

CEO Message

**Making well-being the norm.
Never fearing change,
we are moving toward a future
filled with smiles.**

The brand message we formulated in 2024 is “WELL-BEING for all beings.” To realize this ideal with greater surety and speed, our Group chose to go private through management buyout (MBO). At this major turning point, Tomohiko Kimura, President and Chief Executive Officer, spoke about the value creation that Paramount Bed seeks to achieve.

A full-length portrait of Tomohiko Kimura, President and Chief Executive Officer, standing in a modern office environment. He is wearing a dark blue blazer over a white t-shirt, dark trousers, and white sneakers. His hands are clasped in front of him. The background features a wooden floor, a glass railing, and some green plants.

Tomohiko Kimura
President and
Chief Executive Officer

The decision to go private for long-term value creation

—In February 2026, you took the company private through an MBO. What led to this decision?

Even before I assumed the role of president in 2020, I was constantly thinking about what role I should fulfill as the top leader of our Group. I concluded that my mission was to build the foundation for becoming a 100-year company—and then to continue growing toward 150 and 200 years. Toward that goal, there were challenges piling up, including responding to changes in the external environment, initiatives for sustainability, and improving our corporate culture. One of those challenges was transforming our business model. For many years, our Group has operated a primarily one-off sales model, selling medical equipment and assistive devices centered on beds to medical and nursing care settings. However, as the environment surrounding medical and nursing

care changes dramatically, in order to grow more stably and sustainably, we must shift to a “recurring” business model that continuously provides solutions.

While strengthening our Medical Care Business and Nursing Care Business, we must also expand third and fourth businesses that are not affected by changes in Japan’s social security system. I believe the new pillars at the center of this will be Overseas markets and the Health Promotion Business. Nurturing these new business fields will not be easy, and results cannot be achieved overnight. I believe we need to take a longer-term perspective in pursuing this.

In recent years, many voices in capital markets place emphasis on short-term financial results, making it difficult to advance business model transformation involving risk and proactive investments aimed at future growth. The decision to go private through an MBO is a choice made to take a long-term perspective amid a rapidly changing environment and to realize the well-being of all, including users, business partners, and employees.

—What have been the internal and external reactions to the MBO, and what are the advantages and disadvantages of delisting?

Changes in the business environment have become even more intense than they were three to four years



ago, when we first began considering an MBO. All of the funds for this MBO were covered through bank borrowing. While we feel the weight of increased responsibility from receiving financing, including greater commitments to fulfill, the bank decided on the financing very smoothly after thoroughly examining our Group's situation, something we see as a strong seal of approval and high trust from financial professionals. We feel a major benefit in having more strong external partners who will think together with us about the company's future.

We also thoroughly carried out careful communication with other stakeholders. Internally, at the same time as the announcement, we shared a message on our intranet and repeatedly and carefully told employees to feel reassured, as our corporate philosophy, brand message and direction would not change. As a result, we feel our intent was accepted with no major unrest. Because the MBO announcement was just before the job offer ceremony, we were concerned that delisting might lead new graduates to decline their offers, but thanks to follow-up by the HR Department, everyone joined as planned.

Employees and I explained the intent of the MBO during visits to business partners, many of which expressed understanding and welcomed the action as a good decision. In this way, I am convinced that having a broad range of internal and external stake-

holders deeply understand this decision will be a great source of support going forward.

Initiatives to realize our brand message

—After its formulation, how well has your brand message taken root internally?

In 2024, we formulated a new brand message, "WELL-BEING for all beings." Because many employees were attached to the words we had used in the past, we anticipated some resistance to the change, but in the end it has been accepted very smoothly. A major driving force behind this was our initiative asking employees to consider whom they want to deliver well-being to. Through employee workshops that encouraged reflection on well-being, a culture was cultivated in which employees embraced the brand message as their own. This culture has continued to grow and take root across the organization. Also, by letting employees write the "WELL-BEING for..." message that they came up with on the back of their business cards, tangible effects have appeared, such as creating opportunities for dialogue

with customers during business card exchanges.

—Having won the WELLBEING AWARDS for two consecutive years, how would you like to accelerate this initiative going forward?

