

CONVEX

— International —

Special Feature
Discover Your Workstyle,
Imagine Your Future



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)

Aya Shiotsuki
Environmental Design Subdivision, Living & Industry Division,
TOPPAN Inc.

Misato Higashi
Sales Department I, Electronics Division, TOPPAN Inc.

Kai Nakamura
SI Center, Information & Communication Division, TOPPAN Inc.

Tatsuhiro Kobayashi
Innovation Development Department, Innovation Center,
TOPPAN Edge Inc.

Mai Yamaguchi
Prepress Production Department, TOPPAN Graphic
Communications Inc.

Contents



Management Message

Accelerate Group Synergy and Make This a Year of Passionate Action

1



Special Feature

Discover Your Workstyle, Imagine Your Future

3



News & Information

Japan: Novelist Natsuhiko Kyogoku Appointed as New Director of Printing Museum
China: Toppan Leefung Packaging (Shanghai) Exhibits at Interpets
Korea: Tekscend Photomask Ranked No.1 in Samsung's Vendor Evaluation

9



TOPPAN World Seeds

Kateřina Lohbergerová
TOPPAN Packaging Czech s.r.o.

Outside
back cover

Accelerate Group Synergy and Make This a Year of **Passionate** Action

Fiscal 2024 was a year of transformation throughout society, with accelerated digitalization, global economic shifts, and further workstyle diversification. As we enter fiscal 2025, I want the TOPPAN Group to make this a year of leveraging experience from past challenges as we move toward the future even more resolutely.

In this new fiscal year, we will further accelerate the wave of transformation. Let us move forward together and continue creating new value. I will join you all in making fiscal 2025 a year of challenge and continuing growth.

In international markets, we will concentrate

management resources in areas of significant market potential, including global packaging, semiconductors, and global security.

In December 2024, we announced a major acquisition in our global packaging business, our largest ever. The TOPPAN Group will enhance its presence in global markets, driving sustainable growth in all of its domains and delivering results that surpass market expectations.

I call on everyone in the TOPPAN Group to keep the Purpose in mind and make 2025 a year of passionate action toward achieving the goals of the Medium Term Plan.

Maro's Proactivity



President Maro Participates in the World Economic Forum Annual Meeting

TOPPAN Holdings' President Maro took time from his busy schedule to participate for the second consecutive year in the World Economic Forum* Annual Meeting (widely known as the Davos Summit) that was held in Davos, Switzerland, from January 20 to 24, 2025. His participation in this gathering, which promotes international collaboration and is where many policy proposals first see the light of day, served as a precious opportunity for him as head of the rapidly globalizing TOPPAN Group to interact with world leaders and expand the Group's strategic partnerships.

*World Economic Forum (WEF): An independent, non-profit organization to promote exchange among leaders in political, economic, academic, and other fields to address global and regional economic challenges. The Davos Summit is an international conference held every January, where leaders from around the world gather to discuss global challenges. This year's theme was Collaboration for the Intelligent Age, with discussions including AI, climate change, the economy, energy, and security.

Hideharu Maro

Representative Director
President & CEO
TOPPAN Holdings Inc.



What was it like to be a new employee?

Everyone feels a mixture of tension, nervousness, and anticipation when entering a new environment. This is true not only of your peers training with you, but for more experienced colleagues and supervisors at your assigned workplace. How did they feel as newly-minted employees? How did they begin their careers? Here are answers from young employees in various roles.

Tell us about your job, and how you felt when you joined TOPPAN

A shout-out to all new employees

● **Higashi:** Since joining in 2021, I have been handling sales of LC MAGIC liquid crystal smart film. After three years focusing on domestic sales, I added international sales to my responsibilities. I coordinate with colleagues in international postings to support their sales efforts. When I joined the company, there were so many things that caused me anxiety. I didn't know how to phrase a proper email greeting, and I had to master the etiquette expected of a working professional.

● **Shiotsuki:** I also joined in 2021. Since then, I've been engaged in sales promotion for decor materials, as well as interior design consulting work. Through close observation, including watching my team members work, I've come to grasp the stages of the business cycle.

● **Nakamura:** No one hits a home run their first time at bat. I think it's important to take on many challenges in the beginning. They don't have to be big.

● **Kobayashi:** Test the theories you've formulated through experiments and discussions with others. Try writing up your ideas and presenting them as proposals. Taking action on your own initiative builds confidence.

● **Yamaguchi:** Make it a habit to think independently, even when it comes to routine tasks. Ask yourself what looks better to you. By reflecting like this, I think you'll boost the quality of your daily work.

Start with lots of small challenges!

