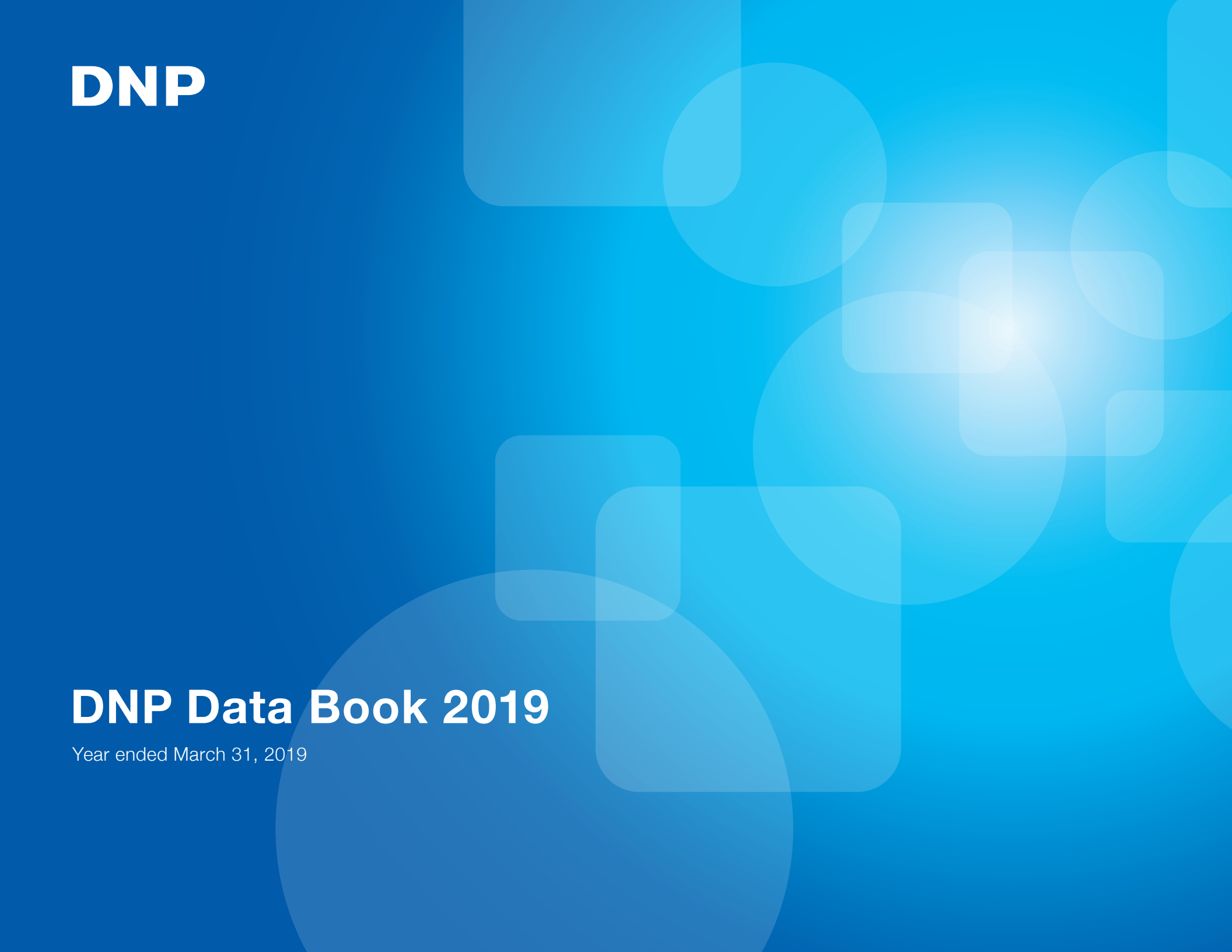




**DNP**

# **DNP Data Book 2019**

Year ended March 31, 2019

## プロフィール Profile

DNP は、約 3 万社におよぶ国内外の顧客企業や生活者に対し、幅広い分野で多様な製品やサービスを提供する世界最大規模の総合印刷会社です。1876 年の創業以来培ってきた印刷技術と情報技術が強みとして、出版印刷や商業印刷をはじめ、包装、建材、ディスプレイ製品、電子デバイスなどの分野にも進出し、世界シェア第 1 位を誇る多くの製品を提供しています。さらに、環境、エネルギー、ライフサイエンスなどの分野へと、事業を拡大していく挑戦を続けています。企業や生活者との対話を深め、技術の進化と融合を図ることにより、あらゆる課題の解決を図っていきます。

DNP is one of the world's largest comprehensive printing companies.

It provides diverse products and services in a wide range of fields to about 30,000 corporate clients and to consumers in Japan and around the world.

On the strength of the printing and information technologies that DNP has cultivated since its founding in 1876, DNP has not only branched out from publishing and commercial printing to such fields as packaging, decorative materials, display components, and electronic devices, but has become the world's top supplier of a large number of products. Today, DNP continues to take on the challenge of expanding into new business fields, including those related to the environment, energy, and life science. We aim to provide solutions to a variety of problems, by enhancing our dialogue with businesses and individuals and by developing and combining technologies.

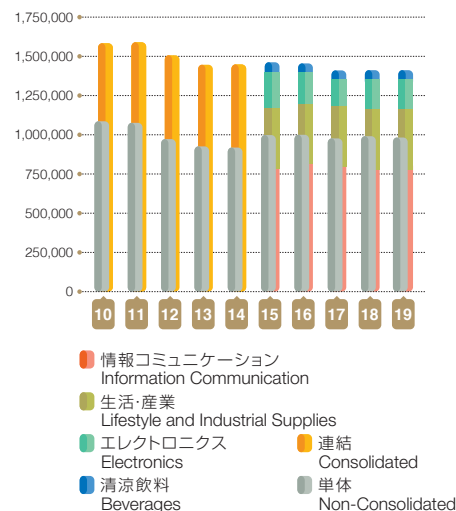
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# 1. 財務ハイライト Consolidated and Non-Consolidated Financial Highlights

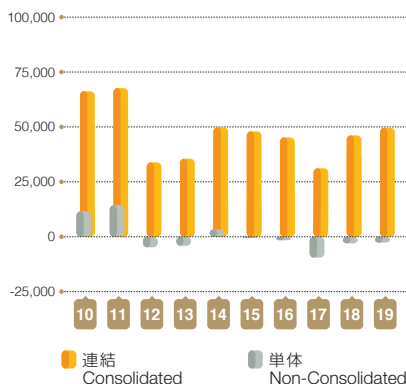
## 売上高<sup>\*1</sup> Net sales<sup>\*1</sup>

(百万円/¥ million)



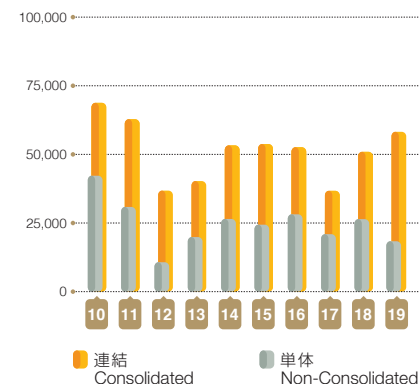
## 営業利益(損失) Operating income (loss)

(百万円/¥ million)



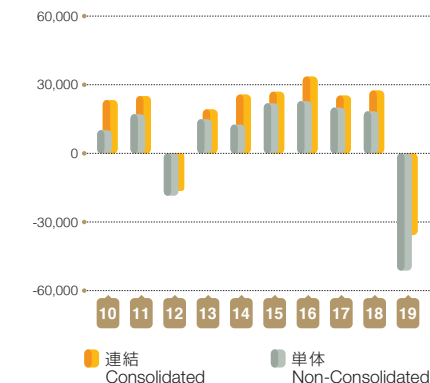
## 経常利益 Ordinary income

(百万円/¥ million)



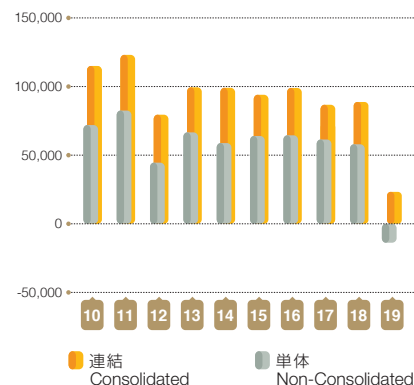
## 親会社株主に帰属する当期純利益(純損失)<sup>\*3</sup> Net income (loss) attributable to parent company shareholders<sup>\*3</sup>

(百万円/¥ million)



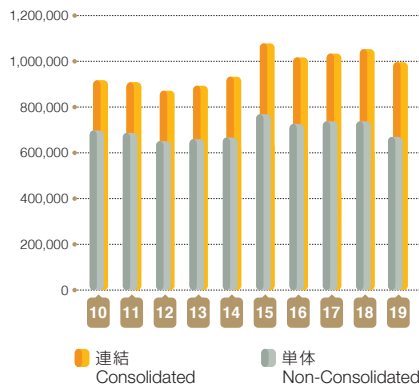
## グロス・キャッシュ・フロー Gross cash flow

(百万円/¥ million)



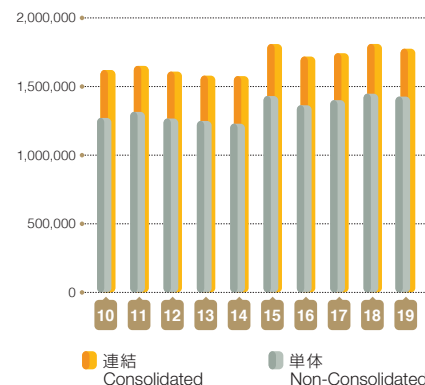
## 株主資本<sup>\*2</sup> Total stockholders' equity<sup>\*2</sup>

(百万円/¥ million)



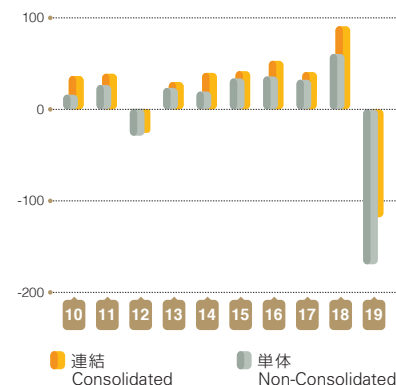
## 総資産 Total assets

(百万円/¥ million)



## 一株当たり当期純利益(純損失)(EPS)<sup>\*4</sup> Earnings (loss) per share<sup>\*4</sup>

(百万円/¥ million)



注) \*1 2015年4月に、イメージングコミュニケーション事業を生活・産業部門から情報コミュニケーション部門に移行しました。この変更後の区分方法に基づいて、前年同期の数値を記載しています。

\*2 2010年3月期は、株主資本及び評価換算額等の合計で、2011年3月期以降は株主資本及びその他の包括利益累計額の合計で表示しています。

\*3 連結：親会社株主に帰属する当期純利益(純損失)  
単体：当期純利益(純損失)

\*4 連結：一株当たり当期純利益(純損失)(EPS) = 親会社株主に帰属する当期純利益(純損失) / 期中平均株式数  
単体：一株当たり当期純利益(純損失)(EPS) = 当期純利益(純損失) / 期中平均株式数

Note: \*1 In April 2015, Imaging Communication business was transferred into the Information Communication segment from the Lifestyle and Industrial Supplies segment. Figures for the term ended March 2015 in the chart above have been adjusted to reflect the new configuration of the Information Communication segment and Lifestyle and Industrial Supplies segment.

\*2 Figures for the year ended March 2010 show stockholders' equity plus valuation and translation adjustments, and for the year ended March 2011 and thereafter show stockholders' equity plus accumulated other comprehensive income.

\*3 Consolidated: Net income (loss) attributable to parent company shareholders  
Non-Consolidated: Net income (loss)

\*4 Consolidated: Earnings (loss) per share = Net income (loss) attributable to parent company shareholders / Outstanding shares (yearly average)  
Non-Consolidated: Earnings (loss) per share = Net income (loss) / Outstanding shares (yearly average)

(百万円/¥ million)

| Years ended March 31    |                                          | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      |
|-------------------------|------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>連結</b>               |                                          |           |           |           |           |           |           |           |           |           |           |
| Consolidated            |                                          |           |           |           |           |           |           |           |           |           |           |
| 売上高                     | Net sales .....                          | 1,583,382 | 1,589,373 | 1,507,227 | 1,446,607 | 1,448,550 | 1,462,118 | 1,455,916 | 1,410,172 | 1,412,251 | 1,401,505 |
| 情報コミュニケーション *1,2        | Information Communication*1,2...         | —         | —         | —         | —         | —         | 784,672   | 816,875   | 797,046   | 774,997   | 757,902   |
| 生活・産業 *1,2              | Lifestyle and Industrial Supplies*1,2 .. | —         | —         | —         | —         | —         | 387,517   | 381,647   | 387,142   | 392,458   | 395,182   |
| エレクトロニクス *2             | Electronics*2 .....                      | —         | —         | —         | —         | 231,991   | 230,297   | 199,330   | 169,402   | 188,745   | 192,436   |
| 清涼飲料                    | Beverages .....                          | 62,793    | 63,038    | 57,069    | 56,273    | 54,804    | 59,631    | 58,062    | 56,581    | 56,049    | 55,984    |
| 営業利益                    | Operating income .....                   | 66,513    | 67,818    | 34,015    | 35,779    | 50,098    | 48,173    | 45,471    | 31,410    | 46,372    | 49,898    |
| 経常利益                    | Ordinary income .....                    | 68,841    | 62,786    | 36,843    | 40,318    | 53,285    | 53,759    | 52,651    | 36,740    | 50,971    | 58,259    |
| 親会社株主に帰属する              | Net income (loss) attributable to        |           |           |           |           |           |           |           |           |           |           |
| 当期純利益 (純損失)             | parent company shareholders.....         | 23,278    | 25,032    | -16,356   | 19,217    | 25,641    | 26,923    | 33,587    | 25,226    | 27,501    | -35,668   |
| グロス・キャッシュ・フロー           | Gross cash flow.....                     | 114,972   | 123,009   | 79,473    | 99,417    | 99,099    | 93,956    | 98,897    | 86,687    | 88,571    | 23,412    |
| 株主資本 *3                 | Total stockholders' equity*3 .....       | 916,324   | 908,521   | 871,229   | 893,124   | 932,329   | 1,078,828 | 1,017,425 | 1,033,864 | 1,053,600 | 996,162   |
| 総資産 *4                  | Total assets*4 .....                     | 1,618,853 | 1,649,784 | 1,608,806 | 1,578,976 | 1,574,753 | 1,809,462 | 1,718,636 | 1,741,904 | 1,794,764 | 1,775,022 |
| 一株当たり当期純利益 (純損失) (円) *5 | Earnings (loss) per share (¥) *5 .....   | 36.13     | 38.86     | -25.39    | 29.84     | 39.82     | 41.82     | 53.10     | 40.79     | 90.77     | -118.22   |
| <b>単体</b>               |                                          |           |           |           |           |           |           |           |           |           |           |
| Non-Consolidated        |                                          |           |           |           |           |           |           |           |           |           |           |
| 売上高                     | Net sales .....                          | 1,086,701 | 1,076,434 | 972,638   | 926,142   | 919,016   | 999,023   | 1,001,026 | 976,797   | 990,750   | 982,691   |
| 営業利益 (損失)               | Operating income (loss).....             | 11,633    | 14,370    | -4,678    | -3,988    | 3,447     | -469      | -1,542    | -9,406    | -2,914    | -2,573    |
| 経常利益                    | Ordinary income .....                    | 42,278    | 30,877    | 10,760    | 19,884    | 26,483    | 24,424    | 28,206    | 20,962    | 26,422    | 18,441    |
| 当期純利益 (純損失)             | Net income (loss).....                   | 10,121    | 17,118    | -18,504   | 14,933    | 12,547    | 21,863    | 22,848    | 19,985    | 18,353    | -51,196   |
| グロス・キャッシュ・フロー           | Gross cash flow.....                     | 71,990    | 82,601    | 44,574    | 66,580    | 58,820    | 63,983    | 64,493    | 61,419    | 58,004    | -13,610   |
| 株主資本 *3                 | Total stockholders' equity*3 .....       | 697,539   | 686,674   | 650,775   | 659,471   | 666,162   | 768,424   | 726,367   | 737,211   | 737,696   | 669,873   |
| 総資産 *4                  | Total assets*4 .....                     | 1,270,358 | 1,314,214 | 1,265,933 | 1,247,963 | 1,228,480 | 1,429,806 | 1,362,528 | 1,399,653 | 1,433,487 | 1,426,257 |
| 一株当たり配当額 (円)            | Cash dividends per share (¥).....        | 32.00     | 32.00     | 32.00     | 32.00     | 32.00     | 32.00     | 32.00     | 32.00     | 64.00     | 64.00     |
| 一株当たり当期純利益 (純損失) (円)    | Earnings (loss) per share (¥) .....      | 15.70     | 26.55     | -28.71    | 23.17     | 19.47     | 33.93     | 36.09     | 32.28     | 60.52     | -169.61   |

注) \*1 2015年4月に、イメージングコミュニケーション事業を生活・産業部門から情報コミュニケーション部門に移行しました。この変更後の区分方法に基づいて、前年同期の数値を記載しています。

\*2 2014年4月に、光学フィルム関連事業を生活・産業部門からエレクトロニクス部門に移行しました。この変更後の区分方法に基づいて、前年同期の数値を記載しています。

\*3 2010年3月期は、株主資本及び評価換算額等の合計で、2011年3月期以降は株主資本及びその他の包括利益累計額の合計で表示しています。

\*4 「[税効果会計に係る会計基準]の一部改正」(企業会計基準第28号2018年2月16日)を2019年3月期の期首から適用しており、2018年3月期は、当該会計基準を遡って適用した後の数値を記載しています。

\*5 2017年10月1日を効力発生日として、普通株式2株につき1株の割合を持って株式併合を実施しており、2018年3月期以降は、併合後の株式数に基づいて、算出しています。

Note: \*1 In April 2015, Imaging Communication business was transferred into the Information Communication segment from the Lifestyle and Industrial Supplies segment. Figures for the term ended March 2015 in the chart above have been adjusted to reflect the new configuration of the Information Communication segment and Lifestyle and Industrial Supplies segment.

