Operating Results for the Third Quarter of Fiscal 2026 Ended September 30, 2026

ELAN Corporation

Securities code: 6099

- **Our deepest sympathies to all affected by the 2026 Kumamoto Earthquake**
- **Hoping for a swift recovery, we sent emergency relief supplies**

Loading drinking water

Unloading on site

Drinking water delivered on site

Carrying in drinking water

Sent as emergency relief supplies

Drinking water: 150,000 bottles

August 21, 2026
Announced in a news release

Going forward

Leveraging the strengths of our Group, we will continue to provide support to ensure the safety and peace of mind of those affected

Source: News release dated August 21, 2026, "Support for Damage Caused by the 2026 Kumamoto Earthquake"

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[Our Mission]

Turning healthcare worries into "smiles"

Our mission is to resolve healthcare concerns at every life stage and to bring smiles to as many people as possible.

[The Society We Aim to Create]

Increasing the total amount of "smiles"

Through business that sacrifices no one and brings happiness to everyone involved, we aim for a society where people around the world, and we ourselves, can live enriched lives with smiles.

- **A service that provides everything needed for a hospital stay in one package**

CS Set

Provides all items needed for a hospital stay

Patients & families

- Less burden preparing for admission
- No trips to the hospital to restock daily items
- Less anxiety during the hospital stay

Medical staff

- Lighter workload
- More efficient item management
- Focus on nursing care

Improving efficiency for medical staff and patient satisfaction at the same time

Q3 FY12/2026 Financial Results

01

Steady domestic growth through new CS Set contracts

Expanding our recurring-revenue base by steadily adding new facilities

02

Higher sales per facility via value-added services

Expanding added value to the CS Set, such as lifte and Smile Wear

03

Appropriate price revisions to address rising costs

Revising prices progressively to appropriate levels in line with cost trends

01 Higher Sales and Profits

- Net sales grew on the increase in CS Set contracted facilities
- Profits rose at each level, reflecting revised accounting (3-year depreciation) for lifte patient clothing
- On track to achieve the full-year earnings forecast

02 Rising Costs and Price Revisions

- Impact of rising costs was limited through Q3 (Sep.); from Q4 (Oct.), the impact is expected to vary by item
- Price revisions are being reflected progressively

03 Overseas

- Net sales: ¥1,278 million (FY12/2025: ¥2,234 million)
- Operating profit: ¥119 million (¥27 million after goodwill amortization)
- Some transactions with existing customers reviewed under the new management structure

04 Other

- Equity-method investment loss (-¥348 million) offset by gain on investment partnerships (+¥537 million)
- Promoting stock compensation plans to strengthen incentives to enhance corporate value

Net sales

¥45,033 mn

YoY +10.5%

Japan	¥43,754 mn	YoY +11.3%
Overseas	¥1,278 mn	YoY -9.6%

Gross profit

¥10,053 mn

YoY +16.4%

Operating profit

¥3,967 mn

YoY +31.2%

Contracted facilities

2,972 facilities

vs. prior-year end

+211 facilities

Churn rate

4.4%

Excl. closures, etc. Churn rate 3.3%

YoY

+0.9pt +0.5pt

Monthly users

521,108 users

YoY

+8.6%

Sales per facility

¥18.80 mn

YoY

+2.3%

- **Rising-cost impact was limited through Q3 (Sep.); expected to grow from Q4 (Oct.)**
- **The impact varies by item; disposable diapers are expected to be the most affected**

	To Q3 (Sep.)		From Q4 (Oct.)
Linen (clothing/towels)	Small	▶	**Medium**
Consumables	Medium	▶	**Medium–Large**
Disposable diapers	Small	▶	**Large**

[Criteria]
Assessed by the ratio of impact to the full-year operating profit forecast (¥5,000 million) (Through Q3 (Sep.): cumulative Jan.–Sep. amount / From Q4 (Oct.): annualized amount)
Small: less than 1% (less than ¥50 million)　Medium: 1–3% (¥50–150 million)　Large: 3% or more (¥150 million or more)　*Items near a threshold are shown with "–"

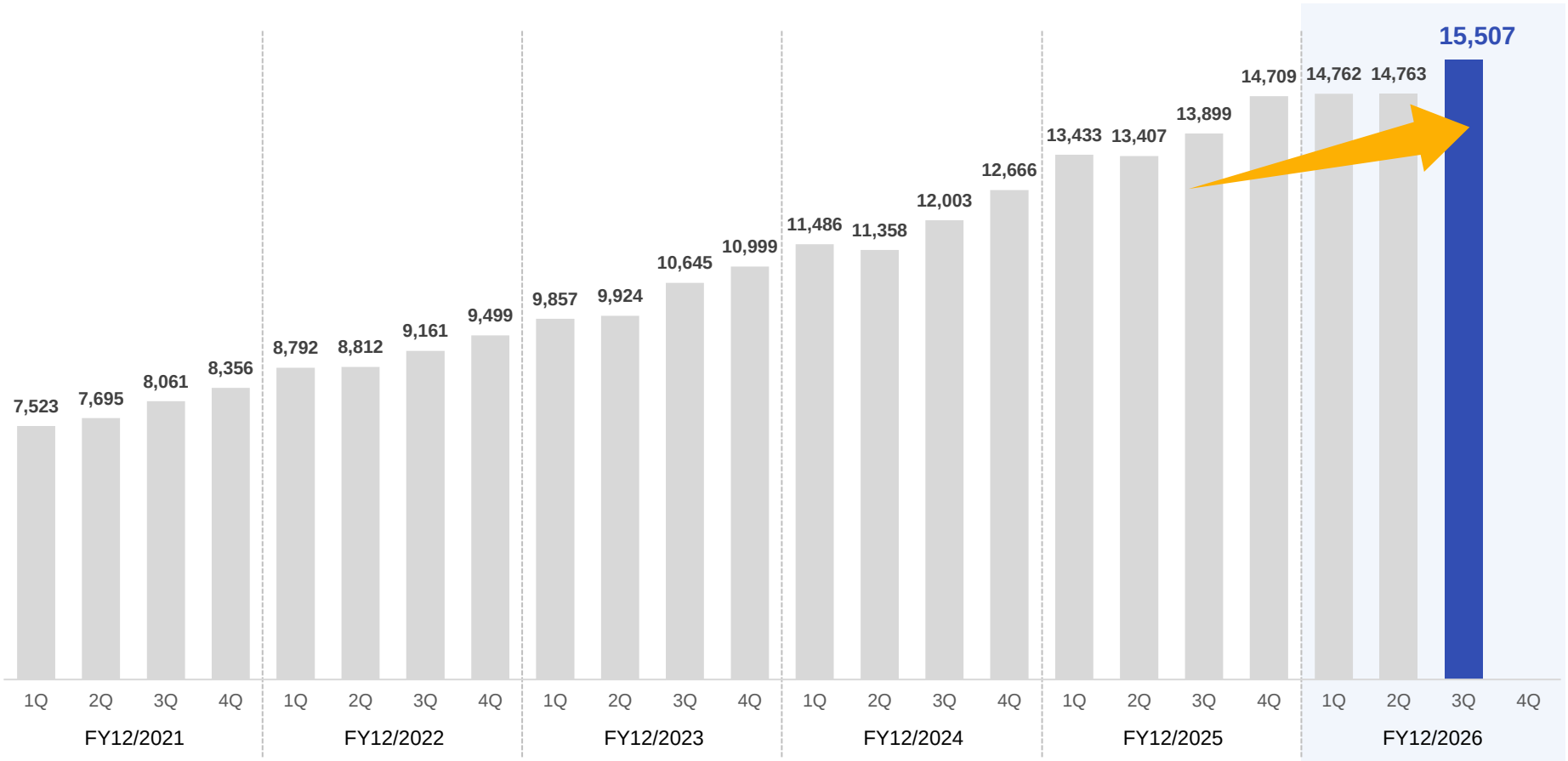
Q3 FY12/2026 Consolidated Results Overview (Income Statement)

- **Net sales expanded on growth in new CS Set contracts**
- **Gain on investment partnerships absorbed the equity-method loss**

(Millions of yen)	Q3 FY12/25 Results	Q3 FY12/25 % of sales	Q3 FY12/26 Results	Q3 FY12/26 % of sales	YoY	FY12/26 Forecast	Q3 progress
Net sales	40,739	–	**45,033**	**–**	**+4,294**	60,800	74.1%
Gross profit	8,637	21.2%	**10,053**	**22.3%**	**+1,415**	–	–
SG&A expenses	5,614	13.8%	**6,086**	**13.5%**	**+472**	–	–
Operating profit	3,023	7.4%	**3,967**	**8.8%**	**+943**	5,000	79.3%
Non-operating income							
Inv. partnership gain	-	-	**537**	**-**	**+537**	–	–
Non-operating expenses							
Equity-method loss	-	-	**348**	**-**	**+348**	–	–
Ordinary profit	3,006	7.4%	**4,194**	**9.3%**	**+1,188**	5,000	83.9%
Profit attributable to owners of parent	2,022	5.0%	**2,751**	**6.1%**	**+728**	3,200	86.0%

- **Net sales grew 10.5% YoY, a quarterly record high**

Quarterly Net Sales



- **Operating profit margin in Japan: 9.0%**
- **Overseas (GREEN & TMC) operating margin: 2.1%; before goodwill amortization: 9.3%**

(Millions of yen)	2023	2024	2025	2026 3Q
Net sales	41,425	47,513	55,448	**45,033**
Japan	41,425	47,243	53,214	**43,754**
Vietnam	0	269	2,234	**1,278**
Gross profit	9,751	10,716	11,874	**10,053**
Japan	9,751	10,545	11,131	**9,674**
Vietnam	0	171	742	**378**
Operating profit	3,665	3,575	4,272	**3,967**
Japan	3,665	3,469	4,001	**3,939**
Vietnam	0	106*	270*	**27***

*Goodwill amortization below is deducted from overseas operating profit.

