

Presentation Material

**Mid-Term Management Plan (2025)
Strategic Investments**

November 18, 2022

 **NOF CORPORATION**

NOF VISION 2025

Stage I

2022 Mid-term Management Plan

Strengthening Foundation

Actively invest in growth fields/
Improvement in profitability of
less profitable businesses

FY
2020

FY
2021

FY
2022

FY
2023

FY
2024

FY
2025

Stage II

2025 Mid-term Management Plan

Expanding Profit

Establish high-profit structure

Strategic Investments

Strategic Investments in 2025 Mid-term Management Plan

Strategic investment framework: Approx. 70 billion yen is assumed.

Investments toward expansion of business areas

Research and development for creation of new businesses, M&A

Investments for expansion of existing businesses, response to environmental issues, etc.

Construction of manufacturing facility in line with expansion of demand
(DDS Development, Cosmetic ODM Business)
Efforts toward carbon neutrality, DX(Smart factory), etc.

Human investments including recruitment and human resource development

Improvement of working environment, ability development program,
DX human resource development

Securing of investment funding through self-financing and
sales of cross-held stocks



Active investments for achievement of 2025 Mid-term
Management Plan and further growth

- This material is intended to provide an explanation of the company and its business, not to induce investment or any other action.
- The results forecasts presented in this document are based upon currently available information and assumptions deemed rational. A variety of factors could cause actual results to differ materially from forecasts.
- Please be aware that decisions regarding investments are the responsibility of the users themselves.
- Please note that, in this material, amounts less than ¥100 million have been rounded off.

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