

Relationship with Employees

Hoshizaki strives to provide an environment with a comprehensive human-resource development system so that all human resources can demonstrate their individual abilities to the fullest and work with motivation and a sense of fulfillment.

Aiming for a Comfortable Workplace

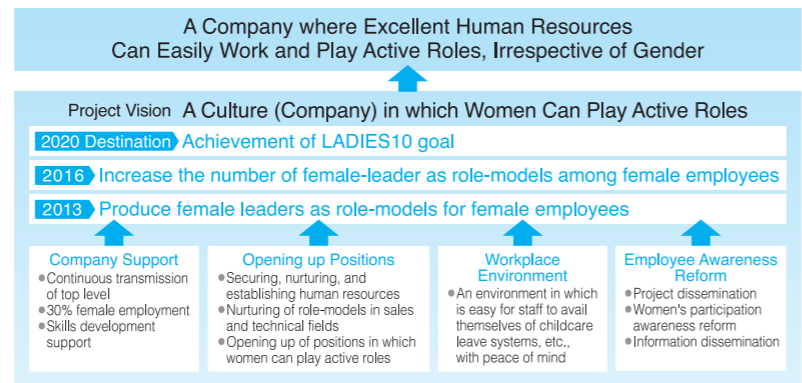
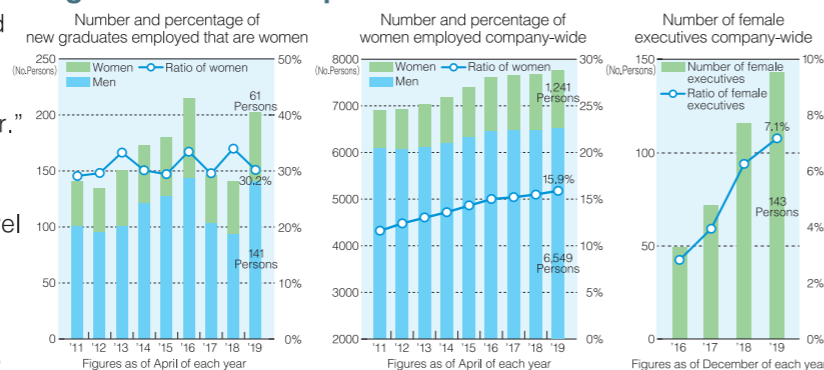
● Hoshizaki's Double Support System

In addition to having introduced various systems for childcare and nursing care, Hoshizaki actively supports the balance between family and work by providing workplaces in which it is easy for staff to avail themselves of these systems. Our initiatives include minimizing career-path blanks for employees who are on childcare leave through online courses they can take at home and regular interviews. As a result, the percentage of women who

take childcare leave has reached 100%, while in recent years, the number of men taking childcare leave has also increased. Furthermore, we are currently making progress in considering a re-employment system in which employees who have retired due to spouse transfers, childcare, or nursing care, etc., can return to the Company. We will continue to improve and expand our systems to support the work-life balance of our employees.

● Kagayaki Project Activities Promoting Women's Participation

In 2010, the Kagayaki Project was launched with the aim of realizing "a company where excellent human resources can easily work and play active roles, irrespective of gender." The project holds the specific goal of increasing the percentage of women in the positions at or above assistant-manager level to 10% or more, called "LADIES10," and through our continued support for women's career advancement, there are 143 women (7.1%) who have held such senior positions as of December 2019. In 2019, we also conducted training to further improve the management abilities of female executives, who have increased in number in recent years. Since the project was launched, the percentage of women recruited as new graduates has been about 30% each year. Furthermore, the ratio of female employees is increasing year by year due to our provision of environments in which women who have experienced life events such as childbirth and childcare can continue to work.



● Certification of Excellent Companies Based on the Law

Hoshizaki Group companies have been accredited as Excellent Companies, with 17 out of 18 having obtained the Next-Generation Certification Mark (nicknamed the "Kurumin Mark"), and 9 of those having obtained the Next-Generation Special Case Certification Mark (nicknamed the "Platinum Kurumin

Mark"), and 2 out of 18 having obtained the Women's Active Participation Promotion Mark (nicknamed the "Eruboshi Mark"). We will continue to aim for the certification of all domestic Group companies.



● Improving the Workplace Environment

In order to improve the workplace environment, we have been conducting annual employee satisfaction surveys for all Hoshizaki Group employees since 2006 and have been using the results in activities in the following years. As a result, the score of employee satisfaction has been steadily rising, and the workplace has been improving in terms of employee-friendliness.

In addition, we have been conducting 360-degree evaluations of managers. By taking multiple evaluations, including from the individual concerned, their superiors and subordinates, and using the gap between self-evaluation and evaluations from others as feedback, we are conducting education to promote awareness and behavior improvement and linking this to improved management ability and compliance awareness.

● Connections with Families

We are involved in activities to deepen understanding of the company, including yearly "family days" to which employees' families are invited, and "Evening Festivals" which are also open to people in the local area. We try to enable employees to spend as much time as possible with their families on weekends, and in addition to our system that allows employees who live away from their families due to a transfer to visit their

families once a week, we have also introduced a system that considers them to have worked regular hours even if they are unable to arrive to work on time at the start of the week.



A Family Day

Development of Human Resources

● Creation of Global Human Resources

The Hoshizaki Group has made declarations of a "50% ratio for overseas sales" and the "Group having the No.1 sales worldwide for the food service equipment industry" in its 2020 Management Vision, and is

strengthening the development of human resources who can play active roles overseas in order to respond to the increasing pace of globalization.

Global Human Resource Development Program

- Improving Language Skills**
- Language training (beginner to advanced)
 - Short-term training at overseas Group companies
 - Short-term study abroad at an American Language School
- Improving business skills**
- Training for the wide range of skills required for expatriates
 - Country-dependent training for points to bear in mind and understanding of local business practices



The Training

● Fostering Next-Generation Managers

In order to foster management-level human resources that can strongly propel growth for group companies, the Hoshizaki Group is implementing a development program to strengthen the thinking that forms the foundation of the creation of results that is required of

management personnel. Through training and dialogue with current management, participants acquire the thought patterns, strategy-conceptualization and strategic planning skills for implementing management, and also clarify skill-development issues.

● Service Training

The Hoshizaki Training Center was established as a place to improve the knowledge and skills of employees who support the group's strength: its service/support system. It mainly holds new-employee training for fresh graduates and mid-career employees, and in addition to product knowledge and skill acquisition, it also helps trainees obtain a deeper understanding of Hoshizaki and the company's history, as well as an awareness of themselves as a member of the Hoshizaki Group. In

2019, we held trainings for employees in their second year of employment on products other than those in our main lineup. We conduct these training programs to develop human resources who can earn the trust of our customers.



The Training