

# Human Capital Report 2023



# 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, we have outlined our ambidextrous management approach to growing our existing businesses and exploring new business opportunities.

With the rapidly changing external environment over the past few years, including intensifying international conflicts, rising geopolitical risks, and the COVID-19 pandemic, I feel that companies are now expected to enhance their resilience, which allows them to flexibly adapt to the environment.

Under these circumstances, the mission of the HR section 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. By providing the necessary 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.



As a founding company in the instant noodle business, our Group has a compelling mission, vision, and values, and we place great importance on a creative mindset throughout the company. I would like our employees with diverse characteristics to exercise their talents and enjoy their own growth while fulfilling their careers in our Group, while at the same time honing the pioneering spirit that has been with us since the company's founding. I will strive to develop people and an environment to create new kinds of food culture with our unique and creative members.



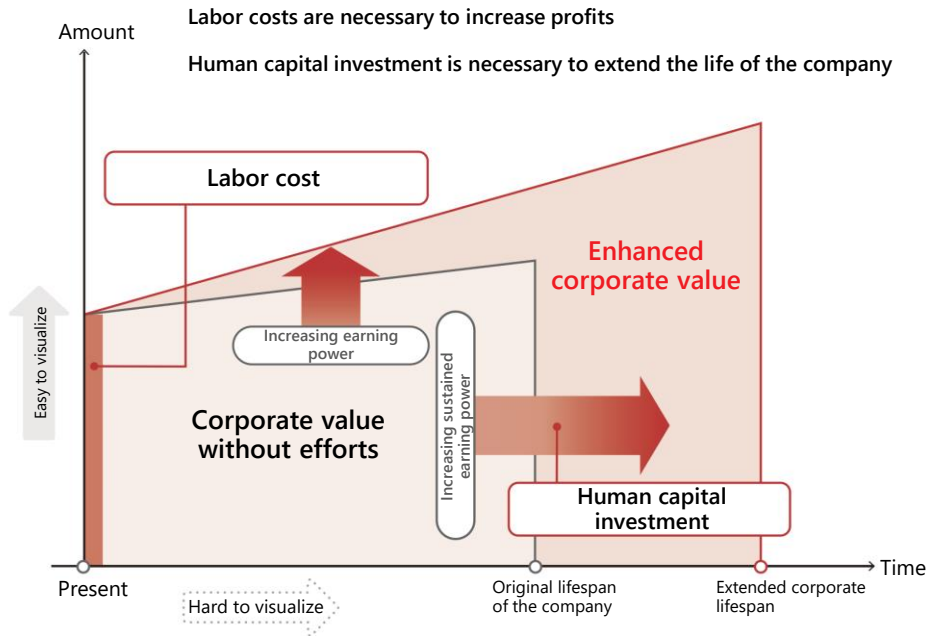
**Shigeru Masaki**

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

## Role of the Human Resources Sector

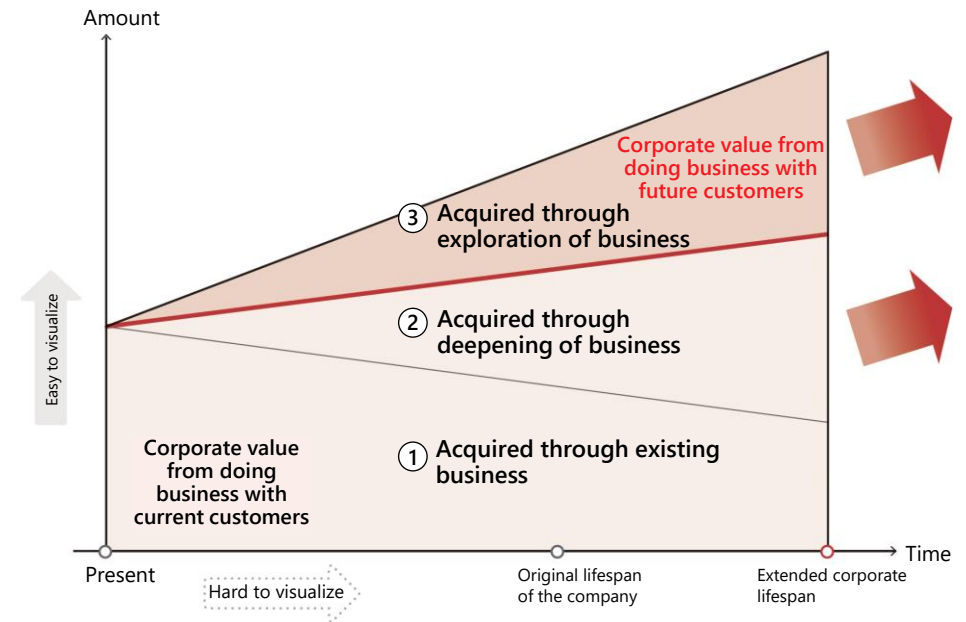
To achieve the vision of the NISSIN FOODS Group, "EARTH FOOD CREATOR," and the ideal image outlined in the Mid- to Long-term Growth Strategy 2030, and to continuously increase corporate value, we believe that non-financial capital, in particular human capital, is important in addition to financial capital. 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

