

# Human Capital Report 2024



# Bringing Happiness to Employees, the Company, and Society!

To achieve the vision of the NISSIN FOODS Group, "EARTH FOOD CREATOR," and the ideal image outlined in the Mid- to Long-term Growth Strategy 2030, and to continue to be an innovative organization capable of always creating new kinds of food culture, we believe that non-financial capital, in particular human capital, is important in addition to financial capital.

Since our founding, our Group has always considered human resources to be the source of our corporate value. Our founder, Momofuku Ando, left behind many words regarding his ideas on human resource development, and his words are passed down through generations.

With the rapidly shifting external environment along with the drastically changing labor market, NISSIN FOODS Group has been making various efforts toward how our human resources and organization are structured to adapt to the changes.

Our goal is to create an environment in which each employee, who has chosen to work for the Group out of many other companies, can feel fulfilled in their daily work and demonstrate their abilities, bringing happiness to the employees, the company, and society.

In this report, we will disclose specific initiatives in human capital management, along with scores of indicators in line with ISO30414, a guideline for human capital information disclosure.

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## CEO Message

### Our People Define Our Worth. Success's Verdict Rests with the Universe.

These words were written by NISSIN FOODS founder Momofuku Ando to his employees as his New Year's message for 2007.

This encompasses the following ideal: "Our company is defined by the caliber of our people, shaping our reputation. The verdict of our success, while resting with the universe, is only reflected in the recognition of our work once our collective efforts resonate beyond ourselves." As symbolized by his words, the NISSIN FOODS Group has long regarded human resources as a source of our corporate value.

To realize the ambidextrous management outlined in our Mid- and Long-term Growth Strategy 2030 and the vision of becoming an EARTH FOOD CREATOR, it is vital to create an environment in which each employee can maximize their creativity.



Just like our founder who invented Chicken Ramen, Cup Noodles, and Space Ram (space food ramen), I would like our employees to continue to have insatiable curiosity and persistence, to stay hungry in taking on challenges, and for us to be a creative organization that creates new kinds of food culture through interactions between diverse personalities. We will continue to strengthen our investment in our organization and human resources with the hope of continuing personal growth for each employee through their work.



**KOKI ANDO**

President & Representative Director, CEO  
NISSIN FOODS HOLDINGS CO., LTD.

## CHRO Message ~To Achieve the Right Person in the Right Place~

### "Bringing happiness to employees, the company, and society by putting the right people in the right places!"

In the Mid- to Long-Term Growth Strategy 2030, the NISSIN FOODS Group has outlined its ambidextrous management approach to growing its existing businesses and exploring new business opportunities.

Even in the face of a rapidly changing external environment, the mission of the human resources sector is to put the "right person in the right place."

The skills and experience required for expanding our existing businesses and for exploring new businesses vary. It is also necessary to proactively incorporate external knowledge to adapt to the changes in the external environment, such as DX and environmental issues. To this end, in recent years, we have accelerated mid-career hiring, with mid-career hires now accounting for approximately 60% of our employees. This has fostered organizational diversity and the integration of knowledge from employees with a variety of backgrounds. At the same time, new challenges related to organizational resocialization have emerged.

HR support while flexibly responding to ever-changing management issues, and ensuring both individual employee fulfillment and sustainable organizational growth through the "right person in the right place" approach, we aim to bring happiness to employees, the company, and society.



In March 2024, the Group published its first Human Capital Report. This report disclosed our perspectives and initiatives on human capital management, founded on our Mission, Vision, and Value—principles we cherish as the pioneer of instant noodles—as well as the inheritance of our creative mindset. We are deeply grateful that this report has garnered strong interest from a wide range of stakeholders, including institutional investors, job seekers, business partners, and employees, and we have received a great deal of valuable feedback. Taking this feedback into account, we will further enhance our initiatives that contribute to the happiness of our employees, the company, and society, while striving for clearer and more effective disclosure for all our readers.



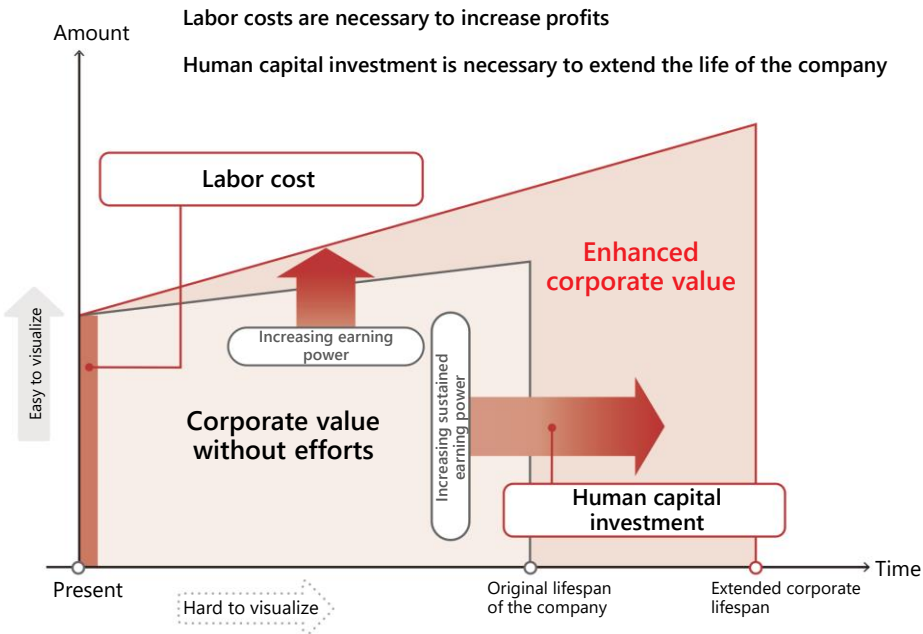
**Shigeru Masaki**

Executive Officer, CHRO  
NISSIN FOODS HOLDINGS CO., LTD.

# Role of the Human Resources Sector

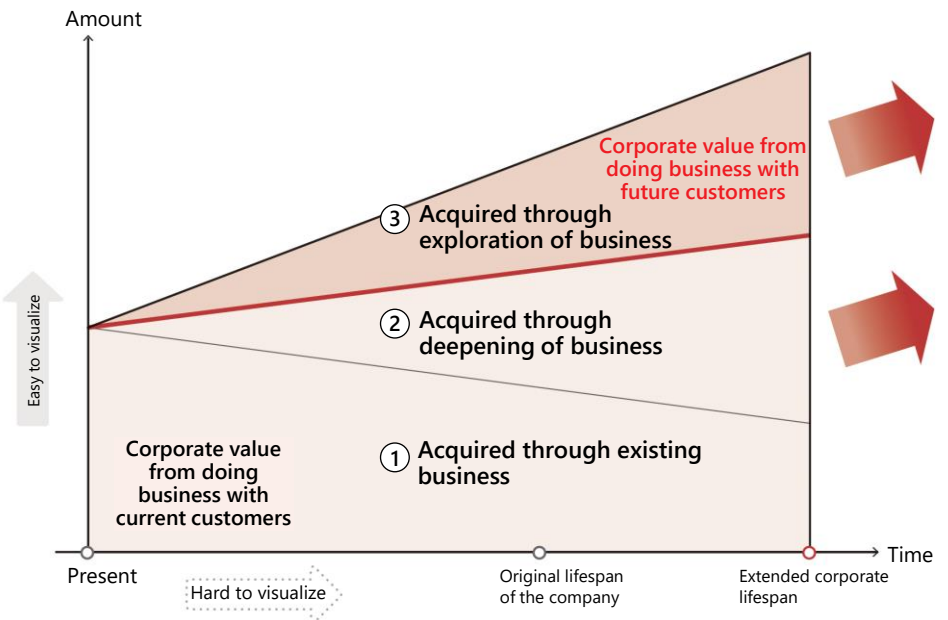
To achieve the vision of the NISSIN FOODS Group, "EARTH FOOD CREATOR," and the ideal image outlined in the Mid- to Long-term Growth Strategy 2030, and to continuously increase corporate value, we believe that non-financial capital, in particular human capital, is important in addition to financial capital. The role of the HR sector is to make it so that the right human resources are in the right places to maximize their abilities, thereby contributing to the increase in corporate value, so that the company can continue to provide value.

## Our Approach to Corporate Value and Human Capital Investment



To sustainably increase corporate value, it is necessary to increase both earning power and sustained earning power.

## Role of the Human Resources Sector: Achieving the "Right Person in the Right Place"



We will define the capabilities and competencies required in each of the areas that comprise corporate value, and implement measures to recruit, develop, and retain the necessary human resources.

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## NISSIN FOODS Group Philosophy

Since our founding, we have always valued the spirit of creation left behind by our founder, Momofuku Ando. With “EARTH FOOD CREATOR” as our vision, we aim to go beyond mere product development and continue to innovate food culture itself. We use the four key concepts (creative, unique, happy, and global) as our value, and base our decisions on them in our daily business activities.

### | Mission, Vision, and Value of the NISSIN FOODS Group

To achieve sustainable growth while solving environmental and social issues as an

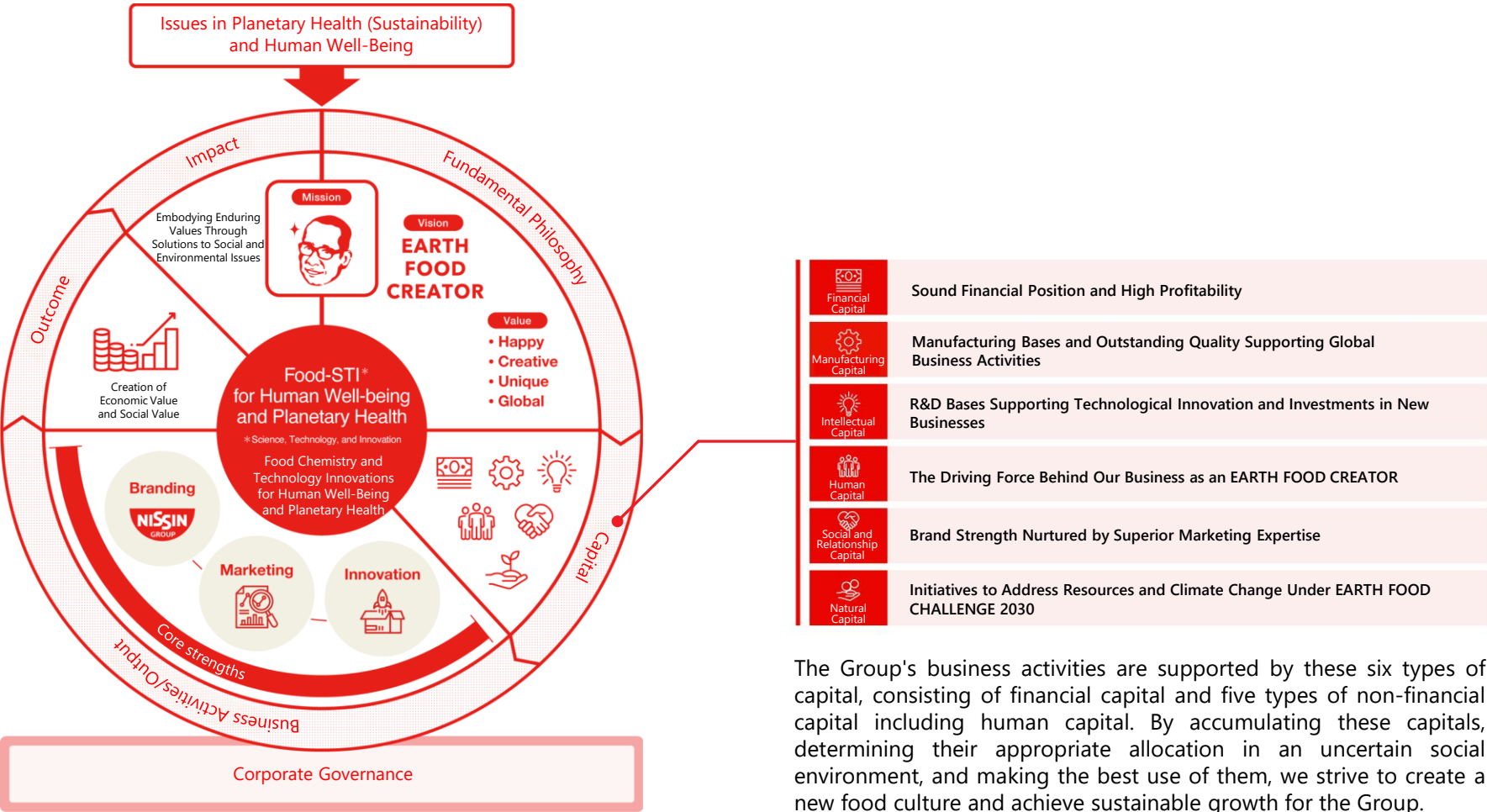
# “EARTH FOOD CREATOR”

constantly creating new food cultures through innovation.



