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## Summary of Financial Results

Dai Nippon Printing Co., Ltd. and Consolidated Subsidiaries  
Years ended March 31

	2022	2021	2020	U.S. dollars in thousands except per share amounts	Change 2022 / 2021
				2022 (\$ thousand)	
<b>Statements of Operations</b> (¥ million)					
Net sales	1,344,147	1,335,440	1,401,894	11,017,598	0.7%
Operating income	66,789	49,529	56,274	547,451	34.8%
Ordinary income	81,249	59,907	63,786	665,975	35.6%
Income before income taxes	126,891	46,401	102,719	1,040,090	173.5%
Net income attributable to parent company shareholders	97,182	25,088	69,498	796,574	287.4%
<b>Balance Sheets</b> (¥ million)					
Total net assets	1,148,413	1,098,614	968,575	9,413,221	4.5%
Interest-bearing debt	154,362	158,555	211,646	1,265,262	-2.6%
Stockholders' equity	1,091,861	1,043,977	915,779	8,949,680	4.6%
Total assets	1,876,647	1,825,019	1,721,724	15,382,352	2.8%
<b>Cash Flow Statements</b> (¥ million)					
Cash flows from operating activities	82,029	61,682	93,937	672,369	33.0%
Cash flows from investing activities	(39,209)	(56,284)	191,057	(321,385)	—
Cash flows from financing activities	(57,752)	(78,269)	(41,281)	(473,377)	—
Free cash flow *	42,820	5,398	284,994	350,984	693.3%
<b>Per Share Data</b> (¥)					
Net income - primary	355.84	89.32	235.18	2.92	298.4%
Net assets	4,057.98	3,716.85	3,260.38	33.26	9.2%
Cash dividend	64.00	64.00	64.00	0.52	—
<b>As a Percentage of Net Sales</b> (%)					
Operating income	4.97	3.71	4.01	4.97	1.26
EBITDA margin	13.30	7.38	11.32	13.30	5.92
Net income	7.23	1.88	4.96	7.23	5.35
<b>Financial Ratios</b>					
ROE (%)	9.10	2.56	7.27	9.10	6.54
ROA (%)	5.25	1.41	3.97	5.25	3.84
Equity ratio (%)	58.18	57.20	53.19	58.18	0.98
<b>Valuations</b> (against share price on March 31)					
PER (times)	8.09	25.97	9.78	8.09	—
PBR (times)	0.71	0.62	0.71	0.71	—
EV/EBITDA (times)	3.49	4.97	2.94	3.49	—
PCFR (times)	5.22	8.57	5.21	5.22	—
Dividend yield (%)	2.22	2.76	2.78	2.22	-0.54
<b>Returns to Shareholders</b>				(\$ thousand)	
Values of shares repurchased (¥ million)**	29,999	—	59,999	245,893	—
Dividend payout ratio (%)	17.99	71.66	27.21	17.99	—
Total return ratio (%)	48.64	71.66	113.11	48.64	—
<b>Others</b>					
Long-term credit rating (R&I)	AA-	AA-	AA-	AA-	—
Foreign ownership (%)	23.16	23.64	24.14	23.16	-0.48

U.S. dollar amounts have been translated from yen, for convenience only, at the rate of ¥122=U.S.\$1, the approximate Tokyo foreign exchange market rate as of March 31, 2022.

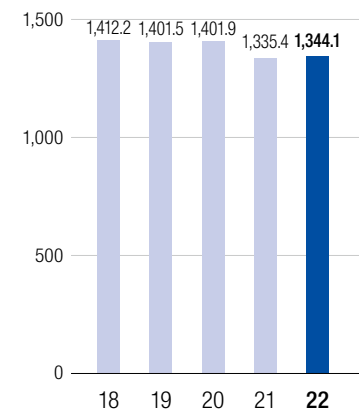
\* Free cash flow = net cash from operating activities + net cash from investing activities

\*\* Treasury stock acquired through requests for the purchase of odd-lot shares is not included.

# Financial and Non-financial Data

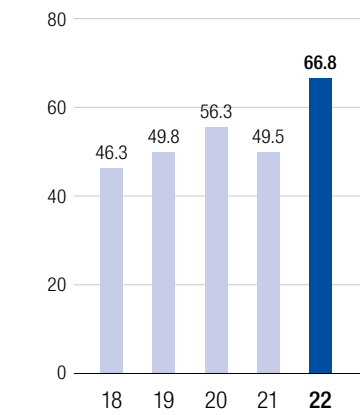
## Net Sales

(¥ billion)



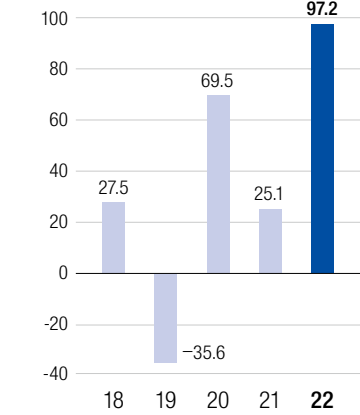
## Operating Income

(¥ billion)



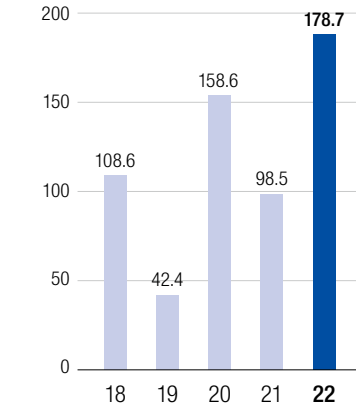
## Net Income (Loss) Attributable to Parent Company Shareholders

(¥ billion)



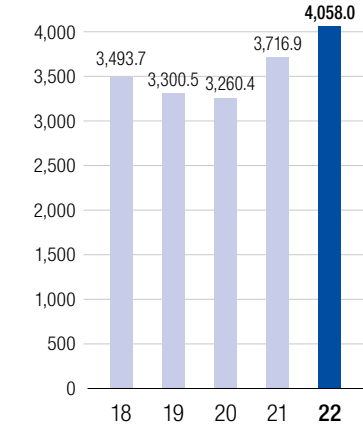
## EBITDA

(¥ billion)



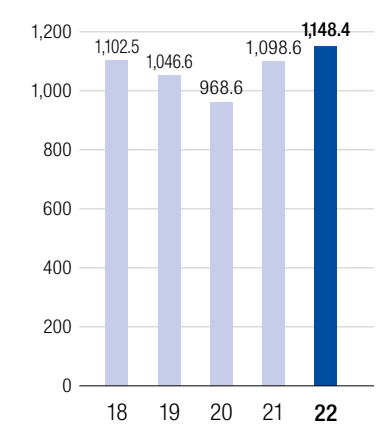
## Book Value per Share

(¥)



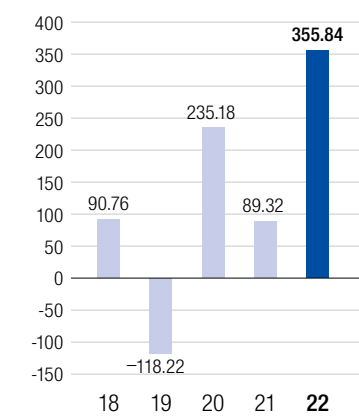
## Total Net Assets

(¥ billion)



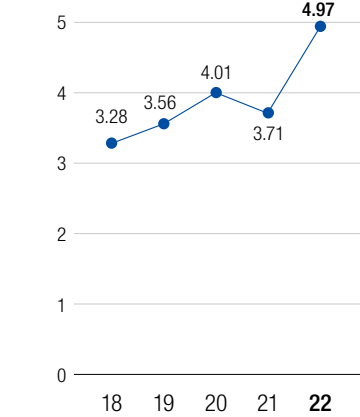
## Earnings (Loss) per Share

(¥)



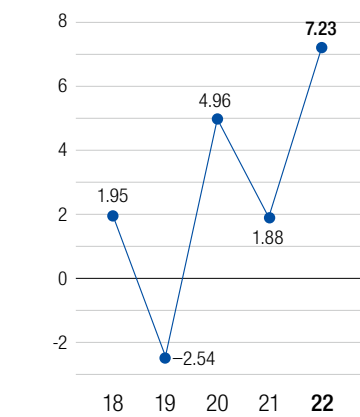
## Operating Income to Net Sales

(%)



