DNP Group IR-Day 2026

DNP

July 13, 2026

Dai Nippon Printing Co., Ltd.

(1) For Sustained Enhancement of Corporate Value	President	Yoshinari Kitajima
(2) Sources of Competitive Advantage	Senior Managing Director	Osamu Nakamura
(3) Business Strategy Approach Under the New Medium-term Management Plan	Senior Managing Director	Toru Miyake
(4) Business Strategy		
Information Security	Senior Corporate Officer	Yoshiki Numano
Photo Imaging	Senior Corporate Officer	Kazuo Murakami
Medical and Healthcare	General Manager	Terunao Tsuchiya
Semiconductors	Senior Corporate Officer	Minoru Nakanishi

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Positioning of the Medium-term Management Plan for FY2026-FY2028

DNP

FY2023-FY2025
STEP 1

Growth of current businesses and structural reform

- ✓ Active investment in focus businesses
- ✓ Structural reform of existing printing operations

FY2026-FY2028
STEP 2

Expansion of focus businesses and advancement of structural reforms

- ✓ Actively invest in and expand focus businesses born from P&I
- ✓ Enhancing profitability through new value creation and structural reform
- ✓ Developing new focus businesses leveraging the strengths of P&I

FY2029-FY2031
STEP 3

Further deepening of P&I Innovation

- ✓ Leveraging our strength in P&I, we aim to achieve our **Third Corporate Founding** by proactively creating new value with an eye toward new business domains

Business Strategy

Financial Strategy

Non-Financial Strategy

Sources of DNP’s Strengths

Creating future standards **by continuing to deliver high-value-added products and services based on advanced printing technologies**

Smart Communication | **Life and Healthcare** | **Electronics**

DNP’s Unique Strength: P&I Innovation

Advanced printing technology

- Information Processing
- Microfabrication
- Precision Coating
- Post-Processing

- Robust research and development framework
- High patent competitiveness
- High barriers to entry due to in-house development of production equipment

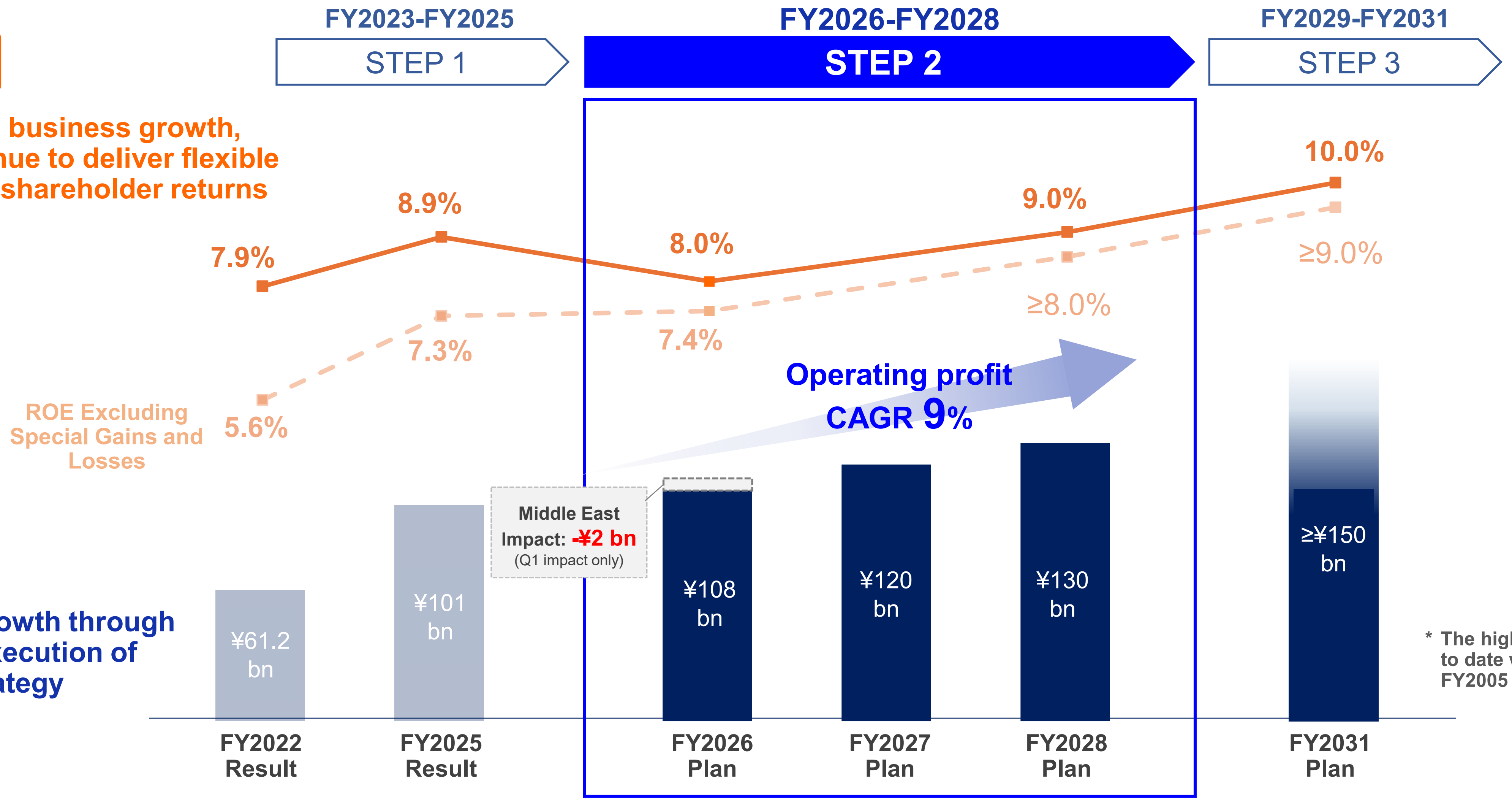
An organizational culture that takes on the challenge of transformation through bold, unconventional thinking

Performance Plan

DNP

ROE

In addition to business growth, we will continue to deliver flexible and ongoing shareholder returns



Operating Profit

Sustained growth through the steady execution of business strategy

* The highest operating profit to date was ¥120.6 bn in FY2005

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The Source of DNP's Strengths: Advanced Printing Technology

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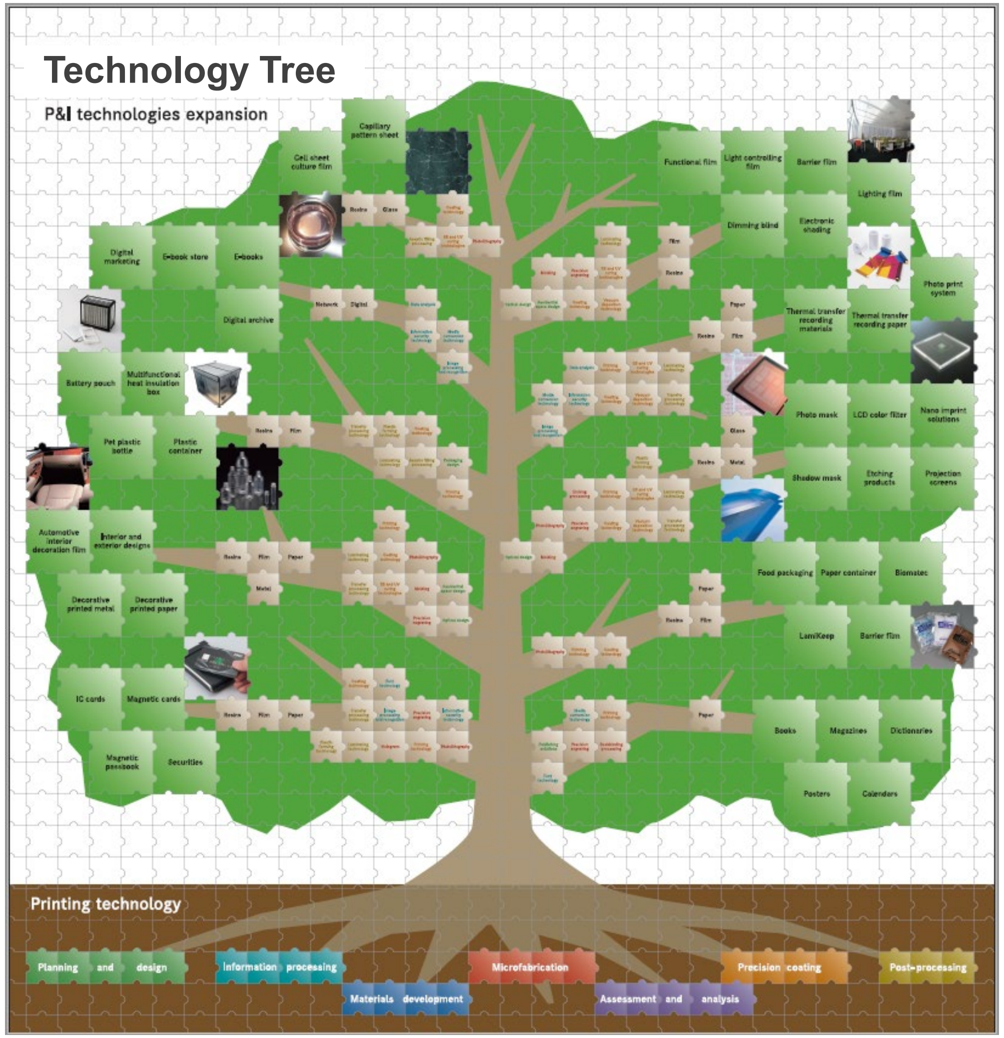
Printing ("印刷," or "INSATSU" in Japanese) technology creates new value by adding functionality and information to the surfaces of objects. DNP has advanced this technology around two core capabilities: "印 (IN)" — value design — and "刷(SATSU)" — reproduction and mass production.



Basic Technologies Forming our Technology Tree

印 *IN* (Value Design)	刷 *SATSU* (Reproduction and Mass Production)
Project Planning and Design	Precision Coating
Information Processing	Postprocessing
Microfabrication	

Adjacent Technologies: Materials Development | Assessment and Analysis

These foundational technologies support DNP's diverse businesses and continuous innovation

Robust R&D framework

DNP

We feed insights into customer and market challenges and needs, gathered directly by our business divisions, into R&D and drive an integrated process from technology development through commercialization.

0	1	10	100
Exploration	Creation and Development	Commercialization and Mass Production	Business Growth

R&D and Engineering Management Division / Intellectual Property Division

Overall Management and Strategy Development

Headquarter R&D Divisions

Research and Business Development Center
Manufacturing-related R&D / Commercialization

Technology Development Center
Production Technology-related R&D / Commercialization

Advanced Business Center
ICT-related R&D and Commercialization

Business Divisions (Customer Contact Points)

Smart Communication	Publishing Innovation
	Information Innovation
	Imaging Communication
Life and Healthcare	Life Design
	Mobility & Living Spaces
	High-performance Materials
Electronics	Fine Device
	Optoelectronics

Business Expansion
(product improvement, quality enhancement, stable supply)

Assessment of Customer and Markets Needs

New Products
New Services

Customers and Markets Centered on Focus Business Areas

Semiconductors
Mobility
Medical and Healthcare
etc.

Technology Development Centered on Printing

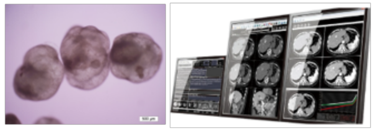
DNP

We will advance our foundational technologies to create differentiating capabilities, while securing next-generation technologies that drive new value creation, new business development, and stronger competitive advantages.

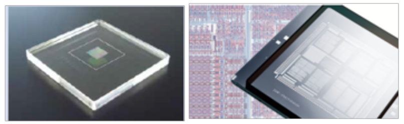
Core Businesses

Industrial High-Performance Materials

Medical and Healthcare



Semiconductors



Digital Interfaces

Mobility

Target Next-Generation Technologies

- Industrial High-Performance Materials: Next-generation high-barrier; Transparent electrode formation; Defect-controlled film deposition; Phase separation and self-organization
- Medical and Healthcare: MPS (alternatives to animal testing); Automated cell culture; High-sensitivity sensing; Advanced image analysis
- Semiconductors: Device design; Optical information transmission; Multiphysics; CTE control
- Digital Interfaces: Advanced optical property control materials; Nano-optical structure control; Metal processing
- Mobility: High-hardness molding; Ultra-high weather resistance control; Wireless transmission; Electrical circuit design

Differentiating Technologies

- Industrial High-Performance Materials: Plasma surface modification; Wet barrier coating; Multilayer film formation; Airflow simulation
- Medical and Healthcare: Cell culture; Sterility control; Culture medium design; Color conversion
- Semiconductors: Glass processing; Nanoimprinting lithography; Structural simulation; Precision wiring processing
- Digital Interfaces: Photonics control; Liquid crystal alignment design; Resist solubility control; Precision multi-layer coating
- Mobility: Crosslinking (UV/EB); Weather resistance control; Coating orientation control; Plastic molding and processing

Foundational Technologies

Shaping; Photolithography; Lamination; Film formation and vapor deposition; Wiring processing; Platemaking; Thin-film coating; Organic synthesis; Formulation design; Microfabrication; Molecular design; Surface treatment; Analysis and evaluation

Environmental initiatives (PFAS regulations, mono-material design, easy disassembly, use of recycled materials, energy-efficient processes)

MI, PI, simulations, and autonomous experiments

R&D Investment in Focus Areas

DNP

We will globalize our R&D capabilities to address the evolving needs of global markets and customers. By collaborating through open innovation with local research institutions and universities, we will accelerate advanced technology development and create new businesses in growing markets.

Eindhoven, Netherlands R&D site (Opened in September 2025)

© High Tech Campus Eindhoven

- Research on next-generation semiconductor technologies
- Acquisition of cutting-edge technologies and networks

Hyderabad, India R&D site (Opened in April 2026)

© Indian Institute of Technology Hyderabad

- Research in the mobility and medical & healthcare fields
- Research and development aimed at creating new businesses in growing markets

High Barriers to Entry through In-House Development of Production Equipment

DNP

We design and develop manufacturing processes and production equipment in-house, covering the entire process from design to manufacturing, installation, and maintenance. We maintain our competitive advantage by protecting proprietary design know-how that maximizes productivity, quality, and equipment efficiency as trade secrets, rather than disclosing it through patents.

Materials Design

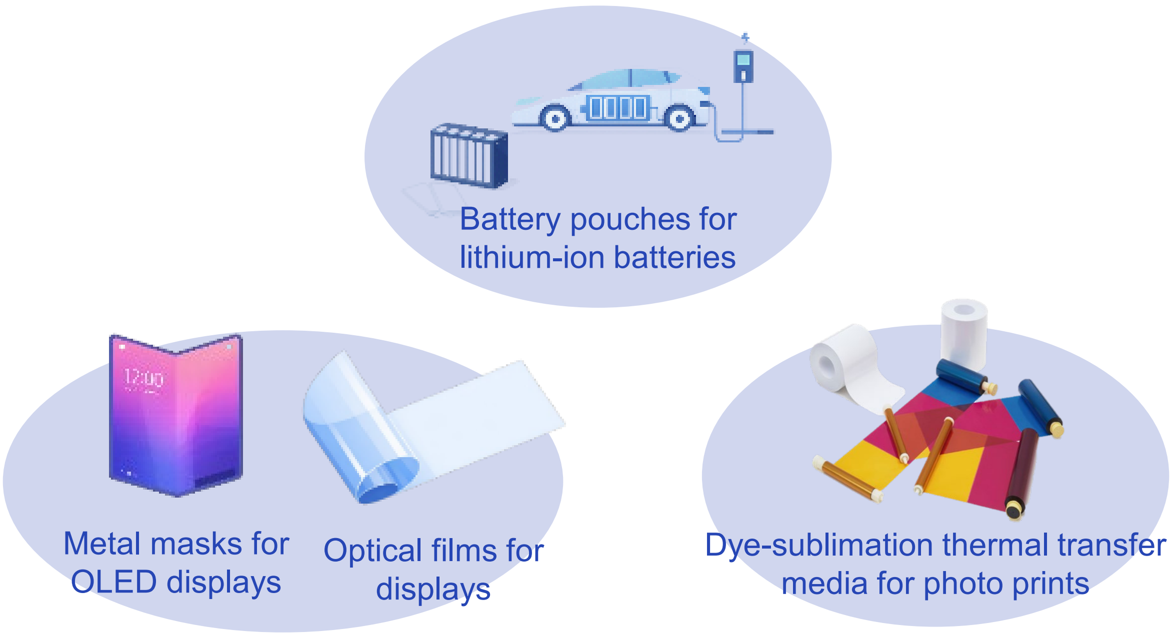
- Use of evaluation and analysis technologies
- Design of mechanisms for functional performance
- Optimization of material formulations

Production Process Development

- End-to-end production process design
- Consideration of productivity and equipment efficiency
- Ensuring consistent quality

Manufacturing Equipment Development

- Full in-house integration of core processes
- Optimization through proprietary equipment design
- Protection of proprietary technology as trade secrets



Establishing difficult-to-replicate barriers to entry through vertical integration from R&D to manufacturing and the protection of proprietary technology as trade secrets.

Production processes and equipment development are carried out in collaboration among business units, the headquarter R&D division, and Group companies.

M&A-Driven Expansion and Synergy Creation

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To strengthen DNP's core evaluation and analysis technologies, we established the DNP Scientific Analysis Center through an M&A transaction. This acquisition enables the development of technology-differentiated new products, the acquisition of intellectual property, and expanded opportunities for collaboration with external partners.

DNP Scientific Analysis Center's Strengths

Materials Analysis

Upstream Integrated Assessment and Analysis **Downstream**

Materials

Process

Product

DNP's Strengths

Process and Product Analysis

Accelerating and Expanding Value Creation

Accelerating New Product Development

Collaboration
- Business units
- Headquarter R&D division
- DNP Scientific Analysis Center

Acquiring Intellectual Property

Collaboration
- Intellectual Property Division
- Headquarter R&D division
- DNP Scientific Analysis Center

Joint Development and Commercialization

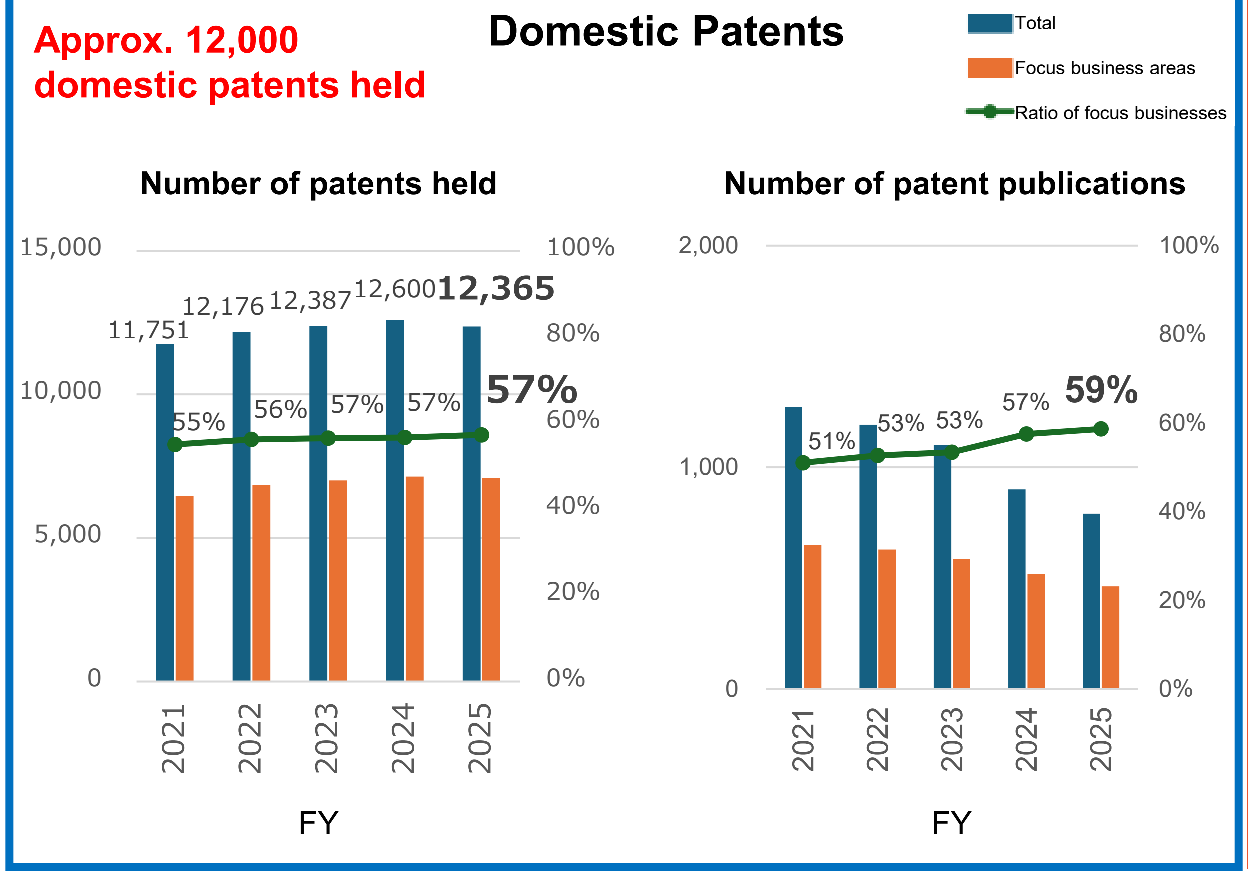
Collaboration
- External partners
- Headquarter R&D division
- DNP Scientific Analysis Center

