

MANAGEMENT STRUCTURE

Board of Directors

Yoshitoshi
KitajimaChairman
(Aug. 25, 1933)

■ Brief personal history, title, responsibilities and status of important concurrent offices

May 1963	Joined the Company	Aug. 1975	Director, Vice President of the Company
Jul. 1967	Director of the Company	Dec. 1979	President of the Company
Jul. 1970	Managing Director of the Company	Jun. 2018	Chairman of the Company
Jan. 1972	Senior Managing Director of the Company		

■ Reasons for nomination as a candidate for Director

Mr. Yoshitoshi Kitajima is nominated as a candidate for Director as it is expected that he will work to appropriately oversee the entire Group, based on his extensive knowledge as well as his considerable experience and achievements regarding general management acquired in the course of having led the DNP Group toward improvement of business performance during his term as President since 1979.

Yoshinari
KitajimaPresident
(Sep. 18, 1964)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1987	Joined The Fuji Bank Ltd.	Jun. 2009	Executive Vice President of the Company
Mar. 1995	Joined the Company	Jun. 2018	President of the Company
Jun. 2001	Director of the Company	Apr. 2022	President, Chairman of Sustainability Committee of the Company
Jun. 2003	Managing Director of the Company		
Jun. 2005	Senior Managing Director of the Company		

■ Reasons for nomination as a candidate for Director

Mr. Yoshinari Kitajima is nominated as a candidate for Director as it is expected that he will work to realize the Company's group strategy toward business growth and improvement of business performance, and also appropriately oversee the entire Group, based on his considerable experience as a management executive in the DNP Group.

Kenji
MiyaSenior Managing Director
(Jun. 11, 1954)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1978	Joined the Company	Jun. 2021	Senior Managing Director (Daihyo Torishimariyaku Senmu) of the Company
Jul. 2003	General Manager of Personnel Dept. of the Company		
Jun. 2010	Corporate Officer (Yakuin) of the Company	Apr. 2022	Senior Managing Director (Daihyo Torishimariyaku Senmu), managing Human Capital Sector, Information and Communications Sector of the Company, and in charge of IR and Public Relations Div. and Corporate Administration Dept. of the Company
Jun. 2014	Managing Director of the Company		
Jun. 2018	Senior Managing Director, in charge of Personnel & Employee Relations Div., IR and Public Relations Div., Recruiting and Training Dept., Diversity Promotion Dept. and Corporate Administration Dept., Chairman of BCM Promotion Committee of the Company		
Jun. 2020	Senior Managing Director, in charge of Personnel & Employee Relations Div., IR and Public Relations Div., Recruiting and Training Dept., Diversity Promotion Dept. and Corporate Administration Dept., Chairman of BCM Promotion Committee of the Company		

■ Reasons for nomination as a candidate for Director

Mr. Kenji Miya is nominated as a candidate for Director as it is expected that he will work to realize the human resources and labor strategy, etc., for business growth and improvement of business performance, and also appropriately oversee the entire Group, based on his considerable experience as a management executive in the DNP Group.

Masato
YamaguchiSenior Managing Director
(Sep. 10, 1952)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1975	Joined the Company	Jun. 2017	Senior Executive Corporate Officer, in charge of Living Spaces Operations, Mobility Operations and High Performance Materials Operations of the Company
Dec. 1994	General Manager of R&D 1st Dept., General Production Research Center of the Company	Jun. 2021	Senior Managing Director (Daihyo Torishimariyaku Senmu), managing R&D and Engineering Management Sector, Lifestyle and Industrial Supplies Sector and Electronics Sector, Chairman of Corporate Ethics Committee of the Company
Jun. 2008	Corporate Officer (Yakuin), Deputy General Manager of Display Components Operations of the Company		
Jun. 2012	Senior Corporate Officer, General Manager of Fine Electronics Operations of the Company		

■ Reasons for nomination as a candidate for Director

Mr. Masato Yamaguchi is nominated as a candidate for Director as it is expected that he will work to realize business development, etc., for business growth and improvement of business performance, and also appropriately oversee the entire Group, having considerable management experience in the DNP Group based on his experience as a person responsible for technology, research and development, and manufacturing of display products, etc., as well as new business development using ICT.

Satoru
InoueManaging Director
(Jan. 14, 1955)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1978	Joined the Company	Jun. 2015	Managing Director of the Company
Oct. 2008	General Manager of Technology Development Center of the Company	Apr. 2021	Managing Director, in charge of R&D and Engineering Management Div. and Technology Development Center, Sustainability Promotion Dept. of the Company
Jun. 2013	Director, in charge of Technical & Engineering Div., Technology Development Center, Environment & Product Liability Dept. of the Company		

■ Reasons for nomination as a candidate for Director

Mr. Satoru Inoue is nominated as a candidate for Director as it is expected that he will work to realize the technical development strategy, etc., and proactively use digital transformation (DX) technologies for business growth and improvement of business performance, and also appropriately oversee the entire Group, based on his considerable experience as a management executive in the DNP Group.

Hirofumi
HashimotoManaging Director
(Jul. 8, 1957)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1981	Joined the Company	Jun. 2018	Senior Corporate Officer, in charge of Strategic Business Planning & Development Div. of the Company
Jun. 2015	Corporate Officer (Yakuin), General Manager of Strategic Business Planning Dept. of the Company	Statutory Auditor of Nihon Unisys, Ltd. (current)	
Apr. 2016	Director of Maruzen CHI Holdings Co., Ltd.	Jun. 2020	Managing Director, in charge of Strategic Business Planning & Development Div. and Value Creation & Promotion Div. of the Company

■ Reasons for nomination as a candidate for Director

Mr. Hirofumi Hashimoto is nominated as a candidate for Director as it is expected that he will work to realize the management strategy and capital policy, etc., for business growth and improvement of business performance, and also appropriately oversee the entire Group, based on his considerable management experience in the DNP Group and his achievements in the business planning department of the Company.

Masafumi
KuroyanagiManaging Director
(May 4, 1960)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1983	Joined the Company	Jun. 2015	Corporate Officer (Yakuin), in charge of Finance & Accounting Division of the Company
Apr. 2004	General Manager of Finance & Accounting 1st Dept., Finance & Accounting Division of the Company	Apr. 2019	Senior Corporate Officer, in charge of Finance & Accounting Division of the Company
Jun. 2010	President and Representative Director of DNP Total Process Warabi Co., Ltd.	Jun. 2021	Managing Director, in charge of Finance & Accounting Division of the Company

■ Reasons for nomination as a candidate for Director

Mr. Masafumi Kuroyanagi is nominated as a candidate for Director as it is expected that he will work to realize financial strategies and capital policy, etc., for business growth and improvement of business performance, and also appropriately oversee the entire Group, based on his considerable management experience in the DNP Group and knowledge of all aspects of financial accounting, including account settlement and taxation.

