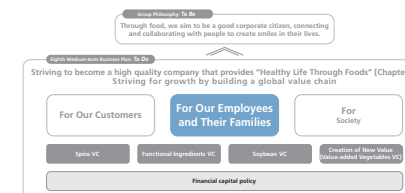


# For Our Employees and Their Families



## We have promoted five initiatives under the theme of “turn diversity into a strength”

The Eighth Medium-term Business Plan calls for growth by building a global VC. In order to achieve this, we need to turn our increasing diversity into growth for our employees and the Group, and we need diverse human resources to work together and collaborate dynamically across organizational boundaries while demonstrating their individual qualities. Based on this, in the Eighth Medium-term Business Plan, “turning diversity into a strength” will be the theme of “for our employees and their families,” and we will work to “deepen understanding of others, break down stereotypes about self and the organization and produce innovation.”

As a measure to realize this goal, we will implement five concrete

measures in three perspectives: “Development of an in-house environment in which a diverse group of individuals is gathered and perceives job fulfillment,” “individual and organizational revitalization” and the “development of a human resource portfolio to build a global value chain (VC).” In order to encourage these efforts, the Eighth Medium-term Business Plan sets “proactive behavior to take on challenges,” “organizational culture diagnostic results” and the “active participation of women” as KPIs for targets of “responsibility for our employees and their families.”

Furthermore, we consider initiatives “for our employees and their families” as the promotion of human capital management.

**Yoshiyuki Osawa**  
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Senior Managing Director  
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Division  
House Foods Group Inc.



**Results of the previous Medium-Term Business Plan**

With the “realization of diversity” as the core, we have taken steps to improve our infrastructure to enhance diversity, including the introduction of a new personnel system

- Human resource development: Implement measures to increase diversity in the three areas of “attributes,” “experience” and “aptitude,” and promote measures to improve job satisfaction.
- Establishment of internal environment: Promote infrastructure development to enhance diversity. At major operating companies, we have shifted away from an ability-based personnel system emphasizing internal activities to a role-based personnel system that is open to the labor market both internally and externally. We have also promoted initiatives to improve our corporate culture through joint efforts of 14 Group companies in Japan

**Issues of the previous Medium-Term Business Plan**

Future issues based on initiatives and progress up to the previous medium-term business plans

- Further development within the Group of open mechanisms that enhance the mobility of human resources
- Introduce new perspectives, such as taking on challenges for change, to improve the quality of “job satisfaction”
- Pursue optimal organizational structure and staffing to realize business strategies with the aim of building a global VC, etc.

## Medium-Term Business Plan KPIs

Items	Eighth Medium-Term Business Plan (FY2026)	Ninth Medium-Term Business Plan (FY2029)
<b>Proactive behavior to take on challenges</b> (Percentage of Group employees taking on challenges or responding to internal calls for submissions)	20% or higher	30% or higher
<b>Organizational culture diagnostic results</b> (Percentage of employees who gave positive responses regarding “culture that is accepting of diversity” and “culture that encourages people to take on challenges”)	70% or higher	75% or higher
<b>Active participation of women</b> (Ratio of Group female managers)	20% or higher	30% or higher

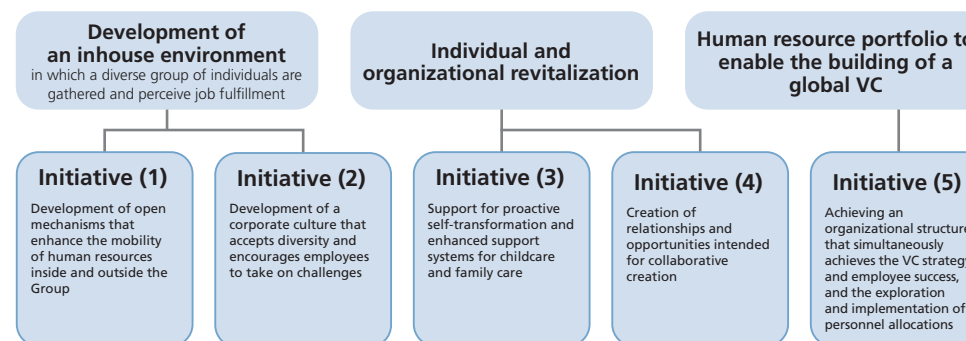
## Direction of the Eighth Medium-term Business Plan

Turn diversity into a driving force for building a global VC

# Turn Diversity Into Strength

—Deepen understanding of others, break down stereotypes about self and the organization, and produce innovation—

### Three perspectives and five initiatives to “turn diversity into a strength”



## For Our Employees and Their Families

### An overview of human capital management

The Group will fulfill its Three Responsibilities as a corporate citizen together with its stakeholders to realize the Group Philosophy. Furthermore, the implementation of the initiatives established in the medium-term business plan as “for our employees and their families” are placed under the promotion of human capital management at the Group.

