



Results Briefing Material for the Full Year Ended March 31, 2024

May 15th, 2024

Living Platform, Ltd.
(TSE Growth: 7091)

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Executive Summary

Executive Summary

- ✓ Net sales were +21.7% compared to FY23.3, although they fell short of the forecast at the beginning of the period by approximately 1.5%.
- ✓ One of the main reasons for the operating loss of -81 million yen was that the transition of COVID-19 to the category 5 in May 2023 caused In FY24.3, the outflow of personnel who joined under COVID-19 had a significant impact as a result of the transition to category 5 of COVID-19.
- ✓ The leaving of care workers and the urgent need for the replacement due to the opening of many new facilities resulted in temporary staffing and recruitment advertising costs. However, this trend was largely resolved by the end of March 2024.
- ✓ Instability in the operations due to staff shortages also led to a rise in agency fees for new customer contracts.
- ✓ The disabilities support business also took time to reform the operation structure, but it is currently being put in place and is expected to be profitable from FY25.3 onwards.
- ✓ The costs associated with the opening of new facilities, which are normally recorded over a period of 5-6 years through leases were all paid in cash due to the requirement to receive subsidies, so many of these costs were recorded as expenses, putting pressure on the operating profit. The relevant subsidies were recorded as non-operating profit
- ✓ Subsidies for COVID-19 (approx. 60 mil JPY) and subsidies for the price soaring (approx. 130 mil JPY) were recorded as non-operating profit. From FY25.3 onwards, price pass-through will contribute to operating profit
- ✓ As for elderly care business, occupancy rates at some existing large-scale facilities took time to stabilize and results were lower than expected, but have been recovering since Apr 2024 and are expected to stabilize in FY25.3
- ✓ Hiring foreign workers with specific skills is continuously promoted, with 51 at the end of FY24.3 and more than 60 already confirmed from Apr 2024 onwards.
- ✓ Blue Care has made steady improvement and generated more profit than planned



Consolidated Financial Results for the full year of FY24.3 (Cumulative)

Highlights of Consolidated Financial Results

Net Sales

YoY **+21.7%**

Mostly achieved original business Plan, behind by just 1.5%

Operating Profit

-81mil JPY

Received subsidy of 90 mil JPY as non-operating profit, which resulted in the same amount of expenses and reduced operating profit

Blue Care turned profitable

Vs plan **+35.4%**

Blue care company overachieved business plan

Summary of Consolidated Financial Results

Operations

Strengthen recruiting system
Measures against soaring energy and food prices

Strengthen recruiting system

- In FY24.3, the outflow of care workers who joined under COVID-19 had a significant impact as a result of the transition to category 5 of COVID-19. Recruitment data analysis is being carried out and a system is being developed to ensure efficient recruitment and prevent outflows.

Measures against the hike of utilities costs and food costs

- In FY24.3, soaring of electricity prices were covered by subsidies, but are expected to be back to pre-February 2023 levels after the end of subsidies from June 2024 onwards, and will therefore be collected through recharge to users
- Solar panels to be installed at some sites by the end of the year

Finance

Improve equity ratio, having in mind the ratings by financial institutions

Continued policy to improve equity ratio

- From the next fiscal year onward, we will curb development, focus on securing profits, secure cash and deposits, and improve the equity ratio
- Not consider a capital increase unless a certain size M&A progresses.

Training/Administration

Reinforce recruiting and training
Enhance efficiency of administration departments

Strengthening the recruitment and education

- Continue hiring of specific skilled foreign workers

Improving the efficiency of back office

- Completed the first phase of DX
- Utilize collected data for business improvement

Compliance/Governance

Reinforce and instilled internal control

Strengthening and institutionalization of internal controls

- Promoting the use of data to improve efficiency in compliance and internal control audits



Overview of Consolidated Balance Sheets for the full year of FY24.3 (Cumulative)

- ✓ In Q1, due to the complete cash consideration for the business succession from Eco Company, cash and cash equivalents decreased. In addition, a goodwill of 410 million yen was recognized.
- ✓ In Q2, the implementation of new developments in seven locations resulted in an increase in land, buildings, etc.
- ✓ Since the planned S&LB was not implemented, the equity ratio has not reached the level assumption

(Millions of yen)

	FY23.3 ACT	FY24.3 FCT (Original)	FY24.3 FCT (Revised)	FY24.3 Q3 ACT	YoY difference	Difference from FCT
Current assets	4,413	4,351	4,185	3,256	△ 1,158	△ 929
(Cash and deposits)	1,882	3,006	1,252	1,128	△ 755	△ 124
Non-current assets	6,999	7,139	8,128	7,933	933	△ 195
(Land and buildings, etc.)	3,615	2,780	3,440	4,334	719	894
Total assets	11,412	11,746	12,313	11,189	△ 224	△ 1,124
Current liabilities	3,989	2,579	4,025	3,020	△ 970	△ 1,005
Non-current liabilities	5,951	7,029	6,570	6,506	554	△ 64
Total liabilities	9,940	9,608	10,596	9,526	△ 415	△ 1,070
Net assets	1,471	2,138	1,717	1,662	190	△ 55
Total liabilities and net assets	11,412	11,746	12,313	11,189	△ 224	△ 1,124
Equity ratio	12.9%	18.2%	13.9%	14.9%	2.0%	1.0%
Borrowings, etc. (long-term & short-term)	6,337	5,911	5,290	5,369	△ 968	79



Quarterly Trends of Consolidated Balance Sheets (FY23.3 – FY24.3)

(Millions of yen)

	FY23.3				FY24.3			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current assets	3,599	3,351	3,812	4,413	3,617	3,351	3,702	3,256
(Cash and deposits)	1,542	1,273	1,551	1,882	1,037	1,273	1,077	1,128
Non-current assets	6,897	7,142	7,150	6,999	7,862	7,142	7,896	7,933
(Land and buildings, etc.)	3,675	4,087	4,056	3,615	4,191	4,087	4,332	4,334
Total assets	10,500	10,497	10,965	11,412	11,480	10,497	11,599	11,189
Current liabilities	2,885	2,793	3,255	3,989	3,566	2,793	3,482	3,020
Non-current liabilities	6,187	6,259	6,301	5,951	6,398	6,259	6,565	6,506
Total liabilities	9,072	9,052	9,557	9,940	9,964	9,052	10,048	9,526
Net assets	1,427	1,444	1,407	1,471	1,515	1,444	1,550	1,662
Total liabilities and net assets	10,500	10,497	10,965	11,412	11,480	10,497	11,599	11,189
Equity ratio	13.6%	13.8%	12.7%	12.9%	13.2%	13.8%	13.3%	14.9%
Borrowings, etc. (long-term & short-term)	5,762	5,715	6,088	6,337	6,234	5,715	6,051	5,369

Overview of Consolidated Statements of Income

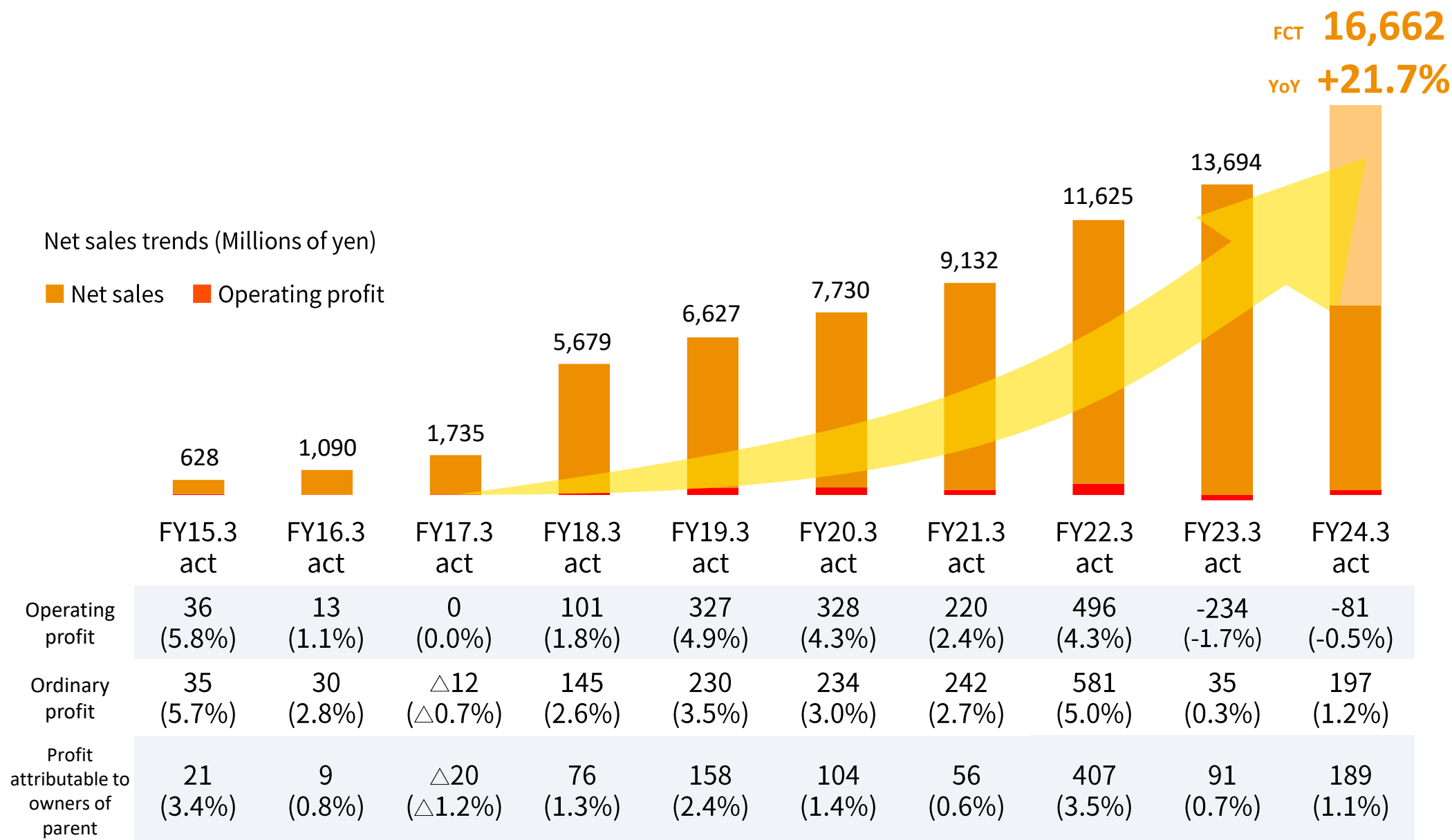
- ✓ Profit-reducing factors have been alleviated due to improved performance of Blue Care, slowing down in soaring utilities costs, etc.
- ✓ Net sales mostly achieved the original target, behind by just 1.5%
- ✓ Recruitment costs has increased rapidly from Q3 onwards due to the leaving of staff who joined from other industries
- ✓ The rapid turnover of staff caused a drop in existing business operations, accelerating the decline in operating profit
- ✓ Despite gains in 4Q, investments in seed company were fully impaired in 3Q, and discussions with the auditors let to an increase in goodwill amortization, which put pressure on profits.
- ✓ By the end of March 2024, most of existing businesses were back in operation and the recruitment environment was returning to normal

(Millions of yen)

	FY23.3 Full Year ACT	FY24.3 Full Year FCT (Original)	FY24.3 Full Year FCT (Revised)	FY24.3 Full Year ACT	Progression rate vs FCT
Net sales	13,694	16,928	16,609	16,662	100.3%
Operating profit	△234	246	△93	△81	-
%	△1.7%	1.5%	△0.6%	△0.5%	
Ordinary profit	△35	266	122	197	161.5%
%	△0.3%	1.6%	0.7%	1.2%	
Profit before income taxes	218	266	231	258	111.7%
%	△0.0%	1.6%	1.4%	1.5%	
Profit attributable to owners of parent	91	182	189	189	100.0%
%	0.7%	1.1%	1.1%	1.1%	



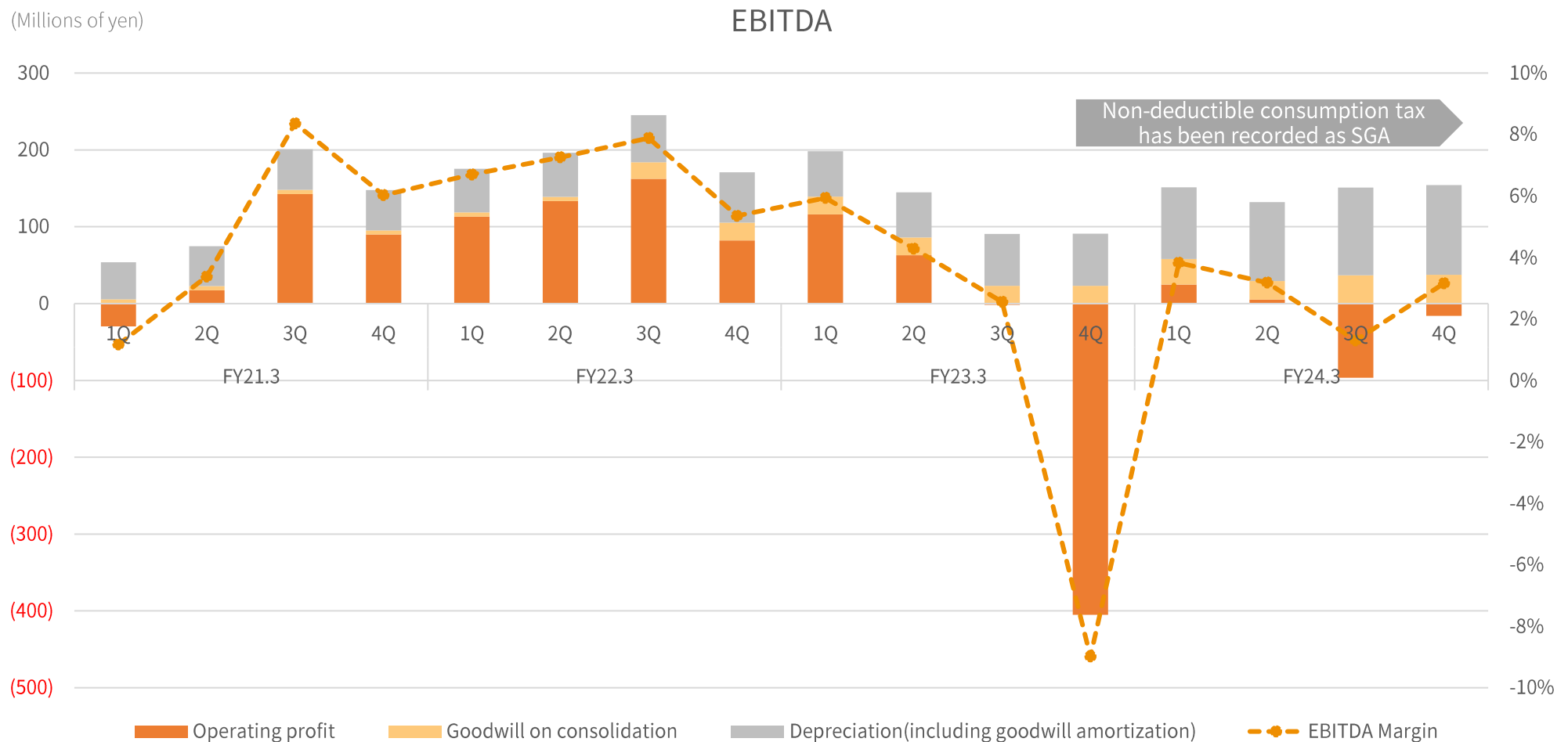
Trends in Net Sales, Operating Profit, Ordinary Profit, Profit Before Income Taxes and Profit



