Corporate Governance

Corporate Governance

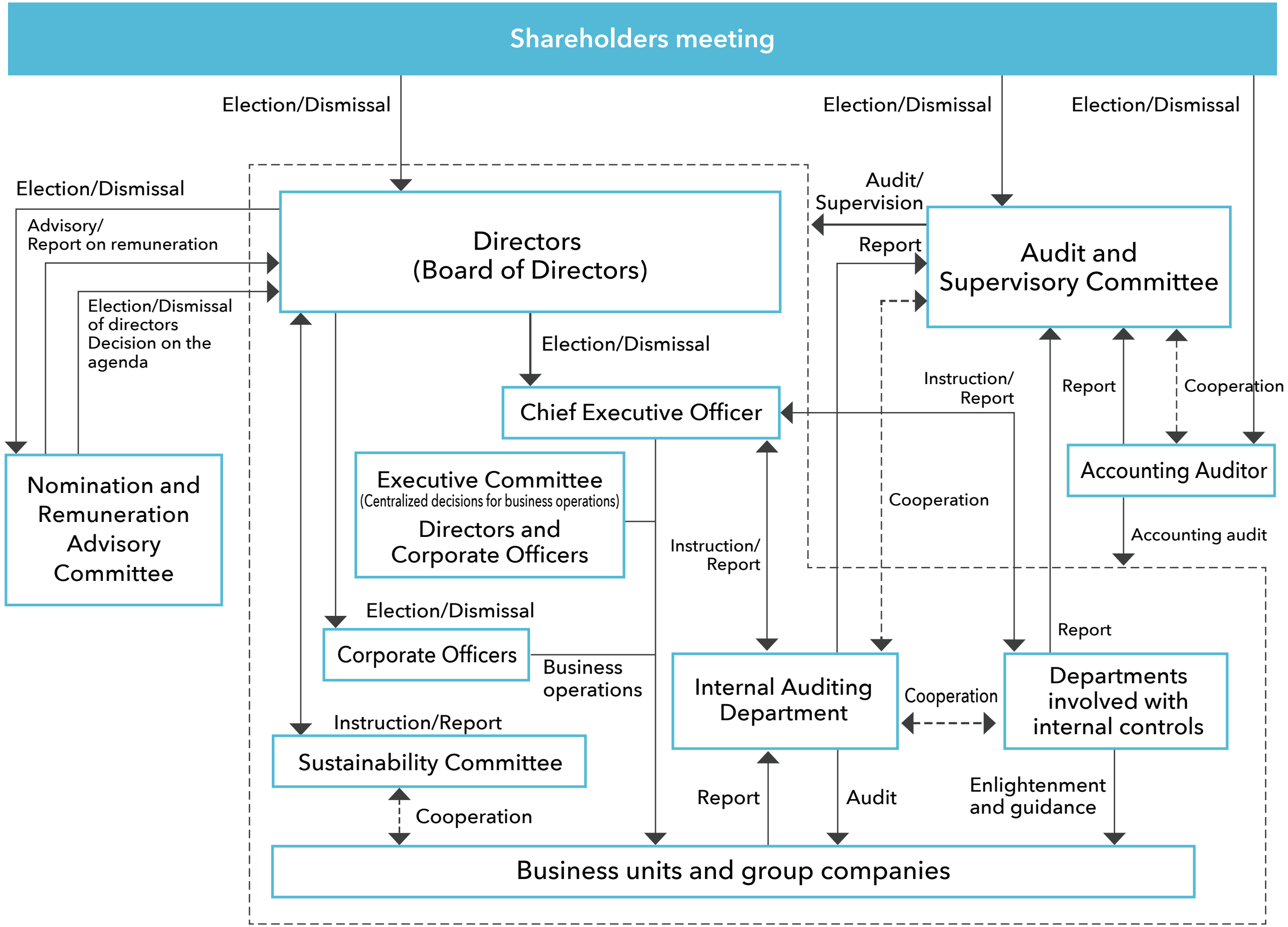
Fundamental approach

Maintaining a sound framework for corporate governance is required to increase corporate value and fulfill corporate citizenship obligations by managing operations properly and ensuring that all activities are transparent and in compliance with laws and regulations. The Paramount Bed Group will continue to position the enhancement of corporate governance as one of its highest management priorities across the entire Group and actively take actions as needed to improve governance according to the fundamental polices stated below.