Minako
MiyamaDirector
(Jan. 15, 1962)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1986	Joined the Company	Oct. 2019	Corporate Officer, in charge of Recruiting and Training Dept., and Diversity Promotion Dept. of the Company
Apr. 2005	General Manager of VR Planning and Development Office, DB Division, C&I Operations of the Company	Jun. 2021	Director of the Company
Jul. 2014	General Manager of Recruiting and Training Dept. of the Company	Oct. 2021	Director, in charge of Recruiting and Training Dept. and Diversity & Inclusion Promotion Dept. of the Company
Jun. 2018	Corporate Officer, General Manager of Recruiting and Training Dept., and Diversity Promotion Dept. of the Company	Jun. 2022	Director of TOKAI RIKKA CO., LTD.

■ Reasons for nomination as a candidate for Director

Ms. Minako Miyama is nominated as a candidate for Director as it is expected that she will work to realize human resources development strategies, etc., for business growth and improvement of business performance, and also appropriately oversee the entire Group, since she has a proven track record as the Company's first female Corporate Officer, leading the way in developing human resources and ensuring diversity, in addition to experience in the research, planning and development segments.

Tsukasa
MiyajimaDirector
(Aug. 23, 1950)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1990	Professor of Keio University, Faculty of Law	Apr. 2016	Emeritus Professor of Keio University, Professor of Asahi University, Faculty of Law and Graduate School of Law (currently serving)
Apr. 2003	Registered as an attorney at law at the Daini Tokyo Bar Association (current)		
Jun. 2014	Director of the Company		

■ Reasons for nomination as a candidate for Outside Director and expected role

Mr. Tsukasa Miyajima is nominated as a candidate for Outside Director as it is expected that he will provide advice and supervision over the Company's management from an objective perspective independent from the management executing the business, based on, among other things, his high level of insight and extensive experiences as a legal expert.

Kazuyuki
SasajimaDirector
(Aug. 8, 1953)

■ Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1982	Joined Tokyo Shibaura Electric Co., Ltd. (Manufacturing Engineering Research Center)	Apr. 2016	Professor of Tokyo Institute of Technology, School of Engineering, Department of Systems and Control Engineering
Apr. 1989	Associate Professor of Saitama University, Faculty of Engineering	Mar. 2019	Emeritus Professor of Tokyo Institute of Technology
Dec. 1999	Professor of Tokyo Institute of Technology, Graduate School of Information Science and Engineering	Jun. 2020	Director of the Company

■ Reasons for nomination as a candidate for Outside Director and expected role

Mr. Kazuyuki Sasajima is nominated as a candidate for Outside Director as it is expected that he will provide advice and supervision over the Company's management from an objective perspective independent from the management executing the business, based on, among other things, his high level of insight and extensive experience as an academic expert in information science and engineering and systems and control engineering in addition to his experience as a researcher in a company.

Board of Directors

Yoshiaki Tamura

Director
(Oct. 3, 1954)



Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1979 Joined Asahi Glass Co., Ltd. (currently AGC Inc.)
 Mar. 2013 Representative Director, Executive Vice President, Overall business management, GM of Technology General Division, Deputy leader of AGC Group Improvement Activities of Asahi Glass Co., Ltd.
 Mar. 2014 Executive Vice President, President of Glass Company of Asahi Glass Co., Ltd.
 Mar. 2017 Executive Fellow of Asahi Glass Co., Ltd. (retired in Mar. 2019)
 Mar. 2018 Outside Director of DIC Corporation (current)
 Jun. 2018 Outside Director of Kawasaki Heavy Industries, Ltd.
 Jun. 2022 Director of the Company

Reasons for nomination as a candidate for Outside Director and expected role

Mr. Yoshiaki Tamura is nominated as a candidate for Outside Director as it is expected that he will provide the Company's management with advice and supervision from an objective perspective independent of the management executing the business, using his high level of insight based on his management experience and expertise in the manufacturing of glass and other materials acquired at AGC Inc. and through his activities as an outside director of other listed companies.

Hiroshi Shirakawa

Director
(Dec. 22, 1954)



Brief personal history, title, responsibilities and status of important concurrent offices

Apr. 1979 Joined TAISEI CORPORATION
 Apr. 2011 Trustee, General Manager, Corporate Planning Department, Corporate Planning Office of TAISEI CORPORATION
 Apr. 2012 Executive Officer, Deputy Chief of Corporate Planning Office, General Manager, Corporate Planning Department of TAISEI CORPORATION
 Apr. 2015 Managing Executive Officer, Chief of Yokohama Branch of TAISEI CORPORATION
 Jun. 2019 Senior Managing Executive Officer, Member of the Board, Chief of Marketing & Sales (Building Construction) Division II of TAISEI CORPORATION
 Jun. 2021 Advisor of TAISEI CORPORATION
 Jun. 2022 Director of the Company

Reasons for nomination as a candidate for Outside Director and expected role

Mr. Hiroshi Shirakawa is nominated as a candidate for Outside Director as it is expected that he will provide the Company's management with advice and supervision from an objective perspective independent from the management executing the business, based on his extensive and high level of insight into overall business management developed through his long experience as a member of the management of Taisei Corporation and various important posts held using his extensive experience after assuming the position of Executive Officer of that corporation.

Statutory Auditors and Corporate Officers

Standing Statutory Auditor

Naoki Hoshino
 Toshio Sano
 Kazuhisa Morigayama*¹

Senior Executive Corporate Officers

Sakae Hikita
 Motoharu Kitajima
 Ryuji Minemura
 Morihiro Muramoto
 Mitsuru Tsuchiya

Senior Corporate Officers

Toshiki Sugimoto
 Kiyotaka Nakagawa
 Nobuyuki Asaba
 Kazuhiko Sugita
 Yoshiki Numano
 Osamu Nakamura
 Toru Miyake
 Mitsuru Iida
 Takahito Kanazawa

Corporate Officers

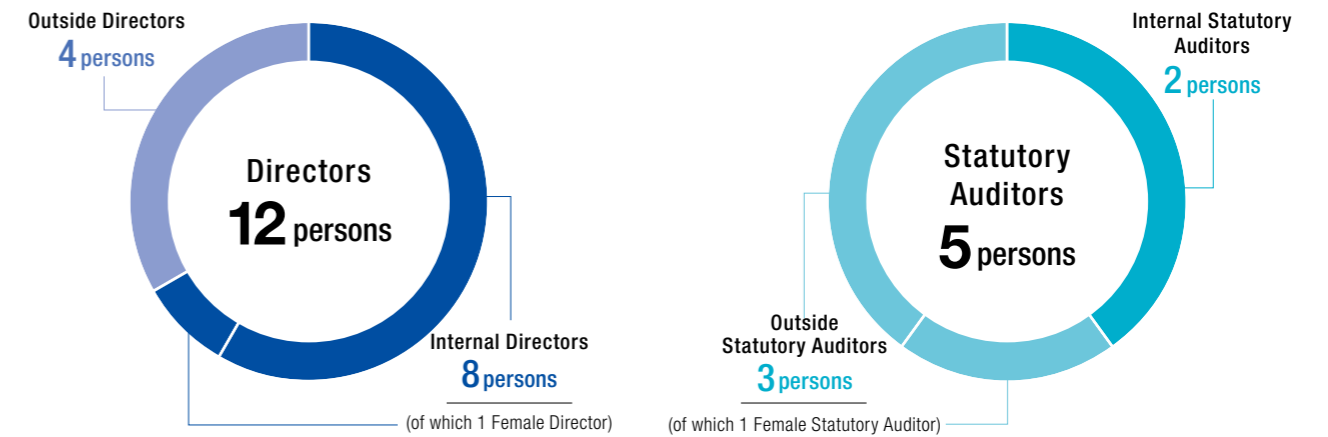
Ryota Chiba
 Kazuhisa Kobayashi
 Go Miyazaki
 Naohiro Nishizawa
 Kazuo Murakami
 Hiroyuki Matsumura
 Takuya Goto
 Minoru Nakanishi
 Hiroyuki Sone
 Yasuyuki Tani
 Ariyoshi Matsumura

