



## Prevention of long working hours

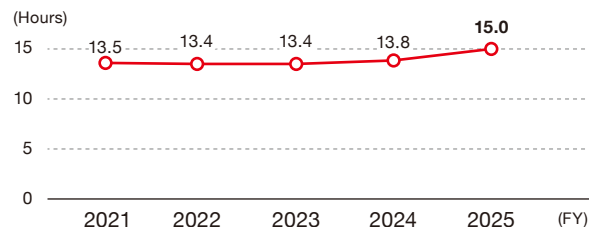
Under appropriate labor management, NOF takes measures to curb long working hours while improving operational efficiency and productivity. In addition to checking working hours through computer log management, we are introducing restrictions on working after scheduled hours, overtime restrictions for employees working long hours, minimum rest intervals between shifts, and designated days encouraging employees to leave on time.

We have concluded a “36 Agreement” with the labor union or employee representatives. Following labor-management consultation, overtime is limited to 45 hours per month, with a special provision allowing a maximum of 75 hours per month up to six times per year. Annual overtime is capped at 720 hours. In fiscal 2025, the average monthly overtime hours worked at NOF reached 15.0 hours (average monthly overtime hours at NOF and its five domestic consolidated companies: 13.4 hours).

### Average monthly overtime work hours NOF

FY2025 **15.0** hours

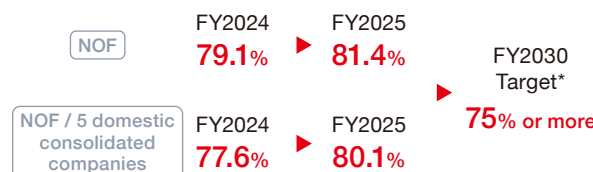
### Average monthly overtime work hours NOF



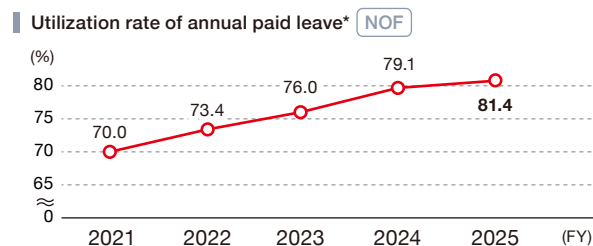
## Encouraging employees to take annual paid leave

NOF develops an environment in which employees can work with motivation as it places importance on work-life balance. To promote the use of annual paid leave, we encourage all employees to take holidays during their birth months, monitor each employee's leave status, remind employees and their supervisors to take leave, and have the two sides review the leave status during their meetings.

### Utilization rate of annual paid leave



\* The FY2025 target is 75% or higher for both NOF and 5 domestic consolidated companies



\* Data are as of March 31 each year.

\* Calculated for the period from September 21 of the previous year to September 20 of the current year (leave-taking period at NOF).

## Personal illness or injury leave (accumulated paid leave system)

NOF has established a system under which employees can use accumulated paid leave when they need to take two or more consecutive days off due to personal injury or illness.

## Refresh leave system

NOF provides a system enabling employees who have worked with the Company for 5, 10, 15, 20, 25, 30, 35, and 40 years to take five consecutive paid holidays, in order to help refresh themselves both mentally and physically, away from everyday duties, and obtain the opportunity to expand their perspectives and foster flexible thinking.

## On-time leave campaign day

NOF designates Wednesdays, the second Friday and the third Friday of each month as days on which employees are encouraged to finish work on time at their respective works, as an initiative to promote efficient work styles (excluding employees on shift schedules at manufacturing sites, among others).

## Volunteer leave system

NOF has established a system enabling employees to take accumulated paid leave if they take part in volunteer activities at the request of the national and local governments, etc.

## Reward for employee achievements

NOF has a reward system to recognize employees whose performance the Company determines will contribute to its long-standing development every July 1.

## Reward for employee invention

In April each year, NOF screens employee inventions and grants rewards to inventors.