

Promoting talent development and career advancement

The Nihon Parkerizing Group considers talent development and career advancement to be a priority management issue. We develop diverse human resources to support the group's future growth and also put significant effort into building an organization capable of maximizing the vitality of its human resources.

Human resource strategies for enhancing corporate value

According to our founder, "The foundation of the business is people." We recognize the need to make the most of each other's strengths while respecting the values of every employee to continue meeting the diversifying needs of our customers amid the rapid pace of globalization. We will develop workplaces where employees can flourish and will seek to maximize the strengths of the group's human resources by hiring and developing diverse talent. We will support the themes of "Challenges for Change" and "Promoting Regional Management" under the 5th Mid-Term Management Plan from a human resources perspective and strive for sustainable improvement in our corporate value.

Desired Candidate Profile

- 1) Able to keep changing in line with the changes of the times.
- 2) Highly specialized, resilient to environmental change and self-discipline.
- 3) Have a global perspective, examine different ideas and technologies from around the world, learn in a self-directed manner and put them to practical use.

With the aim of realizing Vision 2030, "Transforming a diverse range of surfaces with chemistry," and based on the image of an ideal employee, the Nihon Parkerizing Group is pursuing transformation into an organization that continues to grow and into a company where diverse human resources can thrive. Accordingly, we are continuously investing in human capital. Our image of an ideal employee is summarized in the three qualities described above.

Key initiatives for human capital

Key initiatives 1 Developing globally competent human resources

Within the Nihon Parkerizing Group, more than 80 Japanese employees have been assigned to overseas group companies. The group's overseas sales ratio exceeds 40%, and the development of globally competent human resources is becoming increasingly important. We aim to operate globally and to expand business through close ties with regions. We will seek to develop global staff by increasing domestic and international exchanges while stepping up the development of local staff at overseas sites. Globally competent human resources are those who, through sound knowledge backed by experience, problem-solving skills and effective communication, can

provide support. They are capable of leading the way in achieving targets in both domestic and international settings. We are strategically promoting the hiring and development of those global human resources.

Key initiatives

- Enhancing language training aimed at strengthening speaking skills
- Supporting early participation in overseas business through overseas training for young employees
- Providing training in Japan for the local technical staff of overseas group companies
- Increasing motivation by improving the working conditions of expatriates living overseas

Globally competent employees are

Human resources who, through sound knowledge backed by experience, problem-solving skills and effective communication, can lead the way in achieving targets in both domestic and international settings



Global Associates Program

This program allows us to accept technical staff from overseas group companies at our technical centers in Japan for 10 months. Launched in 2023, the program emphasizes not only technological exchange but also intercultural understanding, aiming to invigorate the entire group.



Education system

We are implementing various initiatives, including the introduction of training and programs, to develop proactive, dynamic, creative, and globally competent human resources in the long term. In addition, we offer a step-by-step training program to systematically develop the next generation of leaders who will assume core management roles.

Skills Development Schematic (Nihon Parkerizing)

Position		Off-site training				Work-place training	Other
		Human skills	Technical skills	Specialty (elective)			
Managerial positions	General-manager level	Management strategy training					Self-development (Incentive program encouraging acquisition of qualifications)
	Section-manager level	Managerial-level employee training Business management seminar New department manager training	Practical corporate accounting course	TOEIC training			
Supervisory positions	Assistant-manager level	Assessment for manager candidates Managerial competence and aptitude			Training in developing global human resources (Language training) Fundamentals of surface treatment (1st and 2nd semester) (Academically, common, and analysis)	Pre-assignment training for expatriates (culture, customs, environment, procedures) Compliance training Information security training	
		Senior supervisory training		TOEIC training			
		Senior manager training Managerial competence and aptitude					
Non-managerial		New supervisor training		TOEIC training	Rust prevention technology school Training in coaching and on-the-job, hands-on training	Daily individual training (on-the-job training)	
		Mid-level employee training		TOEIC training			
		New employee training Product knowledge, practical training		TOEIC training			
Job offer recipients		New employee training Education on business manners, company rules and safety and health	Presentation skills improvement training				
		Training for job offer recipients					

Key initiative 2 Work-life balance and health

We are committed to creating a supportive workplace environment that enables both the self-fulfillment of each employee and the sustainable growth of the Company. Furthermore, we made a "Health Company Declaration" to the Tokyo Federation of National Federation Health Insurance Societies in May 2025 to maintain and improve the health of employees, which underpins their energy and enthusiasm at work. We are currently implementing initiatives to achieve silver rank certification.

