

New Medium-term Management Plan Outline Briefing Materials

DNP

March 17, 2026
Dai Nippon Printing Co., Ltd.

1. DNP's 150 Years of History and the Strengths of P&I
2. Review of the Current Medium-term Management Plan (FY2023-FY2025)
3. Outline of Next Medium-term Management Plan (FY2026-FY2028)

1. DNP's 150 Years of History and the Strengths of P&I

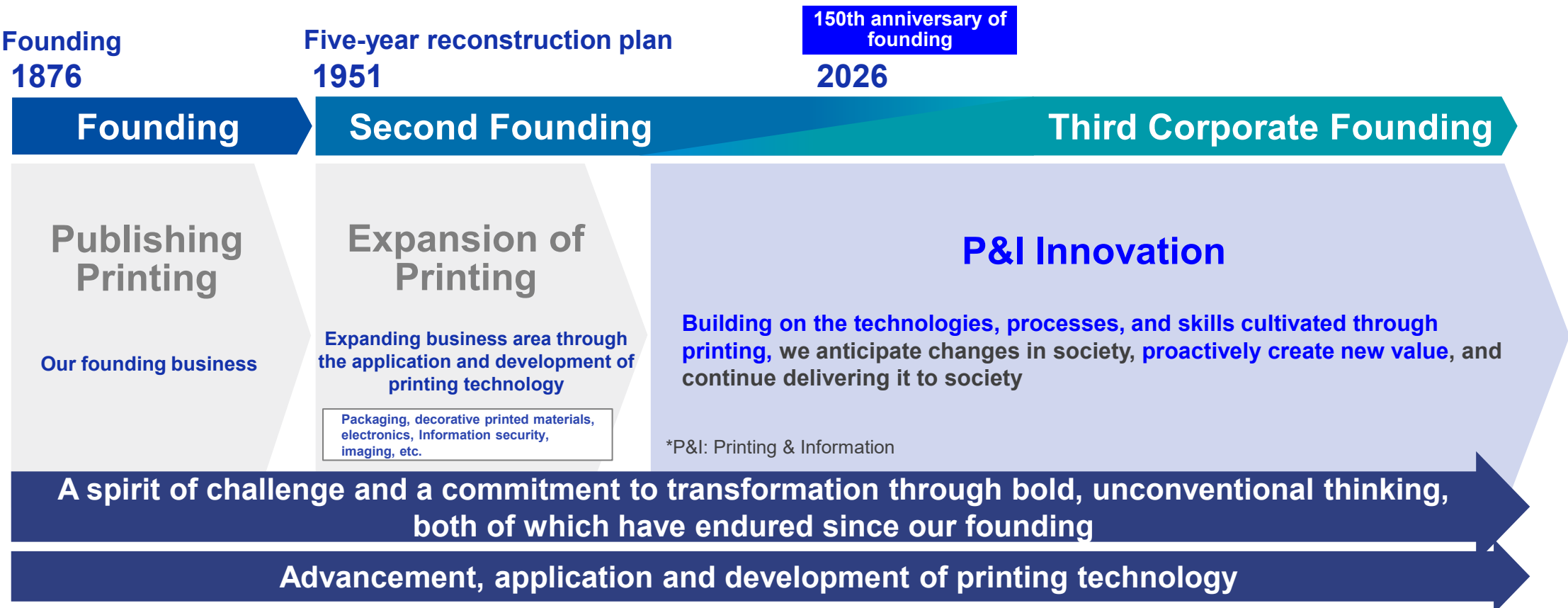
150 Years Since Founding—Aiming for Growth into the Future



Brand Statement

Creating future standards

The DNP Group aims to realize a sustainable society, and its corporate philosophy is to connect individuals and society and provide new value. Based on this philosophy, the Group will conduct business activities that create a better future with a long-term view in order to realize a sustainable, better society and more comfortable lifestyles.



