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)
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) Integrated Report ▸ pp. 051-061
Human capital	● Number of employees ······ 4,155; NOF 1,976 ● Number of temporary employees ······ 155	● Preventing delays in human resources development ● Securing human resources ● Retaining human resources ▸ p. 196
Manufacturing capital	● Capital expenditures ······ ¥34.4 billion ● Manufacturing and development sites ··· 20 sites	● Optimal production with measures such as DX promotion ▸ p. 111
Intellectual capital	● R&D investment ······ ¥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. 057
Social capital	● Number of suppliers ······ NOF 1,100 companies ● Commissioned research to universities and research institutes	● Supply chain management, including human rights and reductions in Scope 3 (Category 1) greenhouse gas (GHG) emissions ● Creating new business models through collaboration with external parties ▸ p. 144 Integrated Report ▸ pp. 034, 046-047
Natural capital	● Total substance input ······ 226 thousand tons ● Total energy input ······ 2,772 thousand GJ ● Volume of water used ······ 7,939 thousand tons	● Reducing CO_2 through a circular business model using renewable energy and biomass fuel ▸ pp. 159-162

Output*1

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

*1 FY2025 results *2 Compared with FY2024