

Non-financial data

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Scope of Data (as of March 31st, 2025)

NH FoodsGroup. If information is insufficient for some calculations, the subject organization will be clearly indicated on each occasion.

Subject		
Business sites in Japan	Production and Livestock Breeding Facilities and Feedlots	Nippon Clean Farm Ltd./Nippon White Farm Co., Ltd./Junsui Kurobuta Shuton Nojo Co.Ltd
	Meat preparation and processing plants	Nippon White Farm Co., Ltd./ Nippon Food Packer, Inc./ Miyazaki Beef Center Co., Ltd./
	Ham and Sausage Production	Nipponham Factory Ltd./ Nipponham Northeast Ltd./ Nipponham Hokkaido Factory Ltd./ Nipponham Southwest Ltd./ Kamakura Ham Tomioka Co., Ltd./ Kyodo Foods Co., Ltd.
	Processed Food Production	NH Foods Ltd./ Nipponham Processed Foods Ltd./ Nipponham Delicatessen Ltd./ Nippon Pure Food, Inc./ Hoko Co., Ltd./ Minami Nippon Fresh Foods Co., Ltd./ Premium Kitchen Co., Ltd.
	Marine and Dairy Product Production	Nippon Luna, Inc./ Hoko Co., Ltd.
	Sales Offices, Distribution Centers, Headquarters, Branches, Offices and Research Institutes	NH Foods Ltd./ NH Foods Marketing Ltd./ Nippon Route Service Co., Ltd./ Nippon Daily Net Co., Ltd./ Nipponham Frozen Foods Ltd. / Nipponham Customer Communications Ltd./ Nippon Logistics Center, Inc./ Nippon Chilled Logistics, Inc./ Japan Food Corporation/ NHJF Corporation/ Higashi Nippon Food, Inc./ Kanto Nippon Food, Inc./ Naka Nippon Food, Inc./ Nishi Nippon Food, Inc./ Nippon Pure Food, Inc./ Hoko Co., Ltd./ Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd./ Nippon Luna, Inc./ Minami Nippon Fresh Foods Co., Ltd./ Nipponham Hokkaido Factory Ltd./ Usune Co., Ltd./ Fighters Sports & Entertainment Co., Ltd.
Business sites overseas	Production and breeding facilities, farms	Whyalla Beef Pty. Ltd./ Ege-Tav Ege Tarım Hayvancılık Yatırım Ticaret ve Sanayi Anonim Şirketi
	Meat preparation and processing plants	Oakey Beef Exports Pty. Ltd./ Thomas Borthwick & Sons Pty. Ltd./ Wingham Beef Exports Pty. Ltd./ Ege-Tav Ege Tarım Hayvancılık Yatırım Ticaret ve Sanayi Anonim Şirketi
	Manufacture and sale of fresh meats and processed foods	Shandong Rilong Foodstuffs Co., Ltd./ Pure Food Asia, Inc./ Thai Nippon Foods Co., Ltd./ NH Foods Vietnam Joint Stock Company/ PT NH Foods Diamond Indonesia/ Day-Lee Foods, Inc./ Redondo's, LLC/ LJD Holdings, Inc./ Mountain View Packaging, LLC/ Tamarack Foods, LLC
	Food marketing, trading companies	Nippo Food (Shanghai) Co., Ltd./ NH Foods Taiwan Ltd./ NH Foods (Thailand) Ltd./ NH Foods Singapore Pte. Ltd./ NH Foods Australia Pty. Ltd./ Beef Producers Australia Pty. Ltd./ NH Foods U.K. Ltd./ NH Foods Chile Y Compania Limitada/ NH Foods Mexicana S.A.DE C.V./ Day-Lee Foods, Inc./ Japan Food Corporation Korea Branch

Calculation Method

■ Greenhouse gas emissions about Scope 1 and Scope 2 are calculated by using factors in "Act on Promotion of Global Warming Countermeasures" in Japan

↳ Location base is calculated by the alternative value which is annual electric power company's emission factors (above the law)

↳ Market base is calculated by each annual electric power company's emission factors (above the law)

Overseas sites: Primarily use laws and regulations or guideliness of the country or region where each company or office is located. If these are unknown, use coefficients of the "Act on Promotion of Global Warming Countermeasures" in Japan.

↳ If the location base is unknown, use the Emissions Factors provided by the IEA.

