

# 6 BUSINESS RESULTS / CORPORATE PROFILE

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## Management's Discussion and Analysis

### Consolidated

#### Business environment and overview of operating results for the fiscal year ended March 2024

The business conditions surrounding the DNP Group during the fiscal year ended March 2024 were marked by a gradual economic recovery due to factors such as improved domestic employment, average income and the recovery of inbound tourism demand. However, the outlook remains uncertain given factors such as prolonged geopolitical risks, the impact of monetary policies around the world, rising domestic prices and labor shortages. There also continue to be concerns about the effects of climate change, highlighted by UN Secretary-General António Guterres's description of global warming as having reached the era of "global boiling," and natural disasters like Japan's Noto Peninsula earthquake.

Even amid these rapid changes in the environment, society and the economy, the DNP Group does not merely respond to changes and risks. It initiates its own reforms from a long-term perspective and develops business activities aimed at creating a better future. By combining DNP's unique P&I (printing and information) strengths and increasing its cooperation with diverse partners, DNP is working to expand the scope of our business.

DNP is currently implementing a Medium-term Management Plan covering the three-year period from fiscal 2023 to fiscal 2025. Through specific measures based on business strategies, financial strategies and non-financial strategies, we are focusing on the sustainable creation of corporate value and shareholder value. Looking at our business strategies, we are building a business portfolio that can be a strength in the medium to long term while accelerating the creation of new value, particularly in our focus business areas. Regarding our financial strategies, we appropriately allocate the cash that we generate by investing in the continued growth of the business and providing returns to shareholders. By focusing on expanding our investments in people, enhancing intellectual capital and implementing environmental initiatives, which are our main non-financial strategies, we work to strengthen our management foundation supporting sustainable growth.

In addition, the entire DNP Group continuously implements a variety of comprehensive business continuity management (BCM) measures to be prepared for natural disasters and other unpredictable events.

|                         | 2024.3    | 2023.3    | 2022.3    |
|-------------------------|-----------|-----------|-----------|
| Net sales (¥ million)   | 1,424,822 | 1,373,209 | 1,344,147 |
| Operating income margin | 22.0 %    | 21.3 %    | 21.8 %    |
| Gross profit margin     | 5.3 %     | 4.5 %     | 5.0 %     |
| Ordinary income margin  | 6.9 %     | 6.1 %     | 4.5 %     |
| Net sales income margin | 7.8 %     | 6.2 %     | 7.2 %     |

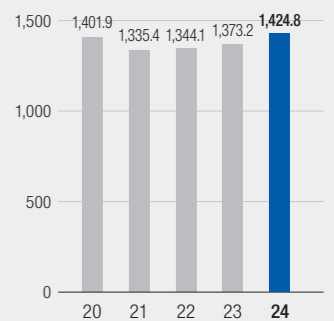
Overseas sales for the DNP Group as a whole were ¥335,747 million, up 6.3% from the previous fiscal year. Overseas sales accounted for 23.6% of total sales, an increase of 0.6 percentage points from 23.0% in the previous fiscal year. By region, sales in Asia, including Indonesia and Taiwan, increased by 8.9% year on year to ¥246,024 million. In other regions, including the United States and Europe, sales decreased 0.2% from the previous fiscal year to ¥89,723 million.

#### Information by segment

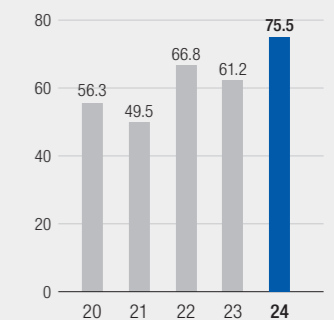
As of the fiscal year ended March 2024, the name of the Information Communication segment was changed to Smart Communication, and the name of the Lifestyle and Industrial Supplies segment was changed to Life & Healthcare. The Beverages segment was transferred to Life & Healthcare. Comparisons with the previous fiscal year and related analyses are based on the new classifications.

Fiscal year: the accounting year ended March 31

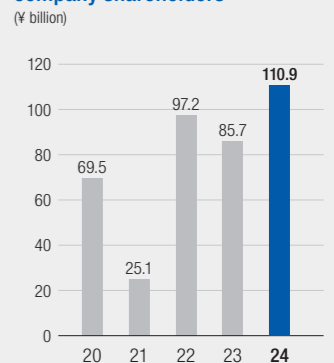
#### Net sales (¥ billion)



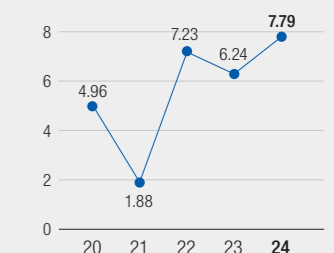
#### Operating income (¥ billion)



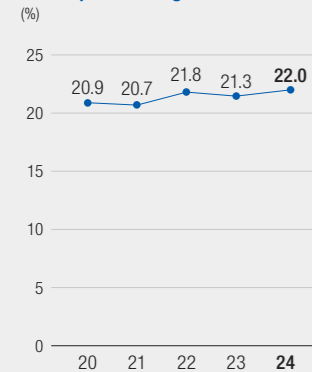
#### Net income attributable to parent company shareholders (¥ billion)



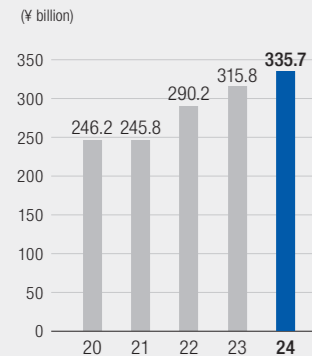
#### Net income to net sales (%)



Gross profit margin



DNP's overseas sales



Smart Communication

- Net sales: ¥719,432 million (down 0.1% YoY)
- Operating income: ¥26,162 million (down 2.1% YoY)
- Operating income margin: 3.6% (down 0.1 percentage points)

Imaging communication

**Market** Demand related to taking and printing photographs increased in North America, Europe and Asia.

**DNP** Sales increased overall due to the strong performance of dye-sublimation thermal transfer printing media for photo prints, and other photography-related services.

Information Security

**Market** Society's demand for business process outsourcing (BPO) continued to increase in response to labor shortages and workstyle reforms. In the smart card segment, the percentage of payments using credit cards remained high amid a rise in cashless payment practices.

**DNP** Sales increased overall due to large-scale business process outsourcing (BPO) projects and strong sales of dual-interface cards that support contact and contactless standards using a single IC chip.

Marketing

**Market** Domestic demand for advertising in fiscal 2023 decreased 0.9% overall, despite an increase in internet advertising, outdoor advertising and transportation advertising, due to a decline in demand for television and newspaper advertising and event planning (survey by the Ministry of Economy, Trade and Industry).

**DNP** Sales decreased overall due to the contraction of paper media such as catalogs and brochures, although we worked hard to provide value by combining DNP's strengths in digital technologies with our expertise and track record in creating marketing initiatives for companies and other clients.

Publishing

**Market** Sales in the paper publishing industry in 2023 decreased 6.0% from the previous fiscal year to ¥1,061.2 billion. Sales of books decreased 4.7% to ¥619.4 billion, while sales of magazines decreased 7.9% year on year to ¥441.8 billion. The number of bookstores decreased to 10,900 in 2023, in comparison with the peak of around 22,000 stores in 1999. The size of the electronic book market in 2023 increased 6.7% year on year to ¥535.1 billion (surveyed by Japan's Research Institute for Publications).

**DNP** Our book distribution and sales business performed solidly. They are composed of a hybrid mix of physical bookstores and online sales, and our library management services, where more libraries made DNP their designated administrators. The number of contracted libraries in the library support business was 1,806 as of January 31, 2024, a year-on-year increase of 20. Overall, however, net sales in the Publishing Business were in line with the previous year due to the shrinking market for magazines and similar printed publications.

Content & XR (Extended Reality) communication

**Market** As a new normal is being established, services that operate in virtual spaces unconstrained by time and distance are growing.

**DNP** We worked to strengthen our XR (extended reality) communication business, which enhances people's experiences by fusing real and virtual spaces using information processing and conversion technologies. We will

deliver a wide range of content to the world in the most optimal form. Additionally, we will strive to address social issues by partnering with external companies, including IP holders, and utilizing the XR technology platform. We aim to develop this new business and shape the market.

Education

**Market** Every student at school is now equipped with a device thanks to the GIGA School Program. The use of ICT in everyday life is becoming widespread, and efforts toward the digital transformation of education are being promoted as a national policy.

**DNP** DNP, together with Lenovo Japan LLC, was selected by the Tokyo Metropolitan Government to support the construction and operation of Tokyo's virtual learning platform (VLP) project. Going forward, DNP will continue to support the activities of local governments and classrooms throughout Japan under the nation's "no one left behind policy" by assisting in the provision of a variety of educational opportunities and utilizing big data in education.

Life & Healthcare

- Net sales: ¥472,360 million (up 4.6% YoY)
- Operating income: ¥13,348 million (up 67.2% YoY)
- Operating income margin: 2.8% (up 1.0 percentage points)

Mobility and industrial high-performance materials

**Market** In the electric vehicles (EVs) market, the demand for EVs slowed in the second half due to a reduction in EV subsidies in the EU area and auto manufacturers diversifying into plug-in hybrid electric vehicles (PHEVs) and hybrid electric vehicles (HEVs) instead of focusing solely on simple EVs. However, the global market for electronic vehicles (EVs and PHEVs) is projected to expand to over 14 million units in 2023 (survey by MarkLines Co., Ltd.) and, in terms of its CAGR (Compound Annual Growth Rate), grow 16% between 2024 and 2030 (survey by GlobalData Plc).

**DNP** Sales of battery pouches for lithium-ion batteries for automotive applications were affected by the slowdown of demand for electric vehicles (EVs) in the second half and inventory adjustments, but demand recovered in the IT sector, thanks to the increased use of DNP products in new smartphone models. Overall, battery pouch sales remained firm. Regarding PV materials, there was a significant increase in demand for encapsulants, particularly in Europe and the United States. In the mobility products sector, sales of side visors and exterior decorative films for automobiles remained firm. DNP shortened the painting process for its decorative films with excellent design characteristics and reduced their environmental impact.

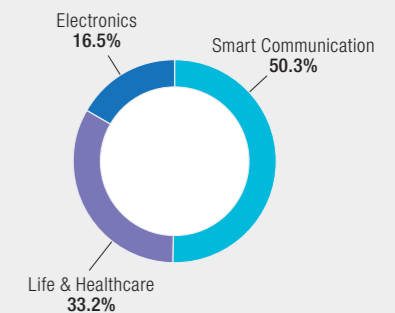
Packaging

**Market** Demand for packaging materials for food products and daily commodities was affected by consumers' reluctance to buy things amid increasing prices. However, the flow of people did recover and there was an increase in inbound tourism demand, which led to the expansion of sales of packaging materials for confectioneries and beverages.

