

Stock code : 3360



SHIP HEALTHCARE

Creating environments for medical professionals

**FY03/2026
Financial Results Briefing**

SHIP HEALTHCARE HOLDINGS, INC.

May 15, 2026



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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

FY03/2026 Financial Results

Creating environments for medical professionals



Financial Results Highlights

(Million yen)	FY03/25 (Result)	FY03/26 (Plan)	FY03/26 (Result)	YoY change		vs. the Plan	
				Change	Change rate	Change	Change rate
Net sales	678,229	700,000	718,163	+ 39,933	+ 5.9%	+ 18,163	+ 2.6%
Gross profit	66,743	—	66,703	▲39	▲0.1%	—	—
Operating profit	24,779	26,000	24,482	▲296	▲1.2%	▲1,517	▲5.8%
Operating profit margin	3.7%	3.7%	3.4%	—	—	—	—
Ordinary profit	26,023	26,500	26,331	+307	+ 1.2%	▲168	▲0.6%
Ordinary profit margin	3.8%	3.8%	3.7%	—	—	—	—
Profit attributable to owners of parents	15,128	15,500	13,394	▲1,734	▲11.5%	▲2,105	▲13.6%

Financial Results Highlights

Net sales

TPP

Large project deliveries were recorded in line with internal plan.

TPP

The performance of the ODA-focused trading company participated in the Group in May 2025 contributed.

MSP

Start operation of 5 newly contracted SPD facilities in the FY03/2026

MSP

Initiation of a bundled contract with multiple hospitals under different management bodies

Operating profit

TPP

Large projects performed in line with initial plans. In the previous fiscal year, the Group recorded the completion and sale of senior condominium development, whereas no such completed projects were recorded in the current period, leading to a YoY decrease in profit.

TPP

The delivery delay in materials of energy-saving construction projects in renewal projects

TPP

Raise in material price and delay in production in manufactures

MSP

Steady operations continued at 24 SPD facilities launched in the previous year

LC

Raise in utility and labor costs exceeding price adjustments

PH

Efficiency gains from business integrations were reflected in the financial results.

Ordinary profit

Non-operating

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

Non-operating

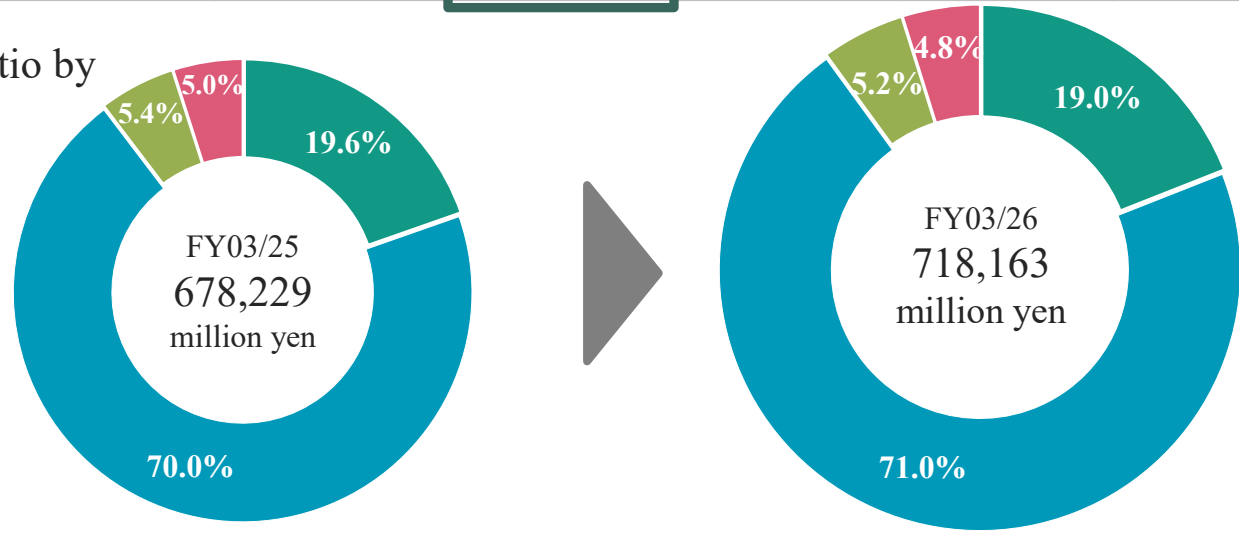
Record of foreign exchange gain due for yen depreciation (record of foreign exchange loss in the previous fiscal year)

Net Sales (by business segments)

(Million yen)	FY03/25 (Result)	FY03/26 (Plan)	FY03/26 (Result)	YoY		vs. the Plan	
				Change	Change rate	Change	Change rate
Total Pack Produce Business (TPP)	133,167	134,000	136,604	+ 3,437	+ 2.6%	+ 2,604	+ 1.9%
Medical Supply Business (MSP)	474,919	494,500	509,569	+ 34,649	+ 7.3%	+ 15,069	+ 3.0%
Lifecare Business (LC)	36,674	37,000	37,322	+ 647	+ 1.8%	+ 322	+ 0.9%
Dispensing Pharmacy Business (PH)	33,468	34,500	34,666	+ 1,198	+3.6%	+166	+0.5%
Total	678,229	700,000	718,163	+ 39,933	+5.9%	+ 18,163	+ 2.6%

■ Net sales composition ratio by segments

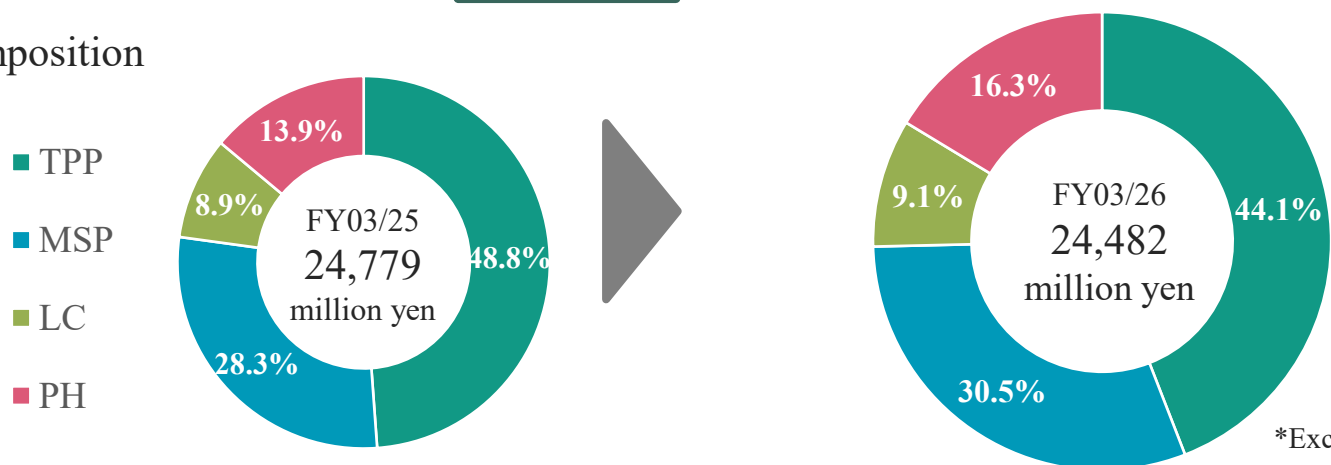
- TPP
- MSP
- LC
- PH



Operating Profit (by Business Segments)

