



Financial Results

for the Year Ended June 30, 2025

August 7, 2025

Charm Care Corporation

Tokyo Stock Exchange Prime Market 6062

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Summary of Consolidated Performance for FYE June 2025

- Consolidated net sales **decreased due to a decline in the real estate business, which was down ¥7,454 million year-on-year and ¥1,510 million below plan, resulting in lower revenue and a shortfall against the plan.** In contrast, **the Long-Term Care business continued to grow, with a year-on-year increase of ¥5,672 million (+17.0%).**
- Consolidated operating profit also **declined due to the real estate business, which was down ¥1,808 million year-on-year and ¥448 million below plan, resulting in reduced profit and a shortfall against the plan.** Despite the impact of newly acquired homes through M&A that have not yet reached full occupancy (**¥489 million negative impact**), and the opening/acquisition of 14 new homes (compared to the usual 10), **the Long-Term Care business still achieved a year-on-year increase of ¥395 million (+9.0%), continuing its growth.**
- Selling, general and administrative expenses ratio slightly increased due to temporary factors such as M&A-related costs and initial expenses for IT equipment implementation.
- Extraordinary income fell short of the plan due to the postponement of the sale of owned real estate, resulting in a shortfall in net income for the period as well.

Consolidated Performance

(Millions of yen)

	FY2024 / 6	FY2025 / 6	YoY	vs. Plan
Net sales	47,829	46,673	(2.4%) [(1,156)]	(6.9%) [(3,476)] (Forecast: ¥50,150 million)
Operating profit	5,386	3,845	(28.6%) [(1,541)]	(21.6%) [(1,059)] (Forecast: ¥4,905 million)
Ordinary profit	5,817	4,024	(30.8%) [(1,793)]	(19.8%) [(990)] (Forecast: ¥5,015 million)
Ordinary profit margin	12.2%	8.6%	(3.5pt.)	(1.4pt.) (Forecast: 10.0%)
Profit attributable to owners of parent	4,276	2,936	(31.3%) [(1,340)]	(38.4%) [(1,828)] (Forecast: ¥4,765 million)

Segment Performance for FYE June 2025

(Millions of yen)

		FY2024 / 6	FY2025 / 6	FY2025 / 6	
		Result	Result	YoY	Forecast vs. Plan
Long-Term Care <small>(details are provided on the next page)</small>	Net sales	33,390	39,063	+5,672 [+17.0%]	39,880 (817) [(2.1%)]
	Segment profit	4,407	4,802	+395 [+9.0%]	5,423 (620) [(11.4%)]
Real Estate	Net sales	13,062	5,607	(7,454) [(57.1%)]	7,117 (1,510) [(21.2%)]
	Segment profit	1,874	65	(1,808) [(96.5%)]	514 (448) [(87.2%)]
Other Businesses	Net sales	1,857	2,611	+754 [+40.6%]	3,834 (1,222) [(31.9%)]
	Segment profit	94	126	+32 [+34.0%]	104 +22 [+21.4%]
Good Partners (staffing services, etc.) (Note 1)	Net sales	1,857	2,562	+704 [+38.0%]	2,634 (72) [(2.7%)]
	Operating profit	128	115	(12) [(9.9%)]	97 +18 [+18.7%]
Amortization of goodwill		(34)	(32)	+1 [—%]	(38) +5 [+14.3%]
Charm Senior Living (Resident referral services) (Note 1)	Net sales	-	49	+49 [—%]	150 (100) [(66.9%)]
	Operating profit	-	43	+43 [—%]	50 (7) [(14.0%)]
New Business (Abuse prevention system)	Net sales	-	-	- [—%]	50 (50) [—%]
	Operating profit	-	-	- [—%]	(5) +5 [—%]
Others (M&A, etc.)	Net sales	-	-	- [—%]	1,000 (1,000) [—%]
	Operating profit	-	-	- [—%]	- - [—%]
Adjustments	Intersegment sales or transfers	(480)	(608)	(128) [—%]	(682) +73 [+10.8%]
	Segment profit (Note 2)	(990)	(1,150)	(159) [—%]	(1,137) (13) [(1.2%)]
Consolidated	Net sales	47,829	46,673	(1,156) [(2.4%)]	50,150 (3,476) [(6.9%)]
	Operating profit	5,386	3,845	(1,541) [(28.6%)]	4,905 (1,059) [(21.6%)]
	Ordinary profit	5,817	4,024	(1,793) [(30.8%)]	5,015 (990) [(19.8%)]
	Extraordinary Income and Losses	559	367	(191) [(34.3%)]	2,099 (1,732) [(82.5%)]
	Profit attributable to owners of parent	4,276	2,936	(1,340) [(31.3%)]	4,765 (1,828) [(38.4%)]

(Note 1) Due to a change in the fiscal year, Good Partners and Charm Senior Living's fiscal period is an 14-month term from May 1, 2024, to June 30, 2025.

(Note 2) Segment profit presented in the Adjustments section represents corporate expenses not allocated to individual reporting segments. Corporate expenses are primarily general and administrative expenses not attributable to specific reporting segments.

Breakdown of the Long-Term Care Business Segment

(Millions of yen)

		FY2024 / 6		FY2025 / 6		
		Result	Result	YoY	Forecast	vs. Plan
Long-Term Care		Net sales	33,390	39,063	+5,672 [+17.0%]	39,880 (817) [(2.1%)]
		Segment profit	4,407	4,802	+395 [+9.0%]	5,423 (620) [(11.4%)]
		Avg.occupancy rate (residents / capacity)	90.5% (5,460 / 6,033)	87.1% (6,186 / 7,098)	(3.4pt.) (+726 / +1,065)	90.0% (6,388 / 7,098) (2.9pt.) ((202) / ± 0)
Charm Care (excl. M&A facilities)	Existing fee-based homes for the elderly with long-term care (2+ years in operation)	Net sales	24,982	29,482	+4,499 [+18.0%]	29,857 (374) [(1.3%)]
		Operating profit	4,352	5,024	+671 [+15.4%]	5,519 (495) [(9.0%)]
		Avg.occupancy rate (residents / capacity)	95.2% (4,061 / 4,264)	94.4% (4,558 / 4,826)	(0.8pt.) (+497 / +562)	97.0% (4,682 / 4,826) (2.6pt.) ((124) / ± 0)
	Existing Residential fee-based homes for the elderly (2+ years in operation)	Net sales	2,045	1,742	(302) [(14.8%)]	1,747 (5) [(0.3%)]
		Operating profit	295	262	(33) [(11.4%)]	293 (31) [(10.9%)]
		Avg.occupancy rate (residents / capacity)	95.5% (401 / 420)	96.4% (356 / 369)	+0.9pt. ((45) / (50))	98.1% (362 / 369) (1.6pt.) ((6) / ± 0)
	2nd-year facilities (1–2 years since opening)	Net sales	3,063	2,513	(550) [(18.0%)]	2,648 (134) [(5.1%)]
		Operating profit	181	202	+20 [+11.5%]	263 (61) [(23.2%)]
		Avg.occupancy rate (residents / capacity)	76.9% (394 / 511)	78.7% (333 / 423)	+1.8pt. ((60) / (88))	85.3% (361 / 423) (6.5pt.) ((28) / ± 0)
	Newly established facilities (less than 1 year in operation) (Including pre-opening facility costs)	Net sales	1,393	1,803	+410 [+29.4%]	1,837 (34) [(1.9%)]
		Operating profit	(574)	(422)	+151 [+26.4%]	(419) (3) [(0.8%)]
		Avg.occupancy rate (residents / capacity)	47.7% (202 / 423)	48.8% (309 / 633)	+1.1pt. (+107 / +209)	48.7% (308 / 633) +0.1pt. (+1 / ± 0)
	LIKE (Oct 2021–) (+1 facility in Jun 2024)	Net sales	1,905	2,119	+213 [+11.2%]	2,157 (37) [(1.7%)]
		Operating profit	335	409	+74 [+22.3%]	376 +33 [+8.9%]
		Avg.occupancy rate (residents / capacity)	97.2%(403 / 414)	95.6% (440 / 460)	(1.7pt.) (+37 / +46)	96.9% (446 / 460) (1.4pt.) (Δ(6) / ± 0)
M&A-acquired facilities	Amortization of goodwill		(183)	(181)	+1 [–%]	(181) -
	Former CARE 21 (Oct 2024–)	Net sales		715	+715 [–%]	950 (234) [(24.7%)]
		Operating profit		(468)	(468) [–%]	(450) (18) [(4.1%)]
		Avg.occupancy rate (residents / capacity)	(/)	33.7% (98 / 289)	- (+98 / +289)	47.1% (136 / 289) (13.4pt.) ((39) / ± 0)
	CM Care (Oct 2024–)	Net sales	-	685	+685 [–%]	681 +4 [+0.7%]
		Operating profit	-	(19)	(19) [–%]	21 (41) [(192.3%)]
		Avg.occupancy rate (residents / capacity)	(/)	95.2% (93 / 98)	- (+93 / +98)	95.3% (93 / 98) (0.1pt.) (± 0 / ± 0)
	Amortization of goodwill		-	(2)	(2) [–%]	-

Note: The number of residents and capacity figures represent monthly averages, calculated by dividing the total of month-end values by 12.

Overview of Segment Performance for FYE June 2025

Long-Term Care Business

- In the Long-Term Care business overall, despite the impact of facilities acquired through M&A during the period (¥489 million negative impact) and the opening/acquisition of 14 new facilities (compared to the usual 10), **revenue increased by ¥5,672 million and operating profit rose by ¥395 million.**
- Our existing fee-based homes for the elderly with long-term care experienced a decline in occupancy rates in January and February due to multiple departures following wintertime passings. However, by strengthening sales efforts—particularly at facilities with higher vacancy rates—occupancy rebounded sharply in March. Although this recovery did not fully offset the shortfall from January and February, resulting in a miss against the plan, the final average occupancy rate landed at 94.4%. These existing homes continued to expand the number of rooms while maintaining high occupancy, achieving year-on-year revenue growth of **¥4,507 million (+18.0%)** and operating profit growth of **¥638 million (+14.6%)**, sustaining strong performance.
- Newly opened facilities have had a strong start, and facilities in their second year are steadily increasing occupancy.
- LIKE, a consolidated subsidiary, began with low occupancy at one facility acquired through M&A in the previous fiscal year, but overall performance has been strong, resulting in increased revenue and profit.
- Facilities acquired through M&A in the current fiscal year, many of which are newly established, started with low occupancy rates. However, thanks to our expertise, the number of residents is steadily increasing, and operational efficiency improvements are enhancing profitability.
- Regarding new openings in future periods, we are actively gathering information from various sources and increasing the number of in-house development projects, resulting in a steady rise in new facility openings. (See [page 37](#))

Real Estate Business

- The development project scheduled for sale in the fourth quarter (Kita-Karasuyama project) was sold as planned.
- Two other income-generating properties were also sold in the fourth quarter; however, the sale prices fell short of initial expectations, resulting in a shortfall in the revenue and profit targets set at the beginning of the fiscal year. Priority was given to completing the sales during the fiscal year (no inventory remaining at year-end).

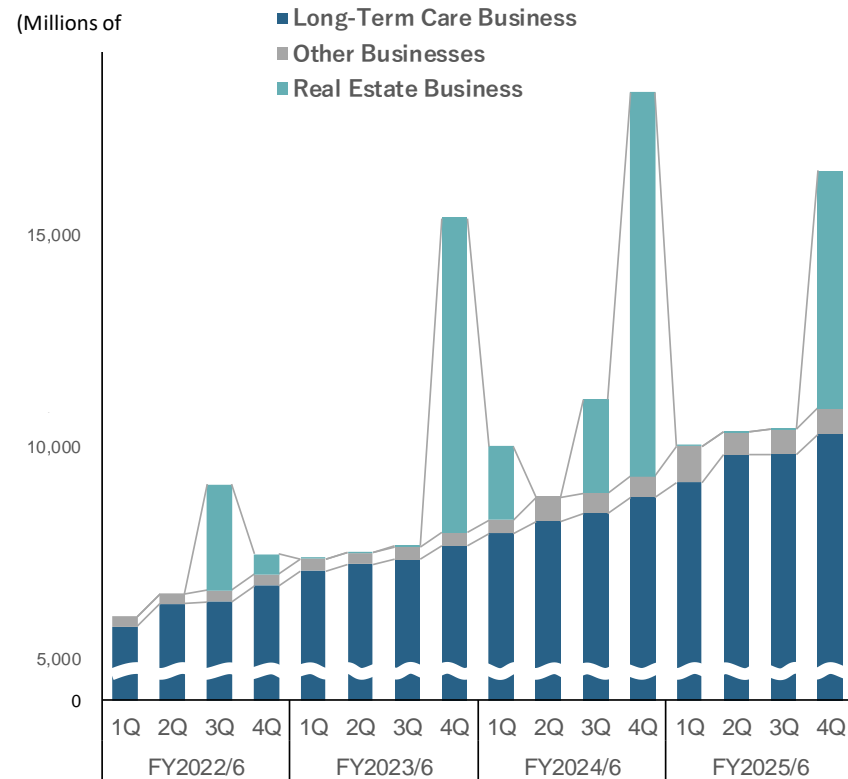
Other Businesses

- Although the staffing business operated by consolidated subsidiary Good Partners fell short of both revenue and profit targets, other businesses such as hospice care performed well, resulting in profits exceeding the initial plan.
- The first hospice facility was opened in November and has been performing strongly.
- The resident referral business to long-term care facilities and other facilities operated by consolidated subsidiary Charm Senior Living fell short of both revenue and profit targets, but contributed to promoting occupancy in the Group's own facilities.

Quarterly Performance Trends(Three-month transition)

- Due to the establishment of new fee-based homes for the elderly with long-term care and the promotion of new occupancy, sales have continued to steadily increase in the Long-Term Care business.
- In the Real Estate business, sales and profits are recorded as a lump sum when development properties, etc. are sold, which results in imbalances from quarter to quarter.

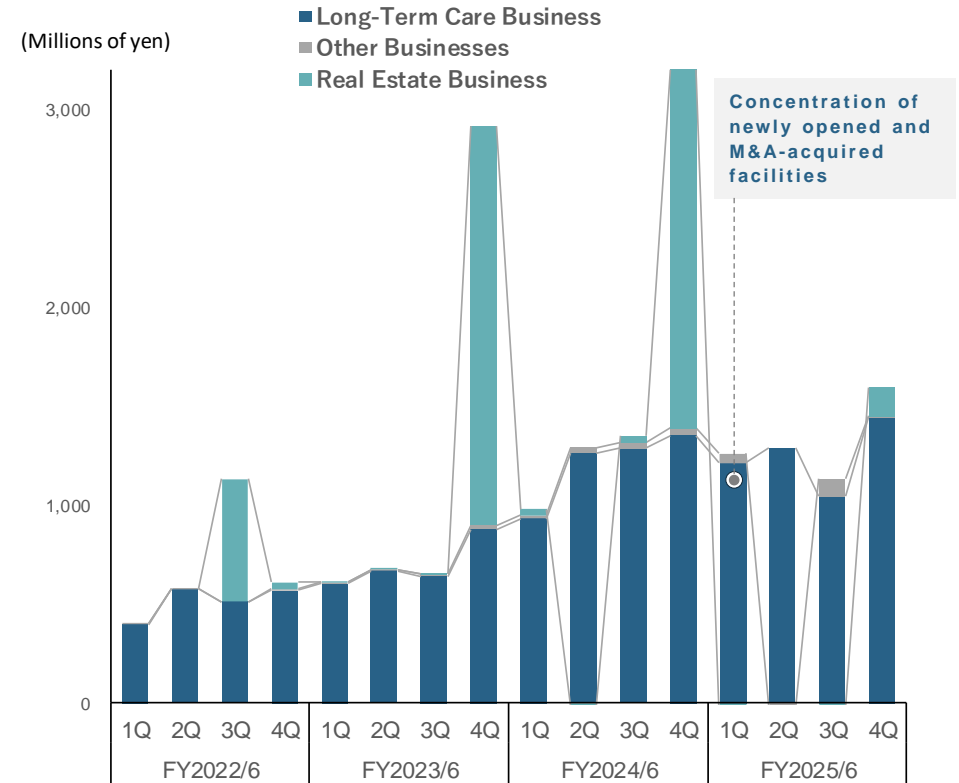
Net sales



Notes:

1. Results are presented by quarterly accounting period (three months).
2. The figures for net sales in the Other Businesses business are after deducting intersegmental sales.
3. Figures are presented according to reporting segment in the quarterly financial results and the annual securities report.

Ordinary Profit



*Ordinary profit in the Long-Term Care Business is higher in 2Q than 3Q due to seasonal factors (decrease in long-term care fees due to fewer calendar days, allowances during year-end and New Year holidays paid to staff, etc.).

In addition, there are some imbalances from quarter to quarter due to the concentration of opening expenses associated with new facility openings.

Transition of occupancy rate

- Maintaining high occupancy rates at existing facilities open or acquire for more than two years

Average occupancy rate for the cumulative period of June 2025 (July-June)(*)

At our existing facilities : **94.4%** (The occupancy rate as of June 30, 2025, was **94.6%** (maintaining high occupancy rate))

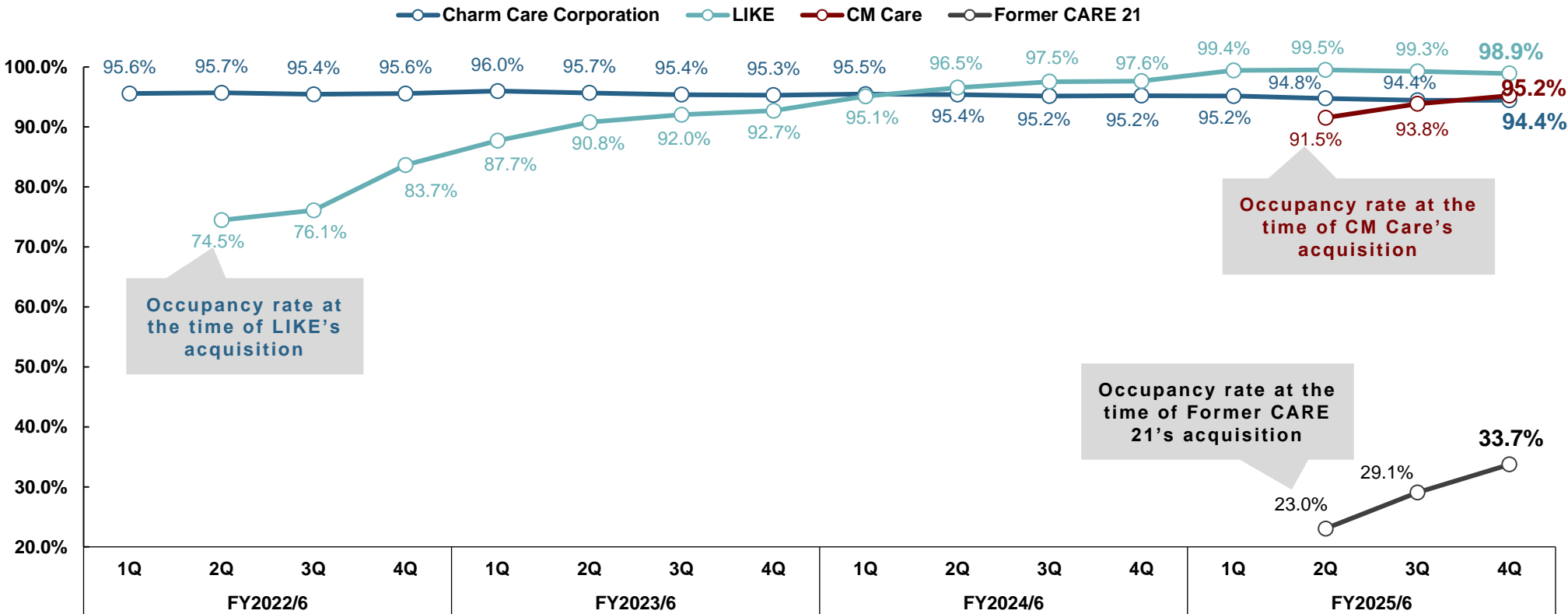
At LIKE's existing facilities : **98.9%** (The occupancy rate as of June 30, 2025, was **97.8%** (maintaining high occupancy rate))

※ Calculation of occupancy rate : Individual facilities that have been opened or acquired for over 24 months (two years) from their opening or acquisition month are included in the calculation.

