

Summary of Employees

Status of Employees (NH Foods Ltd.)

Items	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees(Full-time employees + transferees + partners)	2,137	2,149	2,160	2,077	1,977
Male (regular employees)	883	898	891	863	806
Female (regular employees)	322	339	353	375	385
Percentage of female employees (%) (regular employees)	26.7	27.4	28.4	30.3	32.3
Percentage of female managers (%)	4.6	6.5	8.5	9.8	10.7
Number of temporary employees (average)	953	912	916	839	786
Average age	41.6	41.2	41.6	41.7	41.4
Male (age)	43.3	42.9	43.4	43.5	43.1
Female (age)	36.1	36.7	37.1	37.6	37.7
Average duration of employment (years)	17.6	17.4	17.8	17.7	17.3
Male (years)	19.4	19.3	19.7	19.7	19.3
Female (years)	11.8	12.6	13.0	13.1	13.3
Number of new graduates hired	54	51	41	53	51
Male	34	35	25	33	29
Female	20	16	16	20	22
Mid-career hiring rate of workers (%)	17	26	16	19	18
Average salary (yen)	8,422,396	8,395,177	8,575,136	8,465,458	8,223,437
Turnover rate (%)	16.0	3.2	4.1	3.8	5.8
Voluntary retirement rate (%)	1.70	1.29	2.09	1.34	2.75

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

*In FY2019, NH Foods Ltd. expanded the optional retirement system as a temporary measure

*Average age revised in FY2021

Status of Employees by Region (NH Foods Group)

Items	FY2019	FY2020	FY2021	FY2022	FY2023
Domestic	22,538	22,615	21,329	21,068	20,776
Overseas	7,592	6,775	6,320	5,982	5,136
Group total	30,130	29,390	27,649	27,050	25,912

* 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		F2019	FY2020	FY2021	FY2022	FY2023
Statutory disclosure items	All workers (%) ^{*1}	—	—	—	58.0	60.9
	Employees (%) ^{*2}	—	—	—	61.0	63.3
	Temporary employees (%) ^{*3}	—	—	—	75.2	69.8
Optional disclosure items	Regular employees (%)	—	—	73.5	68.1	70.1
	Managers (%)	—	—	93.0	91.7	96.4
	General staff (%)	—	—	86.2	76.3	76.3

* 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

*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	FY2018	FY2019	FY2020	FY2021	FY2022
1.Before and after childbirth leave (number of leave takers)	42	57	39	41	45
2.Spousal childbirth leave (number of leave takers)	30	29	35	16	11
3.Number of childcare leave takers	73	96	108	115	121
Male	5	12	18	37	33
Female	68	84	90	78	88
4.Rate of employees returning to work (%)	97.0	98.8	98.5	100.0	100.0
5.Shortened working hours for childcare (number of users)	98	81	123	117	122
6.Nursing leave (number of leave takers)	145	139	173	165	199

* The lower number of spousal childbirth leave days taken 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.
Spousal childbirth leave	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. 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.
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	FY2019	FY2020	FY2021	FY2022	FY2023
Number of mandatory retirees	11	3	6	14	17
Number of re-employed retirees	8	3	5	14	15
Re-employment rate (%)	72.7	100.0	83.3	100.0	88.2

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

Status of Hiring Personnel Disabilities (NH Foods Ltd.)

Items	FY2019	FY2020	FY2021	FY2022	FY2023
Employment rate (%)	2.4	2.5	2.7	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	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employees under the Management by Objectives (MBO)	1,528	1,574	1,513	1,577	1,480
Percentage of employees under the MBO (%)	71.5	94.7	100.0	100.0	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. 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 FY2023 was 100%

Employee Health and Occupational Health & Safety

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

Items	FY2019	FY2020	FY2021	FY2022	FY2023
Annual actual working hours (hours)	2,052	2,040	2,005	1,970	1,968
Hours of overtime work (hours)	278	287	252	226	225
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)	15	12	13	14	14
Average usage rate of annual paid leave (%)	79	60	63	76	71

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

Items	FY2019	FY2020	FY2021	FY2022	FY2023
National manufacturing industry average (%)	1.20	1.21	1.31	1.25	1.29
National food manufacturing industry average (%)	3.48	3.51	4.01	3.25	3.50
NH Foods Group average (%)	1.97	2.08	2.21	2.54	2.25

* 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	FY2019	FY2020	FY2021	FY2022	FY2023
National manufacturing industry average (%)	0.10	0.07	0.06	0.08	0.08
National food manufacturing industry average (%)	0.25	0.10	0.15	0.16	0.16
NH Foods Group average (%)	0.04	0.05	0.05	0.09	0.07

* 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	FY2019	FY2020	FY2021	FY2022	FY2023
Rate of follow-up action after physical examinations (%)	NH Foods Ltd.	—	77.2	86.9	81.0	83.5
Ratio of smokers (%)	NH Foods Ltd.	—	32.8	24.9	23.6	25.6
Stress check examination rate (%)	NH Foods Ltd.	95.2	92.0	97.8	97.9	97.8
	NH Foods Group in Japan	90.3	91.6	92.8	94.5	95.5

* 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 2024)

■ 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)
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List of Donations

Donations (NH Foods Ltd.)

Items	FY2019	FY2020	FY2021	FY2022	FY2023
Total donations (yen)	171,229,030	166,479,466	186,778,998	203,983,276	171,913,800

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

* Political donations in FY2023: 1,100,000 yen