



SHIP HEALTHCARE

Creating environments for medical professionals

**FY 03/2025
Financial Results Briefing
New Medium-Term Management Plan
SHIP VISION 2030**

SHIP HEALTHCARE HOLDINGS, INC.

May 16, 2025

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Group Philosophy

SHIP

Sincere
(誠実な心)

Humanity
(「情」の心)

Innovation
(革新者の気概)

PartnerSHIP
(パートナーシップ精神)

Group Mission

**Creating Environments
for medical professionals**

Fundamental stance

し せい そく だつ
至誠惻怛

FY 03/2025 Financial Results



Financial Results Highlights

(Million yen)	FY03/24 (Result)	FY03/25 (Plan)	FY03/25 (Result)	YoY change		vs. the Plan	
				Change	Change rate	Change	Change rate
Net sales	630,988	640,000	678,229	+ 47,241	+ 7.5 %	+ 38,229	+ 6.0 %
Gross profit	65,607	—	66,743	+1,135	+1.7 %	—	—
Operating profit	24,539	26,000	24,779	+240	+1.0 %	▲1,220	▲4.7 %
Operating profit margin	3.9 %	4.1 %	3.7 %	—	—	—	—
Ordinary profit	25,219	26,000	26,023	+804	+3.2 %	+23	+0.1 %
Ordinary profit margin	4.0 %	4.1 %	3.8 %	—	—	—	—
Profit attributable to owners of parents	13,799	15,000	15,128	+1,328	+9.6 %	+128	+0.9 %

Financial Results Highlights

Net sales

TPP

Large projects were recorded as planned despite the concentration in the 2H compared to the previous year

MSP

New SPD contracted facilities (24 cases/approx. 7,400 beds) began operations in the current fiscal year

Operating profit

TPP

The challenging hospital management environment led to a noticeable delay in the timing of medical equipment than in previous years despite recording large projects as planned

MSP

Record of expenses associated with investments of future logistics center planned to open in FY2026, despite covering upfront expenses due to the steady progress of the operation of new SPD facilities

LC

Record of upfront expenses related to the new facility opened in July

PH

Rising procurement costs of medicine

Ordinary profit

Non-operating

Record of “equity gains of affiliated companies” from entities accounted for using equity

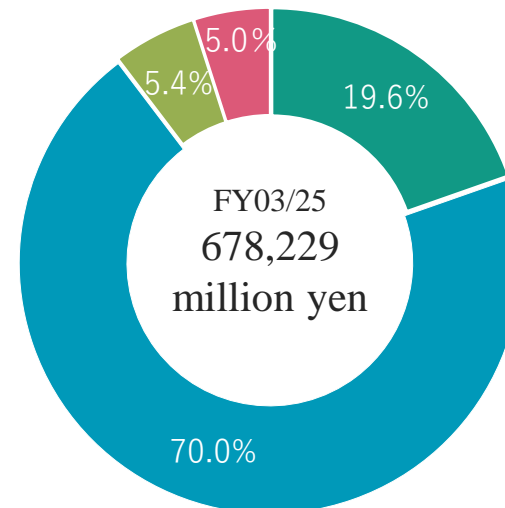
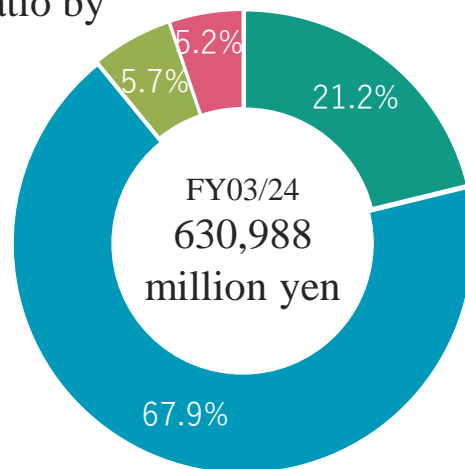
- ✓ All of consolidated net sales, operating profit, ordinary profit and net income exceeded that of the precious year despite consolidated operating profit falling short of the initial plan.

Net Sales (by business segments)

(Million yen)	FY03/24 (Result)	FY03/25 (Plan)	FY03/25 (Result)	YoY		vs. the Plan	
				Change	Change rate	Change	Change rate
Total Pack Produce Business(TPP)	133,717	136,000	133,167	▲550	▲0.4%	▲2,233	▲2.1%
Medical Supply Business(MSP)	428,451	433,000	474,919	+ 46,468	+ 10.8%	+ 41,919	+ 9.7%
Lifecare Business(LC)	36,099	37,000	36,674	+ 575	+1.6%	▲325	▲0.9%
Dispensing Pharmacy Business (PH)	32,719	34,000	33,468	+ 749	+2.3%	▲531	▲1.6%
Total	630,988	640,000	678,229	+ 47,241	+ 7.5%	+ 38,229	+ 6.0%

■ Net sales composition ratio by segments

- TPP
- MSP
- LC
- PH

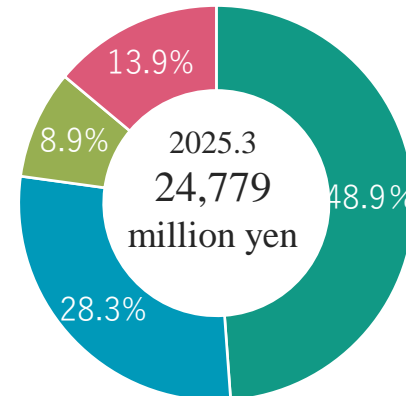
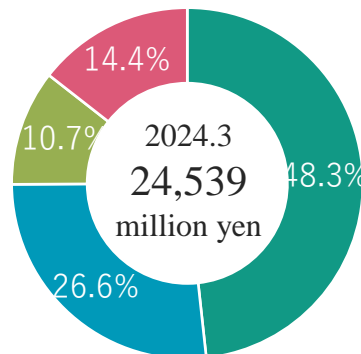


Operating Profit (by Business Segments)

(Million yen)	FY03/24 (Result)	FY03/25 (Plan)	FY03/25 (Result)	YoY		vs. the Plan	
				Change	Change rate	Change	Change rate
Total Pack Produce Business(TPP)	11,805	12,600	12,017	+211	+1.8%	▲582	▲4.6%
Medical Supply Business(MSP)	6,517	7,100	6,970	+452	+6.9%	▲129	▲1.8%
Lifecare Business(LC)	2,606	2,610	2,189	▲417	▲16.0%	▲420	▲16.1%
Dispensing Pharmacy Business (PH)	3,530	3,690	3,426	▲103	▲2.9%	▲263	▲7.1%
Adjustment	78	–	177			–	–
Total	24,539	26,000	24,779	+240	+1.0%	▲1,220	▲4.7%

Operating profit composition ratio by segments

■ TPP
■ MS
P



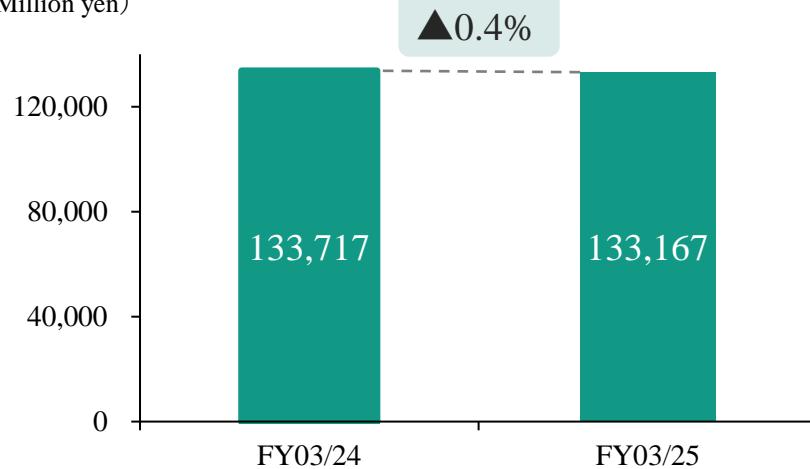
*Excludes adjustment

Total Pack Produce Business

Net sales/Operating profit

Net sales

(Million yen)



Positive aspects

- Record of large PJs as planned
- Kingrun Group achieved results exceeding that of planned as of M&A
→Four group companies were integrated on January 1st, 2025, aiming for more efficient management
- The strong performance of the medical information solutions business, (Selecting system/Supporting introduction, Relating infrastructure building)

Negative aspects

- The challenging hospital management environment led to a noticeable delay in the timing of medical equipment than in previous years

Op. profit

(Million yen)

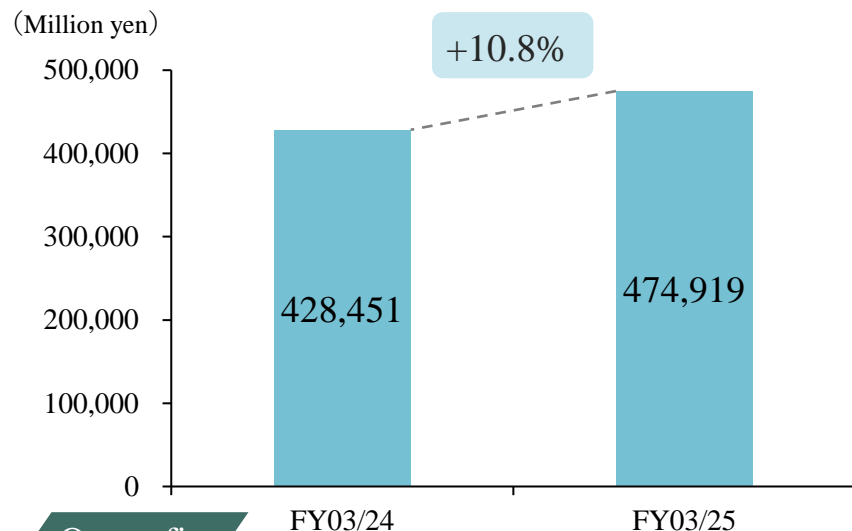


Net sales (Million yen)	FY03/2024 result	FY03/2025 result	Change	Change rate
PJ・Routine	60,924	62,117	+1,193	+2.0%
Manufacture	33,131	33,581	+450	+1.4%
Overseas	5,097	361	▲4,735	▲92.9%
Kingrun	24,658	26,314	+1,656	+6.7%
Others	9,906	10,792	+886	+8.9%
Segment total	133,717	133,167	▲550	▲0.4%

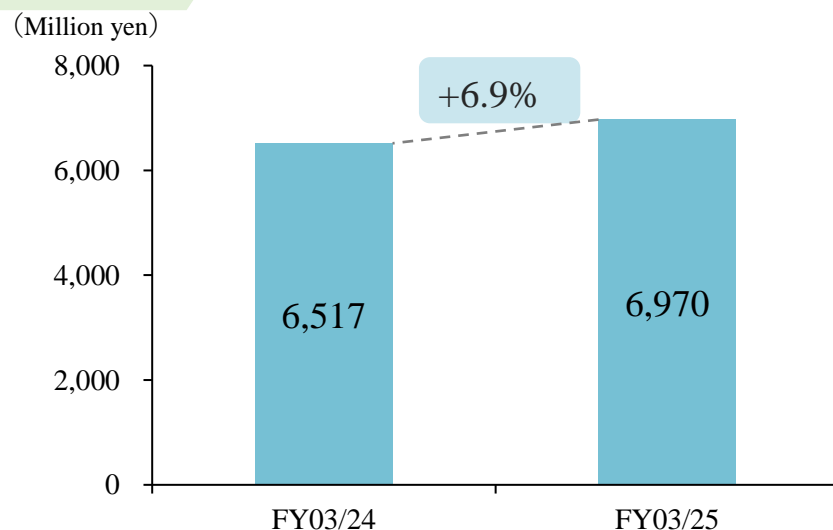
Medical Supply Business

Net sales/Operating profit

Net sales



Op.profit



Positive aspects

- Five group companies were integrated on October 1st, 2024, proceeding more efficient management (See P.23)
- New SPD facilities (24 cases/approx. 7,400 beds) started their operation in the current FY
- Operation of multihospital-integration SPD, as well as single hospital has started

Negative aspects

- Increase of upfront costs and amortization expense associated with investments in future logistics plans
- The challenging hospital management environment led to a pressure to reduce material costs

(Circumstances of SPD contracted facilities)

Total 272 cases
approx. 100,000 beds

(as of March 31, 2025)

YoY +24 cases

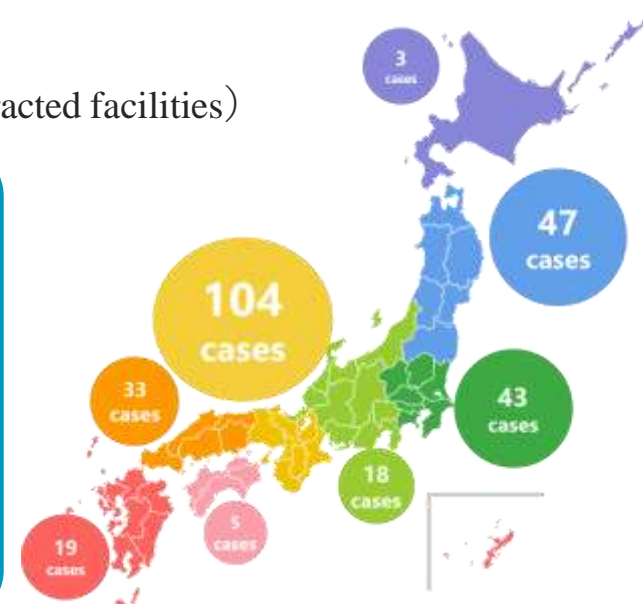
(Breakdown)

Kantou +6cases,

Kansai+6 cases,

Chugoku&Shikoku +5 cases,

Kyushu&Okinawa +7 cases



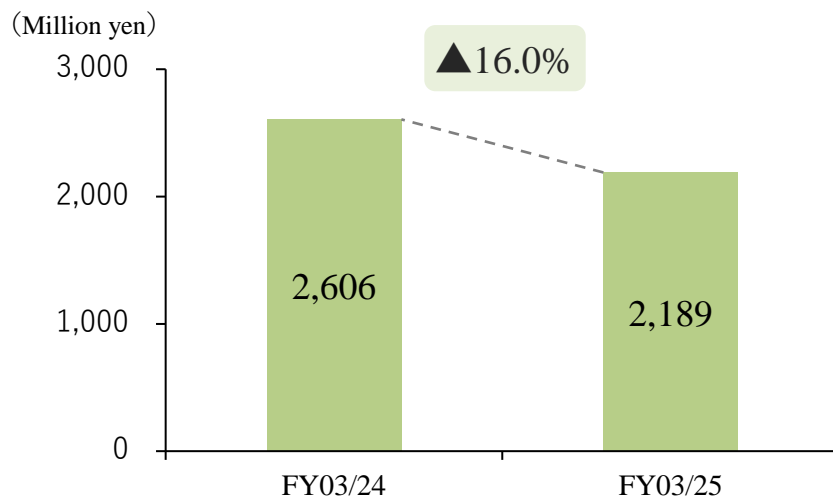
Lifecare Business

Net sales/Operating profit

Net sales



Op.profit



Positive aspects

- **【Nursing care】** Two group companies were integrated on January 1st, 2025, aiming for more efficient management
- **【Food provision】** Increase of new DREAM KITCHEN contracts
- **【Food provision】** Withdrawal of facilities which have no approval of price pass-through or convert into facilities with DREAM KITCHEN in consideration with soaring ingredient prices

Negative aspects

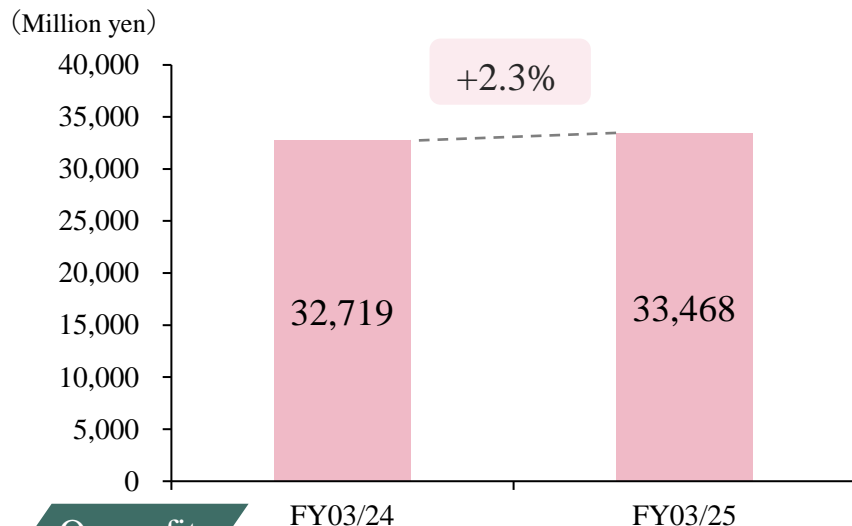
- **【Nursing care】** Record of upfront expenses associated with new facility opening
- **【Nursing care】** Surge in utility expenses
(an increase in unit price despite a reduce in quantity)
- **【Food provision】** Soaring prices of food including rice which is difficult to alternate.
- **【Common】** Rising costs for dispatching and outsourcing due to labor shortages.

