

# **DNP Group Sustainability Briefing 2026**

**DNP**

**October 22, 2026**

**Dai Nippon Printing Co., Ltd.**

|                                                                       |                          |                     |
|-----------------------------------------------------------------------|--------------------------|---------------------|
| (1) For Sustained Enhancement of Corporate Value                      | President                | Yoshinari Kitajima  |
| (2) Strengthening of Human Capital                                    | Senior Corporate Officer | Takuya Goto         |
| (3) Strengthening Intellectual Capital<br>(Digital and AX Strategies) | Managing Director        | Takahito Kanazawa   |
| (4) Environmental Initiatives                                         | Corporate Officer        | Hideto Sakata       |
| (5) Corporate Governance                                              | Senior Managing Director | Masafumi Kuroyanagi |
|                                                                       | Outside Director         | Hiroshi Shirakawa   |

|                                                                       |                          |                           |
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# 150th Anniversary of Founding

**DNP**

Corporate Philosophy

**The DNP Group connects individuals and society, and provides new value.**

Founding  
1876

Five-Year Reconstruction Plan  
1951

150th Anniversary of Founding  
2026

Publication Printing

Second Corporate Founding

Third Corporate Founding

## Publication Printing

*Running a civilized business*  
DNP was founded with the aspiration to spread knowledge and culture through printing and contribute to the modernization of our nation.

This commitment to providing value to society has been passed down for 150 years.

## Expansion Printing

Expanding business area through the application and development of printing technology

- Packaging, decorative printed materials, electronics
- Information security, imaging, etc.

## P&I Innovations

Building on the technologies, processes, and skills cultivated through printing, we anticipate changes in society, independently create new value, and continue delivering it to society

\*P&I (Printing & Information)

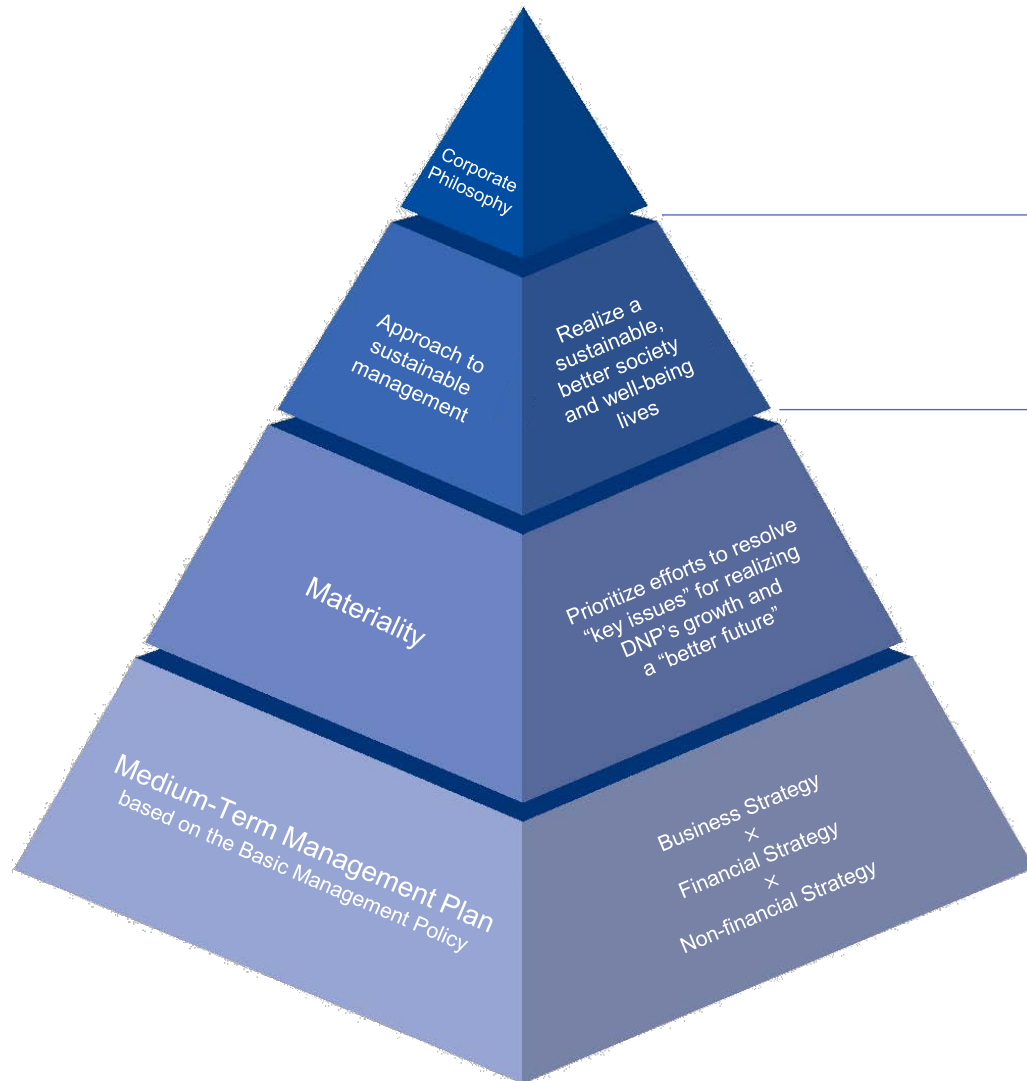
**A spirit of challenge and a commitment to transformation through bold, unconventional thinking, both of which have endured since our founding**

**Advancement, application and development of printing technology**

## Creating future standards

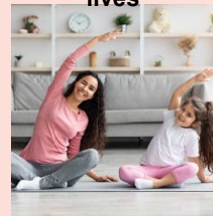
The DNP Group connects individuals and society, and provides new value.

Realize a sustainable, better society and well-being lives.



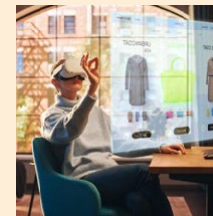
### A "better future" aimed for by DNP

A society where people can live safe, secure, healthy and well-being lives



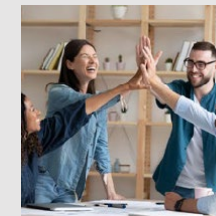
The DNP Group boosts environmental, social, and economic sustainability by engendering change of our own volition, as well as accommodating change that comes our way with a flexible stance.

A society where people can communicate comfortably



The DNP Group improves the quality of experiential value and expands on opportunities for everyone by fusing the real and the digital.

A society where people mutually respect each other



The DNP Group strives to create a place where all the people can play an active role by deepening mutual understanding and mutual recognition.

A society that realizes a balance between economic growth and the global environment



The DNP Group works to achieve nature-positive value chains by engaging in environmental conservation and reducing negative environmental impacts.

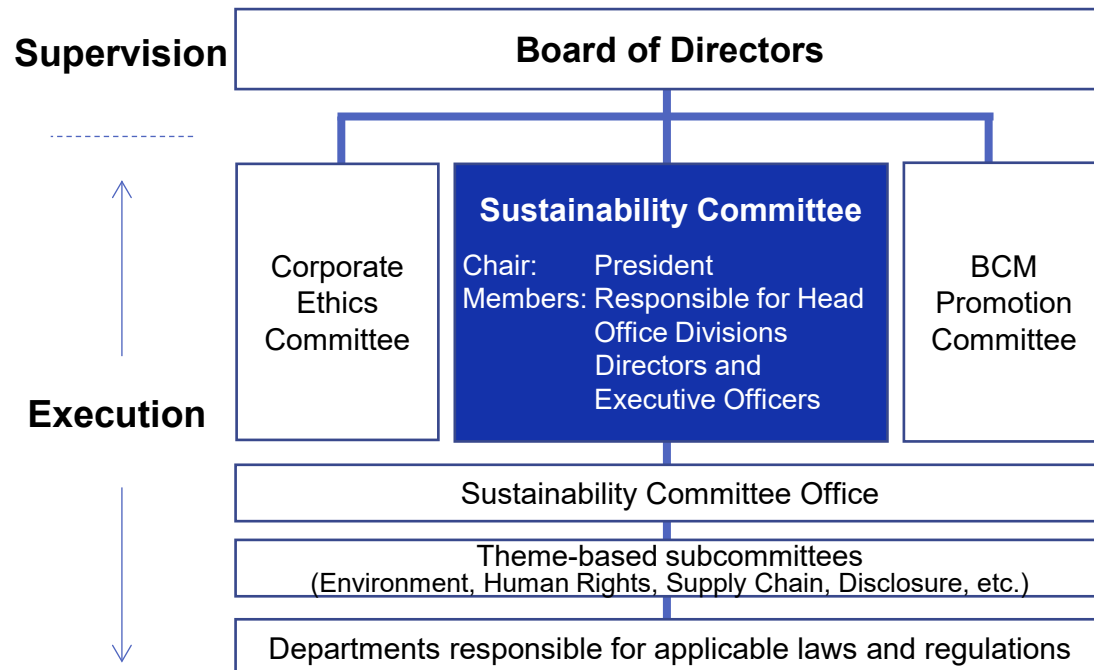
### Materiality

# Governance Supporting Sustainability Management

**DNP**

Under the supervision of the Board of Directors, DNP has established a framework centered on the Sustainability Committee, with the President serving as chairperson  
Continuously evaluating risks and opportunities, reviewing materiality, and reflecting the results in management strategies

## Promotion Framework



## Key Discussions by the Board of Directors

- Evaluation of medium- to long-term risks and opportunities for the DNP Group
- Identification of materiality for sustainable growth
- Discussion of important management themes based on materiality
  - Approaches and policies for value creation
  - Policies for key themes in risk management
  - Policies for the sustainable enhancement of corporate value

# Mechanism for Identifying Changes and Incorporating Them into Management

**DNP**

We assess changes in society and the environment in terms of both risks and opportunities, continuously review materiality, and reflect the findings in management strategy

We organize medium- to long-term factors of change across the economic, social, and environmental axes and assess their impact on the business

## Process for Incorporating Change into Management

### (1) Identify changes

Medium- to long-term factors of change are organized across three axes: economic, social, and environmental

### (2) Assess risks and opportunities

Analyze both the risks and opportunities affecting DNP's businesses

### (3) Review materiality

Conduct ongoing reviews through the Sustainability Committee

### (4) Incorporate findings into management strategy

Incorporate into the Medium-Term Management Plan and business strategies

## Key Risks and Opportunities Viewed from Three Perspectives (Typical Examples)

### Economy

#### DX, AI, Cybersecurity, and Globalization

#### Risks

- Decline in competitiveness due to delayed response to technological advances
- Business disruption caused by cyberattacks and information leaks
- Supply chain disruptions caused by geopolitical risks

#### Opportunities

- Improved operational efficiency and productivity through the use of AI
- Expansion of the digital services market and demand for security

### Society

#### Human Resources, Human Rights, and Diversity

#### Risks

- Increasing difficulty in securing highly skilled talent, outflow of specialized talent, and declining competitiveness
- Increased burden of dealing with human rights and compliance issues

#### Opportunities

- Shifting human resources and optimal allocation of talent through reskilling
- Enhancement of organizational capabilities and creativity by leveraging diversity

### Environment

#### Climate Change and Natural Capital

#### Risks

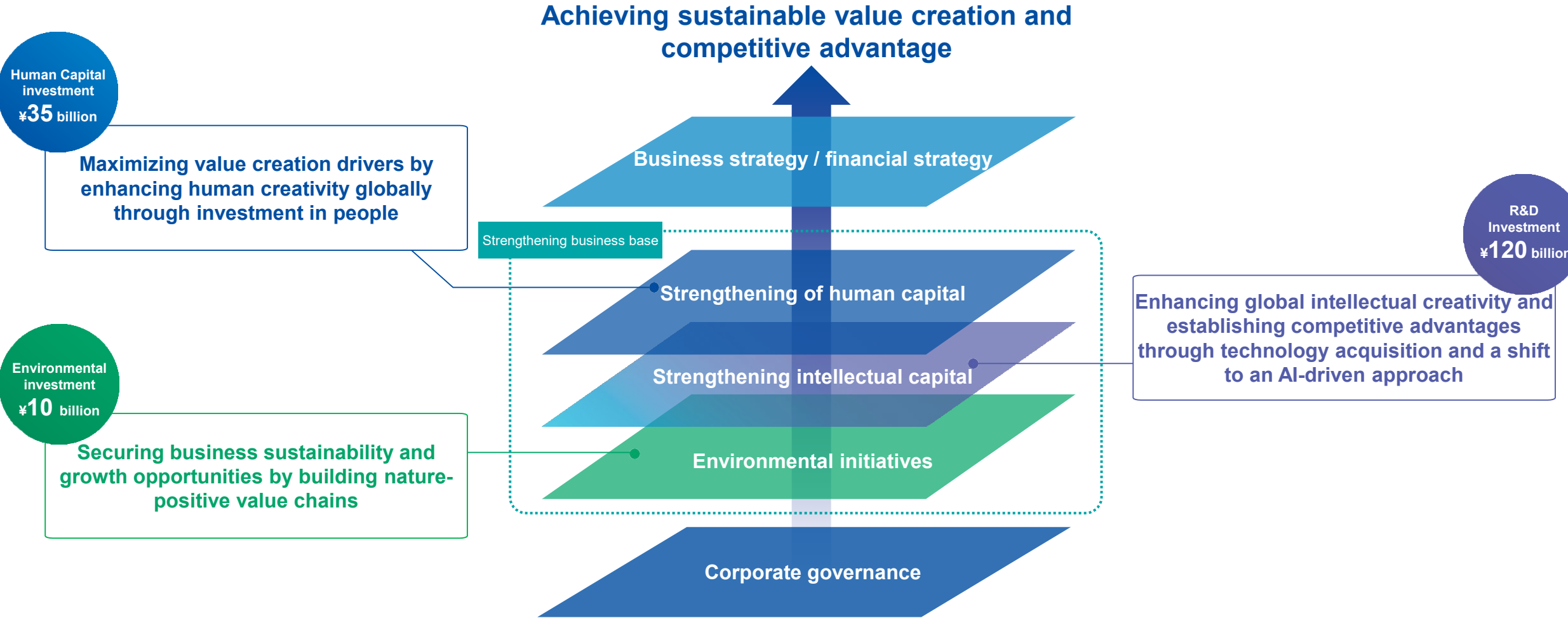
- Lack of stability in operations and procurement due to natural disasters or resource constraints
- Greater burden associated with tighter environmental regulations and disclosure requirements

