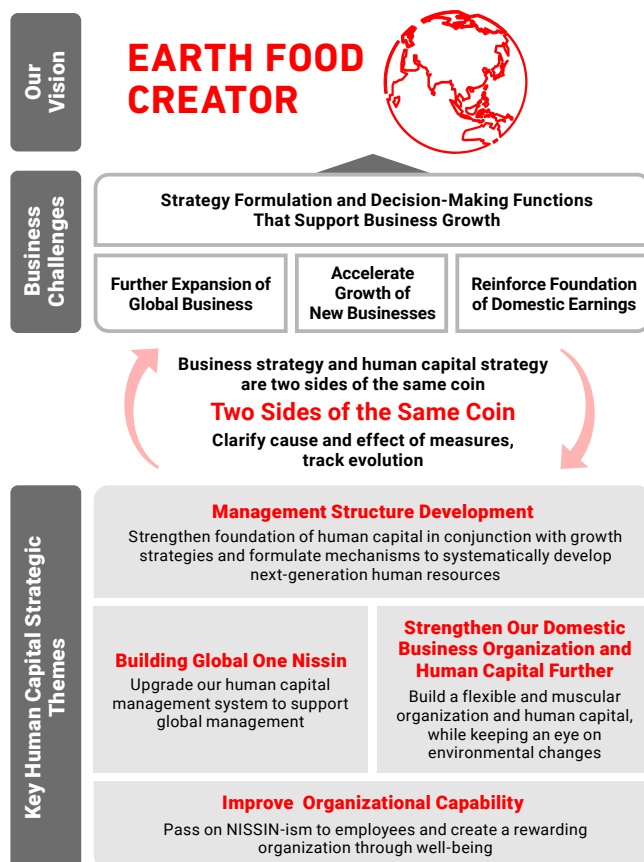


Human Capital Strategy Enhancement

The NISSIN FOODS Group has regarded human capital as a key source of corporate value since our founding. We formulated a new medium-term human capital strategy based on this belief to strengthen further the alignment with our corporate strategy. Under the new medium-term human capital strategy, we will aim to achieve our Growth Strategy through efforts to strengthen our management structure, reinforce our global and domestic human capital foundations, and enhance our organizational capabilities.

Alignment of Corporate Strategy and Human Capital Strategy



Key Human Capital Strategic Themes Major KPIs

Management Structure Development			
FY 3/2027 Identify key global positions ^{*1} and establish a successor pool	FY 3/2028 Establish an executive compensation and governance framework through the Nomination and Compensation Advisory Committee	FY 3/2029 Increase the number of immediate successors for key global positions ^{*1} to 200% of the current level	
Building Global One Nissin		Strengthen Our Domestic Business Organization and Human Capital Further	
FY 3/2027 Roll out global training on shared philosophies across all overseas subsidiaries (100% deployment)	FY 3/2028 Launch a program for employees from overseas subsidiaries to work at the Tokyo Head Office	FY 3/2027 Strengthen the Group workforce management structure in Japan to optimize headcount and personnel expenses	FY 3/2029 Expand the successor pool (to include next and subsequent successors) for key global positions ^{*1} to 200%–300% of the current level
FY 3/2029 Achieve 50% CEFR B1+ proficiency or above among overseas personnel at the Tokyo Head Office ^{*3}		FY 3/2029 Expand the next-generation human capital pipeline ^{*2} to 150% of the current level ^{*3}	

Improve Organizational Capability ^{*4}			
Indicators	Targets		FY 3/2026 Actual
Employee career realization rate			76%
Employee MVV empathy rate	Target	85%	77%
Employee job satisfaction	Commitment Goal	70%	75%
Growth awareness rate			69%
Ratio of women in management	FY 3/2026:10%	FY 3/2031:15%	10%
Utilization rate of childcare leave for male employees	FY 3/2031: 85%		76%

**FY 3/2026
Year-End
Targets
Achieved**

^{*1} Key global positions: Critical positions that the Group manages strategically to support our sustainable growth and global governance.

^{*2} Next-generation human capital pipeline: A development framework supporting the expansion of the pool of human capital that will lead future management and drive business growth.

