



Hosiden Corporation

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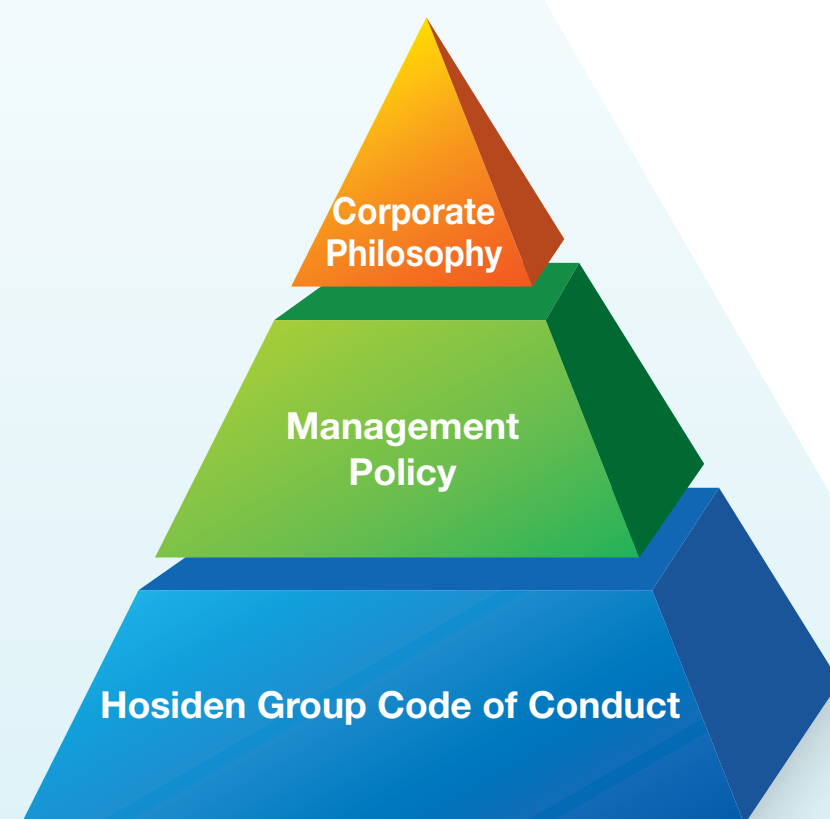
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HOSIDEN REPORT 2026

Right Beside You, No Matter Where You Are

Supporting the evolution of the world's technology
with our exceptional technical strengths and
contributing to the development of a sustainable society.



● **Reporting period** From April 1, 2025 to March 31, 2026

● **Organizational scope of this report** Hosiden Group (Hosiden Corporation and 21 related companies in Japan and overseas)

● **Future forecasts and predictions**

This report does not merely cover the past and present of the Hosiden Group, but also contains future forecasts and predictions. These forecasts and predictions are hypotheses or judgments based on the information available at the time of their writing (May), and contain elements of uncertainty. Therefore, the results of future business activities and other future situations may differ from the forecasts and predictions indicated in this report.

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Message from the President

The Group is well-positioned to secure increased orders in the amusement sector. We strive to steadily complete the tasks set out in our Medium-Term Management Plan, ensuring that these efforts will lead us to the next stage of growth.

President and CEO

Kenji Furuhashi

Establishing robust systems to fulfill major orders

Since its establishment in 1950, the Hosiden Group has contributed to the development of society and industry as a comprehensive electronic component manufacturer. The Group began in the field of acoustic components upon its establishment, then broadened its market to include the provision of liquid crystal displays (LCDs) to personal computer manufacturers, and on to components for mobile communication in Japan and overseas in line with the popularization of mobile phones. The gaming device-related products that the Group started working on during that time eventually grew as a pillar of our business. Meanwhile, in recent years, we have also begun handling automotive equipment components. In each case, our current success has been achieved not only by appropriately responding to needs, but also by constantly advancing R&D with an eye to the future and creating new products that anticipate market requirements.

To date, the Group has accumulated core technologies in a broad range of fields, spanning electro-mechanics, acoustics, wireless, optics, power supply, and analytics. These efforts have made us an electronic component manufacturer boasting an extensive portfolio of technologies and offering a host of electronic components on a global scale.

In FY2024, we participated in a competition in the amusement field and secured major orders by precisely grasping customers' needs and providing solutions at a level exceeding their demands. We are steadily establishing production systems to fulfill these orders.

Based on the belief that "devices that are one step ahead of the times will bring the market with them," we will further focus on the development of next-generation technologies while constantly anticipating emerging needs.

Strong sales of amusement-related products drove significant year-on-year increases in sales and operating profit for FY2025

In FY2025, sales in the amusement-related market were extremely strong. As we were able to establish enough capacity to meet the demand, sales in this area increased significantly, 143.4% year on year. To support the growth in sales as a manufacturer, we first had to address critical challenges such as procuring raw materials, augmenting production equipment and establishing factory infrastructure to accommodate it, and securing personnel. We were able to overcome these challenges and meet customers'

needs thanks to the dedicated efforts of everyone in the supply chain.

Regarding automotive-related products, sales increased 9.6% year on year, mainly due to higher sales to Japanese automotive manufacturers. As for mobile communication, sales declined 20.9% year on year in the first half of the fiscal year. This is attributable to a reaction to the exceptionally strong sales to major customers in the previous fiscal year, as well as to a loss of market share in certain mid-range models. Even so, the year-on-year decline improved to 8.4% in the second half, and sales finished the fiscal year down 15.4% from the previous year. Turning to the other sector, increased sales for wearable devices were offset by lower sales for medical- and health-related products and AV equipment-related products, resulting in a 14.7% year-on-year decline.

As a result, net sales increased by 81.1% year on year to 448.2 billion yen. Operating profit increased by 41.7% to 19.2 billion yen, and ordinary profit increased by 66.8% to 24.6 billion yen. Profit attributable to owners of parent for FY2025 broke the FY2000 record of 14.5 billion yen and set a new record of 16.2 billion yen.

The new Vietnam Plant is operational, and the new India Plant is scheduled to come online

In response to new orders for the amusement-related market, we brought Building No. 8 at our new Vietnam Plant into operation in an effort to expand our production systems. Driven by the reduction in the number of plants in China from six to two, and the need to address U.S. tariff policies as well, we are expanding our production bases in countries and regions outside China.

Vietnam Building No. 8 is a four-story facility with a floor area of 6,000 m² per floor for a total floor area of 24,000 m², making it the largest manufacturing plant in the Group. In constructing this building, we took factors such as durability into consideration and hired a Japanese developer with a solid track record.

At the new plant, we are actively pursuing automation and mechanization to reduce expenses. In recent years, labor costs in Vietnam have risen sharply due to a labor shortage. To address this, we have introduced advanced equipment and transferred the work equivalent to 1,500 personnel's labor to mechanized processes. Going forward, we will continue to actively pursue mechanization through measures such as reinvesting labor cost savings into capital investments, with the aim of reducing labor requirements and increasing production efficiency.

We are also constructing a new plant in India, with operation scheduled to commence in FY2026. The objective extends beyond producing for the domestic Indian

market and includes expanding sales both within India and internationally. With a population of over 1.4 billion, India has surpassed China to become the world's most populous country, and its market continues to expand. Japanese manufacturers have made inroads in India's automotive-related market, and domestic manufacturers are also growing. We plan to begin operations in India with the production and sale of automotive microphones and remote controllers for air conditioners.

The main challenge in the Medium-Term Management Plan is new product development

Formulating a company-wide Medium-Term Management Plan has been difficult for the Group as its mainstay sales to amusement operators depend greatly on customer demand. Internally, we prepare management plans incorporating such circumstances. However, we have refrained from disclosing them publicly. This changed in 2023, when we shared a three-year plan through 2025 for our focus markets in fields excluding amusement in response to requests for information disclosure. The plan covers the mobile communication-related market, the automotive-related market, the medical and health device market, and the IoT/IoE-enabled device market, and includes our main components.

Looking back on this three-year period, we were, on the whole, unable to achieve our targets. Although the mobile communication-related business met its target in the first fiscal year, the overall achievement rate stands at 99.8% due to the effect of the decline in FY2025. The automotive-related business also did not reach its target, but we expect it to recover by FY2027.

Meanwhile, the new business we aim to establish as the fourth pillar of the Company will require developing a new market, i.e., attracting new customers. Having revising our plan yet again, we are working on sensor-related solutions. Our goal is to develop a sensing business that can rapidly detect the early signs of natural disasters and other events and alert local governments and national authorities. Although the market for this business is not large, it demands high-mix, low-volume production, making it a challenging business environment. However, the Company has accumulated a diverse range of sensing technologies, including millimeter-wave, acoustic wave, angle and inclination, and temperature and humidity sensing. Leveraging this competitive advantage, we aim to gradually expand our lineup and eventually grow the business into one that can contribute to a wide range of industries, ranging from addressing aging infrastructure to supporting agriculture and fisheries.

Efforts to enhance human capital

Regarding human capital, we consider it a priority task to secure global talent to support overseas expansion, together with personnel with specialized skills. For example, bringing the new plant in India online will require human resources with skills such as component manufacturing and assembly. The success of the plant's operation depends on whether we can secure the necessary workforce by the time the plant is brought online.

To secure human resources, we are not only recruiting outside specialists, but also reaching out to former employees with careers at other companies to welcome them back as alumni. We consider developing talent under specialists with such skills to be an urgent priority both in Japan and overseas.

Carbon neutrality initiatives

We view initiatives for carbon neutrality as a corporate obligation. Accordingly, we have set medium-term targets that require a 42% reduction in total Scope 1 (direct) and Scope 2 (indirect) emissions from FY2023 levels by the end of FY2030, and a 25% reduction in total Scope 3 (other indirect) emissions from FY2023 levels by the end of FY2030.

To help achieve these targets, solar panels have been installed at our domestic bases, namely plants in Wakayama and Kyushu, as well as our Tokyo Engineering & Production Dept. and Head Office. Solar panels have also been installed at our overseas plants in the United Kingdom, Vietnam, and South Korea. These are expected to cover 15% of the Group's electricity consumption. Meanwhile, all our business sites in Japan have been switched over to electricity from renewable energy and are thus carbon-free. As a result, our score in the Carbon Disclosure Project (CDP), an international NGO, has improved to a B rating.

FY2026 financial forecast: Amusement sales slowdown to be offset by other fields

With regard to the outlook for FY2026, although we have reasonable visibility in to the first half of the fiscal year, the second half is currently uncertain, and we expect sales to decline in January–March 2027. Accordingly, we forecast net sales to decline by 2.7% year on year to 436.0 billion

yen, with operating profit declining by 6.4% to 18.0 billion yen. Our operating profit forecast is based on an assumed exchange rate of 155 yen to the U.S. dollar and assumes that exchange rate fluctuations will have no impact on operating profit. For ordinary profit, we expect to record approximately 1.0 billion yen in interest income and dividend income, and also record a foreign exchange loss of 1.0 billion yen. Because 93% of our sales are denominated in foreign currencies, the Company is highly sensitive to exchange rate fluctuations. Accordingly, we strive to minimize foreign exchange gains and losses as far as possible.

With respect to sales by equipment type, we expect the amusement-related sales to decline by 5.9% year on year due to lower sales to major customers. Mobile communication-related sales are projected to increase 15.2% year on year on higher demand from major customers and a recovery in market share. Automotive-related sales are anticipated to increase 6.9% year on year due to growth in electro-mechanical components.

In the automotive-related market, EV issues are anticipated to persist in FY2026; however, most Japanese and U.S. manufacturers have fulfilled their sales plans, and European manufacturers are also on a recovery trend despite some variation between companies. As a Tier 1 supplier to major automotive manufacturers other than the Japanese market leader, we enjoy early access to a wide range of information, and intend to make full use of this advantage.

Capital investment is on an upward trend, increasing from 2.8 billion yen in FY2023 to 6.7 billion yen in FY2024 and 7.9 billion yen in FY2025. What increased significantly in recent years was investment in manufacturing equipment, aimed at improving production capacity while addressing the labor shortage and soaring cost of labor in Vietnam. We will continue to proactively invest in automation going forward.

Cash as of March 31, 2026 stood at 68.2 billion yen. In the amusement business, working capital requirements increase during periods of sales growth, reducing the cash balance. Even under such circumstances, we avoid external financing wherever possible by reallocating funds within the Group to prevent our ROA from deteriorating.

We will create a fourth pillar of the Company to enhance corporate value

With regard to the business environment for FY2026, we believe that tariff-related issues have eased for the time being. In FY2025, it was possible to reduce the impact of U.S. tariffs by transferring production to change the

country of origin. This enabled us to reduce our tariff burden from an initially anticipated figure of around 3.0 billion yen to approximately 0.5 billion yen.

On the other hand, raw material procurement is emerging as an urgent challenge. The conflict in the Middle East has created a shortage of naphtha and destabilized supplies of synthetic resins. For the commodity plastics and engineering plastics that we source, this not only means an ongoing rise in raw material costs, but also difficulty procuring sufficient quantities. Meanwhile, semiconductor memory is not only soaring in price, but also becoming difficult to source at all. Another challenge is rare metals. Although we have long strived to minimize use of rare metals and find substitutes where possible without compromising product specifications, procurement has yet to stabilize. We are currently in negotiations with suppliers, but may need to pass some of the increase in supply costs onto sales prices.



Even under these circumstances, we remained committed to shareholder returns and repurchased a total of 10.0 billion yen worth of our own shares over a three-year period until March 2026 while sustaining a consolidated dividend payout ratio of 30%. Although our business performance has remained stable thus far, we will be vigilant to ensure that this stability does not breed complacency. We expect that competitors will emerge not only within Japan, but also in China and then India and elsewhere. The key to succeeding amid this competition is productivity, which we are devoted to increasing.

Going forward, the Group will continue to pursue the improvement of its corporate value through dialogue with investors. Therefore, we would like to ask for the continued support from all of our stakeholders.

Growth Strategy

Direction of Growth

As a manufacturer of electronic components, the Hosiden Group contributes to the development of the electronics market by accurately grasping the market needs and supplying high-quality products backed by advanced technology and a complete quality management system in a timely manner. We intend to make steady progress on our growth strategy, centered on the advancement of our numerous core technologies.

In particular, we will continue to pursue sustained growth as a Group by contributing to our customers' competitiveness and business growth through highly original technologies and high-value-added products in

response to increasingly sophisticated and diverse market needs against the backdrop of the rapid development of AI and advanced driver assistance systems (ADAS) technologies.

Going forward, we intend to further accelerate the product development, positioning the three pillars of automotive-, mobile communication-, and amusement-related businesses as our core. In addition, by leveraging the core technologies we have developed in these fields, we will actively develop new fields such as medical/health-related and Internet of Everything (IoE)-related businesses.

- Promote further sophistication, advancement and expansion of our existing core technologies, and focus on developing new products that anticipate the market's needs
- Increase the technical capabilities and establish a competitive advantage by strengthening engineer hiring and developing existing human resources

- Evolve technological capabilities to expand our lineup of products that leverage cutting-edge technologies and drive growth in market share, sales, and profits
- Speed up the process from advanced development to product commercialization to accelerate the mass production of one-of-a-kind products while proactively patenting our proprietary technologies

Our Strengths

Hosiden Group's strength lies in its wide accumulation of core technologies and know-how, encompassing electro-mechanical design technology, high-frequency design, acoustic design, optical design, circuit design, metal mold design, simulation and analysis, software, EMC measurement design, and sensor development and application. Going forward, together with sophisticating and advancing these core technologies, we will further promote

Group-wide sharing of technologies to strengthen the development of highly original products that meet market needs.

Meanwhile, in production, we will rapidly increase cost-competitiveness and stabilize quality by promoting automation and labor saving through the use of industrial robots and other measures.



