Value creation process

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NOF Group
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Financial capital • R&I (Rating and Investment Information, Inc.)	Three strengths developed through now Diverse management Global expansion Advanced technology		Product lineup for a wide range of industries Functional Chemicals products Fatty acids	Financial capital Operating income ¥42.1 billion Dividends NOF ¥114 / share
• Employees •••••••••••3,879	Global expansion Advanced technology		Fatty acids	
	development	•	 Fatty acid derivatives Surfactants Ethylene oxide/ propylene oxide derivatives 	Human capital Percentage of female employees
Manufacturing capital Facility investment…¥18.7billion Manufacturing sites 20 sites 	▶ P.036	• • • • • • • •	 Organic peroxides Petrochemical products (polybutene, etc.) Functional polymers Electronic materials (LCD materials, etc.) 	 Percentage of employees with disabilitiesNOF 2.54% Manufacturing capital
(includes 4 NOF sites) Dev	elopment of five forms of business in three segments	•	 Special anti-corrosion agents 	Improving productivity
 R&D spending ······ ¥7.3 billion Patents held ····· NOF 1,228 	Functional Chemicals segment	• • • • •	Pharmaceuticals, Medicals and Health products	Intellectual capital Number of patent applications
Patent attorneys ······ 4 Social capital	Functional Materials business Metal Coatings business	•	 Raw materials for DDS drug formulations (activated PEG, functional lipids, surfactants for drugs) 	
 Number of suppliers NOF 1,100 companies Commissioned research to universities and research institutes 	Pharmaceuticals, Medicals and Health Segment Life Science business Functional Foods business		 Biocompatible materials (MPC polymers, MPC monomers) Edible oils, functional food materials Healthcare food products 	 Countries sold to ··· 82 countries Industry-government-academia joint research ······ 77
• Haw Indienais ··· 234 thousand tons	Explosives & Propulsion Segment		Explosives & Propulsion products Industrial explosives 	Natural capital Greenhouse gas emissions
 Total energy input ··· 2.909 million GJ Volume of water used ··· 2.268 million m³ *Water input – water discharged (FY2023 result) 	Explosives & Propulsion business		 Space rocket products Defense products Functional products 	(FY2023 result)