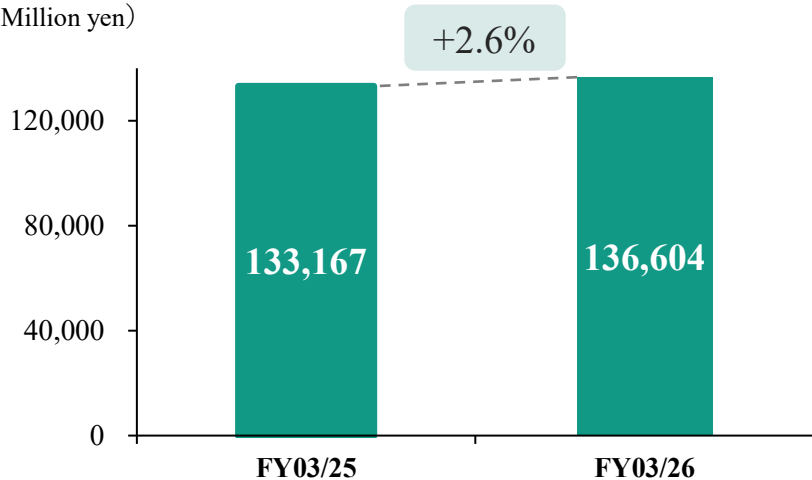
(Million yen)	FY03/25 (Result)	FY03/26 (Plan)	FY03/26 (Result)	YoY		vs. the Plan	
				Change	Change rate	Change	Change rate
Total Pack Produce Business (TPP)	12,017	12,100	10,812	▲1,204	▲10.0%	▲1,287	▲10.6%
Medical Supply Business (MSP)	6,970	7,600	7,484	+513	+7.4%	▲115	▲1.5%
Lifecare Business (LC)	2,189	2,600	2,216	+27	+1.2%	▲383	▲14.8%
Dispensing Pharmacy Business (PH)	3,426	3,700	4,004	+577	+16.9%	+304	+8.2%
Adjustment	175	-	▲35			-	-
Total	24,779	26,000	24,482	▲296	▲1.2%	▲1,517	▲5.8%

Operating profit composition ratio by segments



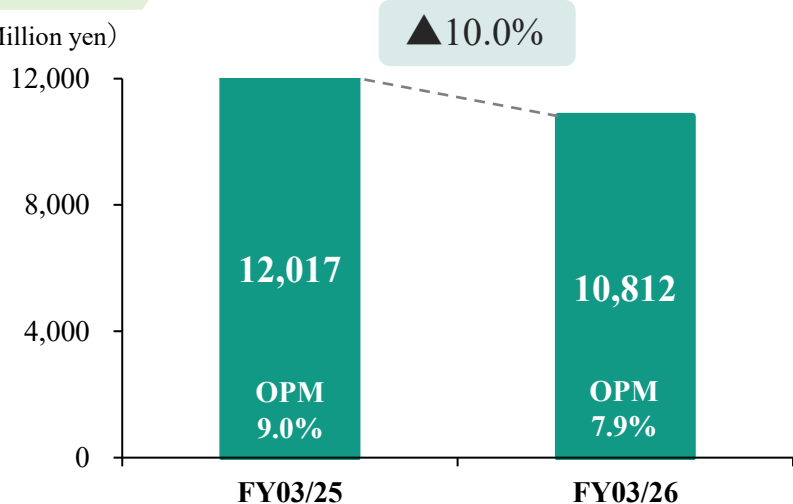
Net sales

(Million yen)



Op. profit

(Million yen)



Positive aspects

- Large project deliveries were recorded in line with internal plans.
- The performance of the ODA-focused trading company participated the Group in May 2025 contributed.
- Medical IT solutions business performed strongly. (system selection, implementation support, and infrastructure development)

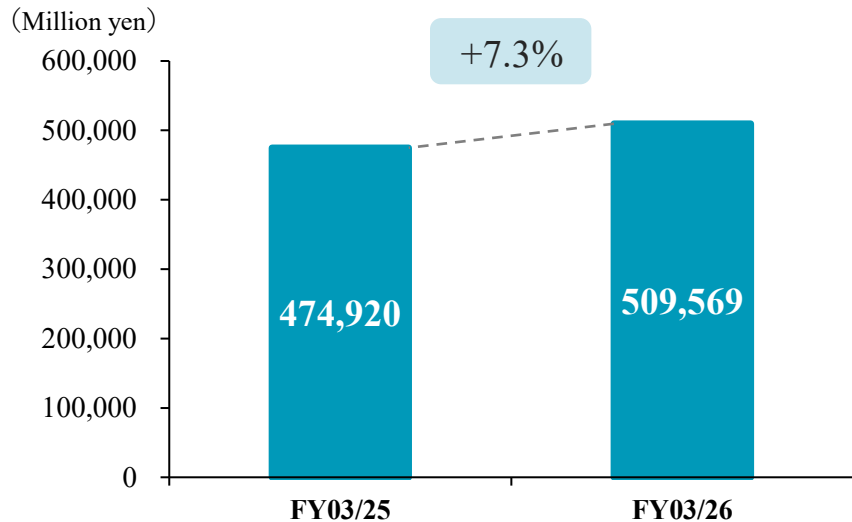
Negative aspects

- In the previous fiscal year, the Group recorded the completion and sale of a large-scale senior condominium development, whereas no such completed projects were recorded in the current period, leading to a YoY decrease in profit.
- The delivery delay in materials of energy-saving construction projects in renewal projects
- Raise in material price and delay in production in manufactures
- Non-recurring expenses such as M&A advisory fees recorded.

Net sales (Million yen)	FY03/25 result	FY03/26 result	Change	Change rate
PJ · Routine	62,117	65,790	+3,673	+5.9%
Manufacture	33,581	33,061	▲519	▲1.5%
Overseas	361	617	+255	+70.8%
Kingrun	26,314	25,409	▲905	▲3.4%
Others (*)	10,792	11,725	+933	+8.6%
Segment total	133,167	136,604	+3,437	+2.6%

(*) 4 companies including security business, building management business, operating animal hospitals business and medical prison business

Net sales



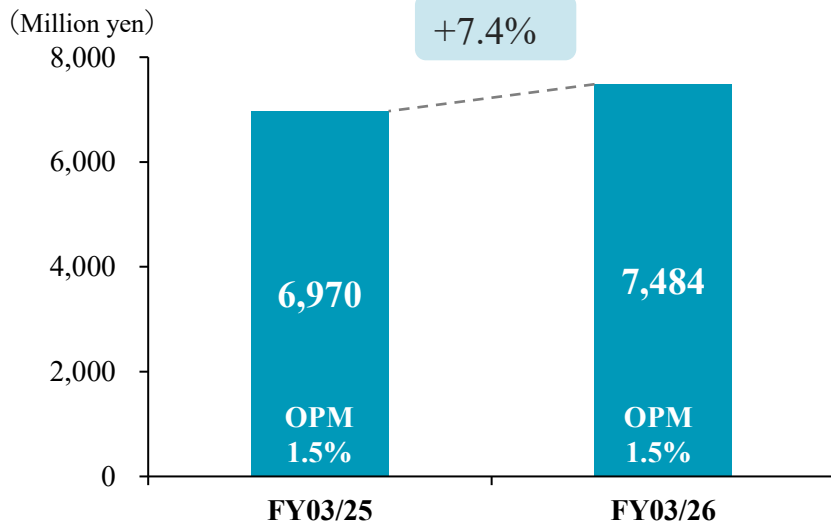
Positive aspects

- Steady operations continued at 24 SPD facilities launched in the previous year.
- Start operation of 5 newly contracted SPD facilities
- Initiation of a bundled contract with multiple hospitals under different management bodies
- Launch of medical material logistics center in the Tokyo metropolitan area (Received many requests for tours from hospitals and manufactures)

Negative aspects

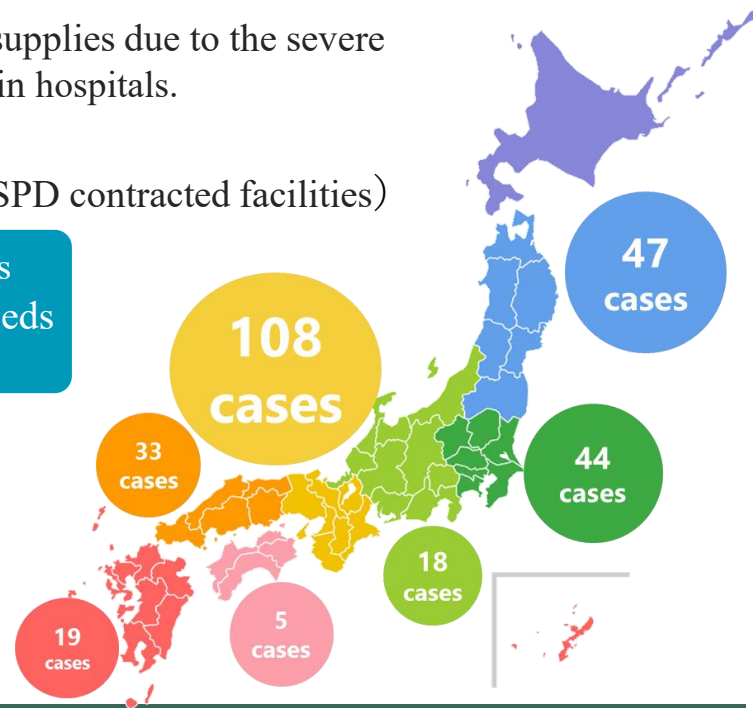
- Postpone of purchase supplies due to the severe management situation in hospitals.