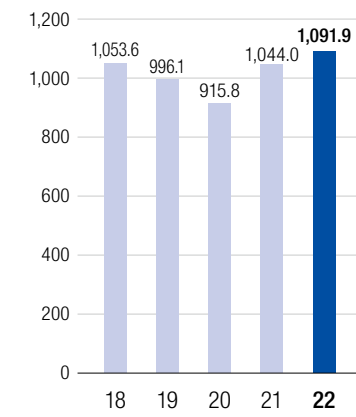
## Net Income (Loss) to Net Sales

(%)



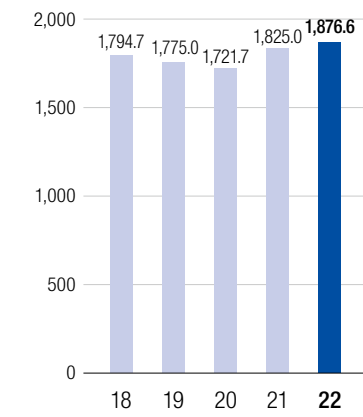
## Stockholders' Equity

(¥ billion)



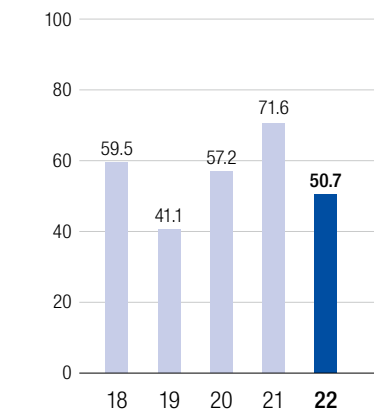
## Total Assets

(¥ billion)



## Capital Expenditures\*

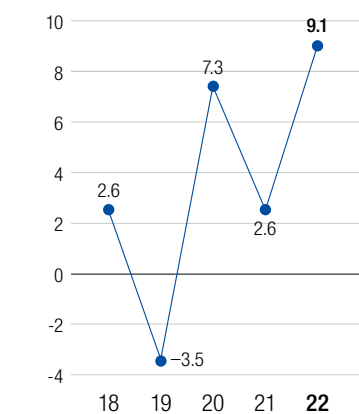
(¥ billion)



\* Figures include capital expenditures for intangible fixed assets.

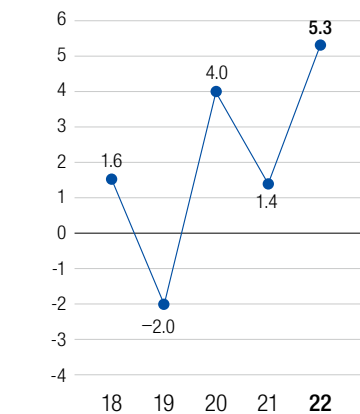
## ROE

(%)



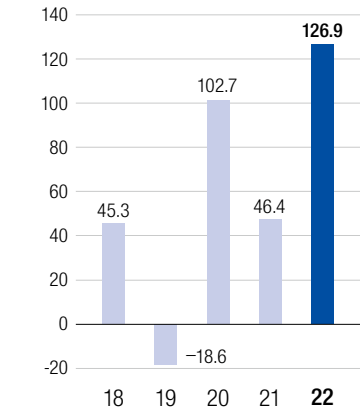
## ROA

(%)



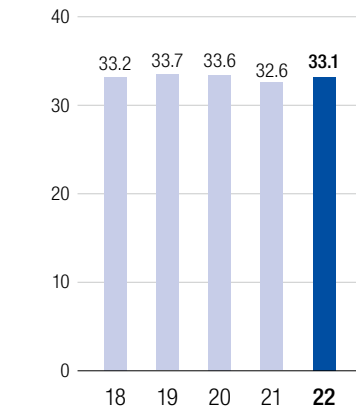
## Income (Loss) before Income Taxes and Non-controlling Interests

(¥ billion)



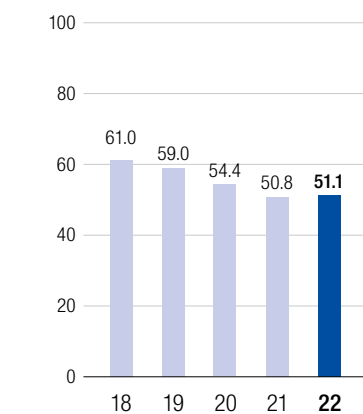
## Research and Development Expenditures

(¥ billion)



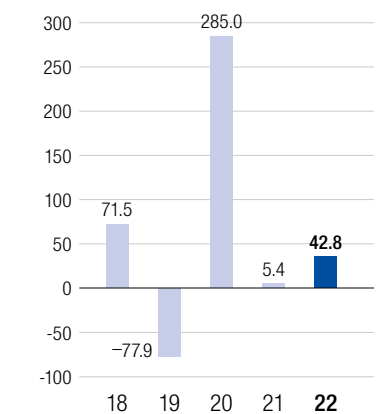
## Depreciation Expense

(¥ billion)



## Free Cash Flow\*

(¥ billion)

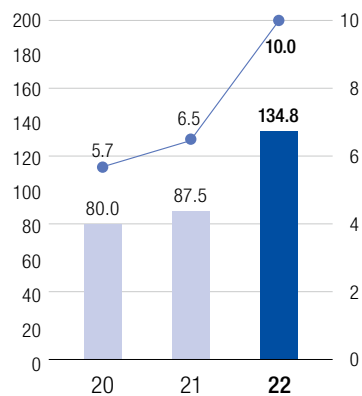


\* Free cash flow = net cash from operating activities + net cash from investing activities

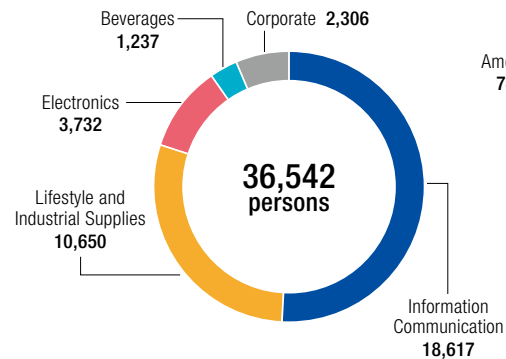
## Financial and Non-financial Data

Eco-friendly Products and Services  
Super Eco-Products

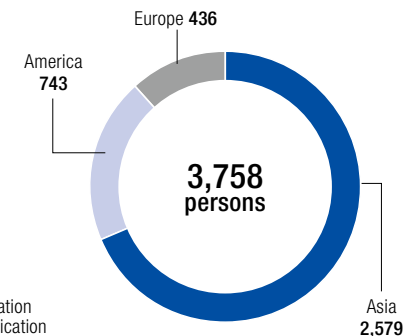
■ Total sales (¥ billion)  
● Ratio of total sales (%)

Total Number of Employees  
(by Segment)

(persons) (As of March 31, 2022)

Number of Overseas Group Company  
Employees (by Area)

(persons) (As of March 31, 2022)

Management's Discussion  
and Analysis

## Consolidated

Business Environment and Overview of Operating Results for  
the Fiscal Year Ended March 2022

While COVID-19 continued to have an impact on the environment surrounding the DNP Group during the fiscal year under review, economic activity gradually resumed, partly due to progress in vaccination. In Japan, changes in working and living styles continued, and demand for products and services related to online education, online medical consultations and fifth-generation mobile communication systems (5G) grew. In response to the global popularization of efforts to prevent global warming and reduce environmental load, the need for environmentally friendly products and services that can contribute to building a decarbonized society and a circular economy increased. At the same time, the impact of events related to geopolitical risks, such as the Ukraine conflict, the continued increase of raw materials prices and the prolonged semiconductor shortage intensified in the latter half of the fiscal year under review.

Under these conditions, the DNP Group strived to solve social issues and create new value to meet people's expectations in order to achieve a better, sustainable society and contribute to well-being lives.

In the fiscal year under review, we prioritized businesses in which high profitability and market growth potential were expected, with businesses related to IoT and next-generation communications, data distribution, mobility and environment as focus businesses for the optimal distribution of management resources.

In the IoT and next-generation communications business, we developed and supplied next-generation semiconductor products based on nanoimprint lithography for 5G. This technology helps reduce the power consumption and cost of semiconductor manufacturing, thereby contributing to the achievement of a decarbonized society.

