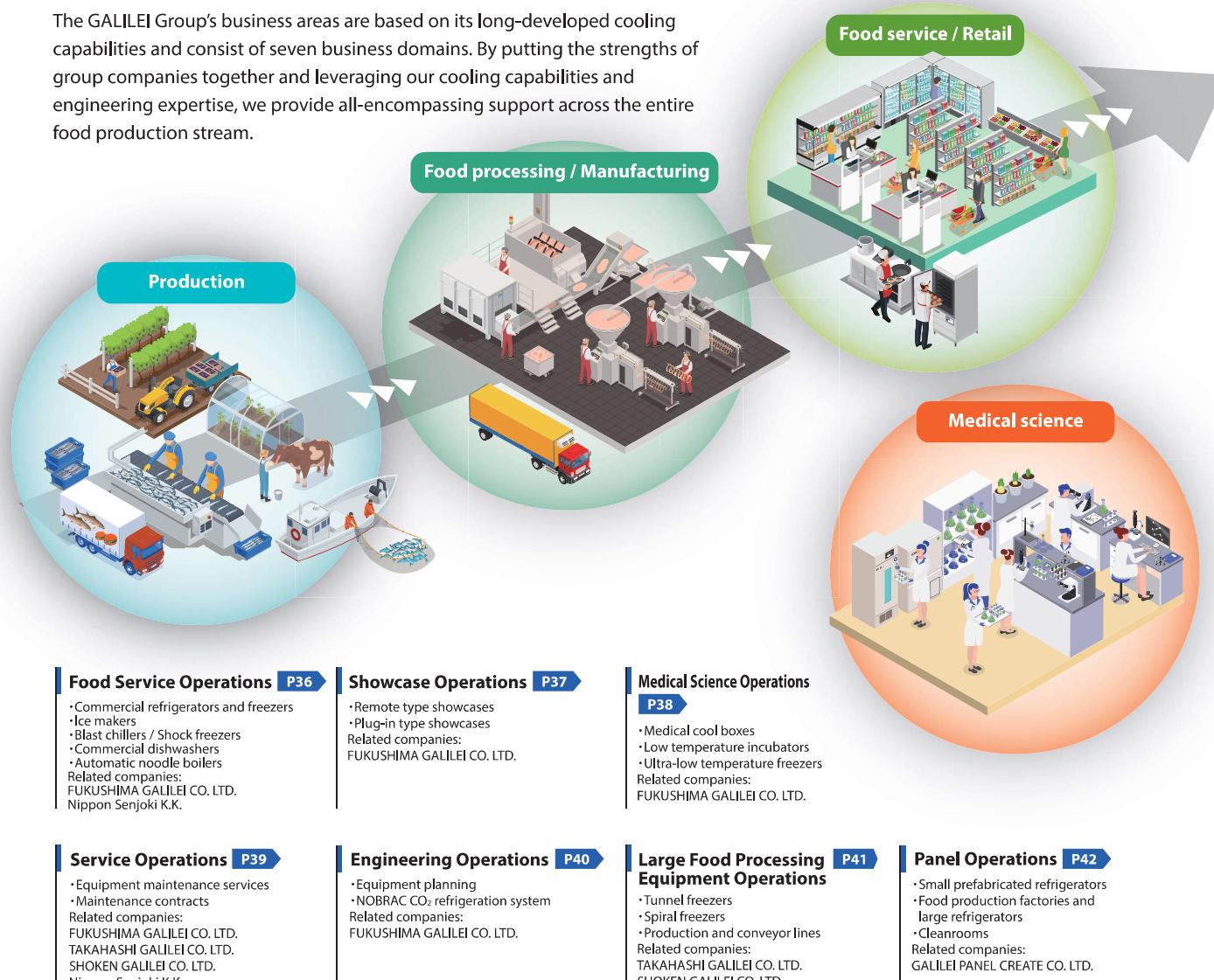


Business Strategy

The GALILEI Group's Seven Areas of Business Operations

The GALILEI Group's business areas are based on its long-developed cooling capabilities and consist of seven business domains. By putting the strengths of group companies together and leveraging our cooling capabilities and engineering expertise, we provide all-encompassing support across the entire food production stream.



