



HUMAN CAPITAL REPORT 2025

The Calbee Group aims to empower its employees to take initiative and make full use of their capabilities, helping to grow corporate value and contribute to society. This approach reflects our human resources vision, Active Roles for All Employees. With this report, we aim to introduce the strengths of the Calbee Group's human capital, communicate their value to stakeholders, and create an opportunity for deeper conversation between the Company and its employees, and among the employees themselves.

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Every Employee Plays a Key Role in Building Our Future



Through active dialogue with our people, we are creating an organization and culture that can respond quickly to change, where everyone shares our vision of growing Calbee beyond even its 100-year anniversary.

Makoto Ehara
President & CEO

Calbee Group Values and Innovation

Since our founding, Calbee has pursued great taste and fun, values that form the foundation of our innovation. Our commitment to contributing to people's health also stems from our origins in postwar Japan, when we set out to address malnutrition amid a time of food shortages. We believe this commitment will only grow in importance in the years ahead, and we will continue to position it as a core theme of our innovation.

As a market leader, Calbee has long pursued innovation that creates new demand, uncovering latent consumer needs through products that surprise and delight. But changes in our operating environment are accelerating, from climate change and demographic shifts to increasingly diverse dietary preferences. As a result, we recognize that consumer needs are evolving in ever-shorter cycles and in more varied ways than before. To respond, we are building a culture that empowers people to think freely, enjoy their work, and create new value—thereby accelerating our ability to innovate.

Fostering a Challenger Mindset through Dialogue

Since becoming CEO in 2023, I have prioritized dialogue with employees and have continued to host regular *Kurumaza* (roundtable) Meetings. Starting in April 2024, we have opened these up to all employees, and over the course of a year, I spoke with approximately 3,500 employees across 56 sessions. These meetings encourage employees to take greater ownership of our management policy by reflecting on the value we create, our purpose as a company, and addressing the fundamental question, “Why do we need to transform now?” I believe that when all our employees share the desire to grow beyond our

Corporate Philosophy

We are committed to harnessing nature's gifts, to bringing taste and fun, and to contributing to healthy life styles.

100-year goal and move in the same direction, true structural reform will follow.

In the past, ambitious numerical targets without a clear framework to implement our strategy or a shared understanding among employees led to a decline in motivation. To address this, we focused on building successful experiences. I continually encourage employees to move forward steadily, earnestly, and thoroughly, advancing step by step with determination. As a result, we achieved record-high performance in FY2025/3. I believe the experiences we accumulated have strengthened confidence across the Company and created a positive cycle that inspires us all to take on new challenges.

Bringing Next Calbee & Beyond to Life

Next Calbee & Beyond, our vision for 2030, is not only about responding to changing times but also about strengthening our ability to create new demand that no one has imagined before. The phrase “& Beyond” reflects our determination to not just pass on the baton to future generations but instead shape the future ourselves, leveraging speed and ideas that surpass all expectations. Calbee is uniquely positioned to achieve this vision through our strengths as a manufacturer (*monozukuri*), which enable us to maximize the inherent taste of natural ingredients, and through our efforts to win fans by truly understanding their needs.

Promoting Active Roles for All Employees

Connecting employees and management to link individual growth with enhanced corporate value

Yasumasa Hitomi

Executive Officer, CHRO and General Managing Director of HR & GA Division



A Human Capital Strategy to Promote Active Roles for All Employees on a Global Scale

At the Calbee Group, the true source of value creation lies in our people, who today work across a wide range of regions and organizations both in Japan and overseas. To continue growing even beyond our 100th anniversary, it is essential that all our people feel motivated to contribute to society and our consumers, and are empowered to make the most of their individual potential.

With this understanding, our management team has in recent years embraced the concept of human capital management and has actively promoted initiatives toward its realization. As part of these efforts, we communicated our vision, Active Roles for All Employees, across the organization. However, without a clear definition, it did not fully take hold. Therefore, in June 2025, we defined it as “empowering diverse talent to use their strengths and to experience pride and joy in contributing to Calbee, to society, and to their personal growth.” We have since communicated this definition with employees.

To realize this vision, we need to go beyond creating awareness—we must also evolve our Human Resource (HR) functions. Traditionally, our HR policies and systems have centered on Calbee Inc. and domestic operations. But as further globalization is essential to growing in international markets, it is critical that we adopt both a group-wide and global perspective going forward. We are currently working to enhance our global HR foundation in anticipation of doubling the scale of our overseas operations in the next 10 years. By strengthening talent management globally—from hiring and development to evaluation and transfers—we aim to build a competitive edge as a company. Additionally, when employees from diverse

countries and backgrounds come together to create value, fostering a shared sense of connection grounded in common values becomes essential. To enable this, we are promoting Calbee’s corporate philosophy and DNA across the organization and fostering a greater sense of connection. This effort will be driven not only by HR functions, but also corporate functions including Corporate Planning and Corporate Communications.

At the same time, there are still challenges to be addressed in Japan. One area of particular concern is the insufficient corporate investment in developing workplace leaders. This has led to widening disparities in individual capabilities, making it urgent to elevate overall competencies. When it comes to developing future business leaders, we are focusing on our current managers who will become candidates for general managing director positions in 10 years’ time. We are working to cultivate talent with a broad outlook and high-level perspective by combining job rotation, strategic placement, and training. Leaders also play a key role in motivating their teams, helping members grow and deepen their contribution, and these leaders are central to advancing Active Roles for All Employees. For this reason, we are also supporting their development from a skills standpoint.

For our human capital strategy to succeed, trust between employees and management is essential. The Human Resources and General Affairs Division must serve as a bridge, understanding and earning the confidence of both sides. We will continue to engage in ongoing dialogue with both parties and, while leveraging our HR expertise, implement effective initiatives.

Vision for
2030

Next Calbee & Beyond

Establishing overseas operations and new food domains as growth drivers

Structural
Reform
Phase

Change 2025

Business transformation toward our next stage of growth (FY2024/3-FY2026/3)