Areas of Focus

Focus markets that the Group cultivates as part of its growth strategy are diverse, encompassing the automotive industry, which is becoming more sophisticated in pursuit of safety, security, and comfort; mobile communications; amusement; medical/health/cosmetics-related equipment; 5G-related equipment; disaster prevention-related equipment; and IoE-related equipment. Going forward, we will maintain a global perspective to strengthen cooperation in technology development, production, and sales within the Group to enhance competitiveness and promote business expansion.

In addition, we will further strengthen the technological capability and R&D systems of the Company and its Group companies and steadily respond to technological trends in the field of electronic devices such as higher performance, multifunctionality, and high-speed transmission, as well as wireless, high-frequency, digital, mobile, and power-saving features. We will also actively work to enhance the speed and efficiency of the development of high-value-added products, while also cultivating new markets and new customers.



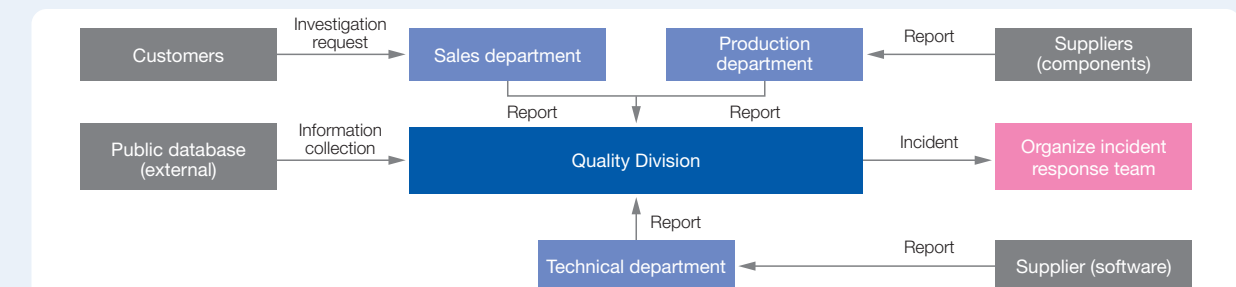
Topics

Initiatives to Strengthen Cybersecurity

In response to the recent increase in cyberattacks worldwide and the corresponding need for stronger cybersecurity, we began comprehensively reviewing our internal activity framework in 2025 and have been strengthening our cybersecurity. In addition to strengthening our security as an organization,

we have also begun initiatives to strengthen product security as required in the manufacturing industry, and are establishing a Product Security Incident Response Team (PSIRT) system that will enable us to monitor vulnerabilities and promptly report security incidents to stakeholders.

Conceptual Image of Vulnerability Monitoring Framework under PSIRT System



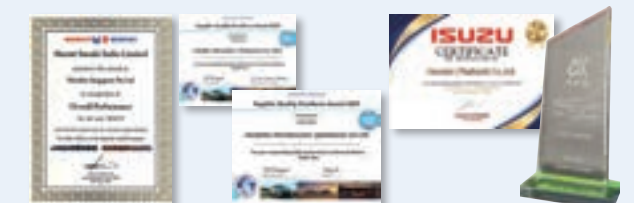
External Recognition

Our ongoing commitment to ESG initiatives has received international recognition. For the first time, we have been selected as a constituent of ESG investment indices developed by FTSE Russell, a global index provider. The indices in which the Company is included are listed below.

- FTSE JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index



We have received awards from Maruti Suzuki India Limited, General Motors Company, Isuzu Motors Co., (Thailand) Ltd., ALPHA Corporation, and others. This is the seventh consecutive year we have received an award from General Motors Company.



New Medium-Term Management Plan

The three-year Medium-Term Management Plan ending in FY2028 is outlined as follows. As for the sales plan excluding the amusement-related sales, the company targets 120.0 billion yen in FY2028, up approximately 25.8 billion yen (27.4%) compared to FY2025. Please note that sales

in the amusement-related business are strongly influenced by customer demand, making it extremely difficult for the Company to formulate a medium-term management plan for this field. Amusement-related sales are therefore excluded from the Medium-Term Management Plan.

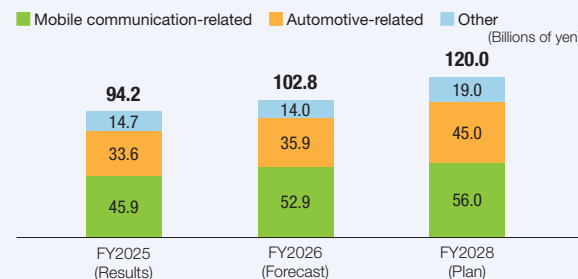
Sales in the amusement-related business fluctuate in the short term, but over the medium- to long term the business is a stable source of cash inflow. We are using this cash to fund growth in our businesses targeting not only the amusement-related market, but also the mobile communication-related and automotive-related market—our second and third pillars—as well as other markets, which will be next pillar.

To ensure that we earn sufficient profits from non-amusement-related markets to sustain and develop our businesses even if sales to the amusement-related market fluctuate, we will implement the following measures.

- For the mobile communication-related market, where moderate market growth is anticipated, we aim to increase our market share with major customers by implementing further mechanization and labor-saving initiatives to improve cost-competitiveness while maintaining high quality.
- For the automotive-related market, which we anticipate to bottom out and enter a recovery phase, we aim to achieve our sales target by making steady progress on existing businesses and emerging new businesses.

- For other markets, in addition to a recovery in medical and health-related sales, we are working toward a full-scale rollout of our sensor-related products, the lineup of which we have been expanding through continuous R&D, for a wide range of fields including factories and disaster prevention.

Moreover, we aim to increase operating profit excluding the amusement-related business in FY2028 by approximately 4.0 billion yen from the FY2025 level through our efforts to develop and promote the sale of high-value-added products for the automotive-related and other markets. (The effect of exchange rates on operating profit has been excluded.)



Business Expansion into Growth Markets: Creating Social Value in Five Technical Fields

With connectivity technologies at the core of our business, we combine connection, transmission, sensing, and power supply technologies that we have accumulated over the years to create new value in a wide variety of fields ranging from automobiles to industry, infrastructure, and healthcare.

Against the backdrop of structural changes in society such as progress in CASE (Connected, Autonomous, Shared, and Electricity) technologies, the acceleration of digital transformation (DX), and the increasing sophistication of medical care, we will drive sustainable growth by delivering solutions in five domains: information, audio, electric power, devices, and life.

Automotive-related market

High-speed data transmission connectors to transmit information
In the automotive industry, demand for high-speed digital interfaces is growing rapidly as vehicles become increasingly electronic and feature advanced functionality. The field of video transmission in particular requires high-speed, high-capacity communications for a variety of devices including center information displays (CIDs), head-up displays (HUDs), meters, ADAS cameras, and especially integrated ECUs and zone ECUs.

We offer high-speed transmission connectors and harness assemblies as integrated solutions, supporting higher-resolution video and more advanced image processing while saving on weight and lowering costs by reducing wiring. This contributes to improved vehicle performance while reducing the environmental burden by lowering CO₂ emissions.

Acoustic products to transmit audio

Progress in autonomous driving is leading to demand for vehicle interior space that provides not only safety but also greater comfort and convenience.

We offer acoustic products compatible with the Automotive Audio Bus (A²B) standard that support a wide range of

applications, including hands-free phone communications, active noise control (ANC), in-car communication, and voice guidance. By combining technology such as digital microphones with beamforming capabilities, high-performance speakers, and acceleration sensors, we can deliver an optimal acoustic environment.

We are also contributing to greater safety by developing technologies for vehicle exterior applications, such as detecting approaching emergency vehicles and generating pedestrian warning sounds for EVs.

Charger-related products to transmit electric power

With the increasing prevalence of smartphones, demand for in-vehicle charging capacity is increasing, and greater convenience is demanded for all vehicle seats.

Leveraging our power supply technology cultivated in AC adaptor development, we are expanding our lineup of high-reliability, high-efficiency automotive USB chargers. We are also developing products compatible with the Qi wireless charging standard to provide cable-free convenience.

These solutions help to create more comfortable vehicle interior space and new user experiences.

Other markets

Connecting machines through IoT/IoE solutions

In the fields of manufacturing and infrastructure, DX is becoming increasingly important as organizations seek to reduce labor requirements and improve efficiency.

We offer IoT/IoE units that combine wireless, power supply, sensing, and electro-mechanical technologies to improve the efficiency of inspection and maintenance operations. Our range of devices, including vibration sensors, lower barriers to adoption by maintaining the performance required to detect abnormalities and predict mechanical failures while achieving reduced costs.

These solutions help to address social problems by contributing to stable operation and greater productivity in industrial facilities and social infrastructure.

Saving lives through medicine

Leveraging the high-speed image transmission technology we developed in the AV field, we are currently expanding into the medical field.

Due to the adoption of 4K and 8K endoscopes, there is a growing demand in medical settings for the real-time transmission of high-capacity, high-resolution video. To meet this need, we develop and supply high-speed transmission connectors that contribute to greater accuracy in diagnosis and treatment.

We are also working to develop low-latency transmission technology that enables the remote sharing of surgical video, contributing to the advancement and greater safety of medical care.



Financial Strategy

- Our cash allocation priorities during the period covered by the Medium-Term Management Plan are as follows:
 - Capital investment, M&A, R&D, carbon neutrality, and human capital investment
 - Dividends
 - Purchase and cancellation of treasury shares
 For the benefit of all stakeholders, we plan to allocate profit (funds) preferentially to (1) capital investment, M&A, R&D, carbon neutrality, and human capital investment in order to support future business expansion and strengthen profitability. We will provide shareholder returns based on business performance and financial status. We will maintain our dividend payout ratio at 30% of profit as before.

- The main initiatives in our capital investment plan are as follows:
 - Construction of a new building for acoustic device production and acquisition of related machinery, etc.
 - Investment in metal molds for amusement-related products
 - Manufacturing facilities for mobile communication-related and amusement-related products in Vietnam (to address mechanization and labor-saving)
 - Establishment of plants in countries other than Vietnam and India

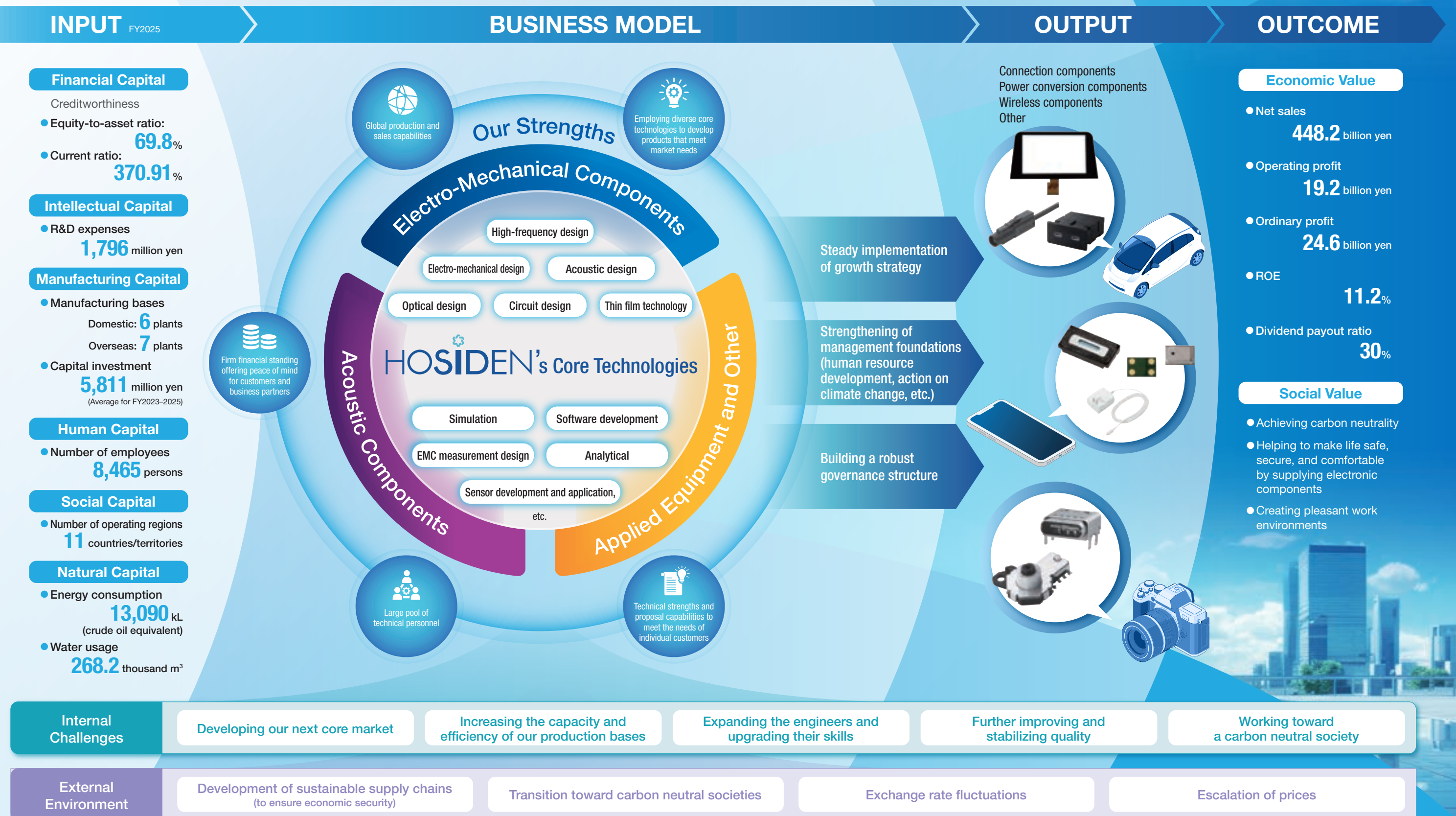
We will actively pursue capital investments, allocating 20.0 billion yen as a budget under the Medium-Term Management Plan for these initiatives and others such as upgrading aging equipment. The planned total investment of 20.0 billion yen over the next three years is a bold commitment, nearly double our average capital investment during normal periods, and represents a significant strengthening of our investment for growth.

- Our primary objectives for M&A are as follows:
 - Expanding our business through acquisition of compatible technologies and new sales channels
 - Strengthening cost-competitiveness through factory automation and in-house production
 - Establishing a cloud data business to be provided in combination with our sensor-related products
 We have positioned these three pillars as the core objectives of our M&A strategy and will actively pursue opportunities with a budget of 10.0 billion yen allocated under the Medium-Term Management Plan.
- We will strengthen R&D investment to advance core technologies and develop products that apply them. We will also standardize and expand our IoE sensor module lineup, cultivate new markets such as social infrastructure, and work to create new value that contributes to solving social issues.
- As part of our carbon neutrality initiatives, we will make progress on switching over to renewable electricity and installing solar panels and energy-efficient equipment at our facilities. This will help to suppress our energy costs over the medium to long term and improve our environmental responsiveness, thus helping to strengthen our competitive advantage.
- With regard to human capital investment, we believe that human resources are the foundation of product competitiveness. Because continued investment in developing human resources, reskilling, recruiting highly skilled professionals, and strengthening on-site capabilities supports medium- to long-term earning potential, we consider it to be a strategic investment on par with capital investment, and will pursue it to strengthen our foundation for sustainable growth.

Value Creation Process

Corporate Philosophy

Supporting the evolution of world's technology with our exceptional technical strengths and contributing to the development of sustainable society.

