



INTRODUCTION

Message from the President

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Value Creation

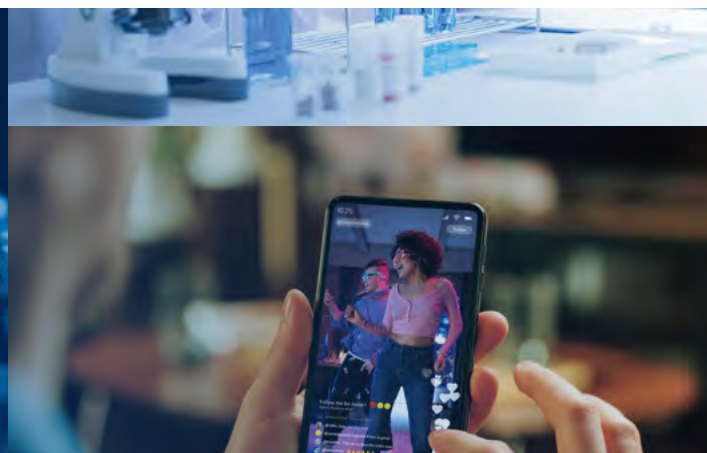
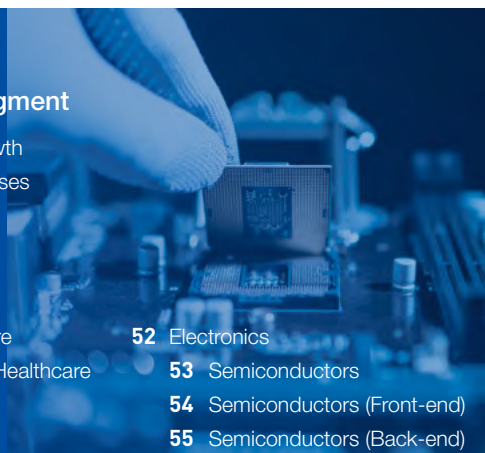
We explain the growth strategies and specific initiatives we are using in our three business segments to achieve our medium- to long-term growth story.

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Business Strategies by Segment

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Business Strategies to Achieve Sustainable Growth

Enhancing business value through growth investments and structural reform

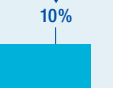
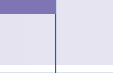
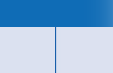
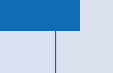
DNP will steadily make growth investments in Focus Businesses and pursue structural reforms in existing printing businesses to strengthen our business foundation and achieve greater profitability.

Business segments	Smart Communication	Life & Healthcare	Electronics																																																												
Focus Businesses	Information Security, Photo Imaging	Mobility & Living, Industrial High-Performance Materials	Digital Interfaces, Semiconductors (Front-end)																																																												
Growth-Potential Businesses	Content & XR Communication, Digital Marketing	Medical & Healthcare, Aseptic Filling System	Semiconductors (Back-end)																																																												
Results	■ Sales (¥ billion) ■ Operating Profit (¥ billion) ● Operating Profit Margin (%) <table border="1"> <thead> <tr> <th>Year</th> <th>Sales (¥ billion)</th> <th>Operating Profit (¥ billion)</th> <th>Operating Profit Margin (%)</th> </tr> </thead> <tbody> <tr> <td>2023 Result</td> <td>719.4</td> <td>26.1</td> <td>3.62</td> </tr> <tr> <td>2024 Result</td> <td>715.5</td> <td>34.6</td> <td>4.83</td> </tr> <tr> <td>2025 Result</td> <td>750.3</td> <td>40.0</td> <td>5.33</td> </tr> <tr> <td>2026 Plan</td> <td>742.0</td> <td>43.0</td> <td>5.79</td> </tr> </tbody> </table>	Year	Sales (¥ billion)	Operating Profit (¥ billion)	Operating Profit Margin (%)	2023 Result	719.4	26.1	3.62	2024 Result	715.5	34.6	4.83	2025 Result	750.3	40.0	5.33	2026 Plan	742.0	43.0	5.79	■ Sales (¥ billion) ■ Operating Profit (¥ billion) ● Operating Profit Margin (%) <table border="1"> <thead> <tr> <th>Year</th> <th>Sales (¥ billion)</th> <th>Operating Profit (¥ billion)</th> <th>Operating Profit Margin (%)</th> </tr> </thead> <tbody> <tr> <td>2023 Result</td> <td>472.3</td> <td>13.3</td> <td>2.81</td> </tr> <tr> <td>2024 Result</td> <td>496.0</td> <td>23.7</td> <td>4.77</td> </tr> <tr> <td>2025 Result</td> <td>512.3</td> <td>37.2</td> <td>7.26</td> </tr> <tr> <td>2026 Plan</td> <td>516.0</td> <td>39.0</td> <td>7.55</td> </tr> </tbody> </table>	Year	Sales (¥ billion)	Operating Profit (¥ billion)	Operating Profit Margin (%)	2023 Result	472.3	13.3	2.81	2024 Result	496.0	23.7	4.77	2025 Result	512.3	37.2	7.26	2026 Plan	516.0	39.0	7.55	■ Sales (¥ billion) ■ Operating Profit (¥ billion) ● Operating Profit Margin (%) <table border="1"> <thead> <tr> <th>Year</th> <th>Sales (¥ billion)</th> <th>Operating Profit (¥ billion)</th> <th>Operating Profit Margin (%)</th> </tr> </thead> <tbody> <tr> <td>2023 Result</td> <td>235.3</td> <td>58.1</td> <td>24.69</td> </tr> <tr> <td>2024 Result</td> <td>247.7</td> <td>57.3</td> <td>23.13</td> </tr> <tr> <td>2025 Result</td> <td>251.8</td> <td>50.7</td> <td>20.13</td> </tr> <tr> <td>2026 Plan</td> <td>274.0</td> <td>54.0</td> <td>19.70</td> </tr> </tbody> </table>	Year	Sales (¥ billion)	Operating Profit (¥ billion)	Operating Profit Margin (%)	2023 Result	235.3	58.1	24.69	2024 Result	247.7	57.3	23.13	2025 Result	251.8	50.7	20.13	2026 Plan	274.0	54.0	19.70
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Basic Strategies	- Actively investing in promising global markets where strong market growth is expected - Strengthening global production and supply systems - Creating value by leveraging the strengths of existing businesses	- Creating synergy through M&A and business development driven by market and technology opportunities - Actively investing in growth areas where strong market growth is expected (such as Medical & Healthcare) - Advancing structural reforms of existing businesses and creation of high-value-added products and services	- Accelerating business expansion in leading-edge semiconductor areas (such as EUV photomasks and nanoimprint technologies) - Advancing commercialization in next-generation semiconductor packaging areas - Expanding the Digital Interfaces business																																																												
Major investments	Information Security Acquisition of Rubicon SEZC (FY2025) Implementation of a tender offer for AUSTRIACARD (FY2026)	Industrial High-Performance Materials Acquisition of Resonac Packaging (FY2024) Izumizaki Plant (Fukushima): Photovoltaic encapsulant capacity expansion (FY2025) Mobility & Living Acquisition of HK Holdings—HIKARI METAL INDUSTRY (FY2024) Medical & Healthcare Acquisition of CMIC CMO (FY2023) Conclusion of share transfer agreement for the acquisition of shares in Kyowa Pharma Chemical (making it a subsidiary) (July 2026)	Digital Interfaces Kurosaki Plant (Fukuoka): New large-size metal mask production line (FY2023) Mihara-Nishi Plant (Hiroshima): Added new optical film production line (FY2025) Semiconductors Kamifukuoka Plant (Saitama): Expansion of photomask production facilities (FY2024 and FY2025) DT Fine Electronics: Photomask production line expansion (FY2024 and FY2025) DNP Photomask Europe: Expansion of photomask production facilities (FY2024) Investment in an SPC holding shares of Shinko Electric Industries (FY2024) Kuki Plant (Saitama): New glass-core pilot production line (FY2025)																																																												
Structural reforms	Rationalization of paper media business		Review of low-value-added products and reorganization of sites																																																												
	2023	Optimization of production sites for commercial printing																																																													
	2023–	Optimization of fixed costs																																																													
	2025	Publishing Printing Division: organizational restructuring (DNP Publication Products)	2025																																																												
		Organizational restructuring of existing marketing business (DNP Marcom Products)																																																													
Vision for society (Social value)	- Realizing a safe, secure, and comfortable smart society where people and things are connected - Realizing a communication society filled with smiles and a sense of security	- Contributing to a recycling-oriented society through eco-friendly products and services - Contributing to a decarbonized society through the provision of materials supporting EVs and renewable energy	- Contributing to the evolution of diverse devices that support intuitive connections with information - Contributing to the evolution of high-performance semiconductors that support the next-generation information society																																																												