# Value Creation Process in Becoming a Century Brand Company

Based on our founder's spirit, our Group creates economic and social value by creating captivating products using our six capitals and our strengths in branding, marketing, and innovation. By iterating on this sequence of actions, we personify the ideals of our founder, setting our sights on lasting growth—this is our Group's blueprint for value creation.



The Group's business activities are supported by these six types of capital, consisting of financial capital and five types of non-financial capital including human capital. By accumulating these capitals, determining their appropriate allocation in an uncertain social environment, and making the best use of them, we strive to create a new food culture and achieve sustainable growth for the Group.

# Mid- to Long-term Growth Strategy 2030

We are working on three mid- to long-term growth strategy themes to realize our vision in our unique CSV management in our Mid- to Long-term Growth Strategy 2030 announced in May 2021.

## Mid- to Long-Term Growth Strategy 2030

### Roadmap to Achieving Our Vision and Three Growth Strategy Themes





# NISSIN FOODS Group Behavioral Guidelines

In order to fulfill our mission and realize our vision, we have established the "10 NISSIN Rules" as the basis for each employee's actions, along with our value.

## | 10 NISSIN Rules

|  |  |   |   |  |
|--|--|---|---|--|
| <p><b>01.</b></p> <p>Cultivate <b>brand ownership</b> to the fullest.</p>  | <p><b>02.</b></p> <p>Aim for <b>first entry</b> and strive to be <b>No.1</b> in every category.</p>                          | <p><b>03.</b></p> <p><b>Create</b> with your own hands. <b>Restructure</b> it if someone is to overcome it.</p> | <p><b>04.</b></p> <p>Draw on <b>wisdom from outside</b> to accelerate the business.</p> | <p><b>05.</b></p> <p>Diversity is powerful. <b>Embrace our differences</b> to thrive.</p>          |
| <p><b>06.</b></p> <p>Strive for new experiences and wisdom. The future is bright for those who constantly <b>challenge themselves</b>.</p> | <p><b>07.</b></p> <p><b>Forge ahead</b> in the face of uncertainty. <b>Turn back immediately</b> if you notice mistakes.</p> | <p><b>08.</b></p> <p><b>Lead and persuade through accountability</b>, not through authority.</p>                | <p><b>09.</b></p> <p>Challenge the impossible, and <b>break through barriers</b>.</p>   | <p><b>10.</b></p> <p>It's our job <b>to make work fun</b>. This will <b>accelerate growth</b>.</p> |

# Overview of Organization/Human Resource Policies and Key Strategic Themes

To realize the Group's vision, we believe that it is essential to realize an organization where employees feel a high level of job satisfaction and can grow throughout their lives through their work, and autonomous career development for each employee. We have established what it is to be an ideal organization and what we require of each employee as our organization/human resources policy, and based on this policy, we have set five key strategic themes, and we are working on measures that are linked to these themes.

## Organization/Human Resources Policies (Human Resources Development Policy)



### What is required of each employee

- Ambitiously and autonomously develop their careers
- Empathize with the values of the NISSIN FOODS Group
- Respect diversity



### Ideal organization

- An organization that makes work joyful and highly rewarding
- An organization that fosters human resources who grow throughout their lives through their work and contribute to the sustainable growth of the Group



### Group vision

- EARTH FOOD CREATOR



## 5 Key Strategic Themes

Instillation of the Mission, Vision, and Value

Recruitment and Onboarding of Diverse Human Resources

Support for Autonomous Career Development

Human Resource Development Centered on  
NISSIN ACADEMY

Diversity, Equity, and Inclusion

# Overview of Organization/Human Resource Policies and Key Strategic Themes

We will set target values for each item in the Organization/Human Resource Policies and monitor the status.

## Organization/Human Resource Policies and Targets

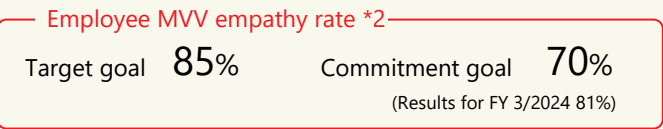


### What is required of each employee

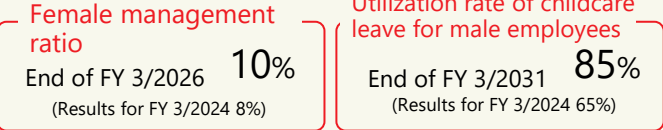
- Hungrily and autonomously develop their careers



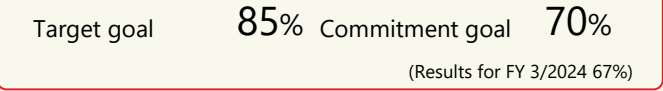
- Empathize with the values of the NISSIN FOODS Group



- Respect diversity

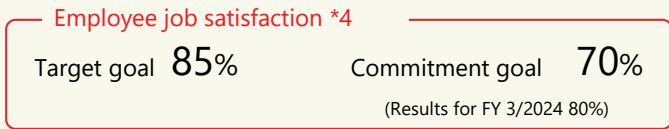


- Employee recognition of the diversity impact level \*3

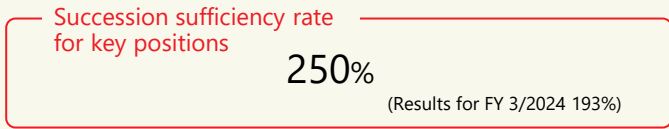
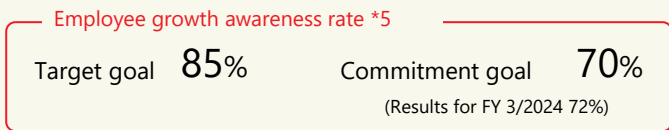


### Ideal organization

- An organization that makes work joyful and highly rewarding

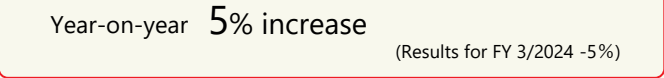


- An organization that fosters human resources who grow throughout their lives through their work and contribute to the sustainable growth of the Group



### Group vision

- EARTH FOOD CREATOR  
Number of commendations for NISSIN CREATORS AWARD






\*1-5 The target value is the percentage of positive responses to the employee survey (the percentage of employees who selected the top 2 out of 5 levels). Values are set as more challenging "Target" goals and "Commitment" goals that must be achieved, and the results are monitored.

\*2 "MVV" in "Employee MVV empathy rate" refers to Mission, Vision, and Value.

# Overview of Organization/Human Resource Policies and Key Strategic Themes

We will set target values for each item in the Organization/Human Resource Policies and monitor the status.

## Key Indicator Progress

| Category   |   | KPI  | Target                   | FY 3/2023–3/2024 Progress   |   |   |
|--|---|--|--------------------------|---|---|---|
|  |   |  |                          |   |   | ● FY 3/2023 ● FY 3/2024   |
| <br>What is required of each employee | Hungrily and autonomously develop their careers   | Employee career realization rate                       | Target goal 85%          | <div><div></div></div> 75%  | <div><div></div></div> 78%  | +3.1 pt   |
|  | Empathize with the values of the NISSIN FOODS Group   | Employee MVV empathy rate                              | Commitment goal 70%      | <div><div></div></div> 81%  | <div><div></div></div> 81%  | -0.3 pt   |
|  | Respect diversity   | Female management ratio                                | End of FY 3/2026 10%     | 6%  | 8%  | +2.4 pt   |
|  |   | Utilization rate of childcare leave for male employees | End of FY 3/2031 85%     | <div><div></div></div> 39%  | <div><div></div></div> 65%  | +25.4 pt  |
|  |   | Employee recognition of the diversity impact level     |                          | <div><div></div></div> 63%  | <div><div></div></div> 67%  | +4.4 pt   |
| <br>Ideal organization                | An organization that makes work joyful and highly rewarding   | Employee job satisfaction                              | Target goal 85%          | <div><div></div></div> 79%  | <div><div></div></div> 80%  | +1.2 pt   |
|  | An organization that fosters human resources who grow throughout their lives through their work and contribute to the sustainable growth of the Group | Employee growth awareness rate                         | Commitment goal 70%      | <div><div></div></div> 69%  | <div><div></div></div> 72%  | +3.6 pt   |
|  |   | Succession sufficiency rate for key positions          | 250%                     | 168%  | 193%  | +25.2 pt  |
| <br>Group vision                    | EARTH FOOD CREATOR  | Number of commendations for NISSIN CREATORS AWARD      | Year-on-year 5% increase | Total commendations: 470<br>Special commendations: 114<br>Employee votes: 1,117 | Total commendations: 446<br>Special commendations: 163<br>Employee votes: 1,643 | Total commendations: -5%<br>Special commendations: +43%<br>Employee votes: +47% |

## Employee Survey Monitoring Metrics

Once a year, we survey the level of satisfaction with the company, the state of communication within the department, the presence of harassment, and the degree of alignment with the company's vision and strategy. For metrics that we consider particularly important, we set and monitor target values. Survey results and employee opinions are shared with management and department heads to improve job satisfaction. We will continue to disseminate and strengthen our human resource initiatives, focusing on the initiatives described in Chapter 3, in order to bring us closer to our targets.

### Employee Survey

| Topic                   | Target goal | Commitment goal | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|-------------------------|-------------|-----------------|-----------|-----------|-----------|
| Career realization rate | 85%         | 70%             | 76%       | 74%       | 75%       |
| MVV empathy rate        |             |                 | 85%       | 83%       | 81%       |
| Growth awareness rate   |             |                 | 73%       | 70%       | 69%       |
| Job satisfaction        |             |                 | 81%       | 80%       | 79%       |

\* The target values and actual values for FY 3/2022 to FY 3/2024 are the percentage of positive responses (the percentage of employees who selected the top 2 out of 5 levels). Values are set as more challenging "Target" goals and "Commitment" goals that must be achieved, and the results are monitored.



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# Instillation of the Mission, Vision, and Value

/ **Companywide Initiatives** / Training Initiatives / NISSIN CREATORS AWARD / Employee Survey /

To bring happiness to society through food, it is essential to instill our Mission, Vision, and Value. For over 30 years, we have provided opportunities to deepen understanding of the company's founding principles and corporate philosophy, and we continue to implement a variety of initiatives to instill our MVV.

## In-person Sales on CHICKEN RAMEN Birthday

On August 25, the anniversary of the launch of CHICKEN RAMEN , employees are given the opportunity to experience in-person sales at a retail storefront to think about the social mission as a food manufacturer.

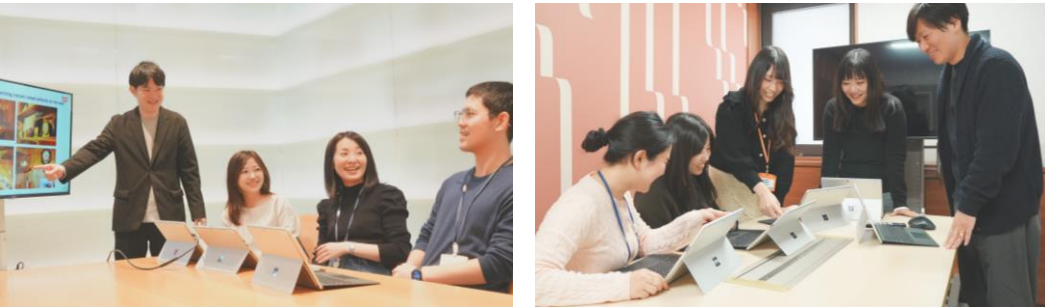


## Message from Top Management

Around eight times a year, top management has opportunities to communicate MVV to employees in Japan and overseas. This is designed to deepen each employee's understanding of the company's founding principles, its raison d'etre, and the mid- to long-term growth strategy.

## Workplace Meetings

Twice a year (on March 5, the founder's birthday, and on August 25, the anniversary of the launch of CHICKEN RAMEN ), workplace meetings are held for each team to discuss the corporate philosophy and founder's spirit.



# Instillation of the Mission, Vision, and Value

/ Companywide Initiatives / **Training Initiatives** / NISSIN CREATORS AWARD / Employee Survey /

## | Corporate Philosophy Training for New Employees

We provide training opportunities for new employees and mid-career hires to understand the ideas and historical background of the founder who invented CHICKEN RAMEN , the world's first instant noodle, as well as the history and development of the company.



The CHICKEN RAMEN making experience takes place at the CUPNOODLES MUSEUM. By experiencing the process of making the product and learning about the origins of the company, participants deepen their understanding of the corporate philosophy.





