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)

The Board of Directors provides an environment in which outside directors can speak freely, and each agenda item is discussed actively and in detail. At the same time, as rising prices and other factors make the business environment more challenging, the Company must secure earnings while maintaining strong governance and compliance and further enhancing corporate value. Going forward, head office must strengthen its monitoring of subsidiaries from both financial performance and compliance perspectives and make effective use of assets. It will also be important to develop senior executives capable of leading a corporate group toward JPY 1 trillion in consolidated net sales and to secure talented young people who can drive the future. I look forward to constructive discussion and steady execution on these issues in pursuit of sustained growth.



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)

The Company has grown around healthcare-related businesses and is now expanding into environmental fields. I see its strength in business development that draws on diversity. At Board meetings, outside officers - including multiple women - constitute a majority, enabling lively discussion from an even wider range of perspectives. This is an extremely important period of transition: from the enterprising founding members to the next generation, and from an emphasis on expansion toward stronger internal controls and greater organizational resilience. I believe that experiencing difficult situations helps people grow. Placing the right people in the right roles with an eye to future potential, and encouraging exchanges of talent across different industries, will also be important for sustained growth.



ITO Fumiyo
Outside Director

April 2008: Nursing Specialist, National Hospital Division, Health Policy Bureau, Ministry of Health, Labour and Welfare; April 2016: Chief Nurse, National Hospital Organization Osaka Medical Center; June 2019: Director, SHIP HEALTHCARE HOLDINGS, INC. (Current role); September 2025: Director, Nursing Division, Rakuwakai Headquarters (Current role)

I believe one of our key strengths lies in the way our fundamental commitment to “Creating environments for medical professionals” aligns with the value we provide to our customers and is deeply embedded throughout the organization. At Board of Directors meetings, the strong leadership of the Chairman and President, together with the broad expertise and diverse perspectives of the directors, fosters active and open discussion. It is important to ensure sound and transparent management while further strengthening the Group’s organizational capabilities to manage risks at the operational level and drive innovation in products and services. We must also clearly distinguish, within our business portfolio, between businesses in which we should invest for growth and those that require consolidation or downsizing, and act decisively without allowing decisions to be prolonged. I look forward to seeing the Group further cultivate an organizational culture in which diverse talent can thrive, while also developing the next generation of leaders.



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)

I believe the Company's strength lies in the ability of its distinctive group of 52 companies and other business segments to collaborate around TPP as the core. Going forward, it will be important to strengthen governance at each Group company while also building cohesion by sharing a common vision. To realize SHIP VISION 2030, outside directors must regularly monitor progress on M&A - a central element of the Well-Being-aligned growth strategy - and the review of the business portfolio. Human resources development must also be strengthened, including coaching for senior employees and training that encourages them to consider the Company's future direction, so that they focus not only on near-term profit but also on contributing to future earnings.



UCHIYAMA Yuki
Outside Director

April 1997: Admitted to the Osaka Bar Association, June 2018: Appointed Counsel, Osaka Office, TMI Associates (Current role), April 2023: Certified Fraud Examiner (CFE) certification, June 2026: Director, SHIP HEALTHCARE HOLDINGS, INC. (Current role)

I joined the Board this year and am still deepening my understanding of the Company. Even at this stage, I see a clear strength in the way the Group supports healthcare, nursing care and welfare, listens closely to frontline voices and steadily builds its services. The Board also has an atmosphere in which members can exchange views candidly. Sustainable growth requires compliance, risk management and internal control to function together effectively, along with an organization where people can take on challenges with confidence. Drawing on my perspective as an attorney, I hope to help make risks visible at an early stage and contribute to governance that supports sound and constructive risk-taking. I expect everyone to share the values embodied in “SHIP” and to continue taking ownership and proactively challenging themselves to solve social issues.