



Employment | Promotion of work-life balance

GRI 403-6

Workstyle reform

NOF is working to ensure proper labor management with a view to reducing work hours by improving operational efficiency and productivity and promoting fulfilling lifestyles outside of work, while making efforts to reduce work hours mainly through restricting work after the designated time and introducing a work interval system.

Recommending employees to take yearly paid holidays

NOF is developing a work environment in which employees can work with motivation while attaching due importance to work-life balance. NOF encourages all employees to take their yearly paid holidays. Additionally, one such initiative is to encourage them to take yearly paid holidays in their respective birth months, and in this way an

atmosphere that makes it easier to take yearly paid holidays is developed in the work environment.

Refresh leave system (incentive leave for long-term employees)

NOF provides a system under which employees who have worked with the Company for 10, 20 or 30 years are given seven consecutive paid holidays (which otherwise would be workdays) so that they can refresh themselves both mentally and physically away from everyday duties, and find opportunities to expand their fields of vision and to increase their flexibility of thinking.

Days on which employees are encouraged to leave work on time

NOF encourages employees to work efficiently and sets one day or more of the week as a day on

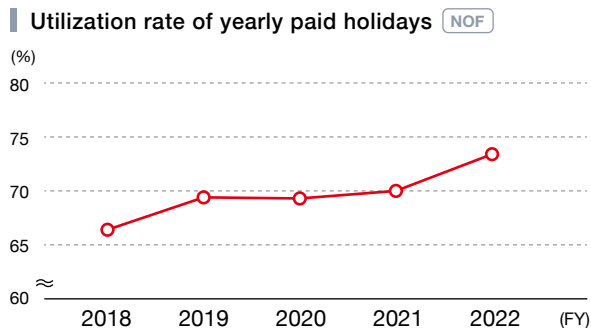
which employees are encouraged to leave work on time on a company-wide basis.

Volunteer leave system

NOF has established a system that allows employees to use cumulative saved leave, which they accumulate expired yearly paid holidays, when participating in volunteer activities at the request of the national and local governments, etc.

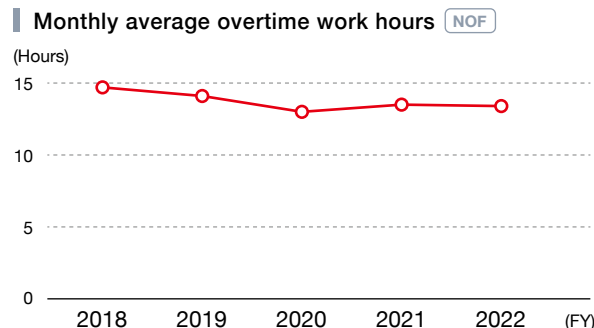
Utilization rate of yearly paid holidays

FY2022 **73.4%**



Monthly average overtime work hours

FY2022 **13.4 hours**



* Based on the data as of March 31 each year.

* The utilization rate of yearly paid holidays is calculated for the period from September 21 of the previous year to September 20 of the current year (12-month period to take yearly paid holidays at NOF).