

# Financial Results Briefing for Six Months Ended September 30, 2025

November 27, 2025  
FRANCE BED HOLDINGS CO., LTD. (Securities Code: 7840)



## FRANCE BED HOLDINGS

Note: this document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

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# Topics

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# Topics

| Date and Time      | Matter  | Details  |
|--------------------|---|--|
| May 16, 2025       | <b>Purchase of treasury shares</b>  | <b>Acquired treasury stock for 1.5 billion yen on May 16, 2025.</b><br>(1,184,800 shares)  |
| June 1, 2025       | <b>Medical Services Business<br/>Large-Scale Customers Acquisition Completion</b> | <b>In the welfare equipment rental business of the Medical Services Business, a large-scale contract succession involving approximately 4,300 customers was executed June 1, 2025.</b>   |
| September 26, 2025 | <b>Home Furnishings and Health Business<br/>Initiated structural reforms</b>      | <b>In the Home Furnishings and Health Business, we are initiating efforts to strengthen profitability through the consolidation of production bases and the reorganization of subsidiaries.</b><br>(In July 2026, FRANCE BED FURNITURE CO., LTD. will be merged into FRANCE BED CO., LTD.) |

Other IR information is available on the Company's website.  
<https://francebed-hd.co.jp/>

# Performance Report for the Six Months Ended September 2025

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# Consolidated Business Results (Interim Period of Fiscal Year ending March 31, 2026)

- ✓ Operating profit and ordinary profit decreased
- ✓ Net sales remained flat year-on year, failing to absorb increased SG & A expenses

| (millions of yen)                   | Previous period  | Current period (ending March 2026)                              |        | Year-on-year |  |
|-------------------------------------|--|---|--------|--------------|--|
|                                     | Results for Interim period of fiscal year ended March 31, 2025 | Results for Interim period of fiscal year ending March 31, 2026 | Amount | Percentage   |  |
|                                     |  |   |        |              |  |
| Net sales                           | 29,250   | 29,259  | 9      | 0.0%         |  |
| Operating profit<br>(Profit margin) | 2,124<br>(7.2%)  | 1,782<br>(6.0%)   | ▲341   | ▲16.0%       |  |
| Ordinary profit<br>(Profit margin)  | 2,145<br>(7.3%)  | 1,765<br>(6.0%)   | ▲379   | ▲17.7%       |  |
| Net profit<br>(Profit Margin)       | 1,325<br>(4.5%)  | 1,047<br>(3.5%)   | ▲277   | ▲20.9%       |  |
| Basic earning per share<br>(yen)    | 38.36  | 31.20   | -      | -            |  |

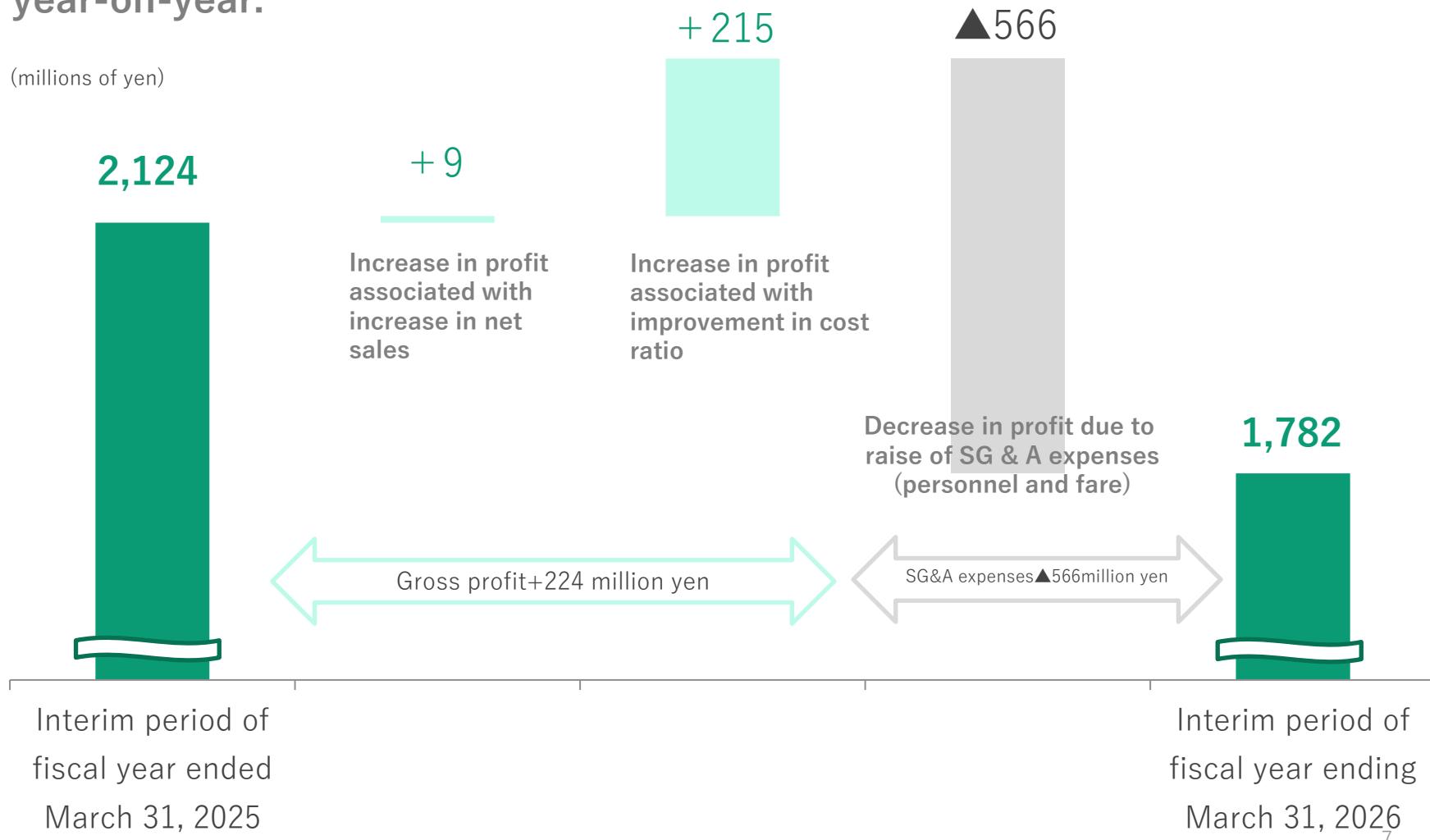
※Effect of change in accounting period of consolidated subsidiaries in previous fiscal year:

Includes net sales of ¥415 million, operating profit of ¥71 million and ordinary profit of ¥73 million.

## Consolidated Business Performance (Factors Affecting Operating Profit)

- ✓ Although we partially offset the impact by reducing the cost ratio, insufficient sales prevented us from absorbing all the increase in SG&A expenses, resulting in operating profit declining by ¥341 million (-16.0%) year-on-year.

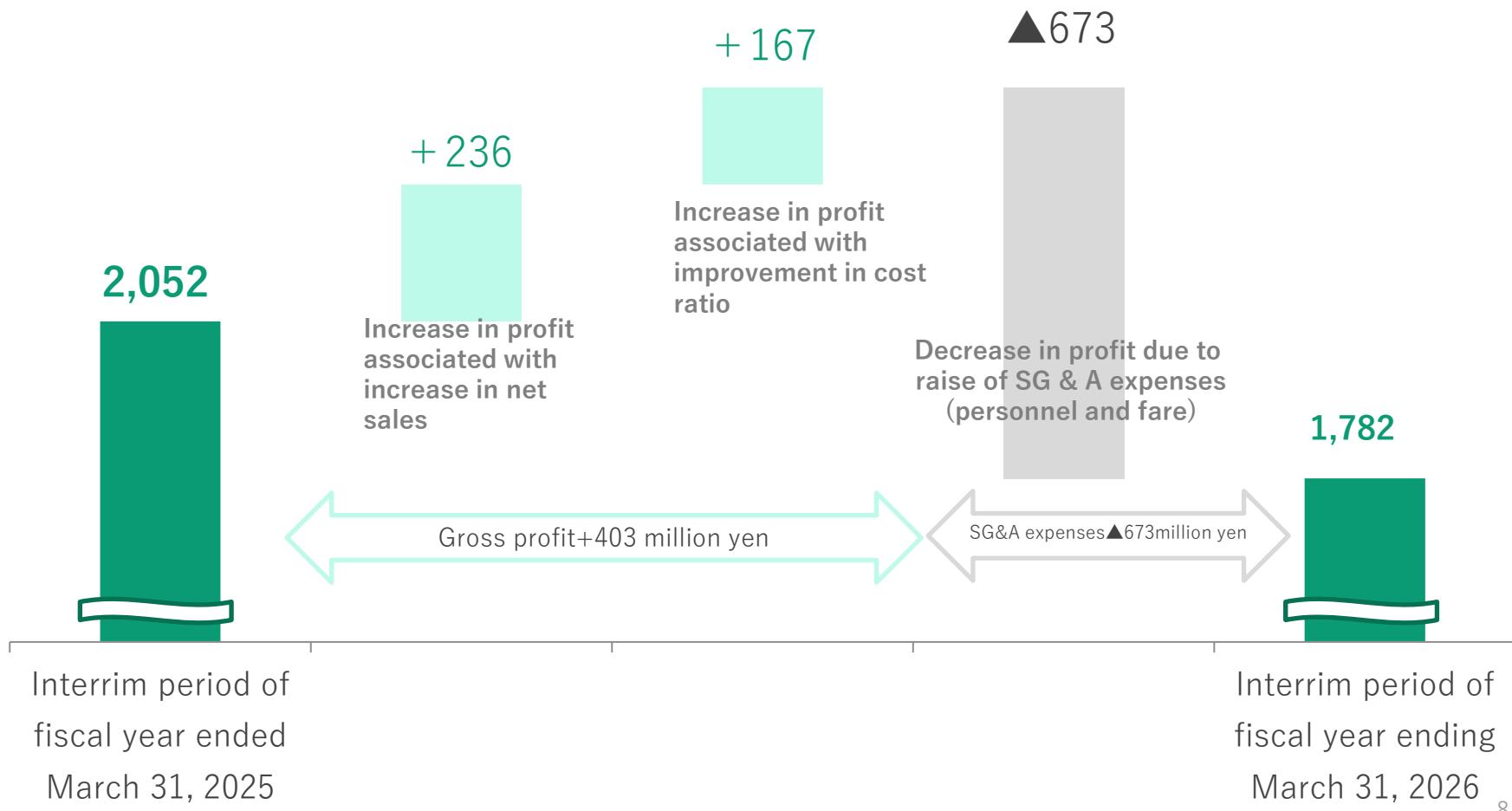
(millions of yen)



(Reference) Consolidated Business Performance (Factors Affecting Operating Profit)  
(Excluding 2 months of HCSY in the previous fiscal year)

✓ Operating profit decreased by ¥270 million (- 13.1%) year on year even if excluding 2 months of the consolidated subsidiary HCSY.

(millions of yen)



# Business Performance by Segment

- ✓ Net sales increased and ordinary profit decreased in the Medical Services segment.
- ✓ Both net sales and ordinary profit decreased in the Home Furnishings and Health segment.

|  |                                    | Results for<br>Interim period of fiscal<br>year ended March 31,<br>2025 | Results for<br>Interim period of fiscal<br>year ending March 31,<br>2026 | Year-on-year<br>Percentage |
|--|------------------------------------|---|--|----------------------------|
|  | (millions of yen)                  |   |  |                            |
| Medical<br>Services<br>Business            | Net sales                          | 19,491  | 19,824   | 1.7%                       |
|  | Ordinary profit<br>(Profit margin) | 1,653<br>(8.4%)   | 1,443<br>(7.2%)  | ▲12.7%                     |
| Home<br>Furnishings and<br>Health Business | Net sales                          | 9,505   | 9,176  | ▲3.4%                      |
|  | Ordinary profit<br>(Profit Margin) | 489<br>(5.1%)   | 337<br>(3.6%)  | ▲30.9%                     |
| Total                                      | Net sales                          | 29,250  | 29,259   | 0.0%                       |
|  | Ordinary profit<br>(Profit Margin) | 2,145<br>(7.3%)   | 1,765<br>(6.0%)  | ▲17.7%                     |

Note: Excluding Other, which is not a reportable segment.

# Summary of Medical Services Business

- ✓ Net sales of mainstay welfare equipment rental transactions increased 6.4%.
- ✓ In terms of profits, ordinary profit fell 8.6% due to a significant drop in profits caused by unexpected material input and personnel investment in the linen supply business.)