Op. profit

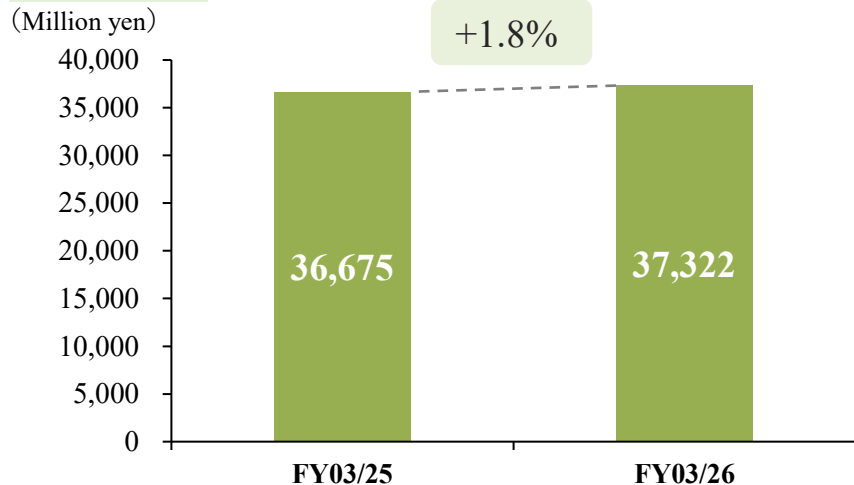


(Circumstances of SPD contracted facilities)

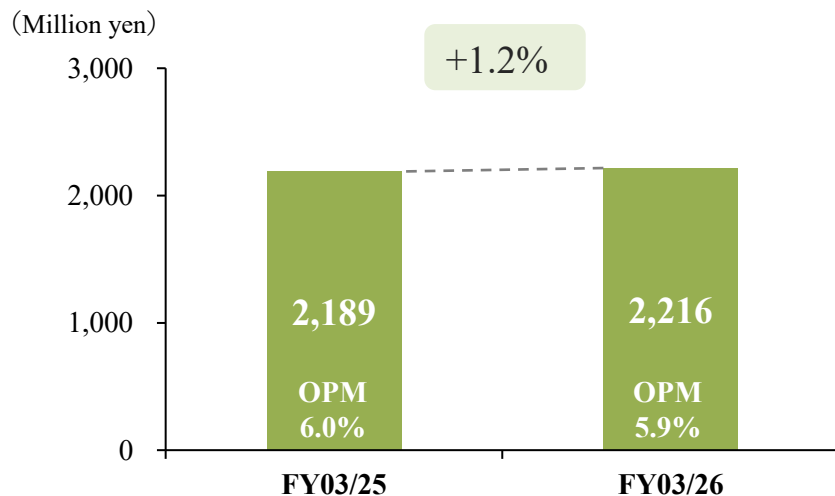
Total 277 cases
approx. 102,000 beds
(As of March 31, 2026)



Net sales



Op. profit



Positive aspects

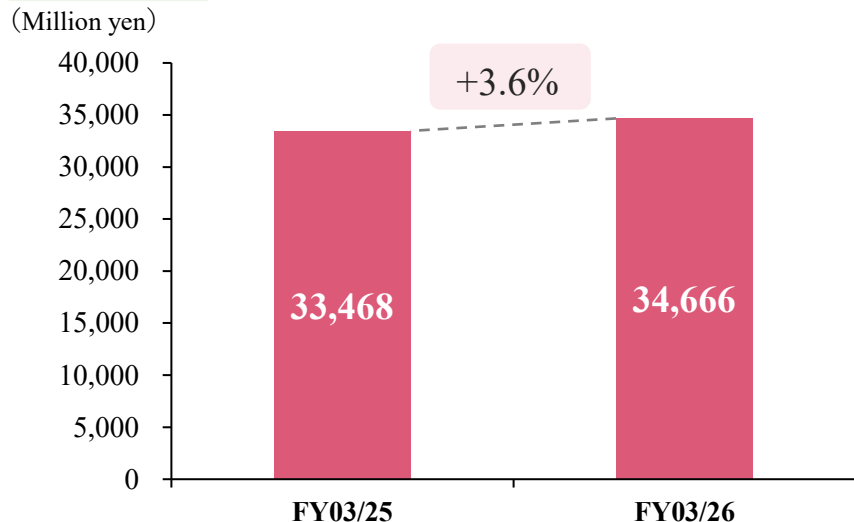
- **【Nursing care】** Re-review of management fee has conducted from September 2025.
- **【Food provision】** Increase of new DREAM KITCHEN contracts
- **【Food provision】** In unprofitable facilities were either withdrawn from or transitioned to Dream Kitchen operations response to rising raw material costs.

Negative aspects

- **【Nursing care】** Utility and labor costs increased.
- **【Nursing care】** Occupancy rates remained at a high level, although they declined year on year.
- **【Food provision】** Soaring prices of food
- **【Common】** Rising costs for dispatching and outsourcing due to labor shortages

Net sales (Million yen)	FY03/25 result	FY03/26 result	Change	Change rate
Nursing care	24,415	24,741	+326	+1.3%
Food provision	12,259	12,581	+321	+2.6%
Segment total	36,674	37,322	+647	+1.8%

