



Results Briefing Material for the Second Quarter of Fiscal Year Ending March 31, 2024

Nov 14th, 2023

Living Platform, Ltd.
(TSE Growth: 7091)

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Executive Summary

Executive Summary

- ✓ Although the company continued to expand rapidly, opening 12 facilities and acquiring over 7 group homes in Q1-Q2, and 4 facilities in Mar 2023, however the economic recovery and other factors caused the changes in hiring environment and convey a sharp rise in hiring costs and delays in the opening of new facilities
- ✓ Received an unexpected subsidy of 50 mil JPY for new openings (will be paid in Q3-4), but requiring all payment in cash for the associate costs originally planned over 5-6 years
- ✓ Utilities costs which were conservatively calculated in the forecast, were significantly reduced compared to the plan due to subsidies
- ✓ Blue Care, Inc., one of our biggest concerns, is improving faster than expected and is assumed to reach the expected occupancy rate and operating profit at the end of Q3
- ✓ As for the disabilities' support, the current bottom line is at difficult situation, but we believe that our recognition in the business structure and the potential size of the market is correct, and continue to make upfront investments.
- ✓ Utilities costs are reduced by subsidies, but the soaring of utilities cost is one of the biggest management issue and the company plans to install solar panels onto some owned facilities to avoid future risk
- ✓ The cost of hiring personnel rose sharply to strengthen the DX and head office structure, but we anticipate to incur a certain level of hiring expenses in the future as we continue to promote structural reforms and build a structure which can withstand sales of 30 - 50 billion yen
- ✓ The businesses at 40% of the facilities are yet to be stabilized, but with the exception of some facilities, newly opened ones have generally been moving in smoothly, and operating income remained positive after deducting non-deductible consumption tax. As the company has set next fiscal year as one of its financial targets, focusing to renew and establish operational and organizational structures toward the end of the fiscal year
- ✓ Ongoing efforts to promote new REIT business and elderly care facilities for specific diseases



Consolidated Financial Results for Q2 of FY23.3 (Cumulative)

Item	Q1	Q2	Q3	Q4	YTD
Revenue	218	228	238	248	932
Operating Profit	15	18	22	25	80
Net Profit	10	12	15	18	55
EPS	0.10	0.12	0.15	0.18	0.55
Dividend	0.05	0.05	0.05	0.05	0.20
Share Repurchase	0	0	0	0	0
Other Income	0	0	0	0	0
Net Income	10	12	15	18	55



Highlights of Consolidated Financial Results

Net Sales

QoQ **+20.8%**

Business expansion and M&A in 1-2Q have been progressing well

Operating Profit

30mil JPY

Incurred 90mil JPY of consumables for new facilities, which will be recovered through subsidies after 3Q

Blue Care turned profitable

vs plan **+64.5%**

Turning profitable as expected

Raise charges

Utilities costs **97%**

Food costs **82%**

Completed at the above rate for the owned facilities

Utilities Costs

-110mil JPY

Subsidies since Feb 2023 have led to lower levels than anticipated

Hiring costs

QoQ **+30.3**mil JPY

Increased hiring costs due to active recruitment for new openings and foreign workers

Summary of Consolidated Financial Results

Operations

Establish a system to reduce impact of COVID-19 Measures against soaring energy and food prices

Impact of COVID-19

- Since the transition to Level 5 on May 8th, there haven't been significant abrupt changes in the response of health authorities and medical institutions. However, there is a decreasing trend in the number of infections and cluster outbreaks

Measures against the hike of utilities costs

- Electricity prices have been increased since Apr (for high voltage)/Jun (for low voltage), but the actual utilities cost in 1Q is lower than anticipated because of subsidies. In case if there will be price increase, we consider to raise charges again
- Install solar panels onto a part of owned facilities to weaken the effect of electricity price

Finance

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

Continued policy to improve equity ratio

- In 1Q, the increase in fixed assets due to new facility development and business succession is being offset by a decrease in cash resulting from the execution of the business succession
- Going forward, we expect the equity ratio to continue to improve through the accumulation of profits, and at this point, we are not considering 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

- continuing to improve the quality of internal education and expand our educational base
- The acceptance of specific skilled foreign workers is proceeding smoothly

Improving the efficiency of back office

- Continuing DX efforts and plan to complete the first phase by the end of FY24.3
- Establish Information System team for the effective data management for recruitment, business management and retail promotion

Strengthening and institutionalization of internal controls

- Continuing to promote the expansion of personnel and strengthening of the system, institutionalization of the control system, and review of the entire company's business flow, in preparation for internal control audits
- Initiatives for precise and effective audit process through DX

Compliance/Governance

Reinforce and instilled internal control



Overview of Consolidated Balance Sheets for the Full Year of FY23.3 (Cumulative)

- ✓ Following the acquisition of 7 group homes in Fukushima in 1Q, cash decreased and goodwill of 410 mil yen was recognized
- ✓ Land and buildings are increased due to new development in 2Q

(Millions of yen)

	FY23.3 ACT	FY24.3 FCT	FY23.3 2Q ACT	Difference from FY23.3 ACT
Current assets	4,413	4,351	3,655	-758
(Cash and deposits)	1,882	3,006	1,083	-799
Non-current assets	6,989	7,139	8,066	1,077
(Land and buildings, etc.)	3,585	2,780	4,361	776
Total assets	11,402	11,746	11,722	319
Current liabilities	3,989	2,579	3,417	-573
Non-current liabilities	5,941	7,029	6,770	829
Total liabilities	9,930	9,608	10,188	257
Net assets	1,471	2,138	1,533	61
Total liabilities and net assets	11,402	11,746	11,722	319
Equity ratio	12.7%	18.2%	13.0%	0.3%
Borrowings, etc. (long-term & short-term)	6,337	5,911	6,172	-165

Overview of Consolidated Statements of Income

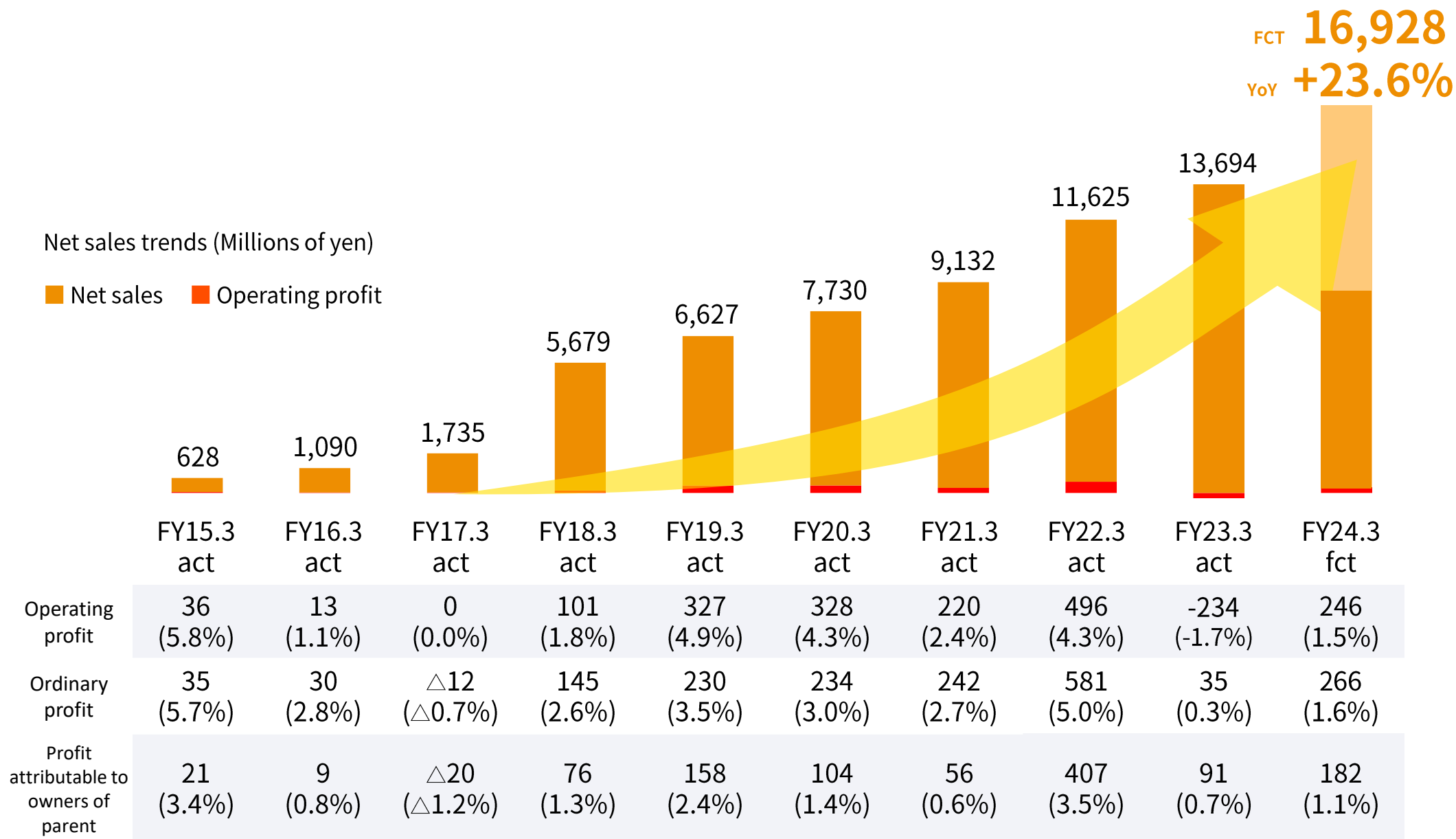
- ✓ Profit-reducing factors are being alleviated due to the transition of COVID-19 towards Level 5, improved performance of Blue Care, slowing down in soaring utilities costs, and raising charges to users. Progress is in line with our anticipation.
- ✓ Received an unexpected subsidy of 50 mil JPY for new openings (will be paid in Q4), but requiring all payment in cash for the associate costs originally planned over 5-6 years
- ✓ The above two factors offset the decrease in electricity costs, but the forecast remains unchanged
- ✓ Since FY23.3 4Q, non-deductible consumption tax has been included within SGA expenses, but excluding the impact of this change, YoY ordinary profit increased **76.4%**
- ✓ Profitability is expected to improve in H2 with improvement of occupancy rate and subsidies

(Millions of yen)

	FY23.3 2Q ACT	FY24.3 Full Year FCT	FY23.3 2Q ACT	FY24.3 YTD (Apr - Sep)	Progress
Net sales	3,378	16,928	4,152	8,111	47.9%
Operating profit	60	246	5	30	12.2%
%	1.8%	1.5%	0.1%	0.4%	
Non-deductible consumption tax	69	-			
Ordinary profit	4	266	38	105	39.5%
%	0.1%	1.6%	0.9%	1.3%	
Profit before income taxes	5	266	38	133	50.0%
%	0.1%	1.6%	0.9%	1.6%	
Profit attributable to owners of parent	9	182	27	79	43.4%
%	0.3%	1.1%	0.6%	1.0%	



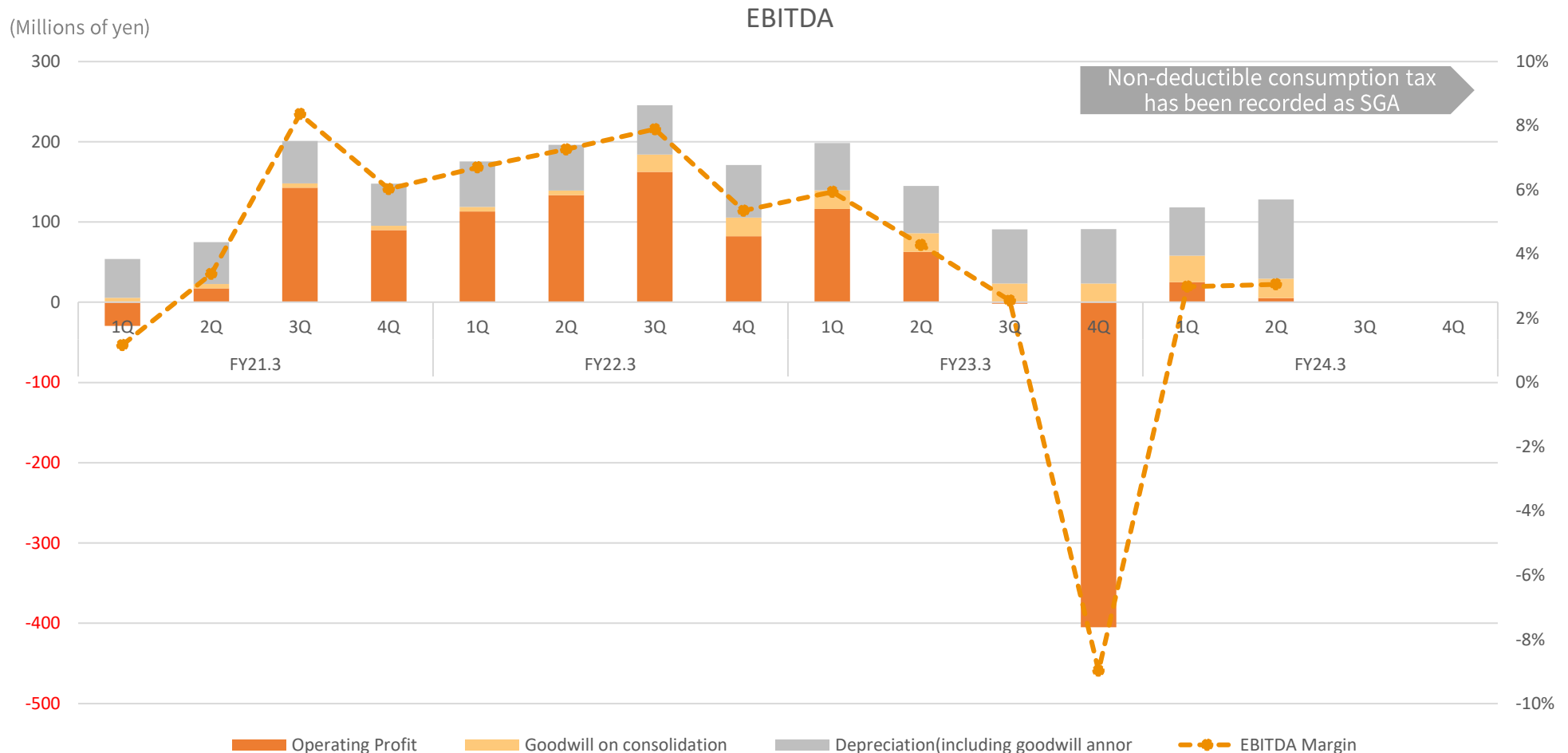
Trends in Net Sales, Operating Profit, Ordinary Profit, Profit Before Income Taxes and Profit



