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March 17, 2026

For immediate release

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Stock Code:	7912 (TSE Prime Market)
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### **Announcement of New Medium-term Management Plan Outline**

The DNP Group has formulated the outline of the new Medium-Term Management Plan commencing in April 2026. This plan was approved at the meeting of the Board of Directors held on March 17, 2026, and we hereby announce the following.

Building upon the achievements of the current Medium-Term Management Plan, which concludes in fiscal year 2025 (ending March 2026), the DNP Group has formulated the outline of a new three-year Medium-Term Management Plan covering fiscal years 2026 through 2028. This plan aims to sustainably enhance corporate value.

For more details, please refer to the attached document.

# New Medium-term Management Plan Outline Briefing Materials

**DNP**

March 17, 2026

Dai Nippon Printing Co., Ltd.

1. DNP's 150 Years of History and the Strengths of P&I
2. Review of the Current Medium-term Management Plan (FY2023-FY2025)
3. Outline of Next Medium-term Management Plan (FY2026-FY2028)

# 1. DNP's 150 Years of History and the Strengths of P&I

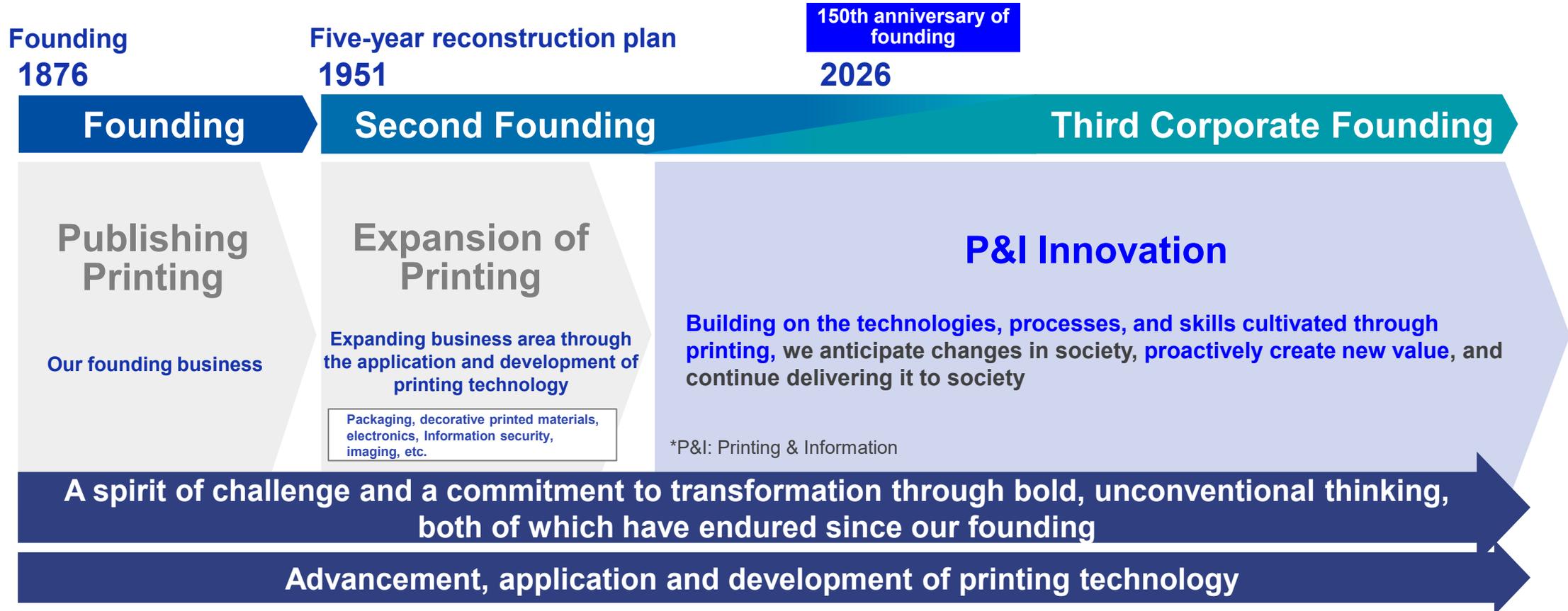
# 150 Years Since Founding—Aiming for Growth into the Future



Brand Statement

## Creating future standards

The DNP Group aims to realize a sustainable society, and its corporate philosophy is to connect individuals and society and provide new value. Based on this philosophy, the Group will conduct business activities that create a better future with a long-term view in order to realize a sustainable, better society and more comfortable lifestyles.



