

# For Our Employees and Their Families (Human Resources Strategy)

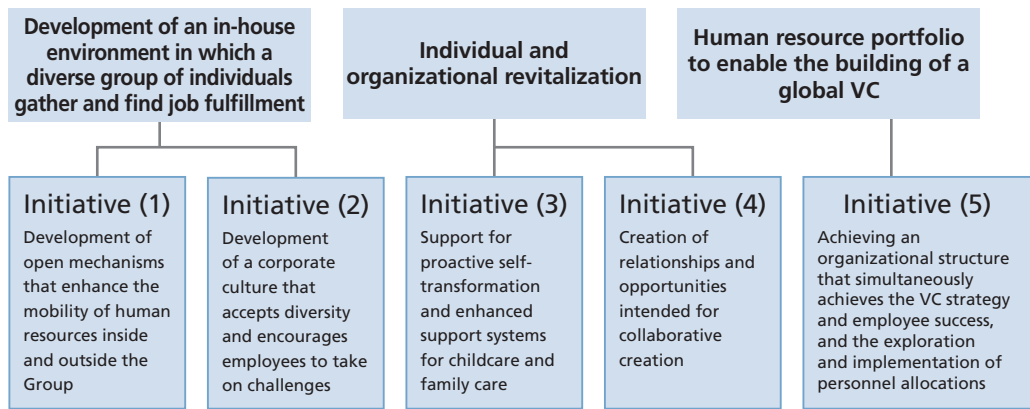
## Eighth Medium-term Business Plan Themes

Turn diversity into a driving force for building a global Value Chain (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”



◇ Medium-term Business Plan KPIs

Targets	Indicator	FY2024 Results	Eighth Medium-term Business Plan (FY2026) targets	Ninth Medium-term Business Plan (FY2029) targets
Proactive behavior to take on challenges	Percentage of Group employees taking on challenges or responding to internal calls for submissions	25.3%	20% or higher	30% or higher
Organizational culture diagnostic results	Percentage of employees who gave positive responses regarding a “culture that is accepting of diversity”	66.0%	70% or higher	75% or higher
	Percentage of employees who gave positive responses regarding a “culture that encourages people to take on challenges”	62.6%		
Active participation of women	Percentage of Group managers who are female	13.6%	20% or higher	30% or higher

### Q. How will you connect your Medium-term Business Plan policy of “Turn Diversity Into Strength” to building a global VC?

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, “Turn Diversity Into Strength” will be the policy of “For Our Employees and Their Families,” and we will work to “deepen understanding of others, break down stereotypes about one’s self and the organization and produce innovation.”

As a measure for achieving this, 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 replace with VC.” In particular, from FY2025, we will strengthen existing measures while linking the three management pillars (diagram on next page) to build a system that simultaneously achieves “Group growth” and “the growth of individual employees.” As the foundation of a global VC, we will realize a state in which “Group-wide hierarchical design,” “establishment of key positions,” and “allocation of human resources” are continuously implemented, enabling the creation of an organization that is geared toward realizing business strategies, leading to the creation of a global VC.

### Q. How would you assess your progress toward achieving the Medium-term Business Plan KPIs?

In the Eighth Medium-term Business Plan, we have set the following three items as KPIs for our goals related to “For Our Employees and Their Families.” Regarding “proactive behavior to take on challenges,” employees are encouraged to take the initiative in taking actions to increase the diversity of their experiences and aptitudes through one-on-one meetings with their superiors. Regarding the “organizational culture diagnostic results,” we are holding dialogues based on the diagnostic results at each workplace and implementing action plans, with everyone participating in creating an environment where employees feel job satisfaction. Regarding “active participation of women,” we are implementing human resource development programs, engaging in mid-career recruitment, and expanding opportunities for dialogues with female employees who can serve as role models. As a result of implementing the plan, each KPI showed improvement.

To achieve this, we are promoting cooperation across organizational boundaries to bring about change in the workplace culture, and working to spread understanding of the significance of active participation of women (improving unconscious bias). We aim to achieve our KPIs by steadily implementing the five initiatives.

#### Yoshiyuki Osawa

Representative Director & Senior Managing Director  
General Manager,  
Administration Headquarters,  
Responsible for Secretariat Division  
House Foods Group Inc.



