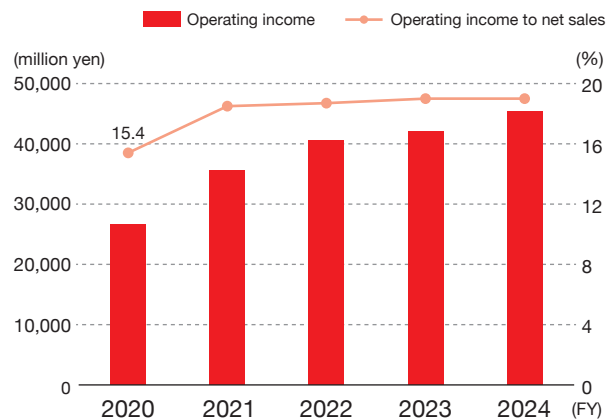
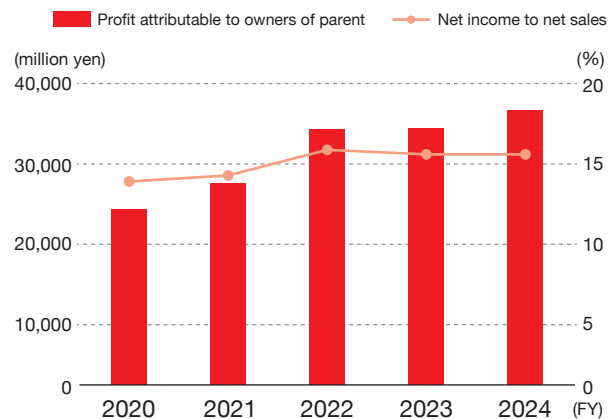


# Financial Highlights

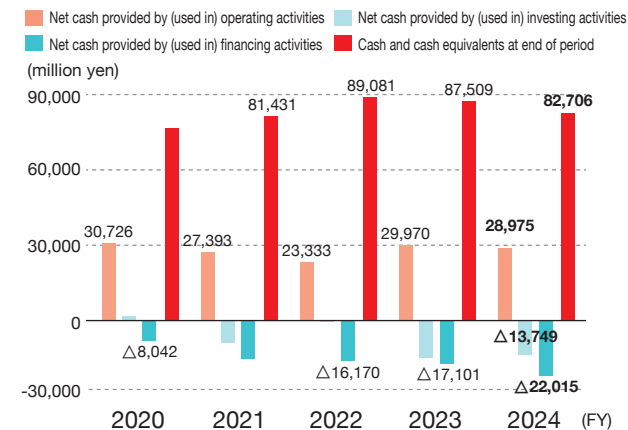
## Operating income/Operating income to net sales



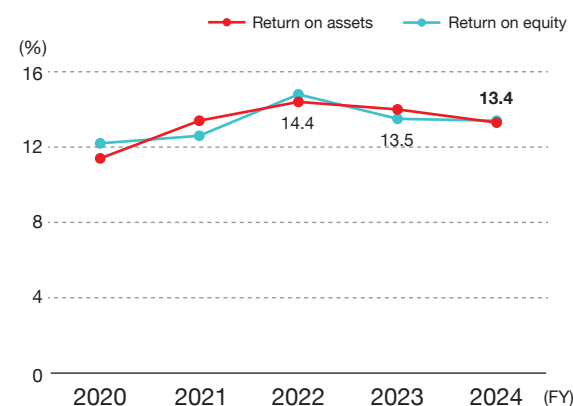
## Net income attributable to owners of parent/Net income to net sales



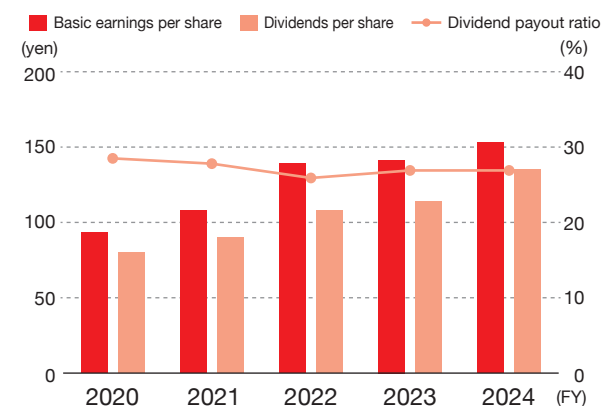
## Cash flow



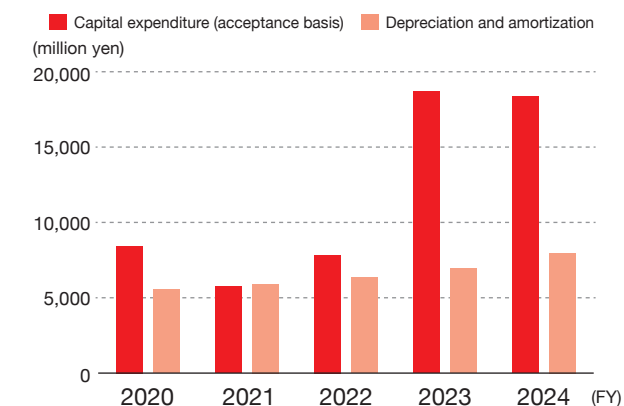
## Return on assets (ROA) / Return on equity (ROE)



