



December 11, 2025

## News Release

Company: TOPPAN Holdings Inc.  
 Representative: Hideharu Maro, Representative Director,  
 President & CEO  
 (TSE Prime Market, Stock Exchange Code: 7911)  
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### Notice Concerning New Executive Structure

TOPPAN Holdings Inc. (the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on December 11, 2025, to appoint Executive Officers, effective April 1, 2026, as outlined below. The Company also announces that its subsidiary TOPPAN Inc., has also decided to change Representative Directors and appoint Executive Officers, as described below.

Under the new medium term plan, the TOPPAN Group will integrate TOPPAN, TOPPAN Edge, and TOPPAN Digital, and transition to a Business Unit (BU) structure aimed at facilitating managerial accounting by business unit, starting in April 2026. In line with this transition, TOPPAN Inc. will reorganize its structure so that individual businesses are operated under three BUs, namely Information & Communication, Living & Industry, and Electronics, to further enhance capital efficiency and increase corporate value.

#### 1. Executive Structure of the Company

For details regarding the change of Representative Directors, please refer to the announcement concerning the change of Representative Directors disclosed separately.

##### (1) Retiring Executive Officers

Name	New position	Current position
Masanori Saito	Director	Director, Senior Managing Executive Officer
Takeshi Itoi	Executive Officer, Deputy Head of Electronics BU, Head of Display SBU, TOPPAN Inc.	Executive Officer, Business Development, Business Development Division, R&D Strategy Office
Tomohiko Koseki	Management Audit Office	Executive Officer, Legal Division
Tomoyuki Ishikawa	Executive Vice President, Froebel-kan Co., Ltd. (To be appointed after the Annual General Meeting of Shareholders)	Executive Officer, Public Relations Division
Reiko Arase	General Manager, IR department, Total Media Development Institute Co., Ltd.	Executive Officer, Sustainability Management Office, Corporate Planning Division

(2) New Executive Officers

Name	New position	Current position
Haruhiko Noguchi	Senior Managing Executive Officer & CSO, Overseeing Corporate Planning Division	Senior Managing Executive Officer, Living & Industry Division, TOPPAN Inc.
Yoshiteru Itotani	Managing Executive Officer, Business Development Division	Managing Executive Officer, Information & Communication Division, TOPPAN Inc.
Hiroshi Suzuki	Managing Executive Officer & CTO, Overseeing Technology Department and Intellectual Property Division	Managing Executive Officer, Deputy Head of Living & Industry Division (SX and Global Operations), R&D Strategy Office, TOPPAN Inc.
Hiroki Shibatani	Executive Officer, Public Relations Division	Director & Executive Vice President, TOPPAN Digital Inc.
Masahiro Tada	Executive Officer, Technology Department	Executive Officer, Display Subdivision, Overseeing Business Strategy Department, Electronics Division, R&D Strategy Office, TOPPAN Inc.
Ikuhide Ono	Executive Officer, Legal Division	General Manager, Compliance Department, Legal Division
Yasuaki Matsumoto	Executive Officer, Digital Innovation Division, Head of Groupwide AI Promotion Office	Head of Living & Industry Manufacturing Subdivision, Living & Industry Division, TOPPAN Inc.

2. Executive Structure of TOPPAN Inc.

(1) Change of Representative Directors

New Representative Director

Name	New position	Current position
Haruhiko Noguchi	President & Representative Director	Senior Managing Executive Officer, Living & Industry Division

Retiring Representative Director

Name	New position	Current position
Satoshi Oya	Representative Director, President & COO, TOPPAN Holdings Inc.	President & Representative Director

(2) Retiring Executive Officers

Name	New position	Current position
Tetsuro Ueki	Advisor	Senior Managing Executive Officer, Electronics Division
Yuichiro Kotani	Advisor	Managing Executive Officer, Nishinohon Division
Norio Yamanaka	Advisor	Managing Executive Officer, Environmental Design Subdivision, Living & Industry Division
Shinji Yoshimoto	Advisor	Managing Executive Officer, Chubu Division

Yoshiteru Itotani	Managing Executive Officer, Business Development Division, TOPPAN Holdings Inc.	Managing Executive Officer, Information & Communication Division
Ikuya Nishiyama	President, TOPPAN Travel Service Inc. (To be appointed after the Annual General Meeting of Shareholders)	Executive Officer, Chugoku & Shikoku Subdivision, Nishinohon Division
Hisashi Takaoka	President, TOPPAN Media Printec Kansai Co., Ltd. (To be appointed after the Annual General Meeting of Shareholders)	Executive Officer, Kansai SX Business Innovation Subdivision, Nishinohon Division
Masahiro Tada	Executive Officer, Technology Department, TOPPAN Holdings Inc.	Executive Officer, Display Subdivision, Overseeing Business Strategy Department, Electronics Division, R&D Strategy Office

(3) New Executive Officers

Name	New position	Current position
Masanori Saito	Director, Executive Vice President, Overseeing Account Partner	Director
Takeshi Itoi	Executive Officer, Head of Display SBU, Deputy Head of Electronics BU	Executive Officer, Business Development, Business Development Division, R&D Strategy Office, TOPPAN Holdings Inc.
Toshiya Akiho	Executive Officer, Account Partner, Overseeing Kansai & Chubu Areas	Director, Executive Vice President, Assistant to the President, Overseeing Business Innovation Center, General Security DX Division, General Hybrid BPO Division, General Data Management Division, and General ID Business Division, TOPPAN Edge Inc.
Morio Matsuda	Executive Officer, Head of Securities & Clerical Work Printing Division, Information & Communication BU	Director, Managing Executive Officer, Overseeing Sales Department, TOPPAN Edge Inc.
Jun Tamura	Executive Officer, Head of IoT Automatic Recognition Division, Information & Communication BU	Executive Officer, General Chubu Sales Division, TOPPAN Edge Inc.
Eiji Ishida	Executive Officer, Security DX Division, Information & Communication BU	Executive Officer, General Security DX Division and, General Hybrid BPO Division, TOPPAN Edge Inc.
Nobuhiro Iizuka	Executive Officer, IoT Automatic Recognition Division, Information & Communication BU	Executive Officer, Business Development Center, TOPPAN Digital Inc.
Hisashi Kimura	Executive Officer, Account Partner, Overseeing Kyushu, Chugoku and Shikoku Areas	General Manager, Planning & Sales Promotion Department, Kyushu Subdivision, Nishinohon Division

Koji Mitsugi	Executive Officer, Head of Environmental Design SBU, Living & Industry BU	Deputy Head of Environmental Design Subdivision, Living & Industry Division
Daisuke Masubuchi	Executive Officer, Head of BPO Division, Information & Communication BU	Nationwide Collaboration & Co-creation Management Office, Social Business Center, Information & Communication Division
Toru Kobayashi	Executive Officer, Head of Overseas Packaging SBU, Living & Industry BU	Head of TOPPAN Plus India Division, Living & Industry Division
Hiroaki Taka	Executive Officer, Head of Security DX Division, Information & Communication BU	Head of Business Strategy Department, TOPPAN Edge Inc.

(4) Executive Officers to be promoted

Name	New position	Current position
Kazunori Katsumura	Managing Executive Officer, Electronics BU	Executive Officer, Deputy Head of Electronics Division
Kengo Suenaga	Managing Executive Officer, Information & Communication BU	Executive Officer, Business Strategy Department, Overseeing Education Business Development Department, Information & Communication Division