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

Quarterly Trends of EBITDA

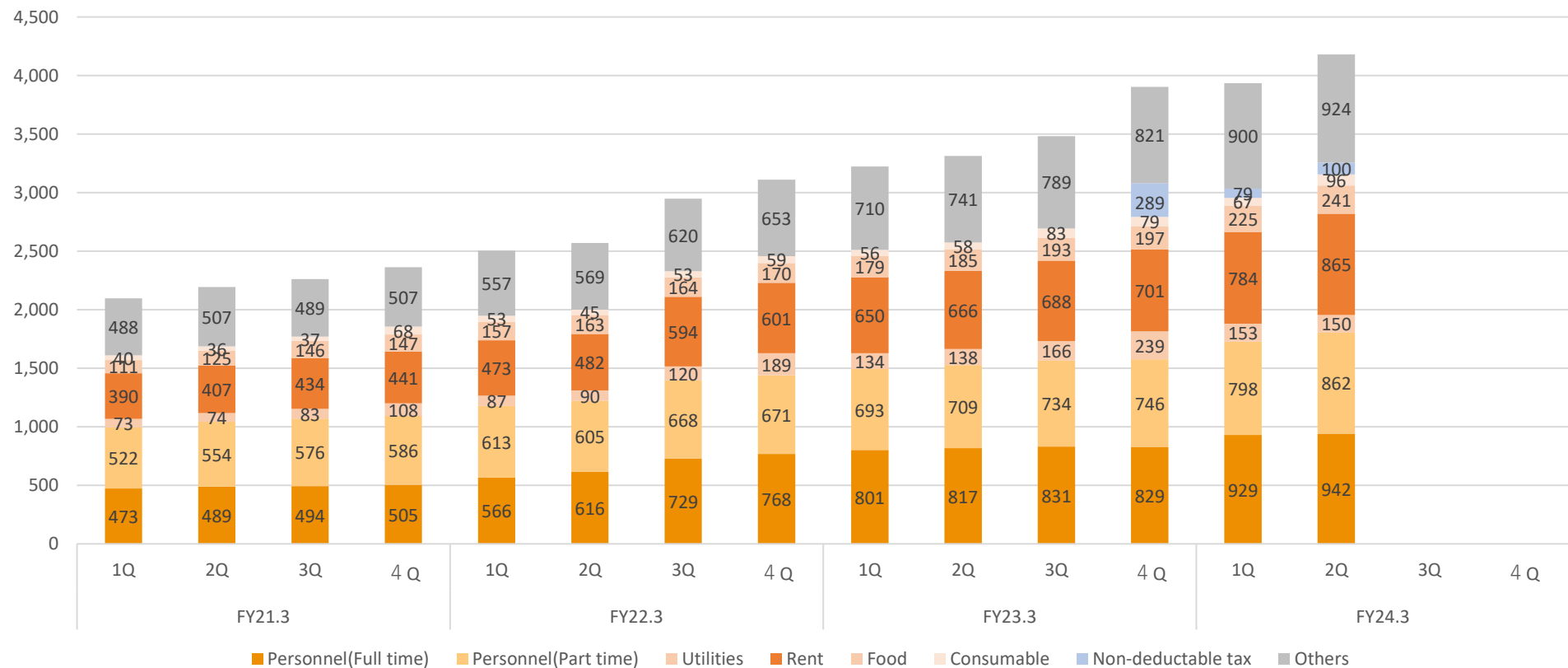
- ✓ Due to the change in accounting treatment of non-deductible consumption tax, which was previously recorded as non-operating expenses but has changed to be recorded as selling and administrative expenses since 4Q FY23.3, the operating profit appears to have decreased. However, this change has not affected the growth trajectory of the business
- ✓ Received an unexpected subsidy of 50 mil JPY for new openings, but requiring all payment in cash for the associate costs originally planned over 5-6 years, which made pressure on the operating profit in 2Q



Breakdown of Cost of Sales and SGA

- ✓ Personnel expenses were increased due to newly opened and acquired facilities in Q1-Q2
- ✓ Food costs have been continuously soared, however will be recovered by increasing charges to users within the fiscal year
- ✓ Utilities costs are in stable due to subsidies, but preparing to install solar panels onto owned facilities to avoid future risks
- ✓ Hiring cost for back office (mainly for DX) is increasing, and it is assumed to keep a certain level within the fiscal year
- ✓ Hiring costs including agency margin and advertising cost were increased due to new openings

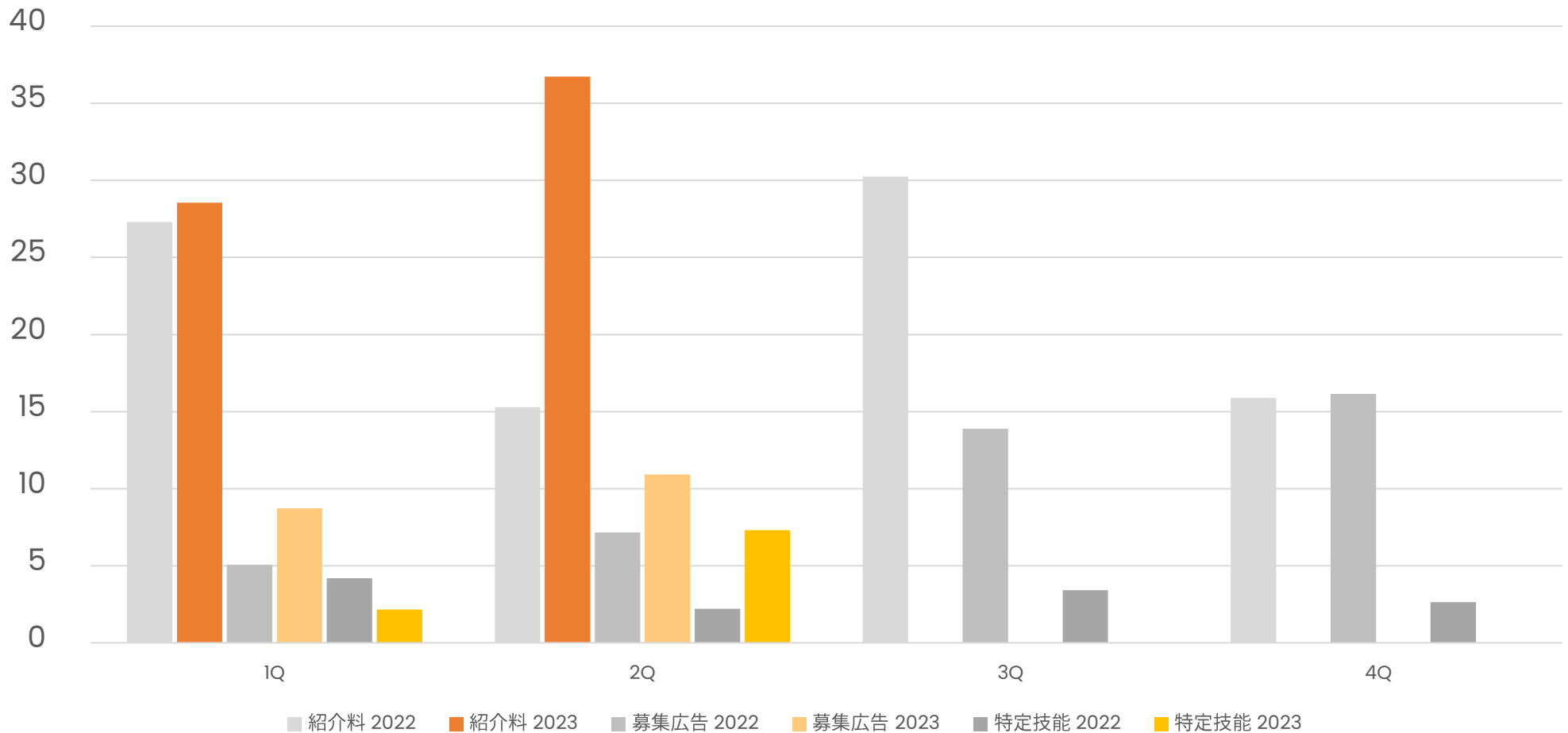
(millions of yen)



Hiring Costs

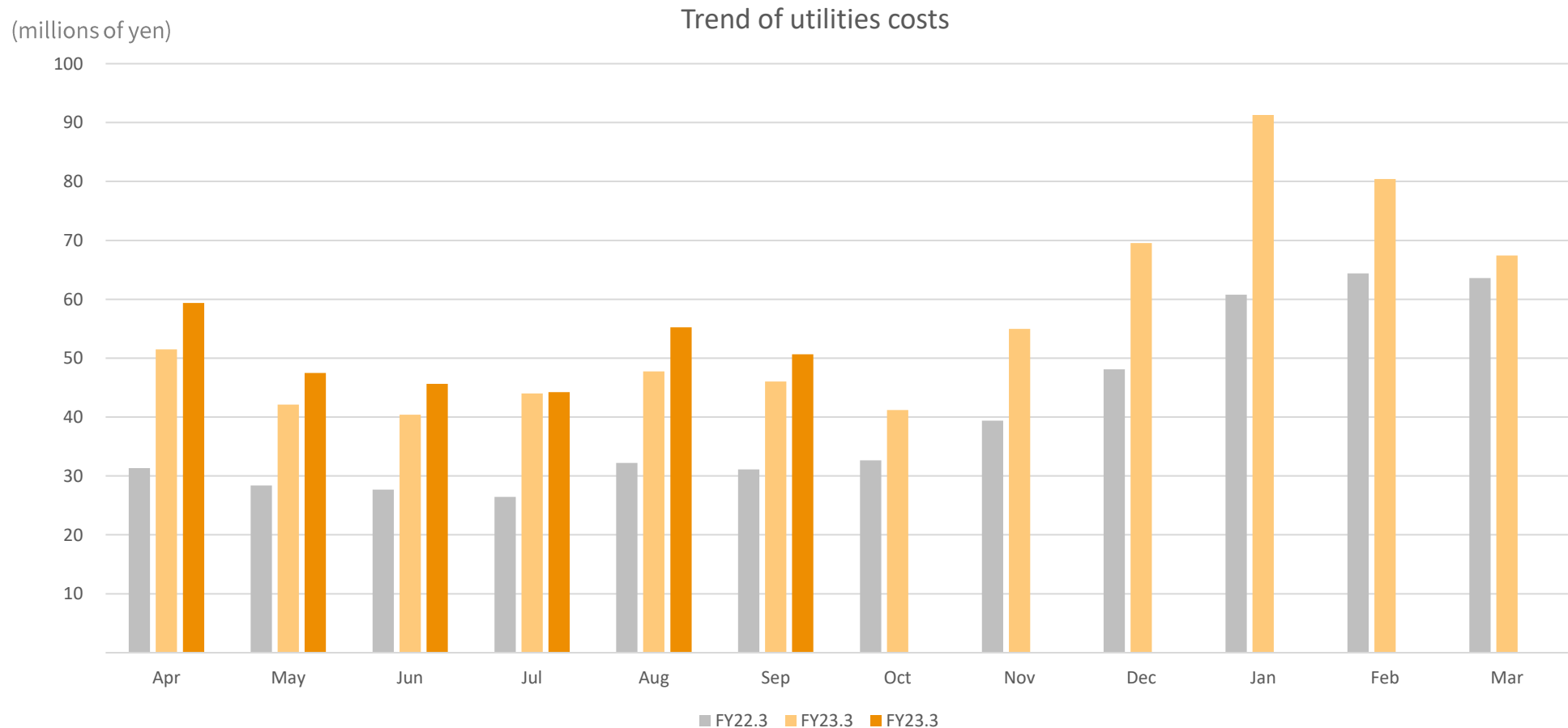
- ✓ Hiring costs were increased due to active new openings, but will be decreased in H2
- ✓ In 2Q, incurred initial costs for accepting specific skilled foreign workers, but regards these expenses as an upfront investment for their future integration

(millions of yen)



