Human Assets

Basic Approach

Approach

Mindful of how deeply it depends on its employees, Toppan strives to foster employees who will one day go on to create new knowledge and skills. The Group has been nurturing a working environment and corporate culture ideal for the sustainable growth of individuals and Toppan as an organization that contributes to society.

Toppan values its employees as human capital, that is, as precious “human assets” who offer far more than what can be gained from their labor. Toppan is convinced that maximizing the value of human assets will generate human-led innovation that drives the business growth of the Group.

The Toppan Group Human Rights Policy calls for appropriate personnel treatment based on individual work performance to motivate employees to perform to their full potential. The Group provides diverse personnel development programs as learning platforms where human assets can develop abilities suited to their individual jobs and careers.

Human Asset Development Programs

System

The Human Resource Development Center in the head office Personnel & Labor Relations Division coordinates with persons in charge of human asset development across departments throughout the Group to institute personnel training programs. These programs to develop and nurture human assets are organized systematically around Toppan University, a platform that strives to foster leaders while supporting the skill and career enhancement of Group employees through basic and special programs, leader development programs, and personal empowerment programs. The center deploys the Human Resource Development Laboratory as an R&D base to study, research, and verify ideal programs for personnel innovation that inspire self-transformation and expand individual potential and abilities to create new value.

Toppan Inc. has been organizing annual employee questionnaires on personnel development measures since fiscal 2012. Their appetite for learning, evaluations of the measures currently practiced, and opinions on workplace support for learning have been collected as important data to be used in the design of new development programs. Of 9,307 respondents in fiscal 2021 (RR 89.6%), 7,859 (84.4%) employees evaluated the Company’s personnel measures as favorable.

Systematic Human Asset Development Programs

"Conduct of High Value" Based on the Corporate Philosophy and Corporate Creed

Earning the trust of customers | Strengthening business foundations | Strengthening the organization and human assets | Creating social value | Fulfilling corporate social responsibility

Abilities and Skills for "Conduct of High Value"

Knowledge and information skills | Techniques and know-how | Skills in communication and fostering subordinates | Ability to identify and formulate tasks | Ability to accomplish tasks

Next-generation executive training programs
Next-generation leader development programs

President Maro's innovation program
Programs to nurture human assets as future creators of new businesses
Social innovation program

Advance—Shaping the Future
Shaping the Future

Leader Development

Executive management programs
Cross-industrial exchange programs
External training programs

	LDP*-J (junior)	LDP-M (middle)	LDP-S (senior)
LEADER			
GLOBAL	Practical communication workshop	Global leadership programs—basic	Global leadership programs—advanced

*LDP: Leader development program

Global leadership programs—abroad
Trainee system | Various overseas study programs

Training before overseas assignment

Rank- & position-based courses

Training for new employees
Training for mid-career hires

Sales / Planning
Technology / Research
Manufacturing / Production management
Administration

Training for 2nd-year employees
Training for 3rd-year employees

Basic sales training
Rank-based programs
Selective programs
Skills programs
Head-office-division-based training

Training for new supervisors
Supervisor training—advanced

Programs to strengthen sales personnel
Rank-based programs
Selective programs
Skills programs
Head-office-division-based training

Manager training before assignment / Groupwide training for new managers
Manager training—advanced
Training for new department managers
Training for department managers—advanced
Training for new plant managers
General training for plant managers
Training for new division managers
Training for new officers
Officer training

Toppan's history; *TOPPAN VISION 21*; Human rights training; Compliance; Information security; Health, safety & fire safety; Mental healthcare

Early career planning | OJT

Brother/sister training system
Rotation system
Challenging Job System

Compulsory training for all employees (e-learning programs)
Training on effective data utilization
Executive business school

Basic courses

Career Navigator
Internal webpages on human asset development

Toppan Training Centers
Toppan VR Online Training Center
Human Resource Development Laboratory

Personal Empowerment

TOPPAN UNIVERSITY BUSINESS SCHOOL

With 182 subscription-based training courses (Manabi-hodai "all-you-can-learn buffet" library)