- 2024: ¥10 million (GREEN)
- 2025: ¥131 million (GREEN and TMC)
- 2026: ¥91 million (GREEN and TMC)

- **No change from the previous report (Q2 FY12/2026 results)**

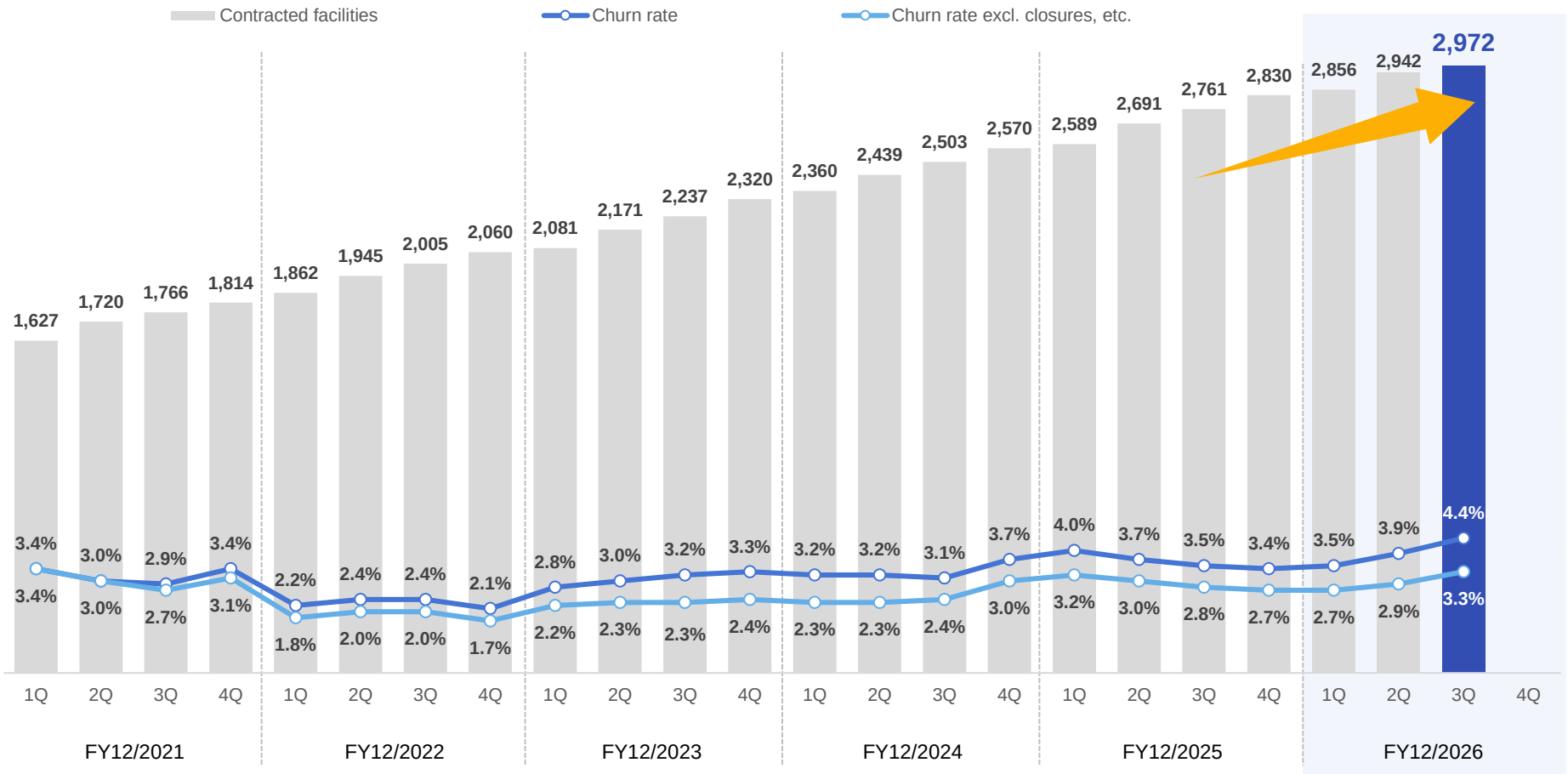
Country	Company	Business	Stake	Consolidated	Equity method
India	Boston Ivy Healthcare Solution Pvt. Ltd. (BIHS)	Sale of medical supplies, etc.	5% or less	×	×
India	Quick Smart Wash Pvt. Ltd. (QSW)	Laundry services for hospitals	42.18%	×	× (materiality criteria)
India	AKAL	Staffing services	5% or less	×	×
Vietnam	GREEN LAUNDRY JOINT STOCK COMPANY (GREEN)	Laundry services for hospitals	100%	**BS** Consolidated from Q3 2024 **PL** Consolidated from Q4 2024	-
Vietnam	TMC VIET NAM TRADING AND SERVICE JOINT STOCK COMPANY (TMC)	Laundry services for hospitals	51%	**BS** Consolidated from Q1 2025 **PL** Consolidated from Q1 2025	-

Original patient clothing (lifte) reclassified from supplies to property, plant and equipment

(Millions of yen)	End of FY12/25	Q3 FY12/26	Change	Main factors
Supplies	1,103	**33**	-1,069	
Property, plant and equipment	1,386	**2,795**	+1,409	Original patient clothing (lifte) reclassified from supplies to property, plant and equipment
Total assets	26,575	**28,554**	+1,979	

- **Contracted facilities (end of quarter) increased by 211 YoY (+7.6%)**
- **Churn rate excluding closures, etc. was 3.3%**

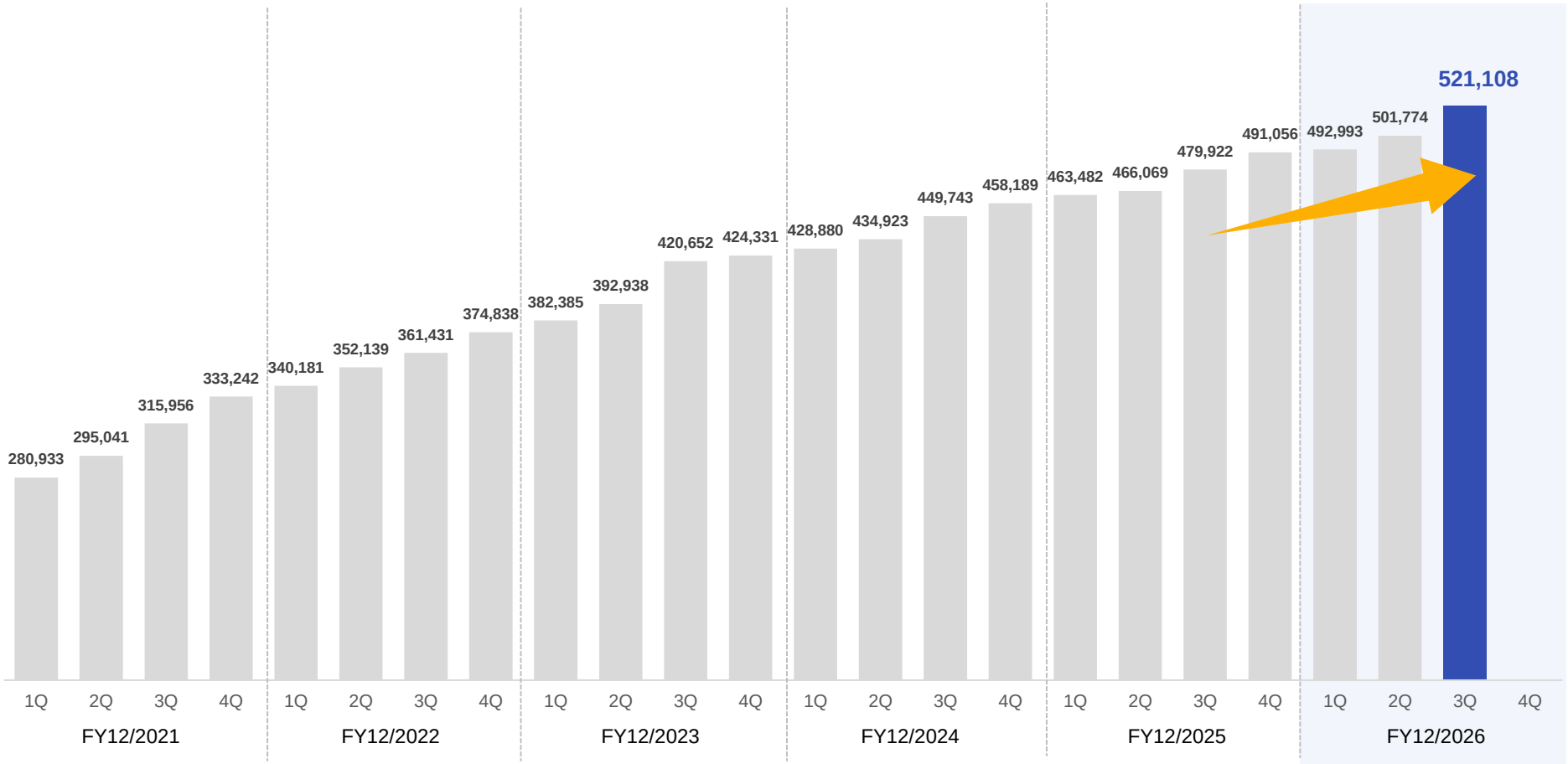
Contracted Facilities and Churn Rate (End of Quarter)



*Churn rate = cancellations in the last 12 months / (contracts at the end of the month 13 months earlier + new contracts in the last 12 months)

- **Monthly users (average for the period) increased 8.6% YoY**

Users (Monthly, Average for the Period)



Penetration Rate by Fiscal Year

- **Focusing on large/mid-sized facilities (hospitals, long-term care health facilities, integrated care hospitals)**
- **while aiming to create new customer value**

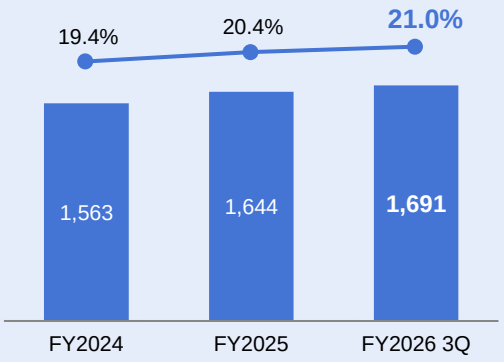
Large/Mid-sized

Medical

…Penetration rate
…Facilities acquired

Hospitals

(Latest: 8,060 facilities)

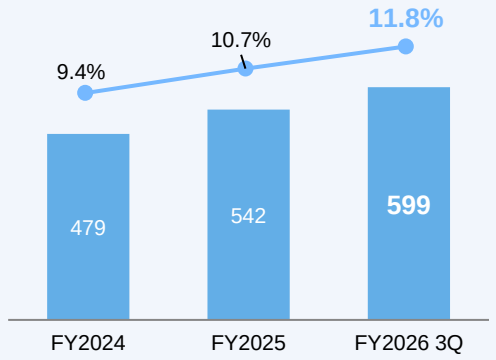


Nursing care

…Penetration rate
…Facilities acquired

LTC health facilities & integrated care hospitals

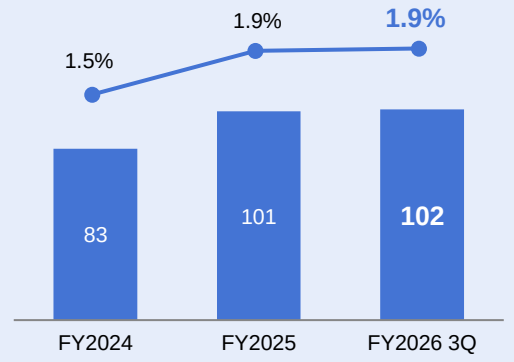
(Latest: 5,072 facilities)