Net sales (Million yen)	FY03/2024 result	FY03/2025 result	Change	Change rate
Nursing care	24,111	24,415	+303	+1.3%
Food provision	11,987	12,259	+271	+2.3%
Segment total	36,099	36,674	+575	+1.6%

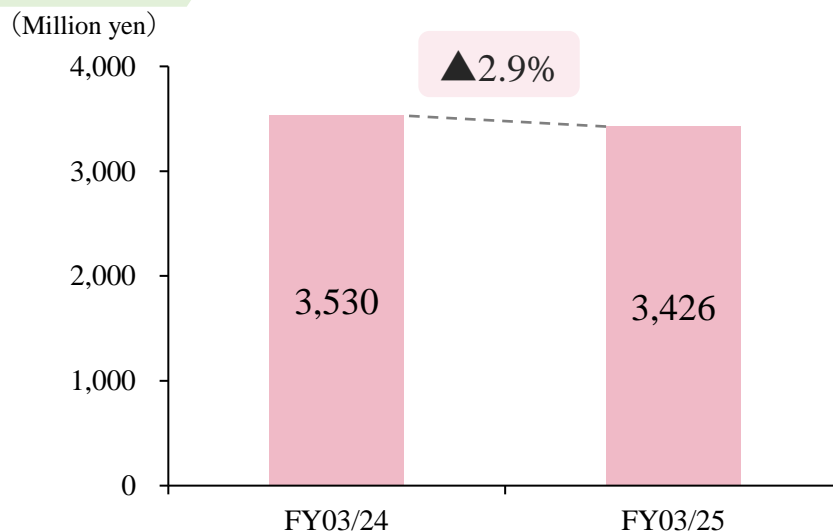
Dispensing Pharmacy Business

Net sales/Operating profit

Net sales



Op.profit



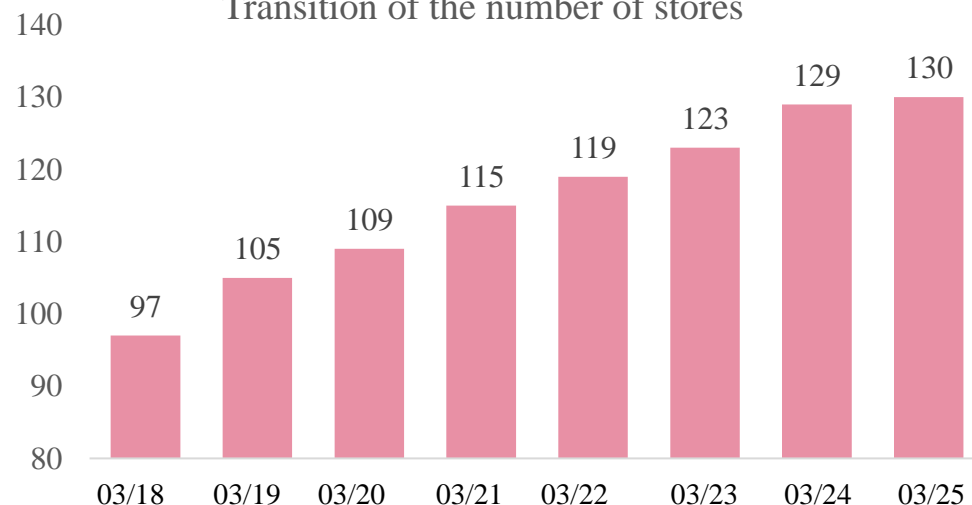
Positive aspects

- Four group companies were integrated on April 1st, 2025, aiming for more efficient management
- 3 stores newly opened, 1 store was acquired through M&A from the end of the previous fiscal year. Integrated 3 stores from the perspective of efficient management
- Increase of stores where calculation of additional fee for generic drug dispensing system is started

Negative aspects

- Drug price revisions, rising procurement costs and labor costs in the 1H of the precious fiscal year

Transition of the number of stores



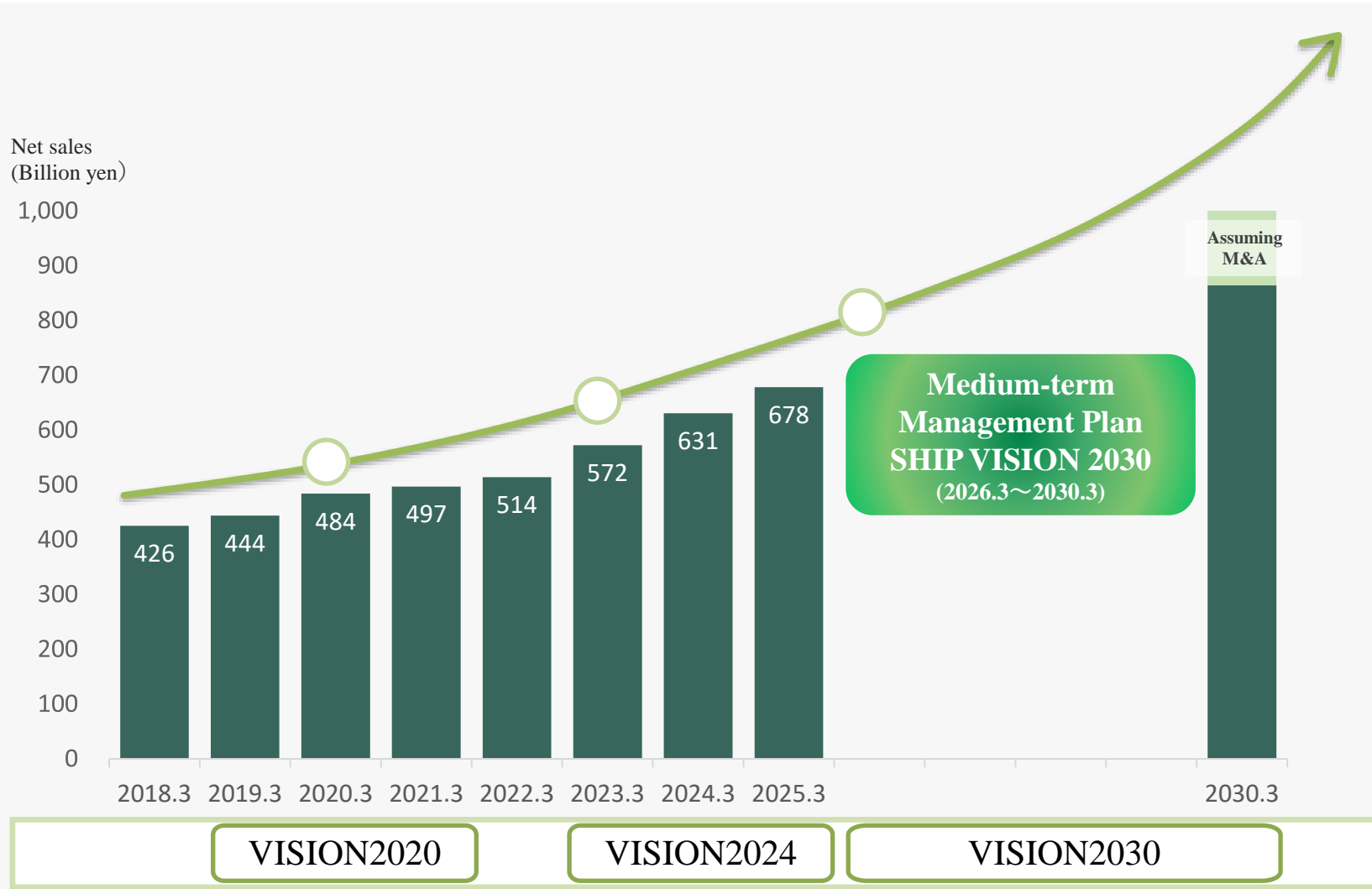
**Medium-Term Management Plan
(FY03/2026～FY03/2030)
SHIP VISION 2030**

Creating environments for medical professionals



Five-year Medium-Term Management Plan Quantitative Targets

■ Medium-term Management Plan Quantitative Targets



Growth

Growth rate of sales

5 %

(Compound Annual Growth Rate CAGR)

Profitability

Operating profit margin

4 %

Optimization of Group Management Resources

Capital efficiency

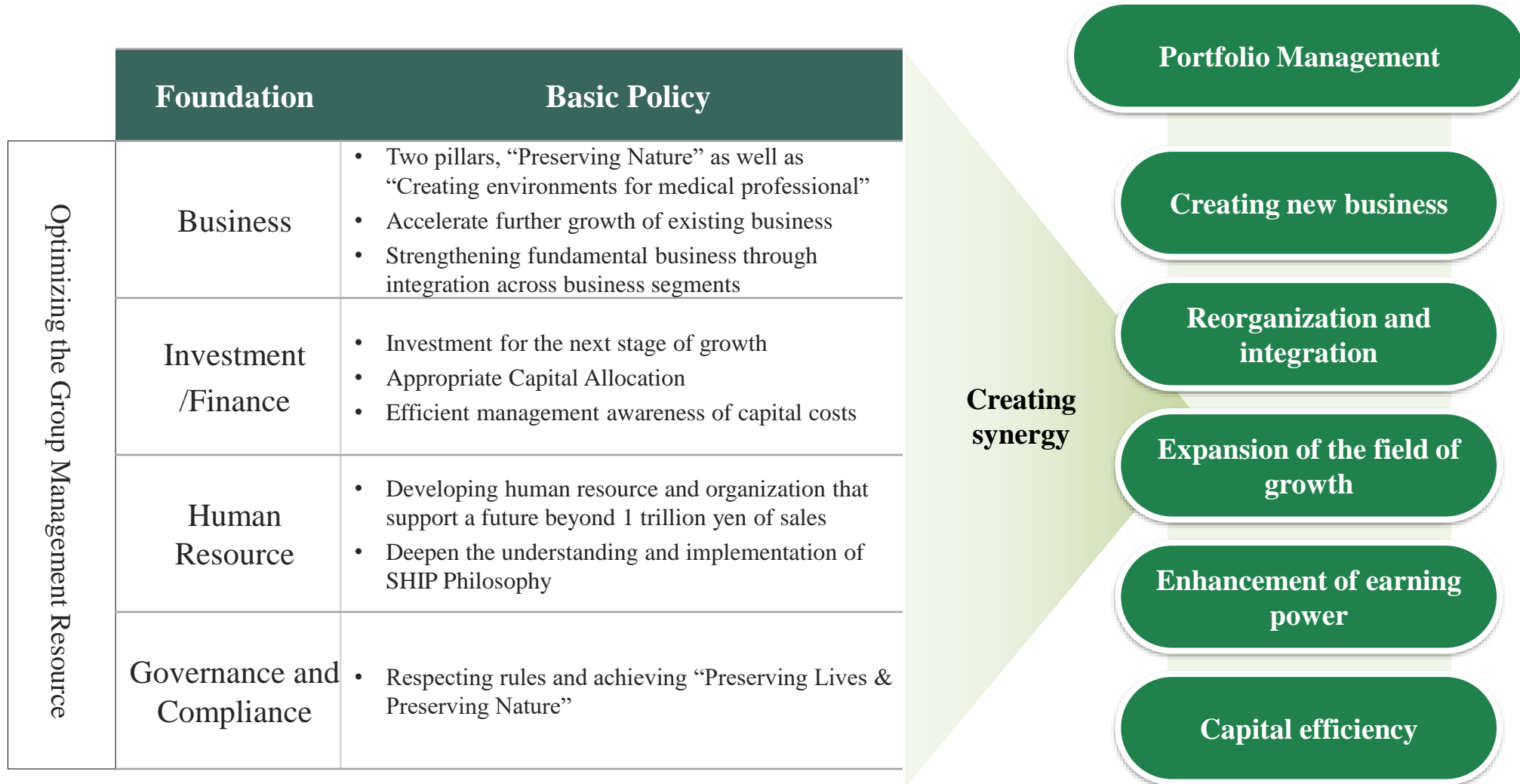
ROE target

12 %

ROE exceeding shareholder capital cost

Five-year Period Medium-term Management Plan Basic Policy

■ Portfolio Management through the Optimization of Group Management Resources



Five-year Period Medium-term Management Plan Key Points

Key
point

1

Creating new business

From “Creating environment for medical professionals” to “Creating environments for better living”

Key
point

2

Reorganization and integration

Focusing on the autonomous growth of each group company, management resources will be efficiently integrated to maximize the overall capabilities of the Group.

Key
point

3

Expansion of the field of growth

By utilizing the diverse resources available through inter-group collaboration, additional synergies are expected to be generated.

Growth Strategy (Groupwide)

- Aim to further strengthen and expand group resources

Evolving and Multifaceted Issues in Healthcare

High-quality medical service system

- Promote comprehensive community care systems
- Securing home medical care and in-home nursing care

Work-style reform

- Decreasing workforce
- Task sharing, Outsourcing

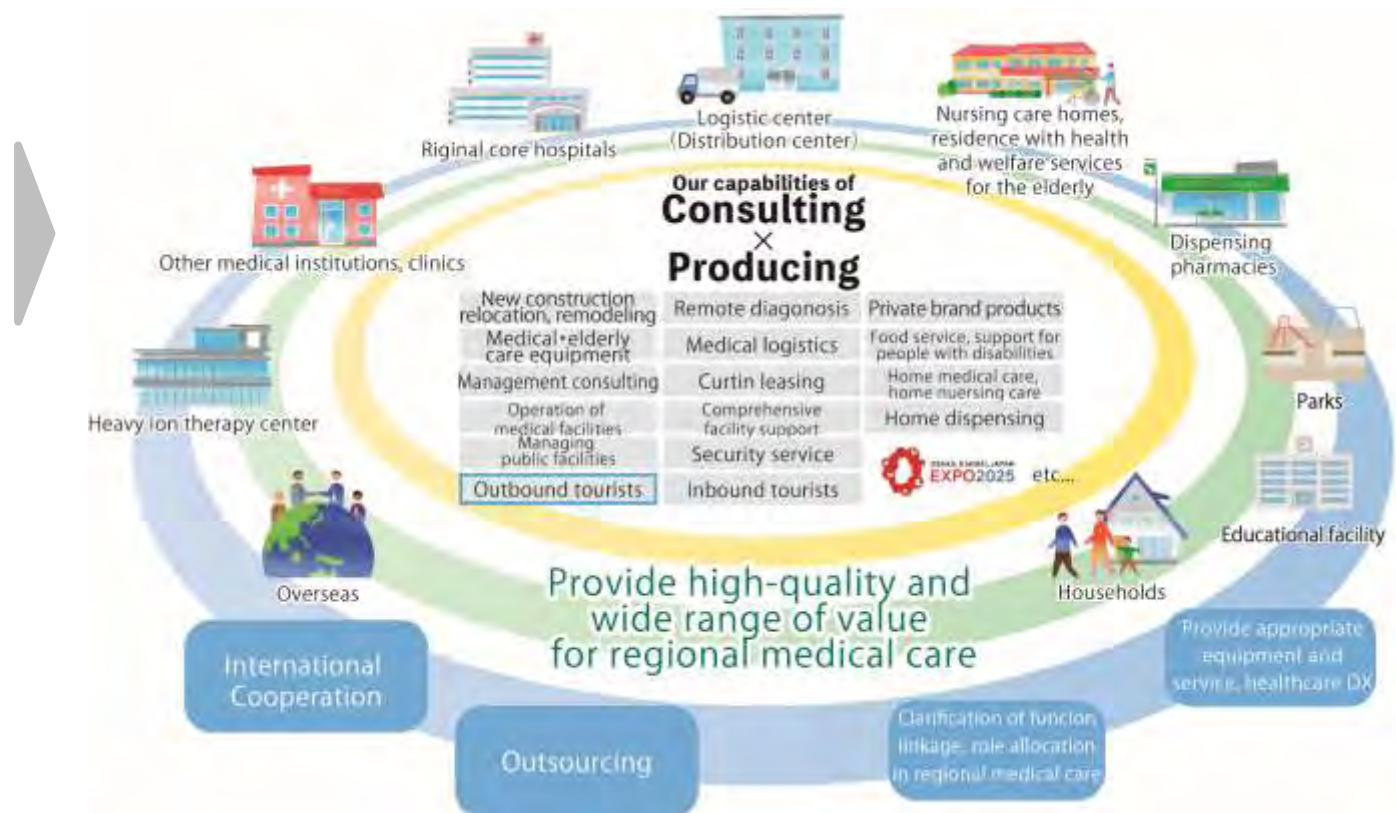
Infection control measures

- Infection control measures according to the function of the medical institution

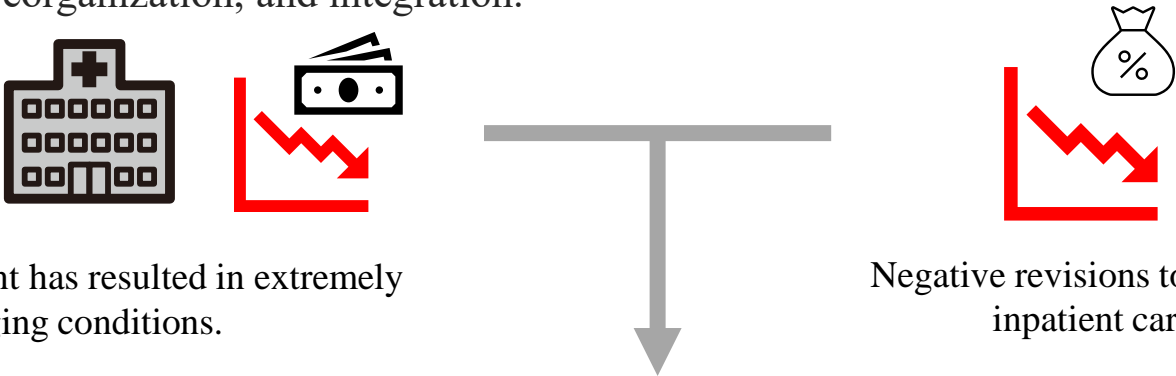
Improving sustainability

- Limited medical resources
- Increasing social welfare spending

Promoting high value-added business operations while responding to expanding healthcare needs



- Future regional healthcare planning will shift from “coordination, reorganization, and integration” to “elimination, reorganization, and integration.”