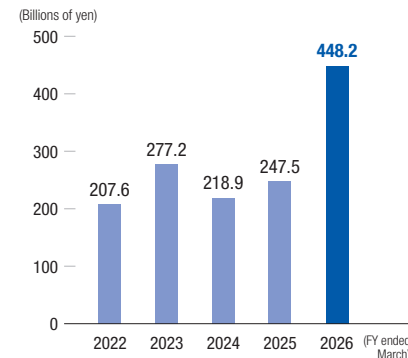


Financial/Non-Financial Highlights

Financial Data

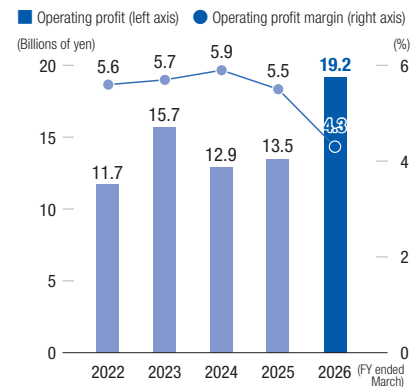
/ Net Sales

448.2 billion yen



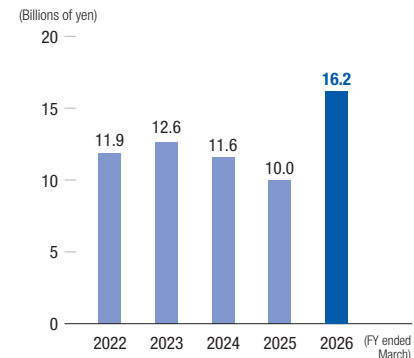
/ Operating Profit/Operating Profit Margin

Operating profit **19.2** billion yen
Operating profit margin **4.3**%



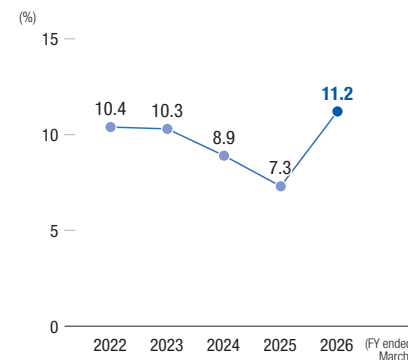
/ Profit Attributable to Owners of Parent

16.2 billion yen



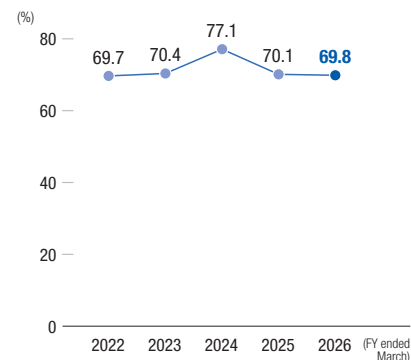
/ Return on Equity (ROE)

11.2%



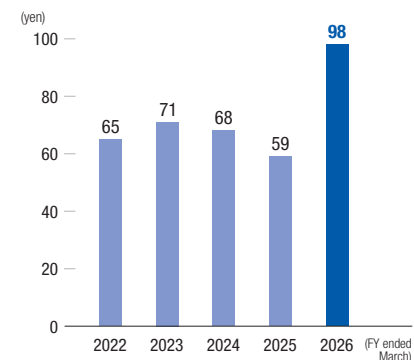
/ Equity-to-Asset Ratio

69.8%



/ Dividend per Share

98 yen



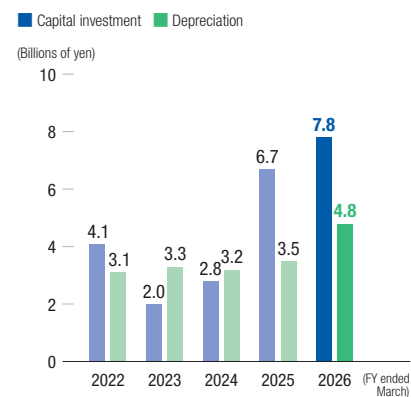
/ Inventories/Inventory Turnover

Inventories **69.7** billion yen
Inventory turnover **6.4** times



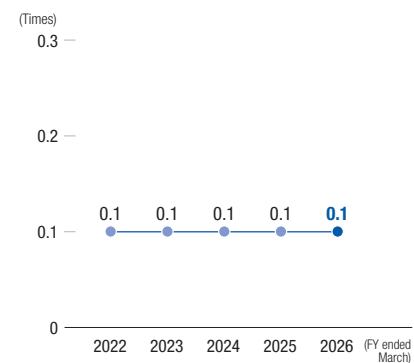
/ Capital Investment/Depreciation

Capital investment **7.8** billion yen
Depreciation **4.8** billion yen



/ D/E Ratio

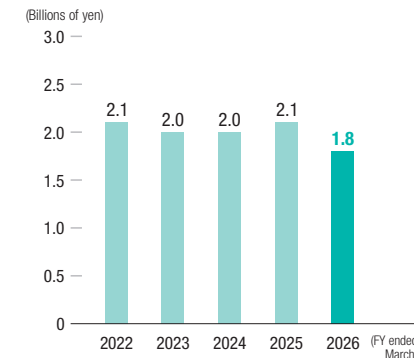
0.1 times



Non-Financial Data

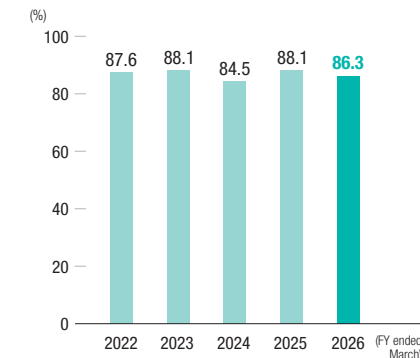
/ R&D Expenses

1.8 billion yen



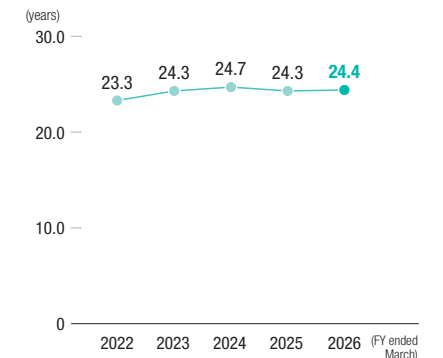
/ Overseas Employee Ratio

86.3%



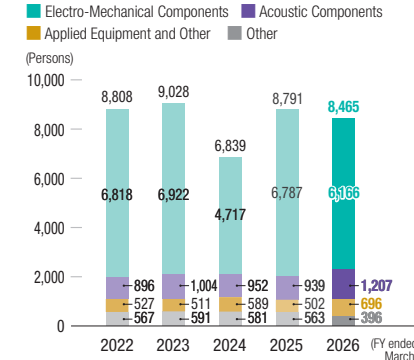
/ Average Service Years

24.4 years



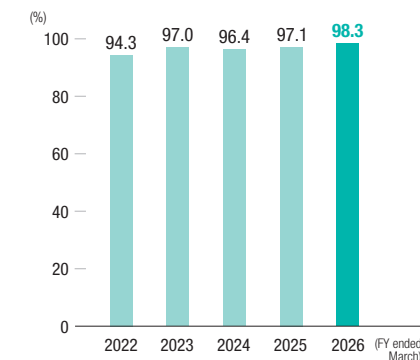
/ Number of Employees by Segment

8,465 persons



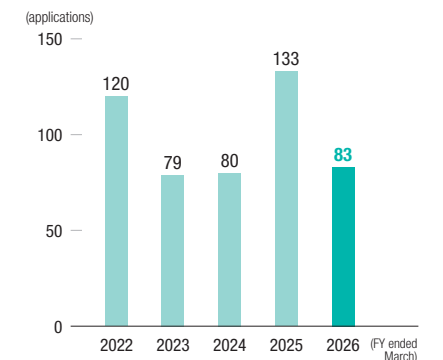
/ Overseas Production Ratio (Estimated)

98.3%



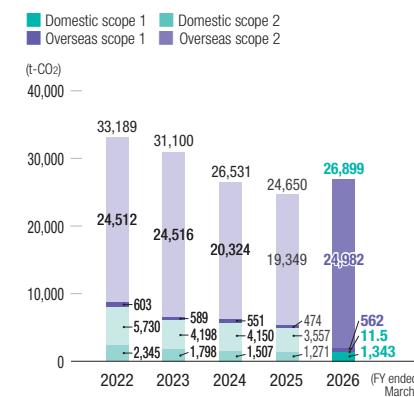
/ Number of Patent Applications

83 applications



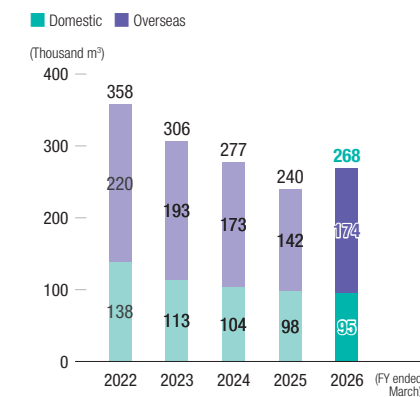
/ CO₂ Emissions [Scope 1, Scope 2]

Domestic scope 1 **1,343** t-CO₂
Domestic scope 2 **11.5** t-CO₂
Overseas scope 1 **562** t-CO₂
Overseas scope 2 **24,982** t-CO₂



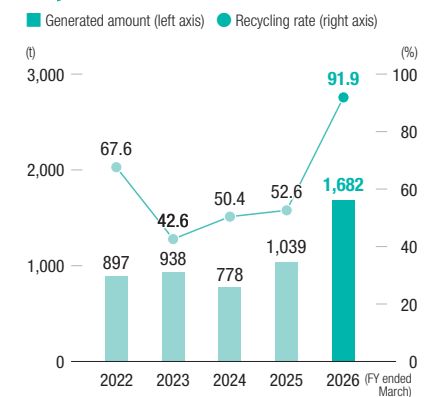
/ Water Usage

Domestic **95** thousand m³
Overseas **174** thousand m³



/ Waste Generated and Recycling Rate

Waste generated **1,682** t
Recycling rate **91.9**%



Electro-Mechanical Components

Our main products

Connectors
Switches
Chargers, etc.

Aiming to achieve long-term, stable growth by expanding and enhancing automotive-related electro-mechanical components

Medium- to long-term vision

Driven by the shift to electric vehicles and autonomous driving, automotive components are required to achieve further electrification and multifunctionality. Hosiden considers high-speed transmission, downsizing, and ease of installation when advancing the development of connectors.

Furthermore, to improve the usability of small mobile devices in vehicles, we are promoting the development and commercialization of high-capacity USB chargers compliant with USB Type-C® and USB Power Delivery (USB PD) standards. We are also working to expand our product lineup of wireless chargers compatible with the Qi wireless power supply standard.

Overview of the fiscal year ended March 31, 2026

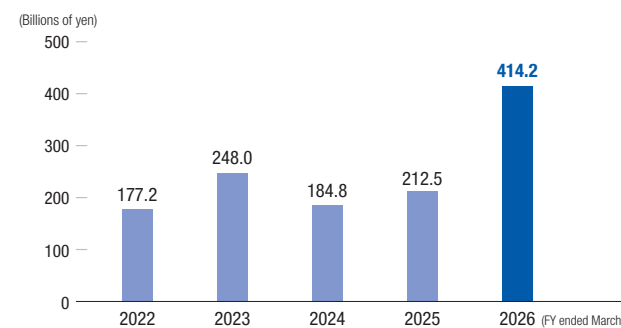
Sales of amusement-related and automotive-related products to major customers remained strong. As a result, the Group posted net sales of 414.2 billion yen and operating profit of 16.9 billion yen.

Initiatives

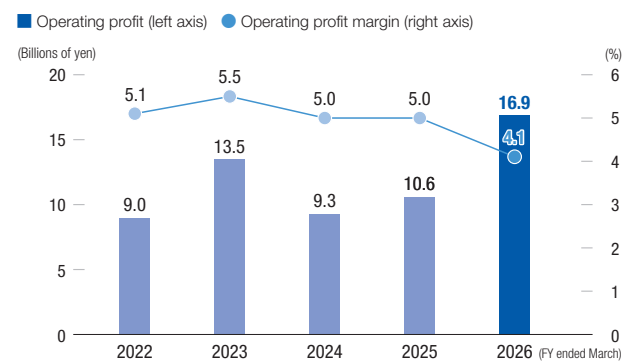
With regard to automotive-related products, we will promote the commercialization and sales expansion of high-speed connectors, USB chargers, wireless chargers, and other products against the backdrop of growing component demand stemming not only from the ADAS field but also from the advancing vehicle electrification and the shift to EVs.

Moreover, extending beyond the automotive field into sectors such as medical, health, hygiene, and industrial devices, we will strengthen the development, commercialization, and sales expansion of electro-mechanical components, primarily connectors, in response to their increasing sophistication.

Net sales



Operating profit



Topics

Floating Connectors for Camera

Hosiden has developed a PCB-mount floating coaxial connector capable of high-speed communication for an automotive camera as well as a connector integrated into a rear enclosure (initial production capacity: 200,000 units per month). These products support not only 360-degree view applications when parking but also sensing applications while driving.

The main characteristics are as follows.

- 1 The floating mechanism (patented) absorbing positional deviations of up to 0.5 mm in XYZ directions and angular deviations of up to 1.5°
- 2 Achieved miniaturization to an industry-minimum size level
- 3 Excellent EMC performance



Acoustic Components

Our main products

Microphones
Headphones and headsets
Speakers, receivers, etc.

Aiming to improve profit margins by expanding and enhancing automotive-related acoustic products

Medium- to long-term vision

With advancements in autonomous driving technology, cars are evolving from a simple means of transport into "mobile living spaces." Amid this shift, in addition to traditional safety and security, improving comfort and convenience in a vehicle is gaining even greater emphasis. To address the growing needs for improved quality of phone communication and quietness in vehicles, we are advancing the development of Automotive Audio Bus (A²B) compatible acoustic products such as digital microphones, speakers, and acceleration sensors. We anticipate that the number of these products outfitted in vehicles will expand in the future.

Furthermore, needs are also rising, extending beyond in-vehicle use, to equip vehicles with exterior acoustic sensing functionality aimed at enhancing safety, such as detecting approaching emergency vehicles. Against this backdrop, demand for exterior installations of A²B array microphones is also expected to grow.

By accurately capturing these market needs, we will contribute to the next-generation mobility society through the expansion of our lineup of automotive A²B products and technological development.

Overview of the fiscal year ended March 31, 2026

Sales of AV equipment-related products and automotive-related products declined. As a result, the Group posted net sales of 19.4 billion yen and operating profit of 1.5 billion yen.

Initiatives

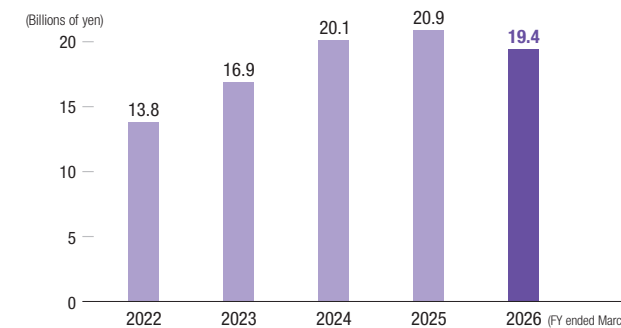
Ultra-wideband directional microphones are increasingly being adopted for in-vehicle hands-free phone communications and voice recognition, alongside the expanding installation of A²B microphones for active noise control (ANC) applications.

Furthermore, for rear seats, demand is growing for dual-purpose microphones capable of supporting both ANC functionality and voice recognition. Additionally, vehicles are expected to be increasingly

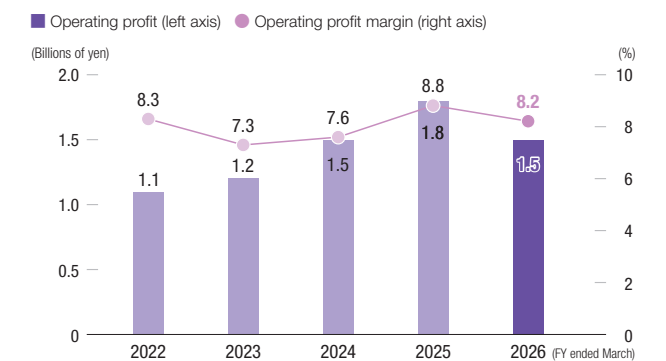
outfitted with exterior A²B microphones and A²B speakers for emergency vehicle approach detection applications to enhance safety.

In response to these trends in the automotive-related acoustic product market, which is anticipated to expand in the future, we will comprehensively drive all phases from product development and mass production to sales expansion.