In the Seventh Medium-term Business Plan, we have been working to develop human resources and improve our internal environment with the aim of gathering human resources with diverse individual qualities who can demonstrate those qualities while enjoying job satisfaction. In terms of human resource development, we have pursued diversity in three areas: Attributes, experience and aptitude and measures to improve job satisfaction. In terms of improving the internal corporate environment, we have shifted away from an ability-based personnel system emphasizing internal activities to a role-based personnel system that is open to both the internal and external labor market at major operating companies. We have also promoted efforts to improve our corporate culture across 14 Group companies in Japan. As a result, we made progress improving our infrastructure to enhance diversity.

In order to turn diversity into “a driving force for building a global VC,” the Eighth Medium-Term Business Plan sets forth the theme of “turn diversity into a strength” and promotes five concrete initiatives from three perspectives as its action themes.

In terms of creating an internal corporate environment that attracts a diverse workforce and gives employees job satisfaction, we will promote the transformation of our personnel and other systems as part of [Initiative (1)] “Development of open mechanisms that enhance the mobility of human resources inside and outside the Group.” For [Initiative (2)] we will strive for the development of a corporate culture that accepts diversity and encourages employees to take on challenges, as we pursue our organizational transformation and job satisfaction for employees.

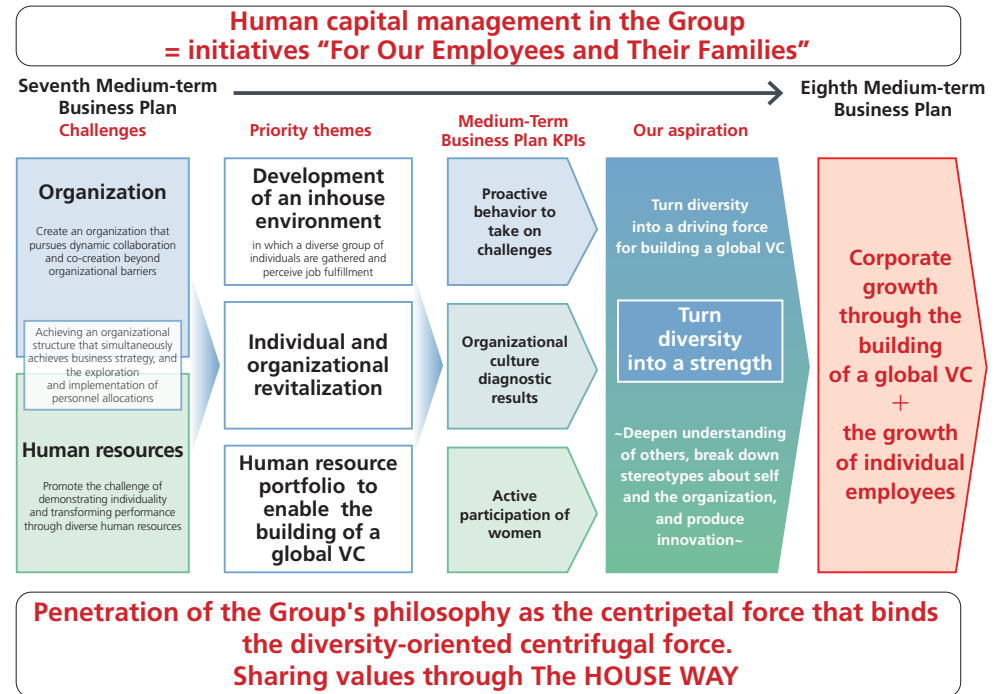
In terms of individual and organizational revitalization, we will expand [Initiative (3)] support measures for employees' proactive self-transformation, as well as offer enhanced support systems for childcare and family care so that employees can contribute to their work even if they have limitations. Regarding [Initiative (4)]—Creation of relationships and opportunities intended for collaborative creation—we will promote the dissemination of the Group's philosophy, encourage employees to consider the Medium-Term Business Plan a personal matter, and transform management so that it can make the most of diversity.

From the perspective of a human resources portfolio to enable the building of a global VC, we will [Initiative (5)] promote position management and talent management within the Group so that Group employees can play an active role in all aspects of the Group.

By promoting the above initiatives, we aim to ensure House Foods Group can co-create with Group companies demonstrating their strengths and turning diversity into the growth of employees and the Group.

