Employee Health & Safety / Work-Life Balance

Basic Approach

Approach

Toppan values its employees as precious "human assets," and understands how deeply it depends on them. The Group is convinced that human assets perform to their full potential when they are vigorous, earnest, and driven.

To support motivated, vigorous, and earnest work, Toppan promotes rewarding working conditions and healthcare and safety initiatives in cooperation with the Toppan Printing Labour Union ("the labor union") and Toppan Group Health Insurance Union ("the health insurance union").

For employee health and safety in particular, Toppan has undertaken various activities based on the Health Management Declaration (established in 2015; revised in 2019) and the Basic Policy on Safety, Health, and Fire Protection (updated in April 2020 from the Basic Policy on Health and Safety formulated in 2010).

The Health Management Declaration clarifies health management policies for maintaining and enhancing the health of Group employees. From a viewpoint of "health and productivity management®*," this declaration visualizes and reorganizes health promotion measures and action plans organized by the Group and the health insurance union. Two aims are pursued. The first is to further promote the health of employees and their families through various approaches, such as measures to support work-life balance. The second is to contribute to society through health-related businesses that support health promotion activities undertaken in communities.

The Basic Policy on Safety, Health, and Fire Protection, meanwhile, enunciates a "safety first" principle as a top priority for the entire Toppan workforce, including both regular and contract employees, towards the complete elimination of occupational accidents. The Group will maintain its efforts to eliminate occupational accidents in fiscal 2022.

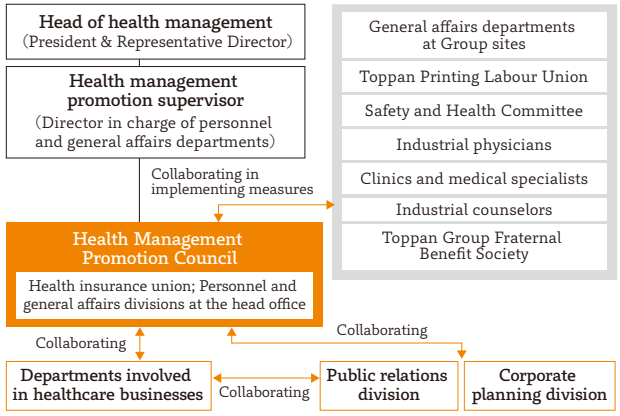
*The term "health and productivity management®" is a registered trademark of the Workshop for the Management of Health on Company and Employee of Japan.

Promotion Framework

Promotion framework

The Personnel & Labor Relations Division in the Toppan head office coordinates with general affairs departments in business divisions across the Group to implement various measures on labor matters in consultation with the labor union. The division also spearheads the development of employee healthcare and safety initiatives in cooperation with the labor union, the health insurance union, and general affairs departments in business divisions throughout the Group.

Structure for Health Management Promotion



Labor-Management Partnership

Toppan's labor union and management respect each other's positions as partners with shared ideals. They have been working together on various issues on an equal footing. Business councils are convened as cross-divisional and operational-site-based forums to discuss wide ranging managerial issues. Several special committees are also convened to deliberate pertinent issues of the day. Standing committees meet to discuss issues such as working hour reductions, wages, and safety and health. Individual labor-management committees meet whenever necessary to discuss specially designated subjects, such as the creation of a working environment amenable to enhanced job satisfaction.

Toppan Inc. has adopted a union shop system. In principle, all non-managerial employees belong to the labor union as members.

*7,064 union members out of Toppan Inc.'s total workforce of 10,951 employees

Health Management

The Toppan Group has formulated a structure for promoting "health and productivity management®" by establishing a Health Management Promotion Council overseen by the President & Representative Director as the head of health management. Representatives from the Group and the health insurance union meet to establish key targets and key performance indicator (KPI) benchmarks for employee healthcare initiatives. The

council discusses, implements, verifies, and improves various healthcare measures to achieve the targets and benchmarks.

