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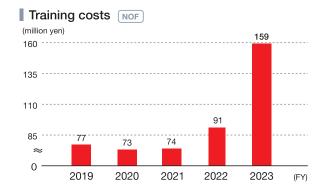
# Human Resources Development | Talent Development System

### **Hours of training and costs**

Based on the basic philosophy that "a company is its people," we will actively invest in human capital and encourage the growth of human resources who embody the NOF Group's values of "Challenges," "Fairness," and "Harmony," and can also create new value.

As human investment for securing human resources, human resources development, etc., NOF is implementing workplace environment improvement, expansion of talent development programs, and initiatives for digital transformation (DX) human resources development.

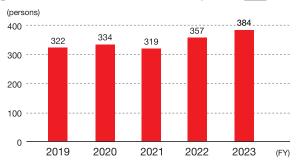
In fiscal 2023, training hours at NOF totaled 17,000 hours, including group and workshop training (10.0 hours per employee), at a total training cost of 159 million yen. In addition, training hours at NOF and its five domestic consolidated companies totaled 19,982 hours, including group and workshop training (7.3 hours per employee).



### Support for self-education/development

NOF provides a wide range of self-education/development programs such as various correspondence courses and e-learning courses (e.g., business skills and languages) to support the spirit of challenge of motivated employees and to encourage further skill development and the self-realization of each individual. In fiscal 2023, a total of 384 employees took advantage of the various correspondence courses and e-learning courses.

## Total number of participants in self-education/development programs NOF





"Correspondence Course Guide"