# Instillation of the Mission, Vision, and Value

Companywide Initiatives / Training Initiatives / NISSIN CREATORS AWARD / Employee Survey

The NISSIN CREATORS AWARD is held once a year as a system to commend employees who have made outstanding achievements through their creativity, which is the basis of the Group, and have contributed significantly to the enhancement of corporate value and brand value. The purpose of this award is to encourage all employees to foster creativity, praise each other's achievements, and enhance each other as the embodiment of the EARTH FOOD CREATOR.

## NISSIN CREATORS AWARD



FY 3/2024 Excellence Award winners

The Employee Special Award is selected from the winners of the Excellence Awards by employee voting. Employees send many messages to the award winners, leading to a culture in which everyone enjoys and enhances the efforts of individuals and teams.

### Messages to Award Winners

**Pioneering the future! Business innovation and corporate value enhancement through the introduction of NISSIN AI-chat**

- Making the decision to introduce and implement something new is never easy, but advancing this initiative so proactively is truly remarkable. I believe it is expanding NISSIN's potential!
- NISSIN AI-chat has been an incredible support! At this point, I can't imagine doing my work without it—it's an indispensable partner. I can only imagine the tremendous effort it took to bring this environment to life, but thanks to that, many employees have seen significant improvements in work efficiency. Thank you!
- I just recently joined the company, and I'm amazed at how quickly a company of this scale is implementing and refining the new initiative! I'm also making use of it, and I'm incredibly grateful to everyone who made this possible!

**Launching the production management project and achieving productivity enhancement and cost reduction**

By engaging in intense discussions and persistent, hands-on communication, the production division and plant have built strong relationships, leading to outstanding results. I feel that this, in the truest sense, embodies creativity. I hope these successes will be expanded to other plants, driving overall efficiency improvements across the entire NISSIN FOODS Group!

**A world first in the food industry! Obtaining international ISO 30414 certification for human capital reporting and external recognition for human capital disclosure**

Being the first in the food industry to achieve this milestone carries significant value. Amid the growing focus on human capital, taking on the challenge of obtaining ISO 30414 certification and successfully achieving it is a meaningful accomplishment for NISSIN.

# Instillation of the Mission, Vision, and Value

Companywide Initiatives / Training Initiatives / NISSIN CREATORS AWARD / Employee Survey

We conduct an employee survey as an indicator to monitor how well the MVV are instilled.  
 We aim to bring happiness to society under our MVV with employees who bring diverse values, perspectives, and skills to the NISSIN FOODS Group.

## | Employee Survey

In 2021, we announced the Mid- to Long-Term Growth Strategy 2030, which describes our growth strategy through 2030, and employees' interest in and willingness to contribute to our vision and strategy are increasing.

We are actively recruiting mid-career workers in order to realize our management strategy, and the ratio of mid-career hires is approximately 60% as of the end of FY 3/2024. As we are at a stage where we will continue to recruit mid-career workers, we consider it an important issue to ensure that mid-career hires are familiar with the MVV and understand our management strategy.

We will further instill the MVV through workshops to understand our management strategy and hands-on programs utilizing facilities such as the CUPNOODLES MUSEUM.

| Topic   | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|---|-----------|-----------|-----------|
| Are you proud to be a member of the NISSIN FOODS Group?                 | 85.1%     | 81.1%     | 82.6%     |
| Do you have a clear understanding of the company's vision and strategy? | 75.3%     | 73.2%     | 73.2%     |
| Do you want to achieve the company's vision and strategy together?      | 83.4%     | 81.0%     | 80.7%     |

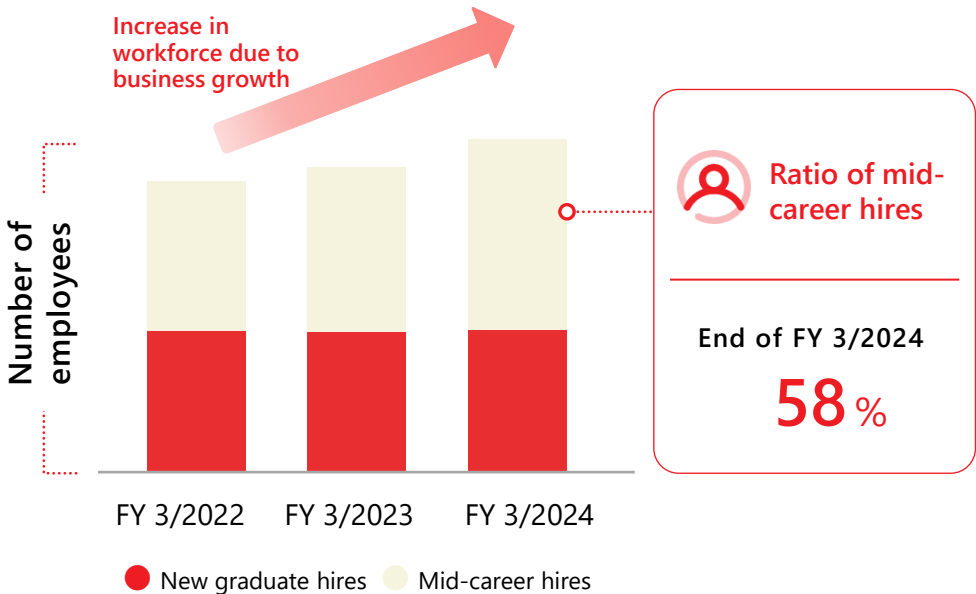
\* Percentage of positive responses to the employee survey (the percentage of employees who selected the top 2 out of 5 levels).

# Recruitment and Onboarding of Diverse Human Resources

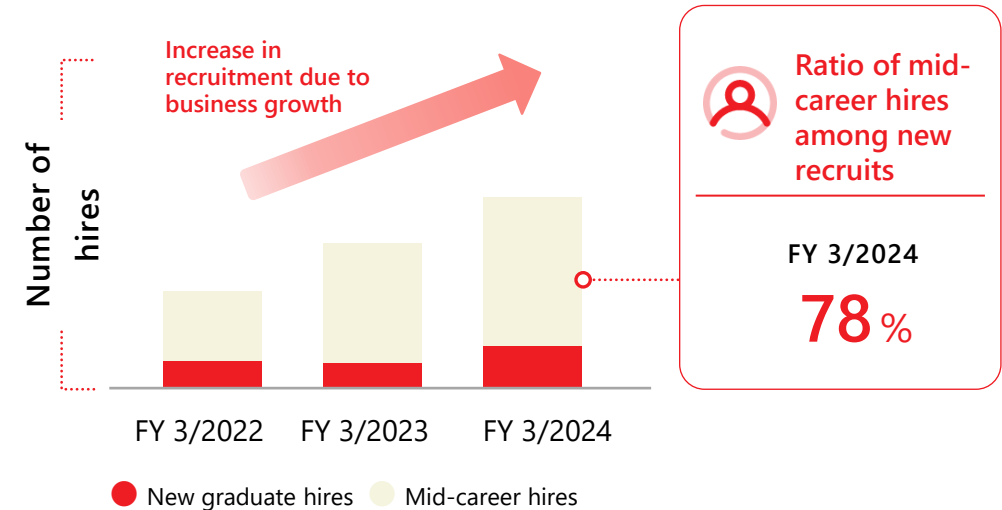
With the awareness that executing our strategies requires not only developing our employees but also securing those from outside, we are working to hire mid-career human resources for global management and those with specializations who can drive innovation, not limited to new graduates, and to secure highly skilled individuals who can make an immediate impact. Currently, more than half of our employees are mid-career hires.

## Recruitment Data

### Number of Employees



### Number of Hires



## Recruitment and Onboarding of Diverse Human Resources

To acquire diverse human resources, we are implementing initiatives such as job-based recruitment and Open Company sessions.

### | Efforts to Acquire Diverse Human Resources

#### Job-Based Recruitment of New Graduates

Since 2019, we have been implementing job-based recruitment instead of mass recruitment of general position. Currently, we are hiring new graduates for 11 positions in five courses: Marketing Course, Sales Course, Corporate Course, R&D Course, and Production Engineering Course. This clarifies the division to which new graduates will be initially assigned, preventing mismatches and enhancing their career development and motivation after joining the company.



#### Open Company

We have been conducting Open Company sessions since 2016 to help prospective candidates learn more about the company. Currently, we hold Open Company sessions from summer to winter for each course of Marketing, Sales, R&D, and Production Engineering to promote understanding of the company and the type of work.



## Recruitment and Onboarding of Diverse Human Resources

To acquire diverse human resources, we are implementing initiatives such as Referral recruitment and the alumni community for mid-career hires.

### | Efforts to Acquire Diverse Human Resources

#### Referral Recruitment

As one of our mid-career hiring methods, we have introduced a referral hiring system in 2019, in which employees introduce their friends and acquaintances to us and we conduct the selection process. This system has become known as Referral Recruitment in the company, based on our desire to "increase the number of people to eat from the same pot of noodles with" through the connections of our employees. In FY 3/2023, 10 people have been selected for Referral Recruitment.



#### Alumni Community

We have launched a community activity by alumni of the NISSIN FOODS Group. By maintaining the relationship between alumni and the company, we aim to secure human resources through rehiring and create new business opportunities, as well as to expand the scope of activities and networks of alumni themselves through interactions among them.





# Recruitment and Onboarding of Diverse Human Resources

We provide onboarding support and retention measures so that employees who join the Group can maximize their diverse strengths and expertise.

## | Onboarding Support

### OJT Trainer System for New Employees

During the first year of employment, dedicated OJT trainers (education staff) help new employees improve their skills and quickly adapt to the workplace, and OJT trainers also receive training to learn basic instructional methods, such as incentivization and feedback skills.

### Mid-Career Hire Onboarding

To promote the early organizational adaptation and demonstration of skills for mid-career hires, we are focusing on developing our onboarding programs immediately after their joining. We conduct orientations and philosophy training to ensure understanding of the company's strategies, personnel systems, and unique rules, while assigning mentors to each workplace and working with supervisors to create onboarding plans, thereby building a supportive integration framework.

## | Retention Measures

### Working Condition Monitoring

We monitor the working conditions (three aspects: health, relationships with others, and motivation) of new graduates and mid-career hires once a month. For those showing poor conditions, we provide continuous support to help them adapt to and settle into the workplace through individual interviews and other forms of care.

### Orientation and Philosophy Training for New Employees



### Enhancement of Onboarding at the Workplace



Development of guidelines and videos to enhance the welcoming mindset among existing employees



Development of onboarding plans by supervisors and mentors to ensure a structured integration process

# Recruitment and Onboarding of Diverse Human Resources

We provide onboarding support and retention measures so that employees who join the Group can maximize their diverse strengths and expertise.

## Retention and Turnover Rates

|                           | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|---------------------------|-----------|-----------|-----------|
| Employee retention rate   | 95.3%     | 94.4%     | 94.9%     |
| Employee turnover rate *1 | 4.7%      | 5.6%      | 5.1%      |
| Voluntary turnover rate   | 4.4%      | 5.3%      | 4.6%      |
| Management turnover rate  | 0.5%      | 0.3%      | 0.3%      |

\*1 Calculated by dividing the number of employees who left the company during the fiscal year by the number of employees at the end of the fiscal year x 100. (Excluding officers and temporary employees.)