Comprehensive review of the regional healthcare vision and medical plan toward 2040

Reconstruction of the social security system to align with declining birthrates, rapid population decrease, and a super-aged society between 2026 and 2040

~2025

Functional differentiation and coordination of hospital beds (ensuring consistency between standard and required bed numbers)



2026~2040

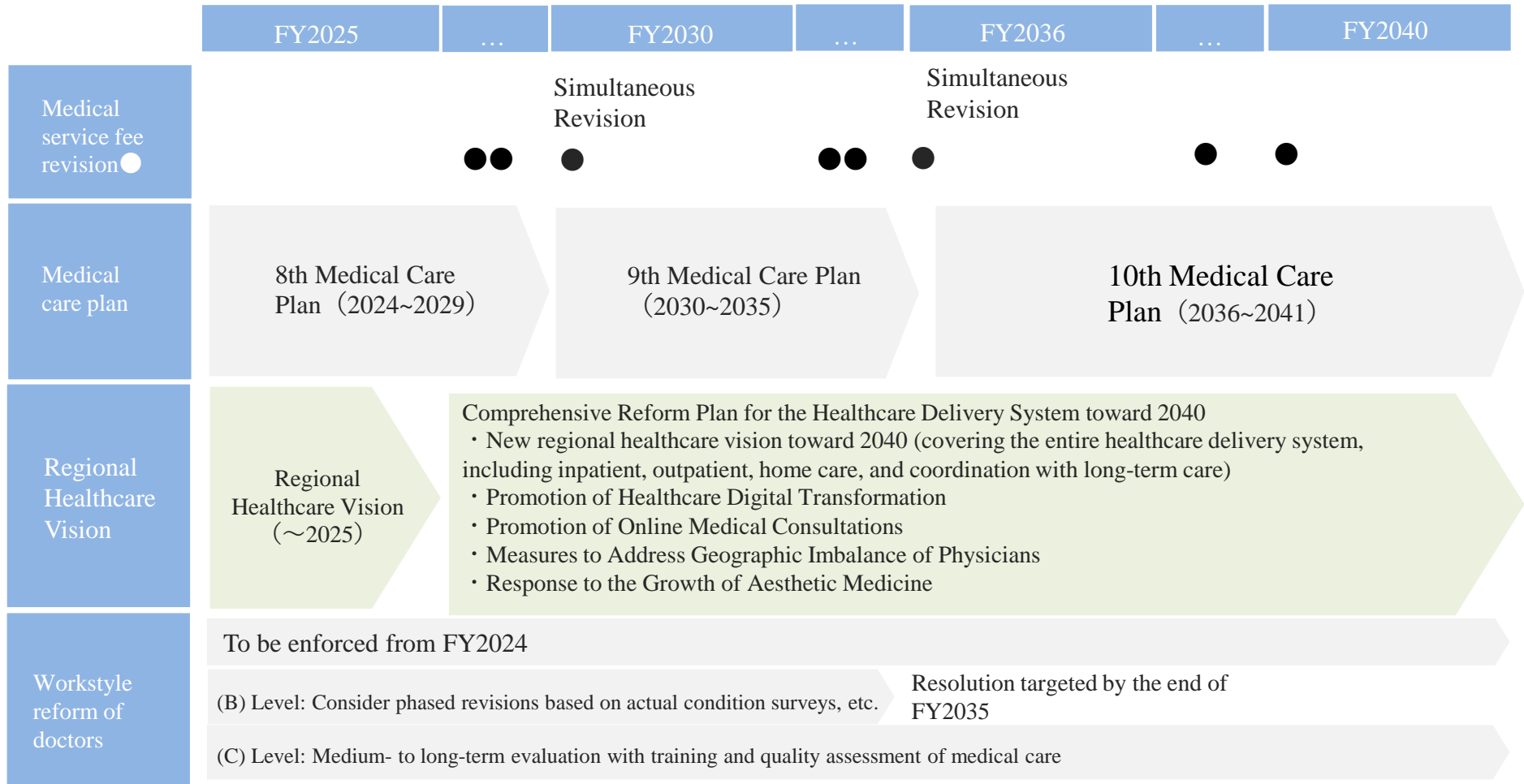
Regional healthcare aimed at resolving issues in the entire healthcare delivery system, including coordination with outpatient, home-based medical care, and nursing care, in addition to inpatient services

Future regional healthcare planning will shift from “coordination, reorganization, and integration” to “elimination, reorganization, and integration”

Timeline of healthcare policy-related initiatives

■ Ongoing monitoring of discussions on healthcare policy-related initiatives

The “Comprehensive Reform Plan for the Healthcare Delivery System Toward 2040” is recognized as a key issue



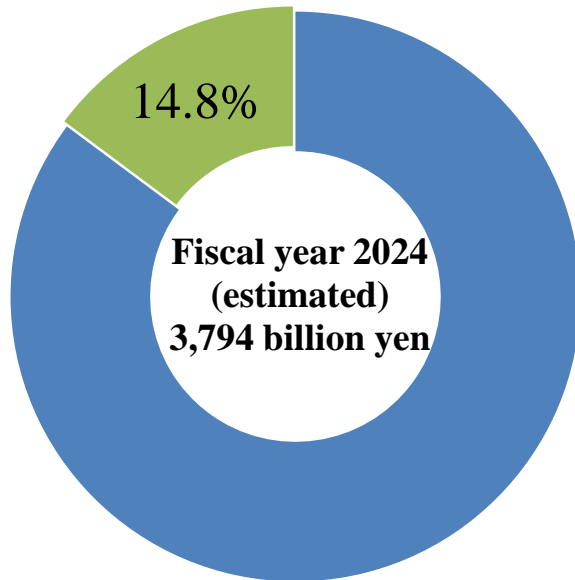
(Ref.) Created by our company based on materials from the Ministry of Health, Labour and Welfare

Trends in the Number of Medical Device Dealers

- While the total number of dealers is decreasing, the number of companies with sales of over 20 billion yen is increasing year by year, leading to industry restructuring.

End-market size of medical equipment and supplies

**Our share: 562.2 billion yen
(MSP segment + TPP segment sales)**



End-market size of medical equipment and supplies:
3,794 billion yen (estimated for 2024)

Changes in the number of medical device dealers (total number/number of companies with sales of 20 billion yen or more)



(Source) Created by our company from the Medical Equipment and Supplies Yearbook (R&D) 2024 Edition

Promoting Well-Being

- From “Creating environment for medical professionals” to “Creating environments for better living”



One Group, One Goal:
to Build a Better Environment for Everyone

- Selected as the designated manager (Park-PFI project) for Esaka Park and Esaka Library in Suita City, Momoyama Park enhancement project, and Nakanoshima Park & Nakanoshima Sports Ground, and entrusted with management operations.

*Park-PFI system: A public offering installation management system for public return type profit facilities by private business operators.



- Entrusted with facility management work for a total of 84 facilities, including elementary schools, junior high schools, kindergartens, and nursery schools owned by Suita City.
(Business period: October 1, 2023 – March 31, 2028)




**Collaboration and co-creation
with Suita City continue to expand.**

**Preserving Lives
Preserving Nature**

Further Advancement of Internal Group Reorganization and Integration

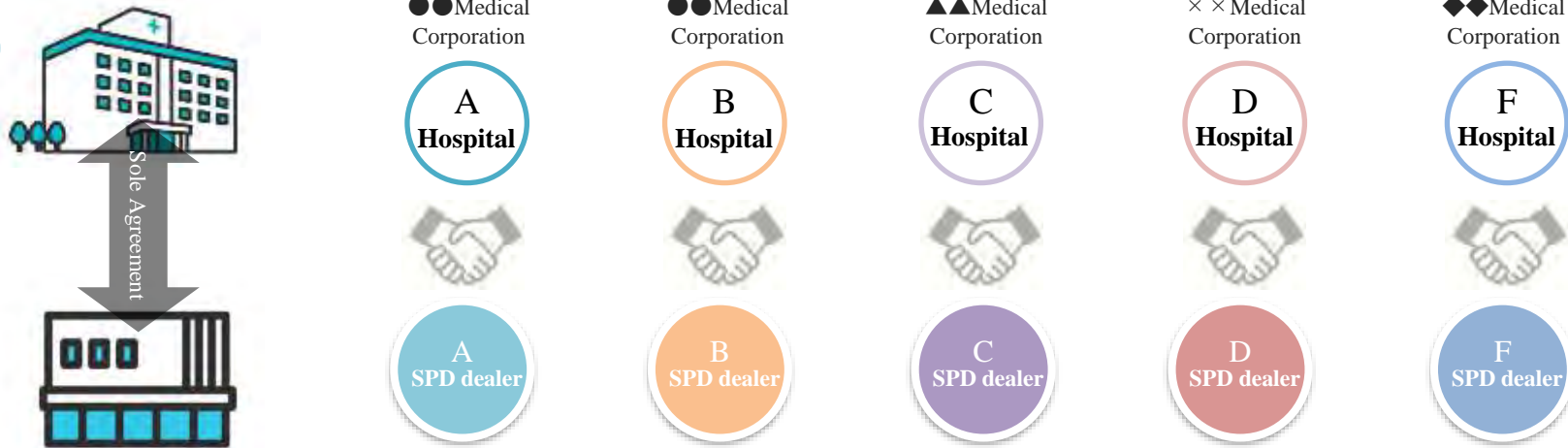
- Promoting further reorganization within the group to enhance overall capabilities, while focusing on the autonomous growth of group companies and efficient use of management resources
- Improving management efficiency through enhanced profitability, economies of scale, and back-office consolidation

Segment	As of 1 st April 2024	As of 1 st April 2025	During mid-term plan period
Total pack produce business	35 companies	30 companies	
Medical supply business	17 companies	12 companies	
Lifecare business	8 companies	5 companies	
Pharmacy business	4 companies	1 company	
Holding company (HD)	1 company	1 company	1 company
Total	65 companies	49 companies	

Reorganization
and integration
16 companies

■ Utilizing group scale to shift from individual contracts to bundled contracts with multiple hospitals

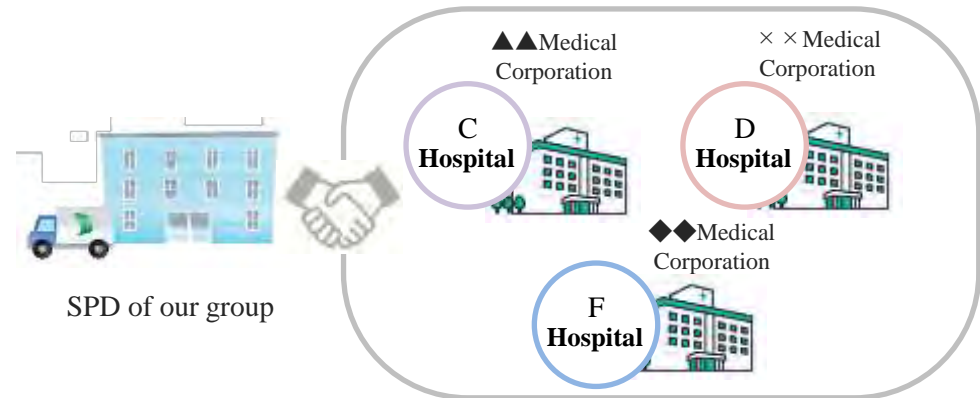
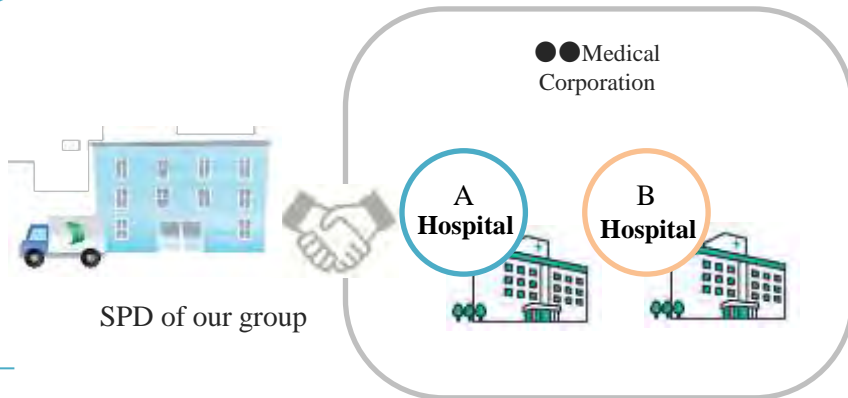
Until now



Near future

Example 1: Bundled contract with multiple hospitals under the same management entity (same group, different prefectures)

Example 2: Bundled contract with multiple hospitals under different management entities (different groups, same prefecture)



Next-generation Logistics Initiative

Key
Point **2**

- In addition to the existing Osaka solution center, a new logistics concept is being launched in the Tokyo metropolitan area
- Developing a next-generation logistics hub chosen by hospitals, not just a traditional warehouse

Osaka Solution Center
(Operated from 2021)



Tokyo metropolitan area
Next-generation logistics initiative



NEW

5 points of the logistics initiative

1

Logistics reform to address
future labor shortages

Improving operational
efficiency through
workforce centralization
and automation

2

New procurement strategy

Strengthening collaboration
with manufacturers through
inventory optimization and
logistics improvements
leveraging operational bases

3

Group brand strategy
tailored to meet diverse
customer needs

Capable of supporting
bundled contracts with
multiple hospitals under
different management bodies

4

BCP initiatives

Establishing systems to
ensure stable supply of
medical materials

5

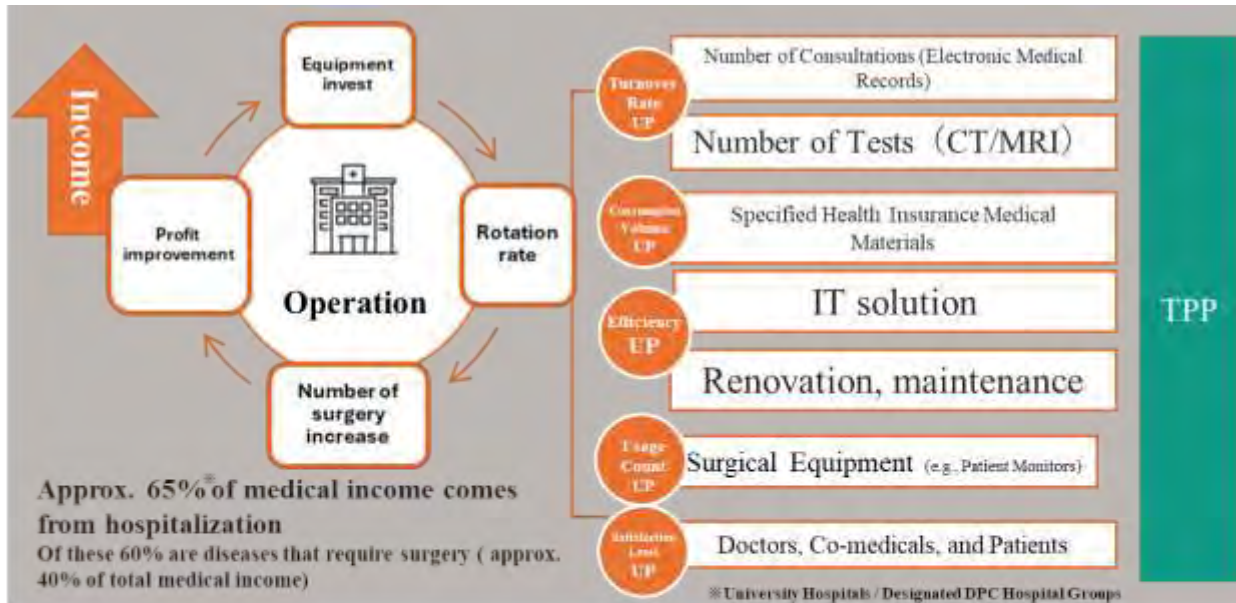
Emerging demand for off-
site solutions due to space
constraints within hospitals

As in-hospital SPD requires
significant space, expanding
business opportunities by
capturing external SPD needs

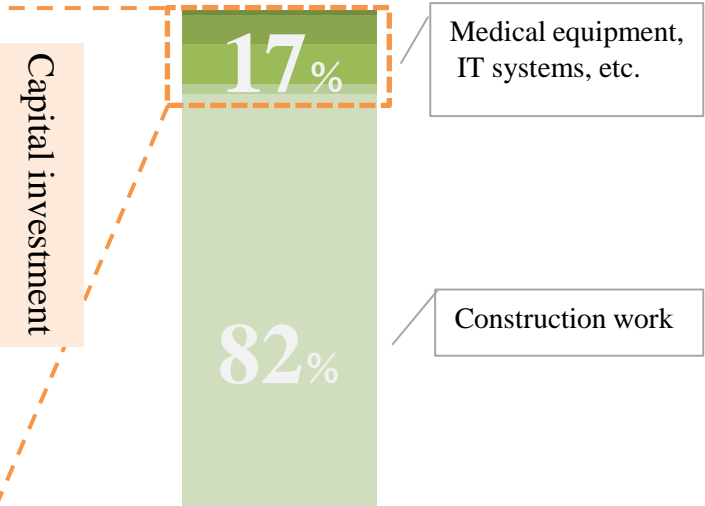
Optimization of Hospital Operations

- Reconstruction is an optimal approach, but only about 20% of capital investment directly improves hospital revenue → Prioritize investments that contribute to financial improvement.

