

DNP Group Sustainability Web Archive 2025

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Sustainability

DNP's Approach to Sustainability ▾

Environment, Social and Governance ▾

Sustainability-Related News ▾

Reports and Related Data ▾

Recognition from Society ▾



Toward the realization of a “better future”

DNP will respond flexibly and promptly to various risks as well as anticipate change and spur reforms on its own.

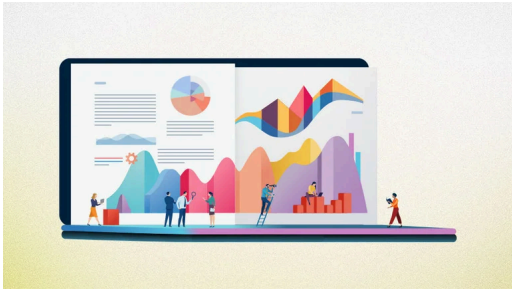
President
Chairperson of the Sustainability Committee

Yoshinari Kitajima

Message from the President



DNP's Approach to Sustainability



We are thoroughly implementing risk management that supports sustainable growth and responds to sustainability-related risks and opportunities.

Sustainability Management >

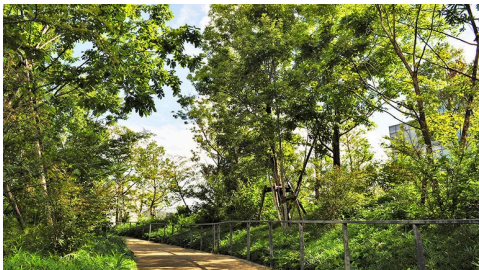
Sustainable Finance >



DNP has identified the actions that should be taken and the type of value that should be provided to realize the four societies it aims for as its “better future.”

Materiality >

Environment, Social and Governance



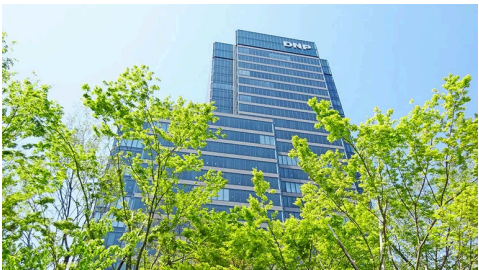
Environment >

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- [Information Security](#) >

[Supply Chain Management](#)[Stakeholder Engagement](#)

People and nature coexist, creating the “future standards.”

DNP strives for the coexistence of people and nature, growing alongside local communities and society. We actively promote environmental initiatives in the regions where our sites are located, aiming to realize sustainable lives full of well-being.

The Ichigaya district in Tokyo serves as a symbolic place where DNP creates the “future standards” for society through its business activities. Through the “Ichigaya no Mori” (Ichigaya Forest) initiative, it also provides a space where people and nature coexist and grow together with the community, establishing the “future standards” right in the heart of Tokyo.

We would like to introduce you to Ichigaya no Mori (Ichigaya Forest), where people and nature work together to shape future standards.



Sustainability-Related News

[Latest News List](#)

Reports and Related Data

Sustainability Web
Archive 2024 (23 MB)



Environmental Report
2025 (5 MB)



Integrated Report
2025 (11 MB)

[Disclosure of Information](#)[GRI Content Index / SASB Content
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Recognition from Society

DNP has been recognized by external rating agencies as a corporate group that is proactively working to contribute to the development of a sustainable society

[Recognition from Society](#)

Message from the President



Yoshinari Kitajima

President and Chairperson of
the Sustainability Committee

Further accelerating its transformation to realize a "better future"

We believe that a healthy society and economy, as well as comfortable and well-being lives, are possible on a sustainable earth. In recent years in particular, the environment, society and economy have undergone dramatic

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changes and the variable factors that affect business management are becoming increasingly diverse and complex.

Within this context, the Sustainability Committee, which I chair, identifies issues related to our business activities and evaluates them not only as risks but also as opportunities for future growth. By examining issues from both the risk and opportunity perspectives, we ensure that the results are appropriately reflected in our medium- to long-term management strategies.

We aim to realize a "better future" by responding flexibly and agilely to change. In addition, we aspire to anticipate change and drive transformation ourselves.

As part of this aspiration, we have identified materiality—key issues that we will prioritize—to realize the "four societies" that we envision as our "better future." Based on these material topics, we clarify the value we will prioritize and create from a global and long-term perspective, and promote initiatives in line with our medium-term management plan, including our "business strategy," "financial strategy," and "non-financial strategy". In addition, we continue to reinforce our corporate governance to sustainably enhance corporate value and remain a company trusted by all stakeholders.

Going forward, we will further strengthen our business foundation, continuously create new value, and pursue sustainable growth by thoroughly implementing proactive risk management.

Strengthening human capital

Strengthening our human capital—the driving force behind the DNP Group's sustainable growth and the key to its transformation—is one of our most important initiatives to continue providing value. Each and every employee is a key foundation and source of strength in creating a "better future." Under the belief embodied in our Human Capital Policy—that "we value our employees, and through employees who are valued, the company grows, and together they enrich society"—we are advancing initiatives to enhance human capital.

To create value and achieve growth, each employee must accurately grasp changes in the environment, society, and economy, think independently, and proactively take on challenges. To support this, we continue to enhance our training programs, provide support for self-development, while expanding our In-House Recruiting System with a strong emphasis on the proactive and autonomous intentions of employees. We also actively implement initiatives to promote employees' autonomous career development and challenges addressing both systems and workplace culture—such as award programs recognizing employees who take on challenges without fear of failure, tools that visualize organizational strengths and issues, and initiatives to create a workplace with high psychological safety.

These efforts are grounded in the DNP Group's approach to diversity and inclusion (D&I). By respecting differences among individuals, accepting one another, and leveraging diversity as a strength, we maximize organizational capabilities and create value that addresses social issues and meets people's expectations. In addition, as the importance of respecting human rights grows, we are strengthening our systems for human rights promotion, including formulating our Human Rights Policy and promoting human rights due diligence.

Strengthening intellectual capital

Intellectual capital, including technology, know-how, and human resources, is the foundation for us to continue providing new value to society, and the accumulation and utilization of knowledge is essential to creating highly competitive products and services. In order to create globally competitive products and services that lead to sustainable growth, the DNP Group is further refining its unique strengths in "P&I" (Printing & Information), cultivated over many years. Furthermore, by deepening collaboration with partners such as diverse companies, organizations, universities, and research institutions, we will further enhance the value of our intellectual capital.

We are promoting strategic research and development and investing continuously and proactively to realize the "better future" we envision. Anticipating global needs such as reducing environmental impact and enhancing well-being, we are strengthening our marketing and research and development systems for each country and region. We are also promoting digital transformation in both business growth and productivity innovation, striving to introduce necessary technologies and enhance our human resources.

Going forward, we will continue to create synergies through "All DNP," bringing all divisions together, and take on the challenge of balancing the resolution of social issues with sustainable growth.

Environmental Initiatives

The DNP Group believes that coexistence with the global environment is essential for the sustainable growth of a company. Addressing environmental issues is a social responsibility that we must fulfill and is also an important initiative in enhancing the sustainability of our business. As environmental issues such as climate change and biodiversity loss have become increasingly serious in recent years, we have positioned environmental conservation and the reduction of environmental impact as materiality

(material issues) and are pursuing a balance between our business activities and the global environment.

Under the DNP Group Environmental Vision 2050, we are accelerating our efforts to realize a decarbonized society, a recycling-oriented society, and a society in harmony with nature by systematically assessing our dependencies and impact on natural capital to identify risks and opportunities. For example, in response to climate change, we have set ambitious targets in line with the international 1.5°C goal and are working to reduce GHG emissions throughout our supply chain. We are also focusing on reducing the environmental impact of our products and services by promoting the development and use of low-carbon materials, minimizing unnecessary materials, and ensuring the efficient use and recycling of resources.

We will continue to contribute to building a sustainable society by working to resolve various environmental issues based on coexistence with nature.

October 2025

President

Chairperson of the Sustainability Committee

Yoshinari Kitajima

Sustainability Management

[Sustainable Management Initiatives](#) ▼[Risk Management](#) ▼

Sustainable Management Initiatives

Based on our corporate philosophy, the DNP Group aims to realize a "sustainable, better society and well-being lives" as part of its approach to sustainable management and is developing business activities to take the initiative in creating a "better future." To realize a "better future" and achieve sustainable long-term growth, DNP must first identify and understand the impacts of diverse and rapidly evolving environmental, social, and economic changes on its business and appropriately assess the associated risks. We then integrate these insights into our medium- to long-term management strategy, enabling us to mitigate risks while transforming them into business opportunities.

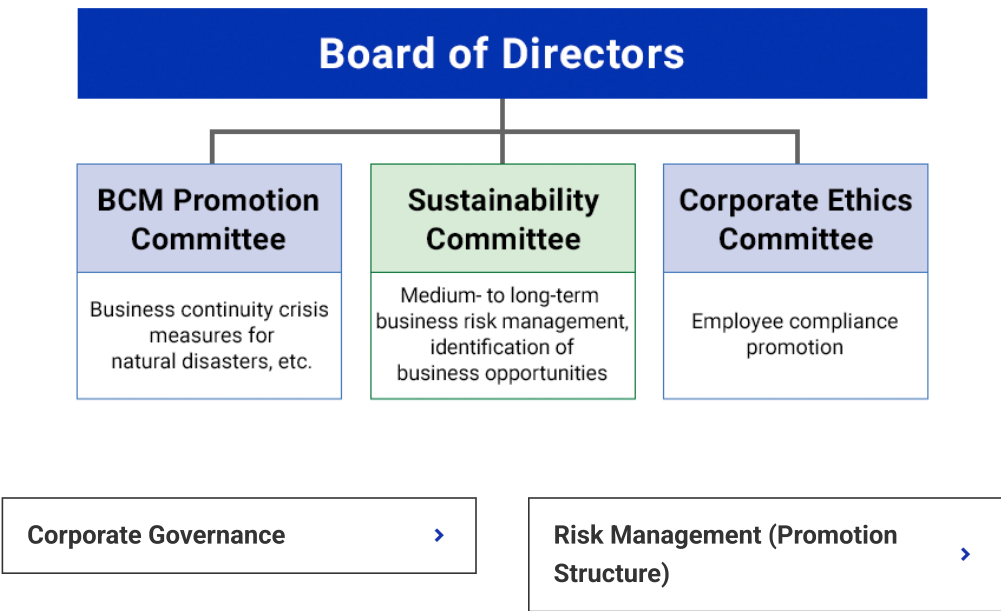
Furthermore, in addition to responding flexibly and swiftly to various management variables, we also anticipate change, drive our own transformation, and turn these into business opportunities, thereby enhancing both our corporate sustainability and the sustainability of the environment, society, and economy.

Governance

To enhance environmental, social, and economic sustainability and further promote the sustainable growth of the DNP Group itself, the Sustainability Committee—chaired by the Representative Director and President, with the

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Representative Director and Executive Vice President serving as Vice Chairman, and consisting of Directors and Executive Officers responsible for each headquarters division—is responsible for managing medium- to long-term management risks, identifying business opportunities, and reflecting these in management strategies. This committee works closely with the BCM Promotion Committee, which ensures employee safety and maintains production activities even in the event of a natural disaster or other emergency, the Corporate Ethics Committee, which aims to reduce risks by raising employee awareness of compliance, thereby covering company-wide risks and building a flexible and resilient governance system.



Strategy/Metrics and Targets

To realize the four interrelated societies that represent the “better future” DNP aims for, DNP has identified materiality as important for continuing to grow together with society, by clarifying what it should do and what value it should create.

As activities based on materiality, we will promote initiatives in line with the "business strategy," "financial strategy," and "non-financial strategy" of the medium-term management plan and aim for the sustainable growth of the DNP Group by creating new value and strengthening business base. In order to steadily promote these activities, we have set specific metrics and targets in the medium-term management plan and are continuously monitoring them.

Materiality



**Financial Results
Briefing for the
Fiscal Year Ending
March 2025
(Progress with
Medium-term
Management Plan)**

(931 KB)



Risk Management

Under a flexible and robust governance system, DNP promotes comprehensive risk management to minimize the negative impact of various management variables and to expand business opportunities.

The Sustainability Committee identifies, evaluates, and manages medium- to long-term risks and opportunities related to the environment, society, and the economy at least once a year. These risks and opportunities are prioritized and optimal targets are set based on perspectives including the impact on business plans and financial and non-financial strategies, market changes, the impacts on the environment and society, and the likelihood of negative impacts occurring, with the results reflected in our management strategies.

Risk Management



Sustainable Finance

By undertaking financing through sustainable finance, DNP will communicate to stakeholders its specific initiatives in sustainability management while it resolves social and environmental issues and contributes to the realization of a sustainable society.

DNP Group Sustainability-Linked Finance Framework

DNP formulated the DNP Group Environmental Vision 2050 as a statement expressing “what we expect to accomplish toward the year 2050” to realize a sustainable society. DNP will accelerate initiatives to reduce greenhouse gas (GHG) emissions (Scope 1 and 2) and increase the resource recycling rate through financing using this framework, aiming toward the realization of a decarbonized society, a recycling-oriented society and a society in harmony with nature.

○ GHG emissions:

As moves toward achieving carbon neutrality by 2050 gain momentum, DNP has set a GHG emissions reduction target that aligns with the 1.5°C level set by Science Based Targets (SBT) and is promoting conversion of its business portfolio, strengthening energy-saving activities, and introducing renewable energy.

○ Increasing the resource recycling rate:

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The Resource Circulation Strategy for Plastics formulated by the Japanese government in 2019 clarifies a policy of maximizing effective resource utilization rates by optimally combining material recycling, chemical recycling, and thermal recycling in accordance with the quality and properties of sorted and separated plastic resources. DNP is working to use resources efficiently, with focus on promoting material recycling and chemical recycling of plastics.

For details of this framework, please see the PDF below.

DNP Group Sustainability-Linked Finance Framework

(2,096KB)



Third-party evaluation and conformity

This framework has obtained a third-party evaluation (second opinion) from Rating and Investment Information, Inc. (R&I) stating that it conforms to the principles.

Additionally, Mizuho Securities Co., Ltd. has provided support for the development of this framework as a structuring agent*.

* Structuring agent: This is an entity that supports the issuance of green bonds etc. by formulating sustainability finance frameworks and providing advice on obtaining second opinions.

Second opinion from Rating and Investment Information, Inc. (R&I) (3,687KB)



Sustainable Finance Achievements

Seventh series of unsecured corporate bonds (with limited pari passu clause between bonds) (sustainability-linked bonds)

Date of Issue	Maturity	Total Amount of Issuance (million yen)	Interest Rate	Redemption Date
May 1, 2025	5 years	40,000	1.253%	May 1, 2030

Eighth series of unsecured corporate bonds (with limited pari passu clause between bonds) (sustainability-linked bonds)

Date of Issue	Maturity	Total Amount of Issuance (million yen)	Interest Rate	Redemption Date
May 1, 2025	7 years	20,000	1.474%	April 30, 2032

Overview of Sustainability-Linked Bonds

Seventh series of unsecured corporate bonds (with limited pari passu clause between bonds) (sustainability-linked bonds)

SPTs	Reduction of GHG emissions (Scope 1 and 2) 37.8% reduction from the FY2019 levels by the end of FY2028
Reference Period	From April 1, 2028 to March 31, 2029
Assessment Date	Oct. 31, 2029
Terms and Conditions	Terms and Conditions (139KB) 
Shelf Registration Supplement	Shelf Registration Supplement (347KB) 
Bond Rating	AA-(R&I)

Eighth series of unsecured corporate bonds (with limited pari passu clause between bonds) (sustainability-linked bonds)

SPTs	Reduction of GHG emissions (Scope 1 and 2) 46.2% reduction from the FY2019 levels by the end of FY2030 Increasing the resource recycling rate Achieve a 70% resource recycling rate ¹ for all unnecessary objects ² by the end of FY2030
Reference Period	From April 1, 2030 to March 31, 2031
Assessment Date	Oct. 31, 2031

Terms and Conditions	Terms and Conditions (99 KB) 
Shelf Registration Supplement	Shelf Registration Supplement (347KB) 
Bond Rating	AA-(R&I)

Note 1: Resource recycling rate = Amount of resource recycling ÷ amount of unnecessary objects excluding paper as valuable waste ×100
Amount of resource recycling = Amount of unnecessary objects (excluding paper as valuable waste) that have been recycled by means of material recycling or chemical recycling
Amount of unnecessary objects excluding paper = Amount of unnecessary objects (waste and valuable waste) excluding paper as valuable waste, which is 100% recycled, and the amount of sludge subject to on-site intermediate processing

Note 2: Total amount of waste and valuable materials discharged from our own manufacturing sites

Reporting

The performance of the KPIs shall be verified by an independent third party annually after the implementation of the Sustainability-Linked Finance until the final assessment date.

KPI	Reduction of GHG emissions (Scope 1 and 2) (compared to FY2019 level)	Increasing the resource recycling rate	Independent review report comments by an independent institution
FY2024 (Reference)	18.4% reduction DNP Group Environmental Report 2025 p. 17 	63.5% DNP Group Environmental Report 2025 p. 17 	Issued: June 22, 2025 
FY2025			
FY2026			
FY2027			
FY2028			
FY2029			
FY2030			

Materiality

DNP identifies materiality to realize the “better future” it envisions.

[DNP's Vision for "a Better Future" ▾](#)

["A Better Future" and "Materiality" ▾](#)

[Business Activities Based on Materiality \(Targets and Results\) ▾](#)

DNP's Vision for a Better Future

Based on the Corporate Philosophy, the DNP Group aims to realize “a sustainable, better society and well-being lives” as a sustainable management concept and is taking the initiative in conducting business activities to create a “better future.”

To realize the four interrelated societies that it aims for as a “better future,” in March 2024 DNP identified materiality as important for it to continuously grow together with society by specifying what DNP should do and what value it will create with an eye toward 2030-35.

The DNP Group continuously takes a long-term view and will conduct business activities to create a “better future” based on the Corporate Philosophy. DNP has clarified the four societies that only DNP can realize and the key issues (materiality) for priority resolution and will continuously take on the challenge of creating new value that connects people and society.

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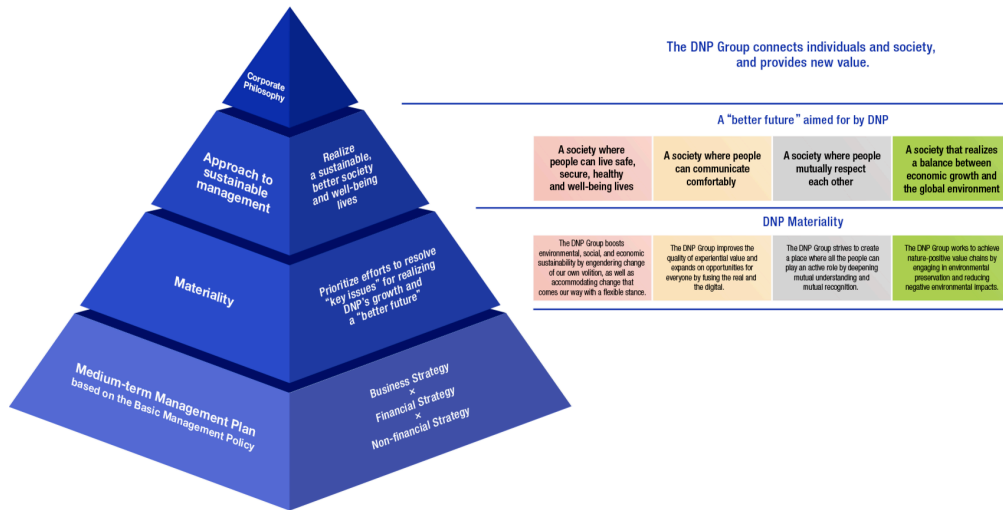
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DNP Group's Philosophy and Materiality



Enlarge the above figure



DNP Group Vision



Mid-term
Management Plan (3 MB)



Process for Identifying Materiality

We comprehensively grasp social issues and mega-trends related to the environment, society, and economy, and identify and evaluate medium- to long-term risks (variables) in DNP's business activities, as well as identify and prioritize social issues that are highly important for DNP and society stakeholders.

Process for identifying
materiality



"A Better Future" and "Materiality"

A society where people can live safe, secure, healthy, and fulfilling lives



Materiality

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.

Priority areas for value creation

Developing social environments that enable well-being lives

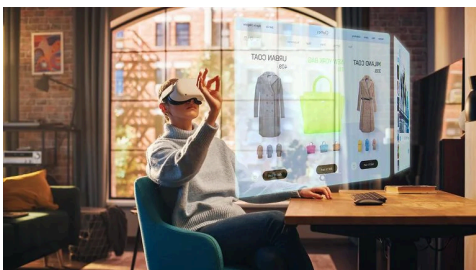
Building social and information infrastructure that supports safety and security

• [Information Security](#)
(0.88MB) 

• [Industrial high-performance materials](#) (1.18MB) 

• [Digital interfaces](#) (1.06MB) 

A society that enables effortless communication



Materiality

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

Priority areas for value creation

Providing information
tailored to each individual

Enhancing experiences
through next-generation
technologies

• [Photo imaging \(1.12MB\)](#)



• [Mobility \(0.96MB\)](#)



• [Semiconductors \(1.15MB\)](#)



A society where people respect each other



Materiality

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

Priority areas for value creation

Creating opportunities for
everyone to participate

Ensuring globally accessible
information

• [Digital interfaces \(1.06MB\)](#)



• [Semiconductors \(1.15MB\)](#)



A society that balances economic growth with environmental sustainability



Materiality

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

Priority areas for value creation

**Building systems that
balance convenience and
environmental consideration**

**Supporting sustainable
economic growth through
efficient use of resources**

• [Industrial high-performance materials \(1.18MB\)](#) 

• [Digital interfaces \(1.06MB\)](#) 

• [Semiconductors \(1.15MB\)](#) 

Business Activities Based on Materiality

By promoting initiatives aligned with the business, financial and non-financial strategies of the Medium-term Management Plan, the DNP Group aims to achieve sustainable growth through creating new value and strengthening its business base.

Value creation

Aligned with the business strategy of the Medium-term Management Plan, DNP is developing a business portfolio that can leverage its strengths over the medium to long term. In addition, we are proactively investing in areas with expected market growth where our strengths can be applied, aiming to expand business domains and enhance performance.

Business area		Social value	Economic value
Value creation	Information Security 	- Realizing a safe, secure and comfortable smart society where people and things are connected - Contributing to the development of highly reliable social infrastructure	- Providing high-value, one-stop services through optimal combinations of products and services - Expanding business over the medium to long term by entering emerging markets with expected population growth and economic expansion
	Photo imaging 	- Realizing a communication society filled with smiles and a sense of security - Creating new experiences through photography	- Achieving stable earnings and differentiation through high-quality print products and image-processing technologies - Maintaining a leading global market share and capturing emerging markets by creating value tailored to regional needs
	Mobility 	- Realizing a society where people can move safely and comfortably by integrating the real and digital worlds - Providing a comfortable in-vehicle experience through in-vehicle interface	- Securing competitiveness in the global next-generation vehicle market with high-value-added automotive products - Contributing to a recycling-oriented society through eco-friendly products using recycled plastics and other materials
	Industrial high-performance materials 	- Contributing to a decarbonized society with materials supporting EVs and renewable energy - Reducing environmental impact through eco-friendly materials and manufacturing processes	- Expanding markets by maintaining a leading global share and responding to carbon neutrality - Strengthening global competitiveness through a flexible system that supports local production
	Digital interfaces 	- Realizing a society rich in sensibility through enhanced visual experiences - Contributing to the evolution of diverse devices that support intuitive connections with information	- Maintaining a strong market position through advanced mass-production capabilities that meet next-generation display demand - Achieving high profitability and market leadership through co-creation based on a strong customer base and trust, and delivering high-value-added solutions
	Semiconductors 	- Contributing to the evolution of high-performance semiconductors that support the next-generation information society - Building safe and reliable social infrastructure through semiconductor manufacturing	- Achieving high growth through advanced microfabrication technologies and responsiveness to cutting-edge fields - Ensuring sustainable business expansion by addressing growth sectors and key markets, covering the semiconductor market comprehensively

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

Enlarge the above figure



Strengthening business base

As a foundation supporting sustainable growth, DNP is advancing the strengthening of human capital through expanded investment in people based on the Human Capital Policy, the enhancement of intellectual capital by leveraging DNP's unique strengths and external collaborations, and environmental initiatives aimed at realizing a decarbonized society, a recycling-oriented society and a society in harmony with nature.

Material issues			Key metrics		Targets	FY2024 results	
Strengthening business base	Strengthening of Human Capital	Support for career autonomy of employees and strengthening of organizational capability	DNP version of "compensation and related policies that are more closely founded on a job-oriented perspective"		FY2025 targets	Implementation completed	—
		Health and productivity management that increases the happiness of employees	Employee engagement survey scores			Up 10% from FY2022	+4.5%
		Hiring, personnel assignment and reskilling based on human resource portfolio	Completion of DX literacy standard basic education course			27,500 people eligible	25,473
		Promotion of D&I (Diversity and Inclusion) utilizing diverse individuality	Ratio of female managers			12 % or more	10.4%
			Percentage of male employees taking childcare leave			100%	96.4%
	Strengthening Intellectual Capital	Creation of new businesses and enhancement of technological strengths	R&D expenditures (annual)		FY2025 targets	Maintain in range of 30.0 billion yen	37.5 billion yen
		Global rollout of technological strengths					
		Strengthening of stable businesses and cultural reform					
		Sophistication of DX infrastructure	Data management infrastructure	Number of users		Expand to 10,000 people	7,069
				Number of data analysts		Expand to 1,000 people	703
				Number of reports analyzed and visualized		Expand to 1,800 units	1,356
		Initiatives for Environment	Decarbonized society	Reduction of GHG emissions (Scope 1 and 2)		FY2030 targets	Down 46.2% from FY2019
	Recycling-oriented society		Increase in resource recycling rate		70%		63.5%
	Society in harmony with nature		Reduction of water usage		Down 30% from FY2019		Down 7.7%
			Procurement rate of paper compliant with the DNP Group Guidelines for Procurement of Paper for Printing and Converting		100%		99.5%

Enlarge the above figure



Strengthening human capital

Human Rights and Labor

Human Resources Management

Health and Productivity Management

Occupational Safety and Health

Diversity & Inclusion

Strengthening intellectual capital

Technologies and R&D

Environmental Initiatives

Environmental Initiatives



Thorough risk management

To ensure the continuity of its business activities, DNP believes it is essential not only to comply with laws and regulations but also for all employees to act with integrity based on social ethics. From both DNP's perspective, based on the DNP Group Code of Conduct, which defines the standards for employee behavior, and the broader societal perspective, including international norms, we analyze the importance of key issues and focus on the following critical themes: [Fair Operating Practices](#), [Human Rights and Labor](#), [Environment](#), [Responsible Procurement](#), [Product and Service Safety and Quality](#), [Information Security](#), and [Corporate Citizenship](#). Through these efforts, DNP works to thoroughly implement risk management across the entire supply chain.

Risk Management



The Integrated Report (PDF version) introduces DNP's efforts to realize a "better future," including the main strategies of each business segment.

Integrated Report



Process for Identifying Materiality

In identifying materiality, DNP comprehensively ascertains social issues and megatrends related to the environment, society and the economy, and evaluates and analyzes medium- to long-term risks (variable factors) and the impact of these on our business based on factors such as the impact on our own business activities, the value we can provide, and our strengths. Considering these external trends, DNP has specified the four types of societies that it aims for, and to realize these we have specified what DNP should do and the value it should provide and identified these as materiality.

Process for Identifying Materiality

1 Ascertaining social issues

DNP **comprehensively ascertains social issues** from the perspectives of market changes and megatrends and the materiality of these for each stakeholder as well as international frameworks such as SDGs, the GRI standards and ESG social evaluation items.

Related stakeholders

Employees, local communities, business partners, shareholders/institutional investors, education/research

International frameworks considered

SDGs, GRI Standards, SASB Standards, United Nations Global Compact, TCFD, TNFD, UN Guiding Principles on

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institutions, NPOs/NGOs,
various organizations, etc.

Business and Human Rights,
etc.

2 Identifying and prioritizing social issues

Based on the relationship with our Corporate Philosophy and Business Strategy, identification of short-, medium- and long-term risks and opportunities and an assessment of the impact of these on management, DNP has specified the four societies it aims for as its “better future” and has outlined what it should do to realize this and the value it will provide.

3 Identifying materiality

DNP holds opinion exchanges with relevant internal divisions, external experts and outside directors. We identify DNP’s materiality after discussion with and approval by the Sustainability Committee, Management Committee and Board of Directors.

Business Activities Based on Materiality

As business activities based on materiality, we are promoting cross-company new value creation, primarily in our focus business areas, through the evolution and cultivation of the strengths of DNP’s unique Printing & Information (P&I). Concurrently, we are strengthening our business base and thoroughly managing risks as we minimize negative impacts from the dual perspectives of increasing corporate value and strengthening business competitiveness.

Identifying risks and opportunities

DNP believes that a healthy society and economy, as well as comfortable and well-being lives for people, can only be sustained on a sustainable earth. In

recent years, rapid environmental, social and economic changes have created diverse management challenges. DNP recognizes the importance of accurately identifying these factors, evaluating associated risks, and incorporating them into medium- to long-term management strategies. By anticipating change and driving transformation, DNP seeks to turn risks into business opportunities, thereby advancing both corporate sustainability and the sustainability of society as a whole.

	Variables	Impact on business activities
Economic-related	[Technology trends] DX, AI and security - Acceleration of AI and DX adoption due to advances in digital technologies, leading to changes in work styles and social structures - Threats to information and cybersecurity - Expansion of the digital divide and potential privacy infringements, etc.	Risks - Decline in competitiveness due to delayed adoption of advanced technologies - Loss of information and expertise due to shortage or outflow of specialized personnel - Business disruption or reputational damage caused by cyberattacks or misinformation, etc. Opportunities - Improved operational efficiency and productivity through AI and DX - Transforming communication in government, finance and distribution, and innovating production in manufacturing - Expansion of the digital services market - Providing personalized information and enhancing customer experiences - Facilitating large-scale data distribution, sharing and utilization under high-security environments - Growing demand for security solutions, etc.
	[Economic activity] Globalization, geopolitics and regulations - Globalization of markets and supply chains - Structural changes and fragmentation of supply chains due to geopolitical risks and tighter regulations, etc.	Risks - Disruptions and fragmentation of supply chains, and business stagnation caused by geopolitical risks and advances in AI - Emergence of new risks due to expansion or changes in business locations - Business disruption or market exit due to delays in regulatory compliance, etc. Opportunities - Creation of new markets through globalization and expansion into new business regions - Stabilization of supply through diversification of procurement and production systems - Strengthening reliability through supply chain transparency, etc.
Social-related	[Human capital] Demographics, talent acquisition and human rights awareness - Business expansion and population growth globally - Declining birthrate, aging population and labor shortages in Japan - Growing awareness of human dignity (human rights and labor conditions), etc.	Risks - Decline in competitiveness due to delays in securing and developing specialized and DX talent - Increased importance of supply chain risk management and human rights due diligence, etc. Opportunities - Optimal talent allocation through recruitment of overseas personnel and reskilling - Maximizing organizational strength by respecting diversity - Promoting operational efficiency and social participation through ICT utilization, etc.
	[Value chain-related] Culture, systems and ethics - Geopolitical risks and differences in culture and systems across countries and regions - Growing importance of ethical corporate behavior and social responsibility, etc.	Risks - Increased friction and regulatory risks due to differences in systems and culture - Higher compliance risks, including supply chain risks and human rights issues, etc. Opportunities - Enhancing corporate value through the establishment of a global governance system - Strengthening reliability through supply chain transparency, etc.
Environmental-related	[Environment] Climate change, resources and environmental regulations - Increased frequency and severity of natural disasters and water-related risks due to climate change - Accelerated plastic pollution and loss of biodiversity - Strengthening of environmental regulations - Accelerated transition toward decarbonization and a circular economy, etc.	Risks - Operational suspensions and supply chain disruptions due to natural disasters - Opportunity losses and increased costs resulting from delayed environmental initiatives, etc. Opportunities - Expansion of demand for eco-friendly products and services - Increased demand for high-performance/high-value-added products, clean energy-related materials and alternative materials/products - Accelerated development of next-generation energy - Enhanced competitiveness of products and services through established traceability, etc.

Enlarge the figure

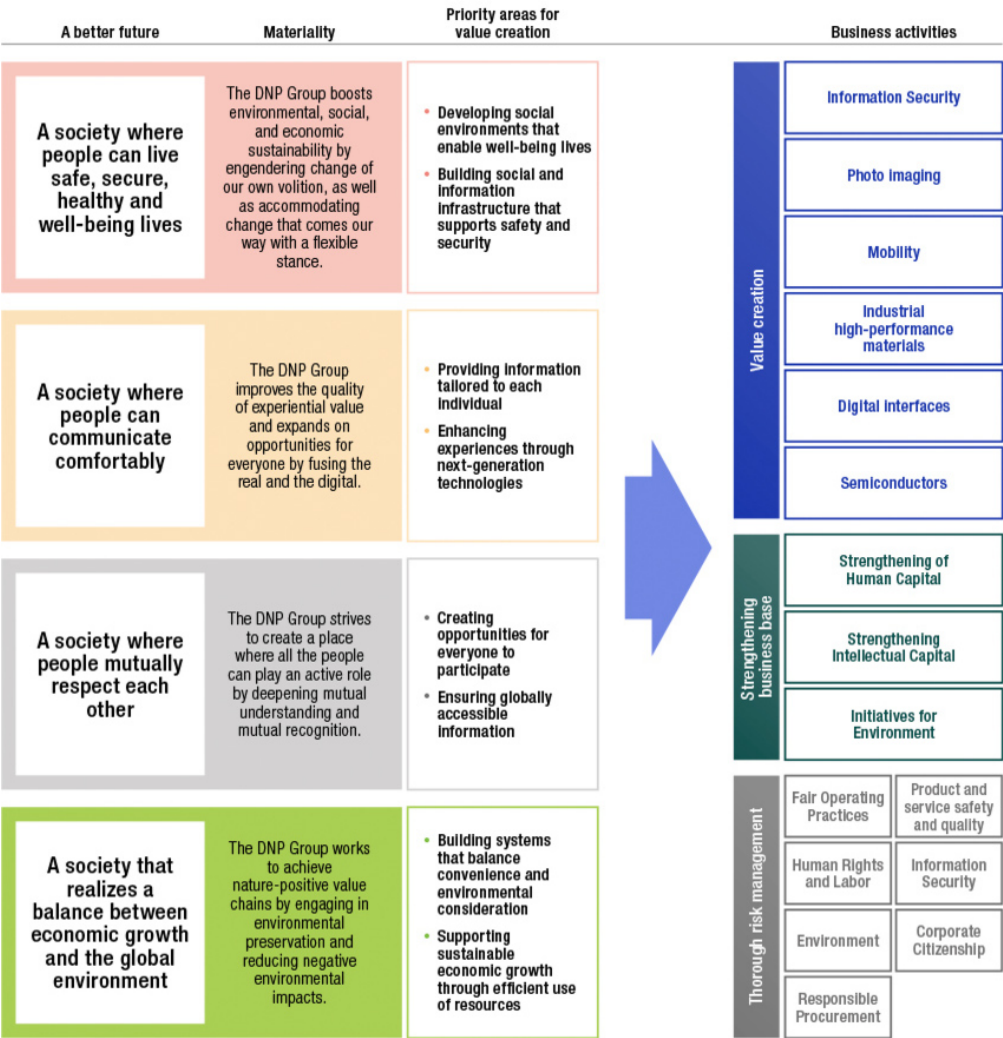


Identifying materiality

In March 2024, DNP identified its materiality—priority issues to be addressed—as key challenges for realizing the four interrelated societies that it envisions as a “better future.”

Based on this materiality, DNP has defined priority areas for value creation in its business activities from a global and long-term perspective.

To achieve both enhanced corporate value and strengthened competitiveness, DNP also focuses on strengthening its business base and thorough risk management, aiming to minimize potential negative impacts.



Enlarge the figure 

Materiality 

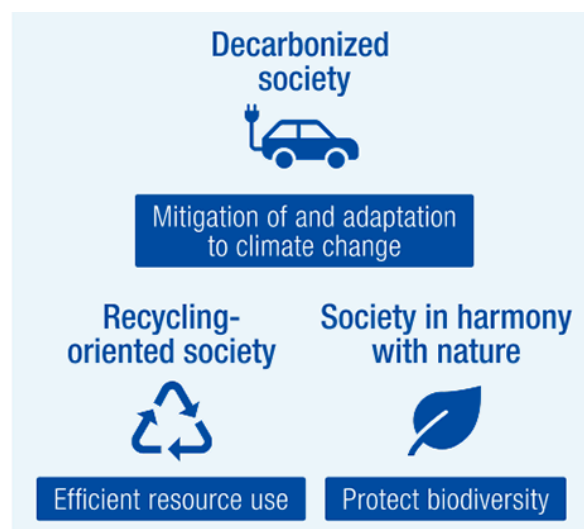
Risk Management 

Environment



Towards the Realization of the "DNP Group Environmental Vision 2050"

The DNP Group's Corporate Philosophy is to connect individuals and society, and provide new value. "Environmental conservation and realization of a sustainable society" is included in the DNP Group Code of Conduct, set as the prerequisites for all activities aimed at achieving the corporate philosophy. In March 2000, we formulated the DNP Group Environmental Policy to recognize the relationship between our business activities and the environment, reduce our environmental impact, and realize a sustainable society. In March 2020, we formulated the DNP Group Environmental Vision 2050, setting medium-term targets and accelerating specific initiatives aimed at realizing a decarbonized society, recycling-oriented society, and society in harmony with nature.



Environmental Management

The DNP Group has established DNP Group Environmental Policy based on the corporate philosophy and is building an environmental management system.

[DNP Group Environmental Policy](#)

>

[Indicators/Goals](#)

>

[Promotion Structure](#)

>

[Environmental Education](#)

>

Environmental Initiatives

[Decarbonized Society](#)

>

[Targets/Results](#) >[Reduction of GHG Emissions](#) >[Recycling-Oriented Society](#)

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[Targets/Results](#) >[Resource Recycling](#) >[Effective Use of Water Resources](#) >[Society in Harmony with Nature](#)

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[Targets/Results](#) >[Biodiversity Conservation](#) >[Reduction of Environmental Pollutants](#) >[Environmentally Conscious Products and Services](#)

>

[Targets/Results](#) >[Development Guidelines](#) >[Super Eco-Products](#) >

DNP Group Key Environmental Data

Environmental Report
2025 (5 MB)



[GHG emissions](#)

>

[Environmental conservation items \(air, wastewater, odor, noise, vibration\).](#)

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[Transportation fuel consumption for per unit of sales](#)

>

[GHG supply chain emissions](#)

>

[Ratio of environmentally friendly products and services to total sales](#)

>

[Water intake \(water usage\)](#)

>

[Resource Circulation Rate](#)

>

[Drainage amount](#)

>

[Water usage per unit of sales](#)

>

[Water pollutant emissions](#)

>

[VOC atmospheric emissions](#)

>



Social

>



Governance

>

Environmental Initiatives

DNP is constantly considering how its business activities can coexist with the global environment in order to realize a sustainable society and has set "environmental conservation and the realization of a sustainable society" as one of its Codes of Conduct.

In addition to complying with environmental laws and regulations, we are aware of the relationship between the environment and all our business activities and are working to achieve goals on themes such as "mitigating and adapting to climate change," "efficient use of resources," and "preserving biodiversity." Furthermore, with the aim of achieving the internationally shared goals of carbon neutrality and nature positivity, we are promoting activities throughout the supply chain and actively collaborating with external organizations such as industry groups to resolve environmental issues.

