



Labor-management relations

GRI 2-30

NOF has concluded a union-shop agreement with the NOF Labor Union. All the employees who fall within the scope of union membership under the agreement belong to the union. Of all employees, 72.2% belong to the labor union (as of March 31, 2025, including seconded employees).

Union-shop agreement

In line with the union-shop agreement concluded with the NOF Labor Union, the Company consults with the labor union prior to implementing management measures that concern the employment of union members such as business restructuring or revising labor conditions. The agreement also

stipulates matters related to collective bargaining and labor-management councils, wage revisions and bonuses (lump-sum payments), human resources, and health and safety maintenance. Under the union-shop agreement, we strive to build a labor-management relationship based on mutual trust.

Major labor-management councils NOF

Council	Frequency
Central Labor-Management Council	The council holds meetings twice a year, which are attended by members of the collective bargaining committee chaired by the President, and members of the NOF Labor Union's Central Executive Committee. The attendees share their perceptions of business performance and deliberate on management issues.
Central Labor-Management Safety Council	The council holds meetings four times a year to share perceptions of the status of occupational safety and to exchange opinions on ensuring and improving occupational safety (two of the meetings per year are attended by collective bargaining committee members and members of the NOF Labor Union's Central Executive Committee, while the remaining two meetings are attended by the Company's occupational safety personnel, the General Manager of the Human Resources & General Affairs Department, labor relations personnel, and members of the NOF Labor Union's Central Executive Committee).
Council Between Human Resources & General Affairs Department and Central Executive Committee	The council holds meetings 10 times a year, attended by the General Manager of the Human Resources & General Affairs Department, labor relations personnel, and members of the NOF Labor Union's Central Executive Committee. The attendees share their perceptions of business performance and deliberate various company-wide labor-management issues, including the issue of enhancing employees' work-life balance.
Business Division Labor-Management Council	The council holds meetings twice a year, attended by business division general managers and other division executives, as well as members of the NOF Labor Union's business division-related branch committee. The attendees share their perceptions of business performance and deliberate on management measures.
Labor-Management Councils at each business site	In principle, the councils hold meetings every month, attended by the Regional Manager, human resources personnel, and NOF Labor Union branch committee members, to share recognition concerning issues and performance related to labor, health maintenance, safety, etc. at each site, and discuss labor-management issues, including the issue of enhancing employees' work-life balance.