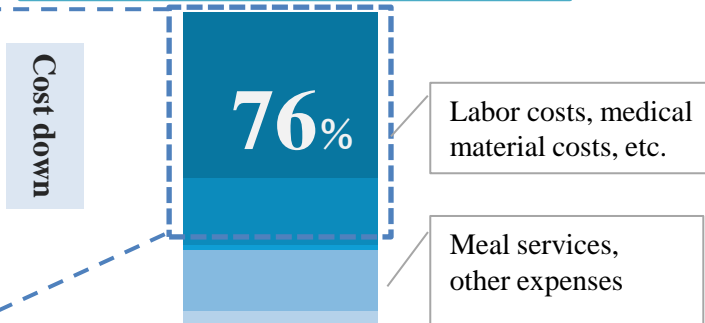
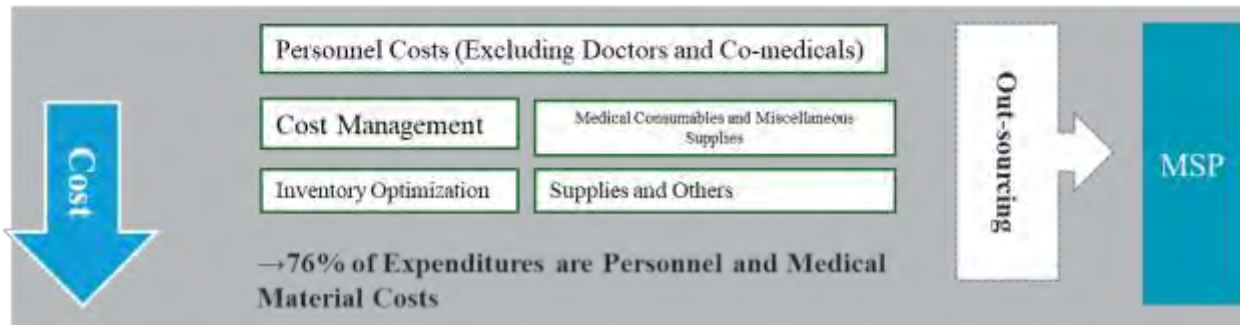
Business to optimize hospital operations



Example breakdown of hospital reconstruction project costs



Example of hospital cost structure



Business Development Initiated from the MSP Segment

- Redefining value-providing areas within the group for each existing client
- Leveraging the MSP business as a starting point to expand into other group segments (one hit, five impacts)

Each of the 12 group companies operates its respective business

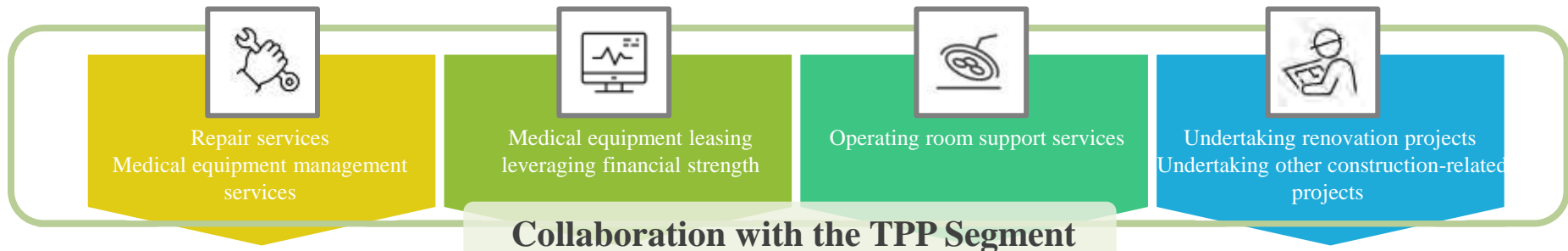
	A Hospital	B Hospital	C Hospital	D Hospital
Management				●
Circulation			●	
orthopedic	●			
OP				
Central material room		●		
Facilities Division			●	
Usage department				
General affairs		●		
large equipment				●
Bulk Maintenance				

Trading company/
SPD New structure

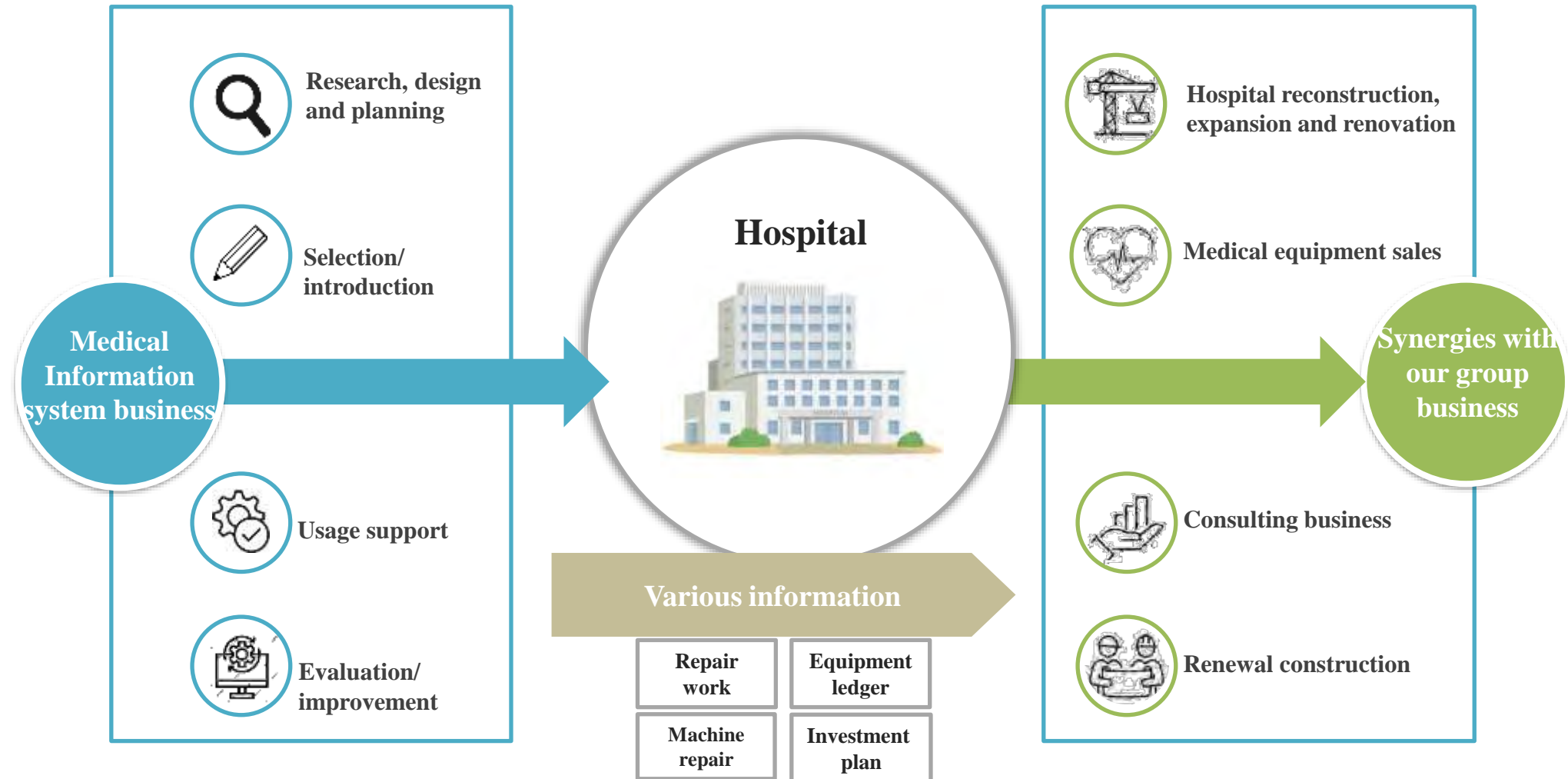
Increasing market share through reorganization and integration

	A Hospital	B Hospital	C Hospital	D Hospital
Management			●	●
Circulation			●	
orthopedic	●	●	●	
OP	●	●	●	●
Central material room	●	●	●	●
Facilities Division	●		●	
Usage department	●		●	●
General affairs	●	●	●	●
large equipment			●	●
Bulk Maintenance			●	●

MSP functions as the central driver of business initiatives

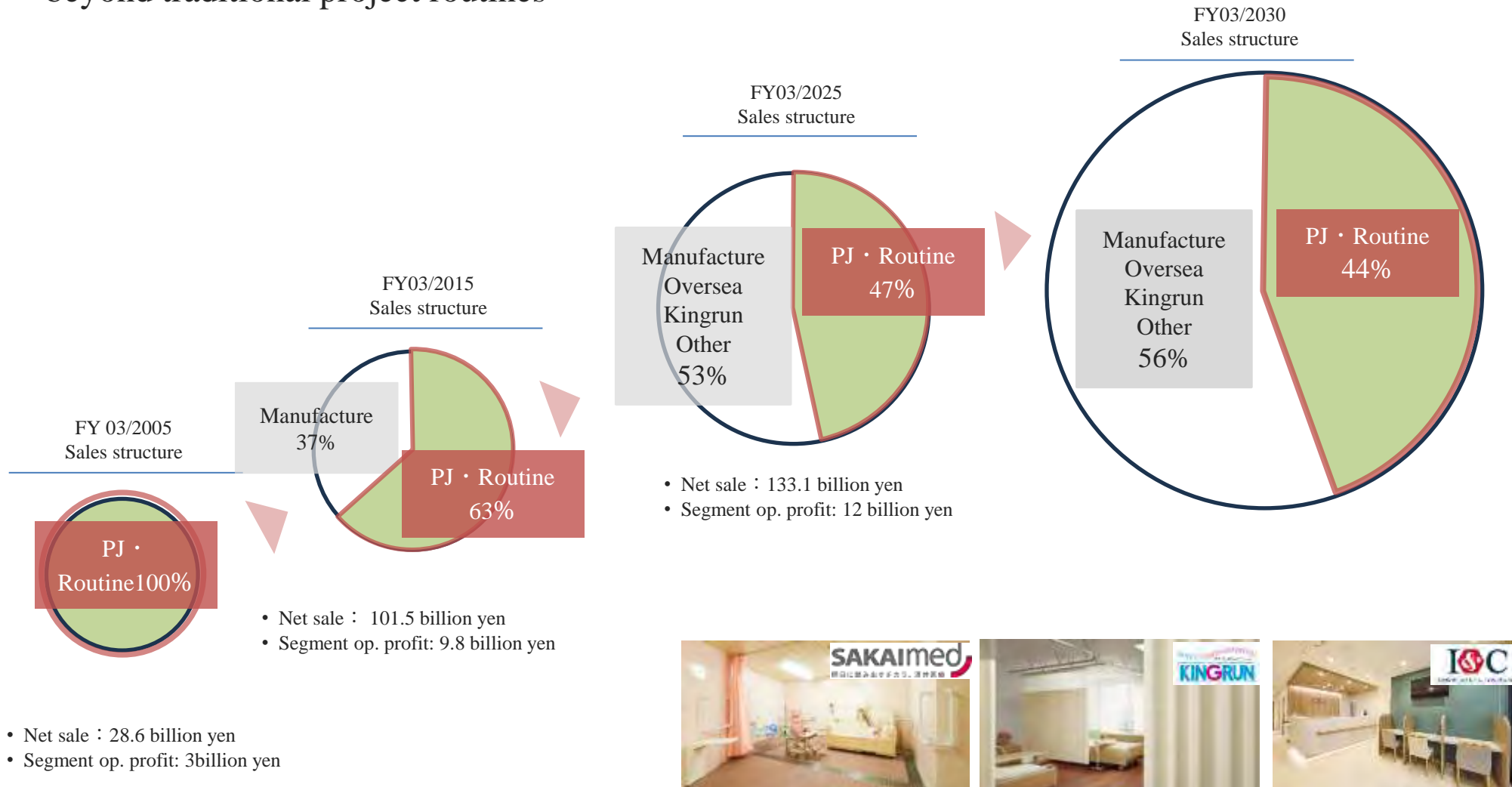


- Establishment of the Healthcare DX Promotion Division driving increased demand for foundational network infrastructure projects
- Providing optimal solutions backed by extensive experience in building hospital networks



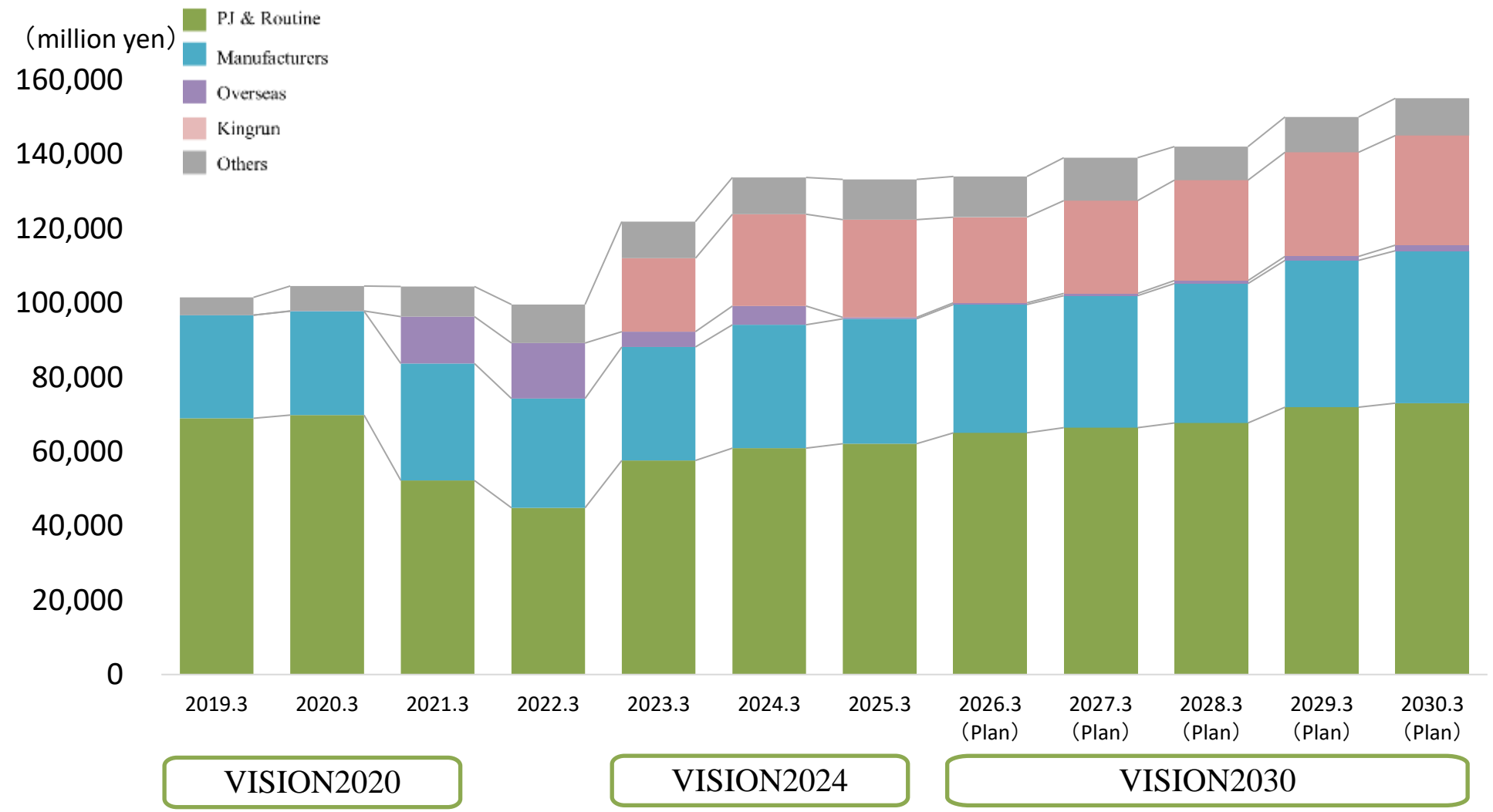
Transition of the TPP Business Portfolio

- Significant changes in portfolio composition over 20 years, evolving into a diversified TPP segment beyond traditional project routines

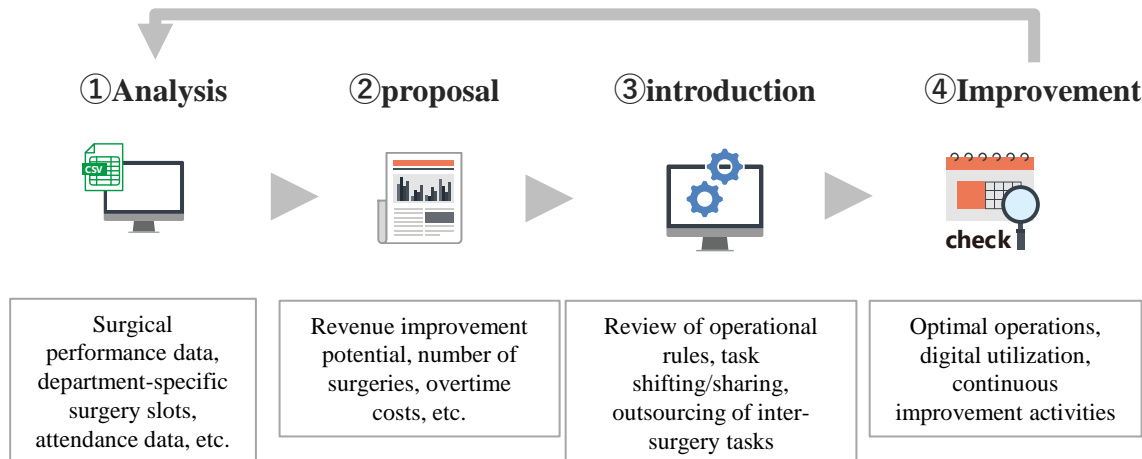
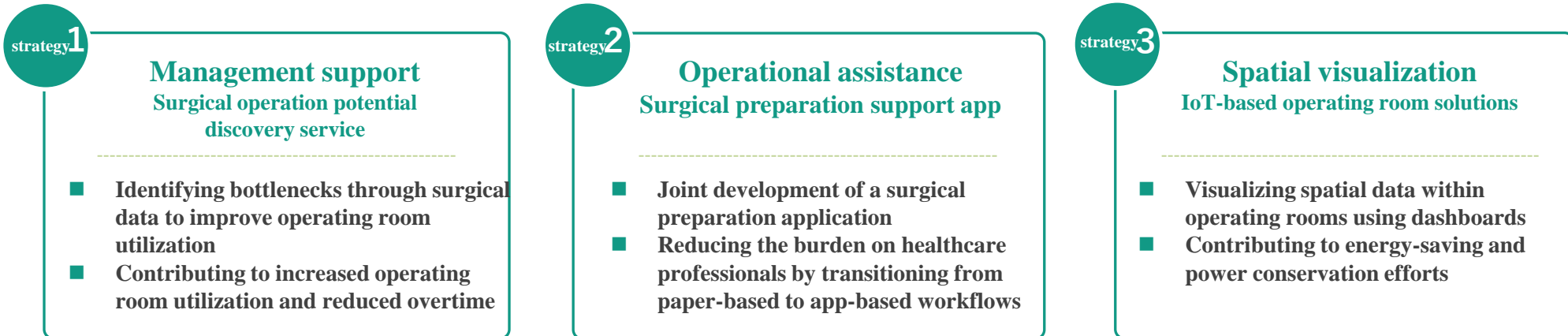