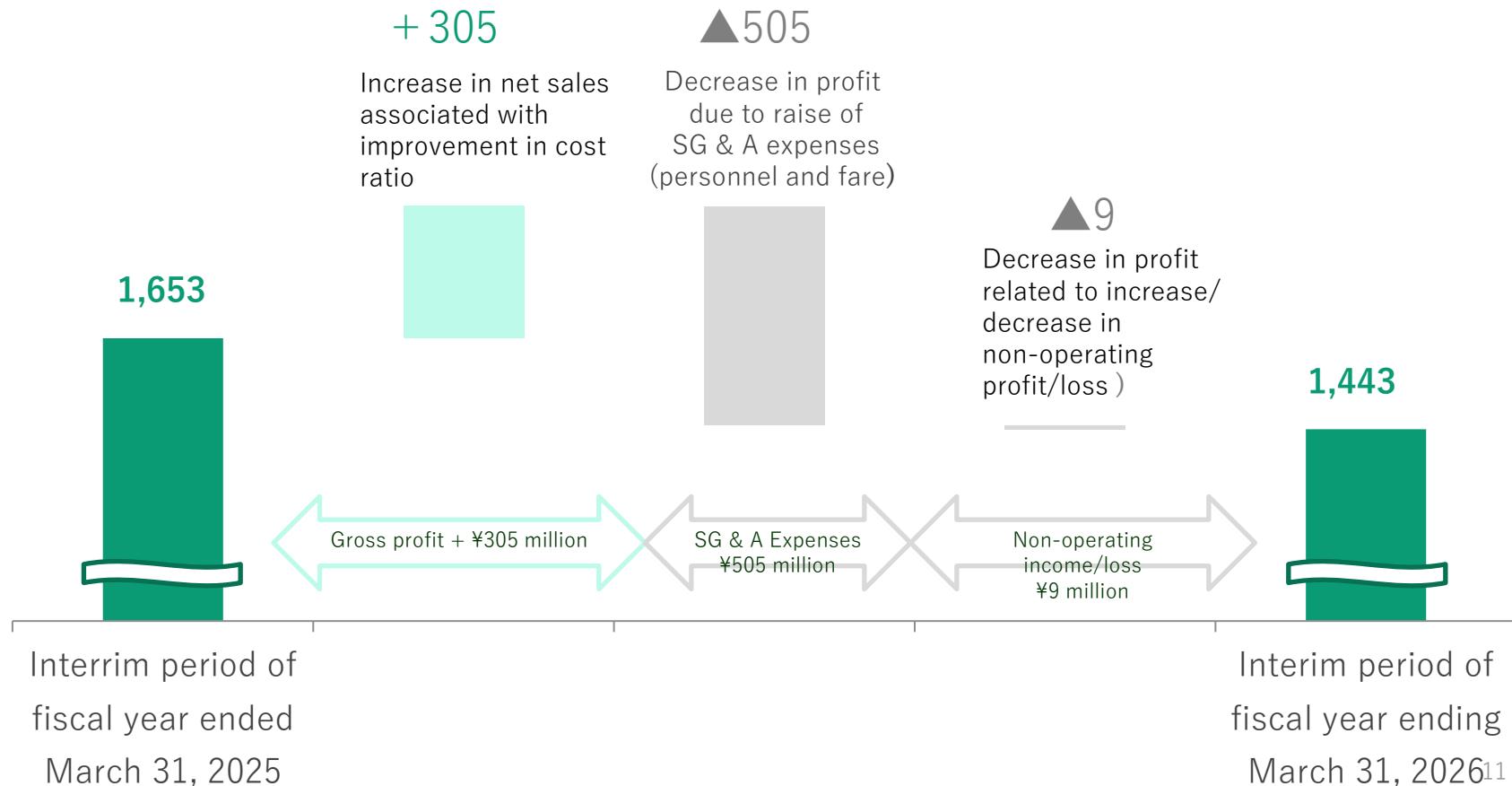
| (millions of yen)   | Interim period of fiscal year ended March 31, 2025 |                   | Interim period of fiscal year ending March 31, 2026 |                   | Year-on-year |               |
|---|--|-------------------|---|-------------------|--------------|---------------|
|   | Results  | Composition ratio | Results   | Composition ratio | Amount       | Percentage    |
| <b>Consolidated net sales</b>                               | <b>19,491</b>                                      | 100.0%            | <b>19,824</b>                                       | 100.0%            | <b>332</b>   | <b>1.7%</b>   |
| (Transactions related to welfare Equipment Rental)          | 11,579   | 59.4%             | 12,321  | 62.1%             | 741          | 6.4%          |
| (Transactions for hospitals and facilities)                 | 1,877  | 9.6%              | 1,940   | 9.7%              | 63           | 3.3%          |
| (Linen supply Transactions)                                 | 1,611  | 8.2%              | 1,678   | 8.4%              | 66           | 4.1%          |
| (Other sales transactions, etc. *)                          | 4,008  | 20.5%             | 3,884   | 19.5%             | ▲123         | ▲3.0%         |
| (Sales of two months of HCSY)                               | 415  | 2.1%              | -   | -                 | ▲415         | -             |
| <b>Consolidated ordinary profit</b>                         | <b>1,653</b>                                       | 8.4%              | <b>1,443</b>  | 7.2%              | <b>▲210</b>  | <b>▲12.7%</b> |
| (Reference: Ordinary Profit Excluding HCSY 2-Month Results) | <b>1,580</b>                                       | 8.2%              | <b>1,443</b>  | 7.2%              | <b>▲137</b>  | <b>▲8.6%</b>  |

※) Wholesale, direct sale, home improvement transaction, nursing care facility transaction, etc.

# Factors Affecting Increases/Decreases in Ordinary Profit of Medical Services Business

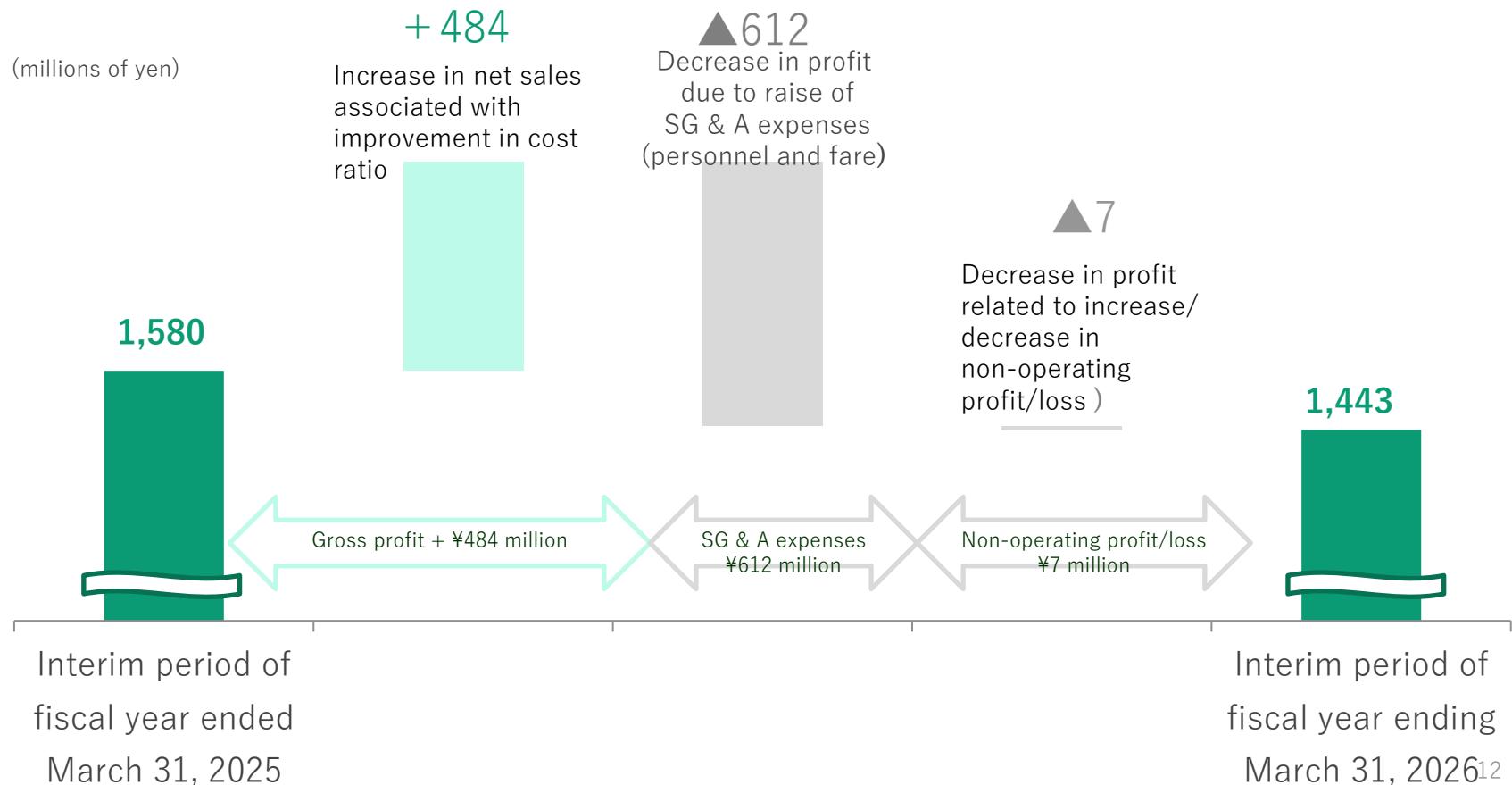
- ✓ Ordinary profit decreased by ¥210 million (– 12.7%) year on year in the Medical Services segment.

(millions of yen)



# (Reference) Factors Affecting Increases/Decreases in Ordinary Profit of Medical Services Business (Excluding 2 months of HCSY in the previous fiscal year)

- ✓ **Operating profit decreased by ¥137 million (- 8.6%) year on year even if excluding 2 months of the consolidated subsidiary HCSY.**



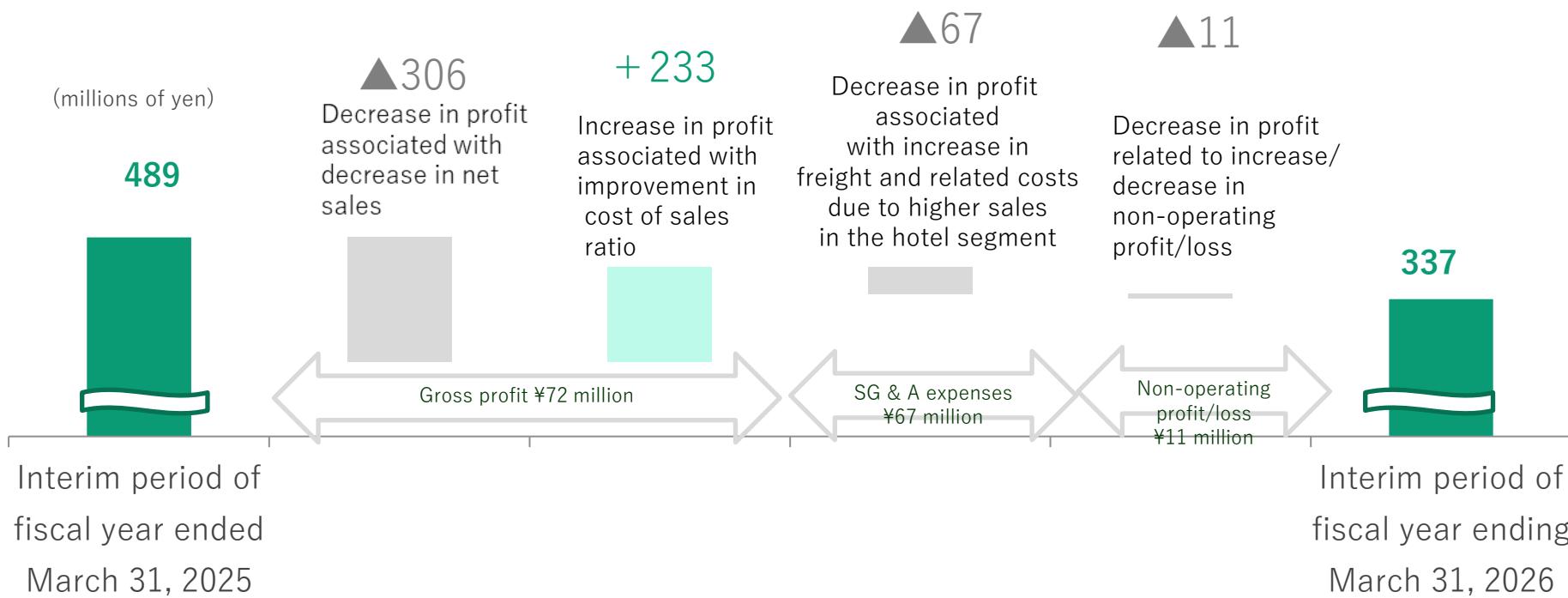
# Summary of Home Furnishings and Health Business

- ✓ Although sales to hotels were strong due to active capital investment, net sales decreased 3.4% because of lower consumer sentiment and a decline in customer traffic at furniture retailers.
- ✓ Ordinary profit decreased by 30.9%, as higher labor costs from wage increases and rising freight rates could not be offset.

| (millions of yen)                               | Interim Period<br>of fiscal year ended<br>March 31, 2025 |                      | Interim Period<br>of fiscal year ending<br>March 31, 2026 |                      | Year-on-year |            |
|---|--|----------------------|---|----------------------|--------------|------------|
|   | Results  | Composition<br>ratio | Results   | Composition<br>ratio | Amount       | Percentage |
| Consolidated net sales                          | 9,505  | 100.0%               | 9,176   | 100.0%               | ▲329         | ▲3.4%      |
| (Transactions for Furniture<br>Retailers, etc.) | 8,768  | 92.2%                | 8,252   | 89.9%                | ▲515         | ▲5.8%      |
| (Transactions for Hotels)                       | 737  | 7.7%                 | 923   | 10.1%                | 186          | 25.2%      |
| Consolidated ordinary<br>profit                 | 489  | 5.1%                 | 337   | 3.6%                 | ▲151         | ▲30.9%     |

# Factors Affecting Increases/Decreases in Ordinary Profit of Home Furnishing and Health Business

- ✓ Ordinary profit decreased by 30.9% as the business structure failed to keep pace with changes in market environment.



