# DNP Group Sustainability Briefing FY2022

# **DNP**

**Creating future standards** 

October 25, 2022

Dai Nippon Printing, Co., Ltd.

# Sustainability Briefing: Main Content

#### DNP

- (1) Concepts and Policies behind DNP's Sustainable Management Senior Managing Director Kenji Miya
- (2) Reinforcing Human Capital Senior Managing Director Kenji Miya
- (3) Reinforcing Intellectual Capital Senior Managing Director Masato Yamaguchi
- (4) Environmental Initiatives
  Managing Director Satoru Inoue







(1) Concepts and Policies behind DNP's Sustainable Management **DNP** 

# **Corporate Statement**

# Creating future standards

The DNP Group will strive to realize a sustainable, better society and well-being lives by connecting individuals and society and creating new value.

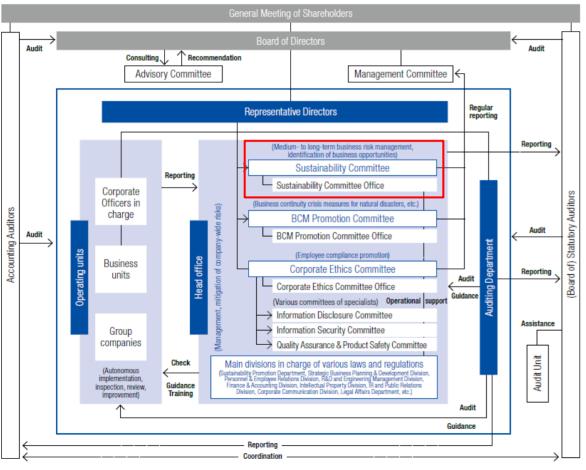
# (1) Concepts and Policies behind DNP's Sustainable Management **DNP**

- ➤ DNP believes that healthy societies and economies, and comfortable, prosperous lives can only be achieved when our planet is sustainable.
- Our environment, society, and economy are changing more rapidly than ever, particularly in recent years. It is important for each of us to take the initiative to transform our environment, society, and economy in a positive direction.



# (1) Concepts and Policies behind DNP's Sustainable Management DNP

## **Strengthening governance**



- \* Promote comprehensive risk management in order to reduce the negative impact of variable factors (risks).
- \* Diverse variables can also present opportunities for business expansion, and we aim to strengthen measures that turn risks into opportunities.

#### **[Economic risks]**

- Short-term and medium- to-long-term variables in economic activity occurring in each country/region and in the global market
- Changes in the systems and rules that form the basis of economic activities

#### (Social risks)

- Variables related to the rights and dignity for diverse people living in society
- Changes in systems and rules for building a healthy society

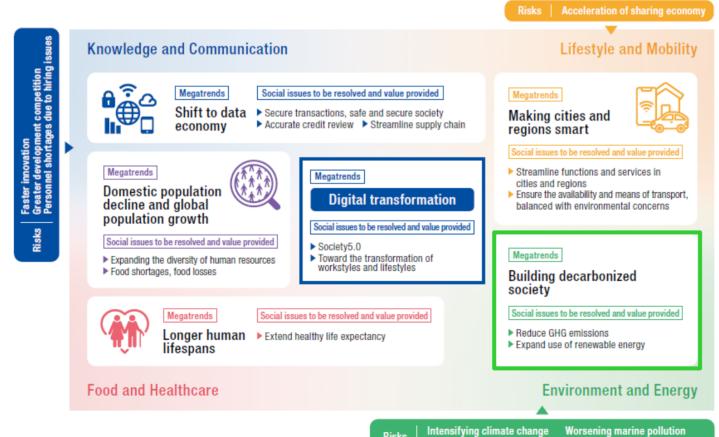
#### [Environmental risks]

- Variables related to the sustainability of the global environment that forms the foundation of all corporate activities
- Changes in systems and rules related to the global environment

# Business risks and priority issues



Identify risks inherent in business environment changes, and convert them into opportunities to create new business.