More details on the Health Management Declaration (in Japanese)
https://www.toppan.co.jp/about-us/our-corporate-approach/health-manage-declaration.html ›

More details on the Basic Policy on Safety, Health, and Fire Protection (in Japanese)
https://www.toppan.co.jp/about-us/our-corporate-approach/safety-policy.html ›

Occupational Safety and Health

Approach | Activity results, performance data

Safety masters, safety personnel, employees in charge of engineering and safety, and other safety experts have been deployed to operational sites across Japan under the safety promotion structure of the Group. Toppan organizes safety training for all Group employees, both regular and contract hires, in accordance with the Basic Policy on Safety, Health, and Fire Protection. The training takes many forms, from safety programs mainly for forepersons to risk assessment courses to enhance the intrinsic safety of machines and equipment.

Anzen Dojo

Anzen Dojo safety-training facilities outfitted to simulate and alert employees to workplace hazards have been operating at the Kawaguchi Plant in Saitama Prefecture, Takino Plant in Hyogo Prefecture, and Fukuoka Plant in Fukuoka Prefecture for years. More recently, new domestic *dojos* have been established at the Gunma Central Plant in Gunma Prefecture (in fiscal 2020) and the Shiga Plant in Shiga Prefecture (in fiscal 2021). *Dojo* facilities were also set up at two overseas Group sites in fiscal 2017, one in China and another in Thailand. Toppan will continue to refine Groupwide safety promotion activities to prevent occupational accidents, with support from the five *dojos* across Japan and two *dojos* overseas.

Companies and organizations outside of the Toppan Group come to train at the domestic *dojo* facilities. While most train at the Kawaguchi *dojo*, inquiries on the use of *dojos* at the other four plants are also welcome.

The Kawaguchi *dojo* is equipped with a virtual reality (VR) simulator to train employees and guests in the handling of workplace hazards. The *dojo* also uses mechanical simulators to familiarize trainees with the dangers of dust explosions and exposure to hazardous chemicals.



More details on Toppan's *Anzen Dojo* initiatives (in Japanese)
https://www.toppan.co.jp/about-us/our-corporate-approach/safety-policy/anzendojo.html ›

Operating *Anzen Dojos* Overseas

Two *Anzen Dojo* safety-training facilities were recently opened at Toppan Group sites outside of Japan: one at Siam Toppan Packaging Co., Ltd. in Thailand in October 2017; another at Toppan Leefung Packaging & Printing (Dongguan) Co., Ltd. in China in January 2018.

These overseas facilities leverage the Group's expertise on safety training cultivated at similar *dojos* in Japan. Both facilities are equipped with safety-related displays and hazard simulators optimally selected for the working conditions at their sites. Toppan fosters onsite safety masters for overseas Group companies and regularly holds safety sessions for frontline operators according to the same operational scheme applied in Japan. *Anzen Dojo* tours with hazard simulators were conducted to ensure employee awareness of potential dangers in workplaces at four Group sites in the U.S. (May 2019), two sites operated by Giantplus Technology Co., Ltd. (November 2019), and several Group sites in Indonesia and Thailand (May 2020).

On a cumulative basis, more than 37,750 Group employees and visitors from around the world have taken safety training since the *dojo* facilities opened. The number of trainees from companies and organizations outside of the Group has been limited to about 200 per year since fiscal 2020, mainly as a consequence of site closures during the COVID-19 pandemic. Notwithstanding the 2020 slowdown, a cumulative total of 5,607 visitors from 716 entities have been trained at the *dojo* facilities since they were launched.

Toppan has also been using VR technologies to produce hazard simulation content since 2019.

In total, 17,497 Group employees have been trained on simulated workplace hazards in *Anzen Dojo* VR tours organized at 55 operational sites across Japan. The innovations adopted at the *dojos* for remote hazard simulation training during the COVID-19 pandemic have heightened the safety awareness of Group employees overall.