## For Our Employees and Their Families

### Managing Group human capital

The Group believes that it has a responsibility as a corporate citizen to fulfill the “Three Responsibilities” outlined in its Group Philosophy together with its stakeholders. 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.

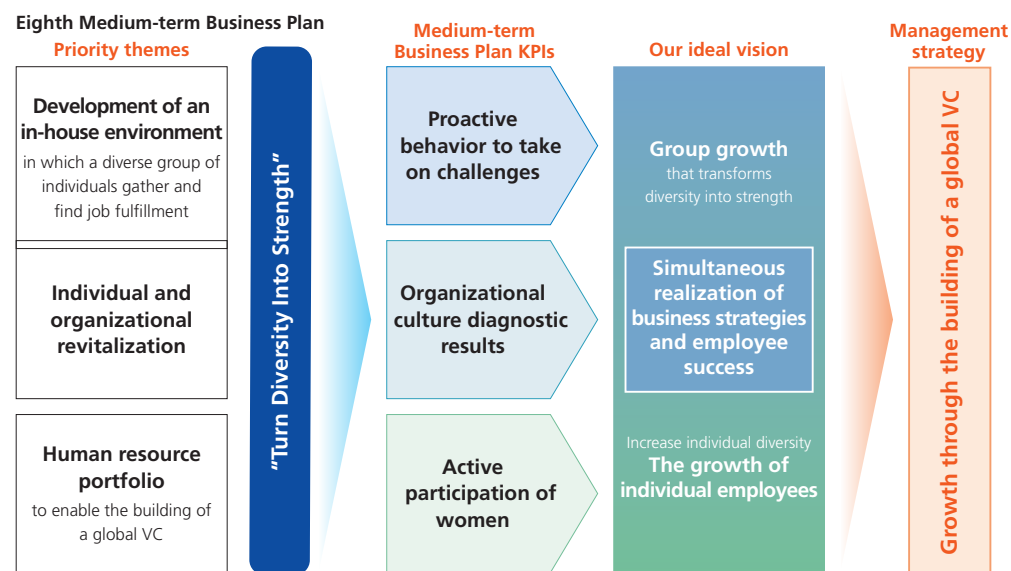
In order to turn diversity into “a driving force for building a global Value Chain (VC),” the Eighth Medium-term Business Plan sets forth the theme of “turn diversity into a strength” and promotes five concrete initiatives from three perspectives as its action themes. By doing so, we aim to transform diversity into growth for the Group and for each employee, so that the House Foods Group can demonstrate its strength by allowing all Group companies to work together.

#### Human capital management in the Group = initiatives “For Our Employees and Their Families”

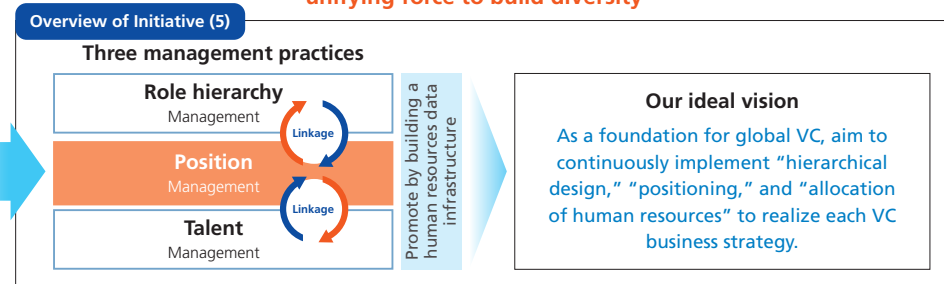
##### Progress of the five initiatives to “Turn Diversity Into Strength”