**DNP** Despite the impact of downside consumer spending trends, we were able to maintain sales at a level consistent with the previous year by passing on cost increases to customers and boosting sales of molded plastic products. The Group focused on the development and sale of functional packaging materials, such as eco-friendly packaging, and took steps to strengthen this sector structurally, for example by reorganizing its manufacturing sites.

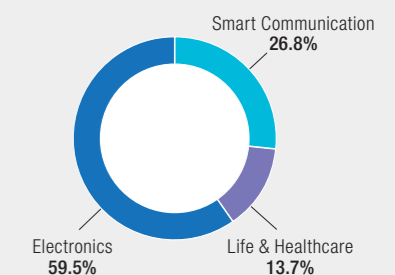
Net sales by segment

(Year ended March 31, 2024)



Operating income by segment

(Year ended March 31, 2024)



## Living spaces

**Market** Domestic new housing starts decreased 4.6% year on year to approximately 820,000 units in fiscal 2023. In these new starts, owner-occupied houses decreased by 11.4%. Apartments and other rental housing declined by 0.3%. Condominiums fell by 3.6%. New housing starts were at the lowest level in three years (survey by the Ministry of Land, Infrastructure, Transport and Tourism).

**DNP** Sales of DNP's ARTTECH® residential exterior materials that are both durable and have attractive designs were firm in Japan and overseas. However, new housing (owner-occupied houses) starts in Japan declined, resulting in a decrease in sales of interior materials for housing. Overseas, the excess inventory in North America was resolved. However, total overseas sales were significantly affected by declining consumption due to inflation and high interest rates, leading to a decrease in sales.

## Beverages

**Market** The economy bounced back as the impact of the COVID-19 pandemic waned. The resurgence of the tourism and restaurant industries and the increase in the number of foreign tourists resulted in increased consumer activity and a rebound in demand for beverages.

**DNP** Sales volumes increased due to more people going out in the aftermath of the COVID-19 pandemic, as well as sales efforts that captured the increased demand due to the favorable summer weather. Additionally, price revisions contributed to the positive outcome and resulted in sales being higher than the previous fiscal year.

## Medical & healthcare

**Market** In the medical and healthcare market, pharmaceutical modalities are now more diverse and complex than ever, and developing new drugs is increasingly challenging. Pharmaceutical companies are concentrating their resources on creating new drugs and utilizing C(D)MO, contract development, and manufacturing organizations. The industry is moving toward being a horizontally divided industry. The C(D)MO market is expanding. There is also progress in the horizontal division of the pharmaceutical packaging industry.

**DNP** CMIC CMO Co., Ltd. became a consolidated subsidiary of DNP during the first quarter of the fiscal year under review, and sales increased. In June, the Company began collaborating with the CMIC Group on activities including the integrated manufacturing of pharmaceuticals from active pharmaceutical ingredients as well as the development of value-added pharmaceuticals.

## Electronics

- Net sales: ¥235,303 million (up 15.6% YoY)
- Operating income: ¥58,153 million (up 23.9% YoY)
- Operating income margin: 24.7% (up 1.6 percentage points)

## Digital interfaces

**Market** In 2023, the market for organic light-emitting diode (OLED) displays for smartphones suffered due to an overall decrease in the number of smartphones shipped because of factors such as the contraction of the Chinese market resulting from an economic downturn, inflation, and the shrinkage of the European and the US markets caused by the situation in Ukraine. However, the number of manufacturers adopting OLED displays increased, resulting in a 6.2% increase in display area shipped (5,675,100 m<sup>2</sup>). The market for TVs and other large LED panel displays shrank, due to increasing demand for large TVs, with

display area shipped increasing by 2.4% to 198,147,400m<sup>2</sup> (source: Reality and Future Prospect of Display Related Market 2024, Fuji Chimera Research Institute, Inc.).

**DNP** The demand for metal masks used in the production of organic light-emitting diode (OLED) displays was solid as these displays are increasingly used for smartphones. There was also an uptick in demand for optical films due both to the winding down of inventory adjustments in the previous year that resulted from problems in overall supply chains, and due to orders of larger-sized products, mainly due to the growth of the size of TV displays. Overall net sales in this sector increased.

## Semiconductors

**Market** Global semiconductor sales remained weak in 2023 and decreased 9.4% year on year to US\$ 520.1 billion due to market conditions worsening from the second half of 2022, according to the World Semiconductor Trade Statistics. By field, semiconductor memory shipments decreased by 31.0% year on year, and logic shipments decreased by 0.9% year on year.

**DNP** Sales of photomasks for semiconductor production remained stable relative to the previous year because of demand related to clients' product development activities, but due to the slowdown of the semiconductor market as a whole, there was a decline in sales of lead frames and other semiconductor package components, resulting in overall sales being lower than the previous year.

## Cost of sales/Selling, general and administrative expenses/ Operating income

Cost of sales increased ¥29,845 million, or 2.8% year on year, to ¥1,111,129 million, and the gross profit margin rose 0.7 percentage points to 22.0%.

Raw material and energy costs minus the portion transferred to customers via selling prices decreased ¥4.8 billion year on year due to the pace of the increase in the prices of raw materials and energy caused by the emergence of geopolitical risks and instability in the global supply chain slowing down during the fiscal year under review. Additionally, the portion transferred via selling prices increased compared to fiscal 2022.

Selling, general and administrative expenses amounted to ¥238,242 million in the fiscal period under review, a year-on-year increase of ¥7,550 million, or 3.3%. The percentage of net sales declined 0.1 percentage point year on year to 16.7%.

Operating income increased by approximately ¥5.1 billion from the previous fiscal year due to changes in exchange rates (a weaker yen). As a result, operating income for the fiscal year under review rose ¥14,218 million from the previous fiscal year, or 23.2% year on year, to ¥75,451 million. The operating margin rose 0.8 percentage points to 5.3%.

## Non-operating income (expenses) and income before income taxes and non-controlling interests

Non-operating income totaled ¥28,434 million in the fiscal year under review, up ¥1,739 million, or 6.5%, from the previous fiscal year. Non-operating expenses totaled ¥5,182 million, up ¥915 million, or 21.5% year on year. As a result, net non-operating income was ¥23,252 million, an increase of ¥824 million, or 3.7% year on year.

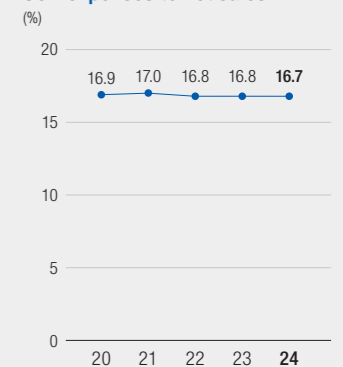
Ordinary income totaled ¥98,702 million, up ¥15,041 million, or 18.0%, from the previous year.

Income before income taxes and non-controlling interests totaled ¥143,012 million, up ¥23,278 million, or 19.4%, from the previous fiscal year, due in part to the posting of extraordinary gains resulting from the sale of investment securities.

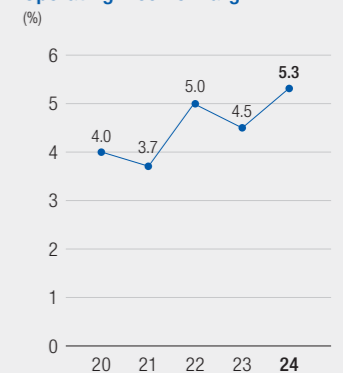
## Net income attributable to parent company shareholders

Net income attributable to parent company shareholders totaled ¥110,930 million, up ¥25,237 million, or 29.5%, from the previous fiscal year. Net income per share was ¥443.12 (compared to net income per share of ¥321.32 in the previous year).

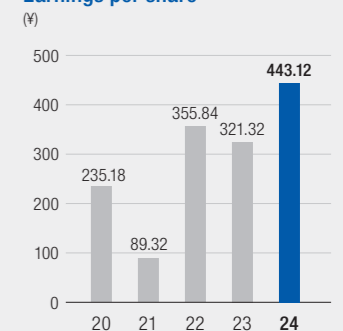
### SGA expenses to net sales



### Operating income margin

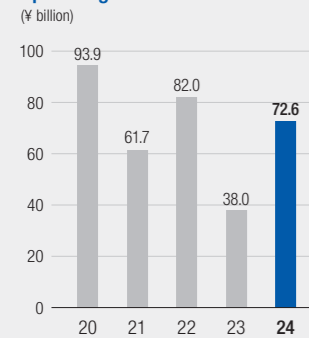


### Earnings per share



## Liquidity and capital resources

### Cash flow from operating activities



### Cash flow

|                                                        | 2024.3 | 2023.3  | 2022.3  |
|--------------------------------------------------------|--------|---------|---------|
| <b>Cash flow from operating activities</b> (¥ million) | 72,554 | 37,994  | 82,029  |
| <b>Cash flow from investing activities</b> (¥ million) | 18,355 | -25,021 | -39,209 |
| <b>Free cash flow</b> (¥ million)                      | 90,909 | 12,973  | 42,820  |

In the consolidated cash flow in the fiscal year ended March 2024, net cash provided by operating activities totaled ¥72,554 million, due mainly to ¥143,012 million in income before income taxes and ¥55,991 million in depreciation.

Net cash provided by investing activities amounted to ¥18,355 million, mainly due to a net decrease in marketable securities of ¥10,300 million and proceeds from sales of investment securities of ¥81,615 million, which were partially offset by payments for purchases of property, plant and equipment of ¥59,428 million and payments for the purchase of intangible fixed assets of ¥15,326 million.

Net cash used in financing activities amounted to ¥118,697 million, mainly due to ¥11,147 million in repayments of long-term debt, ¥88,564 million for the purchase of treasury shares and ¥16,431 million in dividend payments.

As a result of these activities, cash and cash equivalents at the end of the fiscal year in the consolidated cash flow statement totaled ¥234,570 million.

Free cash flow in the fiscal year under review, which is the sum of cash flow from operating activities and cash flow from investing activities, amounted to revenue of ¥90,909 million.

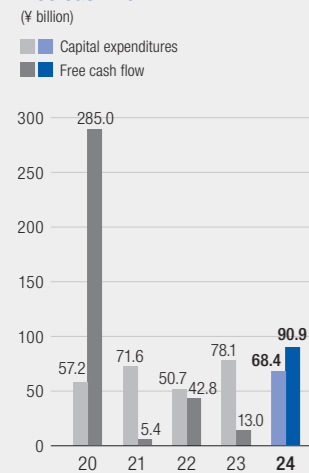
### Capital expenditures, depreciation expenditures, research and development expenditures, etc.

Capital expenditures in the fiscal year ended March 2024 totaled ¥68,369 million, down ¥9,713 million, or 12.4%, from the previous fiscal year. This included expenditures for reorganizing production bases in existing businesses and priority investments in strategic businesses. By segment, capital expenditures in the Smart Communication segment were ¥24,540 million, down ¥12,254 million from the previous year. They accounted for 36% of total capital expenditures. The Life & Healthcare segment was ¥18,204 million, down ¥7,667 million, and accounted for 27% of total capital expenditures. The Electronics segment was ¥24,675 million, up ¥11,153 million and accounting for 36% of total capital expenditures. Capital expenditures for company-wide assets totaled ¥950 million, down ¥945 year on year, and accounting for 1% of total capital expenditures. The necessary capital for the above investments was covered by funds on hand.