Transition of the TPP Business Portfolio

- Allocating management resources to renovation and network infrastructure projects—growing segments—while maintaining traditional rebuild projects as the base (classified under project routines)



■ Enhancing operational efficiency by improving productivity in surgical departments using digital tools



- Delivering valuable products and services to meet the trust of both those seeking health and those supporting it

strategy **1**

Nursing Bath

- Continuous development of new products
- Providing proposals for total bathroom coordination, not limited to bathtubs

Lixy
Lift & Bath

075-854-4111 (Toll-free) 0478-24-1000 (Tokyo) 0477-54-1000 (Osaka)
0476-54-1000 (Nagoya) 0475-54-1000 (Kyoto) 0474-54-1000 (Fukuoka)



strategy **2**

Rehabilitation

- Expansion into the orthopedic field based on the concept of active rehabilitation
- Offering comprehensive approaches to enhance physical functionality



strategy **3**

Expanding business area

- Strengthening renovation proposals (e.g., bathroom remodeling, HVAC installation)
- Aiming to export expertise and products to East and Southeast Asian markets



Rehabilitation Room



■ Key Action Plan to achieve SHIP VISION 2030



Enhancement of the Renovation Segment

- ✓ Allocate management resources to renovation projects, which have seen increasing demand in recent years



Human Capital

- ✓ Establish a new Well-Being Promotion Department
- ✓ Visualize and promote utilization of human capital data across group companies



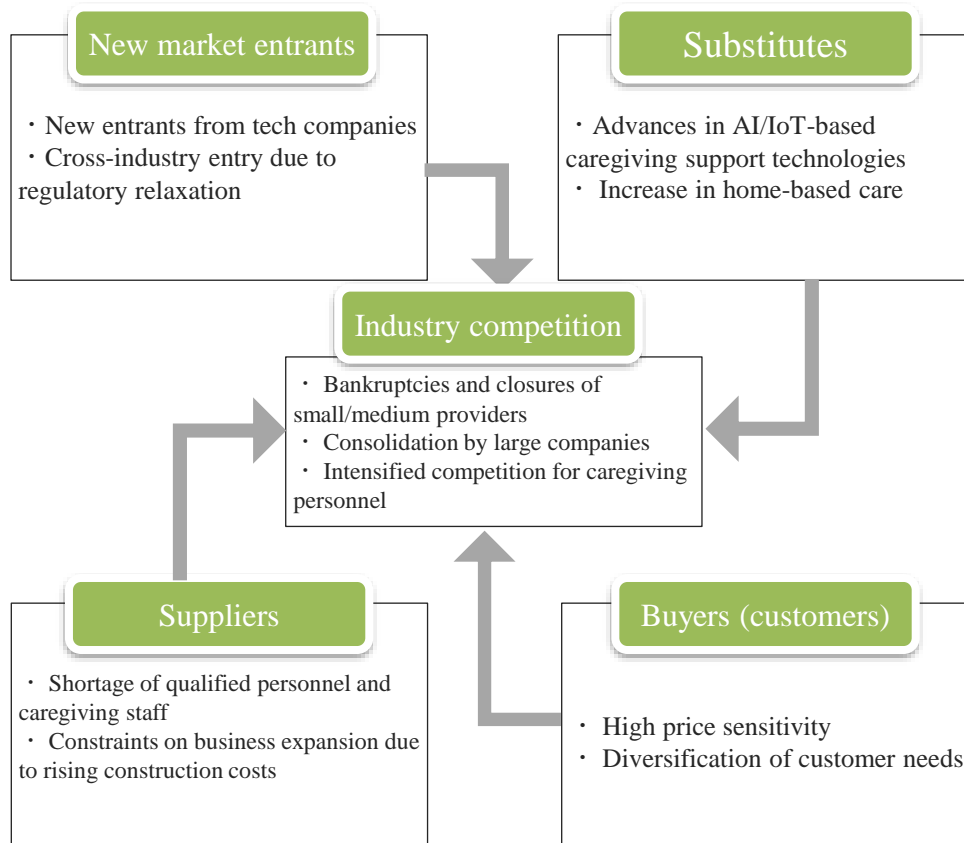
IT Development and Infrastructure Improvement

- ✓ Integration with SIP, Compass Board, and AIr Supply systems
- ✓ Development of the hospital ledger system



- Expansion into nursing care facilities utilizing hospital development expertise, from large-scale hospitals with over 300 beds to small multi-functional facilities

Competitive environment



Operation of nursing care facilities in collaboration with medical institutions
Collaboration with Charm Care Corporation



SHIP senri building Welhouse Senrichuo (Osaka prefecture)



Green Life Nakaikegami (Tokyo)

- From January 2025, two companies in the Life Business Division will be integrated to operate higher value-added facilities.



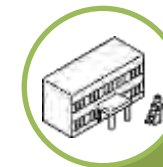
Improving productivity through initiatives for nursing care DX

- ✓ Introduction of a care record system in anticipation of revisions to nursing care fees.
- ✓ Reducing labor burden through the introduction of sensors and assistive robots.



Development of projects in collaboration with group companies.

- ✓ Opening of co-located facilities during hospital relocations (Senri-Chuo model).
- ✓ Expansion and enhancement of urban development projects and condominiums for seniors in coordination with the TPP project.



Expansion of revitalization-type M&A activities.

- ✓ Execution of revitalization-type M&A utilizing diverse facility operation know-how (nursing homes, residential types, serviced housing, group homes).

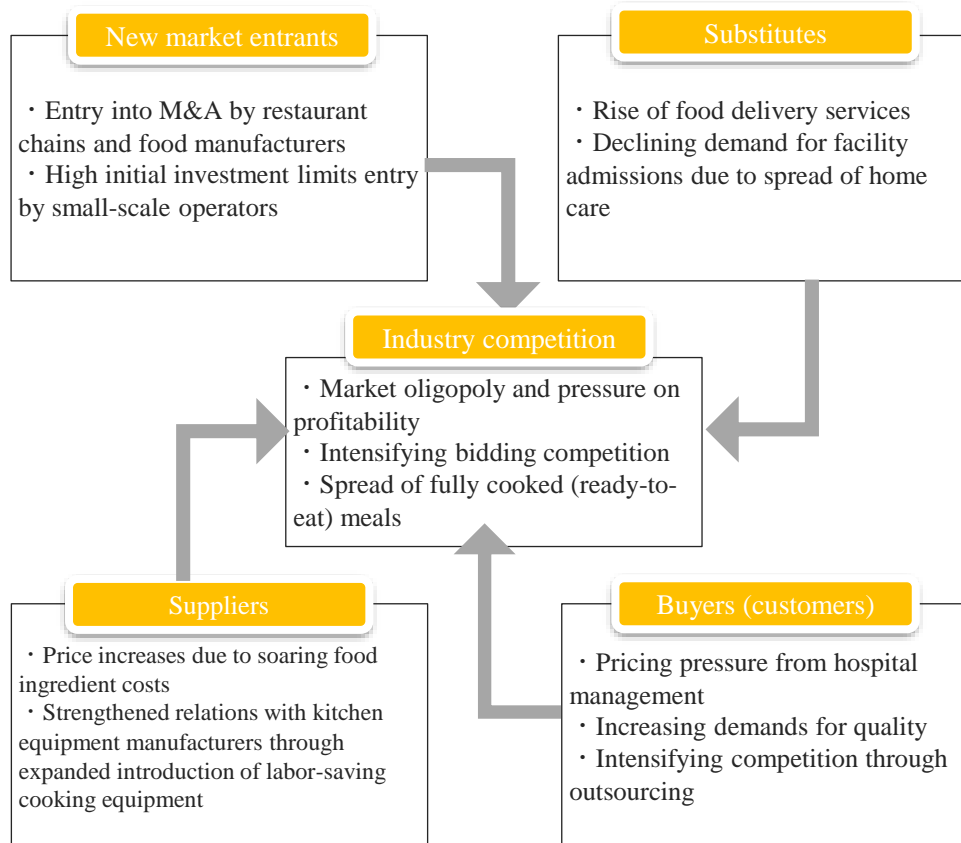


Implementation of timely and appropriate repairs (both large and small scale).

- ✓ Enhancing facility value through appropriate repairs using a ranked list of all 76 facilities.
- ✓ Considering scrap or build options based on break-even points of each facility.

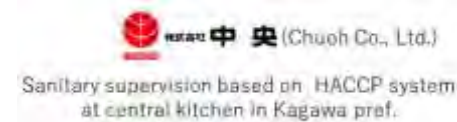
- Promoting efficiency and high quality through contract manufacturing and shared use of equipment within the group.

Competitive environment



Delivering food to medical institutions and nursing facilities

- Owning manufacturing bases through a central kitchen

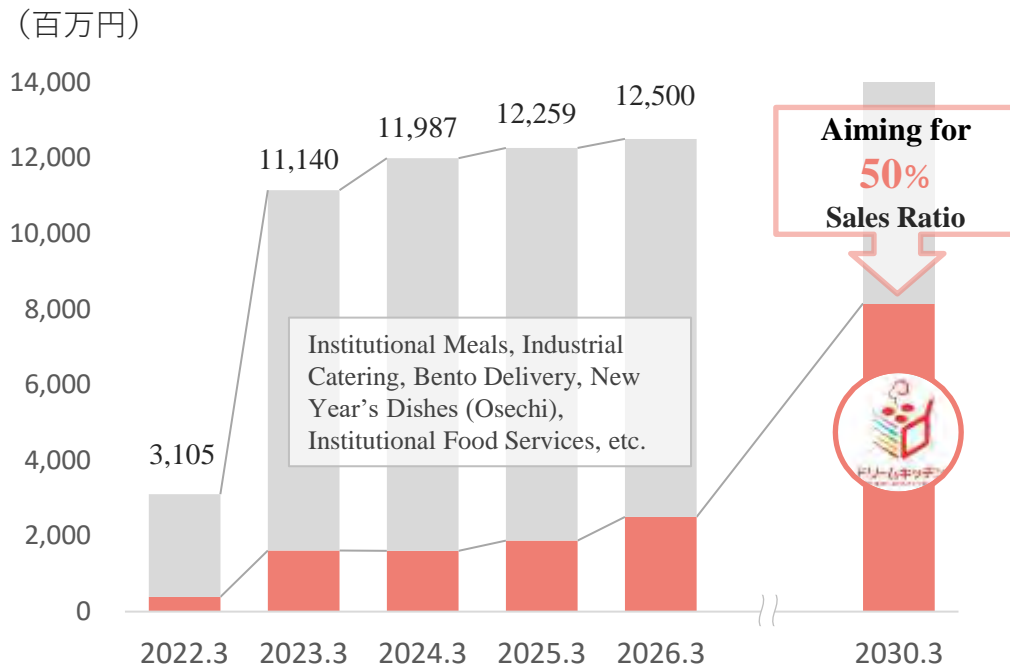


- Expansion of fully cooked meals (Dream Kitchen)

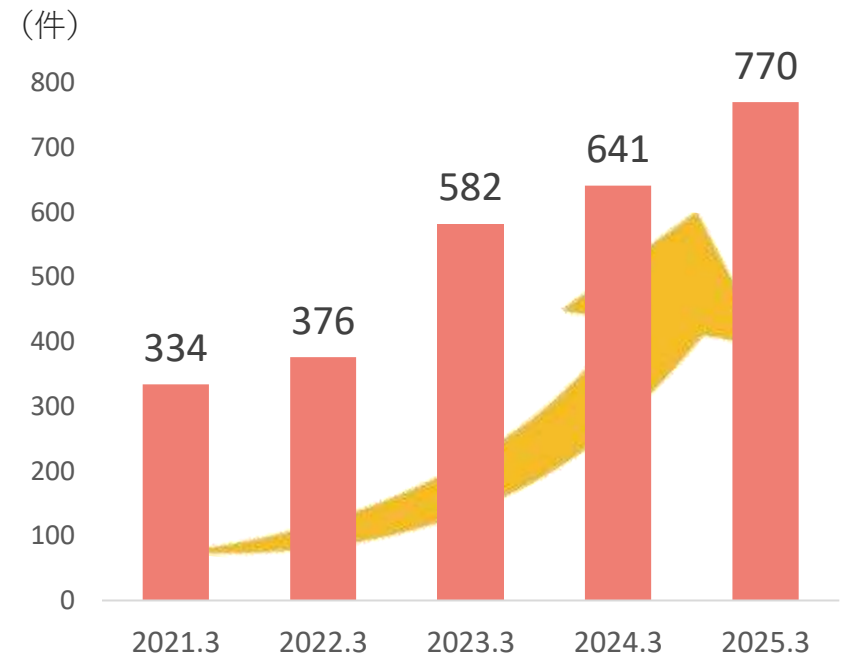


- Targeting a 50% sales ratio for fully cooked meals (Dream Kitchen) by the fiscal year ending March 2030

Sales Ratio by Portfolio



Number of Deliveries by Dream Kitchen

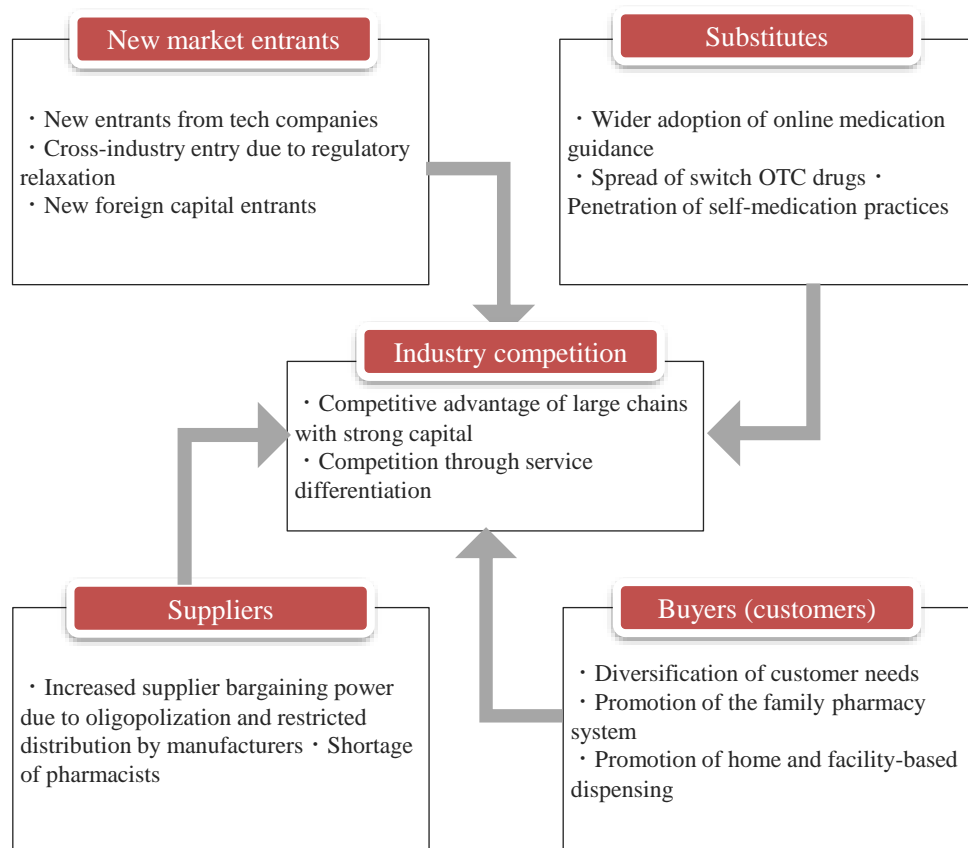


- ✓ For on-site facility meal services, plan to either withdraw from unapproved cost transfer sites or shift to using Dream Kitchen operations.