Utilities Costs

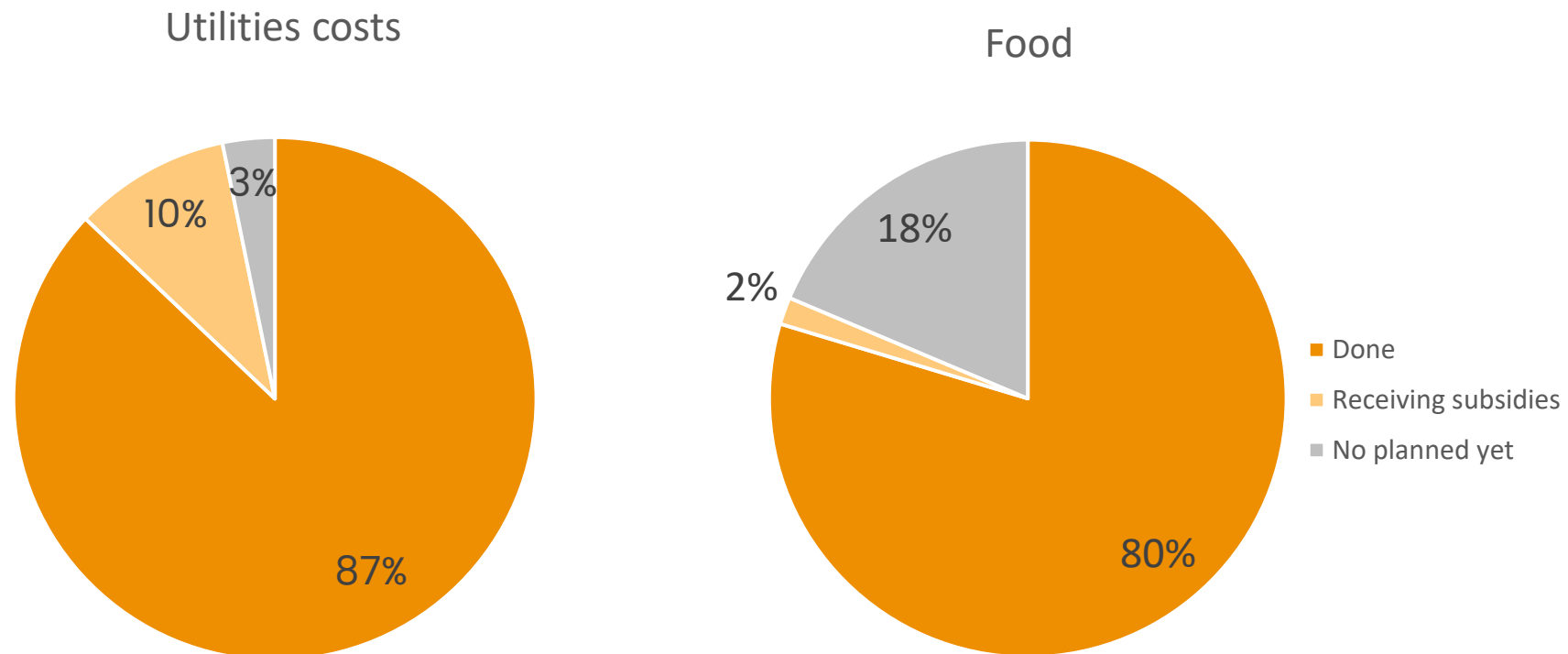
- ✓ Although the budget projected a hike in utilities costs at the same rate as last year, subsidies from Feb 2023 onward slowed the rate of price increase, resulting in a difference of approximately **-110 million JPY** from the budget for H1
- ✓ Price pass-through due to raising charges to users has been mostly completed excluding new openings and facilities under receiving subsidies
- ✓ In the event of further price soaring in the future, we will proceed with price pass-on again



Raising Charges

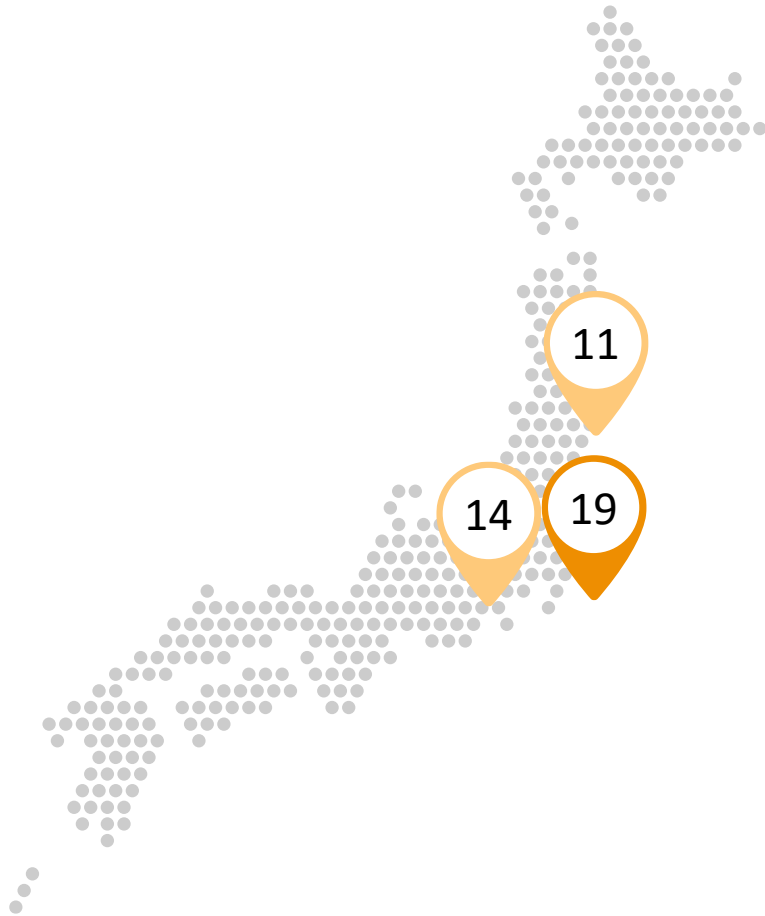
- ✓ Since it was not approved to raise charge during receiving subsidies, started to increase charges to users after Apr 2023
- ✓ Raising charges are 1,000 – 3,000 yen/month for utilities cost, 680 – 3,000 yen/month for additional electric cost for winter, and 1,500 yen/month for food.
- ✓ Additional soaring for electricity price after Apr 2023 is already announced, and we will also increase the charge in line with that, which is not included in the current business plan
- ✓ Due to continuous soaring in food costs, plan to raise charge in future again

Rate of implementation of raising charges



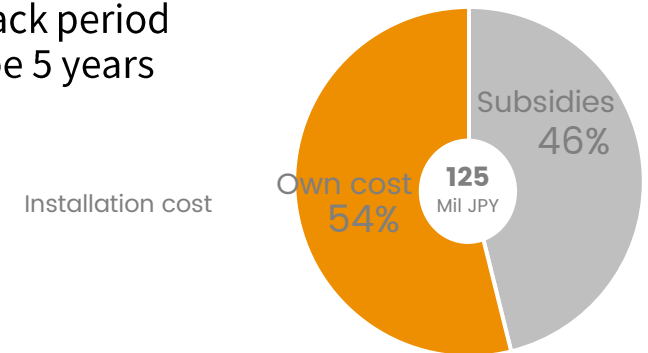
As of Nov 1, 2023

Installation of Solar Panels



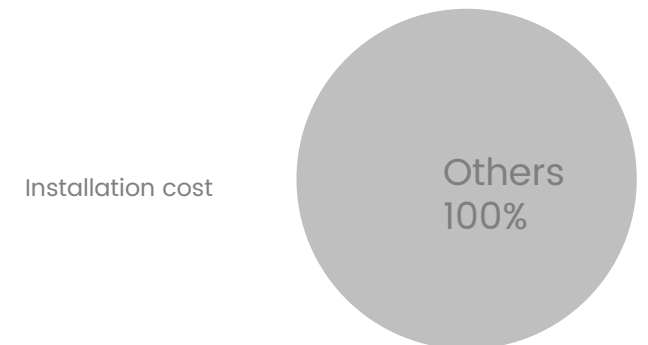
Installation in owned facilities

- ✓ Install at 19 elderly care facilities in metropolitan area. Projected to be implemented by June 2023 (EPC)
- ✓ Project annual decreasing of electricity cost at 13.4 mil JPY
- ✓ Investment payback period is expected to be 5 years



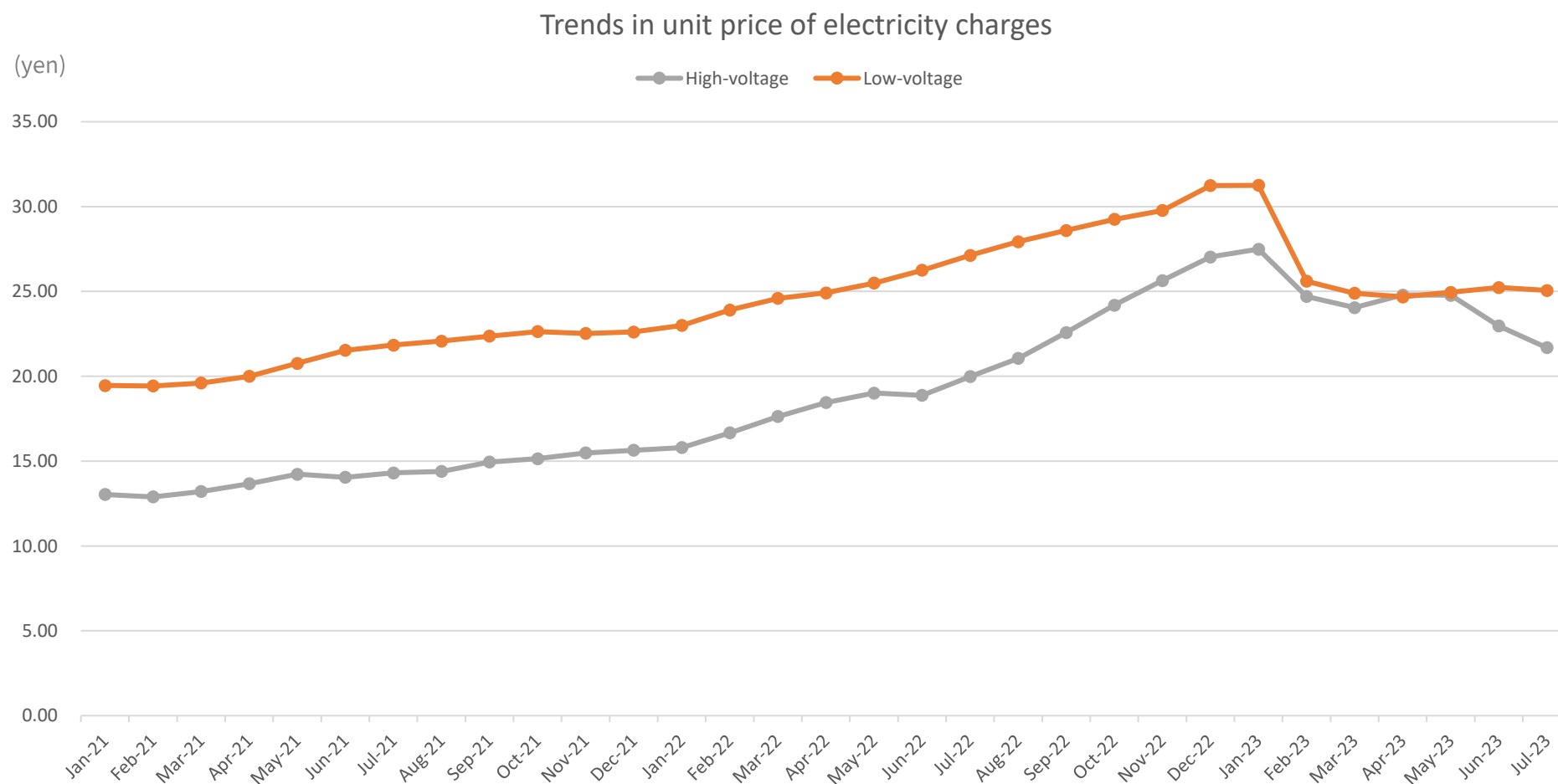
Provided by others' installation

- ✓ Purchasing electricity generated by third parties' solar panels (PPA)
- ✓ Project annual decreasing of electricity cost at 3.0 mil JPY



