

“Vision2030”

VISION 2030



At Nihon Parkerizing, we will celebrate our centenary milestone in 2028. But it is only a transit point into the future. Looking further ahead, we have set “Vision2030,” our management vision showing who we want to be and the direction we should take. We will make our mark on the world by contributing to a sustainable society.

Background

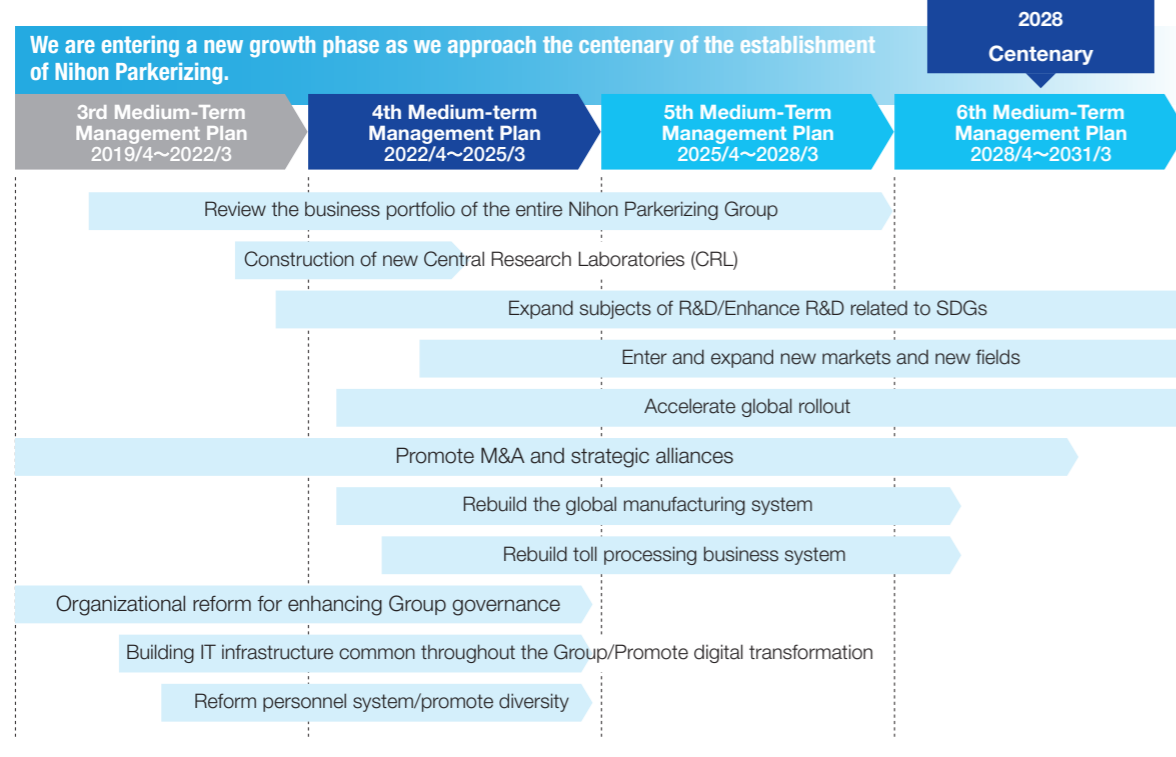
To achieve sustainable growth by responding to the increasing number of social issues, such as increasingly severe natural disasters, the evolution of the market, and technological changes symbolized by the shift to EVs, we must take on new business challenges and help solve social issues.

Social issues	Changes in the market and technologies
<ul style="list-style-type: none"> Global warming Environmental destruction Health and welfare Poverty 	<ul style="list-style-type: none"> Next generation autos (“CASE”) New materials Alternative technologies More stringent environmental regulations

Management targets

Consolidated net sales: ¥200 billion				
Development of new businesses 20%	Cultivating existing markets CAGR 3%	Ratio of overseas sales 50%	Operating income to net sales ratio 15%	ROE 10% +

“Vision2030” Roadmap



Fundamental strategy -- Sustainability-oriented management

We will celebrate our centenary in 2028. Looking further ahead, we will improve our 3G management (Global, Group, Governance) to spur a new growth phase.

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 For next-generation autos (lighter vehicles) Changes in sliding components due to the 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/hydrophobicity, heat dispersion/insulation, antibacterial, bonding different materials

STRATEGY 02

Accelerate global rollout

We provide solutions that contribute to solving social issues globally by leveraging the collective strength of the Group.

Region	Key points
China	<ul style="list-style-type: none"> Expanding chemical sales and toll processing business Developing demand from non-Japanese customers Enhancing technical support system
India	<ul style="list-style-type: none"> Expanding chemical sales and toll processing business
North America	<ul style="list-style-type: none"> Expanding processing business throughout the US Developing processing technologies in compliance with environmental regulations Enhancing technical support system Expanding sales of chemicals for heat treatment
Europe	<ul style="list-style-type: none"> Expanding processing business into Europe
Southeast Asia	<ul style="list-style-type: none"> Expanding chemical sales and toll processing business Expanding share of sales to auto parts manufacturers Enhancing technical support system

STRATEGY 03

Enhancing Group governance

We will enhance governance throughout the Group to provide the foundation for global business activities to improve our medium- 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

STRATEGY 04

Diversifying human resources

We will promote Diversity Management as multiplicity in human resources is indispensable for sustainable growth and creation of 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 maximum Promote the career advancement of women
Developing global human resources	<ul style="list-style-type: none"> Plan development of global human resources Develop human resources who can adapt to a changing society
Improving work-life balance	<ul style="list-style-type: none"> Establish a flexible workplace environment Promote digital transformation

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