Creating Business Value Through Focus Businesses

Concentrating management resources on business areas with strong growth potential and profitability to accelerate sustainable growth

Leveraging our proprietary printing technologies and our strengths developed through TAIWA (dialogue) and cooperation, DNP actively makes growth investments in Focus Businesses with high market share, profitability, and growth potential. We will expand these businesses by capturing growth opportunities and achieve sustainable growth for the DNP Group as a whole by enhancing our business value.

	Focus Businesses	Profitability			Growth potential	Market share	P&I Innovations					
		Sales (¥ billion)					ROE (FY2028 plan)	Market CAGR (FY2025–2030)	Main products	Advanced printing technology	TAIWA and cooperation	Unprecedented new value
		FY2022	FY2025	FY2028								
Smart Communication	Information Security 	172	187	271		Approx. 8% Domestic market for digital identity and authentication solutions No.1 domestic share	Smart cards No.1 domestic share BPO services	- Information processing technologies - Microfabrication technologies - Post-processing technologies	 - Global rollout of technological strengths - Acquired Rubicon SEZC as a consolidated subsidiary (2025) - Expanded into overseas government ID authentication service business - Launched a tender offer for AUSTRIACARD (2026)	 Expansion of authentication and smart card business into high-growth regions such as Africa, Asia, and South America		
	Photo Imaging 	59	83	92		Approx. 5% Global photo-related market No.1 global share	Dye-sublimation thermal transfer media for photo prints No.1 global share	- Information processing technologies - Precision coating technologies - Post-processing technologies - Project planning and design	 - Strengthening sales, planning, and development systems in the global market - Acquired all shares of Colorvision International (U.S.) and Sharingbox (Belgium) (2020) - Started operation of subsidiaries in India (2026)	 - Global development of high-value-added printers and media for enjoying various types of content and photo prints - Creation of new photo experiences using P&I (printing and information) technologies		
Life & Healthcare	Mobility & Living 	13	16	20		Approx. 11% High-end HMI market	HMI products, exterior decorative films, and exterior aluminum panels	- Optical design technology - Precision coating technologies - Post-processing technologies - Project planning and design	 - Strengthening development and manufacturing capabilities for mobility molded parts - Acquired Tamura Plastic MFG as a consolidated subsidiary (2015) - Development and manufacturing of mobility molded parts using decorative films - Acquired HIKARI METAL INDUSTRY as a consolidated subsidiary (2025)	 - Development of eco-friendly mobility molded parts and exterior films as alternatives to painting - Development of light-transmitting films for in-vehicle human-machine interface (HMI) applications		
	Industrial High-Performance Materials 	62	68	101		Approx. 12% EV market Approx. 15% ESS market	Battery pouches for lithium-ion batteries No.1 global share Photovoltaic-related Products	- Precision coating technologies - Post-processing technologies - Materials development technologies - Assessment and analysis	 - Expanding the battery pouch product range - Acquired Resonac Packaging as a consolidated subsidiary (2025) - Combined, the two companies hold over 800 patents - Expanding product applications to automotive, IT, and energy storage system (ESS) use	 - Provision of battery pouch exterior materials with strong technologies and patents across automotive, IT, and ESS applications - Development of exterior materials compatible with next-generation batteries, including all-solid-state batteries		
Electronics	Digital Interfaces 	138	185	214		Approx. 5% Digital interface market No.1 global share No.1 global share	Optical films for displays No.1 global share Metal masks for manufacturing OLED displays No.1 global share	- Optical films - Optical design technology - Materials development technologies - Precision coating technologies - Metal masks - Microfabrication technologies	 - Expansion of in-house production lines - Mihara Plant (Hiroshima): Introduced coating equipment capable of producing optical films up to 2,500 mm in width - Kurosaki Plant (Fukuoka): Operation of production line for metal masks compatible with 8th-generation (G8) sizes	 - Development of optical films with diverse functions tailored to device needs (anti-reflection and anti-glare) - Development of products anticipating the growing demand for OLED displays in various smart devices		
	Semiconductors (Front-end) 	66	67	110		Approx. 10% Photomask merchant market	Photomasks for semiconductor production Top-level market share in the photomask merchant market	- Optical design technology - Microfabrication technologies - Precision coating technologies	 - Collaboration with partners for commercialization in cutting-edge fields - Partnerships with semiconductor manufacturers, equipment manufacturers, material manufacturers, research institutions, etc. - Invested in a special purpose company for the purpose of acquiring shares of Shinko Electric Industries (2025), strengthening collaboration in semiconductor back-end processes	 - Supporting advanced semiconductor manufacturing technologies, including nanoimprint and extreme ultraviolet (EUV) - Development of glass core substrates with TGV (Through-Glass Via) for next-generation semiconductor packages		

 A society where people can live safe, secure, healthy, and well-being lives
  A society where people can communicate comfortably
  A society where people mutually respect each other
  A society that realizes a balance between economic growth and the global environment

* In the case of anti-reflection film and anti-glare film used on the surface of displays

Proactive Global Investment and Further Structural Reforms to Accelerate the Creation of New Value

FY2023–2025: Review of Medium-Term Management Plan

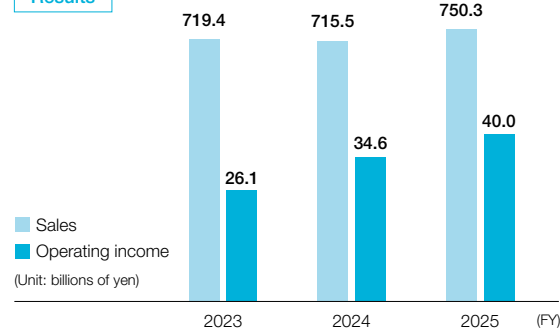
Review

- Imaging Communication and other businesses performed steadily.
- Structural reforms in the Publishing and existing Marketing businesses contributed to performance.

FY2025 Sales Overview

- **Imaging Communication:** Strong demand for new photo printers drove good performance of photo printing media. Ink ribbons for ID card printers also remained steady, and sales increased year on year.
- **Information Security:** Although dual-interface smart cards declined from the previous year, large-scale BPO projects and other factors resulted in a year-on-year increase in sales.
- **Content & XR Communication:** The content business focused on events and other initiatives utilizing intellectual property popular in Japan and overseas, while the XR business expanded services for the education and government sectors.

Results



FY2026–2028 Medium-Term Management Plan

Approach to business portfolio transformation

After confirming growth potential, Information Security and Photo Imaging were moved from Stable Businesses to Focus Businesses. Digital Marketing was repositioned under Growth-Potential Businesses after confirming its potential for business expansion.