Soaring Electricity Charges

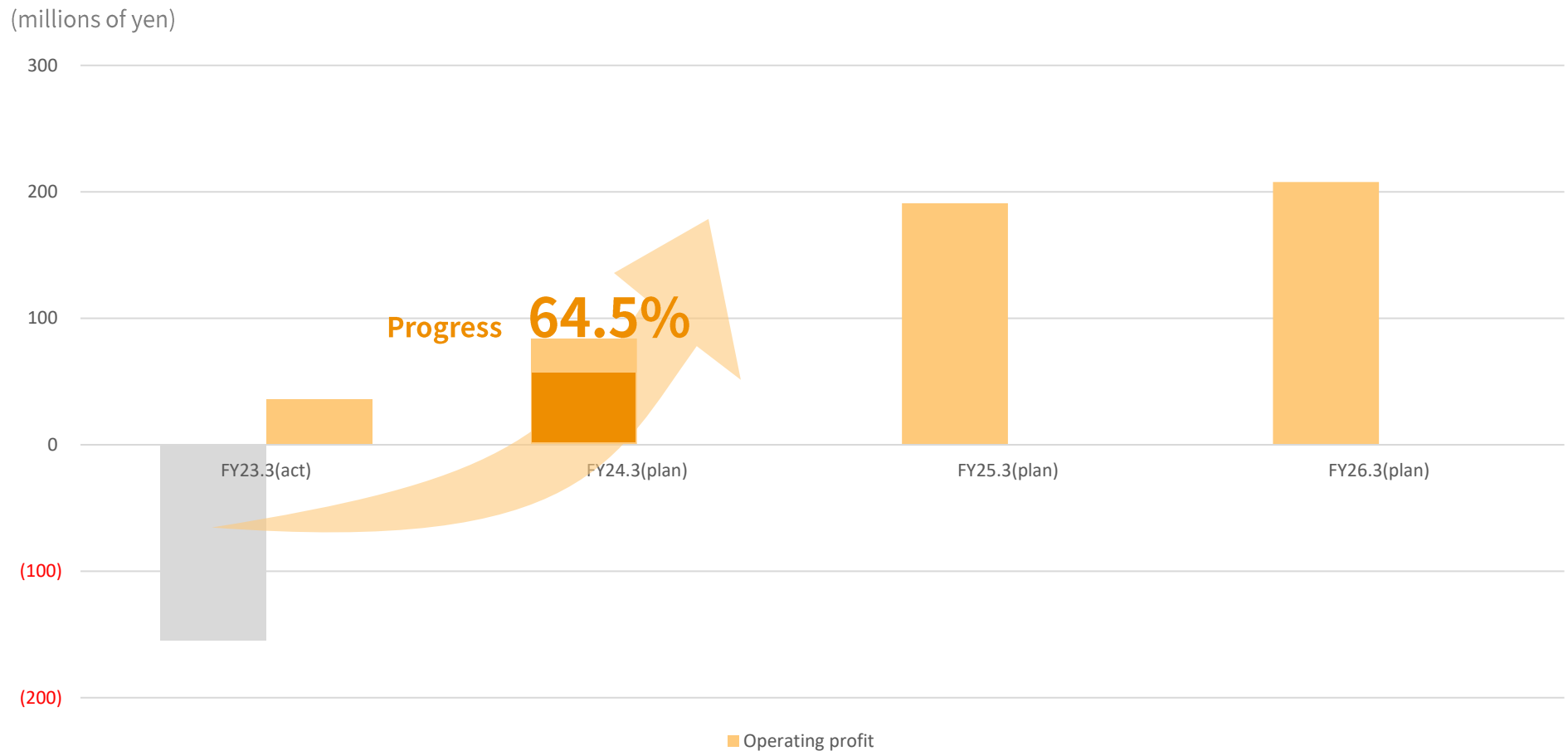
- ✓ After Feb 2023, the unit price has been decreased due to subsidies, but the unit price of high-voltage power charges used at large facilities shows a significantly higher rate of increase
- ✓ Both low-voltage and high-voltage power services are utilized at the facilities owned by the Company



Source: Electricity and Gas Market Surveillance Commission
The rate of increase has been calculated using 3-month moving average

Increasing in ordinary profit of Blue Care, Ltd.

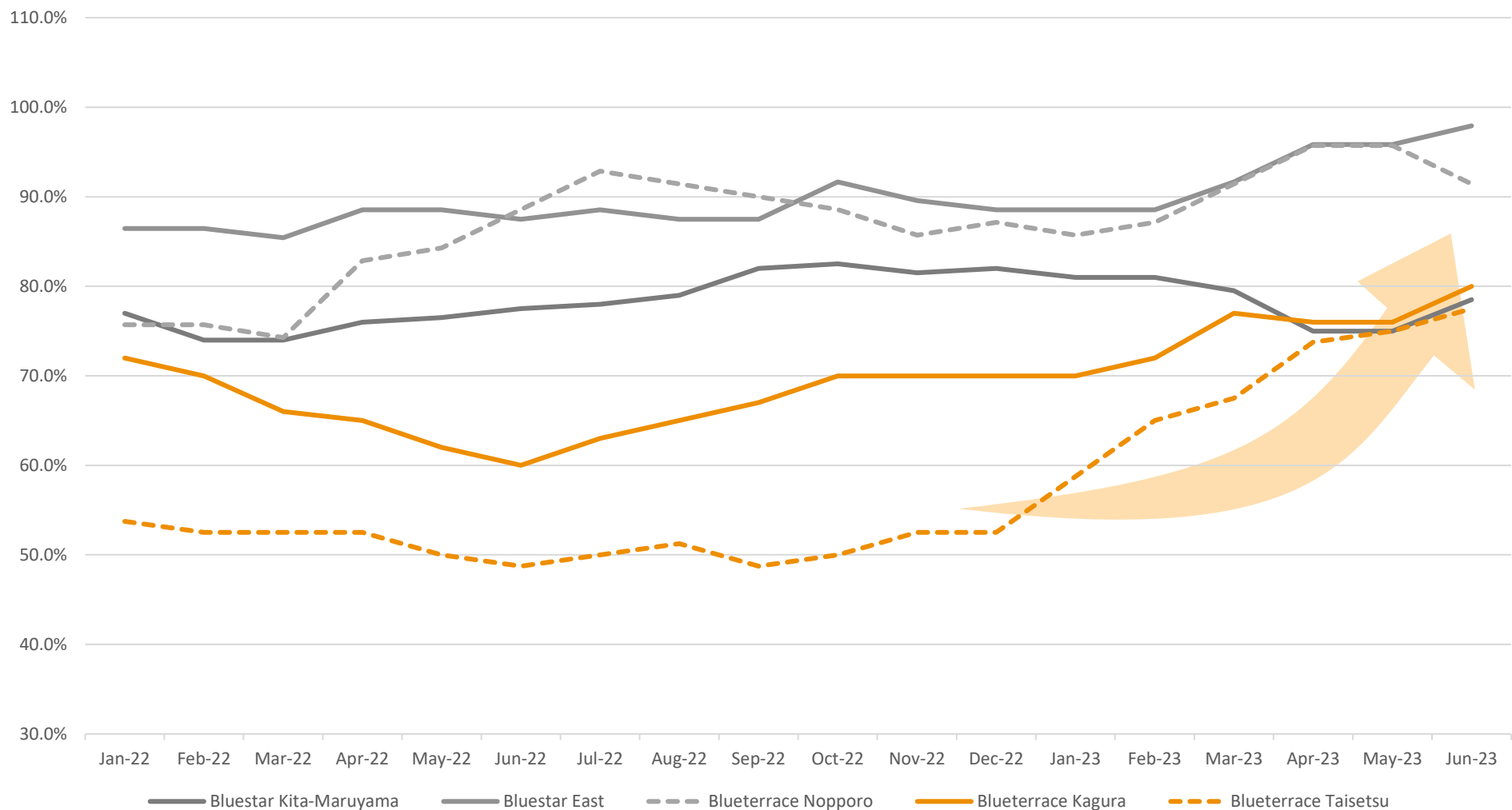
- ✓ The occupancy rate has been improving rapidly, recovering faster than planned for the current term. Already achieved 64.5% of this year's plan as of the end of Q2
- ✓ Expect to exceed 90% of occupancy rate by the end of Q3



Improvement of Occupancy Rate of Blue Care, Ltd.

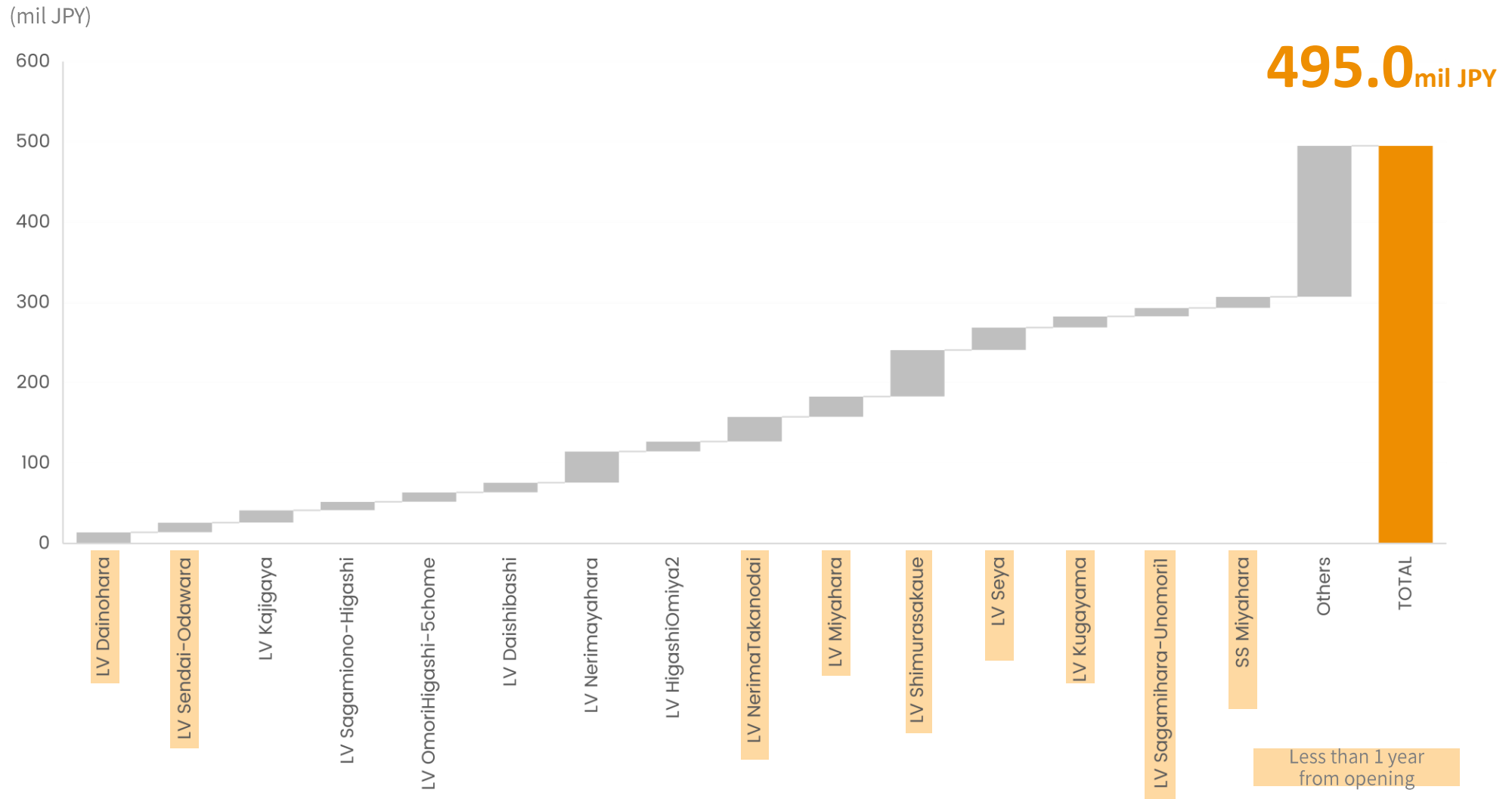
- ✓ Improving in Blue Terrace Kagura and Blue Terrace Taisetsu contributed to raise the operating profit
- ✓ Expect to exceed 90% of occupancy rate by the end of Q3

Trends in occupancy rate



Potential Operating Profit (Quarterly)

We may even achieve earnings of approx. 495.0 million yen on a quarterly basis, as the occupancy rate of newly opened facilities is expected to improve, among other positive factors





Review of Operations

Summary of Business in Q2

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

- Development of 2 residential care facility and 2 group homes were completed in Q2
- Confirmed to open facilities after Q3 to achieve the business plan
- Continuously proceeding M&A
- Planning the residential care facility for specific disease

Disabilities support

Create places for living

Promote development of group homes as top priority

- QoQ net sales increased by 46.5%
- Development of 3 group homes were completed in Q2
- Plan to open 3 facilities in Q4, meet the annual plan

Childcare

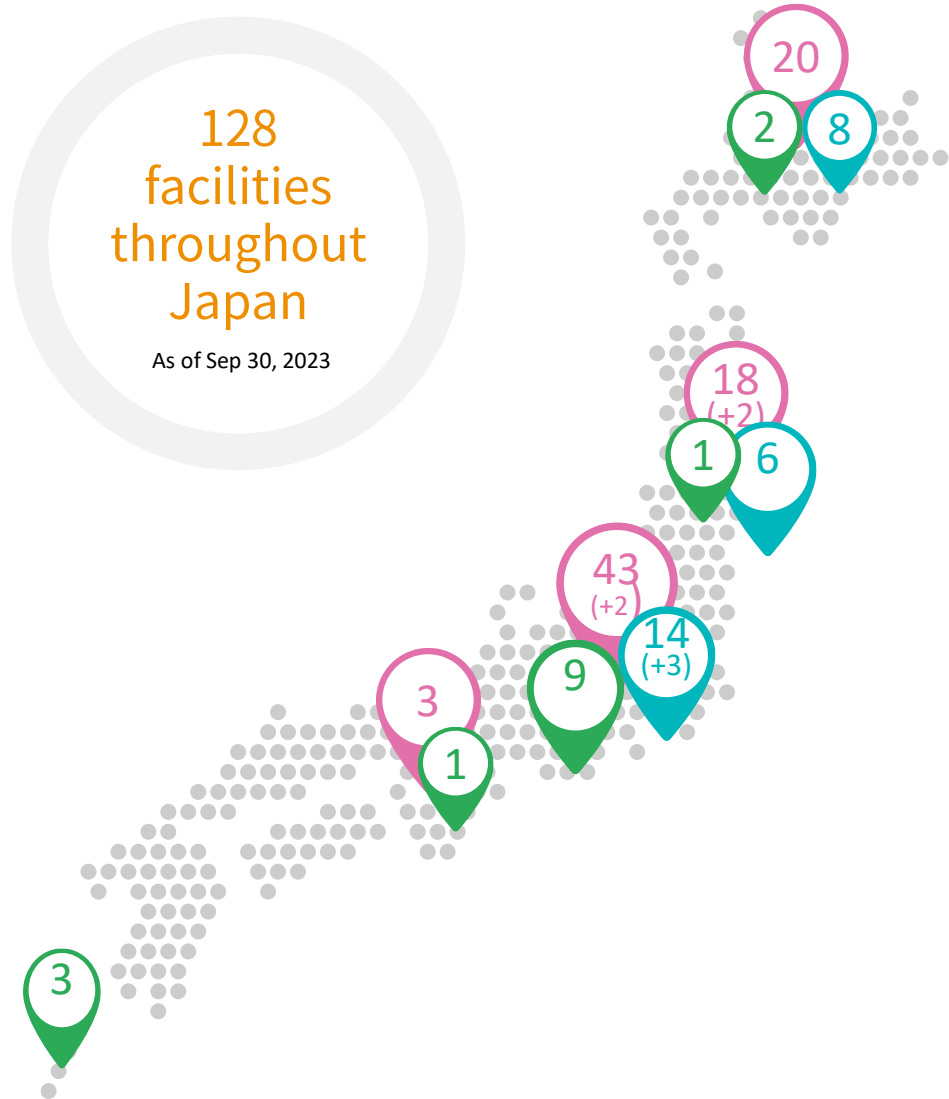
Promote establishment of approved childcare facilities