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

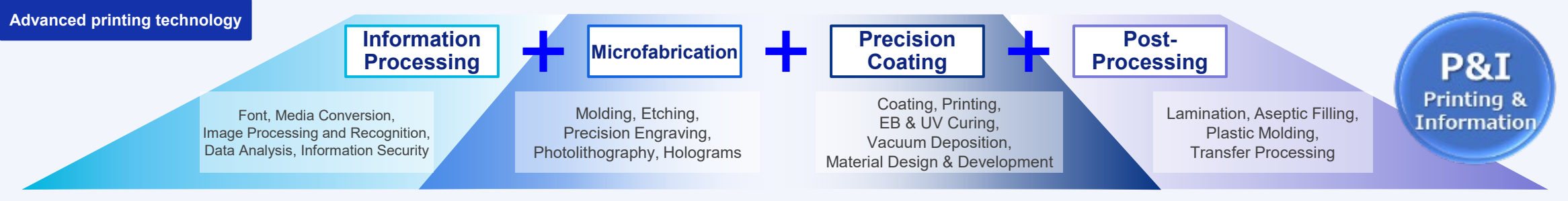
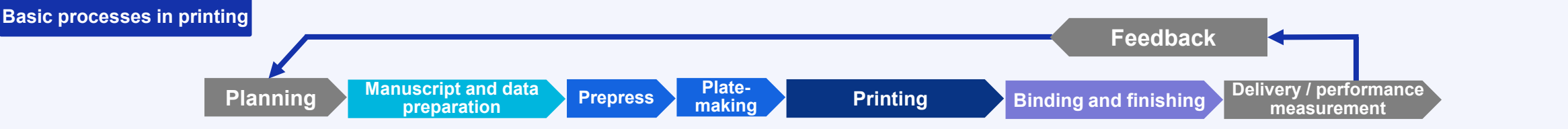
**Robust research and
development framework**

**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**

Key Products and Services Born from P&I Innovations



Main products and services provided by DNP

◆ Global leader ◆ Leader in Japan

◆ Smart Cards

◆ Dye-sublimation thermal transfer printing media for photo printers

◆ Metal masks used for manufacturing OLED displays

◆ Optical films for displays

* For anti-reflection films and anti-glare films used for display surfaces

◆ Battery pouches for lithium-ion batteries

◆ Photomasks for semiconductors

* Top-level market share in the photomasks for merchant market

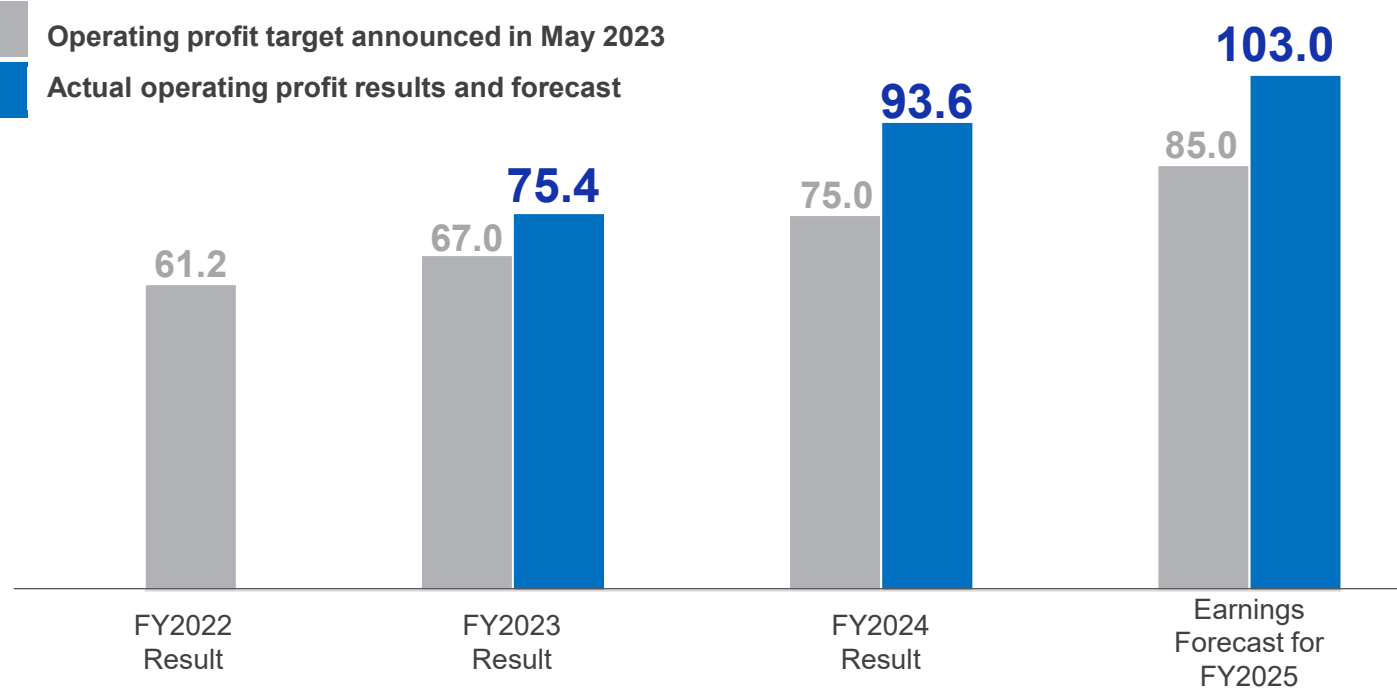
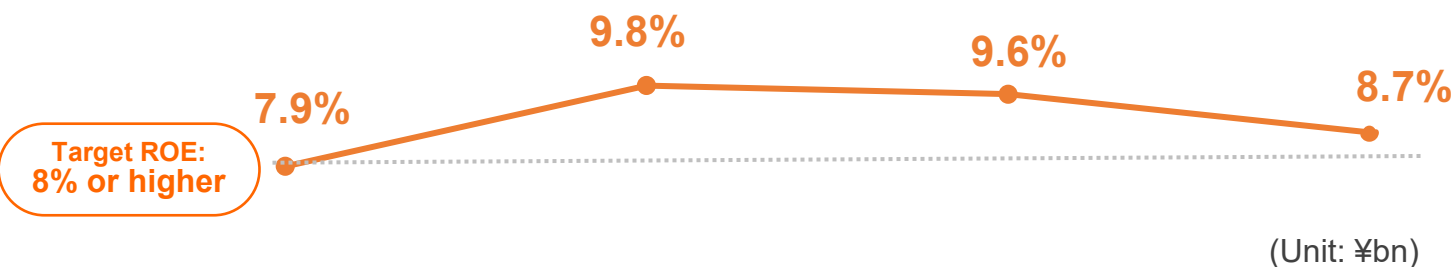
◆ Decorative films, molded parts