1. Respect for the rights of shareholders and equality for all shareholders.
2. Appropriate collaboration with shareholders and all other stakeholders in consideration of their interests.
3. Proper disclosure of corporate information to maintain transparency.
4. Ensure the effectiveness of the Board of Directors' oversight of business operations by working with independent external directors to obtain advice from an objective standpoint and reflect the opinions of all stakeholders.
5. Engage in constructive dialogue with shareholders who have investment policies that are consistent with the interests of shareholders over the medium and long term.

Corporate Governance Report (Japanese only)

Relationship chart of corporate organizations and internal control



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Functions and roles of major organizational units

Organizational units	Members	Activities and roles
Board of Directors	Chairman: President and Chief Executive Officer Consists of six internal directors and three external directors	In principle, Board of Directors meetings are held once a month to discuss and make prompt decisions on matters required by law and of managerial importance.
Audit and Supervisory Committee	Consists of one internal director and three external directors	In principle, Audit and Supervisory Committee meetings are held once a month to conduct on-site audits of business locations in accordance with the audit policy, work assignments, and annual plan determined by the Audit and Supervisory Committee, as well as to conduct rigorous audits by attending important meetings such as Executive Committee meetings, listening to business reports from directors and others, and examining important documents.
Executive Committee	Consists of directors, etc. of Paramount Bed Holdings	In principle, Executive Committee meetings are held once a month to have active discussions on a wide range of managerial issues and optimize management activities.
Nomination and Remuneration Advisory Committee	Consists of one internal director and three external directors	It is established as a voluntary advisory body to the Board of Directors to further enhance corporate governance by strengthening the independence, objectivity and accountability of the Board of Directors' functions related to the appointment of director candidates and the remuneration of directors, excluding audit and supervisory committee members.
Sustainability Committee	Consists of chairperson and members in charge of related departments, etc.	The committee discusses basic strategies, implementation status of activities, information disclosure, and other matters related to sustainability issues such as climate change and human capital, as well as bringing up matters and reporting to the Board of Directors as appropriate.
Internal Auditing Department	Department Manager and three members	In accordance with the Internal Audit Rules, the Department systematically conducts operational and accounting audits of all divisions, including the Company and its consolidated subsidiaries. In order to ensure the effectiveness of audits, audited divisions that have been identified for improvement are obligated to report the progress of improvement regularly.
Departments involved with internal controls	Mainly Corporate Ethics Office and Finance Department	The Corporate Ethics Office implements various policies to promote compliance in cooperation with various departments within the corporation. In addition, it distributes the "Corporate Ethics Guidebook," including the "Compliance Manual," which contains the corporation's basic stance on corporate ethics, to enlighten and guide employees. It also continuously raises awareness, provides guidance and monitors the legality of its operations. Meanwhile, the Finance Department continuously raises awareness, provides guidance, and monitors internal control over financial reporting.

Board of Directors, Audit and Supervisory Committee Members, Corporate Officers (As of July 1, 2024)

1 **Kyosuke Kimura**
Chairperson

2 **Tomohiko Kimura**
President and Chief Executive Officer

3 **Yosuke Kimura**
Senior Managing Director

4 **Toshiyuki Hatta**
Director

5 **Masaki Kobayashi**
Director

6 **Kenji Ouchi**
Director (Full-time Audit and Supervisory Committee Member)

7 **Yukari Oka**
External Director
(Audit and Supervisory Committee Member)

8 **Yoshikazu Goto**
External Director
(Audit and Supervisory Committee Member)

9 **Kazuo Takahashi**
External Director
(Audit and Supervisory Committee Member)

Board of Directors, Audit and Supervisory Committee Members, Corporate Officers (As of July 1, 2024)

Kyosuke Kimura

Chairperson

Date of birth: September 20, 1950

Apr. 1979: Joined Paramount Bed Co., Ltd.
Aug. 1979: Member of the Board of Paramount Bed Co., Ltd.
Oct. 1982: Member of the Board of the Company
Sep. 1987: Senior Managing Director of Paramount Bed Co., Ltd.
Apr. 1991: Senior Executive Director of Paramount Bed Co., Ltd.
Apr. 1997: Executive Vice President of Paramount Bed Co., Ltd.
Apr. 2009: President and Chief Executive Officer of Paramount Bed Co., Ltd.
Feb. 2011: President and Chief Executive Officer of the Company
Apr. 2020: Chairperson of the Company (present)
Apr. 2020: Chairperson of Paramount Bed Co., Ltd. (present)
Jun. 2021: Outside Member of the Board of Yuasa Trading Co., Ltd.