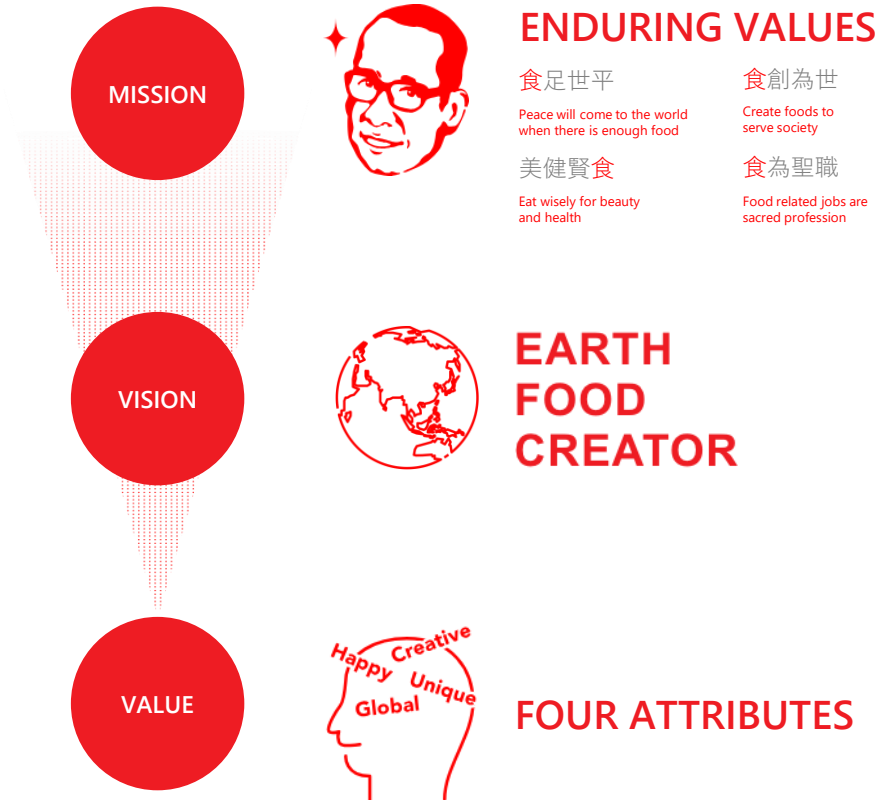
Since our founding, we have always valued the spirit of creation left behind by our founder, Momofuku Ando. With “EARTH FOOD CREATOR” as our vision, we aim to go beyond mere product development and continue to innovate food culture itself. We use the four key concepts (creative, unique, happy, and global)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

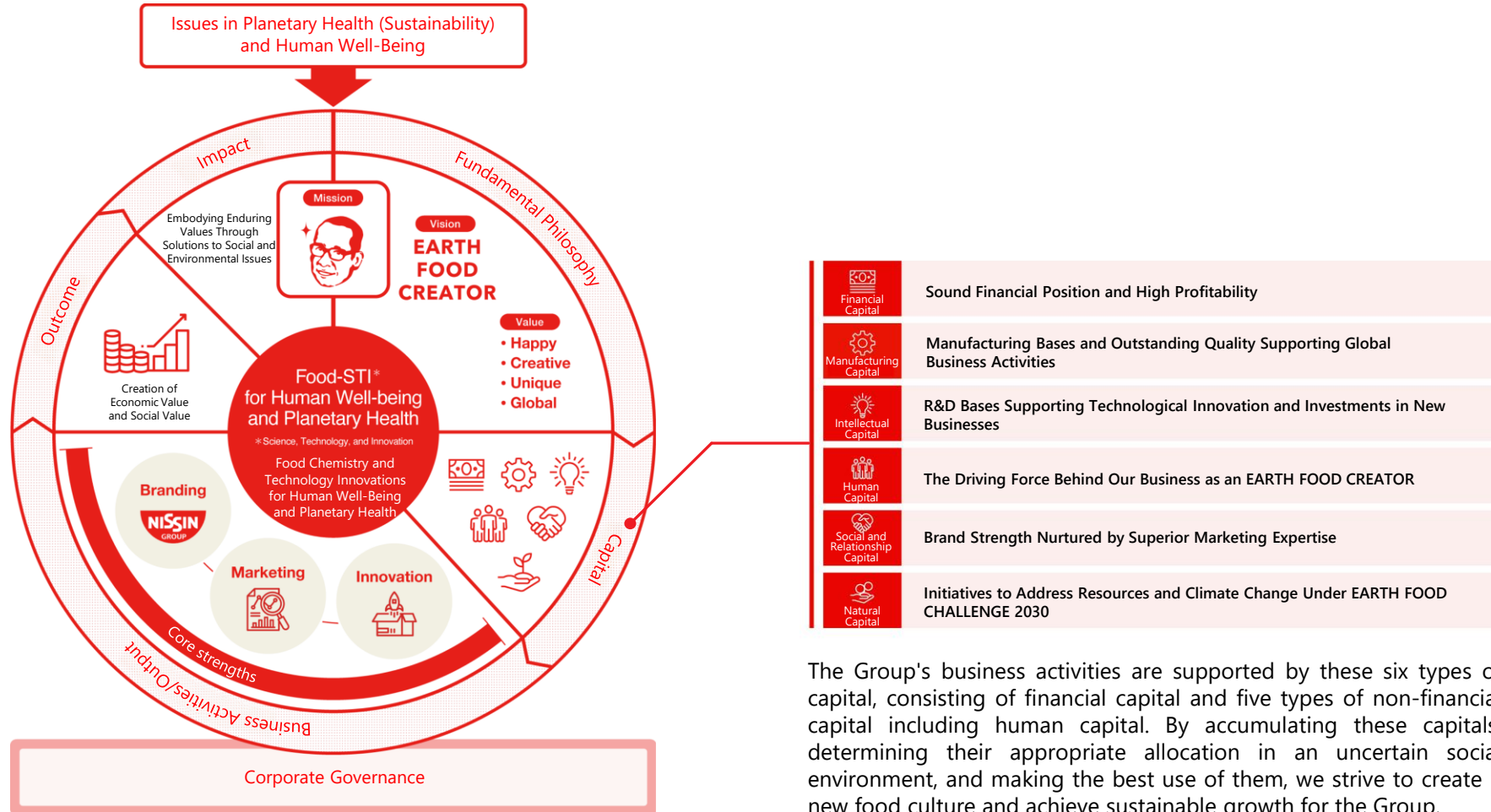
# “EARTH FOOD CREATOR”

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.