Focus on operations in selected area of high demand

- Occupancy rate has been improved
- 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 June 2023
(Figures in parentheses indicate the increase in 2Q)



Elderly care

Residential care facilities, etc.	39 (+2)
Group homes	45 (+2)

Disabilities support

Type B working support facilities	9 (0)
Group homes	19 (+3)

Childcare

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



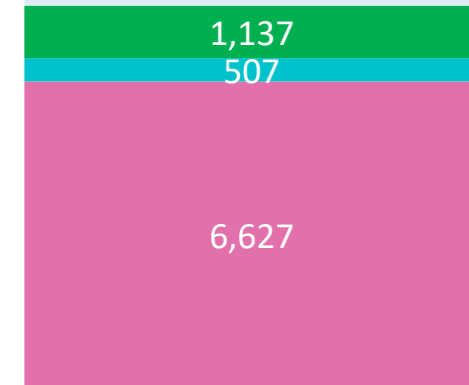
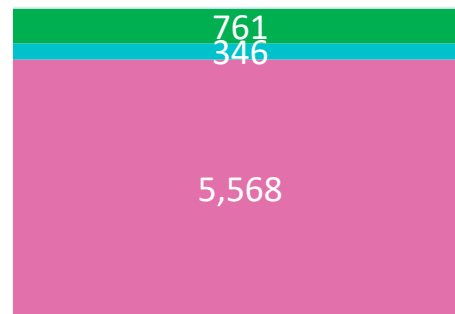
Trends in Net Sales by Business Domain

■ Elderly Care ■ Disabilities Support ■ Chidlcare ■ Others

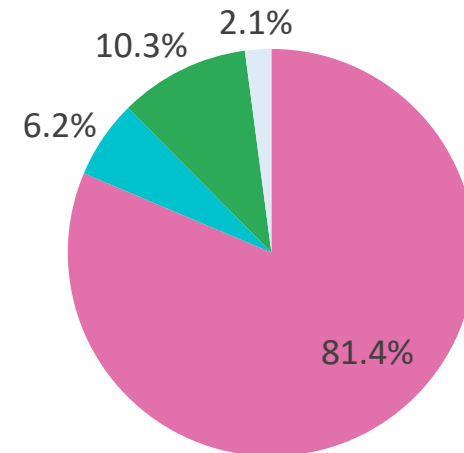
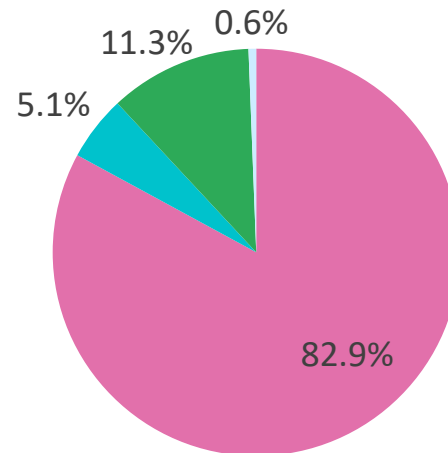
FY23.3 2Q

FY24.3 2Q

Net Sales
(millions of Yen)



Composition
ratio

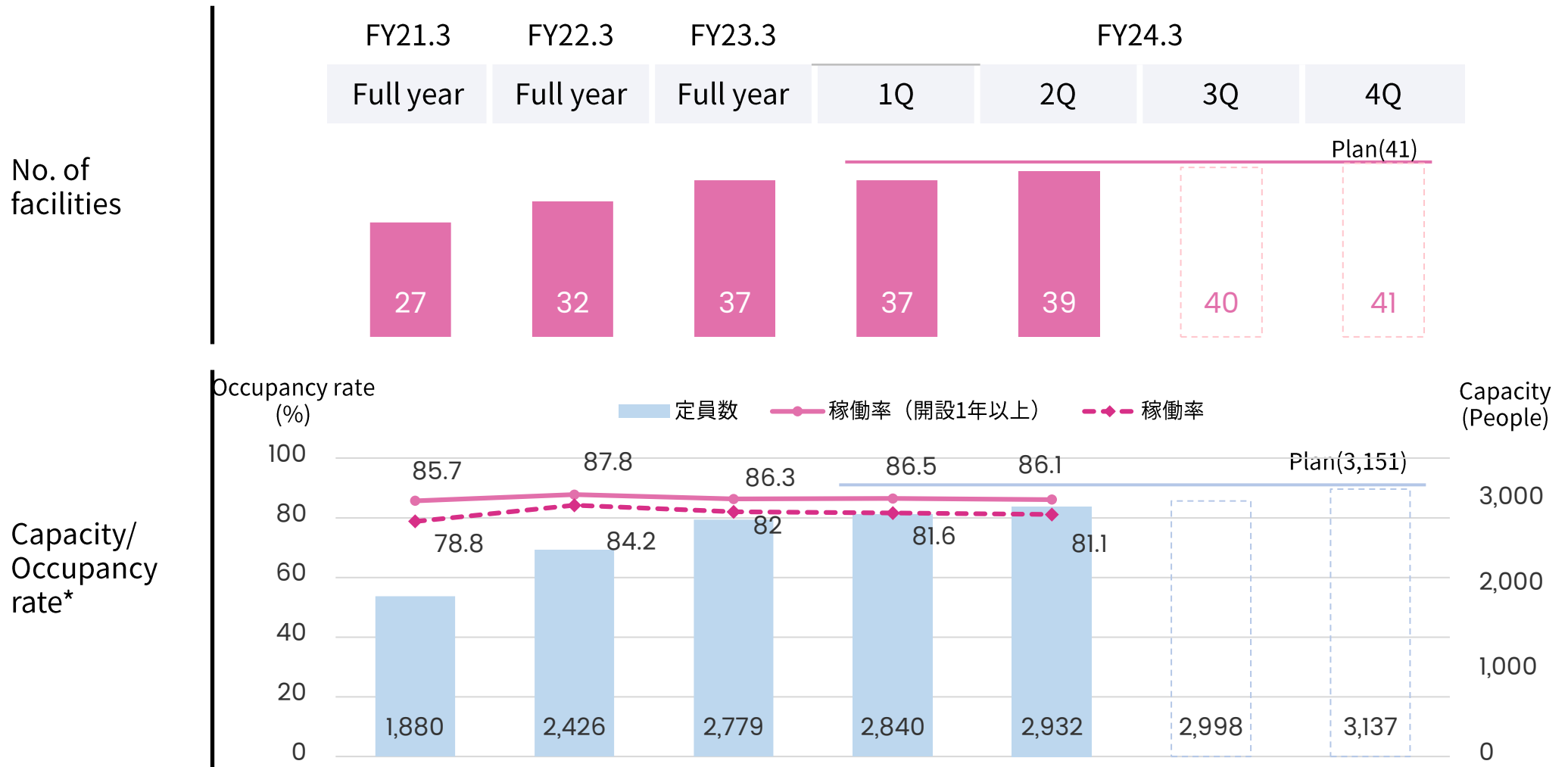




Number of Facilities, Their Capacity and Occupancy Rate

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



*Figures for after 2Q are confirmed number of development (as of Aug 1, 2023)

*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.)

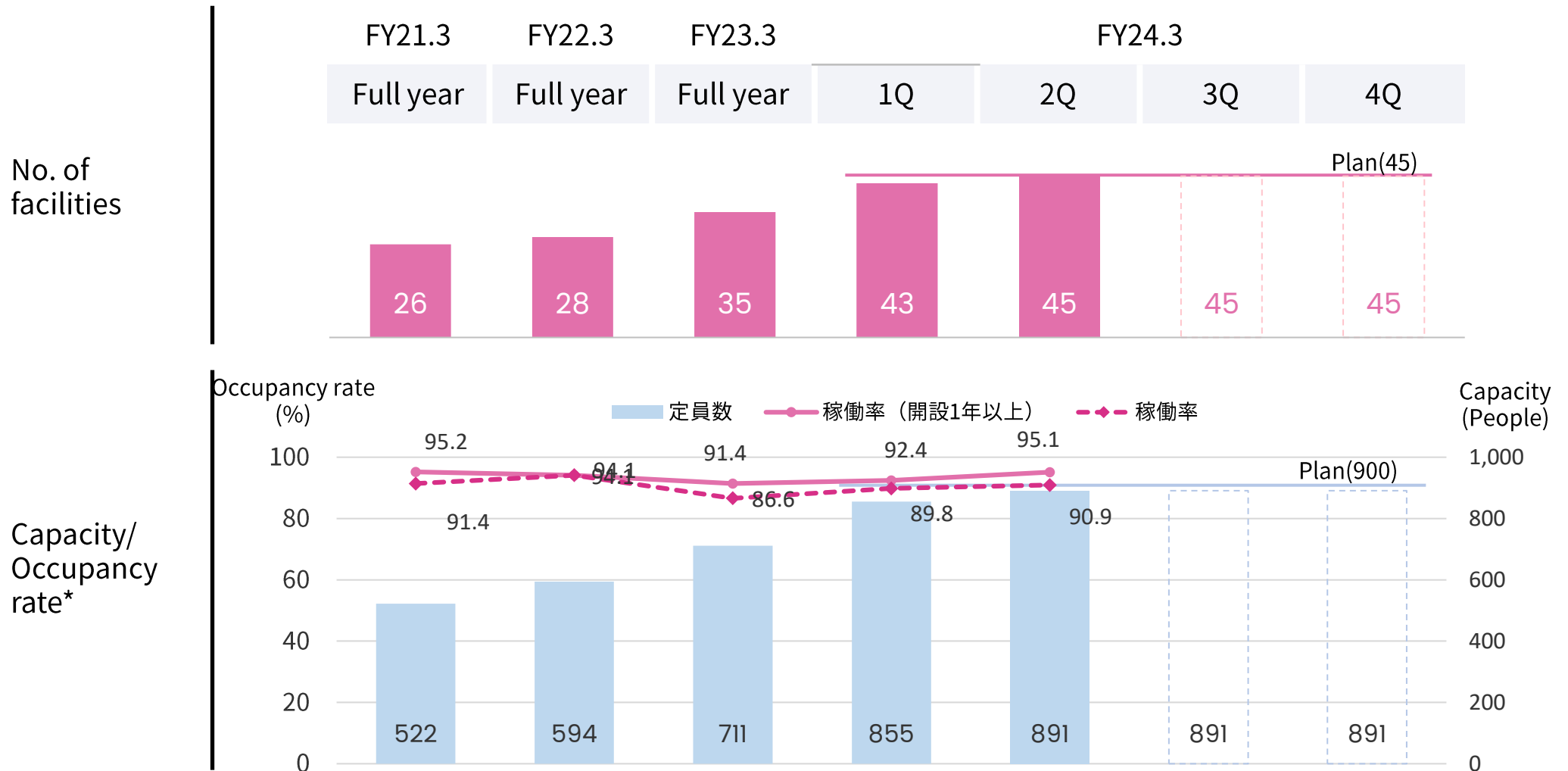
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



Number of Facilities, Their Capacity and Occupancy Rate

Elderly care: Group homes

- ✓ Number of facilities are increased due to newly opened facilities and M&A
- ✓ Occupancy rates including new facilities opened within 1 year are going robust



*Figures for after 2Q are confirmed number of development (as of Aug 1, 2023)

*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.)