Policy, Vision, and Goals ▾

Disclosure Based on TCFD/TNFD Recommendations ▾

Environmental Management ▾

Policy, Vision, and Goals

The DNP Group's Corporate Philosophy states that it will connect individuals and society and provide new value. All activities to this end must comply with the DNP Group Code of Conduct whose tenets include "environmental conservation and the realization of a sustainable society." In March 2000, we established the DNP Group Environmental Policy, aiming to help realize a sustainable society by reducing the environmental impact based on an

< Sustainability

[Message from the President >](#)[Sustainability Management ▾](#)[Materiality ▾](#)[Environment ▾](#)[Environmental Initiatives ▾](#)[DNP Group Environmental Policy >](#)[Decarbonized Society >](#)[Recycling-Oriented Society >](#)[Society in Harmony with Nature ▾](#)[Environmentally Conscious Products and Services >](#)[DNP Group Key Environmental Data ▾](#)[Social ▾](#)[Governance ▾](#)[Supply Chain Management ▾](#)[Stakeholder Engagement >](#)[Report Archives ▾](#)[Disclosure of Information ▾](#)[Recognition from Society >](#)[Ichigaya no Mori \(Ichigaya Forest\) \(Special Website\) ▾](#)

understanding of the relationship between our business activities and the environment. We revised this policy in March 2022 because, in recent years in particular, society's concerns about environmental problems have been growing, and we must carry out activities in view of the environmental impact of the supply chain as a whole. The activities will be accelerated.

**DNP Group Environmental
Policy**



In March 2020, we formulated the "DNP Group Environmental Vision 2050," setting medium-term targets and accelerating specific initiatives aimed at realizing a "decarbonized society," a "recycling-based society," and a "society in harmony with nature."

DNP Group Environmental Vision 2050

DNP targets the realization of a decarbonized society, a recycling-oriented society, and a society in harmony with nature by creating new value through Printing and Information (P & I) innovation designed to achieve the emergence of a sustainable society.

A Decarbonized Society through Climate Change Mitigation and Adaptation

- We aim to achieve effective net-zero greenhouse gas emissions from business activities at our own sites (Scope1+Scope2).
- We will contribute to create a decarbonized society through our products and services.

A Recycling-Oriented Society through the Efficient use of Resources

- We will provide maximum value through the efficient use and recycling of resources throughout the value chain.

A Society in Harmony with Nature via the Conservation of Biodiversity

- We aim to minimize the impact on biodiversity throughout the entire value chain and achieve harmony with regional ecosystems.

Indicators and performance results for measuring progress

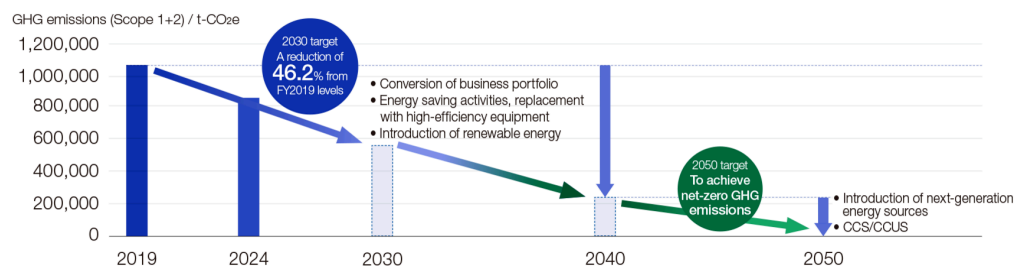
DNP Group Medium-Term Environmental Targets (Updated for FY2024 and FY2025)

In April 2024, DNP revised its greenhouse gas (GHG) reduction targets upward to comply with the international standard of the 1.5°C target. In April 2025, it changed its Scope 3 targets from supplier engagement targets to reduction targets. These targets have been recognized by the international initiative "Science Based Targets initiative (SBTi)" as being scientifically based targets for limiting global warming to 1.5°C, and DNP received renewed certification on April 25, 2025.

Please note that the figures for FY2019 have been updated due to changes in the scope of calculations due to changes in the business portfolio, etc.

Theme	Mid- to long-term goals for FY2030
GHG emission reduction	Reduce Scope 1 and 2 emissions by 46.2% compared to FY2019
	Reduce Scope 3 emissions by 27.5% compared to FY2019
Increasing the resource recycling rate	Achieve a resource recycling rate of 70% for all unnecessary objects
Reduce water usage	Reduce water usage per unit by 30% compared to FY2019
Increase in sales of environmentally friendly products and services	Increase the ratio of Super Eco-Products in total sales to 30%

Roadmap to carbon neutrality by 2050



Short term goals

GHG emission reduction target (Scope1+Scope2)

Item	Emissions (thousand tons-CO ₂ e)	Reduction rate
FY2019 (Base year)	1,062	—
FY2024	839	21.0%
FY2025	794	25.2%
FY2026	750	29.4%
FY2027	705	33.6%
FY2028	661	37.8%
FY2029	616	42.0%
FY2030	571	46.2%

Initiatives to Achieve Our Long-Term Vision (Environmental Report 2025) (570 KB)



DNP Group Key Environmental Data



Disclosure Based on TCFD/TNFD Recommendations

In order to assess the impact of our business activities on the natural environment and expand our environmental initiatives, we have endorsed the disclosure recommendations of the international framework, the Taskforce on Nature-related Financial Disclosures (TNFD). In addition to disclosing information using the framework recommended by the Taskforce on Climate-related Financial Disclosures (TCFD), we will strive to improve the quality and quantity of information disclosure based on the TNFD recommendations, thereby deepening dialogue with stakeholders.

Disclosures based on
four core contents
(Integrated Report
2025, p. 70)

(11 MB)



Disclosure based on
the TNFD core global
disclosure metrics
(Environmental
Report 2025)

(822 KB)



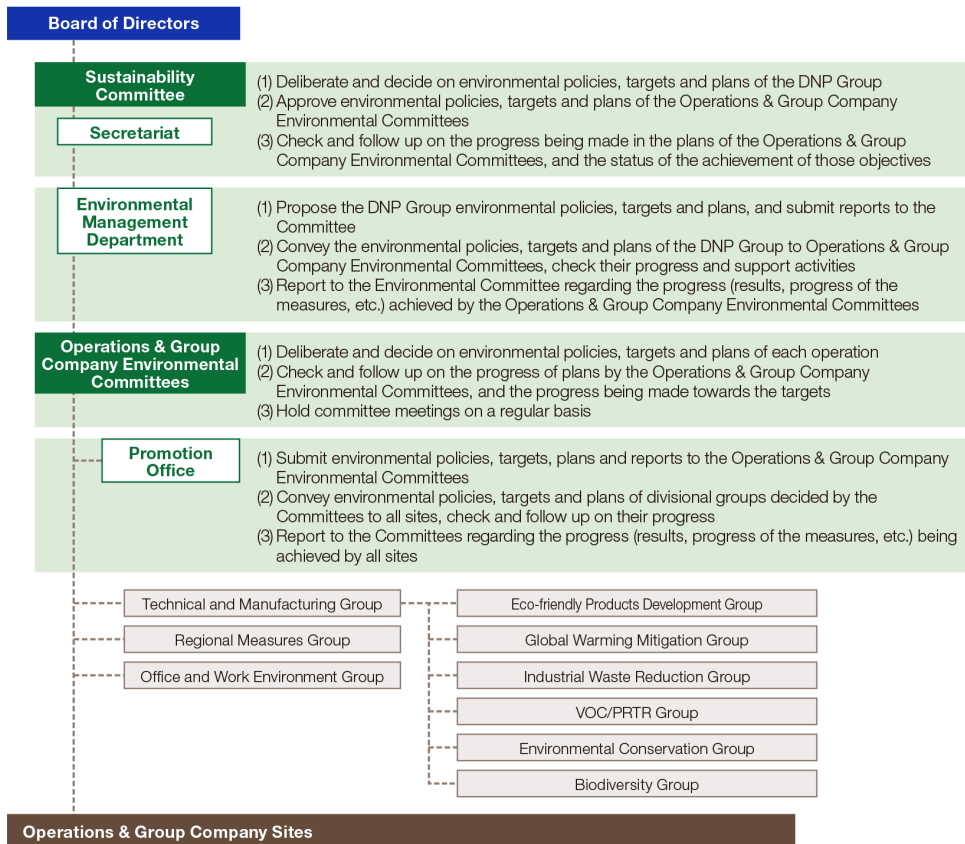
Environmental Management

Promotion Structure

DNP has established the Sustainability Committee as an organization to oversee environmental activities for the entire Group and has established environmental committees in each business unit and Group company to oversee domestic and overseas activities in each business area. Each committee has its own secretariat and promotion office.

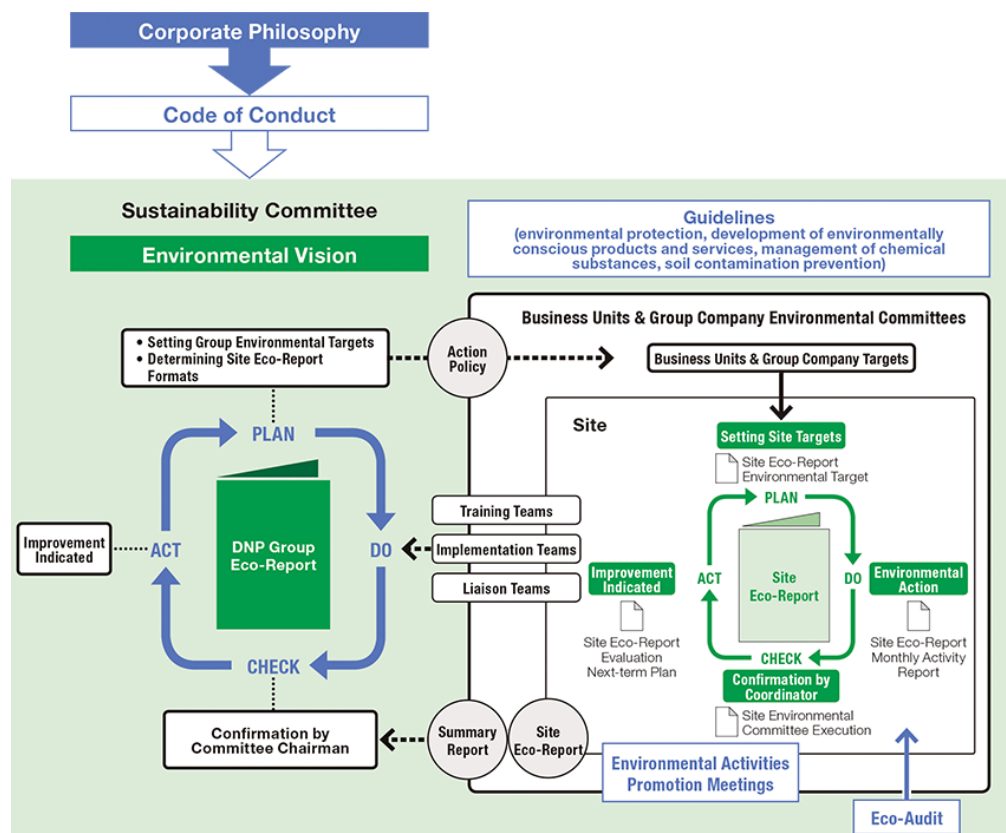
The Sustainability Committee is chaired by the Representative Director and President and composed of officers in charge of the basic headquarters organization. It manages medium- to long-term risks from a sustainability perspective, identifies business opportunities, and reflects them in management strategies. Within this committee, it deliberates and decides on environmental policies, goals, plans, etc. for the entire Group, and checks the progress of plans and goal achievement.

The Environmental Committees of each business unit and group company are carrying out activities, including overseas bases, based on the decisions of the Sustainability Committee and the characteristics of business area.



Environmental Management System

DNP has set environmental targets and is continually working to achieve them. In order to ensure the effectiveness of these efforts, we have been building our own environmental management system (EMS) since 1993, before ISO 14001 was issued.



ISO14001 Certification
Acquisition Status

We began implementing "Eco-Audits" in 1996, so as to make our Environmental Management System (EMS) more effective. Under this system, when an audit reveals that corrective measures are needed at a site, a "Corrective Action Request" is issued in writing and such actions as necessary are managed by the Sustainability Committee.

Environment
Management
Structure (929 KB) 
(Environmental
Report 2025)

Environmental Education

The DNP Group conducts environmental education programs according to level, working group and function concerning the DNP Group's environmental conservation efforts, environmental knowledge, environmental laws and

domestic and overseas trends concerning environmental issues. Our goal is for employees to gain the knowledge and management know-how necessary to improving employee environmental conservation consciousness and achieving our environmental goals.

Education for New Recruits

Course name: **Environmental Activity Overall (required)**
Basic environmental knowledge and conservation efforts of the DNP Group

First Held		1994
Eligibility		All new recruits
Number of participants (persons)	FY2022	249
	FY2023	273
	FY2024	281
Time of Year		When joining the company

Business Skills Seminar

Course name: **Environment/Chemicals (optional)**
Environmental Laws and Regulations Waste Treatment

First Held		1999
Eligibility		Employees related to operation
Number of participants (persons)	FY2022	95
	FY2023	112
	FY2024	89
Time of Year		Once yearly

Manufacturing Skill Seminar

Course Name: **Environmental**
Environmental initiatives of the DNP Group

First Held		2023
Eligibility		All employees involved in production activities up to the managerial team leader
Number of participants (persons)	FY2022	—
	FY2023	5,354
	FY2024	—
Time of Year		As needed

DNP Learning Portal

Course Name: **DNP Environmental Education**
DNP’s environmental initiatives

First Held		2024
Eligibility		All employees (employees with a network ID)
Number of participants (persons)	FY2022	—
	FY2023	—
	FY2024	23,380
Time of Year		Once yearly

Decarbonized Society

The effects of climate change are becoming more severe with each passing year, significantly impacting the environment, society, and economy. In response to this climate crisis, there is a need to accelerate efforts to achieve carbon neutrality by 2050, and the role that companies must play in this is becoming ever more important. By working to resolve various environmental issues, including climate change, DNP will not only solve social issues, but also provide new value that meets people's expectations.

[Targets/Results](#) ▼[Reduction of GHG emissions](#) ▼

Targets/Results

2050 Targets

Scope 1 and 2: We aim to achieve effective net-zero greenhouse gas emissions from business activities at our own sites.

Scope 3: We will contribute to create a decarbonized society through our products and services.

Item	2030 Targets	FY2024 Results
Scope 1 • 2 emission reduction (SBT)	Scope 1 and 2 emissions: 46.2% reduction compared to FY2019	Compared to FY2019: 18.4% reduction FY2024 emissions: ★866,000 tons-CO ₂

[< Sustainability](#)[Message from the President](#) >[Sustainability Management](#) ▼[Materiality](#) ▼[Environment](#) ▼[Environmental Initiatives](#) ▼[Decarbonized Society](#) >[Recycling-Oriented Society](#) >[Society in Harmony with Nature](#) ▼[Environmentally Conscious Products and Services](#) >[DNP Group Key Environmental Data](#) ▼[Social](#) ▼[Governance](#) ▼[Supply Chain Management](#) ▼[Stakeholder Engagement](#) >[Report Archives](#) ▼[Disclosure of Information](#) ▼[Recognition from Society](#) >[Ichigaya no Mori \(Ichigaya Forest\) \(Special Website\)](#) ▼

		(FY2019 emissions: 1,062,000 tons-CO ₂ e)
Scope 3 emission reduction (Target: Categories 1, 3, 4, 5) (SBT)	Scope 3 emissions: 27.5% reduction compared to FY2019	Compared to FY2019: 15.9% reduction FY2024 emissions: ★2,990,000 tons-CO ₂ e (FY2019 emissions: 3,556,000 tons-CO ₂ e)
Reducing transportation-related environmental impact	Transportation fuel consumption per unit of sales: 11% reduction compared to FY2019	Compared to FY2019: 20.3% reduction FY2024 basic unit: ★1.02 kℓ/100 million yen (FY2019 basic unit: 1.28 kℓ/100 million yen)

Some of the data contained in this report has been assured by LRQA Limited to ensure its reliability. A star mark ★ has been attached to each one of the indicators that have been assured by LRQA Limited.

DNP Group Key Environmental Data >

In April 2024, DNP revised its Scope 1+2 emissions reduction targets upward to comply with the international standard of the 1.5°C target. In April 2025, DNP switched its Scope 3 emissions targets from supplier engagement targets to reduction targets, and obtained updated SBT certification for these targets.

Additionally, we have revised our targets upward for resource recycling rates and water-use reduction in April 2024 and are currently working towards these targets.

DNP Group Medium-Term Environmental Targets (Updated for FY2024 and FY2025) >

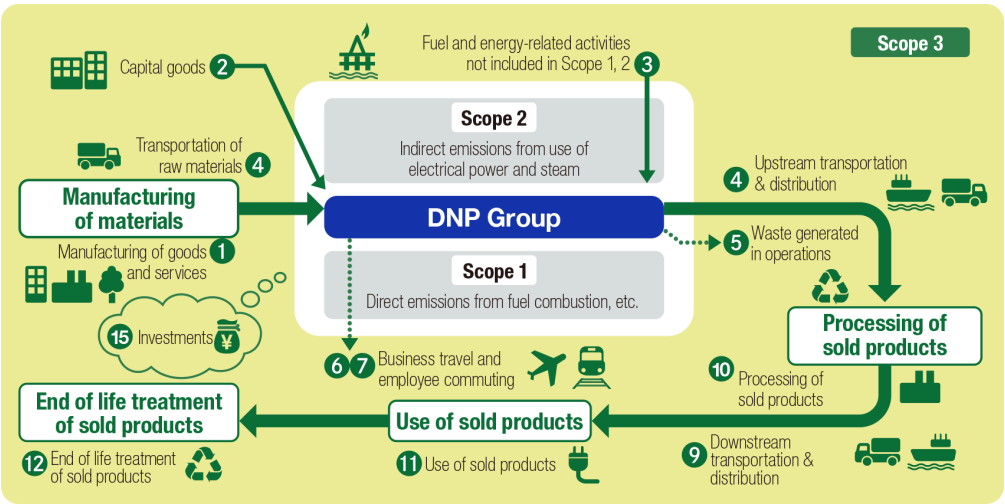
Reduction of GHG Emissions

Initiatives to Reduce GHG Emissions Throughout the Supply Chain

Toward the realization of a carbon-free society, DNP is working to reduce GHG emissions (Scope 1 and 2) by transforming its business portfolio, further promoting energy conservation, and introducing renewable energy.

Furthermore, DNP believes it is important to reduce GHG emissions throughout the entire life cycle of its products and is working to calculate and reduce GHG emissions (Scope 1, 2, and 3) not only from its own manufacturing stage but also from the entire supply chain, including major overseas sites.

As DNP's emissions are highest at the raw materials procurement stage, we will promote reductions by encouraging our major suppliers to obtain SBTs by 2025.



Emissions from the supply chain

Unit: 1,000 tons-CO₂e

	FY2019	FY2024
Scope1 GHG emissions	367	★323
Scope 2 GHG emissions	695	★543
Scope 3 GHG emissions	5,111	4,331
Scope 3 GHG emissions (Reduction categories: 1, 3, 4 and 5)	3,556	★2,990

Emissions from the supply chain	6,173	5,197
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Breakdown of Scope 3 GHG emissions

Unit: 1,000 tons-CO₂e

		FY2019	FY2024
Category 1	Purchased products and services	3,167	★2,645
Category 2	Capital goods	111	★134
Category 3	Fuel and energy-related activities that do not fall under Scopes 1 and 2	158	★144
Category 4	Transportation and distribution (upstream)	199	★174
Category 5	Waste generated by operations	32	★27
Category 6	Business travel	13	★13
Category 7	Employee commute	18	★28
Category 8	Leased assets (upstream)	—	—
Category 9	Transportation and distribution (downstream)	670	★555
Category 10	Fabrication of sold products	—	—
Category 11	Use of sold products	197	★162
Category 12	End-of-life treatment of sold products	522	★432
Category 13	Leased assets (downstream)	—	—
Category 14	Franchises	—	—

Category 15	Investment	24	18
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Calculation method

The Ministry of Economy, Trade and Industry (METI) and the Ministry of the Environment (MOE) formulated and released the “General Guidelines on Supply Chain GHG Emission Accounting, Ver 2.7” the standards of which our calculations are based upon.

- Scope 1 emissions attributable to transportation and distribution carried out by group companies were included under Category 4.
- Category 8 is included in Scope 1 and 2.
- Category 10 was excluded from the calculation because the component ratio of end products is extremely small
- Category 13 and Category 14 are not applicable.

Scope of calculations

DNP and its consolidated group companies (excluding the Hokkaido Coca-Cola Group and the Bookstore Group)

As the scope of calculation was expanded, the data was recalculated for FY2019 and FY2022 to 2023.

**Towards decarbonized society
(Environmental Report 2025)** (1 MB)



DNP Group Key Environmental Data



Recycling-Oriented Society

The importance of further promoting plastic resource recycling in Japan is increasing in response to the marine plastic waste issue, climate change, and the tightening of waste-import regulations in various countries. DNP is promoting the efficient use of resources throughout the entire supply chain in order to realize a recycling-oriented society outlined in the "DNP Group Environmental Vision 2050"

[Targets/Results](#)[Resource Recycling](#)[Effective Use of Water Resources](#)

Targets/Results

2050 Targets

We will provide maximum value through the efficient use and recycling of resources throughout the value chain.

Item	2030 Targets	FY2024 Results
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[< Sustainability](#)[Message from the President](#)[Sustainability Management](#)[Materiality](#)[Environment](#)[Environmental Initiatives](#)[Decarbonized Society](#)[Recycling-Oriented Society](#)[Society in Harmony with Nature](#)[Environmentally Conscious Products and Services](#)[DNP Group Key Environmental Data](#)[Social](#)[Governance](#)[Supply Chain Management](#)[Stakeholder Engagement](#)[Report Archives](#)[Disclosure of Information](#)[Recognition from Society](#)[Ichigaya no Mori \(Ichigaya Forest\) \(Special Website\)](#)

Increasing the resource recycling rate	Achieve a resource recycling rate of 70%	Resource recycling rate in FY2024: ★63.5%
Reduce water usage	Water usage per unit of sales: 30% reduction compared to FY2019	Compared to FY2019: 7.7% decrease FY2024 per unit indicator: ★6.21m³/million yen (FY2019 per unit indicator: 6.73m³/million yen)

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DNP Group Key Environmental Data



In April 2024, DNP revised its Scope 1+2 emissions reduction targets upward to comply with the international standard of the 1.5°C target. In April 2025, DNP switched its Scope 3 emissions targets from supplier engagement targets to reduction targets, and obtained updated SBT certification for these targets.

Additionally, we have revised our targets upward for resource recycling rates and water-use reduction in April 2024 and are currently working towards these targets.

DNP Group Medium-Term Environmental Targets (Updated for FY2024 and FY2025)



Resource Recycling

Aiming to transition from economic activities based on mass production, mass consumption, and mass waste to a "circular economy" that uses resources sustainably, DNP has set the goal of realizing a recycling-oriented society (efficient use of resources) in its "DNP Group Environmental Vision 2050". To achieve this, we are working to "minimize the total amount of unnecessary objects generated and the rate of final disposal site utilization." From FY2021, we are advancing efforts for recycling without thermal recovery, using the "resource recycling rate" as an indicator, thereby promoting the efficient use of resources.

**Resource Recycling
(Environmental Report
2025)**

(736 KB)



Effective Use of Water Resources

As the degree of risk to water resources varies by country and region, DNP conducts water risk surveys at its manufacturing sites, including overseas bases. In areas with a high risk of flooding, we also implement flood prevention measures.

**Effective Use of Water
Resources (Environmental
Report 2025)**

(617 KB)



Society in Harmony with Nature

DNP recognizes that its business activities have an impact on biodiversity, and believes that maintaining coexistence with nature is essential for the sustainable growth of the company. Toward the realization of a society in harmony with nature, we aim to minimize the impact on biodiversity throughout the entire value chain and to achieve harmony with local ecosystems.

[Targets/Results](#) ▼[Biodiversity Conservation](#) ▼[Reduction of Environmental Pollutants](#) ▼

Targets/Results

2050 Targets

We aim to minimize the impact on biodiversity throughout the entire value chain and achieve harmony with regional ecosystems.

Item	2030 Targets	FY2024 Results
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[< Sustainability](#)[Message from the President](#) >[Sustainability Management](#) ▼[Materiality](#) ▼[Environment](#) ▼[Environmental Initiatives](#) ▼[Decarbonized Society](#) >[Recycling-Oriented Society](#) >[Society in Harmony with Nature](#) ▼[DNP Group Biodiversity Declaration](#) >[Environmentally Conscious Products and Services](#) >[DNP Group Key Environmental Data](#) ▼[Social](#) ▼[Governance](#) ▼[Supply Chain Management](#) ▼[Stakeholder Engagement](#) >[Report Archives](#) ▼[Disclosure of Information](#) ▼[Recognition from Society](#) >[Ichigaya no Mori \(Ichigaya Forest\) \(Special Website\)](#) ▼

Atmosphere	Maintaining at 70% or less of regulatory standards	Target achievement rate: 100%
Waste water		Target achievement rate: 99.7%
Odor		Target achievement rate: 98.5%
Noise		Target achievement rate: 99.4%
Vibration		Target achievement rate: 100%

DNP Group Key Environmental Data

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Additionally, we have revised our targets upward for resource recycling rates and water-use reduction in April 2024 and are currently working towards these targets.

DNP Group Medium-Term Environmental Targets (Updated for FY2024 and FY2025)

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Biodiversity Conservation

DNP recognizes that its business activities have an impact on biodiversity, and by fulfilling its social responsibility toward biodiversity, aims to realize a sustainable society. In March 2010, DNP established the DNP Group Biodiversity Declaration and began full-scale activities. After examining the relationship between biodiversity and its business activities such as product development, raw material procurement, manufacturing, sales, use and disposal, DNP has selected two priority themes—raw material procurement

and the creation of green spaces within business premises—and is strengthening its efforts.

[DNP Group Biodiversity Declaration](#) >

[Realizing a Society in
Harmony with Nature
\(Environmental Report 2025\)](#)

(1 MB)



Raw Material Procurement

Regarding the procurement of paper, a raw material essential for the continuation of DNP's business, we have established the [DNP Group Guidelines for Procurement of Paper for Printing and Converting](#), and are promoting the use of sustainable forest resources by utilizing thinned wood and actively using forest-certified paper, with the aim of achieving zero deforestation. Furthermore, with a goal of 100% of all paper items procured as raw materials complying with the DNP Group Guidelines for Procurement of Paper for Printing and Converting, we are strengthening cooperation with paper manufacturers, sales companies, and other suppliers and ensuring traceability.

Furthermore, in 2023, the Kyotanabe Plant of DNP Technopack Co., Ltd, a Group company that manufactures packaging materials, obtained ISCC PLUS certification, one of the international certification systems. Through this certification system, we will promote the expanded use of biomass and recycled materials throughout the supply chain using the mass balance method.

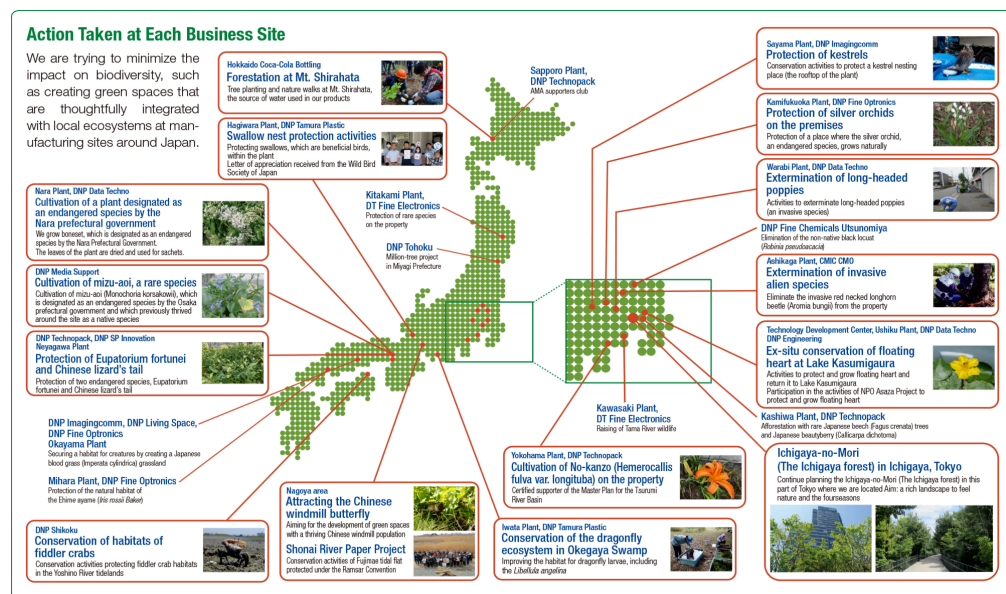
[Forest Certification Status](#) >

[ISCC PLUS Certification Status](#) >

Creation of Greenery Areas at Business Sites

DNP is promoting creation of greenery areas at business sites to establish a connection with the surrounding environment and its creatures. We can prevent the theft of animals and plants, overhunting, and overharvesting in the

greenery areas of business sites because entry into them is managed. The greenery areas can contribute significantly to the preservation of biodiversity with a low risk of supporting the damage caused by invasive species and natural predators. DNP is carrying out community-based biodiversity conservation activities on the premises of our sites, including the preservation of endangered species and the creation of greenery areas in light of regional ecosystems.



[Click to enlarge the chart of each site's initiatives](#) 

As a base for creating new value, we are promoting urban redevelopment in the Ichigaya district of Shinjuku Ward, Tokyo, where our head office is located. As part of this, we are developing "Ichigaya no mori (Ichigaya Forest)" as a "new forest in the city."

In October 2023, Ichigaya no mori (Ichigaya Forest) was certified as a Nature Coexistence Site (*1) by the Ministry of the Environment, which is promoting efforts to achieve the 30 by 30 (*1) goal.

In August 2024, it was also registered in the international database as "OECM (*2)."

*1 30by30: The global goal adopted at the 15th Conference of the Parties to the United Nations Convention on Biological Diversity (COP15) to conserve more than 30% of land and marine areas in a healthy state by 2030. *2 OECM (Other Effective Area-based Conservation Measures): Areas where conservation efforts are being made through private sector initiatives, etc., or areas where management without the objective of conservation also contributes to protecting the natural environment.





市谷の杜

集う。だから、生まれる。

@DNP

People and nature coexist, creating the “future standards.”

DNP strives for the coexistence of people and nature, growing alongside local communities and society. We actively promote environmental initiatives in the regions where our sites are located, aiming to realize sustainable lives full of well-being.

The Ichigaya district in Tokyo serves as a symbolic place where DNP creates the “future standards” for society through its business activities. Through the “Ichigaya no Mori” (Ichigaya Forest) initiative, it also provides a space where people and nature coexist and grow together with the community, establishing the “future standards” right in the heart of Tokyo.

We would like to introduce you to Ichigaya no Mori (Ichigaya Forest), where people and nature work together to shape future standards. >

Reduction of Environmental Pollutants

We are working to minimize the negative impact on biodiversity caused by our business activities, such as the emission of greenhouse gases and chemical substances into the atmosphere and the generation of waste.

For the Reduction of Environmental
Pollutants (Environmental Report (860 KB)
2025)



Environmentally Conscious Products and Services

DNP has established "Guidelines for Developing Eco-friendly Products and Services" from the perspective of reducing the environmental impact throughout the life cycle of its products and services and is creating environmentally friendly products and services from the development stage onwards.

Targets/Results ▾

Guidelines for Developing Eco-friendly Products and Services ▾

Super Eco-Products ▾

Targets/Results

2050 Targets

We will contribute to create a decarbonized society through our products and services.

Item	2030 Targets	FY2024 Results
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< **Sustainability**

Message from the President >

Sustainability Management ▾

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Decarbonized Society >

Recycling-Oriented Society >

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Ichigaya no Mori (Ichigaya Forest) (Special Website) ▾

Increase in sales of environmentally friendly products and services	Increase the ratio of Super Eco-Products sales to 30%	<u>FY2024 total sales ratio: ★15.0%</u>
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Some of the data contained in this report has been assured by LRQA Limited to ensure its reliability. A star mark ★ has been attached to each one of the indicators that have been assured by LRQA Limited.

DNP Group Key Environmental Data

In April 2024, DNP revised its Scope 1+2 emissions reduction targets upward to comply with the international standard of the 1.5°C target. In April 2025, DNP switched its Scope 3 emissions targets from supplier engagement targets to reduction targets, and obtained updated SBT certification for these targets.

Additionally, we have revised our targets upward for resource recycling rates and water-use reduction in April 2024 and are currently working towards these targets.

DNP Group Medium-Term Environmental Targets (Updated for FY2024 and FY2025)

Guidelines for Developing Eco-friendly Products and Services

1

Reduction of Environmental Pollutants

Elimination of ozone layer-damaging substances, heavy metals and volatile organic compounds, and prevention of release into the

2

Resource and energy conservation, reduction of GHG emissions

Reduce the use of metals and fossil fuels. Promote energy-conserving

environment of nitrous oxides and other substances.

3 Sustainable use of resources

Utilize natural resources in a sustainable way.

5 Reusability

For product parts, considerations regarding disassembly, cleaning, and refilling; establishment of a collection and reuse system that is easy for the purchaser to use.

7 Use of recycled materials, etc.

Use as many collected and recycled materials and parts as possible.

9 Making environmental impact visible and taking into consideration biodiversity

products and systems.

4 Long-term usability

Consider the ease of repair and parts replacement, length of maintenance and repair service, and the expandability of functions.

6 Recyclability

Consideration is given to recyclability through the use of easily recyclable materials, designs that facilitate separation, disassembly, and sorting of individual materials, and the creation of collection and recycling systems that are easy for purchasers to use.

8 Ease of treatment and disposal

Attempt to place as little burden as possible on incinerator facilities and landfill sites.

10 Supporting and promoting environmental education and awareness

Helping to create a sustainable society.

Making visible any impact that should be reduced, and aiming to protect biodiversity.

Super Eco-Products

DNP's unique evaluation system identifies products and services that are environmentally friendly as "Super Eco-Products."

Additionally, as a means of accurately communicating environmental information about products and services to consumers through the products themselves, packaging, and advertising, we are working to acquire Eco Mark and CoC certification and expand sales of applicable products and services.

Expanding Eco-friendly Products and Services (Environmental Report 2025)

(944 KB)



Forest Certification Status



DNP Group Key Environmental Data

Mid- to Long-term Goals and Results (activity results up to March 2025)

Some of the data contained in this report has been assured by LRQA Limited to ensure its reliability.

A star mark ★ has been attached to each one of the indicators that have been assured by LRQA Limited.

GHG Emissions

Medium- to long-term goals (SBT certification)

Reduce Scope 1+2 emissions by 46.2% compared to FY2019 by FY2030
(target from fiscal 2024)

FY2019 (Base year)	FY2022 Results	FY2023 Results	FY2024 Results
1,062,000 tons-CO ₂ e ^{*1}	871,000 tons-CO ₂ e	846,000 tons-CO ₂ e	★866,000 tons-CO ₂ e ^{*2} 18.4% reduction

Medium- to long-term goals (SBT certification)

< Sustainability

[Message from the President >](#)[Sustainability Management v](#)[Materiality v](#)[Environment v](#)[Environmental Initiatives v](#)[Decarbonized Society >](#)[Recycling-Oriented Society >](#)[Society in Harmony with Nature v](#)[Environmentally Conscious Products and Services >](#)[DNP Group Key Environmental Data v](#)[Certification Acquisition Status for ISO14001, FSC®, PEFC and ISCC PLUS >](#)[Social v](#)[Governance v](#)[Supply Chain Management v](#)[Stakeholder Engagement >](#)[Report Archives v](#)[Disclosure of Information v](#)[Recognition from Society >](#)[Ichigaya no Mori \(Ichigaya Forest\) \(Special Website\) v](#)

Reduce Scope 3 emissions (Categories 1, 3, 4, and 5) by 27.5% compared to fiscal 2019 by fiscal 2030 (target from fiscal 2024)

FY2019 (Base year)	FY2022 Results	FY2023 Results	FY2024 Results
3,556,000 tons-CO ₂ e	3,454,000 tons-CO ₂ e	3,257,000 tons-CO ₂ e	★2,990,000 tons-CO ₂ e 15.9% reduction

Starting in FY2024, GHG emissions from VOC combustion will be included in Scope 1 emissions. Accordingly, emissions from FY2019 to 2023 have also been recalculated.

- *1. Emissions from CMIC CMO Co., Ltd. have been added to the base year of FY2019.
- *2. CMIC CMO Co., Ltd., Tomoe Resin Co., Ltd., and DNP Scientific Analysis Center Inc. have been added to the scope of calculation.

Transportation-related Environmental Impact

Medium-to long-term goals

An 11% reduction compared to FY2019 by FY2030 (target from FY2024)

FY2019 (Base year)	FY2022 Results	FY2023 Results	FY2024 Results
1.28kℓ/100 million yen	1.14kℓ/100 million yen	1.04kℓ/100 million yen	★1.02kℓ/100 million yen 20.3% reduction

Sales of Environmentally Friendly Products and Services

Medium-to long-term goals

Increase the ratio of Super Eco-Products to total sales to 30% by FY2030 (target from FY2024)

FY2022 Results	FY2023 Results	FY2024 Results
11.9%	12.0%	★15.0%

Resource Circulation Rate

Medium-to long-term goals

Achieve a resource recycling rate* of 70% for all unnecessary objects by FY2030 (target from FY2024)

FY2022 Results	FY2023 Results	FY2024 Results
58.0%	62.4%	★63.5%

* Percentage of unnecessary objects that are materially recycled or chemically recycled, excluding valuable paper materials and other waste that are 100% recycled

Water Usage

Medium-to long-term goals

Reduce water usage per unit of sales by 30% compared to FY2019 by FY2030 (target from FY2024)

FY2019 (Base year)	FY2022 Results	FY2023 Results	FY2024 Results
6.73m ³ /million yen ^{*1}	5.31m ³ /million yen	5.12m ³ /million yen	★6.21m ³ / million yen ^{*2} 7.7% reduction

*1. CMIC CMO Co., Ltd.'s water usage and sales figures were added to the base year of FY2019.

*2. CMIC CMO Co., Ltd., Tomoe Resin Co., Ltd., and DNP Scientific Analysis Center Inc. were added to the scope of calculation.

VOC Emissions

FY2022 Results	FY2023 Results	FY2024 Results
13,166 tons	13,351 tons	★12,878 tons

Environmental Conservation

Medium-to long-term goals

Maintain the maximum concentrations of regulated air emissions at 70% or less of the regulatory standard (voluntary standard)

FY2022 Results	FY2023 Results	FY2024 Results
93.4%	98.4%	100%

Medium-to long-term goals

Maintain the maximum concentrations of wastewater discharge regulations at 70% or less of the regulatory standard (voluntary standard)

FY2022 Results	FY2023 Results	FY2024 Results
98.9%	99.2%	99.7%

Medium-to long-term goals

Maintain the maximum odor levels at the site boundary at 70% or less of the regulatory standard (voluntary standard)

FY2022 Results	FY2023 Results	FY2024 Results
98.6%	99.9%	98.5%

Medium-to long-term goals

Maintain the maximum noise level at site boundary at 70% or less of the regulatory standard (voluntary standard)

FY2022 Results	FY2023 Results	FY2024 Results
99.4%	100%	99.4%

Medium-to long-term goals

Maintain the maximum vibration levels at site boundary at 70% or less of the regulatory standard (voluntary standard)

FY2022 Results	FY2023 Results	FY2024 Results
100%	100%	100%

Other Key Data (activity results up to March 2025)

GHG Supply Chain Emissions

Item	FY2022 Results	FY2023 Results	FY2024 Results
Scope1 GHG emissions	321,000 tons-CO ₂ e	310,000 tons-CO ₂ e	★323,000 tons-CO ₂ e
Scope 2 GHG emissions	550,000 tons-CO ₂ e	535,000 tons-CO ₂ e	★543,000 tons-CO ₂ e
Scope 3 GHG emissions	4,915,000 tons-CO ₂ e	4,573,000 tons-CO ₂ e	4,331,000 tons-CO ₂ e *
Emissions from the supply chain	5,786,000 tons-CO ₂ e	5,419,000 tons-CO ₂ e	5,197,000 tons-CO ₂ e

* Categories 1, 2, 3, 4, 5, 6, 7, 9, 11, and 12 are subject to third-party assurance.