In data distribution-related business, we established NTT EDX Co., Ltd. in October 2021 as a joint investment with Nippon Telegraph and Telephone West Corporation (NTT West) and Nippon Telegraph and Telephone East Corporation (NTT East) to advance higher education. With a focus on the electronic textbook and other teaching materials business, we worked to provide a range of services to solve problems in higher education and support the digitization and streamlining of publisher and bookstore operations. In addition, we used our "Ki-Re-i" photo printing machines to provide an online application service for the acquisition of the My Number ID cards issued by the Japanese government and promoted the digital transformation (DX) of government services to enable people to apply for these services without contact and accommodate people's new lifestyles.

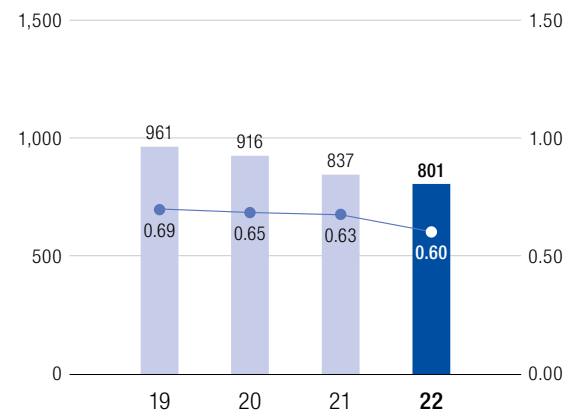
In the mobility business, we worked to develop products and services for the next-generation mobility society, which would require the reduction of environmental load, the increase of energy efficiency, safety and comfort and greater information security. For instance, we developed and supplied battery pouches for lithium-ion batteries used in electric vehicles and other products and decorative films and panels to improve both the design and function of interior and exterior materials.

In environment-related business, we improved our development of mono-material packaging materials to increase recyclability by using plastic as the only material used (mono-material). We created designs with a metallic appearance in addition to their high performance as a barrier to oxygen and steam using the DNP Group's innovative technologies and developed polypropylene (PP) film packaging capable of wrapping liquid content. Selected by a global consumer goods manufacturer in June 2021, this product was launched in the Southeast Asian market.

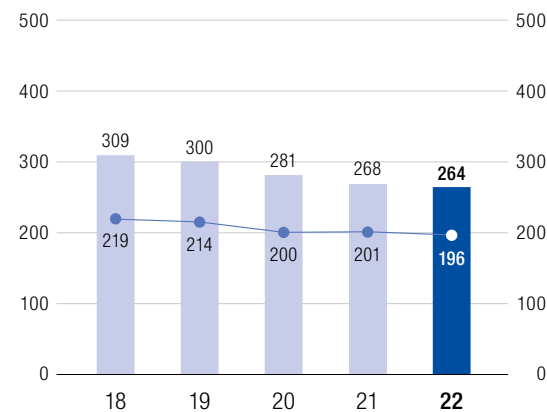
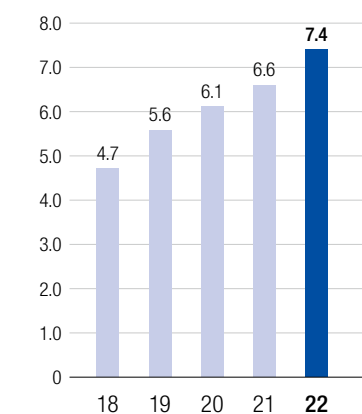
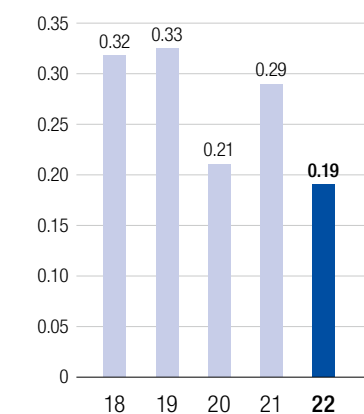
Additionally, we are implementing structural reforms to increase our competitiveness and develop a strong business portfolio. To strengthen the

GHG Emissions  
(Including International Operations)

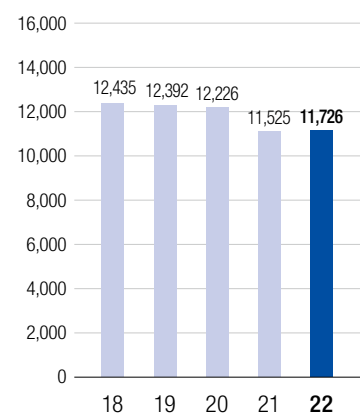
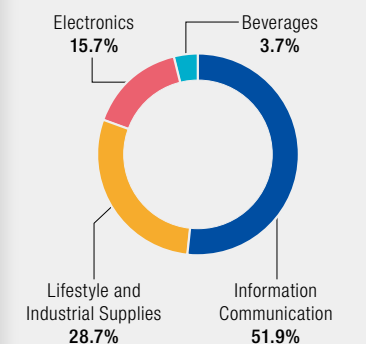
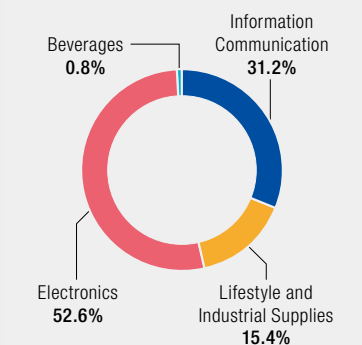
■ GHG emissions (1,000 t-CO<sub>2</sub>)  
● Emissions per-unit value (t-CO<sub>2</sub>/million yen)

Total Undesired Materials Emissions  
(Including International Operations)

■ Undesired materials emissions (1,000 tons)  
● Emissions per-unit value (t/billion yen)

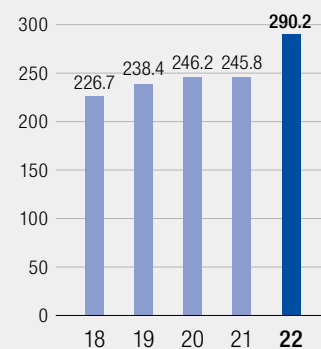
Percentage of Female Managers  
(%)Lost Time Work Accident  
Occurrence Rate

## Number of Japanese Patents Held

Net Sales by Segment  
(Year ended March 31, 2022)Operating Income by Segment  
(Year ended March 31, 2022)

## Management's Discussion and Analysis

**DNP's Overseas Sales**  
(¥ billion)



management foundation supporting our long-term growth, we identified major trends (megatrends) such as DX and accelerated efforts to improve productivity through the utilization of ICT, enhance our information infrastructure and address the environment, human resources and human rights.

	2022.3	2021.3	2020.3
Net sales (¥ million)	1,344,147	1,335,440	1,401,894
Gross profit margin	21.8 %	20.7 %	20.9 %
Operating income margin	5.0 %	3.7 %	4.0 %
Ordinary income margin	6.0 %	4.5 %	4.5 %
Net income margin	7.2 %	1.9 %	5.0 %

Overseas sales for the DNP Group as a whole were ¥290,233 million, up 18.1% from the previous fiscal year. Overseas sales accounted for 21.6% of total sales, a 3.2 percentage points rise from 18.4% in the previous fiscal year. By region, sales in Asia, including Indonesia and Taiwan, increased by 19.0% year on year to ¥218,894 million. In other regions, including the United States and Europe, sales increased 15.2% to ¥71,339 million.



### Information Communication

- Net Sales: ¥698,999 million (down 3.2% YoY)
- Operating Income: ¥27,617 million (up 43.9% YoY)
- Operating Income Margin: 4.0% (up 1.3 percentage points)

### Publishing Business

**Market** Sales volume in the publishing industry in the fiscal year ended March 2022 totaled ¥1,181 billion (down 4.8% year on year). Sales of books increased 0.3% to ¥674.7 billion due to an increase in book reading time due to the COVID-19 pandemic, a trend that had continued from the fiscal year ended March 2021. Meanwhile, sales of magazines decreased 10.8% year on year to ¥506.2 billion (surveyed by Japan's Research Institute for Publications). The number of bookstores was 11,959 in the fiscal year ended March 2022, a year-on-year decrease of 3.2%, or 390 stores (surveyed by Japan Publishing Organization for Information Infrastructure Development). The size of the electronic book market in the fiscal year ended March 2022 increased 14.3% year on year to ¥551.0 billion and the market is expected to grow to a size exceeding ¥800 billion by the fiscal year ending March 2027 (surveyed by Impress Corporation).

