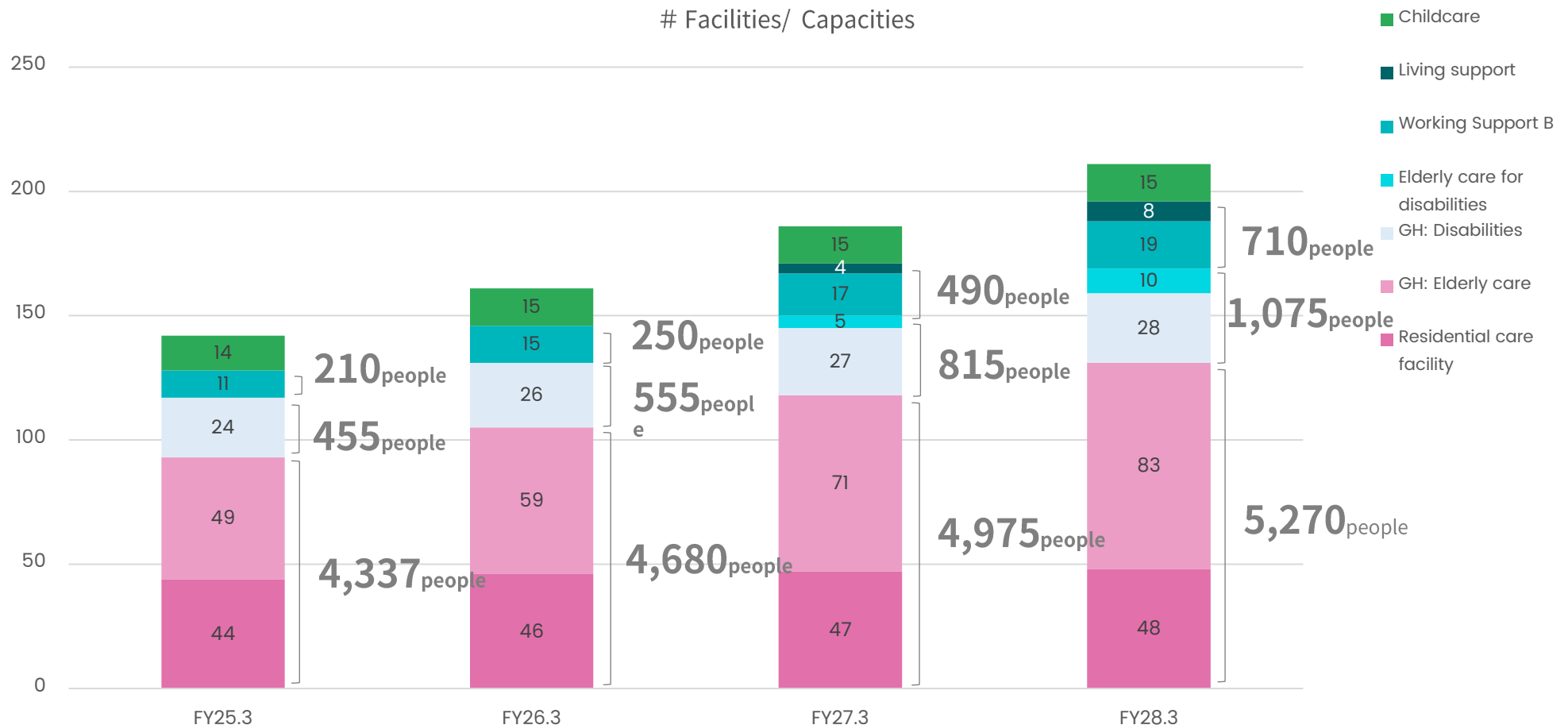
# Facility Development Status & Plan

- ✓ 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	6	140	12	480	12	480
	Group home	4	80	4	100	2	40	2	40
	Elderly care for disabilities					5	220	5	220
	Sub total	4	80	4	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	Livrary Kobe Maiko	Kobe City, Hyogo	October 2025	27	Group home with dementia care
	Group homes	Livrary 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
	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

(As of 14<sup>th</sup> August 2025)



