PARAMOUNT BED HOLDINGS

May 14, 2025

Company name: **Paramount Bed Holdings Co., Ltd.**
Representative: Tomohiko Kimura, President and Chief Executive Officer
(Securities code: 7817 TSE Prime)
Contact: Yuichi Naguchi, Corporate Officer, General Manager of Investor Relations Dept.
TEL: 03-3648-1100

Notice Regarding the Medium-term Management Plan

Paramount Bed Holdings Co., Ltd. (The "Company") hereby announces that it has made some revisions to the medium-term management plan targets for Phase II (fiscal year ending March 2027) of "Paramount Vision 2030" in light of recent changes and progress in the business environment.

１．Priority Measures (No Change)
Expansion of recurring revenue businesses
Advancement of Health Promotion Business
Leap forward in Key areas of Asia

２．Management Indicators (Changed) (unit: millions of yen)

FYE March 2027	Old Target	New Target
Net sales	120,000	120,000
Recurring transaction volume *1	45,000	47,000
Operating profit	17,000	15,000
EBITDA *2	29,000	28,400

*1 The total amount of cash obtained from the recurring revenue business.
*2 Calculated as the sum of operating profit and depreciation expenses. Adopted as an indicator to promote further growth investment based on changes in our group’s business style.

３．Sales Targets for the Businesses (Changed) (unit: millions of yens)

FYE March 2027	Old Target	New Target
Medical Care Business	50,000	44,600
Nursing Care Business	65,000	72,400
Health Promotion Business	5,000	3,000

４． Sales Targets for Overseas Key Areas (Changed)

(unit: millions of yens)

FYE March 2027	Old Target	New Target
Indonesia	4,500	4,000
China	4,500	3,500
India *3	2,500	2,500
Consolidated overseas sales	15,000	14,000

*3 The sales figures for India include sales to the domestic market, including non-consolidated local subsidiaries. Its number differs from consolidated overseas sales.

５． Reasons for the revisions

The Company has decided to revise the targets in following reasons. While the Company is making steady progress in expanding recurring revenue businesses, one of the priority measures, it expects the business environment to remain more severe than previously anticipated due to factors such as rising costs caused by soaring raw material prices and expenses, sluggish capital investment and purchasing appetite among our major domestic customers, and policy trends in key overseas regions.

For more information, please refer to the attached document titled "Update on the Medium-term Management Plan Phase II (April 2024 - March 2027)."

Note: The above performance targets and other forward-looking statements are based on information available as of the date of this document's release. Actual results may differ materially from those projected, due to various future factors.

Update on the Medium-term Management Plan Phase Ⅱ (April 2024 – March 2027)

May 14, 2025

Securities code: 7817

Paramount Bed Holdings Co., Ltd.

WELL-BEING for all beings

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1. Positioning of Medium-term Management Plan (No change)

2. Priority Measures (No change)

3. Management Indicators (Changed)

4. Shareholder Return & Cash Allocation (Changed)

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1. Positioning of Medium-Term Management Plan (No change)

Corporate Principles

We will create comfortable healthcare environments through cutting-edge technology with a human touch