Group training / E-learning programs / Assessment / External training program / Toppan Open Seminar / Training on digital knowledge

TOPPAN UNIVERSITY CHALLENGE SCHOOL

Correspondence-learning courses / E-learning programs

Liberal arts (general knowledge, sensitivity); Diversity; Skills for global businesses; various other subjects

Key Themes

- Diversity programs
- Career-development & job-transfer programs
- Brain science programs
- SDG programs

MOT

- Programs to enhance technological capabilities
- Programs to strengthen digital knowledge foundations for all employees
- Programs to encourage employees to acquire DX certification
- DX e-learning library
- Basic training on digital marketing

R&D at the Human Resource Development Laboratory

Neuroscience Research Group	Art Innovation Research Group	Sensitivity Research Group
Physiological Condition Research Group	SDG Research Group (through Buddhist teachings)	Kanosei Art Project
Technology Research Group	Universe and Astronomy Research Group	Airin Blue Project

Self-transformation / New value creation

As of April 2022

Fostering Human Assets Active in the DX Arena

System | Training, education | Activity results, performance data

The Toppan Group organizes employee training programs that seek to expand the individual skills and competencies of human assets throughout the Group who will go on to drive the digital transformation (DX).

The Group asks every employee to take basic training programs to raise their DX knowledge to an appropriate level. The courses are designed to prepare employees and the Group to make the most of the fast-coming paradigm shift in the digital era. In the recognition that constant self-improvement and deeper knowledge beyond the expectations of customers will be key for propelling DX, Toppan nurtures an organizational culture that emphasizes continuous learning.

Toppan Inc. works with Amazon Web Services Inc. (AWS, the world's most broadly adopted cloud platform provider) to provide AWS-certified programs for employees working in wide-ranging fields, from sales and planning to technology. These programs encourage employees to acquire skills for AWS certification and cloud knowledge essential for DX business.

Toppan Inc. became Japan's first company with 1,000 or more AWS-certified employees (1,042 as of April 2022), excluding systems integrators (SIers). The AWS-certified personnel have strengthened Toppan's capacity to offer DX solutions to customer companies.

Toppan has also adopted a digital learning platform for subscription-based training on digital technology to keep employees constantly up to date on the latest digital knowledge necessary for their individual jobs and career plans. Many employees have been using this learning platform for personal empowerment, while supervisors have been using it for department-based training sessions. By adding new specialist training on digital marketing and other DX curriculums, Toppan is further developing its DX training programs to foster human assets who will advance the digital transformation.

More details on the "Data on DX Human Asset Development Programs" (See page 65) >

Fostering Human Assets Active in the SX Arena

System | Training, education | Activity results, performance data

Toppan organizes training programs to foster human assets adept in sustainable transformation (SX) as members of a corporation that creates social value and contributes to a sustainable society through environmental, social, and governance (ESG) initiatives.

Toppan runs a Social Innovation Program, the "Advance—Shaping the Future" program, and fieldwork programs sending managers to Fukushima Prefecture, an area affected by the Great East Japan (Tohoku) Earthquake. In total, 1,583 employees have visited Fukushima since 2013. Toppan focuses on fostering human assets who can develop innovative businesses employing a balanced approach to solving social issues and creating economic value.

- **Personnel dispatches to JICA-JOCV** (selective program)
  To foster human assets contributing to Japan's future, Toppan Inc. dispatches young employees to developing countries through the Private-sector Partnership Volunteer System, part of the Japan Overseas Cooperation Volunteers (JOCVs) program of the Japan International Cooperation Agency (JICA). Employees leverage business knowledge and skills to help solve social issues and acquire objective perspectives by comparing Japan's industrial, legal, and other systems with those of the countries where they work.

