



May 28, 2021

Vision2030

Transforming a diverse range
of surfaces with chemistry

 NIHON PARKERIZING CO.,LTD.

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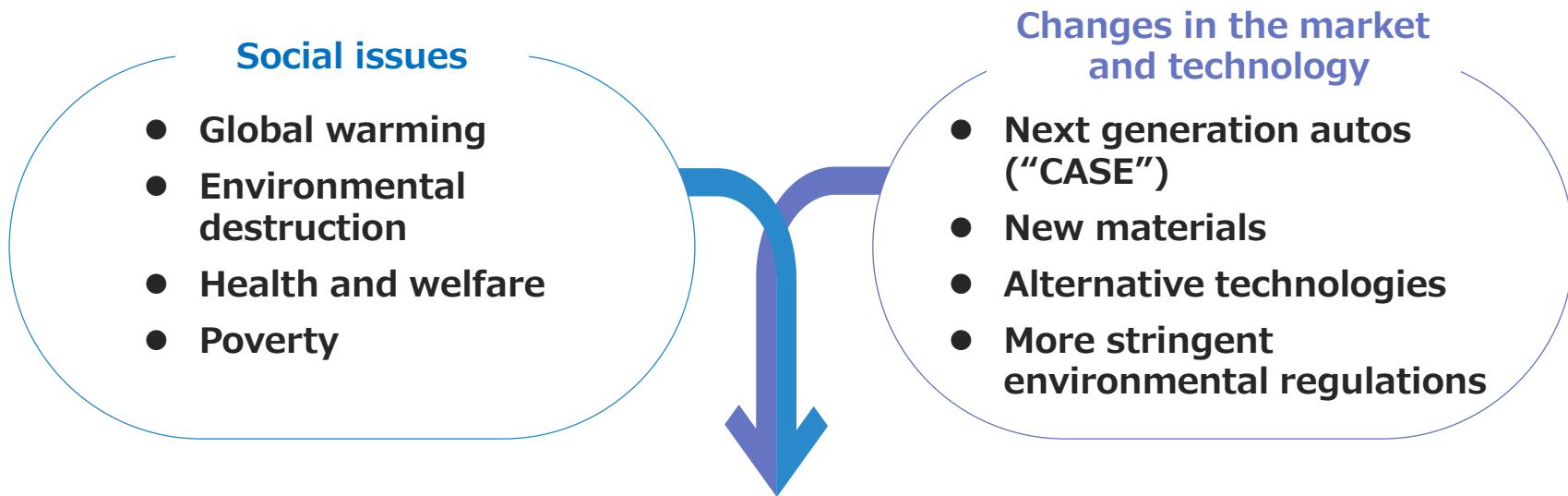
Transforming a diverse range of surfaces with chemistry

We will contribute to building a sustainable society by creating new value for resources through surface modification of a variety of materials.

As for tackling issues in society, including global environmental problems, it is becoming increasingly imperative. Furthermore, the social environment is changing significantly. The Nihon Parkerizing Group will endeavor to create new value for resources through surface modification of various materials in line with our corporate philosophy of conservation of the global environment and creating a more prosperous society.

Contributing to creating a sustainable society by transforming diverse surfaces with chemistry is our corporate vision.

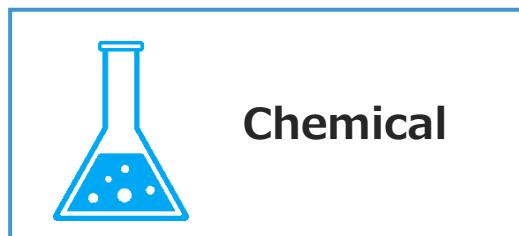




Developing new businesses and providing solutions for social issues are indispensable for the creation of a sustainable society.

Improving corporate value through sustainability-oriented management

The Nihon Parkerizing Group, as surface modification specialists in three critical businesses, including chemicals, process equipment, and toll processing, aims to find solutions to social issues and pursue sustainable growth and development together with society.



Corporate philosophy

Effective use of limited resources

Creation of affluent and healthy society

Contribution to SDGs



The Group will actively engage in environmental, social and governance (ESG) issues to ensure the sustainable development of society and improve our corporate value.