\*2 In April 2014, DNP's optical film business was transferred from Lifestyle and Industrial Supplies to the Electronics segment. Figures for the term ended March 2014 in the chart above have been adjusted to reflect the new configuration of the Lifestyle and Industrial Supplies and Electronics segment.

\*3 Figures for the year ended March 2010 show stockholders' equity plus valuation and translation adjustments, and for the year ended March 2011 and thereafter show stockholders' equity plus accumulated other comprehensive income.

\*4 The partial amendments to the "Accounting Standard for Tax Effect Accounting" have been retrospectively reflected in the figures as of March 31, 2018.

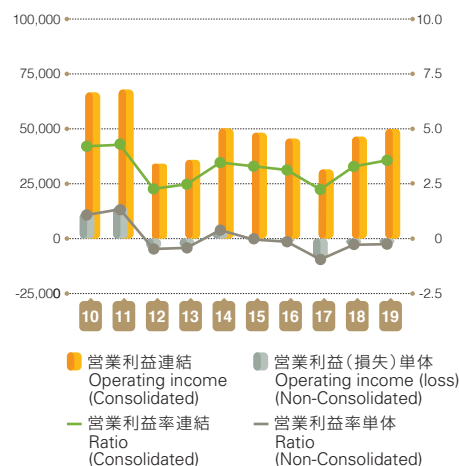
\*5 DNP implemented a share consolidation in which two shares of common stock were consolidated into one share effective October 1, 2017. Figures from the fiscal year ended March 2018 are calculated based on the number of shares after the share consolidation.

## 2. 財務データ Consolidated and Non-Consolidated Financial Data

### 2-1. 収益性 Profitability

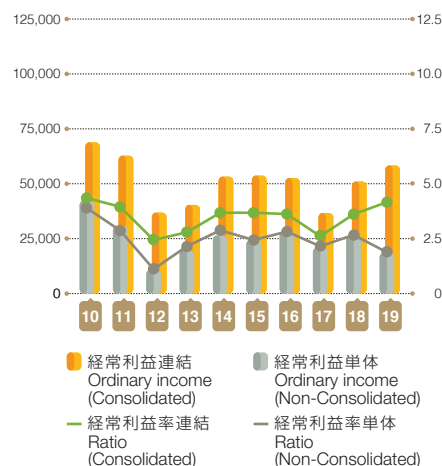
#### 営業利益(損失)／営業利益率 Operating income (loss) / Operating income ratio

(百万円／¥ million, %)



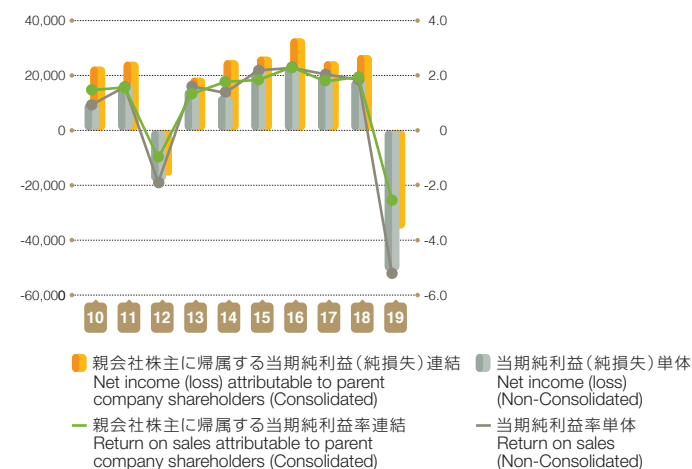
#### 経常利益／経常利益率 Ordinary income / Ordinary income ratio

(百万円／¥ million, %)



#### 親会社株主に帰属する当期純利益(純損失)／ 親会社株主に帰属する当期純利益率 Net income (loss) attributable to parent company shareholders / Return on sales attributable to parent company shareholders

(百万円／¥ million, %)



(百万円／¥ million, %)

| Years ended March 31       |                                                                           | 2010   | 2011   | 2012    | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019    |
|----------------------------|---------------------------------------------------------------------------|--------|--------|---------|--------|--------|--------|--------|--------|--------|---------|
| <b>連結 Consolidated</b>     |                                                                           |        |        |         |        |        |        |        |        |        |         |
| 営業利益                       | Operating income .....                                                    | 66,513 | 67,818 | 34,015  | 35,779 | 50,098 | 48,173 | 45,471 | 31,410 | 46,372 | 49,898  |
| 営業利益率*1 (%)                | Operating income ratio*1 (%).....                                         | 4.20   | 4.27   | 2.26    | 2.47   | 3.46   | 3.29   | 3.12   | 2.23   | 3.28   | 3.56    |
| 経常利益                       | Ordinary income .....                                                     | 68,841 | 62,786 | 36,843  | 40,318 | 53,285 | 53,759 | 52,651 | 36,740 | 50,971 | 58,259  |
| 経常利益率*2 (%)                | Ordinary income ratio*2 (%).....                                          | 4.35   | 3.95   | 2.44    | 2.79   | 3.68   | 3.68   | 3.62   | 2.61   | 3.61   | 4.16    |
| 親会社株主に帰属する<br>当期純利益(純損失)   | Net income (loss) attributable to<br>parent company shareholders.....     | 23,278 | 25,032 | -16,356 | 19,217 | 25,641 | 26,923 | 33,587 | 25,226 | 27,501 | -35,668 |
| 親会社株主に帰属する<br>当期純利益率*3 (%) | Return on sales attributable to parent<br>company shareholders*3(%) ..... | 1.47   | 1.57   | -1.09   | 1.33   | 1.77   | 1.84   | 2.31   | 1.79   | 1.95   | -2.54   |
| <b>単体 Non-Consolidated</b> |                                                                           |        |        |         |        |        |        |        |        |        |         |
| 営業利益(損失)                   | Operating income (loss).....                                              | 11,633 | 14,370 | -4,678  | -3,988 | 3,447  | -469   | -1,542 | -9,406 | -2,914 | -2,573  |
| 営業利益率*1 (%)                | Operating income ratio*1 (%).....                                         | 1.07   | 1.33   | -0.48   | -0.43  | 0.38   | -0.05  | -0.15  | -0.96  | -0.29  | -0.26   |
| 経常利益                       | Ordinary income .....                                                     | 42,278 | 30,877 | 10,760  | 19,884 | 26,483 | 24,424 | 28,206 | 20,962 | 26,422 | 18,441  |
| 経常利益率*2 (%)                | Ordinary income ratio*2 (%).....                                          | 3.89   | 2.87   | 1.11    | 2.15   | 2.88   | 2.44   | 2.82   | 2.15   | 2.67   | 1.88    |
| 当期純利益(純損失)                 | Net income (loss).....                                                    | 10,121 | 17,118 | -18,504 | 14,933 | 12,547 | 21,863 | 22,848 | 19,985 | 18,353 | -51,196 |
| 当期純利益率*4 (%)               | Return on sales*4 (%).....                                                | 0.93   | 1.59   | -1.90   | 1.61   | 1.37   | 2.19   | 2.28   | 2.05   | 1.85   | -5.21   |

注) \*1 営業利益率＝営業利益(損失)／売上高×100%

\*2 経常利益率＝経常利益／売上高×100%

\*3 連結：親会社株主に帰属する当期純利益率＝親会社株主に帰属する当期純利益(純損失)／売上高×100%

\*4 単体：当期純利益率＝当期純利益(純損失)／売上高×100%

Note: \*1 Operating income ratio = Operating income (loss) / Net sales×100%

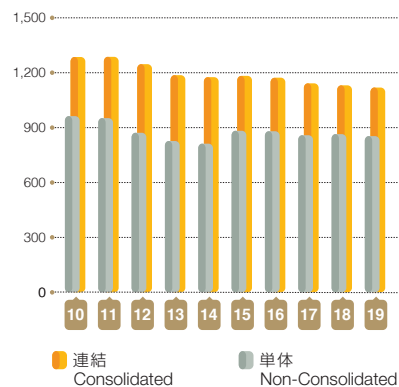
\*2 Ordinary income ratio = Ordinary income / Net sales×100%

\*3 Consolidated: Return on sales attributable to parent company shareholders= Net income (loss) attributable to parent company shareholders / Net sales×100%

\*4 Non-Consolidated: Return on sales = Net income (loss) / Net sales×100%

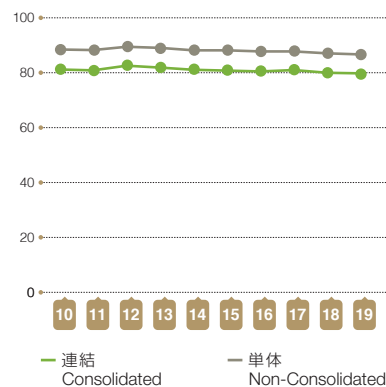
# 売上原価 Cost of sales

(十億円/¥ billion)



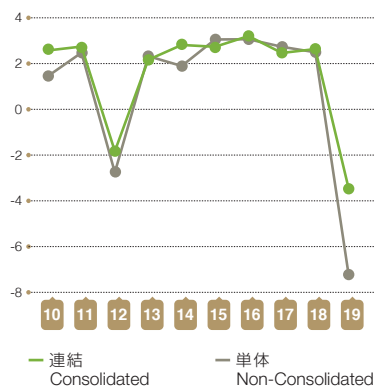
# 売上原価率 Cost of sales ratio

(%)



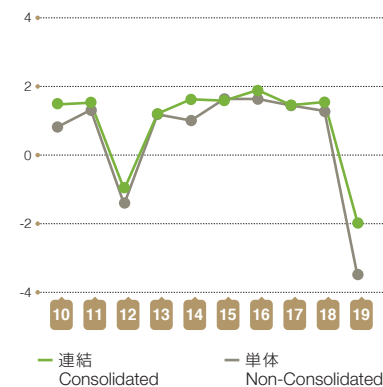
# 株主資本利益率(ROE) Return on equity

(%)



# 総資産利益率(ROA) Return on assets

(%)



(十億円/¥ billion, %)

| Years ended March 31                             | 2010    | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    |
|--------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>連結 Consolidated</b>                           |         |         |         |         |         |         |         |         |         |         |
| 売上原価 Cost of sales .....                         | 1,286.7 | 1,287.6 | 1,246.9 | 1,186.6 | 1,176.1 | 1,183.0 | 1,173.2 | 1,143.2 | 1,131.7 | 1,119.4 |
| 売上原価率 (%) Cost of sales ratio (%).....           | 81.3    | 81.0    | 82.7    | 82.0    | 81.2    | 80.9    | 80.6    | 81.1    | 80.1    | 79.9    |
| 株主資本利益率-ROE*1(%) Return on equity-ROE*1(%) ..... | 2.57    | 2.74    | -1.84   | 2.18    | 2.81    | 2.73    | 3.20    | 2.46    | 2.63    | -3.48   |
| 総資産利益率-ROA*3(%) Return on assets-ROA*3(%) .....  | 1.48    | 1.53    | -1.00   | 1.21    | 1.63    | 1.59    | 1.90    | 1.46    | 1.56    | -2.00   |
| <b>単体 Non-Consolidated</b>                       |         |         |         |         |         |         |         |         |         |         |
| 売上原価 Cost of sales .....                         | 962.5   | 951.9   | 871.9   | 826.1   | 811.9   | 882.3   | 880.1   | 858.4   | 863.9   | 852.5   |
| 売上原価率 (%) Cost of sales ratio (%).....           | 88.6    | 88.4    | 89.6    | 89.2    | 88.3    | 88.3    | 87.9    | 87.9    | 87.2    | 86.8    |
| 株主資本利益率-ROE*2(%) Return on equity-ROE*2(%) ..... | 1.45    | 2.47    | -2.77   | 2.28    | 1.89    | 3.05    | 3.06    | 2.73    | 2.49    | -7.27   |
| 総資産利益率-ROA*4(%) Return on assets-ROA*4(%) .....  | 0.82    | 1.32    | -1.43   | 1.19    | 1.01    | 1.64    | 1.64    | 1.45    | 1.30    | -3.58   |

注) \*1 連結：株主資本利益率 (ROE) = 親会社株主に帰属する当期純利益 (純損失) / 株主資本 (期首・期末平均) × 100%

\*2 単体：株主資本利益率 (ROE) = 当期純利益 (純損失) / 株主資本 (期首・期末平均) × 100%  
2010年3月期は、株主資本及び評価換算額等の合計で、  
2011年3月期以降は株主資本及びその他の包括利益累計額の合計で計算しています。

\*3 連結：総資産利益率 (ROA) = 親会社株主に帰属する当期純利益 (純損失) / 総資産 (期首・期末平均) × 100%

\*4 単体：総資産利益率 (ROA) = 当期純利益 (純損失) / 総資産 (期首・期末平均) × 100%

Note: \*1 Consolidated: Return on equity (ROE) = Net income (loss) attributable to parent company shareholders / Total shareholders' equity (yearly average) × 100%

\*2 Non-Consolidated: Return on equity (ROE) = Net income (loss) / Total stockholders' equity (yearly average) × 100%

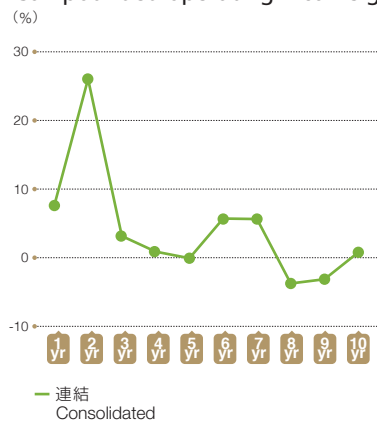
Figures for the year ended March 2010 show stockholders' equity plus valuation and translation adjustments, and for the year ended March 2011 and thereafter are the sums of stockholders' equity and accumulated other comprehensive income.

\*3 Consolidated: Return on assets (ROA) = Net income (loss) attributable to parent company shareholders / Total assets (yearly average) × 100%

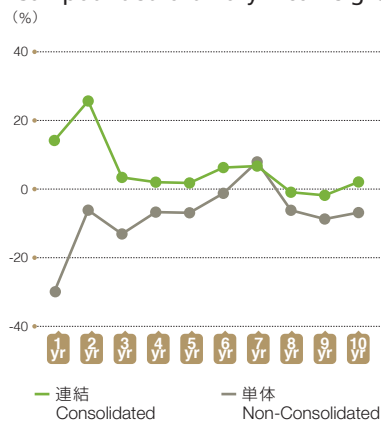
\*4 Non-Consolidated: Return on assets (ROA) = Net income (loss) / Total assets (yearly average) × 100%

## 2-2. 成長性 Growth

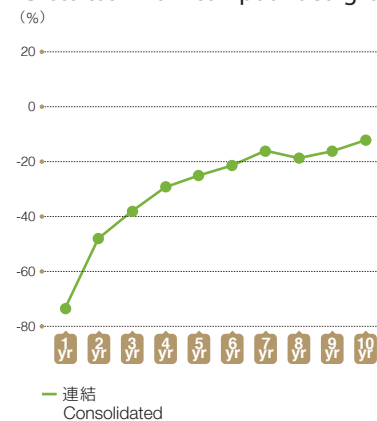
営業利益成長率  
Compounded operating income growth rate



経常利益成長率  
Compounded ordinary income growth rate



グロス・キャッシュ・フロー成長率  
Gross cash flow compounded growth rate



| Years ended March 31       |                                           | 対前年比<br>Compared to last year |                   |                   |                   |                   |                   |                   |                   |                     |
|----------------------------|-------------------------------------------|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
|                            |                                           | 過去 2 年<br>2 years             | 過去 3 年<br>3 years | 過去 4 年<br>4 years | 過去 5 年<br>5 years | 過去 6 年<br>6 years | 過去 7 年<br>7 years | 過去 8 年<br>8 years | 過去 9 年<br>9 years | 過去 10 年<br>10 years |
| <b>連結</b> Consolidated     |                                           |                               |                   |                   |                   |                   |                   |                   |                   |                     |
| 営業利益成長率*1                  | Compounded operating income growth rate*1 | 7.60                          | 26.04             | 3.15              | 0.88              | -0.08             | 5.70              | 5.63              | -3.76             | -3.14               |
| 経常利益成長率*2                  | Compounded ordinary income growth rate*2  | 14.30                         | 25.92             | 3.43              | 2.03              | 1.80              | 6.33              | 6.77              | -0.93             | -1.84               |
| グロス・キャッシュ・フロー成長率*3         | Gross cash flow compounded growth rate*3  | -73.57                        | -48.03            | -38.14            | -29.35            | -25.07            | -21.42            | -16.02            | -18.73            | -16.21              |
| <b>単体</b> Non-Consolidated |                                           |                               |                   |                   |                   |                   |                   |                   |                   |                     |
| 営業利益成長率*1                  | Compounded operating income growth rate*1 | -                             | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                   |
| 経常利益成長率*2                  | Compounded ordinary income growth rate*2  | -30.21                        | -6.21             | -13.21            | -6.78             | -6.98             | -1.25             | 8.00              | -6.24             | -8.81               |
| グロス・キャッシュ・フロー成長率*3         | Gross cash flow compounded growth rate*3  | -                             | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                   |

注) \*1 営業利益成長率 (X 年間) =  $\{10^{\wedge}(\log A/B \div X) - 1\} \times 100\%$

\*2 経常利益成長率 (X 年間) =  $\{10^{\wedge}(\log A/B \div X) - 1\} \times 100\%$

\*3 グロス・キャッシュ・フロー成長率 (X 年間) =  $\{10^{\wedge}(\log A/B \div X) - 1\} \times 100\%$

当期営業利益を A、X+1 年前の営業利益を B とする。

当期経常利益を A、X+1 年前の経常利益を B とする。

当期グロス・キャッシュ・フローを A、X+1 年前のグロス・キャッシュ・フローを B とする。

Note: \*1 Compounded operating income growth rate (X years) =  $\{10^{\wedge}(\log A/B \div X) - 1\} \times 100\%$

\*2 Compounded ordinary income growth rate (X years) =  $\{10^{\wedge}(\log A/B \div X) - 1\} \times 100\%$

\*3 Gross cash flow compounded growth rate (X years) =  $\{10^{\wedge}(\log A/B \div X) - 1\} \times 100\%$

A is operating income for this term; B is operating income X+1 year ago.

