

Vision2030

Nihon Parkerizing celebrates its 100th anniversary in 2028, but this is only a milestone toward the future. Looking further ahead, we have set “Vision2030” our management vision, which shows who we want to be and the direction we should take. We will enhance our global presence by contributing to the creation of a sustainable society.



Background

To achieve sustainable growth in the face of the increasing number of social issues, including increasingly severe natural disasters, the evolution of the market, and technological changes such as the shift to EVs, we must challenge new businesses and contribute to solving social issues.

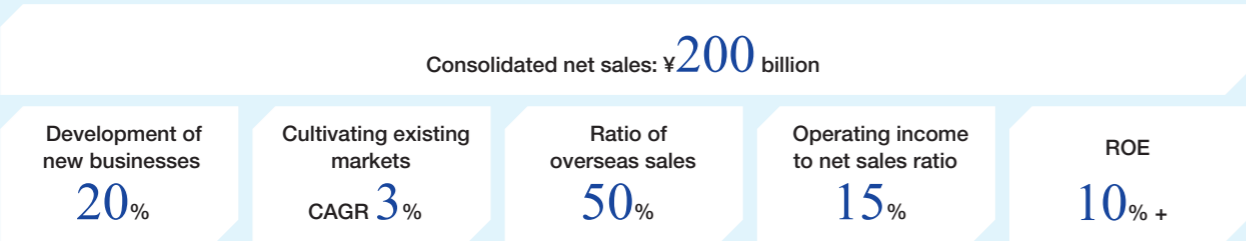
Social issues

- Global warming
- Environmental destruction
- Health and welfare
- Poverty

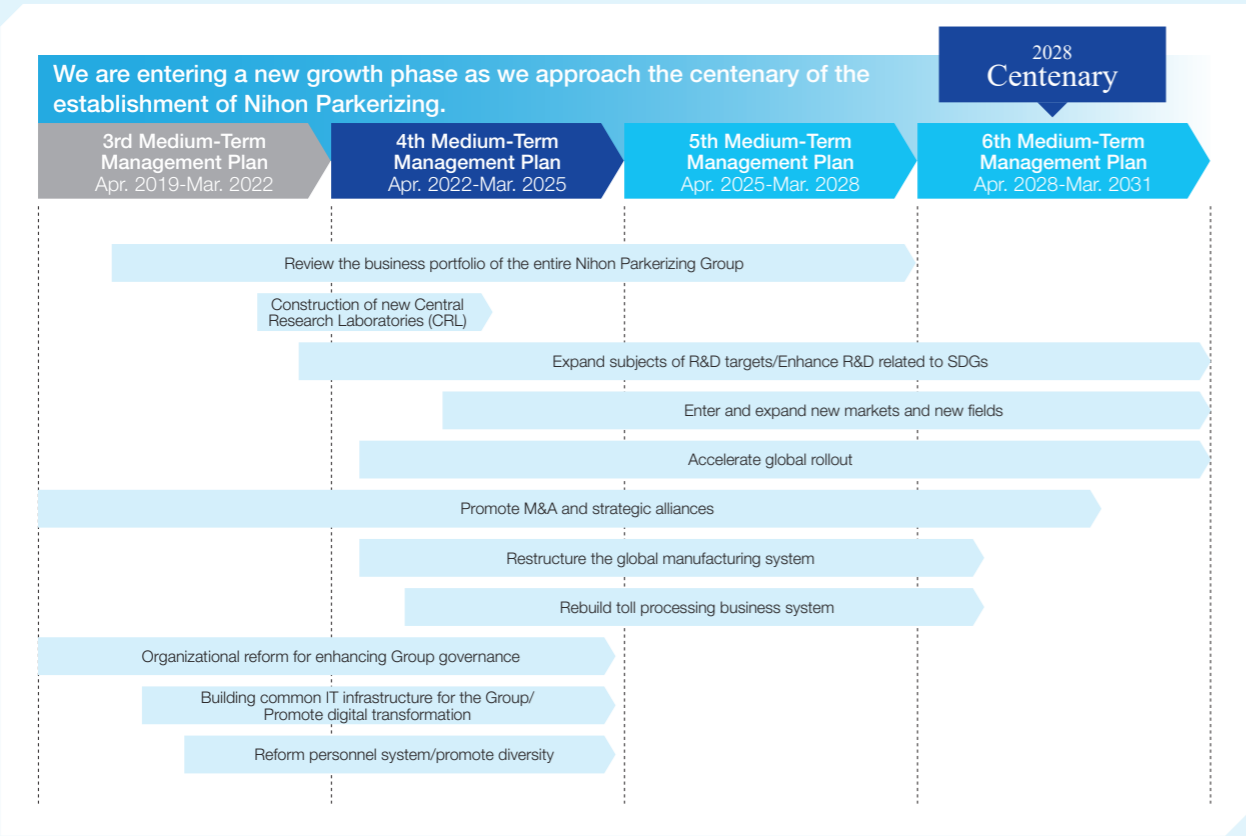
Changes in the market and technologies

- Supporting next-generation automobiles
- Enabling new materials to have new features
- Developing technologies to reduce GHG emissions
- Responding to stricter environmental regulations

Management targets



“Vision2030” Roadmap



Fundamental strategy -- Sustainability-oriented management

We will celebrate our centenary in 2028. Looking further ahead and promoting a new stage of growth, we will improve our 3G management (Global, Group, Governance).

We will actively engage in environmental, social and governance (ESG) issues to ensure the sustainable development of society and improve our medium- to long-term corporate value.

STRATEGY 01

Cultivating existing markets and developing new businesses

We will also actively seek M&A and alliances to take on the challenge of the application of surface modification technologies to a variety of materials.

	Cultivating existing markets	Development of new businesses
Substrate	Metal For a wide variety of applications	Non-metal + Fiber/glass/resin
Market	Automobile & steel Adaptation to next-generation automobiles (lighter vehicles) Changes in sliding components due to the shift to EVs	New markets Medical devices/electronic components/aerospace/medical care/home appliances
Added value	Corrosion resistance, lubrication, wear resistance Increased functionality, composite functions, controlling coefficient of friction	Multi-functional Electrical conductivity/insulation, hydrophilicity/hydrophobicity, heat dispersion/insulation, antibacterial, bonding different materials

STRATEGY 03

Enhancing Group governance