(Reference) Former CARE 21 (5 facilities) : **33.7%** (The occupancy rate as of June 30, 2025, was **45.7%** (Improving))

CM Care (2 facilities) : **95.2%** (The occupancy rate as of June 30, 2025, was **96.9%** (Improving))

Cumulative average occupancy rate by quarter



Progress of Real Estate Business

Progress of Development Projects

FY2026/6 Projects (Planned)		Progress	Remarks
Kokuryo property (Chofu City, Tokyo)	Jun. 2023	Signed a purchase agreement of the land	
	Mar. 2024	Sign a agreement with the operator	• Operator tentatively decided
	Nov. 2024	Building construction started	• 97 rooms planned.
	Jun. 2026	Scheduled for sale	

Summary of Consolidated Balance Sheets

(Millions of yen)	As of Jun. 30, 2024	As of Jun. 30, 2025	Change
Current assets	24,415	21,905	(2,509)
Cash and deposits	12,640	9,149	(3,490)
Inventories (Note 1)	2,361	1,609	(752)
Money held in trust (Note 2)	5,275	6,274	+999
Other	4,137	4,871	+734
Non-current assets	22,924	30,509	+7,585
Property, plant and equipment	12,264	16,492	+4,227
Intangible assets	2,680	2,613	(66)
Goodwill	2,588	2,389	(199)
Other	91	224	+132
Investments and other assets	7,979	11,403	+3,424
Investment securities	10	2,195	+2,185
Guarantee deposits	5,639	6,502	+863
Deferred tax assets	1,768	1,685	(82)
Other	561	1,019	+458
Total assets	47,339	52,414	+5,075

(Millions of yen)	As of Jun. 30, 2024	As of Jun. 30, 2025	Change
Current liabilities	22,040	23,582	+1,542
Short-term borrowings	4,667	5,787	+1,120
Current Portion of Long-Term Debt	904	1,114	+210
Contract liabilities (Note 3)	11,644	12,884	+1,240
Other	4,823	3,795	(1,028)
Non-current liabilities	6,592	8,153	+1,561
Long-term borrowings	5,122	6,175	+1,052
Other	1,469	1,977	+508
Total liabilities	28,632	31,736	+3,103
Shareholders' equity	18,684	20,650	+1,965
Share capital	2,759	2,759	—
Capital surplus	2,762	2,768	+6
Retained earnings	13,205	15,157	+1,951
Treasury shares	(43)	(35)	+8
Total accumulated other comprehensive income	(12)	(6)	+5
Share acquisition right	34	34	—
Total net assets	18,706	20,678	+1,971
Total liabilities and net assets	47,339	52,414	+5,075

(Note 1) Inventories are real estate for sale and real estate for development in the real estate business.

(Note 2) Money held in trust are deposits made as a protective measure for a part of the initial lump sum fee received in the long-term care business, as mandated by the Act on Social Welfare for the Elderly.

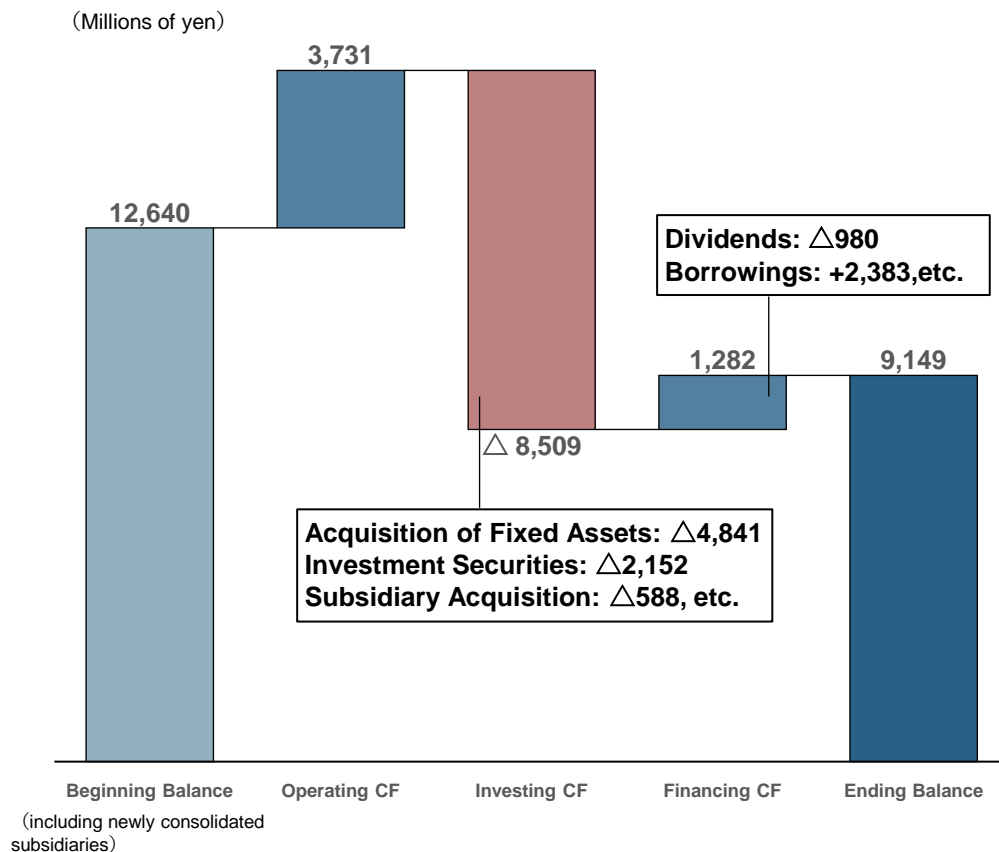
(Note 3) Contract liabilities are initial lump sum fees received and held by the long-term care business, which are drawn down as revenue is recognized.

Equity Ratio	39.4%	39.4%	± 0.0pt.
Interest-Bearing Debt Ratio	58.2%	65.2%	+ 6.9pt.

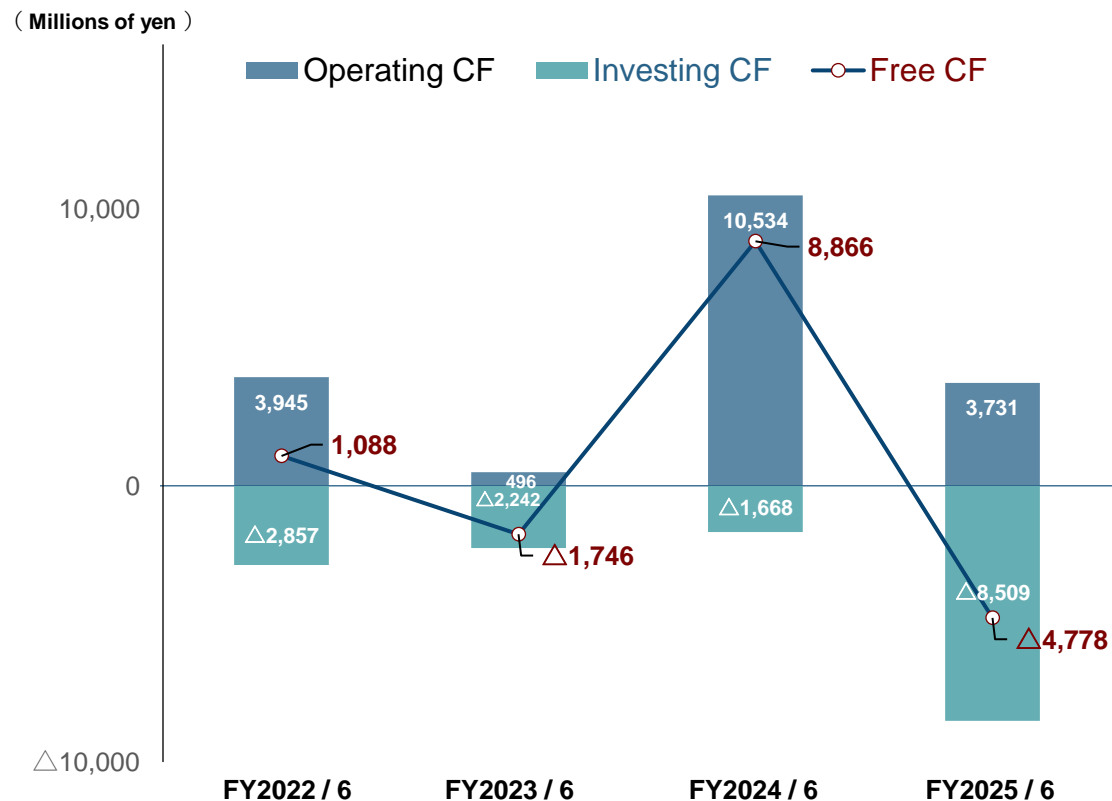
Consolidated Cash Flow Overview

- Cash flow from operating activities : ¥3,731 million increase, mainly due to the steady performance of the core business—the Long-Term Care business.
- Cash flow from investing activities : ¥8,509 million decrease, due to active investments in in-house development of the Group's Residential fee-based homes for the elderly and IT equipment, using cash generated from the Long-Term Care business and real estate business in the previous fiscal year.
- Cash flow from financing activities : ¥1,282 million increase, through effective use of borrowings.
- As a result, cash and cash equivalents decreased by ¥3,495 million from the beginning of the fiscal year, ending at ¥9,149 million.

Cash Flow for the Current Fiscal Year



Cash Flow Trends



Earnings Forecast for FYE June 2026

- The Long-Term Care business continues its upward growth trajectory, steadily increasing the number of rooms (capacity) through new facility openings while maintaining a high occupancy rate.
- For the seven fee-based homes for the elderly acquired through M&A in the fiscal year ending June 2025, improvements in occupancy rates and operational efficiency are steadily progressing, and similar improvements are expected in the next fiscal year.
- The sale of properties owned by our Group, which had been scheduled for the fiscal year ending June 2025 but was postponed, is still underway. However, as the sale has not been finalized at this point, it is not included in the performance forecast figures.

Full-year forecasts (consolidated)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
FY2025 / 6 (result)	46,673	3,845	4,024	2,936
FY2026 / 6 (forecast)	48,585	4,460	4,615	3,090
Change	+4.1%	+16.0%	+14.7%	+5.2%

First half forecasts (consolidated)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
FY2025 / 6 (result)	20,051	1,753	1,877	1,271
FY2026 / 6 (forecast)	22,430	2,175	2,195	1,470
Change	+11.9%	+24.0%	+16.9%	+15.6%

Note: For details by segment, please refer to [pages 19–20](#) of the Medium-Term Management Plan.

Dividends

- Dividend for the current fiscal year : ¥34.00 as initially forecasted, with **a dividend payout ratio exceeding 30% for the first time.**
- Forecasted dividend for the next fiscal year : **¥34.00 plus a commemorative dividend of ¥3.00 (to mark the 20th anniversary of the opening of the first fee-based home for the elderly).**
- **Future dividend policy :**
 - ① **Maintain a dividend payout ratio of 30% or higher**, while balancing growth investments (see [page 22](#)).
 - ② To enhance opportunities for shareholder returns, **interim dividends will be introduced** starting from the fiscal year ending June 2026.

Dividend forecast for FYE June 2026

	Profit attributable to owners of parent (forecast)	Earnings Per Share (EPS)	Annual Dividend Per Share (DPS)	Payout Ratio (consolidated)	Total Dividend Amount	Dividend on Equity (DOE)
FY2026 / 6 (forecast)	¥3,090 million	¥94.59	¥37.00 <small>Interim Dividend: ¥17 + Commemorative Dividend: ¥3 Year-End Dividend: ¥17</small>	39.1%	¥1,208 million	5.3%

Dividend Record

	Profit attributable to owners of parent	Earnings Per Share (EPS)	Annual Dividend Per Share (DPS)	Payout Ratio (consolidated)	Total Dividend Amount	Dividend on Equity (DOE)
FY2025 / 6	¥2,903 million	¥89.89	¥34.00	37.8%	¥1,110 million	5.4%
FY2024 / 6	¥4,276 million	¥130.94	¥30.00	22.9%	¥979 million	5.2%
FY2023 / 6	¥3,206 million	¥98.28	¥22.00	22.4%	¥717 million	4.7%
FY2022 / 6	¥2,951 million	¥90.50	¥17.00	18.8%	¥554 million	4.5%

01

FY2025/6 Results & FY2026/6 Forecasts

02

Medium-Term Management Plan

Note: We review the medium-term management plan in a rolling manner at the time financial results are announced after the end of each fiscal year.

03

About us

04

Current Topics

Reference Document (1): Company Business Domains and Profit Structure, etc.

Reference Document (2): Environment Surrounding the Long-Term Care Industry

1

Core Business : The Long-Term Care Business

1. “Back to Basics” — Focusing on Our Core Business: The Long-Term Care Business

- **Enhance the on-site capabilities of our fee-based homes for the elderly, the source of our profits, and increase the number of attractive, high-performing homes ("Charm Homes")**
 - ① Strengthen personnel for education and training, thoroughly implement field-based OJT, and improve quality through enhanced caregiving skills and services.
 - ② Enhance the management and sales capabilities of facility managers who oversee on-site operations.
 - ③ Area managers should also adopt a field-oriented approach to ensure early detection and resolution of issues related to operations and occupancy (vacancies).
 - ④ Risk management should likewise be field-oriented, with reinforced measures to prevent problems before they occur.
- **Strengthening Human Resources through Improved Compensation and Workplace Environment**
 - ① Promote talent acquisition by leveraging the industry's top-level salary structure, achieved through base pay increases and revisions to the bonus system (partial conversion of bonuses to monthly salary).
 - ② Establish a selection rate of 50% or higher for the four-day workweek system to enhance recruitment capabilities.
 - ③ Strengthen interview and hiring capabilities by adopting a field-oriented approach for recruitment staff.
 - ④ Increase caregiving DX personnel and enhance IT/AI capabilities at facilities — starting with promoting and supporting all facility managers to obtain the “Smart Caregiver” certification.
- **Improving Productivity through a Lean Workforce and Digital Transformation (DX)**
 - ① Regarding the “3:0.9 facility” (Charm Suite Nishinomiya Yogaicho), which was the first in Japan to be officially approved, 10 facilities are planned as pilot sites in the fiscal year ending June 2026. Applications will be submitted to local governments as conditions are met, with plans to further expand thereafter. (As of now, no facilities other than Charm Suite Nishinomiya Yogaicho have been confirmed, so figures related to this are not included in the current Medium-Term Management Plan.)
 - ② Promote the use of IT and AI to streamline operations and reduce overtime hours (e.g., see the AI care plan on [page 47](#)).

1

Core Business : The Long-Term Care Business

2. Increase in the Number of New Openings and Expansion of Service Areas

■ Increase in New Openings through In-House Development (Land Acquisition and Building Construction)

- ① Leverage enhanced financial capacity from focusing on the Long-Term Care business to actively pursue in-house development and increase the number of new openings, contributing to operational profitability.
- ② Obtain early information on secondhand property opportunities.
- ③ Prioritize operational and capital efficiency by focusing new openings on the mid-price segment.

■ Expansion of Establishment Areas(Targeting Core Cities; Policy of Dominant Development Remains Unchanged)

- ① Expanding acquisition of project information in the suburbs of the Tokyo metropolitan area, where the number of people requiring care is increasing — mainly in Kanagawa and Saitama Prefectures.
- ② Entry into the Nagoya area (not included in the figures of this Medium-Term Management Plan).

3. Increase in the Number of Homes through M&A and Profit Contribution through Post-Acquisition Operational Improvements

■ Acquisition of projects centered on strategic approaches to underperforming facilities, combined with our proprietary know-how for post-merger integration (PMI)

- ① Increase project acquisitions by focusing on strategic approaches to facilities with operational challenges (not included in the figures of this Medium-Term Management Plan)
- ② After acquisition, deploy and effectively utilize our personnel to implement operational and financial improvements using our proprietary know-how (PMI)

🗨️ **Our unique expertise in achieving industry-leading profit margins in the facility-based long-term care sector is our greatest strength in M&A**

2

Related Businesses of the Long-Term Care Business

■ Personnel dispatch, home-visit nursing, and hospice businesses operated by Good Partners

- ① The personnel dispatch business continues as a service to temporarily supplement staffing shortages at facilities within our Group.
- ② The home-visit nursing business leverages synergies with Residential fee-based homes for the elderly and other facilities within our Group.
- ③ The hospice business is being developed with a focus on thorough risk management, while carefully monitoring the business environment and regulatory trends.

■ Resident referral business operated by Charm Senior Living

- ① To further promote resident occupancy at fee-based homes for the elderly with long-term care and Residential fee-based homes for the elderly within our Group, and to enhance overall Group management efficiency, we are strengthening our workforce.
- ② Personnel with both practical caregiving experience and strong sales capabilities are selected from facility sites and effectively utilized as sales staff of our company or as personnel of Charm Senior Living.
- ③ We are also considering M&A opportunities in the web-based customer acquisition business (Note: figures related to this are not included in the current medium-term management plan).

■ Other businesses related to the Long-Term Care business

- ① We are considering M&A opportunities in other areas related to the Long-Term Care business (Note: figures related to this are not included in the current medium-term management plan).
- ② We are also continuing to explore peripheral businesses utilizing AI technologies in the Long-Term Care business (Note: figures related to this are not included in the current medium-term management plan).

👉 Regarding the real estate business, in light of environmental changes such as rising construction costs and interest rates, we plan to prioritize focusing on the Long-Term Care business. Accordingly, we will discontinue the ongoing project for the fiscal year ending June 2026 (the Chofu City Kokuryo project) and abolish the reporting segment.

Medium-Term Management Plan for the FYE June 2026 – FYE June 2028

(Millions of yen)

	FY2024 / 6 Result	FY2025 / 6 Result	FY2026 / 6 Plan	FY2027 / 6 Plan	FY2028 / 6 Plan
Net sales	47,829	46,673	48,585	(Note) 49,795	55,265
Operating profit	5,386	3,845	4,460	5,290	6,310
Ordinary profit	5,817	4,024	4,615	5,335	6,315
Ordinary profit margin	12.2%	8.6%	9.5%	10.7%	11.4%
Extraordinary Income and Losses	559	367	-	-	-
Profit attributable to owners of parent	4,276	2,936	3,090	3,520	4,165
Earnings Per Share (EPS)	¥130.97	¥89.89	¥94.59	¥107.75	¥127.49

Includes approximately
¥3 billion in sales from
the real estate business

- The three-year plan values are calculated, to the extent possible, based on the latest actual results, trends, and market conditions. **Unlike the "target values" for the second and third years listed in the previous medium-term management plan, these figures exclude aspirational elements and reflect only what the Company realistically deems achievable.**
- The three-year plan values are based on the current plans for opening new fee-based homes for the elderly with long-term care in [page 23](#) and [page 24](#). These values may fluctuate depending on future increases in the number of new facility openings or the realization of M&A activities.
- Extraordinary Income from the sale of company-owned real estate are not included in the plan values, as they have not been finalized at this time.
- **(Note) The reason for the low sales growth rate in the fiscal year ending June 2027 is that the plan for the fiscal year ending June 2026 includes ¥3,002 million in sales from the real estate business. As stated on [page 17](#), the real estate business will be discontinued from the fiscal year ending June 2027 onward.**

Segment Plans for the FYE June 2026 – FYE June 2028

(Millions of yen)

		FY2024 / 6 Result	FY2025 / 6 Result	FY2026 / 6 Plan	FY2027 / 6 Plan	FY2028 / 6 Plan
Long-Term Care (details are provided on the next page)	Net sales	33,390	39,063	43,450	47,212	52,344
	Segment profit	4,407	4,802	5,434	6,381	7,254
Real Estate	Net sales	13,062	5,607	3,002	92	92
	Segment profit	1,874	65	128	(21)	(21)
Other Businesses	Net sales	1,857	2,611	2,731	3,164	3,642
	Segment profit	94	126	110	197	335
Good Partners (staffing services, etc.)	Net sales	1,857	2,562	2,643	3,041	3,501
	Operating profit	128	132	148	225	362
Amortization of goodwill		(34)	(32)	(32)	(32)	(32)
Charm Senior Living (Resident referral services)	Net sales	-	49	88	123	141
	Operating profit	-	43	2	3	5
Other Peripheral Businesses	Net sales	-	-	-	-	-
	Operating profit	-	-	-	-	-
Adjustments	Intersegment sales or transfers	(480)	(608)	(597)	(671)	(814)
	Segment profit (Note)	(990)	(1,150)	(1,213)	(1,260)	(1,256)
Consolidated	Net sales	47,829	46,673	48,585	49,795	55,265
	Operating profit	5,386	3,845	4,460	5,290	6,310
	Ordinary profit	5,817	4,024	4,615	5,335	6,315
	Profit attributable to owners of parent	4,276	2,936	3,090	3,520	4,165
	Earnings Per Share (EPS)	¥130.97	¥89.89	¥94.59	¥107.75	¥127.49

Note : Segment profit presented in the Adjustments section represents corporate expenses not allocated to individual reporting segments. Corporate expenses are primarily general and administrative expenses not attributable to specific reporting segments.