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

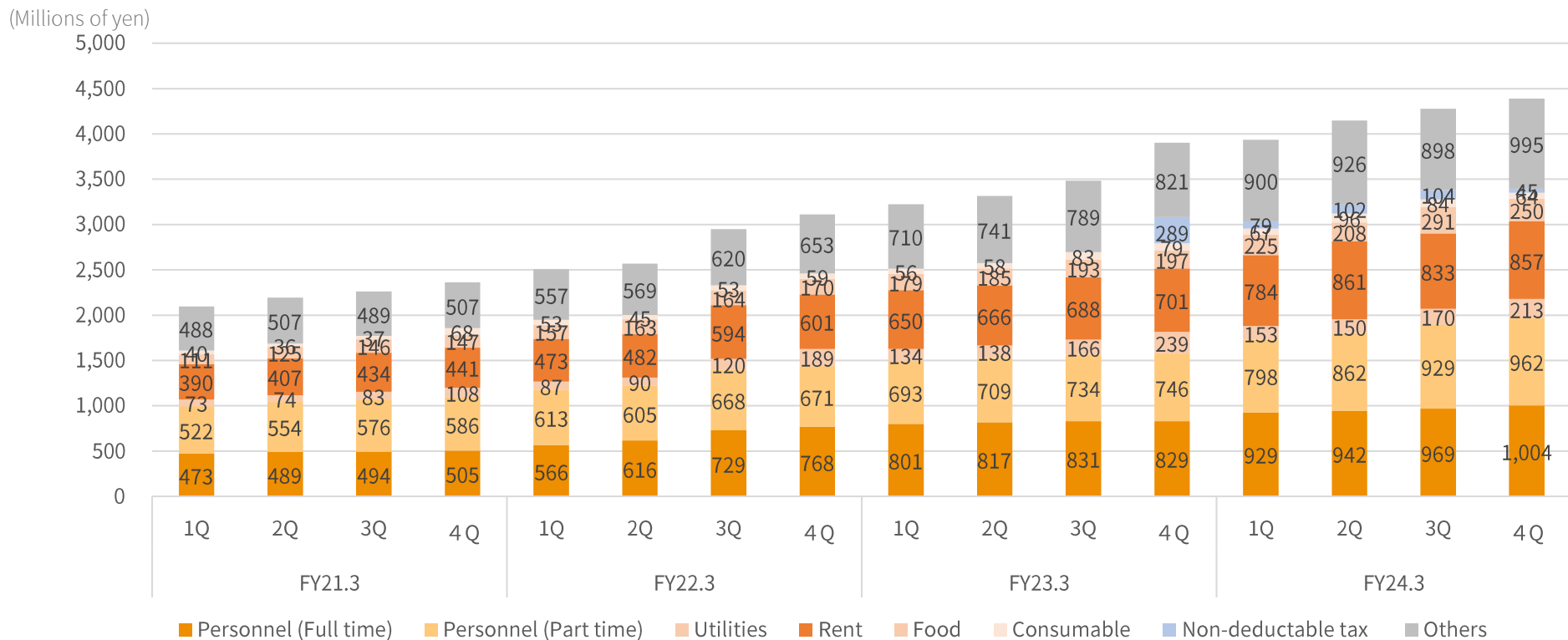
Quarterly Trends of EBITDA

- ✓ Since Q4 of FY23.3, non-deductible consumption tax is included in SGA expenses, resulting in an apparent drop in operating profit, but no change in growth trajectory
- ✓ FY23.3 EBITDA margin fell into negative in Q3 but turned positive in Q4



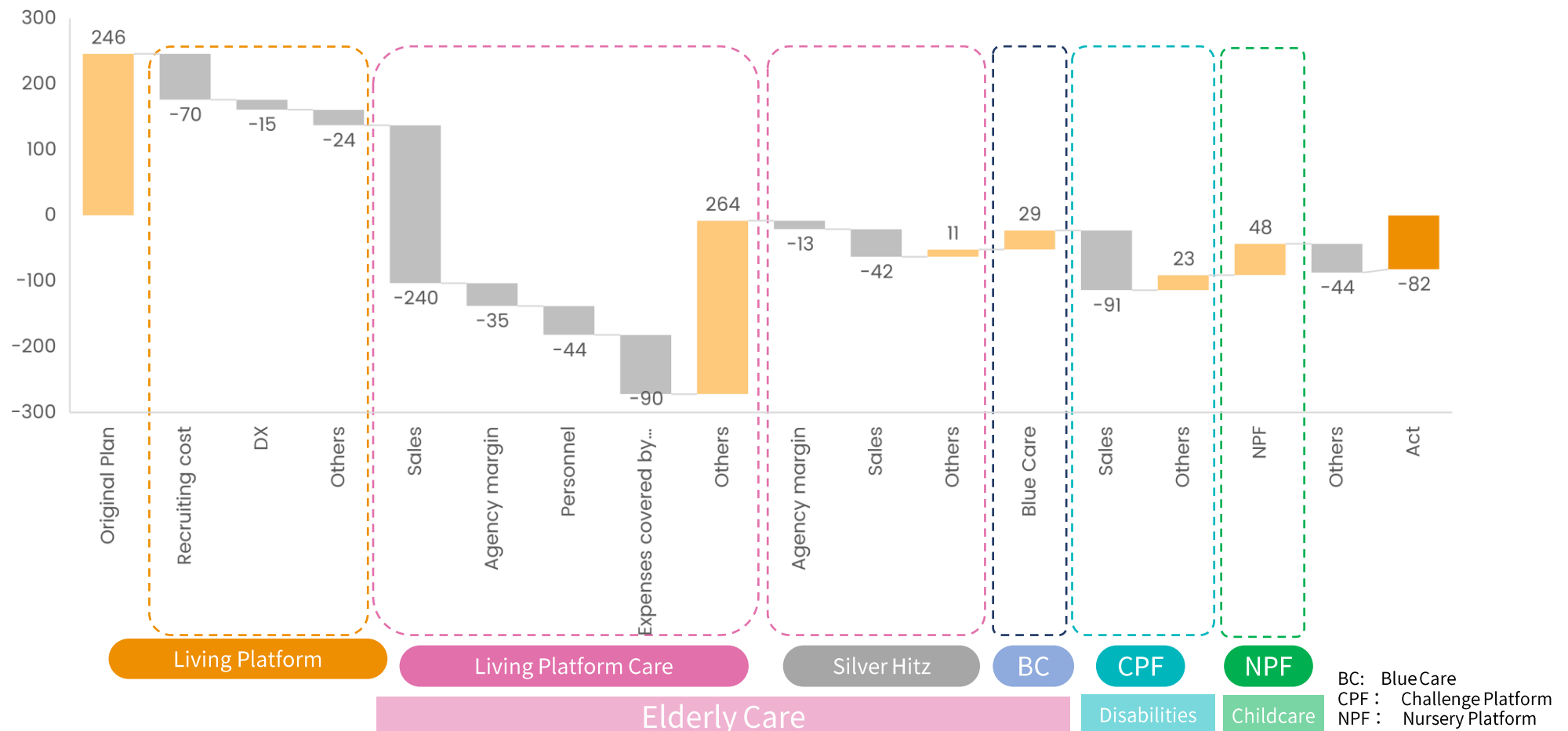
Breakdown of Cost of Sales and SGA

- ✓ Personnel expenses including hiring cost were increased due to newly opened and acquired facilities
- ✓ Food costs have been continuously soared, however will be recovered by increasing charges to users
- ✓ Utility costs were kept at a certain level with subsidy, but in FY25.3 it looks that electricity cost will be sored at our business area after finishing subsidy in May 2024. Will continue to monitor the situation
- ✓ Purchase of consumables are being used less and selected as appropriate
- ✓ Manage the purchasing process and cost of consumables
- ✓ Recruitment costs for HQ were increased in order to fulfill DX, etc.



Major Factors of Decrease in Operating Profit in FY24.3

- ✓ At Silver Heights, long-term residents passed away and income including initial fees declined
- ✓ LPF : Expenses increased by 109 mil JPY due to fees for securing head office personnel and the introduction of a system, for DX
- ✓ LPFC : Sales fell far short of the plan, while recruitment fees and personnel costs increased due to staff shortages.
- ✓ CPF : Restructuring process took much more time, and recruitment costs were also high, resulting in a profit decline of approximately 70mil JPY





Factors contributing decreased earnings

Drop in sales

- ✓ LPFC behind the plan by 240mi JPY. But the top two facilities accounted for 209million JPY, and The top two facilities accounted for 209mil JPY and profit will improve soon
- ✓ New contracts are now on going, and we project that occupancy rate will be improved within the Q1 FY25.3


Counter Measure

Normalization of operating team
Raise occupancy rate

FY23.3 Sales act from small to big

Facility name	Difference from the plan	Occupancy rate As of 2024 Apr, act	New facilities
Livrary Neriyayahara	-128	52.5%	●
Livrary Shimura-sakaue	-81	36.6%	●
Blue Star Kita-Maruyama	-75	71.0%	
Floop life garden	-26	87.3%	
Livrary Toride	-23	90.6%	
Livrary Omori-higashi5	-22	94.9%	
Livrary Ikuta(GH)	-20	100.0%	●
Livrary Omiya-higashi 2	-17	88.9%	
Livrary Higashi-Omiya 2	-16	90.5%	
Blue Star Kagura	-14	87.0%	

Already normalized in 2024 Aug





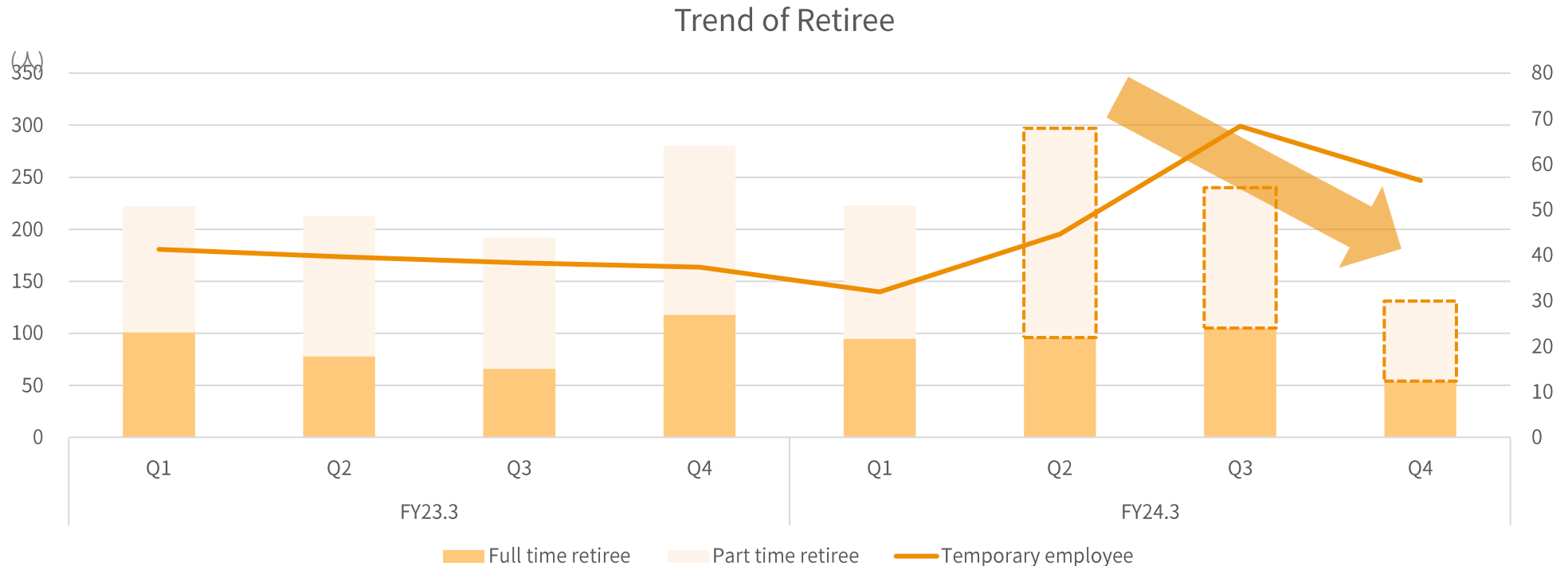
Factors contributing decreased earnings

Increase in retirees

- ✓ A sharp increase in retirements after Q2 led to a decrease in the number of occupancy and an increase recruiting cost and temporary staff costs to secure the workforce
- ✓ After Q4 the number of retirees has been decreased and return to normal level in FY25.3

Initiatives

- Promote hiring Specified Skilled Foreign Workers
In order to avoid unexpected retirees
- Reduce retirement rate by reforming personnel system





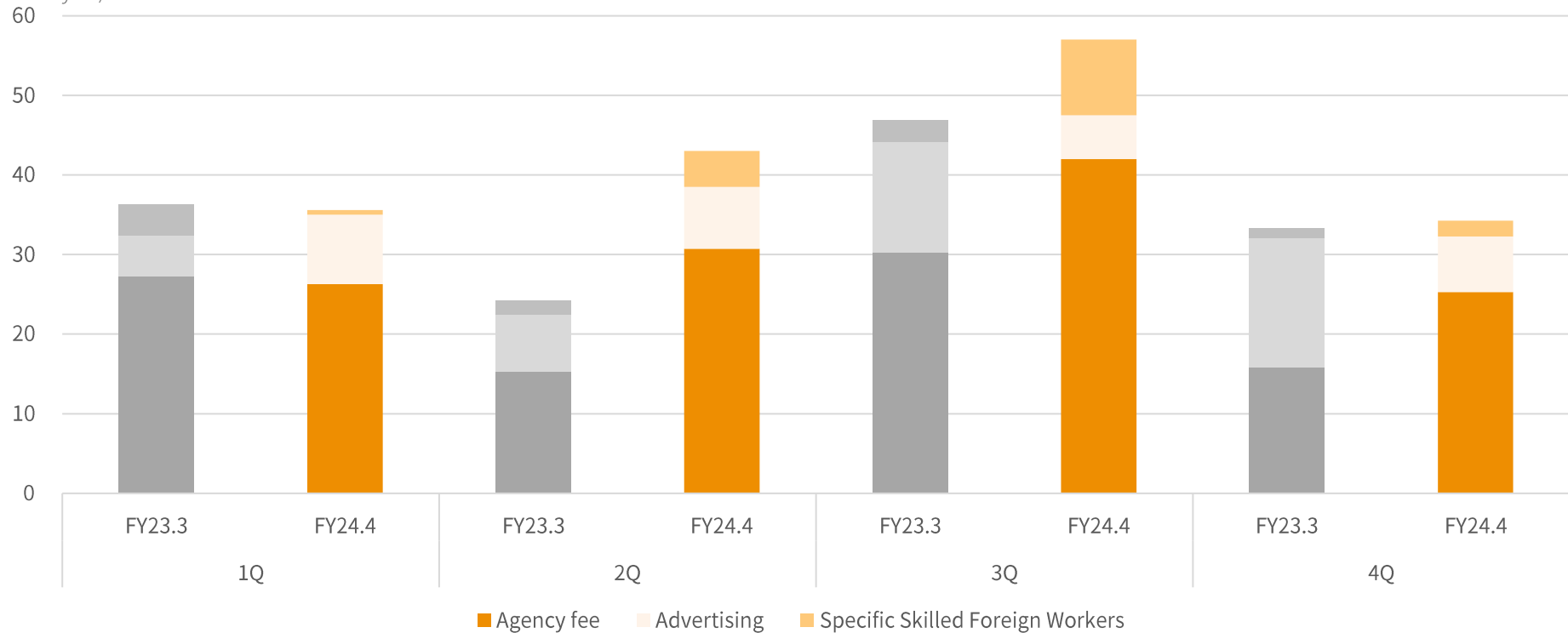
Factors contributing decreased earnings

Hiring Costs

- ✓ With the increase in new openings, continuous recruitment is required. However, recruitment costs have soared with the economic recovery
- ✓ Although initial expenses for actively hiring specific skilled foreign workers have increased, we consider it as an upfront investment for their future integration

- Digitalization of recruiting process
- Promote referral recruiting

(millions of yen)





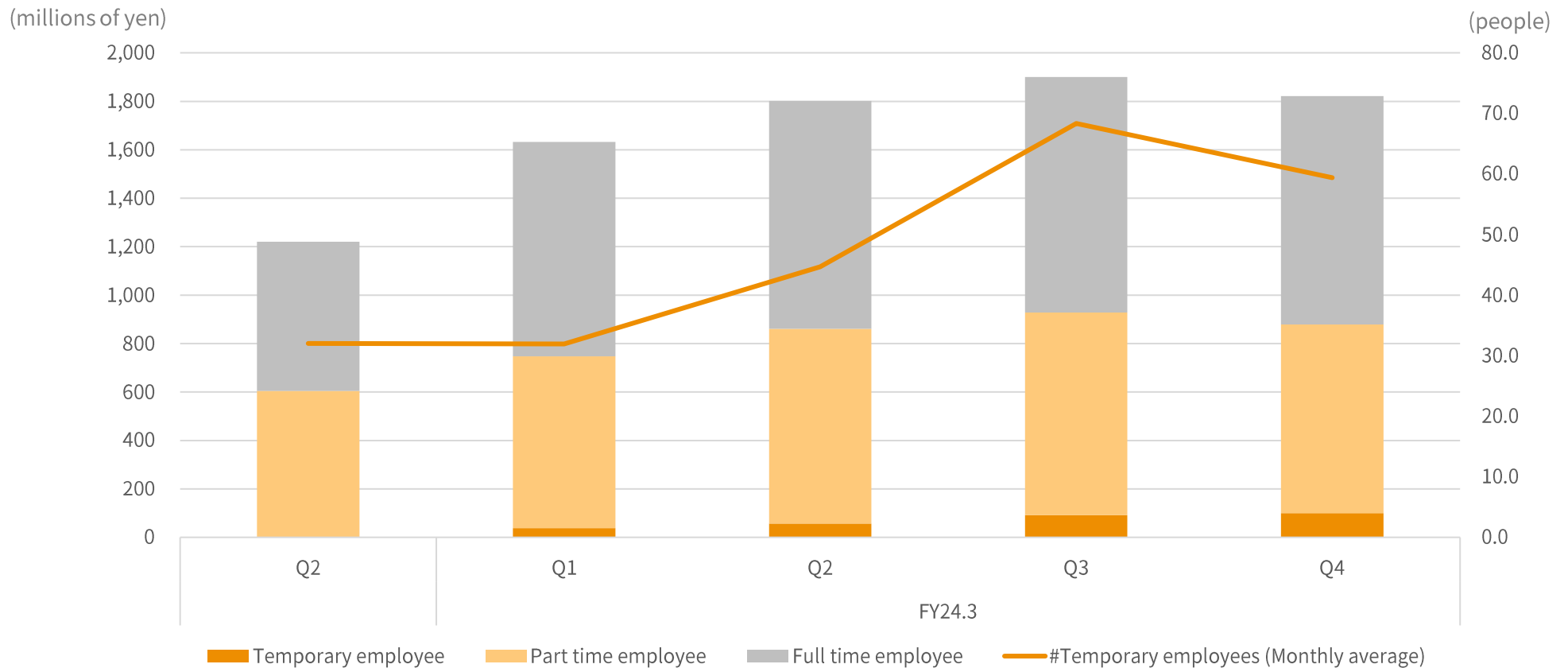
Factors contributing decreased earnings

Increase in personnel cost and number of temp staff

- ✓ Economic recovery led to a surge in demand for human resources in other industries, resulting in an exodus of staff. In order to cover staff shortages, temporary staffing increased with costs.

