

Expanding Human Capital

The NISSIN FOODS Group advances our mid- to long-term growth strategy, positioning human capital as the source of value creation. Building on the spirit of our founder, we focus on supporting autonomous career development and enhancing job satisfaction for employees. We also prioritize talent acquisition and retention to create sustainable corporate value.

Basic Approach to Human Capital

The NISSIN FOODS Group implements our Mid- to Long-Term Growth Strategy 2030 to achieve the Group Vision of becoming an EARTH FOOD CREATOR. Sustainable growth depends on effectively leveraging of human capital, and we therefore regard our people as our most important asset, guided by the founding philosophy of Momofuku Ando: "Our people define our worth*."

Our growth strategy is built on three pillars:

1. Strengthening the cash-generating capacity of existing businesses
2. Advancing EARTH FOOD CHALLENGE 2030
3. Pursuing new businesses

Executing these pillars requires a human capital strategy that ensures optimal talent placement. To this end, we focus not only on securing and developing talent to maintain and grow our existing businesses, but also on cultivating personnel to explore and create new business opportunities.

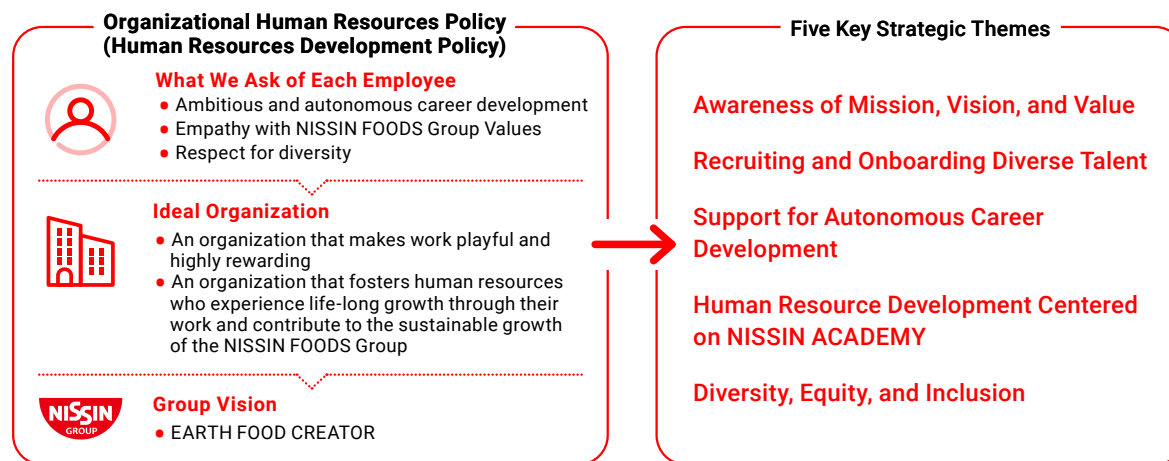
Going forward, we aim to create workplaces that allow every employee to thrive and perform at their full potential, contributing to the happiness of our employees, the company, and society.

*The essence of a company is its people, and that the reputation of people leads directly to the reputation of a company. 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.

Organizational Human Resources Policy and Key Strategic Themes

The NISSIN FOODS Group aims to build an organization that offers highly rewarding work and enables employees to achieve life-long growth through their careers. To this end, we established the Organizational Human Resources Policy to support autonomous career development. We track each area using defined indicators and monitor annual progress. We also advance various initiatives under five key strategic themes (see graph on right).

Mid-career hires currently account for approximately 60% of our workforce, and the number of employees with shorter tenure continues to grow. Against this backdrop, supporting early adjustment and engagement among new hires has become an urgent issue. In response, we enhanced our onboarding program and initiatives that raise awareness of and empathy for our Mission, Value, and Vision (MVV) starting in October 2024. We will continue building an environment where every employee can demonstrate their full abilities and serve as the driving force behind value creation.