TOPPAN NEWSROOM: Toppan Printing Opens *Anzen Dojo* Safety Training Facilities Overseas
https://www.toppan.com/en/news/2018/03/newsrelease180308.html ›

Anzen Dojos Opened

Domestic Group Sites

Fiscal 2010 Kawaguchi Plant (Kawaguchi, Saitama)
Fiscal 2015 Takino Plant (Kato, Hyogo)
Fiscal 2015 Fukuoka Plant (Koga, Fukuoka)
Fiscal 2020 Gunma Central Plant (Ora, Gunma)
Fiscal 2021 Shiga Plant (Higashiomi, Shiga)

Overseas Group Sites

Fiscal 2017 Siam Toppan Packaging Co., Ltd. (Thailand)
Fiscal 2017 Toppan Leefung Packaging & Printing (Dongguan) Co., Ltd. (PRC)

Safety Meetings

The Personnel & Labor Relations Division (Health, Safety & Fire Safety Promotion Department) coordinates with the Manufacturing Management Division to convene safety meetings at Group sites across Japan. The members gather to assess and deliberate the ongoing safety measures applied to machines and equipment and the activities undertaken to mitigate health and safety risks.

Safety meetings were held at 26 operational sites in fiscal 2018 and 35 sites in fiscal 2019. The scheduled onsite meetings during the COVID-19 pandemic in fiscal 2020 were cancelled to restrict the entry of members into the plant premises of other operational sites. In place of the safety meetings, remote safety checks were arranged at Group sites all across Japan. By reviewing records of occupational incidents in fiscal 2020, Toppan selected which of the operational sites were to hold safety meetings, mainly in a remote format, in fiscal 2021. The Group plans to resume the onsite meetings from the latter half of fiscal 2022, if COVID-19 conditions permit.

Data on Occupational Accidents

The Toppan Group continued safety activities towards the complete elimination of occupational accidents in fiscal 2021. There have been no occupational accidents leading to the death of a regular or contract employee in the Toppan Group in the last three years.

Occupational Accidents

		2017	2018	2019	2020	2021
Deaths from occupational accidents ☑	Toppan Inc.	0	0	0	0	0
	Toppan Inc. and some of its subsidiaries*3	0	0	0	0	0
Frequency rate*1 ☑	Toppan Inc.	0.000	0.048	0.144	0.095	0.046
	Toppan Inc. and some of its subsidiaries*3	0.307	0.210	0.342	0.238	0.444
Severity rate*2 ☑	Toppan Inc.	0.000	0.001	0.003	0.001	0.001
	Toppan Inc. and some of its subsidiaries*3	0.005	0.008	0.007	0.004	0.014

2021	Deaths from Occupational Accidents	Frequency Rate*1	Severity Rate*2
Toppan Inc. ☑	0	0.046	0.001
Some of its subsidiaries*3 ☑	0	0.759	0.024
Subtotal	0	0.444	0.014
Domestic related companies*4 ☑	0	0.645	0.016
Overseas affiliates*5	0	2.016	0.048
Total	0	1.008	0.026

*Period covered: January 1–December 31

*1 Number of occupational accidents requiring employee leave, per million cumulative actual working hours (reflects the frequency of occupational accidents)

*2 Number of workdays lost as a consequence of occupational accidents, per thousand cumulative actual working hours (reflects the severity of occupational accidents)

*3 Entities covered: 27 domestic subsidiaries under the control of Toppan Inc.'s business divisions

*4 Entities covered: 36 domestic related companies

*5 Entities covered: 79 overseas affiliates

*Every indicator assured by an independent assurance provider is marked with an assurance stamp ☑.

Measures for Mental Healthcare

Approach | Promotion framework | Activity results, performance data

Toppan works with industrial physicians and the Toppan Group Health Insurance Union to undertake various measures for the prevention of mental health problems at the workplace. The measures broadly cover "primary, secondary, and tertiary prevention" strategies, as well as prevention-focused approaches ("fundamental prevention") to reinforce the physical and mental health, communication skills, and team strengths of individual employees.

Toppan develops in-house training programs and training materials attuned to its internal mental healthcare needs by making extensive use of diverse knowledge and research from outside of the Group. Training programs embrace theories and methods such as cognitive behavior therapy, clinical art therapy (via the Art Salon workshop), the five factors & stress (FFS) theory, and Adler's theories of individual psychology, as well as front-line findings on physical and mental condition. Toppan's educational training also takes many forms, such as training for new employees, rank-based training, division-based training, workshops at workplaces, and training for candidates for overseas assignments. Emerging challenges such as harassment prevention and special care for remote working are also addressed in the Group's training regime.