Growth
Guidance

Organic sales growth rate

+4~6%

Consolidated operating
profit growth rate

+6~8%

ROE

10% or higher

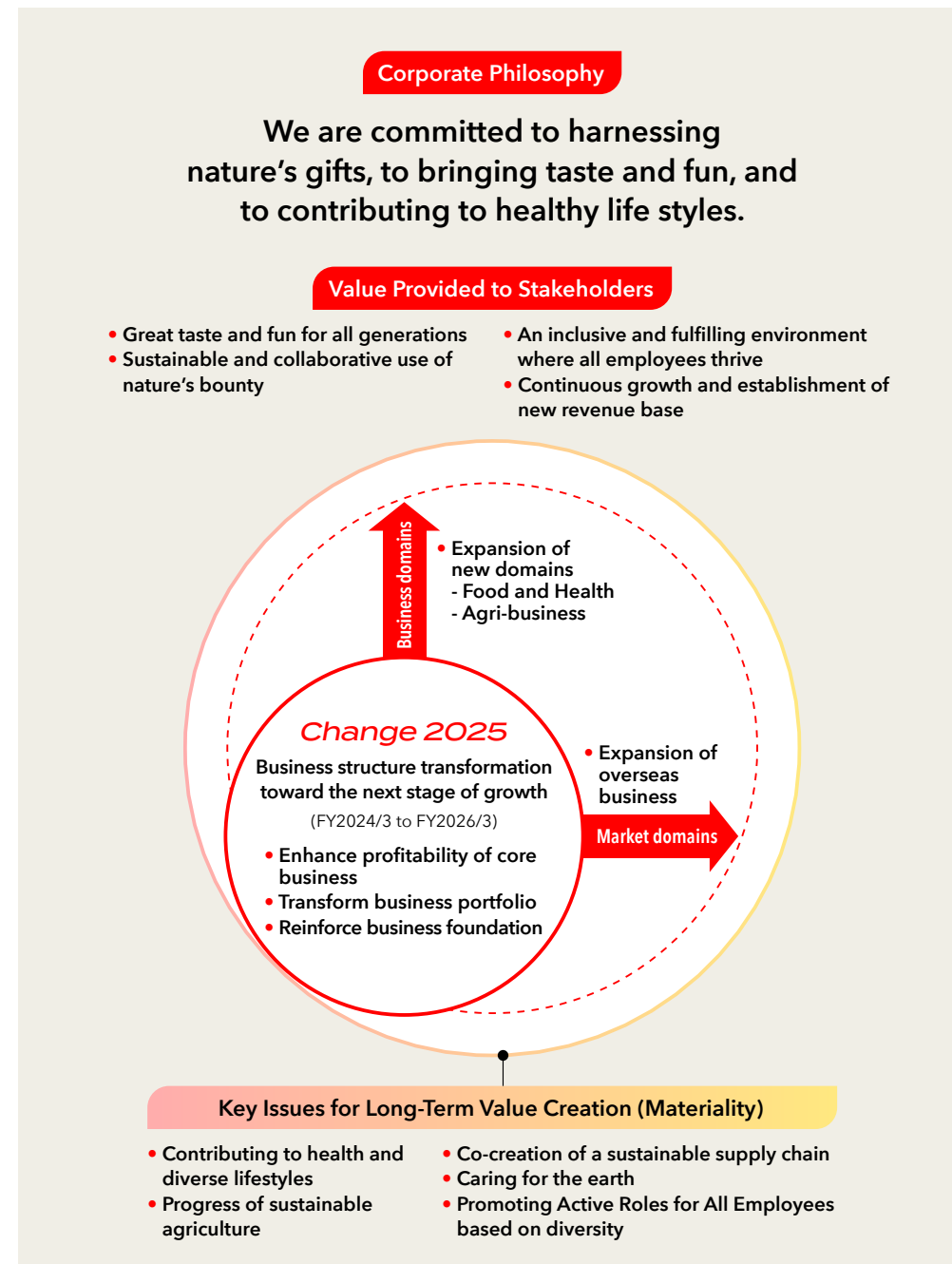
Value Creation Strategy and Human Capital

Expanding Markets and Business Domains Where Calbee Provides Value

The Calbee Group has built a unique value chain that extends from the development of natural raw materials all the way to consumers. We make full use of our management resources to create products that taste great, are fun, and contribute to healthier lifestyles. In today's rapidly changing environment, however, sustaining growth requires us to address increasingly important natural capital as well as global challenges such as climate change and consideration for human rights.

In response to changes in our operating environment and the key challenges we face as a company, our three-year growth strategy, *Change 2025*, focuses on reforming our business structure to drive the next phase of growth. We will reinvest cash generated by increasing profitability in our domestic core business in overseas expansion and new food domains, with the goal of building a business portfolio that delivers sustainable growth. We aim to foster an inclusive environment where diverse talent thrives, bring the great taste and joy of food to all generations, and promote co-creation that harnesses the bounty and richness of nature to pass on to the next generation. In this way, we will further enhance the value we provide to stakeholders.

Under the continued guidance of our corporate philosophy, we will place sustainability at the core of our management and expand the markets and business domains where we create value, aiming to sustain growth well beyond our 100th anniversary milestone.



Value Creation Strategy and Human Capital

Organizational and Human Capital Strategy for Realizing the 2030 Vision

Japan

Creating workplaces that drive business growth by ensuring psychological safety and encouraging interdivisional cooperation

Akira Imoto

Director, Senior Managing Executive Officer & CPO, President of Calbee Japan Region



Europe/Americas

We aim to share the unique appeal of our Japanese snacks and their heritage with consumers in Europe and the U.S.

Keiei Sho

Director, Senior Managing Executive Officer & CSO, President of Calbee Europe & Americas Region



Asia/Oceania

We will implement Active Roles for All Employees across our regions and organizations to contribute to the Group's global growth

Teiichiro Morioka

Managing Executive Officer, President of Calbee Asia-Oceania Region



For our domestic core business to shift from volume growth to higher-value creation, it is essential that we understand and reflect consumer needs when creating products. Therefore, we must encourage even deeper interdivisional communication and cooperation.

So far, we have introduced initiatives such as *Kurumaza* (roundtable) Meetings and regional meetings to increase opportunities for cross-organizational dialogue. In Japan, there is a classic saying attributed to Prince Shotoku that “harmony is to be valued.” Inspired by this, we strive to create workplace environments where people can easily consult with one another.

As a company that provides great taste and fun, we value workplaces where all employees can enjoy their work with a sense of security. Building on this culture, we aim to change how individuals approach work by fostering talent who take initiative and address challenges, rather than adopting a passive, wait-and-see attitude.

We also value mindfulness in daily work and striving to solve issues on a company-wide scale can deliver meaningful results. When attempting major transformation, it is crucial to start steadily with small issues and build step by step. By growing in stages, we will achieve sustainable growth as a company.

In the Europe & Americas Region, we are introducing Calbee's unique take on potato chips to local markets where the snack draws its roots. Delivering snacks refined in Japan, a leading Asian gourmet market, to consumers in this region creates value that differs from our core domestic business, and represents a significant challenge in Calbee's global expansion.

The scale of our sales in Europe and the Americas is approximately ¥43 billion, and further growth will require us to overcome many challenges. While ambitious, this business domain is also highly rewarding, as daily innovations and improvements directly lead to results. From this perspective, we need talent in this region who can provide insights into local markets and consumers, and who embrace the challenge of applying their Japan-based experience abroad.

Our current human resource development focuses on deepening expertise in assigned fields, while also drawing on experience gained in Japan and lessons learned across our businesses.

Looking ahead, it is important we maximize use of company-wide functions and knowledge. We will accelerate the development of talent who can generate ideas and act from a management perspective, while expanding Calbee's unique knowledge and insights into overseas markets. This will help drive growth not only in North America and the United Kingdom, but across the entire Calbee Group.

In the Asia and Oceania region, Active Roles for All Employees is central to encouraging every individual to aspire to global growth, approach their work with enthusiasm, and take on new challenges both in Japan and overseas. To realize this, it is necessary to nurture an inclusive corporate culture while developing more diverse internal human resources. We must create an environment where there are no boundaries between organizations, regardless of country or region, and where information and human resources can come and go flexibly.

From this perspective, looking back on the history of the Asia and Oceania region, a wide range of talent has been assigned here as the business has grown, beginning with management and production technology personnel to establish local production, followed by product development personnel to localize and create original products, and more recently corporate planning and marketing personnel to strengthen regional headquarters functions. With our human resources cooperating across fields of expertise and demonstrating Active Roles for All Employees in practice, we are working to create an organization that can contribute to growth not only in individual markets, but also for the overall region and the entire Calbee Group.