Environment

- Development of technology for a decarbonized society
- Development of environment-friendly products
- Green procurement
- Appropriate control of chemical substances
- Promoting alternatives to hazardous substances
- Reducing emissions of hazardous substances

Social

- Diversity
- Work-life balance
- Occupational safety and health
- Conflict minerals
- Harmonization with local communities

Governance

- Enhance group governance
- Restructure business portfolio
- Improve risk management
- Enhance compliance

■ Specific initiatives for tackling environmental issues through our business

The Nihon Parkerizing Group's surface modification technology contributes to solving global environmental issues such as conserving resources and energy and improving the efficiency of their use by adding various functions to the surface of materials, such as corrosion resistance, wear-resistance and lubricity.

Furthermore, as a leading company in surface modification, we pursue technology development to reduce the load on the environment. Chrome-free, phosphorous-free, and non-sludge generating technologies, as we seek alternatives to hazardous substances to eliminate or reduce their use and develop zero-emission technologies, are an excellent example of our outcome.

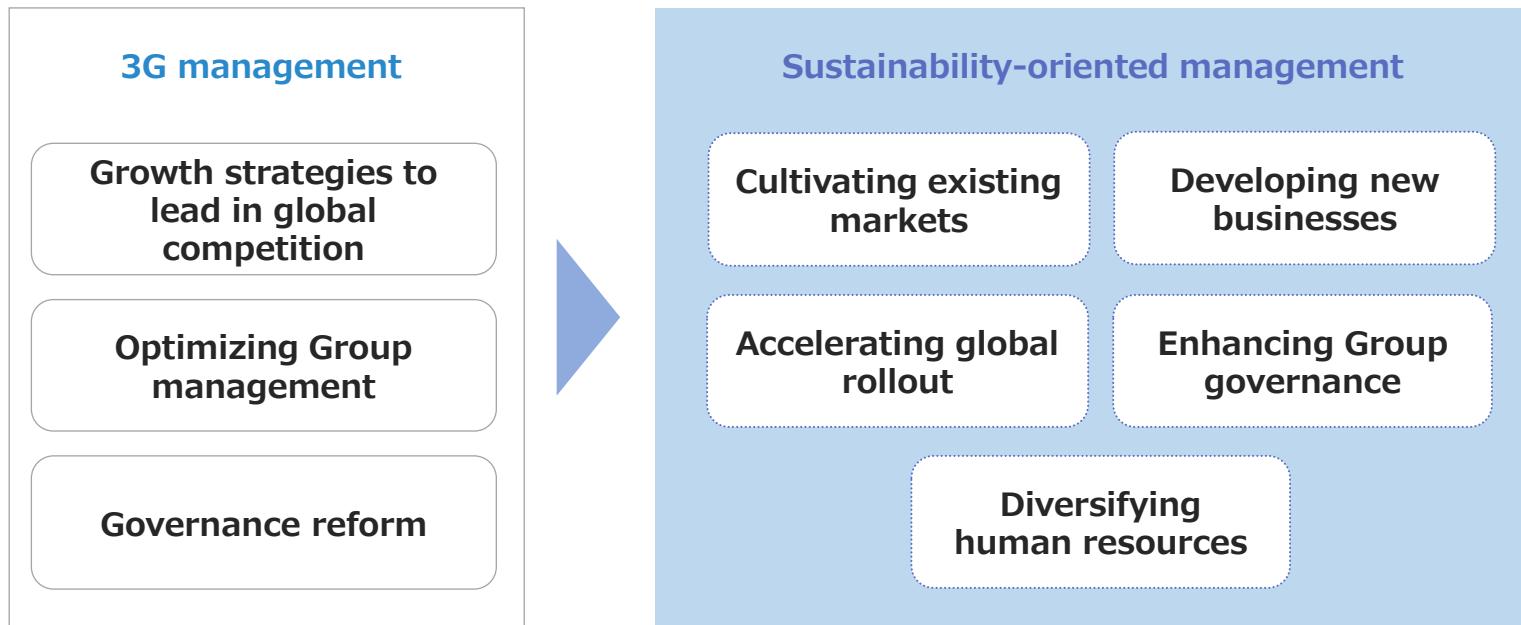


As we approach our centenary in 2028,
and beyond into the future,
we will further improve our 3G management
(Global, Group & Governance)
as we seek to spur a new phase of growth.

