NIHON PARKERIZING CO.,LTD.

Vision 2030

Business Report

141th period

April 1, 2025 ▶ March 31, 2026

code : 4095

Chairman and C.E.O.
Kazuichi Satomi

Representative Director
President, Executive Officer
Masayuki Aoyama

Message from Top Management

We would like to express our sincere gratitude to our shareholders for their continued support. We are pleased to present our Annual Report for the 141st fiscal year.

As you are all aware, during the current fiscal year, while personal consumption remained largely flat, capital investment showed signs of improvement, and the domestic economy as a whole continued on a moderate recovery trajectory. Furthermore, manufacturing output, exports, and imports all remained largely flat. On the other hand, concerns such as the situation in the Middle East, fluctuations in financial and capital markets, and U.S. trade policy persisted, and the outlook remained uncertain. Furthermore, in the global economy, the pace of economic expansion continued to slow, as evidenced by a deceleration in the growth of consumer spending in the United States. Additionally, with the risk of an economic slowdown in China, the outlook remained uncertain.

In the automotive industry, a key market for our Group, domestic production volumes remained below the previous year’s levels. Overseas, while production volumes in China, India, and other markets exceeded the previous year’s levels, they fell short of the previous year’s levels in the United States, Thailand, and other markets. In the steel industry, another key sector, domestic crude steel production fell below the previous year’s level. Overseas as well, crude steel production in countries such as China remained below the previous year’s level.

Given these circumstances, our Group has launched its Fifth Mid-Term Management Plan starting this fiscal year. As we approach our 100th anniversary in 2028, we have established a Group management foundation to support sustainable growth through initiatives such as improving quality, ensuring safety, and enhancing capital efficiency. Under the slogan “Challenge for Change!” we have focused on deepening our existing businesses, expanding our overseas operations, and pioneering new fields through the surface modification technologies we have cultivated since our founding in 1928, thereby contributing to the realization of a sustainable society. In addition, we opened the renovated Parker Innovation Center and have been working to promote research and development aimed at realizing a decarbonized society, as well as to advance our core technologies and strengthen forward-looking research and development.

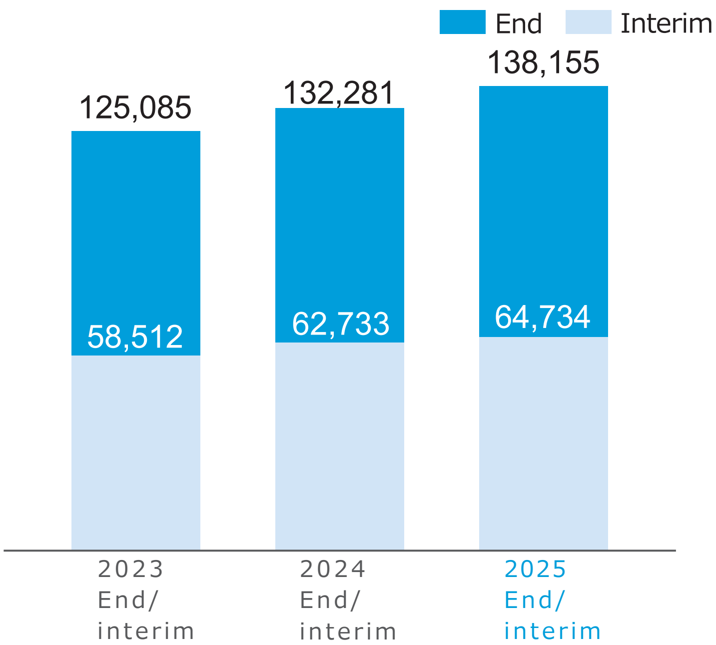
As a result, the consolidated financial results for the 141st fiscal year were as follows. Regarding the year-end dividend for the current fiscal year, we have determined that we have secured a sufficient level of funds for growth investments and a stable financial foundation. Therefore, we intend to return as much as possible to our shareholders in the form of dividends for the time being, and we propose a dividend of 25 yen per share.