Defining a Unique Active Roles for All Employees Index

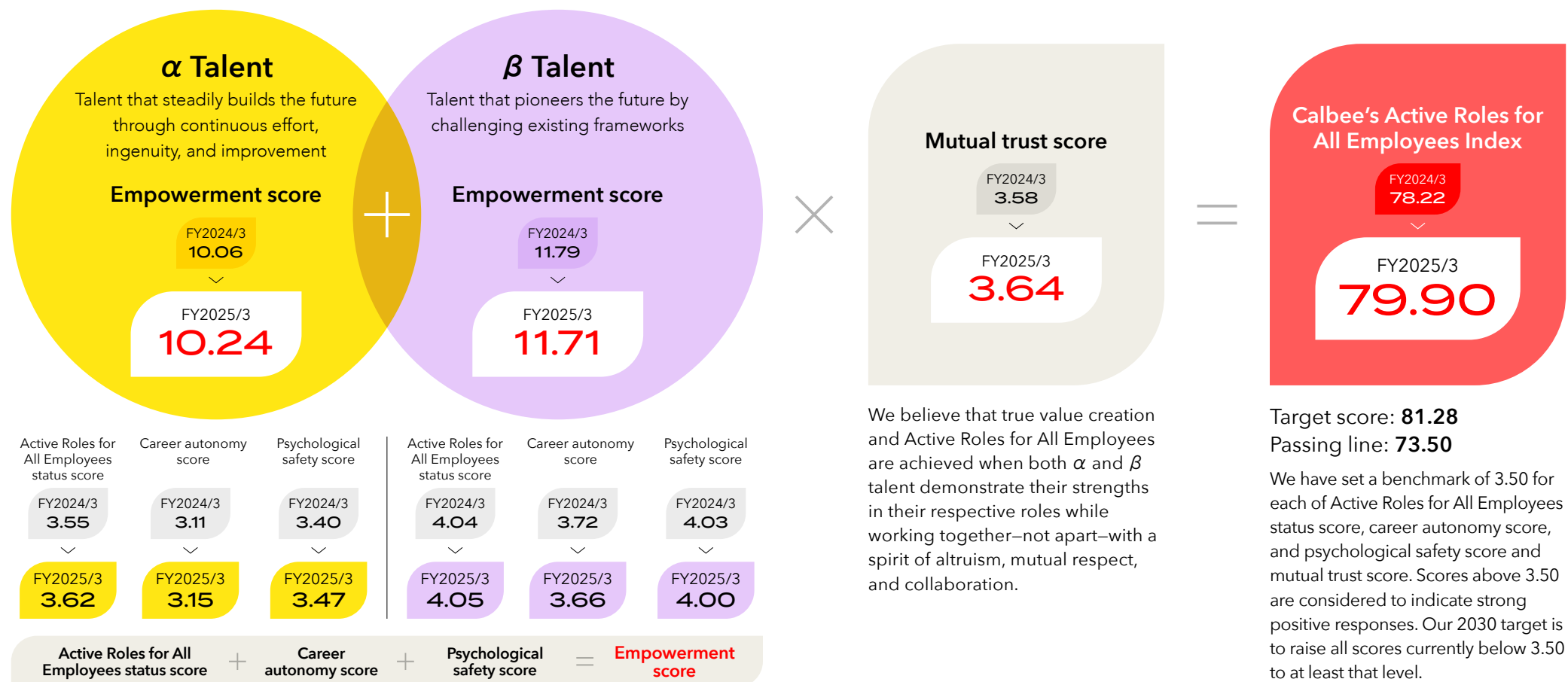
Defining Calbee's Human Capital Index

Based on our definition of Active Roles for All Employees, we have developed our own human capital index, a proprietary metric to quantify progress toward this goal. This index enables us to assess, in measurable terms, how human capital management contributes to corporate value.

The index combines an empowerment score for α talent (those who steadily build the future through continuous effort, ingenuity, and improvement, mainly active in our core

domestic business) and β talent (those who pioneer the future by challenging existing frameworks, mainly active in overseas and new businesses). These are then multiplied by a mutual trust score that captures the synergistic effect between the two groups. Calbee's Active Roles for All Employees Index rose from 78.22 in FY2024/3 to 79.90 in FY2025/3.

While this rise reflects progress in human capital management, both α and β talent scored relatively low in career autonomy. Although we launched career-related initiatives in 2022, we will continue efforts to develop employee mindsets and behavior.



Overview of Our Organizational and Human Capital Strategy

Identifying Key Organizational and Human Capital Issues

To promote Active Roles for All Employees, we must first understand the current state and challenges of our talent base, and how to address these. Since FY2023/3, we have held monthly Talent Development Meetings between executive officers and HR. Through these discussions, we have identified three key challenges.

The first is helping employees overcome a sense of complacency. Limited internal mobility and seniority-based evaluation and compensation systems have reinforced the status quo. We are now revising these systems. The second is encouraging employees to step beyond their boundaries and take initiative. We aim to foster autonomy and growth by strengthening leadership, creating psychologically safe workplaces, and offering opportunities to look beyond one's immediate organization. The third is securing the core talent needed to enhance corporate value. We will clarify the skills and scale of talent needed for future value creation and take a deliberate approach to acquisition and development.

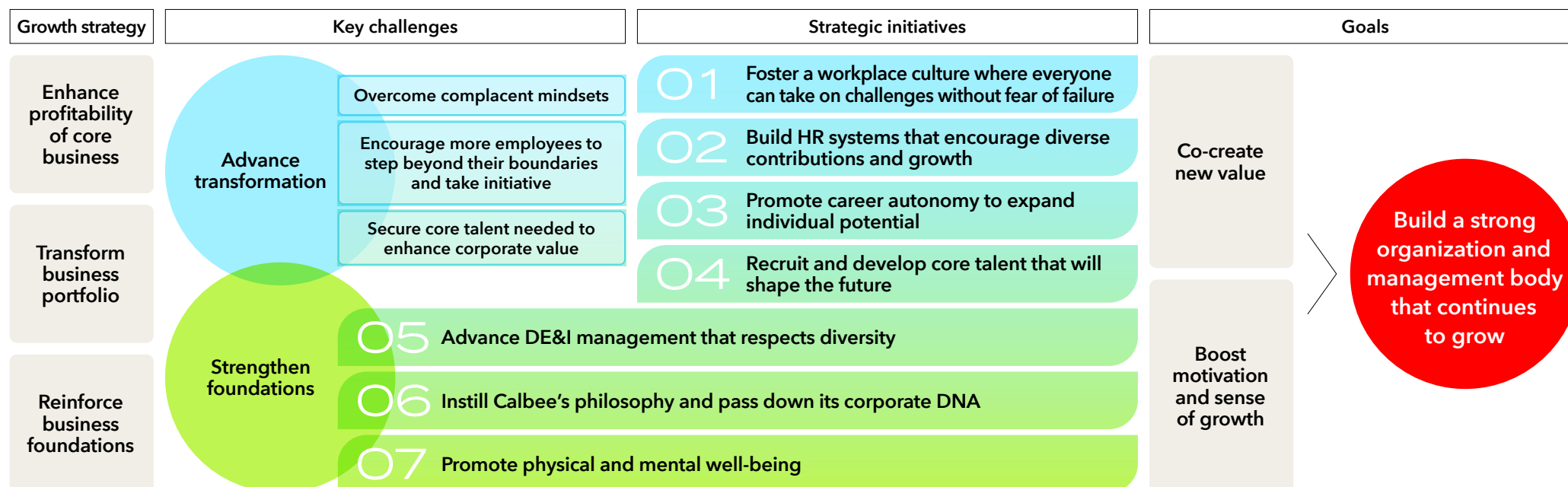
COLUMN Issues Revealed by the Engagement Survey Results

The Calbee Group quantitatively monitors engagement at both the company-wide and organizational levels through an engagement survey, and uses the results to further evaluate underlying issues. In FY2025/3, improvements were seen across six core areas, thanks in part to the shared understanding of management policies, the introduction of an integrated production and sales system, and improvements to workplace culture. On the other hand, enhancing "pride in working at Calbee" has emerged as an important issue going forward. The Company will therefore step up efforts to embed its corporate philosophy and pass down its DNA.

Engagement Survey Results for FY2025/3

	FY2025/3	YoY
Providing opportunities for growth through work	3.48	↑ 0.07
Motivation to contribute beyond assigned role	3.21	↑ 0.03
Trust in the Company, supervisors, and colleagues	3.65	↑ 0.08
Desire to contribute to Calbee's growth	3.86	↑ 0.09
Intention to remain with Calbee	3.93	↑ 0.13
Pride in working at Calbee	3.23	↑ 0.15

Creating Value through Human Capital



Identified Issues and Measures

Foster a Workplace Culture Where Everyone Can Take On Challenges without Fear of Failure

Vision

We will foster a culture of psychological safety where colleagues encourage one another to share new ideas. Here, everyone can speak openly regardless of their position, take on challenges, and grow personally while helping the organization grow.

Challenges to Overcome

- ▶ Moving beyond a mindset of stability and complacency
- ▶ Persistence of a culture marked by fear of failure and avoiding challenges
- ▶ Lack of motivation to take on challenges due to a seniority-based human resources system
- ▶ Creation of psychologically safe workplaces

Policy Direction

By bringing together employees with diverse experiences and perspectives, and ensuring their voices are heard, we will create workplaces rooted in psychological safety. This requires an inclusive culture that welcomes differences and inspires people to embrace challenges and strive for continuous improvement. We are committed to building an organizational culture where anyone can take on challenges at any stage and continue for as long as they wish.

