

Corporate Governance

The average meeting attendance rate for directors in fiscal 2023 was 100%.

Board of Directors

Position	Name	Meetings Attended/ Meetings Convened	Attendance Rate(%)
Chairperson and Director	Tetsuhiro Kito	18/18	100
President and Representative Director, President & CEO	Nobuhisa Ikawa	18/18	100
Director and Managing Executive Officer	Fumio Maeda	18/18	100
Director and Managing Executive Officer	Masahito Kataoka	18/18	100
Director	Yoshihide Hata ^{*1}	5/5	100
Director and Managing Executive Officer	Kohei Akiyama ^{*2}	13/13	100
Director (Outside)	Yasuko Kono	18/18	100
Director (Outside)	Hideo Arase	18/18	100
Director (Outside)	Tokushi Yamasaki	18/18	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 ^{*1}	5/5	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	18/18	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama	18/18	100
Audit & Supervisory Board Member (Outside)	Katsumi Nakamura ^{*2}	13/13	100

The following notes have been added concerning resignations and appointments of officers in June 2023

*1 Resigned in June

*2 Appointed in June

FY2023 Status of Optional Committee Attendance

■ Compliance Committee

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

* The Committee also includes advisors and outside experts ^{*1} Observer

■ Sustainability Committee

Position	Name	Meetings Attended/ Meetings Convened	Attendance Rate(%)
Chairperson and Director	Tetsuhiro Kito	4/4	100
President and Representative Director, President & CEO	Nobuhisa Ikawa	4/4	100
Director and Managing Executive Officer	Fumio Maeda	4/4	100
Director and Managing Executive Officer	Masahito Kataoka	4/4	100
Director and Managing Executive Officer	Kohei Akiyama	4/4	100
Director (Outside)	Yasuko Kono	4/4	100
Director (Outside)	Hideo Arase	4/4	100
Director (Outside)	Tokushi Yamasaki	4/4	100
Managing Executive Officer	Nobuo Oda	4/4	100
Managing Executive Officer	Yukihiko Matsumoto	4/4	100
Executive Officer	Hirohide Fujiwara	4/4	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama ^{*1}	2/2	100

* Additional member is outside expert ^{*1} Observer

■ Executive Appointments Committee

Position	Name	Meetings Attended/Meetings Convened	Attendance Rate(%)
Director (Outside)	Yasuko Kono	5/5	100
Director (Outside)	Hideo Arase	5/5	100
Director (Outside)	Tokushi Yamasaki	5/5	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	5/5	100

■ Board of Independent Outside Officers

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

■ Compensation Committee

Position	Name	Meetings Attended/Meetings Convened	Attendance Rate(%)
President and Representative Director, President & CEO	Nobuhisa Ikawa	4/4	100
Director (Outside)	Yasuko Kono	4/4	100
Director (Outside)	Hideo Arase	4/4	100
Director (Outside)	Tokushi Yamasaki	3/3	100

■ Board of Independent Outside Officers , Chairperson and President

Position	Name	Meetings Attended/Meetings Convened	Attendance Rate(%)
Chairperson and Director	Tetsuhiro Kito	2/2	100
President and Representative Director, President & CEO	Nobuhisa Ikawa	2/2	100
Director (Outside)	Yasuko Kono	2/2	100
Director (Outside)	Hideo Arase	2/2	100
Director (Outside)	Tokushi Yamasaki	2/2	100
Audit & Supervisory Board Member (Outside)	Akihiko Shiba ^{*1}	1/1	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	2/2	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama	1/2	50
Audit & Supervisory Board Member (Outside)	Katsumi Nakamura ^{*2}	1/1	100

*1 Resigned in June

*2 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	FY2019	FY2020	FY2021	FY2022	FY2023
Number of attendees	1,026	1,370	1,081	1,706	1,679
Number of attendees ranked manager and higher	795	1,102	833	1,478	1,457

- * 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, General Managers, and Section Chiefs in FY2023 and FY2022, Officers and General Managers in FY2021, Section Chiefs in FY2020 and FY2019

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	FY2019	FY2020	FY2021	FY2022	FY2023
Number of attendees	17,460	20,545	20,288	17,186	17,174

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	FY2019	FY2020	FY2021	FY2022	FY2023
Number of group companies visited	10	7	18	15	14
Number of business sites visited	43	15	24	24	27
Applicable number of employees	Approx. 1,000	Approx. 700	Approx. 900	Approx. 650	Approx. 490

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

Compliance Training (NH Foods Group in Japan)

NH Foods Group have set up not only the internal hotline but also the independent external hotline so that Group employees can freely report and consult on actual workplace conditions.

Items	FY2019	FY2020	FY2021	FY2022	FY2023
Number of consultations received	179	199	249	244	245
(Detail) Cheating	—	—	—	12	12
Labor Relations	—	—	—	32	51
Human rights・Harassment・Human relationship	—	—	—	139	111
Quality・Environment・Safety	—	—	—	2	10
Opinion about company policy	—	—	—	43	29
Other (Manners・Moral,etc/)	—	—	—	16	32

Compliance Survey (NH Foods Group in Japan)

NH Foods Group conducts a compliance survey of employees (including temporary workers and trainees) every two years. The purpose of this survey is to consider effective compliance measures and improve the workplace culture by looking at both compliance risks and employee engagement.

■ Survey items: Engagement/Compliance risk/Organizational culture