



**PARAMOUNT BED
HOLDINGS**

WELL-BEING REPORT 2026

Pursuant to a management buyout, our shares were delisted from the Tokyo Stock Exchange Prime Market as of February 2026. This report provides stakeholders with an update on our initiatives aimed at achieving a sustainable society, focusing primarily on non-financial information involving the creation of value over the medium to long term. Based on our materialities, it describes our initiatives and how, through our business, we aim to contribute to society's well-being. As we continue to uphold our stance of high transparency, we hope that this report will help sustain communication with all stakeholders and serve as a catalyst for dialogue toward the future.





WELL-BEING for all beings

We go beyond the framework of being a manufacturer of medical and nursing care beds.

Through assured technology and kindness,
we stand close to every individual,
bringing well-being to their lives—day by day,
moment by moment.



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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-page photograph of Tomohiko Kimura, President and Chief Executive Officer, standing in a modern office environment. He is wearing a dark blue suit jacket over a white t-shirt and dark trousers, with his hands clasped in front of him. The background shows a bright, open-plan office with wooden floors, large windows, and indoor 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 [🔗](#)

Value Creation

Value Creation at Paramount

Paramount has advanced as a pioneer in medical beds.

While staying close to the changes of the times, the strengths and business model we have cultivated form a crystallized universal value that will never waver.

We strive to connect our history to the future and achieve further growth.

Acting upon a solid foundation, we will continue to create new value.

Our History

1940

A corporate culture of contributing to society through business

As a pioneer in medical beds in Japan, we founded Kimura Shindai Seisakujo, Ltd. in 1947. Founder Ryusuke Kimura personally served as the head of development, creating a Gatch bed adapted to Japan's medical and nursing systems and Japanese body types, and selected "Paramount Bed" as the brand name.

1947



Founding of Kimura Shindai Seisakujo, Ltd.

1962



Development of Japan's first electric bed

1960

Modernizing technology development to become a top domestic manufacturer

To develop beds useful for patients' comfortable recuperation, we visited the United States to learn about technology and production systems, and in 1966 established a large-scale factory in Chiba Prefecture. We established a system capable of supplying large quantities of high-performance, high-quality beds and built our position as a leading company.

1966



Construction of large-scale factory in Chiba

1968



Establishment of trading department
Launch of global business

1980

Responding to expanding home care-related needs driven by aging

Against the backdrop of Japan becoming an aging society, we started a nursing care business to respond quickly to social needs. We launched products such as the automatic urine collection device Skat Clean, which remains a standard product today, and the industry's first electric bed for home care, the Aura Electric Bed.

1987

— As human, for human —
PARAMOUNT BED

Corporate name change and stock offering



Development of the industry's first electric bed for home care



Nursing Care Business

Overseas expansion

Medical Care Business



2000

Launch of a health promotion business proposing high-quality sleep

In 2000, we established a new corporate philosophy and reaffirmed the concept of healthcare, encompassing not only medical care but also health. In 2003, we launched a new brand proposing high-quality sleep and health. We entered the health-conscious bedroom interior market.

2002



Establishment of
Paratechno Co., Ltd.

2003



Development of a brand
for household use

2007



Entry into the assistive devices
rental wholesaling business
(current Paramount Care Service Co., Ltd.)

2010

Better sleep for everyone through the power of technology

In recent years, we have rolled out new technology-driven services, such as ICT-enabled home care beds and Nemuri CONNECT, which enables real-time sharing of care recipients' body movement data. We also developed the new brand Active Sleep, within our Health Promotion Business and are working to expand our products and services.

2011



Transition to a holding
company structure

2023



Launch of
Nemuri CONNECT

2025



Launch of the
Rakusho Fit Series

2016



Development of the
Smart Bed System

2024



Full model change for
Active Sleep BED

Paramount
Vision
2030

Smiles for Everyone from Medical and
Nursing Care to Health Field

Health Promotion Business

Business Diversification

(Strengthening services and recurring revenue business)

ICT-enabled products and services

Accelerating globalization

Health Promotion
Business

Nursing Care
Business

Overseas
Expansion

Medical Care
Business

Value Creation Process

Corporate Principles

We Create Comfortable Healthcare Environments through Cutting-edge Technology with a Human Touch



Social issues

Demographic changes

- Aging and long-life population in Japan and around the world
- Declining population and worker shortage
- Growth in Asia

Changing values

- Diversity
- Work-life balance
- Work style reforms
- ESG and SDGs initiatives

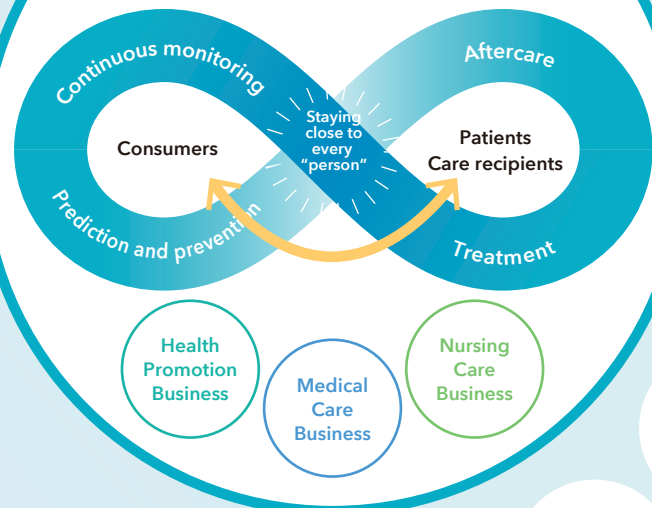
INPUTS

Human capital
Intellectual capital
Manufacturing capital
Natural capital
Social capital
Financial capital

Business Model

Rolling out businesses that bring well-being to all people

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Our Cultivated Strengths

p. 18

Six Materialities

1

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

2

Creation of an environment where everyone can live healthily and happily

3

Pursuit of product safety

4

Promotion of employee health, diversity, and work style reforms

5

Environmentally conscious business activities

6

Ensuring compliance

WELL-BEING for all beings

Business Sustainability

Sustainability through Our Business

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OUTCOMES

Provided value

Business value

- Strong relationships of trust with customers
- Sound financial and non-financial indicators

Social value

- Improved management of hospitals and nursing care facilities, improved nursing care environment
- Reduced burden on nurses and caregivers
- Quick recovery of patients into society
- High quality of life for care receivers
- Active lifestyles, extended healthy life expectancy, improved sleep

Environmental value

- Reduced environmental impact in business activities
- Contribution to the realization of a recycling oriented society



Vision

Business Overview

Medical Care Business

Through products and services for medical institutions, we support patient care and hospital operations so that patients can spend their time comfortably and medical professionals can focus on their specialized work.



● Products and services for medical institutions

From general hospital wards to advanced acute care such as emergency medicine and ICUs, perinatal care and neonatal/pediatric care, rehabilitation, and more, we provide a wide range of products and services required in Japan and overseas.



● Support for improving efficiency of operations within medical institutions

Through the Smart Bed System, which centrally manages and integrates patients' vital signs and helps reduce the burden of nursing tasks, we support improvements in operations within medical institutions as well as patient satisfaction.



● Improving patient satisfaction and supporting management

Through three areas of value we provide—"amenities," "staffing," and "digital sensing"—that support hospital management, we help reduce hospitals' capital investment burdens, reduce staff workloads, and contribute to medical safety.

Nursing Care Business

By providing a wide range of products and services for nursing care facilities and home care, we contribute to improving users' nursing care environments and improving operational efficiency for service providers.