Targets (KPIs)

- ▶ Engagement survey: Psychological safety

Target: 3.50

FY2024/3
3.48

FY2025/3
3.54

Innovation & Beyond Festa

To develop a corporate culture that enables everyone to tackle challenges without fear of failure, we introduced a program to encourage new ideas from FY2024/3. In FY2025/3, there were 84 entries from around the world across three fields: products, services, and business processes. We build support systems to help implement winning ideas and encourage the people who proposed them.

Employee Comment



Rinpei Kudo

Next Generation
Product
Development
Department,
Research &
Development
Division

Calbee has an environment where kindness coexists with friendly rivalry. This culture helps us to be bolder and encourages us to propose new ideas. This time, my challenge resulted in my receiving a prize, but I feel that being in an environment that values taking on challenges regardless of the result makes me feel that I can continue to tackle new challenges with confidence and without fearing failure.

At the prize-giving
ceremony



Evolving Mindsets through Kurumaza Meetings

The Calbee Group conducts *Kurumaza* (roundtable) Meetings to enable direct communication between management and employees. The aim is to enable each employee to take personal ownership of the Group's vision and strategies by understanding and identifying with them, and to motivate employees to actively engage in transforming Calbee. This initiative was started in April 2023 with the launch of the new management structure, and in FY2025/3, the management team visited all business sites in Japan and overseas, holding 56 meetings during the year to talk with approximately 3,500 people.

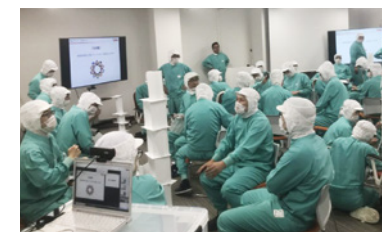
CEO Ehara has stressed the importance of taking on challenges without fear of failure, and it has been a valuable opportunity for the employees who participated to consider what kind of challenges they might undertake for their own personal growth. We will continue to promote a transformation in the mindset of each employee through *Kurumaza* Meetings, aiming to cultivate a corporate culture in which new challenges are supported by the entire Company.



Kurumaza Meeting

Engagement Survey Workshop Initiatives

Calbee conducts an engagement survey once a year. The survey is used to identify issues at the company-wide level and in each organization, and is used to formulate action plans to create a more inclusive environment where all employees can participate. To formulate an action plan, directors and above join a cross-organizational workshop. Based on the survey results, they share areas where progress is steady and areas that require improvement, then construct an action plan for the following fiscal year. After the workshop, they take the plans back to their own organizations, where together with managers, they develop and execute a specific implementation plan. Establishing this kind of PDCA cycle helps to create an organization that embodies Active Roles for All Employees, and we will continue to pursue this approach going forward.



Holding workshops to increase
engagement in each workplace

Identified Issues and Measures

Build HR Systems That Encourage Diverse Contributions and Growth

Vision

We will create systems that recognize diverse contributions such as processes and teamwork, not only outcomes, to harness individual strengths and encourage development. This approach gives employees a genuine sense of contribution and progress, while fostering sustainable growth for the business.

Challenges to Overcome

- ▶ A compensation system with remaining elements of seniority-based systems
- ▶ A results-oriented evaluation system
- ▶ Fostering an evaluator mindset and systems that give front-line employees the autonomy to act while building stronger organizational capabilities

Policy Direction

We aim to build a human resources system that values diverse contributions and supports growth by bringing together our current systems for regular employees and approximately 1,400 employees who have transitioned to indefinite-term contracts. We will build systems that allow anyone to grow and contribute at any stage of their career and for as long as they wish. In particular, we will enhance our evaluation system to serve as a stronger tool for talent development.

Targets (KPIs)

- ▶ Engagement survey:
Status of Active Roles for All Employees

Target: **3.50**

FY2024/3
3.61



FY2025/3
3.67

Background to System Revision

The current human resources system was introduced in 2009. At the time, we had a surplus of production capacity at our factories, and with unrivalled brand power in Japan, we were able to grow as long as sales could capture orders. However, today the environment is changing in ways that make it difficult to compete simply by following the same path, with Japan's population decline causing the market to contract and consumer needs growing more diverse.

To respond to these changes in our business environment, we need to break free from a corporate culture that seeks stability and security. In our current situation, there is little mobility of talent within the Company, and the seniority-based compensation system, which offers a guaranteed pay increase, incentivizes employees to maintain the status quo.

Moreover, we introduced a results-oriented evaluation system called Commitment & Accountability in FY2012/3, which motivated individual employees to work hard to achieve targets, and generated significant results in terms of increasing earnings. On the other hand, over-emphasizing results can stifle employees' attempts to tackle challenges or creative initiatives, stalling new ideas and value creation output.

Furthermore, an overemphasis on numerical targets, together with reliance on digital evaluation systems, has limited our ability to provide constructive feedback and nurture talent for future leadership roles.

To resolve these challenges, we have continuously reviewed our systems and frameworks, but this has made them complicated and difficult to operate, and the HR division has reflected that they may not actually produce the originally intended results.

In addition, the contraction of the Japanese population due to a declining birthrate is making it even harder to attract talent from outside the Company. It is extremely difficult to recruit not only new university graduates, but also contract employees for working at factories. This is a serious challenge for business continuity.

Looking ahead, to realize our management strategies of strengthening the profitability of our domestic business, expanding our market globally, and pioneering new food domains, it will be essential to encourage employees to take on challenges and utilize their creative capabilities, and to create an environment where diverse talent can play an active role. As part of this, we will undertake a full-scale

reform of our human resources system, which is part of our human capital infrastructure, to help realize our human resources vision of Active Roles for All Employees.

Policy Directions for System Revision

Taking into account the background to the system revision, we have identified the following three issues to be addressed, and five policy directions for revisions aimed at resolving them. Based on these policy directions, we will design a new system, aiming to launch it in April 2026.

Issues to Be Resolved through Human Resources System Revision

- 1) **Strengthen talent recruitment and retention**
- 2) **Maximize employee growth and contributions** that lead to business growth
- 3) **Provide opportunities for diverse experiences** to promote employee growth

Direction of Revisions for Resolving Issues

- 1) **We will integrate the systems for regular employees and employees converted to indefinite-term contracts**, under our policy of Active Roles for All Employees
- 2) We will institute a system for **compensation commensurate to role and contribution**, regardless of age or experience
- 3) We will adopt a **compensation structure and levels that are competitive with other companies** to attract and retain talent
- 4) We will **strengthen evaluation of teamwork and processes**, not only results
- 5) We will **strengthen measures to stimulate internal mobility of talent** in order to expand the scope of employees' potential and participation and invigorate the organization

Identified Issues and Measures

System Revision Process

We are proceeding with the design of our new human resources system, placing special emphasis on communication with management, HR, and employees, with the aim of launching it from April 2026. In discussing the new system, we have started by clarifying our basic policy through conversations with management and employees.

In our conversations with management, we identified the shortage of transformative talent—those who pioneer the future by breaking through existing frameworks—as a key issue. As a result, we proposed “Challenge and Evolution” as a candidate for our basic policy.

At the same time, discussions with employees at different workplaces reaffirmed that many of the jobs underpinning reliability and results involve “doing what is expected, as expected”—that is, steadily carrying out daily initiatives for safety, quality, and compliance. This type of work is sustained by daily effort, continuous ingenuity, and ongoing improvement.

We were reminded once again that it is precisely these efforts that keep operations running smoothly, leading to improved productivity and the delivery of high quality and value.

We have therefore defined the talent that Calbee requires as being of two types: those who steadily build the future through continuous effort, ingenuity, and improvement, and those who pioneer the future by challenging existing frameworks. Accordingly, we will create a “human resources system that promotes diverse contributions and growth.”