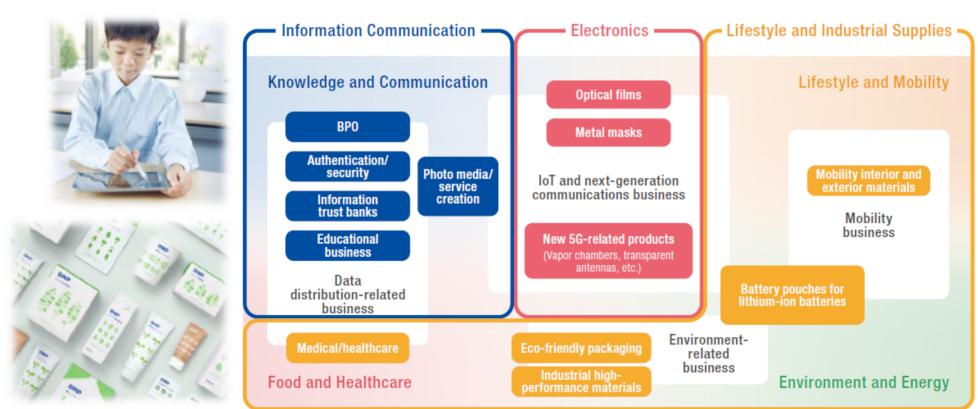


# "Business promotion" in focus business areas



### Focus businesses that solve important issues related to megatrends

#### Focus businesses in four growth areas







# Value Creation and the "business base reinforcement" that supports it



### Major risk management issues that affect DNP's Value Creation

Value creation

**Business to** Contribute to **SDGs Achievement** 

We create new value through products and services, which will contribute to the achievement of the SDGs, and help society grow in a sustainable manner.





Foundation to support value creation

**Fair Operating Practices** 

We help to maintain and develop orderly, free and competitive markets based on laws and social ethics and by always remaining fair and equitable.





**Human Rights** and Labor

We place human dignity first and foremost and respect diversity unique to all persons that includes their culture, nationality, race, ethnicity, language, religion, values, gender, age, gender identity, sexual orientation and whether they have disabilities. We accordingly respect working styles suited to the diversity of our employees and make efforts to create a safe, healthy and vibrant working environment based on the assumption of acting with discipline.



#### **Environment**

DNP targets the realization of a decarbonized society, a recycling-oriented society and a society in harmony with nature by creating new value through Printing and Information (P&I) innovation designed to achieve the emergence of a sustainable society.



Responsible **Procurement** 

For créating excellent value and cultivating strong compliance awareness at the same time, we work jointly with our supply chain stakeholders and conduct procurement that gives due consideration to human rights, the environment and more.



**Product Safety** and Quality

We seek to gain the trust of society by prioritizing the safety and quality of our products and services as part of our responsibility as a company that supplies these to society.



Information Security

We ensure the exceptional security of personal information and all other information assets through management and protection as part of the social responsibility of a company handling such information assets.

**Corporate** 

Citizenship

We contribute to society by resolving social issues, conducting volunteer activities and through cultural activities as we look to deepen our relationship with society as a good corporate citizen that coexists with society.

From DNP Group Integrated Report 2022 p. 55-56

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# (2) Reinforcing Human Capital



[Realization of diverse personnel systems that accelerate the creation of new value]

# Restructuring of Personnel Systems (2019-2021)

#### <Policies>

- In order to bring to bear "All DNP" (the DNP Group's comprehensive strength), we will favor mechanisms and systems that are broadly conscious of society as a whole.
- 2 The company respects its employees; respected employees drive the growth of the company; such employees also enrich society.
- 3 Development with a view toward new working styles, new types of management, and compensation in the "new normal" era

#### Phase 1 (2019)

#### <Major system revisions>

- Employment-related systems designed to actively incorporate external perspectives
- Employee compensation systems aimed at generating new value
- Systems that promote flexible working styles that enable the effective use of time and space

#### Phase 2 (2020)

- < Major system revisions >
- Restructuring of systems related to retirement age and retirement benefits
- Revision of awards systems, in order to reform the organizational culture
- Equal pay for equal work
- Career development support

#### Phase 3 (2021)

- < Major system revisions >
- Working and management styles in the New Normal era
- Introduction of multi-track careers and job grade systems, and expansion of related professional track systems
- Review of working conditions for employees stationed overseas
- Expansion of diversity-related systems

# **Establishment of our Human Capital Policy**

Labor and

Management

Joint

Declaration



Positioning our Human Capital Policy as our top-priority concept, we will integrate peoplerelated policies, visions, and declarations, etc. and work to strengthen and maximize human capital in an integrated and strategic manner, with the aim of improving corporate value.