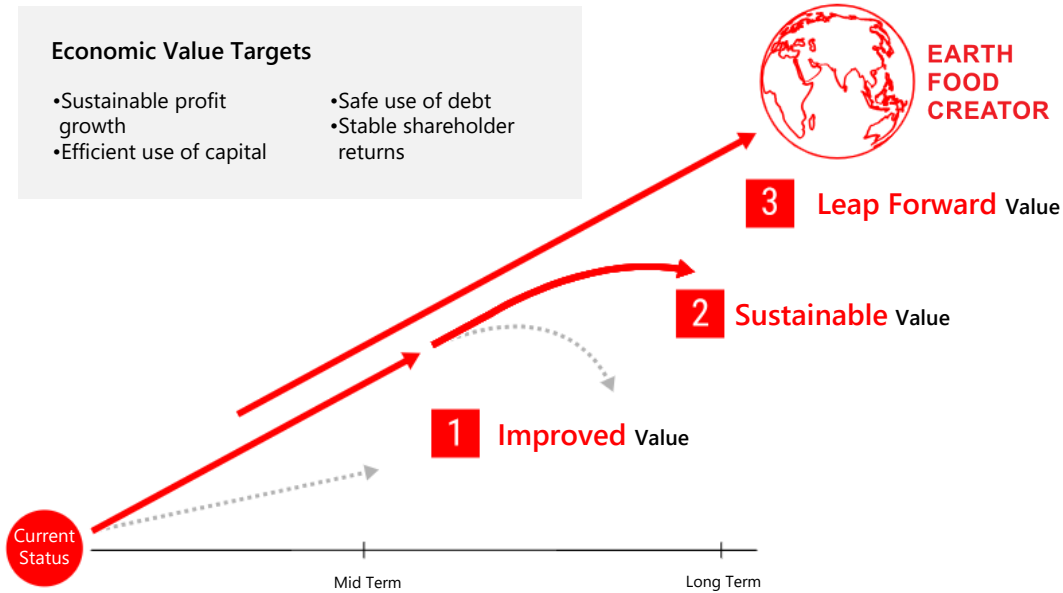
The Group's business activities are supported by these six types of capital, consisting of financial capital and five types of non-financial capital including human capital. By accumulating these capitals, determining their appropriate allocation in an uncertain social environment, and making the best 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



*Good for People*

*Good for Society*

*Good for the Earth*

**1 Improved Value**

**Strengthen Cash Generation Capabilities of Existing Businesses**

Make a significant shift in our profit portfolio through aggressive growth in Overseas and Non-Instant Noodles Businesses, while pursuing sustainable growth

**3 Leap Forward Value**

**Pursue New Businesses**

Co-create foods of the future with food science  
Become a company that provides food and health solutions through technology

**2 Sustainable Value**

**EARTH FOOD CHALLENGE 2030**

A challenge to utilize finite resources effectively and reduce the impact of climate change

**Food Tech Innovation**

## 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 four key strategic themes, and we are working on measures that are linked to these themes.

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



#### What is required of each employee

- Hungrily 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

### 4 Key Strategic Themes

Instillation of the Mission, Vision, and Value

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 resources policy and monitor the status.

### Organization/human resources policy and targets



#### What is required of each employee

- Hungrily and autonomously develop their careers

Employee career realization rate \*1

Target goal	85%	Commitment goal	70%
(Results for FY 3/2023 75%)			

- Empathize with the values of the NISSIN FOODS Group

Employee MVV empathy rate \*2

Target goal	85%	Commitment goal	70%
(Results for FY 3/2023 81%)			

- Respect diversity

Female management ratio

End of FY 2026	10%
(Results for FY 3/2023 6%)	

Utilization rate of childcare leave for male employees

End of FY 2031	85%
(Results for FY 3/2023 39%)	



#### Ideal organization

- An organization that makes work joyful and highly rewarding

Employee job satisfaction \*3

Target goal	85%	Commitment goal	70%
(Results for FY 3/2023 79%)			

- 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 \*4

Target goal	85%	Commitment goal	70%
(Results for FY 3/2023 69%)			



#### Group vision

- EARTH FOOD CREATOR

Number of commendations for NISSIN CREATORS AWARD

Year-on-year 5% increase

\*1-4 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.

## 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 3/2021	FY 3/2022	FY 3/2023
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 3/2021 to FY 3/2023 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 2023 Excellence Award winners

### Messages to Award Winners

#### Production of online integrated report and VALUE CREATION BOOK

Our integrated report is eccentric, so much so that I think some people become interested in NISSIN from our integrated report. I look forward to seeing our integrated reports, which are so quirky in a good way!

#### Introduction of AI depalletizing machine at the Kansai Plant

I believe this triggered us to consider how to manage within an organization in the age of AI to accommodate the diversity of human resources, as innovation is essential for the survival of a company.

#### Test method development for food allergens

I thought it was amazing that they set a new standard for the entire industry, as it was adopted as a new official method.

The "Special Employee 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.

## 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 our Group.

### | Employee Survey

In 2020, the final year of the previous medium-term management plan, we achieved the market capitalization target of 1 trillion yen. 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 50% as of 2022. 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.

Further promotion of the MVV is planned through the resumption of in-person training programs that were conducted online during the COVID-19 pandemic, workshops to understand the company's management strategy, and hands-on programs utilizing facilities such as the CUPNOODLES MUSEUM.