- **Social Innovation Program** (selective training)
  The theme is "to think what the Toppan Group can do to solve social issues and take action." In the first half, participants learn about global social issues and social businesses and about how contradictions can spur value creation. In the second half, they try to transform their own approaches and create new business through projects and financial workshops. Toppan aims to equip employees with creative thinking abilities for developing innovative next-generation businesses that balance solutions to social issues with economic value creation.

- **"Advance—Shaping the Future"** (selective training)
  Young employees visit areas affected by the Tohoku Earthquake to see the current situation for themselves and explore "what they can do to make the Toppan Group admired and needed by the community." The aim is to create networks and drive the integrated strengths of the Group by encouraging employees to think and act independently.

- **SX basic training** (Companywide program)
  This e-learning-based training for SX aims to change how employees act by taking them from the basics through to what they actually need to do. They gain an overall understanding of SX, related trends, and initiatives implemented by other companies.



Fieldwork in areas affected by the Tohoku Earthquake in Minamisoma, Fukushima

Fostering Human Assets Active in the Global Arena

System | Training, education

Toppan has been hiring non-Japanese individuals and arranging frequent personnel exchanges between overseas Group companies as part of an overall effort to adapt to the Group's more globalized business operations.

The Group also fosters human assets who can thrive in global business arenas. Annual assessments of English communication skills have been underway at Toppan Inc. since fiscal 2020 to gauge the Companywide level of English language competence and identify how many of the Company's human assets are cut out for global business, and to what degree. Out of the top-scorers, the Company invests in a select group as personnel expected to be indispensable for its global growth. A total of 2,570 employees have been tested so far. The results have been used to inform personnel assignments and other talent plans through linkage with the Company's human asset database. Toppan's personnel training programs include a trainee system to provide employees with practical training in day-to-day business activities at overseas affiliates, a selective training course on globalization to support candidates for overseas assignments, and a program to send employees to courses at international business schools. Toppan also dispatches several young employees to work as Japan Overseas Cooperation Volunteers (JOCVs) for the Japan International Cooperation Agency (JICA) each year. The volunteers take part in JICA projects to address global development agendas while developing themselves as individuals.

(The system to deploy trainees to overseas affiliates is currently suspended due to COVID-19 restrictions.)



Course at IMD

R&D at the Human Resource Development Laboratory

Activity results, performance data

In April 2017 Toppan launched the Human Resource Development Laboratory, an R&D base to study, research, and verify ideal programs for personnel innovation. The fields of interest range from neuroscience and brain research to physiological condition analyses and business support technologies.

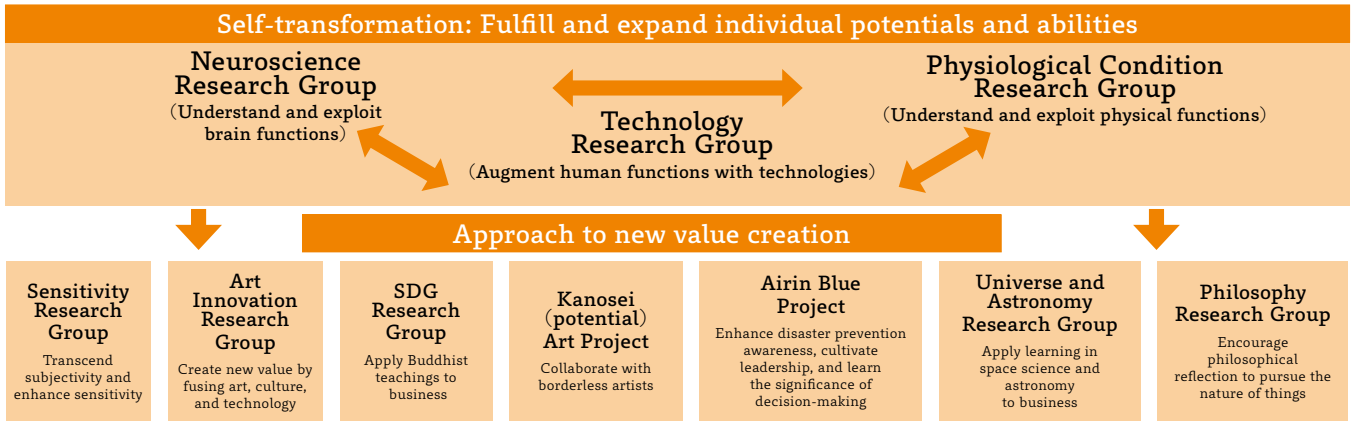
The laboratory applies scientific knowledge to design original personnel development models that promote self-transformation and inspire individuals to fulfill and expand their potentials and abilities. The research outputs are expected to spur Toppan's brand of new value creation.