There are not applicable of Perfluorocarbons, Sulphur hexafluoride and Nitrogen trifluoride. Also, Hydrofluorocarbons aren't calculation in scope

■ Scope 3 is calculated which is based on our scenario by category, which referred to "Basic Guidelines On Accounting for Greenhouse Gas Emissions throughout the Supply Chain (in Japan)". The emission unit of calculation is used or referred to below

- "Act on Promotion of Global Warming Countermeasures" in Japan about each year

- "Database of Emissions Unit Values on the Same Accounting for Greenhouse Gas Emissions throughout the Supply Chain" in Japan

■ Energy consumption about Scope 1 and Scope 2 is calculated as follows:

Japan: Use coefficients, etc., defined by the "Act of Promotion of Global Warming Countermeasures" and the "Act on the Rational Use of Energy" in Japan

Overseas: Primarily use laws and regulations or guideliness of the country or region where each company or office is located. If these are unknown, use coefficients of the "Act on the Rational Use of Energy" in Japan

■ The waste recycling rate and recycling rate were calculated as follows.

Waste recycling rate: $(\text{Waste generation} - \text{Final disposal waste}) / \text{Waste generation} \times 100$ (Unit: %)

*Excluding items that are difficult to recycle due to the sale of valuable materials and legal regulations, etc

Recycling rate: $(\text{Waste recycled in-house} + \text{Valuable materials sold} + \text{Recycled waste}) / (\text{Waste generation} - \text{in-house reductions}) \times 100$ (Unit: %)

Third-Party Verification

Items with a ☒ mark are subject to third-party verification under the ISAE3000 and ISAE3410 by SGS Japan Inc. (Limited assurance)

Scope of verification

GHG emissions in Japan: Scope 1, Scope 2, Scope 3 Overseas GHG emissions: Scope 1, Scope 2

Energy use in Japan: Scope 1, Scope 2 Overseas energy use: Scope 1, Scope 2

Water use in Japan: Water withdrawal and Water consumption

Overseas water use: Water withdrawal and Water consumption

Environmental Targets

As part of its three-year medium-term management plans, the NH Foods Group has formulated environmental targets aimed at reducing the environmental impact of its business activities. In April 2021, the Group formulated Vision2030 and identified, while also setting medium- to long-term environmental targets for 2030.

We are helping to realize a sustainable society through our efforts to reduce environmental loads, and through our continuing commitment to effective resource utilization.

In fiscal 2022, we set environmental targets for 2030 based on our medium- to long-term environmental targets for Japan.

Going forward, we will work to promote efforts to achieve a sustainable society from a more global perspective.

Results of Medium- to Long-Term Environmental Targets in Japan

Targets	Unit	Baseline	2030 target	FY2024 results	Progress
Reduce fossil fuel-derived CO₂ emissions (Reduce by more than 46% compared with FY2013 levels)	t-CO ₂	550,518	297,279	417,928	Reduction (change from the baseline) : ▲132,590 Reduction (compared with the baseline) : ▲24.1%
Reduce plastics use *1 (Reduce by more than 20% compared with FY2013)	t	7,496	5,997	4,935	Reduction (change from the baseline) : ▲2,561 Reduction (compared with the baseline) : ▲34.2%
Waste discharge (per production unit) (Reduce by 5% compared with FY2019 level)	kg/t	134.6	127.9	122.0	Reduction (change from the baseline) : ▲12.6 Reduction (compared with the baseline) : ▲9.3%
Waste recycling rate (At least 92% by 2030) *2	%	84.1	92.0	90.5	—
Waste consumption (per production unit) (Reduce by 5% compared with FY2019 level)	m ³ /t	15.2	14.4	15.1	Reduction (change from the baseline) : ▲0.1 Reduction (compared with the baseline) : ▲0.7%

* CO₂ emissions and thermal energy were calculated using the factors stipulated each year under the "Act on Promotion of Global Warming"

* Intensity units are based on production quantities by manufacturing factory

*1 Products subject to the Containers and Packaging Recycling Law

*2 The baseline for the waste recycling rate is 84.1% (FY2019 result). The formula is shown in the "Calculation method" section on p.16