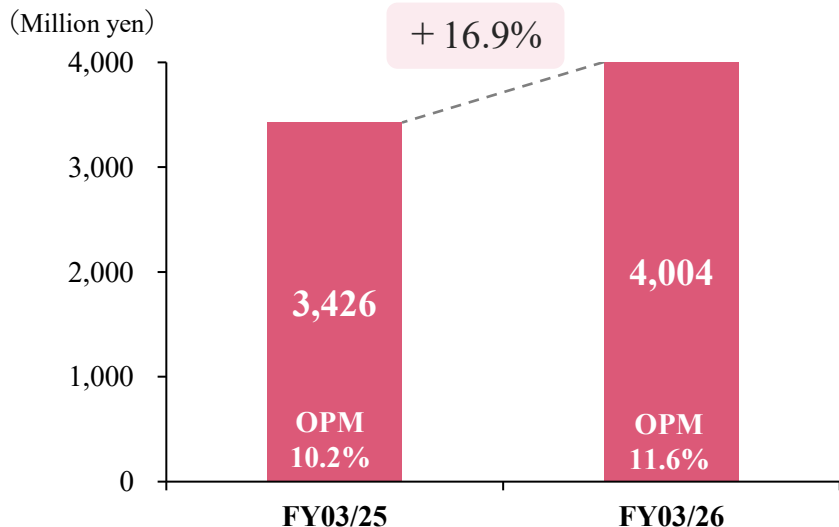
Net sales



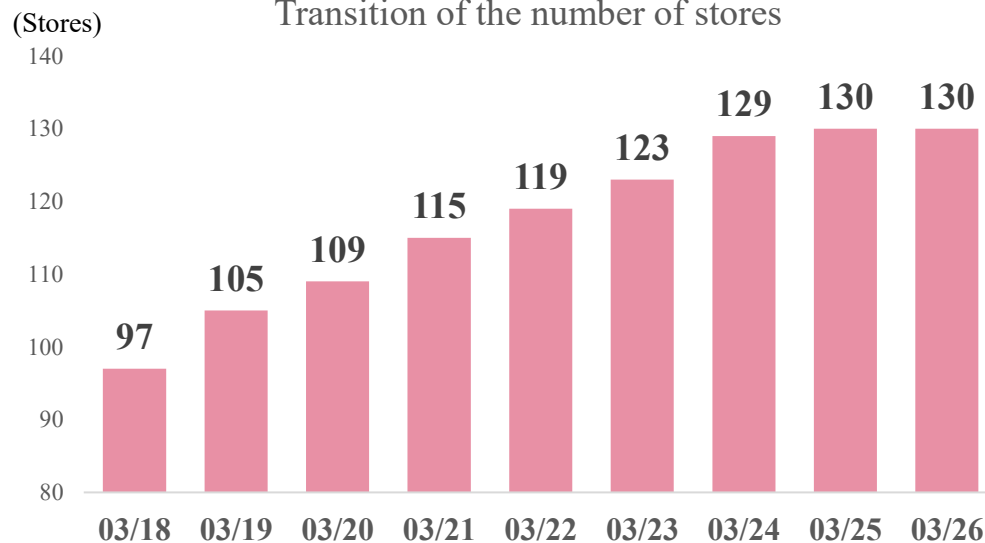
Positive aspects

- Four group companies were integrated on April 1, 2025.
- Integration effects contributed to cost reductions, including expenses for recruitment initiatives.
- Five unprofitable stores were closed or consolidated for improved operational efficiency at the end of the previous fiscal year.
- Meanwhile, five stores newly joined the Group.

Op. profit



Transition of the number of stores



Major Efforts and Outlook of FY03/2027

Creating environments for medical professionals



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

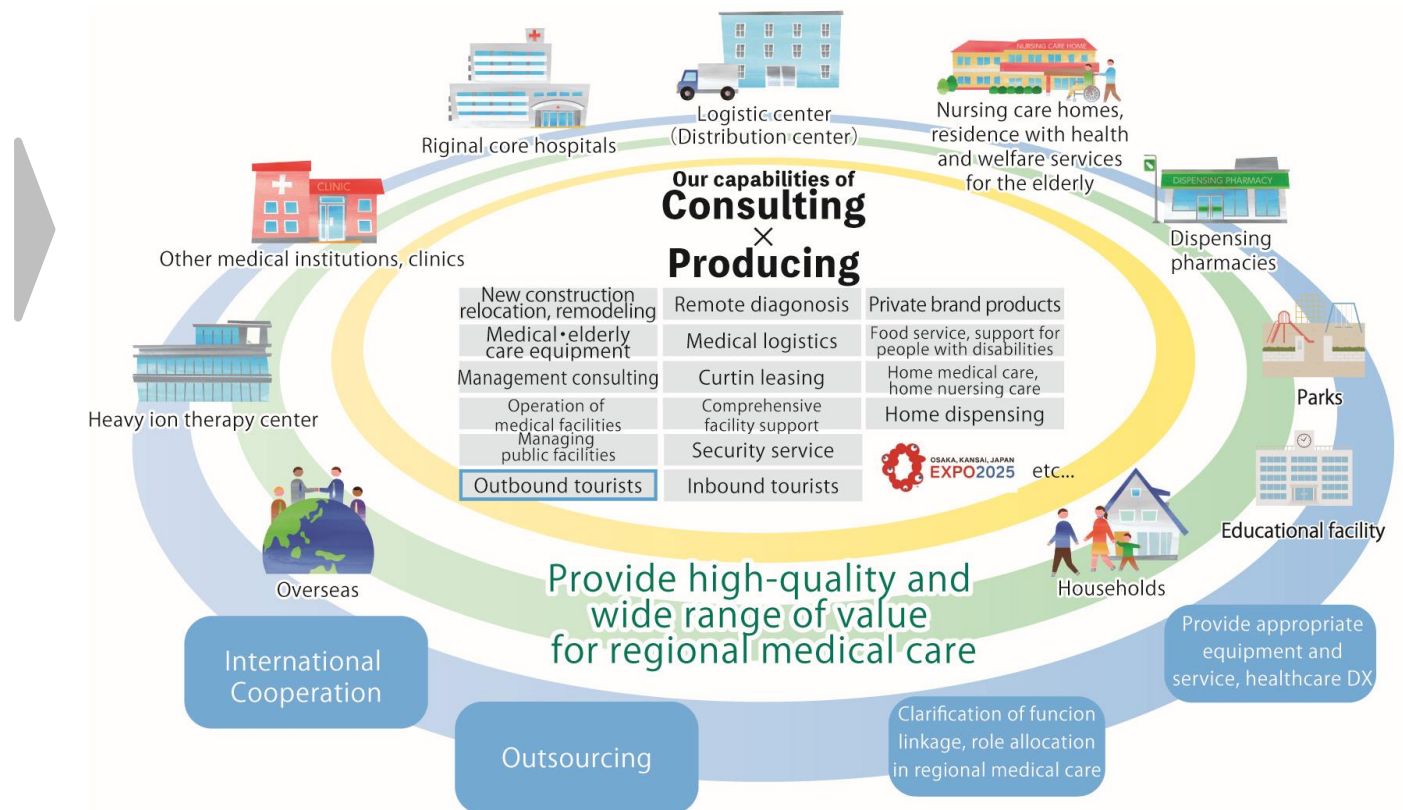
Infection control measures

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

Improving sustainability

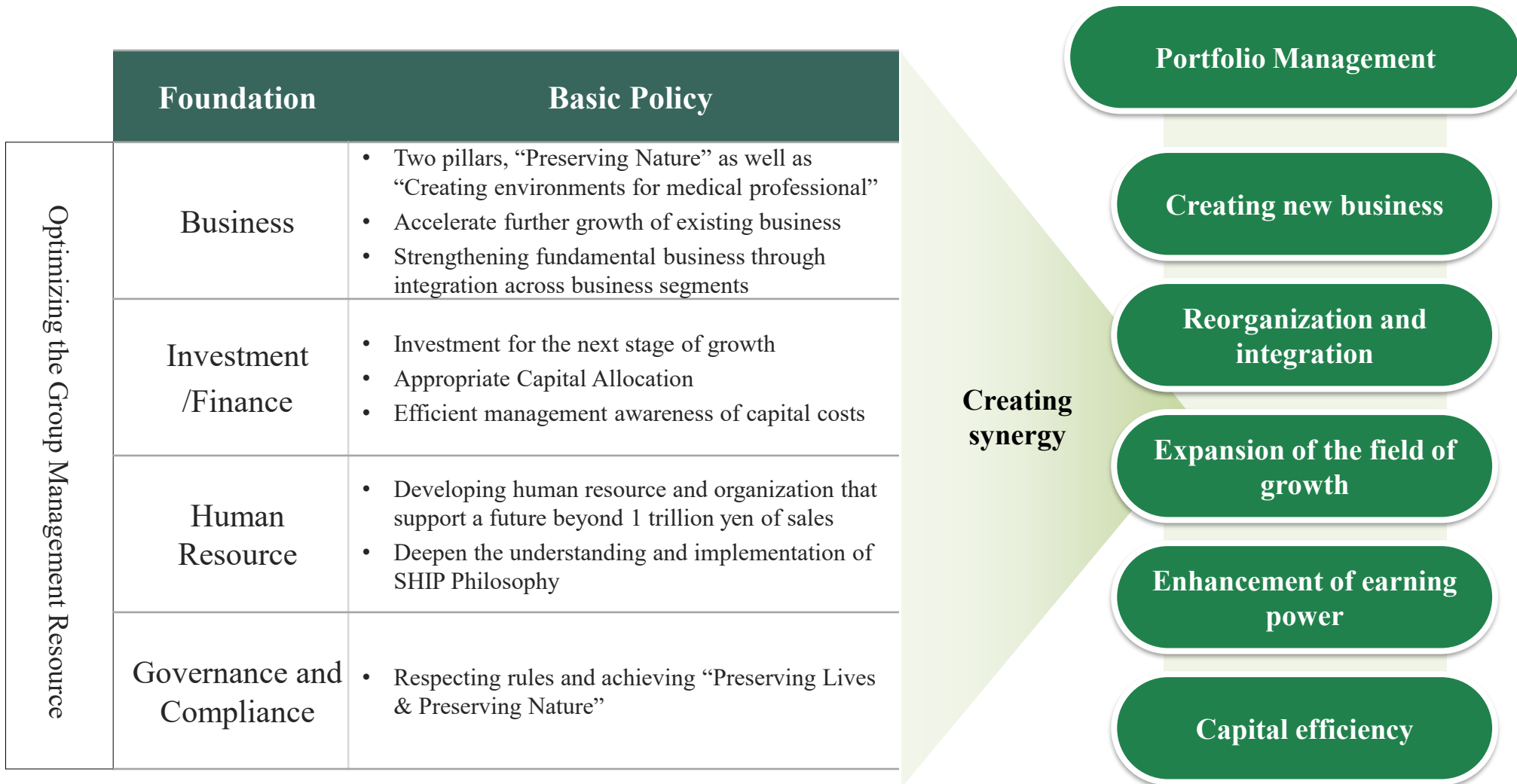
- Limited medical resources
- Increasing social welfare spending