Toppan has established several rehabilitation programs to support employees during and after mental healthcare leave. A step-wise, three-month return-to-work program helps returning employees maintain a good balance between work and medical treatment. By gauging an employee's readiness for a return to the workplace, this system has been effectively preventing the exacerbation or recurrence of mental burdens.

Developing an Original Stress Check System

The Toppan Group has analyzed extensive data from employee stress-checks and from specialists overseeing mental health problems at the workplace. The risk factors for mental illness identified so far include not only excessive stress, but also physical and mental conditions linked to unhealthy lifestyles and major changes in personal and working environments. Toppan has developed a comprehensive stress check and support system using an original algorithm based on these findings. This system automatically prescribes tailored forms of mental hygiene support, such as video coaching programs that employees in need can access without surrendering personally identifiable information. Stress checks are also arranged two times yearly for graduates who have been hired in the previous 48 months. These checks attest to the Group's redoubled mental healthcare efforts for new hires.

In parallel, managerial staff receive feedback on the results of group analyses to help them improve their workplace environments across the Group.

Overview of Mental Healthcare Activities

<table>
<tr><th></th><th>Self-care</th><th>Line Care
(by managers and supervisors)</th><th>Care Using Resources within the Group</th><th>Care Using Resources outside of the Group</th></tr>
<tr><td>Fundamental Prevention</td><td>● Good physical and mental condition
● Communication skills
● Preparedness for environmental changes</td><td>● Motivation
● Harassment prevention
● Anger management</td><td>● In-house training and educational materials</td><td>● In-house seminars by external lecturers
● External seminars</td></tr>
<tr><td rowspan="2">Primary Prevention</td><td colspan="3">Mental stress checks</td><td rowspan="2">● Employee assistance programs (EAPs)</td></tr>
<tr><td>● Good physical and mental condition
● Guidance on addressing environmental changes</td><td>● Improved workplace environments via group analysis</td><td>● Interviews by physicians
● Consultations by internal counselors</td></tr>
<tr><td>Secondary Prevention</td><td>● Lifestyle modification
● Consultations by specialist physicians</td><td colspan="2">● Interviews, etc. held in cooperation with supervisors, general affairs departments, industrial physicians, and the Toppan Group Health Insurance Union</td><td rowspan="2">● Cooperation with family doctors and consultant physicians
● Return-to-work programs</td></tr>
<tr><td>Tertiary Prevention</td><td>● Ongoing treatment</td><td colspan="2">● Interviews, etc. held in cooperation with supervisors, general affairs departments, industrial physicians, and the Toppan Group Health Insurance Union
● Return-to-work drills
● Program for determining when to return to work</td></tr>
</table>

Work Styles

Approach | System | Activity results, performance data

Labor representatives and management at Toppan Inc. have been engaged in a vigorous dialogue since 2019 to devise approaches to achieving flexible work styles. A remote work system was adopted on October 1, 2020, after the completion of a series of teleworking trials. This new system covers working arrangements of three types: working from home, working from satellite offices, and mobile working. The Company has also abolished the regulation requiring that core working-times be set for employees under the smart work system introduced in 2018. In parallel, the Company's discretionary work system has been expanded to achieve full-time working from home. To spur innovation, Toppan has revised existing working arrangements and introduced new systems to align with a new-normal work style suitable for the post-COVID-19 world.

Beyond these work system improvements, employees continue to receive training that encourages and equips them to establish their own work styles within the new-normal environment. Employees learn to set individual goals, commit themselves to completing incremental tasks towards their goals, and strive to actively collaborate with diverse people inside and outside of the Toppan Group.