● Promoting DX in nursing care facilities through advanced technology

By utilizing monitoring and excretion sensors such as Nemuri CONNECT and Toilet DIARY, we improve the quality of care in nursing care facilities and achieve major operational efficiency gains. We reduce staff burden and establish next-generation care that protects residents' dignity.



● The continuously evolving nursing care bed: Rakusho Fit Series

Born from years of research, the Rakusho Fit Series features a proprietary back-raising mechanism that dramatically reduces body slippage and pressure discomfort. By achieving both a comfortable recuperation environment for users and motion support for caregivers, it is driving the industry standard.



● Assistive devices rental wholesaling that supports the foundation of home care

Through sales and rental wholesaling to assistive devices rental service providers nationwide, we support independent living at home. By stably supplying high-quality beds and mattresses, we firmly support Japan's home care infrastructure from the very frontline.



Business Overview

Health Promotion Business

We aim for a world where people live healthy lives and have less need for medical care or nursing care. Leveraging the results of sleep research, we support a rich life that is true to each individual.



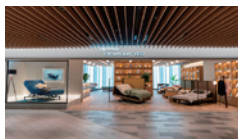
● Ideal sleep support through Active Sleep

Based on many years of research results and evidence from the Paramount Bed Sleep Research Institute, we offer the Active Sleep brand to support each individual's ideal sleep. By combining our proprietary sensing technology with features such as automatic bed operation, we provide a high-quality sleep environment through a reliable, data-backed approach.



● Expanding experience channels to broaden points of contact with consumers

We are strengthening both the quantity and quality of places where consumers can experience products. In addition to opening new stores, we are promoting the development of new experience channels such as accommodation and entertainment facilities.



● Tackling preventive medicine and new businesses through the use of corporate venture capital (CVC)

We accelerate approaches to sleep issues through cross-industry collaboration utilizing CVC. We will co-create preventive medicine services that address sleep concerns across diverse lifestyles and take on the challenge of developing new businesses needed by all consumers.



Overseas Expansion

We offer Japan's reliable quality to the world. By aligning closely with local medical and nursing care needs and providing optimal products and services, we support well-being beyond borders.



● A track record and earned trust in over 110 countries

Since our overseas expansion in 1968, we have delivered products to more than 110 countries. With reliable quality and brand recognition built through supporting medical and nursing care frontlines worldwide for more than half a century, we are driving growth in global market.

● Localization and in-house plants in key Asian focus areas

We have established bases in Indonesia, China, India, and other countries and promoted localization. In particular, we have expanded our factory presence in India. In many of the countries where we do business, we have achieved the top market share in the field of electric medical beds. Leveraging the strength of owning our own local factories, we respond quickly to market changes.



● Localization and advanced technologies that capture demand

We execute strategies tailored to market characteristics, such as launching new models to promote electrification in China and rolling out Smart Bed System offerings in India, where IT infrastructure is advancing. We are introducing products that meet local needs, from entry-level models to high-function models.



Our Cultivated Strengths

We are pursuing true solutions to issues and continuing to expand our services. Not stopping at bed development and sales, we are also involved in everything from the development and sales of various products necessary in the healthcare environment to hospital operations support. We do this so that everyone—patients, medical workers, nursing care providers, and more—can live and work comfortably. Furthermore, we provide one-stop services through coordination among Group companies and achieve quality improvements by leveraging voices from the frontline. We take pride in these as strengths unique to the Paramount Bed Group, which has continued to lead the industry for many years.

01

One-stop solution system

Seamless connections
across the Group

We propose high-dimensional solutions addressing customer needs and issues, from planning, development, manufacturing, and sales and rentals of products and services necessary for healthcare environments incorporating beds, to after-sales quality control, maintenance, and follow-up. We have established a system that can achieve one-stop provision.

02

Customer base

A completely unique
industry network

We have developed strong relationships of trust over long years with medical institutions, medical equipment dealers, nursing care facilities, assistive products rental service providers and rental wholesalers, dealers in the medical care, nursing care, and health promotion businesses, and more. We share needs that we might not notice alone and ideas that we might not think of alone, and we work together to tackle social issues.

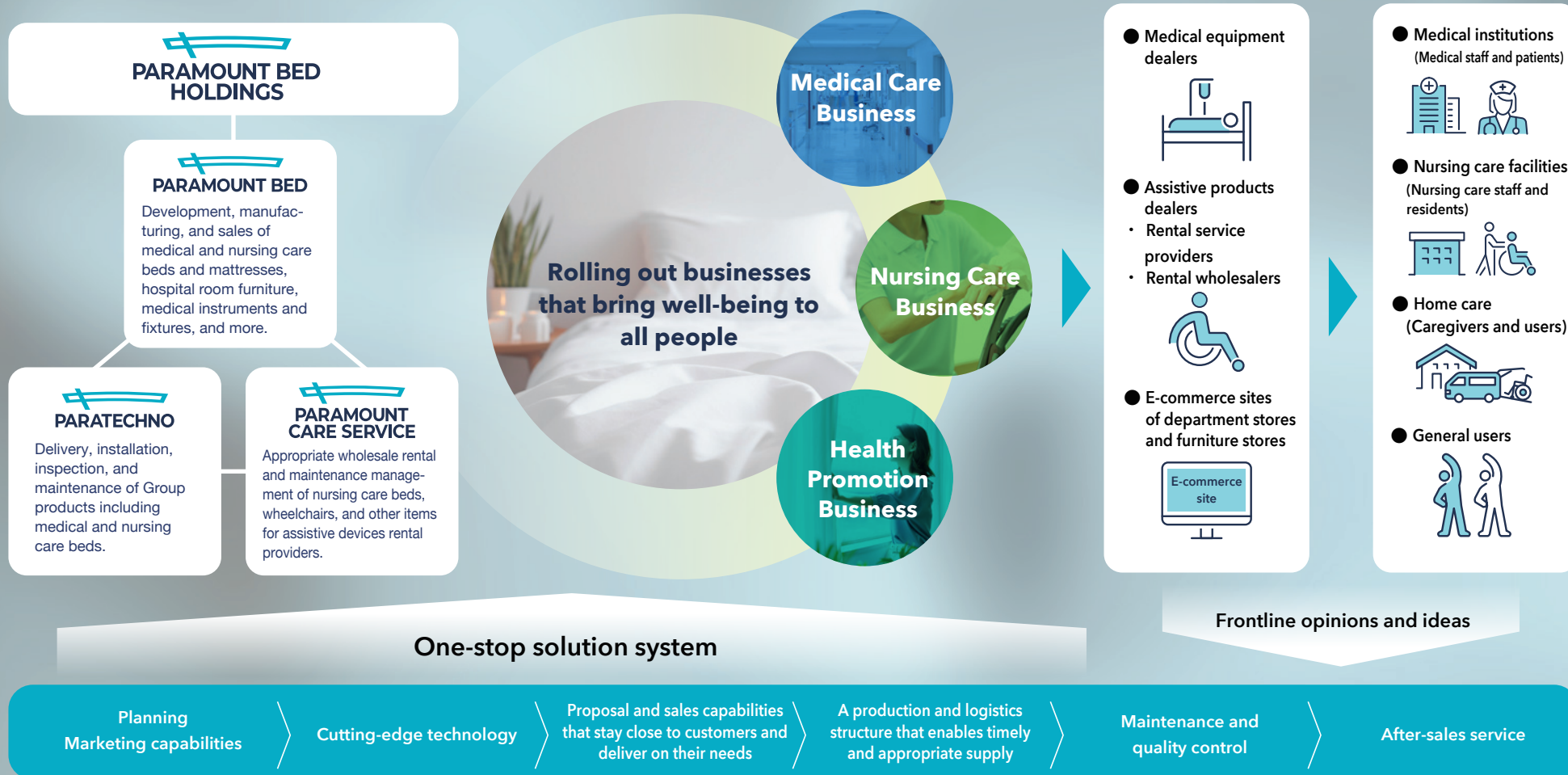
03

The ability to turn a human touch into value

Our sense of mission to contribute to
society remains unchanged since
our founding

The environment around our businesses is growing more diverse and complex with time. But by continuing to hold our unchanging principle of social contribution through company business for over 80 years, we have been able to adapt flexibly. And based on this idea, in the future we will continue to attend to each difficulty faced by medical settings and users in order to be a company that society needs.