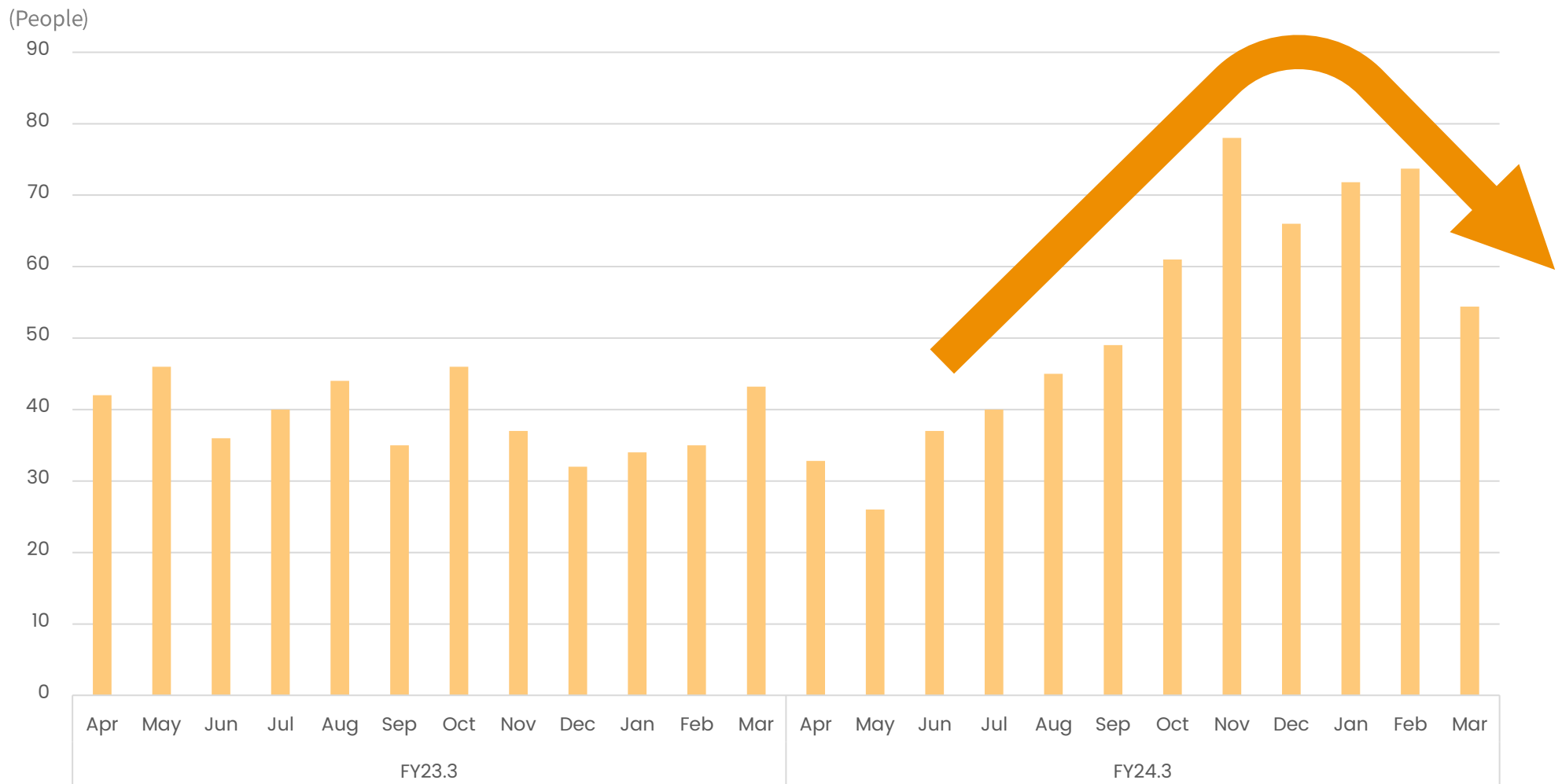
Initiatives

- Curb new openings
- Digitalization of recruiting process



Trend of Temporary Workers

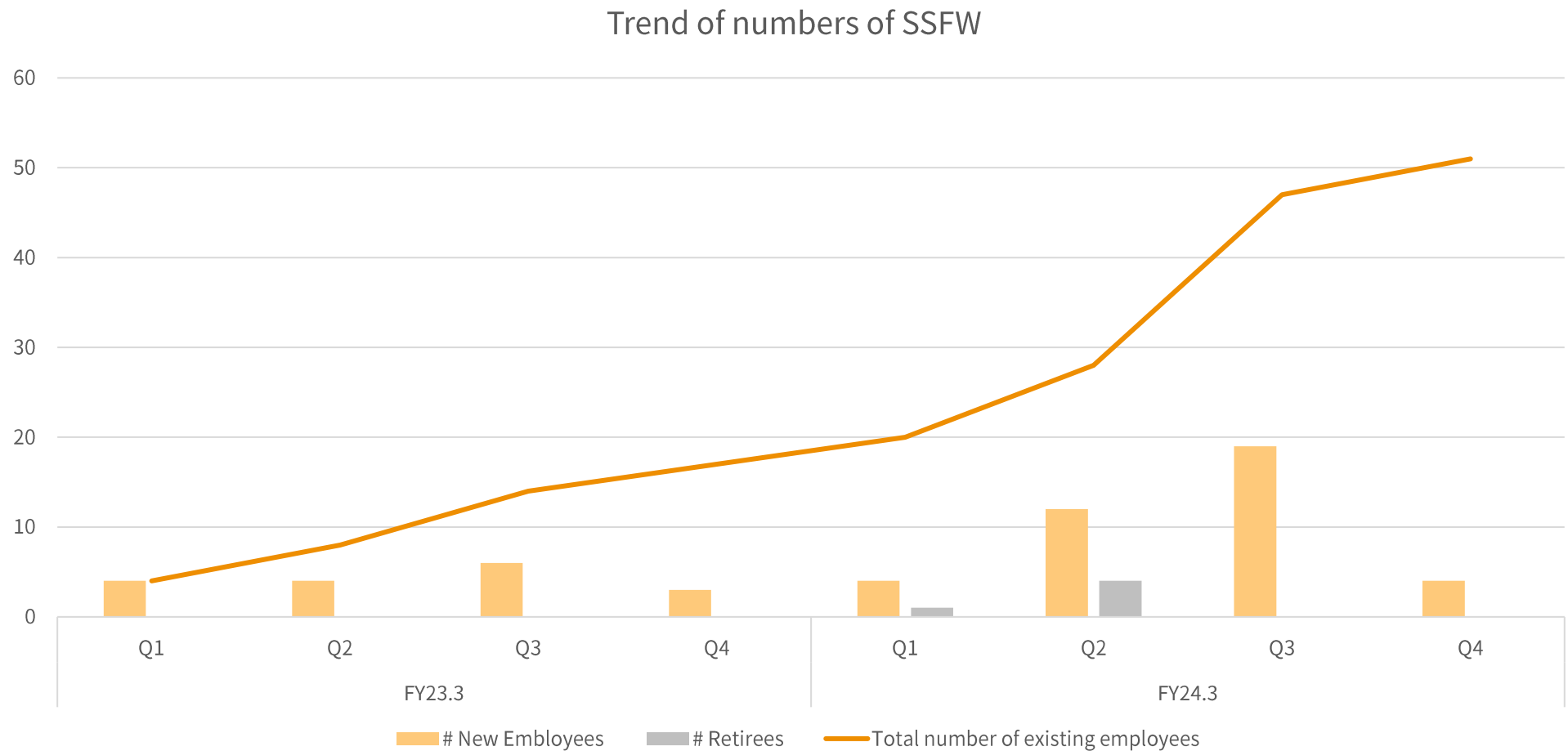
- ✓ A surge of retirements in 2Q-3Q led to an increase in the number of temporary workers in 3Q-4Q, but the number of temporary workers has already peaked out due to the hiring of full-time workers



Utilizing Specified Skilled Foreign Workers

- ✓ Active accepting of specified skilled foreign workers
- ✓ Hiring specified skilled foreign workers is cost effective solution in the mid-term because their retention rate is higher than Japanese workers.

(People)



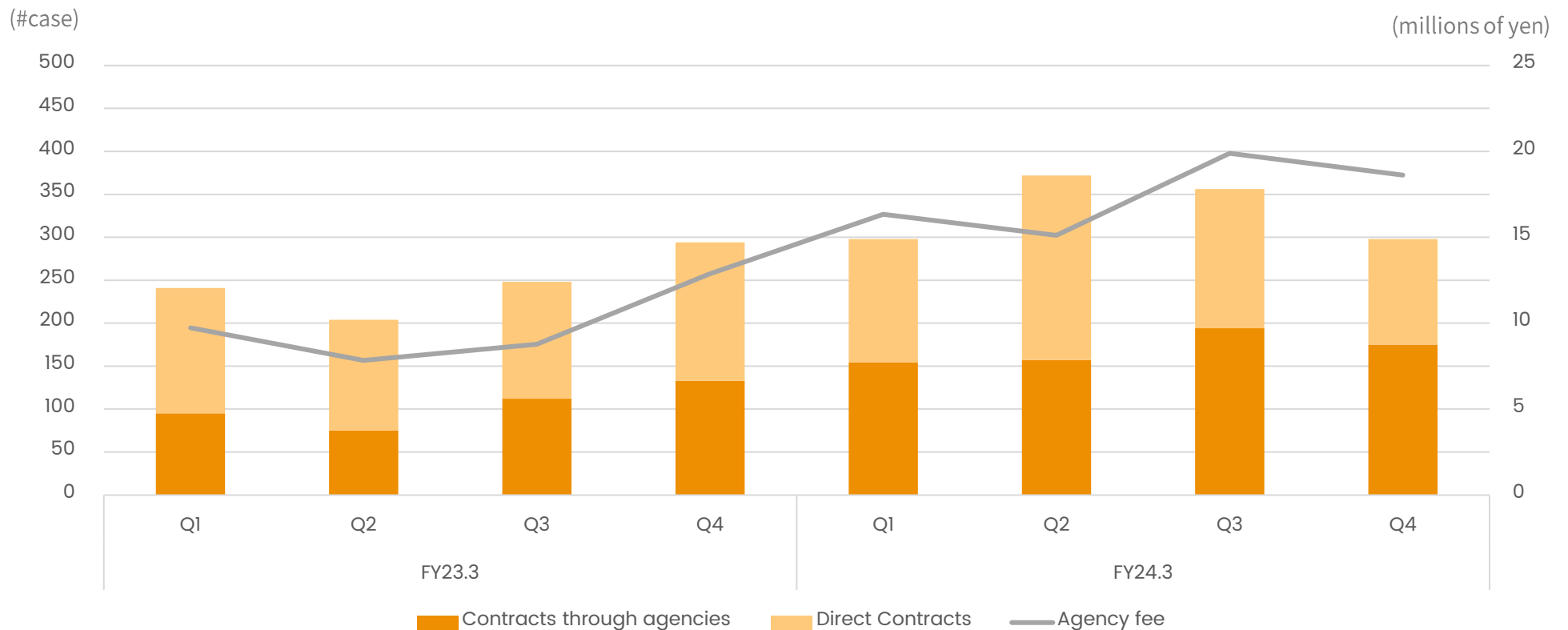


Factors contributing decreased earnings

Increased agency fees for the client contract

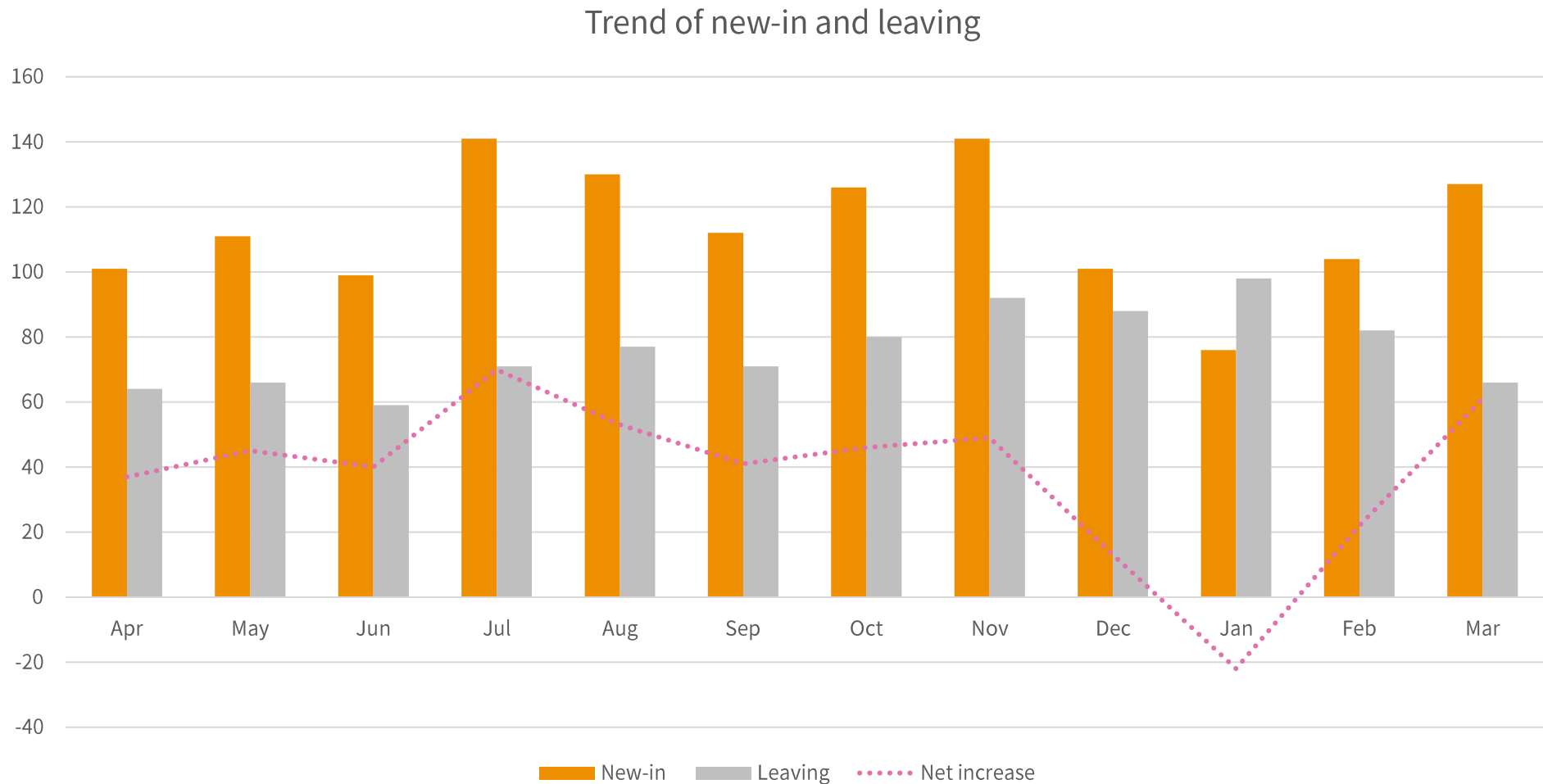
- ✓ Increased the contracts through agencies due to deactivation of sales activities because of rack of staff.
- ✓ Agency fee per person soared by 7.7% in comparison with FY23.3