Proactive investment in Focus Businesses

- **Information Security:** We will actively invest in promising global markets where strong market growth is expected. We will accelerate global expansion, such as by leveraging synergies with Rubicon SEZC, which has been integrated into the DNP Group.
- **Photo Imaging:** We will advance investments at the global level, including the development of dye-sublimation thermal transfer printers and media as well as initiatives to expand media production capacity. We aim to achieve further growth by strengthening production and supply capabilities all over the world and advancing the development of emerging markets.

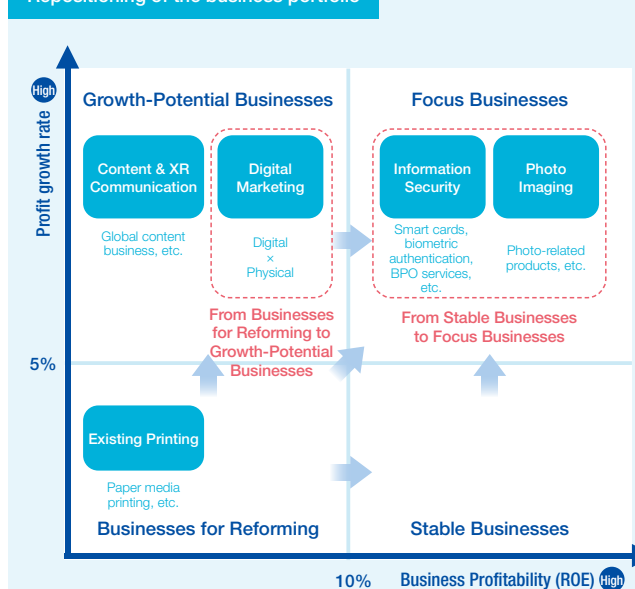
New Value Creation and Structural Reforms

- **Publishing Printing:** We will strengthen the business foundation by simultaneously improving the profitability of existing businesses and expanding new businesses.
- **Marketing:** We will leverage strengths in both physical and digital domains to maximize the value we provide across our business processes.

Develop New Focus Businesses

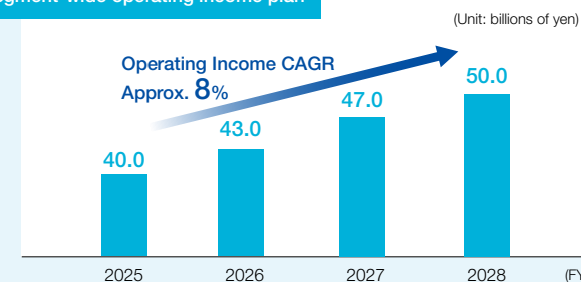
- **Content & XR Communication:** By combining the strengths of our business divisions, we will develop a content (anime and other intellectual property) business targeting global markets. By integrating information processing and converting technologies with AI and XR, we will develop and provide value toward solving social issues and delivering new consumer experiences.

Repositioning of the business portfolio



* The positions of businesses within the quadrants do not indicate their profit growth rates or profitability (ROE)

Segment-wide operating income plan

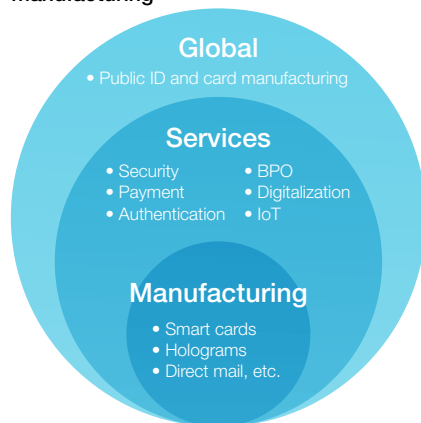


Growth strategy

From manufacturing to services, expanding globally

In a smart society where people, things, and information are connected across both cyber and physical spaces, we seek to enable everyone to live comfortably, safely, and securely with peace of mind.

Business expansion based on manufacturing



- Development and provision of high-value-added services by combining products and services

We develop and promote high-value-added solutions in areas such as authentication, payments, and education by combining diverse products and services, including smart cards, to address security risks across both cyber and physical domains.

- Business expansion through collaboration between the DNP Group and partner companies

We expand our businesses in the areas of authentication, payment, and cybersecurity by combining DNP's strengths in Information Security with the strengths of diverse partners around the world (such as Cybertrust Japan and BroadBand Security).

- Expand global business

We view emerging markets with population growth and advancing digitalization as promising future markets. By making proactive investment to develop these markets, we will accelerate the globalization of our Information Security business.

Expansion centered on the future high-growth regions of Africa and Asia

We implement various initiatives with our strengths: the trust and customer base developed in the social infrastructure area; an integrated security model that combines manufacturing, services, and operations; and the ability to provide value through collaboration with overseas partners. Outside Japan, we will work together across the Group to strengthen our initiatives, centered on the high-growth regions of Africa and Asia.

- Global provision of high-value-added solutions in the government ID domain

Together with Rubicon SEZC—which joined the DNP Group in July 2025—and AUSTRIACARD, for which we are conducting a takeover bid in FY2026, we aim to develop and provide high-value-added solutions—from personal information registration to ID issuance and authentication—in the government ID domain tailored to the needs of countries and regions. We aim to become a leading player in this domain.

Capabilities of the three companies

Rubicon SEZC

- Biometric authentication registration solutions
- Strong track record in ID projects for governments
- Track record of participation in World Bank projects

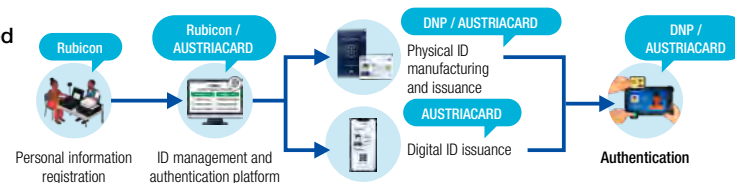
AUSTRIACARD

- ID and security solutions for governments
- Business foundation in Eastern Europe, the Middle East, Africa, and North America
- Strong track record in the area of card issuance and authentication

DNP

- Security printing and authentication technologies
- Printers and related consumables
- Business foundation in Japan and Asia

Functions provided in the public ID sectors



Market environment

Global growth can be expected against the backdrop of the spread of digital IDs

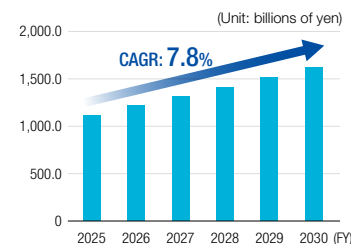
- Changes in the market environment

- Sophistication and diversification of risks due to advancement of digital technology
- Instability in raw material procurement and rising prices due to geopolitical risks

- Growth drivers

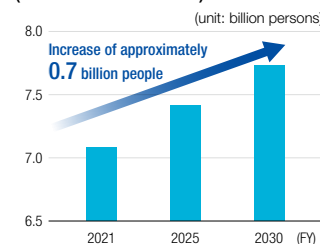
- Strengthening of governance due to the spread of AI agents and sophistication of cyber risks
- Growing needs for authentication and security due to the diversity and complexity of social structures
- Adoption of public ID systems and expansion of ID use in countries and regions
- Promotion of cashless payments

Forecast of domestic market for digital ID and authentication solution business



Source: Calculated based on official materials—such as from the Ministry of Internal Affairs and Communications and the Ministry of Economy, Trade and Industry—with DNP's in-house estimates

Holders of public IDs in the world (actual and estimates)



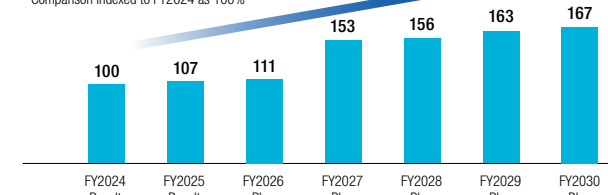
Source: Estimated by DNP based on data such as the World Bank's ID4D and the population statistics of the United Nations

Performance trends and future outlook

Against the backdrop of expanding demand for information security products and services in Japan and overseas, we will achieve sustainable business expansion by steadily implementing our growth strategies.

