

# On the Publication of the Hoshizaki Group Integrated Report 2025

Since 2022, the Hoshizaki Group has published its Integrated Report as a key tool for engagement with stakeholders. The 2025 edition outlines the Group's approach to risks and opportunities in pursuit of its five-year management vision, and articulates materiality within its business, human capital, and other strategies. Through this, the report presents a roadmap for enhancing corporate value by addressing social issues.

In compiling the report, we referred to the International Integrated Reporting Framework by the IFRS Foundation, the Guidance for Collaborative Value Creation 2.0 by the Japanese Ministry of Economy, Trade and Industry, Ito Review 3.0 and Ito Report on Human Capital Management 2.0, and the Task Force on Climate-related Financial Disclosures (TCFD), among others, as guides. We affirm that this report has been prepared with integrity, through due process involving members across the organization and executive leadership.

We will continue to incorporate stakeholder feedback—including that of shareholders and investors—not only into management practices, but also to further enhance the quality of our disclosures.

July 2025

Seishi Sakamoto, Chairman

Yasuhiro Kobayashi, Representative Director, President & CEO



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| <b>Entities in scope:</b> The scope of this report covers Hoshizaki, the Group companies included in its scope of consolidation, and those accounted for using the equity method. Where the boundary differs, this is explicitly indicated each time.                                                                                                                       |      |
| <b>Period:</b> The report mainly covers fiscal 2024 (from January 1, 2024, to December 31, 2024). Notes are added to indicate whenever any different periods are referred to.                                                                                                                                                                                               |      |
| <b>Target readers:</b> All stakeholders who have a relationship with the Hoshizaki Group                                                                                                                                                                                                                                                                                    |      |
| <b>Corporate name:</b> In this report, “Hoshizaki” and “the Company” refer to HOSHIZAKI CORPORATION on an unconsolidated basis, while “Hoshizaki Group” and “the Group” refer collectively to HOSHIZAKI CORPORATION and its Group companies.                                                                                                                                |      |
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| Of the contents included in this integrated report, those that are not historical facts are based on the Company's outlook and plans for the future. Please be reminded that these forecasts include risks and uncertainties regarding the future, and there is a possibility that actual achievements and business performance may differ from the content in this report. |      |
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## Scope of Reporting

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## Information Structure

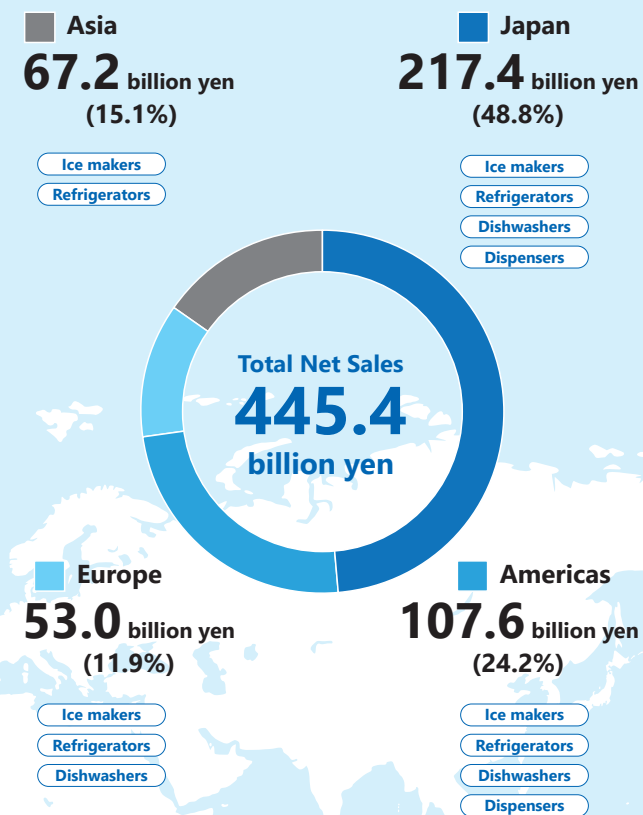
|                              |                                                                                                                           |                                                                                                                                                                                                                               |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financial Information</b> | <br>Integrated Report (booklet, PDF) | <ul style="list-style-type: none"><li>• Financial Results</li><li>• Securities Report/Semi-annual Securities Report</li><li>• Fact Book</li><li>• The Hoshizaki Group Report</li><li>• Investor Relations (website)</li></ul> |
| <b>ESG Information</b>       | <br>Corporate Site (website)         | <ul style="list-style-type: none"><li>• ESG Information (website)</li><li>• Corporate Governance Report</li></ul>                                                                                                             |

