

TOP MESSAGE

DNP will create a better future driven by its aspiration to contribute to society and enrich people's lives.

Yoshinari Kitajima
President



1. Creation of new value that realizes a sustainable, better society and more-spiritually enriched lives

The DNP Group continuously maintains its aspiration to contribute to society and enrich people's lives and incorporates this aspiration into its brand statement "Creating future standards." Imbued with this aspiration, all DNP Group employees fulfil their mission of creating an even better future.

On top of this, we work to ensure that DNP's products and services provide "indispensable value" to people as a familiar and basic existence for their lives. Besides providing products and services as output, I believe it is also important that people worldwide feel that our products and services are indispensable in their lives and accept these as a type of value (outcome). By repeatedly building on these efforts, DNP will demonstrate its reason for existence while ensuring this has the positive impact of "realizing a sustainable, better society and well-being lives."

We also believe that a healthy society and economy and comfortable and well-being lives can only be achieved on a sustainable planet. Recent years have especially witnessed accelerating changes in the environment, society and the economy as well as the manifestation of infectious disease risk and geopolitical risk and these are having a tremendous impact on each country and region.

As underscored by these shifts, we live in an age where abrupt changes are becoming the norm, making it imperative

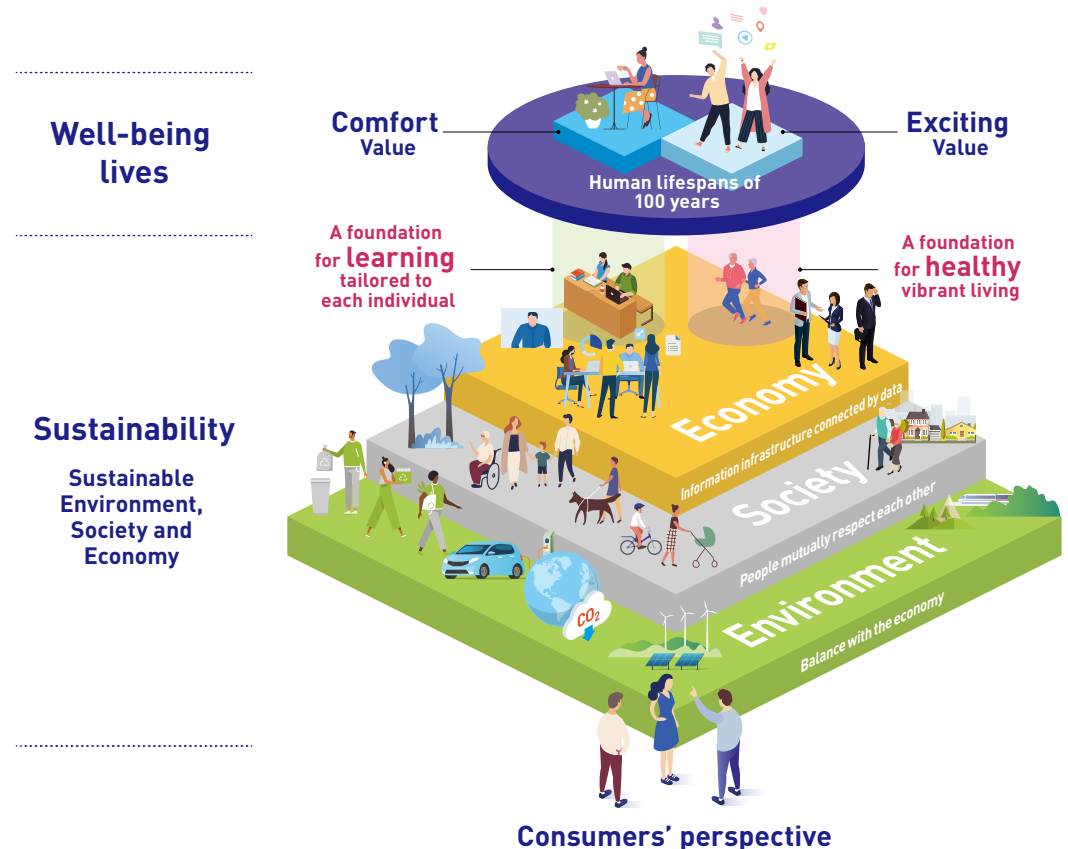
that we ourselves take the lead in reorienting the environment, society and the economy toward a better direction rather than reacting to individual changes after these occur.