Effective Use of Water Resources (water withdrawal)

Water sources	FY2022 Results	FY2023 Results	FY2024 Results *
Surface water (clean water and industrial water)	4,020,000m ³	4,040,000m ³	5,060,000m ³
Groundwater	3,270,000m ³	3,260,000m ³	4,000,000m ³
River water	0m ³	0m ³	0m ³
Sea water	0m ³	0m ³	0m ³
Total amount	7,290,000 m ³	7,300,000m ³	★9,060,000m ³

* CMIC CMO Co., Ltd., Tomoe Resin Co., Ltd., and DNP Scientific Analysis Center Inc. were added to the scope of calculation.

Effective Use of Water Resources (wastewater volume)

Water sources	FY2022 Results	FY2023 Results	FY2024 Results *1
Public water areas*2 (rivers/oceans)	2,490,000m ³	2,620,000m ³	3,990,000m ³
Sewer system	3,200,000m ³	2,930,000m ³	3,150,000m ³
Ground infiltration	0m ³	0m ³	0m ³
Total amount	5,690,000m ³	5,550,000m ³	★7,140,000m ³

*1. CMIC CMO Co., Ltd., Tomoe Resin Co., Ltd., and DNP Scientific Analysis Center Inc. were added to the scope of calculation.

*2. When wastewater is discharged into public water areas such as rivers, it flows down the river and eventually reaches the ocean.

Reduction of Water Pollutants

Item	FY2022 Results	FY2023 Results	FY2024 Results
Discharge of water pollutants COD	1.30 kg/100 million yen	1.35 kg/100 million yen	1.10 kg/100 million yen

* Explanation of units: Although expressed as load weight/tons of product, we determined that weight was not an appropriate metric because our products vary widely, and therefore used sales as a substitute indicator.

Environmental Targets and Results,
Environmental Impact
(Environmental Report 2025)

(775 KB)



Environmental Accounting
(Environmental Report 2025)

(697 KB)



Principal Themes: Environment

Certification Acquisition Status for ISO 14001, FSC®, PEFC and ISCC PLUS

ISO14001 Certification Acquisition Status

(As of August 2025)

Business Units and Group Companies	Site	Date Registered *1	Registration Organization
Information Innovation Operations DNP Data Techno	Ushiku Plant Warabi Plant Nara Plant Kyoto-Minami Plant	Mar. 2002	JIA-QA
Imaging Communications Operations	Sayama Plant Okayama Plant	Nov. 1997	JIA-QA
DNP Technopack Co., Ltd.	Sayama Plant, Production of	Aug. 2008	SGS

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Environmentally Conscious Products and Services >

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Social v

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	Flexible Packaging Division Izumizaki Plant		
	Chikugo Plant	Jun. 2002	SGS
DNP Hosono Co., Ltd.	Head Office Plant Second Plant Third Plant	Sep. 2021	JICQA
Living Space Operations	Tokyo Office, Tokyo Plant DNP Living Space Operations, Tokyo Office, DNP Mobility Division, Okayama Office, Okayama Plant, DNP Living Space Operations	Jan. 2002	JIA-QA
DNP Ellio Co., Ltd.	Head Office/ Tokyo Plant Osaka Plant	Jan. 2005	LRQA
DNP Tamura Plastic Co., Ltd.	Head Office Iwata Plant Hagiwara Plant	Aug. 2000	JARI-RB
DNP Hikari Kinzoku Co., Ltd.	Head Office Kasadera Factory	Mar. 2016	JQA
DNP High-performance Materials Co., Ltd.	Tobata Plant Tsuruse Plant Izumizaki Plant Kuki Plant	Apr. 2025	JIA-QA
CMIC CMO Co., Ltd.	Toyama Plant	Aug. 1998	JSA
	Ashikaga Plant	Jul. 2001	KHK
	Shizuoka Plant	Oct. 2001	KHK
	Nishine Plant	Apr. 2020	KHK

DNP Fine Chemicals Utsunomiya Co., Ltd.	Head office Plant (Tochigi)	Jan. 2002	JCQA
Hokkaido Coca-Cola Bottling	Sapporo Plant	Feb. 2010	LRQA
Fine Device Operations DNP Fine Optronics Co., Ltd.	Kamifukuoka Plant	Mar. 2004	AJA
Fine Optronics Operations	Mihara East Plant	Jul. 1998	DNV
	Okayama Plant Mihara West Plant	May. 2009	DNV
	Kurosaki Plant	May. 2025	DNV
D.T. Fine Electronics*2	Kitakami Plant	Feb. 1966	JACO
DNP Fine Chemicals Co., Ltd.	Tokyo Plant Kasaoka Plant	Jan. 2002	JCQA
DNP Logistics Co., Ltd.	Itabashi Area	Oct. 2004	AJA
DNP Imagingcomm Europe B.V.	Netherlands (Amsterdam)	Mar. 2009	BV
DNP Imagingcomm America Corporation	USA (Pittsburgh)	May 2022	NSF ISR
	USA (Concord)	Jan. 2023	NSF ISR
DNP Imagingcomm Asia Sdn.Bhd.	Malaysia (Johor)	Jul. 2022	intertek
PT DNP Indonesia	Indonesia (Pulo Gadung) Indonesia (Karawang)	Aug. 2009	AJA
DNP Vietnam Co.,Ltd.	Vietnam (Binh Duong Province)	Apr. 2015	intertek
DNP Photomask Europe S.p.A.	Italy (Agrate Brianza)	Apr. 2006	CISQ

Hikari Tanyou Co., Ltd.	China (Danyang City)	Apr. 2006	KCB
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- *1. The date registered is the date of the initial registration.
- *2. Kitakami Plant of D.T. Fine Electronics are registered as a part of Toshiba Electronic Devices & Storage Corporation.

Forest Certification Status

(As of December 2025)

Certification type: CoC: FSC®

Acquired by	Licensing Number	Registration Organization	Acquisition Date*
Information Innovations Operations	FSC®-C022784	SGSHK-COC-001466	Aug. 2003
DNP Trading Co., Ltd.	FSC®-C020374	SGSHK-COC-001584	Dec. 2003
Life Design Operations	FSC®-C009084	SGSHK-COC-002411	Dec. 2005
DNP Publication Products Co., Ltd.	FSC®-C006469	SGSHK-COC-002546	Mar. 2006
Mobility & Living Operations	FSC®-C011519	SGSHK-COC-006636	Aug. 2009
DNP America, LLC	FSC®-C017302	SCS-COC-002804	Oct. 2009
DNP Europa GmbH	FSC®-C101577	SGSCH-COC-007979	Aug. 2010
PT. DNP Indonesia	FSC®-C111983	NC-COC-006063	Sep. 2012
DNP Marcom Products Co., Ltd.	FSC®-C121224	JIA-COC-200006	May. 2014

DNP imagingcomm Europe B.V.	FSC®-C175372	SKH-COC-000661	Mar. 2022
Imaging Communications Operations	FSC®-C182001	SGSHK-COC-350726	Sep. 2022

Certification type: CoC: PEFC

Acquired by	Licensing Number	Registration Organization	Acquisition Date*
Life Design Operations	PEFC/01-31-01	SGSJP-PEFC-COC-2000	Jan. 2004
DNP Trading Co., Ltd.	PEFC/31-31-77	SGSJP-PEFC-COC-0313	Jan. 2008

* The date registered is the date of the initial registration.

Certification Type

- [FSC®] Forest Stewardship Council®
- [PEFC] Programme for the Endorsement of Forest Certification Schemes

ISCC PLUS Certification Status

Regarding ISCC certified sites, we promise and declare that we comply with ISCC PLUS requirements in accordance with the latest ISCC regulations.

Business Units and Group Companies	Site	Acquisition Date	Certification Body
DNP Technopack Co., Ltd.	Kyotanabe Plant	Jun. 2023	SGS Germany GmbH

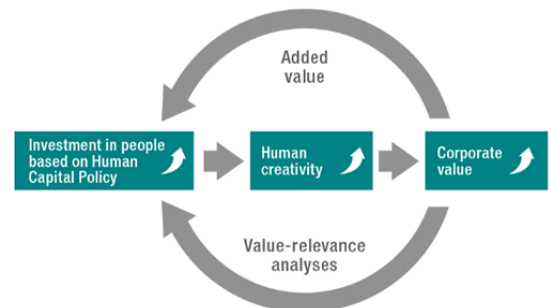
Social



Establishing a Positive Feedback Loop Where Investment in Human Resources Enhances Corporate Value

The DNP Group's universal and fundamental approach to people has been established and published as the Human Capital Policy. This policy clarifies the desire for each employee to develop their strengths and grow into a human resource capable of contributing to society (both inside and outside the company), as well as the belief that "we value our employees, and the company grows because of those employees, and those employees enrich society". With this policy, we are accelerating the strengthening and maximization of human capital.

Positive feedback loop of investment in human resources



DNP Group Human Capital Policy >

Human Resources Management >

[Basic Approach](#) >

[Promotion Structure](#) >

[Indicators/Goals](#) >

[Strategy and Risk Management](#) >

[Related Measures](#) >

Diversity & Inclusion >

[Basic Approach](#) >

[Promotion Structure](#) >

[Indicators/Goals](#) >

[Related Measures](#) >

Occupational Safety and Health >

[Basic Approach](#) >

[Promotion Structure](#) >

[Indicators/Goals](#) >

[Strategy and Risk Management](#) >

[Related Measures](#) >

Health and Productivity Management >

[Basic Approach](#) >

[Promotion Structure](#) >

[Indicators/Goals](#) >

[Related Measures](#) >

Initiatives with Stakeholders Throughout the Supply Chain

For DNP to grow sustainably together with society, we believe it is essential to build trust with stakeholders such as business partners, employees, local communities, consumers, and shareholders and investors. Through initiatives with a variety of stakeholders, DNP aims to realize a sustainable, better society and enriched, well-being lives.

Human Rights and Labor >

[Basic Approach](#) >

[Promotion Structure](#) >

[Strategy and Risk Management](#) >

[Remediation Measures](#) >

[Related Measures](#) >

Product and Service Safety and Quality >

[Basic Approach](#) >

[Promotion Structure](#) >

[Indicators/Goals](#) >

[Strategy and Risk Management](#) >

[Related Measures](#) >

Social Contribution Activities >

[Basic Approach](#) >

[Indicators/Goals](#) >

[DNP's Major Initiatives](#) >



Environment >



Governance >

Principal Themes: Human Rights and Labor

Human Rights and Labor

Basic Approach ▾

Promotion Structure ▾

Strategy and Risk Management (Human Rights Due Diligence) ▾

Remediation Measures ▾

Related Measures ▾

Basic Approach

DNP recognizes that respect for human rights is a fundamental responsibility that all companies must fulfill and is an essential foundation for sustained improvements in corporate value. We support human rights standards such as the International Bill of Human Rights and the United Nations Guiding Principles on Business and Human Rights and are strengthening our efforts through dialogue with a wide range of stakeholders, including employees, local communities, suppliers, customers, and shareholders and investors. Based on the corporate philosophy —“The DNP Group connects individuals and society, and provides new value.”— DNP aims to realize a better society by respecting the differences between individuals, accepting each other, and making the most of that diversity. In addition, we aim to contribute to sustainable development by maintaining and improving workplace safety and health, physical and mental health of our employees and their families, and promoting the creation of a healthy, safe, and vibrant workplace.

Policy

< Sustainability

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Human Rights Policy >

Human Resources Management >

Health and Productivity Management >

Occupational Safety and Health ▾

Diversity & Inclusion ▾

Product and Service Safety and Quality ▾

Social Contribution Activities ▾

DNP Group Key Social Data >

Governance ▾

Supply Chain Management ▾

Stakeholder Engagement >

Report Archives ▾

Disclosure of Information ▾

Respect human dignity and diversity is a component of the DNP Group Code of Conduct. At DNP, we respect for the diversity of each individual’s unique culture, nationality, beliefs, race, ethnic group, language, religion, gender, age, ideas and perspectives. After deliberations of the Board of Directors, DNP established the DNP Group Human Rights Policy in 2020, respecting international norms, such as the International Bill of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and based on the UN Guiding Principles on Business and Human Rights.

DNP Group Human Rights Policy

>

Recognition from Society	>
Ichigaya no Mori (Ichigaya Forest) (Special Website)	▼

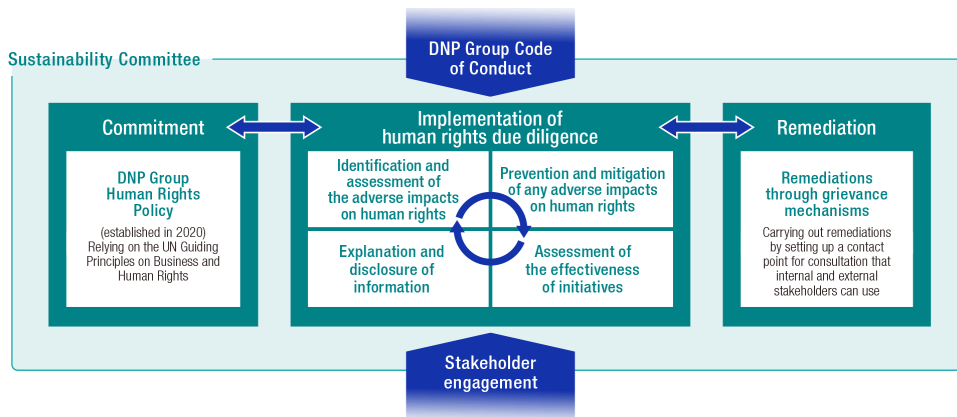
Promotion Structure

DNP promotes the management of human rights under the Sustainability Committee, with the committee's secretariat playing a central role in coordinating with relevant divisions at the Head Office. The committee manages medium- to long-term risks from the perspective of sustainability, including human rights, and is responsible for identifying business opportunities and reflecting them in management strategies, as well as reporting and making recommendations to the Board of Directors.



Strategy and Risk Management (Human Rights Due Diligence)

DNP is strengthening its human rights due diligence efforts in accordance with the DNP Group Human Rights Policy. Recognizing that its business activities influence the human rights of all stakeholders, including DNP's suppliers and the communities it operates within, in addition to its employees, DNP implements many different measures to prevent or mitigate any adverse human rights impacts its activities may have. Additionally, to secure access to the remediation that is required when doing human rights due diligence, DNP is increasing the effectiveness of its contact point that is used by stakeholders and promoting dialogue with stakeholders.



Identification and Assessment of the Adverse Impacts on Human Rights

In 2025, DNP collaborated with external experts to assess adverse impacts on human rights at the company and its domestic and overseas Group companies (with some exceptions). The results of the assessment were reported to the Sustainability Committee, which then deliberated and re-identified salient human rights issues for DNP. Going forward, we will continuously review the identified human rights issues, taking into account

social trends, changes in business activities, dialogue with stakeholders, and information from reporting channels.

Assessment approach

1. Identifying adverse impacts on human rights that DNP should consider

- Based on reports and recommendations from international organizations and NGOs, we have outlined the characteristics of adverse impacts that should be taken into consideration within the industry.
- We identify adverse impacts that are likely to become apparent and their details based on past troubles and lawsuits within the industry, including those involving competitors
- Through interviews and surveys of relevant divisions and bases both in Japan and overseas, we have grasped the details and characteristics of DNP's business, as well as current risk awareness and concerns.

2. Identifying salient human rights issues at DNP

For identified adverse impacts, we will determine the initial importance by assessing its severity and likelihood of occurrence, and identify salient human rights issues that DNP should address as a priority.

- Severity (scale, remediability, scope)
- Likelihood of occurrence (presence or absence of potential risk factors and the status of risk materialization)

Identified salient human rights issues

In response to the identified salient human rights issues, DNP is implementing measures such as improving the workplace environment, promoting occupational health and safety, and implementing management based on sustainable procurement guidelines for suppliers. Going forward, we will continue to expand and strengthen these measures in order to further enhance the prevention and mitigation of any adverse impacts on human rights.

	Salient Human Rights Issues	Attempt
--	-----------------------------	---------

DNP	• Harassment (Harassment between employees, employees' harassing business partners,* clients' harassing DNP employees) • Safety and health in the labor environment • Long working hours and excessive labor	Harassment measures Occupational Safety and Health Health and productivity management
Supply chain	• Business partners* engaged in forced labor or child labor within business, particularly at raw material production sites • Client companies and their factories engaged in forced labor or child labor	Supply Chain Management
Products and Services	• Impact of our products and services on safety and health • Indirect complicity in conflict, oppression, etc. through the use of our products and services • Invasion of privacy due to the external leakage of personal information, such as information about consumers	Product Safety and Quality Information Security

* Business partners: Suppliers, outsourcing contractors, on-site subcontractors, alliance partners, joint investors, etc.

Remediation Measures

DNP is promoting the creation of an environment in which rights holders can easily report and seek advice on issues and has established a complaints handling mechanism that enables the company to identify infringements of rights and lead to corrective action and remediation. DNP has set up reporting hotlines for each applicable stakeholder, including employees and business partners, and operates them in a way that protects the confidentiality of information and the anonymity of whistleblowers, ensuring that whistleblowers do not suffer any disadvantage.

Employee Hotline

We have established a system for providing remediation by setting up a consultation and reporting hotline for issues such as workplace conditions and harassment. We have also established a system that allows employees to consult with the designated contact person at their organization at any time.

**Open Door Room /Global
Internal Whistle-blowing
System** >

Consultation Office >

Stakeholder Contact Point

We have established and are operating a Compliance Hotline, which allows suppliers, subcontractors, and former employees to report any compliance issues they become aware of regarding DNP's business activities or employee behavior. Additionally, the inquiry form on the corporate website accepts reports from a wide range of stakeholders, including companies, organizations, and consumers. Protection and remediation for whistleblowers are also important issues, and DNP is working to resolve these issues while promoting fair and impartial corporate activities.

**Compliance Hotline(in
Japanese)**



Related Measures

Education and Awareness ▾

Initiatives for Employees' Human Rights ▾

Labor-Management Relations ▾

Initiatives as a Corporate Citizen ▾

Education and Awareness

DNP believes it is essential that each employee who supports DNP's business activities understands the importance of respecting human rights and incorporates this understanding into their daily activities. Therefore, we have been conducting e-learning on "Business and Human Rights" since FY2021, targeting approximately 30,000 employees in the DNP Group, aiming to promote understanding of human rights. In FY2024, we conducted training

sessions on the DNP Group Human Rights Policy and human rights issues based on international standards, using an easy-to-understand manga format, and approximately 21,600 employees took the course. We also invite external experts to conduct programs aimed at encouraging employees to act in a way that respects human rights. Additionally, during Human Rights Week, we raise awareness through in-house signage and the intranet and implement human rights initiatives in conjunction with our social contribution activities. We also offer a wide range of training programs, including "Diversity & Inclusion" and mineral procurement education for specific business segments. For external suppliers, we communicate the importance of addressing human rights issues and work with them through various surveys, interviews, supplier information sessions and other opportunities based on the DNP Group Sustainable Procurement Guidelines.



Panel from manga-based training materials on Business and Human Rights



Lecture on "Business and Human Rights" by an external expert

Initiatives for Employees' Human Rights

Harassment Measures

With the aim of maintaining a healthy work environment, we have formulated sexual harassment prevention rules, power harassment prevention rules, and maternity harassment/care harassment prevention rules, and have established essential measures for the prevention and early detection of problems and for ensuring appropriate resolution.

Additionally, as part of management training during promotions, DNP educates all trainees on how to respond appropriately to harassment. We also conduct annual harassment training for all managers on an ongoing basis.

Payment of Fair Wages

DNP complies with laws and regulations requiring wages above the minimum wage stipulated by each country, and is mindful of paying a living wage that takes into account social trends such as prices. Furthermore, all employees' wages are determined under a compensation system based on their current

roles and performance, reflecting expected roles and results (expected contributions), and in accordance with the principle of “equal pay for equal work.” Accordingly, there are no differences in treatment based on seniority or gender. In addition to providing legally mandated employee benefits, DNP also proactively and continuously implements systems to support employees’ independent career development, measures to enhance both job satisfaction and work environment, and initiatives to improve the well-being of each individual employee.

Average annual salary



Diversity & Inclusion

DNP promotes diversity and inclusion utilizing diverse individuality. Through these initiatives, we aim to respect the human rights of employees by preventing discrimination and harassment and ensuring psychological safety.

Diversity & Inclusion



Labor-Management Relations

Based on “mutual understanding and mutual trust” between labor and management, the DNP Group has established systems (Joint Management Council, Labor-Management Expert Committee, etc.) for undertaking labor-management discussions and exchanging opinions on a variety of issues to realize the stable and sustainable development of management as well as the fulfillment and well-being of employees. Also, the DNP Group holds a wide range of labor-management discussions on work styles, workplace environments, overall personnel systems, safety and health, and more. This fulfilling labor-management relationship is also one of the strengths of the DNP Group and we will further advance this relationship toward demonstrating the comprehensive strengths of “All DNP.”

In October 2006, DNP announced its Joint Labor-Management Declaration to share with all employees “the shape of labor-management relations to aim for” and “the starting point of labor-management relations.” “Labor-management collaboration” advocated in the Joint Labor-Management Declaration means that all employees, including those besides company and union members, have a shared recognition of the “direction we aim for” through Taiwa (dialogue) and fulfill their respective roles toward the direction.

Joint Labor-Management Declaration

Preamble

We mutually confirm the importance of “labor-management cooperation” to the goal of the perpetual development of the DNP Group and society, and to enhance the role we are bound to fulfill in society as a truly superior company, and we hereby issue the following declaration:

Page 1

To contribute to 21st Century society through cooperation

Page 2

To seek perpetual development and wealth

Page 3

To create a corporate culture based on TAIWA

Renshikai (Mutual Relief Association)

The Company and its labor union contributed their own respective funds to establish a fund, and thereby have built a unique framework under which the two parties work together to operate various mutual aid programs. In fiscal 2024, 10,489 benefit payments related to life events were made.

Initiatives as a Corporate Citizen

Nurturing the next generation

DNP supports the Convention on the Rights of the Child (adopted by the United Nations General Assembly in 1989) and the Principles on the Rights of the Child and Business (developed by UNICEF, the UN Global Compact, and Save the Children in 2012). We not only prohibit child labor but also respect the four rights of children as stipulated in the Convention on the Rights of the Child: the right to live, to grow up, to be protected, and to participate. As one of the DNP Group Social Contribution Policy and Social Contribution Themes, we emphasize the development of next generations, supporting the sound growth of the children who will lead the next generation.

Community Engagement

As a member of many communities, DNP maintains close ties with these communities that are both in Japan and abroad. For example, in the Ichigaya district of Tokyo, where the company's head office is located, DNP participates in the Local School Management Council to support school operations and the District Disaster Prevention Council to help create a safe and secure environment. Nationwide, DNP promotes green space development and biodiversity conservation at its various sites. In instances where construction projects may temporarily impact the environment, DNP works closely with local residents, providing clear communication and proactive measures to minimize disruption. While fostering strong communication with not only its business partners but also community stakeholders and establishing appropriate frameworks, DNP responds to issues in an appropriate manner.

**DNP Group Social Contribution
Policy and Social Contribution
Themes** [>](#)

Principal Themes: Human Rights and Labor

Human Resources Management

Basic Approach ▾

Promotion Structure ▾

Indicators/Goals ▾

Strategy and Risk Management ▾

Related Measures (efforts to strengthen human capital) ▾

Basic Approach



Executive Vice President
Vice Chairperson of the Sustainability Committee
Kenji Miya

< Sustainability

Message from the President >

Sustainability Management ▾

Materiality ▾

Environment ▾

Social ▾

Human Rights and Labor ▾

Human Resources Management >

Health and Productivity Management >

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DNP Group Key Social Data >

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Recognition from Society >

Establishing a Positive Feedback Loop Where Investment in Human Resources Enhances Corporate Value

The key foundation and source of strength for the DNP Group in creating a “better future” is the presence of each employee. By allowing employees to take on challenges with confidence, we can develop their individual strengths.

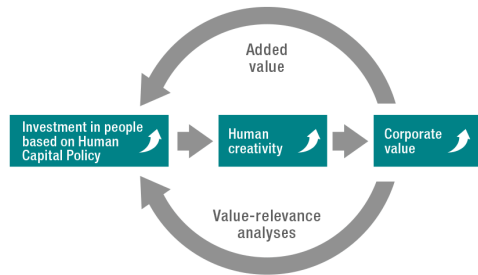
Through TAIWA (dialogue), we can combine these strengths, enabling us to continuously provide new value to society and people.

The DNP Group has formulated its Human Capital Policy to represent the company’s universal and fundamental approach to human resources. This policy clearly expresses our belief that respecting employees leads to the respected employees driving corporate growth and enhancing society alongside our desire for each individual to develop their strengths and grow further in their roles both within and outside the company. Based on this policy, we will produce employees who can perform their roles both within and outside the company by supporting employee career autonomy that leads to value creation. In addition, to strengthen human capital, which is the key to value creation and the driving force of growth, we declared both internally and externally our commitment to significantly elevating human creativity (value-added productivity) on a global scale toward establishing a positive feedback loop in which investment in people contributes to enhancing corporate value. To achieve this, we have identified four material issues, each accompanied by specific measures, and are accelerating our initiatives. Furthermore, to confirm whether our investments in people and various HR initiatives are contributing to improvements in human creativity, financial value, and corporate value, we conduct DNP’s unique value relevance analyses. These analyses enable us to enhance the effectiveness of each initiative.

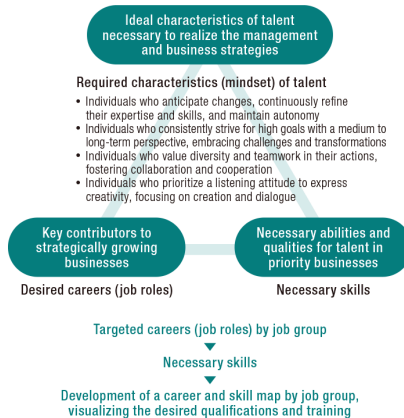
To further align our business and talent strategies, we will clarify the following three aspects: the ideal characteristics (mindset) of talent necessary to realize the management and business strategies, the desired careers (job roles) as key contributors to strategically growing businesses, and the abilities and skills required for talent involved in priority businesses. We will visualize the necessary talent profile, the target careers, and skills that each employee should aim to develop, in order to effectively execute our management and business strategies.

As a result of these initiatives, human creativity rose by 8.2% in fiscal 2024 compared to fiscal 2022, showing steady growth in human capital indicators. Not stopping here, we will continue to actively and continuously promote a variety of initiatives until all our employees are able to experience transformation. We will achieve a positive feedback loop in which investment in human resources elevates human creativity and leads to enhanced corporate value, further strengthening human capital, the greatest strength of the DNP Group.

Positive feedback loop of investment in human resources



Alignment of human resource strategy with business strategy



Policy

Human Capital Policy

To achieve growth over the medium- to long-term, DNP is reinforcing its business infrastructure by utilizing financial and non-financial capital in an integrated manner. We are working to provide systems that take into account changes occurring in the entire society and are attractive both internally and externally, to support employees who form a particularly important foundation for our growth, and to transform their awareness and action. In FY2022, we established the belief that respecting employees leads to the respected employees driving corporate growth and enriching society, which represents the DNP Group's universal and basic approach to human resources, as Human Capital Policy. By placing this concept at the top of the other mission, visions, charter and declarations related to people we will endeavor to reinforce and maximize our human capital in a strategic, integrated manner for enhancing corporate value.

Human Capital Policy

Respecting employees leads to the respected employees driving corporate growth and enhancing society

Nurturing human capitals who can be active in society (both within and outside DNP)

Labor and Management Joint Declaration

Human Capital Operational Mission	DNP Group Safety and Health Charter
DNP Group Diversity Declaration	DNP Group Declaration on Health
Human Resources Development Vision	DNP Group Welfare Vision

DNP Group Human Rights Policy

*Including stakeholders other than employees

[DNP Group Diversity Declaration >](#)

[DNP Group Safety and Health Charter >](#)

[Joint Labor-Management Declaration >](#)

[DNP Group Declaration on Health >](#)

Promotion Structure

Toward the realization of a virtuous cycle of investment in people, the DNP Group is working to strengthen and maximize human capital through collaboration between its associated human capital divisions (human divisions) including HR, labor, overseas management, human resources development, and diversity and inclusion promotion, under the leadership of the Human Capital Division Head.

Furthermore, based on Human Capital Policy, we position our people, the greatest strength of the DNP Group, as our "human capital," and are effectively investing in people to foster a better organizational culture and contribute to the growth of diverse individuals and human resources.

Indicators/Goals

Based on our basic approach to human resource management, DNP has sets priority indicators and target values, thereby promoting continuous activities.

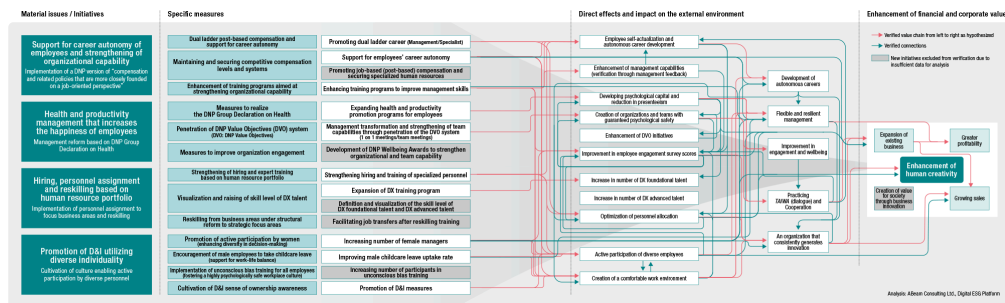
Indicator	Targets	FY2024 Results
1. Employee engagement survey scores	1. Up 10% from FY2022	1. +4.5%
2. Completion of DX literacy standard basic education course	2. 27,500 people eligible	2. 25,473
3. Ratio of female managers	3. 12% or more	3. 10.4%
4. Percentage of male employees taking childcare leave	4. 100%	4. 96.4%

Strategy and Risk Management

Human Capital Management Assessment

Based on the policy of "expanding investment in people based on Human Capital Policy," we have identified four key issues to establish a virtuous cycle in which "investment in people" contributes to increasing corporate value: "supporting employee career autonomy and strengthening organizational capabilities," "health and productivity management that increases employee happiness," "recruitment, personnel placement, and reskilling based on our talent portfolio," and "promoting D&I that empowers diverse individuals." We have set specific measures for each and are working to address them.

Furthermore, to understand how investment in people and various personnel measures are linked to improvements in human creativity, financial value, and corporate value, we are conducting DNP's unique "value relevance analysis" to further improve effectiveness.



[Enlarge the chart showing how strengthening human capital leads to increased corporate value](#) 

Promotion of Global Human Resource Strategy

The DNP Group conducts various businesses in 34 cities around the globe. To strengthen and maximize human capital on a global scale, we focus on three key pillars: (1) visualization and management of talent, (2) establishment of human resource management infrastructure, and (3) strengthening of risk management capabilities and system development. We are implementing key initiatives within each of these pillars to achieve our goals.

Promotion of global human resource strategy (Integrated Report 2025, p. 63)



Related Measures (Efforts to Strengthen Human Capital)

Training Programs ▾ Human Resources Development System ▾

Evaluation System ▾ Recruitment Policy ▾

Creating a Comfortable Working Environment ▾

DNP believes it is important to realize its Business Vision of contributing to society and to create corporate culture that enables employees to simultaneously achieve personal growth and self-fulfillment. DNP is deploying a variety of measures to create free-spirited and open and inclusive workplace that respect individual values, enable people to raise their own abilities, encourage utmost efforts, and that can promote mutual cooperation for deepening TAIWA (dialogue) . DNP is focusing especially on enhancing personnel systems that support independently minded employees and training systems that support self-fulfillment.

Training Programs

The DNP Group's training programs include Role-Specific training to understand roles and expectations associated with their positions and grades, as well as selective and mandatory training aimed at improving organizational and team strength, supporting business growth, and supporting autonomous career development. Furthermore, we offer a wide range of training programs that employees can participate voluntarily, leading to career advancement both inside and outside the company.

DNP Group Training System

Role-Specific Training <Mandatory>

Understand the roles and expectations according to position and grade

1. DNP Group New Employee Introductory Training
2. First-Year Follow-Up Training
3. Third-Year Follow-Up Training
4. New Foreman (for Manufacturing) Training
5. New Subsection Manager (for Manufacturing) Training
6. New Generation Leader Training Program
7. Pre-Manager Training (Basic)
8. New Manager Training Program
9. New General Manager Training Program
10. Plant Manager Training
11. Training for Newly Appointed Group Company Presidents

Purpose-Based Training <Selective/Mandatory>

Gain unrivaled strength

1. Practical, Business-Oriented Training
2. Global Talent Development Programs
3. Next-Generation Leadership Development Programs
4. Cross-Industry Exchange Training
5. Mechatronics Technical Training
6. Career Design Programs
7. D&I Promotion Programs
8. Mandatory Online Training Programs (DLP)

Skills Development Programs <Selective>

Learn a wide range of skills, from business fundamentals to the cutting-edge skills

1. Business Skills Seminar
2. Online Learning Platform
3. Manufacturing Skill Seminar
4. Value Creation Seminar

Employee Education and
Training



Human Resource Development Programs

In-House Recruiting System

To effectively utilize human resources and invigorate our organization, we promote open recruitment within the Group of experienced human resources with specialized skills for developing products, technologies, businesses and new solutions in accordance with the DNP Group's business strategies. In this way, we provide employees with opportunities for independently selecting a workplace. 211 people were recruited and 94 transferred in fiscal 2024.

Self-Reporting System

This is a system under which employees envision their own career development while self-realization steps and workplace transfers desired by the employee to achieve this are entered onto a "self-reporting form" and reported to their superior once a year. This system also spurs the desire of employees toward self-development and enables them to acquire independent practical skills while raising the awareness of managers regarding guidance for and development of their subordinates. 167 people were interviewed and 65 transferred in fiscal 2024.

In-House FA System

This system enables employees to improve their own careers by proactively seeking job transfers from across the DNP Group companies to jobs and departments that are different from the present. 13 people made declarations and 3 were transferred in fiscal 2024.

In-House Study Abroad System

This is a system under which employees, based on their own intentions, accumulate experience in other departments for a certain period of time and then return to their original departments and expand the range of work handled while raising quality utilizing the experience and knowledge and skills acquired in these other departments.

System for Encouragement of Qualification Acquisition

This system pays incentives to employees who successfully acquire specialized knowledge, skills, or qualifications needed for their jobs (covers about 130 types of qualifications, up to 100,000 yen). 797 people used the system in the DNP Group as a whole in fiscal 2024.

Specialist Work System

This system provides special compensation to employees who possess an extremely high level of outstanding specialties and who are highly valued inside and outside of the company. Though we had titles Fellow and Chief Specialist depending on the level of the specialty in the past, we have added Principal Specialist since FY2021, resulting in three stages for the titles in total.

Fellow	Those Chief Specialists with outstanding character who have earned socially authoritative awards and those who have made remarkable achievements are certified as fellows. We expect that this will encourage employees to pursue a career path toward the achievement of fellow, the top title in the specialist work system. Since the establishment of the system, a total of four individuals have been certified as Fellows.
Chief Specialist (Chief Researcher, Chief Planner, Chief Engineer)	We accept certification applications for self-recommendations and other recommendations once a year from employees who utilize their extremely high degree of expertise and work actively inside and outside the company and evaluate and certify them based on Certification Standards set for outcomes, external evaluations, internal evaluations, and competency evaluation. 11 people were certified in fiscal 2024, making it a total of 77 since the system was created.
Principal Specialist (Principal Researcher, Principal Planner, Principal Engineer)	We certify employees who utilize their high degree of expertise and work actively in each department once a year. 247 people were certified in fiscal 2024.

Highly Specialized Human Resources (Professional Staff) Employment System

Since FY2019, the DNP Group has been formulating a "Talent Portfolio" that categorizes the multiple types of talent truly required in each business based on role, expertise, and management ability. Toward the realization of business strategies, we analyze surpluses and shortages for each type of personnel and promote recruitment, training, and placement measures that emphasize qualitative aspects.

In addition to developing rare specialists internally, we also actively recruit them from outside the company. For personnel with particularly high levels of

expertise, we have established a "professional staff" system that offers enhanced compensation. In the medical & healthcare business, for example, we employ doctors and other highly specialized professionals. We will continue to promote the securing of necessary human resources through optimal methods and formats.

ICT Professional System

This system appropriately treats and motivates ICT professionals such as by providing a special allowance to project managers who handle projects of a certain size or larger.

Meister System

Introduced in 2001, this system is focused on our manufacturing technicians who possess valuable professional skills. This system is geared to getting back to the roots of the manufacturing industry by recognizing the importance of professional skills and thereby providing training, evaluation, and benefits. Among the three requirements for Meister certification consisting of "specialized knowledge, skills, and creativity," "reputation and trust," and "leadership," we have positioned "leadership" as a particularly important evaluation item given that the purpose of the system is to hand down skills. 6 people were certified in fiscal 2024, making it a total of 91 since the system was created.

Side Jobs/Dual (or Multiple) Jobs

To attract, develop, and retain talented individuals who can promote innovation, we actively incorporate external perspectives and partially allow side-jobs and dual jobs that contribute to the creation of new value, as long as they do not interfere with the employee's primary job responsibilities. Additionally, we have introduced the In-house Side Job System, allowing employees to hold positions in other divisions within the DNP Group. This initiative aims to help employees acquire knowledge and skills from other divisions to encourage innovation, foster collaboration, create new value, and expand opportunities for self-directed career development.

Reemployment of Retired Employees (Return-to-Work System)

This system enables the re-employment of former DNP Group employees under certain conditions. We re-employ, as appropriate, former employees wishing to resume their work in the DNP Group as human resources with diverse values and careers who are able to use the knowledge, skills, career

achievements and life experiences acquired during their time in other companies or organizations.

Return-to-Work System
Utilization Rate

>

Return-to-Work Recruitment (in
Japanese)

Non-Regular to Regular Employee Conversion System

To draw out the capabilities of each person to the fullest and ensure this enables us to deploy our total strengths as an organization, we introduced this system for hiring as regular employees those outstanding part-time and non-regular staff who have a positive attitude toward their jobs and play large roles.

Career Counseling Center

We provide face-to-face and online counseling to employees on their career-related thoughts, how to approach the future, work-life balance, and problems they face at work. We also regularly hold "caregiving consultation sessions" with caregiving experts present for employees who are concerned about caring for their loved ones. In FY2024, in addition to the headquarters (Tokyo) where a career counseling room is permanently located, we held on-site consultation sessions at seven locations nationwide and received 647 consultations.

Award System

In order to increase employee motivation and accelerate the creation of new value, we have changed our previous company-wide awards system to the "DNP Awards" in FY2020, aiming to realize a better society and more Well-being lives. We are recognizing outstanding activities from the perspective of "value creation" and strengthening our efforts to share that knowledge within the Group. We also have an "Anniversary Awards" system to recognize employees for their long service, and present awards at 10 and 25 years of service, upon reaching age 60, and upon retirement.

In July 2025, an awards ceremony was held, focusing mainly on initiatives undertaken in FY2024. One Grand Prize, one Best Award, and four Excellence Awards were selected for DNP Awards, and Anniversary Awards was presented to an employee with 25 years of service. Furthermore, since 2023, an award has been presented to recognize initiatives that foster a vibrant workplace culture and strengthen organizational and team capabilities, which form the foundation of value creation. In 2024, this award was refined to become the DNP Well-being Award, which recognizes initiatives based on the

newly established DNP Well-being concept. In 2025, 30 outstanding initiatives were recognized.

