



Chairman president and C.E.O.

Kazuichi Satomi**Vision 2030****137th****Business
Report**

period

April 1, 2021 ▶ March 31, 2022

To Our Shareholders

Thank you very much for your continued support.

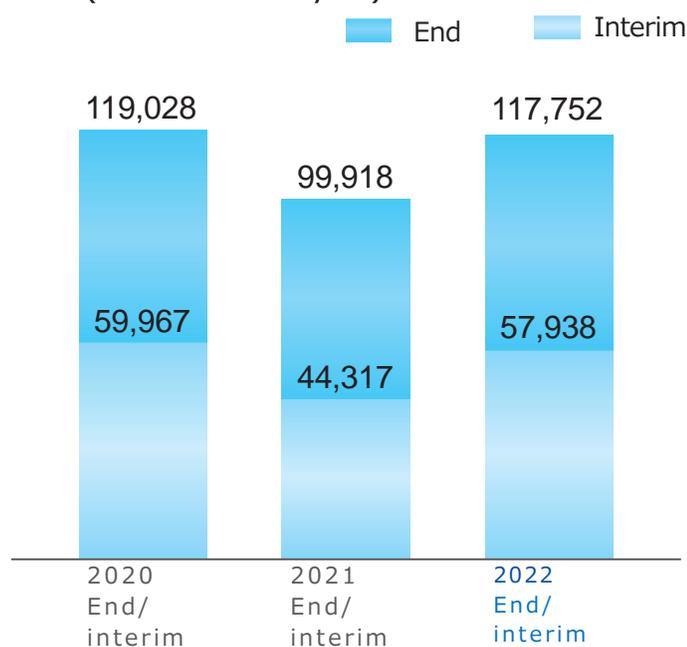
It is our pleasure to present our year-end report for the 137th period, April 1, 2021 to March 31, 2022.

As you well know, in this period the global economy recovered somewhat due to the economic policies implemented by governments around the world and progress with COVID-19 inoculation programs. However in the latter half of the fiscal year the global economy was impacted by the semiconductor shortage and other supply constraints and the invasion of Ukraine, leading to continued uncertainty. The Japanese economy also saw signs of recovery due to an increase in exports on the back of the economic recovery overseas, and recovery in corporate production and equipment investment. However, the outlook continued to remain uncertain due to risk factors such as the rapid currency fluctuations and rising prices of raw materials and energy.

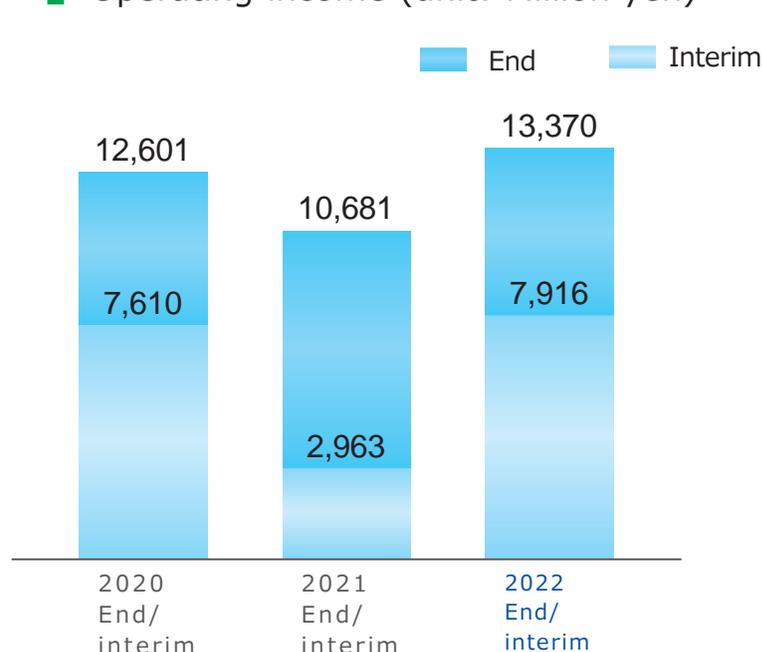
The business environment faced by the Nihon Parkerizing Group was one in which, while our key customers in the automotive industry experienced a recovery, in the latter half of the fiscal year they adjusted production due to the shortage of semiconductors, and for several months auto output fell year on year. In addition, while our key customers in the steel industry experienced increased demand for steel in line with the rebound in production in the manufacturing industries, the outlook remained uncertain as in the latter half of the fiscal year domestic crude steel production fell year on year for several months in a row.