## Expansion of Business Category





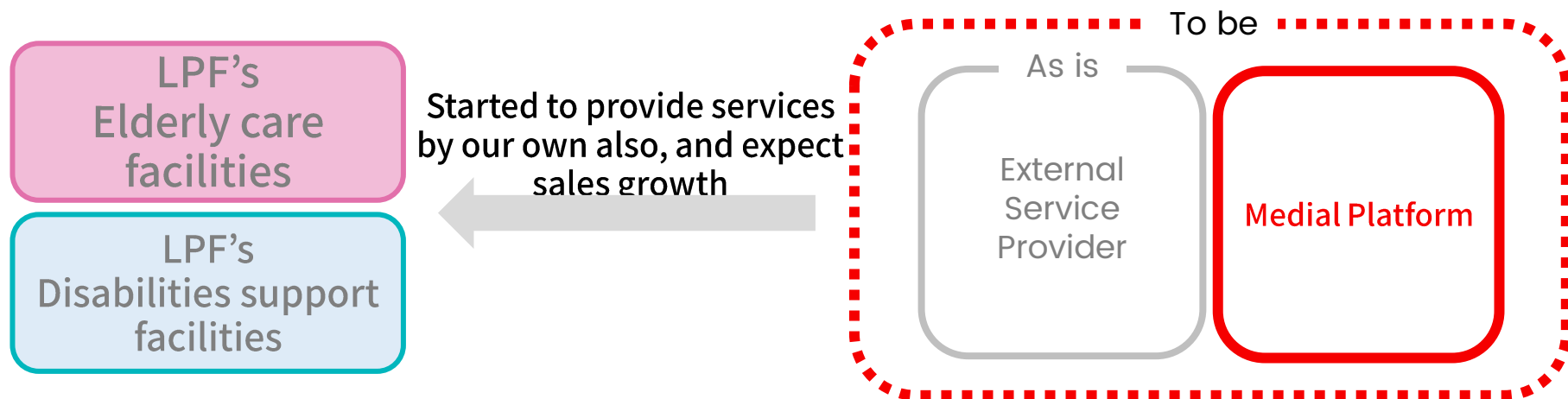
## Expanding of Business Category

Start of home nursing care with medical insurance

Expanding business category for disability support

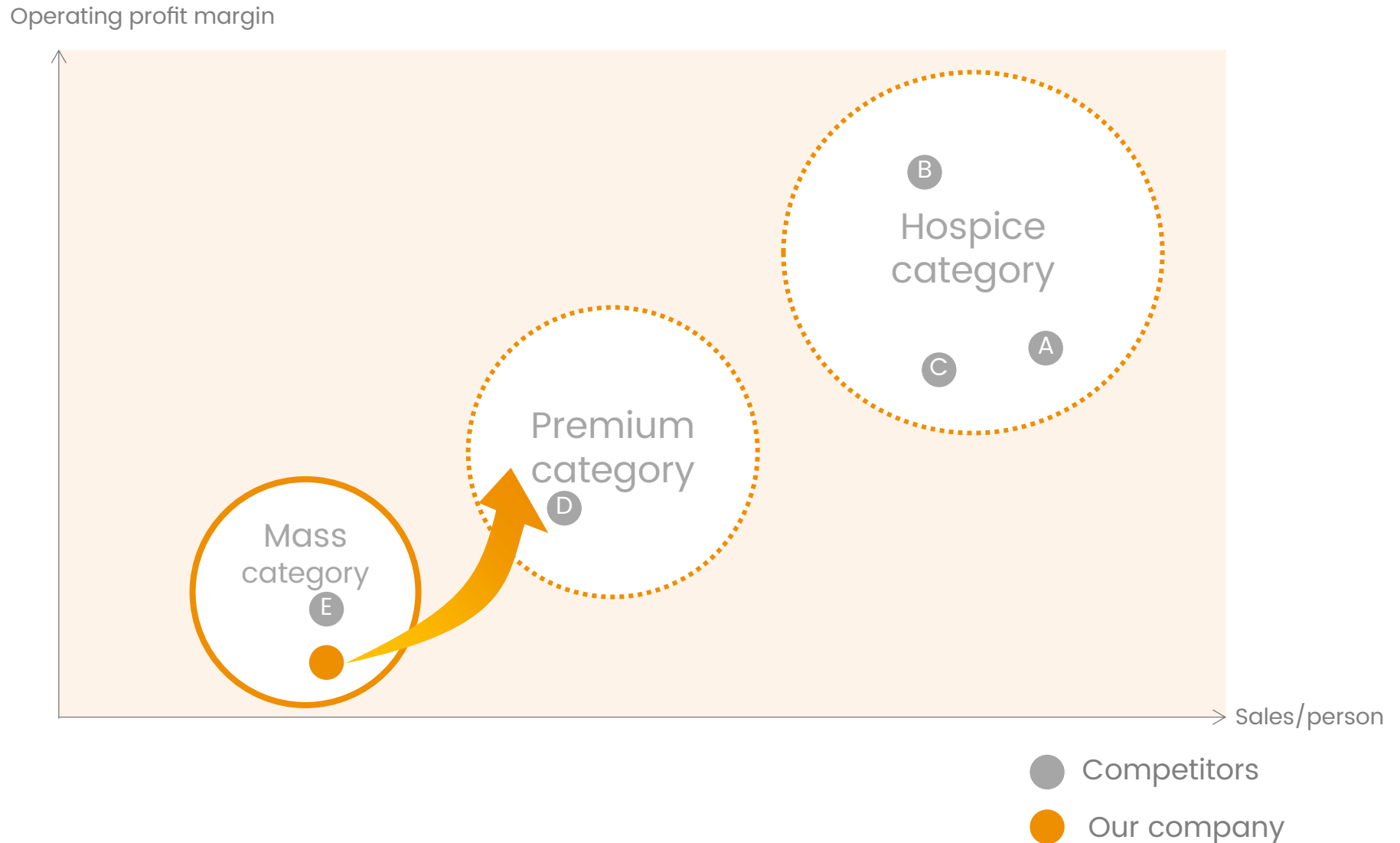
# Start of home nursing care with medical insurance

- ✓ Established a subsidiary Medical Platform specializing in medical care in November 2024.
- ✓ We've already started the business in Hokkaido in Mar 2025, and other regions are following; in September in Tohoku, in October in Sagami-hara and in November in other Metropolitan area.
- ✓ The home nursing service covered by medical insurance has so far been provided by an external service, but the company will also provide its own service. We expect to have 15% of the share.
- ✓ Services will be provided sequentially from January 2025 onward. It will convey not only increasing in sales but also avoiding leaving such as early detection of illnesses and avoidance of hospitalization in the event of acute deterioration.