Long-Term Care Business Segment Plan (FYE June 2026 to 2028 Breakdown)

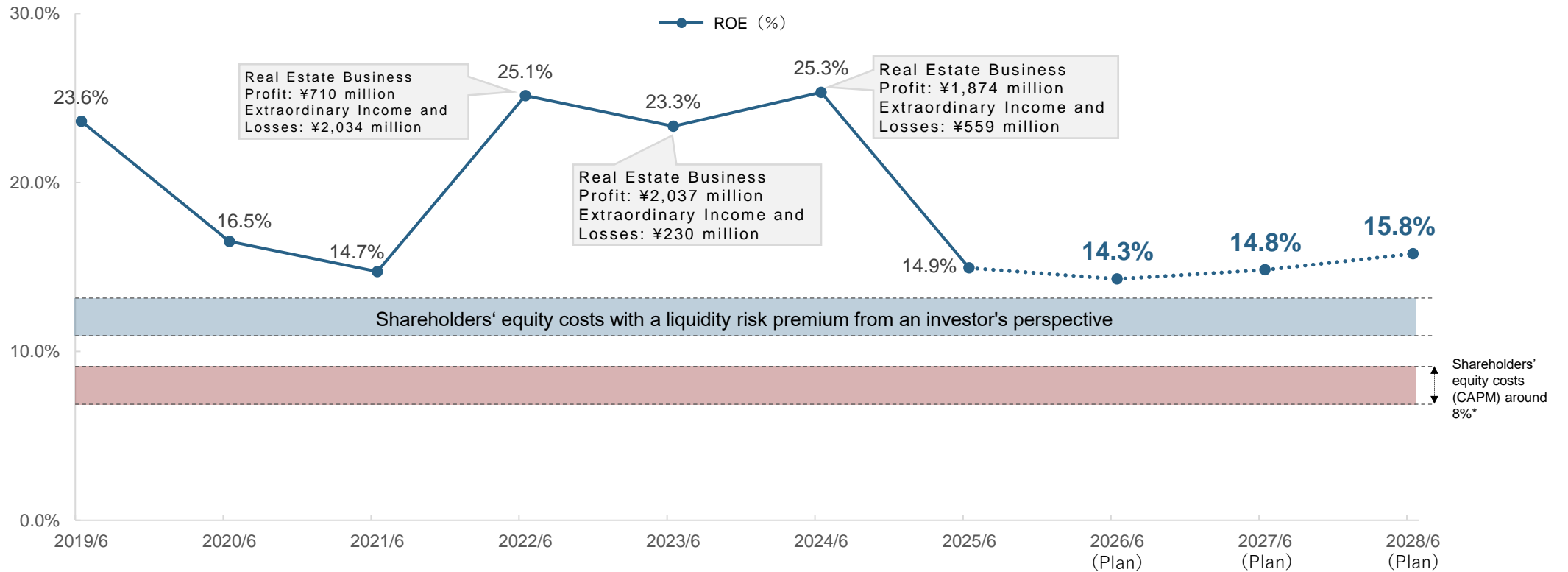
(Millions of yen)

		FY2024 / 6	FY2025 / 6	FY2026 / 6	FY2027 / 6	FY2028 / 6
		Result	Result	Plan	Plan	Plan
Long-Term Care						
Net sales		33,390	39,063	43,450	47,212	52,344
Segment profit		4,407	4,802	5,434	6,381	7,258
Avg.occupancy rate (residents / capacity)		90.5% (5,460 / 6,033)	87.1% (6,186 / 7,098)	89.7% (6,846 / 7,634)	91.2% (7,426 / 8,144)	90.7% (8,218 / 9,059)
Charm Care (excl. M&A facilities)	Existing fee-based homes for the elderly with long-term care (2+ years in operation)					
	Net sales	24,982	29,482	32,676	36,372	38,953
	Operating profit	4,352	5,024	5,375	6,079	6,651
	Avg.occupancy rate (residents / capacity)	95.2% (4,061 / 4,264)	94.4% (4,558 / 4,826)	94.8% (4,982 / 5,257)	95.0% (5,592 / 5,889)	95.3% (6,013 / 6,308)
	Existing Residential fee-based homes for the elderly (2+ years in operation)					
	Net sales	2,045	1,742	1,665	1,610	1,576
	Operating profit	295	262	291	229	210
	Avg.occupancy rate (residents / capacity)	95.5% (401 / 420)	96.4% (356 / 369)	96.7% (350 / 362)	96.8% (350 / 362)	97.0% (351 / 362)
	2nd-year facilities (1–2 years since opening)					
	Net sales	3,063	2,513	3,059	2,443	3,143
	Operating profit	181	202	210	286	453
	Avg.occupancy rate (residents / capacity)	76.9% (394 / 511)	78.7% (333 / 423)	78.6% (497 / 633)	87.3% (366 / 419)	89.7% (458 / 510)
	Newly established facilities (less than 1 year in operation) (Including pre-opening facility costs)					
	Net sales	1,393	1,803	1,274	1,417	3,048
	Operating profit	(574)	(422)	(417)	(624)	(764)
	Avg.occupancy rate (residents / capacity)	47.7% (202 / 423)	48.8% (309 / 633)	49.0% (205 / 419)	44.0% (224 / 510)	51.2% (468 / 915)
M&A-acquired facilities	LIKE (Oct. 2021–) (+1 facility in Jun. 2024)					
	Net sales	1,905	2,119	2,161	2,170	2,178
	Operating profit	335	409	345	360	370
	Avg.occupancy rate (residents / capacity)	97.2% (403 / 414)	95.6% (440 / 460)	97.7% (449 / 460)	97.9% (451 / 460)	97.9% (450 / 460)
	Amortization of goodwill		(183)	(181)	(181)	(181)
	Former CARE 21 (Oct. 2024–)					
	Net sales		715	1,716	2,305	2,541
	Operating profit		(468)	(256)	156	379
	Avg.occupancy rate (residents / capacity)	(/)	33.7% (98 / 289)	63.1% (236 / 374)	84.8% (317 / 374)	94.1% (352 / 374)
	CM Care (Oct. 2024–)					
	Net sales	-	685	897	893	903
	Operating profit	-	(19)	70	78	144
	Avg.occupancy rate (residents / capacity)	(/)	95.2% (93 / 98)	96.9% (126 / 130)	96.5% (126 / 130)	96.5% (126 / 130)
	Amortization of goodwill	-	(2)	(3)	(3)	(3)

Note: The number of residents and capacity figures represent monthly averages, calculated by dividing the total of month-end values by 12.

Medium-Term Management Plan for ROE (Return on Equity)

- To effectively utilize capital, when formulating plans for new facility openings or M&A, the return on invested capital will be used as one of the evaluation criteria.
- However, to avoid missing growth opportunities, it will not be treated as an absolute standard; decisions will be made based on a comprehensive assessment including other indicators.
- The ROE target under this Medium-Term Management Plan is set at **15%**.
- 👉 **The ROE figures shown below do not intentionally include Extraordinary Income from the sale of company-developed real estate under the asset-light policy. However, since multiple property sales are planned during the period of this Medium-Term Management Plan, actual ROE is expected to exceed the figures shown below.**



* Estimated based on the yield on 10-year government bonds for the risk-free rate, our 5-year weekly β for the β value, and a market risk premium of 6.0%.

Capital Allocation Strategy ~Cash Allocation~ (FYE June 2026 – FYE June 2028)

- Cash Allocation Policy:
 - ① As our Group is a growth-oriented company, we place priority on growth investments while also emphasizing shareholder returns (dividends).
 - ② While maintaining financial soundness, we will actively utilize borrowing to seize growth opportunities.
- In principle, we follow an asset-light policy, recovering funds through the sale (sale and leaseback) of real estate from self-developed fee-based homes for the elderly with long-term care, and reinvesting those funds.
- During the period of this Medium-Term Management Plan, shareholder returns (dividends) are planned with a minimum payout ratio of 30% (see [P13](#)).
- With the potential for large-scale M&A in mind, we aim to secure over ¥10 billion as standby funds for M&A during the period of this Medium-Term Management Plan.

Cash In



Operating income derived from business activities, primarily in the Long-Term Care business, calculated by deducting labor costs, land rent, and other expenses from operating revenues such as rent, admission fees, and long-term care service fees.

Income from the Sale of Self-Developed Facilities Based on the Asset-Light Policy

Cash Out



- Development costs for self-developed fee-based homes for the elderly with long-term care
- Security deposits and preparation costs (e.g., interior work) for opening rental-type facilities
- Investment in IT equipment and AI technologies
- Trust of funds (partial preservation of admission fees in accordance with legal requirements)

New Facility Opening Plan

(Note) The information provided here reflects the latest updates as of now. This page will be updated as needed.

	FY2024 / 6 Result	FY2025 / 6 Result	FY2026 / 6 Plan	FY2027 / 6 Plan	FY2028 / 6 Plan
Planned New Openings [Number of Rooms / Capacity]	7 facilities [508 / 517]	14 facilities [996 / 1,015]	9 facilities [537 / 551]	11 facilities [859 / 869]	9 facilities [649 / 685]
Of which, Tokyo metropolitan area	3 facilities	8 facilities	8 facilities	7 facilities	7 facilities
Of which, Kinki metropolitan area	4 facilities	6 facilities	1 facilities	4 facilities	2 facilities
Cumulative facilities	91 facilities	105 facilities	114 facilities	125 facilities	133 facilities
Of which, Tokyo metropolitan area	42 facilities	50 facilities	58 facilities	65 facilities	72 facilities
Of which, Kinki metropolitan area	49 facilities	55 facilities	56 facilities	60 facilities	61 facilities
Rooms [Capacity]	6,159 rooms [6,359 people]	7,155 rooms [7,374 people]	7,692 rooms [7,925 people]	8,551 rooms [8,794 people]	9,200 rooms [9,497 people]
Of which, Tokyo metropolitan area	2,523 facilities	3,048 facilities	3,525 facilities	4,064 facilities	4,539 facilities
Of which, Kinki metropolitan area	3,636 facilities	4,107 facilities	4,167 facilities	4,487 facilities	4,661 facilities

Note: Including hospice facilities, which are residential fee-based homes for the elderly.

List of Planned New Facility Openings

(Note) The information provided here reflects the latest updates as of now. This page will be updated as needed.

FYE June 2026

No.	New Opened/Acquired Facilities	Rooms	Opening
1	Charm Suite Kitakarasuyama (Setagaya-ku) Opened	55 (56 people)	Aug.2025
2	Charm Suite Honkomagome (Bunkyo-ku) Opened	55 (56 people)	Aug.2025
3	Charm Seta [turnkey property] (Setagaya-ku) Contracted	47 (50 people)	Oct.2025
4	Charm Suite Nokendai (Kanazawa-ku, Yokohama City) Construction started	80	Oct.2025
5	Charm Rokugo (Ota-ku) Construction started	68	Nov.2025
6	ATTENITY Kugayama [turnkey-property] (Suginami-ku) Construction started	51 (52 people)	Dec.2025
7	Charm Suite Gotokuji (Setagaya-ku) Construction started	58 (62 people)	Feb.2026
8	Charm Suite Chitosekarasuyama (Setagaya-ku) Construction started	63	Mar.2026
9	Charm Premier Kyoto Okazaki (Higashiyama-ku, Kyoto City) Construction started	60 (64 people)	May 2026
Total 9 facilities (Tokyo area: 8, Kinki area: 1)		537 (551 people)	

FYE June 2027

No.	New Opened/Acquired Facilities	Rooms	Opening
1	ATTENITY Chofu Shibasaki [In-house] (Chofu City)	52	Oct.2026
2	Charm Suite Kyoto Matsugasaki (Sakyo-ku, Kyoto City)	80	Sep.2026
3	Charm Akashi Nishishinmachi (Akashi City, Hyogo)	90 (100 people)	Nov.2026
4	Charm Premier Sakurashinmachi (Setagaya-ku)	74	Dec.2026
5	Charm Amagasaki Nishikoya [In-house] (Amagasaki City, Hyogo)	100	Mar.2027
New 6	ATTENITY Amagasaki Nishikoya [In-house] (Amagasaki City, Hyogo)	50	Mar.2027
7	Charm Suite Megurohoncho (Meguro-ku)	72	Mar.2027
8	Charm Suite Kokubunji Hikarimachi (Kokubunji City, Tokyo)	71	Apr.2027
9	Charm Suite Miyamaedaira (Miyamae-ku, Kawasaki City)	86	Apr.2027
10	Charm Suite Higashi Totsuka (Totsuka-ku, Yokohama City)	87	Apr.2027
11	Charm Suite Kugenuma Kaigan (Fujisawa City, Kanagawa)	97	Apr.2027
Total 11 facilities (Tokyo area: 7, Kinki area: 4)		859 (869 people)	

From FYE June 2028

- New** (Tent.) Charm Premier Grand Sangubashi (Shibuya-ku) – 27 rooms (Cap.50 residents) planned
 (Tent.) Charm Premier Konanyamate (Higashinada-ku, Kobe City) – 94 rooms (Cap.100 residents) planned
 (Tent.) Charm Suite Kakio (Machida City, Tokyo) [In-house] – 79 rooms planned
 (Tent.) Charm Suite Chidoricho (Ota-ku) – 72 rooms planned
- New** (Tent.) Charm Suite Aobadai (Aoba-ku, Yokohama city) – 68 rooms planned
 (Tent.) Charm Suite Yukigayaotsuka (Ota-ku) – 90 rooms planned
 (Tent.) Charm Premier Shakujii Park (Nerima-ku) – 90 rooms planned
 (Tent.) Charm Premier Sendagaya (Shibuya-ku) – 49 rooms (Cap.50 residents) planned
- New** (Tent.) Charm Suite Kyoto Shogoin (Sakyo-ku, Kyoto City) – 80 rooms (Cap.86 residents) [In-house] planned
 Several other facilities in progress

Growth Outlook Beyond the Mid-term Management Plan

Growth Outlook with Targets and Additional Potential (“+α”) Beyond the Mid-term Management Plan

I. Increase in the Number of Facilities through Entry into New Areas

- Currently considering multiple new opening projects, including potential entries into new areas.
- The new areas under consideration are within the range that can be managed from existing bases in the Tokyo metropolitan and Kinki metropolitan areas. Therefore, unlike the initial entry into the Tokyo metropolitan area, no significant additional cost burden is expected from expanding into new areas.
- Including entry into new areas, we assume the maximum annual number of new facility openings will increase from 10 to 20 (with realization expected in 2–3 years).

II. Increase in the Number of Facilities through M&A in Facility-based Long-term Care Business

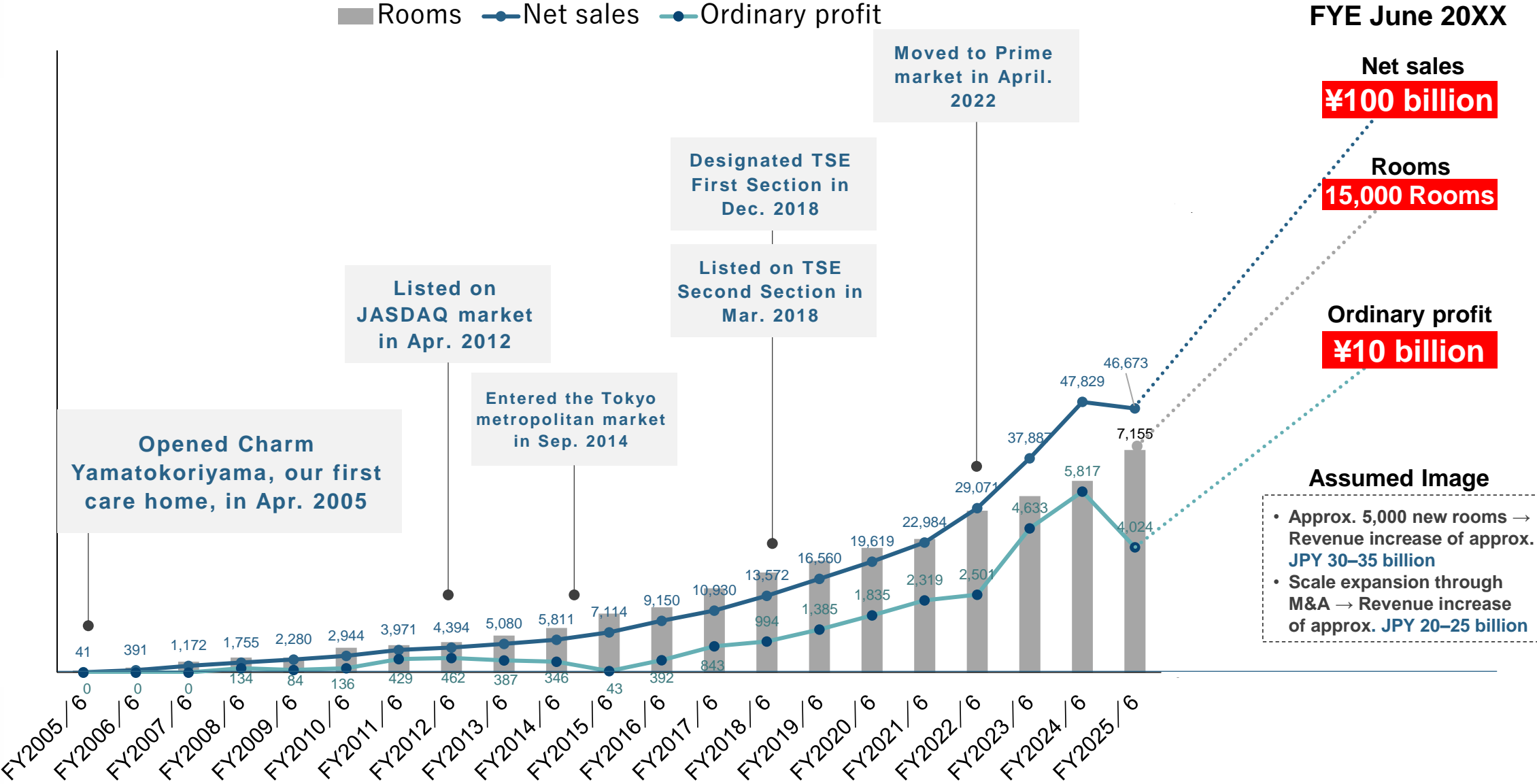
- Currently reviewing multiple M&A opportunities in the facility-based long-term care business.
- Going forward, by leveraging our unique know-how to achieve operational and performance improvements, there is potential for an increasing number of opportunities, including large-scale M&A.

III. Revenue Growth and Improved Management Efficiency through M&A in Long-term Care-related Businesses

- Currently reviewing multiple M&A opportunities in long-term care-related businesses.
- By consolidating such businesses, there is potential for revenue growth through the incorporation of revenues currently outside the Group, as well as improved management efficiency by converting existing external costs into internal transactions.

Growth Outlook with the Above Targets and Additional Potential (“+α”) (continued)

Growth Outlook Beyond the Mid-term Management Plan

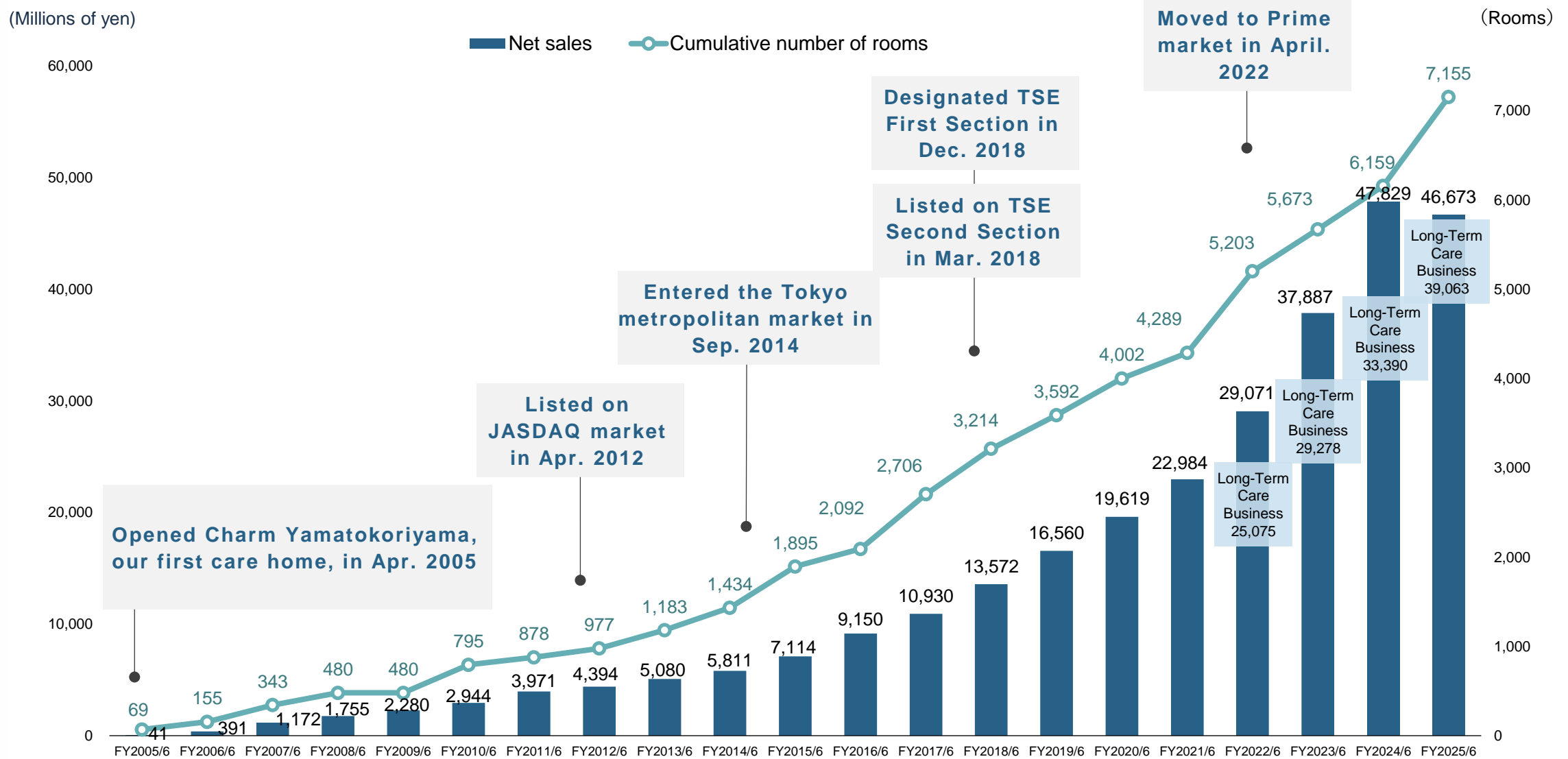


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- 02 | Medium-Term Management Plan
- 03 | About us**
- 04 | Current Topics

Reference Document (1): Company Business Domains and Profit Structure, etc.
Reference Document (2): Environment Surrounding the Long-Term Care Industry

Trends in sales and number of rooms, and history

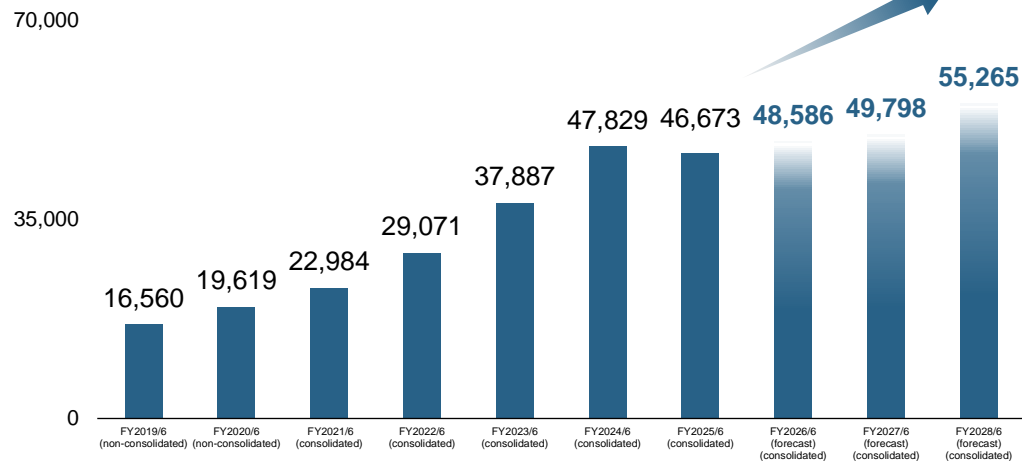


Note: The total number of rooms includes facilities and hospice facilities operated by consolidated subsidiaries.

