Message from Outside Directors

SANO Seiichiro
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.