Net sales



Operating profit



Topics

A²B Speakers

As vehicles become more multifunctional, installation of an A²B microphone that supports digital communication is increasing in the area of in-vehicle devices. While audio input is becoming increasingly digitized in this manner, no devices supporting digital communication have been available for audio output. To address this issue, we utilized our know-how in acoustic and waterproof design we have built up over many years to develop an A²B speaker with

waterproof performance. Featuring a built-in amplifier, this A²B interface-compatible speaker can be connected to the in-vehicle digital bus together with A²B microphones, making it easy to build an audio system. Furthermore, leveraging its waterproof performance, it can be used for a wide range of applications, including exterior environments that require resistance to high-pressure washing.



Applied Equipment and Other

Our main products

Chargers
Wireless devices
IoT devices
(sensor modules, sensor units)

Promoting the creation of high-value-added, unique module and unit products by combining diverse core technologies including electro-mechanical technology, wireless technology, and power supply technology

Medium- to long-term vision

In recent years, we have been steadily promoting the commercialization of IoT devices that integrate multiple core technologies, as well as the development of new markets, with the goal of driving further business expansion. Furthermore, we are actively involved in planning new products that help solve social issues, such as labor-saving solutions, and have already initiated concrete product development toward commercialization across multiple projects. Through these

initiatives, we seek to advance our existing core technologies while creating new ones, aiming to enhance the added value our products provide to society. Particularly in the wireless charger field, we are advancing key measures such as continuously monitoring trends in Qi standard revisions and researching critical components necessary to support the new standards.

Overview of the fiscal year ended March 31, 2026	Although sales of health device-related products decreased, sales for amusement-related products increased, resulting in net sales of 14.5 billion yen and operating profit of 0.6 billion yen.
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Initiatives

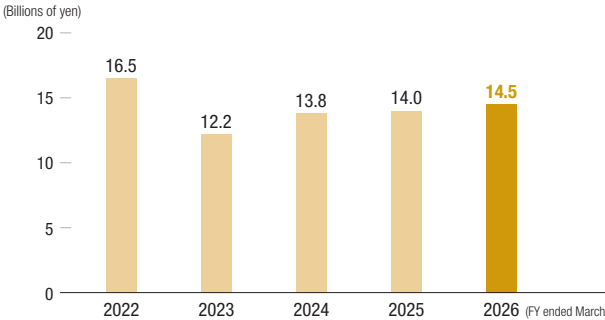
In response to the demand for mobile device charging in vehicles, we are accelerating the development of USB chargers and wireless chargers capable of high-speed charging.

In the wireless communication and sensor areas, in addition to enriching our lineup of general-purpose modules listed in our catalog, we are focusing on expanding orders for ODM/OEM products for consumer and industrial uses by applying these technologies. For general-purpose modules, while centering our efforts on the

development of products related to Bluetooth® and Matter, the next-generation smart home protocol, we will strengthen the establishment of a business ecosystem in collaboration with our supply chain.

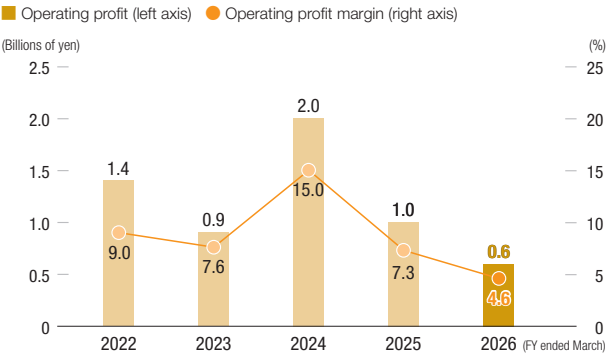
As for market-specific initiatives, to establish medical equipment-related products as our key domain following consumer and automotive equipment, we will enhance proficiency in ISO 13485 standards across our development and production divisions, aiming to expand our target product portfolio.

Net sales



* Due to partial changes in the Group's performance management classification, starting from the fiscal year ended March 31, 2026, the former "Display Components" segment is included in "Applied Equipment and Other" within the Group's reportable segments. Segment information for prior fiscal years has been prepared and presented based on the revised classification method.

Operating profit



Topics Multi-sensor Module

In recent years, management obligations for sediment disaster special hazard zones have become stricter as a countermeasure against disasters caused by embankment collapses and landslides due to frequent heavy rainfall. At the same time, aging of infrastructure structures has become a major social issue, driving a rapid rise in demand for national resilience and disaster prevention. Conversely, labor shortages among local governments, civil engineering, construction, and inspection operators are worsening, making inspection, repair, and maintenance increasingly difficult when combined with recent surging prices. In an effort to help solve these problems, we developed this "multi-sensor module."

Housed in a quasi-cylindrical enclosure (50 mm in diameter × 250 mm in length), this module incorporates a full suite of sensors necessary for

disaster prevention management, including GPS, temperature sensors, acceleration sensors, geomagnetic sensors, barometric pressure sensors, and third-party soil moisture sensors (externally equipped), and transmits the data collected from these sensors via LTE networks. Beyond merely acquiring periodic data to reduce labor in inspection and maintenance tasks, it features an "emergency alert function" that issues immediate notifications when pre-set thresholds for individual sensors are exceeded, aiding in the early detection of anomalies in ground conditions and infrastructure structures.

This product can be attached and installed in a wide variety of locations, including diverse infrastructure structures, poles, and trees.



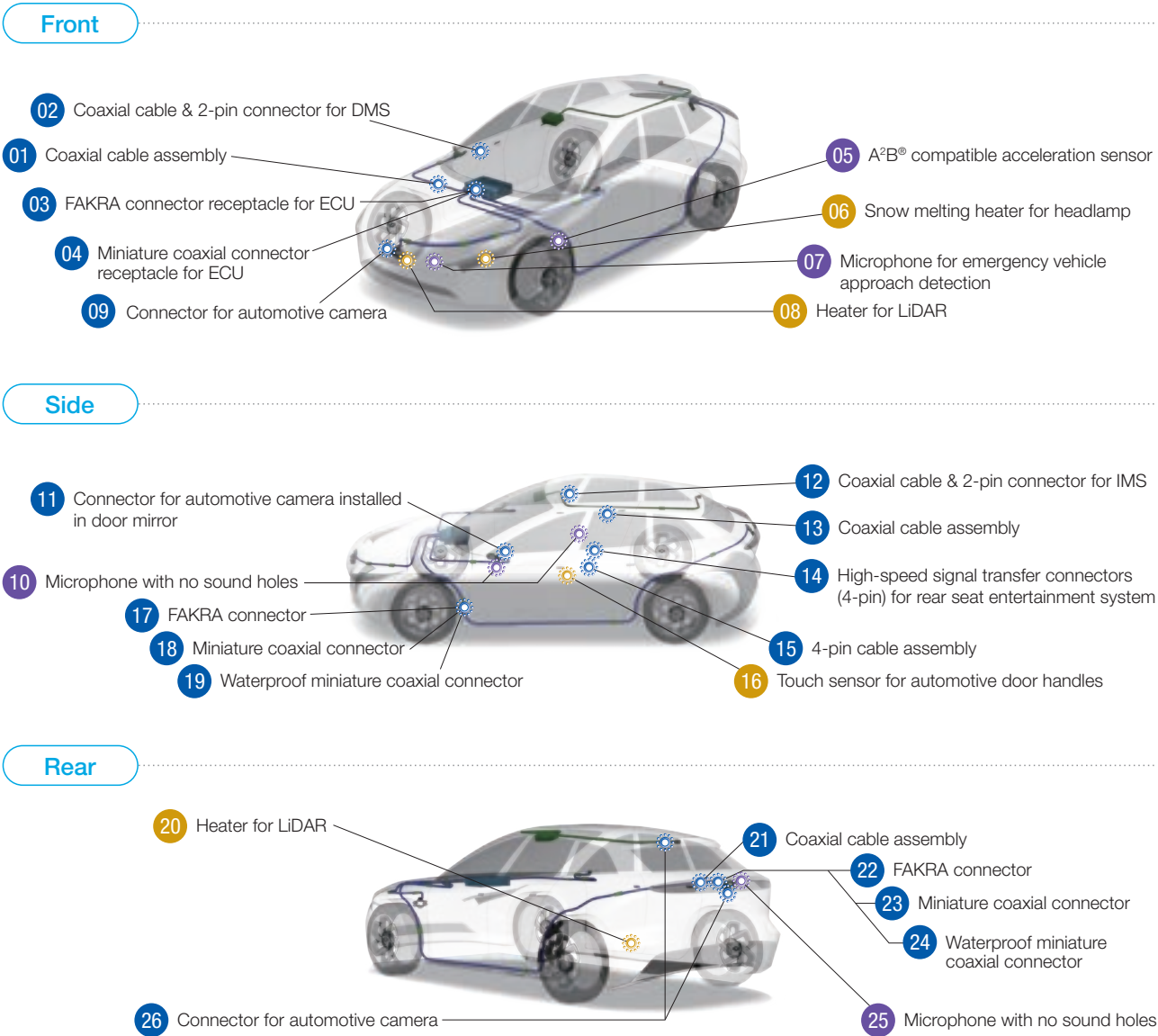
Product Example of Our Products in the Automobile Market

Over the years, Hosiden has developed versatile electronic components to support the evolution of automobiles and supplied them to automotive-related companies around the world. To assist in safe and secure driving and enhance interior comfort, we will

continuously pursue cutting-edge products and keep playing a role as one of the creators of the next generation automobiles. Our products described in the preceding business overview are deployed in the automotive field for the following applications:

Products used in the exterior

Electro-mechanical components Acoustic components Applied equipment and other



Automotive electronic components - Product list

For details, please visit our website at: https://www.hosiden.com/product/automotive_solution.html



Interview with Young Engineers



Solving social issues and creating new value —Young engineers' vision for the future of Hosiden—

In recent years, the value of human capital has been receiving increasing recognition. Human resources are being seen as valuable assets that can determine a company's future. At Hosiden, a manufacturing company, young engineers who will lead the next generation of technological development are critical to the company's success. What senses of mission do these engineers have as they work to develop the new products that the company's future depends upon? In this discussion, they openly share their thoughts, future aspirations, and personal challenges.

Engaging in manufacturing across a wide range of fields

—Hosiden is an electronic component manufacturer that supports the electronic device industry.
When did you first become interested in making electric and electronic products?

Sawada I think it was when I was in junior high or high school. Around that time, I began to think about what I wanted to do in the future, and realized that I was interested in making things. So at university, I majored in electrical and electronic engineering while also studying information engineering so that I could make better use of my interests and strengths.

Miyauchi I liked physics, so I began by choosing the science track in my high school days. When the time

came to choose a university, I liked the idea of engaging in manufacturing, so I enrolled in the School of Engineering Science and conducted research into the physical properties of materials. Of the many fields in the realm of manufacturing, the one that appealed to me the most as a student was electricity. By controlling the invisible force of electricity, we can make products that benefit society in many ways. I was drawn to the idea of contributing to society through such a craft.

Kishino In university, I majored in electronics and information systems engineering. I thought that rather than narrowing down my interests while still a student, it would be better to make a comprehensive study of electrical circuits, programming, networks, and so on before deciding on a career path. Out of these, I particularly enjoyed digital circuit design, so I focused my job search on that area.

—Why did you choose to work for Hosiden?

Miyauchi As I researched the electricity-related industry, I began to want to work with components rather than the end products. So I began looking into electronic component manufacturers, and came across Hosiden. What made Hosiden most appealing for me was the opportunity to be involved in designing and developing a wide variety of products. Offering such a diverse product lineup makes Hosiden a place where one can hone a wide range of skills. I felt that building my career here would allow me to broaden my expertise.

Kishino I also searched for a job with the desire to work not on end products but on the quality of the electronic components that form their foundation. The COVID-19 pandemic was in at its height, but Hosiden was still offering internships. I learned there that telecommunication equipment and automotive applications were Hosiden's area of strengths. I felt that Hosiden offered an environment where I could apply my knowledge of electronic and information engineering from university, and I decided to join.

Sawada For me, what made Hosiden most attractive was its wide range of products. Because it's a component manufacturer, the Company handles a diverse variety of parts that are ultimately incorporated in products across all kinds of fields. I thought that working here would give me a wealth of experience and allow me to broaden my expertise.

Working in a wide range of fields, from circuit design to product development

—What difficulties are you grappling with in your current work?

Kishino I'm engaged in the electro-mechanical design of multi-purpose millimeter-wave sensors. Specifically, I design resin and metal components, and I'm involved in the whole process through to the evaluation of finished products using CAD. This is my first time using CAD, so the process is quite difficult for me. I might have a clear picture of the finished item in my mind, but it rarely turns out how I intend. Right now, I'm just learning through trial and error.

Sawada I'm involved in designing circuits for automotive microphone products. I design and evaluate analog microphones and A²B (Automotive



*Multi-purpose millimeter-wave sensor

Audio Bus) microphones for digital communication. Specifically, I use electrical circuit simulation tools to design circuits and circuit boards that meet the required specifications. This work is like an extension of what I studied at university, but there are still many aspects that aren't clear to me, so I not only research things on my own, but also ask my senior colleagues for guidance.



*A²B microphone



Miyauchi I'm mainly responsible for developing IoT products such as multi-sensor modules for use in the disaster-monitoring field. My work covers the gamut from wireless communication, sensor products, and electrical circuit design to low-power design, and has to take field trials into account. Applications such as infrastructure facility monitoring require long-term observation, but many installation sites lack a power supply. In such cases, the products must operate on battery power, for several years. And space constraints at the installation site often require the design to be compact. So my role begins with basic marketing activities such as identifying what customers need.



*Multi-sensor module

Wanting to make the world a more convenient place

—What should we know about the customers who use your products, and the value those products deliver to them?

Sawada In my case, the customers are overseas auto manufacturers. Hosiden's automotive microphones are highly valued by customers for their good frequency property. Many microphones tend to pick up high-pitched sounds more loudly and low-pitched sounds more softly, but our microphones pick up sound at a consistent

volume regardless of frequency, which is of prime benefit to customers. As autonomous driving advances and cars become more like a kind of living space, quietness will be increasingly expected. To achieve this, noise control systems will be required, and in order to generate sound that cancels out noise, the noise frequencies must be accurately identified with microphones. Autonomous driving also requires microphones to be installed on the vehicle exterior to detect the sirens of emergency vehicles, and this requires waterproofing, but our microphones can already meet that requirement.



Kishino I'm in charge of systems that uses sensors to detect remaining liquid volume. The client is a IoT-related systems provider that offers systems for detecting the remaining volume of various kinds of liquids. The systems have been deployed in all 47 prefectures of Japan, from Hokkaido in the north to Okinawa in the south, and are used in a wide range of environments including both cold and subtropical regions. By attaching sensors, the systems can be used to detect when liquid runs low. This information enables supplies to be delivered with fewer trips and less labor than before. The systems also helps to address the shortage of delivery personnel and reduce CO₂ emissions, so we expect that they will become more widespread.

Miyauchi The products I'm responsible for are used by organizations such as government agencies. For instance, the applications of infrastructure monitoring include structures such as expressway bridges. Bridge girders installed during Japan's period of high economic growth have been in service for over 60 years and are deteriorating. Neglecting them could lead to collapses or other accidents. If we install sensors in such places and monitor them, we can help to prevent accidents. Of course, regular inspections are still carried out by humans, but these involve risks and costs. If we use sensors to make the inspections more efficient and sophisticated, we can offer significant benefits like continuous monitoring.

—Apparently the sensors you offer occupy a somewhat unique position within Hosiden, because your team manages the entire process from product planning, design and development through to commercialization and delivery to the customer.

Miyauchi In some cases, development is initiated to meet a customer's needs. In others, we begin development because we see a need for sensors in a certain area. At present, development is generally driven by the needs of government agencies and other customers. One of the criteria we consider in this process is the planned production volume of the final product. For example, if a sensor for roads or other infrastructure receives government approval, it might be adopted across Japan. And if it becomes widely used in Japan, that opens the door to offering it overseas.

