

# Society: Human Resources



## Work That Makes Employees Proud and Happy Both Materially and Mentally

We believe that organizational diversity is crucial for the sustainable development of a company. Therefore, we actively advocate for diversity and decent work, aiming to create a workplace that is both satisfactory and humanistic, where individuals can contribute with vitality and enthusiasm. We endeavor to cultivate positive and robust relationships with diverse stakeholders in society, encompassing customers, business partners, employees, and shareholders. In these interactions, our goal is to embody the principles of being a responsible corporate citizen and global citizen by respecting the cultures and customs of other nations.

### Strengthening Human Resource Development

#### Basic Idea

As NRS' s operations become increasingly sophisticated, strengthening human resource development is essential to achieve our vision of "To be a leading chemical-logistics company in the world" . We respect and promote diversity, and we are taking on the challenge of creating a system for developing human resources through learning and experience.

Based on a global workforce plan aligned with our management strategy, we develop professional human resources in various fields. This includes those who can adapt to environmental changes and those who can take on the challenges of globalization and play an active role. We achieve this by assigning them according to their individual aptitudes, abilities, and career plans.

Additionally, we aim to form a cohesive group where each department collaborates closely with one another.

#### NRS human resources strategy



#### Talent we seek



## Promoting diversity at NRS

### From the President Message

NRS strives to create an open and inclusive workplace where everyone can work comfortably, promoting respect for diversity and fostering “decent work” environments.

This commitment is symbolized by our corporate philosophy, “Like a shining diamond, to share happiness with everyone.” This principle embodies our wish for the well-being of everyone connected to the company and expresses our strong desire to build a society in which all individuals—regardless of gender or race—can flourish on equal terms. By pursuing this philosophy, we believe we can advance our diversity initiatives and ensure that each employee can lead a fulfilling life while experiencing purpose and meaning in their work.

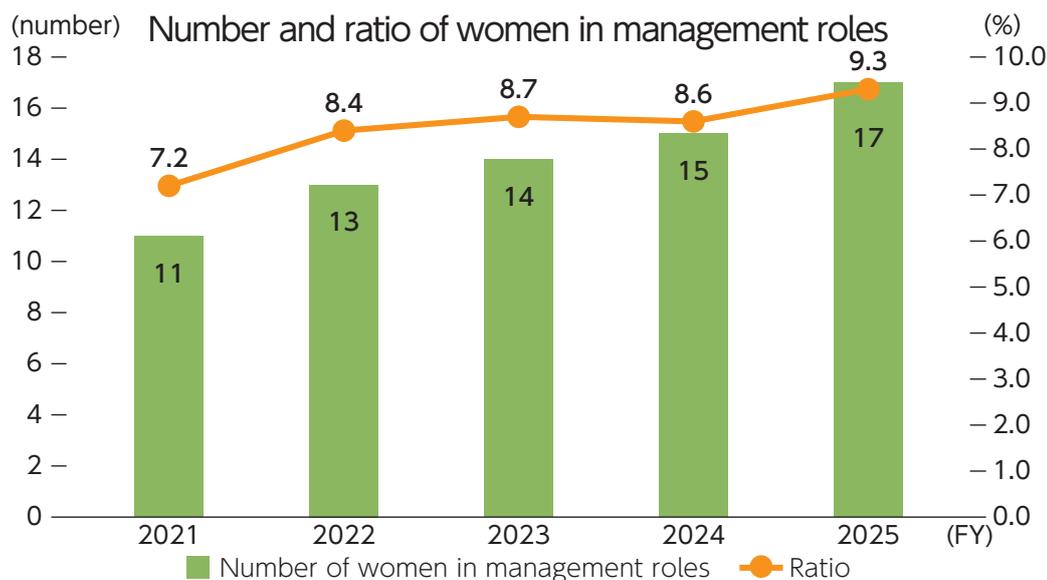
Since our founding in 1946, NRS has walked a long path of growth, and we believe that the key to our future success lies in the development of our human resources. Even in an era driven by AI and automation, the role of human being remains indispensable. No matter how advanced the technology, it is ultimately the diverse talents of our people that support corporate growth. We provide assistance tailored to individual lifestyles and circumstances, and we actively promote flexible work arrangements so that every employee can enjoy a rich and rewarding professional life.

NRS will continue to value strong relationships with a wide range of stakeholders—including customers, business partners, employees, and shareholders—as it moves forward. As a responsible “corporate citizen,” and as a “global citizen” who respects the cultures and customs of nations worldwide, we will continue to fulfill our responsibilities and contribute to building a better society.