The GALILEI Group

The GALILEI Group adopted a holding company structure in April 2025. The holding company is responsible for developing the Group's strategies and performing governance of the Group, while the operating companies carry out business activities independently and expeditiously. The Group leverages its strengths to address social issues through its business activities, to expand its business domains, and to offer new value to society to achieve its purpose.

■ FUKUSHIMA GALILEI CO. LTD.

FUKUSHIMA GALILEI was the first company in Japan to standardize and mass-produce commercial refrigerators and freezers. The company's growth has centered around the manufacture and marketing of commercial refrigerators and freezers and refrigerated and freezer showcases. With its cooling technology, FUKUSHIMA GALILEI supports people's everyday lives and economic activities in various fields from food infrastructure to the medical science field, food production factories, and temperature control systems.

■ GALILEI PANEL CREATE CO. LTD.

GALILEI PANEL CREATE's environmentally friendly, high-performance thermal insulation panels and design and installation capabilities enable the company to create optimal refrigerating and freezing spaces as well as clean work spaces for facilities such as food processing factories, low temperature distribution centers, and clean rooms.

■ TAKAHASHI GALILEI CO. LTD.

As pioneers, TAKAHASHI GALILEI developed, designed, and manufactured Japan's first "Tunnel Freezer," a continuous rapid freezing/cooling device. The company takes pride in its over 65 years of experience, custom-made manufacturing capabilities, and the top market share in Japan.

■ SHOKEN GALILEI CO. LTD.

As a specialized manufacturer of machinery and plants for food factories and drive apparatuses, SHOKEN GALILEI contributes to automation, introduces labor-saving devices, and reduces power consumption on many production lines and logistics lines.

■ Nippon Senjoki K.K.

Nippon Senjoki manufactures and markets dishwashers and automated cooking equipment among others. The company has outstanding technologies with excellence in energy efficiency, water conservation, and labor saving and contributes to the improvement of productivity in the food service industry.

Expansion of Business Domain

We at the GALILEI Group endeavor to achieve our purpose, "Leading the way for the future of food and life." Our existing business domain is "food," and for us to grow sustainably, we have added "life" as a new domain. In order to promote the GALILEI Group's growth, we ensure the existing business will steadily grow through further selection and concentration, anticipate changes in the market, and make proactive investments in the growth areas of food, people, and life on Earth.



Targeting the refrigeration and freezing and cleanroom markets in the pharmaceutical and regenerative medicine sectors

The pharmaceutical and regenerative medicine sectors are growing fields due to technological innovation and to changing social needs. In particular, personalized healthcare and regenerative medicine, which offer new treatment choices for patients, have the potential to enhance the quality of healthcare, and aggressive capital investment in these sectors is therefore expected.

The GALILEI Group has built an integrated system that enables us to meet this increasing demand in order to undertake projects for creating freezer/refrigeration spaces and non-refrigeration spaces as well as to offer comprehensive equipment solutions.

■ An example of our completed projects

Research and development facility, Regional Fish Institute, Ltd.

Regional Fish Institute, Ltd. is engaged in the improvement of the quality of aquatic products using genome editing technology. By combining its strengths and expertise, the GALILEI Group supplied low-temperature incubators, commercial sinks specially made for handling marine products, ice makers, and prefabricated refrigerators, for research purposes at the customer's facility, and also provided installation services.



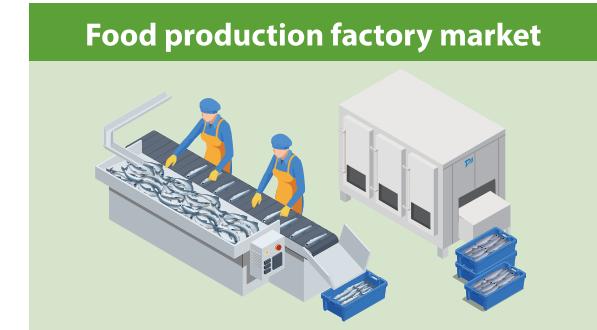
Aiming to explore the low temperature warehouse market

Demand for low temperature warehouses is rapidly increasing due to many social challenges, such as growing demand for refrigerated warehouses driven by steadily increased sales of frozen foods, the expansion of relay points prompted by the 2024 logistics problem, aging equipment in existing warehouses, and supply shortages caused by CFC regulations. The GALILEI Group has built an integrated system that enables us to respond to this increasing demand, and the Group is making active efforts to explore the market by leveraging its design capabilities and product competitiveness with superior energy efficiency, labor saving, and environmental performance.