### As Is

Striving to achieve diversity to become a high-quality company, we have made progress improving our infrastructure to enhance diversity. The new personnel system, which was introduced in the Seventh Medium-term Business Plan and entails engaging in human resource development that pursues diversity in the three areas of “attributes,” “experience,” and “aptitude,” is being introduced by major operating companies in a role-based personnel system that is open to the labor market within and outside the Group. In addition, we have established a cycle of implementing necessary improvements



in each workplace, while using quantitative data (scores) on the corporate culture, which leads to a workplace where employees feel job satisfaction. However, as we aim to build a global VC, we are partway through instilling these measures and diversity standards. As the Group's vision and environment and issues change rapidly, it is necessary to further enhance the linkage between management and human resource strategies.

### To Be

The Eighth Medium-term Business Plan sets three KPIs: “Proactive behavior to take on challenges,” “Organizational culture diagnostic results” and “active participation of women.” All of these are important indicators for transforming diversity into a strength, and we believe that achieving them will lead to an in-house environment where diverse individuals can feel job satisfaction, as well as individual and organizational revitalization.

Improving these indicators will also help to promote autonomous career development and increase the ratio of female managers, which has been an area of focus recently, and is directly linked to our goal of turning diversity into a strength and achieving growth for both the company and individual employees by building a global VC.

Although our aim to improve significantly from the current figures is a challenging goal to set, we aim to achieve this by tackling the various measures outlined in the theme of “for our employees and their families.”

## For Our Employees and Their Families

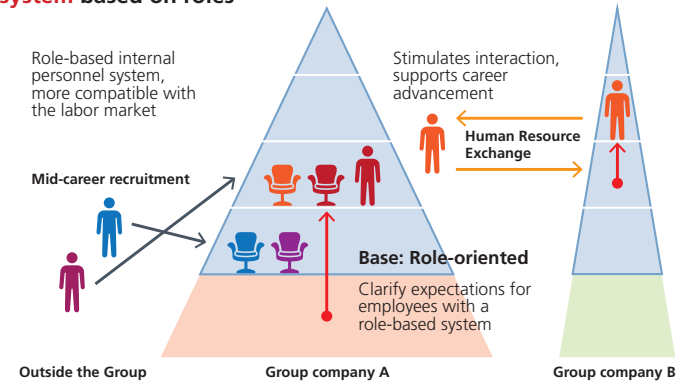
### Five initiatives to “turn diversity into a strength”

#### Initiative (1) Development of open mechanisms that enhance the mobility of human resources inside and outside the Group

We will secure talented personnel and promote their activities by enhancing mechanisms that allow people inside and outside the Group to be used borderlessly.

Specifically, we will promote the introduction of a new personnel system centered on major operating companies and develop an open system based on roles within the Group to clarify expectations of roles to employees and revitalize in-house human resource exchanges, including accommodating career advancement. In addition, consideration of remuneration levels with an awareness of the external labor market and diversification of recruitment methods (referrals, alumni and second jobs). We will continue the Seventh Medium-term Business Plan’s target of 40% for the ratio of career hires. At the same time, we will strengthen on-boarding measures so that new employees can become more entrenched and make the most of their abilities.

#### Overview of a new personnel system Open system based on roles



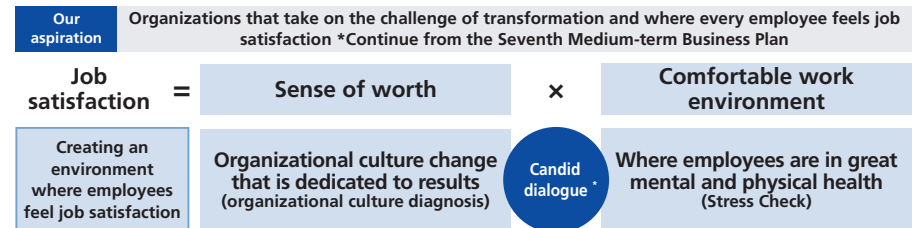
#### Initiative (2) Development of a corporate culture that accepts diversity and encourages employees to take on challenges

We will continue to implement initiatives for improvement based on the corporate culture assessment result (promotion of PDCA), and further promote organizational culture transformation by encouraging action planning and implementation at each workplace. In the Eighth Medium-term Business Plan, measures will be promoted based on progress in quantitative aspects, such as setting scores related to diversity acceptance and challenge promotion as KPIs. In addition, we have newly added the indicators of “improve job satisfaction (work engagement)” and “encourage taking on challenges toward change (proactive behavior)” to strengthen our efforts to transform our organizational culture with the participation of all Group employees.

In addition, creating a workplace where job fulfillment is perceived is an important factor in encouraging employees to take on challenges. We define “job satisfaction” as a combination of “sense of worth” and “a comfortable work environment,” and aim to create an organization that engages in organizational culture change and the health of minds and bodies. Through this synergistic effect, we will enhance job satisfaction and encourage change while every individual feels job satisfaction.

