

DNP Group Sustainability Briefing 2025

DNP

October 15, 2025

Dai Nippon Printing Co., Ltd.

(1) DNP's Sustainable Management	President	Yoshinari Kitajima
(2) Initiatives for Environment and Strengthening Intellectual Capital	Corporate Officer	Hideto Sakata
(3) Sustainable Growth Strategy through Sponsorship Programs	Managing Director	Minako Miyama
(4) Initiatives for Information Security	Corporate Officer	Mitsue Sako
(5) Effectiveness of the Board of Directors	Outside Director	Yoshiaki Tamura

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DNP's Approach to Sustainable Management

DNP

Our Approach

Realize a sustainable, better society and well-being lives

A “better future” aimed for by DNP

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

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

Value Creation
(Business Strategy)

Information Security

Mobility

Semiconductors

Photo Imaging

Industrial High-performance Materials

Digital Interfaces

Business Vision

P&I Innovations

Leveraging DNP's P&I strengths, we create new and distinctive value together with our partners.

Strengthening Business Foundation
(Non-financial Strategy)

Strengthening Human Capital

Strengthening Intellectual Capital

Initiatives for Environment

Corporate Governance

IR-Day

Presenting our strategy to build profitable, high-growth businesses

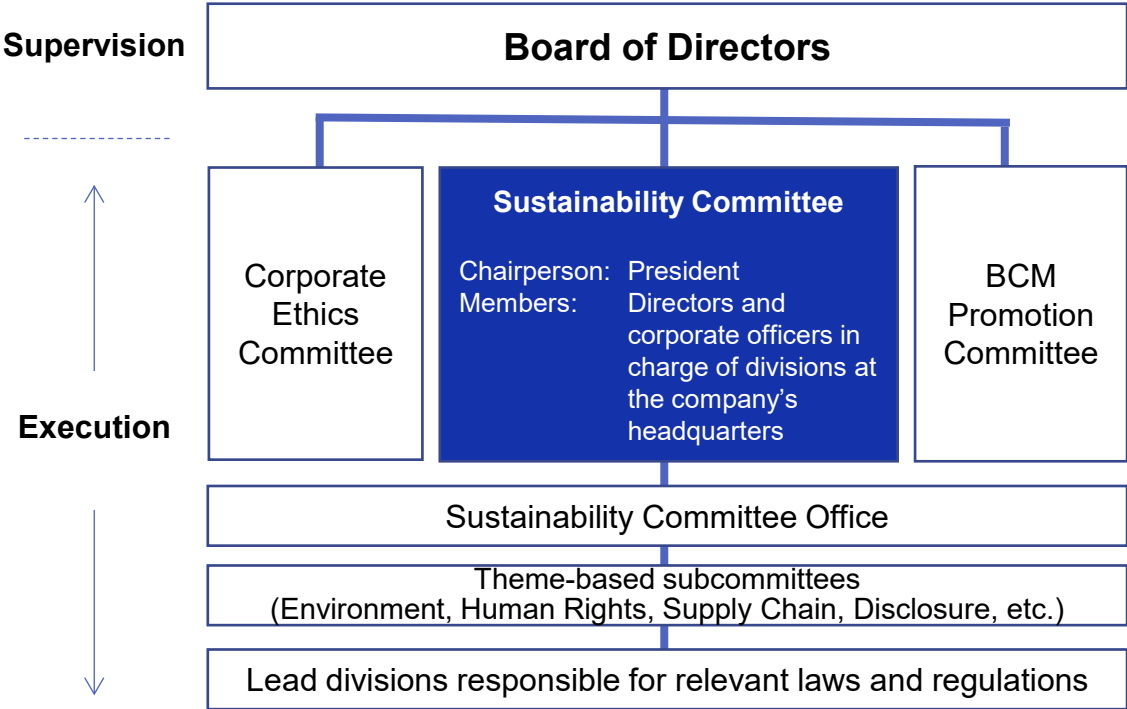
Sustainability Briefings

Presenting our strategy to strengthen sustainable competitiveness

Framework for Promoting Sustainable Management

The Sustainability Committee, comprising directors and corporate officers responsible for each divisions at the company’s headquarters, discusses medium- to long-term issues. It identifies market risks and opportunities, monitors changes in the business environment surrounding the DNP Group and incorporates these into management strategies to promote sustainable growth.

Framework



Main Discussions in the Sustainability Committee

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

Evaluation of Medium- to Long-term Risks and Opportunities

Medium- to long-term factors of change are organized across three axes: economic, social, and environmental. Risks and opportunities for DNP arising from changes in the business environment are analyzed and incorporated into management strategy.

		Impact on Business Activities	
Factors of Change		Risks	Opportunities
Economic	[Technological Trends] DX, AI, and Cybersecurity	<ul style="list-style-type: none"> - Decline in competitiveness due to delays in adopting advanced technologies - Loss of knowledge and technology from shortages and outflow of skilled talent - Business outages and loss of trust due to cyberattacks and disinformation 	<ul style="list-style-type: none"> - Greater efficiency and productivity gains through AI and digital transformation - Growth of the digital services market - Rising demand for security solutions
	[Economic Environment] Globalization, Geopolitics, and Legal Regulations	<ul style="list-style-type: none"> - Disruption and fragmentation of supply chains, and business slowdowns caused by geopolitical risks and advances in AI - Business slowdowns and potential market exit due to new risks and delays in regulatory response arising from expansion or changes in business operations 	<ul style="list-style-type: none"> - Creation of new markets through globalization and regional business expansion - Stabilization of supply through diversified procurement and production systems - Improved reliability through increased transparency across the supply chain
Social	[Human Capital] Demographics, Talent Acquisition, and Human Rights Awareness	<ul style="list-style-type: none"> - Decline in competitiveness due to delays in securing and developing specialized personnel and digital transformation personnel - Increasing importance of managing supply chain risks and conducting human rights due diligence 	<ul style="list-style-type: none"> - Optimal allocation of talent through overseas recruitment and reskilling - Maximizing organizational capabilities through respect for and promotion of diversity - Enhancing operational efficiency and encouraging broader social participation through ICT applications
	[Value Chain] Culture, Systems, Ethics	<ul style="list-style-type: none"> - Increased regulatory risks and tensions arising from differences in institutions and culture - Growing compliance risks, including supply chain and human rights issues 	<ul style="list-style-type: none"> - Enhancing corporate value through the establishment of a global governance framework - Strengthening reliability by improving supply chain transparency
Environmental	[Environment Issues] Climate change, Natural Resources, Environmental Regulations	<ul style="list-style-type: none"> - Operational shutdowns and supply chain disruptions caused by natural disasters - Missed opportunities and higher costs resulting from delays in environmental initiatives 	<ul style="list-style-type: none"> - Growing demand for environmentally friendly products and services - Strengthening products and services competitiveness through traceability

Reference: [DNP Group Integrated Report 2025 \(pages 20–21\)](#)

*The English version of the Integrated Report 2025 is expected to be completed by the end of October.

Growth Strategy Based on Materiality

Based on an analysis of risks and opportunities, we have identified four material issues as key to sustaining growth together with society. To realize a better future, we have defined *priority values to be created* and are pursuing our business activities accordingly.

A “Better Future”

Materiality

Priority Areas for Value Creation

Promotion of Business Activities

<p>A society where people can live safe, secure, healthy and well-being lives</p>	<p>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.</p>
<p>A society where people can communicate comfortably</p>	<p>The DNP Group improves the quality of experiential value and expands on opportunities for everyone by fusing the real and the digital.</p>
<p>A society where people mutually respect each other</p>	<p>The DNP Group strives to create a place where all the people can play an active role by deepening mutual understanding and mutual recognition.</p>
<p>A society that realizes a balance between economic growth and the global environment</p>	<p>The DNP Group works to achieve nature-positive value chains by engaging in environmental preservation and reducing negative environmental impacts.</p>

- Creating a social environment that enables a fulfilling life
- Building a social and information infrastructure supporting safety and security
- Provision of information optimized for each individual
- Expansion of experiences linked to next-generation technology
- Provision of opportunities for everyone to participate
- Ensuring globally open information accessibility
- Building a system that balances convenience and environmental awareness
- Supporting sustainable economic growth through the effective utilization of resources

Value Creation	Business areas
	Information Security
	Photo Imaging
	Mobility
	Industrial High-performance Materials
	Digital Interfaces
	Semiconductors
Strengthening Business Foundation	Strengthening Human Capital
	Strengthening Intellectual Capital
	Initiatives for Environment
Ensuring Robust Risk Management	

Develop businesses with high profitability and growth potential

Enhance sustainable competitiveness as a company

Indicators and Targets for Strengthening Business Foundation

DNP

Within the non-financial strategies of the Medium-term Management Plan, we establish specific KPIs and monitor progress on initiatives to strengthen our business foundation. In the next Medium-term Plan, we will continue to base our efforts on the three pillars of human capital, intellectual capital, and environmental initiatives, while setting more ambitious targets.