Business Model



FEATURE 1

Research capabilities that support our strengths

Thoroughly researching sleep to support everyday well-being

The current state of sleep tech

“I slept soundly last night, and today I’m full of energy!” Have you truly felt that way recently? Japan is called a “sleep debt superpower,” with an OECD survey in 2021 reporting that the average sleep time of Japanese people was 7 hours and 22 minutes—the shortest among 33 member countries. Sleep deprivation not only increases the risk of lifestyle-related diseases, depression, and dementia, but is also correlated with per-capita GDP. The economic loss from sleep deprivation in Japan is estimated to reach 15–20 trillion yen per year.

Amid growing health awareness, “sleep tracking” using smartwatches and similar devices has recently become familiar. However, simply measuring sleep does not solve sleep deprivation. Deriving valuable insights from data—such as what is the cause and what remedy should be taken—and returning those to everyday life and to medical settings is the true state of what sleep tech* is being asked to deliver today.

A group of experts crossing science and engineering with clinical practice: Paramount Bed Sleep Research Institute

Since our founding in 1947, our Group has supported the frontline as a pioneer of medical beds. Along the way, to contribute to the well-being of more people, we began full-scale sleep research in



Providing information externally

Academic
conferencesGeneral
publicResearch
institutions

Customers

Paramount Bed Sleep Research Institute

Research on sleep, development of elemental technologies, product evaluation, and information gathering and dissemination

Research
teamNurse
team

Sales

Marketing

Technology
developmentEngineering
and design

CVC

Coordination with internal teams

the 2000s. In 2009, with the mission of solving sleep-related challenges, we established the Paramount Bed Sleep Research Institute.

The strength of our institute lies in the fusion of a research team with Ph.D. and master's degrees in science and engineering, and a nurse team with clinical experience. Through close discussions among these professionals from different fields, we achieve a high-level balance between technological innovation and practical usability in medical and nursing care settings. By collaborating with departments across the company to quickly capture society's latent needs, we conduct research from both academic theory and frontline perspectives. To date, we have delivered to society many innovative products and functions, including sheet-type body motion sensors that can capture sleep states without bodily attachments, even resistance mattresses that support easy turning over, and automatic bed operation that changes bed angles to match sleep.

From the frontline of life to the dining table—opening up the future with technology

Our research is achieving further evolution. By advancing our proprietary body-movement detection technology, we are completing and promoting research to detect scratching behavior during sleep to identify the cause of insomnia, as well as development of algorithms to detect worsening heart failure at an early stage. We are also taking on research to accurately predict final moments for terminal cancer patients by using AI based on quantitative breathing and heart rate data. By using technology to compensate for the limits of human judgment, we aim to realize a society in which the workload on medical staff is reduced and the quality of life (QOL) of patients and their families is improved.

Going beyond medical and nursing care settings, in March 2025 Paramount and NISSIN FOOD PRODUCTS CO., LTD. launched the Well-being Improvement through Food and Sleep Project. We co-developed an online check tool that proposes optimal actions according to individual values, and released it in 2026. By combining specialized knowledge about sleep with the daily activity of eating, we are greatly expanding the scope of our approach. We will propose an evidence-based, rich lifestyle and contribute to well-being across society.

* A coined term combining Sleep and Technology, referring to products and services that improve sleep quality by leveraging IT technologies, AI, etc.

Voice

Changing society through work

Takamasa Kogure

Paramount Bed
Director, Sleep Research Institute
Ph.D. (Medicine) / M.S.
(Engineering)

My dream is that, no matter where they may be, people will spend their final moments on our body motion sensor. I want our proprietary sensing technology to become so widespread in society that it becomes the norm. Since joining the Group in 2001, I have been involved in product development. I also participated in the launch of the Sleep Research Institute in 2009. Even since then, Japan's sleep challenges have not been resolved. In Japan, daytime sleepiness is taken for granted, but in Europe and the U.S. it is considered a sign of poor health, an abnormal condition. We face numerous challenges, but I believe our products, such as body motion sensors and automatic-operation beds, will contribute to solving them. Together with the institute and colleagues across the Group, I want to solve issues one by one and support well-being for many people.

Main exploration themes and investment track record

Support for caregivers



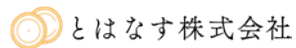
Employee benefits for small and medium-sized enterprises



Remote monitoring of critically ill patients



Medical examination and hospitalization guidance



Improvement of workplace environments in medical and nursing care

Synergy with sleep



Recovery wear



Sleep analysis



Cosmetics



Running app

FEATURE 2

Co-creation capabilities that support our strengths

CVC evolving from investment to co-creation

Taking on innovation through synergy creation

Our Group jointly operates a corporate venture capital (CVC) fund with SBI Investment Co., Ltd. Aiming to realize a society where everyone can live with smiles and peace of mind, we take on innovation that the conventional Paramount Bed Group alone could not achieve by creating business synergies with startup companies.

Established in 2022, this fund has steadily built an investment track record under the exploration themes of “support for caregivers” and “synergy with sleep,” and will support the growth of startup companies that will create the future of healthcare.

Examples of collaboration through CVC

Building up a record of achievement and reaching our fifth term in 2026, relationships with investee companies are deepening from investment to co-creation. An example of collaboration on behalf of the caregivers who have supported us is our collaboration with Better Place, Inc., which supports the introduction of the Hagukumi Corporate Pension program for SMEs. Through cooperation with the company, we will support the medical and nursing care industries, in which retaining personnel and improving working environments are challenges, by providing financial peace of mind and helping create workplaces where staff can work with confidence for the long term.

Investment track record

19 Companies

As of June 2026



Official website [🔗](#)

A major purpose of establishing the fund is to create an internal environment that promotes new endeavors. For example, we actively hold meetings with all departments to exchange information and explore new services. We also send out morning updates focused on daily trends, and receive many responses from within the company. We will continue to support open innovation and aim to maximize synergies with our business.



Voice

Creating new
services by taking on
challenges from within

Shigenori Koga

Healthcare Fund Chief
Health Management Officer
Corporate Planning Division
Paramount Bed Co., Ltd.

In the domain centered on sleep, which is Paramount Bed's strength, we have an initiative with TENTIAL Inc. The company operates a recovery wear and other wellness-brand business. We collaborated on promotions including monitor evaluations with our Sleep Research Institute. TENTIAL achieved a new listing on the TSE Growth Market in February 2025.

In 2025, aiming to create new value in the wellness field, we invested in Runtrip Inc., which operates a running app. By developing services and products involving exercise and sleep for runners reached by Runtrip, we will contribute to health-building for more people and help improve well-being across a broad range of generations.

Toward an execution phase to maximize value

The purpose of this fund is not simply investment. It is to create the “culture with thorough communication” and the “culture that encourages challenges” that our Group aims for, through co-creation that generates new value while collaborating externally. With younger employees playing a central role in accelerating open innovation and incorporating insights into new technologies, we aim to enhance the added value of the Paramount Bed brand and also help shift toward bottom-up management. Going forward, this fund will seek to maximize value co-creation aimed at realizing our vision.

