

CONVEX

— International —

Special Feature
AI Is on Your Side!
It's Time for an Update



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)

Tetsuya Nakamura

ICT Development Center, TOPPAN Digital Inc.

Mayuka Mori

ICT Development Center, TOPPAN Digital Inc.

Shusei Ito

Digital Innovation Division, TOPPAN Holdings Inc.

Maho Sakai

ICT Development Center, TOPPAN Digital Inc.

Rena Sasaki

Personnel & Labor Relations Division, TOPPAN Holdings Inc.

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George Mills
TOPPAN Security

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Achieving Transformation, Becoming a Company to Be Proud Of

In April 2025, I was appointed Chief Operating Officer (COO) of TOPPAN Holdings Inc. and President of TOPPAN Inc. Since joining the company, my primary focus has been corporate planning departments and the Electronics business. In 2021, I was appointed Executive Officer responsible for the Medium Term Plan as we prepared to publicly disclose the plan for the first time in our history. I have since been working to formulate overall Group strategies, and oversee their implementation and progress.

Having transitioned to a holding company structure, the TOPPAN Group is entering a new stage as it works toward integrating its three operating companies and adopting a business unit system in April 2026.

The strengths of the TOPPAN Group can be found in our extensive network of customers in a wide range of industries; deep operational understanding and detailed grasp of challenges, acquired through extensive engagement in customer businesses; and frontline management and execution capabilities that put customers on a path to growth.

At the same time, we must take insights acquired through work with individual clients, organize them systematically, and leverage them to address more fundamental challenges. Combining the strengths of each of our businesses and generating new value exceeding customer expectations throughout the TOPPAN Group will require us to create synergies across business unit boundaries.

Ours is an unpredictable era, one in which market conditions shift at lightning speed. Yet the wisdom and passion each of you brings to your work is the true source of our corporate value. I encourage everyone to maintain an awareness of the possibilities of synergy, and always consider what you personally can contribute.

I myself will strive to sustain our ongoing dialogue as we face the challenges of transformation together. To ensure that the TOPPAN Group continues to be indispensable to society, we must never be content with things as they are, but strive for transformation. Let's unite behind our shared purpose, and together, we will build a company we can all be proud of.

Satoshi Oya

President &
Representative Director
TOPPAN Inc.

Oya's Proactivity



President Oya Attends Launch Ceremony for New Plant in the Czech Republic

On June 3, 2025, TOPPAN Inc. president Satoshi Oya attended the launch ceremony for the new GL BARRIER transparent barrier film plant in the Czech Republic. During the ceremony, Mr. Oya stated, "We now have a structure to supply GL BARRIER, which complies with new EU rules for packaging recycling, from the Czech Republic in the heart of Europe. We will contribute to creating a sustainable society throughout Europe as a whole."

Czech Republic



AI Is on Your Side! It's Time for an Update

With the use and application of generative AI drawing significant attention, AI has become a familiar part of work and daily life. In April 2025, TOPPAN established a Groupwide AI Promotion Office whose mission is to position AI as a partner for nurturing value and building the future, and to drive frontline AI use and new service creation.

* Artificial Intelligence (AI): A broad concept encompassing software whose operation is analogous to human thought processes, as well as information-processing and technologies that humans perceive as intelligent.

* Generative AI: A broad term for AI-type programs capable of generating text, images, programs, etc. Such systems can respond in natural language to prompts and questions, and handle tasks like compiling and sorting data and drawing analytical conclusions. A dialogue-based program like OpenAI's ChatGPT is one example. Generative AI is now seeing rapid adoption throughout society.



Kazunori Sakai
Director
Executive Vice President & CHRO
TOPPAN Holdings Inc.

Message

Change Your Awareness to Shape the Future

TOPPAN is in the middle of a major transformation. We are reviewing our business structures, redesigning our organizational frameworks, and redefining how we work. Rather than effect a one-off reorganization, our goal is to evolve into a company that is stronger in every way. At the heart of this effort is each employee's desire to change and ability to make an impact. Promoting the use of AI is at the core of this transformation.