Establishing Competitive Advantage through a Strong Patent Portfolio

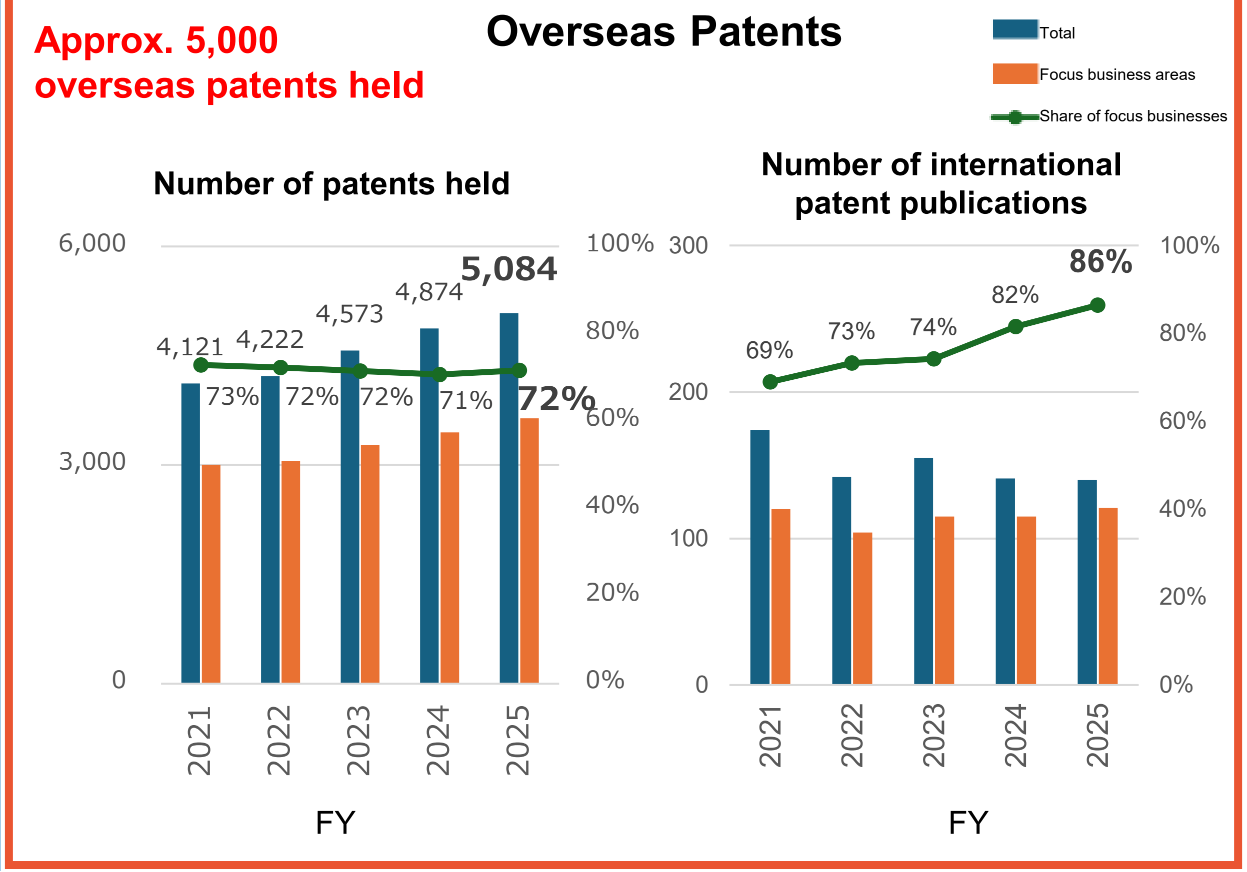
DNP

In focus business areas, we strategically acquire intellectual property to build a robust portfolio and establish competitive advantage. Through collaboration among business, R&D, and IP divisions, we are advancing a global IP strategy while maintaining a strong domestic patent portfolio.

Domestic patent portfolio remains stable, with focus business areas accounting for 57%



Share of focus business areas in overseas patent publications increased from 69% to 86%



Establishing Competitive Advantage through R&D Strategy

DNP

We will achieve sustainable growth by integrating the creation of differentiated technologies, continuous technology development through R&D, barriers to entry through in-house equipment development, and competitive advantage through intellectual property.

Core Structure Supporting DNP's Competitive Advantage

"IN" and *"SATSU"*
(Core technologies)

Direct access to market and customer needs

Combining differentiated technologies
(Value creation)

Robust R&D framework
(Continuous creation)

In-house development of production equipment
(High barriers to entry)

Intellectual property
(Securing competitive advantage)

By investing approximately ¥120 billion in R&D over the next three years, we will further strengthen our competitive advantage and accelerate growth

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Business Strategy and OP Growth under the New Medium-term Management Plan

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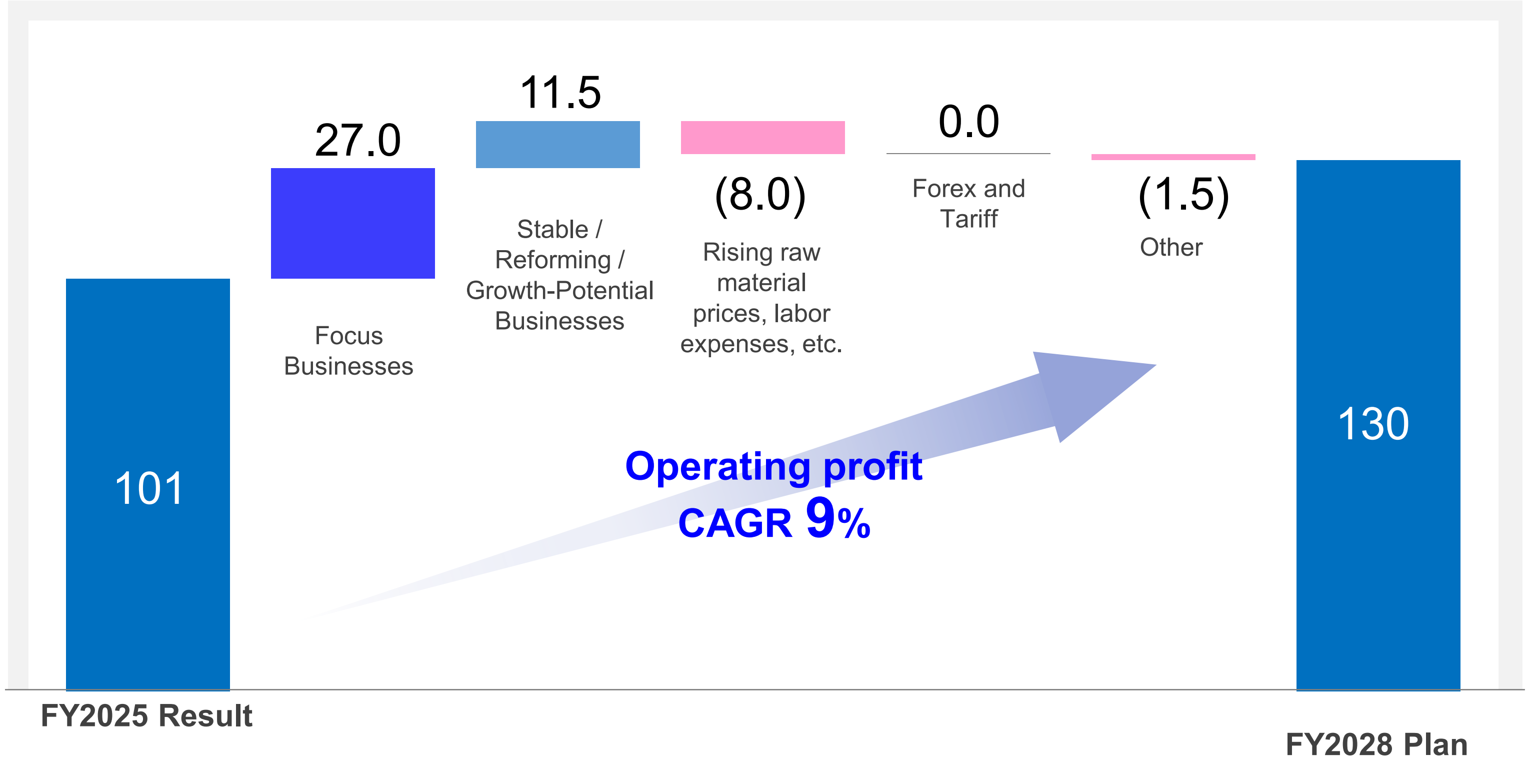
Business Strategy

- Expand business through **proactive investment in focus businesses** born from P&I
- Strengthen profitability **through new value creation and structural reforms**
- **Develop new focus businesses** by leveraging the strengths of P&I

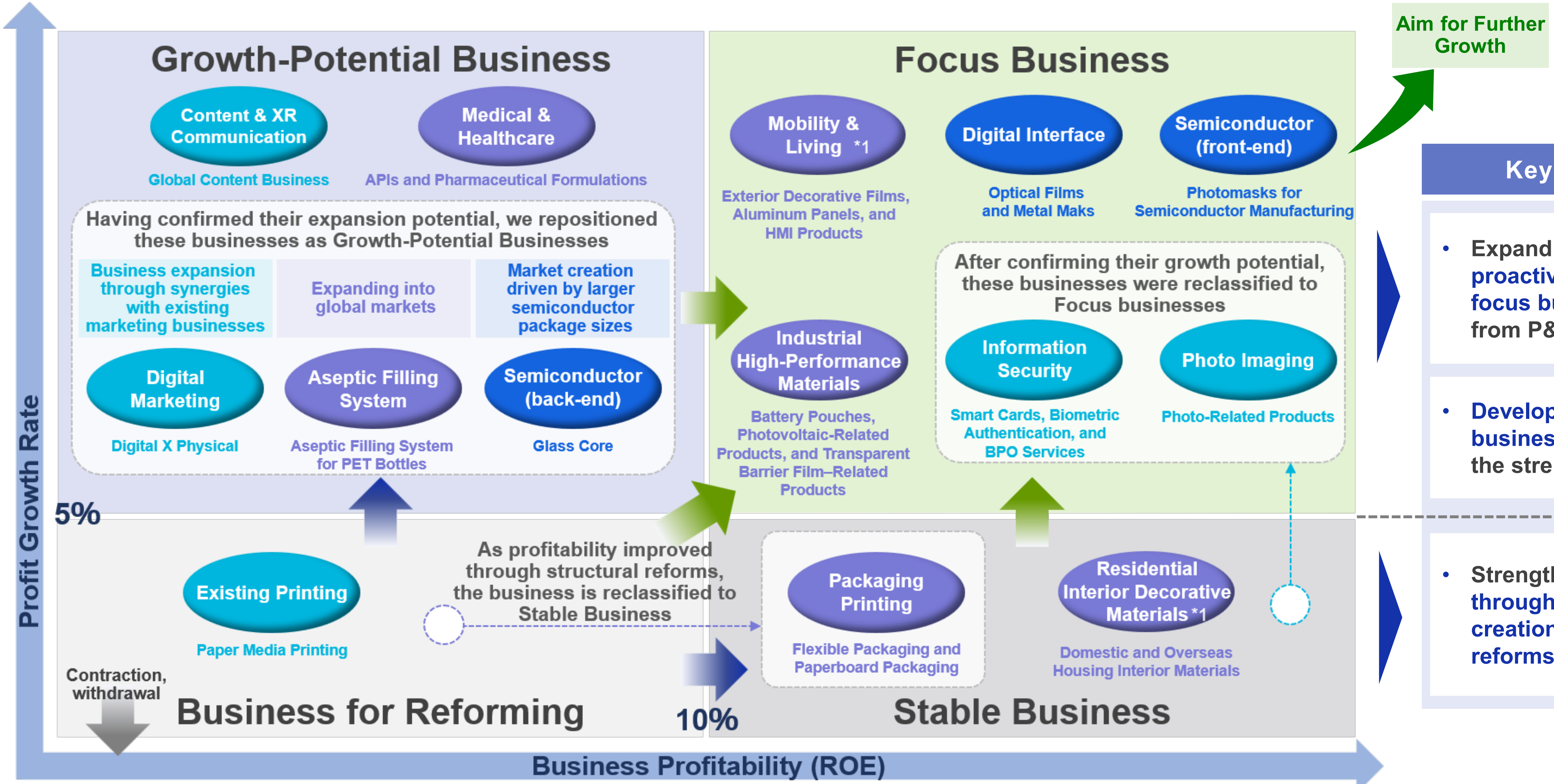
By steadily executing business strategies, including **active investment in focus businesses**, we aim to achieve **operating profit of ¥130 billion in FY2028**



Direction of Portfolio Transformation in Major Businesses

: Smart Communication
: Life and Healthcare
: Electronics

DNP



Key Strategies

- Expand business through **proactive investment in focus businesses** born from P&I
- **Develop new focus businesses** by leveraging the strengths of P&I
- Strengthen profitability **through new value creation and structural reforms**

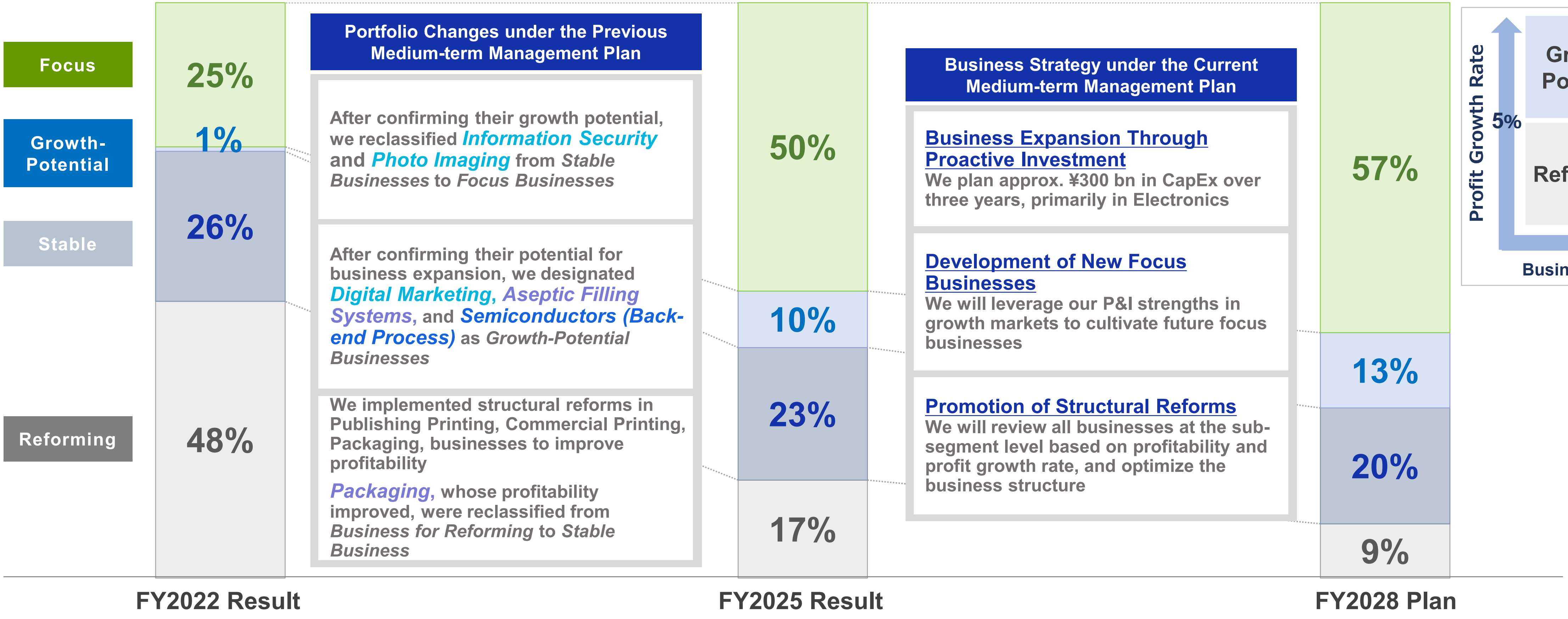
*1 Previously, the Mobility business included the Living Spaces business. From this plan onward, the business is defined as Mobility & Living and covers only businesses with higher growth potential; Residential Interior Decorative Materials business is classified as Stable Business. *2 The positions of businesses within the quadrants do not indicate their profit growth rates or profitability (ROE). *3 The equity used as the denominator for ROE by business is calculated based on the business assets of each business.

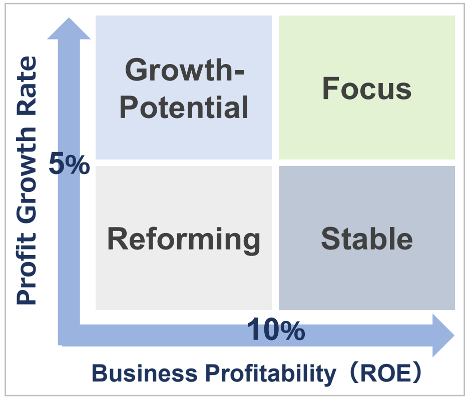
Sales Mix Shift through Portfolio Transformation

DNP

Through proactive growth investment, we will expand focus businesses and growth-potential businesses, while driving new value creation and structural reforms in stable businesses and businesses for reforming to build a stronger overall portfolio across DNP.

Sales Mix by Quadrant





Overview of Focus Business Areas

(Unit: ¥bn) DNP

Drive DNP's overall performance growth by expanding focus businesses that offer strong growth potential, profitability, and market attractiveness.

Red: Global Top Share Blue: Japan Top Share

	Focus Businesses	Sales FY2022	Sales FY2025	Sales FY2028	CAGR FY2025-2028	Market CAGR for Key Product Markets (FY2025-2030)
Smart Communication	**Information Security** Smart Cards, BPO Services 	172	187	271	CAGR: 13%	Approx. 8% Digital ID and authentication solutions market
Smart Communication	**Photo Imaging** Dye-sublimation Thermal Transfer Media for Photo Prints 	59	83	92	CAGR: 4 %	Approx. 5% Global photo-related market
Life and Healthcare	**Mobility & Living** *1 Exterior Decorative Films, Aluminum Panels, and HMI Products 	13	16	20	CAGR: 7 %	Approx. 11% High-end HMI market
Life and Healthcare	**Industrial High-Performance Materials** Battery pouches*2, Photovoltaic-related products 	62	68	101	CAGR: 14 %	Approx. 12% EV market; Approx. 15% ESS market
Electronics	**Digital Interfaces** Optical Film*3, Metal Masks*4 	138	185	214	CAGR: 5 %	Approx. 5% Digital interfaces market
Electronics	**Semiconductors (Front-End)** Photomasks for Semiconductor Manufacturing*5 	66	67	110	CAGR: 18%	Approx. 10% Photomask merchant market
	Total	510	606	808	CAGR: 10%	

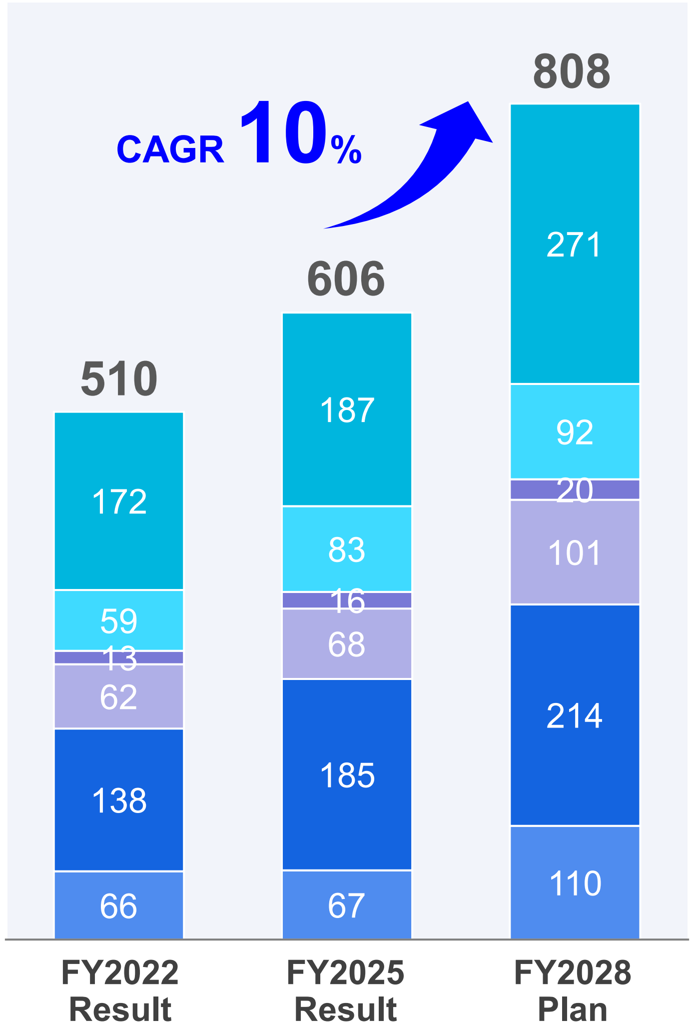
ROE (FY2028 Plan)

*1 Previously, the Mobility business included the Living Spaces business. From this plan onward, the business is defined as Mobility & Living and covers only businesses with higher growth potential; Residential Interior Decorative Materials business is classified as Stable Business. *2 Battery pouches for lithium-ion batteries. *3 Optical films for displays (Anti-Reflection and Anti-Glare Films). *4 Metal masks for OLED display manufacturing. *5 Top-tier share in merchant photomasks.