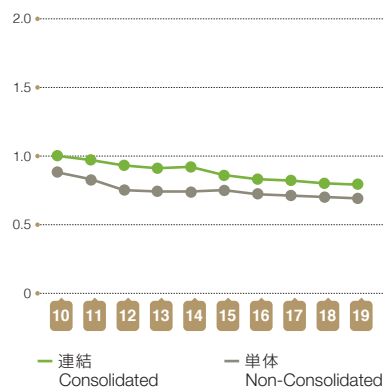
A is ordinary income for this term; B is ordinary income X+1 year ago.

A is gross cash flow for this term; B is gross cash flow X+1 year ago.

## 2-3. 効率性 Efficiency

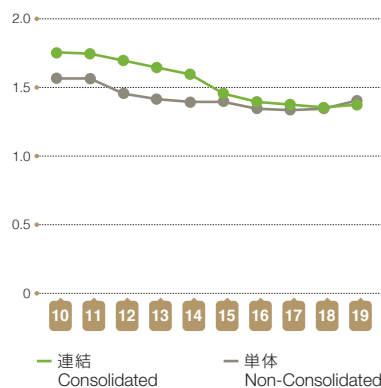
総資本回転率  
Total assets turnover

(回／times)



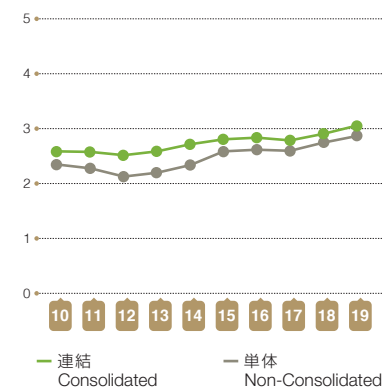
株主資本回転率  
Equity turnover

(回／times)



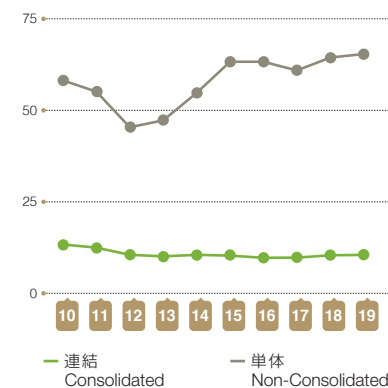
有形固定資産回転率  
Tangible fixed assets turnover

(回／times)



棚卸資産回転率  
Inventory turnover

(回／times)



| Years ended March 31       |                                                    | 2010  | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  |
|----------------------------|----------------------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| <b>連結 Consolidated</b>     |                                                    |       |       |       |       |       |       |       |       |       |       |
| 総資本回転率* <sup>1</sup>       | Total assets turnover* <sup>1</sup> .....          | 1.00  | 0.97  | 0.93  | 0.91  | 0.92  | 0.86  | 0.83  | 0.82  | 0.80  | 0.79  |
| 株主資本回転率* <sup>2</sup>      | Equity turnover* <sup>2</sup> .....                | 1.75  | 1.74  | 1.69  | 1.64  | 1.59  | 1.45  | 1.39  | 1.37  | 1.35  | 1.37  |
| 有形固定資産回転率* <sup>3</sup>    | Tangible fixed assets turnover* <sup>3</sup> ..... | 2.59  | 2.58  | 2.52  | 2.59  | 2.72  | 2.81  | 2.84  | 2.79  | 2.91  | 3.06  |
| 棚卸資産回転率* <sup>4</sup>      | Inventory turnover* <sup>4</sup> .....             | 13.22 | 12.35 | 10.40 | 9.97  | 10.39 | 10.17 | 9.58  | 9.62  | 10.28 | 10.36 |
| <b>単体 Non-Consolidated</b> |                                                    |       |       |       |       |       |       |       |       |       |       |
| 総資本回転率* <sup>1</sup>       | Total assets turnover* <sup>1</sup> .....          | 0.88  | 0.83  | 0.75  | 0.74  | 0.74  | 0.75  | 0.72  | 0.71  | 0.70  | 0.69  |
| 株主資本回転率* <sup>2</sup>      | Equity turnover* <sup>2</sup> .....                | 1.56  | 1.56  | 1.45  | 1.41  | 1.39  | 1.39  | 1.34  | 1.33  | 1.34  | 1.40  |
| 有形固定資産回転率* <sup>3</sup>    | Tangible fixed assets turnover* <sup>3</sup> ..... | 2.35  | 2.28  | 2.13  | 2.20  | 2.34  | 2.59  | 2.62  | 2.60  | 2.75  | 2.87  |
| 棚卸資産回転率* <sup>4</sup>      | Inventory turnover* <sup>4</sup> .....             | 58.08 | 54.99 | 45.26 | 47.15 | 54.64 | 63.17 | 62.44 | 60.78 | 64.32 | 65.28 |

注) \*1 総資本回転率＝売上高／総資産 \*

\*2 株主資本回転率＝売上高／株主資本 \*

2010 年 3 月期は、株主資本及び評価換算額等の合計で、  
2011 年 3 月期以降は株主資本及びその他の包括利益累計額の合計で計算しています。

\*3 有形固定資産回転率＝売上高／有形固定資産 \*

\*4 棚卸資産回転率＝売上高／棚卸資産 \*

棚卸資産＝商品、製品、原材料、仕掛品、貯蔵品の合計

\*総資産、株主資本、有形固定資産、棚卸資産は前期末との平均値を用いています。

Note: \*1 Total assets turnover = Net sales / Total assets\*

\*2 Equity turnover = Net sales / Total stockholders' equity\*

Figures for the year ended March 2010 show stockholders' equity plus valuation and translation adjustments. Figures for the year ended March 2011 and thereafter are the sums of stockholders' equity and accumulated other comprehensive income.

\*3 Tangible fixed assets turnover = Net sales / Tangible fixed assets\*

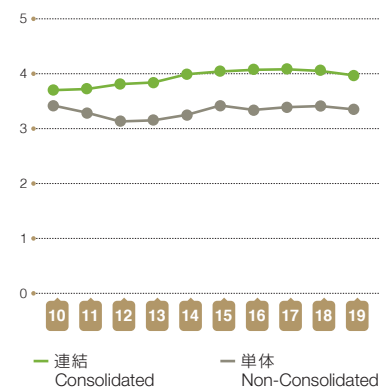
\*4 Inventory turnover = Net sales / Inventory\*

Inventory = Sum of merchandise, finished products, raw materials, work in progress and stored goods

\* The figures for total assets, stockholders' equity, property, plant and equipment, and inventories are the average figures at the beginning and end of the fiscal year.

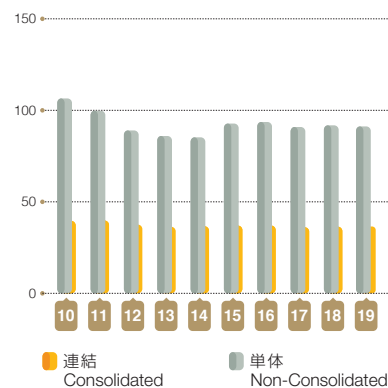
# 売上債権回転率 Receivables turnover

(回／times)



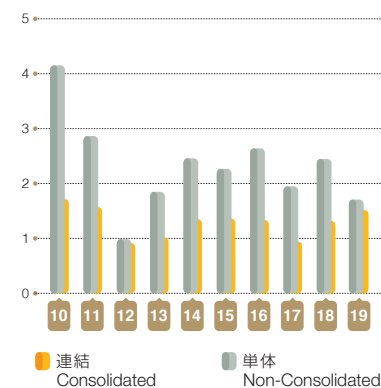
# 従業員一人当たり売上高 Net sales per employee

(百万円／¥ million)



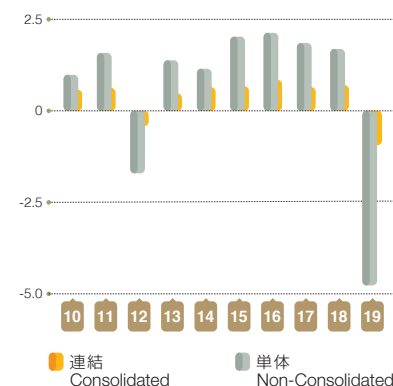
# 従業員一人当たり経常利益 Ordinary income per employee

(百万円／¥ million)



# 従業員一人当たり親会社株主に帰属する 当期純利益 (純損失) Net income (loss) attributable to parent company shareholders per employee

(百万円／¥ million)



| Years ended March 31                            |                                                                                                      | 2010   | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| <b>連結 Consolidated</b>                          |                                                                                                      |        |       |       |       |       |       |       |       |       |       |
| 売上債権回転率 (回)* <sup>1</sup>                       | Receivables turnover (times)* <sup>1</sup> .....                                                     | 3.70   | 3.72  | 3.81  | 3.84  | 3.99  | 4.04  | 4.07  | 4.08  | 4.05  | 3.97  |
| 従業員一人当たり売上高* <sup>2</sup>                       | Net sales per employee* <sup>2</sup> .....                                                           | 39.60  | 39.82 | 37.60 | 36.42 | 36.69 | 37.03 | 37.02 | 36.16 | 36.48 | 36.56 |
| 従業員一人当たり経常利益* <sup>3</sup>                      | Ordinary income per employee* <sup>3</sup> .....                                                     | 1.72   | 1.57  | 0.92  | 1.02  | 1.35  | 1.36  | 1.34  | 0.94  | 1.32  | 1.52  |
| 従業員一人当たり親会社株主に帰属する<br>当期純利益 (純損失)* <sup>4</sup> | Net income (loss) attributable to<br>parent company shareholders per<br>employee* <sup>4</sup> ..... | 0.58   | 0.63  | -0.41 | 0.48  | 0.65  | 0.68  | 0.85  | 0.65  | 0.71  | -0.93 |
| <b>単体 Non-Consolidated</b>                      |                                                                                                      |        |       |       |       |       |       |       |       |       |       |
| 売上債権回転率 (回)* <sup>1</sup>                       | Receivables turnover (times)* <sup>1</sup> .....                                                     | 3.42   | 3.29  | 3.13  | 3.15  | 3.25  | 3.42  | 3.34  | 3.39  | 3.41  | 3.34  |
| 従業員一人当たり売上高* <sup>2</sup>                       | Net sales per employee* <sup>2</sup> .....                                                           | 106.59 | 99.88 | 89.12 | 86.01 | 85.29 | 92.83 | 93.67 | 90.97 | 91.84 | 91.28 |
| 従業員一人当たり経常利益* <sup>3</sup>                      | Ordinary income per employee* <sup>3</sup> .....                                                     | 4.15   | 2.87  | 0.99  | 1.85  | 2.46  | 2.27  | 2.64  | 1.95  | 2.45  | 1.71  |
| 従業員一人当たり当期純利益 (純損失)* <sup>5</sup>               | Net income (loss) per employee* <sup>5</sup> .....                                                   | 0.99   | 1.59  | -1.70 | 1.39  | 1.16  | 2.03  | 2.14  | 1.86  | 1.70  | -4.76 |

注) \*1 売上債権回転率 (回) = 売上高 / (受取手形 + 売掛金 + 受取手形割引高)\*

\*2 従業員一人当たり売上高 (百万円) = 売上高 / 従業員数 \*

\*3 従業員一人当たり経常利益 (百万円) = 経常利益 / 従業員数 \*

\*4 連結 : 従業員一人当たり親会社株主に帰属する当期純利益 (純損失) (百万円) = 当期純利益 (純損失) / 従業員数 \*

\*5 単体 : 従業員一人当たり当期純利益 (純損失) (百万円) = 当期純利益 (純損失) / 従業員数 \*

\* 受取手形、売掛金、受取手形割引高、従業員数は前期末との平均値を用いています。

Note: \*1 Receivables turnover (times) = Net sales / (Notes receivable+Trade receivable+Discounted notes receivable)\*

\*2 Net sales per employee (¥ million) = Net sales / Number of employees\*

\*3 Ordinary income per employee (¥ million) = Ordinary income / Number of employees\*

\*4 Consolidated : Net income (loss) attributable to parent company shareholders per employee (¥ million) = Net income (loss) / Number of employees\*

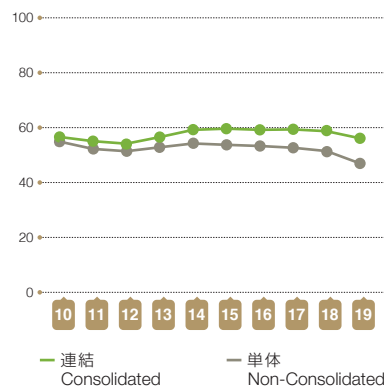
\*5 Non-consolidated : Net income (loss) per employee (¥ million) = Net income (loss) / Number of employees\*

\* Notes receivable, trade receivable, discounted notes receivable and number of employees are the average figures at the beginning and end of the fiscal year.

## 2-4. 安定性 Stability

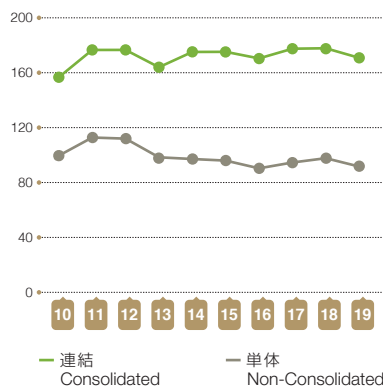
### 株主資本比率 Equity ratio

(回／times)



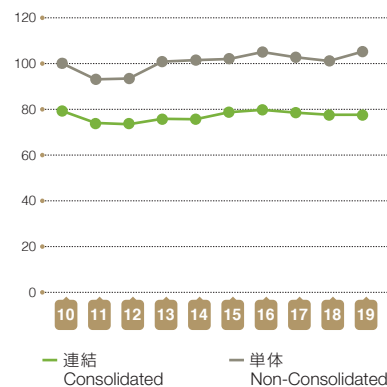
### 流動比率 Liquidity ratio

(%)



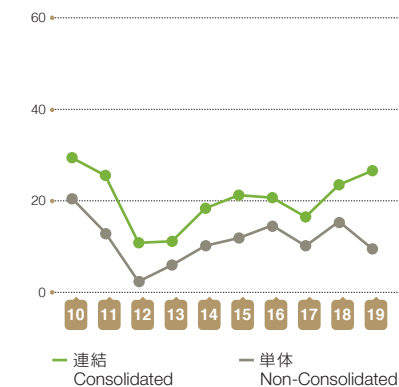
### 固定長期適合率 Fixed assets / liability ratio

(%)



### インタレスト・カバレッジ・レシオ Interest coverage ratio

(倍／times)



| As of March 31             | 2010   | 2011   | 2012   | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   |
|----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>連結 Consolidated</b>     |        |        |        |        |        |        |        |        |        |        |
| 株主資本比率*1                   | 56.60  | 55.07  | 54.15  | 56.56  | 59.20  | 59.62  | 59.20  | 59.35  | 58.70  | 56.12  |
| 流動比率*2                     | 156.79 | 176.64 | 176.67 | 164.08 | 175.19 | 175.27 | 170.49 | 177.54 | 177.87 | 170.91 |
| 固定長期適合率*3                  | 79.30  | 74.05  | 73.48  | 76.85  | 75.67  | 78.74  | 79.78  | 78.54  | 77.62  | 77.63  |
| インタレスト・カバレッジ・レシオ*4 (倍)     | 29.50  | 25.65  | 10.95  | 11.27  | 18.47  | 21.33  | 20.79  | 16.59  | 23.60  | 26.67  |
| <b>単体 Non-Consolidated</b> |        |        |        |        |        |        |        |        |        |        |
| 株主資本比率*1                   | 54.91  | 52.25  | 51.41  | 52.84  | 54.23  | 53.74  | 53.31  | 52.67  | 51.46  | 46.97  |
| 流動比率*2                     | 99.80  | 112.97 | 112.17 | 98.60  | 97.35  | 96.20  | 90.58  | 94.81  | 97.94  | 91.89  |
| 固定長期適合率*3                  | 100.11 | 93.11  | 93.46  | 100.85 | 101.51 | 102.00 | 105.04 | 102.76 | 101.14 | 105.22 |
| インタレスト・カバレッジ・レシオ*4 (倍)     | 20.70  | 13.21  | 2.49   | 6.10   | 10.30  | 11.99  | 14.73  | 10.26  | 15.58  | 9.62   |

注) \*1 株主資本比率＝株主資本／総資産×100%

2010年3月期は、株主資本及び評価換算額等の合計で、  
2011年3月期以降は株主資本及びその他の包括利益累計額の合計で計算しています。

\*2 流動比率＝流動資産／流動負債×100%

\*3 固定長期適合率＝(固定資産／(株主資本＋固定負債))×100%

\*4 インタレスト・カバレッジ・レシオ(倍)＝(営業利益＋受取利息＋受取配当金)／支払利息

Note: \*1 Equity ratio = Total stockholders' equity / Total assets × 100%

Figures for the year ended March 2010 show stockholders' equity plus valuation and translation adjustments. Figures for the year ended March 2011 and thereafter are the sums of stockholders' equity and accumulated other comprehensive income.

