



The NOF Group is taking the following measures to address major risks related to human capital.

Risks	Delays in fostering human resources	Constant provision of opportunities to learn new knowledge and skills	<ul style="list-style-type: none"> • Promotion of human resource development measures by expanding our unique talent development system, which is systematized into “training at the organizational level,” “training regarding specific issues,” and “self-education/development.” • Provision of opportunities for employees to constantly learn new knowledge and skills regardless of their age or career stage • Development of global human resources through overseas training and educational systems • Development of DX human resources
<p style="text-align: center;">▼</p> <p style="text-align: center;">Steady promotion of human resources development measures</p>			
Risks	Labor shortages New	Prevention of mismatches and proactive disclosure of information on recruitment	<ul style="list-style-type: none"> • Proactive disclosure of information on recruitment • Enhancement of recruitment information, such as introductions of business activities and job descriptions, through the use of the website • Holding company information sessions for each job category • Implementation of internships that accept high school students
<p style="text-align: center;">▼</p> <p style="text-align: center;">Active recruitment activities (Securing human resources)</p>			
Risks	Rise in turnover rates New	Creation of an environment where employees can continue to work with peace of mind	<ul style="list-style-type: none"> • Expansion of various systems related to childcare and nursing care • Provision of information on support for balancing work with childcare and nursing care using a handbook • Promotion of dialogue between supervisors and subordinates through a self-reporting system, etc. • Creation of an environment where employees can continue to work with peace of mind, such as by conducting stress checks and establishing counseling services • Utilization of career opportunities through rehiring (job return) of retired employees
<p style="text-align: center;">▼</p> <p style="text-align: center;">Comfortable workplaces (Utilization of the job return system)</p>			