**Creating future standards by continuing to deliver high-value-added products and services based on advanced printing technologies**

**Smart Communication**

**Life and Healthcare**

**Electronics**

**DNP's Unique Strength: P&I Innovation**

**Advanced printing technology**

**Information processing**

**Microfabrication**

**Precision coating**

**Post-processing**

**Robust research and development framework**

**High patent competitiveness**

**High barriers to entry due to in-house development of production equipment**

**An organizational culture that takes on the challenge of transformation through bold, unconventional thinking**

# Key Products and Services Born from P&I Innovations

**DNP**

## Basic processes in printing



## Advanced printing technology



## Main products and services provided by DNP

◆ Global leader ◆ Leader in Japan

### ◆ Smart cards



◇ BPO services

### ◆ Metal masks used for manufacturing OLED displays



\*Top-level market share in the photomasks for merchant market



◆ Photomasks for semiconductors

### ◆ Dye-sublimation thermal transfer printing media for photo printers

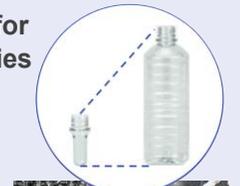


◆ Decorative films, molded parts



\* Top-tier market share in the high-end HMI market

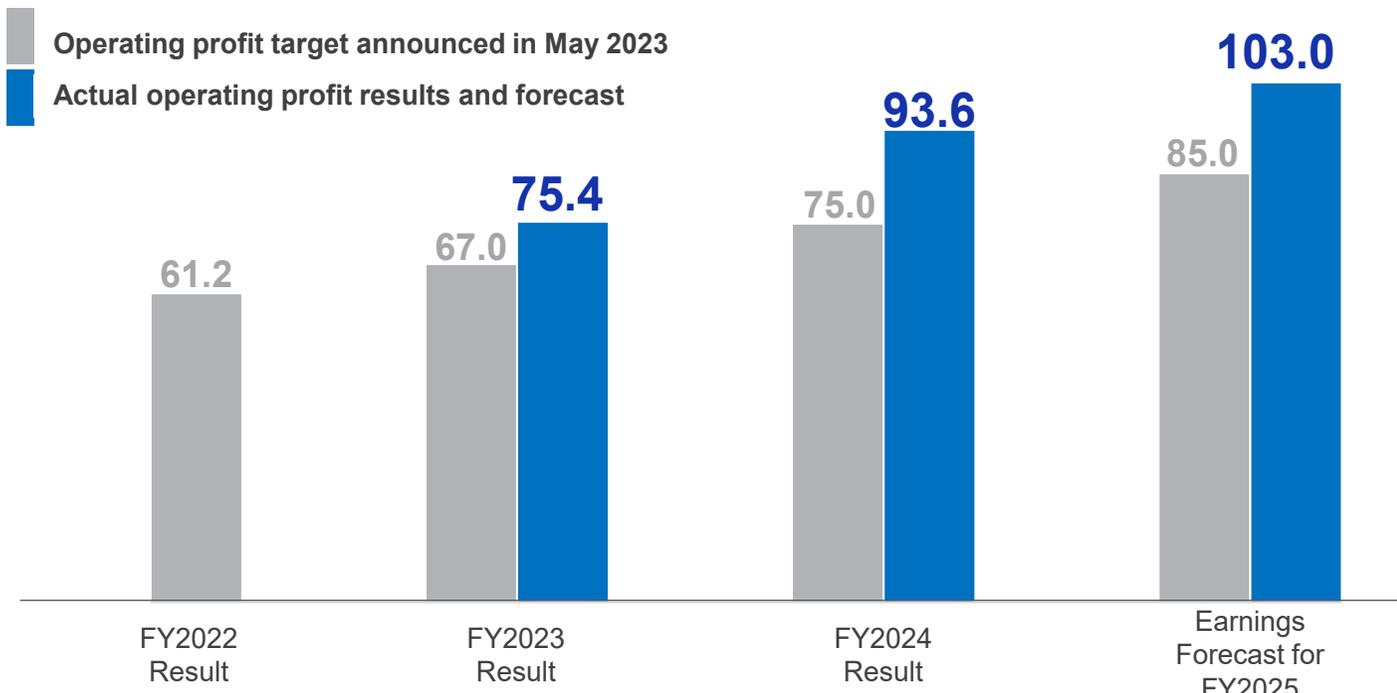
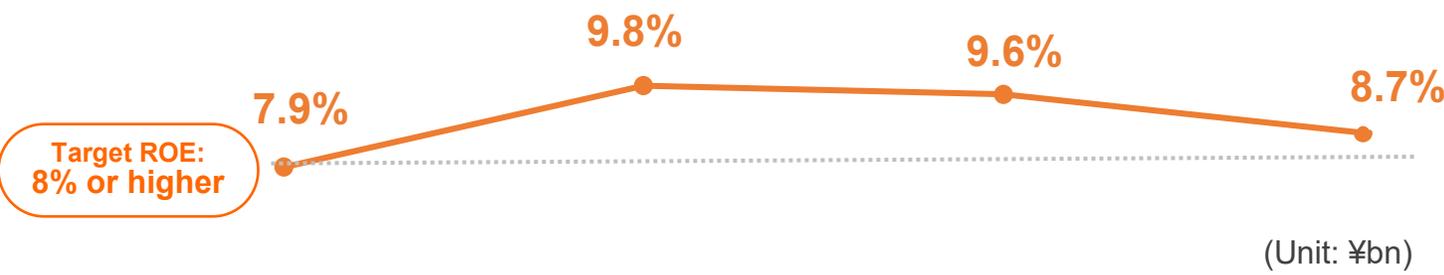
### ◆ Battery pouches for lithium-ion batteries