Strategies for Focus Businesses

(Unit: ¥bn) DNP

Overall Sales Growth Outlook for Focus Businesses



	Focus Businesses	Strategic Direction and Key Initiatives of Focus Businesses
Smart Communication	Details on following slides Information Security	✓Accelerate global expansion, starting with overseas M&A.
	Details on following slides Photo Imaging	✓Strengthen global production and supply capabilities and develop emerging markets.
Life and Healthcare	Mobility & Living	✓Focus on overseas expansion of high-end HMI components and Artellion exterior aluminum panels (*1, *2)
	Industrial High-Performance Materials	✓Focus not only on automotive battery pouches but also on ESS applications and photovoltaic cell-related products.
Electronics	Digital Interfaces	✓Drive medium- to long-term growth through large metal masks and high-value-added optical films.
	Details on following slides Semiconductors (Front-End)	✓Expand the business, mainly in the cutting-edge areas where merchant photomask market growth is expected.

*1 HMI = Human-Machine Interface.
*2 “Artellion” is the overseas brand name for exterior aluminum panels that combine high durability with design appeal.

Mobility & Living Business Strategy

DNP

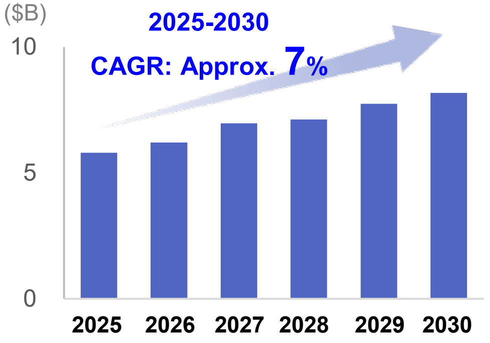
In addition to automotive decorative films, we will focus on the overseas expansion of high-end HMI components and Artellion exterior aluminum panels.

Changes in Market and Business Environment

- ✓ The automotive industry is undergoing a once-in-a-century transformation, with the digitalization of vehicle functions and broader use of data, driving advances in in-vehicle HMI components.
- ✓ Rising environmental requirements are changing the needs for automotive components and materials.
- ✓ Overseas housing and building markets offer growth potential, supported by population growth and rapid urbanization.

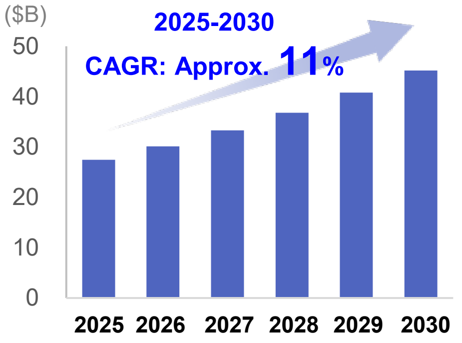
Growth Potential of Key Markets

Automotive interior and exterior decorative film market forecast*



Automotive interior and exterior decorative film market is growing

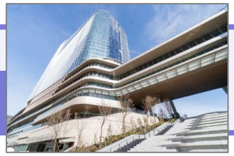
Automotive HMI system market forecast*



Automotive HMI system market is growing

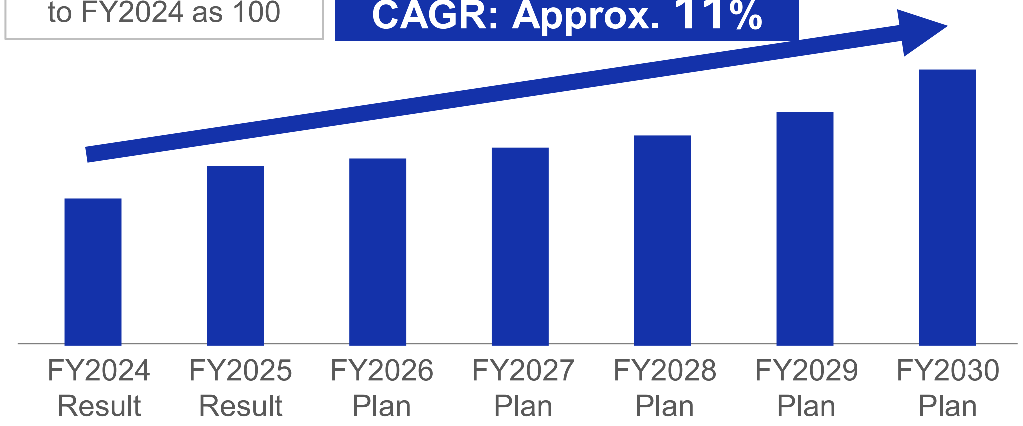
DNP's Growth Strategy

- ✓ Expand the HMI area with highly functional display-compatible decorative films for vehicle interiors, which are increasingly viewed as comfortable living spaces.
- ✓ Focus on developing and mass-producing paint-replacement exterior decorative films amid growing environmental demand.
- ✓ Focus on overseas expansion of Artellion exterior aluminum panels.



Artellion *1

Sales Plan



Note: DNP estimates based on various sources

*1 Artellion project example: TAKANAWA GATEWAY CITY THE LINKPILLAR 1 North/South

Application Examples of Exterior Decorative Materials

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Automotive Exterior Roof Decorative Film

Exterior roof films are used to enhance automotive design and improve productivity. They are available in a wide range of colors, enabling color variations that can be coordinated with vehicle body colors. They can also express a variety of printed patterns and textures by leveraging DNP’s diverse design assets.

Artellion

Artellion was adopted for TAKANAWA GATEWAY CITY THE LINKPILLAR 1 North/South. Wood-grain oak-pattern Artellion is used for the exterior fins and exterior soffits. The soffits feature a straight-grain wood pattern arranged along curved surfaces, creating a natural and soft atmosphere while maintaining a modern, urban design.

[URL]　https://livingspace.dnp.co.jp/en/arttec/

Industrial High-Performance Materials Business Strategy

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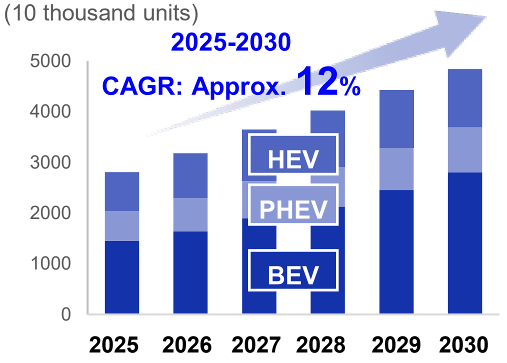
In addition to automotive battery pouches, we will also focus on battery pouches for ESS applications and photovoltaic-related products.

Changes in Market and Business Environment

- ✓ The electrified vehicle market related to automotive battery pouches was affected by the end of EV subsidies in the U.S. However, factors such as rising fuel prices linked to the situation in the Middle East are expected to support growth going forward, after the market bottomed out in FY2025 Q3.
- ✓ As AI advances, demand for data centers is expanding, driving growth in the ESS market.

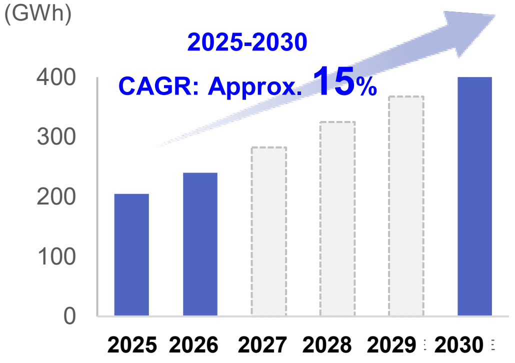
Growth Potential of Key Markets

Projected EV sales



The EV market is continuing to grow

ESS market forecast



The ESS market is growing

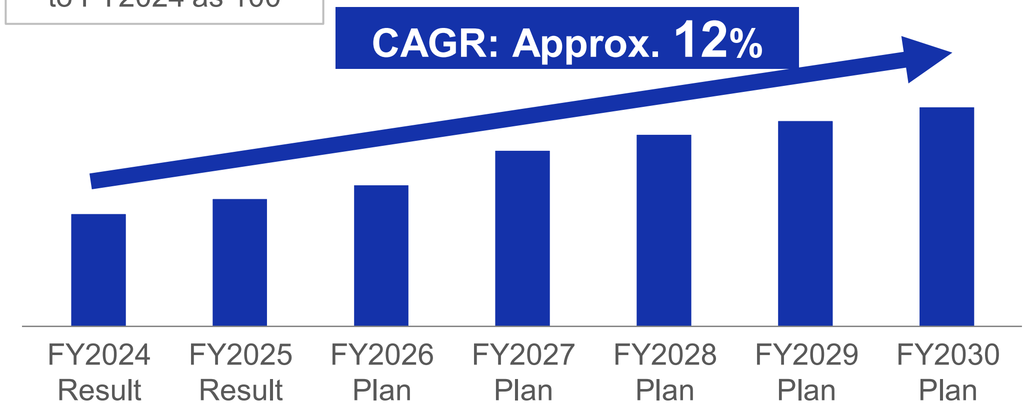
DNP's Growth Strategy

- ✓ We will expand automotive applications of battery pouches in line with the continuously growing electrified vehicle market, while also focusing on ESS applications, where market expansion is expected.
- ✓ In addition, against the backdrop of long-term growth in demand for renewable energy, photovoltaic modules will also continue to expand

Battery pouches for lithium-ion batteries

Sales Plan

Comparison indexed to FY2024 as 100



Note: DNP estimates based on various sources

Digital Interfaces Business Strategy

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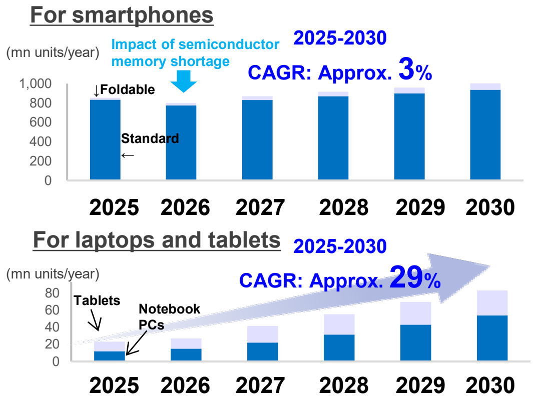
Although metal masks are affected in the near term by semiconductor memory shortages, the medium- to long-term growth scenario remains one of stable growth.

Changes in Market and Business Environment

- ✓ Although metal masks are affected in the near term by semiconductor memory shortages, the outlook remains unchanged for the transition to OLEDs in smartphones, notebook PCs, and tablets over the medium to long term.
- ✓ Demand for optical films remains solid, and shipment area is expected to continue increasing as TV panel sizes become larger.

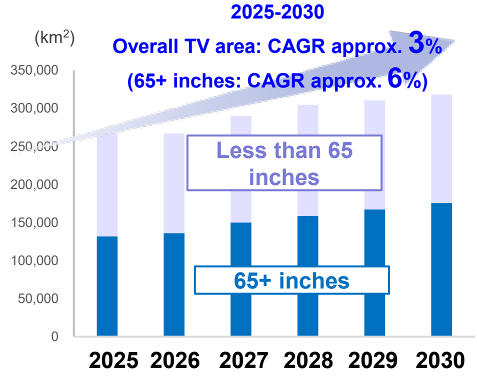
Growth Potential of Key Markets

OLED Panel Shipment Volume Forecast



No change in growth forecast for the medium to long term

TV Panel Shipment Area Forecast



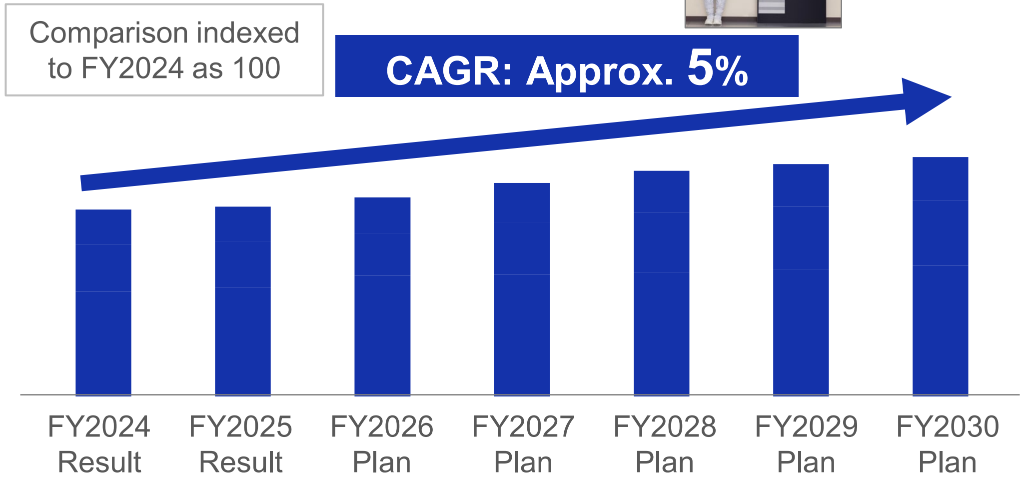
Growing mainly in 65+ inches

DNP's Growth Strategy

- ✓ For metal masks, we will expand our product lineup by capturing increasingly diverse customer needs driven by larger OLED displays and accelerated application expansion into tablets, notebook PCs, and automotive displays.
- ✓ For optical films, we will ensure a stable supply of high-performance, high-quality products by leveraging ultra-wide production lines capable of supporting widths of 2,500 mm and other capabilities.

Metal masks for OLED display manufacturing

Sales Plan



Note: DNP estimates based on various sources

Strategies for Growth-Potential Businesses

(Unit: ¥bn) DNP

Leverage P&I strengths in businesses serving markets expected to grow and cultivate them as future focus businesses.

	Growth-Potential Businesses	FY2025 Sales	Market CAGR for Key Product Markets FY2025–FY2030	Growth Strategy
Smart Communication	Content & XR Communication	8	Approx. 8% Global market for Japanese content	✓ Leverage the strengths of each business division to develop content businesses, including IP such as anime, manga, and games, with a view to global expansion.
Smart Communication	Digital Marketing	25	Approx. 8% Digital marketing market	✓ Combine physical touchpoints, such as promotional materials and retail stores, with digital technologies, and integrate customer touchpoints across manufacturing, digital, spatial development, and other areas to maximize experiential value.
Life and Healthcare	Details on following slides Medical and Healthcare	52	Approx. 8% Global CDMO market	✓ Expand the business through collaboration with CMIC CMO and partner companies, primarily in outsourcing areas across the pharmaceutical value chain.
Life and Healthcare	Aseptic Filling Systems	28	Approx. 7% Overseas beverage market	✓ Expand the business globally by combining aseptic technologies that are highly regarded in Japan and overseas with packaging technologies and analysis/evaluation technologies.
Electronics	Details on following slides Semiconductors (Back-End) *Glass cores, Optoelectronic Integration	Commercialization Underway	Approx. 19% High-performance semiconductor market for AI servers	✓ Against the backdrop of growing demand for high-performance semiconductors for AI and larger package sizes, create sustainable value through collaboration with leading package substrate manufacturers.

Approach to Growth Investments Supporting Business Expansion

DNP

We will make growth investments primarily in projects that strengthen our competitive advantage through P&I technologies and contribute to achieving company-wide ROE of over 10% over the medium to long term.

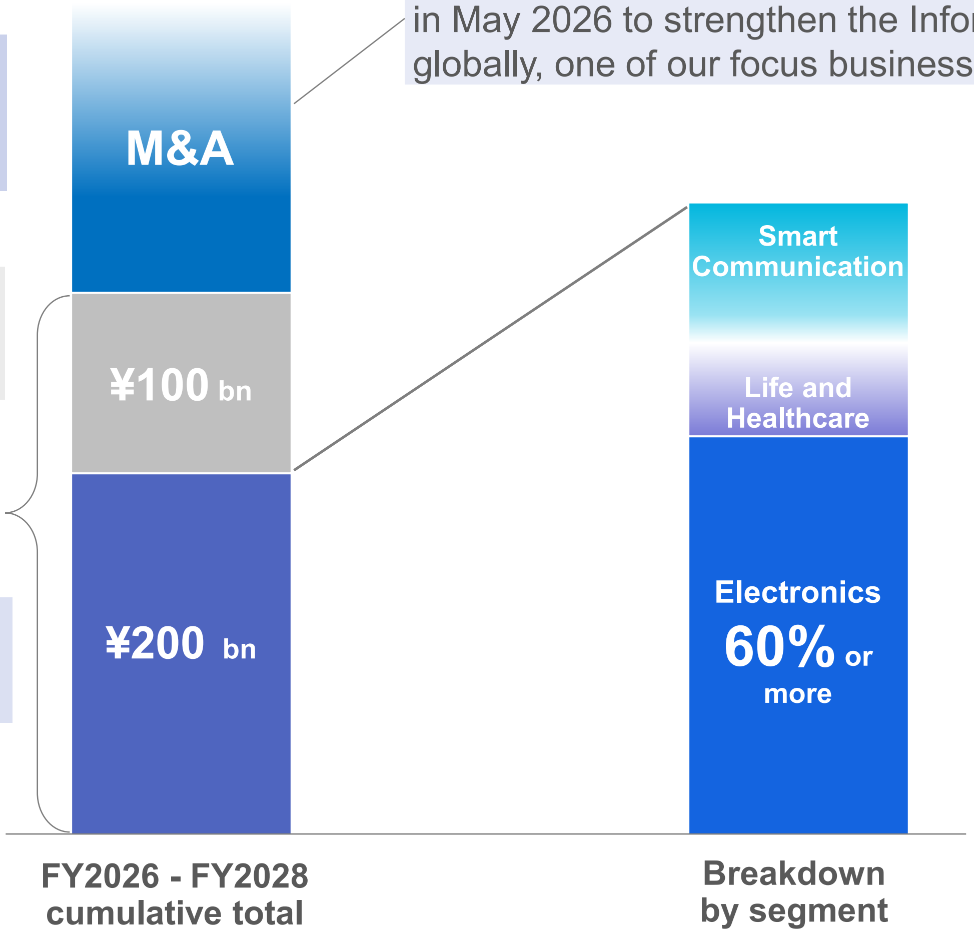
Announced the acquisition of *AUSTRIACARD HOLDINGS AG* in May 2026 to strengthen the Information Security business globally, one of our focus businesses.

Actively pursuing investments centered on focus businesses, growth-potential businesses, and adjacent areas

Efficiency investments, including productivity improvements through automation

CapEx
Approx. ¥300 bn

Proactive capital investment in focus businesses and growth-potential businesses



Information Security / Photo Imaging, High-Performance Industrial Materials / Mobility & Living etc.

- Investments for global expansion and the development of new products and new business areas

Semiconductor (Front-End and Back-End)

- Mass production of EUV photomasks and nanoimprint templates
- Strengthening production systems across cutting-edge and volume-production areas
- Establishment of a mass production line for glass cores

Digital Interfaces

- Capital investment related in metal masks
- Productivity improvement investments related to surface materials, such as optical films

Approach to Structural Reform

DNP

Cumulative Impact of Structural Reforms on Operating Profit vs. FY2022 (Unit: ¥bn)

Current Medium-term Management Plan

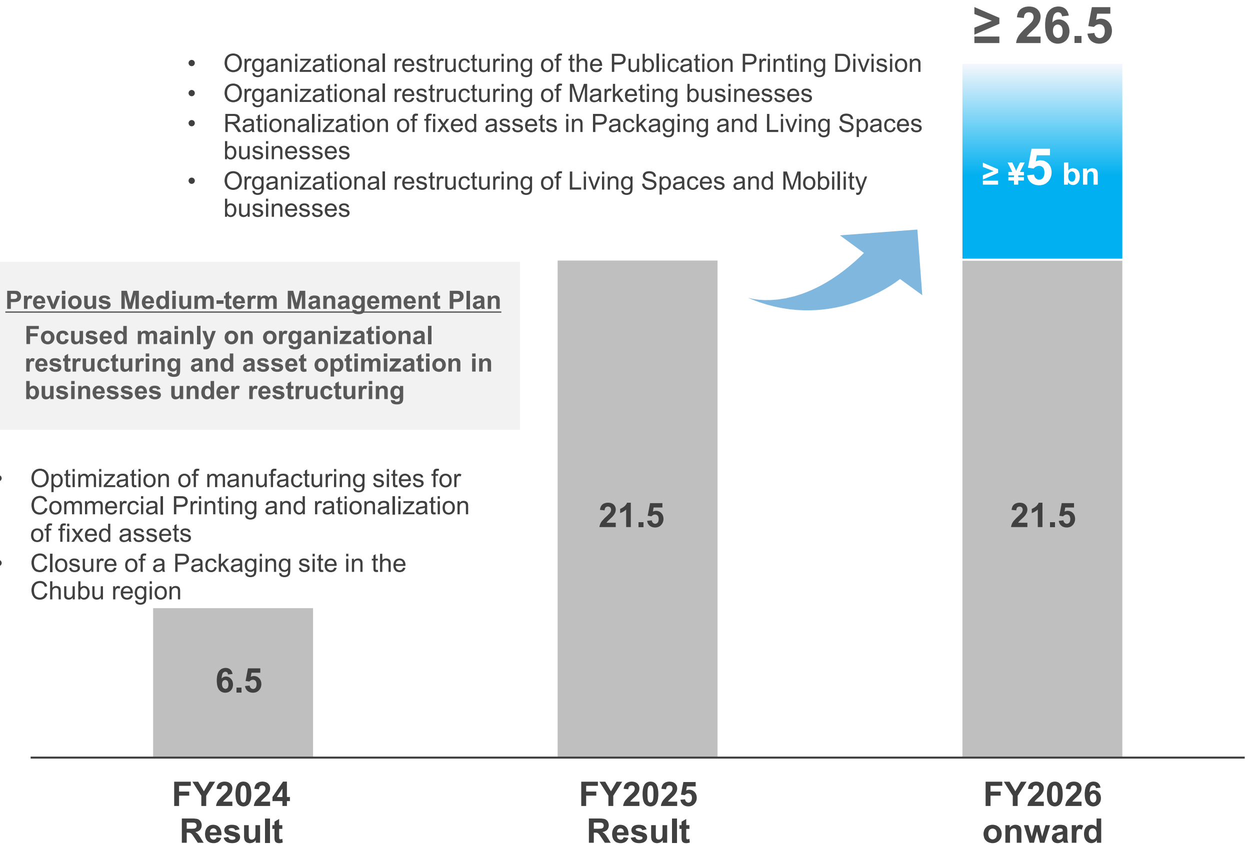
Review all businesses at the sub-segment level based on business profitability and profit growth rate, and optimize the business structure