# Consolidated Balance Sheet

| (millions of yen)                | As of March 31,<br>2025 | As of September<br>30, 2025 | Amount of change |
|----------------------------------|-------------------------|-----------------------------|------------------|
| Current assets                   | 38,483                  | 34,962                      | ▲3,520           |
| (Trade receivables)              | 10,802                  | 9,701                       | ▲1,101           |
| Non-current assets               | 32,363                  | 32,086                      | ▲276             |
| (Rental Assets)                  | 5,393                   | 5,649                       | 256              |
| Total assets                     | 70,888                  | 67,084                      | ▲3,803           |
| Total liabilities                | 30,281                  | 27,926                      | ▲2,354           |
| Trade payables                   | 4,684                   | 3,662                       | ▲1,022           |
| (Interest-bearing debt) *        | 17,209                  | 17,393                      | 184              |
| Total Net assets                 | 40,607                  | 39,158                      | ▲1,449           |
| Total liabilities and net assets | 70,888                  | 67,084                      | ▲3,803           |
| Equity-to-asset ratio            | 57.2%                   | 58.3%                       | 1.0P             |

\*including zero coupon euroyen convertible notes

# Consolidated Statements of Cash Flows

| (millions of yen)                                       | Interim period<br>of fiscal year ended<br>March 31, 2025 | Interim period<br>of fiscal year ending<br>March 31, 2026 | Amount of<br>change |
|---|--|---|---------------------|
| Cash and cash equivalents<br>at beginning of period     | 13,202   | 13,223  | 20                  |
| Cash flows from operating<br>activities                 | 3,893  | 2,541   | ▲1,352              |
| (Depreciation)  | 2,574  | 2,522   | ▲52                 |
| (Income taxes paid, etc.)                               | ▲348   | ▲1,524  | ▲1,176              |
| Cash Flow from Investing<br>Activities                  | ▲3,438   | ▲1,366  | 2,072               |
| (Acquisition of non-current<br>assets)                  | ▲2,389   | ▲2,810  | ▲421                |
| Cash flows from financing<br>activities                 | ▲1,226   | ▲2,161  | ▲934                |
| (Dividends paid)  | ▲758   | ▲793  | ▲34                 |
| Net increase (decrease) in<br>cash and cash equivalents | ▲771   | ▲986  | ▲214                |
| Cash and cash equivalents<br>at end of period           | 12,430   | 12,236  | ▲193                |

# Performance Outlook for Fiscal Year Ending March 2026

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# Consolidated Business Performance Outlook of Fiscal Year Ending March 2026(Progress)

| (millions of yen)                   | Results of fiscal year ended March 31, 2025) | Outlook of fiscal year ending March 31, 2026) | Year-on-year | Interim results Of fiscal year ending March 31, 2026 | Progress % |
|-------------------------------------|--|---|--------------|--|------------|
| Net sales                           | 60,561                                       | 62,300  | 2.8%         | 29,259   | 46.9%      |
| Operating profit<br>(Profit margin) | 4,696<br>(7.7%)                              | 4,750<br>(7.6%)                               | 1.1%         | 1,782<br>(6.0%)                                      | 37.5%      |
| Ordinary profit<br>(Profit margin)  | 4,686<br>(7.7%)                              | 4,750<br>(7.6%)                               | 1.3%         | 1,765<br>(6.0%)                                      | 37.1%      |
| Net profit<br>(Profit Margin)       | 2,946<br>(4.8%)                              | 3,050<br>(4.8%)                               | 3.5%         | 1,047<br>(3.5%)                                      | 34.3%      |
| Basic earnings per share (yen)      | 85.28  | 88.25   | -            | 31.20  | -          |

# Outlook and Main Initiatives of the Medical Services Business

## Plan for the current fiscal year and progress (profit/loss by segment)

| Medical Service Business | Results of fiscal year ended March 31, 2025 | Plan of fiscal year ending March 31, 2026 | Interim results Of fiscal year ending March 31, 2026 | (millions of yen) | %(Progress) |
|--------------------------|---|---|--|-------------------|-------------|
|                          | Net sales                                   | 42,300                                    | 19,824   | 46.8%             |             |
|                          | Ordinary profit                             | 3,700                                     | 1,443  | 39.0%             |             |

## Main measures to achieve the full-year plan

1. Strengthening rental and wholesale business by expanding sales of RaKuDa nursing care bed
2. Expanding transactions with hospitals and facilities by supporting the introduction of labor-saving devices such as nursing care robots
3. Expanding uniforms and amenity goods and improve profitability by capturing market growth in linen supply transactions

# Outlook and Main Initiatives of the Home Furnishings and Health Business

## Plan for the current fiscal year and progress (profit/loss by segment)

(millions of yen)

| Home<br>Furnishings and<br>Health Business | Results<br>of fiscal year ended<br>March 31, 2025 |        | Plan<br>of Fiscal year<br>ending March 31,<br>2026 | Interim results<br>of Fiscal year<br>ending March 31,<br>2026 | Progress<br>% |
|--|---|--------|--|---|---------------|
|  | Net sales   | 19,481 |  |   |               |
|  | Ordinary<br>profit                                | 1,067  | 1,050  | 9,176   | 47.5%         |
|  |   |        |  | 337   | 32.0%         |

## Main measures to achieve the full-year plan

1. Implementing strategies to capture demand for hotel facility investments and renovations toward the fiscal year-end.
2. Proposing “familiar luxury” and strengthening sales of down futon premiums
3. Actively hosting experiential events for new bed models in preparation for the spring sales season.

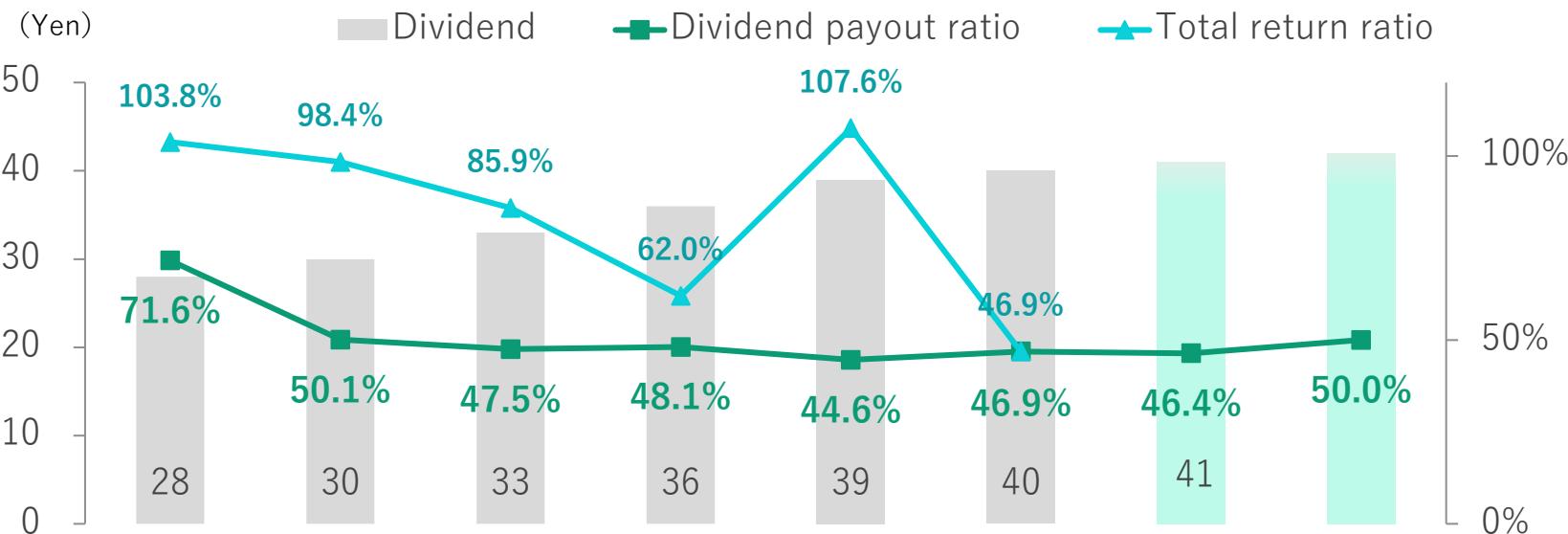
# Status of Capital Investment of Fiscal Year ending March 31, 2026

| (millions of yen)  | Results of fiscal year ended March 31, 2025 | (Interim results) fiscal year ending March 31, 2026 | (Full-year Plan) Fiscal year ended March 31, 2026 |
|--------------------|---|---|---|
| Capital investment | 4,944                                       | 2,435   | 4,840   |
| Rental assets      | 3,832                                       | 2,095   | 3,960   |
| Service center     | 264   | 112   | 350   |
| Depreciation       | 5,094                                       | 2,522   | 5,000   |

Continuing to invest in rental assets to meet growing demand for nursing care products

# Shareholder Return

- ✓ Aiming to increase consolidated dividend payout ratio to 50%, and flexibly acquiring treasury stock.



|                                    | FY ended March 2020 | FY ended March 2021 | FY ended March 2022 | FY ended March 2023 | FY ended March 2024 | FY ended March 2025 | FY ending March 2026                       | Plan of FY ending March 2027                |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--|---|
| Number of treasury shares acquired | 0.5 million shares  | 1.29 million shares | 1.08 million shares | 0.42 million shares | 1.49 million shares | 0 shares            | 1.18 million shares (As of Sept. 30, 2025) | flexible implementation of share repurchase |
| Amount of treasury shares acquired | 493 Million yen     | 1,118 Million yen   | 986 Million yen     | 381 Million yen     | 2,000 Million yen   | 0 million yen       | 1,500 Million yen (As of Sept. 30, 2025)   |   |

※1: Figures are rounded down to the nearest thousand shares  
 ※2: Additionally, 3.0 million shares were cancelled in May 2023 and 3.65 million shares in March 2025.

# Consolidated Financial Results for the Last Five Fiscal Years

|           | Fiscal year ended<br>March 2022<br>(millions of yen) | Fiscal year ended<br>March 2023 | Fiscal year ended<br>March 2024 | Fiscal year ended<br>March 2025 | Fiscal year ending<br>March 2026<br>(Full-year outlook) |
|-----------|--|---------------------------------|---------------------------------|---------------------------------|---|
| Interim   | Net sales  | 25,978                          | 28,244                          | 28,366                          | 29,250  |
|           | Ordinary profit<br>(Profit margin)                   | 1,901<br>(7.3%)                 | 1,958<br>(6.9%)                 | 2,071<br>(7.3%)                 | 2,145<br>(7.3%)   |
| Full Year | Net sales  | 54,398                          | 58,578                          | 59,151                          | 62,300  |
|           | Ordinary profit<br>(Profit margin)                   | 3,959<br>(7.2%)                 | 4,485<br>(7.6%)                 | 4,657<br>(7.8%)                 | 4,750<br>(7.6%)   |

# Main Initiatives in the Future

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1

**Concentration of Management Resources in Urban Areas**

2

**Optimization of Business Processes through Digital Transformation (DX)**

3

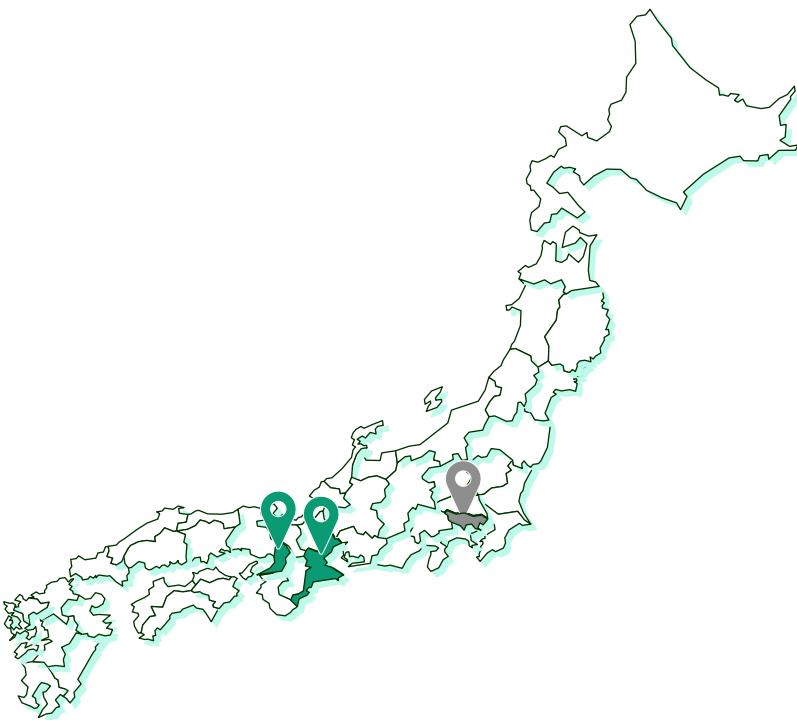
**Strengthening Customer Acquisition**

# Main Initiatives for the Future \_ Medical Services Business

1

## Concentration of Management Resources in Urban Areas (Strengthening Service framework in the Kansai Area)

Enhancing the service framework in urban areas by expanding our bases in Tokyo and Kansai area, to ensure fast and consistent service delivery.