Vision

Paramount Vision 2030

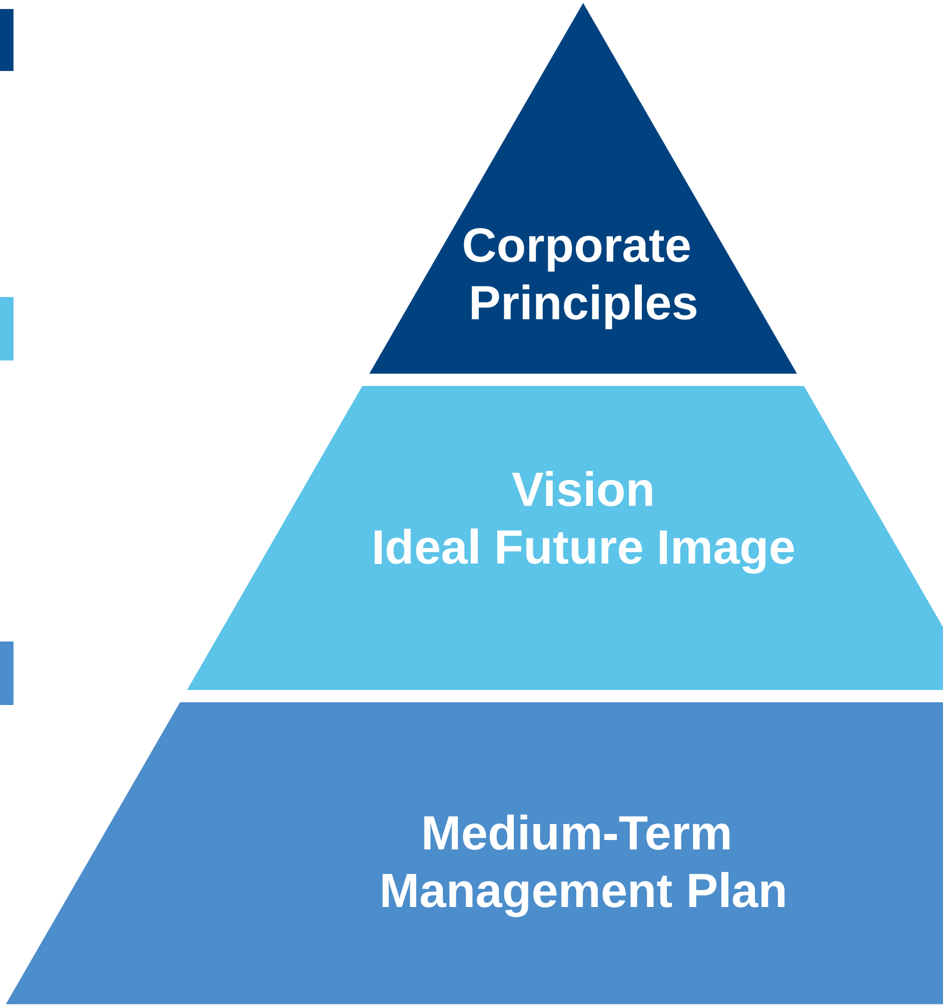
Smiles for everyone from medical and nursing care to health field

Medium-Term Management Plan

Phase I: April 2020–March 2024

Phase II: April 2024–March 2027

Phase III: April 2027–March 2030



2. Priority Measures (No change)

PARAMOUNT BED HOLDINGS

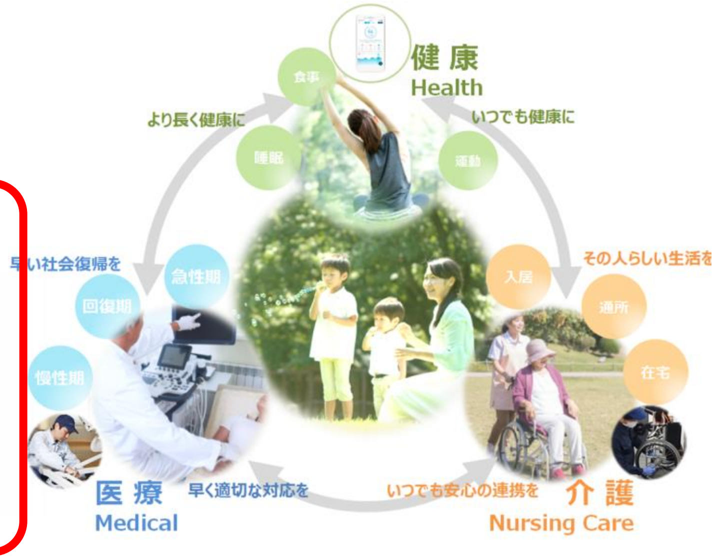
March 2024 | March 2027 | March 2030

Phase I Priority Measures

Expansion of current businesses
Fully engaging in Health Promotion Business
Establishing the foundation for change

Phase II Priority Measures

Expansion of recurring revenue businesses
Advancement of Health Promotion Business
Leap forward in key areas of Asia



Becoming an indispensable presence as
a partner to our customers

Initiatives to address SDGs and make social contributions, strengthening of human resource foundations, and renewal of system infrastructure

3. Management Indicators (changed)

PARAMOUNT BED HOLDINGS

(Unit: hundred millions of yen)	3/2025 Results	3/2026 Forecast	3/2027 New Target	% change versus 2025.3
Net sales	1,085	1,130	1,200	＋11 %
Recurring transaction volume *1	384	424	470	＋22 %
Operating profit	129	138	150	＋16 %
EBITDA *2	241	259	284	＋18 %

*1. The total amount of cash obtained from the recurring revenue business.
*2. Calculated as the sum of operating profit and depreciation expenses. Adopted as an indicator to promote further growth investment based on changes in our group’s business style.

