

Corporate Governance

The average meeting attendance rate for directors in fiscal 2022 was 98%.

Board of Directors

Position	Name	Meetings Attended/ Meetings Convened	Attendance Rate(%)
President and Representative Director, President and CEO	Yoshihide Hata	18/18	100
Representative Director and Vice President, Executive Vice President	Tetsuhiro Kito	18/18	100
Representative Director and Vice President, Executive Vice President	Nobuhisa Ikawa	18/18	100
Director and Managing Executive Officer	Fumio Maeda	18/18	100
Director and Executive Officer	Masahito Kataoka	18/18	100
Director (Outside)	Yasuko Kono	18/18	100
Director (Outside)	Atsushi Iwasaki ^{*1}	4/5	80
Director (Outside)	Hideo Arase	18/18	100
Director (Outside)	Tokushi Yamasaki ^{*2}	13/13	100
Audit & Supervisory Board Member	Sadanori Miyagai	18/18	100
Audit & Supervisory Board Member	Nobuyuki Tazawa	18/18	100
Audit & Supervisory Board Member (Outside)	Akihiko Shiba	18/18	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	18/18	100
Audit & Supervisory Board Member (Outside)	Tokushi Yamasaki ^{*2}	5/5	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama ^{*3}	13/13	100

The following notes have been added concerning resignations and appointments of officers in June 2022

^{*1} Resigned in June

^{*2} Resigned from the Audit & Supervisory Board was appointed as a director in June

^{*3} Appointed in June

FY2022 Status of Optional Committee Attendance

■ Compliance Committee

Position	Name	Meetings Attended/ Meetings Convened	Attendance Rate(%)
President and Representative Director, President and CEO	Yoshihide Hata	4/4	100
Representative Director and Vice President, Executive Vice President	Tetsuhiro Kito	4/4	100
Representative Director and Vice President, Executive Vice President	Nobuhisa Ikawa	4/4	100
Director and Managing Executive Officer	Fumio Maeda	4/4	100
Director (Outside)	Yasuko Kono	4/4	100
Managing Executive Officer	Nobuo Oda	3/4	75
Managing Executive Officer	Kohei Akiyama	4/4	100
General Manager of the Compliance Department	Hiroshi Matsuura	4/4	100
Union representative officers	Yuta Yamagishi	4/4	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi ^{*1}	4/4	100

* The Committee also includes advisors and outside experts

■ Sustainability Committee

Position	Name	Meetings Attended/ Meetings Convened	Attendance Rate(%)
President and Representative Director, President and CEO	Yoshihide Hata	4/4	100
Representative Director and Vice President, Executive Vice President	Tetsuhiro Kito	4/4	100
Representative Director and Vice President, Executive Vice President	Nobuhisa Ikawa	4/4	100
Director and Managing Executive Officer	Fumio Maeda	4/4	100
Director and Executive Officer	Masahito Kataoka	4/4	100
Director (Outside)	Yasuko Kono	4/4	100
Director (Outside)	Atsushi Iwasaki	4/4	100
Director (Outside)	Hideo Arase	4/4	100
Director (Outside)	Masayuki Kitaguchi ^{*2}	3/3	100
Managing Executive Officer	Nobuo Oda	4/4	100
Managing Executive Officer	Kohei Akiyama	4/4	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi ^{*1,*2}	1/1	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama ^{*1,*3}	3/3	100

* Additional member is outside expert

*1 Observer

*2 Resigned from the Audit & Supervisory Board and was appointed as a director in June 2022

*3 Appointed in June

■ Executive Appointments Committee

Position	Name	Meetings Attended/Meetings Convened	Attendance Rate(%)
Director (Outside)	Yasuko Kono	6/6	100
Director (Outside)	Hideo Arase	6/6	100
Director (Outside)	Tokushi Yamasaki	6/6	100
Audit & Supervisory Board Member (Outside)	Akihiko Shiba	6/6	100