### Medicurrent Tokyo

Kodaira-shi, Tokyo, started operation in May 2022



### Kansai Service Center (tentative name)

Scheduled to start operation in April 2027



### 2 Osaka Depot Warehouse (tentative name)

Scheduled to start operation in January 2026 to September 2026

Scheduled to start operation in April 2027 to March 2028

2

## Improving Labor Productivity through Digital Transformation (DX)

Evolving business processes to deliver “fast and convenient” services by leveraging Digital Transformation (DX) to drive efficiency, cost reduction, and improved accuracy.

\*Launched in June 2025

\*Scheduled to start in  
December 2025

\*Scheduled to start in 2026

\*In preparation



Business Invoices  
Digitalization



Automatic bank  
transfer registration  
Digitalization



For Individuals  
Invoices/Receipts  
Digitalization



Personal Contracts  
Digitalization

# Main Initiatives for the Future \_ Medical Services Business

3

## Strengthening customer acquisition

In June 2025

Acquired approximately 4,300 nursing care rental customers from a major nursing care provider, who discontinued its welfare equipment rental business.

### Customer Acquisition

|   | Number of providers | Number of customers |
|---|---------------------|---------------------|
| Fiscal year ended March 31, 2023                      | 5 companies         | 128 people          |
| Fiscal year ended March 31, 2024                      | 7 companies         | 822 people          |
| Fiscal year ended March 31, 2025                      | 12 companies        | 1,426 people        |
| <b>Fiscal year ending March 2026</b><br>(* confirmed) | <b>6 companies</b>  | <b>4,632 people</b> |

As of October 2025

## ■ Main Initiatives for the Future \_ Home Furnishings and Health Business

1

**Reducing fixed costs through business restructuring**

2

**Strengthening E-Commerce and expanding sales base**

# Main Initiatives for the Future \_ Home Furnishings and Health Business

1

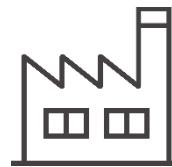
## Reducing fixed costs through business restructuring

Reducing fixed costs and strengthening the earnings base through measures such as closing unprofitable showrooms, consolidating factories, and integrating product portfolio.



**Reorganizing unprofitable exhibition spaces**

**4** Showrooms closed



### Reducing fixed costs by consolidating factories

Consolidating 2 woodworking factories (consolidated subsidiary) into 1  
→ expected to be merged in July 2026



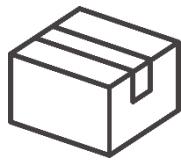
**Enhancing profitability by streamlining the product portfolio**

Bed frame model  
→ **30%** reduction in **three** years

2

## Expanding sales base by strengthening E-Commerce

Building infrastructure to further increase E-Commerce-Related Sales, which grew 105% Year-on-Year.



### Developing products for E-Commerce

Easy assembly  
Compact delivery



### Enhancing information on the E-Commerce website

Enhancing information provided on the website



### Optimizing logistics system

Reviewing the Delivery System

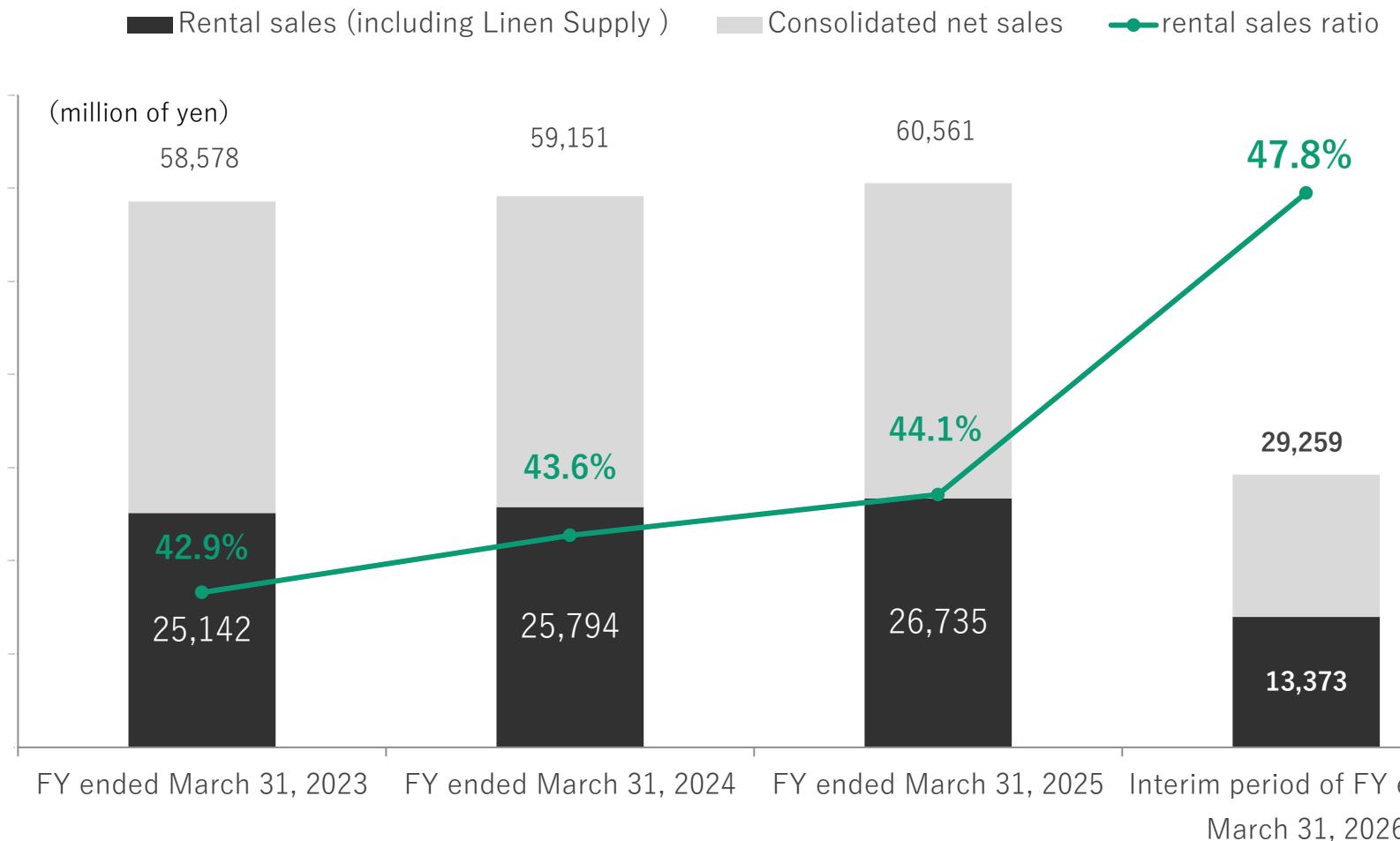
## Main Initiatives for the Future \_ All Businesses

1

**Rental sales composition ratio: over 50%**

# Main Future Initiatives \_ All Businesses

## 1 Increasing the rental sales ratio to over 50% by March 2029



# Reference

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# Summary of Our Company



Company name      France Bed Holdings Co., Ltd.

Head Office      Shinjuku Square Tower 5F, 6-22-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo

Date of establishment      March 30, 2004

Capital      3 billion yen

Listing classification      Tokyo Stock Exchange Prime Market

Representative      Shigeru Ikeda, Representative Director, Chairman and President

Number of employees      1,812 (consolidated) \* As of March 31, 2025

Business operations      Business management of subsidiaries mainly engaged in the business related to the development, production, sale, rental, lease, etc. of household beds, medical care and nursing care beds, assistive products, other furniture, and bedding goods, etc.

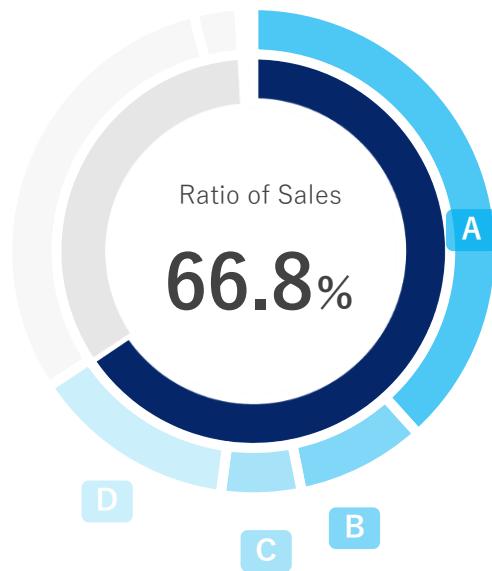
# Main history of Our Group

|      |  |   |
|------|--|---|
| 1949 | Established Futaba Seisakusho, a private store, in Mitaka City, Tokyo (Manufacture of vehicle seats such as scooters).   |   |
| 1952 | Reorganized to Futaba Seisakusho Co., Ltd.   |   |
| 1961 | <b>Company name was changed to "France Bed Co., Ltd." (launch of the first split bed in Japan in 1956)</b>   |  |
| 1963 | Former France Bed Co., Ltd. Listed on the Second Section of the Tokyo Stock Exchange   |   |
| 1966 | Former France Bed Co., Ltd. Listed on the First Section of the Tokyo Stock Exchange  | Split bed "France bed"  |
| 1983 | <b>Launched Japan's first home rental business for medical beds</b>  |  |
| 1984 | Began providing (renting) assistive products to residents in Fuchu City, Tokyo   | Recuperation bed  |
| 1987 | Established former "France Bed Medical Service Co., Ltd." (The rental department became independent from France Bed Sales Co., Ltd.)   |   |
| 1990 | Established France Bed Medical Homecare Research Foundation  |   |
| 2000 | Public long-term care insurance system launched based on Long-Term Care Insurance Act<br>Since then, the <b>former "France Bed Medical Service Co., Ltd."</b> started the <b>Long-Term Care Insurance assistive products rental business</b> . |   |
| 2004 | Established Our Company (pure holding company) through share transfer, listed on the First Section of Tokyo Stock Exchange and delisted from former France Bed Co., Ltd.   |   |
| 2009 | <b>Merge of former France Bed Co., Ltd. and former France Bed Medical Services Co., Ltd. (now FRANCE BED CO., LTD.)</b><br><b>Acquired shares of Tsubasa Co., Ltd. ; made France Bed Co., Ltd. to be a subsidiary</b>                          |   |
| 2020 | Acquired shares of Casidas Corporation as France Bed Co., Ltd.'s subsidiary  |   |
| 2021 | Acquired shares of Home Care Service Yamaguchi Co., Ltd. as France Bed Co., Ltd.'s subsidiary  |   |

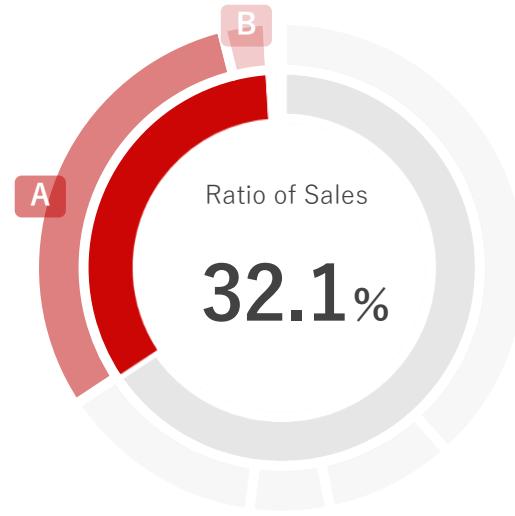
# Breakdown by Segment (as of March 31, 2025)

