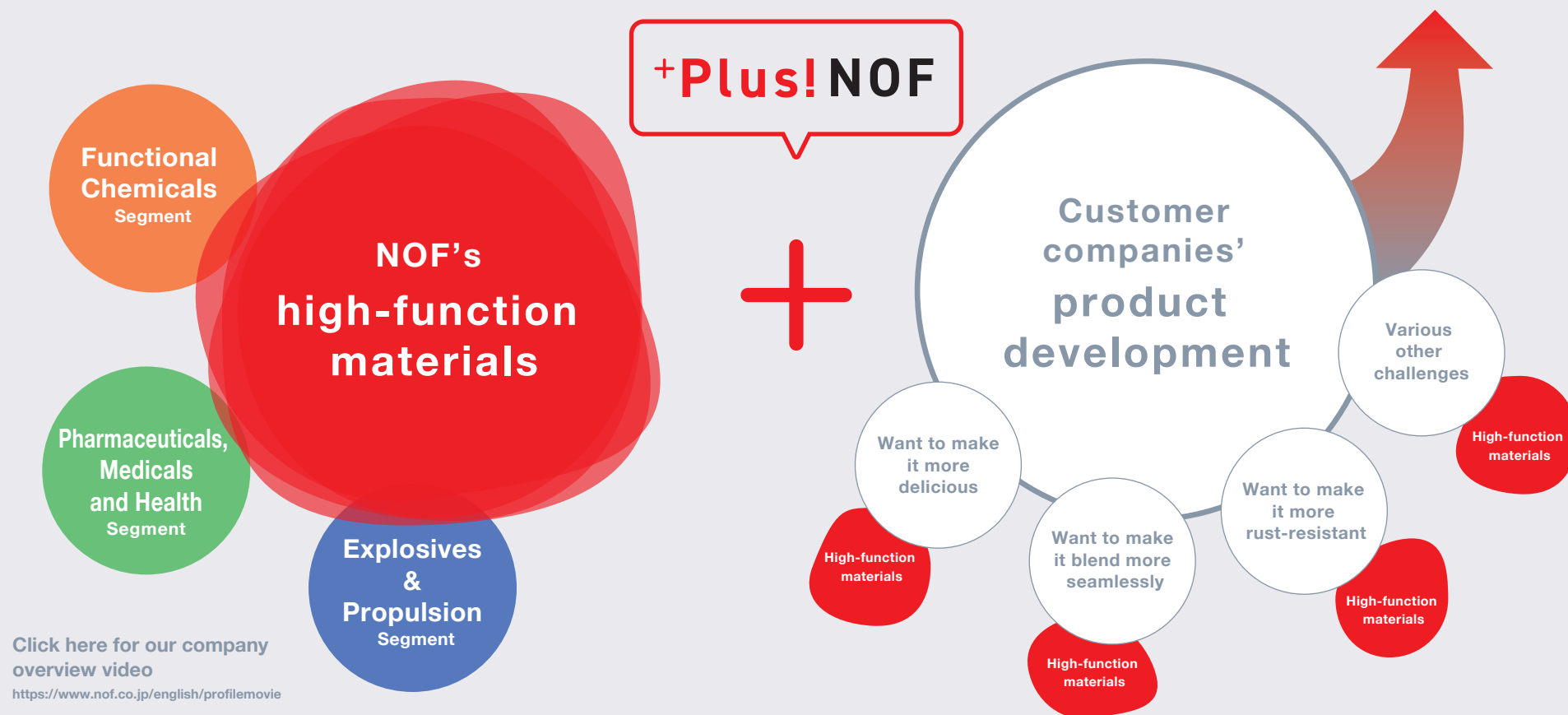


## Business Model

By adding materials with high-function characteristics to our customers' product development, we help maximize the value of their final products.



## Business Model

NOF offers high-function materials to help companies achieve “more” for their products, such as making medicines more effective, making parts more compact, making foods more delicious, and becoming more environmentally friendly. High-function materials are those that enhance properties such as stability, easy sliding, seamless blending, stretchiness, and high repellency. Amid the increasing commoditization of products and services and continued commitment to decarbonization, a

challenge for customer companies is not only creating new products but also improving the quality of existing ones. NOF supports these efforts. Beyond simply supplying our products, we also work closely with our customers as partners in product development. By flexibly customizing materials to meet specific needs, we help turn our customers’ desire for “more” into reality.

Since our founding in 1937 as a chemical manufacturer using fats and oils as raw materials for soap,

the NOF Group has continuously evolved in step with societal changes. Today, we focus our R&D efforts on three prioritized business fields: Life/Healthcare, Environment/Energy, and Electronics/IT. Our greatest strengths lie not only in the design and synthesis of materials, but also in our analytical and evaluation technologies and know-how. Furthermore, we expand our R&D areas and deepen our expertise through industry-government-academia collaboration, in addition to in-house efforts.

### Examples of NOF Group products that solve customer challenges

