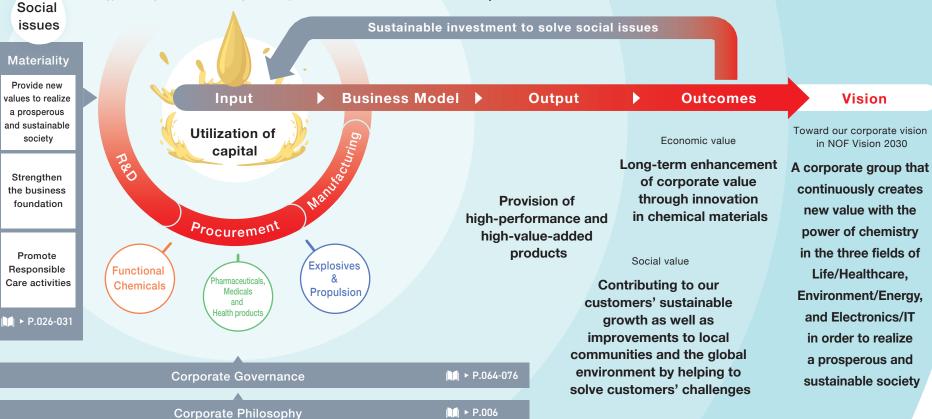
Value Creation Process

- ·Climate change
- ·Food issues
- Resource depletion
- · Energy shortages
- Declining birthrate / aging population
- ·Health issues
- Achieving smart operations

Creating products, value, and a new future with the power of chemistry

We propose new technologies and new products by combining the core technologies we have acquired in our diverse business areas. To solve various social issues, we aim to grow sustainably centered on our three prioritized business fields.



Value Creation Process

GRI 2-6,7

NOF Group

Input **Business Model** Output Outcomes

Financial capital

R&I (Rating and Investment Information, Inc.) A⁺ (Long-term rating)

Human capital

- Number of employees 3,997 NOF 1.895
- Number of temporary employees · · · 152

Manufacturing capital

- Facility investment ····· ¥18.3 billion
- Manufacturing sites 20 sites (includes 4 NOF sites)

Intellectual capital

- R&D investment ·········· ¥7.9 billion
- Patents held NoF 1,237
- Patent attorneys4

Social capital

- Number of suppliers ····· NOF 1.100
- Commissioned research to universities and research institutes

Natural capital

- Total substance input · · · · · 226 thousand tons
- Total energy input ····· 2,903 thousand GJ
- Volume of water used* ···· 7.886 million m³ *Water input - water discharged

(FY2024 result)

Three strengths developed through now



Diverse management

Global expansion

Advanced technology development



▶ P.040

Development of five forms of business in three segments

Functional Chemicals Segment

Functional Materials business Metal Coatings business

Pharmaceuticals, Medicals and Health segment

> Life Science business **Functional Foods business**

Explosives & Propulsion Segment

Explosives & Propulsion business

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Provision of high-performance and high-value-added products

Economic value

- Operating income ··· ¥45.3 billion
- Dividends ······ NOF ¥45/ share

Social value

- Countries sold to ··· 82 countries
- Industry-academia-government joint research 89
- Percentage of female employees NOF 16.0%
- Percentage of employees with disabilities NOF 2.65%
- Greenhouse gas emissions (Scope 1 + 2)*.... 1.2% reduction ... Domestic Group 5.2% reduction

*Compared with FY2023

(FY2024 results)

Economic value

Long-term enhancement of corporate value through innovation in chemical materials

Social value

Contributing to our customers' sustainable growth as well as improvements to local communities and the global environment by helping to solve customers' challenges