



Chairman and C.E.O.
Kazuichi Satomi



Representative Director
President, Executive Officer
Masayuki Aoyama

Business Report

140th period

April 1, 2024 ▶ March 31, 2025

To Our Shareholders

We would like to express our sincere gratitude to our shareholders for their continued support. We are pleased to present our financial results for the fiscal year ending on March 31, 2025.

As you are aware, the domestic economy has shown signs of stagnation in certain areas during the current fiscal year. However, supported by robust corporate earnings and improvements in household income due to wage increases, capital investment and personal consumption began to recover, resulting in a gradual recovery trend. On the other hand, concerns persisted regarding the continued high prices of raw materials and steel, the impact of US tariff measures, and an uncertain outlook. In the global economy, the US experienced a recovery trend driven by resilient personal consumption. However, the outlook remained unclear due to ongoing inflation-driven price increases and concerns about an economic slowdown stemming from US-China trade friction.

In the automotive industry, one of our Group's primary business partners, production volumes in Japan remained slightly below the previous year's level due to the impact of production suspensions resulting from certification irregularities. Overseas, production volumes exceeded those of the previous year in the US, Mexico, and India but remained below the previous year's levels in Japan, Thailand, South Korea, and Indonesia. In the steel industry, another pillar of our business, domestic crude steel production volumes fell below the previous year's levels due to sluggish demand for construction materials caused by labor shortages and stagnant demand for automotive applications. Overseas, demand was also pressured by the downturn in China's real estate market, resulting in production volumes slightly below the previous year's levels.

Given these circumstances, the Group has been working to enhance corporate value in the long term by strengthening existing businesses, exploring new areas, expanding global operations, and proactively addressing social issues, including environmental concerns, across all business segments under the Fourth Medium-Term Management Plan, which is in its final year. Additionally, we have been striving to strengthen quality control and assurance throughout the Group, providing products and services that earn our customers' trust.

As a result, the consolidated financial results for the current fiscal year are as follows.

Additionally, regarding the final dividend for the current fiscal year, we have secured sufficient funds to support growth in investments and maintain financial stability. For the time being, we intend to return as much as possible to our shareholders in the form of dividends. Therefore, we have decided to increase the dividend by 5 yen per share, for a total of 25 yen per share.

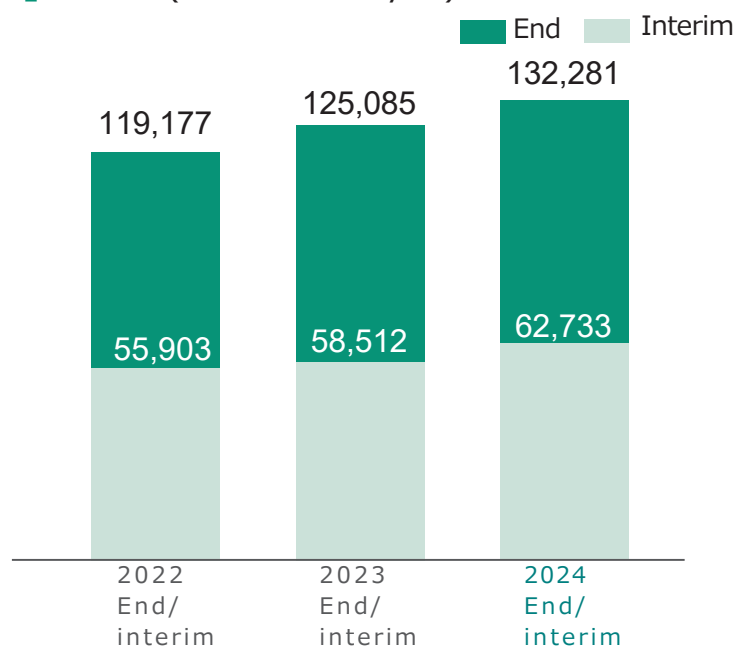
Looking ahead, the domestic economy is expected to continue its moderate recovery, supported by factors such as increased wages and expanded capital investments fueled by strong corporate earnings. Meanwhile, the Indian economy is expected to continue its steady growth, driven by its robust performance. However, significant risks remain, including high ongoing resource and energy prices, inflationary pressures, and concerns about an economic slowdown due to escalating US-China trade friction. Consequently, the economic environment is expected to remain uncertain in the near term.

In this economic environment, our Group has launched its fifth medium-term management plan for the fiscal year ending in March 2026. The plan's slogan is "Challenges for Change." Through the use of AI and digital transformation (DX), we will expand our business portfolio, strengthen group collaboration, and promote the standardization and efficiency of operations. We believe that achieving sustainable growth requires us to address social issues and maintain our reputation as a trusted company. To this end, we will advance the development of surface modification technologies that contribute to a decarbonized society. Our newly renovated Central Research Laboratories will serve as a hub for these efforts. Furthermore, we will strive to enhance shareholder returns through share buybacks and other initiatives to improve capital efficiency and enhance corporate value.