### Women's Participation and Advancement in the Workplace

The NRS GROUP has attained the highest rank in the Eruboshi certification by acknowledging companies that actively foster the successful careers of women as certified by the Ministry of Health, Labor, and Welfare.

We are dedicated to creating a workplace that offers comfort and job satisfaction to both men and women. This involves providing career advancement training, implementing systems to increase the ratio of women in management roles, and narrowing the gender gap in employment.



### Childcare Support

NRS was awarded the Kurumin certification by the Minister of Health, Labor and Welfare. This certification recognizes our commitment to supporting childcare under the Act on Advancement of Measures to Support Raising Next-Generation Children.

This certification is awarded by the Minister of Health, Labor and Welfare (delegated to the Director of the Prefectural Labor Bureau) to companies that meet specific criteria. These include implementing an action plan aligned with the Act on Advancement of Measures to Support Raising Next-Generation Children and achieving designated goals.

NRS was recognized for our commitment to supporting diverse work styles that promote a healthy balance between work and personal life as well as encouraging male employees to take childcare leave.

We will continue to actively build a workplace where employees can pursue their careers with enthusiasm while balancing their work and childcare responsibilities.



## Female Leader Development Program

To support the career development of female employees who can potentially play leadership roles in the future, NRS is participating in the High Potential Network (HPN) organized by the NPO J-Win\*. The HPN is a year-long, hands-on program that brings together female employees from different industries to learn about leadership and career development. With about 200 participants, various activities, such as monthly meetings, sectional meetings, and lectures, provide enhanced insights and help participants develop greater awareness of their own career advancement. NRS has been dispatching four to five employees to the HPN each year since 2023, and each March holds a completion report meeting for participants who have finished their year-long activities.



Completion Report Meeting

\*The Japan Women's Innovative Network (J-Win), a nonprofit organization, advocates for and supports businesses in promoting diversity management as a standard practice. The organization also strives to nurture women in leadership roles.

## Diversity Promotion Project

The Diversity Promotion Project was launched in 2020. The project's mission is to create an employee-friendly workplace for everyone. The project was initially launched with three members. Today, the membership has grown to seven volunteers, and their range of activities has also expanded. The project mainly works on initiatives to promote the careers of female employees and to support the balance between work and family life.

In FY 2025, they revised the maternity leave and childcare leave guidelines and distributed paternity childcare leave reports. They also implemented a campaign to encourage employees to take refresh day (no overtime day) and to use the shorter work-hour system\*. NRS will continue implementing these measures to create an employee-friendly workplace for everyone.

\*Shorter work-hour system: A system that allows employees to reduce their working hours by up to one hour when they complete their work earlier than scheduled.

Table-1 shows the promotion structure and results of main activities. Table-2 shows targets for future activities.

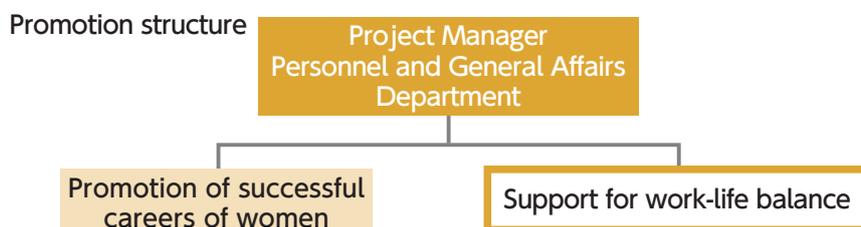


Table-1: Results of main activities

FY	Description	
2020	Job comeback program	Implemented
	Spousal leave program	Implemented
2021	Shorter work-hour system for childcare	Extended until the child enters junior high school
	Flexible work hours for childcare and nursing care	Implemented
	Maternity leave and childcare leave guideline	Established
2022	Eruboshi certification (three stars, the highest recognition)	
	Paternity leave report	Started distribution
2023	Start of employee dispatch to J-Win	
	Fertility treatment support	Newly established
2024	Kurumin certification	
	Flexible work hours for childcare and nursing care	Abolished the core time
	Established a fertility treatment leave policy	
	Corporate babysitter discount coupons	Implemented
2025	Initiative to shorten work hours	Started
	Interviews with female managers	Started distribution

Table-2: Targets for future activities

Period
Five years until September 2029
Target 1
Double the proportion of women in management roles <b>14 persons (10%) → 28 persons (20%)</b>
Target 2
Keep average overtime hours within 10 hours. <b>16.2 hours* → within 10 hours</b>
<small>*Average overtime for FY 2024 (April 2024 - March 2025)</small>



## Measures to Close the Gender Wage Gap

Gender wage gap (corrective measures)

The causes of the gender gap are said to be (1) the ratio of nonregular employees, (2) the ratio of women in management roles, and (3) the proportion of childcare and household chores shared between spouses

NRS is committed to implementing measures to address these causes.