Small

Clinics with beds

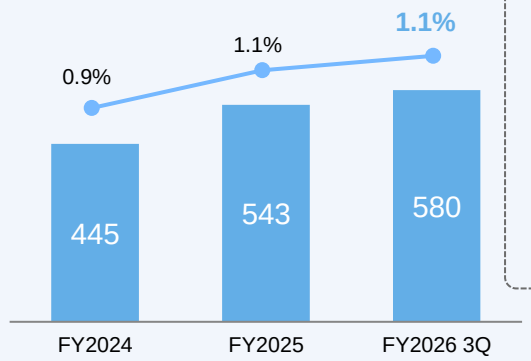
(Latest: 5,415 facilities)



Facilities with under 20 inpatient beds

Other nursing care facilities

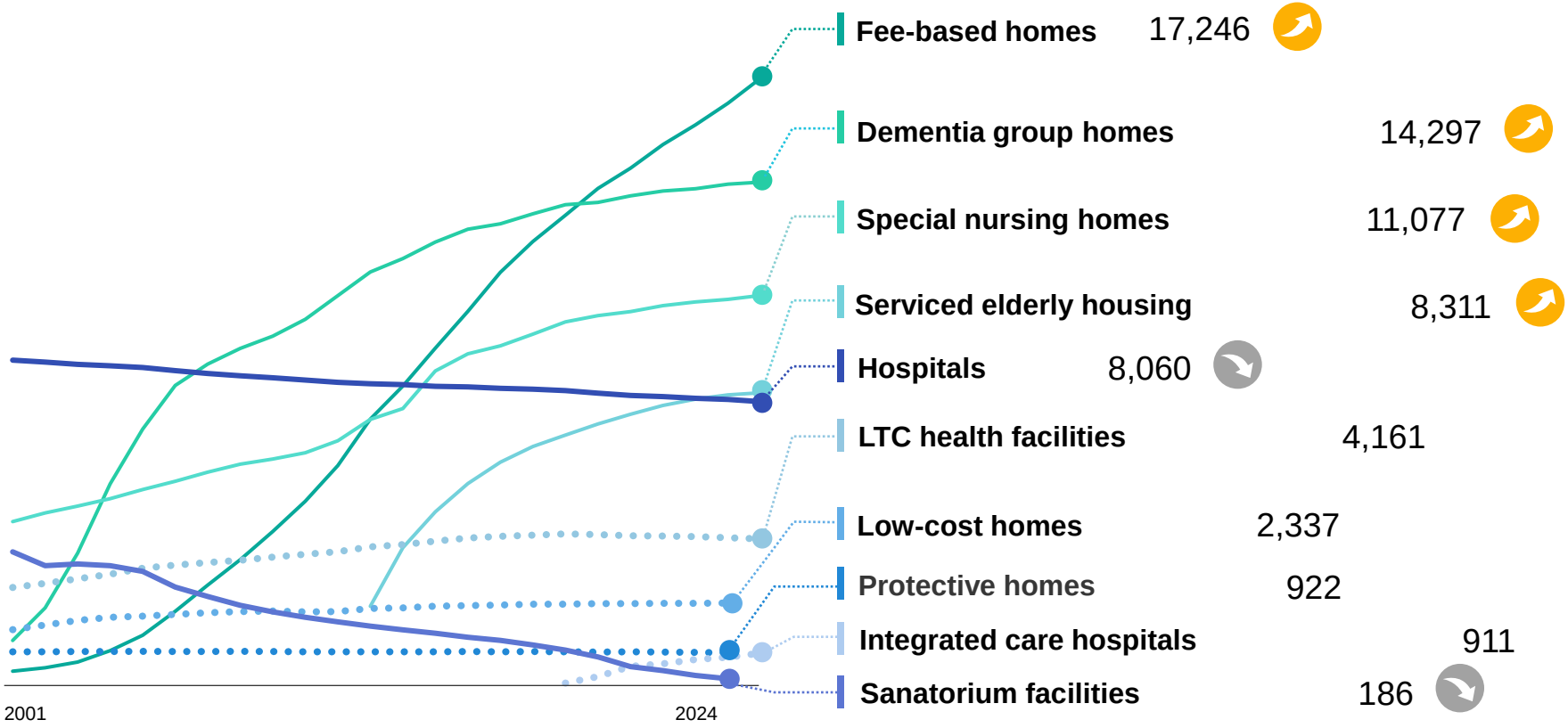
(Latest: 50,931 facilities)



Total of the following:
(1) Fee-based homes …17,246
(2) Dementia group homes …14,297
(3) Special nursing homes …11,077
(4) Serviced elderly housing …8,311

- **Hospitals and sanatorium medical facilities for the elderly are decreasing year by year**
- **Meanwhile, fee-based homes, dementia group homes, special nursing homes and serviced housing for the elderly are increasing**

Number of Hospitals and Facilities/Housing for the Elderly



- **Sales per facility continues to rise with the spread of new services, etc.**

Key Indicators by Year

	2021	2022	2023	2024	2025	Main factors
Net sales in Japan (¥ mn)	31,635	36,264	41,425	47,243	**53,214**	
YoY	21.4%	14.6%	14.2%	14.0%	**12.6%**	
Contracted facilities at year-end (facilities)	1,814	2,060	2,320	2,570	**2,830**	
YoY	12.4%	13.6%	12.6%	10.8%	**10.1%**	
Sales per facility (¥ mn)	17.4	17.6	17.9	18.4	**18.8**	Upward trend due to the spread of new services, etc.
YoY	8.0%	0.9%	1.4%	3.0%	**2.3%**	
Q4 average monthly users (users)*1	333,242	374,838	424,331	458,189	**491,056**	
YoY	21.2%	12.5%	13.2%	8.0%	**7.2%**	

*1 Calculation: (Oct. monthly users + Nov. monthly users + Dec. monthly users) ÷ 3

- **Adoption of related services and new products is progressing, raising sales per facility**
- **New services support hospital management and address long-term social issues**

Adoption Rates of Value-Added Services & Products

	2022	2023	2024	2025	2026 3Q	Recent initiatives
Facilities using CS Set R	149	230	278	354	**388**	
Adoption rate	7.2%	9.9%	10.8%	12.5%	**13.1%**	
Facilities using CS Set LC	123	192	230	285	**317**	
Adoption rate	6.0%	8.3%	8.9%	10.1%	**10.7%**	
Facilities using original patient clothing (lifte)	8	52	252	471	**585**	Completed development of pediatric wear
Adoption rate	0.4%	2.2%	9.8%	16.6%	**19.7%**	
Clothing for nursing care facilities (Smile Wear): facilities	0	0	7	65	**130**	
Adoption rate	0.0%	0.0%	0.3%	2.3%	**4.4%**	
Synergies realized with M3	-	-	-	100	**120**	
(Value-added services & products under development)	-	-	-	-	**-**	

New services R / LC that can be added to the CS Set

CS Set

＋

Guarantee for unpaid hospital bills

CSセットR

Users & families

- No joint guarantor or hospitalization deposit required
- Peace of mind for sudden admissions

Hospitals & care facilities

- Avoids the risk of unpaid hospitalization fees
- Reduces dunning and collection work for receivables

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Guarantee for trouble during stays

LC（ロスコントロール）入院保証

Users & families

- Covers costs of damage to facility equipment or staff injuries, etc.

Hospitals & care facilities

- Reduces administrative costs and psychological burden of property damage claims

What is Smile Wear?

Based on the concept of "Carry Smile" to everyone, this service lets residents choose their favorite clothes from items carefully selected by apparel professionals and enjoy fashion as if they were shopping.

Benefits

- Respects residents' individuality, lifts their spirits through fashion and improves their quality of life.
- Residents enjoy choosing clothes as if shopping, fostering high-quality, resident-centered communication.
- Eliminates the effort of families and staff to purchase, replenish, label and wash clothing.

lifte: Original Patient Clothing

lifte

ELAN × Classico

Original patient clothing

Name	lifte
Meaning	Lifting quality of life (Life) and spirits (Lift)
Fabric	A comforting texture and design Soft feel with industrial-laundry durability

Stock Incentive Plans for Employees

- **Expanding employee incentives through stock-compensation-type stock options and the J-ESOP**
- **Fostering awareness of long-term corporate value to achieve the Medium-Term Management Plan**

Stock-compensation-type stock options

Grants the right to acquire company shares in the future
to raise awareness of long-term corporate value

Overview	
Eligible persons	21 employees, 2 directors of subsidiaries, 1 executive officer (24 in total)
Number granted	120 units (100 shares per unit; up to 12,000 shares)
Exercise price	¥1 per share
Exercise period	Jan. 1, 2029 – Dec. 31, 2031
Key conditions	In principle, holding a designated position from grant through exercise

Additional contribution to J-ESOP

To continue the stock benefit plan for employees,
additional funds are contributed
to acquire treasury shares needed for future benefits

Overview	
Additional contribution	¥97.35 million
Shares to be acquired	Common stock of the Company
Number of shares	Up to 118,000 shares
Acquisition period	Nov. 5 – Nov. 26, 2026 (planned)
Acquisition method	Purchase on the stock exchange market

