



Results Briefing Material for the First Quarter of Fiscal Year Ending March 31, 2025

Aug 14th, 2024

Living Platform, Ltd.
(TSE Growth: 7091)

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Executive Summary

Executive Summary

- ✓ Sales increased by 15.3% year-on-year and are on track
- ✓ The slow improvement in the occupancy rate at some facilities has had a significant negative impact on the group's profit and loss, but all levels of profit, including operating profit, have returned to the black
- ✓ We expect each profits to improve from 2Q onwards, and we expect a seasonal decline in profits in 4Q compared to 3Q due to the number of days of operation and the winter season, but at present we project we will be able to achieve our forecasts
- ✓ Recruitment is generally on track, but due to delays in the immigration procedures for the specific skilled foreign workers, the reduction in the number of temporary staff is slower than expected
- ✓ There has been little impact from the revision of remuneration for elderly care and disabilities support, and the acquisition of additional benefits has had a positive effect overall
- ✓ The application for additional fees is being progressively applied, and further increases in revenues are expected in the future
- ✓ As for the increase in the cost of utilities and foodstuffs, administrative procedures have been delayed, but the transfer of costs is expected to begin in earnest from June/July onwards
- ✓ In the business of disabilities support, number of facilities with the stable operation ratio has increased, and the business has become profitable for the first time



Consolidated Financial Results for 1Q of FY25.3 (Cumulative)



Summary of Consolidated Financial Results

Operations

Strengthen recruiting system
Measures against soaring energy and food prices

Strengthen recruiting system

- The outflow of personnel who joined under COVID-19 that occurred in FY24.3 has been contained, and recruitment efficiency has ensured steady staffing.

Measures against the hike of utilities costs and food costs

- Utility costs are +9% and food costs are +16% YoY, but will be absorbed through price pass-on.

Finance

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

Continued policy to improve equity ratio

- From this 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, the total number will reach to 10% of full-time staff

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 1Q of FY25.3 (Cumulative)

- ✓ Cash and deposits are increasing with improved performance
- ✓ Land, buildings, etc. have increased due to the acquisition of some properties in line with business development, but will be sold and leased back after operational stability to control balance sheet

(Millions of yen)

	FY24.3 ACT	FY25.3 FCT	FY25.3 Q3 ACT	YoY difference
Current assets	3,256	4,117	3,392	136
(Cash and deposits)	1,128	952	1,375	247
Non-current assets	7,933	8,128	8,083	149
(Land and buildings, etc.)	4,334	2,796	4,596	262
Total assets	11,189	12,245	11,475	286
Current liabilities	3,020	4,353	3,517	497
Non-current liabilities	6,506	5,803	6,241	-265
Total liabilities	9,526	10,156	9,758	232
Net assets	1,662	2,089	1,717	55
Total liabilities and net assets	11,189	12,245	11,475	286
Equity ratio	14.9%	17.1%	15.0%	0.1%
Borrowings, etc. (long-term & short-term)	5,369	4,364	5,125	-244



Quarterly Trends of Consolidated Balance Sheets (FY24.3 – FY25.3)

(Millions of yen)

	FY24.3				FY25.3			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current assets	3,617	3,351	3,702	3,256	3,392			
(Cash and deposits)	1,037	1,273	1,077	1,128	1,375			
Non-current assets	7,862	7,142	7,896	7,933	8,083			
(Land and buildings, etc.)	4,191	4,087	4,332	4,334	4,596			
Total assets	11,480	10,497	11,599	11,189	11,475			
Current liabilities	3,566	2,793	3,482	3,020	3,517			
Non-current liabilities	6,398	6,259	6,565	6,506	6,241			
Total liabilities	9,964	9,052	10,048	9,526	9,758			
Net assets	1,515	1,444	1,550	1,662	1,717			
Total liabilities and net assets	11,480	10,497	11,599	11,189	11,475			
Equity ratio	13.2%	13.8%	13.3%	14.9%	15.0%			
Borrowings, etc. (long-term & short-term)	6,234	5,715	6,051	5,369	5,125			

Overview of Consolidated Statements of Income

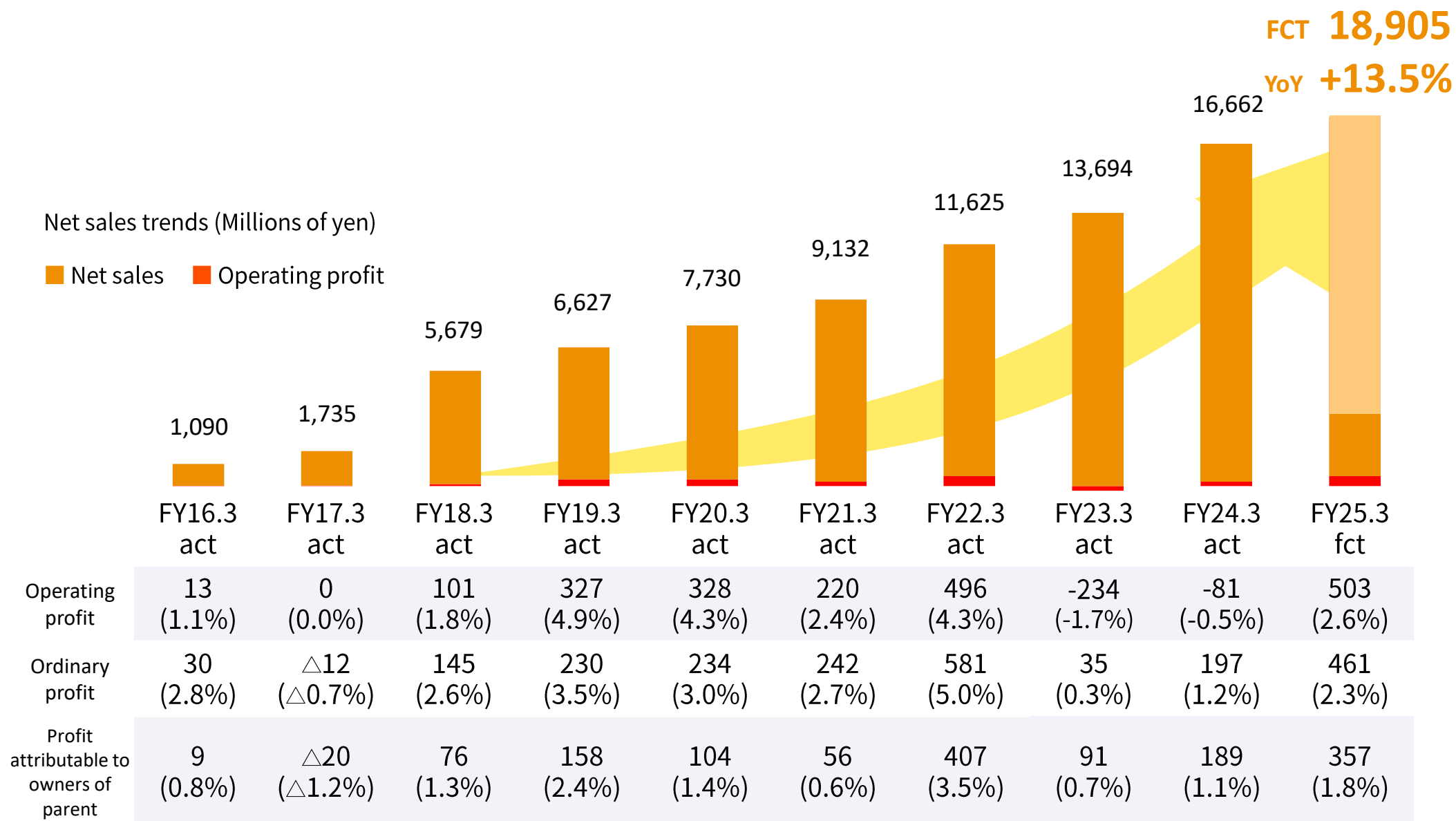
- ✓ Sales increased by 15.3% QoQ.
- ✓ Profit levels are expected to rise in 2Q and 3Q due to the acquisition of additional sales, price increases and higher occupancy rates, etc. Although 4Q is expected to be lower than 3Q due to fewer days of operation in February and the winter season, the company projects it can achieve its current performance forecasts.

(Millions of yen)

	FY24.3 1Q ACT	FY25.3 Full Year FCT	FY25.3 1Q ACT	FY25.3 YTD (Apr – Jun)	Progress
Net sales	3,959	18,965	4,565	4,565	24.1%
Operating profit	27	503	42	42	-
%	0.6%	2.7%	0.9%	0.9%	-
Ordinary profit	69	461	66	66	14.3%
%	1.7%	2.4%	1.4%	1.4%	-
Profit before income taxes	97	461	66	66	14.3%
%	2.4%	2.4%	1.4%	1.4%	-
Profit attributable to owners of parent	46	357	47	47	13.2%
%	1.1%	1.9%	1.0%	1.0%	-



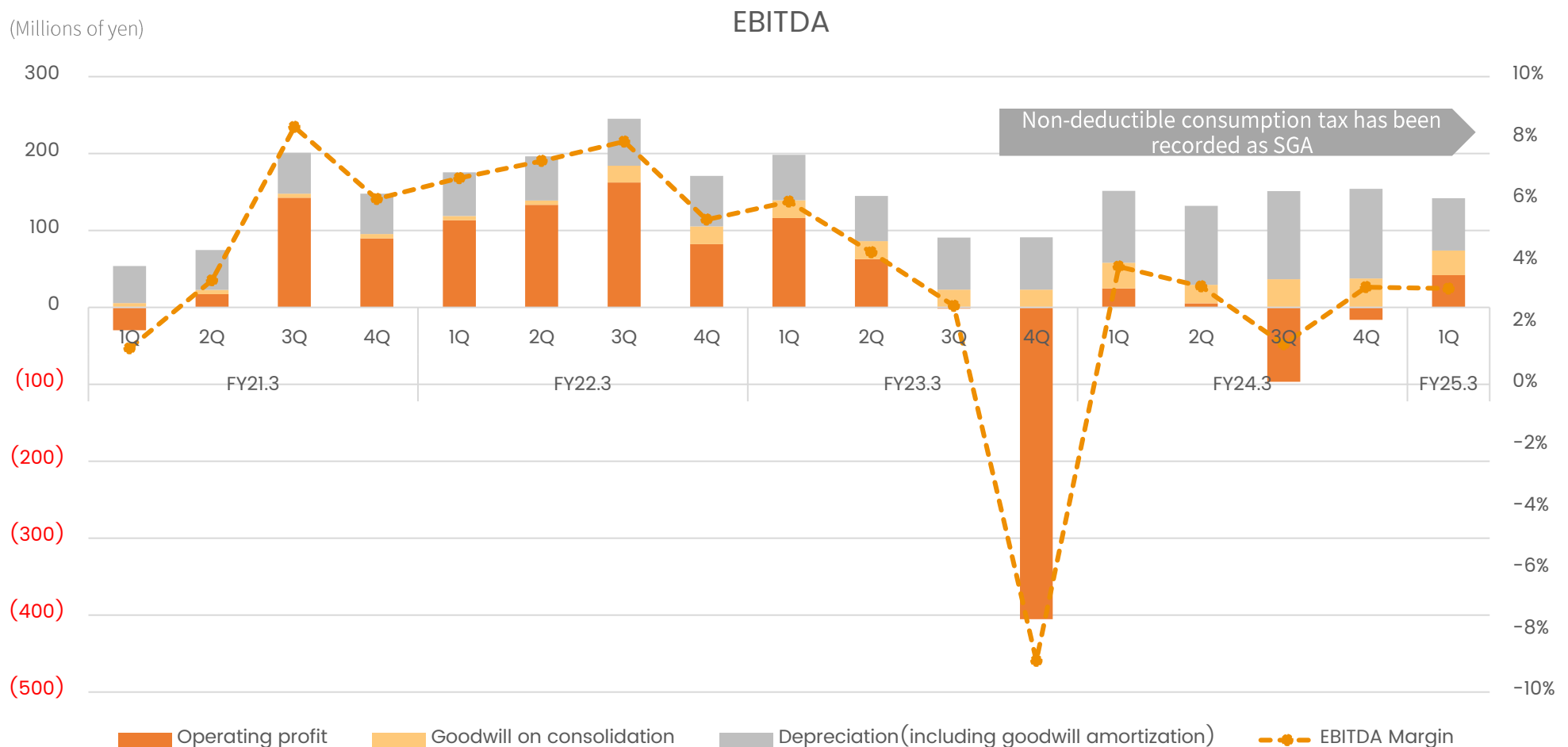
Trends in Net Sales, Operating Profit, Ordinary Profit, Profit Before Income Taxes and Profit