Progress in Key Indicators

Category		KPIs	Targets	FY 3/2023	FY 3/2024	FY 3/2025	FY 3/2024~3/2025 Progress
What We Ask of Each Employee	Ambitious and autonomous career development	Degree of employee career development	Target 85%	75%	78%	77%	-0.8 Pt
	Empathy with NISSIN FOODS Group Values	Employee MVV empathy level	Commitment target 70%	81%	81%	80%	-0.3 Pt
	Respect for diversity	Ratio of Female Managers	10% at the end of FY 3/2026	6%	8%	9%	+0.8 Pt
		Number of men taking childcare leave	85% at the end of FY 3/2031	39%	65%	66%	+1.7 Pt
		Diversity impact level	Target 85% Commitment target 70%	63%	67%	66%	-1.6 Pt
Ideal Organization	An organization that makes work playful and highly rewarding	Employee job satisfaction		75%	78%	75%	-3.1 Pt
	An organization that fosters human resources who experience life-long growth through their work and contribute to the sustainable growth of the NISSIN FOODS Group	Employee sense of growth	69%	72%	70%	-2.8 Pt	
		Succession sufficiency rate for key posts	250%	168%	193%	229%	+35.6 Pt
Group Vision	EARTH FOOD CREATOR	Number of NISSIN CREATORS AWARD recognitions	5% increase year on year	Total number of awards: 470 Special recognition awards: 114 Employee votes: 1,117	Total number of awards: 446 Special recognition awards: 163 Employee votes: 1,643	Total number of awards: 471 Special recognition awards: 184 Employee votes: 1,569	Total number of awards: +5.6% Special recognition awards: +12.9% Employee votes: -4.5%

Expanding Human Capital

Five Key Strategic Themes

Awareness of Mission, Vision, and Value

Spreading awareness of the NISSIN FOODS Group Mission, Vision, and Value (MVV) is essential to make society happy through food as an EARTH FOOD CREATOR. For over 30 years, we have been providing opportunities to deepen understanding of our founding principles and corporate philosophy. We continue to implement such initiatives to spread awareness of MVV to this day.

● Awareness-raising workshop on the Group Philosophy for new employees

New graduate employees and career hires participate in training to learn about the historical background and founder's vision behind *CHICKEN RAMEN*, the world's first instant noodle, as well as the company's growth.



Workshop on the Group Philosophy

● Raising awareness of MVV

Top management communicates the company's Mission, Vision, and Value (MVV) to employees in Japan and overseas around eight times a year to raise awareness of our purpose and mid- to long-term growth strategy. We also hold MVV discussions twice a year at each workplace.

● In-store *CHICKEN RAMEN* sales

On August 25, the anniversary of the launch of *CHICKEN RAMEN*, employees have the opportunity to participate in face-to-face sales at stores and personally experience the social mission of the NISSIN FOODS Group.



In-store *CHICKEN RAMEN* sales experience

● NISSIN CREATORS AWARD

Once a year, we honor employees who have demonstrated creativity, achieved outstanding accomplishments, and made significant contributions to enhancing corporate and brand value. This award system fosters a culture in which all employees develop creativity, celebrate one another's accomplishments, and grow together.



NISSIN CREATORS AWARD ceremony in November 2024

Five Key Strategic Themes

Recruiting and Onboarding Diverse Talent

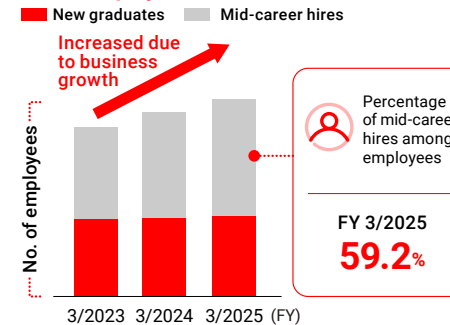
Executing our mid- to long-term growth strategy requires not only employee development, but also the recruitment and engagement of external talent. In addition to hiring new graduates, we recruit specialized professionals and global management personnel to drive innovation and make an immediate impact.