Depreciation in the fiscal year ended March 2024 was ¥55,991 million, up ¥4,222 million, or 8.2%, from the previous fiscal year. By segment, depreciation in the Smart Communication segment was ¥20,524 million, up ¥368 million from the previous year and accounting for 37% of total depreciation. The Life & Healthcare segment was ¥22,927 million, up ¥2,408 million and accounting for 41% of total depreciation. The Electronics segment was ¥10,946 million, up ¥1,465 million and accounting for 19% of total depreciation. Depreciation of company-wide assets totaled ¥1,594 million, a slight decrease from the previous fiscal year and accounting for 3% of total depreciation.

In addition, research and development expenditures for the fiscal year ended March 2024 totaled ¥35,236 million, an increase of ¥2,755 million over the expenditures of the previous fiscal year (¥32,481 million).

### Capital expenditures and free cash flow



## Balance sheet

|                                          | 2024.3    | 2023.3    | 2022.3    |
|------------------------------------------|-----------|-----------|-----------|
| <b>Total assets</b> (¥ million)          | 1,955,629 | 1,830,384 | 1,876,647 |
| <b>Interest-bearing debt</b> (¥ million) | 166,143   | 147,817   | 154,362   |
| <b>Stockholders' equity</b> (¥ million)  | 1,165,927 | 1,087,504 | 1,091,861 |
| <b>Book value per share</b> (¥)          | 4,866.18  | 4,158.46  | 4,057.98  |

DNP's total assets at the end of the fiscal year under review amounted to ¥1,955,629 million, up ¥125,245 million, or 6.8%, from the previous fiscal year.

Among current assets, cash and cash equivalents totaled ¥234,570 million, down ¥23,759 million, or 9.2%, from the previous fiscal year. The sum of trade receivables and contract assets came to ¥348,430 million, up ¥18,668 million, or 5.7%. Inventories of merchandise and finished products, work in process, raw materials and supplies totaled ¥164,497 million, up ¥9,634 million, or 6.2%. As a result, current assets totaled ¥799,318 million, down ¥3,677 million, or 0.5%.

Among fixed assets, tangible assets totaled ¥453,140 million, up ¥16,710 million, or 3.8%, from the previous fiscal year. Intangible fixed assets totaled ¥30,697 million, up ¥337 million, or 1.1%. Investments and other assets totaled ¥672,474 million, up ¥111,876 million, or 20.0%. As a result, fixed assets totaled ¥1,156,310 million, up ¥128,921 million, or 12.5%.

Current liabilities totaled ¥408,929 million, up ¥10,358 million, or 2.6%, from the previous fiscal year. Long-term (fixed) liabilities totaled ¥310,013 million, up ¥26,445 million, or 9.3%. As a result, total liabilities amounted to ¥718,942 million, up ¥36,803 million, or 5.4%.

As of March 31, 2024, net assets totaled ¥1,236,687 million.

As a result, the equity ratio in the fiscal year under review was 59.6%, an increase of 0.2 percentage points from the previous fiscal year.

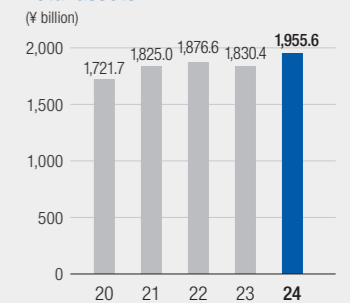
As of March 31, 2024, a total of 277,240,346 shares of common stock had been issued, of which 37,642,211 shares, or 13.57% of the total, were held as treasury stock. The total number of shares of treasury stock decreased by 6,917,641 from the previous year.

|                       | Type of shares | Shares at beginning of fiscal year | Increase in shares during fiscal year | Decrease in shares during fiscal year | Shares at end of fiscal year |
|-----------------------|----------------|------------------------------------|---------------------------------------|---------------------------------------|------------------------------|
| <b>Shares issued</b>  | Common stock   | 292,240,346                        | —                                     | 15,000,000                            | 277,240,346                  |
| <b>Treasury stock</b> | Common stock   | 30,724,570                         | 21,968,902                            | 15,051,261                            | 37,642,211                   |

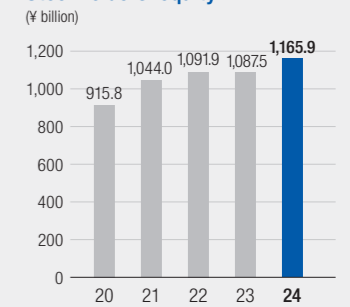
#### Notes

- The number of outstanding shares of common stock declined by 15,000,000 shares due to the retirement of 15,000,000 shares of treasury stock.
- The number of treasury shares of common stock increased by 21,968,902 shares due to the decision by the Board of Directors to repurchase 21,954,700 shares of stock. It also increased by 10,509 shares due to the acquisition of treasury stock without consideration under the restricted stock compensation system and by 3,693 shares due to the repurchase of odd-lot shares.
- The number of treasury shares of common stock declined by 15,051,261 shares due to the retirement of 15,000,000 shares, the disposal of 51,242 treasury shares as restricted stock compensation, the sale of 14 shares due to odd-lot shares and the sale of 5 shares due to a change in the DNP Group's ownership stake in an equity-method affiliate.