**DNP Well-being and award
system**



Evaluation system

DNP Value Objectives (DVO System)

DNP has implemented the DNP Value Objectives (DVO) system to strengthen team capabilities, drive management transformation and foster trust and value creation within the organization. Each quarter, we set organizational objectives based on the organization's KPIs, alongside team objectives that encourage the autonomy and independence of individual employees and their teams. Progress toward these goals is regularly reviewed through weekly team meetings and one-on-one sessions. This initiative fosters a sense of teamwork among employees, makes achievements and processes more visible and Support systems for career autonomy of employees.

Evaluation system

DNP's performance evaluation system assesses not only individual achievements and results but also contributions to team success, collaboration with other departments, and support for colleagues. Throughout each period, we monitor each employee's efforts and performance in real-time through the DVO system, weekly team meetings and one-on-one meetings, all based on the expected roles and outcomes (expected contributions) required for each profession and grade. At the end of each period, we evaluate the individual's actual achievements against the organization's goals, their behavior and processes according to their grade level, and their contributions to talent development and career progression. We also consider their progress toward objectives and how well they meet expectations based on the role-level framework, to provide a comprehensive evaluation.

Recruitment Policy

DNP strictly prohibits all forms of discrimination in any respect, including but not limited to culture, nationality, race, ethnicity, language, religion, creed,

personal beliefs, sex, age, physical characteristics, social status, sexual orientation, gender identity, health status, the presence of disabilities, or employment status, and marital or partnership status. We conduct fair recruitment and selection for all applicants based on individuals' aptitude, ability, and motivation.

New graduate recruitment (non-consolidated)

- We disclose to applicants the qualities we look for and the details of our selection process.
 - To provide applicants with realistic view of DNP, we have introduced a recruiting partner system in which young employees act as recruiting partners.
 - To meet the needs of educational institutions and students who want to experience business activities in the real world, we hold internships and workshop events that allow students to gain work experience.
- In FY2024, 36 students participated in one long-term internship in the business course, and 89 students participated in 55 long-term internships in the technical course. In addition, 658 students participated in short-term workshop events.

Mid-career recruitment (non-consolidated)

- There is no age limit, and applications are accepted through our website.
- The specific job descriptions for the positions we are recruiting are clearly presented.

Recruitment Information 	Recruitment Record 
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Creating a Comfortable Working Environment

In order to create an environment in which each employee can maximize their strengths, the DNP Group launched a joint labor-management project in 2004 and began initiatives such as reducing working hours by improving work efficiency and encouraging employees to take annual paid leave. Since 2009, these initiatives have evolved into "Workstyle Reform" activities, which involve making effective use of time resources and increasing the added value of work.

Currently, in order to realize "value-creating work styles," we are implementing measures to maintain and improve the physical and mental health of all employees, as well as to enhance their well-being and engagement. By creating an environment where employees can feel both motivated and comfortable working, we are improving productivity and fostering an organizational culture that is conducive to innovation.

Employment of Elderly Persons (Flexible Retirement System)

We have introduced a flexible retirement system that enables employees to continue working as professionals at workplaces even after they reach age 60.

Flexible Retirement System
utilization rate

>

Telecommuting

We promote an optimal and highly productive hybrid work style that leverages both face-to-face and remote work, such as working from home, at satellite offices, or on the go, supported by a well-established and efficient IT environment.

Life Planning Promotion System

We provide information about retirement allowance, public pensions, and other topics through a labor–management joint initiative to enable each employee to develop their own optimal life plan and live a fulfilling second life. The Second Life Preparation Guidance for employees aged 51 was held in 12 sessions, with 500 employees and family members participating. The Second Life Last Minute Guidance for employees aged 58 was also held in 12 sessions, with 548 employees and family members participating. In addition, the Life Planning Seminar for Starting in Your 20s for employees in their 20s and 30s was held in two sessions with 125 participants.

* The Second Life Preparation Guidance explains the key points for preparing to achieve a "rich and fulfilling second life" across three areas: purpose in life, health, and family finances. The explanation of expected public pension and retirement benefits, which will be major sources of income in one's second life, has been particularly well received by participants.

Life Planning Consultation Office

We support employees and their families in realizing a fulfilling life plan by utilizing the social insurance system and the company's employee benefit system. In FY2024, we received 466 consultations from employees of a wide range of ages, from their 20s to their 60s.

Consultation Office

We have established a system where employees can consult with lawyers, judicial scriveners, tax accountants and other specialists regarding personal problems or matters they wish to know about, such as housing (financial planning, property selection, design, construction, renovations, etc.), law (inheritance, family relations, traffic accidents, etc.), tax, harassment, etc. The consultation office not only responds to the concerns and questions of employees but also their families and serves as a consultation desk that provides comprehensive support to DNP Group employees. In FY2024, in addition to the permanent consultation offices in Tokyo and Osaka, on-site consultation sessions were held at six manufacturing bases across the country, and 788 consultations were received.

* Other main consultation contact points for employees

Besides the Life Planning Consultation Office and the Consultation Office, we operate the Open Door Room and the Global Internal Whistle-blowing System as consultation and whistle-blowing contact points for matters concerning corporate ethics in line with efforts to raise management fairness. Additionally, the Career Counseling Office is supporting the diverse career designs of employees.

Open Door Room



**Global Internal Whistle-blowing
System**



Career Counseling Center



Improving employee engagement

Employee Engagement Survey

DNP has made "TAIWA (dialogue)" as one of its "guiding principles" formulated in 2001 and regularly conducts various surveys to incorporate employee feedback into its corporate activities.

Starting in 2021, in order to clarify employee engagement and the actual conditions of each workplace and foster a better corporate culture, we have introduced "Wevox," an engagement analysis tool provided by Atræ, Inc., to approximately 30,000 DNP Group employees and are conducting engagement surveys every month. Each organization engages in "TAIWA (dialogue)" based on the survey results, which are used for improvement activities on various themes and strengthening teamwork.

In addition to these engagement surveys, we also conduct surveys on the state of "mental capital" and "psychological safety" as outlined in the "DNP Group Declaration on Health". We also conduct surveys on the progress of

diversity and inclusion promotion and use the results to improve our personnel systems based on employee feedback.

DNP Family Day

To foster children’s interest in work and promote communication between employees and their families, we regularly hold a workplace tour event for children called DNP Family Day (formerly DNP Family-Friendly Day). This event not only increases employee motivation but also provides an opportunity for families and organizations to reflect on work-life balance.

[Topics] DNP Family Day (in Japanese)	Engagement status (DNP non-consolidated)
[Release] Introducing "Wevox," a tool for analyzing employee engagement (in Japanese)	

Principal Themes: Human Rights and Labor

Health and Productivity Management

Basic Approach ▾

Promotion Structure ▾

Indicators/Goals ▾

Related Measures ▾

Basic Approach

The president of DNP formulated and announced the DNP Group Declaration on Health on April 1, 2021 as the ideal for the DNP Group in the form of a top commitment to showing the company's ideal state towards its goal of embodying the DNP Group Safety and Health Charter. In accordance with the Declaration, DNP started afresh to implement health measures aimed at health and productivity management.

The DNP Group Declaration on Health is based on the idea that Group employees working energetically in trustworthy teams with sound bodies and minds displaying their individual strengths to the maximum degree possible are essential for the generation of new value and the realization of our Third Corporate Founding.

Policy

DNP Group Declaration on Health

< Sustainability

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Sustainability Management ▾

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Human Resources Management >

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Occupational Safety and Health ▾

Diversity & Inclusion ▾

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Recognition from Society >

The DNP Group aims to embody the DNP Group Safety and Health Charter by promoting the health management and health-driven measures that boost the happiness of our employees, based on the following three perspectives:

- 1. Maintaining and improving the physical and mental health of our employees and their families.**
- 2. Developing the psychological capital, or positive mind of diverse individuals or human resources.**
- 3. Building psychological safety, or trust-based relationships in our individual workplaces and teams.**

With this declaration in mind we aim to achieve improved corporate value.

April 1, 2021

Yoshinari Kitajima, President

Promotion Structure

Regarding the implementation of health and productivity management, we have established a division responsible for practical operations within the Personnel & Employee Relations Division to promote cooperation with each division.

Regarding the measures to maintain and promote the physical and mental health of employees and their families, as indicated in (1) of the Declaration on Health, we are working together with the Dai Nippon Printing Health Insurance Association to promote collaborative health and other activities.

Regarding the cultivation of psychological capital (a positive mind) and the construction of psychological safety (relationships of trust) as indicated in the Declaration on Health (2) and (3), the relevant corporate divisions are working together to promote various measures to improve engagement and realize the DNP Well-being set up by DNP, mainly through work style meetings established in each business unit and group company.

Indicators/Goals

Based on its basic approach to health and productivity management, DNP has set priority indicators and target values, thereby promoting continuous activities.

Indicator	Targets	FY2024 Results
1. Health and productivity management that increases employee happiness (1) Engagement Survey: growth rate of "Challenge" (2) Improvement in "Psychological capital" (3) Improvement in "Psychological Safety" (4) Number of DNP Well-Being Award Proposals 2. Health-related data (non-consolidated) (1) Health checkup attendance rate (2) Smoking rate (3) Rate of habitual exercisers (4) Percentage of people who get enough rest through sleep (5) Rate of habitual drinkers (6) Rate of employees with noted findings in periodic health checkup 3. Stress check (1) Stress check participation rate (2) Work engagement deviation value (3) Overall health risk value	1. (1) Improvement from the previous year (2) Improvement from the previous year (3) Improvement from the previous year (4) Increase from the previous year 2. (1) 100% (2) 15% by the end of FY2026 (3) Improvement from the previous year (4) Improvement from the previous year (5) Improvement from the previous year (6) Improvement from the previous year 3. (1) Improvement from the previous year (2) 3.5 improvement based on 2019 results (3) 8 improvements based on 2019 results	1. (1) Compared to FY2022: 13.8% improvement (improved from the previous year) (2) Compared to FY2021: 32.8% improvement (improved from the previous year) (3) Compared to FY2021: 21.4% improvement (improved from the previous year) (4) 205 cases (22% improvement compared to the previous year) 2. (1) 99.9 (2) 21.0 (3) 27.6 (4) 60.6 (5) 14.9 (6) 1.6 improvement 3. (1) 96.7% (0.2 worsening) (2) 0.4 improvement compared to standard (3) 8 improvement compared to standard

Related Measures

The health and productivity management the DNP Group seeks to achieve and the Declaration on Health ▼

The Basic Plan for Health Maintenance and Promotion ▼

For the maintenance and promotion of physical and mental health ▼

For the improvement of vitality and organizational revitalization ▼

The DNP Group's Goals for Health and Productivity Management and Its Health Declaration

Health and productivity management refers to the strategic management of employee health from a corporate management perspective. It is expected to improve vitality, creativity and productivity in addition to the maintenance and promotion of health. The DNP Group incorporated this thinking in its formulation of the DNP Group Declaration on Health. The DNP Group is promoting health-related measures to energize Group employees and transform entire workplaces into teams full of life and energy.

The DNP Group is tackling four material issues* to significantly increase human creativity (added value productivity). One of them is health and productivity management that increases the happiness of employees. With the Human Capital Policy, "respecting employees leads to respected employees driving corporate growth and enhancing society," (nurturing human capital who can be active in society both within and outside DNP,) the Group invests in employee health. The DNP Group broadly defines health, which is the foundation of employees' success, in consideration of 1) maintaining and improving physical and mental health, 2) developing psychological capital, or a positive mindset, and 3) building psychological safety, or trust-based relationships to ensure health and productivity management that can increase employee happiness. Corporate value will increase if a company increases

employee happiness through health and productivity management, and mentally and physically healthy and energetic employees exhibit their capabilities as a team of vibrant people.

* Four material issues

“Support for career autonomy of employees and strengthening of organizational capability”

“Health and productivity management that increases the happiness of employees”

“Hiring, personnel assignment and reskilling based on human resource portfolio”

“Promotion of diversity and inclusion utilizing diverse individuality”

■ Conceptual diagram of health and productivity management



*Kenko keiei (health and productivity management in Japanese) is a registered trademark of Nonprofit Organization KenkoKeiei.

*Prepared by amending the Corporate Health And Productivity Management Guidebook published by the Ministry of Economy, Trade and Industry

The Basic Plan for Health Maintenance and Promotion

The Sixth Basic Plan for Prevention of Industrial Accidents and Health Maintenance and Promotion, covering the period from fiscal 2024 to fiscal 2026, sets specific indicators to monitor healthy, energized employees and dynamic teams. These indicators include the regular health checkup participation rate, the rate of employees requiring medical follow-up, the percentage of employees identified as having health risks (as defined by our own criteria), overall health risk from stress assessments, and work engagement levels. The Basic Plan focuses on five key areas: (1) enabling people to be healthy and vibrant people and creating healthy and vibrant workplaces, (2) establishing a foundation for promoting health initiatives, (3)

addressing health risks and promoting lifestyle improvements, (4) supporting mental health and (5) enhancing engagement.

To accelerate our health and productivity management and initiatives, we collaborate with our health insurance association, clinics set up within the association, and divisions and Group companies engaged in medical, healthcare and wellness-related services.

* Other health indices, number of subjects, response rate (DNP non-consolidated, FY2024, values in parentheses are for FY2023)

• Absenteeism: 2.93 days/year, 9,096 employees, 83.4% (2.64 days/year, 10,194 employees, 87.4%)

As of March 31, 2025, there were 55 employees on leave due to injury or illness.

• Presenteeism: 17.5%, 9,096 employees, 83.1% (18.8%, 10,194 employees, 87.4%)

* Method of determining absenteeism: Survey to confirm the number of absence days from work due to illness

* Method of determining presenteeism: Single-Item Presenteeism Question (SPQ)

For the maintenance and promotion of physical and mental health

To promote and maintain physical and mental well-being—the foundation of health and productivity management—DNP conducts thorough follow-ups after medical checkups and provides specific health guidance for high-risk employees, based on the results of regular health checkups and specific medical examinations. To ensure effective health management centered on these checkups, we continuously strengthen the framework of our health management system and follow our internal guidelines to ensure proper follow-ups according to each employee's risk level regarding lifestyle-related diseases. As our workforce ages, more employees are receiving health findings from their checkups indicating there are issues to be addressed. For those whose results indicate particularly high risks, we recommend they seek medical care and facilitate follow-up check-ups by public health nurses and other healthcare services. Thanks to these efforts, in fiscal 2023, 84.1% of employees who needed a follow-up or detailed medical examination completed it, and 83.8% of high-risk employees sought medical care at a healthcare institution. We encourage employees that do not have significant health issues but need to improve their lifestyles to participate in specific health guidance to reduce health risks. We are promoting collaboration with the health insurance association by increasing the number of public health nurses and setting specific health guidance participation goals. As a result, the participation rate in specific health guidance increased 6.9 percentage points, from 36.5% in fiscal 2022 to 43.4% in fiscal 2023.

As part of our Plan-Do-Check-Act (PDCA) cycle, we issue health reports to visualize key data. These reports include graphs and rankings of our business

units and Group companies based on health risks, lifestyle risks, and participation rates in health insurance association programs. By visualizing this information, we aim to motivate further efforts to improve employee health.

To promote lifestyle improvements, we also held walking events (2,742 participants in fiscal 2024) and health check events (962 participants in September 2024). In addition, we have set the goal of reducing the smoking rate to below 15% by fiscal 2026 and have launched initiatives to mitigate the health risks associated with smoking. We have also introduced health tourism programs using our own recreational facilities.

DNP is also working to improve education and expand its internal consultation desks for the promotion and maintenance of mental health. DNP is offering medical examinations by specialists at its clinics in Ichigaya (Tokyo) and Namba (Osaka), in addition to providing education using online seminars, e-learning programs, original videos and other means. DNP has health consultation offices and counseling rooms that are available to all employees. Managing working hours is also important for maintaining physical and mental health. As part of preventing health problems caused by long work hours and the implementation of measures to enable a healthy work-life balance, DNP is trying to reduce long work hours. (For reference, overtime in fiscal 2024 at DNP non-consolidated was 12.9 hours/year.)

Clinics

We have clinics in 13 locations across Japan, including thorough checkup clinics. The clinics provide medical treatment to dependents (aged 16 or over) in addition to the insured. In fiscal 2024, 27,149 people visited these clinics, including 5,283 employees that underwent thorough checkups.

Various Health Consultations

A consultation system has been set up for employees and their families to provide advice from medical specialists to address concerns and worries related to illness or medical therapy. It also provides support for health maintenance and promotion through Nutrition Consultation and Exercise Consultation. In fiscal 2023, 2,492 consultations were received through telephone health consultation (including family members) and at counseling rooms.

In March 2022, DNP opened a health consultation office at the DNP Health Management Center, where specialist public health nurses receive consultations from employees. By increasing the number of options for employee health consultations in this manner, DNP is enhancing its system

that enables employees to feel free to consult on an even wider range of health issues.

- Telephone health consultations (including family members), consultations in counseling rooms, etc.: 2,560 cases in fiscal 2024
- Consultations with the Health Consultation Office of the DNP Health Management Center: 154 cases in fiscal 2024

Health Education

To promote the further penetration and understanding among employees of the DNP Group Declaration on Health, which was announced in April 2021, DNP carries out health education through e-learning programs (implemented a total of 11 times from December 2021 to June 2025). Our surveys revealed that at least nearly 60% of the employees in attendance became more health conscious as a result of these courses. Moreover, an increasing number of employees are also working to improve their physical activities and eating habits.

* Main Themes of DNP's Healthcare Education (As of June 2025)

- E-learning

Approx. 90% attendance at the course "About the DNP Group Health Declaration" held in December 2021

Approx. 89% attendance at the course "About Healthcare Checkups" in March 2022

Approx. 93% attendance at the course "About Lifestyle Habit" in June 2022

Approx. 91% attendance at the course "About Gender-Related Health Issues" in September 2022 (The survey shows almost 96% of respondents were health conscious or became health conscious.)

Approx. 90% attendance at the course "About Mental Healthcare" in February 2023

Approx. 73% attendance at the course "About Smoking Cessation Measures at the DNP Group (only for smokers)" in May 2023

Approx. 85% participation rate in the DNP Group's Smoking Cessation Program (as of September 2023).

Approx. 87% participation rate in the Women's Health Program in October 2023. (Following this training program, HPV test kits were distributed free of charge to those interested, encouraging cervical cancer screenings. Total investment: 2.7 million yen.)

Approx. 73% attendance at the course "About Dental Measures at the DNP Group" in January 2024

Approx. 82.3% attendance at the course "Women's health issues" in October 2024 (After this course, HPV testing kits and breast self-checkers were distributed free of charge to those who request them to promote participation in cervical and breast cancer screenings. Investment amount: 1,366,000 yen.)

Approx. 81.7% attendance at the course "Mental Health Care" in December 2024

- Online seminars

Approx. 2,400 views at the special lecture "About Cancer" of the DNP Group Declaration on Health in April 2022

Approx. 1,100 views at the special lecture "About Women's Cancer We Want You to Know" of the DNP Group Declaration on Health in February 2023

Approx. 1,400 views at the special lecture "Learn More About Breast Cancer" of the DNP Group Declaration on Health in October 2024

- Health management seminar for management-level staff (for all officers)

Approx. 3,100 views at the seminar archive "About the Mechanisms of Happiness" in June 2022

Approx. 600 views at the seminar archive "The Role of the Managers in Health Management Practices" held in November 2022

For the improvement of vitality and organizational revitalization

The DNP Group fosters a workplace culture where safety and health take precedence over everything else. By promoting psychological capital (a positive mind) and psychological safety, we aim to create an environment where every employee feels energized, fulfilled, and motivated to take on new challenges.

To support this, we prioritize open dialogue and education. For example, in our manufacturing division, all sites hold monthly one-hour discussion and learning sessions called “Tsuki-ichi Kyoiku.” In our non-manufacturing divisions, we utilize the DNP Value Objectives (DVO) system, along with one-on-one and team meetings, to build a culture of taking on challenges and trust between employees.

In addition to these efforts, we also regularly conduct engagement surveys and stress checks to “visualize” the status of individuals and teams, which leads to improved job satisfaction through dialogue. With regard to engagement, from the start of the engagement survey in fiscal 2022 to the end of fiscal 2024, DNP's overall score improved by 4.5%, and the “challenge” indicator, which shows how a spirit of challenge is fostered and how much support the organization gives to such challenges, saw a significant improvement of 13.8%, showing steady progress.

DVO system



Improving employee engagement (employee awareness survey)



DNP Well-being and award system

In fiscal 2023, we introduced DNP Well-being as a common goal for all DNP Group employees. This concept represents the healthy and optimal state of both individuals and organizations which fulfills three key elements: physical and mental health, a safe and comfortable work environment and happiness (a sense of challenge and trust). By clarifying the connection between DNP Well-being and the DNP Group Safety and Health Charter and the DNP Group Declaration on Health, we promote a vibrant workplace culture and strengthen organizational and team capabilities as the foundation for value creation.

By expanding the realization of DNP Well-being across the entire DNP Group, we aim to further solidify this foundation for generating value.

In fiscal 2023, we launched the Health and Well-being Award to recognize efforts that contribute to creating a vibrant workplace and strengthening organizational and team capabilities. In fiscal 2024, we refined the award system to focus on initiatives aligned with the newly established DNP Well-being concept. This award system helps to widely share internal initiatives and expand the circle of well-being across the company, while also fostering a sense of joy and pride in each employee's daily work.

In fiscal 2025, there were 138 applications in the Challenge and Trust category, 23 in the Health category, and 45 in the Safety category. A total of 1,129 judges, including employees who volunteered to participate, cast their votes and 30 initiatives were selected for awards.

The number of applications for the DNP Well-being Award has increased by approximately 1.6 times since fiscal 2023, and more than 1,000 judges have participated for three consecutive years, demonstrating that efforts to improve well-being are steadily taking root within the DNP Group.



DNP Wellbeing

What is DNP Well-being?

DNP Well-being refers to a state where both individual employees and the organization are in good condition, not only through physical and mental health and a safe, comfortable work environment but also through happiness (sense of challenge and trust).

It represents the ideal state we all strive to achieve for “creating a vibrant workplace and strengthening organizational and team capabilities” as the foundation for value creation based on the DNP Group Safety and Health Charter and the DNP Group Declaration on Health.

Enhancement of facilities to promote communication

It is important to build a working environment that increases satisfaction with the work environment to improve the engagement of all employees.

Additionally, promoting communication between workers will help improve teamwork and increase motivation. This is why the DNP Group proactively arranges and enhances its facilities for refreshment and collaboration at its locations around Japan.

Principal Themes: Human Rights and Labor

Occupational Safety and Health

Basic Approach ▾

Promotion Structure ▾

Indicators/Goals ▾

Strategy and Risk Management ▾

Related Measures ▾

Basic Approach

The DNP Group places the highest priority on providing a safe and healthy working environment. We strive to instill safety awareness as part of our corporate culture so that all employees can work safely and with peace of mind. Safety is the foundation of all our work, and each and every employee is expected to understand its importance and put it into practice.

Policy

DNP Group Safety and Health Charter

The DNP Group established the DNP Group Safety and Health Charter in 2019 to foster the workplace culture to ensure that safety and health take precedence over everything else, based on the awareness that all Group employees working with sound body and mind empower the Group as a whole. This Charter includes the phrase “the will of All DNP members” which incorporates their resolve to ensure that safety and health is firmly in mind, and to think and act from their own position. To prioritize health and safety

< Sustainability

Message from the President >

Sustainability Management ▾

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DNP Group Safety and Health Charter >

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over everything else, all DNP Group employees undertake activities to ensure time for dialogue and education, based on the firm decisions made by the heads of the divisions.

DNP Group Safety and Health Charter

>

Recognition from Society	>
Ichigaya no Mori (Ichigaya Forest) (Special Website)	▼

Promotion Structure

The DNP Group is promoting safety and health activities in accordance with the DNP Group Safety and Health Charter and the DNP Group Declaration on Health, led by the president. The workers and employers work together to improve the safety and health of the entire Group based on the promotion structure and operating methods prescribed in the DNP Group Safety and Health Management Regulations. While the DNP Group Safety and Health Liaison Council (chairperson: Executive Vice President managing the Human Capital Sector, secretariat: Employee Relations Department of Personnel & Employee Relations Division) lies at the center of this structure, safety and health liaison councils and safety and health promotion councils at the individual business units and Group companies, safety and health committees at individual workplaces and others are enhancing the structure’s effectiveness by specifying the details of activities.

Indicators/Goals

Based on our basic concept of occupational safety and health, DNP sets priority indicators and target values and carries out activities accordingly.

Indicator	Targets	FY2024 Results
1. Number of fatal accidents 2. Lost-time injury frequency rate *Lost-time injury frequency rate: Number of deaths and injuries due to work-related accidents (four or more days of absence from work) ÷ total working hours ×	1. 0 2. 0.20 or less	1. 0 2. 0.22

1,000,000. The calculation period is from January to December 2024.		
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Strategy and Risk Management

To prevent workplace accidents, the DNP Group conducts risk assessments as needed, based on laws and regulations and the DNP Group Safety and Health Management Regulations. By identifying potential hazards and continually implementing and improving risk reduction measures, we are creating a safe and secure work environment. We also provide regular safety education and training, and are committed to raising employee safety awareness.

Health and Safety Risk Assessment

We regularly review our basic plan and promote specific activities based on social trends, national occupational safety and health policies, as well as our internal challenges and activity results. The key implementation items for the three years from 2024 to 2026 have been formulated as the Sixth Basic Plan for the Prevention of Occupational Accidents and the Maintenance and Promotion of Health, and we are strengthening risk assessment activities with a particular focus on the following three items.

- Fostering a safety culture
- Creating a workplace free of occupational accidents
- Promoting measures against occupational diseases

The Sixth Basic Plan for Prevention of Industrial Accidents and Health Maintenance and Promotion (Policies)

Based on its Human Capital Policy, DNP strives to implement the DNP Group Safety and Health Charter and the DNP Group Declaration on Health. In addition to ensuring both physical and mental health and workplace safety, we aim to cultivate each individual’s spirit of taking on challenges (psychological capital) and promote workplace revitalization (psychological safety), thereby enhancing employee well-being and workplace engagement, which contribute to the increase of corporate value.

1. We will strengthen our organizational framework and talent development to establish an effective occupational safety and health management system that all employees proactively (and autonomy) participate in through dialogue and training.
2. Our first priority in preventing industrial accidents is the elimination of serious accidents. We continually improve our equipment and processes through risk assessments, while implementing measures to reduce the risk of different types of accidents, which are becoming more diverse and frequent.
3. To promote health, we focus on health management through regular medical checkups and stress assessments. We implement a targeted high-risk approach to prevent the onset and progression of illnesses in high-risk individuals, while also taking a population approach to improve the overall health and well-being of all employees and the workplace.

**Target indicators adopted in the Basic Plan for
Prevention of Industrial Accidents and Health >
Maintenance and Promotion**

Occupational Safety and Health Management System

To more effectively promote these activities, some business sites obtained the ISO 45001 occupational health and safety certification.

Corrective Measures

The DNP Group believes that it is unacceptable for employees to be injured in the course of their work, and is therefore reviewing and implementing improvements to "unsafe conditions" and "unsafe actions" in all workplaces. As part of this, we are focusing on risk assessment activities and countermeasures based on the results.

In particular, when it comes to measures for equipment that could lead to serious accidents, we are identifying and visualizing risk areas in all existing equipment, prioritizing areas with the highest severity, and implementing safety measures in accordance with equipment safety standards independently formulated by DNP. Similarly, for newly introduced equipment, we are working to prevent accidents by making it a rule that risk areas are identified and that after countermeasures are completed, pre-operation inspections must always be carried out before the equipment is put back into operation.

However, in the unlikely event that a disaster does occur, regardless of its scale, a disaster countermeasures meeting is held at each workplace. Workplaces and head office division (Technical Research, Labor Affairs, Research Institute) work together to investigate the cause of the disaster and plan and implement safety measures and recurrence prevention measures based on the cause. Furthermore, when a disaster occurs, the situation is

shared across the company, and when countermeasures are completed, the cause and countermeasures are shared across the company, so that the entire DNP Group can prevent similar disasters from occurring.

Related Measures

Education

Toward the realization of the DNP Group Safety and Health Charter and the DNP Group Declaration on Health, DNP provides level-specific education and specialized training on occupational safety and health.

Regarding safety, DNP is working to improve the level of safety and health activities through various educational programs that include online specialized training on equipment safety for front-line managers in manufacturing locations.

For health, DNP provides education and training on illness and lifestyle habits such as diet, exercise and smoking as well as mental health care utilizing online seminars and e-learning programs while also cooperating with health insurance associations, and these efforts are helping raise employee awareness and change their behavior.

Safety and Health Education

DNP Group has continuously believed that “dialogue and education” serve as the foundation of safety and health activities and in 2019 it formulated the DNP Group Safety and Health Charter, which proclaims that “Health and safety begin with Taiwa (dialogue), education, and human development.”

To make this belief a reality, all manufacturing bases of manufacturing departments implement “Tsuki-ichi Kyoiku Activity” (an activity to set aside one hour each month for Taiwa and education) for the realization of a culture that truly prioritizes health and safety above all else. Through monthly activities, DNP aims to improve safety awareness, foster a culture that emphasizes safety and increase the vitality of its workplaces. Furthermore, DNP has launched the cross-group Manufacturing Safety Promotion Project and is promoting a variety of activities that include sharing good practices and matters requiring attention.

Additionally, DNP also implements level-specific training and specialized training on occupational safety and health. To prevent serious accidents caused by machinery and equipment in particular, DNP focuses on providing

education on equipment safety measures to managers as well as staff who operate equipment. DNP has continuously conducted this training since 2016, with 121 employees taking part in active discussions during the fiscal 2024 sessions, resulting in a cumulative total of 1,224 program participants. Besides education that utilizes VR (virtual reality) for enabling participants to experience danger as well e-learning on fire prevention, DNP has launched a dedicated internal website that allows related parties to share the details of disasters in the unlikely event of an accident as well as good examples of safety measures and strives to ensure these measures raise the level of safer activities.

Health and Productivity Management Initiatives

To implement the DNP Group Health and Safety Charter, the DNP Group has formulated and issued the DNP Group Declaration on Health as a top-level commitment, and implements a variety of measures aimed at health and productivity management.

Health and Productivity
Management

>

Principal Themes: Human Rights and Labor

Diversity & Inclusion

Basic Approach ▾

Promotion Structure ▾

Indicators/Goals ▾

Related Measures ▾

Basic Approach



Managing Director,
in charge of Diversity & Inclusion Promotion Dept.
Minako Miyama

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DNP Group Key Social Data >

Governance ▾

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Promotion of Diversity & Inclusion utilizing diverse individuality

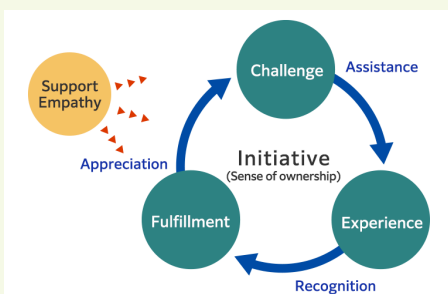
The DNP Group is promoting diversity and inclusion (D&I) as part of its non-financial strategy to strengthen its management foundation, with the aim of dramatically increasing human creativity (added-value productivity). We believe that shifting from a homogenous, uniform organization to one that is rich in diversity and utilizes that diversity will lead to the resolution of social issues and the creation of new value.

By respecting the diverse individuality of each employee and combining their strengths, we aim to remain a corporate group that achieves sustainable growth. To support this, we proactively enhance our systems and foster a corporate culture that encourages diversity and inclusion. This promotion of diversity and inclusion has been highly praised both inside and outside the company.

We consider "fostering a culture where diverse human resources can thrive" to be an important issue. Through employee surveys and other methods, we identify gaps between the company's efforts and the reality of the workplace and strive to make improvements.

In line with this, the DNP Group has set "inclusion as the norm" as its Medium-Term Vision for Diversity Management for fiscal years 2023 to 2025. By realizing this vision in all workplaces, we aim to maximize the potential of each employee, combine diverse strengths, and create new value.

About the inclusion loop



Diverse individuals are inclusive of each other, and those around them support the challenges of individuals who take the initiative. We assess the results of these challenges as valuable experiences and, through open dialogue, connect them to a sense of fulfillment. This fosters a culture where inclusion becomes second nature, with individuals receiving recognition from their peers for

their contributions and feeling motivated to embrace new challenges. These interconnected loops occur across various departments and, in unison, amplify the collective strength of All DNP.



Policy

In 2020, we announced the DNP Group Diversity Declaration as a top-level commitment to promoting diversity, and we have further strengthened our efforts.

DNP Group Diversity Declaration

1. We will take the lead in working to promote diversity and inclusion.
2. We will transform the awareness of managers into a "Dialogue style" that utilizes the differences of each and every person as strengths.
3. We will make ourselves a company where each and every employee can actively take on challenges and create new value.

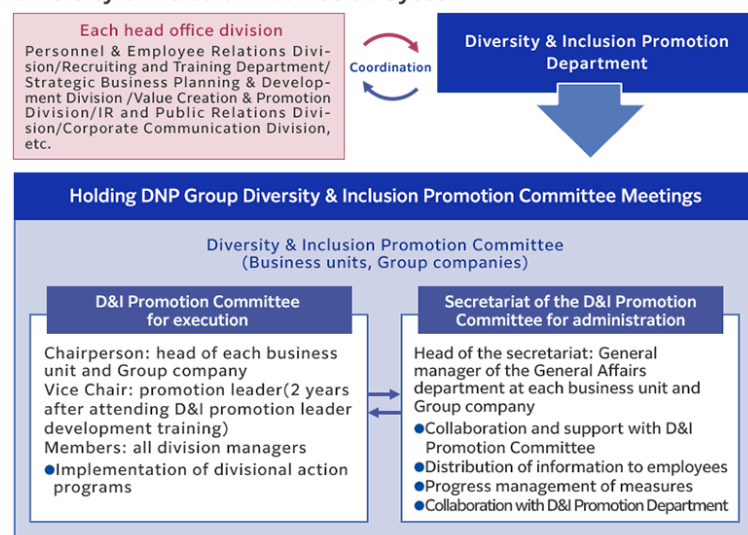
July 17, 2020

Yoshinari Kitajima, President

Promotion Structure

In order to promote and embed diversity and inclusion (D&I) throughout the DNP Group, we have established the D&I Promotion Office as a core organization at headquarters under the Executive Vice President. We are also accelerating the promotion of D&I in cooperation with the D&I Promotion Committees and Secretariats of each business unit and Group company nationwide.

Diversity & Inclusion Promotion System



By establishing the promotion system, as shown in the conceptual diagram, we are promoting D&I initiatives based on top management's commitment, with the aim of creating new value through D&I efforts in each workplace and the proactive actions of each individual.

Conceptual diagram of the promotion of diversity and inclusion



Indicators/Goals

Based on its fundamental approach to diversity and inclusion, DNP has set targets for specific measures to address key issues and is continually working to achieve them.

Important issues (themes to focus on in promoting D&I)	Related measures (specific efforts to address important issues)
- Increasing diversity in decision-making (Indicators 1 and 2) - Support for balancing work and family life (Indicator 3) - Fostering a psychologically safe workplace culture (Indicator 4) - Fostering a sense of ownership (indicators under review)	- Promotion of women's empowerment - Promotion of paternity leave - Unconscious Bias Training - Hosting Diversity Week, etc.

Performance Indicators	Targets	FY2024 Results
1. Number and ratio of female managers 2. Ratio of female executives 3. Percentage of male employees taking childcare leave and number of days 4. Unconscious bias training completion rate	1. By fiscal 2025 (1) Increase the number of women in department manager-level positions or above to 150% of March 2022 level (2) Increase the proportion of women in managerial positions to 15% or more (3) Increase the proportion of women in leadership positions to 25% or more 2. 30% by 2030 3. (1) 100% by fiscal 2025 (2) Achieve an average of 40 days of leave (excluding holidays) by fiscal 2029 4. 100% by fiscal 2025 (DNP Group employees in Japan)	1. (1)150% (2)13.7% (3)24.6% 2. 11.8% 3. (1) 96.4% (2) 27.6 days 4. 75.1%

Related Measures

Fostering a culture that diverse human resources can play active roles ▼

Promotion of women's empowerment ▼

LGBTQ+ initiatives ▼

Empowering employees with disabilities ▼

Support for balancing work and childcare ▼

Supporting a Balance Between Work and Nursing Care ▼

Neurodiversity initiatives ▼

Mentor system ▼

Progress of D&I promotion ▼

Fostering a culture that diverse human resources can play active roles

We are implementing initiatives for all DNP Group employees to help make inclusion the norm.

To effectively advance these initiatives, we conduct employee surveys and other means to understand how well D&I has been adopted (D&I perception level), and then develop specific measures based on the results.

Addressing unconscious bias

In order to foster a psychologically safe workplace culture that values diverse ideas and opinions, we launched unconscious bias training for all DNP Group employees in Japan in fiscal 2023. By fiscal 2025, we aim for all eligible employees to complete training that helps them address their own unconscious biases.

The training was first provided to the DNP President, executives, and presidents of each DNP Group company, and then rolled out by rank, starting

with those in higher positions who have the greatest influence in the workplace. In fiscal 2024, the training was made available to all approximately 30,000 DNP Group employees.

As a next step, starting in fiscal 2025, we plan to implement workplace-level programs aimed at raising awareness across the organization.

Diversity Week

DNP has been holding Diversity Week every February since fiscal year 2020, with the aim of encouraging each employee to voluntarily engage in D & I initiatives and fostering behavioral change. The event opens with a message from the president, and a wide variety of programs are prepared during the period. Through participation in the event, employees not only deepen their understanding of the year's theme, but also are encouraged to translate that understanding into action.

Approximately 13,000 people, roughly one-third of the DNP Group's employees, participate in the keynote speech in real time.

Additionally, the event provides an opportunity to promote D&I in each workplace by having division heads (who serve as chairpersons of each division 's D&I Promotion Committees) and the presidents of Group companies announce their commitments.

[Release] Diversity Week (in Japanese)



D&I Promotion Leader Development Training

In order to create new value within the DNP Group, we have positioned the promotion of D&I in the workplace as an important management issue. Under the leadership of chairperson of each division 's D&I Promotion Committee, we are developing D&I Promotion Leaders who will take responsibility for addressing workplace issues. D&I Promotion Leaders are assigned to the general manager level and serve a two-year term.

External evaluation

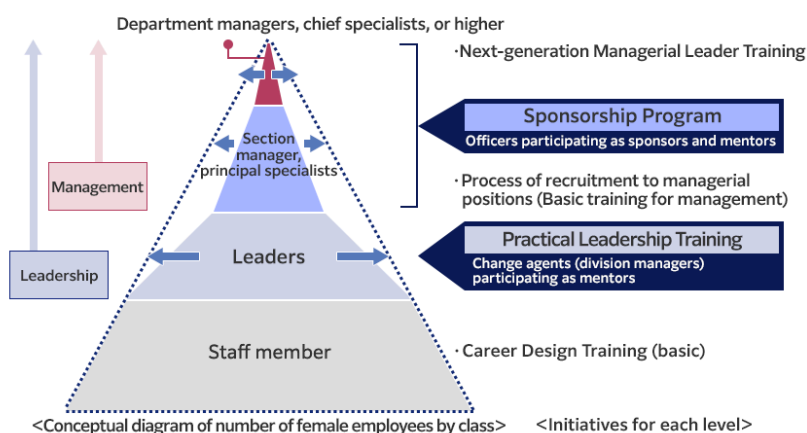


Certified as a Best Workplace by the D&I Award for the fifth consecutive year

Promotion of women's empowerment

For DNP to continue to provide new value and create a better future, it is important to further increase diversity in management and avoid the negative effects of homogeneity. To address this issue, DNP aims to increase the ratio of female executives to over 30% by 2030, and is working to create a pipeline to develop the next generation of female leaders. This initiative is also incorporated into the action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace, and we are systematically implementing training for female employees at each rank and reforming our organizational culture to continuously develop female employees involved in organizational decision-making.

