

## Dai Nippon Printing (7912, Corporate)

16<sup>th</sup> March 2026

Margin uplift

Share price: ¥2,955

Market cap: ¥1,549.8bn

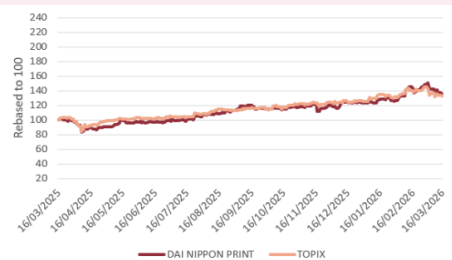
**Profitability has significantly improved, driven by growth in new photo printers, BPO & Electronics, alongside structural reforms & effective price pass-through.**

## Company sector

Printing Services

## Stock data

Price (¥)	2,955
Mkt cap (¥bn)/(\$m)	1549.8 / 9729.1
52-week range (¥)	1,810 - 3,300
Shares O/S (m)	524.5
Average daily value (\$m)	22.0
Free float (%)	75.5
Foreign shareholding (%)	28.5
Ticker	7912
Exchange	Tokyo Prime
Net Debt/Equity (%)	-1.6



Source: Bloomberg

- DNP posted a strong 1-3Q 3/26, with solid YoY sales & OP growth alongside OPM improvement. The company raised its FY sales, OP, & NP guidance, reflecting above-plan progress in Smart Communication & Life & Healthcare.
- Within Smart Communication, **growth was driven by increased demand for new photo printers, whilst sales of photo printing materials were strong, exceeding expectations. Growth was also driven by a large-scale BPO project** & above-plan improvement at its Maruzen CHI Holdings subsidiary. Additionally, structural reforms in publication printing & marketing operations further enhanced profitability.
- Within Life & Healthcare, automotive battery pouch weakness due to US EV market deceleration was offset by **strong growth in IT-use battery pouches & solar cell encapsulants, the latter benefiting from a new production line coming online in Oct 2025**. In addition to structural reforms in packaging & living spaces, the packaging sector significantly contributed to improved profitability through stronger-than-expected demand & effective price pass-through.
- Within Electronics, display optical films performed well, in line with the trend towards large screen LCD TV panels. OLED metal masks recovered in the 3Q after a temporary 2Q decline, driven by expanding smartphone OLED adoption. Semiconductor photomasks returned to growth in the 3Q, in line with broad-based demand recovery. The effects of DNP's investment initiatives are becoming evident, & its enhanced facilities are also expected to contribute.
- From FY 3/27, DNP expects continued solid growth for photo printers & related materials, optical films, metal masks & semiconductor photomasks. Whilst automotive battery pouches may stay subdued, the company anticipates any weakness will be offset by ESS & solar cell encapsulant expansion. The company is actively targeting new large BPO contract wins to offset headwinds from BPO contract roll-offs & slowing Osaka Expo demand.
- Major structural reforms are largely complete, significantly improving profitability. **Under the next MTP, commencing in FY 3/27, DNP is set to transition into a growth phase**, focusing on Imaging Communication & Information Security alongside existing focus businesses Electronics & mobility/industrial high performance materials. The medium-term outlook is well supported across key segments, with AI-driven memory demand & the broader semiconductor recovery providing additional tailwinds. On 14x FY 3/26 company estimates, we recommend investors schedule time with senior management to gain deeper insights: [here](#).

## BUSINESS OVERVIEW

Dai Nippon Printing Co., Ltd. (DNP) is a diversified technology company providing printing-based solutions across information communication, lifestyle & industrial supplies, & electronics. Leveraging core printing & processing technologies, DNP supports publishing, packaging, display materials, & advanced functional materials globally.

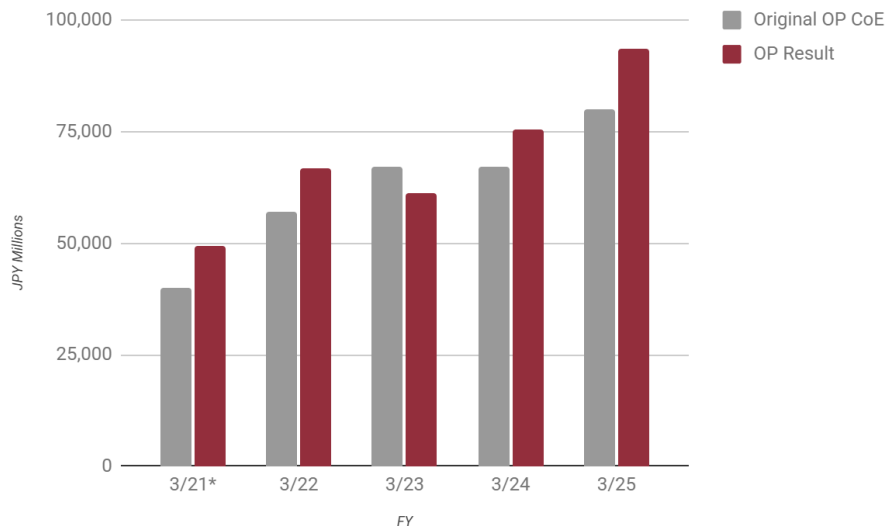
## Next event

FY 3/26 results in May 2026  
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[Storm Corporate profile page](#)

**Dai Nippon Printing is a research client of Storm Research**

Year end	3/2024	3/2025	1-3Q 3/2026	3/2026E
Sales (¥bn)	1,424.8	1,457.6	1,128.2	1,515.0
OP (¥bn)	75.5	93.6	76.3	103.0
NP (¥bn)	110.9	110.7	85.4	100.0
EPS (¥)	221.6	238.9	192.3	226.6
DPS (¥)	32.0	38.0	n/a	40.0
Sales growth YoY (%)	3.8	2.3	4.6	3.9
OP growth YoY (%)	23.2	24.1	21.8	10.0
NP growth YoY (%)	29.5	-0.2	-26.4	-9.7
EPS growth YoY (%)	n/a	7.8	-22.7	-5.2
PER (x)	10.5	8.9	15.0	13.6
EV/EBITDA (x)	8.6	6.5	7.7	10.4
PBR (x)	1.0	0.8	1.0	1.2
ROE (%)	9.9	9.6	6.8	n/a
ROIC (%)	3.0	2.2	2.2	n/a
FCF yield (%)	1.1	7.7	n/a	n/a
Dividend yield (%)	2.3	3.0	n/a	1.4

Financial metrics source: Company &amp; Bloomberg

RESULTS VS  
FORECAST HISTORY

## EARNINGS

## 1-3Q 3/26 results

- **Sales:** 1-3Q 3/26 sales increased +4.6%YoY to ¥1,128.2bn. Within Smart Communication, new photo printer & photo printing materials expansion remained solid, whilst performance was also supported by progress on large-scale BPO projects. Consolidated subsidiary Maruzen CHI Holdings (3159) also contributed via one-time Osaka Expo-related demand.

Life & Healthcare posted a significant automotive battery pouch decline due to US EV market deceleration, which was largely offset by IT-use battery pouch & solar cell encapsulant growth. Electronics performed well, with display optical films benefiting from the large-screen LCD TV trend, & semiconductor photomasks recovering from 1Q weakness in line with the broader market.

- **3Q:** 3Q standalone sales remained strong with +5.1%YoY growth versus +5.9%YoY in the 2Q. 3Q Smart Communication sales accelerated to +9.7%YoY, driven by large-scale BPO projects & publication distribution business (mainly by Maruzen CHI Holdings) expansion due to Osaka Expo demand.

In Life & Healthcare, solar cell encapsulants posted strong demand alongside the launch of a new production line in Oct 2025, driving a substantial sales increase that offset the significant decline in automotive battery pouch sales.

In Electronics, display optical film strength persisted, & OLED metal masks for smartphone manufacturing returned to growth in the 3Q from a temporary decline in the 2Q, driven by expanding OLED adoption in smartphones. Semiconductor photomasks also turned positive in the 3Q after a negative 1H, recovering in line with the broader market.

- **GP: New photo printers & photo printing materials are high-value-added products & likely contributed to GPM improvement,** alongside large-scale BPO contract progress.

Ongoing price increases across packaging, living spaces, publication printing, commercial printing, & beverage operations, combined with order selectivity (declining orders from customers who resist price hikes), also contributed to GPM improvement.

- *OP*: 1-3Q OP increased +21.8%YoY to ¥76.3bn, with the OPM improving +1.0ppt YoY to 6.8%. 3Q OP rose +21.1%YoY & the OPM +1.0ppt YoY to 7.6%, **driven by GPM improvement alongside structural reforms affecting printing, marketing & packaging operations.**

Subsidiary Maruzen's OP also contributed, surging +95.2%YoY on Osaka Expo-related demand. 3Q sales growth in the Electronics division, which had been recording rising fixed costs, also contributed to OPM improvement.

- *NP*: 1-3Q NP decreased -26.4%YoY to ¥85.4bn, with the isolated 3Q declining -5.1%YoY. The decline reflects high YoY hurdles, with ¥58.7bn in securities disposal gains from policy shareholding sales recorded in the 1Q 3/25 & ¥13.3bn in fixed asset disposal gains in 1-3Q 3/25. By contrast, 1-3Q 3/26 securities disposal gains declined to ¥44.5bn & fixed asset disposal gains were limited at ¥467m.