◆ Aseptic filling system for PET bottles

◆ BPO Services

2. Review of the Current Medium-term Management Plan (FY2023-FY2025)

Operating Profit and ROE



(Final year of previous Medium-term Management Plan)

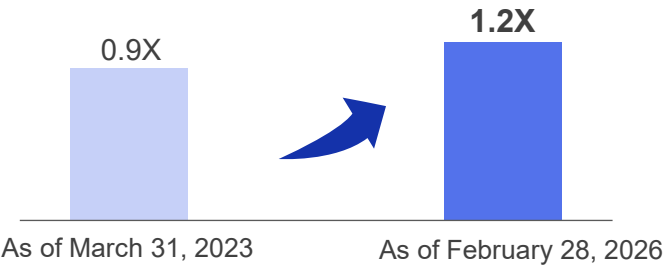
Overview

Through the steady execution of the measures set out in the Medium-Term Management Plan:

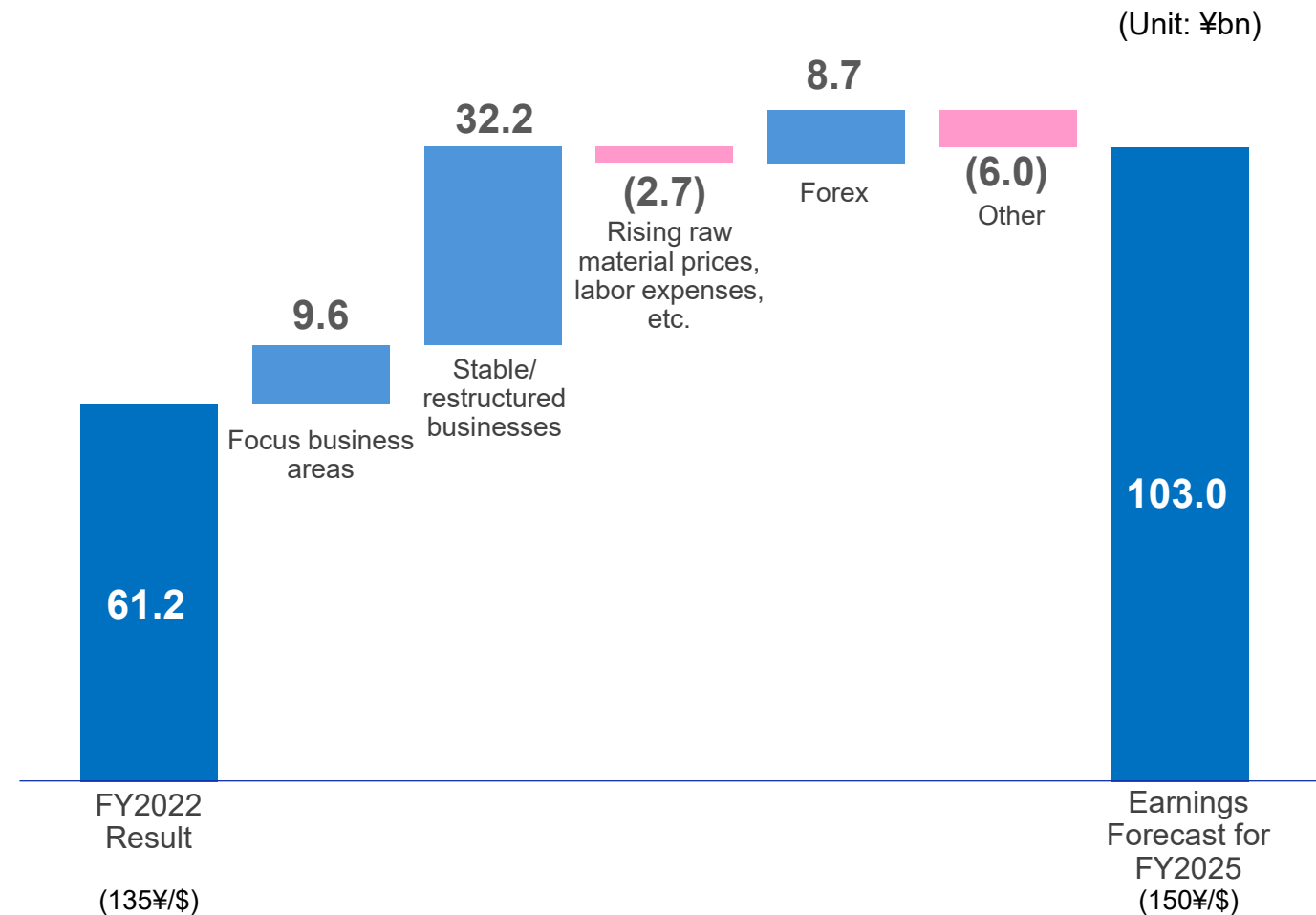
- ✓ Cocentrated investment in focus businesses
- ✓ Structural reform of businesses for reforming
- ✓ Sale of strategic shareholdings, share buyback

we expect both operating profit and ROE to exceed the targets in every fiscal years from FY2023 through FY2025, while also achieving a PBR above 1.0x.

Change in PBR



Change in Operating Profit (3-year Cumulative)

