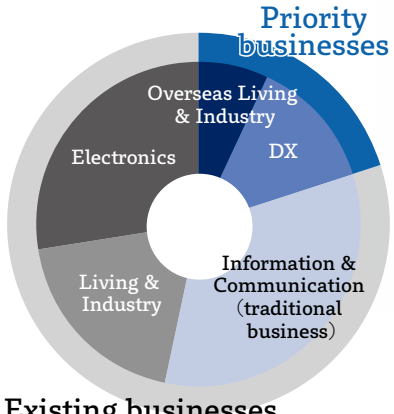
Transforming Toppan's Business Portfolio

The Toppan Group is transforming its business portfolio in pursuit of a "Digital & Sustainable Transformation." The Group continues to execute its Medium Term Plan to grow operating profit generated by priority businesses to more than half of the total operating profit by the year ending March 2026. As a leading provider of solutions for social issues worldwide through digital and sustainable transformation (DX and SX) businesses, Toppan aims to consistently enhance its corporate value and steer towards the creation of a sustainable society.

Operating Profit Breakdown

(Year ended March 2022)



Existing businesses

1. Transforming the business portfolio

- **Transform** Drive DX business (Erhoeht-X®)
- **Expand** Expand Living & Industry business overseas
- **Create** Create new business (frontier business)

2. Strengthening management foundations

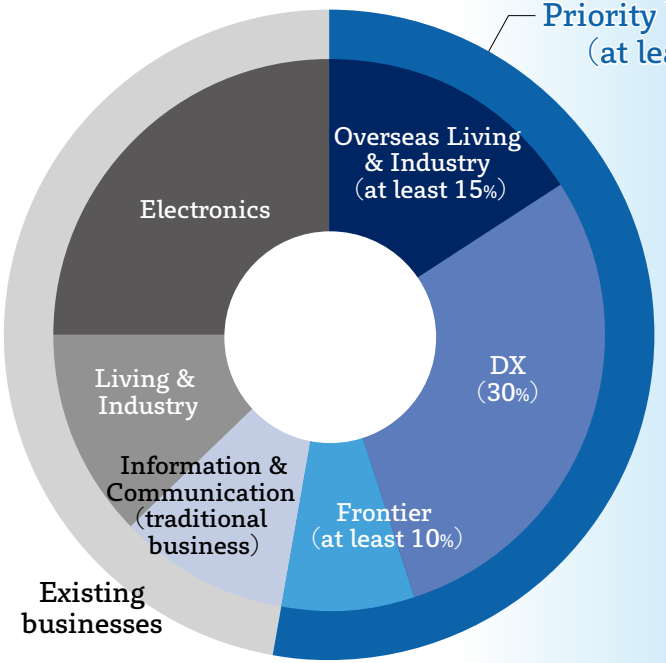
- Modernize system infrastructure
- Advance smart factories
- Strengthen R&D functions
- Drive human asset strategy

3. Expanding ESG initiatives

- Initiatives related to the environment and climate change
- Incorporating approaches to the SDGs into management strategy
- Initiatives to enhance governance

Operating Profit Breakdown

(Target for the year ending March 2026)



Existing businesses

Priority Businesses Bring in at least 50% of the Group's total operating profit

Enhancing corporate value

Achieving a sustainable society