### FY 3/26 outlook

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DNP has raised its FY outlook, boosting sales from ¥1,500.0bn to ¥1,515.0bn +3.9%YoY, OP from ¥94.0bn to ¥103.0bn +10%YoY, & NP from ¥90.0bn to ¥100.0bn -9.7%YoY.

By segment, the Smart Communication sales outlook was raised from ¥730.0bn to ¥745.0bn & OP from ¥33.0bn to ¥38.0bn. Life & Healthcare OP was further increased to ¥35.0bn (sales unchanged), following a prior rise from ¥28.0bn to ¥30.0bn at the 2Q. Electronics guidance was left unchanged at ¥255.0bn sales & ¥57.0bn OP.

Within Smart Communication, the key drivers behind the upgrade were: **printing material growth due to installation of new photo printer**; stronger-than-expected Maruzen performance due to Osaka Expo demand; marketing-related structural reform benefits from Oct 2025 that had not been incorporated into guidance; & a weaker-than-assumed yen.

The Life & Healthcare OP upgrade was primarily driven by packaging operations, where **demand headwinds that had been incorporated as a risk assumption materialised to a lesser extent than expected, with price increases also progressing solidly**, resulting in above plan 1-3Q sales & OP. Conversely, Electronics progressed broadly in line with expectations.

- *FX*: FY 3/26 FX assumptions were revised from ¥140/USD in the initial plan to ¥150/USD, with the ¥10 depreciation expected to contribute ~¥5.5bn OP upside. Tariff headwinds were revised from an initial -¥0.5bn to a -¥2.1bn impact, with the company expecting the FX tailwind to fully offset them.

The 3Q upgrade reflects outperformance that has persisted from the 2Q, with risk factors in packaging & Imaging Communication (including anticipated demand weakness & tariff impacts) failing to fully materialise in the 3Q as previously assumed.

### FY 3/27 outlook

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**Growth in new photo printer & photo printing materials is likely to persist in FY 3/27.**

The shipment area for LCD TVs is projected to expand in FY 3/27 as panel sizes grow. Coupled with the extension of Chinese government subsidies for TVs, PCs, & home appliances into 2026, demand for optical display films is forecast to remain robust.

Additionally, demand for OLED metal masks is rising due to the expanding adoption of OLED technology in smartphones, PCs, & tablets. DNP expects this growth to continue through FY 3/27, particularly as OLED smartphone penetration increases.

We anticipate an expansion in demand for semiconductor photomasks, driven by the recovery in the semiconductor market & ongoing capital investment.

The company anticipates solid BPO demand in FY 3/27 as companies increasingly outsource processes to address labour shortages & improve operational efficiency. Equally, there is a risk of a temporary sales decline if it fails to secure contracts matching the scale of FY 3/26 wins.

Additionally, subsidiary Maruzen, which accounts for the majority of the Publication Distribution business, faces a reversal of one-time Osaka Expo-related demand in FY 3/27. It also remains unclear if ESS applications can sufficiently offset continued weakness in the automotive battery pouch segment.

## MTP

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Outline of the new MTP is scheduled to be announced on 17<sup>th</sup> March 2026, with full details to be announced on 13<sup>th</sup> May. The current MTP is focused on structural reforms & investment in priority business areas, with structural reform effects contributing significantly to OP improvement. Whilst we expect structural reforms to continue, their contribution is unlikely to be as significant as under the current MTP.

### **The next MTP is set to enter a phase targeting growth across each business, building on the improved portfolio established under the current plan.**

Alongside Electronics & mobility/industrial high performance materials, which are designated as focus businesses under the current MTP, the company also expects Imaging Communication & information security - currently categorised as foundation businesses - to deliver strong growth, & therefore plans to reposition them as focus businesses.

Packaging & printing operations, currently categorised as restructuring businesses, have recorded a steady profitability improvement through impairments, structural reforms & price increases under the current MTP. For the next MTP, no major structural reforms are planned, & the focus remains on further profitability gains.

Finally, new businesses remain in an early-stage investment phase with low profitability. Whilst margins may improve as sales grow, DNP does not anticipate rapid expansion under the next MTP.

## SMART COMMUNICATION

(JPY Millions)	FY 3/25 Results	YoY	1Q 3/26 Results	YoY	1H 3/26 Results	YoY	1-3Q 3/26 Results	YoY	FY 3/26 Original CoE	YoY	FY 3/26 Revised CoE*	YoY
<b>Sales</b>	713,977	-0.5%	175,548	0.7%	356,737	3.2%	549,028	5.4%	730,000	2.2%	745,000	4.3%
<b>OP</b>	34,667	32.5%	5,996	3.3%	14,768	16.9%	26,499	29.8%	33,000	-4.8%	38,000	9.6%
<b>OPM</b>	4.9%	1.2%	3.4%	0.1%	4.1%	0.5%	4.8%	0.9%	4.5%	-0.3%	5.1%	0.2%

### 1-3Q 3/26 Smart Communication sales

- Sales: 1-3Q sales increased +5.4%YoY to ¥549.0bn. 3Q sales accelerated to +9.7%YoY from +0.7%YoY in the 1Q & +5.6%YoY in the 2Q, driven by above plan new photo printers & related consumables, alongside large-scale BPO contracts & one-time Osaka Expo-related demand at consolidated subsidiary Maruzen CHI Holdings.

- Imaging Communication: **Launched in Jun 2024, the new DS820DX photo printer is gaining traction in North America ahead of plan**, with vendor transitions progressing, brand awareness expanding & customer understanding of its value proposition deepening. Sales of the new printer alongside consumables, including ink ribbons & photo paper, are tracking above expectations.

Further expansion is anticipated in the 4Q, as the Oct-Dec peak season for photo print demand in North America is set to be consolidated into results.

- New photo printer DS820DX:



Source: Company

DNP expects growing awareness of new capabilities, including large format double-sided printing & the creation of photo books, calendars & greeting cards in various sizes, to drive further expansion of consumables. DNP aims to further promote sales & adoption of the new photo printer in FY 3/26, mainly targeting major North American drugstore customers.

**Over the medium- to long-term, business expansion in emerging markets are targeted as the key growth driver.** Whilst traditional wet (silver halide) printing remains the dominant method in emerging markets, the associated health & environmental concerns from chemical usage are driving a shift towards dry methods, creating an opportunity for DNP's thermal transfer printers. China, India, the Middle East & Africa are the key target markets, with a new sales office in India which opened in Feb 2026.

ID card ink ribbons experienced prolonged inventory destocking through 1H 3/25, as manufacturers had over-ordered in anticipation of post-COVID demand recovery & supply concerns. Market recovery has continued since normalisation.

- Information Security: IC cards declined YoY, but large-scale BPO contracts continued to progress in 3Q, as in 2Q, contributing to sales growth.

**Within BPO, a large government-related project that commenced in Apr 2025 contributed significantly in the 2Q & 3Q, driving substantial YoY sales growth.** Whilst the project runs through Mar 2026, the bulk of the work was completed by Dec, meaning the 4Q contribution is likely to be more modest than in the 2Q & 3Q. The company is currently tendering for FY 3/27 projects &, absent a similarly sized contract, there is a risk of high hurdles this FY leading to a FY 3/27 decline.

Rubicon was consolidated as a subsidiary in Jul 2025, with collaboration underway, but its 3Q sales contribution was limited. Given Rubicon's focus on government-related projects, DNP expects synergies & collaboration benefits to materialise gradually.

- Publication Printing: This business continued to decline YoY, reflecting the ongoing contraction of the print media market, but the pace of decline moderated from the 1H.

- Publication Distribution: This business delivered substantial YoY sales growth in the 3Q, continuing 2Q momentum. Maruzen CHI Holdings — accounting for the majority of Publication Distribution — was the key contributor, **with strong sales of official licensed merchandise at the Expo venue & in-store official shops driving +18.5%YoY sales growth & OP tripling YoY.** We note this tailwind is set to become a headwind in FY 3/27.

- Marketing: 1H sales declined YoY, but recovered to flat in the 3Q. The company is focused on delivering value through the combination of digital marketing & its manufacturing capabilities.

- Content/XR Communication: In Content/XR Communication, designated as a new business, overall sales increased YoY. The Content business, which focuses on merchandise sales & events leveraging popular IP, such as manga characters, declined due to a high base set by large-scale events in the prior FY. Conversely, XR Communication drove growth by expanding regional XR services across education & municipal administration, with increasing deployments for local governments.

### 1-3Q 3/26 Smart Communication OP

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- OP: 1-3Q Smart Communication OP increased +29.8%YoY to ¥26.5bn, with the OPM improving +0.9ppt YoY to 4.8%. **Rising profitability in foundation/restructuring businesses contributed +¥11.2bn**, more than offsetting headwinds from rising raw material & labour costs (-¥1.3bn) & other factors (-¥0.4bn).

3Q OP surged +50.8%YoY to ¥11.7bn, with the OPM improving +1.7ppt YoY to 6.1%, driven by foundation/restructuring business improvements contributing ¥5.4bn in the standalone 3Q, with a weaker-than-assumed yen as an additional tailwind.

Within the foundation businesses, Imaging Communication's new photo printers & related consumables exceeded expectations, serving as a significant driver, contributing both via sales growth & **product mix improvement given the high value-added nature of the upgraded products**. Information Security sales growth due to large-scale BPO contracts also contributed to OP expansion.

Within restructuring businesses, the substantial improvement in Maruzen's retail & online sales operations exceeded expectations.