We will enhance governance throughout the Group to provide the foundation for global business activities and improve our medium- to long-term corporate value.

Policy	Key contents
Restructure business portfolio	Focus management resources on enriching core businesses and investing in future growth
Improve capital efficiency	Remain aware of the cost of capital in the management of our business, including an awareness of ROE improvement and the promotion of measures to prevent the PBR from falling below 1.0.
Improve risk management system	Organizational changes to tighten risk management throughout the Group
Enhance compliance	Fostering a fair and highly transparent corporate culture

STRATEGY 02

Accelerate global rollout

We divide the world into three regions. These include India and ASEAN, two regions where economic growth is expected, and another region that includes China, Japan and other areas. With flexible regional management suited to the local conditions, we provide solutions that contribute to the resolution of social issues.

Region	Key contents
China	<ul style="list-style-type: none">Expanding chemical sales and toll processing businessDeveloping demand from non-Japanese customersEnhancing the technical support system
India and ASEAN	<ul style="list-style-type: none">Expanding chemical sales and toll processing businessExpanding the share of sales to auto parts manufacturersEnhancing the technical support system
North America	<ul style="list-style-type: none">Expanding our toll processing businessDeveloping environmentally friendly processing technologiesEnhancing the technical support system
Europe	<ul style="list-style-type: none">Expanding toll processing business into Europe

STRATEGY 04

Promote the active participation of diverse human resources

We will promote diversity management as the multiplicity of human resources is indispensable for sustainable growth and the creation of innovation.

Policy	Key contents
Increasing diversity → See page 56	<ul style="list-style-type: none">Create an environment where diverse human resources can maximize their abilitiesPromote the career advancement of female employees
Developing global human resources → See page 57	<ul style="list-style-type: none">Systematic development of human resourcesDevelop human resources who can adapt to a changing social environment
Improving work-life balance → See page 58	<ul style="list-style-type: none">Establish a flexible workplace environmentPromote digital transformation