I am convinced that the purpose of AI is not to replace people. Instead, it is a tool for realizing their potential. The integration of our operating companies and the adoption of a business unit system, scheduled for April 2026, will require roles and work styles that are new and not merely extensions of past practice. Those who can use AI and, by delegating tasks to it, generate more time for creative exploration, should see changes in the quantity, quality, and speed of their output. As such, AI will enable them to continue generating fresh value.

If we are to become an enterprise in which AI empowers everyone to tackle challenges, each of us must be committed to acting as agents of change. As the company undergoes this major transformation, let us learn and move forward together, and remember that we ourselves will also be transformed.

Basic Strategy of Groupwide AI Project

Position AI as a partner for nurturing value and building the future, and enhance corporate value continuously.

Strategy ① | Ready

Configuring environments
needed to work with AI

Foundations of transformation

The skills and mindset needed to master AI take root throughout the company, and a culture is established where everyone uses and shares AI routinely and makes ongoing efforts to hone their expertise.

Use cases

- **Information Security Division:** Formulation of generative AI guidelines
- **Groupwide AI Promotion Office:** Adoption of a platform to share AI use cases

Strategy ② | Act

Evolve operations with AI and
generate time for creative
exploration

Maximize labor productivity

AI agents are used in every division. Employee creative time increases significantly, and operations evolve toward structures that fully realize human-added value.

Use cases

- **Marketing/sales promotion divisions:** Sales reports and proposal creation
- **Production control/manufacturing divisions:** Quality measurement and automated correction; automated production plan generation

Strategy ③ | Think

Boost management quality
and speed by deepening
strategies with People + AI

Strategy refinement

Natural integration of AI into management and business strategies, redefining decision-making speed and precision.

Use cases

- **Senior management:** Propose decision-making scenarios
- **Business development divisions:** Generate hypotheses for key business focuses based on internal/external data and company strengths

Strategy ④ | Create

Partner with AI to create
new value with customers

New services and social value creation

Numerous AI-driven services developed in collaboration with customers and local communities. New businesses from TOPPAN contributing to solving social challenges as well.

Use cases

- **BPO:** Redesign BPO operations using generative AI
- **Marketing DX:** Promotion support through Sales Promotion × Generative AI

Message

New Strength from AI × Data

The use of AI has reached a major turning point. As data evolves into a useful asset, generative AI is becoming progressively more important in a wide range of social contexts, and its use is a critical management issue with a direct impact on corporate competitiveness. AI is not just for engineers. It serves as an additional strength in every aspect of operations, from sales and manufacturing to management. The vast pool of data held by the TOPPAN Group holds the key to our use of AI.

The Groupwide AI Promotion Office is initiating full-scale efforts to format and structure our internal data and promote the adoption of Retrieval-Augmented Generation (RAG)*, chat-based AI, and AI agents, all configured for immediate operational use. At the same time, we will build systems that enable us to share insights derived from AI deployment, and achieve continuous improvement. Our goal is to deepen bonds across the Group by using AI, and create a future where we achieve overall growth while learning from each other. Let's connect everyone's unique expertise and experience through the power of AI, and evolve TOPPAN into an even stronger and more compelling company.

* A technique for generating responses that reference and incorporate the latest externally-available information



Hiroki Shibatani
Executive Officer
Head of Groupwide AI Promotion Office
TOPPAN Holdings Inc.



Let's Talk About TOPPAN AI

The Groupwide AI Promotion Office, launched in April 2025, was created to promote the use of AI throughout the TOPPAN Group. Let's take a closer look at its initiatives and goals.



Groupwide AI Promotion Office members [TOPPAN Holdings Inc.]



■ TOPPAN's target end state through AI use, and the process for achieving it

Make AI an additional strength in all aspects of our business

As Hiroki Shibatani, head of the Groupwide AI Promotion Office, notes in his message, **"AI is not just for engineers. It serves as an additional strength in every aspect of operations."** As such, we will create environments configured to allow all employees to use AI.

We will also establish a framework to share knowledge and successful use cases made possible by AI adoption, and build a framework for continuous improvement. Specifically, as our AI capabilities expand, we will create an AI portal featuring a variety of content, including internal use cases and guidelines. Other activities will include AI training programs for all employees. Our aim is to deepen collaboration across the TOPPAN Group by using AI and sharing information, and to build a future where the entire company grows together as we learn from each other.