On track to become a core member of the development team

—How do you want to see yourself growing during the next three years?

Kishino First, I want to build up my knowledge and experience so that I can understand customer requirements and carry out the entire development process—from design and manufacturing through to quality control—quickly and accurately. I anticipate that this will take about four years. To consider a product as a whole requires accounting for everything including how the various components fit together, so I don't expect the process to be easy.

Sawada In three years, I want to be a core member of the product development team. And if we're making automotive microphones, for example, that will require an ability to generate various kinds of ideas. In that scenario, it's essential to not only have a deep knowledge of our current microphone lineup, but also grasp the challenges faced in autonomous driving. I would also need to discover what I can deal with among the challenges to be resolved, while also learning about the relevant technologies, which are constantly evolving.

Miyauchi In three years, I hope to become a core member of the IoT product development team and be someone that my colleagues can rely on for both technical expertise and an ability to drive development forward. It's hard to gain a deep understanding of absolutely everything, but I would at least like to reach a level where I can promptly answer any questions. Then, within five years, I want to reach a level where a product that I have planned

and launched myself can play an important role in solving a social issue and be brought to market on an ongoing basis. I would be delighted if, as a result, it were featured on television or elsewhere as "a sensor that supports Japan's infrastructure."

The key to success is communication

—What is the most important factor you keep in mind to ensure that work proceeds smoothly?

Sawada I think that the most important factor in bringing a product into mass production is the relationship with customers. In the case of automotive microphones, the end users are members of the public, but for myself, the customers are the automakers. As a designer, my greatest wish is for the products I design to be used by as many people as possible. To achieve that, I first try to accommodate the customer's requirements as far as possible. In cases where that is too difficult, I carefully explain the reasons and do my best to gain the customer's understanding.

Miyauchi What I focus on the most is building a relationship of trust with customers. I joined the Company in 2020, the very year that the COVID-19 pandemic began, so initially most of my interactions with customers took place online. When the pandemic eventually subsided and I began meeting in person, it felt so different from conversing online. For my personal impression, online interactions definitely seem to have a dry, matter-of-fact quality. On the other hand, if I meet a customer in person, we can also see each other's expressions and use gestures to communicate, which seems to help foster a deeper mutual understanding. And on an in-person visit, a causal remark beyond the original purpose of the meeting can lead to new opportunities.

Kishino Over the past three years, I've learned that problems are more likely to occur when there is a lack of communication. To ensure clear communication, I make sure to provide reports, which I make especially detailed when I've made a mistake. I think this has helped me to build good relationships with senior colleagues not only on my team, but also elsewhere in the Company.

Creating new value through one's unique strengths

—Lastly, what kind of career do you hope to build going forward?

Kishino This might sound a little ambitious, but I want to reach a level where people think, "If we leave it to Kishino, he'll develop us a good product." To get to that point, I

need to be able to handle the entire design process on my own. At the same time, I need to understand the products I'm working on so well that I can discuss them in greater depth than anyone else. At the moment, I usually assist my senior colleagues rather than developing products on my own, so I think the key will be to learn as much as I can in this environment.



Sawada I want to become an engineer with a capability that nobody else has. Specifically, this will require me to first build my knowledge of circuit design up to a level that I can confidently say is the among the best in the Company. I think that if I then apply that knowledge to design products, I will be able to bring products to market that other companies can't replicate. Luckily, I have senior colleagues with all kinds of specialized knowledge around me, so I hope to hone my own skills by learning from their example.

Miyauchi While building up my own specialized expertise, I aim to become someone who can go beyond technical development and create new products and value based on an accurate understanding of challenges faced by customers and partners. In terms of a specific role, it would be something like a project leader. In order to make this dream a reality, I began studying for a Ph.D. in graduate school under a new internal program that the Company is offering. In the future, I aim to be more than just a development engineer—I want to contribute to the Company's growth by solving social issues.

Environment

Environment

● Basic Approach

In the 21st century—the “Environment century,” we are preparing not only for the establishment of a recycling-based society system that recycles wastes to effectively use the earth’s limited resources, but also for the management of substances contained in products to prevent environmental pollution. In addition, companies are required to work toward a carbon neutral society, as global warming has come to be viewed as a social issue.

As a global enterprise that has production bases/sales bases in 11 countries across the world (in addition to Japan, the United States, the United Kingdom, Germany, Malaysia, Singapore, South Korea, China, Thailand, Vietnam, and India), and that has viewed the environmental preservation from a global standpoint, Hosiden has operated an environmental management system based on the international standard ISO 14001 in all production bases. Furthermore we have set one goal for the whole group, and are making company-wide efforts.

In each local production base, Hosiden is promoting environmental preservation by considering conditions of the region or

country, and is working on continual activities by taking the requirements from local society and customers into account. In addition, we are making efforts from our own point of view to decrease environmental impact starting from the design stage through the total lifecycles of products, which include the management of the substances contained in materials.

Hosiden announced its commitment to SBTs (Science Based Targets) in March 2025 and obtained the SBT certification in August 2025 (announced in September). Through this, we drive more ambitious CO₂ emission reduction efforts and add the SBT-standard targets to our medium- to long-term targets, thereby enhancing our initiatives to achieve our targets.

Hosiden, as a whole team, will continue to watch environment in all business activities, to aim at continuous improvement of the environment and to contribute to the creation of a more affluent society in the future.

ISO 14001 Environmental Policy

Hosiden Group is committed to upholding biodiversity and minimizing the impact on the global environment in every aspect of its business activities.

Code of Conduct

- 1 Working as a group to address global warming
- 2 Reducing burdens on the environment by preventing pollution in compliance with environmental laws, regulation, and social requirements
- 3 Promoting to develop and design environmentally friendly products
- 4 Promoting all-hands environmental preservation activities and continually improving them

Hosiden Corporation
President and CEO, Kenji Furuhashi

Environmental Management Framework/Environmental Management System

For details, please visit: <https://www.hosiden.com/en/sustainability/environment/philosophy.html>



Regulatory Compliance

Compliance with laws and regulations is fundamental to the establishment of an environmental management system. For this reason, each Group company strives to comply with laws, regulations, and ordinances of the countries and regions where it is located, by keeping abreast of those laws and regulations that

apply and any revisions made, and by taking necessary actions to comply with them. In addition, in order to prevent environmental pollution in advance, each Group company sets its own standards, which are stricter than those set by laws and regulations, and monitors them.

Group Initiatives

For details, please visit: <https://www.hosiden.com/en/sustainability/environment/activities.html>



Climate Change Initiatives

The Hosiden Group has been participating in the Commitment to a Low Carbon Society in the electrical and electronics industry sector since FY2016 (the plan was renamed the Carbon Neutrality Action Plan in FY2021), and has been working to improve energy efficiency in its business activities in compliance with industry targets.

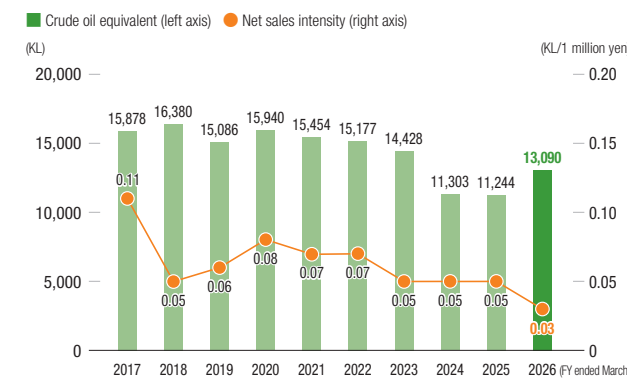
To be specific, the Group is promoting continuous efforts to improve energy intensity by an average of 1% or more per year, as well as to achieve the challenging goal of reducing CO₂ emissions (about 46% reduction from FY2013 levels by the end of FY2030).

We regard the reduction of CO₂ emissions as an activity in which all employees participate, and we are promoting energy conservation by substituting equipment to those with lower emissions. Furthermore, in more familiar areas, we are

implementing appropriate air conditioning temperature control, switching to LED lighting, stopping unnecessary lighting and equipment, reducing the number of company-owned vehicles, and promoting “stop idling” measures for vehicles.

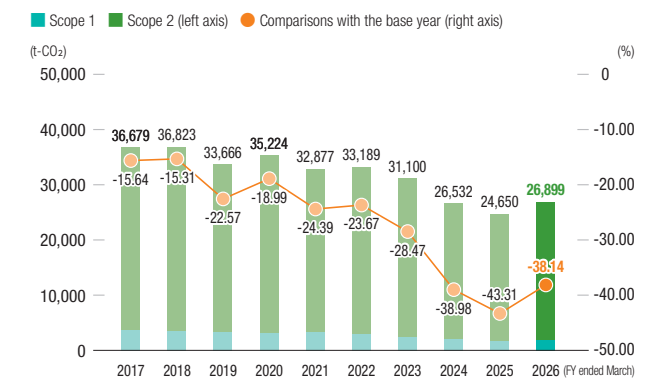
Furthermore, in March 2025, Hosiden announced its commitment to SBTs (Science Based Targets) in order to further drive its decarbonization effort. In August 2025, we obtained the SBT certification (with the SBT announcement made in September) and have been promoting GHG emission reduction efforts based on the SBT-standard targets beginning from FY2025. Also, with the exception of some sales bases, starting from FY2025, Hosiden has switched electricity purchases at Group companies in Japan to electricity produced 100% from renewable energy sources in order to contribute to reduction of CO₂ emissions.

Energy consumption (KL) and net sales intensity



* The graph above shows the transition of the total energy consumption in crude oil equivalent converted from the amount of electricity and fuel used in the Hosiden Group.

Transition of total CO₂ emissions and comparisons with the base year



* Data from the International Energy Agency (IEA) is used to obtain the CO₂ emission factors at bases that refer to the location-based standard.

Efforts to reduce CO₂ emissions by installing solar panels

Bases	Annual CO ₂ reduction	CO ₂ reduction rate	Operational period
Hosiden Wakayama	83 tons	38.1%	October 2022
Hosiden Kyushu	180 tons	15.2%	February 2023
Hosiden Besson Ltd.	31 tons	37.6%	April 2023 (Phase 1) September 2023 (Phase 2)
Hosiden Corporation Tokyo Engineering & Production Dept.	39 tons	33.1%	September 2024
Hosiden Corporation, Head Office, Building V	96 tons	8.2%	December 2024
Hosiden Vietnam	1,330 tons	7.8%	Around the summer of 2026



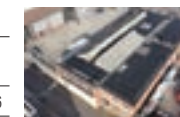
Hosiden Wakayama



Hosiden Kyushu



Hosiden Corporation, Head Office



Hosiden Besson Ltd.



Hosiden Corporation Tokyo Engineering & Production Dept.



Hosiden Vietnam (Building No. 8)
(To be operational around summer 2026)



Hosiden Vietnam (Building No. 1, 2, 3)
(To be operational around summer 2026)

- In addition to the above, from April 2014, we began operating solar panels on the roof of Building III of Hosiden Corporation’s Head Office, switched to LED lighting in the office and the production building, and are also engaged in purchasing electricity using renewable energy.

CDP (Carbon Disclosure Project) Score

In FY2025, we received a B score.

Changes in Hosiden’s CDP evaluation

Fiscal year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
CDP evaluation (climate change)	D–	D–	D	C	B	B	B

* CDP (Carbon Disclosure Project)

A non-governmental organization (NGO) administered by a British charity that operates a global disclosure system to help investors, companies, nations, regions and cities manage their environmental impacts

Environment

Initiatives for TCFD Recommendations



Governance

With regard to the response to the risks and opportunities related to climate change, the Global Warming Prevention Committee, headed by the President and CEO, promotes the formulation of basic policies, medium- to long-term plans, and information disclosure based on the TCFD. At the same time, the President and CEO provides reports to the Board of Directors as needed.

The Global Warming Prevention Committee is chaired by the Executive Officer in charge of issues related to climate change and consists of the heads of the Production Management Division, Management Planning Division, Environmental Management

Division, Technology Management Division, and General Affairs Division. The Committee oversees Hosiden's overall strategy on climate change and considers the setting of greenhouse gas emission reduction targets and the introduction of renewable energy. The results of discussions at the Global Warming Prevention Committee are reported to the Board of Directors by the Sustainability Management Committee, which is its parent committee. Matters that require a resolution by the Board of Directors are determined upon approval by the Board of Directors.

Climate change-related governance structure



Strategy

Hosiden believes that climate actions have a great impact on corporate business activities and recognizes the importance of analyzing the magnitude of the impact and developing an appropriate strategy. This has led us to analyze the risks and opportunities in transitioning to a world where warming is limited

to 1.5/2°C, analyze the physical risks in a world where warming is 4°C or greater (no actions taken), and evaluate the level of impact and countermeasures for both scenarios in order to identify the risks and opportunities associated with climate change.

* We referred to the 1.5/2°C and 4°C scenarios of the IPCC and IEA for analysis.
(IPCC-SSP1-2.6, IPCC-SSP5-8.5, IEA-WEO)
IPCC: Intergovernmental Panel on Climate Change
IEA: International Energy Agency
We analyzed the transition risks and opportunities from the perspectives of regulations, technology, market trends, and stakeholder reputation while focusing on the assumption that the market will make pressing decarbonization demands and require rapid responses in order to catch up with delays in the decarbonization progress. As for the physical risks, we identified acute and chronic risks caused by global warming and analyzed the responses to them.

Risk Analysis

Category	Type	Description	Impact	Countermeasures
Transition	Regulations/Laws	There is a risk of rising costs if acceleration of the decarbonization effort leads to introduction of the carbon pricing program.	Medium	Closely watch regulatory developments in each country and promote the decarbonization effort in the production process by saving energy, purchasing electricity produced from renewable energy sources, and installing renewable power generators.
	Technology	There is a risk of decline in orders due to the inability to decarbonize products (decarbonization of the production process, designing and development of low-carbon products, etc.).	Medium	Install energy-efficient equipment for the production process and improve the process efficiency. Also promote designing of products that use decarbonized materials, have a smaller size, and save electricity.
	Market	There is a risk of decline in orders due to the inability to meet decarbonization demands from customers or a risk of decline in profit due to cost-cutting demands from them.	Great	Have set a decarbonization target at the level required in the market and work toward it. Having announced our commitment to SBTs in March 2025, implement more ambitious initiatives. Also consider responding to individual customer requests by, for example, implementing carbon offsetting using a green certificate.
	Reputation	Insufficient effort to protect the environment leads to a decline in evaluation and orders from customers. There is a risk of a decline in investor confidence resulting in a fall in the stock price.	Medium	Strengthen our decarbonization effort to obtain SBT certification. At the same time, improve our corporate image by trying to obtain a higher rating in, for example, the CDP questionnaire administered by outside rating agencies.
	Opportunity	Market	Medium	Strengthen our decarbonization effort to contribute to reduction of Scope 3 emissions from our customers. The objective of obtaining SBT certification is to strengthen the effort to protect the environment.
		Reputation	Small	Actively announce and disclose information on our decarbonization effort to foster greater understanding among investors and customers.
Physical risk	Risk	Acute	Great	As a preparation for sudden-onset disasters, implement business continuation measures including inter-group coordination for production transfer and use of power generators.
		Chronic	Small	When installing new equipment or replacing equipment during updates, switch from fossil fuel to renewable energy and install equipment that saves energy.

Risk Management

In our risk management, we define risk as factors that may hinder Hosiden and its affiliates from achieving their business objectives. Our basic policy for risk management is to prevent any significant adverse impact on our customers, business partners, employees, surrounding areas, and other stakeholders related to the Group when risks materialize.

We identify, assess, and manage climate change-related risks with the Global Warming Prevention Committee and the Risk Management

Committee. Identified risks are appropriately classified and evaluated based on their impact on the business and frequency of occurrence, and countermeasures are considered and implemented according to the magnitude of materiality. The Risk Management Committee continuously monitors the effectiveness of the risk management system and reports to the Board of Directors.

