



# **Overview of Financial Results for First Six Months of Fiscal Year 2025 (Ending March 31, 2026) Briefing Materials**

**November 14, 2025**

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

- 1. Overview of Financial Results  
for First Six Months of Fiscal Year 2025**
2. Progress with Medium-term Management Plan

# Overview of Financial Results for First Six Months of FY2025



(Unit: ¥bn)

	FY2024 H1	FY2025 H1	YoY Change	Earnings Forecast for FY2025	Rate of progress
Sales	708.3	738.7	+4.3%	1,500.0	49.2%
Operating Profit	38.1	46.6	+22.2%	94.0	49.6%
Ordinary Profit	50.0	52.9	+5.8%	105.0	50.4%
Net Profit Attributable to Parent Company Shareholders	89.7	60.3	(32.7%)	90.0	67.1%

Capital Expenditures	31.3	47.8	+52.3%	80.0	59.8%
R&D Expenditures	18.4	20.2	+10.0%	39.0	52.0%
Depreciation	26.0	23.7	(8.5%)	50.0	47.6%

## Overview of First Six Months of FY2025

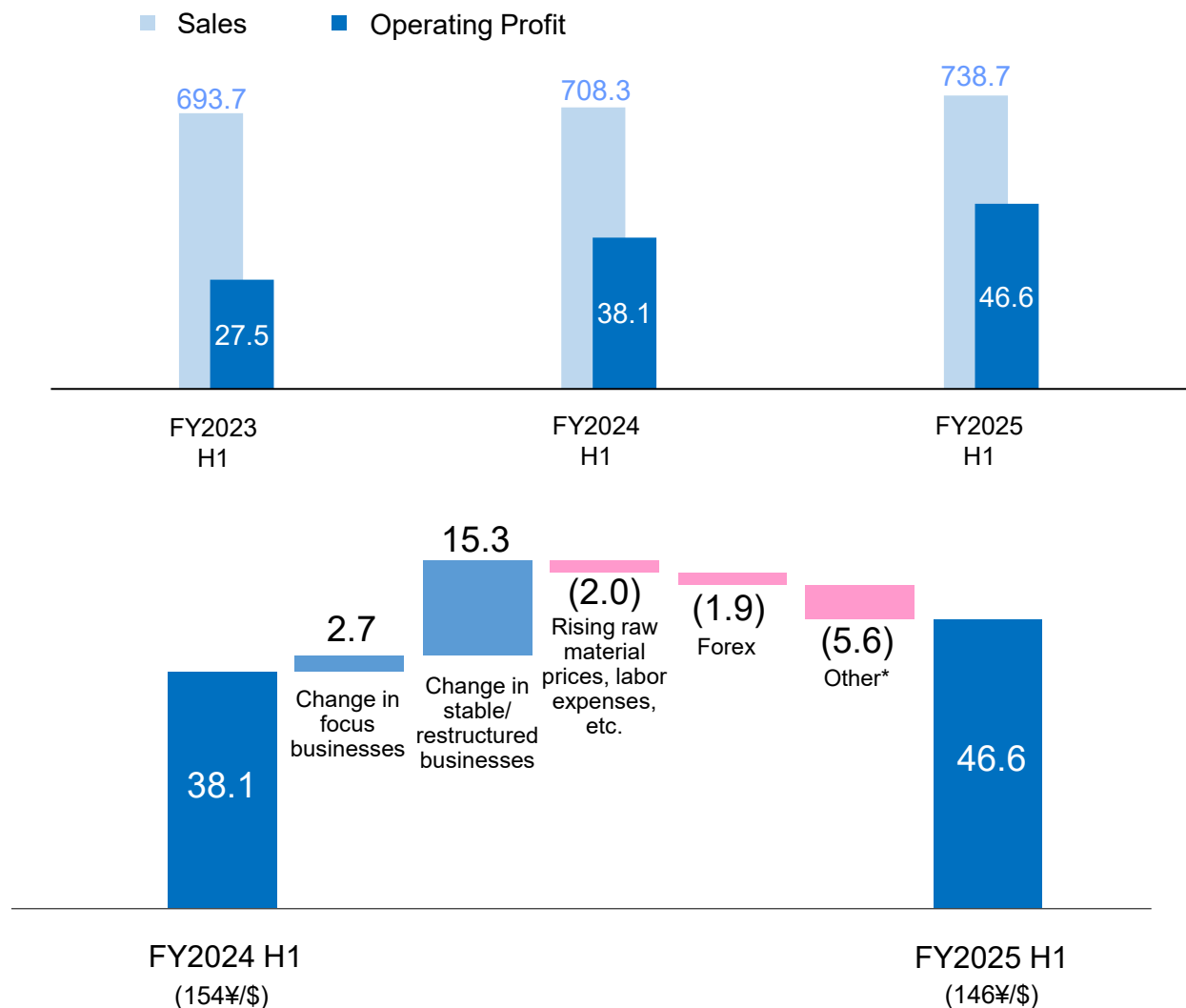
- ✓ We increased sales from the previous year by accelerating the creation of new value, mainly in our focus business areas.
- ✓ Our operating profit also rose year-on-year driven by the growth of focus businesses along with steady progress in our business restructuring efforts.
- ✓ Our net profit decreased due to lower dividend profit from the sale of strategic shareholdings, foreign exchange losses, and reduced gains on sales of fixed assets and investment securities. However, overall performance has progressed as planned relative to the initial earnings forecasts.