Focusing on Attracting a Diverse Workforce

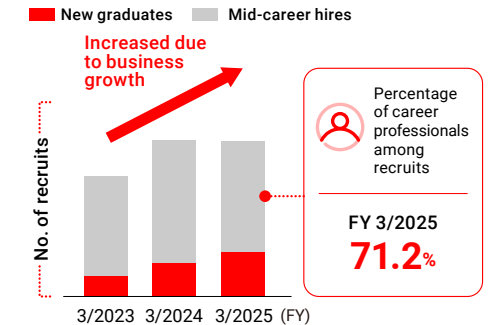
We advance job-specific hiring and open company programs for new graduates to secure a diverse workforce that will drive our mid- to long-term growth strategy. For mid-career recruitment, we implement ONAKAMA (referral) hiring and Alumni Communities to attract talent to drive innovation.

Recruitment Results

No. of Employees



No. of Hires



Maintaining and improving employee retention

Our turnover rate is low compared to other manufacturing companies. We believe our high retention rate is supported by countless employees who feel empathy for our corporate philosophy and take pride in our company. We will continue to maintain and further improve retention rates through onboarding support.

	Retention rate	Turnover rate	Voluntary turnover rate	Management turnover rate
FY 3/2025	94.2%	5.8%	5.4%	0.5%

Expanding Human Capital

Onboarding Support

- Offer new graduate employee on-the-job training (OJT) trainer system

We assign a dedicated on-the-job trainer for the first year after employment to help new graduate employees build their skills and adapt quickly to the workplace.

- Conduct onboarding program for career professionals

We hold orientations on our strategies and unique internal rules and implement initiatives to deepen understanding of our philosophy, aiming to support mid-career hires in adapting quickly and demonstrating their capabilities. We also assign mentors at each workplace to welcome and support mid-career hires.

Measures to Retain Employees

- Monitor working conditions

We monitor the working conditions of new graduates and mid-career hires once a month, focusing on health, workplace relationships, and motivation. We support any employees showing signs of difficulty through individual interviews and other measures to help them adapt to and settle into the workplace.

Strengthening Recruitment and Development of Global Human Resources

- Recruit global mid-career talent

We strengthen mid-career recruitment of individuals with experience in global business at other companies. Many of these hires take overseas assignments within a few months of joining and make immediate contributions.

- Conduct overseas trainee program

This program sends globally minded employees overseas as trainees to gain hands-on international experience and build a future pipeline of global management talent.

- Improve benefits and treatment of expatriates

We conduct fundamental reviews of benefits and compensation for expatriates to boost motivation and strengthen our competitiveness in attracting overseas talent.

- Implement global human resources management

We facilitate information sharing among human resources personnel to build a talent management framework in collaboration with our overseas group companies. In FY 3/2025, HR personnel from various countries gathered for a joint workshop.

Five Key Strategic Themes

Support for Autonomous Career Development

The Group implements various systems to help employees develop their skills and reach their full potential. We support autonomous career development through the NISSIN-style job-based model, which places employees with the right skills in the right positions, and through systems that allow employees to declare their career intentions or apply for internal openings. We are also advancing initiatives to accommodate increasingly diverse employee perspectives on work.