Looking ahead, as we work toward achieving the Group’s Fifth Mid-Term Management Plan, we have established the following priority initiatives under the slogan “Challenge for Change!”: “Sowing and Reaping the Seeds for the Realization of Vision 2030,” “Business Reform,” and “Human Resource Development.” Based on these initiatives, we will clarify the challenges we need to address and the corresponding measures, while promoting regional management and striving to enhance corporate value and capital efficiency over the medium to long term.

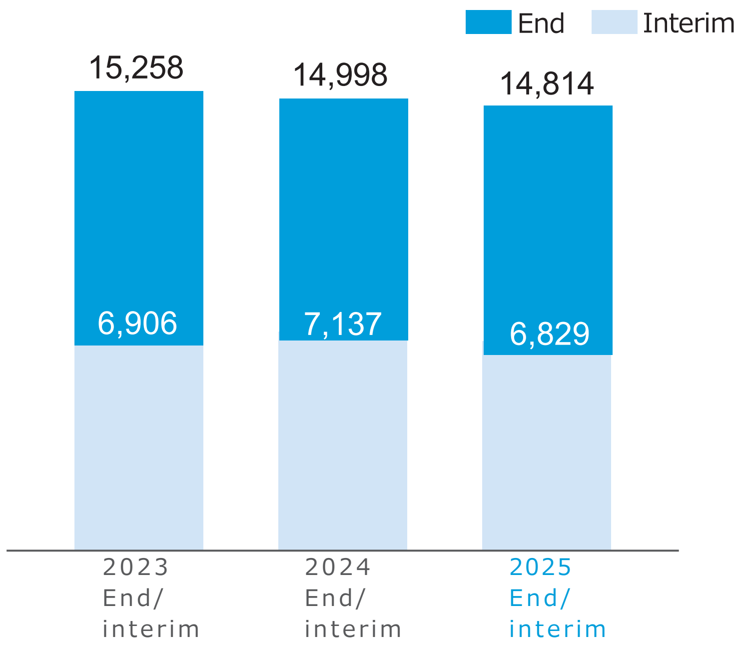
We sincerely ask our shareholders for their continued support.

Consolidated results

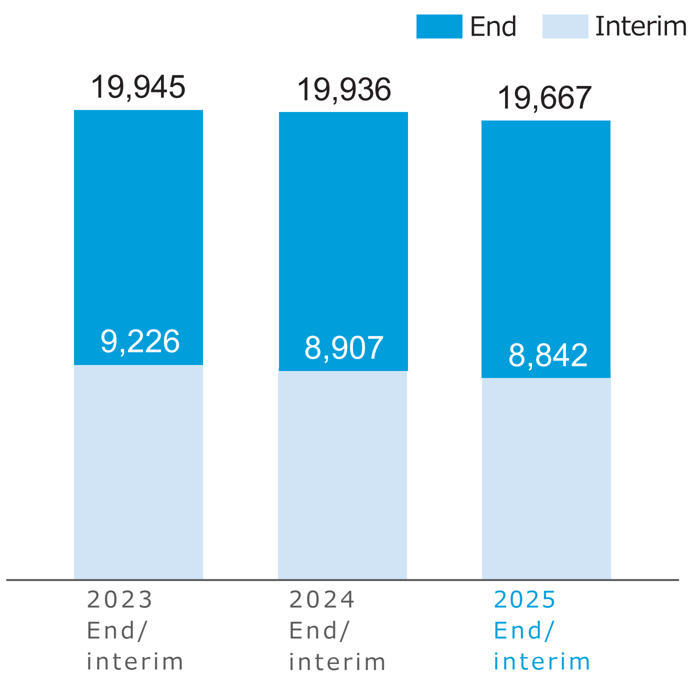
Sales (Unit: Million yen)



Operating income (unit: Million yen)

