

Management Message

Hideharu Maro
Representative Director
President & CEO

Achieving sustainable growth,
driven by a corporate culture that
embraces challenges

Maximizing Group Synergies

Since the transition to a holding structure, we have made faster-than-expected progress in integrating the systems and frameworks of the three core operating companies—TOPPAN Inc., TOPPAN Edge Inc., and TOPPAN Digital Inc. To achieve sustained increases in corporate value, we have decided to merge the three companies in April 2026. First and foremost, I believe it is necessary to gain more in-depth mutual understanding among employees and share values so that organizations with different histories and expertise can build a stronger sense of unity. We will aim to establish a framework for one-stop proposals and provision of the TOPPAN Group's wide-ranging solutions, further enhancing the competitiveness of each business and maximizing synergies.

Entrenchment of TOPPAN's Purpose & Values

Underpinning the TOPPAN Group's activities and management foundation is TOPPAN's Purpose & Values. Grounded in the idea that people's powers of perception and ability to spur innovation are the very sources of business growth, this Group philosophy is a statement of our commitment to inherit the DNA that has been passed down since our founding. That is, to create integrated value by embracing challenges and transforming through innovation as well as addressing social issues.

Nearly all of our employees in Japan were made aware of this philosophy shortly after its formulation. The fact that it is beginning to serve as a basis for the actions of individual employees is a significant achievement for the Group.

TOPPAN's Purpose & Values will play a significant role in promoting mutual understanding and shared values as we merge the three operating companies.

On a global scale, TOPPAN Group employees will share the thinking embedded in TOPPAN's Purpose & Values and embody them as the basis of their actions, thus contributing to the creation of new value.

Human Capital Initiatives to Support Sustainability Management

As we face acute changes in the operating environment, the importance of our human assets has never been greater. Human capital initiatives constitute a key mission for senior management.

Based on this thinking, I personally took the initiative to establish a training program for younger employees, under my direct supervision. In this program, launched in 2021, employees from across Japan are selected to discuss the products and services that the next generation of TOPPAN

should provide. Their flexible way of thinking, unbound by preconceived notions, and their positive aspirations for the future, have been a great source of inspiration for me as well.

On the other hand, issues with our current training programs have also come to light. Going forward, there will be more and more situations in key growth areas that require skills and creative thinking that are not merely extensions of traditional approaches. With that in mind, I intend to impart my own experience and act as a torchbearer for cultivating personnel who can contribute to the business portfolio over the long term.

Embracing Challenges Toward Further Enhancement of Corporate Value

I am convinced that the TOPPAN Group will continue to be an essential presence that contributes to society. I therefore believe that scaling up as a corporation and amplifying our impact on society will enable us to be a leading company capable of addressing social issues worldwide.

Making decisions rapidly will be the most vital factor if we are to steadily achieve this kind of growth. To drive swift decision-making, the organization as a whole must adopt a mindset of being ready to take on challenges, as advocated under one of our core values, "Passion." A culture in which we embrace challenges and align personal growth with the growth of the Group will be the force driving sustainable growth and resilience to change.

As CEO, I will make my best efforts to ensure that the TOPPAN Group continues to make a contribution as an integral part of society, and I believe our stakeholders can look forward to further growth and progress from the Group.

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