Kai Nakamura

SI Center,
Information &
Communication
Division, TOPPAN
Inc.

Feel free to experiment, don't sweat the details

Misato Higashi

Sales Department
I, Electronics
Division, TOPPAN
Inc.

Take the initiative to build confidence!

Tatsuhiro Kobayashi

Innovation
Development
Department,
Innovation Center,
TOPPAN Edge Inc.

Develop the habit of thinking independently

Mai Yamaguchi

Prepress Production
Department,
TOPPAN Graphic
Communications
Inc.

Start building connections with daily greetings

Aya Shiotsuki

Environmental
Design Subdivision,
Living & Industry
Division, TOPPAN
Inc.

Participants >>



Mizuho Suzuki

TOPPAN Technical Research Institute
Business Development Division
TOPPAN Inc.

Joined TOPPAN in 2018 **Research Staff**

In addition to her research specialty, Mizuho Suzuki strives to gather information in life science-related areas. She is also studying English to enable her to participate in discussions with research colleagues.

Q1 Tell us about your current research themes

We're engaged in R&D relating to invivoid™, a technology codeveloped with Professor Michiya Matsusaki of the University of Osaka. This technology allows ex vivo creation of human tissue analogs. One of our development efforts is a mammary gland model with applications to breast reconstruction for breast cancer patients, as well as for cultured milk production.

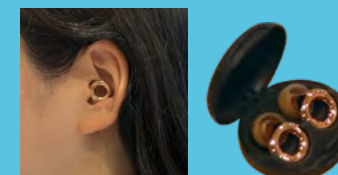
*invivoid™: A group of 3D cell culture methodologies using proprietary biomaterials, developed by TOPPAN Holdings in collaboration with Professor Michiya Matsusaki of the University of Osaka. invivoid™ technology enables fabrication of artificial near-biological tissues, opening the way to promising applications in personalized cancer treatment, drug discovery research including efficacy and toxicity testing, regenerative medicine, and cultured food production, among others.

Q2 If you could go back to your first year, what would you do differently?

Recently, opportunities that require English competence, like presentations and Q&A sessions at academic conferences, are becoming more frequent. I used TOPPAN Business School for learning, but I find that expressing my thoughts in English is difficult. As a new employee, I was focused on getting familiar with the company. Now I wish I had started studying English sooner.

On business trips...

I take along plush characters I'm fond of and photograph them. My favorite character is Hajime Tsukishima from "Golden Kamuy." On long-distance train rides, I use ear plugs to nap and recharge my energy!



Looking Back, I See a Turning Point



Yuki Tazuke

[PROFILE] San Francisco Office, Legal Division, TOPPAN Holdings Inc.

Provides legal support for TOPPAN entities in North America (contracts, legal advice, legal procedures, etc.), lawsuits (IP, environmental) and large-scale acquisition projects

- 1999:** Joined Toppan Printing Co., Ltd., assigned to Kansai Commercial Printing Division, Sales Dept. Conducted sales activities relating to brochures, promotional materials, etc. for ad agencies, beauty industry, others
- 2002:** Personal Assistant to Head of Kansai Commercial Printing Division, Kansai General Affairs Department
- 2007:** Registered for the rehiring system due to maternity, resigned
- 2014:** Returned to work in Legal Division, Head Office
- 2021:** Assigned to International Legal Team, Legal Division, Head Office

In this column, we interview individuals who have ten or more years of career experience and are playing important roles in TOPPAN. In this installment, our theme is “Looking back on lessons learned during a career I began in my twenties.” We will introduce how to overcome barriers, succeed in a new role, and more.

Returning to the workforce after seven years, in a new career with reskilling

People say my career path is unusual. After working in sales and as an executive assistant, I left the company to give birth. Seven years later, I utilized TOPPAN's rehiring system to return to work and launched a new career in the Legal Division, an area that was new to me. I was nervous about meeting the challenge, but with encouragement from my supervisors, I began to study English and the law, becoming an administrative scrivener. The knowledge I acquired gave me confidence.



When I moved to the International Legal Team

My turning point: Photomask business spin-off project

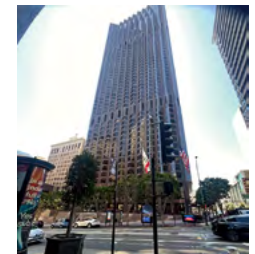
In 2021, I moved to the International Legal Team and went to work immediately on a corporate spin-off project, where my role was to handle all required paperwork in coordination with administrative agencies in multiple foreign countries. The schedule was tight, but I was encouraged by the clear directions and warm words I received from the project leaders. Working as a team, we succeeded in meeting the challenge.