# 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.





## Expanding of Business Category

Start of home nursing care with medical insurance

Expanding business category for disability support



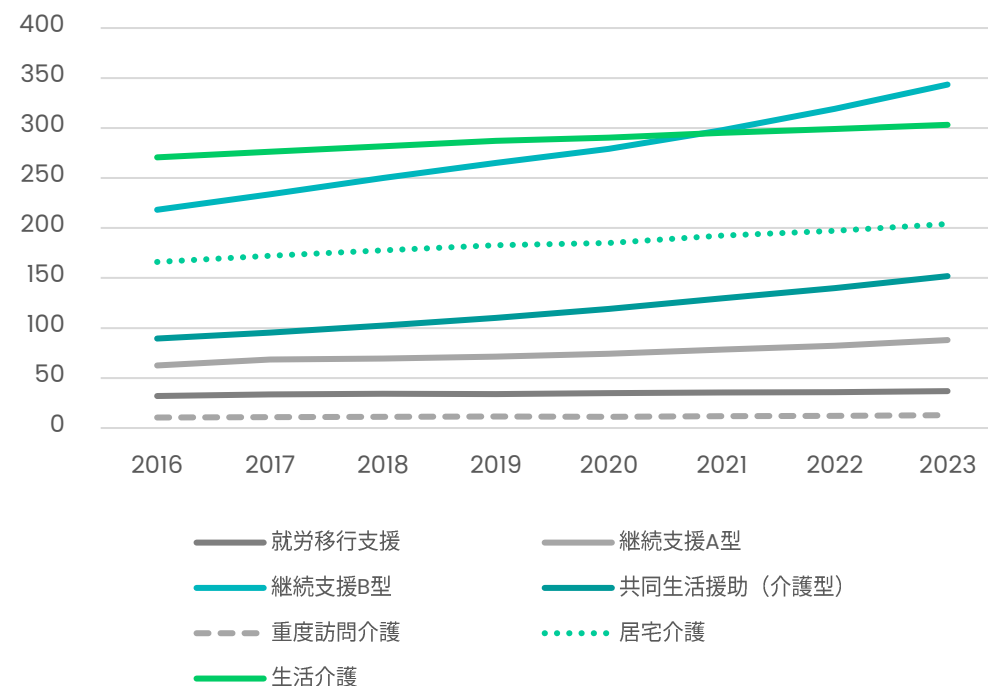
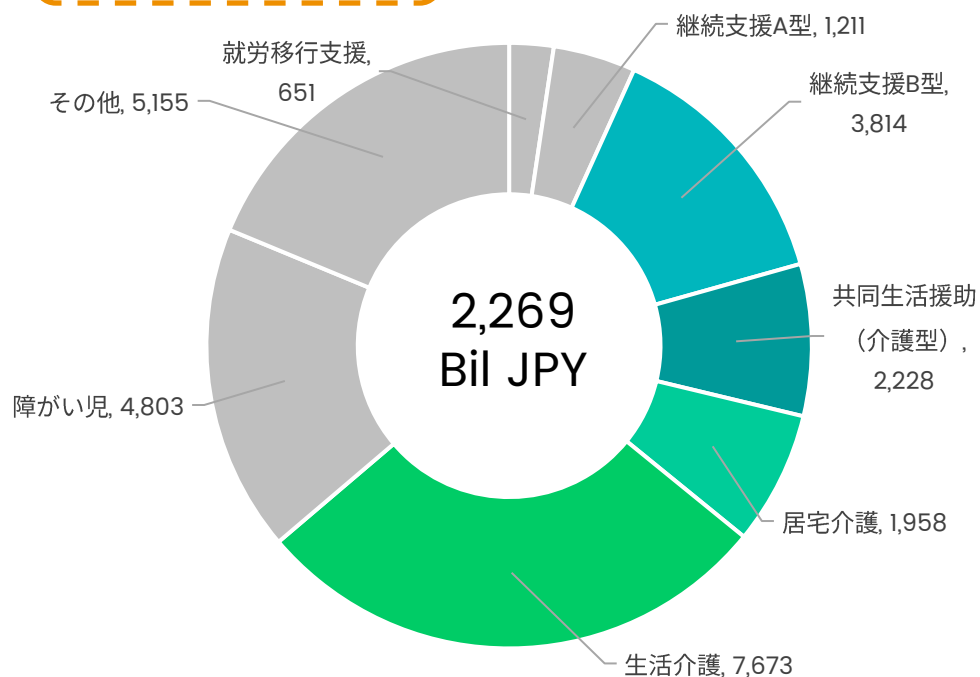
# Expanding business category of disabilities support