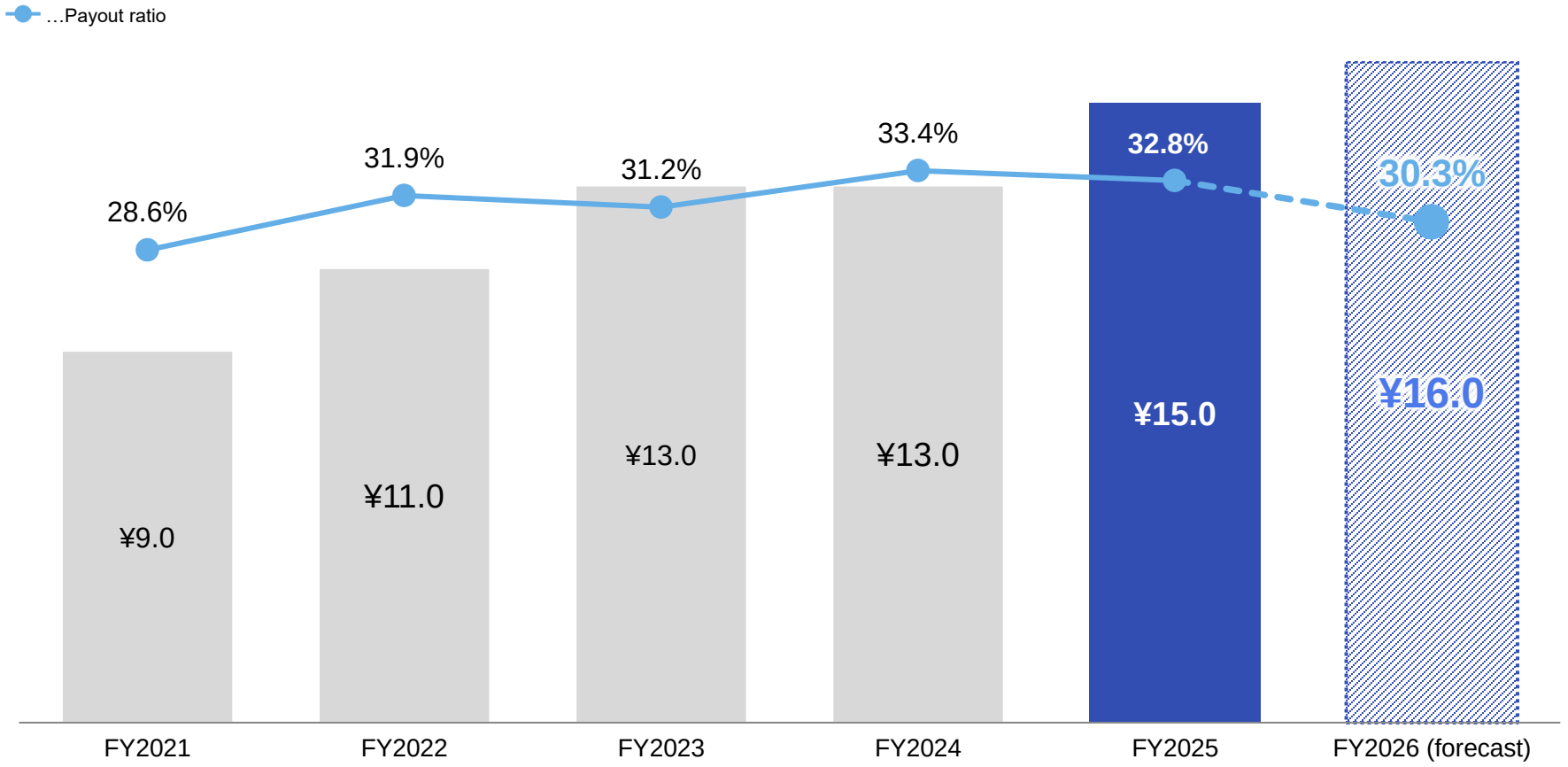
Earnings Forecast for FY12/2026

- **Cumulative Q3 operating profit rose YoY, partly due to revised accounting for lifte**
- **FY12/2026: aiming for 9.7% growth via new CS Set facilities, added value, new businesses and overseas**

(Millions of yen)	FY12/25 Results	FY12/26 Consolidated forecast	Change
Net sales	55,448	**60,800**	**9.7%**
Operating profit	4,272	**5,000**	**17.0%**
Ordinary profit	4,184	**5,000**	**19.5%**
Profit attributable to owners of parent	2,767	**3,200**	**15.6%**
EPS (yen)	45.77	**52.81**	**-**

- **Year-end dividend for FY12/2026: ¥16.0 per share, payout ratio 30.3%**

Dividend per Share and Payout Ratio



*Dividends per share above are retroactively adjusted for the 1:2 stock split effective January 1, 2021

Management Conscious of Cost of Capital and Stock Price

- **We re-examined our understanding and issues regarding "Management Conscious of Cost of Capital and Stock Price" (disclosed Feb. 2024)**
- **Cost of capital is about 7–8% vs. investors' expected return of about 8–9%, a gap**
- **ROE was 20.5% in 2025, above the cost of capital, but its downward trend is an issue**

Cost of capital

Estimated at 7–8% based on CAPM, the earnings yield method, etc., and business stability
With minimal interest-bearing debt, WACC approximates the cost of equity

Company estimate **7–8%** ⟷ Gap recognized ⟷ Investors' expected return **Based on our interviews** **8–9%**

- Stable recurring-revenue structure; domestic business growing at about 10% per year
- Business model resilient to economic fluctuations

▼ As ROE is trending downward, we recognize improving ROE as a management priority

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
ROE(%)	25.8	27.9	25.3	25.4	20.2	**20.5**
Net profit margin (%)	5.6	6.0	5.7	6.1	5.0	**5.0**
Total asset turnover (times)	2.5	2.5	2.4	2.4	2.3	**2.3**
Financial leverage (times)	1.9	1.9	1.8	1.8	1.7	**1.8**

Issues

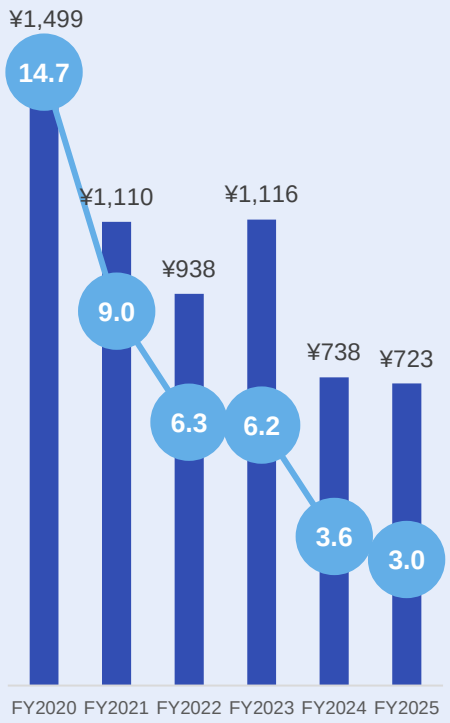
Declining PER

The shift from high growth to stable growth has made our future potential less visible to investors

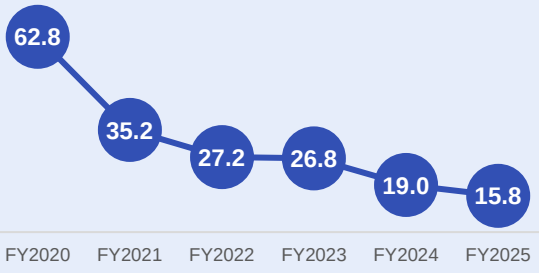
Declining ROE

Lower net margin and accumulated equity

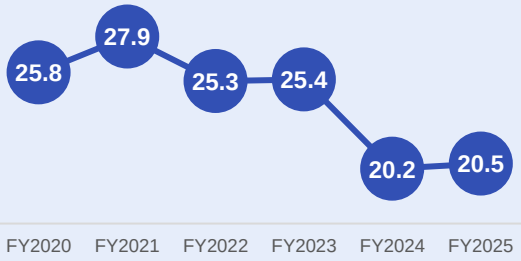
Year-end share price (yen) and PBR (times)



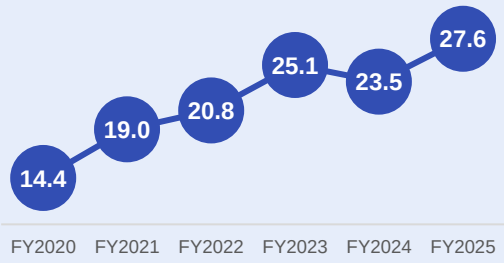
PER (times)



ROE (%)



Profit attributable to owners of parent (¥100 mn)



Equity (average) (¥100 mn)

New Medium-Term Management Plan (2026–2028)

- **Under the previous plan, net sales maintained growth but fell short of targets in every year**
- **Operating profit also fell short of targets in FY2024 and FY2025**

	FY12/2023			FY12/2024			FY12/2025		
	Plan*1	Results	Achieved	Plan*2	Results	Achieved	Plan*3	Results	Achieved
Net sales	¥43.7bn	¥41.4bn	**95%**	¥50.0bn	¥47.5bn	**95%**	¥59.0bn	¥55.4bn	**94%**
Operating profit	¥3.6bn	¥3.6bn	**100%**	¥4.2bn	¥3.5bn	**83%**	¥4.72bn	¥4.27bn	**91%**
Operating margin	8.2%	8.8%	**107%**	8.4%	7.5%	**89%**	8.0%	7.7%	**96%**
R O E	25.2%	25.4%	**101%**	24.1%	20.2%	**84%**	22.3%	20.5%	**92%**
Payout ratio	29.0%	31.2%	**108%**	29.7%	33.4%	**112%**	30.0%	32.8%	**109%**

*1: Published in FY12/2022 results presentation (released Feb. 21, 2023)

*2: Published in FY12/2023 results presentation (released Feb. 26, 2024)

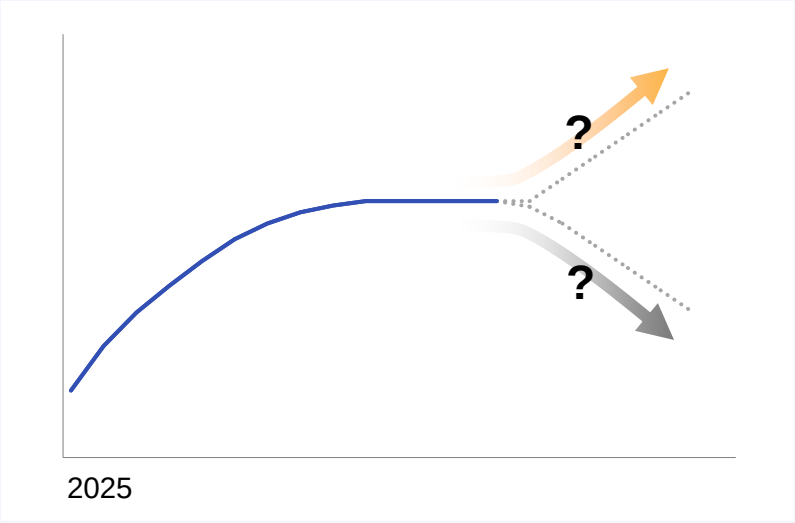
*3: Published in FY12/2024 results presentation (released Feb. 10, 2025)

*Market penetration rate excluded as its calculation method was changed during the plan period

Building on the steady growth of the existing CS Set, we will execute growth investments and M&A disciplined by an ROE of 25%, aiming to achieve both capital efficiency and growth over three years

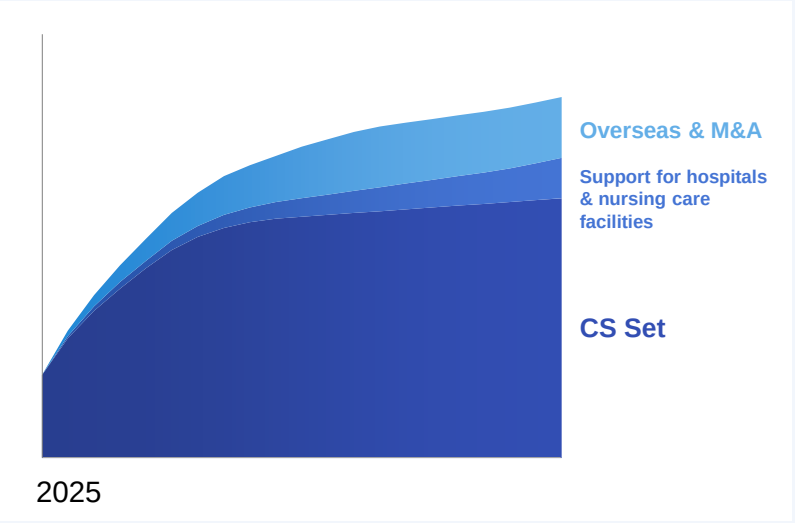
Domestic business: room to grow

Growth expected near term, but structural changes such as population decline and fewer hospitals lie ahead



Next growth built on the CS Set

Phased investment in hospital management support and overseas, based on CS Set earnings