AI is seeing rapid adoption in all aspects of society and business. Using AI to enhance corporate value is a key strategy theme for TOPPAN.

Nevertheless, truly effective AI utilization goes far beyond simply introducing it as a tool. A process of organizational maturation is essential, including deeper understanding of AI, addressing concerns that may arise, supporting it as an enterprise, and cultivating environments required for its adoption.

The first goal of the members of the Groupwide AI Promotion Office is to provide support across the entire Group to achieve an AI-ready condition (see the diagram on the right).

In concrete terms, we are aiming for **a condition where the use of AI is taken as a given in daily operations, where everyone is accustomed to using it to boost productivity and create new value.** This AI-ready condition encompasses not only simple introduction of AI as a tool, but also denotes **a condition where the organizational structures for using AI, the data foundation, and above all, AI understanding and the skills to use it on the part of each and every employee, are in place.**

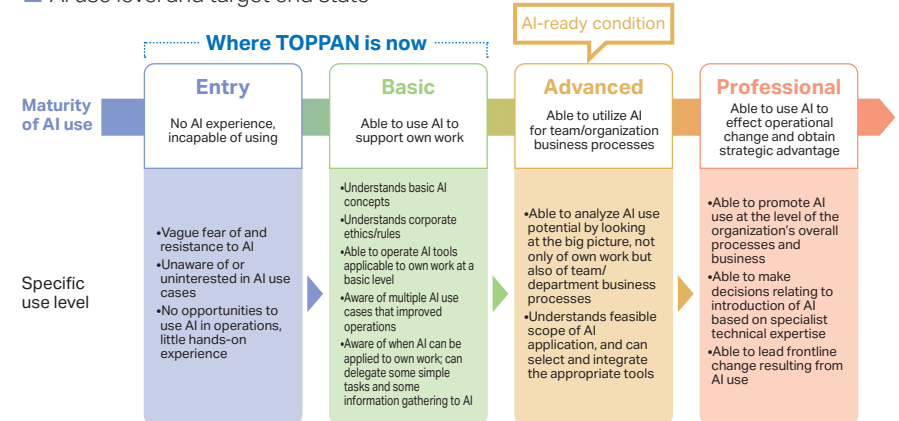
We recognize the need to take TOPPAN's AI maturity to an even higher level. To this end, groupwide adoption and expansion of AI are essential. More than a few individuals will likely experience doubts and hesitation, wondering whether they can really use AI, or even if it applies to them. Yet such concerns are certainly not a negative. Rather, we regard them as proof that AI holds tremendous untapped potential.

As you move toward an AI-ready future, the Groupwide AI Promotion Office will be supporting you every step of the way. We encourage you to take an interest in AI and make an active effort to use it.



**TOPPAN Group
AI Ethics Policy**

■ AI use level and target end state



Training for all employees

Target end state

Based on understanding of basic ethics and rules, be capable of boosting operational efficiency by utilizing tools such as Gemini and ta-PIT

Skills

- 1 Utilize AI tools
- 2 Data literacy
- 3 AI ethics/rules

Sample training modules

- 1 AI (introductory): Basic AI knowledge, points to note when using AI
- 2 AI tool training: Workshops and hands-on training with Gemini, ta-PIT, etc.
- 3 Internal AI use contest

What is AI-ready condition?

- 1 **Ethics and trust** AI transparency and accountability are assured
- 2 **Skills and education** Anyone can access and understand AI
- 3 **Cultures and systems** Organizational cultures and processes utilize AI
- 4 **Inclusion** AI use incorporating diverse points of view



The Groupwide AI Promotion Office will establish AI training as well as information-sharing platforms such as an AI portal. If you know of any instances where your department used AI to boost efficiency, or used it in other productive ways, be sure to share them with us.





Master AI, Create New Value Solve That Challenge with AI

In recent years, advanced AI-related technologies have been generating new services and solutions to challenges across a wide range of fields. The TOPPAN Group is also combining these AI-related technologies with its own technologies for use in many areas, including synthetic speech production, image recognition, design evaluation, and technical expertise transfer.