Significant concurrent positions

Chairperson of Paramount Bed Co., Ltd.

Tomohiko Kimura

President and Chief Executive Officer

Date of birth: July 17, 1977

Apr. 2008: Joined Paramount Bed Co., Ltd.
Jun. 2010: Corporate Officer, Deputy Director of Business Strategy Planning Division of Paramount Bed Co., Ltd.
Apr. 2011: Corporate Officer, Director of Global Business Division of Paramount Bed Co., Ltd.
Oct. 2011: Corporate Officer of the Company
Jun. 2014: Senior Corporate Officer of the Company
Jun. 2015: Member of the Board of Paramount Bed Co., Ltd.
Apr. 2016: Senior Managing Director of Paramount Bed Co., Ltd.
Jun. 2018: Senior Managing Director of the Company
Jun. 2019: Senior Executive Director of the Company
Jun. 2019: Senior Executive Director of Paramount Bed Co., Ltd.
Apr. 2020: President and Chief Executive Officer of the Company (present)
Apr. 2020: President and Chief Executive Officer of Paramount Bed Co., Ltd. (present)
Apr. 2024: Representative Board Member, President and Chief Executive Officer of Paramount Bed Co., Ltd. (present)

Significant concurrent positions

Representative Board Member, President and Chief Executive Officer of Paramount Bed Co., Ltd.

Yosuke Kimura

Senior Managing Director

Date of birth: October 10, 1980

Apr. 2013: Joined Paramount Bed Co., Ltd.
Jun. 2015: Corporate Officer, Deputy Director of Technical Engineering Division of Paramount Bed Co., Ltd.
Apr. 2017: Corporate Officer, Director of Technical Engineering Division of Paramount Bed Co., Ltd.
Jun. 2017: Member of the Board, Director of Technical Engineering Division of Paramount Bed Co., Ltd.
Apr. 2018: Member of the Board, Executive Director of Finance and System Administration Division of Paramount Bed Co., Ltd.
Jun. 2019: Corporate Officer, General Manager of Finance Department and of Information System Department of the Company
Jun. 2020: Chief Financial Officer, Member of the Board, General Manager of Finance Department and Information System Department of the Company
Jun. 2023: Senior Managing Director of the Company (present)
Jun. 2023: Senior Managing Director, Executive Director of Finance and System Administration Division of Paramount Bed Co., Ltd. (present)
Apr. 2024: Member of the Board, Senior Corporate Managing Officer and Executive Director of Finance and System Administration Division of Paramount Bed Co., Ltd. (present)

Significant concurrent positions

Member of the Board, Senior Corporate Managing Officer and Executive Director of Finance and System Administration Division of Paramount Bed Co., Ltd.

Board of Directors, Audit and Supervisory Committee Members, Corporate Officers (As of July 1, 2024)

Toshiyuki Hatta

Director

Date of birth: December 21, 1961

Apr. 1984: Joined Paramount Bed Co., Ltd.
Jun. 2011: Corporate Officer, General Manager of Human Resource Department and Public and Investor Relations Department of Paramount Bed Co., Ltd.
Oct. 2011: Corporate Officer, General Manager of Human Resource Department and Public and Investor Relations Department of the Company
Jun. 2018: Corporate Officer, General Manager of General Affairs Department and Human Resource Department of the Company
Jun. 2018: Corporate Officer, Executive Director of Administration Division of Paramount Bed Co., Ltd.
Jun. 2019: Member of the Board, General Manager of General Affairs Department and Human Resource Department of the Company
Jun. 2019: Member of the Board, Executive Director of Administration Division of Paramount Bed Co., Ltd. (present)
Jul. 2022: Director of the Company (present)
Apr. 2024: Member of the Board, Senior Corporate Managing Officer and Executive Director of Administration Division of Paramount Bed Co., Ltd. (present)

Significant concurrent positions

Member of the Board, Senior Corporate Managing Officer and Executive Director of Administration Division of Paramount Bed Co., Ltd.