From the Eighth Medium-term Business Plan, we will position health management as the foundation for employee job satisfaction, and, based on the Group health management declaration, we will promote it strategically from a management perspective.

#### About job satisfaction



#### Group health management declaration

**In our efforts to contribute to a healthy society and better lives for all, the House Foods Group will fulfill the Three Responsibilities “for our customers,” “for our employees and their families” and “for society” through our core business.**

In one area of responsibility, “for our employees and their families,” we will support diverse and enriching careers by ensuring all employees lead healthy lives and feel job satisfaction.

We will promote health management by supporting the mental and physical health of our employees and creating a workplace that is easy to work in.

\*Candid dialog: Visualize organizational issues, and have relevant staff confirm them and discuss them seriously, giving their frank, honest opinions

## For Our Employees and Their Families

Initiative  
(3)

### Support for proactive self-transformation and enhanced support systems for childcare and family care

Further measures to improve and expand diversity in the three areas of attributes, experience and aptitude. In terms of the diversity of attributes, we will set numerical targets for the hiring of people with disabilities and—as a KPI of the Medium-Term Business Plan—the active participation of women. Furthermore, we will promote the development of global human resources that will be active in building a global VC.

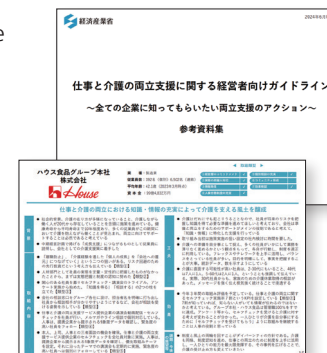
In addition, in order to enhance the diversity of experience and aptitude, we are making efforts to further increase the number of employees taking on challenges or responding to internal calls for submissions, and we are promoting measures to enable proactive career development. In addition, the percentage of Group employees taking on challenges or responding to internal calls for submissions is promoted as a KPI (proactive behavior to take on challenges) in the medium-term business plan. In addition, we will press forward with reviewing our human resource development system and foster a culture that encourages autonomous career development through learning sessions and other means.

At the same time, we will continue to enhance the support system for childcare and nursing care, holding these experiences as a valuable one among a wide range, so that circumstances such as childcare and nursing care do not impede the proactive development of careers and their performance.

## TOPICS

### Efforts to support a balance between work and family care

The balance between work and family care is an important issue for employees, families and the company. The Group has been engaged in internal seminars and self-checks, and in efforts aimed at all employees, regardless of age. We have also received many opportunities to communicate the Group's efforts outside of the office. Recently, we presented case studies at the Council for the Realization of an Aging Society that Addresses Dementia (November 2023), organized by the Cabinet Office and composed of the Minister of Health, Labour and Welfare and experts. In addition, the Group's efforts were introduced as examples of advanced companies in the “Guidelines for Management of Work and Nursing Care” published by the Ministry of Economy, Trade and Industry (METI) in March 2024 following a Council on Corporate Management and Healthcare (October 2023 to March 2024), which we participated in.



Initiative  
(4)

### Creation of relationships and opportunities intended for collaborative creation

To turn diversity into a strength, we believe it is important for diverse human resources to deepen understanding of others, break down stereotypes about self and the organization and produce innovation. We will advance measures to achieve this.

Specifically, learning about unconscious biases will enhance opportunities for awareness, such as one-on-one dialogue and multifaceted diagnostics to eliminate unconscious biases, increase understanding of others, and reform management and enhance communication to create diversity and alignment.

At the same time, as businesses expand, the importance of instilling a philosophy and initiatives to turn medium-term business plans into self-action will increase as a focus on bringing together the centrifugal force that emphasizes the diversity of human resources. In addition to disseminating information through the House Way Book, we will continue to promote the diffusion of dialog and discussion at each of our locations, such as by supporting the establishment of a promotion system and development of evangelists to convey such information.

Initiative  
(5)

### Achieving an organizational structure that simultaneously achieves VC strategy and employee success, and the exploration and implementation of personnel allocations

In order to build a human resources portfolio to realize the creation of VCs, we are pursuing an optimal organizational structure and staffing from a backcasting perspective. By introducing the “Group position management” approach, we clearly define the key posts and functions, roles and requirements for realizing our business strategy. In addition, we will continue to advance the sophistication of “Group talent management.” We will simultaneously enable the active participation of employees and build a competitive organization that will realize our business strategy by assigning the right people developed by our talent management measures to the optimal position system clearly identified by these measures.

As an infrastructure to promote these initiatives, we will promote efforts to centralize information to visualize, understand and utilize Group human resource information, whether in Japan or overseas, and push forward with initiatives to create a human resource database.