

# Management Message



## Breathing Life Into Culture

Hideharu Maro  
Representative Director  
President & CEO

### The TOPPAN Group's Goals beyond the Transition to a Holding Company Structure

It has been a year since the TOPPAN Group adopted a holding company structure. As we approached the transition, we established TOPPAN's Purpose & Values, a new Group philosophy positioned as a guide for aligning the direction and mindset of the entire Group. Based on the thinking that people's powers of perception and innovation are the source of business growth, it is a clear statement of our commitment to working together as a group to deliver solutions to social issues on a global scale.

For the TOPPAN Group to continue contributing to society, we need to clarify what we will change and what we will not change. Since 2021, we have sought to reinvent our business portfolio based on "Digital & Sustainable Transformation." However, I do not believe we will necessarily be able to maintain the current structure of our business 10 years into the future. It is important to harness the "technology and heart" advocated by the Purpose as we cultivate new fields and respond flexibly to society's latest needs as a company that creates value for society. We also need to continue nurturing human assets that will drive those activities 10 or 20 years from now.

### Efforts to Support Sustainability Management

The TOPPAN Group views human assets as vital for its business. We implement extensive educational and training programs to develop each individual's capabilities. We have also started to introduce new schemes, such as an employee stock compensation program. The combination of technology and solutions is one of the TOPPAN Group's strengths. In that sense, increasing technical human assets is an issue we need to address. We are strengthening efforts focused on human assets for digital transformation (DX), such as using diverse recruitment channels and running a job posting system for transfers within the Group. For management

and the executive level, we are creating forums for the next generation of leaders to share their honest opinions through initiatives such as the President's Strategy Office and a training program for young employees overseen directly by the president.

Bolstering the governance system is critical to sustainability management. In 2021 we enhanced the diversity of the Board of Directors by raising the proportion of independent external directors to one third. We will continue to engage in lively discussion at Board meetings to drive increases in corporate value.

### Towards Further Growth

I believe that the growth of a company is determined by the vision set out by its management. Although our business model is B2B, we must always be conscious of the consumers that our customers serve and contribute to comfortable and fulfilling lives through our services and manufacturing. We need to enhance the sustainability of value creation while responding to rapid changes in society. Driving that cycle is a continuous challenge. The strengths of individuals drive the effort to take on that challenge, and the growth of a company is nothing less than the sum of the growth of each of its people.

I will continue to make every effort as CEO to ensure that the TOPPAN Group continues to be something that we can be proud of. Please look forward to further growth from the TOPPAN Group as we strive to "breathe life into culture" and respond to the expectations of all our stakeholders.

September 2024

Hideharu Maro  
Representative Director  
President & CEO