■ An example of our completed projects

AEON Fukuoka XD (cross docking), AEON Global SCM Co., Ltd.

AEON Fukuoka XD, a new logistics center of AEON Global SCM Co., Ltd. on the Island City in Fukuoka Prefecture became operational in July 2024. The construction of this logistics center is part of the company's efforts to address both the logistics problem and the achievement of carbon neutrality. The GALILEI Group successfully completed this low temperature warehouse project for the customer.



Targeting food production factories to increase the Group's market share

Due to the steady increase in frozen food sales, aging equipment, and CFC regulations, food production factories are expected to continue making aggressive capital investment.

The GALILEI Group has built an integrated system that enables us to meet their demand in order to increase the Group's market share in the food production factory market.

■ An example of our completed projects

Head office factory, MIK CORPORATION

MIK CORPORATION, based in Kobe City, Hyogo Prefecture, provides customs clearance services and seafood processing services. By combining its strengths and expertise, the GALILEI Group supplied the latest equipment and production lines for the customer's salmon fillet processing factory, the largest in western Japan, as well as provided installation services. The customer's productivity was effectively doubled as a result of reduced production lead times.



Group Strategy

With our long-developed cooling capabilities, coupled with our advanced engineering skills, we fulfill a wide range of customer needs while ensuring the safety and security of food for consumers. The synergy created by the unique attributes and core technologies of our group companies enables us to offer new value to society as well as one-stop solutions for customer challenges.

Group Strategy Committee

In April 2025, we established a Group Strategy Committee as the body to develop and review the Group's strategies. The Committee, chaired by the president of GALILEI CO. LTD. and composed of a selected group of young officers and employees up to their 50s, has discussions on the creation of the GALILEI Group's new social value and the improvement of its corporate value. The Committee is designed to ensure organic collaboration across the business domains and review the Group's growth strategies as well as to nurture and develop future leaders of the Group, which is one of

the purposes of our transition to the holding company structure. When we launched the GALILEI brand, we defined our vision as "pioneers in the future of food and life." The vision represents our determination to rise to the challenge of leading the way to a tasty future, an abundant future, a living future, and a happy future, and it is clearly reflected in our purpose. The Group Strategy Committee engages in a series of discussions on the Group's vision for the next 10 years and is working to create a clear narrative to achieve our purpose.



Key Initiatives to Increase Group Synergy

■ MILAB, where new food is created

In April 2024, the MILAB underwent an extensive refurbishment to ensure group synergy is fully realized. At the new MILAB, we collaborate more closely with many industry organizations, government agencies, and academic institutions, and create new technologies and ideas through co-creation with customers, universities, and research institutes.

The number of MILAB visitors reached 4,326 in FY2024, the highest number ever, reflecting the group companies' efforts to promote greater use of the facility. As part of our efforts to provide support for food startups, we welcomed ARK Inc., a land-based fish farming specialist, as a new MILAB Office tenant. We are committed to advancing food technology and improving consumers' lives by effectively utilizing the MILAB.



■ The GALILEI Group participated in FOOMA JAPAN 2025

Five group companies of the GALILEI Group jointly exhibited at FOOMA JAPAN, held at the Tokyo Big Site exhibition center in June 2025. The group companies worked together to build an exhibition booth that showcased energy-efficient and labor-saving equipment under the theme "The future of food production factories and logistics operations created by NOBRAC." The products on display include a NOBRAC, a SSJ Tunnel Freezer, an automated robot / conveyor line, a differential pressure cooling system, an interior ceiling panel with built-in linear lighting, and an equipment washer. We served domestically-grown scallops that were frozen in the SSJ Tunnel Freezer to our booth visitors for tasting, and they were impressed with the beautifully frozen scallops having no grill marks. This year's exhibition was a huge success, attracting more visitors than the previous year.