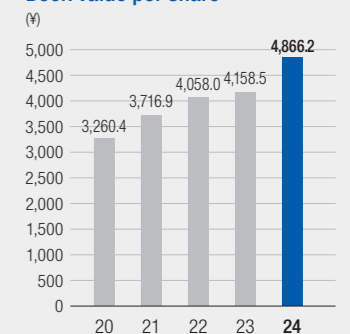
### Total assets



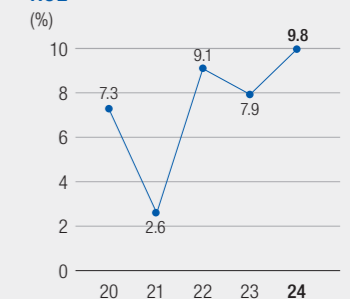
### Stockholders' equity



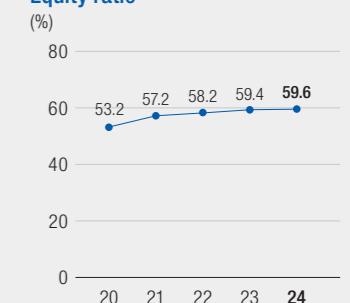
### Book value per share



### ROE



### Equity ratio



## Key Financial Data for 11 Years Years ended March 31

|                                                               | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 2020      | 2021      | 2022      | 2023      | 2024      | Change 2024/2023 |
|---------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------------|
| <b>Statements of Operations</b> (¥ million)                   |           |           |           |           |           |           |           |           |           |           |           |                  |
| Net sales                                                     | 1,448,550 | 1,462,118 | 1,455,916 | 1,410,173 | 1,412,252 | 1,401,506 | 1,401,894 | 1,335,440 | 1,344,147 | 1,373,209 | 1,424,822 | 3.8%             |
| Operating income                                              | 50,099    | 48,174    | 45,472    | 31,411    | 46,372    | 49,898    | 56,274    | 49,529    | 66,789    | 61,233    | 75,451    | 23.2%            |
| Ordinary income                                               | 53,285    | 53,759    | 52,651    | 36,740    | 50,971    | 58,259    | 63,786    | 59,907    | 81,249    | 83,661    | 98,702    | 18.0%            |
| Income (loss) before income taxes                             | 48,608    | 51,062    | 54,841    | 39,831    | 45,396    | (18,685)  | 102,719   | 46,401    | 126,891   | 119,734   | 143,012   | 19.4%            |
| Net income (loss) attributable to parent company shareholders | 25,642    | 26,924    | 33,588    | 25,226    | 27,501    | (35,669)  | 69,498    | 25,088    | 97,182    | 85,693    | 110,930   | 29.5%            |
| EBITDA                                                        | 124,980   | 120,548   | 122,590   | 103,494   | 108,678   | 42,463    | 158,660   | 98,550    | 178,781   | 172,203   | 199,897   | 16.1%            |
| <b>Balance Sheets</b> (¥ million)                             |           |           |           |           |           |           |           |           |           |           |           |                  |
| Total net assets                                              | 976,385   | 1,124,093 | 1,063,241 | 1,081,286 | 1,102,551 | 1,046,622 | 968,575   | 1,098,614 | 1,148,413 | 1,148,245 | 1,236,687 | 7.7%             |
| Interest-bearing debt                                         | 182,596   | 188,996   | 189,820   | 169,133   | 170,103   | 166,350   | 211,646   | 158,555   | 154,362   | 147,817   | 166,143   | 12.4%            |
| Stockholders' equity                                          | 932,329   | 1,078,828 | 1,017,425 | 1,033,864 | 1,053,600 | 996,162   | 915,779   | 1,043,977 | 1,091,861 | 1,087,504 | 1,165,927 | 7.2%             |
| Total assets                                                  | 1,574,754 | 1,809,462 | 1,718,636 | 1,741,904 | 1,794,764 | 1,775,023 | 1,721,724 | 1,825,019 | 1,876,647 | 1,830,384 | 1,955,629 | 6.8%             |
| <b>Cash Flow Statements</b> (¥ million)                       |           |           |           |           |           |           |           |           |           |           |           |                  |
| Cash flows from operating activities                          | 120,109   | 85,731    | 72,629    | 71,945    | 48,457    | 68,972    | 93,937    | 61,682    | 82,029    | 37,994    | 72,554    | 91.0%            |
| Cash flows from investing activities                          | (58,371)  | (50,540)  | (60,883)  | 14,012    | 23,075    | (146,909) | 191,057   | (56,284)  | (39,209)  | (25,021)  | 18,355    | –                |
| Cash flows from financing activities                          | (80,038)  | (23,865)  | (47,166)  | (45,223)  | (42,771)  | (32,197)  | (41,281)  | (78,269)  | (57,752)  | (52,436)  | (118,697) | –                |
| Free cash flow*1                                              | 61,738    | 35,191    | 11,746    | 85,957    | 71,532    | (77,937)  | 284,994   | 5,398     | 42,820    | 12,973    | 90,909    | 600.8%           |
| <b>Per Share Data (¥)*2</b>                                   |           |           |           |           |           |           |           |           |           |           |           |                  |
| Net income (loss) - primary                                   | 39.82     | 41.82     | 53.10     | 40.79     | 90.77     | (118.22)  | 235.18    | 89.32     | 355.84    | 321.32    | 443.12    | 37.9%            |
| Net assets                                                    | 1,447.96  | 1,675.63  | 1,618.66  | 1,680.55  | 3,493.79  | 3,300.52  | 3,260.38  | 3,716.85  | 4,057.98  | 4,158.46  | 4,866.18  | 17.0%            |
| Cash dividend*3                                               | 32.00     | 32.00     | 32.00     | 32.00     | 48.00     | 64.00     | 64.00     | 64.00     | 64.00     | 64.00     | 64.00     | –                |
| <b>As a Percentage of Net Sales (%)</b>                       |           |           |           |           |           |           |           |           |           |           |           |                  |
| Operating income                                              | 3.46      | 3.29      | 3.12      | 2.23      | 3.28      | 3.56      | 4.01      | 3.71      | 4.97      | 4.46      | 5.30      | 0.84             |
| EBITDA margin                                                 | 8.63      | 8.24      | 8.42      | 7.34      | 7.70      | 3.03      | 11.32     | 7.38      | 13.30     | 12.54     | 14.03     | 1.49             |
| Net income                                                    | 1.77      | 1.84      | 2.31      | 1.79      | 1.95      | (2.54)    | 4.96      | 1.88      | 7.23      | 6.24      | 7.79      | 1.55             |
| <b>Financial Ratios</b>                                       |           |           |           |           |           |           |           |           |           |           |           |                  |
| ROE (%)                                                       | 2.81      | 2.67      | 3.20      | 2.46      | 2.63      | (3.48)    | 7.27      | 2.56      | 9.10      | 7.86      | 9.85      | 1.99             |
| ROA (%)                                                       | 1.63      | 1.59      | 1.90      | 1.46      | 1.56      | (2.00)    | 3.97      | 1.41      | 5.25      | 4.62      | 5.86      | 1.24             |
| Equity ratio (%)                                              | 59.20     | 59.62     | 59.20     | 59.35     | 58.70     | 56.12     | 53.19     | 57.20     | 58.18     | 59.41     | 59.62     | 0.21             |
| <b>Valuations (against share price on March 31)</b>           |           |           |           |           |           |           |           |           |           |           |           |                  |
| PER (times)                                                   | 24.84     | 27.94     | 18.84     | 29.43     | 24.22     | –         | 9.78      | 25.97     | 8.09      | 11.53     | 10.54     | –                |
| PBR (times)                                                   | 0.68      | 0.70      | 0.62      | 0.71      | 0.63      | 0.80      | 0.71      | 0.62      | 0.71      | 0.89      | 0.96      | –                |
| EV/EBITDA (times)                                             | 4.93      | 6.02      | 5.23      | 6.69      | 5.30      | 16.07     | 2.94      | 4.97      | 3.49      | 4.92      | 5.25      | –                |
| PCFR (times)                                                  | 6.43      | 8.00      | 6.36      | 8.52      | 7.48      | 34.12     | 5.21      | 8.57      | 5.22      | 7.05      | 6.70      | –                |
| Dividend yield (%)                                            | 3.24      | 2.74      | 3.20      | 2.67      | 2.91      | 2.42      | 2.78      | 2.76      | 2.22      | 1.73      | 1.37      | -0.36            |
| <b>Returns to Shareholders</b>                                |           |           |           |           |           |           |           |           |           |           |           |                  |
| Values of shares repurchased (¥ million)*4                    | –         | –         | 19,998    | 14,999    | 14,998    | –         | 59,999    | –         | 29,999    | 25,854    | 88,549    | –                |
| Dividend payout ratio (%)                                     | 80.38     | 76.54     | 60.28     | 78.47     | 70.52     | –         | 27.21     | 71.66     | 17.99     | 19.92     | 14.44     | –                |
| Total return ratio (%)                                        | 80.43     | 76.59     | 119.48    | 137.57    | 124.78    | –         | 113.11    | 71.66     | 48.64     | 49.90     | 94.00     | –                |
| <b>Others</b>                                                 |           |           |           |           |           |           |           |           |           |           |           |                  |
| Capital Expenditures*5                                        | 63,465    | 55,024    | 97,265    | 57,085    | 59,558    | 41,103    | 57,162    | 71,649    | 50,699    | 78,082    | 68,369    | -12.4%           |
| R&D Expenditures                                              | 30,820    | 31,749    | 31,827    | 31,376    | 33,210    | 33,786    | 33,603    | 32,623    | 33,148    | 32,481    | 35,236    | 8.5%             |
| Depreciation                                                  | 73,459    | 67,034    | 65,310    | 61,461    | 61,071    | 59,081    | 54,475    | 50,893    | 51,155    | 51,769    | 55,991    | 8.2%             |
| Long-term credit rating (R&I)                                 | AA        | AA–       | AA–       | AA–       | AA–       | AA–       | AA–       | AA–       | AA–       | AA–       | AA–       | –                |
| Foreign ownership (%)                                         | 24.41     | 25.54     | 22.01     | 23.91     | 24.58     | 24.85     | 24.14     | 23.64     | 23.16     | 27.38     | 27.25     | –                |

\*1 Free cash flow = net cash from operating activities + net cash from investing activities

\*2 As of October 1, 2017, two shares of common stock were consolidated into one share of common stock.

\*3 Cash dividends per share of ¥48.00 for the fiscal year through March 2018 is the combined total of interim cash dividends per share of ¥16.00 and year-end cash dividends per share of ¥32.00.

\*4 Treasury stock acquired through requests for the purchase of odd-lot shares is not included.

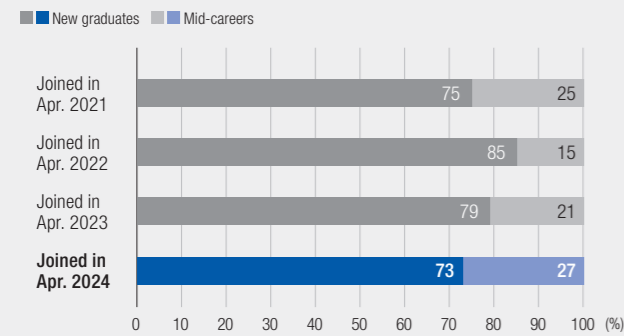
\*5 It includes investments in intangible assets.

# Non-financial Data

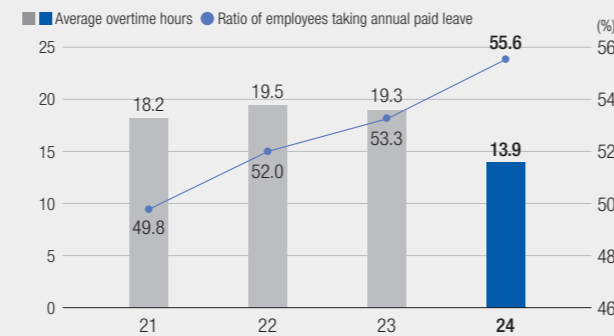
Dai Nippon Printing Co., Ltd. and Consolidated Subsidiaries  
Years ended March 31

## Human Capital Data

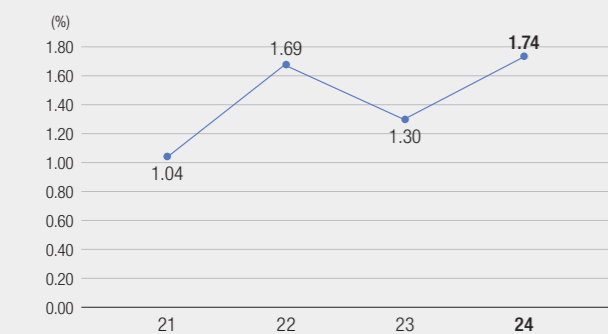
### Ratio of new graduates and mid-career hires (Non-consolidated)



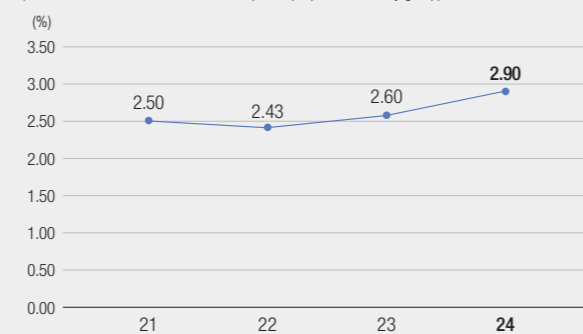
### Average annual overtime hours / Ratio of annual paid leave taken (Non-consolidated)



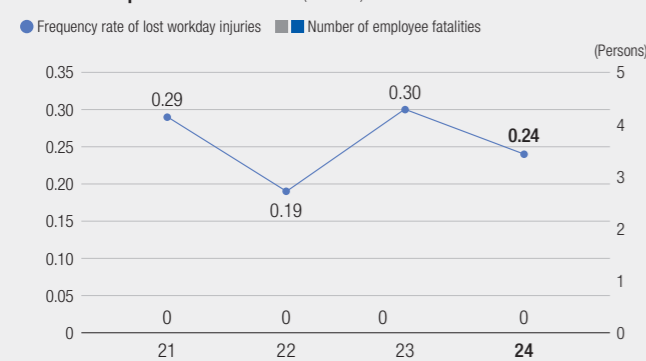
### Annual employee turnover rate (Non-consolidated)



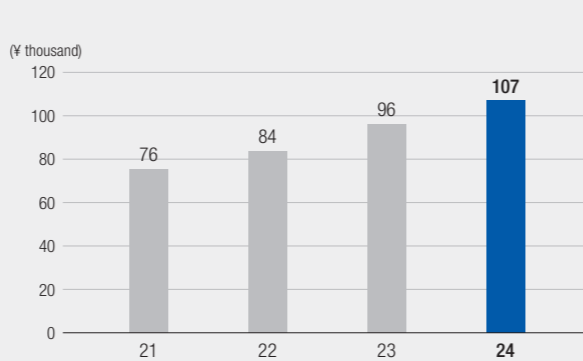
### Employment rate of people with disabilities (Combination of non-consolidated and special-purpose subsidiary group)



### Frequency rate of lost workday injuries and number of fatalities due to occupational accidents (Domestic)

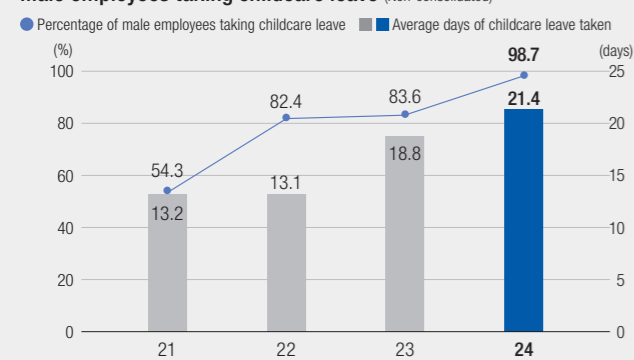


### Expenses per employee of education and training (per year) (Non-consolidated)

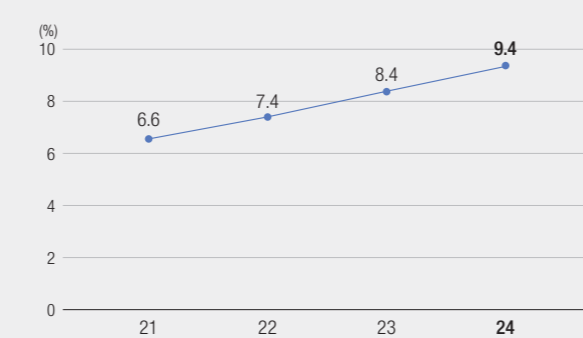


\*1 Frequency rate of lost workday injuries = Number of fatalities or injuries due to industrial accidents (4 or more lost workdays) ÷ Total working hours x 1,000,000  
\*2 The period of frequency rate of lost workday injuries is from January to December.