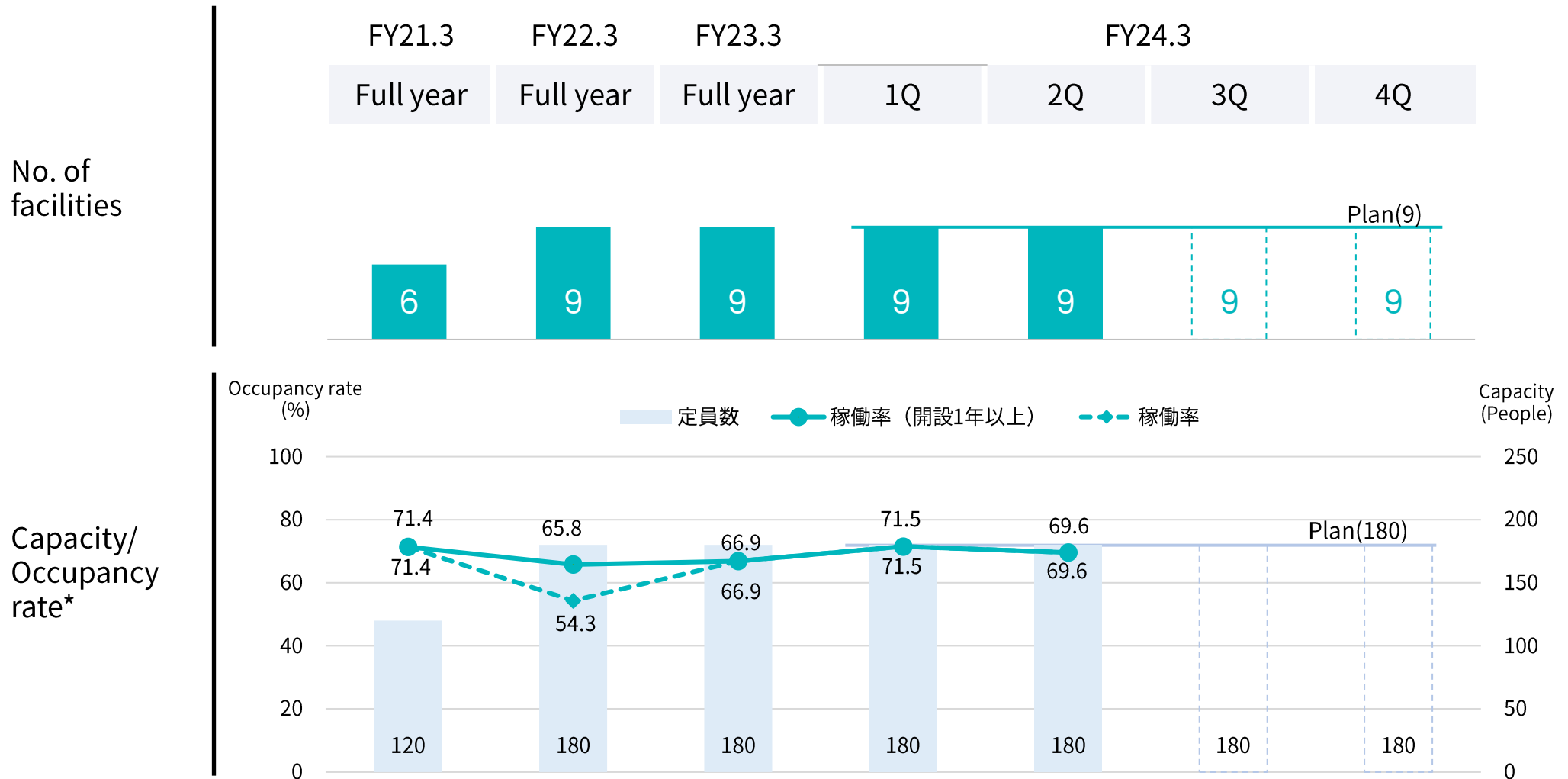
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



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



*Figures for after 2Q are confirmed number of development (as of Aug 1, 2023)

*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.)

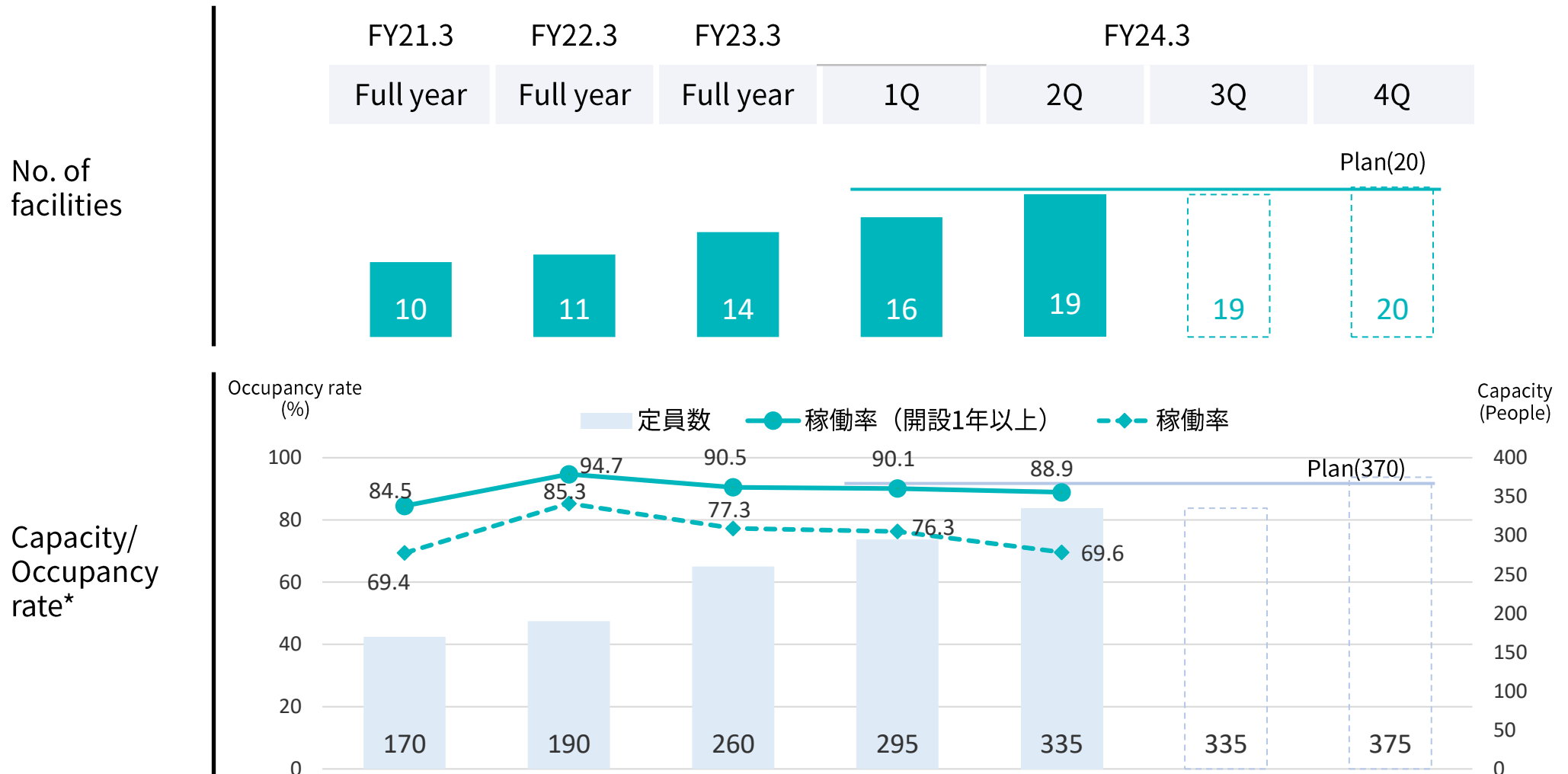
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



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



*Figures for after 2Q are confirmed number of development (as of Aug 1, 2023)

*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.)

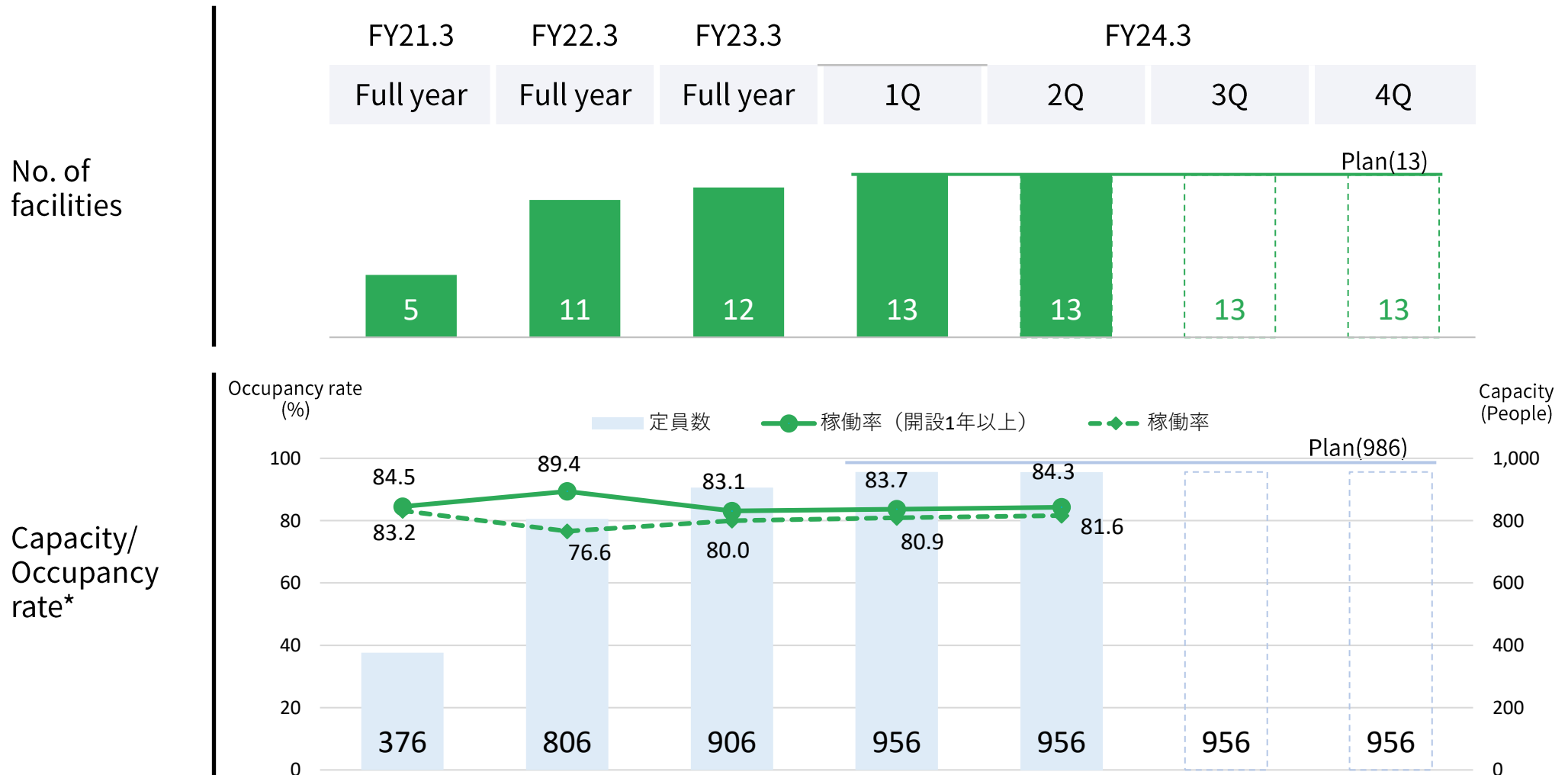
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



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



*Figures for after 2Q are confirmed number of development (as of Aug 1, 2023)

*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.)

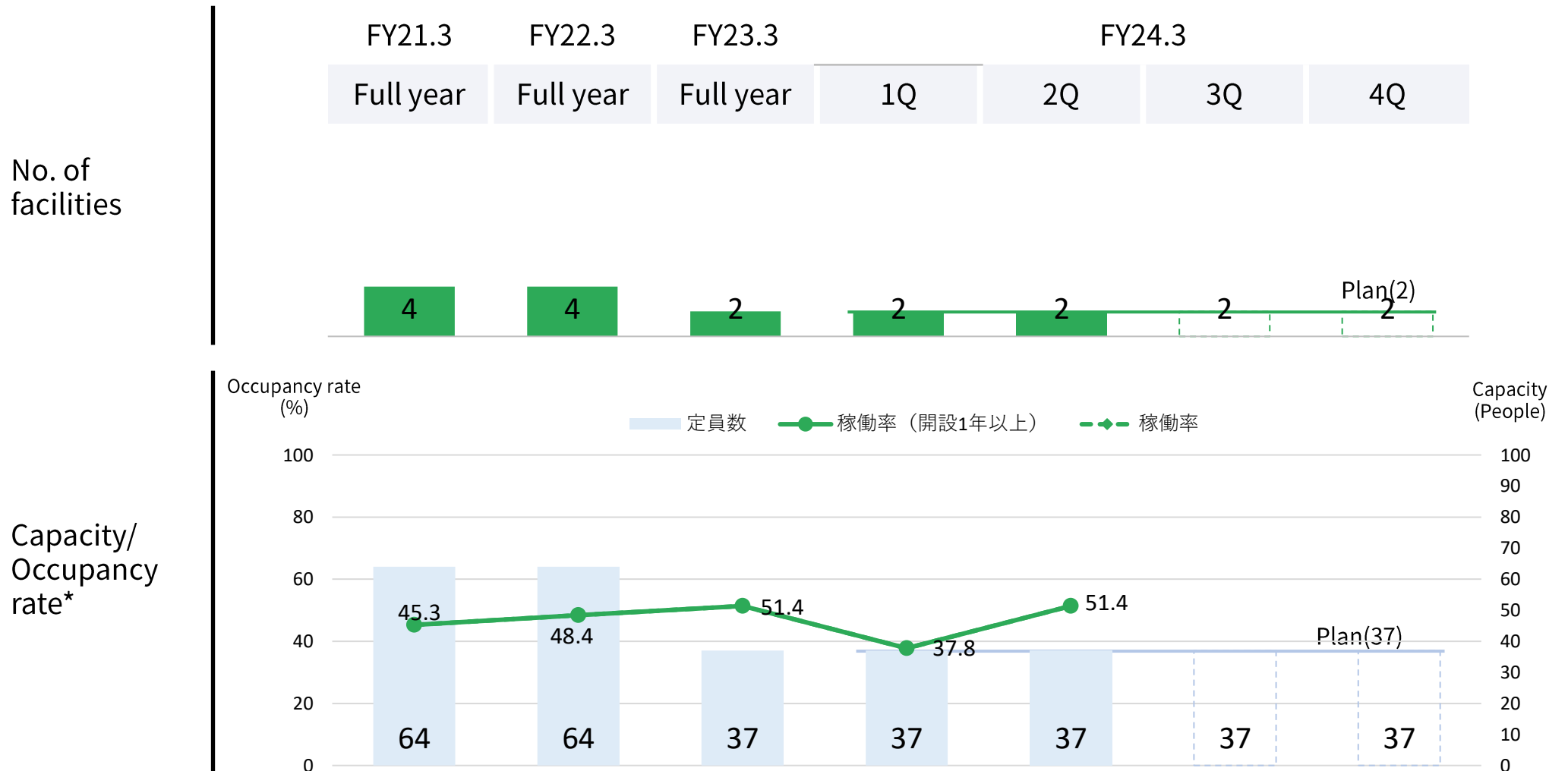
$$\text{Occupancy rate} = \frac{\text{Sum of residents of each facility at end of each month}}{\text{Sum of capacity of each facility}}$$



Number of Facilities, Their Capacity and Occupancy Rate

Childcare: Private in-house childcare facilities

✓ Aim to improve the occupancy rate going forward



*Figures for after 2Q are confirmed number of development (as of Aug 1, 2023)

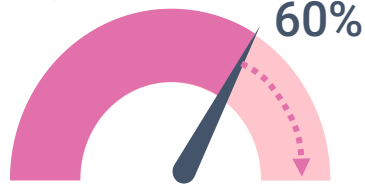
*Occupancy rate is calculated at the end of each period using the formula to the right.
 (For short-term admission for daily life care, the number of facility residents shall be the average number of users obtained by dividing the total number of users by business days.)