Key initiatives

- Making "Health Company Declaration" and promoting health management
- Increasing the rate of employees receiving health checkups and strengthening the mental health support system
- Reviewing the flextime system and remote work practices
- Increasing the rate of male employees taking paternity leave
- Improving paid leave utilization rates and limiting extended overtime

Overview of our work-life balance initiatives

Categories	Promoting flexible work styles			Diverse leave types			Support for growth	
Purpose	To offer more freedom in work styles and accommodate diverse lifestyles			To support employees in balancing their work and family life, and to encourage them to recharge mentally and physically.			We support employees' career development to help them achieve personal growth alongside our Company's growth.	
System/Category	Flextime system	Remote working	Proper work hour management	Annual paid leave	Childcare leave and reduced work hours system	Caregiving leave and reduced work hour system	Career development support	Self-enlightenment Support
Details	<ul style="list-style-type: none"> • Employees can flexibly decide their work hours. • Working hours can be adjusted monthly. 	<ul style="list-style-type: none"> • Employees can work from home or a satellite office. • Balancing operational efficiency with smooth communication. 	<ul style="list-style-type: none"> • Restraining excessive overtime • Improving the efficiency of business processes • Mental health care 	<ul style="list-style-type: none"> • Annual paid leave can be taken on an hourly or half-daily basis. • Employees are encouraged to take at least six days of annual paid leave. • Employees are eligible for refresher leave after 30 and 40 years of service. 	<ul style="list-style-type: none"> • Increasing the rate of male employees taking paternity leave • Introduce a paid leave system for part of the childcare leave period. 	<ul style="list-style-type: none"> • Supporting the balance between caregiving and work. 	<ul style="list-style-type: none"> • Internal hierarchy-based training • Internal job posting system • Self-declaration system 	<ul style="list-style-type: none"> • Qualification acquisition incentives • Side-job policy

Each employee can achieve a fulfilling work-life balance.

Key initiative 3 **Creating an environment where people with diverse talents can fully exhibit their skills**

We respect diversity and aim to create inclusive workplaces where everyone can exhibit their potential. We support flexible work styles that align with individual values and life stages.

1 Promoting the career advancement of female employees.

We set a target of having 10% of our managerial-level employees be female by 2030, believing that advancing the career of female employees is a critical managerial issue we face. Employees at the assistant manager level who are considered candidates for managerial positions receive training to improve their decision-making, organizational management, consensus-building, and other skills required for managerial positions. We provide these employees with strong career development support to help them steadily acquire managerial skills. We aim to actively drive these initiatives by developing workplaces where both male and female employees can balance work and childcare.

Percentage of female managers

As of March 2025 **2.6%** → 2030 target **10%**

	Percentage of female managers
The Company	2.6%
Domestic consolidated subsidiaries	1.1%
Overseas consolidated subsidiaries	23.6%
Group total	10.3%

Promotion of paternity leave for male employees

The percentage of male employees taking paternity leave in FY2024 increased sharply to 55.6%, reflecting the introduction of partially paid paternity leave and improvement in the corporate culture. By sharing the experiences of male and female employees who have taken childcare leave and their superiors and colleagues, to foster greater understanding in the workplace and encourage an environment where employees feel comfortable taking childcare leave, we will continue to evolve into a supportive group where employees can balance their work and family lives.

Percentage of male employees taking paternity leave (Nihon Parkerizing)



	Percentage of male employees taking paternity leave.
The Company	55.6%
Domestic consolidated subsidiaries	37.5%
Overseas consolidated subsidiaries	55.4%
Group total	54.1%

Award for companies promoting the career advancement of female employees

We received the Excellence Award in the Corporate Category of “WOMAN’S VALUE AWARD ~Supporting the Women in STEM~ 2024,” hosted by the Japan Women’s Value Training Association. This award honors companies and individuals who support women in STEM. To lay the foundations for ongoing women’s career advancement, we are working to increase the number of women recruited.



Received the WOMAN’S VALUE AWARDS ~Supporting the Women in STEM~2024 The Excellence Award in the Corporate Category

2 Promoting employment of people with disabilities

We introduced a farm-type service to employ people with disabilities, offering workplaces where they can work energetically. Harvested vegetables are donated to nonprofit organizations and are provided to local consumers at food pantries. This is just one of the ways we contribute to society and the regions where we operate. In Diversity & Inclusion training, employees experience working alongside people with disabilities on the farm. The training aims to instill a greater understanding of disability and diversity through natural communication.

Percentage of employment of persons with disabilities

As of March 2025 **2.5%**



Parker Farm

3 Hiring foreign nationals

Every year, we hire people from many different nationalities with undergraduate and graduate degrees. In FY2024, employees of multiple nationalities joined the group. We currently work with 25 colleagues from eight different countries.