Masaki Kobayashi

Director

Date of birth: August 4, 1972

Apr. 1995: Joined Paramount Bed Co., Ltd.
Dec. 2012: President of Paramount Bed (Thailand) Co., Ltd.
Apr. 2017: Member of the Board of Paramount Bed (China) Co., Ltd.
Jan. 2018: Member of the Board, Executive Sales Director of Shanghai Representative Office of Paramount Bed (China) Co., Ltd.
Jun. 2021: Corporate Officer, Deputy Executive Director of Corporate Planning Division of Paramount Bed Co., Ltd.
Jun. 2022: Member of the Board, Executive Director of Corporate Planning Division of Paramount Bed Co., Ltd. (present)
Jun. 2023: Member of the Board of the Company (present)
Apr. 2024: Member of the Board, Senior Corporate Managing Officer and Executive Director of Corporate Planning Division of Paramount Bed Co., Ltd. (present)

Significant concurrent positions

Member of the Board, Senior Corporate Managing Officer and Executive Director of Corporate Planning Division of Paramount Bed Co., Ltd.

Kenji Ouchi

Director (Full-time Audit and Supervisory Committee Member)

Date of birth: January 12, 1959

Apr. 1982: Joined Paramount Bed Co., Ltd.
Apr. 2009: Corporate Officer, Executive Director of Finance and System Administration Division of Paramount Bed Co., Ltd.
Oct. 2011: Corporate Officer, General Manager of Finance Department of the Company
Jun. 2019: Corporate Advisor of the Company
Jun. 2022: Director of the Company (Full-time Audit and Supervisory Committee Member) (present)
Jun. 2022: Corporate Auditor of Paramount Bed Co., Ltd. (present)

Significant concurrent positions

Corporate Auditor of Paramount Bed Co., Ltd.

Board of Directors, Audit and Supervisory Committee Members, Corporate Officers (As of July 1, 2024)

Yukari Oka

External Director (Audit and Supervisory Committee Member)

Date of birth: April 26, 1963

Mar. 1995: Completed The Legal Training and Research Institute of Japan
Apr. 1995: Registered as attorney-at-law
Jun. 2007: External Corporate Auditor of Paramount Bed Co., Ltd
Apr. 2011: External Corporate Auditor of the Company
Jun. 2015: External Director of the Company
Jun. 2016: External Director of the Company (Audit and Supervisory Committee Member) (present)

Yoshikazu Goto

External Director (Audit and Supervisory Committee Member)

Date of birth: October 30, 1955

Apr. 1980: Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry)
Aug. 2003: Director, Standards Development and Planning Division, Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry
Jun. 2004: Director, Small and Medium Enterprise Agency/Engineering Division, Ministry of Economy, Trade and Industry
Jul. 2008: Deputy Director-General, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry
Apr. 2010: Deputy Director-General, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry
Oct. 2012: Professor, Department of Materials Engineering, School of Engineering, The University of Tokyo
Jun. 2015: External Director of the Company
Oct. 2017: Vice-President, General Director of Technical Research Institute of Japan Society for the Promotion of Machine Industry
Jun. 2018: External Director of the Company (Audit and Supervisory Committee Member) (present)
Mar. 2022: External Director of Sodick Co., Ltd. (present)
Jun. 2022: Representative Director of the Japanese Society for Wellbeing Science and Assistive Technology

Significant concurrent positions

External Director of Sodick Co., Ltd.