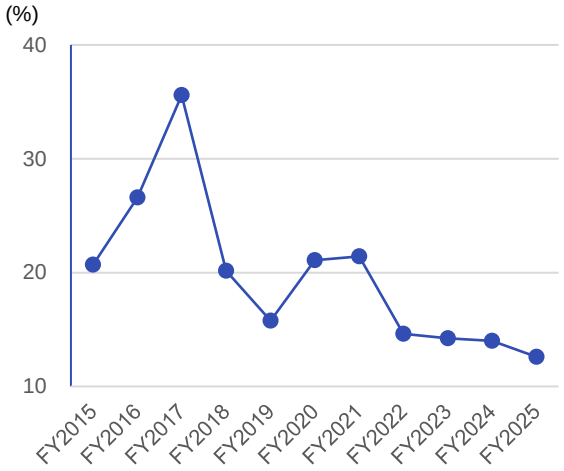


- We aim to reach our net sales target through domestic CS Set growth of about 10% plus contributions from M&A and new businesses
- ROE target: a minimum of 25.0% at the end of 2028

	Previous Plan	New Medium-Term Management Plan	
	2025 Results	2026 Target	2028 Target
Net sales	¥55.4bn	**¥60.8bn**	**¥80.0bn**
Operating profit	¥4.2bn	**¥5.0bn**	**¥7.5bn**
Operating margin	7.7%	**8.2%**	**9.4%**
ROE	20.5%	**-%**	**25.0%**

Key Issues for the CS Set Business in This Plan

Net sales growth rate



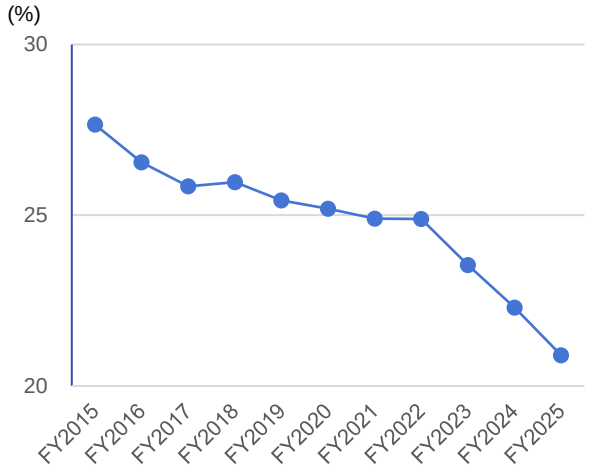
Status

- Existing business grew 12.6% (FY12/25); slowdown expected

Direction

- Better growth via new businesses/M&A
- Accept slower existing growth

Gross margin



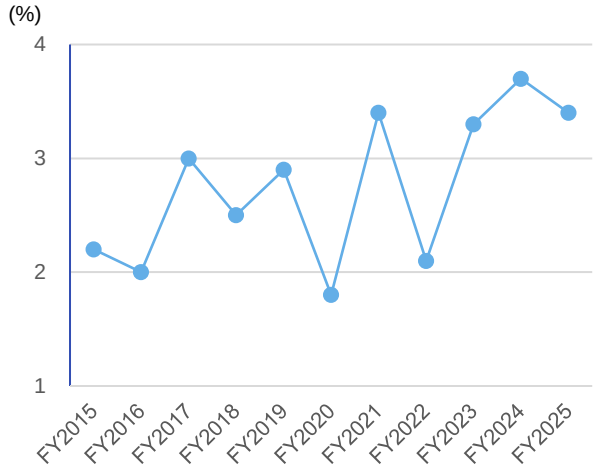
Status

- Gross margin keeps declining, revealing structural issues

Direction

- Rebuild profit structure via contract and procurement review

Churn rate



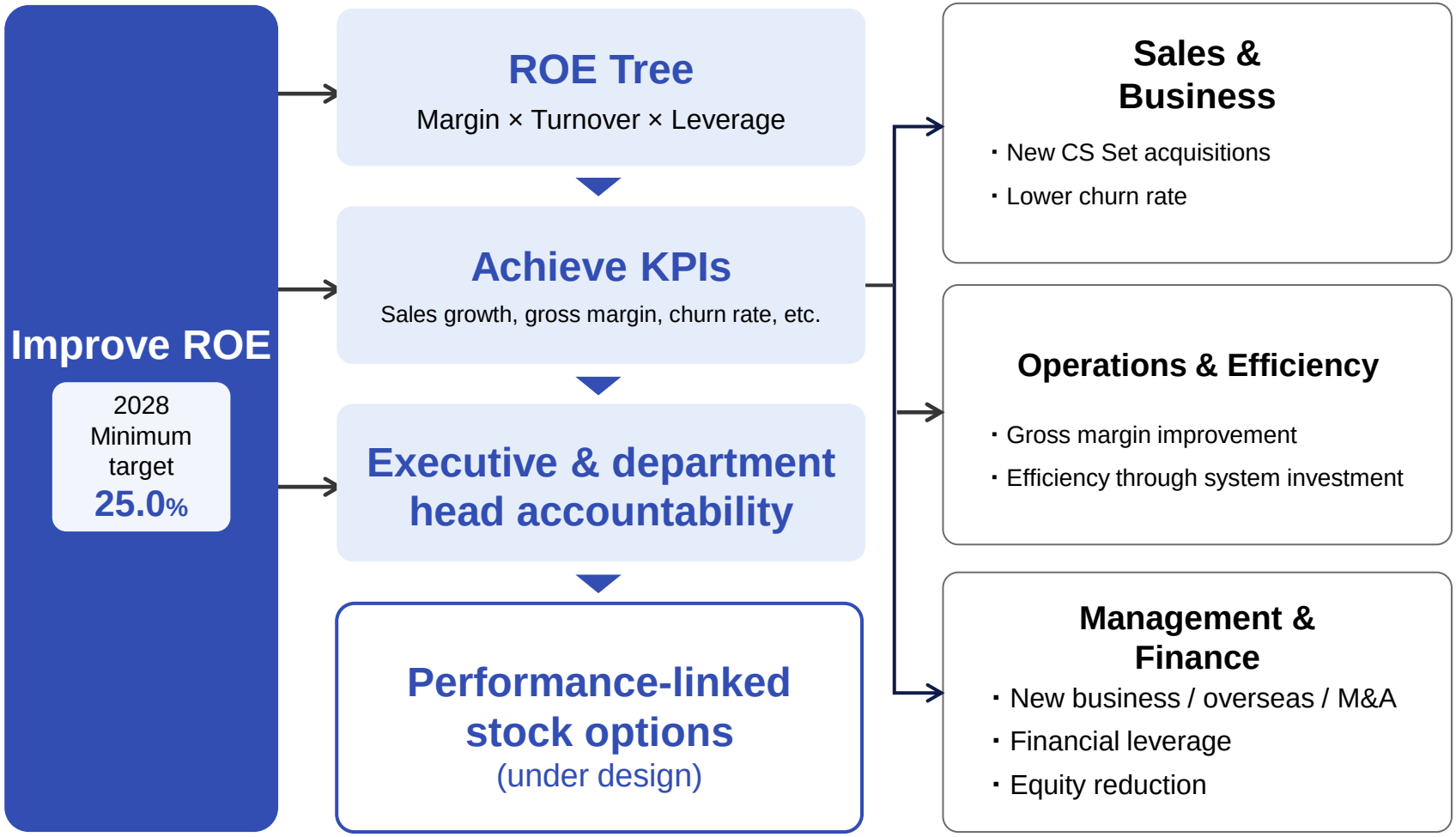
Status

- Rising due to consolidation of facilities and price competition

Direction

- Stabilize through both staff retention and value creation

- **Each executive and department head owns KPIs for the ROE target**
- **A performance-linked stock option plan is being designed accordingly**



- **We regard M&A as one of the key options for growth**
- **In executing M&A, we will be mindful of capital efficiency and focus on deals that help maximize shareholder value**

1 Domestic Base Enhancement

Leveraging our No. 1 share in Japan, we will consider M&A in highly compatible adjacent areas that strengthen our business base.

Target direction

- Improve efficiency of systems and operations
- Enhance the value we provide to customers

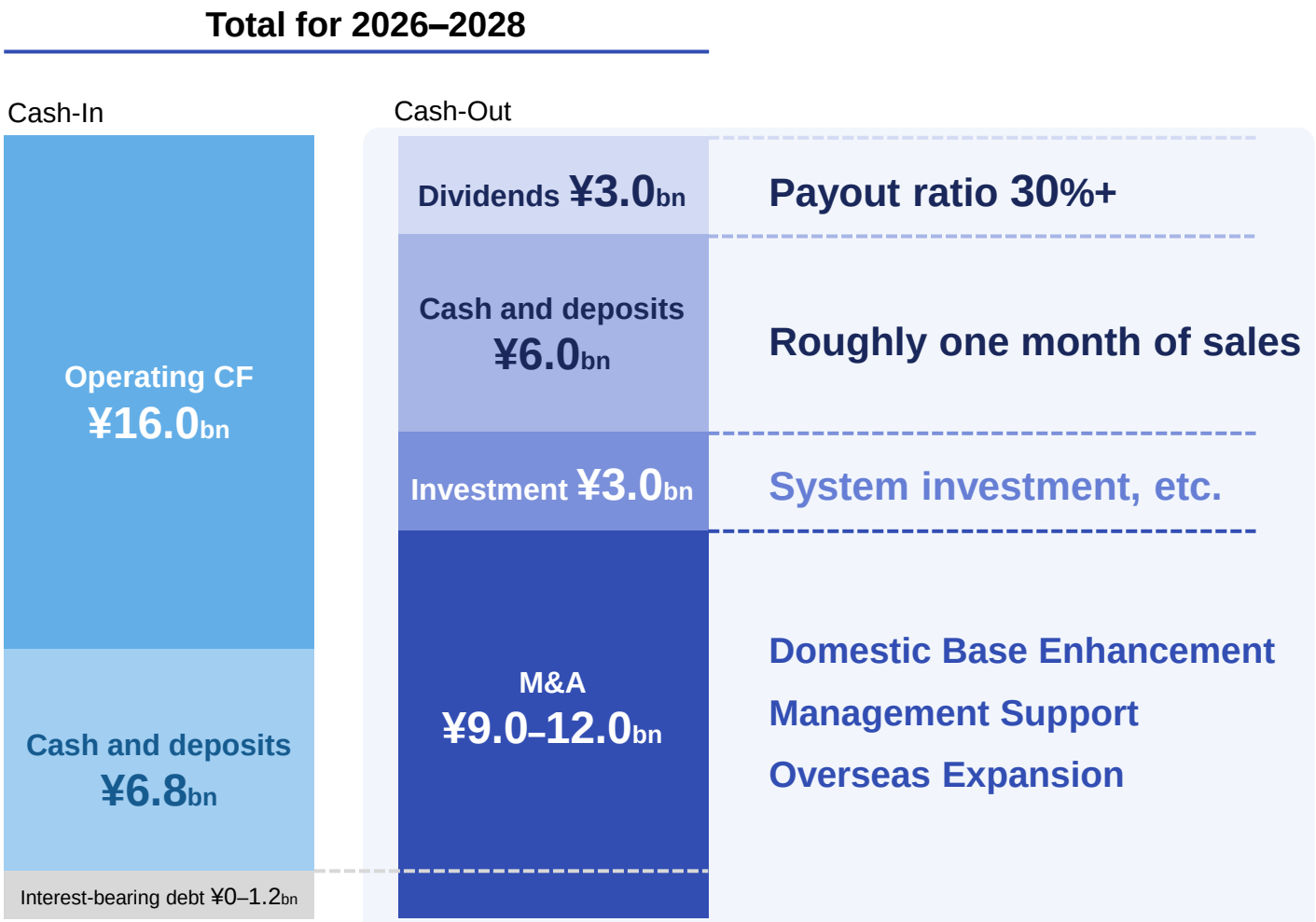
2 Management Support

As the management environment of hospitals and nursing care facilities grows ever more severe, we will consider expanding into service areas that support their management, starting from the CS Set.