Winning Gold for two consecutive years in 2025 and 2026 at the WELLBEING AWARDS offered proof that our new endeavor was positively received outside the company, and gave us great confidence and encouragement. Partly due to the award's impact, we feel that our brand message is steadily spreading among customers as well. Recently, at the request of one hospital we supply, one of our employees gave a lecture on our Group's initiatives for well-being. The hospital was pleased, saying it gave all staff a good opportunity to think about well-being.

In the past, when we received requests to give lectures, the themes tended to focus on matters such as improving efficiency and ensuring safety at the frontline. Now, however, the scope has expanded to initiatives for well-being, from which I sense a major shift in values across society as a whole. Taking this award as an opportunity, we will further expand awareness of our brand message and accelerate our initiatives, aiming to become the company that people think of first when they hear "well-being" within the society to come.

Paramount Bed had a strong image as a bed manufacturer. Why are you focusing on initiatives for well-being?

The origin of “WELL-BEING for all beings” lies in the aspiration expressed in Paramount Vision 2030: “Smiles for everyone from medical and nursing care to the health field.” Many of our Group’s products are used only after a person first reaches a state requiring medical treatment or nursing care. Ideally, everyone would remain healthy until the end of their life and live without ever needing our medical and nursing care beds—this is the ultimate ideal. And we believe that contributing to the realization of that ideal is our mission.

The knowledge we have cultivated over roughly 80 years in medical and nursing care settings, as well as the diverse data obtained from more than three million beds currently operating domestically and overseas, are unique assets that can be leveraged for developing solutions to extend healthy life expectancy. At the core of this is sleep, which people do every day from birth until death. Our Group has a Sleep Research Institute, and we advance R&D under the mission of “confront various issues related to sleep and help to resolve them.” By providing support for living healthy, true-to-yourself days through sleep improvement, we support people’s well-being. This is a fundamental role

that only our company—which started as a bed manufacturer—can fulfill.

Building sustainable organizations and passing them on to the next generation

—You have been working to strengthen human capital. How are your current initiatives progressing?
Last year, our Group added “culture that respects each individual” to the cultures we had previously aimed for: “culture with thorough communication” and “culture that encourages challenges.” This is because we believe that building an organization in which all employees—regardless of gender, age, or nationality—can be themselves and fully demonstrate their abilities directly leads to enhanced corporate competitiveness.

In the past, there was also a conservative atmosphere internally toward new endeavors, but today, a femtech business that began with employee-led proposals and various other endeavors we cannot yet announce are being born one after another behind the



scenes. Also, in an era of rapid change, there are limits to a “do-it-all in-house” approach in which we solve every issue solely by ourselves. Therefore, in the CVC fund we established in 2022, younger employees have taken the lead in advancing investments in and business collaboration with startup companies in the health tech field. This activity incorporates innovative external technologies and ideas and supports employ-



inherited from my predecessors to the next generation in a better form.

Through this MBO, we have secured an environment in which we can sincerely engage, from a long-term perspective, with the stakeholders we truly need to face, without being swayed by short-term fluctuations in the stock market. This means our Group has once again reached the starting line of a second founding period. Amid trends such as Japan's population decline and efforts to restrain social security costs, clinging to the conventional business model will put the company's survival at risk. From selling beds to providing solutions; from Japan to overseas markets; and from medical and

nursing care to the health domain. To show our determination to boldly transform existing frameworks and advance business diversification, we have even told employees internally that we could remove "bed" from our company name. We will continue to transform ourselves in line with the times and pass on to the next generation a strong organization that continues to contribute to society.

ees' endeavors. We will continue to broaden the possibilities for well-being by generating more such examples.

–Looking ahead to the next 100 years, what kind of "Paramount Bed" do you want to pass on to the next generation?

I recognize my role as accepting the task of stewarding the company. My mission is to pass the baton

–Who is the target of your "WELL-BEING for..." message written on the back of your business card?

The target of WELL-BEING for written on my business card is "next generation." These words embody two resolutions: my desire to realize a society in which the children who will carry the next generation and the working-age population can live healthy and vibrant lives, and my determination to open up the company's future toward our 100th anniversary and beyond. Building on the sound culture handed down by our predecessors, we will remain at the forefront of transformation so that we can meet the expectations of our stakeholders and continue to contribute to well-being for all.