^{*3} Includes the four core companies of the Group (NISSIN FOODS HOLDINGS, NISSIN FOOD PRODUCTS, NISSIN CHILLED FOODS, and NISSIN FROZEN FOODS).

All other indicators include all Group companies.

^{*4} Includes the four core companies of the Group (NISSIN FOODS HOLDINGS, NISSIN FOOD PRODUCTS, NISSIN CHILLED FOODS, and NISSIN FROZEN FOODS).

Human Capital Strategy Enhancement Key Themes

Building Global One Nissin

We will create a unified human capital management framework by strengthening our global human resources structure and working with HR teams in each individual country to establish common policies for performance evaluation, compensation, and talent development. At the same time, we aim to balance overall optimization with regional optimization by establishing a framework that enables flexible HR management tailored to the business characteristics and systems of each region.

— Global HR Meeting

We regularly hold the Global HR Meeting to build the foundation for expanding the HR capabilities needed to support our growing Overseas Business. This meeting seeks to build and strengthen our HR network, develop a shared understanding of HR functions and their expected roles, and encourage participants to embody our Mission, Vision, and Value (MVV) by learning about the origins of NISSIN FOOD PRODUCTS.



Philosophy training at the CUP NOODLES MUSEUM—NISSIN ACADEMY Learning

— Future Leader Session

We conducted selective in-person training for next-generation leaders at our overseas subsidiaries to develop the leadership skills needed to drive our global business. The training seeks to deepen participant understanding and empathy toward the Mid- to Long-Term Growth Strategy and the NISSIN FOODS Group's business. The training also supports MVV embodiment and develops the human capital that will lead global business in the future.



Picture from the Future Leader Session

Further Enhancements to Our Domestic Business Organization and Human Capital

We strengthen our organizational capabilities and human capital development functions to enhance the competitiveness of our Domestic Business and develop the next generation of human capital. Our goal is to foster a more flexible, higher-performing organization by supporting employees' self-directed growth and improving the quality and productivity of talent acquisition, development, and placement.

— Human Capital Development Centered on the NISSIN ACADEMY

The NISSIN ACADEMY serves as the cornerstone of employee development in the NISSIN FOODS Group. The academy's learning platform offers over 200 courses that employees can take on their own initiative. We also enhance employee literacy in generative AI and application development through NISSIN DIGITAL ACADEMY, which accelerates digital transformation.



NISSIN ACADEMY Learning

— Support for Autonomous Career Development

We operate a system that allows employees to declare their career intentions once a year and have strengthened our internal job posting system, enabling employees to voluntarily apply for positions that departments are seeking to fill. In addition, we introduced a feature that allows employees to check their suitability for position requirements. This score enables optimal job matching based on individual skills and experience while encouraging employees to pursue new career opportunities.

Suitability for Requirements



Enables employees to see how well their skills align with roles they are interested in through the open recruitment system (Management positions only)

Organizational Capability Improvement

We aim to create an environment where employees with diverse backgrounds and expertise respect one another, empathize with our MVV, and can thrive with a sense of well-being and fulfillment at work. We will continue advancing a wide range of initiatives to help diverse employees collaborate effectively and strengthen our organizational capabilities in any business environment.

— Awareness of Mission, Vision, and Value

In addition to messages from top management and philosophy training, we communicate our MVV through a variety of initiatives. These initiatives include team sessions that discuss our philosophy and in-person sales experiences for CHICKEN RAMEN, which allow employees to experience the Group's entrepreneurial roots firsthand. We also hold the annual NISSIN CREATORS AWARD to recognize employees who demonstrate outstanding creativity.



CHICKEN RAMEN in-person sales

2025 awards ceremony for the NISSIN CREATORS AWARD

— Diversity, Equity, and Inclusion

The NISSIN FOODS Group introduced a sponsorship program where executives and managers provide individualized development support to female managers and future management candidates. We also hold roundtable discussions with outside directors and Audit & Supervisory Board members and offer leadership development programs for women. Furthermore, we encourage more men to take childcare leave by sharing examples of employees who have previously taken the leave.



Lecture on childcare leave