3 Overseas Expansion

Overseas, capturing improvements in hygiene and changes in lifestyle, we will consider expanding into countries and regions where demand for our services is expected.

- **Total cash inflow of ¥16.0 billion planned over three years**
- **Funds go mainly to growth investment, plus capital-efficient shareholder returns**



*Overdraft facility of ¥4.2 billion

Appendix

Theme: "Realizing an enriching living environment"
We keep creating and taking on new businesses.

Head office, Matsumoto, Nagano

President and CEO
Tomohiro Minezaki

Company	**ELAN Corporation**
Business	**Nursing care business (CS Set)**
Founded	**February 6, 1995**
Capital	**¥573 million**
Net sales	**¥55,448 million (FY12/2025)**
Ordinary profit	**¥4,184 million (FY12/2025)**
Head office	**Matsumoto, Nagano**
President	**Tomohiro Minezaki**
Employees	**1,498 (as of Dec. 31, 2025)**
Locations	**HQ** : Matsumoto **Office** : Tokyo (business strategy & marketing) **Sites** : Matsumoto Murai (customer support) **Sales** : **Hokkaido Area** Sapporo/Hakodate/Kushiro **Tohoku Area** Aomori/Morioka/Sendai/Akita/Koriyama **Kanetsu Area** Utsunomiya/Saitama/Chiba/Tokyo/Sagamihara/Niigata **Chubu Area** Matsumoto/Shizuoka/Nagoya **Kansai-Hokuriku Area** Kanazawa/Osaka/Kobe **Chugoku-Shikoku Area** Okayama/Hiroshima/Takamatsu/Matsuyama **Kyushu-Okinawa Area** Fukuoka/Minami-Kyushu/Okinawa **Logistics** : Kanagawa / Matsumoto / Kansai
Subsidiaries	**ELAN Service / Ryukyu ELAN / ELAN COULEUR / ELAN LOGISTICS / GREEN / TMC**
Listed market	**Tokyo Stock Exchange Prime Market (Securities code: 6099)**
Certified	**PrivacyMark, Eruboshi certification, Kurumin certification**

No personal belongings to prepare: hands-free admission, visits and discharge made possible.

The CS Set combines rental of clothing and towels with the supply of disposable diapers and daily necessities needed during a hospital stay.

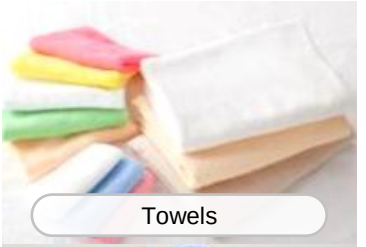
With a fixed daily fee, patients can use what they need, when they need it.

Example of a Standard CS Set Plan

	Plan A Daily ¥700	Plan B Daily ¥500	Plan C Daily ¥300
Towels	◎	◎	◎
Daily necessities	◎	◎	◎
Clothing	◎	○	×

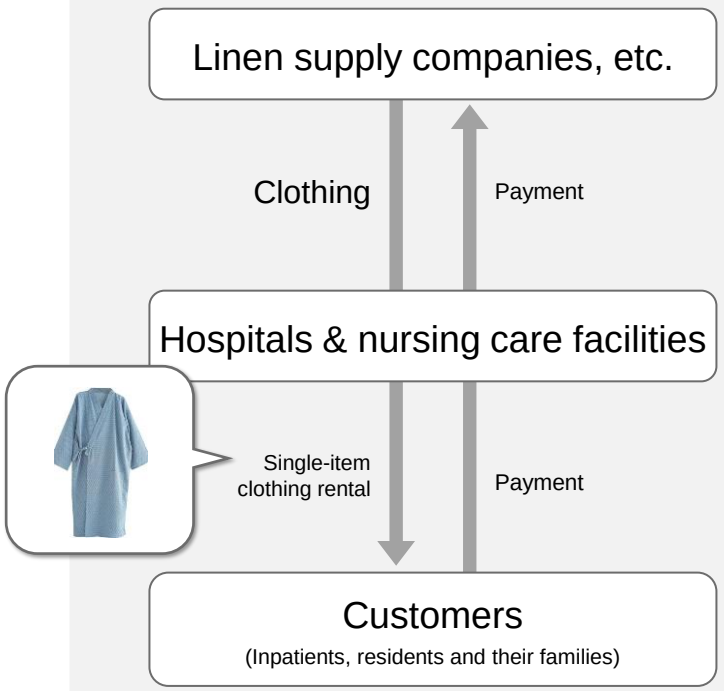
e.g.: Plan B ¥500, 7 days

¥500 × 7 days = ¥3,500 *Reference prices

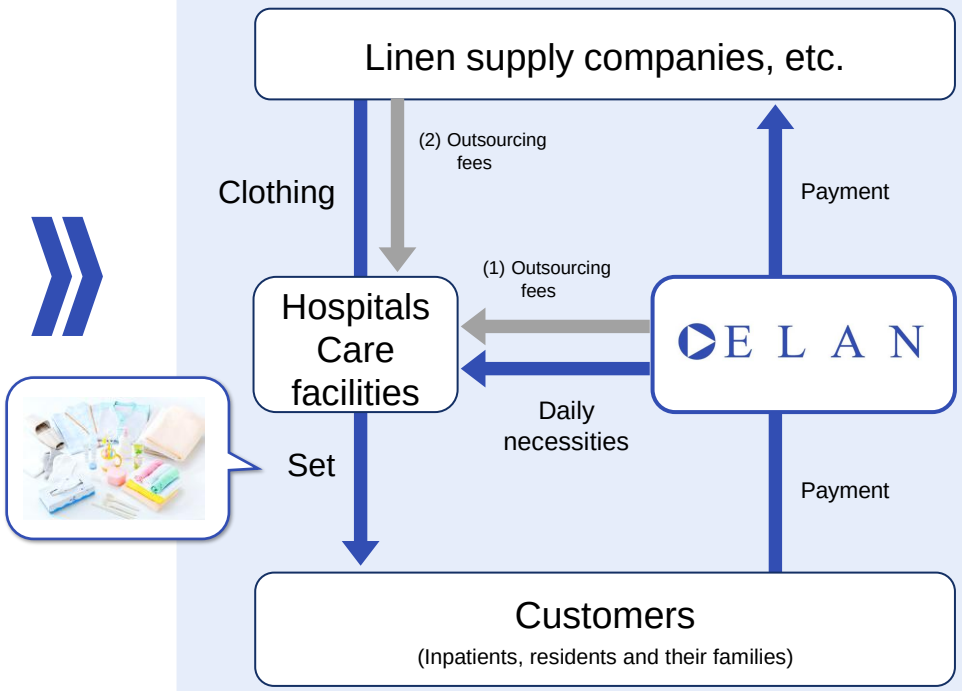


- **Shift from conventional single-item clothing rental to hospitalization sets**
- **We supply daily necessities and handle billing management and customer inquiries**
- **We pay hospitals and care facilities outsourcing fees for explaining and distributing the sets**

Conventional Business Model



Current Business Model



The "CS Set" gives patients and families peace of mind

Aging population

Focus on visits and caregiving

More nuclear families

Easy visits
Reassuring support

More single-person households

Safe even alone

CS Set

Towels, clothing & daily necessities

Hands-free admission
Hands-free discharge

Big benefits for nursing and caregiving staff too!

Issues Facing Hospitals & Nursing Care Facilities

Chronic understaffing

Hygiene issues

+

Visiting restrictions due to COVID-19

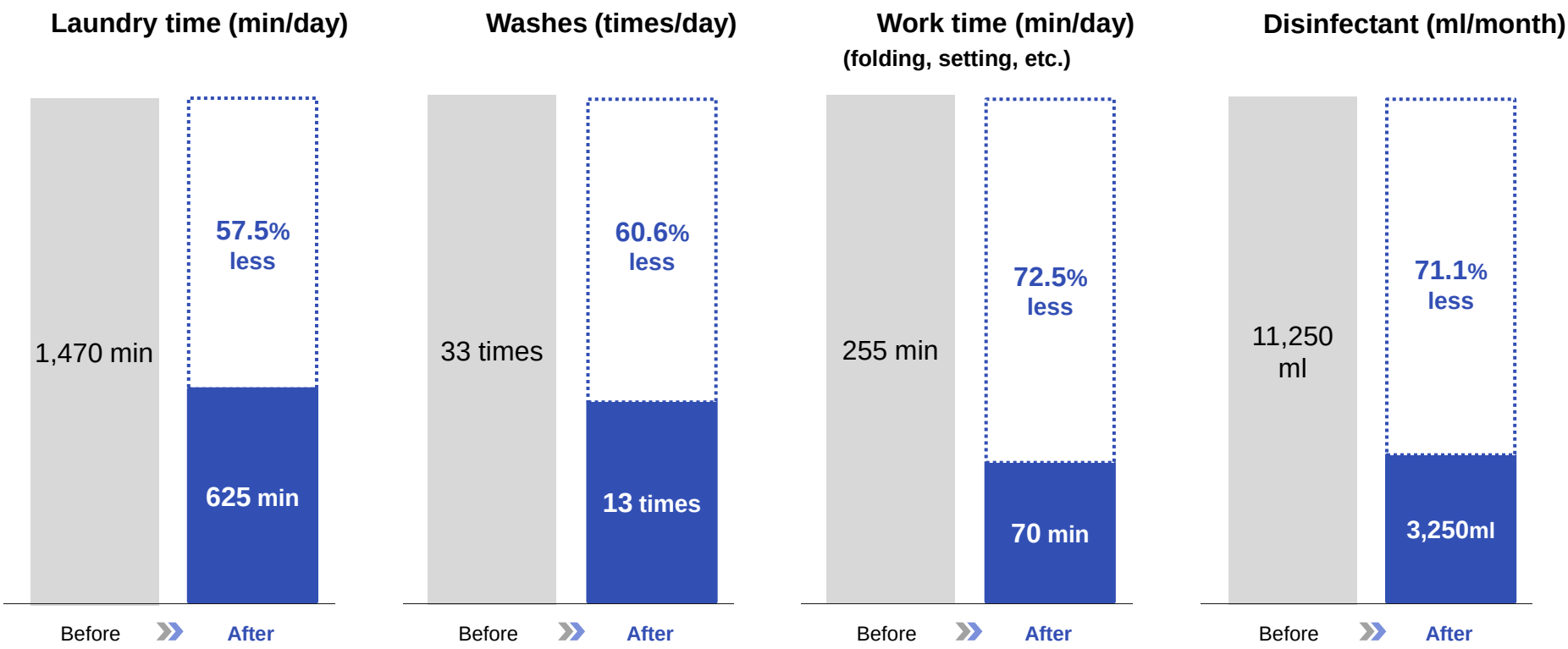
Staff must carry belongings

e.g.: taking soiled items to families at reception,
and bringing fresh clothing and towels to wards