DNP Group Human Rights Policy \*Including stakeholders

\*Including stakeholders other than employees

# Three key issues related to human capital



# **Human Capital Policy**

Respecting employees leads to the respected employees driving corporate growth and enhancing society

Nurturing human capitals who can be active in society (both within and outside DNP)

**Key issues 1** 

Strengthen human resources and organizations to promote value creation through P&I innovations

**Key issues 2** 

Promoting diversity and inclusion essential for creating value diversity

**Key issues 3** 

Promotion of health management and health measures to increase employee happiness

# Analysis of value relevance in terms of human capital-related initiatives (partial excerpt)



We show correlations between the results of investments and various measures on one hand and improvements in corporate value on the other hand, using "value relevance analysis" that clarifies the course of the value chain.

Main Issue	Initiative	Specific Measures	Direct effects; in-house effects		Accumulation of human resources	Generation of new value	Financial corporate value		
human resources and organizations to promote value creation based on "P&I innovation"	Strengthening human resources portfolio  Management reform  Independent learning environment and human resources development  Strengthening DX	Strengthening hiring new graduates and mid-career resources  Adjusting the number of management employees  In -house job offering system  Promotion of training courses among employees  Preparation and	Optimization of in-house human resource placement  Change thinking about training and development of subordinates  Stimulation of employees' self -improvement  Strengthening of ICT	Employee self- realization/					
		implementation of ICT educational programs	human resources	autonomous career formation	Independent career building				
Promotion of D&I, which is essential to the generation of diverse value	Cultivation of diverse human resources	Hiring people with diverse backgrounds  Expansion of working	Increase the number of female managers  Improve seniority of female employees  Cultivate awareness of people affected by D&I	Improve engagement (comprehensive/ philosophy/strategic/ motivation)	Presence of diverse	Expansion of existing businesses	Improve profitability	Incre	
	Realization of diverse working styles	and vacation systems  Support for working parents  Diversity Week/ D&I		Organizations and teams invested with a	Implementation of dialogue and	Provide value to society by	Increased	corp	
	Cultivation of a corporate culture that allows diverse people to shine	promotion committee meetings		sense of psychological safety	cooperation  Improvement of	expanding business	net sales		
romotion of nealthy nanagement and lealthy measures hat increase employees' level of lappiness	Healthy management practices	Hiring more public health nurses and other industrial health workers	Reduce presenteeism	Increased happiness levels among employees	ess levels of working hours				
	Measures aimed at improving	Conduct interviews with workers  Promote one-on-one	Promote mental health maintenance		I				
	Work safety and hygiene measures	meetings  Educate employees about work safety and hygiene	Clarify goals of organizations and teams  Improve levels of safety and hygiene						

# Example: Promotion of diversity and inclusion: KPI achievement status **DNP**

We achieved key performance indicators (KPIs) in terms of the ratio of female managers and the number of women included in management and leadership levels.

Our aims are to diversify our decision-making strata and to change employees' awareness and behavior.

**Ratio of Female Managers** 

Target for FY ended March 2022: over 7.0%

Number of Women in Management and Leadership Levels

Target for FY ended March 2022: Two times 430, which was the number of women in such positions as of Feb. 28, 2016

Ratio of Male Employees Taking Paternity Leave

Target for FY ended March 2022: 100%



Achieved in FY ended March 2022:

7.4%
[Achieved in 1st half of FY ending March 2023: 8.4%]



Achieved in FY ended
March 2022:
Increase of 2.2 times

[Achieved in 1st half of FY ending March 2023: Increase of 2.2 times]



Achieved in FY ended March 2022:

82.4%
[Achieved in 1st half of FY ending March 2023: 87.0%]

#### Issues for the Future



- 1. Link the human resources categories in our HR portfolio to employee data, and further refine recruitment and human resource development plans accordingly.
  - Incorporate data from our human resources portfolio into a talent management system, and further tailor plans for hiring and developing human resources based on the portfolio. By doing so, we can succeed in placing the right people in the right positions in accordance with our business strategies.
- 2. Confirm outcomes of various measures that we started taking in recent years (for which there is currently insufficient data)
  - Reform management through broad and deep introduction of the DVO (DNP Value Objectives) system
  - Make visible the skill levels of ICT and DX human resources
  - Let each and every employee experience diversity and inclusion as a reality
  - Employee data related to health measures for each and every employee
- 3. Understand and activate employee engagement in order to increase corporate value
  - Compiling and analyzing data related to employee engagement can lead to improvements in overall
    engagement, can also help us grasp indicators that correlate with the improvement of corporate value,
    and can be useful when formulating human capital strategies, including the review of measures and
    systems.
- 4. Evaluating the effectiveness of human capital strategies by constructing systems for ongoing analysis and application of related data

