LIVING PLATFORM

FY2027.3 1Q
Results Briefing Material

Aug 14th, 2026

Living Platform, Ltd.

Securities Code: 7091

Key Highlights of This Quarter's Results

Occupancy rates continued to improve,

operating profit rose +79.6% YoY,

net sales also hit a **quarterly record high,**

and **ordinary profit surged +106.6%**

An 8% operating profit margin is achievable

Mid-Term Plan 2027*

KPI

Growth	Profit	Profit	Stability
Net sales growth rate	Operating margin	EBITDA	Equity ratio
10%	**8.0%**	**2,000 mil JPY**	**20%**

Mid-Term Management Plan 2027: Disclosed May 14, 2025

Growth Strategy from This Fiscal Year Onward

Building on an improving financial and operational foundation,

the Company will expand the scale of its M&A going forward

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01 Highlights

Highlights

Consolidated net sales

FY27.3 1Q: 5,946 mil JPY

up +11.1% YoY, updating the record high

Consolidated operating profit

FY27.3 1Q: 216 mil JPY

YoY +79.6%
a quarterly record high

Facility occupancy rate (YoY)

* Facilities open 1 year or more

Residential care (Elderly): 90.2% (+2.3% YoY)
Group home (Elderly care): 94.2% (-0.3% YoY)
Group home (Disability care): 86.6% (+13.1% YoY)

From FY27.3 onward, the Company aims for further improvement in occupancy rates and greater operational stability

Facility business unit price (monthly average)

Elderly care: 377,901 JPY

Disability care: 368,018 JPY

From FY27.3 onward, a rise of roughly +15% is expected due to business domain expansion

SGA ratio

8.1%

A temporary rise is expected from tool upgrades and stronger subsidiary management, but the ratio is currently trending downward

Labor cost ratio

52.1%

Temporarily elevated by increased hiring at the start of the fiscal year

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FY2027.3 Q1 Consolidated Financial Results

Overview of Consolidated Statements of Income

Both net sales and operating profit reached quarterly record highs

- ✓ Operating profit increased year on year by +79.6%, progressing smoothly against the plan
- ✓ Ordinary profit and subsequent stages of profit increased +106.6% year on year, exceeding 40% progress against the plan
- ✓ The largest driver of the increase in net sales and operating profit was the improvement of low-occupancy facilities
- ✓ The increase in ordinary profit was driven by the receipt of subsidies, including grants for renewable/stored-energy equipment installation promotion and price-inflation relief

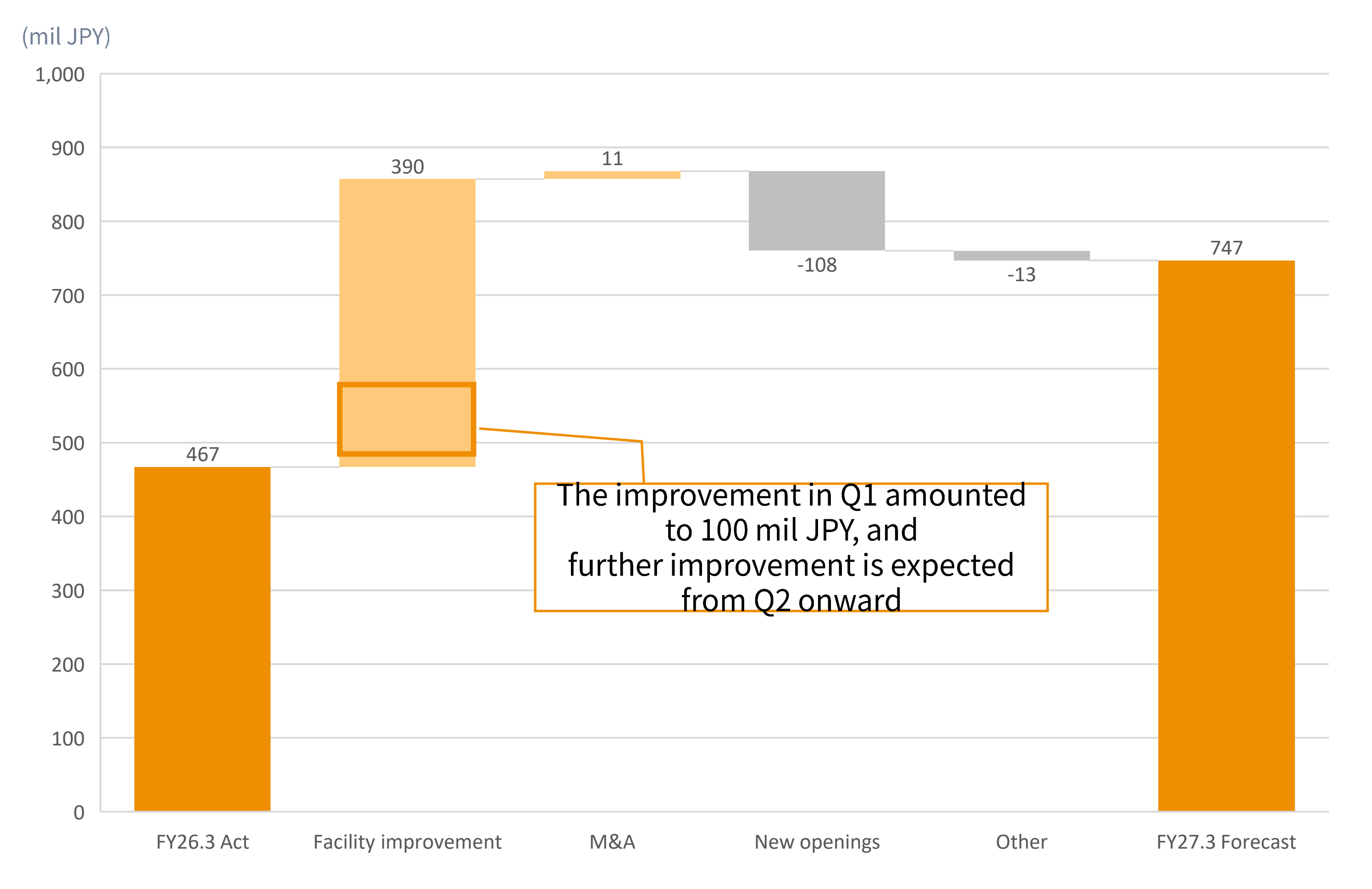
(Unit: mil JPY)

	FY26.3 1Q Act	FY27.3 1Q Act	FY27.3 Cumulative (Apr-Jun)	FY27.3 FY Forecast	Progress vs. forecast
Net sales	5,354	5,946	5,946	24,170	24.6%
Operating profit	120	216	216	747	29.3%
%	2.3%	3.6%	3.6%	3.1%	–
Ordinary profit	132	274	274	616	44.9%
%	2.5%	4.6%	4.6%	2.5%	–
Profit before income taxes	132	274	274	616	44.9%
%	2.5%	4.6%	4.6%	2.5%	–
Profit attributable to owners of parent	93	174	174	427	46.6%
%	1.7%	2.9%	2.9%	1.8%	–

FY2027.3 Status Against Plan

Improvement at underperforming facilities remains on track

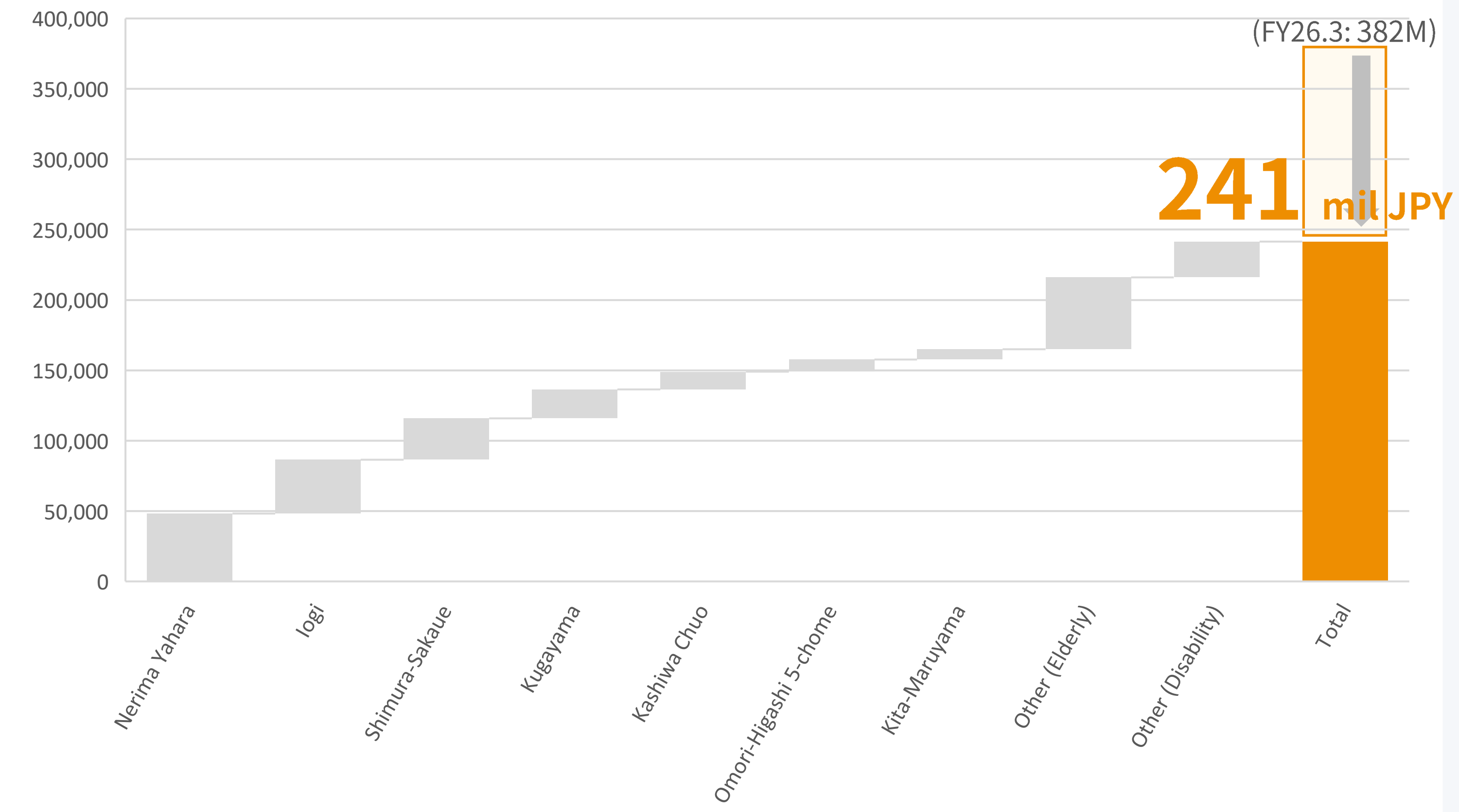
- ✓ Profit at existing facilities improved due to occupancy rate improvements, primarily at underperforming facilities, and the expansion of medical business service offerings, among other factors
- ✓ Acquisition of additional care fee add-ons and price pass-through are not factored into the plan
- ✓ M&A deals currently under consideration are also not factored into the plan



Future Room for Operating Profit Improvement (Quarterly Basis)

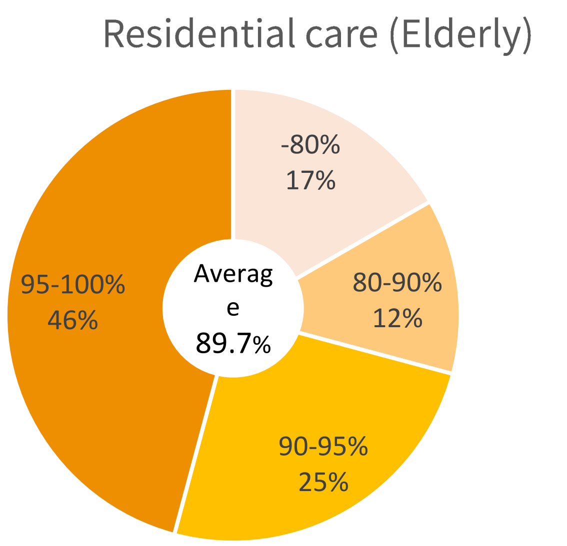
While improvement has progressed, there remains room for a further increase of more than 200 mil JPY per quarter

- ✓ As underperforming facilities continued to improve, the room for improvement narrowed by 141 mil JPY from the end of the previous fiscal year
- ✓ The current business still has approximately 241 mil JPY (quarterly basis) of room for operating profit improvement, and the Company will continue to pursue further improvement

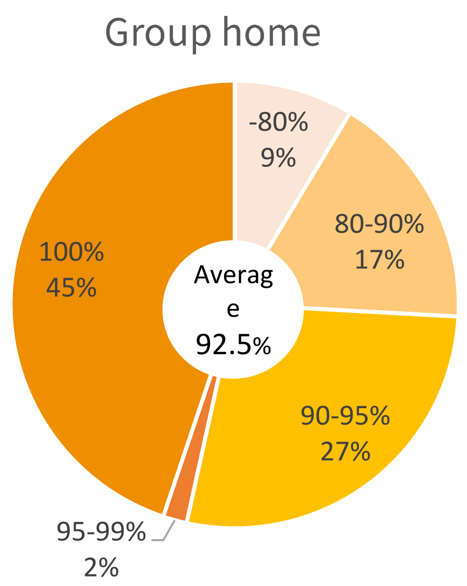


Occupancy Rate Status | Elderly Care Business

Residential care (Elderly): occupancy improved +3.6pt YoY to 89.7%, with facilities operating at 90% or higher occupancy reaching 71%,
the Company aims for an average occupancy rate of 90% or higher in FY27.3
Group home: facilities averaging 100% occupancy rose to 45%; the Company aims for an average occupancy rate of 95% or higher in FY27.3