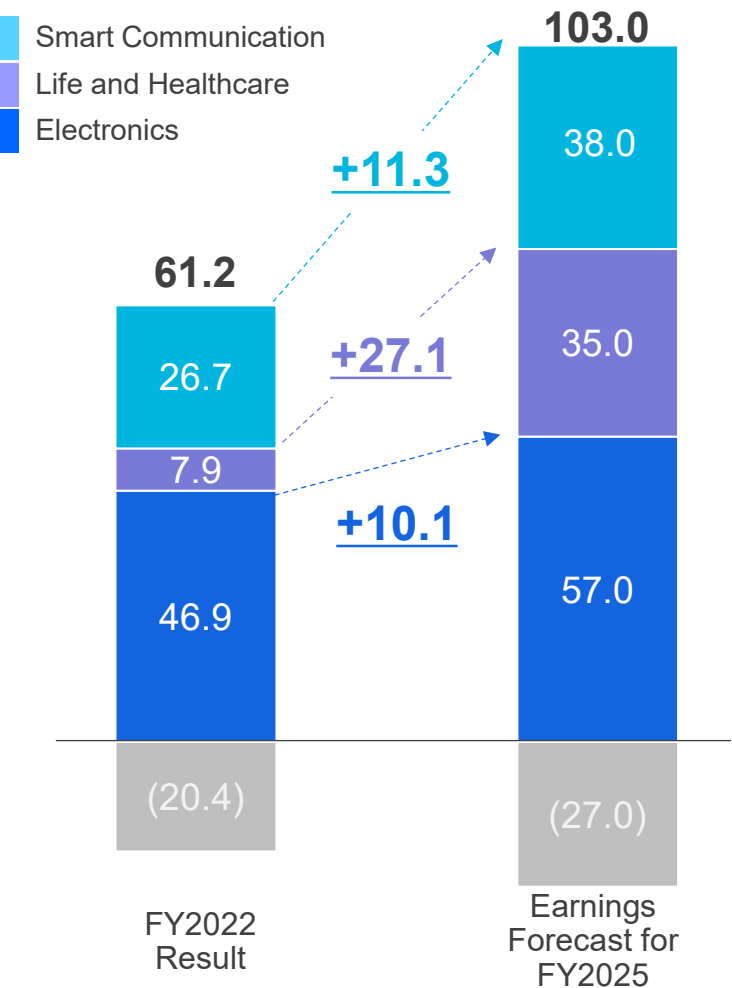


Overview

- ✓ Our focus businesses are **expanding steadily, led by the Digital Interface businesses**
- ✓ Profitability in the Stable/restructured businesses improved significantly, driven by the **reorganization of existing printing-related operations and initiatives to improve the earnings base**
- ✓ We are **actively investing in our focus businesses** to strengthen our business foundation for sustainable future growth

Changes in Operating Profit by Segment

Breakdown of Operating Profit by Segment (Unit: ¥bn)



Smart Communication

- ✓ Imaging Communication business performed solidly
- ✓ Structural reforms in Publishing-related business and existing Marketing-related business also contributed

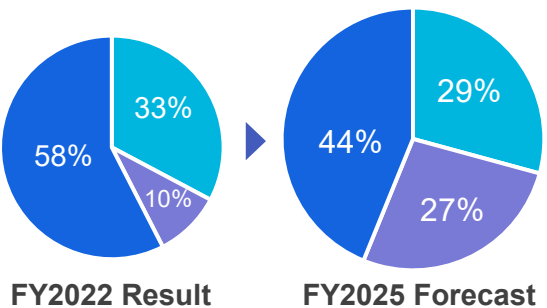
Life and Healthcare

- ✓ The Packaging business improved its profitability through manufacturing site restructuring and cost reductions
- ✓ The Living Spaces business enhanced efficiency and strengthened its growth potential through organizational integration with the Mobility business

Electronics

- ✓ The Digital Interfaces business grew steadily in line with market growth
- ✓ Proactive growth investments were made across the entire segment to strengthen the business base for medium- to long-term growth