Sales plan for Information Security business

* Comparison indexed to FY2024 as 100%

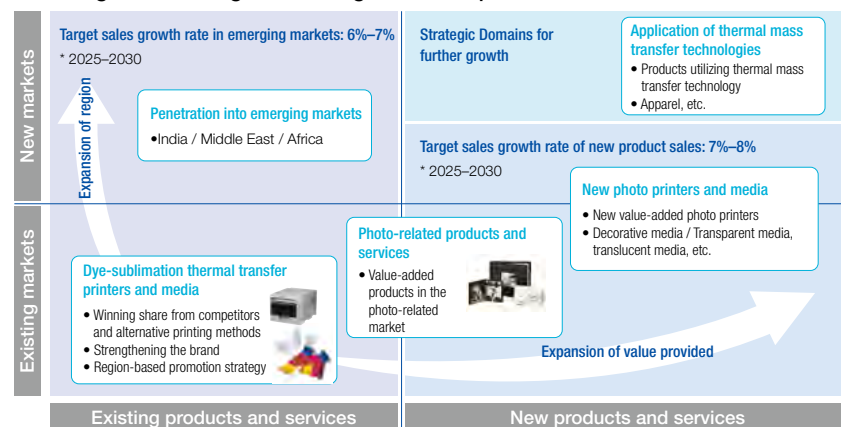


Growth strategy

Development of appealing products and expansion into emerging markets

This business seeks to “Bring smiles & peace of mind across the world by realizing various ideas.” To achieve this goal, we will develop and provide more attractive products and services in addition to high-quality photo printing solutions.

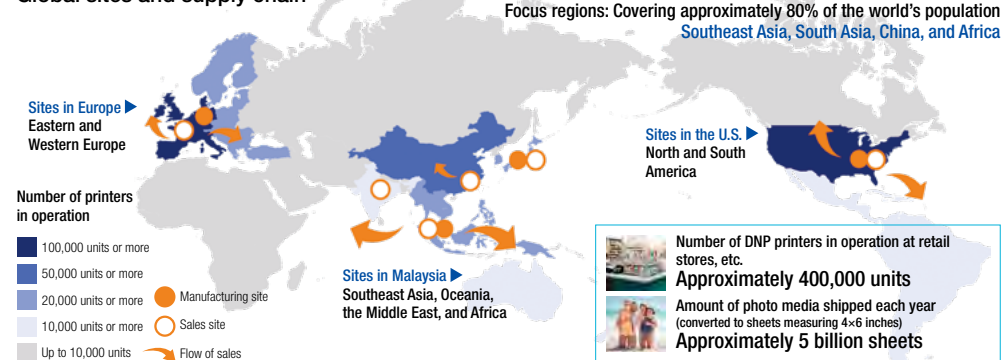
Achieving sustainable growth through market expansion and increased customer value



Product development reflecting the market and optimization of production sites

- We provide photo printers and media (dye-sublimation thermal transfer media) to more than 100 countries and regions around the world through manufacturing and sales sites as well as sales agents in Japan, North America, Europe, and Asia.
- DNP's strengths include the ability to develop products and services that reflect global market trends and to achieve production at optimal locations. We focus on Southeast Asia, South Asia, China, and Africa, where growth is expected.

Global sites and supply chain



Market environment

The photo product market is expected to grow globally

- Scale of global photo product market**
2024: Estimated to be \$26.7 billion, growing at a CAGR of 5.2% until 2030*1

- DNP launched the 8-inch duplex photo printer DS820DX in 2024**

DS820DX can produce prints for various purposes
▶ Photo books, greeting cards, calendars, etc.

- Launched in the North American market and further introduced to other regions**

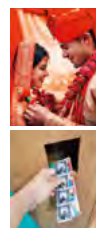


- Wedding photo market in India: CAGR 7.5%*2**
Growth in India's domestic tourism consumption: CAGR 7.4%*3

- March 2026: Commenced operation of subsidiary in India**

DNP Imagingcomm India Pvt.Ltd
(1) Sales of dye-sublimation photo printers and media
(2) Implementation of new business models well-suited to the Indian market

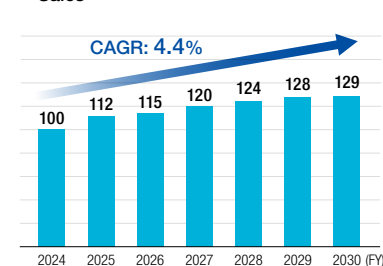
- Deployed photo print systems and photo booths at wedding events and tourist attractions**



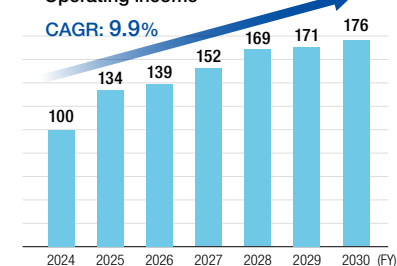
Performance trends and future outlook

- Accelerate growth by developing emerging markets to expand sales areas
- Expand profits through growth of high-value-added printers and media in the photo product market

Sales



Operating income



* Comparison indexed to FY2024 as 100%

*1 Photo Printing & Merchandise/Global Information, 2025

*2 2024 Wedding Merchandise Market/Fortune Business Insights 2024

*3 Travel & Tourism Economic Impact 2024

Developing and launching functional films leveraging unique technologies and actively investing toward global business expansion

FY2023–2025: Review of Medium-Term Management Plan

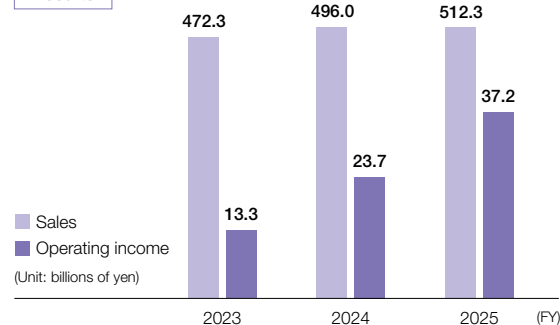
Review

- Profitability in the Packaging business improved through the reorganization of production sites and cost reductions.
- The Living Spaces business improved efficiency and strengthened its growth capabilities through organizational integration with the Mobility business.

FY2025 Sales Overview

- Industrial High-Performance Materials:** Although automotive battery pouches were affected by the end of U.S. EV subsidies, sales of photovoltaic-related materials increased.
- Mobility:** Decorative films for automobiles performed steadily, particularly for interior applications, and the business expanded into the high-end HMI field in collaboration with DNP Hikari Kinzoku.
- Medical & Healthcare:** In addition to strong sales of medical packaging, the API and pharmaceutical formulation businesses also performed steadily, and sales increased year on year.

Results



FY2026-2028 Medium-Term Management Plan

Approach to repositioning of the business portfolio

After confirming the potential for business expansion, Aseptic Filling System was positioned under Growth-Potential Businesses. Packaging was repositioned from Businesses for Reforming to Stable Businesses after confirming its profitability as a result of structural reform.

Active investment in Focus Businesses

- Mobility & Living:** By leveraging synergies with DNP Hikari Kinzoku (made a Group company in February 2025), we will expand components related to human machine interface (HMI) and extend our business into global markets.
- Industrial High-Performance Materials:** We will accelerate growth by expanding battery pouches into next-generation batteries, increasing production of photovoltaic-related materials, and developing functional film products for new industrial applications, among other efforts.