For facilities open 1 year or more, the average occupancy rate improved to 90.2%



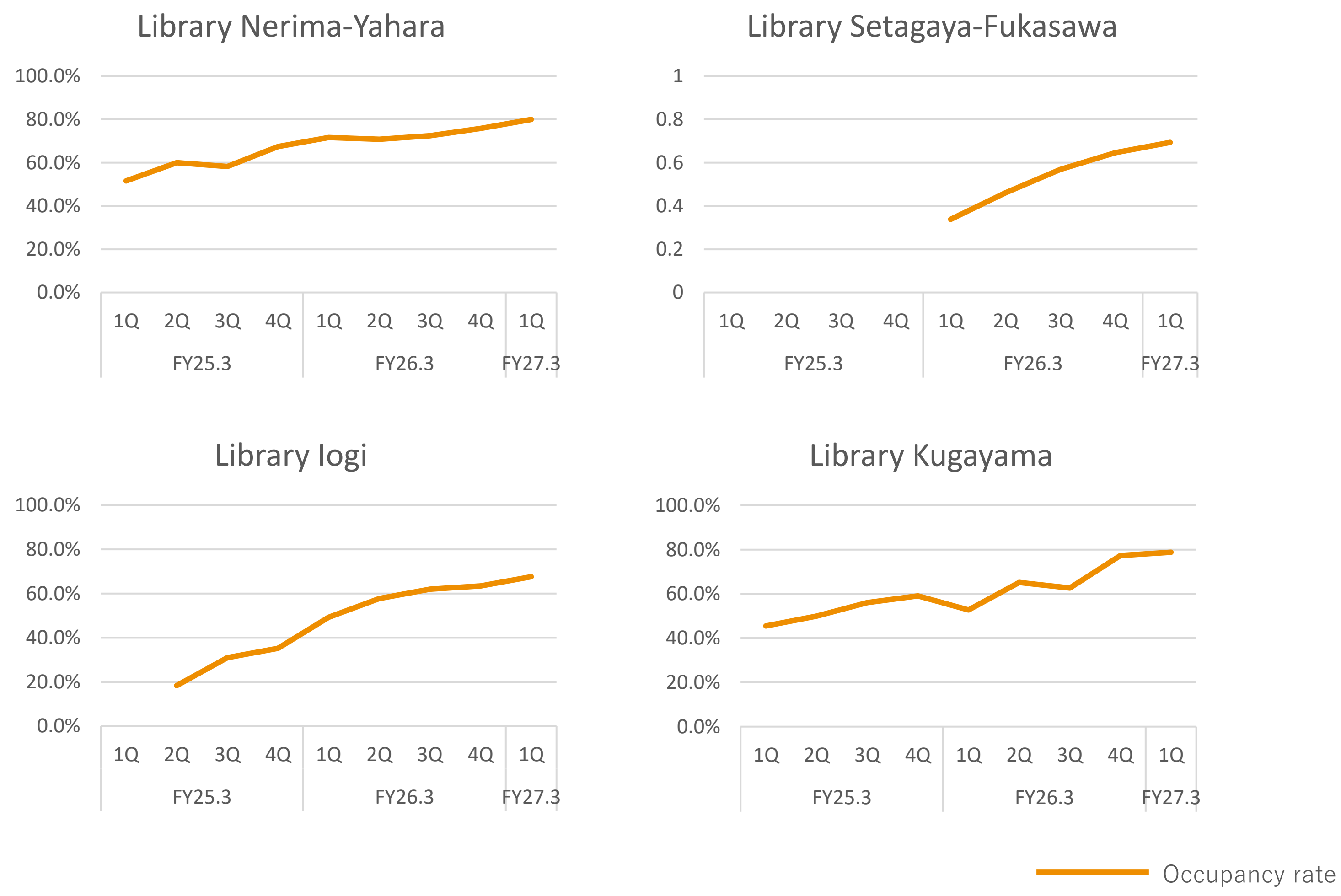
For facilities open 1 year or more, the average occupancy rate improved to 94.2%

(As of June 30, 2026)

Status of Improvement at Underperforming Facilities

Underperforming facilities expected to turn profitable in FY27.3 Q2

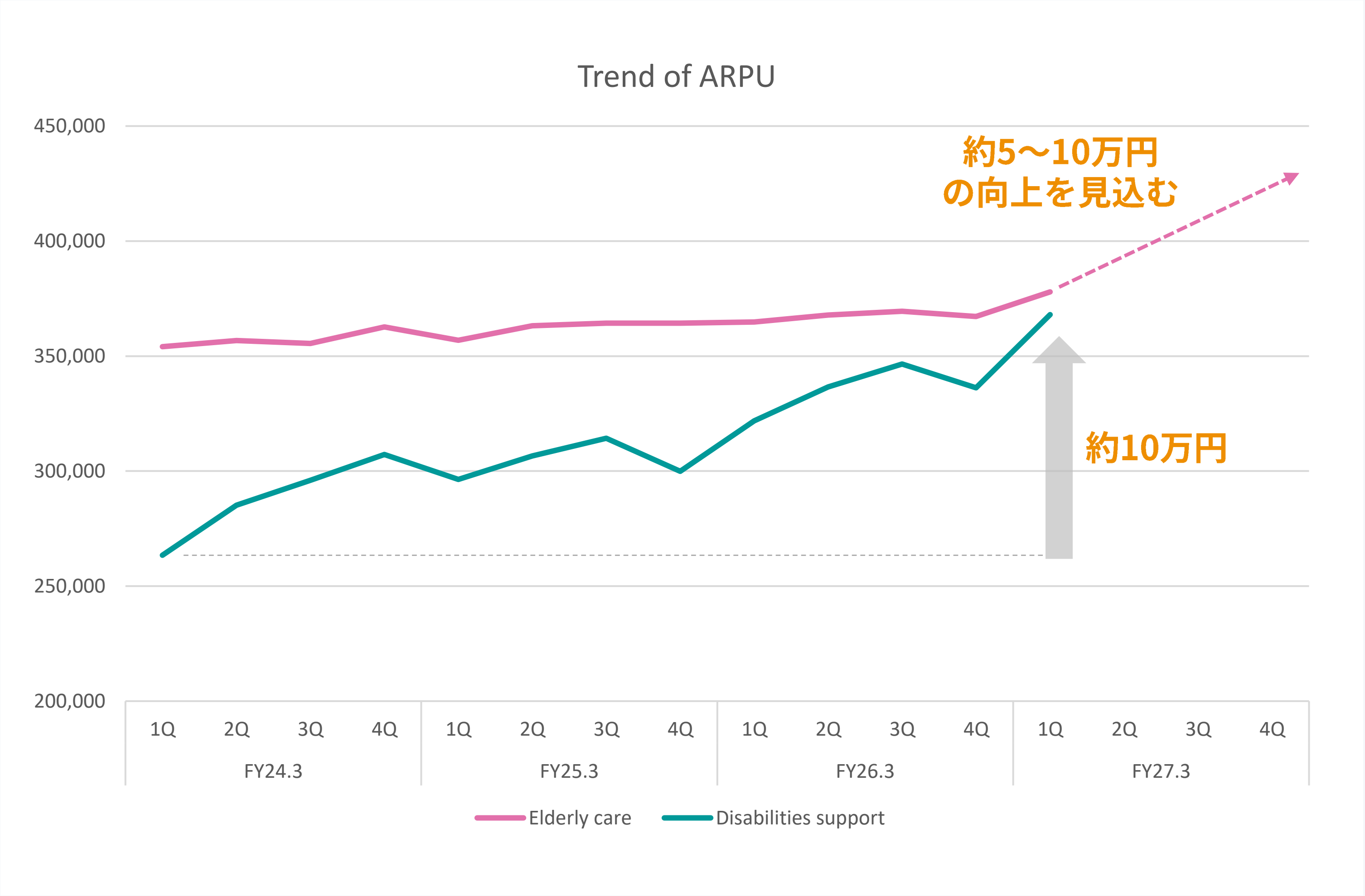
- ✓ Facilities that had long struggled are seeing improved occupancy rates and staffing structures, and are expected to turn profitable in Q2 of this fiscal year
- ✓ The Company will continue to pursue improvement, aiming for occupancy of 90% or higher



Unit Price Improvement

Medical nursing services are lifting unit prices

- ✓ The unit price for the disability care business has risen by **approximately 100,000 JPY** over three years
- ✓ For the elderly care business too, a unit price increase of approximately **50,000-100,000** JPY is expected once nationwide rollout of medical services is complete



From the Improvement Phase to the Growth Phase

Improved financial and operational foundation now enables sizeable M&A

- ✓ The Company has not undertaken any medium-scale or larger M&A since 2021, but with its foundation now in place, it is once again considering sizeable M&A transactions

- ✓ Future M&A Policy -> P29

Improvement Phase

- Unlocking operating profit
- Optimization of staffing structure
- Back-office DX

Growth Phase

- **M&A-driven development**
- **Scale becomes a further growth driver**

The Company will accelerate growth alongside unit price improvements driven by new businesses

Overview of Consolidated Balance Sheets

The equity ratio rose on steady profit accumulation

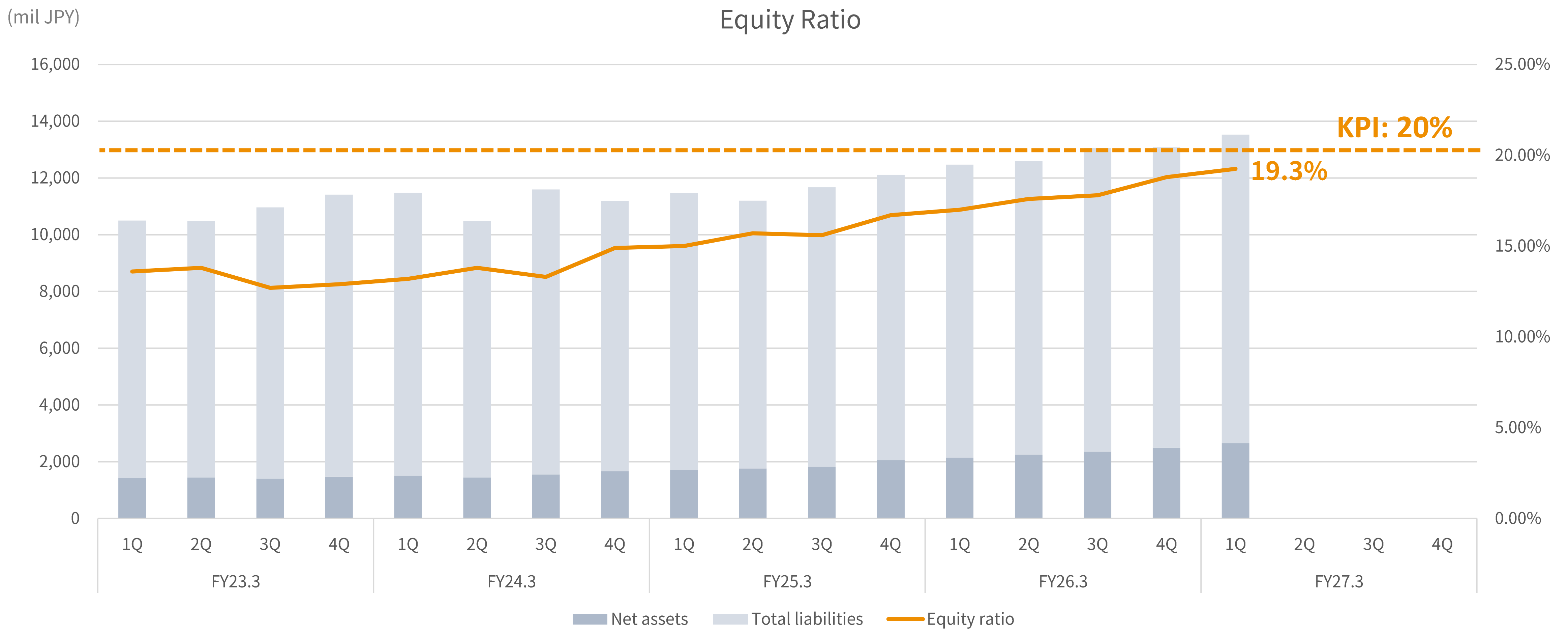
- ✓ As profits accumulate, the equity ratio is expected to reach the Mid-Term Management Plan target of 20% within this fiscal year, barring any M&A above a certain scale
- ✓ Improving financial conditions are laying the groundwork for medium-scale or larger M&A

(Unit: mil JPY)

	FY26.3 Act	FY27.3 1Q Act	FY27.3 Forecast	Change from FY-End
Current assets	4,173	4,630	5,056	457
(Cash and deposits)	1,478	1,792	1,840	314
Non-current assets	8,905	8,896	8,888	-9
(Land, buildings, etc.)	4,875	4,843	4,751	-32
Total assets	**13,078**	**13,527**	**13,944**	**448**
Current liabilities	3,094	3,415	3,098	320
Non-current liabilities	7,487	7,461	7,922	-26
Total liabilities	10,581	10,876	11,020	294
Net assets	2,496	2,650	2,924	154
Total liabilities and net assets	**13,078**	**13,527**	**13,944**	**448**
Equity ratio	**18.7%**	**19.3%**	**20.6%**	**0.6%**
Borrowings, etc.	**5,963**	**5,967**	**6,407**	**4**

Quarterly Trend in Equity Ratio (FY23.3 - FY27.3)