- Expand sales team
- Digitalization of sales process



Situation of new-in and leaving

- ✓ Net occupancy is on the rise, and with development being curtailed from FY25.3 onwards, vacancy rates are expected to fall within FY25.3 in all facilities, and the associated occupancy related costs are expected to decrease



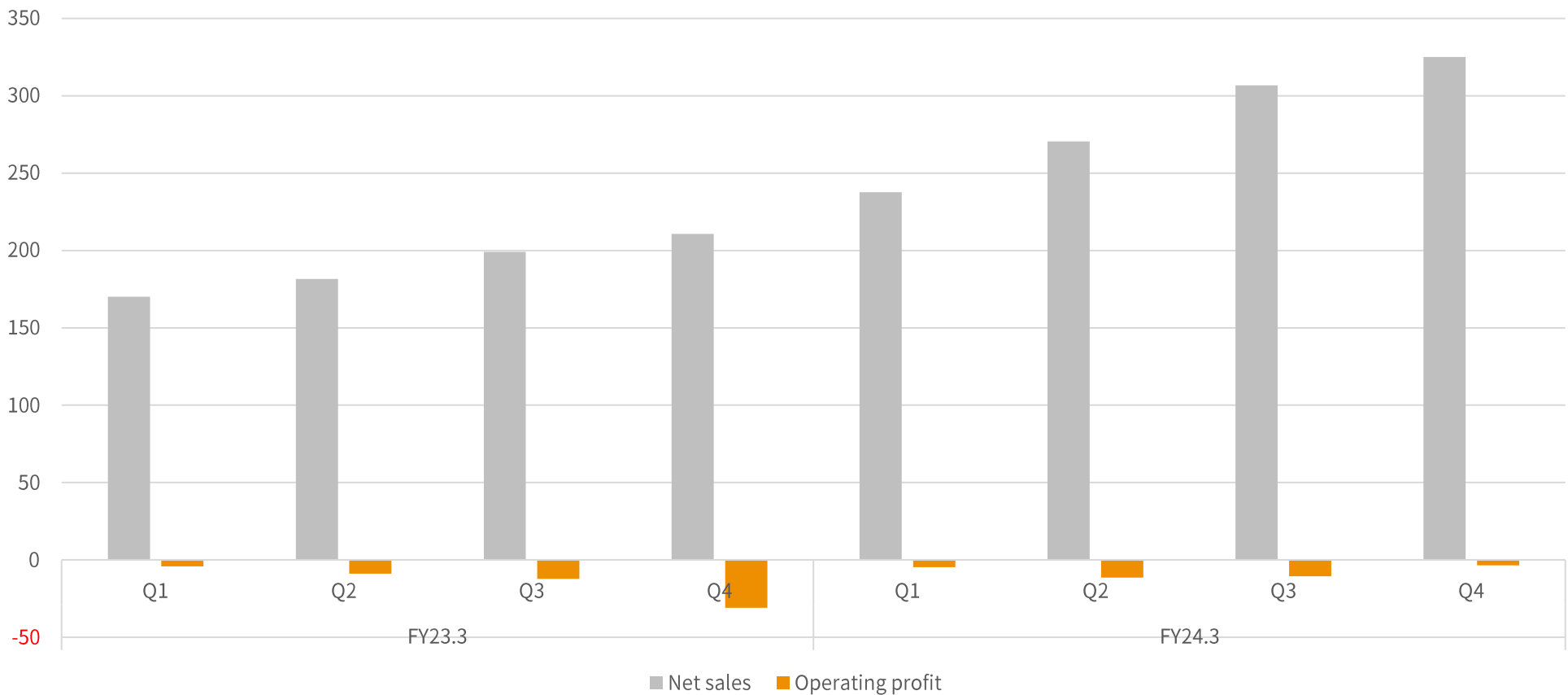


Factors contributing decreased earnings

Low business status of Challenge Platform

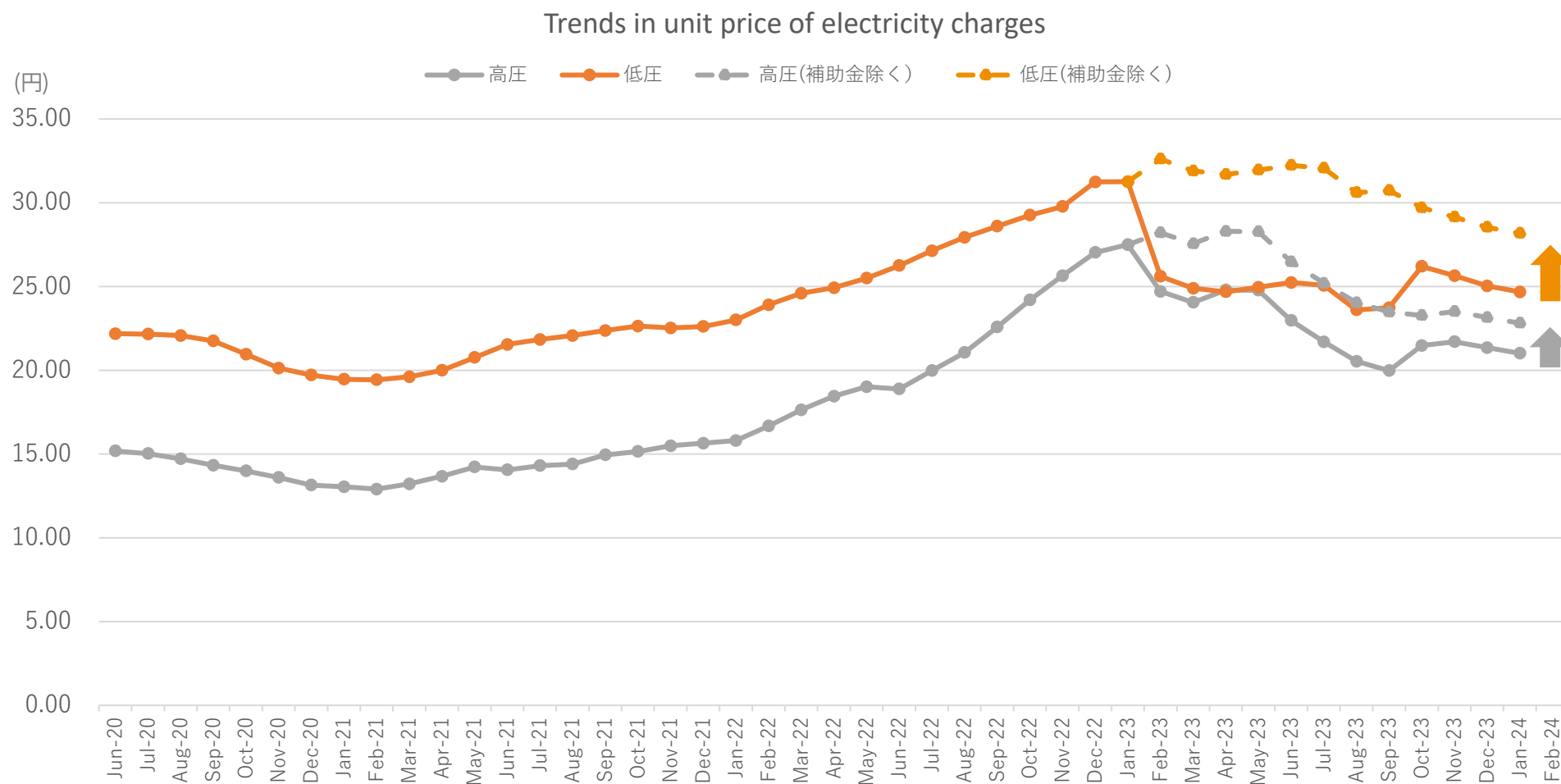
- ✓ Disability support business has been experiencing a negative operating profit, but we anticipate a turnaround to profitability starting from FY25.3
- ✓ Plan continuous development in FY25.3

(Million JPY)



Soaring Electricity Charges

- ✓ After Feb 2023, the unit price has been decreased due to subsidies, but after May 2024 when the subsidies will be finished, the price might be soared again.
- ✓ Both low-voltage and high-voltage power services are utilized at the facilities owned by the Company

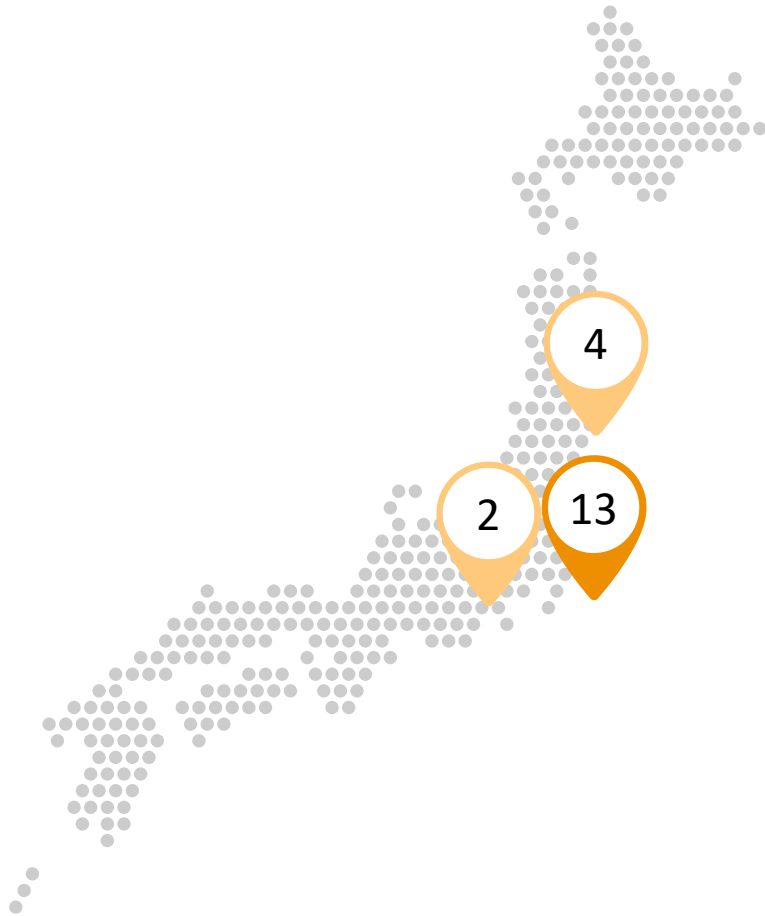


Trends in unit price of electricity charges

Amount of subsidies

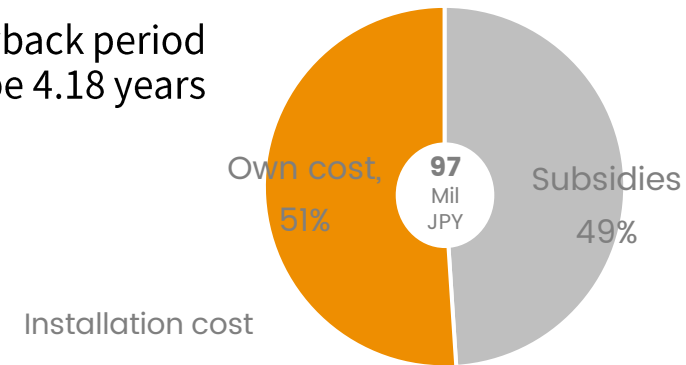
(2023.2-2023.9) high : 3.5JPY low : 7JPY
 (2023.10-2024.5) high : 1.8JPY low : 3.5JPY

Status of Solar panel installment



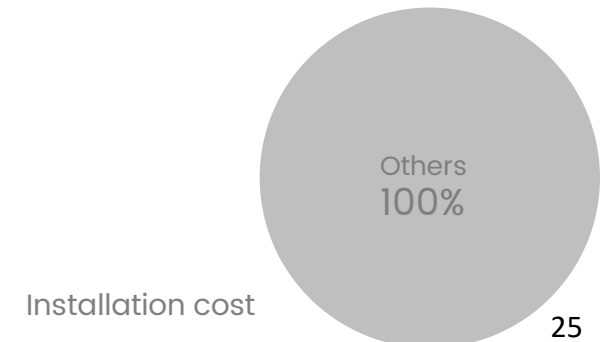
Installation in owned facilities

- ✓ Install at 13 elderly care facilities in metropolitan are. Projected to be implemented by the end of 2024. (EPC)
- ✓ Project annual decreasing of electricity cost of 11.9 mil JPY
- ✓ Investment payback period
- ✓ is expected to be 4.18 years



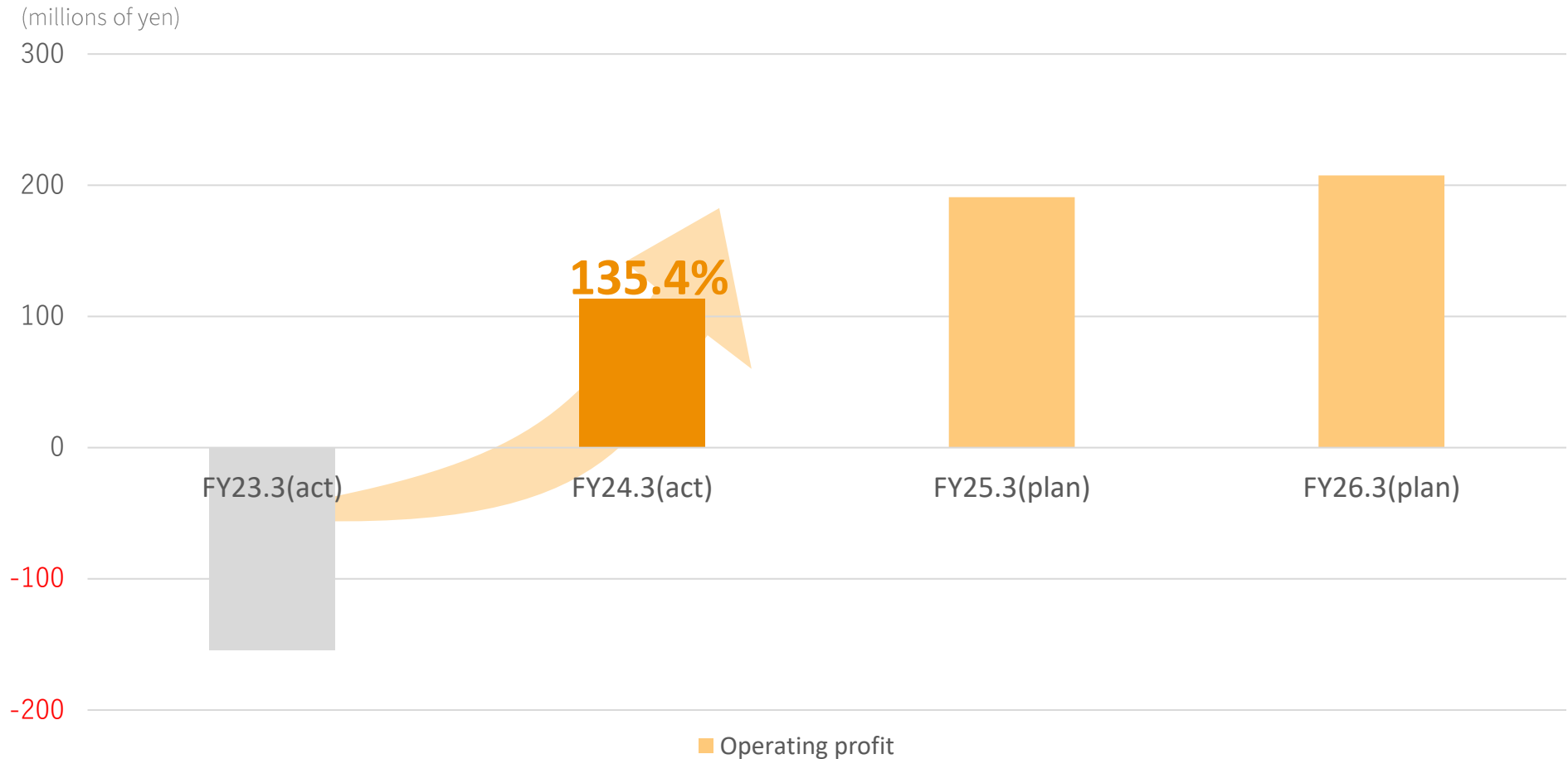
Provided by others' installation

- ✓ Purchasing electricity generated by third parties' solar panels (PPA)
- ✓ Project annual decreasing of electricity cost at 1.0 mil JPY



Increasing in ordinary profit of Blue Care, Ltd.