Creating pipelines to enhance diversity in decision-making at DNP



Sponsorship Program

In order to increase the diversity of decision-making settings, we launched the Sponsorship Program in FY2021. All executives are actively involved in this program responsibly. Female employees in managerial positions (section manager and general manager level) are accompanied by senior management (executives and deputy general manager level officers) as sponsors and mentors. Through these tripartite initiatives, female



The president's opening remarks at the completion presentation

employees will acquire an "All DNP" perspective by combining the diverse strengths of the DNP Group, and a higher perspective that creates new value. Meanwhile, executives will lead reforms in their division's workplace cultures, including efforts to create a work environment in which diverse human resources can play an active role.

Practical Leadership Training

In order to increase and sustain diversity at all levels, the DNP Group aims to create a pipeline for nurturing the next generation of female leaders. To this end, we provide Practical Leadership Training to all female employees who have been promoted to leadership positions. This supports the creation of a foundation for developing a career vision at an early stage, demonstrating leadership in the workplace, and gaining experience. Over the course of approximately six months, this training program is run by "change agents" who are general managers responsible for promoting D&I in their respective division. They engage with the female trainees' thoughts and workplace challenges, asking questions to broaden their perspectives and working alongside them, all of which contributes to promoting D&I in each division and fostering a positive workplace culture. Furthermore, a group learning environment is provided for the female trainees and change agents. This community allows them to put what they learn in the training into practice in the workplace,



A roundtable discussion at the Practical Leadership Training session

providing mutual feedback, and discussing women's skill development and workplace challenges.

* Before fiscal 2021, we conducted the Next Generation Female Leadership Development Training, the predecessor of this training, as a selective training program for female leadership-class employees.

External evaluation



Nadeshiko Brand: Selected as a listed company that excels in promoting women's participation in the workforce in 2021



J-Win Diversity Award

- Received the 2025 "Management Award" and "Individual Award – Leader Award"
- Winner of the 2024 "Corporate Award – Advanced Section" Grand Prize
- Received the 2023 "Corporate Award – Advanced Section" Runner-up Award and the "Individual Award – Leader Award"
- Received the Basic Achievement Runner-up Award in the 2020 "Corporate Award – Basic Section" and "Individual Award – Leader Award"

Action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace



LGBTQ+ initiatives

DNP is constantly working to create an organizational culture that further leverages diversity in order to create value sought by the diverse people living in society. As part of this, since fiscal 2019 we have strengthened our efforts to promote understanding of the situation surrounding LGBTQ+ people, and are proceeding with measures such as not requiring job applicants to indicate their gender on recruitment documents and reviewing various systems.

Training and in-house activities

■ E-learning for all employees

We provide all employees with e-learning courses that address workplace issues faced by LGBTQ+ individuals, explain basic concepts about all bodily sexes, gender identities, sexual orientations, and gender expressions, and highlight the necessity and significance of preventing SOGI (sexual orientation and gender identity) harassment.

■ In-house activities

We take advantage of opportunities such as Pride Month and Diversity Week to conduct awareness-raising activities through seminars and other events.

Internal community

We are continuously promoting interactive initiatives, by holding dialogue sessions for LGBTQ+ people and their supporters (allies) and establishing an internal community.

External activities and sponsorships

In addition to internal activities, DNP is also involved in a variety of social activities to communicate its thoughts and actions externally. These include hosting a special feature on books that promote understanding of LGBTQ+ at DNP Plaza "Everyone's Questions Library," and sponsoring the NPO Pride House Tokyo, which disseminates information on sexual minorities.

Pride House Tokyo



External evaluation

PRIDE Index GOLD Awarded for 5 consecutive years since 2021

work with Pride



[Release] DNP receives highest ranking in the PRIDE Index (in Japanese)



Empowering employees with disabilities

Over long years, DNP has been promoting efforts throughout the entire Group for recruitment, settlement, and support of the active participation of people with disabilities with the aim of creating workplaces where these persons can play active roles in keeping with the basic concept of “normalization,” which helps create a society in which all people live equally comfortable lives regardless of any disabilities. To further promote these initiatives, in February 2019, we established DNP Business Partners Co., Ltd. primarily employing people with disabilities. In October of the same year, this company obtained certification as a special subsidiary from the Minister of Health, Labour and Welfare. We will support the employment of people with disabilities by the Group companies and expand cross-organizational operations within the Group to create opportunities for many more employees to actively participate.

DNP Business Partners (in Japanese)	Employment rate of persons with disabilities
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Training and in-house activities

■ Training

In fiscal 2024, we implemented Disability Inclusion Training (for managers and hiring managers) to teach specific measures for recruiting and retaining people with disabilities, taking into account the current challenges each workplace faces and aiming to increase the employment rate of people with disabilities in the future. In addition, before an employee with a disability is assigned to a workplace, the employees in that workplace watch a 10-minute video as an opportunity to deepen their understanding of disability inclusion. Promoting mutual understanding supports the retention of employees with disabilities.

■ In-house activities

We conduct awareness-raising activities to deepen understanding of disabilities through events such as the Service Dog Experience Event - Learning about Inclusion Through Service Dogs.

Internal community

In February 2024, we opened Hotto Work, an in-house disability inclusion community. This increases the sense of security for employees with disabilities and employees who have family members with disabilities, and helps create a workplace where each employee, regardless of disability status, is recognized for their individuality, abilities, and ways of thinking, and can thrive.

[Release] Community "Hot Work" (in Japanese)

External activities

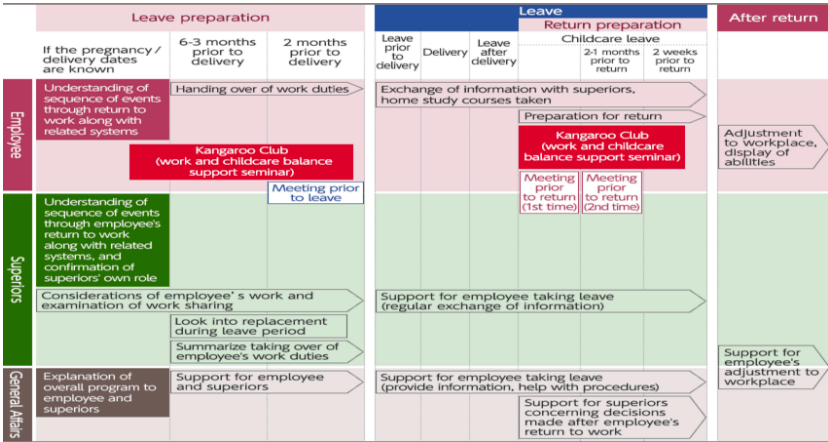
In July 2020, we joined The Valuable 500, a global initiative that promotes the active participation of people with disabilities, in support of their ideas and initiatives.

Participation in external initiatives and organizations (The Valuable 500)

>

Support for balancing work and caregiving

DNP has established the “Return to work from childcare leave program.” This system aims at creating an environment in which employees can take leave for childbirth and childcare with a sense of reassurance, smoothly return to their workplaces, and balance their work with household duties while deploying their capabilities.



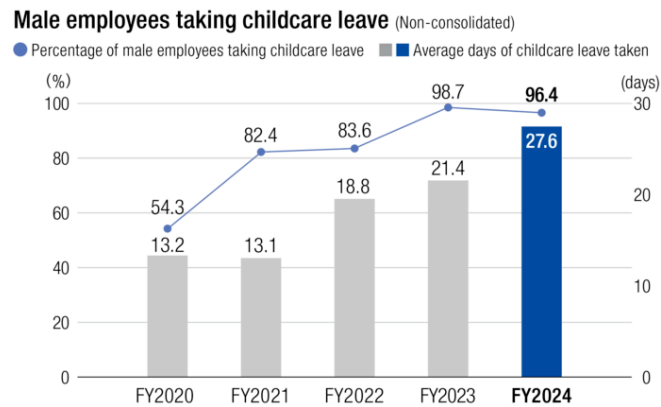
The seminar, Kangaroo Club, to support balancing work and childcare

We provide annual seminars for employees to think together with their partners about balancing work and childcare, share their current anxieties and concerns and visions for the future, and build a vibrant career even during childcare. Many employees and their partners participate in the Pre-Mom and Dad seminars for those expecting a baby within one year and the “Dad and mom doing childcare” seminars for those on maternity leave/childcare leave or raising children three years of age or under, and their partners.

Encouraging paternity leave

In December 2020, DNP issued the 100% Paternity Leave Uptake Declaration both internally and externally. Since then, the rate of taking paternity leave has improved year by year, reaching nearly 100%. At DNP, employees, regardless of gender, who reports pregnancy or childbirth involving themselves or their spouse, are provided information about the childcare leave system and undergo interviews to confirm their intentions to take leave. Furthermore, in addition to sharing initiatives and challenges at the DNP Group's D&I Promotion Committee, which includes management, the company also publishes the experiences of male employees who have taken parental leave. This information includes the steps to taking parental leave and changes in attitudes and behavior after taking leave, helping to encourage employees who are taking parental leave and promoting understanding among superiors and colleagues in the workplace.

However, an internal survey revealed that the overwhelming majority of employees cited "inconvenience to the workplace" as a concern regarding men taking parental leave. In response to this issue, the DNP Group implemented e-learning for all employees in fiscal 2024 with the aim of encouraging men to take parental leave and fostering a workplace culture that supports this. Furthermore, in order to create an environment that makes it easier for employees to take parental leave, we have set targets for the average number of days of parental leave taken by male employees in our action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children, and are continuing to work towards this goal.



Action Plan Based on the Act on
Advancement of Measures to
Support Raising Next-
Generation Children >

Percentage of male employees
taking childcare leave >

Other childcare support systems

We support employees and their families in balancing work and childcare even after employees return to work through various systems that include assistance for babysitting fees, assistance for childcare facility fees, nursing care leave, and special leave for life support.

External evaluation



Selected as a Next Nadeshiko company
supporting dual-income and co-parenting for the
second consecutive year in 2023 and 2024



Kurumin certification in 2007, 2012, and 2015

Supporting a Balance Between Work and Nursing Care

We provide information in a handbook which is a compilation of basic knowledge, programs, reference cases, etc. about nursing care. We are enhancing support tailored to the life stage of each employee, such as a family care leave system that allows each employee to take leave an unlimited number of times up to 366 days per each care recipient and enables them to have periodical consultations regarding nursing care.

Literacy education to prepare for nursing care

By having each employee understand their own nursing care risks and acquire the necessary knowledge in preparation for emergencies, we aim to deepen understanding between the employee and the workplace and achieve a balance between work and nursing care. In fiscal 2024, we introduced a support system with the aim of reducing leave of absence or resignation due to nursing care.

**State of Taking Nursing Care
Leave**



Neurodiversity initiatives

We launched neurodiversity initiatives in fiscal 2024 to foster an organizational culture that is resilient to change and conducive to creating new value by deepening understanding of neurological differences and enabling people with diverse characteristics to work together.

In the first year, we conducted e-learning and seminars with the theme of deepening understanding of neurodiversity.

Mentor system

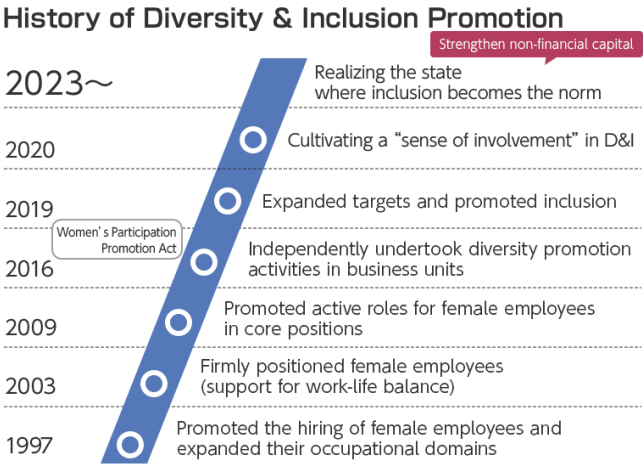
To support the career development of each employee, we operate a system in which employees who have completed mentor development training become mentors and use their experience and knowledge to help mentees solve problems in their own way.

Currently, there are approximately 80 internally certified mentors serving three-year terms. We focused on developing mid-career mentors primarily for young to mid-career mentees before, but in fiscal 2024 we also began developing middle-aged and senior employees as mentors, with the aim of further expanding the system.

Progress of D&I promotion

In 1997, DNP increased its recruitment of women and expanded the scope of their work. It has been promoting Diversity and Inclusion (D&I) since then with the goal of developing a corporate culture that enables diverse human

resources to play active roles. In 2016, we established the Diversity Promotion Office within the Employee Relations Department in the head office and the Diversity Promotion Committee in each business unit and Group company. We converted the then-Diversity Promotion Office (currently the D&I Promotion Department) into an independent, dedicated organization in June 2018 in our continued efforts to eliminate the gender gap and leverage the diverse strengths of all employees, including persons with disabilities, LGBTQ+, senior and non-Japanese employees.



Principal Themes : Product and Service Safety and Quality

Product and Service Safety and Quality

Basic Approach ▾

Promotion Structure ▾

Indicators/Goals ▾

Strategy and Risk Management ▾

Related Measures ▾

Basic Approach

To embody our corporate philosophy —“The DNP Group connects individuals and society, and provides new value.”— DNP practices“Quality Management”, prioritizing safety and quality as essential responsibilities in delivering products and services to society, and thereby earning society’s trust. To ensure effective “Quality Management”, DNP is constantly engaging in TAIWA (dialogue) both inside and outside the DNP Group, constantly envisioning how our products and services will be used, and repeatedly examining, from the perspectives of customers and consumers, safety, required quality, and ease of use, and making improvements.

Furthermore, through P&I Innovations that combine the DNP Group's strengths of advanced printing and information technologies, we aim to continue providing products and services with safety and quality that exceed the needs and expectations of customers and consumers, thereby gaining even greater satisfaction and trust and achieving sustainable growth for both society and the DNP Group.

Policy

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Diversity & Inclusion ▾

Product and Service Safety and Quality ▾

DNP Group Quality and Product Safety Policy >

Certification for quality assurance >

Social Contribution Activities ▾

DNP Group Key Social Data >

Governance ▾

Supply Chain Management ▾

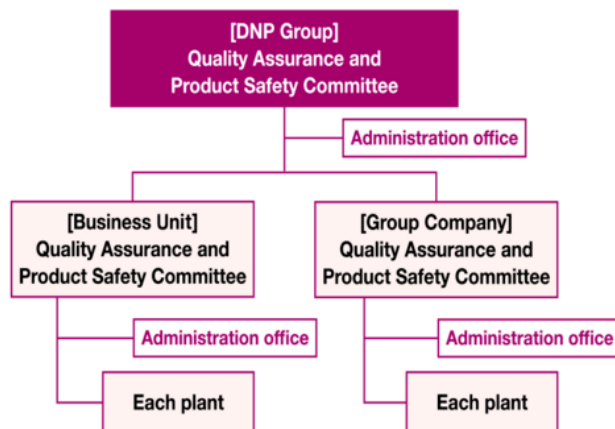
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Promotion Structure

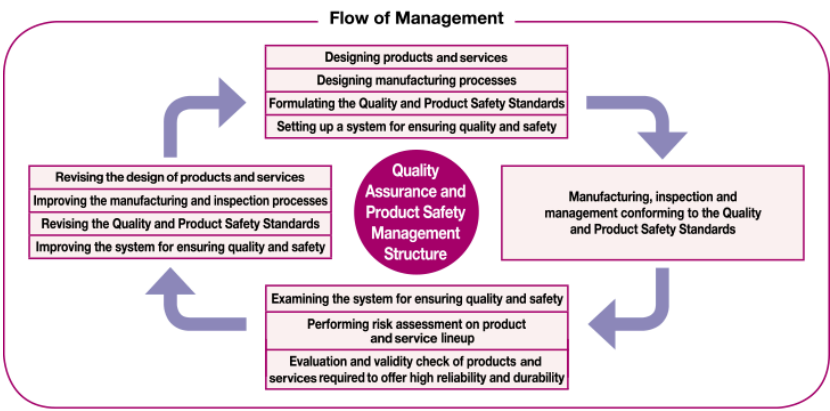
We have established the DNP Group Quality Assurance and Product Safety Committee, with the head office executive officer as chairperson, as the Group-wide organization overseeing and promoting “Quality Management” across the DNP Group. We have also established group-wide rules for matters that must be implemented to ensure the safety and quality of products and services, building a group-wide quality management system and product safety management structure. In addition, we have set up the Quality Assurance and Product Safety Committees in each business unit and group company, which are the main operators of our business, and each of these independently maintains, operates, and improves their quality management systems and product safety management structures.

DNP Group Quality Assurance and Product Safety Management Structure



Based on these group-wide rules, the Quality Assurance Supervisory Division of the Head Office R&D and Engineering Management Division (hereinafter referred to as the "Quality Assurance Supervisory Division") reports the status of activities and issues at each business unit and group company to the chair of the DNP Group Quality Assurance and Product Safety Committee twice a year to review policies and targets and improve activities. In addition, the Quality Assurance Supervisory Division guides business units and group companies to ensure compliance with laws, regulations, standards, and other norms, to prevent accidents related to the

safety and quality of products and services, and to ensure appropriate responses in the event of an accident.



DNP anticipates the needs of customers, consumers and society at large, and proactively obtains various quality assurance-related certifications, including the international quality management standard ISO9001, the food safety management system FSSC22000 in the food packaging field, and the automotive industry quality management system IATF16949 in the automotive field.

Certification Acquisition Status >

Indicators/Goals

Based on our basic concept of the safety and quality of our products and services, DNP sets indicators and targets for issues that need to be addressed, and works to make continuous improvements.

Indicator	Target Value	FY2024 Results
1. Number of serious accidents*1 caused by our products and services 2. Percentage of newly developed products and services undergoing product safety and risk	1. Achieve zero accidents. 2. Achieve 100% (covering all products and services concerned). 3. Achieve 100% (covering all	1. 0 case 2. 100% (542 cases) 3. 100% (51 units/companies)

assessment 3. Percentage implementation of the quality system inspection*2	organizations concerned).	
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- *1. Serious accidents: Cases in which a defect in our products and services cause serious damage to the life or body of their user, or serious impact on property other than the products and services
- *2. Quality system inspection: Conducted by the Quality Assurance Supervisory Division, target sites are inspected once a year to check the operation of the quality management system

Strategy and Risk Management

In order to continually provide products and services that customers and consumers trust in terms of both safety and quality, DNP identifies and evaluates safety and quality risks for all products and services from the design stage, and works to reduce any risks that are detected. Furthermore, by continually monitoring and conducting regular risk checks even after the products have been delivered, we are able to respond to changes in the social and technological environment. If the results of risk checks indicate the necessity of design changes or improvements to manufacturing technology, we respond appropriately and also review our internal standards.

Safety and quality evaluation in actual use environments

To ensure that the products and services we provide can be used with confidence, DNP conducts tests and evaluations that simulate the actual use environment and determines whether or not to release them. In addition, for products and services that require high reliability and durability, we conduct tests and evaluations under even stricter conditions. Furthermore, when we make changes to the materials, shape, manufacturing methods, or service content of a product in response to changes in customer and consumer needs or the internal and external environment, we conduct the same tests and evaluations again to determine whether or not to make the changes.

Efforts to prevent quality fraud

As quality fraud incidents continue to occur both in Japan and overseas, DNP works to prevent similar problems from occurring within the Group by not only undergoing external certification and assessment, such as ISO, but also by having the Quality Assurance Supervisory Division confirm the effectiveness of its quality management system, thereby strengthening its systems. In addition, the company continuously conducts case studies, along with training and awareness activities, to foster a culture that prevents quality fraud.

Internal audit/external audit

Internal audit

Regardless of whether it has obtained ISO 9001 certification, each business unit and group company conducts regular internal audits in accordance with ISO 9001 and additional internal rules.

External audit

Each business unit and group company is also properly audited by customers and certification bodies. The results are reported to the management by the Quality Assurance and Product Safety Committee of each business unit and group company, and are shared with the Quality Assurance Supervisory Division.

Quality system inspections

To confirm the operational status of the quality management system, the Quality Assurance Supervisory Division conducts a quality system inspection once a year, and reports the inspection results to the chair of the DNP Group Quality Assurance and Product Safety Committee and the Corporate Ethics Committee. In addition, the contents of this inspection are reviewed annually to continuously ensure the effectiveness of the quality management system.

Related Measures

Education

DNP provides a variety of education and training programs, including e-learning, to ensure that each and every employee is sincerely and rigorously committed to ensuring the safety and quality of our products and services. Based on the training plan, we provide the necessary training according to work experience and rank. For jobs that require more specialized knowledge, we also provide advanced specialized training.

Quality management in the supply chain

In order to stably maintain and improve the safety and quality of our products and services, DNP works with its suppliers to carry out regular and periodic evaluations and monitoring based on quality management systems, etc. By working with suppliers to resolve any issues or defects discovered through these efforts, DNP strives, throughout the entire supply chain, to provide products and services that customers and consumers can always use with confidence.

Supply Chain Management



Principal Themes : Product and Service Safety and Quality

Certification for quality assurance

As of May 2025

(1) Quality Management System: ISO9001 Acquisition Status

Business Units and Group Companies	Site	First Registration Date
Information Innovation Operations DNP Data Techno Co., Ltd. DNP Digital Solutions Co., Ltd. DNP CoArise Co., Ltd. NBC Co., Ltd.	Sapporo, Sendai, Morioka, Yamagata, Ushiku, Warabi, Toda, Kashiwa, Kamiya, Ichigaya, Enokicho, Nagoya (Central), Kyoto South, Namba, Nara, Fukuoka, Makuhari, Takada, Kadoma, Fukuyama, Kurosaki, Ginowan	Nov. 1997
Imaging Communications Operations DNP Imaging Comm Co., Ltd.	Sayama, Ichigaya, Okayama	Jul. 1995
DNP Imagingcomm America Corporation	United States (Concord, Pittsburgh)	Dec. 1997

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Human Resources Management	>
Health and Productivity Management	>
Occupational Safety and Health	▼
Diversity & Inclusion	▼
Product and Service Safety and Quality	▼
DNP Group Quality and Product Safety Policy	>
Certification for quality assurance	>
Social Contribution Activities	▼
DNP Group Key Social Data	>
Governance	▼
Supply Chain Management	▼
Stakeholder Engagement	>
Report Archives	▼

DNP Imagingcomm Europe B.V.	Netherlands (Haarlem)	Mar. 2009
DNP Imagingcomm Asia Sdn.Bhd.	Malaysia (Pasir Gudang)	Dec. 2016
Life Design Operations DNP Technopack Co., Ltd.	Izumizaki, Sayama, Ichigaya, Chikugo, Kyotanabe	Mar. 1998
PT DNP Indonesia	Indonesia (Pulo Gadong, Karawang)	May 2002
DNP Vietnam Co.,Ltd.	Vietnam	Apr. 2015
Living Space Operations DNP Living Space Co., Ltd.	Tokyo, Ichigaya, Nagoya, Osaka, Okayama, Fukuoka	Nov. 1997
DNP Ellio Co., Ltd.	Tokyo, Osaka	Sep. 1998
Mobility Business Operations	Tokyo, Ichigaya, Kashiwa	Jan. 2020
DNP Tamura Plastic Co., Ltd.	Komaki, Iwata, Hagiwara	Aug. 2003
Fine Device Operations Optical Electronics Operations DNP Fine Optronics Co., Ltd.	Kamifukuoka, Kashiwa, Ichigaya, Sakai, Okayama, Mihara	Oct. 1994
DNP Photomask Europe S.p.A.	Italy (Agrate Brianza)	Feb. 2005
DT Fine Electronics Co., Ltd.	Kitakami, Kawasaki	Oct. 2002
DNP LSI Design Co., Ltd.	Sapporo, Ichigaya, Osaka	Dec. 2004
High-performance Materials Operations DNP High-Performance Materials Co., Ltd.	Izumizaki, Kuki, Tobata, Tsuruse, Kashiwa, Ichigaya	Jun. 2011
DNP Denmark A/S	Denmark (Karlslunde)	Jul. 2023
Research and Business Development Center	Kashiwa	Jul. 2016

Disclosure of Information	▼
Recognition from Society	▶
Ichigaya no Mori (Ichigaya Forest) (Special Website)	▼

DNP Fine Chemicals Co., Ltd.	Tokyo, Kasaoka	Jun. 2003
DNP Fine Chemicals Utsunomiya Co., Ltd.	Tochigi, Tokyo	Jun. 2003
DNP Engineering Co., Ltd.	Sapporo, Sendai, Izumizaki, Utsunomiya, Tsukuba, Ushiku, Kuki, Shiraoka, Tsuruse, Sayama, Kamifukuoka, Kashiwa, Warabi, Akabane, Ichigaya, Enokicho, Yokohama, Nagoya, Hokuriku, Kyotanabe, Nara, Osaka, Ono, Okayama, Mihara, Tobata, Fukuoka, Chikugo	Jan. 2014
DNP Logistics Co., Ltd.	Itabashi Center	Sep. 2009
Hokkaido Coca-Cola Products Co., Ltd.	Sapporo	Feb. 2007

(2) Food Safety and Quality Certification Management System ISO22000/FSSC22000, BRC Acquisition Status

Business Units and Group Companies	Site	First Registration Date
DNP Technopack Co., Ltd.	Sapporo, Izumizaki, Utsunomiya, Sayama, Kashiwa, Yokohama, Nagoya, Kyotanabe, Neyagawa, Chikugo	Feb. 2013 (FSSC22000)
PT DNP Indonesia	Indonesia (Pulo Gadong, Karawang)	Sep. 2013 (FSSC22000)

DNP Vietnam Co.,Ltd.	Vietnam	Apr. 2015 (BRC)
DNP Hosono Co., Ltd.	Akabane	Apr. 2013 (FSSC22000)
Hokkaido Coca-Cola Products Co., Ltd.	Sapporo	Dec. 2010 (FSSC22000)
Sagami Yoki Co., Ltd.	Odawara	Sep. 2020 (FSSC22000)
High-performance Materials Operations DNP High-Performance Materials Co., Ltd.	Tobata	Oct. 2024 (FSSC22000)

(3) Automotive Industry Quality Management IATF 16949 (2016) Acquisition Status

Business Units and Group Companies	Site	First Registration Date
High-performance Materials Operations DNP High-Performance Materials Co., Ltd.	Tobata, Tsuruse, Kashiwa, Ichigaya	Jun. 2018
DNP Fine Optonics Co., Ltd.	Kamifukuoka	Sep. 2024

(4) Business Continuity Management System ISO22301/BCMS Acquisition

Status

Business Units and Group Companies	Site	First Registration Date
Information Innovations Operations	Warabi, Ushiku, Kamiya, Nara, South Kyoto	Dec. 2012
DNP Data Techno Co., Ltd.	Warabi, Ushiku, Kamiya, Nara, South Kyoto	Dec. 2012
DNP CoArise Co., Ltd.	Warabi, Kamiya, Nara	Dec. 2012

Priority Theme: Corporate Citizenship

Social Contribution Activities



Employees' on-site volunteer activities in response to the 2024 Noto Peninsula Earthquake

DNP's Major Initiatives



List of Latest Activities and Topics (in Japanese)



Basic Approach

Indicators/Goals

Basic Approach

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Sustainability Management



Materiality



Environment



Social



Human Rights and Labor



Human Resources Management



Health and Productivity Management



Occupational Safety and Health



Diversity & Inclusion



Product and Service Safety and Quality



Social Contribution Activities



DNP's Major Initiatives



DNP Group Key Social Data



Governance



Supply Chain Management



Stakeholder Engagement



Report Archives



Disclosure of Information



DNP will make effective use of its management resources and contribute widely to solving social issues and building a better society, not only through its business activities but also by cooperating and collaborating with external organizations as a responsible corporate citizen. We will also support the activities of our employees that contribute to society, as these efforts will foster their personal growth and self-actualization.

Recognition from Society >

Ichigaya no Mori (Ichigaya Forest) (Special Website) v

DNP Group Social Contribution Policy

The DNP Group aims to resolve various social issues and contribute to the realization of a prosperous society and its sustainable growth. To that end, we will promote social contribution by providing beneficial products and services to society through our business activities. In addition, we will make broad contributions to the realization of a better society by effectively utilizing our management resources and working in cooperation with external organizations as well as through labor-management collaboration.

Furthermore, the DNP Group supports employee participation in social contribution activities, as this not only benefits society but also foster personal growth and self-actualization for the employee.

As a responsible member of society, the DNP Group is committed to making steady contributions, one step at a time.

DNP Group Social Contribution Themes

Five social contribution themes

1 With love for nature



Scope | Environmental conservation

Preserving the environment is a critical challenge faced by all of humanity. The DNP Group is grateful for the benefits bestowed by our truly irreplaceable environment. To leave a beautiful environment teeming with life to those who come after us, we promote a wide range of environmental

preservation activities including forest and river cleanup activities.

Examples of initiatives



2 With a broad outlook



Scope | Community and international engagement

To help create security, comfort, and abundance in local communities, the DNP Group promotes a wide range of activities with residents. Because modern lifestyles are deeply linked not only with those living nearby, but to people around the world, DNP adopts a global perspective in its efforts to realize a more secure, comfortable, and affluent society.

Examples of initiatives



3 For the next generation



Scope | Nurturing scholarship, promotion of education, encouragement of the next generation, and the development of the information society

Advanced scholarship and the promotion of education are critical if we are to build a sustainable society to benefit future generations. Through its principal business activities, the DNP Group is building a foundation for social development by deploying its accumulated printing and information technologies, as well as its knowledge and expertise, for the benefit of our youth, who will be responsible for the society of the future.

Examples of initiatives



4 For a spiritually rich society



Scope | Promoting art and culture

Art and culture are prerequisites for the advancement of social well-being capable of bringing happiness and inspiration into people's lives. As a printing enterprise, the DNP Group supports advancement of the arts and culture in the field of graphic arts and through the use of printing technology to preserve and disseminate historic cultural properties and images.

Cultural Activities at DNP



5 Also taking a Humanitarian standpoint



Scope | Humanitarian aid and disaster recovery support

The DNP Group will deliver emergency humanitarian aid where it is needed, such as in areas affected by large-scale disasters, armed conflicts, and other circumstances that necessitate aid.

Examples of initiatives



Indicators/Goals

Based on our basic concept of social contribution activities, DNP sets priority indicators and target values to support ongoing activities.

Performance Indicators	Targets	FY2024 Results
1. Number of external participants for social contribution activity programs 2. Number of internal	1. Achieve an accumulated total of 10,000 persons (2,000 per year) from FY2020 to FY2024.	1. Cumulative total of 8,069 persons (2,059 per year) 2. Cumulative total of 5,720 persons

participants for social contribution activity programs 3. Number of Fair Trade-related products consumed in-house 4. Number of donation-included next-generation support meals served in employee cafeterias	2. Achieve an accumulated total of 6,000 persons (1,200 per year) from FY2020 to FY2024. 3. Achieve an accumulated total of 250,000 items (50,000 per year) from FY2020 to FY2024. 4. Achieve an accumulated total of 70,000 dishes (14,000 per year) from FY2020 to FY2024.	(2,077 per year) 3. Cumulative total of 471,245 items (231,133 per year) 4. 156,558 meals (38,385 per year)
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* Total donations to nonprofit organizations and community investments: (FY2024) 959 million yen

Priority Theme: Corporate Citizenship

DNP's Main Initiatives

Here we introduce DNP's social contribution activities for continuing to be a good corporate citizen.

Environmental Conservation ▾

Community and International Engagement ▾

Nurturing the next generation ▾

Promoting Art and Culture ▾

Humanitarian Aid ▾



Scope

Environmental Conservation

Activity theme: With love for nature

Conservation of biodiversity

DNP receives numerous benefits from ecosystems that are supported by rich biodiversity and believes that maintaining harmonious coexistence with the environment is essential for sustainable growth as a company. In keeping with this belief, through its main business activities DNP is working to conserve biodiversity such as in procuring raw materials while creating green areas at business sites.

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DNP is promoting ex situ conservation by utilizing the green space on the premises of DNP Technopack's Yokohama Plant.

DNP's initiatives toward biodiversity



Recognition from Society



Ichigaya no Mori (Ichigaya Forest) (Special Website)



Cleanup Activities

As part of our efforts to protect the natural environment, we promote local cleanup activities at each of our group's offices nationwide. These activities are led by the labor union and involve many employees every year. In fiscal 2024, approximately 850 people (employees and their family members) participated in local clean-up activities at over 14 business locations across the country.



Activities in the West Japan region, with approximately 150 participants, including family members



Scope

Community and International Engagement

Activity theme: With a broad outlook

Fairtrade Activities

Fairtrade activities aim to improve the living conditions and self-independence of vulnerable producers and workers in developing countries by continuously and stably trading raw materials and products at a fair price. The DNP Group has worked to spread the Fairtrade activities since the inception of these activities in Japan. They include promoting the in-house consumption of Fairtrade-certified coffee, which reached one million cups in March 2018. In recognition of these achievements, DNP was presented with the first-ever certificate of commendation in Japan from Fairtrade Label Japan, a specified NPO.

In fiscal year 2024, we sold 2,506 cafeteria meals using Fairtrade certified organic ginger powder and 151,297 cups of fair trade certified coffee.

Furthermore, in August 2024, ["Fair Trade Workplace"](#)  We have been recognized as a "Gold" company by the aforementioned organization. This recognition is given to companies that consistently provide or use international fair trade certified products within their organization throughout the year, and that create an impact on producers by exceeding the specified quantity criteria for procurement.



Fairtrade-certified coffee is served to guests.



During Fairtrade Month in May, we offer a menu item that uses certified products.

Support for women and children in developing countries and conflict areas(donation of unneeded goods)

In collaboration with the Japanese Organization for International Cooperation in Family Planning (JOICFP) and Japan International Volunteer Center (JVC), NGO for international cooperation, every year we donate stamps (used and unused), postcards (miswritten and unused), CDs and DVDs to support safe and secure childbirth and children's education activities in disaster-stricken areas in Asia, Africa and Japan. Numerous employees participate each year as a project enabling the participation of Group employees throughout Japan. In fiscal 2024, we donated unused stamps and postcards worth 56,000 yen (face value), approximately 2.4 kg of used stamps, and 114 CDs/DVDs.

*Total since 2018: Approximately 560,000 yen worth of unused stamps and postcards, approximately 44.4 kg of used stamps, 652 CDs/DVDs



Stamps and postcards received from the business divisions
across the country

Local community contribution activities

DNP Group's overseas subsidiaries undertake a variety of local community contribution activities.

Through Karawang International Industrial City Community Association we belong to and with the support of IPB University, DNP Indonesia has been participating in Telaga Desa Agro-Enviro Education Park, a local community

contribution program involving technical guidance and technology transfer in the agriculture, fisheries, livestock and forestry industries, since the program's inception, as it continuously provides support over the long term. These efforts are aimed at improving the productivity of neighboring communities whose main industry is agriculture and helping build self-reliant societies.



DNP Indonesia's Karawang Plant



Scope

Nurturing the next generation

Activity theme | For the next generation

Visiting classes and workshops

Driven by its desire to contribute to the sustainable development of society by providing children, who will lead the next generation, with workshops that stimulate their intellectual curiosity, increase interest in learning and raise interest in social issues, DNP visits local elementary schools to present its visiting classes and holds workshops for children throughout the country. In 2024, 1,213 people took the course at six schools and educational facilities in Tokyo, Osaka, and Sapporo.



A visiting class held in the Shinjuku area of Tokyo



A workshop featuring "MyEarth" environmental education card game, held at Osaka Knowledge Capital

DNP communication facilities



Educational support for developing countries (volunteer activity to prepare translated picture books)

Many children around the world have never even seen a picture book due to conflict, poverty or other factor. Based on a desire to help boost the literacy rate of children in developing countries by providing them with the opportunity to access books, which are closely related to publishing and printing, DNP participates in the Campaign to Deliver Picture Books. The campaign, run by the non-governmental organization Shanti Volunteer Association (SVA), sends Japanese picture books, affixed with seals bearing translations into the local language, to children in developing countries.

We have donated a cumulative total of 693 books through 2023. *Not yet implemented in fiscal year 2024.



Every year numerous employees and their children participate in the event.



DNP held workshops together with SVA and also encouraged the participation of people from outside the company.

Company visits and plant tours

At nationwide business sites, DNP accepts local elementary and junior high school students for company visits and plant tours with the aim of helping them develop their careers by introducing DNP's businesses and the work of its employees and teaching children and students about engagement with society, job satisfaction and the importance of hard work for realizing their dreams.

In 2024, we welcomed a total of 219 students from three elementary schools (162 students), eight junior high schools (43 students), and three high schools (14 students).



Elementary school students on a plant social studies tour



Junior high school students wear work uniforms and experience workplaces.

Support for business education for high school students

In recent years, “enhancing career education” has become a key theme in school education. Students are provided with opportunities to learn about careers through work experience at companies and various organizations and via dialogue with actual employees and staff. DNP participates in the Tokyo Metropolitan government's Commercial Education Consortium Tokyo and provides business education to high schools.

In 2024, 175 students from Tokyo Metropolitan Third Commercial High School took the course.

*Total since 2018: 1,225 students



An expert from DNP's planning visits the school
to give a lesson.



A business idea class at Tokyo Metropolitan
Third Commercial High School



Scope

Promoting Art and Culture

Activity theme: To enhance social well-being

Art and culture are prerequisites for the advancement of social well-being capable of bringing happiness and inspiration into people's lives. As a printing enterprise, the DNP Group supports advancement of the arts and culture in the field of graphic arts and through the use of printing technology to preserve and disseminate historic cultural properties and images.

[Cultural Activities at DNP](#)



Scope

Humanitarian Aid

Activity theme: Also taking a Humanitarian
standpoint

DNP's Recovery and Reconstruction Support for Areas Affected by the 2024

Noto Peninsula Earthquake

In response to the 2024 Noto Peninsula Earthquake, which occurred mainly in the Noto region of Ishikawa Prefecture on January 1, 2024, the DNP Group donated 10 million yen on January 11 of the same year. In addition, together with DNP Group employees, we conducted fundraising activities at each workplace and employee cafeteria, and donated 9.14 million yen on March 26. All donations were made to Japan Platform (JPF), a specified non-profit organization that provides emergency support for disaster recovery and reconstruction. Additionally, the employee cafeteria served 2,967 Recovery Support Menu meals, with a portion of the sales price set aside for donations, raising 148,350 yen. Furthermore, in July and November 2024, a total of 41 employees participated in volunteer activities in Nanao City and Wajima City.



Distributing relief supplies at temporary housing in Nanao City



Clearing mud from a kindergarten playground in Wajima City



Fundraising activities at each workplace



Recovery support menu served in the employee cafeteria

Disaster reconstruction support (donations)

DNP has formulated DNP Group Criteria for Conducting Disaster Recovery and Reconstruction Support and provides emergency support according to these

criteria in response to large-scale disasters that occur in Japan and overseas. Specifically, DNP contributes support money and implements employee fundraising and support programs, making donations as support for disaster areas. Additionally, DNP provides continuous support for reconstruction for disasters in Japan that cause enormous damage.

