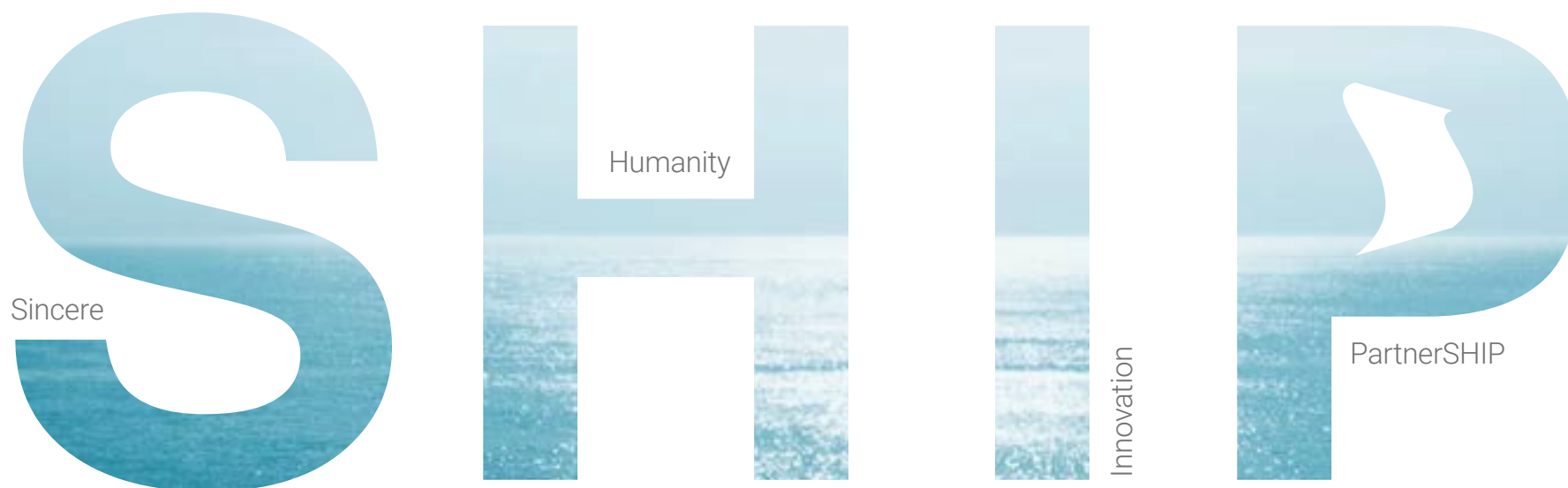




Creating environments for medical professionals

SHIP HEALTHCARE HOLDINGS, INC.  
[Tokyo Stock Exchange, Prime Market: 3360]  
Sustainability Report

2025

# “Preserving lives, preserving nature and environments”

SHIP HEALTHCARE GROUP continues to make efforts to “Create environments for medical professionals.”

Our Group philosophy, which we have put importance on, is “SHIP” Philosophy which is the initials of Sincere, Humanity, Innovation and PartnerSHIP.

We proceed our Group Mission “Creating environments for medical professionals” as “ONE SHIP,” which means uniting as one group, and like sailing seas.



## SHIP HEALTHCARE GROUP

Net sales: 678.2 billion yen (FY03/25 consolidated) / No. of Employees: 16,866 (As of end of March 2025)

- SHIP HEALTHCARE HOLDINGS, INC.
- SHIP HEALTHCARE Research & Consulting, Inc.
- GREEN HOSPITAL SUPPLY, INC.
- SEIKO MEDICAL, INC.
- SHIP HEALTHCARE ESTATE, INC.
- Green Life Co., Ltd.
- Osaka Advanced Medical Imaging Center
- GREEN ENGINEERING, INC.

- Green Animal Company.
- SHIP HEALTHCARE FOOD, INC.
- KITA OSAKA ESTATE, INC.
- Sunlife Co., Ltd.
- CENTRAL UNI CO., LTD.
- FS UNI CO., LTD.
- F&S UNI MANAGEMENT CO., LTD.
- SHIP HEALTHCARE PHARMACY CO., LTD.

- Heart Life Corporation
- AINET Systems, Inc.
- K-on Systems, Inc.
- Yamada Shadowless Lamp Co., Ltd.
- Light Tec Co., Ltd.
- SAKAI Medical Co., Ltd.
- SMC Co., Ltd.
- GREEN HOSPITAL MYANMAR LIMITED.

- SHIP HEALTHCARE ESTATE EAST, INC.
- Osaka Heavy Ion Administration Company
- Nishino Medical Instruments Co., Ltd.
- Konishi Medical Instruments Co., Ltd.
- Medical Logistics Co., Ltd.
- JAPAN PANA-USE CO., LTD.
- SHIP AICHI MEDICAL SERVICE, LTD.

- AKISHIMA INTERNATIONAL JUSTICE PFI
- EURO MEDITECH CO., LTD.
- I&C CO., Ltd.
- NIHON SYSTEM KAGU CO., LTD.
- JOYUP Co., Ltd.
- NIHON NETWORK SERVICE CO., LTD.
- Chuoh Co., LTD.

- Kingrun Co., Ltd.
- Clean Pair Kyushu Co., Ltd.
- Ingenious Co., Ltd.
- Kingrun Hounest Co., Ltd.
- Kingrun Renewal Co., Ltd.
- EMS Co., Ltd.
- Grandic Inc.
- M.I.C. Co., Ltd.
- Tec International Inc.

# Corporate Philosophy

## Group Philosophy



## Group Mission

**Creating environments for medical professionals**

## Attitude

## Shi-Sei Soku-Datsu

Coined by Yamada Houkoku, who saved the Bichu Matsuyama clan from a financial crisis and reformed the clan system at the end of the Edo Period, while speaking to Kawai Tsugunosuke, the phrase "Shi-Sei Soku-Datsu" evokes sincerity ("Shi-Sei") and sorrow ("Soku-Datsu") emotions central to human existence reflected in the SHIP HEALTHCARE Group's basic approach.

## "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.

## Table of Contents

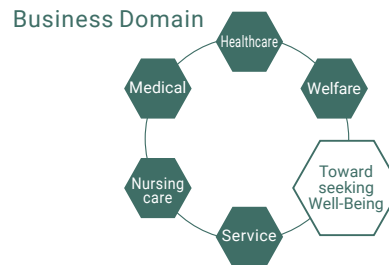
|      |                                                                        |      |                                       |
|------|------------------------------------------------------------------------|------|---------------------------------------|
| P.02 | Corporate Philosophy                                                   | P.11 | Efforts for Materiality               |
| P.03 | Our History                                                            | P.12 | Materiality of SHIP HEALTHCARE Group  |
| P.04 | Our Whole Business                                                     | P.13 | With the Future of Global Environment |
| P.05 | Message from the President                                             | P.15 | With the Future of Medical            |
| P.07 | Our Values                                                             | P.17 | With the Future of Local Areas        |
| P.08 | Value Creation Map                                                     | P.18 | With the Future of Human Resources    |
| P.09 | Special Feature Cases of Value Creation<br>Based on "SHIP" Philosophy: | P.19 | With the Future of Organization       |
|      | 01 Promoting Well-Being                                                | P.20 | List of Directors                     |
|      | 02 Osaka Solution Center                                               | P.21 | Message from Outside Directors        |
| P.10 | 03 Kawanishi City Medical Center                                       | P.22 | Message from the Chairman             |
|      | 04 Osaka Heavy Ion Therapy Center                                      | P.23 | Corporate Information                 |

## Editorial Policy

SHIP HEALTHCARE Group puts importance on value co-creation with any stakeholder towards the realization of sustainable society which people can be Well-Being based on the Group Mission "Creating environments for medical professionals." This report has been prepared with the aim of deepening communication with our stakeholders by offering a clearer understanding of our stance on sustainability and the various initiatives we are undertaking to support it.