Performance Trends

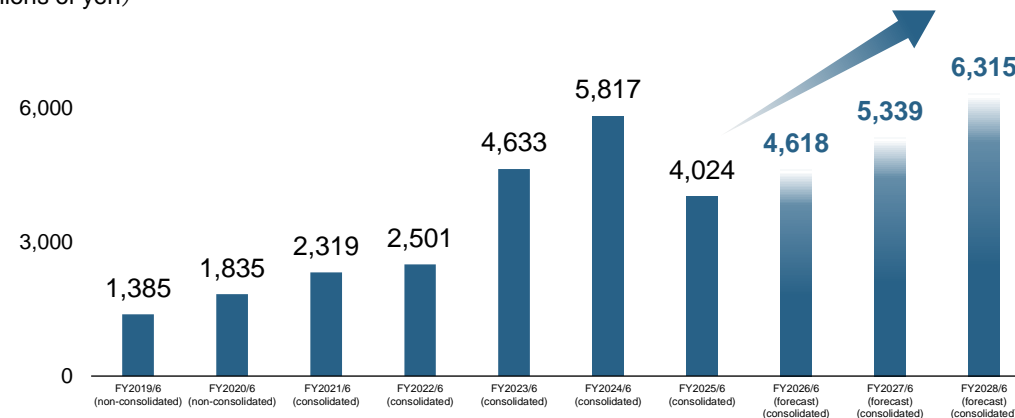
Net sales

(Millions of yen)



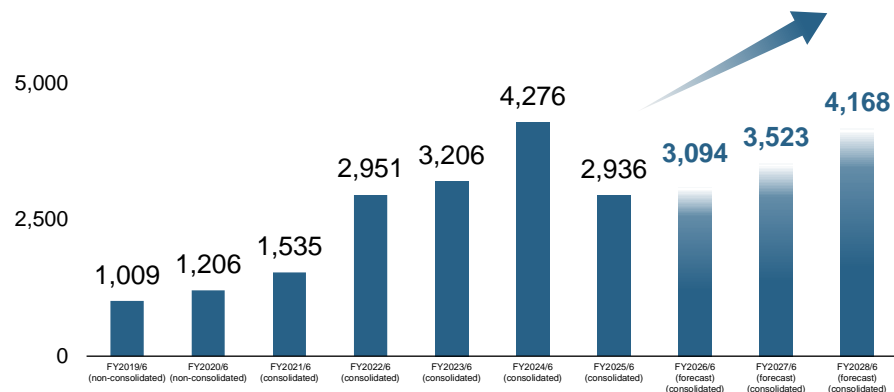
Ordinary profit

(Millions of yen)



Profit

(Millions of yen)



(Millions of yen)	FY2021/ 6 (consolidated)	FY2022/ 6 (consolidated)	FY2023/ 6 (consolidated)	FY2024/ 6 (consolidated)	FY2025/ 6 (consolidated)
Net assets	11,125	12,458	15,135	18,706	20,678
Total assets	28,597	37,355	43,304	47,339	52,414
Equity ratio	38.7%	33.2%	34.8%	39.4%	39.4%
Return on Equity (ROE)	14.7%	25.1%	23.3%	25.3%	14.9%



MISSION

Charm Care Corporation will contribute to the creation of a prosperous and rewarding aging society.

The design of our logo uses wings as a motif to represent our continuing commitment to constant reform and further evolution in the future.

■ Charm Care Group's Business

01

Achieving long-term and steady growth in **the Long-Term Care business, the core businesses** focused on the operation of “fee-based homes for the elderly with long-term care.”

02

Complementing the core business **through related ventures in the Long-Term Care business**, driving growth through synergy-driven revenue expansion and improved group management efficiency.

03

Aiming for further growth through **New Business**, in fields such as AI that contribute to an aging society.

Characteristics of the Long-Term Care Business (1)

- Management resources focused on fee-based homes for the elderly with long-term care (daily life long-term care admitted to specified facilities)

Over 94% of operated facilities are “fee-based homes for the elderly with long-term care”

(a major unique feature among large-scale operators)

Advantage 1:

Unlike other fee-based homes for the elderly, fee-based homes for the elderly with long-term care have **fixed care fees**, making revenue easy to anticipate and stable (see [page 32](#) and [page 64](#)) .

Advantage 2:

Fee-based homes for the elderly with long-term care require designation by the local government, creating **a high barrier** to entry for operators without a track record.

Advantage 3:

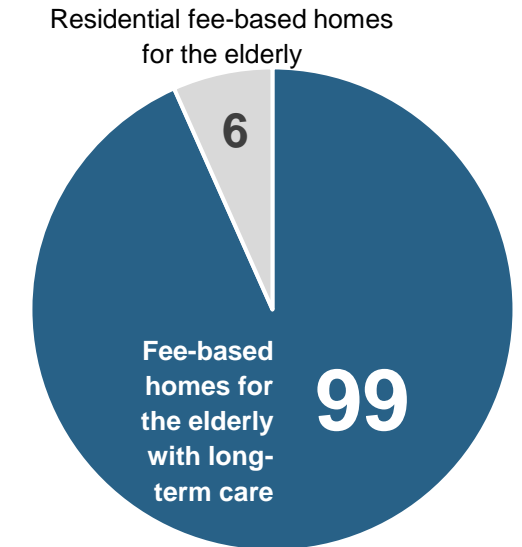
Fee-based homes for the elderly with long-term care are **more likely to be chosen by customers (= high occupancy rate)** due to their safety and security, such as a 24-hour long-term care system.

Advantage 4:

As fee-based homes for the elderly with long-term care cater to elderly residents with moderate to severe long-term care needs*, **demand is expected to grow further in the future** (see [page 71](#)) .

(*Averages of Charm Care's residents:
age 88 years and 9 months, long-term care level 2.2-2.3)

Types of senior homes within our company group.



As of Aug.1, 2025

Characteristics of the Long-Term Care Business (1)

► For Reference: Main types of facility-based services

Type	Details	
Fee-based homes for the elderly with long-term care (daily life long-term care admitted to specified facilities)	<p>Fee-based homes for the elderly designated by prefectural governments as “daily life long-term care admitted to specified facilities” under the long-term care insurance system; when residents need long-term care, facility staff provide long-term care services.</p> <p>Establishing a new facility requires being selected by the local government through a public tender process. Also, long-term care fees are fixed amounts that depend on the level of care the residents need.</p>	<div>Restrictions on establishment</div> <div>System of fixed long-term care fees</div>
Residential fee-based homes for the elderly	<p>When residents need long-term care, separate agreements are made with a third-party long-term care provider (or, a company provider onsite) for use.</p> <p>Establishing a new facility does not require being selected through a public tender process. Also, long-term care fees are decided depending on the quantity of services used by the resident.</p>	<div>No restrictions on establishment</div> <div>system of variable long-term care fees</div>
Senior residences offering services	<p>Residences leased to seniors that meet registration criteria for size, facilities, etc. and required to at least provide safety confirmation and daily life consultation services through care professionals.</p>	<div>No restrictions on establishment</div>
Facilities covered by public aid providing long-term care to the elderly (intensive care homes for the elderly)	<p>Facilities covered by public aid providing long-term care to the elderly are for seniors aged 65 and up who require constant long-term care and have difficulty living at their own households. Admission requirements have become stricter since April 2015, and in principle, users are required to be those needing long-term care level 3 or higher. Based on a fiscal 2019 survey, there was a waiting list of approximately 290,000 people nationwide, and to be admitted in urban areas in particular takes a considerable amount of time.</p>	<div>Private operators not permitted</div> <div>Restrictions on admission</div>
Long-term care health facilities	<p>These facilities support the independence of seniors requiring medical care and long-term care and mainly provide rehabilitation services for the purpose of enabling them to return to their own households. Basically, their purpose is to return residents to their own households, and decisions are made at the end of each stay period on whether to extend the stay or discharge.</p>	<div>Private operators not permitted</div>

Characteristics of the Long-Term Care Business (1)

- For Reference: Comparison of structures and risks between "fee-based homes for the elderly with long-term care" and "hospice facilities"

	Fee-based homes for the elderly with long-term care	hospice facility,etc. (Facilities specializing in palliative care and the care of individuals with specific intractable diseases.)
Definition	<ul style="list-style-type: none"> Among fee-based homes for the elderly, care facilities designated* by local governments as "daily life long-term care admitted to specified facilities" based on the Long-Term Care Insurance Act * The number of designation is determined by the local government based on demand. ⇒ With restrictions on opening 	<ul style="list-style-type: none"> No clear official definition Residences not designated as "daily life long-term care admitted to specified facilities" (often Residential fee-based homes for the elderly) ⇒ Without restrictions on opening
Public insurance fee	<ul style="list-style-type: none"> Fixed fees from long-term care insurance (fees according to the residents' required level of care) ⇒ Predictable and stable with almost no risk of fraudulent claims 	<ul style="list-style-type: none"> Variable fees from health insurance and long-term care insurance (fees according to service volume such as number of visits and individuals served) ⇒ Billing must be based on the condition and service volume of the residents, requiring careful attention to avoid overcharging.
Staffing criteria	<ul style="list-style-type: none"> With Legal criteria ⇒ Corporate efforts such as improving operational efficiency within the scope of criteria 	<ul style="list-style-type: none"> Without legal criteria ⇒ Staffing based on management decisions according to service volume
Usage fees (including food expenses) (Borne by the residents)	<ul style="list-style-type: none"> Determined by the operator (prepaid fees plan is also available.) The ratio of usage fees to public insurance fee is approximately 60% to 40% (for our standard facility). ⇒ Ranging from ¥200,000 to ¥2,000,000 per month (in our case) ⇒ The impact of system revisions is low (revisions to the long-term care insurance system occur once every 3 years). 	<ul style="list-style-type: none"> Determined by the operator (there is no prepaid fees plan.) The ratio of usage fees to public insurance fee is approximately 10% to 90%* (according to external sources). ⇒ Mainly ranging in ¥100,000 or so per month, with some being below ¥100,000 per month (according to our research) ⇒ The impact of system revisions is high (revisions to the health insurance system occur once every 2 years).
Occupancy period of residents	<ul style="list-style-type: none"> Approximately 5 years on average (in our case) ⇒ Stable occupancy rates 	<ul style="list-style-type: none"> In many cases, approximately 2-3 months on average (according to our research) ⇒ The resident's turnover are high, so stability of occupancy rates is challenges.
Buildings and Rooms	<ul style="list-style-type: none"> Design and luxury as a residence (in our case) ⇒ Meeting the needs of the middle to affluent class 	<ul style="list-style-type: none"> Image of a private room in the palliative care ward of a hospital (according to our research) ⇒ Designed for relatively short stays (simplification of shared spaces, etc.)

*At our subsidiary Good Partners' hospice-type facilities, we are planning that the ratio of usage fees to insurance income will be approximately 1.5:8.5 or below..

Characteristics of the Long-Term Care Business (2)

- **Expanding the opening of facilities with high added value in urban areas of the Tokyo metropolitan area and Kinki region**
(forming a dominant presence in the urban areas of the Tokyo metropolitan area and Kinki region)

Advantage 1:

High customer needs (see [page 72](#))

By locating in desirable residential areas in urban areas where the aging population continues to grow, Charm Care is targeting **promising markets with high needs and many affluent and semi-affluent residents.**

Advantage 2:

Not losing customers

If the desired facility is full, temporary occupancy is possible in a nearby facility.

Advantage 3:

Staff can be easily transferred from one facility to another or support other staff members

Allows **efficient utilization of human resources.**

Advantage 4:

Advantageous in securing staff

Many facilities are near stations and convenient for commuting, making it **easier to secure personnel.**

Advantage 5:

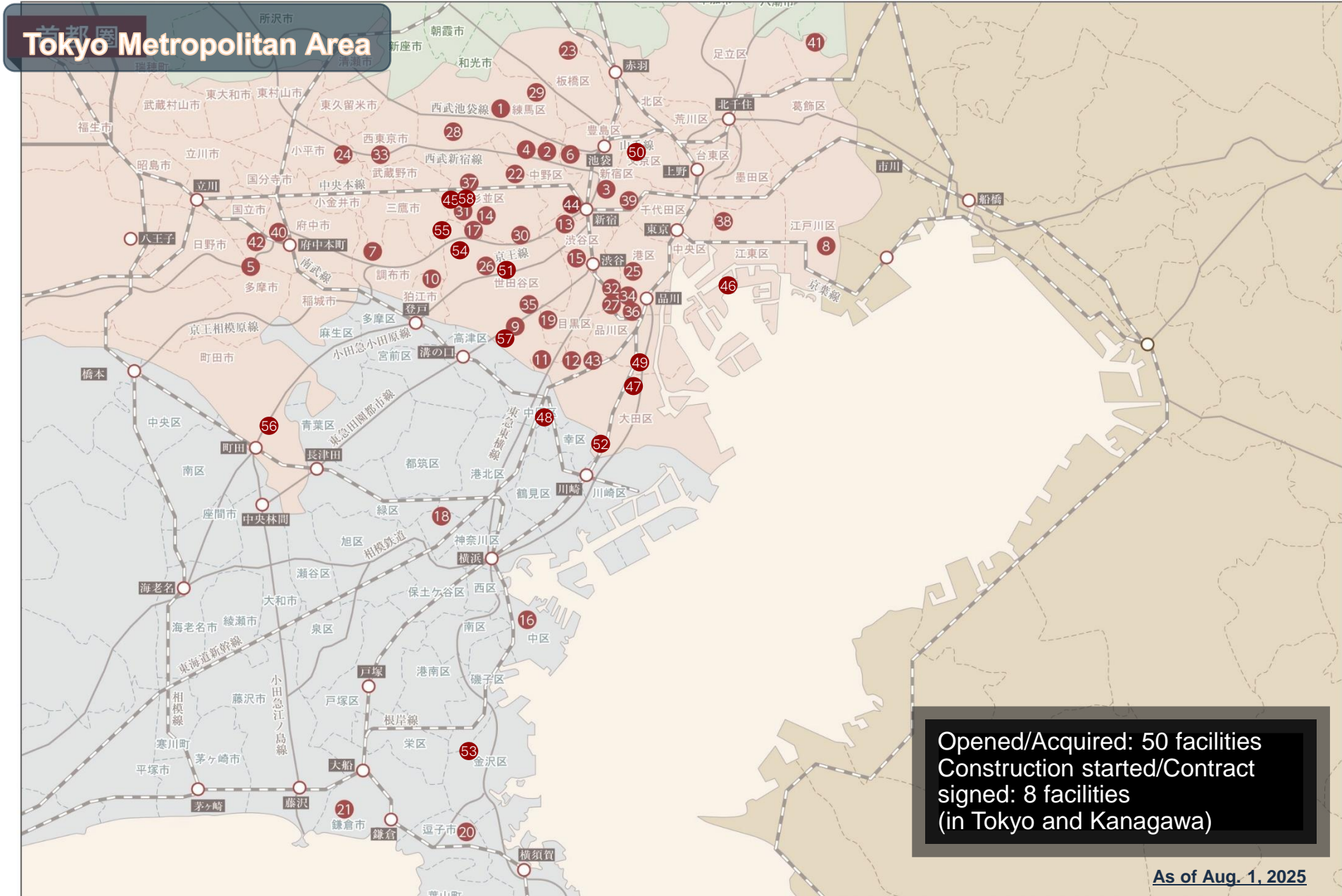
Management efficiency

The concentration of facilities **enables efficient operation and management** in terms of education, training, risk management, etc.

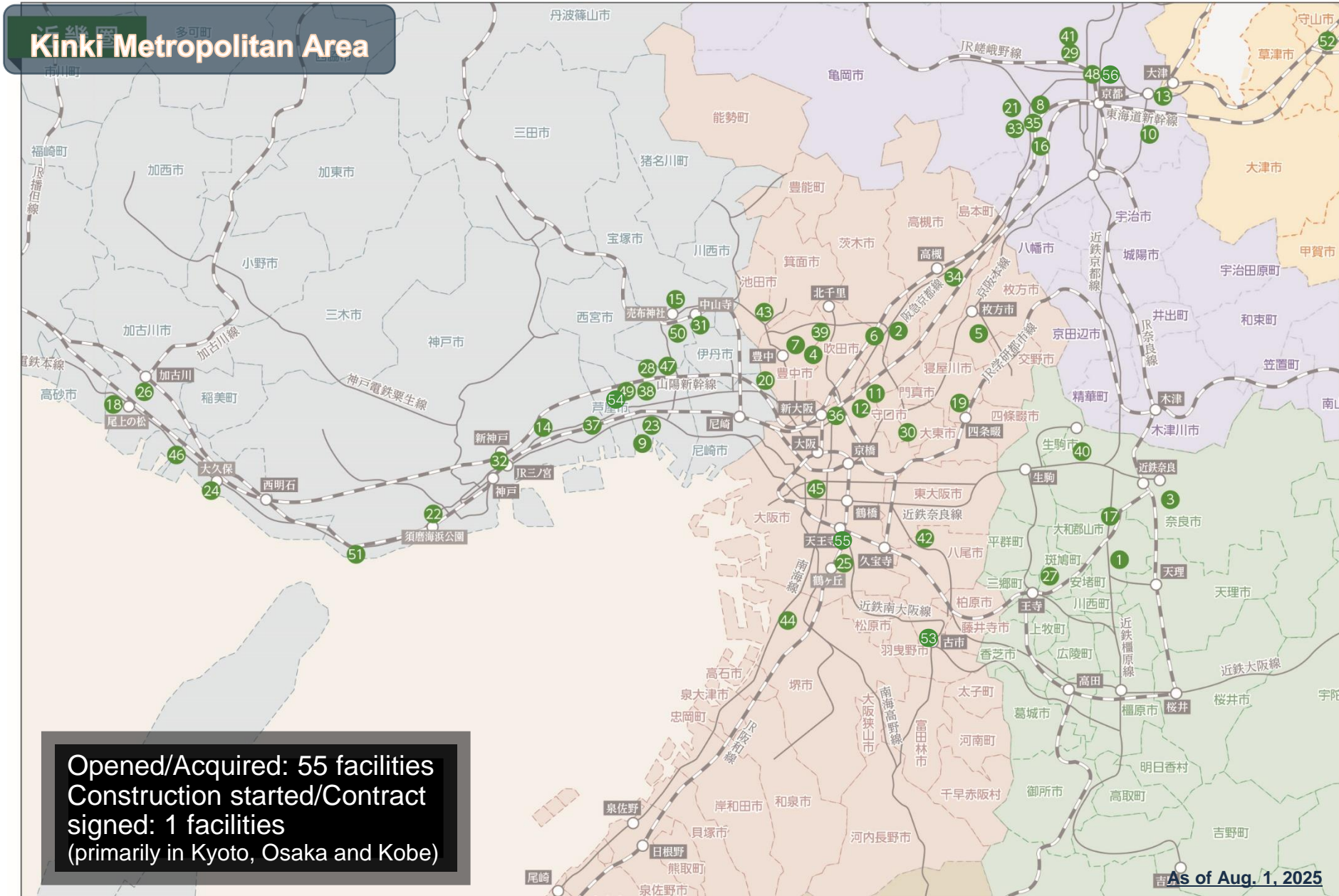


Charm Suite Hatanodai (Owner: Tokyo Metro Urban Development)
Approx. 8-minute walk from Tokyu Ikegami Line's "Nagahara" Station.