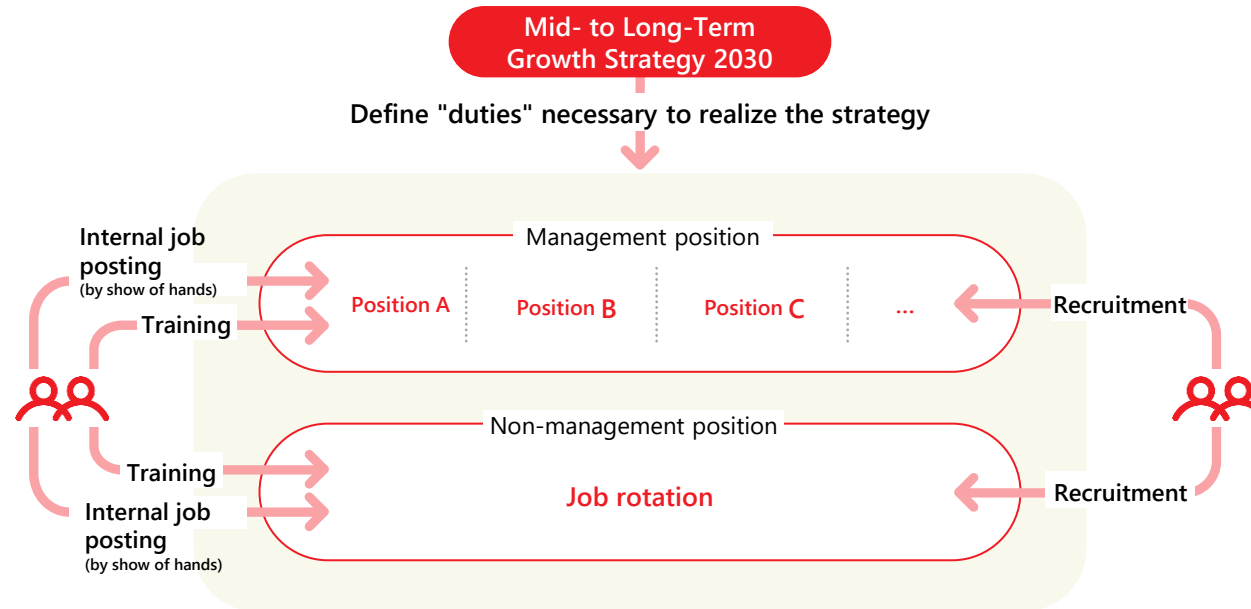
Topic	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023
Are you proud to be a member of the NISSIN FOODS Group?	80.8%	86.7%	85.1%	81.1%
Do you have a clear understanding of the company's vision and strategy?	66.8%	75.4%	75.3%	73.2%
Do you want to achieve the company's vision and strategy together?	78.9%	85.1%	83.4%	81.0%

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

## Support for autonomous career development

To realize the "right person in the right place" approach, we implement the NISSIN-style job-based model, starting with management positions. By defining and clearly specifying the duties required to realize the Mid- to Long-term Growth Strategy 2030, we will lead to autonomous career development that accommodates the diversifying views of employees on work. Furthermore, by matching compensation to market standards, we will improve our ability to attract excellent human resources.

### Policies and HR Systems that Promote the "Right Person in the Right Place"



#### NISSIN-style job-based model

- Preparation and internal disclosure of job descriptions for management positions
- Setting appropriate remuneration for management positions (flexible matching with the market standard)
- Training of non-management personnel through job rotation
- Creation of challenge opportunities such as internal job posting system and enhancement of training programs

## Support for autonomous career development

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

#### HRBP (Human Resources Business Partner)

We have a system in which HRBPs dedicated to business divisions support the execution of business strategies from the HR 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.



#### Carrier Requests

With career requests, we confirm employees' career aspirations and aim to assign the right personnel to the right positions, utilizing their individual strengths and aspirations. From FY 2/2023, we have also been supporting employees' autonomous career development by reviewing their past experiences and achievements, current jobs, and future career aspirations in a more concrete manner.



#### Internal Job Posting

Each year, various positions, such as "Marketing Department Staff" and "New Project Promotion Team," 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.



#### 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.



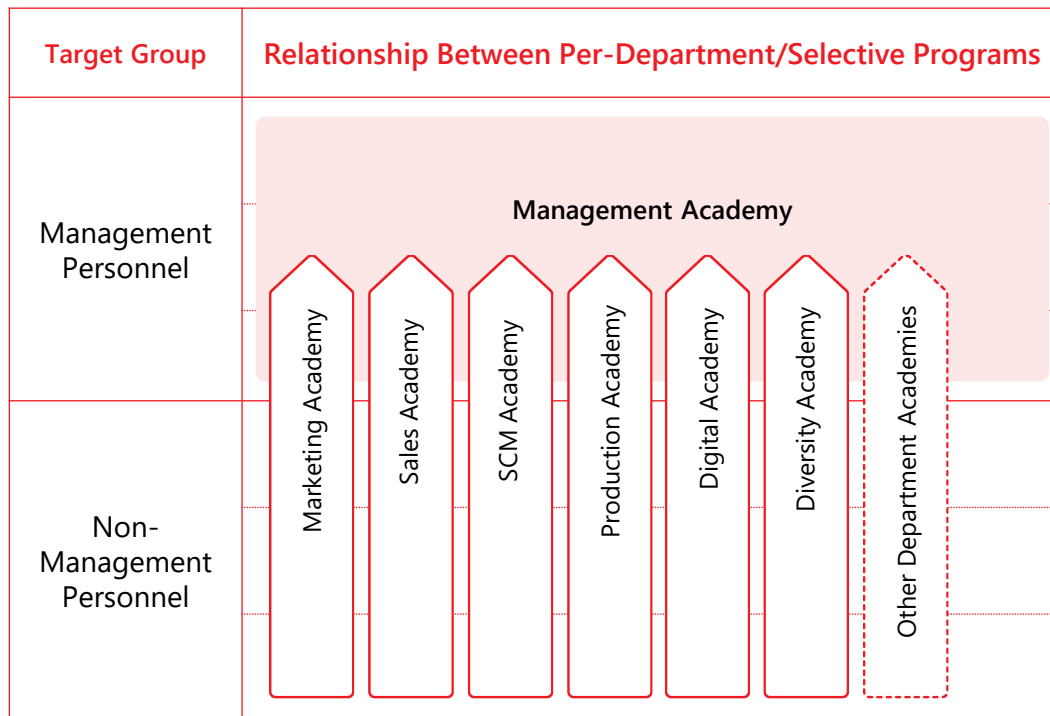
# Human resource development centered on NISSIN ACADEMY