## At a Glance

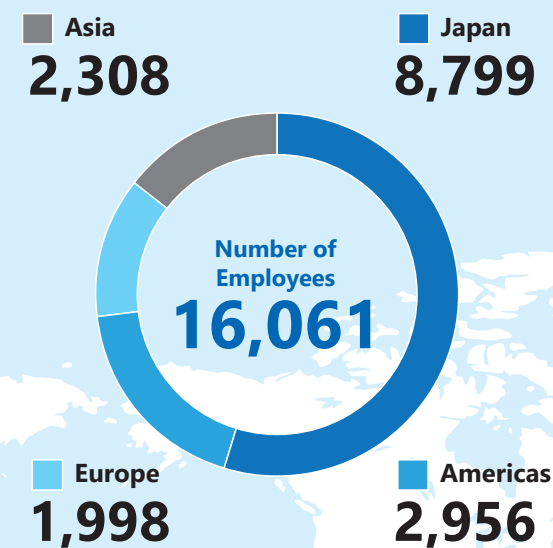
As a general food service equipment manufacturer, the Hoshizaki Group provides products and services globally that support every stage of our customers' food value chain.

### Global

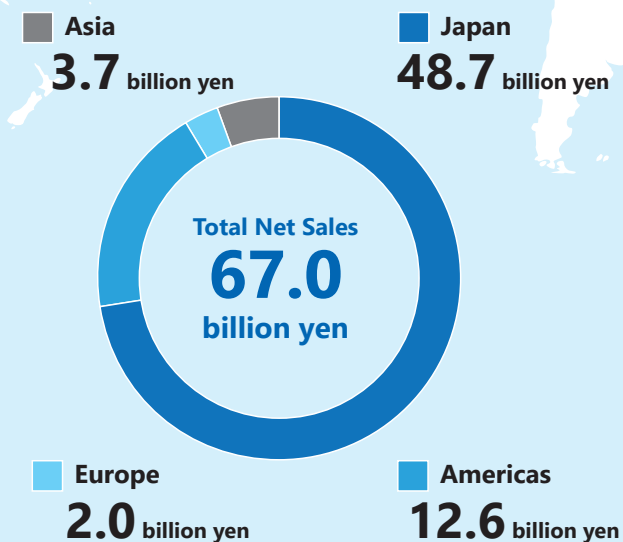
#### Net Sales by Region / Key Products



#### Number of Employees by Region



#### Net Sales of Maintenance and Repair



#### Natural refrigerant\*-based products sold

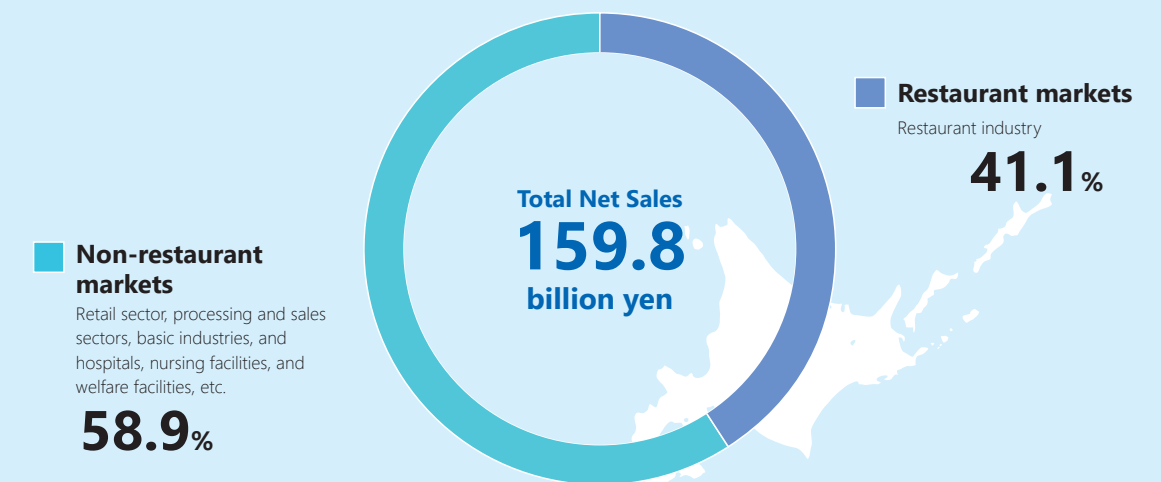
Number of products sold with natural refrigerants (ice makers, refrigerators, sushi display cases, and Visi Coolers for beverage storage) globally 2009–2024

**Total of 2.38 million units**

\*Natural refrigerants: Substances that naturally exist and can be used as refrigerants for freezing and air conditioning. They are environmentally friendly refrigerants with no ozone depletion potential (ODP) and very low global warming potential (GWP).

### Japan

#### Proportion of Restaurant and Non-restaurant Markets

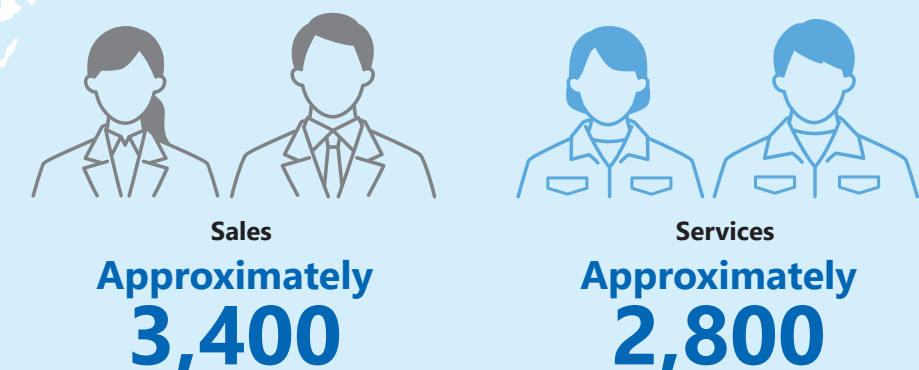


#### Total Net Sales of Natural Refrigerant-based Products

**11.3 billion yen**



#### Number of Sales and Service Personnel



# Values and DNA of Transformation

To grow into a truly global company with sound corporate management, we have set forth the following corporate philosophy.  
It is the starting point of all business activities including the management plan, and all employees of the Group will put it into practice so as to create value for society.

## Purpose

It states why the Hoshizaki Group exists and how it should contribute to society.

We, Hoshizaki Group, aim to be an “Evolving Company” contributing to society as well as customers, meeting the changing needs and demands for diversified “Eating.”  
To achieve the above, we develop original products incorporating original technology.  
And we present innovative proposals for a more comfortable and efficient eating environment and offer responsive, high quality services.

## Management philosophy

Promise of the Company that the management makes and the employees bring to life

**Dedicated:**  
To realizing harmonization of business activities with the environment, and a good environment to work.  
To practicing a management with transparency and discussion.  
To compliance with the laws, and to making the Company trusted by society and its employees.

“Good product comes from a good environment.”