- ✓ The occupancy rate has been improving rapidly, and achieved 135.4% of this year's plan

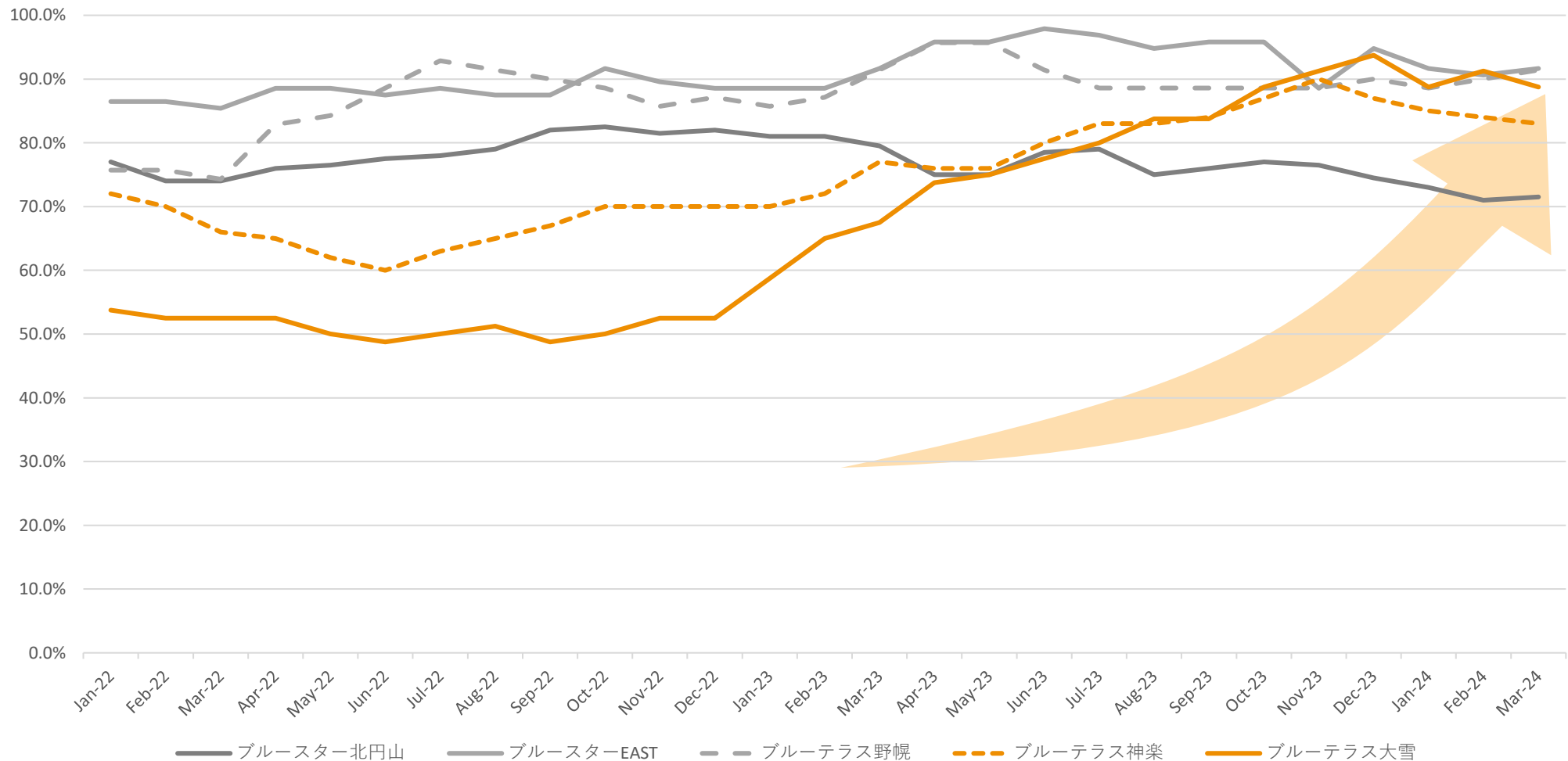




Improvement of Occupancy Rate of Blue Care, Ltd.

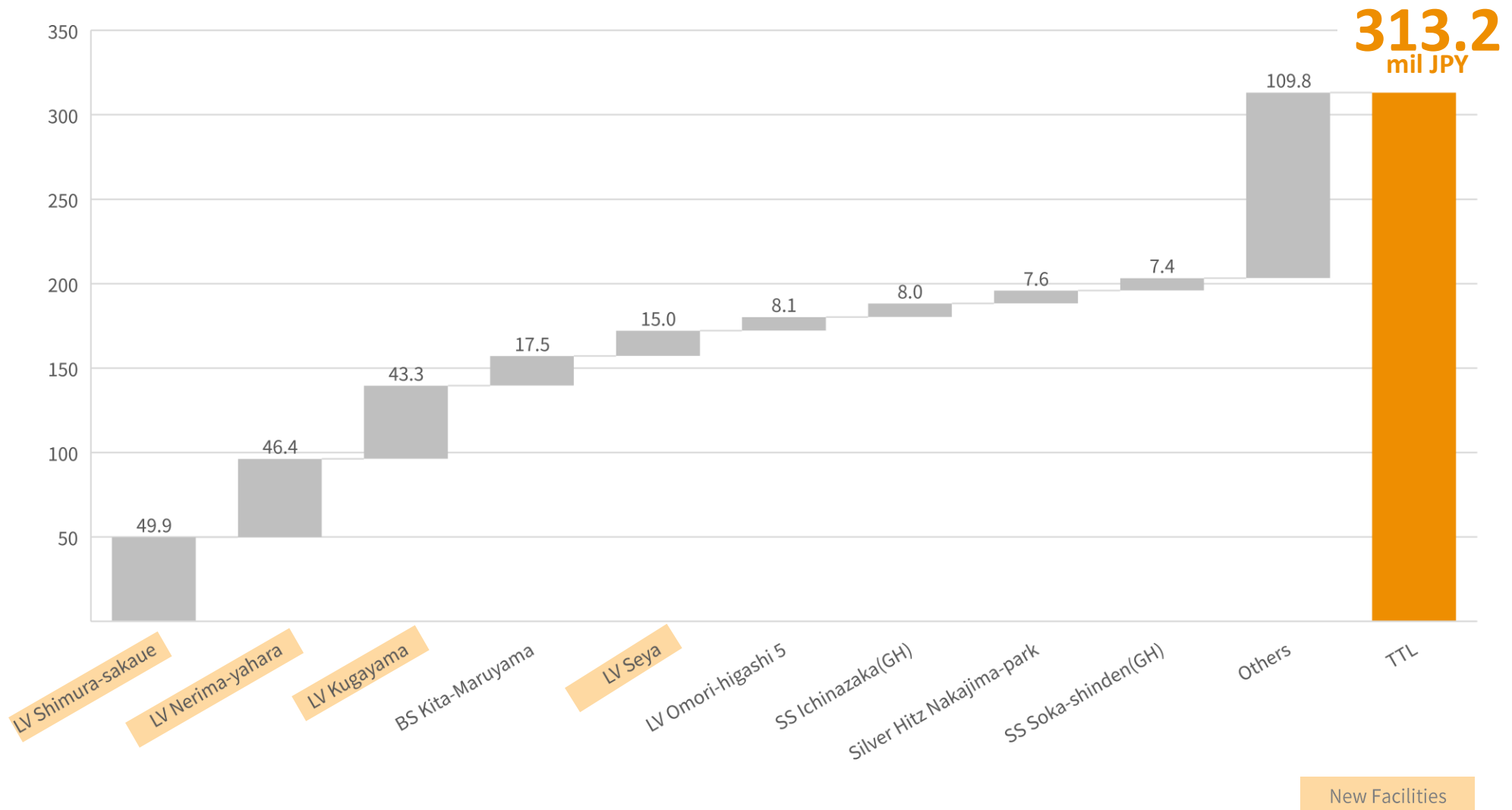
- ✓ Improving in Blue Terrace Kagura and Blue Terrace Taisetsu contributed to raise the operating profit

Trend in occupancy rate



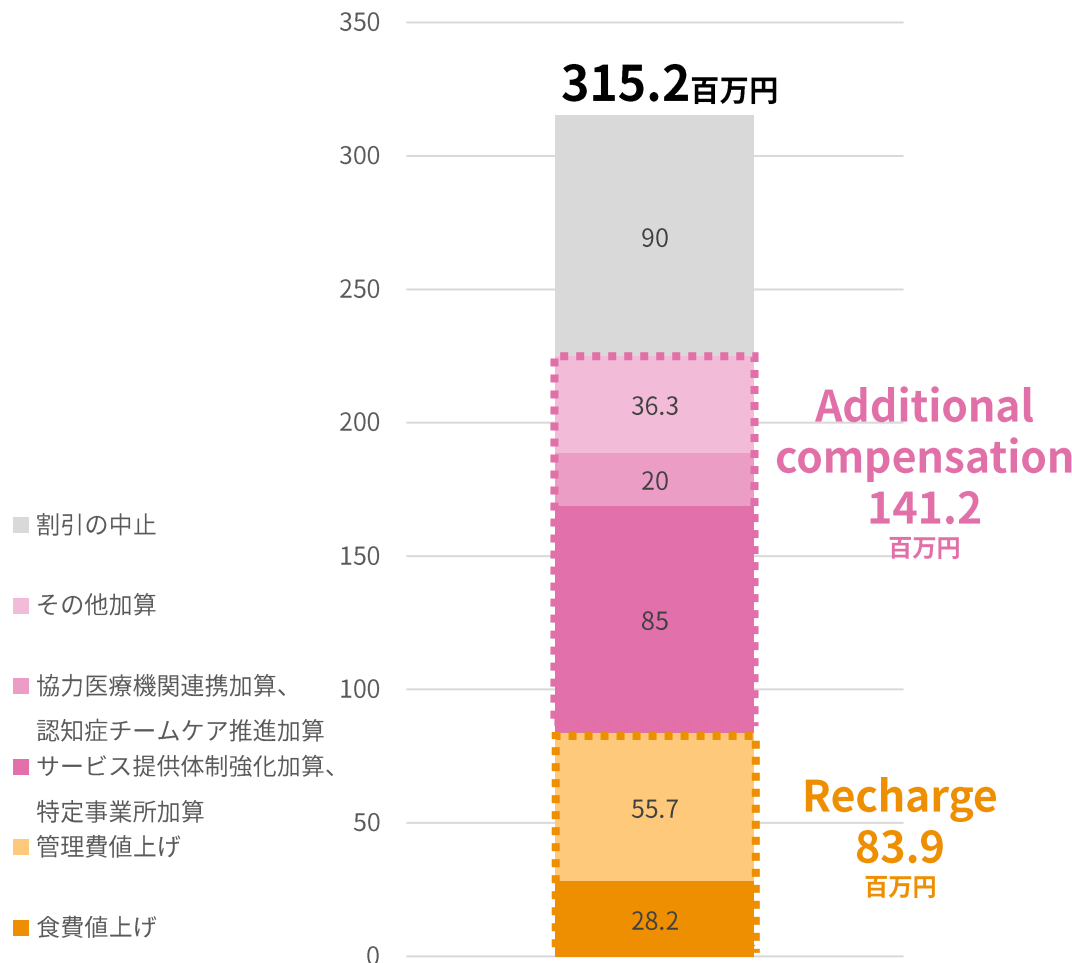
Potential Operating Profit (Quarterly basis)

- ✓ Occupancy rates are steadily increasing, and there is room for operating profit to improve by around 313.2 million yen in the current business compared to 4Q results, not including the acquisition of additions and price transfers



Potential Operating Profit : Elderly Care

- ✓ Recharge of utilities costs and food costs, and additional care compensation will contribute to raise net sales after FY25.3 by 315.2 mil JPY.
- ✓ The increase due to the revision of care remuneration in April 2024 is expected to be approximately +141.2 million JPY in conservative estimates, but further scrutiny could add further to this figure

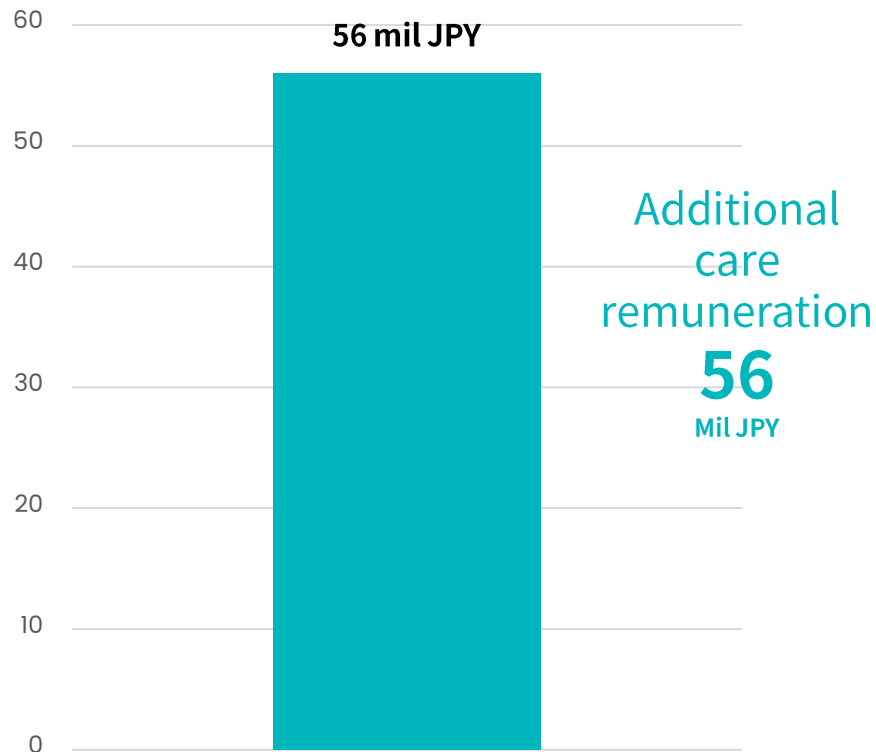


141.2m increase expected due to new and additional additions acquired as a result of the remuneration revision. The reduction is offset within others

Expected increase in sales of 83.9mil JPY (118.4mil JPY on an annual basis) due to price pass-through.

Potential Operating Profit : Disabilities Support

- ✓ The increase due to the revision of care remuneration in April 2024 is expected to be approximately +56 million JPY in conservative estimates, but further scrutiny could add further to this figure





Review of Operations

Summary of Business

Elderly care

Expand business through in-house development of facilities and M&As as two drivers

Continue to expand the development at certain degree, and promote M&A

- Developed 16 facilities in FY24.3 and achieved the business plan
- YoY net sales increased by **21.1%**
- Confirmed to open 5 new facilities in FY25.3, less than original plan though, in order to secure operating profit.