- Organizational restructuring of the Publication Printing Division
- Organizational restructuring of Marketing businesses
- Rationalization of fixed assets in Packaging and Living Spaces businesses
- Organizational restructuring of Living Spaces and Mobility businesses

Previous Medium-term Management Plan

Focused mainly on organizational restructuring and asset optimization in businesses under restructuring

- Optimization of manufacturing sites for Commercial Printing and rationalization of fixed assets
- Closure of a Packaging site in the Chubu region



Structural Reforms under the Current Medium-term Management Plan

* Note: Includes only structural reforms currently planned

Focus Businesses

✓ Improving efficiency of domestic sites in Information Security businesses, including the Chubu site

Stable Business

✓ Reorganizing domestic manufacturing sites for Packaging businesses, including the Hokkaido site

Business for Reforming

✓ Continuing structural reforms in existing printing-related businesses in response to market trends and the business environment

+

✓ **For real estate, we will reassess the rationale for retaining properties and also consider potential sales.**

✓ **Across the DNP Group, including Group companies, we will continue to review and promote an optimal business structure.**

DNP

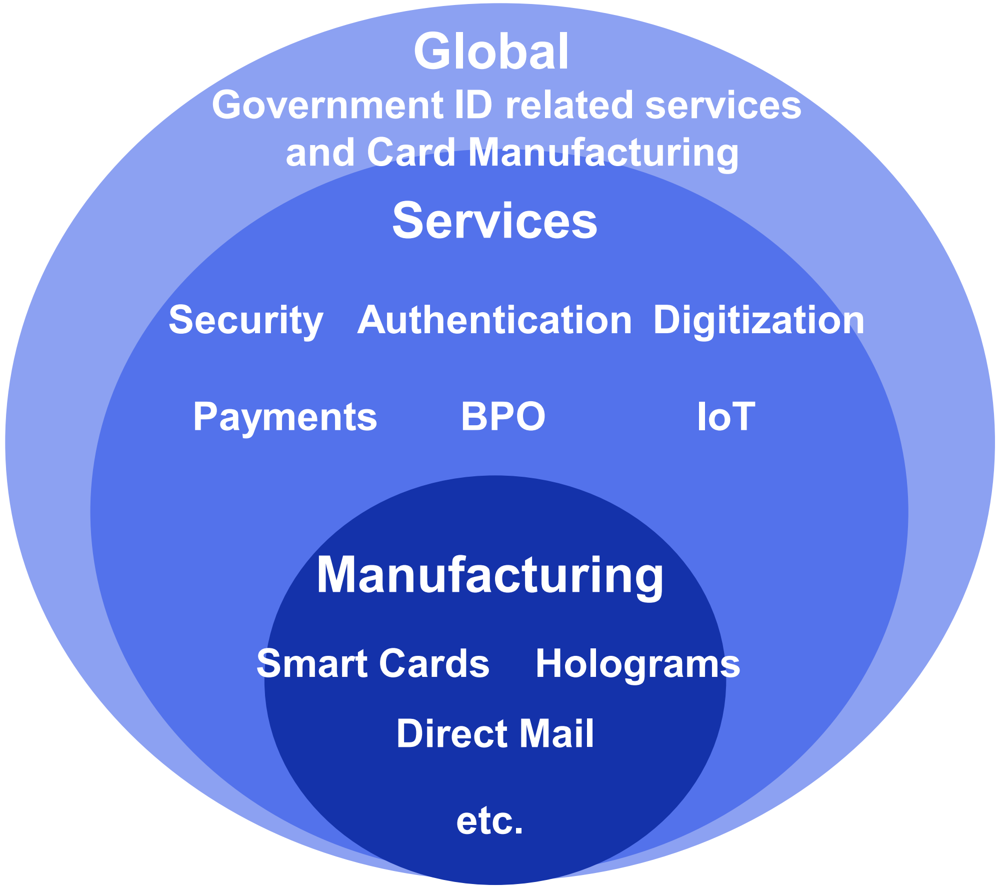
(1) For Sustained Enhancement of Corporate Value	President	Yoshinari Kitajima
(2) Sources of Competitive Advantage	Senior Managing Director	Osamu Nakamura
(3) Business Strategy Approach Under the New Medium-term Management Plan	Senior Managing Director	Toru Miyake
(4) Business Strategy		
Information Security	**Senior Corporate Officer**	**Yoshiki Numano**
Photo Imaging	Senior Corporate Officer	Kazuo Murakami
Medical and Healthcare	General Manager	Terunao Tsuchiya
Semiconductors	Senior Corporate Officer	Minoru Nakanishi

Business Overview

DNP

Building on the strong product development capabilities, manufacturing technologies, high-quality operations, and robust security framework cultivated through smart card-centered manufacturing, DNP has developed a business model that combines manufacturing and services in areas such as authentication, security, payments, BPO, and IoT, primarily in Japan. In July 2025, Rubicon SEZC became a consolidated subsidiary, accelerating our global expansion, particularly in public ID solutions in emerging markets.

Business Expansion Built on Manufacturing Capabilities



Strengths in Information Security Business

High reliability and customer base cultivated in public infrastructure

Leveraging proprietary ICT and security technologies and a robust security framework, we have long provided highly reliable products and services to public infrastructure operators that require high levels of reliability.

Integrated security model combining manufacturing, services, and operations

A distinctive capability to provide one-stop value, from the physical security of smart cards and other devices to digital authentication and operational management.

Global value creation through strong collaboration with overseas partner companies

Providing optimal solutions globally through strategic partnerships with overseas companies, including MK Smart and Rubicon SEZC.

Market Environment

DNP

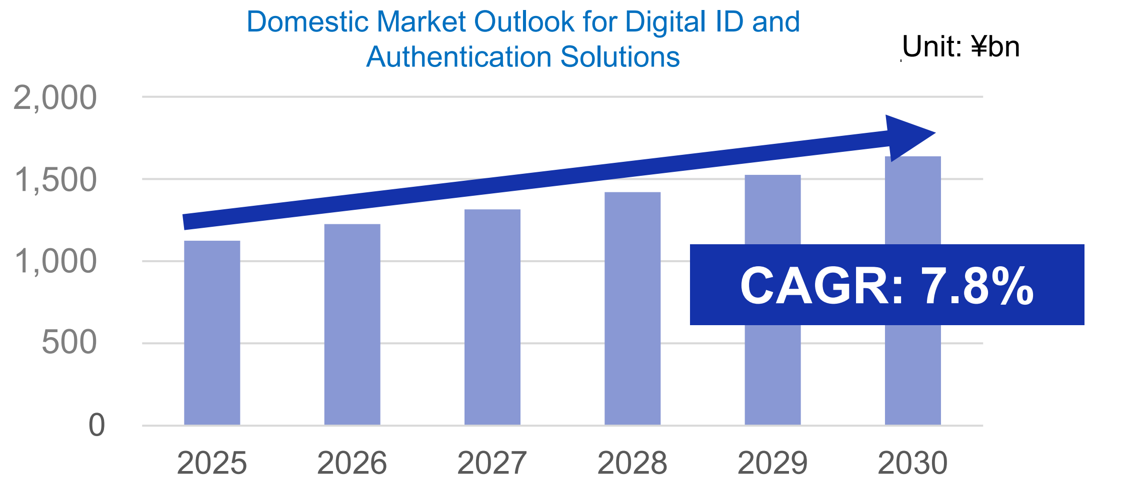
The information security market requires companies to respond flexibly to changes in the operating environment. At the same time, medium- to long-term global growth is expected, driven by expanding demand for security, the continued shift to cashless payments, and the proliferation of digital IDs across countries.

Changes in the Market Environment

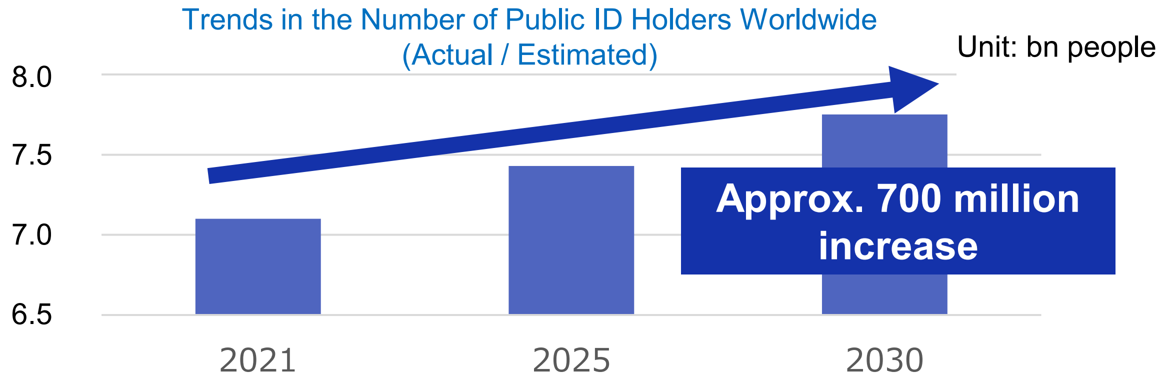
- ✓ Increasing sophistication and diversification of risks due to the advancement of digital technologies
- ✓ Instability in raw material procurement and higher costs due to geopolitical risks

Growth Drivers

- ✓ Growing need for stronger governance amid the adoption of AI agents and increasingly sophisticated cyber risks
- ✓ Growing authentication and security needs driven by increasingly diverse and complex social structures
- ✓ Expansion of public ID systems and broader use of IDs across countries
- ✓ Continued shift to cashless payments



Source: Calculated based on materials published by the Ministry of Internal Affairs and Communications, the Ministry of Economy, Trade and Industry, and other sources, along with DNP's own estimates



Source: DNP estimates based on the World Bank's ID4D, UN population statistics, and other data.

In a smart society where people and things are connected across both cyber and physical spaces, DNP aims to realize a society in which everyone can live comfortably, safely, and securely—seamlessly and without even being aware of it.

■ Growth Strategy

➢ Develop high-value-added services by combining products and services

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

➢ Expand business through collaboration between the DNP Group and partner companies

We will drive business expansion in authentication, payments, and cybersecurity by leveraging the strengths of the DNP Group's information security business and collaborating with diverse partner companies, including Cybertrust Japan and BroadBand Security.

➢ Expand global business

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

Global Strategy

DNP

On May 13, DNP announced the launch of a tender offer for AUSTRIACARD HOLDINGS AG, a provider of government ID card manufacturing, security printing, and BPO services. Going forward, DNP will strengthen Group-wide initiatives, focusing on Africa and Asia, where market growth is expected to continue.

- DNP has strengths in the financial sector in Japan and Asia. We have invested in MK Smart in Vietnam and WDB in Indonesia, making them equity-method affiliates, and have built a track record through collaboration in government IDs and holograms, as well as exports of ID card printers from Japan.

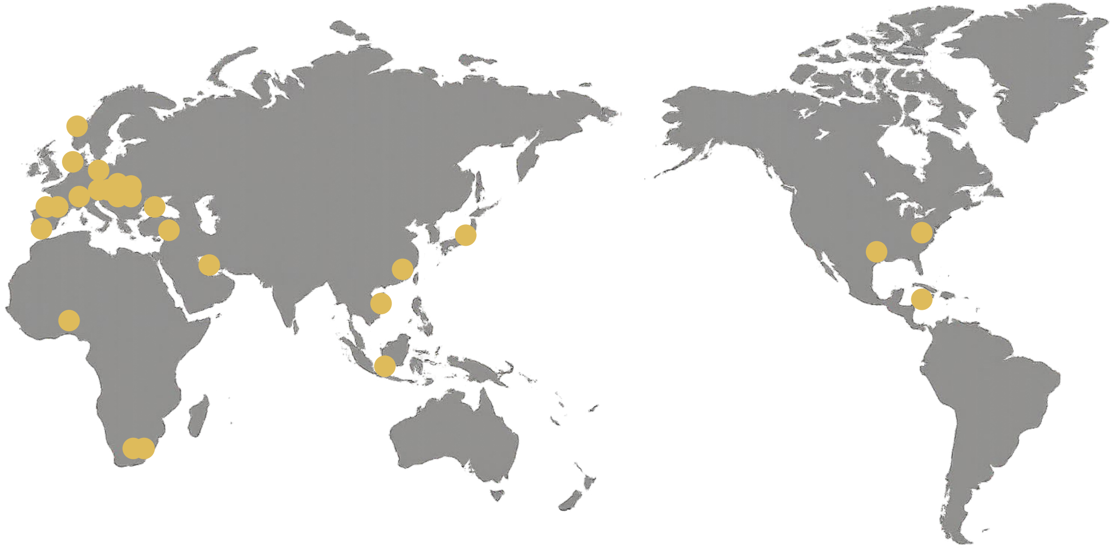
  *MK Smart = MK Smart Joint Stock Company; WDB = PT. Wahyu DNP Bureau

- In July 2025, DNP acquired Rubicon SEZC and is seeking to expand its government ID business in emerging markets, primarily in Africa.

- AUSTRIACARD has a strong customer base in Eastern Europe, the Middle East, Africa, and North America, primarily in the financial and government ID sectors, and is focused on developing digital solutions that leverage technologies such as AI.

- By combining DNP's business platform in Asia with AUSTRIACARD's business platform in Eastern Europe, the Middle East, Africa, and North America, we will accelerate the global expansion of the Information Security business through regional complementarity, technological collaboration, and cross-selling.

Global Business Footprint After Completion of the Tender Offer (Information Security Business)



Capabilities Required in the Government ID Domain

DNP

To continuously provide value in the Government ID domain, it is essential to offer a wide range of functions while also ensuring reliability, global delivery capabilities, and the ability to comply with each country's legal systems and requirements. A comprehensive set of these capabilities is a key source of competitive advantage.

Essential Functions in the Government ID Domain

Identity Enrollment

Enrollment of personal information, including biometric data, and ID assignment

ID Management & Authentication Platform

Platform for managing ID information and supporting issuance and use

Physical ID Production & Issuance

Production and issuance of physical media such as ID cards and passports

Digital ID Issuance

Issuance of digital IDs for use on smartphones and other devices

Authentication

Verification of ID authenticity and the identity of the holder

Sources of Competitive Advantage in the Government ID Domain

Reliability & Security

- ✓ High level of security required for national infrastructure
- ✓ Operational track record

Global Delivery Capabilities

- ✓ Sales network in each country
- ✓ Participation in projects led by international organizations
- ✓ Ability to comply with different legal systems and government requirements in each country

Technology Capabilities

- ✓ Technologies supporting both digital and physical domains

Comprehensive Solution Capabilities

- ✓ Broad range of functions offered
- ✓ Ability to provide optimal functions

Strengths of Three-Company Collaboration in the Government ID Domain

DNP

By bringing together the strengths of the three companies, we will cover the essential functions required in the government ID domain across both physical and digital domains, from identity enrollment to ID credential issuance and authentication. We will develop high-value-added solutions and build a framework to provide them in line with the needs of each country. Through these efforts, we aim to become a leading player in this domain.

Capabilities of the Three Companies

Rubicon SEZC

- ✓ Biometric enrollment solutions
- ✓ Extensive track record in government ID projects
- ✓ Track record of participating in World Bank-funded projects

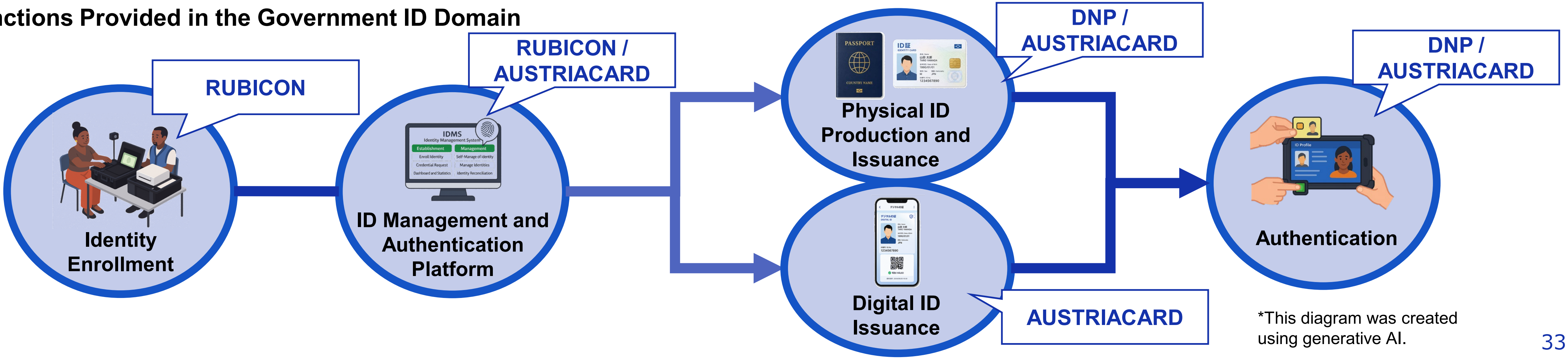
AUSTRIACARD

- ✓ Government ID and security solutions
- ✓ Business base in Eastern Europe, the Middle East, Africa, and North America
- ✓ Extensive track record in card issuance and authentication

DNP

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

Functions Provided in the Government ID Domain



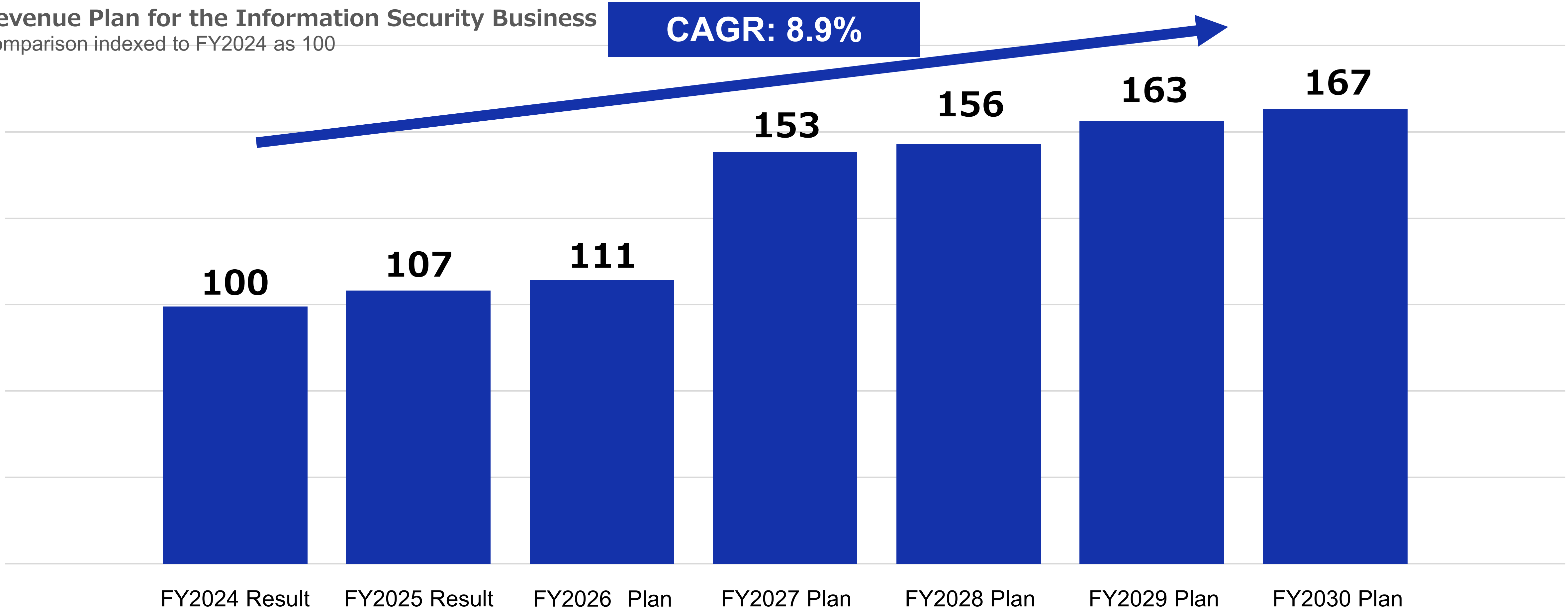
*This diagram was created using generative AI.

Revenue Plan

DNP

Driving sustainable business growth by steadily executing our strategy in response to growing demand for information security in Japan and globally.

■ **Revenue Plan for the Information Security Business**
Comparison indexed to FY2024 as 100



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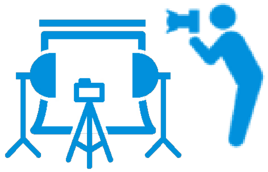
Business Overview

DNP

Dye-sublimation thermal transfer media, which apply coating technologies developed through printing, are used for photo print output and hold the world’s No. 1 market share. We provide a broad range of photo-related products and services, from materials development to sales and services.

Input



Staffed Photography

Smartphone Photography

Automated Photography

Photo Booths

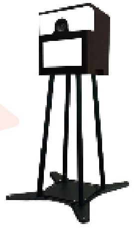
Amusement parks, tourist attractions, various event venues, etc.