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

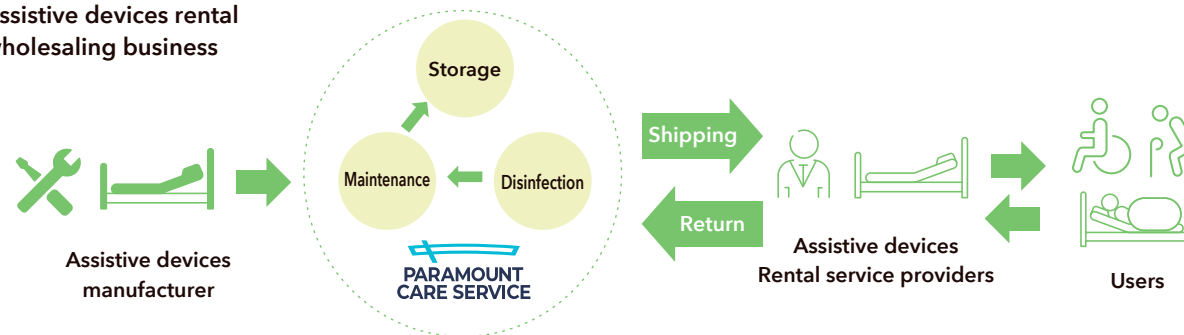
Nursing Care Business

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.



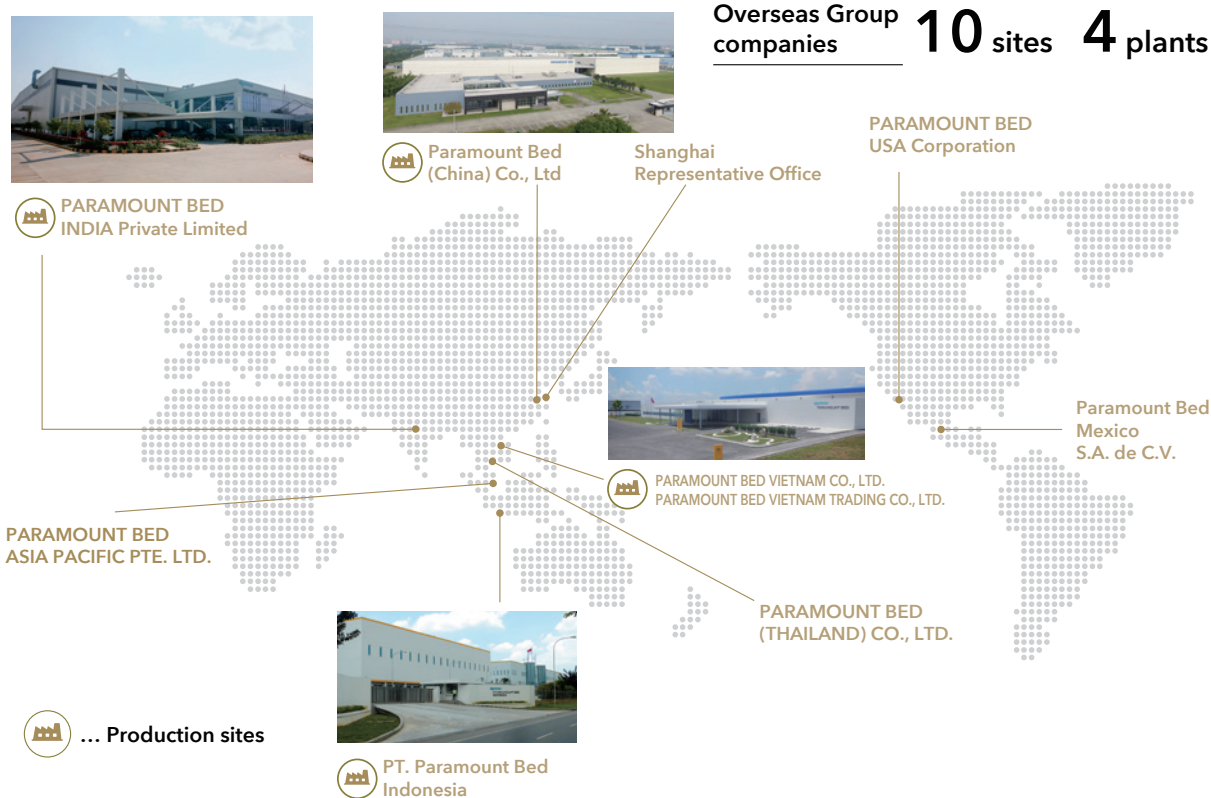
Sharing of conditions on the bed

Nemuri CONNECT (a platform that oversees the entire system)

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

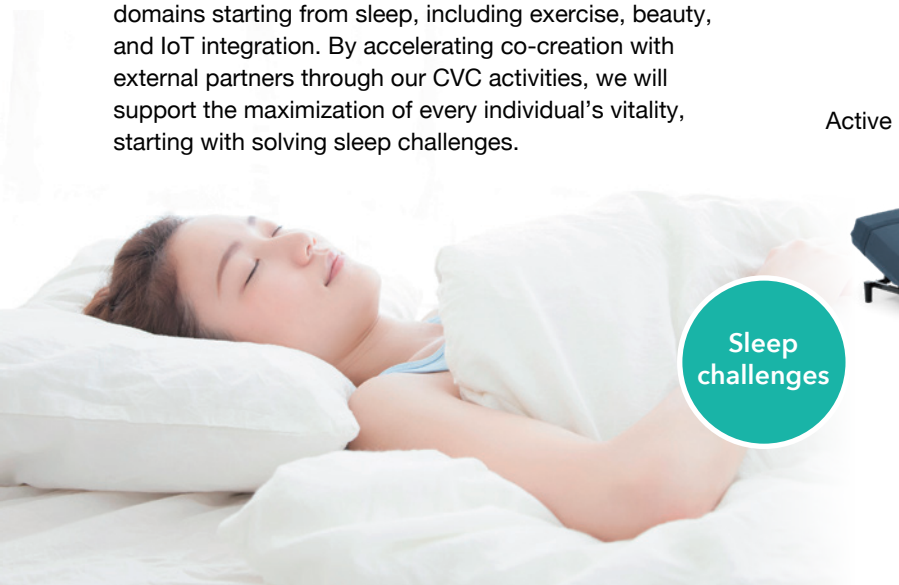


Health Promotion Business

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.

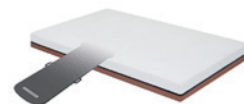


Sleep challenges

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.



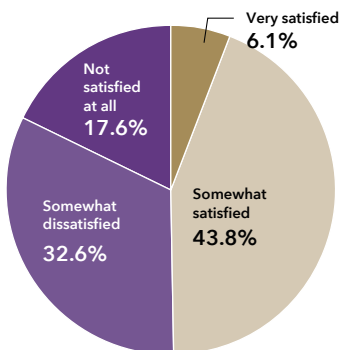
Solving society's "invisible sleep challenges" through a scientific approach

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.