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





Five-year Medium-Term Management Plan Basic Policy

■ Portfolio Management through the Optimization of Group Management Resources



Efforts for Achieving the Five-Year Period Medium-Term Management Plan

Changes in the healthcare environment surrounding hospitals and values the company provides

Healthcare Policy Initiatives	Environment change /Hospital operation challenges	Hospital demands /Value needed	Values the company provides (Solution)
<p>Medical institution support by policies The Japanese government promotes management support for medical institutions by supplementary budget etc.</p>	<p>Deteriorating hospital revenue environment Rising prices, labor costs, and material costs are causing hospital finances to deteriorate. It is difficult to pass these costs on to patients.</p>	<p>Reducing costs Reducing inventory, easing the workload</p>	 <ul style="list-style-type: none"> • Support purchase, SPD operating, logistics efficiency • In-hospital SPD, out-of-hospital logistics, automatical warehouse, utilization of Logistics Hubs • Material management, equipment preparation, inner material/support operation of operation rooms • Renewal of operation room, ICU and hospital rooms • Testing equipment, Medical DX, network • Information infrastructure support • Security measures, virtual infrastructure, medical information system support • Integrated SPD contracts covering multiple hospitals, wide-area logistics, business outsourcing • Medical material using traceability data, hospital operation optimization support 
<p>Hospital reorganization/Hospital beds optimization Promoting hospital reorganization and hospital beds optimization</p>	<p>The worsening shortage of healthcare workers Nurses, technicians, and administrative staff are having their time taken up by tasks other than their core duties.</p>	<p>Healthcare workers can concentrate on their core duties.</p>	
<p>Revision of Medical Fees Progress is being made on revising the medical fee system for evaluating acute-care hospitals.</p>	<p>Growing demand for advanced medical care and improved clinical efficiency Growing demand for improved operating room utilization rates and more efficient diagnostic and clinical care</p>	<p>There is room to increase the number of surgeries and tests by improving operating room utilization rates and reducing diagnosis and treatment times.</p>	
<p>Acceleration of medical DX Expanding demands for operational efficiency/quality improving the quality of healthcare/strengthening information sharing</p>	<p>Growing demand for renovations and upgrades The demand for partial renovations is growing due for rebuilding is expensive and time-consuming.</p>	<p>Improving hospital operations without interrupting services</p>	
<p>Needs for logistics and warehousing efficiency In-house SPD and inventory storage require space and manpower.</p>	<p>Growing demand for digital transformation in healthcare and data integration Electronic health records, networks, security and data integration are required.</p>	<p>Operational efficiency, Information sharing Improving patient safety</p>	
<p>Efficient management of multiple hospitals Regional collaboration, hospital restructuring and the management of group hospitals are underway.</p>	<p>Needs for logistics and warehousing efficiency In-house SPD and inventory storage require space and manpower.</p>	<p>Labor savings, space reduction Stable supply, business continuity planning</p>	
	<p>Efficient management of multiple hospitals Regional collaboration, hospital restructuring and the management of group hospitals are underway.</p>	<p>Group-wide efficiency and standardization</p>	

Cases of Group Collaboration

(Case 1) Case of expanding from consulting business to other business

TPP Business	TPP Business		MSP Business	FD Business
 <p data-bbox="153 644 457 751">Hospital A Consulting business</p>	 <p data-bbox="658 525 845 554">Operation room</p> <p data-bbox="996 525 1085 554">Curtain</p> <p data-bbox="658 739 816 768">Rehabilitation</p> <p data-bbox="996 739 1106 768">Furniture</p>		 <p data-bbox="1348 525 1404 554">SPD</p>	 <p data-bbox="1701 525 1908 554">Meals for patients</p>

(Case 2) Case of expanding from Medical Supply Business to other business

MSP Business	TPP Business			
 <p data-bbox="126 1258 486 1363">SPD Business Sales destination of medical treatment material</p>	 <p data-bbox="652 1139 859 1200">Multi-Purpose Muscle Function Evaluation Exercise Device</p> <p data-bbox="1000 1153 1156 1200">Radiation therapy equipment</p> <p data-bbox="1353 1153 1466 1200">Shadowless lamp</p> <p data-bbox="1705 1175 1922 1200">Data management server</p>			

Efforts for Renewal PJs

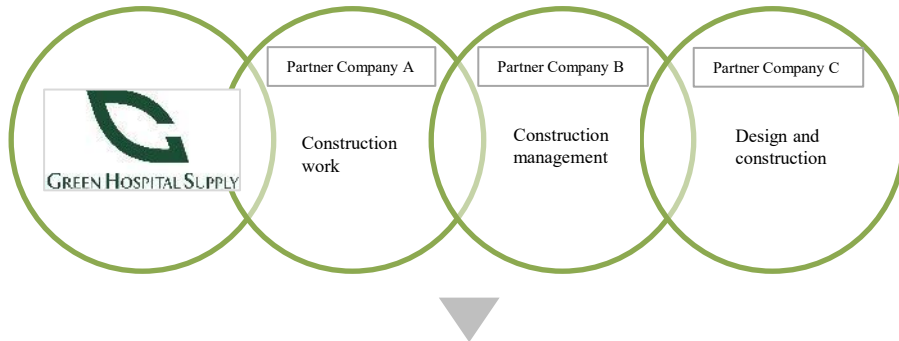
- Continued orders for renovation and partial reconstruction projects, such as operating rooms and ICUs, are expected to lead to future hospital remodeling contracts.

System building corresponding renewal PJs (Ex.)

GREEN HOSPITAL SUPPLY, INC., a core Group company, launched the “MF Green Association” in 2024 to strengthen partnerships with construction collaborators in anticipation of growing renovation demand.

The number of partner companies 31 companies

MF (Medical Facility)



The purpose of the association is to promote safety and health, prevent accidents, and facilitate education, information sharing, improvement initiatives, events, patrols, training, and networking activities.

Case of renewal



**Hospital A
Renovation of nurses' station**
Improved streamlining traffic flow and functionality enhanced to create a softer, more welcoming design that allows nurses to work efficiently while offering warmth to patients.



**Hospital B
Renovation of hospital room (large room)**
Renovated under the design which maximize space utilization for patients to live comfortably

Business companies for manufacture and sale of furniture are already in the Group



IT Solution

- Demands for network construction as a basis increased led by establishing Healthcare DX Promotion Headquarters.
- Providing total solution based on extensive experience of network construction in hospitals



Design and construction of network/security

— making basis for non-stop medical system

- Minimizing impact of disruptions or unauthorized access by separate design of network
- Highly reliable infrastructure designed to support smooth, day-to-day operations at medical sites.