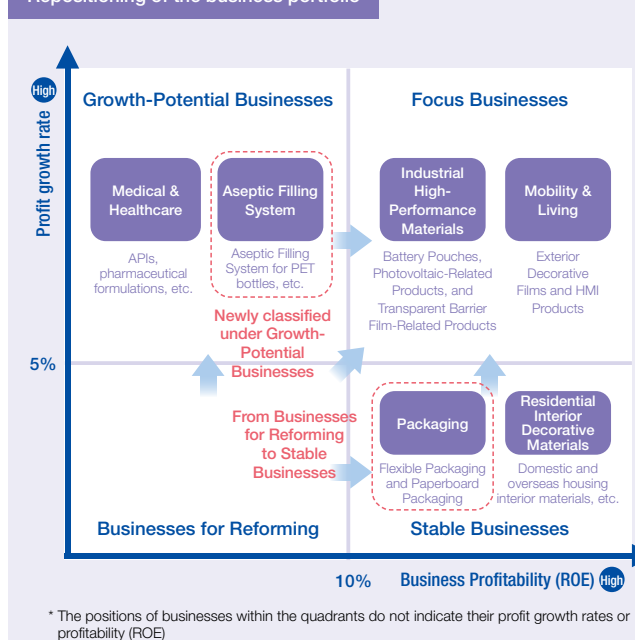
New Value Creation and Structural Reforms

- Packaging and Living Spaces:** We will continuously advance structural reforms to establish a stronger and more resilient earnings base.
- Industrial High-Performance Materials and Packaging:** We will develop high-value-added film products for expansion into global markets and create new value.

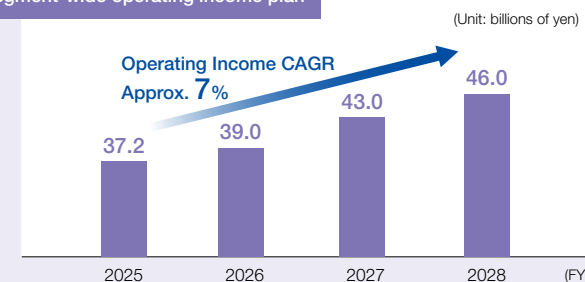
Develop New Focus Businesses

- Packaging:** We will expand the Aseptic Filling System business—where we hold a leading domestic market share—into global markets.
- Medical & Healthcare:** Through collaboration with CMIC CMO and KYOWA PHARMA CHEMICAL, we will develop a business that provides integrated, end-to-end capabilities from active pharmaceutical ingredients (APIs) and pharmaceutical formulations through packaging.

Repositioning of the business portfolio



Segment-wide operating income plan



Growth strategy

Seeking business growth centered on outsourcing of pharmaceutical companies' value chains

Centered on outsourcing of pharmaceutical companies' value chains, we expand our business through in-house research and development and close collaboration with our partners. With high quality as our foundation, we continue to provide value to society through the development and stable supply of pharmaceuticals.

Accelerating further expansion by taking on challenges in new areas, with four businesses as the foundation

Pharmaceutical Formulations

Combine the manufacturing capabilities of CMIC CMO with the technical capabilities of DNP to advance the business for high-value-added pharmaceutical formulations

Active Pharmaceutical Ingredients

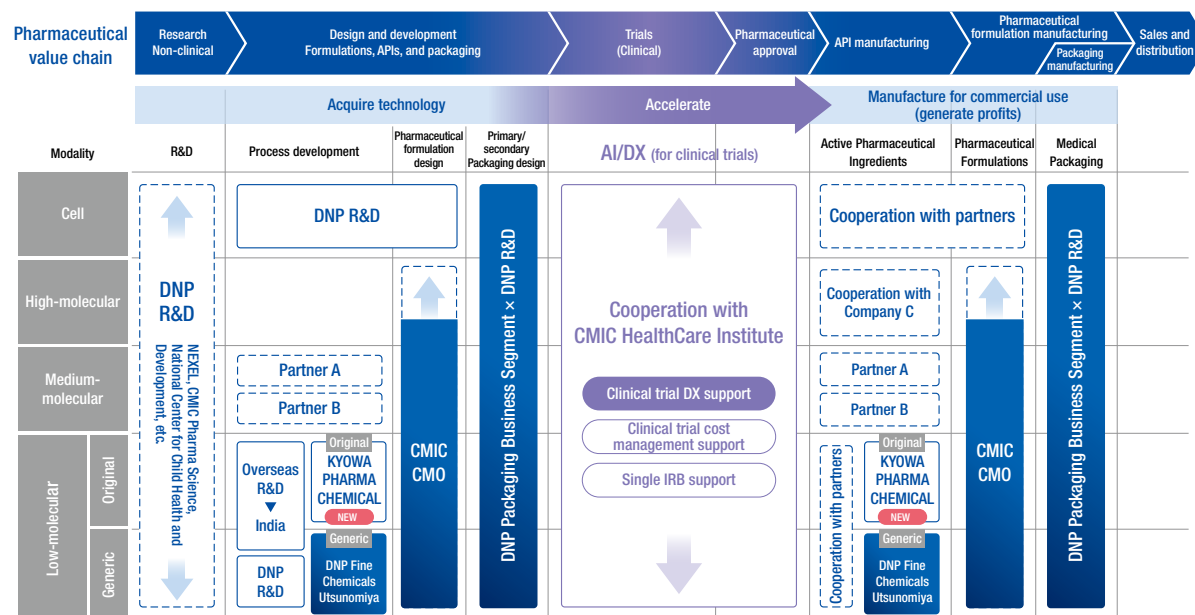
Provide a stable supply of high-quality APIs and develop innovative products

Medical Packaging

Use packaging technologies developed for areas such as food products and daily necessities

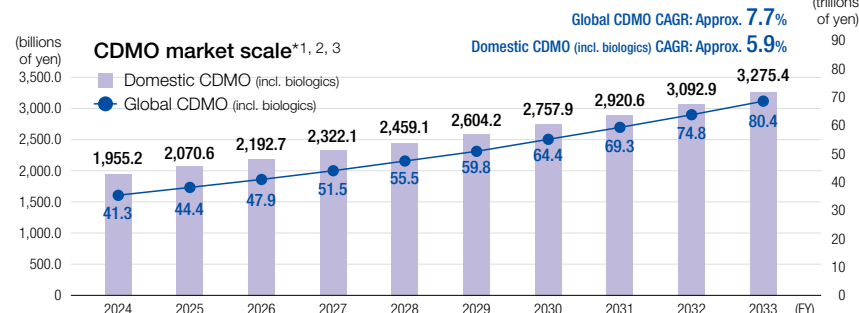
AI/DX

Promote greater efficiency in the clinical trial operations of medical institutions



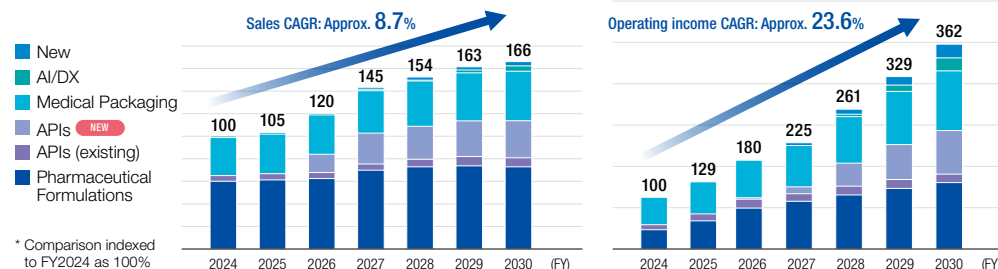
Market environment

The compound annual growth rate (CAGR) is 5% or more both globally and domestically, and strong growth continues to be expected in the future