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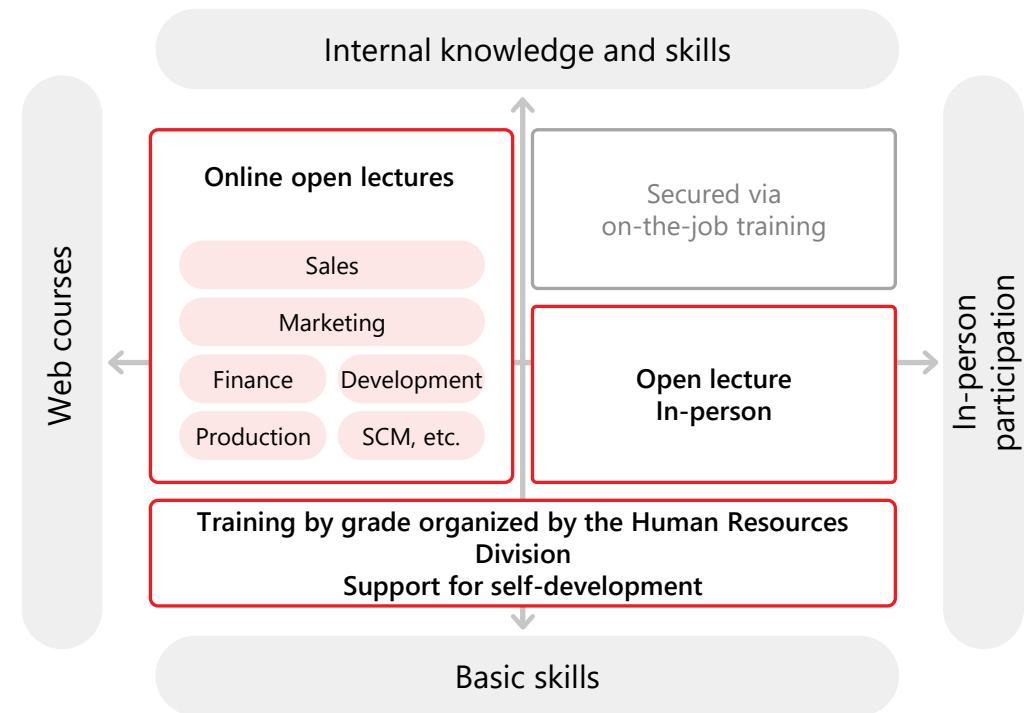


NISSIN ACADEMY, an in-house university, was established in FY 3/2021 to support employees' autonomous career development and create healthy internal competition. We are developing open programs such as rank-based training for all employees and self-development support programs, and selective programs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

## Selective Program



## Open Program





## 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 /

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	Directors and Executive Officers				
	General Manager				
	Deputy General Manager				
	Manager	New Manager Leadership Seminar	Outdoor Training for New Managers	CHICKEN RAMEN Birthday In-person Sales	Philosophy Education for Mid-career Hires
Non-Management Personnel	Section Chief	Section Chief Management Training			
	Chief				
	Staff Member		Second- and Third-Year Training	Workplace Meetings	English Support (TOEIC examination, online English conversation lessons)
	New employee (Before assignment)	Training for Graduates (Including informal training for employees who have been offered a job)			Certification acquisition support system



## Human resource development centered on NISSIN ACADEMY

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

### | Data Related to Human Resource Development and Training

	FY 3/2021	FY 3/2022	FY 3/2023
Total cost of human resource development	88,818 thousand yen	118,735 thousand yen	141,149 thousand yen
Training participation rate *1	82.7%	85.0%	87.2%
Hours of training per employee *2	14 hours	16 hours	21 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

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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