### Male employees taking childcare leave (Non-consolidated)

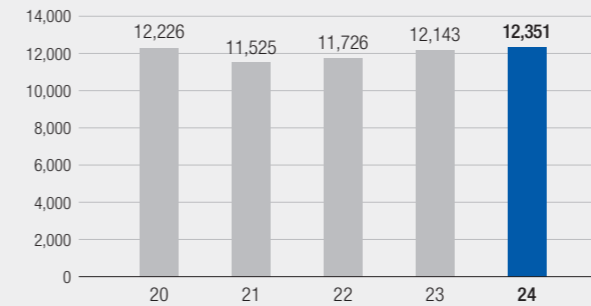


### Ratio of female managers (Non-consolidated)

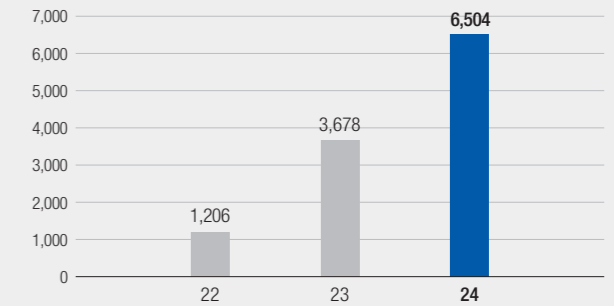


## Intellectual Capital Data

### Number of Japanese patents held

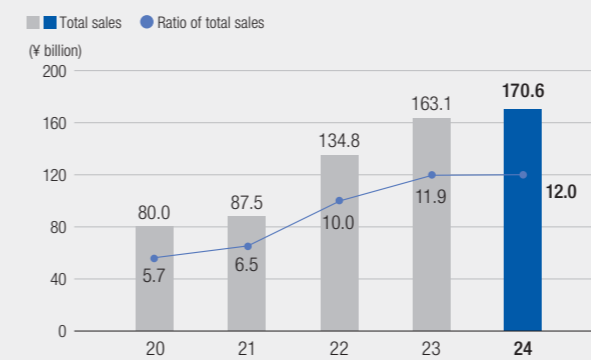


### Number of data management infrastructure users

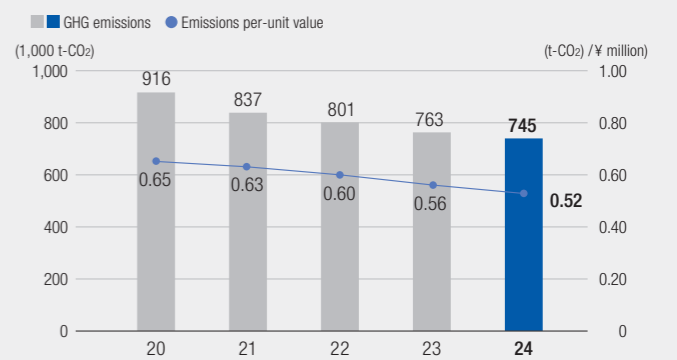


## Environmental Data

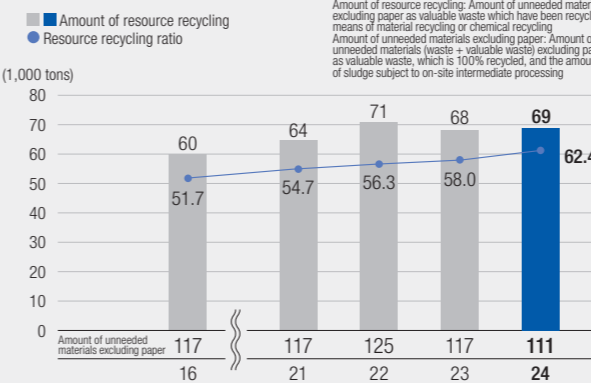
### Eco-friendly products and services Super Eco-Products



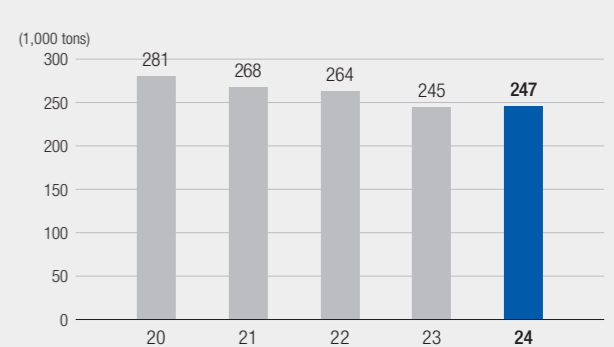
### GHG emissions (Including international operations)



