

Business Sustainability

Sustainability through Our Business

The value the Paramount Group wants to provide through business is well-being for all people.

Now, the world is moving together as one toward a sustainable society.

We, too, are engaging in business activities under six materialities (key issues) in order to grow alongside such a society.

This is our challenge that aligns with the health and happiness of all.

Six Materialities (Key Issues)

MATERIALITY 1



Support for the establishment of a sustained medical and nursing care system

- Support for improvement of efficiency of medicine and nursing care and for work style reform
- Support for education of nurses and nursing care personnel
- Relief supply system for emergencies



MATERIALITY 2



Creation of an environment where everyone can live healthily and happily

- Science-based proposals for sleep environments
- Support for enhanced performance through the proposal of better sleep for athletes
- Support for the development of the next generation of leaders



MATERIALITY 3



Pursuit of product safety

- Establishment of systems for product safety
- Education on safe usage
- Active involvement in industry group initiatives



MATERIALITY 4



Promotion of employee health, diversity, and work style reforms

- Employee health and labor safety initiatives
- Promotion of diversity
- Promotion of work style reforms



MATERIALITY 5



Environmentally conscious business activities

- Reduction of environmental impact in production processes
- Reduction of environmental impact throughout the product life cycle
- Contribution to the realization of a recycling-oriented society



MATERIALITY 6



Ensuring compliance

- Corporate ethics initiatives
- Ensuring fair trade
- Promotion of highly transparent governance



MATERIALITY

1

Support for the establishment of a sustained medical and nursing care system

Medical and nursing care frontlines are a foundation that supports people's healthy lives.

But now, these frontlines are at a major turning point.

To achieve a future in which everyone can receive care with peace of mind, we stay close to challenges in medical and nursing care and contribute to building sustainable systems.



SDGs items we aim to achieve through our initiatives



Medical Care Business

"Three values provided" that protect improved medical quality and frontline sustainability

Hospital management environments are in extreme turmoil due to severe physician shortages, work style reforms, and soaring utility and materials costs, among other factors. To continue supporting the frontline while maintaining the quality of healthcare, we provide value through three axes: "amenities," "staffing," and "digital sensing." We deploy multifaceted solutions tailored to individual hospitals' issues, such as a recurring model that reduces initial investment and reduces operational burdens through sensor utilization. Going beyond mere product provision, we will support the future of medical frontlines in Japan and around the world as a partner that co-creates both improved patient satisfaction and sustainable hospital management.

Contributing to improved patient satisfaction, reduced capital investment burdens, and better management

① Amenities



Rental and repair of ward equipment; services such as TV, refrigerator, and Wi-Fi usage; hospitalization sets; etc.

Contributing to improved operational efficiency, task shifting support, improved medical safety, etc.

② Staffing (On-site services)



Bed center operations; management of medical devices; nursing assistants; concierges; etc.

③ Digital Sensing



Risho CATCH, Smart Bed System, etc.

Medical Care Business

Strengthening cardiovascular solutions through M&A

To contribute to solving issues in medical settings, we are accelerating M&A. By partnering with companies that have expertise in different domains, we are expanding our solutions from providing beds and fixtures to diagnostic and treatment support. In the cardiovascular field, we have brought two companies into the Group: HeartLab, Inc., which developed the RST® calculation program aimed at early detection of worsening heart failure, and Cardio Intelligence Inc., which offers an externally mounted pediatric ventricular assist device system. We will strengthen our cardiovascular solutions through diverse approaches and continue to support the maintenance and development of high-quality medical systems.

Diagnostic and treatment support
(Cardio Heart Lab)

Medical DX and management improvement support
(Smart bed and recurring-related)

Support for nursing and recuperation environments

Improving medical safety through the Smart Bed System

To improve medical safety and reduce the burden on the frontline, we are working to expand the adoption of the Smart Bed System. This system uses bed-embedded sensors to link out-of-bed and sleep/biometric data in real time with electronic medical records and mobile devices. Through this digital sensing technology, we simultaneously reduce the risk of patient falls and tumbles and reduce the burden on staff who monitor patients. We support the development of safer, higher-quality medical environments by using technology to support optimal care.



Development of the mental preparation tool Pre-Palette

Preparation is an approach that explains illnesses, tests, and treatments to children in an easy-to-understand way in advance to ease anxiety and fear. Although its importance is recognized, unlike medical procedures, it has no fixed rules, making it difficult for medical staff to implement. In collaboration with the NPO Cheer Art, we created Pre-Palette, a support tool that helps even nurses conducting preparation for the first time provide clear explanations to children. We provide it free of charge to medical professionals.



[Related articles on the WELL-BEING for site](#)

Nursing Care Business

Facility-based nursing care

Creating peace of mind on nursing care frontlines through the power of technology

In nursing care settings where labor shortages are becoming increasingly serious, improving operational efficiency through DX is an urgent issue. We offer a platform centered on body motion sensors, with cumulative installations of approximately 300,000 units, and the monitoring support system Nemuri CONNECT, which enables centralized remote management and sharing of the sensor data. By expanding and integrating the system with peripheral functions such as excretion care and weight measurement, we reduce the physical and mental burden on staff and create time for direct care for residents. From facilities to home care, we promote solutions that utilize accumulated biometric data through AI and support high-quality, data-driven care.

MATERIALITY 1 | Support for the establishment of a sustained medical and nursing care system



* Conceptual overview of integration with Nemuri CONNECT

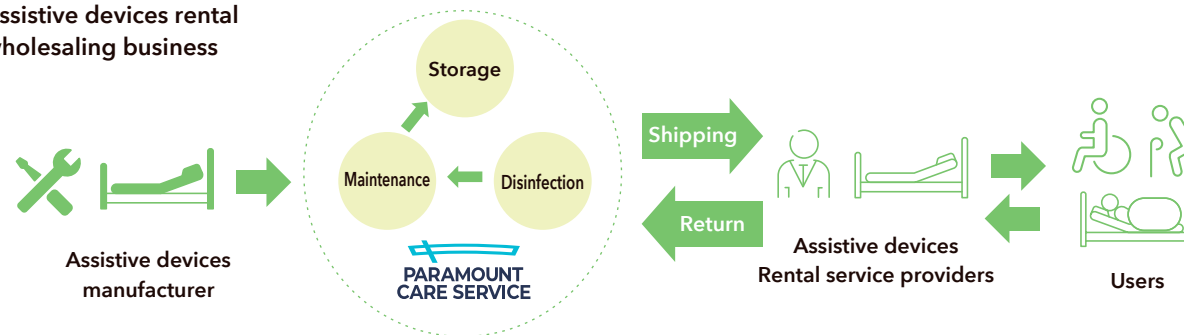
Nursing Care Business

Home care

Making home care more accessible by advancing our recurring model

To meet people's wish to live at home until the end of life, we provide solutions for home care. In our recurring business through assistive devices rental wholesaling, we build mechanisms that comprehensively support home care, such as the selection of optimal equipment tailored to users' situations and the provision of apps that reduce the burden on family members and care managers. By deepening our circular business, we will provide long-term peace of mind and fulfill our role as a key part of community-based integrated care systems.

