

CONVEX

- International -

Special Feature
Be Ready for Disasters with
BCP and Preparedness Activities!



Notice from the Public Relations Division

CONVEX *International* is an internal magazine for the TOPPAN Group. The title, *CONVEX*, is based on the meaning of the Chinese character “凸”, which is pronounced *totsu* in Japanese and is the first character in the word *toppan*. In the same way that a convex lens focuses light at a single point, the name of the magazine expresses the TOPPAN Group bringing together its “vibrant knowledge and technology.”

Cover Photo (from left)

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Happy New Year! Best wishes for the year ahead

Happy New Year everyone. A year has now passed since we marked a major milestone by transitioning to a holding company structure and changing the company's name. The phrase "group synergies" is frequently heard within the TOPPAN Group now, and I feel that everyone is becoming familiar with our new structure. However, I am not yet satisfied with the current progress of synergies and feel that there is potential to do a lot more.

The fiscal year starting in April this year and ending in March 2026 is the final year of the current Medium Term Plan. It is vital that we transform the business portfolio and generate synergies to reach our target ROE of 5% in the current plan and subsequently achieve 8% in the years ahead.

In my new year's message last year, I emphasized a focus on "proactivity," one of the four values in TOPPAN's Purpose & Values, and encouraged you to think a step ahead and act quickly. As we start the new year, take the opportunity to look back and reflect on whether you have been able to do that. This year, I want

us to continue advancing TOPPAN's transformation with the same proactive mindset.

Last year, torrential rains brought by multiple typhoons caused damage in various regions of Japan, including the Noto Peninsula, which also suffered a major earthquake at the beginning of the year. Flooding and other damage due to the impact of climate change is also being seen in regions throughout the world. These developments reemphasize the importance of the TOPPAN Group's role in contributing to solutions to environmental problems and other social issues.

In 2025, TOPPAN celebrates 125 years since its founding. Expo 2025 will also be held in Osaka, Japan, providing visitors with an experience of the future of society. As the world changes dramatically, I believe that TOPPAN can be a force driving that change. Let's build a bright future together with a bold perspective and a new approach. I look forward to everyone enjoying an active and productive year.



Hideharu Maro

Representative Director
President & CEO
TOPPAN Holdings Inc.



Masanori Saito

President & Representative Director
TOPPAN Inc.
Director
Senior Managing Executive Officer
TOPPAN Holdings Inc.

A happy New Year to everyone.

A year has already passed since TOPPAN Inc. was established. I am grateful for everyone's efforts to create synergies, focusing on DX and SX, that transform our business portfolio. Though there is more we must achieve as we approach the final year of our current Medium Term Plan, I hope everyone will collaborate to speedily address the issues we identified during the past year. Structural reform is another major theme. Let's aim to halve our SG&A

expenses by reviewing operations in all departments and adopting measures that include the use of AI.

The Chinese zodiac sign for 2025, the TOPPAN Group's 125th year in business, is the Wood Snake. The element Wood symbolizes the supple growth of plants and trees, while the Snake represents immortality, shedding its skin repeatedly. With flexible development through successive regeneration and change, let's make the year of the Wood Snake one of further achievement for TOPPAN!



Hideki Soeda

President & Representative Director
TOPPAN Edge Inc.
Director
TOPPAN Holdings Inc.

Happy New Year! Since our launch in April 2023, TOPPAN Edge has been breaking new ground by leveraging the strengths of the two companies it combined. Corporate culture differences presented challenges initially, but since both companies shared a customer base of financial industry, government, and local government entities, and were engaged in businesses related to handling administrative operations and important information, we have made steady progress in unifying our business development activities in ways that integrate our areas of

expertise. In October 2024, the Chubu sales division in central Japan opened a joint showroom with TOPPAN Inc. called PLAZA21 Chubu, and efforts are accelerating across Japan to generate group synergy.

The Chinese zodiac sign for 2025 is the Wood Snake. Let's maintain our efforts in a supple, flexible way, and make 2025 a year of driving the initiatives we have been pursuing to build on the major changes of business integration and adoption of a holding company structure.