Results of Medium- to Long-Term Environmental Targets Overseas

Targets	Unit	Baseline	2030 target	FY2024 results	Progress
Reduce fossil fuel-derived CO₂ emissions (Reduce by more than 24% compared with FY2021 levels)	t-CO ₂	143,340	108,938	135,164	Reduction (change from the baseline) : ▲8,176 Reduction (compared with the baseline) : ▲5.7%
Waste consumption (per production unit) (Reduce by 5% compared with FY2021 level)	m ³ /t	14.7	14.1	12.4	Reduction (change from the baseline) : ▲2.3 Reduction (compared with the baseline) : ▲15.6%

* Target base year: For overseas operations, based on FY2021 results, with reduction targets set as equal to yearly reduction targets in Japan

* CO₂ emissions are mainly calculated using methods defined by the country or region where a company is located.

If this is unknown, the IEA Emissions Factors and the coefficients of the "Act on Promotion of Global Warming Countermeasures" in Japan are used.

* Intensity units are based on production quantities by manufacturing factory

Mitigation of Global Warming

Greenhouse Gas Emissions from NH Foods Group and Its Entire Supply Chain

■Greenhouse Gas Emissions ☒

Scope	Items	Business scope	Scope 2 pattern	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1	CO ₂ (thousand t-CO ₂) ^{*1}	Japan	—	220	222	213	203	190
		Overseas	—	—	52	55	53	55
	Methane (thousand t-CO ₂) ^{*2}	Company-wide	—	28	116	134	122	144
	Nitrous oxide (thousand t-CO ₂) ^{*2}	Company-wide	—	101	102	99	52	48
Scope 2	CO ₂ (thousand t-CO ₂)	Japan	Location base	276	267	246	243	231
			Market base	257	260	236	232	230
		Overseas	Location base	—	92	86	78	80
Total	CO ₂ (thousand t-CO ₂)	Company-wide	Location base	625	851	833	751	748
Scope 3	CO ₂ (thousand t-CO ₂)	Company-wide	—	10,576	10,503	10,258	10,475	10,567 ^{*3}

^{*1} Target data: Energy derived from fossil fuels and waste incineration ^{*2} Calculations are based only on enteric fermentation and manure management of livestock

^{*3} Calculation method to be changed from FY2024

■Breakdown of Scope 3 Categories (FY2024 Results) ☒

Category	CO ₂ (thousand t-CO ₂)	Composition ratio (%)	Category	CO ₂ (thousand t-CO ₂)	Composition ratio (%)
1 Purchased goods and services ^{*1}	9,405	89.0	10 Processing of sold products ^{*3}	119	1.1
2 Capital goods	76	0.7	11 Use of sold products ^{*4}	161	1.5
3 Fuel and energy related activities (not included in scope 1 or scope 2)	77	0.7	12 End-of-Life treatment of sold products ^{*5}	77	0.7
4 Upstream transportation and distribution ^{*2}	595	5.6	13 Downstream leased assets	1	0.0
5 Waste generated in operations	43	0.4	14 Franchises	-	-
6 Business travel	3	0.0	15 Investments	-	-
7 Employee commuting	10	0.1	Total	10,567	100
8 Upstream leased assets	-	-			
9 Downstream transportation and distribution	-	-			

^{*1} Raw materials and supplies related to the product

^{*2} Transportation to the delivery destination, with the buyer bearing the cost

^{*3} Product for businesses heating and cooking

^{*4} Cooking commercial products

^{*5} Disposal of food waste and product packaging

Environmental Data by Business

■Greenhouse Gas

(thousand t-CO₂)

Items			FY2020	FY2021	FY2022	FY2023	FY2024
Japan	Production and Livestock Breeding Facilities and Feedlots	Scope 1	182	179	174	113	107
		Scope 2	37	35	35	35	34
		Subtotal	219	215	209	148	141
	Fresh Meat Processing and Plants	Scope 1	27	27	27	27	25
		Scope 2	34	33	31	30	31
		Subtotal	60	60	58	57	56
	Ham and Sausage Production	Scope 1	37	36	34	32	30
		Scope 2	49	48	45	44	41
		Subtotal	86	84	79	76	71
	Processed Food Production	Scope 1	67	69	65	55	49
		Scope 2	94	92	80	78	65
		Subtotal	161	161	145	133	114
	Marine and Dairy Product Production	Scope 1	8	8	8	7	7
		Scope 2	17	16	16	15	9
		Subtotal	25	24	24	22	16
	Sales Offices, Distribution Centers, Headquarters, Branches, Offices and Research Institutes	Scope 1	1	1	2	6	5
		Scope 2	45	44	39	41	50
		Subtotal	46	45	41	47	54
	Vehicles	Scope 1	28	28	26	26	24
	Subtotal	Scope 1	349	348	336	266	247
		Scope 2	276	267	246	243	230
		Subtotal	625	615	582	509	477
Overseas		Scope 1	—	144	165	164	190
		Scope 2	—	92	86	78	80
		Subtotal	—	235	251	242	270
Total		Scope 1	349	492	501	430	437
		Scope 2	276	359	332	321	310
		Subtotal	625	851	833	751	747