◆ Aseptic filling system for PET bottles

## 2. Review of the Current Medium-term Management Plan (FY2023-FY2025)

# Operating Profit and ROE



(Final year of previous Medium-term Management Plan)

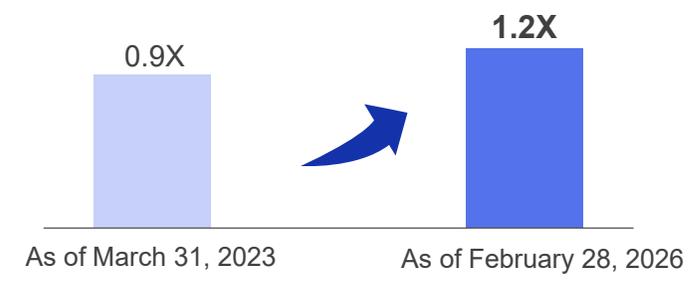
## Overview

Through the steady execution of the measures set out in the Medium-Term Management Plan:

- ✓ Cocentrated investment in focus businesses
- ✓ Structural reform of businesses for reforming
- ✓ Sale of strategic shareholdings, share buyback

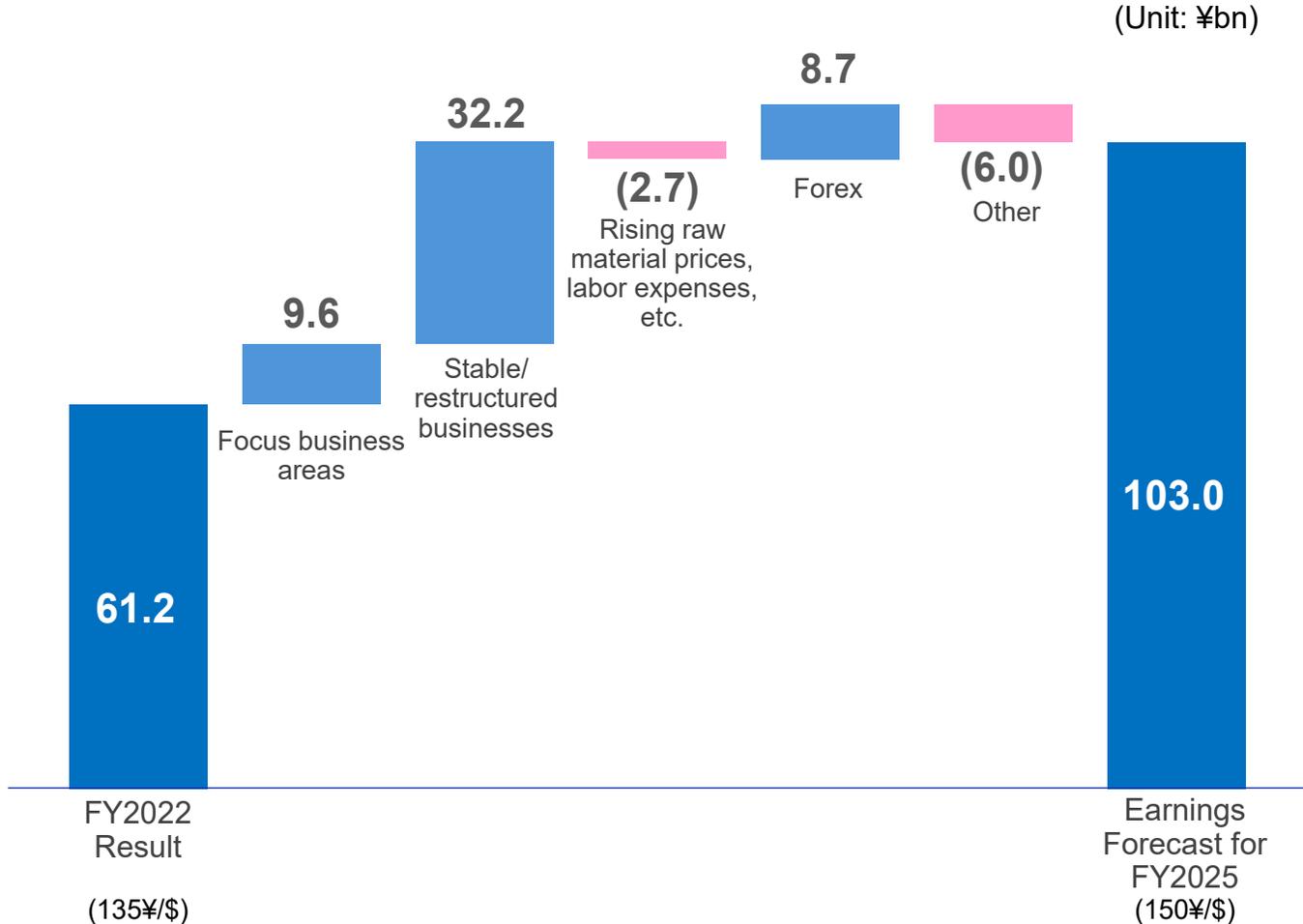
we expect both operating profit and ROE to exceed the targets in every fiscal years from FY2023 through FY2025, while also achieving a PBR above 1.0x.

## Change in PBR



# Change in Operating Profit (3-year Cumulative)

(Unit: ¥bn)