<b>Initiative (1)</b>	<b>Development of open mechanisms that enhance the mobility of human resources inside and outside the Group</b>
<ul style="list-style-type: none"> <li>Expanding role-based open personnel system within the Group <ul style="list-style-type: none"> <li>House Foods and House Wellness Foods are two major operating companies that have already introduced the system</li> <li>House Gaban has also begun full-scale consideration of introducing the system</li> </ul> </li> </ul>	
<b>Initiative (2)</b>	<b>Development of a corporate culture that accepts diversity and encourages employees to take on challenges</b>
<ul style="list-style-type: none"> <li>Health management initiatives are spreading to “promote mental and physical health” <ul style="list-style-type: none"> <li>Recognized as a “White 500” company in the 2025 Outstanding Organizations of KENKO Investment for Health</li> </ul> </li> <li>Promoting work engagement and proactive behavior through efforts to “restructure the organizational culture”</li> </ul>	Through these initiatives, job satisfaction (sense of worth x comfortable work environment) is enhanced
<b>KPIs</b>	Among the Medium-term Business Plan KPIs for generating “organizational culture diagnostic results,” “embracing diversity and “a culture that encourages challenges” each improved over the previous fiscal year. Steady progress toward the Eighth Medium-term Business Plan target of 70% or higher
<b>Initiative (3)</b>	<b>Support for proactive self-transformation and enhanced support systems for childcare and family care</b>
<ul style="list-style-type: none"> <li>Foster a culture that encourages independent career development through expanding open recruitment measures and enhancing learning opportunities</li> <li>Introduce a career declaration system where supervisors provide support through one-on-one dialogues</li> <li>Implement a training program to increase the number of female managers, with the aim of further increasing the active participation of women</li> <li>Continue enhancing efforts with respect to systems for and raising awareness of childcare and nursing care</li> </ul>	
<b>KPIs</b>	Achieve at least 20% of Medium-term Business Plan KPI goal on “proactive behavior to take on challenges” in the Eighth Medium-term Business Plan
<b>KPIs</b>	Although the score for the Medium-term Business Plan KPI “active participation of women” improved, further efforts are needed to achieve the Medium-term Business Plan target of 20% or higher
<b>Initiative (4)</b>	<b>Creation of relationships and opportunities intended for collaborative creation</b>
<ul style="list-style-type: none"> <li>Expand House Way activities (promote workshops at each workplace and expand the spread of the philosophy through information dissemination via the in-house portal)</li> <li>By revising the award system, reward contributions to achieving the Medium-term Business Plan and promote “making the Medium-term Business Plan a personal responsibility” by widely publicizing these efforts within the Group</li> </ul>	
<b>Initiative (5)</b>	<b>Achieving an organizational structure that simultaneously achieves the VC strategy and employee success, and the exploration and implementation of personnel allocations</b>
<ul style="list-style-type: none"> <li>Advance the specifics of this initiative and decide on a direction to promote the three management strategies in an integrated manner. Implement “position management” as a new measure and realize synergies by linking it with existing measures.</li> <li>Build a human resources information database as a foundation and infrastructure, and introduce a “Talent Palette” as a tool to confirm employees’ career aspirations and provide support.</li> </ul>	

##### Overall Picture of the Initiatives



Share values through the “House Way,” which instills a Group philosophy serving as a unifying force to build diversity



## For Our Employees and Their Families

### ■ Five initiatives to “turn diversity into a strength” in practice and employee performance

#### Promote proactive career development through enhanced challenges and open recruitment measures

As a group, we strongly support employees in taking on new challenges and increasing the diversity of their experiences and aptitudes. As part of this, we are working to enhance our internal recruitment measures. We offer a variety of growth opportunities, such as a job posting system that allows employees to seek opportunities for themselves through workplace transfers and a trainee system at overseas Group companies. We also have a dispatch system to promote new businesses at venture companies as well as companies and organizations outside the Group with the aim of solving social issues both in Japan and overseas. Many employees have used these opportunities to take on new challenges.

Related to Initiative (3) of the five initiatives

#### House Foods Group public recruitment measures

By public recruitment type	Details
Career challenge	System for applying for transfers to departments within the Group (open positions/job postings)
New business challenge	System for supporting the development of employees who will take charge of new business ventures for the Group and drive the creation of new value for the Group through proactive participation
Overseas local subsidiary challenge	System for helping employees grow so they can take on global business development both domestically and internationally by posting them at overseas subsidiaries and carrying out local missions
Corporate Venture Capital (CVC) challenge	System for helping employees grow so they can promote themes such as management, innovation, and transformation by being posted at venture companies and gaining experience there
Social issues challenge (domestic and overseas)	System for providing participants with the experience to reexamine and refine their own values and leadership by diving into local activities to solve social issues