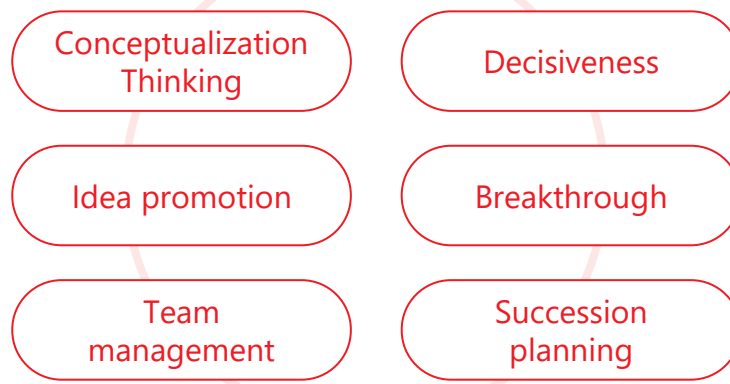


### Competency requirements

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

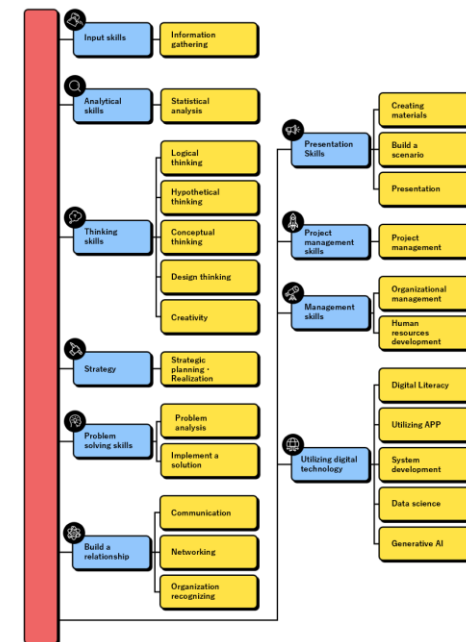
#### Six Management Competencies

Example: Management competency assessment



### Skill map

Providing educational programs tailored to each skill/level



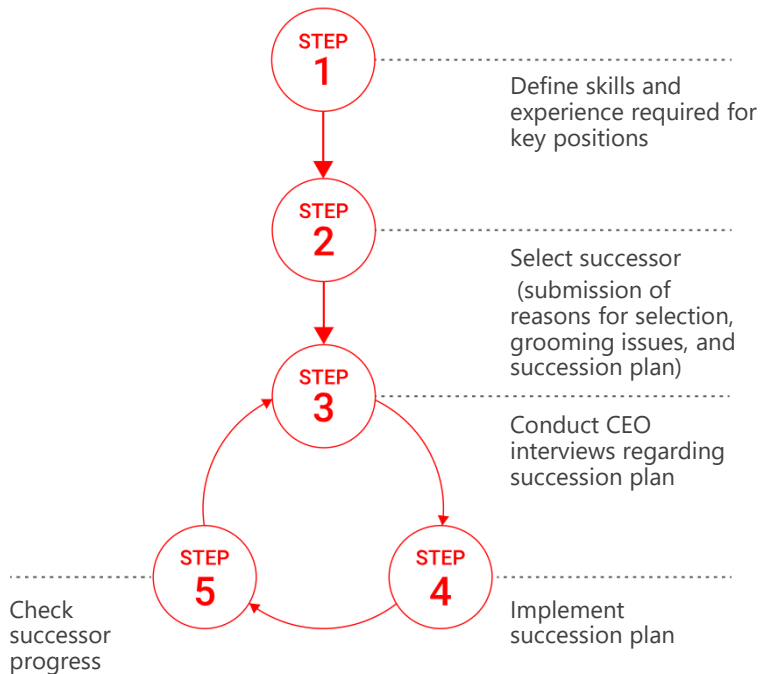
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We are systematically developing successors to the CEO and other key positions to sustainably increase corporate value. Based on the process below, we are implementing the PDCA cycle of plan execution and progress review to ensure strategic recruitment 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 3/2021	FY 3/2022	FY 3/2023
Internal succession rate *1		100.0%	100.0%	100.0%
Succession readiness	Next generation (1-3 years later)	94.6%	81.8%	83.0%
	Second next generation (4-5 years later)	97.3%	88.6%	85.1%

\*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 /

We focus on management training at the managerial level to develop leaders who embody the Group's Mission, Vision, and Values, and who will be responsible for revitalizing the organization and human resources.

### | 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

### | Other Programs

We strengthened the management and leadership skills of employees in managerial and leadership positions by providing diversity management training and sustainability seminars. In addition, we are focusing on leadership development by conducting Internal Application Training for Managers targeting employees who will assume managerial positions through internal application, and the Management Instillation Program targeting branch managers and managers in the sales division.

#### Examples of programs implemented in FY 3/2023

- Internal Application Training for Managers
- Diversity Management Training
- Sustainability Seminar
- Management Instillation Program for Sales Branch Managers and Managers

# 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 /

We are implementing a cycle to encourage employees to pursue personal growth and take on challenges through 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.

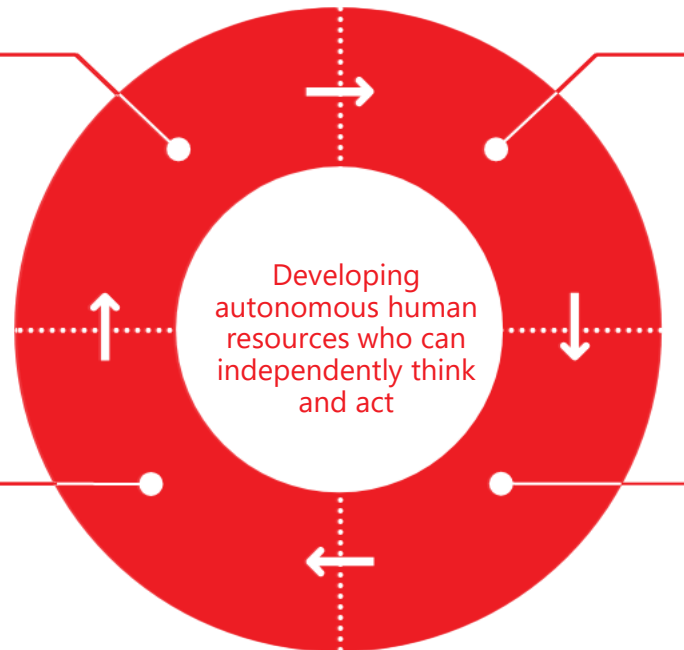
## | Cycle that Encourages Employees to Grow and Take on Challenges Throughout the Workplace

### PLAN

- Visualize goals for the half-year period and create a **challenge goal sheet**
- Discuss the level of difficulty and timeline for achieving goals with the supervisor and submit the sheet, and plan future actions

### ACTION

- Give feedback from supervisors to subordinates (areas of growth, areas for improvement, expectations for the future, etc.)
- Review and reflect on their own half year, and apply to next goal setting



### DO

- Work on their own set goals and practice trial-and-error
- Share issues through regular **1-on-1 meetings** with supervisors

### CHECK

- Supervisors present their subordinates' efforts at departmental **growth experience meetings**
- Performance and ability evaluations are determined for each subject

#### Challenge Goals

Challenge goals refer to a maximum of three challenging goals for each employee. Challenge goals are not currently being achieved but are stretches of goals that the employee would like to be able to achieve in six months.

#### 1-on-1 Meeting

In 1-on-1 meetings, supervisors and subordinates have a one-on-one opportunity to review the progress of challenge goals and talk about non-work related issues and concerns.