Statutory Auditor

Makoto Matsuura*¹
 Taeko Ishii*¹

*¹ Outside Statutory Auditors

Composition of the Company's Board of Directors (As of June 29, 2022)



Skills and experiences of the Company's Directors and Statutory Auditors

	Corporate Management, Business Strategy	ESG, Diversity	Financial/Management Accounting, Capital Policy Initiatives	HR/Labor, Human Resource Development	Legal Affairs, Compliance, Risk Management	Overseas Business	IT DX	R&D, New Business
Directors	Yoshitoshi Kitajima	●				●		
	Yoshinari Kitajima	●				●		
	Kenji Miya	●	●		●	●		●
	Masato Yamaguchi	●				●	●	●
	Satoru Inoue	●	●			●	●	●
	Hirofumi Hashimoto	●		●		●		●
	Masafumi Kuroyanagi	●		●				
	Minako Miyama	●	●		●		●	●
	Tsukasa Miyajima					●		
	Kazuyuki Sasajima							●
Statutory Auditors	Yoshiaki Tamura	●	●			●		●
	Hiroshi Shirakawa	●		●		●		
	Naoki Hoshino			●		●		
	Toshio Sano			●		●		
	Kazuhisa Morigayama	●		●	●			
	Makoto Matsuura					●		
	Taeko Ishii				●	●		

Corporate Governance

DNP focuses on the enhancement of corporate governance, an important management issue, in order to contribute to the sustainable development of society, increase its corporate value and earn the trust of all stakeholders. We continue to increase accuracy in decision-making, maintain appropriate and prompt performance of duties based on decisions made and build and operate a system of overseeing and auditing the performance.

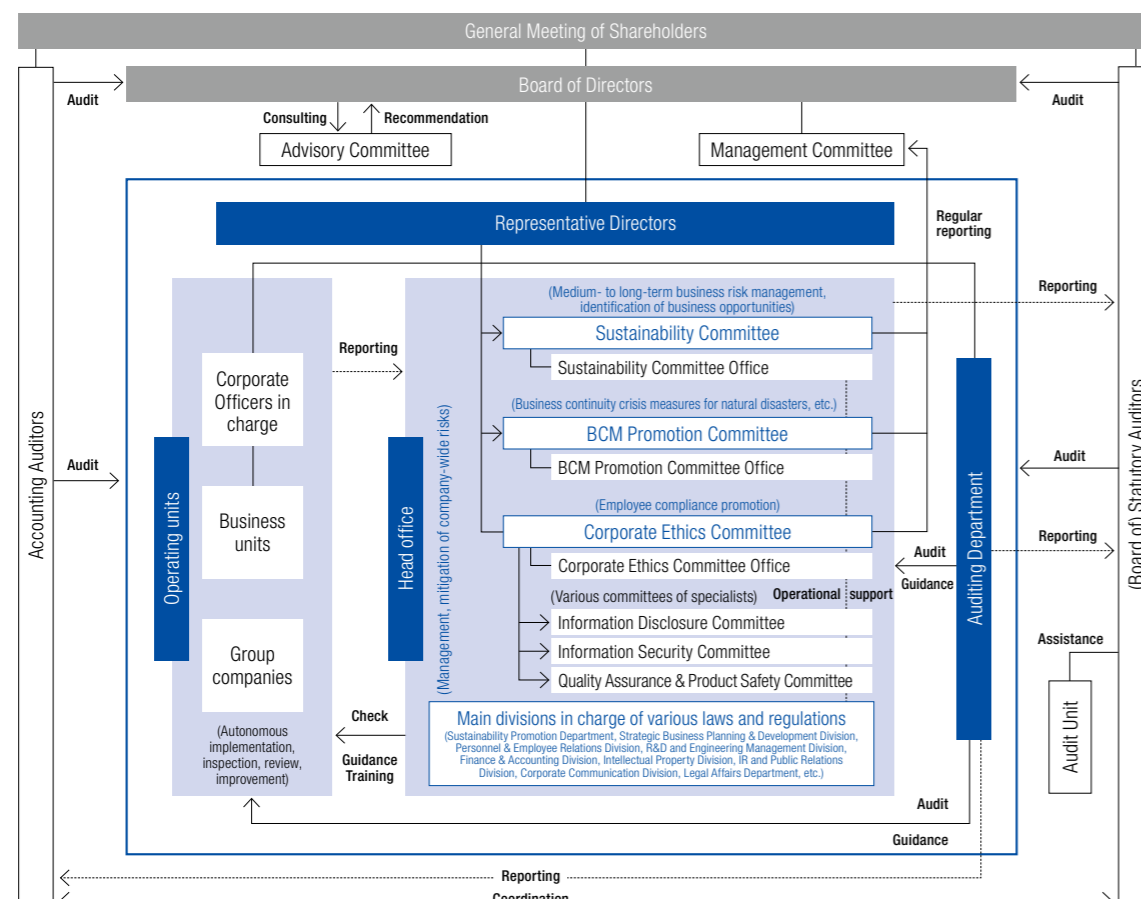
Overview of DNP's Corporate Governance

DNP courageously takes on the challenge of seizing various business opportunities through sound entrepreneurship to steadily grow its businesses over the medium and long term based on its corporate philosophy, "Connect people and society and provide new value." We continue to believe that earning the trust of all stakeholders is essential and work to improve corporate governance, including our internal control systems. We strive to make accurate management decisions, appropriately and promptly perform duties, build and operate a system overseeing and auditing our performance of our duties and provide thorough training and education to increase employee awareness regarding legal compliance.

In recent years in particular, risks (factors contributing to change, including the rapid change of the environment and socioeconomic conditions) which may affect our business are becoming increasingly diverse. In response, we are working to strengthen the process for appropriately assessing risks

that affect the entire Group, applying our assessments in our medium- to long-term management strategies and converting the risks into business opportunities. In April 2022, the Sustainability Committee headed by the president was reorganized to accelerate these efforts to voluntarily create a sustainable, better future. This organization will lead medium- to long-term risk management, the survey of business opportunities, the inclusion of risks and opportunities in our management strategies, etc. We have a system led by three cooperating committees that comprehensively address company-wide risks and appropriately respond to any issue, including the BCM Promotion Committee, which ensures the safety of employees in emergencies such as natural disasters, and the Corporate Ethics Committee, which reduces risks by increasing employee awareness regarding legal compliance.