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

Quarterly Trends of EBITDA

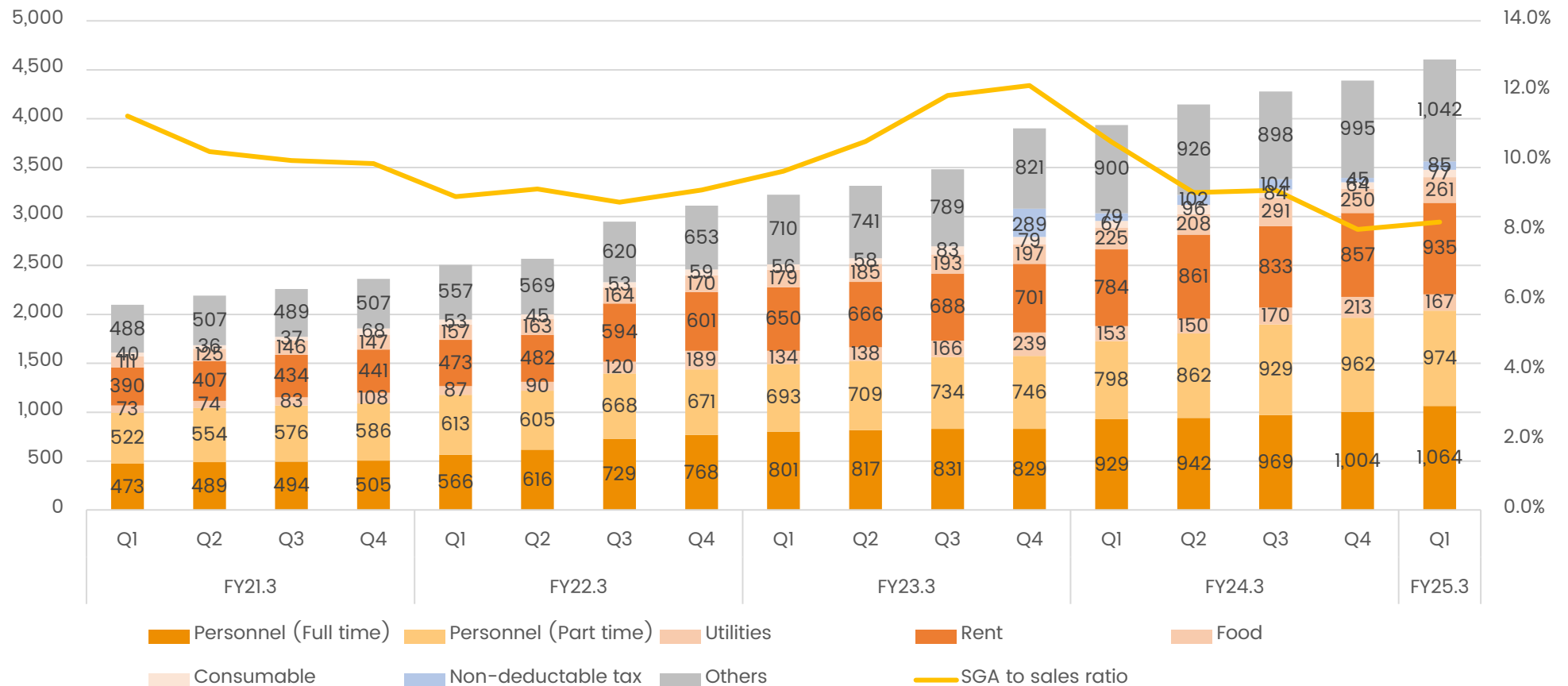
- ✓ Since 4Q of FY23.3, non-deductible consumption tax is included in SGA expenses, resulting in an apparent drop in operating profit, but no change in growth trajectory
- ✓ Operating profits is expected to become more apparent between 1Q and 3Q, and EBITDA is expected to rise



Breakdown of Cost of Sales and SGA

- ✓ The SGA to sales ratio rose due to temporary DX and other factors last year, but has been steadily declining
- ✓ Food costs rose by approximately +16% QoQ due to the impact of scale expansion and rising prices, but earnings are expected to improve as a result of price transfers
- ✓ Utility costs rose by +9% in 1Q, and are expected to increase by a total of JPY 62 million in the year compared to last year. However, no subsidies are expected for August-October.

(Millions of yen)



Status of low performance facilities

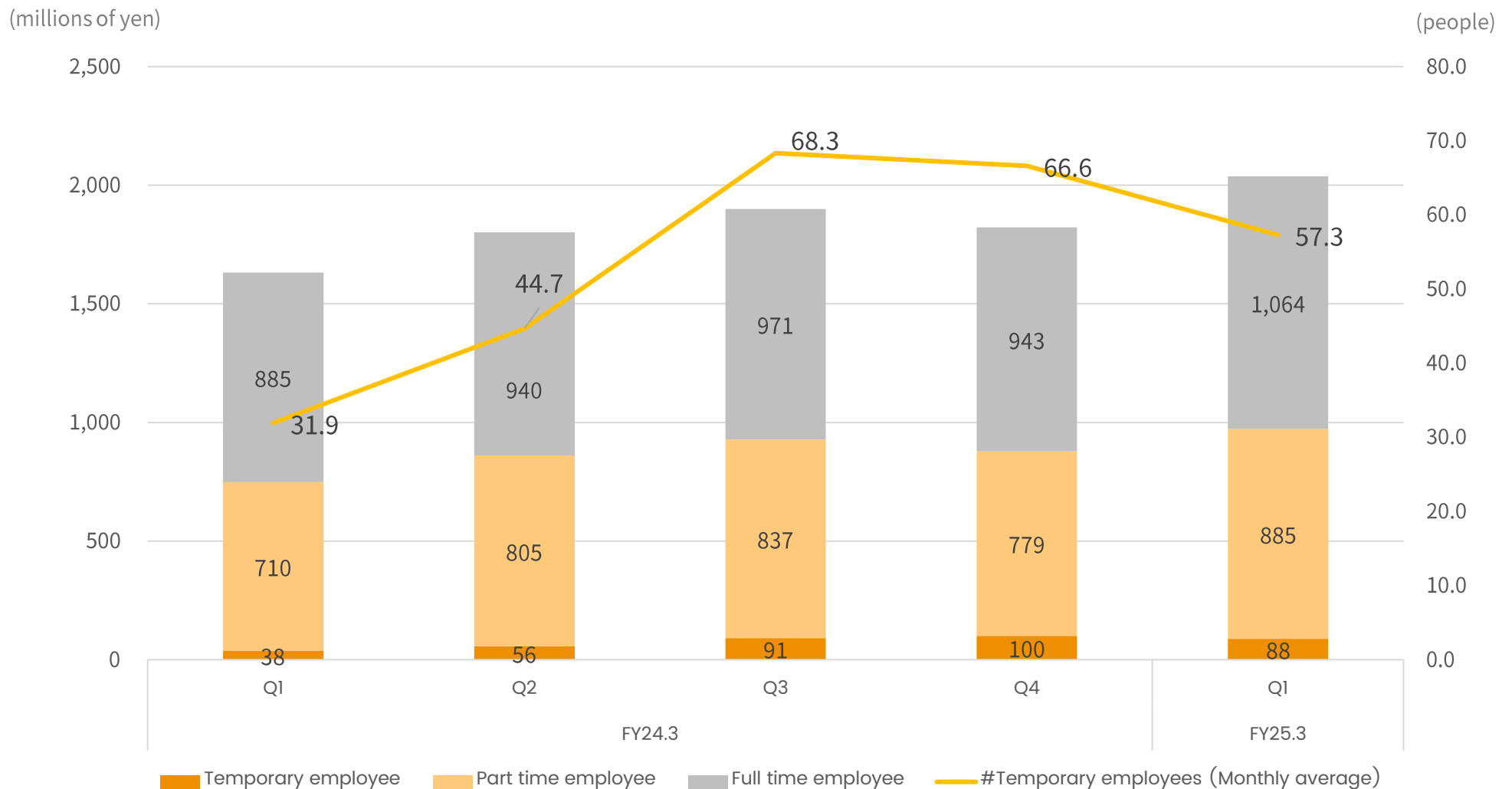
- ✓ Many of the facilities that were significantly under budget in FY24.3 have improved, while the two largest facilities that are still underperforming have significant room for improvement.
- ✓ Continued focus on improving occupancy by stabilizing operating structure

FY24.3 Sales act from small to big

Facility name	Occupancy rate As of end FY24.3	Occupancy rate As of end 1Q of FY25.3	
Livrary Nerimayahara	48.3%	51.6%	↑
Livrary Shimura-sakaue	27.9%	38.7%	↑
Blue Star Kita-Maruyama	71.5%	74.0%	↑
Floop life garden	88.7%	94.3%	↑
Livrary Toride	87.5%	90.6%	↑
Livrary Omori-higashi5	91.6%	93.2%	↑
Livrary Ikuta(GH)	100.0%	100%	→
Livrary Omiya-higashi 2	85.1%	96.3%	↑
Livrary Higashi-Omiya 2	89.1%	91.8%	↑
Blue Star Kagura	83.0%	92.0%	↑

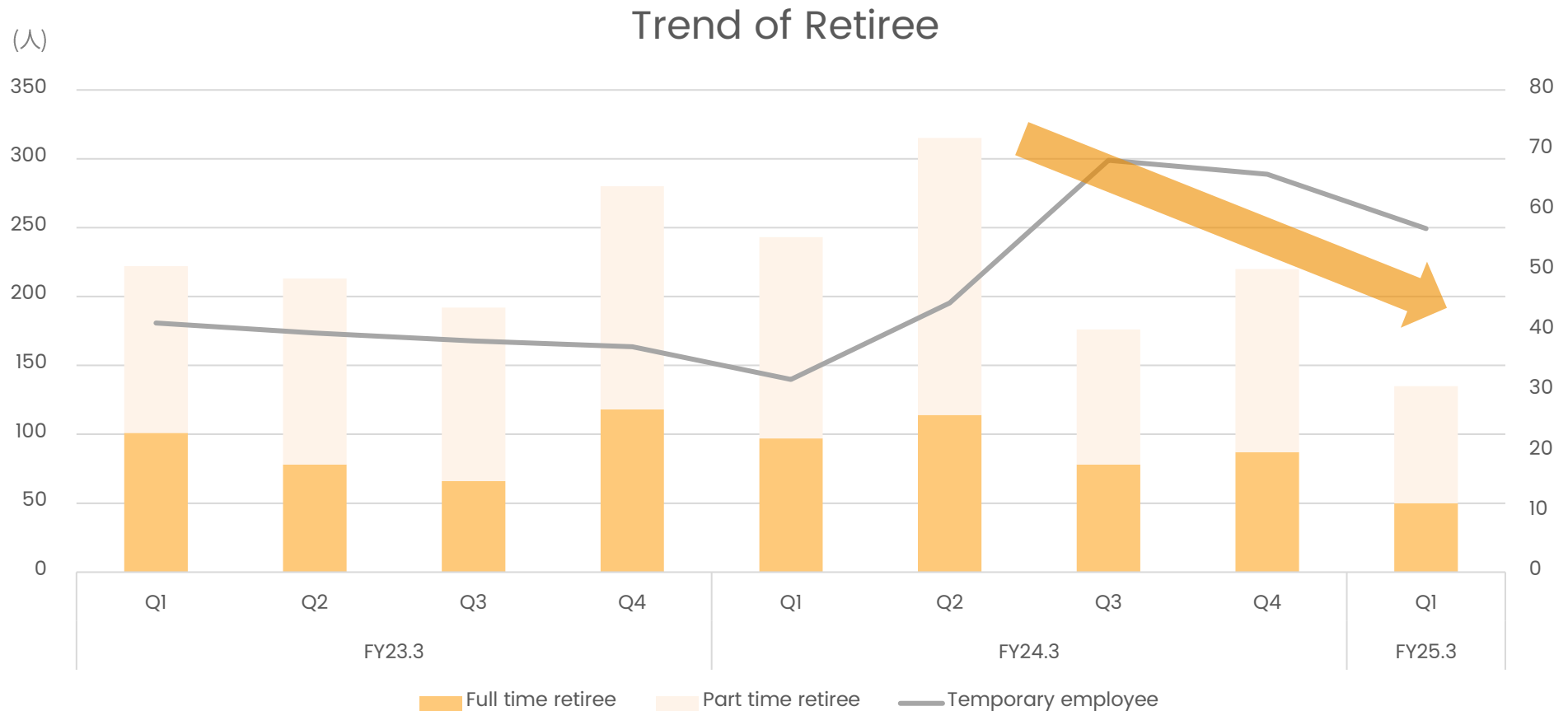
Status of Personnel cost

- ✓ The number of temporary workers is falling, but personnel costs are rising as more permanent staff are hired