Supporting Work-Life Balance

At the ongoing business councils and labor-management committees to support work-life balance, Toppan Inc.'s labor representatives and management exchange opinions and deliberate measures to further shorten overtime working-hours and comply with the revised Labor Standards Act of Japan. They have also been analyzing actual overtime practices, reviewing the use of recently adopted working systems, and examining the introduction of new systems. Labor and management at each operational site also discuss approaches to creating more accommodating workplace environments that encourage employees to take leave. The measures they have devised and implemented are tailored to the actual working conditions at their sites. The target paid leave set by the Company is at least 10 days per year per employee. Employees who have worked for the Company for 30 consecutive years are honored with a reward for long service, along with a period of leave.

Annual Paid Leave Used at Toppan Inc.

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Average paid leave used (days)	10.3	10.3	11.1	10.3	10.5
Average ratio*	55.1%	54.9%	60.6%	55.2%	57.0%

*Average ratio = average paid leave used / average paid leave granted

Achieving a Good Work-Life Balance

Various systems and measures are in place at Toppan Inc. to balance work and life for employees: worksite cafeterias and exercise equipment, dormitories for single employees, and resort facilities at offsite locations; a system to encourage property accumulation through savings and financing; asset-building support through stock ownership and various types of collective insurance; enhanced support systems to maintain good work-care balance for employees with children and nursing care responsibilities; sick leave and extended leave; retirement benefits and corporate pension; and enriched systems for living support. The Toppan Group Fraternal Benefit Society, meanwhile, runs welfare programs for leisure, health promotion, and life design support. To assist diverse employee lifestyles, the Company's spouse-related systems were revised to accommodate same-sex partners and common-law marriage on July 1, 2020. Employees with same-sex and/or common-law partners are now granted leave for celebration and condolence and receive allowances, wedding gifts, and other benefits.

Announcing a Common Employer's Action Plan

Toppan Inc. has been publishing its common employer's action plan based on the Japanese Act on Advancement of Measures to Support Raising Next-Generation Children.

The common employer's action plan aims to develop a working environment that supports balanced work and family life for employees with young children. Employers are expected to design a plan primarily to arrange varied working conditions for diverse employees, including those not raising children.

More details on Toppan Inc.'s Common Employer's Action Plan (fifth term; in Japanese) based on the Japanese Act on Advancement of Measures to Support Raising Next-Generation Children
https://www.toppan.co.jp/assets/pdf/sustainability/toppan20200630_actionplans5.pdf ›

Housing for Single Employees

Toppan Inc. is updating its housing for single employees. In March 2020, the Company completed the construction of Toppan Heights Higashi Jujo in northern Tokyo, a residence developed to achieve a better work-life balance by shortening commutes to Toppan's main operational sites and providing a secure, comfortable living environment. Toppan Heights Higashi Jujo is equipped with Toppan's newest décor products designed for comfortable living in a next-generation residential environment. As added amenities, a soundproofed theater room and common lounge facilitate communication among residents.