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



Roles and responsibilities of the Board of Directors

The Company's Board of Directors is structured to enable directors with specialized knowledge and experience in a wide range of business fields to participate in management decision-making aimed at realizing our corporate philosophy to carry out their duties with responsibility and authority and to supervise the execution of duties by other directors.

In principle, the Board of Directors meets once a month, with corporate officers attending as rapporteurs when necessary, to deliberate and decide on important management issues. The criteria for agenda items to be submitted to the Board of Directors are clarified in the Board of Directors Regulations, which were established in compliance with laws and ordinances and the Articles of Incorporation. In terms of other decision-making and business execution, the Company strives to improve efficiency by delegating appropriate authority from the executive directors to the corporate officers in charge of each basic unit or the head of each unit in accordance with the organizational rules, etc.

The Company is a company with a Board of Statutory Auditors, which consists of five (5) members, including one (1) statutory auditor who has considerable knowledge of finance and accounting. Each statutory auditor conducts audits of the execution of duties by directors in accordance with the auditing standards and assignments determined by the Board of Statutory Auditors and requests reports on the execution of duties from directors, corporate officers and others as necessary. Each statutory auditor attends all meetings of the Board of Directors and makes necessary comments on agenda items.

The Company has four (4) outside directors and three (3) outside statutory auditors, all of whom are independent directors or statutory auditors who meet the "independence standards" stipulated by the Tokyo Stock Exchange and the Company. We believe that independent directors and statutory auditors ensure transparency of management and protect the interests of general shareholders by speaking out on agenda items at meetings of the Board of Directors from a standpoint independent of management, based on their various specialized knowledge and experience.

Management Committee

In order to enhance the speed and efficiency of management activities, the Company has established a Management Committee consisting of executive directors to review and deliberate on matters such as management policies, management strategies and important management matters.

Advisory Committee

As part of our efforts to strengthen the supervisory function of the Board of Directors, the Company has established an Advisory Committee consisting of independent outside directors and outside statutory auditors to ensure the transparency and objectivity of procedures related to decisions such as on the nomination and remuneration of the Company's directors and corporate officers. In the fiscal year under review, the Advisory Committee consisted of three (3) outside commissioners (Director Miyajima, Director Sasajima and Statutory Auditor Ishii) and deliberated on the policy and amount of remuneration for directors and corporate officers as well as the skills of candidates for directors to supervise the management of the Company.

Status of Board of Directors meetings held

In the fiscal year under review (fiscal year ended March 2022), primarily the following proposals were discussed.

Management strategy	<ul style="list-style-type: none"> • Verification of the progress of operations in line with the Medium-term Management Plan • Implementation of capital policy
Sustainability	<ul style="list-style-type: none"> • Concept of ESG management • Efforts toward DNP Group Environmental Vision 2050 • Improvement of the company-wide risk management system
Shareholder returns and dialogue with shareholders	<ul style="list-style-type: none"> • Interim and year-end dividends • Share buybacks and retirement of treasury stock • ESG briefing and overview of the results of financial result briefing • Publication of the integrated report
Governance	<ul style="list-style-type: none"> • Evaluation of the effectiveness of the Board of Directors • Appointment of advisory committee members • Status of responses to the corporate governance code (revised in June 2021) • Overview of the results of compliance questionnaires taken by employees

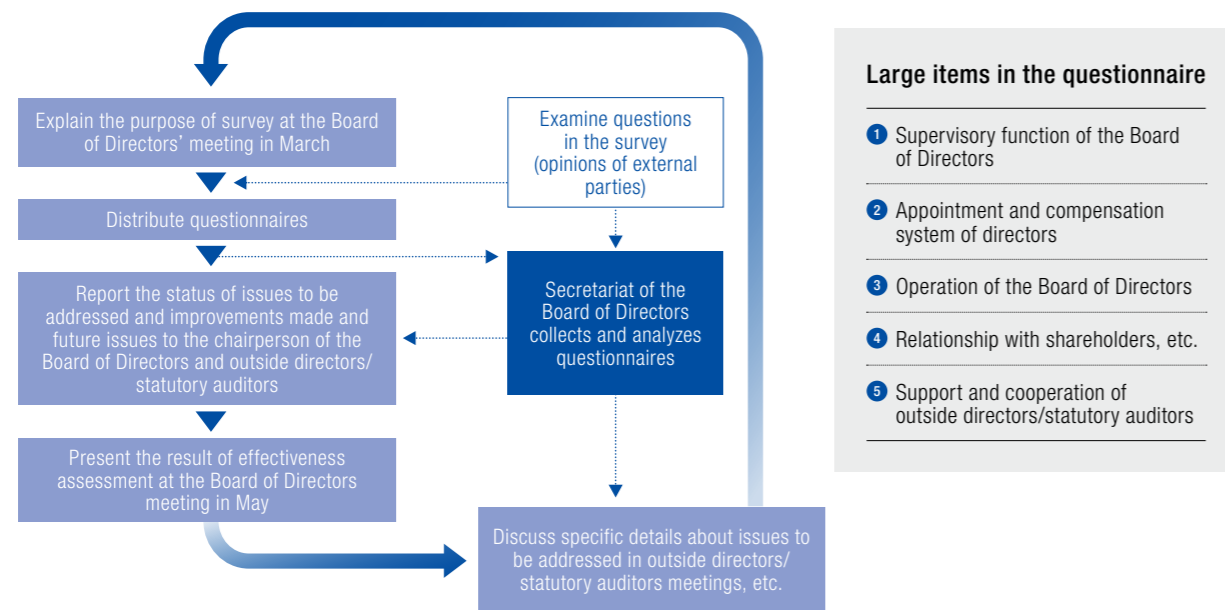
Corporate Governance

Evaluation of the effectiveness of the Board of Directors overall

We have been evaluating the overall effectiveness of the Board of Directors around April each year since the enforcement of Japan's Corporate Governance Code in 2015 as an opportunity to receive frank opinions from the Board members about the activities of the Board of Directors. We conduct a questionnaire survey consisting of several dozen questions on the following large items (on a 1-to-3 scale and open-ended questions) which all directors and auditors answer, analyze the result and present the issues to be addressed at a meeting of the Board of Directors based on

the outside directors' opinions regarding the results of the analysis.

The survey considers the opinions of external organizations to ensure objectivity. The survey is revised as appropriate, taking into account social trends. In addition, we interview the executives of external organizations as appropriate to further examine the survey results. We are improving all of the functions of the Board of Directors, including its supervisory function, through the ongoing series of steps in this process.