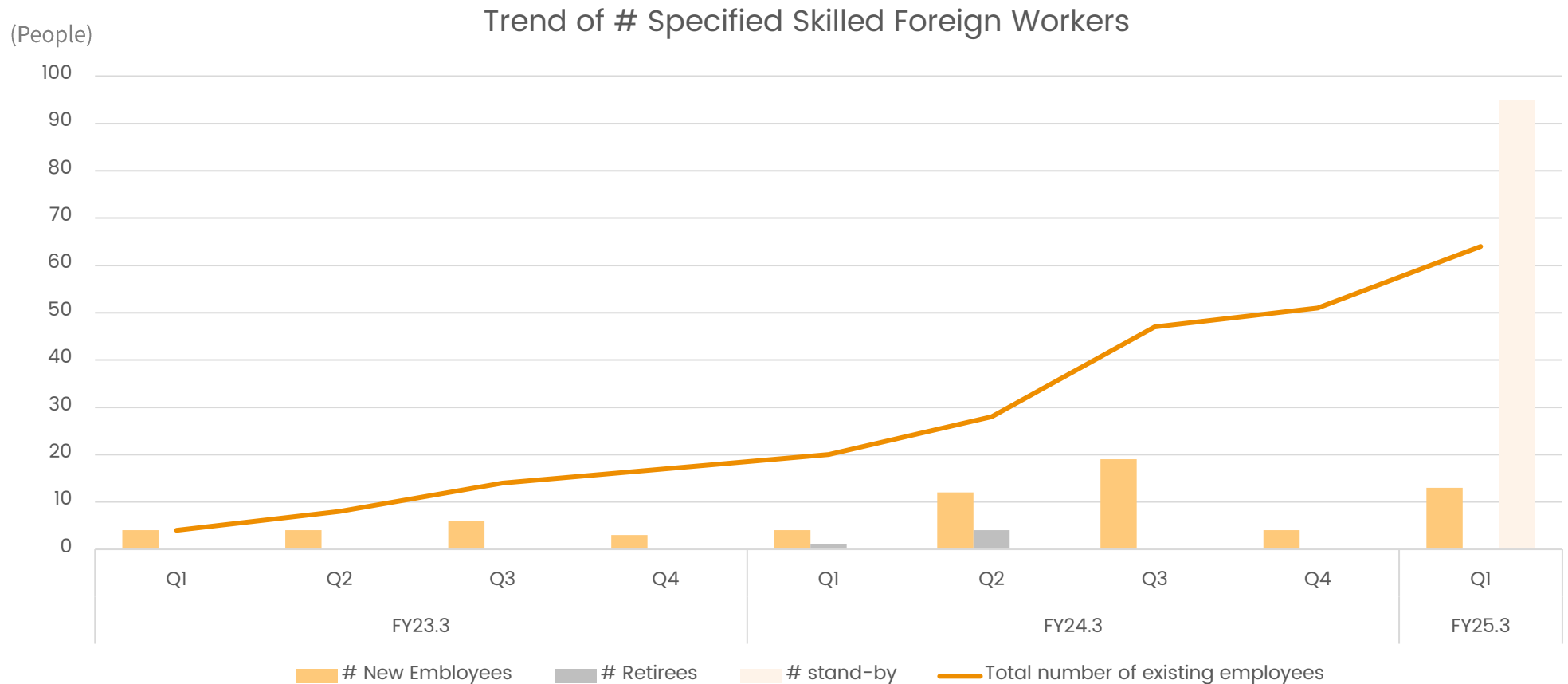
Status of retiree

- ✓ In FY24.3, the number of temporary staff increased as a result of an increase in the retirement of staff who joined the company from other industries during the COVID-19 following the transfer to category 5, but the recruitment of full-time and part-time staff has progressed steadily and is becoming more regularized
- ✓ We do not expect to see an unexpected increase in personnel costs this year, as was the case in 2-3Q last year



Utilizing Specified Skilled Foreign Workers

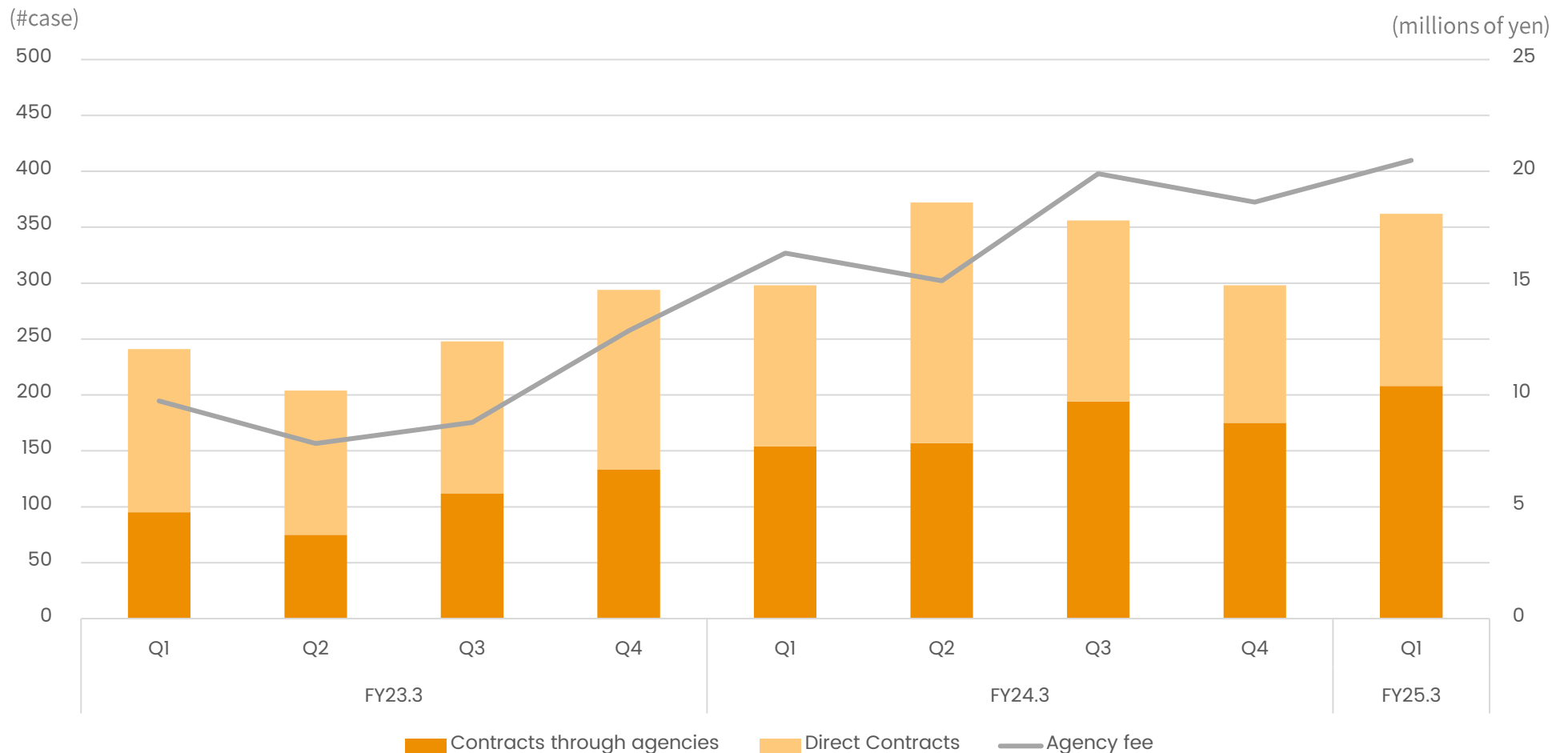
- ✓ Actively accepting of specified skilled foreign workers
- ✓ 95 people are on standby to start, and the number of foreign workers will be more than 150 people, reaching around 10% of full-time workforces, by the end of this fiscal year.
- ✓ Hiring specified skilled foreign workers is cost effective solution in the mid-term because their retention rate is higher than Japanese workers.



※ Number of standby is shown since FY25.3

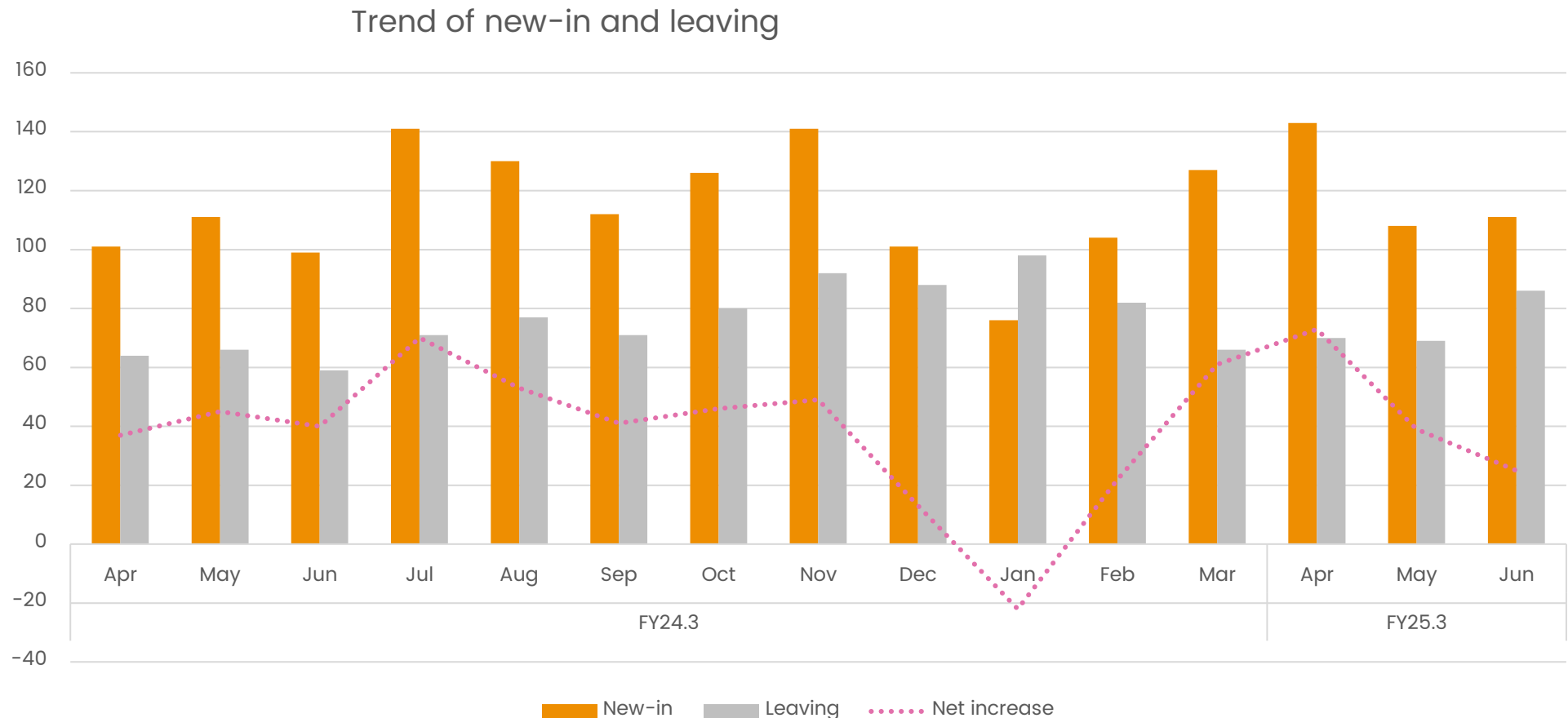
Status of agency fees for the client contract

- ✓ Number of new contracts are on increasing
- ✓ Number of contracts through agencies will be decreased due to DX and the launch of exclusive service website
- ✓ The main reason for the high proportion of agency contracts is that the majority of new contracts are for facilities with low performance. However, they are expected to be reduced once the expected occupancy rate is reached



Trend of new-in and leaving

- ✓ Net new-in peaked in April, but is expected to stabilise at over 100 new contracts/month as occupancy rates at existing facilities stabilise at a high level
- ✓ As development is curbed from FY25.3 onwards, vacancy rates are expected to fall in all facilities within FY25.3, and the associated contract introduction costs are also expected to decrease.