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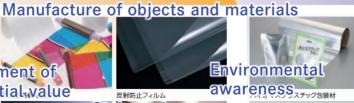
[Basic Thinking] Printing is the source of DNP's intellectual capital. By being quick to seize on changes in markets and society, we developed our strengths in P&I

(printing and information) into the creation of new value. **Basic printing Feedback** processes Product delivery/ Project planning Bookbinding and Text/Information Plate making **Printing** Effectiveness processing post-processing assessment Intellectual capital Information Precision Post-Microfabrication based on printing processing processing coating technologies P&I Fonts/media Molding/etching/ Coating/printing/EB Bookbinding/ conversion/image precision and UV aseptic filling/ Printing & processing and engraving/ curing/vacuum film plastic molding/ Information recognition/data photolithography/ deposition transfer processing/ analysis/information holograms security laminating

Analog and digital/ Real and virtual

進化をつづけるDNPのオリジナル書位 進化をつづけるDNPのオリジナル書句 進化をつづけるDNPのオリジナル書位 進化をつづけるDNPのオリジナル書 Smart functionality 電子書籍

**Nanoimprinting** Improvement of experiential value フォトマスク





Remote services

Increasing display value:



Solving energy problems Shift to EVs

カラーマネジメント用LSI Broadening of product and service lineup and types of

value provided by DNP

Braun (CR) tubes → liquid crystal → organic EL

Wellbeing

**Next-generation** mobility

DNP's unique hybrid digital transformation (DX)

## DNP

## **(Focused Businesses and Intellectual Strategy)**

Focus businesses and intellectual property strategies **Knowledge and Communication** Lifestyle and Mobility Optical films Metal masks Authentication/security IoT and next-generation Photo media/ communications business Information trust banks service creation Mobility business **Educational business** New 5G-related products (Vapor chambers, transparent Data distribution-related business **Environment-related** business **Food and Healthcare Environment and Energy** 

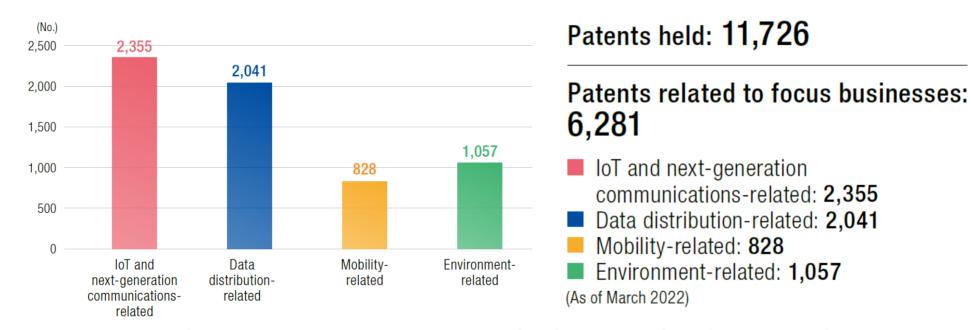


- We will strategically build a stronger business portfolio by <u>setting focused businesses</u> with high profitability and market growth potential. To this end, we are promoting open innovation and focusing on <u>the strategic acquisition of intellectual property</u> to ensure the superiority of our position.
- We will establish <u>business models exploiting intellectual property</u> for our focused businesses through value creation process by integrating <u>business strategy</u>, <u>development strategy and intellectual property strategy</u>. We plan scenario for creating value in long term and strengthen internal and external collaboration.

## DNP

#### **[Focused Businesses and Intellectual Strategy]**

#### Number of patents related to focus businesses



• We are concentrating management resources on businesses related to IoT and next-generation communications, data distribution, mobility and environment. With regard to the acquisition and expansion of intellectual property, we will further strengthen our patent portfolio in these four focus businesses.