Outside directors/statutory auditors meetings on July 6, 2022



Outside Director Tsukasa Miyajima, Outside Director Kazuyuki Sasajima, Outside Director Yoshiaki Tamura, Outside Director Hiroshi Shirakawa, Outside Statutory Auditor Kazuhisa Morigayama, Outside Statutory Auditor Makoto Matsuura, Outside Statutory Auditor Taeko Ishii

Efforts to revitalize the Board of Directors

The following table shows an overview of key activities for improving the Board of Directors based on the effectiveness assessments conducted seven times in the past.

Large questionnaire items	1 Supervisory function of the Board of Directors	2 Appointment and compensation system of directors	3 Operation of the Board of Directors	4 Relationship with shareholders, etc.	5 Support and cooperation of outside directors/statutory auditors
1st survey - Mar. 2016		• Establishment of Advisory Committee			• Distribution in advance of materials concerning agenda items submitted to the Board of Directors to outside directors/statutory auditors
2nd survey - Mar. 2017			• Establishment of the secretariat of the Board of Directors • Organization of proposals to be submitted	• Results of the exercise of voting rights at the Annual General Meeting of Shareholders and the status of SR activities are reported annually to the Board of Directors.	
3rd survey - Mar. 2018		• Addition of Advisory Committee members (2→3)			• Regular meetings of outside directors/statutory auditors • Factory visits by outside directors/statutory auditors
4th survey - Mar. 2019	• Establishment of Business Council				
5th survey - Mar. 2020	• Addition of outside directors (2→3)			• Financial results presentation and feedback to the Board of Directors	
6th survey - Mar. 2021	• Addition of outside directors (3→4)		• Advance briefings for outside directors/statutory auditors on the agenda of the Board of Directors (online)		
7th survey - Mar. 2022	• Appointment of a female internal director and a female outside statutory auditor • Revision of Group governance system (revision of regulations for affiliated company management rules) • Revision of company-wide risk management system (reorganization of Sustainability Committee)	• Development and announcement of skill matrix		• First ESG briefing and feedback to the Board of Directors	
Issues to address from April onwards	• Further efforts on risk management			• Feedback of opinions from shareholders, etc., including daily IR activities	• Enhancement of communication between outside directors/statutory auditors

In the seventh effectiveness assessment conducted this year (2022), we reconfirmed the problems that had been addressed in the past and selected areas in which the effectiveness of the Board could be increased. We reflected on the deliberations of the Board of Directors held between April 2021 to March 2022 (12 meetings in total), and the

secretariat of the Board of Directors analyzed the effectiveness of questionnaires taken by all directors and auditors. Following the analysis performed by the outside directors/statutory auditors, we confirmed that the following issues will be addressed as a result of the assessment by the Board of Directors in May.

1 Maintenance and operational improvement of the risk management system for all DNP Group companies
(Regular risk management and survey of business opportunities led by the Sustainability Committee)

2 Strengthening of the system for collecting the opinions of shareholders and institutional investors through daily IR activities and making proposals to management (IR and Public Relations Division)

3 Resumption of activities for providing information that had been suspended due to COVID-19, such as factory tours for outside directors/statutory auditors to enable an understanding of DNP's activities.

Outside Director Message

I will fulfill my responsibilities to enhance DNP's corporate value.



Tsukasa Miyajima

Outside Director

Professor Emeritus at Keio University and lawyer. Mr. Miyajima was appointed as an outside director in June 2014 and is currently in his ninth year in office. He has served as a member of the Advisory Committee, which was established in 2015 as a voluntary advisory body for important management matters such as the nomination and remuneration of directors/statutory auditors.

I assumed the duties of outside director of DNP in June 2014. Subsequently, Japan's Corporate Governance Code ("Code") was adopted in 2015 and so since then I have been responsible for an assortment of initiatives aimed at improving DNP's governance from the standpoint of an outside director through my participation in each evaluation of the effectiveness of the Board of Directors, which have been implemented seven times to date. Responding to the Code often tends to be somewhat of a formality. However, DNP has devised numerous innovations for making the evaluation questionnaire even more meaningful. These steps include commissioning an external organization to undertake interviews with outside directors/statutory auditors, arranging the wording of questions in accordance with the external organization's review, sharing details written in the free commentary column among all outside directors and then discussing countermeasures. By taking these measures, the content of the evaluation is quite complete and even goes beyond the intention of the Code. Through my participation in meetings of the DNP Board of Directors, Advisory Committee and regularly held meetings of outside directors/statutory auditors, I have also provided my advice and recommendations to the management team regarding urgent issues that we have identified and analyzed through these

evaluations of the effectiveness of the Board of Directors.

At DNP's Board of Directors meetings, besides management issues that must be addressed on a daily basis, agenda items covering various themes such as how to improve corporate value while contributing to society are brought up for discussion from a medium-to-long-term perspective. Every director, whether an internal or outside director, is a board member and is responsible for making quick and accurate decisions concerning management after careful discussion based on their respective knowledge and experience cultivated to date. At the same time, directors must always be mindful of reliably monitoring and supervising DNP's corporate activities. That said, the world is undergoing profound changes, which makes predicting the future even more challenging. Within this evolving business environment, it is not always easy for outside directors like me who are not professional corporate managers to make appropriate decisions taking into account DNP's overall business portfolio that spans a diverse range of business fields while also considering risks upon incorporating long-term outlooks such as for climate change and forecasting market trends several years in advance.

Even so, I believe the most important task for each and every outside director/statutory auditor is to continuously



focus on understanding DNP's business fields. DNP's outside directors/statutory auditors have diverse backgrounds, including those with management experience at other companies, technical academic experts and lawyers. These outside directors/statutory auditors routinely provide perspectives that differ from those of internal directors and executive officers and their knowledge gained from their own professional experiences allows even deeper discussions. As such, I believe that the role of outside directors/statutory auditors in raising corporate value is being adequately fulfilled. In that sense, I will draw on my knowledge as a legal scholar and my experience as an outside director at other companies to maintain a healthy sense of tension with the management team. (I believe that length of tenure has little connection with whether relationships with the management become too cozy and that maintaining this tension depends on the mindsets of outside directors/statutory auditors.) I consider it my duty to continuously voice appropriate opinions that strengthen the decision-making process of the Board of Directors and deliberations at the Advisory Committee.

Meanwhile, the skill matrix used by the Advisory Committee as part of our response to the Code is also published in this integrated report. This matrix plots the skills of each officer against the skill categories that form the basis for improving corporate value over the medium to long term in DNP's wide-ranging business fields and also catalogs the Board's balance and diversity. Rather than list the know-how needed for growing specific businesses as a "skill" category, this matrix was designed based on our belief in the importance of continuously considering whether the Board of Directors, as the decision-making body entrusted with management by the shareholders, is composed of persons capable of discussions that will lead to the realization of DNP's vision. However,

these types of human resources do not naturally appear from out of the blue either inside or outside the company. With this in mind, it is also crucial to develop a system for cultivating employees who actively take on the challenge of promoting reform as well to design incentives that help raise corporate value. Besides a wide variety of level-specific, selective and elective training, as a training system for employees to take on the challenge of reform, we also established a special "next-generation management leader" system for eligible employees based on our belief that experience in multiple business divisions is essential for becoming a manager. As discussed at the Advisory Committee, during fiscal 2022 DNP will introduce a restricted stock compensation system (for executive directors and executive officers) that reflects our intention to adopt a system that provides incentives for improving corporate value.

