# Value creation process

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

Corporate Philosophy

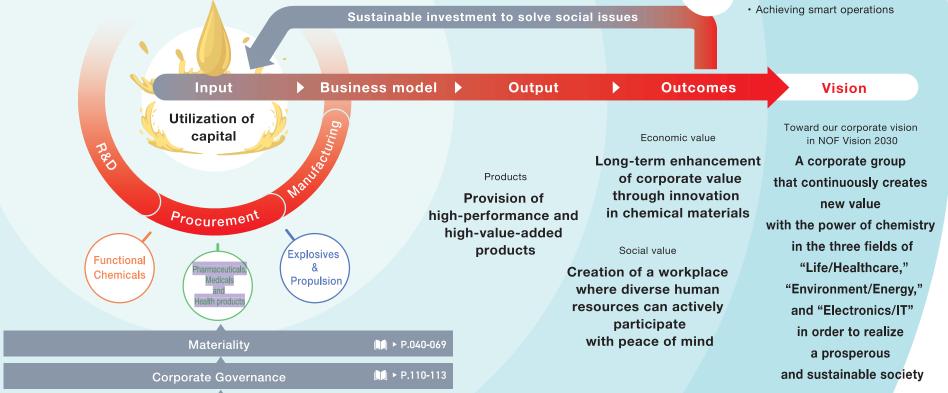
We propose new technologies and new products by combining the core technologies we have acquired in our diverse business areas. To solve various social issues, we aim to grow sustainably centered on our three prioritized business fields.

- Climate change
- Food issues

Social

issues

- Resource depletion
- Energy shortages
- Declining birthrate/aging population
- Health issues



▶ P.002-003

NOF Group

Input Business model

Output

Outcomes

### Financial capital

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

### Human capital

Employees ............3,879NOF 1.794

## Manufacturing capital

- Facility investment…¥18.7billion
- Manufacturing sites ····· 20 sites (includes 4 NOF sites)

## Intellectual capital

- R&D spending ······ ¥7.3 billionPatents held ····· NoF 1,228
- Patent attorneys4

### Social capital

- Commissioned research to

# universities and research institutes

- Natural capital

  Raw materials --- 234 thousand tons
- Total energy input --- 2,909 million GJ
- Volume of water used -- 2,268 million m³
   \*Water input water discharged

(FY2023 result)

# Three strengths developed through now

Diverse management

Global expansion

Advanced technology development

▶ P.036



# 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

▶ P.092-105

# Product lineup for a wide range of industries

### **Functional Chemicals products**

- Fatty acids
- Fatty acid derivatives
- Surfactants
- Ethylene oxide/ propylene oxide derivatives
- Organic peroxides
- Petrochemical products (polybutene, etc.)
- Functional polymers
- Electronic materials (LCD materials, etc.)
- Special anti-corrosion agents

# Pharmaceuticals, Medicals and Health products

 Raw materials for DDS drug formulations (activated PEG, functional lipids, surfactants for drugs)

Biocompatible materials (MPC polymers, MPC monomers)

- Edible oils, functional food materials
- Healthcare food products

# **Explosives & Propulsion products**

- Industrial explosives
- Space rocket products
- Defense products
- Functional products

### Financial capital

- Operating income --- ¥42.1 billion
- Dividends ... NOF ¥114 / share

## Human capital

Percentage of female employees

..... NOF 14.9%

Percentage of employees with disabilities..... NOF 2.54%

# Manufacturing capital

Improving productivity

## Intellectual capital

Number of patent applications

..... NOF 161

### Social capital

- Countries sold to ··· 82 countries
- Industry-government-academia joint research ......77

## Natural capital

Greenhouse gas emissions

..... 9.1 % reduction (FY2023 result)

\*Compared with FY2022

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