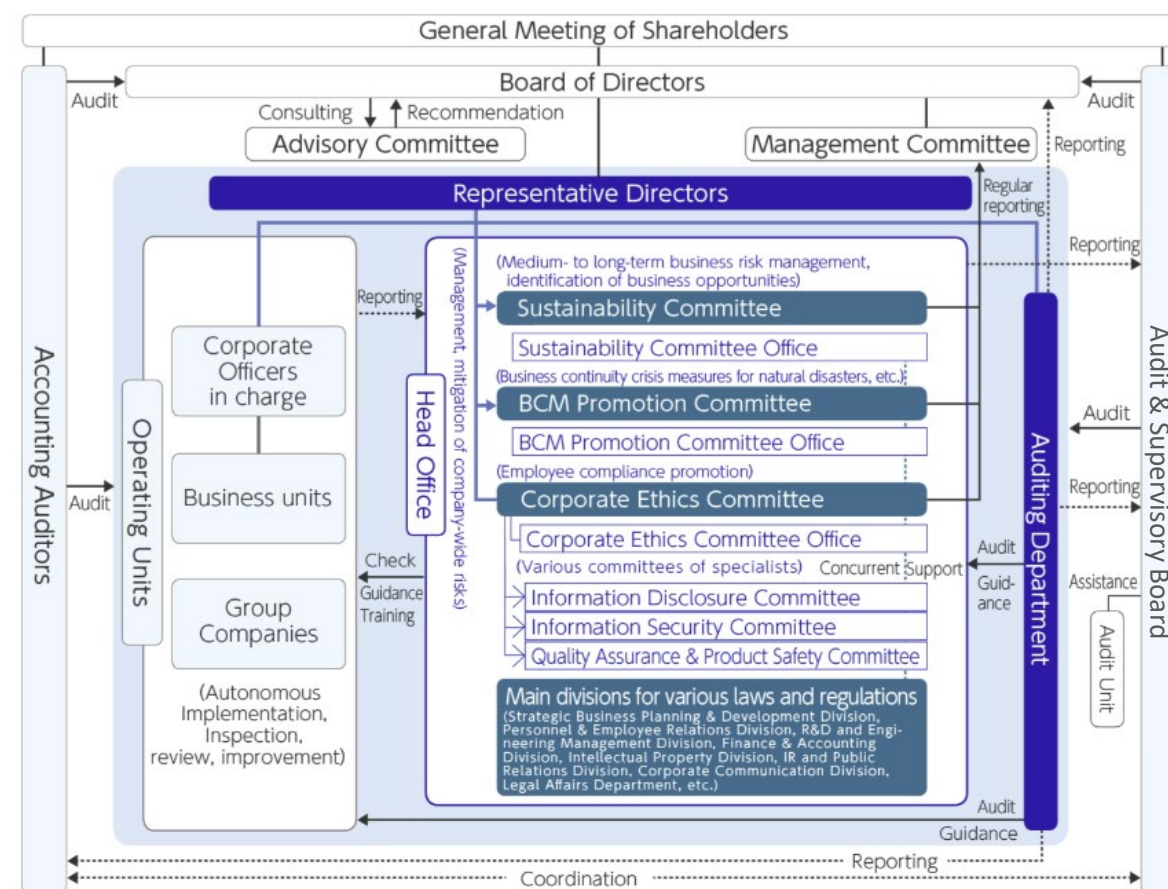
	Material Issues	Main Indicator		Target	FY2024 Result
Strengthening Human Capital	Support for career autonomy of employees and strengthening of organizational capability	DNP version of “compensation and related policies that are more closely founded on a job-oriented perspective”		Implementation completed	—
	Health and productivity management that increases the happiness of employees	Employee engagement survey score		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 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	Research and development expenditures (annual)		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	7,069
			Number of analysts	Expand to 1,000	703
Initiatives for Environment	Decarbonized Society		Number of reports analyzed and visualized	Expand to 1,800	1,356
	Recycling society	Reduction of GHG emissions (Scopes 1+2)		46.2% reduction from FY2019	17.5%
	Society in Symbiosis with Nature	Improvement of the resource recycling ratio		70%	63.5%
		Reduction of water usage		A reduction of 30% from FY2019 levels	7.7%
		Guidelines for Procurement of Paper for Printing and Converting certification rate		100%	99.5%

Corporate Governance that Supports Sustainable Growth

DNP

Strengthening corporate governance to supervise and audit initiatives aimed at achieving sustainable management is a key management priority. As management risks grow more diverse and wide-ranging, we ensure effective corporate governance by fostering close collaboration between internal committees—centered on the Sustainability Committee—and the Board of Directors.

- In addition to the Advisory Committee on important management matters, we have established committees to manage company-wide risks, including the Sustainability Committee.
- DNP's fundamental approach to governance and operational policies for sustainable growth and enhanced corporate value were incorporated into the Corporate Governance Basic Policy, which was published in August 2025.



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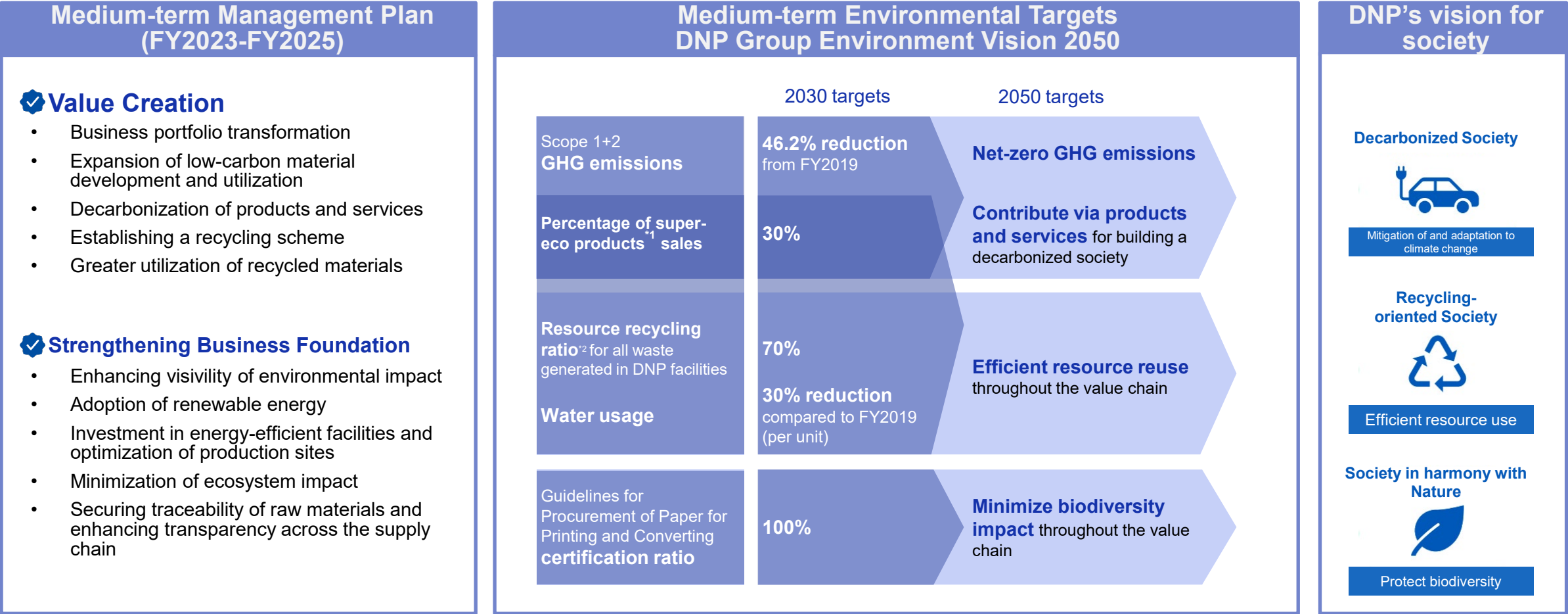
Initiatives for Environment

DNP

DNP Group Environmental Vision 2050



Aiming to realize the three societies outlined in our Environmental Vision through both value creation and strengthening of our business foundation.



^{*1} Super eco-products are products and services identified by DNP as highly environmentally friendly based proprietary criteria.
^{*2} Resource recycling ratio is the rate of wasted materials, excluding valuable materials such as paper, etc., recycled by either material or chemical recycling.

Progress toward Medium-Term Targets

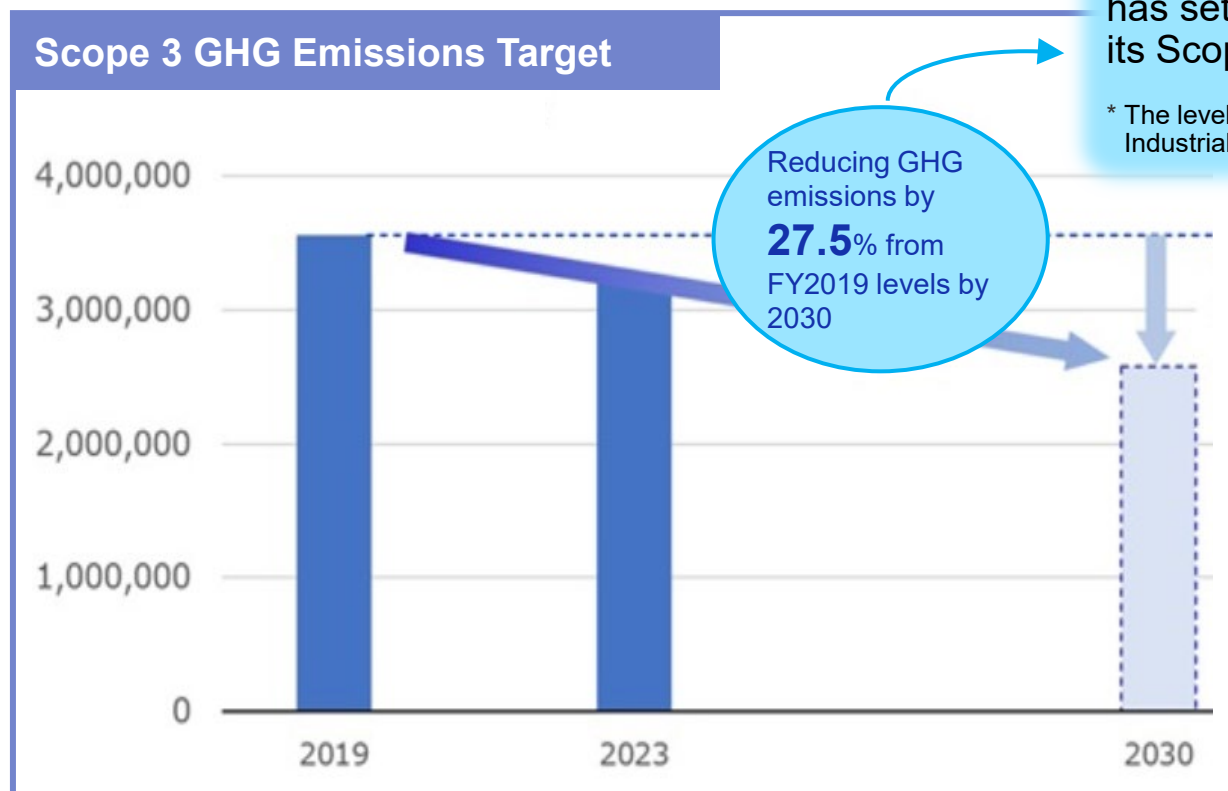
We are on track to achieve this year's targets for most areas.