## Our History

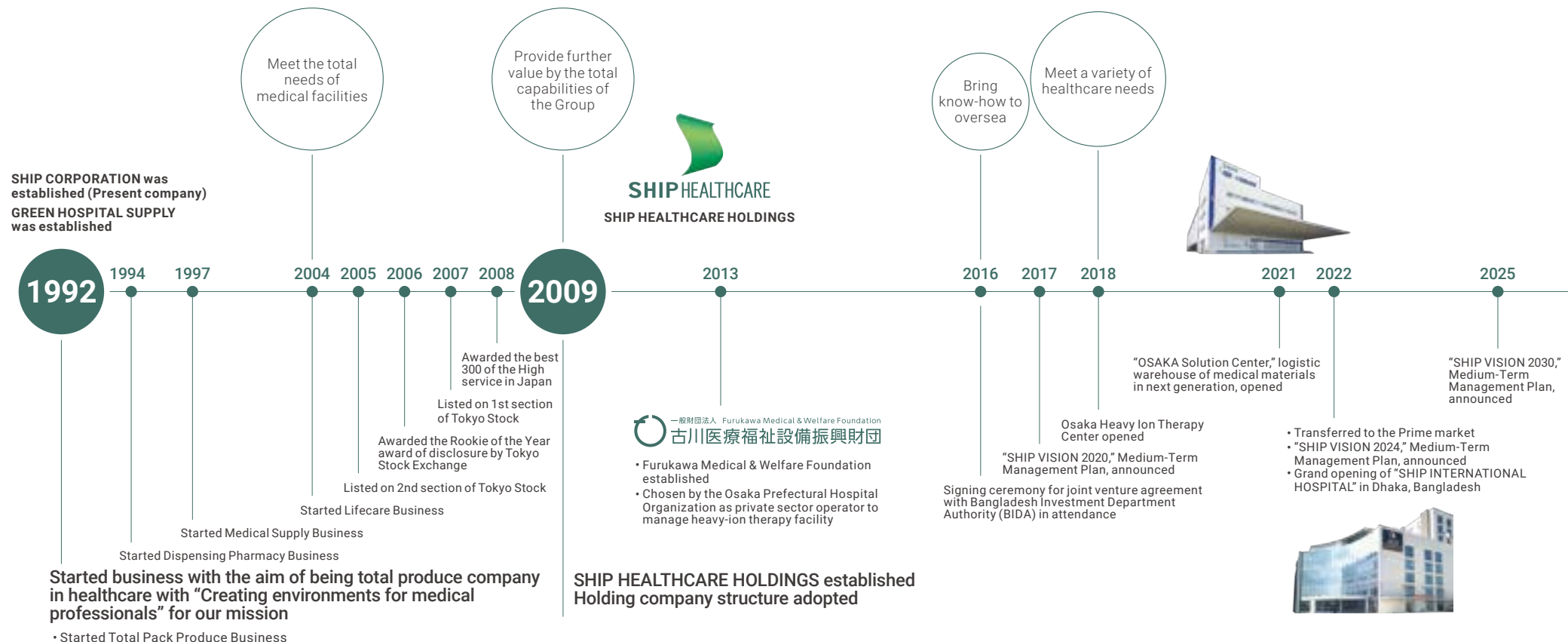
We have continued to take on new challenges with a forward-looking approach, always striving to stay “one step ahead” in supporting healthcare institutions.



Group Companies  
(As of May 31, 2025)

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

50 companies 16,866



# Our Whole Business

## Total Pack Produce Business (TPP)



Realizing the total solution of local medical through providing general services for needs of construction, relocation, expansion and renovation of Regional Core Hospitals and University Hospitals in Japan and overseas.

## Lifecare Business (LC)



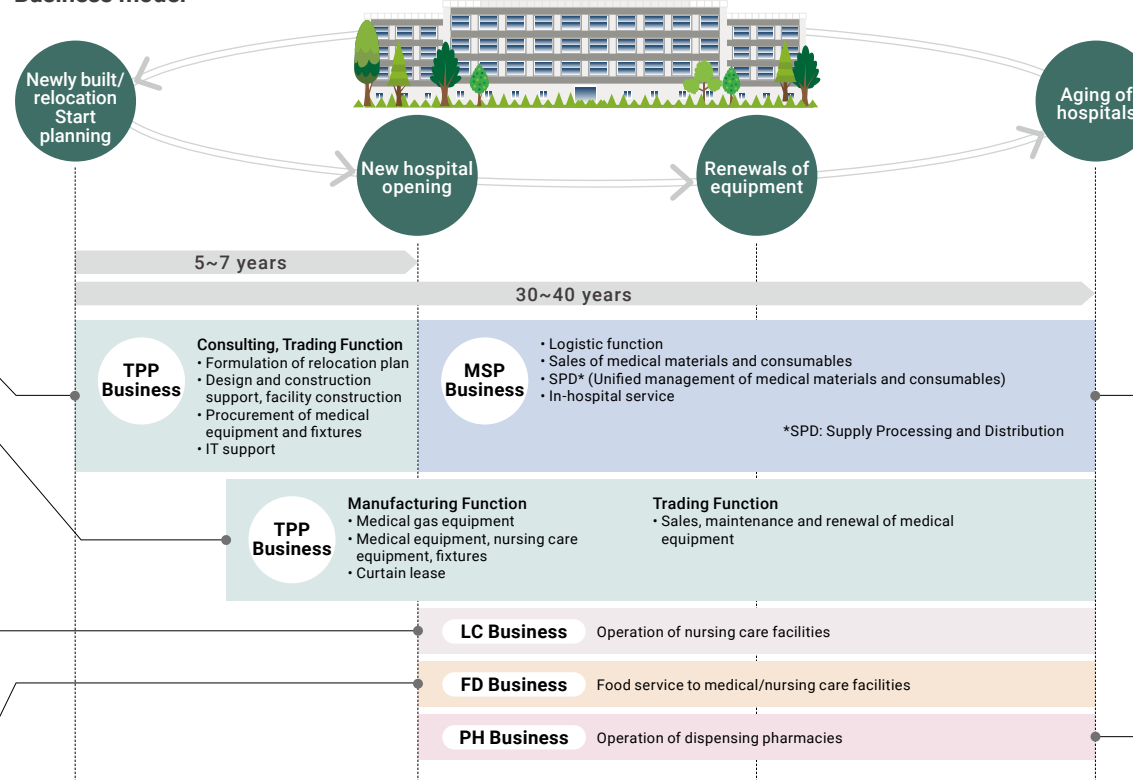
Operating approximately 70 facilities in Japan, from the large-scale facilities with over 300 beds to small-scale multifunctional facilities.

## Food Business (FD)



Delivering food provision services for medical institutions and nursing care facilities.

## Business model



## Medical Supply Business (MSP)



Selling medical material and consumables daily used in clinical practice. Contributing to creating efficient medical environments by inclusive management and procurement via SPD system.

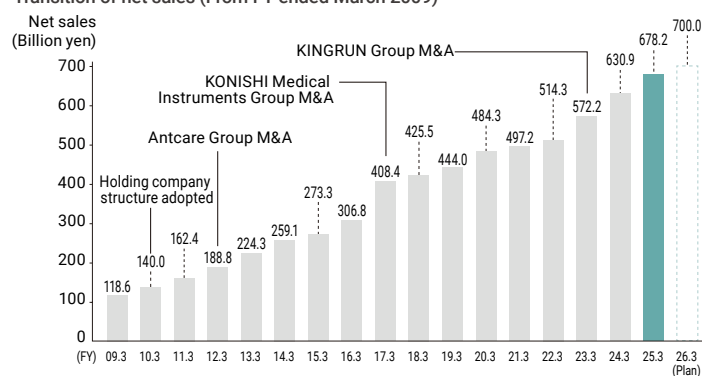
## Dispensing Pharmacy Business (PH)



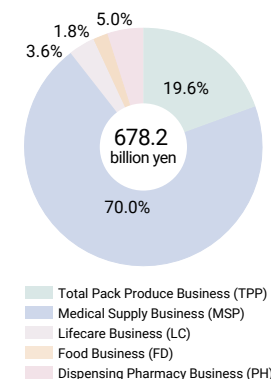
Operating approximately 130 dispensing pharmacies across Japan including dispensing pharmacies at the gate and dispensing medication at home. Aiming for community-based dispensing pharmacies.

## Growth and structure of profit

Transition of net sales (From FY ended March 2009)



Net sales by business segments (In the fiscal year ended March 2025)



## Message from the President

### Consistently Returning to Our Philosophy, We Are Dedicated to Advancing Business Activities that “Protect Lives.”

It has been five years since I assumed the position of President of the SHIP HEALTHCARE Group. Under the unwavering Group philosophy of “SHIP,” which embodies the aspirations of our founders, including Chairman FURUKAWA, I have been steering our business activities. Every time I face significant management challenges, I am reminded of the importance of returning to our core philosophy.

#### ——Entering a Super-Aging Society and the Challenges Ahead for Our Business Environment

With the continued progression of a declining birthrate and aging population, social security costs are rising sharply. Meanwhile, the significant decrease in the working-age population is reducing tax revenues, making it increasingly challenging to secure the resources needed for healthcare and eldercare. As the “baby boom generation” reaches advanced age,



demand for healthcare services will increase for some time. However, as the population declines thereafter, we anticipate a contraction in the overall market. Despite these challenging business conditions, as Chairman FURUKAWA has emphasized, our Group will not avert its focus from “Protecting Lives.” In such times, it is crucial to ensure the improvement of working conditions for those engaged in healthcare services while continuing to provide necessary services.