Technologies	Controlled by Head Office					
Sales division/ field	Business unit (Development headquarters)	Head office research and development framework				
Information	Publishing and Media Services	enter				
Communication	Information Innovation Imaging Communication	Center ment Conter nter				
	Life Design (Packaging)	Technology Development Center Research and Business Development Center Advanced Business Center R&D and Engineering Management Division				
Lifestyle and Industrial Supplies	Living Spaces  Mobility	y Develor usiness ed Busin				
2.00	High-performance Materials	chnolog n and Bu Advanc d Engine				
Electronics	Fine Optronics	Teo Research R&D and				
New businesses field						
Short-term development  Medium and long-term development						

- October 2021: established R&D and new business promotion center.
   We integrated "seeds development" and "business development" functions.
- By combining our "P&I" strengths, we aim for intensive promotion of new business themes that realize a better future by envisioning what's "next after the next thing."
- [Research and Development Expenditures]
  - Fiscal year ending March 2022 : 33.1 billion yen
    - \*Almost 10% increase over 10 years from FY ended March 2013 (30.8 billion yen)
    - \* Head office development department : About 21.9 billion yen
    - \*Business segment total: About 11.2 billion yen

<Case Study> Battery pouch business:

History, technological development and business development



Based on food packaging technology, we used All DNP's converting technologies. We anticipated related market changes (the shift to **Electric Vehicles).** 



Toward

all-solid-

batteries.

state

Lighter-weight, more durable, safer battery casings

# Changes on the Global Scene

Mid-1970s to 1980s Development of lithium-ion batteries

> From 1993 Popularization of digital mobile phones

1990s Commericalization of

lithium-ion batteries

1997

1999 Start of NTT DoCoMo's Launch of iPhone iMode service

Launch of Toyota Prius

2010 Founding of LIBTEC

2008 Launch of Tesla Roadster

2010 Launch of Nissan Leaf

2007

2019 Dr. Akira Yoshino received the Nobel Prize for Chemistry

> 2021 Smart phone ownership rate 62% worldwide, 88% in Japan \*compared to a year earlier, up 3 points worldwide,

1.8 points in Japan

2021 EV sales reached 6.6 million units worldwide \*an increase of 220% from the previous year

Expanded

#### **DNP's Initiatives**

Start of R&D

Adoption of technologies for mobile applications

Production in Kyoto

Participation in LIBTEC

Adopted for use in large-scale mobile project Adopted for EV and PHEV applications

> Establishment of battery pouch base in Kyushu

for EV and PHEV applications Expansion of Kyushu plant

Establishment of

New base \*under consideration new BP base in Saitama

Introduction of products for use in all-solid-state **batteries** 

Introduction of manufacturing line for all-solid-state batteries

DNP

<a>Case Study> Battery pouch business:</a>
Intellectual capital and competitive edge

# Establishment of Rights

Comprehensive patent applications

We hold more than 200 relevant patent rights

## Black Box-ification

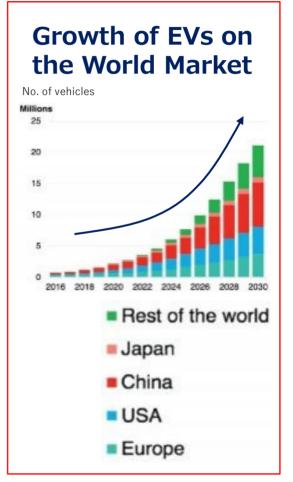
Materials designed
by DNP
Proprietary processes
(Research and Business
Development Center)

Production facilities
developed by DNP
(Technology
Development Center)

# Collaboration with the Outside

Strategic alliances with materials manufacturers

Next-generation
batteries
developed as car
manufacturers'
OEM or jointly with
battery makers



## DNP

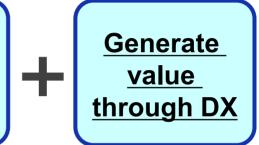
Addition of new value to existing products and services using digital technologies

#### [Policies for the Future]

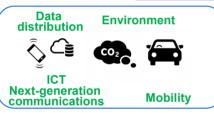
Anticipate market
changes by reading
megatrends and expand
focus businesses in
growth areas