Participating in a mock trial at the University of California, Davis (with member of Sharp Corporation legal affairs team, left)

Challenges and lessons in the U.S.

I was assigned to San Francisco in my second year with the International Legal Team. I collaborate with local subsidiaries and handle large-scale acquisition projects, and this work is broadening my horizons daily. I am also studying law at a local university and have set myself the goal of achieving paralegal certification. The linguistic and cultural barriers are challenging, but my aim is to be able to conduct negotiations in English smoothly. I am deeply grateful to members of the team in Japan, my family, and especially my husband, who is handling household chores and childcare single-handedly.



The office building where I currently work

Facing personal weaknesses and turning them into strengths

I'm the clumsy type, but I understood that and decided to leave my job for a while. After I rejoined the company, I let myself be guided by my supervisor and leaders, and was able to discover my personal strengths. I experienced how environments that understand each person's strengths and allow them to develop are very important in promoting growth.

Sidebar: The power of “Thank you”

Soon after I started working in the U.S., I noticed that I often said “Sorry to trouble you” when receiving help. This choice of words is natural in Japan, but in the U.S., “Thank you” is used and helps create a comfortable atmosphere. This taught me that the choice of even short phrases can significantly influence interactions with others.

TOPPAN's Purpose & Values STORY vol.01

Special Site Launched



TOPPAN's Purpose Special Site launched in April 2025. The site focuses on the important element of culture to promote deeper understanding of our Purpose, "Breathing life into culture, with technology and heart."

It introduces culture generated by each member of the TOPPAN Group and the activities of the Group's businesses, and portrays the world of diverse cultures that we seek to realize.

In May 2023, TOPPAN Holdings Inc. established its Group philosophy, known as TOPPAN's Purpose & Values. We framed our Purpose as "Breathing life into culture, with technology and heart." Further, we determined our Values to be Integrity, Passion, Proactivity, and Creativity. Here, we introduce information to deepen understanding of the Group philosophy.

What lies beyond?
Purpose Movie released

Streaming content
Purpose Movie
"Culture"



Go to
Special Site

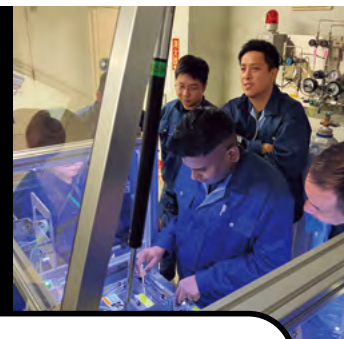


The Purpose Movie released with the launch of the Special Site also emphasizes culture. The content emotionally conveys the culture nurtured and stimulated when TOPPAN "breaks through" social challenges. Be sure to visit the Special Site and watch it yourself.

Technical training of AST employees from Singapore at Niigata Plant, TOPPAN Electronics Products Inc.

In this series, CONVEX editorial staff members report on worksite visits to cover little-known TOPPAN activities. This Totsu-Repo (on-the-spot report) covers technical training of employees from Advanced Substrate Technologies Pte. Ltd. (AST) in Singapore, which started in December 2024 at the Niigata Plant of TOPPAN Electronics Products Inc.

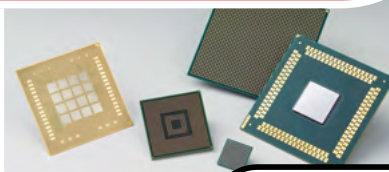
▶ Our trainees are enjoying Niigata on days off with activities like fishing, snowboarding, and sightseeing. Often, they'll even introduce us TOPPAN employees to places we didn't know about. We hope they develop a liking for Japan before they return to Singapore.
(Yusuke Kudoku, General Affairs)



I want to utilize what I learned to ensure the smooth launch of our new plant in Singapore. I also look forward to telling friends and family how to enjoy themselves in Japan.

Chester

▶ FC-BGA substrates are package products required to connect IC chips to printed circuit boards.



I hope to improve my fluency in Japanese and deepen my understanding of Japanese culture and of my colleagues. I'm enjoying the rich culture, cuisine, and festivities in Japan—especially the taste of Niigata ramen and katsudon!

Kein

Though I feel the language barrier, I'm studying hard and deepening my specialist knowledge. I'm excited by this precious opportunity, and I hope to apply the experiences I'm having at the Niigata Plant.

Wei



The Niigata Plant is very large, yet there are few workers. My impression is that the factory has new technology in the FC-BGA field, and is smart and efficient.

Austin





► Intercultural exchange events are also held, such as at Christmas and Chinese New Year.