#### ——Looking Back to the Medium-Term Management Plan “SHIP VISION 2024”

The Group has achieved increased revenue and profit in the fiscal year ended in March 2025, the last fiscal year of the medium-term management plan “SHIP VISION 2024” since the last fiscal year. In particular, net sales significantly exceeded the original 630 billion yen. Operating income fell short of our original plan due to a challenging business environment. The Group considers that securing rising trend in profits can be sufficient results despite the aggressive growth investment including capital investment for logistics hub in Medical Supply Business and upfront costs associated with the opening of the new facility in Lifecare Business based on the steady accumulation of profits including execution of several large-scale projects in Total Pack Produce Business as planned.

#### ——Current Challenges to Address

Given that our business activities are aimed at “Protecting Lives,” expanding both the quality and quantity of our services remains a significant challenge for the future. In recent years, the wave of Digital Transformation (DX) has also reached the healthcare services industry.

Responding to this trend is critical to enhance the scope and impact of our “Protecting Lives” initiatives. To address this, we will actively recruit talent with IT-related skills and expertise, while also accelerating the development of digital talent within our existing workforce.

#### ——Formulation of the New Medium-Term Management Plan “SHIP VISION 2030”

The Group formulated five-year medium-term management plan “SHIP VISION 2030” and have started new efforts. The medium-term management plan targets a “five-year Compound Annual Growth Rate CAGR 5% in net sales,” “Operating profit margin 4%” and “ROE 12%.” Our basic policy is to achieve “Portfolio Management through the Optimization of Group Management Resources.” Furthermore, we optimize in the base of the Group which realizes the consolidated net sales of 1 trillion yen, which is the target in the long term, support the business contents after the realization of the target from every aspect.

We promote policies including “Creating new business,” “Reorganization and integration” and “Expansion of the field of growth” with emphasis for constructing new business portfolio based on the above. In particular, for new business creation, we will broaden the scope of our solutions under “Creating environments for medical professionals.” while actively advancing initiatives in the growing “Well-Being” field to foster environments where people can live better lives.

#### ——Business Model Evolution and Future Growth

Our Group has leveraged the innovative capabilities of Total Pack Produce Business to expand other business

areas. Moving forward, we will continue to position Total Pack Produce Business as the core of our Group and cultivate it into an even more profitable operation. Furthermore, connecting the expanding Medical Supply Business with Total Pack Produce Business will remain a critical priority. By addressing this challenge, we will strengthen a cyclical model that begins with the abundant data obtained from Medical Supply Business.

In addition, we aim to foster a corporate culture where all Group employees look beyond their immediate business areas, taking a comprehensive view of the Group portfolio and collaborating both horizontally and vertically.

Placing “life” as our highest priority, we must maintain a proactive approach and respond flexibly to the sustainability challenges society demands in every era. Balancing these aspects in management is a vital responsibility as President.

**——Embracing Our Group Philosophy and Demonstrating Our Presence**

To support a society where people can live better and achieve greater Well-Being, it is essential to co-create with a diverse array of stakeholders, including medical professionals such as doctors, private companies and government agencies. Going forward, we see ourselves playing the role of a “connector”—a kind of adhesive that brings these stakeholders together effectively. To do this, it is important to expand our capabilities and build our network. By continuing to leverage our unique “consulting expertise” and “producing capabilities,” we aim to grow our management resources while maximizing synergies within the Group. As the third-generation president of our Group, I am determined to confidently pass the baton to the next generation, ensuring a legacy of success.

Please look forward to our Group’s greater achievements in the future.

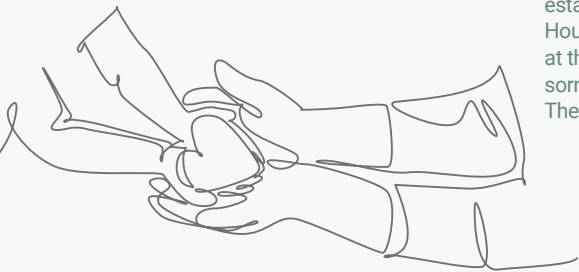


**OHASHI Futoshi**

President

## Our Values

# Sincerity and sorrow



We aimed for “a company which treats philosophy as identity” in establishment in 1992. It’s based on “Shi-Sei Soku-Datsu,” which Yamada Houkoku explained, who reformed the political system of Bichu Matsuyama at the end of the Edo Period. We can be kind to others with sincerity and sorrow. We understand others in need and make new solutions with them. These spirits are resource of our growth.

“Justice” and “Profit” are only on sites.  
-We continue to have field first principle thoroughly. New issues come up every day. Only people who tackle everything and understand what is needed can survive in the environment where no compromise is permitted. We bear these in mind and continue to tackle with self-reform.

## Tackling with things and understanding what is needed

## First thinking without saying NO



It’s easy to find reasons for doing nothing. Thinking thoroughly and making efforts lead to a variety of possibility. Supporters will come up by making efforts for No to Yes. We bring up human resources in the long term who can attract people to achieve goals.

### What we put importance on

## Trust and respect. Sharing philosophy

A variety of know-how are needed in our Group. However, we don’t pursue M&A without philosophy. This is because cooperating as partners, respecting and understanding mutual differences, and growing up with each other are the shortcut to the achievement of our mission.



# Value Creation Map

Based on "SHIP" Philosophy,  
we will contribute to solving social issues  
as partners to all stakeholders

Group Mission:

**Creating environments for medical professionals**

**Aiming to Create  
a Well-Being Society**

Values the Group provides

**Contribution  
to Regional  
Healthcare**

**Total Pack Produce Business**

Supporting the development of medical institutions, including regional core hospitals and promoting comprehensive regional care systems to strengthen regional healthcare.

**Efficiency  
in Medical  
Settings**

**Medical Supply Business**

Contributing to the creation of an environment where medical professionals can focus on healthcare by improving efficiency in medical settings and building a sustainable healthcare system.

**High-Quality  
Care and Food  
Provision  
Services**

**Lifecare Business & Food Business**

Developing care facilities utilizing hospital-building know-how in cooperation with medical institutions. Also providing meal services to medical institutions and others.

**Community-  
Based  
Pharmacy  
Development**

**Dispensing Pharmacy Business**

Developing pharmacies rooted in the community and promoting regional comprehensive care systems by closely collaborating with medical institutions and other professions.

**Best  
Healthcare for  
Everyone**

**Overseas Business**

Utilizing various know-how accumulated in the existing five businesses to expand healthcare services domestically and internationally, ensuring that everyone can receive the best healthcare by maximizing the group's knowledge.

**E**nvironment

With the Future of  
Global Environment

**S**ocial

With the Future of  
Medical

With the Future of  
Local Areas

With the Future of  
Human Resources

**G**overnance

With the Future of  
Organization

**Materiality  
(Key Issues)**

**What We Are  
Currently  
Working On**

Division of  
Medical Roles and  
Strengthening  
Regional,  
Collaboration  
Functions

Promotion of  
Outsourcing

Capability of Consulting x Producing

**Medical Supply  
Business**

Expansion into Medical  
Material Supply and  
Logistics Management

**Dispensing  
Pharmacy  
Business**

Utilization of Relationships  
with Medical Institutions and  
Procurement Capabilities

**Total Pack  
Produce  
Business**

Utilization of  
Know-How

**Lifecare  
Business**

**Food  
Business**

Healthcare  
DX (Digital  
Transformation)

Providing  
Optimal  
Products and  
Services

**Business Areas**

Group Philosophy:

**SHIP**

Basic Attitude:

**Sincerity and  
Sorrow**

# SHIP

## Cases of Value Creation Based on “SHIP” Philosophy:

### case 01 Making Environment for People to Better Live Promoting Well-Being

The Group aggressively engages in Well-Being promoting business with the perspective of “preserving nature” as well as original “preserving lives” under the mission “Creating environments for medical professionals.” As a part of the engagement, we contribute to local society through i) designated management of parks, ii) comprehensive management of schools and childcare facilities.

The Group has engaged in revitalizing the local community Suita as the designated manager of Esaka Park, Suita Municipal Esaka Library and Momoyama Park (Park-PFI)\* to further improve the appeal of the facilities since July 2022. The Group has been 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 for five years. We contribute in safe and secure studying and growing of children by the comprehensive management of public facilities. The Group has also been selected as the designated manager of Nakanoshima Park in Suita city (Designation period: July 2025 – March 2045) and Nakanoshima Sports Ground (Designation period: April 2028 – March 2045). With the concept of creating “a healthy and happy hub for the community,” renovation work is being advanced toward a planned reopening around September 2026. Through these ongoing initiatives, the Group aims to further expand its Well-Being business in close partnership with local communities.



Nakanoshima park, Suita Municipal Nakanoshima Sport Ground



\* Park-PFI: A public offering installation management system for public return type profit facilities by private business operators which newly created under Urban Park Act in 2017.