Consolidated Net Sales **60,561** million yen

## Medical Services Business



## Home Furnishings and Health Business



**A** Nursing care rental and rental wholesale sales

**B** Hospitals and facilities sales

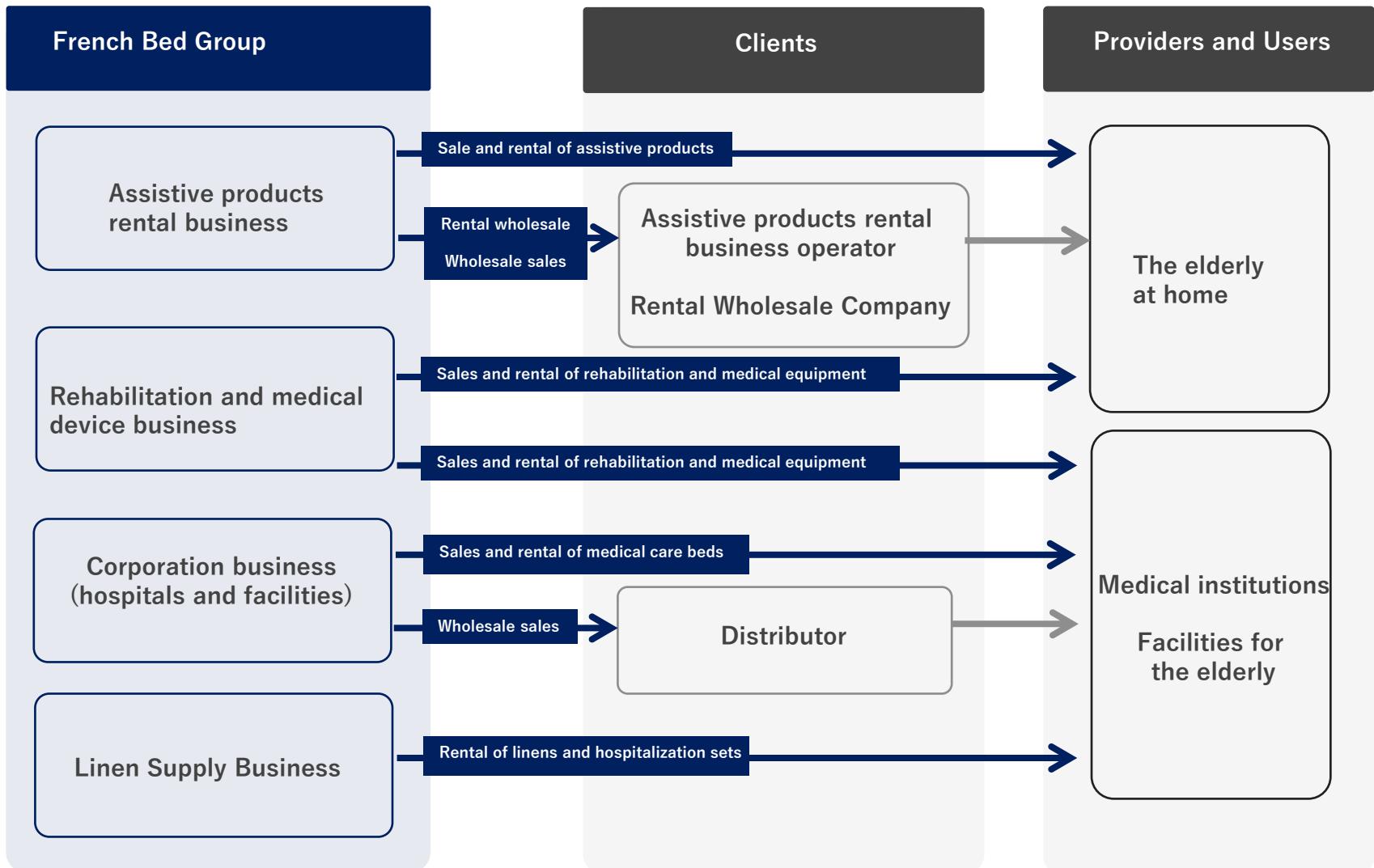
**C** Linen Supply Sales

**D** Other sales (retail and wholesale of assistive products, etc; home renovation services, etc.)

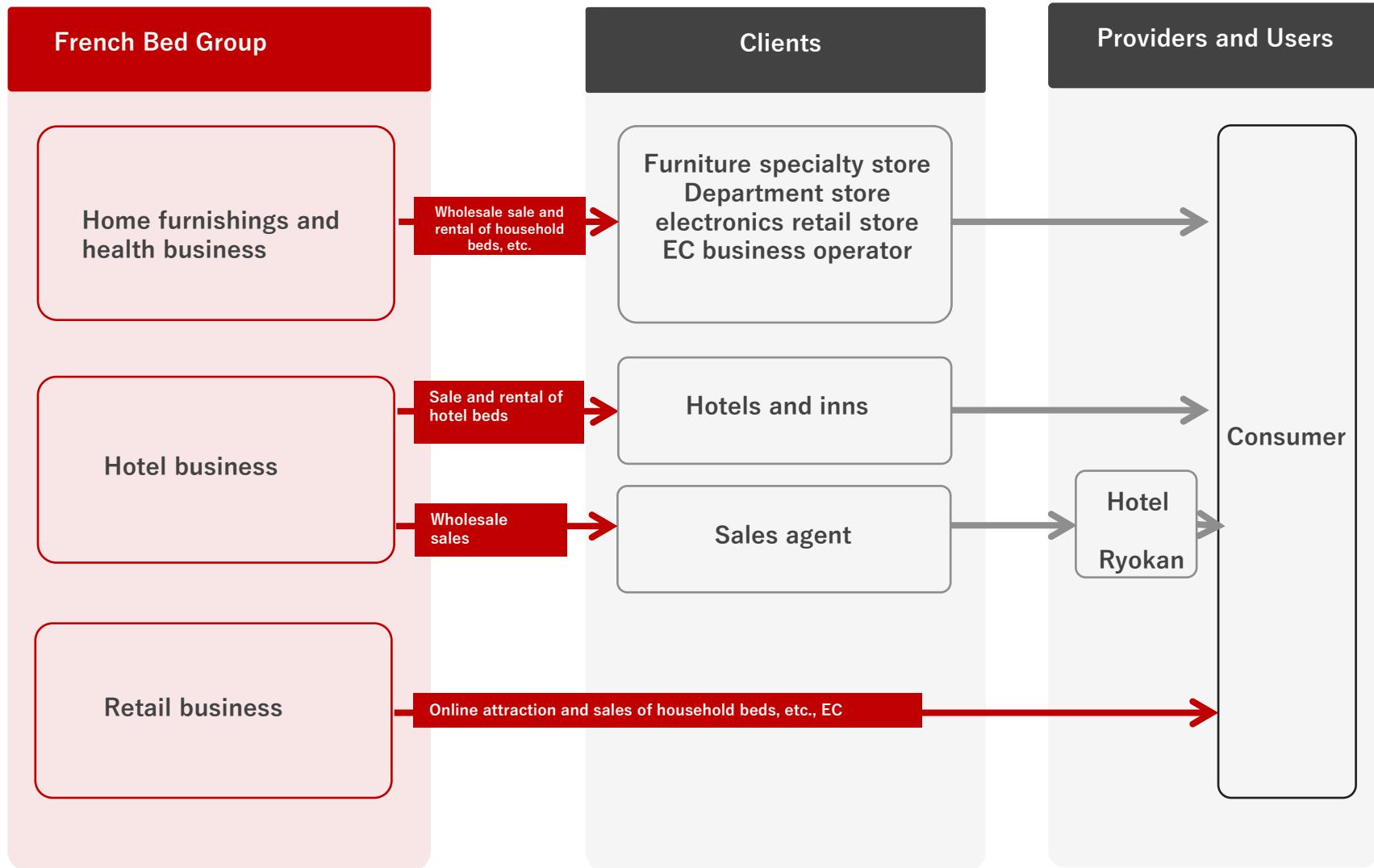
**A** Wholesale sales of furniture retailers and department stores

**B** Hotels sales

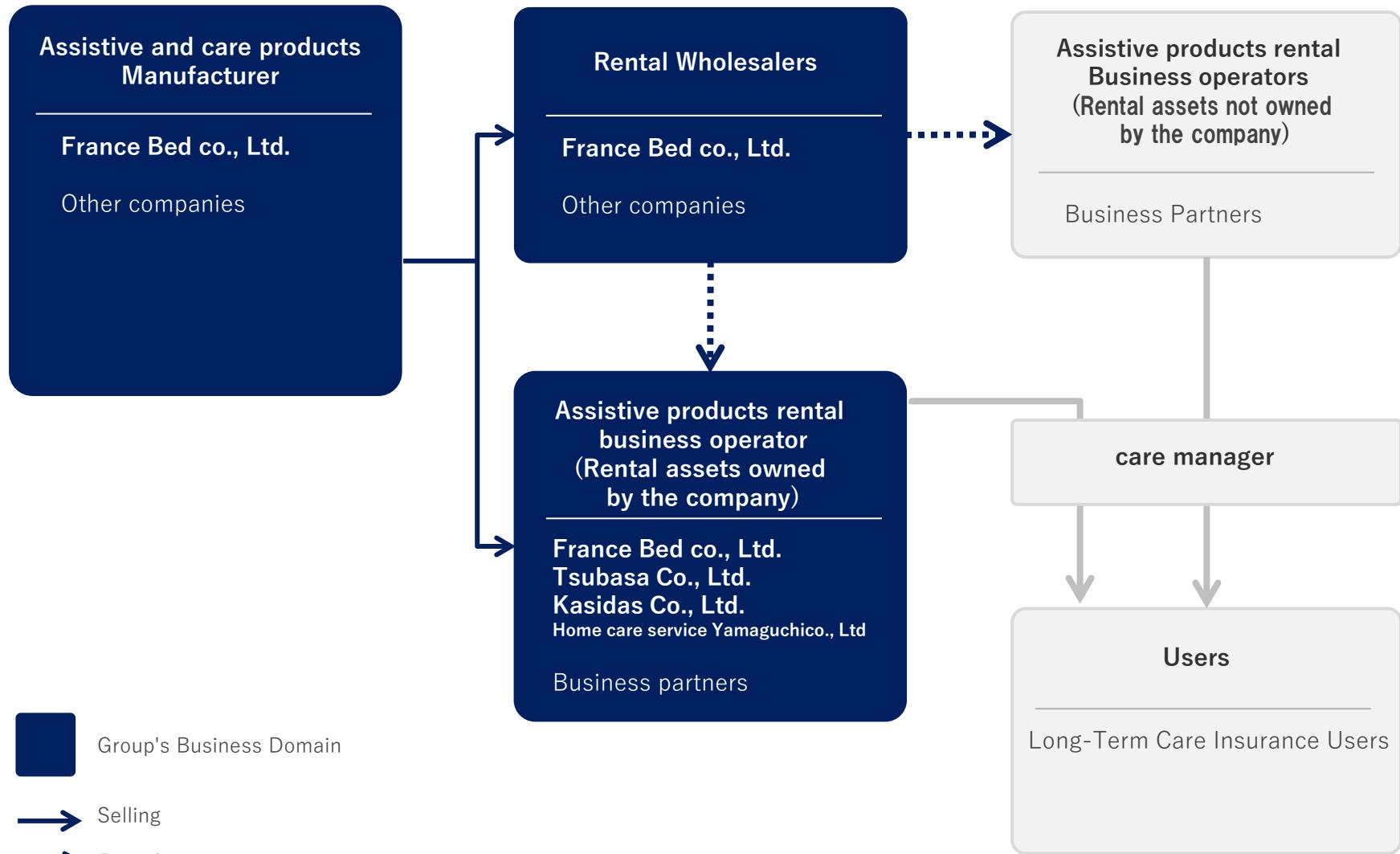
# Business Model (Medical Services Business)



# Business Model (Home Furnishings and Health Business)



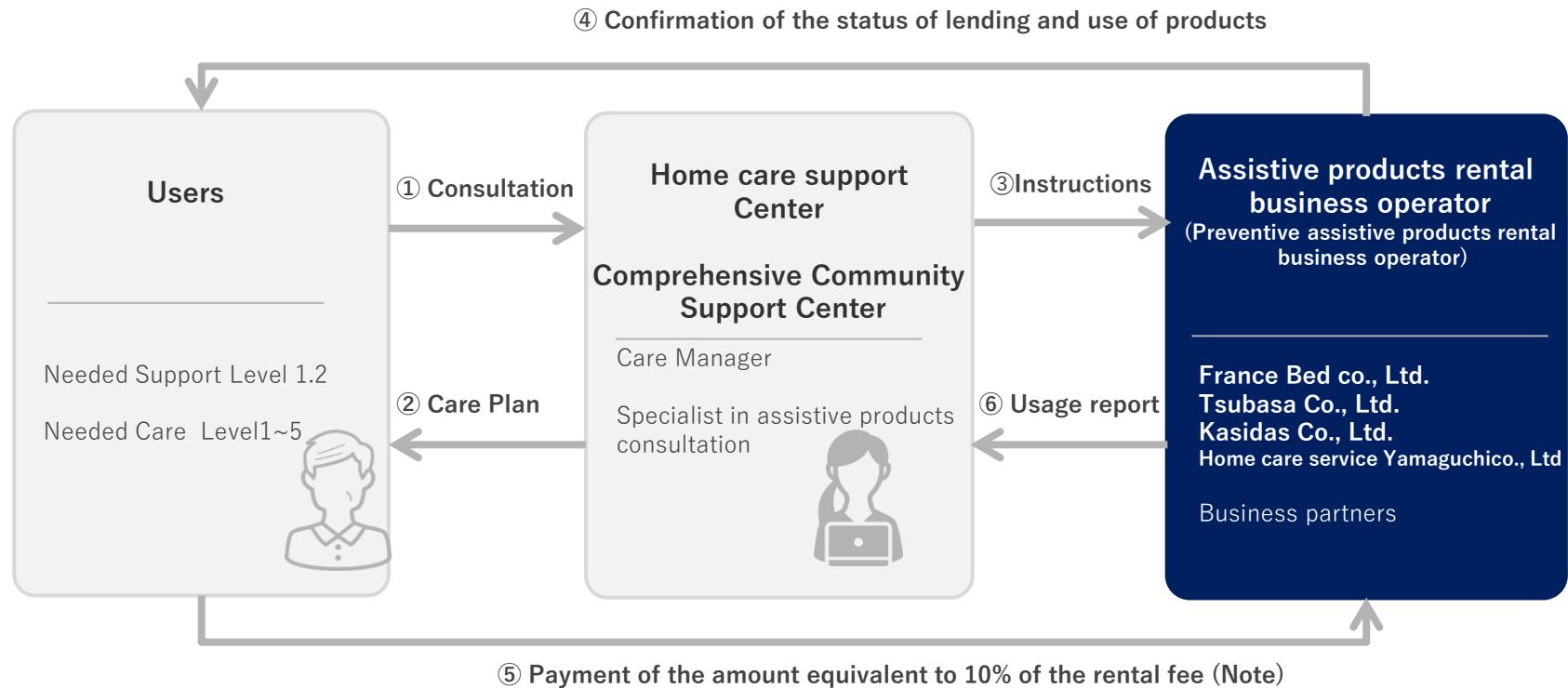
# Distribution Structure of Assistive Products Rental Business and Business Domain of Our Company