Characteristics of the Long-Term Care Business (2)



Characteristics of the Long-Term Care Business (2)



Characteristics of the Long-Term Care Business (3)

- To facilitate new openings in favorable locations, we are securing a diverse range of project introduction channels and further expanding these channels.

■ Examples of owners or landlords (in Japanese alphabetical order by sector)

Housing: 	Sekisui House Group, Daiwa House Industry, etc.
Railways: 	Keio Corporation, Sanyo Electric Railway, Tokyo Metro Group, West Japan Railway Company (JR West) Group, Hankyu Corporation, etc.
Real estate: 	NTT Urban Development, Hulic, Mitsubishi Estate Residence, etc.
Leasing, etc.: 	JA Mitsui Leasing Tatemono, Daiwa Securities Living Investment, Nomura Real Estate Private REIT, Sumitomo Mitsui Finance and Leasing, etc.
Other:	JA Hyogominami Group, Shikoku Electric Power Group, Funenkousha, The Sumitomo Warehouse, The Chunichi Shimbun, Toda Corporation, Nihonsakari, etc.
Land lenders: 	Catholic Archdiocese of Osaka, Jobon Rendai Temple, Urban Renaissance Agency (UR), Ryuhonji Temple (head temple of the Nichiren sect), Rokkaku-Buddhist Association (Kyoto) etc.

Numbers of Facilities and Rooms operated

By Prefecture

Number of facilities	FY2023/6			FY2024/6			FY2025/6			FY2026/6 (forecast)		
	New/Acquire	Year-end	Number of rooms	New/Acquire	Year-end	Number of rooms	New/Acquire	Year-end	Number of rooms	New/Acquire	Year-end	Number of rooms
Tokyo	8	35	2,095	3	38	2,304	7	45	2,749	7	52	3,146
Kanagawa		4	219		4	219	1	5	299	1	6	379
Kyoto		9	628	1	10	705		10	705	1	11	765
Hyogo		14	974	2	16	1,124	4	20	1,444		20	1,444
Nara		5	329		5	329		5	329		5	329
Osaka		17	1,428	1	18	1,478	1	19	1,549		19	1,549
Shiga							1	1	80		1	80
Total	8	84	5,673	7	91	6,159	14	105	7,155	9	114	7,692

By Brand

Number of facilities	Average Monthly Usage Fee (No Prepaid Fee Plan)	FY2023/6			FY2024/6			FY2025/6			FY2026/6 (forecast)		
		New/Acquire	Year-end	Number of rooms	New/Acquire	Year-end	Number of rooms	New/Acquire	Year-end	Number of rooms	New/Acquire	Year-end	Number of rooms
Premier Grand	Tokyo Metropolitan Over ¥1M	2	5	169		5	169		5	169		5	169
	Kinki Metropolitan —												
Premier	Tokyo Metropolitan ¥500K or more	1	10	493		10	493		10	493		10	493
	Kinki Metropolitan ¥500K or more		1	62	1	2	139		2	139	1	3	199
Suite	Tokyo Metropolitan ¥300K~¥500K	3	16	1,082		16	1,082	5	21	1,435	5	26	1,746
	Kinki Metropolitan ¥250K~¥350K		15	1,084	1	16	1,165	5	21	1,556		21	1,556
Charm	Tokyo Metropolitan ¥200K~¥300K	2	8	570	3	11	779	2	13	909	2	15	1,024
	Kinki Metropolitan ¥200K~¥250K		23	1,602	1	24	1,671	1	25	1,751		25	1,751
Other	Tokyo Metropolitan —							1	1	42	1	2	93
	Kinki Metropolitan ¥200K~¥350K		6	611	1	7	661		7	661		7	661
Total		8	84	5,673	7	91	6,159	14	105	7,155	9	114	7,692

Note: Along with the monthly usage fee, long-term care fees based on the resident's level of care (average monthly amount of ¥200,000 to ¥210,000 per person) are also included in the revenue.

Note: It also includes facilities and hospice facilities operated by consolidation subsidiaries.

Rapidly Expanding the Number of Operated Facilities through M&A

(1) Subsidiary LIKE acquired LIKE Habikino through business transfer from Good Time Co., Ltd.

Acquisition date: June 1, 2024

Number of facilities (rooms): One fee-based home for the elderly with long-term care (50 rooms)

Location: Kinki metropolitan area (Habikino City, Osaka Prefecture)



(2) Charm Care Corporation acquired five facilities through business transfer from Care Twentyone Corporation

Acquisition date : September 1, 2024 & November 1, 2024

Number of facilities (rooms): Four fee-based homes for the elderly with long-term care,
one residential fee-based home for the elderly (368 rooms in total)

Location: Tokyo metropolitan area and Kinki metropolitan area



(3) Acquired two facilities and others through share acquisition from NRE Service Co., Ltd.

Acquisition date: October 1, 2024

Number of facilities (rooms): Two fee-based homes for the elderly with long-term care (130 rooms in total)
(also includes an in-home long-term care support office and a multifunctional long-term care/nursing in a small group home support office)

Location: Tokyo metropolitan area



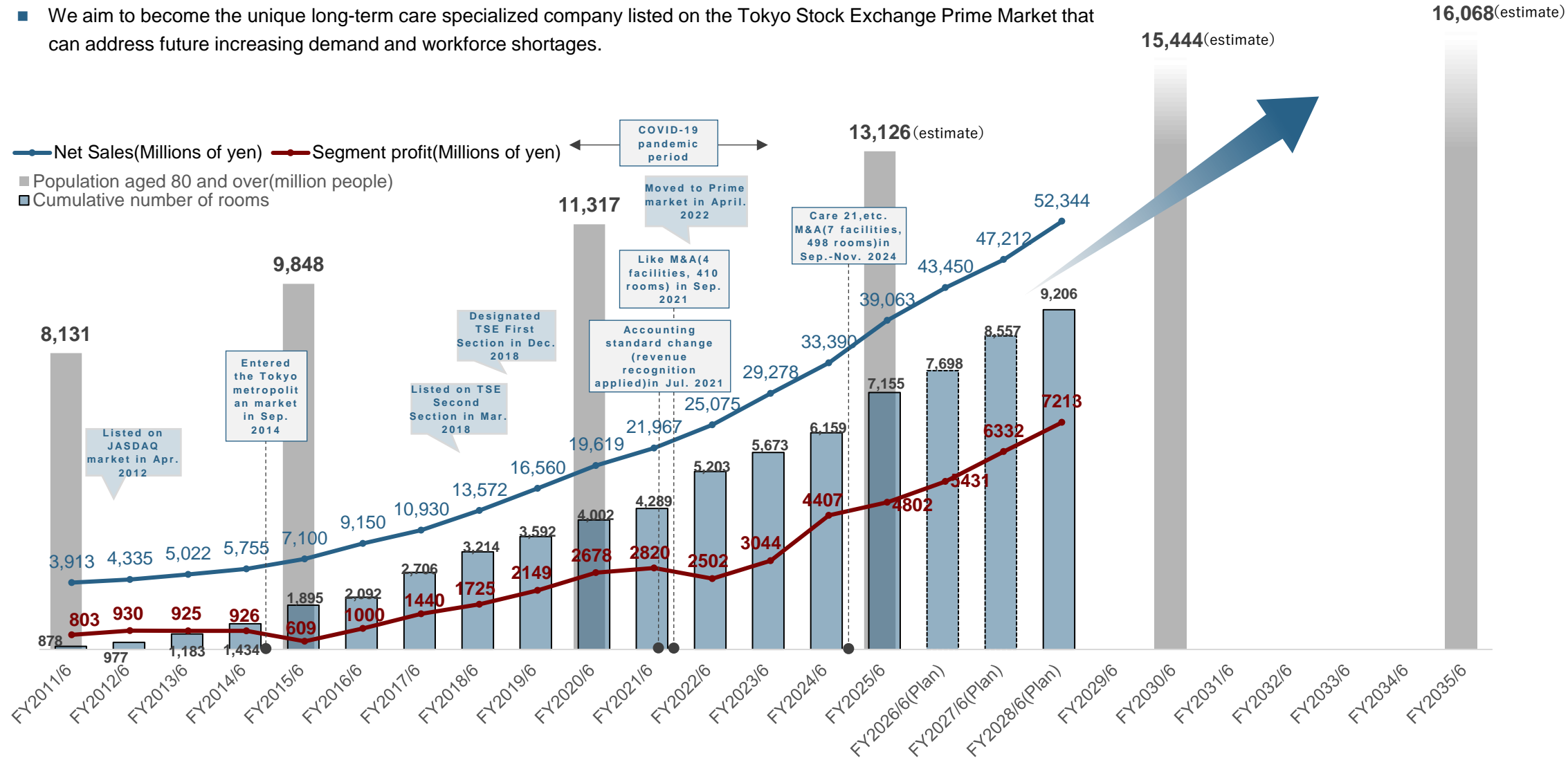
**We will promote early improvement of occupancy rates
and operational efficiency by applying the Group's expertise.**

In addition, we are considering and examining several other M&A projects and **turnkey properties(*)**, focusing primarily on fee-based homes for the elderly with long-term care.⇒**Three turnkey properties have already been opened or are currently being prepared for opening.**

(*) Turnkey properties have the advantage of requiring less time to open and often having lower rental costs compared to the current market rates.

Trends and Future Prospects of the Standalone Long-Term Care Business

- We have experienced steady growth alongside increasing demand.
- With growth, we have gained a competitive advantage in all aspects—property development capabilities, resident acquisition strategies, facility operations, and talent recruitment.
- We aim to become the unique long-term care specialized company listed on the Tokyo Stock Exchange Prime Market that can address future increasing demand and workforce shortages.



Source: Future projections are based on the National Institute of Population and Social Security Research's "Population Projections for Japan" (April 2023 estimate). Mid-level births (deaths) estimates are based on the "Population Census" conducted by the Statistics Bureau of the Ministry of Internal Affairs and Communications (population adjusted proportionally for persons whose nationality or age are unknown).

New business as a peripheral business to the long-term care business. (in Preparation)

B2B Business

In the process of commercializing a business offering an *abuse prevention system* service for long-term care providers using AI technology

- We plan to prevent incidents between facility staff and residents, which is becoming a social issue. Dealing with residents can at times place excessive stress and mental strain on the staff. This accumulated stress can lead to inappropriate remarks or inappropriate care by the staff and, in the worst-case scenario, abuse. To address this, Charm Care is in the process of commercializing an *abuse prevention system*, a mainly B2B service for long-term care providers that monitors speech content of staff and residents in long-term care facilities to understand their mental state, detect inappropriate care, and build AI-based follow-up and predictive mechanisms.
- Product development has been completed to the stage where demonstration testing is possible, and the first phase of demonstration testing has been completed at Charm Care's facilities.
- We are currently conducting the second phase of demonstration testing as secondary development for the final product at Charm Care's facilities.

B2C Business

Regarding commercialization of conversation services for the elderly and others

- We are currently developing a prototype for a B2C business for conversation services using AI technology with new partners.

Index

- 01 | FY2025/6 Results & FY2026/6 Forecasts
- 02 | Medium-Term Management Plan
- 03 | About us
- 04 | Current Topics**

Reference Document (1): Company Business Domains and Profit Structure, etc.

Reference Document (2): Environment Surrounding the Long-Term Care Industry

Partnership with DB Insurance Co., Ltd., the largest non-life insurance company in South Korea

Overview

- A basic agreement was signed between our company and DB Insurance Co., Ltd. to cooperate in the Long-Term Care Business in South Korea.
- This marks our company's first partnership with an overseas company.

Future Outlook

- We are currently in discussions on the details and terms of cooperation regarding the provision of our expertise in the development and operation of paid nursing homes, as well as in the training of caregiving personnel that we have cultivated over the years.
- By strengthening exchanges, including among executive management, we aim to solidify the partnership between both companies and will also consider future expansion into third countries with high caregiving needs.



Signing ceremony held at Osaka Head Office of Charm Care on October 17, 2024

(From left) Jeong Jong-pyo, President & CEO of DB Insurance Co., Ltd.,
 Jeong Nam Kim, Vice Chairman of DB Group
 Takahiko Shimomura, Chairman and CEO of Charm Care
 Shiro Kokaji, President & COO of Charm Care

Promotion of Long-Term Care DX

We advance digital transformation (DX) at our facilities to improve services for residents as well as to streamline operations and reduce the burden on staff

- We established a Long-Term Care DX Promotion Department to forge ahead with DX on the front line of long-term care.
- We are strengthening the Long-Term Care DX Promotion Department and further promoting DX in long-term care.
- We have been continuously selected to participate in the demonstration project by the Ministry of Health, Labour and Welfare's subcommittee on long-term care benefit expenditures since fiscal year 2022.

Monitoring support equipment (sleep analysis system)

- Image of monitoring -



- Monitoring screen -

本棟 1F	101	102-1	103-1	102-2	105-1	102-2	106-1	105-2	10
25℃ 63%	26℃ 58%	26℃ 69%	25℃ 58%	30℃ 65%	27℃ 65%	26℃ 62%	30℃ 65%	27℃ 65%	2
寝ています	寝ています	寝ています	寝ています	見守り停止中	寝ています	トイレにいます	見守り停止中	見守り停止中	6
107-2	108-1	108-2	110						
27℃ 58%	25℃ 72%	27℃ 63%	26℃ 70%						
センサに反応なし	センサに反応なし	体動あり	センサに反応なし						
本棟 2F	201	202	203	205	206	207	208	210	2
29℃ 66%	28℃ 62%	25℃ 62%	25℃ 57%	29℃ 77%	29℃ 63%	25℃ 64%	28℃ 62%	27℃ 62%	2
体動あり	寝ています	寝ています	センサに反応なし	センサに反応なし	センサに反応なし	寝ています	寝ています	トイレにいます	5
211	215	216	217	218	220	221	222	223	2
30℃ 60%	31℃ 64%	27℃ 63%	27℃ 68%	27℃ 70%	27℃ 67%	26℃ 62%	28℃ 69%	27℃ 67%	2
寝ています	センサに反応なし	センサに反応なし	センサに反応なし	体動あり	センサに反応なし	寝ています	寝ています	センサに反応なし	5
226	227	228	230	231	232	233	235	236	2
26℃ 60%	30℃ 56%	26℃ 58%	26℃ 64%	32℃ 47%	28℃ 70%	27℃ 60%	29℃ 72%	27℃ 63%	2
センサに反応なし	センサに反応なし	寝ています	寝ています	寝ています	センサに反応なし	寝ています	寝ています	センサに反応なし	6
238	240	241	242	243	244	245	246	247	2
27℃ 62%	26℃ 61%	29℃ 54%	26℃ 63%	27℃ 57%	26℃ 63%	27℃ 64%	27℃ 73%	27℃ 63%	2
トイレにいます	体動あり	センサに反応なし	寝ています	寝ています	センサに反応なし	寝ています	寝ています	センサに反応なし	

As shown in the image above, the PC screen displays an overview where sleep (blue), body movement (yellow), toilet use (red), long absence from bed (green), and no response (gray) can be monitored.

Promotion of Long-Term Care DX

Intercommunication systems (app-based)

- **Dramatically improves the efficiency of communication**, including instructions between staff and relaying of other information
- **Already implemented in all 104 facilities**(As of August 1, 2025)
(Introduced on the website of the manufacturer Science Arts, Inc.)
<https://www.buddycom.net/ja/example/example-article39.html> (Japanese)



Additional Long-Term Care Fees (Productivity Improvement Promotion System Addition)

A new additional long-term care fee system has been established (from April 2024), allowing **100 units per month** per resident by implementing a set of three items: monitoring support equipment, intercommunication systems, and care record systems, as well as meeting various conditions, such as implementing operational improvements based on productivity improvement guidelines and holding committee meetings.

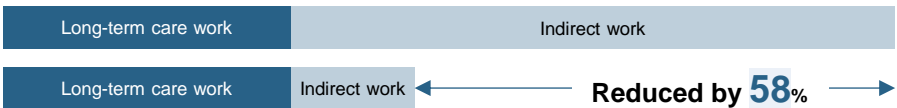
⇒ **We will obtain this addition fee from eligible facilities starting this fiscal year**

Food serving robots

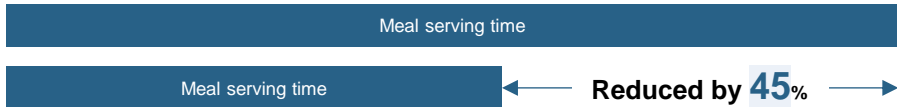
- Introducing food serving robots that use AI to select optimal routes and handle serving and clearing of meals to improve efficiency and save labor in meal provision, while also increasing resident satisfaction by shortening waiting times
- Already implemented in 21 facilities (24 units)
(As of August 1, 2025)



- Shortens work
Reduces staff labor time for serving meals by 58%



- Shortens meal serving time
Reduces meal serving time by 45%



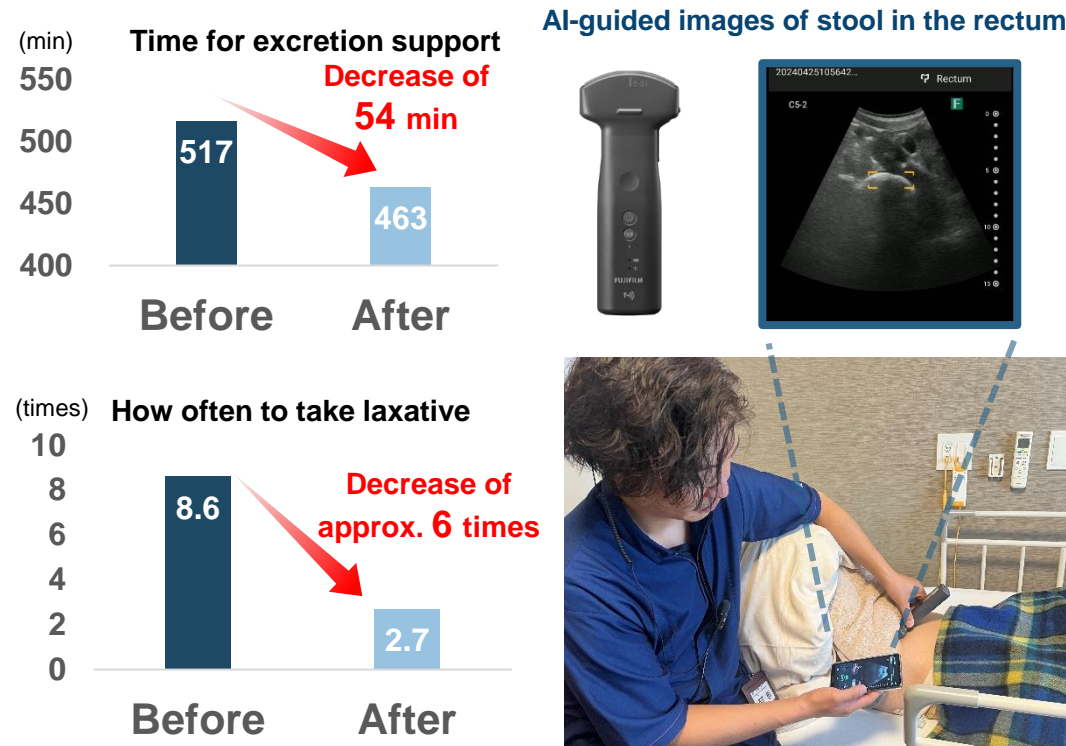
- Shortens waiting time
Reduces waiting time from seating to meal serving by 50%



Promotion of Long-Term Care DX

Advanced excretion support using portable ultrasound scanners

- The AI-guided portable ultrasound scanners "iViz air" has been **introduced to all our facilities. Industry's first Simultaneous Introduction to homes for the elderly!**
- Visualization of the bladder and rectum reduces stool and urinary incontinence and decreases time spent on excretion support.
⇒ Improves residents' quality of life and reduces staff burden.
- After conducting simultaneous technical training across all facilities, several "advanced trainers" have been assigned and follow-ups are currently being conducted



Cleaning robot

- Using commercial cleaning robots mainly for cleaning the floors in common areas.

In the facility with the initial introduction, it was estimated that 90 hours per month could be saved and costs equivalent to 103 thousand yen per month could be reduced (a 67% reduction).

This resulted in effectively reducing the employees' burden for cleaning the facility. The time created can also be allocated to other Long-Term Care services, and it is expected to help curb the hiring of staff solely for cleaning tasks.