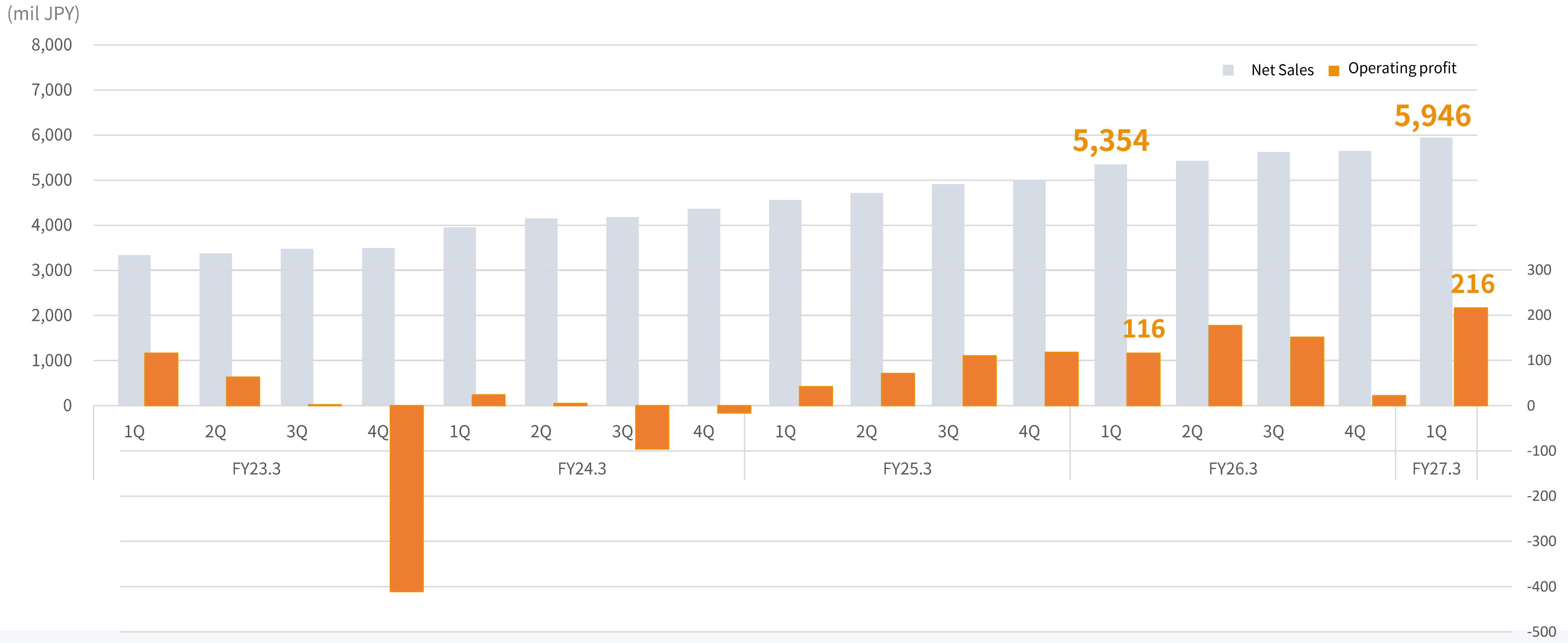
The equity ratio has risen steadily on the back of profit accumulation



Quarterly Trends in Other Metrics

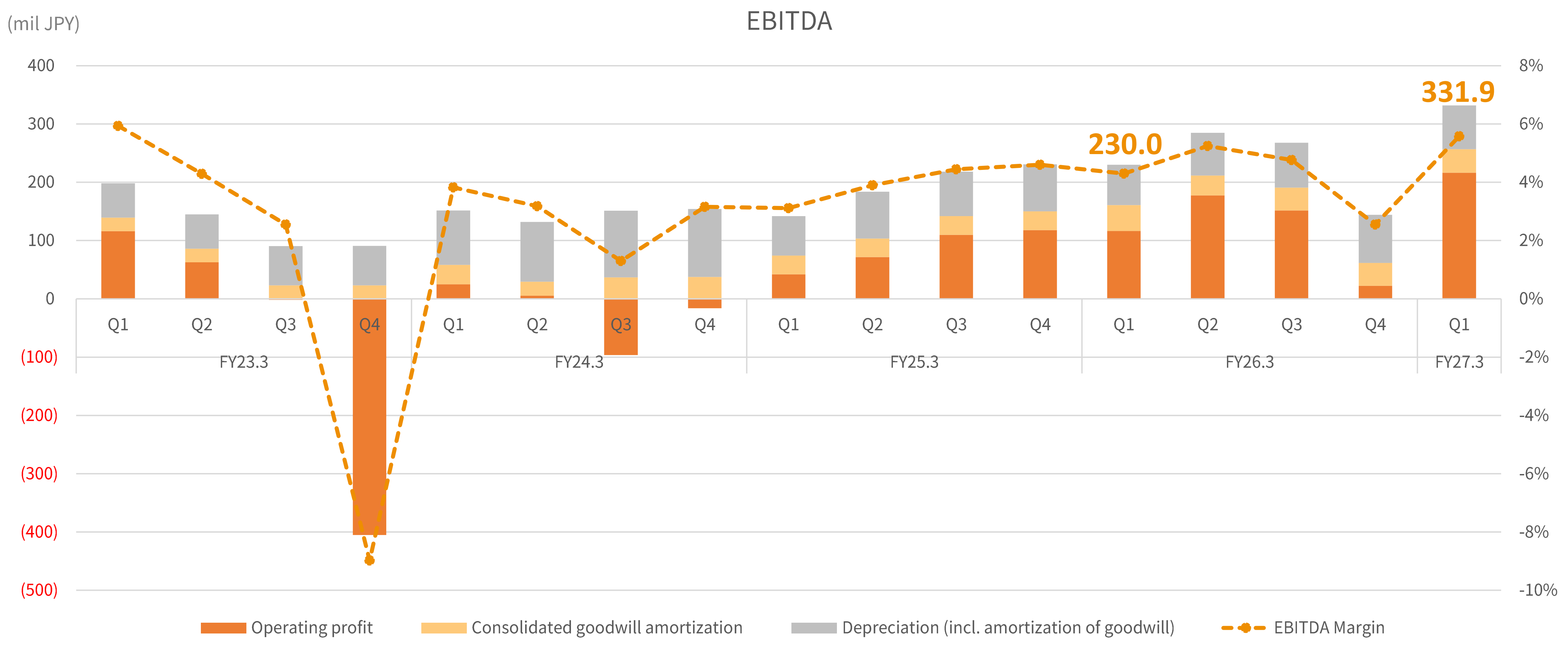
Quarterly Trends in Net Sales and Operating Profit (FY23.3–FY27.3)

Both net sales and operating profit reached record quarterly highs



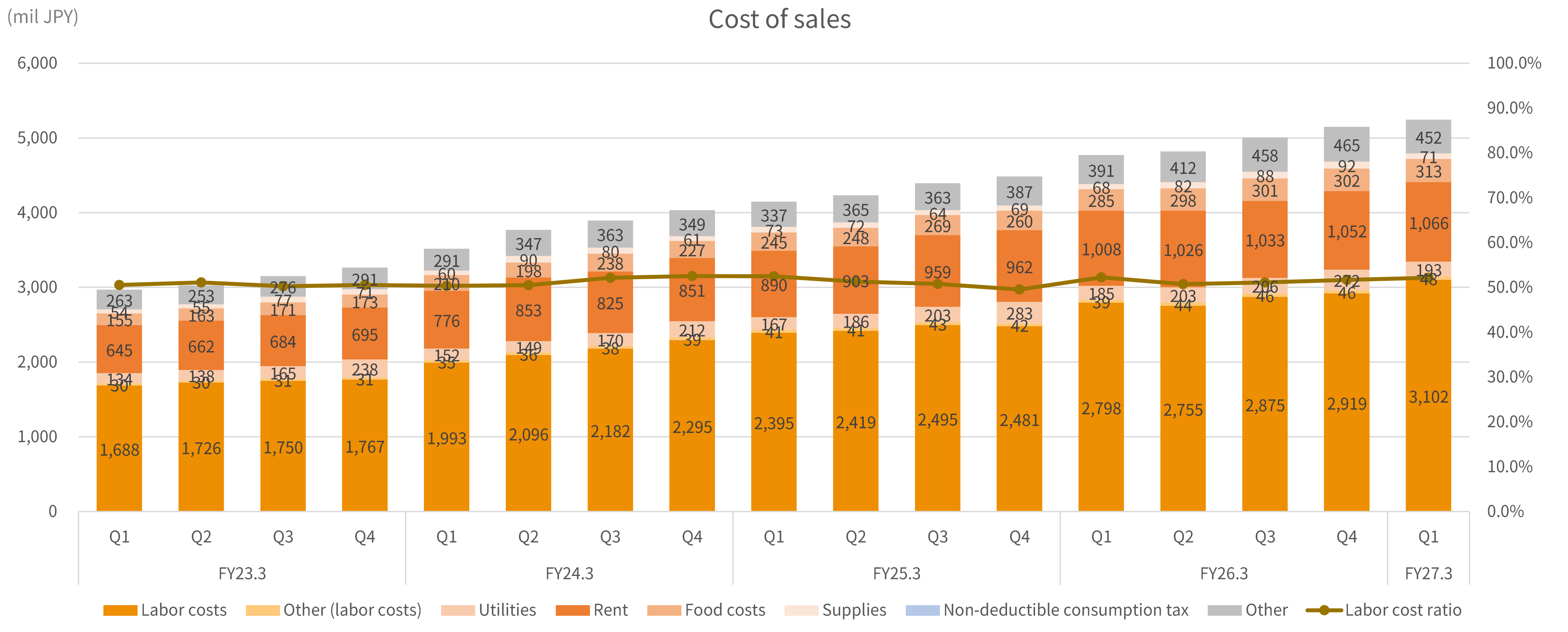
Quarterly Trends in EBITDA (FY23.3–FY27.3)

Quarterly EBITDA reached a record high



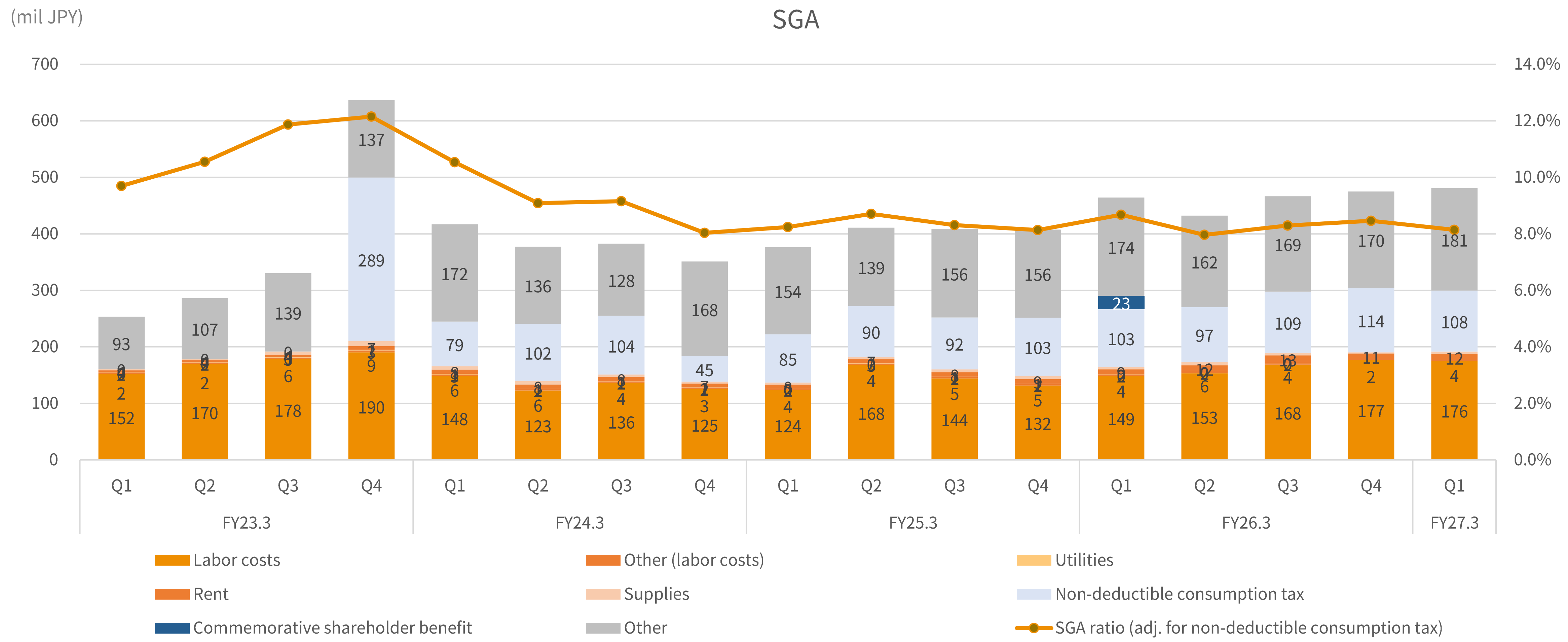
Cost of Sales Structure (FY23.3–FY27.3)

Higher treatment allowances and increased staffing from better occupancy lifted personnel costs



SGA Structure (FY23.3–FY27.3)

The SGA ratio continues to decline steadily



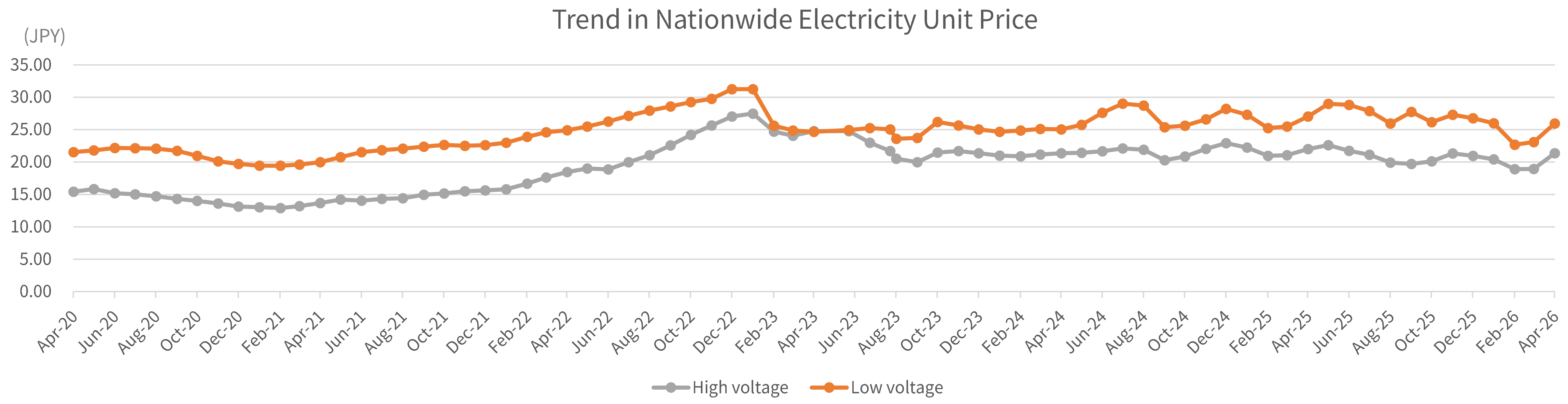
Electricity Unit Price Trends (Reference)

1Q results came in JPY 14 mil below budget, and since the Jul-Sep government subsidy amount exceeds last year's actual figure, no significant overage is expected going forward either