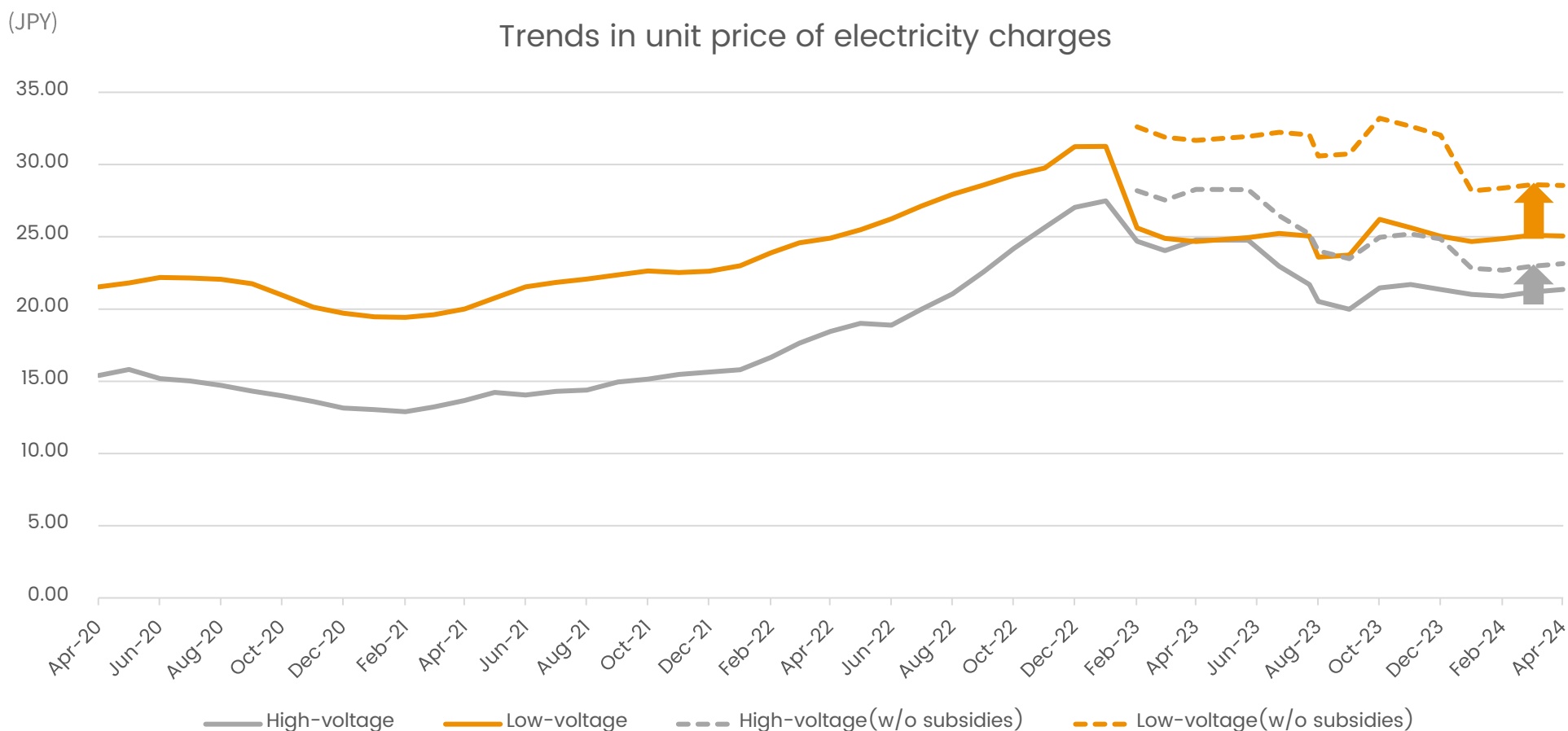
Business status of Challenge Platform

- ✓ Disability support business has been experiencing a negative operating profit, but turned to profitability starting from FY25.3
- ✓ Plan continuous development in FY25.3 in accordance with high potential demand and high profitability.



Soaring Electricity Charges

- ✓ Although unit prices have fallen since February 2023 due to government subsidies, after May onwards when the subsidies ended, which could lead to a potential increase in tariffs of approximately 14% for high voltage and 25% for low pressure. The Company will make efforts to limit the increase by reviewing contracts and other measures
- ✓ 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 subsidy

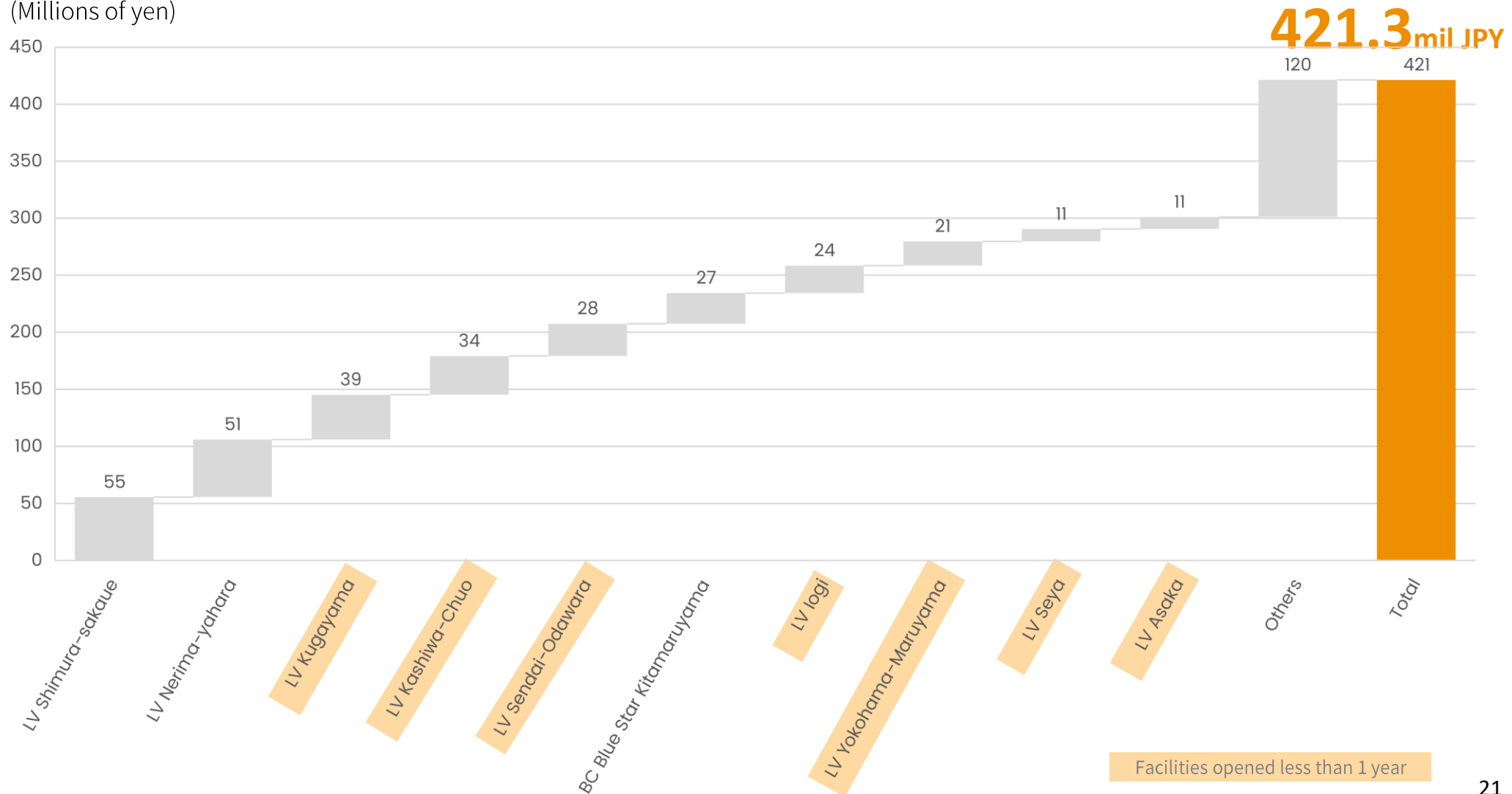
(2023.2-2023.9) High : ¥3.5 Low : ¥7

(2023.10-2024.5) High : ¥1.8 Low : ¥3.5

Potential Operating Profit (Quarterly basis)

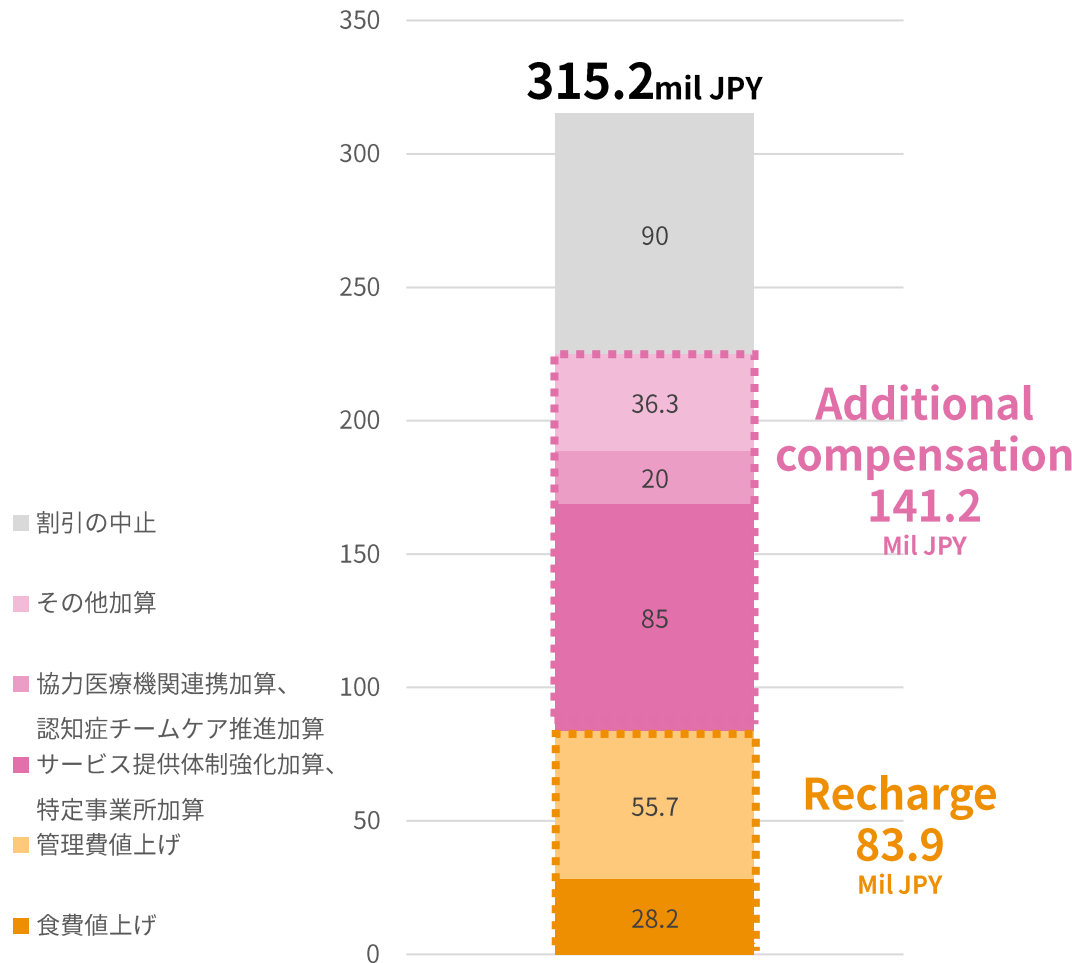
- ✓ Occupancy rates are steadily increasing, and there is room for operating profit to improve by around 421.3 million yen in the current business compared to 1Q results
- ✓ Various initiatives are on going to improve profits for Shimura-sakaue, Nerima-yahara and Kitamaruyama

(Millions of yen)



🌸 Potential Operating Profit : Elderly Care

- ✓ Partial progress has been made in obtaining additional allowances, but further additional allowances will be obtained depending on the employment situation
- ✓ Recharge due to price soring is taking time due to administrative procedures, etc., and the impact of recharge is expected to become apparent from July onwards

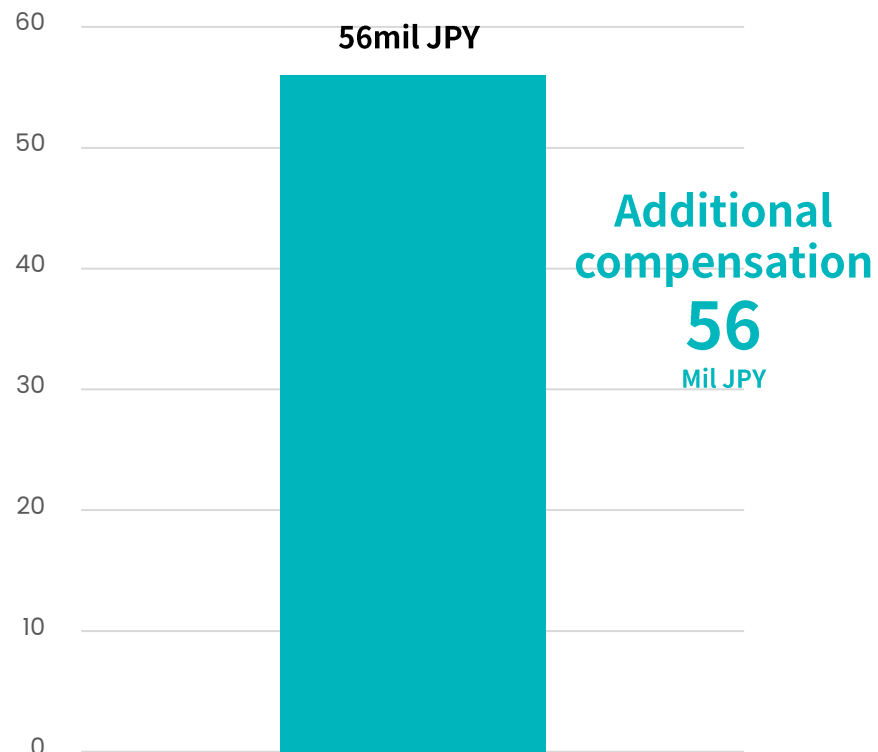


In 1Q, a total of JPY 30.9m was expected, but a total of JPY 16.8m was achieved in increased revenues. Expected to be acquired 10m from Aug onwards

As of June 2024, 42% of facilities have already implemented price increases. Other facilities plan to complete price pass-on from 2Q onwards.