#### VOICE

#### New perspectives opened up by experiences at a venture capital enterprise

I applied for the CVC Challenge because I wanted to take on a wide range of challenges in a new environment. At Life Log Technology, Inc, where I have been posted, I am involved in advertising management for health management apps, campaign design, and the analysis and dissemination of accumulated data. I was particularly impressed by the experience of being able to disseminate information in the form of press releases and social media posts based on the data I analyzed. Through my work at the company to which I have been posted, I have developed a perspective that allows me to consider the revenue mechanisms and value provided behind apps and services, and I feel that my understanding of business is broadening. Furthermore, jumping into a different field and environment has been stimulating and has given me the opportunity to reexamine my own strengths, my career, and what makes the House Foods Group unique.

Kana Monta

House Foods Corporation  
(CVC Posting)



A meeting at Life Log Technology, Inc

CVC challenge

#### VOICE

#### Diverse learning opportunities in emerging countries

The reason I applied for this program is because I believe that by working in emerging countries, I can have a greater impact than in Japan in order to bring the idea of “Healthy Life Through Foods,” which is something I hold dear, to as many people as possible.

PT Sasa House Foods Indonesia, where I am currently based, has been selling curry roux for home use since 2024. Currently, I am utilizing my three years of sales experience in Japan to work with local staff to plan sales strategies and outreach activities for various retail stores. I am focusing on food education activities as part of the company’s outreach activities. As I deepened my interactions with local people, I felt that the high incidence of lifestyle-related diseases such as obesity in Indonesia was due to people’s eating habits, so I thought that improving knowledge about food and sanitary conditions was an issue. Therefore, in order to convey knowledge about food through curry, I held extracurricular classes for elementary school students, worked to horizontally expand food education activities in Japan, and held food education courses in collaboration with other departments and institutions.



An extracurricular class at an Indonesian elementary school

Nanako Fukuoka

PT Sasa Housefoods  
Indonesia



Overseas local subsidiary challenge

Through the challenge of establishing overseas subsidiaries, I have learned from a variety of perspectives, including the ability to adapt flexibly to different cultures and business practices, the difficulty of collaborating with others to create something, and the importance of a long-term perspective that is not limited by temporary effects. To make use of this experience, I would like to continue to be involved in activities to spread the word about “Healthy Life Through Foods” overseas.

#### VOICE

#### Taking on the challenge of creating the future by solving social issues

When I participated in the internal recruitment program, I realized that many elements are needed to turn social issues into business. Therefore, I applied for a position at Ishinomaki Farm, a general incorporated association that aims to circulate social value and economic value.

Currently we are working on supporting independence for young people who are finding it difficult to find work, through agriculture via support of programs such as “intermediate employment support” and “rural study abroad programs” and are working to develop Industry 6.0 and expand sales channels for the hops and potatoes the farm cultivates. Recently, there have been many student educational trips and corporate visits, and there has been a continuously high level of interest in working with a diverse range of people.

While working on a wide range of food-related tasks, we have come to realize once again the importance of being flexible enough to accept individual values and of connecting the work at hand with a sense of fulfillment. I aim to be a leader with a broad perspective who can view social issues from both a field perspective and a management perspective.

Yosuke Okabe

Human Resources  
Division  
House Foods Group Inc.



Ploughing furrows for potatoes

Social issues challenge



## For Our Employees and Their Families

### ■ Five initiatives to “turn diversity into a strength” in practice and employee performance

#### Promoting further participation by women to enhance diversity

We position active participation of women as an important initiative to “Turn Diversity Into Strength,” and we are promoting the creation of a workplace where everyone can balance work and family life, feel motivated, and demonstrate their abilities and strengths. We have set a KPI for this theme of what percentage of our managers should be women, and are working on it in a variety of ways, including through human resource development programs that focus on individual aptitude and by increasing opportunities for interaction with senior employees to help improve career confidence.

