Overview of Financial Results for Fiscal Year 2024 (ended March 31, 2025) Briefing Materials

DNP

May 15, 2025

Dai Nippon Printing, Co., Ltd.

©2025 Dai Nippon Printing Co., Ltd. All Rights Reserved.

DNP

1. Review of Results

2. Progress with Medium-term Management Plan

3. Initiatives Aimed at Enhancement of Corporate Value

Overview of Financial Results for FY2024

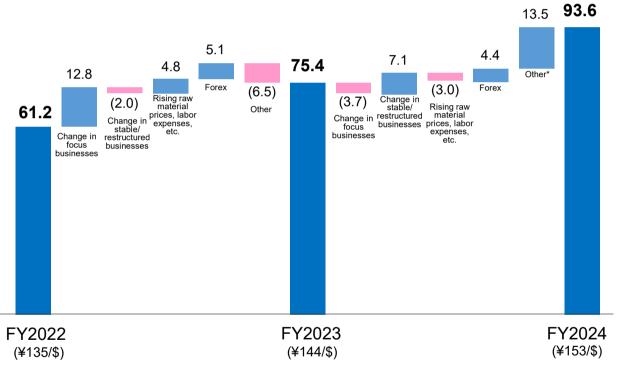
	FY2023	FY2	FY2024	
	Result	Earnings Forecast (Revised)	Result	Year-on-year (change)
Sales	1,424.8	1,455.0	1,457.6	+2.3%
Operating Income	75.4	88.0	93.6	+24.1%
Operating Income Ratio	5.3%	6.0%	6.4%	+1.1pt
Ordinary Income	98.7	110.0	115.9	+17.4%
Net Income Attributable to Parent Company Shareholders	110.9	106.0	110.6	(0.2%)
ROE	9.8%	9.2%	9.6%	(0.2pt)

Capital Expenditures	68.3	74.0	76.6	+12.1%
R&D Expenditures	35.2	36.0	37.5	+6.6%
Depreciation	55.9	56.0	53.7	(4.1%)

- With the steady growth in growth areas and structural reform initiatives, we achieved the operating income target of ¥85 billion for the final year of the Medium-term Management Plan, one year ahead of schedule.
- ✓ Ordinary income and net income exceeded the upwardly revised forecasts announced in February, and ROE also remained steady at 9.6%.
- We executed our planned capital investment strategy, concentrating on our core business areas.

Overview of Financial Results for FY2024: Change in Operating Income





- Our focus business areas experienced a slowdown in demand for automotive battery pouches due to stagnant demand in electric vehicles (EVs). Additionally, there was an increase in depreciation expenses for the metal masks used in the manufacturing of OLED displays. Despite these challenges, the overall business showed steady growth during the medium-term planning period.
- In our stable businesses and business for reforming, demand for photo printing materials has grown, while demand for packaging and beverages remained strong. Along with the progression of the structural reforms, these businesses have shown cumulative growth during the medium-term plan period.
 - * Includes decrease in retirement benefit expenses (+14.4), and changes in adjustments not belonging to other segments.

Overview of Financial Results for FY2024: Overview of Focus and Stable Businesses