Output

- Dye-sublimation thermal transfer media for photo prints
- Dye-sublimation digital photo printers
  - DS620: 4×6"
  - DS820: 8×10"
  - DS820DX: 8×10" double-sided multi-function model
  - RX1HS: Emerging market model

Photo-Related Products

- Double-sided Printer
- Photo Booths
  - ShaGoo! / Japan
  - Innovative Foto / U.S.



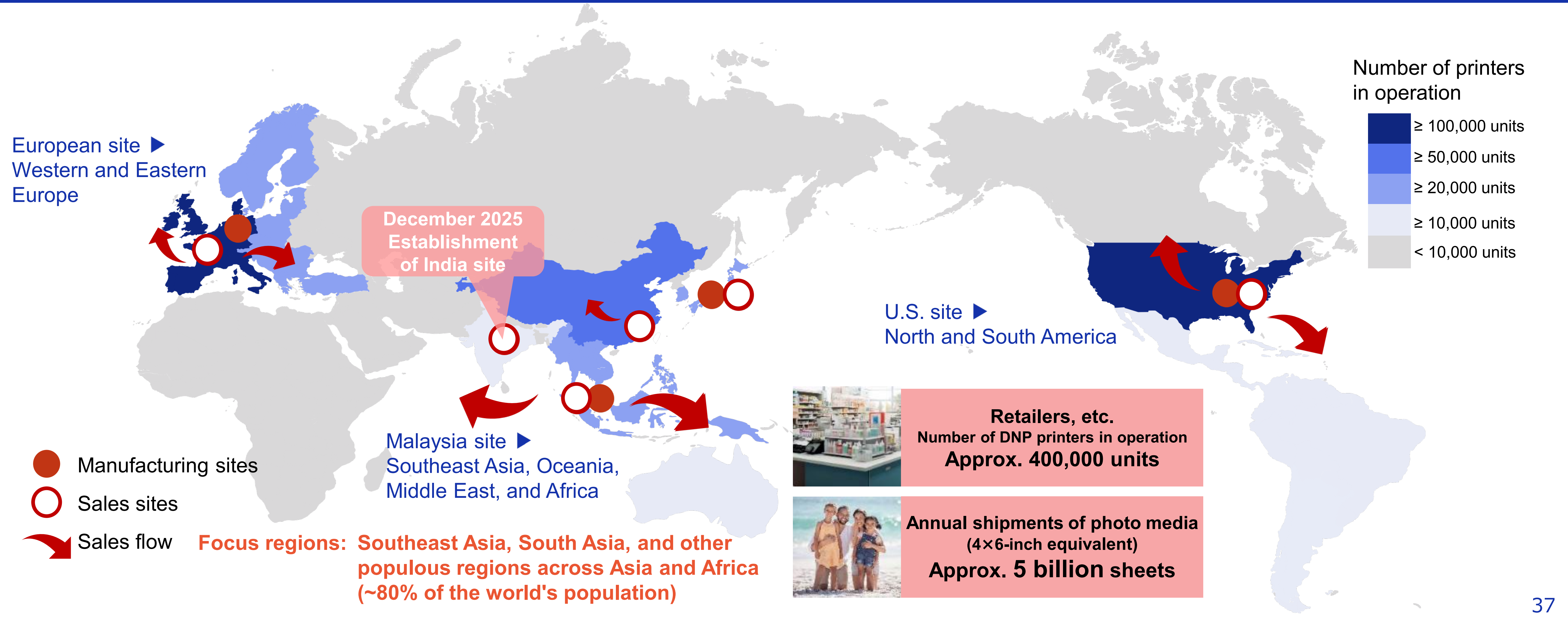
- Event Photography System
  - Sharingbox / Europe, U.S. and Japan

- Theme Park Photography
  - Automated photography systems / Japan
  - Colorvision / U.S.

Global Footprint and Supply Chain

DNP

We supply photo printers and print media to more than 100 countries through manufacturing and sales sites, as well as distributors, across Japan, North America, Europe, and Asia. Our strengths include product development that reflects market needs and an optimized production footprint. Going forward, we will focus on Southeast Asia, India, and Africa.



Focus regions: Southeast Asia, South Asia, and other populous regions across Asia and Africa (~80% of the world's population)

Retailers, etc.
Number of DNP printers in operation
Approx. 400,000 units

Annual shipments of photo media (4×6-inch equivalent)
Approx. 5 billion sheets

Market Environment and Initiatives

DNP

The photo-related print goods market is expected to grow through 2030, with a CAGR of approximately 5%. By introducing double-sided photo printers in North America, we are entering the higher value-added photo-related print segment.

Photo-Related Print Goods Market Size (Global)

2024 Estimated at US$26.7 billion

▶ Expected to grow at a CAGR of 5.2% through 2030

Source: Photo Printing & Merchandise / Market Glass, Inc 2025

Launch of DS820DX (2024)

- Captured demand in the photo-related print market
- Launch of 8-inch double-sided photo printer in North America
- Expanding the North American model to other regions

DS820DX
8-Inch double-sided photo printer:

Sample prints produced with the DS820DX ▶ (Photo books, greeting cards, calendars, etc.)

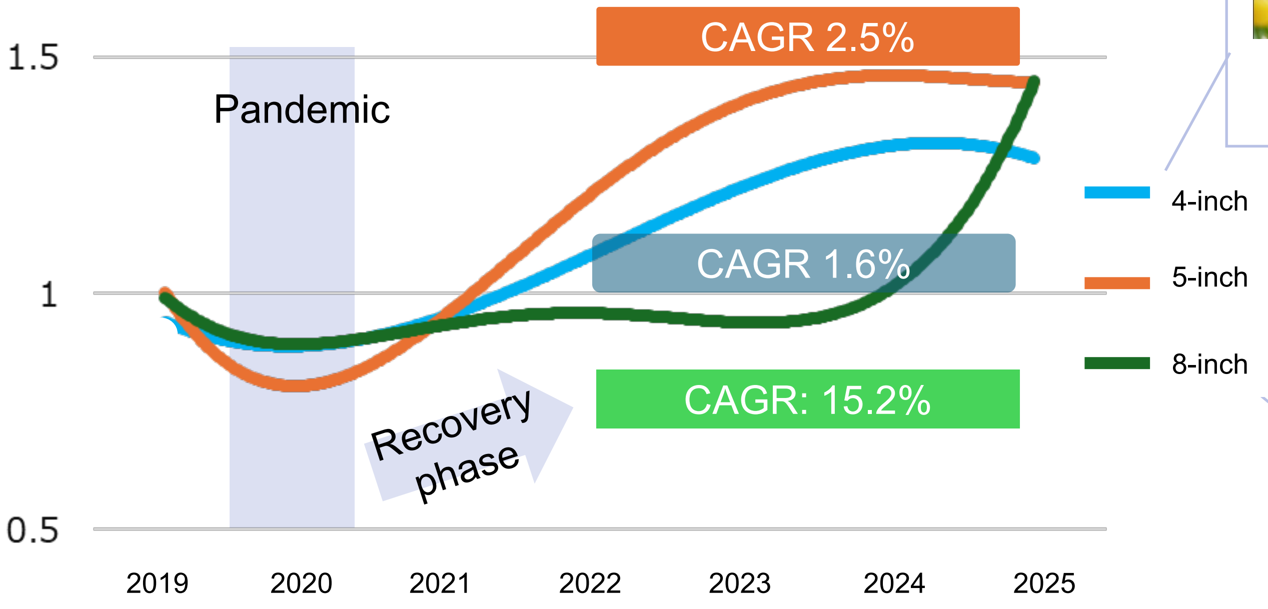
Photo-Related Print Goods

Market Trends in Photo Printing

DNP

Since the COVID-19 pandemic, demand has shifted toward larger print sizes. Demand is expected to grow for printing, preserving, and enjoying special moments and memories from events and other occasions through photo books, calendars, and other formats.

Growth Rate by Print Size



*Volume ratio of DNP media by year, indexed to 2019 as 1
Source: DNP estimate, 2026

Consumer Prints

For Calendars, Events, etc.

Photo Books, Greeting Cards, etc.

- Following the pandemic and subsequent recovery phase, growth in larger photo-related print output sizes, particularly 5-inch and 8-inch formats, has accelerated.
- Beyond standard prints, there are signs of increasing use of photo-related print products such as photo merchandise.

Future Growth Strategy

DNP

To realize our Business Unit Purpose — "Bring smiles & peace of mind across the world by realizing various ideas" — we will expand our photo imaging-related business by developing compelling products and services that go beyond conventional photo printing.

New Markets

Existing Markets

Target sales growth rate in emerging markets: 6–7%

*2025-2030

Expansion into new region

Expansion in Emerging Markets

- India / Middle East / Africa

Dye-sublimation Thermal Transfer Printers & Media

- Capture customers from competitors and alternative systems
- Strengthen the brand
- Region-specific promotion strategies

Photo-related Products and Services

- Value-added products in the photo-related print goods market

Challenge Areas for Further Growth

New application of thermal transfer printing technology

- New thermal transfer application products
- Apparel, etc.

Target sales growth rate for new products: 7–8%

*2025-2030

New Printers & Media

- New value-added photo printers
- Decorative media / transparent, semi-transparent

Expansion of Customer Value

Existing Products and Services

New Products and Services

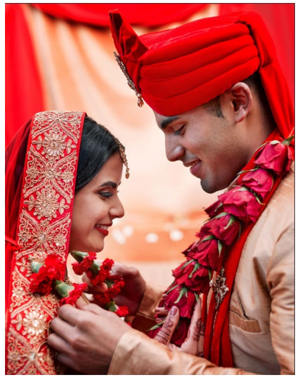
Expansion in Emerging Markets

DNP

India, which is experiencing particularly strong economic growth among emerging markets, is expected to see expansion in its tourism and event markets. We aim to capture demand in event photography for weddings, tourism, entertainment, and other sectors.

March 2026: Indian subsidiary begins operations

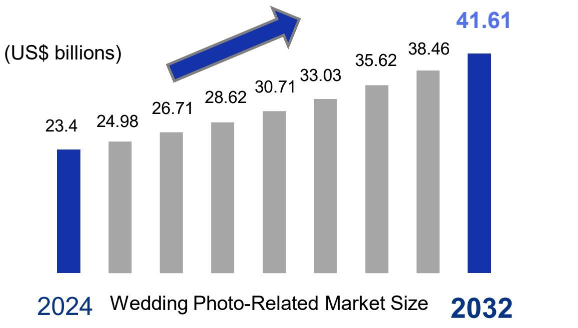
Company name: DNP Imagingcomm India Pvt. Ltd.
Location: New Delhi
Business details: 1. Sales of dye-sublimation photo printers and media
2. Development of new business models suited to the Indian market
* Collaborating with local partners to deploy printing systems and photo booths at various event venues.



Focus Markets

Wedding Photo-Related Market

CAGR 7.5%



Tourism Market

Increase in domestic tourism spending in India
US$231.6 billion in 2023
▼ **CAGR: 7.4%**
US$523.6 billion in 2034
Market expansion driven by the growing middle class and government tourism promotion

Deploying photo printing systems and photo booths at wedding events and tourist destinations

Source: 2024 Wedding Merchandise Market / Fortune Business Insights, TRAVEL & TOURISM ECONOMIC IMPACT 2024

Value-Added Prints

DNP

Leveraging the on-demand capabilities of dye-sublimation thermal transfer printing to create new opportunities for value-added prints. Going forward, we will promote initiatives that lead to greater print demand through the launch of new printers and new media.

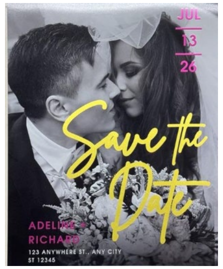
Providing Value-Added Products for the Photo-Related Market

Print Sizes and New Materials

— Carry, Display, and Share —

Photo Banners

Photo Chips



Transparent Sheets, etc.

Creating Print Opportunities

— On-the-spot experiences through photo booths —

Original Photo Frames

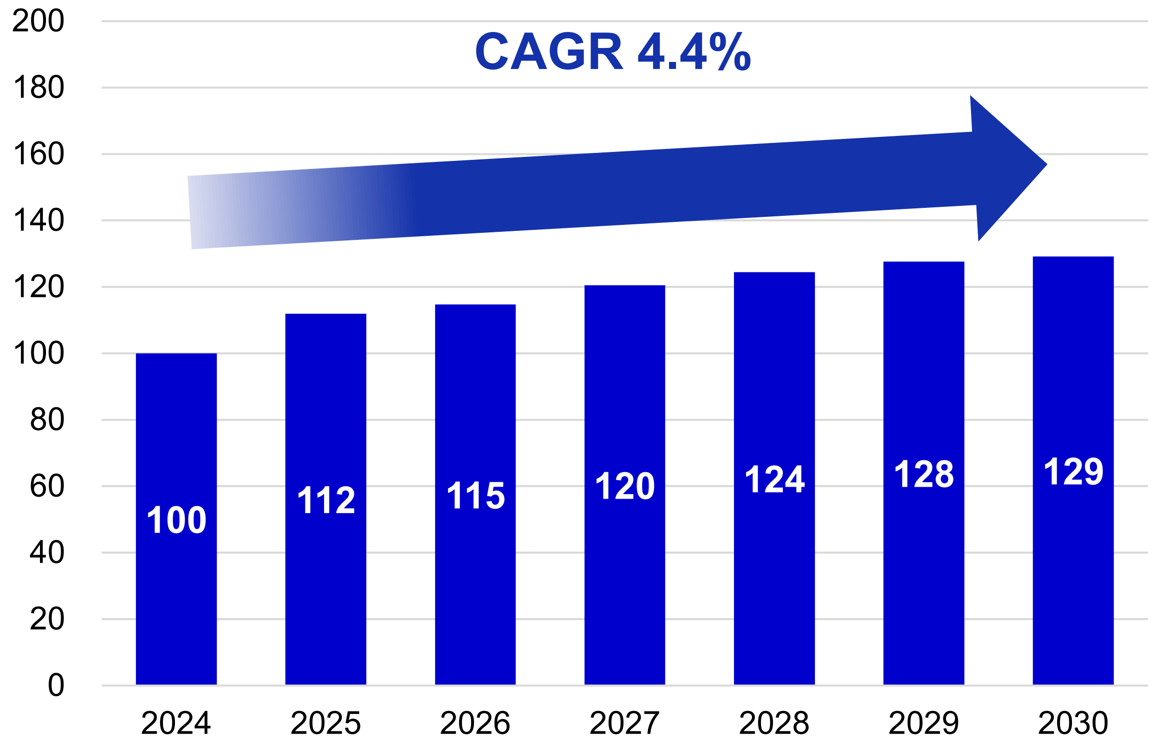
Compositing with anime and other characters; event applications

— Renewal of Self-service photo printer —

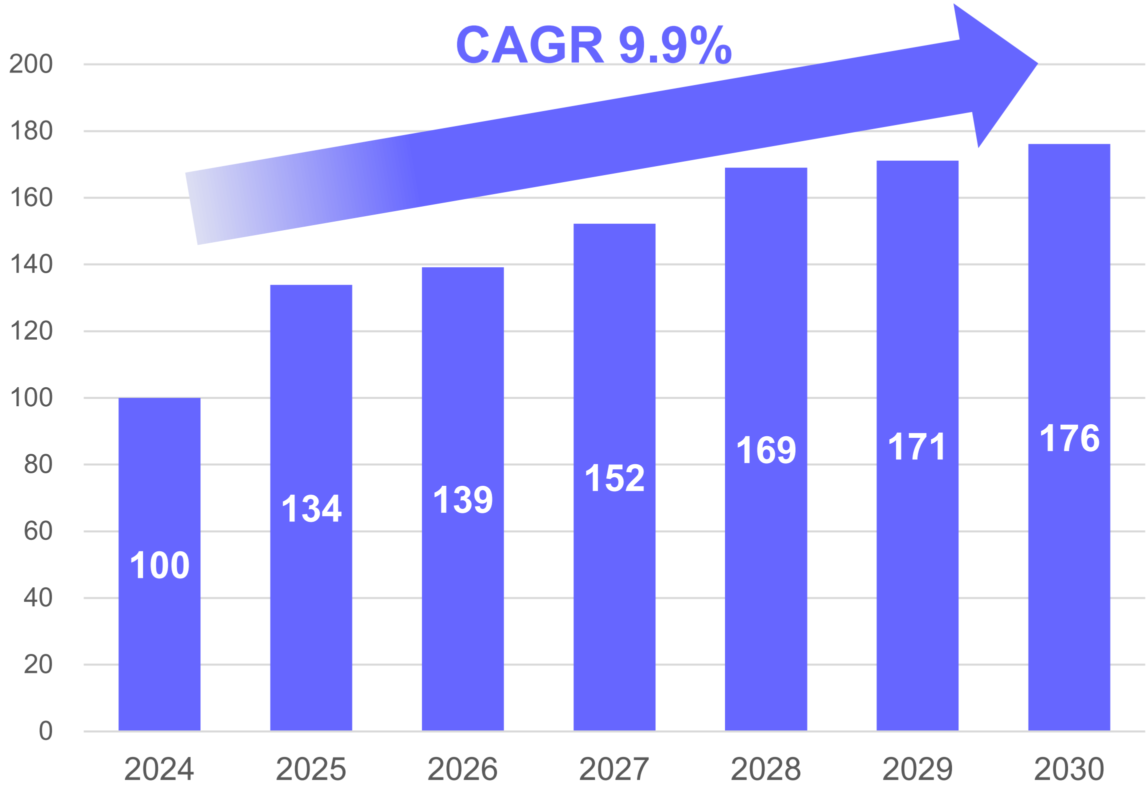
Photo Imaging Growth Outlook

DNP

Accelerating growth by strengthening global production and supply capabilities and developing emerging markets. Aiming to drive profit growth through synergies between the printer and media business and the photo content business.



Sales



Operating Profit

Growth indexed to 2024 as 100

Bring smiles & peace of mind across the world by realizing various ideas.

あらゆる想いをカタチにし、笑顔と安心に満ちた世界をつくる。

Imaging Communication Group

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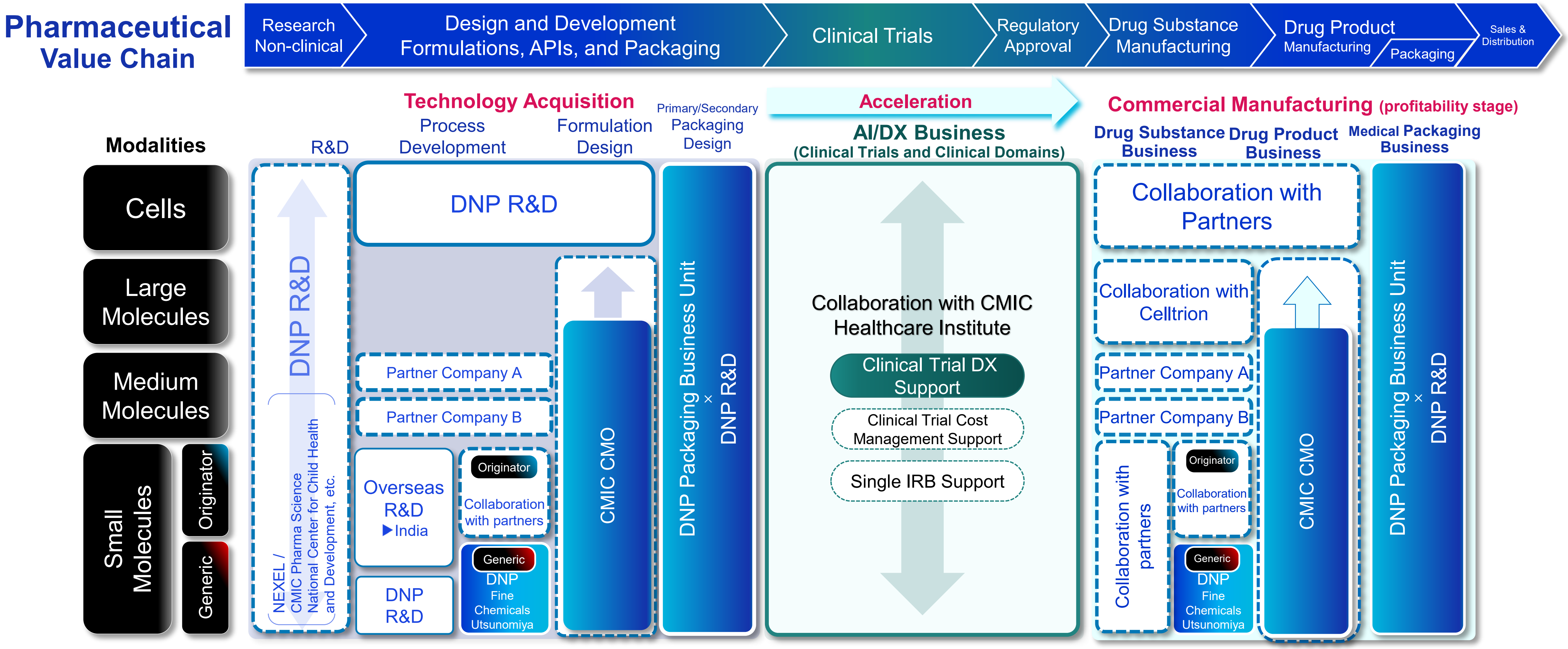
Business Vision

DNP

We will develop our business by focusing on outsourcing opportunities across the pharmaceutical value chain, leveraging in-house R&D and partnerships. With quality as our foundation, we will continue to provide value to society through the development and stable supply of pharmaceuticals.