Indicators and Targets

Hosiden regards global warming as a major problem that affects the survival of the Company and believes it is necessary to engage in a Group-wide effort to prevent global warming. Therefore, we are committed to identifying Group-wide CO₂ emission volumes and setting reduction targets for reducing greenhouse gas emissions. More specifically, we are reducing the use of fossil fuel including heavy oil and gas by choosing the latest energy-saving equipment when updating or installing new equipment.

In addition, solar power generation facility is scheduled to begin operating at Hosiden Vietnam around the summer of 2026, following Hosiden Wakayama, Hosiden Kyushu, Hosiden Besson Ltd., the Tokyo Engineering & Production Dept., and the Head Office. Also, with the exception of some sales bases, starting from FY2025, Hosiden has reduced a significant amount of CO₂ emissions by switching electricity purchases at Group companies in Japan to electricity produced 100% from renewable energy sources.

Hosiden obtained the SBT certification in August 2025 (announced in September) to implement more ambitious initiatives. Following this,

we added emission reduction targets for Scope 1, Scope 2, and Scope 3 that are based on the SBT-standard to our medium- to long- term targets, to further accelerate our decarbonization efforts.

Hosiden will continue to contribute to realization of a sustainable society and achievement of carbon neutrality.

CO₂ emission reduction targets (Scope 1, 2, 3)

● Medium-term target...

46% reduction in total CO₂ emissions from FY2013 levels by the end of FY2030 (Scope 1, 2)
SBT standard: 42% reduction in total CO₂ emissions from FY2023 levels by the end of FY2030 (Scope 1, 2)
SBT standard: 25% reduction in total CO₂ emissions from FY2023 levels by the end of FY2030 (Scope 3)

● Long-term target...

Aim to achieve carbon neutrality by the end of FY2050

Social

● Basic Approach

In 2007, the Group formulated the Hosiden Group Code of Conduct for CSR (Corporate Social Responsibility) with “fair trade and business ethics,” “human rights and labor conditions,” “operational health and safety,” “environmental protection,” etc. as its core pillars, in an effort to realize sustainable social development, ongoing value creation, and enhance the competitiveness of the Hosiden Group (Hosiden Corporation and its affiliated companies).

The Group will fulfill its primary social responsibility by providing products required by customers and society, and will promote sound business operations by ensuring compliance with relevant laws and regulations and the Code of Conduct, in order to consistently earn trust.

Fair Trade and Business Ethics

Basic Policy on Responsible Mineral Procurement

As part of matters related to fair trade and business ethics, the Hosiden Group promotes activities in line with the intent of the “Due Diligence Guidance Annex II for Responsible Supply Chains of Minerals from Conflict and High Risk Areas” of the Organization for Economic Co-operation and Development (OECD) in procuring mineral resources, which are important raw materials, from conflict areas and high risk areas (CAHRAs), including the

Democratic Republic of the Congo (DRC) and its neighboring countries. The basic policy is not to use these minerals, which are sources of funds for organizations that cause human rights violations such as forced labor and child labor in mining, environmental destruction, money laundering and other conflicts and illegal acts in mining. The Hosiden Group will work with suppliers to improve transparency in the supply chain.

Human Rights and Labor Conditions

Basic Approach

The Hosiden Group respects the human rights of all persons including external stakeholders and labor rights of its employees by complying with the following statements:

- We employ all employees at their own free will and do not engage in any form of forced labor. In addition, we do not tolerate any form of child labor under the minimum working age.
- We respect the dignity and rights of all people and do not discriminate on the basis of race, age, ethnicity, nationality, religion, gender, sexual orientation, disability, etc. or engage in inhumane acts such as abuse or harassment.
- We comply with the statutory minimum wage and make efforts to pay wages that meet the living wage standard. We properly manage the number of working days, hours, and holidays of employees in order to comply with working hours stipulated by laws and regulations.
- We respect the workers’ right guaranteed by laws and regulations, including the right to join a labor union or the right to take part in collective bargaining.

Operational Health and Safety

Basic Approach

In addition to complying with laws and regulations related to health and safety, the Hosiden Group constantly takes continuous initiatives to realize a work environment where employees can work safely and in good mental and physical health.

- We implement health and safety patrols and risk assessment to identify hazardous and unsanitary areas within the Company and continuously strive to improve them
 - We support improvements in employees’ health through measures such as encouraging them to use health guidance, in cooperation with health insurance associations
 - We manage working hours by using PC logs, etc. and setting up simultaneous leaving times and no-overtime days to curb long working hours
 - We issue safety alerts based on seasonal factors, including traffic safety (winter driving precautions) and prevention of infectious diseases and heat stroke, and driving other unique initiatives
- We have also established a system that supports the health maintenance and promotion of families of our employees, in addition to employees themselves, such as subsidizing the cost of complete physical checkups taken by dependent spouses.

Human Resources

Promotion of Diversity & Inclusion

The Hosiden Group strives to create a work environment in which diverse human resources can thrive over the long term.

Promotion of female active participation	Through the establishment of various systems, such as an extra childbirth allowance, we have maintained a 100% return-to-work ratio after maternity or childcare leave. We also make efforts to expand opportunities for career development, resulting in approximately 20% of all female employees changing their career path from general to career positions. We strengthen recruitment of women, aiming to increase the ratio of female new graduates to all new graduate hires to over 30%. Additionally, we support motivated employees in realizing their potential early in their careers by introducing an early-career path change program.
Recruitment of foreign talent	By establishing a quota for hiring foreign students and actively advertising job openings to universities, we are working to secure human resources from diverse backgrounds.
Senior workers’ active participation	We have introduced a post-retirement re-employment system suited to the abilities, preferences, and lifestyle of each employee and are working to develop a training system targeting senior workers, in efforts to support their continued active participation.
Recruitment of people with disabilities	We are working to steadily secure people with disabilities through active recruitment efforts at universities and the use of multiple channels, including recruitment agencies and various support organizations. Moreover, we continuously review and promote necessary improvements to create a comfortable working environment for all employees, regardless of disability.
Establishment of career consulting desk	Aiming to support employees’ proactive career development, we have established an internal career consulting desk to deal with employee consultations. By providing support tailored to various career needs, we contribute to enhancing employee engagement and the sustainable growth of our organization.

Initiatives for Human Resource Development

In order to realize its management philosophy, the Hosiden Group aims to develop “independent, self-reliant, and self-responsible” human resources (“strong employees”) who can contribute to the Company’s management and business performance. To this end, we have been implementing human resource development under the education programs we have organized according to purpose.

In addition, with the objective of enhancing employees’ logical thinking and expertise on product technology, strengthening industry academia collaboration, and improvement of corporate value through human capital investment, we sponsor young engineers to study in doctoral programs at universities and encourage them to earn their degrees.

Rank-based education	We are systematically driving the acquisition of knowledge, skills, and mindset required by each intake year and position. We are also working to develop future leaders through training for selected candidates for managerial positions.
Function-specific training	We are encouraging employees to improve their level of logical thinking, marketing and bargaining power, and other business skills essential to becoming “strong employees.”
Global human resources education	We are striving to foster a global mindset and enhance language skills among our employees with a view to future success overseas.
E-learning program	To offer flexible learning opportunities according to individual proficiency and job functions, we have introduced e-learning programs to provide education for compliance, harassment prevention, information security, etc.
Support for participation in external education	To help employees acquire the specialized knowledge and skills required for their work and to promote their self-development, we partially cover the course fees of external seminars and correspondence courses.

Promotion of Health Management and Well-being

The Hosiden Group is committed to the maintenance and enhancement of employees’ health and the creation of pleasant work environments. These efforts are based on our view that ensuring the long-term health of employees and their families is the foundation for a workplace where employees can work with peace of mind and for the sustained enhancement of corporate value.

Support for health enhancement	We endeavor to raise health awareness among our employees by partially covering fees of complete physical checkups (basic course fees and optional fees for the employee and spouse) and encouraging them to undergo reexamination and treatment and receive specific health guidance based on the results of complete physical checkups. In addition, we partially cover the cost of influenza vaccinations (for the employee, spouse, and children).
Optimization of work style	We encourage planned leave take-up by adopting the Planned Annual Leave System and Flexible Holiday System, while taking measures to curb long working hours, such as implementing a flextime system, ensuring lights-out at 7:30 p.m. across the building, and establishing a labor-management conference body.
Measures to maintain physical and mental health	We support employees’ everyday health promotion by encouraging exercises before the start of the workday, subsidizing the costs of club activities, having training rooms and shower rooms available in the Company, etc. Additionally, we have employee cafeterias to provide nutritionally balanced lunches.
Support for rest and rejuvenation	We provide consecutive leave and incentives for employees who have worked for a certain period of time to give them opportunities for a mental and physical rejuvenation.
Preparation for daily-life and occupational risks	To reduce financial burdens when employees face long-term difficulty in working or caregiving responsibilities, we have introduced several measures. These include the purchase of a GLTD insurance (group long-term disability income protection insurance) and the provision of an extra injury and sickness allowance through a welfare association, as well as the introduction of group long-term care insurance.
Healthcare support system	We offer multifaceted health support to employees by providing opportunities to use health consultation, mental health counseling, and sports gym facilities in collaboration with the health insurance association, insurance companies, and external welfare services providers.
Life event support	We support employees in their life events, such as matchmaking support, by using welfare services.

On top of the above, we offer extra child-rearing support benefits in addition to statutory benefits and “spousal childbirth leave” exceeding the statutory period. Furthermore, we provide “caregiver leave” that applies not only to employees’ children but also to their other family members. In this way, we have a wide range of employee support systems in place.

Interaction with Local Communities

The Hosiden Group believes that it is essential to build a good relationship and develop together with local communities, which are one of our important stakeholders. Hosiden clearly defines its contribution to local communities in the Hosiden Group Code of Conduct regarding Corporate Social Responsibility (CSR), and promotes activities at each group company.

Specifically, we cooperate to support communities by participating in environmental beautification and cleanup activities and resource collection activities in the community, and sponsoring events related to community revitalization.

Cherry Blossoms Viewing Party

We invited Hosiden employees and local residents to a weeping cherry blossoms viewing party on the premises of our Head Office. Although it was a two-day event on Saturday and Sunday, 160 people in total joined our viewing party.



Clean City Development Promotion Program

Interview We will focus on promoting diversity, which is critical for supporting technological innovation



Makiko Wada
General Manager, Personnel Division

Technological innovations in areas such as CASE, IoE, and digital transformation (DX) is advancing rapidly. To maintain sustainable growth in this dramatically changing environment, it is essential to develop human resources in alignment with our business strategy. At Hosiden, we regard human resources as an important management capital, and are working to develop the people who will lead the next generation of the Company. We are placing particular emphasis on strengthening the broad technological capabilities at the core of our company, and promoting diversity, equity, and inclusion (DE&I) is key to this initiative.

Q

Tell us about your basic approach and initiatives for developing the talent required to advance the business strategy.

A

Our initiatives are centered on developing human resources that can support technology-based business management.

Hosiden's competitive advantage springs from our ability to develop human resources. In other words, our competitive edge lies in the new value created by passing down, advancing, and combining our core technologies, which include electro-mechanics, acoustics, radio frequency design, optics, circuits, and software. The tasks for this series of value creation process were assumed by engineering personnel. We must therefore develop human resources that can offer proposals that not only meet customers' immediate requirements for quality, cost, and delivery, but also look one step ahead.

Given this situation, our top priority for human resource development is technical personnel, followed by global talent and next-generation leaders. For production and manufacturing, we are focusing on hiring mid-career veterans. In the case of technical personnel, new-employee training is conducted to help them systematically acquire basic technical skills and product knowledge.

They are then assigned to their departments, where they gain specialized expertise through practical experience centered on-the-job training.

We have introduced e-learning as a general-purpose learning tool, taking into account the preference of young employees for time efficiency. To develop next-generation leaders, we also aim to increase motivation by introducing a new selective training program.

Q

What initiatives do you have for promoting the active participation by women and the appointment of women to managerial positions—areas that are arguably emblematic of DE&I—and what results have they achieved?

A

We are steadily achieving results with an integrated approach encompassing recruitment, development, appointment to managerial positions, and the creation of a workplace where women can continue building their careers.

From the new graduate recruitment stage, we emphasize communicating that Hosiden is a company where women can build successful careers in engineering roles or career track positions. We have increased the number of women involved in job fair and recruitment advertising, and we

hold women-only explanatory meetings as part of our efforts to create a recruitment process that is more friendly to women. These initiatives have led to an increase in the number of job applications from women. Women accounted for 44% of this fiscal year's new recruits, and four were from STEM backgrounds.

After employees join our company, we not only provide systems that help them balance work and family life, but also ensure that these systems work in practice. Thanks to these efforts, childcare leave is now taken by 100% of eligible women, and by over 70% of eligible men.

In terms of career development, we have established a system where employees who joined the company in a general position are encouraged to switch their career path to a career track, where they can build a long-term career while increasing their specialized expertise. As a result, the average length of service among women is now approximately 29 years, exceeding that of men. We are also working to appoint more women to managerial positions, and are systematically developing female candidates for these roles. Furthermore, since 2024, we have appointed two women as outside directors as part of our initiative to ensure diversity at the decision-making level.

Q

How has your initiative to increase mid-career hires changed and how has this changed the company culture as a result?

A

We are focusing on recruitment, including the rehiring of alumni, and our competitiveness as an organization is steadily increasing.

To achieve sustainable growth under technology-based business management, we must pass down the strengths that have been cultivated inside the company while actively incorporating outside knowledge and diverse experience. At present, about 20% of our employees are mid-career hires, and we intend to increase this proportion going forward.

Recruitment efforts are centered on fields that are strategically important to the business, such as design, production technology, quality, and IT/DX, and emphasize specialized expertise and practical experience. We particularly seek people who can contribute to solving challenges such as introducing new technology and enhancing business processes.

These employees are highly recognized at first for their ability to make an immediate contribution. However, they are also appreciated for the way they point out locally adopted rules and practices that existing employees take for granted, and suggest ways to improve.

Another area of focus is alumni—we are rehiring former employees of the Company. These people combine the knowledge they cultivated at Hosiden with outside experience to make an immediate contribution at a high level.

The growing number of mid-career hires is steadily changing our company culture. The result is evident in the

emergence of a culture that questions longstanding assumptions, stronger collaboration based on specialized expertise, shift toward emphasis on results and roles, and an increase in the organization's openness and diversity.



Q

Tell us about Hosiden's global talent development and how these employees are contributing.

A

We are broadening our network of global talent on the premise that all employees will engage with overseas bases and global customers.

All new employees receive two weeks of English training after joining the Company. The purpose of this training is to foster the mindset required to work in a global environment regardless of department. Instead of simply providing language education, we encourage employees to view English as a business tool in order to lower their psychological barrier to communicating with people overseas.

After employees are assigned to their departments, we develop their practical skills through on-the-job training. Employees working in overseas sales are first sent on business trips abroad, and for employees working in engineering or production, we schedule rotations and other opportunities so that they gain overseas experience at least once before taking on a managerial role. Through these initiatives, we are developing human resources who can not only speak English, but also use English to discuss technology and on-site realities.

Our challenge going forward is to increase employees' motivation to take on overseas assignments. To this end, we are considering measures that take into account their subsequent career development. Through these efforts, we aim to foster a culture at Hosiden in which working overseas is a natural part of one's career.

At the same time, we are also encouraging two-way personnel exchange, where staff from overseas sites are brought to Japan. This fiscal year, we plan to welcome personnel from an overseas affiliate as employees at our head office. Going forward, we will continue to develop global talent through systematic personnel exchange with overseas bases, early exposure to global business, and the development of local leaders at overseas bases.

● Basic Approach

We regard corporate governance as an important issue, and our basic approach is to focus on the interests of all stakeholders

who support our corporate activities, under the recognition that it is extremely important to maximize shareholder value.