Efforts such as renegotiating contracts are curbing the rise, together with price pass-through where necessary

FY2026 Government Subsidy Program Details

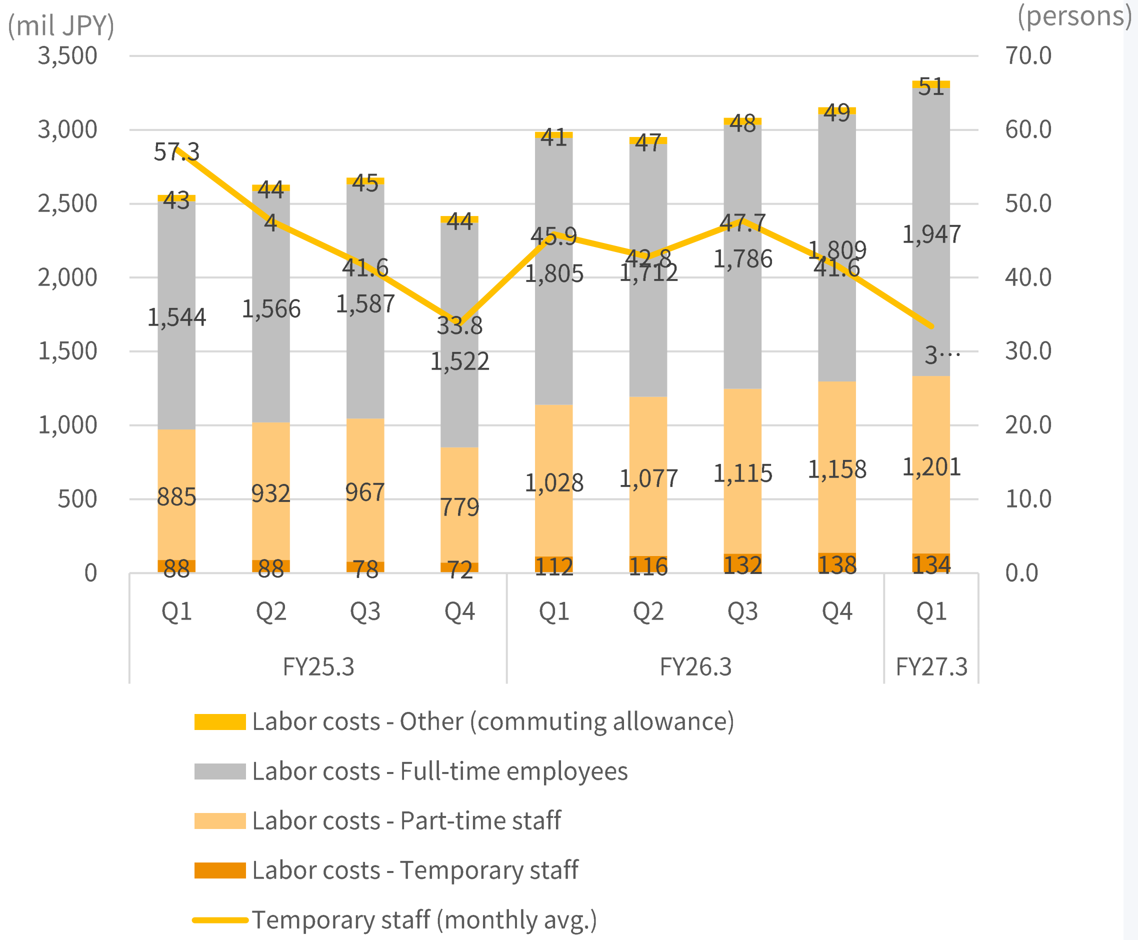
Period	High voltage	Low voltage
March 2026	0.8 JPY/kWh	1.5 JPY/kWh
Jul-Sep 2026	1.8 JPY/kWh	3.5 JPY/kWh
August 2026	2.3 JPY/kWh	4.5 JPY/kWh



Personnel Cost Trends

Staffing has increased with higher occupancy, but labor costs remain within a steady-state range

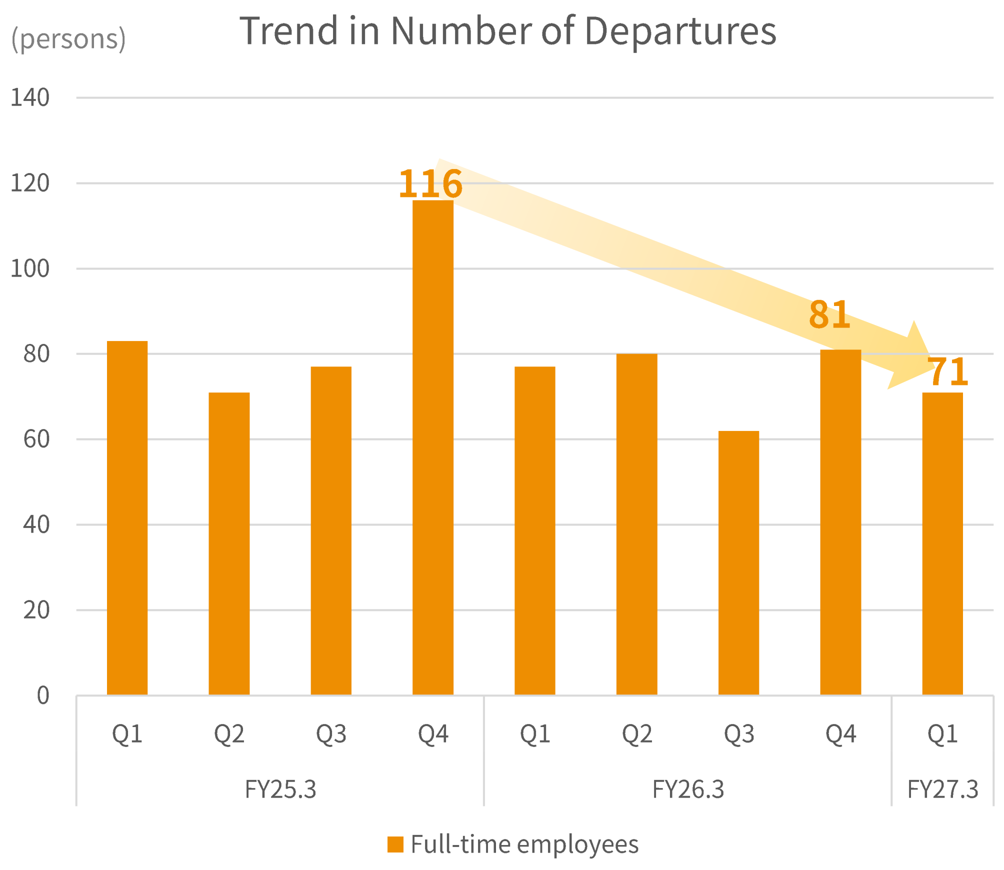
- ✓ Personnel costs rose due to the increase in staffing that accompanied higher occupancy, but the number of temporary staff has been kept to a minimum, and the organization is converging toward a steady-state staffing structure
- ✓ The number of temporary staff in the childcare business remained elevated in FY26.3, but as the shift toward full-time employees has progressed, headcount fell from 21 as of the previous fiscal year-end to 0 in 1Q



Trends in Number of Departures

Fewer departures mean lower recruiting costs for replacement staff

- ✓ At the fiscal year-end, departures rose temporarily due to year-end timing, but the turnover rate remains on a downward trend
- ✓ With the introduction of an internal communication tool, the resumption of club activities, and the redesign of the personnel evaluation system, a further decline in the turnover rate is expected going forward



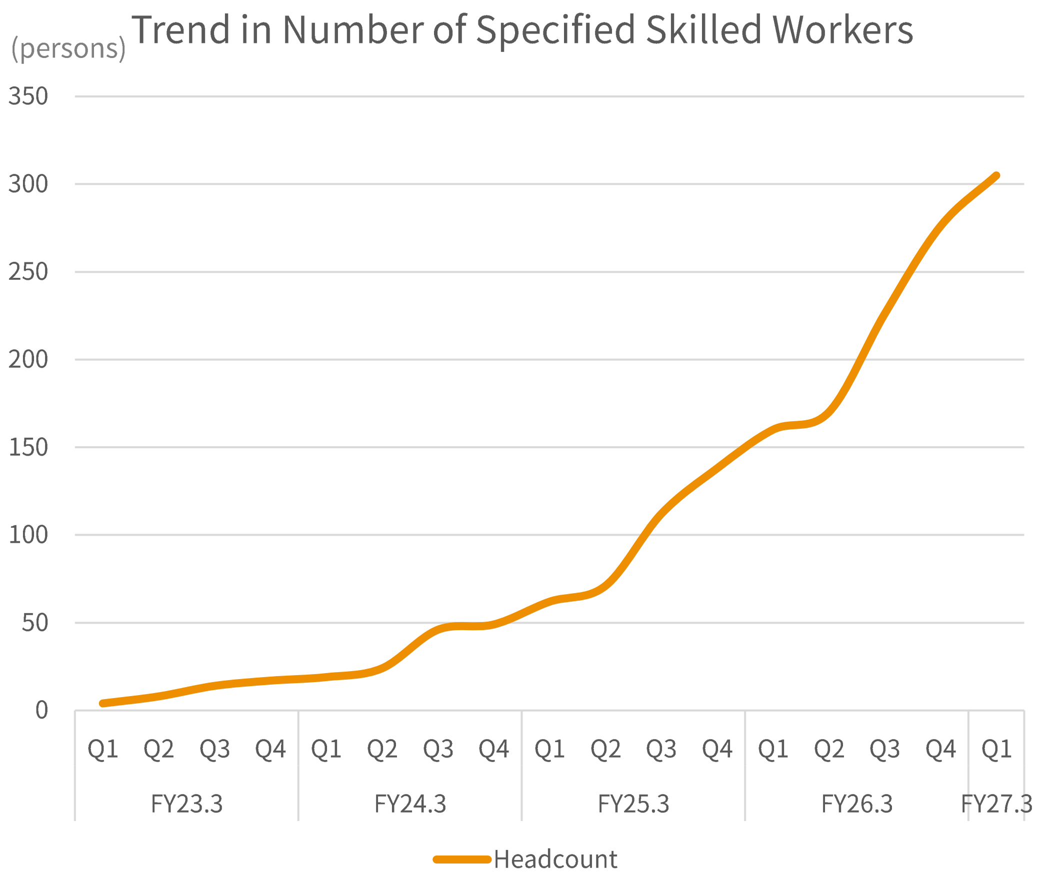
Status of Specified Skilled Foreign Worker Hiring

Hiring of specified skilled foreign workers, with their low turnover, continues smoothly

Cumulative headcount of specified skilled foreign workers reached 305, or 16.1% of full-time employees

Their turnover rate of 4.3% reflects a higher retention rate than Japanese staff, making them an effective source of staffing over the long term

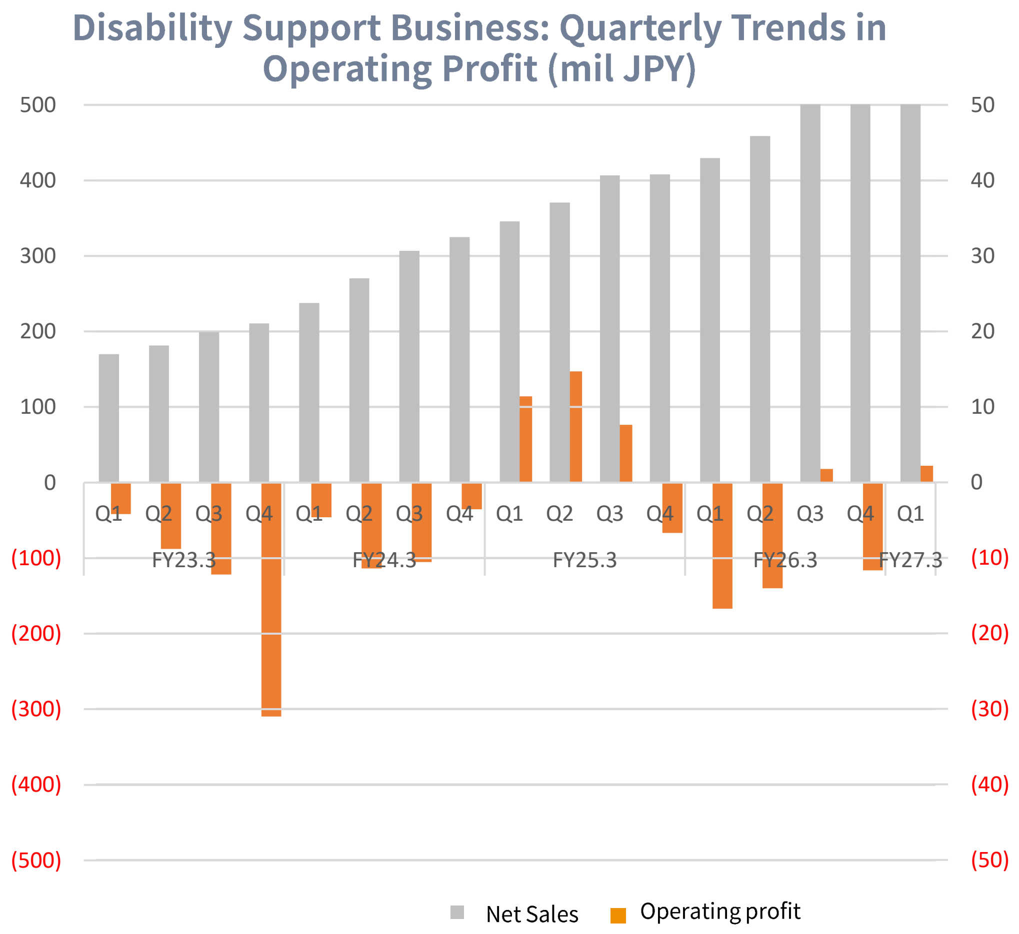
Headcount	**305**
% of full-time employees	**16.1%**
Awaiting onboarding	**66**



Status of the Disability Support Business

Focus on improving allowances since FY26.3 year-end; the business is expected to turn profitable in FY27.3