## Hoshizaki-ism

Action guidelines for all Group employees that support the Purpose and Management philosophy

**Dream**  
Have a dream to begin with. Results are sure to follow.  
**Do things differently from others.**  
See a ‘profitable’ state as the norm.  
**A profitable company has a culture that generates profit** Change is the only way to evolve  
Staying ‘as is’ brings you down.  
**Do not use Money to make Money**  
We make money from what we produce and sell  
**Broaden your horizons**  
Something that seems wasteful could help you later on

# History of transformation and evolution

## Emergence

### Searching for original products

Hoshizaki's history begins with the manufacturing of machine components in the post-war reconstruction era. With a strong desire to compete with original products some day, the Company worked on a variety of products, including the Banto slide rule and vehicle horns. Then in 1957, Hoshizaki launched Japan's first juice vending machine, inspired by a water cooler Shigetoshi Sakamoto, the founder, had seen in the USA. This marked the Company's first major success.



Japan's first juice vending machine (1957)

## Developing the market

### First domestically produced fully automatic ice maker

In 1960, during a visit to the USA to explore the vending machine industry for new opportunities, Seishi Sakamoto, the current Chairman, noticed that ice makers—then unavailable in Japan—were extremely popular. This led him to focus on their future potential. For Hoshizaki with its strengths in refrigeration technology, “ice” emerged as the next challenge after the development of the juice vending machine as a field where this technology could be further applied.



First Japanese-made fully automatic ice maker (1964)

## Turning tough times into opportunity

### Establishing a direct sales system

Sales activities for ice makers, which were unheard of in Japan, were very challenging. Therefore, in the second half of the 1960s, the Company moved away from the conventional agency system and established a direct sales system out of a need for sales expertise and a comprehensive maintenance system. The business style which involved the Company being responsible for product development, production, sales, and after sales service created customer trust, and the Company won a large volume of orders at Expo 1970 Osaka.



Fully automatic ice maker (1970)

## Going with the times

### Becoming a comprehensive food service equipment manufacturer

Boosted by the flourishing restaurant industry from the 1970s onward, Hoshizaki developed a diverse range of products, including dispensers, dishwashers, and cooking equipment, in addition to ice makers and commercial refrigerators, and it grew into a comprehensive food service equipment manufacturer.



Draft beer dispenser (1970 -)



Commercial refrigerators (1972 -)

## Moving away from low-priced sales

### Earning income through high added-value

After the collapse of the so-called bubble economy at the beginning of the 1990s, the restaurant market slowed due to the economic downturn. Therefore, Hoshizaki put forward a campaign to increase the gross profit margin by 1% to avoid unproductive competition on prices and place more importance on gross profit than sales. This strategy achieved an improvement in the gross margin without a significant fall in sales as a result of differentiation from the products of other companies, emphasis on delivery of high-quality service, and more proactive communication with customers than in the past.



Service vehicles of Hoshizaki sales companies

## Becoming the world's No. 1

### Selling the Hoshizaki brand to the world

To meet the challenge of becoming No. 1, set in 2005, Hoshizaki began expanding the scale of its business, mainly based on an M&A strategy. In addition to further strengthening overseas expansion, Hoshizaki places importance on ensuring compliance and addressing environmental issues, as well as actively working on the development of related products.



Hoshizaki America's Griffin Factory (2001)