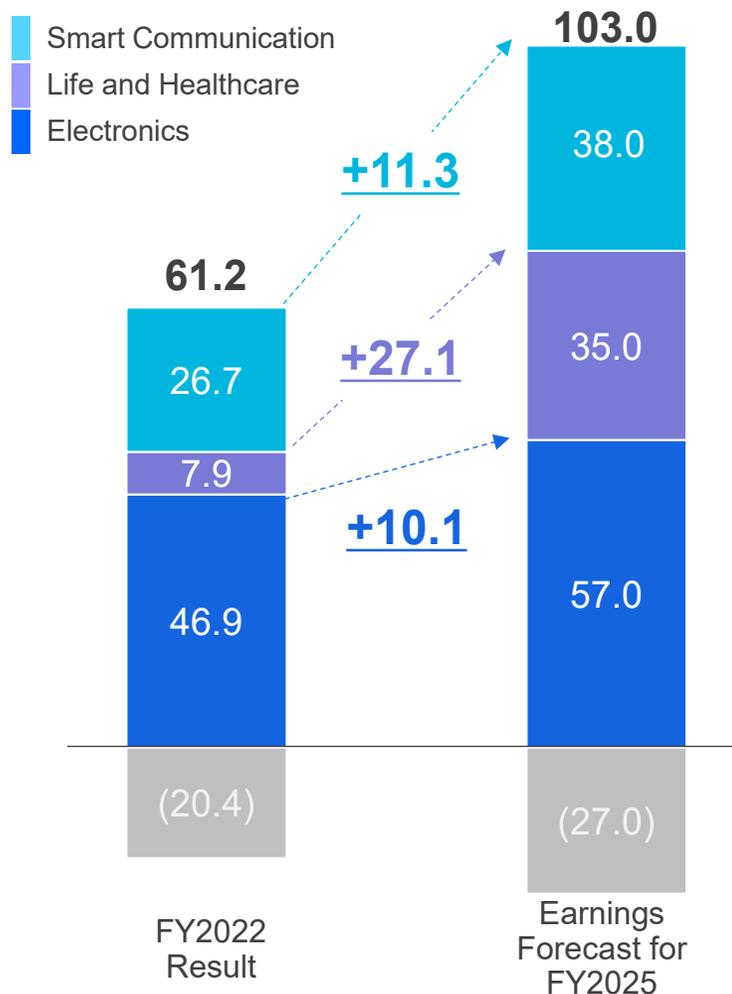


## Overview

- ✓ Our focus businesses are **expanding steadily, led by the Digital Interface businesses**
- ✓ Profitability in the Stable/restructured businesses improved significantly, driven by the **reorganization of existing printing-related operations and initiatives to improve the earnings base**
- ✓ We are **actively investing in our focus businesses** to strengthen our business foundation for sustainable future growth

# Changes in Operating Profit by Segment

Breakdown of Operating Profit by Segment (Unit: ¥bn)



## Smart Communication

- ✓ Imaging Communication business performed solidly
- ✓ Structural reforms in Publishing-related business and existing Marketing-related business also contributed

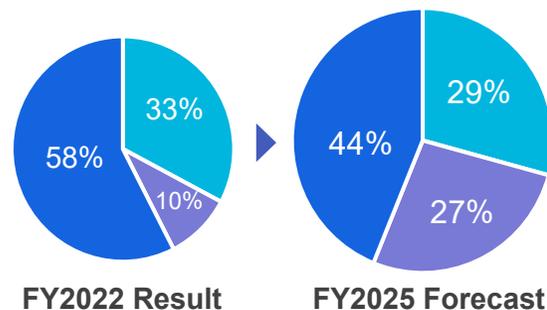
## Life and Healthcare

- ✓ The Packaging business improved its profitability through manufacturing site restructuring and cost reductions
- ✓ The Living Spaces business enhanced efficiency and strengthened its growth potential through organizational integration with the Mobility business

## Electronics

- ✓ The Digital Interfaces business grew steadily in line with market growth
- ✓ Proactive growth investments were made across the entire segment to strengthen the business base for medium- to long-term growth