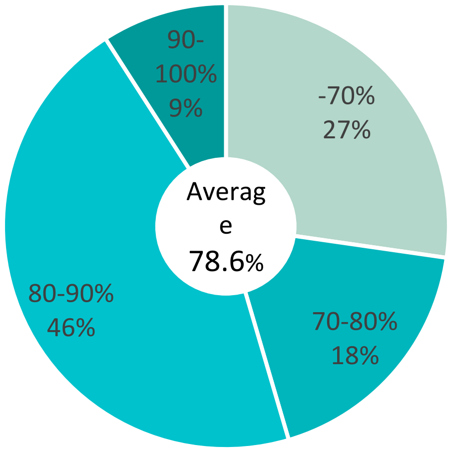
- ✓ Labor shortages delayed new facility openings and weighed on profit, but from 3Q onward, the hiring of specified skilled foreign workers has progressed and occupancy rates have been trending upward
- ✓ In FY27.3, profit margin is expected to improve through the acquisition of additional allowances
- ✓ In FY27.3, as a new business, the Company will launch supported housing focused on persons with disabilities; the first facility, the disability care home "Sunny Spot Hirabari," together with the co-located "Sunny Spot Hirabari Day Care," is scheduled to open in October 2026



Occupancy Rate Trends | Disability Support Business

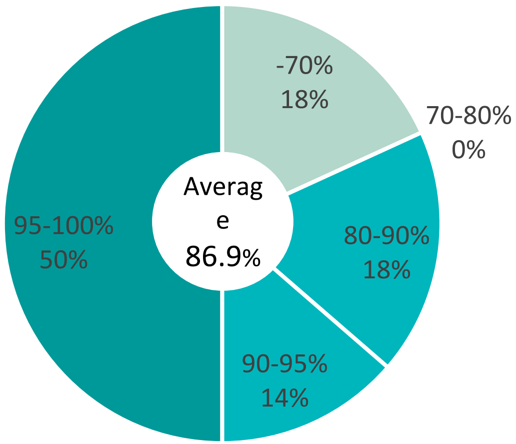
Type B Working Support: occupancy rose +9.6% YoY, exceeding the 70% breakeven occupancy level under the standard cost structure, with the aim of maintaining this high level
Group Homes: openings were delayed in the previous fiscal year due to labor shortages, but conditions have since improved, with average occupancy up +14.6% YoY

Type B working support



Even at facilities open for one year or more, average occupancy stood at 78.6%

Group home



At facilities open for one year or more, average occupancy improved to 86.6%

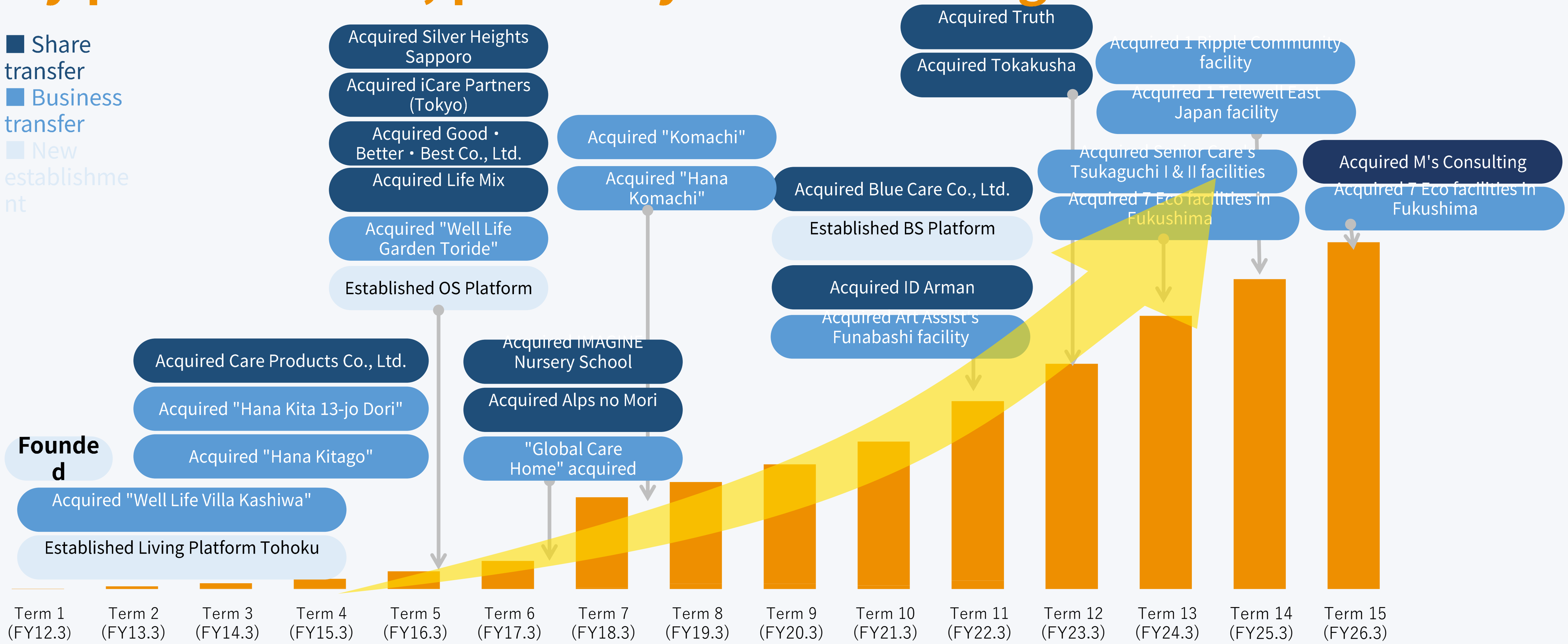
(As of June 30, 2026)

03

M&A Strategy

Organic Growth and M&A Since Founding

Actively pursued M&A, primarily in the nursing care business

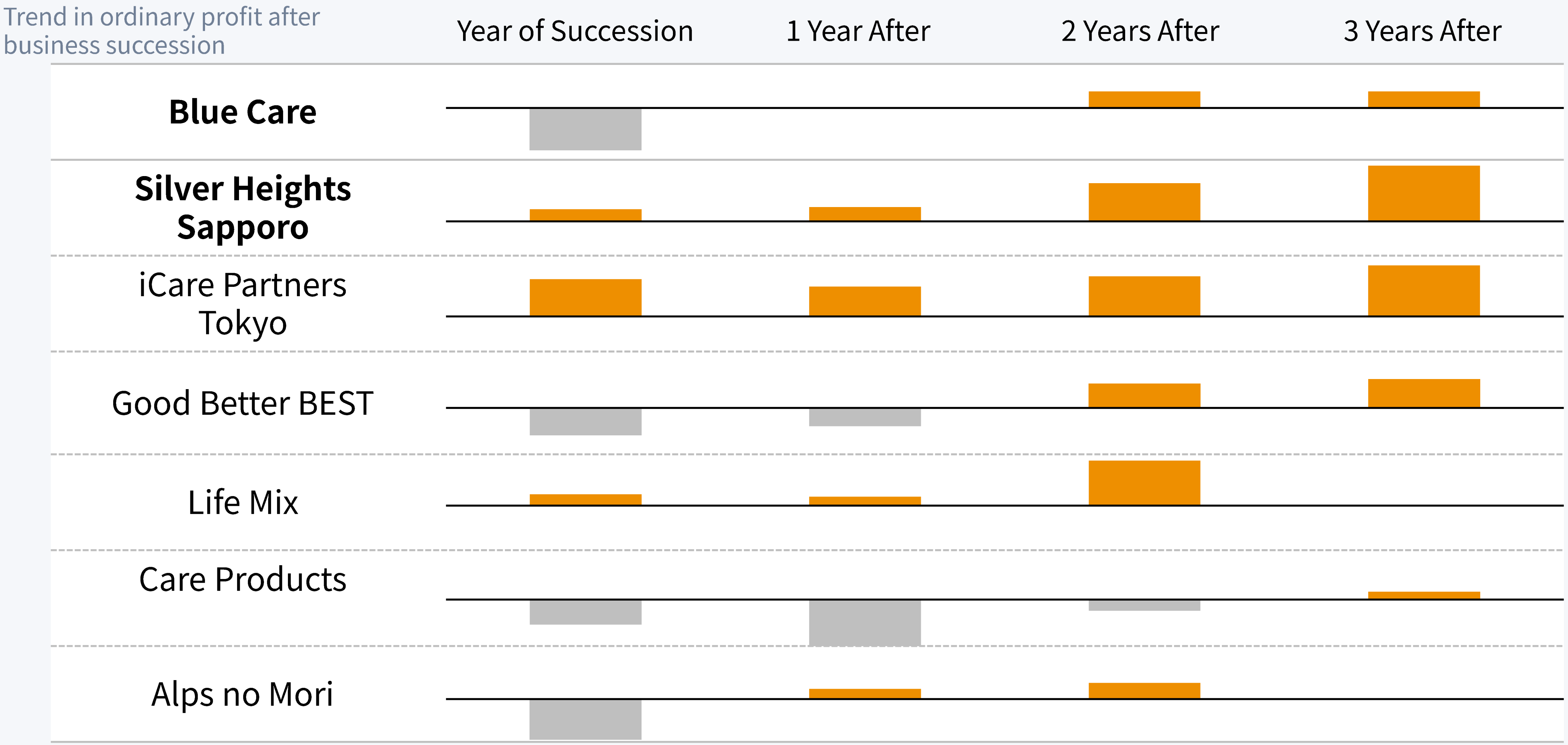


Cumulative Number of M&A Transactions **26**

Facilities Acquired **56**

Track record of consistently turning acquisitions profitable after each M&A transaction

Even mid-sized M&A deals of 300+ rooms have achieved profit improvement within two years



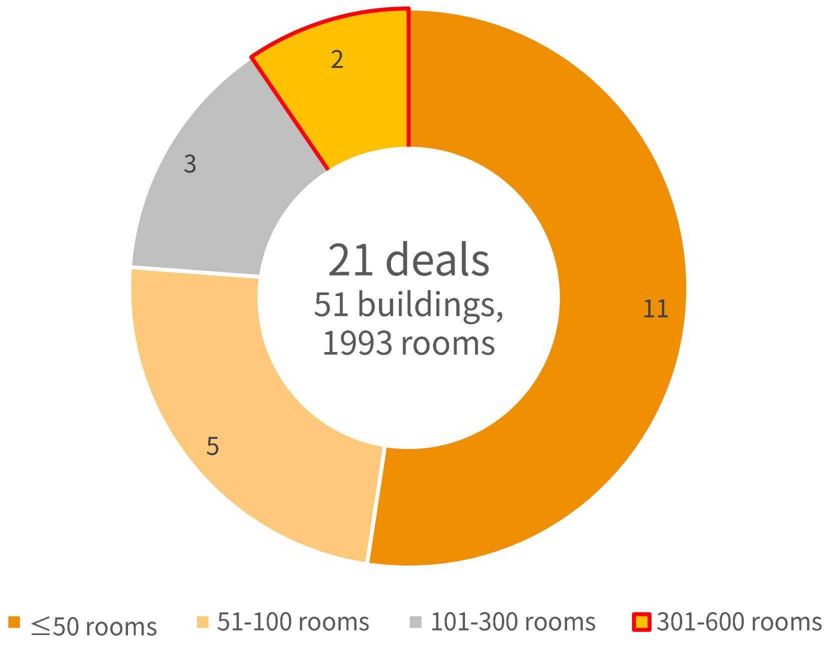
Source: Internal company data
Note: Ordinary profit in past post-acquisition results has been adjusted for factors such as indirect costs and the effects of sale-and-leaseback transaction
In addition, where the post-succession period within the year of succession was short, the following fiscal year was treated as the year of succession

M&A Strategy Going Forward

Until now, acquisitions have centered on small-scale deals, but with improvements in the Company's financial and operational foundation, the focus will shift to mid-size and larger deals going forward

Elderly Care Business M&A Track Record

(2013-2025)



Year Acquired	Seller	Number of Buildings	Number of Rooms
2013	Well Life Villa Kashiwa	1	48
2014	Care Products Co., Ltd.	3	54
	Library Shiroishi Hana Building 1	1	48
	Library Shiroishi Hana Building 2	1	24
2015	Silver Heights Sapporo Co., Ltd.	3	321
	iCare Partners Co., Ltd.	4	99
2016	GooodBeterBEST Co., Ltd.	1	42
	Life Mix Co., Ltd.	2	89
	Alps no Mori Co., Ltd.	3	179
	Well Life Garden Toride	1	64
2017	Global Care Home	1	18
	Komachi / Hana Komachi	2	36
2021	Blue Care Co., Ltd.	5	546
2022	Art Assist Funabashi Co., Ltd.	1	18
2023	Truth Co., Ltd.	1	18
	Tokakusha Co., Ltd.	3	59
	Eco Co., Ltd.	7	126
2024	Senior Care Co., Ltd.	2	36
2025	M's Consulting Co., Ltd.	1	25
	Telwel East Nippon Co., Ltd.	1	17
	Eco Co., Ltd.	7	126

04 Review of Operations

FY27.3 Facility Openings

Curbing organic development to focus on profit, while continuing to advance M&A

Elderly care	
Residential care facilities, etc.	47 (0) 3,510 (0)
Group homes	58 (0) 1,178 (+1)

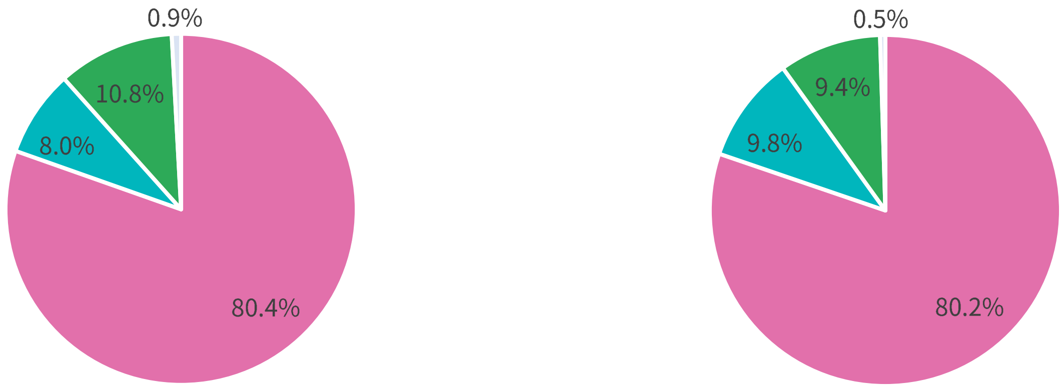
Disability support	
Type B Working Support	12 (0) 224 (0)
Group homes	26 (0) 496 (0)

Childcare	
Approved	15 (0) 1,009 (+20)
Government-led	1 (0)

Total number of facilities as of end of June 2026 (figures in parentheses indicate the increase during the current quarter)
*One non-approved childcare facility was closed in April 2026

Net Sales Trend by Business Domain

	FY26.3 Q1	FY27.3 Q1
Net sales (mil JPY)	4,304 / 427 / 576 / 46	4,771 / 585 / 561 / 29
Composition ratio	80.4% / 8.0% / 10.8% / 0.9%	80.2% / 9.8% / 9.4% / 0.5%



Elderly care Disability support Childcare Other

Trend in Number of Facilities, Capacity, and Occupancy Rate

Elderly Care Business: Residential Care Facilities, etc.