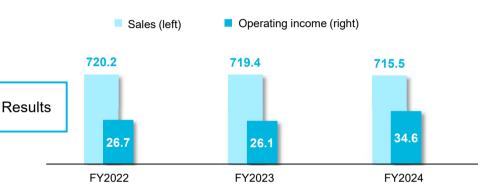
(Unit: ¥billions) **DNP**

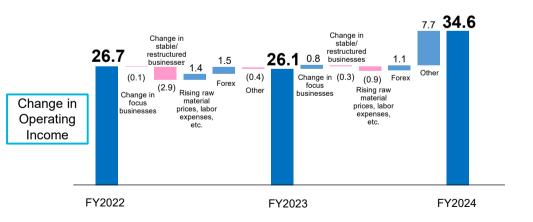
		FY2023	FY2024			Overview Arrow indicates sales relative to previous year
	Segment sales	719.4	715.5	Imaging communication		Photo printing materials performed well, and ID photo services in Japan and photography services in Europe and the US increased.
Smart Communication	Segment			Information Security	❖	While IC cards and payment services performed well, BPO saw a decline due to a reactionary decrease from large projects in the previous year.
	operating income	26.1	34.6	Content & XR communication		We focused on establishing new business opportunities, including a capital and business alliance with monoAl Technology Co., Ltd., to support our efforts in expanding the XR field.
	Segment sales	472.3	496.0	Industrial high-performance materials	\$	Sales of photovoltaic modules and battery pouches for IT devices remained strong; however, battery pouches for automotive have stagnated.
Life and Healthcare	Segment			Mobility	\$	Decorative films for interior use performed well, although there was a temporary decline in production due to customer-related factors.
	operating income	13.3	13.3 23.7	Medical & healthcare		Focused on integrated manufacturing from API to formulation and value-added drug development.
	Segment sales	235.3	247.7	Optical films		Optical films increased due to the larger size of TV panels.
Electronics	Segment operating	58.1	57.3	Metal masks used for manufacturing OLED displays	\$	Despite a reactionary decline in large projects from the previous year, the trend toward increased adoption of OLED panels in smartphones and other devices continued.
	operating 58.1		01.0	Semiconductors		Shipments of photomasks for semiconductor production performed well due to the recovery of the market.

Overview of Financial Results for FY2024: Results by Segment



Smart Communication



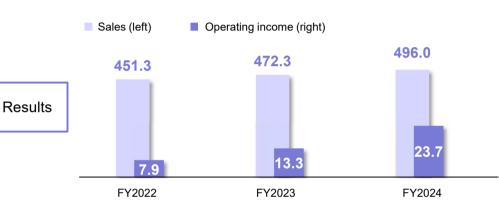


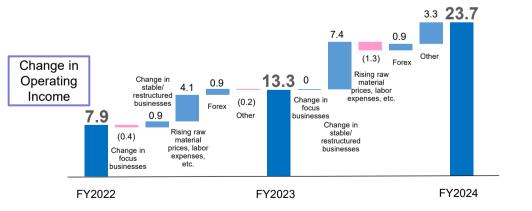
- In imaging communication, materials for printing photographs performed well, and photo-related services increased.
- In Information Security, the sales of IC cards remained strong; however, BPO experienced a decline due to a reaction from large projects in the previous year.
- The publishing business faced challenges due to the declining market for magazines and other publications. In April 2025, we established a new company, DNP Publication Products, to integrate our manufacturing and sales operations to better respond to changes in the market environment.

Overview of Financial Results for FY2024: Results by Segment

(Unit: ¥billions) DNP

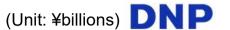
Life and Healthcare

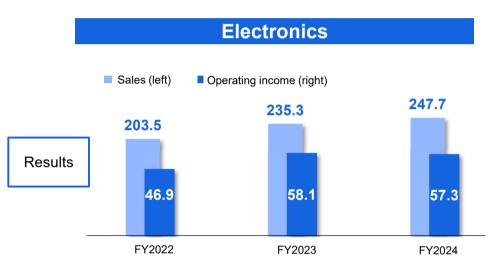


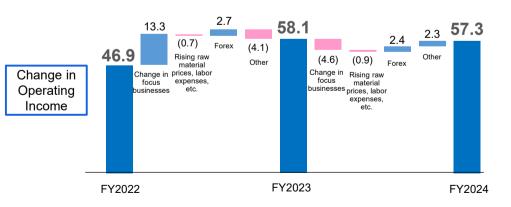


- In mobility and industrial high-performance materials, battery pouches for automotive have experienced stagnation due to a decline in demand for electric vehicles (EVs). However, battery pouches for IT witnessed growth, driven by the increased adoption of new smartphone and tablet models. Additionally, photovoltaic modules and barrier films also performed well.
- ✓ High demand for packaging and beverages and various efforts to reduce costs helped the growth.
- Acquired all shares of Resonac Packaging Corporation and HK Holding, which operates HIKARI METAL INDUSTRY CO., LTD., to strengthen core businesses.

Overview of Financial Results for FY2024: Results by Segment







- ✓ In semiconductor, shipments of photomasks for semiconductor production performed well due to the recovery of the market.
- ✓ In digital interfaces, optical films increased due to the larger size of TV panels.
- Metal masks used in OLED display manufacturing experienced a decline compared to last year's strong demand for development purposes. Nevertheless, the trend toward increased adoption of OLED panels in smartphones and other devices persisted.