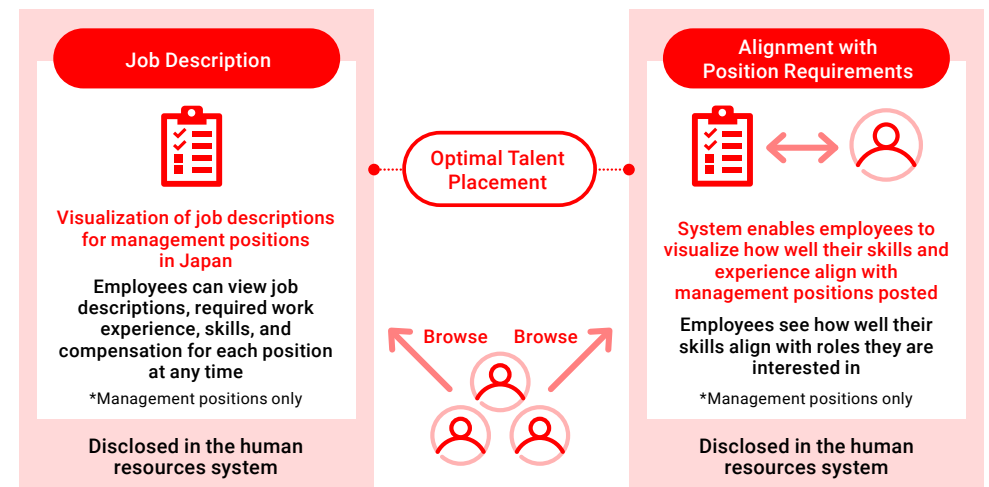
Optimal Placement of Talent

- Implement the NISSIN-style job-based model

We introduced the NISSIN-style job-based model for management positions in FY 3/2025 to attract talent with specific skills and expertise. This model uses a hybrid approach to combine a functional grading with job-based structuring. We incorporate this job-based structuring and define job scope and responsibilities to ensure compensation levels reflect labor market standards. A dual-track career path is also available for specialized talent.

- Visualize managerial duties, position, skills, and compensation

We post job descriptions for management positions in Japan on our human resources system for all our companies to access, aiming to ensure the optimal placement of talent. This system allows employees to see how their skills and work experience align with each position and supports autonomous career development. Job descriptions also strengthen the market alignment of compensation and enhance competitive recruitment.



Expanding Human Capital

Five Key Strategic Themes

Human Resource Development Centered on NISSIN ACADEMY

To support employees in developing their careers and to foster healthy internal competition, we established NISSIN ACADEMY in FY 3/2021 to strengthen talent development. We conduct training programs to enhance employee skills through not only our human resources department, but also our sales, marketing, and digital technology departments to develop talent across the entire Group.



Support for Independent Learning and Growth

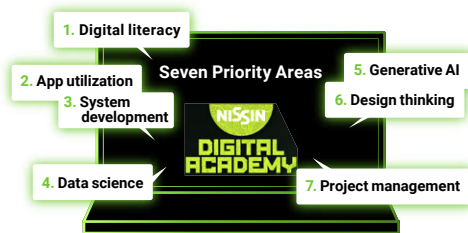
● NISSIN ACADEMY Learning, a portal site for employee development

Launched in FY 3/2024, NISSIN ACADEMY Learning is a centralized platform for video learning content and e-learning materials. The website is accessible from both computers and iPhone apps to support autonomous learning.



● DIGITAL ACADEMY, a program aimed at improving employees' digital literacy

DIGITAL ACADEMY is a forum that aims to improve the digital literacy of employees. The program offers a diverse curriculum across seven priority areas, including generative AI and app utilization. We offered new courses in FY 3/2025.



● Development Excellence Award

This award recognizes those in management positions who excel at employee development, helping to foster a culture of growth and mentorship across the group.

Five Key Strategic Themes

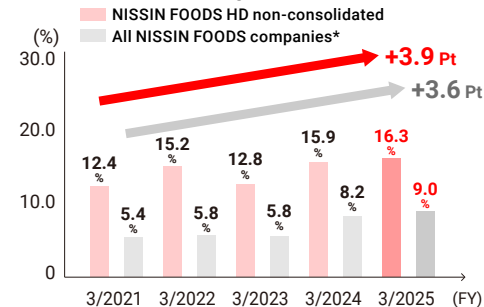
Diversity, Equity, and Inclusion

The NISSIN FOODS Group aims to create work environments that allow individuals with diverse strengths and expertise to demonstrate their full capabilities. We prohibit discrimination and harassment based on race, ethnicity, nationality, religion, belief, birthplace, gender, sexual orientation, gender identity, age, disability, and other attributes. We also strive to ensure fair and equitable treatment in hiring and in subsequent promotion and advancement.