Staff can focus on core nursing and care work

Significant reduction in time and effort
Focus on core nursing and caregiving work

Examples of CS Set Implementation Effects



*Figures are totals for 6 wards

Creating economic benefits for the entire industry

Hospitals & care facilities "Management issues"

- Severe hospital management environment
- Risk of administrative guidance on non-insurance income

Related businesses "Management issues"

- Existing hospital-related businesses are saturated
- Strong pressure to cut costs
- New earnings opportunities needed

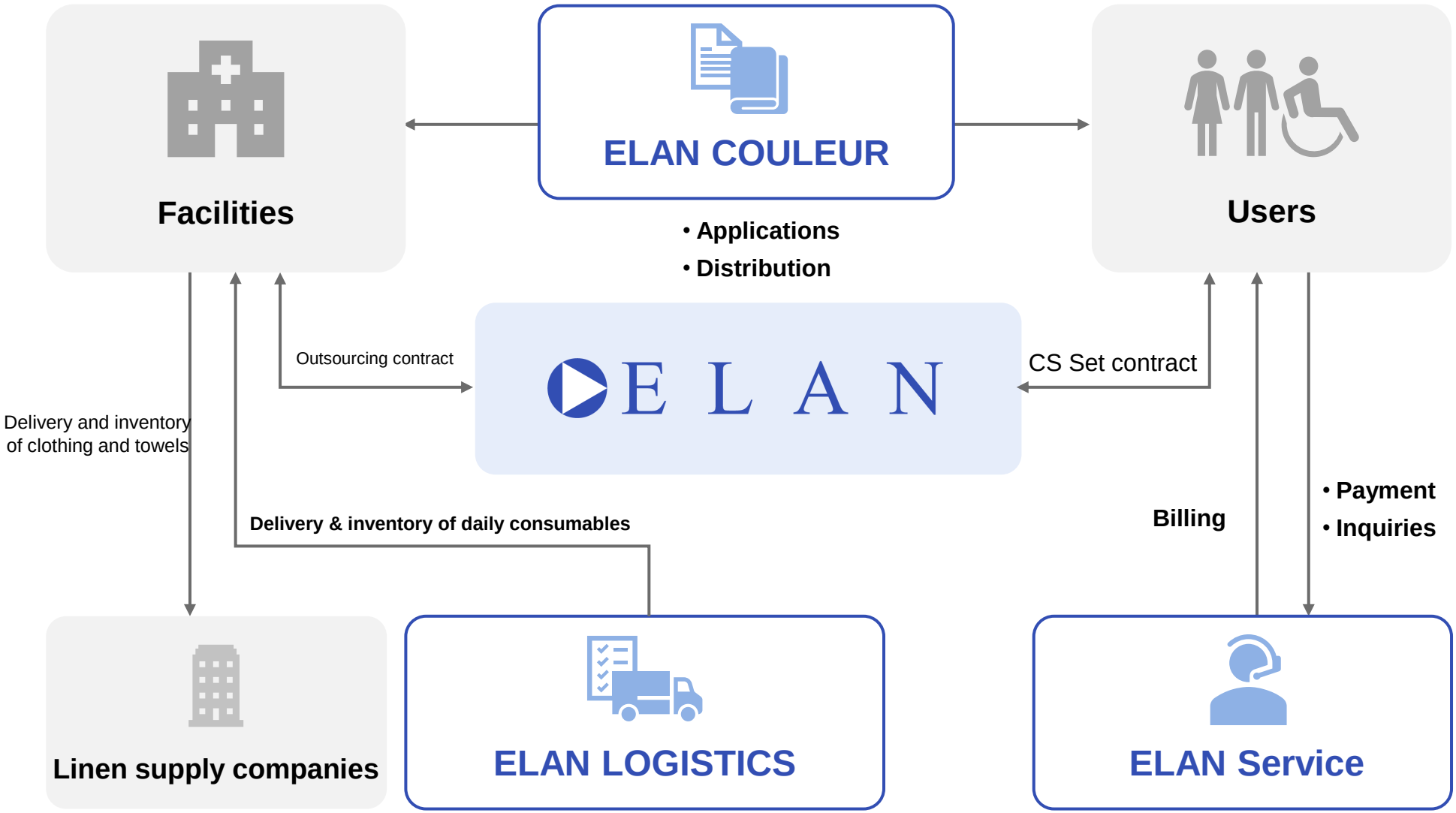
ELAN

Securing new revenue sources

Lower risk of administrative guidance

Higher sales and profits

Roles of Domestic Subsidiaries



Key Indicators of Domestic Subsidiaries

	2022	2023	2024	2025	2026 3Q
ELAN Service					
Contracted cos. [Hosp. sets] (cos.)	5	9	13	16	**18**
Facilities [Hosp. sets] (facilities)	30	36	65	86	**103**
Contracted cos. [Other] (cos.)	0	2	4	5	**5**
Facilities [Other] (facilities)	0	2	11	21	**22**
ELAN LOGISTICS					
Delivery destinations (facilities)	110	242	376	566	**571**
ELAN COULEUR					
Outsourced facilities*1 (facilities)	0	42	50	52	**70**
Employees w/ disabilities*2 (people)	0	13	25	24	**32**

*1 The counting method for facilities under contract work was changed from the FY2025 full-year results, so figures differ from past results presentations.
*2 ELAN COULEUR aims to create employment opportunities for people with disabilities and to support hospitals in employing people with disabilities.

01 Pioneer of hospitalization sets

02 Recurring-revenue growth and profitability

03 Rising barriers to entry

We were the first to develop hospitalization sets as an organized business

Three points that give us an overwhelming lead over later entrants as the pioneer

01 Know-how

- Judging the break-even line
- Explanation to and operation with nursing & care staff
- Service operations compliant with administrative guidance
- Billing and collection