(Reference) Overview of Financial Results for Fiscal Year 2024: By Quarter



		Q	1	Q	2	Q	3	Q	4	Fully	/ear
		FY2023	FY2024	FY2023	FY2024	FY2023	FY2024	FY2023	FY2024	FY2023	FY2024
Smart	Sales	180.0	174.6	170.4	171.9	181.6	175.7	187.3	193.1	719.4	715.5
Communication	Operating Income	4.9	5.8	3.6	6.8	7.3	7.7	10.2	14.2	26.1	34.6
Life and	Sales	109.2	123.5	122.4	119.3	124.7	131.7	115.8	121.3	472.3	496.0
Healthcare	Operating Income	1.5	4.7	3.6	4.2	5.4	7.6	2.7	7.0	13.3	23.7
Electronics	Sales	56.2	58.9	56.3	60.8	61.7	63.6	60.9	64.3	235.3	247.7
	Operating income	12.4	13.6	12.6	14.1	17.2	14.7	15.7	14.7	58.1	57.3
	Sales	(0.4)	(0.4)	(0.6)	(0.4)	(0.6)	(0.4)	(0.4)	(0.3)	(2.2)	(1.7)
Adjustment	Operating income	(5.6)	(5.8)	(5.5)	(5.5)	(5.6)	(5.7)	(5.3)	(5.0)	(22.2)	(22.2)
	Sales	345.0	356.6	348.6	351.6	367.5	370.7	363.5	378.5	1,424.8	1,457.6
Total	Operating Income	13.2	18.4	14.2	19.7	24.4	24.5	23.4	30.9	75.4	93.6

(Unit: ¥billions)

Earnings Forecast for FY2025

(Unit: ¥billions) DNP

(¥153/\$) (¥140/\$)

[Company-wide]	FY2024 Projection	Earnings Forecast for FY2025	Year-on- year Change (Difference)
Sales	1,457.6	1,500.0	+2.9%
Operating Income	93.6	94.0	+0.4%
Operating Income Ratio	6.4%	6.3%	(0.1pt)
Ordinary Income	115.9	105.0	(9.4%)
Net Income Attributable to Parent Company Shareholders	110.6	90.0	(18.7%)
ROE	9.6%	8.0%	(1.6pt)

Capital Expenditures	76.6	80.0	+4.4%
R&D Expenditures	37.5	39.0	+3.8%
Depreciation	53.7	50.0	(6.9%)

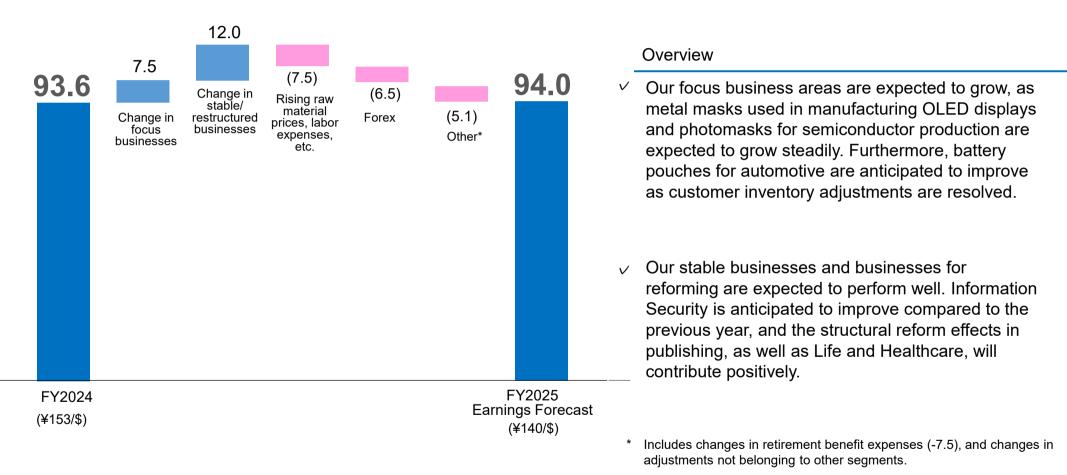
[By Segment]		FY2024 Projection	Earnings Forecast for FY2025	Year-on- year Change (Difference)
Smart	Sales	715.5	730.0	+14.5
Communication	Operating Income	34.6	33.0	(1.6)
Life and	Sales	496.0	517.0	+21.0
Healthcare	Operating Income	23.7	28.0	+4.3
	Sales	247.7	255.0	+7.3
Electronics	Operating Income	57.3	57.0	(0.3)
	Sales	(1.7)	(2.0)	(0.3)
Adjustment	Operating Income	(22.2)	(24.0)	(1.8)
	Sales	1,457.6	1,500.0	+42.4
Total	Operating Income	93.6	94.0	+0.4