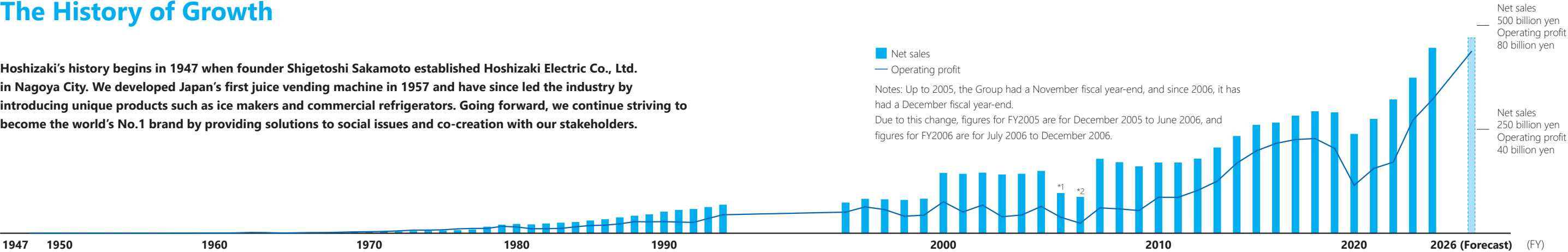


Natural refrigerant-based products



# The History of Growth

Hoshizaki’s history begins in 1947 when founder Shigetoshi Sakamoto established Hoshizaki Electric Co., Ltd. in Nagoya City. We developed Japan’s first juice vending machine in 1957 and have since led the industry by introducing unique products such as ice makers and commercial refrigerators. Going forward, we continue striving to become the world’s No.1 brand by providing solutions to social issues and co-creation with our stakeholders.

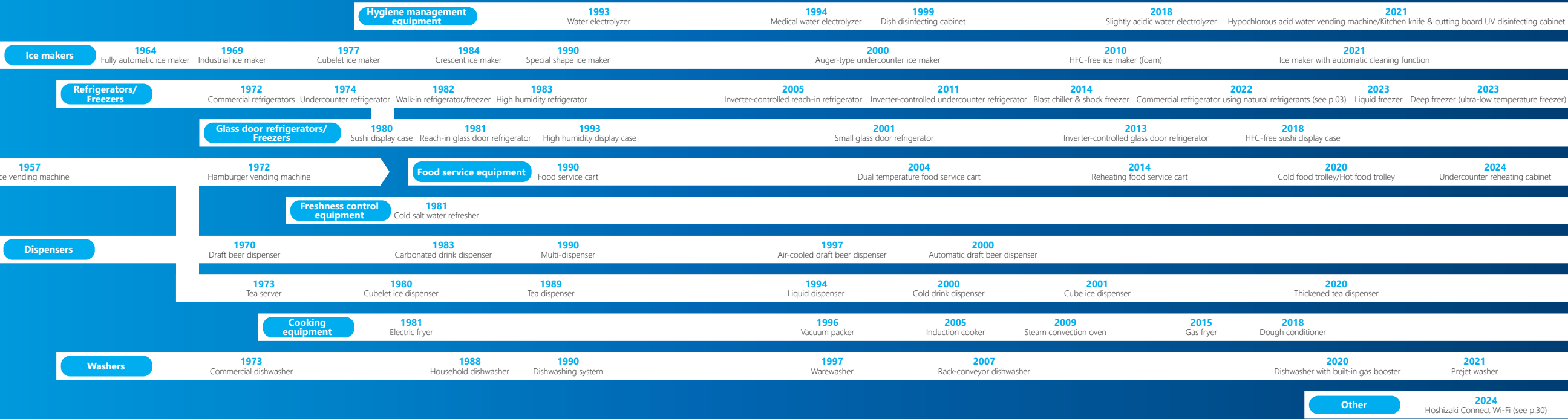


### Transition of products\*

\* Written based on the year each product was developed

1947  
Banto slide rule

1952  
Vehicle horns



## 1947-1964

### Creation period

Shigetoshi Sakamoto, the founder, established HOSHIZAKI ELECTRIC CO., LTD. in 1947

- 1956 Opened Toyoake Factory at the location of the current head office
- 1957 Developed the first domestically produced juice vending machine
- 1964 In danger of bankruptcy due to the economic downturn triggered by US trade policy and the recession following President Kennedy's death

## 1965-1980

### Domestic infrastructure development

Produced and sold Japan’s first domestically produced ice maker, enhanced product lineup

- 1965 Started selling the first domestically produced fully automatic ice maker
- 1966 Established HOSHIZAKI TOKYO CO., LTD.
- 1968 Established Sakamoto Shoji Co., Ltd. (merged to HOSHIZAKI ELECTRIC CO., LTD. in December 2005)
- 1969 Established HOSHIZAKI TOKAI CO., LTD., HOSHIZAKI KEIHAN CO., LTD., and HOSHIZAKI KITAKYU CO., LTD.
- 1970 Established Shimane Factory
- 1970 Started selling draft beer dispensers
- 1972 Started selling commercial refrigerators
- 1973 Developed a commercial dishwasher (entered the market in full swing eight years later)
- 1974 Established Shimane No. 2 Factory

## 1981-1995

### Overseas infrastructure development

Actively developed overseas sites including HOSHIZAKI AMERICA, INC.