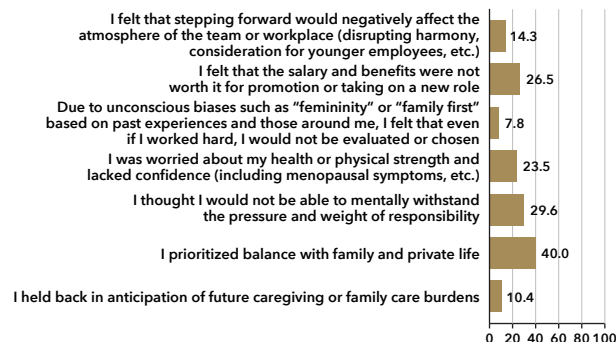
Addressing the "silent resignation" of working women in the menopausal age group: Silent Shift

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

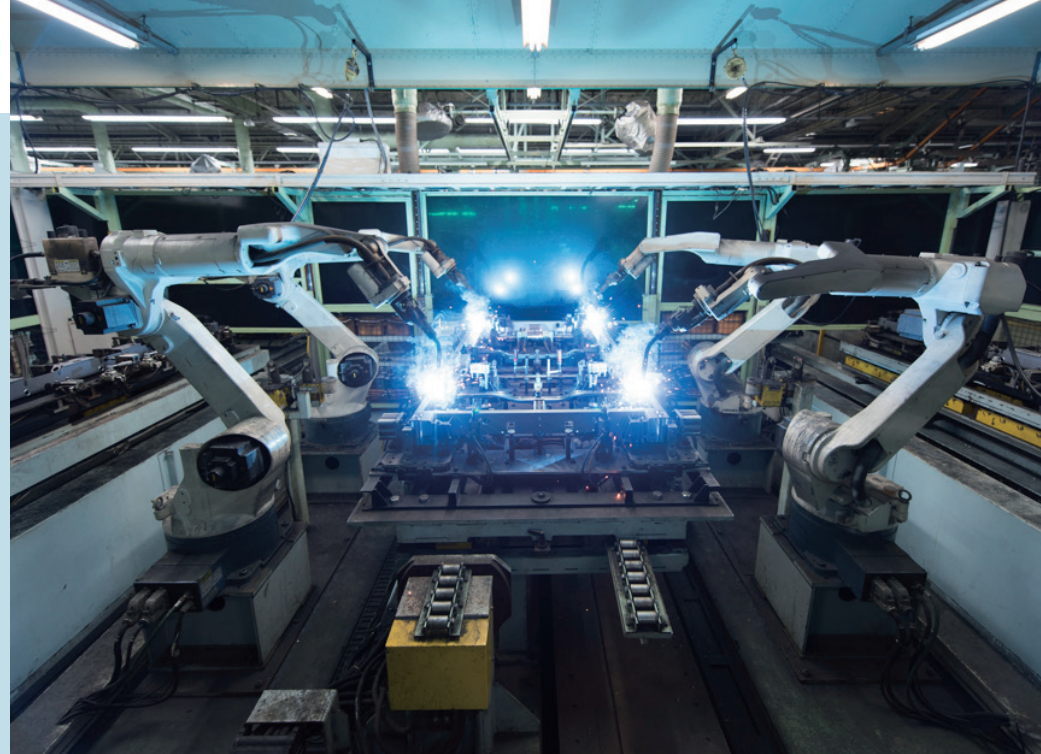
3

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.

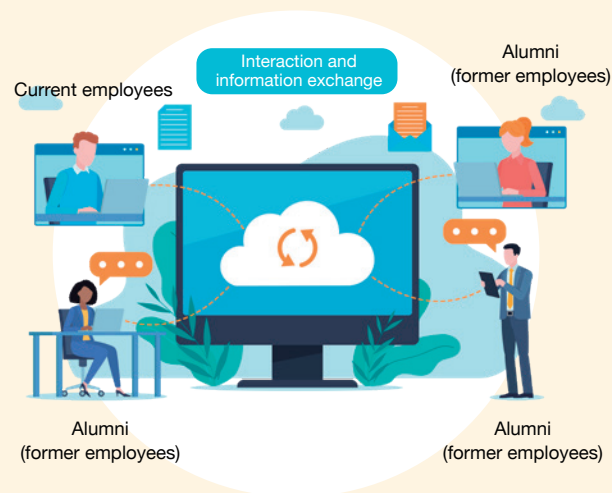
Using childcare leave experience to bring well-being to families and everyone

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



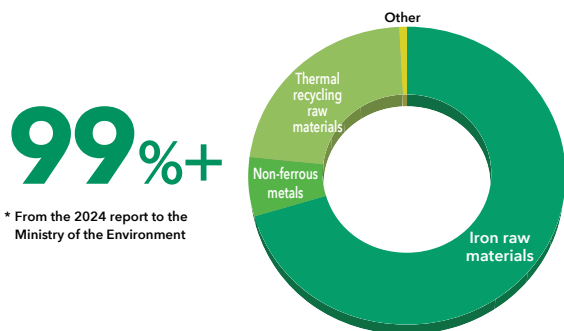
RE-BED project: Connecting products to the future as resources

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.

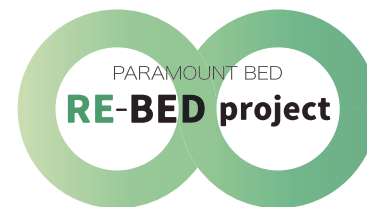
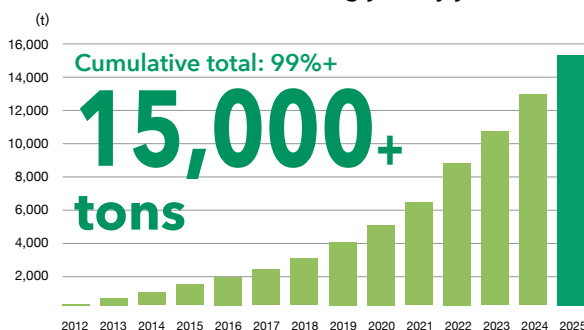
Rate of recycling collected beds into resources

We achieve a recycling rate of over 99%

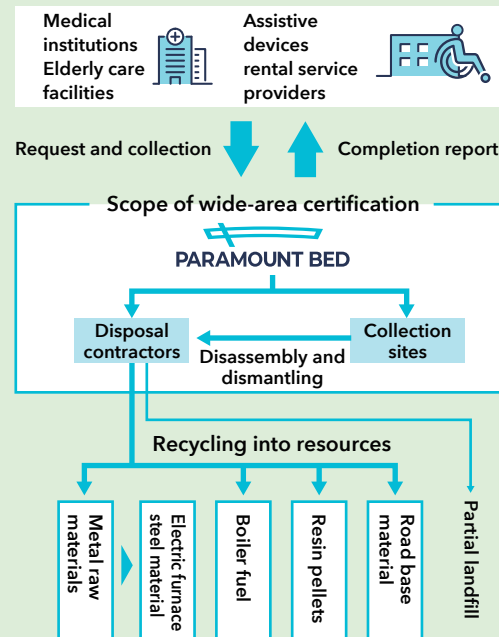


Cumulative processing volume under wide-area certification

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



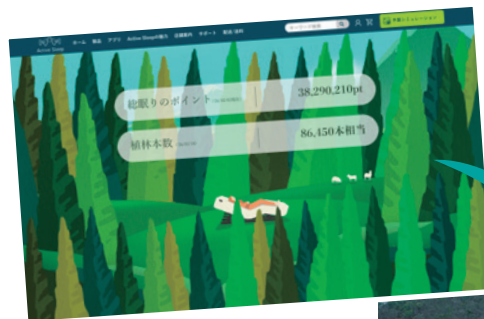
Flow of recycling into resources



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?