Medical information systems and network consulting

— expert support grounded in a deep understanding of clinical

- Support by professionals with hands-on electronic medical records and departmental system experience.
- Support from selecting to installing/operating from a neutral standpoint



Virtual infrastructure design and implementation

— Efficient integration and optimization of in-hospital system

- Integrated management of several department systems on a virtual platform
- Reduce operational burden by consistently responding from vendor coordination to construction

Security constructing

— comprehensive risk visualization to protect sensitive medical

- Visualizing vulnerability and risk by current situation analysis
- Security measures required by medical institutions proposed with clear prioritization



Recurring services supporting mission-critical medical IT infrastructure in medical sites

■ Focused in trading company of medical ODA (Official Development Assistance) participated in the Group on May 27, 2025.

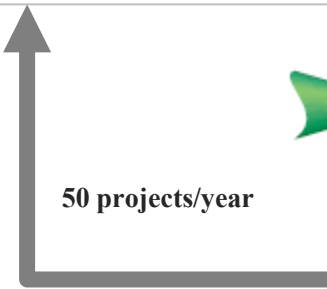
*Established based on experience of Official Development Assistance(ODA) as a specialist of Japan International Cooperation Agency (JICA) .
It has engaged in international contribution in all over the world for more than 30 years (established in 1990/ Headquarters in Tokyo)



MRI



Medical Container



50 projects/year

Medical equipment
/Medical facility
(Delivery/Installation)

SHIP HEALTHCARE GROUP



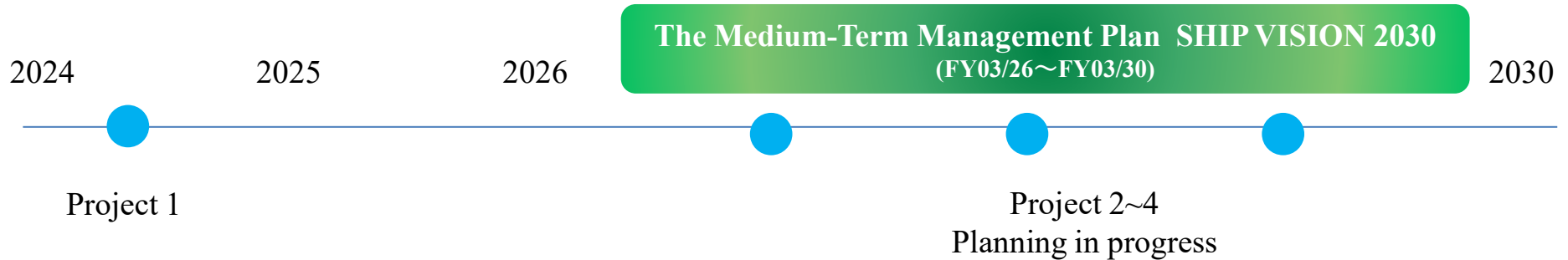
Condominium for elderly people

■ Collaboration business with highness corporation

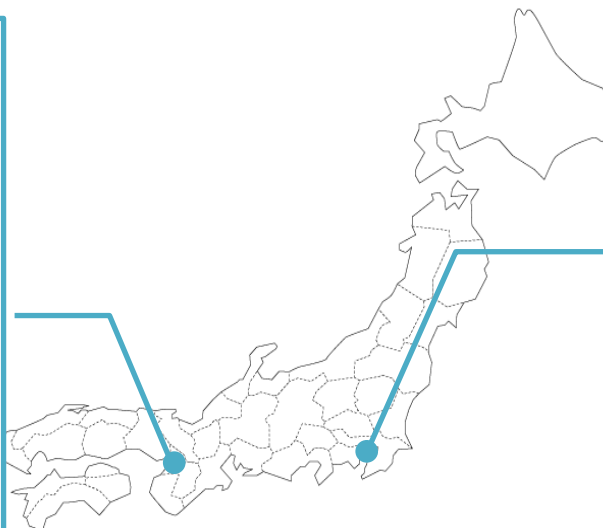
~Condominium for elderly people~



■ Projects pipeline



- In addition to the existing Osaka solution center, Tokyo metropolitan area/medical material logistics hub “SHIP GRANBASE Tokyo” was established.
- Taking BCP countermeasures between Osaka SC and other hubs when disasters occur for preventing supply stagnation of medical material



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

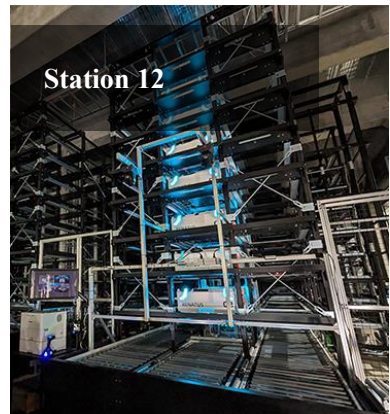
5

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

1 Overview of facility

Total floor area 14,129m²
 Number of items handled Approx. 70,800 items
 Start operation February 2026



2 Introducing facility with maximizing the use of cutting-edge technology

Centered on Japan’s original automated warehouse system “RENATUS*,” the company has introduced advanced technologies such as AI, robotics and RFID

- ▶ Optimizing regional logistics with SPD core function
- Strongly support medical sites in the Tokyo metropolitan area

3 Business Reduction Comparison by automatic warehouse (In case of picking)

Items	“People ” until now	“Automatic warehouse” from now on
Number of beds	850 beds	
Number of target departments	70 departments	
Number of cards/day	2,400 cards	
Number of people	12 people	1 person
Total time	35 hours	7.9 hours




*The name of integrated automatic warehouse system, RENATUS ROBOTICS Inc., manufacturing and selling ultra-high efficiency automatic warehouse , developed

Demonstrating Comprehensive Capabilities by Internal Group Reorganization and Integration

- Enforcing comprehensive capabilities by internal Group reorganization and integration with MSP Business as the main focus.


Improvement of trustworthiness and negotiation ability

- Negotiation with manufactures
- Price-lowering pressure from hospitals




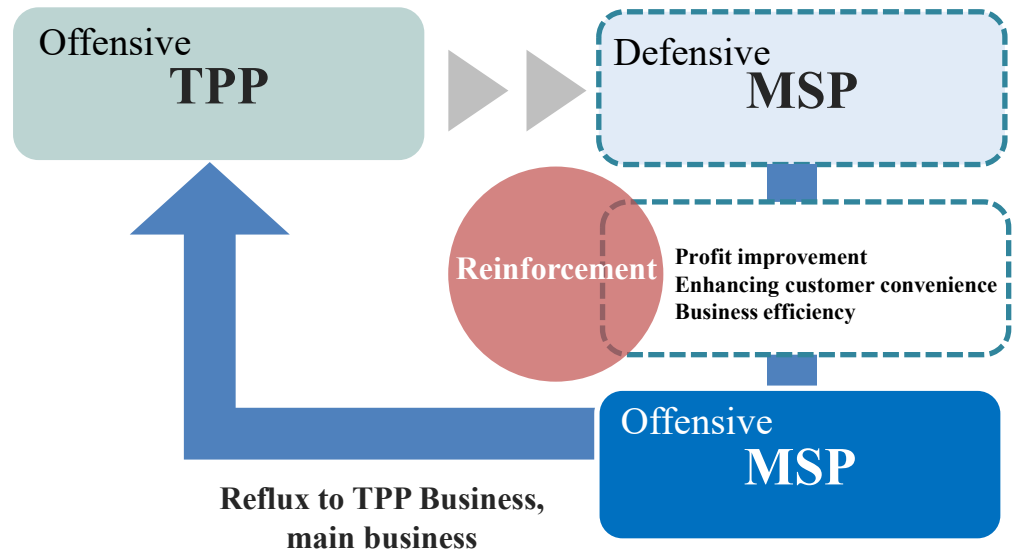
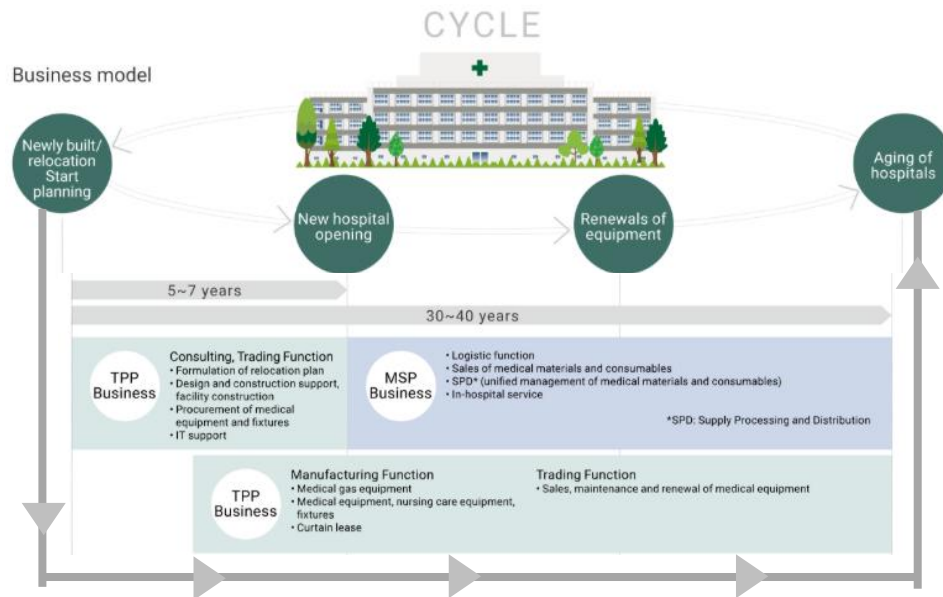
Inventory management/Logistics ability

