

Provide new values to realize a prosperous and sustainable society

| Materiality | FY2022 | | | | | FY2023 | | | |
|---|--|--|-------------|---|--|---|--|-------------|---|
| | Goals (KPIs) | Numerical targets | Target year | Results | Details of major initiatives | Goals (KPI) | Numerical targets | Target year | Details of major initiatives |
| Innovation through businesses | R&D investment <small>NOF Group</small> | ¥21.6 billion (3-year cumulative total) | 2022 | ¥6.6 billion (Cumulative total: ¥18.5 billion) | <ul style="list-style-type: none"> • Call for commissioned industry-academia research • Promotion of joint research • Enhancement of R&D capabilities | R&D investment <small>NOF Group</small> | ¥25.6 billion (3-year cumulative total) | 2025 | Enhancement of R&D capabilities <ul style="list-style-type: none"> • Call for commissioned industry-academia research • Promotion of joint research • Intellectual property strategy formulation and strategic applications |
| | Number of patent applications <small>NOF</small> | 450 (3-year cumulative total) | 2022 | 175 (Cumulative total: 494) | | Number of patent applications <small>NOF</small> | 500 (3-year cumulative total) | 2025 | |
| Contribute to the Life/Healthcare field <small>NOF Group</small> | Net sales of high-function and high-value added products to the Life/Healthcare field | Up 5% (year-on-year) | Every year | 116.6 *If the previous year is 100 | • Supply high-function and high-value added products to the Life/Healthcare field | Net sales of strategic products in the Life/Healthcare field | UP 15% (compared to FY2022 results) | 2025 | • Supply strategic products to the Life/Healthcare field |
| Contribute to the Environment/Energy field <small>NOF Group</small> | Net sales of high-function and high-value added products to the Environment/Energy field | Up 5% (year-on-year) | Every year | 117.2 *If the previous year is 100 | • Supply high-function and high-value added products to the Environment/Energy field | Net sales of strategic products in the Environment/Energy field | UP 15% (compared to FY2022 results) | 2025 | • Supply strategic products to the Environment/Energy field |
| Contribute to the Electronics/IT field (smart society) <small>NOF Group</small> | Net sales of high-function and high-value added products to the Electronics/IT field | Up 5% (year-on-year) | Every year | 120.5 *If the previous year is 100 | • Supply high-function and high-value added products to the Electronics/IT field | Net sales of strategic products in the Electronics/IT field | UP 15% (compared to FY2022 results) | 2025 | • Supply strategic products to the Electronics/IT field |