Food Service Operations



Shinsuke Jinnai

General Manager, Food Service Operations
Executive Officer of FUKUSHIMA GALILEI CO. LTD.

FY2024 Review

Sales of higher-cost products, such as blast chillers and dough conditioners, grew while sales of CFC-free upright and horizontal commercial refrigerators and freezers and compact ice makers declined marginally. Strong sales of dishwashers and automatic noodle boilers produced by Nippon Senjoki, a recent addition to the GALILEI Group, for restaurant chains, also contributed to the performance of the Food Service Operations, which significantly exceeded the previous year's levels.



■ Business Information

Food Service Operations has been FUKUSHIMA GALILEI's core business since its establishment in 1951. We offer an extensive range of products that feature superior energy efficiency, sophisticated temperature control technology, and enhanced usability, including commercial refrigerators and freezers and ice makers, blast chillers and shock freezers for rapid freezing, dough conditioning equipment designed to ensure ideal dough fermentation, and dishwashers and automatic noodle boilers.



Commercial refrigerators and freezers



Blast chillers / Shock freezers



Automatic noodle boilers

■ Business Strengths and Challenges

A key strength of Food Service Operations is developing user-friendly products. We focus on the development of environmentally-friendly products, such as CFC-free equipment, and automated, labor-saving cooking equipment. Another strength of the GALILEI Group is the ability of the MILAB Food Consultant Room to propose solutions relating to intangible aspects, by leveraging the freezing and defrosting technologies we have refined. However, there is more we need to do. We need to effectively convey the added value of our products to our customers, and work closely with them to solve their problems and to meet their requirements.

Future Growth Strategy

Following the addition of Nippon Senjoki to the GALILEI Group in 2024, new products and technologies have been incorporated, significantly expanding the scope of proposals made by the Food Service Operations. We continue to strive to create new value through the reduction of our environmental impact, the development of labor-saving products, and the further improvement of our technologies, including freezing and defrosting technology. We aim to be a group of companies that is capable of offering solutions to our customers' problems and meeting their requirements, not only at commercial restaurant kitchens but also at school lunch centers and food production factory kitchens.

Showcase Operations



Manabu Oda

General Manager, ST Operations
Director of FUKUSHIMA GALILEI CO. LTD.

FY2024 Review

Sales to supermarkets grew considerably as there was an increase in the number of new stores opening in many regions across Japan, and driven by the impact of soaring energy costs, demand for energy-efficient store renovation solutions remained strong. As part of our Dramatic Future 2050 initiatives, sales of natural refrigerant showcases, particularly to convenience stores, significantly surpassed the previous year's levels.

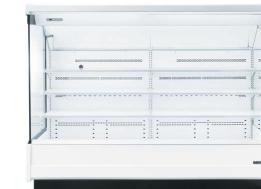


■ Business Information

We manufacture and market plug-in and remote refrigerated and freezer showcases. We help preserve food freshness in supermarkets, drug stores, convenience stores across Japan, and by utilizing our IT and high performance equipment, we support customers in creating attractive and comfortable store designs.



Plug-in island showcases

Remote-type showcase,
CLAIR Send-youPlug-in reach-in showcases
with CO₂ refrigerants

■ Business Strengths and Challenges

In the Showcase Operations, our development and sales staff work together to develop products and systems with user insights in mind and offer user-friendly solutions. We manage the entire process, from design and installation to maintenance, in-house. To address rising energy costs in Japan, we market energy-efficient products that use a natural refrigerant with lower environmental impact. We also propose and supply the GALILEI Air-tech System, which provides a comfortable in-store environment and energy efficiency in the whole of the store. Our goal is to develop products with superior energy efficiency and greater environmental sustainability while addressing customer challenges, such as rising energy costs in the retail distribution industry.

Future Growth Strategy

In April 2025, we started to provide 10-year refrigerant gas leak warranties at full scale. By leveraging digital transformation, we can detect not only gas leaks, but also signs of equipment malfunctions and potential failures. It is important to clearly communicate the concept of a "Zero Call Company" to our customers and to ensure it delivers value for them. A new factory for refrigerated and freezer showcases is being built in Konan City, Shiga Prefecture, and we will establish a system at the factory that enables us to further increase market share by developing high-value-added, next-generation products and increasing production capacity. We are committed to developing environmentally superior products and offering excellent maintenance services to address social issues and meet customer needs.