#### Opportunities

- Products and services that support the transition to decarbonization and a circular economy
- Improvement of trust and brand value through supply chain transparency

# Overview of Non-Financial Strategies

Strengthening the business base for driving innovation by integrating initiatives related to human capital, intellectual capital, and the environment

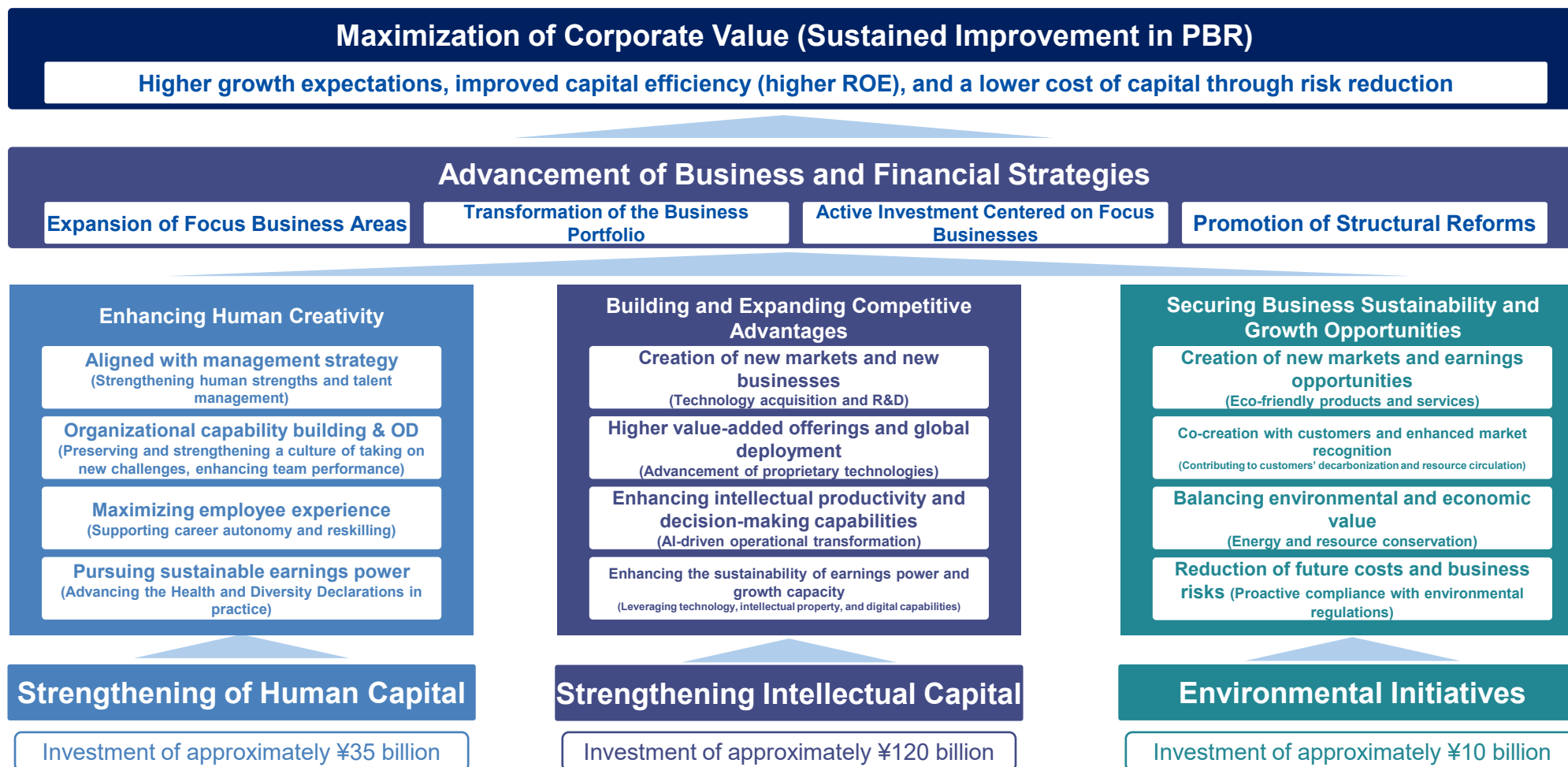


\* All investment amounts are cumulative totals for the period of the new Medium-Term Management Plan (FY2026-FY2028).

# Overview of Non-Financial Strategies

DNP

Strengthening the business base that supports business competitiveness and sustainability through initiatives related to human capital, intellectual capital, and the environment, thereby achieving business growth and enhancing corporate value

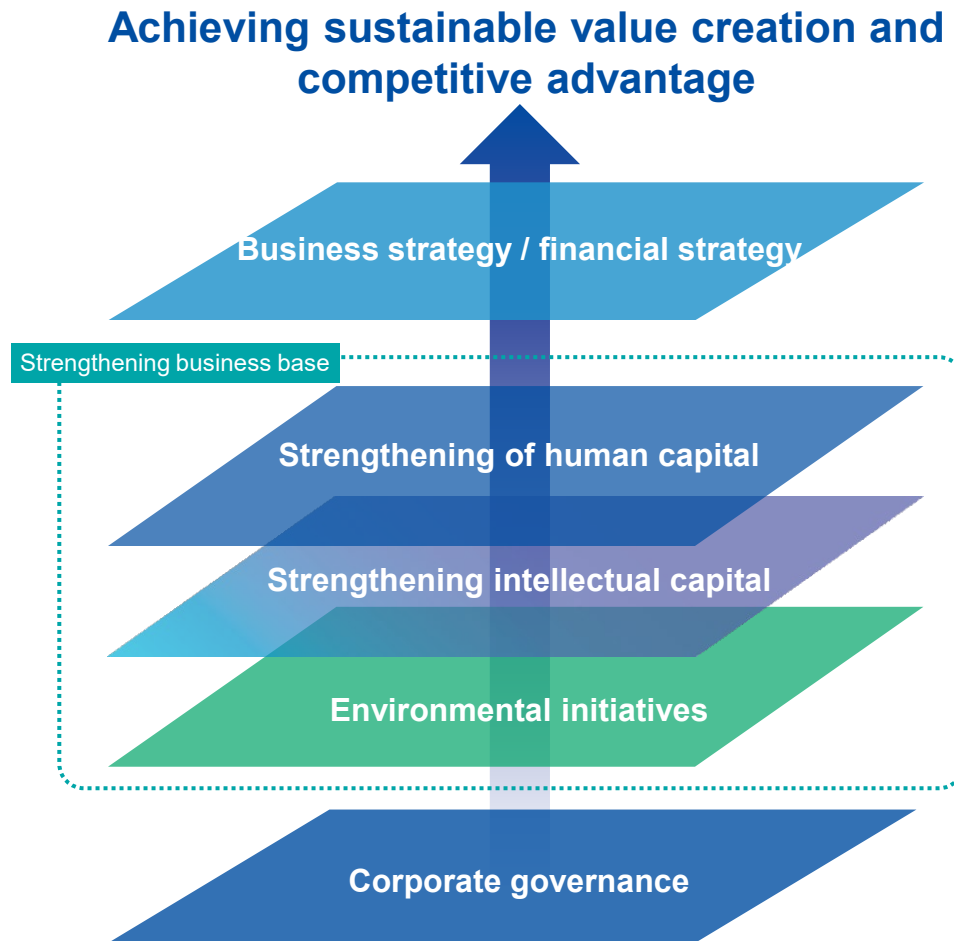


\* All investment amounts are cumulative totals for the period of the new Medium-Term Management Plan (FY2026-FY2028).

# Key Messages from Today's Briefing

**DNP**

## Non-Financial Strategies for Achieving Sustainable Value Creation and Competitive Advantage



Strengthening of human capital  
**Takuya Goto, Senior Corporate Officer**



Strengthening intellectual capital  
(DX/AX strategies)  
**Takahito Kanazawa, Managing Director**



Environmental initiatives  
**Hideto Sakata, Corporate Officer**



Corporate governance  
**Masafumi Kuroyanagi, Senior Managing Director**  
**Hiroshi Shirakawa, Outside Director**

|                                                                       |                                 |                     |
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# Basic Policy for the Strengthening of Human Capital

DNP

Based on the Human Capital Policy, we will make a cumulative investment of ¥35 billion in human capital over three years to enhance “human creativity” globally and create a virtuous cycle that increases corporate value.



Human Capital

Cumulative investment of ¥35 billion

## Human Capital Policy and human creativity

### Human Capital Policy

Respecting employees leads to the respected employees driving corporate growth and enriching society  
[Developing talent that can contribute both within DNP and in society]

Joint Labor-  
Management  
Declaration

Human Capital Operational Mission

DNP Group Health and Safety Charter

DNP Group Diversity Declaration

DNP Group Health Declaration

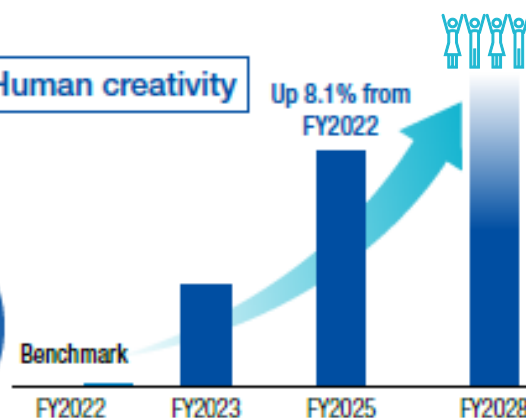
Talent Development Vision

DNP Group Welfare Vision

DNP Group  
Human Rights  
Policy

\* Including stakeholders  
other than employees

### Human creativity



$$\text{Human creativity} = \frac{\text{*Value added}}{\text{labor costs}}$$

Sustained  
enhancement of  
**corporate  
value**

Toward a virtuous  
cycle of  
investment in  
people

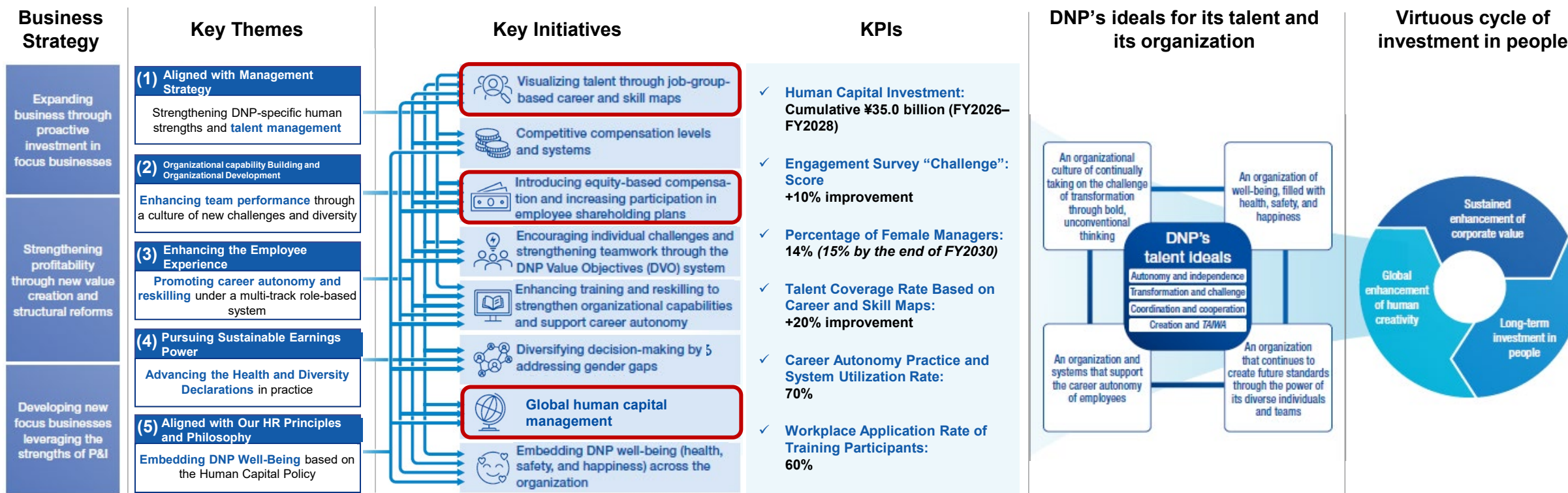
\*Value added = operating income + equipment costs + labor costs

# Human Capital Strategies That Heighten Human Creativity

DNP

To realize our ideals for our people and organization for enhancing human creativity, we have systematically organized issues from five perspectives centered on alignment with our management strategy and are advancing specific measures.