**DNP** Sales of electronic books remained strong, and the number of members of "honto," a hybrid bookstore network selling both paper and electronic books, rose to 7.7 million (as of March 31, 2022), resulting in sales growth. Our electronic library service and library operations steadily grew. In the library support business, the number of contracted libraries was 1,697 as of January 31, 2022, a year-on-year increase of 21, resulting in year-on-year sales growth. Meanwhile, the growth of magazine printing slowed, and printing orders received decreased.

### Information Innovation Business: Marketing

**Market** Domestic demand for advertising in the fiscal year ended March 2022 increased significantly by 12.8% overall from the fiscal year ended March 2021, in which demand for newspaper, magazine, television, radio and direct mail advertising substantially declined due to COVID-19 (surveyed by the Ministry of Economy, Trade and Industry).

**DNP** While digital marketing remained strong throughout the year, leaflets, catalogs, SP, etc., decreased due in part to major clients reducing their budgets for promotion due to the prolonged impact of the pandemic, resulting in a fall in overall sales.

### Information Innovation Business: Information Security

**Market** Society's demand for business process outsourcing (BPO) continued to increase in response to labor shortages and workstyle reforms. In the smart card segment, the percentage of payments using credit cards remained high amid a rise in cashless payment practices.

**DNP** In the smart card business, large BPO projects decreased despite an increase in contactless credit cards, resulting in a fall in overall sales.

### Imaging Communication Business

**Market** Demand for photograph printing significantly recovered thanks to the easing of activity restrictions in response to progress in vaccination and an increase in COVID-19 preventive measures taken at events, the use of amusement facilities, etc.

**DNP** Demand for parts and materials for photography and printing and demand for services recovered considerably in the mainstay U.S. market, and business in other regions also remained steady, resulting in overall sales growth.



### Lifestyle and Industrial Supplies

- Net Sales: ¥387,030 million (up 5.2% YoY)
- Operating Income: ¥13,625 million (down 2.4% YoY)
- Operating Income Margin: 3.5% (down 0.3 percentage point)

### Packaging Business

**Market** While demand for environmentally friendly packaging materials increased and demand for packaging materials for commodities began to recover, demand for packaging materials for tourism-related souvenirs remained low, largely due to a reduction in tourism because of COVID-19.

**DNP** We worked to develop and sell eco-friendly packaging and implemented structural reforms to streamline the manufacturing process and operations. Sales of plastic molded products and aseptic filling systems for PET bottles increased despite a decrease in film packaging and other products, and total sales increased.

### Living Spaces Business

**Market** Domestic new housing starts increased 6.6% year on year to approximately 870,000 units in the fiscal year ended March 2022. In these new starts, owner-occupied houses increased by 6.9%, apartments and other rental housing increased by 9.2% and condominiums increased by 3.9% year on year (surveyed by the Ministry of Land, Infrastructure, Transport and Tourism).

**DNP** Exterior materials for housing and decorative films for automobile interiors increased and antibacterial and antiviral products effective in preventing infection also grew, resulting in a year-on-year increase in total sales.



Industrial High-performance Materials Business

**Market** Worldwide demand for lithium-ion batteries for use in electric vehicles has expanded in response to increasingly strict global environmental regulations aimed at reducing CO<sub>2</sub> emissions. In the fiscal year ended March 2022, the global market for lithium-ion batteries for use in electric vehicles increased 120.9% year on year on a shipped capacity basis according to Yano Research Institute Ltd. Demand for battery pouches used in electric vehicles grew, while demand for battery pouches for tablet and smartphone devices also remained strong, in part due to increased telecommuting.

**DNP** Sales growth in pouches for lithium-ion batteries for tablet and smartphone devices, in addition to pouches for electric vehicles, resulted in year-on-year growth in net sales despite the impact that temporary production reductions had on supply chains due to the global semiconductor shortage.



Electronics

- Net Sales: ¥211,094 million (up 7.1% YoY)
- Operating Income: ¥46,481 million (up 26.7% YoY)
- Operating Income Margin: 22.0% (up 3.4 percentage points)

Display Components Business

**Market** In 2021, the market for small and medium OLED displays grew 18.0% year on year to ¥2,472.3 billion due to growth in demand for notebook PCs, tablet devices and smartphones with the expansion of remote work and online education. The market for large displays rose 49.5% year on year to ¥422.1 billion due to a recovery of demand for televisions in the first half of the year. The market for large liquid crystal panels is expected to grow 74.8% year on year to ¥11,827.6 billion and the market for small panels is projected to increase 14.0% year on year to ¥2,448.8 billion in response to stay-at-home and telecommuting demand (source: Reality and Future Prospect of Display Related Market 2022, Fuji Chimera Research Institute, Inc.).

**DNP** Total sales of optical film products increased despite market saturation generated by stay-at-home demand. Sales of metal masks for OLED display manufacturing rose due to a steady demand for smartphone displays, resulting in overall sales growth in this segment.

Electronics Devices Business

**Market** Global semiconductor sales for 2021 increased 26.2% year on year to US\$ 555.9 billion, according to the World Semiconductor Trade Statistics. By field, semiconductor memory shipments were up 30.9% year on year, and logic shipments increased 30.8% year on year.

**DNP** Sales of photomasks for manufacturing semiconductor products for communication devices, vehicles and datacenters increased. Sales of various related products, such as lead frames, which are materials for semiconductor packages, also remained strong, resulting in overall sales growth.



Beverages

- Net Sales: ¥49,701 million (down 3.4% YoY)
- Operating Income: ¥690 million (down 17.8% YoY)
- Operating Income Margin: 1.4% (down 0.2 percentage point)

**Market** Demand for beverages continued to fall due to stay-at-home policies, a decline in tourists and closures in related industries, including hotels and restaurants, primarily.

**DNP** Overall net sales decreased due to a slowdown in sales growth at restaurants due to consumers’ activity restrictions and tendency to stay at home, despite sales growth at supermarkets and websites, whose main income source is household consumption.

Cost of Sales/Selling, General and Administrative Expenses/Operating Income

Cost of sales decreased ¥7,308 million, or 0.7% year on year, to ¥1,051,218 million and the gross profit margin rose 1.1 percentage points to 21.8%.

Of the major raw materials, the prices of synthetic resin such as film kept rising throughout the year and the price of domestic naphtha (crude gasoline) increased to the level of 65,000 yen/kL in the fourth quarter, resulting in an increase of 45% from the prices as of March 2021. The prices for aluminum, aluminum foil and IC chips also continued to rise. Meanwhile, the cost of sales decreased thanks to successful cost-reduction efforts, in addition to the impact of the application of revenue recognition standards.

Selling, general and administrative expenses amounted to ¥226,140 million in the fiscal period under review, a year-on-year decrease of ¥1,245 million, or 0.5%. The percentage in net sales fell 0.2 percentage point to 16.8%.

As a result, operating income for the fiscal year under review rose ¥17,260 million, or 34.8% year on year, to ¥66,789 million. The operating margin rose 1.3 percentage points to 5.0%.

Non-operating Income (Expenses) and Income before Income Taxes and Non-controlling Interests

Non-operating income totaled ¥18,552 million in the fiscal year under review, up ¥2,929 million, or 18.7%, from the previous fiscal year. Non-operating expenses totaled ¥4,091 million, down ¥1,154 million, or 22.0%, from the previous fiscal year. As a result, net non-operating income was ¥14,460 million, up from ¥10,378 million in the previous year.

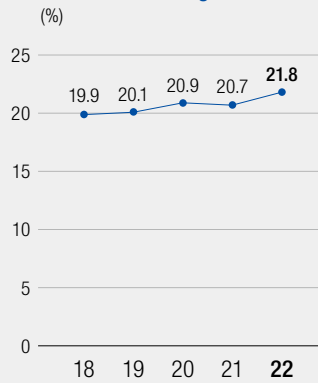
Ordinary income totaled ¥81,249 million, up ¥21,342 million, or 35.6%, from the previous year.

Income before income taxes and non-controlling interests totaled ¥126,891 million, up ¥80,490 million, or 173.5%, from the previous fiscal year due in part to extraordinary income posted for revision of retirement benefit plan, revision of repair reserve and sale of investment securities.