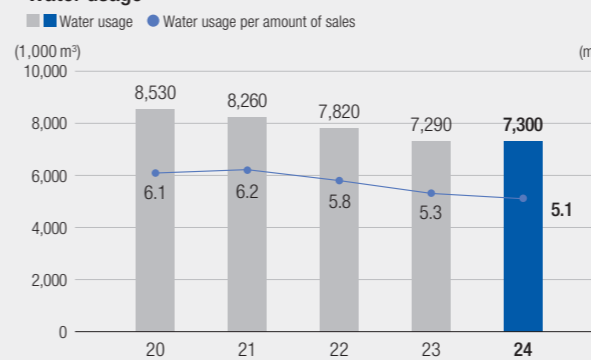
### Amount of resource recycling



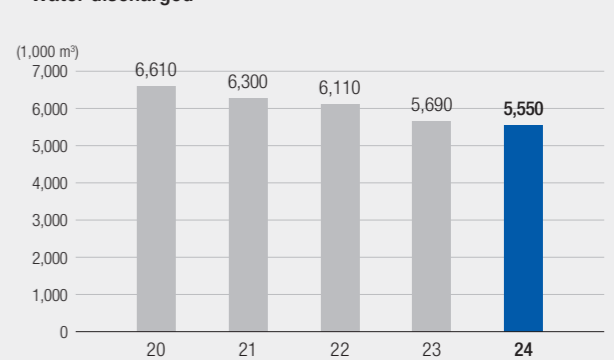
### Total unneeded materials emissions



### Water usage



### Water discharged



## Major Subsidiaries and Affiliates (As of March 31, 2024)

|                                                   |                                                                                                                             | Capital<br>(¥ million) | Ownership ratio of<br>voting rights (%) |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------|
| <b>Smart Communication</b>                        |                                                                                                                             |                        |                                         |
| <b>Publishing</b>                                 |                                                                                                                             |                        |                                         |
| Maruzen CHI Holdings Co., Ltd.                    | Investment in operating companies                                                                                           | 3,000                  | 55.5                                    |
| TRC Library Service Inc.                          | Sale of books, creation of data, library operation support and consulting                                                   | 266                    | 55.5 (55.5)                             |
| MARUZEN-YUSHODO Company, Limited                  | Education and academic businesses; retail stores; publishing; commercial facility/store interiors, etc.                     | 100                    | 55.5 (55.5)                             |
| MARUZEN PUBLISHING CO., LTD.                      | Publishing                                                                                                                  | 50                     | 55.5 (55.5)                             |
| MaruzenJunkudo Bookstores Co., Ltd.               | Sale of books, magazines and stationery                                                                                     | 50                     | 55.5 (55.5)                             |
| Maruzen Research, Inc.                            | Information provision service business using communication networks                                                         | 50                     | 49.9 (49.9)                             |
| BOOKOFF GROUP HOLDINGS LIMITED                    | Management of group companies and related businesses                                                                        | 100                    | 16.3 (9.8)                              |
| DNP Book Factory Co., Ltd.                        | Offset printing and bookbinding                                                                                             | 200                    | 100.0                                   |
| DNP Media Art Co., Ltd.                           | Prepress and media production                                                                                               | 180                    | 100.0                                   |
| 2Dfacto, Inc.                                     | Operation of hybrid bookstore services                                                                                      | 100                    | 100.0                                   |
| MobileBook.jp Inc.                                | Electronic publishing and distribution platform services; e-book distribution service                                       | 100                    | 63.8                                    |
| Kyoiku Shuppan Co., Ltd.                          | Editing and sale of textbooks and educational materials                                                                     | 60                     | 48.3                                    |
| VISUAL JAPAN Inc.*                                | Development, sale and maintenance of computer software                                                                      | 50                     | 87.0                                    |
| Oguchi Book Binding & Printing Co., Ltd.          | Bookbinding                                                                                                                 | 49                     | 100.0 (15.2)                            |
| <b>Marketing / Information Security</b>           |                                                                                                                             |                        |                                         |
| INTELLIGENT WAVE INC.                             | Development and maintenance of software                                                                                     | 843                    | 51.0                                    |
| DNP Graphica Co., Ltd.                            | Offset printing and bookbinding                                                                                             | 100                    | 100.0                                   |
| DNP CoArise Co., Ltd.                             | BPO business and BPO consulting business                                                                                    | 100                    | 100.0                                   |
| DNP Communication Design Co., Ltd.                | Digital marketing support; planning and production of advertising and promotional materials                                 | 100                    | 100.0                                   |
| DNP Data Techno Co., Ltd.                         | Production of products related to security business                                                                         | 100                    | 100.0                                   |
| DNP Digital Solutions Co., Ltd.                   | Planning, design, maintenance and operation of information systems                                                          | 100                    | 100.0                                   |
| DNP SP Innovation Co., Ltd.                       | Planning and production of promotional materials                                                                            | 80                     | 100.0                                   |
| DNP Planning Network Co., Ltd.                    | Planning and production of printed materials                                                                                | 50                     | 95.0                                    |
| DNP HyperTech Co., Ltd.                           | Production and sale of computers and peripheral devices; development, production and sale of software                       | 40                     | 100.0                                   |
| NBC Co., Ltd.*                                    | Mailing of printed matter, etc.                                                                                             | 20                     | 100.0 (100.0)                           |
| DNP Media Support Co., Ltd.                       | Production and sale of all types of printed matter                                                                          | 10                     | 95.0                                    |
| MK Smart Joint Stock Company                      | Production and sale of cards, and BPO business and DTP business                                                             | (VND1,000,000)         | 36.3                                    |
|                                                   |                                                                                                                             | 100,000                |                                         |
| PT.Wahyu DNP Bureau                               | Card-issuing services                                                                                                       | (USD1,000)             | 45.0                                    |
|                                                   |                                                                                                                             | 2,000                  |                                         |
| <b>Imaging communication</b>                      |                                                                                                                             |                        |                                         |
| DNP Imaging Comm Co., Ltd.                        | Production and processing of thermal mass transfer media and dye-sublimation media                                          | 100                    | 100.0                                   |
| DNP Photo Imaging Japan Co., Ltd.                 | Sale of photo-related products; operation of ID photo booths and automated commemorative photo booths                       | 100                    | 100.0                                   |
| DNP hollyhock Co., LTD.                           | Operation of photo studio and related equipment services                                                                    | 90                     | 100.0 (100.0)                           |
| DNP ID System Co., Ltd.                           | Sale of government-affiliated smart card identification equipment and materials                                             | 60                     | 100.0                                   |
| DNP Imaging Communication (Shanghai) Co., Ltd.*   | Sale of printed matter (Products and services of the Imaging Communication business)                                        | (CNY1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 24,000                 | (100.0)                                 |
| DNP Imagingcomm Asia Sdn. Bhd.                    | Production, processing and sale of thermal mass transfer media and dye-sublimation media; sale of photo-related products    | (MYR1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 190,000                |                                         |
| DNP Imagingcomm America Corporation               | Production, processing and sale of thermal mass transfer media and dye-sublimation media; sale of photo-related products    | (USD1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 71,980                 | (100.0)                                 |
| Colorvision International Inc.                    | Operation of a photography distribution system for amusement facilities                                                     | (USD)                  | 100.0                                   |
|                                                   |                                                                                                                             | 0.01                   | (100.0)                                 |
| DNP Photo Imaging Europe SAS                      | Sale of photo-related products                                                                                              | (EUR1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 2,408                  |                                         |
| DNP Photo Imaging Russia, LLC                     | Sale of photo-related products                                                                                              | (RUB1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 7,622                  | (100.0)                                 |
| Sharingbox SA                                     | Providing functional photo booths for event business                                                                        | (EUR1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 3,588                  | (100.0)                                 |
| DNP Imagingcomm Europe B.V.                       | Processing and sale of thermal mass transfer media and dye-sublimation media                                                | (EUR1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 1,000                  |                                         |
| DNP Photo Imaging Spain S.L.U.                    | Sale of photo-related products                                                                                              | (EUR1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 50                     |                                         |
| <b>Life &amp; Healthcare</b>                      |                                                                                                                             |                        |                                         |
| <b>Packaging</b>                                  |                                                                                                                             |                        |                                         |
| Lifescape Marketing Co., Ltd.                     | Research, compilation and provision of various kinds of information about purchasing and consumption of foods and beverages | 430                    | 84.0                                    |
| DNP Technopack Co., Ltd.                          | Production, printing and processing of packaging materials                                                                  | 300                    | 100.0                                   |
| Sagami Yoki Co., Ltd.                             | Production of plastic tubes                                                                                                 | 200                    | 90.0                                    |
| Aseptec Systems Co., Ltd.                         | Manufacturing and sale of aseptic filling systems and related consulting services                                           | 100                    | 100.0                                   |
| DNP Hoso Co., Ltd.                                | Filling and processing of packages                                                                                          | 80                     | 100.0                                   |
| DNP-SIG Combibloc Co., Ltd.                       | Sale of sterile paper containers and filling equipment for beverages and liquid foods                                       | 75                     | 50.0                                    |
| Dai Nippon Printing (Thailand) Co., Ltd.*         | Sale of packaging materials                                                                                                 | (THB1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 200,000                |                                         |
| DNP Vietnam Co., Ltd.                             | Production and sale of packaging materials                                                                                  | (USD1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 31,500                 | (20.0)                                  |
| PT DNP Indonesia                                  | Production and sale of packaging materials                                                                                  | (USD1,000)             | 51.0                                    |
|                                                   |                                                                                                                             | 26,000                 |                                         |
| <b>Living spaces</b>                              |                                                                                                                             |                        |                                         |
| DNP Lifestyle Materials Marketing Co., Ltd.       | Sale of decorative products                                                                                                 | 300                    | 100.0                                   |
| DNP Elio Co., Ltd.                                | Printing and processing of steel, aluminum and other metals                                                                 | 300                    | 50.0                                    |
| DNP Living Space Co., Ltd.                        | Production, printing and processing of decorative products                                                                  | 200                    | 100.0                                   |
| <b>Mobility</b>                                   |                                                                                                                             |                        |                                         |
| DNP Tamura Plastic Co., Ltd.                      | Manufacturing and sale of automotive accessories                                                                            | 60                     | 100.0                                   |
| Tomoe Resin Co., Ltd.                             | Manufacturing and sale of plastic injection molded parts                                                                    | 16                     | 100.0 (100.0)                           |
| NTEC Co., Ltd.                                    | Manufacturing of molds                                                                                                      | 5                      | 100.0 (100.0)                           |
| DNP Living Space & Mobility (Shanghai) Co., Ltd.* | Sale of printed matter (Products and services of mobility business)                                                         | (CNY1,000)             | 100.0                                   |
|                                                   |                                                                                                                             | 10,000                 | (100.0)                                 |
| <b>Industrial high-performance materials</b>      |                                                                                                                             |                        |                                         |
| DNP High-performance Materials Co., Ltd.          | Production of lithium-ion battery components                                                                                | 200                    | 100.0                                   |

|                                            |                                                                     | Capital<br>(¥ million) | Ownership ratio of<br>voting rights (%) |
|--------------------------------------------|---------------------------------------------------------------------|------------------------|-----------------------------------------|
| <b>Medical &amp; healthcare</b>            |                                                                     |                        |                                         |
| CMIC CMO Co., Ltd.                         | Contract Development and Manufacturing Organization (CDMO) business | 100                    | 50.1                                    |
| CAFI Corporation*                          | Remote diagnostic imaging service                                   | 32                     | 51.1                                    |
| <b>Beverages</b>                           |                                                                     |                        |                                         |
| Hokkaido Coca-Cola Bottling Co., Ltd.      | Production and sale of beverages                                    | 2,935                  | 57.0                                    |
| <b>Electronics</b>                         |                                                                     |                        |                                         |
| <b>Digital interfaces / Semiconductors</b> |                                                                     |                        |                                         |
| DNP Fine Optronics Co., Ltd.               | Production of precision electronic components                       | 300                    | 100.0                                   |
| <b>Semiconductors</b>                      |                                                                     |                        |                                         |
| DT Fine Electronics Co., Ltd.              | Production and sale of precision electronic components              | 490                    | 65.0                                    |
| DNP LSI Design Co., Ltd.                   | Design and production of drawings used in semiconductor production  | 100                    | 100.0                                   |
| Photronics DNP Mask Corporation            | Production and sale of semiconductor photomasks                     | (TWD1,000)             | 49.9                                    |
|                                            |                                                                     | 2,198,185              |                                         |
| Photronics DNP Mask Corporation Xiamen     | Production and sale of semiconductor photomasks                     | (USD1,000)             | 49.9                                    |
|                                            |                                                                     | 180,000                | (49.9)                                  |
| DNP Photomask Europe S.p.A.                | Production and sale of semiconductor photomasks                     | (EUR 1,000)            | 80.6                                    |
|                                            |                                                                     | 47,200                 |                                         |

### Multiple businesses and others

|                                               |                                                                                                                   |            |               |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------|---------------|
| BIPROGY Inc.                                  | Development and sale of software; computer system support services                                                | 5,483      | 20.6          |
| DNP Fine Chemicals Co., Ltd.                  | Production and sale of chemical products                                                                          | 2,000      | 100.0         |
| DNP Fine Chemicals Utsunomiya Co., Ltd.       | Manufacturing and sale of chemical materials, pharmaceutical ingredients, etc.                                    | 100        | 100.0 (100.0) |
| DNP Logistics Co., Ltd.                       | Packing, shipping, freight forwarding and warehousing operations                                                  | 626        | 100.0         |
| DIC Graphics Corporation                      | Production and sale of printing ink                                                                               | 500        | 33.4          |
| DNP Art Communications Co., Ltd.              | Planning, production and sale of artistic images and videos                                                       | 300        | 100.0         |
| DNP Engineering Co., Ltd.                     | Manufacturing, repair and sale of printing equipment and other machinery                                          | 100        | 100.0         |
| DNP Trading Co., Ltd.                         | Buying and selling of printing paper and various other types of merchandise                                       | 100        | 94.3          |
| Hacosco Inc.                                  | Development and sales of VR/Metaverse                                                                             | 92         | 67.0 [33.0]   |
| DNP Shikoku Co., Ltd.                         | Film making, printing, bookbinding                                                                                | 50         | 97.0          |
| CP Design Consulting Co., Ltd.*               | Personal information protection and risk management consulting                                                    | 40         | 100.0         |
| UBE Scientific Analysis Laboratory, Inc.      | Contracted composition analysis, structural analysis and physical property evaluation of various materials        | 40         | 66.6          |
| At Table Co., Ltd.*                           | Research, consulting and planning related to production and sales promotions for supermarkets and other retailers | 30         | 66.7          |
| DNP Dexerials Consulting Co., Ltd.            | Business planning and proposals                                                                                   | 10         | 50.0          |
| DNP Denmark A/S                               | Manufacturing, processing and sales of precision electronic components and lithium-ion battery materials          | (DKK1,000) | 100.0         |
|                                               |                                                                                                                   | 135,000    |               |
| DNP Corporation USA                           | Investment in operating companies                                                                                 | (USD1,000) | 100.0         |
|                                               |                                                                                                                   | 62,164     | (7.2)         |
| DNP Holding USA Corporation                   | Investment in operating companies                                                                                 | (USD1,000) | 100.0         |
|                                               |                                                                                                                   | 100        | (100.0)       |
| DNP Business Consulting (Shanghai) Co., Ltd.* | Study of Chinese market and business feasibility                                                                  | (USD1,000) | 100.0         |
|                                               |                                                                                                                   | 8,780      |               |
| DNP Asia Pacific Pte. Ltd.                    | Coordination of DNP business operations in the Southeast Asia region                                              | (SGD1,000) | 100.0         |
|                                               |                                                                                                                   | 125,898    |               |

### Personal welfare, facility service and others

|                                   |                                                                                             |     |               |
|-----------------------------------|---------------------------------------------------------------------------------------------|-----|---------------|
| DNP Facility Services Co., Ltd.   | Building maintenance, cleaning and security; operation of sports and welfare facilities     | 350 | 100.0         |
| DNP Information Systems Co., Ltd. | Design, development and maintenance of information systems; production and sale of software | 100 | 100.0         |
| DNP Metro Systems Co., Ltd.       | Planning, design, development, maintenance and support operations for information systems   | 100 | 100.0 (90.0)  |
| DNP Hokkaido Co., Ltd.            | General affairs work and other business services                                            | 100 | 100.0         |
| DNP Tohoku Co., Ltd.              | General affairs work and other business services                                            | 100 | 100.0         |
| DNP Chubu Co., Ltd.               | General affairs work and other business services                                            | 100 | 100.0         |
| DNP Nishi Nippon Co., Ltd.        | General affairs work and other business services                                            | 100 | 100.0         |
| DNP Human Services Co., Ltd.      | Planning and management related to personnel plans                                          | 90  | 100.0         |
| DNP Accounting Services Co., Ltd. | Accounting agency and consulting                                                            | 30  | 100.0         |
| DNP Techno Research Co., Ltd.*    | Studies related to patents                                                                  | 20  | 100.0         |
| Sanshi Kosan Co., Ltd.            | Lease and management of real estate, etc.                                                   | 10  | 100.0 (100.0) |
| DNP Business Partners Co., Ltd.*  | Office support businesses                                                                   | 10  | 100.0         |

### Overseas sales

|                                                 |                                                                                  |            |         |
|-------------------------------------------------|----------------------------------------------------------------------------------|------------|---------|
| DNP Korea Co., Ltd.*                            | Sale of precision electronic components                                          | (KRW1,000) | 100.0   |
|                                                 |                                                                                  | 800,000    |         |
| DNP Taiwan Co., Ltd.                            | Sale of precision electronic components                                          | (TWD1,000) | 100.0   |
|                                                 |                                                                                  | 10,000     |         |
| DNP International Trading (Shanghai) Co., Ltd.* | Sale of printed matter, etc.                                                     | (CNY1,000) | 100.0   |
|                                                 |                                                                                  | 39,301     | (100.0) |
| DNP Singapore Pte. Ltd.*                        | Sale of printed matter, precision electronic components and decorative materials | (SGD1,000) | 100.0   |
|                                                 |                                                                                  | 350        |         |
| DNP America, LLC                                | Sale of printed matter, precision electronic components and decorative materials | (USD1,000) | 100.0   |
|                                                 |                                                                                  | 100        | (100.0) |
| DNP Europa GmbH*                                | Sale of printed matter and decorative materials                                  | (EUR1,000) | 100.0   |
|                                                 |                                                                                  | 92         |         |

Notes: 1. Figures in parentheses in the ownership ratio of voting rights indicate the percentage of shares owned indirectly, and the figure in brackets indicate the percentage of shares owned by shareholders with close ties or consents.  
2. Companies with an asterisk are neither consolidated nor accounted for by the equity method.