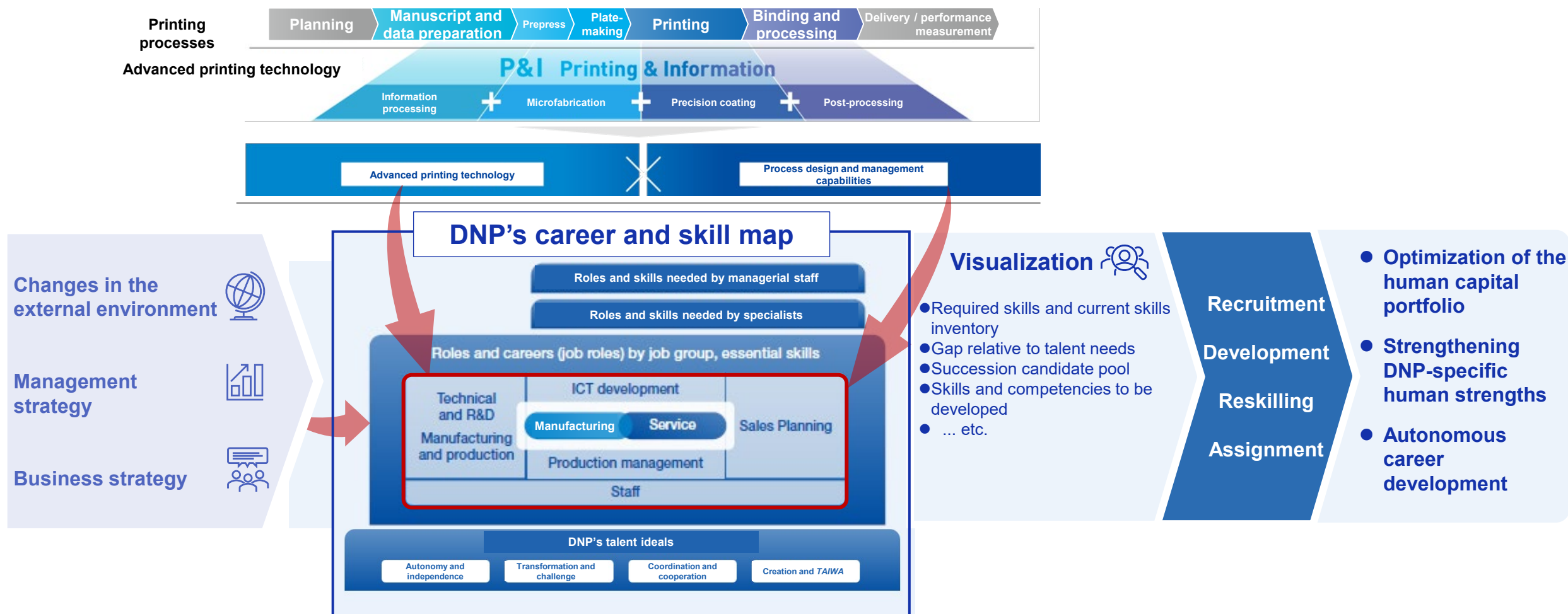
## Verifying the Correlation Between Initiatives and Enhanced Corporate Value Through Value Relevance Analysis



## Key Initiative (1) Human capital management using DNP's career and skill map to implement the management strategy

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To implement our management strategy, we will use DNP's career and skill map to visualize surpluses and shortages of talent with the requisite skills and optimize our talent portfolio through talent management.



## Key Initiatives (2) Stock compensation system for employees and expansion of employee shareholding association to support new challenges

**DNP**

By encouraging employees to adopt the same perspective as capital market participants and heightening their awareness of the need to increase the share price and to enhance medium- to long-term corporate value, DNP aims to promote further new challenges and achieve sustainable value creation.

### Stock compensation system

#### Eligibility

Officers of DNP Group companies in Japan and employees in senior-level positions or above

#### Method

Shares are granted every three years based on the total of grade-based points awarded annually and performance-linked points added at the end of the medium-term management plan

### Expansion of employees' shareholding association

- ✓ 150th anniversary commemorative incentive payment
- ✓ Campaign-driven increase in participation rate (16% to 64%)

## Objectives of the stock compensation system for employees and expansion of employee shareholding association

### Developing employees with a capital markets perspective

- Employees have the same perspective as capital market participants
- Raise awareness of the stock price and the enhancement of corporate value over the medium to long term

### Fostering a culture of proactively taking on new challenges

- Preserve and strengthen a culture of taking on new challenges
- Encourage a proactive approach to new challenges

### Sharing in growth and fostering a sense of ownership

- Share the Company's growth with employees
- Employees take personal ownership and experience the Company's growth firsthand

### Aligning everyone toward a common goal

- Align employees across a diverse range of business areas toward a common goal

### Virtuous cycle of value creation

- Enhance job satisfaction and employee engagement
- Create a virtuous cycle that further enhances corporate value

## Key Initiatives (3) Strengthening human capital management on a global level

DNP

DNP will strengthen the human capital foundation supporting global business growth. We will use talent visibility as a starting point to advance talent management and HR governance.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>1</div> <div>Talent visualization and strategic talent management</div> <div></div> <div>Enhance talent visibility to enable strategic deployment</div> <div><div>Human capital monitoring at overseas Group companies</div><div>In progress</div></div> <div><div>Identification of key positions and key talent, and succession planning</div><div>In progress</div></div> | <div>2</div> <div>Enhancement of human resource management infrastructure</div> <div></div> <div>Build a consistent human resource management foundation</div> <div><div>Establishment of a human capital data platform</div><div>Under development</div></div> <div><div>Design of mobility policies and engagement surveys</div><div>Under consideration</div></div> | <div>3</div> <div>Establishing and strengthening global HR and labor governance</div> <div></div> <div>Strengthen capabilities for addressing HR and labor-related risks</div> <div><div>Establishment of an HR collaboration framework</div><div>Under development</div></div> <div><div>Strengthening risk management capabilities</div><div>In progress</div></div> |
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|                                                                                                      |                                                                                                                                                                                                                 |                                                                                                                                                                                                   |                                                                                                                                                                                                 |                                                                                                                                                                                                                 |                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>FY2026 key milestones</div> <div>* Based on companies subject to human capital monitoring</div> | <div>Human capital monitoring at overseas Group companies</div> <div></div> <div>100%</div> <div>(Implementation rate)</div> | <div>Identification of local key positions*</div> <div></div> <div>100%</div> <div>(Implementation rate)</div> | <div>Identification of local key talent</div> <div></div> <div>100%</div> <div>(Implementation rate)</div> | <div>Preparation of succession plans for local key positions*</div> <div></div> <div>100%</div> <div>(FY2028 target)</div> | <div>Establishment of a global HR collaborative framework</div> <div></div> <div>Development commenced</div> |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

\* Key positions: Positions critical to achieving the Medium-Term Management Plan, regardless of job title

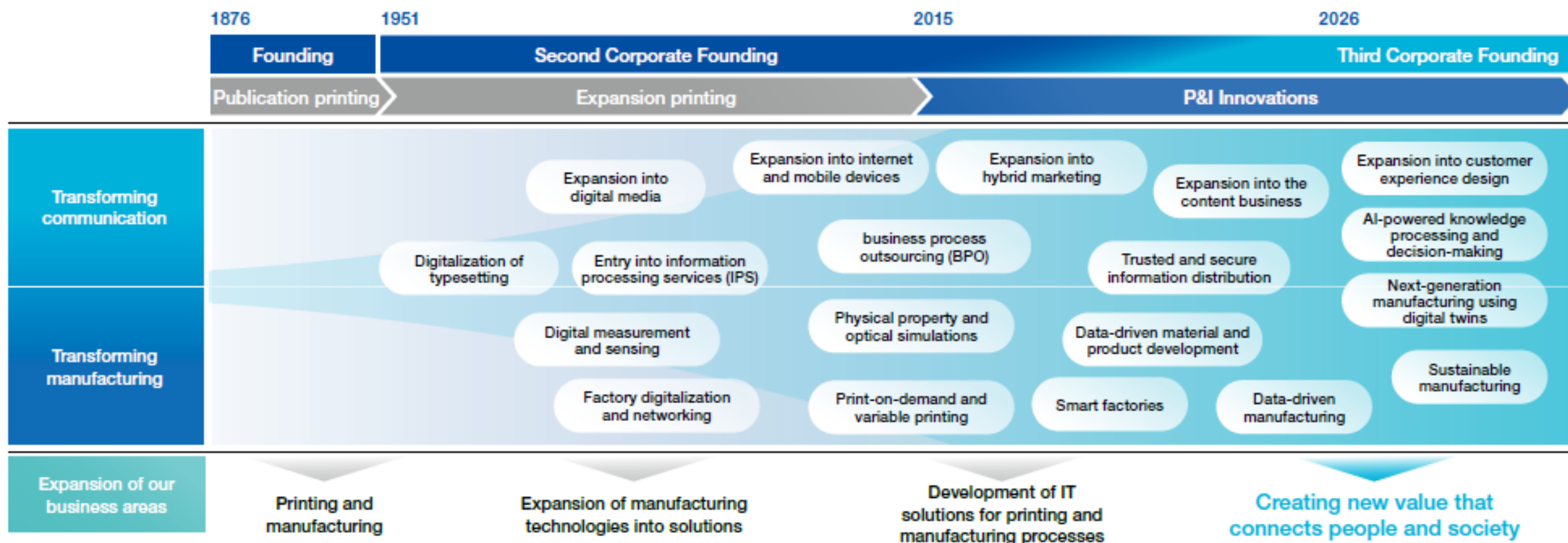
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# Business Areas Expanded Through DX

DNP

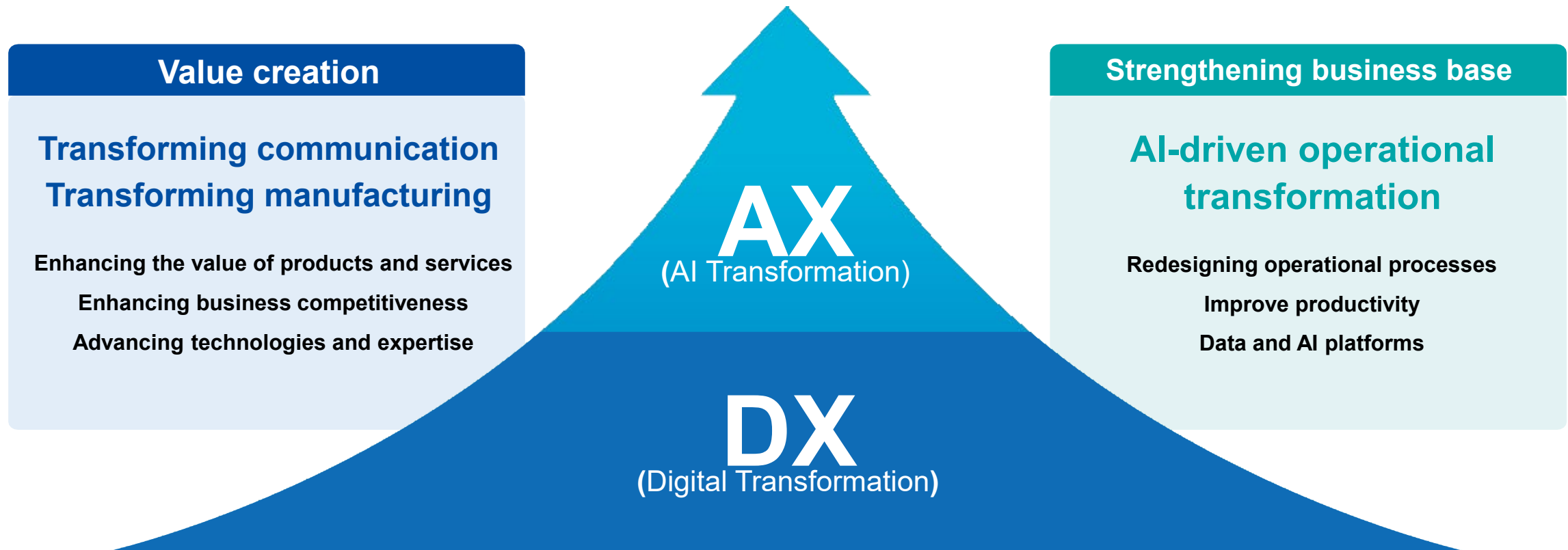
Transforming communication and manufacturing through DX to expand business domains

Core technologies, including information processing, microfabrication, and precision coating × digital technologies



Accelerating business transformation through AX, building on DX  
Evolving into an AI-native company to drive sustainable value creation and competitive advantage

### Evolving into an AI-native company



# Creating Value Through AX, Building on DX

**DNP**

Promoting AX tailored to the characteristics of each business  
Evolving DX-driven communication and manufacturing transformation through business-specific AX



Strengthening the competitiveness of each business and creating new value

**Accelerating and enhancing transformation with AI**

Using AI to amplify the capabilities of people and organizations and the value of data and expertise