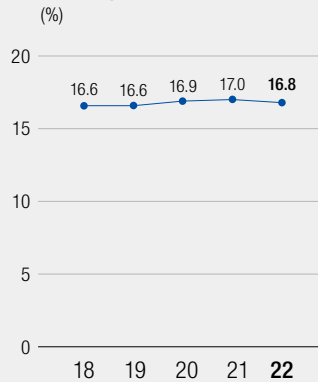
Net Income Attributable to Parent Company Shareholders

Net income attributable to parent company shareholders totaled ¥97,182 million, up ¥72,094 million, or 287.4%, from the previous fiscal year. Net income per share was ¥355.84 (compared to net income per share of ¥89.32 in the previous year).

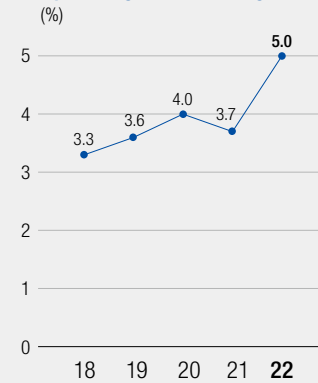
Gross Profit Margin



SGA Expenses to Net Sales



Operating Income Margin



## Management's Discussion and Analysis

## Liquidity and Capital Resources

## Cash Flow

	2022.3	2021.3	2020.3
<b>Cash flow from operating activities</b> (¥ million)	82,029	61,682	93,937
<b>Cash flow from investing activities</b> (¥ million)	− 39,209	− 56,284	191,057
<b>Free cash flow</b> (¥ million)	42,820	5,398	284,994

In the consolidated cash flow in the fiscal year ended March 2022, net cash provided by operating activities totaled ¥82,029 million due mainly to ¥126,891 million in income before income taxes and ¥51,155 million in depreciation.

Net cash used in investing activities amounted to ¥39,209 million, mainly due to payments of ¥53,614 million for the purchase of property, plant and equipment.

Net cash used in financing activities amounted to ¥57,752 million, mainly due to ¥30,860 million for the purchase of treasury shares and ¥17,643 million in dividend payments.

As a result of these activities, cash and cash equivalents at the end of the fiscal year in the consolidated cash flow statement totaled ¥293,361 million.

Free cash flow in the current fiscal year, which is the sum of cash flow from operating activities and cash flow from investing activities, amounted to revenue of ¥42,820 million.

## Capital Expenditures, Depreciation, Research and Development Expenditures, etc.

Capital expenditures in the fiscal year ended March 2022, which mainly focused on the reorganization of production bases in the existing segments and priority investment in strategic businesses, totaled ¥50,699 million, down ¥20,950 million, or 29.2%, from the previous fiscal year. By segment, capital expenditures in the Information Communication segment were ¥19,068 million, down ¥6,999 million from the previous year, and accounted for 38% of total capital expenditures. The Lifestyle and Industrial Supplies segment was ¥21,569 million, down ¥8,456 million, and accounted for 42%. The Electronics segment was ¥5,504 million, down ¥6,484 million, and accounted for 11%. The Beverages segment was ¥2,153 million, up ¥222 million, and accounted for 4%. Capital expenditures for company-wide assets totaled ¥2,405 million, up ¥767 million year, on year and accounted for 5% of total capital expenditures. The necessary capital for the above investment was covered by funds on hand.

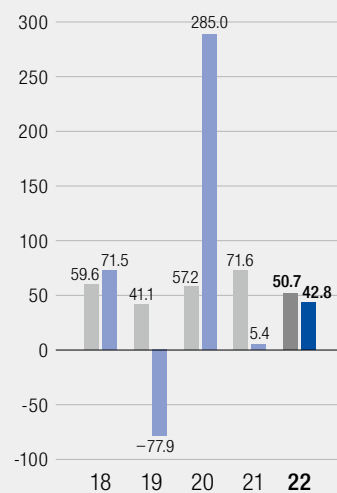
Depreciation in the fiscal year ended March 2022 was ¥51,155 million, up ¥262 million, or 0.5%, from the previous fiscal year. By segment, depreciation in the Information Communication segment was ¥20,014 million, down ¥87 million from the previous year, and accounted for 39% of total depreciation. The Lifestyle and Industrial Supplies segment was ¥18,442 million, up ¥1,924 million, and accounted for 36%. The Electronics segment was ¥8,695 million, down ¥721 million and accounted for 17%. The Beverages segment was ¥2,087 million, down ¥804 million, and accounted for 4%. Depreciation of company-wide assets totaled ¥1,917 million, and accounted for 4% of total capital expenditures.

In addition, research and development expenditures for the fiscal year ended March 2022 totaled ¥33,148 million, exceeding the expenditures of ¥32,623 million in the previous fiscal year by ¥525 million.

## Capital Expenditures and Free Cash Flow

(¥ billion)

■ Capital expenditures  
■ Free cash flow



## Balance Sheet

	2022.3	2021.3	2020.3
<b>Total assets</b> (¥ million)	1,876,647	1,825,019	1,721,724
<b>Interest-bearing debt</b> (¥ million)	154,362	158,555	211,646
<b>Stockholders' equity</b> (¥ million)	1,091,861	1,043,977	915,779
<b>Book value per share</b> (¥)	4,057.98	3,716.85	3,260.38

DNP's total assets at the end of the fiscal year under review amounted to ¥1,876,647 million, up ¥51,628 million, or 2.8%, from the previous fiscal year.

Among current assets, cash and cash equivalents totaled ¥293,361 million, down ¥10,862 million, or 3.6%, from the previous fiscal year. The sum of trade receivables and contract assets came to ¥324,846 million, up ¥221 million, or 0.1%. Inventories of merchandise and finished products, work in process, raw materials and supplies totaled ¥141,621 million, up ¥14,850 million, or 11.7%. As a result, current assets totaled ¥804,813 million, down ¥1,004 million, or 0.1%.

Among fixed assets, net property, plant and equipment totaled ¥421,876 million, up ¥1,846 million, or 0.4%, from the previous fiscal year. Intangible fixed assets totaled ¥27,747 million, up ¥2,540 million, or 10.1%. Investments and other assets totaled ¥ 622,210 million, up ¥48,246 million, or 8.4%. As a result, fixed assets totaled ¥1,071,834 million, up ¥52,633 million, or 5.2%.

Current liabilities totaled ¥406,108 million, down ¥2,017 million, or 0.5%, from the previous fiscal year. Long-term liabilities totaled ¥322,126 million, up ¥3,846 million, or 1.2%. As a result, total liabilities amounted to ¥728,234 million, up ¥1,828 million, or 0.3%.

As of March 31, 2022, net assets totaled ¥1,148,413 million, up ¥49,799 million, or 4.5%, compared with the end of the previous fiscal year primarily due to an increase of ¥56,399 million, or 8.2%, in retained earnings.

As a result, the equity ratio in the fiscal year under review was 58.2%, an increase of 1.0 percentage point from the previous fiscal year.

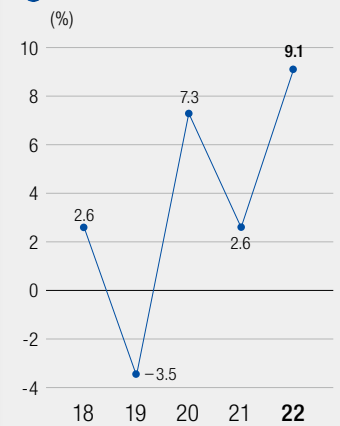
As of March 31, 2022, a total of 317,240,346 shares of common stock had been issued, of which 48,175,114 shares, or 15.19% of the total, were held as treasury stock. The total number of shares of treasury stock increased by 4,811,444 from the previous year.

	Type of shares	Shares at beginning of fiscal year	Increase in shares during fiscal year	Decrease in shares during fiscal year	Shares at end of fiscal year
<b>Shares Issued</b>	Common Stock	324,240,346	—	7,000,000	317,240,346
<b>Treasury Stock</b>	Common Stock	43,363,670	11,811,597	7,000,153	48,175,114

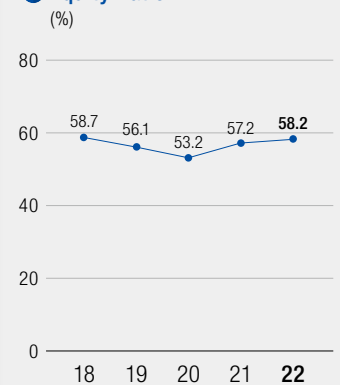
## Notes

- The 7,000,000-share decrease in the number of shares of common stock issued is the result of a cancellation of treasury stock.
- The 11,811,597-share increase in the number of shares of common stock held as treasury stock is the result of an increase of 11,806,600 shares due to a purchase of treasury stock by resolution of the Board of Directors and an increase of 4,997 shares due to a purchase of odd-lot shares.
- The 7,000,153-share decrease in the number of shares of common stock held as treasury stock is the sum of a decrease of 7,000,000 shares due to a cancellation of treasury stock, a decrease of 148 shares through the sale of odd-lot shares and a decrease of 5 shares due to changes in ratios of equity held in equity method affiliates.