In addition to the creation of the system, it is also vital to ensure that it is thoroughly implemented on the front lines. The first step in transformation is having employees accept the human resources system and change their behavior through its operation. Therefore, our design emphasizes flexibility—adapting to

the nature of the work and workplace—rather than a one-size-fits-all approach across the Company. At the same time, we will maintain simplicity and ensure the system is applied consistently. From the initial stages of system design, we have focused on carefully picking up on the frontline situation and feedback, conducting direct exchanges of views with employees around 80 times at the Head Office, factories, and branches throughout Japan. Rather than pursuing refinement of rules or the ideal system design, we have been exploring from the perspective of how the new system can be used and operated in a way that encourages employees to take action and grow.



Conversations
with management

HR System Revision Project Team

Diverse team members from HR planning, talent development, personnel, and business division HR departments collaborated to create a system that reflects opinions collected from the front lines. Through collaboration from multiple perspectives, we will enhance the effectiveness and implementation of the system, while ensuring overall uniformity of human resources strategies based on the new system to accelerate organizational transformation.



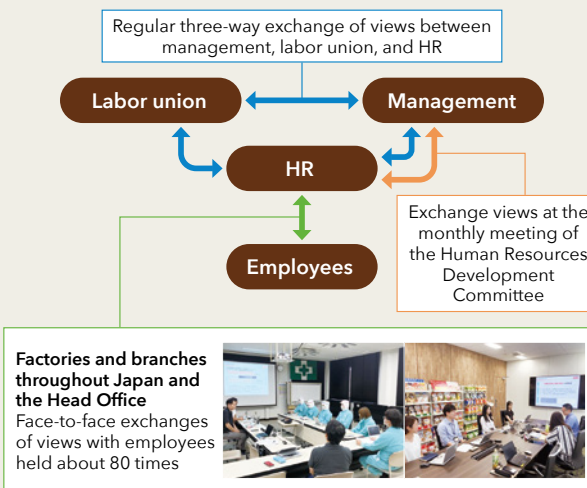
Steps toward HR System Reform

- Step 1 Formulate basic policy for the new human resources system
- Step 2 Analyze questionnaire responses and human resources data
- Step 3 Identify issues and plan approach for resolutions
- Step 4 Build the framework of the new system
- Step 5 Design the new system in detail
- Step 6 Prepare for system transition
- Step 7 Ensure that all employees are informed of the introduction of the new system

April 2026

**Launch of the new HR system
(implementation begins)**

Conversations for System Reform



Human Resources System Reform Policy

Basic policy

**A human resources system
that promotes diverse
contributions and growth**

Talent that Calbee requires

Talent that steadily
build the future
through continuous
effort, ingenuity, and
improvement

**Collaboration
and mutual
respect**

Talent that pioneer
the future by
challenging existing
frameworks

Identified Issues and Measures

Promote Career Autonomy to Expand Individual Potential

Vision

We support the will and efforts of individual employees in recognizing their own potential and proactively building their own careers. We provide growth opportunities inside and outside the Company, and encourage self-motivated growth.

Challenges to Overcome

- ▶ Cultivating a mindset of taking responsibility for one's own career
- ▶ Openness to change and exploring unfamiliar areas
- ▶ Few opportunities to experience personal growth or gain a broader perspective

Policy Direction

We encourage every employee to take responsibility for their career, pursue growth opportunities, and put them into action. As career autonomy progresses, we will foster a corporate culture that embraces challenges, leading to opportunities for self-development and resulting in greater job satisfaction. We believe the important thing is for employees to take a step forward, or even half a step, and for managers to build their management capabilities by offering hands-on support.

Targets (KPIs)

- ▶ Engagement survey: Career autonomy

Target: 3.50

FY2024/3
3.19FY2025/3
3.22

- ▶ Number of people taking selective training programs

Target: 1,000

FY2024/3
781FY2025/3
1,095

Career Exploration Notebook: A System for Developing Career Autonomy

At Calbee, we want each employee to take responsibility for their own career by clarifying their own vision, thinking flexibly about their career, and continuing to make choices along the way. We provide an opportunity for them to clearly set out their vision in words using what we call Career Exploration Notebook. We also provide opportunities for consultation with an in-house career counselor to help them examine their career in depth. In this way, we are working to create an environment where employees can think proactively about their own careers.



After filling out information in the talent management system, employees have conversations with managers

Expanding Opportunities for Experience Overseas and Outside the Company

Calbee offers employees opportunities to build wide-ranging experience through postings and trainee assignments at its overseas affiliates, as well as opportunities to gain experience at Group companies, and recently at outside companies. In addition, we have established programs such as the Career Encouragement System to foster an environment where employees can grow proactively through diverse experiences, not only through transfers led by the organization.

Employee Comment



Mariko
Uchiyama

Basic Potato
Chips Team,
Potato Chips
Department,
Marketing
Division

Through my secondment to Asahi Breweries, Ltd., I was involved in planning and development of a new brand. Working in a different corporate culture gave me practical experience and taught me Asahi Breweries' approach to marketing, which is deeply rooted in the user's perspective. I also felt keenly that the growth of the organization was a direct result of the autonomy, flexibility, and proactive approach to learning of their individual employees. This experience was invaluable to me in forming my own career. I sincerely hope that this kind of environment and culture will develop further and lead to the growth of the entire Company.

Expanding Training Programs to Enhance Business Literacy

Enhancing business literacy is essential for employees to continue realizing their own career visions. However, since each individual is different, Calbee is working to create a system that enables people to make their own choices in accordance with their individual challenges. For example, we offer a series of selective training courses under the framework of "Business Training," which are designed to enhance foundational business skills. These programs focus on three main themes—thinking ability, communication ability, and business skills—and we provide courses on two levels: basic and advanced. In FY2025/3, 1,095 personnel participated in the programs, including affiliated companies. We have also introduced e-learning, and we are promoting its use for personnel working on the manufacturing and sales front lines in particular, since they are subject to time constraints, so that they can have learning opportunities. We have established a learning environment available to anyone, anytime, anywhere, and we will continue this initiative going forward.



Business training on the topic of marketing conducted by an in-house trainer using Calbee case studies

Identified Issues and Measures

Recruit and Develop Core Talent That Will Shape the Future

Vision

We will systematically recruit and develop core talent who will drive future business growth and value creation. To build an organization resilient to change, we will grow the number and capabilities of key talent, including leaders who make decisions from a management perspective, digital experts who can drive transformation, and professionals ready to succeed in the global marketplace.

Challenges to Overcome

- ▶ Insufficient quantity and quality of core talent
- ▶ Enhancement of the leadership pipeline as part of succession planning for the CEO and other CxO positions
- ▶ Strengthening role recognition and talent development capabilities for training managers

Policy Direction

We are focused on developing three types of strategic talent: leaders to guide Calbee's future, DX specialists who create value through technology, and global professionals who apply Calbee's DNA and knowledge in overseas markets. To prepare them, we will clarify the number of people and skills required, recruit them systematically, and give them diverse experiences that expand their perspectives, nurturing the next generation of talent to lead value creation.

Targets (KPIs)

- ▶ Sufficiency of candidates for key strategic positions
Target: 300%

FY2024/3
164%FY2025/3
191%

- ▶ Percentage of employees who are motivated to contribute globally
Target: 30%

FY2024/3
24%FY2025/3
23%

- ▶ Number of employees who have graduated from the DX Academy
Target: 1,800

FY2024/3
1,719FY2025/3
2,122

Next-Generation Leader Training System/Global Talent Management

Calbee is strategically promoting the development of talent who will become the next generation of management. Specifically, we have formulated a plan for discovering and developing talent, and we are focused on cultivating a perspective that enables them to operate in the global market. As part of this, we provide them with opportunities to gain experience at overseas subsidiaries, and participate in a next-generation leader development program. These efforts are intended to cultivate management capabilities and a global mindset. In addition to assignments from Japan to overseas, we have also started accepting transfers from overseas subsidiaries to Japan, and we are promoting two-way human resource exchanges. Through this, we are working to cultivate the next generation of management talent on a global scale.