**Transforming communication**

**Transforming manufacturing**

**Advanced printing technologies**

×

**Process design and management capabilities**

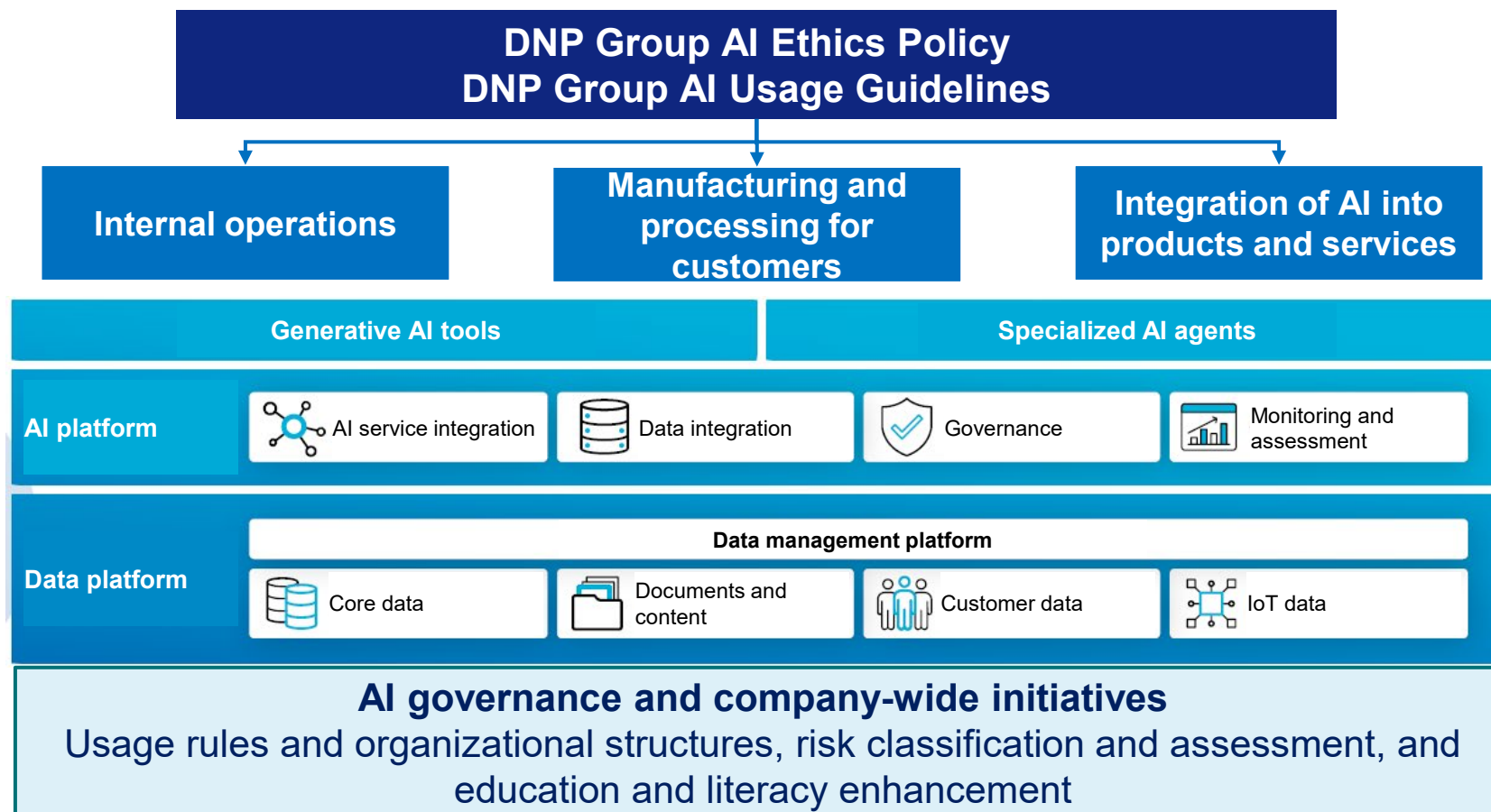
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**Digital**

# Strengthening the Business Base to Support Use of AI

**DNP**

Developing an integrated company-wide AI infrastructure and governance framework to advance the use of AI  
Securely connecting data and knowledge with AI to accelerate operational transformation and AI implementation in business



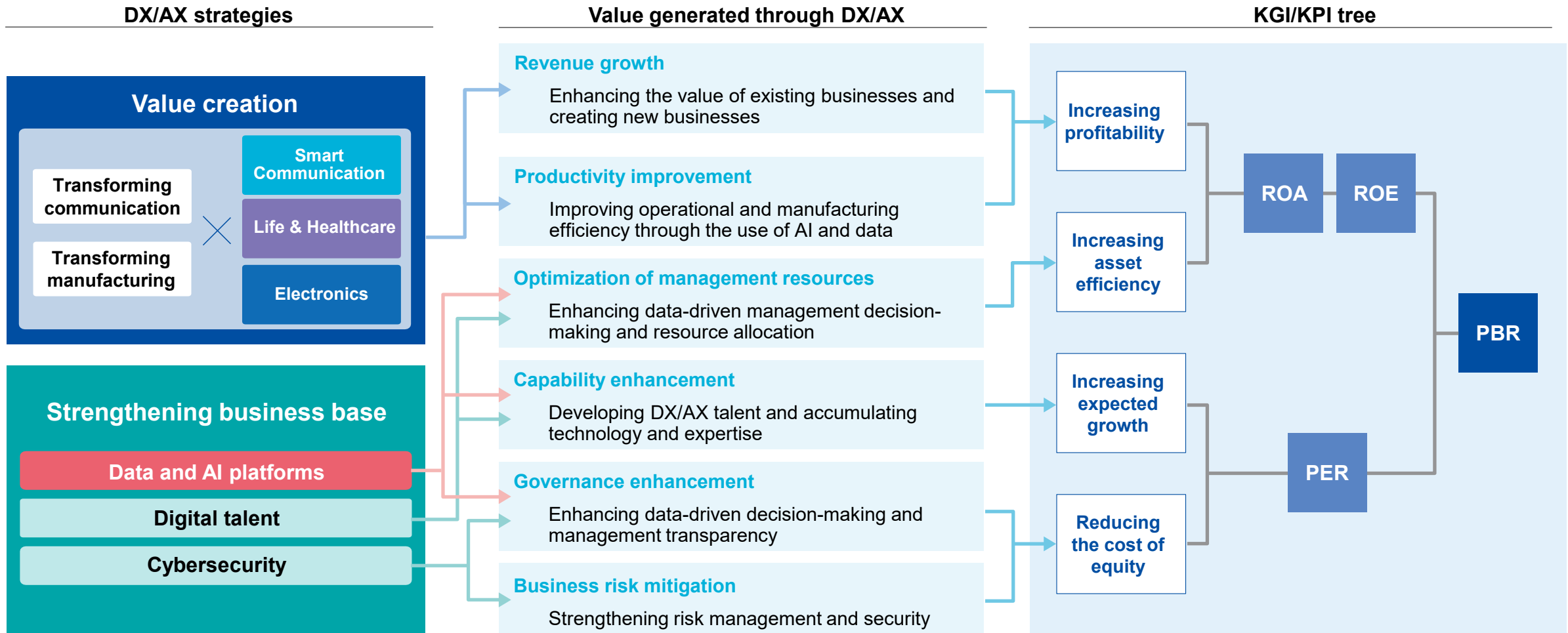
**Evolving from AI adoption to AI embedded in operations,  
turning AI into a source of competitive advantage**

# Linking DX/AX Strategy to Management Metrics

DNP

Establishing KPIs linked to PBR (price-to-book ratio) and ROE (return on equity)

Visualizing the links between DX/AX strategies and business outcomes, and continuously managing progress and results

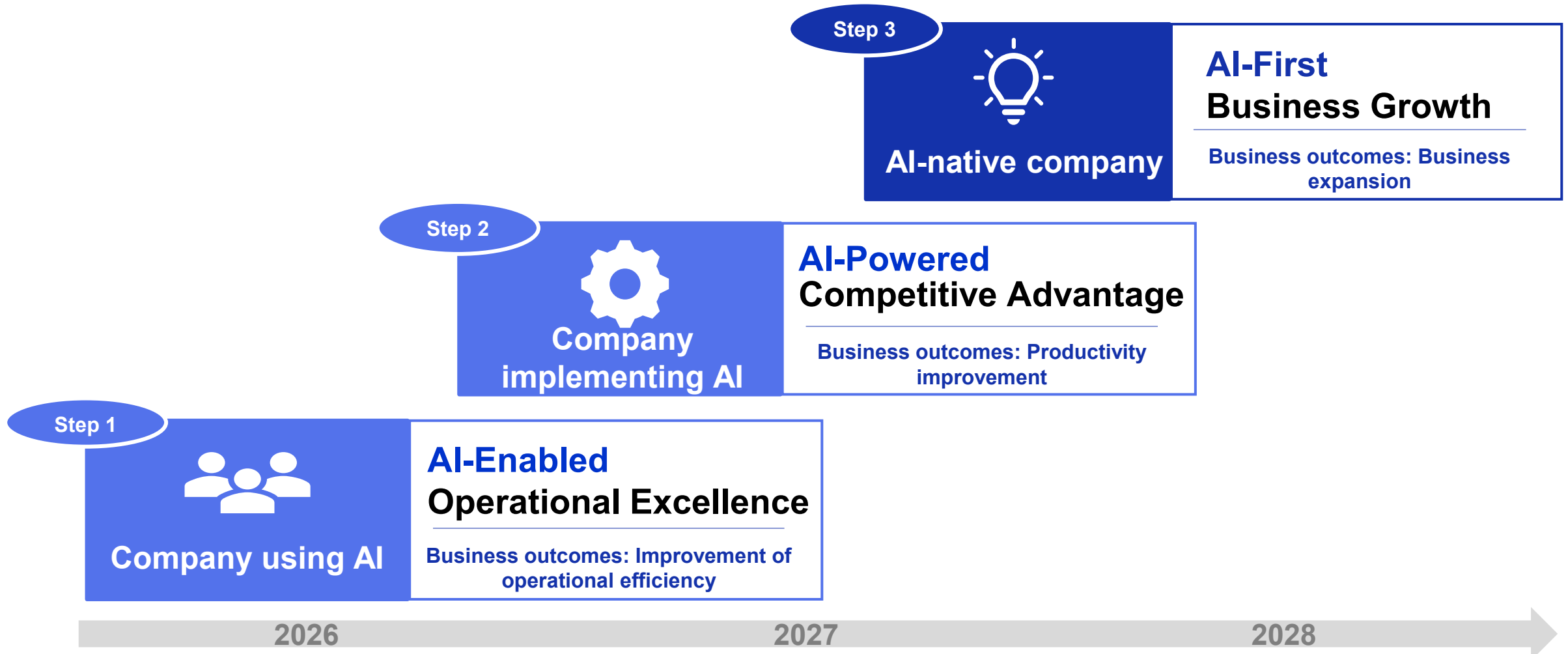


# Steps Toward Transformation into an AI-Native Company

**DNP**

Combining DNP's strengths with AI to become an AI-native company

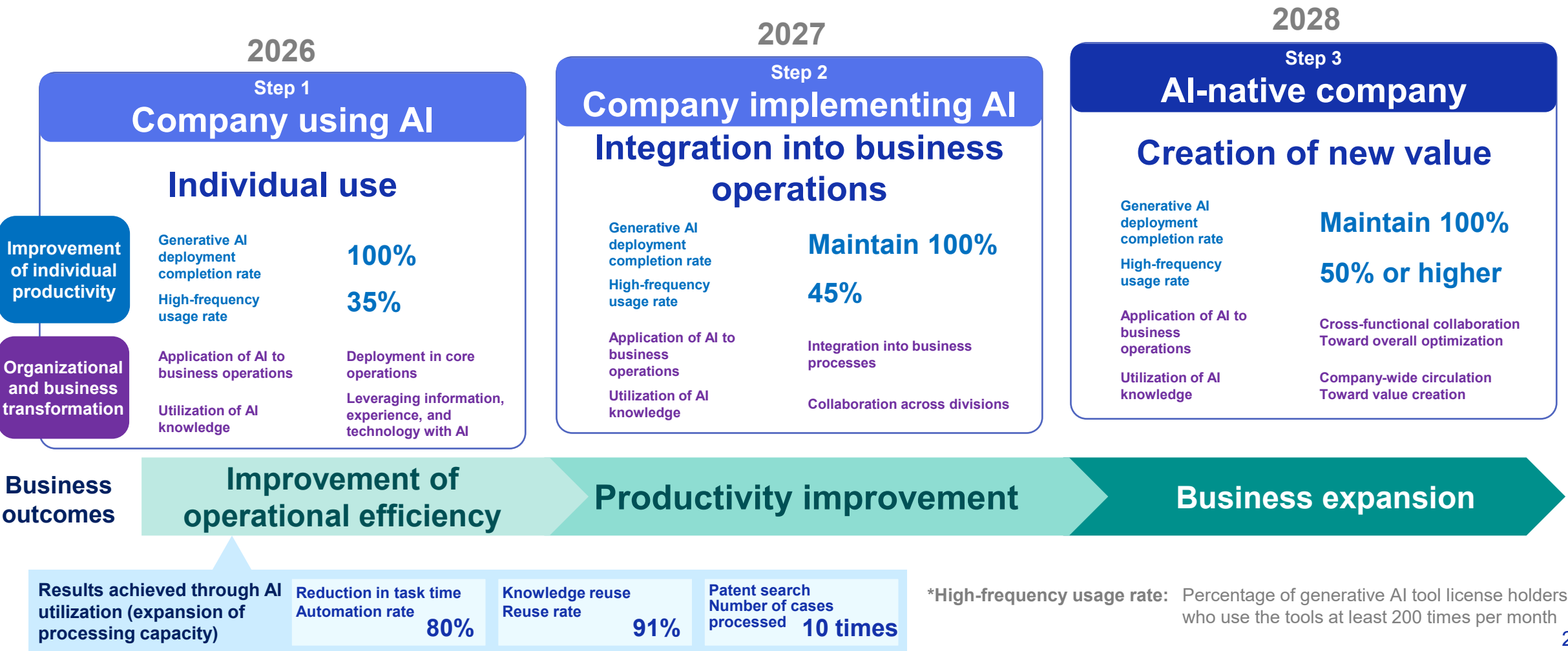
Progressively embedding AI across operations to transform the organization and businesses and drive new growth