Expected impact of				
special factors on				
income				

IIICOITIC	
Retirement benefit expenses	Forex
(4.1)	(1.6)
(1.7)	(1.3)
(1.2)	(3.6)
(0.5)	-
(7.5)	(6.5)

Earnings Forecast for FY2025: Change in Operating Income

(Unit: ¥billions) DNP



DNP

1. Review of Results

2. Progress with Medium-term Management Plan

3. Initiatives Aimed at Enhancement of Corporate Value

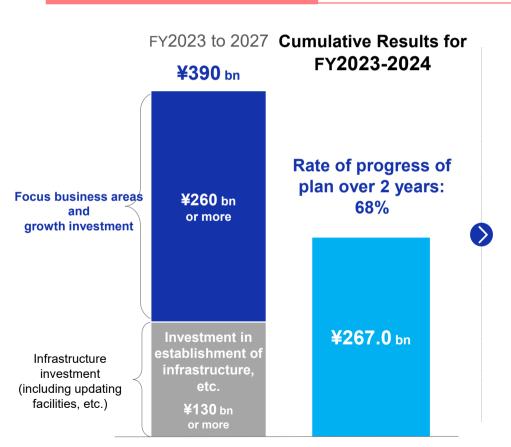
Progress with Medium-term Management Plan (Business Strategy): Investment in Focus Business Areas, Etc.

Confidential



Growth investment and infrastructure development investment

¥390 billion or more (cumulative amount for FY2023-FY2027)



▽ Main Investments in the Medium-term Management Plan

FY	Overview of Investments
2023	Made CMIC CMO a subsidiary
2023	Installed a new large metal mask production line at the Kurosaki Plant (Fukuoka Prefecture)
2024	Increased the production capacity for sealant for photovoltaic cells at the Izumizaki Plant (Fukushima Prefecture)
2024	Established a new line for optical film at the Mihara West Plant (Hiroshima Prefecture)
2024	Expanded the photomask production facilities at the Kamifukuoka Plant (Saitama Prefecture)
2024	Expanded photomask production line at D.T.Fine Electronics Co.,Ltd
2024	Made Resonac Packaging a subsidiary
2024	Made HK Holding, which operates HIKARI METAL INDUSTRY CO., LTD., a subsidiary
2024	Invested in special purpose company for the purpose of acquiring shares of Shinko Electric Industries

(Key)●: M&A

Progress with Medium-term Management Plan (Business Strategy): Structural Reform



Rationalization of paper media business
Reviewing low value-added products and restructuring business locations
Reorganization of facilities in packaging-related business

Implementation period	Main Structural Reform Measures
2023	✓ Optimization of manufacturing sites for commercial printing
2023-	✓ Optimization of fixed costs
2025	 ✓ Reorganization of Publishing Printing Division (establishment of DNP Publication Products)
2024	 ✓ Closed manufacturing facilities in the packaging-related business (Chubu area)
2024-	✓ Optimization of fixed costs
Planned for 2025	✓ Reorganization of living spaces and mobility businesses

Structural Reform of Life and Healthcare (Integration of living spaces and mobility)

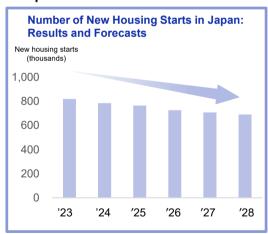


This autumn, we will integrate the living space and mobility business to leverage synergies and expand the business. In addition, we will contribute to creating a smart society where mobility and housing are connected.

Market environment

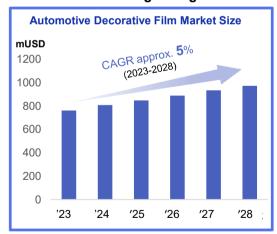
The number of housing starts in Japan decreased.

⇒ Conventional interior and exterior products have also decreased



* Number of new housing starts in Japan: From Nomura Research Institute "Number of New Housing Starts in FY2024-FY2040" The use of information technology in automobiles is growing.

⇒ Materials for information technology such as HMI are growing



* Source: Estimate by DNP based on various materials

Integration of Life and Healthcare (living spaces and mobility)

Living Spaces Business Unit

Provides interior and exterior products for residential and office buildings. The organization will be streamlined and optimized to meet market demands.