Disabilities support

Create places for living

Promote development of group homes as top priority

- Developed 6 facilities in FY24.3 and achieved the business plan
- YoY net sales increased by **50.5%**
- Confirmed to open 5 new facilities in FY25.3. Prioritize operating profit though, promote development of group homes before having governmental regulation of new development

Childcare

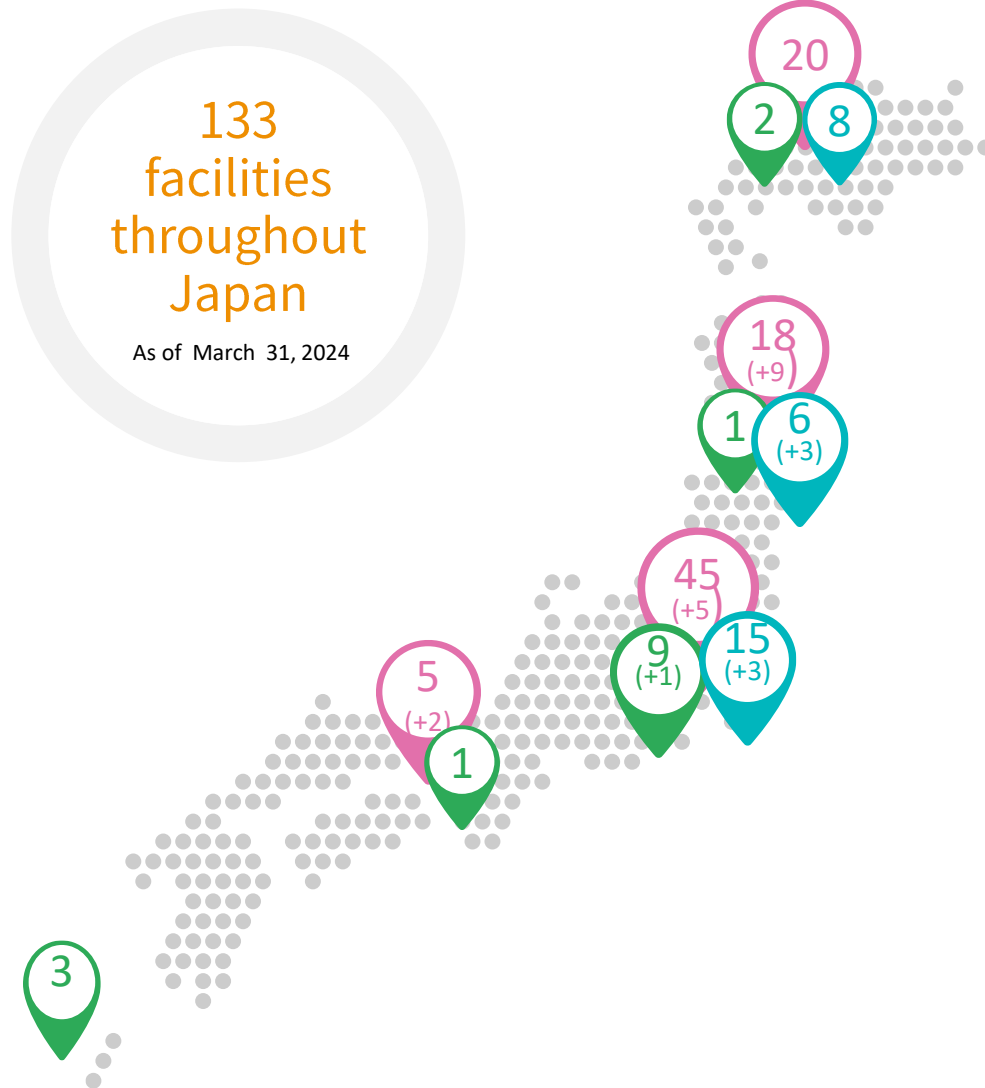
Promote establishment of approved childcare facilities

Focus on operations in selected area of high demand

- Developed 1 facility in FY24.3 and achieved the business plan
- Will stop new development after FY24.3 due to the low demand of new facilities
- Focus to improve our programs, increase staff satisfaction and quality, and expand the recruitment of new graduates

Development Status (including M&A)

Total number of facilities as of the end of Mar 2024
(Figures in parentheses indicate the increase in FY24.3)



Elderly care

Residential care facilities, etc.	41 (+4)
Group homes	47 (+12)



Disabilities support

Type B working support facilities	9 (0)
Group homes	20 (+6)



Childcare

Approved childcare facilities	13 (+1)
Private in-house childcare facilities	2 (0)
Non-approved childcare facilities	1 (0)



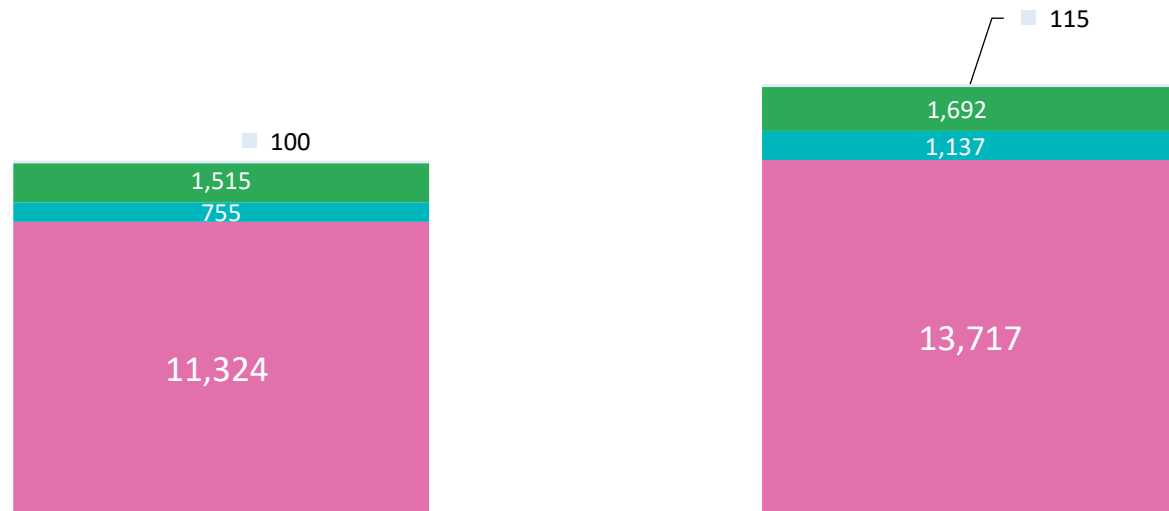
Trends in Net Sales by Business Domain

■ Elderly Care ■ Disabilities Support ■ Childcare ■ Others

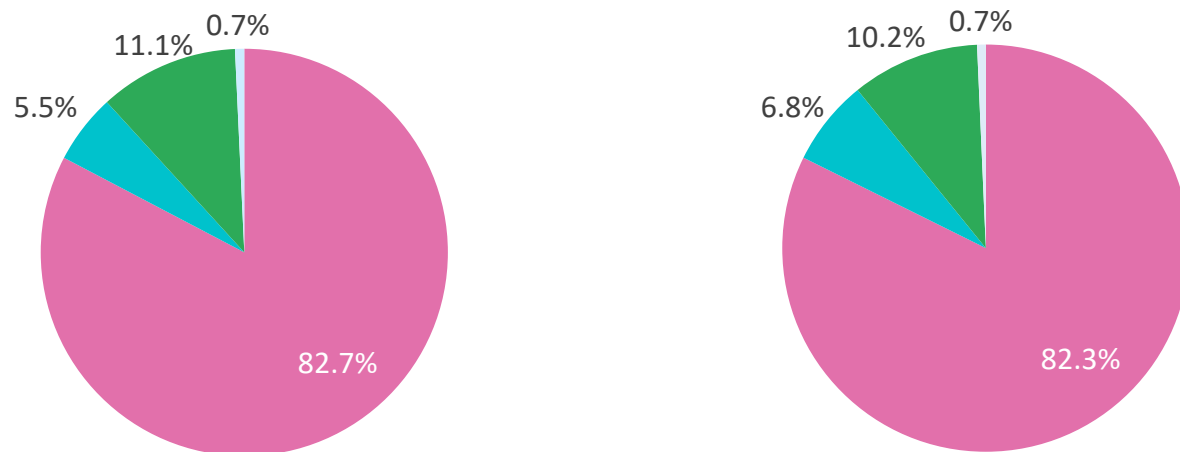
FY23.3 Full Year

FY24.3 Full Year

Net Sales
(millions of Yen)



Composition
ratio

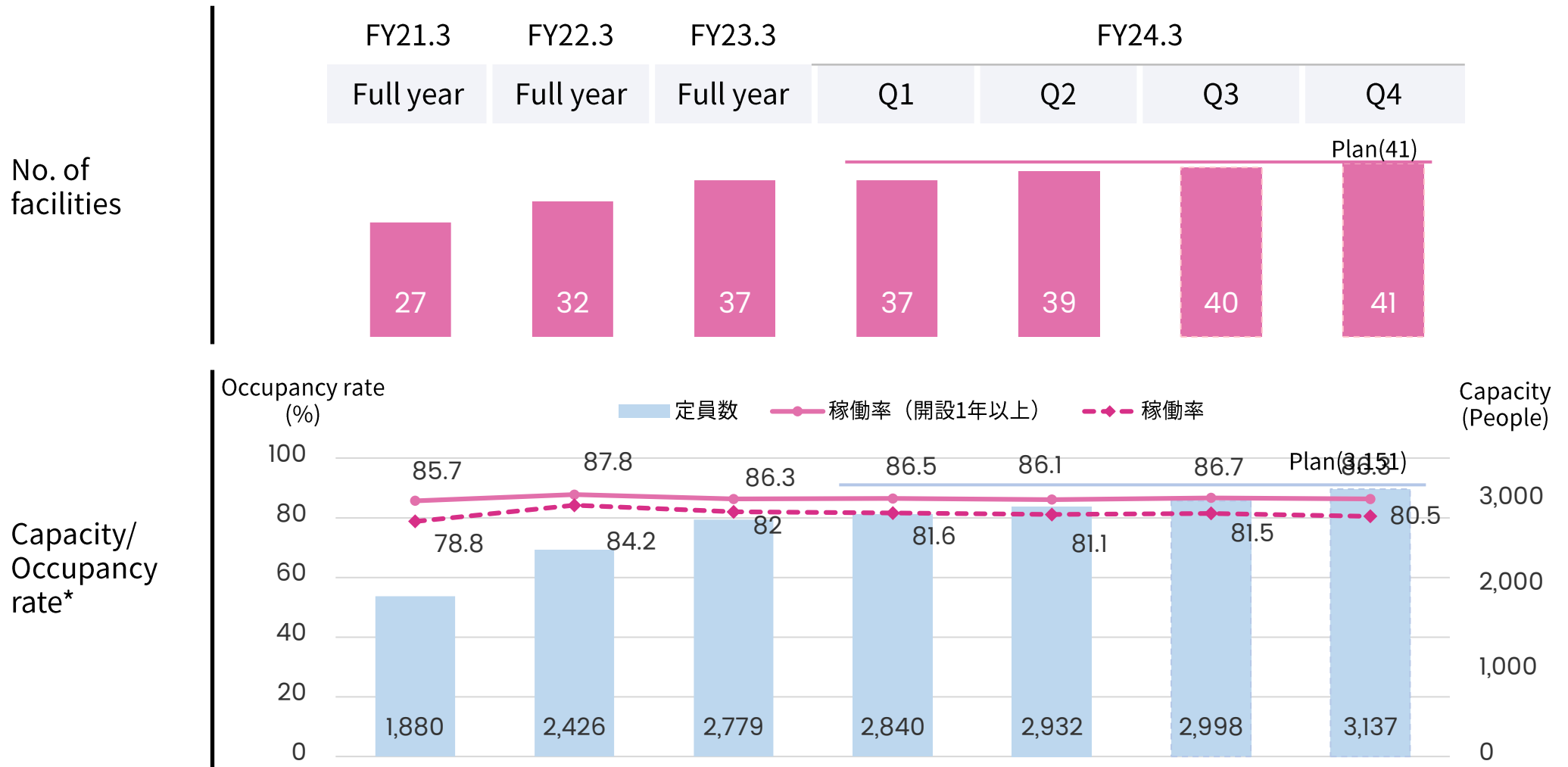




Number of Facilities, Their Capacity and Occupancy Rate

Elderly care: Residential care facilities, etc.

- ✓ Due to the number increase in newly opened facilities, the occupancy rate went down, but the 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.)

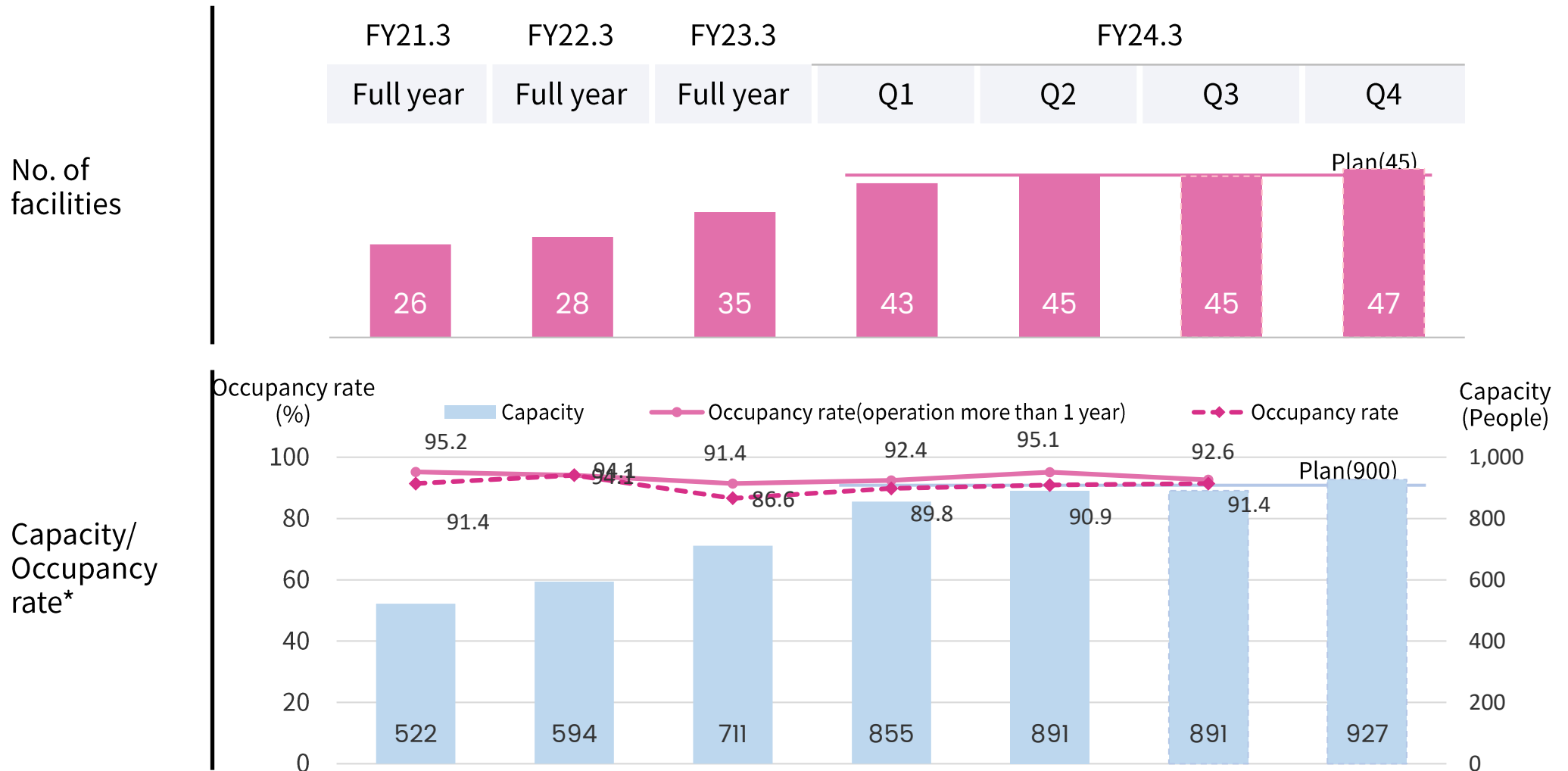
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



Number of Facilities, Their Capacity and Occupancy Rate

Elderly care: Group homes

- ✓ Took over two group homes in Q4 and over-achieved the plan
- ✓ Occupancy rates including new facilities opened within 1 year are going robust



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

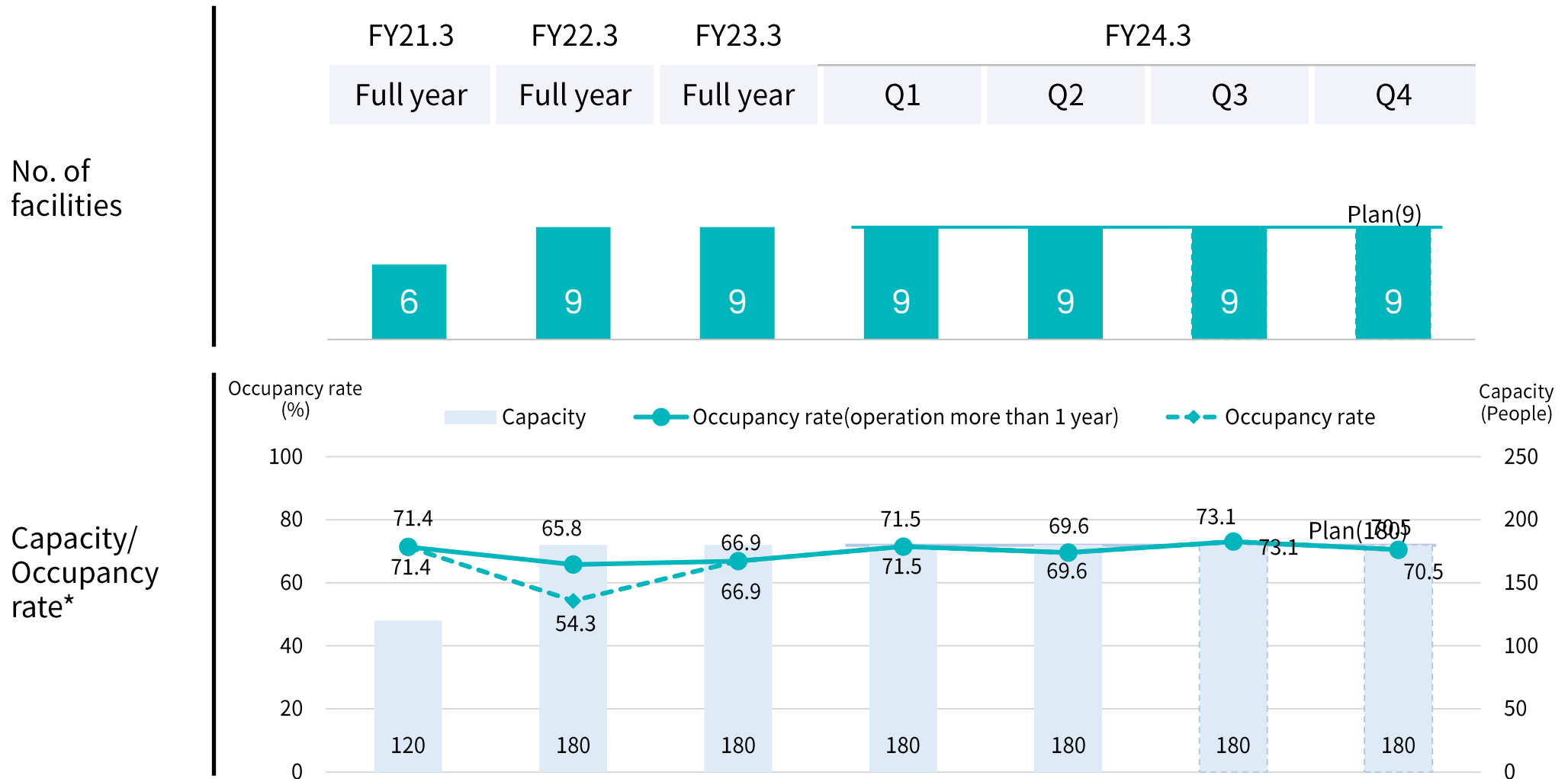
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



Number of Facilities, Their Capacity and Occupancy Rate

Disabilities support: Type B working support facilities

- ✓ The occupancy rate for existing facilities are improving as same level as before COVID-19 outbreak



*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.)