# Steps Toward Transformation into an AI-Native Company

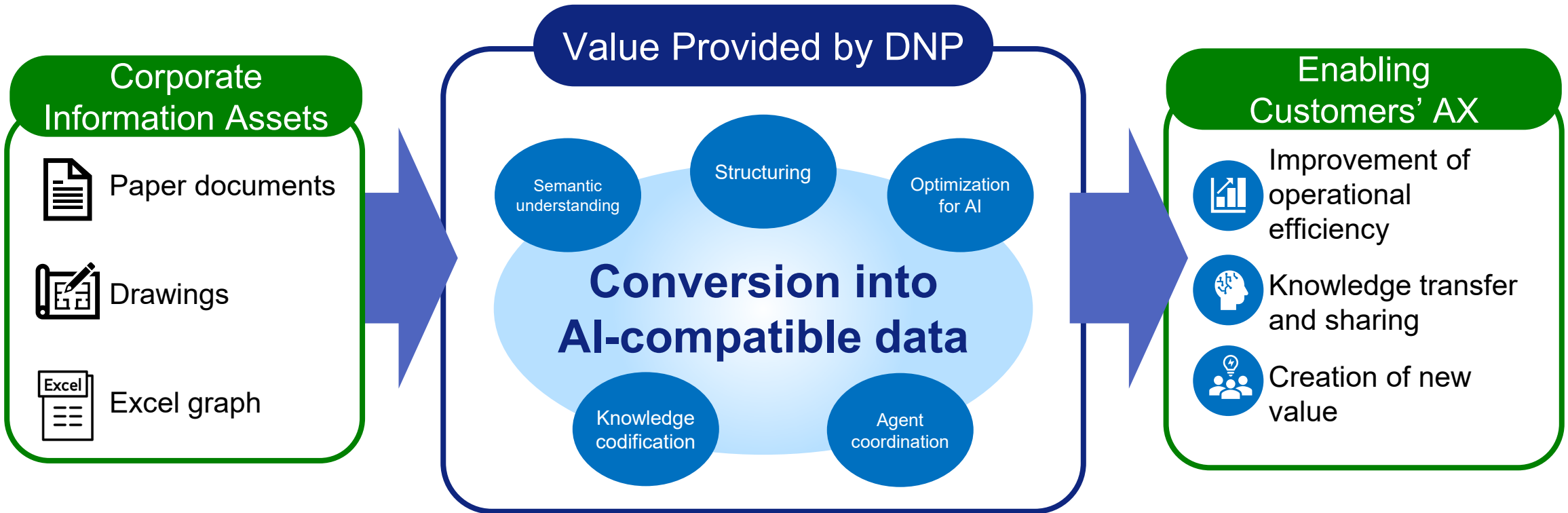
DNP

From AI-driven improvements in individual productivity to business transformation and value creation by leveraging information, experience, and technology



Transforming corporate information assets into AI-compatible data  
Commercializing AI-Ready Data service by leveraging expertise in information processing technologies

Transforming information assets accumulated by client companies, such as documents and drawings, into AI-compatible data that AI can understand the meaning of and use on an ongoing basis. By combining DNP's accumulated expertise in information processing and structuring with AI, we support not only greater operational efficiency and knowledge transfer, but also the creation of new business processes in which people and AI work together.

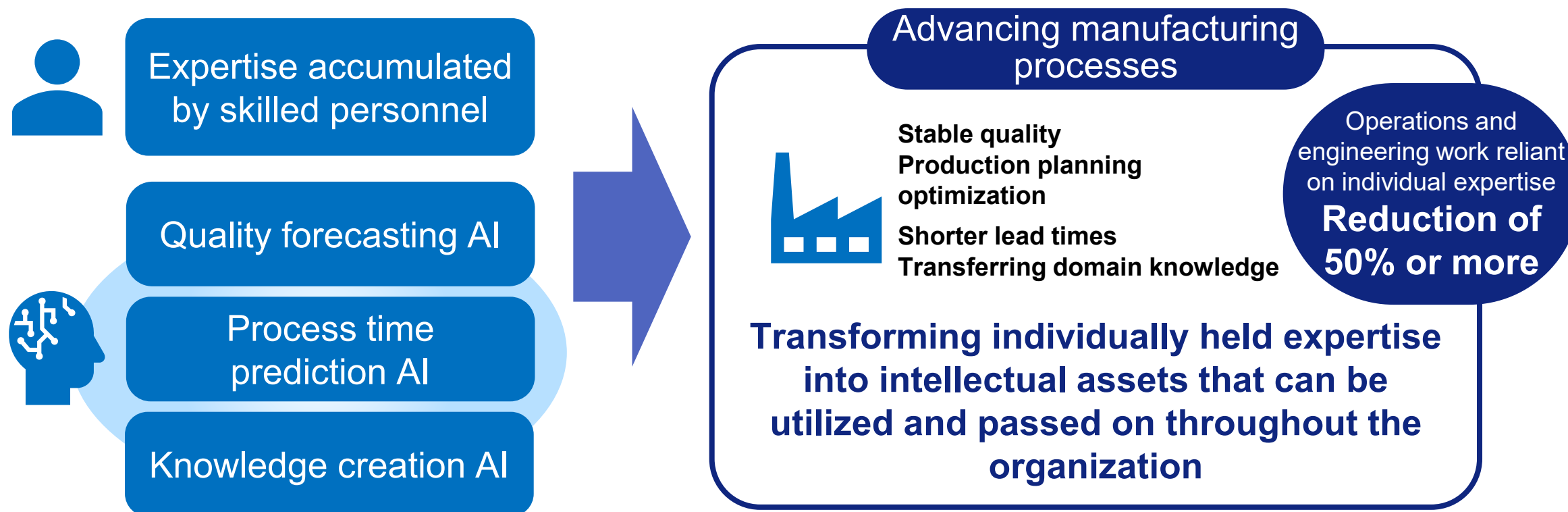


## Examples of Initiatives (2) Turning DNP's manufacturing knowledge into a competitive advantage

**DNP**

### Advancing manufacturing processes by combining expert knowledge with AI Reducing reliance on individual expertise and transferring domain knowledge

DNP applies its accumulated domain knowledge and internally developed AI to the setting of manufacturing conditions and production planning, which previously relied on the intuition and experience of skilled personnel. We are standardizing and enhancing manufacturing processes through quality and process time forecasting, while using generative AI to convert tacit knowledge into explicit knowledge, thereby strengthening our long-term competitiveness.



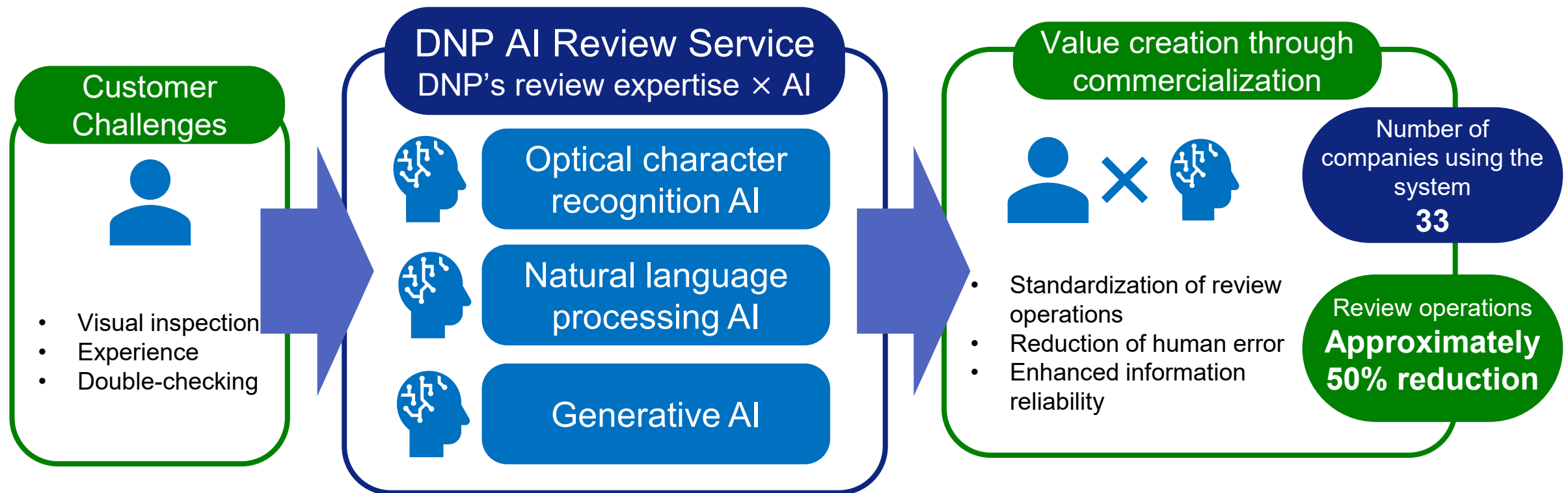
## Examples of Initiatives (3) Turning DNP's review expertise into business value

**DNP**

Leveraging review expertise and AI to achieve both operational efficiency and reliability of information

Transforming review expertise cultivated over many years into AI services to deliver both customer value and business growth

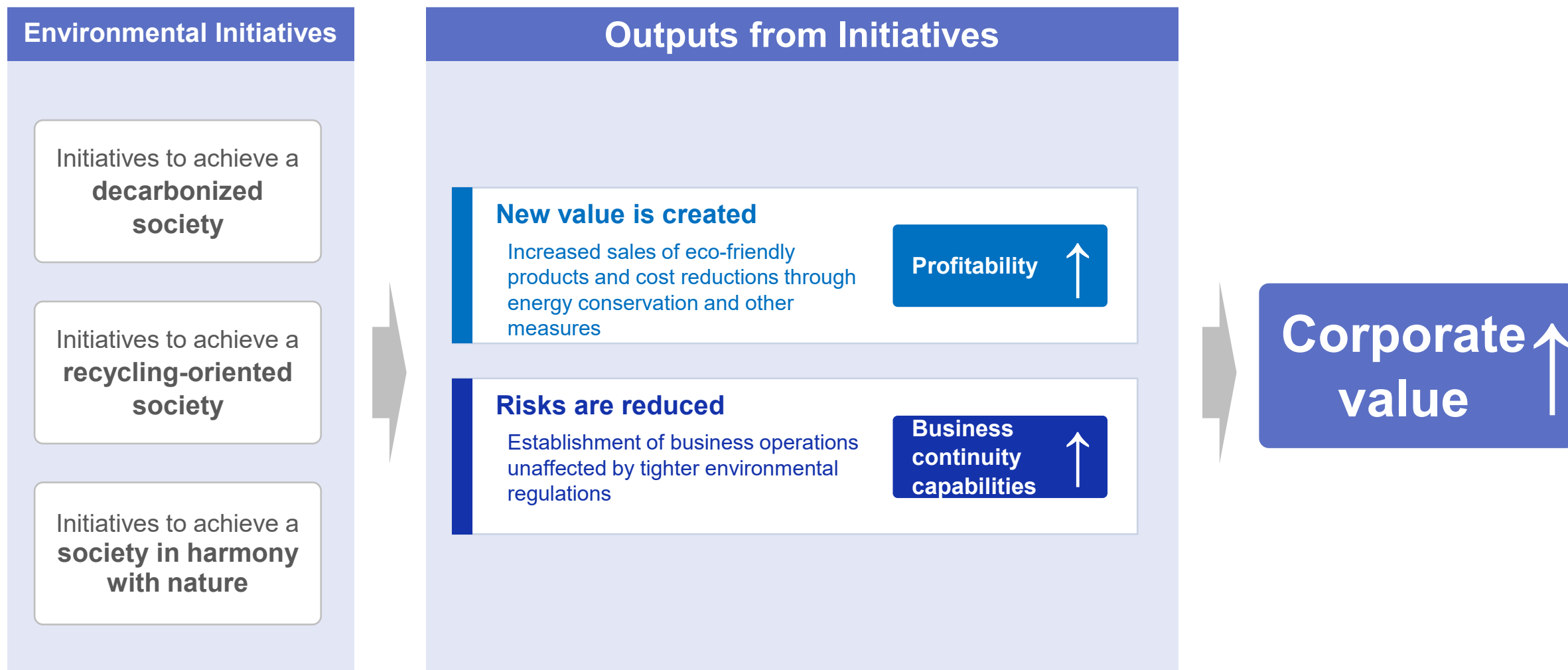
DNP combines its longstanding expertise in proofreading, copyediting, and review with AI to transform review operations that previously relied on people. By leveraging optical character recognition, natural language processing, and generative AI, DNP supports legal and regulatory compliance checks tailored to industries such as food, cosmetics, finance, and real estate. DNP is expanding the provision of this service to customers, helping them improve operational efficiency and standardization while enhancing the reliability of information.



|                                                                       |                          |                      |
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# Enhancing Corporate Value Through Environmental Initiatives

**DNP**



# Key Initiatives and Targets

**DNP**

## Key Themes

Achieving a  
**decarbonized  
society**



Realizing a  
**circular society**



Realizing a  
**nature-positive  
society**



## Key Initiatives

Promoting the **adoption of renewable energy** and reducing GHG emissions across the entire supply chain

**Development of low-carbon products** and research and development of next-generation energy

**Enhancing resource circularity** for plastic composites and other materials

**Strengthening the management of raw materials and water resources** to minimize impacts on ecosystems

**Improving supply chain transparency** by establishing traceability for raw materials

## Interim Targets

|                                                                        |           | FY2026 targets                       | FY2030 targets                       |
|------------------------------------------------------------------------|-----------|--------------------------------------|--------------------------------------|
| <b>GHG Emissions</b><br>from business activities                       | Scope 1+2 | <b>29.4% reduction</b><br>vs. FY2019 | <b>46.2% reduction</b><br>vs. FY2019 |
|                                                                        | Scope 3   | <b>17.5% reduction</b><br>vs. FY2019 | <b>27.5% reduction</b><br>vs. FY2019 |
| <b>Resource recycling rate</b><br>of waste generated in DNP facilities |           | <b>65.4%</b>                         | <b>70%</b>                           |
| <b>Water use</b> (intensity) at major DNP sites                        |           | <b>19.1% reduction</b><br>vs. FY2019 | <b>30% reduction</b><br>vs. FY2019   |
| Ratio of <b>Super Eco-Products</b> sales to total sales                |           | <b>19.7%</b>                         | <b>30%</b>                           |