### case 02 Next-Generation Medical Logistics Osaka Solution Center

Ensuring a stable and continuous supply of medical materials and consumables to healthcare facilities is a critical mission for SHIP HEALTHCARE Group. Many medical institutions struggle with the administrative burden of ordering, delivering and inventory management, often diverting valuable time from healthcare professionals. To address these challenges, the Group provides “Smart Medical Solutions,” which leverage Supply, Processing and Distribution (SPD) services to optimize medical logistics, ensuring stable supply, efficient inventory management and quality maintenance.

Opened in 2021 in Kadoma city, Osaka SC is an advanced logistics hub designed to deliver next-generation SPD solutions. In collaboration with partner companies, the facility is equipped with cutting-edge automated logistics systems. The use of RFID tags for medical material management expands possibilities for material traceability, ensuring the safest and most efficient medical logistics solutions. Osaka SC continues to evolve to meet the needs of modern healthcare.



## case 03 Supporting Community-Based Healthcare Kawanishi City Medical Center

Located in Kawanishi city, Hyogo prefecture, Kawanishi City Medical Center opened in 2022 as a core hospital dedicated to providing high-quality, compassionate care to the local community. The hospital was created through the merger of two local institutions—Kawanishi City Hospital and Kyoritsu Hospital—to enhance healthcare coverage within Kawanishi city.

SHIP HEALTHCARE Group supported this project from planning through to opening, leveraging its extensive expertise in Total Pack Produce Business. The new medical center represents a rare case of merging public and private hospitals, an achievement made possible through the Group's accumulated knowledge and experience. The Group remains committed to contributing to regional healthcare through its support services, ensuring accessible and high-quality care.



## case 04 Advanced Cancer Treatment Osaka Heavy Ion Therapy Center

As Japan's first privately led heavy-ion cancer treatment facility, the Osaka Heavy Ion Therapy Center opened in 2018 and has treated 5,328 patients by March 2025. Heavy-ion therapy offers superior radiation dose distribution compared to conventional X-rays or proton therapy, minimizing damage to healthy tissues and improving patients' quality of life.

Since being selected by the Osaka Prefectural Hospital Organization in 2013 as a private operator for the center, SHIP HEALTHCARE Group has developed deep expertise in establishing and operating heavy-ion cancer treatment facilities. The Group will continue to support advanced cancer treatment, contributing to the Well-Being of patients battling cancer.



## Efforts for Materiality

# Aiming for a Sustainable Society through “Creating environments for medical professionals”

### Basic Sustainability Approach

SHIP HEALTHCARE Group is committed to solving challenges and creating new value as a partner to its stakeholders, rooted in “SHIP” Philosophy and the Group's Mission.

As innovators in medical, healthcare, welfare, nursing and services, SHIP HEALTHCARE Group has continuously provided new value. This growth has been supported by our commitment to being a “Your Company” since our founding and our constant pursuit of innovation.

Amid the emergence of global societal challenges, the Group is strengthening its business model while actively advancing ESG and SDGs initiatives to ensure its sustainable growth and contribute to a sustainable society.

### SHIP HEALTHCARE Group and the SDGs

Under “SHIP” Philosophy and the spirit of “Shi-Sei Soku-Datsu,” SHIP HEALTHCARE Group embraces SDGs Goal 17: “Partnerships for the Goals” as a fundamental stance. As a leading healthcare company, we contribute significantly to SDGs Goal 3: “Good Health and Well-Being.” By practicing “Creating environments for medical professionals,” we also contribute to other SDGs Goals through a variety of initiatives.



## Co-Creating Value with Stakeholders



### Customers and Business Partners

We promote sincere business activities under “SHIP” Philosophy, ensuring fair transactions by strictly complying with all relevant laws and regulations. We strive to co-create new value with all customers and business partners, upholding a spirit of partnership.

#### Communication Opportunities:

- Daily hospital operations support and sales activities
- Healthcare industry networking events and joint research initiatives
- Participation in medical conferences, symposiums and exhibitions
- Procurement policy briefing sessions, etc.



### Local Communities and Municipalities

Through collaboration with local governments and industry groups, we engage in environmental protection and revitalization activities, aiming to realize a “Well-Being” society where people can lead better lives.

#### Communication Opportunities:

- Public-private partnership projects
- Social contribution activities
- Hosting regional events
- Supporting community welfare, etc.



### Group Employees

By sharing our Group Philosophy and Mission with all employees, fostering a culture of transparency and openness. At the same time, we promote workplace environments where employees can work with motivation and vitality, thereby driving innovation and transformation.

#### Communication Opportunities:

- Training on the Group's philosophy
- Various talent development programs
- Dialogue within departments
- Performance management systems, etc.



### Shareholders and Investors

We strive for timely and appropriate information disclosure and constructive dialogue with shareholders and investors. By fostering understanding and empathy for our business and incorporating external feedback, we aim to enhance further corporate value.

#### Communication Opportunities:

- Ordinary General Meeting of Shareholders
- Online information dissemination
- Financial results briefings
- One-on-one meetings with institutional investors
- Participation in IR events, etc.

## Materiality of SHIP HEALTHCARE Group

As a comprehensive producer in the healthcare sector, SHIP HEALTHCARE Group has identified material issues to address, ensuring the Group's long-term growth, the pursuit of corporate value and the realization of a sustainable society.

### Identification Process

Under the supervision of the president, a project team consisting of members from the Corporate Planning and Administration Headquarters identify societal issues that the Group should address.



Shared issues with managers across business divisions for validity and prioritizing items with higher importance.



Reported to the Management Meeting and deliberated by the Board of Directors, leading to the final identification of material issues.



### List of Material Issues:

As of September 2025

|                  | Material issues (Materialities)       | Major index                                                                             | Related SDGs                                                                                                                                                                                                                          |
|------------------|---------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E<br>Environment | With the Future of Global Environment | Reduce medical waste                                                                    | • Number of SPD contracts                                                                                                                                                                                                             |
|                  |                                       | Promote circular model                                                                  | • Cardboard recycling rate                                                                                                                                                                                                            |
|                  |                                       | Reduce food loss                                                                        | • Food waste weighing<br>• Amount of water used during bathing                                                                                                                                                                        |
| S<br>Society     | With the Future of Medical            | Promote comprehensive community care system                                             | • Number of TPP projects<br>• Number of in-house/facility dispensing                                                                                                                                                                  |
|                  |                                       | Improve medical accessibility                                                           | • Operation status of SHIP INTERNATIONAL HOSPITAL in Bangladesh                                                                                                                                                                       |
|                  |                                       | Establish sustainable medical care system                                               | • Number of Implementations of Compass board<br>• Results of Providing Solutions to Medical Institutions through Healthcare DX                                                                                                        |
|                  |                                       | BCP for medical institutions, Strengthen disaster countermeasures                       | • Contents of BCP enhancement                                                                                                                                                                                                         |
|                  |                                       | Spread advanced technology and improve patients' QOL                                    | • Treatment Performance in Osaka Heavy Ion Therapy Center                                                                                                                                                                             |
|                  |                                       | Coexistence with local communities, Citizen's health promotion                          | • Performance of public-private partnership projects<br>• Results of sponsoring/holding citizen participation events<br>• Status of volunteer activities<br>• Results of comprehensive management services for educational facilities |
| G<br>Governance  | With the Future of Local Areas        | Diversity & Inclusion                                                                   | • Ratio of female employees<br>• Number of plant and users of continuous employment support for people with disabilities<br>• Introduction of Childcare Support Systems                                                               |
|                  |                                       | Develop human resources                                                                 | • Results of philosophy training<br>• Results of other training programs                                                                                                                                                              |
|                  |                                       | Medium- to long-term enhancement of corporate value as a company listed on Prime Market | • Reporting by Corporate Governance Report<br>• Strengthen internal control and compliance                                                                                                                                            |

## With the Future of Global Environment

Addressing environmental issues such as climate change is a critical management challenge for SHIP HEALTHCARE Group. Alongside efforts to reduce the environmental impact of its business activities, the Group promotes environmentally conscious services, aiming to achieve a sustainable society in harmony with the Earth's future.

Action theme focused on

**Waste Reduction through Proper Material Management**

**Promoting a Circular Model**

**Conserving Natural Resources**



## Waste Reduction through Proper Material Management

Under the mission "Creating environments for medical professionals," SHIP HEALTHCARE Group provides SPD system, which manages medical materials in medical institutions, in Medical Supply Business in order to realize sustainable system for providing medical. Through SPD system, SHIP HEALTHCARE Group facilitates optimal inventory management and supply for medical institutions, helping to reduce medical waste and streamline logistics.