Exterior view


Latest Toppan décor products


Lounge

Main Leave Systems and Family Benefits

Leave Systems, Family Benefits, and Work-Life/Next-generation Support Measures

Stock Leave	If annual paid leave is left unused for two years after it is granted, up to 50 days of the leave can be accumulated as stock leave. Employees are eligible to use their stock leave for reasons such as medical treatment for themselves or their spouses, healthcare or nursing care for their families, fertility treatment, recovery-work in the aftermath of unexpected disasters, or the closure of their children's schools or the like because of infectious diseases, natural disasters, or other serious incidents. (To be taken in half-day allotments, as necessary.)
Childcare Leave	Both mothers and fathers are eligible for fulltime childcare leave taken consecutively until their child reaches the age of two years. The first five days of childcare leave can be taken as paid leave. From the sixth day, employees on leave receive 15% of their regular salaries from the Company (until their child reaches the age of two years) and subsidies of 1,000 yen a day from the Toppan Group Fraternal Benefit Society. They can also work for shorter hours (maximum reduction of two hours per day) or select a flextime or irregular working schedule from the date of their return to the job until their child completes the fourth year of elementary school. The Company subsidizes certain childcare costs and provides childcare-related information through a consultation desk. A leave system for newborn care will be introduced from October 2022 in line with the amended Child and Family Care Leave Act of Japan. Regardless of gender or length of service, an employee can take up to four consecutive weeks (28 days) of leave within the first eight weeks from the date the child is born or is expected to be delivered, whichever is later. The 28 days allotted can also be split into two periods, if desired.
Rehiring of Employees who Leave the Company to Raise Children	Rehiring is guaranteed for an employee who resigns to deliver and raise a child, provided that the employee has worked for Toppan for more than three consecutive years up to the date of resignation. A resigned employee who meets this condition will remain eligible for rehiring until May 1 of the year when the child enters elementary school.
Nursing Care Leave	Employees are entitled to take leave for nursing care. For every family member requiring care, an employee is entitled to one year of consecutive or aggregated leave and up to three years of other work-hour adjustments such as staggered working hours or two-hour working day reductions. The Toppan Group Fraternal Benefit Society pays a 1,000-yen subsidy per day during the leave. Toppan offers nursing care-related information and contracts consultants outside the Company to provide guidance.
Leave for Child Healthcare	Employees can take up to 10 days of leave a year, regardless of the number of children they are raising. (To be taken in half-day or one-hour allotments, as necessary.)
Volunteer Leave	Employees can take volunteer leave to engage in socially beneficial activities for up to one year. Employees on volunteer leave receive an allowance.
Staggered Work-hours	An employee can adjust daily working hours upward or downward by one hour to avoid rush-hour commutes during pregnancy and by two hours for childcare (until their child completes the fourth year of elementary school).
Dependent Family Allowance	For employees with children, the Company pays a monthly allowance of 20,000 yen for each child. This allowance is discontinued on the first April 1 to arrive after the child's 20th birthday. (No limit for the number of children is applied.)
Partial Subsidization of Babysitter Expenses	The Toppan Group Fraternal Benefit Society subsidizes 50% of babysitter expenses (up to 5,000 yen per day) for up to 90 days a year.
Guidance on Finding Kindergartens and Daycare	Specialists provide knowledge and skills to parent employees seeking kindergartens and daycare for their children, as practical guidance to help them return to work from childcare leave more seamlessly.
Other	The Toppan Group Health Insurance Union covers standard medical costs for childbirth. The union also sends parent employees a complimentary childrearing magazine.

Second-job and Side-business Arrangements

Toppan allows employees to engage in second jobs or side businesses, as a basic rule, unless they are in any way unable to avoid prolonged work or fulfill their duties of security, confidentiality, non-competition, or good faith in their work at Toppan.

Thirty-six employees used these arrangements at Toppan Inc. in fiscal 2021.

Office Environments Designed for Diverse Work Styles

Office environments in the Toppan Group have been adapted to a diversity of new and flexible work styles that drive further innovation. In addition to shared offices in-house, the Group has opened "Atte," an office designed for the new normal, where people generate innovation by augmenting the value of face-to-face meetings. Toppan has also established ICT KŌBŌ™ studios in two locations, one in Iizuna (Nagano Prefecture) and the other in Uruma (Okinawa Prefecture). The ICT KŌBŌ studios function as bases to reinforce Toppan's system development departments, the driving forces behind the Group's DX business. More studios will be set up across Japan to further strengthen the development structure of the Toppan Group. Development bases distributed throughout the country also encourage Group employees to choose diverse ways of working to optimize work-life balance primarily through remote work and shortened commuting times. Toppan expects these bases to generate new businesses through interactions with local people and companies and to activate communities through increased local employment and the various other benefits they bring to the regions.



In-house shared office



Atte



ICT KŌBŌ™

Employee Engagement

Approach | Activity results, performance data

Labor-Management Approach to "Respect for Human Beings"

Toppan understands how deeply it depends on its employees. The working environments the Group has been developing are designed to help employees accomplish their tasks vigorously, earnestly, and with strong motivation. The Group organizes various site-based initiatives primarily for employee health and job satisfaction through collaborations with the labor union, the health insurance union, and other related entities. In-house club activities and various events such as health awareness campaigns and labor-management recreation events have been held to facilitate communication and build a sense of unity throughout the Toppan Group.