## Changes in Composition of Operating Profit by Segment

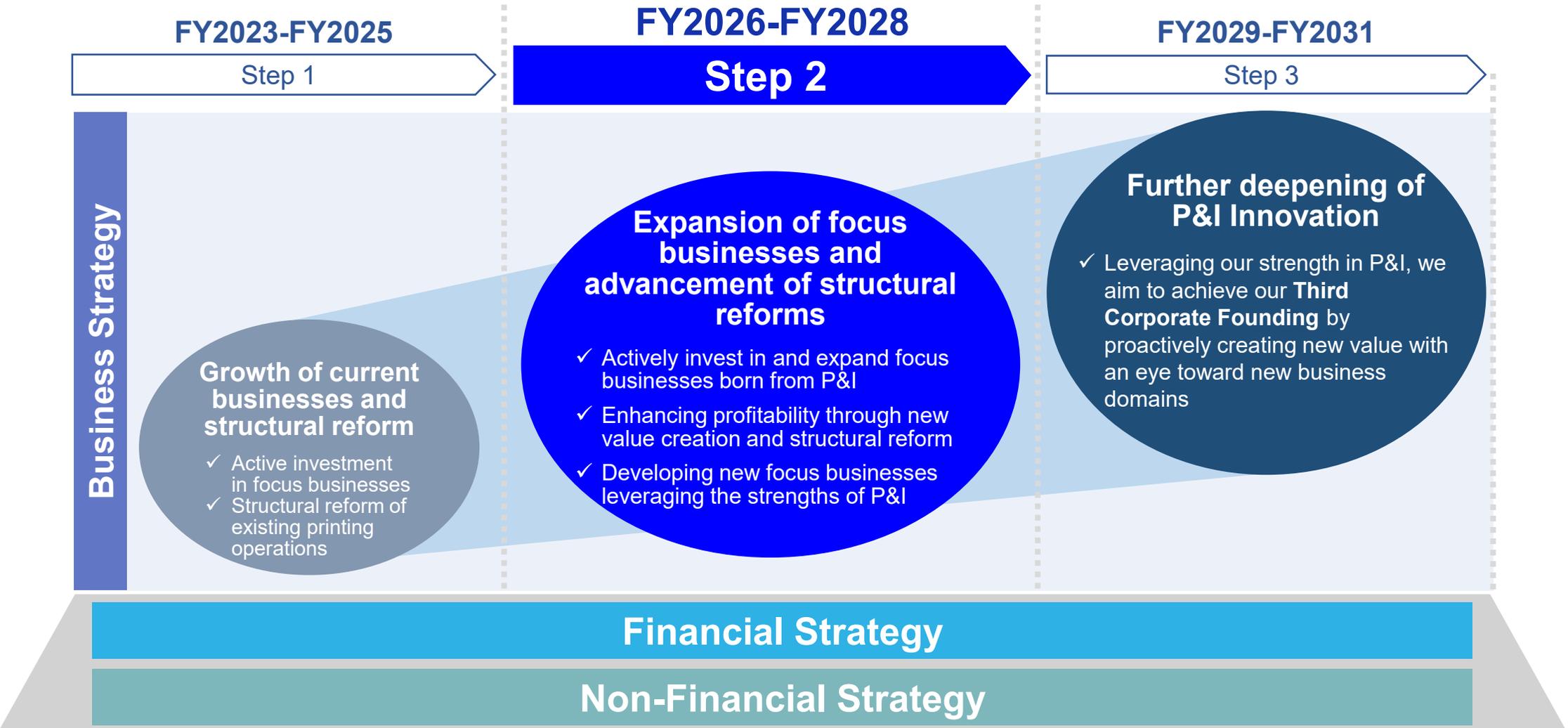


- All segments achieved profit growth through the growth of focus businesses and continued structural reforms

- From FY2026 onward, we will pursue sustainable growth across all segments through further growth of focus businesses, the creation of new value, and the continuation of structural reforms

### 3. Outline of the Next Medium-term Management Plan (FY2026-FY2028)

# Positioning of the Medium-term Management Plan for FY2026-FY2028



# Performance Plan

FY2023-FY2025

Step 1

FY2026-FY2028

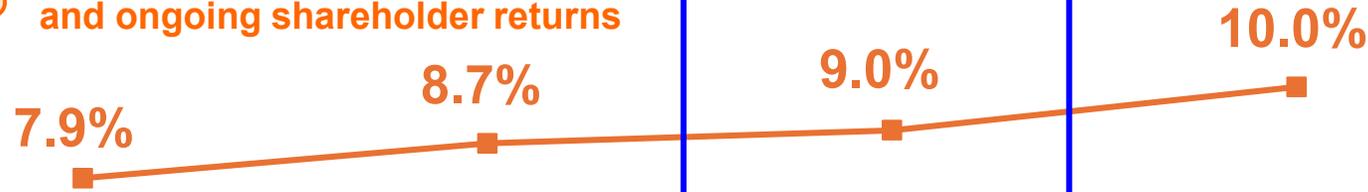
Step 2

FY2029-FY2031

Step 3

**ROE**

In addition to business growth, we will continue to deliver flexible and ongoing shareholder returns