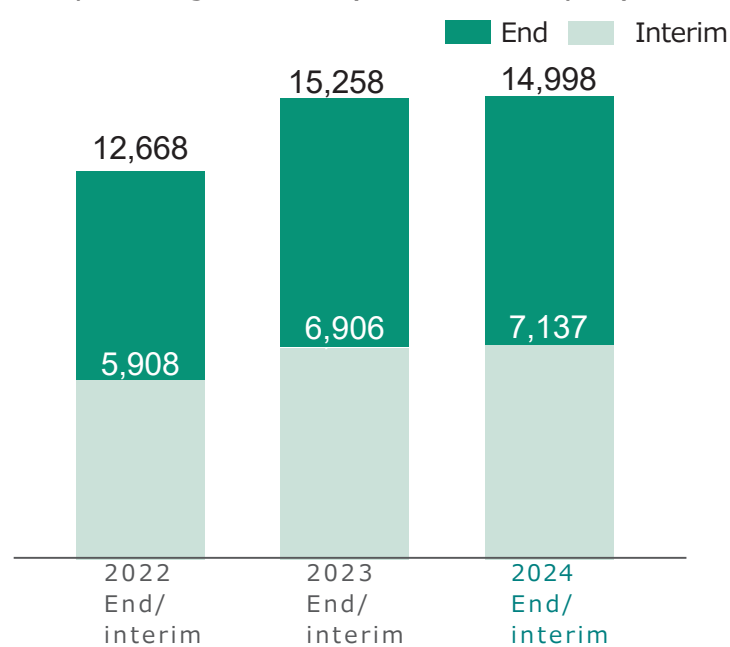
We look forward to your continued support in the future.

Consolidated results

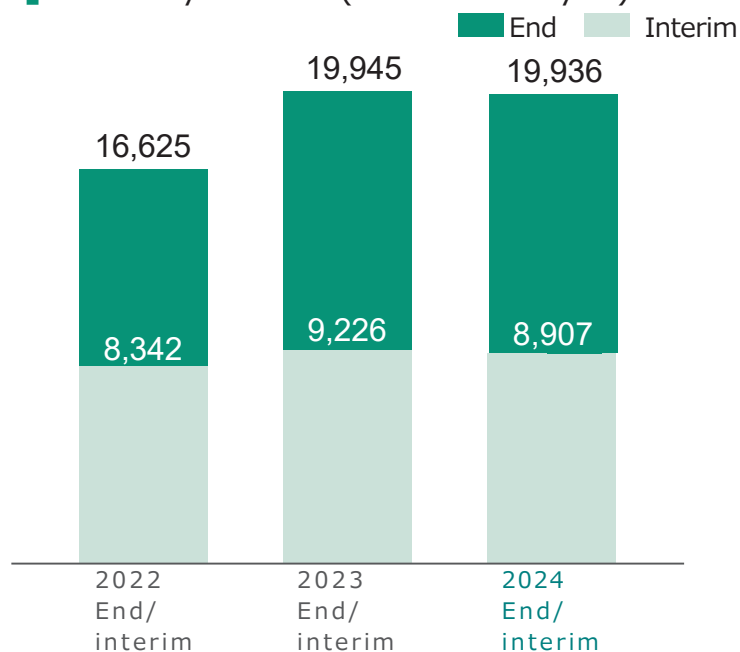
Sales (Unit: Million yen)



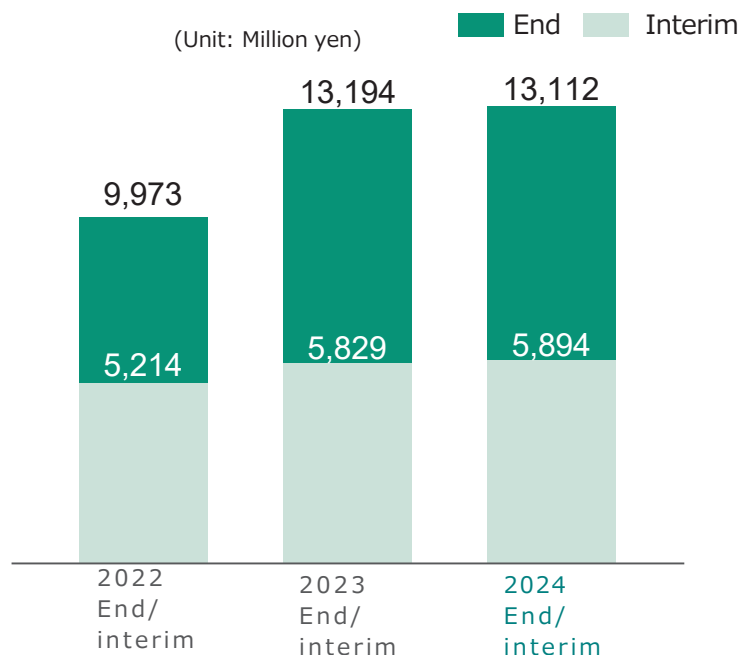
Operating income (unit: Million yen)