- Logistics center (Expansion from Kansai area to Kanto area)

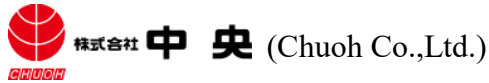


Analysis knowhow

- Challenge for IT adoption, SIP and Digital Twin
- Accumulation and analysis of management data

Expansion of food supply service for elderly facilities



Sanitary supervision based on HACCP system at central kitchen in Kagawa pref.



Food supply service for elderly facilities “Dream Kitchen”



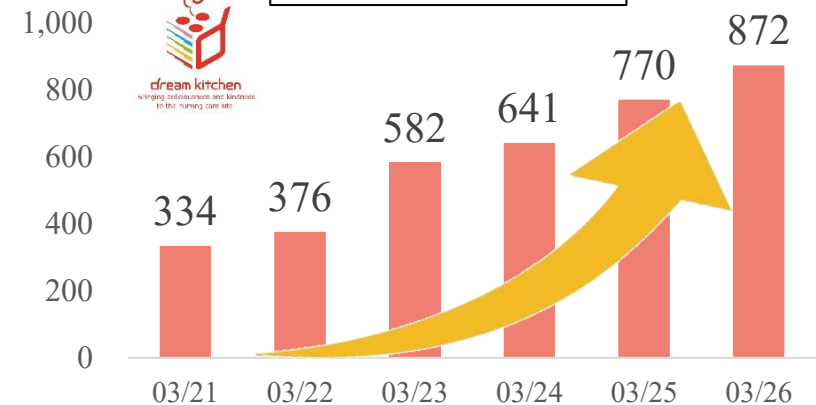
Hygiene management in accordance with food safety standard FSSC22000 at Tama central kitchen



- Aiming for efficiency and high quality through consign production and joint use of facilities within the Group.
- Expansion of sales channels and business scale to external customers in addition to Group-operated facilities.
- The number of facilities contracted is growing steadily since 6th year operation start.

(Numbers)

Number of facilities



Consolidated Management Plan (FY03/2027)

(Million yen)	FY03/25 (Result)	FY03/26 (Result)	YoY		FY03/27 (Plan)	YoY	
			Change	Change rate		Change	Change rate
Net sales	678,229	718,163	+ 39,933	+ 5.9%	740,000	+ 21,836	+ 3.0%
Gross profit	66,743	66,703	▲39	▲0.1%	—	—	—
Operating profit	24,779	24,482	▲296	▲1.2%	26,000	+1,517	+ 6.2%
Operating profit margin	3.7%	3.4%	—	—	3.5%	—	—
Ordinary profit	26,023	26,331	+307	+ 1.2%	26,500	+ 168	+ 0.6%
Ordinary profit margin	3.8%	3.7%	—	—	3.6%	—	—
Profit attributable to owners of parents	15,128	13,394	▲1,734	▲11.5%	16,000	+ 2,605	+19.5%
Net income per share	160.34 yen	144.19 yen			173.88 yen		
Dividend per share	58 yen	60 yen			65 yen		
Consolidated payout ratio	36.2%	41.6%			37.4%		

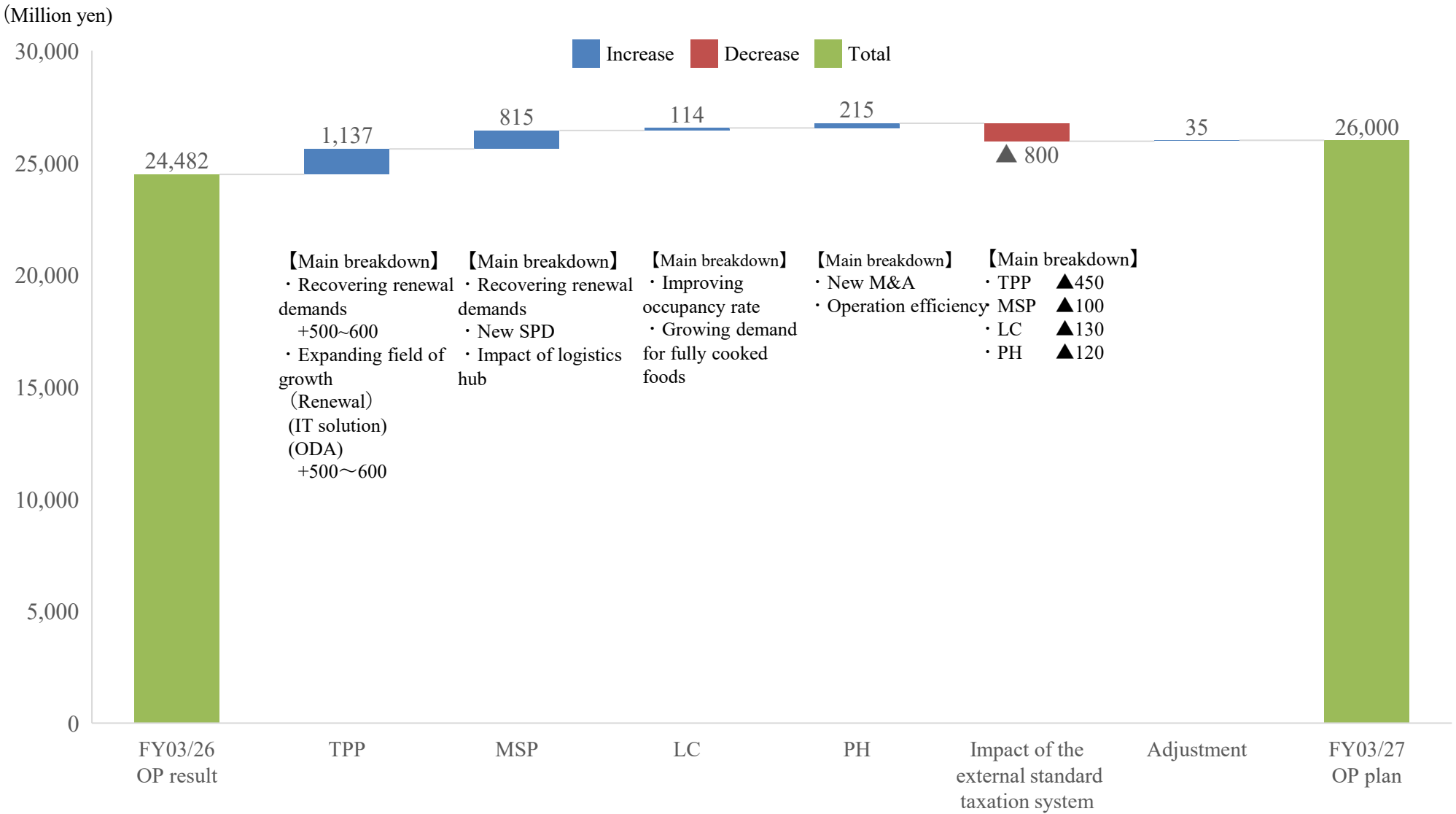
Management Plan by Segments (FY03/2027)

(Million yen)	Sales			Operating profit		
	FY03/26 Result	FY03/27 Plan	YoY	FY03/26 Result	FY03/27 Plan	YoY
Total Pack Produce Business (TPP)	136,604	141,000	+4,395	10,812	11,500	+687
Medical Supply Business (MSP)	509,569	528,000	+18,430	7,484	8,200	+715
Lifecare Business (LC)	37,322	35,000	▲2,322	2,216	2,200	▲16
Dispensing Pharmacy Business (PH)	34,666	36,000	+1,333	4,004	4,100	+95
Adjustment				▲35		
Total	718,163	740,000	+21,836	24,482	26,000	+1,517

*Reflecting the impact of the expanded scope of corporations subject to the external standard taxation system (an additional approximately ¥800 million in taxes and dues is expected to be recorded under SG&A expenses).