In publication-related restructuring businesses, ongoing fixed cost optimisation over recent years & the Apr 2025 integration of sales, pre-press & manufacturing functions contributed to OP improvement. **The expected FY 3/26 OP benefit was raised from the initial ¥2.0bn to ¥4.0bn, reflecting additional headcount reductions** (already incorporated into guidance).

Additionally, in Oct 2025, 2 marketing subsidiaries were merged to consolidate expertise & functions, targeting enhanced capabilities, asset & headcount optimisation & improved competitiveness. The efficiency benefits have been recognised from the 3Q, with +¥1.0bn of OP improvement expected in the 2H 3/26 & a further +¥1.0bn in the 1H 3/27. **As these benefits have not been incorporated into the guidance, they represent upside versus the current plan.**

## LIFE & HEALTHCARE

(JPY Millions)	FY 3/25		1Q 3/26		1H 3/26		1-3Q 3/26		FY 3/26 Original		FY 3/26 Revised		FY 3/26 Revised	
	Results	YoY	Results	YoY	Results	YoY	Results	YoY	CoE	YoY	CoE*	YoY	CoE**	YoY
<b>Sales</b>	495,855	5.0%	127,124	2.9%	258,182	6.3%	390,306	4.2%	517,000	4.3%	517,000	4.3%	517,000	4.3%
<b>OP</b>	23,789	78.2%	9,528	99.1%	18,149	100.5%	28,453	69.9%	28,000	17.7%	30,000	26.1%	35,000	47.1%
<b>OPM</b>	4.8%	2.0%	7.5%	3.6%	7.0%	3.3%	7.3%	2.8%	5.4%	0.6%	5.8%	1.0%	6.8%	2.0%

### 1-3Q 3/26 Life & Healthcare sales

- Sales: 1-3Q sales increased +4.2%YoY to ¥390.3bn. 3Q sales growth decelerated to +0.3%YoY from +2.9%YoY in the 1Q & +9.8%YoY in the 2Q, as substantial expansion in IT-use battery pouches & solar cell encapsulants was offset by a significant decline in automotive battery pouches, driven by demand weakness following the termination of US EV subsidies.

- Mobility: Whilst this business delivered YoY sales growth in the 3Q (as in the 2Q), excluding the consolidation effect of the acquisition of DNP Hikari Kinzoku, sales decreased. DNP Tamura Plastic, which produces automotive side visors, recorded a sales decline due to delays in new model launches stemming from recall issues at a customer OEM. Interior decorative components also declined due to weak OEM sales in North America.

Light-transmitting decorative films for the high-end HMI segment — a focus area — continued to perform solidly among existing customers, with efforts ongoing to secure further adoption.

- High Performance: 1H automotive battery pouch sales increased YoY, but declined sharply in the 3Q, **impacted by reduced EV production & subsequent inventory destocking following the termination of US EV subsidies**. DNP expects US automotive EV battery pouch conditions to remain challenging in FY 3/27.

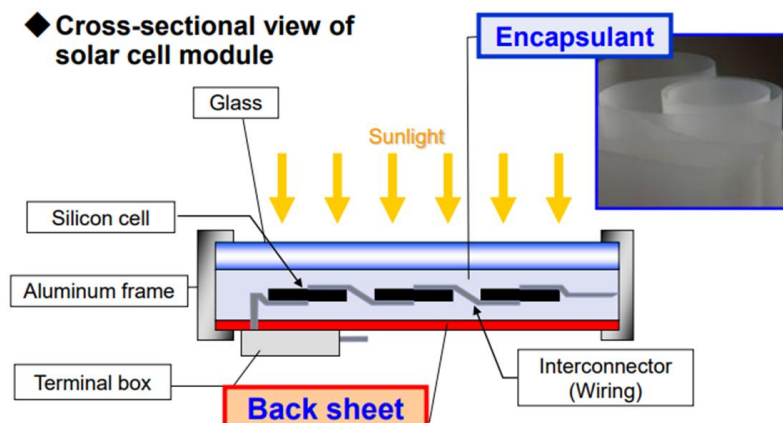
One of its key customers, SKon, is in the process of converting part of its US EV battery manufacturing capacity to energy storage systems (ESS), with **DNP similarly pivoting to strengthen its ESS offering to offset the decline in automotive**. ESS batteries, which store electricity for discharge as needed, are experiencing growing adoption in the US, particularly for AI data centre applications.

1-3Q IT-use battery pouches recorded substantial YoY growth, driven by strong demand for new smartphone models. The QoQ decline versus the 2Q reflects smartphone launch-cycle seasonality.

Solar cell encapsulants delivered substantial sales growth, **driven by expanding demand from European & US manufacturers alongside the launch of a new production line at the Izumizaki plant in Oct 2025**, which doubled capacity at the facility, with full utilisation expected from next FY into the year after.

DNP's solar cell encapsulants are characterised by their durability, **maintaining power generation efficiency in harsh conditions for 20-30 years, positioning them as a high-end, high unit price product** supplied primarily to European & US solar cell manufacturers. The company expects encapsulant demand to continue expanding & is exploring additional capex.

- Solar cell encapsulants:



Source: Company

- Packaging: In the 3Q, this business maintained YoY sales growth, continuing 2Q momentum, with paper cups & tube containers performing well. DNP had anticipated volume declines amid an inflationary backdrop, but **volumes were broadly flat YoY & price increases progressed smoothly, resulting in above-plan results**.

Aseptic filling systems for PET bottles, representing ~10% of the packaging segment, also performed well. Domestic growth was supported by a rising capex appetite among bottlers, while overseas efforts in China continued to gain ground. Demand is being led by the tea industry, which increasingly favours aseptic systems over heat-based sterilisation to ensure superior product flavour.

In FY 3/27, the company expects packaging volumes to be flat to slightly down YoY, with unit price increases in line with inflation, resulting in broadly flat topline growth.

- Living Space: 'Art Tec®' interior & exterior materials, which combine high durability with design quality, alongside domestic interior materials, were broadly flat YoY, whilst overseas

interior materials continued to decline in the 3Q, extending the weakness recorded in the 1Q & 2Q due to deteriorating market conditions.

- Beverages: The Beverages business saw YoY sales growth in the 3Q, continuing the momentum from the 1Q & 2Q, with price revision complemented by strong sales across supermarkets, vending machines & online channels on the back of an exceptionally hot summer.

- Medical: YoY sales growth continued in the 3Q, maintaining momentum from the 1Q & 2Q. Packaging materials for medical application performed well & subsidiary CMIC CMO's pharmaceutical manufacturing business also made progress with increased sales in domestic plants, exceeding both the prior FY & prior quarter.

### 1-3Q 3/26 Life & Healthcare OP

- OP: 1-3Q divisional OP increased +69.9%YoY to ¥28.5bn, with the OPM improving +2.8ppt YoY to 7.3%. 3Q OP rose +34.0%YoY & the OPM +2.0ppt YoY to 7.8%, **driven by structural reform effects & pricing initiatives across foundation & restructuring businesses.**

Within focus businesses, automotive battery pouch weakness was partially offset by IT-use battery pouch growth & solar cell encapsulants, resulting in only a modest OP headwind.

Foundation & restructuring business improvements contributed +¥13.7bn to 1-3Q OP, of which ¥4.3bn was delivered in the 3Q alone. Of the ¥13.7bn 1-3Q impact, packaging accounted for ~70-80%, **driven by prior-year impairments, price pass-through & ongoing profitability improvement initiatives.**

In FY 3/27, the company does not expect packaging to achieve the same degree of price pass-through, as naphtha prices have stabilised & customers may become less receptive to further price increases. DNP still plans to continue raising prices to cover rising labour & other raw material costs.

The remaining ~20-30% of the ¥13.7bn foundation & restructuring business improvement impact came from Living Space & Mobility, driven by FY 3/25 impairment effects & structural reforms. The Living Space & Mobility divisions were merged in Oct 2025 to target efficiency gains & resource sharing synergies. **It expects this integration to contribute +¥1.0bn OP in each of the 2H 3/26 & 1H 3/27.**

## ELECTRONICS

(JPY Millions)	FY 3/25		1Q 3/26		1H 3/26		1-3Q 3/26		FY 3/26	
	Results	YoY	Results	YoY	Results	YoY	Results	YoY	CoE	YoY
Sales	247,776	5.3%	63,467	7.7%	123,781	3.4%	188,884	3.0%	255,000	2.9%
OP	57,363	-1.4%	13,961	1.9%	26,682	-4.2%	41,636	-2.4%	57,000	-0.6%
OPM	23.2%	-1.6%	22.0%	-1.3%	21.6%	-1.7%	22.0%	-1.2%	22.4%	-0.8%

### 1-3Q Electronics sales

- Sales: 1-3Q sales increased +3.0%YoY to ¥188.9bn. 3Q sales returned to growth at +2.2%YoY, following +7.7%YoY in the 1Q & -0.8%YoY in the 2Q. **Optical film demand remained robust, driven by the large-screen LCD TV panel trend & China's subsidy stimulus.** OLED metal masks expanded steadily as OLED adoption in smartphones grew. Semiconductor photomasks returned to YoY growth in the 3Q in line with broader market recovery.

- Optical films: Polarising plate films, representing ~80% of the segment, improved significantly both YoY & QoQ, driven by expanding shipment areas in line with the large screen LCD TV panel trend, alongside the positive effect of China's consumer subsidy programme. **As China's subsidy policy—initially scheduled to end in Dec—has been extended into 2026, DNP expects demand to continue into FY 3/27.**

In response to the trend towards large-screen displays, a 2,500mm-wide format coating machine was installed at the Mihara plant (Hiroshima) to improve production efficiency, commencing operations in Sept 2025.