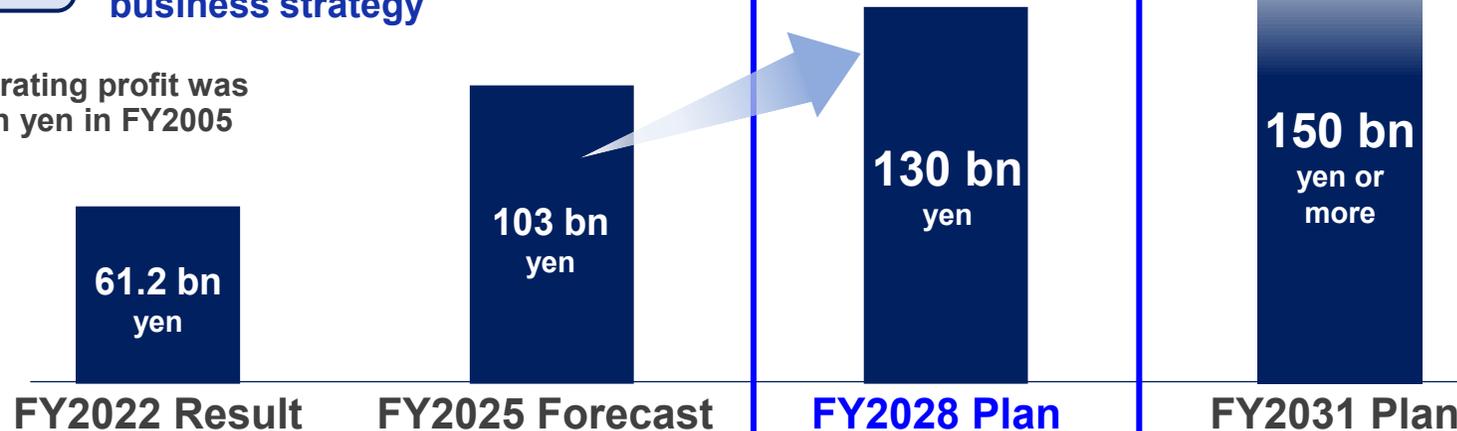
**Operating Profit**

Sustained growth through the steady execution of business strategy

Operating profit  
CAGR 8%

Maximize corporate value by achieving both growth and improved capital efficiency  
▼  
Sustained improvement in PBR

\*Record operating profit was 120.6 billion yen in FY2005



# Expansion of Focus Businesses and Transformation of the Business Portfolio **DNP**

**Growth across the three segments** through the expansion of focus businesses, transformation of the business portfolio, and business synergies

## Expansion of Focus Business Areas

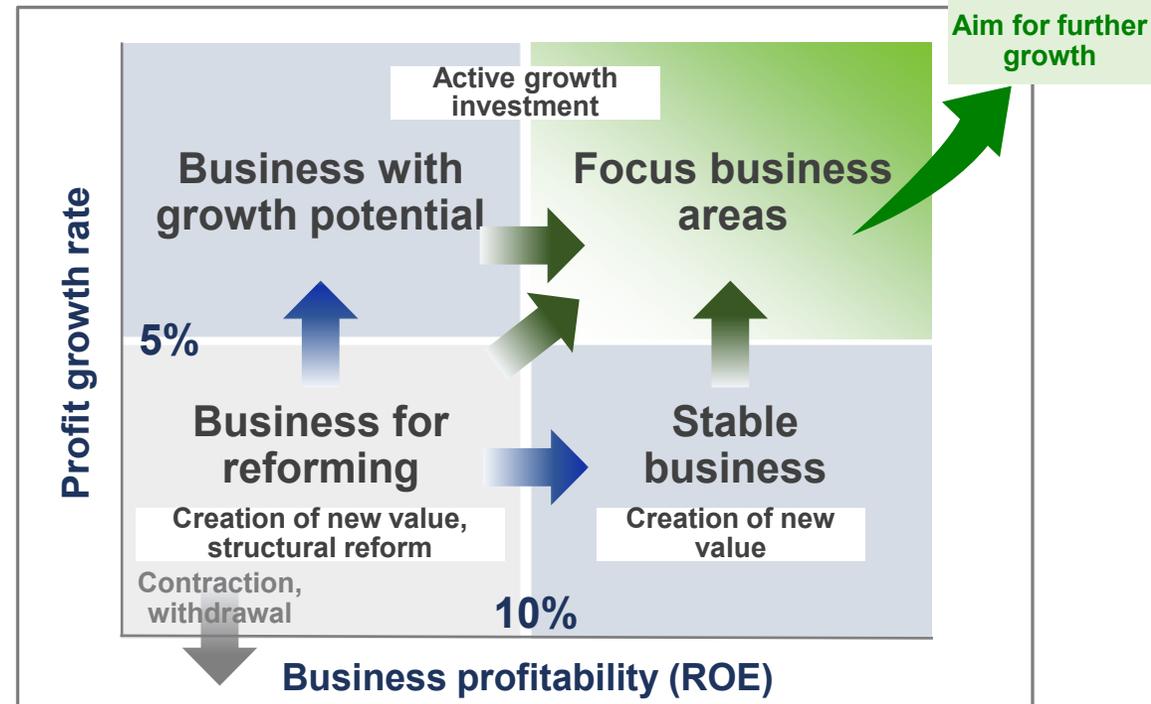
Proactive investment in focus business areas with high market share, strong profitability, and sustainable growth potential