For Achieving Operating Profit of FY03/2027

■ FY03/2027 plan, reflected the impact of the expanded scope of corporations subject to the external standard taxation system



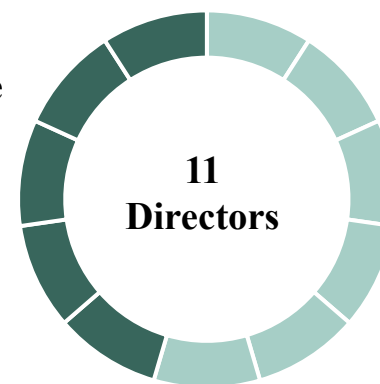
Governance Structure

	Position	Name
Directors	Chairman	FURUKAWA Kunihisa
	President	OHASHI Futoshi
	Vice Chairman	OGAWA Hirotaka
	Executive Vice President	YOKOYAMA Hiroshi
	Managing Director	UMINO Atsushi
	Director	YASUDA Yoshio
	Director (Outside)	SANO Seiichiro
	Director (Outside)	IMABEPPU Toshio
	Director (Outside)	ITO Fumiyo
	Director (Outside)	NISHIO Shinya
Director (Outside)	Uchiyama Yuki	
Auditors	Auditor (Outside)	MIZUSHIMA Toichiro
	Full-time Corporate Auditor	TODA Narushige
	Auditor (Outside)	MINAMI Koichi
	Auditor (Outside)	SANO Nobuyuki

Ratio of Directors

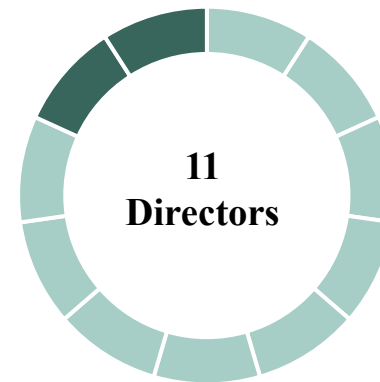
- The ratio of outside directors is projected to be 45.5%.
- The ratio of female directors is projected to be 18.2%.

5 Outside directors



45.5%

2 Female directors



18.2%

(*) The ratio of directors and each ratio are outlook in case the election of Directors is approved at the Ordinary General Meeting of Shareholders to be held on June 25, 2026.

Shareholder Return

Creating environments for medical professionals



Shareholder Return

		FY03/18	FY03/19	FY03/20	FY03/21	FY03/22	FY03/23	FY03/24	FY03/25	FY03/26	FY03/27 (Plan)
Dividends per share (yen)	Ordinary dividends ^(*)	32	35	37.5	40	41	42	45	58	60	65
	Commemorative dividends	-	-	-	-	-	-	5	-	-	-
	Total	32	35	37.5	40	41	42	50	58	60	65
Dividends in total (Million yen)		3,238	3,334	3,556	3,774	3,868	3,962	4,717	5,472	5,521	-
Consolidated payout ratio		31.3	30.7	30.2	30.8	31.8	32.8	34.2	36.2	41.6	37.4

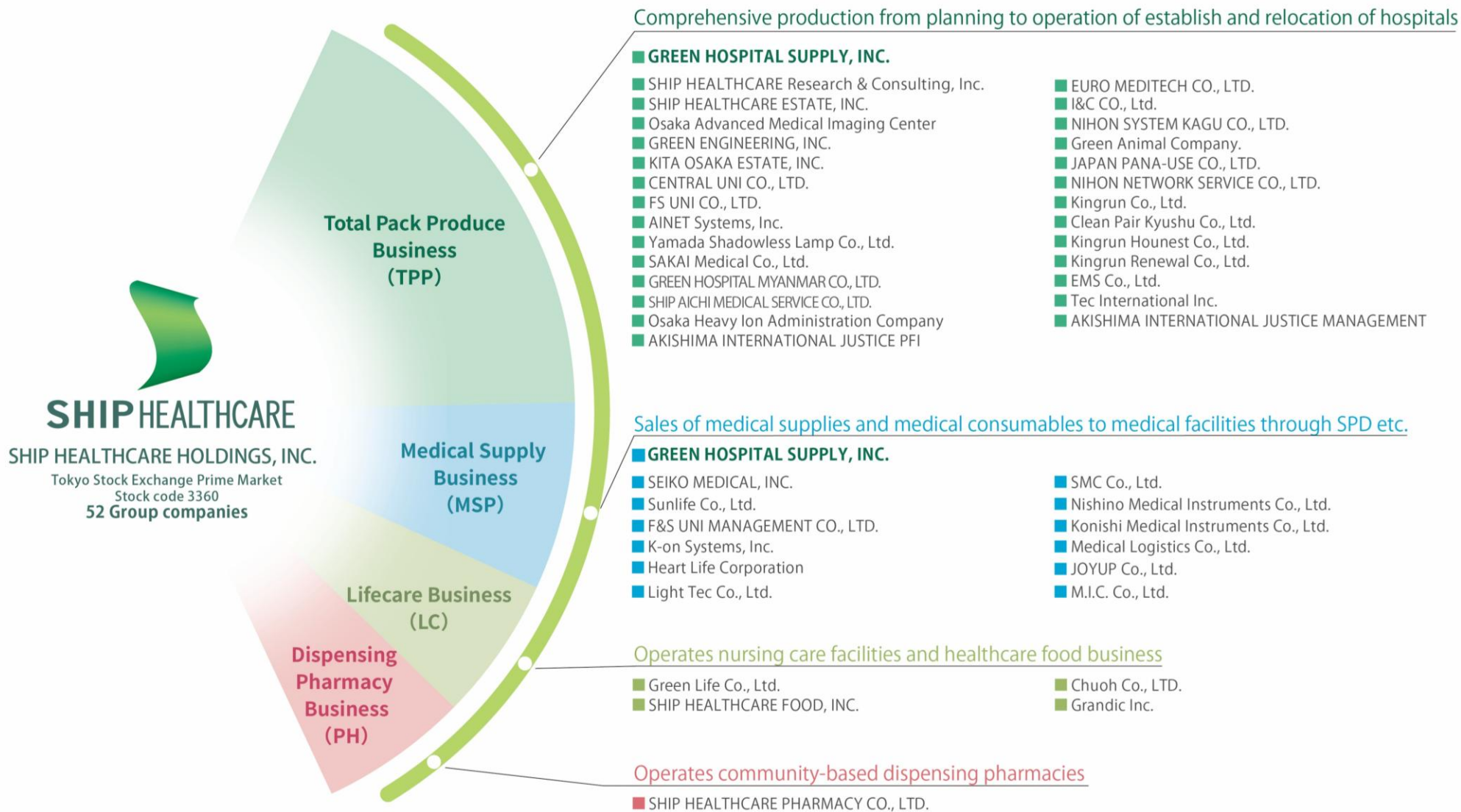
*The company executed a two-for-one common stock split, effective on April 1, 2021.

The figures before the fiscal year ended March 2021 are the actual amount of dividends before the stock split.

Dividend increased for
10 consecutive years

Dividend Payout Ratio for the Current
Period is 41.6%

Group Profile



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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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.

MEMO