# Our Products and Services

## Smart Communication

### Imaging communication

- 1 Dye-sublimation thermal transfer printing media and thermal mass transfer printing media
- 2 Photo-related services and solutions
- 3 Dye-sublimation photo printer

### Information Security

- 4 BPO
- 5 Smart cards and magnetic cards
- 6 Identity verification service
- 7 Transparent hologram ribbon

### Content & XR communication

- 8 Metaverse
- 9 Virtual reality

### Marketing

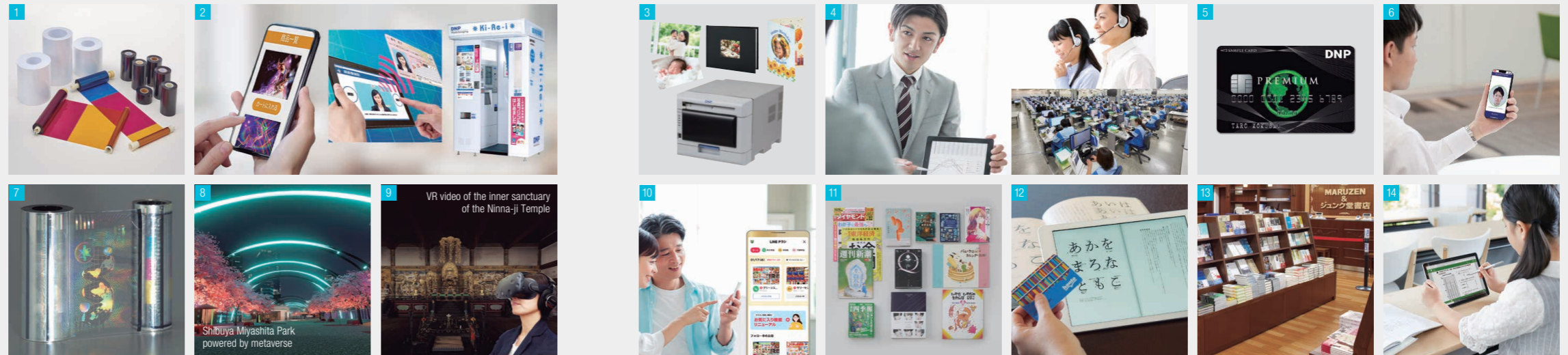
- 10 Digital flyer

### Publishing

- 11 Books and magazines
- 12 Hybrid bookstore network
- 13 Maruzen & Junkudo Bookstore in Shibuya (Tokyo)

### Education

- 14 Educational ICT



## Life & Healthcare

### Mobility and industrial high-performance materials

- 15 Battery pouch for lithium-ion batteries
- 16 Photovoltaic module components
- 17 Multifunctional insulation box
- 18 Curved resin glazing
- 19 Interior coverings for railway cars (Hokuriku Shinkansen)

### Medical & healthcare

- 20 Regenerative medicine (providing 3D human intestinal organoids "mini-guts")
- 21 Remote image diagnosis

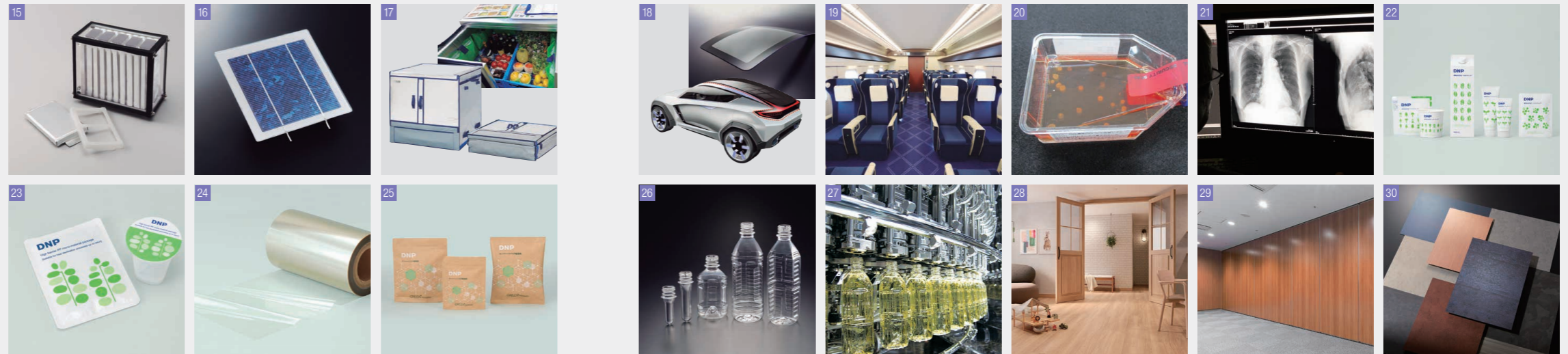
### Packaging

- 22 Plant-based packaging materials
- 23 Mono-material packaging materials
- 24 Transparent vapor deposition film
- 25 Super high-barrier paper packaging materials
- 26 PET plastic bottles
- 27 Aseptic filling systems for PET plastic bottles

### Living spaces

- 28 Decorative film for exterior
- 29 Antiviral steel plates
- 30 Aluminum panels for interior/exterior

### Beverages



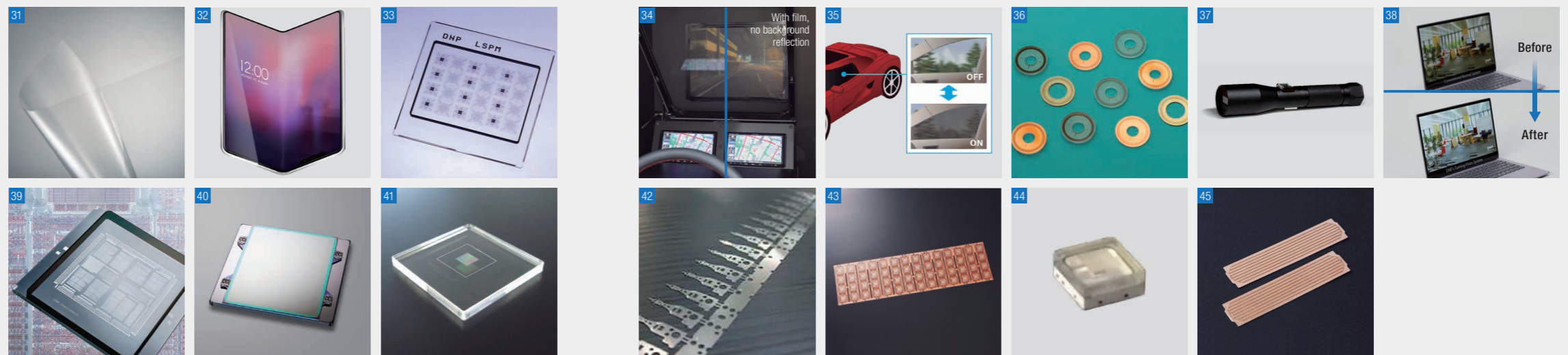
## Electronics

### Digital interfaces

- 31 Optical film used for displays
- 32 OLED display-related products
- 33 Large-size photomask for displays
- 34 Viewing angle control film for in-vehicle displays (right: with film, no background reflection)
- 35 Light control film
- 36 Encoder disks
- 37 High visibility pattern light
- 38 System components for LCD backlight

### Semiconductors

- 39 Photomask for semiconductors
- 40 Photomasks for EUV
- 41 Master template for nanoimprinting
- 42 Hard disk drive suspension
- 43 Lead frame for compact semiconductor package
- 44 Diffractive optical element (DOE)
- 45 Vapor chamber





## Investor Information (As of March 31, 2024)

### Dai Nippon Printing Co., Ltd.

**Head Office:** 1-1, Ichigaya-Kagacho 1-chome, Shinjuku-ku, Tokyo 162-8001, Japan

**Established:** 1876

**Number of Employees (consolidated):** 36,911

**Paid-in Capital:** ¥114,464 million

**Number of Common Stocks:** Authorized: 745,000,000 shares

Issued: 277,240,346 shares

**Number of Trading Unit Shareholders (own 100 or more shares):** 22,298

**Stock Exchange Listing:** Tokyo Stock Exchange

| Major Shareholders <small>(As of March 31, 2024)</small> | Shares<br>(thousands) | Percentage<br>(%) |
|----------------------------------------------------------|-----------------------|-------------------|
| The Master Trust Bank of Japan, Ltd. (Trust Account)     | 40,633                | 16.96             |
| Custody Bank of Japan, Ltd. (Trust Account)              | 13,157                | 5.49              |
| The Dai-ichi Life Insurance Co., Ltd.                    | 7,411                 | 3.09              |
| Employees' Shareholding Association                      | 7,145                 | 2.98              |
| ELLIOTT INTERNATIONAL LP                                 | 6,477                 | 2.70              |
| Mizuho Bank, Ltd.                                        | 5,706                 | 2.38              |
| Nippon Life Insurance Company                            | 4,735                 | 1.98              |
| STATE STREET BANK WEST CLIENT - TREATY 505234            | 4,480                 | 1.87              |
| JP MORGAN CHASE BANK 385781                              | 3,325                 | 1.39              |
| THE LIVERPOOL LIMITED PARTNERSHIP                        | 3,048                 | 1.27              |

Note: 1. The ownership stakes are based on the total number of shares outstanding less treasury shares (239,609,231).  
2. The number of treasury shares is excluded from the figures above.