MOKUMETRIX™

Quantifying subjective reactions to wood grain

MOKUMETRIX™ is a system for evaluating subjective reactions to wood grain patterns used in environmental design. By applying AI to a dataset consisting of 30,000 subjective reactions to more than 2,000 proprietary wood grain images, we developed a highly accurate algorithm to predict reactions to wood grain patterns. By simply uploading a wood grain image, users can receive quantitative assessments covering six types of reaction tendencies, 15 reaction metrics, and 16 levels of wood grain uniqueness. Such results make selection of wood grain more efficient in spatial design and consulting, and support the creation of environments that promote well-being.



Yasuto Oga
Marketing Strategy
Department, Living &
Industry Division
TOPPAN Inc.

Concerns relating to the tendency for subjective judgments to dominate design-related decision-making provided the motivation for this development initiative.

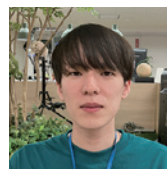
AI Technology Transfer Service

Generative AI makes accumulated knowledge searchable

The Technology Transfer Service originated from a need to enhance the utility of knowledge assets in maintenance operations for frontline manufacturing. It is now in practical use at six of our flexible packaging plants in Japan. By enabling precise and effortless searches of accumulated knowledge with generative AI, even junior employees can easily benefit from the knowledge of seasoned veterans. Enhanced accessibility not only promotes broader utilization, but strengthens user motivation to accumulate more expertise.



Achieving the desired level of performance required close collaboration and tenacious repetition of trial and error between the development side (Digital Innovation Division) and the user side (factory engineering). That process led to a service development technology robust enough for practical use, which in turn not only resulted in the development of the Technology Transfer Service, but facilitated the development of TOPPAN's proprietary generative AI, SurnameLLi®.



Koya Kamada
Technical Center, Digital
Innovation Division
TOPPAN Holdings Inc.

We are very pleased that our AI development efforts have borne fruit. We will continue our development to achieve further evolution.



Ken Sugawara
Technology Department,
Living & Industry Division
TOPPAN Inc.

We succeeded in using carefully-accumulated data in a new form. With nationwide collaboration, we will use this data actively to enhance productivity.

TOPPAN's Purpose & Values

STORY vol.02

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.

NEW CONTENT

What Culture Are You Creating?



Go to
Special Site

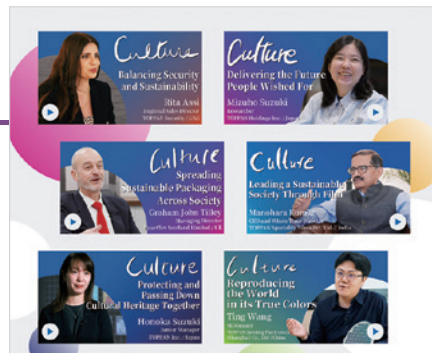
Interviews About Culture

Interviews with some of the TOPPAN Group's key people from around the world.



Ten employees speak about their jobs under the theme of culture

TOPPAN's Purpose Special Site, launched in April, has released new content. Under the theme "What Culture Are You Creating?" the site features "Interviews About Culture," focused on employees who are creating culture.



Images from one of the videos

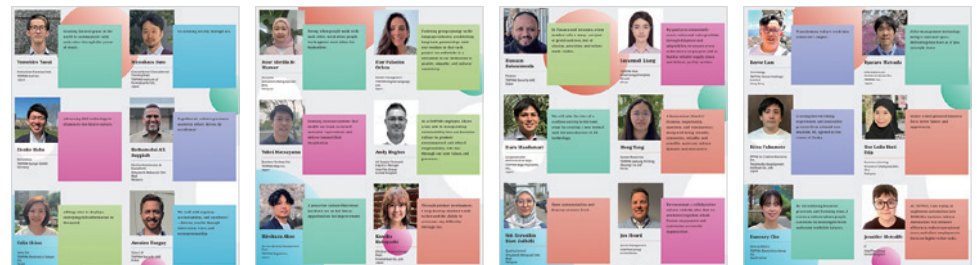


Messages About My Culture

Messages from 125 people within the TOPPAN Group, to coincide with our 125th anniversary.

Each one of us has our own unique "Culture" that I create."

*Messages feature company names, department names, the names of countries, regions, and cities, people's names, their job types, and their descriptions of "Culture that I create."
*Information such as the names of companies and departments is current as of April 2025.
*The displayed message and person will be randomly switched each time you access the page.