	Medium-term targets Accomplish by FY2030	FY2025 target	Progress in FY2025 Q1	FY2025 full-year outlook
Scope 1+2 GHG emissions reduction	Compared to FY2019 46.2% reduction	Compared to FY2019 25.2% reduction	Compared to FY2019 32.1% reduction	Will Achieve
Increasing the resource recycling ratio for all waste generated in DNP facilities	Resource recycling ratio for all waste 70%	Resource recycling ratio for all waste 64.2%	Resource recycling ratio for all waste 63.5%	Will Achieve
Reducing volume of water usage	Compared to FY2019 (per unit) 30% reduction	Compared to FY2019 (per unit) 16.3% reduction	Compared to FY2019 (per unit) 10.5% reduction	×
Development and sales of environmentally conscious products and services	Percentage of super-eco products sales 30%	Percentage of super-eco products sales 17.1%	Percentage of super-eco products sales 15.5%	Will Achieve

Strengthening Reduction of GHG Emissions

We have established new numerical targets for Scope 3.

→We are stepping up initiatives to reduce GHG emissions in raw material manufacturing and transportation through collaboration with suppliers and other external partners.



The **SBT Initiative** has certified that DNP has set a **SBT 1.5°C target(*)** along with its Scope 1 and 2 targets

* The level required to keep the temperature rise since the Industrial Revolution below 1.5°C

Example of our initiatives

Collaboration with **JCCL, Inc.** (a Kyushu University-spinoff startup) to develop **CO₂ separation and capture** technologies and equipment for emissions from factories and other facilities.

We aim to contribute to reducing CO₂ emissions across society.

Recognition from Society

DNP

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



あいち生物多様性
優良認証企業

Nov. 2024

Certified as Excellent Certified Company on Aichi Biodiversity Company Certification Program



Nov. 2024

Certified as a Water Circulation ACTIVE Company



EcoPro Awards

Dec. 2024

Received Encouragement Award at EcoPro Awards



Dec. 2024

Received Grand Prize at Green Purchasing Awards

Dec. 2024
Selected as constituent stock of DJSI 2024



Feb. 2025
CDP double A (Climate Change and Water)



Feb. 2025

Received the Bronze Award in the ESG Finance Awards



Apr. 2025

Received certification of update of CFP Comprehensive Calculation Scheme



Apr. 2025

Awarded the Special Award in the Grand Prize for the Global Environment Award



Apr. 2025

Obtained certification of SBT update



Jun. 2025

Received EcoVadis Gold rating



Jul. 2025

Selected for the CDP Leaderboard

DNP Group Environmental Report 2025

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Publication of DNP's environmental initiatives and achievements toward realizing a sustainable society (August 2025).

DNP



Environmental Report 2025

DNPグループ環境報告書 2025

It can be viewed at the following URL.

https://www.dnp.co.jp/sustainability/report/pdf/dnp_csr2025data.pdf

*The English version of the Environmental Report 2025 is expected to be completed by the end of October.

Strengthening Intellectual Capital

DNP

(1) Creation of new businesses and enhancement of technological strengths

Creating diverse new products and services **by refining DNP's unique strengths in P&I** and combining them with the expertise and technologies of external partners through **open innovation**

(2) Global rollout of technological strengths

Strengthening marketing and **R&D systems** for **overseas** markets

(3) Strengthening of stable businesses and cultural reform

Fostering a company-wide **"All-DNP" culture that embraces challenges** and creates value

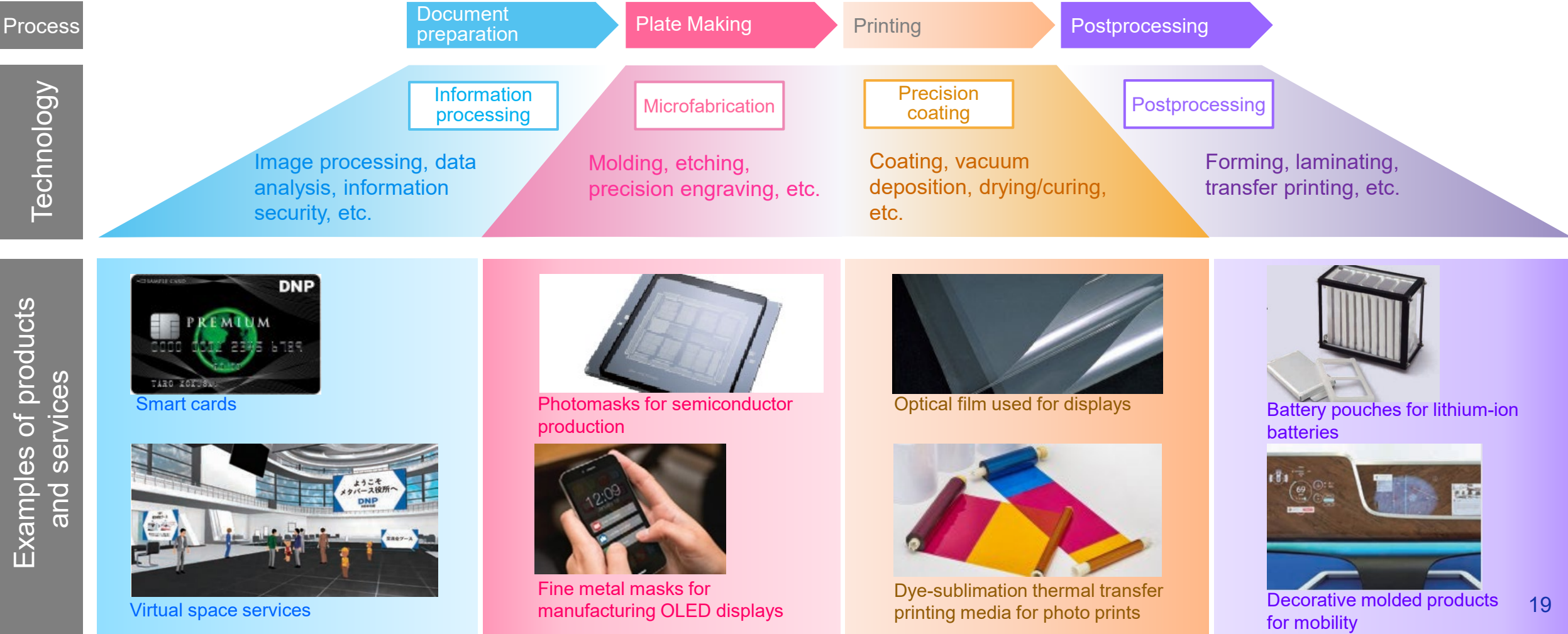
(4) Sophistication of DX infrastructure

Leveraging advanced AI models to **transform R&D processes**, from *new materials discovery* to *automated patent research and filing*

(1) New Business Creation and Enhancement of Technological Strengths: Evolution and Deepening of Core Technologies



Evolving and deepening DNP's printing technology (a unique strength of P&I) to create products and services that contribute to a better future.



(1) New Business Creation and Enhancement of Technological Strengths: Open Innovation

DNP

By promoting open innovation and strengthening collaboration with diverse external partners from academia and industry, we will create new products and services that combine DNP's unique technologies with external expertise and technologies.

Diverse collaboration
opportunities

Our **P&I Lab** creates opportunities for co-creation through *TAIWA* (dialogue) with partners



Our **DNP INNOVATION PORT** website is inviting co-creation partners to help build the future we aim to create



**DNP
INNOVATION
PORT**

Search for projects

We are seeking co-creation partners on a project basis that are required for the future we want to realize.

Apply for co-creation here

We are seeking co-creation partners on a project basis that are required for the future we want to realize.

Examples of
collaboration

Developing an **RFID-based hydrogen detection system** in collaboration with Yokohama National University



Development of “**Soluble Microcarriers for Improving the Cultivation Efficiency of iPS Cells and Other Cells**” in collaboration with Hyperion Drug Discovery, Inc.

Capital and business alliance with Archaic to **expand services utilizing generative AI**

(1) New Business Creation and Enhancement of Technological Strengths: Intellectual Property Strategy



We integrate intellectual property (IP) strategy from the earliest business planning stage, with the business, development, and IP departments working as one. This enables us to secure IP, establish DNP's unique advantage in value creation, and build business models that generate long-term value.

Building a Strong Patent Network

We utilize the advanced analytical technologies of **DNP Scientific Analysis Center** (formerly UBE Scientific Analysis Laboratory), which became a consolidated subsidiary in 2024.

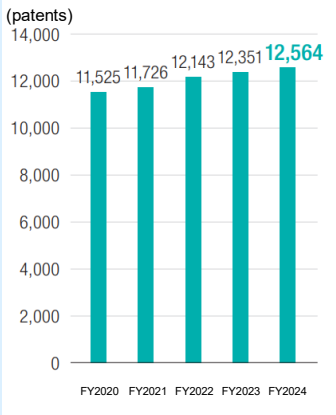


This has strengthened applications for **parameter patents**, including those on molecular structures linked to functional expression.

