

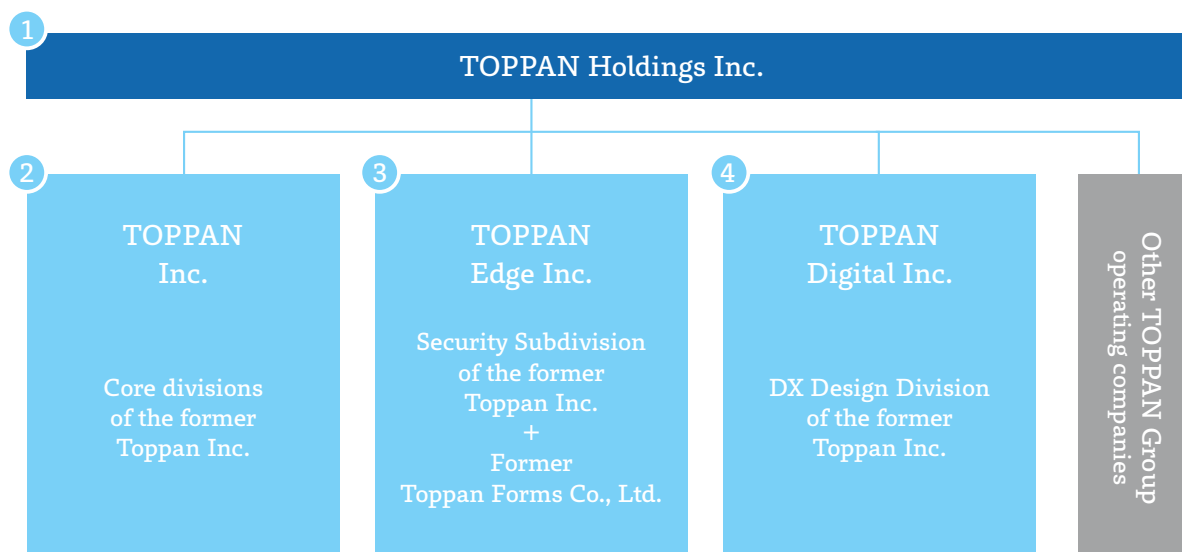
TOPPAN Group Outline

Transitioning to a Holding Company Structure

TOPPAN transitioned to a holding company structure in October 2023. This structure has been adopted primarily to maximize Group synergies through strengthened governance.

TOPPAN Holdings Inc. will implement governance to reinforce collaboration with its operating companies and accelerate the generation of new value through cooperation and co-creation across the Group. We will further transform our business portfolio by combining the various resources, businesses, and services of the individual companies in the Group to expand our growth potential through digital transformation (DX), sustainable transformation (SX), and new businesses.

Holding Company Structure



We have also resolved to merge the three core operating companies, TOPPAN Inc., TOPPAN Edge Inc., and TOPPAN Digital Inc., in April 2026 to further advance the Group's growth. We will be executing strategies that fully integrate our management resources and customer base to generate synergy throughout the entire Group.

Reorganizing the Group

In November 2021, we announced our commitment to reorganizing the TOPPAN Group based on a basic policy on the transition to a holding company structure by October 2023. In March 2023, TOPPAN Inc. and TOPPAN Digital Inc. were established to prepare for the overall reorganization. TOPPAN Edge Inc. was established in the following month by integrating

the Security Subdivision of the former Toppan Inc. with Toppan Forms Co., Ltd.

In October 2023, our corporate name was changed from "Toppan Inc." to "TOPPAN Holdings Inc." Having transitioned to a holding company structure, TOPPAN Holdings has been responsible for the unified management of its operating companies for the purposes of Groupwide optimization. The operating companies include TOPPAN Inc. (a company composed of the core divisions of the former Toppan Inc.), TOPPAN Edge Inc., and TOPPAN Digital Inc. (the driver of DX business development across the Group).

We now plan to merge TOPPAN Inc., TOPPAN Edge Inc., and TOPPAN Digital Inc. as a unified TOPPAN Inc. in April 2026.

The Roles of Each Company

- 1 **TOPPAN Holdings Inc.**
Implementing the unified management of operating companies for the purposes of Groupwide optimization
- 2 **TOPPAN Inc.**
Taking over the core divisions of the former Toppan Inc.
[Information & Communication](#) / [Living & Industry](#) / [Electronics](#)
- 3 **TOPPAN Edge Inc.**
Driving portfolio transformation in the information business
[Security](#) / [BPO business](#)
- 4 **TOPPAN Digital Inc.**
Driving DX business strategy across the Group
[DX business development](#) / [IT infrastructure and governance](#)

Business Outline

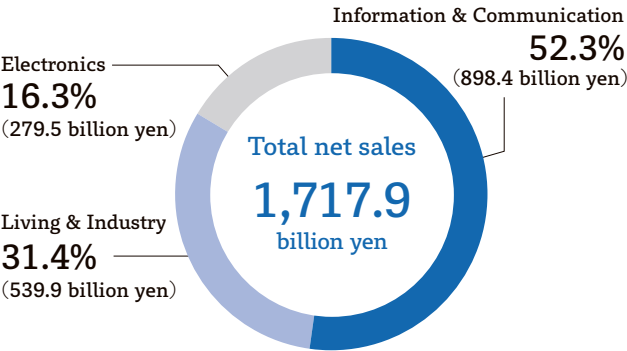
The TOPPAN Group is made up of domestic and overseas Group companies engaged in manifold businesses across the world in the fields of Information & Communication, Living & Industry, and Electronics.