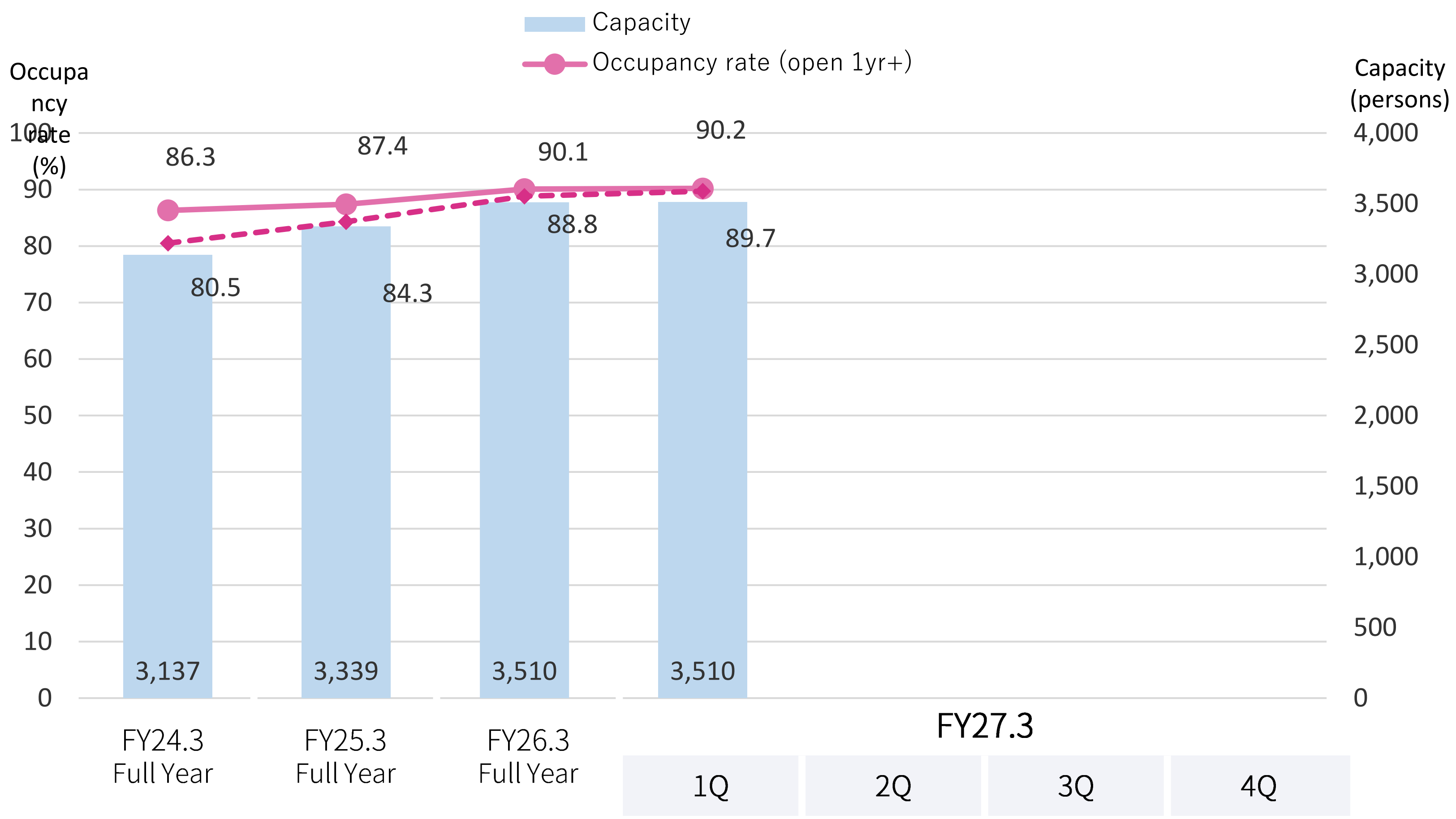
With the operational structure now in place, the occupancy rate is gradually improving

FY27.3 1Q-End Actual

Number of facilities	**47**
Capacity	**3,510**

*The occupancy rate is calculated as follows at the end of each period:

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



Trend in Number of Facilities, Capacity, and Occupancy Rate

Elderly Care Business: Group Homes

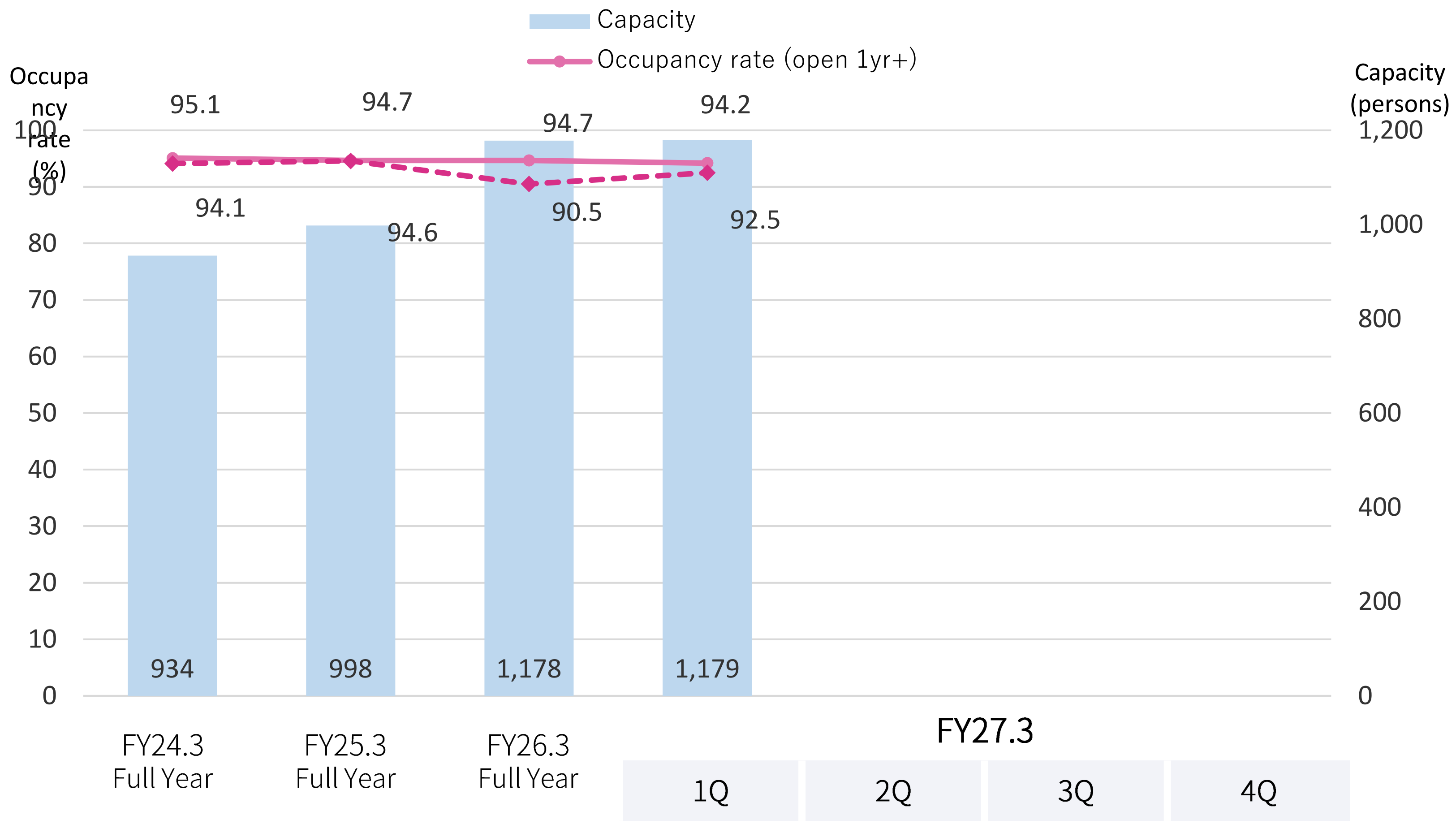
In FY27.3, the Company doesn't plan new facility by self development. The occupancy rate remaining stable at around 95%

FY27.3 1Q-End Actual

Number of facilities	**58**
Capacity	**1,178**

*The occupancy rate is calculated as follows at the end of each period:

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



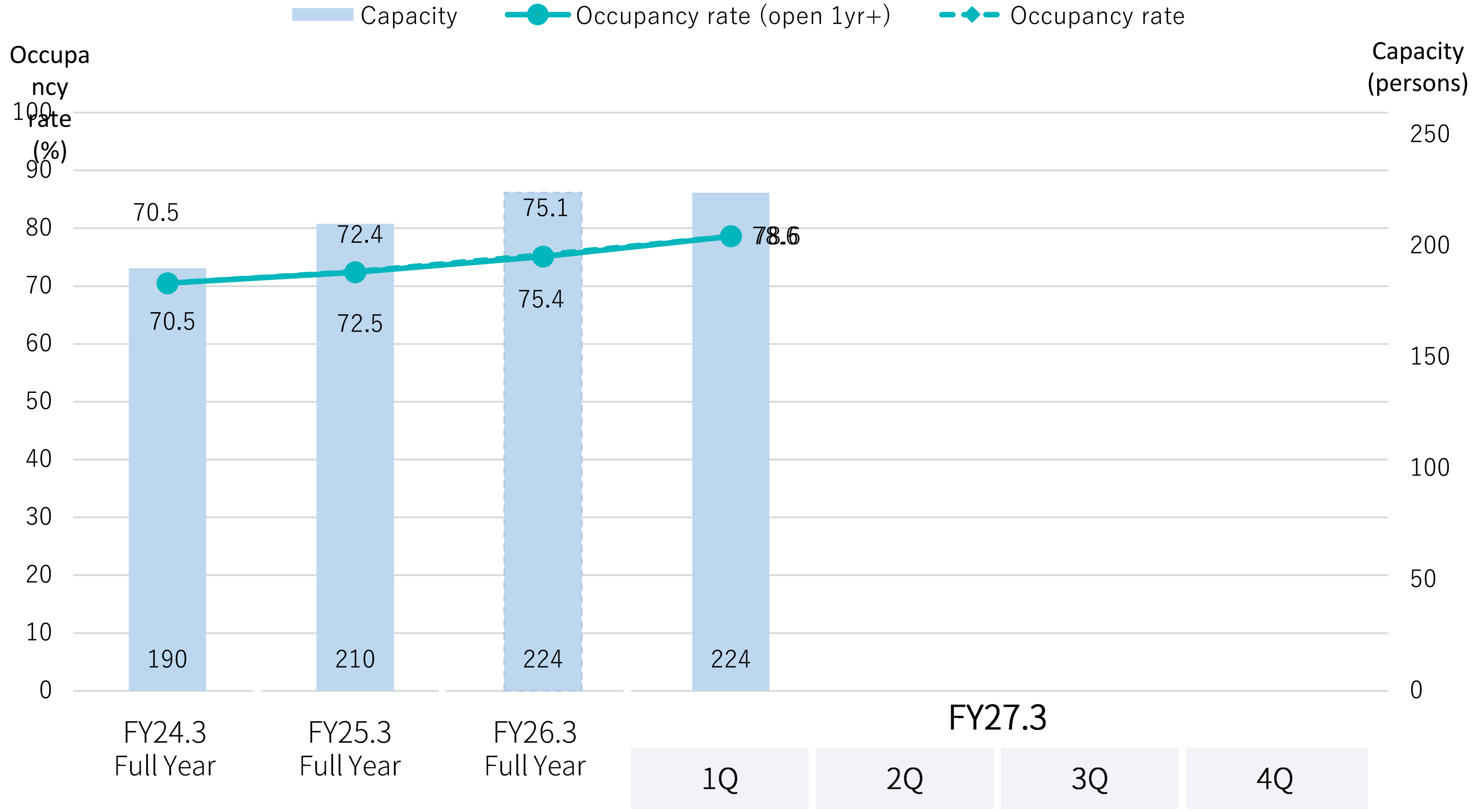
Trend in Number of Facilities, Capacity, and Occupancy Rate

Disability Support Business: Type B Working Support

New facility openings have resumed, the Company continues to aim for higher occupancy

FY27.3 1Q-End Actual

Number of facilities	**12**
Capacity	**224**



*The occupancy rate is calculated as follows at the end of each period:

Occupancy rate = Total number of residents at each facility at month-end / Total capacity of each facility