Mobility Business Unit

Provides interior and exterior parts and software services for automotives.

New Business Unit

- We will grow the business by maximizing the synergy of both business units, focusing on combining film with molding and modules through shared resources.
- We will create new markets in a smart society.

Effects of Structural Reform:

+ Approx. ¥2 billion

*HMI: Human-Machine Interface

Interface for exchanging information between the driver and the vehicle, display, input devices, etc.

Progress with Medium-term Management Plan (Non-Financial Strategy)



		FY2023 Result	FY2024 Result/Forecast	FY2025 Target
Human	Employee engagement survey score	+3%	+4.5%	Up 10% from FY2022
	Completion of DX literacy standard basic education course	24,408 people	25,473 people	27,500 people eligible
capital	Percentage of female managers	9.4%	10.4%	12% or more
it <u>al</u>	Percentage of eligible men taking childcare leave	98.7%	96.4%	100%
Intelle cap				
ntelle, capi	R&D investment (annual)	¥35.2 billion	¥37.5 billion	Maintain in range of ± 30.0 billion
Intellectual capital	R&D investment (annual) Number of data management infrastructure users	¥35.2 billion 6,504 people	¥37.5 billion 7,069 people	Maintain in range of ¥30.0 billion 10,000 people
	· · · · ·			· ·
	Number of data management infrastructure users	6,504 people Down 38.0%	7,069 people Down 17.3% from	10,000 people
ntellectual Environment	Number of data management infrastructure users Reduction of GHG emissions (Scope 1+2)	6,504 people Down 38.0% from FY2015	7,069 people Down 17.3% from FY2019	10,000 people Down 25.2% from FY2019

^{*} With regard to environmental initiatives, we set more challenging updated targets for 2030 in April 2024. Along with this, we have also reset our targets for 2025.

Progress with Medium-term Management Plan: Cash Allocation



¥390.0 bn

Approx.

¥300 0 bn

FY2027

¥267.0 bn

As planned

¥84.3 bn

FY2023

¥100.0 bn

FY2023

FY2024

¥170.0 bn

FY2024

the resolution of the Board of Directors on March 9, 2023.

the resolution of the Board of Directors on May 13, 2025.

FY2025

*For fiscal year 2023, the amount of treasury stock acquired is stated based on

For fiscal year 2024, the amount of treasury stock acquired is stated based on the resolutions of the Board of Directors on March 8, 2024, and November 29, 2024 For fiscal year 2025, the amount of treasury stock acquired is stated based on

Period: FY2023 to 2027*

We will appropriately allocate the cash we have generated to further grow our business and provide returns to our shareholders.

CASH GENERATION STRATEGY Initiatives to generate over ¥750 bn cash ¥440.0 bn As planned Rate of progress: 38% Generation of operating CF: ¥168.1bn ¥72.5bn ¥440 bn or more FY2023 FY2024 FY2027 * Operating C/F for FY2024 is calculated by excluding the proceeds from the sale of shares sold within retirement benefit trusts in FY2024 ■ Sale of strategic shareholdings: - Sale of strategic shareholdings: ¥220 bn (reduction to less than 10%

- of net assets)
- Reduction of idle assets, utilization of interest-bearing debt, maximization of cash efficiency: ¥90 bn or more

Reduction of idle assets: ¥18.3 bn in FY2024 Issuance of bonds: ¥100 bn in April 2025



^{*} Fiscal year: Year beginning on April 1 of each year and ending on March 31 of the following year)

CASH ALLOCATION STRATEGY Growth investment and infrastructure development investment **Business investment** Growth investment and infrastructure Rate of progress: 68% development investment: ¥390 bn or more Of which investment into focus business areas: ¥260 bn or more For details, please refer to "Investment in Focus Business Areas, Etc. on page 13. Shareholder returns Acquisition of treasury shares Progessing ahead of plan - Acquisition of treasury shares Rate of progress: 57% Plan to acquire around ¥300 bn in treasury shares FY2023-24: ¥170 bn already acquired FY2025: Plan to acquire ¥50.0 bn Dividends Increase dividend for first time in 17 years