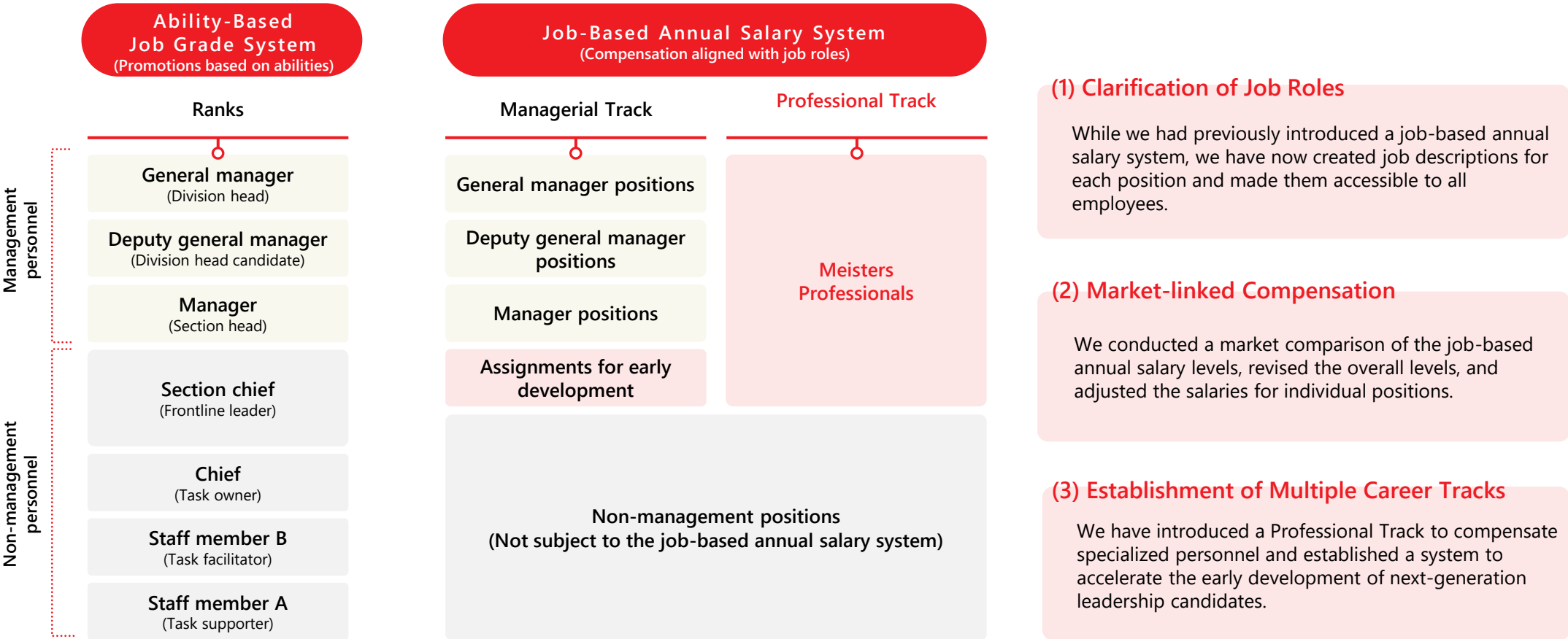
Although the voluntary turnover rate has occurred to some extent in line with a gradual recovery in the number of job openings in society as a whole, we view the turnover rate as low compared to the general turnover rate level in the manufacturing industry (12% \*2). The percentage of mid-career hires among all employees is approximately 60%. We will continue to support the early adaptation to the workplace and career autonomy of new graduates and mid-career hires to maintain and improve the retention rate.

\*2 Based on the 2023 Survey on Employment Trends (Ministry of Health, Labour and Welfare). Although it cannot be assured that the turnover rate is accurate due to differences in calculation methods, it is quoted as an indicator of changes in the labor environment.

# Support for Autonomous Career Development

In FY 3/2025, we introduced the NISSIN-style job-based model for management personnel. This system features a hybrid approach that combines an ability-based job grade system with a job-based personnel system. Traditionally, we have supported long-term career development by determining grades based on employees' skills and experience through the ability-based job grade system. However, to be a workplace chosen by human resources with specific skills and expertise, we have incorporated job-based elements, ensuring connectivity with the labor market. As part of this initiative, we have also established multiple career tracks to accommodate the diverse work perspectives of our employees.

## Measures and HR Systems That Promote the "Right Person in the Right Place" NISSIN-Style Job-Based Model



## Support for Autonomous Career Development

We offer systems that empower employees to take the lead in designing and achieving their own careers. By utilizing these systems, employees can gain diverse experiences, and we support them in realizing their individual goals and aspirations. This approach fosters both individual growth and organizational development.

### | Measures and HR Systems to Support Autonomous Career Development

#### HRBP (Human Resources Business Partner)

We have a system in which HRBPs support the execution of business strategies from the human resources aspect. We also aim to enhance the competitive advantage of the organization by implementing more strategic placement, employee job rotation, and human resource development measures.



#### Internal Job Posting

Each year, various positions, such as "Marketing Division staff" and "New Project Promotion Team member," are posted internally, and after employees voluntarily apply for these positions, interviews are conducted to determine the positions. Employees are expected to be dedicated to improving their skills on a daily basis in order to obtain the career they desire. Active operation of this system supports employees in developing their careers autonomously.



#### Carrier Requests

We operate a career request system that allows employees to report their past experiences and achievements, current responsibilities, and future career aspirations once a year. During this process, employees engage in one-on-one discussions with their supervisors to align their career goals. By leveraging this system, we aim to assign the right personnel to the right positions, utilizing their individual strengths and aspirations.



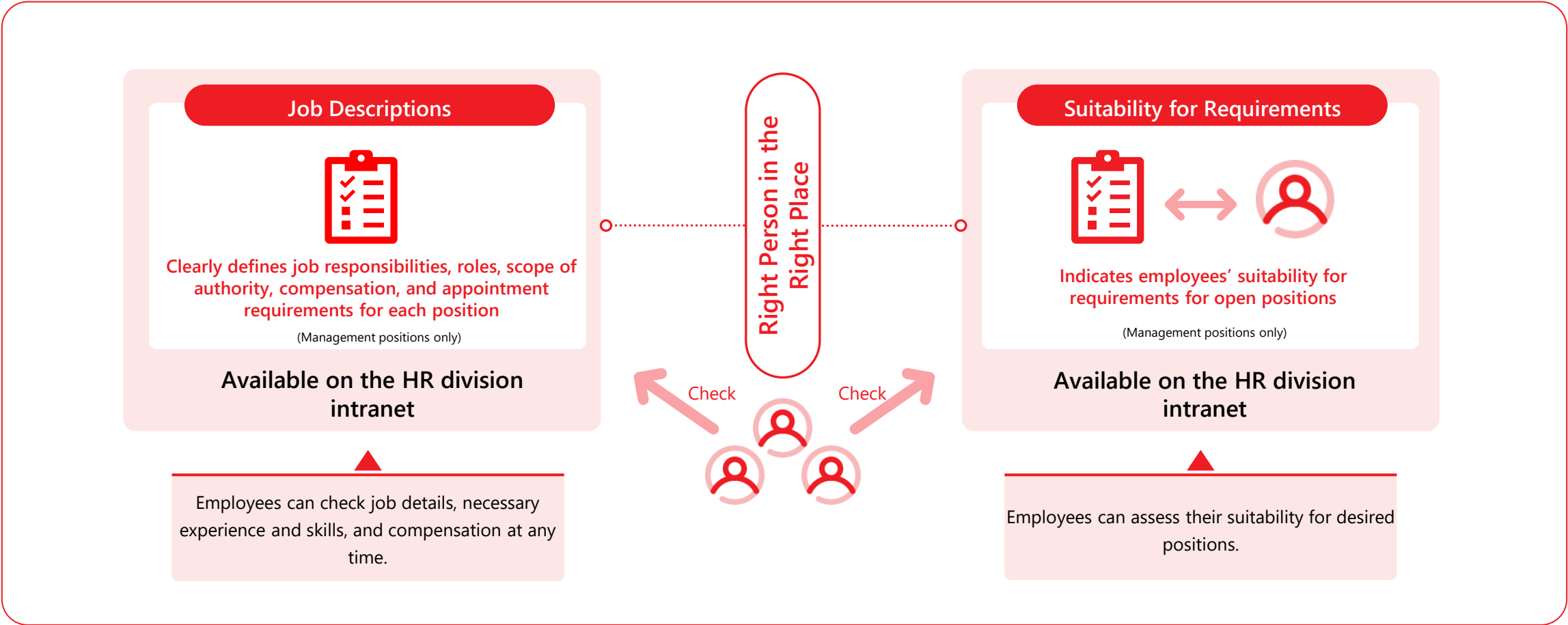
#### Overseas Trainees

Overseas trainee positions are available for younger employees who are interested in working overseas. This program allows employees to gain practical experience at overseas operating companies and to gain a hands-on understanding of the knowledge and skills required of global management personnel. In order to accelerate the aggressive growth of our overseas business, we actively support the early development of overseas-oriented employees and their careers.



# Support for Autonomous Career Development

We have made division-specific job definitions and job descriptions for each position openly accessible. Employees can access to this information at any time via the HR division portal site, enabling them to design their career paths and apply for open positions. Additionally, when considering job transfers, employees can check their suitability for a given position based on the listed requirements.



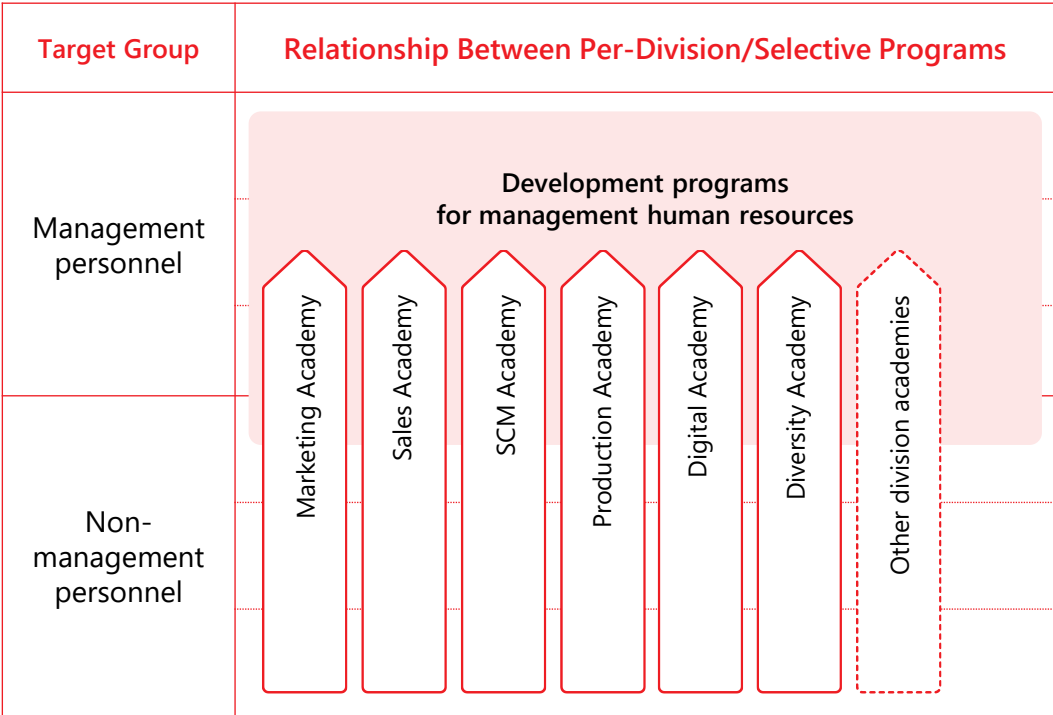
# Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / Data Related to Human Resource Development and Training / Required Skills and Abilities / Succession Planning / Development of Management Personnel / Mechanisms to Encourage Personal Growth and Challenges / Global Human Resource Development

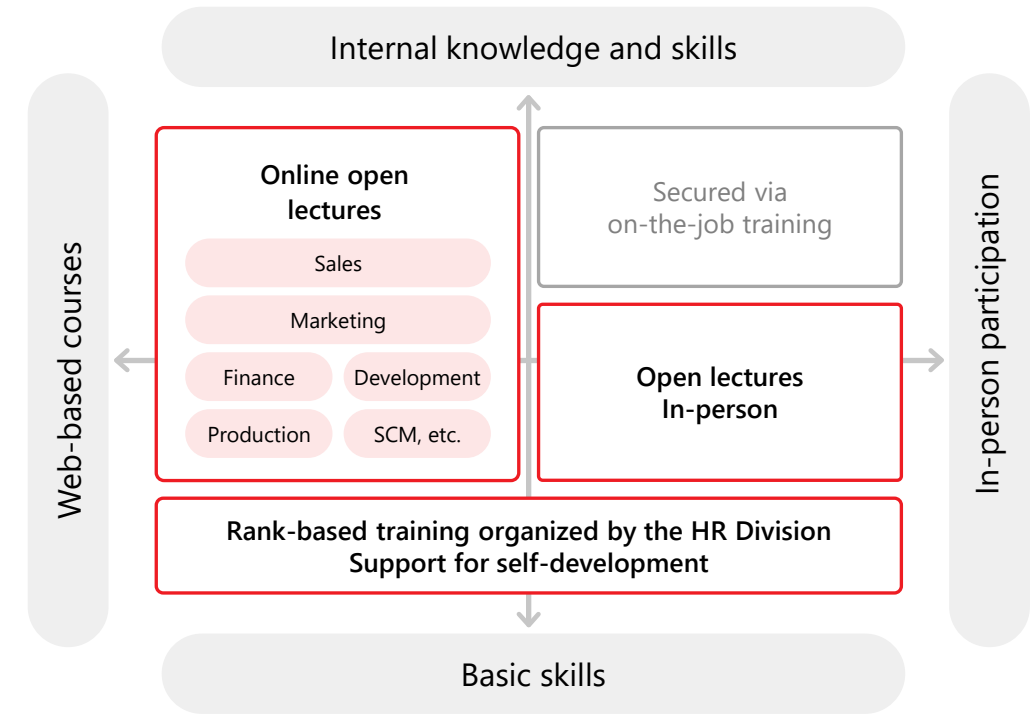


The NISSIN ACADEMY, an in-house university, was established in FY 3/2021 to support employees' autonomous career development and create healthy internal competition. We are developing open programs such as rank-based training for all employees and self-development support programs, and selective programs such as development training for management candidates and leadership candidates in each division.