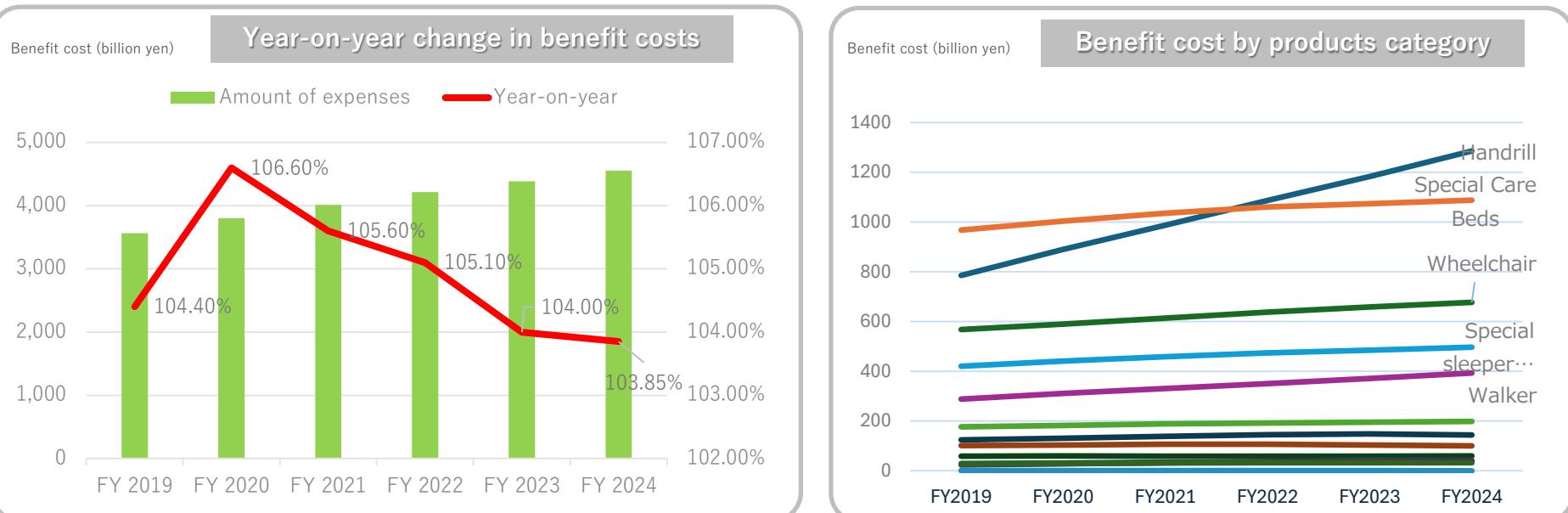
# Assistive Products Rental Service

## Assistive products rental service

The service allows users to use assistive products useful for daily life and nursing care at a cost equivalent to **10%** of the rental fee (Note).



# Long-Term Care Benefit Cost, etc. for Assistive Products Rental Service



(0.1 billions of yen)

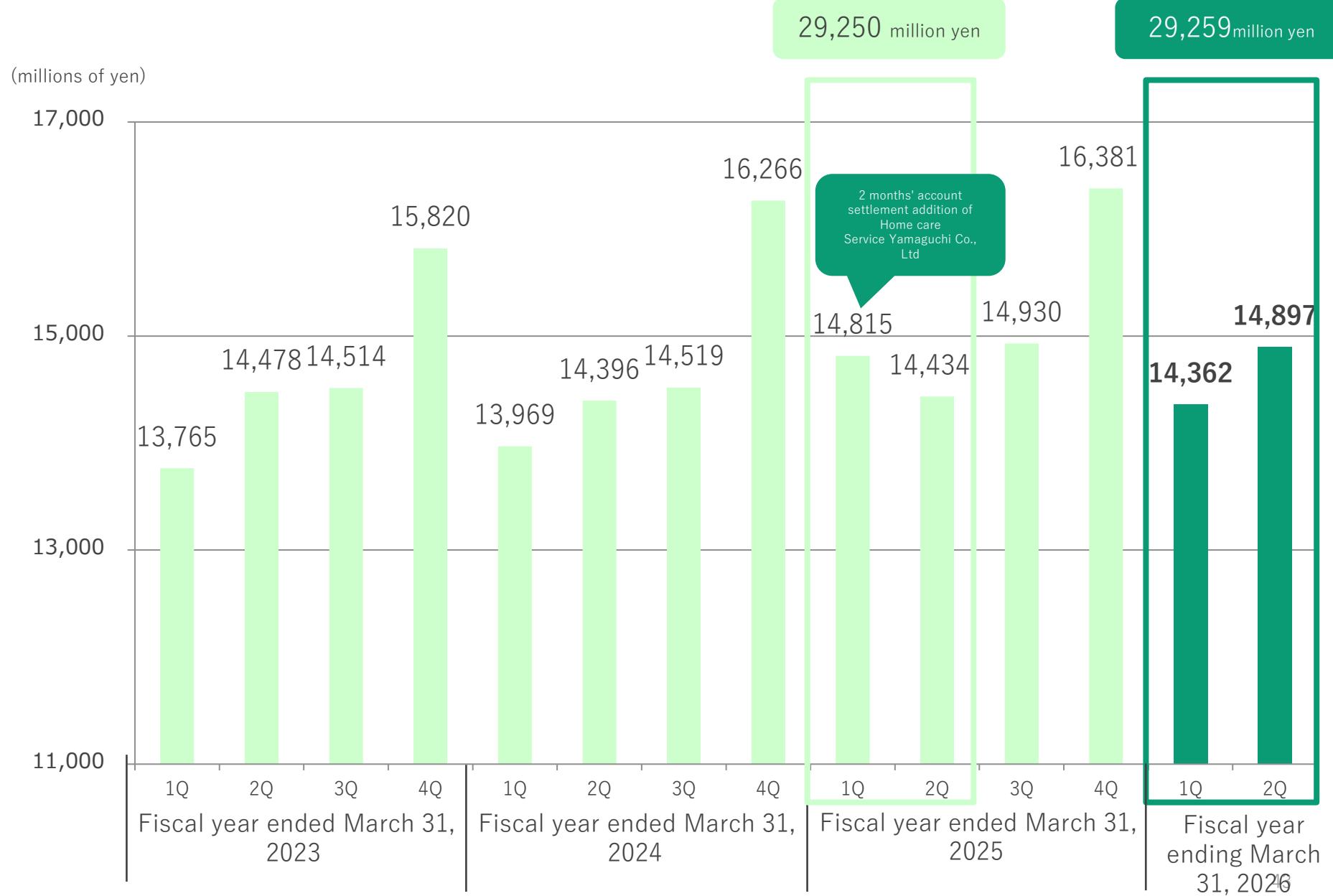
Changes in benefits cost by category of products

|                                       | FY2019 |         |         | FY2020 |         |         | FY2021 |         |         | FY2022 |         |         | FY2023 |         |         | FY2024 |         |         |
|---------------------------------------|--------|---------|---------|--------|---------|---------|--------|---------|---------|--------|---------|---------|--------|---------|---------|--------|---------|---------|
|                                       | amount | ratio   | y-to-y  |
| Total                                 | 3,566  | 100.00% | 104.40% | 3,800  | 100.00% | 106.60% | 4,012  | 100.00% | 105.60% | 4,215  | 100.00% | 105.10% | 4,384  | 100.00% | 104.00% | 4,553  | 100.00% | 103.85% |
| Handrill                              | 785    | 22.00%  | 112.90% | 890    | 23.40%  | 113.40% | 987    | 24.60%  | 110.90% | 1,087  | 25.80%  | 110.10% | 1,183  | 27.00%  | 108.80% | 1,286  | 28.24%  | 108.71% |
| Special Care Beds                     | 968    | 27.10%  | 100.90% | 1,004  | 26.40%  | 103.70% | 1,035  | 25.80%  | 103.10% | 1,061  | 25.20%  | 102.50% | 1,074  | 24.50%  | 101.20% | 1,088  | 23.89%  | 101.26% |
| Wheelchair                            | 568    | 15.90%  | 102.70% | 590    | 15.50%  | 103.90% | 614    | 15.30%  | 104.10% | 638    | 15.10%  | 103.90% | 658    | 15.00%  | 103.10% | 677    | 14.87%  | 102.90% |
| Special sleeper accessories           | 420    | 11.80%  | 101.80% | 441    | 11.60%  | 105.00% | 458    | 11.40%  | 103.90% | 474    | 11.20%  | 103.50% | 485    | 11.10%  | 102.30% | 497    | 10.91%  | 102.44% |
| Walker                                | 288    | 8.10%   | 107.80% | 311    | 8.20%   | 108.00% | 330    | 8.20%   | 106.10% | 350    | 8.30%   | 106.10% | 371    | 8.50%   | 106.00% | 393    | 8.63%   | 105.86% |
| Bedsore prevention equipment          | 176    | 4.90%   | 98.80%  | 182    | 4.80%   | 103.40% | 188    | 4.70%   | 103.30% | 192    | 4.60%   | 102.10% | 195    | 4.40%   | 101.60% | 198    | 4.35%   | 101.46% |
| Slope                                 | 124    | 3.50%   | 103.70% | 131    | 3.40%   | 105.60% | 138    | 3.40%   | 105.30% | 145    | 3.40%   | 105.10% | 148    | 3.40%   | 102.10% | 144    | 3.16%   | 97.19%  |
| Lift                                  | 101    | 2.80%   | 99.30%  | 103    | 2.70%   | 102.00% | 106    | 2.60%   | 102.90% | 106    | 2.50%   | 100.00% | 103    | 2.30%   | 97.20%  | 100    | 2.20%   | 97.20%  |
| Wheelchair accessories                | 58     | 1.60%   | 101.80% | 59     | 1.60%   | 101.70% | 58     | 1.40%   | 98.30%  | 58     | 1.40%   | 100.00% | 58     | 1.30%   | 100.00% | 59     | 1.29%   | 101.52% |
| Walking aid cane                      | 29     | 0.80%   | 106.30% | 31     | 0.80%   | 106.90% | 34     | 0.80%   | 109.70% | 37     | 0.90%   | 108.80% | 41     | 0.90%   | 110.80% | 41     | 0.90%   | 100.70% |
| Positioning device                    | 23     | 0.60%   | 122.20% | 28     | 0.70%   | 121.70% | 32     | 0.80%   | 114.30% | 35     | 0.80%   | 109.40% | 37     | 0.80%   | 105.70% | 39     | 0.85%   | 105.20% |
| Dementia wandering detection devices  | 27     | 0.80%   | 104.50% | 29     | 0.80%   | 107.40% | 31     | 0.80%   | 106.90% | 32     | 0.80%   | 103.20% | 32     | 0.70%   | 100.00% | 32     | 0.71%   | 100.93% |
| Automatic excretion management system | 0.82   | 0.00%   | 85.50%  | 0.77   | 0.00%   | 93.90%  | 0.65   | 0.00%   | 84.40%  | 0.53   | 0.00%   | 81.50%  | 0.45   | 0.00%   | 84.90%  | 0.39   | 0.01%   | 86.27%  |