Ronald

I feel the language barrier, but I'm finding ways to enjoy my training, and I'm getting to know my Japanese colleagues better. I'll fill an entire notebook with notes on what I've learned during the course of a month. Now I'm on my third notebook!



Janes

It's great to be training in Japan, which has the most advanced electronic equipment and production technology. I look forward to using the knowledge I acquire in Singapore!



The trainees are learning Japanese, which has been extremely helpful. I think launching the new plant in Singapore will be challenging, but we want them to take the lead after they return.



Daisuke Miyakoshi
TOPPAN Inc.

We prepare manuals and videos to help trainees learn smoothly, and we orient them to English specialist terminology in advance. We hope they'll apply the knowledge they acquire in the Niigata Plant in the most appropriate way in the new plant in Singapore.



Masashi Odachi
TOPPAN Electronics Products Inc.

About Niigata Plant

● Niigata Plant, TOPPAN Electronics Products Inc.

Location: 5270 Ijimoto Aza Yamazaki, Shibata-shi, Niigata Prefecture

The Niigata Plant in Shibata, a core city in the Agakita region of Niigata Prefecture, produces semiconductor package components known as FC-BGA substrates. Production equipment for FC-BGA substrates was first installed in 2014. Since then, the plant has been producing large-scale, multilayer substrates, primarily for servers, AI, and network devices.

● About the acceptance of technical trainees from AST (Singapore)

Since December 2024, the Niigata Plant has been hosting more than 30 engineers from Singapore's AST for training in technical and manufacturing processes. After 6 to 12 months of training at the Niigata Plant, these AST engineers will launch Singapore's first FC-BGA substrate manufacturing plant, with the goal of starting mass production at the end of 2026. This will enable TOPPAN to establish a dual-location FC-BGA substrate production system, and structure a global supply network.



TOPPAN and EXPO 2025

In April 2025, EXPO 2025 OSAKA, KANSAI, JAPAN finally opened its doors! This global event and its theme, Designing Future Society for Our Lives, is drawing global attention, and TOPPAN is a sponsor.

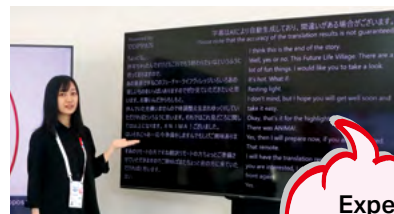
From physical pavilions to virtual exhibits and comprehensive multilingual support, TOPPAN technologies and ideas are behind a future experience everyone can enjoy. Here's just a sample of how we're contributing.



©Expo 2025
Expo 2025 Official character MYAKU-MYAKU



In **Future Life Village**, participants can exchange ideas and engage in co-creation for "future life" and "action for the future."



Mao Maekawa
Service & Systems Department,
Business Process Innovation
Subdivision, Information &
Communication Division,
TOPPAN Inc.

Experience
automated
translation from
TOPPAN in Future
Life Village



LIVE EARTH JOURNEY Signature Pavilion
As a Gold Partner, TOPPAN is supporting the LIVE EARTH JOURNEY Pavilion, produced by Shoji Kawamori.



Mai Inagaki
Expo & IR Office, Osaka,
TOPPAN Inc.

TOPPAN is
managing
MYAKU-MYAKU
House



Virtual Expo

**TOPPAN exhibits virtual rooms
at Virtual Expo**
—Yumeshima Islands in the Sky

TOPPAN is holding "TOPPAN Virtual Expo—Designing Future Society" inside "Virtual Expo—Yumeshima Islands in the Sky."

Visitors can participate via smartphone, PC, or VR, and are introduced to TOPPAN's technologies and global initiatives through three exhibition rooms. Costumes and items for avatars are also available.



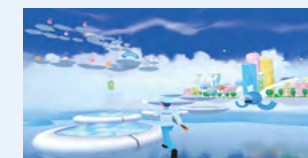
For more
information



Experience the hypothetical digital reconstruction of renowned Edo-period painter Ito Jakuchu's powerful masterpiece, "The Buddha and Sixteen Arhats."

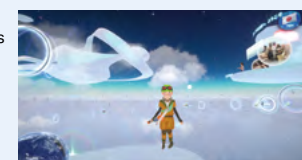


Hypothetical digital reconstruction of Ito Jakuchu's "The Buddha and Sixteen Arhats" / Production: TOPPAN Inc./Supervision: Yuj Yamashita (professor at Meiji Gakuin University), Kai Arai (professor at Tokyo University of the Arts)



Through interactive games you can enjoy learning about hydrogen energy initiatives and cultured meat production efforts using 3D printers.