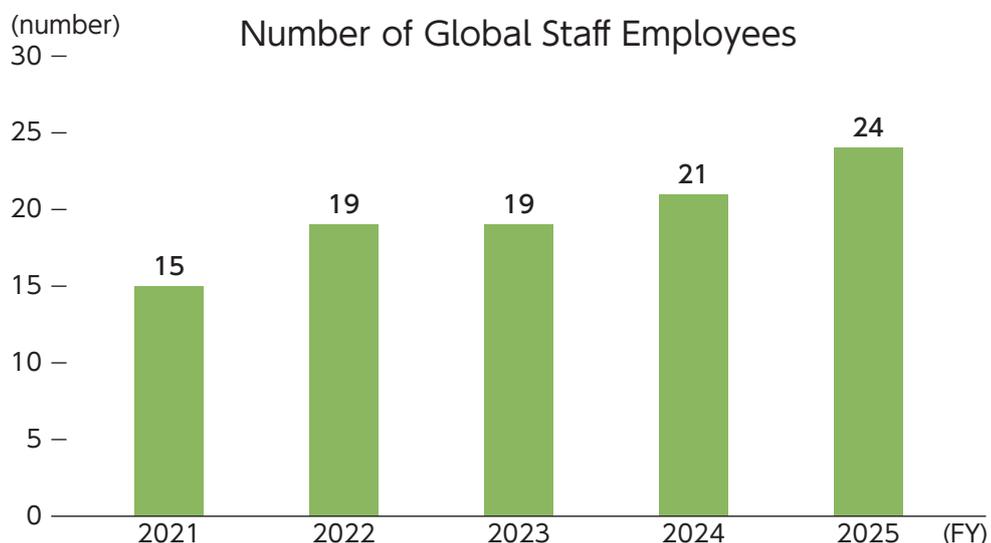
1. Installation of a job come-back program (a program specifically designed to encourage women to return to work and re-employ them as full-time employees)
2. Implementation of a career development program specifically designed for women, along with annual awareness surveys to understand and share their true thoughts
3. NRS earned three stars in the Employee-friendly Workplace Certification and is expanding the flexibility of work shift options. Through its diversity promotion project, the company is also promoting and supporting telecommuting, leave acquisition, and measures to reduce overtime.

## Promoting Active Roles for Seniors

We have established the objective to offer all employees opportunities to work with enthusiasm for an extended period by promoting physically and mentally affluent lives. Consequently, we increased the retirement age for our employees from 60 to 65 effective from October 2022. We founded a new Group company called NRS VALUE CREATE. Through this company, we developed systems and an environment that enable senior employees with rich experiences, knowledge, and skills to further advance in their careers. NRS VALUE CREATE enables its employees to flexibly adjust their workloads, workdays, and work hours within certain limits by addressing their need for flexibility. It is also the sole company within the NRS GROUP that permits employees to have side jobs. After three years the establishment, The company have a team of 23 employees, each working with enthusiasm and striving to contribute to the NRS GROUP in the creation and enhancement of value.

## Global Staff Recruitment and Support

NRS is further expanding its overseas operations and actively hiring global staff. Since FY 2019, our recruitment interviews have primarily been conducted in Taiwan. In addition to our Taiwanese employees, we currently employ 24 global staff members from China, South Korea, Vietnam, Malaysia, and France.



## Encouraging Employment of People with Disabilities

We are committed to employing people with disabilities with the goal of being a company where both people with and without disabilities can work together. We strive to support people with disabilities so that they can feel a part of the organization, improve their skills, and play an active role in the company where they can feel safe in working over a long period of time. Moreover, we encourage individuals tasked with assisting people with disabilities to obtain certifications such as "company-based job coach" and "vocational and life counselor for people with disabilities," as specified by the Ministry of Health, Labor, and Welfare.



## Promotion of Decent Work

### Acquisition of Employee-Friendly Workplace Certification

Since 2023, all our business bases with a transportation department have earned Three Star Certification under the program recognizing a driver-friendly workplace environment (the employee-friendly workplace certification system).

Building this momentum, we will continue to enhance our work environment.