\*2 Liquidity ratio = Current assets / Current liabilities × 100%

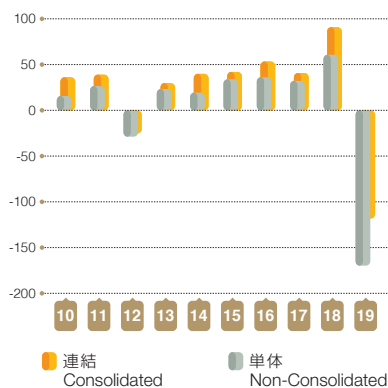
\*3 Fixed assets / Liability ratio = (Fixed assets / (Total stockholders' equity+Long-term liabilities)) × 100%

\*4 Interest coverage ratio (times) = (Operating income+Interest income+Dividends income) / Interest expenses

## 2-5. 一株当たり指標 Per-Share Data

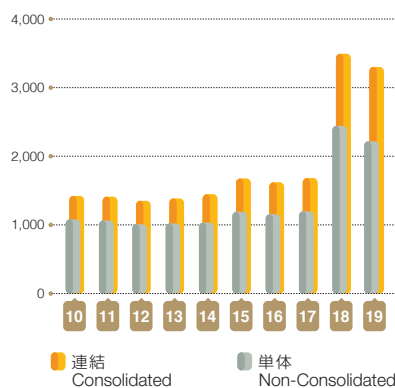
一株当たり当期純利益(純損失) (EPS)  
Earnings (loss) per share

(円/株)



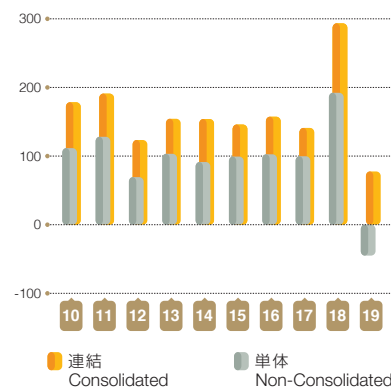
一株当たり純資産 (BPS)  
Book value per share

(円/株)



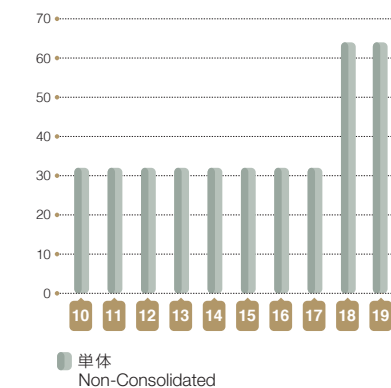
一株当たりグロス・キャッシュ・フロー  
Gross cash flow per share

(円/株)



一株当たり配当額  
Cash dividends per share

(円/株)



| Years ended March 31                                            | 2010     | 2011     | 2012     | 2013     | 2014     | 2015     | 2016     | 2017     | 2018     | 2019     |
|-----------------------------------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>連結 Consolidated</b>                                          |          |          |          |          |          |          |          |          |          |          |
| 一株当たり当期純利益(純損失) (EPS)*1 Earnings (loss) per share (EPS)*1 ..... | 36.13    | 38.86    | -25.39   | 29.84    | 39.82    | 41.82    | 53.10    | 40.79    | 90.77    | -118.22  |
| 一株当たり純資産 (BPS)*3 Book value per share (BPS)*3 .....             | 1,422.34 | 1,410.44 | 1,352.71 | 1,386.86 | 1,447.96 | 1,675.63 | 1,618.66 | 1,680.55 | 3,493.79 | 3,300.52 |
| 一株当たりグロス・キャッシュ・フロー*4 Gross cash flow per share*4 .....          | 178.46   | 190.97   | 123.39   | 154.38   | 153.91   | 145.93   | 157.34   | 140.91   | 293.71   | 77.57    |
| <b>単体 Non-Consolidated</b>                                      |          |          |          |          |          |          |          |          |          |          |
| 一株当たり当期純利益(純損失) (EPS)*2 Earnings (loss) per share (EPS)*2 ..... | 15.70    | 26.55    | -28.71   | 23.17    | 19.47    | 33.93    | 36.09    | 32.28    | 60.52    | -169.61  |
| 一株当たり純資産 (BPS)*3 Book value per share (BPS)*3 .....             | 1,081.85 | 1,065.16 | 1,009.60 | 1,023.17 | 1,033.71 | 1,192.50 | 1,154.60 | 1,197.27 | 2,444.02 | 2,219.36 |
| 一株当たりグロス・キャッシュ・フロー*4 Gross cash flow per share*4 .....          | 111.65   | 128.13   | 69.15    | 103.30   | 91.27    | 99.29    | 102.52   | 99.75    | 192.17   | -45.09   |
| 一株当たり配当額 Cash dividends per share .....                         | 32.00    | 32.00    | 32.00    | 32.00    | 32.00    | 32.00    | 32.00    | 32.00    | 64.00    | 64.00    |

注) \*1 連結：一株当たり当期純利益(純損失) (EPS) = 親会社株主に帰属する当期純利益(純損失) / 期中平均株式数

\*2 単体：一株当たり当期純利益(純損失) (EPS) = 当期純利益(純損失) / 期中平均株式数

\*3 一株当たり純資産 (BPS) = 期末純資産 / 期末発行済株式総数

\*4 一株当たりグロス・キャッシュ・フロー = グロス・キャッシュ・フロー / 期末発行済株式総数

Note: \*1 Consolidated: Earnings (loss) per share = Net income (loss) attributable to parent company shareholders / Outstanding shares (yearly average)

\*2 Non-Consolidated: Earnings (loss) per share = Net income (loss) / Outstanding shares (yearly average)

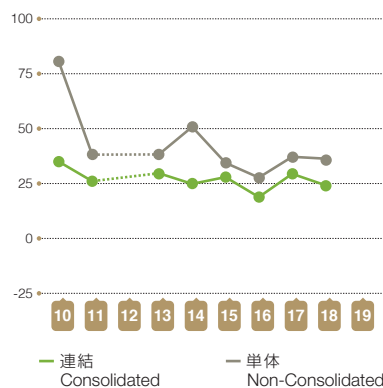
\*3 Book value per share = Total stockholders' equity (year-end) / Outstanding shares (year-end)

\*4 Gross cash flow per share = Gross cash flow / Outstanding shares (year-end)

## 2-6. 投資指標 Investment Return

株価収益率 (PER) \*  
Price-to-earnings ratio

(倍 / times)

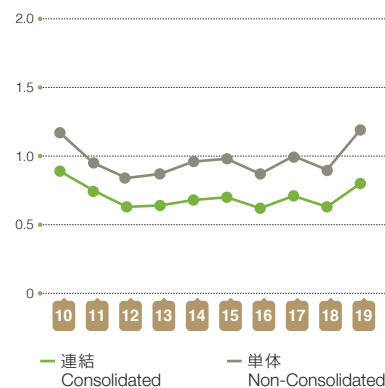


注) \*2012年3月期及び2019年3月期は、当期純損失のため表示していません。

Note: \*The figures for the fiscal years ended March 2012 and March 2019 are not shown because there were net losses in these years.

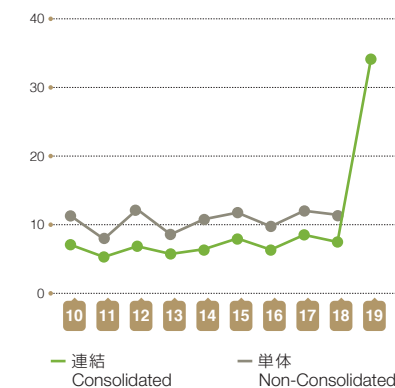
株価純資産倍率 (PBR)  
Price-to-book value ratio

(倍 / times)



株価キャッシュ・フロー倍率 (PCFR)  
Price-to-cash flow ratio

(倍 / times)



| As of March 31             |                                    | 2010   | 2011   | 2012  | 2013   | 2014   | 2015  | 2016  | 2017  | 2018   | 2019  |
|----------------------------|------------------------------------|--------|--------|-------|--------|--------|-------|-------|-------|--------|-------|
| <b>連結 Consolidated</b>     |                                    |        |        |       |        |        |       |       |       |        |       |
| 株価収益率 (PER) *1             | Price-to-earnings ratio (PER) *1   | 34.96  | 26.07  | —     | 29.69  | 24.84  | 27.93 | 18.83 | 29.42 | 24.22  | —     |
| 株価純資産倍率 (PBR) *2           | Price-to-book value ratio (PBR) *2 | 0.89   | 0.72   | 0.63  | 0.64   | 0.68   | 0.70  | 0.62  | 0.71  | 0.63   | 0.80  |
| 株価キャッシュ・フロー倍率 (PCFR) *3    | Price-to-cash flow ratio (PCFR) *3 | 7.08   | 5.30   | 6.86  | 5.74   | 6.43   | 8.00  | 6.36  | 8.52  | 7.48   | 34.12 |
| <b>単体 Non-Consolidated</b> |                                    |        |        |       |        |        |       |       |       |        |       |
| 株価収益率 (PER) *1             | Price-to-earnings ratio (PER) *1   | 80.45  | 38.15  | —     | 38.24  | 50.80  | 34.42 | 27.71 | 37.17 | 36.32  | —     |
| 株価純資産倍率 (PBR) *2           | Price-to-book value ratio (PBR) *2 | 1.17   | 0.95   | 0.84  | 0.87   | 0.96   | 0.98  | 0.87  | 1.00  | 0.90   | 1.19  |
| 株価キャッシュ・フロー倍率 (PCFR) *3    | Price-to-cash flow ratio (PCFR) *3 | 11.31  | 7.91   | 12.23 | 8.58   | 10.84  | 11.76 | 9.75  | 12.03 | 11.44  | —     |
| 配当性向 *4 (%)                | Dividend payout ratio *4 (%)       | 203.82 | 120.53 | —     | 138.11 | 164.36 | 94.31 | 88.67 | 99.13 | 105.75 | —     |
| 配当利回り *5 (%)               | Dividend yield *5 (%)              | 2.53   | 3.16   | 3.78  | 3.61   | 3.24   | 2.74  | 3.20  | 2.67  | 2.91   | 2.42  |
| 純資産配当率 *6 (%)              | Dividends-on-equity *6 (%)         | 2.96   | 2.98   | 3.08  | 3.15   | 3.11   | 2.87  | 2.69  | 2.69  | 2.62   | 2.74  |

注) \*1 株価収益率 (PER, 倍) = 期末株価 / 一株当たり当期純利益

\*2 株価純資産倍率 (PBR, 倍) = 期末株価 / 一株当たり純資産

\*3 株価キャッシュ・フロー倍率 (PCFR, 倍) = 期末株価 / 一株当たりグロス・キャッシュ・フロー

\*4 配当性向 = 一株当たり配当額 / 一株当たり当期純利益 × 100%

\*5 配当利回り = 一株当たり配当額 / 期末株価 × 100%

\*6 純資産配当率 = {配当金総額 / 純資産 (期首・期末平均値)} × 100%

Note: \*1 Price-to-earnings ratio (times) = Stock price (year-end) / Earnings per share

\*2 Price-to-book value ratio (times) = Stock price (year-end) / Book value per share

\*3 Price-to-cash flow ratio (times) = Stock price (year-end) / Gross cash flow per share

\*4 Dividend payout ratio = Cash dividends per share / Earnings per share × 100%

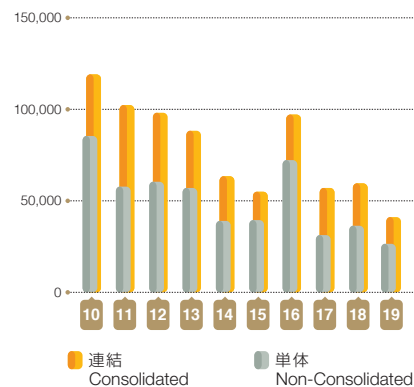
\*5 Dividend yield = Cash dividends per share / Stock price (year-end) × 100%

\*6 Dividends-on-equity = {Total dividends paid / Total stockholders' equity (yearly average)} × 100%

## 2-7. その他の指標 Other Data

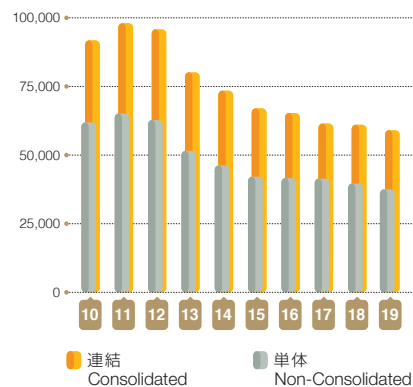
### 設備投資額 Capital expenditures

(百万円/¥ million)



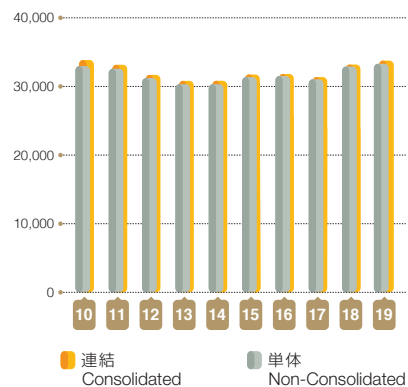
### 減価償却費 Depreciation expenses

(百万円/¥ million)



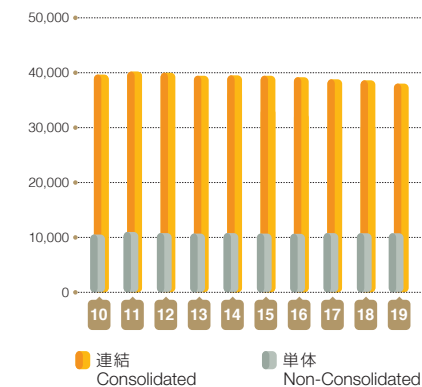
### 研究開発費 R&D expenditures

(百万円/¥ million)



### 従業員数 Number of employees

(人/persons)



(百万円/¥ million)

| Years ended March 31       |                                    | 2010    | 2011    | 2012   | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   |
|----------------------------|------------------------------------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>連結 Consolidated</b>     |                                    |         |         |        |        |        |        |        |        |        |        |
| 設備投資額                      | Capital expenditures .....         | 119,063 | 102,172 | 98,188 | 88,314 | 63,464 | 55,024 | 97,264 | 57,084 | 59,557 | 41,103 |
| 減価償却費                      | Depreciation expenses.....         | 91,694  | 97,977  | 95,829 | 80,200 | 73,458 | 67,033 | 65,310 | 61,461 | 61,070 | 59,080 |
| 研究開発費                      | R&D expenditures .....             | 33,849  | 33,146  | 31,690 | 30,820 | 30,820 | 31,748 | 31,826 | 31,375 | 33,210 | 33,786 |
| 従業員数 (人)                   | Number of employees (persons) .... | 39,643  | 40,188  | 39,986 | 39,445 | 39,524 | 39,451 | 39,198 | 38,808 | 38,627 | 38,051 |
| <b>単体 Non-Consolidated</b> |                                    |         |         |        |        |        |        |        |        |        |        |
| 設備投資額                      | Capital expenditures .....         | 85,508  | 57,887  | 60,430 | 56,982 | 39,028 | 39,559 | 72,282 | 31,398 | 36,431 | 26,606 |
| 減価償却費                      | Depreciation expenses.....         | 61,869  | 65,147  | 62,763 | 51,549 | 46,273 | 42,120 | 41,645 | 41,434 | 39,651 | 37,586 |
| 研究開発費                      | R&D expenditures .....             | 32,976  | 32,565  | 31,220 | 30,333 | 30,313 | 31,362 | 31,531 | 31,050 | 32,903 | 33,314 |
| 従業員数 (人)                   | Number of employees (persons) .... | 10,539  | 11,016  | 10,812 | 10,724 | 10,827 | 10,697 | 10,676 | 10,800 | 10,775 | 10,757 |