- Already implemented in 8 facilities (as of August 1, 2025)

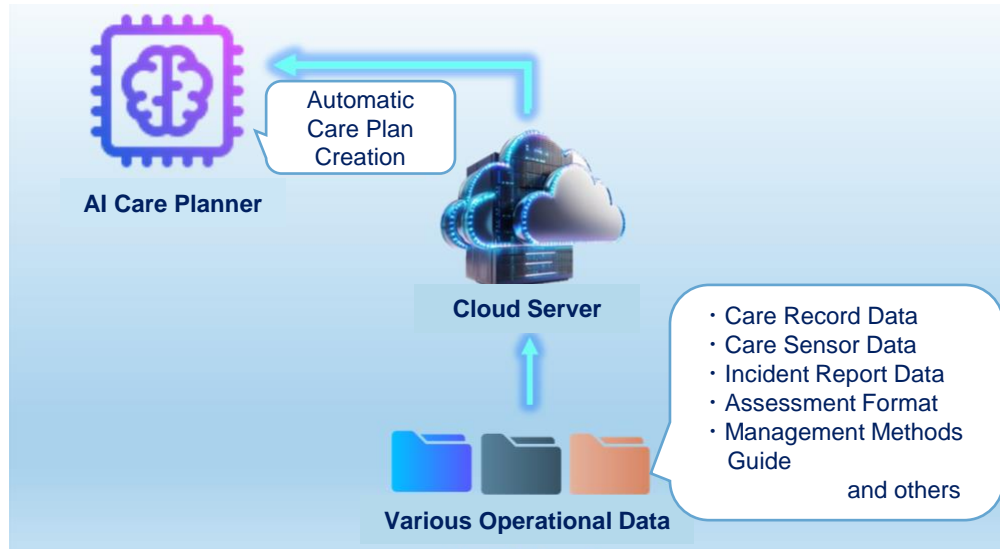


Promotion of Long-Term Care DX

Automated creation of care plans using generative AI

- Developed the generative AI system "AI Care Planner," **specialized in creating care plans for fee-based homes for the elderly**, in collaboration with NTT DX Partners. (Most existing systems are designed for home-based care.)
- By automating the majority of care plan creation, it is expected that care managers can **reduce the time spent on this task by approximately 35 hours per month**.
- Scheduled to be deployed in the field at fee-based homes for the elderly with long-term care operated by our company in spring 2026.

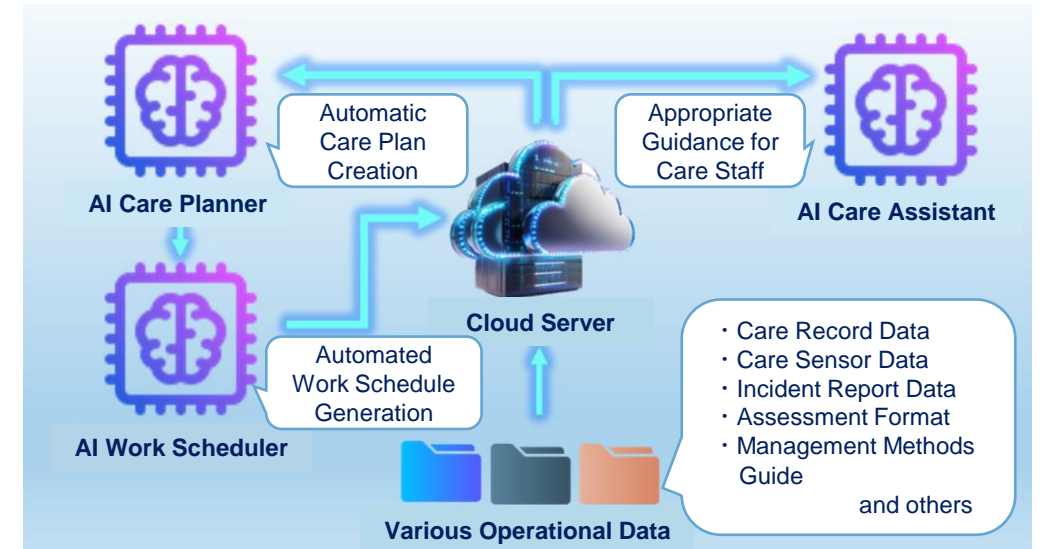
【Data Linkage Image】



Future Developments

- In addition to aiming for more detailed care plan creation through "AI Care Planner," we plan to expand the system to include the tentative "AI Care Assistant," which supports early onboarding and skill standardization of care staff, and the tentative "AI Work Scheduler," which automates staff work schedules to further reduce on-site workload. Through accelerating digital transformation (DX) for staff working in the Long-Term Care business, **we aim to improve productivity in the industry and address the issue of labor shortages**.

【System Expansion Concept】



Staffing Optimization, Productivity Improvements

Introduced Associate Leaders to optimize staffing and improve productivity

- Introduced the role of Associate Leader for high-performing individuals, and reviewed work content and allocation centered on Associate Leaders as the core, while keeping service quality as the prerequisite, in order to achieve overall optimization and improve the benefits for staff by shifting to a small number of elite employees.

⇒ **The effects began to appear from the middle of the fiscal year ending June 2024, and are expected to contribute fully from the fiscal year ending June 2025 onward. Productivity continues to improve.**

–(Ref.)Results per employee (value-added labor productivity)–

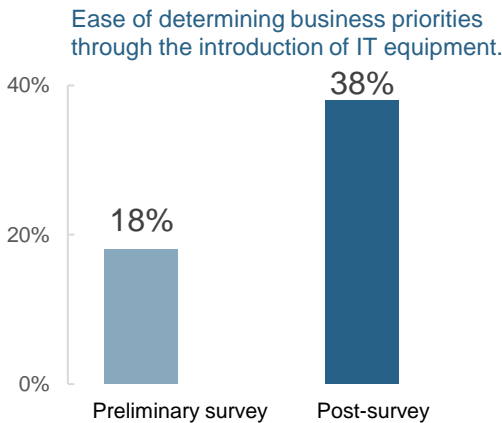
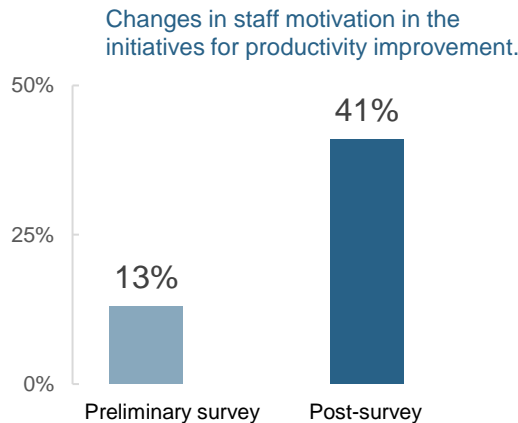
Previous FY: 611,000 yen/month average

Current FY: 648,000 yen/month average (+37,000 yen)

Note: Estimated on a gross profit basis for our standalone nursing care business (gross profit excluding labor costs / number of staff)

- For the first time in Japan** (according to our research), (*)a staffing ratio of **3:0.9** (0.9 full-time equivalent caregiving and nursing staff for every 3 residents) has been approved at our 'Charm Nishinomiya Yōgaicho.' **In FYE June 2026, verification started with 10 facilities and is currently in progress.** (*) Starting from April 2024, the previous staffing limit of 3:1 has been relaxed to 3:0.9. However, several conditions must be met, including holding committees to discuss productivity improvements, ensuring the quality of care services, utilizing multiple technologies such as monitoring devices, and demonstrating achievements in reducing staff burdens. Therefore, it is not simply a matter of automatic approval.

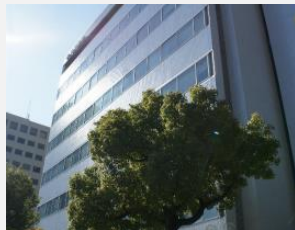
Discussions and deliberations in the Productivity Improvement Committee.



Shifting the Education and Training System to a Field-Oriented Approach

- As part of our medium-term management plan, which emphasizes a “return to our roots” and “focus on the Long-Term Care business,” we are strengthening our education and training system to improve the quality of care services.
- We will fundamentally reform our current education and training system, which has primarily combined group training and online programs, and shift to a field-oriented approach centered on on-the-job training (OJT). This will ensure that care staff improve their skills and service quality through hands-on experience in actual care settings.
- To reinforce on-site education, we will increase the number of training department staff who conduct education and training directly at each facility, ensuring thorough implementation of practical training.
- As the new system will focus on on-site OJT, external career centers in Sannomiya and Ochanomizu will be discontinued as of August 2025.
- To support the opening of new facilities, we will enhance the management and sales capabilities of facility managers by providing mindset training from top management, with a focus on business perspectives.

Discontinued



Charm Care Career Center
Sannomiya



Charm Care Career Center
Senrioka



Charm Care Career Center
Fukasawa

Discontinued



Charm Care Career Center
Ochanomizu

Working toward Sustainability

Basic Policy on Sustainability

Guided by its corporate philosophy, Charm Care Corporation defines its mission as contributing to the creation of a prosperous and rewarding aging society through its business. To fulfill the mission, we must properly address social, environmental, and other sustainability issues as our key management challenges. We are committed to helping create a sustainable society and enhancing corporate value over the medium to long term in collaboration with stakeholders.

Material Issues and Goals Addressed through Our Business

Key challenges (materialities) and KPIs have been updated.

For details, please refer to our website:

<https://www.charmcc.jp/corp/company/sdgs/> (Japanese)

	Key challenges (materialities)	Examples of major initiatives
Creation of “appealing value” contributing positively to an aging society	Establishing a position as a leading long-term care provider in Japan Growth into a complex business model centered on the Long-Term Care business Improving the quality of long-term care services	Care system that values “awareness” and high-quality service as long-term care professionals Unique real estate business leveraging know-how in opening fee-based homes for the elderly Promotion of long-term care DX, optimization of staffing, improvement of productivity
Developing a talent pool to create “appealing value”	Securing and developing human resources D&I (Diversity & Inclusion) Creating a better working environment	Offering a program that helps employees acquire qualifications and strengthening and enhancing our education and training system D&I policy and D&I action declaration, increasing the percentage of women in management positions Providing mental health support, introduction of an optional four-day workweek
Co-creation of value through community connections	Coexistence and co-prosperity with local communities Giving back to and supporting local communities	Support activities for disaster-affected areas Collaboration with a certified NPO addressing child poverty issues, support for young carers
Strengthening corporate governance for fairness and trust	Risk management	Establishment of the Risk and Compliance Committee
	Ensuring thorough compliance	Establishment of the Compliance Awareness Month
	Strengthening business continuity plans (BCPs)	Strengthening preparedness for natural disasters and infectious diseases, conclusion of disaster response agreements with municipalities
	Strengthening corporate foundation as a TSE Prime Market company	Ensuring disclosure of and compliance through corporate governance reports
Consideration and action for the global environment	Waste reduction Reduction of CO ₂ emissions	Recycling end-of-life uniforms Reducing CO ₂ emissions through solar power generation

Examples of Specific Activities



Support young carers

- We regularly hold meetings of the “Young Carer Gathering” with the Fusen-no-kai, a non-profit organization (Director: Professor Yoshie Hamashima).

Charm Care supports this initiative by providing venues, goods, and operational assistance. Going forward, we will continue to promote unique support tailored to the needs of young carers from the perspective of a long-term care provider.



- We regularly hold 'Children's Café' events at our Amagasaki, Kobe, Osaka, Yokohama, and Shinagawa facilities, where elementary and junior high school students can interact with residents and gain work experience in cooking, serving customers, and other roles.

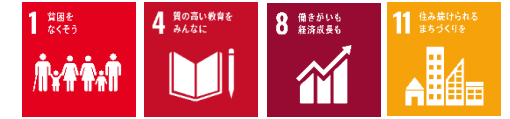
'Children's Café' is an activity at our fee-based elderly homes where elementary and junior high school students take the lead, not only in cooking but also in serving customers, in a 'café run by children.'

It provides a place where children from various backgrounds and their guardians can gather, have fun, and spend time together in a safe environment, creating a third space apart from home and school. It not only serves as an opportunity for children to gain work experience but also fosters intergenerational interactions with the residents of the fee-based elderly homes.



The Children's Café was held at Charm Premier GotenyamaⅢ.

Examples of Specific Activities



Initiatives with a certified non-profit organization addressing child poverty issues

- We signed a comprehensive agreement on a collaborative project with Kidsdoor, a certified non-profit organization that works to address child poverty (Chuo-ku, Tokyo / Chairperson: Yumiko Watanabe). We aim to contribute to tackling child poverty, revitalizing a society with a declining birthrate and aging population, and improving education and welfare across generations.
- Based on this agreement, the certified non-profit organization Kidsdoor utilized the grant program "Children's Third Place" conducted by The Nippon Foundation, public interest incorporated foundation, to establish "Kids Port Tarumi," a place for elementary school students (providing learning support and meals) within Charm Suite Kobe Tarumi, which is operated by our company.
Reference: "Kids Port Tarumi" <https://kidsdoor.net/activity/study/kp-tarumi.html>
- At 'Charm Suite Nishi-Shinjuku,' which will open in April 2025, we will also establish a learning support facility offering 'place-based learning support,' creating an environment where residents and children can interact.
- Going forward, our company will continue to create spaces for intergenerational while continuing activities that value 'connections'.



Scenes of interaction between residents and children.

Examples of Specific Activities



Support young carers

- **Concluded a partnership agreement with Kobe City, Hyogo Prefecture, regarding support for carers who are children and young people (young carers)**

Charm Care started supporting young carers in 2021 and was one of the first private companies to undertake such initiatives unique to a long-term care provider. Kobe City was the first local government in Japan to establish a Young Carers Consultation and Support Office, leading the way ahead of other municipalities in addressing young carer issues.

Based on this experience, Charm Care and Kobe City concluded a partnership agreement in March 2024 to advance support for young carers and have started full-scale efforts (this was also reported in the Mainichi Shimbun and Kobe Shimbun newspapers).



01

Respite support (free rooms and meals)

We provide rooms in facilities that we operate to carers and persons requiring long-term care who want to leave home temporarily, want to spend some time at home without care-giving responsibilities, or have other needs.

02

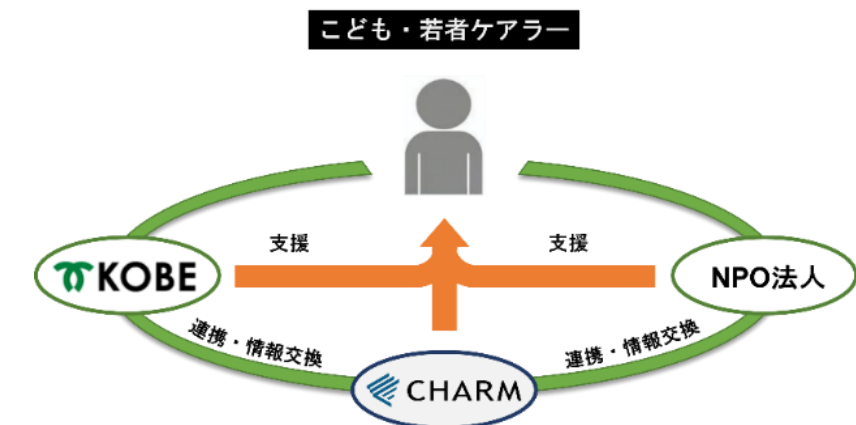
Transitional employment and job training support (flexible part-time work)

We provide employment opportunities and job training opportunities for general employment in the future to current and past carers who have difficulty getting employment due to family care-giving responsibilities.

03

Student loan support (student loan repayment)

We reduce the economic and psychological burden of students in households with financial difficulties due to family care-giving and provide an environment where students can focus on work for self-growth during the career-building stage of their twenties.



具体的活動紹介



Support young carers

■ Concluded a partnership agreement with Kyoto City, Kyoto Prefecture, regarding support for carers who are children and young people (young carers)

Kyoto City enacted the “Ordinance for the Promotion of Support for Carers” in November 2024, and has been actively working to enhance support for carers.

In June 2025, our company concluded a partnership agreement with Kyoto City to advance support for young carers and others, and launched a pilot project.

As with the Kobe City initiative, the support includes respite care (“taking a break”), transitional employment (“job training”), and scholarship assistance.



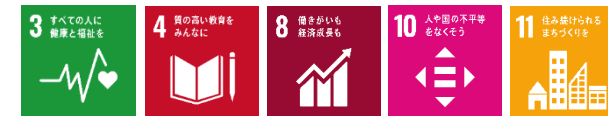
■ Concluded a partnership agreement with Shinagawa City, Tokyo Prefecture, regarding support for carers who are children and young people (young carers)

Our company concluded a partnership agreement with Shinagawa City to advance support for young carers and others, and launched a pilot project.

In addition to the support provided in Kobe City and Kyoto City—such as respite care (“taking a break”), transitional employment (“job training”), and scholarship assistance—we will also host “Kodomo ga Café” intergenerational exchange events for carers at fee-based homes for the elderly with long-term care.



Examples of Specific Activities



Support for Artists with Disabilities

■ Signing of a Collaboration Agreement with Kobe City, Hyogo Prefecture

In September 2024, our company and Kobe City in Hyogo Prefecture signed a collaboration agreement aimed at supporting artists with disabilities by providing venues and opportunities to showcase their work. This initiative seeks to realize an inclusive society through art.

■ Areas of Collaboration

- (1) Support and Development of Artists with Disabilities
 - Purchase of works with high artistic value
 - External promotion through publication on websites
- (2) Realizing an Inclusive Society through Art
 - Permanent exhibitions of disability art in the community
 - Workshops open to everyone, regardless of disability



This project will be implemented at the Charm Suite Kobe Tarumi, a fee-based nursing home with care services, currently under construction and scheduled to open in October 2024. Selected works recommended by a judge, Professor Tadashi Hattori of Konan University, will be purchased and permanently displayed, with prize money awarded, focusing on submissions from last year's "Kokorono Art Exhibition" (an art exhibition for artists with disabilities held at "Shiawase-no-Mura") and "HUG+ Exhibition" (Kobe Disability Arts Festa).

Furthermore, this initiative will continue beyond the initial project, with plans to implement it at the Charm Premier Konan Yamate (tentative name), a new fee-based nursing home with care services scheduled to open in 2027. Through this initiative, Charm Care Corporation and Kobe City will work together to support artists with disabilities, contributing to regional revitalization and aiming to realize an inclusive society through art.

Examples of Specific Activities



Art Gallery Home activities at our facilities were recognized by the This is MECENAT 2025 certification system, four years in a row following the recognition in 2024.



About our Art Gallery Home activities

AGH (Art Gallery Home) is a support program for young artists undertaken by Charm Care, which develops long-term care businesses. We launched this initiative in 2014, focusing on the efficacy of art in enriching the spirits and lives of the elderly. Since then, about 1,300 artworks of around 400 artists have been selected from submissions and displayed at our facilities.

This initiative contributes to the creation of achievements for the younger generation and leads to the creation of attractive spaces for our residents. In addition, we hold art programs for our residents by the participating artists, creating a place where both young artists and the elderly can learn and be stimulated by connecting with each other.

In these ways, we are committed to contributing to the creation of a sustainable society by utilizing our unique perspective as a long-term care company, facilitating interaction between the elderly and young artists, and leveraging synergies from it.



Art Gallery Home official website

1,273 works and 393 artists (as of August 1, 2025) exhibited are posted, and we actively provide support and disseminate information.

We will update the information from time to time.

<https://www.aghccc.com/>



Examples of Specific Activities



Charm Care's Art Gallery Home Initiative Receives Mecenat Awards 2023 Award for Excellence

Our Art Gallery Homes initiative, which connects young artists and the elderly through Charm Care Corporation's cultural support activities, **received the Mecenat Awards 2023 Award for Excellence: "Art Connects Charm Award."**

The award recognizes our efforts in creating venues where both young artists and the elderly can learn from each other and find stimulation through art, as well as tackling social issues from a unique perspective as a long-term care operator.

The Mecenat Awards, established in 1991 by the Association for Corporate Support of the Arts as the Mecenat Grand Prix (renamed Mecenat Awards in 2004), honor outstanding corporate activities that contribute to social creation through involvement in arts and culture.

Mecenat Awards 2023

https://www.mecenat.or.jp/ja/mecenat_awards/awards_archive/awards2023#excellence_award02 (Japanese)



Collaborating with Kyoto City University of Arts to Support Young Artists

To support young artists in embarking on their careers, we solicited artworks from students and graduates of Kyoto City University of Arts, which has produced numerous artists, to exhibit at Charm Premier Kyoto Karasuma Rokkaku, a fee-based home for the elderly with long-term care slated to open in March 2024. We also plan to lease a different three-dimensional art piece for the main entrance each year.

Through this initiative, Charm Care and Kyoto City University of Arts will collaborate to promote industry-academia activities that contribute to regional revitalization and realize an inclusive society through art.



When signing the industry-academia agreement, our Chairman and President Takahiko Shimomura (left) paid a courtesy visit to Kyoto City Mayor Daisaku Kadokawa (right) together with Kyoto City University of Arts Chairwoman Tamame Akamatsu (center) in August 2023.

Examples of Specific Activities

Held the 24th Art Gallery Home award ceremony

The 24th Art Gallery Home award ceremony was held in March 2025 at Charm Suite Nishi-Shinjuku (opening on April 1, 2025). The ceremony was attended by the awardees, chosen through a stringent selection process by the judges, and guests from sponsor companies (Noriaki Okabe Architecture Network, Mitsubishi Estate Residence Co., Ltd., MEC Design International Corp. and WAKACHIKU CONSTRUCTION CO.,LTD.), as well as a cooperating company (LEOC Co., Ltd.).