Kazunori Sakai

President & Representative Director
TOPPAN Digital Inc.
Representative Director
Executive Vice President & COO
TOPPAN Holdings Inc.

Happy New Year! Greetings to all of you as we kick off 2025. Last year was one of hard work and numerous initiatives. Unfortunately, TOPPAN Digital did not achieve its targets. Let us accept this result with humility and redouble our efforts to reach our goals this year. In doing so, we must be guided above all by the numbers. I call on everyone to approach your daily work with a firm awareness of all indicators, including sales, profit, and

customer satisfaction. I look forward particularly to the contributions of our younger employees. Please bring new ideas and perspectives to the table to support the growth of the company as a whole. Your efforts will become a force that illuminates the future. In closing, I sincerely hope 2025 will be a year of achievement for everyone. Let's join hands and pursue further growth for the TOPPAN Group.

Be Ready for Disasters with BCP and Preparedness Activities!

The TOPPAN Group's home base of Japan is known for its frequent natural disasters that can be traced to our geographic location, where four tectonic plates interact, and its largely mountainous terrain. In particular, earthquakes are frequent, sometimes causing tsunamis. In addition, typhoons bring strong winds and torrential rain, and there are also many volcanic eruptions. Year after year, heavy rain and mudslides have major impact on people's lives.

Because of Japan's experience with disasters, it has developed world-class disaster-preparedness technologies and response capabilities. TOPPAN's business continuity planning (BCP) and business continuity management (BCM) efforts are extensive and include regular drills and training. All employees are required to heighten their disaster awareness and work to ensure the continuity of business activities, even when disasters occur.

MESSAGE

To achieve our social mission, preparedness comes first

TOPPAN's business connects directly to a multitude of consumers and other enterprises. If our operations should stop, the impact on society would be extremely damaging. TOPPAN's social mission is to maintain its business activities free of interruption, regardless of any disasters that may occur.

To this end, it is most important to be prepared. The value of information is only realized when that information reaches those who need it. We believe that **when disaster strikes, it is critical to grasp both the tangible and subjective aspects of the local situation, share that information promptly, and take action accordingly.** In dealing with disasters, advance preparation is a must, and **training to maximize the effectiveness of that preparation** is critical as well. Moreover, I urge you **to follow up and verify your disaster preparedness measures once adopted,** honing and adjusting them in light of experience. Since TOPPAN implements its disaster preparedness measures and training based on BCP, let's all keep BCP in mind and collaborate to achieve its aims.



Shinichi Ohkubo

Executive Vice President &
CHRO
TOPPAN Holdings Inc.



Electronics Division, TOPPAN Inc.

We train to cope with power outages and recover quickly once power is restored

Around 80% of the Electronics Division's sales are international. Many international customers associate Japan with frequent earthquakes. As such, we conduct drills and training to enhance our preparedness for all types of disasters, with an emphasis on large earthquakes, to enhance customers' sense of security.

At our production facilities, we conduct annual drills and training to consolidate and assess damage information concerning structures, infrastructure, equipment, and more. In the first half of the training, we consolidate information with sticky notes and whiteboards to simulate a power outage. In the second half, we consolidate information with spreadsheets, simulating that power has been restored. In addition to the training,



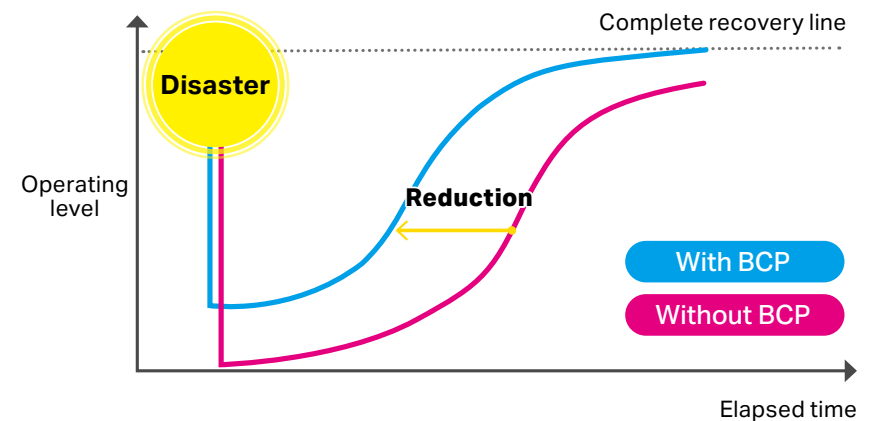
we also promote initiatives for early recovery from disasters in terms of both hardware and knowledge, including the use of tools to consolidate documents and information, e-learning for response task force members, and manual-based production evaluations.