3Q OLED retardation films, representing ~10% of optical films, declined significantly QoQ, as films with retardation functionality came along with price efficiency, reducing demand for DNP's post-processing retardation treatment. The company expects demand to persist for applications requiring higher performance, where DNP's retardation films remain technically superior.

- OLED metal masks: Growth was driven by expanding OLED adoption in smartphones alongside strength in large-format metal masks for 8th-generation glass substrates, production of which commenced at the Kurosaki plant in May 2024. The temporary 2Q decline, a reversal from exceptionally strong 1Q demand, recovered in the 3Q, returning to both YoY & QoQ growth.

- Semiconductor photomasks: Performance recovered steadily throughout the year, from a 1Q decline to a flat 2Q, & then positive Q3 growth. The 1Q shortfall stemmed from a delayed market recovery & annual process inspections; but demand had broadly recovered across the industrial & automotive markets by the 2Q.

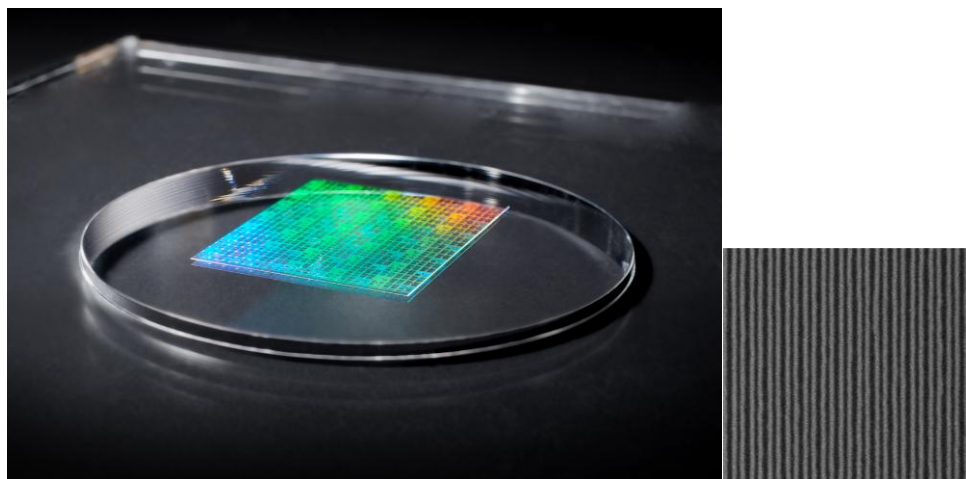
Global NAND flash memory supply is tightening, driven by AI data centre demand expansion, & **key customer Kioxia (285A) expects memory demand to exceed supply through 2026.** Anticipated ramp-ups in memory production & increased manufacturing capex are likely to drive further photomask demand.

The EUV photomask development continuing towards mass production in 2027.

**DNP has announced the development of a 10nm circuit linewidth template for nano-imprint lithography (NIL - used in semiconductor circuit pattern formation),** compatible with cutting-edge 1.4nm generation logic semiconductors used in data centres. NIL can replace certain steps in EUV lithography & addressing the needs of customers without EUV lithography production processes.

NIL templates carry engraved circuit patterns that can be directly pressed onto substrates to transfer circuits, reducing power consumption during exposure to 1/10 that of conventional ArF immersion & EUV lithography. DNP has been developing NIL templates since 2003, & is now working with semiconductor manufacturers on evaluation. **The company targets mass production in 2027 & ¥4.0bn in incremental NIL sales by FY 3/30.**

- Line & space pattern image with 10nm line width on the new nanoimprint template:



Source: Company

In Dec 2025, a new pilot line for Through Glass Via (TGV) glass core substrates opened at the Kuki plant. Following mass production testing, small scale sampling for next-generation semiconductor packaging is set to begin in early 2026.

### 1-3Q Electronics OP

- OP: 1-3Q divisional OP declined -2.4%YoY to ¥41.6bn, with the OPM deteriorating -1.2ppt YoY to 22.0%, reflecting rising fixed costs from the new optical film line ramp-up & increased capex & development investment in semiconductor photomasks. With a further ¥30.0bn in photomask investment planned, fixed costs are likely to continue increasing.

The 3Q OP returned to growth at +1.0%YoY with a 23.0% OPM, broadly flat YoY & improving from 22.0% in the 1Q & 21.1% in the 2Q, driven by sales growth across key products such as optical films, metal masks & photomasks.

## SHAREHOLDER RETURNS

DNP has maintained its FY 3/26 dividend forecast at ¥40, marking a second consecutive year of dividend increases following ¥38 in FY 3/25 (adjusted for share split), the first increase in 17 years.

Buybacks are progressing ahead of schedule under the FY 3/24-3/28 5-year ¥300bn plan, with ¥170bn already completed by FY 3/25. FY 3/26 buybacks are targeted at ¥50bn, of which ¥42.8bn had been completed as of end-Jan.

## PREVIOUS REPORTS

- 5<sup>th</sup> Jan 2026: [Initiating coverage: Portfolio optimisation](#)

COMPANY  
INFORMATION

## Company Timeline

<b>Oct 1876</b>	Founded in Kyobashi-ku, Tokyo Prefecture, as Shueisha
<b>Nov 1886</b>	Opened the First Plant (Ichigaya Plant).
<b>Apr 1888</b>	Revised company rules and changed to a limited liability company.
<b>Jan 1894</b>	Changed to a joint-stock company in line with the enforcement of the Commercial Code.
<b>Oct 1923</b>	Relocated headquarters to current location.
<b>Dec 1931</b>	Established Morohoshi Ink Co., Ltd. (now DNP Fine Chemical Co., Ltd.: currently a consolidated subsidiary).
<b>Feb 1935</b>	Merged with Nisshin Printing Co., Ltd. and renamed Dai Nippon Printing Co., Ltd.
<b>Sep 1946</b>	Rebuilt and resumed operations at the Enokicho Plant.
<b>Oct 1946</b>	Opened Kyoto Plant.
<b>May 1949</b>	Listed on the Tokyo Stock Exchange.
<b>Nov 1951</b>	Opened Osaki Plant.
<b>Sep 1956</b>	Merged with Nippon Seihan Co., Ltd., launching as the Osaka Plant.
<b>Aug 1957</b>	Opened Oji Plant.
<b>Sep 1957</b>	Opened Nagoya Sales Office.
<b>Jan 1958</b>	Opened Sendai Sales Office.
<b>Oct 1958</b>	Established Dai Nippon Packing & Transport Co., Ltd. (now DNP Logistics Co., Ltd.: currently a consolidated subsidiary).
<b>Mar 1961</b>	Opened Fukuoka Sales Office.
<b>Sep 1961</b>	Opened Sapporo Sales Office.
<b>Sep 1962</b>	Established Dai Nippon Trading Co., Ltd. (currently a consolidated subsidiary).
<b>Jan 1963</b>	Established Hokkaido Coca-Cola Bottling Co., Ltd. (currently a consolidated subsidiary).
<b>Jul 1966</b>	Completed Central Research Institute.
<b>Sep 1967</b>	Opened Yokohama Plant.
<b>Dec 1968</b>	Merged with Dai Nippon Micro Co., Ltd., launching as Micro Plant (now Kamifukuoka Plant).
<b>Jan 1972</b>	Opened Akabane Plant.
<b>Jun 1972</b>	Merged with Futaba Printing Co., Ltd.
<b>Dec 1972</b>	Opened Warabi Plant.
<b>Apr 1973</b>	Opened Sayama Plant.
<b>May 1973</b>	Opened Tsuruse Plant.
<b>Oct 1973</b>	Opened Nara Plant.
<b>July 1975</b>	Established Comprehensive Production Research Institute.
<b>Sep 1983</b>	Opened Kuki Plant.
<b>Jul 1985</b>	Completed Central Research Institute Kashiwa Research Facility.
<b>Nov 1990</b>	Opened Ono Plant.
<b>Oct 1991</b>	Opened Okayama Plant.
<b>Jul 1993</b>	Opened Mihara Plant.
<b>Oct 1994</b>	Opened Ohtone Plant.
<b>Sep 1995</b>	Opened Tanabe Plant.
<b>Nov 1996</b>	Opened Izumisaki Plant.
<b>Mar 1998</b>	Opened Utsunomiya Plant.
<b>Jan 1999</b>	Opened Ushiku Plant.
<b>Oct 2004</b>	Established DNP Hokkaido Co., Ltd. and DNP Tohoku Co., Ltd. (currently consolidated subsidiaries).
<b>May 2005</b>	Opened Kurosaki Plant.
<b>Oct 2005</b>	Established DNP Nishi Nippon Co., Ltd. (currently a consolidated subsidiary).
<b>Jul 2006</b>	Acquired the ID photo business, etc., from Konica Minolta Holdings, Inc.
<b>Sep 2006</b>	Completed DNP Gotanda Building. Opened DNP Kamiya Solution Center.
<b>Aug 2008</b>	Acquired shares of Maruzen Co., Ltd., making it a consolidated subsidiary.
<b>Mar 2009</b>	Acquired shares of Junkudo Bookstore Co., Ltd., making it a consolidated subsidiary. Integrated the management of Maruzen Co., Ltd. and TRC (Library Distribution Center) Co., Ltd., establishing an intermediate holding company, CHI Group Co., Ltd. (now Maruzen CHI Holdings Co., Ltd.: currently a consolidated subsidiary).
<b>Feb 2010</b>	Acquired shares of INTELLIGENT WAVE INC., making it a consolidated subsidiary.
<b>Oct 2010</b>	Integrated DNP Offset Co., Ltd. and DNP Seihon Co., Ltd. to establish DNP Book Factory Co., Ltd. Integrated Chubu Division and DNP Tokai Co., Ltd. to establish DNP Chubu Co., Ltd. (currently a consolidated subsidiary).
<b>Apr 2011</b>	