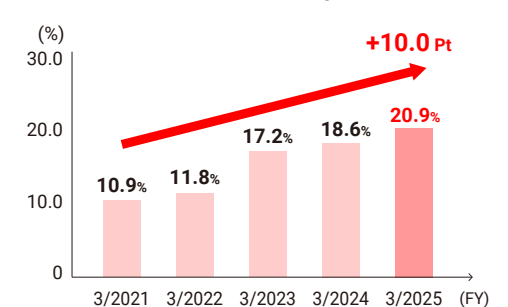
Encouraging Female Participation

Since FY 3/2017, the NISSIN FOODS Group has focused on establishing work systems that make it easier to balance work and childcare, while also driving efforts to shift internal mindsets. As a result of these efforts, we received the Platinum Kurumin certification (certified in 2019) and were selected as a Semi-Nadeshiko brand (selected in 2019 and 2020). In addition to fostering a comfortable work environment, we actively pursue various initiatives to increase the number of women in key positions, aiming to achieve a 10% ratio of female managers by the end of FY 3/2026.

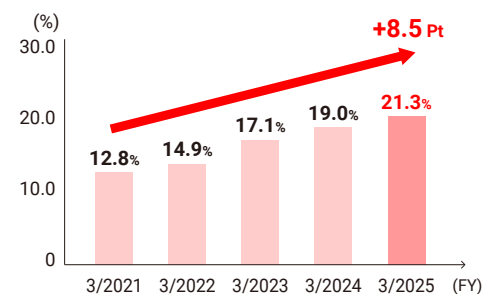
Ratio of Female Managers



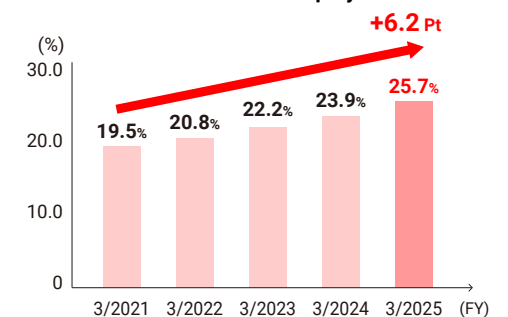
Ratio of Female Section Managers



Ratio of Total Female Employees in Career Track Positions



Ratio of Full-Time Female Employees



* Including employees seconded to NISSIN FOODS HOLDINGS, NISSIN CHILLED FOODS, NISSIN FROZEN FOODS, etc.

Expanding Human Capital

Expanding the Pool of Female Talent Within the Company

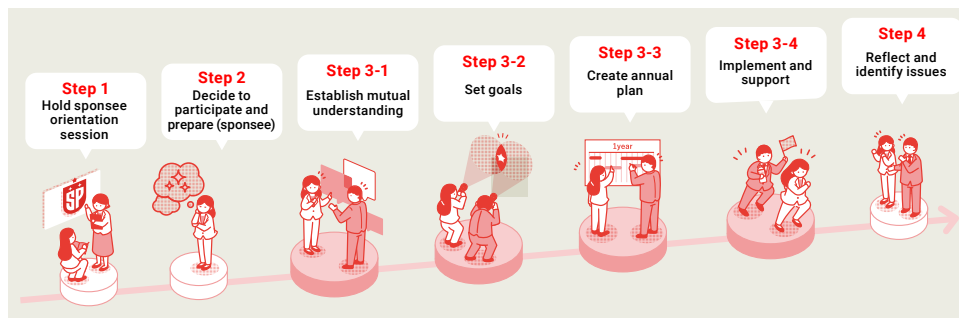
The NISSIN FOODS Group strives to expand our pool of female talent for future management positions as part of our efforts to advance women's empowerment.