BCP training at Niigata Plant. Information regarding a simulated power outage is gathered and reported to the task force leader.

What is a Business Continuity Plan (BCP)?

When disasters and other unforeseen circumstances strike, a business continuity plan (BCP), formulated in advance, incorporates everything that is needed, including policies, systems, and procedures. BCPs minimize negative impacts on important operations, effect speedy recovery, and restore operational continuity. If an emergency finds the enterprise without a prepared BCP, it may be necessary to suspend operations, leading to a loss of trust from business partners and society. BCP-related management activities can also enhance individual employees' awareness of risk and of the importance of crisis management.

■ BCP-based response enables rapid recovery



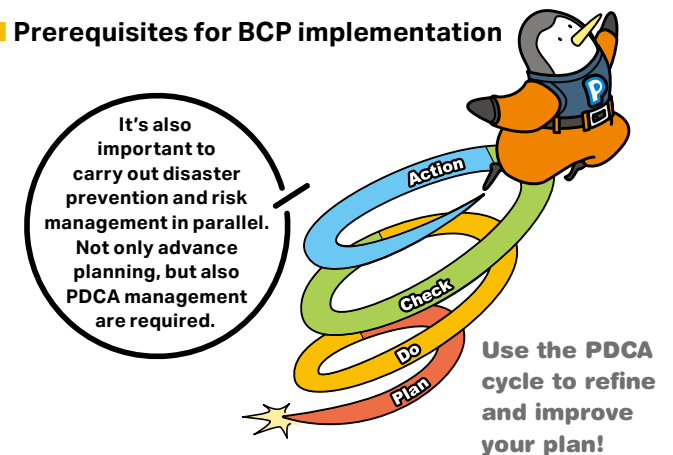
Point 1

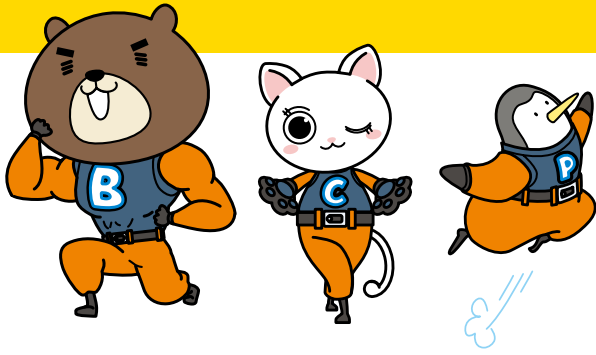
BCP and BCM

Plan ahead, hone the plan

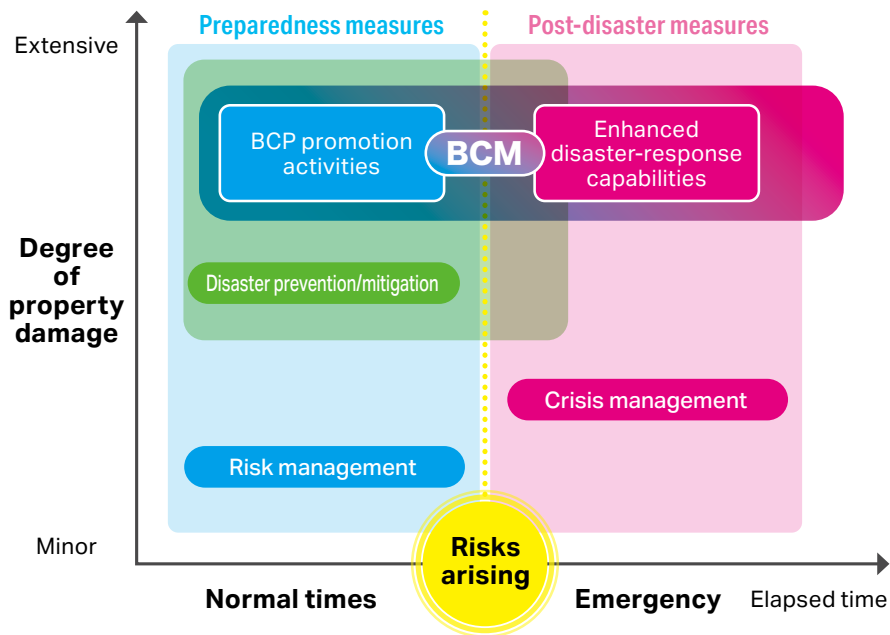
Once you have formulated your plan, your work is not over. You must maintain and update the plan. Securing the budget and resources necessary for implementing the BCP, carrying out education, drills, and training to ensure that your initiatives are understood, and conducting ongoing evaluation and improvement (PDCA) are all part of business continuity management (BCM), a management activity that must be maintained year-round.

■ Prerequisites for BCP implementation

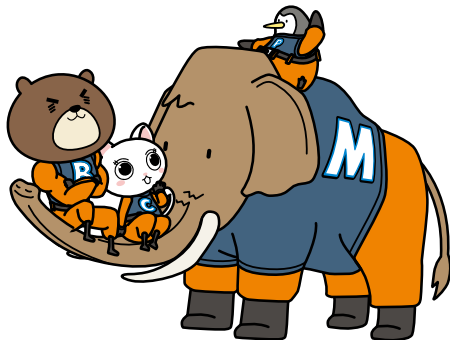