### Proper Material Management by SPD

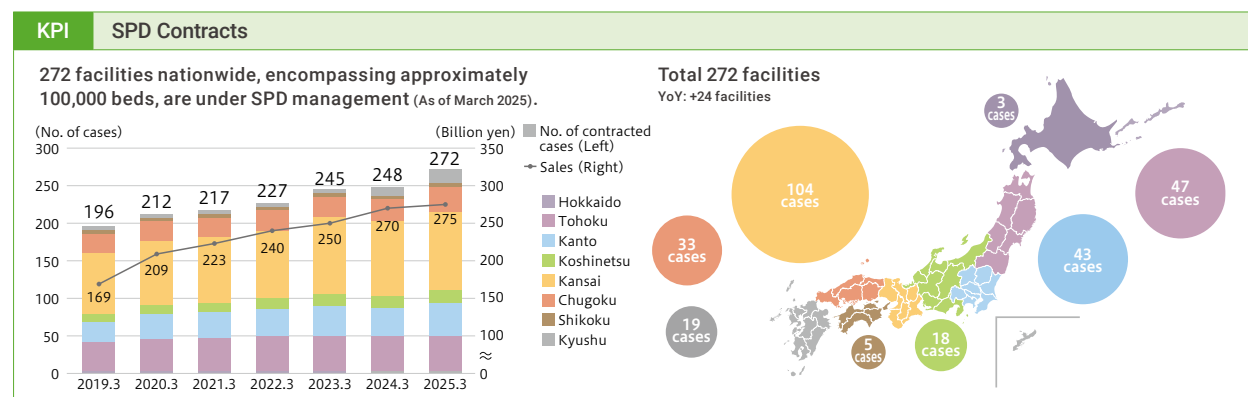
#### Contribution to Reducing Medical Waste through IT-Driven Management and Supply of Medical Materials

Medical institutions utilize a vast array of medical materials, each with different frequencies of use and expiration dates, requiring stringent management. These institutions often maintain excess inventory to ensure the provision of optimal medical care. However, this surplus can lead to the disposal of expired materials, posing both financial challenges to hospital management and environmental burdens. The SHIP HEALTHCARE Group's SPD system leverages IT to enable efficient inventory management and supply, thereby mitigating waste. Moreover, we were the first in the industry to implement SPD system utilizing RFID technology. By tagging medical materials with RFID, we can link data such as "when, where, by whom, for whom and for what treatment" the materials were used. This enhances traceability and optimizes supply chain management (SCM)\*, facilitating the timely, accurate and efficient delivery of medical materials while supporting environmentally conscious healthcare practices.

#### Supporting Medical Professionals and Ensuring Stable Medical Services

For medical professionals, managing medical materials and performing various non-medical tasks can be burdensome. As the industry faces chronic staff shortages, implementing concrete measures to improve efficiency is crucial for delivering high-quality, sustainable healthcare. The SHIP HEALTHCARE Group's SPD services provide high-value medical material management solutions powered by IT, alleviating the workload of healthcare professionals. This enables precise and rapid inventory management, fostering an environment where healthcare providers can focus on their core responsibilities. Additionally, our medical material storage facilities function as supply hubs during disasters, contributing to medical business continuity planning (BCP) and ensuring stable healthcare delivery.

\*SCM: A management method aimed at optimizing the entire flow of materials and products, from procurement to delivery, by sharing order, inventory, sales and logistics information across internal and external stakeholders.





## Promoting a Circular Model

As a comprehensive healthcare producer, SHIP HEALTHCARE Group utilizes significant resources across its diverse business domains. The Group aims to build a circular model by reducing greenhouse gas (GHG) emissions through energy conservation and waste reduction, reusing materials like packaging and optimizing logistics processes.

### Cardboard Recycling Initiative

Medical Supply Business generates substantial cardboard waste during procurement and distribution. Approximately 6,000 used cardboard cases are discarded daily from major medical supply operations, requiring extensive energy resources for disposal. The Group has engaged in an initiative to recycle discarded cardboard into paper bags for its sales teams from 2022. This practice promotes resource circulation while significantly reducing GHG emissions compared to conventional polypropylene-coated paper bags. The Group plans to expand this model across its operations, reinforcing its commitment to environmental sustainability.

| KPI                                                                                                                                                                                                             | Cardboard Recycling (Trial Phase) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| 40 kg of secondary materials<br>→ recycled into 500 paper bags<br>(60g/paper bag = 30kg)                                                                                                                        | <b>75% recovery rate</b>          |
| <b>[FY2025 (Forecast)]</b><br>• 15,000 kg/month processed, 10,500~12,000 kg recycled (70~80% recovery rate).<br>*Starting initiatives with Konishi Medical Instruments Co., Ltd., considering future expansion. |                                   |



Waste from Medical Supply Business



Paper bags made from recycled cardboard

#### VOICE



#### Advancing Environmental Sustainability in Medical Logistics

**SHIMADA Shoji,**  
Deputy Division Head,  
Medical Supply Business

In SPD business, which handles comprehensive medical logistics, packaged medical materials are unpacked and repackaged into quantities tailored to the daily consumption needs of medical facilities. This process generates significant waste in the form of cardboard boxes, decorative packaging and plastic bags at the warehouse level.

Currently, suppliers purchase medical materials at prices that include packaging costs and medical institutions similarly engage in unit price contracts that factor in packaging materials. Post-delivery, these institutions must pay waste disposal companies to handle the leftover materials.

There may be a disconnect between the packaging standards established in earlier eras and today's logistics networks or hospital logistics needs. Some aspects of the current approach could result in excessive packaging. While comprehensive reforms—such as shifting from double to single cartons or revising international shipping standards—may be challenging, discussions should focus on innovative ways to reduce packaging material usage and improve specifications. For instance, reducing the thickness of the plastic used for inner bags could be a viable improvement.

Recognizing these challenges, the Group has initiated efforts to reuse cardboard as a starting point for what we can feasibly achieve. We will continue exploring systems that foster positive cycles for all stakeholders and the global environment.



## Conserving Natural Resources

As healthcare and elderly care environments undergo rapid transformations, the approach to bathing services has also seen significant changes. The Group proposes customized bathing solutions tailored to the unique needs of each facility while contributing to the conservation of natural resources.

### Achieving Water Savings with Araeru

The Araeru shower bathing system eliminates the need to fill a tub, achieving an 85% reduction in water usage compared to traditional storage-type bathtubs in our single-bathing models. Equipped with an "Automatic Washing Mode," the system allows users to clean their entire body with the push of a button. Araeru's ability to thoroughly clean the body using minimal water is one of its standout features. It is designed to shorten bathing assistance times and alleviate caregiver burdens, ensuring a comfortable and hygienic bathing experience for both caregivers and care recipients. Since its launch, Araeru has been highly praised by many facilities for these benefits.



Equipment for taking a bath by showering  
Shower Pod Araeru



Image of showering the full body

| KPI                                                                                                                                 | Water Usage During Bathing                               |
|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| <b>85 % reduction</b>                                                                                                               | <b>in water usage for a 3-minute bath per individual</b> |
| Storage-Type<br>300ℓ                                                                                                                | Araeru<br>45ℓ                                            |
| The Amount of Water Used<br><b>85% down!</b>                                                                                        |                                                          |
| *Compared to the individual bath type of the Group.<br>*Actual water usage varies depending on bathing time and the user's physique |                                                          |

Good quality water resources are essential for a hygienic and healthy life. Even in Japan, where is generally recognized as having abundant water resources, the supply of water can become unstable due to disasters, irregular weather and climate change. The Group contributes to creating a bathroom environment that also considers the conservation of rich water resources by providing facilities that allow comfortable bathing with a limited amount of hot water.

# Society

## With the Future of Medical

Various issues are revealed including shortage of human resources associated with low birthrate and aging population, increase in medical costs and infectious diseases and the role of medical is being reexamined. SHIP HEALTHCARE Group contributes to realize the sustainable society with the future of medical by pursuing “Creating environments for medical professionals.”

Action theme focused on

Promoting the Community-based Integrated Care System

Enrichment of Community Medical

Constructing Sustainable System of Medical Care Provision

Strengthening BCP and Disaster Preparedness for Medical Institutions



### Promoting the Community-based Integrated Care System

The needs of medical and nursing care is expected to increase in Japan, where the birthrate is declining and aging rapidly. SHIP HEALTHCARE Group contributes to constructing a better healthcare system in the local community with various resources and know-how for creating environments in which anyone can receive the best medical services.

#### Contribution to Regional Healthcare Reinforcement through Consolidation Projects

SHIP HEALTHCARE Group has continued to “Creating environments for medical professionals,” including consulting of construction/remodel and support after the opening of business for more than 30 years. We think that it is our mission that promoting the Community-based Integrated Care System collaborated with medical institutions/nursing care institutions, dispensing pharmacies and other various stakeholders which support daily lives based on know-how of above. To realize this mission, we should flexibly make efforts with medium- to long-term perspective considering with the features of the local community not completing in one success story. The Group has engaged in reorganization and integration projects of medical institutes in various local areas. We continue to meet the needs of society with all our strength for constructing sustainable and strong community medical based on these achievements.

#### The case of long term and large-scale project for strengthening community medical Tsuyama Chuo Hospital in Okayama prefecture

The Group has supported building hospitals for over 20 years including the first Cancer Proton Therapy Center in Chugoku and Shikoku area and the advanced new operating room since its construction of main building in 1999.



