

Relationship with Employees

We aim to create an environment that includes comfortable workplaces and enhanced human resource development systems so that all employees can maximize their individual abilities and be motivated and fulfilled in their work.

Aiming for a Comfortable Workplace

Promoting work-life balance

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. In order to facilitate the smooth return to work of female employees after childcare leave, employees have interviews with their department heads about their future careers before, during, and after their return to work, and we also have

introduced online courses that they can complete from home while they are on childcare leave. The percentage of female employees who take childcare leave is 100%, and Hoshizaki also encourages the taking of childcare leave by male employees. We will continue to strengthen our efforts to achieve a work-life balance as we aim to create a welcoming workplace environment where all kinds of staff can maximize their abilities.

Kagayaki Project Activities Promoting Women's Participation

Since FY2010, Hoshizaki and its domestic distributors have been promoting the Kagayaki Project, which is based on the vision of "becoming a company where excellent staff can easily work and play active roles, irrespective of gender." The project secretariat is composed of members from each Group company, and set a specific goal, called "LADIES10," of increasing the percentage of women in the positions at or above assistant manager level to 10% or more by FY2020. In addition to providing support for women's career development, the project is working on creating a comfortable working environment, and as of the end of December 2020, the percentage of women in positions at or above assistant manager level was 9.3%. Since the launch of the project, we have also set a

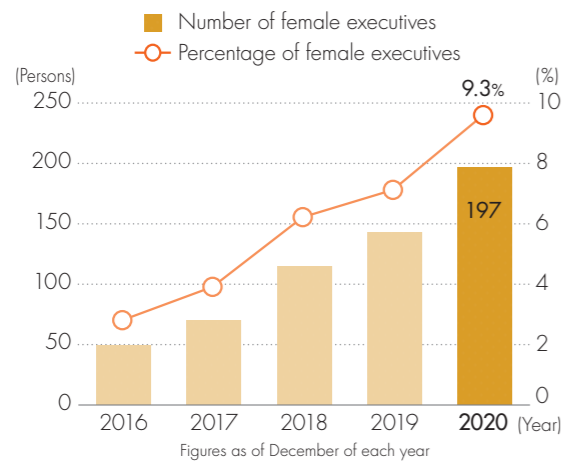
target of 30% for the number of women hired during new-graduate recruitment each year.

We will continue our efforts to promote diversity, including women's participation.

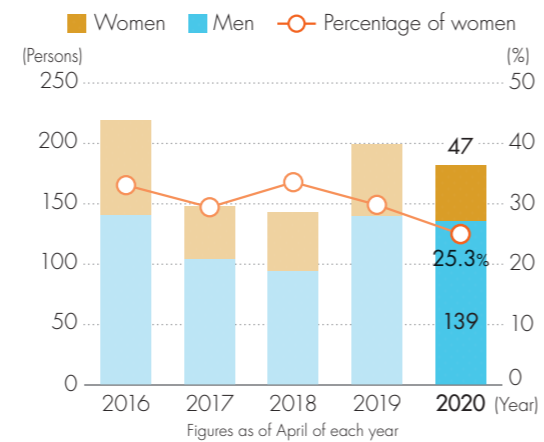


A Kagayaki Project Networking Event

Number of female executives company-wide



Number and percentage of new graduates employed that are women



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 11 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"). As we aim for certification for all domestic Group companies, we will continue our efforts to create an environment where employees can work comfortably and play active roles.



Creating Comfortable Work Environments

Hoshizaki aims to protect the health of its employees and create workplace environments where they can work with peace of mind, and one of its initiatives is the optimization of working hours. Proper management of working hours at Hoshizaki includes methods such as reminder e-mails sent to relevant supervisors when overtime work exceeds a certain threshold. The average

number of overtime hours worked per month in 2020 was 9 hours per person. In addition, in order to foster an environment where it is easy to take paid leave, Hoshizaki uses training programs and its intranet to promote awareness, understanding, and use of the paid leave system. The paid leave utilization rate for 2020 was 70%.

Human Resource Development

Training for Next-Generation Managers

Hoshizaki and its domestic distributors are actively working to develop human resources who will be involved in management in the future. We select executives and executive candidates who demonstrate excellence, and work on business case-studies and in-house issues in order to thoroughly develop their logical thinking and problem-solving skills, and in doing so strengthen their strategic conceptualization and strategic planning abilities.



Creating a Global Workforce

The Hoshizaki Group is strengthening its training of staff who can work overseas in order to respond to the accelerating pace of globalization,



conducting programs to strengthen language and business skills.

Service Training

The Hoshizaki Training Center was established as a place to improve the knowledge and skills of the employees who support the service and support systems that are the Hoshizaki Group's strengths. At the training center, classroom lectures cover product basics such as electrical and refrigeration training, but in addition to this, a great deal of role-playing training that uses mock-ups of refrigeration circuits

and the like to simulate on-site failure diagnosis and conversations with customers also takes place. Training to further strengthen technical skills also takes place in a training booth that reproduces an actual kitchen environment.



Fair Evaluations and Working Conditions

Hoshizaki understands the strengths and weaknesses of each employee, and operates a fair evaluation system that allows employees to develop as professionals as they use their abilities to the fullest. For general employees, evaluations and feedback take place twice a year based on the three factors of "job performance," "ability," and "attitude." For employees in higher-level

positions, evaluations focus on the "business execution" aspects of their work. In the past, domestic distributors had used mainly quantitative indicators in employee evaluations, but after a radical review of evaluation indicators and weightings in FY2020 to include qualitative items, evaluations at all domestic distributors have been unified to use a common methodology.