Assistive devices rental wholesaling business



Evolution and enhancement of assistive devices

- Evolution of beds
- Development of a service provider app
- Enhancement of original assistive devices



Solutions that help both service providers and users

- Creation of non-insurance-covered services
- Expansion of facility solutions to home care
- Recycling of products into resources



Now available in home-based recuperation environments

Increasing rental wholesale market share

- Development of maintenance and sales sites
- Development of support systems for rental service operations
- Expansion of rental asset holdings



Start of Nemuri CONNECT service in home-based recuperation environments

To Nemuri CONNECT, which we have been selling to nursing care facilities, we have added a new version that can be used in home-based recuperation environments. This can be used in nursing care facilities and homes without a Wi-Fi environment, contributing to creating environments where people can continue living safely in familiar places.

Nursing Care Business

Launch of the Rakusho Fit series of nursing care beds for home use

In August 2025, we launched the Rakusho Fit series of nursing care beds for home use. This product is the successor model to our flagship Rakusho Plus series, cumulative sales of which exceed 230,000 units. It adopts the new Fit Line Bottom structure that enhances slippage reduction and pressure distribution, as well as an intuitive handheld switch with LCD touch panel. Amid growing demand for home-based recuperation due to aging, we aim to realize a recuperation environment that is comfortable for all.



DX for excretion care that reduces staff burden and protects users' dignity

Excretion care in nursing care services is an important task for understanding users' health conditions. At the same time, it is a major physical and mental burden for staff to check the frequency of excretion and the condition of excreta. To protect users' dignity, technology to automate excretion care has also been needed. In response, Paramount Bed Co., Ltd. proposes DX for excretion care using sensors. We have achieved the automatic detection of excretion into diapers and the automatic recording of toilet use and the condition of excreta. Through linkage with Nemuri CONNECT, it is possible to centrally manage not only excretion data but also sleep, weight, and temperature/humidity records. This reduces the burden on staff and helps prevent turnover. These DX solutions for excretion care were born from a wish to enable people to do what people do naturally. Through the power of technology, we will continue to support people so they can focus on what is truly important.

Toilet DIARY

Installed in the toilet bowl, this system uses AI to automatically record sitting and the condition of urine and stool. Because staff are notified only of the results via icons without being in the same room, it prioritizes protecting users' privacy and dignity.



Sharing of conditions in the toilet

Omutsu COLOR

This sensor detects excretion in real time based on changes in color inside a disposable diaper. It automatically visualizes and stores excretion timing data, enabling proactive care based on each individual's excretion rhythm.



Sharing of conditions on the bed

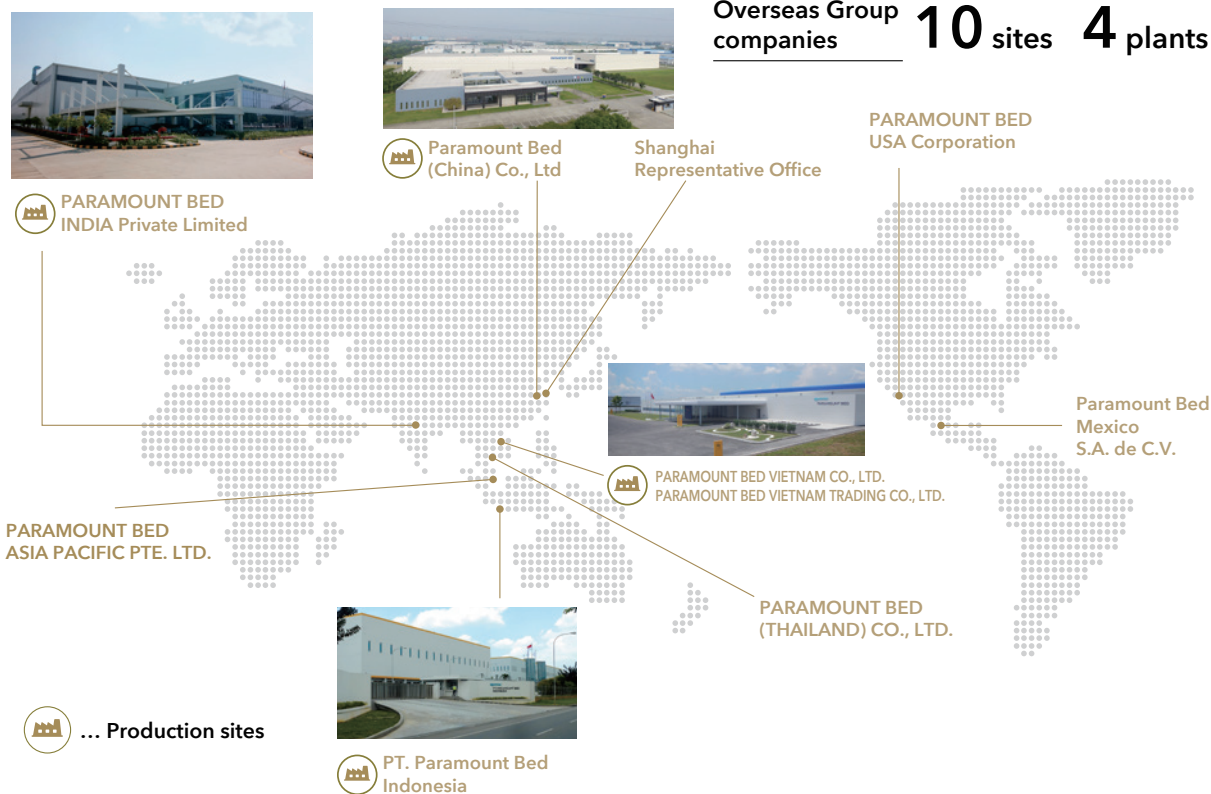
Nemuri CONNECT (a platform that oversees the entire system)

[Related articles on the WELL-BEING for site](#)

Overseas expansion

Delivering sustainable medical infrastructure worldwide and contributing to reducing healthcare disparities

We are expanding our presence mainly across Asia and Central and South America, accelerating the provision of solutions tailored to countries' unique social issues. Rather than simply exporting products, we promote locally rooted business activities, such as building stable supply systems by expanding a new plant in India and introducing environmentally conscious lines at our Indonesia plant. We also contribute through support for transferring nursing skills in emerging countries, including in education and other non-physical aspects. By simultaneously localizing products to match countries' needs and creating local employment and developing engineers, we will co-create sustainable medical infrastructure around the world.