### Enrichment of Community Medical

SHIP HEALTHCARE Group engages in “Creating environments for medical professionals” with services and solutions by all efforts and contributes to make environments which anyone can receive the best medical.

#### Supporting Highly Specialized Image Diagnosis by Collaboration of Medical Institutes and Faculty of Medicine in Universities

Aile Home Clinic Nagaoka, opened in October 2023, operated by Medical Corporation MEDICAL BIT VALLEY in Nagaoka city, Niigata prefecture, positioned between highly specialized hospitals and community-based general practitioners, the clinic serves as a bridge that facilitates collaboration and revitalizes regional healthcare.

At this clinic, a CT scanner provided by our Group is shared among local medical institutions. The images captured are interpreted by radiology specialists affiliated with the Department of Radiology, Faculty of Medicine, OSAKA University via Osaka Advanced Medical Imaging Center, one of our Group companies. As the cost of CT installation is often prohibitive, only a limited number of medical facilities are equipped with such devices. However, through this initiative, patients in the Nagaoka area can now access advanced diagnostic imaging without leaving their community.

Our Group remains committed to supporting MEDICAL BIT VALLEY's initiatives and to further expanding such efforts in order to strengthen regional healthcare infrastructure.



Aile Home Clinic Nagaoka (Niigata prefecture)

## Constructing Sustainable System of Medical Care Provision

Maintaining environments that simultaneously ensures the quality and efficiency of healthcare is an urgent problem and is the initiative the Group is firmly committed. The Group makes efforts for various initiatives including constructing flexible system for medical care provision including the Community-based Integrated Care System and home healthcare, workstyle reforms for medical professionals, thorough infection control measures and efficient utilization of social security spending and medical resources.

### Supporting Hospital Management through Logistics Data and Operation Room Data

Compass Board developed by F&S UNI MANAGEMENT CO., LTD. in the Group is the tool designed to visualize hospital logistics data with exceptional granularity. It enables detailed tracking of medical materials usage, cost analysis by department and inventory status within healthcare facilities. According to feedback from hospitals that have implemented the system, Compass Board has significantly improved operational insight: "Previously, even when reports were submitted, it was difficult to identify issues or determine specific improvements. Now, our staff can directly access and analyze consumption and stock data by department and item category." The number of contracts as of end of March 2025 is 88 and it continues to increase steadily every year.

Looking ahead, we plan to incorporate benchmarking functions, enabling comparisons across institutions. Hospital management is in severe situation due to the increase of national health care expenditure associated with low birthrate and aging population. Appropriate management of material costs which accounts for a large proportion of costs is becoming increasingly critical. By promoting the use of Compass Board, we aim to support the resolution of management issues faced by healthcare institutions.

We have introduced dedicated cabinets by RFID tag and cabinet management system which real-time collaborate with medical information system for realizing the most appropriate storage environment which suite for features of operating rooms and catheter rooms. These systems allow for highly accurate and appropriate inventory management. RFID sensors installed within the cabinets automatically register item removal, reducing the burden of inventory checks and helping identify unaccounted-for items.

In pursuit of safer, more comfortable and more efficient operating rooms, our Group is also advancing the "visualization" of issues that are otherwise difficult to detect. By utilizing sensors and IoT devices, we collect and analyze data on surgical room facilities, environments and operations, leading to informed proposals for improvement. In addition to real-time monitoring, the system allows for customizable alerts and climate control settings. Through these DX-driven solutions, we remain committed to supporting hospital operations and business continuity, thereby contributing to the establishment of a sustainable healthcare delivery system.



Operation screen of Compass Board

## Strengthening BCP and Disaster Preparedness for Medical Institutions

In times when medical services are most urgently needed, it is critical to maintain uninterrupted healthcare services and protect those who save lives. Guided by the Group Mission, "Creating environments for medical professionals," we recognize the development of BCPs for medical institutions as one of our core missions.

### Noto Peninsula Earthquake Disaster Relief: Case 1

Our subsidiary CENTRAL UNI CO., LTD., a leader in medical gas equipment in Japan, has consistently proposed measures for medical supply systems in its hospital construction projects. Following the 2024 Noto Peninsula Earthquake, the company swiftly collaborated with local distributors to assess damage and support the continuation of hospital operations. While many hospitals experienced structural damage or foundation issues, medical gas piping systems made of copper demonstrated high resilience with minimal pipe ruptures. Water-sealed suction pumps were impacted by water outages, but operations were maintained through manual water replenishment. Going forward, we will promote systems like oil-sealed suction pumps that remain unaffected by water outages to ensure the continuity of medical services during disasters.



### Noto Peninsula Earthquake Disaster Relief: Case 2

Our subsidiary Sunlife Co., Ltd. supported relief efforts in Himi city, Toyama prefecture, through the International Volunteer Students Association. This included dispatching employees with first-class hygiene management certifications and providing infection prevention supplies, such as our private-label SHIP surgical masks, for use at facilities.



## Society

# With the Future of Local Areas

SHIP HEALTHCARE Group has engaged in activities in local areas including volunteer cleanup activities and maintenance and management of public facilities since its establishment. We will continue to engage in activities which contribute to regional development with appreciation for local areas as corporate citizen.

Action theme focused on

### Engaging with Local Communities and Promoting Public Health

#### VOICE



#### Giving Back to the Community through Public Spaces

SHIRAISHI Atsushi,  
Well-Being Promotion Office  
GREEN HOSPITAL SUPPLY, INC.

Our social contributions extend beyond healthcare projects like hospital construction. We engage in projects to enhance parks and schools, giving back to the communities around our business locations.

Creating public spaces that embody Well-Being for local residents aligns with the Group Mission: "Creating environments for medical professionals." We are committed to ensuring that communities remain healthy and happy places to live.



## Engaging with Local Communities and Promoting Public Health

### Support for Blood Donation Awareness Campaigns

The Group supports blood donation promotion activities in collaboration with the Osaka Red Cross Blood Center and Gamba Osaka. Through the "Inochi no Pass Project," we produce and distribute awareness posters to elementary and middle schools in Osaka prefecture.

Due to population aging and declining birth rates, the number of blood donors, especially among younger generations, has been decreasing. Through this project, we contribute to the core SDGs Goal 3: Good Health and Well-being while emphasizing 17: Partnerships for the Goals. We will continue our efforts to make blood donation more familiar and encourage broader participation.



Blood donation in the Company

#### About the "Inochi no Pass Project"

This project seeks to deliver the "pass of life" to patients requiring blood transfusions for treatment or surgery and promote a culture of care and thoughtfulness. Posters designed with the theme of passing a "life-saving pass" are produced in collaboration with Osaka Red Cross Blood Center and Osaka-based sports teams, raising awareness about blood donation.

### Comprehensive Management of Suita City's Schools and Childcare Facilities



Starting in October 2023, we undertook facility management operations for a total of 84 locations, including elementary schools, junior high schools and childcare centers in Suita city, for five years. By utilizing our expertise in security, meal services and facility management, we aim to contribute to the Well-Being of the community through regional collaboration and co-creation.

Starting in October 2023, we undertook facility management operations for a total of 84 locations, including elementary schools, junior high schools

### Promoting Public-Private Partnerships and Community-Based Projects

The Group has been entrusted with Esaka Park, including Esaka Library, and Momoyama Park to further improve the appeal of the facilities since 2022 for making Suita city, Osaka, where our head office is located, more attractive area. The two parks were renewed in April 2023 and activities for revitalizing the area with the strength of the private sector including the new library and cafe have begun in earnest. In April 2025, the "Well Being ESAKA" community event was held at Esaka Park. The event featured professional badminton player MOMOTA Kento and provided support for students experiencing school absenteeism and social withdrawal. Additional contributions have included volunteer activities such as park cleanups, sidewalk maintenance around the headquarters, bamboo grove restoration and planter replanting. In recognition of these community-oriented efforts, the Group received an environmental award from Suita city. Through these activities, the Group continues to promote community development and is committed to the realization of Well-Being for all residents.



Well Being ESAKA poster



The ceremony of Suita city environment commendation in FY2025

### Supporting Parasports

Our subsidiary, SAKAI Medical Co., Ltd., acts as an official supplier for various parasports organizations, including the Japan Boccia Association. We provide equipment for conditioning, training and motion analysis while promoting inclusive social activities through employee participation in parasports events and volunteering.



# With the Future of Human Resources

The growth of a company is supported by its people. We foster “autonomous human resources” who respect each other as partners and strive together. We emphasize utilizing diverse perspectives and individual strengths to create new values.