Basic Policy

- 1 We will strive to ensure the rights and equality of shareholders.
- 2 We will strive to appropriately collaborate with stakeholders other than shareholders (customers, business partners, creditors, local communities, employees, etc.).
- 3 We will strive to ensure appropriate information disclosure and transparency.
- 4 We will strive to appropriately carry out the roles and responsibilities of the Board of Directors to ensure transparent, fair, prompt and decisive decision-making by the Board of Directors.
- 5 We will strive to engage in constructive dialogue with shareholders in order to contribute to sustainable growth and medium- to long-term enhancement of corporate value.

Corporate Governance Structure

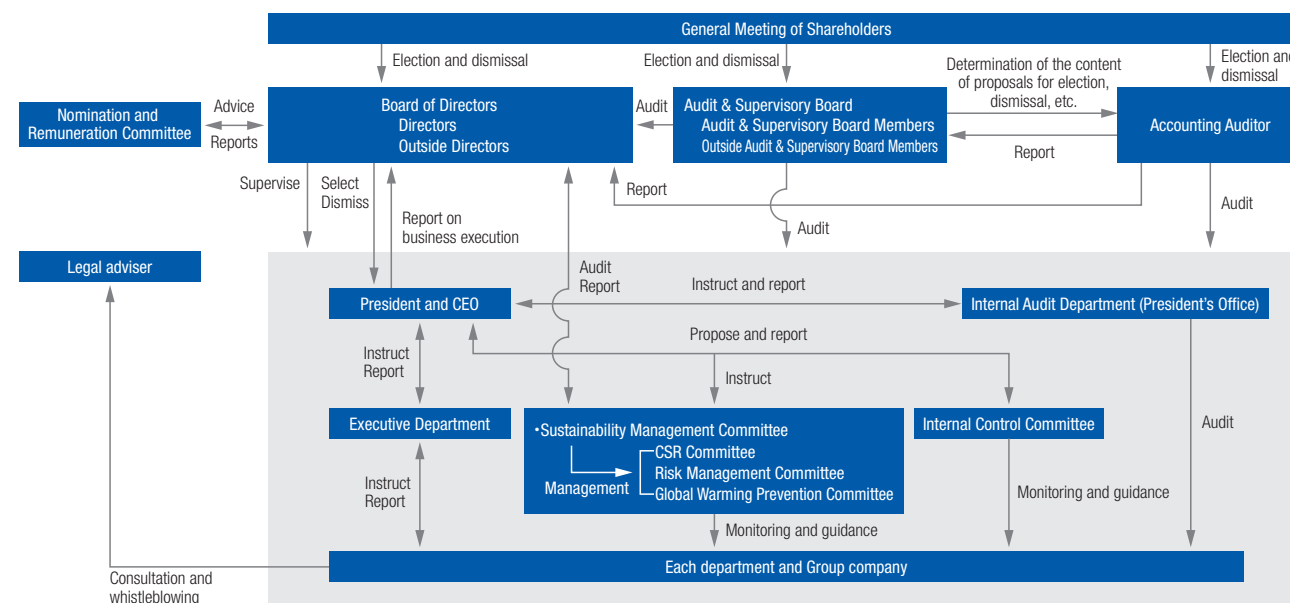
In order to build a management system that soundly pushes the Company forward in the face of rising risks associated with globalization and to realize monitoring by Outside Directors, the Board of Directors includes Independent Outside Directors, and an executive officer system has been introduced to separate business decision-making and supervisory functions from business execution functions, thereby reinforcing the functions of both.

In addition, as the basis of the system for ensuring the efficient execution of duties by Directors, the Board of Directors meets once a month (regular meeting) and also holds extraordinary meetings as necessary.

With regard to the execution of duties by Directors, the Articles of Incorporation, Rules of the Board of Directors, Organization Rules, Rules on Segregation of Duties, and Rules on Administrative Authority stipulate the respective responsible persons and their responsibilities, as well as details of execution procedures, to ensure efficient execution of duties.

The Company has adopted the structure of a company with an Audit & Supervisory Board. Three Audit & Supervisory Board Members, including two Outside Audit & Supervisory Board Members, audit the execution of duties by the Directors from an objective standpoint. In addition, there are five Directors in total, including three Outside Directors. Outside Directors monitor management from an independent standpoint free from potential conflicts of interest with general shareholders, ensuring that appropriate management decisions are made. Building on our conventional Audit & Supervisory Board system, Outside Directors and Audit & Supervisory Board Members provide advice and suggestions to the Company's management from an independent standpoint through their attendance at important meetings, including Board of Directors meetings, based on their broad insight and wealth of experience cultivated through their careers. We believe that this structure establishes a governance system that enables appropriate oversight and supervision and enhances its effectiveness.

Organization Chart



Officers (As of June 25, 2026)

Directors



President and CEO
Kenji Furuhashi



Director
Shigemi Dochi



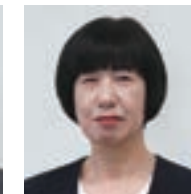
Director
Shingo Sato



Outside Director
Susumu Maruno



Outside Director
Yukari Konishi



Outside Director
Yukiko Hirazawa

Audit & Supervisory Board Members



Full-time Audit & Supervisory Board Member
Tatsuo Kamitani



Outside Audit & Supervisory Board Member
Takayuki Tanemura



Outside Audit & Supervisory Board Member
Masakatsu Maruyama

Policy for Election and Dismissal of Management Executives and Candidates for Directors and Audit & Supervisory Board Members

With regard to the policy for the election and dismissal of management executives and candidates for Directors and Audit & Supervisory Board Members, the Company comprehensively considers the suitable individual for the position, taking into account appropriate and prompt decision-making, sense of responsibility and leadership, necessary knowledge and experience, appropriate risk management, monitoring of business execution, and the ability to cover each function and each business unit in a balanced manner,

while also considering reports from the Nomination and Remuneration Committee. Candidates for Audit & Supervisory Board Members are subject to the approval of the Audit & Supervisory Board. The Company evaluates its business performance, etc. and properly dismisses management executives, when it is deemed appropriate, such as in the case where the senior management is deemed to fail to perform its functions and in the case where a cause for disqualification arises.

Reasons for Election of Outside Directors and Outside Audit & Supervisory Board Members

Name	Reasons for Election
Outside Director Susumu Maruno	Mr. Maruno has expertise cultivated through years of corporate employment and has track records of social and educational activities based on his expertise. He has also been performing activities and expressing views appropriately as an Outside Audit & Supervisory Board Member during his tenure as an Outside Audit & Supervisory Board Member since June 2015 until resignation, and since his election as Outside Director in June 2020. Based on such extensive knowledge and experience, the Company expects Mr. Maruno to reinforce the Company's corporate governance by appropriately supervising the execution of business operations as an Outside Director. Mr. Maruno was an executing person (employee) of Panasonic Corporation (currently Panasonic Holdings Corporation), which is one of the Company's business partners. However, as the amount of transactions with said company represents less than 1% of the Company's consolidated net sales, we think the Company's decision-making will not be influenced by said company. Therefore, we have judged that Mr. Maruno will be able to fully perform his duties as an independent officer without the possibility of causing a conflict of interest with general shareholders.
Outside Director Yukari Konishi	Ms. Konishi has expert knowledge and experience in the electronic components industry to which the Company belongs, and experience as an Outside Audit & Supervisory Board Member at other companies. Based on such extensive knowledge and experience, we have judged that Ms. Konishi will appropriately supervise the execution of business operations as an Outside Director of the Company and reinforce its corporate governance. Ms. Konishi was an executing person (employee) of Panasonic Corporation (currently Panasonic Holdings Corporation), which is one of the Company's business partners. However, as the amount of transactions with said company represents less than 1% of the Company's consolidated net sales, we think the Company's decision-making will not be influenced by said company. Therefore, we have judged that Ms. Konishi will be able to perform her duties as an independent officer without the possibility of causing a conflict of interest with general shareholders.
Outside Director Yukiko Hirazawa	Ms. Hirazawa has considerable knowledge concerning finance and accounting due to her expertise as a certified tax accountant, as well as experience in serving in various positions including the head of a taxation bureau. Based on such experience, we have judged that Ms. Hirazawa will appropriately supervise the execution of business operations as an Outside Director of the Company and reinforce its corporate governance. Furthermore, we have judged that Ms. Hirazawa will be able to fully perform her duties as an independent officer without the possibility of causing a conflict of interest with general shareholders.
Outside Audit & Supervisory Board Member Takayuki Tanemura	Mr. Tanemura has years of experience at a financial institution, and we believe that he will monitor the Directors' performance of their duties from an objective standpoint based on his extensive experience. Although he was an executing person (employee) of Mizuho Bank, Ltd., which is a major business partner of the Company, he is currently not in a position to be influenced by the Bank's intentions. Furthermore, no conflict of interest exists between the Company and Mizuho Bank, Ltd., and does not have a special business relationship only with Mizuho Bank, Ltd. Moreover, as the Company does not have any loans from financial institutions, we think the Company's decision-making will not be influenced by said bank. Therefore, we have judged that Mr. Tanemura will be able to fully perform his duties as an independent officer without the possibility of causing a conflict of interest with general shareholders.
Outside Audit & Supervisory Board Member Masakatsu Maruyama	Due to his many years of corporate employment, the Company believes that Mr. Maruyama has extensive experience not only as an engineer, but also in the areas of strategy and management. Based on such extensive knowledge and experience, the Company expects him to monitor the Directors' performance of their duties from an objective standpoint as an Outside Audit & Supervisory Board Member. Mr. Maruyama was an executing person (employee) of Panasonic Corporation (currently Panasonic Holdings Corporation), which is one of the Company's business partners. However, as the amount of transactions with said company represents less than 1% of the Company's consolidated net sales, we think the Company's decision-making will not be influenced by said company. Therefore, we have judged that Mr. Maruyama will be able to fully perform his duties as an independent officer without the possibility of causing a conflict of interest with general shareholders.

Governance

Skills Matrix

In order to achieve medium- to long-term management strategy, expected areas of expertise are defined as 1) Corporate management/ Management strategy, 2) Technology/R&D, 3) Sales/Marketing, 4) Manufacturing, 5) Internationalism, 6) Finance/Accounting, and 7) Legal affairs/Risk management. Each Directors and Audit & Supervisory Board Member is appropriately placed for each area as shown below.

Name		Areas of expertise						
		Corporate management/ Management strategy	Technology/R&D	Sales/Marketing	Manufacturing	Internationalism	Finance/ Accounting	Legal affairs/ Risk management
Directors	Kenji Furuhashi	●	●	●	●	●	●	
	Shigemi Dochi			●	●	●		
	Shingo Sato	●	●	●	●	●	●	
	Susumu Maruno	Outside/ Independent	●			●		●
	Yukari Konishi	Outside/ Independent	●			●		●
	Yukiko Hirazawa	Outside/ Independent	●			●	●	●
Audit & Supervisory Board Members	Tatsuo Kamitani		●			●		●
	Takayuki Tanemura	Outside/ Independent				●	●	●
	Masakatsu Maruyama	Outside/ Independent	●			●		●

(Note) The above table does not reflect all of the experience and expertise possessed by each Director/Audit & Supervisory Board Member, but only presents those experience and expertise to be particularly expected to provide and considered to be important to achieve medium- to long-term management strategy.

Basic Policy on Remuneration for Directors

The remuneration for Directors consists of “monthly remuneration,” “bonuses for Directors,” and “non-monetary remuneration.” The maximum total amount of “monthly remuneration” is resolved at the General Meeting of Shareholders, and the monthly remuneration for each individual Director is determined by the President and CEO, as authorized by the Board of Directors, in accordance with consultation with the Nomination and Remuneration Committee, which is established voluntarily, based on a comprehensive assessment of the individual’s responsibilities and business performance as well as the degree of risk involved. The timing of payment shall be once a month on a designated day.

“Bonuses for Directors” are not performance-linked remuneration that are calculated based on the performance indicators. However, the Company resolves the total amount at the General Meeting of Shareholders by comprehensively considering the business performance for the fiscal year and the actual past payment amount, as well as situation of peer companies in the same industry. The amount of individual bonuses is determined by the President and CEO, as authorized by the Board of Directors, in accordance with consultation with the Nomination and Remuneration Committee, which is established voluntarily, while taking

into consideration the individual’s sales performance and contribution. The timing of payment shall be once a year promptly after the approval of the total amount at the General Meeting of Shareholders. Outside Directors are not eligible for the payment of bonuses for Directors.

“Non-monetary remuneration” has been introduced as a restricted stock remuneration plan for Directors with the aim of providing them with an incentive to sustainably increase the Company’s corporate value and to further share value with shareholders. Restricted stock will be granted within the limit of the amount of remuneration resolved at the General Meeting of Shareholders by way of in-kind contribution of monetary remuneration claims from Directors. The timing and allocation of payment to each individual will be determined by the President and CEO, as authorized by the Board of Directors, in accordance with consultation with the Nomination and Remuneration Committee, which is established voluntarily, while taking into consideration the individual’s responsibilities and business performance as well as the degree of risk involved. The timing of payment shall be determined by resolution of the Board of Directors once a year. Outside Directors are not eligible for the payment of restricted stock remuneration.

Executive Remuneration

Classification of Officers	Total amount of remuneration (millions of yen)	Total amount of remuneration by type (millions of yen)				Number of eligible officers (persons)
		Performance-linked remuneration	Non-monetary remuneration	Other remuneration		
				Monthly remuneration	Bonuses	
Directors (of which, Outside Directors)	224 (18)	—	17 (一)	167 (18)	40 (一)	7 (4)
Audit & Supervisory Board Members (of which, Outside Audit & Supervisory Board Members)	21 (9)	—	—	21 (9)	—	4 (2)

(Notes) 1. The amount of remuneration for Directors does not include the amount of employee salaries of Directors who concurrently serve as employees.
2. The amount of remuneration for Directors includes 40 million yen for the provision for bonuses for directors in the proposal “Payment of Bonuses to Directors,” which was approved at the 76th Ordinary General Meeting of Shareholders held on June 25, 2026.
3. The maximum amount of remuneration for Directors as per the resolution of the General Meeting of Shareholders is 25 million yen per month. (However, bonuses for Directors and salaries and bonuses for employees of Directors who concurrently serve as employees shall not be included.)
4. As for the restricted stock remuneration, which is non-monetary remuneration, monetary remuneration claims of not more than 30 million yen per year shall be granted to eligible Directors separately from the conventional monetary remuneration for Directors as in-kind contributions for granting restricted stock; the total number of shares of the Company’s common stock to be issued or disposed of under the plan shall be not more than 50,000 shares per year; and the transfer restriction period for the restricted stock shall be a period from the delivery of the restricted stock to the date on which the eligible Directors lose their position as the Company’s Director.
5. The maximum amount of remuneration for Audit & Supervisory Board Members as per the resolution of the General Meeting of Shareholders is 3 million yen per month.
6. 上記には、当事業年度中に退任した社外取締役1名及び監査役1名を含んでおります。

Board of Directors

In order to realize sustainable enhancement of corporate value while emphasizing the diversity of the Board of Directors, the Company nominates candidates for Directors who possess the necessary knowledge, experience, ability, and internationality. We have elected three Independent Outside Directors out of six Directors to enhance transparency and objectivity in management, to supervise business

execution, and to speed up decision-making by a small number of talented individuals. In addition, we have introduced an Executive Officer System and implemented a significant delegation of authority from Directors to Executive Officers to clarify the roles of management supervision and business execution functions, as well as to speed up the execution of business operations.

Assessment of Board Effectiveness

In order to improve the function of the Board of Directors, the Company has conducted a self-evaluation by each Director. Based on their results, the Board of Directors verified and evaluated the effectiveness of the Board of Directors as a whole, and confirmed that the Company’s Board of Directors is functioning properly and its effectiveness is ensured.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee consists of two Independent Outside Directors and a Representative Director. Upon consultation from the Board of Directors, the Committee considers matters concerning the election and dismissal of Directors, the remuneration for Directors, and successor plans (including development of successors), and provides advice and recommendations to the Board of Directors.