This laboratory operates various research groups and projects. Hypotheses based on knowledge gained through their activities have been tested, verified, and applied to the Group's existing training programs. Through these innovative programs, the Toppan Group has been fostering new talent who can adapt flexibly to a new era and new technologies, and take the initiative to address issues towards the realization of *TOPPAN VISION 21*.



Human Resource Development Laboratory

Systematic R&D at the Human Resource Development Laboratory in 2022 (for innovative human asset development)



Neuroscience Research Group

Toppan is collaborating with DAncing Einstein, Co., Ltd. to form a Neuroscience Research Group that studies ways to apply neuroscience knowledge to human asset development. The research group aims to develop talent necessary for accelerated corporate growth and the creation of a better society. Its latest brain science programs seek to improve the performance and communication skills of Toppan personnel by shedding new light on the mechanisms of human learning, behavior, emotions, and thinking.

Neuroscience knowledge has also been incorporated into training sessions for new employees in the form of assessments based on neuroscience. As Toppan's internal instructors prepare to lecture new recruits, they learn how to model their lectures and lecture materials around the cognitive processes of the learners. This approach seeks to improve the recruits' understanding of the content they are learning in the training sessions.



From the latest brain science program (right; in Japanese)

Physiological Condition Research Group

The Toppan Group advances health management as a means of maintaining and enhancing the health of its employees and enabling higher performance and productivity. The Group has adopted a next-generation approach to fostering human assets. Toppan has entered into an advisory contract with Professor Hideyuki Negoro, a lecturer of medicine at the Harvard Medical School and a visiting professor at the Sorbonne University School of Medicine, to seek guidance on the Group's health management endeavors. At the Physiological Condition Research Group set up with Professor Negoro, Toppan has produced *Around-the-clock Tips for Better Performance*, a self-care video to help employees look after their own mental and physical condition. Drawing from the professor's expertise in healthcare, this easy-to-understand, animated video explains certain things that a businessperson can do in the course of a day to stay in better shape. The video demonstrates good living routines to follow in the morning, afternoon, and evening by describing basic mechanisms of the body, such as the clock genes and body clock.

The video also offers tips on a break-taking method that is proven to heighten concentration and learning receptivity during online training courses, based on the professor's expertise in healthcare science.

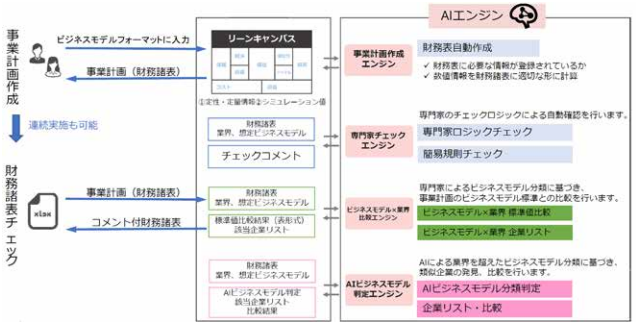


Scenes from the self-care video (in Japanese)

Technology Research Group

The Technology Research Group explores ways to expand individual potentials and abilities by building a technology-based support system that broadens human functions through an approach that transcends human-capacity building. By combining AI algorithms with human expertise, the researchers in the group seek to devise a human asset development framework that increases the efficiency and effectiveness of work and encourages Toppan employees to produce solutions and create value at levels never before seen.

