

Summary of Employees

Status of Employees (NH Foods Ltd.)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---|-----------|-----------|-----------|-----------|-----------|
| Number of employees(Full-time employees + transferees + partners) | 2,149 | 2,160 | 2,077 | 1,977 | 2,065 |
| Male (regular employees) | 898 | 891 | 863 | 806 | 783 |
| Female (regular employees) | 339 | 353 | 375 | 385 | 395 |
| Percentage of female employees (%) (regular employees) | 27.4 | 28.4 | 30.3 | 32.3 | 33.5 |
| Percentage of female managers (%) | 6.5 | 8.5 | 9.8 | 10.7 | 12.0 |
| Number of temporary employees (average) | 912 | 916 | 839 | 786 | 804 |
| Average age | 41.2 | 41.6 | 41.7 | 41.4 | 40.8 |
| Male (age) | 42.9 | 43.4 | 43.5 | 43.1 | 42.5 |
| Female (age) | 36.7 | 37.1 | 37.6 | 37.7 | 37.5 |
| Average duration of employment (years) | 17.4 | 17.8 | 17.7 | 17.3 | 16.5 |
| Male (years) | 19.3 | 19.7 | 19.7 | 19.3 | 18.4 |
| Female (years) | 12.6 | 13.0 | 13.1 | 13.3 | 12.7 |
| Number of new graduates hired | 51 | 41 | 53 | 51 | 61 |
| Male | 35 | 25 | 33 | 29 | 41 |
| Female | 16 | 16 | 20 | 22 | 20 |
| Mid-career hiring rate of workers (%) ※1 | 26.0 | 16.0 | 19.0 | 18.0 | 26.5 |
| Average salary (yen) | 8,395,177 | 8,575,136 | 8,465,458 | 8,223,437 | 8,177,428 |
| Turnover rate (%) | 3.2 | 4.1 | 3.8 | 2.8※2 | 4.1 |
| Voluntary retirement rate (%) | 1.29 | 2.09 | 1.34 | 2.75 | 3.71 |

* Based on the number of current employees as of March 31st in each fiscal year

*1 The calculation method has changed from fiscal 2024 results (excluding area employees)

*2 The calculation for fiscal 2023 was revised due to an error. The turnover rate does not include appointments to executive positions, retirements, and transfers.

Status of Employees by Region (NH Foods Group)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------|--------|--------|--------|--------|--------|
| Domestic | 22,615 | 21,329 | 21,068 | 20,776 | 20,476 |
| Overseas | 6,775 | 6,320 | 5,982 | 5,136 | 5,471 |
| Group total | 29,390 | 27,649 | 27,050 | 25,912 | 25,947 |

* Based on the number of current employees as of March 31st in each fiscal year

* Includes average number of temporary employees

Diversity

Gender Pay Gap (NH Foods Ltd.)

| Items | | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------|---------------------------------------|--------|--------|--------|--------|--------|
| Statutory disclosure items | All workers (%) ^{*1} | — | — | 58.0 | 60.9 | 69.7 |
| | Employees (%) ^{*2} | — | — | 61.0 | 63.3 | 70.9 |
| | Temporary employees (%) ^{*3} | — | — | 75.2 | 69.8 | 78.0 |
| Optional disclosure items | Regular employees (%) | — | 73.5 | 68.1 | 70.1 | 70.9 |
| | Managers (%) | — | 93.0 | 91.7 | 96.4 | 98.0 |
| | General staff (%) | — | 86.2 | 76.3 | 76.3 | 77.8 |

* Gender pay gap: Ratio of female employees' salaries to male employees' salaries as defined in the Act on Promotion of Women's Participation and Advancement in the Workplace (average yearly salary for females / average yearly salary for males)

* The gender pay gap is caused not by differences in the amounts paid for identical work, but by differences in the percentages of employees at each seniority level, the percentages of employees limited to specific locations, years of service, working hours, and other factors

* The division of regular employees into managers and general staff is an optional disclosure item

* The statistics for FY2021 precede the introduction of statutory disclosure in FY2023 and are theoretical figures. For this reason, the calculation method used was different from that for FY2023

* The calculation method for the 2024 results has changed from the 2022-2023 fiscal year (only continuing employees are included in the calculation).