- Restart new opening of “support to work type B” as the business condition has been improved since 2024
- Expand the business category towards “living assistance” and its related daily services
- Will open residential elderly care facility for disabilities in accordance with their ageing

{ Market size in 2020 }

{ Trend of number of users }

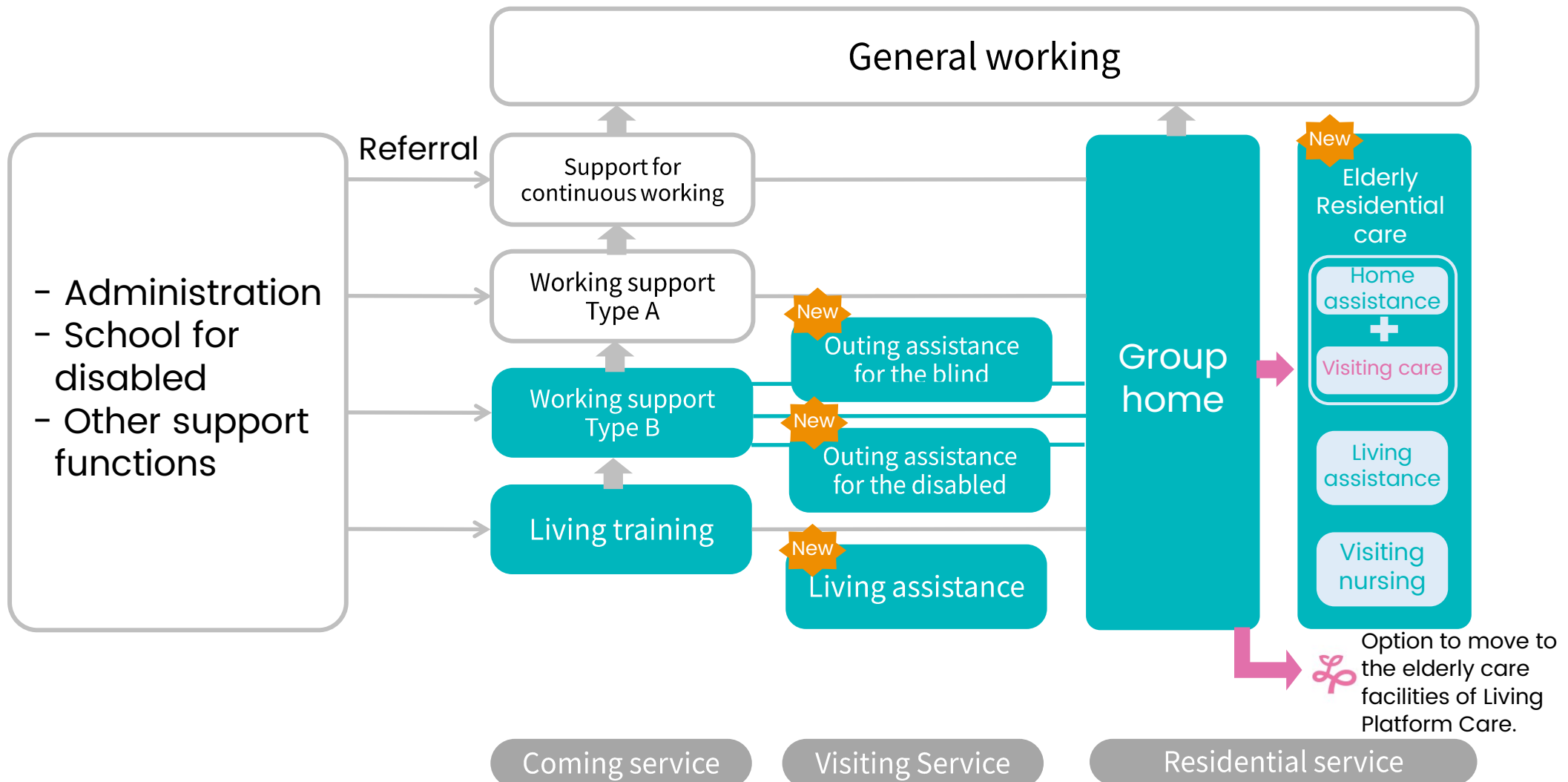
Our category size  
1,567 bil JPY





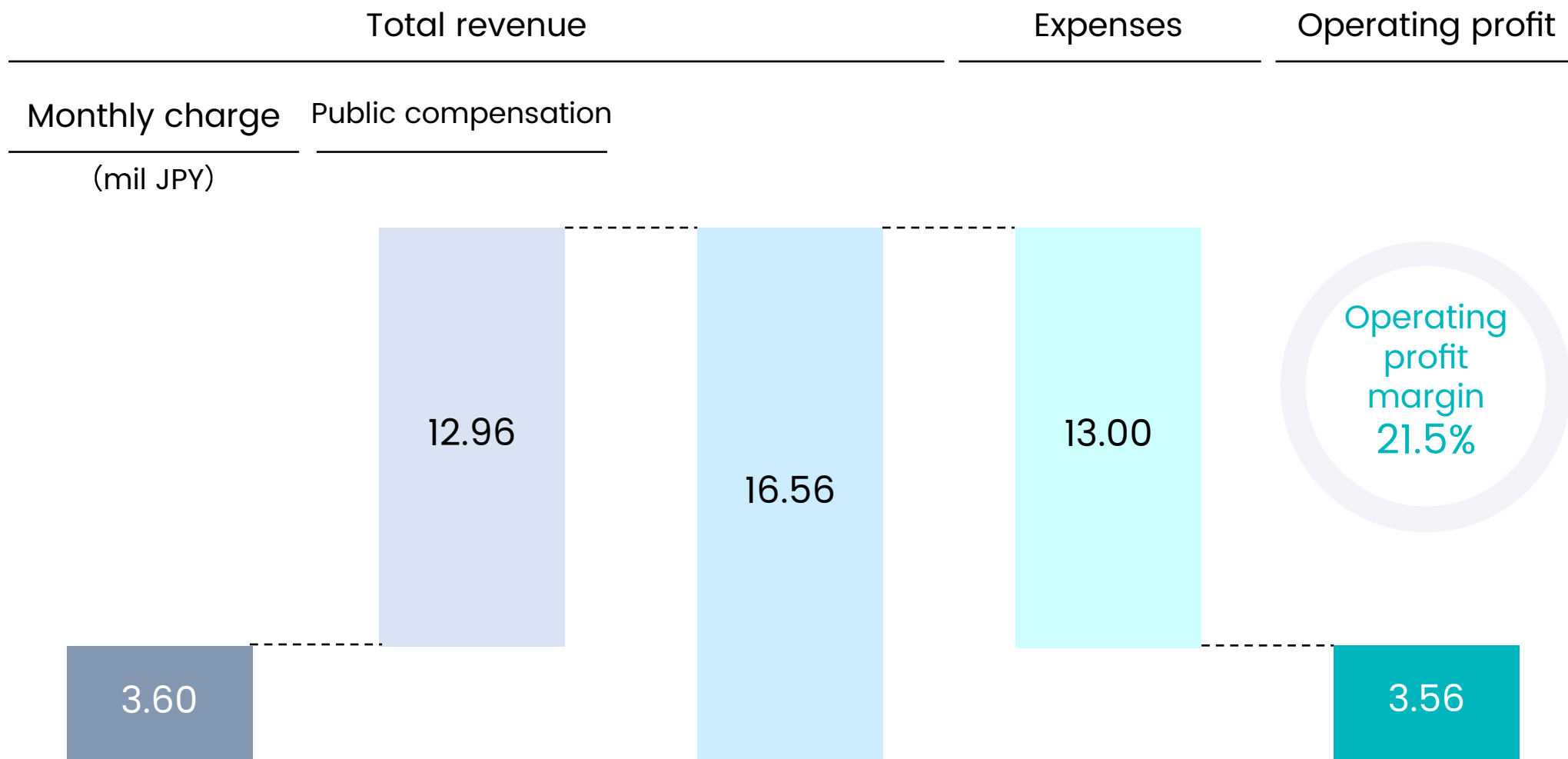
## 2. Expanding business category of disabilities support

- Start wide range of services in accordance with expanding demanding for disabilities
- Will open residential facility for elder disabilities



# Profit model

Residential elderly care for disabilities (Capacity: 40, Occupancy rate: 90%, Monthly)



Source: Internal data, with headquarters expenses allocated to departments excluded

# Major Business Domains

## Disabilities support

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

### Visiting care

New

#### Daily assistance at home

Intensive daily assistance at home

New

#### Outing assistance for the blind

New

#### Outing assistance for the disabled

Others

### Facility care

Assistance at facilities

### Daytime assistance

New

#### Living assistance

Others

### Training and working support

Functional training

Life training

Working support at companies

Type A working support

#### Type B working support

Support for continuous working

### Living support

Home assistance

#### Group home

**Our business domains**





# Initiatives on SDGs/ESG

# Our Value Creation Process

## Human capital

Skilled staff with experiences

## Financial capital

Stable financial foundation

## Social relation capital

Investment for growth

## Intellectual capital

Sound facility operation techniques  
Investment in cutting-edge technologies

INPUT

## Make operations profitable

Stabilize facility operations in a year since opening as a target to generate stable revenue.