02 Business Model

A co-prosperity model that leverages existing business relationships

03 Positioning

Open positioning, not affiliated with any specific group

Seemingly low barriers are actually high

01 Know-how

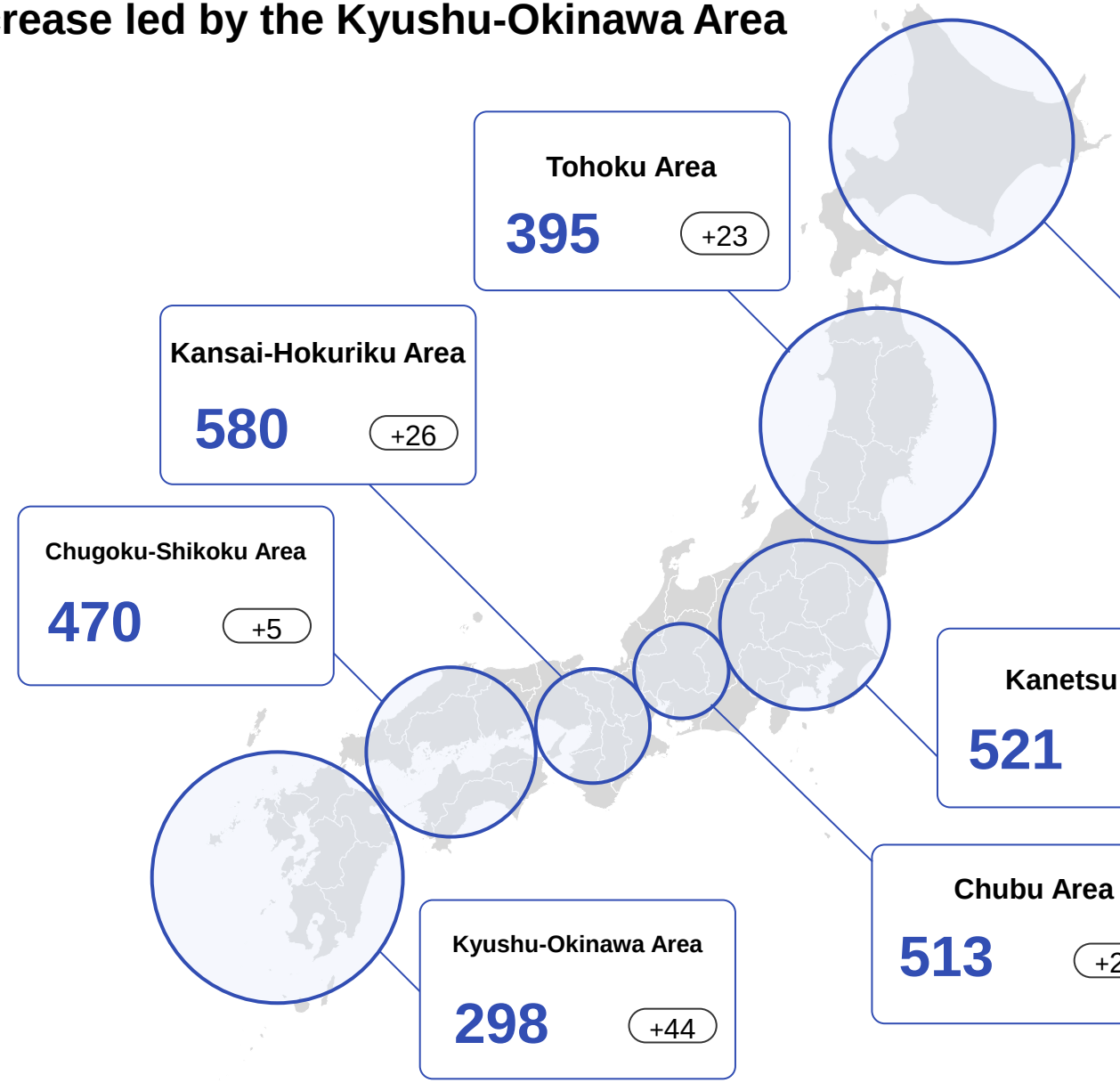
02 Business Model

03 Positioning

Through accumulated know-how and established positioning in the industry,

we are building even higher barriers to entry

- **Increase led by the Kyushu-Okinawa Area**

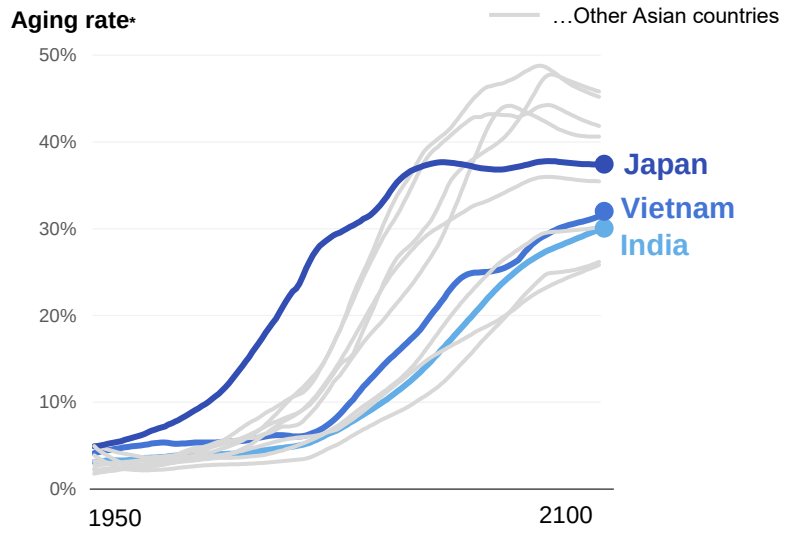


*( ) = net increase in FY12/2026

Approach to Overseas Expansion

- **In Asia, the pace of aging differs greatly by country, so it is important to adjust services accordingly**
- **In countries where aging is not yet advanced, we will first provide core services such as laundry and work with hospitals to expand the business in the future**
- **Building on laundry services, we will provide related services such as hospitalization sets to raise sales per customer (facility) and improve profit margins**

Aging Rate in Asian Countries (1950–2100, medium variant)



*Share of population aged 65 and over in total population
Source: Prepared by ELAN based on World Population Prospects 2024 Revision

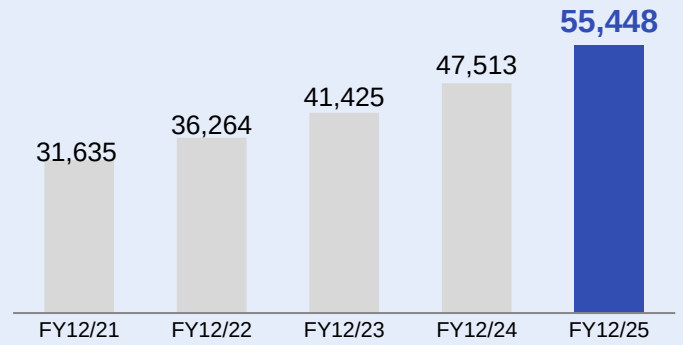
	Phase 1		Phase 2	Phase 3	Phase 4
Aging rate (2025, medium variant)	Less than 10%		10-20%	20-30%	**30% or more**
Country	**Vietnam** **India**	Philippines Indonesia Malaysia	China Thailand Singapore	Taiwan South Korea	**Japan**
Issues	Supply of ancillary services lags behind the increase in medical facilities			With aging and more nuclear families, the burden on families supporting inpatients and residents has grown	

- **Policy to enhance ESG initiatives and disclosure to increase shareholder value over the medium to long term**
- **GHG and human capital information is updated in the Annual Securities Report**

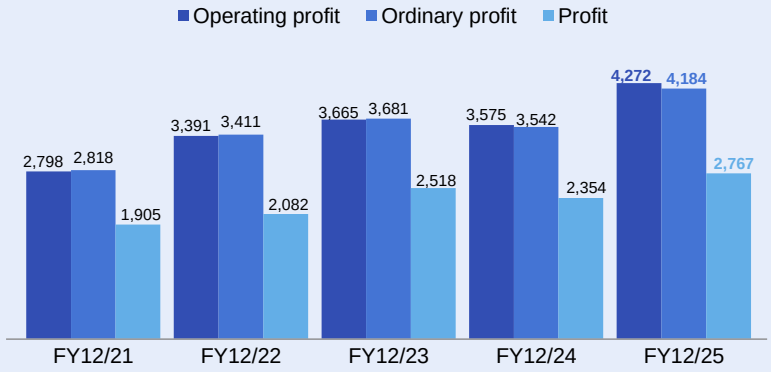
	Materiality	2022	2023	2024	2025	2030
General		Identification of materiality & target setting				
			Establishment of Sustainability Committee			
Environment (E)	Stable services & lower environmental impact	Built in-house warehouses and logistics				
			Climate-related disclosure based on TCFD recommendations			
				Set target of net-zero GHG emissions (Scope 1, 2) by 2050		
Social (S)	Support health & well-being of all people / Bring smiles to us and everyone we touch			Established ELAN COULEUR (jobs for people with disabilities)		
					Enhanced human capital disclosure	
Governance (G)	Sound, sustainable business base	Strengthening corporate governance				
		Promoting safe driving				
		Strengthening compliance training				

Financial Highlights (1)

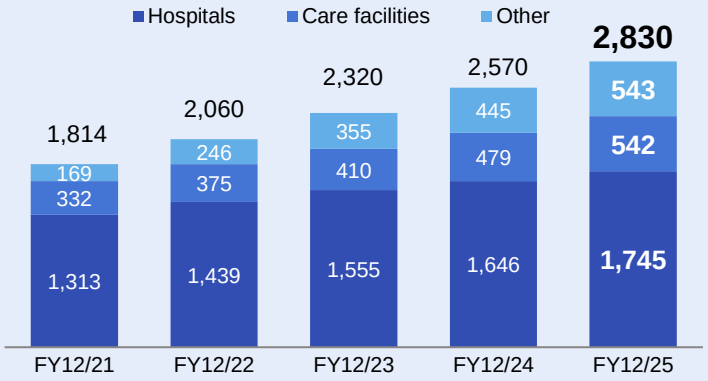
Net Sales (¥ mn)



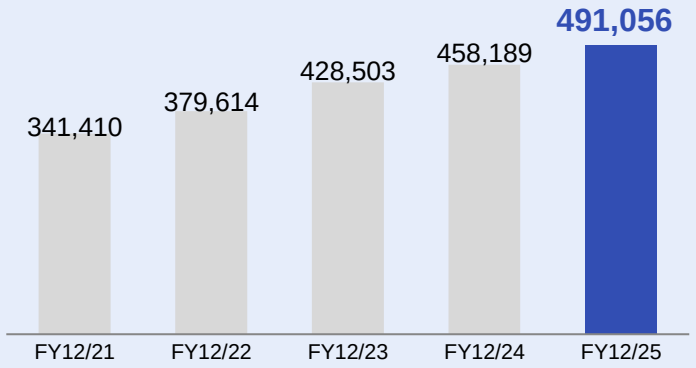
Profits (¥ mn)



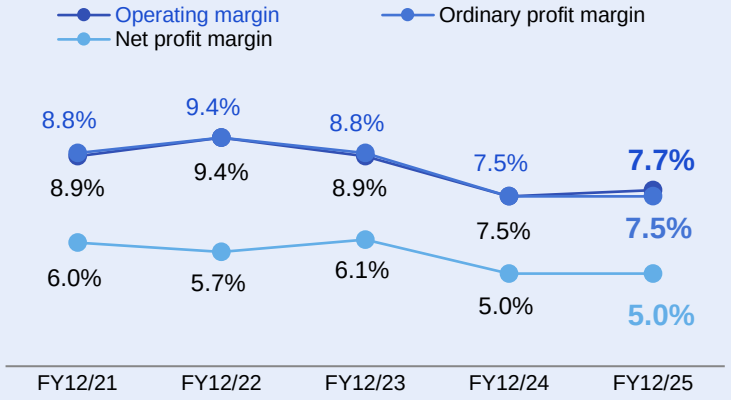
Contracted Facilities (facilities)



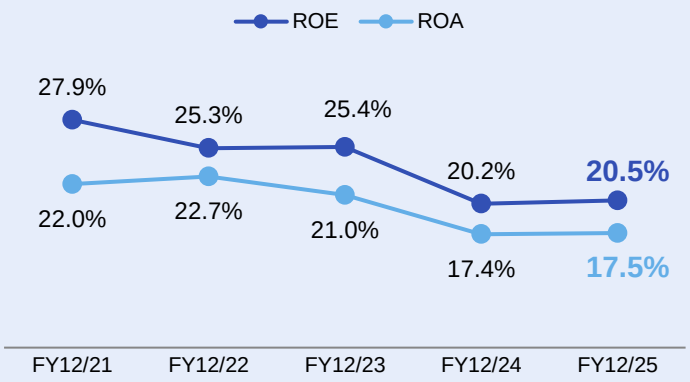
Monthly Users (users)



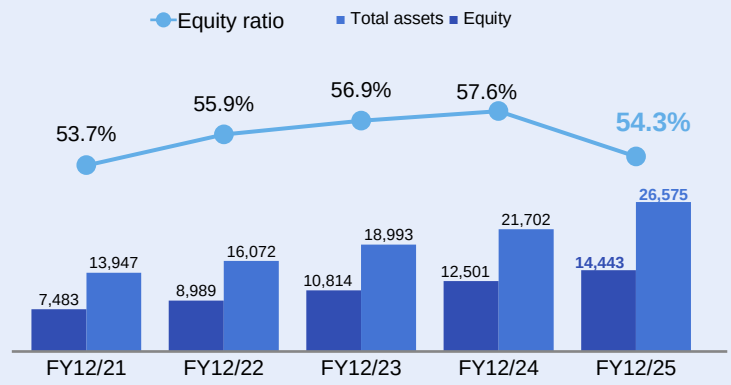
Profit Margins



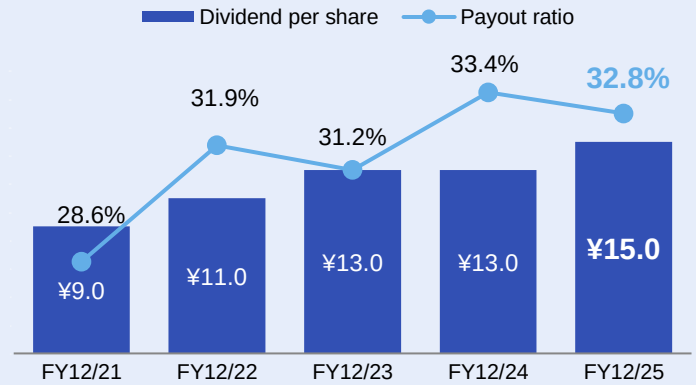
ROE and ROA



Total Assets, Equity and Equity Ratio (¥ mn)



Dividend per Share and Payout Ratio



(Note) Dividends per share are retroactively adjusted for the 1:2 stock split effective Jan. 1, 2021

[Disclaimer]

This document was prepared by ELAN Corporation.
It contains forward-looking statements, including strategies and outlooks.
These are based on our judgment as of the date of preparation (October 30, 2026)
and involve risks and uncertainties.
They may change due to various factors, such as changes in the business environment.

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