## Selective Programs



## Open Programs



# Human Resource Development Centered on NISSIN ACADEMY

Overview / **Program Example** / Data Related to Human Resource Development and Training / Required Skills and Abilities / Succession Planning / Development of Management-Level Employees / Mechanisms to Encourage Personal Growth and Challenges / Global Human Resource Development

The open programs of the NISSIN ACADEMY offer rank-based training, MVV training, and self-development support programs for all employees to enhance their skills, acquire knowledge, and support their career development.

## Examples of Programs

| Ranks (Positions)        |                                  | Rank-Based Training  |                                   | MVV Instillation | Self-Improvement Support |
|--------------------------|----------------------------------|--|-----------------------------------|------------------|--------------------------|
|                          |                                  | Skill Development / Business Execution   | Mindset/Career                    |                  |                          |
| Management personnel     | Director and executive officer   |  |                                   |                  |                          |
|                          | General manager                  |  |                                   |                  |                          |
|                          | Deputy general manager           |  |                                   |                  |                          |
|                          | Manager                          | New Manager Leadership Seminar   | Outdoor Training for New Managers |                  |                          |
| Non-management personnel | Section chief                    | Section Chief Management Training  |                                   |                  |                          |
|                          | Chief                            |  |                                   |                  |                          |
|                          | Staff member                     |  |                                   |                  |                          |
|                          | Skills and contracts             |  |                                   |                  |                          |
|                          | New employee (before assignment) | Training for Graduates (including informal training for employees who have been offered a job) |                                   |                  |                          |



# Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / Data Related to Human Resource Development and Training / Required Skills and Abilities / Succession Planning / Development of Management-Level Employees / Mechanisms to Encourage Personal Growth and Challenges / Global Human Resource Development

In March 2024, we launched the NISSIN ACADEMY Learning site.  
 This learning portal provides employees with on-demand access to numerous resources, including division overview videos and content for developing general skills. This ensures a learning environment accessible anytime, anywhere.



学習コンテンツ

## STUDY CONTENTS

|                        |           |          |                 |         |
|------------------------|-----------|----------|-----------------|---------|
| 企業理念                   | 各部署講義     | 一般知識・スキル | ポータルスキルと外部研修MAP | その他     |
| NISSIN ENGLISH SUPPORT | グロービス学び放題 | 通信教育     | 資格・免許取得支援       | ハズアップ研修 |

おすすめ映像研修

## PLAY LIST

|  |  |   |   |
|--|--|---|---|
| <p>キャリア入社向け</p> <p>ラインナップ</p> <ul style="list-style-type: none"> <li>企業理念</li> <li>評価者研修1on1</li> <li>各部署講義</li> </ul> | <p>マネージャー向け</p> <p>ラインナップ</p> <ul style="list-style-type: none"> <li>評価者研修1on1</li> <li>管理職基礎知識</li> </ul> | <p>全社員向け</p> <p>ラインナップ</p> <ul style="list-style-type: none"> <li>企業理念</li> <li>ダイバーシティ・エクイティ&amp;インクルージョン</li> </ul> | <p>若手・中堅社員向け</p> <p>ラインナップ</p> <ul style="list-style-type: none"> <li>スキルアップ研修アーカイブ</li> <li>各部署講義</li> </ul> |
|--|--|---|---|



# Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / **Data Related to Human Resource Development and Training** / Required Skills and Abilities/Succession Planning / Development of Management-Level Employees / Mechanisms to Encourage Personal Growth and Challenges / Global Human Resource Development

Since the establishment of the NISSIN ACADEMY in FY 3/2021, we have been actively strengthening both selective and open programs. As a result, the total cost of human resource development, training participation rate, and hours of training per employee have been increasing and are expected to continue to increase in the future.

## Data Related to Human Resource Development and Training

|  | FY 3/2022            | FY 3/2023            | FY 3/2024            |
|--|----------------------|----------------------|----------------------|
| Total cost of human resource development | 118,735 thousand yen | 141,149 thousand yen | 201,015 thousand yen |
| Training participation rate *1           | 85.0%                | 87.2%                | 93.2%                |
| Hours of training per employee *2        | 16 hours             | 21 hours             | 25 hours             |

\*1 Calculated by dividing the total number of employees who took training courses during the fiscal year by the number of employees at the end of each fiscal year.

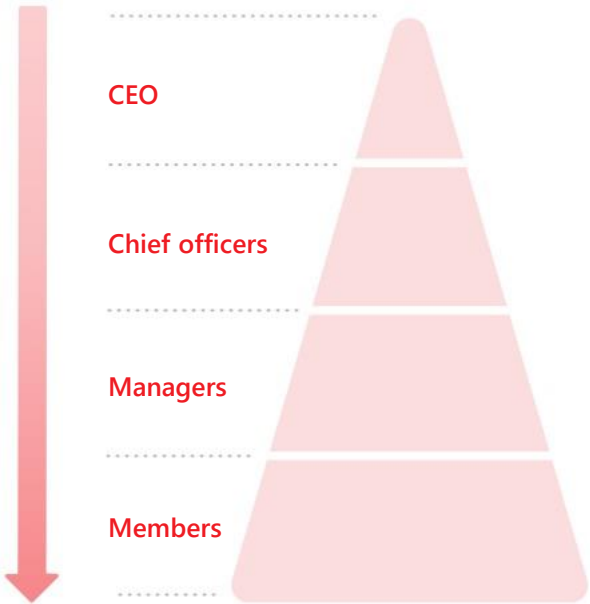
\*2 Calculated by dividing the total hours of training in each fiscal year by the number of employees at the end of each fiscal year.

# Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / Data Related to Human Resource Development and Training / **Required Skills and Competencies** / Succession Planning / Development of Management-Level Employees / Mechanisms to Encourage Personal Growth and Challenges / Global Human Resource Development

We have defined and indicated the required competencies and skill requirements for each level: CEO, officers, managers, and members. In defining the competence requirements, emphasis is placed on actions that lead to creativity. Supervisors support employees in their daily work so that they can demonstrate the abilities and skills required at higher levels, and the company supports them by providing learning opportunities such as training and self-development programs.

## Defining Sets of Competencies and Skill Requirements from CEO to Members

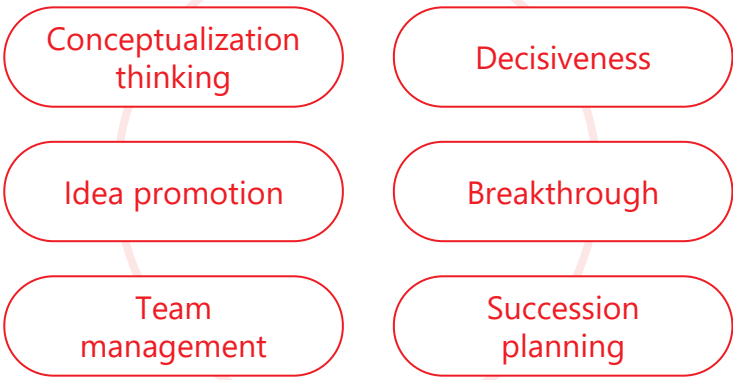


### Competency Requirements

The necessary competency requirements for each level of hierarchy are defined. Rank-based training is provided at the timing of major role changes.

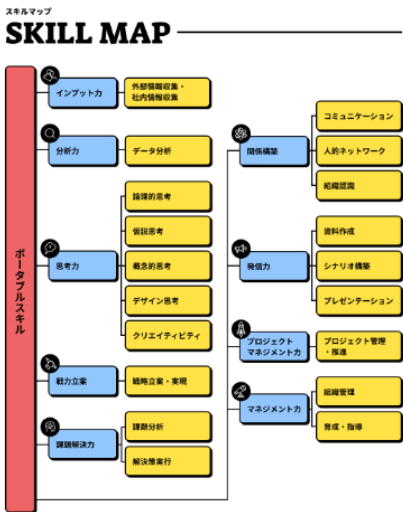
#### Six Management Competencies

Example: Management competency assessment



### Skill Map

Educational programs are provided tailored to each skill/level.



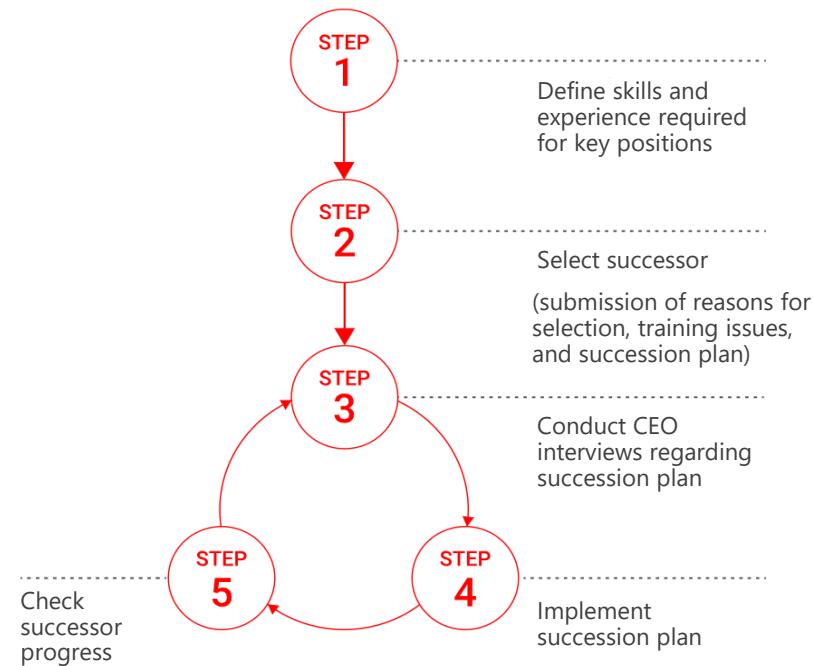
# Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / Data Related to Human Resource Development and Training / Required Skills and Abilities / **Succession Planning** / Development of Management-Level Employees/Mechanisms to Encourage Personal Growth and Challenges / Global Human Resource Development

We are systematically developing successors to the CEO and other key positions to sustainably increase corporate value. Based on the process below, we are implementing the PDCA cycle of plan execution and progress review to ensure systematic recruitment and human resource development.

## Training of CEO and Key Positions

### Development Process for CEO and Key Positions



### Management Academy

Management academy is a selective training program to continuously develop and produce management candidates. Through workshops by ex-management, sessions to deepen understanding of the NISSIN FOODS Group's management strategy, and joint training programs across different industries, participants acquire the capabilities and mindsets required of management.

### Succession Planning

|                             |  | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|-----------------------------|--|-----------|-----------|-----------|
| Internal succession rate *1 |  | 100.0%    | 100.0%    | 100.0%    |
| Succession readiness        | Immediate and subsequent generation (within 3 years) | 81.8%     | 83.0%     | 117.8%    |
|                             | Second next generation (4–5 years later)             | 88.6%     | 85.1%     | 75.6%     |

\*1 Ratio of internal successors to important positions

We are striving to train candidates for successors by designating the presidents of operating companies, chief officers, and heads of major divisions as key positions. In addition to defining the reasons for selection and training issues and implementing a systematic training plan, we are also visualizing the successor fulfillment rate and utilizing this information in our hiring plan.

# Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / Data Related to Human Resource Development and Training / Required Skills and Abilities / Succession Planning / Development of Management-Level Employees / Mechanisms to Encourage Personal Growth and Challenges /Global Human Resource Development

We focus on management training for management personnel to develop leaders who embody the Group's Mission, Vision, and Values, and who will be responsible for revitalizing the organization and human resources. In addition to training for new managers, we also focus on management training for employees promoted to management positions through internal job posting as well as leader development by holding leadership development training tailored to each division.

## Outdoor Training for New Managers and Leadership Seminar

We implement outdoor training for newly appointed managers to enhance their management mindset, as well as a one-year leadership seminar (classroom training). Participants learn management skills, coaching skills to draw out their subordinates' initiative, and basic skills to demonstrate leadership.

