



Recruitment and appointment of human resources

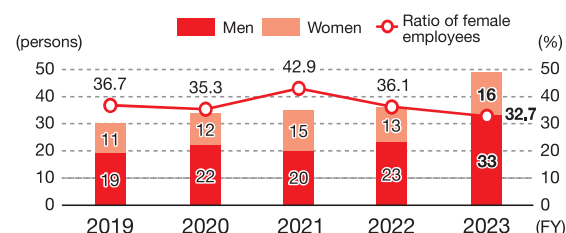
In order to realize its Corporate Philosophy, NOF focuses on hiring mid-career workers in addition to new graduates, promoting the employment of diverse human resources. NOF actively recruits new

graduates and mid-career workers by devising recruitment methods and enhancing the company profile and recruitment information on its website.

In addition, we recognize the importance of securing and promoting excellent human resources regardless of their gender or nationality. In particular, as we expand our overseas business, we will utilize mid-career employees to secure appropriate human resources, and our overseas affiliates (overseas subsidiaries) will hire local employees and promote them to senior management positions.

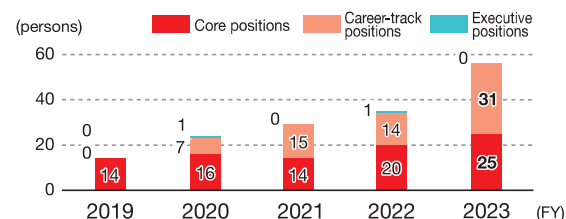
jobs, and work with high motivation.

Number of new graduates recruited for career-track positions / Ratio of female employees recruited for career-track positions

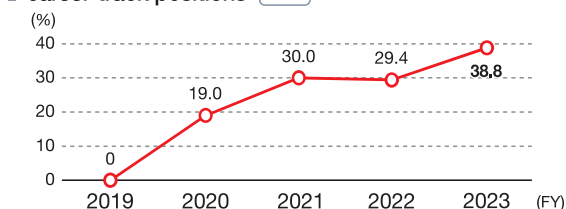


*Data for employees who entered the company on April 1.

Number of mid-career workers hired



Rate of hiring of mid-career workers for executive and career-track positions



Average age of mid-career workers hired (at time of entry into company)

FY2023 **29.5 years old**

Turnover

We have established an opportunity (self-report system) for supervisors and subordinates to hold a dialogue about their careers once a year. We are working to understand individual wishes, to support career development, and promote creation of comfortable workplaces, as well as to enhance systems that help employees balance work with nursing care, childcare, etc. In addition, we established our new career consulting service, provide opportunities to obtain expert advice, and support independent career building. We promote this as a system so that employees receive career advice to broaden their perspectives and outlook on their

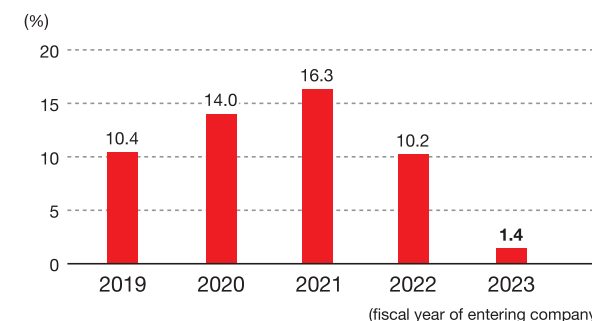
Turnover rate

Turnover due to personal reasons

FY2023 **2.5%**

Turnover rate of NOF and its five domestic consolidated companies due to personal reasons: 2.3%

Turnover rate of new graduate employees within 3 years of entering the company



*Based on the data as of March 31, 2024.

Turnover rate due to personal reasons