2028

Establishment

100 yrs

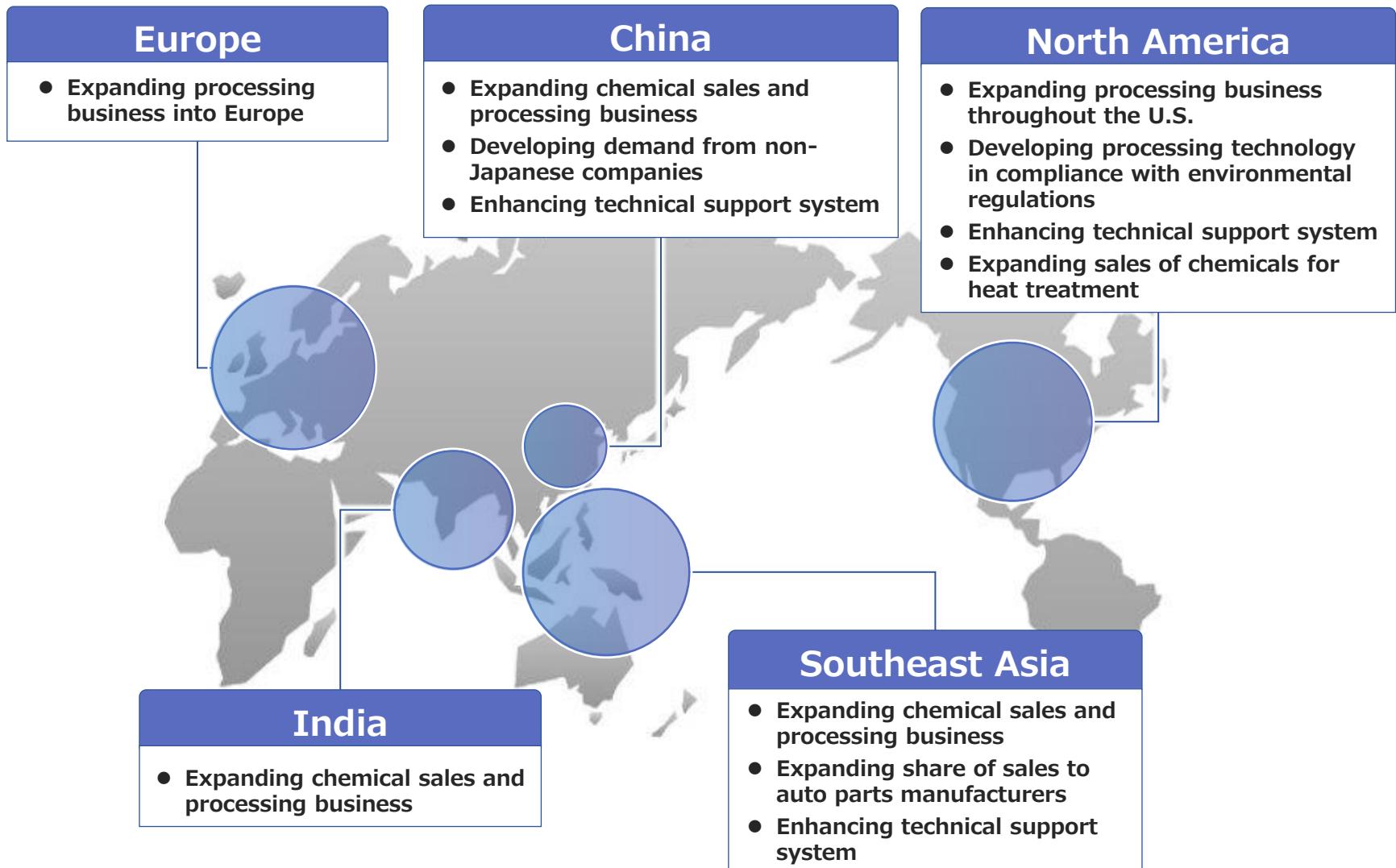


Expanding the application of surface modification technology to a variety of materials