Combine DNP's
unique strengths
and boost
cooperation with
partners

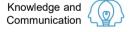


Nalue creation through DX



Anticipation of market changes











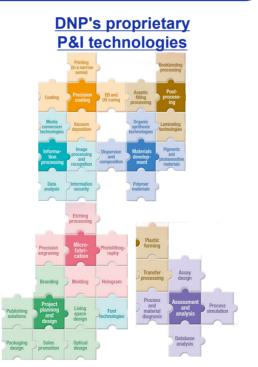


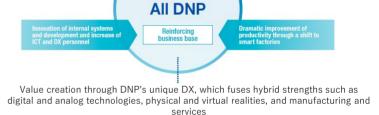




and society

**Megatrends** 





Business promotion

Open innovation



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- Amid worsening trends including climate change, marine pollution, and declining biodiversity, the sustainability of the earth is endangered.
- DNP formulated The DNP Group Environmental Vision 2050 in order to help realize a sustainable society.
- DNP itself is accelerating value creation in order to create a better future.

# **DNP Group Environmental Vision 2050**

#### A Decarbonized Society through Climate Change Mitigation and Adaptation

- We aim to achieve effective net-zero greenhouse gas (GHG) emissions from business activities at our sites.
- We will contribute to creating a decarbonized society through our products and services.

#### A Recycling-Oriented Society through the Efficient use of Resources

 We will provide maximum value through the efficient use and recycling of resources throughout the value chain.

# A Society in Harmony with Nature via the Conservation of Biodiversity

 We aim to minimize the impact on biodiversity throughout the entire value chain and achieve harmony with regional ecosystems. SDGs to which our initiatives correspond













Initiatives in the Medium-term Management Plan (FY2020-2022)

# Business promotion (value creation)

- Transforming business portfolio based on environmental impact and added value
- ✓ Identifying new environmental themes
- ✓ Technological innovations in low-carbon raw materials and other materials
- Creating recycling schemes



Efforts to address environmental issues for both value creation and foundation reinforcement

#### Reinforcing business base

- Clarifying environmental impact
- ✓ Introducing renewable energy
- ✓ Investing in energy-efficient facilities, optimizing production bases to address environmental impact
- Ensuring the use of paper from certified forests/traceability

Environmental Medium-term Targets DNP Group Environmental Vision 2050

#### Medium-term targets

#### Reducing

GHG emissions By **40%** from FY2015 levels by 2030

Sales of super eco-products\* to account for 10% of gross sales in 2025

Increase 2025 recycling ratio by 5% from FY2015 levels

Reduce 2025 water usage by 35% from EV2015

Guidelines for
Procurement of Paper
for Printing and Converting
100% of purchased
products are compliant

#### 2050 targets

Reduce GHG emissions from own business activities **Net zero** emissions by 2050

Building decarbonized society Contribute via products and services

#### Efficient resource reuse

throughout the value chain

Minimize biodiversity impact throughout the value chain

DNP's vision for society

# Decarbonized society



Mitigation of and adaptation to climate change

# Recycling-oriented society



Efficient resource use

Society in harmony with nature

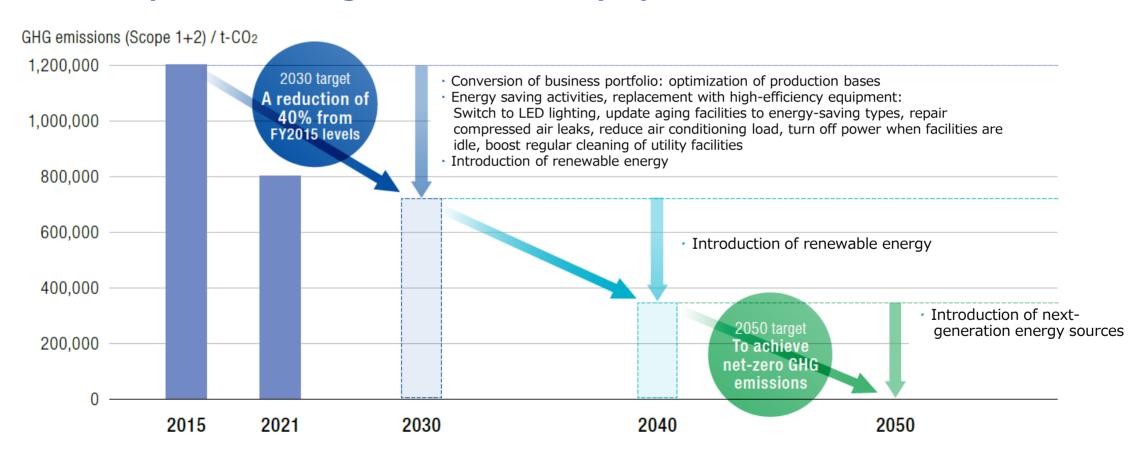


Protect biodiversity

<sup>\*</sup> Super eco-products are products and services that DNP deems to be exceptionally environmentally conscious based on its proprietary criteria.

