



NOF promotes a talent development system including support for “correspondence courses,” for which each employee can choose their own training options, “training by organizational level” tailored to address issues for different levels, and “training by specific issue” tailored to address specific issues such as issues arising in the course of execution of duties and enhancement of expertise.

This system is aimed at effectively promoting talent development tailored to each individual’s character and responsibilities, making work more rewarding, invigorating the organization, and realizing sustainable business growth at NOF.

Leadership

NOF has launched a new training program centered on external exchanges as a way of encouraging diversity, new viewpoints, and broader perspectives among section managers through discussions and exchanges with personnel from different industries. If section managers demonstrate leadership qualities even more than before, we expect that everyone will take on challenges with enthusiasm, leading to personal growth and innovation creation. Among other programs, we are developing leadership skills through “training by organizational level” tailored to job positions, as well as “training by specific issue” designed to enhance employee expertise. At the NOF Manage-

ment School, aimed at developing the next generation of management, we implement programs in which discussions on transforming of the NOF Group’s future focus are held.

In addition, we provide feedback on participants’ leadership assessment results to help them understand their own leadership traits and foster their skills to create and implement new initiatives from scratch.

Promotion of trainings by organizational level and by specific issue

In an effort to develop human resources more effectively, NOF has formulated a talent development system using a framework for trainings by organizational level and by specific issue. Training by organizational level mainly targets relatively junior employees mainly, while training by specific issue targets management-level employees. In fiscal 2024, a total of 2,650 people participated in trainings by organizational level and by specific issue.

Aside from this talent development system, we also offer a variety of training and educational opportunities necessary for business operations. In fiscal 2024, we continued our efforts from the previous fiscal year to hold workshops for all employees, etc. to share values and promote understanding of autonomous actions based on these values. The participation rate was 97.3%.

Additionally, as part of our initiatives based on these values, we have started offering opportunities to employees to be exposed to the perspectives of managers, cultural figures, and researchers from various fields. This is aimed at promoting the growth of autonomous human resources that can utilize a broader perspective and a higher level of expertise in their duties.

We have systematically implemented initiatives including programs for enabling employees to proactively design their medium-term careers, and developing human resources with expertise in digital transformation (DX) and the next generation of managerial human resources.



Overview of training by organizational level and by issue

		Executive positions				Career-track positions				Core positions			
						Management-level positions	Instructor positions		Full-time positions		Management-level positions	Instructor positions	
Training by organizational level					Employees promoted to chief positions	Employees promoted to assistant managers	Employees promoted to upper instructor positions			Employees promoted to assistant managers		Employees promoted to elementary instructor positions	
						Employees who instruct new employees							
						Before the study report conference for career-track employees							
						Study report conference for career-track employees							
						Basic business skills practice				Strengthening of capabilities in the field			
						Recruitment of new employees						Recruitment of new employees	
						Follow-up for new employees				Follow-up for new employees			
Training by issue	Management and administration, accounting	NOF Management School			Course for candidates for promotion to chief, assistant manager, and upper instructor positions					Course for candidates for promotion to assistant manager and upper instructor positions			
			Outside BS*										
			Finance										
			Outside exchange										
	Global	Short-term overseas language study											
		Practical English skills											
		Global training											
		Training prior to overseas assignments											
	Performance appraisal			Employees responsible for performance appraisal	Employees responsible for primary performance appraisal of new staff					Employees responsible for performance appraisal (primary performance appraisal of new staff)			
	Supervisors								Supervisors (foremen)				
									Supervisors (team leaders)				
	R&D				Business R&D for researchers								
	Practices	New sales staff											
		Sales practices (contracts and claims management)											
Diversity													
Mental health													
Others	Career training												

* Dispatched to external business schools



Human Resources Development | Talent Development System

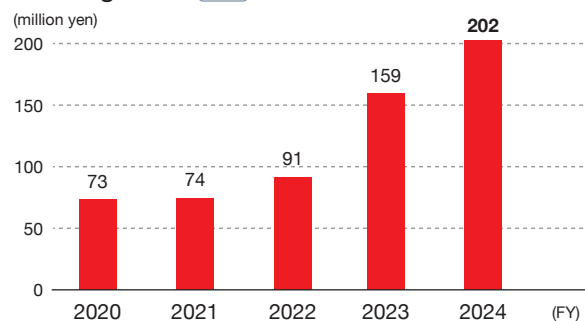
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Training hours and costs

We will actively invest in human capital and encourage the growth of human resources who embody the NOF Group's values of "Challenge," "Fairness," and "Harmony," and create new values. As part of its human capital investment into securing and developing human resources, etc., NOF is working on initiatives to improve workplace environments, expand talent development programs, and develop DX human resources.

In fiscal 2024, a total training hours including group trainings and workshops at NOF came to 17,767 hours (9.4 hours per employee), with its training costs totaling 202 million yen. In addition, a combined training hours, including group trainings and workshops at NOF and its five domestic consolidated companies totaled 22,131 hours (7.4 hours per employee).

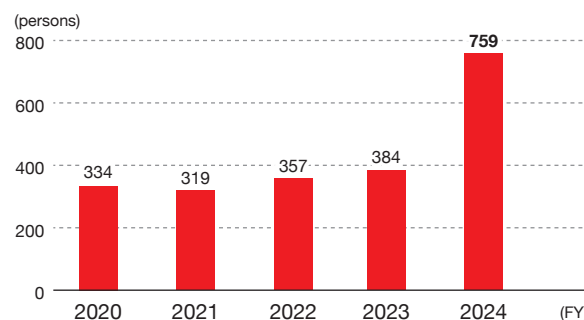
Training costs NOF



Support for self-education/development

NOF provides a diverse range of self-education/development programs such as various correspondence and e-learning courses (business skills, foreign languages, etc.) to encourage employees to take on challenges enthusiastically, which we expect will lead to self-realization and further growth of each individual. In fiscal 2024, a total of 759 employees took advantage of a variety of correspondence and e-learning courses.

Total number of participants in self-education/development programs NOF



Promotion of official qualification acquisition

The NOF Group supports employees' efforts to acquire official qualifications in many different ways. In fiscal 2024, a total of 474 people newly acquired 44 kinds of qualifications.



"Correspondence Course Guide" booklet

People who acquired qualifications

FY2022 **366** persons (43 kinds)
 FY2023 **510** persons (45 kinds)
 FY2024 **474** persons (44 kinds)

Number of qualifications acquired (FY2024)

Domestic Group

Qualification	FY2024
Qualified Person for Energy Management	3
Pollution Control Manager	5
Health Supervisor	10
Chemical Substance Manager	7
Chemical Substance Control Manager	8
Operations Chief of Specified Chemical Substances	22
Operations Chief of Organic Solvent Work	34
Hazardous Materials Engineer	78
Protective Equipment Manager	26
Qualifications related to the High Pressure Gas Safety Act	10
Explosives Manufacturing Safety Manager	1
Explosives Handling Safety Manager	62
Handlers of Poisonous and Deleterious Substances	0
Operations Chief of Work Handling Ordinary Pressure Vessels	8
Operations Chief of Hazardous Work of Oxygen Deficiency and Hydrogen Sulfide	15
Forklift Operator	27
Crane Operator	31
Slinging Operator	24
Qualifications related to boilers	8
Operations Chief of Radiography with X-rays	1
Operations Chief of Cargo Piling	6
Full harness special training	19
Operations Chief of Appropriate Measurement Control	0
Fire Prevention Manager	3
Operations Chief of Industrial Dryers	5
21 other qualifications	61
Total	474