Overseas expansion

Building new medical infrastructure in ASEAN through remote medical DX

Toward eliminating healthcare disparities in the ASEAN region, we launched a demonstration project to build and verify a system using remote medical DX technologies from Japan. This project introduces remote manufacturing technologies using 3D scanning, AI, and 3D printing in the field of prosthetics and orthotics, where specialized personnel are in short supply. Based on the hospital network we have built locally over many years, we will first promote social implementation adapted to the environments in Indonesia and Thailand. We will also expand in Vietnam and verify the potential to expand to other remote medical DX domains. Starting from prosthetics and orthotics manufacturing, we aim to build sustainable next-generation medical infrastructure where everyone has access to appropriate healthcare.

Expanding this system to the ASEAN region through Paramount's strong Asian hospital network!



India plant obtains green building certification

The India Bawal Plant, which began operation in 2024, obtained Gold certification in March 2026 under the local green building certification system, IGBC Green Factory Building Rating. In India, where rapid economic growth continues, addressing environmental issues has become a socially important theme. Under these circumstances, the plant has incorporated environmental consideration into its design philosophy and has advanced initiatives such as energy saving and effective use of resources. Our Group will continue activities aimed at achieving a 30% market share in India by 2030.



Obtained GOLD certification under a green building certification system



India Bawal Plant (exterior)



Promoting the use of renewable energy such as solar power generation



MATERIALITY

2

Creation of an environment where everyone can live healthily and happily

Being healthy, and being true to yourself.
That is the starting point for a future in which all can live healthily.
We stay close to each life stage and pursue environments that cultivate comfortable sleep and richness of mind and body.
We are moving forward with the aim of realizing a society where all can shine, regardless of age or environment.

SDGs items we aim to achieve through our initiatives



Health Promotion Business

Energy for every day, through sleep—A health brand that supports sleep improvement

Currently, Japan has one of the shortest sleep durations among advanced countries and faces a major social issue: productivity loss. In response, we offer the Active Sleep brand in our health promotion business domain. Based on sleep tech cultivated in medical and nursing care, we have improved sleep quality through a range of sleep support devices, including beds that automatically change angle, as well as mattresses, pillows, and lights that fit individual sleep states.

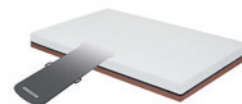
We are now taking on new value creation in diverse domains starting from sleep, including exercise, beauty, and IoT integration. By accelerating co-creation with external partners through our CVC activities, we will support the maximization of every individual's vitality, starting with solving sleep challenges.

Sleep challenges

Active Sleep BED



Bedding items and sleep support devices



Mattresses



Pillows



Sleep support devices

Taking on new value creation challenges
(Co-creation through CVC)

Link

IoT integration

SISI

Beauty



Women's health

TENTIAL

Recovery

SOXAI

Health management

Runtrip

Exercise

Why is sleep important?

The reason we sleep every day is to repair the physical damage our bodies take at the cellular level during the day. During sleep, fatigue is relieved and maintenance is performed on vital organs such as the brain and heart. Sleep plays an indispensable role in life—so indispensable that humans were not able to eliminate the vulnerable and dangerous time known as sleep throughout the process of evolution.

Health Promotion Business

An automatically operating bed: Active Sleep BED

Active Sleep is our proposal to maximize sleep performance and live more actively the next day. Our Group's research shows that changing bed angles improves sleep quality. Active Sleep BED proposes an angle for falling asleep that allows adjustment of angles at the back, knees, and legs according to mood and condition. Even after falling asleep, the bed quietly and slowly operates automatically, supporting comfortable position changes and morning awakening. In 2024, the maximum angle was expanded through our first full model change. It also became more comfortable to use in a sitting posture, like a sofa.

Added value of sleep proposed by the Active Sleep BED

A new proposal:
angle for falling asleep

Simply raising the back of the bed slightly makes breathing easier and leads to relaxed sleep onset. This is the angle for falling asleep we propose. It can be freely adjusted to the optimal angle for the user, in line with subtle daily changes in condition.

Automatic bed
operation

When it detects deep sleep, the bed automatically and slowly transitions from the falling-asleep angle to a flat position that facilitates position changes. At the set wake-up time, the bed back rises again automatically, gently encouraging a natural and comfortable awakening that does not strain the body.

Freely adjustable
mattress firmness

The ideal sleeping comfort for the user's current physical condition can be controlled from one million combinations. Because firmness can be finely adjusted for each part of the body including the head, shoulders, and waist, the bed comfortably supports people of any body type in an ideal sleeping posture.

Opening of the Nemuri Gallery store at
KITTE OSAKA

In April 2025, we opened Nemuri Gallery, our directly operated store, inside KITTE OSAKA, a commercial facility connected to JR Osaka Station. This is our first directly operated store in a commercial facility. The Umekita area around KITTE OSAKA is undergoing the largest-scale redevelopment in Kansai, drawing growing attention. By opening in a highly convenient commercial facility in this area, we created an environment where people can more easily experience our products. At the gallery, we display products including Active Sleep BED, which allows users to adjust the back angle themselves. Customers can experience the bed functions and mattress comfort first-hand.



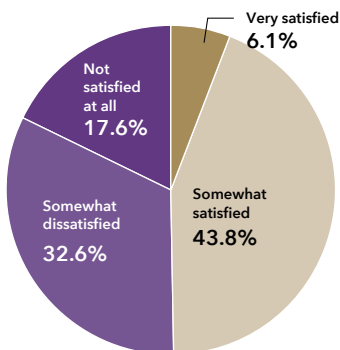
Solving society's "invisible sleep challenges" through a scientific approach

In modern society, there exists an issue by which sleep quality declines without even the sleeper noticing. We are committed to tackling such invisible sleep challenges, backed by the scientific evidence and accumulated data of the Paramount Bed Sleep Research Institute. We will implement solid research results in society and support fulfilling everyday lives.

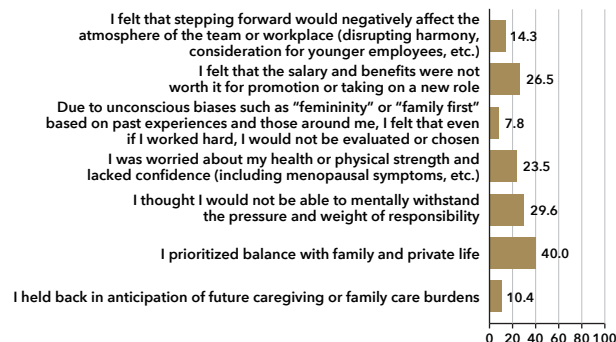
Addressing the "silent resignation" of working women in the menopausal age group: Silent Shift

There exists a "silent shift" by which women in the menopausal age group quietly leave their careers because they cannot reach out to others about their health issues. Together with HITOBI-TO, Inc., we conducted a reality survey of 2,000 working women aged 45–55 and found that about 70% may have insomnia symptoms. This highlighted the reality that decreased daytime performance and mental instability caused by chronic sleep deprivation form the basis of serious, unignorable health issues. In response to this issue that directly leads to an invisible human loss for companies, we are promoting activities to resolve the "silence of human capital." We aim to realize a society where women can shine as individuals throughout their lives and continue working sustainably.