Changes in Composition of Operating Profit by Segment

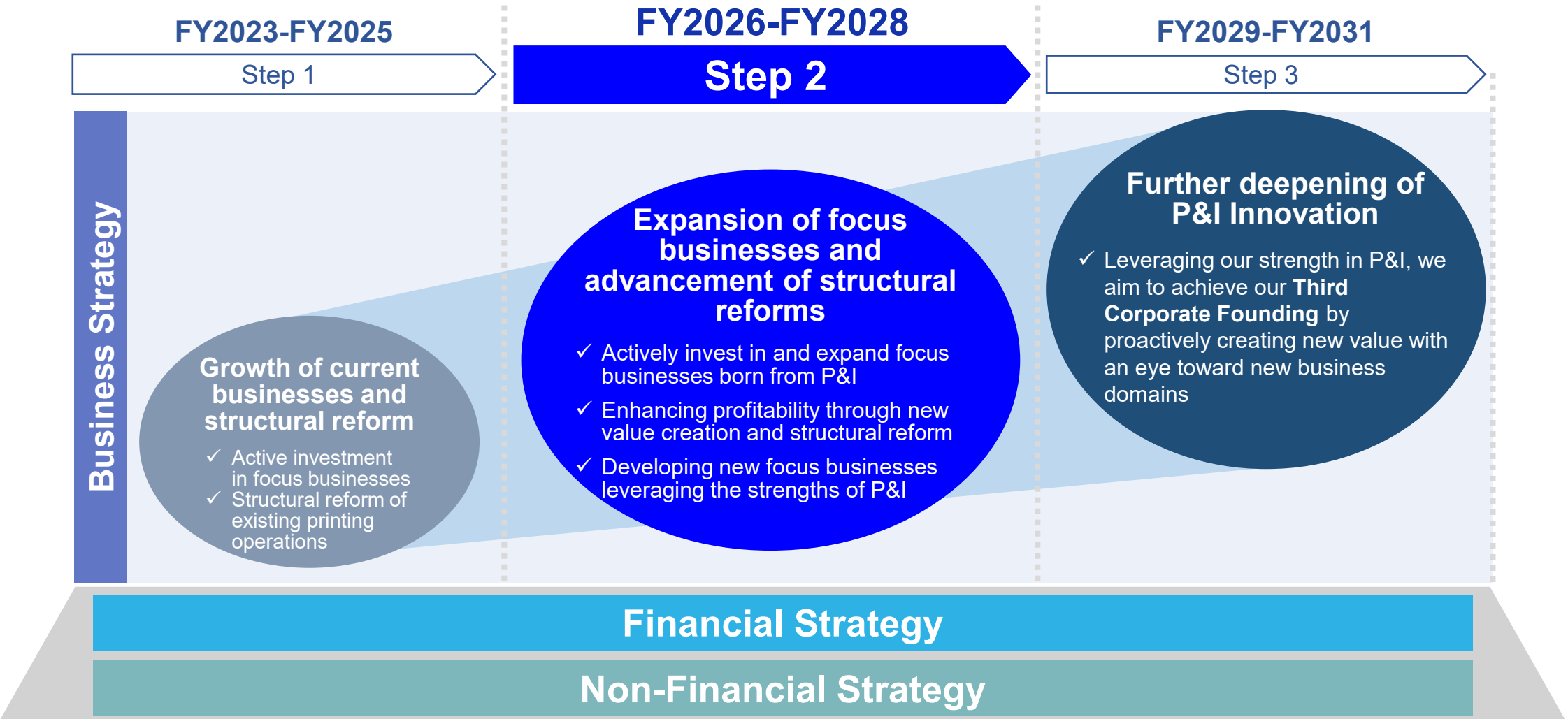


- All segments achieved profit growth through the growth of focus businesses and continued structural reforms