Kazuo Takahashi

External Director (Audit and Supervisory Committee Member)

Date of birth: January 8, 1960

Apr. 1982: Joined Daiwa Securities Co. Ltd.
Apr. 2007: Senior Managing Director of Daiwa Securities SMBC Co., Ltd. (currently Daiwa Securities Co. Ltd.)
Apr. 2010: Executive Managing Director of Daiwa Securities Capital Markets Co., Ltd. (currently Daiwa Securities Co. Ltd.)
Apr. 2012: Member of the Board and Executive Managing Director of Daiwa Securities Co. Ltd.
Apr. 2013: Member of the Board and Senior Executive Managing Director of Daiwa Securities Co. Ltd.
Apr. 2017: Corporate Executive Officer and Deputy President of Daiwa Securities Group Inc.
Representative Director and Deputy President of Daiwa Securities Co. Ltd.
Jun. 2017: Member of the Board, Corporate Executive Officer and Deputy President of Daiwa Securities Group Inc.
Jun. 2020: Corporate Executive Officer and Deputy President of Daiwa Securities Group Inc.
Apr. 2022: Advisor of Daiwa Securities Co. Ltd.
Jun. 2023: External Director of Makino Milling Machine Co., Ltd. (present)
Jun. 2023: External Director of the Company (Audit and Supervisory Committee Member) (present)
Sep. 2023: Outside Director of Ai Holdings Corporation (present)

Significant concurrent positions

External Director of Makino Milling Machine Co., Ltd.
Outside Director of Ai Holdings Corporation

Board of Directors, Audit and Supervisory Committee Members, Corporate Officers (As of July 1, 2024)

Directors	Kyosuke Kimura	Tomohiko Kimura	Yosuke Kimura	Toshiyuki Hatta	Masaki Kobayashi	Kenji Ouchi	Yukari Oka	Yoshikazu Goto	Kazuo Takahashi
Date of appointment as director	October 1982	June 2018	June 2020	June 2019	June 2023	June 2022	June 2015	June 2015	June 2023
Number of shares held (thousand shares)	1,818	1,769	752	12	8	13	22	—	—
Attendance at Board of Directors meetings*	9/9 times	9/9 times	9/9 times	9/9 times	8/8 times	9/9 times	9/9 times	9/9 times	7/8 times
Experience/skills possessed									
Corporate management and management strategy	●	●						●	●
Finance and accounting			●			●			
Production, technology and quality	●		●						
Legal and compliance				●		●	●		
Human resources, labor relations and human resource development		●		●	●				
Global	●	●			●				

*Attendance at Board of Directors meetings covers the period from April 2023 to March 2024.

Corporate Officer, General Manager of Public Relations Department	Ryoko Omichi

Interview with External Director

Using my experience as an attorney to maintain corporate value and support the growth of the Group

Yukari Oka
External Director
(Audit and Supervisory Committee Member)

Changes in society, and changes in the Company

After becoming a qualified attorney in 1995, I have mainly been engaged in corporate legal affairs. My main career as an attorney has involved counseling and handling litigation matters arising in the business operations of a variety of corporations over 30 years.

The Paramount Bed Group became a holding company in 2011. I was appointed as an External Director in 2015 from my previous position of External Corporate Auditor, and in 2016, I was appointed as an External Director (Audit and Supervisory Committee Member) following the Company's transition to a company with an Audit and Supervisory Committee, a role I have been undertaking up to the present day.

The Paramount Bed Group has changed significantly alongside changes in society. In the past, the Company's former mainstay business, the manufacture and sale of medical and nursing care beds, accounted for 70% of domestic market

share, and it has been an industry leader since that time. However, the Company has never been satisfied with the status quo; rather, it has always approached the concerns of its customers and the needs of society with sincerity.
As a corporation that supports society, the Company has paid close attention to various matters, and I feel that its flexible response has resulted in the stability of our current management base.