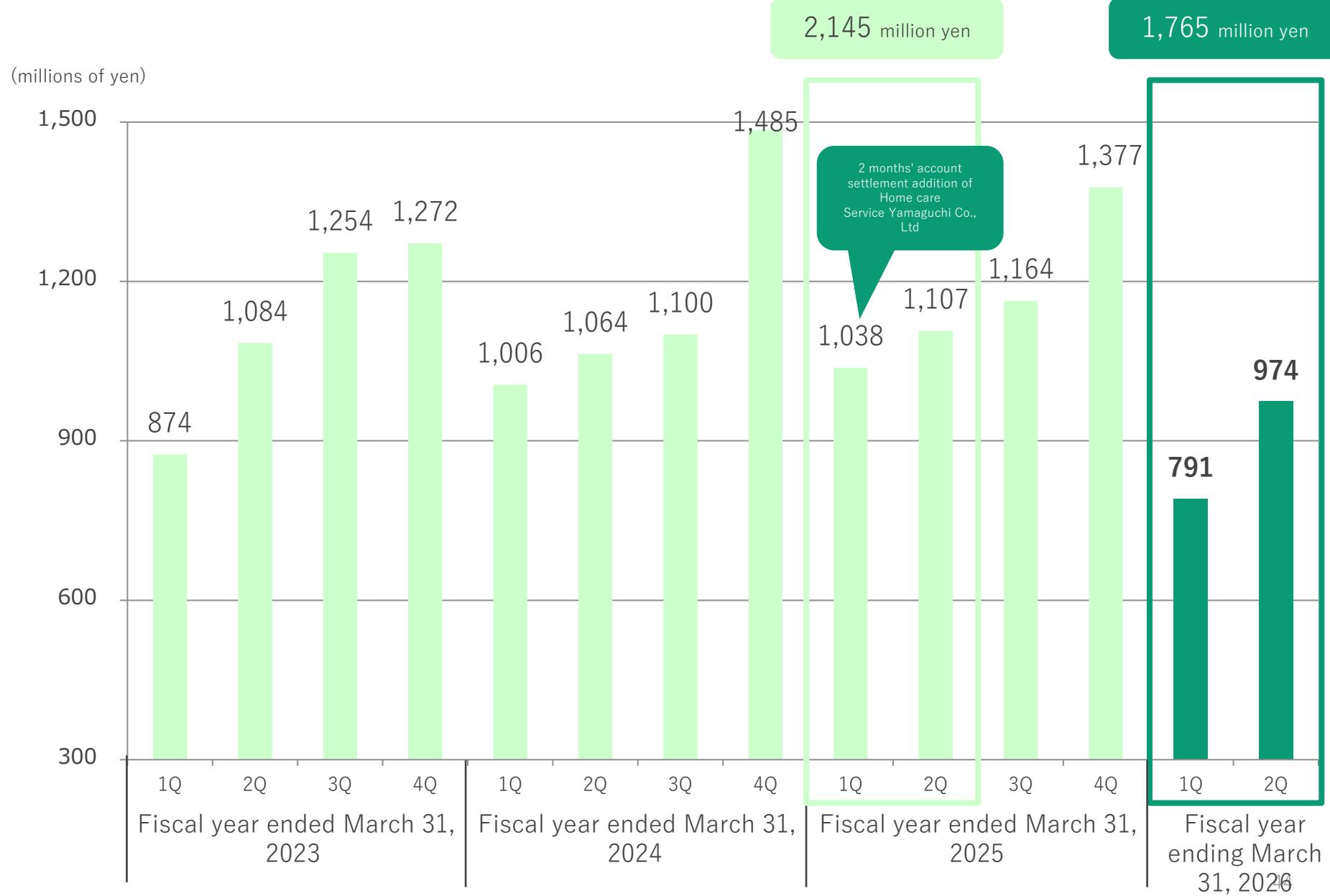
※Ministry of Health, Labour and Welfare's Monthly Statistical Report on Nursing Care Benefit Costs.

※Figures for each fiscal year are totals for reviews conducted from May of the current year to April of the following year.

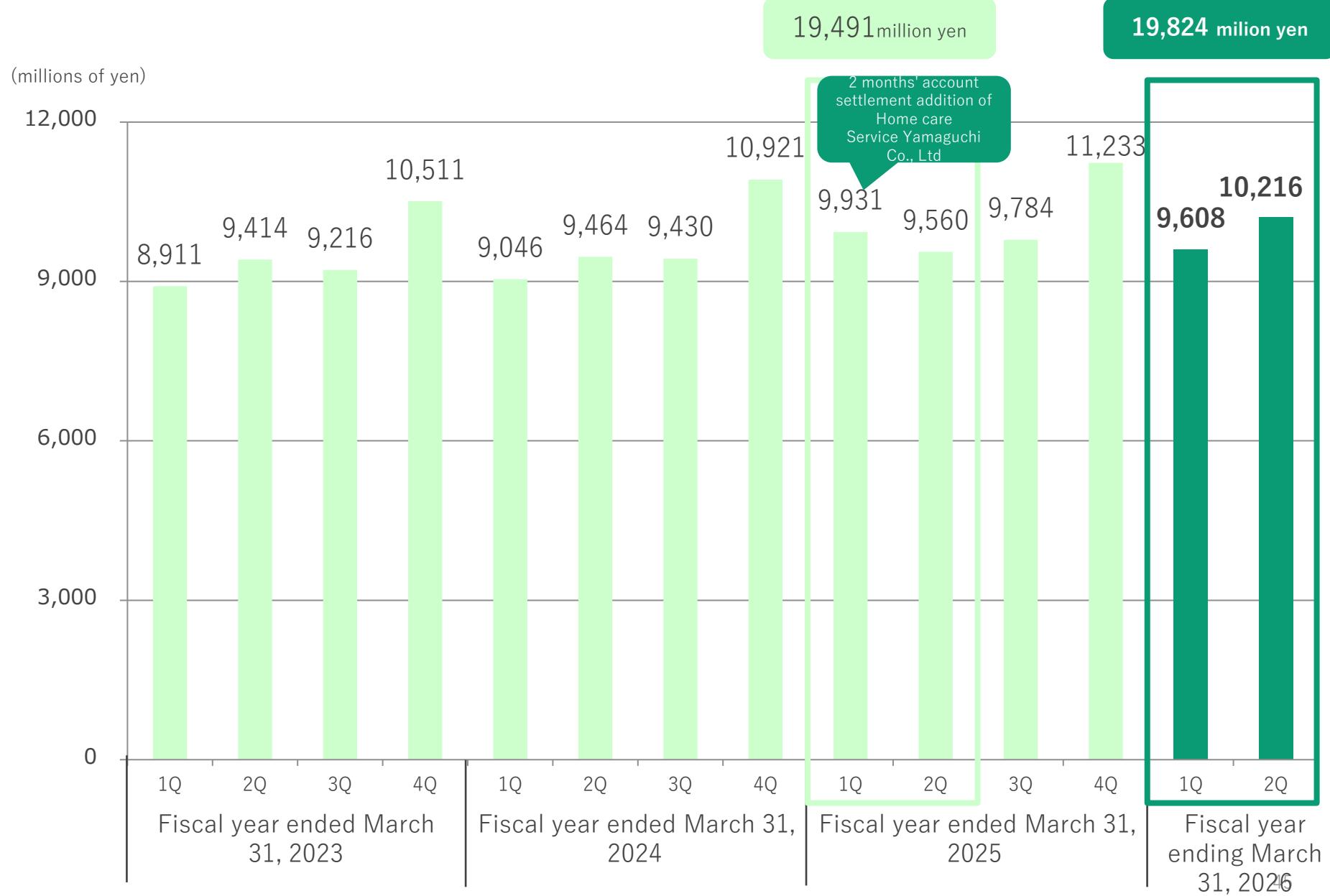
# Consolidated Financial Results (Quarterly Consolidated Net Sales)



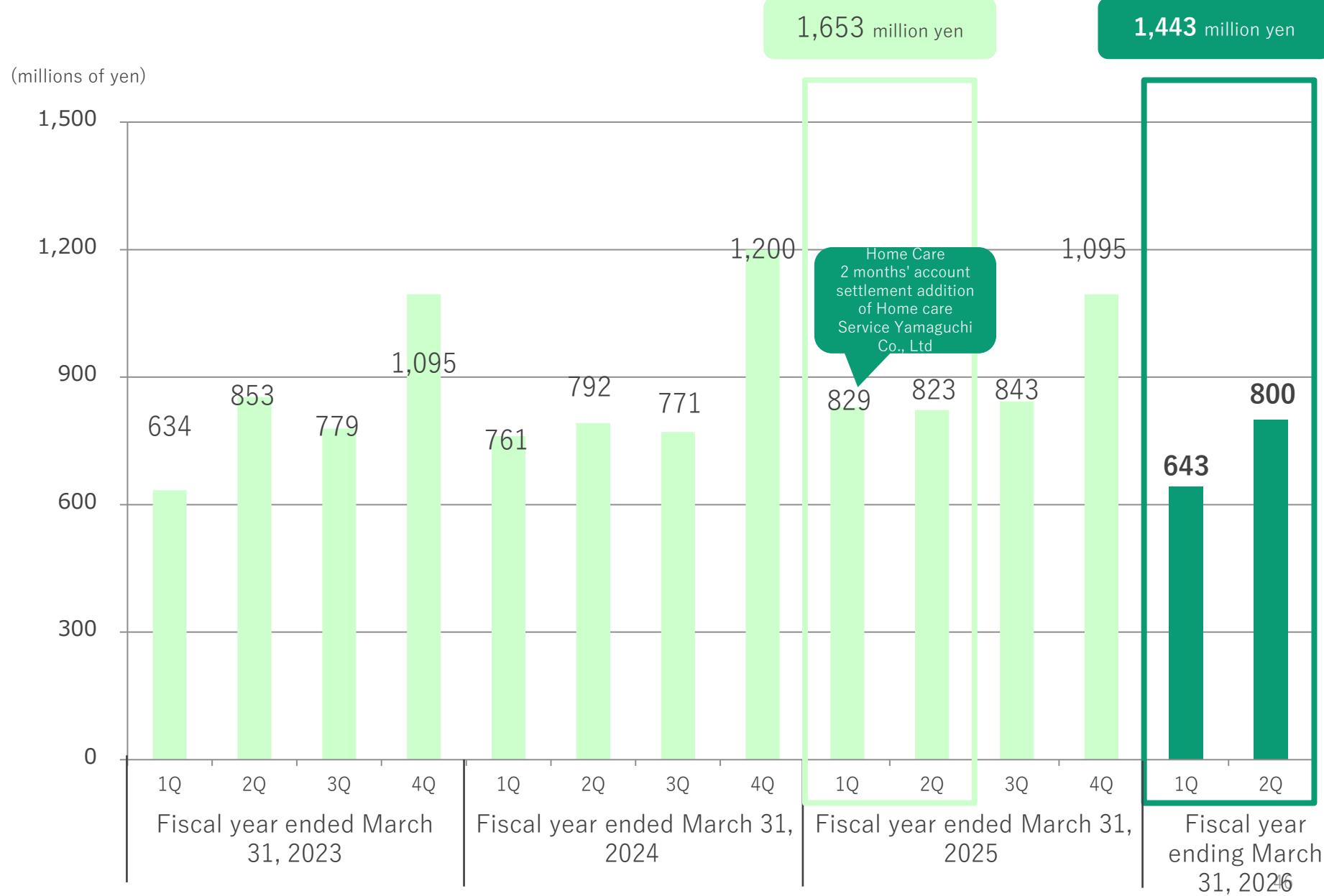
# Consolidated Financial Results (Quarterly Consolidated Ordinary Profit)



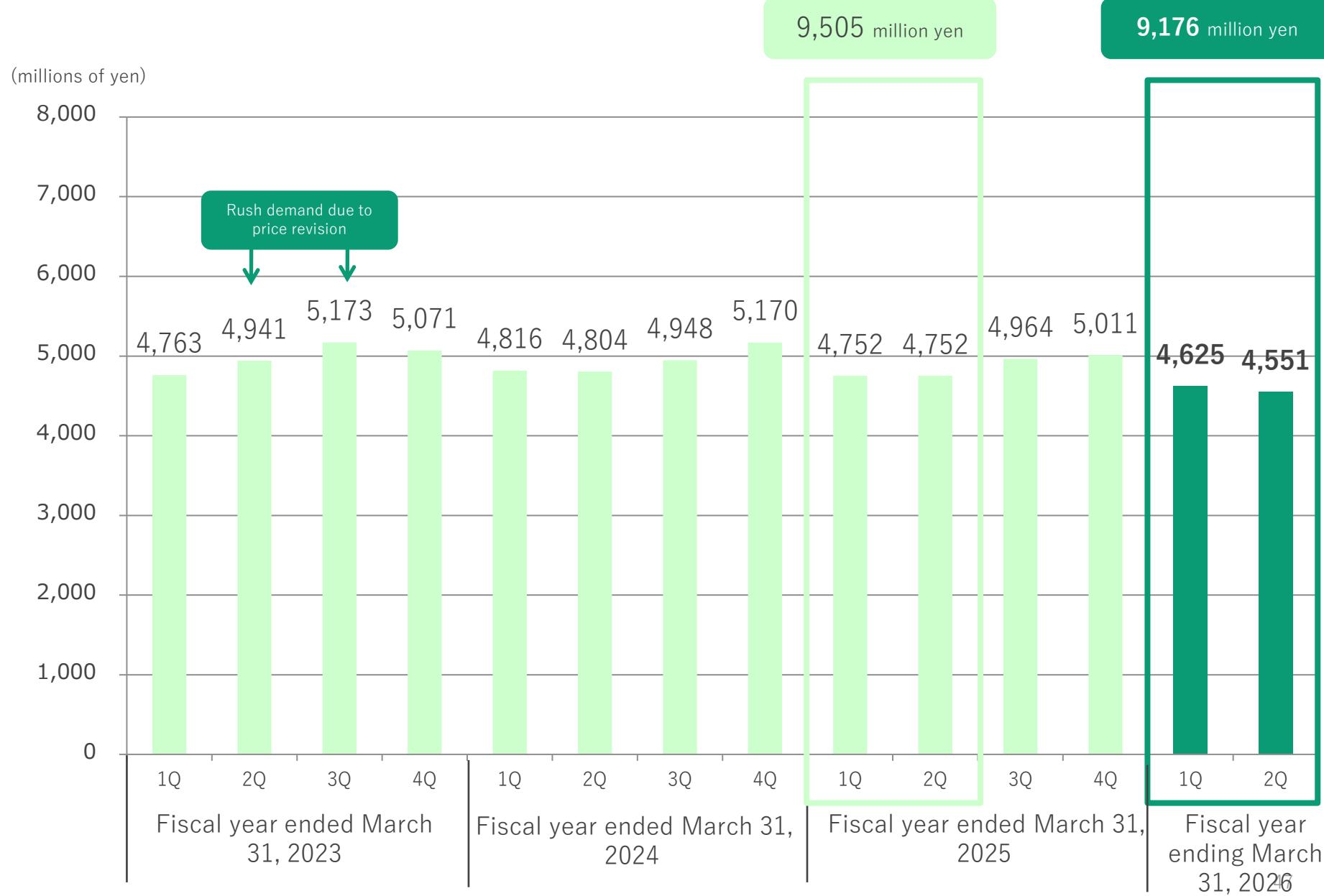
# Summary of Medical Services Business (Quarterly Net Sales)