The Brand Message Today

A culture reform we took on as one team led to Gold recognition for two consecutive years

The brand message upheld by the Paramount Bed Group is “WELL-BEING for all beings.” Our present—taking this aspiration beyond a mere slogan and embedding it into each individual’s working environment and the way our organization functions—has been validated in the best possible way. At the WELLBEING AWARDS, hosted by the Well-being Action Executive Committee (including The Asahi Shimbun Company), we won Gold for two consecutive years in 2025 and 2026, while also achieving Gold in two categories simultaneously in 2026. This reflects recognition not only of concrete measures such as promoting flexible work styles and health management, but also of our process itself—our companywide, unified efforts to foster the “three cultures.” By drawing confidence from outcomes that live on as our organizational culture, driven by changes in each individual’s awareness and actions beyond the framework of systems, we will continue to evolve our well-being.

WELLBEING AWARDS 2025

- Organization/Team Category: GOLD

WELLBEING AWARDS 2026

- Organization/Team Category: GOLD
- Products/Services Category (Tsubaki Project): GOLD

* In the FY2026 awards, we were the only recipient of simultaneous GOLD awards in two categories.



WELLBEING AWARDS
2025

GOLD



WELLBEING AWARDS
2026

GOLD



WELL-BEING Woven by Each Individual

WELL-BEING for all those in need



Hayato Mitsugi
General Manager,
Production Engineering
Department,
Production Division

I started wanting to work on behalf of people with physical disabilities when I was a college senior. I injured my leg while skiing and ended up living on crutches. I had my foot kicked by people on trains who weren't watching where they were going, and at stations there often wasn't a down escalator, so I struggled to go down the stairs... From those difficult experiences, I wanted to understand how each person's situation is different and to engage in work that reduces difficulties even a little. Even now, driven by that aspiration, I imagine the process until our products reach customers, and consider what will make customers happy as my axis for decision-making at work.

WELL-BEING for new generations



Hitomi Natori
Assistant Manager,
International
Sales Division

I work as an expatriate, managing staff at our local subsidiary in Vietnam. I am especially mindful of our brand message in situations when we consider the company's systems and organizational structure. I naturally think about the company's growth, but at the same time I also value creating a better working environment. This is because I believe that when employees are motivated and can work with a sense of fulfillment, it ultimately leads to growth for the entire organization. So that the next generation shaping the future can take on challenges with a positive mindset, I will keep learning and striving every day.

Through workshops that help employees internalize our brand message, employees put their own aspirations into words.

All employees carry a personalized "WELL-BEING for ..." message on the back of their business card and put it into practice every day.

WELL-BEING for writers



Kouketsu Kou
Assistant Manager,
Public Relations
Department

In the Public Relations Department, we externally communicate information about our Group's new products, new businesses, and initiatives. The people I am most often directly involved with are reporters and writers. I myself worked as a reporter for eight years at a news site covering Asian economies, and have been involved with many corporate PR professionals. When disseminating information, I leverage that experience by putting myself in a reporter's shoes and imagining the structure an article will take once written. By communicating in an easy-to-understand way, I want to support reporters' well-being.

WELL-BEING for everyone in Tohoku



Tomomi Miyagawa
Sendai Branch,
Sales Division

While working in the Tohoku area, I have encountered the hard work, inner conflicts, and kindness of many people. Because the region faces challenges such as a declining birthrate, an aging population, and depopulation, I feel that a single proposal can have great impact. When I first heard the new brand message, I could not immediately see the connection to my work. But now that my daughter has been born, I truly and vividly feel what it means to wish for another's well-being. The nurses and patients I meet through work are also irreplaceable to others. I take pride in being involved with tools that support these people.

A co-creation media platform that connects society's "better ways of living"

We operate a web media platform that shares the aspirations behind the words "WELL-BEING for ..." and diverse ways of happiness for each individual.

Our varied "WELL-BEING for ..." messages:

WELL-BEING for children

WELL-BEING for caregivers

WELL-BEING for communities

WELL-BEING for women

WELL-BEING for mothers and babies

WELL-BEING for family

WELL-BEING for patients and medical professionals

WELL-BEING for elders

WELL-BEING for athletes

WELL-BEING for earth

WELL-BEING for care receivers & caregivers

WELL-BEING for students



We share diverse forms of happiness, and conversational stories with medical and nursing care workers and partners from different industries. Please take a look at our new endeavors.

Special Website [🔗](#)