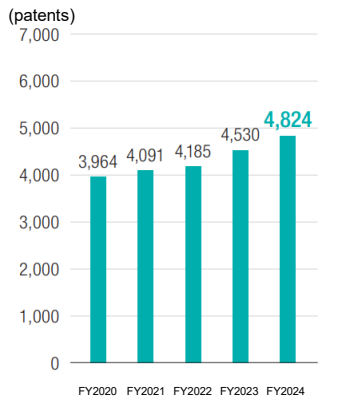


Number of Patents Held

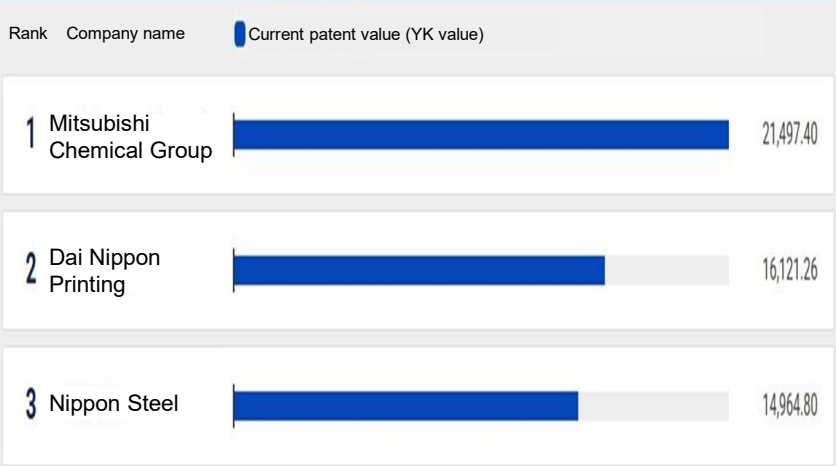
Japan



Overseas



Ranking of Listed Companies' Patent Strength



Source: Nikkei (December 27, 2024)

(1) New Business Creation and Enhancement of Technological Strengths: Intellectual Property Strategy

DNP

To protect against imitation, DNP's proprietary production technologies, equipment, and systems are not patented; instead, they are safeguarded as trade secrets through a "black box" approach.

Framework for Implementing a Black Box Approach

DNP's proprietary production equipment and systems, all processes—from design and manufacturing to installation and maintenance—are carried out in-house.



Products with leading global market share

DNP's proprietary technologies are incorporated into the production process, and the related equipment and systems are developed in-house



Optical film used for displays*



Battery pouches for
lithium-ion batteries



Dye-sublimation thermal
transfer printing media for
photo prints



Metal masks for manufacturing
OLED displays

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

(2) Global Expansion of Technological Strengths

DNP

Strengthening marketing and R&D systems for overseas markets.

→ We will identify and collaborate with overseas partners to create globally competitive new products and services.

Key Perspectives for Reviewing Overseas Sites

- (1) Presence of World-leading R&D
- (2) Significant market potential
- (3) Presence of strong partners
- (4) Global standards being set
- (5) Abundant talent pool

Established a research center in the Netherlands (September 2025)

As a primary focus, we will promote R&D on optoelectronic fusion, a technology attracting attention as part of next-generation semiconductors.



© High Tech Campus Eindhoven



© Eindhoven University of Technology/PITC

Future

Expansion of themes

Consideration of
second and third
overseas research
centers

(3) Strengthening of stable businesses and cultural reform

DNP

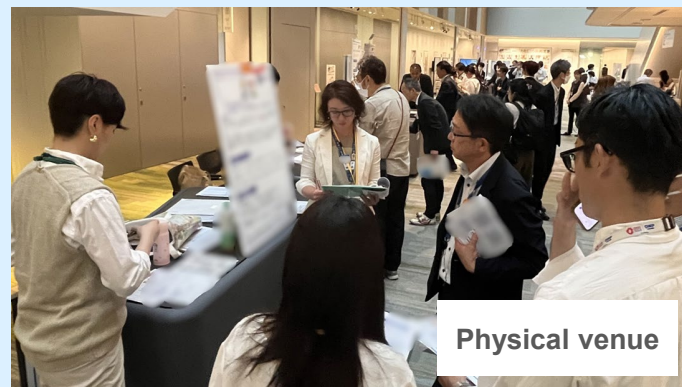
Fostering a corporate culture that embraces challenges and creates value with an All-DNP approach.

Future Creating Meeting

An annual **cross-organizational networking event** launched in 2023. Business units, head office R&D, and group companies **showcase conceptual ideas as well as the latest or developing products and services, providing a forum for cross-departmental dialogue** among employees.

Aims

- i) **Strengthen the collective power of All-DNP** by deepening understanding of the entire DNP Group.
- ii) Encourage mindset change and **foster a culture that embraces challenges.**
- iii) Lay the groundwork for **future new product and businesses** through dialogue and discussion.



Physical venue



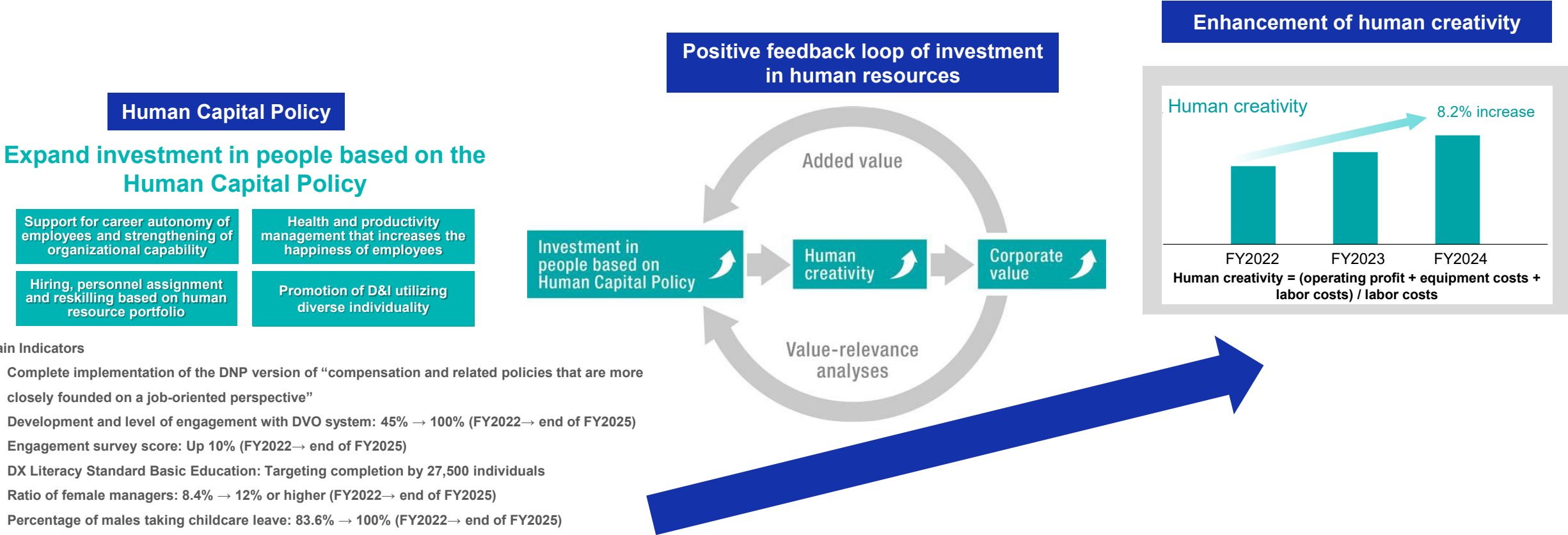
Metaverse venue

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Positive Cycle of Human Capital Initiatives and Corporate Value

DNP

By investing in people and enhancing human creativity, we aim to maximize value creation through our business and reinvest the results in people, reinforcing human capital in a virtuous cycle.



A decision-making body lacking diversity and marked by homogeneity finds it difficult to,