Potential Operating Profit : Disabilities' Support

- ✓ The increase or decrease due to the revision of care fees in April 2024 was expected to be approximately +56 million JPY/ year according to conservative estimates, and the acquisition of additional fees has been progressing steadily since April with 4.6mil JPY per month.

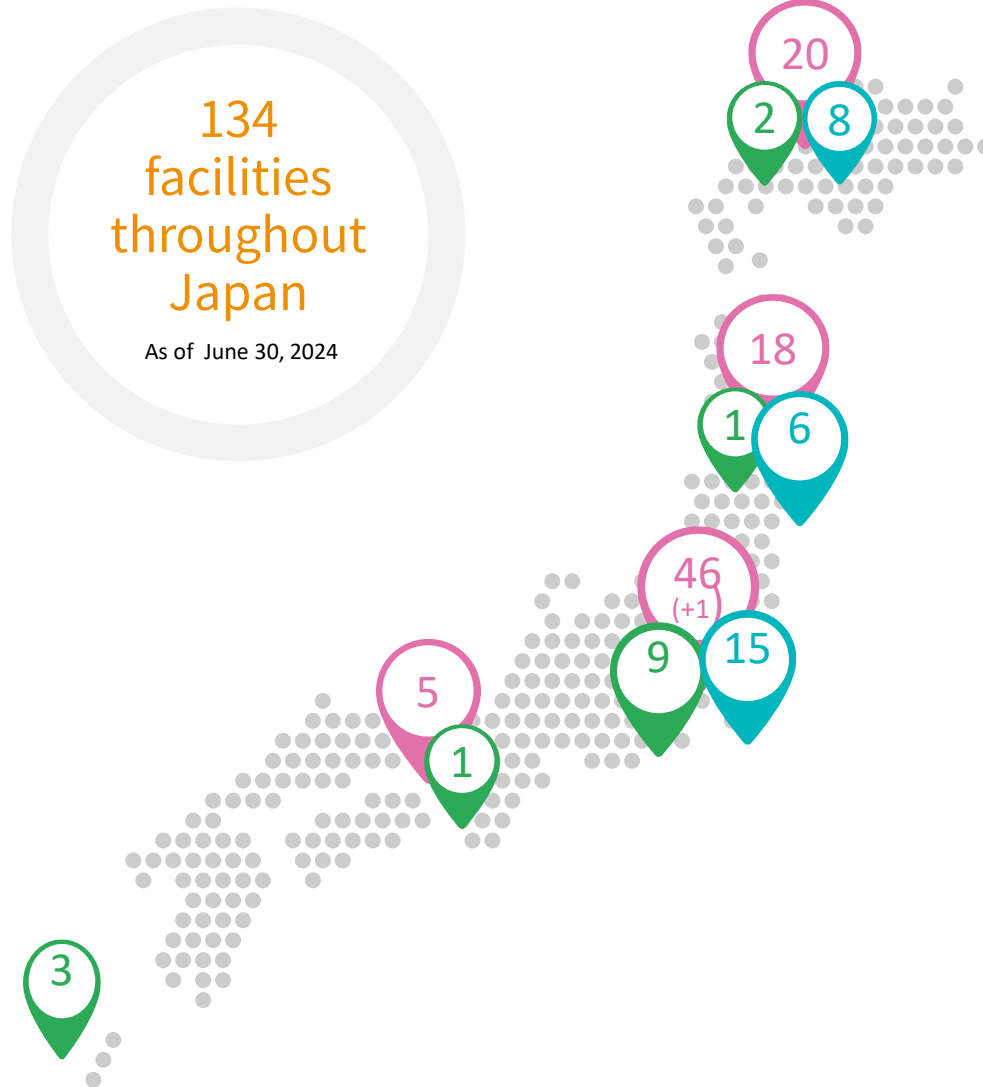


Acquisition of new and additional additions to the remuneration system has been progressing steadily



Review of Operations

Development Status (including M&A)



Total number of facilities as of the end of Jun 2024
(Figures in parentheses indicate the increase in Q1 FY25.3)

Elderly care	
Residential care facilities, etc.	42 (+1)
Group homes	47 (0)

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

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



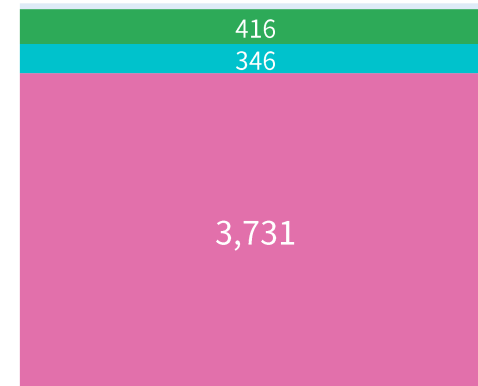
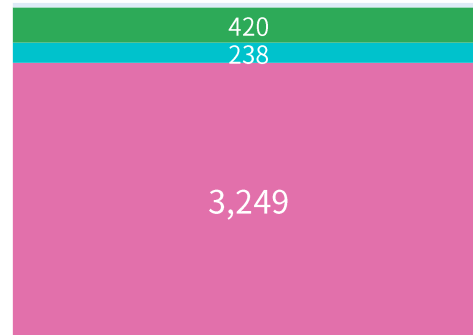
Trends in Net Sales by Business Domain

■ Elderly Care ■ Disabilities Support ■ Childcare ■ Others

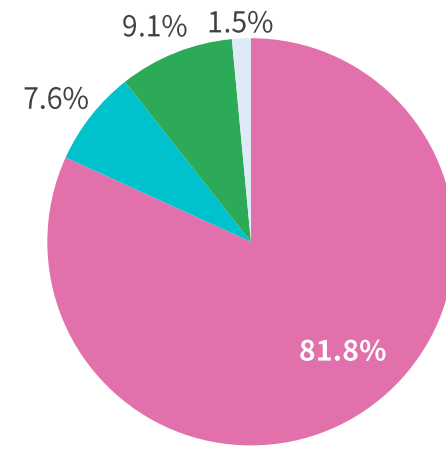
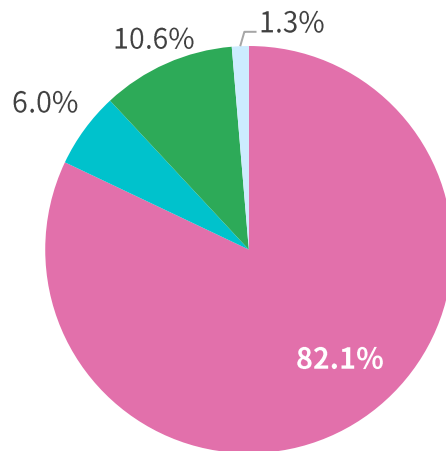
FY24.3 1Q

FY25.3 1Q

Net Sales
(millions of Yen)



Composition
ratio

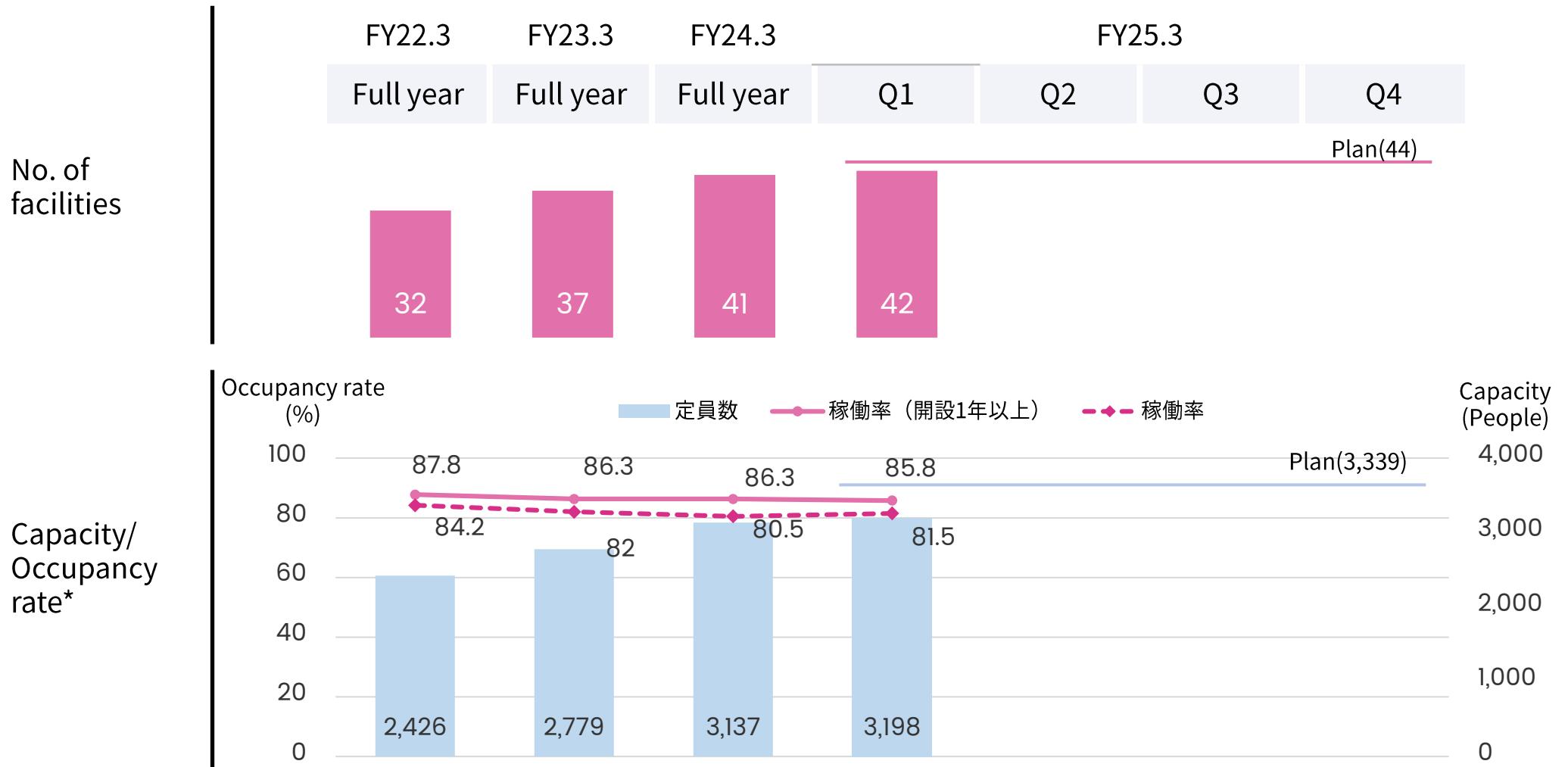




Number of Facilities, Their Capacity and Occupancy Rate

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.)