- ✓ High demand from elderly facilities facing a shortage of cooking staff
- ✓ Expansion of sales channels and business scale to external customers (targeting a customer base of 11,000 of Kingrun clients)

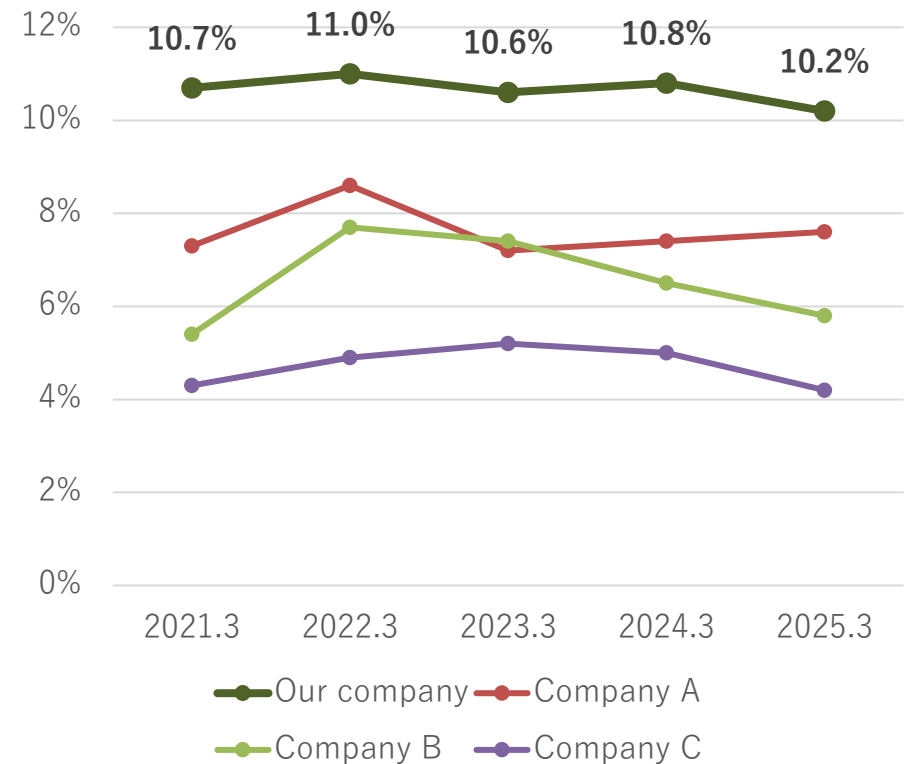
- Efficient operations in prime locations through collaboration with the Total Pack Produce business

Competitive Environment



Achieving efficient management despite small scale

Profit Margin of Dispensing Pharmacy Segment



(Ref.) Compiled by our company based on segment information from earnings reports of listed major pharmacy chains

- From April 2025, the PH business has consolidated into a single company to strengthen pharmacy functions in response to external conditions



Opening and M&A of highly convenient and high-quality pharmacies

- ✓ Development of new stores and clinic malls leveraging synergies from the TPP business and other group initiatives
- ✓ M&A targeting cases with potential for synergies and dominant market expansion



Participation in the community-based integrated care system through facility-based dispensing

- ✓ Strengthening collaboration with home-visit medical institutions rather than relying solely on front-line (in front of clinic) pharmacies
- ✓ Increase in facility dispensing demand through collaboration with Charm Care Corporation (equity-method affiliate)



Improving efficiency in pharmaceutical procurement

- ✓ Leveraging group-wide procurement scale to further improve purchasing efficiency

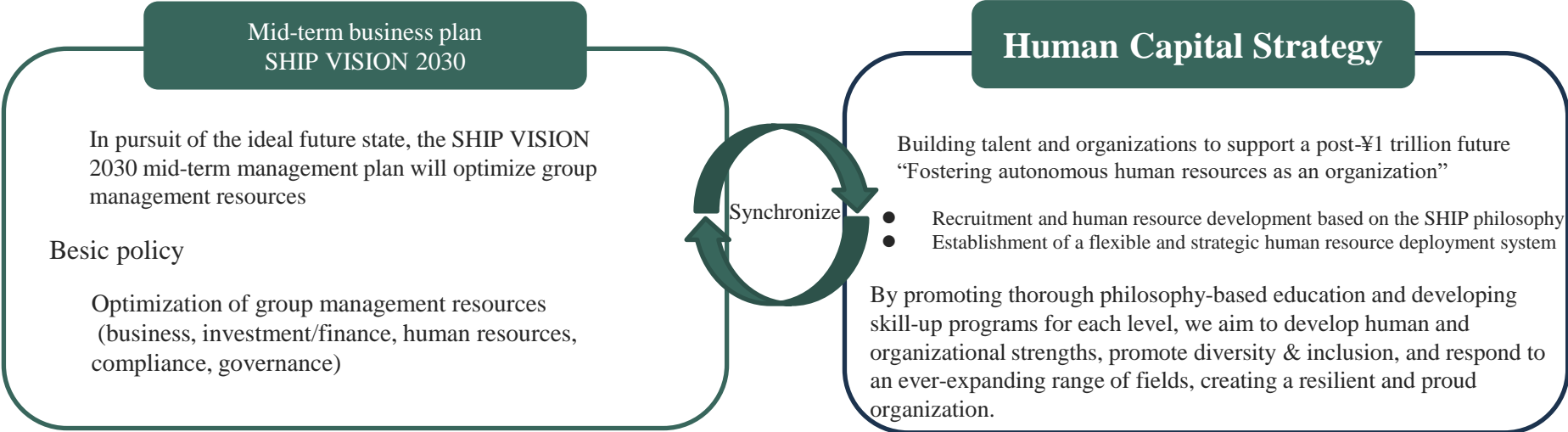


Internal group restructuring and integration

- ✓ As of April 1, 2025, five pharmacy business companies were merged into one
- ✓ Improving management efficiency through consolidation of back-office functions and effective use of shared assets

Human Capital Strategy

■ Enhancing corporate value by aligning human capital strategy with business strategy



Group Philosophy



Sincere (誠実な心) Humanity (人間性) Innovation (革新の気風) PartnerSHIP (パートナーシップ精神)

Group Mission

“Creating environments for medical professionals”

Attitude

し せい そく だつ
至誠惻怛 Shi-Sei Soku-Datsu

Financial/Capital Strategy



Shareholder Return

		FY03/17	FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25	FY03/26 (Plan)
Dividends per share (yen)	Ordinary dividends	28	32	35	37.5	40	41 (注)	42	45	58	60
	Commemorative dividends	2	-	-	-	-	-	-	5	-	-
	Total	30	32	35	37.5	40	41	42	50	58	60
Dividends in total (Million yen)		3,035	3,238	3,334	3,556	3,774	3,868	3,962	4,717	5,472	5,661
Consecutive Payout ratio		32.2	31.3	30.7	30.2	30.8	31.8	32.8	34.2	36.2	36.5

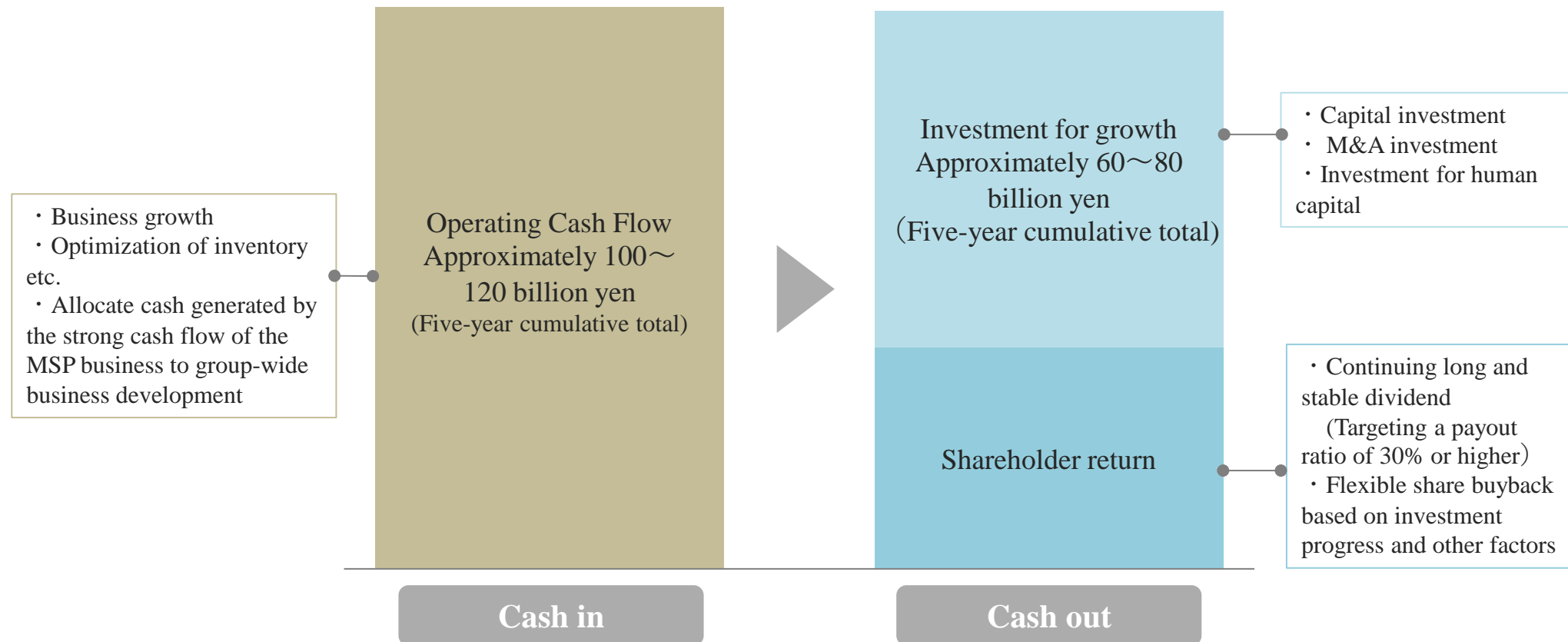
* The company executed a two-for-one common stock split, effective on April 1, 2021. The figures before the fiscal year ended March 2021 are the actual amount of dividends before the stock split.

Dividend increased for
9 consecutive years

Consolidated Payout ratio
30% or more

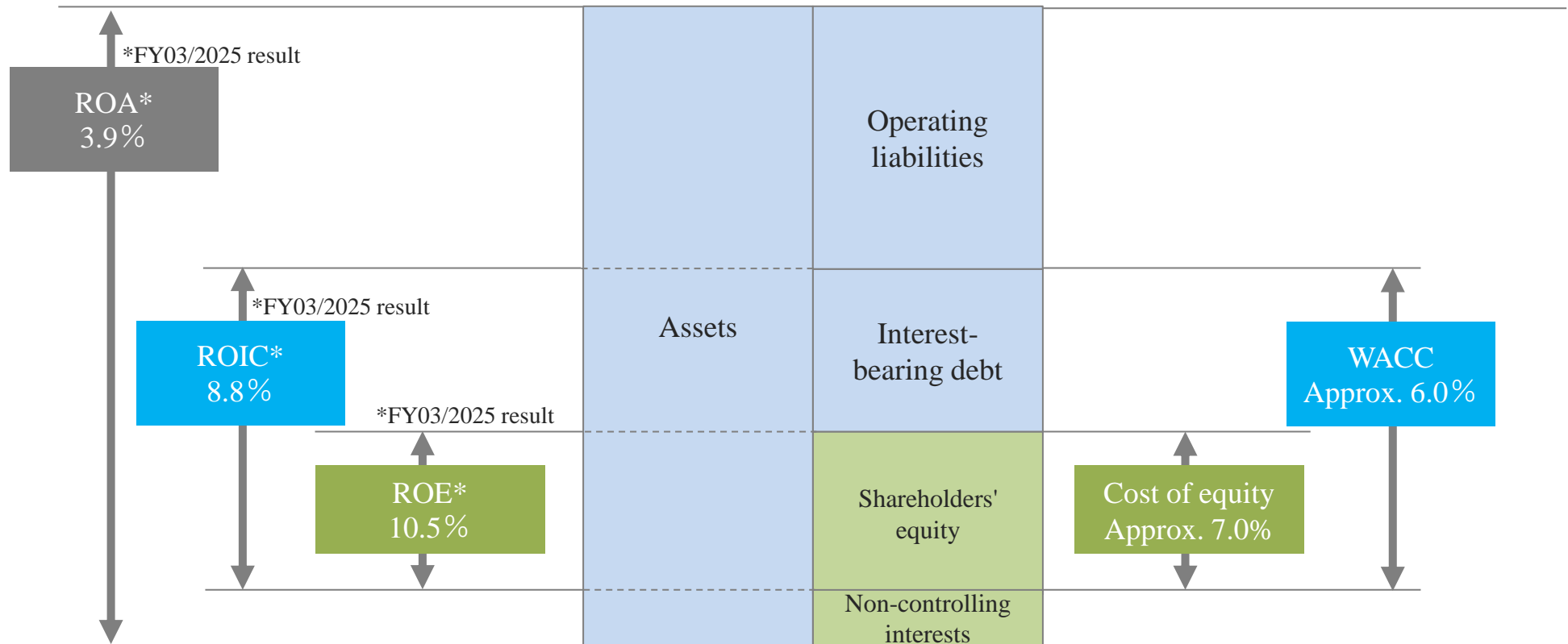
Capital Allocation

- Enhancing corporate value through investment using cash created from the basis of Operating Cash Flow



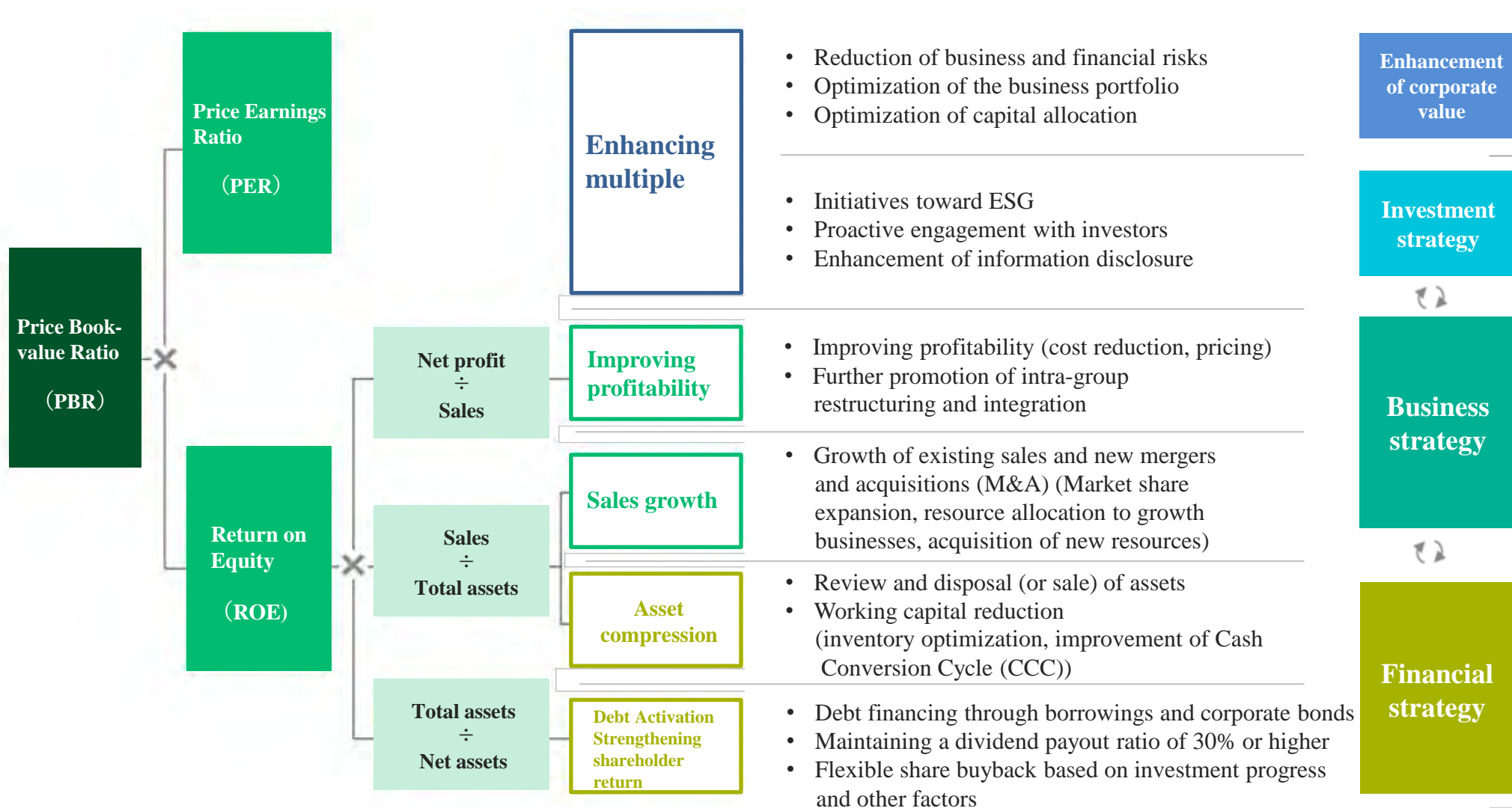
Management Conscious of Cost of Capital and Stock Price

- Each of our businesses has a different level of capital efficiency.
- More than 12% of ROE is targeted which exceeds that of cost of equity



Management Conscious of Cost of Capital and Stock Price

- Aiming for enhancing multiple by the target of more than 12% of ROE and other efforts



Plan of FY 03/2026



Consolidated Management Plan

(Million yen)	03/2024 (Result)	03/2025 (Result)	YoY		03/2026 (Plan)	YoY	
			Change	Change rate		Change	Change rate
Net sales	630,988	678,229	+ 47,241	+ 7.5%	700,000	+ 21,770	+ 3.2%
Gross profit	65,607	66,743	+1,135	+1.7%	—	—	—
Operating profit	24,539	24,779	+240	+1.0%	26,000	+1,220	+4.9%
Operating profit margin	3.9%	3.7%	—	—	3.7%	—	—
Ordinary profit	25,219	26,023	+804	+3.2%	26,500	+476	+1.8%
Ordinary profit margin	4.0%	3.8%	—	—	3.8%	—	—
Profit attributable to owners of parents	13,799	15,128	+1,328	+9.7%	15,500	+371	+2.5%
Net income per share	146.26 yen	160.3 yen			164.28 yen		
Dividend per share	50 yen	58 yen			60 yen		
Consecutive dividend payouts	34.2%	36.2%			36.5%		

Management Plan by Segments

	Sales			Operating profit		
(Million yen)	2025.3 Result	2026.3 Plan	YoY	2025.3 Result	2026.3 Plan	YoY
Total Pack Produce Business (TPP)	133,167	134,000	+832	12,017	12,100	+82
Medical Supply Business (MSP)	474,919	494,500	+19,580	6,970	7,600	+629
Lifecare Business (LC)	36,674	37,000	+325	2,189	2,600	+410
Dispensing Pharmacy Business (PH)	33,468	34,500	+1,031	3,426	3,700	+273
Adjustment				175		
Total	678,229	700,000	+21,770	24,779	26,000	+1,220

Sustainability



Contribution to Sustainability

Publish the Sustainability Report 2024

価値創造図

「SHIP」理念を軸に、
すべてのステークホルダーのパートナーとして
社会課題の解決に貢献していきます。

グループミッション

生命を守る人の環境づくり

Well-Being な
社会の創出を目指す

提供価値

マテリアリティ
(重要課題)

E

地球環境の未来と共に

地域医療
への貢献

トータルバック
プロデュース事業
地域中核病院をはじめとする
医療機関の発展や地域
医療ケアシステムの推進を
サポートし、地域医療の強
化に貢献しています。

医療現場の
効率化

メディカルサプライ事業
医療現場の効率化を図るに
貢献できる環境をつくるた
め、医療現場の効率化を事
業とし、持続可能な医療体制
の構築に貢献しています。

S

医療の未来と共に

地域の未来と共に

人々の未来と共に

質の高い
介護・食事
サービス

ライフケア事業・
フード事業
医療現場の効率化のもと、病
院づくりのノウハウを活か
した介護施設を展開。
また、医療機関などへの食事
サービスも展開しています。

地域密着型の
展開展開

調剤薬局事業
地域に根ざした薬局を展開
し、医療機関や地域福祉と
連携することで地域医療
ケアシステムを推進してい
ます。

G

組織の未来と共に

誰にも
最良の医療を

海外事業
従来の既存事業で培った
さまざまなノウハウを活かし
国内外でヘルスケアサービ
スを展開。誰もが最良の医
療を受けられるようグループ
の知見を最大限に活用して
います。

アウトソースの
推進

ヘルスケアDX

最適な製品・
サービスの
提供

医療の
役割分担・
地域連携機能
強化

私たちが今、
取り組んでいること

事業領域

グループ理念
SHIP
基本姿勢
至誠惻怛



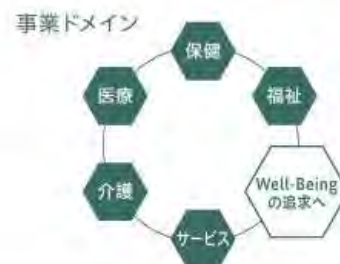
Sustainability Report 2024
Available to be download from the
corporate website
(Japanese ver.)