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

Facility Development Status & Plan

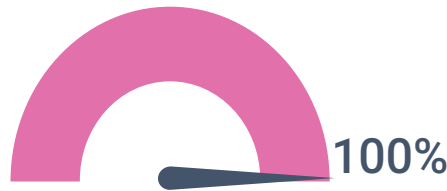
Plans for this fiscal year are on track for every sector

Elderly care



Residential care

- ✓ Opened 3 facilities in 1-2Q
- ✓ Will **fulfill the plan for #facilities**
- ✓ Behind the plan in #capacity, -14



Group home

- ✓ Opened 3 facilities, acquired 7 facilities in 1Q-2Q
- ✓ **Already achieve the plan**

Disabilities support



Group home

- ✓ Opened 5 facilities in 1Q-2Q
- ✓ Plan to open 1 facility in Q4, will meet the plan

Childcare



Approved facilities

- ✓ Opened 1 facility in Q1

	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

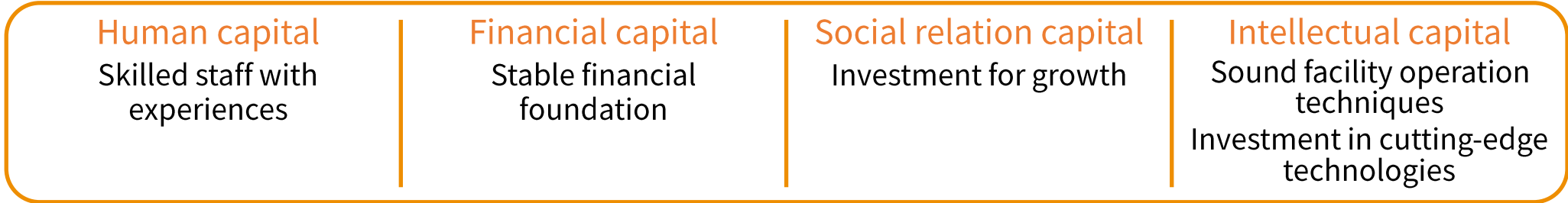
Already Opened

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 Sakaué	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



Initiatives on SDGs/ESG

Our Value Creation Process



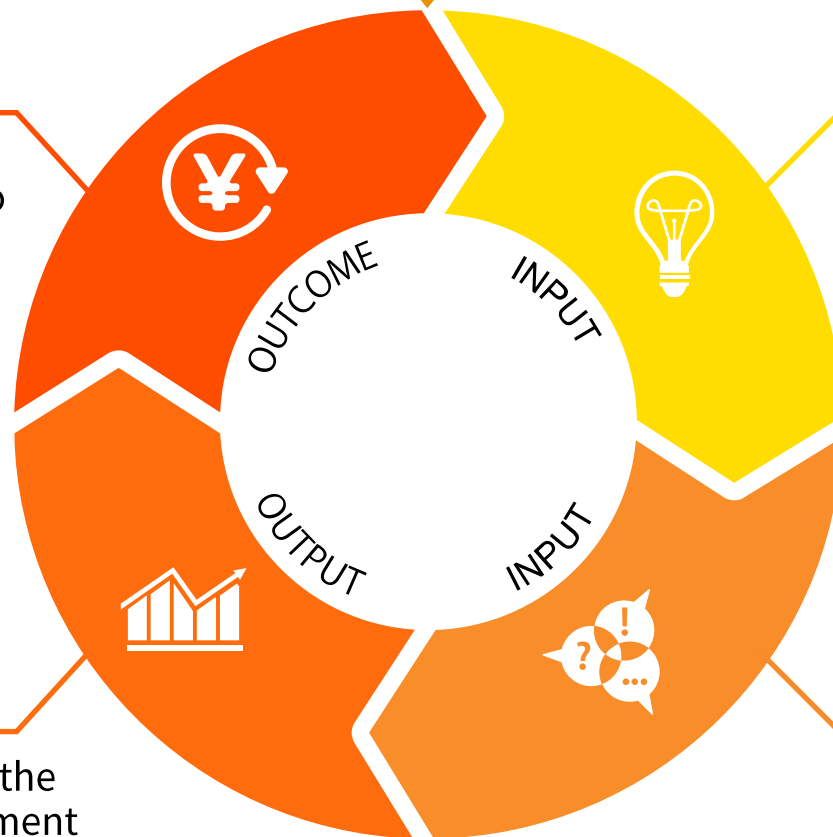
INPUT

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

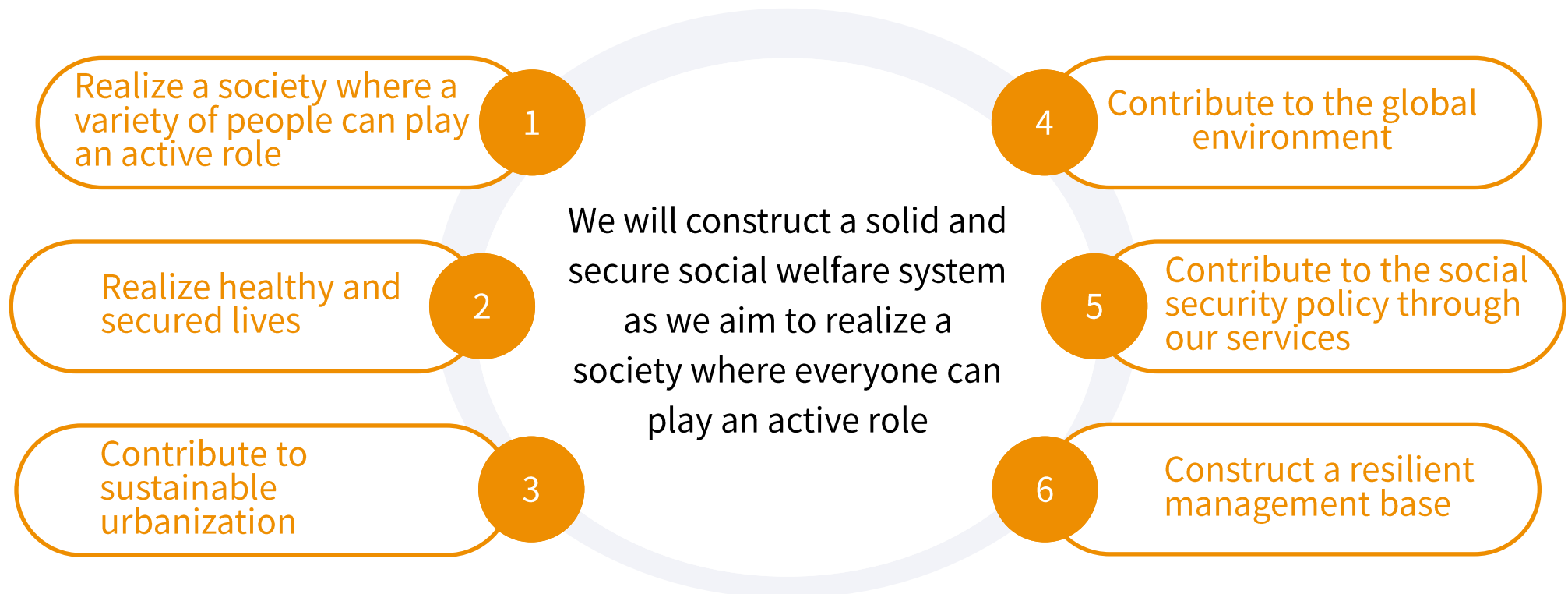
Create services in a sustainable approach to solve issues

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



Medium-Term Business Plan 2025

(Updated and disclosed on May 15, 2023)



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

	FY23.3 (act)	FY24.3 (plan)	FY25.3 (plan)	FY26.3 (plan)
Current assets	4,413	4,351	6,190	8,006
(Cash and deposits)	1,882	3,006	4,651	5,754
Non-current assets	6,989	7,139	6,919	6,565
(Land and buildings, etc.)	3,574	2,780	2,600	2,433
Total assets	11,402	11,746	13,332	14,928
Current liabilities	3,989	2,579	2,920	3,051
Non-current liabilities	5,941	7,029	7,302	7,349
Total liabilities	9,930	9,608	10,222	10,399
Net assets	1,471	2,138	3,109	4,529
Total liabilities and net assets	11,402	11,746	13,332	14,928
Equity ratio	12.9%	18.2%	23.3%	30.3%
Borrowings, etc.	6,337	5,911	6,321	6.356



Medium-term Business Plan

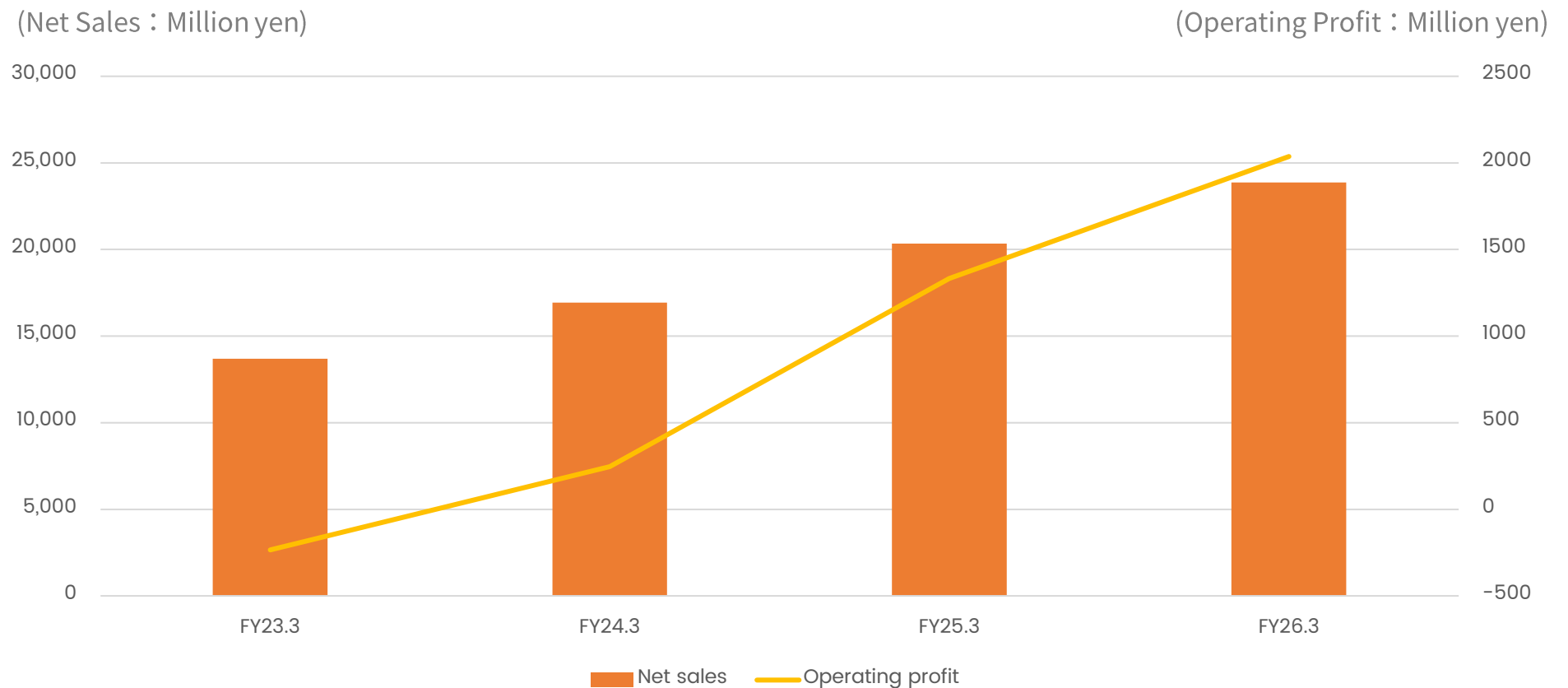
PROFIT AND LOSS STATEMENT

- ✓ The main cause of the decrease in operating income for FY24.3 is the rise in non-deductible consumption tax and utilities expenses, and there is a possibility of exceeding the performance forecast due to additional price increases in the future that were not anticipated in the plan
- ✓ The development grant for the nursery, which was anticipated as non-operating income for the fiscal year ending March 2024 (approximately 140 million yen), has already been recognized in FY23.3
- ✓ We anticipate that the impact of the rise in utilities expenses will be mitigated by FY25.3