Dividend per share in FY2024

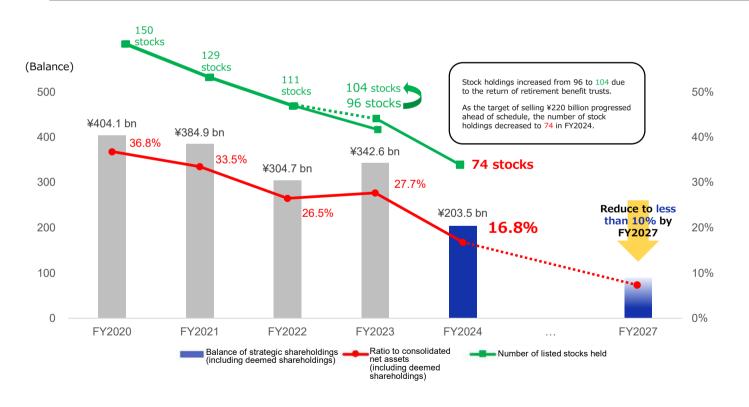
Up ¥6 to ¥38 (planned)

(Interim: ¥16 Year-end: ¥22)

Initiatives Aimed at Enhancement of Corporate Value: Reduction of Strategic Shareholdings



- ✓ As of the March 31, 2025, the ratio of strategic shareholdings to consolidated net assets was 16.8%, a
 decrease of 10.9 points compared to the end of the previous fiscal year.
- ✓ We achieved the Medium-term Management Plan target of ¥220 billion in divestments ahead of schedule (cumulative total for FY2023-2024 ¥233.7 billion)
- ✓ We will continue to reduce our strategic shareholdings with the aim of improving asset efficiency.



(Unit: ¥billions)

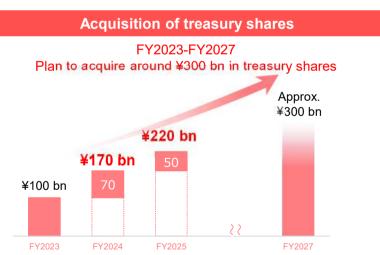
Balance as of March 31, 2024	342.6
Decrease due to sale, etc.	(152.9)
Increase in share price	+13.8
Balance as of March 31, 2025	203.5

Initiatives Aimed at Enhancement of Corporate Value: Shareholder Returns



We are dedicated to achieving consistent profit growth and continuously exploring ways to increase our dividends

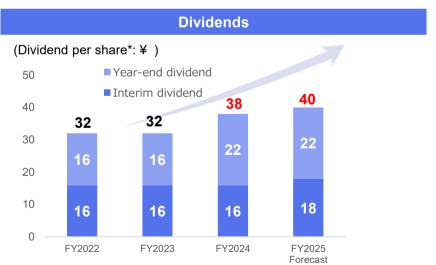
- We are ahead of schedule in executing our initial share buyback plan of ¥300 billion. On May 13, we announced that for FY2025, we would repurchase ¥50 billion worth of shares. Moving forward, we will continue to conduct share buybacks in a flexible and proactive manner, considering factors such as stock prices and financial conditions, with the goal of achieving a return on equity (ROE) of 10%.
- ✓ We have established the year-end dividend forecast for FY2024 at ¥22, reflecting an increase of ¥6. The total annual dividend forecast, accounting for stock splits, is set at ¥38, representing the first dividend increase in 17 years. For FY2025, we are projecting an interim dividend of ¥18, which is an increase of ¥2, and an annual dividend forecast of ¥40. This will mark the second consecutive year of dividend increases.
- ✓ Going forward, we are dedicated to achieving consistent profit growth and continuously exploring ways to increase our dividends.





For fiscal year 2024, the amount of treasury stock acquired is stated based on the resolutions of the Board of Directors on March 8, 2024, and November 29, 2024.

For fiscal year 2025, the amount of treasury stock acquired is stated based on the resolution of the Board of Directors on May 13, 2025...



^{*} DNP conducted a 2-for-1 stock split of common stock, effective October 1,2024. Dividend per share is calculated based on the assumption that the stock split was conducted at the beginning of the fiscal year ended March 31, 2023.