Practicing fundamental compliance

Corporate compliance has received a lot of attention in recent years, but two decades prior, the phrase was not used nearly as often as it is today. The mainstream approach was that the role of a corporation was to chase profits, which differs greatly from current trends. Today, society has changed significantly, with compliance becoming a central focus of corporate management and understood as an important requirement in gaining society's trust.
Compliance for corporations is not simply a matter of observing laws and regulations. Laws and regulations are characterized as something that is applied after a problem has already occurred. In modern society, however, it is extremely important to make decisions before problems occur. Moreover, even if a company's rules and stances are clearly stated in its Corporate Code of Ethical Conduct or Corporate Code of Ethics, the fact is that society is constantly changing. What is required by society and how can we gain society's trust right now? Each employee is expected to have the ability to think and act by him or herself.
I feel that the Paramount Bed Group has been acting with integrity and with proper ethics even before the word "compliance" was commonplace in society. This is surely thanks to having long instilled employees with the right attitude and a positive approach in their work, along with valuing customers and wanting to pursue happiness for all stakeholders, including shareholders, business partners, and employees. Also highly commendable are activities such as the establishment of the Corporate Ethics Section, a specialized team that works closely with the Legal Department to provide training for employees and prepare guidebooks. Moreover, it is also noteworthy that on top of penetration and retention measures, the Company is working on ways to enable monitoring to be carried out in a multifaceted manner, such as conducting awareness surveys and establishing internal and external consultation and reporting contacts.

Bringing an innate sense of integrity to the world

A particular area of focus in future will be on strengthening compliance at Group companies in various countries toward expanding business overseas. As legal systems differ between countries, it is important to carry out research in advance and fix any issues quickly after roll out. Here, I hope to use my experience as an attorney to meet the expectations of shareholders and investors.
I have always believed that the Paramount Bed Group is a company of integrity. The many employees I have met so far, as well as the President and other officers, are committed to their day-to-day work with a sense of pride in the Company's products and services. If this spirit in Japan can also permeate across all overseas locations, we should see stronger compliance worldwide.
The new brand message, "WELL-BEING for all beings," further clarifies the Company's raison d'être and its vision for the future. I will help to support the future growth of the Paramount Bed Group, which adapts to an ever-changing society and contributes as a form of infrastructure.

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Risk Management

Fundamental approach

Aiming to strengthen the company-wide risk management system, the Group has established basic rules for risk management and has designated a responsible department for each risk to manage it. Should a serious risk occur or potentially occur, an emergency task force headed by the President and Chief Executive Officer is immediately convened in accordance with the above rules. We have a system to strive to minimize damage by taking immediate action in addition to receiving guidance and advice from outside experts (corporate lawyer, tax accountants, etc.) as necessary, and to take measures to prevent recurrence.

Examples of business risks and mitigation measures

Major risks	Risk details	Mitigation measures
Revisions to systems and other items affecting the business climate	Although official rates (medical and nursing care fees) are not set for our main products, hospital and nursing care beds, revisions in systems related to the public-sector medical insurance system or long-term care insurance system, and the impact of periodic public-sector rate revisions could reduce capital investment by medical facilities, the end customers of the Group.	Reinforce efforts in the field of health promotion based on the technology and knowledge cultivated over the years in the medical and nursing care fields.
Growth of overseas operations	Risks that generally are not potential problems for operation in Japan, such as revisions to import and export regulations, inadequate technology and manufacturing infrastructures, and the difficulty of recruiting employees.	Gather daily information on political, economic, and social conditions and related regulations in the countries where our production and sales sites are located, and in the regions where we sell our products (in particular, stricter enforcement and changes in environmental regulations, product safety and quality regulations, and medical device registration regulations in each country), and implement necessary responses.

Examples of business risks and mitigation measures

Major risks	Risk details	Mitigation measures
Procurement of certain materials and other items	Risk of delayed procurement due to a delay or interruption in the supply of a vital material or product, resulting in shortage of such materials.	Expansion of suppliers, potential suppliers of supplies, and alternative measures. Adoption of general-purpose parts.
Defective products and components	Risk that the Group's social trust may be reduced due to a defective product or other item that requires a large-scale recall with substantial expenses.	Development of a robust system for product quality control, including manufacturing in accordance with international standards for quality systems and various in-house standards. Signing up for liability insurance.
Natural and other disasters	Risk of an earthquake or other natural disaster or a major fire or other accidents that may severely damage a factory of a Group company or a supplier, causing suspension of operation, delays or reduction of production and shipment.	Formulation of a business continuity plan (BCP) in the event of a major earthquake, preparation of a safety confirmation system and emergency communication networks, and periodic training.
Information security	Risk of information system suspension and information leaks occurring due to large-scale disruptions to cloud services and networks, cyber-attacks, or other events beyond our reasonable expectations, resulting in reduced social trust for the Group.	Along with signing up for liability insurance, implementation of efforts such as enhancing employees' information security awareness.

