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May 14, 2026

News Release

Company: TOPPAN Holdings Inc.
Representative: Satoshi Oya, Representative Director,
President & COO
(TSE Prime Market, Stock Exchange Code: 7911)
Contact: Kazunori Sakai, Director, Executive Vice President
& CHRO, Overseeing Personnel & Labor Relations
Division
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Notice Concerning New Executive Structure

TOPPAN Holdings Inc. (the “Company”) hereby announces that at a meeting of the Board of Directors held on May 14, 2026, the Company resolved on a new executive structure to be proposed at the Annual General Meeting of Shareholders scheduled to be held on June 26, 2026, as set forth below.

1. Executive Structure of the Company

- (1) Candidate for new Director
Haruhiko Noguchi (to be appointed as Director)
- (2) Retiring Directors
Shingo Kaneko (currently, Director and Senior Advisor)
Masanori Saito (currently, Director)
- (3) Candidate for new Audit & Supervisory Board member
Douglas K. Freeman (to be appointed as an Audit & Supervisory Board member (external))
- (4) Retiring Audit & Supervisory Board member
Haruo Kasama (currently, Audit & Supervisory Board member (external))

Career Summary of the New Officers

- (i) Name: Haruhiko Noguchi
Date of birth: October 1, 1961
Career summary:
April 1985 Joined Toppan Printing Co., Ltd.
April 2004 General Manager, 1st Subdivision, 2nd Sales Department of Tokyo Subdivision,
Packaging Division
January 2006 Head of Secretary Office
April 2009 General Manager, 1st Sales Department of Financial Instruments & Securities
Subdivision, Information & Communication Division
April 2011 Information & Communication Division; In charge of Sales & Marketing
May 2011 Living Environment Subdivision, Living Environment Division; In charge of
Sales & Marketing

April 2012	General Manager, Living Environment Subdivision, Living Environment Division
June 2014	Director; General Manager, Living Environment Subdivision, Living Environment Division
April 2015	Director; General Manager, Packaging Solutions Subdivision, Living & Industry Division
April 2017	Senior Executive Officer; General Manager, Packaging Solutions Subdivision, Living & Industry Division
April 2019	Managing Executive Officer; General Manager, Packaging Solutions Subdivision, Living & Industry Division; Overseeing Global Business Subdivision and Living & Industry Manufacturing Subdivision
April 2020	Managing Executive Officer, Chubu Division
June 2022	Senior Managing Executive Officer, Living & Industry Division
October 2023	Senior Managing Executive Officer, Living & Industry Division, TOPPAN Inc.
April 2026	President & Representative Director
April 2026	Senior Managing Executive Officer & CSO, Overseeing Corporate Planning Division, TOPPAN Holdings Inc.

[Significant concurrent position]

President & Representative Director, TOPPAN Inc.

(ii) Name: Douglas K. Freeman

Date of birth: May 23, 1966

Career summary:

April 1990	Joined Goldman Sachs Japan Co., Ltd.
April 1996	Joined Mitsui, Yasuda, Wani & Maeda
June 1997	Joined Hamada Law Offices
September 2002	Joined Sullivan & Cromwell LLP
September 2007	Principal of Law Offices of Douglas K. Freeman (current Freeman & Partners)
February 2016	Outside Director of U-Shin Ltd.
April 2019	Professor of Keio University Law School
June 2019	Outside Audit & Supervisory Board Member of TDK Corporation

[Significant concurrent position]

Principal, Freeman & Partners

Professor, Keio University Law School

Outside Audit & Supervisory Board Member, TDK Corporation