- 1981 Established R&D Center in head office location
- 1981 Established HOSHIZAKI AMERICA, INC.
- 1986 Established Shimane Head Office Factory
- 1986 HOSHIZAKI AMERICA established its main factory
- 1988 Established HOSHIZAKI OKINAWA CO., LTD. with which the system of 15 sales companies nationwide was completed
- 1989 Changed company name to HOSHIZAKI ELECTRIC CO., LTD. (The Japanese spelling of “Hoshizaki” is changed)
- 1990 Established Hoshizaki Green Foundation
- 1992 Established Hoshizaki Europe B. V. in Netherlands
- 1994 Established HOSHIZAKI EUROPE LTD. in UK

## 1996-2008

### Conversion to a public company

Realized listing of stock and actively merged and acquired overseas companies

- 1999 Obtained ISO 9001 certification
- 2001 Obtained ISO 14001 certification
- 2003 Soichiro Inamori took office as Representative Director, President & COO
- 2005 Seishi Sakamoto took office as Representative Director, President & COO
- 2006 Established HOSHIZAKI SUZHOU CO., LTD.
- 2006 Acquired LANCER CORPORATION, a beverage dispenser manufacturer in USA
- 2008 Acquired GRAM COMMERCIAL A/S, a manufacturer of commercial refrigerators in Denmark
- 2008 Listed on the First Section of the Tokyo Stock Exchange and the First Section of the Nagoya Stock Exchange

## 2009-2021

### Accelerated globalization and reconstruction of growth foundation

Changed company name to HOSHIZAKI and rebuilt the management foundation toward becoming No. 1 in the world

- 2011 Seishi Sakamoto took office as Representative Director, Chairman & CEO, and Yukihiro Suzuki took office as Representative Director, President & COO
- 2013 Acquired Western Refrigeration Pvt. Ltd., a commercial glass door refrigerator manufacturer in India
- 2013 Acquired ACOS MACOM INDUSTRIA E COMERCIO LTDA, a commercial food service equipment manufacturer in Brazil
- 2013 Acquired Jackson MSC, Inc. (currently Jackson WWS, Inc.), a dishwasher manufacturer in USA
- 2014 Seishi Sakamoto took office as Representative Director, Chairman & CEO and President & COO
- 2016 Changed the company name to HOSHIZAKI CORPORATION
- 2017 Seishi Sakamoto took office as Representative Director, Chairman & CEO, and Yasuhiro Kobayashi took office as Representative Director, President & COO
- 2017 Established Hoshizaki Training Center
- 2018 Discovered improper transactions at one of our domestic sales companies

## 2022-

### Further evolution with acceleration of M&A overseas

Implemented growth strategy for realizing the five-year management vision

- 2022 Acquired Brema Group S.p.A, a manufacturer of commercial ice makers in Italy
- 2022 Acquired entire shares of filling machine manufacturer, NAOMI Co., Ltd.
- 2022 Acquired Royalkitchen, a kitchen design and installation company in China
- 2023 Established HOSHIZAKI SALES CO., LTD
- 2024 Ozti in Türkiye became a consolidated subsidiary
- 2024 Acquired TECHNOLUX EQUIPMENT AND SUPPLY CORPORATION and HKR EQUIPMENT CORPORATION in the Philippines
- 2025 Restructured our sites in China
- 2025 Acquired ASIA REFRIGERATION INDUSTRY JOINT STOCK COMPANY (ARICO) in Vietnam
- 2026 Sales target of 450 billion yen and operating profit target of 63 billion yen (before amortization of goodwill from M&A) for this final fiscal year of our five-year management vision

Five-year Management Vision (FY2022 to FY2026)  
For more details, see p.23