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3. Sales Targets for the Businesses (Changed)

PARAMOUNT BED HOLDINGS

(Unit: hundred millions of yen)	3/2025 Results	3/2026 Forecast	3/2027 New Target	% change versus 2025.3
Medical Care Business	402	422	446	+11 %
Nursing Care Business	652	684	724	+11 %
for nursing homes	195	199	210	+8 %
for home care	457	484	514	+12 %
Health Promotion Business	16	23	30	+78 %

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3. Sales Targets for Overseas Key Areas (Changed)

PARAMOUNT BED HOLDINGS

(Unit: hundred millions of yen)	3/2025 Results	3/2026 Forecast	3/2027 New Target	% change versus 2025.3
Indonesia	32	39	40	＋24 %
China	28	34	35	＋24 %
India *	19	23	25	＋31 %
Consolidated overseas sales	100	115	140	＋39 %

*The sales figures for India include sales to the domestic market, including non-consolidated local subsidiaries. Its number differs from consolidated overseas sales.

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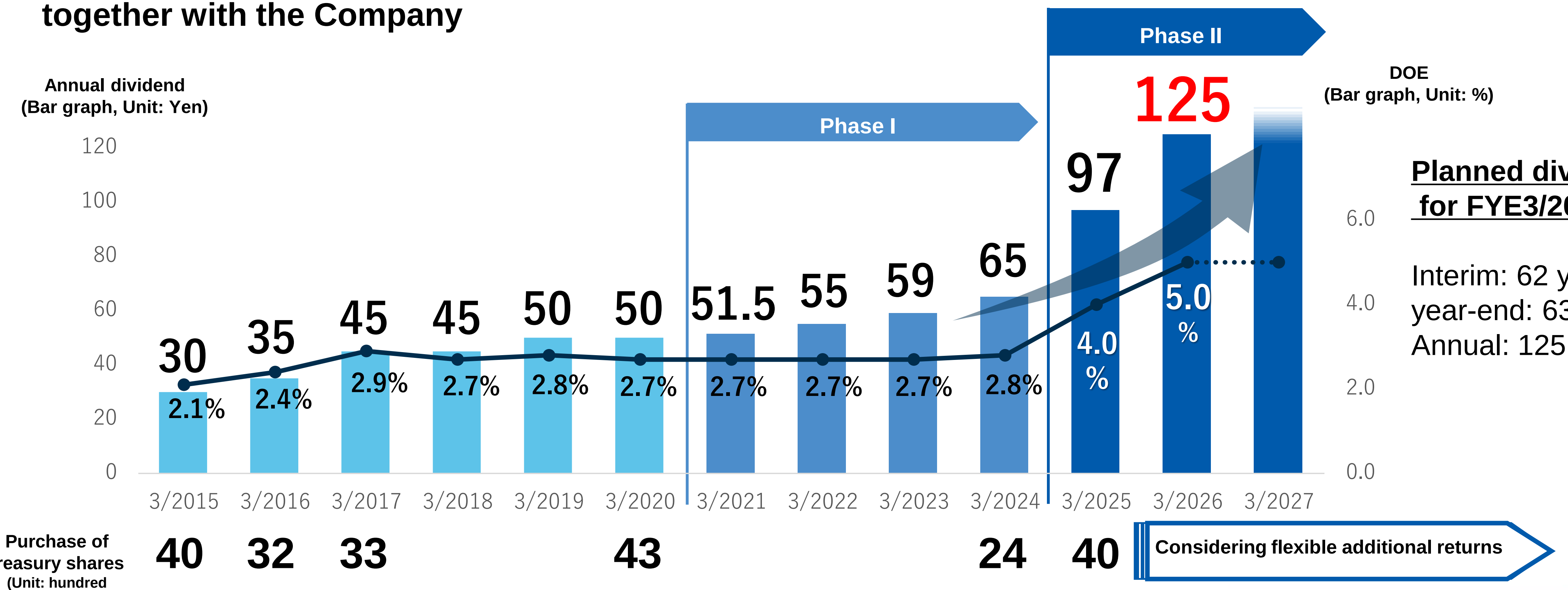
4. Shareholder Return (Changed)