■ Scope of BCM response



The benefits of BCP and BCM include not only disaster preparedness and mitigation, but strengthened supply chains and faster response to production stoppages.



Point 2

BCP and BCM complement disaster preparedness, risk management, and crisis management

Covering pre- and post-disaster measures from a business continuity perspective

BCP and BCM activities function to complement risk management (including disaster preparedness and mitigation activities), which is intended to prevent risks from arising. BCP and BCM activities also complement crisis management aimed at mitigating risk impacts after they eventuate. We strive to anticipate, address, and mitigate potential and actual earthquake, wind and water, and other disaster risks from a business continuity standpoint.



BCP taskforce training held in Osaka on August 28, 2024

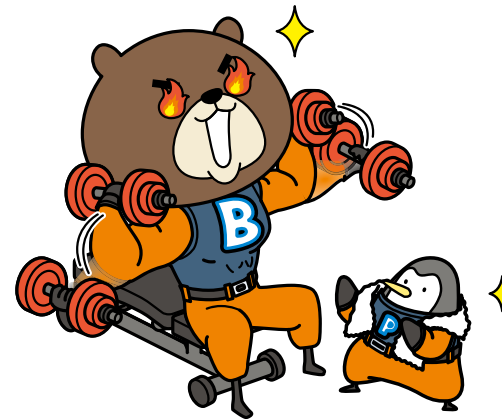


Comprehensive disaster preparedness drills also simulate nighttime or holiday response, including rescuing the injured and firefighting, when management staff are not present (Ranzan Plant)

Know Your Risks When You Prepare

Anticipate the future and take action

Enterprises face not only natural disaster risk, but technological, geopolitical, and many other types of risk. Furthermore, the nature and extent of risks change year to year, due in part to changing social conditions and technological developments. Let's see what the data has to say about future risks we should be preparing for.