Resource Saving Initiatives

Consumption of Energy

Transition of Energy Consumption

Items			FY2020	FY2021	FY2022	FY2023	FY2024
Japan	Fuel (GWh)	Gasoline	10	10	8	8	8
		Kerosene	164	163	162	153	149
		Light oil	103	105	98	99	96
		Heavy fuel oil A	237	215	191	153	107
		Liquefied petroleum gas / LPG	117	126	111	93	83
		Liquefied natural gas / LNG	84	88	76	58	100
		Town gas	287	309	334	361	337
		Biomass	—	16	17	16	19
	Total Fuel		1,002	1,033	997	941	899
	Steam, cold water, hot water purchased(GWh)		6	6	6	6	6
Overseas	Electricity purchased(GWh)		585	589	562	560	555
	Of which, renewable energy (GWh)		1	1	4	8	11
	Subtotal(GWh)		1,593	1,627	1,565	1,507	1,460
	Of which, renewable energy (GWh)		1	17	21	24	30
	Fuel(GWh)	Gasoline	—	3	3	4	2
		Kerosene	—	0	0	0	0
		Light oil	—	24	24	25	24
		Heavy fuel oil	—	8	5	0	0
		Coal	—	95	103	100	98
		Liquefied petroleum gas / LPG	—	13	25	24	22
		Natural gas	—	53	44	44	60
		Town gas	—	2	2	2	2
		Biomass	—	80	83	66	76
	Total Fuel		—	278	288	264	284
Total	Steam, cold water, hot water purchased (GWh)		—	12	23	18	16
	Electricity purchased(GWh)		—	167	157	130	136
	Subtotal(GWh)		—	456	468	412	436
	Of which, renewable energy (GWh)		—	80	83	66	76
Total	Total(GWh)		1,593	2,084	2,033	1,919	1,896
	Of which, renewable energy (GWh)		1	97	104	90	107

Water Consumption

■ Transition of Water withdrawal and Water consumption (By Water Source)

Items			FY2020	FY2021	FY2022	FY2023	FY2024
Japan	<input checked="" type="checkbox"/> Water withdrawal and Water consumption (thousand m ³)	Groundwater	10,873	10,881	10,603	10,031	9,663
		Surface water	0	0	0	0	0
		Tap water (including industrial water)	3,947	3,840	3,658	3,766	3,533
		Sea water	0	0	0	0	0
		Subtotal	14,820	14,721	14,261	13,796	13,196
	Reuse/recycling water (thousand m ³)		39	37	65	69	79
Overseas	<input checked="" type="checkbox"/> Water withdrawal and Water consumption (thousand m ³)	Groundwater	—	611	1,072	2,530	1,935
		Surface water	—	564	771	2,426	998
		Tap water (including industrial water)	—	2,100	2,240	1,883	1,879
		Sea water	—	13	16	0	0
	Subtotal		—	3,288	4,099	6,839	4,812
<input checked="" type="checkbox"/> Total water withdrawal and Water consumption		14,820	18,009	18,360	20,635	18,008	

* Water withdrawal and water consumption figures include some estimates for the production sector.

Locations for which data cannot be obtained due to reasons such as rent not being included are not included.

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Items			FY2020	FY2021	FY2022	FY2023	FY2024
Japan	Discharged (thousand m ³)	Discharged treatment water to river etc.	11,765	12,224	11,373	11,322	10,468
		Sewage	1,489	1,512	1,502	1,606	1,555
		Total	13,254	13,736	12,875	12,928	12,022
Overseas	Discharged (thousand m ³)	Discharged treatment water to river etc.	—	—	—	—	3,232
		Sewage	—	—	—	—	994
		Total	—	—	—	—	4,226
Total volume of discharged water			—	—	—	—	16,248

* Discharged includes some estimates.