## ROE



## Equity Ratio



# Major Subsidiaries and Affiliates

(As of March 31, 2022)

Printing		Capital (¥ million)	Ownership ratio of voting rights (%)
DNP Hokkaido Co., Ltd.	General affairs, accounting work and other business services	100	100.0
DNP Tohoku Co., Ltd.	General affairs, accounting work and other business services	100	100.0
DNP Chubu Co., Ltd.	General affairs, accounting work and other business services	100	100.0
DNP Nishi Nippon Co., Ltd.	General affairs, accounting work and other business services	100	100.0
DNP Shikoku Co., Ltd	Film making, printing, bookbinding; production and sale of packaging	50	97.0
Information Communication			
Publishing			
Maruzen CHI Holdings Co., Ltd.	Investment in operating companies	3,000	55.0
TRC Library Service Inc.	Sale of books, creation of data, library operation support and consulting	266	55.0 (55.0)
MARUZEN-YUSHODO Company, Limited	Education and academic businesses; retail stores; publishing; commercial facility/store interiors, etc.	100	55.0 (55.0)
MARUZEN PUBLISHING CO., LTD.	Publishing	50	55.0 (55.0)
MaruzenJunkudo Bookstores Co., Ltd.	Sale of books, magazines and stationery	50	55.0 (55.0)
BOOKOFF GROUP HOLDINGS LIMITED	Management of group companies and related businesss	100	18.4 (11.0)
2Dfacto, Inc.	Operation of hybrid bookstore services	100	100.0
VISUALJAPAN Inc.*	Development, sale and maintenance of computer software	50	87.0
DNP Book Factory Co., Ltd.	Offset printing and bookbinding	200	100.0
DNP Media Art Co., Ltd.	Prepress and media production	180	100.0
MobileBook.jp Inc.	Electronic publishing and distribution platform services; e-book distribution service	100	63.8
Kyoiku Shuppan Co., Ltd.	Editing and sale of textbooks and educational materials	60	48.2
Oguchi Book Binding & Printing Co., Ltd.	Bookbinding	49	100.0 (15.1)
Tien Wah Press (Pte.) Ltd.	Film making, printing and bookbinding	(SGD1,000)	100.0
		4,600	
Information Innovation			
INTELLIGENT WAVE INC.	Development and maintenance of software	843	50.7
DNP Graphica Co., Ltd.	Offset printing and bookbinding	100	100.0
DNP Communication Design Co., Ltd.	Planning, production, film making and plate making	100	100.0
DNP Data Techno Co., Ltd.	Production and sale of business forms and plastic cards, and BPO service	100	100.0
DNP Digital Solutions Co., Ltd.	Planning, design, maintenance and operation of information systems	100	100.0
DNP SP Solutions Co., Ltd.	Planning and production of promotional materials	80	100.0
DNP HyperTech Co., Ltd.	Production and sale of computers and peripheral devices; development, production and sale of software	40	100.0
NBC Co., Ltd.*	Mailing of printed matter, etc.	20	100.0 (100.0)
DNP Planning Network Co., Ltd.	Planning and production of printed materials	50	95.0
DNP Social Links Co., Ltd.	Planning, development and operation of online advertising and computer systems, etc.	10	100.0
DNP Media Support Co., Ltd.	Production and sale of all types of printed matter	10	95.0
MK Smart Joint Stock Company	Production and sale of cards, and BPO business and DTP business	(VND1,000,000)	36.3
		100,000	
PT. Wahyu DNP Bureau	Card-issuing services	(USD1,000)	45.0
		2,000	
Imaging Communication			
DNP Imaging Comm Co., Ltd.	Production and processing of thermal mass transfer media and dye-sublimation media	100	100.0
DNP Photo Imaging Japan Co., Ltd.	Sale of photo-related products; operation of ID photo booths and automated commemorative photo booths	100	100.0
DNP ID System Co., Ltd.	Sale of government-affiliated smart card identification equipment and materials	60	100.0
DNP hollyhock Co., LTD.	Operation of photo studio and related equipment services	90	100.0 (100.0)
DNP Imagingcomm Asia Sdn. Bhd.	Production, processing and sale of thermal mass transfer media and dye-sublimation media; sale of photo-related products	(MYR1,000)	100.0
		190,000	
DNP Imagingcomm America Corporation	Production, processing and sale of thermal mass transfer media and dye-sublimation media; sale of photo-related products	(USD1,000)	100.0
		71,980	(100.0)
DNP Photo Imaging Europe SAS	Sale of photo-related products	(EUR1,000)	100.0
		2,408	
DNP Photo Imaging Russia, LLC	Sales of photo-related products	(RUB1,000)	100.0
		7,622	(100.0)
Sharingbox SA	Providing functional photo booths for event business	(EUR1,000)	100.0
		3,588	(100.0)
DNP Imagingcomm Europe B.V.	Processing and sale of thermal mass transfer media and dye-sublimation media	(EUR1,000)	100.0
		1,000	
Lifestyle and Industrial Supplies			
Packaging			
Lifescape Marketing Co., Ltd.	Research, compilation and provision of various kinds of information about purchasing and consumption of foods and beverages	430	84.0
DNP Technopack Co., Ltd	Production, printing and processing of packaging materials	300	100.0
Sagami Yoki Co., Ltd.	Production of plastic tubes	200	90.0
Aseptic Systems Co., Ltd.	Manufacturing and sale of aseptic filling systems, and related consulting	100	100.0
DNP Hoso Co., Ltd	Filling and processing of packages	80	100.0
DNP Field Eyes Co., Ltd.	Marketing research and consulting	50	100.0
DNP-SIG Combibloc Co., Ltd.	Sale of sterile paper containers and filling equipment for beverages and liquid foods	75	50.0
Dai Nippon Printing (Thailand) Co., Ltd.*	Sale of packaging materials	(THB1,000)	100.0
		200,000	
DNP Vietnam Co., Ltd.	Production and sale of packaging materials	(USD1,000)	100.0
		31,500	(20.0)
PT DNP Indonesia	Production and sale of packaging materials	(USD1,000)	51.0
		26,000	
Living Spaces			
DNP Lifestyle Materials Marketing Co., Ltd.	Sale of decorative products	300	100.0
DNP Ellio Co., Ltd.	Printing and processing of steel, aluminum and other metals	300	50.0
DNP Living Space Co., Ltd.	Production, printing and processing of decorative products	200	100.0
Mobility Business			
DNP Tamura Plastic Co., Ltd.	Manufacturing and sale of automotive accessories	60	100.0
NTEC Co., Ltd.	Manufacturing of molds	5	89.0 (89.0)

