

Stakeholder Engagement

The Hoshizaki Group has a variety of major stakeholders, including the shareholders and investors who have a direct or indirect influence on the Group's business, as well as customers to whom we provide products and services, suppliers, employees, and local communities. The Hoshizaki Group takes various opportunities to listen to the opinions of its stakeholders and apply them in its management.



Relationship with Investors

In order to achieve sustainable growth and enhance corporate value, the Hoshizaki Group recognizes the importance of proactively engaging in dialogue with our shareholders and investors and appropriately reflecting their opinions and requests in our management.

Basic IR Policy and Information Disclosure Methods

The Hoshizaki Group engages in IR activities to inform shareholders and investors of information necessary for their investment decisions in a fair and timely manner. The information published by the Hoshizaki Group is disclosed using methods such as registration with TDnet* and posting on the Hoshizaki Group's IR website. We strive for fairness in the information we publish and even also disclose information that does not fall under the Timely Disclosure Rules

using appropriate methods aligned with their intent. Furthermore, in light of the increase in the ratio of non-Japanese shareholders, since the second quarter of the fiscal year ending December 2019, we have been disclosing financial statements, financial briefing materials (summarized versions), convocation notices in English and have also created an English-language website.

*Timely Disclosure Information Transmission System (Timely Disclosure Network)

Communication with shareholders and investors

The Hoshizaki Group holds semi-annual financial results briefings to provide an opportunity for institutional investors to hear an explanation of our performance (performance and forecasts) and management strategies directly from the President & CEO. In addition, management and IR representatives hold telephone conferences (quarterly) and individual meetings, and also attend various briefings organized by securities companies.

Due to the spread of COVID-19, from March 2020, financial results briefings and individual meetings have in principle been held via telephone or the web.

Major IR Activities	2018	2019	2020
Financial results briefings	2	2	2
Telephone conferences	1	3	4
Individual meetings with domestic institutional investors	106	80	118
Individual meetings with overseas institutional investors	112	113	99
Conferences organized by domestic securities companies attended	2	1	2
Briefing sessions for individual investors*	4	3	0

*In 2020, briefings for individual investors were cancelled due to the spread of COVID-19

Basic Policy on Shareholder Return

In order to further clarify its stance on the proactive return of profits to shareholders backed by business performance, Hoshizaki has established its basic policy on shareholder return from the fiscal year ending December 2019 as follows.

- With regard to dividends, we aim to achieve a consolidated dividend payout ratio of 35%, and we will endeavor to maintain a continuous and stable dividend between 30% and 40%.
- After considering the balance with growth investments and the market price of the Company's shares, we will also consider flexible acquisition of treasury stock.