**Stock Code:** 7912

**Administrator of Shareholder Register:**

Mizuho Trust & Banking Co., Ltd.

Stock Transfer Agency Department

3-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo, Japan

**American Depositary Receipts:**

Ratio (ADR:ORD): 2:1

Exchange: OTC (Over-the-Counter)

Symbol: DNPLY

CUSIP: 233806306

Depository:

The Bank of New York Mellon

240 Greenwich Street, New York, NY 10286, U.S.A.

Telephone: (201) 680-6825

U.S. toll free: 888-269-2377 (888-BNY-ADRS)

URL: <http://www.adrbnymellon.com/>

**Fiscal Year-end:** March 31

**Independent Auditor:** ARK LLC

**Annual Meeting of Shareholders:**

The annual meeting of shareholders of DNP is normally held in June each year in Tokyo, Japan.

**Investor Relations:**

Dai Nippon Printing Co., Ltd.

IR and Public Relations Division

Investor Relations Office

1-1, Ichigaya-Kagacho 1-chome, Shinjuku-ku,

Tokyo 162-8001, Japan

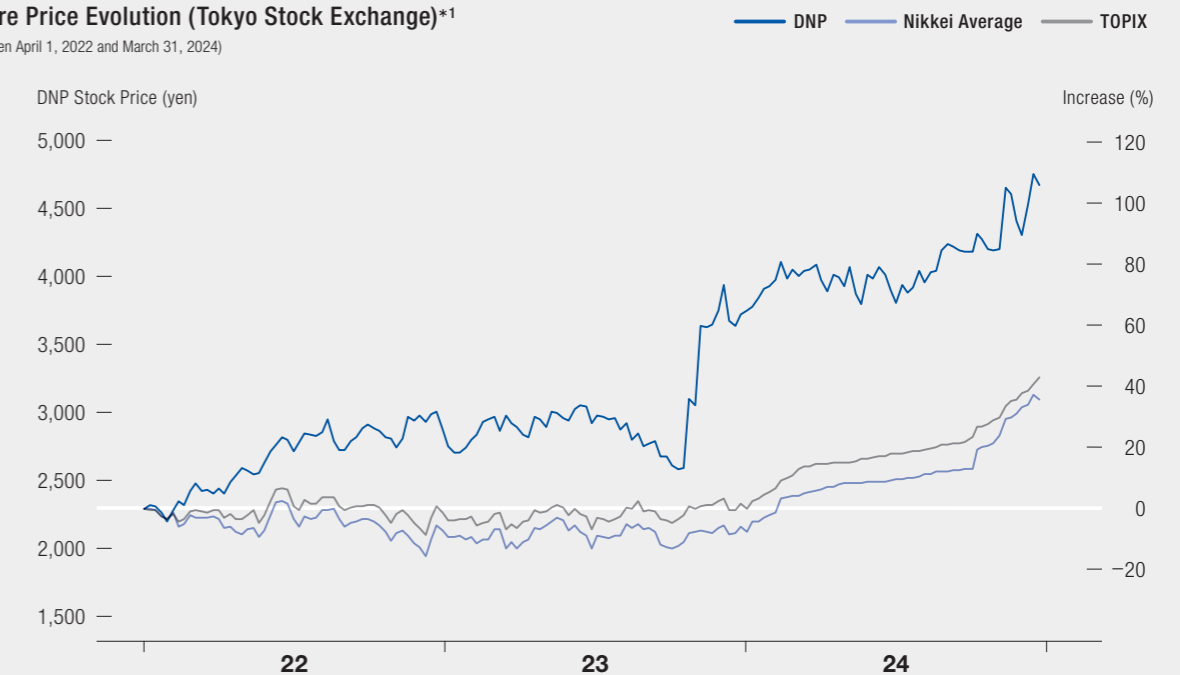
Tel: +81-3-6735-0124

Fax: +81-3-5225-8239

**Web Site:** <https://www.global.dnp>

### Share Price Evolution (Tokyo Stock Exchange)\*1

(Between April 1, 2022 and March 31, 2024)



\*1 Index 100 = March 31, 2021

### Total Shareholder Return\*2 (TSR)

| Fiscal year ended | 2020.3  | 2021.3   | 2022.3   | 2023.3   | 2024.3   |
|-------------------|---------|----------|----------|----------|----------|
| DNP (%)           | 89.35   | 92.44    | 115.98   | 149.64   | 188.55   |
| TOPIX (%)         | (90.50) | (128.63) | (131.18) | (138.81) | (196.19) |

\*2 Represents total investment return to shareholders, combining capital gains and dividends. The TSR calculation method is as follows: (Stock price at the end of each fiscal year + the total amount of dividends per share up to each fiscal year starting from four fiscal years prior to the fiscal year ended March 31, 2024 ÷ the stock price at the end of the fiscal year ended March 31, 2019.)

### Voting Rights (As of March 31, 2024)

| Type                                                              | Number of stocks<br>(stocks) | Number of voting rights<br>(rights) |
|-------------------------------------------------------------------|------------------------------|-------------------------------------|
| Stocks with no voting rights                                      | —                            | —                                   |
| Stocks with limited voting rights (treasury stocks, etc.)         | —                            | —                                   |
| Stocks with limited voting rights (other)                         | —                            | —                                   |
| Stocks with voting rights<br>(treasury held stocks) Common stocks | 37,631,100                   | —                                   |
| Stocks with voting rights (other)                                 | 239,361,000                  | 2,393,610                           |
| Stocks with less than trading units                               | 248,246                      | —                                   |
| Outstanding shares                                                | 277,240,346                  | —                                   |
| Total voting rights of stockholders                               | —                            | 2,393,610                           |

### Treasury Stocks (As of March 31, 2024)

| Holder                        | No. of stocks held | Percentage of holding to<br>No. of outstanding shares |
|-------------------------------|--------------------|-------------------------------------------------------|
| Dai Nippon Printing Co., Ltd. | 37,631,115         | 13.57                                                 |
| Total                         | 37,631,115         | 13.57                                                 |

Note: At a meeting of the Board of Directors held on August 8, 2024, DNP plans to conduct a 2-for-1 stock split of shares of common stock, effective October 1, 2024.

# Dialogues with Shareholders and Investors

## Policy for initiatives

In order to sustainably enhance corporate value, we are expanding opportunities such as financial results briefings and IR meetings attended by the president and other senior management personnel, to encourage constructive dialogues with shareholders and investors. The results of these dialogues are also shared with the Board of Directors and utilized in management decision-making.

## Number of dialogues

|                        |                     |                        |            |
|------------------------|---------------------|------------------------|------------|
| Individual IR meetings | FY2023: approx. 170 | Individual SR meetings | FY2023: 15 |
|                        | FY2022: approx. 160 |                        | FY2022: 14 |

## Main dialogue themes

Business strategies to improve profitability, financial strategies to improve capital efficiency, non-financial strategies to enhance sustainability, shareholder returns policy, promotion of information disclosure and strengthening of corporate governance, etc.

## Items incorporated based on dialogues and subsequent feedback

- Disclosure of quantitative medium- to long-term management-related targets (ROE 10%, PBR of 1.0X or greater, etc.)
- Expanding disclosure of information relating to particular focused business areas, etc.

## Main IR activities

- General Meeting of Shareholders: once a year
- Financial results briefings: twice a year
- IR Day: once a year
- Sustainability briefings: once a year
- Company briefings for individual investors: irregular
- IR meetings: 150-170 companies per year (domestic and overseas)
- SR meetings: 15 times per year (domestic and overseas)
- Issuance of IR-related tools: integrated reports, shareholder newsletters, etc.
- Information disclosure on IR website

Message from the Director in Charge

## TAIWA (dialogue) and cooperation with shareholders and investors

— Creating a “better future” together with our stakeholders —

Kazuhiko Sugita, Senior Managing Director, in charge of IR and Public Relations Division



We are committed to creating new value as we drive transformation to shape a better future. However, in the face of rapid changes in the environment, society, and economy, we believe that achieving greater results requires dialogue and cooperation with a wide range of stakeholders, including our shareholders and investors. Based on this belief, we will respond sincerely and reliably to Japan’s Corporate Governance Code while also addressing Japan’s Stewardship Code and the demands of the stock market, striving to enhance sustainable corporate and shareholder value.

In July 2024, as part of efforts to enhance IR activities aimed at increasing corporate value, we held our first IR Day. In addition to the financial results briefing, which provides updates on business performance and financial strategy, and the sustainability briefing, which covers initiatives related to non-financial strategies, we also provided an opportunity to deepen the understanding of our business strategy centered around transforming the business portfolio and focus business areas.

Additionally, the DNP Group Integrated Report 2024 was planned and edited collaboratively by relevant departments

with the aim of fostering further dialogue and cooperation with our stakeholders, while keeping the following points in mind.

- Bolstering messages from management regarding our value creation strategy
- Clearly defining the value provided (outcomes) and impacts based on our unique strengths
- Linking business, financial, and non-financial strategies based on materiality (material issues)
- Presenting further evolution of corporate governance, etc.

The DNP Group will continue to create more opportunities for communication with our stakeholders, enriching the content of these interactions to deepen dialogue and make the future even better. We kindly ask for your continued guidance and support as we strive to achieve our goals.

## Recognition from society (As of June 30, 2024)

DNP has been highly evaluated by ESG evaluation agencies throughout the world and has been selected for inclusion in numerous ESG indexes in Japan and overseas.

For example, DNP has been selected for the FTSE4Good Global Index for the 24th consecutive year since 2001, and for the MSCI ESG Leaders indexes for the 8th consecutive year since 2017.

In addition, in 2023 we were certified by CDP, an international non-profit organization that provides environmental information disclosure systems, as an “A-List” company—the highest rating for our efforts in addressing climate change. We have also received a silver rating from EcoVadis, which evaluates the sustainability of business enterprises.

### ESG indexes

|                                                                                                                |                                                                                                        |                                                                                                                |                                                                                              |
|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <p>FTSE4Good Global Index</p> <p>FTSE4Good</p>                                                                 | <p>FTSE Blossom Japan Index</p> <p>FTSE Blossom Japan Index</p>                                        | <p>FTSE Blossom Japan Sector Relative Index</p> <p>FTSE Blossom Japan Sector Relative Index</p>                | <p>CDP A LIST</p> <p>CDP A LIST 2023 CLIMATE</p>                                             |
| <p>MSCI ESG Leaders indexes</p> <p>MSCI ESG Leaders indexes</p>                                                | <p>MSCI Japan ESG Select Leaders Index</p> <p>2024 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX</p> | <p>MSCI Nihonkabu ESG Select Leaders Index</p> <p>2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX</p> | <p>EcoVadis Sustainability Rating</p> <p>SILVER   Top 15% Sustainability Rating MAY 2024</p> |
| <p>MSCI Japan Empowering Women (WIN) Index</p> <p>2024 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)</p> | <p>S&amp;P/JPX Carbon Efficient Index</p> <p>S&amp;P/JPX Carbon Efficient Index</p>                    |                                                                                                                |                                                                                              |

### Recognition regarding sustainability

## For sustained enhancement of corporate value