We will continue this initiative to support and nurture artists with disabilities and contribute to the realization of a sustainable society.



Mr. Masayuki Watanabe
Executive Officer, Head of Investment Asset Planning and Development Department, Mitsubishi Estate Residence Co., Ltd.

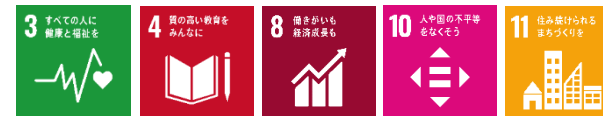
“Once again, congratulations to all the award recipients. We deeply appreciate your participation in this exhibition and the creation of such wonderful works of art. It is a great honor for us to sponsor this initiative in support of young artists.

We hope that the future residents will be surrounded by art and that it will provide them with much joy and enrich their lives.

All the works were truly excellent, and the selection process was a difficult one, but it was a very enjoyable experience. We are pleased that the visitors, staff, and residents of this space will be able to enjoy the art. We sincerely hope that the activities of the Art Gallery Home will continue to grow, and that opportunities for young artists will expand in the future.”

Art Gallery Home: <https://www.aghccc.com/>

Art Gallery Home official Instagram: https://www.instagram.com/charmcc_agh/



Grand Prix Award winner Kaede Hamada (right)
The Grand Prix work is titled 'All Sodium Lights Are Hidden' (left).



Awarded a certificate of commendation, a medal, and a list of prize money.

Examples of Specific Activities



■ Creating a better work environment and promoting women to management positions

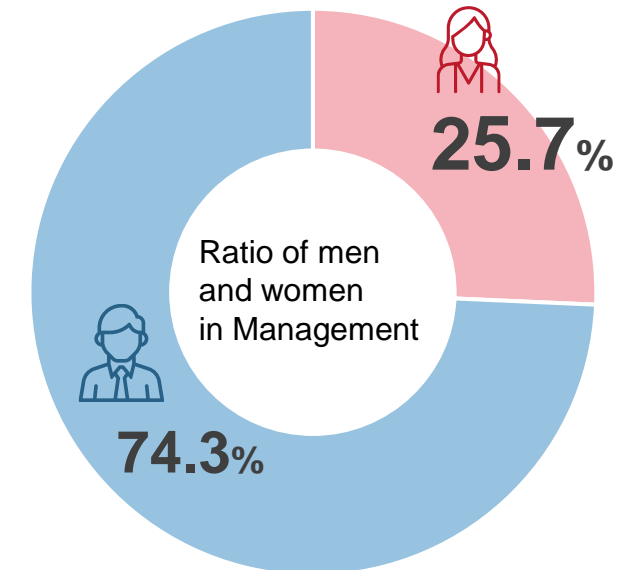
Charm Care is working to enhance utilization of various health and welfare programs to create a better working environment for its employees. We have received certification as a company supporting childcare that conforms with the general employer standards of Article 13 of the Act on Advancement of Measures to Support Raising Next-Generation Children, allowing employees with children to work with peace of mind.

We are also proactively promoting women to management positions and, as of December 31, 2024, over 25% of management positions were occupied by women.

We intend to increase this number to between 40% and 50% in the future.



■ Charm Care was certified as a Kurumin mark user in recognition of its support for raising of the next generation



Share Ownership (as of June 30, 2025)

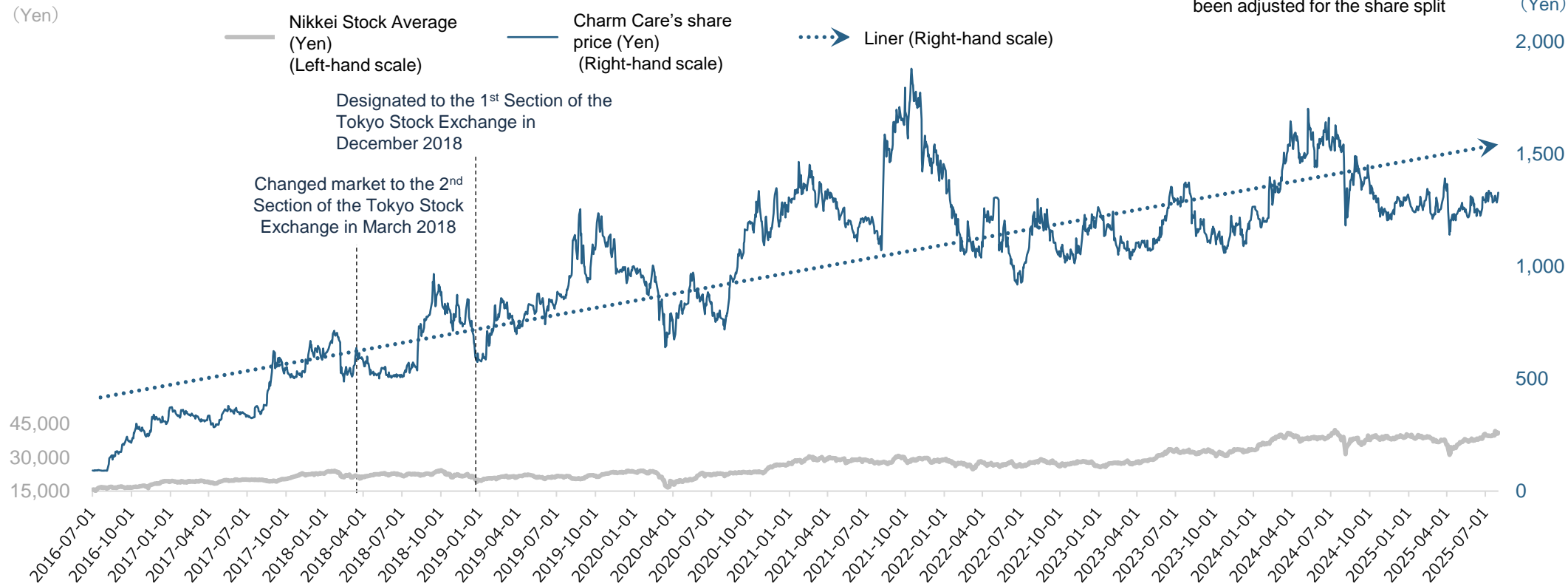
- Total number of issued shares: 32,712,000 shares (including 43,612 shares of treasury stock)
- Total number of shareholders: 7,311 (No. of shareholders with voting rights: 6,275)
- Foreign share ownership ratio: 11.6%
- Major shareholders (top ten)

	Shareholder	Shares held	Ratio held (%)
1	S.T.K. Corporation (wholly-owned subsidiary of Ship Healthcare Holdings, Inc.)	9,600,000	29.35%
2	Takahiko Shimomura (Chairman and President)	5,302,300	16.21%
3	Custody Bank of Japan, Ltd. (trust account)	3,534,400	10.80%
4	The Master Trust Bank of Japan, Ltd. (trust account)	2,262,300	6.91%
5	GOVERNMENT OF NORWAY	430,100	1.31%
6	TOKYU LAND CORPORATION	396,500	1.21%
7	JPMorgan Securities Japan Co., Ltd.	371,071	1.13%
8	STATE STREET BANK AND TRUST COMPANY 505044	350,300	1.07%
9	Charm Care Corporation Employee Shareholders' Association	336,200	1.03%
10	Keizo Marumoto	322,400	0.99%

Note: Ratio held includes treasury stock (43,612 shares)

Share Price Trends

July 1, 2016 – July 31, 2025
Charm Care Corporation share prices have been adjusted for the share split (Yen)



The initial price after listing on JASDAQ on April 27, 2012 was **¥1,000** (before split adjustment)

After a **16 for 1 share split** (four 2 for 1 splits):

Closing price on June 30, 2025: **¥1,296**

Reference:

Closing price on June 30, 2016: ¥1,464 (split adjusted share price: **¥91**)

Closing price on June 29, 2018: ¥1,038 (split adjusted share price: **¥519**)

Closing price on June 30, 2020: ¥1,686 (ditto: **¥843**)

Note: Charm Care Corporation carried out a 2 for 1 share split of its ordinary shares on January 1, 2017, June 1, 2017, April 1, 2018, and January 1, 2020.

Dividends

	Annual dividend	Payout ratio	Dividend on equity ratio
FY2022/6 (consolidated)	17.00円	18.8%	4.5%
FY2023/6 (consolidated)	22.00円	22.4%	4.7%
FY2024/6 (consolidated)	30.00円	22.9%	5.2%
FY2025/6 (consolidated)	34.00円	37.8%	5.4%
FY2026/6 forecast (consolidated)	37.00円	39.1%	5.3%

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- 02 | **Medium-Term Management Plan**
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Reference Document (1): **Company Business Domains and Profit Structure, etc.**

Reference Document (2): **Environment Surrounding the Long-Term Care Industry**

Mission, Corporate Philosophy and Codes of Conduct

[Mission]

Charm Care Corporation will contribute to the creation of a prosperous and fulfilling aging society.

[Corporate Philosophy]

Charm Care Corporation, focusing mainly on services to support the daily lives of the elderly, will respect the values of each and every customer to provide appealing lifestyles that suit each individual customer.

[Corporate Code of Conduct]

- Pledge to our Customers
We will continue to be a company that provides appealing long-term care services to our customers.
- Pledge to our Community
We will proactively disclose information, ensure legal compliance, and continue to be a company that is trusted by society.
- Pledge to Charm Staff
We will respect the ideas and ingenuity of our employees and continue to ensure a rewarding work environment that provides opportunities to take on new challenges.

[Employee Code of Conduct]

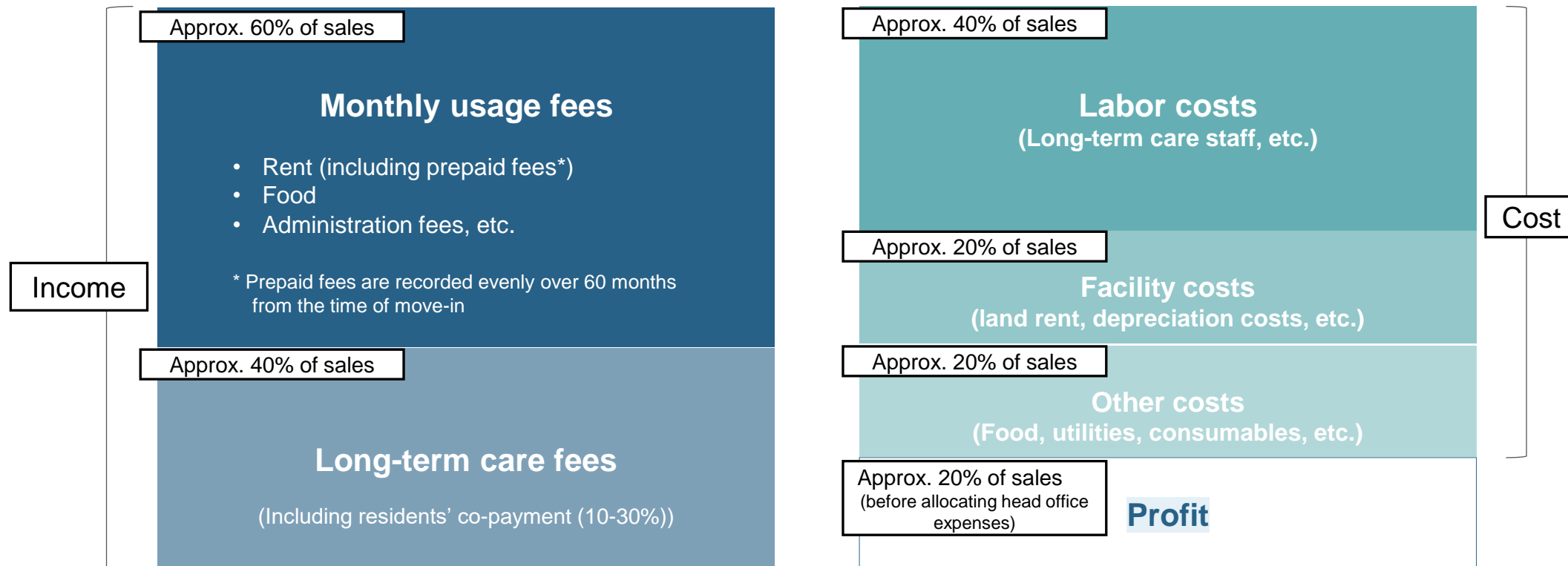
1. We will respect our customers' right to self-determination and will work to support their independence
2. We will interact daily with our customers in a cheerful manner and work to achieve nursing care that ensures the emotional wellbeing of our customers
3. We will work to improve our knowledge and skills as specialized workers
4. We will cultivate relationships of trust with everyone who shares our ideals, and work to create appealing care homes
5. We will abide by social ethics and corporate rules, and carry out our duties with integrity



The design of our new logo uses wings as a motif to represent our continuing commitment to constant reform and further evolution in the future.

Overview of Our Care Home Profit Structure

Note: The revenue structure depicted below represents a typical image of our standard facilities. In the case of high-end facilities, the proportion of monthly usage fees in the total revenue increases (Long-term care fees are fixed amounts based on the residents' required level of care).

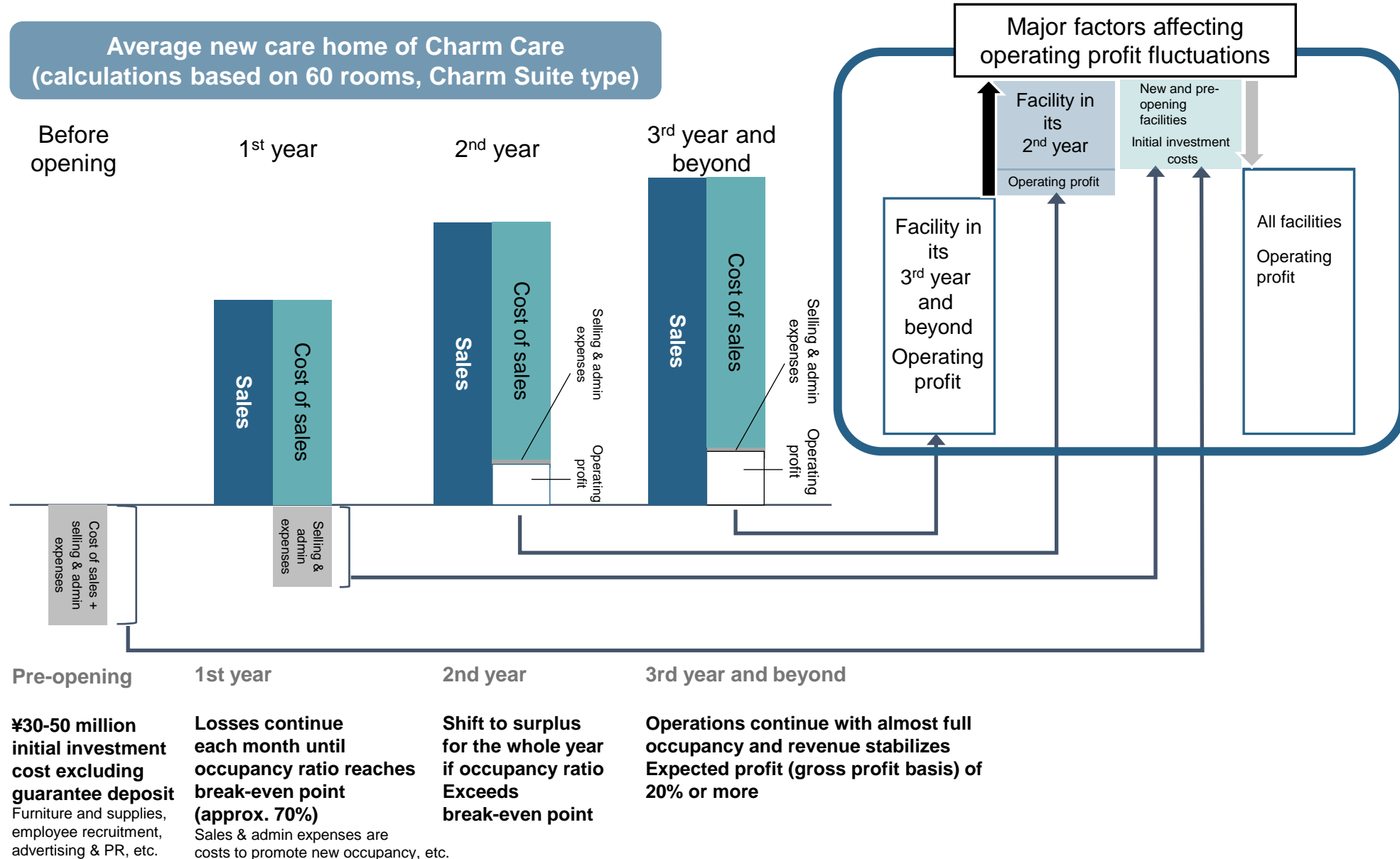


Monthly usage fees: Fees that can be set freely by the operator.

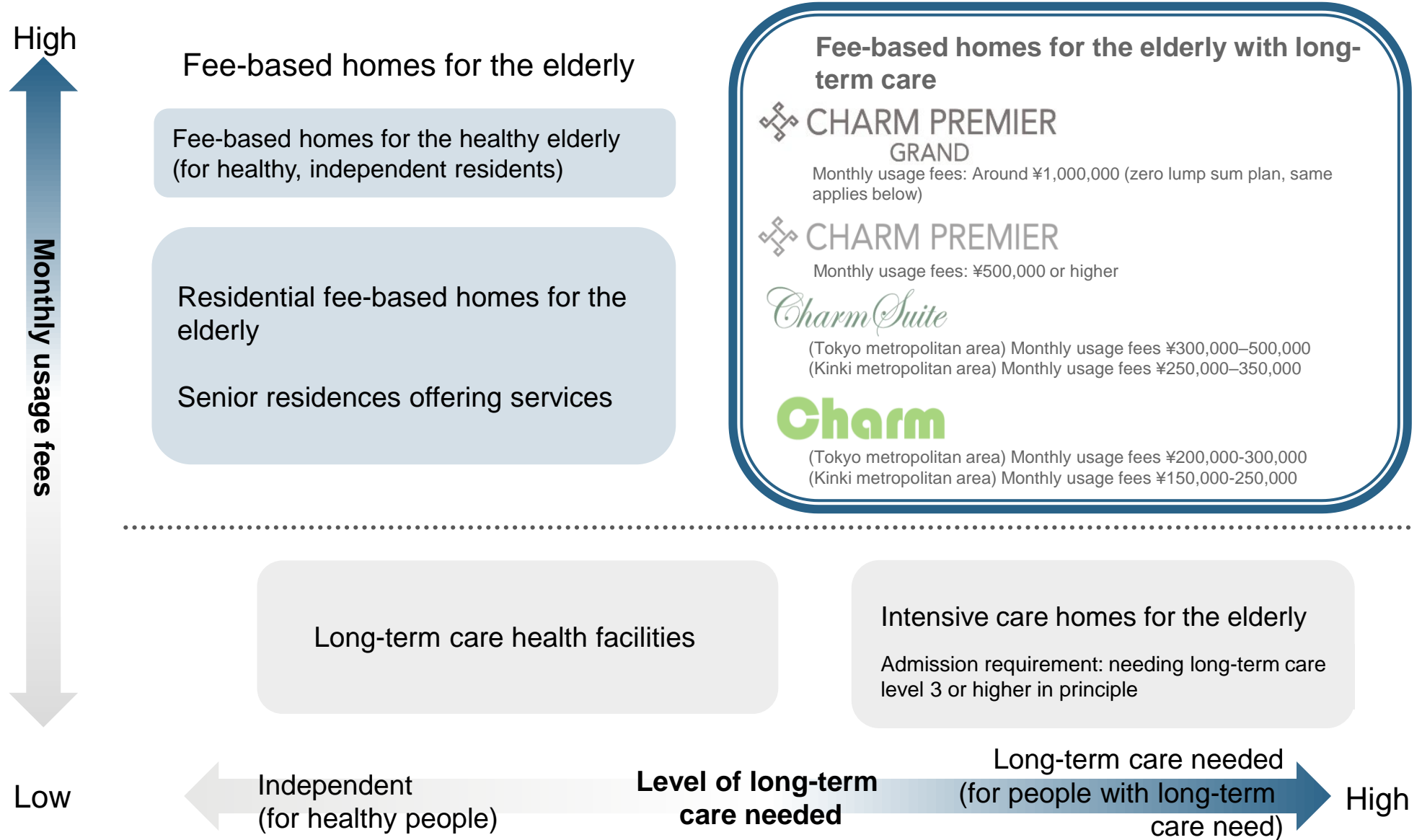
Long-term care fees: Fees established based on the Long-Term Care Insurance Act, which are a fixed amount for fee-based homes for the elderly with long-term care (see [page 31](#))

(Specified facilities only)	FY2019/6	FY2020/6	FY2021/6	FY2022/6	FY2023/6	FY2024/6	FY2025/6
Annual sales from operations per person (unit: ¥1,000)	5,656	5,849	6,093	6,166	6,429	6,690	6,801
Of which, long-term care fees from operations per person (unit: ¥1,000)	2,425	2,439	2,474	2,481	2,539	2,582	2,528
Ratio of long-term care fees in sales (%)	42.9%	41.7%	40.6%	40.2%	39.5%	38.6%	37.2%