Waste

■ Breakdown of Waste Generation (Results in Japan)

Items	FY2020	FY2021	FY2022	FY2023	FY2024
Waste generation (thousand t)	402.5	397.6	380.2	378.0	388.2
In which, waste discharged (thousand t)	208.8	198.7	193.5	188.1	191.2
Recycling of waste (thousand t)	376.9	380.8	364.2	361.4	367.8
Final disposal waste (thousand t)	19.7	9.6	11.0	11.2	15.7
Recycling rate (%)	94.7	96.9	96.9	96.3	95.3
Hazardous waste generation (t)	22.5	24.0	18.1	19.3	17.0

* The formula for the recycling rate is shown in the "Calculation method" section on p.16

* Hazardous waste is defined as specially controlled industrial waste

State of Compliance with Environmental Laws and Regulations

The NH Foods Group strives to ensure compliance with laws and regulations at all of its business sites. At farms, factories, and distribution facilities where environmental loads are especially high, we obtain ISO 14001 certification as the basis for the effective administration of compliance systems. In addition, the relevant units in NH Foods Ltd. verify operational conditions through internal environmental audits at our business sites, including those without certification. Steps are taken, including recurrence prevention measures, to address any issues identified through internal audits based on ISO 14001 or internal audits by NH Foods Ltd.

In the unlikely event of an environmental accident, remedial action is implemented in accordance with procedures determined for each business site. We also submit reports to the relevant agencies and establish structures to prevent recurrences. In addition, the circumstances are reported to the Compliance Department of NH Foods Ltd. in order to share details about the actions taken.

In fiscal 2024, there were no accidents that caused serious environmental impacts at NH Foods Group business sites.

* The meaning of “Serious accident” is as defined in the internal rules of the NH Foods Group.

Items	FY2020	FY2021	FY2022	FY2023	FY2024
Number of serious environmental accidents	0	0	0	0	0
Amount of fines (yen)	0	0	0	0	0

Business Activities and Environmental Impact

■Inputs

Items	FY2020	FY2021	FY2022	FY2023	FY2024
Livestock feed (thousand t)	641	626	626	618	584
Raw materials for products (thousand t)	241	240	215	207	197
Plastic (t)	6,495	6,429	6,909	7,179	6,477
Wood fiber/Paper fiber (t)	—	—	—	—	21
Metals (aluminum, steel, etc.) (t)	—	—	—	—	0
Glass (t)	—	—	—	—	256
Fuel (GWh)	1,022	1,033	997	941	899
Of which, renewable energy (GWh)	—	16	17	16	19
Electricity (GWh)	585	589	562	560	555
Of which, renewable energy (GWh)	1	1	4	8	11
Water (million m ³)	15	15	14	14	13

* Water input includes some estimated values from production departments

■Outputs

Items	FY2020	FY2021	FY2022	FY2023	FY2024
Quantity of products (fresh meats, processed foods) produced (thousand t)	805	810	761	742	712
Greenhouse gases (thousand t-CO ₂)	625	615	583	509	477
Nitrous oxides/NOx (t)	507	511	518	635	615
Sulfur oxides/SOx (t)	193	176	167	186	65
Discharged water (million m ³)	13	14	13	12	12
Waste (among generated) (thousand t)	403	398	380	378	388
Waste recycling rate (%)	94.7	96.9	96.6	96.3	95.3

* Water discharged includes some estimated values from production departments

* The formula for the recycling rate is shown in the “Calculation method” section on p.16

Third-Party Verification

NH Foods Group has been subjected to third-party verification about the appropriateness of disclosed data. (Limited assurance)

■ Assurance Standards

ISAE3000, ISAE3410

■ Subjects

- Stakeholder management process
- Greenhouse gas (GHG) emissions (Scope 1, 2^{*1}, and 3)
- Energy consumption
- Water consumption: water intake
- The management systems supporting the reporting

^{*1} Greenhouse gases covered carbon dioxide, methane, and nitrous oxide
Calculations are based only on Energy-derived, waste incineration enteric fermentation and manure management of livestock

■ Period covered

April 1, 2024 to March 31, 2025

The Scope of each assurance covers the subsidiaries plants, sales offices, logistics hubs, headquarters, branches, and laboratories.