Ordinary income (Unit: Million yen)



Net income attributable to parent company



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: 4,354
(consolidated)

Listing: Prime Market of Tokyo Stock
Exchange

We relocated our head office last December.

Directors [As of June 27, 2025]

Chairman	Kazuichi	Satomi	Chief Executive Officer
Representative Director	Masayuki	Aoyama	President, Executive Officer
Representative Director	Hiroyasu	Tamura	Vice President, Executive Officer
Director	Fumikazu	Ozaki	Senior Managing Executive Officer
Director	Yasumasa	Fukuta	Managing Executive Officer
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.

2,704 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.

57,616 million yen (43.6%)



**Total
132,281
million yen**

Jobbing

Rust preventive jobbing, heat treatment jobbing, etc.

47,753 million yen (36.1%)



Equipment

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

24,206 million yen (18.3%)



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	6,938
(4) Principal shareholders	

Name	Shares held (Unit: 1,000)	Ownership ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	11,969	10.14
Nippon Life Insurance Company	7,015	5.94
Meiji Yasuda Life Insurance Company	5,020	4.25
Yugen Co., Ltd.	4,978	4.21
The Chiba Bank, Ltd.	4,765	4.03
The Satomi Scholarship Foundation	4,633	3.92
Custody Bank of Japan, Ltd. (Trust account)	3,599	3.04
NORTHERN TRUST CO. (AVFC) RE FIDELITY FUNDS	3,400	2.88
Sumitomo Mitsui Banking Corporation	3,113	2.63
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	2.25

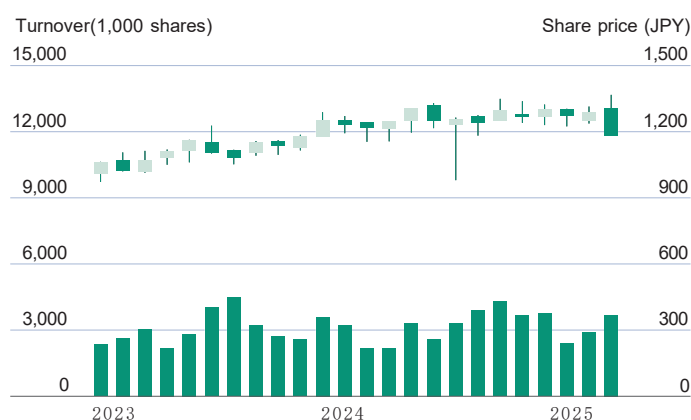
(Note) 1. Nihon Parkerizing holds 14,573,000 treasury shares. (Not included in the above principal shareholders list.)

2. Shareholder ratios are calculated excluding the treasury shares.

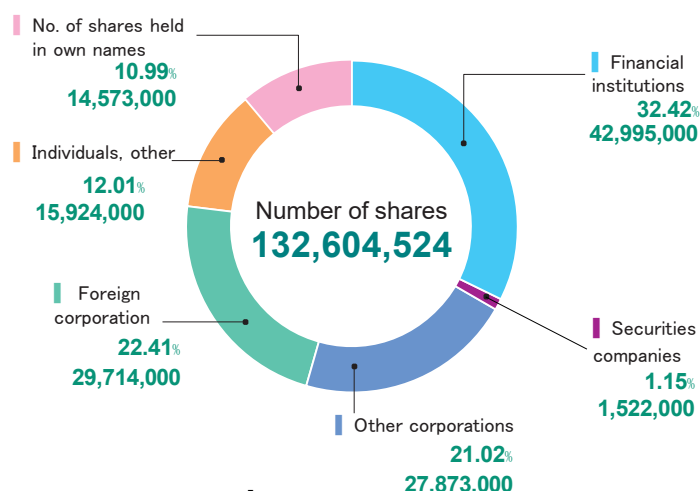
3. Nihon Parkerizing has introduced a "Board Benefit Trust (BBT)" and the Custody Bank of Japan, Ltd. (Trust account E) (hereinafter the "Trust Account E") has acquired 307,000 of the Company's shares.

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



Website

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

Nihon Parkerizing

search

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