# Overview of Financial Results for First Six Months of FY2025

## Year-on-Year Change in Operating profit

(Unit: ¥bn)

**DNP**



## Overview of First Six Months of FY2025

- ✓ Our focus businesses continued to perform strongly, due to increased demand for the Digital Interfaces business and a recovery of market conditions for the Industrial High-performance materials.
- ✓ In the stable/restructured businesses, the Imaging Communication business grew mainly in the U.S. market, while large BPO projects in the Information Security business contributed to profit growth.
- ✓ The reorganization of the Publishing printing business carried out as part of structural reforms, along with profitability improvements in the Packaging and Living Spaces businesses, also contributed to higher profits.

\* Other includes;  
Retirement benefit expenses (3.6)  
and other adjustments not attributable to each segment

# Overview of Financial Results for First Six Months of FY2025

## List by Segment

**DNP**

(Unit: ¥bn)

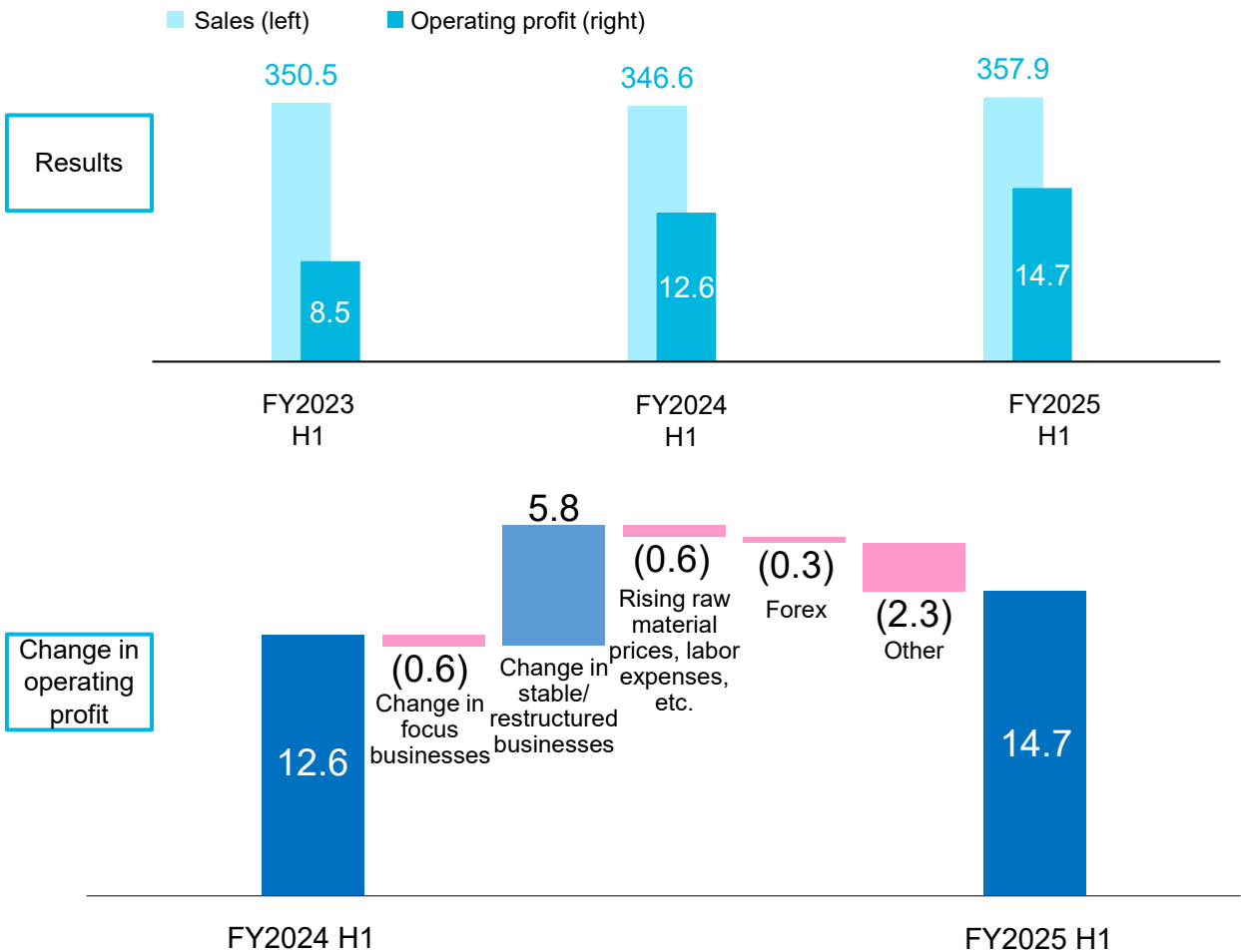
		FY2024 H1	FY2025 H1	YoY Change (%)	YoY Change
Smart Communication	Sales	346.6	357.9	+3.3%	+11.3
	Operating Profit	12.6	14.7	+16.9%	+2.1
Life and Healthcare	Sales	242.9	258.3	+6.3%	+15.4
	Operating Profit	9.0	18.1	+100.4%	+9.1
Electronics	Sales	119.7	123.7	+3.4%	+4.0
	Operating Profit	27.8	26.6	(4.2%)	(1.2)
Adjustment	Sales	(0.9)	(1.3)	-	(0.4)
	Operating Profit	(11.3)	(12.9)	-	(1.6)
Total	Sales	708.3	738.7	+4.3%	+30.4
	Operating Profit	38.1	46.6	+22.2%	+8.5