### Outdoor Training



### Leadership Seminar

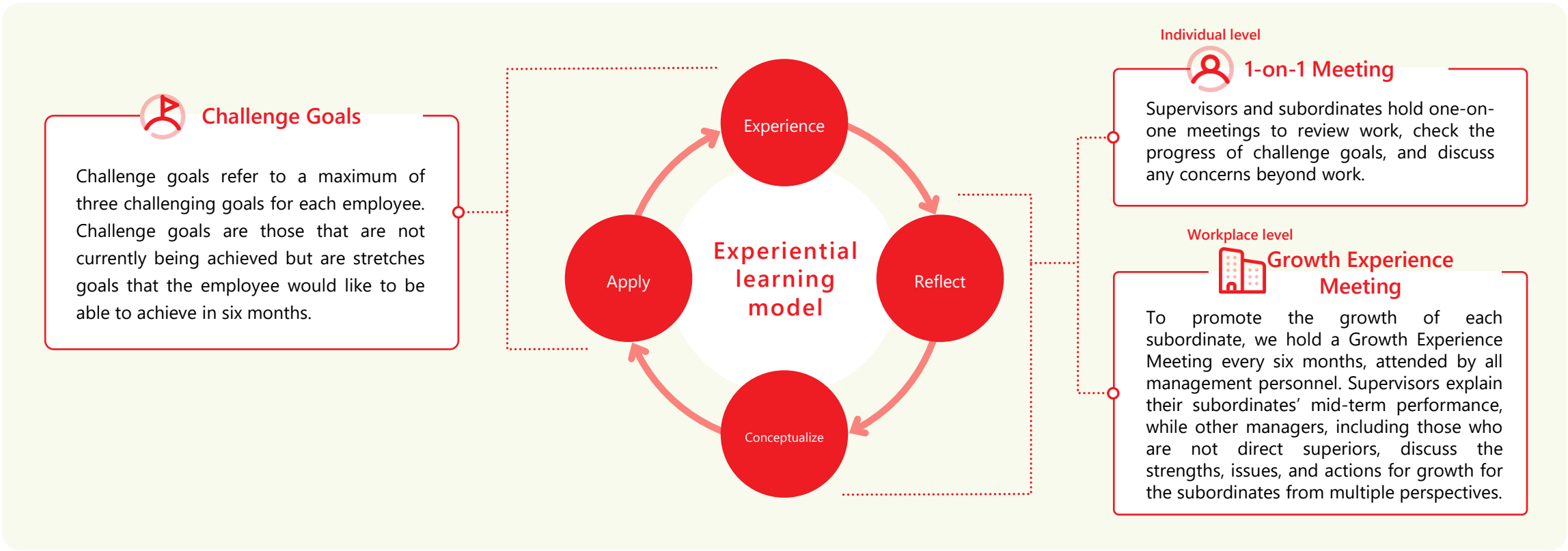


# Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / Data Related to Human Resource Development and Training / Required Skills and Abilities / Succession Planning / Development of Management-Level Employees / **Mechanisms to Encourage Personal Growth and Challenges** /Global Human Resource Development

We apply experiential learning cycle theory to implement a cycle to encourage employees to pursue personal growth and take on challenges through their work in the workplace. We aim to make it so that each employee can feel a sense of growth through the fair treatment of evaluations and rewards based on the degree of achievement of goals and abilities.

## | Cycle That Encourages Employees to Grow and Take on Challenges Throughout the Workplace



# Human resource development centered on NISSIN ACADEMY

- / Overview /
- Program Example
- / Data Related to Human Resource Development and Training /
- Required Skills and Abilities
- / Succession Planning /
- Development of Management-Level Employees
- / Mechanisms to Encourage Personal Growth and Challenges /

To encourage the growth and desire to take on challenges of each employee who supports our business activities, the active support of workplace supervisors is also necessary. We provide training for managers and leaders to enhance their leadership and management skills, and monitor their leadership in the workplace and the appropriate number of people to manage.

## Level of Trust in Leadership

|  | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|--|-----------|-----------|-----------|
| Percentage of positive responses regarding supervisor's management | 73.7%     | 73.9%     | 74.2%     |

The level of trust in leadership is monitored through an annual self-assessment system using seven questions related to management by supervisors. The level of trust is increasing as a result of thorough implementation of compliance and 1-on-1 meetings. In the future, we plan to provide management with more opportunities to learn about career theory and coaching skills in order to strengthen their ability to develop their subordinates and further increase their level of trust in the company.

## Number of Members per Manager

|                       | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|-----------------------|-----------|-----------|-----------|
| All managers *1       | 5.5       | 5.5       | 5.2       |
| General manager level | 38.1      | 39.6      | 37.0      |
| Deputy manager level  | 26.1      | 28.4      | 28.7      |
| Manager level         | 9.1       | 8.7       | 8.2       |

The SBC team system, which consists of a small group of 5 to 10 members under the leader (section manager or section chief), provides an environment where small-scale team management can be practiced at an early stage, leading to the development of management human resources. We believe that the number of members per manager is within the appropriate range for a manager to appropriately coordinate subordinates and direct the organization toward achieving targets, as well as to evaluate the status of subordinates' target implementation and provide them with training and guidance. At the same time, we will continue to develop and increase the number of managers based on our belief that more detailed management is necessary as employees' views on work diversify.

\*1 Calculated by dividing the total number of all employees by the number of managers (excluding temporary employees)



# Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / Data Related to Human Resource Development and Training / Required Skills and Abilities / Succession Planning / Development of Management-Level Employees / Mechanisms to Encourage Personal Growth and Challenges / **Global Human Resource Development**

in July 2024, we established the Global HR Division to strengthen the cultivation of organizations and human resources that support the aggressive growth of the NISSIN FOODS Group's overseas business. The division's mission is to establish the pool of global human resources, build an infrastructure for global human resources, and promote global communication and instill corporate philosophy. Among these, the overseas trainee program is a key measure aimed at incubating human resources for global business by sending young employees who will lead the next generation to overseas offices to gain hands-on experience.

## Objectives of the Overseas Trainee Program



Develop human resources with strong **people skills**, capable of working anytime, anywhere, and with anyone (Personal capability development)



Develop **leadership** to excel in the global arena (Organizational capability enhancement)



Assess suitability for future expatriate roles through practical overseas experience and establish the **pool of global human resources** (Realization of the "right person in the right place")

## Comments from Former Overseas Trainees

### Building a Career Utilizing Overseas Experience

During my studies in the United States, I found it fascinating to be exposed to diverse values, which inspired my desire to work abroad in the future. After joining the company, I became interested in China through my work, a leading country in e-commerce, and applied for the trainee program in Shanghai. During my one-year training, I experienced firsthand the rapid expansion and evolution of the market while learning closely from senior management. The challenging environment was highly stimulating. Through a variety of new experiences, I identified the skills I needed, clarified my future aspirations abroad, and considered how I could contribute to the company and society in a way that aligns with my interests, clarifying my goal for the future. The opportunity to learn overseas provided both intellectual and personal stimulation, which directly shaped my career path.



**Akari Iida**  
Participant of overseas practical training in Shanghai (at the time)

### Taking on an Overseas Challenge to Enjoy Work Even More

I believe in making work enjoyable. I always keep in mind the phrase, "Enjoyment requires strength." Working at a plant demands expertise in machinery, electricity, and engineering, along with a broad perspective to enhance production efficiency and maintain a safe environment. To enjoy my work even more, I wanted to take on an overseas challenge to deepen my knowledge and skills. My goal now is to introduce optimal solutions for the plant while communicating with on-site staff and achieving a tangible result. Leveraging this experience, I aspire to become a person who can spearhead the launch of new production lines in Japan and overseas.



**Kenichiro Yoshida**  
Participant of overseas practical training in the U.S. (at the time)

## Human Resource Development Centered on NISSIN ACADEMY

Overview / Program Example / Data Related to Human Resource Development and Training / Required Skills and Abilities / Succession Planning / Development of Management-Level Employees / Mechanisms to Encourage Personal Growth and Challenges / Global Human Resource Development

### | Global HR Meeting

As a solution to our management issue of further breakthroughs in global business, we hosted the Global HR Meeting. This is our initiatives to lay the foundation for expanding functions of human resources sectors that support overseas business development, and one of our efforts to achieve the Global HR Division's mission to establish the pool of global human resources, build an infrastructure for global human resources, and promote global communication and instill corporate philosophy. Through this, we aim to strengthen the network of human resources sectors, enhance collaboration, establish a shared understanding of the human resources sections, clarify expected roles, and embody our MVV by revisiting NISSIN FOODS' origins.





# Diversity, Equity, and Inclusion

## Promotion of Women's Success / Childcare Leave for Men

Regarding the promotion of women's success, we have been focusing on establishing systems that make it easier for women to balance work with childcare, as well as raising awareness within the company since 2016. As a result, we received "Platinum Kurumin (certified in 2019)\*1" and "Semi-Nadeshiko Brand (certified in 2019 and 2020)\*2". In addition to the ease of working, we are actively carrying out various initiatives to increase the number of women in key positions, with the quantitative target of a 10% ratio of female managers by the end of FY 3/2026.

### Initiatives to Expand the In-House Female Human Resource Pool

1. Setting numerical targets in each division
2. Implementing a sponsor program in which executives themselves commit to developing human resources
3. Implementing training programs for supervisors to learn how to manage in a diverse environment
4. Implementing programs to develop women's leadership skills
5. Facilitating networking opportunities and study sessions for female employees

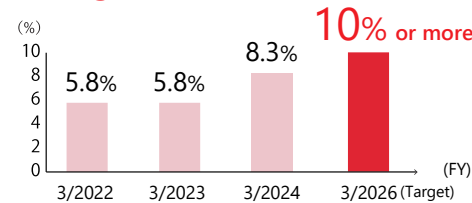


\*1 Certification awarded to Kurumin qualified companies with higher levels of efforts among those certified by the Ministry of Health, Labour and Welfare as childcare support companies.

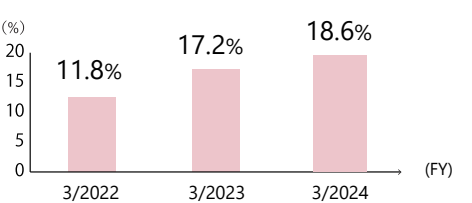


\*2 The Nadeshiko Brands is an initiative jointly organized by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to select and announce listed companies in each industry that excel in the promotion of women's success since FY 2013. The "Semi-Nadeshiko" certification is given to companies equivalent to the Nadeshiko Brands, regardless of industry sector.

### Percentage of Female Managers

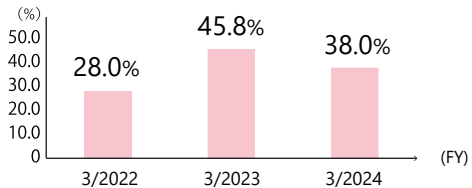


### Percentage of Female Section Chiefs



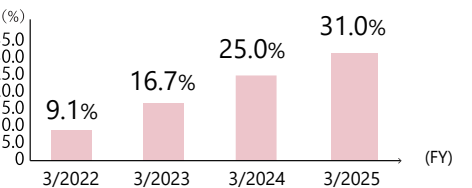
### Percentage of Female New Graduate Hires

We are actively recruiting female new graduates to expand the pool of female management candidates.



### Percentage of Women in Management

We are expanding and developing the human resource pool in support of #HereWeGo203030\* by Keidanren.



\* #HereWeGo203030: Keidanren's initiative to increase the percentage of female officers to at least 30% by 2030.

# Diversity, Equity, and Inclusion

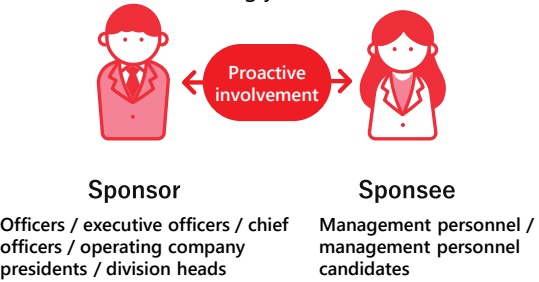
Promotion of Women's Success / Childcare Leave for Men

We implement a program in which each officer serves as a sponsor, conducting individualized and concrete development programs aimed at promoting female managers and candidates (sponsees) to higher positions. Sponsors and sponsees meet regularly to align on an annual development plan tailored to the sponsee's development challenge. Feedback from sponsees includes comments such as "I was introduced to the sponsor's network of contacts" and "The sponsor encouraged me to take on higher roles," demonstrating that the program has led to tangible promotion results.