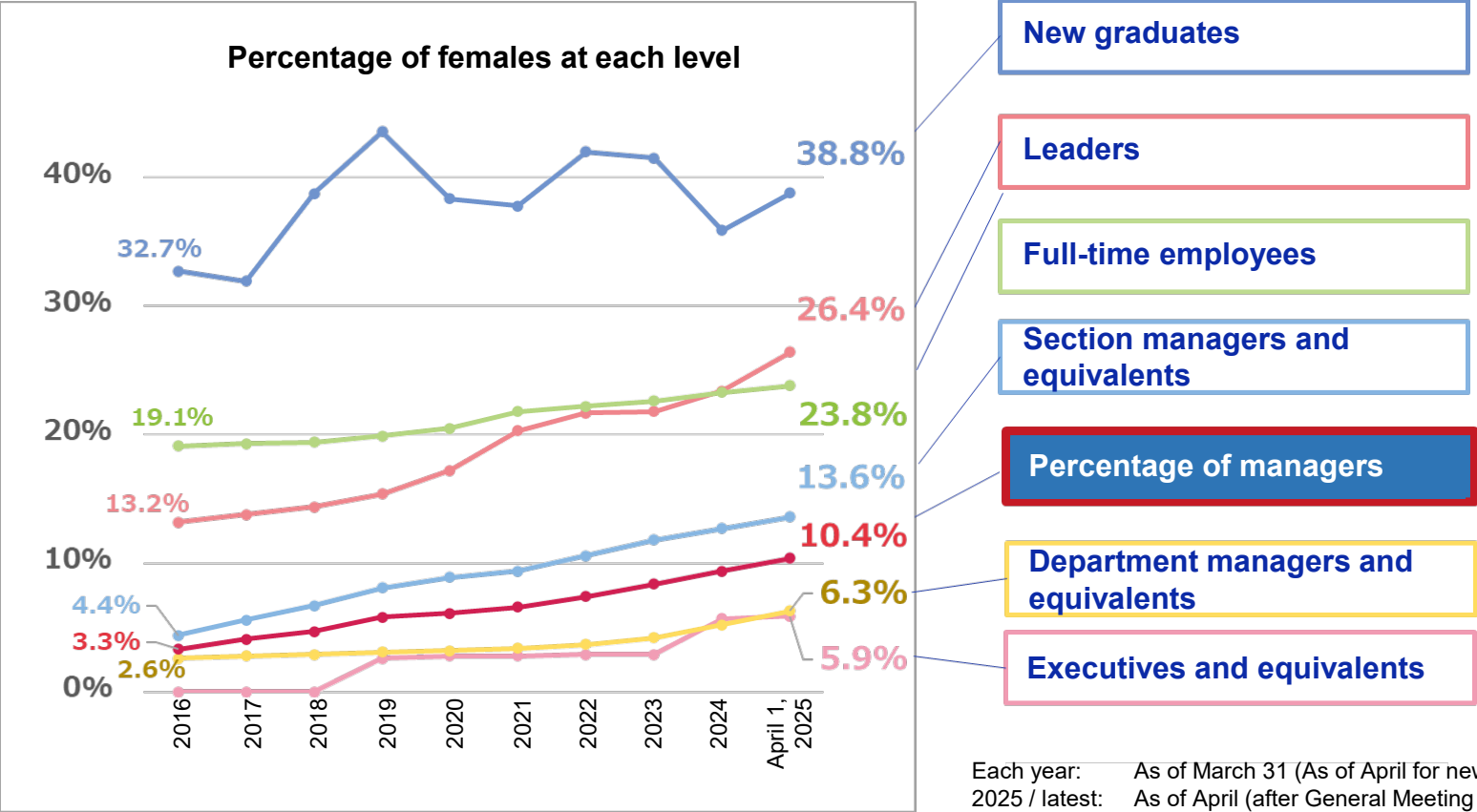


Create new value

Recognize blind spots that could lead to fatal failures

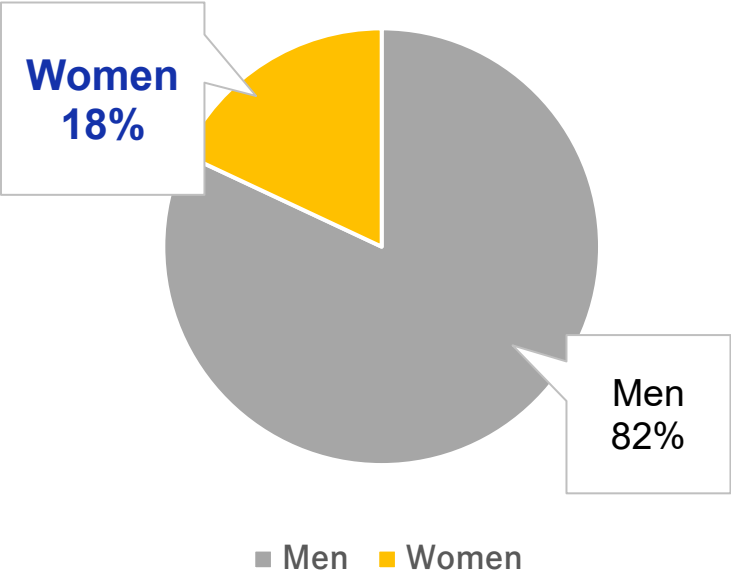
Current Gender Gap

Over the past decade, the number of leaders has increased as various initiatives have been implemented. However, at the decision-making level of department head and above, women remain very limited.



Each year: As of March 31 (As of April for new graduates)
2025 / latest: As of April (after General Meeting of Shareholders for executives)

Percentage of employees aged 45–54



* All figures are for DNP non-consolidated.

DNP's Initiatives for Addressing the Gap

To address this gap, we will establish a pipeline to ensure sustained diversity at the decision-making level.

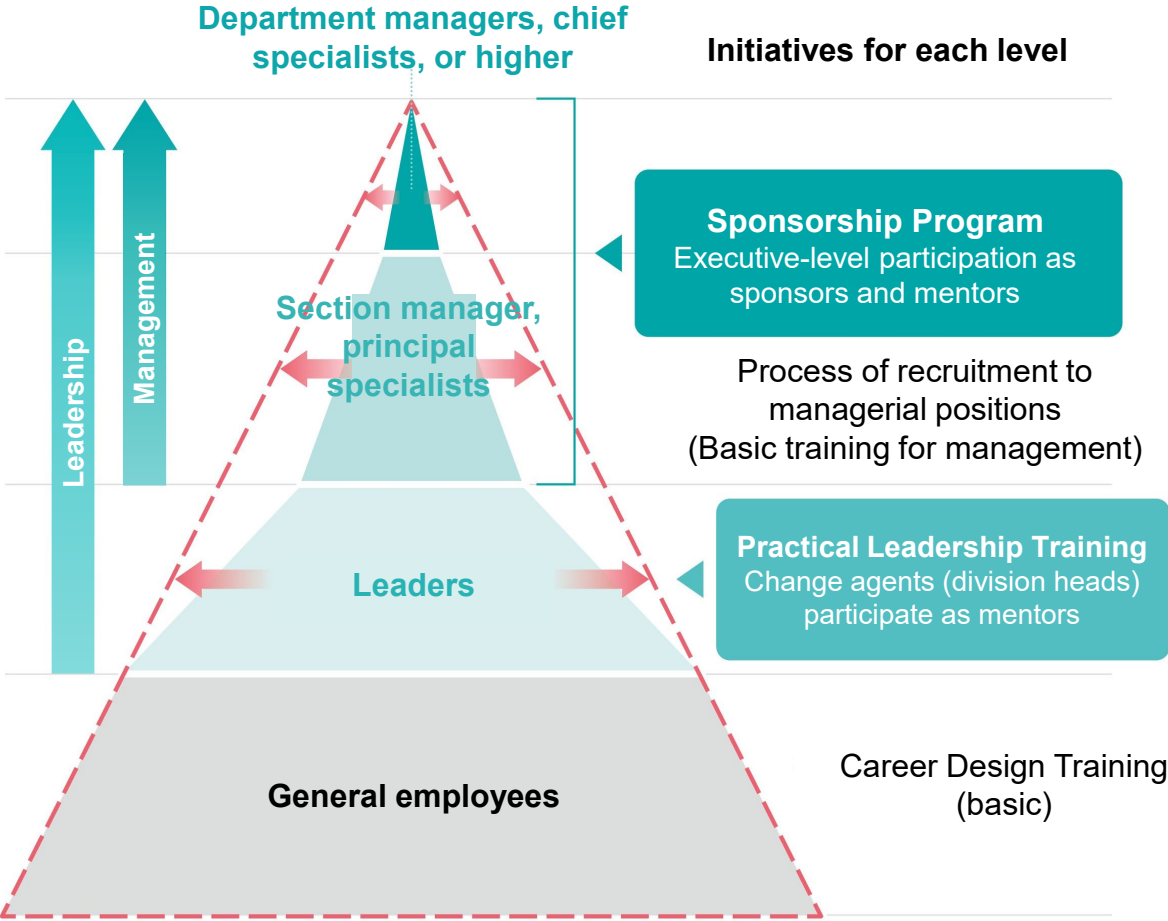


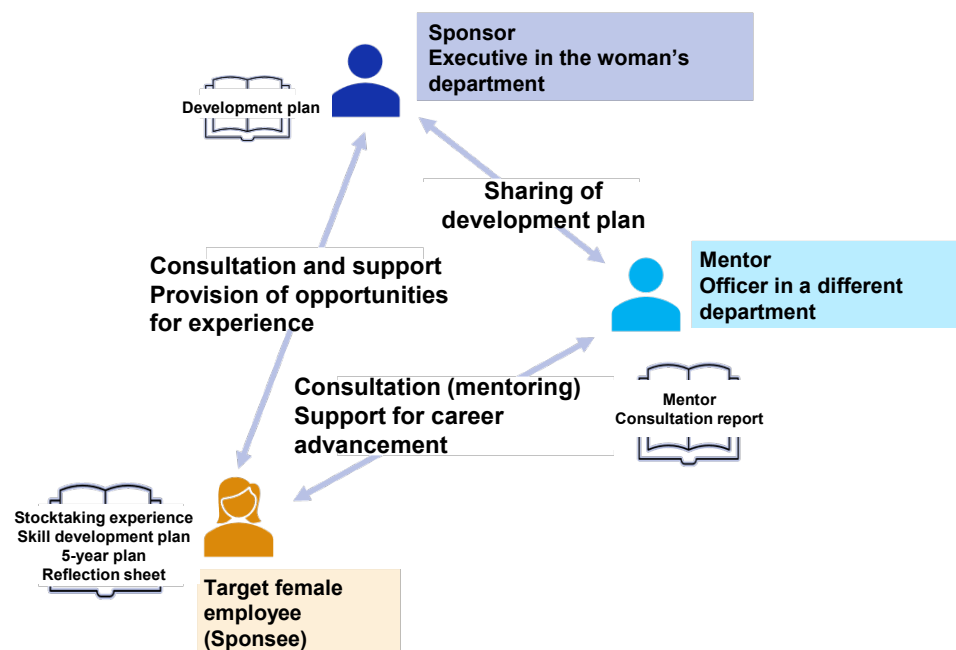
Illustration of number of female employees by grade

Our action plan for building the pipeline sets goals for each organizational level

Overview of the Sponsorship Program

We have established a system in which executives from the female employees' own departments act as sponsors, while executives from other departments serve as mentors. This provides next-generation leaders opportunities for stretch assignments and ensure visibility of their outcomes.