Employee Comment



Shunya Namba
Business Support
Team, South-East
Asia & Oceania
Group,
Asia-Oceania
Region

I participated in the next-generation leader development program and took on the challenge of an English language course, making a conscious effort to engage with English every day. When my colleagues and I completed the course, I felt a huge sense of accomplishment, and my interest in overseas operations grew. From April this year, I have been stationed in Thailand, where I am working to support the business growth of affiliates in Southeast Asia and Oceania. There are difficulties to overcome when working in a different culture, but I feel fulfilled working together with local team members each day.



Visiting an overseas Group company

Employee Comment



Klinthong Worasaung
R&D Foundation
Building
Department,
Research &
Development
Division

As part of a talent exchange program, I moved from Thailand to Japan to gain know-how and technological expertise. Currently, I am involved in development work. In Japan, I have been learning about advanced technologies and a disciplined approach to work. In addition to increasing my skill level, I have also gained insight into the value placed on hospitality and orderliness, which has made a deep impression on me.



Corner for
learning products
and flavors

Enhancement and Development of DX Human Resources

Calbee has established the DX Academy to expand the foundation of DX across the entire Group and make it a pillar of human resource development. We are promoting the development of DX human resources, who will utilize digital tools and technologies to lead business creation and operational reforms across the entire company. By providing training such as the DX Operational Reform Program and Data Analysis and Utilization Skills Building Program, we have established an environment where employees can systematically acquire the necessary skills for DX. We have also held internal Calbee DX Conferences, where employees can increase their knowledge of DX and share real examples of it inside the Company. The number of participants has increased steadily with each conference, showing a real increase in interest in DX. Since a delayed uptake of DX could hinder future growth, it is important that management and employees work together to engage in it on a company-wide basis.



DX Operational Reform Program course
for team members who are driving
operational reforms

Identified Issues and Measures

Advance DE&I Management That Respects Diversity

Vision

Diverse employees who are using their unique strengths and characteristics to make meaningful contributions, achieve personal growth, and feel proud to be part of the Calbee Group, regardless of gender, nationality, age, or disability.

Challenges to Overcome

- ▶ Creation of psychologically safe workplaces that form the foundation for building strong relationships of trust between managers and team members, and among team members themselves
- ▶ Creation of workstyle systems that enable employees who have constraints or limitations due to various circumstances to fully demonstrate their capabilities and contribute to their organization

Policy Direction

We aim to advance DE&I management to enhance organizational performance while leveraging each individual's unique strengths. Believing that women's participation is a key driver of Calbee Group's growth, we have set a goal of achieving more than 30% female managers by FY2031/3. Beyond this, we will continue to build inclusive environments where everyone can thrive, regardless of gender, nationality, age, or disability.

Targets (KPIs)

- ▶ Ratio of women in management

Target: Over 30%FY2024/3
22.6%FY2025/3
24.8%

- ▶ Percentage of employees with disabilities*1

Target: 3.6%FY2024/3
2.62%FY2025/3
2.80%

- ▶ Ratio of Senior Experts/Meisters

Target: 15%FY2024/3*2
6.2%FY2025/3
9.4%

*1 The statutory ratio for employment of people with disabilities in FY2025/3 was 2.5%.

*2 Ratio of Senior Experts only

Leadership Programs for Women

Since FY2020/3, we have offered development programs for women preparing for managerial roles. These programs aim to foster a growth-oriented mindset that supports career advancement and ways of working to overcome challenges. They focus on easing concerns about balancing life events with work, and on reducing hesitation around stepping into management or tackling difficult tasks. The programs also encourage self-reflection and personal growth.

Employee Comment



Yuko Tsuruzono
Manager,
Ingredients Snack
Production
Section, Kagoshima
Factory,
West Japan
Business Division,
Calbee Japan
Region

Previously, I did not consider myself to be capable of working in a management role at all. However, through this program I got to know the perspectives of women who balance management responsibilities with raising children, and the instructor encouraged me to give it a go. This enabled me to adopt a more positive mindset about advancing my career. Since becoming a manager, I have more work that involves liaising and coordinating with other departments, but I have been able to communicate proactively by using my connections with other people who I met in the program. What I gained from the training is definitely helping me now with my work as a manager.

Promoting Employment of People with Disabilities through a Special Subsidiary

In 2007, we established Calbee Eataalk Co., Ltd., with the aim of creating a company where all employees are able to play an active role regardless of disabilities.

Calbee Eataalk is an employment office for a large number of people with severe disabilities. Its main business is contracted processing of food products, such as the packaging of souvenir products. In addition to the Shiga office, which functions as a head office, we opened an Utsunomiya office in 2018, followed by an office in Hiroshima in 2025, and we aim to continue expanding our operations. Furthermore, leveraging its expertise as a special subsidiary, Calbee Eataalk has begun extending its services within the Group by contracting certain operations from Calbee Potato, Inc. and Calbee Logistics, Inc. We aim to provide a space where diverse talent can utilize their individual characteristics and capabilities. By coordinating with other Group companies, we aim to expand the domains in which employees with disabilities can work, and promote further employment.



Packaging souvenir products into boxes

Initiatives to Promote the Participation of Seniors—Revision of the Senior Employee Program

Calbee aims to have senior employees pass on their high-level expertise cultivated through years of experience to Calbee Group employees in order to help the entire Group to grow. We also aim to encourage junior and mid-level employees to think about their own future careers by engaging with active senior employees, thereby inspiring them to take action to develop their careers autonomously and proactively.

In 2021, the annual salary level for senior employees was raised to about 70% of their pre-retirement level. In 2024, we further enhanced compensation for senior employees who contribute through their high-level expertise to organizational performance while also taking a systematic approach to developing successors. Specifically, we revised the existing Senior Expert compensation package, and established a new Senior Meister role. We have raised the annual salary level for these roles to a level equivalent to currently serving employees, and they now have the option of multi-year employment contracts. In addition, it is now possible for them to continue their contracts past the age of 65 based on mutual agreement between the employee and the Company.

Identified Issues and Measures

Embed Calbee's Philosophy and Pass On Its Corporate DNA

Vision

Calbee aims to continue to grow beyond 100 years since its founding and in line with the core values expressed in its corporate philosophy and Group Vision. With each employee embodying the Company's DNA, we will build a corporate culture where employees have a sense of pride and connection, and feel fulfilled in their work.

Challenges to Overcome

- ▶ Few opportunities to share the corporate philosophy and founding spirit, and to connect them to employees' own values and sense of purpose in working
- ▶ Because Calbee's history and unique character have not been clearly embedded, there is no common language shared across the company

Policy Direction

Calbee's corporate philosophy must function as a unifying force to enable diverse talent to collaborate and generate value together. By clearly articulating Calbee's philosophy, we can provide a foundation for employees to build a common language and establish systems to put it into practice.

Targets (KPIs)

Currently under consideration

Potato Training

Calbee conducts potato training each year in time with the Hokkaido potato harvest. Participants include new recruits, mid-career hires, and others who wish to participate. Together they undertake two to three weeks of training at Calbee Potato, Inc.'s branch offices in Hokkaido, while engaging in close interactions across companies, departments, workplaces, and generations. During the training, they stay at the branch offices, and help with the harvesting operations of potatoes harvested by contracted growers. They also work in processes such as weighing, inspection, sorting, and storage, which helps them to develop a better understanding of potatoes, and to learn about the meticulous care taken by growers. This training is an opportunity for participants to directly understand through actual experience the value of potatoes, a core raw material for the potato business, which is an important pillar of the Calbee Group. By learning about the efforts of growers and gaining an understanding of the deep connection between agriculture and Calbee, participants have a valuable opportunity to develop a broader perspective and transform their mindset and sense of responsibility at work.



