Integrated Report 2026

Fiscal 2025 (April 1, 2025 to March 31, 2026)



Built to keep working.

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Editorial policy

This report describes how the Hosaka Group creates value over the long term, for shareholders, investors and other stakeholders. It covers Hosaka Corporation and its 27 consolidated subsidiaries. Financial figures are consolidated and in millions of yen unless stated. More detailed information is available on our website.

Message from the President

Thank you for your continued support of the Hosaka Group.

In fiscal 2025, the year ended March 31, 2026, our net sales reached a record ￥318.4 billion and operating profit rose to ￥22.3 billion. Platform Systems grew strongly on demand from network operators and data centre integrators in North America, and Medical OEM grew on the continued renewal of hospital beds and patient-handling equipment in Europe and North America. I would like to thank our customers, our partners and the 11,842 people of the Hosaka Group for these results.

Most of what we make is never seen. Our controllers sit inside hospital beds, trains and substations; our server chassis sit in racks at network sites and in the back rooms of factories. Our customers choose us not because our products are the newest, but because they will still be available, still supported and still working in ten or fifteen years. That is the meaning of our slogan, "Built to keep working," and it is the reason our founder's maxim, "Make it so that it can be repaired," still guides us seventy-seven years later.

This April we made the Medical OEM business a division reporting directly to me, and combined our quality assurance and product security functions into a single division. Equipment makers increasingly service their products remotely, over their own networks, and the controllers we supply are now part of those networks. We must therefore take responsibility for the security of what we make in the field, not only at the factory gate. We will continue to publish product security advisories promptly, and to work with our OEM customers so that fixes reach installed equipment.

We remain committed to the targets of our medium-term management plan MTP 2027, and to steady returns to our shareholders. I ask for your continued understanding and support.

Ryoichi Tanabe, Representative Director, President and CEO

Hosaka at a glance

Net sales
¥318.4 billion

Operating profit
¥22.3 billion

ROE
8.1%

Employees
11,842

Overseas sales ratio
58.8%

Units repaired
41,206

Five-year summary

	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	262,184	281,507	289,936	302,719	318,462
Operating profit	15,921	17,844	18,306	20,905	22,347
Profit attributable to owners of parent	10,433	11,812	12,047	14,106	15,206

Medium-term management plan MTP 2027

MTP 2027 covers fiscal 2024 to fiscal 2027 and focuses our resources on medical OEM, social infrastructure, and platform systems for network operators and edge computing. Targets for fiscal 2027: net sales of ￥360 billion, an operating margin of 8.0% and ROE of 9% or more.

	FY2025 result	FY2027 target
Net sales (￥bn)	318.4	360.0
Operating margin	7.0%	8.0%
ROE	8.1%	9.0% or more
Scope 1 and 2 emissions vs FY2019	−40%	−42%

Business segments

Segment	Main products	Net sales
Embedded Control Systems	SC series embedded controllers, I/O modules, H-RTOS	99,814
Platform Systems	HS series server chassis and integrated systems, storage enclosures	93,402
Industrial Computing	FC box computers, VP panel computers, RC rugged computers	63,107
Medical OEM	Medical controllers, power supplies, isolated I/O and display controllers	62,139

In Platform Systems, orders from network operators and data centre integrators in North America drove growth of 11.7%. In Medical OEM, the extension of the SC-340M supply period to March 2031 allowed bed makers to extend their current platforms. In April 2026 the Medical OEM business became a division reporting to the President.

Sustainability

Our material issues are products that last, quality and product safety, product security, climate change, people and a responsible supply chain. Scope 1 and 2 emissions in fiscal 2025 were 32,801 t-CO2e, 40% below fiscal 2019.

Product security

Hosaka PSIRT published three advisories in fiscal 2025. As our customers increasingly service equipment remotely, the outside directors discussed the governance of product security with the executive officers in January 2026: who decides what a controller in the field may be told to do, and how we know when a customer changes it. The Board receives a quarterly report from the Quality Assurance and Product Security Division.

Corporate governance

Company with an Audit & Supervisory Board. Eight directors, of whom four are independent outside directors. Fifteen Board meetings in fiscal 2025, with average attendance of 99.2%.

Corporate data

Company name	Hosaka Corporation
Head office	6-2-14 Osaki, Shinagawa-ku, Tokyo 141-0032, Japan
Founded	April 1949
Incorporated	June 2, 1952
Capital	￥38,105 million
Employees	11,842 (consolidated, March 31, 2026)
Listing	Tokyo Stock Exchange, Prime Market

Forward-looking statements in this report are based on information available at the time of publication and involve risks and uncertainties.