PARAMOUNT BED HOLDINGS

New dividend policy	DOE ratio of 5.0% as a guide

Promoting a shareholder return policy that allows our shareholders to experience growth together with the Company



Planned dividends for FYE3/2026

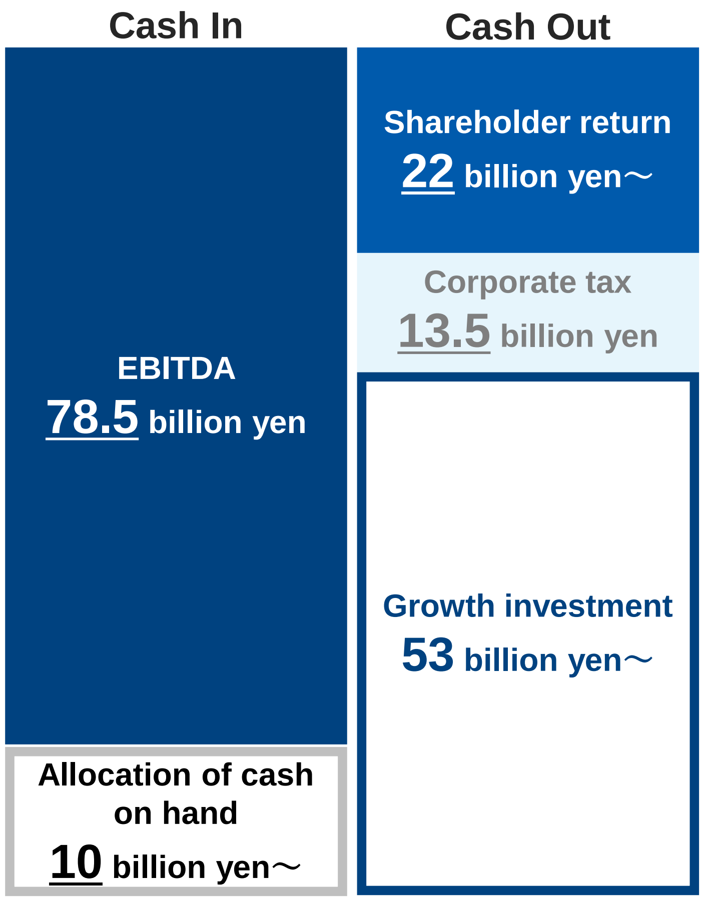
Interim: 62 yen
year-end: 63 yen
Annual: 125 yen

* The Company conducted a stock split at a ratio of 2-for-1 for each common share, with April 1, 2021 as the effective date.
The annual dividends shown above are calculated assuming that the stock split was implemented on April 1, 2014.

4. Cash Allocation (Changed)

PARAMOUNT BED HOLDINGS

Phase II period: Cumulative total



Shareholder return

Dividend on equity (DOE) ratio of 5.0% as a guide

Flexible additional return considering market environment, etc.

Growth investment

Assets for recurring revenue business to strengthen ongoing relationships with customers

Enhancement of production facilities and maintenance equipment for rental assistive products/Push introduction of system infrastructure

Active development of partnerships with other companies, including establishment of CVC for business development

Stance on level of cash on hand

Approx. 3 months of working capital

＋ Maintain business operation system capable of continuously providing products and services that contribute to medical and nursing care even in the event of a disaster

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PARAMOUNT BED HOLDINGS

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Update on the Medium-term Management Plan Phase Ⅱ (April 2024 – March 2027)