		Capital (¥ million)	Ownership ratio of voting rights (%)
Industrial Supplies			
DNP High-performance Materials Co., Ltd.	Production of lithium-ion battery components	200	100.0
Electronics			
Display Components			
DNP Precision Devices Himeji Co., Ltd.	Production of display-related components	400	100.0
DNP Denmark A/S	Production and sale of precision electronic components	(DKK1,000)	100.0
		135,000	
Electronic Devices			
DT Fine Electronics Co., Ltd.	Production and sale of precision electronic components	490	65.0
DNP Fine Optronics Co., Ltd.	Production of precision electronic components	300	100.0
DNP LSI Design Co., Ltd.	Design and production of drawings used in semiconductor production	100	100.0
Photonics DNP Mask Corporation	Production and sale of semiconductor photomasks	(TWD1,000)	49.9
		2,198,185	
Photonics DNP Mask Corporation Xiamen	Production and sale of semiconductor photomasks	(USD1,000)	49.9
		160,000	(49.9)
DNP Photomask Europe S.p.A.	Production and sale of semiconductor photomasks	(EUR1,000)	80.5
		47,200	
Other			
Nihon Unisys, Ltd.	Development and sale of software; computer system support services	5,483	20.6
DNP Fine Chemicals Co., Ltd.	Production and sale of chemical products	2,000	100.0
DNP Fine Chemicals Utsunomiya Co., Ltd.	Manufacturing and sale of chemical materials, pharmaceutical ingredients, etc.	100	100.0 (100.0)
DNP Logistics Co., Ltd.	Packing, shipping, freight forwarding and warehousing operations	626	100.0
DIC Graphics Corporation	Production and sale of printing ink	500	33.4
DNP Art Communications Co., Ltd.	Planning, production and sale of artistic images and videos	300	100.0
PSP Corporation	Planning, research, development, sales and maintenance of internal information systems for hospitals and clinics	379	30.9
DNP Engineering Co., Ltd.	Manufacturing, repair and sale of printing equipment and other machinery	100	100.0
DNP Trading Co., Ltd.	Buying and selling of printing paper and various other types of merchandise	100	94.3
CYBER KNOWLEDGE ACADEMY Co., Ltd.	Operation of academy for training and developing personnel to defend against targeted cyber attacks	70	100.0
CP Design Consulting Co., Ltd.*	Personal information protection and risk management consulting	40	100.0
CAFI Corporation*	Remote diagnostic imaging service	32	51.1
At Table Co., Ltd.*	Research, consulting and planning related to production and sales promotions for supermarkets and other retailers	30	66.6
DNP Dexerials Consulting Co., Ltd.	Business planning and proposals	10	50.0
DNP Corporation USA	Investment in operating companies	(USD1,000)	100.0
		62,164	(7.1)
DNP Holding USA Corporation	Investment in operating companies	(USD1,000)	100.0
		100	(100.0)
DNP Business Consulting (Shanghai) Co., Ltd.*	Study of Chinese market and business feasibility	(USD1,000)	100.0
		8,780	
DNP Asia Pacific Pte. Ltd.	Coordination of DNP business operations in the Southeast Asia/Oceania region	(SGD1,000)	100.0
		2,000	
		(USD1,000)	
		90,434	
Personal Welfare, Facility Service and Others			
DNP Facility Services Co., Ltd.	Building maintenance, cleaning and security; operation of sports and welfare facilities	350	100.0
DNP Information Systems Co., Ltd.	Design, development and maintenance of information systems; production and sale of software	100	100.0
DNP Metro Systems Co., Ltd.	Planning, design, development, maintenance and support operations for information systems	100	100.0 (90.0)
DNP Human Services Co., Ltd.	Planning and management related to personnel plans	90	100.0
DNP Accounting Services Co., Ltd.	Accounting agency and consulting services	30	100.0
DNP Techno Research Co., Ltd.*	Studies related to patents; preparation of contracts	20	100.0
DNP Business Partners Co., Ltd.*	Office support businesss	10	100.0
Overseas Sales			
DNP Korea Co., Ltd.*	Sale of precision electronic components	(KRW1,000)	100.0
		800,000	
DNP Taiwan Co., Ltd.	Sale of precision electronic components	(TWD1,000)	100.0
		10,000	
DNP International Trading (Shanghai) Co., Ltd.*	Sale of printed matter, etc.	(CNY1,000)	100.0
		39,301	(100.0)
DNP America, LLC	Sale of printed matter, precision electronic components and decorative materials	(USD1,000)	100.0
		100	(100.0)
DNP Singapore Pte. Ltd.*	Sale of printed matter, precision electronic components and decorative materials	(SGD1,000)	100.0
		350	
DNP Europa GmbH*	Sale of printed matter and decorative materials	(EUR1,000)	100.0
		92	
DNP Living Space & Mobility (Shanghai) Co., Ltd.*	Sale of printed matter (Products and services of Living Space and Mobility business)	(CNY1,000)	100.0
		10,000	(100.0)
DNP Imaging Communication (Shanghai) Co., Ltd.*	Sale of printed matter (Products and services of the Imaging Communication business)	(CNY1,000)	100.0
		24,000	(100.0)

## Beverages

Beverages			
Hokkaido Coca-Cola Bottling Co., Ltd.	Production and sale of beverages	2,935	59.8 (2.3)

Notes: 1. Voting rights ownership ratios (in parentheses) indicate the percentage of shares owned through DNP's subsidiaries or affiliates.  
2. Companies with an asterisk are neither consolidated nor accounted for by the equity method.  
3. Nihon Unisys, Ltd. changed its name to BIPROGY Inc. as of April 1, 2022.



# Our Products and Services



## Information Communication

### Publishing Business

- Publishing & Media Services
  - 1 Books and magazines
  - 2 Hybrid bookstore network "honto"
- Publications Distribution
  - 3 Maruzen & Junkudo Bookstore in Shibuya (Tokyo)

### Information Innovation Business

- Marketing
  - 4 LINE flyer
- BPO (Business Process Outsourcing)
  - 5 BPO
- Information Security
  - 6 Solar-powered outdoor LCD digital signage / universally designed touch screen multilingual signage Activation
  - 7 Extended reality communication
  - 8 Virtual reality
  - 9 Business forms
  - 10 Smart cards and magnetic cards
  - 11 Identity verification service
  - 12 Transparent hologram ribbon

### Imaging Communication Business

- 13 Dye-sublimation thermal transfer printing media and thermal mass transfer printing media
- 14 Dye-sublimation photo printer
- 15 Photo-related services and solutions



## Lifestyle & Industrial Supplies

### Packaging Business

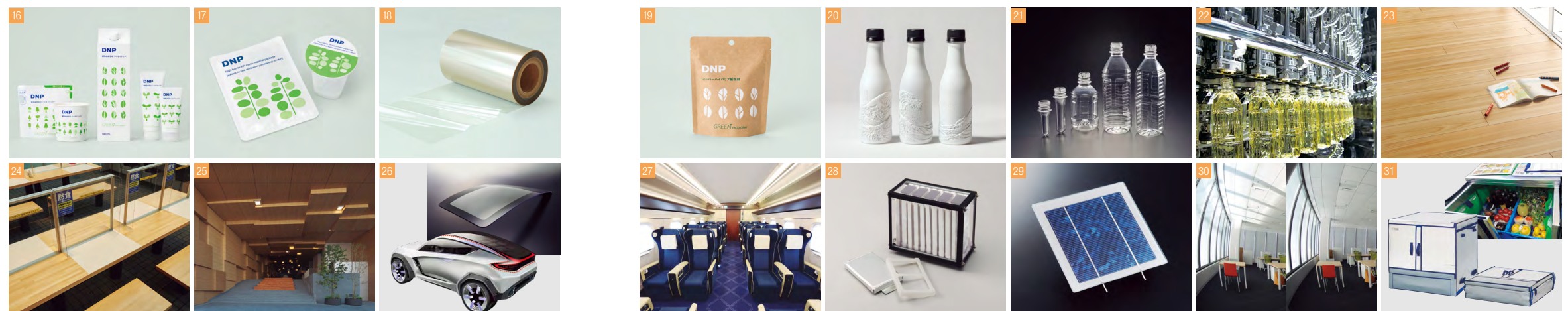
- 16 Plant-based packaging materials
- 17 Mono-material packaging materials
- 18 Transparent vapor deposition film "IB-Film"
- 19 Super high-barrier paper packaging materials
- 20 Functional film complex PET bottle "COMPLEX BOTTLE"
- 21 PET plastic bottles
- 22 Aseptic filling systems for PET plastic bottles

### Living Spaces Business

- 23 Olefin-based sheets for flooring
- 24 Antibacterial and antiviral products
- 25 Exterior materials for buildings
- 26 Curved resin glazing
- 27 Interior coverings for railway cars (Hokuriku Shinkansen)

### Industrial High-performance Materials Business

- 28 Battery pouch for lithium-ion batteries
- 29 Photovoltaic module components
- 30 Lighting film (left: with film, the room brighter)
- 31 Multifunctional insulation box