	Cultivating existing markets	Developing new businesses
Material	Metal For a wide variety of applications	Non-metal Fiber/glass/resin
Market	Automotive & steel For next generation autos (lighter vehicles) Changes in sliding components due to shift to EVs	New markets Medical devices/electronic components/aerospace Health care/home appliances
Added value	Corrosion resistance, lubrication, wear resistance Increased functionality, composite functions, controlling coefficient of friction	Multi-functional Conductivity/insulation, hydrophilicity/water repellence, heat dissipation/insulation, antibacterial, bonding different materials

Actively seek M&A and alliances

Leveraging the Group's strengths to provide solutions to social problems on a global scale.



We will enhance governance throughout the Group to provide the foundation for global business activities as we aim to improve our mid- to long-term corporate value.

Policy	Key points
Restructure business portfolio	Focus management resources on enriching core businesses and investing in future growth
Improve capital efficiency	Manage investment profitability with a sharp sense of capital costs
Improve risk management system	Organizational changes to tighten risk management throughout the Group
Enhance compliance	Fostering a fair and highly transparent corporate culture



We will promote “Diversity Management” as multiplicity in human resources is indispensable to creating sustainable growth and innovation.

Policy	Key points
Increasing diversity	<ul style="list-style-type: none">Establish an environment in which diverse human resources can exercise their talents to the maximumPromote the career advancement of women
Developing global human resources	<ul style="list-style-type: none">Plan development of global human resourcesDevelop human resources who can adapt to a changing society
Improving work-life balance	<ul style="list-style-type: none">Establish a flexible workplace environmentPromote digital transformation

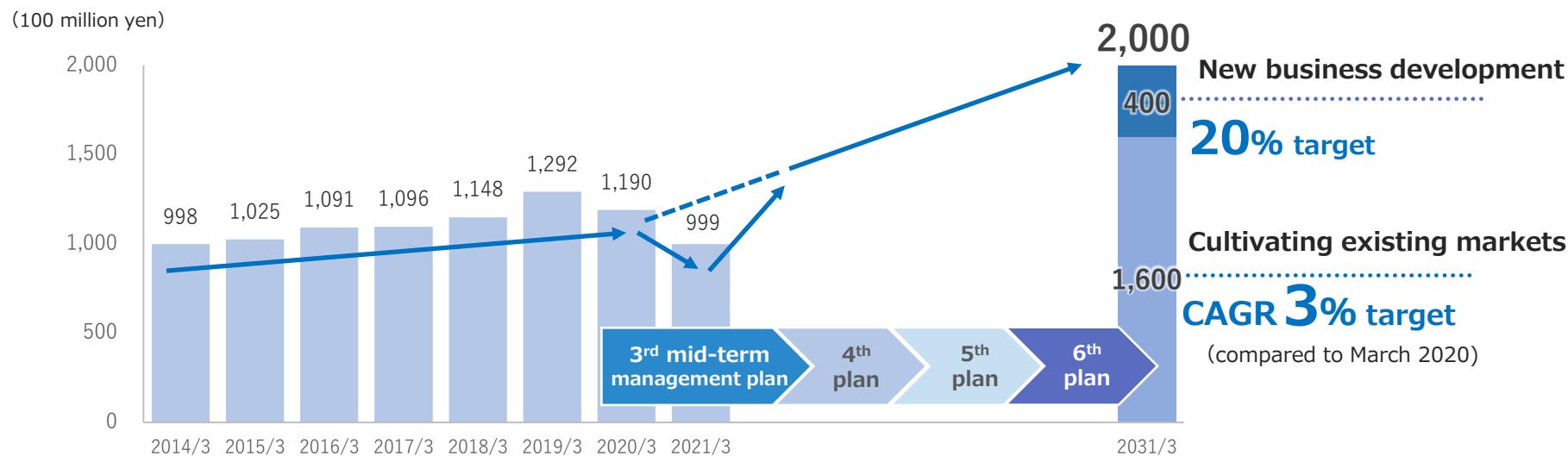


Aiming to be a global leader in the field of surface modification, we will **develop new businesses** and **cultivate existing markets** on a worldwide scale.