Medical Science Operations

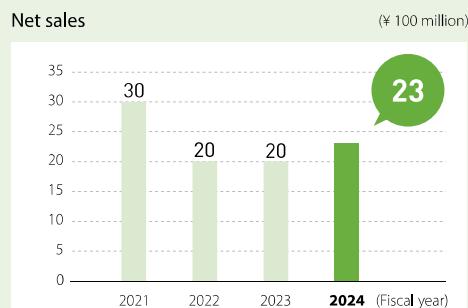


Masashi Murata

Acting General Manager, Medical Science Operations
FUKUSHIMA GALILEI CO. LTD.

FY2024 Review

Sales to hospitals and clinics fell due to the impact of the cost of living crisis, including recent increases in energy costs. However, demand from dispensing pharmacies and drug stores for replacement medical cool boxes remained strong, and demand for prefabricated pharmaceutical refrigerators for pharmaceutical wholesalers grew. As a result, Medical Science Operations performed better than in the previous year.



■ Business Information

The Medical Science Operations offers medical products and equipment used on the front line of the medical science field, both in Japan and abroad, to maintain people's health and protect their lives. We apply temperature control technology from our commercial refrigerators to support medical and R&D fields, and supply low temperature incubators, medical cool boxes, medical freezers, ultra-low temperature freezers, and blood bank refrigerators.



CFC-free medical cool box,
MediFridge



CFC-free medical freezers



GALILEI International Center for Future medicine Technology ("GIFT") at Nakanoshima Qross

■ Business Strengths and Challenges

A key strength of the Medical Science Operations is its ability to deliver products capable of precise temperature control required in the medical science field to its distributors across the country, by effectively applying our temperature control technology developed in the food industry. We have allocated development specialists at domestic factories to develop products that meet customer needs. Our goal is to explore the pharmaceutical and regenerative medicine markets, which the GALILEI Group has identified as its target markets. To this end, we will leverage our nationwide sales network to engage with users. Our focus will be on developing products specifically for pharmaceutical and regenerative medicine applications, using user insights to guide the process.

Future Growth Strategy

We will support healthcare professionals working on the front line of the pharmaceutical and regenerative medicine sector, by increasing sales of our value-added medical products, particularly in the pharmaceutical and regenerative medicine markets, which are the GALILEI Group's target markets. We plan to further train our medical product development staff and to engage more closely with customers with the aim of developing and offering products that incorporate their needs.

Service Operations

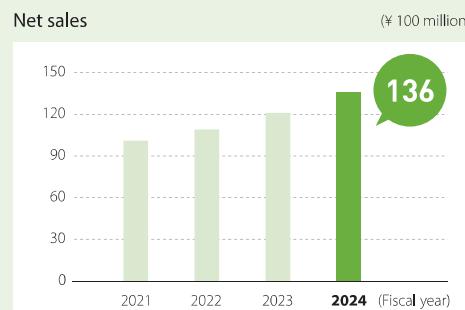


Yuichi Fujita

General Manager, Service Operations
Executive Officer of FUKUSHIMA GALILEI CO. LTD.

FY2024 Review

There was a steady increase in sales of showcase maintenance contracts with supermarkets and convenience stores. In addition, sales of maintenance services for commercial refrigerators and freezers and large cold storage warehouses in the Engineering Operations also increased. The performance of the Service Operations surpassed the previous year's levels as a result.



■ Business Information

We provide support for users of the GALILEI Group's products.

By providing maintenance and various inspection services for commercial refrigerators and freezers and refrigerated and freezer showcases, among others, we continue to ensure food safety and security for consumers. We leverage digital transformation to enhance our preventive maintenance services and other services.



Maintenance and repair services

10-year refrigerant gas leak warranties



10-year refrigerant gas leak warranties

Smart Diagnosis

■ Business Strengths and Challenges

We are proud of the high repair rate achieved by our engineers in Service Operations. Providing in-house repair services not only strengthens our technical capabilities, but also connects GALILEI engineers with customers more closely, enabling us to communicate customer feedback to our product development and marketing staff. Our AI-powered Smart Diagnosis is effective in detecting potential failures. Meanwhile, we face the task of expanding maintenance services, which currently cover refrigeration and freezing equipment, to include a full range of kitchen equipment, such as heating equipment. We will continue to attract good talent and train engineers and further enhance the effectiveness of our collaboration with other departments.