### 3. 主要子会社および関連会社 Major Subsidiaries and Affiliates

2019年3月31日現在 As of March 31, 2019

(百万円/¥ million)

| 社名 Company name                             | 資本金 Capital                                     | 議決権の所有割合 Ownership ratio of voting rights (%) |
|---------------------------------------------|-------------------------------------------------|-----------------------------------------------|
| 印刷事業 Printing                               |                                                 |                                               |
| (株) DNP 北海道                                 | DNP Hokkaido Co., Ltd.                          | 100 100.0                                     |
| (株) DNP 東北                                  | DNP Tohoku Co., Ltd.                            | 100 100.0                                     |
| (株) DNP 中部                                  | DNP Chubu Co., Ltd.                             | 100 100.0                                     |
| (株) DNP 西日本                                 | DNP Nishi Nippon Co., Ltd.                      | 100 100.0                                     |
| (株) DNP 四国                                  | DNP Shikoku Co., Ltd.                           | 50 97.0                                       |
| ■ 情報コミュニケーション部門 Information Communication   |                                                 |                                               |
| 丸善 CHI ホールディングス (株)                         | Maruzen CHI Holdings Co., Ltd.                  | 3,000 53.5                                    |
| (株) 図書館流通センター                               | TRC Library Service Inc.                        | 266 53.5 (53.5)                               |
| 丸善雄松堂 (株)                                   | MARUZEN-YUSHODO Company, Limited                | 100 53.5 (53.5)                               |
| 丸善出版 (株)                                    | MARUZEN PUBLISHING CO., LTD.                    | 50 53.5 (53.5)                                |
| (株) 丸善ジュンク堂書店                               | MaruzenJunkudo Bookstores Co., Ltd.             | 50 53.5 (53.5)                                |
| ブックオフグループホールディングス (株)                       | BOOKOFF GROUP HOLDINGS LIMITED                  | 100 18.4 (11.0)                               |
| (株) 文教堂グループホールディングス                         | Bunkyo Group Holdings Co., Ltd.                 | 2,035 23.7                                    |
| (株) トゥ・ディファクト                               | 2Dfacto, Inc.                                   | 100 100.0                                     |
| (株) ビジュアルジャパン*                              | VISUALJAPAN Inc.*                               | 50 87.0                                       |
| (株) DNP 書籍ファクトリー                            | DNP Book Factory Co., Ltd.                      | 200 100.0                                     |
| (株) DNP メディア・アート                            | DNP Media Art Co., Ltd.                         | 180 100.0                                     |
| (株) モバイルブック・ジェーピー                           | MobileBook.jp Inc.                              | 100 63.8                                      |
| 教育出版 (株)                                    | Kyoiku-Shuppan Co., Ltd.                        | 60 48.2                                       |
| (株) 出版流通イノベーションジャパン                         | Publishing Marketing Innovation Japan Co., Ltd. | 50 50.0                                       |
| 大口製本印刷 (株)                                  | Oguchi Book Binding & Printing Co., Ltd.        | 49 100 (15.1)                                 |
|                                             | Tien Wah Press (Pte.) Ltd.                      | 4,600 (\$\$1,000) 100.0                       |
| (株) インテリジェント ウェーブ                           | INTELLIGENT WAVE INC.                           | 843 50.6                                      |
| (株) DNP アートコミュニケーションズ                       | DNP Art Communications Co., Ltd.                | 300 100.0                                     |
| (株) DNP グラフィカ                               | DNP Graphica Co., Ltd.                          | 100 100.0                                     |
| (株) DNP コミュニケーションデザイン                       | DNP Communication Design Co., Ltd.              | 100 100.0                                     |
| (株) DNP データテクノ                              | DNP Data Techno Co., Ltd.                       | 100 100.0                                     |
| (株) DNP デジタルソリューションズ                        | DNP Digital Solutions Co., Ltd.                 | 100 100.0                                     |
| (株) DNP エス・ピー・テック                           | DNP SP Tech Co., Ltd.                           | 80 100.0                                      |
| (株) DNP マルチプリント                             | DNP Multi Print Co., Ltd.                       | 100 100.0                                     |
| (株) DNP ハイパーテック                             | DNP HyperTech Co., Ltd.                         | 40 100.0                                      |
| (株) エヌビーシー*                                 | NBC Co., Ltd.*                                  | 20 100.0 (100.0)                              |
| (株) DNP ソーシャルリンク                            | DNP Social Links Co., Ltd.                      | 10 100.0                                      |
| (株) DNP メディアサポート                            | DNP Media Support Co., Ltd.                     | 10 95.0                                       |
|                                             | MK Smart Joint Stock Company                    | 100,000 (VND 1,000,000) 36.3                  |
|                                             | PT. Wahyu DNP Bureau                            | 2,000 (US\$1,000) 45.0                        |
| (株) DNP イメージングコム                            | DNP Imagingcomm Co., Ltd.                       | 100 100.0                                     |
| (株) DNP フォトイメージングジャパン                       | DNP Photo Imaging Japan Co., Ltd.               | 100 100.0                                     |
| (株) DNP アイディシステム                            | DNP ID System Co., Ltd.                         | 60 100.0                                      |
|                                             | DNP Imagingcomm Asia Sdn. Bhd.                  | 190,000 (RM 1,000) 100.0                      |
|                                             | DNP Imagingcomm America Corporation             | 71,980 (US\$1,000) 100.0 (100.0)              |
|                                             | Foto Fantasy, Inc.                              | 10 (US\$1,000) 100.0 (100.0)                  |
|                                             | DNP Photo Imaging Europe SAS                    | 2,408 (Euro 1,000) 100.0                      |
|                                             | DNP Imagingcomm Europe B.V.                     | 1,000 (Euro 1,000) 100.0                      |
| ■ 生活・産業部門 Lifestyle and Industrial Supplies |                                                 |                                               |
| (株) ライフスケープマーケティング                          | Lifescape Marketing Co., Ltd.                   | 430 84.0                                      |
| (株) DNP テクノパック                              | DNP Technopack Co., Ltd.                        | 300 100.0                                     |
| 相模容器 (株)                                    | Sagami Yoki Co., Ltd.                           | 200 90.0                                      |
| (株) アセパティック・システム                            | Aseptic Systems Co., Ltd.                       | 100 100.0                                     |
| (株) DNP 包装                                  | DNP Hoso Co., Ltd.                              | 80 100.0                                      |
| (株) DNP フィールドアイ                             | DNP Field Eyes Co., Ltd.                        | 50 100.0                                      |
| (株) DNP・SIG Combibloc                       | DNP・SIG Combibloc Co., Ltd.                     | 75 50.0                                       |

| (百万円/¥ million)                                                       |                                                 |                                               |               |
|-----------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------|---------------|
| 社名 Company name                                                       | 資本金 Capital                                     | 議決権の所有割合 Ownership ratio of voting rights (%) |               |
|                                                                       | Dai Nippon Printing (Thailand) Co., Ltd.*       | 200,000 (THB 1,000)                           | 100.0         |
|                                                                       | DNP Vietnam Co., Ltd.                           | 31,500 (US\$1,000)                            | 100.0 (20.0)  |
|                                                                       | PT DNP Indonesia                                | 26,000 (US\$1,000)                            | 51.0          |
| DNP 住空間マテリアル販売 (株)                                                    | DNP Lifestyle Materials Marketing Co., Ltd.     | 300                                           | 100.0         |
| (株) DNP エリオ                                                           | DNP Elio Co., Ltd.                              | 300                                           | 50.0          |
| (株) DNP 生活空間                                                          | DNP Living Space Co., Ltd.                      | 200                                           | 100.0         |
| DNP 田村プラスチック (株)                                                      | DNP Tamura Plastic Co., Ltd.                    | 60                                            | 100.0         |
| (株) DNP 高機能マテリアル                                                      | DNP High-performance Materials Co., Ltd.        | 200                                           | 100.0         |
| <b>■ エレクトロニクス部門 Electronics</b>                                       |                                                 |                                               |               |
| (株) DNP プレシジョンデバイス姫路                                                  | DNP Precision Devices Himeji Co., Ltd.          | 400                                           | 100.0         |
|                                                                       | DNP Denmark A/S                                 | 135,000 (Dkr 1,000)                           | 100.0         |
| ディー・ティー・ファインエレクトロニクス (株)                                              | DT Fine Electronics Co., Ltd.                   | 490                                           | 65.0          |
| (株) DNP ファインオプトロニクス                                                   | DNP Fine Optronics Co., Ltd.                    | 300                                           | 100.0         |
| (株) DNP エル・エス・アイ・デザイン                                                 | DNP LSI Design Co., Ltd.                        | 100                                           | 100.0         |
| 台湾美日先進光罩股份有限公司                                                        | Photronics DNP Mask Corporation                 | 2,198,185 (NT 1,000)                          | 49.9          |
|                                                                       | DNP Photomask Europe S.p.A.                     | 47,200 (Euro 1,000)                           | 80.5          |
| <b>■ その他 Others</b>                                                   |                                                 |                                               |               |
| 日本ユニシス (株)                                                            | Nihon Unisys, Ltd.                              | 5,483                                         | 20.6          |
| (株) DNP ファインケミカル                                                      | DNP Fine Chemicals Co., Ltd.                    | 2,000                                         | 100.0         |
| (株) DNP ファインケミカル宇都宮                                                   | DNP Fine Chemicals Utsunomiya Co., Ltd.         | 100                                           | 100.0 (100.0) |
| (株) DNP ロジスティクス                                                       | DNP Logistics Co., Ltd.                         | 626                                           | 100.0         |
| DIC グラフィックス (株)                                                       | DIC Graphics Corporation                        | 500                                           | 33.4          |
| PSP (株)                                                               | PSP Corporation                                 | 379                                           | 31.0          |
| (株) DNP エンジニアリング                                                      | DNP Engineering Co., Ltd.                       | 100                                           | 100.0         |
| 大日本商事 (株)                                                             | DNP Trading Co., Ltd.                           | 100                                           | 94.3          |
| (株) サイバーナレッジアカデミー                                                     | CYBER KNOWLEDGE ACADEMY Co., Ltd.               | 70                                            | 100.0         |
| (株) シーピーデザインコンサルティング*                                                 | CP Design Consulting Co., Ltd.*                 | 40                                            | 92.5          |
| (株) 先端機能画像医療研究センター*                                                   | CAFI Corporation*                               | 32                                            | 51.1          |
| (株) アットテーブル*                                                          | At Table Co., Ltd.*                             | 30                                            | 66.7          |
| (株) DNP デクセラアルズコンサルティング                                               | DNP Dexerials Consulting Co., Ltd.              | 10                                            | 50.0          |
|                                                                       | DNP Corporation USA                             | 62,164 (US\$1,000)                            | 100.0 (7.1)   |
|                                                                       | DNP Holding USA Corporation                     | 100 (US\$1,000)                               | 100.0 (100.0) |
| 迪文普企業諮詢 (上海) 有限公司*                                                    | DNP Business Consulting (Shanghai) Co., Ltd.*   | 420 (US\$1,000)                               | 100.0         |
|                                                                       | DNP Asia Pacific Pte. Ltd.                      | 2,000 (\$\$1,000)                             | 100.0         |
|                                                                       |                                                 | 47,842 (US\$1,000)                            |               |
| <b>■ 福利厚生・施設管理会社など Personnel Welfare, Facility Service and Others</b> |                                                 |                                               |               |
| (株) DNP ファシリティーサービス                                                   | DNP Facility Services Co., Ltd.                 | 350                                           | 100.0         |
| (株) DNP 情報システム                                                        | DNP Information Systems Co., Ltd.               | 100                                           | 100.0         |
| (株) メトロシステムズ                                                          | Metro Systems Co., Ltd.                         | 100                                           | 100 (90.0)    |
| (株) DNP ヒューマンサービス                                                     | DNP Human Services Co., Ltd.                    | 90                                            | 100.0         |
| (株) DNP アカウンティングサービス                                                  | DNP Accounting Services Co., Ltd.               | 30                                            | 100.0         |
| (株) DNP テクノリサーチ*                                                      | DNP Techno Research Co., Ltd.*                  | 20                                            | 100.0         |
| (株) DNP ビジネスパートナーズ*                                                   | DNP Business Partners Co., Ltd.*                | 10                                            | 100.0         |
| <b>■ 海外販社 Overseas Sales</b>                                          |                                                 |                                               |               |
|                                                                       | DNP Korea Co., Ltd.*                            | 800,000 (Krw 1,000)                           | 100.0         |
| 台湾大日本印刷股份有限公司                                                         | DNP Taiwan Co., Ltd.                            | 10,000 (NT 1,000)                             | 100.0         |
| 迪文普国際貿易 (上海) 有限公司*                                                    | DNP International Trading (Shanghai) Co., Ltd.* | 5,400 (US\$1,000)                             | 100.0         |
|                                                                       | DNP America, LLC                                | 100 (US\$1,000)                               | 100.0 (100.0) |
|                                                                       | DNP Singapore Pte. Ltd.*                        | 350 (\$\$1,000)                               | 100.0         |
|                                                                       | DNP Europa GmbH*                                | 92 (Euro 1,000)                               | 100.0         |
|                                                                       | Dai Nippon Printing Co. (Australia) Pty. Ltd.*  | 70 (A\$1,000)                                 | 100.0         |
| <b>清涼飲料事業 Beverages</b>                                               |                                                 |                                               |               |
| <b>■ 清涼飲料 Beverages</b>                                               |                                                 |                                               |               |
| 北海道コカ・コーラボトリング (株)                                                    | Hokkaido Coca-Cola Bottling Co., Ltd.           | 2,935                                         | 59.9 (6.4)    |

注) \*は連結対象外、持分法適用対象外の子会社または関連会社です。  
議決権の所有割合欄の( )内は、間接所有割合 (内数) です。

\*Companies with an asterisk mark are neither consolidated nor accounted for by the equity method.  
Ownership ratios of voting rights (in brackets) indicate the percentage of shares owned through DNP's subsidiaries or affiliates.

#### 4. 連結損益計算書および連結包括利益計算書（10 年間） Consolidated Statements of Operations and Comprehensive Income (10 years)

##### 連結損益計算書 Consolidated Statements of Operations

(百万円/¥ million)

| Years ended March 31      |                                                                         | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 対前年同期比 (%)<br>(2019/2018) |
|---------------------------|-------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------------|
| 売上高                       | Net sales .....                                                         | 1,583,382 | 1,589,373 | 1,507,227 | 1,446,607 | 1,448,550 | 1,462,118 | 1,455,916 | 1,410,172 | 1,412,251 | 1,401,505 | -0.8                      |
| 売上原価                      | Cost of sales .....                                                     | 1,286,682 | 1,287,581 | 1,246,878 | 1,186,557 | 1,176,077 | 1,182,954 | 1,173,203 | 1,143,164 | 1,131,662 | 1,119,390 | -1.1                      |
| 販売費及び一般管理費                | Selling, general and administrative expenses .....                      | 230,186   | 233,973   | 226,334   | 224,269   | 222,374   | 230,989   | 237,240   | 235,598   | 234,217   | 232,216   | -0.9                      |
| 営業利益                      | Operating income .....                                                  | 66,513    | 67,818    | 34,015    | 35,779    | 50,098    | 48,173    | 45,471    | 31,410    | 46,372    | 49,898    | 7.6                       |
| 営業外収益                     | Non-operating income .....                                              | 12,361    | 9,671     | 11,024    | 14,833    | 10,507    | 12,536    | 14,751    | 13,678    | 13,825    | 15,194    | 9.9                       |
| 受取利息及び配当金                 | Interest and dividend income .....                                      | 3,196     | 3,353     | 3,469     | 3,464     | 3,738     | 4,138     | 5,226     | 5,104     | 5,840     | 5,255     | -10.0                     |
| 持分法による投資利益                | Equity earnings of affiliates .....                                     | —         | —         | 345       | 3,012     | 742       | 2,171     | 3,696     | 3,014     | 3,007     | 4,161     | 38.4                      |
| その他の営業外収益                 | Other non-operating income .....                                        | 9,164     | 6,318     | 7,209     | 8,356     | 6,027     | 6,226     | 5,828     | 5,559     | 4,977     | 5,777     | 16.1                      |
| 営業外費用                     | Non-operating expenses .....                                            | 10,033    | 14,704    | 8,195     | 10,295    | 7,320     | 6,950     | 7,571     | 8,349     | 9,226     | 6,832     | -25.9                     |
| 支払利息                      | Interest expenses .....                                                 | 2,363     | 2,775     | 3,424     | 3,482     | 2,914     | 2,453     | 2,439     | 2,201     | 2,212     | 2,068     | -6.5                      |
| 持分法による投資損失                | Equity losses of affiliates .....                                       | 102       | 412       | —         | —         | —         | —         | —         | —         | —         | —         | —                         |
| その他の営業外費用                 | Other non-operating expenses .....                                      | 7,566     | 11,516    | 4,771     | 6,812     | 4,406     | 4,496     | 5,131     | 6,146     | 7,012     | 4,763     | -32.1                     |
| 経常利益                      | Ordinary income .....                                                   | 68,841    | 62,786    | 36,843    | 40,318    | 53,285    | 53,759    | 52,651    | 36,740    | 50,971    | 58,259    | 14.3                      |
| 特別利益                      | Extraordinary income .....                                              | 1,323     | 4,416     | 2,379     | 10,187    | 2,318     | 4,845     | 16,491    | 49,631    | 59,312    | 23,089    | -61.1                     |
| 特別損失                      | Extraordinary loss .....                                                | 20,669    | 14,506    | 36,550    | 15,353    | 6,995     | 7,543     | 14,301    | 46,541    | 64,887    | 100,035   | 54.2                      |
| 税金等調整前当期純利益 (純損失)         | Income (loss) before income taxes .....                                 | 49,495    | 52,696    | 2,672     | 35,151    | 48,608    | 51,061    | 54,840    | 39,831    | 45,396    | -18,685   | —                         |
| 法人税等                      | Income taxes .....                                                      | 22,061    | 20,026    | 17,210    | 17,079    | 14,588    | 14,096    | 13,348    | 13,541    | 15,738    | 15,198    | -3.4                      |
| 法人税等調整額                   | Income taxes and other adjustments .....                                | 3,699     | 8,003     | 2,300     | -314      | 7,224     | 8,474     | 6,788     | -974      | 187       | -936      | —                         |
| 当期純利益 (純損失)               | Net income (loss) .....                                                 | —         | 24,666    | -16,838   | 18,386    | 26,794    | 28,490    | 34,704    | 27,263    | 29,470    | -32,947   | —                         |
| 非支配株主に帰属する<br>当期純利益 (純損失) | Net income (loss) attributable to non-controlling<br>shareholders ..... | 455       | -366      | -482      | -831      | 1,153     | 1,566     | 1,116     | 2,037     | 1,969     | 2,721     | 38.2                      |
| 親会社株主に帰属する<br>当期純利益 (純損失) | Net income (loss) attributable to parent<br>company shareholders .....  | 23,278    | 25,032    | -16,356   | 19,217    | 25,641    | 26,923    | 33,587    | 25,226    | 27,501    | -35,668   | —                         |

##### 連結包括利益計算書 Consolidated Statements of Comprehensive Income

(百万円/¥ million)

| Years ended March 31 |                                                     | 2010 | 2011    | 2012    | 2013   | 2014   | 2015    | 2016    | 2017   | 2018   | 2019    | 対前年同期比 (%)<br>(2019/2018) |
|----------------------|-----------------------------------------------------|------|---------|---------|--------|--------|---------|---------|--------|--------|---------|---------------------------|
| 当期純利益 (純損失)          | Net income (loss) .....                             | —    | 24,666  | -16,838 | 18,386 | 26,794 | 28,490  | 34,704  | 27,263 | 29,470 | -32,947 | —                         |
| その他の包括利益             | Other comprehensive income .....                    | —    | -12,191 | -501    | 23,735 | 28,923 | 137,192 | -54,509 | 26,070 | 26,933 | -3,746  | —                         |
| 包括利益                 | Comprehensive income .....                          | —    | 12,474  | -17,340 | 42,121 | 55,717 | 165,683 | -19,805 | 53,334 | 56,404 | -36,694 | —                         |
| (内訳) 親会社株主に係る包括利益    | Attributable to: Parent company shareholders .....  | —    | 13,302  | -16,596 | 42,568 | 54,456 | 163,315 | -20,351 | 51,596 | 54,269 | -38,590 | —                         |
| 非支配株主に係る包括利益         | Attributable to: Non-controlling shareholders ..... | —    | -827    | -744    | -446   | 1,260  | 2,367   | 545     | 1,738  | 2,135  | 1,896   | -11.2                     |