For example, with the support program “D-Smile Menu,” we offer a special “reconstruction support menu” at the company cafeterias nationwide, the price of which includes a donation. In case of a large-scale disaster, DNP donates a portion of the proceeds from this menu to organizations conducting support activities. Moreover, the menu is served throughout the year and changes monthly, allowing for donations to initiatives to eliminate educational inequality across Japan. These monthly menus also facilitate economic support of previously supported disaster areas as we procure ingredients from there. Starting in fiscal 2022, the program was expanded to “menus for building a better society” to include menu items that support activities that defend human rights. (See section “Refugee support (donations)”)

[D-Smile Menu FY2024 Support Results]

- Educational disparity elimination activities: 1,919,250 yen (38,385 meals)

[Support recipients] Chance for Children (Public Interest Incorporated Association), Asunoba (Public Interest Incorporated Foundation), Shinjuku Ward Shinjuku Special Needs School

Food bank support: 83,550 yen (1,671 meals) [Support recipient] National Food Bank Promotion Council



An example of the “reconstruction support menu” for the Great East Japan Earthquake



One of the menu items related to areas affected by the Great East Japan Earthquake

Disaster reconstruction support (local volunteers)

As a good corporate citizen that coexists with society, DNP believes it has a mission to provide support for large-scale disasters that occur in Japan and overseas. As a way of support, we believe it is important to have the attitude and feeling of “get close to the hearts of the people affected by the disaster and sincerely consider how we can support them.” Accordingly, DNP strived to collaborate closely with NPOs and other organizations deeply familiar with existing conditions in the disaster-stricken areas while continuing to undertake reconstruction support activities that match the needs and circumstances of the disaster-stricken areas.

In 2024, a total of 41 employees participated in volunteer activities to support reconstruction efforts in July and November in Nanao City, Ishikawa Prefecture, and other areas affected by the 2024 Noto Peninsula Earthquake.



Much is learned in the areas stricken by the Great East Japan Earthquake



We dismantled and sorted out the debris of a hut completely destroyed by the 2016 Kumamoto Earthquakes



Employees and their families cleaning temporary housing after the 2018 West Japan Torrential Rains



Employees' on-site volunteer activities in response to the 2024 Noto Peninsula Earthquake

Refugee support (donations)

Wanting to continuously support refugees, said to number more than 110 million worldwide (May 2024, United Nations High Commissioner for Refugees

[UNHCR]), DNP decided to donate a total of 50 million yen, spread out over five years as 10 million annually starting in 2022, to Japan for UNHCR. The donations from DNP go toward the UNHCR's activities to help refugees. Additionally, we promote long-term refugee support throughout the year, for example by serving "support menus" that included donations from employees at our employee cafeterias nationwide during World Refugee Day (June 20) and Human Rights Week (December 4-10).

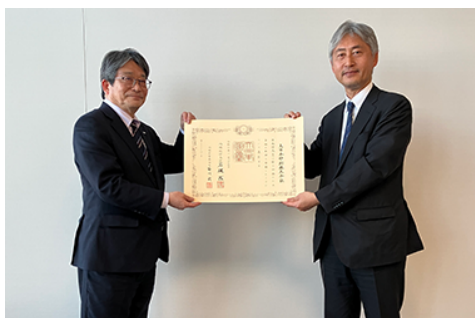
[D-Smile Menu FY2024 Support Results]

- Refugee support: 202,500 yen (corresponding to 4,050 dishes)

[Beneficiaries] United Nations High Commissioner for Refugees (UNHCR) / Japan for UNHCR



Certificate of the Dark Blue Ribbon Medal of Honor



Presentation of the medal (at DNP Ichigaya-Kagacho Bldg.. From left: Kazuhiko Sugita, DNP Senior Managing Director, Masayuki Kawai, Secretary General of the Japan Association for UNHCR)

Total amount of donations to nonprofit organizations and community investments, and major recipients

(FY2024) 959 million yen

<Major donation recipients>

- DNP Foundation for Cultural Promotion, a public interest incorporated foundation
- United Nations UNHCR Association, a specified nonprofit corporation
- Japan Productivity Center (Japan Akademeia), a public interest incorporated foundation
- Japan Cancer Research Foundation, a public interest incorporated foundation

DNP Group Key Social Data

Diversity & Inclusion		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Personnel composition (non-consolidated)	Number of employees	persons	10,328	10,082	10,107	9,589	9,785
	Men	persons	8,080	7,837	7,813	7,352	7,461
	Women	persons	2,248	2,245	2,294	2,237	2,324
	Avg. age	ages	42.8	43.2	43.8	44.2	44.6
	Men	ages	44.3	44.7	45.4	45.8	46.3
	Women	ages	37.3	37.8	38.4	38.9	39.3
	Avg. number of years of continuous service	years	19.1	19.4	20.1	20.3	20.9
	Men	years	20.3	20.7	21.4	21.7	22.2
	Women	years	14.6	15.1	15.5	16.0	16.5
	Number of Directors	persons	10	12	12	11	12
	Men	persons	10	11	11	10	11
	Women	persons	0	1	1	1	1
	Number of employees in managerial positions	persons	3,598	3,642	3,755	3,673	3,692
	Men	persons	3,362	3,373	3,439	3,326	3,309
	Women	persons	236	269	316	347	383
	Number of women in leader positions	persons	637	669	620	633	682
	Percentage of women in STEM-related positions	%	—	15.9	17.2	18.3	18.1
Personnel composition (consolidated)	Number of directors at overseas Group companies	persons	122	163	75	119	103
	Local	persons	43	45	25	30	34
	Japan	persons	79	118	50	89	69
	Number of employees at overseas Group companies	persons	3,754	3,758	3,692	3,718	3,561
	Asia	persons	2,608	2,579	2,474	2,475	2,235
	US	persons	724	743	769	799	877
	Europe	persons	422	436	449	444	449
	Number of employees at Group companies incl. DNP	persons	37,062	36,542	36,246	36,911	36,890
	Men	persons	30,373	29,792	29,438	29,569	29,384
	Women	persons	6,689	6,750	6,799	7,337	7,491

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Work status (non-consolidated)	Average overtime hours	hours	18.2	19.5	19.3	13.9	12.9
	Number of resignations by reason						
	Personal matter	persons	109	175	131	176	134
	Mandatory retirement age *1	persons	146	132	55	86	53
	Number of personnel at the end of the previous fiscal year	persons	10,499	10,328	10,082	10,107	9,589
	Annual employee turnover						
	Personal matter	%	1.04	1.69	1.30	1.74	1.40
	Mandatory retirement age *1	%	1.39	1.28	0.55	0.85	0.55
	Retention of new employees *2	%	91.9% (Joined in 2018)	92.4% (Joined in 2019)	92.7% (Joined in 2020)	90.8% (Joined in 2021)	88.9% (Joined in 2022)
Use of leave system (non-consolidated)	Percentage of employees taking annual paid leave	%	49.8	52.0	53.3	55.6	62.4
	Average days of annual paid leave taken	days	9.5	9.9	10.0	10.5	11.9
	Managerial employees	days	8.1	8.6	9.0	9.4	10.1
	Non-managerial employees	days	9.9	10.3	10.3	10.8	12.5
	Number of employees taking leave before and after childbirth	persons	124	120	131	94	84
	Number of employees taking childcare leave *Number of male employees in parentheses	persons	210(127)	259(164)	235(158)	231(154)	224(159)
	Percentage of male employees taking childcare leave	%	54.3	82.4	83.6	98.7	96.4
	Number of employees taking nursing care leave	persons	3	3	7	6	5
	Number of employees taking leave for volunteering	persons	0	10	0	6	17
Use of other programs (non-consolidated)	Employment Rate of Persons with Disabilities *3	%	2.50	2.43	2.60	2.90	3.11
	Employment of elderly persons *4	%	95.1	94.1	94.7	94.0	92.6
	Reemployment of retired employees	persons	9	2	8	6	5
	Renshikai (mutual relief association) payment for celebrations or condolences*5	cases	10,308	10,457	10,872	10,576	10,489
Pay Grade System (non-consolidated)	Average annual salary	Yen	7,663,346	7,676,582	7,969,603	8,043,096	8,298,269
	Gender pay gap (including support staff)	%	—	—	79.6	79.6	81.2
Recruitment record (non-consolidated)	New graduate recruitment *6	persons	197 (81/112/4) Joined in Apr. 2021	162 (73/89/1) Joined in Apr. 2022	177 (69/106/2) Joined in Apr. 2023	181 (74/105/2) Joined in Apr. 2024	202 (83/114/5) Joined in Apr. 2025
	Men *6	persons	128 (42/85/1)	100 (36/64/0)	110 (34/76/0)	122 (36/85/1)	133 (44/87/2)
	Women *6	persons	69 (39/27/3)	62 (36/25/1)	67 (35/30/2)	59 (38/20/1)	69 (39/27/3)
	New graduates of high-school,etc.	persons	12 Joined in Apr. 2021	11 Joined in Apr. 2022	11 Joined in Apr. 2023	14 Joined in Apr. 2024	17 Joined in Apr. 2025
	Men	persons	2	0	0	3	1
	Women	persons	10	11	11	11	16
	Mid-career recruitment	persons	71	31	50	71	68

Employee Education and Training *7 (non-consolidated)	Men	persons	48	17	35	51	42
	Women	persons	23	14	15	20	26
	Total annual hours	hours	237,288	265,776	306,930	311,724	295,390
	Average annual days per employee (Based on 8 hours per day)	days	2.8	3.3	3.8	4.1	3.8
	Average annual hours per employee	hours	22.6	26.4	30.4	32.5	30.2
	Annual cost per employee	thousand yen	76	84	96	107	107

- *1. The system was revised in October 2021 (shifting from a mandatory retirement age of 60 to a selective retirement age system).
- *2. Three-year employee retention rate
- *3. Combined with special subsidiaries
- *4. Selective retirement age system utilization rate (senior staff system utilization rate before FY2020)
- *5. Number of benefit payments at companies enrolled in the mutual aid association (Dai Nippon Printing and major group companies)
- *6. (General Business/technical/design)
- *7. Role-Specific Training, Purpose-Based Training, Skills Development Programs, etc.

Occupational Safety and Health		Unit	2020	2021	2022	2023	2024
Occupational Safety and Health (consolidated)	Industrial accident occurrence rate *8 (frequency rate of lost workday injuries)	*Data collection period is between January and December.					
	DNP Group	—	0.29	0.19	0.30	0.24	0.22
	Number of employee fatalities * Figures in parentheses indicate the number of contract employees						
	DNP Group	persons	0(0)	0(0)	0(0)	0(0)	0(0)

- *8. Lost-time injury frequency rate = Number of fatalities and injuries due to work-related accidents (4 or more days of absence) ÷ Total working hours × 1,000,000

		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Health-related data (non-consolidated)	Health checkup rate	%	99.9	99.9	99.9	99.9	99.9
	Smoking rate	%	26.8	27.3	25.1	24.1	21.0
	Percentage of employees with good fitness habits	%	21.7	23.1	26.7	26.8	27.6
	Percentage of employees that get sufficient sleep	%	62.9	62.2	61.8	61.4	60.6
	Percentage of employees that drink habitually	%	17.8	17.3	18.2	18.5	14.9
	Stress check participation rate * Figures in parentheses are consolidated percentages.	%	94.9 (96.2)	95.2 (96.8)	94.8 (96.2)	96.9 (97.8)	96.7 (97.8)
Target indicators (consolidated)	Target indicators adopted in the Fifth Basic Plan for Prevention of Industrial Accidents and Health Maintenance and Promotion (covering the period from fiscal 2021 to fiscal 2023)						
	Change in percentage of employees diagnosed with abnormality through regular medical checkups * Target: improvement from the previous year	percentage point	3.3-point deterioration	1.1-point deterioration	3.2-point deterioration	2.0-point deterioration	1.6-point improvement
	Change in work engagement deviation value in stress checks * Target: 3.5-point improvement from 2019	—	0.3-point improvement	±0.0	±0.0	0.1-point improvement	0.4-point improvement
	Change in overall health risk value in stress checks * Target: 8-point improvement from 2019	—	3.0-point improvement	2.0-point improvement	5.0-point improvement	8.0-point improvement	8.0-point improvement



Governance



The Foundation for Fulfilling the DNP Group's Three Corporate Responsibilities

For the DNP Group to steadily expand its business over the medium to long term, we believe it is important to always be aware of our social responsibilities as a company and to be trusted by all stakeholders. The DNP Group will continue to meet the expectations of society by fulfilling its three responsibilities: Value Creation, Integrity in Conduct, and Transparency (Accountability), while striving to enhance governance.

[Three Corporate Responsibilities](#)



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Social >

Corporate Governance

Corporate Governance Basic Policy ▾

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Corporate Governance Basic Policy

The DNP Group strives to enhance corporate governance in order to meet the expectations of its diverse stakeholders, and is working to achieve sustainable growth and further increase its corporate value.

This Basic Policy outlines the fundamental concepts, framework, and operating policies of the DNP Group's corporate governance.

**Corporate Governance
Basic Policy** (6 MB)



[Fundamental Concepts of Corporate Governance \(0.26 MB\)](#)

[Respecting Stakeholders' Positions \(0.41 MB\)](#)

[Management Structure Including the Board of Directors \(2 MB\)](#)

[Appointment and Dismissal of Directors and Audit & Supervisory Board Members \(1 MB\)](#)

[Executive Compensation \(1 MB\)](#)

[Initiatives to Improve the Effectiveness of the Board of Directors as a Whole \(1 MB\)](#)

[Ensuring Shareholder Rights and Equality \(0.93 MB\)](#)

[Dialogue with Shareholders \(0.55 MB\)](#)

Structural diagram of DNP's corporate governance and internal control system

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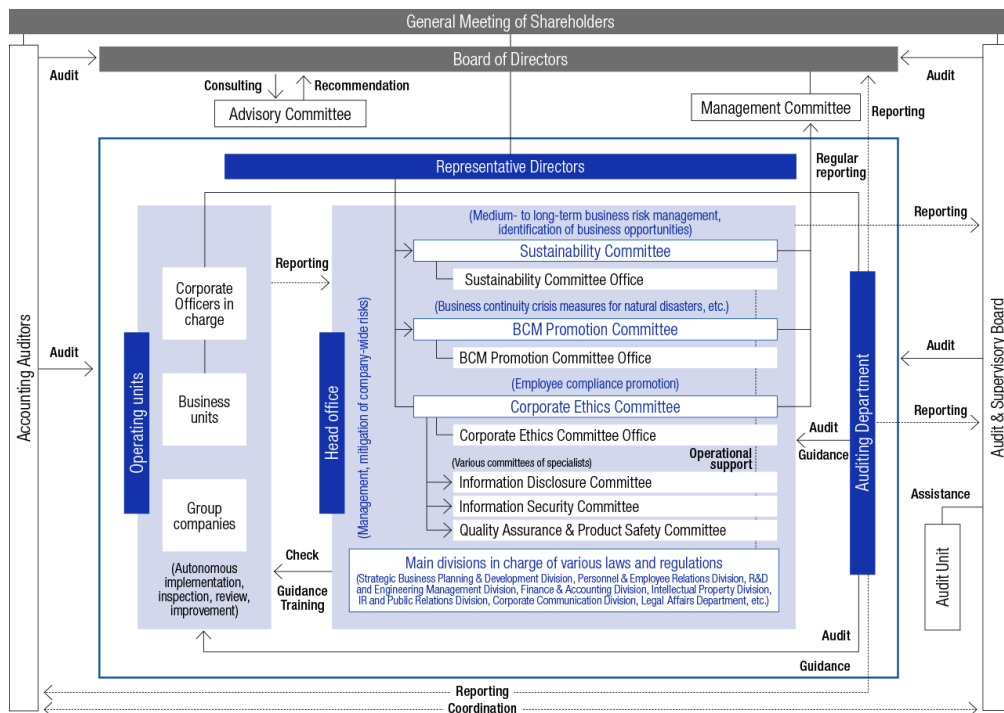
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Leadership of DNP



Corporate Governance Materials

Articles of Incorporation and Share Handling Regulations

Articles of Incorporation and Share Handling Regulations (in Japanese)



Shareholders' Meeting Materials

Shareholders' Meeting Materials



Corporate Governance Report

**Corporate
Governance Report (226 KB)**
(in Japanese)



DNP's governance report can be accessed through the Japan Exchange Group's TSE Listed Company Information Service and Listed Company Details (Corporate Governance Information).

[Click here for details on listed companies \(corporate governance information\).](#) 

Stock code: 7912

JSIN code: JP3493800001

Official name: Dai Nippon Printing Co., Ltd.

English name: Dai Nippon Printing

Basic Policy on Profit Distribution

**Basic Policy on Profit
Distribution**



Disclosure Policy

DNP Group Disclosure Policy



Risk Management

Basic Approach ▾

Promotion Structure ▾

Risk Management ▾

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Basic Approach

The DNP Group strives to create new value that enhances the sustainability of the global environment and realizes a healthy society and economy, and comfortable and fulfilling lives for people, thereby achieving sustainable growth for DNP itself. As the factors that affect management, such as sudden changes in the social environment, become increasingly diverse and widespread, we believe that appropriately assessing and analyzing risks across the company, reflecting them in our medium- to long-term management strategies, and strengthening the process of converting them into business opportunities will help build a more sustainable society and lead to the future standards that we advocate.

Sustainability Management >

Materiality >

Promotion Structure

Based on our fundamental approach, the Sustainability Committee—chaired by the Representative Director and President—oversees the management of medium- to long-term risks, the identification of business opportunities, and the incorporation of these insights into management strategies. In addition,

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the BCM Promotion Committee ensures employee safety and maintains production activities in the event of natural disasters or other emergencies, thereby supporting business continuity. The Corporate Ethics Committee works to enhance employee compliance awareness, which is essential to corporate continuity, and to reduce risks. Working in close collaboration, these three committees have established a system that comprehensively addresses company-wide risks and promotes integrated risk management.

The Board of Directors receives reports and recommendations on matters deliberated and resolved by each committee, and deliberates on and supervises the DNP Group's risk management policies and action plans.

Sustainability Committee

The Sustainability Committee convenes in principle four times per year, and additionally as necessary, to appropriately reflect the DNP Group's approach to sustainability in its management strategies. The Committee deliberates on the following matters and submits reports and recommendations to the Board of Directors.

- Managing medium- to long-term sustainability-related risks, identifying business opportunities, and reflecting these in management strategies
- Formulating sustainability-related policies and overseeing the execution of initiatives by each division
- Identifying sustainability issues, setting goals and plans, evaluating progress and implementation status, and carrying out corrective and improvement measures

Corporate Ethics Committee

The Corporate Ethics Committee oversees internal controls as an organization responsible for enhancing employee compliance awareness—an essential foundation of business continuity—and for reducing risks. The Committee meets at least once a month to deliberate on the following matters and submits reports and recommendations to the Board of Directors.

- Formulating and approving policies related to the Group-wide compliance framework, as well as implementation plans for related activities
- Conducting comprehensive inspections, guidance, and reviews of the development and operation of compliance systems in accordance with implementation plans

BCM Promotion Committee

The BCM Promotion Committee addresses business continuity risks as an organization responsible for ensuring corporate continuity by securing employee safety and maintaining production activities even in the event of natural disasters or other emergencies. The Committee convenes in principle four times per year, and additionally as necessary, to deliberate on the following matters and to submit reports and recommendations to the Board of Directors.

- Establishing and enhancing the business continuity management (BCM) framework
- Promoting disaster prevention and preparedness activities

**Business Continuity Planning
(BCP/BCM)**



Risk Management

DNP promotes integrated risk management to minimize the negative impact of management variables while expanding business opportunities. For risks deemed particularly significant or high in priority, a responsible risk management division is designated, and—following discussions by the Management Committee—these risks are reflected in business strategies and plans. With respect to opportunities, the DNP Group identifies priority business domains and advances strategic business development across the organization.

Business Risks

We work to reduce risks by properly assessing and analyzing them and reflecting the results in our medium- to long-term management strategies, while also promoting initiatives to convert risks into business opportunities. Among these, we recognize “information and cybersecurity threats and tighter regulations” and “DX promotion and increasing use of AI” as emerging risks and are reinforcing our responses to them.

Furthermore, for DNP to continue its business activities, we believe it is essential not only to comply with laws and regulations, but also for all employees to act with integrity in accordance with social ethics. We analyze materiality from two perspectives: our internal perspective—based on the DNP Group Code of Conduct, which defines the expected behavior of employees—and the external perspective of society as a whole, including international norms. Based on this analysis, we ensure thorough risk management across the entire supply chain and have identified the following key themes: "[fair operating practices](#)," "[human rights and labor](#)," "[environment](#)," "[responsible procurement](#)," "[safety and quality of products and services](#)," "[information security](#)," and "[corporate citizenship](#)."

Major Risks

Risks	Initiatives to Reduce Adverse Impact and Transform Risks into Opportunities
Human rights risks	• Initiatives based on the DNP Group Human Rights Policy • Implementation of human rights due diligence • Strengthening the effectiveness of reporting channels accessible to all stakeholders • Conducting dialogue with stakeholders, etc. Human Rights Initiatives
Occupational safety risks	• Initiatives based on the DNP Group Health and Safety Charter and the DNP Group Declaration on Health • Reviewing the basic plan every three years and strengthening specific initiatives to prevent occupational accidents • Continuing the “Tsuki-ichi Kyoiku Activity” (an activity to set aside one hour each month for Taiwa and education) at all manufacturing sites • Identifying and visualizing risk areas in all equipment, and implementing safety measures across all workplaces in accordance with DNP’s proprietary safety standards Occupational Safety Initiatives
Risks related to the safety and quality of products and services	• Initiatives based on the DNP Group Quality and Product Safety Policy • Identifying and evaluating risks at the design stage for all products and services, and reducing the negative impact of risks detected • Conducting annual quality system inspections by the Quality Assurance Supervisory Division; reporting results to

	the DNP Group Quality Assurance and Product Safety Committee and the Corporate Ethics Committee, followed by improvements based on their instructions Product and Service Safety and Quality Initiatives
Information security risks	• Initiatives based on the DNP Group Information Security Policy • Establishing the Information Security Committee and the Information Security Headquarters at the Head Office as company-wide umbrella organizations, and conducting inspections and providing guidance for business units and group companies • Establishing the DNP CSIRT (Computer Security Incident Response Team) at the Head Office as an organizational function for cybersecurity incident response, to maintain and strengthen business continuity in the event of unforeseen incidents • Promoting information security measures based on the pillars of “organizational measures,” “personnel measures,” and “physical and technical measures” Information Security Initiatives
Risks related to compliance with laws, regulations, and internal rules	• Establishing and periodically reviewing the DNP Group Code of Conduct • Providing education and awareness promotion through level-specific training and Autonomous Corporate Ethics Training for all Group employees in Japan and overseas • Operating the Open Door Room and the global internal whistle-blowing channel to support consultations and reporting Initiatives for Ensuring Compliance
Supply chain risks	• Initiatives based on the DNP Group Sustainable Procurement Guidelines, etc. • Concluding basic business contract with business partners that include clauses requiring adherence to DNP’s guidelines • Conducting regular assessments of suppliers’ compliance with DNP guidelines, providing feedback on results, and holding explanatory briefings • Conducting annual compliance and risk assessments for critical suppliers*, requesting improvement plans where risks are identified, and providing document-based guidance and individual interviews * Suppliers accounting for approximately 90% of annual purchase value and suppliers critical to business continuity.

	Supply Chain Management
Risks related to natural disasters, etc. (Water risks due to climate change, large-scale earthquakes, new infectious diseases, etc.)	• Establishing the BCM Promotion Committee at the Head Office and the Business Unit and Group Company BCM Promotion Committee in each business unit and Group company to advance appropriate preventive measures • Formulating business continuity plans (BCP) to minimize production stoppages and disruptions in product supply, and promoting appropriate business continuity management (BCM) • Implementing fire prevention, earthquake-resistance, and flood-prevention measures; diversifying production bases and raw material suppliers; and transferring risk through various insurance programs • Establishing the Central Disaster Prevention Council at the Head Office, the Business unit and Group company Disaster Prevention Council at each business unit and group company, and the Regional Disaster Prevention Councils in each region • Implementing thorough disaster-prevention measures based on the DNP Group Basic Disaster Management Regulations, preparing for unforeseen circumstances such as natural disasters Business Continuity Plan (BCP/BCM)

Risks that require particular response in the medium to long term

Variable Factors	Initiatives to Reduce Adverse Impact and Transform Risks into Opportunities
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Environmental Risk and Opportunity Factors • More frequent and severe natural disasters due to climate change; increasing water risks • Accelerating plastic pollution and biodiversity loss • Accelerating transition toward a nature-positive, carbon-neutral, and circular economy; strengthened regulations • Expansion of environmentally positive markets and acceleration of technological innovation etc.	• Advancing initiatives to achieve the DNP Group Environmental Vision 2050 • Setting medium-term targets for 2030 and reducing environmental impact • Promoting initiatives to address environmental issues through both value creation and strengthening of the business foundation Environmental Initiatives
Social Risk and Opportunity Factors • Human Capital–Related Variables • Expansion of global business and global population growth • Declining domestic working-age population, low birthrate and aging population, and labor shortages • Changes in awareness regarding human dignity (human rights and working conditions) • Increasing economic disparities • Supply Chain–Related Variables • Growing geopolitical and country risks • Risks arising from differences in culture, systems, and rules • Increasing importance of corporate social responsibility and ethical behavior etc.	• Accelerating the strengthening and maximization of human capital based on the Human Capital Policy • Recruitment, personnel placement, and reskilling to build a resilient business portfolio, together with diversity and inclusion initiatives that leverage diverse strengths • Activities based on the DNP Group Sustainable Procurement Guidelines (compliance surveys, briefings, etc.) • Employee education including support for procurement staff to obtain professional certifications Social Initiatives
Economic Risk and Opportunity Factors • Economic Activity–Related Variables • Globalization of markets and supply chains • Geopolitical disruptions and fragmentation of supply chains	• Building a strong and stable business foundation through diverse business activities with tens of thousands of companies across various industries • Building a robust business portfolio resilient to changes in the business environment • Promoting appropriate and effective use of AI based on the DNP Group AI Ethics Policy • Strengthening information security systems, employee training, and recruitment of security

• Sudden fluctuations in economic indicators • Strengthened regulations • Technological Trend–Related Variables • Promotion of DX and expanded use of AI • Changes in lifestyles and work styles driven by technological innovation and accelerated global connectivity • Information and cybersecurity threats; stronger associated regulations • Widening digital divide and increasing privacy concerns etc.	personnel • Ensuring appropriate protection of intellectual property and know-how through information security initiatives • Securing stable procurement volume and maintaining optimal procurement pricing through multi-sourcing from domestic and international suppliers Information Security Supply Chain Management
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Annual Securities Report (in Japanese)



Business Continuity Plan (BCP/BCM)

If an emergency occurs that threatens the continuation of a business and business activities are interrupted, it will have an impact not only on the company itself, but also on various stakeholders, including customers, business partners, and the people working there. In preparation for such situations, DNP has established the BCM Promotion Committee at its headquarters to promote countermeasures, and has also established the Business Unit and Group Company BCM Promotion Committee in each business unit. Utilizing this structure, we are constantly aware of disaster risks and are promoting appropriate preventive measures, based on the principles of "giving top priority to human safety measures in the event of a disaster" and "enhancing the company's disaster response and recovery capabilities." Specifically, we are working to build a strong corporate structure that can quickly restore business activities even in emergencies by implementing fire, earthquake, and flood prevention measures for manufacturing equipment and other major facilities, diversifying manufacturing bases and raw material suppliers, formulating a business continuity plan (BCP) to minimize production stoppages and disruptions to product supply, and promoting appropriate management of that plan (BCM).

Disaster prevention system in preparation for unforeseen circumstances

DNP has established the Central Disaster Prevention Council to develop and promote basic disaster prevention measures for the entire group, the Business Unit and Group Company Disaster Prevention Council to promote specific disaster prevention measures suited to the characteristics of each business, and the Regional Disaster Prevention Council to promote disaster prevention measures by deepening cooperation between regions and areas, and is formulating disaster prevention plans and promoting preventive measures. For unforeseen circumstances such as disasters, we have established basic policies and promotion systems as the DNP Group Basic Disaster management Regulations, and are promoting a wide range of disaster prevention measures to ensure the safety of employees, their families, and related parties, and to reassure various stakeholders.

	Head Office	Each Business Unit / Group Company
Permanent Disaster Prevention Organization	DNP Group Central Disaster Prevention Council Chairperson Deputy chairperson Secretariat Subcommittee · Human resources subcommittee · Facilities subcommittee · Asset preservation subcommittee · Business activities subcommittee · Public relations subcommittee · Community subcommittee	Business Unit and Group Company Disaster Prevention Council Chairperson Deputy chairperson Secretariat Coordinator · Human resources coordinator · Facilities coordinator · Asset preservation coordinator · Business activities coordinator · Public relations coordinator · Community coordinator Fire protection and disaster prevention manager (DNP's own firefighting organization) *Individually established for each business unit / group company In areas composed of multiple organizations, regional disaster prevention councils are also set up to promote disaster

		prevention measures across the organization.
Functions and roles	Development and promotion of comprehensive and systematic disaster preparedness measures throughout the DNP Group	Promotion of practical disaster preparedness measures considering business content and regional characteristics
Maintenance of regulations, plans, etc.	DNP Group basic disaster management regulations ・ DNP Group basic disaster prevention plan ・ DNP Group large-scale earthquake response guidelines DNP Group fire and disaster prevention management regulations	・ Disaster response work plan ・ Business Continuity Plan (BCP) ・ Fire management plan
Countermeasures organization in times of disaster	DNP Group Central Disaster Response Headquarters *The DNP Group's Central Disaster Prevention Council will be transferred as is, to promote and otherwise take overall control of company-wide disaster emergency measures, disaster recovery / reconstruction and other necessary measures in the time of a disaster.	Business Unit and Group Company Disaster Response Headquarters *The disaster council in each business unit / group company will be transferred as is, to promote and coordinate disaster emergency measures, disaster restoration / reconstruction and other necessary measures at a specific disaster site.

Related Measures

Employee Training

DNP has established the DNP Group Code of Conduct, which defines the behavior expected of all employees in conducting corporate activities, and works to ensure its thorough understanding through hierarchical training programs and Autonomous Corporate Ethics Training provided to all Group employees in Japan and overseas. Furthermore, recognizing the importance of addressing risks across the entire supply chain, we encourage both employees and business partners to understand and support the DNP Group’s Human Rights Policy, Environmental Policy, Sustainable Procurement Guidelines, and other related policies, and to put them into practice.

* The term “all employees” refers to Directors, Audit & Supervisory Board Members, Corporate Officers, and Advisers of DNP Group companies, as well as individuals employed by each company and dispatched employees engaged under labor dispatch contracts.

Ensuring Thorough Compliance >

Supply Chain Management >

Corporate Governance Report (226 KB) 
(in Japanese)

Principal Themes: Fair Operating Practices

Ensuring Thorough Compliance

Basic Approach ▾

Promotion Structure ▾

Indicators/Goals ▾

Strategy and Risk Management ▾

Related Measures ▾

Basic Approach

It is our belief that in carrying out business activities, we need to do more than just ensuring DNP's and its employees' compliance with laws and regulations but always remain fair and equitable, acting under high ethical standards that exceed the expectations of society. To help maintain and develop orderly, free and competitive markets and consistently undertake business activities that measure up to society's expectations, we aim to instill and establish corporate ethics more firmly throughout the DNP Group.

As a specific initiative, DNP provides thorough training and education to employees and strives to enhance integrated corporate governance. The DNP Group Code of Conduct sets out the behavior that all employees should adopt in their corporate activities, and within this code are 10 items, including compliance with laws, regulations, and social ethics.

Policy

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Risk Management >

Ensuring Thorough Compliance ▾

DNP Group Anti-Bribery Policy >

DNP Group Tax Policy >

Information Security ▾

Supply Chain Management ▾

Stakeholder Engagement >

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Recognition from Society >

Ichigaya no Mori (Ichigaya Forest) (Special Website) ▾

Promotion Structure

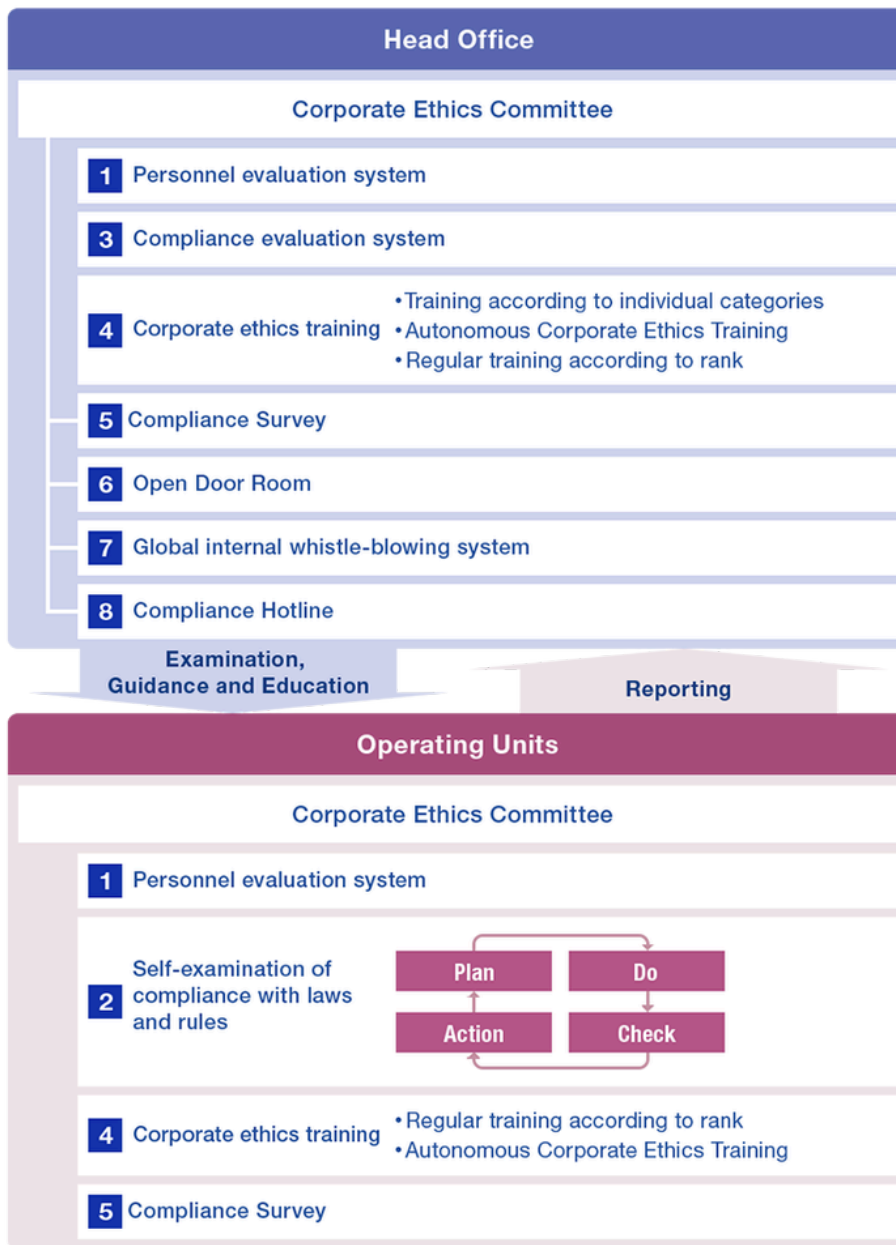
To ensure that all DNP Group business activities are conducted appropriately, we have established the Corporate Ethics Committee (Chair: Senior Managing Director) as an internal control organization to promote compliance.

The committee, which is made up of Directors and Corporate Officers in charge of each department at the head office, meets every month to formulate policies regarding the compliance system for the entire group, and to draw up and decide on implementation plans for various activities. The committee is also responsible for comprehensive inspections, guidance, and reviews of the construction and operation of the system based on the implementation plans.

In addition, the Corporate Ethics Committee has been established in each business unit and group company's business execution division. It is committed to promoting multifaceted initiatives related to business ethics, in accordance with management practices based on the COSO framework and other standards.

At DNP, we place importance on continuity, autonomy, positivity, and efficiency when promoting compliance management. We conduct a variety of training sessions throughout the year for the entire Group, fostering this organizational culture and strengthening the foundations of management.

Structure for Ensuring Thorough Compliance



1 Personnel evaluation system

We use corporate ethics as a basis of performance evaluation and promotion decisions made under the personnel evaluation system and strive to develop human resources who live up to society's expectations with sincerity.

2 Self-examination of compliance with law and rules

DNP's business units and Group companies use evaluation items developed by the responsible head office division to perform self-examination and self-evaluation for constant improvements. This activity has been carried out since 1997 under the motto "Protect our company by ourselves."

3 Compliance Evaluation System

Implemented in 2005 by the responsible head office division as a system to evaluate DNP's business units and Group companies using common performance indicators. This evaluation is conducted every year on a regular basis.

4 Corporate ethics training

We provide various education and training opportunities, as we believe that a high level of awareness and a correct understanding among employees will make our efforts related to corporate ethics more effective.

5 Compliance Survey

We conduct a compliance survey every year to raise employee awareness of the importance of compliance and foster a corporate culture of integrity. We aim to further enhance our governance by gaining new insights through this survey.

6 Open Door Room*1

Established in 2002 as a whistle-blower system to receive inquiries and reports on matters concerning corporate ethics. In 2015, we also established an external contact point for reporting to and consultation by lawyers, and in 2022, we revised our internal rules in accordance with the revision of the Japan's Whistle-Blower Protection Act to provide a more secure system for reporting and consultation.

7 Global Internal Whistle-blowing System*1

In 2020, we reviewed our internal whistle-blowing system and framework at our overseas bases and established the global internal whistle-blowing system as a new whistle-blowing contact point capable of multilingual responses. In this manner, we are proceeding to strengthen compliance at overseas bases by making quick and appropriate responses.

8

Compliance Hotline*1

This hotline, established in 2009, receives information from suppliers and contractors on any misconduct (or possible misconduct) of DNP employees or other parties, which they have come to recognize during their transaction with the DNP Group. In 2022, the name was changed from "Supplier Hotline" to "Compliance Hotline" to clarify that the hotline is only for compliance-related reports and to accept reports not only from suppliers and contractors but also from retirees and others.

[For detailed instructions on how to use the compliance hotline, please click here.](#) 

*1 The information we receive at each of these consultations and whistle-blowing contact points also encompasses problems related to human rights, labor, and graft and corruption, including bribery.

Indicators/Goals

Based on our basic concept of ensuring thorough compliance, DNP sets priority indicators and targets, thereby promoting ongoing activities.

Indicator	Targets	FY2024 Results
1. Number of meetings of Corporate Ethics Committee 2. Implementation rate of Autonomous Corporate Ethics Training	1. Hold the meeting once a month (12 times a year) or more. 2. Achieve 100% (covering all organizations concerned).	1. At least once a month (12 times) 2. 100% (109 organizations)

Corporate Ethics Committee
This is an internal control organization that promotes compliance systems to ensure that all business activities within the DNP Group are conducted appropriately. Comprised of Director and

Corporate Officer in charge of each department at the head office, the committee meets regularly every month to formulate and decide on policies related to the compliance system for the entire group, as well as implementation plans for various activities. The committee is also responsible for comprehensive inspections, guidance, and reviews of the system's construction and operation based on the implementation plans.

Autonomous Corporate Ethics Training

This training has been ongoing since 2003, and every year the head of each division lectures employees on corporate ethics, which form the foundation of division, on issues that need to be addressed in line with the work of their own division and how to deal with them.

Strategy and Risk Management

At a meeting of the Board of Directors in 2007, DNP formulated the DNP Group Code of Conduct, which specifies 10 conduct rules such as “Compliance with the laws and social ethics” to be observed by all employees in carrying out corporate activities. Subsequently as well, we have regularly reviewed the Code of Conduct in accordance with changes in the social environment while we strive to enable the code to become entrenched through opportunities such as level-specific training and the Autonomous Corporate Ethics Training provided to all Group employees in and outside Japan.

Compliance Evaluation System

To promote compliance throughout the DNP Group, the Head Office Supervisory Department objectively evaluates the compliance status of each organization every year based on the Compliance Assessment System, identifies issues based on the results, and works to make improvements. Evaluation items include respect for human rights, information security, environmental conservation, quality assurance, and product safety, and the evaluation method is reviewed as necessary.