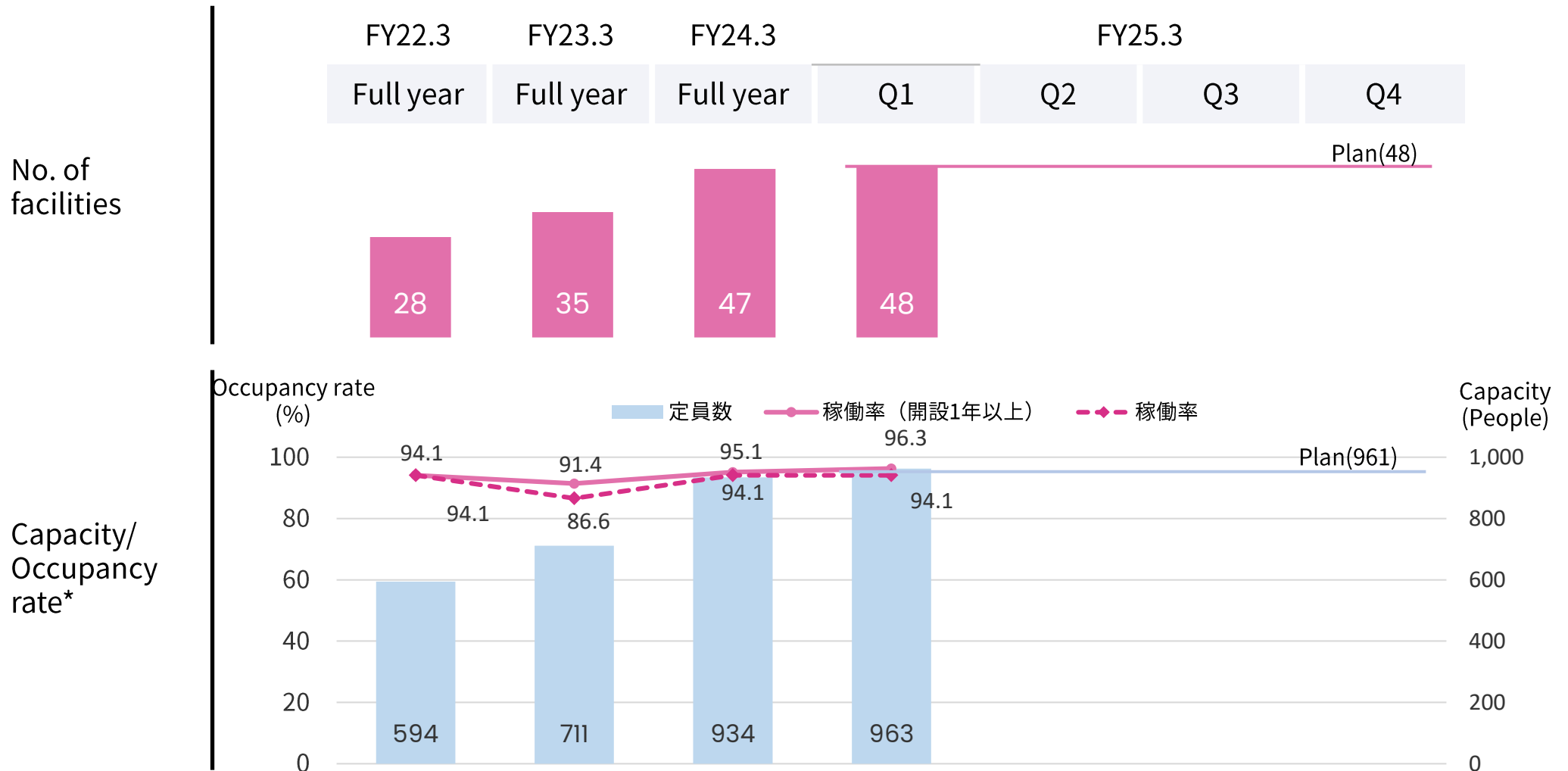
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



Number of Facilities, Their Capacity and Occupancy Rate

Elderly care: Group homes

✓ 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.)

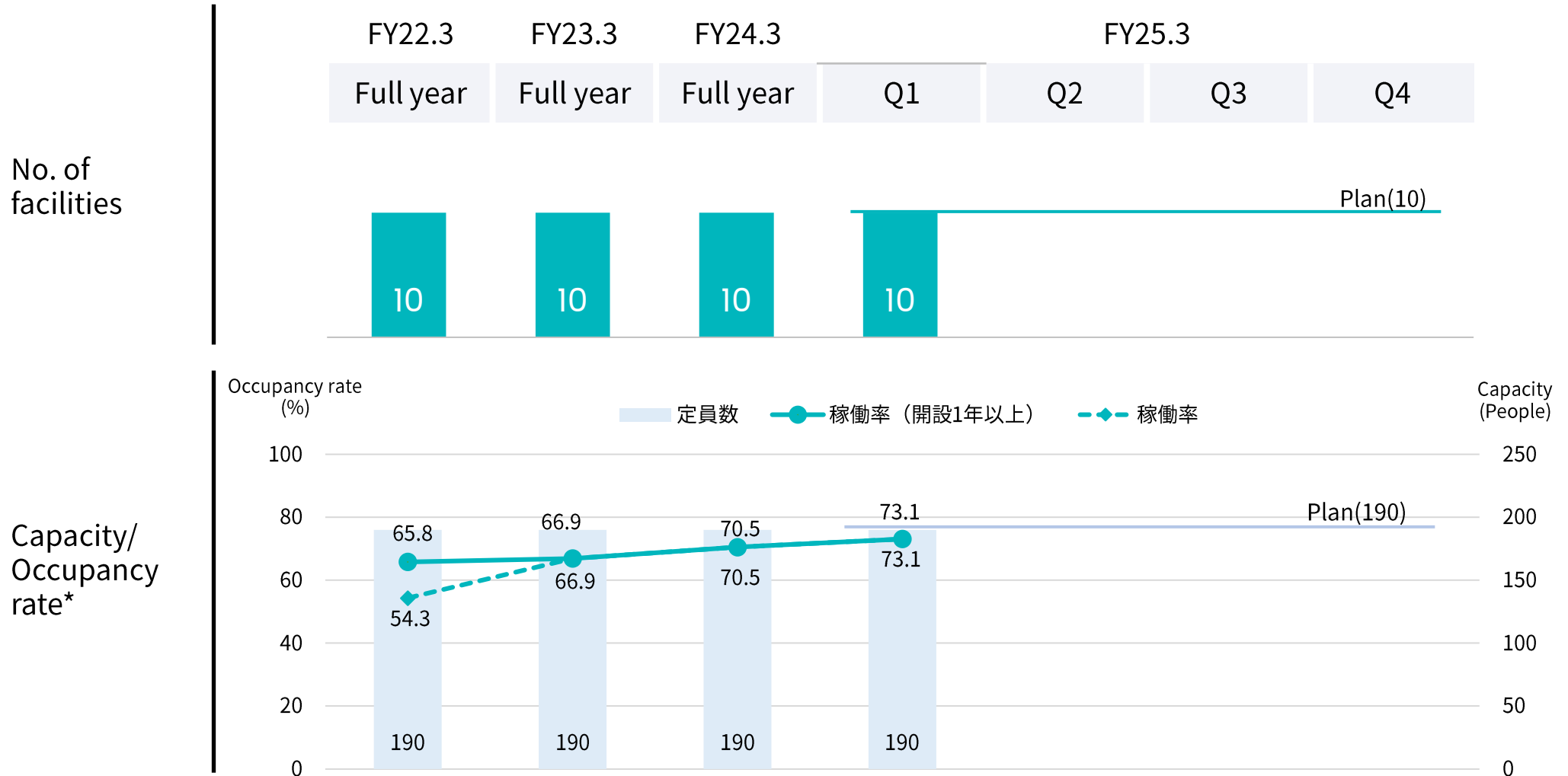
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



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.)

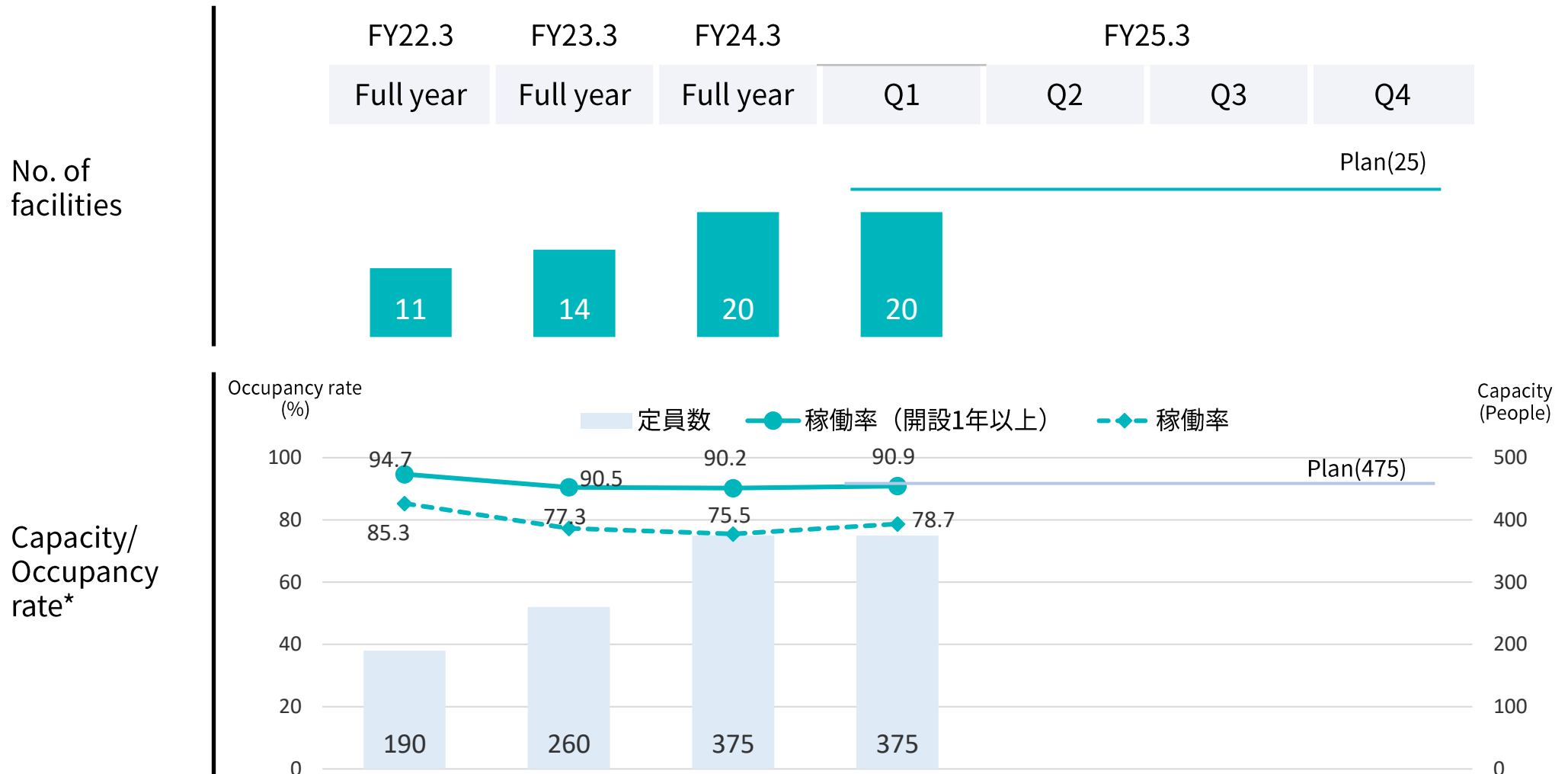
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



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.)

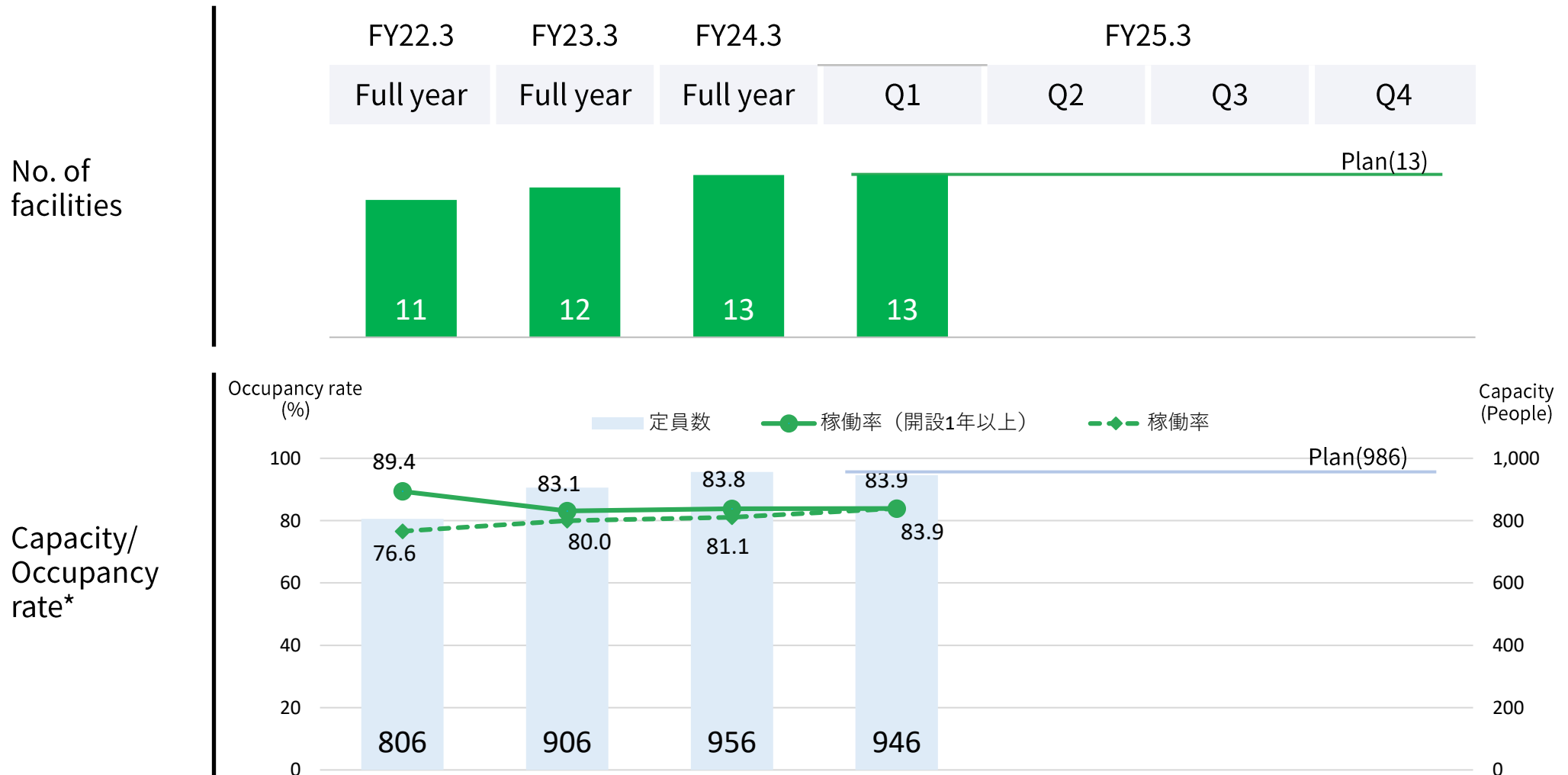
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



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



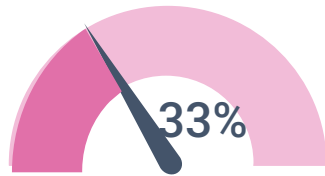
*Occupancy rate is calculated at the end of each period using the formula to the right.
 (For short-term admission for daily life care, the number of facility residents shall be the average number of users obtained by dividing the total number of users by business days.)