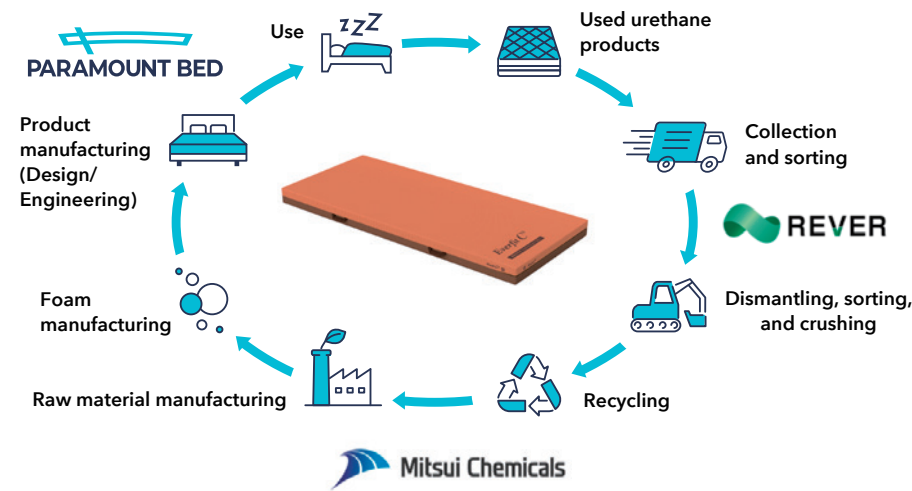
The CO₂ absorption and storage capacity of mangrove forests is said to be far higher than that of other forests, with an effect approximately twice that of Japan's forests. A mangrove forest is a forest of life crucial to the Earth, contributing greatly to preventing global warming and conserving coastal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

Corporate Governance

A Management Foundation that Responds to Society's Trust

Practicing sincere and highly transparent management and aiming to continuously enhance corporate value.

This is the commitment that we make to respond to society's trust and assure future growth.

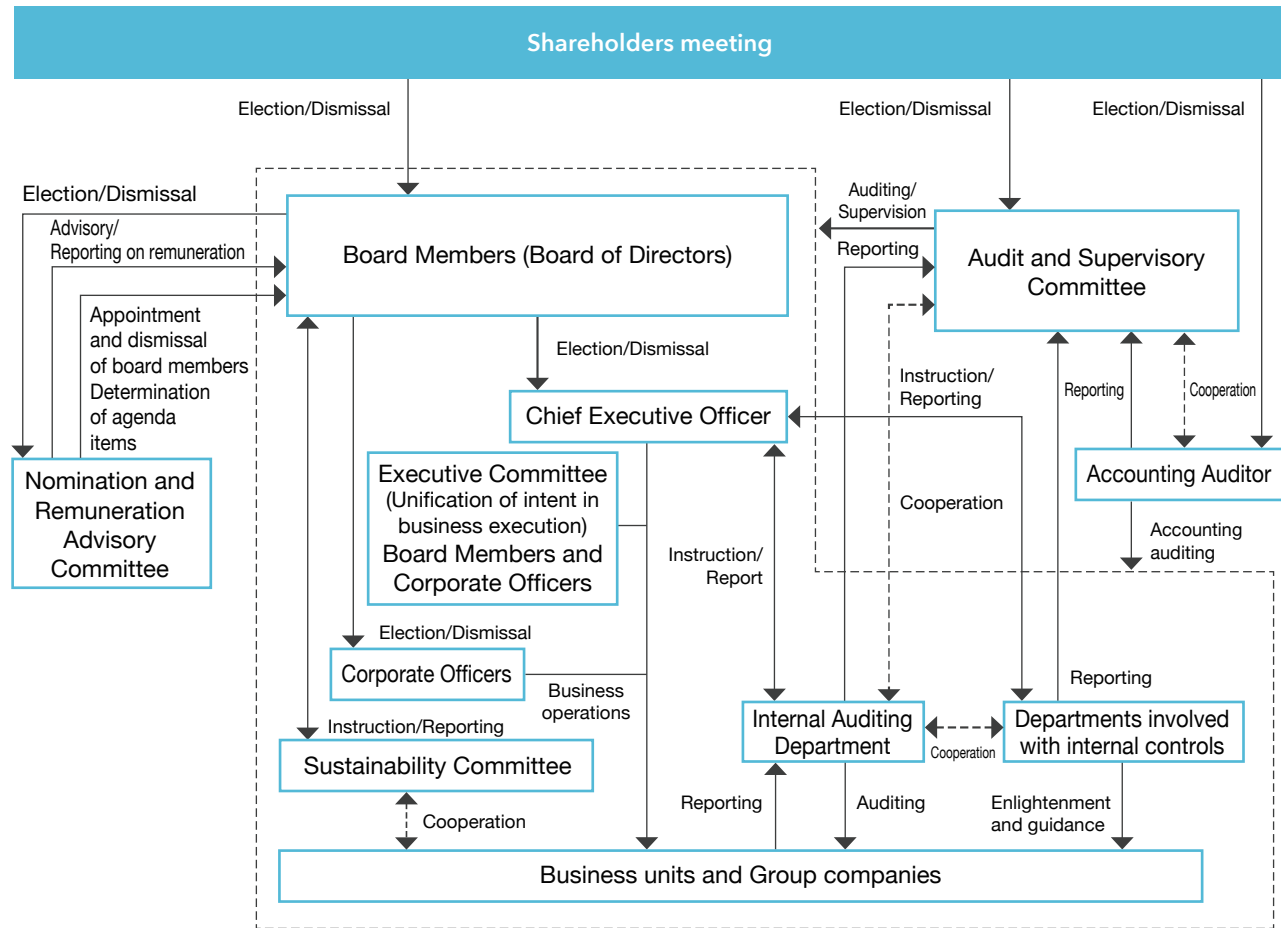
Leaders with diverse expertise engage in dialogue from multiple perspectives to evolve a sound and robust governance framework day by day.

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 and actively tackle the enhancement of corporate governance as one of the most important management priorities for the Group overall.

Relationship chart of corporate organizations and internal control



Functions and roles of major organizational units

Organizational units	Members	Activities and roles
Board of Directors	Chair: President and Chief Executive Officer Five internal board members and four outside board members	In principle, meetings are held once a month to discuss and make prompt decisions on matters required by law and important management matters.
Audit and Supervisory Committee	One internal board member and four outside board members	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 sales reports from board members and others, and examining important documents.
Executive Committee	Paramount Bed Group management executives, etc.	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	One internal board member and four outside board members	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 board member candidates and the remuneration of board members, excluding audit and supervisory committee members.
Sustainability Committee	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.

Executive Profiles (As of June 30, 2026)



- 1** Tomohiko Kimura
President and
Chief Executive Officer
- 2** Yosuke Kimura
Representative Director,
Executive Vice President
- 3** Toshiyuki Hatta
Senior Managing Director
- 4** Masaki Kobayashi
Board Member
- 5** Kenji Ouchi
Board Member (Full-time
Audit and Supervisory
Committee Member)
- 6** Yoshikazu Goto
Outside Board Member
(Audit and Supervisory
Committee Member)
- 7** Kazuo Takahashi
Outside Board Member
(Audit and Supervisory
Committee Member)
- 8** Arei Shirai
Outside Board Member
(Audit and Supervisory
Committee Member)
- 9** Naoko Harima
Outside Board Member
(Audit and Supervisory
Committee Member)

Executive Profiles

(As of June 30, 2026)

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.: Corporate Officer of the Company
- Jun. 2014: Senior Corporate Officer of the Company
- Jun. 2015: Board Member 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.: Senior Executive Director of Paramount Bed Co., Ltd.
- Apr. 2020: President and Chief Executive Officer of the Company (present)
- Apr.: President and Chief Executive Officer of Paramount Bed Co., Ltd.
- 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

Representative Director and Executive Vice President

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.: Board Member, Director of Technical Engineering Division of Paramount Bed Co., Ltd.
- Apr. 2018: Board Member, 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, Board Member, General Manager of Finance Department and Information System Department of the Company
- Jun. 2023: Senior Managing Director, Executive Director of Finance and System Administration Division of Paramount Bed Co., Ltd.
- Jun.: Senior Managing Director of the Company
- Apr. 2024: Board Member, Senior Executive Officer, Director of Finance and System Administration Division of Paramount Bed Co., Ltd.
- Jun. 2025: Representative Director, Executive Vice President of the Company (present)
- Jun.: Representative Director, Executive Vice President, Executive Officer, Director of Finance and System Administration Division of Paramount Bed Co., Ltd. (present)

● Significant concurrent positions
Representative Director, Executive Vice President and Executive Officer, Executive Director of Finance and System Administration Division of Paramount Bed Co., Ltd.