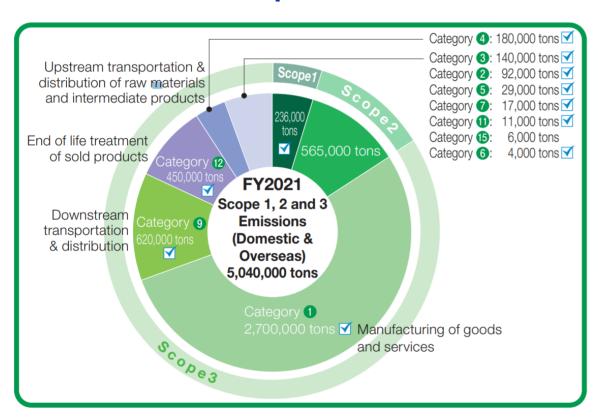
# **DNP**

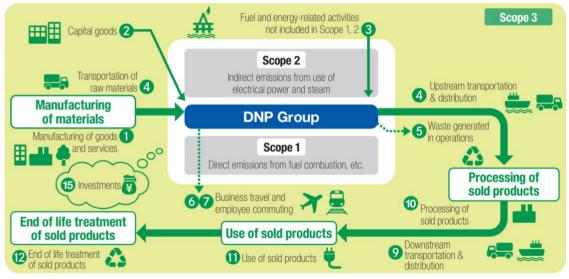
# Roadmap for achieving carbon neutrality by 2050



# DNP

#### **Amount of Scope 3 emissions**





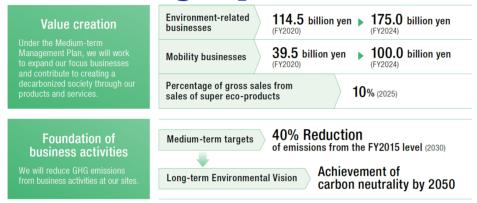
Calculated in accordance with the Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain Ver. 3.2 established by the Ministry of the Environment and the Ministry of Economy, Trade and Industry.

Scope 1 emissions associated with transportation by Group companies are included in Category 4. Category 8 is included in Scope 1 and 2. Category 10 is excluded from the calculation because the percentage contained in final products is very small. Category 11 consists only of emissions from domestic PET plastic beverage bottles. Categories 13 and 14 are not applicable.

From the fiscal year through March 2022, we based the emissions per unit on "IDEA Ver.3.2" and for some portions we used the "Embodied Energy and Emission Intensity Data for Japan Using Input-Output Tables" (3EID).

## DNP

# [Indicators and Targets] for environmental initiatives



#### **■ Examples of Super Eco-Products**

[Arttec] printed aluminum panels for interior and exterior use



Battery pouches for lithium-ion batteries

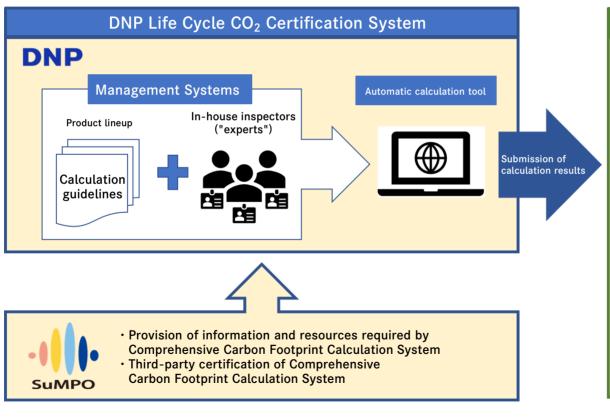


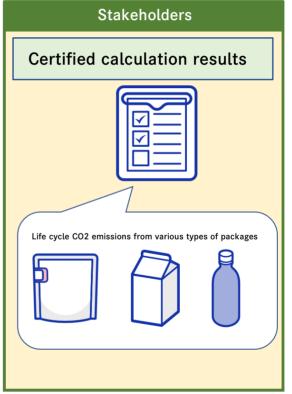
「GREEN PACKAGING」 eco-friendly packaging



# DNP

## The DNP Life Cycle CO<sub>2</sub> Certification System





Confidential



We will respond flexibly and strategically to anticipated climate risks, and make our business activities more resilient over the medium to long term.