Enjoy spaceflight and meet TOPPAN employees from around the world who make up the life of the company. Learn about their efforts and initiatives for the future that are in progress all over the globe.



JAPAN/TOKYO

TOPPAN Holdings Inc.

Novelist Natsuhiko Kyogoku Appointed as New Director of Printing Museum



Natsuhiko Kyogoku

Born in 1963 in Otaru City, Hokkaido. Made his debut in 1994 with *"The Summer of the Ubume"*. In 1996, he won the 49th Mystery Writers of Japan Award (Long-form category) for *"The Box of Goblins"* (*"Mōryō no Hako"*).

On April 1, renowned Japanese novelist Natsuhiko Kyogoku was appointed as the new director of the Printing Museum, Tokyo, which is operated by TOPPAN Holdings. His appointment is expected to drive new perspectives for the Printing Museum through the fusion of his personal interest in fields such as binding, fonts, and composition and the museum's vast collection of printed materials.

Mr. Kyogoku has earned global popularity for his works, which include translated versions for foreign readers as well as live action and animated adaptations.

CHINA/SHANGHAI

Toppan Leefung Packaging (Shanghai) Co., Ltd.

Toppan Leefung Packaging (Shanghai) Exhibits at Interpets

From April 3 to 6, the 14th Interpets Tokyo, a leading international pet industry event, was held at Tokyo Big Sight, with Toppan Leefung Packaging (Shanghai) (TLP) making its first appearance.

Interpets, themed "A Fair for a Better Life with Pets," featured more than 900 exhibitors from Japan and abroad. TLP showcased its environmentally friendly packaging materials—including flat-bottom stand-up pouches, GL Film, and mono-material products.

With the support of TOPPAN Japan, staff from Shanghai actively engaged with visitors who stopped by the booth.

TLP will continue working to expand sales of flat-bottom stand-up pouches globally.



From left: TLP's Qun Zhou (Sales Department 1), Qinfeng Zhang (Sales Department 1), and Fumiki Nakamura

KOREA/ICHEON

Tekscend Photomask Korea Inc.

Tekscend Photomask Ranked No.1 in Samsung's Vendor Evaluation



From left: BS Chang (Senior Account Manager), Wakabayashi-san (Asaka PC team manager), NamKyu Lee (Samsung NPI Manager), HeeJun Park (Samsung NPI Manager), ChangGuk Lee (Samsung NPI Part leader), Ji Lee (TPCKR President), SW Lee (Sales Director), DI Park (Operation Director)

Tekscend Photomask has won the Best Partner 2024 Award in Samsung's 2024 vendor evaluation. On February 15, the Best Partner Award 2024 ceremony was held at Icheon site. Samsung conducts biannual evaluations to assess performance in three key areas: Operation, Quality, and Customer Service.

Tekscend emerged as the top performer, outperforming competitors in both the first and second halves of the year.

The strengths that led to this recognition include:

- 1) On-Time Delivery (PTS): Tekscend demonstrated a superior on-time delivery rate, ensuring reliability in fulfilling orders.
- 2) Excellent Quality: Tekscend maintained a lower defect rate for masks, underscoring its commitment to quality.
- 3) Outstanding Customer Service: Despite challenging requests for tight delivery schedules, Tekscend consistently accommodated and responded to these demands, earning high marks in customer service.

This achievement reflects the hard work and dedication of everyone at Tekscend Photomask, who will continue to strive to be the best in everything they do.

TOPPAN World SEEDS

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



File13 Czech Republic



About the Czech Republic:

- Area: 78,866 km²
- Population: 10.51 million
- Major language: Czech



As a Supply Chain Supervisor, I am in charge of running the SCM department, which includes production planning, logistics and purchasing. I do the daily routine, but also focus on improving our process and leading my team.

REPORT

The city of Chomutov, my home town near the plant, has a long history. In May this year, it is celebrating 690 years since being established. Its historical center offers not only a nice place to stroll and have a coffee, but also houses an art gallery and a museum. You can also find the biggest zoo in the Czech Republic here and a unique lake called Kamencové Jezero. It is the only lake of its kind in the world and the water contains alum, which has healing properties.



TOPPAN Packaging Czech s.r.o.

TOPPAN Packaging Czech s.r.o. produces GL BARRIER films for customers throughout the European region. It is located in the Czech Republic, in the heart of Europe. We are a new plant and plan to start commercial production in July 2025, focusing on providing the best service and the highest quality to our customers.

- Location: Havraň, Czech Republic
- Business: Production of transparent barrier films



Kateřina Lohbergerová
Supply Chain Supervisor
SCM, TOPPAN Packaging Czech s.r.o.