Toshiyuki Hatta

Senior Managing 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.: 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.: Corporate Officer, Executive Director of Administration Division of Paramount Bed Co., Ltd.
- Jun. 2019: Board Member, General Manager of General Affairs Department and Human Resource Department of the Company
- Jun.: Board Member, Executive Director of Administration Division of Paramount Bed Co., Ltd.
- Jul. 2022: Board Member of the Company
- Apr. 2024: Board Member, Senior Corporate Managing Officer and Executive Director of Administration Division of Paramount Bed Co., Ltd.
- Jun. 2026: Senior Managing Director of the Company (present)
- Jun.: Senior Managing Executive Officer, Executive Director of Administration Division of Paramount Bed Co., Ltd. (present)

● Significant concurrent positions
Senior Managing Executive Officer, Executive Director of Administration Division of Paramount Bed Co., Ltd.

Executive Profiles

(As of June 30, 2026)

Masaki Kobayashi

Board Member

Date of birth: August 4, 1972

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

● Significant concurrent positions
Board Member, Senior Corporate Managing Officer and Executive Director of Corporate Planning Division of Paramount Bed Co., Ltd.

Kenji Ouchi

Board Member (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: Board Member (Audit and Supervisory Committee Member) (present)
Jun.: Corporate Auditor of Paramount Bed Co., Ltd. (present)

● Significant concurrent positions
Corporate Auditor of Paramount Bed Co., Ltd.

Yoshikazu Goto

Outside Board Member (Audit and Supervisory Committee Member)

Date of birth: October 30, 1955

Apr. 1980: Joined Ministry of International Trade and Industry (current 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: Outside Board Member of the Company
Oct. 2017: Vice-President, General Director of Technical Research Institute of Japan Society for the Promotion of Machine Industry
Jun. 2018: Outside Board Member of the Company (Audit and Supervisory Committee Member) (present)
Mar. 2022: Outside Director of Sodick Co., Ltd. (present)
Jun. 2022: Representative Director of the Japanese Society for Wellbeing Science and Assistive Technology

● Significant concurrent positions
Outside Director of Sodick Co., Ltd.

Executive Profiles

(As of June 30, 2026)

Kazuo Takahashi

Outside Board Member (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. (current Daiwa Securities Co. Ltd.)
Apr. 2010: Executive Managing Director of Daiwa Securities Capital Markets Co., Ltd. (current 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.
Apr.: Representative Director and Deputy President of Daiwa Securities Co. Ltd.
Jun.: Director and Corporate Executive Officer, 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: Outside Director of Makino Milling Machine Co., Ltd. (present)
Jun.: Outside Board Member of the Company (Audit and Supervisory Committee Member) (present)
Sep.: Outside Director of Ai Holdings Corporation (present)

- Significant concurrent positions
Outside Director of Makino Milling Machine Co., Ltd.
Outside Director of Ai Holdings Corporation

Arei Shirai

Outside Board Member (Audit and Supervisory Committee Member)

Date of birth: June 6, 1979

Apr. 2003: Joined Ministry of Health, Labour and Welfare
Sep. 2005: Joined McKinsey & Company
Nov. 2012: Joined Shiseido Company, Limited
Sep. 2020: Joined Benesse Corporation
Apr. 2021: General Manager, Business Strategy Department
Jan. 2023: Joined Benesse Holdings, Inc.
Deputy Director, Corporate Planning Promotion Division
Jan.: Director of Waris Co., Ltd.
Apr. 2025: General Manager of DE&I Business Development Department, University & Working Adult Company, Benesse Corporation (present)
Jun.: Outside Board Member of the Company (Audit and Supervisory Committee Member) (present)
Jun. 2026: Outside Director of Yamada Holdings Co., Ltd. (Audit and Supervisory Committee Member) (present)
Jun.: Director of Benesse i-Career Co., Ltd. (present)

- Significant concurrent positions
General Manager of DE&I Business Development Department, University & Working Adult Company, Benesse Corporation
Outside Director of Yamada Holdings Co., Ltd. (Audit and Supervisory Committee Member)

Naoko Harima

Outside Board Member (Audit and Supervisory Committee Member)

Date of birth: October 27, 1980

Oct. 2003: Entered Asahi & Co. (currently KPMG AZSA LLC)
Jul. 2007: Registered as a Certified Public Accountant
Apr. 2008: Established Naoko Harima CPA Firm and became representative of the firm (present)
Apr.: Joined Japan Hotel & Resort K.K. (currently Japan Hotel REIT Advisors Co., Ltd.)
Jul.2017: Outside Auditor of Japan Environment PLANning. Co.,Ltd. (currently JEPLAN, INC.)
Jan. 2018: Outside Auditor of KinoPharma, Inc.
Jun.: Outside Director of Atsugi Co., Ltd.
Jan. 2019: Outside Auditor of BizReach, Inc. (present)
Feb. 2020: Outside Director of Visional, Inc. (Audit and Supervisory Committee Member) (present)
May 2023: Outside Director of Francfranc Corporation (Audit and Supervisory Committee Member)
Sep.: Outside Director of QB Net Holdings Co., Ltd. (Audit and Supervisory Committee Member) (present)
Jun. 2025: Outside Board Member of the Company (Audit and Supervisory Committee Member) (present)
Sep.: Outside Director of Logizard Co., Ltd. (Audit and Supervisory Committee Member) (present)

- Significant concurrent positions
Representative, Harima Naoko CPA Firm
Outside Auditor, BizReach, Inc. (Audit and Supervisory Committee Member)
Outside Director of Visional, Inc. (Audit and Supervisory Committee Member)
Outside Director of QB Net Holdings Co., Ltd. (Audit and Supervisory Committee Member)
Outside Director of Logizard Co., Ltd. (Audit and Supervisory Committee Member)

Executive Profiles (As of June 30, 2026)

Board Members	Tomohiko Kimura	Yosuke Kimura	Toshiyuki Hatta	Masaki Kobayashi	Kenji Ouchi	Yoshikazu Goto	Kazuo Takahashi	Arei Shirai	Naoko Harima
Date of appointment as board member	June 2018	June 2020	June 2019	June 2023	June 2022	June 2015	June 2023	June 2025	June 2025

Experience/skills possessed									
Corporate management and management strategy	●			●		●	●		
Finance and accounting		●			●		●		●
Engineering (Production, technology, quality, etc.)		●				●			
Legal and compliance			●		●				
Human resources, labor relations, and human resource development	●		●					●	
Global	●			●				●	
IT and digital		●		●					

Ryoko Omichi	Corporate Officer, General Manager, Public Relations Department
Yuichi Naguchi	Corporate Officer, General Manager, Management Control Department

Interviews with Outside Board Members

Contributing to global-scale growth through business strategy and support for women's advancement

My career has centered on work involving business strategy, including strategic consulting at McKinsey & Company and experience as a global brand manager at Shiseido. I have also long been interested in supporting women's careers, and I take pride knowing that a new business I launched at Benesse contributes to enhancing women's career motivation.