## Target for 2050

**Building a  
nature-positive  
value chain**

**Achieving  
carbon  
neutrality**

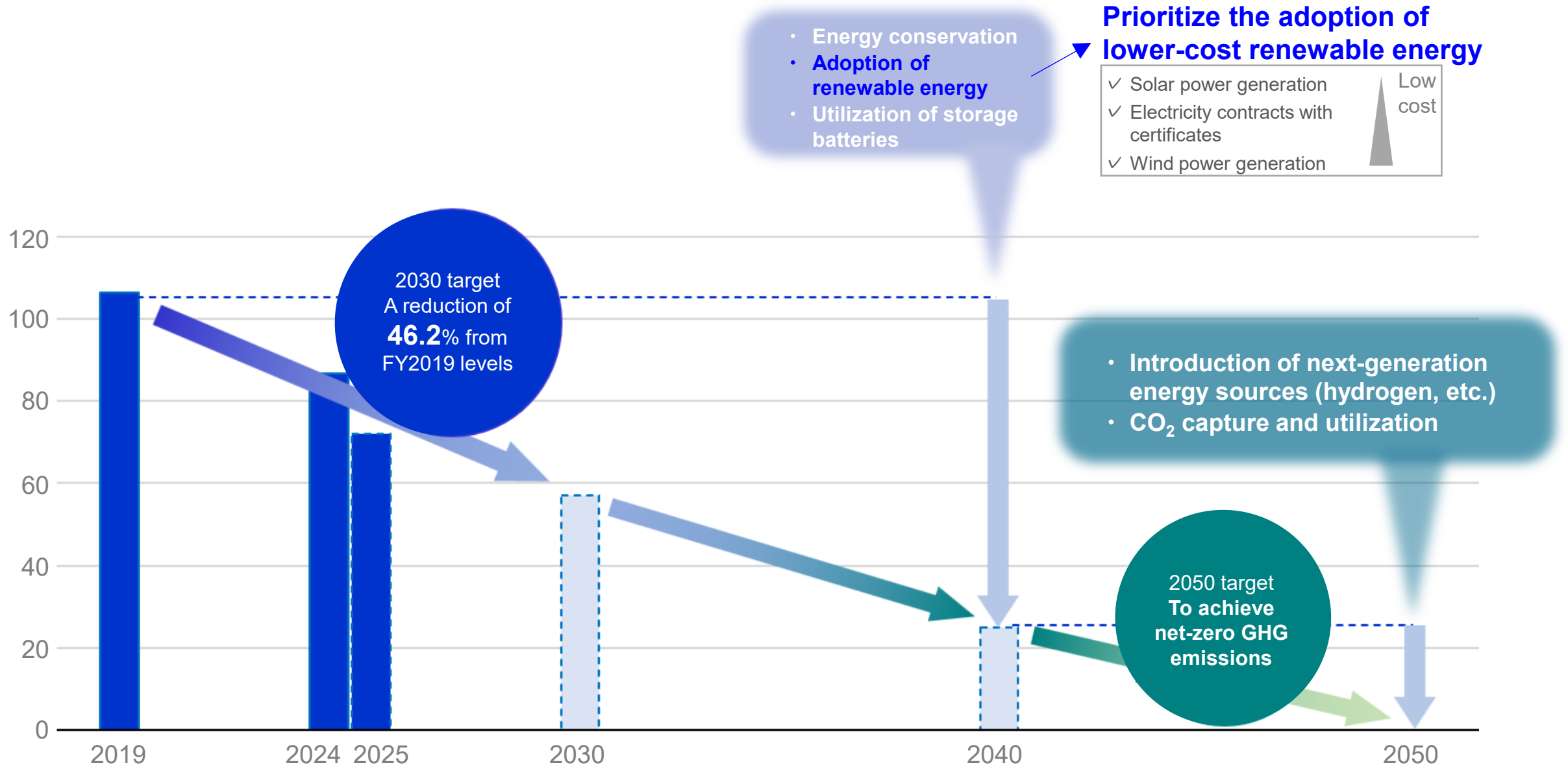
## Progress Toward the Target for This Fiscal Year

**DNP**

|                                                              |               | Targets                              | Q1 Progress                                             | Target Achievement Outlook | Key Initiatives                                                                                                                                |
|--------------------------------------------------------------|---------------|--------------------------------------|---------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GHG Emissions</b><br>from Business Activities             | Scope 1 and 2 | <b>29.4% reduction</b><br>vs. FY2019 | <b>38.4% reduction</b><br>vs. FY2019                    | ✓                          | <ul style="list-style-type: none"> <li>Energy conservation</li> <li>Adoption of renewable energy</li> </ul>                                    |
|                                                              | Scope 3       | <b>17.5% reduction</b><br>vs. FY2019 | <b>18.3% reduction</b><br>vs. FY2019<br>* FY2025 actual | ✓                          | <ul style="list-style-type: none"> <li>Procurement of low-carbon materials</li> <li>Logistics optimization</li> </ul>                          |
| Resource recycling rate of waste generated in DNP facilities |               | <b>65.4%</b>                         | <b>66.4%</b>                                            | ✓                          | <ul style="list-style-type: none"> <li>Expansion of recycling</li> <li>Yield improvement</li> </ul>                                            |
| Water use (intensity) of major DNP sites                     |               | <b>19.1% reduction</b><br>vs. FY2019 | <b>34.7% reduction</b><br>vs. FY2019                    | ✓                          | <ul style="list-style-type: none"> <li>Development of innovative cleaning processes</li> <li>Expansion of water recycling and reuse</li> </ul> |
| Ratio of <b>Super Eco-Products</b> sales to total sales      |               | <b>19.7%</b>                         | <b>21.5%</b>                                            | ✓                          | <ul style="list-style-type: none"> <li>Development of eco-friendly products</li> </ul>                                                         |

# Plan Toward Carbon Neutrality

DNP



# Track Record of Solar Power Installation

**Policy: Wherever load-bearing capacity is adequate and installation is economically viable, install solar power systems on all roofs**

| Installation Track Record and Plans           |        |                           |                   |
|-----------------------------------------------|--------|---------------------------|-------------------|
| Installed<br>(8 sites)                        | FY2020 | Kashiwa research facility |                   |
|                                               | FY2023 | Kyotanabe Plant           | Mihara East Plant |
|                                               | FY2024 | Izumizaki Plant           | Toyama Plant      |
|                                               | FY2025 | Okayama Plant             |                   |
|                                               | FY2026 | Ono Plant                 | Tobata Plant      |
| Design and construction underway<br>(3 sites) | FY2026 | Kurosaki Plant            |                   |
|                                               | FY2027 | Izumizaki Plant(*)        | Kasaoka Plant     |
| Review in progress<br>(7 sites)               |        | Kuki Plant                | Shiraoka Plant    |
|                                               |        | Warabi Plant              | Nagoya Plant      |
|                                               |        | Nara Plant                | Kamiya SC         |
|                                               |        | Tsuruse Plant             |                   |

- **DNP's largest installation** (10,813 kW)
- Expected to reduce annual GHG emissions by approximately 6,332 tons
- **DNP reflective sheets improve power generation efficiency by approximately 6%**



DNP reflective sheet

**Going forward, in addition to rooftop installations, we will consider ground-mounted installations such as carports, as well as off-site PPAs, while assessing their economic viability**

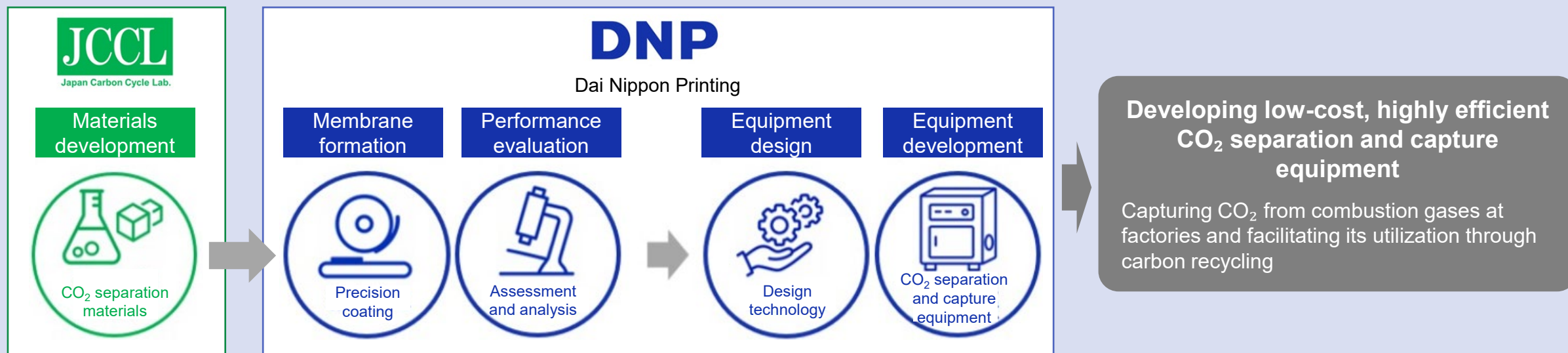
(\*) Ground-mounted installation

# Initiatives Aimed at Achieving Carbon Neutrality by 2050

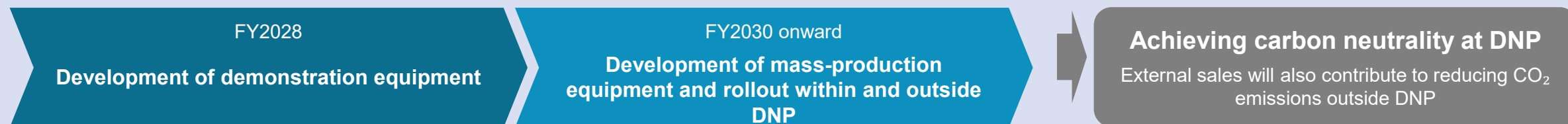
**DNP**

## Strengthening initiatives aimed at practical application of CO<sub>2</sub> separation and capture technology

### Investment in JCCL, a startup originating from Kyushu University (July 2026)



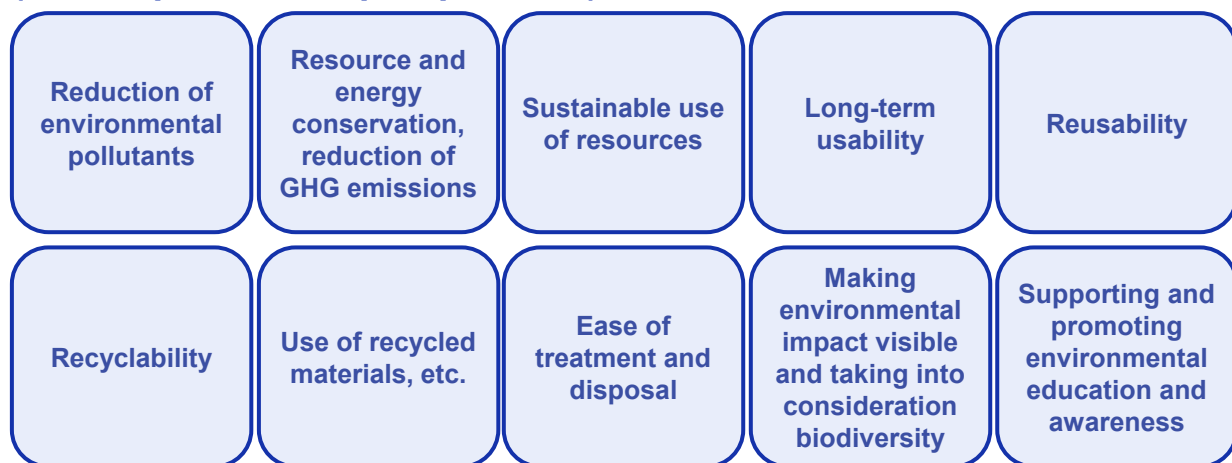
### Commercialization roadmap



# Connecting Environmental Value to Business Growth: Development of Eco-Friendly Products and Services

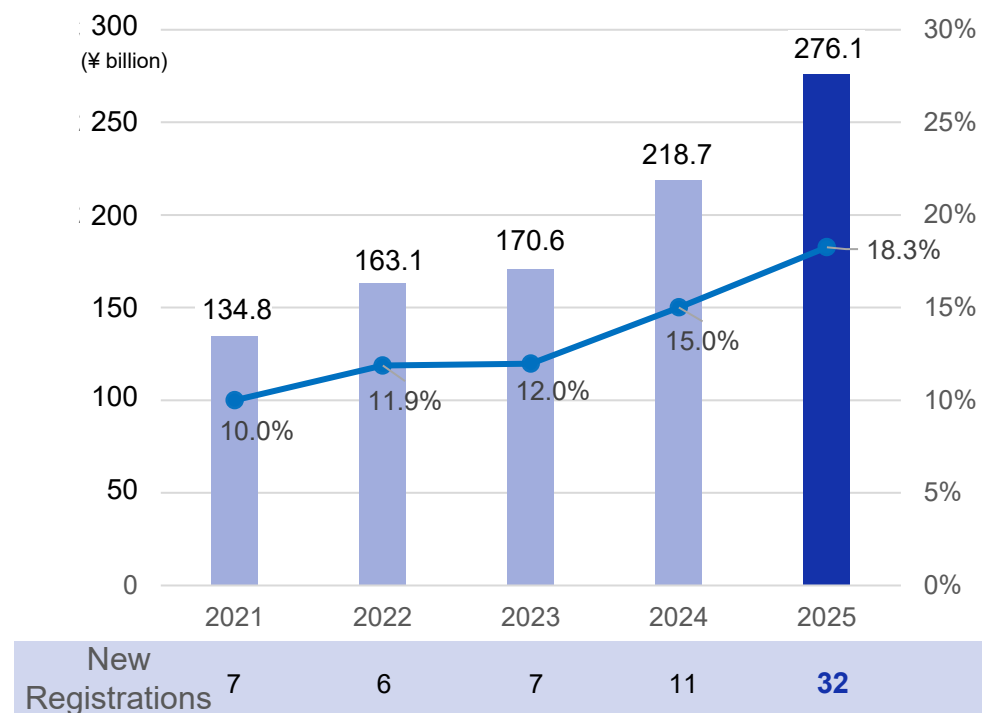
We engage in development from a broad perspective based on **10 Comprehensive Perspectives** for reducing environmental impact throughout the entire life cycle