Know your risk from data! **DATA 1**
Cyber security incidents are on the rise

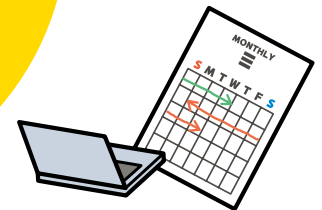
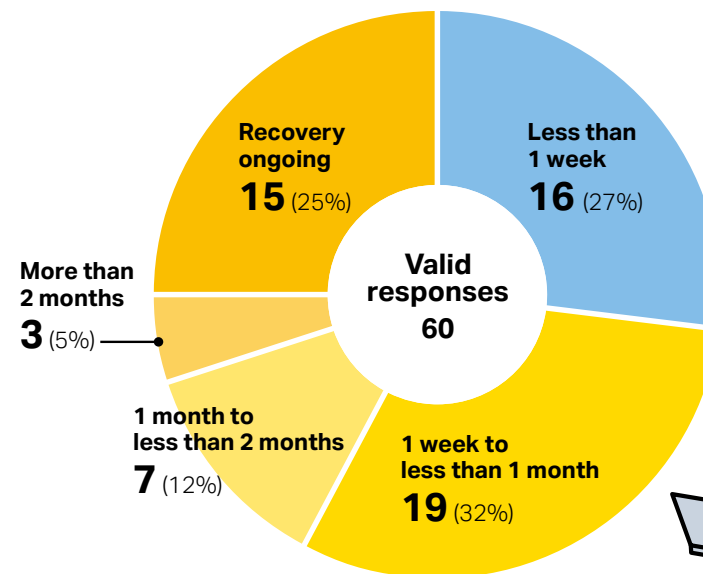


Reports of corporate ransomware:
114 (FY2024 1st half)
Incidents continue to be frequent

FY2023 1st half **103**, 2nd half **94**

Source: National Police Agency, "Threats in Cyberspace in 2024," "Threats in Cyberspace in 2023"

Recovery time required



Recovery often takes a week or more!

Know your risk from data!

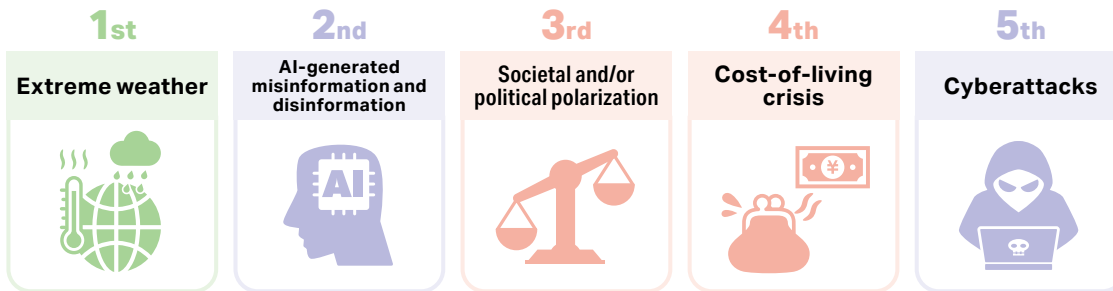
Global risk ranking

DATA
2

Here are the results of a risk survey conducted among leaders in business, government, and academia, including experts and policy makers.

Source: WEF, "The Global Risks Report 2024" Global Risks Perception Survey*
*Survey of over 1,400 leaders in business, government, and academia, including experts and policy makers

Current risks



Risk categories

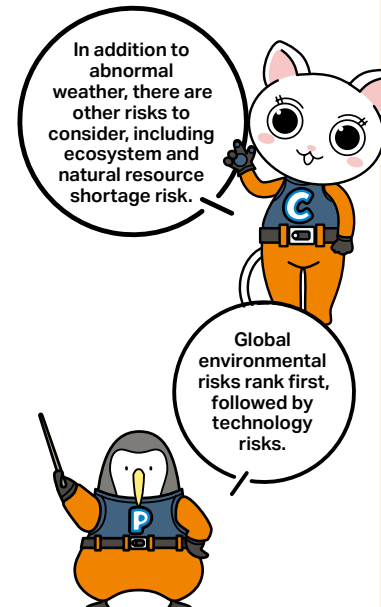
- Economic
- Environmental
- Geopolitical
- Societal
- Technological

Two-year risk horizon

1st	Misinformation and disinformation
2nd	Extreme weather events
3rd	Societal polarization
4th	Cyber insecurity
5th	Interstate armed conflict
6th	Lack of economic opportunity
7th	Inflation
8th	Involuntary migration
9th	Economic downturn
10th	Pollution