I understand that I was appointed as an outside board member to contribute to management with these skills, but at the same time, I feel a strange connection. My beloved grandmother used a Paramount Bed, and I have memories of her raising the back of the bed and listening to my concerns. And now, visiting our office as a outside board member, I truly feel that these beds were made with sincere intentions. I will do my best so that we can continue delivering high-quality products and services to the world.

My impression of the company is that it has boasted superiority through technology so advanced that it allows no competitor to catch up. However, as the company expands its business domain from medical and nursing care to healthcare, it will be difficult to succeed in marketing through technology alone. This is because the company's technological strengths do not necessarily align with the value customers seek. The company must uncover latent needs by leveraging diverse perspectives, including those of women. In the company's global strategy, I believe further expansion will become possible by flexibly identifying markets where its products will be accepted.

WELL-BEING for passion

In interacting with the company's employees, I felt a sincere commitment to go beyond simply selling products and support others' lives. Together with employees, I want to deliver well-being to end users who accept and appreciate the passion put into the company's manufacturing.

**Arei Shirai**

Outside Board Member
(Audit and Supervisory
Committee Member)



Naoko Harima
Outside Board Member
(Audit and Supervisory
Committee Member)



WELL-BEING for the future

The company is expanding its business to bring smiles to all. I support the company so that it can grow in the right direction. As a mother of two, my wish is to leave a more livable environment for the next generation. I will fulfill my role so that it leads to a better future.

Interviews with Outside Board Members

Supporting new endeavors by leveraging extensive knowledge in finance and accounting

In 2003, I joined Asahi Audit Corporation (current KPMG AZSA LLC) and engaged in audit work as a certified public accountant. After that, I worked for a hotel real estate fund and then served as an outside officer at a wide range of company types, from startups to long-established companies.

What can be read from a company's financial and management data is not only performance. The data reflects the surrounding environment, potential risks, and even the aspirations and wishes of the people who make up the organization. In that regard, looking back over the

company's track record, it is clear that its core business has been growing in an extremely stable manner.

While long-established companies tend to face constraints and hesitation when it comes to new endeavors, Paramount is boldly pursuing initiatives such as expanding into the health promotion business domain and DX. I also sensed President Kimura's strong will to move forward with the next reform. For a long-established manufacturer, the stance of never stopping innovation is extremely rare, and I feel it is a wonderful strength.

I would like to contribute to the company's endeavors aimed at the future, drawing on the perspectives I have cultivated as a certified public accountant and an outside board member. My strength is a real understanding of the concerns faced by companies at diverse stages of growth. In fulfilling my role, at times, I will serve as the brake to restrain excessive risk; at other times, I will step on the accelerator to support new efforts. I look forward to seeing the materialization of a wide range of options aimed at further business expansion, including investments in R&D and partnerships with startups leveraging the company's presence in the industry.

Facts & Data



CEO Message

Value Creation

Business Sustainability

Corporate Governance

Facts & Data

Financial-Related Data

2026/3				
Consolidated net sales 106.8 billion yen	Medical Care Business sales 41.6 billion yen	Nursing Care Business sales 6.4 billion yen	Health Promotion Business sales 1.2 billion yen	Overseas sales ratio 9.5 %

* Amounts are rounded down to the nearest 100 million yen.

Non-Financial-Related Data

Social

		2024/3	2025/3	2026/3
Ratio of female workers in management positions (%)	PB	3.8	3.9	4.3
	PT	2.8	2.6	2.6
	PCS	4.6	4.4	5.0
Ratio of childcare leave taken by male employees (%)	PB	50.0	66.7	89.7
	PT	29.4	81.8	109.1*
	PCS	16.7	71.4	45.0
Ratio of female employees among new graduate hires (%)	PB	42.9	37.5	50.0
	PT	Paratechno Co., Ltd. does not conduct new graduate hiring.		
	PCS	40.0	30.0	57.1
Rate of users of the post-retirement reemployment system (%)		75.0	80.0	93.3
Number of Paramount Campus participants		901	819	976
Stress check participation rate (%)		87.3	91.5	91.6
Number of employees		4,126	4,360	4,555

* 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%.

Environment

	2024/3	2025/3	2026/3
Scope 1 / Scope 2 emissions (t)	3,855	4,110	3,821

* 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.

Governance

Overview of Corporate Governance (as of June 30, 2026)

Organizational form	Company with an Audit and Supervisory Committee
Chair of the Board	Tomohiko Kimura, President and Chief Executive Officer
Number of board members	9 (Including 2 female board members)
Number of outside board members	4 (Number designated as independent directors: 4)

	2024/3	2025/3	2026/3
Compliance training participation rate	100%	100%	100%

Corporate Information (As of June 30, 2026)

Company name	Paramount Bed Holdings Co., Ltd.
English name	PARAMOUNT BED HOLDINGS CO., LTD.
Head office	14-5, Higashisuna 2-chome, Koto-ku, Tokyo 136-8671, Japan
Phone	03-3648-1100 (operator)
Capital	0.1 billion yen
Number of employees	Consolidated: 4,555 (As of March 31, 2026)
Sites	Domestic sites: 108 sites, 2 plants Paramount Bed (15 sites) Paramount Care Service (80 sites) Paratechno (13 sites) Overseas sites: 10 sites, 4 plants Southeast Asia, China, India, Central and South America, etc.

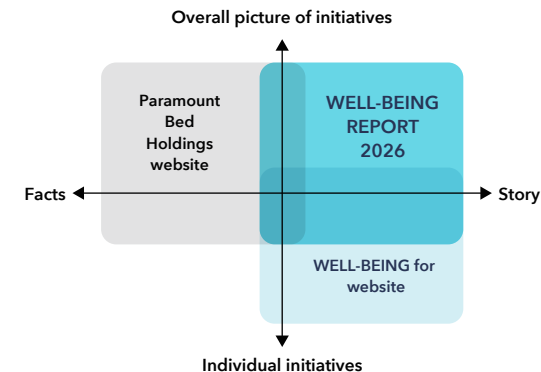
Main Group Companies (As of June 30, 2026)

Japan	Paramount Bed Co., Ltd. Paratechno Co., Ltd. Paramount Care Service Co., Ltd. KP Service Co., Ltd. PARAMOUNT BED Healthcare Fund NTT PARAVITA Co., Ltd. Signtle Inc. HeartLab, Inc. Cardio Intelligence Inc.
Overseas	Paramount Bed Asia Pacific Pte. Ltd. PT. Paramount Bed Indonesia Paramount Bed (China) Co., Ltd. Paramount Bed Vietnam Co., Ltd. PARAMOUNT BED VIETNAM TRADING CO., LTD. Paramount Bed (Thailand) Co., Ltd. Paramount Bed India Pvt. Ltd. Paramount Bed Mexico S.A. de C.V. Paramount Bed USA Corporation



WELL-BEING REPORT 2026

Positioning of this report



Reporting Coverage

Paramount Bed Holdings Co., Ltd. and consolidated subsidiaries

Reporting Period

April 2025 – March 2026

In order to provide up-to-date and important information, the report also includes information before and after the above time period.

Guidelines Referenced

- “International Integrated Reporting Framework”, Value Reporting Foundation
- “Guidance for Collaborative Value Creation”, Ministry of Economy, Trade and Industry

Notes

Forward-looking statements in this report are based on assumptions made using information available as of the publication date of this report. Actual results may differ due to various factors that may manifest in the future. Information on products and services (including those under development) described in this report is not intended for advertising or promotional purposes.



**PARAMOUNT BED
HOLDINGS**

<https://www.paramountbed-hd.co.jp/english/>