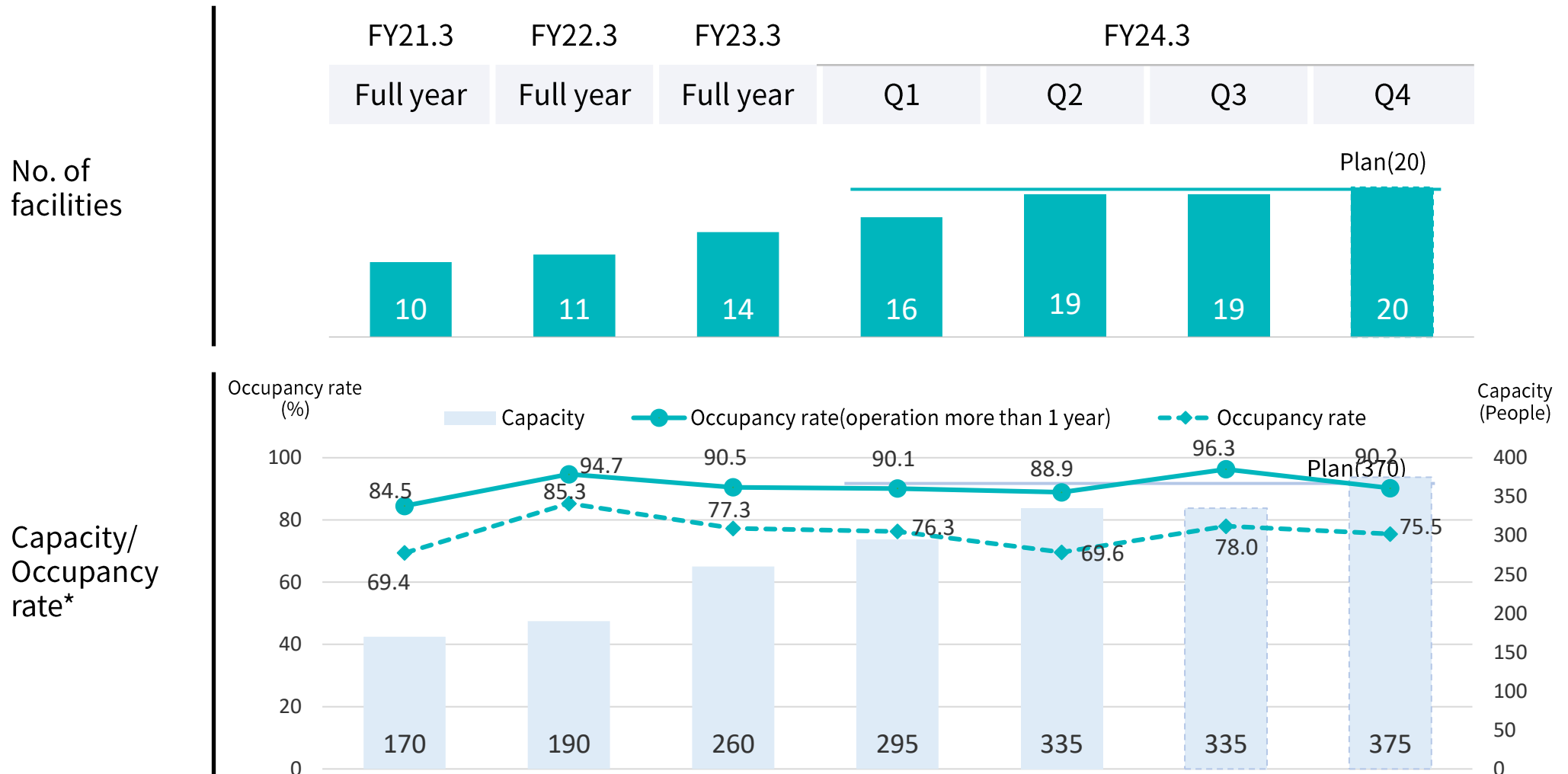
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



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.)

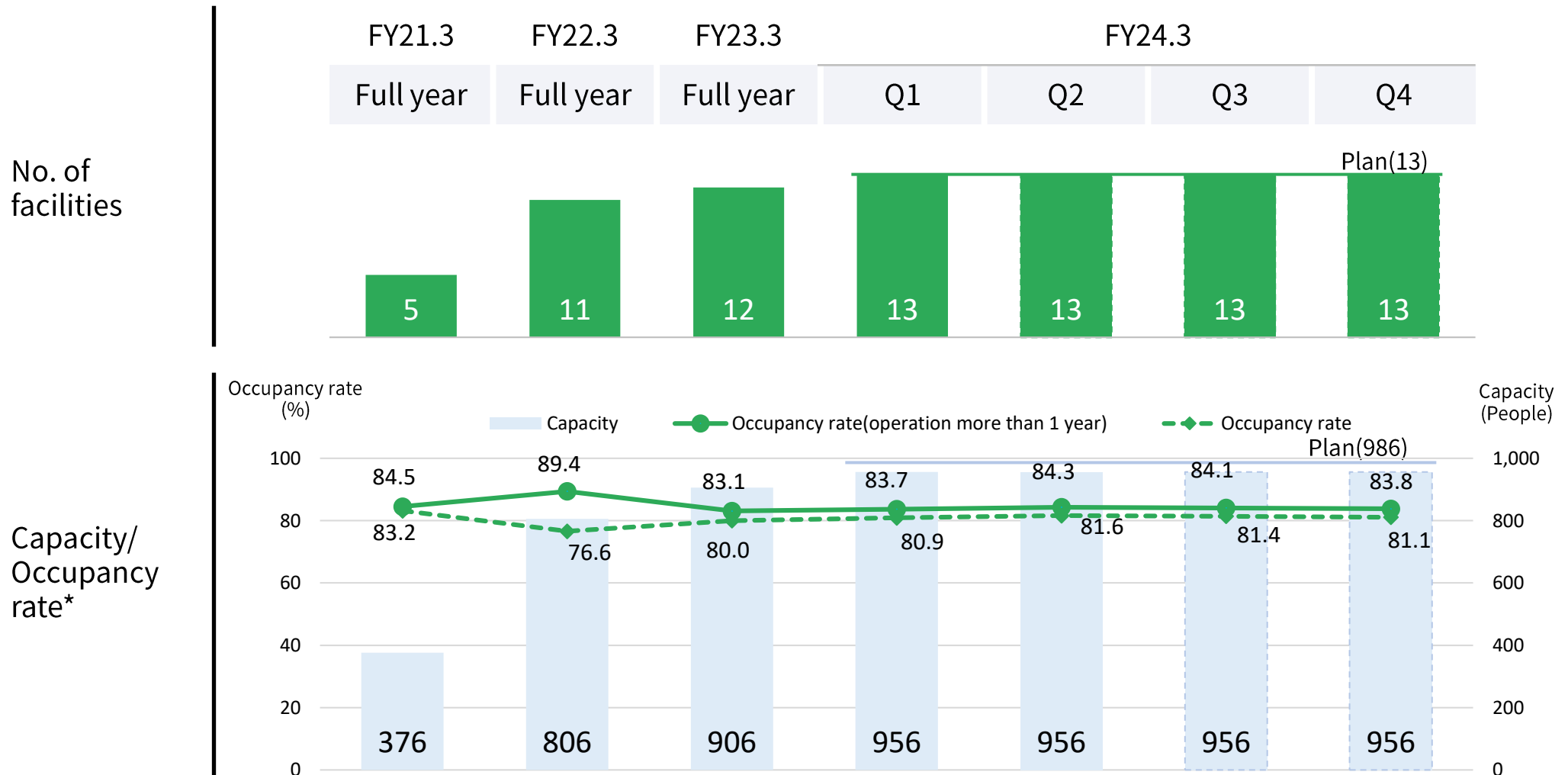
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



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.)

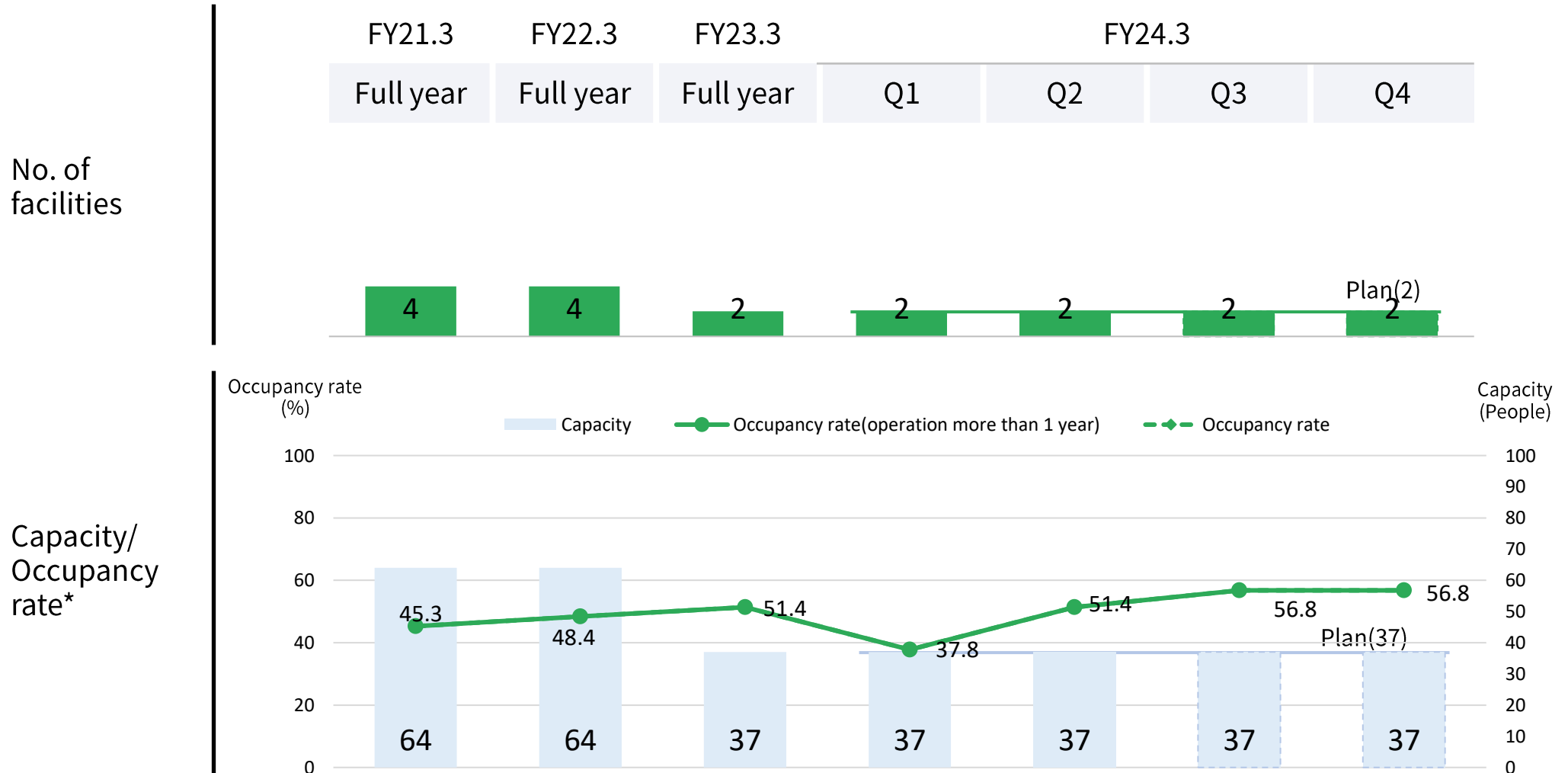
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



Number of Facilities, Their Capacity and Occupancy Rate

Childcare: Private in-house childcare facilities

✓ Aim to improve the occupancy rate going forward



*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

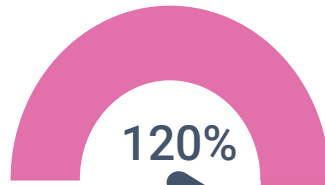
Plans for this fiscal year are on track for every sector

Elderly care



Residential care

- ✓ Opened 5 facilities and **achieved the plan**
- ✓ Behind the plan in #capacity, -14



Group home

- ✓ Opened 3 facilities, acquired 9 facilities and **achieved the plan**

Disabilities support



Group home

- ✓ Opened 6 facilities and **achieved the plan**

Childcare



Approved facilities

- ✓ Opened 1 facility and **achieved the plan**

	FY23.3 / ACT		FY24.3 / PLN		FY25.3 / PLN		FY26.3 / PLN	
	Facilities	Capacity	Facilities	Capacity	Facilities	Capacity	Facilities	Capacity
Elderly care	12	470	15	561	17	705	10	463
Residential care facilities	5	353	5	372	8	507	5	346
Group home	7	117	10	189	9	198	5	117
Disabilities support	3	70	6	110	9	180	12	240
Group home	3	70	6	110	9	180	12	240
Type B working support	0	0	0	0	0	0	0	0
Childcare	1	100	1	80	0	0	0	0
Approved facilities	1	100	1	80	0	0	0	0



Development Status and Plans for FY24.3 and Thereafter

Already Opened

Business domain	Facility type	Facility name	Location	Opening	Capacity	Ref.
Elderly care	Group homes	Livrary Fukumuro	Sendai City, Miyagi	April 2023	18	Group home with dementia care
	Residential care	Livrary Shimura Sakae	Itabashi Ward, Tokyo	May 2023	93	Assisted living residence
	Residential care	Livrary Sendai Odawara	Sendai City, Miyagi	May 2023	92	Residential elderly care
	Group homes	Livrary Dainohara	Aoba Ward, Sendai City	July 2023	18	Group home with dementia care
	Group homes	Livrary Miyahara	Saitama City, Saitama	July 2023	18	Group home with dementia care
	Residential care	Livrary Seya	Yokohama City, Kanagawa	July 2023	61	Residential elderly care
	Residential care	Livrary Kugayama	Suginami Ward, Tokyo	October 2023	66	Residential elderly care
	Residential care	Livrary Kita-Kashiwa	Kashiwa City, Chiba	March 2024	71	Serviced Residential care
	Group homes	Livrary Yokohama Maruyama	Yokohama City, Kanagawa	April 2024	27	Group home with dementia care
	Residential care	Livrary Asaka	Niiza city, Saitama	June 2024	68	Group home with dementia care
	Group homes	Livrary Kobe-Maya	Kobe City, Hyogo	June 2024	27	Group home with dementia care
	Residential care	Livrary logi	Suginami Ward, Tokyo	July 2024	71	Residential elderly care
	Residential care	Livrary Kamihongo	Matsudo city, Chiba	October 2024	70	Serviced residential 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	
Disabilities Support	Group homes, etc.	Sunny Spot Fukumuro	Sendai City, Miyagi	April 2023	10	For Disabled
	Group homes, etc.	Sunny Spot Sagamihara Unomori I	Sagamihara City, Kanagawa	June 2023	20	For Disabled
	Group homes, etc.	Sunny Spot Miyahara	Saitama City, Saitama	July 2023	20	For Disabled
	Group homes, etc.	Sunny Spot Sagamihara Unomori II	Sagamihara City, Kanagawa	September 2023	20	For Disabled
	Group homes, etc.	Sunny Sport Kita-Masuo	Kashiwa City, Chiba	September 2023	20	For Disabled
	Group homes, etc.	Sunny Spot Hashimoto I	Sagamihara City, Kanagawa	March 2024	20	For Disabled
	Group homes, etc.	Sunny Spot Kita-Kashiwa	Kashiwa City, Chiba	March 2024	20	For Disabled
	Group homes, etc.	Sunny Spot Fuchinobe 3 I	Sagamihara City, Kanagawa	September-24	20	For Disabled
	Group homes, etc.	Sunny Spot Kamihongo	Matsudo city, Chiba	October 2024	20	For Disabled
	Group homes, etc.	Sunny Spot Shimousa Nakayama	Ichikawa city, Chiba	March-25	20	For Disabled
	Group homes, etc.	Sunny Spot Hashimoto II	Sagamihara City, Kanagawa	March-25	20	For Disabled
Group homes, etc.	Sunny Spot Fuchinobe 3 II	Sagamihara City, Kanagawa	September-25	20	For Disabled	
Childcare	Approved childcare facilities	Campus Nakano Childcare	Nakano Ward, Tokyo	April 2023	70	Approved childcare facilities



Shareholder Returns and Dividends

Policy of the Distribution of Earnings

Living Platform sets dividends by taking into consideration a range of factors, including its financial condition, profitability and payout ratio. This policy is motivated by the desire to ensure the availability of sufficient internal funds for making investments in R&D, facility and equipment that are essential for maintaining competitiveness and improving profitability based on medium- and long-term plans, as well as to ensure the stable growth of dividends. Living Platform has adopted a flexible stance toward supplementing dividends with the repurchase of its own shares, taking funding requirements based on business plans, market conditions and other factors into consideration. In addition, Living Platform will repurchase its own shares in order to implement a flexible capital strategy, including business restructuring, to maximize shareholder value.