	Opened Tobata Plant.
<b>Oct 2012</b>	Integrated DNP Techno Pack Yokohama, DNP Techno Pack Tokai, DNP Techno Pack Kansai, and DNP Technopolymer into DNP Techno Pack Co., Ltd. (currently a consolidated subsidiary).
<b>Jan 2013</b>	Opened consumer-oriented facility "Communication Plaza dot DNP" (Tokyo).
<b>Apr 2013</b>	Opened consumer-oriented facility "CAFE Lab." (Osaka).
<b>May 2013</b>	Opened Vietnam Plant.
<b>Jul 2013</b>	Opened Organic Synthesis Plant in Utsunomiya.
<b>Dec 2013</b>	Opened Malaysia Plant.
	Opened DNP Kashiwa Data Center.
<b>Jul 2014</b>	Split DNP Hokkaido, DNP Tohoku, DNP Chubu, and DNP Nishi Nippon into separate companies, integrating their sales divisions into the Company. Integrated commercial printing and business form manufacturing divisions of the Company and the above four companies into DNP Graphica Co., Ltd. (currently a consolidated subsidiary) and DNP Data Techno Co., Ltd. (currently a consolidated subsidiary), and integrated their commercial printing-related planning, production, and prepress divisions into DNP Media Create Co., Ltd.
<b>Aug 2015</b>	Acquired shares of Tamura Plastic Products Co., Ltd., making it DNP Tamura Plastic Co., Ltd., a consolidated subsidiary. Completed redevelopment of Ichigaya district, "DNP Ichigaya Kaga-cho Building".
<b>Oct 2016</b>	Integrated DNP Media Create, DNP Digitalcom, and DNP Eizo Center to establish DNP Communication Design Co., Ltd. (currently a consolidated subsidiary). Opened "Tokyo Anime Center in DNP Plaza" (now "Tokyo Anime Center in DNP PLAZA SHIBUYA").
<b>Oct 2017</b>	
<b>Apr 2022</b>	Transitioned to the Tokyo Stock Exchange Prime Market.
<b>Jan 2023</b>	Established DNP CoArise Co., Ltd. (currently a consolidated subsidiary).
<b>Mar 2024</b>	Acquired shares of UBE Scientific Analysis Laboratory, Inc. (now DNP Scientific Analysis Center Co., Ltd.), making it a consolidated subsidiary.
<b>Jan 2025</b>	Acquired shares of HK Holdings Co., Ltd., which operates Hikari Metal Industries Co., Ltd., making it a consolidated subsidiary.
<b>Feb 2025</b>	Acquired shares of Resonac Packaging Co., Ltd., making it DNP High-Performance Materials Hikone Co., Ltd., a consolidated subsidiary.
<b>Apr 2025</b>	Integrated the Company's publishing printing business with DNP Book Factory Co., Ltd. and DNP Media Art Co., Ltd. to establish DNP Publishing Products Co., Ltd. (currently a consolidated subsidiary).

#### Company Contact Details

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Major Shareholders	Stake (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	17.79%
Custody Bank of Japan, Ltd. (Trust Account)	6.49%
The Dai-ichi Life Insurance Co., Ltd.	3.28%
Employees' Shareholding Association	2.88%
Nippon Life Insurance Company	2.10%
STATE STREET BANK WEST CLIENT - TREATY 505234	1.98%
STATE STREET BANK AND TRUST COMPANY 505001	1.85%
Mizuho Bank, Ltd.	1.70%
GOVERNMENT OF NORWAY	1.58%
JP MORGAN CHASE BANK 385781	1.39%

Source: Company as of 31<sup>st</sup> March 2025

## MANAGEMENT

<b>Yoshinari Kitajima</b>	<b>President</b>
<b>Career History</b>	
<b>Apr 1987</b>	Joined The Fuji Bank Ltd.
<b>Mar 1995</b>	Joined the Company
<b>Jun 2001</b>	Director of the Company
<b>Jun 2003</b>	Managing Director of the Company
<b>Jun 2005</b>	Senior Managing Director of the Company
<b>Jun 2009</b>	Executive Vice President of the Company
<b>Jun 2018</b>	President of the Company
<b>Apr 2022</b>	President, Chairperson of Sustainability Committee of the Company
<b>Kenji Miya</b>	<b>Executive Vice President</b>
<b>Career History</b>	
<b>Apr 1978</b>	Joined the Company
<b>Jul 2003</b>	General Manager of Personnel Dept. of the Company
<b>Jun 2010</b>	Corporate Officer, General Manager of Personnel Dept. of the Company
<b>Jun 2018</b>	Managing Director of the Company
<b>Jun 2020</b>	Senior Managing Director of the Company
<b>Jun 2021</b>	Senior Managing Director of the Company
	Executive Vice President, managing Smart Communications Sector, Human Capital Sector and Corporate Sector of the Company and Chairman of BCM Promotion Committee of the Company
<b>Jun 2024</b>	
<b>Masafumi Kuroyanagi</b>	<b>Senior Managing Director</b>
<b>Career History</b>	
<b>Apr 1983</b>	Joined the Company
	General Manager of Finance & Accounting 1st Dept., Finance & Accounting Division of the Company
<b>Apr 2004</b>	
<b>Jun 2010</b>	President and Representative Director of DNP Total Process Warabi Co., Ltd.
	Corporate Officer, General Manager of Finance & Accounting Division of the Company
<b>Jun 2015</b>	
	Senior Corporate Officer, in charge of Finance & Accounting Division of the Company
<b>Apr 2019</b>	
<b>Jun 2021</b>	Managing Director, in charge of Finance & Accounting Division of the Company
	Senior Managing Director, in charge of Finance & Accounting Div., Legal Affairs Dept. and Internal Auditing Div. of the Company
<b>Jun 2024</b>	
<b>Kazuhiko Sugita</b>	<b>Senior Managing Director</b>
<b>Career History</b>	
<b>Apr 1982</b>	Joined the Company
<b>Jun 1997</b>	General Manager of Sales and Control Dept., Kyushu Operations of the Company
	General Manager of Planning and Control Dept., Ichigaya Operations of the Company
<b>Apr 2008</b>	
<b>Jun 2015</b>	Corporate Officer, in charge of Corporate Communication Div. of the Company
	Senior Corporate Officer, in charge of Corporate Communication Div. of the Company
<b>Jun 2018</b>	
	Senior Managing Director, in charge of Corporate Communication Div. and IR and Public Relations Div. and Corporate Administration Dept. of the Company
<b>Jun 2024</b>	
	Senior Managing Director, in charge of Corporate Communication Div., IR and Public Relations Div., and Corporate Administration Dept. and Chairperson of Corporate Ethics Committee of the Company
<b>Jun 2025</b>	
<b>Toru Miyake</b>	<b>Senior Managing Director</b>
<b>Career History</b>	
<b>Apr 1982</b>	Joined the Company
<b>Oct 2005</b>	General Manager of R&D Div., Display Components Operations of the Company
<b>Jun 2011</b>	General Manager of Corporate R&D Div. of the Company
<b>Jun 2018</b>	Corporate Officer, General Manager of Purchasing Div. of the Company
<b>Jun 2020</b>	Senior Corporate Officer, in charge of Purchasing Div. of the Company
<b>Jun 2023</b>	Managing Director, in charge of Purchasing Div. of the Company
	Senior Managing Director, in charge of Purchasing Div., Strategic Business Planning & Development Div., and Intellectual Property Div. of the Company
<b>Jun 2025</b>	