Reference



History

We have continued to make efforts for supporting medical facilities with foresight.



Group companies
(As of April 1, 2025)

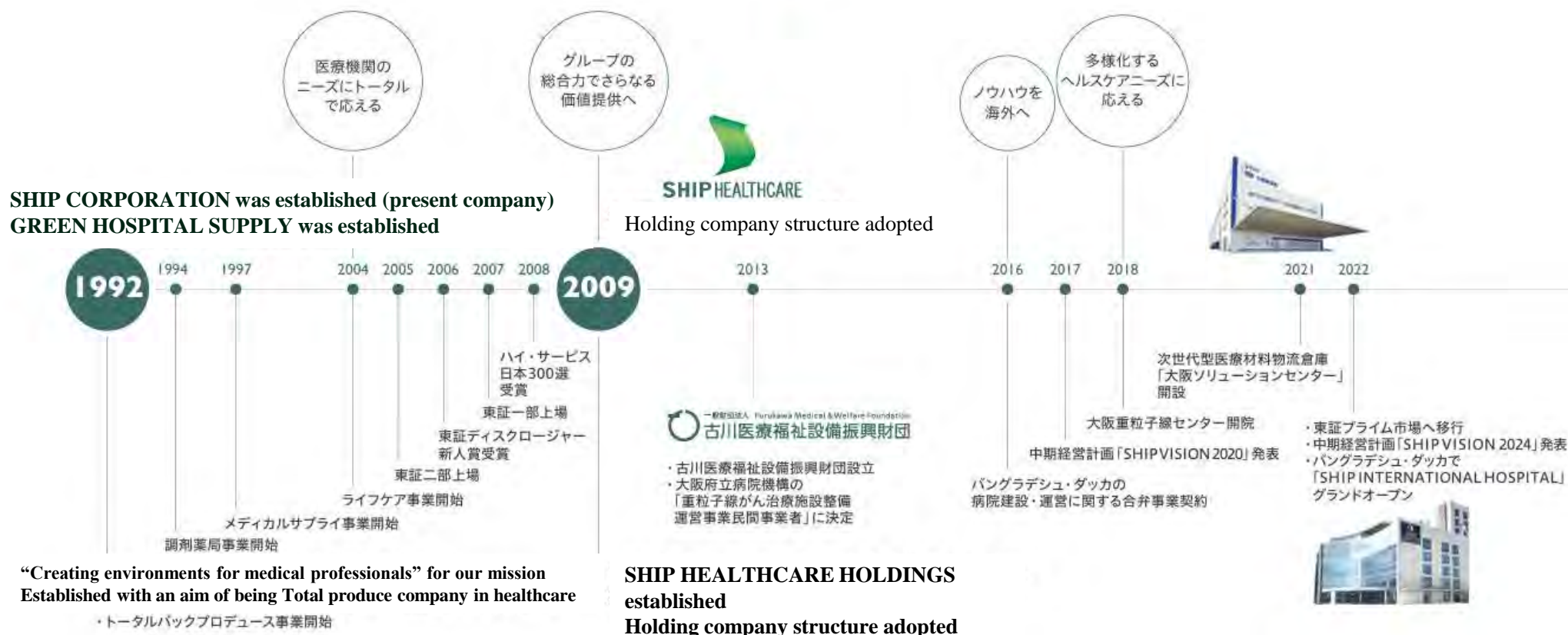
49 companies

No. of Employees (consolidated)
(As of March 31, 2025)

16,866

SHIP CORPORATION was established (present company)
GREEN HOSPITAL SUPPLY was established

Holding company structure adopted



Business Records and Future Targets

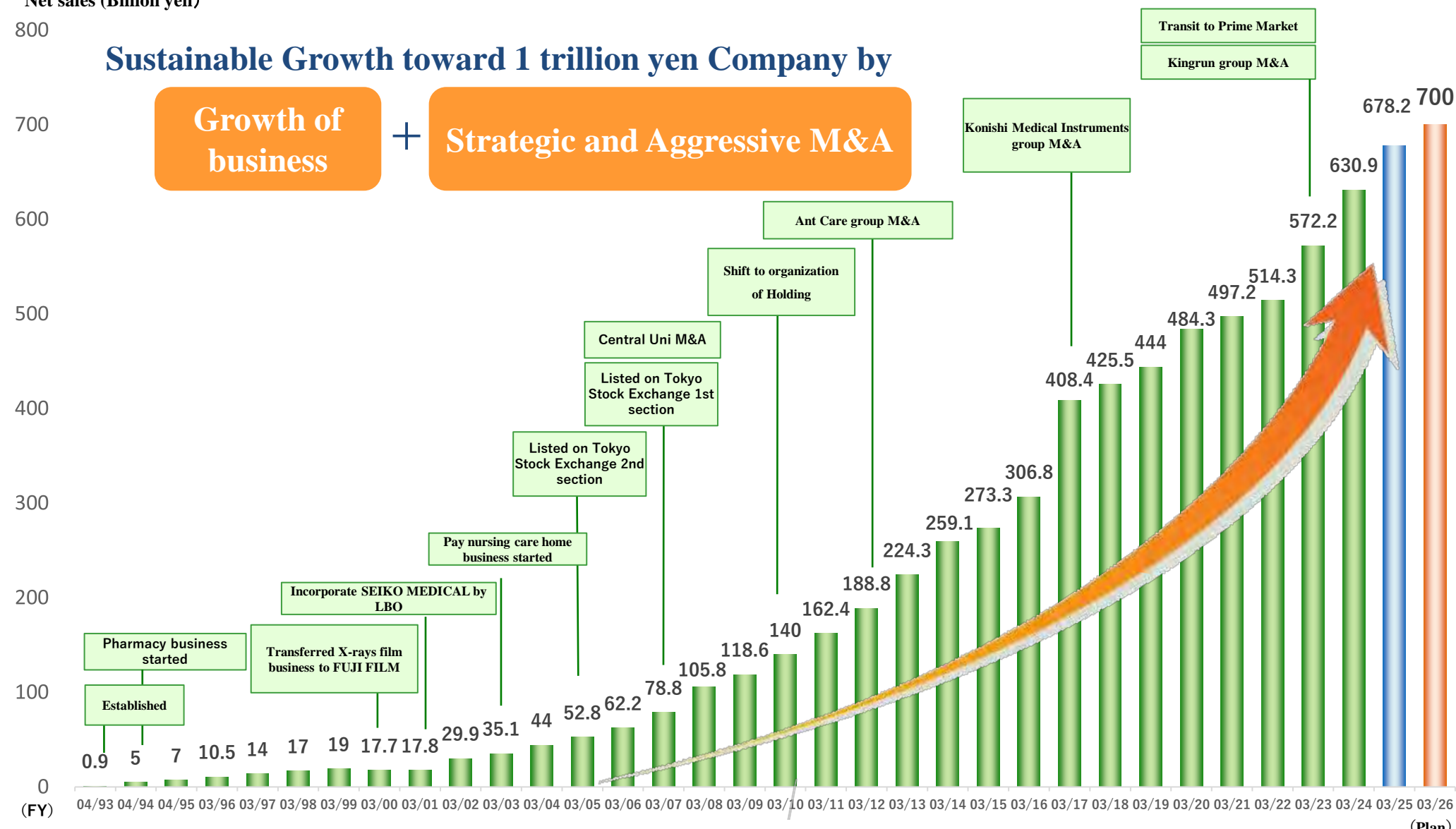
Net sales (Billion yen)

Sustainable Growth toward 1 trillion yen Company by

**Growth of
business**

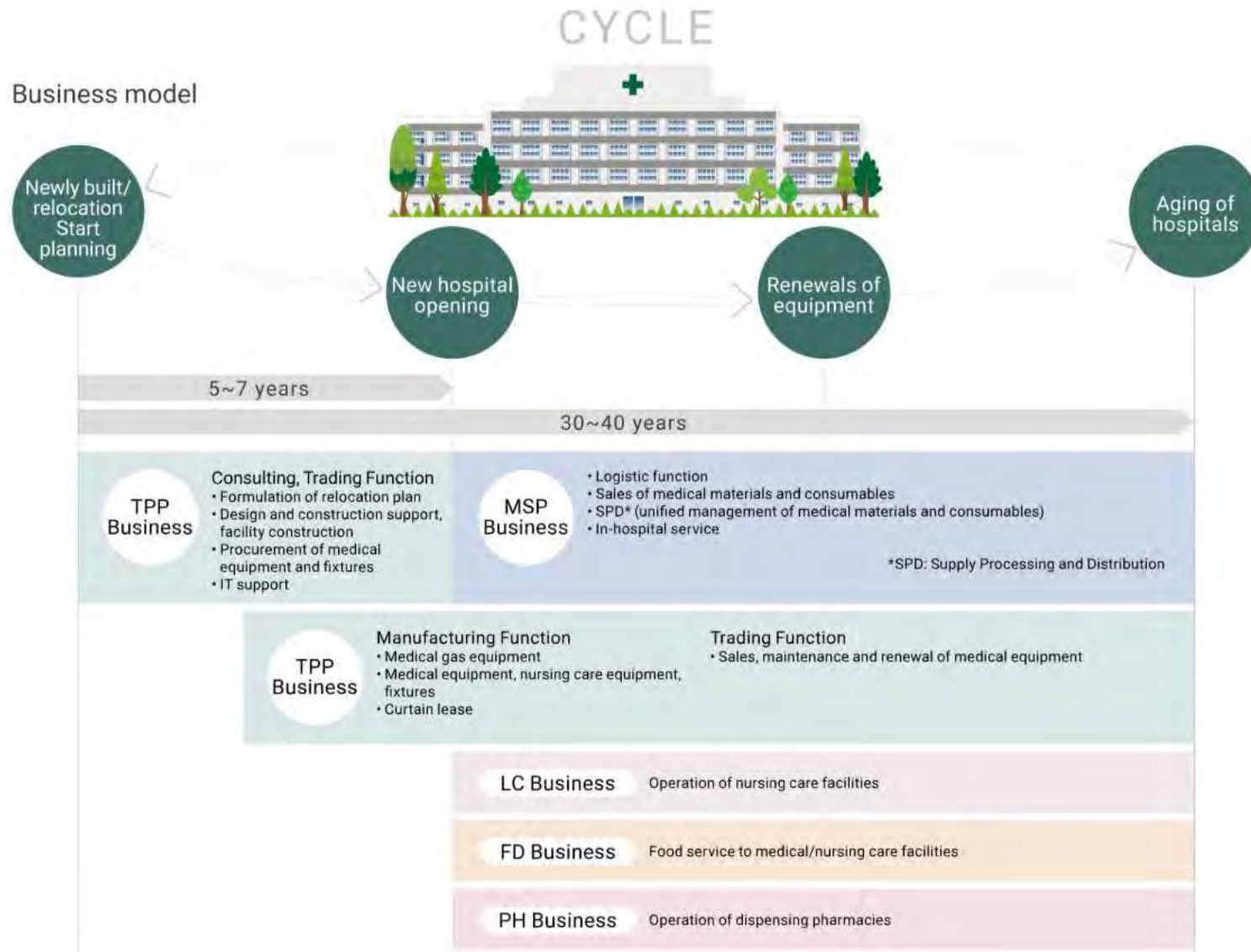
+

Strategic and Aggressive M&A



Business Model of the Group

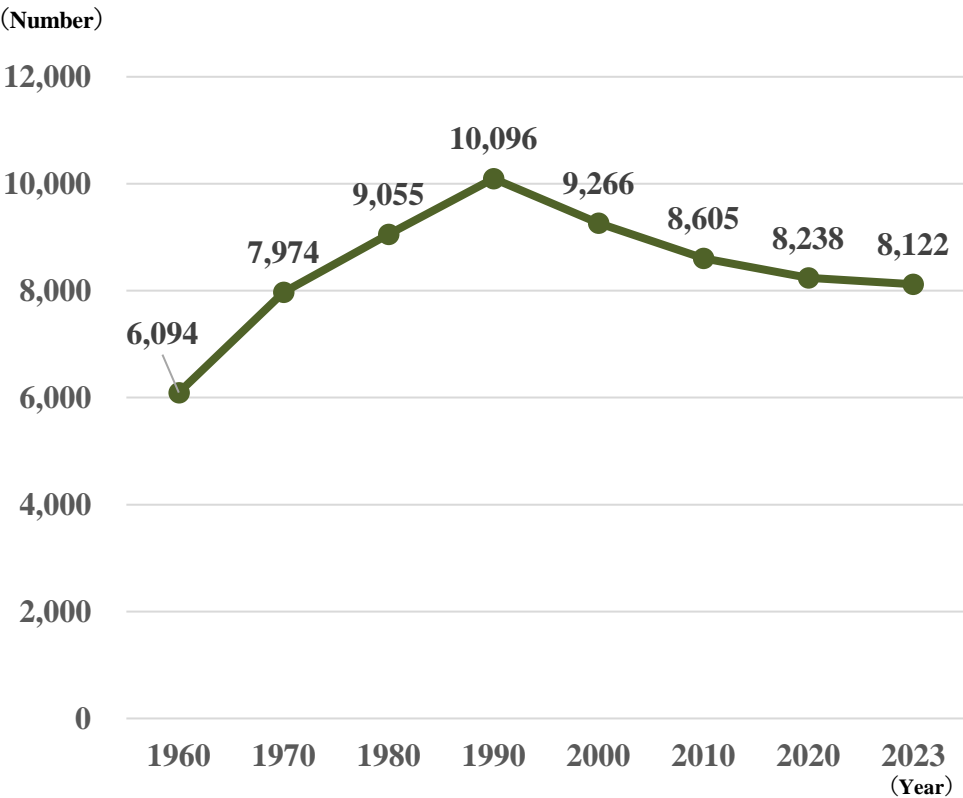
- Although each segment has competitors, our strength is comprehensive service covered by 5 segments within our Group.



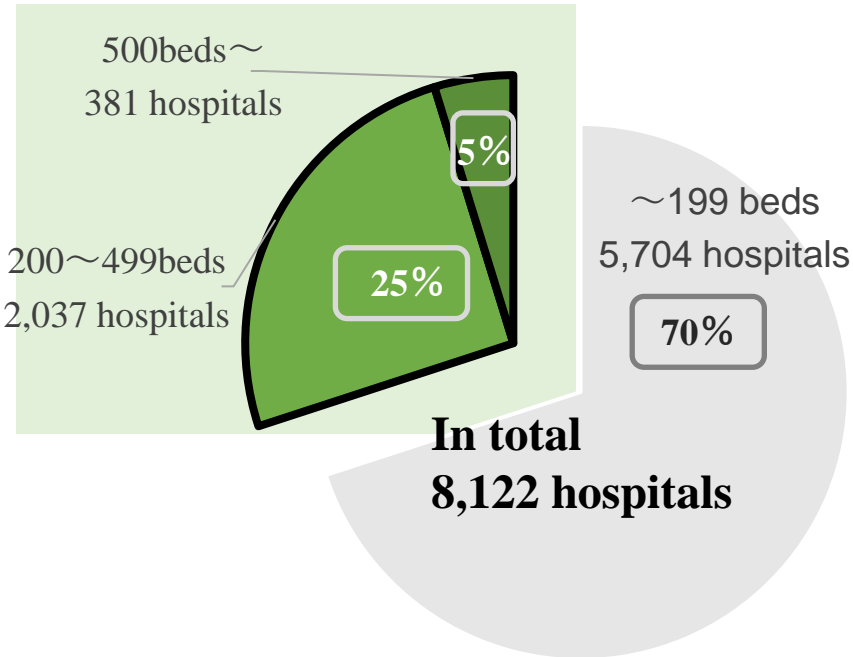
Transition of the Number of Hospitals in the Long Term

- Slowly promoting of aggregation excessive acute care beds by regional medical care plan
- Aggressively capturing the needs of hospital reorganization due to the decreasing trends of hospitals

The transition of the number of hospitals in the long term



The number of hospitals by scale

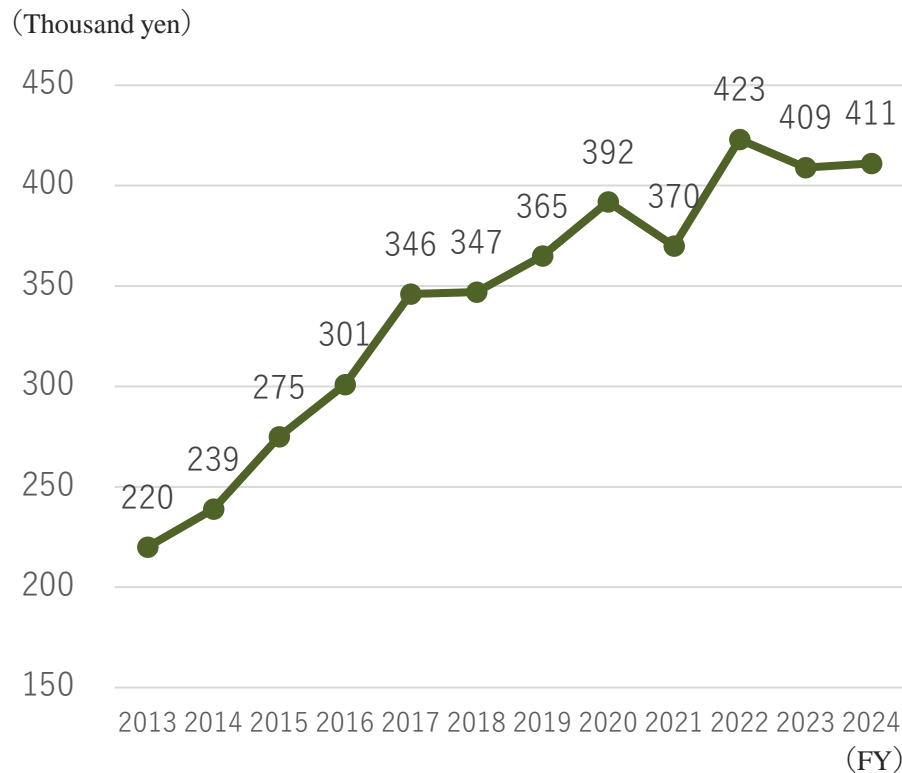


(Source) Prepared by our company, from Medical Facility Survey by Ministry of Health, Labor and Welfare