# Overview of Financial Results for First Six Months of FY2025

## Results by Segment

(Unit: ¥bn) **DNP**

### Smart Communication



### Overview of First Six Months of FY2025

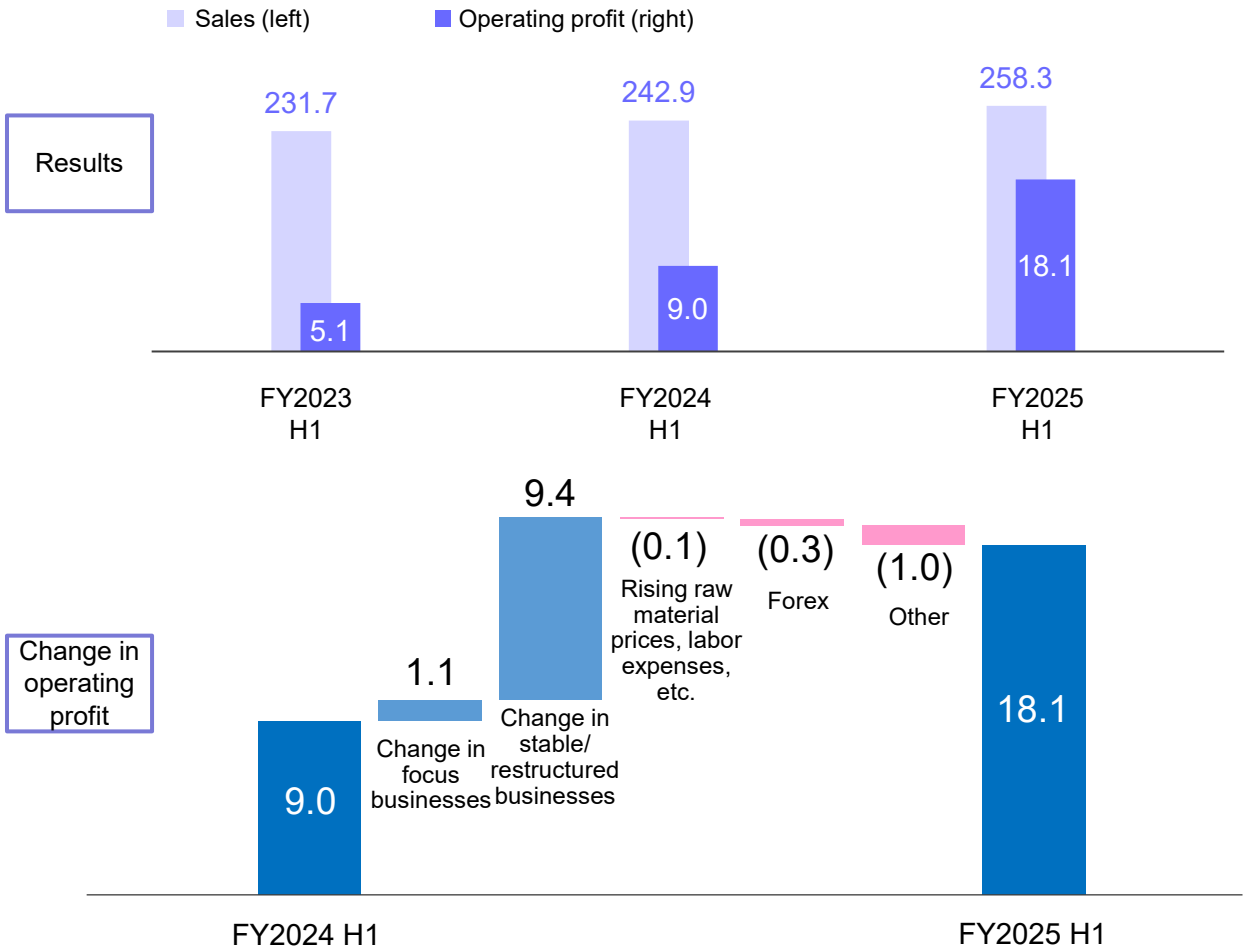
- ✓ Sales and profit both increased in the Imaging Communication business due to solid performance of photo printing materials in relations with increasing demand for the new printer in European, U.S. and Asian markets, in addition to strong sales of ink ribbons for ID cards.
  - ✓ In the Information Security business, both sales and profit increased due to contributions by large BPO project.
- In July we acquired shares in Rubicon SEZC, a provider of government ID authentication services mainly in Africa, and became a consolidated subsidiary.
- ✓ In the Publishing business, the market contraction trend continued; however, profitability has improved due to improved efficiency resulting from business restructuring.