Performance trends and future outlook

Combine development of new businesses—such as new modalities, drug discovery support, and AI/DX use—with M&A to achieve continuous growth



*1 A contract development and manufacturing organization (CDMO) is a specialized business operator or entity that develops pharmaceuticals and carries out contract manufacturing

*2 Source for domestic CDMO market scale: "Japan Contract Development and Manufacturing Organization (CDMO) Market Scale: Opportunity Analysis and Industry Forecast for 2025 to 2033" by Report Ocean

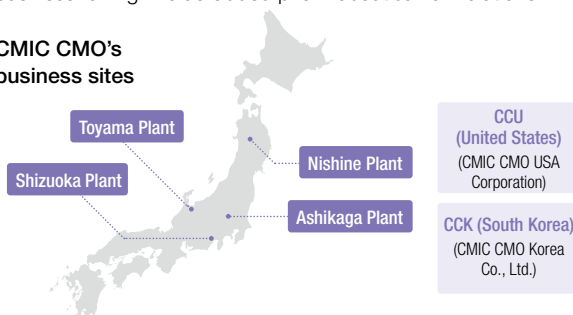
*3 Source for global CDMO market scale: "Pharmaceutical Contract Development and Manufacturing Organization (CMO) Market Report 2026" by The Business Research Company

Accelerating business growth through the integration of APIs, pharmaceutical formulations, packaging, and AI/DX

1 Pharmaceutical Formulations

We combine the manufacturing capabilities of CMIC CMO—one of Japan's leading CDMOs—with DNP's AI/DX utilization capabilities and innovation in production technology to advance the business for high-value-added pharmaceutical formulations.

CMIC CMO's business sites



In April 2023, DNP acquired 50.1% of CMIC CMO's shares. With four production sites in Japan and two overseas (United States and South Korea), CMIC CMO engages in contract manufacturing of pharmaceuticals.

2 Active Pharmaceutical Ingredients (APIs)

DNP engages in the business of manufacturing and selling active pharmaceutical ingredients (APIs), supplying APIs to pharmaceutical companies. Using our sophisticated manufacturing technologies and strict quality management system, we will provide a stable supply of APIs to pharmaceutical companies.

● KYOWA PHARMA CHEMICAL **NEW**

In October 2026, DNP will acquire 100% of the shares of KYOWA PHARMA CHEMICAL CO., LTD.—which has strengths in organic synthesis—and make it a subsidiary, with plans to change its name to DNP Pharma Chemical. We will expand our business in APIs for clinical trial and original drugs.

* On July 15, 2026, DNP entered into a share transfer agreement for the acquisition of shares in KYOWA PHARMA CHEMICAL CO., LTD.

● DNP Fine Chemicals Utsunomiya

In 2007, Konica Minolta's API business was transferred to DNP. We handle the entire process for generic drug APIs, ranging from the exploration of synthesis routes to API manufacturing.

3 Medical Packaging (for pharmaceuticals and medical devices)

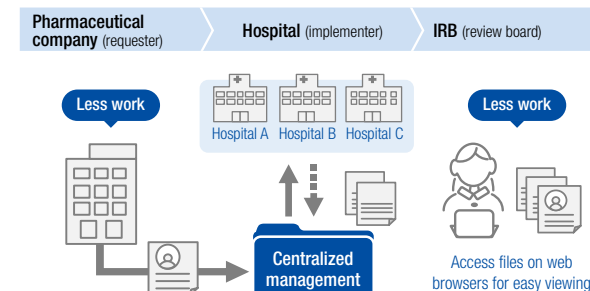
We combine the technologies and values developed in the area of food products and daily necessities—such as precision coating technology for applying thin, uniform coatings of functional materials, and processing technology for laminating several films and other materials—to develop and manufacture packaging for pharmaceuticals and medical devices. We will accurately capture the stringent needs of healthcare settings and contribute toward improving safety and convenience.



4 AI/DX support for clinical trial operations

We provide systems and services that support greater efficiency and digital transformation (DX) of clinical trial operations, mainly to medical institutions. For example, digital management of clinical trial documents helps to reduce the load for document management and distribution confirmation.

TO BE Centralized management to improve efficiency of document distribution for pharmaceutical companies, allowing review boards to easily view documents via web browsers



We aim to achieve one-stop CDMO by bringing together the sophisticated organic synthesis technologies of KYOWA PHARMA CHEMICAL, the pharmaceutical formulation technologies of CMIC CMO, and the packaging technologies of DNP.



A contract development and manufacturing organization (CDMO) is a specialized business entity that develops pharmaceuticals and carries out contract manufacturing

Using our world-leading share, technological capabilities, and other strengths to advance initiatives such as strengthening the development of cutting-edge and new products and expanding production capabilities

FY2023–2025: Review of Medium-Term Management Plan

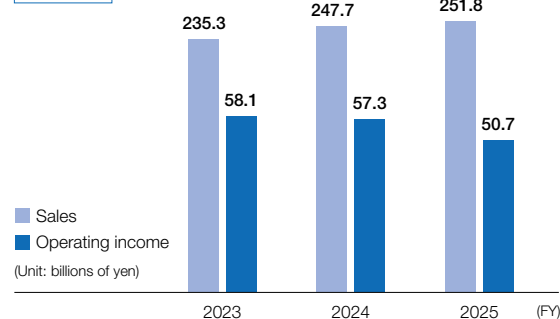
Review

- Although the Digital Interfaces business was affected by a semiconductor memory shortage in the fourth quarter of FY2025, it achieved steady growth in line with market expansion.
- We strengthened the business foundation by actively making growth investments across the field with an eye toward medium- to long-term growth.

FY2025 Sales Overview

- Optical Films:** Increased shipment area resulting from larger LCD TV panel sizes and the contribution of a new wide-width production line resulted in a year-on-year increase in sales.
- Metal masks used for manufacturing OLED displays:** Although large metal masks for Gen-8 (G8) glass substrates contributed, sales declined slightly year on year due to the semiconductor memory shortage.
- Semiconductors:** Sales increased year on year, supported by solid market conditions. We also continued to focus on expanding into leading-edge areas.

Results



Approach to repositioning of the business portfolio

After confirming the potential for business expansion, the Semiconductors (Back-end) business—such as glass core substrate—was positioned under Growth-Potential Businesses.

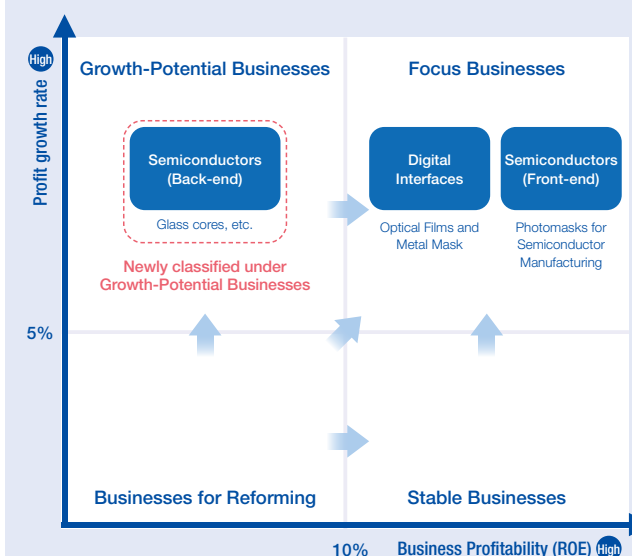
Active investment in Focus Businesses

- Digital Interfaces:**
- Metal masks used for manufacturing OLED displays:** With OLED displays becoming larger, we will expand the business by focusing on large-size metal masks for Gen-8 (G8) panels.
- Optical film for displays:** We will expand the business by utilizing new wide-width production lines designed to accommodate larger panel sizes.
- Semiconductors (Front-end):** Amid continuing growth in semiconductor demand, we will keep growing the business by building the most appropriate development and production system ahead of growth in the photomask market. We will accelerate business expansion into leading-edge areas, such as EUV photomasks and nanoimprint technologies.