## Overview of the Sponsor Program



The program actively involves officers, including the CEO, COO, executive officers, chief officers, presidents of operating companies, and division heads, who personally select and mentor sponsees. It has a clear goal of guiding sponsees toward promotion and advancement into manager or senior management positions, with individualized development plans designed and executed accordingly.



| Step 1   | Step 2  | Step 3 Sponsor Program  | Step 4  |
|--|---|---|---|
| <b>Pre-program briefing for sponsees</b> <ul style="list-style-type: none"> <li>- Message of expectations</li> <li>- Understanding of the program</li> </ul> | <b>Decision and preparation for participation</b> <ul style="list-style-type: none"> <li>- Personal aspirations and future outlook</li> <li>- Vision for utilizing the program</li> </ul> <p><small>Note: Participation is voluntary, respecting individual decisions based on life stage and career plans.</small></p> | <b>Specific support activities</b> <p><b>Content of the program</b></p> <ul style="list-style-type: none"> <li>Implementation of coaching and mentoring</li> <li>Discussions on the work and problem awareness of the sponsees</li> <li>Participation in meetings with people in higher positions than sponsees</li> <li>Work for several days with officers, etc.</li> <li>Support for building networks within the company</li> </ul> <p><b>On-demand support</b></p> <p>Team-building consultations, project consultations, book recommendations, etc.</p> | <b>Review / challenge setting</b> <ul style="list-style-type: none"> <li>- Reflection on program activities</li> <li>- Sponsees' self-perceived growth</li> <li>- Sponsors' feedback, expectations, and concrete advice for next steps</li> </ul> |

Return to Step 3 as needed

# Diversity, Equity, and Inclusion

Promotion of Women's Success / Childcare Leave for Men

A program focused on developing women's leadership

## Women's Leadership Development Program



The NISSIN FOODS Group continually conducts the Women's Leadership Development Program, which gathers female leadership candidates. This program is designed to help participants overcome imposter syndrome, which is often experienced by women, and to encourage them to explore their own leadership styles. Through management exercises, role-playing for interviews with subordinates, and discussion-based training, participants gain simulated management experience while identifying their strengths

and challenges. Additionally, LEGO® block-based workshops facilitate self-awareness, understanding of others, and verbalization of their ideal leadership image. Over the six-month training period, participants develop strong networking relationships with each other, fostering an environment of mutual encouragement. Many have expressed increased motivation toward taking on management roles.

# Diversity, Equity, and Inclusion

Promotion of Women's Success / Childcare Leave for Men

Based on our desire to encourage male employees to lead fulfilling and happy lives by balancing life events and careers, we are carrying out initiatives to increase male employees to take childcare leave. Our goal is to achieve an 85% utilization rate by FY 3/2031.

## Initiatives to Improve the Rate of Employees Taking Paternity Leave

- Distributing guidebooks for employees and their supervisors to improve their understanding of the system
  - Regularly sharing interviews with male employees who have taken childcare leave and their supervisors about their experiences
  - Holding roundtable discussions with male employees who have taken childcare leave and establishing a consultation service
- Providing employees who have given birth with original baby goods and information about childcare leave

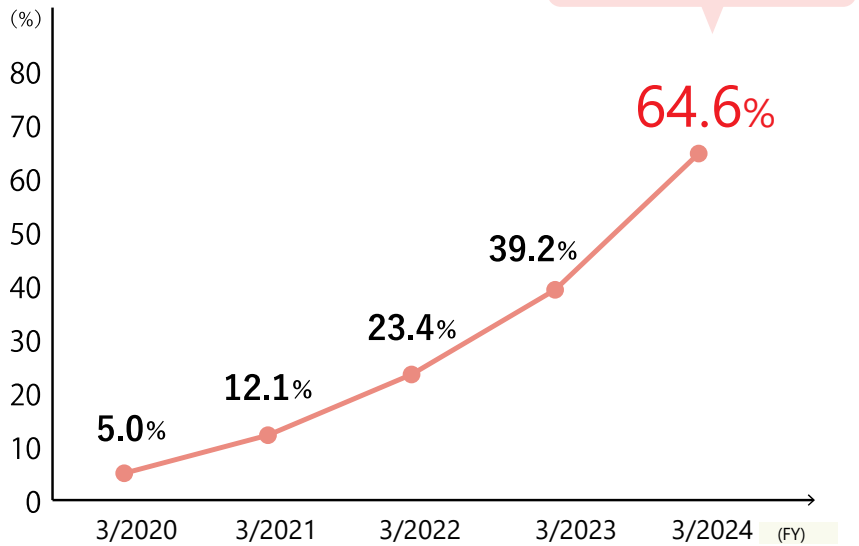


Guidebook for Parents



Original baby goods

## Utilization Rate of Childcare Leave for Men \*1



\*1 (Number of employees taking childcare leave / number of employees giving birth) x 100% in the relevant fiscal year.

\*2 Number of employees whose partners have given birth for men



# Diversity, Equity, and Inclusion

Promotion of Women's Success / Childcare Leave for Men

## Interview with an Employee Who Took Childcare Leave and His Supervisor

To help male employees feel that childcare leave is accessible and encourage them to take it, we interview employees who took childcare leave and their supervisors. These case studies are shared on our internal website.

### Case Study



Employee who took childcare leave (left):  
Beyond Food Promotion Project **Taiga Yoda**

Supervisor of the employee (right):  
Beyond Food Promotion Project **Keiji Nakanishi**

## What Made Him Decide to Take Childcare Leave



Yoda: I decided to take childcare leave after my supervisor, Mr. Nakanishi, encouraged me to do so. He had taken childcare leave himself and shared how it allowed him to spend quality time with his family while also being a valuable learning experience. His words reassured me and helped me make my decision.

Nakanishi: I took childcare leave myself thanks to the encouragement of my supervisor at the time, and it turned out to be a great experience. That's why



I strongly wanted Mr. Yoda to take childcare leave—not just for his family but also for his own personal growth. In terms of work, we had discussed what support would be needed in his absence, so I had no concerns at all.

## Thoughts on Taking Childcare Leave

Yoda: Before taking childcare leave, my partner handled most of the cooking, grocery shopping, and other household chores. During my leave, I took on these responsibilities entirely. My partner expressed joy over us raising our child together, which made me truly appreciate the time I spent with my family. This experience reinforced my belief that taking childcare leave was the right decision. It also made me realize that when I become a supervisor in the future, I want to encourage my subordinates to take childcare leave when they have children.



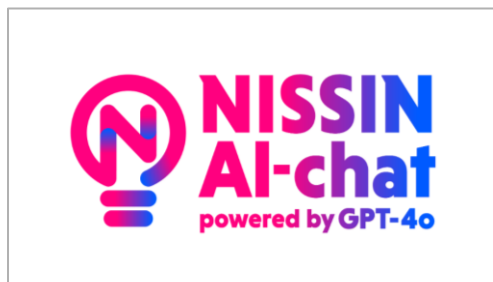
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We introduce other initiatives supporting our human capital efforts here

Column

## Initiatives for Digital Transformation



### Utilization of Generative AI (NISSIN AI-chat)

As part of our Mid- to Long-Term Growth Strategy, the NISSIN FOODS Group has adopted "NBX (NISSIN Business Xformation)" as a theme for company-wide efforts. NBX focuses on transforming business models through digital technology and improving labor productivity. To accelerate NBX, we have introduced the slogan "DIGITIZE YOUR ARMS," cultivating organizational culture to encouraging all employees to independently review their work processes, acquire digital skills, and utilize digital technologies. This culture has fostered a workplace where various digital tools are actively used to improve on-site operations. Among these tools, we identified ChatGPT as a breakthrough solution for dramatically enhancing productivity. NISSIN AI-chat is our proprietary version of ChatGPT, designed exclusively for NISSIN FOODS Group employees with safeguards in place to prevent information leaks. The idea to introduce NISSIN AI-chat originated from our new employee induction ceremony on April 3, 2023. During the event, CEO Koki Ando personally used ChatGPT to generate a message incorporating the keywords "NISSIN Foods Group induction ceremony," "founder's spirit," "professional management,"

and "core skills." He encouraged new employees to leverage technology wisely to accelerate their learning. Inspired by our leadership's proactive approach to ChatGPT, we at the IT division immediately launched a project team on the same day, driven by the need to introduce ChatGPT within the company as soon as possible and create an environment where employees can experience its benefits and features firsthand. Just three weeks later, on April 25, we officially launched NISSIN AI-chat within the company.

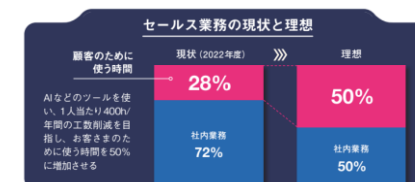


**Tatsuro Yamamoto**  
Digital Transformation Promotion  
Office, Information Planning Division

### Application of NISSIN AI-chat in Sales



Our sales divisions implemented a project to utilize NISSIN AI-chat for sales activities. This project aimed to enhance efficiency in sales operations by providing a wide range of prompt templates that could be used for information gathering and promotional planning. As a result, sales representatives were able to allocate more time to customer interactions and strategy planning. Additionally, by incorporating unique ideas based on AI-generated insights, they could create proposals that reflected the distinct approach of the Group. We also expect that improved operational efficiency allows us to have more time for value creation.





## Initiatives for Working Environment

### | Employee Cafeteria (KABUTERIA)

In March 2016, the employee cafeteria at the Tokyo head office was renovated and reopened as KABUTERIA. This cafeteria offers KANZEN MESHI (Perfect Meal) freshly prepared on-site. The menu consists of three lines: KANZEN MESHI line, offering meals with 33 nutrients and a well-balanced PFC ratio; a line featuring original menu items created by a contracted food service provider; and a noodle-specific line, where both KANZEN MESHI and the provider's original menu items are offered on a daily rotation. This lineup allows employees to choose their meals based on their mood and physical condition for the day.



### | Office (NISSIN GARAGE)

NISSIN GARAGE was designed with the pursuit of a new normal workstyle in mind, built on two key principles: "Achieving 200% productivity" and "Reigniting the hunger for innovation through a return to our origins." It was inspired by the research shed (GARAGE) where the founder of the NISSIN FOODS Group, Momofuku Ando, developed Chicken Ramen. This space was designed to facilitate "casual collisions"—encounters among employees from different divisions—fostering creative ideas and supporting a work style aimed at achieving 200% productivity.

Note: This facility serves as the workplace environment for specific business sites and divisions.





## Recognitions and Certifications in Human Capital Management



### ● The 5th Platinum Career Awards "Excellence Award"

The Platinum Career Awards recognize companies that support platinum career development. This recognition was awarded for our initiatives such as an internal job posting system that allows employees to apply for their desired positions, a career consultation system that connects employees with appropriate counselors when facing career concerns, and support for employee skill development, including efforts to enhance IT literacy.



### ● Platinum Kurumin certification

The Platinum Kurumin (granted by the Minister of Health, Labour and Welfare) is a system for certifying companies that support childcare. Our system for supporting employees to strike a balance between work and childcare, remote working system, and flexible working hours with no fixed hours were evaluated and certified.



### ● ISO 30414

ISO 30414 is an international standard for the quantification, analysis, and disclosure of human capital information within companies. By recognizing human resources as a key driver of corporate value and implementing initiatives to activate employees and organizations, as well as placing emphasis on transparent human capital disclosure, we successfully obtained this certification.



### ● PRIDE Index 2023 Gold rating

The PRIDE Index is an index developed by "work with Pride," a voluntary organization, with the aim of creating a workplace where LGBTQ and other sexual minorities can work as themselves. This index recognized our various initiatives, including education on sexual minorities and the development of a transgender benefit program.



### ● Human Capital Management Quality (Silver)

In the Human Capital Survey 2023 conducted by the HR Technology Consortium, HR Research Institute, and MS&AD InterRisk Research & Consulting, we were selected for the Human Capital Management Quality (Silver). This recognition evaluates companies based on their initiatives in human capital management and disclosure, assessing the extent to which these efforts contribute to enhancing corporate value.



### ● 2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program (White 500)

The White 500 (sponsored by the Ministry of Economy, Trade and Industry and the Japan Health Council) is a program that recognizes corporations that practice particularly excellent health and productivity management. Our initiatives for health and productivity management were highly evaluated, including the expansion of occupational health frameworks through strengthening health guidance by occupational physicians and establishing health consultation services.

# Data Book

Data and initiatives disclosed in this report refer to those of the core domestic companies (NISSIN FOODS HOLDINGS CO., LTD., NISSIN FOOD PRODUCTS CO., LTD., NISSIN CHILLED FOODS CO., LTD., and NISSIN FROZEN FOODS CO., LTD.) unless otherwise indicated.

## Workforce Indicators

(Number of persons as of the end of March of each FY)

|                           |                       | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|---------------------------|-----------------------|-----------|-----------|-----------|
| Total number of employees | Officers *1           | 20        | 24        | 23        |
|                           | Employees *2          | 2,354     | 2,473     | 2,677     |
|                           | Temporary workers     | 1,743     | 1,650     | 1,659     |
|                           | Total                 | 4,117     | 4,147     | 4,359     |
| Full/part-time            | Full-time             | 3,797     | 3,838     | 4,062     |
|                           | Part-time *3          | 320       | 309       | 298       |
| Temporary workforce       | Dispatched workers *4 | 774       | 875       | 948       |

\*1 Total of directors, corporate auditors, and executive officers, excluding outside officers.