DNP

1. Review of Results

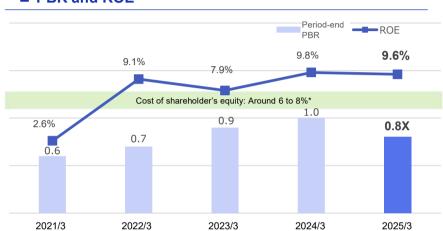
2. Progress with Medium-term Management Plan

3. Initiatives Aimed at Enhancement of Corporate Value

Analysis of Current Conditions for Enhancement of Corporate Value





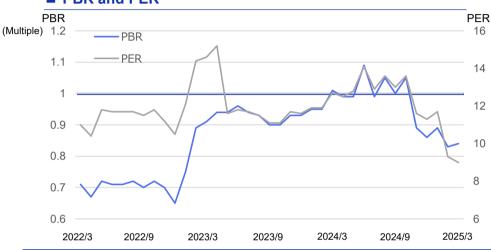


* The cost of shareholder's equity calculated by DNP using CAPM is 6 to 7%, but we recognize that market expectations are higher than the CAPM-based level, at 6 to 8%.

■ Relative Stock Price Trends (April 1, 2022 is displayed as 1)



■ PBR and PER



Analysis of Current Conditions

- We recognize the cost of shareholders' equity as 6-8%, and ROE exceeds the cost of shareholders' equity due to the upward impact of extraordinary income on ROE.
- PBR rose to around 1.0X at the end of FY2023 due to solid performance from the steady implementation of the Medium-term Management Plan and enhanced shareholder returns based on the cash allocation strategy.
- In FY2024, despite a sharp decline in the overall stock market in August, PBR remained above 1X until around November, but then began to fall, ending FY2024 at around 0.8X.
- We believe this is due to concerns about the impact on our battery pouch business following the slowdown in the EV market after the US presidential election in November.
- In order to achieve sustainable enhancement of corporate value, we will actively invest in businesses in which we have strengths and where profitability and growth are expected. starting with Electronics, while continuing to optimize our business structure in all businesses according to market trends and business scale. At the same time, we will promote the spread of our growth story into the market through enhanced IR activities, with the aim of raising our PER level and achieving a sustained improvement of our PBR.

Initiatives Aimed at Enhancement of Corporate Value: Increasing PBR

Lower cost of

equity



We will work to steadily implement various measures to enhance corporate value.

Become a more investor-friendly company

Through initiatives to improve share liquidity, we aim to become the stock of choice for many investors.

Strengthening shareholder returns

We will enhance our shareholder return policy to provide reassurance to our shareholders regarding their long-term investments.

ESG initiatives

We will engage in solutions to environmental issues through both value creation and strengthening foundations.

Enhancement of information disclosure

We will expand the information disclosure, centered on focus business areas.

Strengthening IR activities

We will strengthen the communication of our growth story more than ever.

Increasing profits

We will strive to increase profits through concentrated investment in focus business areas and business restructuring.

Maximization of asset efficiency

We will maximize asset efficiency by selling strategic shareholdings and reducing idle assets.

Increasing ROE

Increasing PER

Increasing ROA

Utilization of leverage

Increase in expected

growth rate

Reduction of equity capital

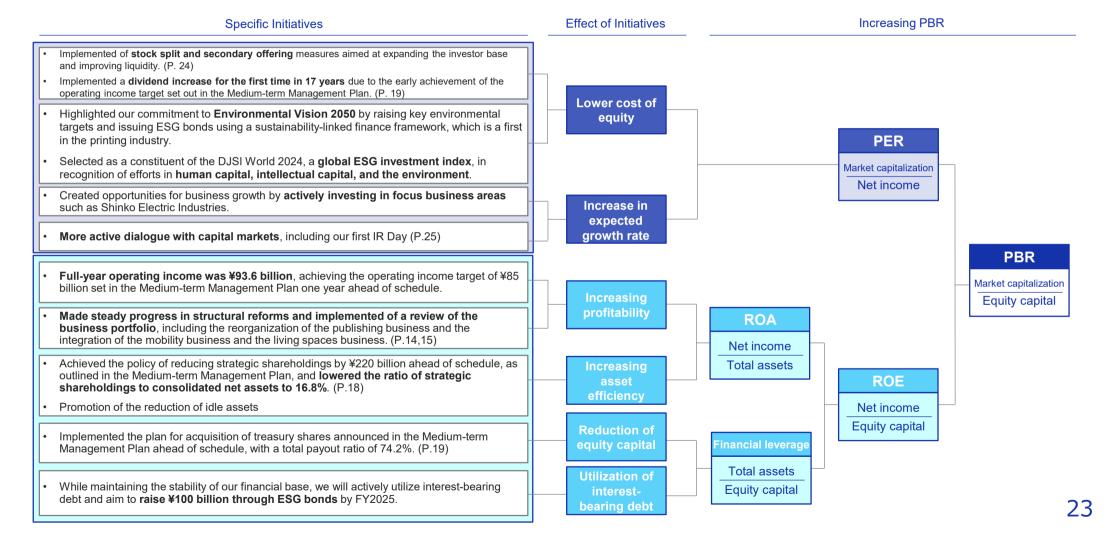
We will strive to improve capital efficiency through active shareholder returns, including share buybacks.

