

Dialogue with Shareholders and Investors in Fiscal Year 2025

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.

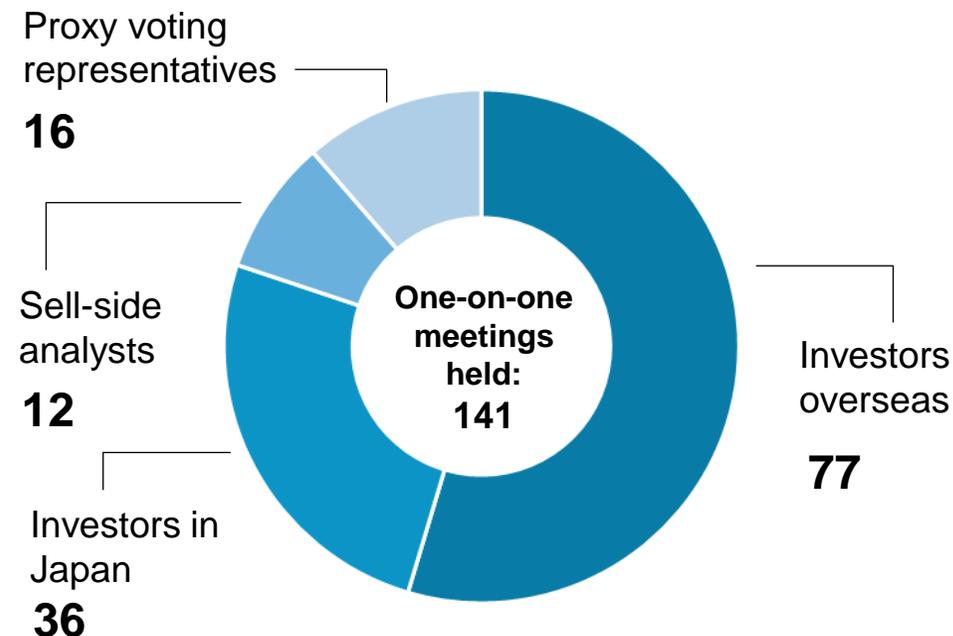
(Based on the DIC Group's Policy on Corporate Governance)

IR activities: Key individuals in charge and status of implementation

Key individuals in charge:
 Group CEO, Executive Vice President, Group CFO, head of Corporate Strategy Unit, head of Legal and General Affairs Unit, individuals in charge of investor relations (IR), outside directors

Results presentations	Four sessions	The Group CEO participated in the second- and fourth-quarter results presentations
Small-group meetings	Two sessions	Two small-group meetings were conducted by the Group CEO
One-on-one meetings	141	35 meetings were conducted by the management team
Individual investor briefings	Holding of online meetings for individual investors (led by the Group CEO), posting of videos of the Group CEO interview and business introduction videos 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"> • Progress of efforts to transform the business portfolio <ul style="list-style-type: none"> ✓ Medium- to long-term outlook for improvement in the Color & Display segment ✓ Clarification of future growth businesses ✓ Disclosure of return on invested capital (ROIC) by segment • Progress of efforts to enhance capital efficiency • Progress of review of assets, including works of art • Expansion of explanation of policy regarding returns to shareholders • Governance initiatives 	<ul style="list-style-type: none"> • Disclosed the progress of business portfolio transformation and future policies in the presentation of Phase 2 of the DIC Vision 2030 long-term management plan • Unveiled targets for ROE and ROIC and policies for improving both • Disclosed segment-specific ROIC targets for fiscal year 2030 as reference • Disclosed progress of asset review in a timely manner • Set a quantitative target for returns to shareholders (total payout ratio of 40% or higher) • Held small-group meetings for shareholders (institutional investors) conducted by outside directors • Increased stock compensation as a percentage of remuneration for directors who serve concurrently as executive officers (effective from January 2026)