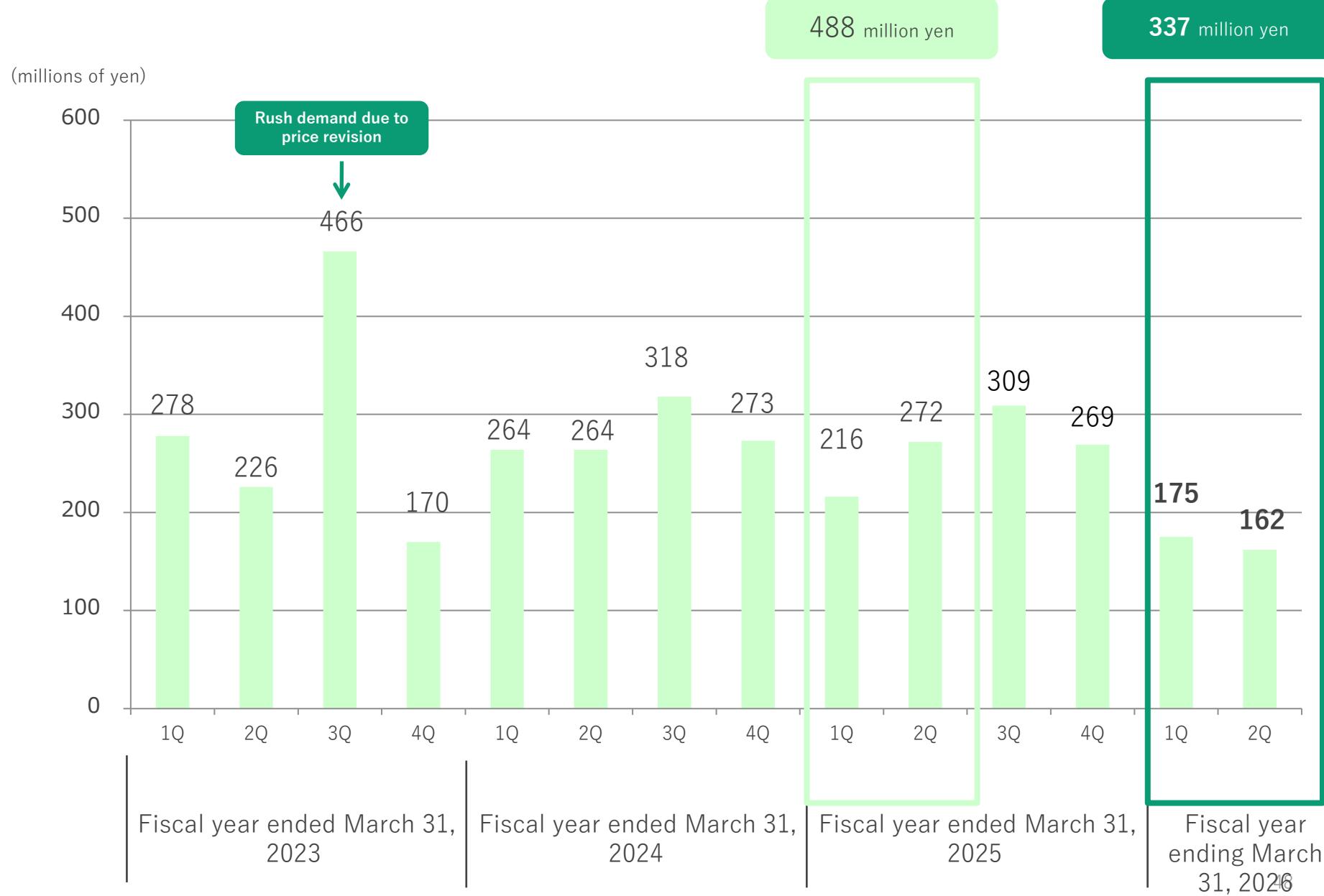
# Summary of Medical Services Business (Quarterly Ordinary Profit)



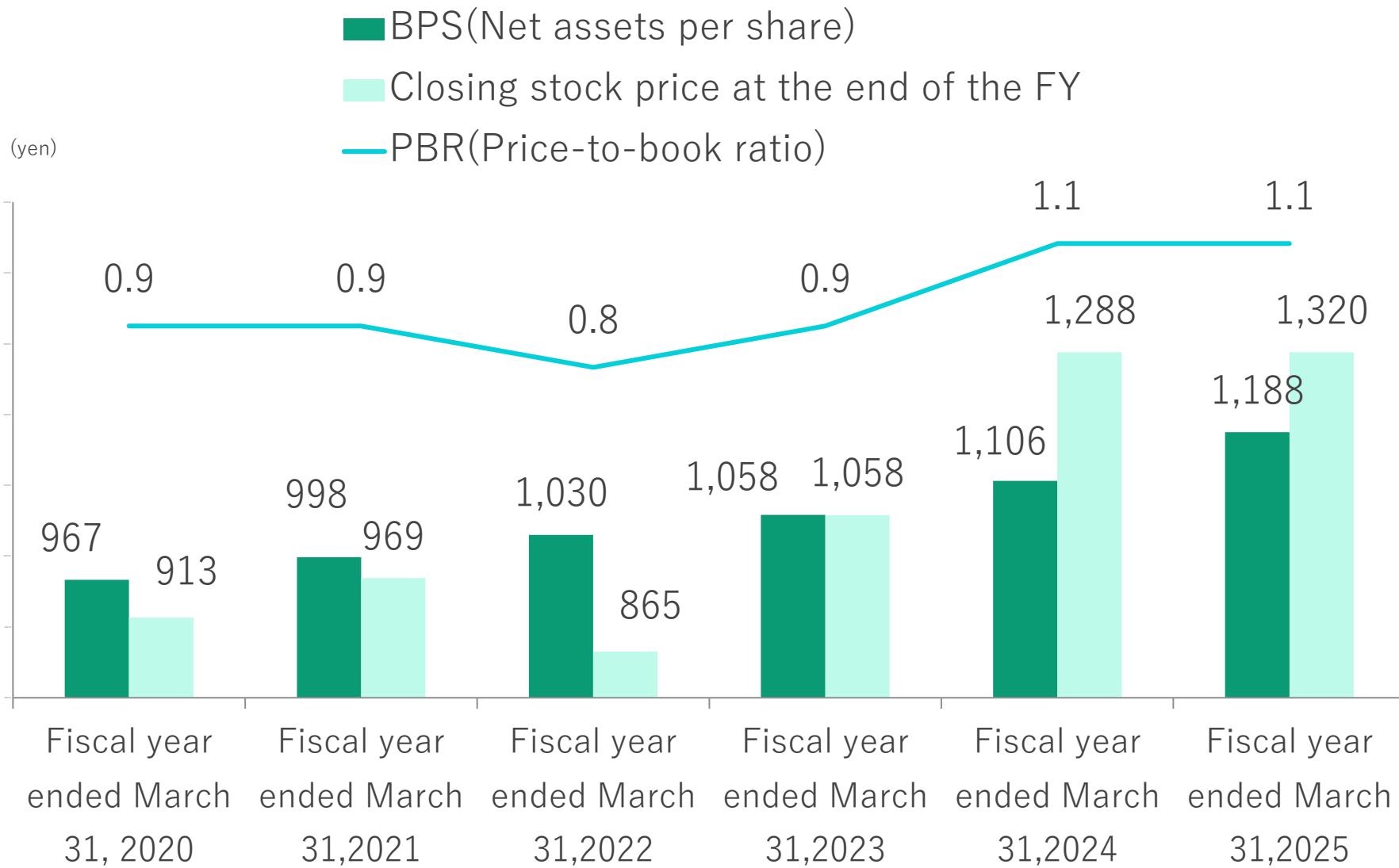
# Summary of Home Furnishings and Health Business (Quarterly Net Sales)



# Summary of Home Furnishings and Health Business (Quarterly Ordinary Profit)



# BPS, Stock Price and PBR



# **Medium-term Management Plan**

**(Fiscal Year Ended March 31, 2025 ~**

**Fiscal Year Ending March 31, 2027)**

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# (Reference) Background and Challenges of the Current Medium-term Management Plan

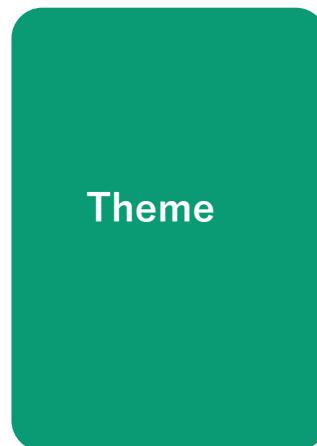


## Medical Services Business

- Progress of the super-aged society and expansion of medical and nursing care needs.
- Concentration of population in urban areas and depopulation of population in other areas
- Increase in costs due to the 2024 year logistics problem and labor shortage
- Lack of successors in the welfare equipment rental business

## Home Furnishings and Health Business

- Shrinking trend in the domestic furniture and interior market
- Oligopoly of major furniture retailers and closure of small and medium-sized furniture stores
- Changes in distribution structure due to increased purchase on the Internet
- Strong demand for high-quality beds and health-benefited devices



- ① **Ongoing and enhanced allocation of management resources to the senior-care business**
- ② **Expansion of rental business**

## Reference: Final-Year Targets of the Current Medium-term Management Plan (Consolidated Results)

### Financial targets of the medium-term management plan (Consolidated profit and loss)

< Fiscal year ended March 31, 2025 to fiscal year ending March 31, 2027 (3 years) >

|                  | Results<br>Fiscal year ended March<br>31, 2025 | Plan<br>Fiscal year ending<br>March 31, 2026 | Plan<br>Fiscal year ending<br>March 31, 2027 | (millions of yen)<br>%<br>(Compared to the<br>results<br>of FY2025) |
|------------------|--|--|--|---|
| Net sales        | 60,561   | <b>62,300</b>                                | <b>65,000</b>                                | +7.3%   |
| Operating profit | 4,696  | <b>4,750</b>                                 | <b>5,420</b>                                 | +15.4%  |
| Ordinary profit  | 4,686  | <b>4,750</b>                                 | <b>5,400</b>                                 | +15.2%  |
| Net Profit       | 2,946  | <b>3,050</b>                                 | <b>3,460</b>                                 | +17.4%  |
| ROE              | 7.4%   | —  | <b>8.5%</b>                                  | —   |

## Reference: Final-Year Targets of the Current Medium-term Management Plan (by segment)

### Financial targets of the medium-term management plan (profit and loss by segment)

< Fiscal year ended March 31, 2025 to fiscal year ending March 31, 2027 (3 years) >

(millions of yen)

|  |                    | Results<br>Fiscal year ended<br>March 31, 2025 | Plan<br>Fiscal year ending<br>March 31, 2026 | Plan<br>Fiscal year ending<br>March 31, 2027 | %<br>(Compared to the results<br>of FY2025) |
|--|--------------------|--|--|--|---|
| Medical<br>Service Business                | Net sales          | 40,509   | <b>42,300</b>                                | <b>43,000</b>                                | 6.1%  |
|  | Ordinary<br>profit | 3,592  | <b>3,700</b>                                 | <b>4,000</b>                                 | 11.3%                                       |
| Home<br>Furnishings and<br>Health Business | Net sales          | 19,481   | <b>19,300</b>                                | <b>21,000</b>                                | 7.7%  |
|  | Ordinary<br>profit | 1,067  | <b>1,050</b>                                 | <b>1,400</b>                                 | 31.2%                                       |
| Other                                      | Net sales          | 571  | <b>700</b>                                   | <b>1,000</b>                                 | 42.8%                                       |
|  | Ordinary<br>profit | 3  | -  | -  | -   |
| Total                                      | Net sales          | 60,561   | <b>62,300</b>                                | <b>65,000</b>                                | 7.3%  |
|  | Ordinary<br>profit | 4,686  | <b>4,750</b>                                 | <b>5,400</b>                                 | 15.2%                                       |

# Postscript

## (Contact)

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## (Cautionary Note Regarding Forward-Looking Statements)

This presentation contains forward-looking statements, including our expectations, beliefs, expectations, intentions and strategies. These statements are based on assumptions and beliefs in light of the information currently available to us. Actual results may differ materially from those predicted due to various factors, including contingency's and future business operations and the possibility of fluctuations due to changes in internal or external circumstances. We assume no obligation to revise any forward-looking statements.

Factors contributing to the above uncertainties and fluctuations include:

Factors are not limited to these.

- Economic conditions and changes in demand and market conditions in major markets
- Political situation in major markets and various regulations such as trade regulations
- Exchange rate fluctuations
- Business development of competitive products and services, pricing policies, alliances, and M & A, ect.
- Alliance regarding our alliance partner's strategic change
- Our ability to implement cost reduction and capital investment as planned
- Our ability to develop new products and bring them to market