## Guidelines for developing eco-friendly products and services (10 comprehensive perspectives)



Eco-friendly products and services are scored using our own evaluation criteria, and those scoring at or above a specified threshold are **certified as “Super Eco-Products”**

## Sales of Super Eco-Products and Sales to Total Sales



**Sales and new registrations are steadily increasing**

# Eco-Friendly Products and Services: Examples Certified to Date

**DNP**

## Major eco-friendly products and services announced in news releases over the past five years

Artellion Spandrel  
(thinner, lighter-weight panels)

Long-life decorative film for exterior applications

Aseptic filling systems for PET bottles  
(reducing CO<sub>2</sub> emissions during beverage production)

Paper container with zipper  
(replacing plastic with paper)

Aluminum vapor-deposited film for mono-material packaging

Envelope-integrated direct mail  
(reducing paper usage)

Reflective sheets for bifacial photovoltaic modules

Environmentally friendly label forms  
(solvent-free process)

Smart cards made with recycled plastic

DNP GreenAD for visualization of CO<sub>2</sub> emissions from ad delivery

Smart cards made with biomass-based materials

Readily recyclable automotive decorative film

Smart cards made from 100% recycled plastic

Paper packaging materials for photo media  
(replacing plastic with paper)

Support services for reducing Scope 3 GHG emissions

Sheet that absorbs 5G-band radio waves  
(thin, lightweight sheet)

Recycled PET bottles

## Eco-Friendly Product: GREEN ASEPTIC®, an Aseptic Filling System for PET Bottles

Developed **proprietary technology that sterilizes without heating**, enabling beverage manufacturers to **reduce CO<sub>2</sub> emissions during the production of beverages in PET bottles by approximately 40%**

### Customer challenges

The heat sterilization process accounts for the majority of CO<sub>2</sub> emissions from beverage production.

### Develop technologies to address these challenges

#### Develop non-thermal sterilization technology

⇒ **Reduce energy consumption in the sterilization process by approximately 80%**

The primary ingredient, water, is sterilized without heating using UV lamps and filters. Heating is limited to the concentrate, reducing energy consumption while maintaining quality.



**Increase market share and expand sales of aseptic filling machines**

## Eco-friendly Product: Easily Recyclable Decorative Film for Automobiles

**DNP**

**The EU adopted the ELV Regulation** (a comprehensive regulation covering vehicle design through end-of-life processing across the automotive life cycle)  
**In anticipation of mandatory recycled plastic use, developing easily recyclable decorative films and other products to accelerate our response**

### Changes in the External Environment: EU's ELV Regulation

2026: Regulation adopted

2032: Use of **“at least 15% recycled plastic”**  
mandated

2036: Use of **“at least 25% recycled plastic”**  
mandated

### DNP's Response

01

**Development of decorative films based on  
recyclable PP (polypropylene) substrates**

02

**Development of decorative films using  
recycled materials**

**Business continuity, increased market share,  
and sales growth**

## Recognition from Society

Awards and certifications received from external organizations over the past year.



Oct. 2025

**Certified as a Water Circulation  
ACTIVE Company**

\* For the second consecutive year



Dec. 2025

**CDP double A  
(Climate Change and Water)**

\* Climate change: A rating for four consecutive years  
\* Water security: A rating for two consecutive years  
\* Forests: B+ in 2024 → A- in 2025



Feb. 2026

**ESG Finance Awards  
Financing Category  
Circular Economy Award**



Feb. 2026

**ESG Finance Awards  
Environmentally Sustainable  
Companies Category  
Environmentally Sustainable Company**



Mar. 2026

**Certification as a Nationally  
Certified Sustainably Managed  
Natural Site  
Moriyama no Mori, Aichi Prefecture**



May 2026

**Selected for the CDP Leaderboard**

\* For seven consecutive years

**Dow Jones  
Best-In-Class**

May 2026

**Selected as a constituent of the  
Dow Jones Best-In-Class  
World Index**

\* For the second consecutive year

**Gomez  
ESG Site Ranking**

Jun. 2026

**Top-Rated Company (7th place) in  
the Gomez ESG Site Ranking**

\* Up 60 places from 67th in the previous year

|                                                                       |                          |                     |
|-----------------------------------------------------------------------|--------------------------|---------------------|
| (1) For Sustained Enhancement of Corporate Value                      | President                | Yoshinari Kitajima  |
| (2) Strengthening of Human Capital                                    | Senior Corporate Officer | Takuya Goto         |
| (3) Strengthening Intellectual Capital<br>(Digital and AX Strategies) | Managing Director        | Takahito Kanazawa   |
| (4) Environmental Initiatives                                         | Corporate Officer        | Hideto Sakata       |
| (5) Corporate Governance                                              | Senior Managing Director | Masafumi Kuroyanagi |
|                                                                       | Outside Director         | Hiroshi Shirakawa   |

# Corporate Governance Framework Supporting Sustainable Growth and Enhancement of Corporate Value

**DNP**

Supporting decisive management decision-making and business activities involving risk-taking while ensuring objectivity and transparency in decision-making

Promoting business, financial, and non-financial strategies in an integrated manner to enhance corporate value

## Oversight and decision-making by the Board of Directors

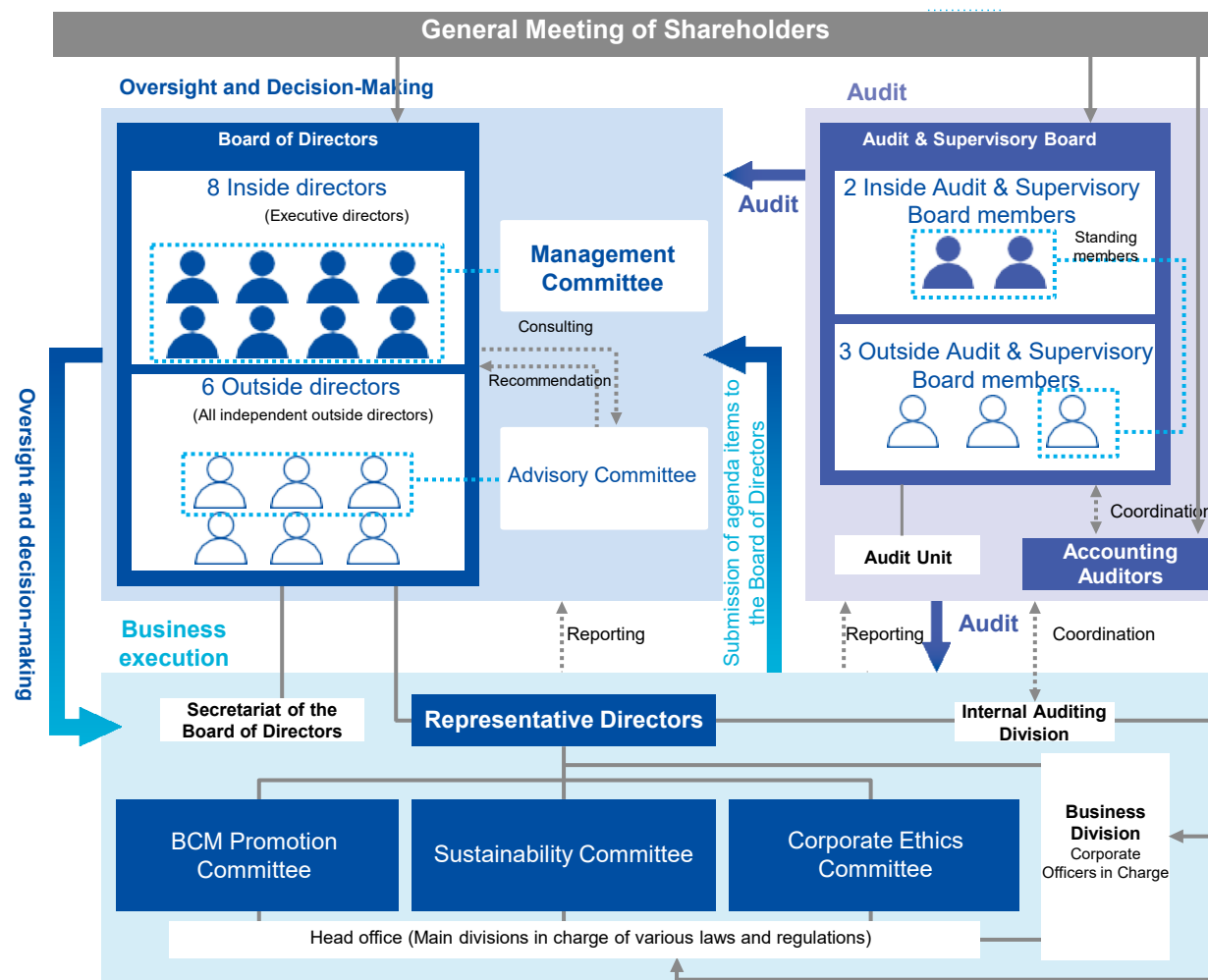
Strengthening the oversight function of the Board of Directors and ensuring objectivity and transparency in decision-making by increasing the number of outside directors and operating the Advisory Committee

## Management oversight by the Audit & Supervisory Board

Effective management oversight by the Audit & Supervisory Board, combining accurate monitoring and auditing of business execution by inside Audit & Supervisory Board members with audits drawing on the extensive experience and expertise of outside Audit & Supervisory Board members

## Enhanced disclosure of information to the market

Management that leverages DNP's strengths and enhanced information disclosure through feedback to the Board of Directors on the status of dialogue with shareholders and other stakeholders



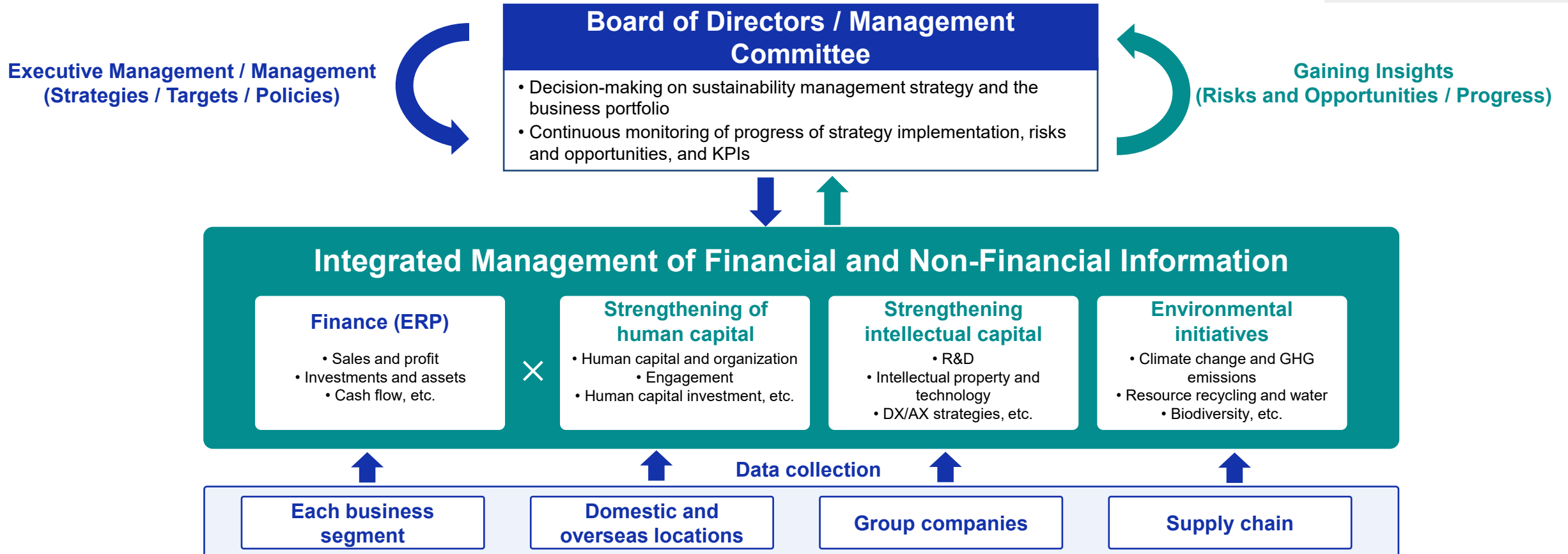
# Advancing Management Control to Put Sustainability Management into Practice

**DNP**

With a view to complying with SSBJ standards, further advancing integrated management of financial and non-financial factors and continuously monitoring and discussing progress in strategy implementation

## Integration and Use of Data Supporting the Management Control Cycle

Preparations underway for full-scale launch in 2028



# Toward Substantive Discussions at Board of Directors Meetings Transcending the Divide Between Inside and Outside Directors