#### Growth Experience Meeting

In the growth experience meeting, supervisors give presentations on their subordinates' efforts and discuss not only the subject's evaluation but also future growth. All managers of the department participate in the meeting and discuss the subject's strengths, challenges, and actions for growth from various perspectives.

## 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 3/2021	FY 3/2022	FY 3/2023
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 3/2021	FY 3/2022	FY 3/2023
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)

## Diversity, Equity, and Inclusion

/ **Diversity Committee** / Promotion of Women's Success / Childcare Leave for Men / Recruitment of Diverse Human Resources /

To remain an EARTH FOOD CREATOR, the Group is actively recruiting and appointing people with diverse strengths and expertise. In 2015, we established a Diversity Committee with volunteer members from within the company, which works in tandem with the Human Resources Department to promote diversity, equity, and inclusion.

### | Diversity Committee

#### Communication Measures

Implementing cross-departmental communication revitalization measures

Cross-matching system

Welcoming Newcomers

Gacha Talk

#### Employee Network Group

Establishing networks by attribute, and in particular, strengthening the promotion of women's success as top-priority

Women@Nissin

LGBTQ+ Ally

Family Support@Nissin

Me-Rize (Career Training for Young Employees)

\*An employee-led group that works together in the workplace based on common characteristics and life experiences.



The company also supports employees' voluntary activities, and employees who participate are allowed to devote 5 to 10% of their working hours to these activities, which are also reflected in their evaluations as organizational contribution activities.

## Diversity, Equity, and Inclusion

／ Diversity Committee ／ Promotion of Women's Success ／ Childcare Leave for Men ／ Recruitment of Diverse Human Resources ／

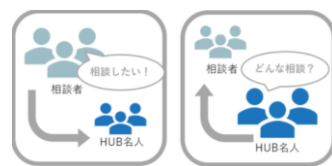
The Diversity Committee is led by the leaders of each measure and activity, and handles the planning, proposal, execution, and operation of programs. Aiming to foster a corporate culture in which diverse individuals can fully demonstrate their abilities, the committee works on a variety of measures while also listening to the opinions of those that they target.



### NISSIN DIVERSITY COMMITTEE

#### Cross-matching system

In the cross-matching system, HUB masters with their extensive human networks match employees with appropriate consultants to address their various concerns.



#### Welcoming Newcomers

Welcoming Newcomers provides mid-career hires with an opportunity to build relationships with employees in other departments and communicate with them in a way that leads to work-related opportunities.



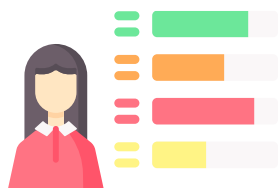
#### Gacha Talk

Gacha Talk facilitates interdepartmental chats and provides a place to build relaxed horizontal connections. About twice a month, participants engage in discussions on a variety of topics.



#### Women@Nissin

Women@Nissin aims to create a mindset in which women from diverse backgrounds can work actively and demonstrate their abilities in their own way, and holds lunch meetings and study groups.



#### LGBTQ+ Ally

LGBTQ+ Ally aims to realize a work environment where people can work safely regardless of gender identity or sexual orientation, and to expand the number of ally workers, and conducts activities to promote understanding of LGBTQ+ people.



#### Family Support@Nissin

Family Support@Nissin aims to balance family happiness and career, and provides support at each stage of life, such as promoting male employees to take childcare leave.



#### Me-Rize (Career Training for Young Employees)

Me-Rize (for younger employees) holds night classes for younger employees to broaden their communication circle and career horizons.





## Diversity, Equity, and Inclusion

/ Diversity Committee / **Promotion of Women's Success** / Childcare Leave for Men / Recruitment of Diverse Human Resources /

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 department
- 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 Forming networking and study groups among women through the Diversity Committee

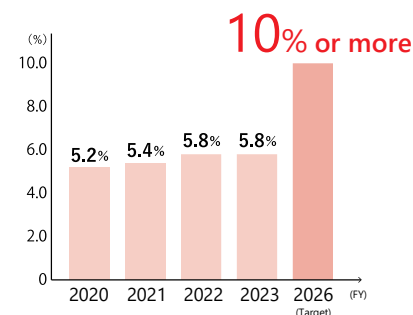


\*1 Certification awarded to Kurumin qualified companies with higher levels of efforts among those certified by the Ministry of Health, Labour and Welfare as childcare support companies.



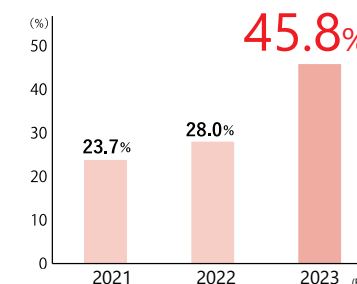
\*2 The Nadeshiko Brands is an initiative jointly organized by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to select and announce listed companies in each industry that excel in the promotion of women's success since FY 2013. The "Semi-Nadeshiko" certification is given to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

### Percentage of Female Managers



### Percentage of Female New Graduate Hires

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



### Percentage of Women in Management

	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024
Percentage of Female Officers	9%	9%	17%	25%

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

/ Diversity Committee / Promotion of Women's Success / **Childcare Leave for Men** / Recruitment of Diverse Human Resources /

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 encourage male employees to take childcare leave, in cooperation with the Diversity Committee. Our goal is to achieve an 85% utilization rate by 2030.