1) Risks connected with manifestations of physical effects associated with climate change (Risks in a scenario where the average temperature has risen by 4°C)

Climate Risks		Financial and other effects on DNP		Level of impact	Likelihood	
	sed damage from and rain due to like torrential rain or floods	Suspension of operations during event		Decreased earnings due to production delays     Increased cost of disaster countermeasures:     disaster prevention measures for production facilities and bases, construction of production systems at multiple bases, etc.	Med.	High
	Increased wind anc events like	Disruption of supply chains	/es	Decreased earnings due to manufacturing and shipping delays     Increases in raw material procurement costs and suspensions of supply	Med.	High
	Rising temperatures; prolonged heat waves	Operations hindered by increased incidences of heatstroke, etc.	egativ	•Decreased earnings due to production delays	Med.	High
Ris	Ris temper prolong way	Increased costs due to greater demand for cooling	ž	•Increased energy costs •Increased capital expenditures	Med.	High
	<u> </u>	Disruption of operations in river basins or other areas vulnerable to flooding		•Decreased earnings due to production delays •Increased cost of disaster countermeasures: disaster prevention measures for production facilities and bases, construction of production systems at multiple bases, etc.	Med.	High

#### 2 Risks connected with transitioning to a decarbonized society

(Risks in a scenario where the average temperature rise is limited to 1.5-2°C)

Climate Risks		Fi	Financial and other effects on DNP		
GHG	Mandatory adoption of renewable energy	Negatives	Purchase cost of non-fossil certification  As of 2030: roughly 600 million yen per year	Low	High
Increased regulation of GHG emissions	Introduction of emission rights trading system		Purchase cost of emission rights As of 2030: roughly 400-800 million yen per year	Low	Med.
ed regulatio emissions	Introduction of carbon tax		Cost effect of carbon tax  As of 2030: roughly 880-1,050 million yen per year	High	Low
Increas	Acceleration of carbon neutrality in supply chain		·Increasing requests from customers for carbon reductions ·Impact on business contracts ·Pass-through of raw material prices	Med. -High	High
Shift to low-carbon technologies	Acceleration of technological innovations aimed at carbon neutrality		•Market share gains due to early product development     •Development aimed at next-generation energy     →Increased sales from mobility-related businesses:      Target for FY through March 2025: 100 billion yen	High	High
Changes in clients' behavior	Weeding out of products and services that are not low-carbon/eco-friendly	Positives	<ul> <li>Promotion of development of low-carbon products and services, and expansion of markets and expansion of market for them</li> <li>Greater use of recycled and biomass materials, paper, and other alternative materials</li> <li>Calculation of product life cycle CO2</li> <li>→Increased sales from eco-friendly businesses:</li> <li>Target for FY through March 2025: 175 billion yen</li> </ul>	High	High
Increased concern among stake-holders	Decline in corporate image; lower share prices; dismissal as investment target		Increased information disclosure, stronger engagement     Competitive edge as a leading sustainability company; ability to attract talent	Med.	Med.

# **Recognition from Society**

# DNP

- DNP's sustainability activities have also received high marks from observers outside the company.
  - ➤ In February 2022, DNP was selected for the third consecutive year to be on the Leader Board of the international non-profit organization CDP, meaning that DNP received CDP's highest Supplier Engagement Evaluation.



DNP is the only printing company among the five constituent shares selected by GPIF for "ESG investment."



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index



**2022** CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

**2022** CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

➤ For the 22nd consecutive year, DNP was included in the FTSE4Good Global Index, a globally recognized socially responsible investment index.



Today's Innovation is "Tomorrow's Basic."



#### Disclaimer

The earnings forecasts, medium-term management targets, and other forward-looking statements contained in these materials represent DNP's judgement of the current outlook based on information available at the time of preparation, and involve potential risks and uncertainties. Actual performance may therefore differ materially from these forward-looking statements due to changes in the various assumptions on which they are based.