For this purpose as well, in April 2022 we restructured our Sustainability Committee, for which I serve as chairperson, based on our recognition that we need to adequately ascertain, analyze and manage risks as variable factors and to strengthen our initiatives in this area. This committee collaborates with the Corporate Ethics Committee and the BCM Promotion Committee to manage company-wide risks and reduce negative impacts under medium-to-long-term corporate activities that emphasize the environment, society and governance (ESG).

Of course, DNP also simultaneously regards these variable factors as huge opportunities for expanding its business. By synergizing our unique strengths of P&I (printing and information) and deepening collaboration with our diverse array of partners, another of DNP's distinctive strengths, we will solve various social issues and create new value that exceeds people's expectations.

The DNP Group will continuously tackle new challenges and take the lead in creating a better future by giving shape to each and every value that people desire.

Image of the environmental, social and economic foundations that DNP values and the value that DNP creates



TOP MESSAGE

2. Continue “Creating future standards” through the “value creation process” of business promotion and reinforcing our business base



DNP prescribes its Corporate Philosophy as “The DNP Group connects individuals and society, and provides new value” and expresses its Business Vision as “use P&I Innovations to expand business, primarily around four growth areas.” In realizing these, we are currently deploying a business process for “creating future standards” by both promoting business and reinforcing our business base.

Under this “value creation process,” we first ascertain and analyze global social issues, people’s expectations and megatrends, consider stakeholder interests and impacts, and the degree of importance for DNP, and set “key issues” for DNP. Next, we measure the value generated by DNP’s businesses, with a focus on profitability and market growth potential and prescribe the businesses on which we will focus and develop. We will build a resilient business portfolio by optimally allocating management resources centered on these “focus businesses.”

We are currently seizing megatrends such as digital transformation (DX), longer human lifespans, the move toward smart cities and the building of a circular economy and we are concentrating our resources on focus businesses related to IoT and next-generation communications business, data distribution-related business, mobility business and environment-related businesses.

In promoting business, it is important to utilize both financial capital and non-financial capital (human, intellectual, manufacturing, natural, social and relationship capital) in an integrated manner. Besides targeting business development investments and environment-related investments, these capitals will be reinvested in corporate activities from the next fiscal year onward as “investments in human resources,” which I consider to be of paramount importance. (*See pages 12-21 for the value creation process.)

These value creation initiatives are long term and look 50 and 100 years into the future. In getting there, we have set specific interim goals (milestones) and by achieving each and every goal we will create an even better future. Most recently, upon setting concrete goals for attainment by fiscal 2024, we are promoting a three-year Medium-term Management Plan that runs from fiscal 2020 to fiscal 2022.

Let me next briefly touch upon our “Third Corporate Founding” as shown in the diagram “What the DNP Group Wants To Be.” DNP’s two predecessors, Shueisha and Nisshin Printing, founded in 1876 and 1907, respectively, merged in 1935 to form Dai Nippon Printing Co., Ltd. The company temporarily faced harsh business management conditions after the war but responded to these circumstances by formulating a five-year reconstruction plan. As part of this plan, the company promoted Expansion Printing that involved applying and advancing our printing technologies to broaden

our business domains and this led to the birth of the current three segments comprising our printing business. We call this transformation our Second Corporate Founding.

During this phase, we provided individual products and services mainly to respond to the needs of corporate clients. At present, however, circumstances in Japan and abroad are evolving dramatically and this means that DNP needs to observe and address the needs of society and consumers on

our own. I believe we can realize “Creating future standards” only when DNP takes the lead in accurately grasping social issues and people’s expectations. We are currently taking a giant step away from “solving customer issues” and moving toward “We will realize a better, more sustainable society and more well-being lives.” We regard this major transformation as our Third Corporate Founding and we are working to successfully attain this transformation.