In 2021, the research group developed a business-plan creation support system that compares and proposes business models using a combination of AI and financial expertise. This system is now incorporated into Toppan's in-house personnel training on business development, a program that trains Group employees to prepare financial statements and documents more quickly by drawing from AI suggestions and the advice of financial experts. Trainees can effectively examine the business models they have devised from broader perspectives and hone the models to improve their practical potential.



Outline of the business-plan creation support system (in Japanese)

Sensitivity Research Group

This research group aims to inspire the creativity of human assets and link their creativity with innovation. To explore ways to enhance sensitivity, the group works with external research organizations specialized in human sensitivity in the realms of sound and scent. The group researches spatial designs and develops sensitivity-enhancing programs to merge human sensitivity into business.

A program the group has developed provides interactive workshops that ask participants to use non-verbal dimensions such as smell, color, physical expression, sensitivity engineering, perception, and hearing. The workshops familiarize Group employees with the sensitivity gap between the senders and receivers of images and messages, and with strategies to expand non-verbal communication to verbalization and objective evaluation. The workshop participants acquire a deeper understanding of non-verbal dimensions that tend to be only superficially considered in daily business. The Sensitivity Research Group will enhance the individual creativity of Group employees with a view to applying their sensibility-focused designs in the development of specific business plans.



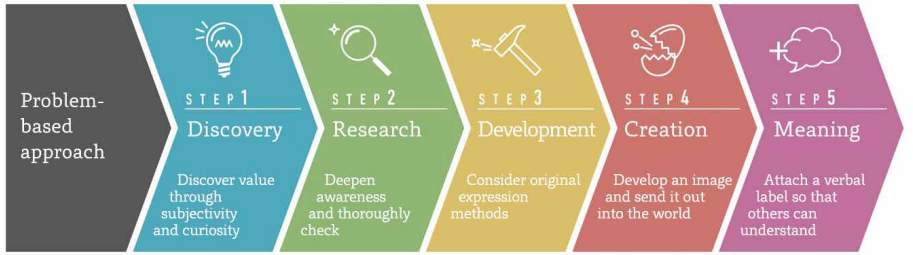


Art Innovation Research Group

The Art Innovation Research Group has established an industry-university collaborative course with Kyoto University to create new value by fusing art, culture, and technology. Researchers from Kyoto University and Toppan have developed the Art Innovation Framework™, a thinking method that systematizes the logic of artists to spur the generation of new ideas in business.

The Art Innovation Framework thinking method is based on the logic that guides artists as they create. The process of art creation is divided into five stages that can be applied to business in ways that facilitate the creation of novel value. The drastic changes in society in recent years are generating a demand for the creation of innovative value unbound by existing notions. The research group has produced an animated video explaining the art innovation framework, for use in personnel development programs aiming to foster human assets who can create value never before seen. Business ideas born from these programs are being implemented as prototypes on limited scales to verify their effectiveness.

Modeling the logic of artists to apply the creative process to business



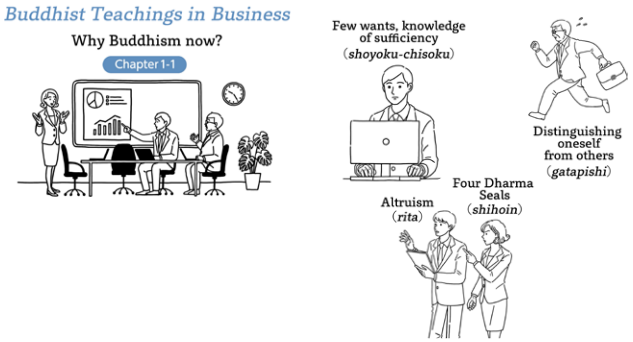
Art Innovation Framework™

SDG Research Group

The SDG Research Group applies Buddhist teachings to business as a means of checking, researching, and verifying new approaches to human asset development. The research group also works with the Yoi-Otera Research Institute (*yoi-otera* means "good temples" in Japanese) to redefine and retranslate the roles of temples in modern society. The group's overarching goal is to help create a sustainable society that affords safety and security to all people.