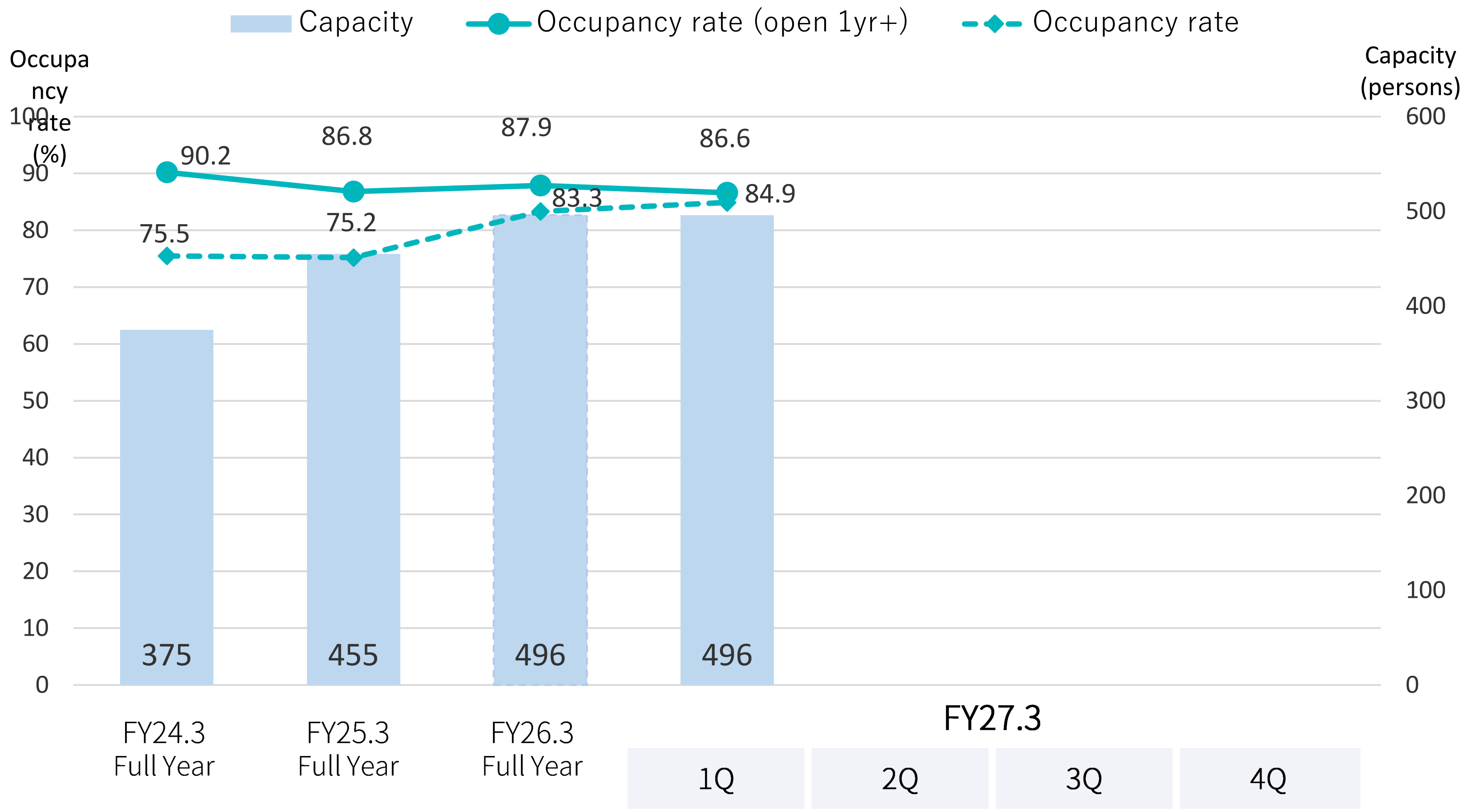
Trend in Number of Facilities, Capacity, and Occupancy Rate

Disability Support Business: Group Homes

The Company continued to actively open new facilities.

FY27.3 1Q-End Actual

Number of facilities	**25**
Capacity	**496**



*The occupancy rate is calculated as follows at the end of each period:

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

Trend in Number of Facilities, Capacity, and Occupancy Rate

Childcare Business: Approved Childcare Facilities

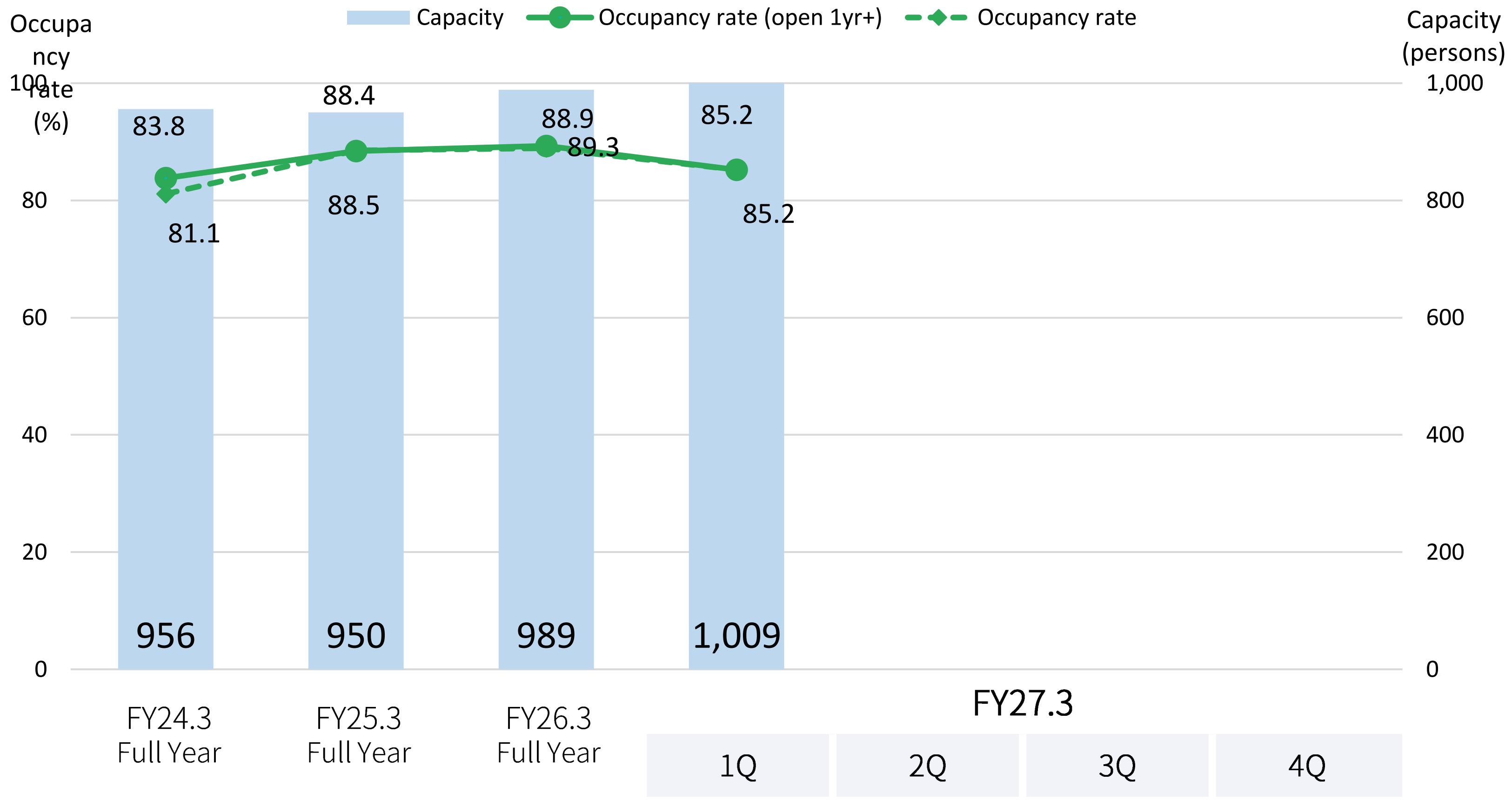
The occupancy rate is gradually improving, and the Company continues to strive to improve quality

FY27.3 1Q-End Actual

Number of facilities	15
Capacity	1,009

*The occupancy rate is calculated as follows at the end of each period:

Occupancy rate = Total number of residents at each facility at month-end / Total capacity of each facility



Business Development Status

Prioritizing the realization of profit, the Company is curbing organic development and shifting toward M&A-centered expansion

- ✓ This fiscal year, the Company is prioritizing profit realization and limiting the number of new developments
- ✓ In the disability support business, a new supported housing facility and day care facility are scheduled to open in October.

	FY25.3 Act		FY26.3 Act		**FY27.3 Plan**	
	Buildings	Capacity	Buildings	Capacity	**Buildings**	**Capacity**
Elderly Care	5	236	12	343	**3**	**54**
Residential care facilities, etc.	3	209	2	136	**0**	**0**
Group Home	2	27	10	207	**3**	**54**
Disability	5	100	4	140	**5**	**300**
Group Home	4	80	2	100	**1**	**60**
Supported Housing					**2**	**120**
Residential Subtotal	4	80	2	100	**3**	**180**
Working Support Type B	1	20	2	40	**0**	**0**
Day care					**2**	**120**
Day Service Subtotal	1	20	2	40	**2**	**120**
Childcare	1	0	1	0	**0**	**0**
Approved childcare facilities	1	0	1	0	**0**	**0**

Development Plans from FY27.3 Onward

■ Elderly Care Business

Facility Name	Location	Opening	Capacity	Open
Group Home				
Library Hinatabokko	Sendai, Miyagi	April 2026	+1	●
Library Eniwa	Eniwa, Hokkaido	April 2027	18	

■ Medical Business

Facility Name	Location	Opening		Open
Dispensing pharmacy				
Pirika Kita 25-jo	Sapporo, Hokkaido	April 2026		●

■ Disability Support Business

Facility Name	Location	Scheduled Opening	Capacity	Open
Group Home				
Sunny Spot Edogawa Matsushima	Edogawa, Tokyo	June 2027	20	
Day care				
Sunny Spot Hirabari	Nagoya, Aichi	October 2026	60	
Sunny Spot Kashiwa Masuo	Kashiwa, Chiba	October 2028	60	
Supported Housing				
Sunny Spot Hirabari	Nagoya, Aichi	October 2026	60	
Sunny Spot Kashiwa Masuo	Kashiwa, Chiba	October 2028	60	

As of August 14, 2026

05 FY27.3 Business Plan

FY27.3 Earnings Forecast: Consolidated Balance Sheet

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

- ✓ Through the accumulation of profit, the equity ratio is expected to reach the Mid-Term Management Plan target one year ahead of schedule, barring any large-scale M&A.
- ✓ As occupancy rates improve, accounts receivable is expected to rise, driving increases in current assets and cash and deposits.

(Unit: mil JPY)

Item	FY26.3 Act		FY27.3 Forecast	Change from FY-End
Current assets	4,173		5,056	882
(Cash and deposits)	1,478		1,840	377
Non-current assets	8,914		8,888	-17
(Land, 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.	**5,963**		**6,407**	**444**

FY27.3 Earnings Forecast: Consolidated Statement of Income

Curbing new openings, operating profit is expected to grow +59.8% YoY

- ✓ As the impact of adopting new lease accounting standards has not yet been determined, earnings forecasts for FY28.3 and beyond are not disclosed.
- ✓ Net sales are projected to grow +9.6% YoY, driven by improved occupancy, additional fee add-ons, and price pass-through.
- ✓ With new facility openings kept in check, operating profit is increasingly materializing, and is expected to grow +59.8% YoY.

(Unit: mil JPY)

Item	FY26.3 Full Year Act	FY27.3 Full Year Forecast	YoY Growth
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%	–

FY27.3 Key Initiatives

Expanding the Business Domain in Elderly Care and Disability Support

1 Medical Insurance-Covered Type
Expansion of the Home-Visit Nursing Business

2 Disability Support Business
Entry into Supported Housing

FY27.3 Initiatives

Expanding our business domain in elderly care and disability support

1

**Medical insurance-covered type
Launch of the visiting nursing business**

2

**Disability support business
Entry into supported housing**

Expanding the Business Domain in Elderly Care and Disability Support

Medical insurance-covered home-visit nursing services

In November 2024, established Medical Platform, a subsidiary specializing in medical care, to provide home-visit nursing services (covered by medical insurance) in-house.

Service provision began on a rolling basis from March 2025 onward. Beyond the direct sales increase from providing home-visit nursing, medically specialized home-visit nursing is also expected to enable early disease detection and help avoid hospitalization, making at-home care more viable and thereby delivering secondary benefits such as reducing resident move-outs.

Subsidiary Established

November 2024 (Medical Platform)

Current Service Area

Hokkaido, Sendai, Tokyo, Kanagawa

Expected Effects

Elderly care / disability support: Higher unit prices

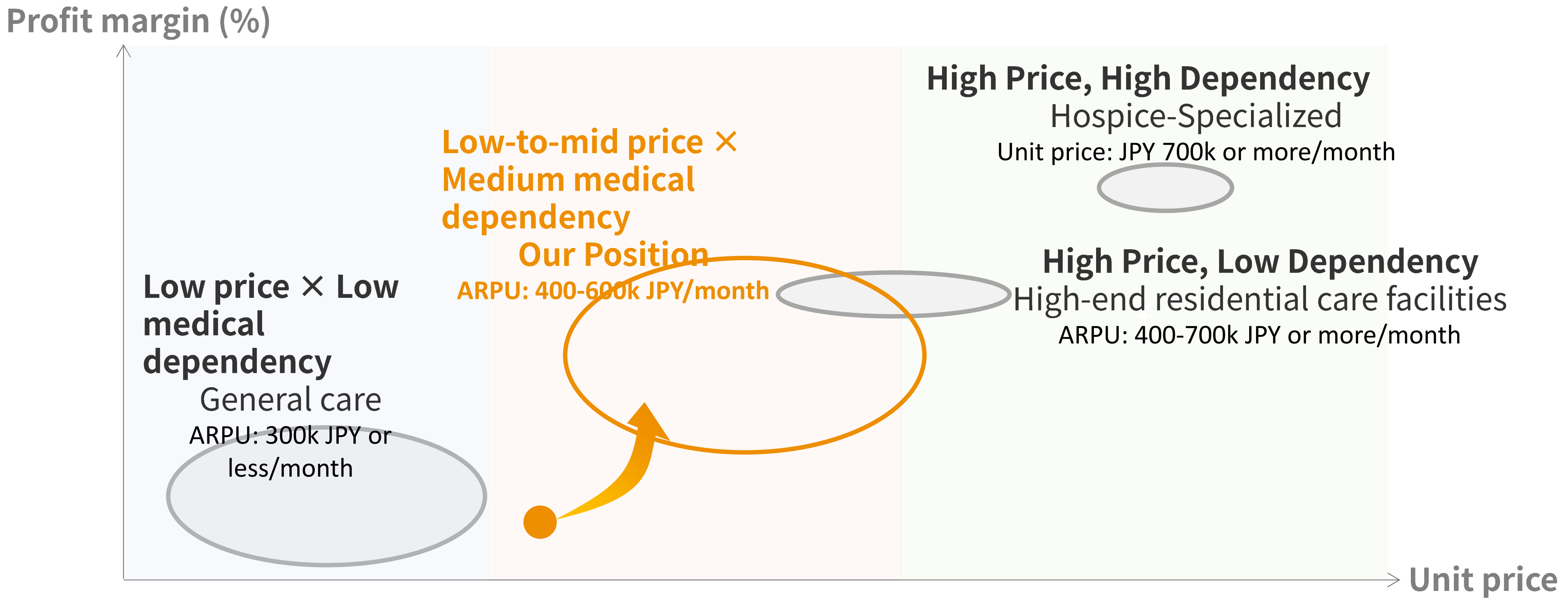
Expanded scope of eligible clients

Avoidance of hospitalization
(Enhanced at-home care capability)

Reduction in move-outs
(Secondary benefit)

Our Positioning in the Elderly Care Industry

The market we are targeting is large in size, yet currently has no competitors.