■ Board of Independent Outside Officers

Position	Name	Meetings Attended/Meetings Convened	Attendance Rate(%)
Director (Outside)	Yasuko Kono	2/2	100
Director (Outside)	Atsushi Iwasaki ^{*1}	1/1	100
Director (Outside)	Hideo Arase	2/2	100
Director (Outside)	Tokushi Yamasaki ^{*2}	1/1	100
Audit & Supervisory Board Member (Outside)	Akihiko Shiba	2/2	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	2/2	100
Audit & Supervisory Board Member (Outside)	Tokushi Yamasaki ^{*2}	1/1	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama ^{*3}	1/1	100

■ Compensation Committee

Position	Name	Meetings Attended/Meetings Convened	Attendance Rate(%)
President and Representative Director, President and CEO	Yoshihide Hata	4/4	100
Director (Outside)	Yasuko Kono	4/4	100
Director (Outside)	Atsushi Iwasaki ^{*1}	1/1	100
Director (Outside)	Hideo Arase	4/4	100
Director (Outside)	Tokushi Yamasaki ^{*2}	3/3	100

■ Board of Independent Officers and Representative Directors

Position	Name	Meetings Attended/Meetings Convened	Attendance Rate(%)
President and Representative Director, President and CEO	Yoshihide Hata	2/2	100
Representative Director and Vice President, Executive Vice President	Tetsuhiro Kito	2/2	100
Representative Director and Vice President, Executive Vice President	Nobuhisa Ikawa	2/2	100
Director (Outside)	Yasuko Kono	2/2	100
Director (Outside)	Atsushi Iwasaki ^{*1}	0/1	0
Director (Outside)	Hideo Arase	2/2	100
Director (Outside)	Tokushi Yamasaki ^{*2}	1/1	100
Audit & Supervisory Board Member (Outside)	Akihiko Shiba	2/2	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	2/2	100
Audit & Supervisory Board Member (Outside)	Tokushi Yamasaki ^{*2}	1/1	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama ^{*3}	1/1	100

^{*1} Resigned in June

^{*2} Resigned from the Audit & Supervisory Board and was appointed as a director in June 2022

^{*3} Appointed in June

Promoting Compliance

NH Foods Group engages in awareness-raising activities to deepen employees' understanding of compliance and reaffirm its importance.

Compliance Training (NH Foods Group in Japan)

We reaffirm the importance of compliance at all levels of the organization by acquiring knowledge about harassment and communication, engaging in group discussions based on case studies, and through other initiatives.

Items	FY2018	FY2019	FY2020	FY2021	FY2022
Number of attendees	1,070	1,026	1,370	1,272	1,957
Number of attendees ranked manager and higher	732	795	1,102	971	1,625

* Total number of attendees for training designed for different levels of the organization, such as new employee training, manager training and Group company president training

* Applicable employees: Officers and General Managers in 2018 and 2021, Section Chiefs in 2019 and 2020, and Officers, General Managers, and Section Chiefs in 2022

Compliance Competition (NH Foods Group in Japan)

Knowledge on harassment and communication, as well as the results of initiatives underway at different workplaces and business sites are shared.

Items	FY2018	FY2019	FY2020	FY2021	FY2022
Number of attendees	19,400	17,460	20,545	20,288	17,186

NH Foods Group Consultation Desk (NH Foods Group in Japan)

In addition to an internal consultation desk, an independent outside consultation desk has also been set up so that Group employees can freely report and consult on actual workplace conditions.

Items	FY2018	FY2019	FY2020	FY2021	FY2022
Number of consultations received	201	179	199	249	244

Compliance Visits to Business Sites (NH Foods Group in Japan)

With the aim of avoiding, mitigating and preventing risks, the Compliance Department visits business sites to listen to employee sentiments regarding the onsite atmosphere, business-related issues, interpersonal issues, and other items.

Items	FY2018	FY2019	FY2020	FY2021	FY2022
Number of group companies visited	9	10	7	18	15
Number of business sites visited	96	43	15	24	24
Applicable number of employees	Approx. 1,300	Approx. 1,000	Approx. 700	Approx. 900	Approx. 650

* Due to COVID-19, compliance activities were primarily conducted remotely in FY2020