Satisfaction with career and work style



Reasons for declining a promotion



Booklet summarizing survey results

Transforming research into real-world application to enrich daily life through sleep

The Paramount Bed Sleep Research Institute adopts a mission of facing and solving diverse sleep-related challenges. By leveraging cutting-edge bedding and sensor technologies, it advances R&D based on scientific evidence. The Institute enhances the added value of our products and applies accumulated data and research findings broadly to society. It aims to seamlessly provide an environment where everyone can obtain high-quality sleep and to contribute to improved well-being across society as part of daily life.



Members of the Paramount Bed Sleep Research Institute

While there is no difference in aspiration for advancement itself, the influence of menopausal symptoms is suggested as a background factor behind declining new roles, with 23.5% citing health issues as the reason for doing so. Awareness of insomnia and similar issues is also directly linked to satisfaction with work styles and decreased day-to-day performance.

Sleep care that aligns with life stages and helps stabilize body and mind

The body and mind of women—and the quality of their sleep—are closely linked to the balance of female hormones.

Paramount Bed addresses women-specific issues that change with each life stage by providing concrete self-care mechanisms that help women understand themselves and continue working healthily.

A corporate service that visualizes and supports menopausal symptoms in working women: Menorista.

Menorista. is a new service co-developed with HITOBITO.inc to support women troubled by sleep and mind/body issues associated with menopause and menstrual cycles. Using a proprietary check tool, it visualizes a user's condition and type of symptoms and provides evidence-based advice for improving sleep and lifestyle habits. By not only offering knowledge but also accompanying users through daily changes in condition, it supports the establishment of self-care so that working women can maintain performance and not give up on their careers.

Menorista. service overview

Support for female employees		Promoting understanding among others	Organizational analysis
Practical training and workshops that start with "knowing your own body"	Self-knowledge and alignment through data and dialogue	Active learning-style training that turns understanding into true acceptance	Visualizing change and turning it into organizational learning
For all female employees	For female employees with health issues	For all employees	Management, service implementation staff, etc.
			



90 Days: My Sleep Reflection DIARY

Sleep and the balance of female hormones are closely related. 90 Days: My Sleep Reflection DIARY is a self-care tool based on the concept of living in good health by understanding the nature of female hormones and life stages, reviewing lifestyle habits centered on daily sleep, and stabilizing the axis of body and mind. Packed with information on sleep and female hormones, it helps women understand their physical and mental state by journaling their sleep condition and menstrual cycles on original worksheets.



The power of sleep for a lifetime: Sleep learning that nurtures children's healthy growth

Sleep supports the brain and body development of children in their growth years, but in modern society, sleep deprivation and disrupted daily rhythms are serious issues. We promote “nemuiku” sleep education that delivers sleep expertise to the next generation.

Through educational support that helps children learn the importance of sleep on their own and acquire healthy lifestyle habits, we will expand future health and possibilities.



Providing a sleep education program for junior high school students

Since 2022, we have provided a free teaching material package to help junior high school students learn the importance of sleep. These completely original teaching materials were developed in line with national curriculum guidelines and leverage our expertise. We have provided the materials to approximately 70,000 students as of March 2025, and hope to reach even more people with our sleep classes in the future.

[Related articles on the WELL-BEING for site](#)



Supplementary teaching materials for elementary school students

In response to requests from educational settings, we also produced the supplementary teaching materials “Mirai o Tsukuru Suimin ni Dokidoki.” From October 2025, we provided 20,000 free copies mainly to 4th–6th grade elementary school students in Tokyo, Osaka, and Kyoto. Our Group's official character Parakichi also appears along with features that help children learn in a fun way.

[Related articles on the WELL-BEING for site](#)



Athlete support that sustains the future of sports through sleep

Our Group supports athletes in demonstrating maximum performance through high-quality sleep by providing products and supporting sleep improvement. By aligning with athletes who continue tackling demanding challenges and with their competitive environments, we contribute to the development of the sports world and to well-being through the power of sleep.

Supporting victory at the 2026 Asian Championships

Monika Seryu, a paracanoe athlete, brilliantly won the 2026 Asian Championships. For more than 10 years since 2015, we have supported her conditioning through our proprietary sleep data analysis and comfort adjustments. By refreshing the fatigue of harsh daily training, we support her overwhelming performance as she continues to challenge the world's top level.

[Related articles on the WELL-BEING for site](#)



Introduction of our products to the JAPAN BASE rugby training base

Our sleep measurement sensors and other products have been adopted in the accommodations building of JAPAN BASE, the Fukuoka training base of the Japan Rugby Football Union. High-quality sleep is essential for recovery from fatigue for national team players who undergo intense contact and hard training. By providing a cutting-edge sleep environment, we offer ground-up support for the strengthening of Japan's national rugby team as it takes on the world.



New well-being through “food × sleep” together with Nissin Foods

Together with NISSIN FOOD PRODUCTS CO., LTD., we drew on a large-scale survey of 30,000 general consumers to launch the Well-being Improvement through Food and Sleep Project. In a one-month evaluation by employees of both companies, we demonstrated concrete effects, including about a 10% improvement in well-being indicators, increased productivity, and reduced insomnia risk. Based on these insights, we developed the Happiness Type Diagnosis that classifies senses of value concerning happiness into seven character types. By proposing manageable “golden actions for food and sleep” (recommended actions) aligned with individual senses of value, we will support people's steps aimed at finding happiness that is true to themselves and making daily life more comfortable and fulfilling.



["Happiness Type Diagnosis"](#)