10-year risk horizon

1st	Extreme weather events
2nd	Critical change to Earth systems
3rd	Biodiversity loss and ecosystem collapse
4th	Natural resource shortages
5th	Misinformation and disinformation
6th	Adverse outcomes of AI technology
7th	Involuntary migration
8th	Cyber insecurity
9th	Societal polarization
10th	Pollution



Point

Assuming a two-year time horizon, **technology-related risks** rank first, while over the next ten years, **global environment-related risks** rank first. Environmental risks, including abnormal weather caused by global warming, can have a wide-ranging impact and stem from irreversible changes, making counter-measures and preparation very important. At the same time, the more a business expands globally, the wider the range of risks it faces, including **geopolitical and economic-related risks**. Furthermore, new risks can arise due to social and technological change, and each new risk can become an important challenge for business activity.

GLOBAL

TOPPAN Holdings Named to Dow Jones Sustainability World Index for Successive Years

TOPPAN Holdings has been named to the Dow Jones Sustainability World Index (DJSI World) for the second consecutive year.

DJSI World is an environmental, social, and governance (ESG) investing index provided by S&P Global. As one of the longest-running and best-known sustainability indexes, DJSI World is widely recognized and trusted by experts the world over. Companies' ESG performance is evaluated in a stringent Corporate Sustainability Assessment (CSA) of more than 13,000 listed entities around the world, with those demonstrating outstanding sustainability performance being selected to the index. A total of 321 companies feature in the 2024 index, including 37 from Japan.

TOPPAN Holdings has been named to DJSI World seven times in total and this year achieved a CSA score of 77, a record high for the company and the top score globally in its industry group of Commercial Services & Supplies.

TOPPAN Holdings was rated favorably across the range of ESG metrics assessed, recording the industry group's leading overall scores for the Environmental and Social Dimensions as well as top scores for supply chain management and information security in the Governance & Economic Dimension.



TOPPAN Holdings has also been named to the 2024 Dow Jones Sustainability Asia/Pacific Index (DJSI Asia/Pacific).

The TOPPAN Group will continue to leverage synergies generated by combining the diverse strengths of its companies and to work with all of its stakeholders to ensure a sustainable society and enhance corporate value as a leader in harnessing digital transformation and sustainable transformation for solutions to social issues throughout the world.

GLOBAL

TOPPAN Holdings and TOPPAN Next Acquire HID Citizen Identity Solutions

The TOPPAN Group has successfully completed the acquisition of HID's key Citizen Identity Solutions (CID) business from ASSA ABLOY, marking a substantial step forward in expanding its presence in the global security and ID market.



Now united under a single, powerful brand: Meet the new TOPPAN Security. The group's refreshed identity and refined operations reflect the full strength of its growing business.

To strengthen its position in the global security industry and remove all ambiguity, we are gradually uniting all TOPPAN companies in secure ID and payment solutions under a single, unified brand: TOPPAN Security. As part of this transition, we are also integrating the recently acquired secure government ID solutions provider, HID CID, into the unified brand.

The CID team, with its 20 years of expertise and a track record of delivering solutions to over 50 countries, brings invaluable capabilities that further position TOPPAN Security as a global leader in identity solutions.

The Future

The TOPPAN Group will expand its global security business by leveraging HID CID's sales channels in South America, Africa, and other regions to deliver TOPPAN Group security solutions throughout the world.

SPAIN

President Maro Visits Interprint in Spain



We recently had the great pleasure of welcoming our President & CEO of TOPPAN Holdings, Mr. Hideharu Maro, to Interprint's production facilities in Barcelona, Spain. It was a privilege to host Mr. Maro, and together with our CEO, Mr. Jens Bauer, and Mr. Martijn Huisman, Managing Director of IP Spain, we conducted a comprehensive tour of the design, printing, and impregnation facilities.



including advanced digital capabilities, which play a crucial role in maintaining our competitive edge. Interprint Spain is one of the nine plants within the Interprint Group, featuring three printing lines and two impregnation lines, thereby establishing it as a strategic site in Southern Europe.



