



Securing Human Resources and Diversity & Inclusion

Succession Plans / Diversity in Employment

GRI

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Succession plans

The Nomination Committee is entrusted by the Board of Directors to develop candidates for the next generation of Directors, and is proactively involved in the selection process. In addition to deliberating the selection of Directors, the Nomination Committee confirms the process of developing Operating Officers and other senior management and reports back to the Board of Directors.

In addition, the human resources meetings, composed of Directors concurrently serving as Operating Officers as well as Operating Officers with a title, provide a forum for next-generation management candidates to make proposals on management measures and the like for the NOF Group, and promote the growth of human resources through discussions. The human resources meetings run the PDCA (Plan-Do-Check-Act) cycle for human resources development measures for next-generation management candidates and revise these measures as appropriate. The Board of Directors oversees the planning and progress of the human resources development measures for next-generation management candidates.

Internal recruiting system

NOF set up an internal recruiting system for project work conducted across the entire company, but is in the process of expanding the scope to include some internal personnel transfers for building the system to conduct internal recruitment. We will operate the

system in a way that promotes organizational vitality by improving career ownership and assigning motivated personnel.

Raising of the retirement age

NOF raised its retirement age to 65 in April 2023. By raising the retirement age, we have created a place where employees can continue to utilize their high levels of expertise, skills, and experience within the company and play an even more active role. We will operate the system in a way that promotes organizational vitality by improving career ownership and assigning motivated personnel.

Diversity & inclusion policy (approach)

The NOF Group believes that creating an environment and culture that maximizes the vitality of employees with diverse values is important for achieving sustainable business growth, and that by embracing and respecting diversity, we can continue to generate innovation.

In April 2023, we implemented a revised Corporate Philosophy and Guiding Framework, and established a new Code of Conduct which states, "Respect diversity and act fairly with high ethical standards and good sense." We expect our employees to act in a manner that embraces and respects diversity. We aim to establish and are currently building an organization in which willing and capable employees are properly evaluated in every aspect including recruitment, treatment after recruitment, and promotions, and can

easily demonstrate their capabilities.

Employment of people with disabilities

In order for people with disabilities to demonstrate their capabilities and work actively in their respective workplaces, NOF is improving barrier-free accessibility for the offices and other facilities at each of our plants and works, and is promoting employment of people with disabilities.

The proportion of people with disabilities employed in March 2024 was 2.54%, surpassing the legally prescribed proportion (2.3%). NOF will continue its efforts to expand employment of people with disabilities and establish a workplace environment where they can work comfortably.

Percentage of employees with disabilities NOF

FY2023

2.54%

2030 (numerical targets)

3.0% or more

Percentage of employees with disabilities at NOF and its five domestic consolidated companies as of March 2024: 2.40%

Percentage of employees with disabilities