MATERIALITY

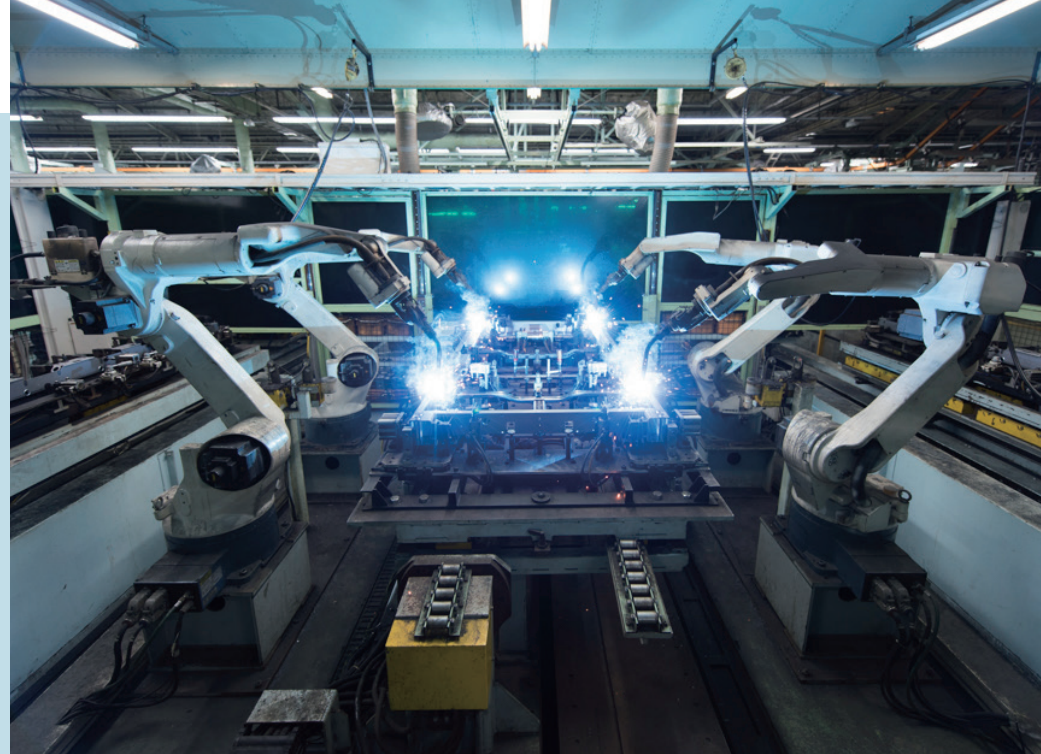
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Pursuit of product safety

Because our products support lives and daily living, our pursuit of safety never ends.

Through strict quality control and design from the user's perspective, we tackle technology day by day to continuously hone safety.

In this section, we share our unwavering commitment to the manufacturing approach that we uphold to support our customers' peace of mind in their daily lives.



SDGs items we aim to achieve through our initiatives



Pursuing safety that spans development to rental

Reliable manufacturing as a manufacturer, and thorough hygiene management as a rental wholesaler.

Under an advanced quality management system woven from these two functions, we deliver unwavering peace of mind to all who use our products.

Manufacturer

- Efficient integrated production system
- Thorough quality control
- Globally optimized production system through collaboration in Japan and overseas

At our core Chiba Plant, we have built an integrated production system that spans raw materials to finished products, centered on bed production lines. By patterning the production line and continuously transporting items without breaks between processes—from welding to painting to assembly—we have shortened manufacturing lead times and minimized work-in-process inventory. At the same time, we are also reducing environmental impact by decreasing electricity consumption and waste volume. In quality control, we combine know-how accumulated since our founding with cutting-edge systems, thoroughly conducting careful inspections by visual checks and touch, as well as foreign matter inspections using metal detectors. Our head office and plants have obtained certifications under the international standards ISO9001 and ISO13485.

Rental wholesaler

- Nationwide store network capable of prompt response
- Maintenance system that provides clean, safe, and secure products

We have built a nationwide network that can promptly deliver well-maintained assistive devices when needed, with thorough enforcement of quality control for safety and peace of mind. In our cleaning and disinfection processes, our proprietary automatic washing machines achieve both operational efficiency and improved quality. In addition to ethanol-based agent spraying and high-pressure water washing, we also use environmentally friendly, slightly acidic electrolyzed water (also used for disinfecting food ingredients) and perform reliable sterilization and disinfection with ozone. We subject disinfected equipment to regular random bacterial testing and objectively verify its effectiveness to maintain thorough hygiene management.



Supporting the activities of the Fall Prevention Study Group (RoomT2)

We support the activities of the Fall Prevention Study Group (RoomT2), a forum where medical safety managers can exchange information and ideas. With the goal of achieving zero injuries from fall accidents by providing evidence and knowledge, we share approaches and case examples for fall prevention. Underlying this is a perspective of not simply stopping movement through physical restraints or activity restrictions, but also of achieving both patient independence and a safe recuperation environment. By integrating the latest sensor technologies and bed innovations with frontline knowledge, we promote the creation of mechanisms that prevent accidents while protecting quality of life.



Publication of an activity report



In addition to case examples of planning and in-hospital standardization that deliver results, we also introduce practical fall prevention measures through individualized nursing that utilizes sleep data from the body motion sensor.

Receipt of Good Design awards in Indonesia and Japan

A medical stretcher for Asia and Central/South America developed by PT. Paramount Bed Indonesia was selected as a Top 10 design and won the Best Design award at Good Design Indonesia. It also won GOOD DESIGN AWARD 2025 in Japan. Developed to make patient transport safer and more efficient, the product was highly evaluated for its design that balances safety with efficiency.



K6 Transport Stretcher



Good Design
Indonesia



GOOD DESIGN
AWARD



MATERIALITY

4

Promotion of employee health, diversity, and work style reforms

New challenges arise from mutual respect and thorough dialogue. We promote the creation of an environment in which employees can shine uniquely in both mind and body, recognizing diverse individual traits.

In this section, we share our initiatives by which people and organizations grow together and create new value.

SDGs items we aim to achieve through our initiatives



Building the foundation of people and organizations that support WELL-BEING

Talent development

Core philosophy

Creating a rewarding experience
Supporting growth

Main initiatives

- Enhancing overall employee development
- Hiring and developing global human resources



To realize our vision, we are focusing on strengthening our talent foundation, the bedrock of our company. Centered on creating a rewarding experience and growth support, we promote multifaceted initiatives from recruitment to leadership development. By developing all employees and strengthening global talent, we will build a strong organization that can create the future.

Improvement of internal environments

Desired culture

Culture with thorough communication
Culture that encourages challenges
Culture that respects each individual

Main initiatives

- Promotion of diversity
- Employee health initiatives
- Promotion of work style reforms
- Promotion of DEI



To incorporate diverse perspectives and sensibilities into our products and services, we are fostering a well-being-oriented work environment where people respect one another and work in good health. Under a culture that supports communication and endeavors, we will promote DEI, health management, and work style reforms, aiming to become an organization where diverse talent can thrive.

Talent development

A chain of voluntary learning and endeavors creates innovative value

To support employees’ motivation to grow, we have established a mechanism that circulates learning and experience. Turning knowledge accumulated through the learning platform Paramount Campus into action through the Career Challenge System, in which employees take on the career they aspire to, yields a cycle that generates organizational vitality.

■ Enhancing overall employee development

Learning

We established Paramount Campus, a collection of learning opportunities, as a self-development system to support employees’ desire to learn and take action. We offer more than 220 correspondence courses. By converting learning into points and incorporating it into promotion requirements, we encourage employees’ growth. We also implement a variety of learning support measures, such as offering DX courses and sending employees to business schools and graduate schools to develop highly specialized talent.