Going forward the management team will emphasize corporate culture for taking on challenges while continually listening carefully to internal and external opinions to enhance discussions on ways of improving corporate value over the medium to long term as well as continually advising management and fulfilling my supervisory responsibilities with the aim of further enhancing the effectiveness of DNP's Board of Directors as a whole.



Corporate Governance

Compensation paid to directors and statutory auditors

Matters concerning policies regarding the amounts and calculation methods for determining compensation for directors and statutory auditors

The policy for deciding the details of the compensation for each individual director for the fiscal year under review (ended March 31, 2022) is as follows:

Date for resolution	Details of resolution	Number of members
June 9, 2016	Compensation for board directors shall be within an annual amount of 1.4 billion yen (compensation for outside directors shall be within an annual amount of 80 million yen).	12
June 28, 2007	Compensation for statutory auditors shall be within an annual amount of 180 million yen.	5

Matters concerning the policy for deciding the details of compensation for each individual director

To determine a policy for deciding the details of compensation for each director, including the amount thereof, the Board of Directors established standards by referring to objective compensation market data. The Advisory Committee, which consists of independent outside directors (two outside directors and one outside statutory auditor), then went through a process of deliberation and examination. The Company took the details of this deliberation into consideration and passed a resolution on a policy for deciding the details of compensation for the fiscal year ended March 31, 2022 at a meeting of the Board of Directors held on April 19, 2021.

In the fiscal year ended March 31, 2022, the Board of Directors decided to entrust Yoshinari Kitajima, President with the task of deciding a specific amount of compensation for each director, and Mr. Kitajima, who accepted the task, decided each amount. The Board of Directors entrusted him with this authority because the president is best positioned to conduct the evaluation of duties each director is responsible for while simultaneously looking at results from broad perspectives.

At DNP, the Advisory Committee conducts an assessment from many perspectives, including consistency with a decided policy to make sure that the president exercises the entrusted authority appropriately, and the president then decides the details of compensation for each director, taking into consideration the results of such assessment.

The amount of compensation for each director was decided, as mentioned above, after the Advisory Committee conducted an assessment from multiple perspectives including consistency with the determined policy. Therefore, the Company considers that the details of compensation for each director for the fiscal year ended March 31, 2022 are consistent with the policy.

(1) Executive directors' compensation

Executive directors' compensation consists of fixed compensation and performance-based compensation.

Fixed compensation is basically based on position and is determined taking into consideration such factors as job duties handled and responsibilities. Performance-based compensation is primarily determined taking into consideration consolidated business results for the fiscal year and the degree of contribution. Fixed compensation and performance-based compensation account for approximately 70% and 30%, respectively, in terms of the composition of remuneration. Additionally, to ensure this

remuneration system is truly linked to medium- to long-term corporate growth and to shareholder value improvement, a portion of fixed remuneration for executive directors (10% in principle) is contributed to the Company's directors' shareholding association every month for the purchase of treasury stock and these shares shall be held for the duration of the term of office. Taking these factors into consideration, for the fiscal year ended March 31, 2022, fixed compensation and performance-based compensation accounted for 65% and 35%, respectively, in terms of the composition of remuneration. Going forward, the ratio of performance-based compensation will be raised.

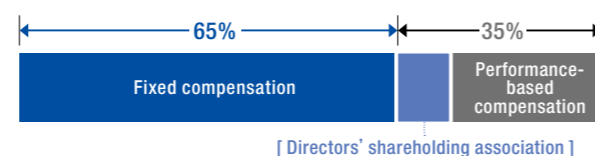
The indicators for performance-based compensation are consolidated operating income, net income attributable to parent company shareholders and return on equity (ROE).

(2) Matters concerning performance-based compensation, etc.

Indicators of performance and the calculation method used for performance-based compensation, etc., are described in section 1 of "Matters concerning the policy for deciding the details of compensation for each individual director" above. Targets for consolidated operating income, net income attributable to parent company shareholders and ROE for the fiscal year under review were 57 billion yen, 65 billion yen and 5.0%, respectively. The results were 66.7 billion yen, 97.1 billion yen and 9.1%, respectively.

These indicators were selected to clearly apply the consolidated results in a business year to performance-based compensation.

Diagram of compensation in the fiscal year under review



(3) Compensation for outside directors and statutory auditors

Regarding outside directors and statutory auditors, from the perspective of maintaining their independence, no performance-based compensation shall be provided, and only fixed compensation shall be provided. Compensation for statutory auditors is calculated within the compensation amount limit approved at the General Meeting of Shareholders and compensation for statutory auditors is determined based on discussions by the statutory auditors.

* DNP adopted a system of stock compensation at the meeting of the Board of Directors held on May 13, 2022, which was approved at the 128th General Meeting of Shareholders held on June 29, 2022. The following provides an overview of the policy for the decision.

i. Executive directors' compensation

Executive directors' compensation consists of 1. fixed compensation, 2. a performance-based bonus and 3. stock compensation.

The percentages of the whole that are (a) fixed compensation and (b) the performance-based bonus and stock compensation are, as a guide, (a) 55% and (b) 45%.

The standard percentage of total compensation that is stock compensation is 12%. These percentages represent the case in which the targets for performance-based compensation have been achieved.

The policy for determining the amount of fixed compensation, performance-based bonuses and stock compensation is described below.

1. Fixed compensation: The amount of fixed compensation is determined based on the position or title of the director using objective market data about compensation as a reference and taking into account factors such as the duties and responsibilities of the director. Fixed compensation is paid every month.

2. Performance-based bonus: The amount of the performance-based bonus is determined by considering the level of contribution of the director in the fiscal year under review using consolidated operating income, net income attributable to parent company shareholders and ROE as indicators. The performance-based bonus is paid after calculation based on the financial results for the fiscal year under review after the end of each fiscal year.

3. Stock compensation: DNP has adopted a restricted stock compensation system to increase the incentive for the medium- to long-term increase of corporate value and for directors to hold shares, thereby sharing profit with shareholders.

The transfer of shares allotted to executive directors is restricted until their retirement. The method of calculating the number of shares whose restriction to transfer is lifted will be determined (a) for the portion that requires the continuous service of the director at DNP for a certain period of time (condition of term of office) and (b) for the portion that requires the achievement of target indicators (currently consolidated operating income and ROE) (performance condition) set as goals in the Medium-term Management Plan to be an incentive for the achievement of the medium-term management goals. In the future, DNP will consider introducing non-financial indicators such as

environmental indicators in addition to consolidated operating income and ROE.

ii. Compensation for outside directors and statutory auditors

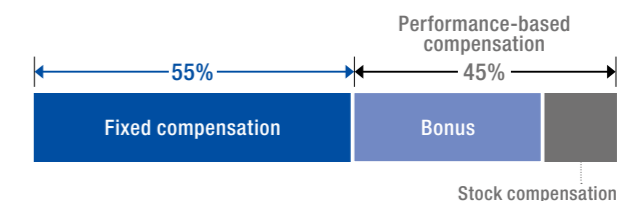
Compensation for outside directors and statutory auditors consists only of fixed compensation and is not linked to performance in view of ensuring the independence of the outside directors from DNP's business operations. The amount of compensation for statutory auditors is determined through consultation with statutory auditors within a range resolved at the General Meeting of Shareholders.

iii. Delegation of decisions regarding details of compensation, etc., for each director

Decisions on specific details regarding the amount of compensation for each director are delegated to the President at the Board of Directors' meeting.

