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Materiality	Goals (KPIs)	FY2023				FY2024			
		Numerical targets	Target year	Results	Details of major initiatives	Numerical targets	Target year	Details of major initiatives	
Innovation through businesses	  R&D investment NOF Group	¥25.6 billion (3-year cumulative total)	2025	¥7.3 billion (achievement rate of 28%)	Enhancement of R&D capabilities <ul style="list-style-type: none"> • Call for commissioned industry-academia research • Promotion of joint research • Enhancement of support for R&D • Intellectual property strategy formulation and strategic applications 	¥25.6 billion (3-year cumulative total)	2025	Enhancement of R&D capabilities <ul style="list-style-type: none"> • Call for commissioned industry-academia research • Promotion of joint research • Enhancement of support for R&D • Intellectual property strategy formulation and strategic applications 	
	 Number of patent applications NOF	500 (3-year cumulative total)	2025	161 (achievement rate of 32%)		500 (3-year cumulative total)	2025		
Contribute to the Life/Healthcare field NOF Group	  Net sales of strategic products in the Life/Healthcare field	Up 15% (compared to FY2022 results)	2025	Up 3.1%	<ul style="list-style-type: none"> • Supply of strategic products to the Life/Healthcare field 	Up 15% (compared to FY2022 results)	2025	<ul style="list-style-type: none"> • Supply of strategic products to the Life/Healthcare field 	
Contribute to the Environment/Energy field NOF Group	      Net sales of strategic products to the Environment/Energy field	Up 15% (compared to FY2022 results)	2025	Up 11.8%	<ul style="list-style-type: none"> • Supply of strategic products to the Environment/Energy field 	Up 15% (compared to FY2022 results)	2025	<ul style="list-style-type: none"> • Supply of strategic products to the Environment/Energy field 	
Contribute to the Electronics/IT field (smart society) NOF Group	  Net sales of strategic products in the Electronics/IT field	Up 15% (compared to FY2022 results)	2025	Up 1.2%	<ul style="list-style-type: none"> • Supply of strategic products to the Electronics/IT field 	Up 15% (compared to FY2022 results)	2025	<ul style="list-style-type: none"> • Supply of strategic products to the Electronics/IT field 	

Strengthen the business foundation

Materiality	Goals (KPIs)	FY2023				FY2024		
		Numerical targets	Target year	Results	Details of major initiatives	Numerical targets	Target year	Details of major initiatives
Creation of comfortable workplaces • employee engagement NOF	  Utilization rate of annual paid leave	75% or more	2025	76.0%	• Promotion of utilization of annual paid leave	75% or more	2025	• Raising awareness by disseminating the Health-Conscious Management Declaration
	 Overall employee engagement score	50.0 or more	2025	49.5	• Execution of measures using employee engagement surveys as a starting point	50.0 or more	2025	• Execution of measures using employee engagement surveys as a starting point
Better performance of human resources • Human resources development • Diversity NOF	  Training costs	Over 2.5-fold (compared with FY2022)	2025	1.7-fold	• Strengthening of human resources development support	Over 2.5-fold (compared with FY2022)	2025	• Strengthening of human resources development support
	  Rate of hiring of female new graduates recruited for career-track positions	30% or more	Every year	32.7%	• Expansion of hiring of female new graduates recruited for career-track positions	30% or more	Every year	• Implementation of systematic recruitment
	  Ratio of female management-level employees	Over 3-fold (compared with FY2021)	2030	1.1-fold	• Increasing the Ratio of female management-level employees	Over 3-fold (compared with FY2021)	2030	• Implementation of systematic recruitment • Development and promotion of female management-level employees
	  Percentage of employees with disabilities	3.0% or more	2030	2.54% (end of March 2024)	• Promotion of employment of people with disabilities	3.0% or more	2030	• Promotion of employment of people with disabilities
	  Pay gap ratio between male and female full-time employees	75% or more	2030	72.6%	• Reduction in pay gap between male and female employees	75% or more	2030	• Improvement of working environments, such as production sites • Development and promotion of female management-level employees
	  Rate of male employees utilizing childcare leave	100%	2030	97.4%	• Increase of rate of male employees utilizing childcare leave	100%	2030	• Development of environments where leave can be utilized easily
	  Rate of hiring of mid-career workers for executive and career-track positions	25% or more	Every year	38.8%	• Hiring of mid-career human resources	25% or more	Every year	• Implementation of systematic recruitment
Promotion of CSR-based procurement NOF	  Coverage rate of CSR questionnaire (based on value of purchases)	85% or more	2025	83% (cumulative total over 2025 plan)	• Implementation of CSR questionnaire for suppliers (suppliers with value of purchases of ¥5 million/month or more)	85% or more	2025	• Implementation of CSR questionnaire for suppliers (suppliers with value of purchases between ¥1 and ¥5 million/month)
	  Improvement requests via interviews to target suppliers in order to firmly establish CSR-based procurement (based on number of companies)	85% or more	2025	— (planned for implementation in FY2025)	• Review of target suppliers and polishing of interview content	85% or more	2025	• Implementation (ahead of schedule) of improvement requests via interviews to target suppliers
Resilience enhancement NOF Group	  BCP education and training hours	Total of 4,000 hours or more	Every year	Total of 7,000 hours	• Enhancement of each BCP manual • Improvement of response capabilities through expanded training scenarios • Inspection and confirmation of location activities through audits	Total of 4,000 hours or more	Every year	• Enhancement of each BCP manual • Improvement of response capabilities through expanded training scenarios • Inspection and confirmation of location activities through audits



Promote responsible care activities

Materiality	Goals (KPIs)	FY2023				FY2024		
		Numerical targets	Target year	Results	Details of major initiatives	Numerical targets	Target year	Details of major initiatives
Response to climate change	  CO₂ emissions Domestic Group	40% reduction (compared with FY2013)	2030	135,000 tons/year	<ul style="list-style-type: none"> Promotion of a shift to energy sources with low environmental impact Promotion of introduction of energy-saving facilities Promotion of efficient energy use and visualization 	40% reduction (compared with FY2013)	2030	<ul style="list-style-type: none"> Promotion of a shift to energy sources with low environmental impact Promotion of introduction of energy-saving facilities Promotion of efficient energy use and visualization
	  Carbon neutrality NOF Group	Aim for achievement	2050	25% reduction (compared with FY2013)		Aim for achievement	2050	
Management of chemicals	      Emissions of substances subject to PRTR Act after revision in FY2021 Domestic Group	under 170 tons/year	Every year	167 tons/year	<ul style="list-style-type: none"> Creation and execution of emission reduction measures Reevaluation of production processes 	under 170 tons/year	Every year	<ul style="list-style-type: none"> Creation and execution of emission reduction measures Reevaluation of production processes
Promote occupational safety and health	  Number of lost workday-involving accidents Domestic Group	0	Every year	3 cases	<ul style="list-style-type: none"> Enhancement of sensitivity toward danger Thorough enforcement of basic safety actions Reduction of disaster risks Strengthening of responses based on Sangen Shugi (the “three actuals” principle) 	0	Every year	Through the participation of all personnel and anticipating risk <ul style="list-style-type: none"> Enhancement of sensitivity toward danger Thorough enforcement of basic safety actions Reduction of disaster risks Strengthening of responses based on Sangen Shugi (the “three actuals” principle)