\*2 Including seconded employees.

\*3 Number of part-time employees among temporary employees.

\*4 The number of dispatched workers is calculated as the annual average of the number of temporary workers at the end of each month.

## Productivity Indicators

|                      | FY 3/2022        | FY 3/2023        | FY 3/2024        |
|----------------------|------------------|------------------|------------------|
| Revenue per employee | 38.9 million yen | 44.0 million yen | 44.4 million yen |
| Profit per employee  | 2.4 million yen  | 2.9 million yen  | 3.3 million yen  |
| EBIT per employee    | 3.3 million yen  | 3.7 million yen  | 4.5 million yen  |

Notes:

- Employees include both full-time and temporary workers.
- All figures are on a consolidated Group basis.



## Indicators of Employee Demographics

NISSIN FOODS Group has a diverse workforce that includes employees of all genders, ages, nationalities, and other attributes. We treat our employees fairly according to their abilities, regardless of their attributes.  
The number of employees for each attribute is as follows.

|        |  | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|--------|--|-----------|-----------|-----------|
| Age    | 0-14 years old                                   | 0.0%      | 0.0%      | 0.0%      |
|        | 15-29 years old                                  | 14.9%     | 14.7%     | 14.1%     |
|        | 30-50 years old                                  | 53.7%     | 53.3%     | 53.4%     |
|        | Over 50 years old                                | 31.4%     | 32.1%     | 32.5%     |
| Gender | All employees and temporary employees (male)*1   | 60.9%     | 60.2%     | 61.0%     |
|        | All employees and temporary employees (female)*1 | 39.1%     | 39.8%     | 39.0%     |
|        | Employees (male)*1                               | 45.6%     | 45.5%     | 46.8%     |
|        | Employees (female)*1                             | 11.5%     | 12.1%     | 13.4%     |
|        | Temporary employees (male)                       | 15.3%     | 14.7%     | 14.2%     |
|        | Temporary employees (female)                     | 27.6%     | 27.6%     | 25.6%     |
|        | Percentage of employees with disabilities *2     | 2.32%     | 2.44%     | 2.31%     |

\*1 Including seconded employees.

\*2 Counts employees of NISSIN FOOD PRODUCTS, MYOJO FOODS, and NISSIN BUSINESS SUPPORT PLUS under the special subsidiary company system and the special group system of the employment system for persons with disabilities.

|   | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|---|-----------|-----------|-----------|
| Japan                                     | 98.6%     | 98.6%     | 98.8%     |
| China (incl. H.K.)                        | 0.8%      | 0.8%      | 0.8%      |
| U.S.A.                                    | -         | -         | -         |
| Brazil                                    | -         | -         | -         |
| India                                     | 0.2%      | 0.2%      | 0.2%      |
| Other Asian countries                     | 0.3%      | 0.3%      | 0.2%      |
| Middle East countries                     | -         | -         | -         |
| Europe countries                          | -         | -         | -         |
| Other north American countries            | -         | -         | -         |
| Other middle and south American countries | -         | -         | -         |
| Others                                    | 0.1%      | 0.1%      | 0.1%      |

\*Group consolidated

|   | FY 3/2024 |
|---|-----------|
| Japan                                     | 45.3%     |
| China (incl. H.K.)                        | 11.8%     |
| U.S.A.                                    | 4.9%      |
| Brazil                                    | 20.5%     |
| India                                     | 3.4%      |
| Other Asian countries                     | 6.3%      |
| Middle East countries                     | 0.0%      |
| Europe countries                          | 4.0%      |
| Other north American countries            | 0.0%      |
| Other middle and south American countries | 3.7%      |
| Others                                    | 0.0%      |

It is our basic policy that the right person is in the right place, regardless of nationality or place of origin. We hire and appoint locally or transfer employees from Japan according to the business stage and management strategy of each area. We will continue to strengthen measures to recruit, train, and retain human resources on a global basis.

\*Diversity, Equity, and Inclusion of NISSIN FOODS Group  
[Diversity, Equity, and Inclusion | NISSIN FOODS Group \(nissin.com\)](#)

| Indicators Related to Recruitment and Transfers

|  |                  | FY 3/2022  | FY 3/2023  | FY 3/2024  |
|--|------------------|------------|------------|------------|
| Average number of days required for recruitment  | New graduates *1 | 49 days    | 71days     | 58days     |
|  | Mid-career *2    | 111 days   | 113days    | 132days    |
| Number of days until key positions are filled *3 |                  | No results | No results | No results |
| Internal appointment rate *4                     |                  | 70.2%      | 67.7%      | 58.0%      |
| Internal appointment rate for key positions *3   |                  | 100%       | 100%       | 100%       |
| Level of readiness of executive candidates *5    |                  | 94.6%      | 81.8%      | 83.0%      |

\*1 Calculated between the date an applicant submits an entry sheet and the date an informal offer of employment is notified.

\*2 Calculated between the date the job was made available to agents and other public disclosure and the date the offer of employment was accepted.

\*3 Key positions include presidents of operating companies, chief officers, and heads of major departments.

\*4 Calculated by dividing (number of regular transferees + number of applicants for internal application) by (number of regular transferees + number of applicants for internal application + number of mid-career hires) x 100.

\*5 The percentage of candidates who are ready to fill the next (succession period of 1-3 years) positions.

Although the number of days required for recruitment is increasing due to an increase in the number of positions that are difficult to fill in the mid-career recruitment process, we are strengthening our recruitment system to ensure the speedy acquisition of personnel who match our corporate culture and the personality that we seek in both new graduates and mid-career hires.

As vacancies in key positions are filled from within the company, there are no vacancies in key positions. For this reason, the number of days until important posts are filled is set as "no results."

The internal appointment rate is on a declining trend because in addition to transfers from within the company, we are also actively recruiting specialized personnel from outside the company. We have intentionally created opportunities for employees to gain various career experiences by activating voluntary internal transfers not only through regular transfers but also through an internal application system and other means, thereby circulating the internal labor market. Aiming to realize the right person in the right place, we will continue to promote the necessary human resources from within the company and acquire specialized human resources from outside the company.

| Indicators of Health, Safety, and Happiness

|   | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|---|-----------|-----------|-----------|
| Number of occupational injuries (incidence rate) *1               | 0.00%     | 0.25%     | 0.72%     |
| Number of fatalities due to occupational injuries (fatality rate) | 0         | 0         | 0         |
| Percentage of employees receiving health and safety training *2   | 76.1%     | 84.5%     | 87.8%     |

\*1 The occurrence rate is calculated per 1 million hours for employees employed by the company, excluding officers and temporary employees.

\*2 Calculated based on the participation rate for stress checks conducted annually.

The Group believes that maintaining the good health of all employees at all times so that they can demonstrate their maximum capabilities and apply them to their work is one of its key corporate challenges.

In August 2018, we issued the NISSIN FOODS Group Declaration of Health and Productivity Management and developed a specific promotion structure for health and productivity management. We implement various measures relating to employee health with the chief executive officer (CEO) of NISSIN FOODS HOLDINGS as the person with ultimate responsibility. The details of measures are required to be regularly reported, such as at meetings of the Management Committee which bring together directors of Group companies, and the labor management committee, where Group personnel and labor union representatives engage in discussions.

\*Health and Productivity Management of NISSIN FOODS Group

[Health and Productivity Management | NISSIN FOODS Group \(nissin.com\)](#)



| Indicators for Ethics and Compliance

|  | FY 3/2023 | FY 3/2024 |
|--|-----------|-----------|
| Percentage of employees who have received ethics and compliance training | 91.4%     | 96.3%     |

We aim to ensure that all employees working for the Group comply with relevant laws and regulations in their daily business activities and practice behavior that conforms to social ethics.

By establishing a Compliance Committee and an internal whistleblowing contacts, we have established a system for early detection of violations of laws, regulations, and internal rules, and for preventing misconduct and enhancing the soundness of management.

In addition, to prevent employee compliance violations, we conduct annual compliance training for all employees domestically.

Other efforts to raise employees' awareness of compliance include the following:

- Distributing the Compliance Book, which outlines laws, regulations, and social norms to be complied with
- Displaying a banner on the intranet portal site to raise awareness
- Posting videos on risk management
- Conducting compliance knowledge checks (mini-tests)

\*Compliance of NISSIN FOODS Group

[Compliance | NISSIN FOODS Group \(nissin.com\)](#)

| Leadership Development

Top row: participation rate  
Bottom row: number of participants

| Program/training name  | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|--|-----------|-----------|-----------|
| Management academy   | 100.0%    | 100.0%    | 100.0%    |
|  | 10        | 14        | 11        |
| New Manager Leadership Seminar   | 100.0%    | 100.0%    | 100.0%    |
|  | 22        | 18        | 26        |
| Outdoor Training for New Managers                                      | 100.0%    | 100.0%    | 100.0%    |
|  | 17        | 15        | 20        |
| Manager Training by Internal Job Posting                               | -         | 80.6%     | 93.1%     |
|  | -         | 50        | 27        |
| Management Instillation Program for Sales Branch Managers and Managers | 100.0%    | 100.0%    | 100.0%    |
|  | -         | 30        | 12        |
| Diversity Management Training  | -         | -         | 96.4%     |
|  | -         | -         | 295       |
| Sustainability Seminar   | -         | -         | 78.2%     |
|  | -         | -         | 359       |
| Graduate School/Business School Dispatch (MBA, liberal arts, etc.)     | 100.0%    | 100.0%    | 100.0%    |
|  | 3         | 5         | 5         |

| Training Programs by Category

Top row: participation rate  
Bottom row: number of participants

| Program/training name             | FY 3/2022 | FY 3/2023 | FY 3/2024 |
|-----------------------------------|-----------|-----------|-----------|
| Training for Graduates            | 100.0%    | 100.0%    | 100.0%    |
|                                   | 38        | 50        | 48        |
| Second-year Training              | 100.0%    | 100.0%    | 100.0%    |
|                                   | 42        | 37        | 40        |
| Third-year Training               | 100.0%    | 100.0%    | 100.0%    |
|                                   | 42        | 43        | 33        |
| Section Chief Management Training | -         | 93.5%     | 87.1%     |
|                                   | -         | 44        | 75        |

In NISSIN ACADEMY, we are expanding our management human resource pool by developing a number of leadership development programs for managers and leaders. New employee training programs are designed to familiarize entry-level employees with the philosophy of the founder, the duties of each department, and business etiquette. Furthermore, after being assigned to a department, employees undergo training to acquire the specialized skills required by each department.

In the second- and third-year training programs, we provide training to support autonomous career development. It serves as an opportunity for them to use tests that objectively analyze the basic skills of working adults to understand their own issues and develop their medium- to long-term career vision. Training for section chiefs combines group training and e-learning to enhance management skills.

## Compliance with ISO 30414



### 貴社の ISO 30414 への適合性に関する定期審査結果の通知

日清食品ホールディングス株式会社の内外ステークホルダー各位：

株式会社 HC プロデュース（以下、HCPPro）は、独立審査機関として、人的資本の開示に関する国際規格：ISO 30414 に基づき、2024 年 3 月 13 日に HCPPro が認証した、日清食品ホールディングス株式会社（含む日清食品株式会社、日清食品チルド株式会社、日清食品冷凍株式会社）（以下、日清食品）のデータ、システム、ステートメント及び戦略に関する ISO 30414 の適合性について、以下(1)～(4)のプロセスを通じて定期審査を実施した。

- (1) 日清食品の役職員及び各指標別責任者に対するインタビューの実施
- (2) 日清食品の人的資本データ及びデータ取得・開示システムの内容・動作の確認
- (3) 日清食品の人的資本データ取得・開示及び戦略に関する各種ルールの確認
- (4) 日清食品の社内外向けレポート内容の確認

これらの定期審査の結果、HCPPro は、2024 年 3 月 13 日に HCPPro が認証した日清食品の人的資本に関するデータ、システム、ステートメント及び戦略に関する ISO 30414 の適合性が、継続して有効であることを認める。（認証期限：2027 年 3 月 12 日）

保坂 駿介

株式会社 HC プロデュース  
代表取締役 CEO 保坂駿介  
2025 年 1 月 10 日

## Periodic Audit Results on Compliance with ISO 30414

HC Produce Inc., an independent certification body, certified that the NISSIN FOODS Group (NISSIN FOODS HOLDINGS CO., LTD., NISSIN FOOD PRODUCTS CO., LTD., NISSIN CHILLED FOODS CO., LTD., and NISSIN FROZEN FOODS CO., LTD.) remains compliant with ISO 30414, the international standard for human capital reporting. This certification confirms the ongoing validity of our compliance with ISO 30414 related to our data, systems, statements, and strategy, which was initially certified on March 13, 2024. (Certification valid until March 12, 2027)

E.O.F.