# Overview of Financial Results for First Six Months of FY2025

## Results by Segment

(Unit: ¥bn) **DNP**

### Life and Healthcare



### Overview of First Six Months of FY2025

- ✓ Sales and profit both increased in the Mobility and Industrial High-performance Materials business, supported by growth in lithium-ion battery pouches for IT applications and a recovery in market conditions for automotive use.
- ✓ Both sales and profit increased in the Packaging business, supported by strong performance in paper cups and microwavable packaging materials, as well as efforts to curb fixed costs through initiatives such as reviewing material procurement and improving productivity.
- ✓ In the Mobility business, we expanded into the high-end HMI area for molded automotive parts through the 2025 acquisition of HK Holding (now DNP Hikari Kinzoku), which operates HIKARI METAL INDUSTRY.

# Overview of Financial Results for First Six Months of FY2025

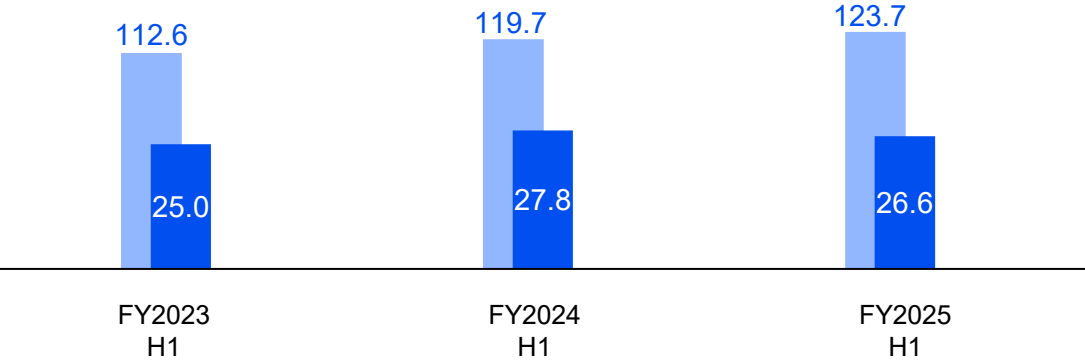
## Results by Segment

(Unit: ¥bn) **DNP**

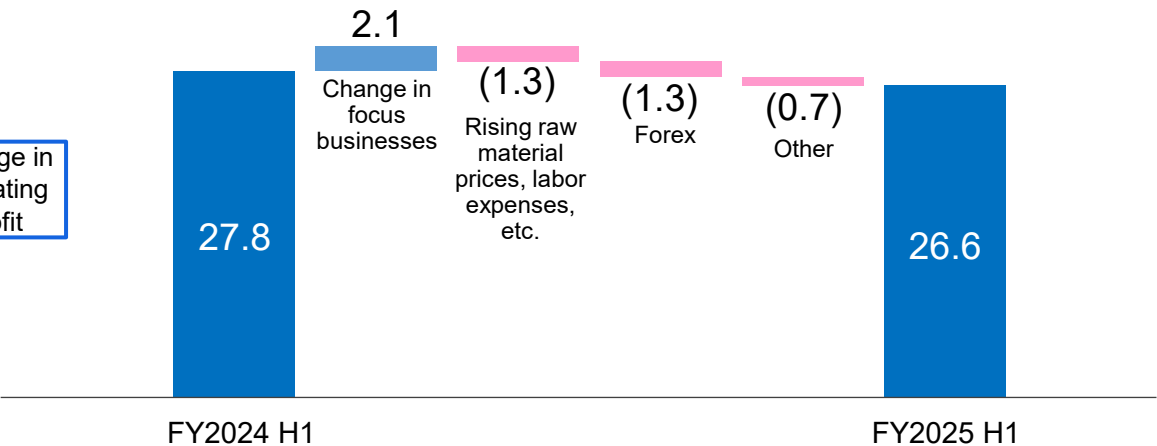
### Electronics

■ Sales (left) ■ Operating profit (right)

Results



Change in operating profit



### Overview of First Six Months of FY2025

- ✓ In the Digital Interfaces business, both sales and profit increased in metal masks for OLED display manufacturing. This rise is attributed to the growing use of OLED displays in smartphones and the need for larger metal masks that are compatible with 8th-generation glass substrates.
  - ✓ Sales of optical films for displays remained strong due to an increase in display area shipped accompanying the larger panel sizes of LCD televisions.
- To enhance production efficiency for optical films, we installed a wide-width coating machine capable of handling 2,500 mm at the Mihara Plant (Hiroshima Prefecture) and began operation in September 2025.
- ✓ Sales of photomasks for semiconductor production were steady. However, fixed costs increased due to capital and development expenditures.