## Identify issues in social welfare

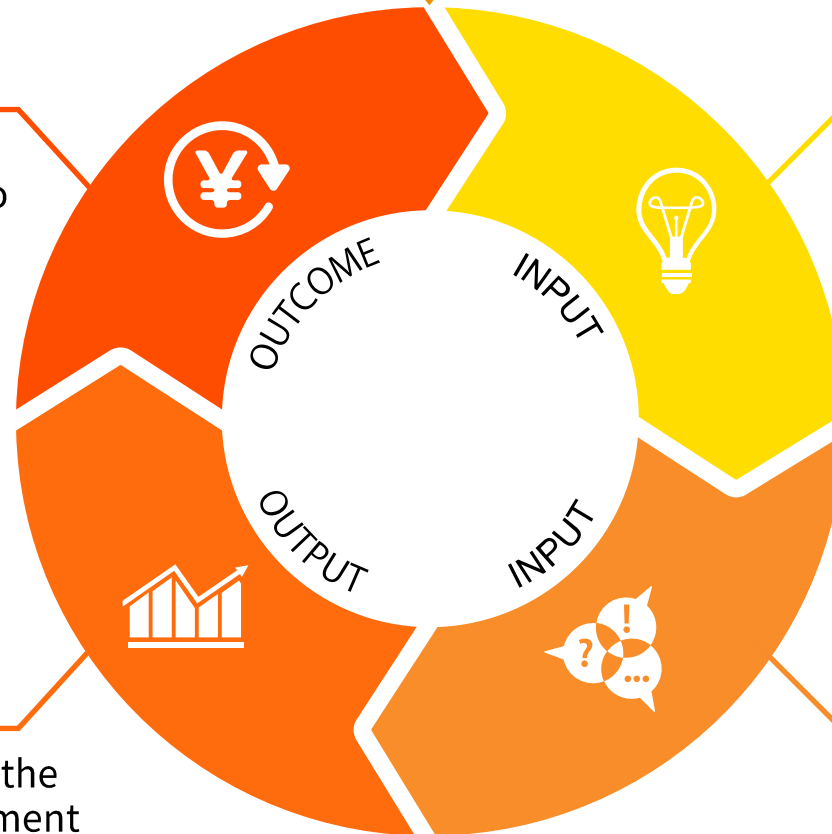
Identify issues for which we can contribute as a private-sector company in establishing a foundation for a sustainable social security system.

## Facility development

Promote development through the two pillars of in-house development and M&As, based on our development rationale.

## Create services

Create services in a sustainable approach to solve issues

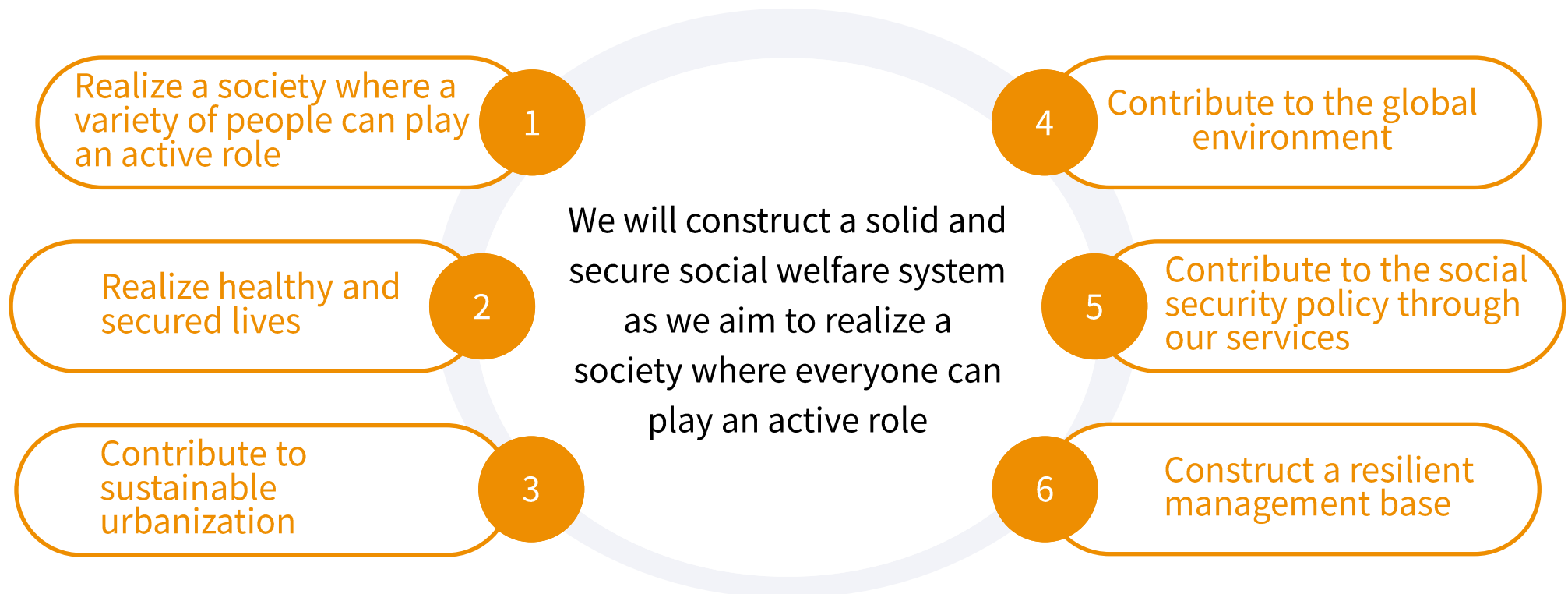


# Sustainability Initiatives

“Creating a society where everyone can play an active role”

Create a sustainable society and achieve continuous business growth

Amid various social issues becoming increasingly serious, companies are required to address SDGs, a globally common theme for realizing a peaceful, prosperous and sustainable society. The Company has identified six themes as its materialities, under the concept of “creating a society where everyone can play an active role.” We aim to construct a sustainable social security system from the private sector by considering social welfare in terms of productivity, capital and labor force.