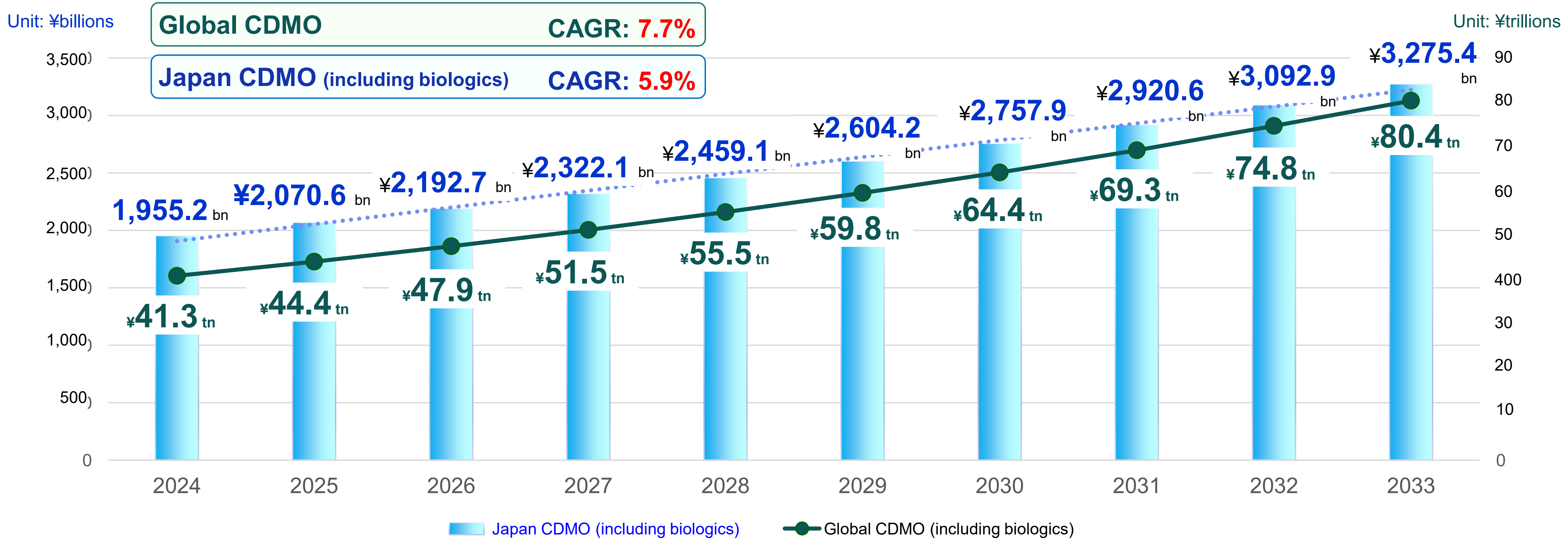


Drug Substance and Drug Product CDMO Market Size

DNP

The market is expected to continue growing steadily, both globally and domestically, with a CAGR of 5% or higher.

Trends in CDMO Market Size *1, 2, 3



*1 CDMO stands for Contract Development and Manufacturing Organization, a specialized service provider engaged in pharmaceutical development and contract manufacturing.
*2 Japan CDMO market size source: Report Ocean, Japan Contract Development and Manufacturing Organization (CDMO) Market Size, Opportunity Analysis and Industry Forecast, 2025–2033.
*3 Global CDMO market size source: The Business Research Company, Pharmaceutical Contract Development and Manufacturing Organization (CMO) Global Market Report 2026.

DNP's Medical and Healthcare Business

DNP

We currently operate four businesses, with the Drug Product Business at the core.

Drug Product Business	Drug Substance Business
Healthcare Packaging Business	AI/DX Business

Business Overview: (1) Drug Product Business

DNP

CMIC CMO's manufacturing capabilities as one of Japan's leading CDMOs, combined with DNP's expertise in applying AI/DX and production technology innovation, will drive the development of a high-value-added drug product business.

DNP's Drug Product Business (CMIC CMO*)

DNP 大日本印刷 cmic

*DNP and CMIC CMO
In April 2023, we acquired a 50.1% stake in CMIC CMO, which operates a contract pharmaceutical manufacturing business, and made it part of the DNP Group

Drug Product Business: Contract Manufacturing of Pharmaceuticals

DNP is expanding its drug product business, a contract pharmaceutical manufacturing business, through **CMIC CMO**, its core operating company. Supported by the growing CDMO market, we are accelerating business growth and moving into a profitability stage.

Drug Product Business

Transfer of manufacturing technology and contract manufacturing

Pharmaceutical companies ⇄ CMIC CMO

Contract manufactured products

What Is a CDMO?

- A CDMO, or Contract Development and Manufacturing Organization, is a specialized service provider engaged in pharmaceutical development and contract manufacturing.

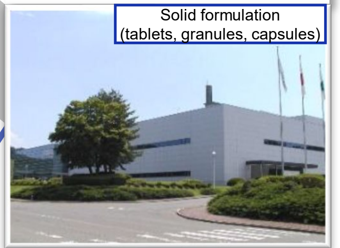
CMIC CMO's Business Sites

CMIC CMO operates its contract pharmaceutical manufacturing business through four manufacturing sites in Japan and two overseas sites, in the United States and South Korea.

Toyama Plant

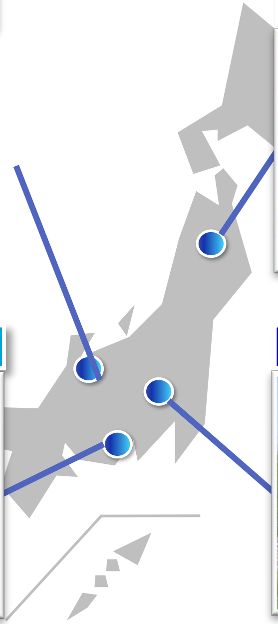
Semi-solid formulation (ointments and creams)

Nishine Plant

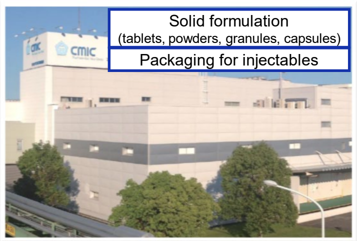


Solid formulation (tablets, granules, capsules)

CCU (United States) (CMIC CMO USA Corporation)



Shizuoka Plant



Solid formulation (tablets, powders, granules, capsules)

Packaging for injectables

Ashikaga Plant

Solid formulation (Tablets, powders, granules)

Injectables

CCK (South Korea) (CMIC CMO Korea Co., Ltd.)

Business Overview: (2) Drug Substance Business

DNP

DNP's Drug Substance business helps support the foundation of the pharmaceutical industry by ensuring the stable supply of high-quality APIs and developing innovative products.

DNP's Drug Substance Business
(DNP Fine Chemicals Utsunomiya Co., Ltd.*)

*** DNP and DNP Fine Chemicals Utsunomiya Co., Ltd.**
In 2007, DNP acquired Konica Minolta's Drug Substance business and began operations in Fukushima Prefecture. Following reorganization after the Great East Japan Earthquake, a new site was established in Tochigi Prefecture in 2013, and operations have continued as **DNP Fine Chemicals Utsunomiya**.

Drug Substance Business : Manufacture and Sale of Active Pharmaceutical Ingredients

DNP manufactures and sells drug substances, the active ingredients in pharmaceuticals, and provides a stable supply to pharmaceutical companies.

Drug Substance Business

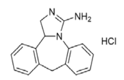
Pharmaceutical companies → Drug Substance Order → DNP (DNP Fine Chemicals Utsunomiya Co., Ltd.)

DNP (DNP Fine Chemicals Utsunomiya Co., Ltd.) → Drug Substance Supply → Pharmaceutical companies

DNP: Drug Substance synthesis technology development and manufacturing

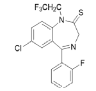
Commercial Products: Selected Examples

Anti-allergic Drug — Epinastine hydrochloride



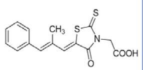
In-house production of 7 processes including hydrogenation

Sleep Disorder Treatment — Quazepam



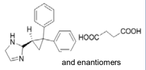
Column purification to remove impurities

Diabetes Drug — Epalrestat



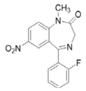
Inhibition of photodegradation

Arrhythmia Drug — Cibenzoline succinate



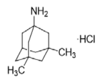
Cyclopropanation reaction

Insomnia / Anesthetic Drug — Flunitrazepam



Safe use of mutagenic substances

Alzheimer's Disease Drug — Memantine hydrochloride



DNP Fine Chemicals Utsunomiya Co., Ltd.

Integrated capabilities from synthetic route scouting to drug substance manufacturing

DNP Fine Chemicals Utsunomiya Co., Ltd.

Integrated business operations from synthesis technology development through commercial production

- Initial assessment
- Synthetic route scouting
- Patent search

→

- Process development
- Scale-up evaluation

→

- Pilot-scale verification
- Scale-up validation

→

- PQ/PV
- Commercial-scale production
- Commercial production

Future Outlook

DNP will actively strengthen its supply chain and address domestic and international regulations to support the stable supply of pharmaceuticals, while promoting and expanding its drug substance manufacturing and sales business.

Business Overview: (3) Healthcare Packaging Business (Pharmaceuticals and Medical Devices)

DNP

DNP is leveraging packaging technologies developed through food, beverage, and home & personal care product packaging in the pharmaceutical field to advance its Healthcare Packaging business.

DNP's Healthcare Packaging Business

Healthcare Packaging Business: Development and Contract Manufacturing of Healthcare Packaging Materials

We are advancing our proprietary, integrated in-house converting technologies, including printing, lamination, barrier vapor deposition, and film design, and deploying them in the medical packaging field.

Healthcare Packaging Business

Pharmaceutical manufacturers → Required specifications → DNP

DNP → Supply of packaging materials → Pharmaceutical manufacturers

DNP: Design, development, and manufacturing of Healthcare Packaging materials

DNP's Vision for the Healthcare Packaging Business (Pharmaceuticals and Medical Devices)

By accurately addressing the stringent quality-preservation requirements of pharmaceuticals, we apply packaging expertise that supports food safety, together with advanced **aseptic control technologies**, to enhance **safety and convenience** in healthcare settings.

Applying technologies and value developed through food, beverage, and home & personal care product packaging — including sterilization, aseptic control, barrier vapor deposition, and lamination — to the Healthcare Packaging (pharmaceuticals and medical devices)

Enhanced durability and convenience of packaging materials
- DNP content-resistant packaging material Lami Keep®
- DNP easy-open packaging materials
  - DNP step laser-cut pouches

Active barrier packaging materials
- DNP moisture-absorbing packaging materials
- DNP odor-adsorbing packaging materials

Sustainable packaging
- DNP plant-derived packaging materials Biomatec
- DNP mono-material packaging materials
- Various barrier packaging materials

Expanding technologies and value into the Healthcare Packaging

Image ▶ *Sterile packaging materials and various other Healthcare Packaging materials...*

Functionality:
- Sterility and aseptic performance
- Gas barrier
- Light protection
- Moisture absorption

Business Overview: (4) AI/DX Business (Clinical Trial DX Support)

DNP

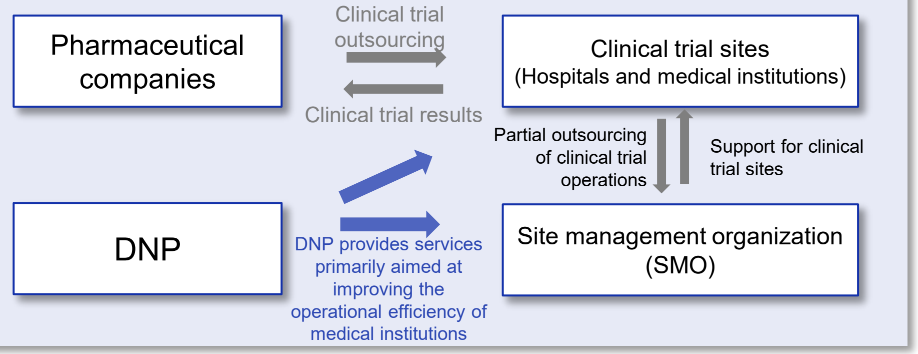
DNP is developing an AI/DX business that helps improve the efficiency of clinical trial operations at medical institutions.

DNP's AI/DX Business
(Clinical Trial DX Support)

AI/DX Business: Supporting digital transformation and operational efficiency in clinical trials

DNP provides systems and services, **primarily to medical institutions**, that support the digital transformation and streamlining of clinical trial operations, thereby improving the efficiency of clinical trial operations overall.

Clinical Trials and DNP's Service Scope



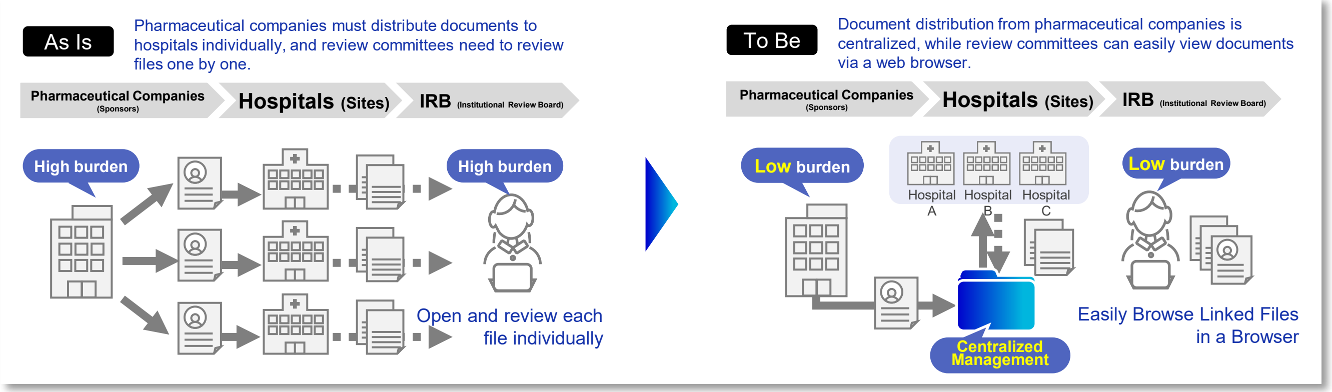
* Clinical trial operations are conducted by medical institutions and site management organizations (SMOs). Because many processes remain paper-based, digitization and greater operational efficiency are expected to help accelerate new drug development.

*DNP and CMIC Holdings

DNP and CMIC Holdings signed a memorandum of understanding for a strategic business alliance in 2023. As the first initiative to realize alliance synergies, DNP is jointly developing services with *CMIC Healthcare Institute*, a group company of CMIC Holdings.

Clinical Trial Sync: Cloud-Based Clinical Trial Document Management System
(Scheduled for release in July 2026)

Digitally manages clinical trial documents, reducing the workload associated with document management and distribution tracking.



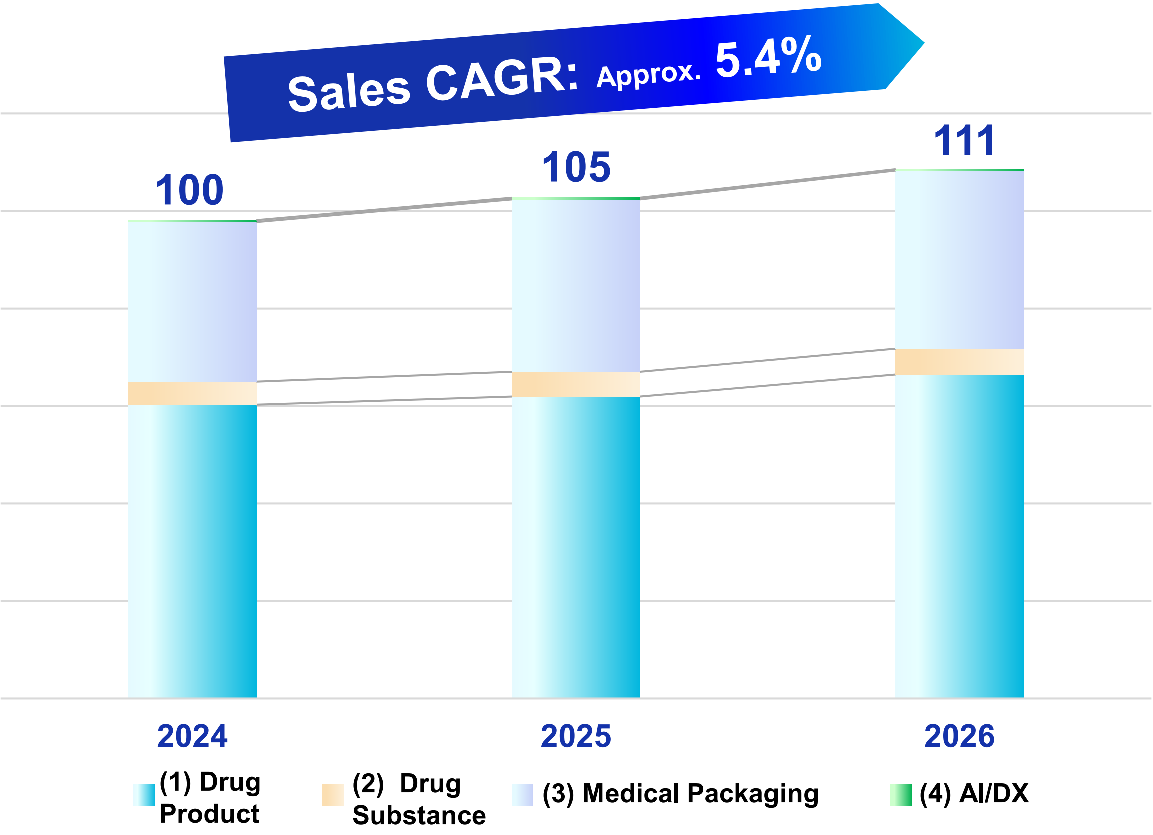
Future Development of the AI/DX Business

Clinical Trial Sync as a starting point, **DNP** will promote the digital transformation and greater efficiency of clinical trial operations. **We aim to help address social issues in Japan related to pharmaceutical development and clinical trials, including alignment with global standards for clinical trial operations through digitization, digital transformation, and greater transparency**, as well as reducing delays in drug availability by accelerating clinical trials.

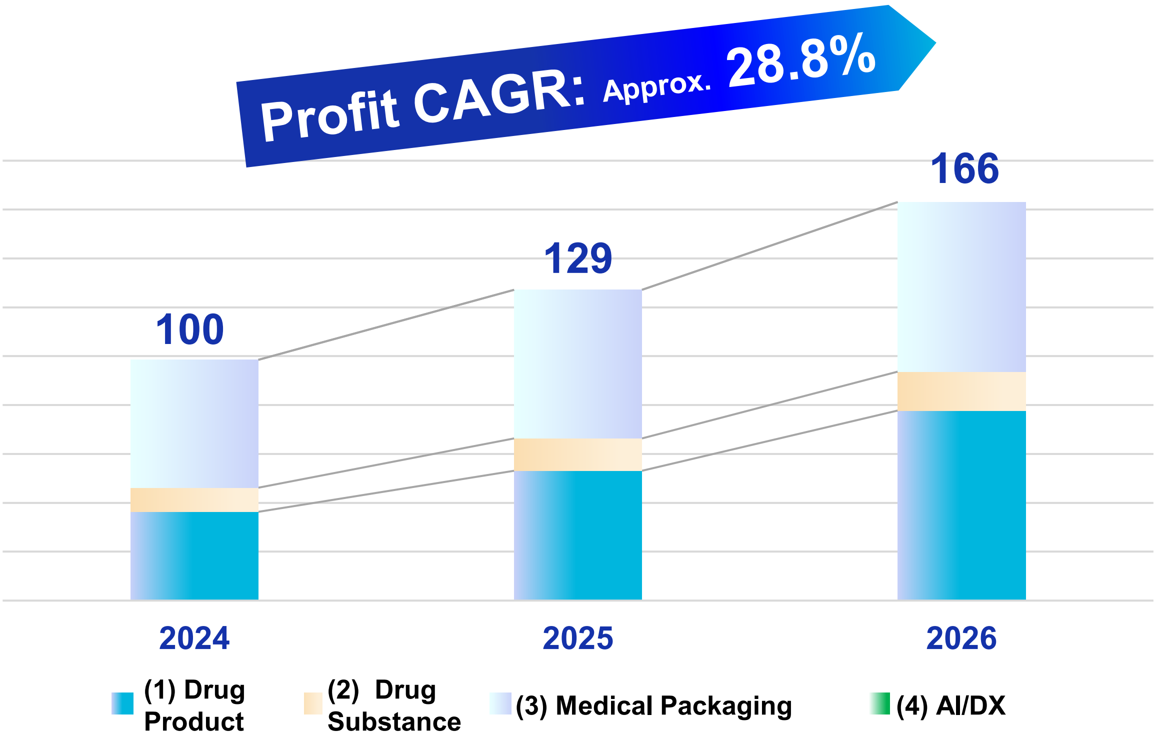
Performance Trends of Four Core Businesses

DNP

Four Core Businesses: (1) Drug Product, (2) Drug Substance, (3) Medical Packaging, and (4) AI/DX



Figures in the bar chart are indexed to FY2024 actual sales as 100



Figures in the bar chart are indexed to FY2024 actual profit as 100

Capturing growth markets while steadily generating profits from base businesses

DNP

Accurately capturing market trends to drive business expansion and respond to new business opportunities.

Changes in the Environment Surrounding Pharmaceutical Development

(1) Increasing sophistication of new drug development	As new drug development becomes more complex, development timelines are becoming longer, and horizontal division of labor is accelerating.
(2) Diversification of modalities	A trend shift from small molecules to new modalities.
(3) Alternatives to animal testing	Emerging needs for safety and efficacy evaluation methods and technologies that can replace animal testing.