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

- Distributing guidebooks for employees and their supervisors to improve their understanding of the system
- Establishing a family support group through the Diversity Committee
  - 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

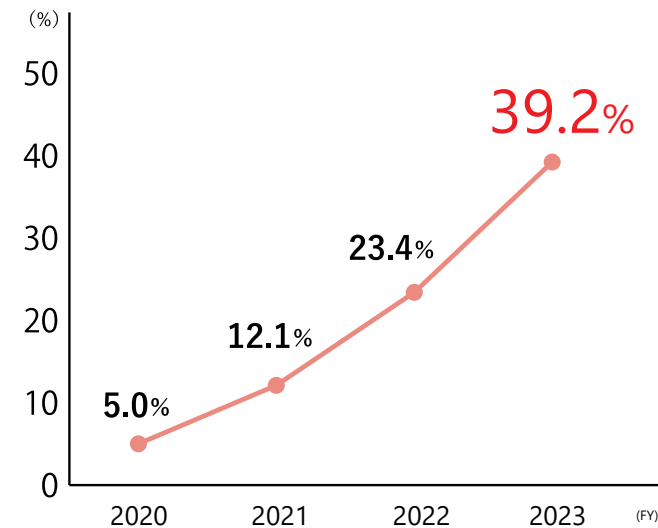


Family Support Group



Original baby goods

### Rate of Employees Taking Paternity Leave \*1



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

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

## Diversity, Equity, and Inclusion

/ Diversity Committee / Promotion of Women's Success / Childcare Leave for Men / **Recruitment 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. We strive to acquire human resources who can make immediate contributions to our organization. Currently, mid-career hires account for about half of our employees.

### Recruitment Data

#### Number of Recruits

		FY 3/2021	FY 3/2022	FY 3/2023
Number of hires	New graduate hires	38	50	48
	Mid-career hires	114	135	231

\*Excluding officers and temporary employees

#### Ratio of mid-career hires

Ratio of mid-career hires among all employees (as of March 31, 2023)	49%
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## Diversity, Equity, and Inclusion

/ Diversity Committee / Promotion of Women's Success / Childcare Leave for Men / **Recruitment of Diverse Human Resources** /

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

### | 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 departments to which new graduates will be initially assigned, preventing mismatches and enhancing their career development and motivation after joining the company.

#### Internship for New Graduates

We have been offering internships since 2016 to help prospective candidates learn more about the company. Currently, we offer internships 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.

#### 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.



日清食品アルムナイ・コミュニティ

## Diversity, Equity, and Inclusion

/ Diversity Committee / Promotion of Women's Success / Childcare Leave for Men / **Recruitment 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.

#### Welcoming Newcomers

Twice a month, we hold lunch and dinner meetings where mid-career hires and employees with longer history in the company can frankly interact with each other, helping mid-career hires build internal networks.

### | Retention Measures

#### Working Condition Monitoring

We monitor the working conditions (three aspects: health, relationships with others, and motivation) of new graduates and mid-career employees once every three months. 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.

### | Retention and Turnover Rates

	FY 3/2021	FY 3/2022	FY 3/2023
Employee retention rate	95.3%	94.2%	93.8%
Employee turnover rate *1	4.7%	5.8%	6.2%
Voluntary turnover rate	3.2%	4.5%	5.3%
Management turnover rate	0.3%	0.5%	0.3%

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

We believe that in FY 3/2021, the turnover rate declined as the number of job openings in society as a whole decreased due to the COVID-19 pandemic. Although the turnover rate has increased since FY 3/2022 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 (around 10% \*2) in the manufacturing industry. The percentage of mid-career hires among all employees is approximately 50%. We will continue to support the early adjustment to the workplace and career autonomy of new graduates and mid-career hires to maintain and improve the retention rate.

\*2 Based on the 2022 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.

# 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 3/2021	FY 3/2022	FY 3/2023
Total number of employees	Officers *1	22	20	24
	Employees *2	2,308	2,354	2,473
	Temporary workers	1,747	1,743	1,650
	Total	4,077	4,117	4,147
Full/Part-time	Full-time	3,747	3,797	3,838
	Part-time *3	330	320	309
Temporary workforce	Dispatched workers *4	821	774	875

\*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.

## 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 3/2021	FY 3/2022	FY 3/2023
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.

				*Group consolidated		
		FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2023	
Japan	98.6%	98.6%	98.8%	Japan	45.3%	
China (incl. H.K.)	0.8%	0.8%	0.8%	China (incl. H.K.)	11.8%	
U.S.A.	-	-	-	U.S.A.	4.9%	
Brazil	-	-	-	Brazil	20.5%	
India	0.2%	0.2%	0.2%	India	3.4%	
Other Asian countries	0.3%	0.3%	0.2%	Other Asian countries	6.3%	
Middle East countries	-	-	-	Middle East countries	0.0%	
Europe countries	-	-	-	Europe countries	4.0%	
Other north American countries	-	-	-	Other north American countries	0.0%	
Other middle and south American countries	-	-	-	Other middle and south American countries	3.7%	
Others	0.1%	0.1%	0.1%	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 \(nissin.com\)](https://www.nissin.com)



## Indicators Related to Recruitment and Transfers

		FY 3/2021	FY 3/2022	FY 3/2023
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 3/2021	FY 3/2022	FY 3/2023
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 \(nissin.com\)](https://www.nissin.com)

## Indicators for Ethics and Compliance

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

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 \(nissin.com\)](https://www.nissin.com)

## Leadership Development

Top row: participation rate  
Bottom row: number of participants

Program/training name	FY 3/2021	FY 3/2022	FY 3/2023
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 3/2021	FY 3/2022	FY 3/2023
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.

# ISO 30414 Certificate



## CERTIFICATE

適合証明書

### 日清食品ホールディングス株式会社

東京都新宿区新宿6-28-1

株式会社HCプロデュースは、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、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、当社)のデータ、システム、ステートメント及び戦略を審査した結果、以下に適合していることを証明します

### ISO 30414

本審査では下記の(1)～(4)のプロセスを通し、当社のデータ取得度、データ開示度、比較可能性を評価した



- (1) 当社の役員及び各指標別責任者に対するインタビューの実施
- (2) 当社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) 当社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) 当社による社内外向けレポート内容の確認

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本証書の認証範囲に関する事項の詳細については、表記範囲にお問合せください。  
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E.O.F.