Compliance Survey

DNP conducts a compliance survey every year to raise employee awareness of the importance of compliance and gain new insights into the development of a corporate culture of integrity.

The survey results are analyzed and reported to management, and feedback is provided to each organization to support the implementation of measures that

embed and strengthen corporate ethics, thereby further enhancing governance.

Whistle-blowing System

In 2002, we established Open Door Room as a consultation hotline for employees who encounter misconduct or other issues and are unable to resolve them through consultation with their superiors, colleagues, or within their own division. In 2015, we established an external Open Door Room hotline staffed by lawyers to receive consultations and reports, and in 2020, we established a multilingual global internal whistle-blowing contact, striving to further enhance the proper functioning of the organization's self-cleansing capabilities throughout the DNP Group. In operating these hotlines, we have formulated the DNP Group Open Door Room Operating Standards based on the Whistleblower Protection Act, creating an internal reporting system where whistleblowers can consult and report with peace of mind. In fiscal 2022, we revised the standards and enhanced the system in response to amendments to the said act. We also operate a consultation room where employees can consult with experts about various concerns they may have, and an inquiry hotline for all stakeholders. Issues that arise from consultations and reports received at each hotline are always dealt with appropriately, such as by taking necessary corrective measures, while protecting the confidentiality of the information and the anonymity of the whistleblower, so that the whistleblower does not suffer any disadvantage. In fiscal 2024, 74 internal reports were received across the DNP Group in Japan and overseas, and all of them were dealt with appropriately and sincerely, and measures were taken to prevent recurrence as necessary.

As a result of these efforts, no serious violations were found in fiscal 2024.

Related Measures

Anti-Bribery Initiatives ▾

Related Party Transactions ▾

Appropriate Tax Payments ▾

Dealing with Political Donations and Anti-Social Forces ▾

Anti-Bribery Initiatives

As recent corporate activities expand beyond national and regional boundaries, regulations concerning bribery are being tightened in each country and region in order to ensure a fairer and more open competitive market. DNP has always prohibited employees from seeking profit through bribery and other dishonest means and stipulated so in the Code of Conduct. To further reinforce our efforts in this area, in 2018 we established various policies and regulations that include the DNP Group Anti-Bribery Policy, the DNP Group Anti-Bribery Regulations and the DNP Group Anti-Bribery Guidelines. In conjunction, we have externally disclosed our anti-bribery policy to express DNP's approach and position while internally holding briefing sessions for each organization and providing e-learning education for all DNP Group employees, and through these measures, we seek to ensure an awareness and thorough understanding of this policy. In 2021 we partly revised and enhanced this policy in light of subsequent changes in social conditions that have further clarified the anti-bribery efforts that society expects that companies implement. Executives lead the promotion of this policy and all employees comply with it to further advance our anti-bribery initiatives. Concurrently, based on the anti-bribery selfcheck sheet, we check each item, such as the existence of any applicable matters at subject business sites, application procedure results, and educational and enlightenment activity results on a yearly basis.

DNP Group Anti-Bribery Policy >

Related Party Transaction (RPT)

Under the regulations of the Board of Directors, DNP requires that any transactions involving competing businesses or conflicts of interest by directors be resolved by the Board of Directors. In these cases, the Board of Directors assesses the rationale, business necessity and validity of the terms of the transaction. Additionally, DNP annually collects information about related party transactions, including competing and conflicting transactions, from each director in accordance with the regulations regarding financial statements. This information is then audited by accounting auditors, ensuring that the Board of Directors can adequately supervise these matters.

Appropriate Tax Payments

The DNP Group will contribute to the socio-economic development of the countries and regions in which we do business, by complying with relevant tax laws and regulations and social ethics, and making appropriate tax payments.

DNP Group Tax Policy >

Tax amounts by region Fiscal 2023

(Billions of yen)

Country/Region	Tax Amounts	Share
Japan	23.6	90.45%
Asia	1.3	4.90%
Others	1.2	4.65%
Total	26.1	100.00%

Dealing with Political Donations and Anti-Social Forces

DNP’s basic policy is to maintain political neutrality by not making political donation, either directly or indirectly. There were no instances of any political contributions even in the past three-year period up to FY2024.To anti-social forces that negatively affect public order and sound activities of society, we also prohibit the provision of inappropriate payoffs.

Principal Themes: Information Security

Information Security

Basic Approach ▾

Promotion Structure ▾

Indicators/Goals ▾

Strategy and Risk Management ▾

Related Measures ▾

Basic Approach

DNP's strength lies in the information security technology and know-how it has cultivated through the utilization of information assets entrusted to it by companies and consumers, as well as its own information assets.

To fulfill our social responsibility as a company that handles a large amount of information assets, we will ensure the utmost security in the management and protection of information assets, while providing new value through safe and highly reliable products and services.

Policy

DNP Group Basic Policy on
Information Security >

Privacy Policy 

Promotion Structure

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DNP Group's Basic Policy on
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Certification for Privacy Mark
and ISO / IEC 27001 >

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Ichigaya no Mori (Ichigaya
Forest) (Special Website) ▾

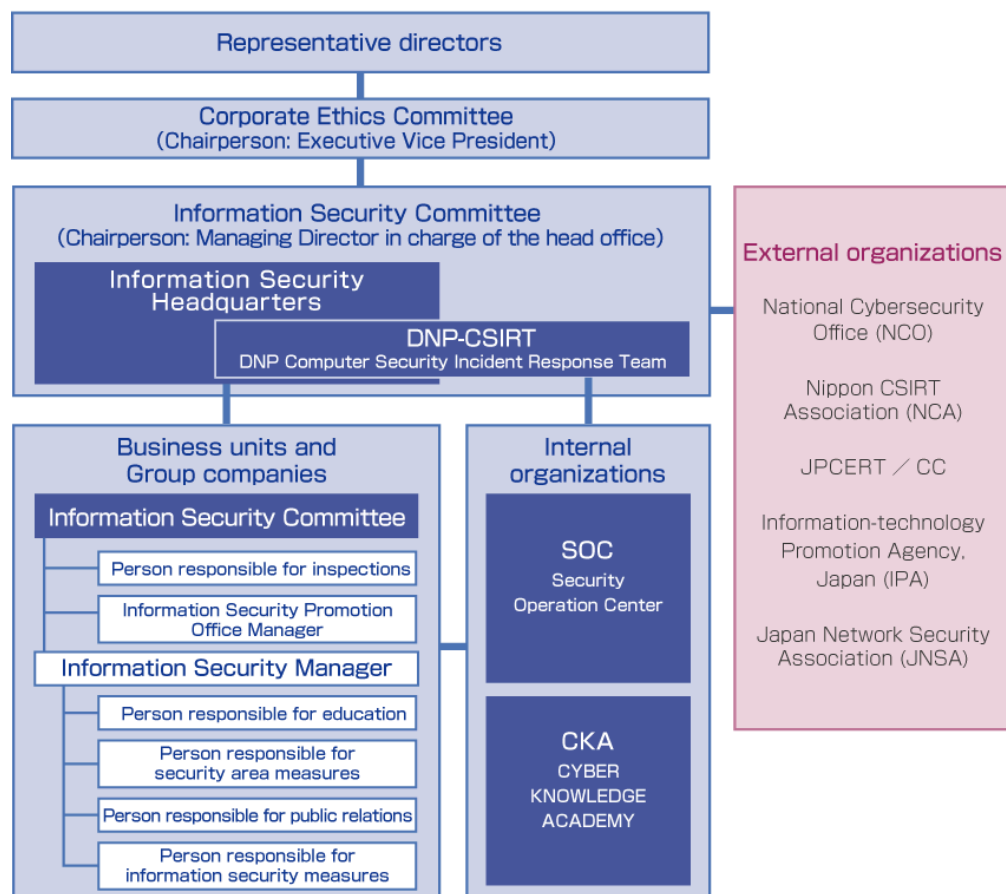
DNP has established the Information Security Committee and the Information Security Headquarters at its headquarters to inspect and provide guidance to business units and group companies. The committee is chaired by Managing Director in charge of the headquarters.

In addition, the Information Security Committee has been established in each business unit and group company, with the head of each organization acting as chairman and personal information management officer. Under this committee, managers and inspection officers are appointed for each issue, such as education, security area measures, and information system measures. We have also been establishing Information Security Committees at overseas group companies since 2015.

Furthermore, in October 2021, we established the DNP CSIRT (Computer Security Incident Response Team) at our headquarters as a cybersecurity response organization to maintain business continuity in the event of an unforeseen incident.

Under this management promotion system, DNP is promoting information security measures based on three pillars: organizational measures, personnel measures, and physical and technical measures.

Information security management system



Indicators/Goals

Based on our basic concept of information security, DNP has set priority indicators and targets, which we use to drive ongoing activities.

Indicator	Targets	FY2024 Results
1. Implementation rate of information security compliance assessment 2. Implementation rate of inspections and guidance for divisions implementing measures to prioritize personal information, etc. 3. Attendance rate of information security education and training 4. Security vulnerability testing rate for publicly available internet sites	1.100% implementation rate for business units and group companies 2.100% implementation rate for target divisions 3.100% participation rate in target divisions 4.100% implementation rate for target sites	1.100% (87 divisions /companies) 2.100% (66 times) 3.100% (approximately 45,000 participants) *Participants include support staff, etc. 4.100% (implemented for 412 systems)

Strategy and Risk Management

In order to ensure information security, including cybersecurity, DNP has adopted the concept of "security by design" from the planning and design stages, identifying risks and formulating response plans. This allows us to build a system for effective response, and we utilize the PDCA cycle to continuously improve it.

Organizational Measures

Maintaining internal procedures and rules

Personal information protection includes the development of the Personal Information Protection Policy and the Regulations within the Group. We also developed the Basic Personal Information Policy and Basic Personal Information Regulation, under which 10 standards have been established concerning information security, including those for document control, computer usage, restricted areas, education, website and social media. We rapidly send out notices and establish or revise our rules in response to new threats and risks, and we make sure that employees are thoroughly informed about them.

Establishment of a management system

DNP ensures thorough legal compliance, attaining the Privacy Mark in July 2008, and is promoting the establishment of a management system in compliance with the Japanese Industrial Standards, "Personal Information Protection Management System Requirements" (JISQ15001). We are also actively making progress toward acquiring the Privacy Mark and ISO / IEC27001 at all business units and Group companies handling personal information in the course of business activities.

Acquisition status of Privacy Mark and ISO /
IEC 27001



Human Measures

Strengthening information security through human resources development

DNP provides ongoing education and training to all employees, particularly personnel responsible for strengthening information security. We prepare teaching materials in 10 languages, including Japanese, to make sure our education covers all employees.

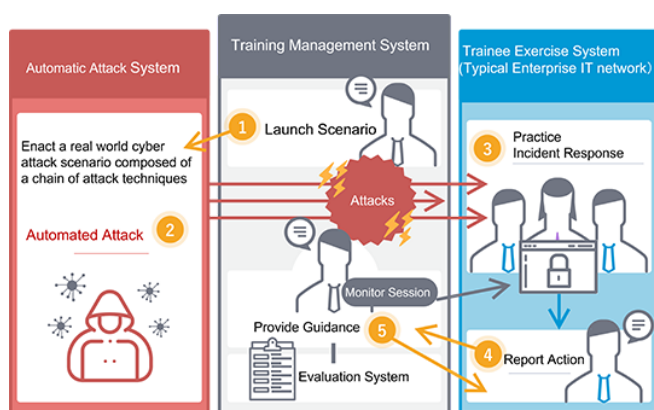
In addition, with a view toward the development of "Plus-Security" workforce who are able to implement the necessary and sufficient security measures while also engaging in their regular assignments, DNP provides cybersecurity educational programs to approximately 30,000 employees of the DNP Group in Japan and overseas who have email addresses.

Promoting Information Security Measures in the Industry

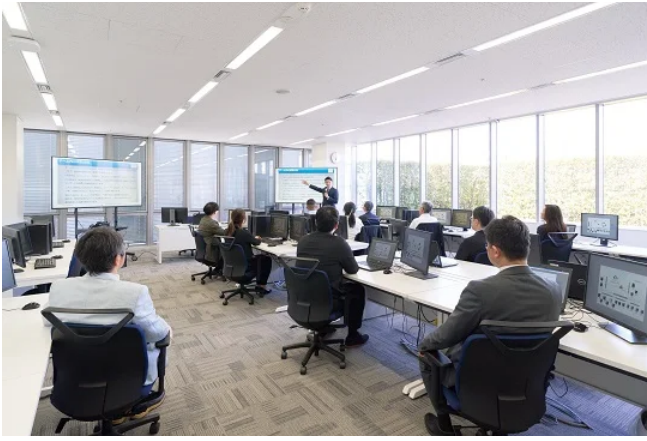
To enhance personal information protection throughout the printing industry, DNP dispatches employees with sophisticated technical knowledge to personal information protection working groups run by the information security committee of the Japan Federation of Printing Industries. The employees participate in making guidelines for personal information protection, Q&A and formulating and preparing educational materials. (Two DNP employees have been stationed there since 2004.)

Practical training for essential personnel involved with cyber attack countermeasures

Cyber Knowledge Academy, a Group company, has introduced the training system TAME Range from Israel Aerospace Industries (IAI), of Israel, which is an advanced country in cybersecurity, and holds lectures and exercises that incorporate a variety of actual cases ranging from typical attack methods to the most-recent incidents.



To date, we have trained cybersecurity specialists by holding lectures, drills and various types of training for more than 8,500 security personnel from government agencies and approximately 390 organizations, including those in the information and communications, aviation and electric power sectors, not to mention eligible employees of the DNP Group (as of May 2025)



In 2023, we developed "Organizational Collaboration Course - Metaverse Exercise" for corporate executives and managers. This course uses the metaverse, a virtual space on the Internet, to teach emergency response and inter-organizational collaboration across multiple divisions in the event of a security threat (incident).

This exercise is conducted in the metaverse by four members of the management team who will be responsible for issuing instructions when an incident occurs. They are divided into roles and are able to learn about the actions that should be taken when an incident occurs and how to cooperate with other organizations, regardless of location.



Image of Organizational Collaboration Course - Metaverse Exercise



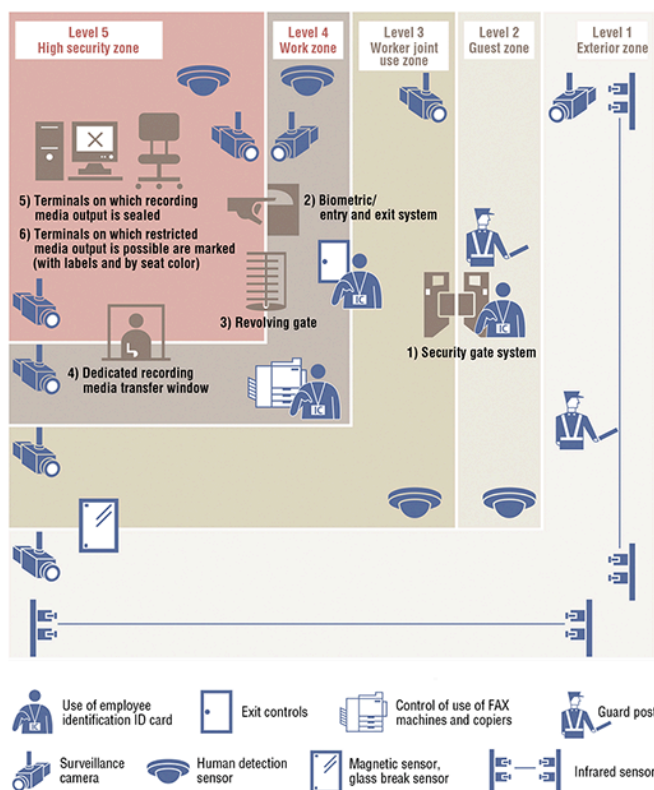
Image of a participant taking Organizational Collaboration Course - Metaverse Exercise

**Organizational Collaboration
Course_Metaverse Exercise (Cyber Knowledge
Academy) (in Japanese)**

Physical and Technical Measures

Measures in divisions handling personal information

Various measures are in place at the Data Processing Offices handling personal information and other important data, including controls for entering/leaving a building (room) using biometrics to ensure that unauthorized persons cannot access the facilities, surveillance cameras that keep improper behavior in check and pocket-free uniforms for on-site workers so that data cannot be taken off-site. We also separate the locations where information is written to media, employ checks using metal detectors, implement and verify access logs, and reduce the number of employees engaged in the work of writing to recording media. These and other measures serve to further strengthen control.



Measures at operational bases using smart card employee IDs

DNP is promoting a variety of information security measures using smart card employee IDs. We are increasing the number of operational bases with a security gate system in which employees need the smart card to enter and leave the building or factory. We are also adding a function enabling the integrated management of a multi-purpose machine usage logs by the manager on a server by requiring authentication via smart card when printing.

Initiatives for the safe delivery of information

DNP has introduced a tool to prevent the wrong transmission of email with such functions as destination identity verification, the temporary holding of outgoing mail. The aim is to prevent information leaks through wrong transmission when employees send email outside the Group. In addition, we are operating a system that securely transfers the personal data of clients via a network.

Vulnerability analysis

DNP conducts vulnerability tests twice a year for all internet servers handling personal information that are run by the Group to ensure more secure and robust website creation and management.

DNP has also introduced a rating service that utilizes various types of data to objectively evaluate, analyze and visualize risks related to cyber security and continuously monitors these risks.

Related Measures

Response to Cyber Attacks

Response through DNP CSIRT (Computer Security Incident Response Team)

As a supervising organization responsible for overall cybersecurity, DNP Group CSIRT will implement the following activities for the entire Group in Japan and overseas in addition to performing its basic functions of strengthening security.

- Visualize ICT infrastructure and implement countermeasure instructions based on security vulnerability information and confirm the status of application.
- Design of and proficiency in countermeasures in the event of any unforeseen circumstances (incidents)
- Instructions and support for various organizations in the event of any unforeseen circumstances (incidents)
- Education, practical exercises and awareness of cybersecurity
- Collaboration with external organizations such as the National center of Incident readiness and Strategy for Cybersecurity (NISC) and Nippon CSIRT Association
- Enrollment in and application of cyber risk insurance

Introduction of Zero Trust Network

Recent years have witnessed rapid changes in corporate activities and people's lives spurred by such factors as the promotion of DX, the use of external clouds, and the adoption of remote work that has accelerated due to the COVID-19 pandemic. In response to these changes and with a view toward increasing security for the use of digital networks, DNP has adopted a Zero Trust Network, the concept of not trusting anything, strengthened internet access security and bolstered endpoint security for each type of terminal, such as personal computers and servers.

We will get a full picture of the zero-trust concept and continue to strengthen access control and vulnerability management, while also increasing the sophistication of our zero-trust procedures by, for example, establishing a 24-hour/365-day monitoring system. Through these efforts, we will work to enhance security measures on a global basis.

Training in measures against targeted attack emails

Advanced Persistent Threat (APT) mail are a criminal technique in use for more than 10 years. Recently, however, the content of these emails has become more elaborate and this type of email has emerged as a major threat both in Japan and abroad. DNP has been responding to the threat by implementing four drills every year that employees who have corporate email accounts, including the employees of overseas group companies, participate in. The drills not only enable employees to understand the characteristics of targeted attack emails and take appropriate steps when attack emails are received, but they also prevent targeted attacks and minimize any damage such as information leaks.

Global deployment of information security management

DNP is striving to strengthen governance by transitioning from systems that were previously utilized individually by each overseas base to a shared system that maximizes use of the cloud. This transition will ensure conformance with security standards across the entire DNP Group at domestic and overseas bases, which have different environments and cultures.

Additionally, to promote information security management at overseas group companies, we are independently creating our own educational tools in 10

languages, including Japanese, as we promote initiatives globally to improve the information security literacy of our employees.

Metaverse "Metropolitan Police Department Cyber Security Center"

In 2023, DNP was commissioned by the Tokyo Metropolitan Police Department Cybersecurity Headquarters to conduct training using the metaverse, and opened the Tokyo Metropolitan Police Department Cybersecurity Center.

The center was developed with the aim of increasing consumers' knowledge of cybersecurity and improving their ability to respond to threats, and has been established within the metaverse "Virtual Akihabara," which is operated by DNP in collaboration with the AKIBA Tourism Council.

Since 2021, DNP has been developing its XR Communication® business, which uses Extended Reality (XR) technology to fuse real and virtual spaces to enhance people's experiences. Users of this center can learn about cybersecurity at any time, anywhere, according to their level of understanding and goals. Through this center, DNP works with the Tokyo Metropolitan Police Department to raise awareness of cybersecurity, reduce the risk of consumers becoming involved in crime, and contribute to the development of a safer and more secure society.



Virtual Akihabara



Principal Themes: Information Security

Certification for Privacy Mark and ISO / IEC 27001

Privacy Mark Acquisition Status

(As of October 28, 2025)

- Dai Nippon Printing Co., Ltd.
- DNP Shikoku Co., Ltd.
- DNP Marcom Products Co., Ltd.
- DNP CoArise Co., Ltd.
- DNP Communication Design Co., Ltd.
- DNP Data Techno Co., Ltd.
- NBC Co., Ltd.
- INTELLIGENT WAVE INC.
- DNP Media Support Co., Ltd.
- DNP Planning Network Co., Ltd.
- DNP Digital Solutions Co., Ltd.
- DNP Photo Imaging Japan Co., Ltd.
- DNP hollyhock Co., Ltd.
- Lifescape Marketing Co., Ltd.
- DNP Information Systems Co., Ltd.
- DNP Logistics Co., Ltd.
- Kyoiku Shuppan Co., Ltd.
- MARUZEN-YUSHODO Company, Limited.
- TRC Library Service Inc.
- 2Dfacto, Inc.
- MobileBook.jp Inc.

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Sustainability Management v
Materiality v
Environment v
Social v
Governance v
Corporate Governance >
Risk Management >
Ensuring Thorough Compliance v
Information Security v
DNP Group's Basic Policy on Information Security >
Certification for Privacy Mark and ISO / IEC 27001 >
Supply Chain Management v
Stakeholder Engagement >
Report Archives v
Disclosure of Information v
Recognition from Society >
Ichigaya no Mori (Ichigaya Forest) (Special Website) v

ISO/IEC27001 (JISQ27001) Certification Status

(As of December 11, 2024)

- Dai Nippon Printing Co., Ltd., Information Innovation Operations, DNP Data Techno Co., Ltd., DNP CoArise Co., Ltd.
- Dai Nippon Printing Co., Ltd., Kamifukuoka Factory (Photomasks)
- Dai Nippon Printing Co., Ltd., Education Business Division, System Planning and Development Department
- Dai Nippon Printing Co., Ltd., Content & XR Communication Division, XR Communication Business Development Unit, Service Development Department
- DNP Digital Solutions Co., Ltd., DNP Kashiwa Data Center
- DNP Information Systems Co., Ltd.

Principal Themes: Responsible Procurement

Supply Chain Management

Basic Approach ▾

Promotion Structure ▾

Indicators/Goals ▾

Strategy and Risk Management ▾

Related Measures ▾

Basic Approach

In recent years, reflecting the expansion of global supply chains, the impacts of corporate activities on society and the environment that include social issues such as human rights and labor, bribery and corruption, and environmental issues such as climate change in particular, have become more significant than ever before. Against this background, it is becoming increasingly important to look at the entire supply chain, which includes raw materials procurement, production, usage, disposal and recycling, and strengthen management systems to ensure that issues are solved properly through the understanding and analysis of the possible risks.

At DNP, we seek to contribute to the realization of a sustainable society by accurately detecting risks throughout our supply chains, which are expanding globally, and solving a range of issues. With this in mind, we have been implementing our Responsible Procurement initiatives together with domestic and international suppliers and contractors (hereinafter our “business partners”). We will continue to fulfill our social responsibilities in our procurement activities.

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Green Purchasing Policy >

Guidelines for Procurement of Paper for Printing and Converting >

Green Procurement Guidelines for Chemical Substances >

Stakeholder Engagement >

Report Archives ▾

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Ichigaya no Mori (Ichigaya Forest) (Special Website) ▾

Policies, Guidelines, and Requirements

Policy

DNP has formulated policies related to supply chain management and green purchasing of raw materials, and is promoting efforts to build a sustainable supply chain.

DNP Group Basic Procurement Policy

>

DNP Group Green Purchasing Policy

>

Guidelines

DNP has established sustainable procurement guidelines to enhance the effectiveness of supply chain management. Specific guidelines have been established for particularly important areas such as the purchase of printing and converting paper and chemical substances. These guidelines consist of matters that DNP and its business partners must address in order to fulfill their social responsibilities together.

DNP Group Sustainable Procurement Guidelines

>

DNP Group Guidelines for Procurement of Paper for Printing and Converting

>

DNP Group Green Procurement Guidelines for Chemical Substances

>

Requirements

Partnership Requirements for Business Partners

>

Promotion Structure

In a meeting of the Sustainability Committee chaired by the President, we confirmed our commitment to responsible procurement practices that take social and environmental issues such as human rights and climate change into account across the entire supply chain, and based on which, we have been formulating various types of guidelines and promoting a range of activities to raise the effectiveness of these guidelines.



Indicators/Goals

Based on our basic approach to supply chain management, DNP sets priority indicators and target values, thereby promoting ongoing activities.

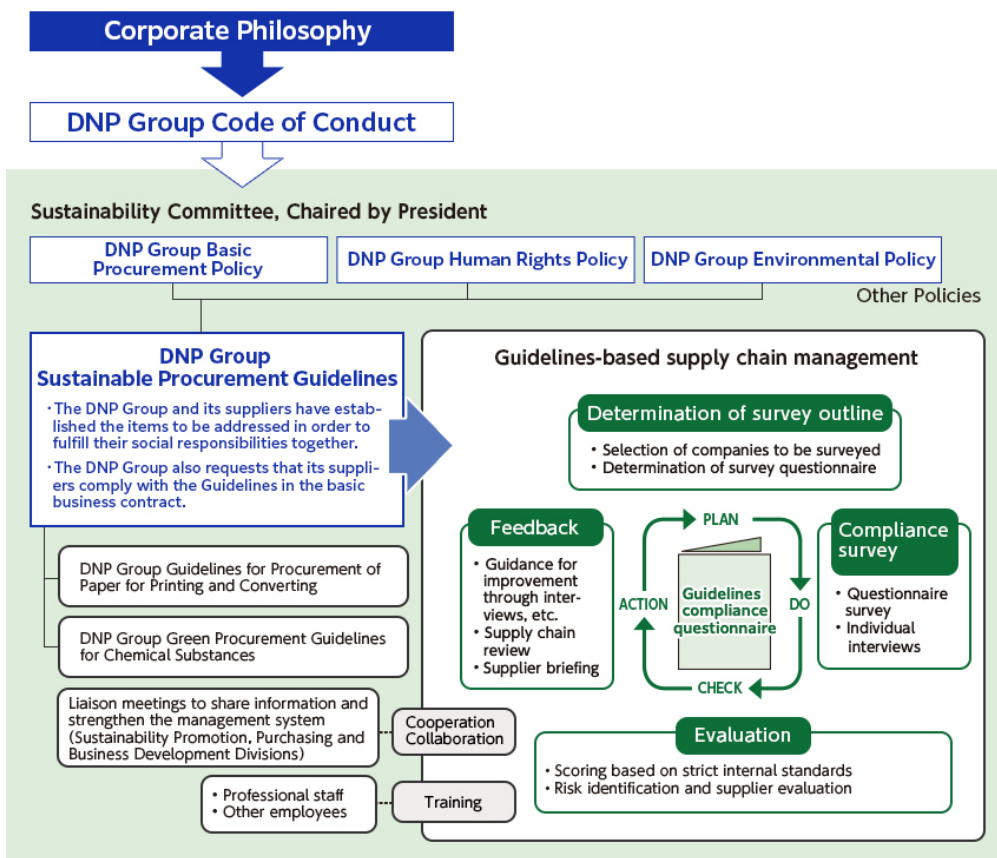
We are promoting a variety of initiatives to increase the effectiveness of the DNP Group Sustainable Procurement Guidelines, etc. We inform our business partners of these guidelines and our related policies on human rights, labor, the environment, fair trade, ethics, etc., and we regularly survey and evaluate the status of their efforts and provide feedback on the results.

Indicator	Targets	FY2024 Results
1. Major suppliers Average score of the Sustainable Procurement Guidelines Survey* 2. Procurement rate of products that Guidelines for Procurement of Paper for Printing and Converting *Applies to suppliers that account for 90% of annual purchases and to suppliers that are critical for business continuity (1)	1. Average score of 90 or more by 2030 2. 100% acquisition rate by 2030	1. 83 points in Japan 2. 99.5%

Strategy and Risk Management

DNP works with its business partners to identify risks and implement improvements through management based on the DNP Group Sustainable Procurement Guidelines. We implement the PDCA cycle and are continually strengthening our supply chain management.

Responsible procurement management system diagram



Supplier Engagement Program

Identifying risks and engaging in dialogue with suppliers

DNP has identified risks that are predicted to affect the supply chain, including compliance with laws and regulations, respect for international standards, human rights and labor, safety and health, the environment, fair trade and ethics, product safety and quality, information security, and business continuity plans, and has established the DNP Group Sustainable Procurement Guidelines as a set of issues that DNP and its business partners must address in order to achieve sustainable development.

To further increase their effectiveness, we notify business partners and others of these guidelines and our company's policies, and regularly survey and evaluate their compliance status. We also provide feedback on the results, hold individual interviews, and engage with them.

DNP Group Sustainable Procurement Guidelines compliance survey / Survey questions

Items	Survey Questions	Details
Requests	Establishing a Management System	Management system, supply chain management
Matters to be complied with	Respecting the Laws and Internationally Recognized Standards	Compliance with laws and regulations
	Human Rights and Labor	Forced labor, child labor, working hours, wages, discrimination, freedom of association, collective bargaining rights
	Health and Safety	Occupational safety, work-related injuries and illnesses, health and productivity management
	Environment	Greenhouse gas emissions reduction, biodiversity consideration, resource recycling, chemical substance management
	Fair Trading and Ethics	Anti-corruption, intellectual property, import-export management, responsible mineral procurement
	Quality and Safety	Quality management, provision of product and service information
	Information Security	Cyber attacks, personal information, confidential information management
	Business Continuity Planning	Business Continuity Plan Development
Recommendations	Contribution to Society	Community and society

Identifying important business partners

DNP conducts surveys and risk assessments of its key suppliers annually based on the DNP Group Sustainable Procurement Guidelines. These key suppliers account for 90% of the value of our annual procurement and those critical to business continuity. Regarding the suppliers we identify as being exposed to risks, we request improvement plans, provide document-based guidance and conduct individual interviews to identify issues and improvement measures. These findings are reflected in the next year's activities through our continuous management approach.

Initiatives to build a sustainable supply chain

Material Procurement BCP (Business Continuity Plan)

With a focus on keeping supply chains moving even in the event of an emergency, DNP has been working to hedge risks through a range of supply chain enhancement initiatives, including the facilitation of transparency and multi-sourcing in the supply chain and the securing of alternative products, while simultaneously keeping in mind the need to have tier 1 to tier 3 suppliers regarding the raw materials of mainstay products.

Initiatives for Responsible Minerals Procurement

Given the progress in the legislation on human rights due diligence, mainly in Europe and the United States, and the growing awareness of the need to respect human rights in Japan and abroad, companies are required to increase their efforts to manage risks and mitigate negative impacts throughout their supply chains. Especially regarding mineral resources, it is important to stay aware of the various types of risks, for example, human rights abuses including child labor in high-risk areas such as conflict zones, the financing of terrorists, complicity in conflicts, money laundering, illicit trade and environmental destruction.

DNP specified the Responsible Minerals Procurement policy in the DNP Group Sustainable Procurement Guidelines to ensure that we are not complicit in such human rights abuses. Under this policy, we have been working on the establishment of a management system and implementation of a range of measures^{*1} in line with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

In FY2021, we conducted a Survey of Suppliers on Human Rights Issues and Conflict Mineral Issues targeting major suppliers and conducted a survey on the origin of raw materials. By using the RMAP*2 conformity verification programs of the RMI*3, an organization that spearheads the responsible procurement of minerals, we identified smelters and mines for the five minerals (tin, tantalum, tungsten, gold, and cobalt) contained in raw materials and conducted risk assessments.

In FY2024, we conducted risk assessments using the RMI reporting template for six minerals, including mica, in addition to the above. In addition, since 2023, we have been conducting on-site inspections of relevant suppliers, including checking record documents, to promote efforts throughout the supply chain.

- *1. DNP’s initiatives regarding the five steps of this guidance are presented in DNP’s Responsible Minerals Procurement Framework in the Description of DNP Group Sustainable Procurement Guidelines.
- *2. Responsible Minerals Assurance Process (RMAP): A program that verifies compliance with responsible minerals procurement in conjunction with the management system and procurement practices of smelters and refineries based on the evaluations of independent third parties.
- *3. Responsible Minerals Initiative (RMI): An organization that spearheads the responsible procurement of minerals. More than 500 companies / organizations from around the world are members.

Conflict Minerals Survey

	2022 Survey *For tin, tantalum, tungsten, gold, cobalt, and mica	2023 Survey *For tin, tantalum, tungsten, gold, cobalt, and mica	2024 Survey *For tin, tantalum, tungsten, gold, cobalt, and mica
Number of survey respondents	171 companies	253 companies	285 companies
Number of identified smelters	414 locations	393 locations	370 locations
Number of RMAP-compliant smelters *Conformant certified	260 locations	255 locations	232 locations

DNP Group Sustainable Procurement
Guidelines Commentary

(1 MB)



Initiatives related to printing and converting paper

In 2012, DNP established the Printing and Converting Paper Procurement Guidelines to contribute to the sustainable use of forest resources, outlining the matters that must be observed when procuring printing and converting paper, the main raw material for printed materials. Furthermore, we are strengthening cooperation with suppliers, including paper manufacturers and sales companies, and are working to procure wood whose legality has been confirmed in accordance with these guidelines, ensure traceability, and increase the purchasing ratio of paper sourced from responsibly managed forests. A survey conducted in fiscal 2024 showed that the procurement rate for products that comply with these guidelines was 99.5%, maintaining a level that is very close to the target of 100%.

Chemical Substances Initiatives

In 2004, we formulated the DNP Group Chemical Substance Management Standards and have been promoting green purchasing with the aim of minimizing the environmental impact. Furthermore, in 2013, in response to strengthened regulations both in Japan and overseas, we redefined the nature of chemical substances and revised our guidelines to the DNP Group Green Procurement Guidelines for Chemical Substances in order to reduce the risks that chemical substances pose to human health and the environment. We also hold supplier information sessions to inform relevant parties about the risks of chemical substances and the importance of responding throughout the supply chain. We have been working to continuously strengthen our management, including expanding the range of controlled substances in November 2021. In May 2025, we revised our guidelines to expand the range of target chemical substances and amend some of our management methods, managing chemical substances contained in products in line with global trends.

Strengthening communication with stakeholders

Customer communication

Through engagement with client companies, DNP strives to ensure that the entire supply chain practices socially and environmentally responsible procurement. In particular, for our core businesses of lithium-ion battery pouches and semiconductor photomasks, we promote initiatives based on the international standards* required by our client companies. Furthermore, we request that our primary and secondary suppliers also take part in these initiatives. To confirm the effectiveness of these initiatives, we undergo third-

party audits once a year. By identifying issues together with client companies and making improvements, we work to further strengthen our management. In other business areas as well, we exchange opinions with multiple client companies on issues such as responsible procurement, human rights, and the environment, striving to further strengthen management on both sides.

* OECD "Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" and RBA "Code of Conduct"

Communication with suppliers

Since 2006, DNP has been working with suppliers to promote socially and environmentally responsible procurement. In order to meet society's expectations at a higher level, we revised the name and content of our guidelines from the DNP Group CSR Procurement Guidelines to the DNP Group Sustainable Procurement Guidelines in 2024, with the aim of strengthening sustainable procurement efforts throughout the supply chain. In November 2024, we held an explanatory meeting for major suppliers regarding the revised guidelines to ensure their understanding and awareness.

DNP is strengthening due diligence regarding aluminum, a raw material used in battery pouches for lithium-ion batteries, one of its main products. We are increasing supply chain transparency through ongoing engagement with our suppliers. We conduct risk assessments of stakeholders in the supply chain, and for any risks of concern, we conduct additional investigations and work to correct or mitigate them. In fiscal 2024, we conducted 12 regular engagements, one of which included an on-site inspection at a manufacturing facility.

Communication with subcontractors

DNP informs its subcontractors of the DNP Group Sustainable Procurement Guidelines and its own policies, and regularly surveys and evaluates the status of their efforts. In fiscal 2024, a DNP Group Sustainable Procurement Guidelines Implementation Status Survey was conducted on 220 partner companies. Based on the survey results, on-site interviews were also conducted with three subcontractors to confirm the employment status of foreign workers, working environment, consideration for female and elderly workers, notification to authorities regarding environmental laws and regulations, and the status of manager selection.

DNP will continue to promote sustainable supply chain management together with stakeholders and fulfill its social responsibilities.

DNP Group Sustainable Procurement Guideline Compliance Survey: Survey Results

Interview results

Survey results	FY2022	FY2023	FY2024
Number of suppliers evaluated	180	274	285
Response rate (as of June 2025)	87%	75%	78%

- * Survey conducted for suppliers that account for 90% of annual purchase value and those critical to business continuity.
- * Based on the survey results, interviews and guidance will be conducted in the following fiscal year to improve the situation.

2024 survey evaluation ratings

Rank	Criteria	Ratio
A	Appropriate level of implementation with no major issues identified	68%
B	Generally implemented, but further improvement required	23%
C	Insufficient implementation or areas of concern identified	8%
D	Risk identified	4%

Follow-up on evaluation results

	FY2022	FY2023	FY2024
Number of suppliers provided with document-based guidance based on improvement plans	44	92	36
Number of suppliers provided with interview-based guidance among those provided with document-based guidance	20	42	23

Number of suppliers for which serious compliance violations were identified through surveys, document-based guidance, or interviews	0	0	0
Number of suppliers for which transactions were temporarily suspended based on interview results	0	0	0
Number of suppliers for which transactions were terminated based on interview results	0	0	0

Average score by theme

Average Score		FY2023 Results	FY2024 Results
General *Recommendations excluded		81	83
Requests	Building a management system	75	68
Compliance Requirements	Compliance with laws and regulations and respect for international standards	82	86
	Human rights and labor	87	94
	Safety and health	84	89
	Environment	74	80
	Fair trade and ethics	81	88
	Product safety and quality	82	83
	Information security	83	80
Recommendations	Social contribution	78	84

Related Measures

Education and Awareness

DNP recognizes the importance of responding to risks throughout the supply chain. With regard to human rights risks that could have a serious impact on business, we are further promoting our efforts to respect human rights, encouraging employees and business partners to understand and agree with the DNP Group's human rights policy, environmental policy, and Sustainable Procurement Guidelines, and supporting their implementation.

We provide education both internally and externally to foster a deeper understanding of sustainability and translate that understanding into action. Internally for procurement staff, we conduct annual training programs on social and environmental issues, such as human rights and climate change, and the corporate responsibility to address these issues through sustainable procurement. Since FY2021, we have extended training on “business and human rights” to all employees. Externally, we organize study sessions for our key suppliers, with a total of 239 companies and 273 individuals attending since the CSR Procurement Guidelines were revised in FY2017. Through ongoing dialogue with our business partners, we have continued to address challenges related to the promotion of sustainability. Additionally, DNP has published and distributed explanatory materials on the DNP Group Sustainable Procurement Guidelines, which DNP places at the heart of its management of responsible procurement, in both Japanese and English, enhancing internal and external stakeholders’ understanding of the standards, terminology and context of the guidelines. By continuing to enhance these efforts going forward, DNP will continue to promote the Responsible Procurement initiative.

