

Summary of Employees

Status of Employees (NH Foods Ltd.)

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Number of employees	2,384	2,403	2,137	2,149	2,160
Male (regular employees)	1,341	1,011	883	898	891
Female (regular employees)	363	348	322	339	353
Percentage of female employees (%) (regular employees)	21.3	20.4	26.7	27.4	28.4
Percentage of female managers (%)	3.3	3.8	4.6	6.5	8.5
Number of temporary employees (average)	957	972	953	912	916
Average age	42.5	42.5	41.6	41.2	39.6
Male (age)	44.3	44.6	43.3	42.9	41.4
Female (age)	36.4	36.9	36.1	36.7	35.1
Average duration of employment (years)	18.8	18.8	17.6	17.4	17.8
Male (years)	21.0	20.7	19.4	19.3	19.7
Female (years)	12.2	12.2	11.8	12.6	13.0
Number of new graduates hired	35	61	54	51	41
Male	22	34	34	35	25
Female	13	27	20	16	16
Mid-career hiring rate of workers (%)	26	22	17	26	16
Average salary (yen)	8,706,025	8,570,717	8,422,396	8,395,177	8,575,136
Turnover rate (%)	2.9	3.7	16.0	3.2	4.1
Voluntary retirement rate (%)	1.56	1.72	1.70	1.29	2.09

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

※ In fiscal 2019, NH Foods Ltd. expanded the optional retirement system as a temporary measure

Status of Employees by Region (NH Foods Group)

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic	22,725	22,883	22,538	22,615	21,329
Overseas	7,930	7,957	7,592	6,775	6,320
Group total	30,655	30,840	30,130	29,390	27,649

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

※ Includes average number of temporary employees

Gender pay gap (NH Foods Ltd.)

Item	FY2021 (%)	Average annual income (yen)		Average age		Average length of service (year)	
Management	93.0	Total	11,667,651	Total	49.9	Total	26.8
		Men	11,738,018	Men	50.2	Men	27.1
		Women	10,912,500	Women	47.1	Women	23.9
General staff	86.2	Total	6,052,194	Total	38.5	Total	15.1
		Men	6,324,900	Men	40.0	Men	16.7
		Women	5,453,152	Women	35.3	Women	11.5

※ The gender pay gap (%) ratio is calculated by dividing the the average annual income of women by the average annual income of men

Diversity

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

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Number of mandatory retirees	29	16	11	3	6
Number of re-employed retirees	19	15	8	3	5
Re-employment rate (%)	65.5	93.8	72.7	100.0	83.3

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

Status of Hiring Personnel Disabilities (NH Foods Ltd.)

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Employment rate (%)	1.8	2.1	2.4	2.5	2.7

※ Disabled Persons Act requires employers to keep the rate of hiring personnel disabilities over 2.3% (as ※ Includes non-regular employees

※ Employment rate is calculated based on Disabled Persons Act

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

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Before and after childbirth leave (number of leave takers)	40	30	42	57	39
Spousal childbirth leave (number of leave takers)	52	27	30	29	35
Number of childcare leave takers	76	70	73	96	108
Male	8	4	5	12	18
Female	68	66	68	84	90
Rate of employees returning to work (%)	97.0	97.1	97.0	98.8	98.5
Shortened working hours for childcare (number of users)	64	91	98	81	123
Nursing leave (number of leave takers)	59	118	145	139	173

■ 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.
Spousal childbirth leave	From one week before the expected delivery date of an employees' spouse and two week after giving birth, an employee may take three days of leave. (Paid 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. (Reserve paid leave can be used for the first twenty days)
Rate of employees returning to work	$(\text{Number of employees returning from childcare leave}) / (\text{Number of employees expected to return from childcare leave}) \times 100$
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)

※ Remaining paid leave: annual paid leave which expired two years after being granted and was put into reserve (up to 40 days)

Human Resources

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

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Number of employees under the Management by Objectives (MBO)	1,367	1,731	1,528	1,574	1,513
Percentage of employees under the MBO (%)	57.3	72.0	71.5	94.7	100.0

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 ("Employee 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 of NH Foods Worker's Union in FY2021 is 100%

Employee Health and Occupational Health & Safety

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

Items	FY2017	FY2018	FY2019	FY2020	FY2021
Annual actual working hours (hours)	2,116	2,087	2,052	2,040	2,005
Hours of overtime work (hours)	325.37	290.24	278.23	286.74	251.59
Average number of days of annual paid leave granted (days)	18	18	18	18	18
Average number of days of annual paid leave taken (days)	12	12	15	12	13
Average usage rate of annual paid leave (%)	67	69	79	60	63

Frequency Rate of Occupational Accidents (NH Foods Group in Japan)

Items	FY2017	FY2018	FY2019	FY2020	FY2021
National manufacturing industry average	1.15	1.02	1.20	1.20	1.20
National food manufacturing industry average	3.85	2.95	3.32	3.48	3.51
NH Foods Group average	2.69	2.00	1.97	2.08	2.21

※ Frequency rate of occupational accidents : the number of casualties due to occupational accidents per million hours of actual work, as an indication of the frequency of

Occupational Accidents Severity Rate (NH Foods Group in Japan)

Items	FY2017	FY2018	FY2019	FY2020	FY2021
National manufacturing industry average	0.07	0.08	0.10	0.10	0.07
National food manufacturing industry average	0.15	0.18	0.21	0.25	0.10
NH Foods Group average	0.05	0.05	0.04	0.05	0.05

※ Occupational accident severity rate :total days of lost time due to accidents with respect to total worked hours of all employees

Support physical and mental health

Items	Subject	FY2017	FY2018	FY2019	FY2020	FY2021
Rate of follow-up action after physical examinations (%)	NH Foods Ltd.	—	—	—	77.2	86.9
Ratio of smokers (%)	NH Foods Ltd.	—	—	—	32.8	24.9
Stress check examination rate (%)	NH Foods Ltd.	96.3	99.1	95.2	92.0	97.8
	NH Foods Group in Japan	93.0	91.5	90.3	91.6	92.8

※ 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 2022)

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

Status of ISO45001 Certification Acquisition

Japan	<ul style="list-style-type: none"> ● Nipponham Delicatessen Ltd. (Headquarters, Product Development Division, Niigata Plant, Hokkaido Plant, Miyazaki Plant)
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Thailand	<ul style="list-style-type: none"> ● Thai Nippon Foods Co., Ltd. (Ayutthaya Plant, Phitsanulok Branch) ● Thai Nippon Cold Storage Co., Ltd. (Ayutthaya)
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List of Donations

FY2021 Status of Donation Destination and Amount (NH Foods Ltd.)

Items	Donation amount
Social Welfare and Social Inclusion (yen)	34,048,998
Health, Medical Science, and Sports (yen)	141,000,000
Academics and Research (yen)	640,000
Education and Social Education (yen)	3,630,000
Culture and Art (yen)	100,000
Environment (yen)	2,360,000
Community Building for Disaster Preparedness, Crime Prevention (yen)	200,000
Political Donations (yen)	1,100,000
Others (yen)	3,700,000