Develop New Focus Businesses

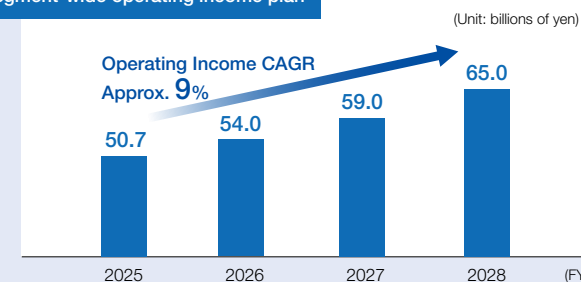
- Semiconductors (Back-end):** We will accelerate growth by positioning semiconductor back-end processes—centered on through-glass via glass-core substrates for next-generation semiconductor packaging—under Growth-Potential Businesses

Repositioning of the business portfolio



* The positions of businesses within the quadrants do not indicate their profit growth rates or profitability (ROE)

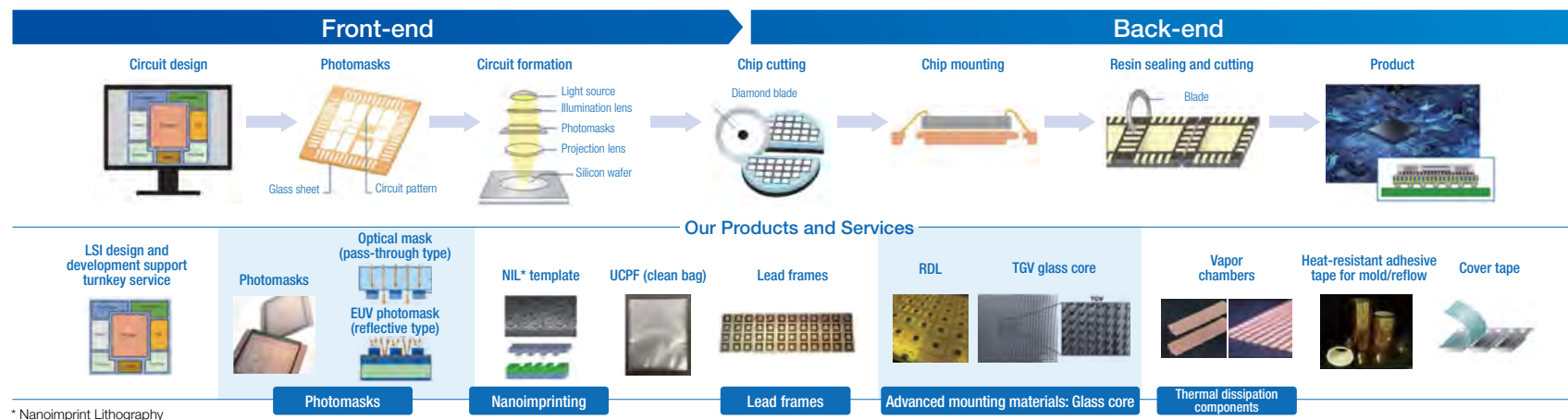
Segment-wide operating income plan



Creating competitive advantage through continuous technological development and strong partnerships

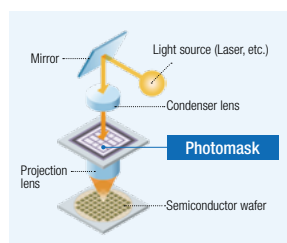
DNP provides a wide range of products and services across the entire manufacturing process for semiconductor products, a market experiencing global demand growth with the expansion of generative AI, the metaverse, and data centers. We will refine and integrate our proprietary technologies, including microfabrication and precision coating, and actively pursue M&A and business partnerships with companies that bring complementary strengths to DNP, accelerating the creation of new value.

Semiconductor fabrication process and DNP's semiconductor-related products and services



● Photomasks for semiconductor production

A photomask is a glass plate that functions like a photographic negative, using light to transfer intricate circuit patterns onto substrates. DNP has independently advanced microfabrication technologies cultivated through printing processes to develop and provide a wide range of photomasks. Beginning with the successful development of vapor-deposited masks for transistors in 1959, DNP has now successfully resolved patterns at the 2-nanometer technology node (1 nm = one billionth of a meter) level, contributing to the advancement of electronic products.



● Template for nanoimprinting

Nanoimprint lithography (NIL) is a technology in which a template (stamp) is pressed onto a substrate coated with UV-curable resin, transferring the circuit patterns on the template onto the resin as ultrafine protrusions and depressions. This method enables the production of cutting-edge semiconductor products and is attracting attention as a way to significantly reduce power consumption in the manufacturing process.

● Glass core

Core substrates using organic materials are used in advanced mounting substrates employed in packages for high-performance devices. In order to solve future issues (flatness and warpage) associated with finer wiring and larger size of mounting substrates, core substrates made of glass instead of organic materials are gaining attention.

● Lead frame

DNP began producing lead frames (the substrates used to mount and connect semiconductor chips) in 1964. Anticipating the growing demand for higher performance, increased functionality, and smaller, lighter semiconductor products, DNP has developed and provides a diverse range of lead frame solutions.



Growth strategy

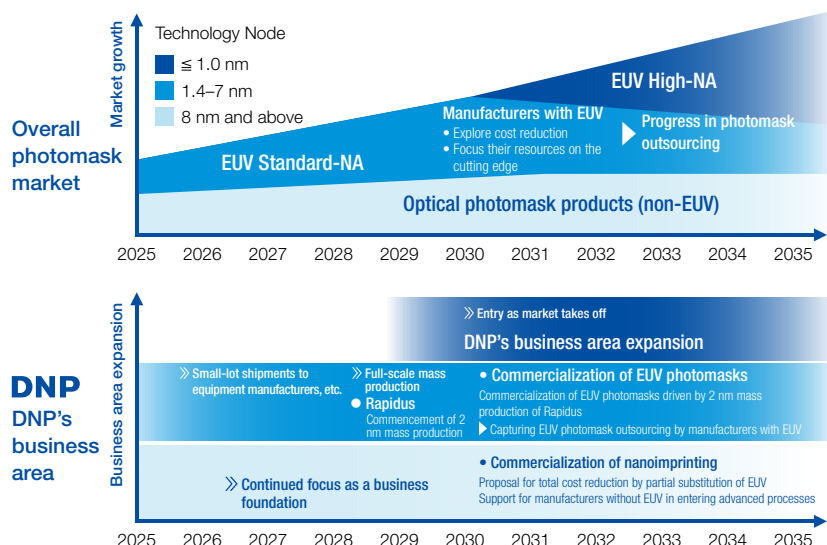
Building a business portfolio that accurately captures the growth of the semiconductor market, covering the entire range from advanced to volume zone

Device manufacturers are outsourcing photomasks for logic and memory applications in cutting-edge semiconductors. We see this trend as a growth opportunity for DNP. We will establish our position as a partner with a reliable supply capability through leading-edge photomasks, such as those for extreme ultraviolet (EUV) applications. As the sole supplier of photomasks for nanoimprint lithography (NIL), we will further expand our market entry and strengthen our competitive advantage in cutting-edge areas. In addition, by continuing to handle the entire range—from advanced to volume zone—for which stable demand is expected, we will continue to cover all aspects of the semiconductor market and achieve sustainable business growth.