# Sustainability Initiatives

Realize a society where a variety of people can play an active role



1. Maximize opportunities for people to work through provision of elderly care, childcare and disabilities support services
2. Create education opportunities to develop human resources driving growth
3. Promote diversity and inclusion of employees and users

Realize healthy and secured lives



1. Provide social welfare facilities that enable everyone to use them easily and maintain and improve their living standards
2. Provide social welfare facilities to prevent people from leaving jobs for the purpose of elderly care or childcare of their families

Contribute to sustainable urbanization



1. Develop facilities in line with the “Compact City” concept
2. Enhance productivity by realizing an advanced work environment

Contribute to the global environment



1. Realize a prosperous society through popularization of clean energy
2. Recycle water at owned facilities

Contribute to the social security policy through our services



1. Build sustainable social security infrastructures
2. Improve the working conditions through achieving an advanced workplace environment

Construct a resilient management base



1. Secure solid corporate governance
2. Promote continuous business enhancement
3. Improve employees’ well-being



# Company Profile



# Company Profile

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Name	Living Platform, Ltd.
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## 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

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Established	June 28, 2011
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Listed	March 17, 2020 (Tokyo Stock Exchange Mothers market (currently Growth market)) Securities code: 7091
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Number of Employees	3,448 (including part-time workers)
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## Group Companies

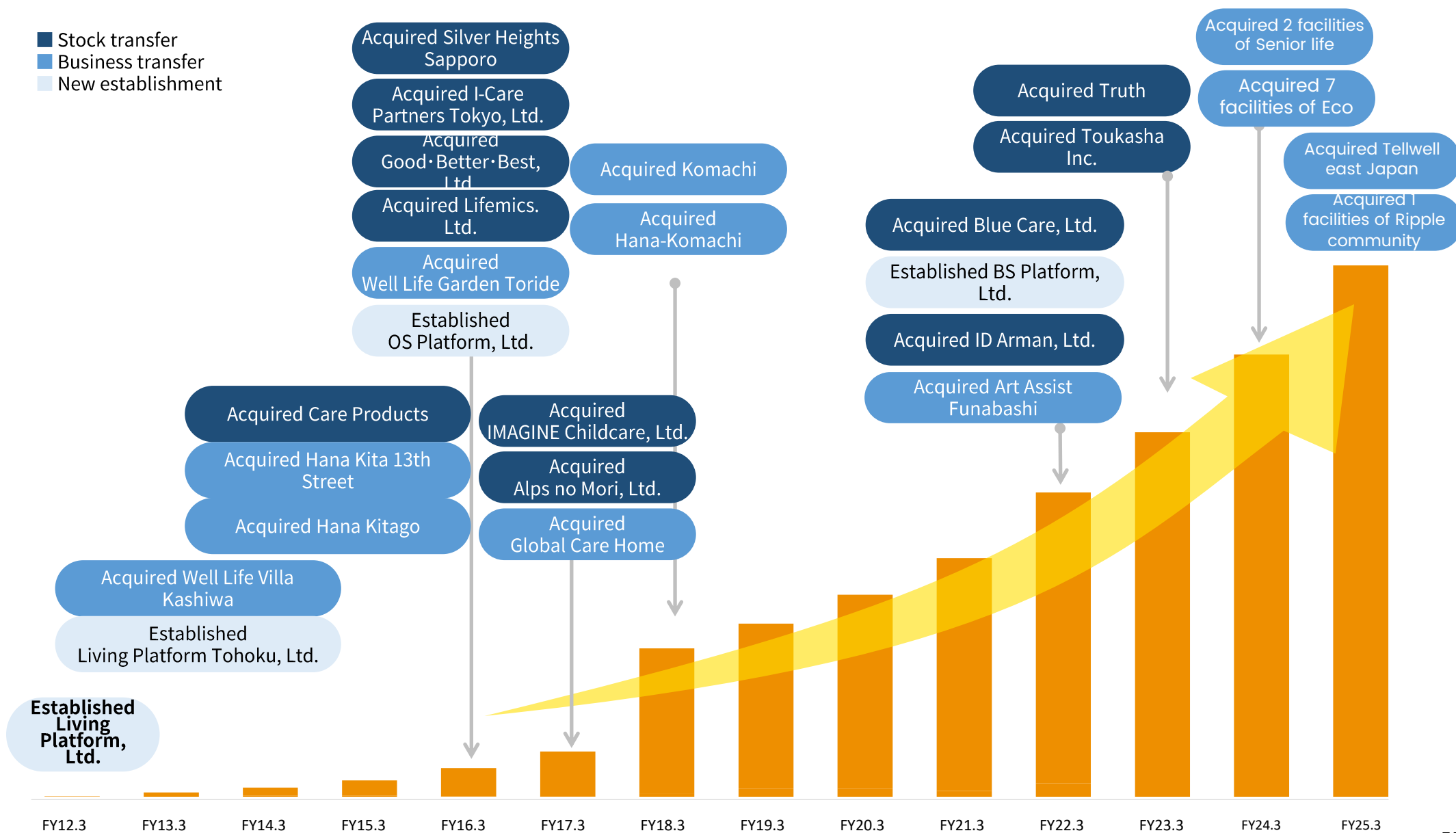
Silver Heights Sapporo	Living Platform Care
Nursery Platform	Challenge Platform
Medical Platform	BS Platform
OS Platform	Blue Care
Truth	ID Arman