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

Facility Development Status & Plan

Plans for this fiscal year are on track for every sector

Elderly care

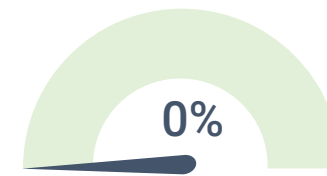


- Residential care
- ✓ Opened 1 facility in 1Q
 - ✓ Confirmed another 2 facilities in Q2 and Q3, will achieve the plan



- Group home
- ✓ Opened 1 facility, **achieved the plan**

Disabilities support

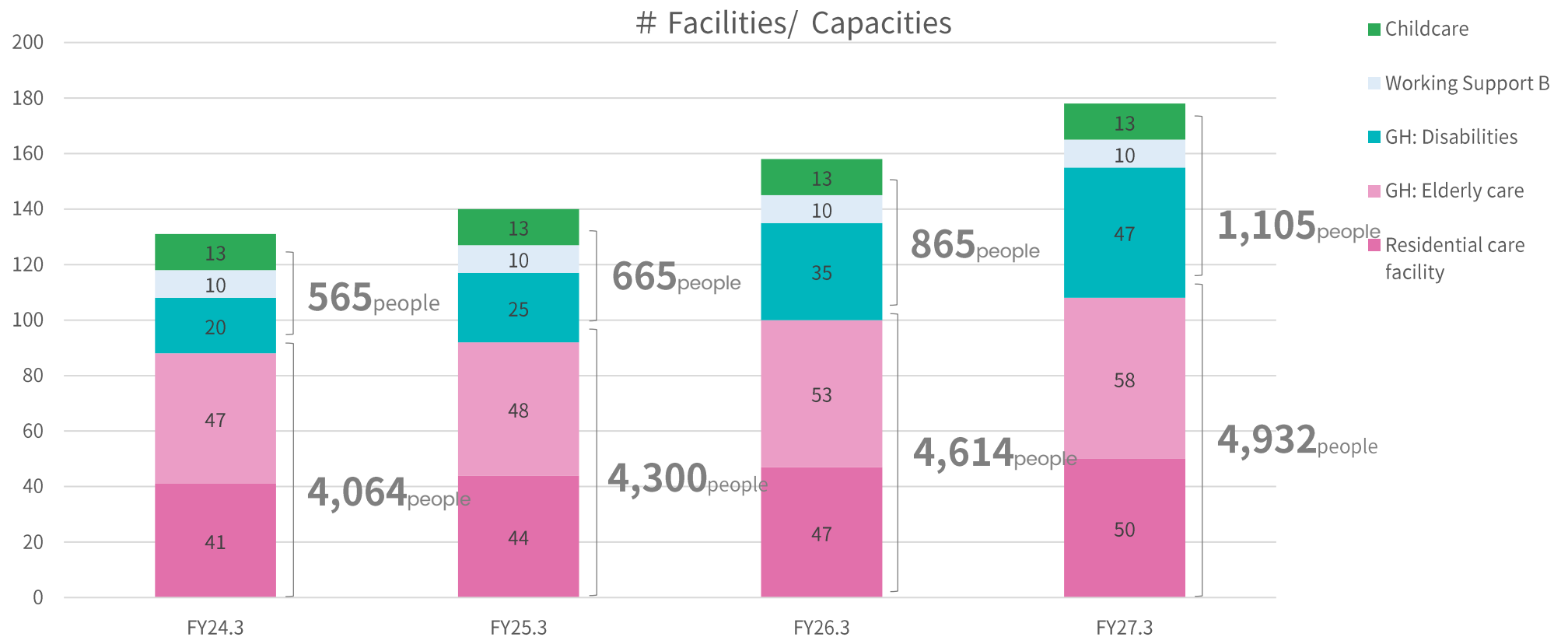


- Group home
- ✓ Will Open 5 facilities Q2 onwards and **achieve the plan**

	FY24.3 / ACT		FY25.3 / PLN		FY26.3 / PLN		FY27.3 / PLN	
	Facilities	Capacity	Facilities	Capacity	Facilities	Capacity	Facilities	Capacity
Elderly care	15	561	4	236	8	314	8	318
Residential care facilities	5	372	3	209	3	197	3	210
Group home	10	189	1	27	5	117	5	108
Disabilities support	6	110	5	100	10	200	7	318
Group home	6	110	5	100	10	200	7	318
Type B working support	0	0	0	0	0	0	0	0
Childcare	1	80	0	0	0	0	0	0
Approved facilities	1	80	0	0	0	0	0	0

Development Plan

- ✓ Elderly care: Add 20 facilities with 868 capacities by the end of FY27.3, **+22.7%**(vs FY24.3)
- ✓ Disabilities support: Add 27 facilities with 540 capacities by the end of FY27.3, **+90.0%**(vs FY24.3)
- ✓ Child care: No plan for new development, focus on improving programs and raising eNPS





Development Status and Plans for FY25.3 and Thereafter

Already Opened

Business domain	Facility type	Facility name	Location	Opening	Capacity	Ref.
Elderly 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	July 2024	27	Group home with dementia care
	Residential care	Livrary logi	Suginami Ward, Tokyo	July 2024	71	Residential elderly care
	Residential care	Livrary Matsudo 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 Fuchinobe 3 I	Sagamihara City, Kanagawa	September-24	20	For Disabled
	Group homes, etc	Sunny Spot Kamihongo	Matsudo cisty, 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



Mid-Term Business Plan

(Reference: Announced on May 14th, 2024)



Medium-term Business Plan Balance sheet

- ✓ In order to establish a system where we can repay borrowings at any desired timing, considering the possibility of interest rate hikes, we are accelerating the accumulation of profits, aiming for the total amount of land, buildings, and current deposits to exceed the amount of borrowings
- ✓ Since the planned S&LB was not implemented, the equity ratio has not reached the level assumption

(Millions of yen)

	FY23.3			FY24.3			FY25.3			FY26.3		
	Plan (2022.08)	Act	Difference	Plan (2022.08)	Updated Plan	Difference	Plan (2022.08)	Updated Plan	Difference	Plan (2022.08)	Updated Plan	Difference
Current assets	4,351	3,256	△ 1,095	6,190	4,117	△ 2,073	8,006	5,369	△ 2,637	-	6,452	-
(Cash and deposits)	3,006	1,128	△ 1,878	4,651	952	△ 3,699	5,754	2,281	△ 3,473	-	3,211	-
Non-current assets	7,139	7,933	794	6,919	8,128	1,209	6,565	8,072	1,507	-	7,931	-
(Land and buildings, etc.)	2,780	4,334	1,554	2,600	2,796	196	2,433	2,813	380	-	2,864	-
Total assets	11,746	11,189	△ 557	13,332	12,245	△ 1,087	14,928	13,441	△ 1,487	-	14,383	-
Current liabilities	2,579	3,020	441	2,920	4,353	1,433	3,051	4,975	1,924	-	5,108	-
Non-current liabilities	7,029	6,506	△ 523	7,302	5,803	△ 1,499	7,349	5,260	△ 2,089	-	4,661	-
Total liabilities	9,608	9,526	△ 82	10,222	10,156	△ 66	10,399	10,235	△ 164	-	9,768	-
Net assets	2,138	1,662	△ 476	3,109	2,089	△ 1,020	4,529	3,206	△ 1,323	-	4,615	-
Total liabilities and net assets	11,746	11,189	△ 557	13,332	12,245	△ 1,087	14,928	13,441	△ 1,487	-	14,383	-
Equity ratio	18.2%	14.6%	△3.6%	23.3%	17.1%	△6.2%	30.3%	23.9%	△6.5%	-	32.1%	-
Borrowings, etc.	5,911	5,369	△ 542	6,321	4,364	△ 1,957	6,356	3,518	△ 2,838	-	2,885	-



Medium-term Business Plan

PROFIT AND LOSS STATEMENT

- ✓ The main reasons for the operating profit decline in FY24.3 were lower occupancy rates in existing businesses due to the leaving of incoming personnel from other industries under COVID-19, higher personnel recruitment costs and delays in improving the occupancy rates of some new large facilities; These factors had largely recovered by March 2024
- ✓ In FY25.3, non-operating profit previously generated by price increases and receipt of subsidies for Corona support will be significantly reduced. Price pass-on is planned, but not foreseen in the plan
- ✓ There is a possibility of an increase in operating income following the revision of remuneration, but this has also not been included into the plan
- ✓ The increase in utility costs is assumed to be +50% compared to FY24.3 results, and has been factored in quite conservatively
- ✓ The rise in foodstuff costs is expected to be offset by a price pass-on, but has been factored in as a buffer of +5% in FY25.3

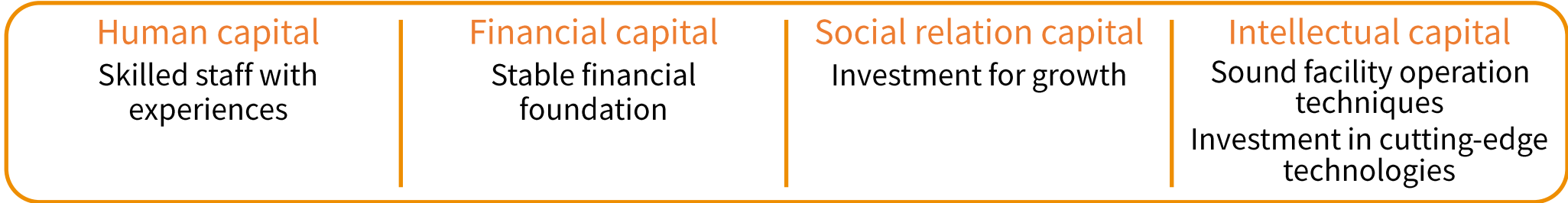
(Millions of yen)

	FY23.3			FY24.3			FY25.3			FY26.3		
	Plan (2022.08)	Act	Difference	Plan (2022.08)	Updated Plan	Difference	Plan (2022.08)	Updated Plan	Difference	Plan (2022.08)	Updated Plan	Difference
Net sales	16,928	16662	△ 266	20,337	18,965	△ 1372	23,871	21,496	△ 2375	-	23,660	-
Operating profit	246	△ 81	△ 327	1,332	503	△ 829	2,037	1,566	△ 471	-	2,041	-
%	1.5%	△ 0	-	6.5%	2.7%	-	8.5%	7.3%	-	-	8.6%	-
Ordinary profit	266	197	△ 69	1,379	461	△ 918	2,032	1,571	△ 461	-	2,034	-
%	1.6%	0	-	6.8%	2.3%	-	8.5%	7.3%	-	-	8.6%	-
Profit before income taxes	266	258	△ 8	1,379	461	△ 918	2,032	1,562	△ 470	-	2,034	-
%	1.6%	0	-	6.8%	2.3%	-	8.5%	7.3%	-	-	8.6%	-
Profit attributable to owners of parent	182	189	7	971	357	△ 614	1,420	1,117	△ 303	-	1,408	-
%	1.1%	0	-	4.8%	1.8%	-	5.9%	5.2%	-	-	6.0%	-