Goals: Develop of female management leaders
Foster a corporate culture where diverse talent can thrive



Involvement by All Executives
= Key Management Issue
Investment of over 670 hours as sponsors and mentors

Results and Future Outlook

As we work to build the pipeline, the Sponsorship Program is beginning to show results in promotion rates, indicating positive prospects for the future.

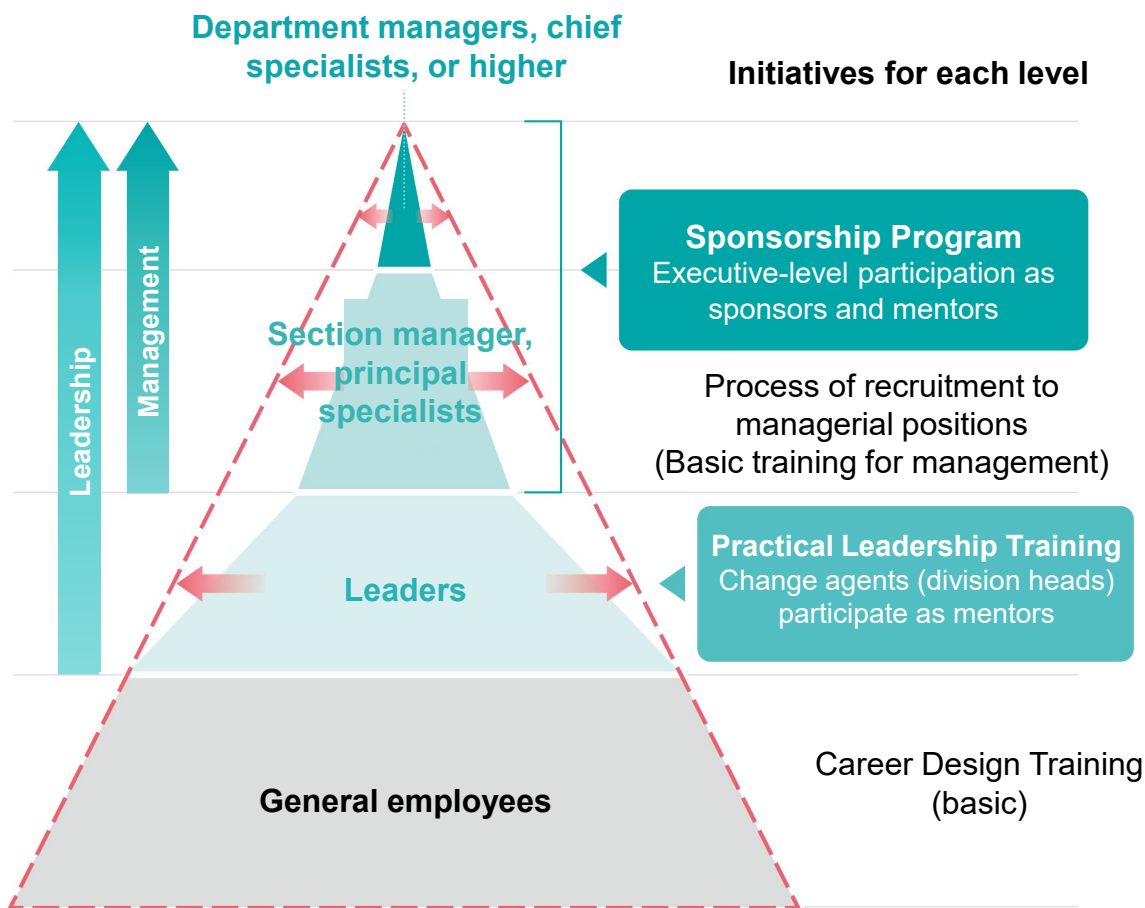
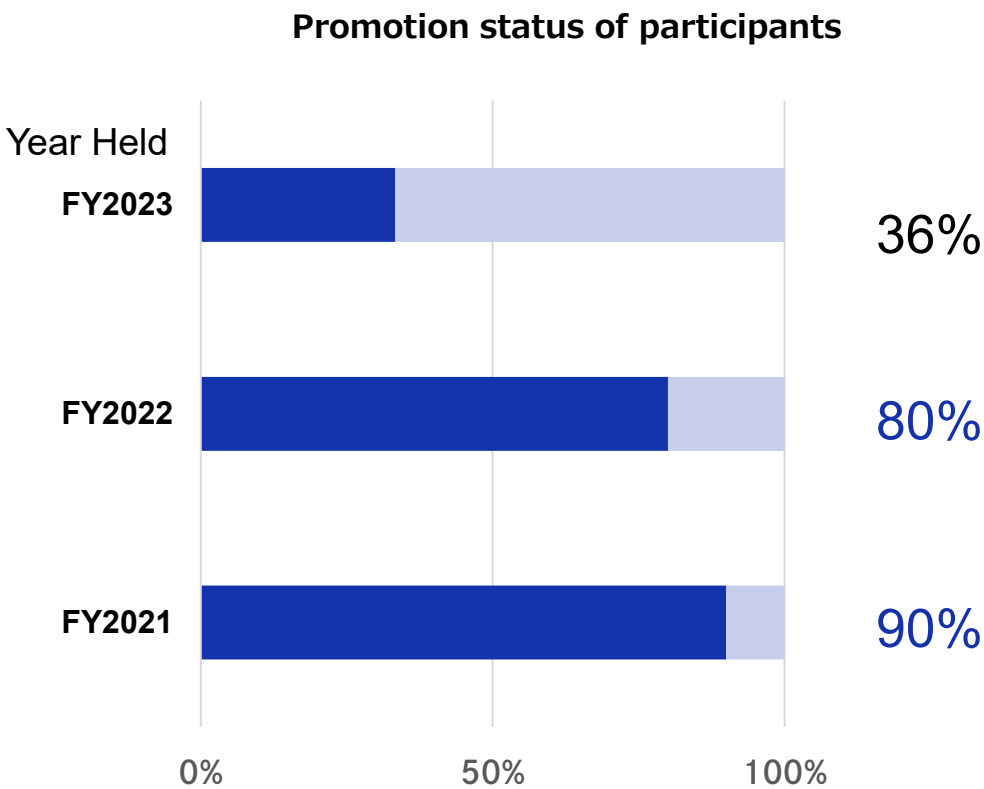


Illustration of number of female employees by grade



* As of October 1, 2025

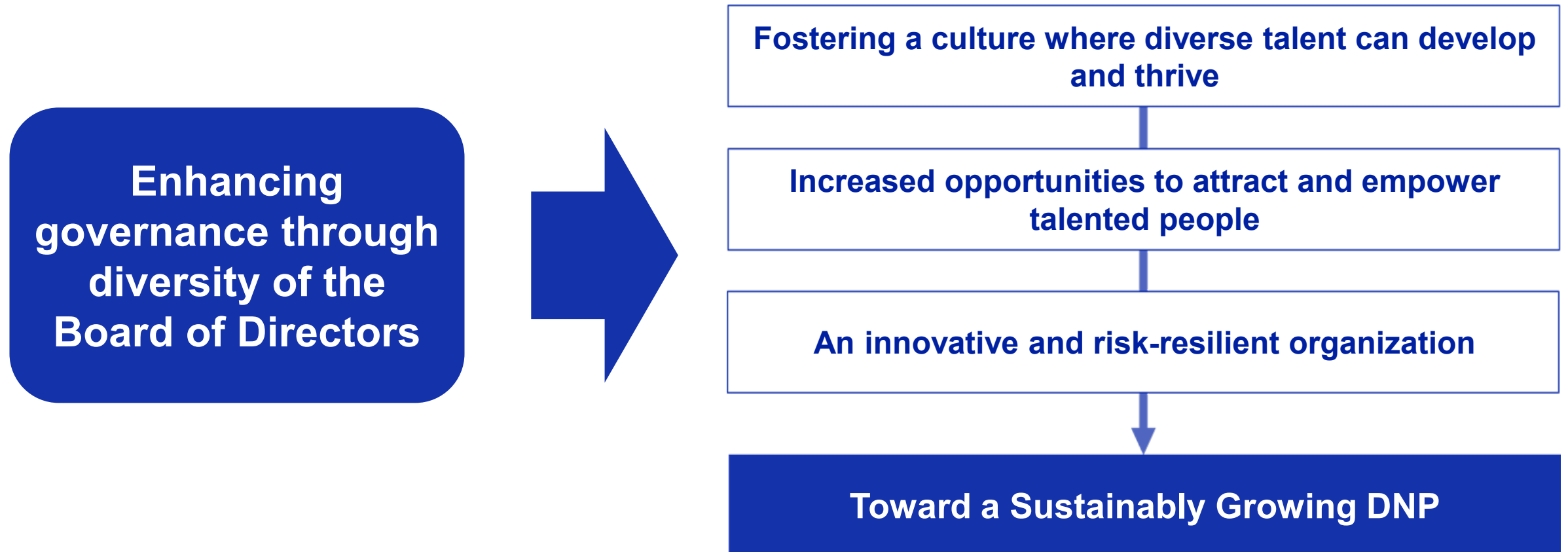
Current Status of Percentage of Women on the Board of Directors and 2030 Target **DNP**

We are enhancing governance quality by targeting at least 30% female representation on the Board of Directors.

Percentage of Women on the DNP Board of Directors (as of July 2025)

	Men	Women	Percentage of Women	Total
Directors	11	2	15.4%	13
Audit & Supervisory Board members	4	1	20.0%	5
Total	15	3	16.7%	18

We have set a target of 30% or higher



Beyond 150 years.