Culture being created by 125 people

In "Messages About My Culture," you'll hear from TOPPAN Group employees around the world who are actively creating culture in their own countries and regions.

* The images on this page were captured from the Purpose & Values Special Site.

Behind the scenes

To directly convey the various local environments, we traveled to TOPPAN international subsidiaries to conduct interviews and shoot footage of the local offices and factories.





A base to support
manufacturing in the
center of the Tohoku
area, connecting society
with a diverse range of
products

The Plant
and Me
SENDAI

A central manufacturing facility handling a wide array of product types in addition to packaging products

The Sendai Plant was established in 1949 and currently handles production of a diverse range of products in the Izumi Park Town Industrial Complex in northern Sendai. The 54,338 m² factory site includes a general building (handling sales, administration, general contract operations, and BPO manufacturing), and a flexible packaging building for packaging production. In 2006, the flexible packaging building was expanded to boost production capacity for various packaging types.

The factory serves six prefectures in the Tohoku region, in addition to Niigata Prefecture and the northern Kanto area. While primarily focused on commercial printing, including posters, catalogs, and flyers, the facility also offers publication printing for books and magazines, and produces a wide array of packaging products including barrier-flexible packaging, liquid containers, and retortable stand-up pouches designed to remain upright when filled. In recent years, the plant has also been investing effort in IT solutions, from planning and production of internet content to visual media and VR development.



Interview

Manaka Tanno

Sendai Plant
TOPPAN Package Products Inc.

Honing problem-solving capacity day by day, making a practice of learning from experience

Now in her third year with the company, Manaka Tanno is responsible for stand-up pouch manufacturing machinery. Along with pouch processing and cutting to specifications, she handles final product QC and packing. A recent challenge has been improving her capacity to solve problems, such as when issues like pattern misalignment are identified while the equipment is in operation. Manaka comments, "I want to learn to respond calmly and accurately, so I can do things like issue correction instructions at the control panel in accordance with the machine's speed."

After an experience helping local companies develop retort pouch foods as part of a club activity in her high school days, Manaka decided she wanted to contribute to society through manufacturing, and she joined the company. "When I saw products we helped create on the shelves of my local supermarket, I felt that I too could make a difference," she says. Recently she has also been gaining experience with new processes, such as machine setup changes. "I want to make it a practice to engage in continuous learning. First, I need to master my areas of responsibility, so I can act autonomously. Beyond that, I want to be someone others rely on," she notes with enthusiasm.



INFORMATION

Sendai Plant, TOPPAN Inc.

Area: 54,338 m²

Established: 1949

Location: 3-30 Akedori, Izumi-ku, Sendai-shi,
Miyagi Prefecture

Major products:

- Commercial printing:** posters, catalogs, flyers, pamphlets, calendars, POP fixtures, spatial design, merchandise for events
- Publication printing:** books, magazines, dictionaries, textbooks, art books, multimedia publications, publication planning and editing
- IT solutions:** Internet content planning and production, visual content production, VR production
- Packaging:** flexible packaging, containers for liquids, digital printing, sustainable product development, support for introduction of packaging and labor-saving systems



CZECH REPUBLIC/MOST

Opening Ceremony Held for New GL BARRIER Plant in the Czech Republic



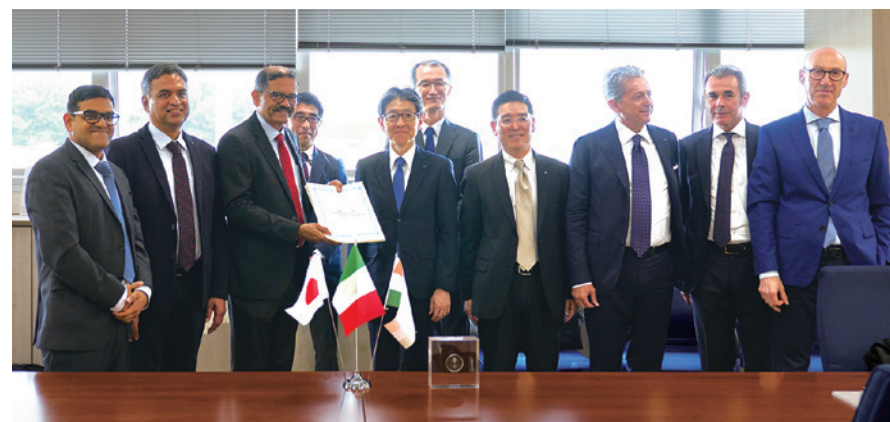
An opening ceremony was held to celebrate the launch of TOPPAN's new GL BARRIER production facility in the Czech Republic. More than 100 attendees were present at the event, including the Minister of Industry and Trade of the Czech Republic, the Ambassador of Japan to the Czech Republic, and local government officials. Satoshi Oya, President & Representative Director of TOPPAN Inc., also spoke at the event.