Initiatives on SDGs/ESG

Our Value Creation Process



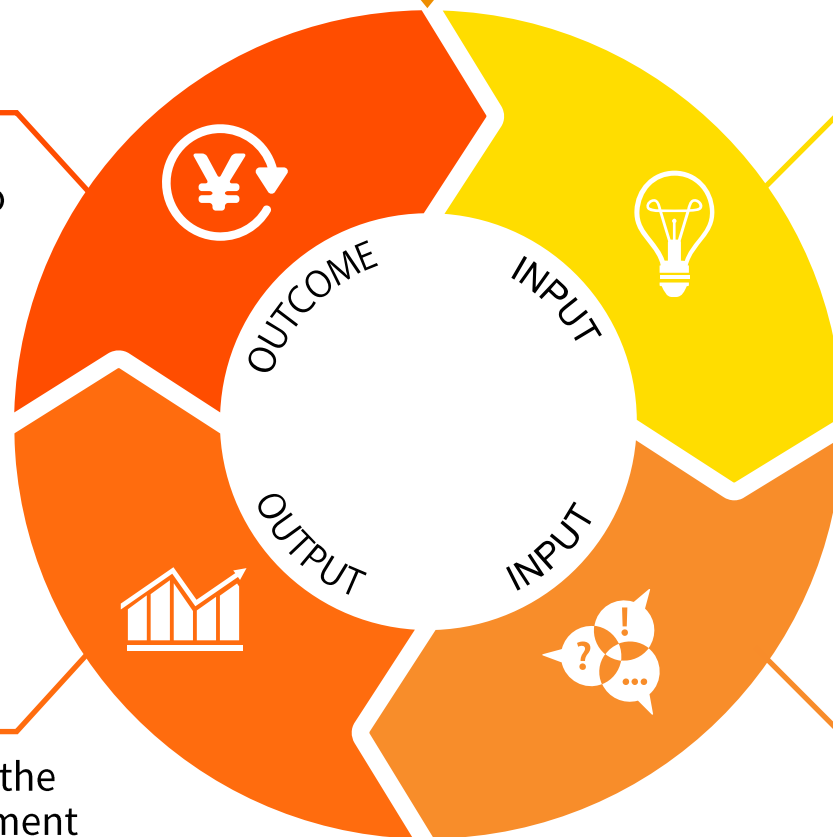
INPUT

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

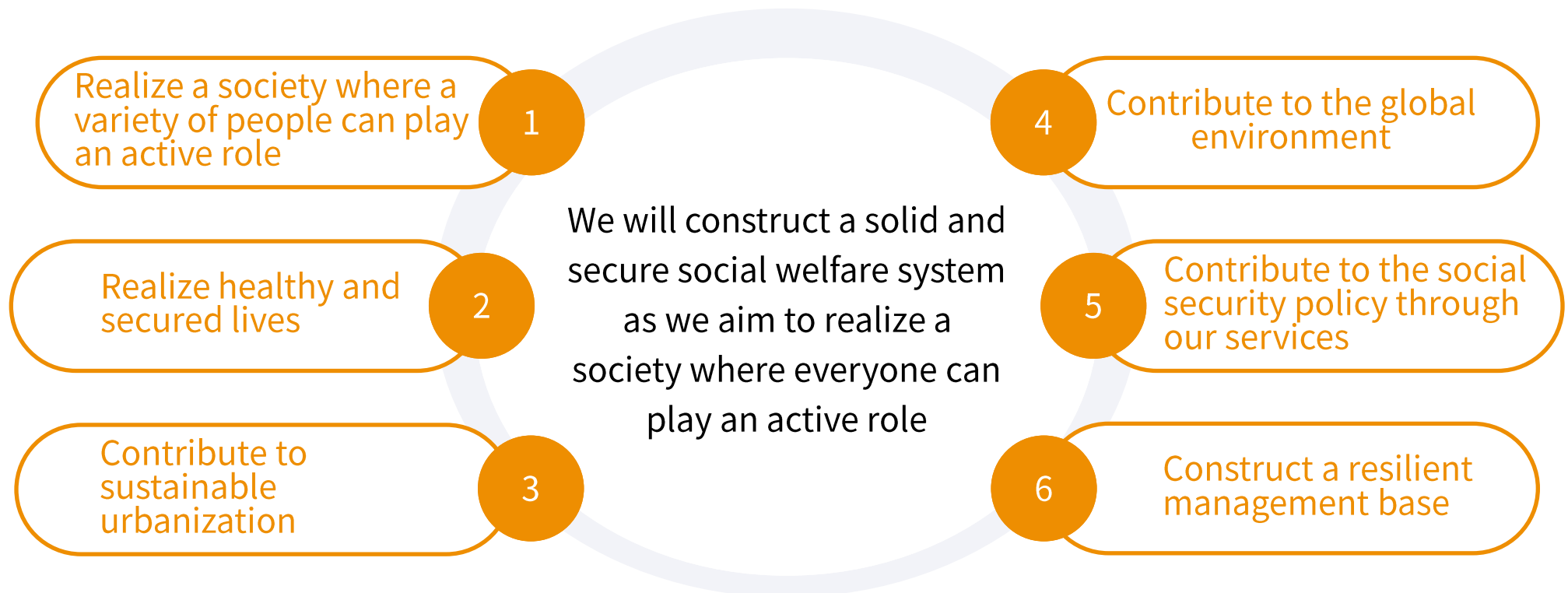
Create services in a sustainable approach to solve issues

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.	
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Officers	CEO Board Director Outside Board Director Outside Board Director Outside Board Director Auditor Outside Auditor Outside Auditor	Hirofumi KANEKO Ryusuke HAYASHI Hiroaki TANAKA, attorney Kenji KAWAE, certified public accountant Yoshiaki HIRAO Mitsuhiro GOTOH, certified public accountant Hidetsugu KATAKURA, attorney 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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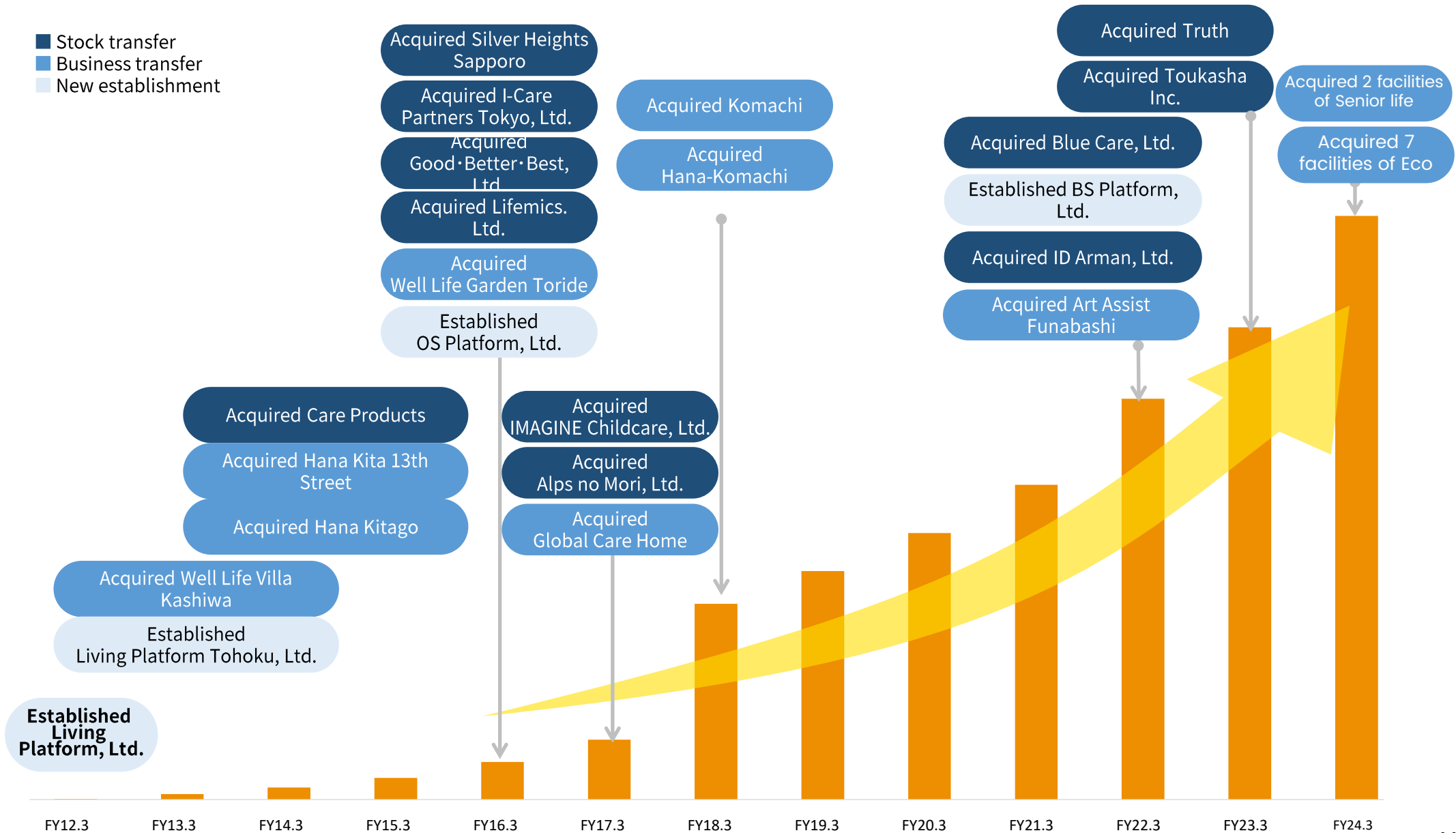
Number of Employees	3,258 (including part-time workers)	
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Group Companies	Silver Heights Sapporo OS Platform Nursery Platform Truth	Living Platform Care Challenge Platform BS Platform Blue Care ID Arman
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(as of July 1, 2024)

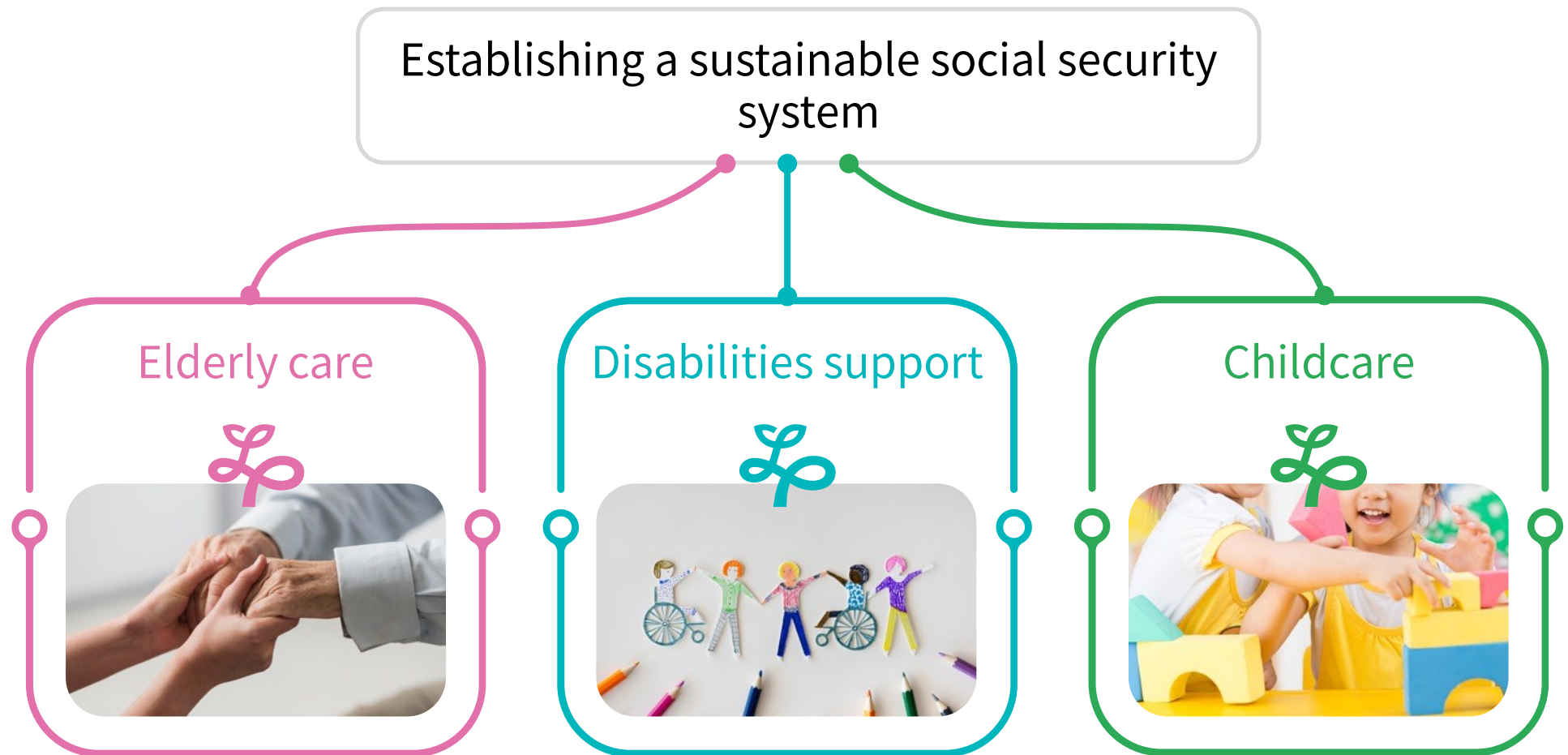
Expansion through Proactive M&As

✓ 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