#### VOICE

#### House Foods’ First Female Factory General Manager Related to Initiatives (2) and (3) of the five initiatives

Since joining the Company, I have worked in four departments: the Quality Department at the House Foods Kanto Factory, the House Ai-Factory Corporation, the Quality Assurance Division, and the Fukuoka Factory (all House Foods organizations). The transfer, which required moving, caused inconvenience to my family, but working as a staff member at the factory, business company, and head office while focusing on quality was a good opportunity to overcome some of my preconceived notions.

Above all, my experience working in multiple departments taught me the importance of communication. I can create new perspectives by listening to others, expressing my own opinion, and discussing matters with them. I believe this results in high-quality work.

Currently, 185 people work at the Fukuoka Factory. As Factory General Manager, I plan to listen to the opinions of my team members, pass on the knowledge I have gained, and encourage them to take on challenges, all in an effort to create a workplace where they can feel a sense of personal growth.

#### Michie Nonaka

Fukuoka Factory General Manager  
House Foods Corporation



#### Support a work and childcare/nursing care balance as a foundation for proactive career development

We are working to enhance our support systems for childcare and nursing care so that employees can continue to pursue their own career development and thrive, regardless of their childcare and nursing care circumstances. We also recognize that childcare experience promotes personal growth and that diversity of experience contributes to the Company’s strengths, and we encourage this, with the goal of ensuring that 100% of our male employees take childcare leave. In addition to improving the system, we are also continuously implementing activities to raise awareness and promote understanding among both eligible employees and workplaces, and 90.6% of male employees have taken such leave (FY2024).

#### VOICE

#### Expand experience through paternity leave Related to Initiative (3) of the five initiatives

Taking childcare leave not only allowed me to share the burden of childcare with my partner, but also to naturally develop an attitude of working efficiently within the limited time available after returning to work.

In particular, I now make a conscious effort to flexibly review the priorities of each task. Due to the nature of our department, we are faced with a variety of issues that we must deal with on a daily basis, but this has given us the opportunity to think about the results we can achieve as a team depending on the situation.

For male employees who are unsure about taking childcare leave, I would like to encourage them to do so by sharing my own experiences.

#### Kohei Kitamura

Quality Assurance Division  
House Wellness Foods Corporation



#### Implement improvement actions at each workplace based on organizational culture diagnostic results

As a result of our efforts to transform our organizational culture, the percentage of employees who gave positive responses to the KPIs of “culture that is accepting of diversity” and “culture that encourages people to take on challenges” has been steadily increasing. We are steadily moving forward with our efforts by having all employees at each company and workplace engage in dialogue about their respective organizational issues as stakeholders, and then formulating specific action plans through workshops aimed at resolving those issues.

#### IN FOCUS

#### Reform organizational culture through the Next VOX Project Related to Initiatives (2) and (4) of the five initiatives

#### Shinya Haba

[Next VOX Project Promoter]  
Planning Division  
Vox Trading Co., Ltd.



#### Kie Iizuka

[Next VOX Project Promoter]  
Planning Division  
Vox Trading Co., Ltd.

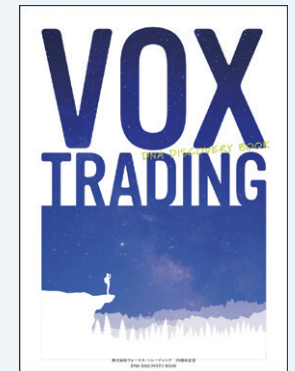


At Vox Trading, we are promoting the “Next VOX Project,” a future-oriented cross-departmental project.

In response to the COVID-19 pandemic and the spread of telework, in-person interactions have decreased, and as the composition of our employees has become more diverse, we felt a sense of crisis that our “VOX-ness” was fading. In response to these challenges, employees took the initiative to restructure the organizational culture, aiming to foster collaboration across departmental boundaries, foster a sense of unity across the company, and advance VOX-ness. We are implementing a variety of initiatives, including “VOX BAR/LUNCH” events, which encourage cross-departmental interaction, the publication of the “VOX DNA BOOK,” which was created to mark the 20th anniversary of the company’s founding by a group of young employees to compile the history of our core business, and we changed our management structure since the previous term by implementing a variety of measures, including the “Future Creation Salon,” a study group to consider the future.



A look at the “VOX BAR”



VOX DNA BOOK