<b>Osamu Nakamura</b>	<b>Senior Managing Director</b>
<b>Career History</b>	
<b>Apr 1985</b>	Joined the Company
<b>Apr 2001</b>	General Manager of Technology 1 <sup>st</sup> Dept., 1 <sup>st</sup> Business Div., Display Components Operations of the Company
<b>Apr 2014</b>	Deputy General Manager of Fine Optronics Operations of the Company
<b>Jun 2017</b>	Corporate Officer, Deputy General Manager of Fine Optronics Operations of the Company
<b>Jun 2020</b>	Senior Corporate Officer, in charge of R&D Div. (General Manager of R&D and Business Development Center since Oct. 2021)
<b>Jul 2022</b>	Senior Corporate Officer, in charge of Fine Optronics Operations (currently Fine Device Operations and Optoelectronics Operations)
<b>Aug 2022</b>	Chairman and Representative Director of DT Fine Electronics Co., Ltd. (current)
<b>Oct 2022</b>	President and Representative Director of DNP Fine Optronics Co., Ltd. (current)
<b>Jun 2025</b>	Senior Managing Director, in charge of Fine Device Operations, Optoelectronics Operations, R&D and Business Development Center, and Fine Packaging Div. of the Company
<b>Minako Miyama</b>	<b>Managing Director</b>
<b>Career History</b>	
<b>Apr 1986</b>	Joined the Company
<b>Apr 2005</b>	General Manager of VR Planning and Development Office, DB Div., C&I Operations of the Company
<b>Jul 2014</b>	General Manager of Recruiting and Training Dept. of the Company
<b>Jun 2018</b>	Corporate Officer, General Manager of Recruiting and Training Dept., and Diversity Promotion Dept. of the Company
<b>Jun 2021</b>	Director, in charge of Recruiting and Training Dept. and Diversity & Inclusion Promotion Dept. of the Company
<b>Jun 2022</b>	Outside Director of TOKAI RIKA CO., LTD. (current)
<b>Jun 2024</b>	Managing Director, in charge of Recruiting and Training Dept. and Diversity & Inclusion Promotion Dept. of the Company
<b>Takahito Kanazawa</b>	<b>Managing Director</b>
<b>Career History</b>	
<b>Apr 1984</b>	Joined the Company
<b>Oct 2004</b>	General Manager of Warabi Plant, Manufacturing Div. in Business Form Operations of the Company
<b>Apr 2017</b>	President and Representative Director of DNP Data Techno Co., Ltd.
<b>Apr 2018</b>	General Manager of Information System Div. of the Company
<b>Jun 2019</b>	Corporate Officer, General Manager of ICT Business Development Div., Advanced Business Centre of the Company
<b>Jun 2021</b>	Director of Nihon Unisys, Ltd. (currently BIPROGY Inc.) (current)
<b>Oct 2021</b>	Corporate Officer, Head of Advanced Business Center, and in charge of Information System Div. of the Company
<b>Jun 2022</b>	Senior Corporate Officer, Head of Advanced Business Center, and in charge of Information System Div. of the Company
<b>Jun 2024</b>	Managing Director, Head of Advanced Business Center, and in charge of Information System Div. of the Company
<b>Tsukasa Miyajima</b>	<b>Director</b>
<b>Career History</b>	
<b>Apr 1990</b>	Professor of Keio University, Faculty of Law
<b>Apr 2003</b>	Registered as an attorney at law at the Daini Tokyo Bar Association (current)
<b>Jul 2012</b>	Outside Director of Hulic Co., Ltd. (current)
<b>Jun 2014</b>	Outside Director of the Company, Outside Audit & Supervisory Board member of Mikuni Corporation (current)
<b>Nov 2015</b>	Advisory Committee Member of the Company
<b>Apr 2016</b>	Emeritus Professor of Keio University (current), Professor of Asahi University, Faculty of Law and Graduate School of Law (current)
<b>Jun 2018</b>	Outside Audit & Supervisory Board member of Daifuku Co., Ltd. (current)

<b>Yoshiaki Tamura</b>	<b>Outside Director</b>
<b>Career History</b>	
<b>Apr 1979</b>	Joined Asahi Glass Co., Ltd. (currently AGC Inc.) Representative Director, Executive Vice President, Overall business management, GM of Technology General Div., Deputy leader of AGC Group Improvement
<b>Mar 2013</b>	Activities of Asahi Glass Co., Ltd.
<b>Mar 2014</b>	Executive Vice President, President of Glass Company of Asahi Glass Co., Ltd.
<b>Mar 2017</b>	Executive Fellow of Asahi Glass Co., Ltd.
<b>Mar 2018</b>	Outside Director of DIC Corporation
<b>Jun 2022</b>	Outside Director of the Company
<b>Jun 2023</b>	Member of Advisory Committee of the Company (current)

<b>Hiroshi Shirakawa</b>	<b>Outside Director</b>
<b>Career History</b>	
<b>Apr 1979</b>	Joined TAISEI CORPORATION Trustee, General Manager, Corporate Planning Dept., Corporate Planning Office of TAISEI CORPORATION
<b>Apr 2011</b>	Executive Officer, Deputy Chief of Corporate Planning Office, General Manager, Corporate Planning Dept. of TAISEI CORPORATION
<b>Apr 2012</b>	Managing Executive Officer, Chief of Yokohama Branch of TAISEI CORPORATION
<b>Apr 2015</b>	Senior Managing Executive Officer, Member of the Board, Chief of Marketing & Sales (Building Construction) Div. II of TAISEI CORPORATION
<b>Jun 2019</b>	Outside Director of the Company
<b>Jun 2022</b>	Outside Director of the Company
<b>Jun 2023</b>	Member of Advisory Committee of the Company

<b>Nobuhiko Sugiura</b>	<b>Outside Director</b>
<b>Career History</b>	
<b>Apr 1989</b>	Joined The Hongkong & Shanghai Banking Corporation Limited Research Fellow at Financial Research and Training Center (FRTC) (currently Financial Research Center (the FSA Institute)), Dept. of Policies, Planning and Coordination Bureau at the Financial Services Agency
<b>Aug 2001</b>	Completed the PhD program at the Graduate School of Law (specialized in Private Law) at Chuo University (PhD in Law)
<b>Mar 2004</b>	Senior Legal Advisor at JPMorgan Securities Japan Co., Ltd.
<b>Apr 2006</b>	Professor of Business School (Chuo Graduate School of Strategic Management) at Chuo University (current)
<b>Apr 2008</b>	External Director of SUNDRUG Co., Ltd.
<b>Jun 2014</b>	External Director of SUNDRUG Co., Ltd.
<b>Jun 2024</b>	Outside Director of the Company

<b>Mika Kumahira</b>	<b>Outside Director</b>
<b>Career History</b>	
<b>Apr 1985</b>	Joined Kumahira Co., Ltd.
<b>May 1989</b>	Director of Kumahira Co., Ltd.
<b>Apr 1993</b>	Representative Director of The Bear Group Inc.
<b>Apr 1997</b>	Representative Director of Atech Kumahira Co., Ltd. (current)
<b>Apr 2004</b>	Director of Culture Convenience Club Co., Ltd. Representative Director of KUMAHIRA SECURITY FOUNDATION, a General Incorporated Foundation (current)
<b>Apr 2011</b>	Principal of Institute of Diversity Promotion, Career College of Showa Women's University (current)
<b>Apr 2014</b>	Representative Director of Learning-21 Organization (current)
<b>Sep 2015</b>	Outside Director of NITTAN VALVE CO., LTD. (currently NITTAN Corporation) (current)
<b>Jun 2019</b>	Outside Director of NITTAN VALVE CO., LTD. (currently NITTAN Corporation) (current)
<b>Feb 2020</b>	Outside Corporate Auditor of Kewpie Corporation (current)
<b>Mar 2024</b>	Outside Director of Cybozu, Inc. (current)
<b>Jun 2025</b>	Outside Director of the Company

## Income statement ・ 連結損益計算書

	FY 3/22	FY 3/23	FY 3/24	FY 3/25
<b>Sales ・ 売上高</b>	<b>1,344,147</b>	<b>1,373,209</b>	<b>1,424,822</b>	<b>1,457,609</b>
COGS ・ 売上原価	1,051,218	1,081,284	1,111,129	1,119,330
<b>Gross Profit ・ 売上総利益</b>	<b>292,928</b>	<b>291,924</b>	<b>313,692</b>	<b>338,278</b>
Operating expenses ・ 販売費及び一般管理費	226,140	230,691	238,242	244,666
<b>Operating Profit ・ 営業利益</b>	<b>66,788</b>	<b>61,233</b>	<b>75,450</b>	<b>93,612</b>
<b>Non-operating income ・ 営業外収益</b>				
Interest income ・ 受取利息	277	449	1,261	2,089
Dividend income ・ 受取配当金	3,836	8,566	5,149	5,065
Equity-method investment income ・ 持分法による投資利益	8,686	13,603	17,529	15,839
Others ・ その他	5,751	4,076	4,494	3,356
<b>Total non-operating income ・ 営業外収益合計</b>	<b>18,552</b>	<b>26,695</b>	<b>28,434</b>	<b>26,350</b>
<b>Non-operating expenses ・ 営業外費用</b>				
Interest expenses ・ 支払利息	735	700	894	984
寄付金	1,078	1,179	1,041	1,015
Others ・ その他	2,277	2,387	3,246	2,043
<b>Total non-operating expenses ・ 営業外費用合計</b>	<b>4,091</b>	<b>4,267</b>	<b>5,182</b>	<b>4,042</b>
<b>Ordinary profit ・ 経常利益</b>	<b>81,249</b>	<b>83,661</b>	<b>98,702</b>	<b>115,920</b>
<b>Extraordinary income ・ 特別利益</b>				
Gain on sale of fixed assets ・ 固定資産売却益	7,133	17,426	277	13,497
Gain on sale of investment securities ・ 投資有価証券売却益	12,118	12,871	69,931	93,832
Reversal of provision for repair measures ・ 補修対策引当金戻入額	14,674	11,388	15,647	6,752
Others ・ その他	20,652	2,788	46	16,356
<b>Total extraordinary income ・ 特別利益合計</b>	<b>54,579</b>	<b>44,474</b>	<b>85,903</b>	<b>130,438</b>
<b>Extraordinary loss ・ 特別損失</b>				
Loss on sale ・ 固定資産売却損	1,772	49	163	252
Loss on disposal of fixed assets ・ 固定除却損	2,145	1,263	1,730	2,480
Impairment loss ・ 減損損失	3,506	6,286	38,263	70,268
Others ・ その他	1,513	802	1,436	4,692
<b>Total extraordinary loss ・ 特別損失合計</b>	<b>8,938</b>	<b>8,402</b>	<b>41,593</b>	<b>77,692</b>
<b>Profit before income taxes ・ 税引前当期純利益</b>	<b>126,890</b>	<b>119,733</b>	<b>143,012</b>	<b>168,665</b>
Corporate, inhabitant, and business taxes ・ 法人税、住民税及び事業税	17,998	20,377	31,474	65,705
Adjustment for corporate and other taxes ・ 法人税等調整額	8,391	9,650	84	△10,595
<b>Total corporate and other taxes ・ 法人税等合計</b>	<b>26,389</b>	<b>30,028</b>	<b>31,558</b>	<b>55,110</b>
<b>Net income for the period ・ 当期純利益</b>	<b>100,501</b>	<b>89,704</b>	<b>111,454</b>	<b>113,555</b>
Net income attributable to non-controlling interests ・ 非支配株主に帰属する当期純利益	3,319	4,011	524	2,872
Net income attributable to owners of the parent ・ 親会社株主に帰属する当期純利益	97,182	85,692	110,929	110,682