Received the grand prize in the Semiconductor Electronics Materials category of "Semiconductor of the Year 2026"

Strategy of DNP's photomask business area expansion



Cutting-edge area (EUV)

High-NA

- Preparing to meet demand, and currently providing photomasks for evaluation

Standard-NA

- Building of manufacturing foundation from experience gained through the subcontracting of Rapidus' NEDO project*
- Establishment of inspection and quality assurance system in advance
- Investment in Rapidus in 2026

* NEDO project: Research and Development Project of the Enhanced Infrastructures for Post-5G Information and Communication Systems

Nanoimprinting

- Establishment of position as a technology to complement or replace EUV
- Catching up to EUV's level of fine wiring formation
- Accelerating advance investment toward mass production of EUV and nanoimprinting production

Advanced to volume zone

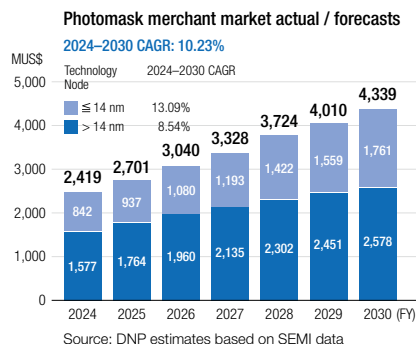
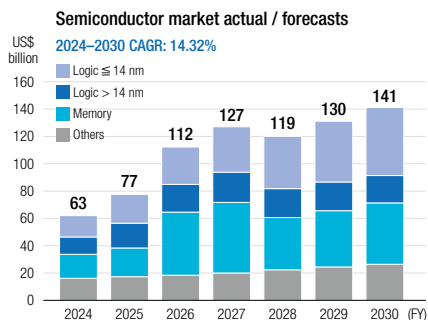
- Advanced (8–14 nm): High-value-added area in existing business
- Continued investment as an earnings foundation for the near future

- Volume zone (22–65 nm): Accounting for approximately 60% of the optical area
- Continued investment as a key stable foundational business area

Market environment

Growth in AI semiconductor demand and expansion of photomask merchant market

Driven by growth of the semiconductor market due to factors such as an expansion in AI demand, the photomask merchant market—which DNP mainly supplies products to—is expanding with certainty from cutting-edge to advanced to volume zone



Performance trends and future outlook

Carrying out focused investments toward expanding market coverage, with breakthrough in the cutting-edge area as a good opportunity

Cutting-edge area

Sales: FY2028 +¥10.0 billion ▶ +¥24.0 billion (vs. FY2024) * Increase in sales in cutting-edge areas

Steps toward growth

Technological capability demonstration

Demonstrate cutting-edge technological capabilities by successfully achieving resolution of photomasks for 2 nm node EUV

Establishment of quality and manufacturing foundations

Secure manufacturing foundation

Establish inspection and quality assurance systems in advance

Mass production and business expansion

Invest in advance toward mass production

Secure outsourcing demand

• EUV photomasks

Start of full-scale mass production in 2027

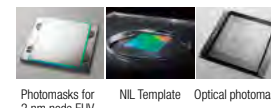
• Nanoimprinting

Start of mass production in 2027

Advanced to volume zone

• Optical masks

Continued investment for production capability expansion

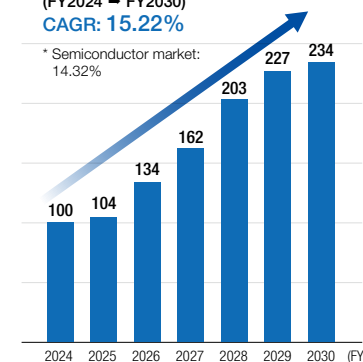


Photomasks for 2 nm node EUV NIL Template Optical photomasks

Sales plan (indexed to FY2024 as 100)

(FY2024 → FY2030)
CAGR: 15.22%

* Semiconductor market: 14.32%



Growth strategy

Expanding advanced package business through strategic partnerships with promising package substrate manufacturers

For semiconductor package substrates, glass is gaining attention as a core material due to its superior flatness and low warpage, addressing the need for finer circuit patterns and larger chips compared with conventional organic material-based cores. This requires the formation of fine, high-density through-glass vias (TGVs) connecting the front and back surfaces of the glass. DNP combines its expertise in handling thin, large glass developed for LCD color filters with microfabrication technologies to realize glass cores that meet the evolution of package substrates. Development in this area is being accelerated as a key growth-driving business.



Pilot production line for through-glass via (TGV) glass-core substrates was newly established at Kuki Plant (Saitama Prefecture) in December 2025

DNP

Advantages

- High-aspect-ratio TGV void-free plating technology
- Precision patterning technology
- Semiconductor design technology (cooperative design)
- Pairing of chemical materials and processes (multifaceted portfolio combination)
- Development model specializing in glass cores (ability to collect information through numerous contact points)

Promising package substrate manufacturers

- Strong presence in semiconductor back-end processes
- Customer base
- Strong development and mass-production capabilities

Generate high synergy and continue to create value



Faster commercialization of DNP-developed advanced package technologies

Medium term

Entry into next-generation advanced package business

Accelerate product development and launch through partnerships with promising manufacturers of FC-BGA substrates

- ▶ Glass core: High level of coordination with the build-up process → High level of product perfection
- ▶ RDL interposer: Fine wiring and reliability assurance technology × package substrate technology = Expansion to 2.XD packages

Medium-to-long term

Entry into photonics-electronics convergence business

Development through commercialization of new photonics-electronics convergence products

Co-Packaged Optics



Accelerate the development of new photonics-electronics convergence products that help to solve AI data center issues

- ▶ Consideration of synergy between DNP's technologies (imprinting, photolithography, etc.) and existing development technologies

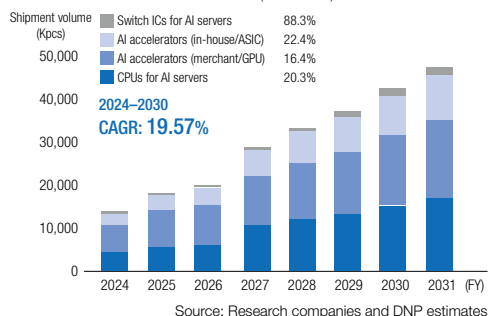
2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040

Market environment

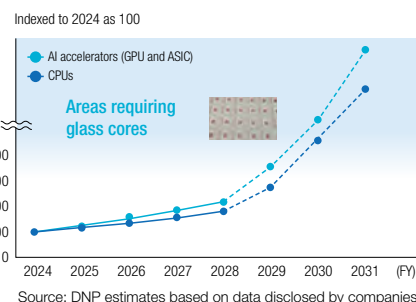
Higher AI semiconductor demand and expansion of glass core market

Amid higher demand for high-performance semiconductors—centered on those for AI—and larger semiconductor packages, DNP will expand business against a backdrop of expectations for the birth of a new glass core market.

Market results and forecast of high-performance semiconductors for AI servers (volume basis)



Forecast of package size for high-performance semiconductors for AI servers



Performance trends and future outlook

Progressively building a mass-production system in anticipation of market take-off

FY2026–2028 capital investment plan: ¥30 billion

Trends of semiconductor manufacturers

- Conduct evaluation in the market toward mass production
- Adoption decision: End of 2027 to first half of 2028
- Commencement of mass production: Gradually from FY2030

DNP's business policy

- High-value-added areas where DNP's technological advantages can be applied = Progressively prepare toward mass production, targeting high aspect ratio and high quality
 - ▶ Pilot production line completed at Kuki Plant (Saitama Prefecture) at the end of 2025 and commenced operation
- Advance development and commercialization centered on partnership with package substrate manufacturers
 - ▶ Started a partnership in FY2025
- Plan investments in anticipation of mass production in FY2030
 - ▶ During FY2026, decide on investments toward the installation (at Kuki Plant) of a mass-production line aligned to the trends of semiconductor and substrate manufacturers

Sales plan (indexed to FY2024 as 100)