The group recently produced *Buddhist Teachings in Business*, an animated video introducing the teachings of Buddhism, a religion dating back 2,500 years. With examples of Buddhist principles applied to business, the video inspires innovative ways of thinking about work in modern society, the value of a corporation, the concept of being oneself, and moral values. Positioned as an educational material in Toppan's SDG curriculum, this video is available to employees as a resource for absorbing a novel form of business knowledge.

The research group also organizes online fieldwork for senior management. Participants take virtual visits to Koyasan, a sacred mountain in Wakayama Prefecture, to rediscover the meaning of life by contemplating death and reflect on questions such as the meaning and significance of work, the existing value of a corporation, and the ethics required of a corporation.



Kanosei Art Project

The Kanosei Art Project (*kanosei* means "potential" in Japanese) uses the technologies of the Toppan Group to add value to the works of borderless artists. The project seeks to develop a business model that unifies solutions to social issues (the greater independence of persons with disabilities) with economic benefits (earnings for the Toppan Group). The next generation of leaders in the Group is expected to emerge in the process. In addition to learning about the project in new-recruit training sessions, the Group employees engaged in the project gain exposure to different types of art in the course of career development. Toppan will continue to promote this project to encourage individuals to grow by thinking independently about what they can do and taking action accordingly. In total, 4,248 employees, officers, and audit & supervisory board members took part in a Groupwide online vote to select the works to be shown at the 2022 exhibition, out of 579 works submitted by 146 borderless artists.

More details on the Group's social contribution activities (See page 89) >





Airin Blue Project

Flowers in bloom always mark the final resting place of Airi Sato, a child who died in the tsunami disaster caused by the Tohoku Earthquake of 2011. The flowers signify the need for disaster preparedness and timely and effective action when a disaster strikes. The organizers of the Airin Blue Project seek to give people a daily reminder of the value of life.

The project calls upon people to remember the 2011 disaster and the importance of individual awareness, proper leadership, and concerted action to prevent tragedy from repeating itself. Toppan, which supports the project mission, has received a share of "Airi's Flowers." In an internal seminar on the project, 451 Toppan employees learned about the leadership required during disasters and vital disaster prevention measures to be taken at workplaces, homes, and communities. The seminar is one of the several activities Toppan takes to raise disaster awareness and ensure that Group employees understand for themselves that routine thinking and preparations will save their own lives and the lives of their loved ones when a disaster strikes.



Ishinomaki City, Miyagi Prefecture

Universe and Astronomy Research Group

This research group aims to apply learning and findings from space science and astronomy to modern business initiatives that can create new value.

Research group members learn to think things macrocosmically in order to defy stereotypes, seize new trains of thought, refine insight and sensitivity, and think for themselves.

Their efforts to reveal and schematize the thinking logic applied in space science and astronomical research will lead to the development of training programs that boost the creativity of human assets of the Toppan Group.

The members also learn about the latest discoveries in space science on visits to the National Astronomical Observatory of Japan and consider ways to help Group employees leverage those discoveries for their work and value creation.









Philosophy Research Group

The Toppan Group launched a Philosophy Research Group in 2022. The members of the group seek to accomplish three things: to leverage philosophical knowledge and knowhow to contemplate the nature of things and apply the wisdom gained to business scenarios; to explore ways to leverage philosophical viewpoints to devise training programs for human asset development; and to take advantage of philosophical principles to create new services, solutions, and businesses. The knowledge and knowhow learned from philosophy have many implications for the business of the day. Research group members will become more adept in pursuing the nature of things by learning the latest philosophical principles while approaching challenges in business, in society, and in their own lives with philosophical insights.

The research group will also explore the styles of human asset development Toppan envisions for the future from a philosophical perspective. The group ultimately aims to integrate wide-ranging findings from other research groups operating under the Human Resource Development Laboratory to create new value and further innovate the activities at the laboratory.