Creating future standards.

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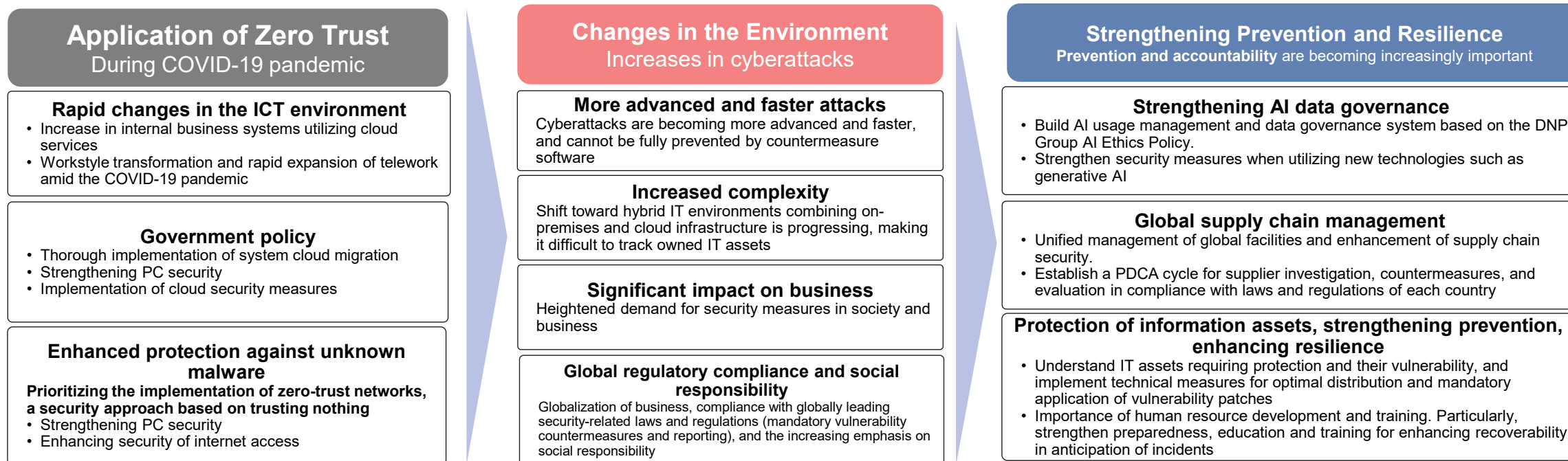
DNP Group's Corporate Philosophy and Information Security Strategy **DNP**

Building a governance framework integrated with management to establish a solid foundation for reliable value creation.

✓ Overview

The DNP Group connects individuals and society, and creates new value to realize a “better future.”

Guided by this corporate philosophy, we regard increasingly sophisticated and complex cybersecurity threats as one of the most critical management issues. Our information security initiatives form the foundation for P&I innovation, underpinned by a governance framework based on international standards and legal compliance, ensuring both social responsibility and business continuity across the supply chain. In doing so, we drive the sustainable enhancement of corporate value.



Information Security Governance Framework



✔ Governance

DNP Group's Basic Policy on Information Security (Revised in October 2024)

In October 2024, we revised our Basic Policy to address rapid changes in the ICT environment and global expansion, and established an information security policy that includes cybersecurity.

Establishment and operation of DNP CSIRT

Based on METI's "Cybersecurity Management Guidelines," we have established an incident response organization for security incidents and are strengthening controls across all sites, including global locations.

Information security education and training

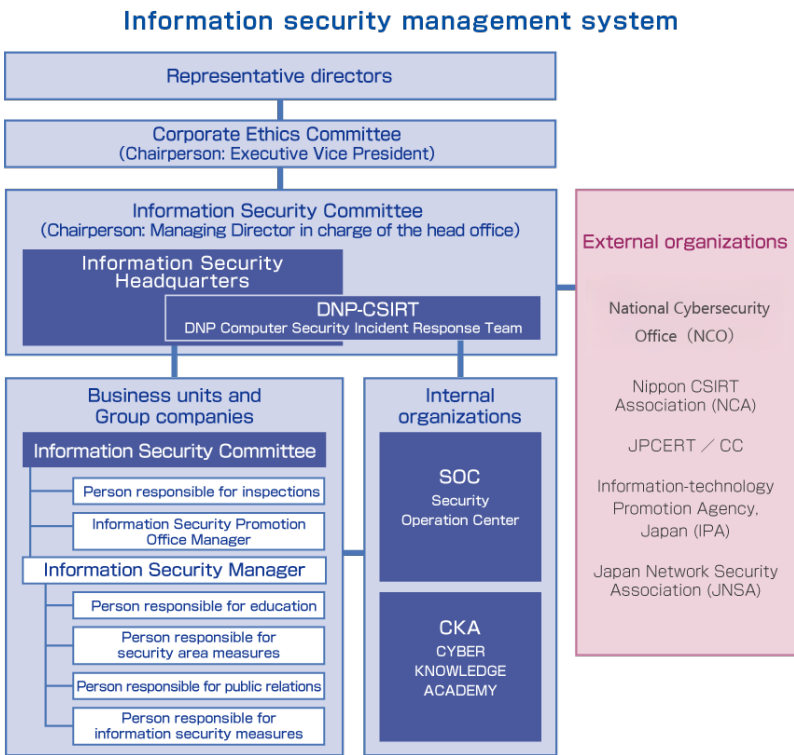
Company-wide training for all employees (100% participation, approx. 45,000 staff) to enhance security literacy and strengthen incident response capabilities.

Strengthening AI utilization security

Threat detection and enhanced resilience using AI technology. Promoting the safe use of AI through the DNP Group AI Ethics Policy.

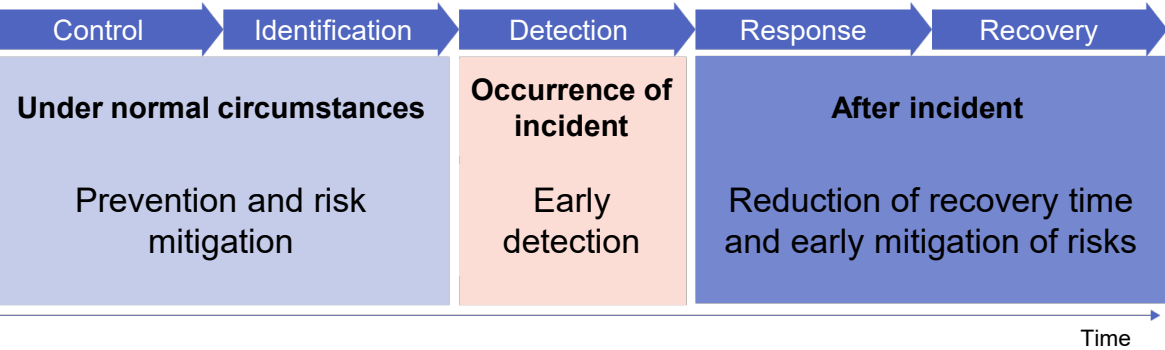
➤ Information security management structure

Led by the CISO, the company responds promptly to cyberattacks and implements a multi-layered defense strategy encompassing zero trust and talent development. In addition, we comprehensively manage our global operations and have established a management framework that underpins both sustainable growth and high reliability.



Key Information Security Measures

Implement preventive measures to mitigate risks and enhance early detection and rapid recovery capabilities in the event of an incident.



Deployment of approximately 45,000 XDR units in Japan and overseas

Implement XDR (Extended Detection and Response) both in Japan and overseas to monitor terminal behavior and enable threat detection and early response.

24/7 integrated monitoring of zero trust and XDR status in Japan and overseas

Strengthening resilience

Maintain visibility of IT assets and conduct continuous vulnerability scanning, assessment, and remediation. Establish initial response procedures and rapid recovery processes for cyberattacks and disasters.

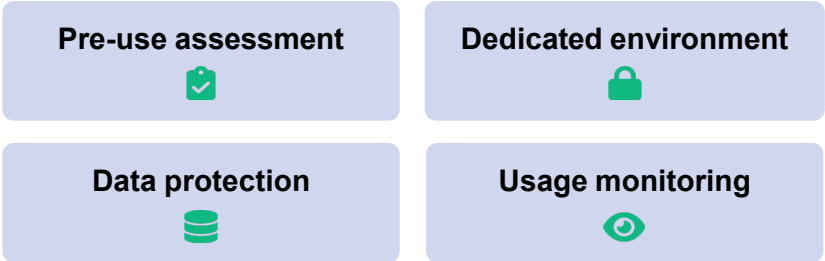
Cloud and AI utilization security

Mitigate risks through usage monitoring and vulnerability detection and remediation. Promote education on the AI Ethics Policy, pre-use assessments, and the safe use of AI in dedicated environments.

Global Standard Governance

Implement unified security standards with local adaptation across all sites, including overseas. Ensure secure global business expansion by complying with each country's laws and regulations.

Framework for Safe Use of Cloud/AI



✔ Company-wide Training Initiatives



Targeted attack email training

Regularly conduct simulated phishing attack training for all employees and raise awareness of real threats by providing feedback on results.



Security decision-making training for executives

Conduct exercises for management assuming a major security incident. Strengthen resilience by training for swift and appropriate decision-making, initial response actions, and internal and external communication.



Comprehensive training system by CKA

With Cyber Knowledge Academy (CKA) as the core organization, provide a systematic security education programs spanning from all employees to CSIRT personnel and management. Enhance the response capabilities of CSIRT personnel and general employees through exercises using scenarios assuming actual cyberattacks.

Level Structure of Education System

Basic training for all employees (100% participation rate)

Basic information security knowledge, business email fraud countermeasures, etc.