*1 All workers: Employees and temporary employees *2 Employees: Workers in regular employment and non-regular employees who have worked full-time over long periods

*3 Temporary employees: Part-timers and employees on limited-term contracts (excluding dispatched workers)

Condition of Utilizing Child and Nursing Care-Related Systems (NH Foods Ltd.)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|--------|--------|--------|--------|--------|
| 1.Before and after childbirth leave (number of leave takers) | 57 | 39 | 41 | 45 | 37 |
| 2.Parental leave (number of leave takers) | 29 | 35 | 16 | 11 | 9 |
| 3.Number of childcare leave takers | 96 | 108 | 115 | 121 | 116 |
| Male | 12 | 18 | 37 | 33 | 28 |
| Female | 84 | 90 | 78 | 88 | 88 |
| 4.Rate of employees returning to work (%) | 98.8 | 98.5 | 100.0 | 100.0 | 97.0 |
| 5.Shortened working hours for childcare (number of users) | 81 | 123 | 117 | 122 | 126 |
| 6.Nursing leave (number of leave takers) | 139 | 173 | 165 | 199 | 189 |

* The lower number of (2.) in FY2022 reflects the enhancement of the childcare leave system to allow the first 20 days of leave to be used as special leave

■ Category Details

| | |
|---------------------------------------|--|
| Before and after childbirth leave | An employee can take the leave for six weeks before giving birth (or fourteen weeks for a multiple pregnancy) and eight weeks after giving birth. |
| Parental leave | Until September 15, 2022, employees were able to take three days of paid leave between one week before the date on which their spouse was expected to give birth until two weeks after the date of birth. |
| | Since September 16, 2022, employees have been able to take three days of paid leave between one week prior to date on which their spouse is expected to give until the date of birth. Since FY2024, The name was changed from "spouse's maternity leave" to "Parental leave." |
| Childcare leave | Until the child of an employee reaches the age of one year, or until the child reaches the age of three years if the child cannot enter nursery school or is under special circumstances. (Employees can take 20 days of special paid leave initially.) |
| Rate of employees returning to work | (Number of employees returning from childcare leave) / (Number of employees expected to return from childcare leave) ×100 |
| Shortened working hours for childcare | Until an employee's child finishes the six years of elementary school, the employee's scheduled working hours in a day may be shortened by up to two hours. |
| Nursing leave | 12 days per year can be taken as nursing leave when the child of employee in sixth grade of elementary school or lower requires nursing, vaccination, or medical checkup. (Paid leave) |

Status of Re-Employment Following Mandatory Retirement (NH Foods Ltd.)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------------------------|--------|--------|--------|--------|--------|
| Number of mandatory retirees | 3 | 6 | 14 | 17 | 26 |
| Number of re-employed retirees | 3 | 5 | 14 | 15 | 24 |
| Re-employment rate (%) | 100.0 | 83.3 | 100.0 | 88.2 | 92.3 |

* Number of re-employed retirees: includes individuals employed at subsidiary following mandatory retirement

Status of Hiring Personnel Disabilities (NH Foods Ltd.)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---------------------|--------|--------|--------|--------|--------|
| Employment rate (%) | 2.5 | 2.7 | 2.6 | 2.6 | 2.6 |

* Includes non-regular employees

* Employment rate is calculated based on Disabled Persons Act

* In November, 2019, Nipponham Career Consulting Ltd. bec

Human Resources

Percentage of Employees Subject to Periodic Evaluation with Respect to Business Performance and Career Development (NH Foods Ltd.)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|--------|--------|--------|---------------------|--------|
| Number of employees under the Management by Objectives (MBO) | 1,574 | 1,513 | 1,577 | 1,554 ^{*1} | 1,529 |
| Percentage of employees under the MBO (%) | 94.7 | 100.0 | 100.0 | 97.9 ^{*1} | 98.0 |

*1 Revised from the 2024 data book (conservative values are listed in the 2023 data book)

Freedom of Association and Collective Bargaining

NH Foods Ltd. respects the freedom of association and the rights of collective bargaining as recognized in the Constitution of Japan and laws and regulations. A union shop agreement has been made with the NH Foods Worker's Union. Members consist of all employees excluding those in management positions or with equivalent qualifications and others who are excluded based on individual agreements in light of such factors as the nature of their work. In addition, subsidiaries comply with and respect the laws, regulations, and labor practices of their respective countries, based on a stance that respects freedom of association and the rights of collective bargaining.