# 5. 連結貸借対照表（資産の部、10 年間） Consolidated Balance Sheets (Assets, 10 years)

(百万円/¥ million)

| As of March 31 |                                     | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 対前年同期比 (%)<br>(2019/2018) |
|----------------|-------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------------|
| 資産の部           | Assets                              |           |           |           |           |           |           |           |           |           |           |                           |
| 流動資産           | Current assets                      | 739,951   | 790,942   | 782,956   | 751,150   | 733,054   | 763,122   | 721,724   | 737,140   | 780,039   | 799,280   | 2.5                       |
| 現金及び預金         | Cash and time deposits              | 152,416   | 223,847   | 217,518   | 213,630   | 203,212   | 210,979   | 171,694   | 210,454   | 242,781   | 268,046   | 10.4                      |
| 受取手形及び売掛金      | Notes and trades receivable         | 449,020   | 403,986   | 385,101   | 367,765   | 356,981   | 366,068   | 348,585   | 341,805   | 354,241   | 351,450   | -0.8                      |
| 有価証券           | Marketable securities               | 8         | 8         | 8         | 8         | 38        | 4,908     | 5,008     | 4,999     | 14,600    | 15,000    | 2.7                       |
| たな卸資産          | Inventories                         | 118,818   | 138,606   | 151,119   | 139,055   | 139,655   | 147,904   | 155,946   | 137,312   | 137,547   | 133,070   | -3.3                      |
| 繰延税金資産         | Deferred tax assets                 | 9,775     | 10,415    | 8,691     | 10,277    | 8,677     | 8,540     | 10,744    | 15,314    | —         | —         | —                         |
| その他の流動資産       | Other current assets                | 14,238    | 21,072    | 24,219    | 23,297    | 27,280    | 25,542    | 31,094    | 28,880    | 32,559    | 33,226    | 2.0                       |
| 貸倒引当金          | Allowance for doubtful accounts     | -4,327    | -6,994    | -3,703    | -2,883    | -2,791    | -822      | -1,349    | -1,627    | -1,690    | -1,515    | -10.4                     |
| 固定資産           | Fixed assets                        | 877,296   | 857,587   | 824,959   | 827,825   | 841,699   | 1,046,340 | 996,911   | 1,004,763 | 1,014,724 | 975,742   | -3.8                      |
| 有形固定資産         | Property, plant and equipment       | 616,847   | 614,827   | 579,566   | 538,454   | 528,538   | 512,790   | 513,156   | 497,166   | 474,397   | 441,120   | -7.0                      |
| 建物及び構築物        | Buildings and structures            | 207,256   | 212,984   | 213,514   | 196,019   | 195,326   | 184,639   | 217,516   | 206,196   | 199,310   | 183,878   | -7.7                      |
| 機械装置及び運搬具      | Machinery and equipment             | 179,127   | 173,849   | 144,326   | 129,350   | 118,903   | 98,913    | 89,549    | 80,689    | 80,702    | 67,514    | -16.3                     |
| 土地             | Land                                | 135,485   | 138,650   | 142,149   | 154,005   | 153,159   | 154,093   | 155,532   | 155,114   | 151,521   | 147,924   | -2.4                      |
| 建設仮勘定          | Construction in progress            | 51,433    | 47,036    | 35,410    | 22,921    | 27,577    | 41,457    | 14,946    | 18,326    | 7,160     | 11,760    | 64.2                      |
| その他の有形固定資産     | Other property, plant and equipment | 43,544    | 42,306    | 44,165    | 36,157    | 33,571    | 33,686    | 35,611    | 36,839    | 35,703    | 30,042    | -15.9                     |
| 無形固定資産         | Intangible fixed assets             | 34,717    | 35,891    | 38,005    | 35,480    | 31,751    | 30,583    | 35,802    | 34,436    | 32,853    | 28,914    | -12.0                     |
| ソフトウェア         | Software                            | 20,489    | 22,304    | 25,211    | 25,516    | 25,026    | 25,281    | 24,911    | 25,942    | 26,686    | 25,044    | -6.2                      |
| その他の無形固定資産     | Other intangible fixed assets       | 14,226    | 13,586    | 12,794    | 9,964     | 6,724     | 5,300     | 10,890    | 8,493     | 6,166     | 3,869     | -37.3                     |
| 投資その他の資産       | Investments                         | 225,731   | 206,868   | 207,387   | 253,890   | 281,409   | 502,966   | 447,952   | 473,160   | 507,472   | 505,707   | -0.3                      |
| 投資有価証券         | Investment securities               | 142,381   | 130,793   | 136,703   | 189,657   | 217,059   | 397,116   | 362,654   | 380,323   | 401,414   | 393,104   | -2.1                      |
| 長期貸付金          | Long-term loans                     | 1,741     | 1,990     | 1,764     | 9,658     | 9,078     | 8,958     | 6,792     | 4,390     | —         | —         | —                         |
| 繰延税金資産 *1      | Deferred income taxes *1            | 40,574    | 37,196    | 34,580    | 25,167    | 11,083    | 6,600     | 6,731     | 7,286     | 10,913    | 11,068    | 1.4                       |
| その他の投資その他の資産   | Other investments                   | 54,702    | 48,139    | 40,372    | 35,385    | 50,036    | 98,805    | 78,197    | 85,216    | 98,776    | 103,848   | 5.1                       |
| 貸倒引当金          | Allowance for doubtful accounts     | -13,668   | -11,250   | -6,034    | -5,977    | -5,848    | -8,514    | -6,424    | -4,057    | -3,632    | -2,315    | -36.3                     |
| 繰延資産           | Deferred assets                     | 1,605     | 1,253     | 889       | —         | —         | —         | —         | —         | —         | —         | —                         |
| 資産合計           | Total assets                        | 1,618,853 | 1,649,784 | 1,608,806 | 1,578,976 | 1,574,753 | 1,809,462 | 1,718,636 | 1,741,904 | 1,794,764 | 1,775,022 | -1.1                      |

注) \*1 「『税効果会計に係る会計基準』の一部改正」(企業会計基準第 28 号 2018 年 2 月 16 日)を 2019 年 3 月期の期首から適用しており、2018 年 3 月期は、当該会計基準を遡って適用した後の数値を記載しています。

Note: \*1 The partial amendments to the “Accounting Standard for Tax Effect Accounting” have been retrospectively reflected in the figures as of March 31, 2018.

# 6. 連結貸借対照表（負債の部・純資産の部、10年間） Consolidated Balance Sheets (Liabilities and Net Assets, 10 years)

(百万円/¥ million)

| As of March 31 |                                                             | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 対前年同期比 (%)<br>(2019/2018) |
|----------------|-------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------------|
| <b>負債の部</b>    | <b>Liabilities</b>                                          |           |           |           |           |           |           |           |           |           |           |                           |
| 流動負債           | Current liabilities .....                                   | 471,945   | 447,768   | 443,179   | 457,784   | 418,422   | 435,404   | 423,313   | 415,198   | 438,548   | 467,655   | 6.6                       |
| 支払手形及び買掛金      | Notes and accounts payable.....                             | 308,630   | 275,525   | 276,353   | 249,567   | 249,604   | 258,887   | 255,585   | 247,562   | 248,993   | 246,138   | -1.1                      |
| 短期借入金          | Short-term borrowing .....                                  | 50,547    | 51,403    | 51,809    | 47,296    | 48,961    | 53,370    | 55,316    | 43,035    | 44,794    | 42,474    | -5.2                      |
| 一年内返済長期借入金     | Long-term borrowing redeemable within 1 year.....           | 4,019     | 9,415     | 5,648     | 6,805     | 12,480    | 10,241    | 7,764     | 7,560     | 4,292     | 2,731     | -36.4                     |
| 一年内償還予定の社債     | Bonds redeemable within 1 year .....                        | —         | —         | —         | 50,760    | 1,850     | 1,050     | 990       | 240       | 2,290     | 51,490    | 2148.5                    |
| 未払法人税等         | Accrued corporate tax.....                                  | 15,623    | 10,486    | 8,598     | 9,014     | 8,942     | 8,074     | 6,014     | 7,152     | 10,042    | 7,448     | -25.8                     |
| 賞与引当金          | Reserve for bonuses .....                                   | 16,341    | 16,650    | 15,019    | 16,004    | 17,310    | 17,428    | 17,333    | 17,056    | 17,128    | 18,145    | 5.9                       |
| 補修対策引当金        | Repair reserve .....                                        | —         | —         | —         | —         | —         | —         | —         | 18,679    | 29,580    | 19,162    | -35.2                     |
| その他の流動負債       | Other current liabilities.....                              | 76,783    | 84,286    | 85,750    | 78,336    | 79,272    | 86,351    | 80,309    | 73,911    | 81,426    | 80,065    | -1.7                      |
| 固定負債           | Long-term liabilities.....                                  | 190,045   | 249,574   | 251,413   | 184,135   | 179,945   | 249,964   | 232,080   | 245,418   | 253,664   | 260,745   | 2.8                       |
| 社債             | Bonds .....                                                 | 101,167   | 153,520   | 153,060   | 102,800   | 101,800   | 103,750   | 107,560   | 109,640   | 108,600   | 59,610    | -45.1                     |
| 長期借入金          | Long-term borrowing.....                                    | 11,018    | 14,802    | 19,147    | 19,548    | 17,505    | 20,585    | 18,190    | 8,658     | 10,127    | 10,045    | -0.8                      |
| 補修対策引当金        | Repair reserve .....                                        | —         | —         | —         | —         | —         | —         | —         | —         | 7,543     | 70,211    | 830.8                     |
| 繰延税金負債 *1      | Deferred tax liabilities*1 .....                            | 2,710     | 2,628     | 1,963     | 2,170     | 2,231     | 65,860    | 48,884    | 66,147    | 64,983    | 65,300    | 0.5                       |
| 退職給付引当金 *2     | Provision for retirement benefits*2.....                    | 43,229    | 39,260    | 33,229    | 26,441    | —         | —         | —         | —         | —         | —         | —                         |
| 退職給付に係る負債 *2   | Net defined benefit liability*2 .....                       | —         | —         | —         | —         | 29,550    | 32,348    | 34,167    | 35,149    | 35,216    | 34,733    | -1.4                      |
| その他の固定負債       | Other long-term liabilities.....                            | 31,917    | 39,363    | 44,012    | 33,175    | 28,857    | 27,419    | 23,278    | 25,823    | 27,193    | 20,845    | -23.3                     |
| 負債合計           | Total liabilities .....                                     | 661,990   | 697,343   | 694,593   | 641,920   | 598,367   | 685,368   | 655,394   | 660,617   | 692,213   | 728,400   | 5.2                       |
| <b>純資産の部</b>   | <b>Net assets</b>                                           |           |           |           |           |           |           |           |           |           |           |                           |
| 株主資本           | Stockholders' equity.....                                   | 921,774   | 925,702   | 888,649   | 887,193   | 892,110   | 902,217   | 894,752   | 884,829   | 877,797   | 823,281   | -6.2                      |
| 資本金            | Capital stock .....                                         | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 0.0                       |
| 資本剰余金 *2       | Capital surplus*2 .....                                     | 144,898   | 144,898   | 144,898   | 144,898   | 144,898   | 144,898   | 144,283   | 144,280   | 144,264   | 144,765   | 0.3                       |
| 利益剰余金 *2       | Retained earnings*2 .....                                   | 756,428   | 760,452   | 723,459   | 722,057   | 727,070   | 737,241   | 717,029   | 695,720   | 681,976   | 626,949   | -8.1                      |
| 自己株式           | Treasury stocks.....                                        | -94,016   | -94,113   | -94,172   | -94,226   | -94,322   | -94,386   | -81,024   | -69,636   | -62,908   | -62,898   | 0.0                       |
| その他の包括利益累計額 *3 | Accumulated other comprehensive income*3 .....              | -5,449    | -17,180   | -17,420   | 5,930     | 40,218    | 176,610   | 122,672   | 149,035   | 175,803   | 172,881   | -1.7                      |
| その他有価証券評価差額金   | Net unrealized gains/losses on securities.....              | 8,059     | 832       | 4,370     | 18,908    | 34,597    | 147,914   | 123,478   | 149,574   | 168,155   | 170,073   | 1.1                       |
| 繰延ヘッジ損益        | Net deferred gains/losses on derivatives.....               | -10       | -12       | -14       | 8         | 3         | -0        | -6        | -2        | -3        | -1        | -66.7                     |
| 為替換算調整勘定       | Foreign currency translation adjustments.....               | -13,498   | -18,000   | -21,775   | -12,986   | 144       | 7,247     | 3,050     | -2,219    | 1,410     | -2,398    | —                         |
| 退職給付に係る調整累計額   | Remeasurements of defined benefit plans .....               | —         | —         | —         | —         | 5,473     | 21,449    | -3,849    | 1,683     | 6,241     | 5,208     | -16.6                     |
| 新株予約権          | Share acquisition rights .....                              | —         | 16        | 16        | 16        | 16        | 16        | 16        | —         | —         | —         | —                         |
| 非支配株主持分        | Non-controlling interests in consolidated subsidiaries .... | 40,538    | 43,902    | 42,967    | 43,915    | 44,040    | 45,248    | 45,800    | 47,422    | 48,950    | 50,459    | 3.1                       |
| 純資産合計          | Total net assets.....                                       | 956,863   | 952,440   | 914,213   | 937,055   | 976,386   | 1,124,093 | 1,063,241 | 1,081,286 | 1,102,550 | 1,046,622 | -5.1                      |
| 負債純資産合計        | Total liabilities and net assets.....                       | 1,618,853 | 1,649,784 | 1,608,806 | 1,578,976 | 1,574,753 | 1,809,462 | 1,718,636 | 1,741,904 | 1,794,764 | 1,775,022 | -1.1                      |

注) \*1 「[税効果会計に係る会計基準]の一部改正」(企業会計基準第28号 2018年2月16日)を2019年3月期の期首から適用しており、2018年3月期は、当該会計基準を遡って適用した後の数値を記載しています。

\*2 2014年3月期より退職給付引当金は退職給付に係る負債に変更されました。

\*3 2010年3月期以前のその他の包括利益累計額は評価・換算差額等を表示しています。

Note: \*1 The partial amendments to the “Accounting Standard for Tax Effect Accounting” have been retrospectively reflected in the figures as of March 31, 2018.

\*2 As of fiscal year ended March 2014, provision for retirement benefits was renamed as net defined benefit liability.

\*3 Figures for years up to the year ended March 2010 were stated with figures for valuation and translation adjustments.

## 7. 連結キャッシュ・フロー計算書（10 年間） Consolidated Cash Flows (10 years)

(百万円／¥ million)