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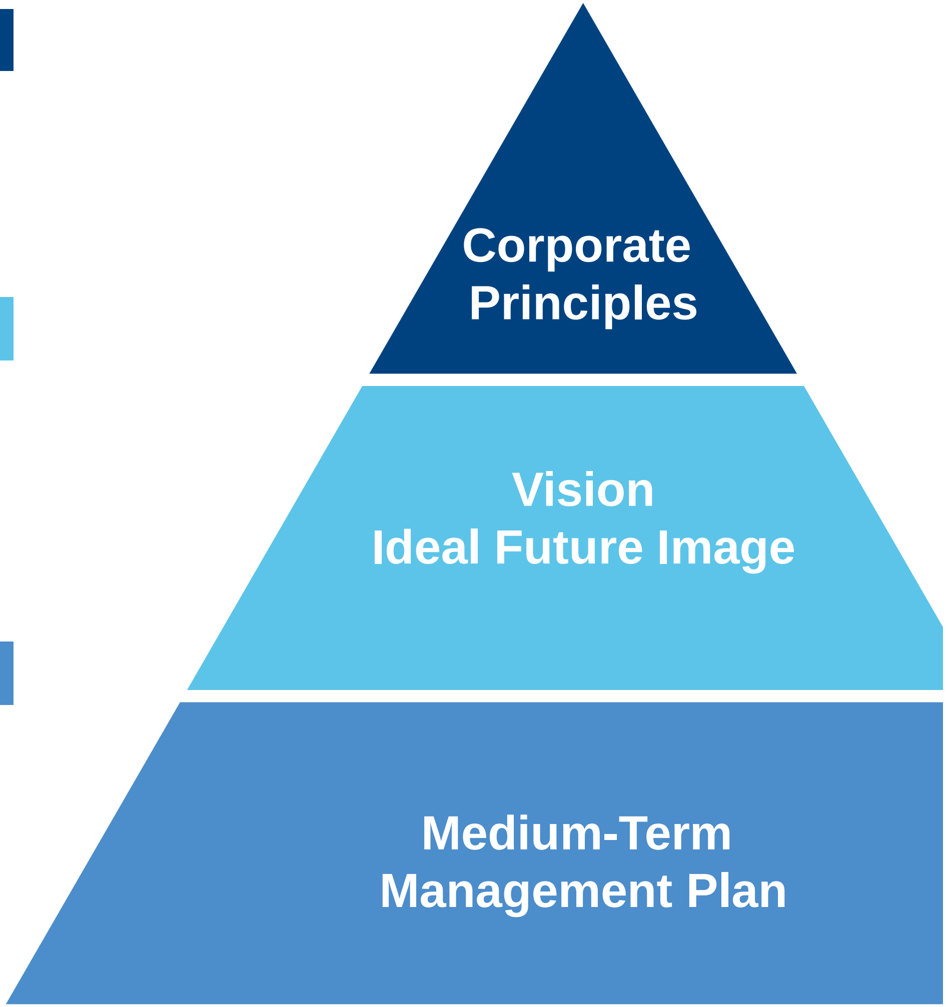

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PARAMOUNT BED HOLDINGS

March 2024 — March 2027 — March 2030

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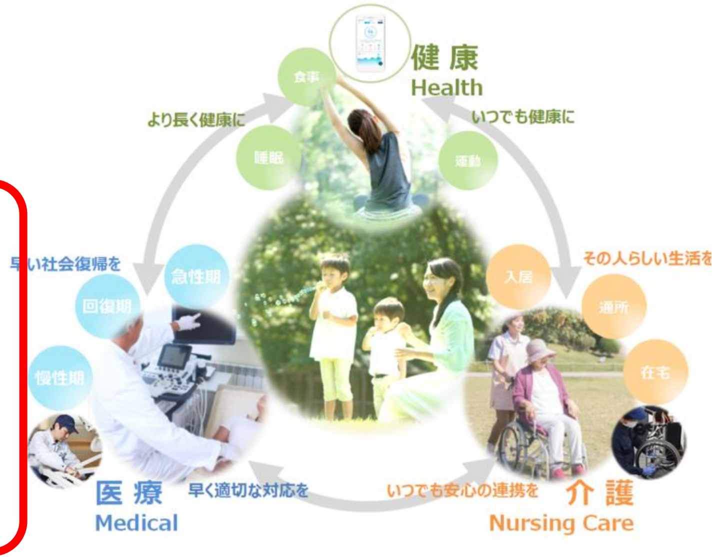