Training for department heads and managers

Incident initial response, reporting system, departmental risk management

Advanced training for CSIRT and specialized personnel

Monitoring and analysis, threat intelligence, recovery planning



Participation rate of information security education and training for all employees: 100% (approx. 45,000 persons)

Status of Security Measures of the DNP Group

✔ Results of Security Measures and External Evaluations



Information security education

100 %

Training participation rate of all employees
(Approx. 45,000)



Specialized ICT personnel

1,800

Specialized ICT personnel
(Excluding security administrators for each department)

Supply Chain Security Management

Coordination with suppliers

Strengthening the cooperative framework with partner companies

Cooperating suppliers

285 companies

Supply chain survey



Implementation of 10-item security survey

Score for survey on
Procurement Guidelines

Evaluation implemented based on
Procurement Guidelines

83 points

Basic policy and promotion framework / confidential information management / employee training / vendor management / incident response / user management / information device management / system management / network management / email and web usage

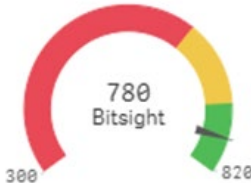
External Evaluation Metrics and Security Status

BitSight score



Objective evaluation metric by an external evaluation agency
Maintaining a high level exceeding the industry average **DNP's current score**

Security risk scoring
Latest evaluation date: Sep. 1, 2025



About BitSight

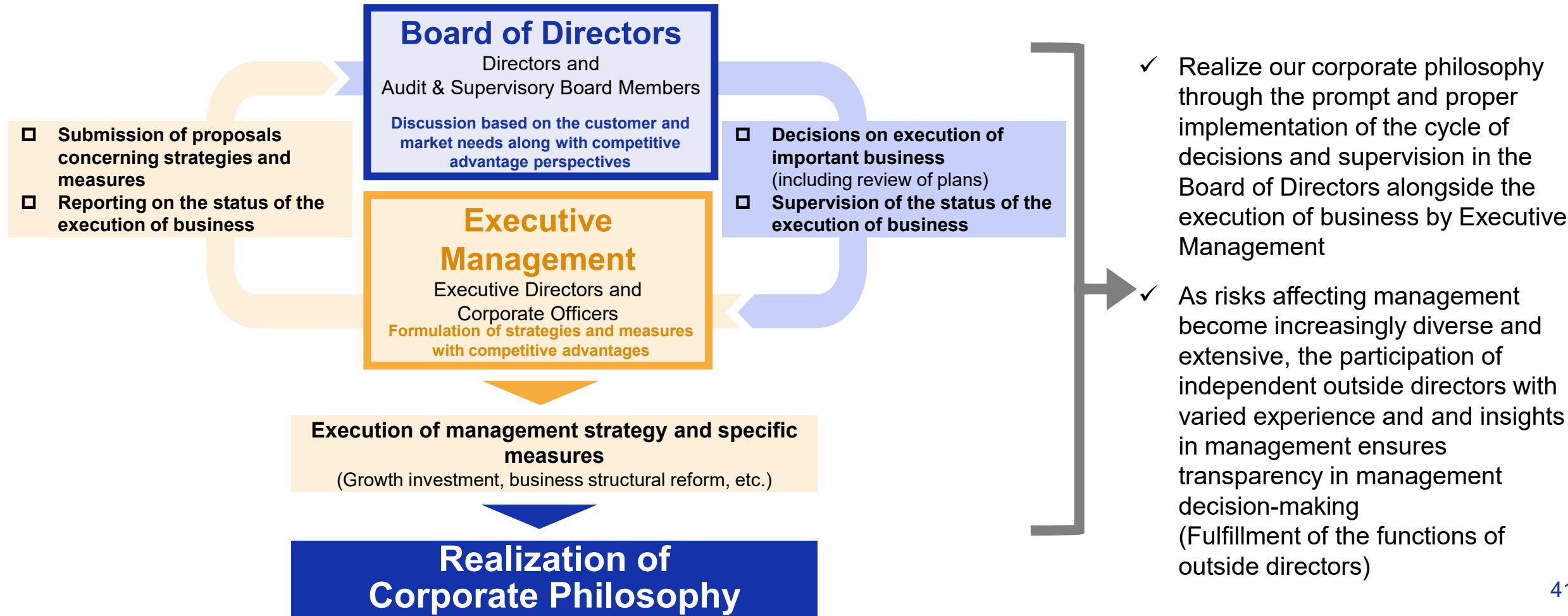
A metric widely adopted globally for external security evaluations. A service that collects and analyzes publicly available data on the internet to evaluate a company's security status with a score ranging from 300 to 820 points.

(1) DNP's Sustainable Management	President	Yoshinari Kitajima
(2) Initiatives for Environment and Strengthening Intellectual Capital	Corporate Officer	Hideto Sakata
(3) Sustainable Growth Strategy through Sponsorship Programs	Managing Director	Minako Miyama
(4) Initiatives for Information Security	Corporate Officer	Mitsue Sako
(5) Effectiveness of the Board of Directors	Outside Director	Yoshiaki Tamura

Functions of the Board of Directors

Realize our Corporate Philosophy by operating the cycle of decisions and supervisions by the Board of Directors alongside the execution of business by Executive Management

✓ Relationship between the Board of Directors and Executive Management



Provision of Information to Outside Directors

DNP

Eliminate the information gap between inside and outside directors, and facilitate substantive discussions at the Board of Directors meetings

Operation of the Board of Directors

- ✓ The Secretariat of the Board of Directors adjusts and sets the meeting dates in advance to ensure a 100% attendance rate.
- ✓ Materials are distributed at least five business days in advance to facilitate substantive discussions in the Board of Directors.
- ✓ Advance briefing sessions are held to ensure directors and corporate officers in charge have the opportunity to explain the outline of the proposed agenda items.

Tours of business sites and internal company events

- ✓ Promoted understanding actual situation of the DNP Group by providing opportunities for outside directors to directly interact with management and employees outside of Board of Directors meetings, such as by visiting business sites and internal company events.

Main implementations in the fiscal year ended March 2025

- Tours of Business sites Kamiya Solution Center, Hokuriku R&D Center, Kashiwa District, etc.
- Tours of internal company events Future Creating Meeting, Technology Innovation Meeting, etc.

Periodic meetings of outside directors and Audit & Supervisory Board members

- ✓ Regular meetings attended only by outside directors and Audit & Supervisory Board members are held. During the meetings, information about the DNP Group's initiatives are provided and discussed from multiple perspectives.
- ✓ The meetings ensure that the outside directors and Audit & Supervisory Board members have the opportunity to make proposals and express opinions regarding the operation of the Board of Directors to the Director in charge of the Legal Affairs Department and the Secretariat of the Board of Directors.

Discussion in the Board of Directors regarding the Realization of our Corporate Philosophy

DNP

Multifaceted discussion in the Board of Directors on management issues

Management issues for realizing the Corporate Philosophy

- ✓ Utilizing resources to create values through P&I
- ✓ Strengthening the management foundation to support sustainable corporate growth

DNP Board of Directors

The agenda items submitted will be discussed from a medium- to long-term perspective, taking into account not only the specific circumstances of each item but also the following points

Agenda of the Board of Directors meeting

Management strategy, dialogue with shareholders, governance, other individual matters

**DNP's strengths and resources
(Deepening and cultivating of P&I)**

- ✓ DNP's competitive advantages
- ✓ Expected synergies with P&I
- ✓ Future advances in P&I
- ✓ Status of utilization of human capital, etc.

Dialogue and cooperation with stakeholders

- ✓ Status and schedule of information disclosure
- ✓ Status of dialogue with shareholders and investors
- ✓ Employees' responses
- ✓ Status of collaboration with partner companies, etc.

**Variable factors impacting management
(Business opportunities and business risks)**

- ✓ Status of customer and market needs
- ✓ Market growth potential
- ✓ Policy trends of national governments
- ✓ Status of rival companies, etc.

Ensuring Effectiveness of the Board of Directors

Details of initiatives for the fiscal year ending March 2026 based on the results of the effectiveness evaluation

- Every April, a questionnaire is distributed to all directors and Audit & Supervisory Board members to evaluate the effectiveness
- Future issues are reported to the Board of Directors based on the results of the questionnaire and improvement made for past issues

Review of implementation overview

- Survey content and other matters are reviewed based on the Board of Directors' operational status and progress on addressing issues from the previous fiscal year.
- Prior to conducting the survey, the purpose and significance of the effectiveness evaluation were explained and reconfirmed in the Board of Directors.

Conducting and analyzing survey questionnaires

- A questionnaire survey of all directors and Audit & Supervisory Board members was conducted.
- The Secretariat of the Board of Directors distributed and collected the survey, and analyzed the results.

Responses to confirmed issues

- Discuss specific initiatives for future issues in meetings of outside directors and Audit & Supervisory Board members.
- Directors, Audit & Supervisory Board members, and relevant departments work together to promote initiatives addressing these issues

Reporting and sharing analysis results

- Report analysis results to the Chairperson and outside directors/Audit & Supervisory Board members. Outside directors and Audit & Supervisory Board members deliberate on progress in addressing prior issues and on future issues.
- Share analysis results and future issues with the Board of Directors

Results of the effectiveness evaluation for the fiscal year ended March 2025

- ✓ Following the previous fiscal year, the Board of Directors was evaluated as having overall effectiveness
- ✓ The “information gap between inside and outside officers” has been further narrowed
- ✓ Reflecting on their own roles, the results also indicate a desire to further enhance functionality and stimulate discussion

Initiatives for the fiscal year ending March 2026

Review of the current Medium-term Management Plan and further stimulation of discussions for formulating the next Medium-term Management Plan

Further enhancement of feedback regarding the status of dialogue with stakeholders such as shareholders and investors



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.