Action theme focused on

- Diversity & Inclusion
- Human Resources Development

VOICE



**Building an Organization where Employees with Diverse Backgrounds can Thrive**

**YOSHIDA Keiko,**  
Human Resources Development Divisions,  
Human Resources Development Headquarters

I am responsible for recruitment, development and support for junior employees. My experiences have taught me that relying solely on personal success stories and values can limit growth for both individuals and the organization. I aim to foster a workplace where everyone can thrive regardless of their perspectives, roles or experiences. As one of the few female managers, I strive to promote women's empowerment and ultimately create an organization where employees, including those balancing caregiving or personal health challenges, are not seen as “exceptions.”

## Diversity & Inclusion

For sustainable corporate growth, it is essential to respect individual backgrounds and incorporate diverse opinions. Guided by “SHIP” Philosophy shared across all employees, we prioritize providing opportunities for diverse talents to thrive.

### Promoting Women's Empowerment

We recognize that advancing diversity enhances corporate value. Women play an active role across our five business areas, with female employees accounting for 58.7% of the workforce as of end of March 2025. By supporting their self-directed growth, we aim to increase the proportion of women in managerial positions and promote their participation in decision-making processes.

| KPI                     | Female Employee Ratio |
|-------------------------|-----------------------|
| As of end of March 2025 | <b>58.7%</b>          |

### Disability Employment Support

We operate five Green Farm facilities, which provide hydroponic vegetable farming as part of Type B continuous employment support projects for individuals with disabilities. These facilities handle the entire process from cultivation to sales, creating a sustainable self-reliance support model while also contributing to ethical consumption awareness, local production and regional industry development.

| KPI                     | Number of Support Facilities/Participants       |
|-------------------------|-------------------------------------------------|
| As of end of March 2025 | <b>5 facilities,</b><br><b>138 participants</b> |

### Childcare Support System

Since FY2022, we have introduced a childcare support system that provides a lump sum payment to employees to reduce financial burdens associated with childbirth or school enrollment. This range of initiatives ensures that we foster a supportive and inclusive environment for all employees.

## Human Resources Development

We continue to foster talent based on our “SHIP” Philosophy. Employees are encouraged to develop strong ethical standards and interpersonal skills, increasing their motivation to create new value and form a resilient organization capable of adapting to change.

### Principles Training

To instill “SHIP” Philosophy and promote shared aspirations, we updated the curriculum for corporate principles training in FY2022. This program has been attended by over 2,300 employees through company-specific and role-based sessions.

| KPI | Training Sessions Attendance                                                                  |
|-----|-----------------------------------------------------------------------------------------------|
|     | FY2024FY2025                                                                                  |
|     | <b>27 sessions,</b><br><b>546 participants</b> <b>28 sessions,</b><br><b>623 participants</b> |

### Implementation of Next-Generation Executive Training

Implementation of Next-Generation Executive Training Targeting personnel from Group companies who are considered candidates for next-generation executive talent, the training aims to elevate their perspectives, viewpoints and insights to a level equal to that of executives. Over the past seven years, 295 individuals have participated in this training. In fact, executives are produced from the training and development of next-generation leaders are held in Group companies.

VOICE

**Creating Systems for Managerial Opportunities across All Life Stages**

**AYUKAWA Nozomi,**  
Human Resources Division,  
SHIP HEALTHCARE PHARMACY Co., Ltd.

I handle recruitment, placement, evaluation and HR system design for pharmacists and medical clerks. Some female managers successfully balance childcare and careers. Moving forward, I believe it is essential to cultivate a company culture where employees, regardless of life stage, are motivated to take on managerial roles and view them as valuable opportunities.



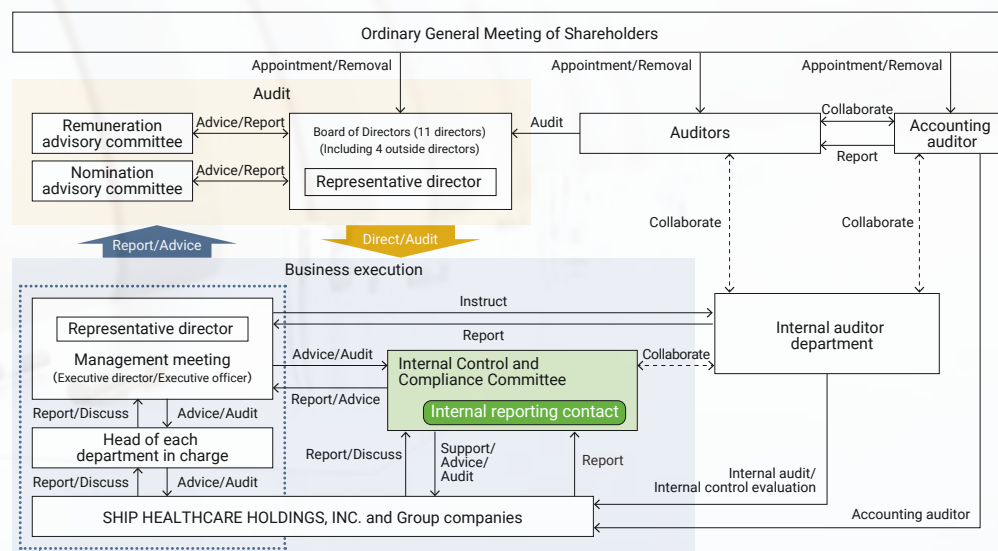
# Governance

## With the Future of Organization

We recognize that it is important to strengthen corporate governance which is key to Group management to continue to contribute to sustainable society. We realize the sustainable society with the future of organization by acting with high sense of ethics and responsibility based on "SHIP" Philosophy and further growing.

### Corporate Governance Structure (As of June 30, 2025)

The Board of Directors includes outside directors, constituting more than one-third of its membership. Under their supervision, the Internal Control and Compliance Committee, chaired by the Representative Director and President, is established directly under the Management Council to enhance governance across the entire Group.



Sustainability Promotion System >>> p.12



## Enhancing Medium- to Long-term Corporate Value as a Company Listed on Prime Market

### Addressing Corporate Governance Code

We regularly review/strengthen our governance based on corporate governance code for realizing enhancing medium- to long-term corporate value to achieve sustainable growth. We make efforts for taking social responsibility to meet the request of business environment including constructive dialogue with various stakeholders and respecting human resources in addition to establish compliance and risk management system.

"SHIP" Philosophy means "putting importance on sincere and humanity, having spirit of sincere innovator and contributing to society with stakeholders." It is the base of corporate culture which makes efforts to enhance corporate value with high sense of ethics and responsibility. We further enhance Group governance by the management team and all staff of the Group acting based on "SHIP" Philosophy and "Corporate Standards of Conduct" and introducing evaluating system for their attitude.

### Strengthening Internal Control and Compliance

We recognize that strengthening internal control and compliance is the most important management issue as the company group which takes social responsibility related to lives under the Group Mission "Creating environments for medical professionals."

The Internal Control & Compliance Committee throughs avoiding harassment, promoting fair deals and complying with various business laws in addition to understanding the actual situation of internal control and compliance of Group companies. We promote to build resilient organization by fostering awareness of compliance including reflecting common issues in the Group to "Corporate Standards of Conduct."

## List of Directors

\*As of June 27, 2025



### Skill Matrix

| No.                                                         |                                               | 01                   | 02                | 03                                                            | 04                                                            | 05                                                                  | 06                                                                  | 07                                                         | 08                | 09                 | 10               | 11               | 12                           | 13                             | 14                           | 15                           |
|-------------------------------------------------------------|-----------------------------------------------|----------------------|-------------------|---------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------------|-------------------|--------------------|------------------|------------------|------------------------------|--------------------------------|------------------------------|------------------------------|
| Position                                                    |                                               | Chairman             | President         | Vice Chairman<br>General Manager,<br>MSP Business<br>Division | Vice Chairman<br>General Manager,<br>TPP Business<br>Division | Executive Vice<br>President<br>General Manager,<br>Secretary Office | Managing Director<br>General Manager,<br>Sales Planning<br>Division | Director<br>General Manager,<br>Administration<br>Division | Outside Director  | Outside Director   | Outside Director | Outside Director | Outside Corporate<br>Auditor | Full-time Corporate<br>Auditor | Outside Corporate<br>Auditor | Outside Corporate<br>Auditor |
| Name                                                        |                                               | FURUKAWA<br>Kunihisa | OHASHI<br>Futoshi | KONISHI<br>Kenzo                                              | OGAWA<br>Hirohisa                                             | YOKOYAMA<br>Hiroshi                                                 | UMINO<br>Atsushi                                                    | YASUDA<br>Yoshio                                           | SANO<br>Seiichiro | IMABEPPU<br>Toshio | ITO<br>Fumiyo    | NISHIO<br>Shinya | MIZUSHIMA<br>Toichiro        | TODA<br>Naruhisa               | MINAMI<br>Koichi             | SANO<br>Nobuyuki             |
| Particular areas expected by the Company<br>(Up to 3 areas) | Corporate management                          | ●                    | ●                 | ●                                                             | ●                                                             |                                                                     |                                                                     |                                                            | ●                 |                    |                  | ●                | ●                            |                                | ●                            | ●                            |
|                                                             | Industry knowledge & medical policy           | ●                    | ●                 | ●                                                             | ●                                                             | ●                                                                   | ●                                                                   |                                                            |                   | ●                  | ●                |                  |                              | ●                              |                              |                              |
|                                                             | Sales & marketing                             | ●                    |                   | ●                                                             |                                                               |                                                                     | ●                                                                   |                                                            |                   |                    |                  |                  |                              | ●                              |                              |                              |
|                                                             | Finance & accounting                          |                      |                   |                                                               | ●                                                             |                                                                     | ●                                                                   | ●                                                          |                   |                    |                  | ●                | ●                            |                                | ●                            | ●                            |
|                                                             | IT & technology                               |                      | ●                 |                                                               |                                                               |                                                                     |                                                                     | ●                                                          |                   |                    |                  |                  |                              |                                |                              |                              |
|                                                             | Human resources & human resources development |                      |                   |                                                               |                                                               | ●                                                                   |                                                                     |                                                            | ●                 |                    | ●                |                  |                              |                                |                              |                              |
|                                                             | Legal affairs, risk management & compliance   |                      |                   |                                                               |                                                               | ●                                                                   |                                                                     | ●                                                          |                   | ●                  |                  | ●                | ●                            | ●                              | ●                            | ●                            |