(JPY Millions ・ 百万円)

## Balance sheet ・ 連結貸借対照表

■Assets	FY 3/22	FY 3/23	FY 3/24	FY 3/25
<b>Current assets ・ 流動資産</b>				
Cash & deposits ・ 現金及び預金	287,334	246,438	228,765	254,995
Notes Receivable ・ 受取手形	46,635	46,780	48,590	43,657
Accounts Receivable ・ 売掛金	277,912	282,560	299,193	297,305
Contract Assets ・ 契約資産	298	421	646	612
Securities ・ 有価証券	17,900	22,800	7,500	n/a
Inventories ・ 商品および製品	80,385	85,026	88,301	86,298
Work in Progress ・ 仕掛品	30,980	33,890	36,607	37,733
Raw Materials and Supplies ・ 原材料及び貯蔵品	30,255	35,946	39,588	41,695
Other short-term assets ・ その他	33,804	49,819	50,789	62,872
Allowance for Doubtful Accounts ・ 貸倒引当金	△693	△688	△664	△478
<b>Current assets ・ 流動資産合計</b>	<b>804,813</b>	<b>802,995</b>	<b>799,318</b>	<b>824,692</b>
<b>Fixed Assets ・ 固定資産</b>				
<b>Tangible Fixed Assets ・ 有形固定資産</b>				
Buildings ・ 建物及び構築物	529,948	555,484	572,978	555,618
Accumulated depreciation ・ 減価償却累計額	△369,441	△373,274	△394,367	△404,119
Buildings and structures (net) ・ 建物及び構築物（純額）	160,506	182,209	178,611	151,499
Machinery and Equipment ・ 機械及び装置	684,070	678,617	710,091	703,763
Accumulated depreciation ・ 減価償却累計額	△613,240	△612,663	△633,477	△642,690
Machinery, equipment, and transportation equipment (net) ・ 機械装置及び運搬具（純額）	70,830	65,954	76,614	61,072
Land ・ 土地	139,573	139,907	142,404	141,787
Leased Assets ・ リース資産	15,638	14,859	18,063	20,724
Accumulated depreciation ・ 減価償却累計額	△9,087	△7,735	△9,452	△10,722
Leased assets (net) ・ リース資産（純額）	6,550	7,123	8,611	10,001
Construction in Progress ・ 建設仮勘定	25,640	20,284	23,751	17,607
Other ・ その他	112,733	115,097	123,795	126,626
Accumulated depreciation ・ 減価償却累計額	△93,958	△94,148	△100,648	△102,799
Other (net) ・ その他（純額）	18,775	20,949	23,147	23,827
<b>Total Tangible Fixed Assets ・ 有形固定資産合計</b>	<b>421,875</b>	<b>436,429</b>	<b>453,139</b>	<b>405,795</b>
<b>Intangible Fixed Assets ・ 無形固定資産</b>				
Goodwill ・ のれん	2,317	2,423	4,101	10,295
Software ・ ソフトウェア	23,556	26,109	23,738	27,068
Others ・ その他	1,873	1,827	2,856	9,029
<b>Total Intangible Fixed Assets ・ 無形固定資産合計</b>	<b>27,747</b>	<b>30,360</b>	<b>30,697</b>	<b>46,393</b>
<b>Investments and Other Assets ・ 投資その他の資産</b>				
Investment securities ・ 投資有価証券	410,266	341,215	374,659	393,125
Retirement benefit assets ・ 退職給付に係る資産	166,130	174,781	248,389	194,597
Deferred tax assets ・ 繰延税金資産	11,770	7,749	8,718	9,434
Others ・ その他	36,002	38,882	43,592	46,188
Allowance for doubtful accounts ・ 貸倒引当金	△1,957	△2,029	△2,885	△2,388
Total investments and other assets ・ 投資その他の資産合計	622,210	560,598	672,474	640,956
<b>Total Fixed Assets ・ 固定資産合計</b>	<b>1,071,834</b>	<b>1,027,389</b>	<b>1,156,310</b>	<b>1,093,145</b>
<b>Total assets ・ 資産合計</b>	<b>1,876,647</b>	<b>1,830,384</b>	<b>1,955,629</b>	<b>1,917,838</b>

(JPY Millions ・ 百万円)

■Liabilities	FY 3/22	FY 3/23	FY 3/24	FY 3/25
<b>Current liabilities ・ 流動負債</b>				
Notes Payable ・ 支払手形	236,188	224,418	223,873	215,474
Short-term Borrowings ・ 短期借入金	33,990	30,301	38,261	31,747
Current Portion of Long-term Borrowings ・ 1年内返済予定の長期借入金	2,567	1,243	4,478	5,819
Accrued Income Taxes ・ 未払法人税等	10,051	10,492	11,642	52,956
Provision for Bonuses ・ 賞与引当金	20,367	20,433	21,290	21,748
Provision for Repairs ・ 補修対策引当金	17,252	17,549	7,157	n/a
Other ・ その他	85,689	94,131	102,224	108,034
<b>Current liabilities ・ 流動負債計</b>	<b>406,108</b>	<b>398,571</b>	<b>408,928</b>	<b>435,780</b>
<b>Non-current liabilities ・ 固定負債</b>				
Bonds Payable ・ 社債	102,500	100,000	100,000	100,000
Long-term Borrowings ・ 長期借入金	14,254	13,772	23,403	24,441
Lease Liabilities ・ リース債務	5,144	7,821	11,745	13,752
Provision for Repairs ・ 補修対策引当金	28,036	9,506	n/a	n/a
Liabilities for Retirement Benefits ・ 退職給付に係る負債	55,888	54,740	56,190	54,607
Deferred Tax Liabilities ・ 繰延税金負債	102,275	84,659	111,654	73,003
Other ・ その他	14,026	13,066	7,019	7,473
<b>Non-current liabilities ・ 固定負債合計</b>	<b>322,125</b>	<b>283,567</b>	<b>310,013</b>	<b>273,278</b>
<b>Total liabilities ・ 負債合計</b>	<b>728,233</b>	<b>682,139</b>	<b>718,941</b>	<b>709,059</b>

(JPY Millions ・ 百万円)

■Net assets	FY 3/22	FY 3/23	FY 3/24	FY 3/25
<b>Shareholders' equity ・ 株主資本</b>				
Capital Stock ・ 資本金	114,464	114,464	114,464	114,464
Capital Surplus ・ 資本剰余金	145,143	145,112	145,118	145,034
Retained Earnings ・ 利益剰余金	740,183	737,699	782,000	824,329
Treasury stock ・ 自己株式	△133,123	△88,212	△126,367	△135,347
Total shareholders' equity ・ 株主資本合計	866,667	909,064	915,215	948,481
<b>Other equity ・ その他の包括利益累計額</b>				
Unrealized Gains/Losses on Other Securities ・ その他有価証券評価差額金	192,994	138,781	161,863	106,681
Deferred Hedge Gains/Losses ・ 繰延ヘッジ損益	45	△21	26	△16
Foreign Currency Translation Adjustments ・ 為替換算調整勘定	4,220	14,143	20,850	30,309
Accumulated Adjustments for Retirement Benefits ・ 退職給付に係る調整累計額	27,932	25,535	67,971	50,391
Total Accumulated Other Comprehensive Income ・ その他の包括利益累計額合計	225,193	178,439	250,711	187,366
<b>Non-controlling Interests ・ 被支配株主持分</b>	<b>56,552</b>	<b>60,741</b>	<b>70,760</b>	<b>72,930</b>
<b>Total equity ・ 純資産合計</b>	<b>1,148,413</b>	<b>1,148,245</b>	<b>1,236,687</b>	<b>1,208,778</b>
<b>Total liabilities and equity ・ 負債純資産合計</b>	<b>1,876,647</b>	<b>1,830,384</b>	<b>1,955,629</b>	<b>1,917,838</b>

(JPY Millions ・ 百万円)

## Cash flow statement ・ 連結キャッシュ・フロー計算書

■Operating CF	FY 3/22	FY 3/23	FY 3/24	FY 3/25
<b>Cash flows from operating activities ・ 営業活動によるキャッシュ・フロー</b>				
Profit Before Income Taxes ・ 税金等調整前当期純利益	126,890	119,733	143,012	168,665
Depreciation Expense ・ 減価償却費	51,154	51,769	55,990	53,709
Impairment Loss ・ 減損損失	3,506	6,286	38,263	70,268