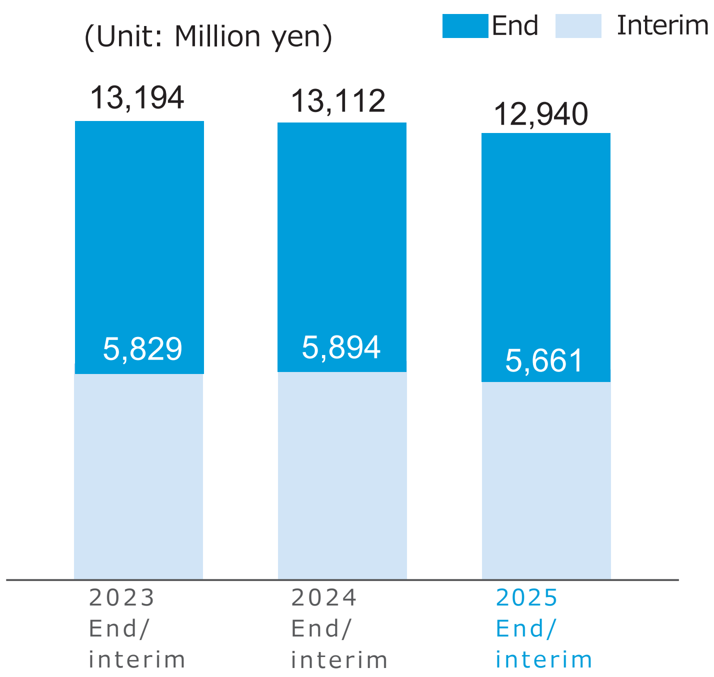


Ordinary income (Unit: Million yen)



Net income attributable to parent company

(Unit: Million yen)



Company outline

Company name:	NIHON PARKERIZING CO.,LTD.
Established:	July 12, 1928
Head Office:	16-8, 2-chome, Nihonbashi, Chuo-ku, Tokyo
Capital:	4.56 billion yen
Employees: (consolidated)	4,283
Listing:	Prime Market of Tokyo Stock Exchange

Directors【As of June 26 , 2026】

Chairman	Kazuichi	Satomi	Chief Executive Officer
Representative Director	Masayuki	Aoyama	President, Executive Officer
Representative Director	Hiroyasu	Tamura	Vice President, Executive Officer
Director	Fumikazu	Ozaki	Parker Processing Co., Ltd. President and CEO
Director	Nobuhiko	Satomi	Parker Netsushori Kogyo Co., Ltd. President and CEO
Outside Director	Shimako	Emori	
Outside Director	Tatsuya	Mori	
Outside Director	Yuko	Maeda	
Outside Director	Shigetaka	Hazeyama	Audit and Supervisory Committee Member
Outside Director	Masaharu	Kubota	Audit and Supervisory Committee Member
Outside Director	Koji	Chika	Audit and Supervisory Committee Member

Overview by Business Segment (Business outline & share of sales)

Other

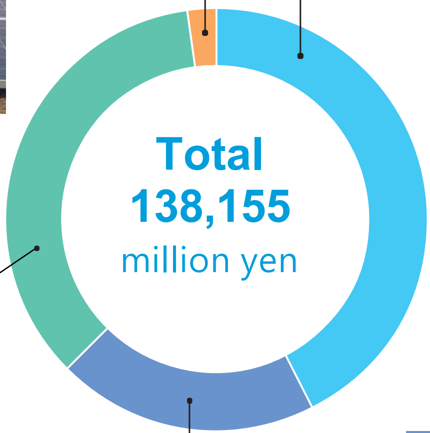
Building maintenance, solar power generation business, medical device business, etc.

3,043 million yen (**2.2%**)

Chemicals

Manufacture and sale of metal surface treatment chemicals, rust preventive oil, rolling oil, paint, industrial cleaners, and electroless nickel plating liquid, etc.

58,919 million yen (**42.6**%)



Jobbing

Rust preventive jobbing, heat treatment jobbing, etc.

48,570 million yen (**35.2**%)

Equipment

Manufacture and sale of metal surface treatment equipment, coating equipment, etc.

27,621 million yen (**20.0%**)

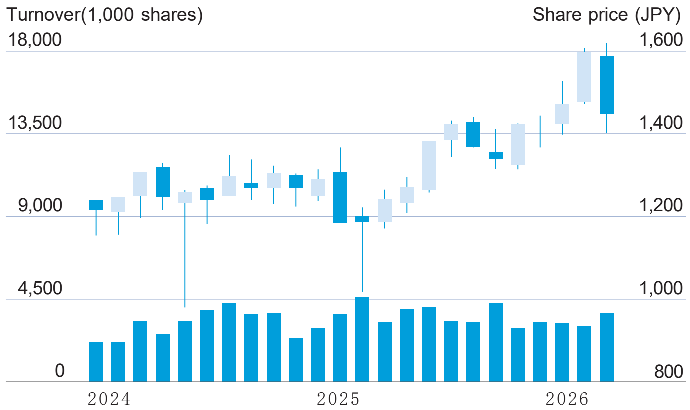
Stock information

(1) Total number of authorized shares 300,000,000
(2) Number of shares outstanding 132,604,524
(3) Number of shareholders at end of period 6,852
(4) Principal shareholders