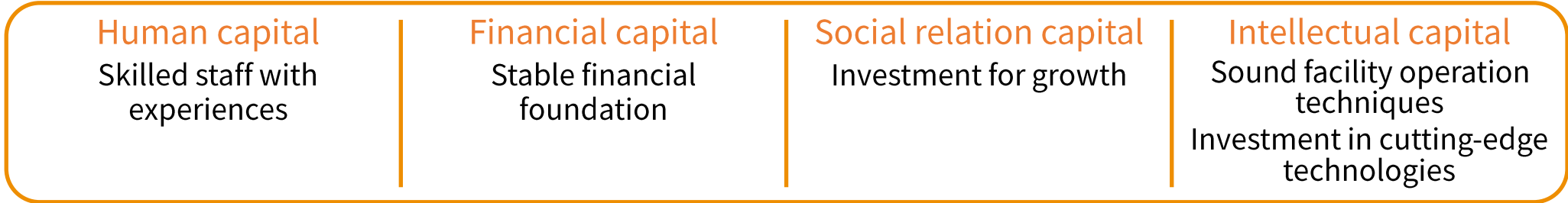
Dividends

Living Platform is considering to have dividends program after FY25.3



Initiatives on SDGs/ESG

Our Value Creation Process



INPUT

Make operations profitable

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

Identify issues in social welfare

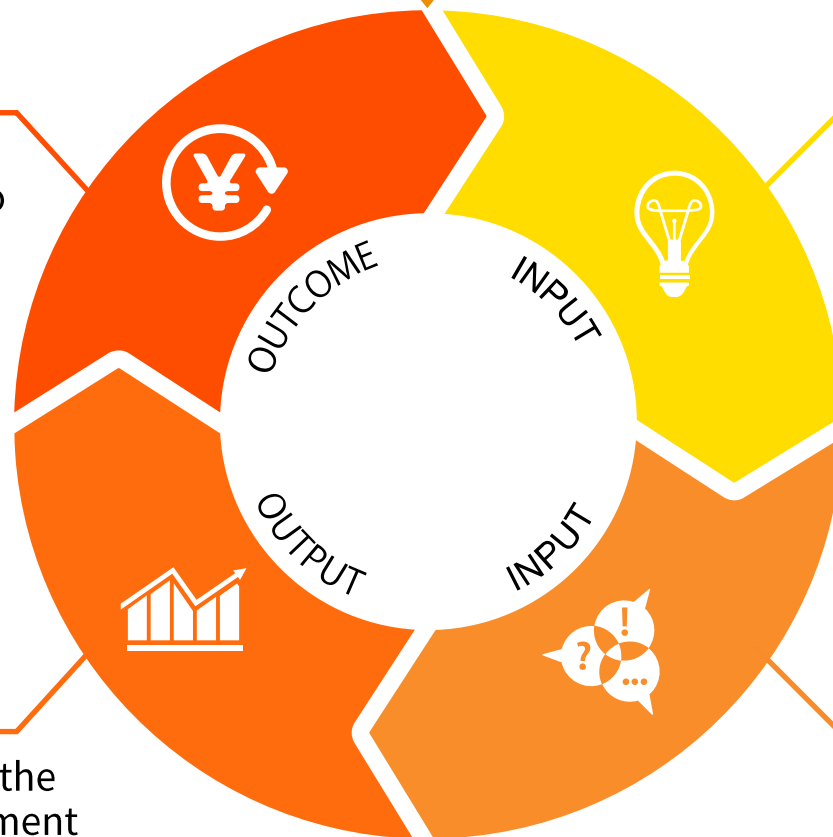
Identify issues for which we can contribute as a private-sector company in establishing a foundation for a sustainable social security system.

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

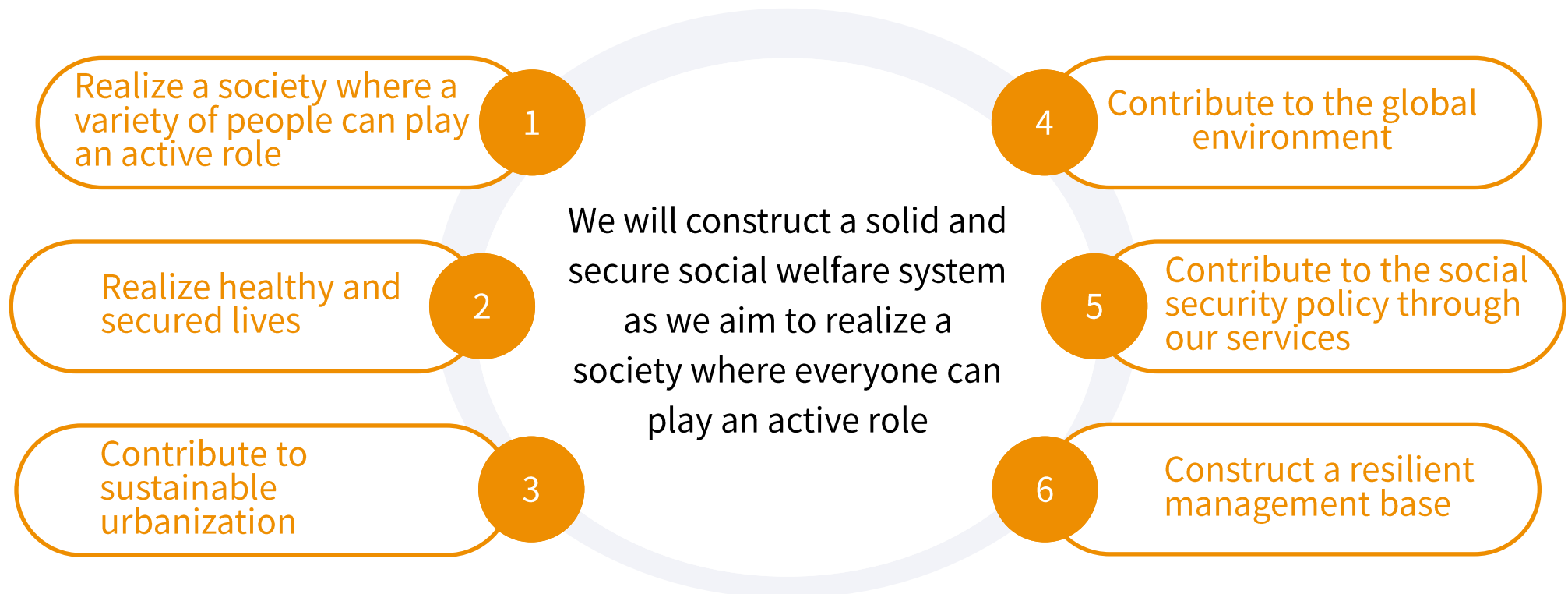


Sustainability Initiatives

“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



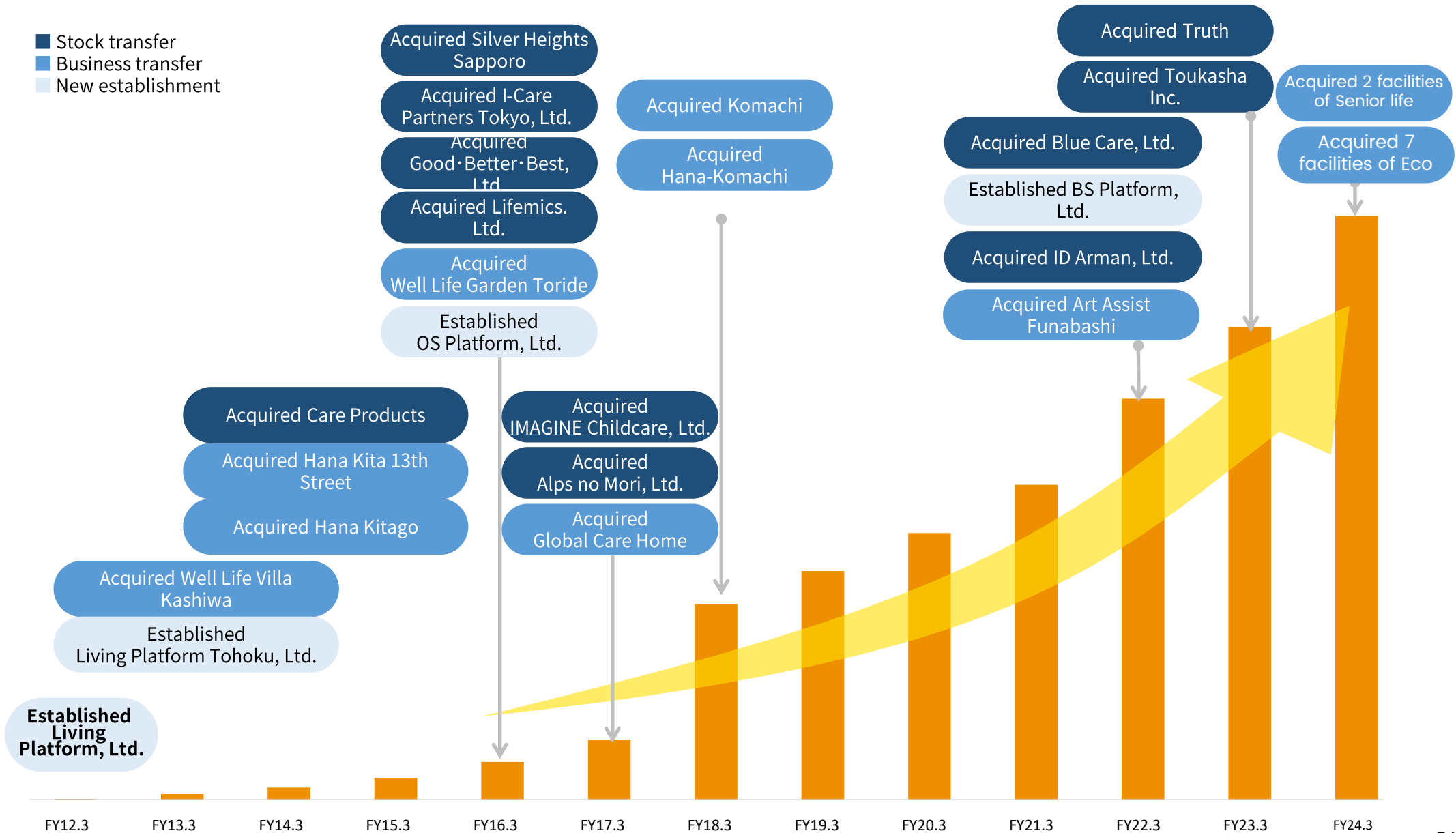
Company Profile

Name	Living Platform, Ltd.	
Officers	CEO Board Director Board Director Outside Board Director Outside Board Director Outside Board Director Auditor Outside Auditor Outside Auditor	Hirofumi KANEKO Ryusuke HAYASHI Shinichi YANAGI Hiroaki TANAKA, attorney Kenji KAWAE, certified public accountant Yoshiaki HIRAO Mitsuhiro GOTOH, certified public accountant Hidetsugu KATAKURA, attorney 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	3,169 (including part-time workers)	
Group Companies	Silver Heights Sapporo OS Platform Nursery Platform Truth	Living Platform Care Challenge Platform BS Platform Blue Care ID Arman

(as of March 31, 2024)

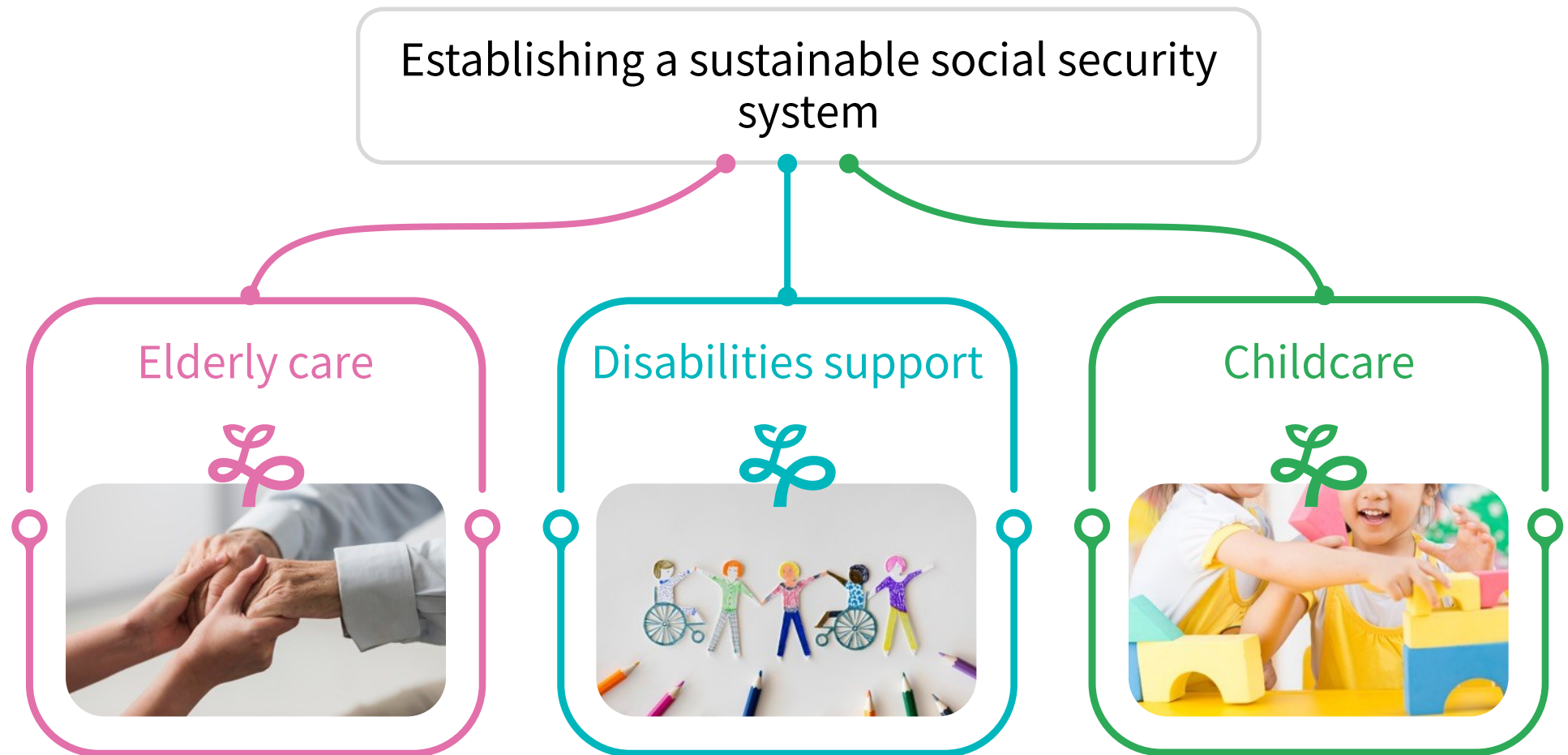
Expansion through Proactive M&As

✓ 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*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

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.

Contact

Living Platform, Ltd.

Corporate Communication Office

 E-mail: ir@living-platform.com