Training record for procurement staff

Details	FY2023 Results	FY2024 Results
Business and Human Rights e-learning training completion rate	84%	81%

External Evaluation (EcoVadis)

In 2025, DNP received a Gold rating, awarded to the top 5% of evaluated companies worldwide, in the sustainability assessment conducted by EcoVadis (France), an international assessment organization for corporate sustainability activities. EcoVadis evaluates a company's sustainability in four areas: the environment, labor and human rights, ethics, and sustainable material procurement.

We will continue to work towards realizing a sustainable society through activities throughout the entire supply chain.



Participation in Initiatives

DNP empathizes with the initiatives of the United Nations Global Compact's local organization (Global Compact Network Japan, hereinafter referred to as GCNJ), which was launched in Japan in 2003, and we have been participating in various subcommittees. Notably, we have been participating in the Supply Chain Subcommittee since its inception in FY2008. DNP was also involved in compiling "A Vision of Desirable CSR Activity in the Supply Chain" (issued in 2013) and "An Introduction to Sustainable Procurement-Promoting CSR in the Supply Chain" (issued in 2016) and the creation of Japanese-English versions of "CSR / Sustainable Procurement Training Toolkit (Lecture & Game)" (issued in 2020). In FY2023, we were involved in the creation of the Tools for Checking the Level of Understanding of An Introduction to Sustainable Procurement, thereby contributing to the promotion of sustainable procurement.

[Sustainability Management](#) >

[GCNJ Subcommittee activities
\(in Japanese\)](#)

[GCNJ CSR Procurement WEB
Publication List \(in Japanese\)](#)

Key Initiatives to Date

2006	Formulated the DNP Group CSR Procurement Criteria *Started responsible procurement initiatives in collaboration with suppliers
2009	Established a Compliance Hotline

2011	Revised the DNP Group Green Purchasing Policy Revised the Basic Business Contract *Requested that primary suppliers undertake procurement management in accordance with the DNP Group CSR Procurement Criteria
2012	Formulated the DNP Group Guidelines for Procurement of Paper for Printing and Converting
2013	Formulated the DNP Group Green Procurement Guidelines for Chemical Substances
2017	Revised the DNP Group CSR Procurement Criteria into the DNP Group CSR Procurement Guidelines *Revised from procurement criteria focused on domestic business activities into guidelines reflecting international requirements, based on the Electronic Industry Citizenship Coalition (EICC) Code of Conduct (now the Responsible Business Alliance (RBA)) and the Japan Electronics and Information Technology Industries Association (JEITA) Supply Chain CSR Promotion Guidebook. *Expanded scope of application to suppliers and agents at all overseas bases *Expanded the scope of application to Group companies with independent purchasing functions
2018	Formulated the DNP Group Anti-Bribery Policy
2020	Formulated the DNP Group Human Rights Policy Formulated the DNP Group Environmental Vision 2050 Revised the DNP Group CSR Procurement Guidelines Revised Basic Business Contract *Aiming for net zero GHG emissions to address climate change and other challenges. *Revised to include not only primary suppliers but also second-tier suppliers and beyond *Requested the undertaking of management in accordance with the CSR Procurement Guidelines from second-tier suppliers and beyond *Strengthened human rights due diligence efforts in the supply chain for the procurement of raw materials
2021	Partially revised the DNP Group Anti-Bribery Policy
2022	Revised the DNP Group Environmental Policy *Committed to reducing environmental impact throughout the supply chain
2024	Revised the DNP Group CSR Procurement Guidelines into the DNP Group Sustainable Procurement Guidelines *Called for enhanced risk management throughout the supply chain

Stakeholder Engagement

[Basic Approach](#) ▼[Promotion Structure](#) ▼[Stakeholder Identification and Dialogue](#) ▼[Participation in External Initiatives and Organizations](#) ▼

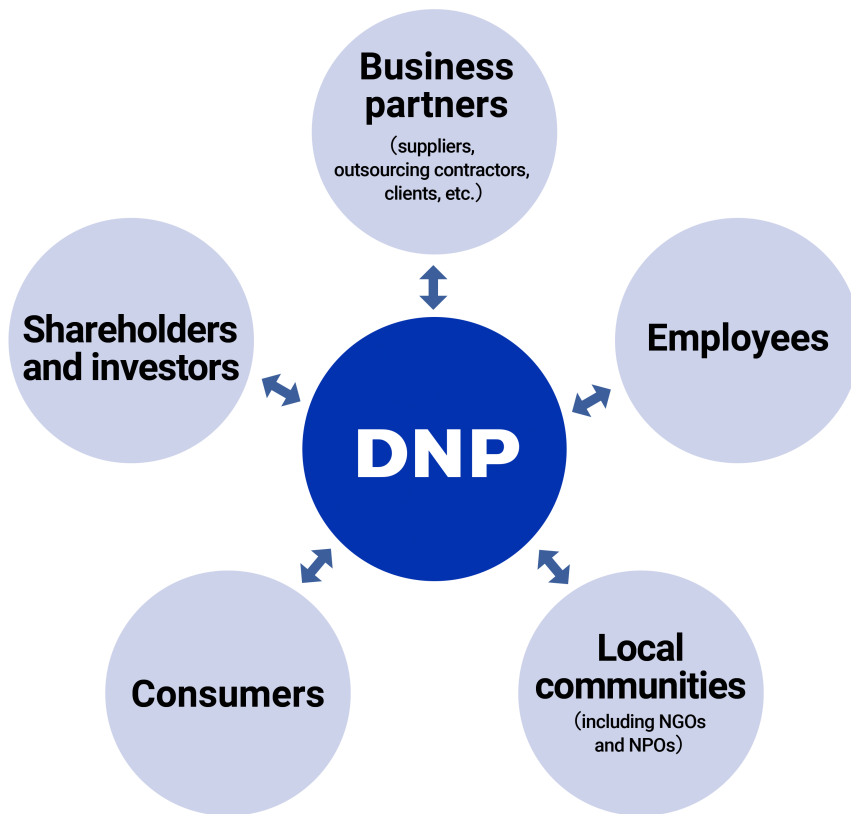
Basic Approach

DNP believes that building trust with stakeholders—including business partners, employees, local communities, consumers, and shareholders and investors—is essential for achieving sustainable growth together with society. To ensure that stakeholders have an accurate understanding of our business activities and corporate initiatives, we proactively disclose information and fulfill our responsibility to explain our actions. Furthermore, in order to properly understand how DNP is perceived, we strive to deepen dialogue with stakeholders. By sincerely addressing the issues and expectations identified through such dialogue, we aim to become a company that earns and maintains the trust of society.

To clearly communicate this approach both internally and externally, DNP has adopted the Multi-Stakeholder Policy and the Partnership Building Declaration.

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DNP Stakeholder Relationship Diagram



Business partners include educational and research institutions

Policy

Multi-Stakeholder Policy

DNP has established the Multi-Stakeholder Policy based on the recognition that building relationships of trust with all stakeholders is essential for achieving sustainable growth together with society.

Multi-Stakeholder Policy (in Japanese) (442 KB)



Partnership Building Declaration

DNP has made the Partnership Building Declaration to ensure that all employees act with integrity and uphold high ethical standards in their

dealings with business partners across the entire supply chain, as well as with a diverse range of companies and organizations, including startups.

Partnership Building

Declaration (in Japanese) (164 KB)



* [Partnership Building Declaration]

This initiative was developed by the Council for Promoting Partnership Building to Pave the Future, whose members include the Chair of Keidanren (Japan Business Federation), the Chair of the Japan Chamber of Commerce and Industry, the President of RENGO (Japanese Trade Union Confederation), and relevant ministers (Cabinet Office; Ministry of Economy, Trade and Industry; Ministry of Health, Labour and Welfare; Ministry of Agriculture, Forestry and Fisheries; Ministry of Land, Infrastructure, Transport and Tourism). The declaration clearly communicates—both inside and outside the company—DNP's commitment to building new forms of partnership by promoting collaboration, coexistence, and mutual prosperity with business partners throughout the supply chain and with companies engaged in value creation.

Promotion Structure

DNP reviews and assesses the content of stakeholder engagement, including opinions and feedback received through various contact points, and utilizes this information to improve its business activities. The feedback received is compiled by the divisions responsible for each contact point, and the information is regularly shared with the Management Committee and the Board of Directors. In addition, the results of stakeholder engagement are shared with stakeholders through reports and other appropriate means, depending on the nature of the feedback.

Stakeholder Identification and Dialogue

Identifying and Prioritizing Stakeholders

DNP's business activities involve a wide range of individuals and organizations. Among these, we identify business partners, employees, local communities, consumers, and shareholders and investors as key stakeholders essential for DNP's sustainable growth together with society.

We also review the identification and prioritization of stakeholders as necessary, in response to changes in both the internal and external business environment.

Dialogue and Collaboration with Stakeholders

To ensure the timely and appropriate provision of accurate information, DNP continuously enhances its communication methods and tools for stakeholder engagement. Through these efforts, we aim to deepen "TAIWA" (dialogue) with a variety of stakeholders and strengthen collaboration based on mutual understanding.

Stakeholders	Communication Methods	Communication Tools
Business partners (suppliers, outsourcing contractors, clients, etc.)	• Information exchange during business meetings and audits • Presentation and collaboration facilities (e.g., P&I Lab) • Seminars, events, exhibitions • Supplier briefing sessions • Survey on compliance with Sustainable Procurement Guidelines • Compliance Hotline (in Japanese) • Email News (in Japanese)	Company Profile  • Various pamphlets • Guidelines (e.g., Sustainable Procurement Guidelines) • Website (products and services)  • Website (for suppliers) etc.
Employees	• Labor-management consultations (e.g., management councils) • Employee Engagement Survey • DNP Value Objective (DVO) System • Consultation Office • Open Door Room for consultations and	• Group Vision, Code of Conduct • Intranet, in-house digital signage • Group newsletters etc.

	reporting • Cultural and athletic activities etc.	
Local Communities (including NGOs and NPOs)	• Company and factory tours • Residents' information session • Community contribution activities • Communication facilities (DNP Plaza, etc.) (in Japanese)  • Inquiry desk etc.	• Materials related to various activities • Website etc.
Consumers	• Communication facilities (e.g., DNP Plaza)  • Seminars, events, exhibitions • Inquiry desk etc.	Company Profile  • Various pamphlets • Website etc.
Shareholders and investors	General shareholders' meeting  • Financial results briefing for institutional investors and analysts  • Sustainability briefing for institutional investors and analysts  • Individual meetings for institutional investors and analysts etc.	Integrated report  Shareholder newsletter (in Japanese)  • Financial results summary  • Briefing materials and supplementary financial documents  • Website (IR information)  etc.

Engagement Activities

Engagement activities with business partners (suppliers, outsourcing contractors, clients, etc.)

Under the Partnership Building Declaration, DNP works to build relationships of trust with business partners—such as suppliers and outsourcing contractors—while enhancing the overall social compatibility of the supply chain. We conduct transactions based on the DNP Group Sustainable Procurement Guidelines, ensuring that the policies set forth in the guidelines are communicated widely, and we regularly assess and evaluate the status of related initiatives, providing feedback on the results. Furthermore, through open innovation, we continue to strengthen communication with diverse companies and organizations, including startups, and promote the creation of new value and new businesses.

DNP's sustainability initiatives have been highly rated in supplier assessments conducted by numerous client companies.

[Supply Chain Management](#)



Engagement activities with employees

Since establishing TAIWA (dialogue) as one of the Guiding Principles in 2001, DNP has conducted various surveys on a regular basis to incorporate employee feedback into corporate activities. Each organization engages in TAIWA (dialogue) based on survey results, which in turn helps drive improvements across a range of themes and contributes to strengthening management practices.

[Employee Engagement Survey \(Employee Awareness Survey\)](#)



Participation in External Initiatives and Organizations

DNP actively participates in international initiatives and organizations in order to contribute to resolving social issues on a global scale.

Major Initiatives and Organizations in Which DNP Participates



[UN Global Compact](#)

[\(UNGC\)*](#) 

*DNP announced its support for the United Nations Global Compact in July 2006.

*DNP supports the initiatives of the United Nations Global Compact's local network in Japan (Global Compact Network Japan) and participates in its theme-based subcommittees on areas such as human rights, the environment, and procurement.



[The Valuable 500](#) 



[Science Based Targets Initiative \(SBTi\)](#) 



[TNFD Forum \(TNFD: Task Force on Nature-Related Financial Disclosures\)](#) 



[Japan Climate Initiative \(JCI\)](#) 



[TCFD Consortium \(TCFD: Task Force on Climate-related Financial Disclosures\)](#)



[GX League](#) 



[30by30 Alliance for Biodiversity](#) 



[Circular Partners \(CPs\)](#) 



[Japan Business Initiative for Biodiversity \(JBIB\)](#) 



[Clean Ocean Materials Alliance \(CLOMA\)](#) 



[Japan Business Federation \(Keidanren\)](#) 

Major Organizations and Initiatives Led by DNP

(As of June 2025)

Organization	Participation
Japan Federation of Printing Industries (in Japanese) 	Yoshinari Kitajima, President (Executive Director)
Printers Association of Japan (in Japanese) 	Yoshinari Kitajima, President (Executive Director)
Resource Recycling Council (RRC) 	Hideto Sakata, Corporate Officer (Director)
Sustainable Plastics Initiative 	Hideto Sakata, Corporate Officer (Director)
Clean Ocean Materials Alliance (CLOMA) 	Hideto Sakata, Corporate Officer (Executive Secretary)

Recognition from Society

DNP has been recognized by external rating agencies as a corporate group that is proactively working to contribute to the development of a sustainable society.

[Inclusion in ESG Indexes](#) ▾[Evaluation of Sustainability](#) ▾

Inclusion in ESG Indexes

(as of July 2025)

DNP strives to consider corporate social responsibility in all business activities. As a result, we have been included in domestic and international ESG indices as an investment option.



FTSE4Good

[FTSE4Good Index Series](#)

FTSE Russell, a wholly owned subsidiary of London Stock Exchange Group based in the UK, evaluates companies from around the world and selects the shares of those that excel in terms of environmental, social, and governance (ESG) performance for inclusion in this index.

DNP has been selected for 25 consecutive years, since 2000.

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FTSE Blossom Japan Index

[FTSE Blossom Japan Index](#) 

A comprehensive index that considers every aspect of ESG, this index was designed by FTSE Russell to measure the performance of Japanese companies that are doing an excellent job of responding to ESG-related concerns.



FTSE Blossom Japan Sector Relative Index

[FTSE Blossom Japan Sector Relative Index](#) 

Based on FTSE Russell's ESG Ratings, the index only incorporates companies with high ratings for their climate governance and climate change efforts, especially when including those with high greenhouse gas emissions.



[MSCI Selection Indexes](#) 

US-based Morgan Stanley Capital International (MSCI Inc.) offers indices that are constructed by selecting companies with excellent ESG profiles from among the top corporations in terms of market capitalization.

THE INCLUSION OF Dai Nippon Printing IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Dai Nippon Printing BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF Dai Nippon Printing IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Dai Nippon Printing BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

THE INCLUSION OF Dai Nippon Printing IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Dai Nippon Printing BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF Dai Nippon Printing IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Dai Nippon Printing BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

MSCI Japan ESG Select Leaders
Index

The index is constructed by MSCI Inc. through the selection of companies targeting 50% of market capitalization in each industry sector with outstanding ESG performance from among the constituent stocks of the MSCI Japan IMI Index.

MSCI NIHONKABU ESG Select
Leaders Index

The index is constructed by MSCI Inc. through the selection of companies targeting 50% of stocks in each industry sector with outstanding ESG performance from among the constituent stocks of the MSCI NIHONKABU IMI Index.

MSCI Japan Empowering Women
Index

MSCI Inc. constructed this index by calculating various types of gender diversity scores based on female employment data disclosed in line with the Act on Promotion of Women's Participation and Advancement in the Workplace. The scores are calculated for MSCI Japan IMI Top 700 Index constituents, and the companies

with the best scores in each industry group are selected for inclusion in the index.

[Dow Jones Best-in-Class World Index](#)

This stock index was jointly developed in 1999 by S&P Dow Jones Indices of the US and SAM of Switzerland. It surveys the world's leading companies from three perspectives - economic, environmental, and social - for sustainability, and selects the top performing companies as component stocks.

* Dow Jones Sustainability Indices (DJSI) was renamed Dow Jones Best-in-Class Indices in February 2025.



[S&P/JPX Carbon Efficient Index](#)

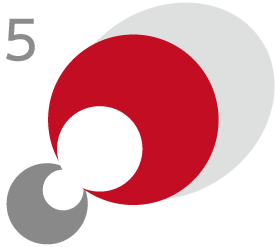
The S&P/JPX Carbon Efficient Index has been developed by S&P Dow Jones Indices LLC and Japan Exchange Group. The weighting of a company in the Index as an investment option is determined based on the company's status of environmental information disclosure and its level of carbon efficiency (carbon footprint per unit of revenue).

[Morningstar Japan ex-REIT Gender Diversity Tilt Index](#)

A stock index developed by Morningstar, Inc. in the US, utilizing the Gender Equality Score from

Equileap, a Dutch company. It focuses on companies whose gender diversity policies are embedded in their corporate culture and are committed to equal opportunities for their employees regardless of gender.

2025



Somo Sustainability Index

SOMPO Sustainability Index

This index, created independently by Somo Asset Management Co., Ltd. of Japan, broadly invests in companies with strong ESG evaluations and consists of approximately 300 companies. DNP has been selected for 14 consecutive years since the program began in FY2012.

Evaluation of Sustainability

(as of December 2025)

Some of the evaluation for DNP's sustainability improvement initiatives by external organizations and bodies are shown below.



[CDP](#) 

The CDP, an international non-profit organization based in the UK that takes on environment-related issues including climate change, surveys and evaluates corporate efforts to implement measures for climate change and greenhouse gas (GHG) emissions reduction in overall supply chains.

In December 2025, DNP has been selected as an A List company, the

highest rating, in the areas of climate change and water security. Also in July 2025, DNP has been selected for the Supplier Engagement Leaderboard, the highest category of the CDP Supplier Engagement Rating program, for the sixth consecutive year.



[EcoVadis](#)

EcoVadis, a French company, assesses companies on their sustainability in four areas: Environment, Labor & Human rights, Ethics, and Sustainable Procurement. In 2025, DNP received a gold rating, which is awarded to the top 5% of companies evaluated worldwide.



[The Sustainability Yearbook - 2025 Rankings](#)

S&P Dow Jones Indices evaluates the sustainability efforts of the world's leading companies from economic, governance, environmental, and social perspectives, and includes the top 15% of each industry in the Sustainability Yearbook. DNP has been selected as a "Yearbook Member" for four consecutive years since 2022.



Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting

The program is jointly sponsored by the Ministry of Economy, Trade and

Industry and the Tokyo Stock Exchange, and selects companies that demonstrate particularly outstanding initiatives in providing support for balancing work and family life regardless of gender, enabling dual-income households and shared parenting.

Other Recognitions and Awards

Other awards and recognitions received are listed below:

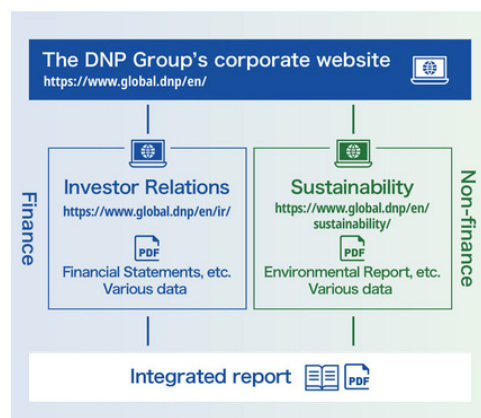
Awards	
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Disclosure of Information

DNP discloses information on its sustainability initiatives in a timely and appropriate manner to a wide range of stakeholders through its website and various reports (PDF).

Information Disclosure Structure

DNP Group's Information Disclosure



["Investor Relations" website](https://www.global.dnp/en/ir/)



The "Investor Relations" website has been established on the corporate website for shareholders and investors for the timely and appropriate disclosure of information.

["Sustainability" website](https://www.global.dnp/en/sustainability/)



The "Sustainability" website has been established on the corporate website to communicate non-financial information in detail for the timely and appropriate disclosure of sustainability information.

[Integrated report](#)

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Recognition from Society >

Ichigaya no Mori (Ichigaya Forest) (Special Website) ▾



DNP publishes an integrated report each year covering its growth strategies and business activities that make use of financial and non-financial capital in an integrated manner for sustainable value creation.

[Environmental report](#)



With regard to environmental management, environmental activities are summarized in PDF format each fiscal year, and DNP publishes “The DNP Group Environmental Report.”

DNP Group Disclosure Policy



Scope of Disclosure of Information

- Reporting period: Centering on activities of FY2024 (from April 1, 2024 to March 31, 2025), the Report contains prior initiatives and the latest activities.
- Scope of report: For all companies and divisions in the DNP Group, “DNP” represents the DNP Group on the website, and it is distinguished from Dai Nippon Printing Co., Ltd. In addition, the “DNP Group” is used in sentences that emphasize the Group.

Referenced Guidelines

The UN "Global Compact," the UN "Guiding Principles on Business and Human Rights," International Integrated Reporting Council (IIRC) "International Framework for Integrated Reporting," the Financial Stability Board (FSB) "Task Force on Climate-related Financial Disclosures (TCFD)," the Ministry of Economy, Trade and Industry "Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation," the Ministry of Environment "Environmental Reporting Guidelines, 2018 Edition," and International Standard for Social Responsibility ISO 26000, Global Reporting

Initiative (GRI) Standard, Sustainability Accounting Standards Board (SASB) Standard.

GRI Content Index / SASB
Content Index

>

Policies, Criteria, and Data

View our key sustainability-related policies, criteria, and data.

Policies, Criteria, and Data

>

GRI Content Index / SASB Content Index

[GRI Content Index](#)[SASB Content Index](#)

GRI Content Index

[Statement on use] DNP Group has reported the information cited in this GRI content index for the period from April 1, 2024 to March 31, 2025 with reference to the GRI Standards.

[GRI 1 used] GRI 1: Foundation 2021

[GRI 2: General Disclosures 2021](#)[GRI 3: Material Topics 2021](#)[GRI 200: Economic](#)[GRI 300: Environment](#)[GRI 400: Social](#)

GRI 2: General Disclosures 2021

GRI 2: General Disclosures 2021

Disclosure	Location
2-1 Organization details	Company Overview DNP Group Companies and Sites (in Japanese)

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	Overseas sites Securities Report (131st term) p.1, p.13, pp. 56-58 (in Japanese) 
2-2 Entities included in the organization's sustainability reporting	Company Overview DNP Group Companies and Sites (in Japanese)  Overseas sites Securities Report (131st term) pp.7-14 (in Japanese) 
2-3 Reporting period, frequency and contact point	Disclosure of Information Integrated Report 2025 p.3, p.115  Environmental Report 2025 p.2  Securities Report (131st Fiscal Year) p.1 (in Japanese)  IR Schedule  Contact
2-4 Restatements of information	—
2-5 External assurance	Environmental Report 2025 p. 41 
2-6 Activities, value chain and other business relationships	Business Domains Products and Services  Securities Report (131st term).pp. 7-14 (in Japanese)  Supply Chain Management For Suppliers Integrated Report 2025 pp. 16-17, pp. 38-55 
2-7 Employees	Social Data (personnel composition) Integrated Report 2025 p. 112  Securities Report (131st term).pp. 15-17 (in Japanese) 
2-8 Workers who are not employees	Securities Report (131st term).pp. 15-17 (in Japanese) 
2-9 Governance structure and composition	Corporate Governance Integrated Report 2025 pp. 80-87 

	Securities Report (131st term).pp. 64-82 (in Japanese) 
2-10 Nomination and selection of the highest governance body	Corporate Governance Integrated Report 2025 pp. 80-87  Securities Report (131st term).p. 71, pp. 75-82 (in Japanese) 
2-11 Chair of the highest governance body	Corporate Governance Securities Report (131st term).p. 67 (in Japanese) 
2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Risk Management (promotion structure) Sustainability Management Integrated Report 2025, p. 71, pp. 80-87  Environmental Report 2025 p. 10  Securities Report (131st Fiscal Year), p. 22, pp. 64-67 (in Japanese)  Ensuring Thorough Compliance (promotion structure)
2-13 Delegation of responsibility for managing impacts	Corporate Governance Risk Management (promotion structure) Sustainability Management Integrated Report 2025, p. 71, pp. 80-87  Environmental Report 2025 p. 7, p. 10  Securities Report (131st Fiscal Year), p. 22, pp. 64-67 (in Japanese)  Ensuring Thorough Compliance (promotion structure)
2-14 Role of the highest governance body in sustainability reporting	Corporate Governance Risk Management (promotion structure) Sustainability Management Integrated Report 2025, pp. 84-87  Environmental Report 2025 pp. 10-11 

	Securities Report (131st Fiscal Year).pp. 64-67 (in Japanese) 
2-15 Conflicts of interest	Corporate Governance Securities Report (131st term).p. 67 (in Japanese)  Integrated Report 2025 p. 85  Ensuring Thorough Compliance (Related party transaction (RPT))
2-16 Communication of critical concerns	Corporate Governance Risk Management Sustainability Management Integrated Report 2025, p. 84  Ensuring Thorough Compliance (promotion structure) Environmental Report 2025 p. 10 
2-17 Collective knowledge of the highest governance body	Corporate Governance Integrated Report 2025 pp. 80-87  Securities Report 2025 pp. 64-83 (in Japanese) 
2-18 Evaluation of the performance of the highest governance body	Corporate Governance Integrated Report 2025 pp. 84-87  Securities Report (131st term).pp. 67-68 (in Japanese) 
2-19 Remuneration policies	Securities Report (131st term).pp. 86-89 (in Japanese)  Integrated Report 2025 pp. 92-94 
2-20 Process to determine remuneration	Securities Report (131st term).pp. 86-89 (in Japanese)  Integrated Report 2025 pp. 92-94 
2-21 Annual total compensation ratio	Securities Report (131st term).p. 15, 89 (in Japanese)  Integrated Report 2025 pp. 92-94 

2-22 Statement on sustainable development strategy	President's Message Message from the President Integrated Report 2025 pp. 4-9  Environmental Report 2025 p. 4 
2-23 Policy commitments	Policies, Criteria, and Data
2-24 Embedding policy commitments	Securities Report (131st Fiscal Year) pp. 22-42 (in Japanese)  Sustainability Management Risk Management Corporate Governance Ensuring Thorough Compliance Supply Chain Management Human Rights and Labor Environmental Initiatives Product and Service Safety and Quality Information Security Corporate Citizenship Human Resources Management (Training Programs) Diversity & Inclusion
2-25 Processes to remediate negative impacts	Corporate Governance Sustainability Management Risk Management Ensuring Thorough Compliance Human Rights and Labor Supply Chain Management Product and Service Safety and Quality Information Security Environmental Initiatives Environmental Report 2025 p. 10-14 
2-26 Mechanisms for seeking advice and raising concerns	Ensuring Thorough Compliance Human Rights and Labor Providing Information to the Compliance Hotline (in Japanese) 
2-27 Compliance with laws and regulations	Ensuring Thorough Compliance Environmental Report 2025 p. 14 

2-28 Membership associations	Stakeholder Engagement DNP GREEN PARTNER (consortium projects currently being participated in) (in Japanese)  Recognition from Society Information Security (Human Measures) Intellectual Property Activities (Outline of activities)
2-29 Approach to stakeholder engagement	Stakeholder Engagement Integrated Report 2025 pp. 76-79, pp. 114-115 
2-30 Collective bargaining agreements	Securities Report (131st term).p. 15 (in Japanese)  Human Rights and Labor (Labor-management Relations)

GRI 3: Material Topics 2021

GRI 3: Material Topics 2021

Disclosure	Location
3-1 Process to determine material topics	Integrated Report 2025 pp. 20-21  Process for identifying materiality Risk Management
3-2 List of material topics	Integrated Report 2025 pp. 20-23  Materiality Process for identifying materiality Risk Management Securities Report (131st term).pp. 22-42 (in Japanese) 
3-3 Management of material topics	Integrated Report 2025 pp. 20-23, pp. 76-79  Securities Report (131st term).pp. 22-42 (in Japanese) 

[Sustainability Management](#)
[Risk Management](#)
[Corporate Governance](#)
[Supply Chain Management](#)
[Ensuring Thorough Compliance](#)
[Human Rights and Labor](#)
[Human Resources Management](#)
[Environmental Initiatives](#)
[Environmental Report 2025 pp. 5-11, p. 14, pp. 17-18](#) 
[Product and Service Safety and Quality](#)
[Information Security](#)
[Stakeholder Engagement](#)

GRI 200: Economic

GRI 201: Economic Performance 2016

Disclosure	Location
201-1 Direct economic value generated and distributed	Securities Report (131st term).p. 2, pp. 103-106 (in Japanese)  Ensuring Thorough Compliance (Tax amounts by region) Corporate Citizenship (Indicators/Goals) Corporate Citizenship (DNP's Main Initiatives) Social Data (grades, wage systems, employee training)
201-2 Financial implications and other risks and opportunities due to climate change	Integrated Report 2025 P70-75  Environmental Report 2025 pp. 7-8, pp. 20-23, pp. 33-36 
201-3 Defined benefit plan obligations and other retirement plans	Securities Report (131st term).p. 134 (in Japanese) 
201-4 Financial assistance received from government	—

GRI 202: Market Presence 2016

—

Disclosure	Location
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	—
202-2 Proportion of senior management hired from the local community	—

GRI 203: Indirect Economic Impacts 2016

—

Disclosure	Location
203-1 Infrastructure investments and services supported	Corporate Citizenship (DNP's Main Initiatives) Corporate Citizenship (Indicators/Goals)
203-2 Significant indirect economic impacts	—

GRI 204: Procurement Practices 2016

—

Disclosure	Location
204-1 Proportion of spending on local suppliers	—

GRI 205: Anti-corruption 2016

—

Disclosure	Location
205-1 Operations assessed for risks related to corruption	Ensuring Thorough Compliance

205-2 Communication and training about anti-corruption policies and procedures	Ensuring Thorough Compliance
205-3 Confirmed incidents of corruption and actions taken	Ensuring Thorough Compliance

GRI 206: Anti-competitive Behavior 2016

—

Disclosure	Location
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ensuring Thorough Compliance

GRI 207: Tax 2019

—

Disclosure	Location
207-1 Approach to tax	DNP Group Tax Policy Ensuring Thorough Compliance (Appropriate Tax Payments)
207-2 Tax governance, control, and risk management	DNP Group Tax Policy Ensuring Thorough Compliance (Appropriate Tax Payments)
207-3 Stakeholder engagement and management of concerns related to tax	—
207-4 Country-by-country reporting	Ensuring Thorough Compliance (Appropriate Tax Payments)

GRI 300: Environment

GRI 301: Materials 2016

—

Disclosure	Location
301-1 Materials used by weight or volume	Environmental Report 2025 p. 18 
301-2 Recycled input materials used	—
301-3 Reclaimed products and their packaging materials	—

GRI 302: Energy 2016

—

Disclosure	Location
302-1 Energy consumption within the organization	Environmental Report 2025 p. 18, p. 35 
302-2 Energy consumption outside of the organization	Environmental Report 2025 p. 22 
302-3 Energy intensity	Environmental Report 2025 p. 35 
302-4 Reduction of energy consumption	Environmental Report 2025 p. 35 
302-5 Reductions in energy requirements of products and services	Environmental Report 2025 p. 18, p. 23 

GRI 303: Water and Effluents 2018

—

Disclosure	Location
303-1 Interactions with water as a shared resource	Environmental Report 2025 pp. 18-19, p. 26 
303-2 Management of water discharge-related impacts	Environmental Report 2025 p. 7, p. 9, p.14, pp. 17-19, pp. 26-27 

303-3 Water withdrawal	Environmental Report 2025 pp. 18-19, p. 26 
303-4 Water discharge	Environmental Report 2025 pp. 18-19, p. 26 
303-5 Water consumption	Environmental Report 2025 pp. 18-19, p. 26 

GRI 304: Biodiversity 2016

Disclosure	Location
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Society in Harmony with Nature (Biodiversity Conservation) Environmental Report 2025 pp. 32-33 
304-2 Significant impacts of activities, products and services on biodiversity	Environmental Report 2025 p. 7, pp. 32-33 
304-3 Habitats protected or restored	Environmental Report 2025 pp. 32-33 
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Environmental Report 2025 pp. 32-33 

GRI 305: Emissions 2016

Disclosure	Location
305-1 Direct (Scope 1) GHG emissions	Environmental Report 2025 p. 6, p. 17, p. 20, p. 22 
305-2 Energy indirect (Scope 2) GHG emissions	Environmental Report 2025 p. 6, p. 17, p. 20, p. 22 

305-3 Other indirect (Scope 3) GHG emissions	Environmental Report 2025 p. 6, p. 22 
305-4 GHG emissions intensity	Environmental Report 2025 p. 19, p. 35 
305-5 Reduction of GHG emissions	Environmental Report 2025 p. 6, pp. 17-23 
305-6 Emissions of ozone-depleting substances (ODS)	—
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Report 2025 pp. 18-19, p. 28 

GRI 306: Waste 2020

Disclosure	Location
306-1 Waste generation and significant waste-related impacts	Environmental Report 2025 pp. 6-7, p. 9, pp. 17-19, pp. 26-27 
306-2 Management of significant waste-related impacts	Environmental Report 2025 pp. 6-7, pp. 9-13, pp. 17-19, pp. 24-25 
306-3 Waste generated	Environmental Report 2025 pp. 18-19, pp. 24-25 
306-4 Waste diverted from disposal	Environmental Report 2025 pp. 18-19, pp. 24-25 
306-5 Waste directed to disposal	Environmental Report 2025 pp. 18-19, pp. 24-25 

GRI 308: Supplier Environmental Assessment 2016

Disclosure	Location
308-1 New suppliers that were screened using environmental	Supply Chain Management

criteria	
308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management

GRI 400: Social

GRI 401: Employment 2016

Disclosure	Location
401-1 New employee hires and employee turnover	Social Data (work status, recruitment record)
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	—
401-3 Parental leave	Social Data (use of leave system). Integrated Report 2025 p. 76, p. 108 

GRI 402: Labor/Management Relations 2016

Disclosure	Location
402-1 Minimum notice periods regarding operational changes	—

GRI 403: Occupational Health and Safety 2018

Disclosure	Location
403-1 Occupational health and safety management system	Occupational Safety and Health

403-2 Hazard identification, risk assessment, and incident investigation	Occupational Safety and Health
403-3 Occupational health services	Occupational Safety and Health Integrated Report 2025 pp. 59-60, p. 76, pp. 108-109 
403-4 Worker participation, consultation, and communication on occupational health and safety	Human Rights and Labor (Labor-management Relations) Occupational Safety and Health
403-5 Worker training on occupational health and safety	Occupational Safety and Health Human Resources Management (Training Programs)
403-6 Promotion of worker health	Health and Productivity Management
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Safety and Health Social Data (Occupational Safety and Health) Integrated Report 2025 pp. 76-77 
403-8 Workers covered by an occupational health and safety management system	Occupational Safety and Health Social Data (personnel composition) Securities Report (131st term) pp. 15-17 (in Japanese)  Integrated Report 2025 p. 112 
403-9 Work-related injuries	Occupational Safety and Health Social Data (Occupational Safety and Health)
403-10 Work-related ill health	Occupational Safety and Health Social Data (Occupational Safety and Health)

GRI 404: Training and Education 2016

Disclosure	Location
404-1 Average hours of training per year per employee	Social Data (employee education and training)

404-2 Programs for upgrading employee skills and transition assistance programs	Human Resources Management Integrated Report 2025 pp. 60-63 
404-3 Percentage of employees receiving regular performance and career development reviews	—

GRI 405: Diversity and Equal Opportunity 2016

Disclosure	Location
405-1 Diversity of governance bodies and employees	Leadership of DNP Integrated Report 2025 pp. 64-65  Social Data (personnel composition) Diversity & Inclusion
405-2 Ratio of basic salary and remuneration of women to men	Securities Report (131st term).pp. 16-17 (in Japanese) 

GRI 406: Non-discrimination 2016

Disclosure	Location
406-1 Incidents of discrimination and corrective actions taken	—

GRI 407: Freedom of Association and Collective Bargaining 2016

Disclosure	Location
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights and Labor Supply Chain Management Integrated Report 2025 pp. 76-79 

GRI 408: Child Labor 2016

—

Disclosure	Location
408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights and Labor Supply Chain Management Integrated Report 2025 pp. 76-79 

GRI 409: Forced or Compulsory Labor 2016

—

Disclosure	Location
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights and Labor Supply Chain Management Integrated Report 2025 pp. 76-79 

GRI 410: Security Practices 2016

—

Disclosure	Location
410-1 Security personnel trained in human rights policies or procedures	—

GRI 411: Rights of Indigenous Peoples 2016

—

Disclosure	Location
411-1 Incidents of violations involving rights of indigenous peoples	—

GRI 413: Local Communities 2016

—

Disclosure	Location
413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Citizenship Corporate Citizenship (DNP's Main Initiatives) Integrated Report 2025 pp. 76-79  Environmental Report 2025 pp. 32-33  Stakeholder Engagement
413-2 Operations with significant actual and potential negative impacts on local communities	—

GRI 414: Supplier Social Assessment 2016

—

Disclosure	Location
414-1 New suppliers that were screened using social criteria	Supply Chain Management Integrated Report 2025 pp. 76-79 
414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management Integrated Report 2025 pp. 76-79 

GRI 415:Public Policy 2016

—

Disclosure	Location
415-1 Political contributions	Ensuring Thorough Compliance (Political Donations).

GRI 416: Customer Health and Safety 2016

—

Disclosure	Location
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416-1 Assessment of the health and safety impacts of product and service categories	Product and Service Safety and Quality Integrated Report 2025 pp. 76-79  Securities Report (131st term).p. 37 (in Japanese) 
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product and Service Safety and Quality Integrated Report 2025 pp. 76-79  Securities Report (131st term).p. 37 (in Japanese) 

GRI 417: Marketing and Labeling 2016

Disclosure	Location
417-1 Requirements for product and service information and labeling	Environmental Report 2025 p. 30 
417-2 Incidents of non-compliance concerning product and service information and labeling	—
417-3 Incidents of non-compliance concerning marketing communications	—

GRI 418: Customer Privacy 2016

Disclosure	Location
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	—

SASB Content Index

This is an index of disclosed information in accordance with the ESG information disclosure framework “SASB Standards” issued by the U.S. Sustainability Accounting Standards Board (SASB) in December 2023. The table below refers to the Professional and Commercial Services standard and shows the location of the relevant information.

Topic	Accounting Metric	Code	Response
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Information Security
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Information Security
	(1) Number of data breaches, (2) percentage that (a) involve customers’ confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	SV-PS-230a.3	—
Workforce Diversity & Engagement	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	SV-PS-330a.1	Social Data (Personnel composition)
			Leadership of DNP
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Social Data (Annual employee turnover)
	Employee engagement as a percentage	SV-PS-330a.3	Human resources management

			(employee engagement survey).
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	Corporate Governance
			Risk Management
			Ensuring Thorough Compliance
			Human Rights and Labor
			Supply Chain Management
			Product and Service Safety and Quality
			Information Security
			Utilizing AI and Advanced Technologies
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	—

Activity Metric Category	Code	Response
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	Securities Report (131st term).p. 2 (in Japanese). 
Employee hours worked, percentage billable	SV-PS-000.B	—

About DNP's Sustainability Web Archive

DNP's approach to sustainability management and its latest initiatives are comprehensively published on our Sustainability website (hereafter referred to as 'this website'). We also publish the information on this website once a year in a PDF file called the Sustainability Web Archive.

This PDF file has been prepared by converting this website information as of March 2026 and has been disclosed in May 2026.

Please refer to this website for links that have been active for more than a year from the first publication, links outside the DNP's corporate website (<https://www.global.dnp/en/>), and for the latest information.

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*Corrected tax amounts