The Advisory Committee conducts assessments from many perspectives, including consistency with decision policy to ensure that the President exercises the delegated authority appropriately. The President then decides the details of compensation for each director, taking into consideration the results of such assessments.

Diagram of compensation after the introduction of stock compensation plan



Corporate Governance

Total compensation paid by category of director/statutory auditor, total compensation by type and the number of directors and statutory auditors covered

Category of director/ statutory auditor	Total compensation (¥ million)	Total compensation by type (¥ million)			Number of directors and statutory auditors covered
		Fixed compensation	Performance-based compensation	Fixed compensation	
Directors (excluding outside directors)	835	577	258	–	9
Statutory auditors (excluding outside auditors)	57	57	–	–	2
Outside directors and auditors	137	137	–	–	9

Notes:
1. Amounts of performance-based compensation are provisions for bonuses for directors and statutory auditors for the fiscal year ended March 31, 2022.
2. There were six internal directors, two internal statutory auditors and six outside directors as of the end of the fiscal year ended March 31, 2022.

Company directors and total compensation

Name	Total compensation (¥ million)	Director type	Company	Total compensation by type (¥ million)		
				Fixed compensation	Performance-based compensation	Non-monetary compensation, etc.
Yoshitoshi Kitajima	364	Director	Dai Nippon Printing Co., Ltd.	274	90	–
Yoshinari Kitajima	209	Director	Dai Nippon Printing Co., Ltd.	141	68	–

Note:
1. Total compensation is shown only for those with compensation of at least 100 million yen.

Compensation paid to accounting auditors

(1) Compensation paid to accounting auditors

Category	Fiscal year ended March 31, 2021		Fiscal year ended March 31, 2022	
	Compensation for audit certification (¥ million)	Compensation for other services (¥ million)	Compensation for audit certification (¥ million)	Compensation for other services (¥ million)
Dai Nippon Printing Co., Ltd.	122	0	122	0
Consolidated subsidiaries	146	0	135	0
Total	268	0	257	0

(2) Compensation paid to individual member firms affiliated with the same network, to which auditors belong

(excluding the compensation paid to KRESTON International (1))
None

(3) Other material compensation details

None

(4) Details of services other than auditing work provided by the accounting auditor to the submitting company

Services other than auditing provided by the accounting auditor to the Company are formalities-related work.

(5) Determination of compensation for audit services

The Company's compensation for auditing services is determined based on a variety of factors, including the number of expected days for the audit and the company size.

(6) Reason Board of Statutory Auditors consented to compensation for the accounting auditor

The Company's Board of Statutory Auditors considers such areas as details of the accounting auditor's audit plan, the state of job execution in the previous fiscal year and the calculation basis of estimates of compensation by obtaining necessary materials from and listening to reports from directors, relevant internal departments and accounting auditors. As a result, the Board of Statutory Auditors consented with the amount of compensation for the accounting auditor submitted by the Company.

Stockholdings

(1) Basis of classification of investment securities and rationale

The Company does not possess investment securities for pure investment purposes aimed at obtaining profits through fluctuations in stock prices or by receiving dividends. The investment stocks acquired by the Company are for the purpose of strengthening relationships with customers in implementing sales strategies and strengthening collaborative relationships with partners for the co-development of new technologies and new products and these are classified as stocks held for reasons other than for pure investment purposes.

(2) Stocks held for reasons other than for pure investment purposes

1. Stockholding policy, method for validating rationale for stockholdings and details of validation at Board of Directors concerning the propriety of individual stockholdings

The Company specifically closely examines individual stocks based on trends in the status of business transactions with the company issuing the stock, trends in business results of that company, the Company's own business conditions and medium- to long-term economic rationality and future prospects, and the Company periodically verifies the significance and purpose of holding a stock. As a result, the Company sells stocks it determines have diminished significance.

In the fiscal year ended March 31, 2022, the number of shares of 35 stocks held by the Company decreased as listed on the right.

2. Number of stocks and amounts recorded on balance sheets

	Number of companies (Stocks)	Total amounts recorded on balance sheets (¥ million)
Non-listed stocks	111	5,455
Stocks other than non-listed stocks	129	335,987

(Stocks for which number of shares increased in the fiscal year ended March 31, 2022)

	Number of companies (Stocks)	Total amount of acquisition cost pertaining to the increase in number of shares (¥ million)	Reason for increase in number of shares
Non-listed stocks	5	845	For strengthening our business alliance
Stocks other than non-listed stocks	7	20	For enhancing our business relationship

(Stocks for which the number of shares decreased in the fiscal year ended March 31, 2022)

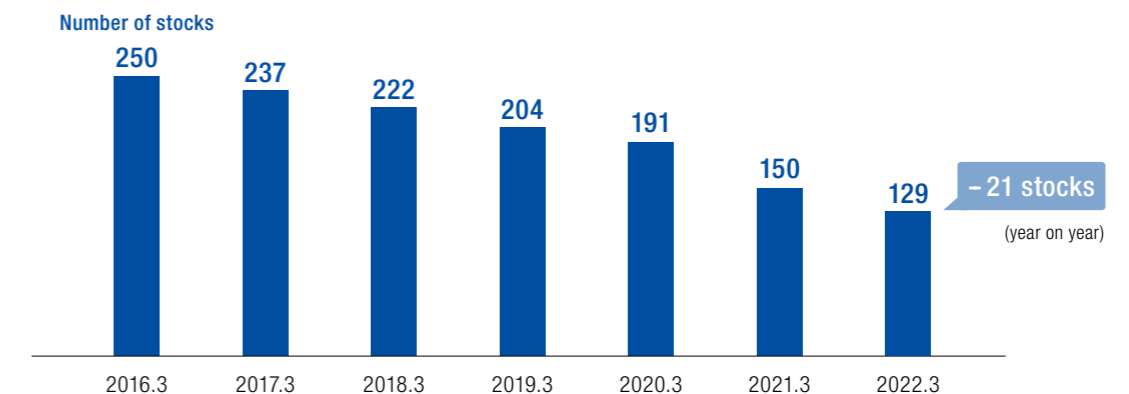
	Number of companies (Stocks)	Total amount of sale value pertaining to the decrease in number of shares (¥ million)
Non-listed stocks	5	361
Stocks other than non-listed stocks	30	14,367

(To next page)

Reduction of strategic shareholdings

As a result of efforts for strategic shareholding reductions in the fiscal year ended March 31, 2022, the Company decreased the number of listed stocks by 21 and moved forward with the improvement of capital efficiency.