Major Initiatives

- Sponsor program
- Women's empowerment sessions for executives
- Roundtable discussions between outside directors, auditors, and next-generation executive candidates
- Programs to develop women's leadership skills

• Sponsorship program where executives are personally committed to training female employees

Executive officers and department heads serve as sponsors and provide tailored development support for women in management roles or managerial candidates (sponsees) to increase the number of women promoted to higher positions. Sponsors and sponsees meet regularly to create annual development plans based on each sponsee's individual growth areas. Sponsees shared that sponsors introduced them to their professional networks and encouraged them to pursue higher-level roles, leading to steady progress in promotions.



Step 1

Hold sponsee orientation session

Message on expectations of the program
Program overview

Step 2

Sponsee consent and preparation

• WILL and future prospects
• Vision of how to utilize the program

*Participation is voluntary and based on each individual's intentions, taking into account their life stage and career plans.

Step 3 Sponsor Program

Specific Support Activities

Details

- Coaching and mentoring
- Discussions on the subject of the employees work and awareness of problems
- Assignments for sponsees to join meetings with those a position higher
- Shadowing sponsee for several days
- Internal networking support

Timely Support

Team-building advice, project consultations, and book recommendations, etc.

Step 4

Reflect and Identify Issues

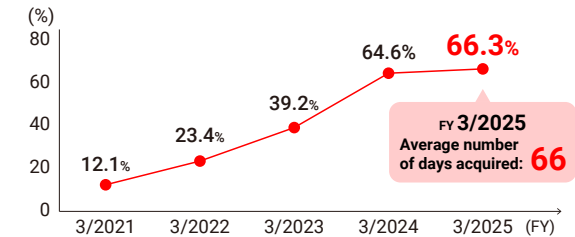
• Reflection on program activities
• Sponsee's sense of growth
• Sponsor's future expectations and specific advice for the next steps

◀ Return to Step 3 as needed

Ratio of Male Employees Taking Childcare Leave

The NISSIN FOODS Group implements initiatives to encourage male employees to take childcare leave, in the hope that they lead happy and fulfilling lives by balancing important life events and careers. We set a target of 85% for the ratio of male employees taking childcare leave by FY 3/2031.

Male Employees Taking Childcare Leave^{*1,2}



*1 Full-time employees of NISSIN FOODS and fixed-term employees.

*2 (Number of employees taking childcare leave ÷ Number of persons giving birth^{*3}) x 100% in the relevant fiscal year.

*3 For males, the number of male employees whose spouses who gave birth.

Major Initiatives

- Distribute guidebooks for supervisors and employees to deepen understanding of systems
- Regularly share interviews featuring male employees and their supervisors about their experiences with childcare leave
- Hold roundtable discussions and set up consultation desks led by male employees who have taken childcare leave
- Provide original baby gifts to employees who have given birth along with information about parental leave

TOPICS

Roundtable Session on DE&I with Female Outside Directors and Next-Generation Executive Candidates

We held a roundtable where next-generation executive candidates exchanged views on DE&I through dialogue with outside directors and Audit & Supervisory Board members. Participants shared real workplace situations and challenges, gaining new insights and ideas for driving progress. The roundtable met a total of four sessions with 25 participants.



Comments from Outside Director Yuka Ogasawara

I was impressed by how openly employees of different ages and employment backgrounds exchanged views. Since my appointment as an outside director in 2022, I have seen steady progress in NISSIN's initiatives, despite remaining challenges.

I sincerely look forward to a future where society recognizes NISSIN as an organization that enables talented and appealing individuals to thrive across various fields. I firmly believe that sustainable corporate growth is driven by environments that allow diverse individuals to demonstrate their full capabilities.