Both our design facility in Barcelona and our renowned design centres in Arnsberg, Germany and Pittsfield, MA, United States, stand out for their innovative approaches and cutting-edge technologies,

COLUMN

Joint Sports Event for TOPPAN Group Companies in the Shanghai Region

A joint sports event was held for TOPPAN Group companies in the Shanghai region, including TOPPAN Next Advertising (Shanghai), TOPPAN Sensing Electronics (Shanghai), AIOI Systems, and TOPPAN (Shanghai) Management. On the day of the event, participants were delighted to receive jackets bearing the TOPPAN logo. A wide range of different sports contests were held, including 3-on-3 basketball games and a tug-of-war. At the end, there were many positive comments from participants, such as "There was a great atmosphere, and I enjoyed it a lot."



Ceremony to Mark the 20th Anniversary of the Founding of TSES

On November 22, a ceremony was held to mark the 20th anniversary of the founding of TOPPAN Sensing Electronics (Shanghai) Co., Ltd. (TSES). TSES welcomed many guests to the event, including customers and suppliers, and everyone celebrated together, looking back on the



company's progress to date and enjoying inspiring musical performances including taiko drumming. It was a wonderful ceremony that impressed upon the participants that TSES will continue to develop and grow as it looks ahead to the future.



TOPPAN World SEEDS

In this section, we introduce you to employees working at TOPPAN Group companies around the world.

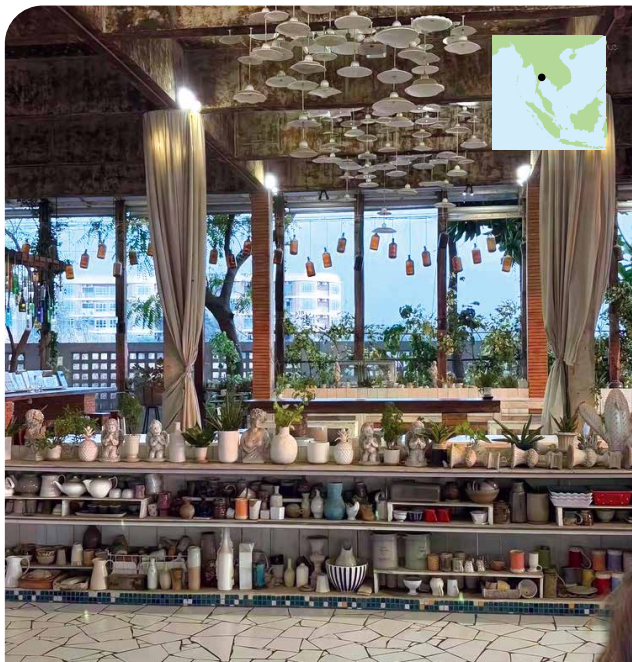


File12 Thailand



About Thailand:

- Area: 514,000 km²
- Population: 66.1 million (2022)
- Major language: Thai



REPORT

Sailom Bang Pu is one of the best places in Bang Pu, Samut Prakan. There are restaurants, cafés, and handicraft workshops with a good atmosphere next to the sea. A wide range of different activities are available in one place. The shops are decorated with a distinctive ceramic style, and the cafés use ceramic and glass plates to keep the amount of plastic used down to a minimum.



I always buy the famous banana crepe when I come here. It's full of whipped cream, and very delicious.

Siam Toppan Packaging Co., Ltd.

Siam Toppan Packaging operates printing and packaging businesses in Thailand. We provide offset box packaging. We are committed to producing packaging that meets quality standards, to provide the highest possible level of customer satisfaction.



This is a very pleasant place facing the sea, where you can also watch the sunset in the evening.

As Production Planning Officer, I carry out work planning, coordination, and control of the work of the production unit. I review and improve production planning, coordinate with relevant agencies to plan production, and implement production control to meet targets.



Manchuporn Jantaphan

Production Planning Officer
Production Planning & Control Section,
Production Control Department

- **Location:** Bang Pu Industrial Estate, Samut Prakan, Thailand
- **Business:** Planning, manufacturing, and sales of packaging (folding containers and decorative cardboard) and related services