Compliance

Fundamental approach

The Paramount Bed Group has established corporate principles and code of corporate conduct, and strives to fulfill its social responsibility and further enhance its corporate value by practicing social contribution through its business activities.

The Paramount Bed Group Code of corporate conduct

All of us in the Group are aware of our social mission as a company involved in medical and welfare services and our responsibility as a member of society, and act with integrity in accordance with the following principles.

- The Paramount Bed Group contributes to the enhancement of medical care, clinical nursing, and nursing care environments by providing products and services that satisfy customers through their safety and high quality.
- Paramount Bed Group understands and observes the laws and regulations relevant to its business activities and the rules of a fair society.
- Paramount Bed Group appropriately manages corporate information and provides timely and appropriate information disclosures in order to build public appreciation and confidence in the Paramount Bed Group.
- Paramount Bed Group is committed to the preservation of the global environment and conducts environmentally conscious business activities.
- Paramount Bed Group respects human rights and rejects discrimination of any kind, whether on grounds of race, nationality, gender, age, body, or any other grounds.
- Paramount Bed Group respects countries' and regions' cultures and customs and contributes to the development and furtherance of society.
- The top management of the Paramount Bed Group conducts itself in an exemplary manner in conformity with this code of conduct. In the event of a breach of this code, the top management of the Paramount Bed Group at its responsibility takes measures to resolve the breach, identify the cause, and prevent recurrence.

Main initiatives

Corporate ethics initiatives

- Providing compliance training
- Making a Corporate Ethics Guidebook and utilizing it in training
- Regularly distributing messages from the Corporate Ethics Office

Promotion of highly transparent governance

- Conducting employee awareness surveys on a timely basis
- Establishing consultation and reporting contacts
- Monitoring compliance status from a multifaceted perspective

Human Rights Policy

Respect for human rights is advocated for in the Paramount Bed Group code of corporate conduct, which sets out the code of conduct for each Group employee in realizing our management philosophy, and in this policy we are further clarifying the Group's approach to respecting human rights.

1. Basic approach to human rights	We understand that the Group's business may directly or indirectly have an impact on human rights. We respect human rights as stipulated in the International Bill of Human Rights and in the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, and we work to both support and put into practice the United Nation's Guiding Principles on Business and Human Rights.
2. Scope of the Human Rights Policy	The Human Rights Policy applies to all board members, officers, and employees of the Group. We will also ask our business partners for their understanding and support of the Human Rights Policy, and we will expect them to work together with us to respect human rights.
3. Initiatives to respect human rights	We respect the diversity, values, and work styles of each employee and of each individual we work with; do not tolerate any acts of discrimination based on race, ethnicity, religion, age, nationality, origin, gender, sexual orientation, gender identity, pregnancy status, marital status, academic background, political views, or health condition, etc.; and prohibit child labor, forced labor, and any and all types of bullying and harassment. In addition to promoting diversity and inclusion, we also strive to provide a safe and comfortable working environment that eliminates employee anxieties and worries and that allows each and every employee to play an active role.
4. Dissemination of and education about the Human Rights Policy	In order to increase awareness of respect for human rights amongst all Group employees and to reduce the risk of human rights violations, we will also continue to engage in education and awareness activities to ensure that the Human Rights Policy is instilled in and observed by all Group employees.
5. Human rights governance system	In cooperation with related departments, the Corporate Ethics Department implements and manages measures on respecting human rights. The results of these efforts are reported to the Board as appropriate.
6. Conducting human rights due diligence	Through dialogue with various stakeholders, we strive to understand, prevent, and reduce the negative impact of the Group's business activities on human rights.
7. Remedies	If it becomes apparent that a negative impact on human rights has occurred or has been facilitated by the Group or through one of the Group's business partners, then we will strive to take appropriate and effective remedial measures.
8. Dialogue and consultation with stakeholders	We recognize the importance of confirming and understanding the opinions of those affected by the Group's business activities, and we respect human rights by engaging in sincere dialogue and consultation with stakeholders.
9. Information disclosure	We will appropriately disclose our efforts on respecting human rights through the media or our website.