[Members]
Kenji Furuhashi (Chairperson), Susumu Maruno, Yukari Konishi

Message from Outside Directors

Contribute to value creation and growth through technology

While the international situation remains in turmoil, with U.S. tariff issues ongoing and no clear path toward resolving the situation in the Middle East and the conflict in Ukraine, Hosiden continues to steadily expand its business thanks to the support of its stakeholders. As a proposal-oriented company that creates new value for society, Hosiden pursues sustainable growth with effective initiatives on a daily basis while meeting customers’ needs with superior technology. Being an Outside Director with a technological background, I am committed, if in a modest way, to contributing to the development of electronic components with high added value, the active development of new businesses based on innovative technology, and strengthening of revenue base by building core manufacturing technologies that underpin the Company’s operations.



Susumu Maruno



Yukari Konishi

Initiatives to strengthen governance and enhance corporate value

Since its establishment, Hosiden has contributed to the development of the electronics market by consistently providing high-performance, high-quality products demanded by the market, leveraging its advanced technological capabilities and thorough quality assurance system. Amid continuing uncertainty over the economic outlook due to factors such as geopolitical risks, policy developments in the U.S. and China, and exchange rate fluctuations, the Company is taking on the challenge of developing new businesses while maintaining and expanding its core businesses. The Company has established a sound governance framework, and Outside Directors not only have a place on the Board of Directors, but are also provided with opportunities to hold frank discussions with the President and CEO. Personally, as an Outside Director, I hope to leverage the experience and skills I have accumulated to help strengthen the Company’s compliance and governance systems, while also contributing to its sustainable growth and the enhancement of its corporate value over the medium term to the best of my ability.

Contribute to sustainable growth and corporate value enhancement by providing an objective perspective

Leveraging the advanced technical capabilities and high quality that it has cultivated over many years, Hosiden has continued to contribute to the development of the electronics market. Hosiden also contributes to society as a comprehensive electronic component manufacturer by developing devices that address social challenges such as declining birth rate and aging population and a decreasing working population, and by bringing to market a range of products that support the maintenance of essential utilities and transportation infrastructure. I believe that it has significant potential for further growth going forward. Right now, the business environment is becoming increasingly complex amid uncertainty surrounding U.S./China trade policies and heightened geopolitical risks. In these circumstances, it is becoming ever more important to not only improve risk management and internal controls, but also to make decisions based on diverse perspectives. I recognize that creating an environment where diverse talent can thrive is essential to enhancing the Company’s creativity and competitiveness. Going forward, in my capacity as Outside Director, I will contribute to Hosiden’s sustainable growth and the improvement of its corporate value over the medium to long term through constructive discussions at Board of Directors meetings, while maintaining an objective and impartial perspective.



Yukiko Hirazawa

Financial Summary

Fiscal Year		72nd	73rd	74th	75th	76th
Year End		March 2022	March 2023	March 2024	March 2025	March 2026
Net sales	(Millions of yen)	207,608	277,244	218,910	247,571	448,250
Ordinary profit	(Millions of yen)	15,786	18,984	18,160	14,776	24,644
Profit attributable to owners of parent	(Millions of yen)	11,901	12,637	11,632	10,037	16,206
Comprehensive income	(Millions of yen)	13,469	14,477	14,702	10,779	17,418
Net assets	(Millions of yen)	119,533	126,753	134,870	140,317	150,243
Total assets	(Millions of yen)	171,525	179,993	175,008	200,279	215,281
Net assets per share	(Yen)	2,175.11	2,379.08	2,609.20	2,757.39	3,051.70
Basic earnings per share	(Yen)	211.57	232.88	224.23	194.76	322.65
Diluted earnings per share	(Yen)	196.32	214.93	205.62	181.88	300.45
Equity-to-asset ratio	(%)	69.7	70.4	77.1	70.1	69.8
Return on equity	(%)	10.4	10.3	8.9	7.3	11.2
Price earnings ratio	(Times)	5.5	6.9	8.6	10.2	7.9
Cash flows from operating activities	(Millions of yen)	(1,230)	20,765	26,931	(18,228)	34,538
Cash flows from investing activities	(Millions of yen)	(3,059)	(9,852)	(8,345)	(5,931)	(6,376)
Cash flows from financing activities	(Millions of yen)	(3,748)	(7,437)	(7,940)	(5,312)	(8,636)
Cash and cash equivalents at end of period	(Millions of yen)	62,479	66,017	76,662	46,769	66,050
Number of employees	(Persons)	8,808	9,028	6,839	8,791	8,465

Note: Net sales do not include consumption taxes.

Consolidated Balance Sheets

	(Millions of yen)	
	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	59,564	77,685
Notes receivable - trade	3	—
Accounts receivable - trade	31,918	25,813
Electronically recorded monetary claims - operating	1,220	1,022
Securities	—	697
Merchandise and finished goods	8,220	7,676
Work in process	3,207	4,478
Raw materials and supplies	61,897	57,628
Trade accounts receivable	1,170	1,759
Other	4,496	4,878
Allowance for doubtful accounts	(182)	(176)
Total current assets	171,516	181,466
Non-current assets		
Property, plant and equipment		
Buildings and structures	22,510	23,006
Accumulated depreciation and impairment	(15,663)	(16,857)
Buildings and structures, net	6,847	6,149
Machinery, equipment and vehicles	27,614	30,895
Accumulated depreciation and impairment	(22,600)	(23,760)
Machinery, equipment and vehicles, net	5,013	7,135
Land	3,019	3,027
Construction in progress	874	2,130
Other	31,340	27,575
Accumulated depreciation and impairment	(27,492)	(24,501)
Other, net	3,847	3,073
Total property, plant and equipment	19,602	21,516
Intangible assets	508	699
Investments and other assets		
Investment securities	7,228	8,079
Retirement benefit asset	—	2,148
Deferred tax assets	626	662
Other	1,052	975
Allowance for doubtful accounts	(254)	(267)
Total investments and other assets	8,652	11,599
Total non-current assets	28,763	33,815
Total assets	200,279	215,281

	(Millions of yen)	
	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	34,092	33,338
Electronically recorded obligations - operating	1,546	1,252
Short-term borrowings	1,050	—
Income taxes payable	2,127	6,322
Provision for bonuses for directors (and other officers)	151	168
Provision for loss on liquidation of subsidiaries and associates	—	766
Other	6,269	7,076
Total current liabilities	45,236	48,924
Non-current liabilities		
Bonds with share acquisition rights	10,190	10,161
Deferred tax liabilities	2,397	3,042
Retirement benefit liability	1,497	2,278
Other	640	630
Total non-current liabilities	14,725	16,113
Total liabilities	59,962	65,038
Net assets		
Shareholders' equity		
Share capital	13,660	13,660
Capital surplus	19,596	19,596
Retained earnings	112,257	122,641
Treasury shares	(12,393)	(14,063)
Total shareholder's equity	133,120	141,835
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,464	4,758
Foreign currency translation adjustment	2,922	2,560
Remeasurements of defined benefit plans	809	1,089
Total accumulated other comprehensive income	7,196	8,408
Total net assets	140,317	150,243
Total liabilities and net assets	200,279	215,281

Consolidated Statements of Income

(Millions of yen)

	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
Net sales	247,571	448,250
Cost of sales	224,422	419,082
Gross profit	23,148	29,168
Selling, general and administrative expenses	9,575	9,932
Operating profit	13,573	19,236
Non-operating income		
Interest income	968	970
Dividend income	164	193
Foreign exchange gains	45	4,182
Other	131	118
Total non-operating income	1,309	5,465
Non-operating expenses		
Interest expenses	34	45
Commission for syndicated loans	64	—
Other	8	11
Total non-operating expenses	107	57
Ordinary profit	14,776	24,644
Extraordinary income		
Gain on sale of non-current assets	14	9
Gain on sale of golf club memberships	4	—
Gain on liquidation of subsidiaries	—	5
Total extraordinary income	18	15
Extraordinary losses		
Loss on sale and retirement of non-current assets	8	29
Loss on valuation of securities	123	103
Impairment losses	432	907
Provision for loss on liquidation of subsidiaries and associates	—	723
Other	0	—
Total extraordinary losses	565	1,764
Profit before income taxes	14,229	22,894
Income taxes - current	3,876	6,949
Income taxes - deferred	315	(261)
Total income taxes	4,192	6,687
Profit	10,037	16,206
Profit attributable to non-controlling interests	—	—
Profit attributable to owners of parent	10,037	16,206

Consolidated Statements of Comprehensive Income

(Millions of yen)

	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
Profit	10,037	16,206
Other comprehensive income		
Valuation difference on available-for-sale securities	(35)	1,293
Foreign currency translation adjustment	650	(361)
Remeasurements of defined benefit plans, net of tax	128	279
Total other comprehensive income	742	1,211
Comprehensive income	10,779	17,418
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	10,779	17,418
Comprehensive income attributable to non-controlling interests	—	—

Consolidated Statements of Changes in Equity

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Millions of yen)

Shareholders' equity						Accumulated other comprehensive income				Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholder's equity	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	13,660	19,596	106,744	(11,584)	128,417	3,500	2,272	680	6,453	134,870
Changes during period										
Dividends of surplus			(3,264)		(3,264)					(3,264)
Profit attributable to owners of parent			10,037		10,037					10,037
Purchase of treasury shares				(3,000)	(3,000)					(3,000)
Disposal of treasury shares		404		528	932					932
Cancellation of treasury shares		(404)	(1,259)	1,663	—					—
Net changes in items other than shareholders' equity						(35)	650	128	742	742
Total changes during period	—	—	5,512	(808)	4,703	(35)	650	128	742	5,446
Balance at end of period	13,660	19,596	112,257	(12,393)	133,120	3,464	2,922	809	7,196	140,317

Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Millions of yen)

Shareholders' equity						Accumulated other comprehensive income				Total net assets
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholder's equity	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income	
Balance at beginning of period	13,660	19,596	112,257	(12,393)	133,120	3,464	2,922	809	7,196	140,317
Changes during period										
Dividends of surplus			(3,307)		(3,307)					(3,307)
Profit attributable to owners of parent			16,206		16,206					16,206
Purchase of treasury shares				(4,201)	(4,201)					(4,201)
Disposal of treasury shares		6		10	17					17
Cancellation of treasury shares		(6)	(2,514)	2,521	—					—
Net changes in items other than shareholders' equity						1,293	(361)	279	1,211	1,211
Total changes during period	—	—	10,384	(1,669)	8,714	1,293	(361)	279	1,211	9,926
Balance at end of period	13,660	19,596	122,641	(14,063)	141,835	4,758	2,560	1,089	8,408	150,243

Consolidated Statements of Cash Flows

	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)
(Millions of yen)		
Cash flows from operating activities		
Profit before income taxes	14,229	22,894
Depreciation	3,540	4,808
Impairment losses	432	907
Increase (decrease) in allowance for doubtful accounts	140	(38)
Decrease (increase) in retirement benefit asset	35	(2,146)
Increase (decrease) in retirement benefit liability	(627)	1,150
Interest and dividend income	(1,132)	(1,164)
Interest expenses	34	45
Loss (gain) on sale and retirement of non-current assets	(5)	20
Loss (gain) on valuation of investment securities	123	103
Loss (gain) on liquidation of subsidiaries	—	(5)
Increase (decrease) in provision for loss on liquidation of subsidiaries and associates	—	766
Decrease (increase) in trade receivables	(10,032)	6,619
Decrease (increase) in inventories	(40,172)	4,052
Decrease (increase) in operating accounts receivable	17	(566)
Decrease (increase) in other assets	(1,667)	(473)
Increase (decrease) in trade payables	20,912	(1,436)
Increase (decrease) in other liabilities	91	673
Other, net	416	241
Subtotal	(13,665)	36,452
Interest and dividends received	1,086	1,107
Interest paid	(31)	(44)
Income taxes paid	(5,617)	(2,977)
Net cash provided by (used in) operating activities	(18,228)	34,538
Cash flows from investing activities		
Payments into time deposits	(15,048)	(16,795)
Proceeds from withdrawal of time deposits	12,629	14,463
Proceeds from withdrawal of long-term deposits	3,000	3,500
Purchase of property, plant and equipment	(6,262)	(7,555)
Proceeds from sale of property, plant and equipment	78	29
Purchase of investment securities	(149)	—
Proceeds from redemption of investment securities	—	300
Purchase of intangible assets	(255)	(354)
Other, net	75	35
Net cash provided by (used in) investing activities	(5,931)	(6,376)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	—	(1,050)
Redemption of bonds with share acquisition rights	(9,085)	—
Proceeds from the issuance of bonds with share acquisition rights	10,135	—
Purchase of treasury shares	(3,000)	(4,201)
Dividends paid	(3,264)	(3,307)
Other, net	(97)	(76)
Net cash provided by (used in) financing activities	(5,312)	(8,636)
Effect of exchange rate change on cash and cash equivalents	(420)	(244)
Net increase (decrease) in cash and cash equivalents	(29,892)	19,280
Cash and cash equivalents at beginning of period	76,662	46,769
Cash and cash equivalents at end of period	46,769	66,050

Company/Stock Information (as of March 31, 2026)

Company Overview

Company name	Hosiden Corporation
Established	September 14, 1950
Share capital	13,660 million yen
Fiscal year	April 1 through March 31 of the following year
Number of employees	8,465 (Consolidated), 569 (Non-consolidated)
Head office	4-33, Kitakyuhoji 1-Chome, Yao City, Osaka, 581-0071

Stock Information

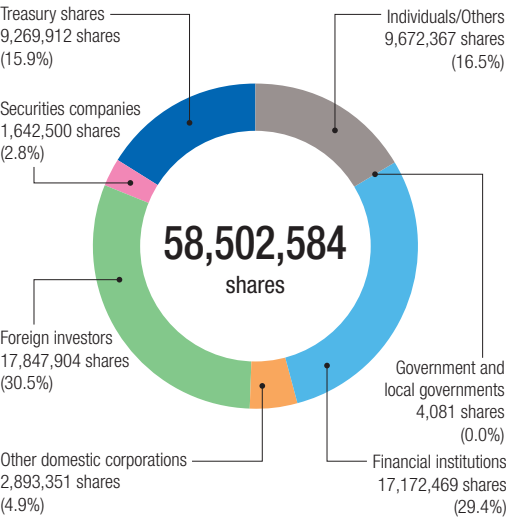
General meeting of shareholders	June every year
Number of shares per unit	100 shares
Total number of authorized shares	150,000,000 shares
Total number of issued shares	58,502,584 shares (Including 9,269,912 treasury shares)
Number of shareholders	12,654

Major Shareholders

Order	Shareholder name	Number of shares held	Shareholding ratio
		shares	%
1	The Master Trust Bank of Japan, Ltd. (Trust account)	5,762,500	11.7
2	Mizuho Trust & Banking Co., Ltd., Retirement benefit trust, Mizuho Bank, Ltd. Account Re-trustee: Custody Bank of Japan, Ltd.	2,453,100	5.0
3	Nippon Life Insurance Company	2,358,555	4.8
4	MSIP CLIENT SECURITIES	2,288,197	4.6
5	Custody Bank of Japan, Ltd. (Trust account)	1,340,300	2.7
6	MUFG Bank, Ltd.	1,300,030	2.6
7	Yumi Furuhashi	1,204,541	2.4
8	Tokio Marine & Nichido Fire Insurance Co., Ltd.	1,200,690	2.4
9	Kenji Furuhashi	1,078,676	2.2
10	Hosiden Kyoeikai	1,033,100	2.1

(Notes) 1. The top 10 major shareholders are listed.
2. The Company holds 9,269,912 treasury shares, which are not shown in the table above.
3. Shareholding ratio is calculated excluding 9,269,912 treasury shares.

Shareholder Composition (shares)



Our Website

Various information related to the Group (products, technologies, sustainability, IR, and recruitment) is posted on the Company's website. Please refer to the website together with this report.

<https://www.hosiden.com/en/>

