



Fairness of compensation

NOF has established a principle in its salary regulations that states, “Equal pay for work of equal value.”

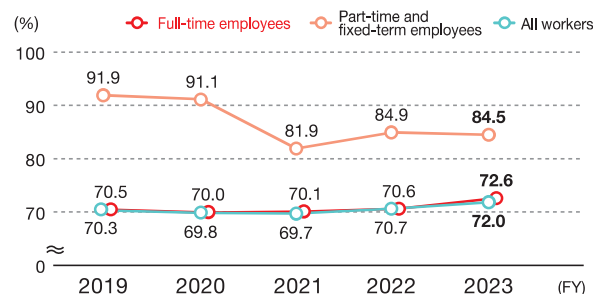
At NOF, the pay gap ratio between male and female employees in 2023 was 72.0% for all employees, and 72.6% for full-time employees. This is due to the difference in the average length of service between men and women, the fact that only men work shift work in the manufacturing divisions which results in a difference in salary for shift work, and the difference in the ratio of male to female managers. We aim to reduce the pay gap ratio between men and women by supporting the balancing of work with childbirth and childcare, improving the workplace environment to enable women to work in shift work, and making efforts to promote women to manager positions.

Pay gap ratio between male and female employees

FY2023		2030 targets	
Full-time employees	72.6%	Full-time employees	75 or more
Temporary/part-time employees	84.5%	Temporary/part-time employees	100%
Total	72.0%	Total	75 or more

Pay gap ratio between male and female full-time employees of NOF and its five domestic consolidated companies in FY2023: 71.8%

Pay gap ratio between male and female employees NOF



* Pay gap ratio between male and female employees (%)
= Average annual income of women / Average annual income of men x 100

Causes and measures for the pay gap between male and female full-time employees