Future Growth Strategy

By further increasing the accuracy of Smart Diagnosis, we remain committed to becoming a Zero Call Company and helping reduce food loss and refrigerant gas leaks caused by product failures. We plan to actively offer maintenance and repair services for large facilities, such as large cold storage warehouses and food production factories, to support their safe and reliable operations. We hope to be a company that offers advanced maintenance services through the training and development of both internal and external technical staff at the GALILEI Academy and the improvement of the technical capabilities of the entire supply chain.

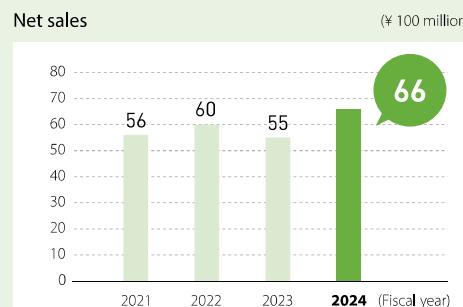
Engineering Operations



Takayasu Minamihata
General Manager, Engineering Operations
FUKUSHIMA GALILEI CO. LTD.

FY2024 Review

In the low temperature logistics industry, demand for the construction of logistics centers and cold storage warehouses continued due to the "2024 logistics problem" (labor shortages and supply chain delays caused by regulatory changes) and the full occupancy or dilapidated state of cold storage warehouses in major cities. In addition, capital investments mainly by food manufacturers and supermarket process centers showed signs of recovery. As a result, the Engineering Operations performed better than the previous year.



■ Business Information

We apply refrigeration, freezing, and other technologies across both GALILEI Group and non-GALILEI Group products, offering businesses a comprehensive range of solutions, including low temperature warehouses and food production factories. Our goal is to provide engineering services that are useful to customers and beneficial to society.



Logistics center



Processing center



NOBRAC CO₂ refrigeration system

■ Business Strengths and Challenges

The Engineering Operations manages the entire process from design and installation to maintenance in order to address staff shortages facing food production factories and logistics companies and the need to renovate dilapidated facilities. In addition to offering equipment solutions that feature the GALILEI Group's full range of products, such as thermal insulation panels, tunnel freezers, and conveyor belts, we deliver optimal comprehensive engineering services that meet the needs of food production factories and logistics facilities, by engaging in the entire process from the planning and initial layout proposal stages. However, the Engineering Operations has the challenge of expanding sales channels. We aim to expand our markets from the existing retail and distribution sectors to unexplored domestic markets, such as pharmaceutical logistics, leading food production factories, and cold storage warehouses.

Future Growth Strategy

We will increase sales of NOBRAC, a CO₂ refrigeration system with superior energy efficiency and greater environmental sustainability, to low temperature distribution centers, among other customers. We also strive to offer even more useful engineering services by leveraging our core strengths in cooling technology and by expanding the scope of services from food production factory layout proposals, which we now focus on, to air-conditioning equipment as well as water supply, drainage, and sanitation equipment.

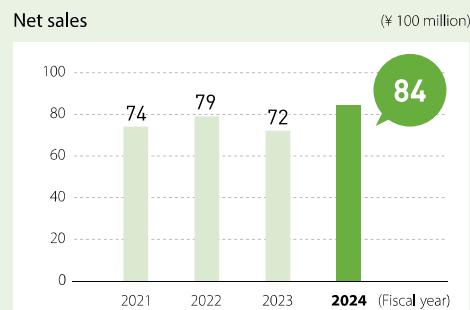
Large Food Processing Equipment Operations



Tomokazu Naruta
President
TAKAHASHI GALILEI CO. LTD.

FY2024 Review

Capital investments, especially by food manufacturers, remained steady, resulting in increased sales of TAKAHASHI GALILEI's tunnel freezers. The new factory at the head office of SHOKEN GALILEI improved its productivity and efficiency, and it also served as a test laboratory for automation and labor-saving equipment, boosting sales of conveyor lines and other equipment for food production factories. The performance of the Large Food Processing Equipment Operations surpassed the previous year's levels as a result.