| Years ended March 31 | 2010                                                                 | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    |
|----------------------|----------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 営業活動によるキャッシュ・フロー     | Cash flows from operating activities                                 |         |         |         |         |         |         |         |         |         |
| 税金等調整前当期純利益（純損失）     | Income (loss) before income taxes and non-controlling interests..... |         |         |         |         |         |         |         |         |         |
|                      | 49,495                                                               | 52,696  | 2,672   | 35,151  | 48,608  | 51,061  | 54,840  | 39,831  | 45,396  | -18,685 |
| 減価償却費                | Depreciation.....                                                    |         |         |         |         |         |         |         |         |         |
|                      | 91,694                                                               | 97,977  | 95,829  | 80,200  | 73,458  | 67,033  | 65,310  | 61,461  | 61,070  | 59,080  |
| 減損損失                 | Impairment loss on fixed assets.....                                 |         |         |         |         |         |         |         |         |         |
|                      | 377                                                                  | 1,685   | 25,013  | 3,563   | 140     | 79      | 109     | 895     | 5,952   | 16,685  |
| 貸倒引当金の増減額            | Provision for doubtful receivables (net).....                        |         |         |         |         |         |         |         |         |         |
|                      | -79                                                                  | 1,145   | -8,428  | -1,043  | -515    | 700     | -1,393  | -1,560  | -302    | -388    |
| 退職給付引当金の増減額          | Provision for retirement benefits (net).....                         |         |         |         |         |         |         |         |         |         |
|                      | 2,262                                                                | -4,177  | -5,449  | -6,694  | -       | -       | -       | -       | -       | -       |
| 退職給付に係る資産の増減額        | Increase of net defined benefit asset.....                           |         |         |         |         |         |         |         |         |         |
|                      | -                                                                    | -       | -       | -       | -7,478  | -14,798 | -15,311 | -1,537  | -5,780  | -5,682  |
| 退職給付に係る負債の増減額        | Increase of net defined benefit liability.....                       |         |         |         |         |         |         |         |         |         |
|                      | -                                                                    | -       | -       | -       | 718     | 150     | -8      | 1,241   | 2,004   | -291    |
| 持分法による投資損益           | Equity in (earnings) loss of affiliated companies.....               |         |         |         |         |         |         |         |         |         |
|                      | 102                                                                  | 412     | -345    | -3,012  | -742    | -2,171  | -3,696  | -3,014  | -3,007  | -4,161  |
| のれん償却額               | Amortization of goodwill.....                                        |         |         |         |         |         |         |         |         |         |
|                      | 16,219                                                               | 2,553   | 3,335   | 3,019   | 3,648   | 1,989   | 2,200   | 2,316   | 2,306   | 1,751   |
| 受取利息及び受取配当金          | Interest and dividends income.....                                   |         |         |         |         |         |         |         |         |         |
|                      | -3,196                                                               | -3,353  | -3,469  | -3,464  | -3,738  | -4,138  | -5,226  | -5,104  | -5,840  | -5,255  |
| 支払利息                 | Interest paid.....                                                   |         |         |         |         |         |         |         |         |         |
|                      | 2,363                                                                | 2,775   | 3,424   | 3,482   | 2,914   | 2,453   | 2,439   | 2,201   | 2,212   | 2,068   |
| 投資有価証券売却損益           | Net loss (gain) on sale of investment securities.....                |         |         |         |         |         |         |         |         |         |
|                      | -52                                                                  | -694    | -39     | -140    | -384    | -4,455  | -15,111 | -46,205 | -45,686 | -20,007 |
| 投資有価証券評価損益           | Loss on devaluation of investment securities.....                    |         |         |         |         |         |         |         |         |         |
|                      | 1,199                                                                | 436     | 1,149   | 2,691   | 488     | 67      | 923     | 161     | 758     | 4,322   |
| 固定資産除売却損益            | Net loss on sale or disposal of fixed assets.....                    |         |         |         |         |         |         |         |         |         |
|                      | 6,085                                                                | 903     | 2,888   | -2,816  | 3,898   | 1,980   | 1,665   | 4,970   | -9,302  | -67     |
| 補修対策費用               | Repair costs.....                                                    |         |         |         |         |         |         |         |         |         |
|                      | -                                                                    | -       | -       | -       | -       | -       | 7,672   | 5,793   | -       | -       |
| 補修対策引当金繰入額           | Repair reserve provisions.....                                       |         |         |         |         |         |         |         |         |         |
|                      | -                                                                    | -       | -       | -       | -       | -       | -       | 31,944  | 53,500  | 75,000  |
| 売上債権の増減額             | Decrease (increase) in trade receivables.....                        |         |         |         |         |         |         |         |         |         |
|                      | -39,672                                                              | 48,851  | 18,726  | 19,481  | 15,084  | -12,507 | 17,880  | 4,443   | -17,606 | 2,098   |
| たな卸資産の増減額            | Decrease (increase) in inventories.....                              |         |         |         |         |         |         |         |         |         |
|                      | 1,969                                                                | -7,135  | -11,758 | 12,295  | 3,042   | -5,711  | -10,531 | 3,257   | -875    | 1,997   |
| 仕入債務の増減額             | Increase (decrease) in trade payables.....                           |         |         |         |         |         |         |         |         |         |
|                      | 17,899                                                               | -36,476 | 2,828   | -31,665 | -6,147  | 4,766   | -4,725  | -99     | 5,899   | -1,912  |
| その他                  | Other.....                                                           |         |         |         |         |         |         |         |         |         |
|                      | 2,776                                                                | 4,782   | 2,751   | 8,638   | 1,702   | 14,871  | -3,912  | 6,909   | 6,049   | 2,323   |
| 小計                   | Sub-total.....                                                       |         |         |         |         |         |         |         |         |         |
|                      | 149,446                                                              | 162,383 | 129,130 | 119,689 | 134,698 | 101,371 | 93,125  | 107,908 | 96,746  | 108,876 |
| 補修対策費用の支払額           | Payments for repair costs.....                                       |         |         |         |         |         |         |         |         |         |
|                      | -                                                                    | -       | -       | -       | -       | -       | -3,582  | -23,148 | -35,056 | -22,750 |
| 特別退職金の支払額            | Payments of extra retirement payments.....                           |         |         |         |         |         |         |         |         |         |
|                      | -                                                                    | -       | -942    | -1,703  | -249    | -153    | -990    | -104    | -48     | -767    |
| 法人税等の支払額             | Payments for income taxes.....                                       |         |         |         |         |         |         |         |         |         |
|                      | -8,872                                                               | -22,330 | -19,585 | -17,487 | -14,341 | -15,487 | -15,923 | -12,710 | -13,184 | -16,386 |
| 営業活動によるキャッシュ・フロー     | Net cash provided by operating activities.....                       |         |         |         |         |         |         |         |         |         |
|                      | 140,574                                                              | 140,053 | 108,603 | 100,497 | 120,108 | 85,730  | 72,629  | 71,944  | 48,457  | 68,971  |

| Years ended March 31       |                                                                                                       | 2010     | 2011    | 2012    | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | 2019     |
|----------------------------|-------------------------------------------------------------------------------------------------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|----------|
| <b>投資活動によるキャッシュ・フロー</b>    |                                                                                                       |          |         |         |         |         |         |         |         |         |          |
| 定期預金の純増減額                  | Net decrease (Increase) in time deposits.....                                                         | 6,130    | -171    | 538     | -275    | -1,484  | 2,161   | 38      | 240     | -1,547  | -136,981 |
| 有価証券の売却による収入               | Proceeds from sale of marketable securities .....                                                     | -        | -       | -       | -       | -       | -       | -       | -       | -       | -        |
| 有形固定資産の取得による支出             | Payments for purchase of property, plant and equipment ....                                           | -108,595 | -89,846 | -74,673 | -66,216 | -54,875 | -52,627 | -64,415 | -50,031 | -32,500 | -37,578  |
| 有形固定資産の売却による収入             | Proceeds from sale of property, plant and equipment.....                                              | 2,556    | 7,058   | 5,998   | 14,718  | 7,167   | 3,961   | 2,791   | 4,990   | 19,644  | 6,942    |
| 投資有価証券の取得による支出             | Payments for purchase of investment securities .....                                                  | -13,456  | -2,155  | -2,468  | -14,138 | -7,921  | -2,329  | -5,664  | -691    | -1,234  | -2,404   |
| 投資有価証券の売却による収入             | Proceeds from sale of investment securities.....                                                      | 7,047    | 11,095  | 277     | 489     | 1,231   | 7,845   | 19,949  | 60,878  | 54,616  | 26,785   |
| 無形固定資産の取得による支出             | Payments for purchase of intangible fixed assets.....                                                 | -        | -       | -       | -       | -7,765  | -8,988  | -8,701  | -11,212 | -10,483 | -9,800   |
| 子会社株式の取得による支出              | Payments for purchase of subsidiaries' stocks .....                                                   | -5,639   | -       | -538    | -       | -       | -       | -       | -       | -       | -        |
| 連結の範囲の変更を伴う子会社株式の取得による支出   | Payments for the purchase of stock in subsidiaries resulting in change in scope of consolidation..... | -        | -       | -       | -       | -       | -675    | -8,981  | -       | -       | -        |
| 連結の範囲の変更を伴う子会社株式の取得による収入   | Proceeds from purchase of newly consolidated subsidiaries' stocks .....                               | -        | 908     | -       | -       | 796     | -       | -       | -       | -       | -        |
| 連結の範囲の変更を伴う子会社株式の売却による支出   | Payments for sales of stock in subsidiaries resulting in change in scope of consolidation.....        | -        | -       | -       | -       | -       | -       | -       | -       | 855     | -        |
| 連結の範囲の変更を伴う子会社株式の売却による収入   | Proceeds from sales of stock in subsidiaries resulting in change in scope of consolidation.....       | -        | -       | -       | -       | -       | -       | -       | 1,288   | -       | -        |
| 営業譲受による支出                  | Payments for business transfer.....                                                                   | -49      | -       | -       | -       | -       | -       | -       | -       | -       | -        |
| 事業譲渡による収入                  | Proceeds from transfer of business.....                                                               | -        | -       | -       | 8,091   | -       | -       | -       | -       | -       | -        |
| 利息及び配当金の受取額                | Interest and dividends income .....                                                                   | 3,163    | 3,501   | 4,003   | 3,971   | 5,126   | 4,989   | 6,178   | 7,952   | 8,256   | 10,515   |
| その他                        | Other .....                                                                                           | -11,841  | -12,951 | -13,264 | -19,227 | -646    | -4,876  | -2,079  | 596     | -12,822 | -4,387   |
| 投資活動によるキャッシュ・フロー           | Net cash used in investing activities.....                                                            | -120,683 | -82,561 | -80,126 | -72,587 | -58,370 | -50,540 | -60,883 | 14,011  | 23,074  | -146,909 |
| <b>財務活動によるキャッシュ・フロー</b>    |                                                                                                       |          |         |         |         |         |         |         |         |         |          |
| 短期借入金の純増減額                 | Net increase (decrease) in short-term bank loans.....                                                 | -10,119  | -12,447 | 677     | -5,490  | 168     | 4,028   | 2,131   | -6,961  | 2,257   | -2,282   |
| 長期借入れによる収入                 | Proceeds from long-term debt .....                                                                    | 3,340    | 14,698  | 7,025   | 7,450   | 9,227   | 11,152  | 5,803   | 6,680   | 2,690   | 2,500    |
| 長期借入金の返済による支出              | Repayment of long-term debt.....                                                                      | -3,484   | -9,786  | -6,259  | -6,437  | -7,453  | -10,232 | -10,552 | -6,983  | -4,076  | -4,142   |
| 社債の発行による収入                 | Proceeds from issue of bonds .....                                                                    | 50,000   | 53,700  | 1,188   | 500     | 850     | 2,946   | 4,718   | 3,933   | 1,224   | 2,442    |
| 社債の償還による支出                 | Redemption of bonds.....                                                                              | -217     | -306    | -2,603  | -660    | -50,760 | -1,850  | -1,050  | -555    | -240    | -2,290   |
| 利息の支払額                     | Interest paid .....                                                                                   | -2,201   | -2,660  | -3,269  | -3,494  | -2,955  | -2,442  | -2,436  | -2,208  | -2,213  | -2,065   |
| 配当金の支払額                    | Dividends paid .....                                                                                  | -19,360  | -20,634 | -20,628 | -20,626 | -20,625 | -20,612 | -20,381 | -19,918 | -19,524 | -19,324  |
| 非支配株主への配当金の支払額             | Dividends paid to non-controlling interests .....                                                     | -323     | -459    | -433    | -405    | -440    | -364    | -452    | -338    | -393    | -459     |
| 自己株式の取得による支出               | Payments for purchases of treasury stocks .....                                                       | -153     | -118    | -76     | -38     | -97     | -66     | -20,066 | -15,174 | -15,037 | -15      |
| 子会社の自己株式の取得による支出           | Payments for purchases by subsidiaries of their treasury stocks.....                                  | -2       | -       | -0      | -1      | -1      | 0       | -1      | -7      | -130    | -2       |
| その他                        | Other .....                                                                                           | -4,352   | -6,800  | -8,453  | -7,032  | -7,950  | -6,422  | -4,876  | -3,688  | -7,328  | -6,555   |
| 財務活動によるキャッシュ・フロー           | Net cash provided by (used in) financing activities .....                                             | 13,126   | 15,185  | -32,833 | -36,236 | -80,038 | -23,864 | -47,166 | -45,222 | -42,771 | -32,196  |
| <b>現金及び現金同等物に係る換算差額</b>    |                                                                                                       |          |         |         |         |         |         |         |         |         |          |
| 現金及び現金同等物の増減額              | Net increase (decrease) in cash and cash equivalents .....                                            | 33,905   | 70,218  | -6,072  | -4,192  | -12,248 | 14,115  | -37,249 | 39,032  | 30,188  | -111,165 |
| 現金及び現金同等物の期首残高             | Cash and cash equivalents at beginning of year .....                                                  | 117,200  | 151,709 | 222,056 | 216,279 | 212,062 | 199,813 | 212,762 | 175,513 | 214,564 | 244,936  |
| 連結の範囲の変更に伴う現金及び現金同等物の増減額   | Net increase in cash and cash equivalents resulting from change of scope of consolidation .....       | 604      | -       | 295     | -25     | -       | 64      | -       | 18      | -       | -        |
| 連結子会社の合併による現金及び現金同等物の増減額   | Decrease in cash and cash equivalents resulting from the merger of consolidated subsidiaries.....     | -        | -       | -       | -       | -       | -1,274  | -       | -       | -       | -        |
| 非連結子会社との合併に伴う現金及び現金同等物の増加額 | Increase in cash and cash equivalents from merger with unconsolidated subsidiaries.....               | -        | 128     | -       | -       | -       | 43      | -       | -       | 184     | -        |
| 現金及び現金同等物の期末残高             | Cash and cash equivalents at end of year.....                                                         | 151,709  | 222,056 | 216,279 | 212,062 | 199,813 | 212,762 | 175,513 | 214,564 | 244,936 | 133,771  |

# 8. 単体損益計算書（10 年間） Non-Consolidated Statements of Operations (10 years)

(百万円/¥ million)

| Years ended March 31 |                                                       | 2010      | 2011      | 2012    | 2013    | 2014    | 2015    | 2016      | 2017    | 2018    | 2019    | 対前年同期比 (%)<br>(2019/2018) |
|----------------------|-------------------------------------------------------|-----------|-----------|---------|---------|---------|---------|-----------|---------|---------|---------|---------------------------|
| 売上高                  | Net sales.....                                        | 1,086,701 | 1,076,434 | 972,638 | 926,142 | 919,016 | 999,023 | 1,001,026 | 976,797 | 990,750 | 982,691 | -0.8                      |
| 売上原価                 | Cost of sales.....                                    | 962,451   | 951,872   | 871,886 | 826,122 | 811,894 | 882,293 | 880,119   | 858,427 | 863,888 | 852,494 | -1.3                      |
| 販売費及び一般管理費           | Selling, general and administrative expenses.....     | 112,617   | 110,191   | 105,431 | 104,008 | 103,674 | 117,198 | 122,449   | 127,776 | 129,776 | 132,770 | 2.3                       |
| 営業利益 (損失)            | Operating income (loss) .....                         | 11,633    | 14,370    | -4,678  | -3,988  | 3,447   | -469    | -1,542    | -9,406  | -2,914  | -2,573  | -                         |
| 営業外収益                | Non-operating income.....                             | 79,502    | 69,567    | 66,826  | 64,256  | 56,580  | 56,209  | 60,151    | 59,855  | 58,066  | 47,292  | -18.6                     |
| 受取利息及び配当金            | Interest and dividend income .....                    | 24,215    | 10,973    | 10,580  | 18,431  | 16,534  | 19,358  | 25,310    | 25,113  | 26,793  | 17,304  | -35.4                     |
| その他の営業外収益            | Other non-operating income.....                       | 55,286    | 58,594    | 56,246  | 45,824  | 40,046  | 36,851  | 34,841    | 34,742  | 31,273  | 29,987  | -4.1                      |
| 営業外費用                | Non-operating expenses.....                           | 48,856    | 53,059    | 51,388  | 40,383  | 33,544  | 31,315  | 30,403    | 29,486  | 28,730  | 26,277  | -8.5                      |
| 支払利息                 | Interest expenses.....                                | 1,731     | 1,918     | 2,366   | 2,366   | 1,939   | 1,575   | 1,614     | 1,531   | 1,533   | 1,532   | -0.1                      |
| その他の営業外費用            | Other non-operating expenses .....                    | 47,125    | 51,141    | 49,021  | 38,017  | 31,604  | 29,739  | 28,789    | 27,955  | 27,197  | 24,744  | -9.0                      |
| 経常利益                 | Ordinary income .....                                 | 42,278    | 30,877    | 10,760  | 19,884  | 26,483  | 24,424  | 28,206    | 20,962  | 26,422  | 18,441  | -30.2                     |
| 特別利益                 | Extraordinary income.....                             | 546       | 2,306     | 2,319   | 9,028   | 646     | 6,431   | 15,023    | 45,644  | 58,251  | 22,798  | -60.9                     |
| 固定資産売却益              | Profit from sale of fixed assets.....                 | 199       | 32        | 496     | 7,004   | 350     | 34      | 48        | 52      | 11,964  | 2,648   | -77.9                     |
| その他の特別利益             | Other extraordinary income.....                       | 347       | 2,274     | 1,823   | 2,023   | 295     | 6,397   | 14,974    | 45,592  | 46,287  | 20,149  | -56.5                     |
| 特別損失                 | Extraordinary loss .....                              | 27,079    | 9,020     | 29,064  | 13,790  | 9,590   | 1,741   | 13,684    | 45,164  | 64,213  | 92,978  | 44.8                      |
| 固定資産除売却損             | Losses from sale or disposal of<br>fixed assets ..... | 5,411     | 3,337     | 3,688   | 5,329   | 3,864   | 1,661   | 1,225     | 5,389   | 3,076   | 1,858   | -39.6                     |
| その他の特別損失             | Other extraordinary loss .....                        | 21,668    | 5,682     | 25,375  | 8,460   | 5,726   | 80      | 12,458    | 39,775  | 61,137  | 91,119  | 49.0                      |
| 税引前当期純利益 (純損失)       | Income (loss) before income taxes .....               | 15,745    | 24,163    | -15,984 | 15,121  | 17,539  | 29,115  | 29,545    | 21,442  | 20,460  | -51,738 | -                         |
| 法人税等                 | Income taxes .....                                    | 5,623     | 7,044     | 2,519   | 188     | 4,992   | 7,251   | 6,697     | 1,456   | 2,107   | -542    | -                         |
| 当期純利益 (純損失)          | Net income (loss).....                                | 10,121    | 17,118    | -18,504 | 14,933  | 12,547  | 21,863  | 22,848    | 19,985  | 18,353  | -51,196 | -                         |