## Message from Outside Directors



### SANO Seichiro

Outside Director

June 2007: President and Representative Director, Sanyo Electric Co., Ltd., April 2011: Executive Vice President, Panasonic Corporation (Now Panasonic Holdings Corporation), June 2016: Advisor, Panasonic Corporation, June 2017: Director, SHIP HEALTHCARE HOLDINGS, INC. (Current role)

I am now in my ninth year as an outside director of the Company. The Board of Directors at SHIP HEALTHCARE provides a highly conducive environment for outside directors to express their opinions freely. Comprehensive information sharing is conducted in advance for all agenda items, ensuring well-informed discussions. A critical aspect of corporate governance for the Company lies in understanding the status of its consolidated subsidiaries. Currently, the Board is thoroughly informed about compliance-related challenges in subsidiaries and even countermeasures are deliberated—a commendable approach. Moving forward, it will be necessary to reinforce function of headquarter about the extent to which governance should extend to subsidiaries and sub-subsidiaries operating in diverse business domains. The Company's commitment to achieving a consolidated revenue of one trillion yen reflects its proactive stance toward growth, which is highly commendable. I hope the Company to further focus on developing senior management who can drive growth and ensuring young and superior human resources who take responsibility in the future.



### IMABEPPU Toshio

Outside Director

July 2013: Director-General, Pharmaceutical and Food Safety Bureau, Ministry of Health, Labour and Welfare, July 2014: Director-General for Policy Planning and Evaluation, Ministry of Health, Labour and Welfare, June 2019: Director, SHIP HEALTHCARE HOLDINGS, INC. (Current role)

On the Board of Directors, I strive to contribute insights based on my extensive experience in healthcare administration and crisis management. My focus is on presenting a mid-to-long-term perspective that extends beyond short-term operational efficiencies. Additionally, I aim to highlight and address any organizational practices that could pose risks in the future. The Board engages in highly enthusiastic discussions and urgent matters prompt the swift convening of extraordinary meetings—a notable strength. As the Company continues leveraging its strengths for steady growth based on the newly formulated medium-term management plan, I hope the Company maintains its open and flexible corporate culture during the leadership transition from its founding generation to the next.



### ITO Fumiyo

Outside Director

April 2008: Nursing Specialist, National Hospital Division, Ministry of Health, Labour and Welfare, April 2016: Chief Nurse, National Hospital Organization Osaka Medical Center, April 2019: Manager of Recruitment and Education, Rakuwakai Foundation, June 2019: Director, SHIP HEALTHCARE HOLDINGS, INC. (Current role)

On the Board, I aim to provide insights rooted in my experience in nursing, hospital operations and healthcare administration. My contributions prioritize the perspective of delivering value to customers, aligned with the Company's "SHIP" Philosophy. I am particularly impressed by how thoroughly the Company integrates its management objectives and strategies, based on "SHIP" Philosophy, into its business operations. From a risk management standpoint, attention should extend to disaster preparedness, infection control and unforeseen staff-related incidents, including emerging concerns such as customer harassment. I look forward to seeing the Company continue its commitment to customer-centric value creation, ensuring quality improvements and developing innovative products and services under unwavering "SHIP" Philosophy.



### NISHIO Shinya

Outside Director

April 2016: Executive Vice President, Daiwa Securities Co., Ltd., April 2018: President, Daiwa Investment Management Co., Ltd., April 2021: Full-Time Advisor, Daiwa Corporate Investment Co., Ltd., June 2021: Director, SHIP HEALTHCARE HOLDINGS, INC. (Current role)

Leveraging my experience in the securities industry, I offer guidance on the appropriate direction for the Company, particularly in alignment with the spirit of the Financial Instruments and Exchange Act. I also provide input on the Company's reputation and other relevant considerations. The agenda items presented to the Board are well-prepared and thoroughly debated by the execution side, ensuring streamlined deliberations. Additionally, clear accountability and effective internal controls within each department enhance the Company's governance framework. However, I note that some meeting materials are distributed at short notice, an area that could benefit from improvement. As the Company's business model emphasizes growth through M&A, the integration of "SHIP" Philosophy across Group companies is essential. I hope the Company strengthens organizational cohesion to ensure seamless communication and alignment across its expanding operations.

## Message from the Chairman

### Continuing to Uphold Integrity for a Better Life, Cherishing the Importance of Life

In the management of SHIP HEALTHCARE Group, the most important value I hold here is respect for the sanctity of life. Having lost my parents at a young age, I feel a profound attachment to the value of life, perhaps more so than others. Our work has always been aligned with the mission of protecting irreplaceable lives, and this commitment will never change.

The philosophy behind “SHIP” emerged during night-after-night discussions with colleagues about what kind of company we wanted to create. The acronym represents Sincere (A sincere heart), Humanity (A compassionate spirit), Innovation (A pioneering mindset) and PartnerSHIP (A spirit of collaboration). Additionally, it evokes the image of a ship (SHIP) courageously setting sail amidst turbulent waters. My childhood was exposed to my parents’ teachings, including Yamada Houkoku’s philosophy of “Shi-Sei Soku-Datsu” (Sincerity and sorrow) and it also influences this guiding principle.

Whenever I have faced uncertainty, I have always returned to this “principle-driven philosophy” to inform my decisions as a leader. Of course, I recognize my limitations as an individual and deeply value overcoming challenges together with “my colleagues.”

Having spent 60 years in Japan’s healthcare industry, I have closely observed its transformations. Few have witnessed industry’s evolution as I have over this extended

period. Reflecting on this journey brings me great satisfaction. While medical technology has advanced significantly during these decades, there have also been many mistakes along the way. Japan continues to face the challenges of an accelerating aging population and a declining birthrate. To create a better future for the next generation, we must teach children the importance of “living rightly.” Achieving this requires changes not only in businesses but also in governments, politics and society.

To contribute to societal betterment, our Group must remain an essential presence in the world. For this, it is crucial to unify the hearts of our employees. While I sometimes adopt a strict tone, I always approach my employees with genuine affection. Recently, I have been advocating the importance of incorporating GCP (Governance, Compliance and Portfolio) into our operations. It is vital to respect regulations, make sound decisions and remain fully aware of what we can do through our business to make a positive impact. Above all, I am committed to doing everything I can to “protect lives.” This commitment extends beyond healthcare to initiatives such as the development of parks that are essential for a healthy and fulfilling life. Upholding sincerity in all endeavors, I will continue to strive for the Well-Being of people.



**FURUKAWA Kunihisa**

Chairman

# Corporate Information

## Company Profile

|              |                                             |
|--------------|---------------------------------------------|
| Company Name | SHIP HEALTHCARE HOLDINGS, INC.              |
| Head Office  | 3-20-8 Kasuga, Suita, Osaka 565-0853, Japan |
| Chairman     | FURUKAWA Kunihisa                           |
| President    | OHASHI Futoshi                              |

|                     |                                                                                         |
|---------------------|-----------------------------------------------------------------------------------------|
| Establishment       | August 1992                                                                             |
| Capital             | JPY 15,553,010,000                                                                      |
| Number of Employees | Consolidated: 7,805 (Permanent employees); 16,866 (All staff)<br>(As of March 31, 2025) |
| Net Sales           | Consolidated: JPY 678.2 billion (In the fiscal year ended March 31, 2025)               |

SHIP HEALTHCARE HOLDINGS, INC.

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TEL +81-6-6369-0130 (Representative number) <https://www.shiphd.co.jp/en/>

[2025.9]