**DNP**

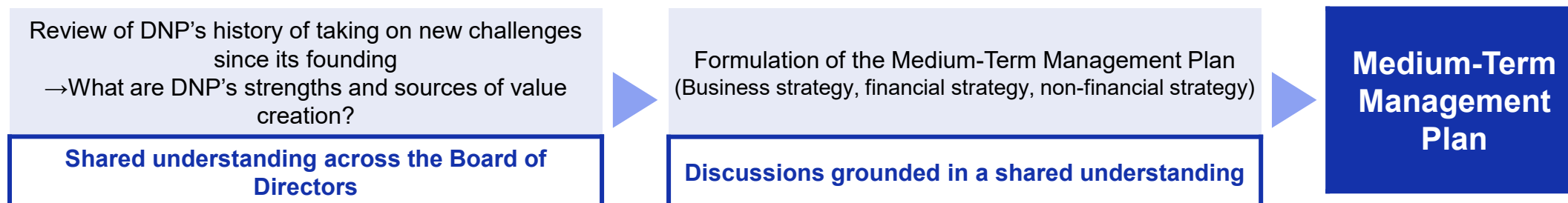
In formulating the Medium-Term Management Plan, the Board of Directors looked back on DNP's history of taking on new challenges since its founding and reaffirmed DNP's strengths and the sources of its value creation

## Provision of information to outside officers to eliminate information gaps with inside Directors and facilitate substantive discussions by the Board of Directors



|                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Board of Directors</b><br>(once a month in principle) <ul style="list-style-type: none"><li>✓ Briefings on agenda items submitted to the Board of Directors by operating divisions</li><li>✓ Q&amp;A session</li><li>✓ Advance briefings</li></ul> | <b>Meeting of outside directors / Audit &amp; Supervisory Board members</b><br>(Held regularly) <ul style="list-style-type: none"><li>✓ Provision of information by operating divisions</li><li>✓ Recommendations and exchange of views regarding the operation of the Board of Directors</li></ul> | <b>Plant / business site tours</b><br>(as needed) <ul style="list-style-type: none"><li>✓ Briefings on initiatives at each site</li><li>✓ Understanding actual conditions at manufacturing sites</li><li>✓ Q&amp;A session</li><li>✓ Dialogue with local employees</li></ul> | <b>Visits to events for internal and external audiences</b><br>(as needed) <ul style="list-style-type: none"><li>✓ Introduction to initiatives undertaken by each division<ul style="list-style-type: none"><li>* Including new businesses and development projects under consideration</li></ul></li><li>✓ Dialogue with staff from the relevant divisions</li></ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## To deepen discussions from a medium- to long-term perspective in preparation for formulating the Medium-Term Management Plan, the Board of Directors reaffirmed DNP's strengths and sources of its value creation



# Evaluation of the Overall Effectiveness of the Board of Directors

DNP

## Results of analysis and evaluation of effectiveness for the fiscal year ended March 2026 and approach to future initiatives

### Summary of analysis and evaluation results

- ✓ The overall effectiveness of the Board of Directors was maintained, as in the previous year
- ✓ Questions concerning the effectiveness of the governance structure, agenda-setting by the Board of Directors, and support for outside officers received high ratings
- ✓ Questions concerning the progress of individual investment projects and Group governance received ratings below the overall average

### Progress in addressing issues identified in the previous fiscal year

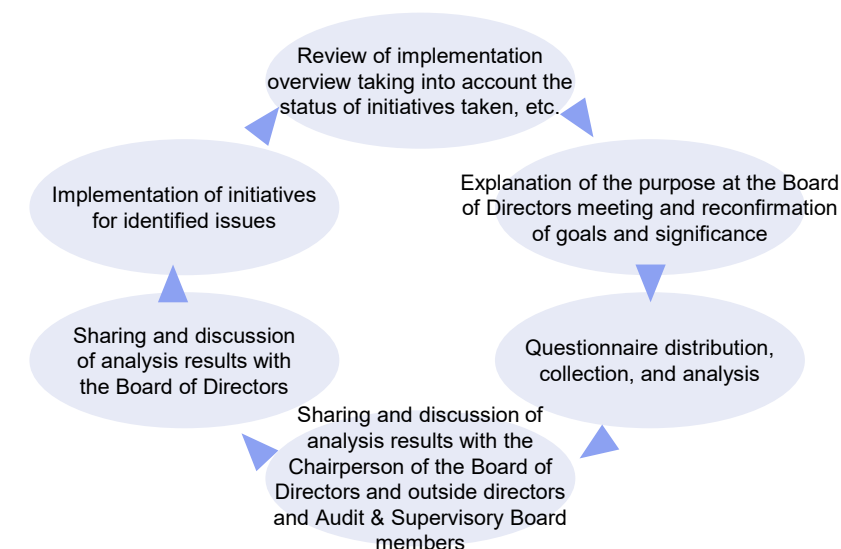
#### **Further enhancing discussions on the review of the current Medium-Term Management Plan and the formulation of the next Medium-Term Management Plan**

Careful review and discussion were conducted in preparation for formulating the new Medium-Term Management Plan

Active discussions were held on human capital, while topics that were not discussed sufficiently will continue to be addressed

#### **Further enhancing feedback to the Board of Directors on dialogue with stakeholders, including shareholders and investors**

Efforts were made to enhance external communications, and progress on these initiatives was reported to the Board of Directors, contributing to more active discussions with greater consideration given to the perspectives of shareholders and investors



### Approach to Future

- ✓ **Enhancing follow-up on the progress of individual matters to ensure timely and appropriate oversight of the implementation of the new Medium-Term Management Plan**
- ✓ **Further enhancing feedback on dialogue with all stakeholders**

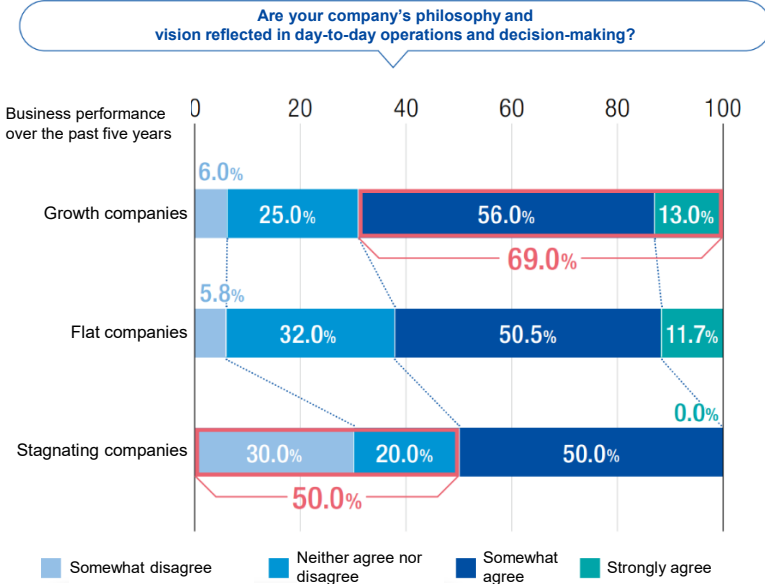
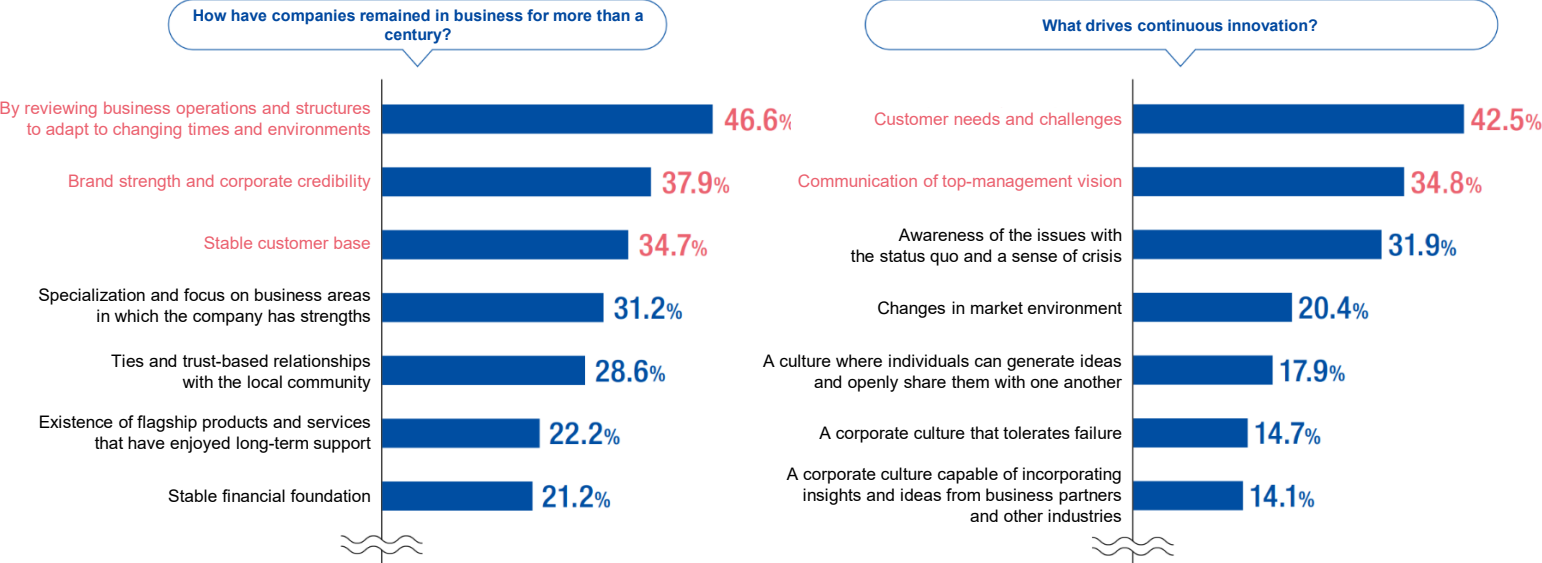
# Reference: DNP's Strengths as Revealed by the Survey of Enduring Companies



To mark its 150th anniversary, DNP conducted an independent survey of Japanese companies that have been in business for at least 100 years and have net sales of at least ¥10 billion

“The DNA of Corporate Longevity”  
Survey conducted by: Dai Nippon Printing / N = 314 / Survey period: January–February 2026

- Strength 1** Anticipate changes in the environment and proactively transform business
- Strength 2** Evolve core technologies based on customer challenges
- Strength 3** Embed the company's vision throughout the organization and foster a culture of taking on challenges



## Reference: Key Metrics and Targets

**DNP**

|                      | Key Themes                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Key Metrics                                                                                  | FY2028 Targets (Cumulative: FY2026–FY2028)                                                      |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Human Capital        | <ul style="list-style-type: none"> <li>• <b>Strengthening DNP-specific human strengths and talent management</b></li> <li>• <b>Enhancing team performance</b> through a culture of challenge and diversity</li> <li>• <b>Promoting career autonomy and reskilling</b> under a multi-track role-based system</li> <li>• <b>Advancing the Health and Diversity Declarations in practice</b></li> <li>• <b>Embedding DNP Well-Being</b> based on the Human Capital Policy</li> </ul> | Human Capital Investment                                                                     | <b>Cumulative ¥35 bn</b>                                                                        |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Talent Coverage Rate Based on Career and Skill Maps*1                                        | <b>20% improvement</b>                                                                          |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Engagement Survey “Challenge” Score*2                                                        | <b>10% improvement</b>                                                                          |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Career Autonomy Practice and System Utilization Rate                                         | <b>70%</b>                                                                                      |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Workplace Application Rate of Training Participants*3                                        | <b>60%</b>                                                                                      |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Percentage of Female Managers                                                                | <b>14% by end of FY2028</b><br><i>15% by end of FY2030</i>                                      |
| Intellectual Capital | <ul style="list-style-type: none"> <li>• <b>Accelerating acquisition of technologies</b> to create new businesses</li> <li>• <b>Advancing and globally deploying technologies with DNP-specific strengths</b></li> <li>• <b>Shifting to AI-driven business and decision-making processes</b></li> </ul>                                                                                                                                                                           | R&D Investment                                                                               | <b>Cumulative ¥120 bn</b>                                                                       |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Standardized Implementation and Advanced Adoption of Generative AI Tailored to Job Functions | <b>50% retention rate among advanced users</b>                                                  |
| Environment          | <ul style="list-style-type: none"> <li>• <b>Climate Change Mitigation and Adaptation</b></li> <li>• <b>Efficient Use of Resources</b></li> <li>• <b>Biodiversity Conservation</b></li> </ul>                                                                                                                                                                                                                                                                                      | Environmental Investment                                                                     | <b>Cumulative ¥10 bn</b>                                                                        |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | GHG Emissions (Scope1+2)                                                                     | <b>37.8% reduction vs. FY2019 (by end of FY2028)</b><br><i>46.2% reduction by end of FY2030</i> |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Resource recycling rate*4                                                                    | <b>67.8% by end of FY2028</b><br><i>70% by end of FY2030</i>                                    |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Water Usage*5                                                                                | <b>24.5% reduction vs. FY2019 (by end of FY2028)</b><br><i>30.0% reduction by end of FY2030</i> |
|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Ratio of Total Sales from Eco-Friendly Products and Services and Super Eco-Products          | <b>Expand to 24.9% by end of FY2028</b><br><i>30% by end of FY2030</i>                          |

\*1 Growth rate of principal specialists \*2 Positive growth rate \*3 Attainment rate of the expected level after training implementation \*4 Ratio of material and chemical recycling of waste \*5 Revenue-based intensity at the ten priority sites \*6: Eco-friendly products and services and Super Eco-Products: Products and services that receive particularly high evaluations among those certified based on DNP’s guidelines for developing eco-friendly products and services



## Disclaimer

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

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

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