

Dialogue with Shareholders and Investors in Fiscal Year 2023

Approach to ensuring constructive dialogue with shareholders

- Promote constructive dialogue with shareholders with the aim of contributing to sustainable growth and increased corporate value for the entire DIC Group over the medium to long term.
- Share the views, concerns and demands of shareholders with management and ensure they are incorporated into operations as appropriate.

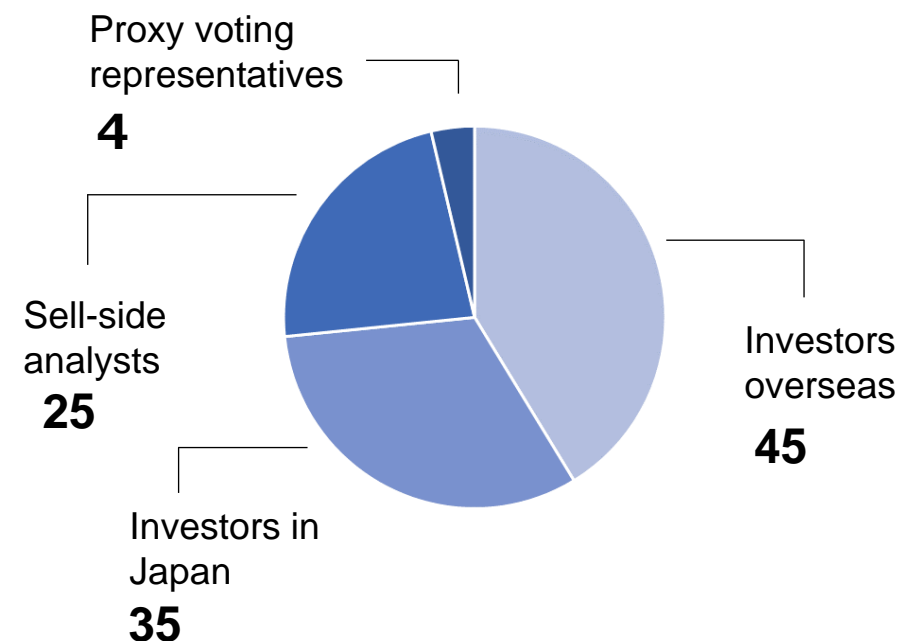
(Based on the DIC Group's Policy on Corporate Governance)

IR activities: Key individuals in charge and status of implementation

- President, vice president, CFO, head of the Corporate Strategy Unit, individual in charge of investor relations (IR)

Results presentations	Four sessions	The president participated in the second-and fourth-quarter results presentations
Small-group meetings	Three sessions	Two of the three sessions were conducted by the president
One-on-one meetings	109	12 meetings were conducted by the management team
Individual investor briefings	Appearance of the president on a televised IR information program, posting of a corporate presentation video on the DIC Group's global website	

Breakdown of participants in one-on-one meetings with shareholders and investors



Principal Themes of Dialogue and Feedback to Management and the Board of Directors

- **Status of feedback to management and the Board of Directors**

- Content of dialogue with shareholders and investors was reported to the Board of Directors (twice/year)
- Content of dialogue with shareholders and investors was reported to management (monthly)

- **Principal themes of dialogue and examples of actions taken in response**

Principal themes of dialogue/matters of concern expressed	Examples of actions taken in response
<ul style="list-style-type: none"> • Factors leading to the deterioration of income in the overseas pigments business and measures taken in response • Progress of efforts to rationalize businesses in need of structural reform • Progress of efforts to transform business portfolio, including by withdrawing from noncore businesses • Strategies for improving price–book value (P/B) ratio from the current level (below 1.0 times) • Financial discipline necessary to maintain financial soundness • Policies regarding returns to shareholders 	<ul style="list-style-type: none"> • Disclosed costs and benefits of plan for rationalizing the overseas pigments business • Disclosed progress of efforts to rationalize businesses in need of structural reform • Reinforced efforts to bolster capital efficiency • Formulated policies for cash allocation • Established targets for shrinking cross-shareholdings • Set a minimum dividend limit and clarified policy regarding returns to shareholders • Established the Corporate Value Improvement Committee