Expansion of Business Areas: Global Partnership Strategy

DNP

DNP is advancing its partnership strategy to create new value in the pharmaceutical and healthcare fields by gaining access to new technologies and expanding its business domains.

Drug Substance Business × Overseas Sites: Establishment of an R&D Center at the Indian Institute of Technology Hyderabad

- Established our second overseas R&D site at the Indian Institute of Technology Hyderabad (IITH).
- Through joint research with IITH, we will advance the development of synthetic routes for APIs while exploring the potential for local manufacturing.

Exterior view of the Indian Institute of Technology Hyderabad
© Indian Institute of Technology Hyderabad

Drug Discovery Support: Technical Partnership with NEXEL

- Entered into a technical partnership with NEXEL, a South Korean company that leads in the production and sale of cells and organoids for drug discovery support.
- By combining NEXEL's capabilities with DNP's cell culture technology, we will promote new value creation in drug discovery support.

NEXEL

Drug Product Business × New Modalities: Business Alliance with CMIC Group and Celltrion

- Celltrion Healthcare Japan Co., Ltd. and the CMIC Group have entered into a memorandum of understanding for a comprehensive business alliance to expand the Celltrion Group's biosimilar business in Japan by leveraging the expertise and experience of both companies.

From left to right: Shunji Katayama, President, CMIC Co., Ltd.
Keiko Oishi, Representative Director and President, CMIC HOLDINGS Co., Ltd.
Ho-Ung Kim, President and Representative Director, Celltrion Healthcare Japan Co., Ltd.
Terunao Tsuchiya, CEO, CMIC CMO Co., Ltd.

Drug Discovery Support: MPS for Alternatives to Animal Testing

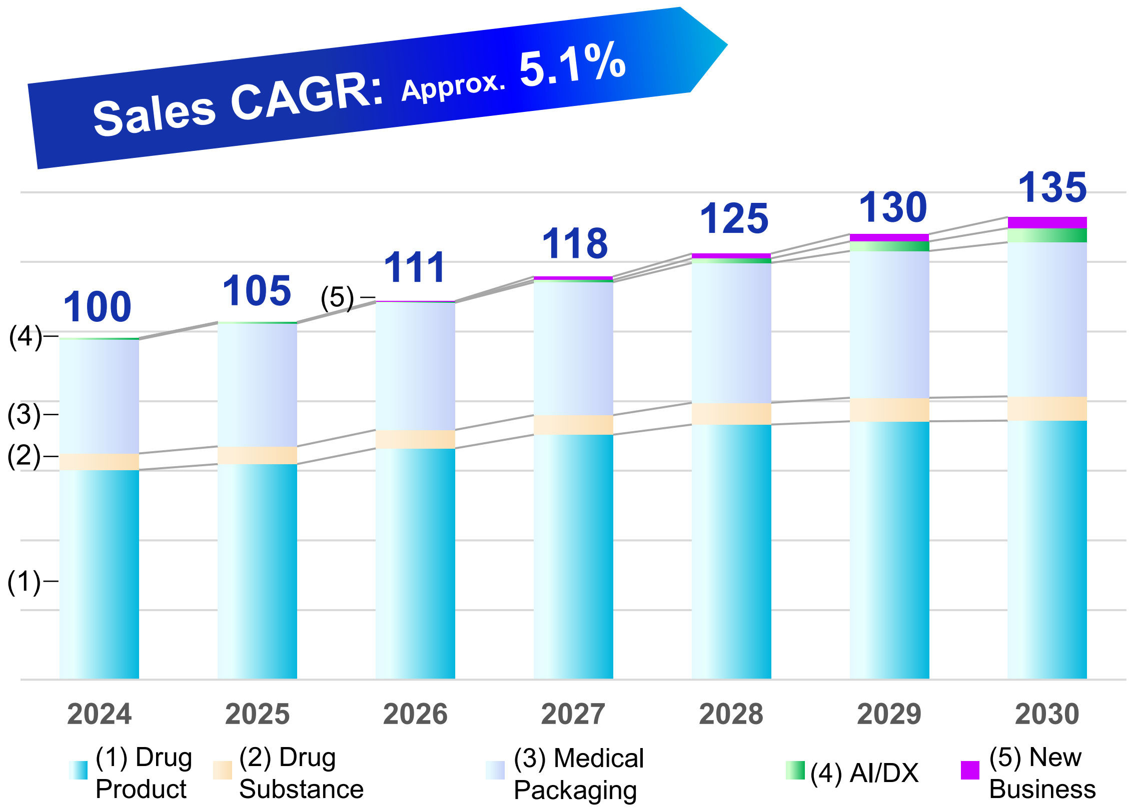
- Microphysiological systems (MPS) are attracting attention, particularly in the United States, as alternatives to animal testing.
- We are conducting joint research with the University of Tsukuba on MPS using mini-intestines models developed with the National Center for Child Health and Development.

筑波大学
University of Tsukuba

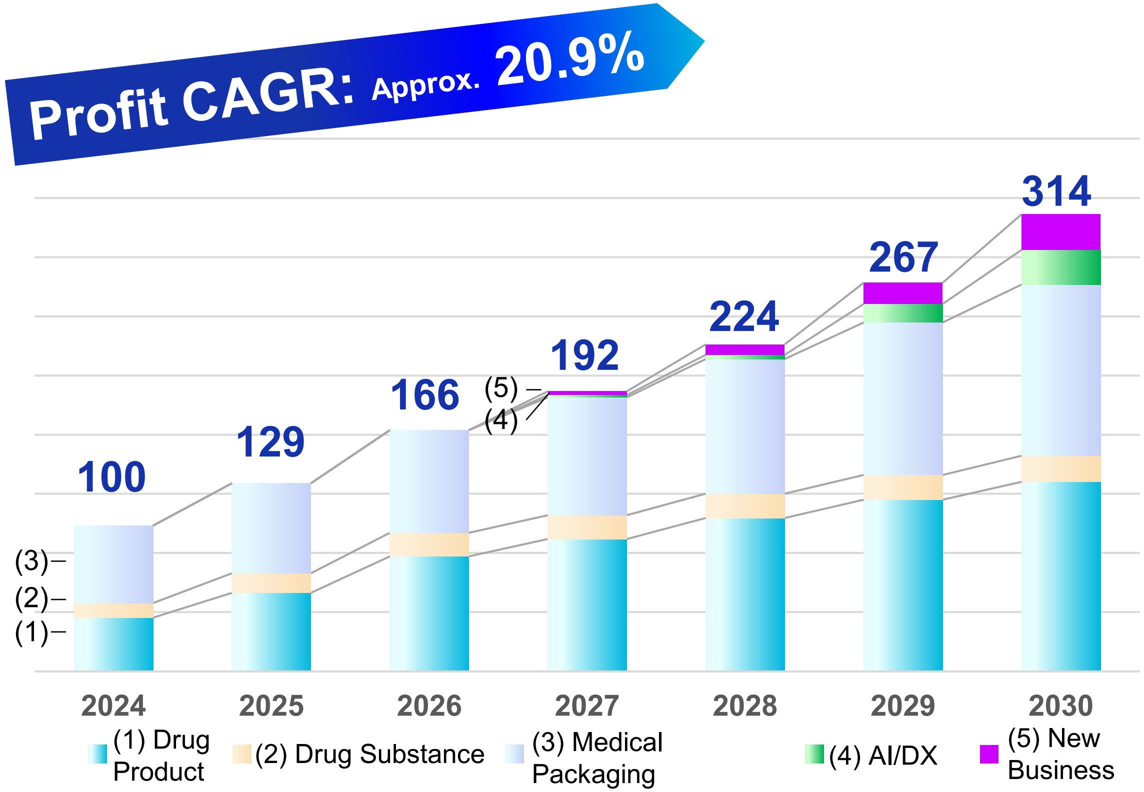
DNP's Business Plan for the Medical and Healthcare Area

DNP

With the Drug Product Business at the core, DNP will achieve sustained growth by combining new business development — including the use of AI/DX and initiatives in new modality fields — with M&A, focusing on outsourcing opportunities across the pharmaceutical value chain.



Figures in the bar chart are indexed to FY2024 actual sales as 100



Figures in the bar chart are indexed to FY2024 actual profit as 100

Accelerating further growth by strengthening our business base through M&A and expansion into new business areas

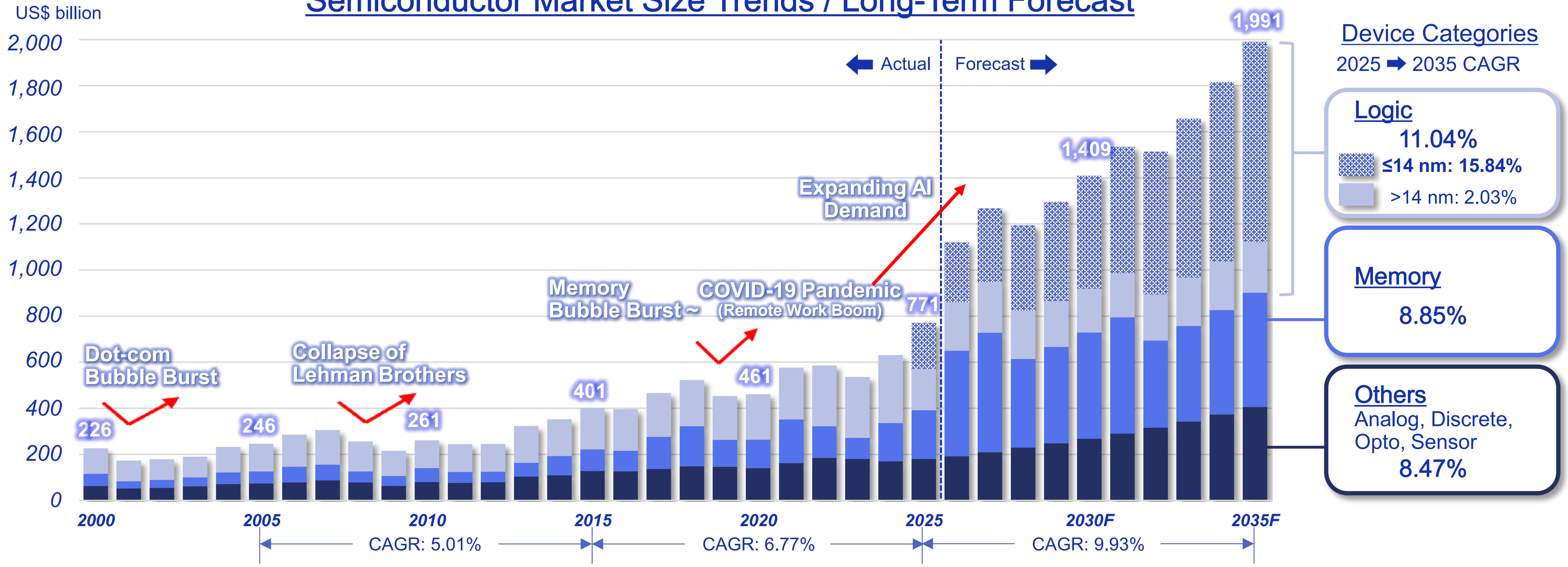
(1) For Sustained Enhancement of Corporate Value	President	Yoshinari Kitajima
(2) Sources of Competitive Advantage	Senior Managing Director	Osamu Nakamura
(3) Business Strategy Approach Under the New Medium-term Management Plan	Senior Managing Director	Toru Miyake
(4) Business Strategy		
Information Security	Senior Corporate Officer	Yoshiki Numano
Photo Imaging	Senior Corporate Officer	Kazuo Murakami
Medical and Healthcare	General Manager	Terunao Tsuchiya
Semiconductors	**Senior Corporate Officer**	**Minoru Nakanishi**

Semiconductor Market

DNP

From 2025 onward, the semiconductor market is entering "a new phase of growth," driven by the rapid growth in AI demand.

Semiconductor Market Size Trends / Long-Term Forecast



Source: 2022–2025 WSTS (December 2025); 2026–2035 various research firms + DNP estimates

- From 2025 onward, the semiconductor market is entering a new growth phase that exceeds the trajectory of the past 20 years, creating large-scale business opportunities for related businesses.
- The market's key growth driver is structurally shifting from conventional smartphone and PC demand to AI-driven data center demand, particularly for memory and advanced logic devices.
- Advanced logic is at the core of this market expansion. The convergence of miniaturization technologies that push the limits of front-end wafer processes and advanced packaging technologies that maximize their value is the driving force behind sustained growth.

Business Overview: Grand Design for Semiconductor-Related Businesses

DNP

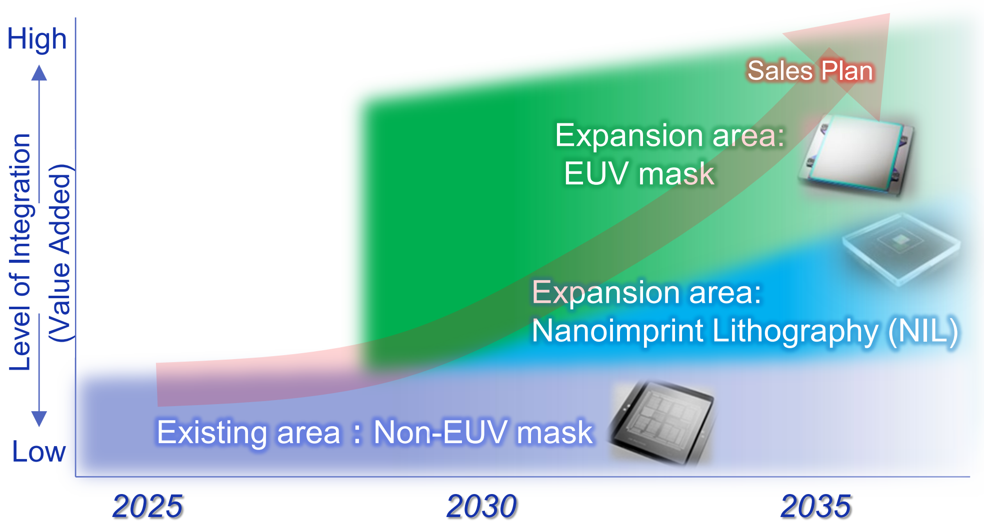
“Maintaining stability in existing areas” × “Strategic expansion into advanced areas”
Building on a solid business foundation, we will capture growth in high-value-added markets.

Four Key Factors for Strategic Success

- ◆Sustained Investment Capacity : Strategically positioned as Focus and Growth-Potential Business
- ◆Technology and Business Synergies : Ultra-fine patterning technologies rooted in printing expertise, supported by the DNP Group’s collective strengths to accelerate development.
- ◆Risk-Managed Co-creation : Mutually beneficial value creation and risk diversification through strong alliances with customers and partners
- ◆Human Capital Assets : Highly skilled professional talent that serves as a major barrier to entry

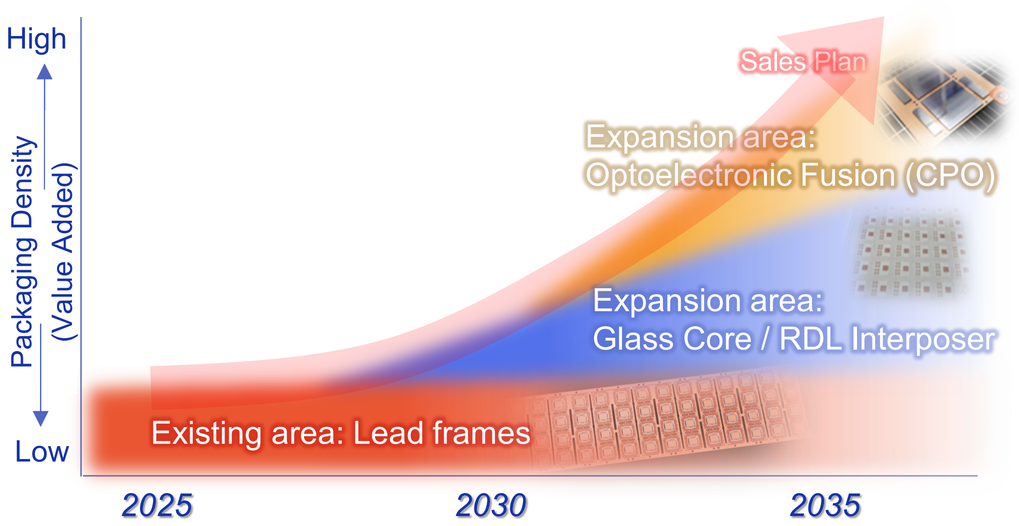
■ Semiconductor Front-End Processes (Photomasks): Focus Businesses

Semiconductor Photomasks: Business Domain Expansion and Long-Term Sales Plan



■ Semiconductor Back-End Processes (Glass Cores, etc.): Growth-Potential Businesses

Semiconductor Packaging Materials: Business Domain Expansion and Long-Term Sales Plan

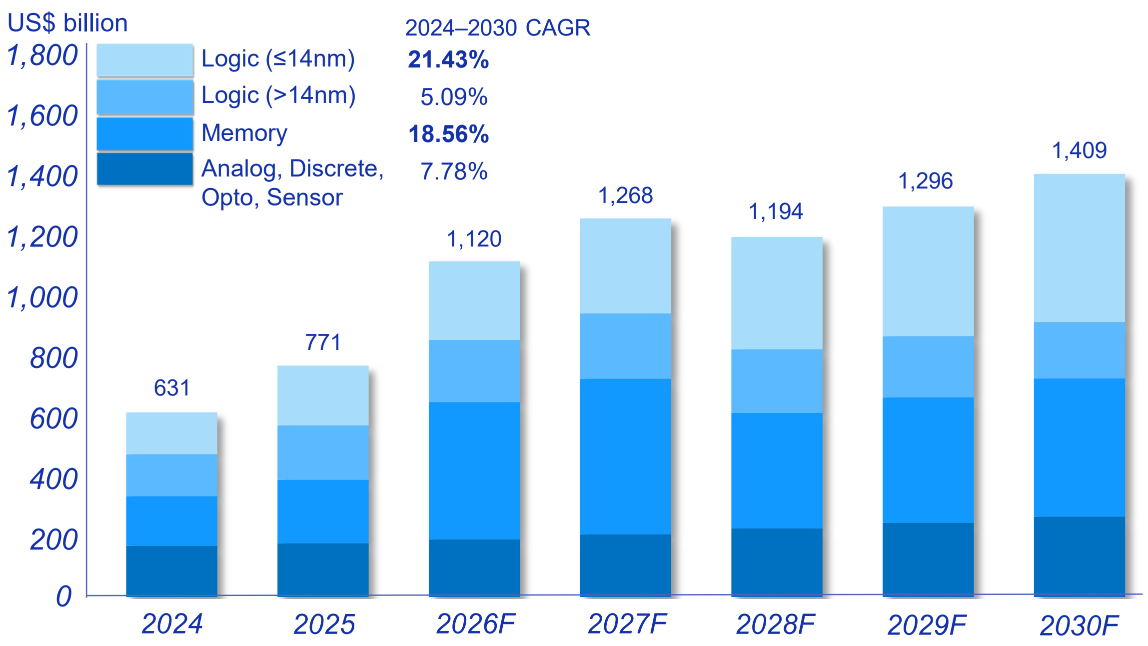


Semiconductor Front-End Processes: Photomask Business

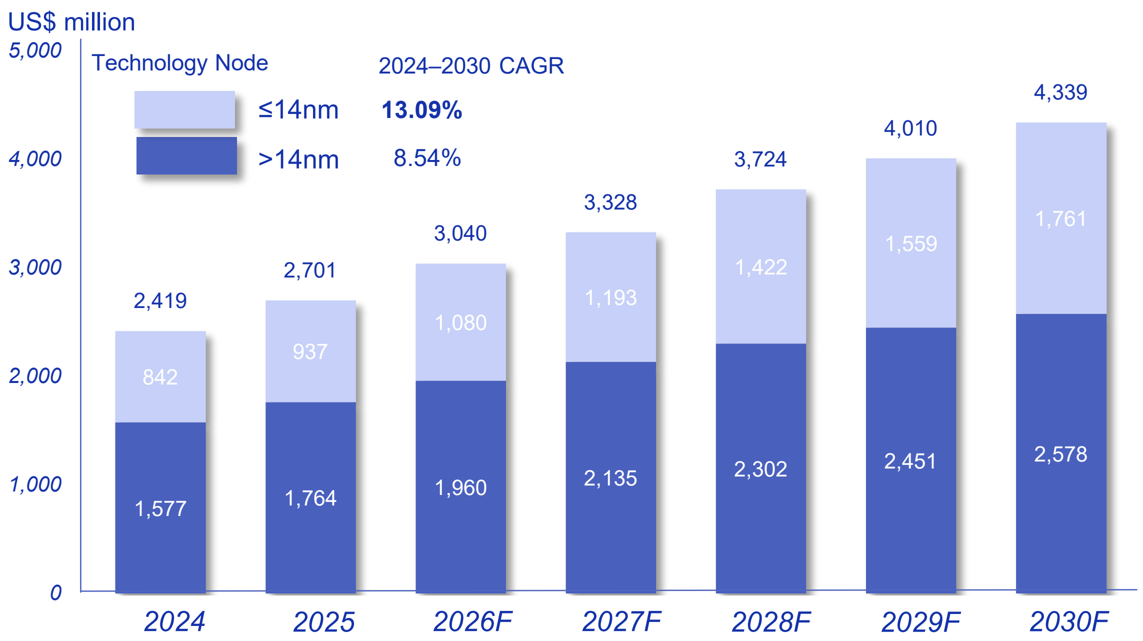
Market Environment: Photomasks

DNP

Driven by semiconductor market growth fueled by AI demand, the merchant photomask market is also expanding steadily, led by demand for advanced nodes.