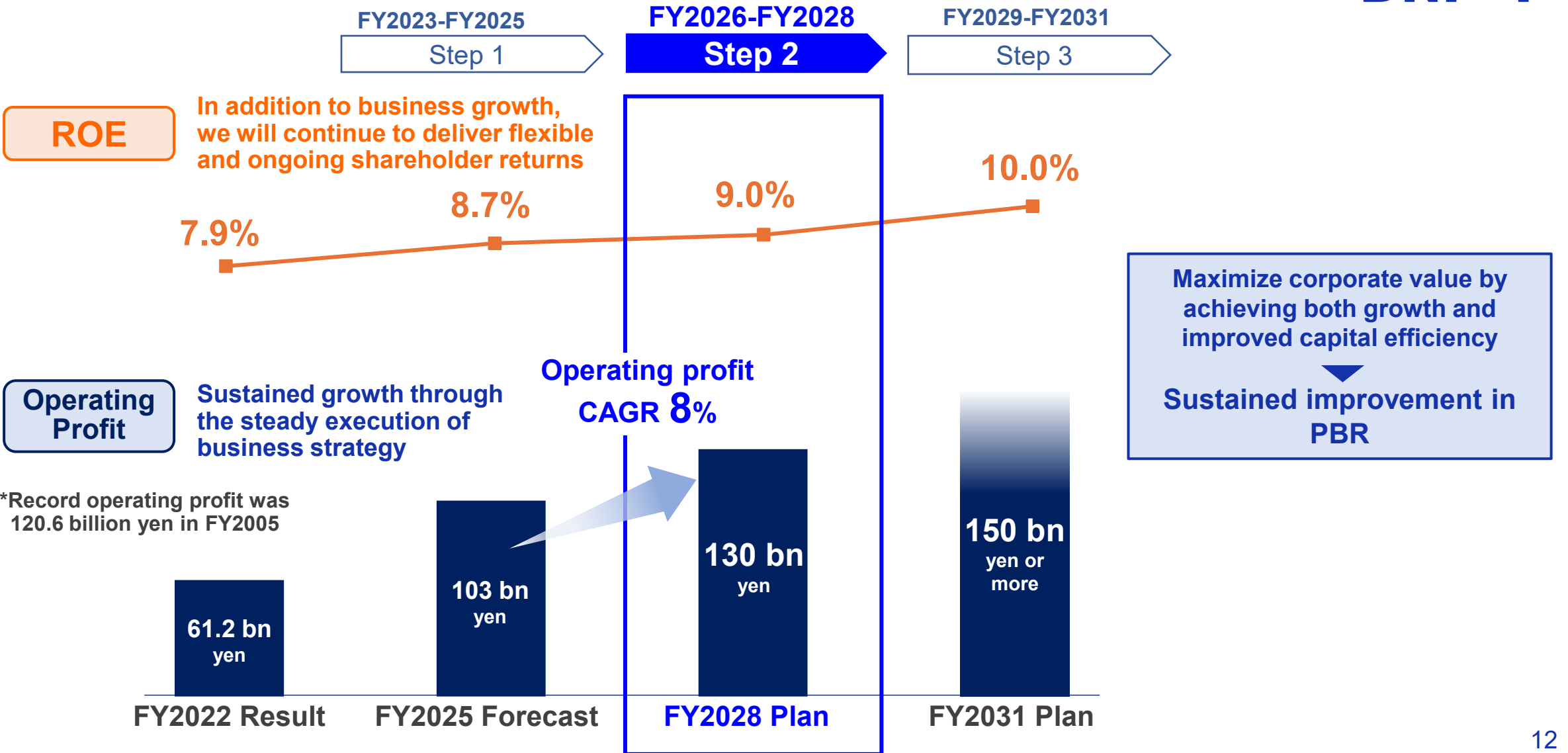
- From FY2026 onward, we will pursue sustainable growth across all segments through further growth of focus businesses, the creation of new value, and the continuation of structural reforms

3. Outline of the Next Medium-term Management Plan (FY2026-FY2028)

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



Performance Plan