Stockholdings of listed stocks



Corporate Governance

3. Holding category, company name, number of shares, amount recorded on the balance sheet and holding purpose of stocks held for reasons other than for pure investment purposes

Stocks held for reasons other than pure investment purposes

Company name	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2021	Company's ownership of DNP shares (Y/N)	Holding purpose, quantitative effect of ownership and the reason for increase of number of shares
	Number of shares	Number of shares		
	Amount recorded on balance sheet (¥ million)	Amount recorded on balance sheet (¥ million)		
Recruit Holdings Co., Ltd.	38,600,000	40,100,000	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company. After reviewing the significance and purpose of the shareholding, we have sold a part of our shareholding in the fiscal year ended March 31, 2022.
	208,980	216,580		
The Dai-ichi Life Insurance Co., Ltd.	6,606,600	6,606,600	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	16,509	12,565		
Dexerials Corporation	3,125,000	3,125,000	N	We hold the company's shares aiming to strengthen our business alliance. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	10,453	5,912		
Ezaki Glico Co., Ltd.	1,618,647	1,617,783	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of shareholding through close investigation of the transaction status and the prospects of businesses with the company. In the fiscal year ended March 31, 2022, the number of shares increased because of the enhancement of our business relationship.
	6,021	7,191		
FUJIFILM Holdings Corporation	685,965	685,965	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	5,146	4,507		
Lion Corporation	3,140,665	3,140,665	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	4,277	6,780		
Mizuho Financial Group, Inc.	2,713,431	2,713,431	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	4,251	4,338		
Taisho Pharmaceutical Holdings Co., Ltd.	692,700	692,700	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	3,934	4,945		
Aica Kogyo Co., Ltd.	1,293,743	1,293,743	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	3,866	5,162		
Meiji Holdings Co., Ltd.	564,400	564,400	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	3,730	4,018		
Toyo Suisan Kaisha, Ltd.	794,980	794,980	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	3,474	3,696		
Kobayashi Pharmaceutical Co., Ltd.	319,000	318,272	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of shareholding through close investigation of the transaction status and the prospects of businesses with the company. In the fiscal year ended March 31, 2022, the number of shares increased because of the enhancement of our business relationship.
	3,132	3,287		
Kikkoman Corporation	350,940	350,940	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	2,853	2,312		
Hakuhodo DY Holdings Inc.	1,720,000	1,720,000	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	2,657	3,173		
YAKULT HONSHA CO., LTD.	350,500	350,500	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	2,285	1,962		
Ajinomoto Co., Inc.	630,931	630,931	N	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	2,192	1,429		
Asahi Group Holdings, Ltd.	480,029	480,029	N	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	2,141	2,239		
YAMATO HOLDINGS CO., LTD.	830,300	830,300	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,903	2,519		
KADOKAWA CORPORATION	584,000	292,000	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,880	1,254		
Mitsubishi UFJ Financial Group, Inc.	2,399,760	2,399,760	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,824	1,419		
Sapporo Holdings Limited	759,277	759,277	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,751	1,741		

Company name	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2021	Company's ownership of DNP shares (Y/N)	Holding purpose, quantitative effect of ownership and the reason for increase of number of shares
	Number of shares	Number of shares		
	Amount recorded on balance sheet (¥ million)	Amount recorded on balance sheet (¥ million)		
TOKYO OHKA KOGYO CO., LTD.	206,000	206,000	Y	We hold the company's shares aiming to strengthen our business alliance. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,516	1,425		
MORINAGA & CO., LTD.	393,000	393,000	N	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,497	1,554		
TAKARA HOLDINGS INC.	1,200,000	1,200,000	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,321	1,808		
S&B FOODS INC.	344,400	344,400	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,267	1,673		
Unicharm Corporation	290,700	290,700	N	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,267	1,350		
Aflac Incorporated	149,600	149,600	N	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,179	847		
PILOT CORPORATION	223,100	223,100	N	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,173	787		
Hulic Co., Ltd.	1,040,000	1,040,000	Y	We hold the company's shares aiming to enhance our business relationship. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of our shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,145	1,357		
Oji Holdings Corporation	1,840,800	1,840,800	Y	We hold the company's shares aiming to strengthen our business alliance. While the quantitative effect of ownership is not stated, we have verified the significance and purpose of shareholding through close investigation of the transaction status and the prospects of businesses with the company.
	1,117	1,318		

Note:

- Stocks held for reasons other than pure investment purposes and stocks held in trust with voting rights are not added together when selecting stocks with the largest amounts as recorded in the balance sheet.
- The quantitative effect of ownership is not stated because of matters concerning business agreements with the business partner. In terms of the rationality of the holding, we have periodically verified the significance and purpose of shareholding through close investigation of the transaction status with the company, financial results of the company, business status of DNP, the medium- to long-term economical rationality and the prospects.
- In the company's ownership of DNP shares, in case that the company is a holding company, the holding status of the parent company and its major subsidiaries is stated.
- KADOKAWA CORPORATION split its ordinary shares 2-for-1 on January 1, 2022.
- Among stocks held for reasons other than pure investment purposes, the 30 stocks with the largest amounts as recorded in the balance sheet are listed.

Stocks held in trust or other legal entity while retaining voting rights or voting instruction rights

Company name	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2021	Company's ownership of DNP shares (Y/N)	Holding purpose, quantitative effect of ownership and the reason for increase of number of shares
	Number of shares	Number of shares		
	Amount recorded on balance sheet (¥ million)	Amount recorded on balance sheet (¥ million)		
Terumo Corporation	7,722,000	7,722,000	Y	We hold voting instruction rights for shares in retirement benefit trusts.
	28,756	30,880		
TV Asahi Holdings Corporation	4,030,000	4,030,000	N	We hold voting instruction rights for shares in retirement benefit trusts.
	6,077	8,386		
Astellas Pharma Inc.	2,284,000	2,284,000	N	We hold voting instruction rights for shares in retirement benefit trusts.
	4,364	3,887		
Japan Tobacco Inc.	1,000,000	1,000,000	N	We hold voting instruction rights for shares in retirement benefit trusts.
	2,087	2,125		
KADOKAWA CORPORATION	532,608	266,304	Y	We hold voting instruction rights for shares in retirement benefit trusts.
	1,714	1,143		
TAKARA HOLDINGS INC.	500,000	500,000	Y	We hold voting instruction rights for shares in retirement benefit trusts.
	550	753		

Note:

- Stocks held for reasons other than pure investment purposes and stocks held in trust with voting rights are not added together when selecting stocks with the largest amounts as recorded in the balance sheet.
- In the company's ownership of DNP shares, in case that the company is a holding company, the holding status of the parent company and its major subsidiaries is stated.
- KADOKAWA CORPORATION split its ordinary shares 2-for-1 on January 1, 2022.

(3) Stocks held for pure investment purposes

None