Number of participants in the correspondence course program Paramount Campus		
2025/3	819	2026/3 976



Experience

By clarifying each individual’s characteristics and expected roles and introducing a new HR system that links capability development and evaluation, we promote employees’ endeavors and learning. We have also established a Career Challenge System to support employees who wish to take on new challenges, with 19 employees utilizing it to date. We also conduct talent exchanges that go beyond the boundaries of Group companies. To place people in the right roles, we will advance the visualization of role-specific talent profiles and capabilities and promote more appropriate placement and education.

■ Hiring and developing global human resources

To enhance our ability to adapt to globalization, we actively recruit talent with strong language skills and talent with a strong desire to work overseas. We also enhance language education to support improving new employees’ TOEIC® scores, and in 2020 established an Overseas Trainee System as part of the Career Challenge System. This initiative enables participants to experience a fixed-term overseas assignment through open recruitment.



Improving internal environments

Turning diversity into strength to achieve an organization where everyone can shine as themselves

In September 2025, in addition to the cultures we had previously aimed for—“culture with thorough communication” and “culture that encourages challenges”—we set “culture that respects each individual” as a desired culture. Regardless of gender, age, nationality, or other factors, we are accelerating DEI (diversity, equity, and inclusion) based on dialogue and mutual respect.

■ Toward the promotion of DEI

To fully promote DEI (diversity, equity, and inclusion), we launched a project to encourage a shift in awareness within the company. Starting step by step with management, we hold workshops and discussions to deepen understanding of DEI. We are also establishing systems related to work styles to promote the success of diverse talent. To close the gender gap, we have set targets for indicators such as the ratio of female workers in management positions, the rate of childcare leave utilization among male workers, and ratio of female employees among new graduate hires, and are implementing measures to achieve these targets. Through these initiatives, we will create workplaces where every employee can thrive on an equal footing.

Ratio of female employees among new graduate hires

	2025/3	2026/3	Targets for each term
Paramount Bed Co., Ltd.	37.5%	50.0%	30%
Paramount Care Service Co., Ltd.	30.0%	57.1%	30%

* Paratechno Co., Ltd. does not conduct new graduate hiring.

Employees who take on challenges



Tomoko Otsuki
Project leader
Division Manager,
Corporate Planning
Paramount Bed Co., Ltd.

WE CHANGE AWARDS 2025

Individual Category: Award Winner

The WE CHANGE AWARDS, held by NewsPicks Studios, Inc., discover next-generation women leaders who are flexibly building experience, along with companies seriously trying to change, at a time when essential change is needed to achieve a society where women can thrive. Tomoko Otsuki of Paramount Bed Co., Ltd. won an award in the Individual Category in 2025. This recognized her leadership in the creation and service launch of the Sleep × Femtech business, inspired by her own postpartum experience.

Tsubaki Project

In the Tsubaki Project, which leverages diverse perspectives including those of women, we engage in product development and planning/marketing activities in the obstetrics and pediatrics fields. Products born from the project have won awards including an Encouragement Award (Kids Design Council Chair Award) at the 11th Kids Design Award, a Planning Award at the 5th Cute Sensibility Design Award, and GOLD in the Products/Services Category at the WELLBEING AWARDS 2026.



Improving internal environments

Creating a workplace environment that harmonizes with individual lifestyles

To establish work-life management aligned with individuals’ life stages, we value flexible work styles and communication that builds trust.
To create an environment where diverse talent can thrive, we strive to expand options not bound by uniform frameworks.

■ A system that respects both those who take leave and those who support them

To increase childcare leave utilization, we established a system in which taking childcare leave is the norm, and those who do not take it must apply with the reason. We also adopted a leave follow-up system to support employees who take over the work of those on leave. It aims to provide financial support for the increased workload and to support the psychological safety of those taking leave.

Ratio of childcare leave taken by male employees

	2025/3	2026/3	2029/3 (Target)
Paramount Bed Co., Ltd.	66.7%	89.7%	85%
Paratechno Co., Ltd.	81.8%	109.1%*	50%
Paramount Care Service Co., Ltd.	71.4%	45.0%	50%

* The childcare leave utilization rate calculation method changed from 2022 based on the Child Care and Family Care Leave Act, as follows:
(Number of male employees who took leave for first-time childcare in 2024) ÷ (Number of male employees who had a child born in 2024) × 100
For Paramount, in calculating the childcare leave utilization rate based on the mandatory paid childcare leave system that is included in the calculation scope, the fiscal year and the deadline for taking the relevant leave differ. Accordingly, the scope of individuals in the numerator and denominator differ and the result is not necessarily 100%.

Voices of system users



Mitsuyoshi Hirayama
Medical Business Section
Sales Division, Osaka Branch
Paramount Bed Co., Ltd.

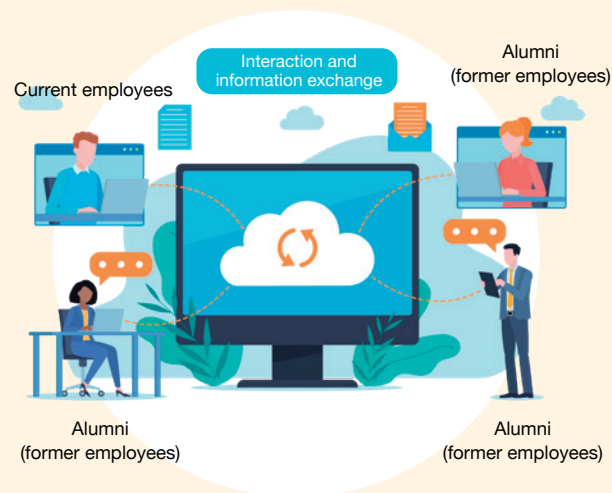
Using childcare leave experience to bring well-being to families and everyone

At the Osaka Branch where I work, taking childcare leave is a part of the culture, so I was able to take leave without hesitation. The leave period was about one month, starting when my baby was still only about three weeks old and everything was most uncertain. My first experience of parenting was a series of unknowns, and every time the sleeping baby woke up or cried, I was busy taking care of it. Especially when the baby suddenly fell ill, it might have been difficult to handle things calmly without working together as a couple.

Because this experience made me realize the importance of helping each other as a family, when I returned to work I was able to create an environment to continue supporting my wife, who remains on childcare leave. Childcare leave also gave me an opportunity to reaffirm the value of care products for perinatal care and other needs from the perspective of an actual user. Leveraging the thorough user perspective I gained by truly feeling the realities of the frontline, I will continue delivering well-being to more people.

Full-scale operation of an alumni network

Spurred by the Young Employees Proposal Project started internally in 2021, we introduced a network to officially maintain connections with alumni (former employees) of our company. This network promotes interaction and information exchange between current employees and alumni, as well as among alumni themselves, as part of our promotion of diversity. By staying close to the careers of current employees and alumni, we aim to create a more open and communicative environment.



