

Management Capital

Strengthening the six capitals toward further value creation

The NOF Group utilizes the various internal and external capital it has accumulated to provide high-performance and high-value-added products. We will continue to strengthen these forms of capital and create economic and social value.

NOF Group

Capital Category	Input ^{*1}	Issues (Lacking in Capital)	Output ^{*1}
Financial capital	R&I (Rating and Investment Information, Inc.) A* (Long-term rating)	Improvement in profitability toward achieving an ROE of 15% or more (e.g., operational efficiency through DX) p. 051-061	Provision of high-performance and high-value-added products Economic value - Operating profit ¥47.4 billion - ROE 14.1% - Dividend payout ratio NOF 34.6% Social value - Countries sold to 82 countries - Industry-academia-government joint research 72 cases - Percentage of female employees NOF 16.8% - Percentage of employees with disabilities NOF 2.82% - GHG emissions(Scope 1 + 2)^{*2} 8.1% reduction Domestic Group 7.1% reduction
Human capital	- Number of employees 4,155 NOF 1,976 - Number of temporary employees 155	- Preventing delays in talent development - Securing talent - Improving talent retention Sustainability Report ▶ p. 196	
Manufacturing capital	- Capital expenditures ¥34.4 billion - Manufacturing and development sites ... 20 sites	Optimal production with measures such as DX promotion Sustainability Report ▶ p. 111	
Intellectual capital	- R&D investment amount ¥8.1 billion - Patents held Domestic 1,216 cases Overseas 1,158 cases - Patent attorneys 4	- Improving R&D efficiency and exploring applications using IPL - Pioneering new markets - Shortening the time to commercialization p. 049	
Social capital	- Number of suppliers NOF 1,100 companies - Commissioned research to universities and research institutes	- Supply chain management including human rights and Scope 3 (Category 1) GHG reductions - Creating new business models through collaboration with external parties pp. 034, 046-047 Sustainability Report ▶ p. 144	
Natural capital	- Total substance input 226 thousand tons - Total energy input 2,772 thousand GJ - Volume of water consumption 7,939 thousand tons	Reducing CO₂ through a circular business model using renewable energy and biomass fuel Sustainability Report ▶ pp. 136, 159-162	

*1 FY2025 results

*2 Compared with FY2024