Against such a backdrop, the Nihon Parkerizing Group formulated its Vision2030, as we look toward the centenary of the founding of Nihon Parkerizing in 2028 and beyond. With the catchphrase of transforming a diverse range of surfaces with chemistry, the Group promoted the development of surface modification technology that adds a diverse range of functions to a wide range of substrates. Based on the key strategies of cultivating existing markets and developing new businesses, accelerating global rollout, strengthening Group governance and diversifying human resources, the Group promoted a variety of policies aimed at creating a new growth stage.

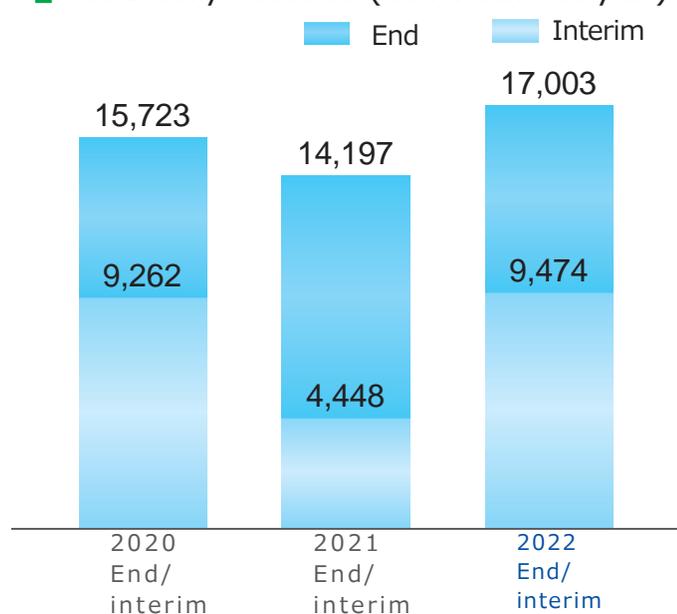
Sales (Unit: Million yen)



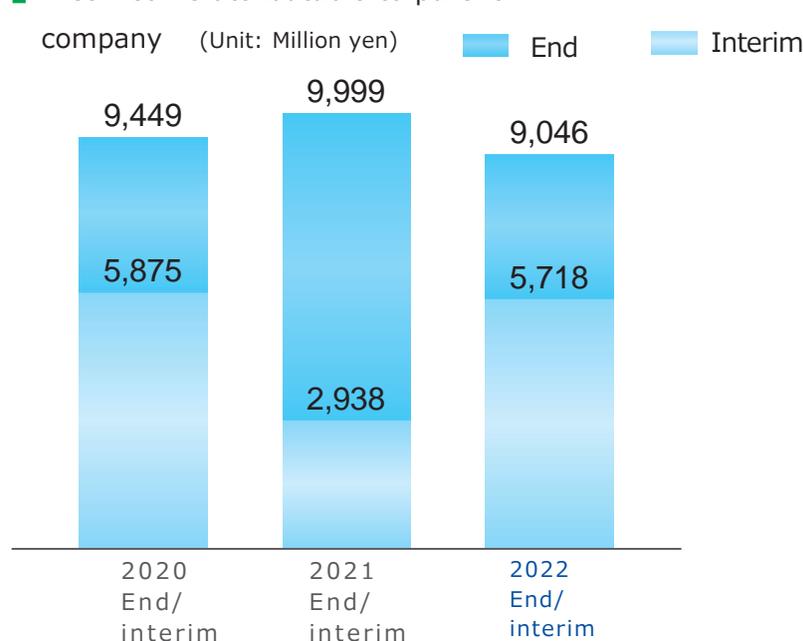
Operating income (unit: Million yen)



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:	15-1, 1-chome, Nihonbashi, Chuo-ku, Tokyo
Capital:	4.56 billion yen
Employees:	4,353
(consolidated)	
Listing:	Prime Market of Tokyo Stock Exchange

Directors [As of March 31, 2021]

Position	Name	Role
Chairman President	Kazuichi Satomi	Chief Executive Officer
Director	Hiroyasu Tamura	In charge of the Administration Division and Group Management Division
Director	Masayuki Yoshida	In charge of the Technical Division and Corporate Planning Division
Director	Yasumasa Fukuta	In charge of the Chemicals Division and Commercial Processing Division
Outside Director	Shimako Emori	
Outside Director	Tatsuya Mori	
Outside Director	Masaharu Kubota	Audit and Supervisory Committee Member
Director	Hayato Hosogane	Audit and Supervisory Committee Member
Outside Director	Koji Chika	Audit and Supervisory Committee Member
Outside Director	Shigetaka Hazeyama	Audit and Supervisory Committee Member

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

Other

Building maintenance, Solar power generation business, etc.