	FY23.3 (Act)	FY24.3 (plan)	FY25.3 (plan)	FY26.3 (plan)
Net sales	13,694	16,928	20,337	23,871
Operating profit	▲ 234	246	1,332	2,037
%	▲1.7%	1.5%	6.5%	8.5%
Ordinary profit	35	266	1,379	2,032
%	0.3%	1.6%	6.8%	8.5%
Profit before income taxes	218	266	1,379	2,032
%	1.6%	1.6%	6.8%	8.5%
Profit attributable to owners of parent	91	182	971	1,420
%	0.7%	1.1%	4.8%	5.9%

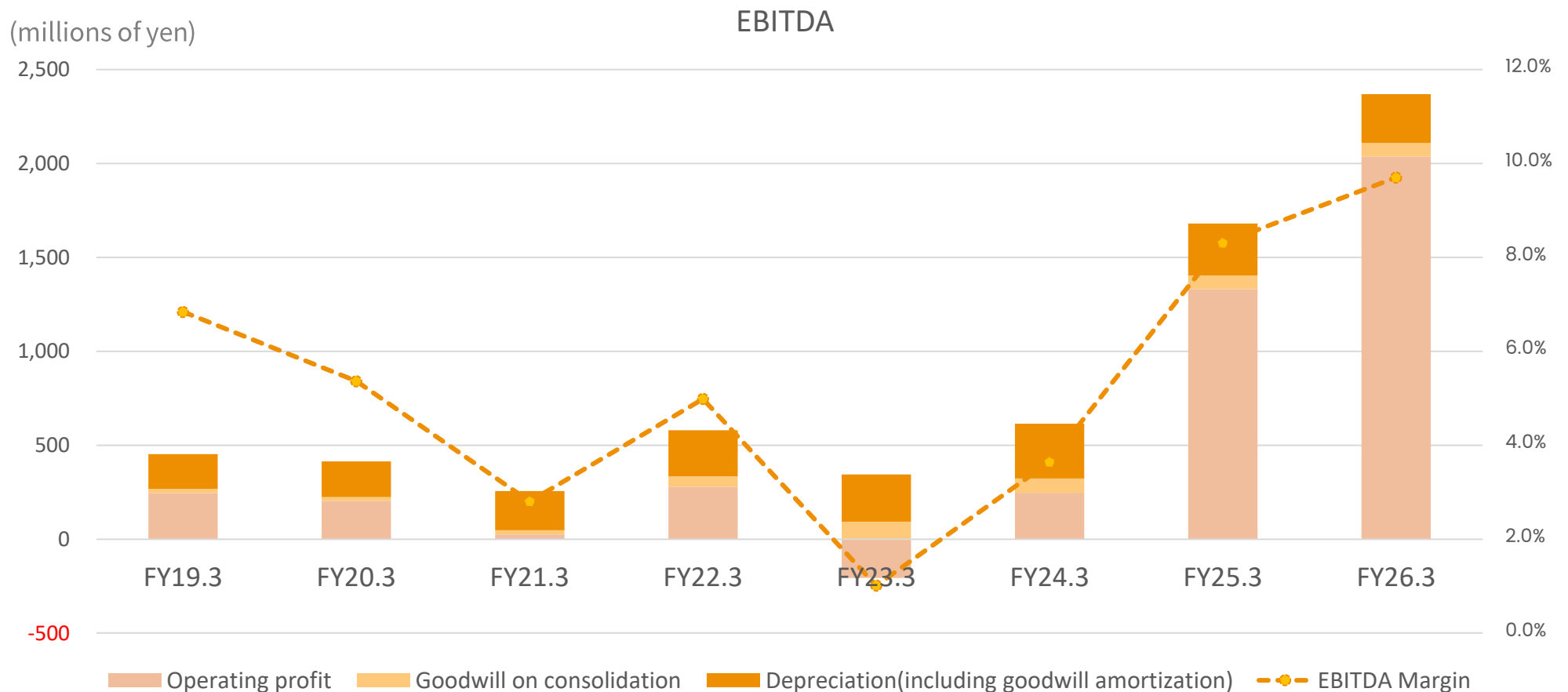
Net Sales / Operating profit

- ✓ FY24.3 may exceed performance expectations due to unforeseen future price increases
- ✓ In FY25.3, it is anticipated that the impact of soaring utility costs will be mitigated.
- ✓ From FY26.3 onwards, development speed will be slowed down, aiming for a secure business profit.



EBITDA

- ✓ Due to the change in accounting treatment of non-deductible consumption tax, which was previously recorded as non-operating expenses but has changed to be recorded as selling and administrative expenses since FY23.3, the operating profit appears to have decreased. However, this change has not affected the growth trajectory of the business
- ✓ Anticipate EBITDA will be improved rapidly



EBITDA = Operating profit + Depreciation including goodwill amortization + Goodwill on consolidation



Company Profile



Company Profile

Name	Living Platform, Ltd.	
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Officers	CEO	Hirofumi KANEKO
	Board Director	Ryusuke HAYASHI
	Board Director	Shinichi YANAGI
	Outside Board Director	Hiroaki TANAKA, attorney
	Outside Board Director	Kenji KAWAE, certified public accountant
	Outside Board Director	Yoshiaki HIRAO
	Auditor	Mitsuhiro GOTOH, certified public accountant
	Outside Auditor	Hidetsugu KATAKURA, attorney
	Outside Auditor	Rina SUMINO, certified public accountant

Established	June 28, 2011	
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Listed	March 17, 2020 (Tokyo Stock Exchange Mothers market (currently Growth market)) Securities code: 7091	
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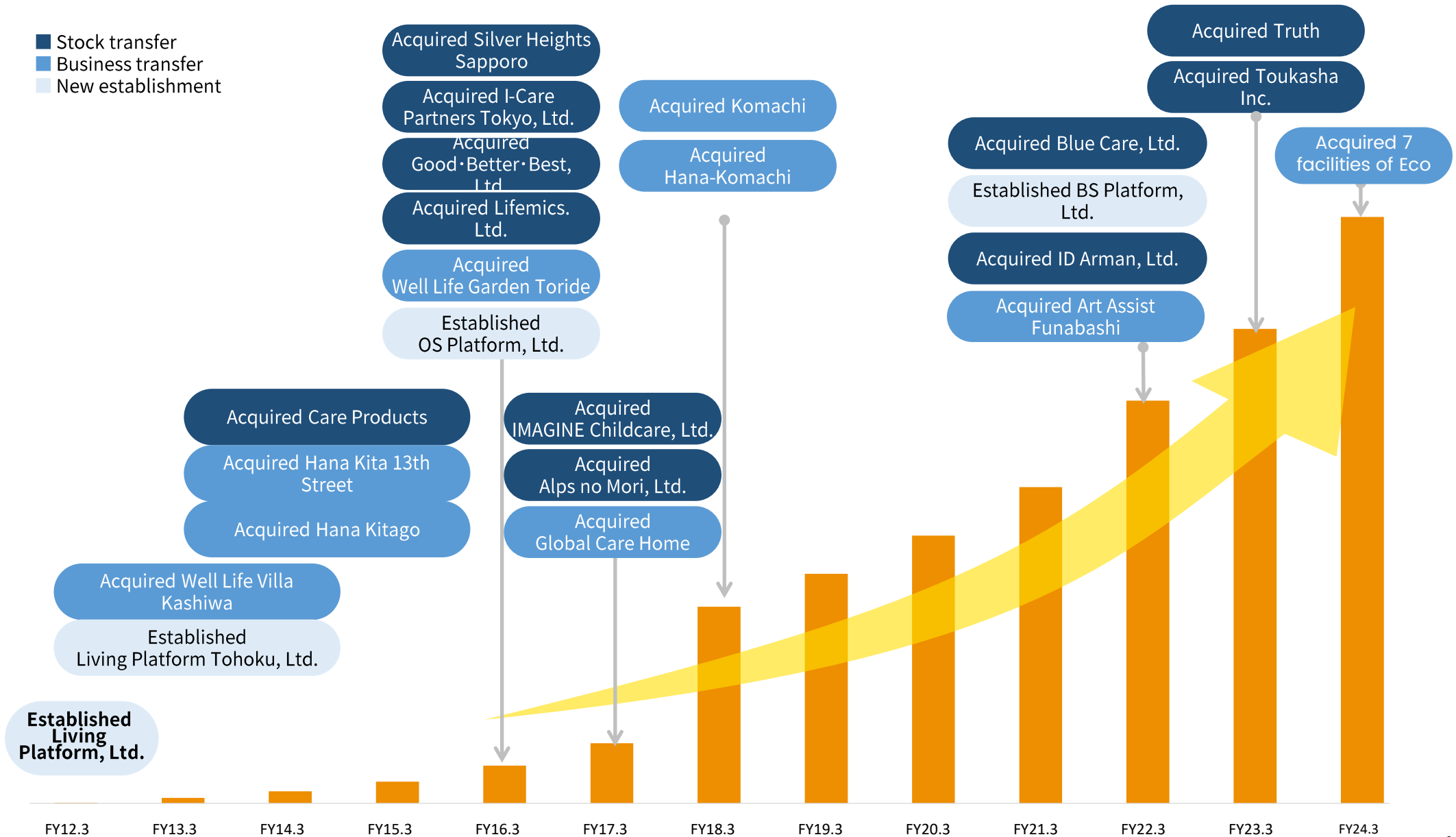
Number of Employees	2,809 (including part-time workers)	
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Group Companies	Silver Heights Sapporo	Living Platform Care
	OS Platform	Challenge Platform
	Nursery Platform	BS Platform
	Truth	Blue Care
	Tokasha	ID Arman

(as of June 30, 2023)

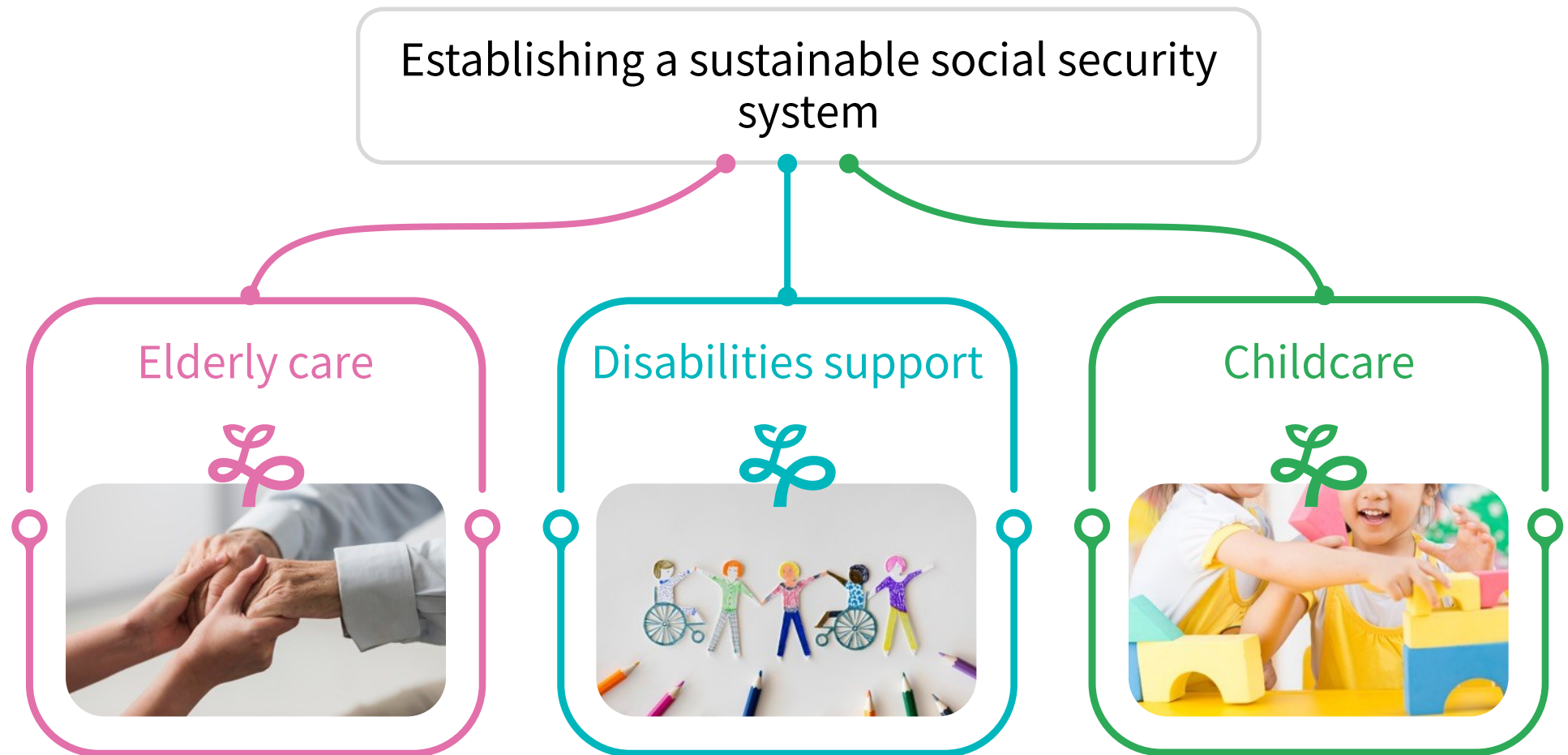
Expansion through Proactive M&As

✓ 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