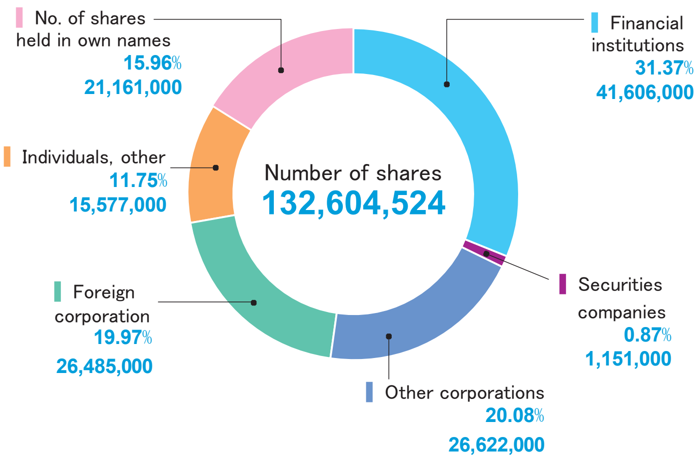
Name Shares held (Unit: 1,000)	Ownership	ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	12,368	11.09
Nippon Life Insurance Company	7,015	6.29
Meiji Yasuda Life Insurance Company	5,020	4.50
Yugen Co., Ltd.	4,978	4.46
The Chiba Bank, Ltd.	4,765	4.27
The Satomi Scholarship Foundation	4,633	4.15
Custody Bank of Japan, Ltd. (Trust account)	3,316	2.97
STATE STREET BANK AND TRUST COMPANY 505103	2,914	2.61
Custody Bank of Japan, Ltd. as trustee for NIPPON STEEL CORPORATION Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd	2,664	2.39
Sumitomo Mitsui Banking Corporation	2,313	2.06

(Note) 1. Nihon Parkerizing holds 21,161,000 treasury shares. (Not included in the above principal shareholders list.)
2. Shareholder ratios are calculated excluding the treasury shares.
3. Nihon Parkerizing has introduced a "Board Benefit Trust (BBT)" and the Custody Bank of Japan, Ltd. (Trust account E) (hereinafter the "Trust Account E") has acquired 290,000 of the Company's shares.
The shares of Nihon Parkerizing held by Trust Account E are not included in treasury stock.

Transition of share price



Distribution by ownership



Shareholders' Memo

Fiscal year: April 1 to March 31

Regular General Meeting of Shareholders: June

Dividends: Year-end Dividend Record Date: March 31
Interim Dividend Record Date: September 30

The method of public notice will be by electronic public notice; provided however that, if notices cannot be made by electronic public notice due to unavoidable circumstances, notices will be published in The Nikkei.

* For notices on Nihon Parkerizing website URL:
https://www.parker.co.jp/en/

Shareholder Registry Administrator and Special Accounts Administrator:
Mitsubishi UFJ Trust and Banking Corporation

Contact:
Securities Agency Division, Mitsubishi UFJ Trust and Banking Corporation,
Address: 1-1 Nikko-cho, Fuchu-shi, Tokyo
Telephone: 0120 (232) 711 (Free dial)
Postal address: Securities Agency Division, Mitsubishi UFJ Trust and Banking Corporation,
P.O. Box 29, Shin Tokyo Post Office, 137-8081

IR Calendar

1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Announcements of Annual Financial Statements; Financial Results Briefing	General Meeting of Shareholders		Announcement of 1st quarter financial statements			Announcement of 2nd quarter financial statements			Announcement of 3rd quarter financial statements	

Website

Please refer to the website of Nihon Parkerizing Co., Ltd. for detailed IR information.

Nihon Parkerizing search

https://www.parker.co.jp/en/