# Overview of Financial Results for First Six Months of FY2025

## Overview of Focus and Stable Businesses

(Unit: ¥bn)

**DNP**

		FY2024 H1	FY2025 H1	Overview	
					Arrow indicates sales relative to previous year
Smart Communication	Sales	346.6	357.9	Imaging Communication	 We exceeded last year's results. In addition to strong performance in photo printing materials in European, U.S. and Asian markets, sales of ink ribbons for ID cards were also strong.
	Operating Profit	12.6	14.7	Information Security	 We exceeded last year's results. Dual-interface cards saw a decline among our smart cards, but large BPO projects made a significant contribution.
				Content & XR Communication	 We launched the "AI Staff Service Plus," an AI chat service implemented in the "Metaverse Government Office" for local governments.
Life and Healthcare	Sales	242.9	258.3	Industrial High-performance Materials	 Sales of battery pouches remained strong for IT applications, while sales for automotive applications also exceeded the previous year's level, supported by a recovery in market conditions.
	Operating Profit	9.0	18.1	Mobility	 Sales of interior decorative films for automobiles continued to be strong. We expanded our business into high-end HMI together with DNP Hikari Kinzoku.
				Medical & Healthcare	 We exceeded last year's results. In addition to strong performance in medical packaging, the domestic pharmaceutical business also performed well.
Electronics	Sales	119.7	123.7	Optical Films	 Optical films performed well backed by factors such as increased display area shipped resulting from the larger size of LCD television panels.
	Operating Profit	27.8	26.6	Metal Masks used for manufacturing OLED displays	 Sales exceeded the previous year's level, supported by the wider adoption of OLED panels in smartphones and the contribution of large metal masks newly put into production at the Kurosaki Plant.
				Semiconductor-related	 The recovery in demand in the semiconductor market was sluggish other than in AI applications. Sales of photomasks remained steady year-on-year.

# Earnings Forecast for FY2025

(Unit: ¥bn) **DNP**

No change to our full-year earnings forecast

Company-wide	FY2024 results	Earnings forecast for FY2025	YoY Change (Difference)
Sales	1,457.6	1,500.0	+2.9%
Operating Profit	93.6	94.0	+0.4%
Operating Profit Ratio	6.4%	6.3%	(0.1pt)
Ordinary Profit	115.9	105.0	(9.4%)
Net Profit <small>Attributable to Parent Company Shareholders</small>	110.6	90.0	(18.7%)
ROE	9.6%	8.0%	(1.6pt)

Capital Expenditures	76.6	80.0	+4.4%
R&D Expenditures	37.5	39.0	+3.8%
Depreciation	53.7	50.0	(6.9%)

By Segment		FY2024 Result	Earnings forecast for FY2025	YoY Change (Difference)
Smart Communication	Sales	715.5	730.0	+14.5
	Operating Profit	34.6	33.0	(1.6)
Life and Healthcare	Sales	496.0	517.0	+21.0
	Operating Profit	23.7	30.0	+6.3
Electronics	Sales	247.7	255.0	+7.3
	Operating Profit	57.3	57.0	(0.3)
Adjustment	Sales	(1.7)	(2.0)	(0.3)
	Operating Profit	(22.2)	(26.0)	(3.8)
Total	Sales	1,457.6	1,500.0	+42.4
	Operating Profit	93.6	94.0	+0.4

Exchange rate: Initial projection of ¥140/\$, current projection of ¥144/\$, impact of +¥2.0 bn  
Impact of tariffs: Initial projection of (¥0.5 bn), current projection of (¥2.2 bn), impact of (¥1.7 bn)

1. Overview of Financial Results  
for First Six Months of Fiscal Year 2025
- 2. Progress with Medium-term Management Plan**

# Outline of Measures in the Medium-term Management Plan

## Initiatives Aimed at Realization of the Vision

Business	<ul style="list-style-type: none"><li>Realize growth through investment of over 390 billion yen centered on focus business areas (cumulative amount for FY2023-FY2027)</li><li>Transform business portfolio including restructured businesses</li></ul>
Finance	<ul style="list-style-type: none"><li>Reduce strategic shareholdings to less than 10% of net assets</li><li>Plan to acquire treasury shares valued at 300 billion yen to improve capital efficiency (cumulative amount for FY2023-FY2027)</li></ul>
Non-Financial	<ul style="list-style-type: none"><li>Expand investment in people based on Human Capital Policy</li><li>Enhance intellectual capital utilizing DNP's unique strengths and external partnerships</li><li>Contribute to the realization of a decarbonized society, a recycling-oriented society, and a society in harmony with nature</li></ul>

### DNP Group's Vision for Revenue and Capital Structure

Operating profit **130** billion yen  
or more  
(Record operating profit: 120.6 billion yen)