Club activity



Health awareness campaign

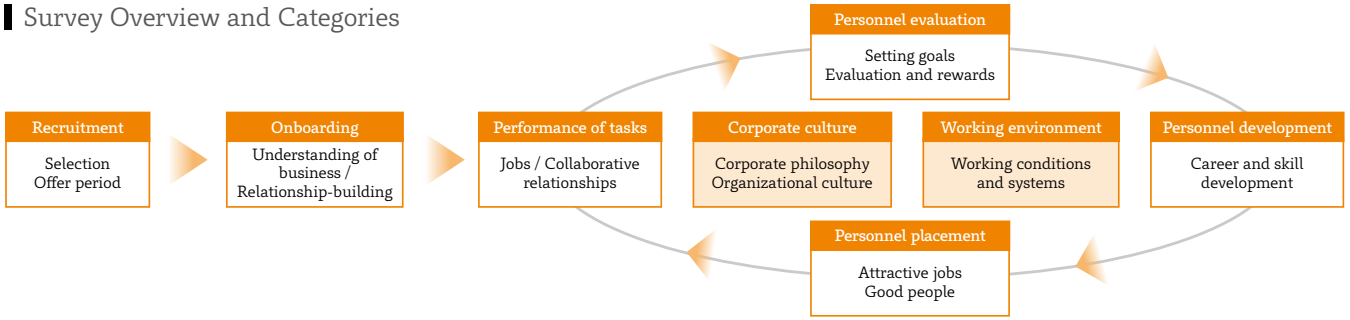
Surveying Employee Engagement

Toppan has selected "employee health & job satisfaction" as a Materiality theme to drive the Group's growth as a creator of social value, the goal of its sustainability management.

Toppan sees increased employee engagement as a key underpinning for achieving its management strategy. The integrated strengths of the Group will be further improved when employees find their work rewarding, feel fulfilled, and work proactively.

Toppan launched an annual employee engagement survey in fiscal 2021. The 2021 survey analyzed the responses of about 21,000 employees at Toppan Inc. and 22 Group companies to assess the expectation-perception gaps in their experiences working within their organizations (eight categories surveyed; see the table on the right). The surveys will identify factors that enhance or hinder employee engagement, in order to deliberate and implement measures that will reliably enhance employee engagement and to verify the effectiveness of those measures. Senior management and section managers act together to solve organizational issues based on the feedback from employees revealed through the survey.

Survey Overview and Categories



Engagement Survey Summary for Fiscal 2021

Employees Covered	21,006 people, from Toppan Inc. and 22 Group companies
No. of Respondents (Response rate)	18,414 (87.7%)
Dates	From January 31 to February 25, 2022
Categories	Performance of tasks, personnel evaluation, personnel development, personnel placement, working environment, corporate culture
Total No. of Questions	108 questions in 6 categories *Two additional categories ("recruitment" and "onboarding") were added for the fiscal 2021 hires, bringing the total up to 133 questions in 8 categories.
Aggregated Index (EX score)	Toppan Group average 69.8 (maximum 78.6, minimum 52.4) *Reference index: Toppan Inc. average 69.3; Japanese manufacturing industry average 64.5 *This index is a metric for assessing organizational conditions. The value is higher when expectations and perceptions are both high and the gap between them is small. (With EXintelligence service from HRBrain, Inc.)

Toppan Sports Festival 2017

The Toppan Sports Festival is a Groupwide, labor-management event held biennially for Toppan employees and their families. Younger employees lead the planning, organization, and operation of the festival.

TOPPAN eSports Festival 2021

In January 2021, the Toppan Group held the first TOPPAN eSports Festival, an online labor-management event organized as a substitute for the traditional non-virtual sporting events the Group has been holding for many years.

All 50,000 Group employees and their families were welcome to participate from around the world. Teams placing first in preliminary rounds came together to show off their skills in esports competitions. Side events such as an art workshop and quiz contest held in tandem online allowed a wider range of participants to join in.