

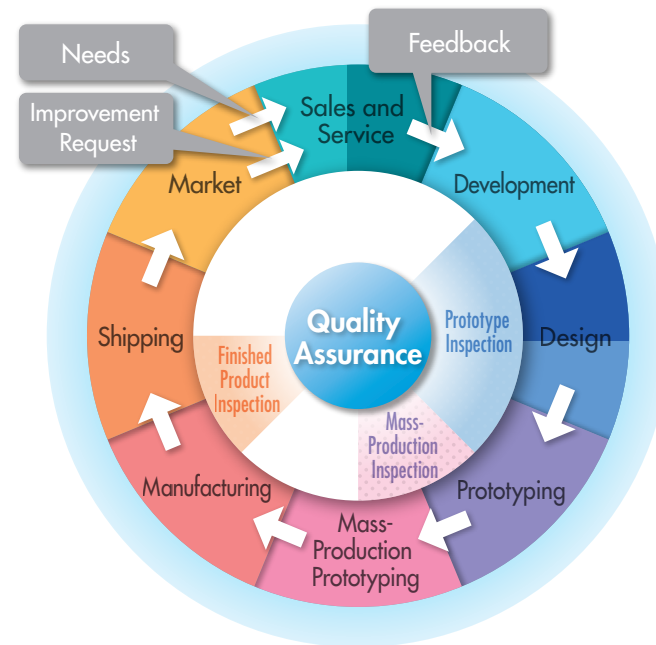
## Relationship with Customers

We have established quality assurance and service/support systems in order to provide products and services that live up to the expectations and trust of our customers, and we also listen to feedback from customers and promote initiatives for daily improvement. We also offer an all-encompassing range of proposals for comfortable environments with plans that are responsive to the demands of our customers.

### Quality Assurance System

Hoshizaki has a clear position of providing peace of mind to customers in its quality policy, and is committed to maintaining and improving its quality levels. In addition, we have obtained international quality standard ISO9001 certification at all of our factories, and have established a system for stringent quality checks based on our quality management system for all processes, from product development through to manufacturing and shipping at factories. During the product development stage, we conduct repeated testing involving severe conditions, and only the technologies and parts that pass these tests are adopted and become part of our products. Furthermore, on our production lines, strict quality standards are set, and the system involves inspectors performing meticulous checks on each and every unit, with only products that pass the finished-product inspection (final inspection) being shipped to market. In addition, we thoroughly investigate the origins of any complaints from the market and reflect them in the development of the products that follow, as well as in any product improvements.

Links between product development and quality assurance

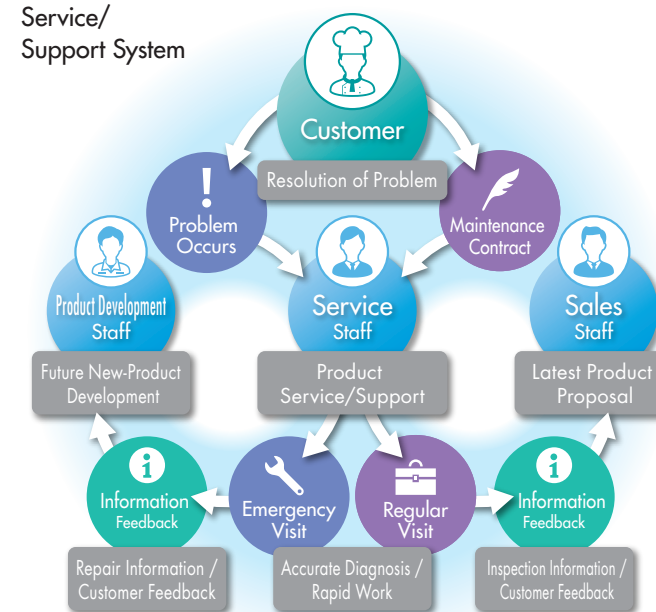


### Service/Support System

The Hoshizaki Group is focused on its customer service and support. Service is provided by approximately 2,650 service staff at 15 distributors located throughout Japan. This system allows our service staff to immediately visit and deal with any problems that may arise. In addition, during our regular visits to the many of our customers who also enter into maintenance contracts, we offer support for breakdown prevention and systematic upgrades by photographing and listing the condition of equipment and providing advice on its use. The feedback we receive from customers during our visits is fed back into product development and to sales staff as appropriate.



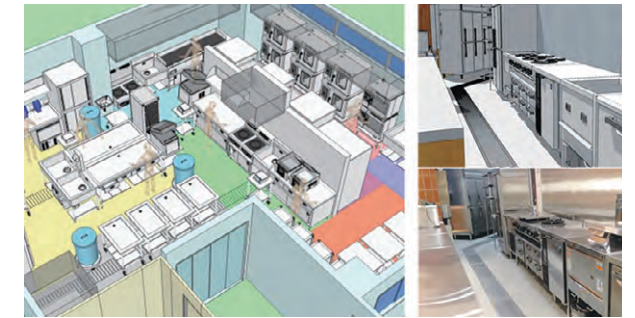
Service/Support System



### All-Encompassing Range of Proposals for Comfortable Environments

The Hoshizaki Group has approximately 150 design staff stationed at 15 distributors located throughout Japan, and plans more than 17,000 kitchens annually. Our unparalleled strength lies in our ability to meet the needs of our customers in a single package by providing all-encompassing planning that involves combining our products with those of other companies. For example, we provide high value-added kitchen plans that are hygienic and take work environments into consideration by combining customized products that match each customer's business type, zoning that leads to improved operations, and a system that allows foodstuff temperature records to be centrally managed via a PC. As a result of these efforts, we have installed around 5,300 complete kitchens per year in foreign-owned five-star hotels, hospitals with over 1,000 beds, company cafeterias, and Japan's first restaurant chain.

Example of kitchen plan proposal (using easily understood 3D image)



In addition to kitchens, we are also involved in the design and construction of large facilities that support cold chains, such as processing rooms in food processing plants, clean rooms and refrigerators in food warehouses, and refrigerators in produce markets.

## Relationship with Suppliers

We are working together with our suppliers on responsible procurement in order to fulfill our social obligations throughout our supply chain.

### Responsible Procurement

The Hoshizaki Group considers suppliers of raw materials and parts to be important partners, and strives to build trusting relationships through open, fair, and equitable transactions while also promoting responsible procurement in the supply chain, including suppliers, in order to earn the trust of society as a global company.

At the start of our transactions with suppliers, we ask for their understanding with respect to the Hoshizaki Group's basic procurement policy, and we also make use of a supplier checklist based on ISO rules to select suppliers based on evaluations of points including quality, stable supply, and sound management.

### Communication with Suppliers

The Hoshizaki Group strives for more thorough understanding of its basic procurement policy by holding regular briefing sessions for suppliers. Even after commencing dealings, we periodically re-evaluate our suppliers based on our supplier checklist and request corrective actions from those who do not meet our quality requirements. During the spread of COVID-19, we conducted ad hoc state-of-business surveys of our suppliers. Furthermore, in order to engage in stable procurement, we have commenced a survey of not only our primary suppliers, but also our secondary suppliers.

In addition, in principle, Hoshizaki America conducts on-site audits of suppliers twice a year. In addition to quality policy and process management, the audit items include code of conduct, occupational health and safety, and environmental protection, and we are working with our suppliers to promote initiatives for sustainable procurement.



Supplier briefing