FY27.3 Initiatives

Expanding our business domain in elderly care and disability support

1

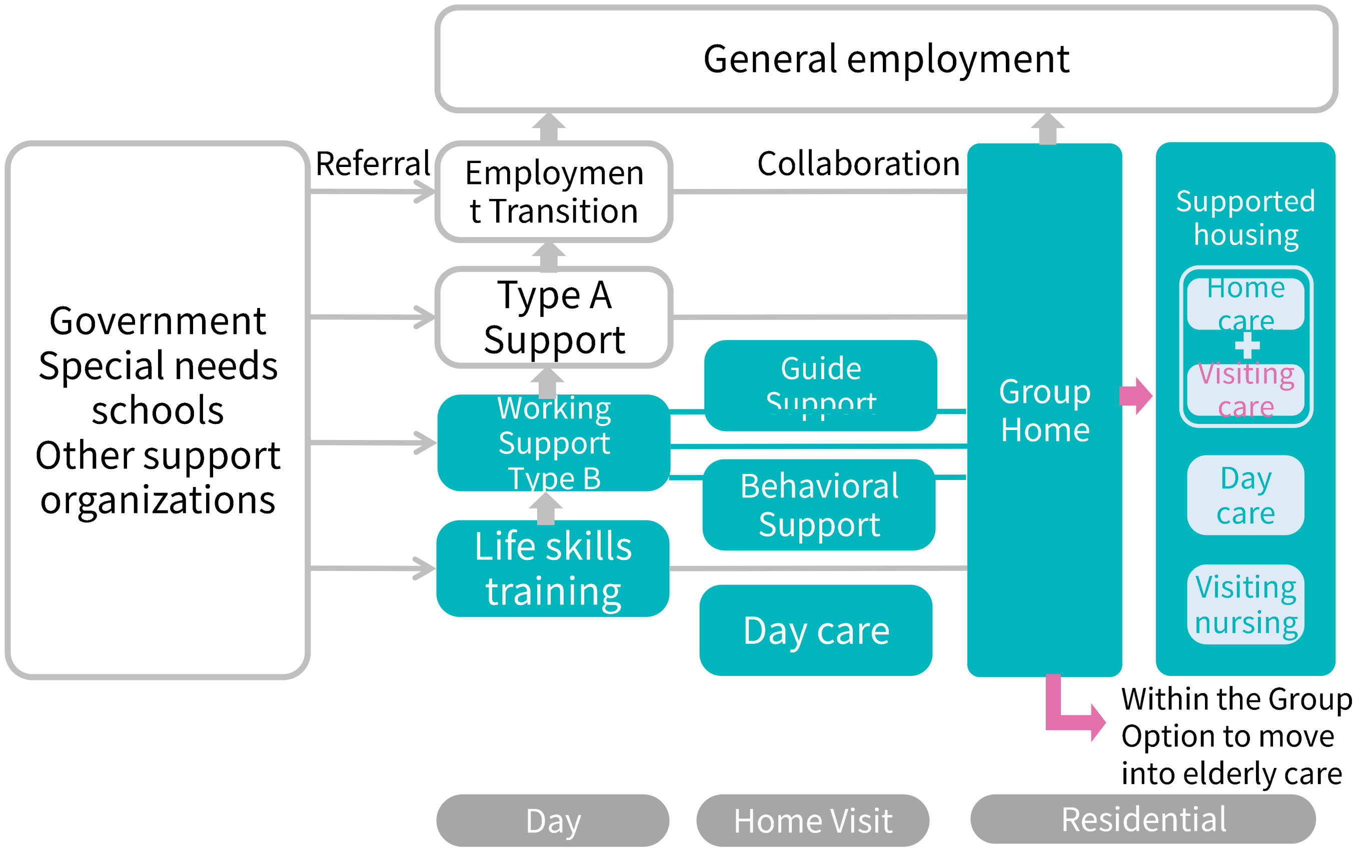
Medical insurance-covered type
Launch of the visiting nursing business

2

Disability support business
Entry into supported housing

Expanding our business domain in disability support

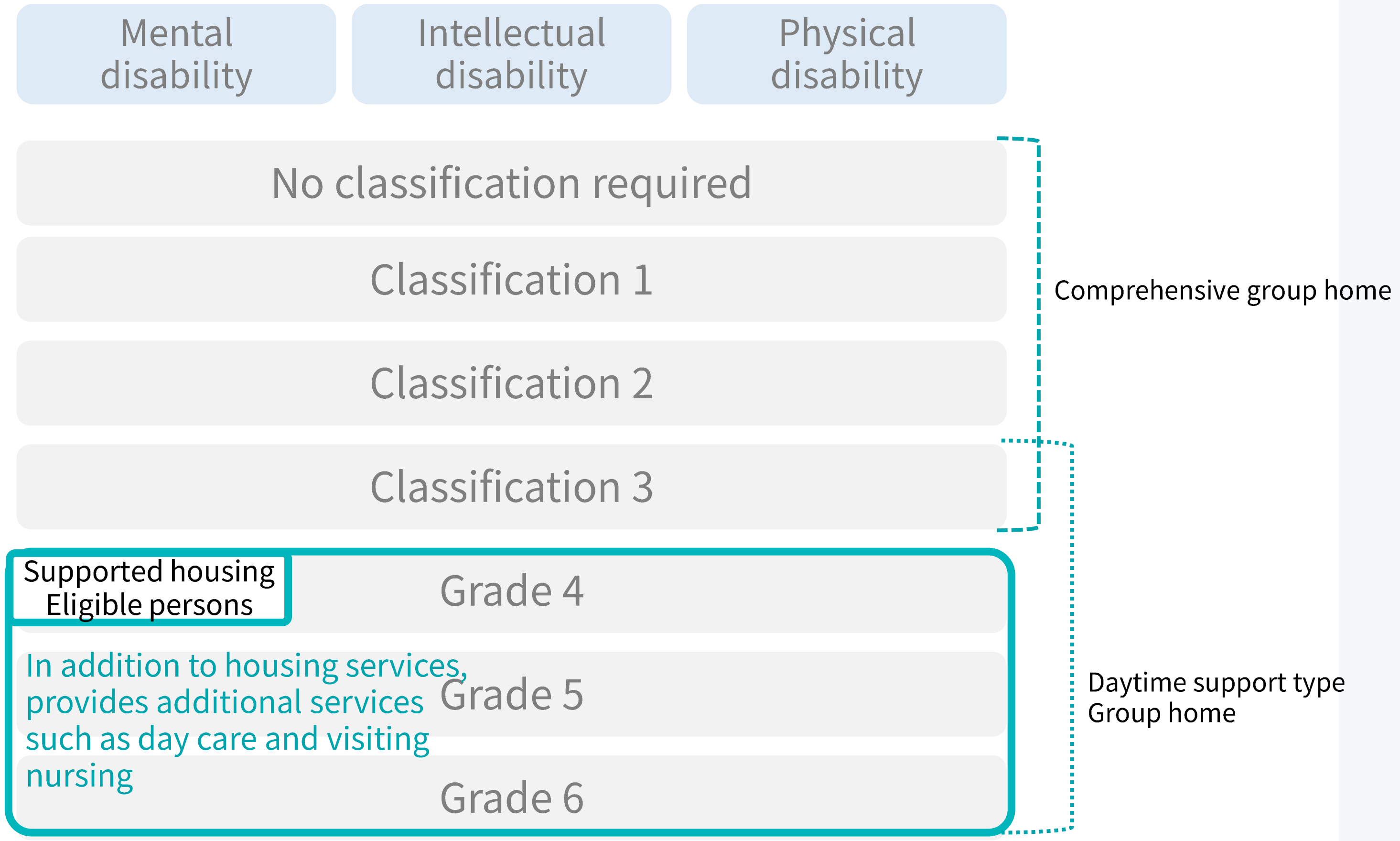
- ✓ Plan to open our first supported housing facility, "Disability Care Home Sunny Spot Hirabari," in October 2026
- ✓ We provide a wide range of services to meet the expanding needs of people with disabilities, including employment support, assistance, and care
- ✓ By operating numerous nearby facilities, including elderly care facilities, we are able to provide a better environment tailored to each individual's disability



Supported Care Home

- ✓ Following the creation of a new institutional framework, the category of the previously announced new disability-support business, the "residential care facility specialized for people with disabilities," has been renamed "supported housing." There is no change to the services provided or the target population from what was originally planned.
- ✓ We provide a wide range of services to meet the expanding needs of people with disabilities, including employment support, assistance, and care

Illustrative overview of service segmentation



06 Shareholder Returns Policy

Shareholder Returns

Dividends

	FY26.3	FY27.3
Dividend per share	Dividend results **5** JPY	Dividend forecast **5** JPY

Shareholder Benefits

FY26.3

For shareholders holding 100 shares or more (as of end of May 2025)

Digital Gift **5,000** JPY equivalent

*Total amount: approx. 23 mil JPY

FY27.3

For shareholders holding 200 shares or more (as of end of September 2026)

Digital Gift **12,000** JPY equivalent

Background

- Our operating structure and back-office functions have stabilized, establishing a structurally profitable business model
- For FY27.3, we expect steady profit growth and plan to pay dividends at or above the FY26.3 level
- Our basic policy is to pay stable and continuous dividends, and we will work to enhance shareholder returns, including increasing the dividend amount, in line with business growth and improved profitability

About the Shareholder Benefit Program

While we implemented a commemorative shareholder benefit program last fiscal year, we will begin an ongoing shareholder benefit program starting this fiscal year.

Eligibility

As of the record date of September 30, 2026,

shareholders holding **200 shares or more**

Benefit details

Digital Gift

Worth 12,000 JPY

07

Company Profile and Business Domains

Company Profile

Company Name	Living Platform, Ltd.	
Officers	Representative Director Managing Director Outside Director Outside Director Outside Director Outside Auditor Outside Auditor Outside Auditor	Hirofumi KANEKO Ryusuke HAYASHI Hiroaki TANAKA (Attorney) Yoshiaki HIRAO Masanori OBARA Mitsuhiro GOTOH (Certified Public Accountant) Hidetsugu KATAKURA (Attorney) Rina SUMINO (Certified Public Accountant)
Date of Establishment	June 28, 2011	
Listing Date	March 17, 2020 (Tokyo Stock Exchange Mothers Market (now the Growth Market)) Securities Code: 7091	
# Employees	4,005 (including part-time employees)	
Group Companies	Living Platform Care Nursery Platform OS Platform Agri Platform Ibaraki Silver Heights Sapporo M's Consulting	Challenge Platform Medical Platform BS Platform Blue Care Co., Ltd. ID Arman

(As of June 30, 2026)

Business Domains

Living Platform, Ltd. upholds the philosophy of "building a sustainable social security system," and, as a private-sector company, provides facilities and services nationwide to promote "elderly care," "disability support," and "childcare"
in an integrated, three-in-one approach.

Building a sustainable social security system

Elderly care

Disability Care

Childcare

Main Business Domains

Elderly Care

Our core business is facility care, which offers operational efficiency and an advantage in staff recruitment

Facility-based care

Long-term care sanatorium
Long-term care health facility (Roken)
Special nursing home for the elderly (Tokuyo)
Group home for the elderly
Residential care (Elderly)*1
Other

In-home care*2

Home-visit care
Home-visit nursing
Home-visit bathing care
Home-visit rehabilitation
Round-the-clock home-visit care and nursing
Care management support
Day care service
Other

The Company's Business Domain

*1 Residential care facilities are divided into "specified facilities (full-service nursing care type)" and "serviced housing for the elderly / residential type."
In addition, "serviced housing for the elderly / residential type" includes some home-visit care, home-visit nursing, round-the-clock home-visit care and nursing, and care management support services.
*2 Because the Company's in-home care services are provided within its residential care facilities, they effectively function as care facilities.

Main Business Domains

Disability Support

Visiting Services

Home care (home help)

Home care for severe disabilities

Accompaniment support (for the visually impaired)

Behavioral support

Counseling support office

Other

Facilities

Residential facility support

Daytime Activities

Day care

Other

Training / Employment

Independence training (functional training)

Independence training (life skills training)

Employment transition support

Type A working support

Type B working support

Employment retention support

Housing Support

Independent living assistance

Group living assistance (Group home)

The Company's Business Domain

Main Business Domains

Childcare

In addition to approved childcare facilities, the Company also operates government-led childcare facilities that incorporate sick-child care.

Municipal Jurisdiction

Facility-based	
	Approved childcare facilities
	Kindergarten
	Certified center for early childhood education and care

Community-based	
	Small-scale childcare
	Home-based childcare
	In-home visit childcare
	Workplace childcare

National Jurisdiction

Government-led childcare

Other

The Company's Business Domain

Disclaimer and Disclosure Policy

This material contains forward-looking statements, including outlooks, expectations, judgments, plans, and strategies regarding the future.

These forward-looking statements are subject to a range of risks and uncertainties, including changes in business demand, changes in the schedule of business development, changes in various regulatory systems, changes in guidance from municipalities and other authorities, the performance of affiliated companies, and other factors.

Please note that these statements do not guarantee future performance, and actual results may differ materially from the Company's current expectations.

Such differences may arise from a range of factors and risks; for details on these factors and risks, please refer to the Company's ongoing and timely disclosures.

Contact

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