



## Securing Human Resources and Diversity & Inclusion | Active Participation of Women

GRI

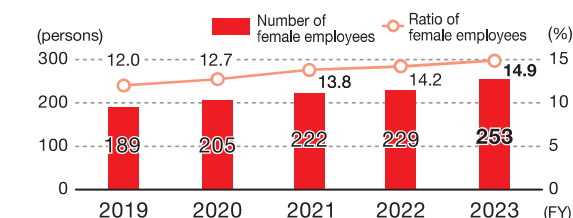
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### Promotion of the active participation of women

NOF promotes the active participation of women. Of new graduate career-track hires in fiscal 2023, 32.7% were women. (See the graph on P. 170 that shows the number of new graduate career-track employees and ratio of such female employees.)

In addition to the active recruitment of women, NOF

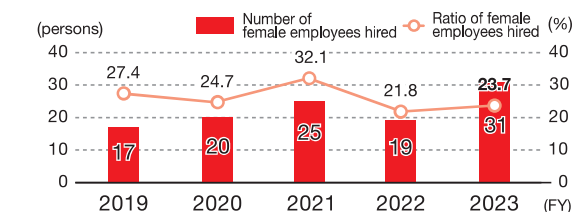
### Number of female employees / ratio among employees



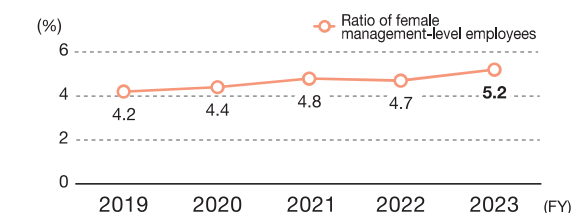
\*Includes employees taking childcare leave and other such forms of leave

### Number of female employees hired /

### Ratio of female employees hired



### Ratio of female management-level employees



strives to enhance its workplace environment in which women are able to participate actively. We strive to enhance our various childcare and family care support systems. We also promote creating a multifaceted internal environment through efforts such as implementing diversity training for newly hired employees and newly appointed managers, and effectively developing the skills of each employee according to his or her job type and individual characteristics. In fiscal 2023, 5.2% (1.1-fold) of our management positions were held by women (the ratio of female management-level employees at NOF and the

five consolidated domestic companies was 4.7%).

### Ratio of female new graduates recruited for career-track positions

FY2013

32.7%

Annual target

30% or more

(target achieved every fiscal year since 2016)

### Ratio of female management-level employees

FY2023

5.2%

Target by FY2030

Over 3-fold

(compared to the end of FY2021)

### Action plans of general business operators based on the “Act on Advancement of Measures to Support Raising Next-Generation Children” and “Act on the Promotion of Women’s Active Participation in Their Occupational Lives”

The following action plan has been formulated for the purpose of enhancing the work-life balance and creating an environment in which each employee ambitiously takes on challenges and play an active role.

1. Plan period: April 1, 2023 to March 31, 2028 (5 years)
2. Targets and initiatives (from April 2023)

#### Target 1

Create an environment that facilitates a balance between work and family life.

##### Initiative

To enable employees to continue working with peace of mind while balancing work with childcare, family care, medical treatment, etc., the Company is advancing creation of a workplace environment that facilitates the use of systems to support balancing work, as well as the expansion of such systems, and has implemented revisions to its cumulative saved leave system.

#### Target 2

Establish an environment to achieve a utilization rate of annual paid leave of 75% or more.

##### Initiative

To promote employees taking their annual paid leave, we are monitoring the use of such leave at each workplace and encouraging employees to take such leave.

#### Target 3

Promote efficient workstyles

##### Initiative

We established a new work-from-home system to help reduce working hours.

#### Target 4

Continue to employ 30% or more women in career-track positions and create an environment that encourages women to continue working.

##### Initiative

We set the ratio of hiring of female employees in career-track positions as a KPI in our recruitment activities. In addition, as a measure to realize diverse work styles according to life stages, we enhanced the environment that facilitates women to continue working by making it possible for them to take cumulative saved leave for health issues during pregnancy.