Each year a large number of employees participate in potato training

AAO: Quality Improvement Activities to Provide Anzen (safe), Anshin (reliable), and Oishii (delicious) Products

AAO activities are the Calbee Group's program to refocus the entire company on Calbee's values of Anzen (safe), Anshin (reliable), and Oishii (delicious). The program is conducted over a two-month period each year. We launched it in 2014 with a strong determination to increase quality, based on the lessons learned from multiple large-scale product recall incidents that occurred in the 2000s. It includes content designed to keep the lessons of the past at the forefront of our thoughts, and sessions for listening to consumer feedback. Guided by the philosophy that ensuring safety and reliability in the workplace is what enables the provision of value, we conduct site inspections, drills, and other activities with the goal of preventing quality incidents by checking for serious non-conformities and preventing workplace accidents. Nearly all of the over 5,000 target employees participate in the activities, helping to increase their general awareness of improving quality. Moreover, the program also includes a social contribution aspect as the Company makes a donation to the United Nations World Food Programme based on the number of participants.



A poster inside the Company promoting AAO activities

Employee Comment



Eisaburo Endo
General
Managing
Director, Quality
Assurance
Division

The Source of Strength of Calbee's DNA

I have spent a large part of my career in research and development of potato chips. During this time, I was always inspired by the line in the Company's corporate philosophy about "harnessing nature's gifts."

While Kataage Potato products grew along with the usage rate of high-quality raw materials, a problem remained regarding what to do with other raw materials and products. We cannot afford to waste even one of the raw material potatoes that contracted growers have worked so hard to cultivate, so we began efforts to widen the acceptable range of quality that can be used in the factory, and researching technologies to avoid wasting even one particle of starch. When the potential to realize these goals emerged, I felt that we could finally uphold our responsibility for the potatoes. Currently, we are producing research results such as potato-peel-derived ceramides. This year, the functions of the R&D Center were enhanced, opening up a wide range of possibilities for harnessing even more of nature's gifts. I am full of anticipation.

Identified Issues and Measures

07 Promote Physical and Mental Well-Being

Vision

An environment where employees can thrive in both mental and physical health. A workplace that promotes sustainable ways of working, grounded in well-being, and where our philosophy of “contributing to healthy lifestyles” is extended to our own people.

Challenges to Overcome

- ▶ Disparities in health literacy
- ▶ A tendency to deprioritize self-care due to various factors at work and home
- ▶ Insufficient utilization of health professionals and systems

Policy Direction

As a company whose philosophy is to “contribute to healthy lifestyles,” we place high importance on employees’ mental and physical health, and we will promote the creation of comfortable, safe, and secure workplaces. We will also promote initiatives to maintain and improve our indicators for rates of paid holiday usage and management of overtime hours. Through these efforts, we aim to realize a workplace environment where employees can utilize their capabilities with peace of mind.

Targets (KPIs)

- ▶ Average rate of paid leave taken

Target: 80%

FY2024/3
84.9%FY2025/3
84.9%

- ▶ Hours of overtime worked

Target: 15 hours/month

FY2024/3
17.2 hours/monthFY2025/3
16.9 hours/month

- ▶ Percentage of employees receiving health checkups

Target: 100%

FY2024/3
100%FY2025/3
100%

Health Support Systems Aiming for Early Detection and Early Return to Work

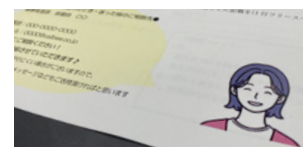
Calbee believes that early detection and treatment of illness supports a faster return to work and helps maintain a healthy workplace environment. To this end, we have established a clear response flow that guides the process from detection through to return-to-work. Specifically, we have established response flows for when employees take leave and return to work, along with clear standards for determining readiness to return (covering work, safety, and health) to ensure consistency across business sites. We have also assigned public health nurses in each area who step in when signs of health issues appear. They coordinate with industrial physicians to provide self-care advice from both lifestyle and work perspectives and recommend medical examinations when needed. In addition, the human resources department of each business site cooperates with the Head Office human resources department to build systems that provide comprehensive support for early detection and early return to work.



Improving Health Literacy through Health Checkups and Follow-Ups

We are taking the following measures based on health checkups to increase the health literacy of each employee and foster a culture of striving proactively to maintain and improve health.

- 1) Establishing an environment where people can receive health checkups that exceed the statutory minimum checkups, such as comprehensive health checks and gynecological examinations for employees aged 40 or over (including cervical cancer and breast cancer checks for younger employees).
- 2) Employees requiring a secondary examination are directly approached by a public health nurse to recommend examination at a medical institution. As a result, the percentage of employees receiving follow-up examinations increased dramatically compared to the previous system when the recommendation to have an examination was made by the office manager, from the 30% level to over 70%, leading to early detection and early treatment of illness.
- 3) Employees facing high risks to their health are provided with a consultation with the public health nurse. In the consultation, the employees are advised to review their lifestyle habits so that they can become more aware of their own physical condition, leading to disease prevention.



A hand-drawn sketch of the public health nurse on a letter recommending a follow-up examination gives a welcoming impression

Employee Comment



Yuki Tamura
Manager, Health Promotion
Section, Strategic
GA Department,
HR & GA Division

Our Approach to Health Promotion

When I joined the Company in FY2020/3, I was the only public health nurse. Soon after I joined, the COVID-19 pandemic hit, and as the only full-time health professional inside the Company, I strove to listen to the personnel in charge of business sites, responded quickly to on-site trouble, and made necessary decisions quickly. As a result, people came to rely on me in an increasing number of situations, and I was grateful to hear that people were glad to have a public health nurse on-site. Today, we have a team of seven public health nurses, dealing with people when they feel unwell or require examinations, and helping to expand measures for disease prevention.

I coordinate closely with industrial physicians, human resources departments, and workplaces, aiming to create an environment where all employees can deliver the best results with a sense of fulfillment at work. I also strive to increase health literacy among employees themselves, and to foster a culture where people can practice self-care.

Human Capital Data

Basic Information

Indicator		Aggregation range	Unit	FY2023/3	FY2024/3	FY2025/3
Number of employees*1	Non-consolidated total	Non-consolidated	Persons	4,011	4,410	4,578
	Men		Persons	2,240	2,534	2,574
	Women		Persons	1,771	1,876	2,004
Number of employees (full-time employees)	Non-consolidated total	Non-consolidated	Persons	1,960	2,148	2,290
	Men		Persons	1,196	1,327	1,378
	Women		Persons	764	821	912
	Domestic Group total	Non-consolidated + Domestic Group	Persons	2,660	2,804	2,953
	Group total	Consolidated	Persons	4,839	4,939	5,138
Number of hires (full-time employees)	Non-consolidated total	Non-consolidated	Persons	121	179	174
	Men		Persons	81	121	92
	Women		Persons	40	58	82
Number of new graduate hires (full-time employees)	Non-consolidated total	Non-consolidated	Persons	54	87	116
	Men		Persons	27	47	52
	Women		Persons	27	40	64
Number of mid-career hires (full-time employees)	Non-consolidated total	Non-consolidated	Persons	67	92	58
	Men		Persons	54	74	40
	Women		Persons	13	18	18
Average age (full-time employees)		Non-consolidated	Years	40.9	40.5	39.6
Average years of service (full-time employees)		Non-consolidated	Years	15.5	14.4	13.9
Number of managers	Non-consolidated total	Non-consolidated	Persons	305	328	326
	Domestic Group total	Non-consolidated + Domestic Group	Persons	408	442	449
	Group total	Consolidated	Persons	—	—	724

*1 Total number of all employees, including full-time employees, employees converted to indefinite-term contracts, and contract employees

Fulfillment of Core Human Capital

Indicator		Aggregation range	Unit	FY2023/3	FY2024/3	FY2025/3
Sufficiency of candidates for key strategic positions		Non-consolidated	%	—	164	191
Percentage of employees who are motivated to contribute globally		Non-consolidated	%	28	24	23
Number of employees who have graduated from the DX Academy		Non-consolidated	Persons	—	1,719	2,122
Number of DX Conference participants*2		Non-consolidated + Domestic Group	Persons	533	574	582
Number of overseas trainees dispatched		Non-consolidated	Persons	—	2	3
Number of employees assigned overseas		Non-consolidated	Persons	27	32	34
Number of participants in the Calbee Next Leader Program*3		Non-consolidated	Persons	—	19	16

*2 The number of participants is counted based on the number of devices in the online conference (multiple people may be viewing and participating on a single device).