Utilization of interest-bearing debt

We will consider appropriate funding methods including the utilization of interest-bearing debt.

Initiatives Aimed at Enhancement of Corporate Value: Increasing PBR





Initiatives Aimed at Enhancement of Corporate Value: Initiatives to Improve Share Liquidity



As part of our financial strategy to enhance corporate value, we have implemented a series of initiatives aimed at expanding our investor base and improving the liquidity of our shares.

■ Stock split

On October 1, 2024, a stock split took effect, resulting in each share of common stock owned by shareholders listed on the final shareholder register being split into two shares. Our investment level has fallen below ¥500,000, the "desirable investment unit" requested by the Tokyo Stock Exchange, and has become a more favorable investment environment for all investors.

	Total number of shares issued	Investment unit
Before stock split	277,240,346 shares	¥500,000 or more
After stock split	554,480,692 shares	Less than ¥500,000

On March 26, 2025, the Company cancelled 30,000,000 treasury shares, resulting in a total number of shares issued of 524,480,692 as of March 31, 2025.

■ Secondary offering

In November 2024, after consulting with multiple shareholders, we conducted a secondary offering of our shares to provide an opportunity for a smooth sale of the Company's stock. Throughout the sales process, we utilized various marketing tools to highlight the company's strengths and business areas. These initiatives generated high demand, particularly among individual investors.

	Number of individual shareholders	Percentage of shares held
Shareholder register as of March 31, 2024	25,471 people	11.0%
Shareholder register as of March 31, 2025	31,629 people	12.0%

Initiatives Aimed at Enhancement of Corporate Value: Strengthening IR Activities



■ Hold our first IR Day

On July 11, 2024, we hosted our first online DNP Group Investor Relations Day 2024 for institutional investors and analysts. This initiative is designed to give investors and other stakeholders a deeper understanding of DNP's business strategy. We provided detailed explanations focusing on the strategies of each individual business segment.

Comments from investors and analysts

- It was impressive that the personnel responsible for the business divisions took the podium to provide detailed explanations, including engaging in Q&A sessions.
- They offered an in-depth overview of the core technologies in their products, the market environment, competitive strategies, and strengths, which gave us valuable insights and enhanced our understanding of the business.
- It was great to see the disclosure of sales by division and the average annual growth rates by business segment.
- I hope to see more stable businesses and businesses for reforming at the next event.

■ Participation in conferences in Japan and overseas

As companies continue to reduce their strategic shareholdings, we are actively seeking opportunities for dialogue with overseas institutional investors.

- Participation in conferences held in Japan:

3 days total (18 one-on-one meetings, 3 group meetings)

- Participation in conferences held overseas:

4 days total (21 one-on-one meetings, 3 group meetings)

■ Status of dialogue with domestic and overseas investors

Number of meetings held in FY2024

- IR meetings

- SR meetings

- Group meeting with the President

190 (169 in the previous year) 23 (15 in the previous year) 2 (1 in the previous year)

■ Conducting factory tours for investors

In March 2025, we organized a factory tour for seven institutional investors and analysts. The purpose of the tour was to give participants a deeper understanding of our business, particularly highlighting our advanced manufacturing technology and the significant entry barriers that support it. We plan to continue this initiative, expanding it to include tours of our factories and facilities in other sectors as well.

■ Initiatives going forward

We will continue to participate in investor relations conferences and actively reach out to overseas investors. Our goal is to encourage investors to have high expectations for our growth by clearly communicating our strengths and business strategy, thereby expanding our investor base.

未来のあたりまえをつくる。

Disclaimer

The earnings forecasts, medium-term management targets, and other forward-looking statements contained in these materials represent DNP's judgement of the current outlook based on information available at the time of preparation, and involve potential risks and uncertainties.

Actual performance may therefore differ materially from these forward-looking statements due to changes in the various assumptions on which they are based.