Market of Hospitals Reconstructing

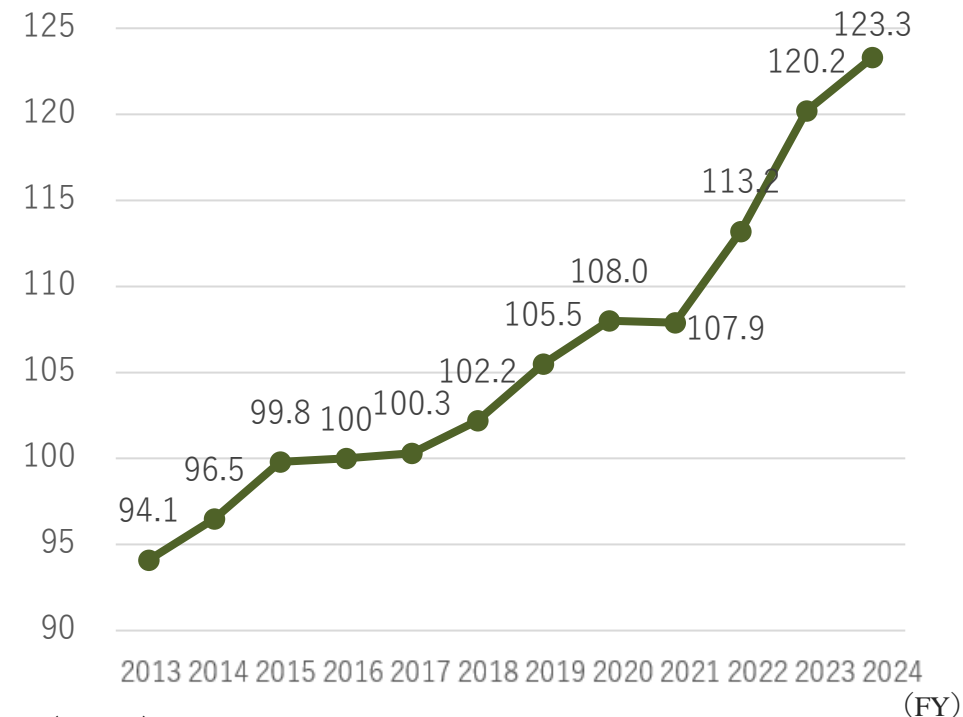
- The hospitals construction fee doubled in the past decade, Building Construction Cost Deflator also raised.
- There is a possibility that the cases of disappointment or failure of hospitals reconstructing order increase

The transition of price per square meter of medical facilities



(Source) Prepared by our company, from “FY03/2024 The construction fee of welfare and medical facilities” by Welfare And Medical Service Agency (WAM)

Building Construction Cost Deflator



(Source) Prepared by our company, from “Building Construction Cost Deflator” by Ministry of Land, Infrastructure, Transport and Tourism
*Provisional figure in FY03/2023 and FY03/2024

Large Scale Projects

■ General incorporated foundation of Tsuyama Jihu Kai Tsuyama Chuo Hospital (Okayama)



Large Scale Projects

- Two hospitals, Kawanishi City Hospital (Public) and Kyoritsu Hospital (Private) in Hyogo prefecture, merged into Kawanishi City Medical Center.
- We continue to support projects such as promotion of coordinated PJ of public sector and private sector .



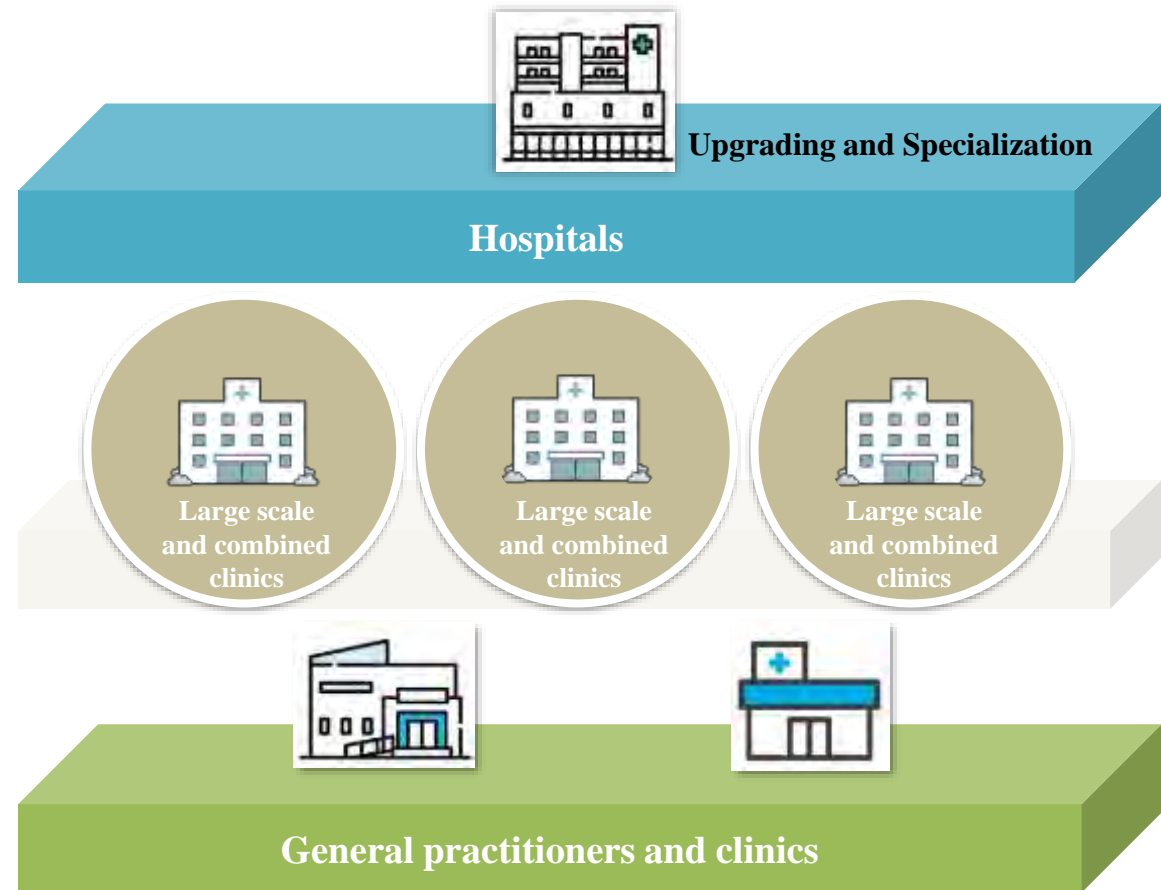
Designated management system :

It was introduced in September 2003 which made it possible for private organizations to manage "public facilities," which had previously been managed exclusively by public entities. The purpose of this system is to utilize the expertise of private organizations to respond to the diversifying needs of residents, improve public services, and reduce costs more effectively and efficiently. (※) Facilities established by local governments for the purpose of promoting the welfare of residents

Cases of further expansion of projects

Large scale and combined clinics

- Aile Home Clinic Nagaoka (Niigata), a large scale and combined clinics (established in September 2023)
- We assume that the gap between hospitals and clinics will expand because hospitals will continue to upgrade and specialize.



The Large scale and combined clinic, which has Internal Medicine, Dermatology, Rheumatology, Allergology, Respiratory Medicine and General Internal Medicine. As urban redevelopment project in Otedori district in front of the Nagaoka station, which aims to contribute to urban development from medical care

Cases of further expansion of projects

Condominium for elderly people

- Corroboration with highness corporation
～Condominium for elderly people 「Omiji Churakubou」～

Corroboration structure



Masters Hospitality, INC was established to provide condominium for elderly people in Otsu City, Shiga prefecture.



No.1 in Kansai area for providing condominium for elderly people *

It ranks No. 1 in the number of units supplied for newly built senior-oriented condominiums across the Kinki region since 2000.

(Resource: Real Estate Economic Institute/As of September 2023)

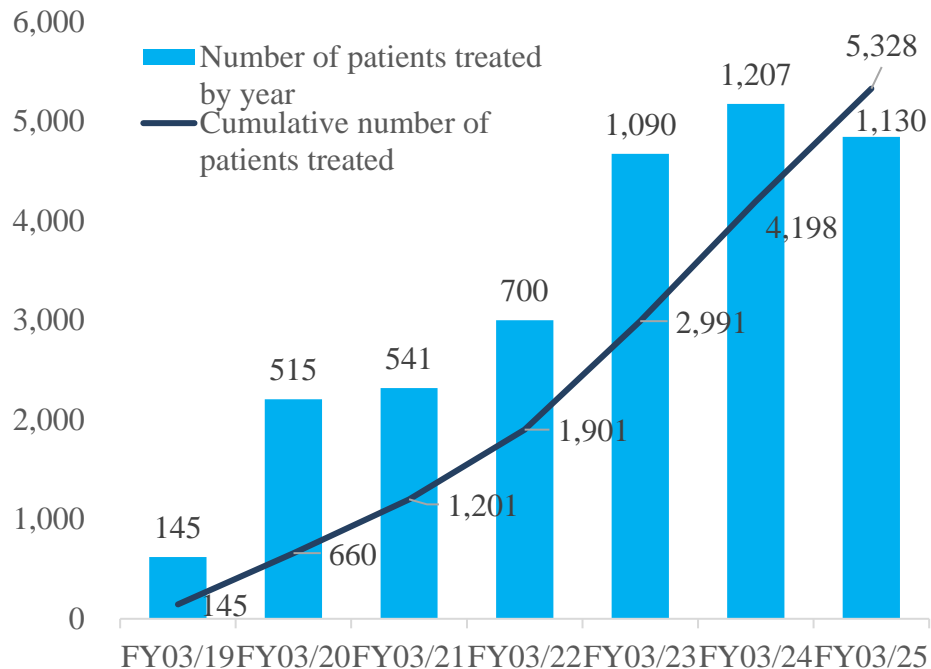
Heavy Ion Cancer Therapy

- The treatments for non-prostate cancer cases accounted for approximately 40% in this FY, which is at a higher level compared to other facilities.
- 37 foreign patients (cumulative) were treated and will continue to capture the recovering inbound demand.

Treatment performance trend
(number of treatment initiations)

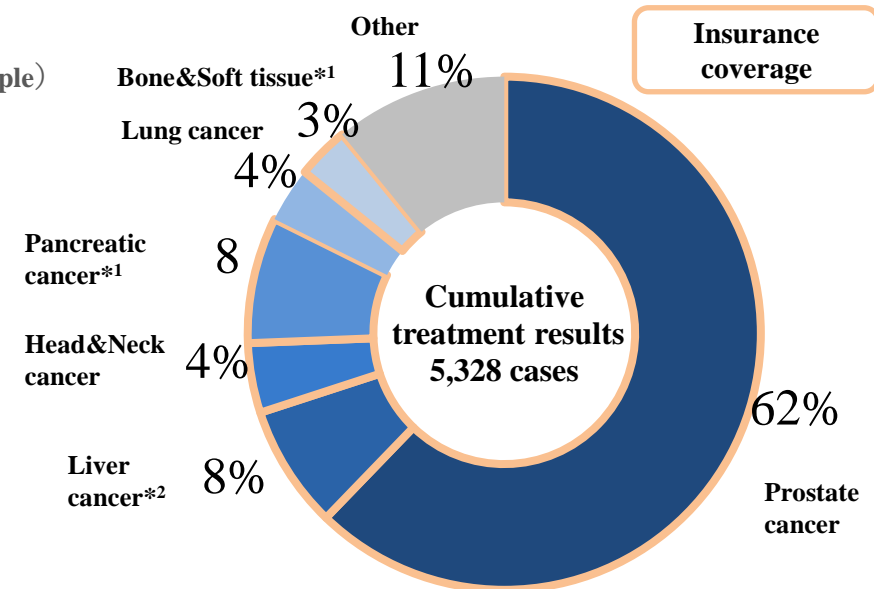
Treatment period : Oct 16, 2018~Mar. 31, 2025)

(No. of People)



Composition ratio by diseases

(No. of People)



Breakdown of the total treatment results
(No. of treatment started)
(Oct. 16, 2018 ~ Mar. 31, 2025)

▼ Eligible for insurance coverage

* 1 Difficult case for radical treatment by surgery

* 2 More than long diameter 4cm



課題

統合型ヘルスケアシステムの構築

Issue: Establishment of integrated healthcare system

Sub-issue B : Development of solutions to support patients and healthcare institutions.

Subject B-5 Supporting the development and improvement of medical devices through the establishment of a traceability data collection and analysis system for medical equipment and materials.

This involves optimizing medical resources and supporting hospital management optimization

Content

Our initiatives

R&D goals



Inventory management
using RFID tags



RFID cabinets



Visualization of
logistics-related data

- Development of medical equipment and material traceability, data collection, and analysis systems
- Development of a system for streamlining distribution and optimizing inventory management within healthcare institutions

- Construction of a system to visualize and optimize hospital management based on data

■ **By the end of March 2026**
Commercialized parts of solution for clinical site, which is used existing technologies

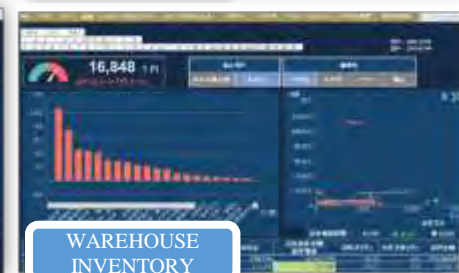
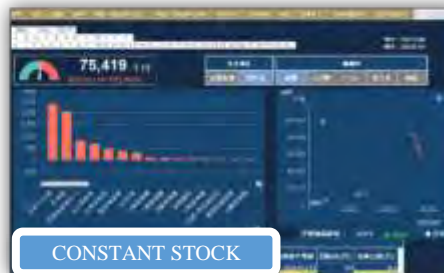
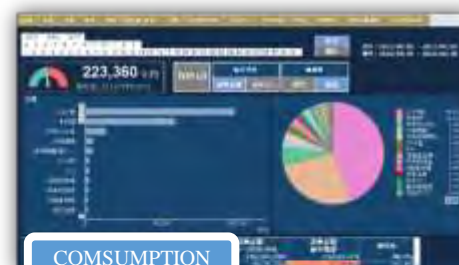
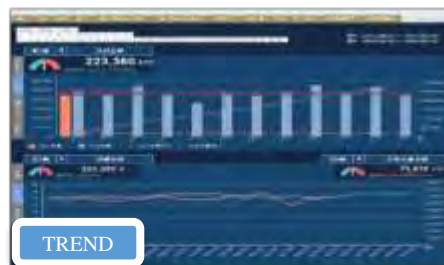
■ **By the end of March 2028**
Commercialized parts of advanced solution, which is used “analysis of support for medical institutions” service platform by around 15 core hospitals

DX promotion SHIP Group next-generation SPD system “Smart Medical Solution” -2

A tool to “visualize” SPD* data without limit **「Compass Board」**

Support for hospital management and operation improvement by utilizing "data from warehousing to consumption and inventory accumulated in the distribution management system" acquired in SPD business

A system for aggregating and digging deeper into data, narrowing down data from storing to consumption and inventory by department, item, etc. It can be used not only for analysis but also for presentation-style reporting.



The Medical AI and Digital Twin Development Course

- To support the research and development of this course, which aims to utilize this digital twin space to develop new medical services based on AI and ICT that will be needed in healthcare and society ten years from now, and to aim for their societal implementation.

Medical digital twin

Medical Real World Data (RWD) involves highly structuring and standardizing information related to all elements of healthcare in the physical space, including patient information, pharmaceuticals, medical materials, people, and facilities. By integrating this information, it maps healthcare in real-time to the cyber space. In this cyber space, advanced data utilization is conducted, and the analysis results and development technologies are brought back to the physical space.



Ref.
University of Tokyo, The Medical AI and Digital Twin Development Course

Our vision in the Medical DX area

Cross-ministerial Strategic Innovation Promotion Program (SIP) 3rd period

Data Collection

SPD

Bulk procurement



RFID



Our next generation SPD



Data Integration

Compass Board



SIP



Digital Twins at the Tokyo Univ.



Social Implementation

Goals

- ✓ Medical Device Development
- ✓ Support for the improvement of medical devices
- ✓ Optimization of medical resources
- ✓ Work Style Reform
- ✓ Optimization of hospital management
- ✓ Hospital Management Support

Contact



“ONE SHIP”

“S” shape of a sail moves forward with tailwind represents SHIP Philosophy that continue voyage to the goal in any circumstances.

“ONE SHIP” represents a ship takes a voyage in rough waves reflecting the light of the future in healthcare with strong wind, social demand.

This symbolizes a bond of SHIP HEALTHCARE Group.

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- TEL: +81-6-6369-0130
- E-mail: ir-info3360@shiphd.co.jp
- Website: <https://www.shiphd.co.jp/en/>

The presentation material and the information supplied orally by our representative at meetings are judged to be reasonable based on the information available at this moment. Please note that actual operating results might differ from the projections stated in the presentation material above.