Strengthen the business foundation

| Materiality | FY2022 | | | | | FY2023 | | | | |
|---|--|------------------------------|---------------|--|--|--|---|--------------------------------------|--|--|
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| Creation of comfortable workplace • employee engagement NOF | Utilization rate of yearly paid holidays | 70% or more | 2022 | 73.4% | <ul style="list-style-type: none"> Promotion of work-life balance Promotion of health-conscious management Support for childcare and nursing care | Utilization rate of yearly paid holidays | 75% or more | 2025 | <ul style="list-style-type: none"> Promotion of utilization of yearly paid holidays | |
| | — | — | — | — | — | Overall employee engagement score | 50 or more | 2025 | <ul style="list-style-type: none"> Execution of measures using employee engagement surveys as a starting point | |
| | — | — | — | — | — | — | Training costs | Over 2.5-fold (compared with FY2022) | 2025 | <ul style="list-style-type: none"> Strengthening of the human resources development support system |
| Better performance of human resources • Human resources development • Diversity NOF | Percentage of women among career-track hires | 30% or more | Every year | 36.1% (Entering company in April 2023) | <ul style="list-style-type: none"> Promotion of the active participation of women | Percentage of women among career-track hires | 30% or more | Every year | <ul style="list-style-type: none"> Expansion of hiring of female new graduates recruited for career-track positions | |
| | — | — | — | — | — | Rate of female management-level employees | Over 3-fold (compared with FY2021) | 2030 | <ul style="list-style-type: none"> Increase of the rate of female management-level employees | |
| | Percentage of employees with disabilities | 2.30% or more | By March 2023 | 2.46% (As of the end of March 2023) | <ul style="list-style-type: none"> Promotion of employment of people with disabilities | Percentage of employees with disabilities | 3.0% or more | 2030 | <ul style="list-style-type: none"> Promotion of employment of people with disabilities | |
| | — | — | — | — | — | — | Pay gap between male and female full-time employees | 75% or more | 2030 | <ul style="list-style-type: none"> Reduction in the pay gap between male and female employees |
| | — | — | — | — | — | — | Rate of male employees utilizing childcare leave | 100% | 2030 | <ul style="list-style-type: none"> Increase of the rate of male employees utilizing childcare leave |
| Promotion of CSR-based procurement NOF | Coverage rate of CSR questionnaire (based on value of purchases) | 70% or more | 2022 | 84% Cumulative total over 2022 | <ul style="list-style-type: none"> Implementation of the CSR questionnaire for business partners | Coverage rate of CSR questionnaire (based on value of purchases) | 85% or more | 2025 | <ul style="list-style-type: none"> Implementation of the CSR questionnaire for suppliers | |
| | — | — | — | — | — | — | Improvement requests via interviews with target suppliers in order to firmly establish CSR-based procurement (based on number of companies) | 85% or more | 2025 | <ul style="list-style-type: none"> Review of target suppliers and polishing of interview content |
| | — | — | — | — | — | — | — | — | — | — |
| Improvement of resilience NOF Group | BCP education and training hours | Total of 3,000 hours or more | Every year | Total of 5,200 hours | <ul style="list-style-type: none"> Revision and dissemination of the BCP manual Implementation of BCP training Confirmation of location activities through BCP audits | BCP education and training hours | Total of 4,000 hours or more | Every year | <ul style="list-style-type: none"> Enhancement of the BCP manual Improvement of response capabilities through expanded training scenarios Inspection and confirmation of location activities through audits | |

Promote responsible care activities

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|---|--|---|-------------|---|---|--|---|-------------|--|
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| Responses to climate change | CO₂ emissions <small>Domestic Group</small> | 40% reduction (compared with FY2013) | 2030 | 144,000 tons /year | <ul style="list-style-type: none"> • Planning and implementation of greenhouse gas reduction measures • Grasp the status of energy management • Dissemination of the carbon neutrality policy • Purchase of electricity certified to come from non-fossil fuel sources | CO₂ emissions <small>Domestic Group</small> | 40% reduction (compared with FY2013) | 2030 | <ul style="list-style-type: none"> • Promotion of a shift to energy sources with low environmental impact • Promotion of introduction of energy-saving facilities • Promotion of efficient energy use and visualization |
| | Carbon neutrality <small>NOF Group</small> | Aim for achievement | 2050 | 20.0% reduction (compared with FY2013) | | Carbon neutrality <small>NOF Group</small> | Aim for achievement | 2050 | |
| Management of chemicals | Emissions of substances subject to PRTR Act after revision in FY2021 <small>Domestic Group</small> | under 170 tons/year | Every year | 148 tons/year | <ul style="list-style-type: none"> • Respond to revisions in the PRTR Act and regulations, as well as planning and implementation of reduction measures • Implementation of emissions forecasts following the revision • Survey of statuses of other companies and NOF | Emissions of substances subject to PRTR Act after revision in FY2021 <small>Domestic Group</small> | under 170 tons/year | Every year | <ul style="list-style-type: none"> • Creation and execution of emission reduction measures • Reevaluation of production processes |
| Promotion of labor safety and health | Number of lost workday-involving accidents <small>Domestic Group</small> | 0 | Every year | 1 | <ul style="list-style-type: none"> • Enhancement of sensitivity toward danger and thorough enforcement of safety actions • Provision of occupational safety education and training • Strengthening of hazard prediction skills • Reduction of disaster risks • Removal of unsafe behavior and unsafe conditions and strengthening of safety measures | Number of lost workday-involving accidents <small>Domestic Group</small> | 0 | Every year | <ul style="list-style-type: none"> • Enhancement of sensitivity toward danger and thorough enforcement of basic safety actions • Reduction of disaster risks • Strengthening of responses based on Sangen Shugi (the “three actuals” principle) |