Deepening bonds through Family Day

Family Day deepens mutual understanding between employees and their families. In Japan, we reserved Meiji Jingu Baseball Stadium for exclusive use and held events such as opening the professional field, stadium tours, and a sports festival. The families who participated shared many smiles as they experienced special moments and saw a side of their colleagues at work that they do not normally see. We also hold creative events at overseas subsidiaries including in Mexico. We will continue to engage in dialogue and promote a warm organizational culture of mutual respect.



Paramount Family Day

[Related articles on the WELL-BEING for site](#)



Paramount Bed Mexico Family Day

[Related articles on the WELL-BEING for site](#)

Kurumin certification

In September 2025, we obtained Kurumin Certification from the Ministry of Health, Labour and Welfare. Our efforts to promote the use of childcare leave systems and shortened working hours contributed to obtaining the certification. We will continue working on childcare support and creating a workplace where employees can work comfortably.



Designation as a Certified Health and Productivity Management Outstanding Organization

Paramount Bed Holdings Co., Ltd. and three Group companies received Certified Health and Productivity Management Outstanding Organization 2026 (Large Enterprise Category) designation. We will continue promoting health management and working on improving employee health.



MATERIALITY

5

Environmentally conscious business activities

A rich global environment is the foundation of healthy living. Looking across product lifecycles, we are taking on the challenge of realizing a decarbonized and recycling-oriented society.

In this section, we share our initiatives that connect assured peace of mind to the future by reducing environmental impacts through manufacturing.



SDGs items we aim to achieve through our initiatives



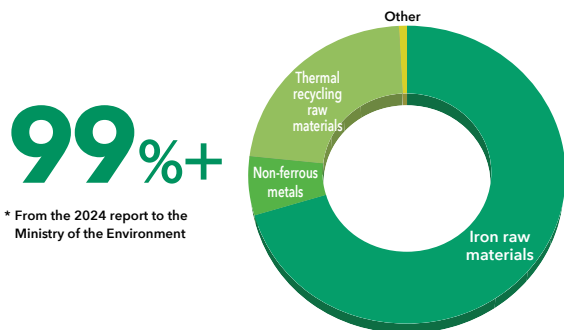
RE-BED project: Connecting products to the future as resources

Amid concerns over the depletion of metal resources, we are promoting the RE-BED project, which responsibly collects and recycles our own products by utilizing the wide-area certification system.

It is said that by 2050, most metals, including iron ore, will have depleted their existing reserves, creating a need for innovation in recycling technology. Our RE-BED project recycles our own products utilizing the wide-area certification system. Through this project, we collect, sort, and dismantle used beds, mattresses, side rails, and handrails made by us from medical institutions, elderly care facilities, and assistive devices rental providers, and recycle more than 99% of the items into resources such as metals and fuel. In the recycling process, we adopt electric furnace steel materials derived from scrap materials. Compared with conventional steel, this material can help reduce CO₂ emissions and contribute to efforts to combat global warming. To date, customers at approximately 2,700 sites nationwide have utilized our initiative.

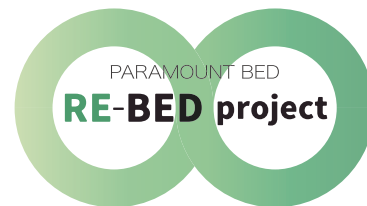
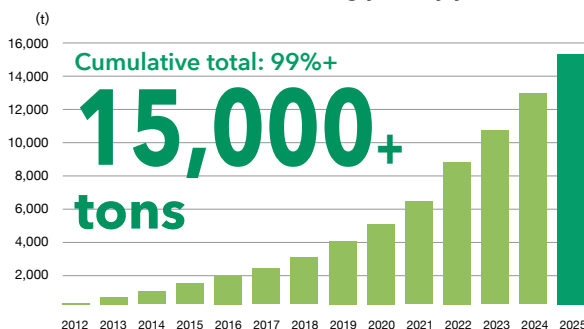
Rate of recycling collected beds into resources

We achieve a recycling rate of over 99%

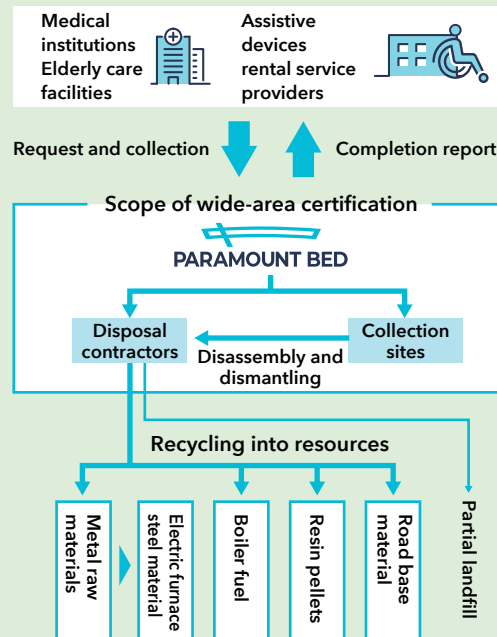


Cumulative processing volume under wide-area certification

Our processing volume under wide-area certification is increasing year by year.



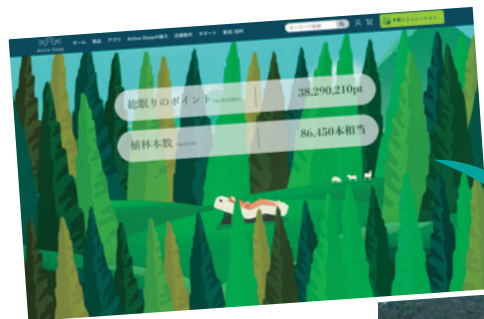
Flow of recycling into resources



Turning quality of sleep into vitality for the Earth

Comfortable sleep every day nurtures a rich future for the Earth.
Planting mangroves by accumulating sleep data, we embark on a path of tackling sustainability.

Good sleep nurtures Indonesia's rich forests. Our project that plants mangroves in line with users' sleep scores (sleep points) in our Active Sleep App has planted 86,450 trees as of March 2026. The starting point of this initiative was the full-scale rollout of our health promotion business in 2020. As the user base expanded, we launched the project in March 2022 to further expand the circle of environmental contribution. Actions that enhance personal well-being directly return value to the well-being of the Earth. This story of circulation has become a positive motivation for users to improve their sleep. Together with our customers, we will continue to nurture the vast forests that protect the Earth's future.



Planted mangroves and farmed whiteleg shrimp



Why mangroves?