(as of July 1, 2025)



# Expansion through Proactive M&As

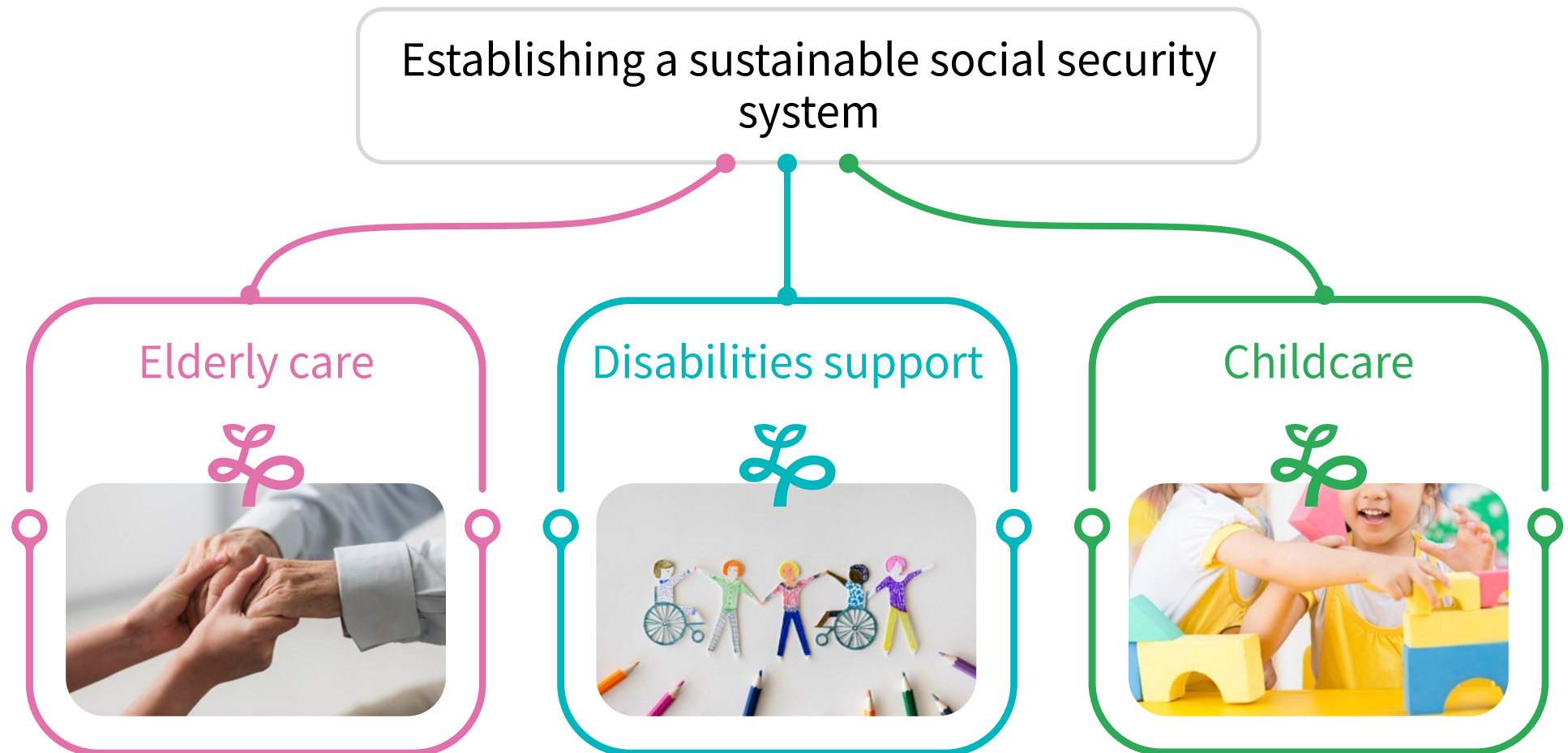
✓ Through in-house development and M&As, have expanded sales





# 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.





# 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<sup>\*1</sup>**

Others

### Home care<sup>\*2</sup>

**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**

<sup>\*1</sup> 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.

<sup>\*2</sup> 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

### Training and working support

Functional training

Life training

Working support at companies

Type A working support

#### **Type B working support**

Support for continuous working

### Living support

Home assistance

#### **Group home**

**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**

# 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.

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Corporate Communication Office

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