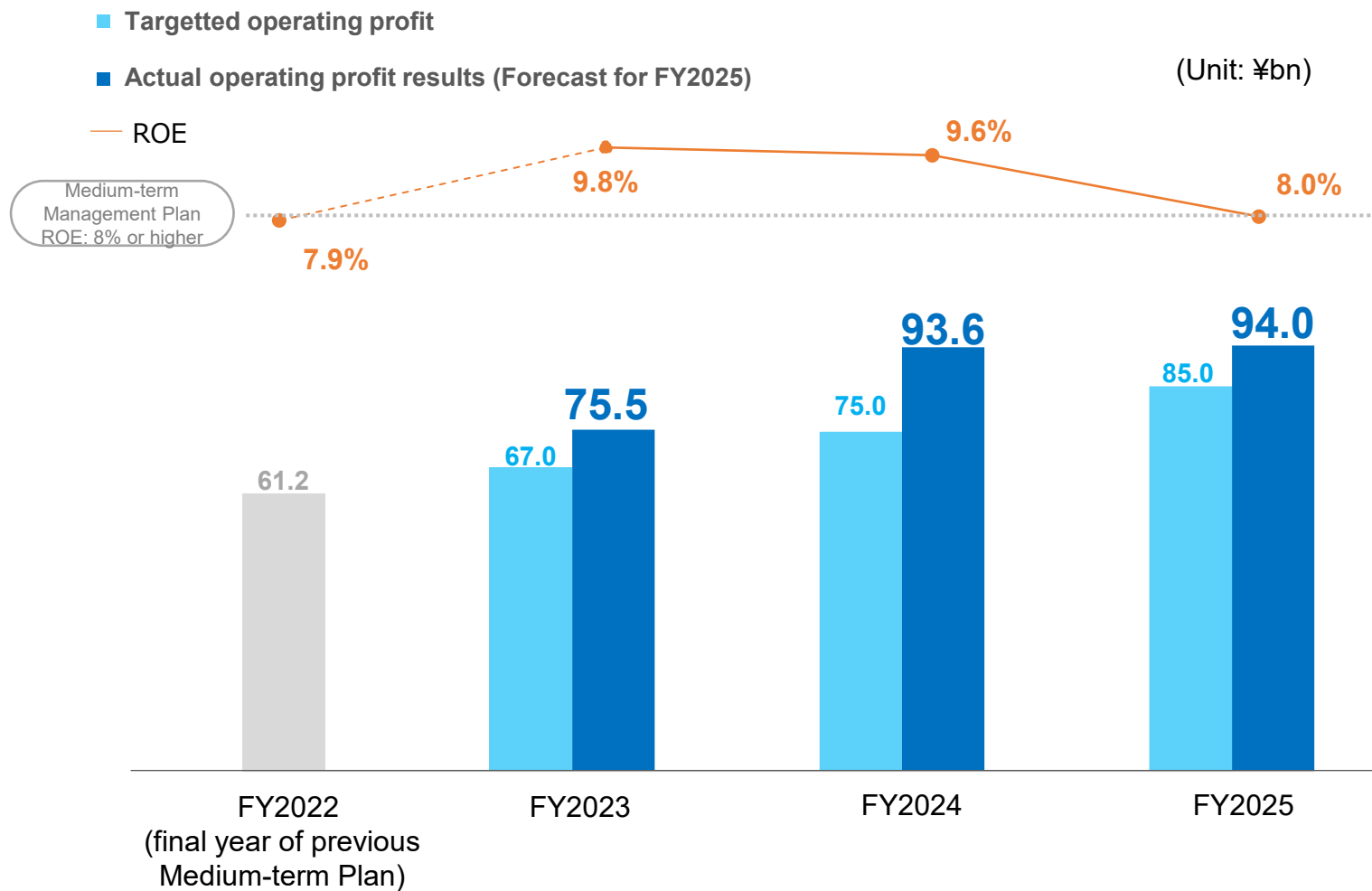
Equity capital **1** trillion yen

ROE **10%**

By implementing the above initiatives and also expanding disclosure especially on focus business areas, we will expedite achieving a PBR of more than 1.0X.

# Progress with Medium-term Management Plan: Results

DNP



## Overview

By implementing the measures raised in the Medium-term Management Plan;

- ✓ Concentrated investment in focus businesses
- ✓ Structural reform of businesses for reforming
- ✓ Sale of strategic shareholdings, acquisition of treasury shares

**operating profit and ROE are both expected to exceed targets**

# Progress with Medium-term Management Plan: Cash Allocation

**DNP**

5 years from FY2023 to FY2027\* We will appropriately allocate the cash generated to further business growth and shareholder returns

## Cash Generation Strategy

Target to generate over ¥750 bn in cash

Generation of operating CF:

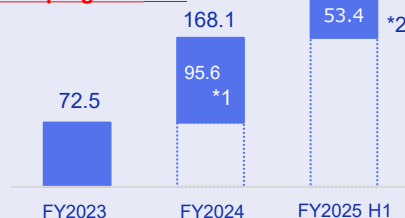
**¥440 bn or more**

- **Sale of strategic shareholdings: ¥220 bn** (we target to **reduce to less than 10% of net assets**)
- **Reduction of idle assets, utilization of interest-bearing debt, maximization of cash efficiency: ¥90 bn or more**

We issued corporate bonds worth ¥100 bn in April 2025

As planned (Unit: ¥bn)  
**221.5**

**Rate of progress 50%**



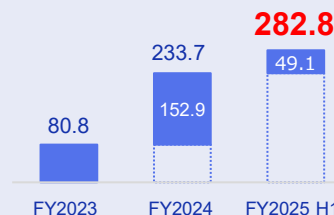
\*1. Calculated by excluding the proceeds from the sale of shares sold within retirement benefit trusts.

\*2. Calculated by excluding the tax expenses associated with the sale of strategic shareholdings.