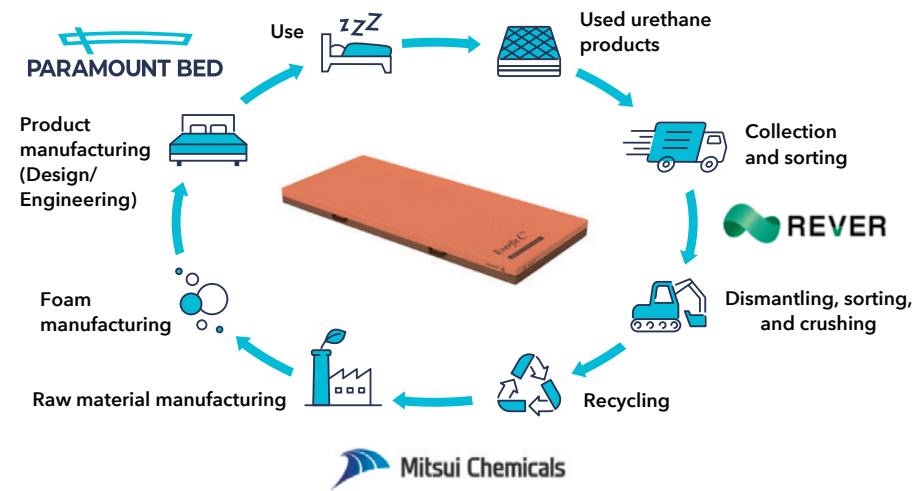
The CO₂ absorption and storage capacity of mangrove forests is said to be far higher than that of other forests, with an effect approximately twice that of Japan's forests. A mangrove forest is a forest of life crucial to the Earth, contributing greatly to preventing global warming and conserving coastal ecosystems.



State of the PB mangrove forest

Turning bed mattresses, which are difficult to dispose of, back into resources—a co-creation initiative by three companies

In Japan’s aging society, demand for bed mattresses is expected to increase, as is the volume of discarded mattresses. At the same time, mattresses are difficult to treat as waste, and Japan still does not have a recycling system for mattresses. To solve this social issue, we are working with Mitsui Chemicals, Inc. and Rever Corporation on a project to reproduce new mattresses from used mattresses. The three companies will advance discussions and demonstration projects aimed at achieving a recycling-oriented society.



Watch related videos

Thorough energy conservation and expanded adoption of renewable energy

Across our corporate activities and the entire lifecycle of our products, our Group aims to reduce environmental impact. We organize the impacts that climate change-related risks and opportunities have on our Group’s business activities and profits in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). GHG emissions for the fiscal year ended March 2026 were 3,821 tCO₂, a 43.9% decrease compared with the base year (fiscal year ended March 2014). Aiming to achieve carbon neutrality by 2050, we will undertake further reduction activities.

Scope 1 / Scope 2 emissions

Base year 2014/3	Targets 2031/3	2024/3	2025/3	2026/3
6,813t CO ₂	30% reduction	3,855t CO ₂	4,110t CO ₂	3,821t CO ₂

* Indicators are GHG emissions corresponding to Scope 1/Scope 2. The scope of calculation is Paramount Bed Holdings Co., Ltd. and Paramount Bed Co., Ltd.



For details of TCFD disclosure information, please see our website.



MATERIALITY

6

Ensuring compliance

Sound management and the accumulation of sincere actions are what support our future.

Ensuring that each employee has the right standards for judgment and thoroughly carries out fair and transparent business practices is an undertaking that meets society's expectations and maintains trust in our company.

SDGs items we aim to achieve through our initiatives



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.

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

Paramount Bed Group Code of corporate conduct

Our Group Code of corporate conduct provides behavioral standards and guidance that empower Group employees to more ably realize our corporate philosophy. This charter sets forth the basic principles on how all board members and employees of the Paramount Bed Group should act as members of society and as members of a company involved with all people in areas spanning medicine, nursing care, and health. We are working to ensure that this charter takes root among the employees of all Group companies.

As a company that contributes to people's lives from "medical care" and "nursing care" to "health promotion business" and as responsible members of society, we act with integrity in accordance with the following principles:

1. We provide safe, high-quality products and services that satisfy our customers, thereby contributing to healthier daily lives and a better quality of life for all.
2. We comply with all relevant laws and regulations, as well as sound social rules, and act with high ethical standards, integrity, and fairness.
3. We properly manage corporate information, while disclosing information in a timely and appropriate manner to foster understanding and trust with society.
4. We strive to preserve the global environment by conducting environmentally conscious business activities.
5. We respect the diversity, values, and working styles of each individual employee.
Guided by our Human Rights Policy, we do not tolerate any form of discrimination by any stakeholder on the basis of race, ethnicity, religion, age, nationality, origin, gender, sexual orientation, gender identity, pregnancy, marital status, educational background, political beliefs, health condition, or any other attribute.
6. We respect the cultures and customs of each country and region, and contribute to social development and progress.
7. Together with our business partners, we promote respect for human rights, labor, and the environment throughout the entire value chain, and build sustainable business relationships.
8. Top management leads by example in accordance with this Code. In the event of any violation of the Code, top management will take responsibility for resolving the issue, investigating its cause, and ensuring the prevention of recurrence.

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	Mitigation measures
Revisions to systems and other items affecting the business climate Risk that, although official rates (medical and nursing care fees) are not set for our mainstay 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 the medical institutions that are the end customers of the Group.	Reinforce efforts in the field of health promotion based on our technology and knowledge cultivated over the years in the medical and nursing care fields.
Business expansion in overseas markets 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.
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 (products, etc.) Risk that unforeseeable defects in products or other items could arise, leading to widespread no-fee replacements (recalls), incurring significant expenses, and lowering social trust in the Group.	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 that large-scale disruptions to cloud services or networks, cyberattacks, or other events exceeding assumptions could cause information system outages or information leaks, reducing social trust in the Group.	Along with signing up for liability insurance, implementation of efforts such as enhancing employees' information security awareness.

Initiatives to respect human rights

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 Nations Guiding Principles on Business and Human Rights. The International Bill of Human Rights is the collective term for three documents: The Universal Declaration of Human Rights, The International Covenant on Civil and Political Rights, and The International Covenant on Economic, Social and Cultural Rights. The International Bill of Human Rights is considered the basic internationally recognized framework for ensuring human rights. The Declaration on Fundamental Principles and Rights at Work proclaims freedom of association and the right to collective bargaining, elimination of forced labor, effective abolition of child labor, and elimination of discrimination in employment and occupation.

2. Scope of the Human Rights Policy

The Human Rights Policy applies to all board members, officers, and employees of the Group. We also ask our business partners for their understanding of and support for this policy, and encourage them to work with us to promote respect for 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. Communication of and education about our 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. Correction and remedy

If negative impacts on human rights caused or abetted by our Group's business become evident, we will endeavor to engage in dialogue with the relevant parties and, through appropriate procedures, take corrective and remedial measures.
If it becomes clear that our Group's business, products, or services are directly linked to negative impacts on human rights through our business partners, we will urge those partners to correct the situation.

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 will 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.