3. We will continue taking on the challenge of creating a better future by strengthening “investment in human resources.”

The DNP Group’s greatest strength in creating new value is the existence of each and every employee. All employees both in Japan and overseas are valuable human resources and serve as the driving force for our sustainable growth as a company. In recognition of this, we will proactively and concretely execute investments in human resources as well as strengthen our human capital.

Over the past several years, we have formulated such policies as the DNP Group Declaration on Health, DNP Group Diversity Declaration and DNP Group Safety and Health Charter to enable all employees to fully deploy their capabilities. Additionally, we also concentrated on rebuilding various personnel systems with the aim of enhancing our appeal as a company from both internal and external perspectives. These measures are based on a belief that respecting employees leads to the respected employees driving corporate growth and enriching society. In fiscal 2022, we positioned this belief as our “universal and basic approach to human resources” and set this as our Human Capital Policy.

Regarding human rights and labor, which have become increasingly important in recent years, the DNP Group Code of Conduct advocates “Respect for human dignity and diversity” and calls for respecting the inherent diversity of all kinds of people and stipulates that all employees conduct themselves in

a disciplined manner. In 2020, we formulated the DNP Group Human Rights Policy based on documents such as the International Bill of Human Rights and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work. Going forward, we will strengthen initiatives for respecting human rights throughout the DNP Group, both in Japan and overseas.

Needless to say, every society throughout the world is full of diversity and has indispensable people, each with their own unique characteristics. To continuously provide value as a “basic” to these societies and people, DNP itself first thoroughly promotes “diversity and inclusion.” For example, while closing any gender gaps, we will synergize the strengths of all employees regardless of whether they have disabilities to raise the total strengths of All DNP.

The DNP Group has a corporate culture of continuously taking on challenges. In the future as well, we will continue to take on the challenge of realizing a better future from a long-term perspective.

To do so, I would like to deepen *TAIWA* (dialogue) with numerous stakeholders that include shareholders. Going forward, I ask for your further support as we work to achieve our objectives.

What the DNP Group Wants To Be

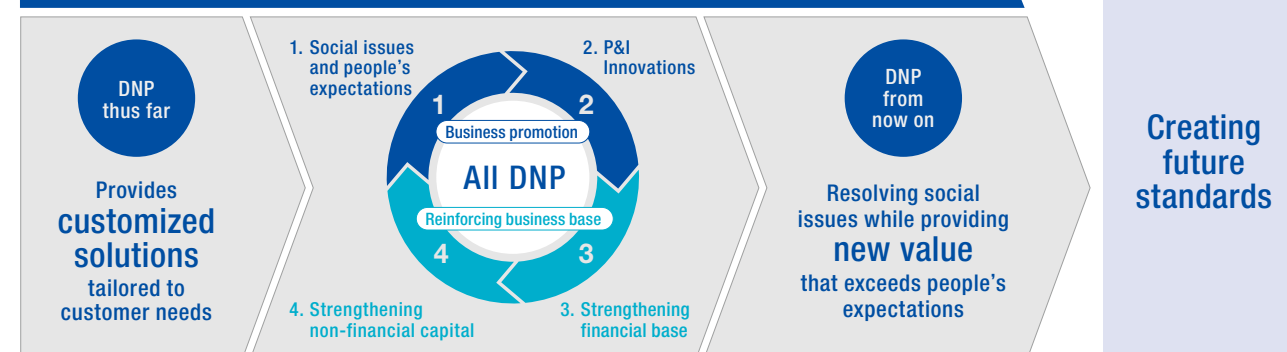
Corporate Philosophy | The DNP Group connects individuals and society, and provides new value.

1950s

21st Century

Second Corporate Founding →

→ Toward “Third Corporate Founding”



DNP’s unvarying strengths

“Culture of continuously taking on the challenge of promoting change”
“Exceeds to provide indispensable value to society and people.”
“Synergies from P&I strengths” “Sincere approach and high transparency”

DNP will synergize its unique strengths and together with its numerous partners will provide indispensable value to society and people.