■ Business Information

TAKAHASHI GALILEI is the first company in Japan to develop, design, and manufacture a continuous rapid freezing, rapid cooling system, "Tunnel Freezer." The company takes great pride in its 66 years of success and holding the largest market share in Japan. SHOKEN GALILEI has contributed to automation, introduced labor-saving devices, and reduced power consumption on many production lines and logistics lines, as a specialized manufacturer of machinery, plants, and drive systems for food factories.



Food production factory



Continuous rapid freezer,
Tunnel Freezer



Packaging and shipping line system

■ Business Strengths and Challenges

In recent years, TAKAHASHI GALILEI has focused on offering tangible solutions in addition to manufacturing and marketing tunnel freezers. We have a team of cooling and freezing technology professionals, known as Total Food Solution or the TFS team, who help to deliver safe and delicious food, with the slogan "the right person in the right refrigerated place." This solution-based business model is one of our strengths. SHOKEN GALILEI excels in conveyor equipment and labor-saving solutions, which are the areas where we can achieve significant group synergy. In recent years, we have stepped up efforts to become a robot system integrator (Sler) in the packaging process in the logistics sector.

Future Growth Strategy

Not only as a manufacturer of tunnel freezers, but also as the developer of the CO₂ refrigeration system, NOBRAC, we are working to acquire a better understanding of environmental sustainability and energy efficiency to create more added value and to increase the GALILEI Group's market share. We will apply our cooling technology that we have developed in Japan to overseas cold storage chains. We anticipate that demand for automated and labor-saving equipment will continue to rise, and we are therefore ready to improve our design capabilities and production capacity to better serve our customers. There are many highly specialized manufacturers in the large food processing equipment market, and we are eager to explore collaboration with these specialist companies to broaden the range of our offering and to expand our business.

Panel Operations



Yoshinori Kojima

President

GALILEI PANEL CREATE CO., LTD.

FY2024 Review

Demand for logistics centers and cold storage warehouses remained strong because of the "2024 logistics problem" and also because cold storage warehouses in major cities reached full capacity or were in poor condition. Sales of compact prefabricated refrigerators for supermarkets and convenience stores also increased. However, our business results marginally declined from the previous year's levels due to extended construction periods and delays caused by worker shortages in the construction industry as well as lower sales of non-refrigerated cleanrooms in the semiconductor, pharmaceutical, and lithium-ion battery markets, which we had focused on in recent years.



■ Business Information

With a broad range of high performance thermal insulation panels and our unique design and installation technology, we offer optimal panel solutions for food processing factories, logistics centers, as well as the back-of-the-house areas of supermarkets and convenience stores, where freezer and refrigeration spaces and clean spaces are required.



Ceiling panel with built-in LED lights



Panel doors



PURE CIS cleanroom interior panel system for medical and pharmaceutical applications

■ Business Strengths and Challenges

The Panel Operations' core competencies include managing the entire process of panel design, production, and installation, as well as providing the GALILEI Group's comprehensive coordination services for refrigerator and freezer installation. We have strengthened our design capabilities, and we are now capable of better meeting the needs of both freezer/refrigeration spaces and non-refrigeration spaces. In January 2025, we launched the PURE CIS cleanroom interior panel system for medical and pharmaceutical applications. Our thermal insulation panels with superior cleanability, air-tightness, and chemical resistance have made it possible to provide a cleaner environment essential for the medical and pharmaceutical industries.

Future Growth Strategy

In addition to our traditional market of freezer/refrigeration spaces, we will focus on non-refrigeration spaces, such as cleanrooms (for the semiconductor, pharmaceutical, and regenerative medicine sectors). For this purpose, we will further strengthen our design capabilities as well as construction and installation expertise, which are key to panel technology. We expect demand in the logistics market to rise in the future. In response to the future demand, we not only seek to improve our design capabilities and construction and installation expertise, as mentioned above, but we also plan to build a next-generation panel factory with the aim of significantly improving productivity and product quality. By combining the strengths of our sales, design, construction, and production teams together, we strive to be a trusted partner for our customers and further boost sales as a result.