* The information on this page is disclosed on NH Foods Group website.



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	1554 ^{*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)
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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

Corporate Governance

The average meeting attendance rate for directors in fiscal 2024 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 Vice President, Executive Vice President	Masahito Kataoka	18/18	100
Director and Senior Managing Executive Officer	Fumio Maeda	18/18	100
Director and Managing Executive Officer	Kohei Akiyama	18/18	100
Director (Outside)	Yasuko Kono	18/18	100
Director (Outside)	Hideo Arase	18/18	100
Director (Outside)	Tokushi Yamasaki	18/18	100
Director (Outside)	Hiroko Miyazaki ^{*1}	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)	Masayuki Kitaguchi	18/18	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama	18/18	100
Audit & Supervisory Board Member (Outside)	Katsumi Nakamura	18/18	100

The following notes have been added concerning resignations and appointments of officers in June 2024

^{*1} Appointed in June

FY2024 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 Senior Managing Executive Officer	Fumio Maeda	4/4	100
Director and Managing Executive Officer	Kohei Akiyama	4/4	100
Director (Outside)	Hideo Arase	4/4	100
Director (Outside)	Hiroko Miyazaki	4/4	100
Audit & Supervisory Board Member (Outside)	Katsumi Nakamura ^{*1}	4/4	100
Managing Executive Officer	Yukihiro Matsumoto	4/4	100
Managing Executive Officer	Yoshitaka Hasegawa	4/4	100
Executive Officer	Tadaaki Ito	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 Vice President, Executive Vice President	Masahito Kataoka	4/4	100
Director and Senior 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
Director (Outside)	Tokushi Yamasaki	4/4	100
Managing Executive Officer	Nobuo Oda ^{*1}	4/4	100
Managing Executive Officer	Yukihiro Matsumoto	4/4	100
Executive Officer	Tadaaki Ito	4/4	100
Audit & Supervisory Board Member (Outside)	Shigeru Nishiyama ^{*1}	4/4	100
General Manager of the Sustainability Department	Keiko Haruhata	4/4	100

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

■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
Director (Outside)	Hiroko Miyazaki	6/6	100
Audit & Supervisory Board Member (Outside)	Masayuki Kitaguchi	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)	Hideo Arase	2/2	100
Director (Outside)	Tokushi Yamasaki	2/2	100
Director (Outside)	Hiroko Miyazaki ^{*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	2/2	100

■Compensation Committee

Position	Name	Meetings Attended/Meetings Convened	Attendance Rate(%)
President and Representative Director, President & CEO	Nobuhisa Ikawa	3/3	100
Director (Outside)	Yasuko Kono	3/3	100
Director (Outside)	Hideo Arase	3/3	100
Director (Outside)	Tokushi Yamasaki	3/3	100
Director (Outside)	Hiroko Miyazaki ^{*1}	2/2	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
Director (Outside)	Hiroko Miyazaki ^{*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	2/2	100

^{*1} Appointed in June

Promoting Compliance

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

In addition to publicizing the consultation desk, from fiscal 2022 we will be conducting consultation response training for managers in each workplace so that they can receive consultations from employees and respond appropriately.

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	FY2020	FY2021	FY2022	FY2023	FY2024
Number of attendees	1,370	1,081	1,706	1,679	1,678
Number of attendees ranked manager and higher	1,102	833	1,478	1,457	1,452

* 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 from FY2022 to FY2024, 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	FY2020	FY2021	FY2022	FY2023	FY2024
Number of attendees	20,545	20,288	17,186	17,174	16,961

* The number of group companies varies

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	FY2020	FY2021	FY2022	FY2023	FY2024
Number of group companies visited	7	18	15	14	10
Number of business sites visited	15	24	24	27	11
Applicable number of employees	Approx. 700	Approx. 900	Approx. 650	Approx. 490	Approx. 400

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

Consultation channels (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	FY2020	FY2021	FY2022	FY2023	FY2024
Number of consultations received	199	249	244	245	191
(Detail) Cheating	—	—	12	12	5
Labor Relations	—	—	32	51	25
Human rights・Harassment・Human relationship	—	—	139	111	112
Quality・Environment・Safety	—	—	2	10	7
Opinion about company policy	—	—	43	29	22
Other (Manners・Moral,etc/)	—	—	16	32	20

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

Update History

[illegible]