Expansion of Focus Businesses and Transformation of the Business Portfolio **DNP**

Growth across the three segments through the expansion of focus businesses, transformation of the business portfolio, and business synergies

Expansion of Focus Business Areas

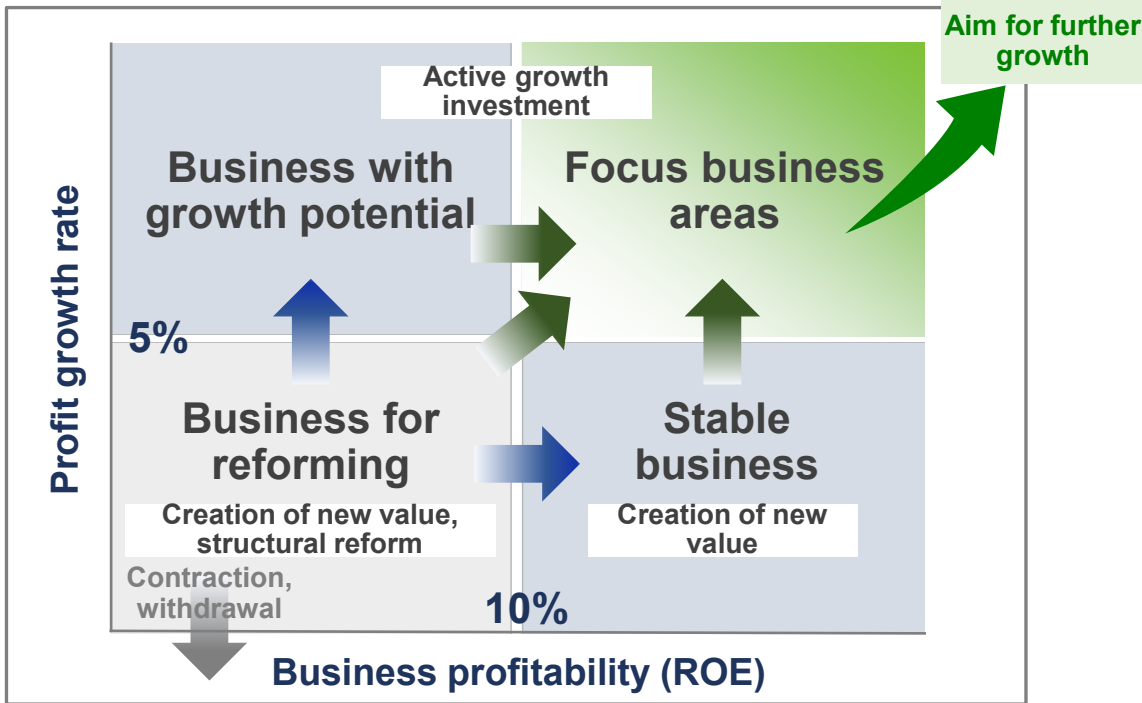
Proactive investment in focus business areas with high market share, strong profitability, and sustainable growth potential