## Basic earnings per share\* / Dividend\* / Dividend payout ratio



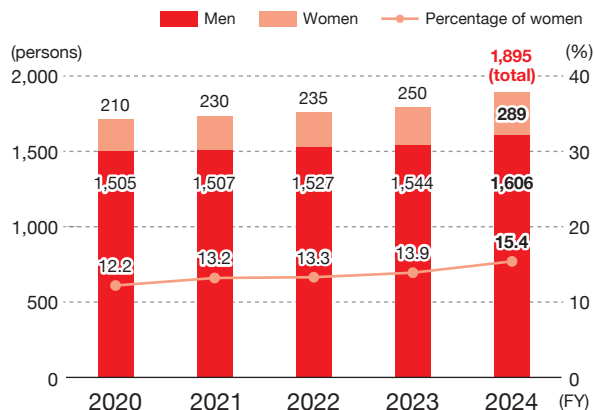
## Capital expenditure / depreciation



\*NOF conducted a split of common stock at the ratio of one share to three shares effective April 1, 2024. Basic earnings per share are calculated based on the assumption that the split was implemented at the beginning of fiscal 2020. In addition, the figures shown in brackets for FY2024 represent pre-split equivalents, and the graphs are also prepared based on pre-split equivalents.

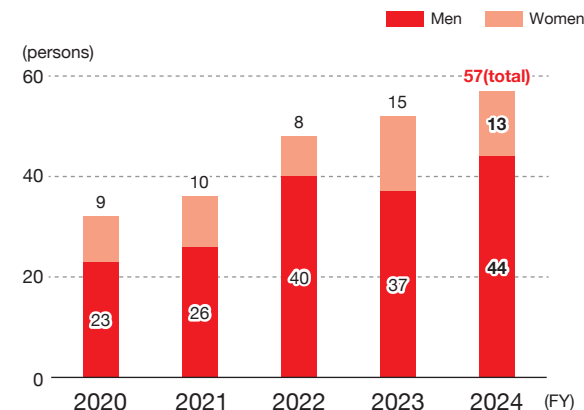
# Non-financial Highlights

## Number of employees / Percentage of women NOF

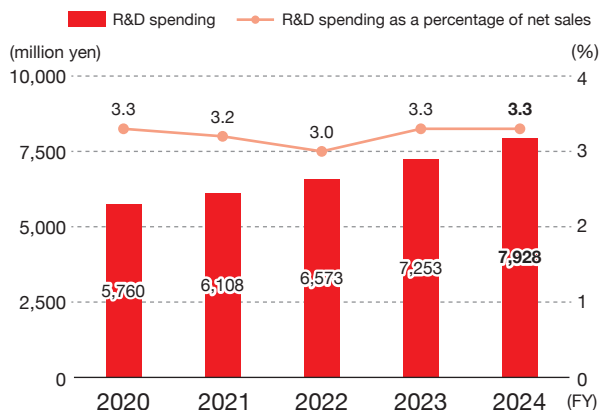


\*The above graph is based on the number of employees (excluding those seconded from the Company to external organizations and including those seconded to the Company from external organizations).

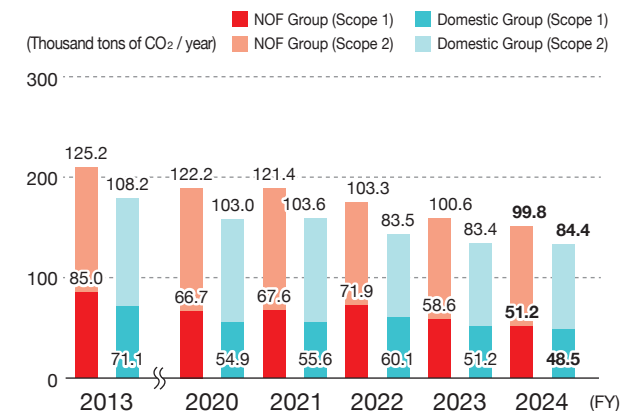
## Number of employees utilizing childcare leave NOF



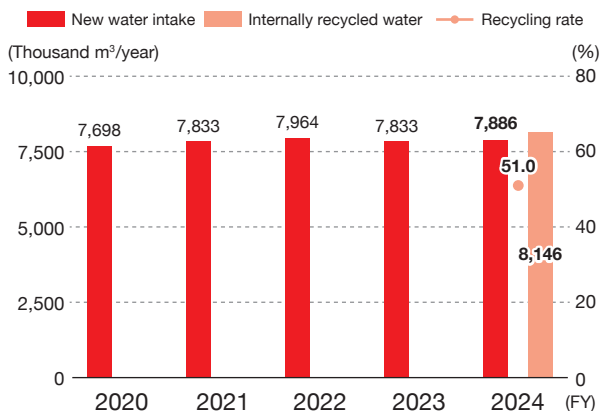
## R&D spending / R&D spending as a percentage of net sales NOF Group



## Changes in GHG emissions (reference year: FY2013) NOF Group



## New water intake / Internally recycled water\* / Recycling rate\* NOF Group



\*Data collection began in FY2024.

## Changes in number of labor accidents and frequency rates NOF Group