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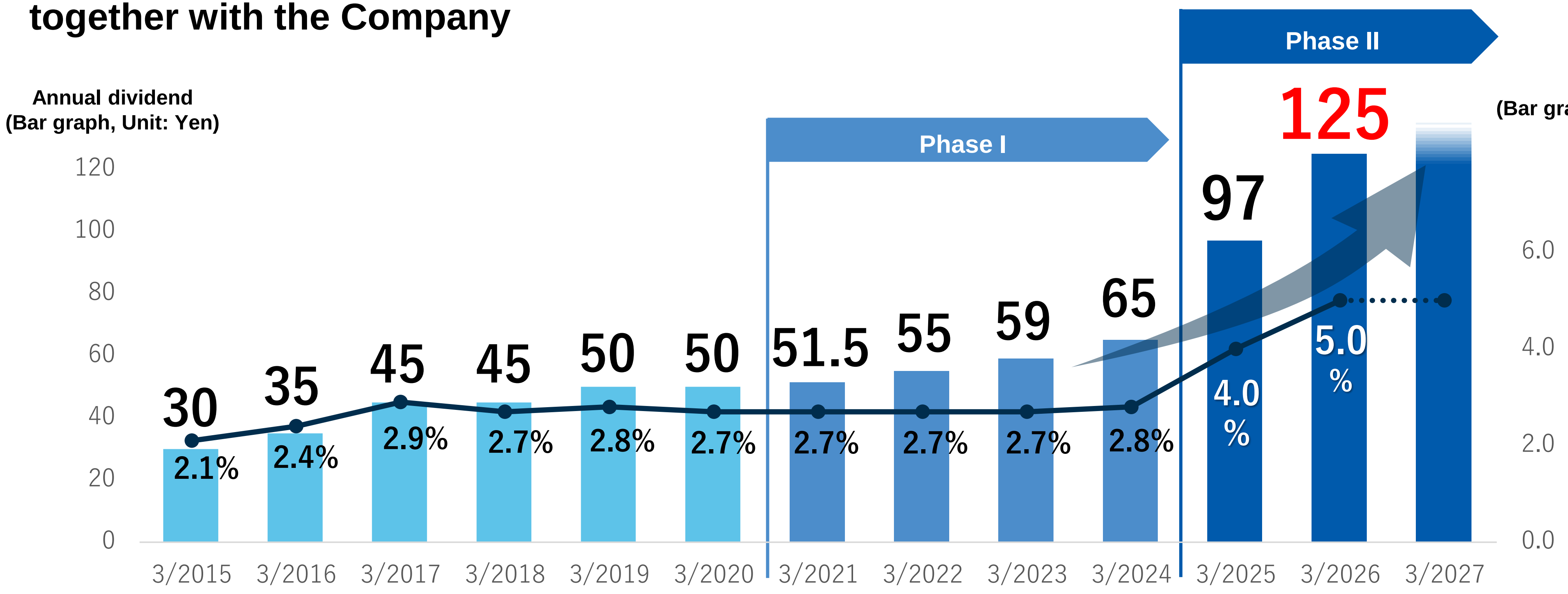

Planned dividends for FYE3/2026

Interim: 62 yen
year-end: 63 yen
Annual: 125 yen

Purchase of treasury shares (Unit: hundred millions of yen)

3/2015	3/2016	3/2017	3/2020	3/2024	3/2025
40	32	33	43	24	40

Considering flexible additional returns

* The Company conducted a stock split at a ratio of 2-for-1 for each common share, with April 1, 2021 as the effective date.
The annual dividends shown above are calculated assuming that the stock split was implemented on April 1, 2014.

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4. Cash Allocation (Changed)

PARAMOUNT BED HOLDINGS

Phase II period: Cumulative total

Cash In	Cash Out
EBITDA **78.5** billion yen	Shareholder return **22** billion yen～
	Corporate tax **13.5** billion yen
	Growth investment **53** billion yen～
Allocation of cash on hand **10** billion yen～	

Shareholder return

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