* The enrollment rate for the NH Foods Worker's Union in FY2024 was 100%

Employee Health and Occupational Health & Safety

Status of Working Hours and Use of Annual Paid Leave (NH Foods Ltd.)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|--------|--------|--------|--------|--------|
| Annual actual working hours (hours) | 2,040 | 2,005 | 1,970 | 1,968 | 1,948 |
| Hours of overtime work (hours) | 287 | 252 | 226 | 225 | 204 |
| Average number of days of annual paid leave granted (days) | 18 | 18 | 18 | 18 | 19 |
| Average number of days of annual paid leave taken (days) | 12 | 13 | 14 | 14 | 14 |
| Average usage rate of annual paid leave (%) | 60 | 63 | 76 | 71 | 67 |

Lost-time injury frequency rate (NH Foods Group in Japan)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|--------|--------|--------|--------|--------|
| National manufacturing industry average (%) | 1.21 | 1.31 | 1.25 | 1.29 | 1.30 |
| National food manufacturing industry average (%) | 3.51 | 4.01 | 3.25 | 3.50 | 3.37 |
| NH Foods Group average (%) | 2.08 | 2.21 | 2.54 | 2.25 | 1.73 |

* Lost-time injury frequency rate: the number of casualties due to occupational accidents per million hours of actual work, and the frequency of accidents

Lost-time injury severity rate (NH Foods Group in Japan)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|--------|--------|--------|--------|--------|
| National manufacturing industry average (%) | 0.07 | 0.06 | 0.08 | 0.08 | 0.06 |
| National food manufacturing industry average (%) | 0.10 | 0.15 | 0.16 | 0.16 | 0.11 |
| NH Foods Group average (%) | 0.05 | 0.05 | 0.09 | 0.07 | 0.05 |

* Lost-time injury severity rate :total work days of lost time per 1,000 actual working hours and the severity of accidents

Support Physical and Mental Health

| Items | Subject | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--|-------------------------|--------|--------|--------|--------|--------|
| Rate of follow-up action after physical examinations (%) | NH Foods Ltd. | 77.2 | 86.9 | 81.0 | 83.5 | 80.1 |
| Ratio of smokers (%) | NH Foods Ltd. | 32.8 | 24.9 | 23.6 | 25.6 | 22.6 |
| Stress check examination rate (%) | NH Foods Ltd. | 92.0 | 97.8 | 97.9 | 97.8 | 96.7 |
| | NH Foods Group in Japan | 91.6 | 92.8 | 94.5 | 95.5 | 94.1 |

* Stress check: A test conducted by businesses on their workers to assess their level of psychological strain

Occupational Safety and Health Management System Status (as of March 2025)

■7 business sites certified (certified business site ratio: 1.4%)

Status of ISO45001 Certification Acquisition

| | | | |
|-------|--|----------|---|
| Japan | ●Nipponham Delicatessen Ltd. (Headquarters, Product Development Division, Niigata Plant, Hokkaido Plant, Miyazaki Plant) | Thailand | ●Thai Nippon Foods Co., Ltd. (Ayutthaya Plant, Phitsanulok Branch) |
|-------|--|----------|---|

List of Donations

Donations (NH Foods Ltd.)

| Items | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------------------------------|-------------|-------------|-------------|----------------------------|-------------|
| Total donations (yen) | 166,479,466 | 186,778,998 | 203,983,276 | 204,047,622 ^{**1} | 223,813,186 |
| -Of which, political donations (yen) | 1,100,000 | 1,100,000 | 1,110,000 | 1,190,000 ^{**1} | 50,000 |

* Figures for domestic and overseas group companies have been included since FY2022

^{**1} Figures revised from the data book 2024