*3 A program to strengthen the development of next-generation leaders who will lead the Calbee Group in the future

Growth Opportunities/Career Autonomy

Indicator		Aggregation range	Unit	FY2023/3	FY2024/3	FY2025/3
Total human resource development and training expenses		Non-consolidated	Million yen	102	112	126
Career Encouragement System (internal recruitment)	Number of positions	Non-consolidated + Domestic Group	Positions	21	48	53
	Number of entries	Non-consolidated	Persons	39	34	26
	Number of successful candidates	Non-consolidated	Persons	20	22	15
Engagement survey: career autonomy (average score)		Non-consolidated	Points	3.16	3.19	3.22
Number of participants in selective training programs		Non-consolidated + Domestic Group	Persons	482	781	1,095
Number of applicants for career counseling		Non-consolidated	Persons	23	17	21
Number of participants in career design programs*4		Non-consolidated	Persons	244	160	154

*4 Number of participants by age group (compulsory + optional)

Human Capital Data

Organizational Culture

Indicator	Aggregation range	Unit	FY2023/3	FY2024/3	FY2025/3
Engagement survey response rate	Non-consolidated	%	90.4	90.3	92.0
Overall engagement survey score (average)	Non-consolidated	Points	3.47	3.46	3.55
Average score by engagement survey question area					
Providing opportunities for growth through work	Non-consolidated	Points	3.41	3.41	3.48
Motivation to contribute beyond role		Points	3.15	3.18	3.21
Trust in the Company, supervisors, and colleagues		Points	3.58	3.57	3.65
Desire to contribute to Calbee's growth		Points	3.80	3.77	3.86
Intention to remain with Calbee		Points	3.79	3.80	3.93
Pride in working at Calbee		Points	3.13	3.08	3.23
Psychological safety		Points	3.46	3.48	3.54
Status of Active Roles for All Employees		Points	3.59	3.61	3.67

Engagement with the Company and Management

Indicator	Aggregation range	Unit	FY2023/3	FY2024/3	FY2025/3
Number of social contribution activities per person*1	Non-consolidated + Domestic Group	Activities	107.6	140.9	156.9
Participation rate in AAO activities (activities aimed at providing consumers with <i>Anzen</i> (safe), <i>Anshin</i> (reliable), and <i>Oishii</i> (delicious) products)	Non-consolidated + Domestic Group	%	100.00	99.96	99.79
Number of participants in potato training	Non-consolidated	Persons	94	119	127
Number of participants in the Kappa Festival*2	Non-consolidated	Persons	—	2,323	2,539
Number of Innovation & Beyond Festa*3 entries	Consolidated	Entries	—	81	84
Number of Calbee Group Award (Best Practices) entries*4	Consolidated	Entries	—	69	91
Kurumaza (roundtable) Meetings	Number of meetings	Consolidated Meetings	—	62	56
	Number of participants	Consolidated Persons	—	1,645	3,500

*1 Calculated by dividing the total number of participants, as tabulated by the Social Contribution Committee, by the number of employees

*2 A large-scale social gathering held once a year at each headquarters and business site as an event to deepen friendship within the workplace and to encourage mutual appreciation

*3 New idea proposal system to cherish and nurture budding ideas for the transformation of the Calbee Group.

*4 Number of entries to the internal awards that were offered for cases that contributed to the enhancement of corporate value

Diverse Talent (DE&I)

Indicator	Aggregation range	Unit	FY2023/3	FY2024/3	FY2025/3
Percentage of female hires (full-time employees)	Non-consolidated	%	33.1	32.4	47.1
Percentage of women among new graduate hires (full-time employees)	Non-consolidated	%	50.0	46.0	55.2
Percentage of women among mid-career hires (full-time employees)	Non-consolidated	%	31.0	19.6	19.4
Number of participants in the Leadership Training Program for Women	Non-consolidated	Persons	21	24	22
Ratio of women in management	Non-consolidated total	Non-consolidated %	23.3	22.6	24.8
	Domestic Group total	Non-consolidated + Domestic Group %	19.6	20.4	22.3
	Group total	Consolidated %	—	—	30.2
Ratio of female officers*5	Non-consolidated	%	29.4	27.8	26.3
Percentage of employees with disabilities	Non-consolidated total*6	Non-consolidated %	2.65	2.62	2.80
	Domestic Group total	Non-consolidated + Domestic Group %	2.38	2.47	2.64
Gender pay gap	Non-consolidated total	Non-consolidated %	76.0	79.0	79.1
	Domestic Group total	Non-consolidated + Domestic Group %	75.1	77.0	78.1
Senior Expert/Meister rate*7	Non-consolidated	%	—	6.2	9.4
Senior rehiring rate	Non-consolidated	%	90.0	97.1	93.1

*5 As of the end of each fiscal year's General Meeting of Shareholders, executive officers are included in the percentage of officers, as they are delegated from the fiscal year ended March 31, 2024.

*6 Calculated based on the total at Calbee and Calbee Eatalk

*7 The FY2024/3 figure is the ratio of Senior Experts to all seniors; the FY2025/3 figure includes Senior Expert and Meisters.

Human Capital Data

Diverse and Flexible Workstyles

Indicator		Aggregation range	Unit	FY2023/3	FY2024/3	FY2025/3
Average number of days of annual paid leave taken		Non-consolidated	Days	13.8	14.6	14.4
Number of users of the childcare leave system	Non-consolidated total	Non-consolidated	Persons	53	55	51
	Men	Non-consolidated	Persons	13	21	21
	Women	Non-consolidated	Persons	40	34	30
Number of users of shortened working hours for childcare		Non-consolidated	Persons	196	200	198
Rate of return to work from childcare leave		Non-consolidated	%	100	100	100
Percentage of female employees taking childcare leave		Non-consolidated	%	100	100	100
Percentage of male employees taking childcare leave	Non-consolidated total	Non-consolidated	%	23.2	31.3	41.2
	Domestic Group total	Non-consolidated + Domestic Group	%	33.8	38.0	43.3
Average number of days of childcare leave taken by male employees		Non-consolidated	Days	10	57	46
Percentage of acquisition of childcare support leave*1		Non-consolidated	%	100.0	98.5	125.5
Number of users of nursing care leave system		Non-consolidated	Persons	2	2	5
Number of users of shortened working hours for nursing care		Non-consolidated	Persons	1	2	4
Average monthly overtime hours (employees)		Non-consolidated	Hours	13.4	14.1	13.8
Number of people performing side jobs		Non-consolidated	Persons	35	62	75

*1 A system in which employees whose spouses have given birth or who have adopted a child are eligible to take paid leave after completing the prescribed procedures

Building a Healthy Mind and Body

Indicator		Aggregation range	Unit	FY2023/3	FY2024/3	FY2025/3
Percentage of employees receiving health checkups		Non-consolidated	%	100	100	100
Percentage of employees receiving follow-up checkups		Non-consolidated	%	61.9	87.2	68.6
Stress check implementation rate		Non-consolidated	%	98.3	98.0	97.4
Work-related accidents with one or more days of absence from work	Number of accidents	Non-consolidated	Cases	19	15	25
	Frequency	Non-consolidated		2.70	1.94	3.12
Number of investigations based on whistleblowing	Non-consolidated total	Non-consolidated	Cases	76	65	78
	Domestic Group total	Non-consolidated + Domestic Group	Cases	104	96	107
Number of disciplinary actions based on whistleblowing	Non-consolidated total	Non-consolidated	Cases	5	5	6
	Domestic Group total	Non-consolidated + Domestic Group	Cases	8	15	8
Participation in compliance training*2	Non-consolidated total	Non-consolidated	Persons	7,030	10,475	10,628
	Domestic Group total	Non-consolidated + Domestic Group	Persons	8,560	12,375	13,228
	Number implemented within the domestic Group	Non-consolidated + Domestic Group	Sessions	7	12	13

*2 Total of training for managers, company-wide e-learning courses, etc.