Smart Communication	Information Security (Smart cards, BPO services)	
	Photo Imaging (Dye-sublimation thermal transfer printing media, etc.)	
Life and Healthcare	Mobility (Automotive interior and exterior decorative films, etc.)	
	Industrial High-Performance Materials (Battery pouches, etc.)	
Electronics	Digital Interfaces (Optical film, metal masks, etc.)	
	Semiconductors (Photomasks for semiconductors, etc.)	



Transformation of the Business Portfolio

Transforming our business portfolio and enhancing capital efficiency through the creation of new value and the promotion of structural reforms



*Three Segments: Smart Communication, Life and Healthcare, Electronics

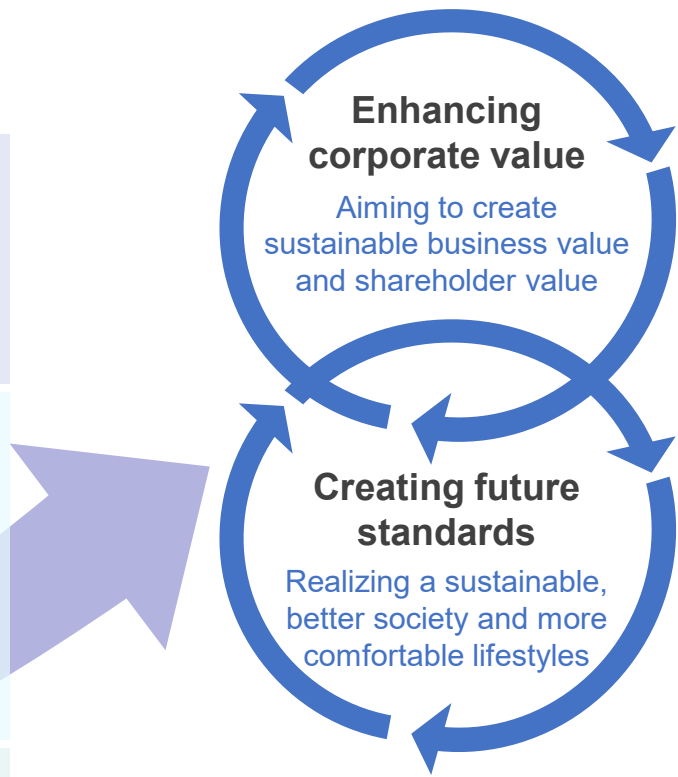
Strategies for the FY2026-FY2028 Medium-term Management Plan



Measures in Each Strategy

*Quantitative targets are scheduled to be disclosed upon the announcement of the Medium-term Management Plan in May 2026

Business Strategy	<ul style="list-style-type: none">Expand business through proactive investment in focus businesses born from P&IStrengthen profitability through new value creation and structural reformsDevelop new focus businesses by leveraging the strengths of P&I
Financial Strategy	<ul style="list-style-type: none">Funding for growth investments will be generated by maximizing capital efficiency through expanded operating cash flow, the reduction of assets such as strategic shareholdings, and the proactive use of interest-bearing debtDividend levels will be enhanced through progressive dividends aligned with profit growth and an increased payout ratioShare buybacks will be carried out in a flexible and ongoing manner, taking into account the balance with growth investments, share price levels, and capital efficiency
Non-Financial Strategy	<ul style="list-style-type: none">Enhancing human creativity through expanded investment in peopleEnhancing competitiveness through the advancement of intellectual capitalRealizing a nature-positive value chain





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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