Source: 2022–2025 WSTS (December 2025); 2026–2035 various research firms + DNP estimates



Source: DNP estimates based on SEMI data

➢ Semiconductor Market

- 2025–2026 marks a high-growth phase driven by expanding AI demand. Beyond 2027, despite potential market volatility, continued investment in AI infrastructure and the expansion of the AI inference market are expected to drive growing demand for advanced logic semiconductors and high-performance memory, supporting the market's steady long-term expansion.

➢ Photomask Merchant Market

- With the expansion of advanced logic, demand for merchant photomasks for advanced nodes is growing significantly, supported by an increase in the number of masks required for miniaturization and higher value-added applications.
- The >14 nm mid- to low-end segment is also expanding steadily as a volume market.

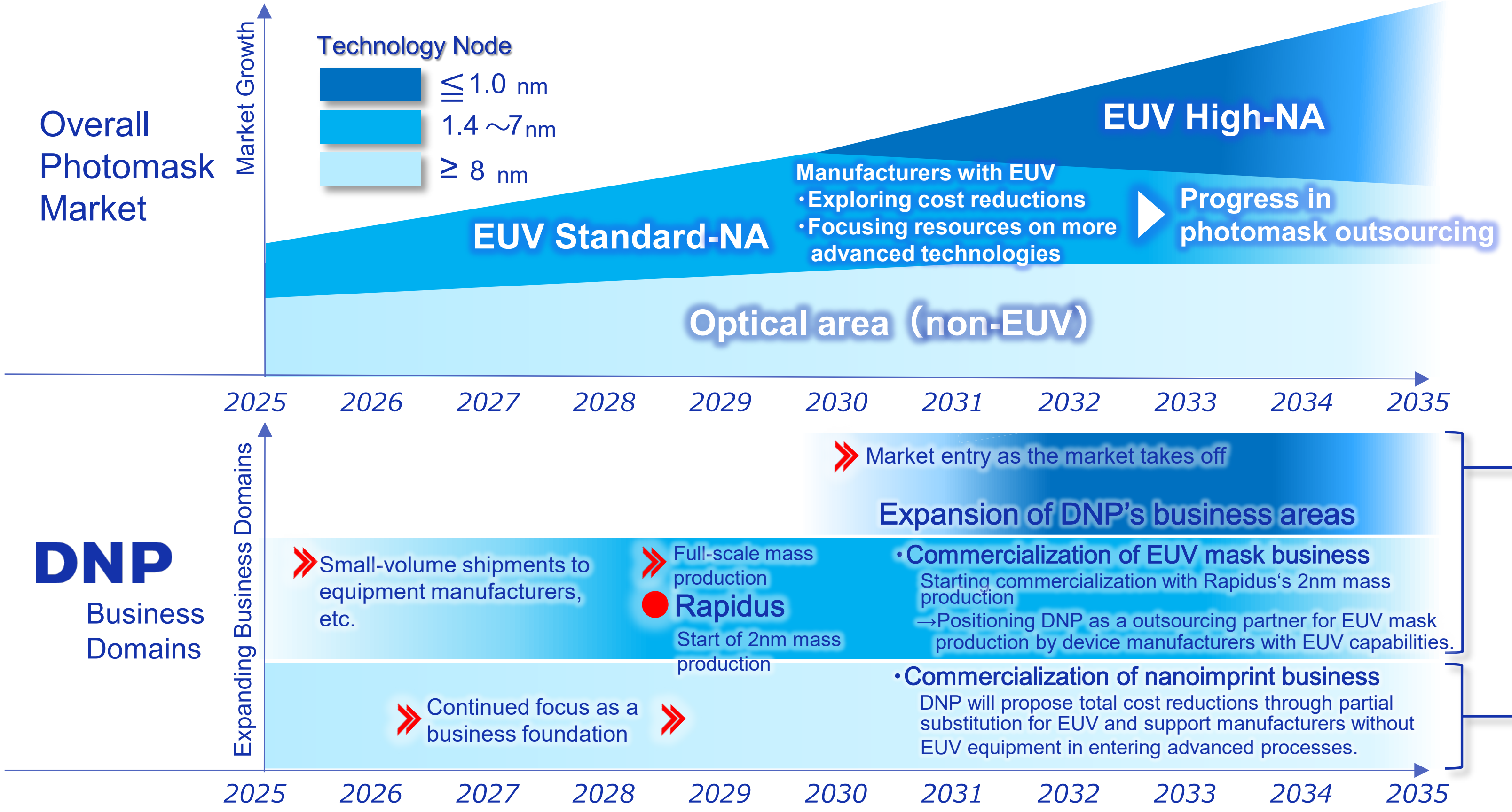
Growth Strategy and Vision

DNP

Build a business portfolio spanning cutting-edge nodes to volume zones to capture growth in the semiconductor market.

DNP views the outsourcing of photomask production by device manufacturers in advanced logic and memory as a growth opportunity. We will establish our position as a reliable partner with robust supply capabilities in advanced photomasks, including EUV masks. At the same time, we will enter the market as the sole supplier of masks for nanoimprint lithography (NIL). By strengthening our competitive advantage in these leading-edge areas while continuing to serve volume segments, or legacy nodes, where stable demand is expected, we will cover the semiconductor market comprehensively and achieve sustainable business growth.

DNP's Strategy to Expand Its Business Portfolio



Cutting-Edge Area (EUV Area)

High-NA

・Preparation for support ➜ Currently providing masks for evaluation

Standard-NA

・Building a manufacturing foundation through experience gained as a subcontractor in Rapidus's NEDO project※
・Establishing inspection and quality assurance systems in advance
・Investment in Rapidus in 2026
※Research and Development Project of the Enhanced Infrastructures for Post-5G Information and Communication Systems

Nanoimprint

・Establishing a position as a complementary and alternative technology to EUV
➜ Catching up to EUV-level fine-pattern formation

➢ Promote upfront investment toward mass production of EUV and nanoimprint templates

From Advanced Nodes to Volume Zone

Advanced nodes (8～14 nm)
: High-value-added area within existing businesses

➢ Continue investment as a near-term earnings base

Volume zone (22–65nm)**: Accounts for 60% of the optical area**

➢ Continue investment as an important foundational business area

Photomask Sales and Investment Plans: Progress Update

DNP

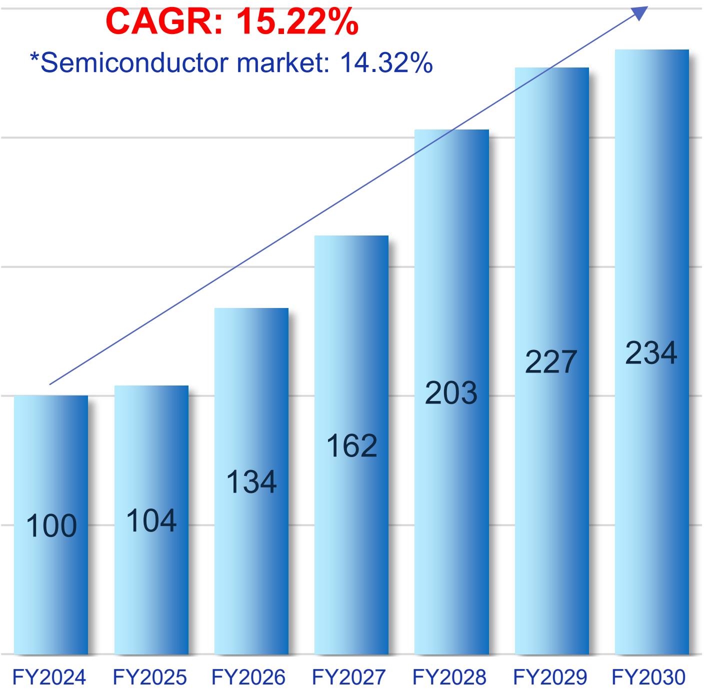
Building on breakthroughs in cutting-edge areas — including completion of subcontract work under the EUV NEDO project and the development of 1.4 nm-generation nanoimprint technology — we will expand investment to broaden our market coverage.

◆Sales Plan (Indexed to FY2024 as 100)

(FY2024 ➡ FY2030)

CAGR: 15.22%

*Semiconductor market: 14.32%



◆FY2026 Progress (compared with previous IR-Day material)

*Changes and progress are shown in red.

Investment

- FY2023–2025：¥20 billion implemented as planned
  Impact：10% of total sales ➔ 10% secured as planned
- FY2026–2028：¥30 billion➔ increased to ¥70 billion

Cutting-Edge Area: Progress in DNP's Competitive Position

- EUV Masks
  - Started development of 2nm-generation ➔ Resolution successful
  - Subcontracting agreement for Rapidus's NEDO project※ Completion in March 2026 as planned ➔ Moving to the next phase
  - Increase in inquiries from major manufacturers

※Research and Development Project of the Enhanced Infrastructures for Post-5G Information and Communication Systems

- Nanoimprint
  - Increase in inquiries from various companies ➔ Evaluation work started
  - Developed a template equivalent to the 1.4nm-generation (10nm line width)
  - Electronic Device Industry News *Semiconductor of the Year 2026* Grand Prix Award

Advanced Nodes to Volume Zone

- Expected to secure 120% production capacity as planned (vs. FY2022)

Cutting-Edge Area

Sales increase in FY2028 + ¥10.0 billion ➔ + ¥24.0 billion

(vs. FY2024 Incremental Sales from the Cutting-Edge Area)

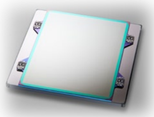
Steps Toward Growth

・Technology validation：
Demonstrated cutting-edge technological capabilities by successfully resolving 2 nm-generation EUV masks.

・Establishment of Quality Assurance and Manufacturing Infrastructure：
Acquisition of Manufacturing Capabilities and Proactive Development of Inspection and Quality Assurance Systems

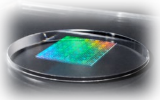
・Volume Production and Business Expansion：
Upfront investment for volume production and capturing demand for outsourced photomask production

- EUV mask business
  ・Start of full-scale mass production in 2027
  *No changes from previous IR-Day material



2nm-node EUV mask

- Nanoimprint Business
  ・Start of mass production in 2027
  *No changes from previous IR-Day material



NIL template

Advanced area to volume zone

- Optical mask business
  ・Continued investment to expand production capacity

Optical photomask

FY2026–FY2028 Capital Investment Plan：¥70 billion

Investment targets

・Cutting-edge area：support for mass production of EUV photomasks / nanoimprint templates

・Advanced nodes to volume zone:：establishment of production systems to support expansion of both areas

DNP

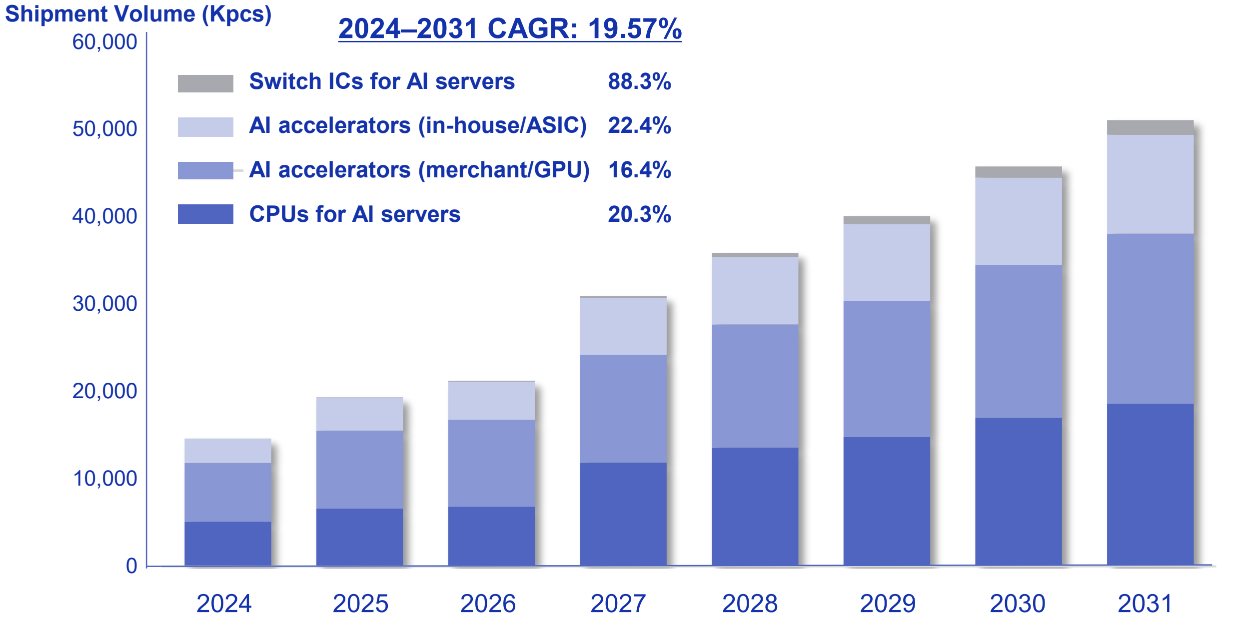
Semiconductor Back-End Process: Glass Core Business

Market Environment: Glass Cores

DNP

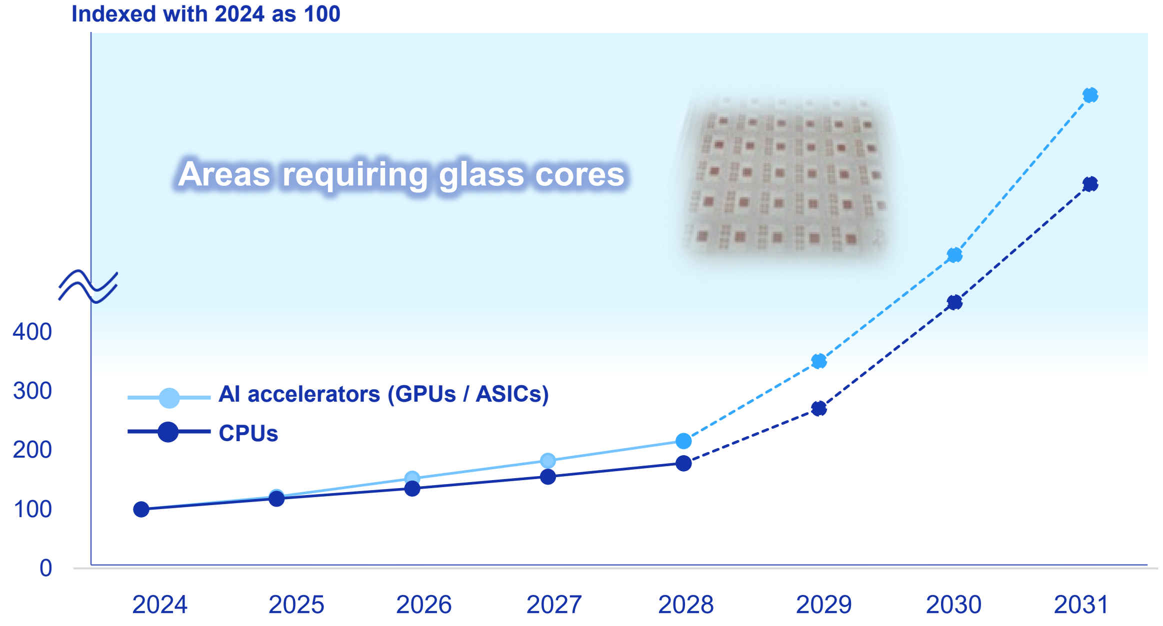
Against the backdrop of expanding demand for high-performance semiconductors for AI servers and larger package sizes, a new market for glass cores is expected to emerge.

Market for High-Performance Semiconductor for AI Servers: Actuals and Forecasts (Volume Basis)



Source: Various research firms + estimate by DNP

Forecast of Package Size Trends for High-Performance Semiconductors for AI Servers



Source: Estimate by DNP based on publicly available data from various companies

- The market for high-performance semiconductors for AI servers, including AI accelerators and CPUs, where glass cores are expected to be adopted, is projected to grow significantly, with a CAGR of 19.57%.
- In AI accelerators, the shift toward ASICs is progressing, particularly among hyperscalers. At the same time, the shift in focus from training to inference is driving CPU expansion.
- Larger package sizes, a major driver of glass core adoption, are steadily progressing in high-performance semiconductors for AI servers, with indications of rapid expansion from 2028 onward.

➢ The estimated market size for glass cores, based on shipment volume multiplied by package size, is expected to grow significantly in the coming years.

Growth Strategy and Vision

DNP

Partnership-Driven Expansion of Advanced Packaging Businesses in Semiconductor Back-End Processes

Promoting strategic collaboration with leading package substrate manufacturers to strengthen our business foundation in the semiconductor back-end processes

DNP Competitive Advantage

- High-aspect-ratio TGV void-free plating technology
- Precision patterning technology
- Semiconductor design technologies (co-design)
- Integration of Chemical and Process Technologies (Group Synergies Leveraging a Multifaceted Technology Portfolio)
- Glass Core-Focused Development Model (Leveraging Insights from diverse Industry Touchpoint)

×

Leading Package Substrate Manufacturers

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

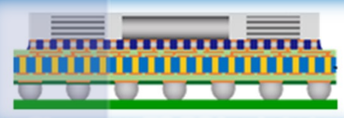
=

Generating significant synergies and sustainably creating value

Medium Term

Entry into next-generation advanced packaging businesses

Accelerating commercialization of DNP-developed advanced packaging technologies



Glass-core FC-BGA substrate

Accelerating product development and market launch through partnerships with leading FC-BGA substrate manufacturers

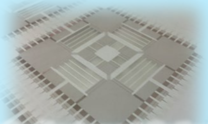
» ・Glass Core : Advanced Optimization with the build-up processes → High product maturity

・RDL Interposer : Fine wiring and reliability assurance technologies × package substrate technologies = Expansion into 2.xD packages

Medium to Long Term

Entry into optoelectronic integration-related businesses

Development and commercialization of new products related to optoelectronic integration



Co-Packaged Optics

Accelerating the development of new products related to optoelectronic integration that help address challenges faced by AI data centers

» Exploring synergies between DNP's proprietary technologies, including imprinting and photolithography, and existing substrate development technologies

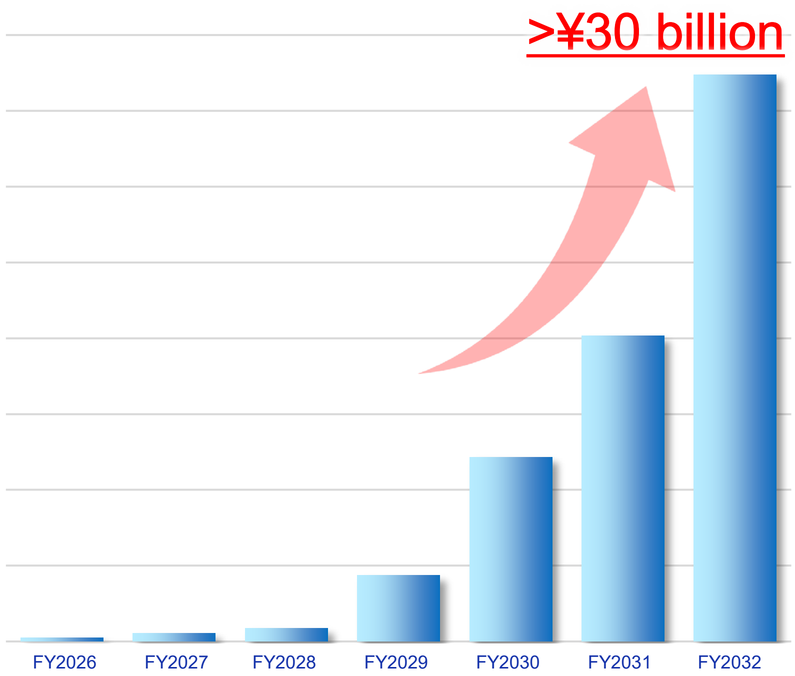
2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040

Glass Core Sales and Investment Plans: Progress Update

DNP

In anticipation of the emergence of the glass core market, we are building a mass production system in phases.

◆Sales Plan



◆FY2026 Progress (comparing with previous IR-Day material)

*Changes and progress are shown in red.

Semiconductor Manufacturer Trends

- Evaluations for mass production are currently underway ➔ Delays in market evaluation
- Adoption decision：End of 2025 to first half of 2026 ➔ Shifted to end of 2027 to first half of 2028
- Start of mass production：Beginning sequentially from end of 2028 ➔ Shifted to 2030

Kuki Plant (Saitama Prefecture)

Business Direction

- We will gradually prepare for mass production, targeting high added value areas of high aspect ratio and high quality that meet customer requirements and where DNP's technological advantages can be demonstrated, with the aim of establishing a pilot line by the end of 2025.
  ➔ Pilot line at the Kuki Plant has completed and started operations from the end of 2025
- Advance development and commercialization centered on collaboration with partner package substrate manufacturers
  ➔ Collaboration started in FY2025
- Planning investment assuming mass production in 2030
  ➔ Although the timing of mass production remains uncertain, we will make an investment decision during 2026 on the establishment of a mass production line in Kuki City, Saitama Prefecture, based on the movements of semiconductor manufacturers and package substrate manufacturers.

FY2026–FY2028 Capital Investment Plan ： ¥30 billion
Investment target ・Mass production line ： Planned for completion in 2028 in Kuki City, Saitama Prefecture
： Further expansion of mass production capacity planned around 2031, taking market conditions into account

DNP's Strength／Sources of Competitive Advantage

DNP

Continuous technological development and strong partnerships are the sources of our competitive advantage.

Built on continuous technological development and strong, trust-based relationships with market participants, DNP turns technological innovation and market changes into growth opportunities and continues to create value.

Disclaimer