Corporate Profile (as of March 31, 2025)

Corporate name	Head office
TOPPAN Holdings Inc.	1-3-3 Suido, Bunkyo-ku, Tokyo 112-8531
Representative Director, President & CEO	Tel: +81-3-3835-5111
Hideharu Maro	No. of employees
	51,988
Established	Number of consolidated subsidiaries
January 17, 1900	224
Capital	No. of equity method non-consolidated subsidiaries
104,986 million yen	6
Net sales	No. of equity method associates
1,717,960 million yen	34

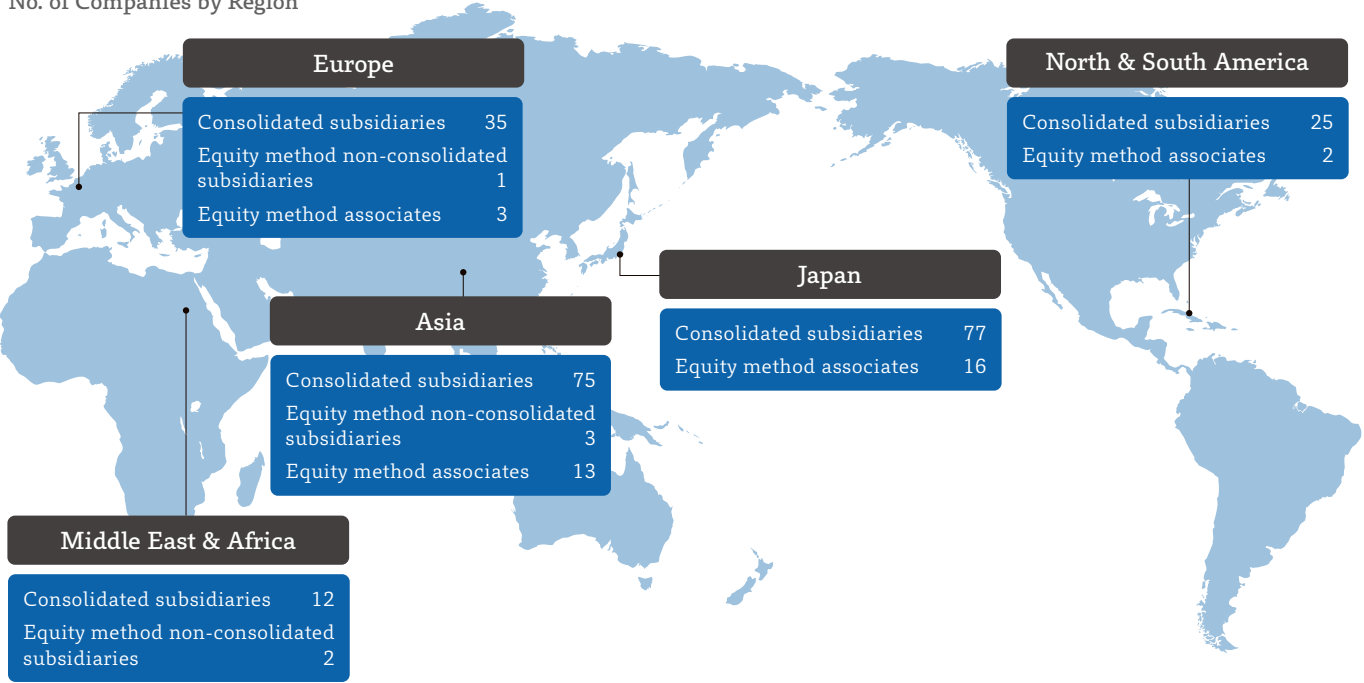
Business Composition

(Breakdown by net sales, Year ended March 2025)



*Sales in each business segment are shown after eliminating inter-segment transactions.

No. of Companies by Region



Business by Segment

Information & Communication

Providing solutions to enhance the value of information and deliver it effectively to customers who require smooth communication.

- Digital Business
- Secure Media
- BPO
- Communication Media

Living & Industry

Providing a wide range of products and services globally to create living environments that offer comfort and peace of mind.

- Packaging
- Décor Materials

Electronics

Providing products related to semiconductors and displays developed based on microfabrication and surface treatment technologies.

- Semiconductors
- Displays