# 9. 単体貸借対照表（10 年間） Non-Consolidated Balance Sheets (10 years)

(百万円/¥ million)

| As of March 31     |                                           | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 対前年同期比 (%)<br>(2019/2018) |
|--------------------|-------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------------|
| 資産の部               | Assets                                    |           |           |           |           |           |           |           |           |           |           |                           |
| 流動資産               | Current assets                            | 447,073   | 514,995   | 496,483   | 466,616   | 434,842   | 474,263   | 430,199   | 460,485   | 501,211   | 513,527   | 2.5                       |
| 現金及び預金             | Cash and time deposits                    | 80,515    | 147,155   | 145,540   | 133,226   | 110,844   | 121,001   | 83,598    | 119,969   | 147,626   | 169,329   | 14.7                      |
| 受取手形、売掛金           | Notes and accounts receivable             | 332,688   | 321,132   | 299,195   | 287,577   | 276,153   | 307,249   | 290,613   | 284,164   | 296,200   | 290,668   | -1.9                      |
| 有価証券               | Marketable securities                     | —         | —         | —         | —         | 30        | 4,899     | 4,999     | 4,999     | 14,600    | 15,000    | 2.7                       |
| たな卸資産              | Inventories                               | 18,180    | 20,964    | 22,021    | 17,266    | 16,377    | 15,255    | 16,809    | 15,333    | 15,474    | 14,633    | -5.4                      |
| その他の流動資産、<br>貸倒引当金 | Other current assets, and<br>allowances   | 15,686    | 25,742    | 29,725    | 28,544    | 31,437    | 25,857    | 34,179    | 36,017    | 27,310    | 23,896    | -12.5                     |
| 固定資産               | Fixed assets                              | 823,284   | 799,219   | 769,450   | 781,347   | 793,638   | 955,543   | 932,328   | 939,168   | 932,275   | 912,729   | -2.1                      |
| 有形固定資産             | Property, plant and equipment             | 471,433   | 470,879   | 443,744   | 398,187   | 388,866   | 382,379   | 382,851   | 369,046   | 351,454   | 334,528   | -4.8                      |
| 無形固定資産             | Intangible fixed assets                   | 20,534    | 19,521    | 23,276    | 22,884    | 23,137    | 23,280    | 22,686    | 23,549    | 22,940    | 20,905    | -8.9                      |
| 投資等、純額             | Investments, net                          | 331,316   | 308,818   | 302,429   | 360,275   | 381,634   | 549,883   | 526,790   | 546,572   | 557,880   | 557,295   | -0.1                      |
| 資産合計               | Total assets                              | 1,270,358 | 1,314,214 | 1,265,933 | 1,247,963 | 1,228,480 | 1,429,806 | 1,362,528 | 1,399,653 | 1,433,487 | 1,426,257 | -0.5                      |
| 負債の部               | Liabilities                               |           |           |           |           |           |           |           |           |           |           |                           |
| 流動負債               | Current liabilities                       | 447,990   | 455,881   | 442,608   | 473,222   | 446,670   | 492,988   | 474,954   | 485,715   | 511,730   | 558,829   | 9.2                       |
| 支払手形、買掛金           | Notes and accounts payable                | 230,540   | 216,032   | 198,978   | 188,134   | 187,724   | 227,683   | 217,561   | 217,908   | 220,925   | 213,975   | -3.1                      |
| 一年内償還予定の社債         | Bonds redeemable within 1 year            | —         | —         | —         | 50,000    | —         | —         | —         | —         | —         | 50,000    | —                         |
| 未払金、未払費用           | Accrued payables and expenses             | 59,705    | 54,857    | 66,178    | 52,972    | 56,701    | 55,994    | 56,788    | 49,002    | 54,141    | 51,207    | -5.4                      |
| 未払法人税、事業税等         | Accrued corporate and enterprise taxes    | —         | —         | —         | —         | —         | —         | —         | —         | —         | —         | —                         |
| その他の流動負債           | Other current liabilities                 | 157,740   | 184,991   | 177,451   | 182,116   | 202,244   | 209,310   | 200,604   | 218,804   | 236,663   | 243,646   | 3.0                       |
| 固定負債               | Long-term liabilities                     | 124,828   | 171,658   | 172,549   | 115,270   | 115,647   | 168,393   | 161,206   | 176,726   | 184,060   | 197,555   | 7.3                       |
| 社債                 | Bonds                                     | 100,000   | 150,000   | 150,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 50,000    | -50.0                     |
| リース債務              | Lease obligation                          | 7,124     | 6,755     | 6,199     | 839       | 758       | 574       | 945       | 1,072     | 972       | 818       | -15.8                     |
| 長期未払金              | Long-term accounts payable                | 6,400     | 6,379     | 6,343     | 6,177     | 6,153     | 5,994     | 5,963     | 5,834     | 5,834     | 5,825     | -0.2                      |
| 退職給付引当金            | Provision for retirement benefits         | 11,303    | 5,421     | 6,865     | 7,081     | 7,563     | 7,688     | 8,297     | 8,685     | 9,234     | 9,586     | 3.8                       |
| その他固定負債            | Other long-term liabilities               | —         | 3,100     | 3,141     | 1,171     | 1,171     | 54,135    | 45,999    | 61,133    | 68,017    | 131,324   | 93.1                      |
| 負債合計               | Total liabilities                         | 572,819   | 627,539   | 615,158   | 588,492   | 562,317   | 661,382   | 636,160   | 662,442   | 695,790   | 756,384   | 8.7                       |
| 純資産の部              | Total net assets                          |           |           |           |           |           |           |           |           |           |           |                           |
| 株主資本               | Stockholders' equity                      | 689,539   | 685,922   | 646,721   | 640,996   | 632,822   | 622,248   | 604,655   | 589,546   | 572,331   | 501,803   | -12.3                     |
| 資本金                | Capital stock                             | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 114,464   | 0.0                       |
| 資本剰余金              | Capital reserve                           | 144,898   | 144,898   | 144,898   | 144,898   | 144,898   | 144,898   | 144,898   | 144,898   | 144,898   | 144,898   | 0.0                       |
| 利益剰余金              | Retained surplus                          | 524,168   | 520,647   | 481,506   | 475,803   | 467,725   | 457,215   | 426,264   | 399,765   | 375,823   | 305,309   | -18.8                     |
| 自己株式               | Treasury stocks                           | -93,992   | -94,088   | -94,148   | -94,169   | -94,265   | -94,329   | -80,972   | -69,581   | -62,854   | -62,868   | 0.0                       |
| 評価・換算差額等           | Valuation and translation adjustments     | 8,000     | 752       | 4,053     | 18,474    | 33,339    | 146,175   | 121,712   | 147,664   | 165,365   | 168,069   | 1.6                       |
| その他有価証券評価差額金       | Net unrealized gains/losses on securities | 8,007     | 763       | 4,061     | 18,473    | 33,340    | 146,176   | 121,712   | 147,664   | 165,365   | 168,069   | 1.6                       |
| 繰延ヘッジ損益            | Net deferred gains/losses on derivatives  | -7        | -10       | -7        | 1         | -0        | -0        | —         | —         | —         | —         | —                         |
| 純資産合計              | Total net assets                          | 697,539   | 686,674   | 650,775   | 659,471   | 666,162   | 768,424   | 726,367   | 737,211   | 737,696   | 669,873   | -9.2                      |
| 負債・純資産合計           | Total liabilities and net assets          | 1,270,358 | 1,314,214 | 1,265,933 | 1,247,963 | 1,228,480 | 1,429,806 | 1,362,528 | 1,399,653 | 1,433,487 | 1,426,257 | -0.5                      |

発行可能株式総数 Authorized shares: 745,000,000 株  
 発行済株式総数 Shares issued and outstanding: 324,240,346 株  
 株主数 Number of shareholders: 27,126 人

## 大株主\*1 Principal Shareholders\*1

| 株主名                                                   | Name                                                                          | 当社への出資状況<br>Investment in DNP           |                                                |
|-------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------|
|                                                       |                                                                               | 持株数 (千株)<br>Number of share (thousands) | 持株比率*2 (%)<br>Percentage of total equity*2 (%) |
| 日本マスタートラスト信託銀行株式会社 (信託口)                              | The Master Trust Bank of Japan, Ltd. (Trust Account)                          | 29,559                                  | 9.79                                           |
| 日本トラスティ・サービス信託銀行株式会社 (信託口)                            | Japan Trustee Services Bank, Ltd. (Trust Account)                             | 19,500                                  | 6.46                                           |
| 第一生命保険株式会社                                            | The Dai-ichi Life Insurance Co., Ltd.                                         | 9,264                                   | 3.07                                           |
| 自社従業員持株会                                              | Employees' Shareholding Association                                           | 7,821                                   | 2.59                                           |
| 株式会社みずほ銀行                                             | Mizuho Bank, Ltd.                                                             | 7,456                                   | 2.47                                           |
| 日本トラスティ・サービス信託銀行株式会社 (信託口 9)                          | Japan Trustee Services Bank, Ltd. (Trust Account 9)                           | 6,465                                   | 2.14                                           |
| 日本トラスティ・サービス信託銀行株式会社 (信託口 5)                          | Japan Trustee Services Bank, Ltd. (Trust Account 5)                           | 5,528                                   | 1.83                                           |
| 日本生命保険相互会社                                            | Nippon Life Insurance Company                                                 | 4,735                                   | 1.57                                           |
| ジェーピー モルガン チェース バンク 385151                            | JP Morgan Chase Bank 385151                                                   | 4,625                                   | 1.53                                           |
| ザ バンク オブ ニューヨーク メロン アズ デポジタリ バンク フォー デポジタリ レシート ホルダーズ | The Bank of New York Mellon as Depository Bank for Depository Receipt Holders | 4,199                                   | 1.39                                           |

注) \*1. 自己株式 (22,409,600 株) は、上記大株主からは除外しています。

\*2. 持株比率は、発行済株式総数から自己株式を控除した株式数 (301,830,719 株) を基準に算出しています。

Note: \*1. Treasury shares (22,409,600) are excluded from the above figures.

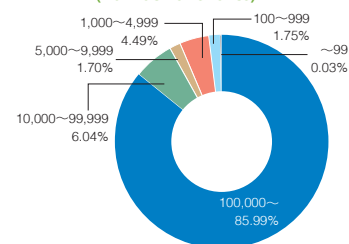
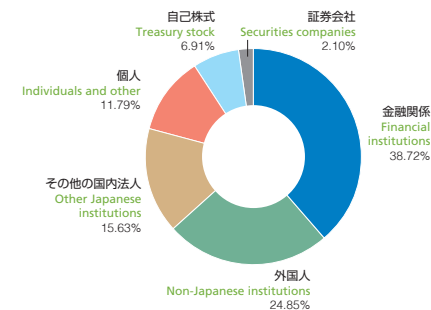
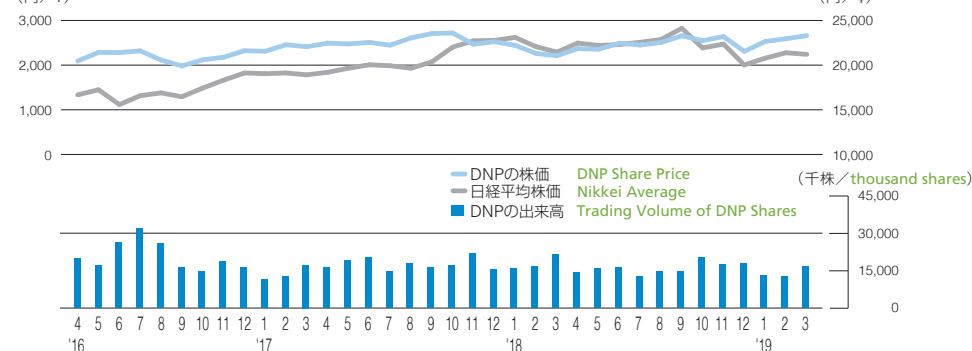
\*2. Percentage of total equity is calculated based on the total number of shares outstanding excluding treasury shares (301,830,719).

## 株主メモ General Information

決算期 3月31日 Fiscal year-end : March 31  
 定時株主総会開催時期 6月 Month of annual shareholders' meeting : June  
 上記総会における議決権の基準日 : 3月31日 Record date of voting rights for the above annual shareholders' meeting : March 31

その他必要のある場合は、取締役会の決議によりあらかじめ公告して設定します。  
 If additional shareholders' meetings are required, the board of directors will decide and notify the shareholders.

配当金受領株主確定日 Ex-dividend date  
 期末配当金 : 3月31日 Year-end dividends paid to shareholders as of : March 31  
 中間配当金 : 9月30日 Interim dividends paid to shareholders as of : September 30

所有株式数別分布状況  
Breakdown by size of holdings  
(number of shares)所有者別分布状況  
Breakdown by type of shareholderDNPの株価  
DNP Share Price  
(円/¥)

注) 当社は、2017年10月1日付で、単元株式数を1,000株から100株に変更するとともに、当社普通株式2株を1株とする株式併合を行っております。上記の株価および出来高については、株式併合後を基準に記載しております。

Note: DNP changed the number of shares per share unit from 1,000 shares to 100 shares and implemented a share consolidation in which two shares of common stock were consolidated into one share effective October 1, 2017. The share price and trading volume data listed above are based on shares after the share consolidation.

株主名簿管理人  
 東京都中央区八重洲一丁目2番1号  
 みずほ信託銀行株式会社  
 本店証券代行部

Administrator of Shareholder Register  
 Mizuho Trust & Banking Co., Ltd.  
 Stock Transfer Agency Department  
 2-1, Yaesu 1-chome, Chuo-ku, Tokyo  
 103-8670, Japan

上場証券取引所  
 東京証券取引所

Common Stock Listing  
 Tokyo Stock Exchange

## 大日本印刷株式会社 Dai Nippon Printing Co., Ltd.

|                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 創業<br>Establishment                                       | 明治 9 年 (1876 年) 10 月 9 日<br>October 9, 1876                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 工場 (子会社含む)<br>Production Sites<br>(including subsidiaries) | <国内><br>北海道 (札幌) 岩手 (北上) 宮城 (仙台) 福島 (西白河) 群馬 (館林)<br>栃木 (栃木) 埼玉 (白岡 狭山 蕨 久喜 ふじみ野 入間 東松山)<br>茨城 (牛久 つくば) 千葉 (柏) 東京 (市谷 榎町 高田 板橋 赤羽 神谷)<br>神奈川 (横浜 川崎 小田原 愛甲) 静岡 (磐田) 石川 (白山)<br>岐阜 (中津川 下呂) 愛知 (名古屋 小牧) 京都 (吉祥院 太秦 京田辺)<br>大阪 (寝屋川 門真) 兵庫 (小野 姫路) 奈良 (磯城)<br>岡山 (岡山 笠岡) 広島 (三原) 徳島 (徳島) 福岡 (福岡 北九州 筑後)<br>< Domestic ><br>Hokkaido (2 plants), Iwate, Miyagi, Fukushima, Gunma (2 plants),<br>Tochigi (2 plants), Saitama (9 plants), Ibaraki (2 plants), Chiba,<br>Tokyo (10 plants), Kanagawa (5 plants), Shizuoka, Ishikawa, Gifu (2 plants),<br>Aichi (2 plants), Kyoto (3 plants), Osaka (4 plants), Hyogo (2 plants),<br>Nara, Okayama (2 plants), Hiroshima (2 plants), Tokushima,<br>Fukuoka (4 plants)<br>< 海外 ><br>マレーシア (ジョホールバル パシルグダン)<br>インドネシア (ジャカルタ カラワン プカン)<br>ベトナム (ビンズン ホーチミン ハノイ) 台湾 (新竹)<br>アメリカ (コンコード マウントプレザント セーレム)<br>デンマーク (カールスルンデ) イタリア (アグラテブリアンツァ)<br>オランダ (ハーレム)<br>< Overseas ><br>Malaysia (Johor Bahru, Pasir Gudang), Indonesia (Jakarta, Karawang, Bekasi),<br>Vietnam (Binh Duong, Ho Chi Minh City, Hanoi), Taiwan (Hsinchu),<br>United States of America (Concord, Mount Pleasant, Salem),<br>Denmark (Karlsruhe), Italy (Agrate Brianza), Netherlands (Haarlem) |
| 設立年月日<br>Incorporation                                    | 明治 27 年 (1894 年) 1 月 19 日<br>January 19, 1894                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 資本金<br>Capital                                            | 1,144 億 64 百万円<br>¥114,464 million                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 従業員数<br>Employees                                         | 10,757 (単体 Non-Consolidated)<br>38,051 (連結 Consolidated)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 営業拠点 (子会社含む)<br>Sales Offices<br>(including subsidiaries) | <国内><br>札幌 北見 帯広 仙台 青森 盛岡 秋田 山形 郡山 水戸<br>宇都宮 東京 多摩 横浜 名古屋 浜松 静岡 長野 新潟<br>富山 金沢 大阪 京都 広島 米子 岡山 福山 高松<br>松山 高知 福岡 北九州 熊本 大分 宮崎 鹿児島 那覇<br>< Domestic ><br>Sapporo, Kitami, Obihiro, Sendai, Aomori, Morioka, Akita, Yamagata,<br>Koriyama, Mito, Utsunomiya, Tokyo, Tama, Yokohama, Nagoya,<br>Hamamatsu, Shizuoka, Nagano, Niigata, Toyama, Kanazawa, Osaka,<br>Kyoto, Hiroshima, Yonago, Okayama, Fukuyama, Takamatsu, Matsuyama,<br>Kochi, Fukuoka, Kita kyushu, Kumamoto, Oita, Miyazaki, Kagoshima,<br>Okinawa<br>< 海外 ><br>ソウル 上海 台北 新竹 バンコク ビンズン ホーチミン ハノイ<br>シンガポール ジャカルタ パシルグダン シドニー ニューヨーク<br>コンコード サンノゼ トーランス マウントプレザント セーレム<br>デュッセルドルフ ロンドン カールスルンデ ロワシー<br>アグラテブリアンツァ ハーレム モスクワ<br>< Overseas ><br>Seoul, Shanghai, Taipei, Hsinchu (Taiwan), Bangkok, Binh Duong,<br>Ho Chi Minh City, Hanoi (Vietnam), Singapore, Jakarta,<br>Pasir Gudang (Malaysia), Sydney, New York, Concord, San Jose,<br>Torrance, Mount Pleasant, Salem, Düsseldorf, London,<br>Karlsruhe (Denmark), Roissy (France), Agrate Brianza (Italy),<br>Haarlem (Netherlands), Moscow (Russia) |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 研究所<br>Research Institutes                                | 東京 千葉 埼玉 茨城 石川 岡山<br>Tokyo, Chiba, Saitama, Ibaraki, Ishikawa, Okayama                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 本社<br>Head Office                                         | 〒 162-8001<br>東京都新宿区市谷加賀町 1-1-1<br>1-1, Ichigaya Kagacho 1 chome, Shinjuku-ku, Tokyo 162-8001, Japan<br>Tel : 03-3266-2111 / +81-3-3266-2111<br>Web Site : https://www.dnp.co.jp/                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| IR コンタクト先<br>Inquiries                                    | コーポレートコミュニケーション本部 IR 室<br>Investor Relations Office Corporate Communication Division<br>Tel : 03-6735-0124 / +81-3-6735-0124<br>Fax : 03-5225-8239 / +81-3-5225-8239<br>Web Site : https://www.dnp.co.jp/ir/                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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

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