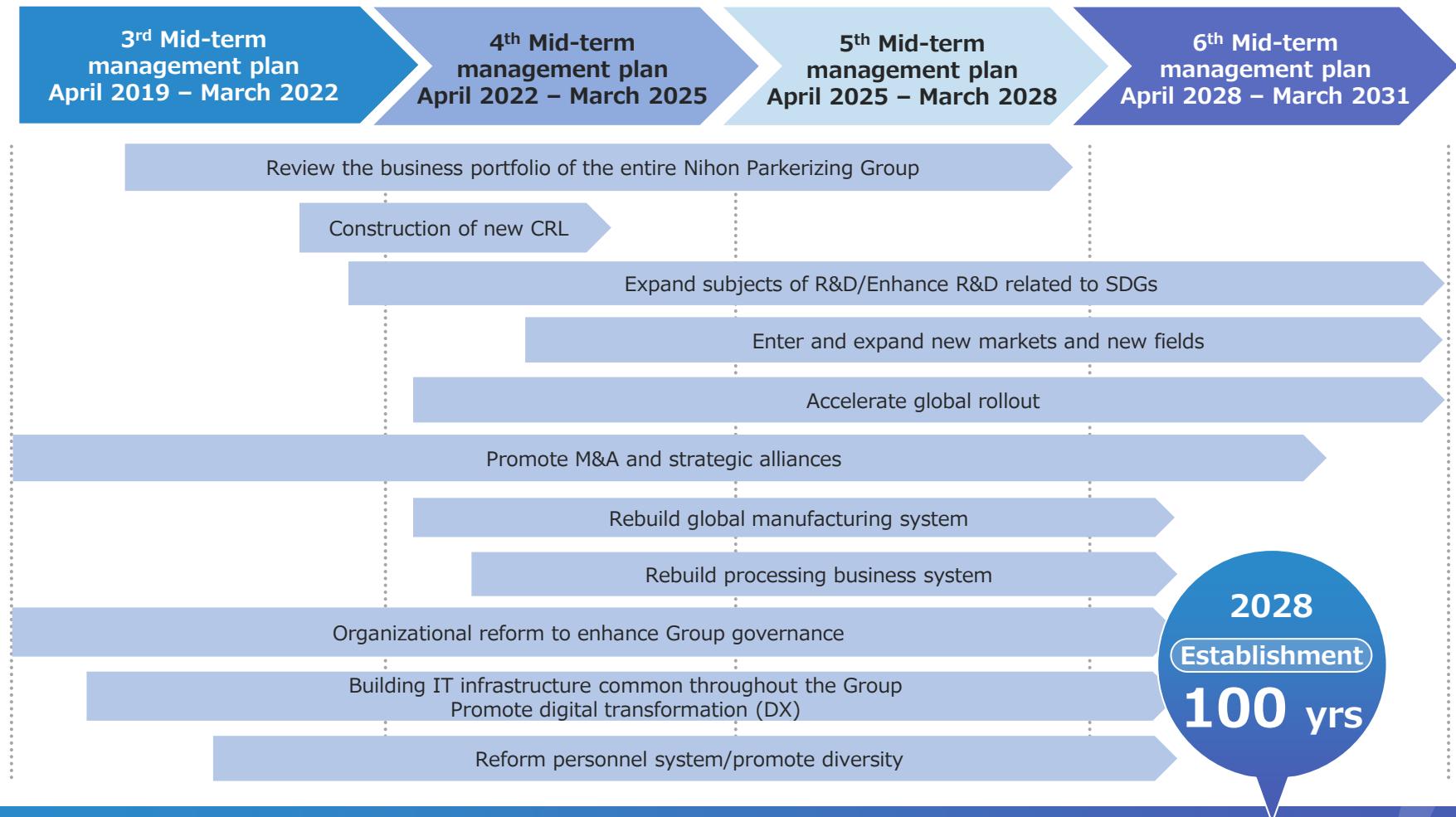
Consolidated sales 200,000 million yen

New business development	Cultivating existing markets	Overseas sales ratio	Operating income to net sales ratio	ROE
20%	CAGR 3%	50%	15%	10% +

Consolidated sales



Transforming surfaces with chemistry



Entering a new growth phase as we are approaching the centenary of the establishment of Nihon Parkerizing

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