Sale of strategic shareholdings (Unit: ¥bn)

**Achieved ahead of plan**

**Over 100% progress on an amount basis**  
**Consolidated net assets ratio: 14%**



## Business investment

**Growth investment and infrastructure development investment**

**¥390 bn or more**

**Of which investment into focus business areas:**

**¥260 bn or more**

## Shareholder returns

### • Acquisition of treasury shares

Plan to acquire around **¥300 bn** in treasury shares

FY2023-24: acquired ¥170 bn

FY2025: Plan to acquire ¥50 bn

### • Dividends

**A dividend increase is planned for the second consecutive year.**

**Dividend per share in FY2025**

**Up ¥2 to ¥40 (planned)**

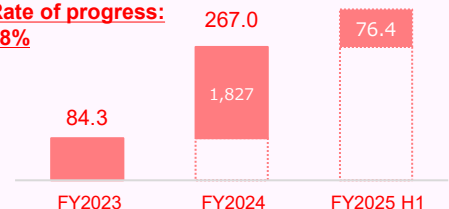
**(Interim: ¥18 Year-end: ¥22)**

## Cash Allocation Strategy

Growth investment and infrastructure development investment (Unit: ¥bn)

**Ahead of plan**

**Rate of progress: 88%**

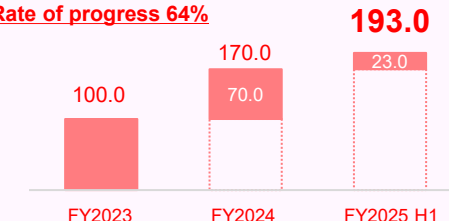


\* For details, please refer to "Investment in Focus Business Areas, Etc." on page 14.

Acquisition of treasury shares (Unit: ¥bn)

**Ahead of plan**

**Rate of progress 64%**



\* For FY2023, the amount of treasury shares acquired is stated based on the resolution of the Board of Directors on March 9, 2023. For FY2024, the amount of treasury shares acquired is stated based on the resolutions of the Board of Directors on March 8, 2024, and November 29, 2024. For FY2025, the amount of treasury shares acquired is stated based on the resolution of the Board of Directors on May 13, 2025.

# Progress with Medium-term Management Plan (Business Strategy): Investment in Focus Business Areas, Etc.

**DNP**

Growth investment and infrastructure  
development investment:

**390 billion yen or more** (cumulative amount for FY2023–FY2027)

FY2023 to 2027

**390 billion yen**

**Cumulative Results  
for FY2023-2025 H1**

**Rate of  
progress of  
plan: 88%**

**343.4 billion  
yen**

Focus business  
areas and growth  
investment

**260.0 billion  
yen or more**

Infrastructure  
investment  
(Including updating  
facilities, etc.)

Investment in  
establishment of  
infrastructure, etc.  
**130.0 billion yen or more**

## Main Investments in the Medium-term Management Plan

(Key) ● : M&A

Fiscal year	Overview of Investments	
2023	CMIC CMO has become a subsidiary	●
2023	Installed a new large metal mask production line at the Kurosaki Plant (Fukuoka Prefecture)	
2024	Expanded photomask production line at D.T.Fine Electronics Co., Ltd.	
2024	Made Resonac Packaging a subsidiary	●
2024	Made HK Holding, which operates HIKARI METAL INDUSTRY CO., LTD., a subsidiary	●
2024	Invested in special purpose company for the purpose of acquiring shares of Shinko Electric Industries	●
2025 H1	Established a new line for optical film at the Mihara West Plant (Hiroshima Prefecture)	
2025 H1	Expanded the photomask production facilities at the Kamifukuoka Plant (Saitama Prefecture)	
2025 H1	Made Rubicon SEZC, an ID authentication service provider, a subsidiary	●
2025 H2	Increased the production capacity for sealant for photovoltaic cells at the Izumizaki Plant (Fukushima Prefecture)	
2025 H2	Established a glass core pilot line in the Kuki Plant (Saitama Prefecture)	

\* From this presentation, the fiscal year indication has been revised to reflect the year in which major equipment was inspected and accepted.

# Progress with Medium-term Management Plan (Business Strategy): Structural Reform

**DNP**

	Outline in Medium-term Plan	Implementation period	Main Structural Reform Measures
Smart Communication	Rationalization of paper media business	2023 2023- <b>2025</b>  <b>2025</b>	<ul style="list-style-type: none"> <li>✓ Optimization of manufacturing sites for commercial printing</li> <li>✓ Optimization of fixed costs</li> <li>✓ <b>Reorganization of Publishing Printing Division</b> (establishment of DNP Publication Products)</li> <li>✓ <b>Reorganization of marketing (commercial printing) division</b> (establishment of DNP Marcom Products)</li> </ul>
Life and Healthcare	Reviewing low value-added products and restructuring business locations  Reorganization of facilities in packaging-related business	2023  2024-  <b>2025</b>	<ul style="list-style-type: none"> <li>✓ Closed manufacturing facilities in the packaging-related business (Chubu area)</li> <li>✓ Optimization of fixed costs</li> <li>✓ <b>Reorganization of Living Spaces business and Mobility business</b> (Mobility &amp; Living Operations)</li> </ul>



# Reorganization of Marketing Business: Strengthening Capabilities and Operational Efficiency

**DNP**

Our Marketing business strategy is to optimally integrate manufacturing and digital marketing to **maximize the effectiveness of clients' marketing campaigns** and drive business growth. In October 2025, we integrated two subsidiaries to **strengthen functions and improve operational efficiency**.