2,387 million yen (2.0%)



Chemicals

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

46,631 million yen (39.6%)



**Total
117,752
million yen**

Jobbing

Rust preventive jobbing, heat treatment jobbing, etc.

44,820 million yen (38.1%)



Equipment

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

23,914 million yen (20.3%)



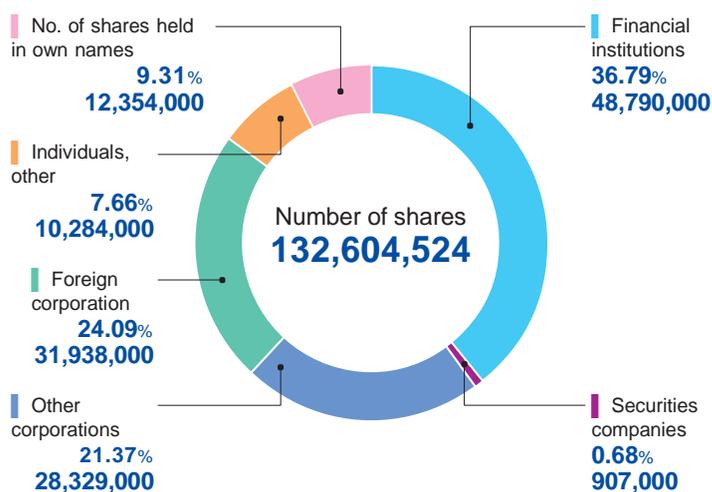
Stock information

(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	4,246
(4) Principal shareholders	

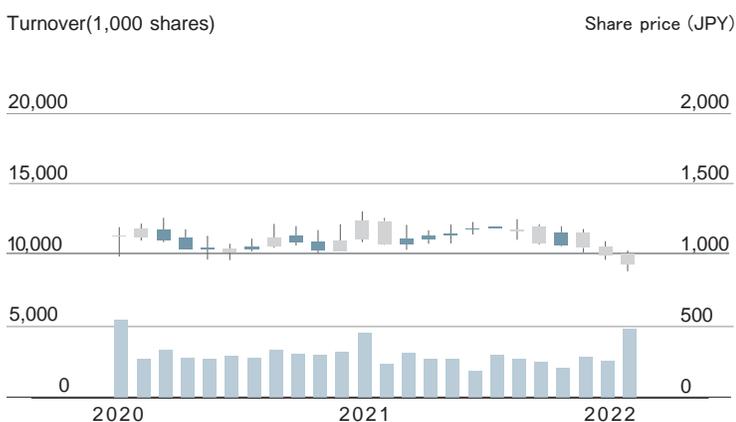
Name	Shares held (Unit: 1,000)	Ownership ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	13,459	11.19
NORTHERN TRUST CO. (AVFC) RE FIDELITY FUNDS	9,989	8.30
Nippon Life Insurance Company	7,015	5.83
Meiji Yasuda Life Insurance Company	5,020	4.17
The Chiba Bank, Ltd.	4,765	3.96
Yugen Co., Ltd.	4,708	3.91
The Satomi Scholarship Foundation	4,633	3.85
Custody Bank of Japan, Ltd. (Trust account)	3,808	3.16
Sumitomo Mitsui Banking Corporation	3,113	2.58
Custody Bank of Japan, Ltd. as trustee for NIPPON STEEL CORPORATION Retirement Benefit Trust Account re-trusted by Mizuho Trust and Banking Co., Ltd	2,664	2.21

(Note) 1. Nihon Parkerizing holds 12,354,000 treasury shares. (Not included in the above principal shareholders list.)
2. Shareholder ratios are calculated excluding the treasury shares.

Distribution by ownership



Transition of share price



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/>

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



Website

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

Nihon Parkerizing

search



<https://www.parker.co.jp/>