The new plant was established to respond to the growing demand for eco-friendly packaging in the European market. With full-scale production scheduled to begin in July 2025, TOPPAN will continue to contribute to the realization of a sustainable society through its cutting-edge packaging technologies.



ITALY/TUSCANY

Acquisition of Film Manufacturer Irplast S.p.A.



The TOPPAN Group has acquired an 80% stake in Irplast S.p.A., a film manufacturer headquartered in Tuscany, Italy, making it a subsidiary. Irplast is a leading provider of BOPP films and labels, with a strong track record in packaging for food, beverages, and household goods. Through this acquisition, TOPPAN aims to expand its packaging film business in the European market and accelerate its global strategy. The move will also create synergies that leverage Irplast's product development capabilities and local network. This strategic acquisition underscores TOPPAN's commitment to meeting global packaging needs and contributing to a more sustainable society.



JAPAN/TOKYO

Director of Gutenberg Museum Visits TOPPAN Printing Museum



In conjunction with the special exhibition “The Art of Black: Gutenberg and German Publication Printing Culture,” held at the Printing Museum (operated by the TOPPAN Group in Bunkyo-ku, Tokyo), Dr. Ulf Sölter, Director of the Gutenberg Museum in Mainz, Germany, and Dr. Nino Nanobashvili visited Japan and the museum.

The exhibition focuses on the establishment of movable type printing by Johannes Gutenberg and its role in the development of German publishing culture. Approximately 70 valuable items are on display, including rare materials on loan from the Gutenberg Museum and other museums and art institutions in both Germany and Japan.



This visit served as a meaningful moment of international cultural exchange, offering an opportunity to appreciate the historical value and global impact of printing as a transformative technology.

JAPAN/TOKYO

Dr. Chiaki Mukai Appointed as External Director



In July 2025, TOPPAN Holdings welcomed Dr. Chiaki Mukai, a renowned astronaut and physician, as an external director. Dr. Mukai graduated from Keio University School of Medicine and began her career as a surgeon. She later became the first female astronaut from Asia and flew on two Space Shuttle missions. She has since served as Director of the Space Biomedical Research Office and as Vice President at Tokyo University of Science, contributing extensively to science and education.

Since 2024, Dr. Mukai has been involved with TOPPAN as an advisor, primarily supporting technology and development divisions. On her appointment, she stated: “TOPPAN’s philosophy of nurturing culture through both technology and heart resonates deeply with me.” In her message to employees, she added: “Let’s move into the future with passion, supporting one another along the way.”



TOPPAN World SEEDS

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



File14 South Africa



About South Africa:

- Area: 1,220,000 km²
- Population: 62.03 million
- Major languages: English, Afrikaans, Bantu languages (Zulu, Sotho, etc.)



Pretoria is beautiful in Jacaranda season. I enjoy walks in the Botanical Gardens and exploring the historic Voortrekker Monument. For a relaxed outing, nothing beats a picnic under purple blossoms or coffee with a view of the city skyline.



REPORT

As a business analyst at TOPPAN Security, I help deliver secure biometric systems worldwide—currently enhancing voter trust in Namibia and streamlining driver licensing in Senegal through collaboration and user-focused innovation.



George Mills

Business Analyst – Elections and Driver License Systems

TOPPAN Security

TOPPAN Security's South African hub located in Pretoria delivers turnkey biometric ID and election systems. We provide secure, end-to-end solutions—integrating live-scan biometrics, ABIS, smart card production, e-KYC, and managed services—for government clients across Africa seeking trusted identity infrastructure.



- **Location:** Pretoria, South Africa
- **Business:** Biometric ID and election solutions