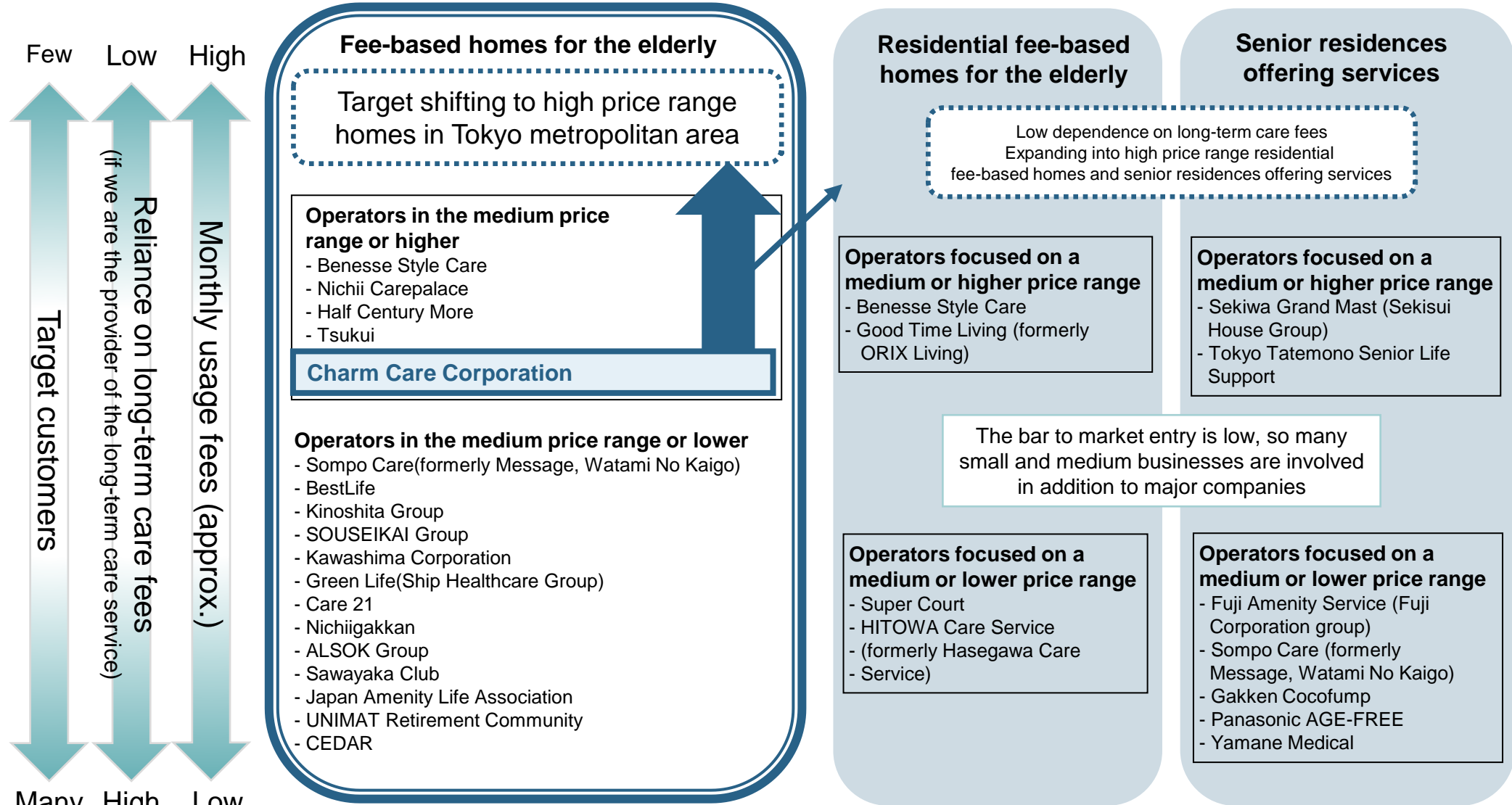
Monetization Trend for New Care Homes(Three-year Simulation)



Business Domains (Mainstay Facility-type Services)



Business Domains and Positioning Compared to Peers



Note: Businesses listed above are selected major companies with a track record of operating care homes above a certain size in the Tokyo metropolitan area (Tokyo, Kanagawa Pref.) and the Kinki metropolitan area (Osaka Pref., Kyoto Pref., Hyogo Pref., Nara Pref.). Price ranges were compiled by Charm Care Corporation and may differ according to area, etc.

Comparison of major companies operating Fee-based Homes for the Elderly (1)

Note: The total number of Fee-based Homes (Fee-based homes for the elderly, Residential fee-based homes for the elderly, etc.) as of the end of June 2024.

Rank[Previous]	Company name	Fee-based homes for the Elderly No. of homes in operation	Fee-based homes for the elderly Capacity	Geographic area
1 [1]	Benesse Style Care	351 facilities [+ 4]	20,496 people	Mainly in Tokyo metropolitan area
2 [2]	Sompo Care	304 facilities [+ 4]	19,639 people	Nationwide
3 [3]	BestLife	192 facilities [+ 3]	12,470 people	Mainly in Tokyo metropolitan area
4 [4]	Nichii Group	156 facilities [± 0]	9,593 rooms	Nationwide
5 [5]	Kawashima Corporation	154 facilities [+ 2]	14,863 people	Nationwide
6 [6]	SOUSEIKAI Group	149 facilities [+ 3]	8,434 people	Nationwide
7 [7]	Kinoshita-kaigo	130 facilities [+ 4]	8,722 people	Mainly in Tokyo metropolitan area
8 [8]	HITOWA Care Service (formerly Hasegawa Care Service)	126 facilities [+ 3]	7,925 people	Mainly in Tokyo metropolitan area
9 [9]	ALSOK Group	110 facilities [+ 2]	5,920 people	Tokyo metropolitan area
10 [10]	Charm Care Corporation Group	91 facilities [+ 7]	6,359 people	Tokyo/Kinki metropolitan areas
11 [11]	Sawayaka Club	84 facilities [+ 1]	5,508 people	Nationwide
12 [12]	Japan Amenity Life Association	73 facilities [+ 3]	2,809 people	Tokyo metropolitan area
13 [13]	Green Life (Ship Healthcare Holdings)	64 facilities [+ 1]	4,336 people	Nationwide
14 [14]	CARE TWENTYONE CORPORATION Group	60 facilities [+ 6]	3,095 people	Nationwide
↑15 [-]	SOYOKAZE	51 facilities [+ 9]	2,364 people	Nationwide
Total of 15 major companies [Market share]		2,095/Approx. 17,500 facilities [Approx.12%]	—	

Comparison of major companies operating Fee-based Homes for the Elderly (2)

Note: Covers primarily leading companies that are members of the Japanese Association of Retirement Housing. Also includes some sales from in-house (visiting) welfare services.

Rank[Previous]	Company name	Division sales (million yen)	Geographic area
1 [1]	Benesse Style Care	125,953 [+3.5%]	Mainly in Tokyo metropolitan area
2 [2]	Sompo Care	85,989 [+3.6%]	Nationwide
3 [3]	BestLife	37,495 [+0.3%]	Mainly in Tokyo metropolitan area
4 [4]	HITOWA Care Service (formerly Hasegawa Care Service)	35,168 [+6.3%]	Mainly in Tokyo metropolitan area
5 [5]	Kinoshita kaigo	30,829 [+2.8%]	Mainly in Tokyo metropolitan area
↑ 6 [7]	Charm Care Corporation Group	29,278 [+16.8%]	Tokyo/Kinki metropolitan areas
↓ 7 [6]	Half Century More	25,436 [– %]	Tokyo/Kinki metropolitan areas
8 [8]	Sawayaka Club	21,458 [+4.4%]	Nationwide
9 [9]	Super Court	16,592 [+7.3%]	Osaka
↑10 [13]	Living Platform	13,694 [+17.8%]	Tokyo metropolitan area/Tohoku/Hokkaido
↓11 [10]	Tsukui	12,365 [(0.6%)]	Nationwide
↑12 [–]	Life	12,258 [+6.2%]	Tokyo metropolitan area
↓13 [12]	Haseko Senior Well Design	12,206 [+2.7%]	Mainly in Tokyo metropolitan area
↓14 [11]	Resorttrust	11,886 [(0.4%)]	Mainly in Tokyo metropolitan area
↓15 [14]	CEDAR	11,860 [+7.5%]	Nationwide

Source: The Nikkei MJ, October 25, 2023 issue

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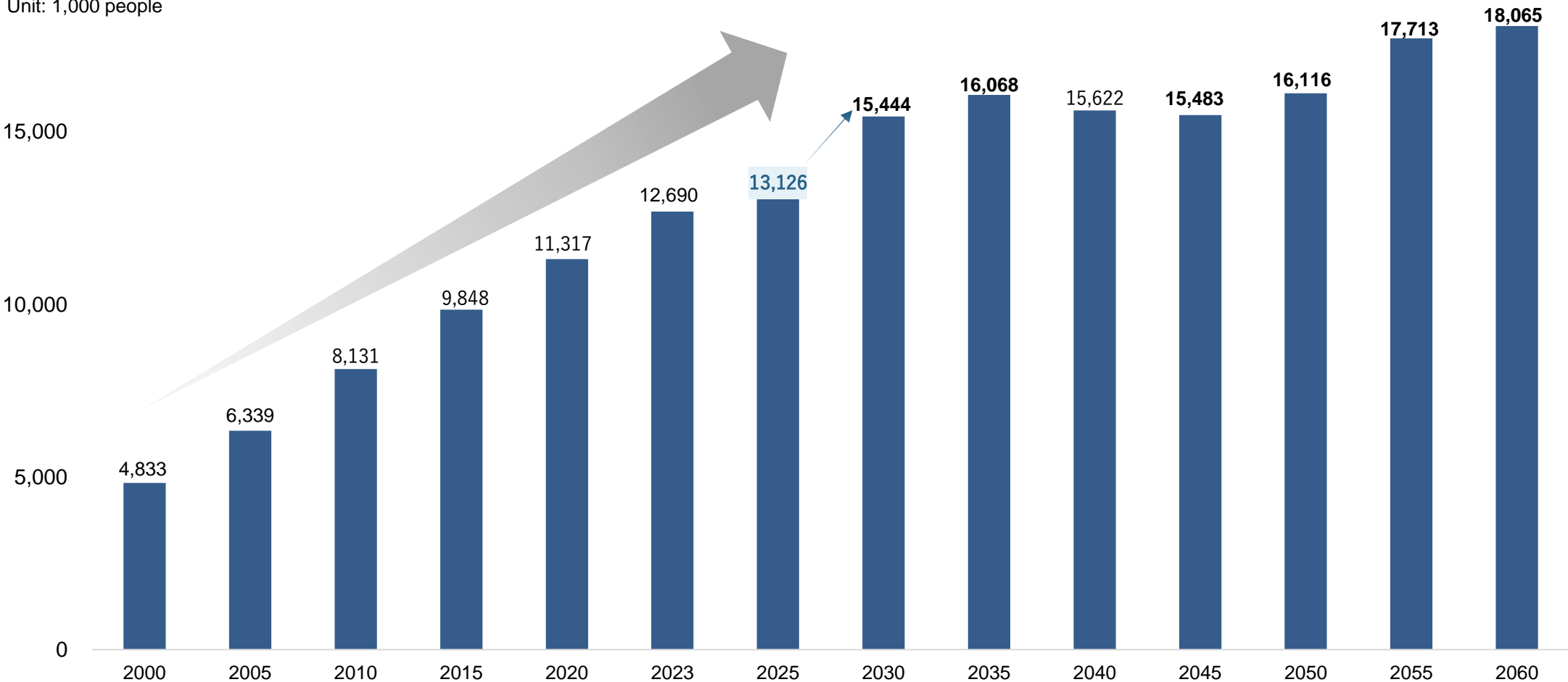
Reference Document (1): Company Business Domains and Profit Structure, etc.
Reference Document (2): **Environment Surrounding the Long-Term Care Industry**

Trends in the Population of Our Customers Aged 80 and Above

The population of our residents aged 80 and above, which constitutes our customer base, will continue to increase until 2035 and will keep growing thereafter.

Reference: The average age of our residents is **88 years and 9 months** old (as of June 30, 2025). (See [page 31](#))

Unit: 1,000 people



Source: Future projections are based on the National Institute of Population and Social Security Research's "Population Projections for Japan" (April 2023 estimate). Mid-level births (deaths) estimates are based on the "Population Census" conducted by the Statistics Bureau of the Ministry of Internal Affairs and Communications (population adjusted proportionally for persons whose nationality or age are unknown).

Ratio of the Elderly by Prefecture

- Given the increase in the elderly and the elderly population overall, **Tokyo, Kanagawa Prefecture, and Osaka Prefecture are particularly promising markets.**
- Apart from the above, prefectures that will have over 1 million people aged 65 and over or an increase in the ratio of the elderly higher than the national average in 2045 include Kyoto Prefecture, Hyogo Prefecture, Nara Prefecture, Saitama Prefecture and Chiba Prefecture. **The ratio of the elderly is expected to rise rapidly in the future, mainly in the Tokyo/Kinki metropolitan areas, which are the main areas where our company will expand.** (see [page 34](#))

	2020			2045			Increase in the elderly (10,000 people)
	Total population (10,000 people)	Population aged 65 and over (10,000 people)	Ratio of the elderly (%)	Total population (10,000 people)	Population aged 65 and over (10,000 people)	Ratio of the elderly (%)	
Nationwide	12,533	3,619	28.9	10,642	3,919	36.8	+300 [+7.9%]
Tokyo	1,373	322	23.4	1,361	418	30.7	+96 [+7.3%]
Kanagawa Prefecture	914	236	25.8	831	292	35.2	+56 [+9.4%]
Kyoto Prefecture	257	76	29.5	214	81	37.8	+5 [+8.3%]
Osaka Prefecture	873	244	28.0	734	266	36.2	+22 [+8.2%]
Hyogo Prefecture	544	161	29.5	453	176	38.9	+15 [+9.4%]
Nara Prefecture	132	42	31.7	100	41	41.1	(1) [+9.4%]

Source: "Regional Population Projections for Japan (March 2018)," National Institute of Population and Social Security Research

Long-term Care Staff Recruitment Trends and Projected Future Supply and Demand

[Active job openings-to-applicants ratio]

	2022/6	2023/6	2024/6	2025/6	Tokyo 2025/6	Osaka Prefecture 2025/6
Active job openings-to-applicants ratio	1.09	1.12	1.06	1.05	1.47	1.05
Long-term care staff	3.52	3.73	3.71	3.76	9.17	3.32

Source: "Employment Referrals for General Workers by Employment Pattern (Regular Workers Including Part-Timers)," Ministry of Health, Labour and Welfare; "Employment Referrals for General Workers," Tokyo Labor Bureau; "Active Job Openings-to-Applicants Ratio by Employment Pattern and Wages on Job Advertisements for Job Seekers," Osaka Labour Bureau

➤ Active job openings-to-applicants ratio for long-term care workers remains high. This trend is particularly noticeable in urban areas, including the Tokyo metropolitan area. Recruitment costs are also increasing along with salary levels.

[Required no. of additional long-term care workers and projection of supply and demand]

	FY2022	FY2026	FY2040
Projected demand	(Actual figure) 2.15 million	2.40 million	2.72 million
Required no. of additional workers	—	+ 250,000 (+63,000/year)	+ 570,000 (+32,000/year)

Source: "Required Number of Long-term Care Workers Based on the 9th Insured Long-Term Care Service Plan," Ministry of Health, Labour and Welfare (July 12, 2024)"

➤ By 2040, the demand for personnel is expected to reach approximately 2.72 million, while the estimated number of caregiving staff, based on current trends, is projected to be around 2.10 million, resulting in a **supply-demand gap of approximately 620,000**.

Source: "Required Number of Long-term Care Workers Based on the 9th Insured Long-Term Care Service Plan," Ministry of Health, Labour and Welfare

To address this situation, we have started taking the following actions.

- ◆ Improve work efficiency and reduce workload by adopting advanced technologies, such as IT equipment and AI technology.
- ◆ Optimize staffing centered on Associate Leaders
- ◆ Raise the mandatory retirement age from 60 to 65 and create an environment where older employees can actively contribute to the company.
- ◆ Establish a system that enables facility managers and other administrative staff to work until they reach 75 years of age, with an annual salary system for fixed-term employees.
- ◆ Introduction of an optional four-day workweek to enhance work-life balance⇒The number of mid-career and new graduate applicants seeking a four-day workweek has increased, while recruitment cost per hire has decreased.

One of our highest priorities is to secure a workforce capable of delivering high-quality services. To achieve this, we will make a variety of corporate efforts.

Past Revisions to Long-term Care Fees

Year of revision	Revised percentage	(Actual) Revised percentage	Main details
FY2015	- 2.27%	- 4.48%	<ul style="list-style-type: none"> ➢ Revised down for the first time in 9 years ➢ [Revision breakdown] improved benefits: + 1.65%; enhancement of long-term care services: +0.56% (conditions apply to increases); reduction of long-term care fee unit price: -4.48% ➢ The long-term care fee unit price was reduced significantly for highly profitable long-term care services (intensive care homes for the elderly requiring long-term care, long-term care at elderly day service centers)
FY2017	+ 1.14%	[No change]	<ul style="list-style-type: none"> ➢ Special revision (+1.14%) to improve benefits for long-term care workers
FY2018	+ 0.54%	+ 0.54%	<ul style="list-style-type: none"> ➢ First revision upward in 6 years (excluding the special revision) based on the management environment for long-term care businesses and improvement of benefits for long-term care workers, etc. ➢ Basic unit revised down for services intended for elderly people requiring a low level of long-term care including home-visit long-term care (support services for daily life), long-term care at large elderly day service centers, rental long-term care equipment, etc. ➢ Promotion of the introduction of outcome-based evaluations and the use of robots (monitoring devices) and ICT (teleconferencing) for selected long-term care services ➢ Basic unit for daily life long-term care admitted to specified facilities revised upward by an average of 0.3%
FY2019 (Special revision)	+ 2.13%	+ 0.39%	<ul style="list-style-type: none"> ➢ Special revision in response to the consumption tax revision in October 2019 to eliminate the effective burden on long-term care businesses (+0.39%) ➢ Additional improvement in benefits for workers with 10 years or more of consecutive service, mainly licensed long-term care workers (+1.67%)
FY2021	+ 0.70%	+ 0.40%	<ul style="list-style-type: none"> ➢ Revision of long-term care fees overall by +0.70% in response to the management environment, etc. for long-term care businesses, including the impact of price trends on non-personnel supplies, etc. and in consideration of the need to secure long-term care workers and improve benefits. ➢ 0.05% of the 0.70% figure was a special measure implemented in the first half of FY2021 (April – September 2021) in consideration of rising costs caused by responses to COVID-19. ➢ Basic long-term care fees increased by approx. 0.4% for daily life long-term care admitted to specified facilities (fee-based homes for the elderly). As for additional payments for individual items, an increase was made to the unit price for additional payments to improve the service provision system. The revision also made it possible to calculate new additional payments to maintain activities of daily living (ADL), etc.
FY2022 (Special revision)	+ 1.13%	[No change]	<ul style="list-style-type: none"> ➢ Special revision (+1.13%) to improve benefits for long-term care workers
FY2024	+ 1.59%	+ 0.61%	<ul style="list-style-type: none"> ➢ Improvement in benefits for long-term care workers: +0.98%; other revision: +0.61% ➢ Further developing and promoting the community-based integrated care system, implementing measures for self-reliance support and prevention of exacerbated conditions, creating worker-friendly workplaces to enable efficient provision of quality long-term care services (promoting utilization of care robots, ICT technologies, etc.), and ensuring stability and sustainability of systems.

Company Information

- **Name** Charm Care Corporation
- **Representative** Takahiko Shimomura, Chairman and CEO
Shiro Kokaji, President and COO
- **Listing market** Tokyo Stock Exchange Prime Market
- **Fiscal year end** June
- **Head office** Osaka Head Office: 6-32 Nakanoshima 3-Chome, Kita-ku, Osaka
Tokyo Head Office: 28-15 Shibuya 3-Chome, Shibuya-ku, Tokyo
- **Business** Operation of fee-based nursing homes, etc. (Long-Term Care Business),
peripheral businesses of the long-term care business (nursing staff dispatch and
recruitment, resident referral services, etc.)
- **Paid-in capital** ¥2,759,250,000
- **Number of
issued shares** 32,712,000 shares (including 43,612 shares of treasury stock)
- **Employees** Approx. 3,400 (including part-time, contract, and dispatched employees, etc.)

Notice

The information in this document is not intended to solicitate the buying or selling, etc. of Charm Care shares.

Business performance forecasts and future projections, etc. contained in this document are forecasts determined by Charm Care based on the information available at the time this document was compiled. These forecasts therefore involve potential risk and uncertainty.

Accordingly, actual results may differ from these business performance forecasts due to a variety of factors.

Please note that Charm Care Corporation and the parties providing this information shall bear no liability whatsoever for any damages incurred based on this information.

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Website: <https://www.charmcc.jp/corp/>