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## Better Performance of Human Resources and Creation of Comfortable Workplaces

**Metrics and Targets** 

2-29/401-1,3/405-1,2

## We create diverse human resources that take on the challenge of creating new value.

Through initiatives based on the three pillars of employee performance (human resources development, diversity & inclusion, and employee engagement), we are advancing the development of autonomous human resources, hiring and promotions that value diversity, and the creation of innovation. Under the promotion of health management, diverse human resources who embody our values of "Challenge," "Fairness," and "Harmony" fully demonstrate their capabilities and become driving forces for innovation as they strive to realize our Corporate Philosophy.

		INPUT			> оит	PUT >	оит	OUTCOME	
(1)	Three pillars	Major activities Metrics and targets		Re	sult	Realization of the Corporate Philosophy			
	uman Resources Development	Investment for human resources development	Training costs (2025 vs. 2022)	Over <b>2.5</b> -fold		Taking on challenges	NOF VISION 2030	Diverse human resources who embody the values of "Challenge," "Fairness," and	
2		Expansion of hiring of female new graduates recruited for career-track positions	Percentage of female new graduates recruited for career-track positions (each year)	30% or more	а	ntarily nd		"Harmony" serve as the	
	Diversity & inclusion	Expansion of female management-level employees	Ratio of female management-level employees (2030 vs. 2021)	Over <b>3</b> -fold	proac	ctively	FY2030	driving force for innovation	
	TOTAL	Expansion of employment of people with disabilities	Percentage of employees with disabilities (2030)	<b>3.0</b> % or more			Operating income	creation	
		Reduction in the pay gap between male and female employees	Pay gap ratio between male and female full-time employees (2030)	<b>75</b> % or more		tter mance		Contribution to	
		Promotion of utilization of childcare leave by male employees	Rate of male employees utilizing childcare leave (2030)	100%		verse man	Over <b>¥60.0</b>	Contributing to humanity and	
	► P.187	Hiring of mid-career human resources	Rate of hiring of mid-career workers for executive and career-track positions (each year)	<b>25</b> % or more		urces	billion	society as a corporate	
3	Employee engagement	Promotion of utilization of annual paid leave  Execution of measures using employee engagement surveys as a starting point	Utilization rate of annual paid leave (2025)  Overall employee engagement score* (2025)	75% or more 50.0 or more	creat	inuous tion of vation	Ratio of operating income to net sales 20.0% or more	group that creates new value through the power of chemistry,	
	Health ma		ON (the foundation of NOF's sus	tainable growth)				"from the biosphere to outer space"	

<sup>\*</sup> Employee engagement score by Qraft, provided by M.STAGE CO., LTD.