Smart Communication	Information Security (Smart cards, BPO services)	
	Photo Imaging (Dye-sublimation thermal transfer printing media, etc.)	
Life and Healthcare	Mobility (Automotive interior and exterior decorative films, etc.)	
	Industrial High-Performance Materials (Battery pouches, etc.)	
Electronics	Digital Interfaces (Optical film, metal masks, etc.)	
	Semiconductors (Photomasks for semiconductors, etc.)	



## Transformation of the Business Portfolio

Transforming our business portfolio and enhancing capital efficiency through the creation of new value and the promotion of structural reforms



\*Three Segments: Smart Communication, Life and Healthcare, Electronics

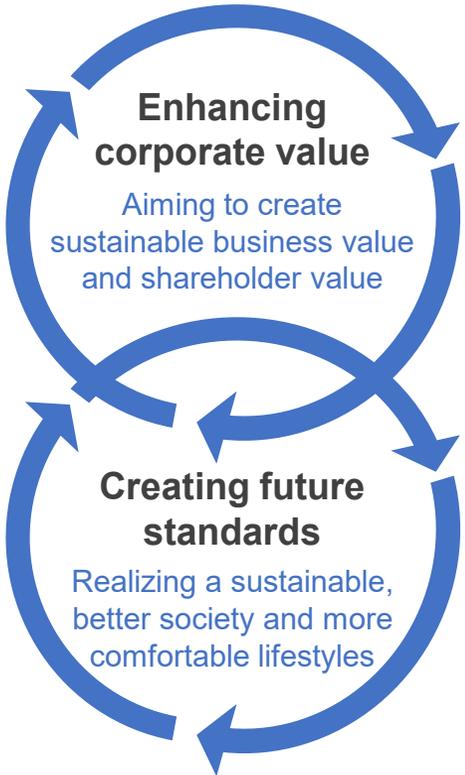
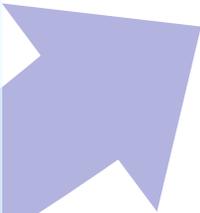
# Strategies for the FY2026-FY2028 Medium-term Management Plan



## Measures in Each Strategy

\*Quantitative targets are scheduled to be disclosed upon the announcement of the Medium-term Management Plan in May 2026

<b>Business Strategy</b>	<ul style="list-style-type: none"> <li>Expand business through <b>proactive investment in focus businesses</b> born from P&amp;I</li> <li>Strengthen profitability through <b>new value creation and structural reforms</b></li> <li>Develop <b>new focus businesses</b> by leveraging the strengths of P&amp;I</li> </ul>
<b>Financial Strategy</b>	<ul style="list-style-type: none"> <li>Funding for growth investments will be generated by maximizing capital efficiency through expanded operating cash flow, the reduction of assets such as strategic shareholdings, and the proactive use of interest-bearing debt</li> <li>Dividend levels will be enhanced through <b>progressive dividends aligned with profit growth and an increased payout ratio</b></li> <li><b>Share buybacks will be carried out in a flexible and ongoing manner, taking into account the balance with growth investments, share price levels, and capital efficiency</b></li> </ul>
<b>Non-Financial Strategy</b>	<ul style="list-style-type: none"> <li>Enhancing human creativity through expanded <b>investment in people</b></li> <li>Enhancing competitiveness through <b>the advancement of intellectual capital</b></li> <li>Realizing <b>a nature-positive value chain</b></li> </ul>



# DNP

## 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.

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