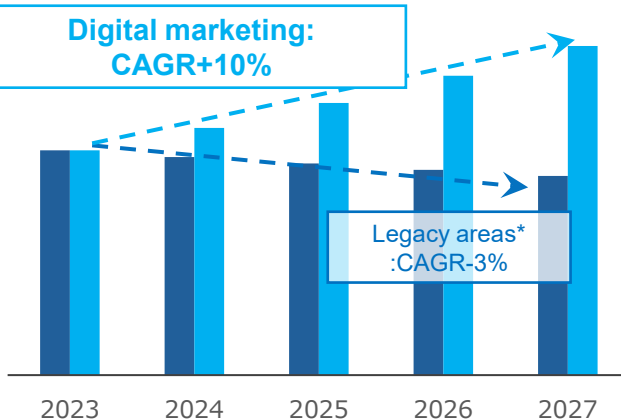
## Market Environment of Domestic Marketing

- ✓ The market for printed and in-store promotional materials, including catalogs, flyers, POP displays, and fixtures, has been showing a downward trend.
- ✓ The digital marketing sector is expected to maintain a high rate of market growth going forward.

### Market Forecast (Indexed to FY2023 = 1)

Digital marketing:  
CAGR+10%

Legacy areas\*  
:CAGR-3%



Source: Company estimates based on market data

\*Legacy areas: in-store promotional materials, catalogs, flyers, POP displays, etc.

## Overview of Strengthening Capabilities and Operational Efficiency from the Integration of Two Subsidiaries (effective from October 2025)

### DNP SP Innovation

[Strengths]  
3D fabrication and production, including POP displays and in-store fixtures, and in-field marketing and sales BPO services.

+

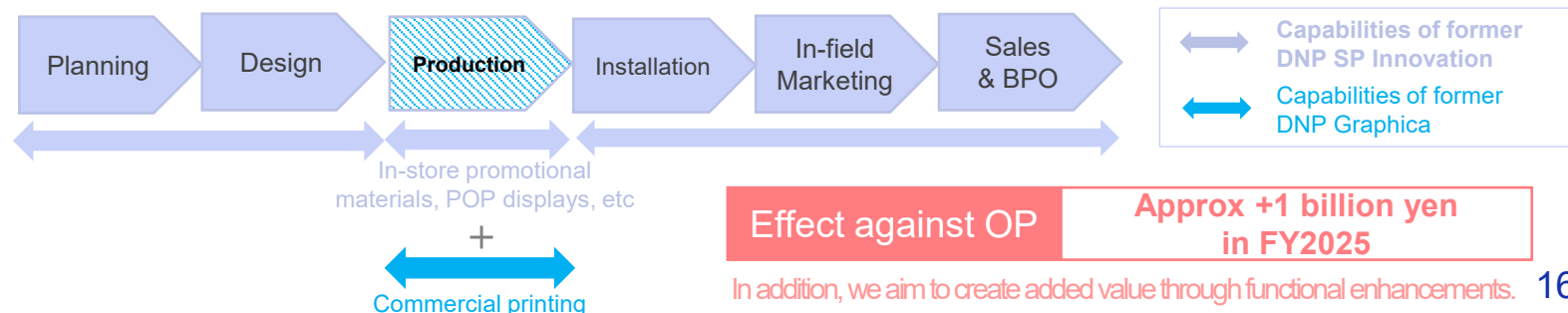
### DNP Graphica Co., Ltd.

[Strengths]  
High QCD performance—quality, cost, and delivery—cultivated through our experience in commercial printing, including catalogs and flyers.

Enhance capabilities  
and streamline  
operations

## DNP Marcom Products Co., Ltd.

We aim to build an integrated operational structure that delivers value seamlessly across the entire value chain



## Progress with Medium-term Management Plan (Non-Financial Strategy)

**DNP**

Specific KPIs have been established and progress is monitored with strengthening of human capital, enhancement of intellectual capital and environmental initiatives as basic measures for the non-financial strategy in the Medium-term Management Plan.

	Main indicator	FY2024 Result	FY2025 Target	FY2025 H1 Result
Human capital	Employee engagement survey score	+4.5% from FY2022	Up 10% from FY2022	+6.0% from FY2022
	Completion of DX literacy standard basic education course	25,473 people	27,500 target people	- (Education implemented from October)
	Percentage of female managers	10.4%	12% or more	10.5%
	Percentage of eligible men taking childcare leave	96.4%	100%	100% (Forecast)
Intellectual capital	R&D investment (annual)	¥37.5 bn	Maintain in range of ¥30.0 bn	¥20.2 bn
	Number of data management infrastructure users	7,069 people	10,000 people	7,268 people
Environment	Reduction of GHG emissions (Scope 1+2)	Down 18.4% from FY2019	Down 46.2% from FY2019 (FY2030 target)	Down 34.0% (forecast) from FY2019
	Resource recycling rate	63.5%	70% (FY2030 target)	64.5% (forecast)
	Reduction of water usage	Down 7.7% from FY2019	Down 30% from FY2019 (FY2030 target)	Down 3.9% (forecast) from FY2019
	Expansion of sales of eco-friendly products and services	15%	30% (FY2030 target)	16.3% (forecast)



## Disclaimer

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

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

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