### Safety and Health Committee

The Safety and Health Committee conducts monthly reviews and investigations into matters concerning the safety and health of employees. The committee systematically proposes and executes training plans for the prevention of industrial accidents, health hazards, worksite patrols conducted by safety and health supervisors, and other matters pertaining to safety, hygiene, and health. The NRS GROUP is committed to providing safe and high-quality logistics services by holding regular consultation meetings, even at smaller offices with fewer than 50 employees.

### Engagement Survey

To enhance employee engagement, NRS conducts an annual engagement survey targeting all employees. In the fourth survey this FY, opinions were collected from employees in both Japan and overseas, aiming to gather input from a more global perspective. As a result, the response rate was 83%, a significant increase from 73% last FY, making the survey more reflective of a larger number of employees. In the open-ended response section, a large number of employees submitted motivated comments, such as a desire to better understand the company. NRS is committed to further expanding career support, increasing opportunities to take on challenges, and enhancing active communication both in Japan and overseas, so that each employee can experience greater personal growth.

NRS continues to prioritize employee feedback as we strive to create a rewarding work environment.

#### Results of the employee engagement survey

	FY 2022	FY 2023	FY 2024	FY 2025
Response rate	75%	81%	73%	83%
Engagement index*	81.5%	81%	82%	80%

\*Ratio of employees who gave positive feedback to six questions in the engagement survey

### Family Day

Family Day was held for employees at the head office and the Chiba district, along with family members. Through the Family Day event, families are invited to the workplace to enhance their understanding of the work of NRS employees. The event also aims to promote work-life balance and foster communication within the company. The NRS GROUP continues to prioritize its connection with employees and their family members. At the same time, the Group strives to enhance employee engagement and continue activities that provide learning and hands-on experience opportunities for younger generations who will become future leaders.



Warehouse tour



Exchanging business cards with family's colleagues

## Promotion of Health Management

The NRS GROUP regards the creating of a workplace where all employees and their families remain healthy both mentally and physically, and can work energetically, as one of its management goals. Accordingly, we have been implementing health management initiatives since FY 2021. Starting in FY 2025, NRS has strategically strengthened measures addressing mental health and lifestyle-related diseases in line with its corporate philosophy to further enhance employees' health literacy and productivity.

1. Subsidies for optional periodic medical checkups
2. Recommendation for receiving specific health guidance and follow-up after periodic checkups
3. Use of stress check group analysis
4. Digital transformation for health management and improvement of information linkage
5. Integrating health promotion into social contribution activities

In addition to the above initiative, industrial nurses regularly visit the NRS head office and provide both face-to-face and online health and mental consultations to employees.

## Enhancement of Education and Training System

"NRS2027", medium-term management plan, regards further acceleration of globalization as one of its management policies and positions the recruitment and development of global talent as its highest priority goal. As the global market undergoes rapid changes and diversification, NRS has adopted an education and training system designed to enhance human capital and support employee development, enabling the company to achieve further growth and make significant strides. Since FY 2023, this initiative has been expanded globally to include employees outside Japan as well. Using the education budget of 100,000 JPY allocated per employee per year, many employees have been enhancing their skills and knowledge. In addition to the position-based training we have been providing, we are strengthening our efforts in theme-based training for selected employees to further motivate employees and enhance their capabilities.

### Example of Education and Training in FY 2025

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| <ul style="list-style-type: none"> <li>■ New employee training and worksite tours</li> <li>■ On-site training (for recent graduates and career hires)</li> <li>■ Follow-up training (first to fifth years)</li> <li>■ Senior mindset training</li> <li>■ Executive candidate training</li> <li>■ VMV study sessions</li> </ul> | <ul style="list-style-type: none"> <li>■ Selective training by theme               <ul style="list-style-type: none"> <li>- Global training</li> <li>- DX promoter training</li> <li>- Women's career training</li> </ul> </li> <li>■ Self-development               <ul style="list-style-type: none"> <li>- Language courses (English, Chinese)</li> <li>- Remote learning</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>■ A Various study sessions               <ul style="list-style-type: none"> <li>- Study sessions on laws and regulations regarding hazardous materials</li> <li>- Study sessions on accident prevention measures</li> <li>- AEO Study sessions (bonded and customs clearance)</li> <li>- Information security education</li> <li>- Compliance education</li> </ul> </li> <li>■ Life plan seminars</li> </ul> |
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New employee training and worksite tours



VMV workshop with overseas staff



Follow-up training for employees in their fifth year with the company