



We will dynamically promote sustainability management by developing human resources and building organizations that can create new value and help resolve social issues.

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Human Resource-related Initiatives during Medium-term Business Plan WeWill 2021

During WeWill 2021, we mainly addressed four issues: work style reforms, construction of a new personnel data platform, health management and revision of the officer remuneration system.

For work style reforms, we enlisted the cooperation of our labor union in Group-wide efforts to reduce overtime and to increase the rate of use of annual paid leave in line with policies we formulated in FY2018. Telework was rapidly adopted, partly due to the impact of the COVID-19 pandemic, but this style of work has been difficult to roll out to our logistics centers and food production facilities, where more than half of our employees work. Meanwhile, in departments at the Head Office and other business sites where telework has been adopted, figuring out methods for communication between supervisors and their staff has been an issue, so we will continue to develop rules for new work styles.

For the new personnel data platform, we completely reviewed our core systems, constructed a new platform linked to our talent management system, and started full-scale operation in February 2022.

For health management, we enhanced our organization by increasing the number of public health

nurses in our workforce to focus on follow-ups to employee checkups. As a result of this and other measures, we were recognized by the Ministry of Economy, Trade and Industry under the Certified Health & Productivity Management Organization Recognition Program under the large enterprise category for the sixth consecutive year.

For revision of the officer remuneration system, we aim to enhance governance by making our management team acutely aware of sustainable growth and medium-to long-term improvement in corporate value. We therefore revised the system, adding a new stock compensation component and incorporating ROIC and our ESG evaluation as KPIs.

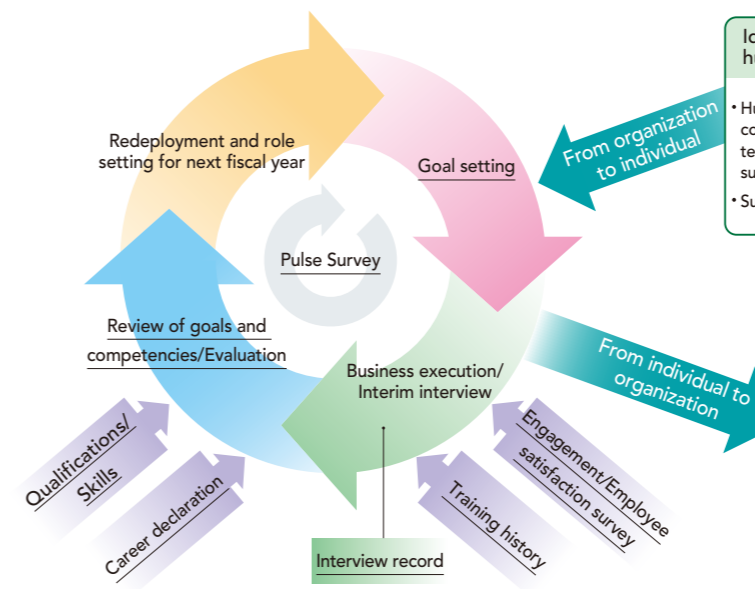
Establishing a Human Resources Policy Linked to Our Sustainability Policy

For the Nichirei Group to conduct sustainability management and realize its Vision for 2030, the Company needs to show employees what it expects of the Group's human resources and make clear what the Company must do to make those expectations a reality. We have revised our approach to human resources and our human resources policy from this standpoint.

We view our human resources as critical to our Sustainability Policy. Based on this, the Group Human Resources Policy consists of three principles:

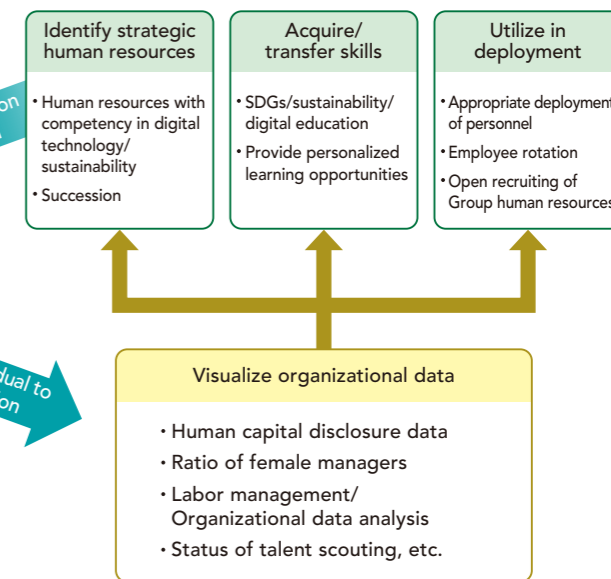
Improving Employee Performance

Visualize and centrally administer data on employee skills, orientation, performance and other matters, and take timely measures to maximize and enhance employee performance.



Optimizing the Organization's Human Capital Portfolio

Based on employee data shared throughout the Group, visualize the organization's status on a dashboard. Based on analysis results, take the personnel measures required to optimize the human capital portfolio.



“Encourage empathy; use business to resolve social issues,” “Generate value by linking knowledge, digital technologies,” and “Cultivate a safe, secure corporate culture to tackle challenges.” The Nichirei Group's businesses and the work each employee handles are all connected to consumer and customer issues, thus ultimately to social issues. Behind the Sustainability Policy is our desire to keep our employees attuned to this connection and encourage them to take on new challenges in seeking out new value, without fear of failure.

Human Resources Strategy under Medium-term Business Plan Compass Rose 2024

We have reorganized our human resources strategy from five perspectives. Upon a foundation of “improving job satisfaction” and “health management”—two perspectives we previously emphasized—we added the three perspectives of “diversity, equity and inclusion,” “new value creation,” and “personalized learning opportunities.”

“Diversity, equity and inclusion” means providing fair opportunities and promoting an environment, culture, personnel system design and other elements that enable each individual to play an active role. We also plan to invest in femtech to support the advancement of female employees, although this will overlap

somewhat with “health management.” In addition, we intend to consolidate information on individuals on our new personnel data platform, and use it for matching and scouting talent. “New value creation” predicated on sustainability entails cross-fertilizing various kinds of knowledge and ways of thinking, while new value in the digital realm is generated by combining various kinds of knowledge. We will focus on training for each of these types of value creation. We will begin by conducting DX training for all employees during Compass Rose 2024. The “personalized learning opportunities” we provide will be tailored to the issues individuals face in advancing their careers, and will complement conventional rank-based training. For example, the training we will conduct for general manager candidates at the holding company is oriented toward dialogue with Company officers. This should also be effective in promoting the advancement of female employees, which we have made a KPI for the Group's material matters.

The revision of our human resources policy will make it easier for all employees to understand the linkage between the policy and our measures. Management is sincerely committed to the human resources policy, in the belief that it will serve as a guide for the career tracks of all employees. We therefore intend to conduct activities to promote awareness and mutual communication.