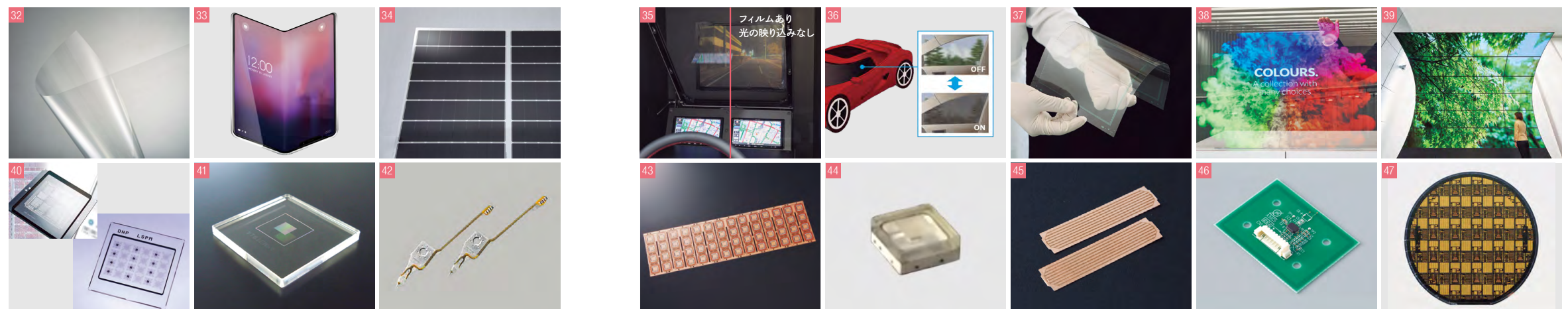
## Electronics

### Display Components Business

- 32 Optical films used for displays
- 33 OLED display-related products
- 34 Color filter for LED display
- 35 Viewing angle control film for in-vehicle displays (right: with film, no background reflection)
- 36 Electronic Shade
- 37 Electrode film for capacitive touch panels
- 38 Transparent screen
- 39 Large scale curved OLED display-driven digital signage

### Electronic Devices Business

- 40 Photomask (left: for semiconductors, right: for large displays, etc.)
- 41 Master template for nanoimprinting
- 42 Hard disk drive suspension
- 43 Lead frame for compact semiconductor package
- 44 Diffractive optical element (DOE)
- 45 Vapor chamber
- 46 Near field communication (NFC) module
- 47 Micro electro mechanical systems (MEMS) products





# Investor Information

(As of March 31, 2022)

## Dai Nippon Printing Co., Ltd.

### Head Office:

1-1, Ichigaya-Kagacho 1-chome, Shinjuku-ku, Tokyo 162-8001, Japan

**Established:** 1876**Number of Employees (consolidated):** 36,542**Paid-in Capital:** ¥114,464 million

### Number of Common Stocks:

Authorized: 745,000,000 shares

Issued: 317,240,346 shares

### Number of Trading Unit Shareholders (own 100 or more shares):

24,488

**Stock Exchange Listing:** Tokyo Stock Exchange

### Major Shareholders (as of March 31, 2022):

	Shares (thousands)	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	51,903	19.29
Custody Bank of Japan, Ltd. (Trust Account)	17,473	6.49
The Dai-ichi Life Insurance Co., Ltd	9,264	3.44
Employees' Shareholding Association	7,943	2.95
Mizuho Bank, Ltd.	5,706	2.12
Nippon Life Insurance Company	4,735	1.76
STATE STREET BANK WEST CLIENT - TREATY 505234	4,184	1.56
JP MORGAN CHASE BANK 385781	3,436	1.28
GOVERNMENT OF NORWAY	2,945	1.09
STATE STREET BANK AND TRUST COMPANY 505001	2,880	1.07

### Notes:

1. The ownership stakes are based on the total number of shares outstanding less treasury shares (269,076,339).

2. The number of treasury shares is excluded from the figures above.

### Recognition from Society

 (As of June 30, 2022)

DNP has been highly evaluated by ESG evaluation agencies throughout the world and has been selected for inclusion in socially responsible investment (SRI) indices in Japan and overseas. DNP has been selected for the FTSE4Good Global Index for the 22nd consecutive year since 2001 and for the MSCI ESG Leaders indexes for the 6th consecutive year since 2017. In addition, we were selected for the third consecutive year by the CDP, an international non-profit organization that provides environmental information disclosure systems, as the highest rated the Supplier Engagement Leader Board in the Supplier Engagement Rating.

### SRI indices

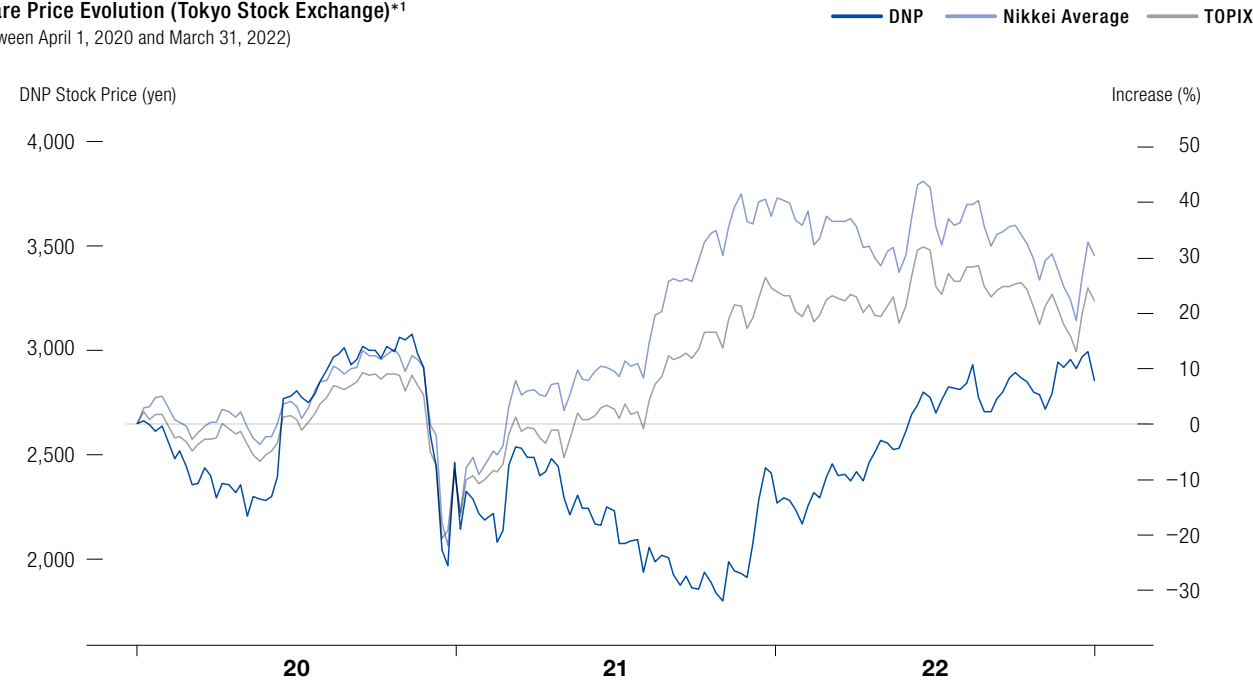


### Supplier Engagement Rating



### Share Price Evolution (Tokyo Stock Exchange)\*1

(between April 1, 2020 and March 31, 2022)



\*1 Index 100 = March 31, 2019

### Total Shareholder Return \*2 (TSR)

Fiscal year ended	2018.3	2019.3	2020.3	2021.3	2022.3
DNP (%)	94.25	115.63	103.88	107.29	133.25
TOPIX (%)	(115.87)	(110.03)	(99.57)	(141.53)	(144.34)

\*2 Represents total investment return to shareholders, combining capital gains and dividends. The TSR calculation method is as follows: (Stock price at the end of each fiscal year + the total amount of dividends per share up to each fiscal year starting from four fiscal years prior to the fiscal year ended March 31, 2022 ÷ the stock price at the end of the fiscal year ended March 31, 2017.)

### Voting Rights

 (as of March 31, 2022)

Type	Number of Stocks (stocks)	Number of Voting Rights (rights)
Stocks with no voting rights	—	—
Stocks with limited voting rights (treasury stocks, etc.)	—	—
Stocks with limited voting rights (other)	—	—
Stocks with voting rights (treasury held stocks, etc.)	(Treasury held stocks) Common stocks 48,164,000	—
Stocks with voting rights (other)	Common stocks 268,821,400	2,688,214
Stocks with less than trading units	Common stocks 254,946	—
Outstanding shares	317,240,346	—
Total voting rights of stockholders	—	2,688,214

### Treasury Stocks

 (as of March 31, 2022)

Holder	No. of Stocks Held	Percentage of Holding to No. of Outstanding Shares
Dai Nippon Printing Co., Ltd.	48,164,007	15.18
Total	48,164,007	15.18