Change in Allowance for Doubtful Accounts; $\Delta$ indicates decrease ・ 貸倒引当金の増減額 ( $\Delta$ は減少)	$\Delta$ 853	38	747	$\Delta$ 496
Change in Assets Related to Retirement Benefits; $\Delta$ indicates increase ・ 退職給付に係る資産の増減額 ( $\Delta$ は増加)	$\Delta$ 35,003	$\Delta$ 16,958	$\Delta$ 17,656	1,974
Change in Liabilities Related to Retirement Benefits; $\Delta$ indicates decrease ・ 退職給付に係る負債の増減額 ( $\Delta$ は減少)	3,851	3,641	4,748	3,615
Equity in Earnings or Losses of Affiliates; $\Delta$ indicates gain ・ 持分法による投資損益 ( $\Delta$ は益)	$\Delta$ 8,686	$\Delta$ 13,603	$\Delta$ 17,529	$\Delta$ 15,839
Goodwill Amortization ・ のれん償却額	521	512	735	626
Interest and Dividends Received ・ 受取利息及び受取配当金	$\Delta$ 4,114	$\Delta$ 9,016	$\Delta$ 6,410	$\Delta$ 7,154
Interest Paid ・ 支払利息	735	700	894	984
Gain/Loss on Sale of Investment Securities; $\Delta$ indicates gain ・ 投資有価証券売却損益 ( $\Delta$ は益)	$\Delta$ 11,942	$\Delta$ 12,810	$\Delta$ 69,913	$\Delta$ 93,718
Valuation Gain/Loss on Investment Securities; $\Delta$ indicates gain ・ 投資有価証券評価損益 ( $\Delta$ は益)	742	337	685	269
Gain/Loss on Disposal of Fixed Assets; $\Delta$ indicates gain ・ 固定資産除売却損益 ( $\Delta$ は益)	$\Delta$ 3,168	$\Delta$ 16,080	1,649	$\Delta$ 10,699
Change in Accounts Receivable; $\Delta$ indicates increase ・ 売上債権の増減額 ( $\Delta$ は増加)	2,461	$\Delta$ 1,599	$\Delta$ 12,844	13,941
Change in Inventories; $\Delta$ indicates increase ・ 棚卸資産の増減額 ( $\Delta$ は増加)	$\Delta$ 13,355	$\Delta$ 11,085	$\Delta$ 2,598	3,847
Change in Accounts Payable; $\Delta$ indicates decrease ・ 仕入債務の増減額 ( $\Delta$ は減少)	7,882	$\Delta$ 13,404	$\Delta$ 3,452	$\Delta$ 17,344
Others ・ その他	$\Delta$ 17,644	$\Delta$ 19,585	$\Delta$ 13,915	$\Delta$ 14,895
Subtotal ・ 小計	102,977	68,875	102,403	157,754
Payment for Repair and Maintenance Costs ・ 補修対策費用の支払額	$\Delta$ 7,215	$\Delta$ 6,844	$\Delta$ 4,251	$\Delta$ 404
Payment for Special Retirement Benefits ・ 特別退職金の支払額	$\Delta$ 197	$\Delta$ 141	$\Delta$ 89	$\Delta$ 761
Payment of Corporate Taxes, etc. ・ 法人税等の支払額	$\Delta$ 13,535	$\Delta$ 23,895	$\Delta$ 25,508	$\Delta$ 23,859
<b>Cash flows from operating activities ・ 営業活動によるキャッシュ・フロー</b>	<b>82,028</b>	<b>37,993</b>	<b>72,553</b>	<b>132,729</b>

(JPY Millions ・ 百万円)

■Investing CF	FY 3/22	FY 3/23	FY 3/24	FY 3/25
<b>Cash flows from investing activities ・ 投資活動による キャッシュ・フロー</b>				
Net Increase/Decrease in Time Deposits; $\Delta$ indicates increase ・ 定期預金の純増減額 ( $\Delta$ は増加)	4,502	1,492	$\Delta$ 703	328
Net Increase/Decrease in Securities; $\Delta$ indicates increase ・ 有価証券の純増減額 ( $\Delta$ は増加)	n/a	n/a	10,300	n/a
Cash Outflow from Acquisition of Tangible Fixed Assets ・ 有形固定資産の取得による支出	$\Delta$ 53,614	$\Delta$ 50,321	$\Delta$ 59,428	$\Delta$ 57,082
Proceeds from Sale of Property, Plant & Equipment ・ 有形固定資産の売却による収入	8,120	19,813	1,782	18,329
Cash Outflow from Acquisition of Investment Securities ・ 投資有価証券の取得による支出	$\Delta$ 1,571	$\Delta$ 1,038	$\Delta$ 1,470	$\Delta$ 87,845
Cash Inflow from Sale of Investment Securities ・ 投資有価証券の売却による収入	14,747	14,903	81,614	119,337
Payments for Acquisition of Subsidiary Shares Involving Change in Scope of Consolidation ・ 連結の範囲の変更を伴う子会社株式の取得による支出	$\Delta$ 50	$\Delta$ 1,743	$\Delta$ 9,282	$\Delta$ 19,619
Cash Outflow for Acquisition of Intangible Fixed Assets ・ 無形固定資産の取得による支出	$\Delta$ 12,206	$\Delta$ 11,804	$\Delta$ 15,325	$\Delta$ 15,800
Interest and Dividend Received ・ 利息及び配当金の受取額	6,980	6,740	12,632	9,429
Others ・ その他	$\Delta$ 6,117	$\Delta$ 3,063	$\Delta$ 1,763	$\Delta$ 3,817
<b>Cash flows from investing activities ・ 投資活動によるキャッシュ・フロー</b>	<b><math>\Delta</math>39,208</b>	<b><math>\Delta</math>25,021</b>	<b>18,355</b>	<b><math>\Delta</math>36,740</b>

(JPY Millions ・ 百万円)

■Financing CF	FY 3/22	FY 3/23	FY 3/24	FY 3/25
<b>Cash flows from financing activities ・ 財務活動によるキャッシュ・フロー</b>				
Net Increase/Decrease in Short-term Borrowings; $\Delta$ indicates decrease ・ 短期借入金の純増減額 ( $\Delta$ は減少)	$\Delta$ 3,350	$\Delta$ 3,693	7,953	$\Delta$ 6,518
Cash Inflow from Long-term Borrowings ・ 長期借入れによる収入	4,790	3,100	4,619	6,886
Cash Outflow for Repayment of Long-term Borrowings ・ 長期借入金の返済による支出	$\Delta$ 2,009	$\Delta$ 2,652	$\Delta$ 11,146	$\Delta$ 4,508
Cash Outflow for Redemption of Bonds Payable ・ 社債の償還による支出	$\Delta$ 3,570	$\Delta$ 1,050	$\Delta$ 2,500	-
Cash Inflow from Sale of Subsidiary Shares without Change in Consolidation Scope ・ 連結の範囲の変更を伴わない子会社株式の売却による収入	10	41	982	153
Cash Outflow for Repurchase of Treasury Stock ・ 自己株式の取得による支出	$\Delta$ 30,012	$\Delta$ 25,864	$\Delta$ 88,564	$\Delta$ 64,862
Net Increase/Decrease in Trust Funds for Treasury Stock Acquisition; $\Delta$ indicates increase ・ 自己株式取得のための金銭の信託の増減額 ( $\Delta$ は増加)	n/a	$\Delta$ 127	$\Delta$ 5,462	4,865
Cash Outflow for Subsidiary's Repurchase of Treasury Stock ・ 子会社の自己株式の取得による支出	$\Delta$ 847	$\Delta$ 0	$\Delta$ 100	$\Delta$ 14
Interest Paid ・ 利息の支払額	$\Delta$ 734	$\Delta$ 698	$\Delta$ 889	$\Delta$ 993
Dividends Paid ・ 配当金の支払額	$\Delta$ 17,642	$\Delta$ 17,142	$\Delta$ 16,431	$\Delta$ 15,031
Dividends Paid to Non-controlling Interests ・ 非支配株主への配当金の支払額	$\Delta$ 509	$\Delta$ 592	$\Delta$ 1,651	$\Delta$ 868
Others ・ その他	$\Delta$ 3,875	$\Delta$ 3,754	$\Delta$ 5,506	$\Delta$ 6,537
Net Cash Flows from Financing Activities ・ 財務活動によるキャッシュ・フロー	$\Delta$ 57,751	$\Delta$ 52,435	$\Delta$ 118,696	$\Delta$ 87,429
Effect of Exchange Rate Changes on Cash and Cash Equivalents ・ 現金及び現金同等物に係る換算差額	<b>4,054</b>	<b>4,430</b>	<b>3,983</b>	<b>5,618</b>
<b>Net Increase/Decrease in Cash and Cash Equivalents; <math>\Delta</math> indicates decrease ・ 現金及び現金同等物の増減額 (<math>\Delta</math>は減少)</b>	<b><math>\Delta</math>10,877</b>	<b><math>\Delta</math>35,032</b>	<b><math>\Delta</math>23,804</b>	<b>14,178</b>
Cash and Cash Equivalents at Beginning of Period ・ 現金及び現金同等物の期首残高	304,223	293,361	258,329	234,569
Increase in Cash and Cash Equivalents Due to New Consolidation ・ 新規連結に伴う現金及び現金同等物の増加額	n/a	n/a	n/a	1,726
Increase in Cash and Cash Equivalents Due to Merger with Non-consolidated Subsidiaries ・ 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	15	n/a	45	159
Cash and Cash Equivalents at End of Period ・ 現金及び現金同等物の期末残高	293,361	258,329	234,569	250,633

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