Lively Communication among New Hires

The Toppan VR Online Training Center, an online resource launched in fiscal 2021 for new employee training, allows trainees to come to work virtually. The Group plans to deploy the Metapa®* communication platform produced by Toppan Inc. in fiscal 2022. Customized to the needs of the Group, the Metapa app will encourage new hires to interact in the metaverse.

*An online shopping-mall application developed by Toppan Inc. to consolidate virtual stores on the Internet into a single location like a real shopping mall.









Human Asset Development Initiatives

Activity results, performance data

Data on Human Asset Development Programs

Program	Outline	No. of Participants (cumulative)
Rank-based programs	A set of programs for acquiring the knowledge, skills, and mindsets employees will need in their careers, mainly for new postings.	4,604
Leader development programs	A series of selective training programs to foster leaders of tomorrow, including a program for creating frontier businesses and a program for developing human assets active in global business arenas.	566
Personal empowerment programs	A series of self-initiated programs that give employees the choice of what they learn. Three learning styles are available:	11,180
Toppan Business School	A series of personal empowerment programs in various settings, from online group sessions and e-learning-based sessions to a course that dispatches trainees to business schools outside of the Group. A wide range of training is available, from courses to convey basic knowledge and skills in business to advanced courses to enhance specialist skills.	2,111
Manabi-hodai (all-you-can-learn buffet) e-learning library	A new personal empowerment program made up of 187 subscription-based courses for employees. Training is available at any time or place and can be repeated as many times as a participant wants.	6,335
Challenge School	A personal empowerment program with correspondence-learning courses to acquire knowledge and skills.	2,734
Groupwide basic education	E-learning-based programs to give every Group employee the opportunity to learn requisite business knowledge.	132,003
Selective training on global business	A program to equip employees with fundamental qualities for global business such as linguistic aptitude, cross-cultural competency, and consensus building.	63
Trainee system	A system to deploy young employees to overseas affiliates for one year of language immersion and practical training in day-to-day business activities, primarily to enhance their linguistic aptitude and cross-cultural competency.	0*1
JICA Japan Overseas Cooperation Volunteers	A program to dispatch Toppan employees to emerging and developing countries via the trainee system to work as Japan Overseas Cooperation Volunteers for the Japan International Cooperation Agency (JICA).	1
Short-term open programs at IMD	A program to send employees involved in international business to short-term open courses at the International Institute for Management Development (IMD; one of the world's top-ranked business schools) in Lausanne, Switzerland to acquire practical training in leadership, the tenacity required to follow through on projects to completion, and other capabilities required in global business.	1

*Average training hours per employee taking part in human asset development programs in fiscal 2021: 39.2 hours.

*1 Dispatch suspended in fiscal 2021 due to COVID-19 restrictions.

Human Asset Development Expenditure

	Expenditure on Training, etc. per Employee	Usage Rates of Toppan Training Centers*1	
		Kawaguchi	Yugawara
Fiscal 2017	70,730 yen	87.6%	46.2%
Fiscal 2018	67,383 yen	85.8%	45.5%
Fiscal 2019	64,654 yen	81.1%	42.0%
Fiscal 2020	53,637 yen	—*2	—*2
Fiscal 2021	56,070 yen	—*2	—*2

*1 Usage rates are calculated by dividing the number of days the training centers are used by the number of days the centers are available (excluding holidays, etc.)

*2 No usage in fiscal 2020 and 2021, because the training was shifted online under COVID-19 restrictions.

Data on DX Human Asset Development Programs

Program	Outline	No. of Participants (cumulative)
DX basic training	An e-learning program (online video viewing: about 6 hours in total, divided into 7 sessions) for acquiring basic knowledge and essential skills for accelerating DX business.	8,889
Training for acquiring AWS-certification	A program focused on basic-level training for employees seeking to become AWS-certified cloud practitioners. Trainees come not only from the digital departments, but also the sales, planning, and technology departments, to acquire cloud knowledge and skills.	1,429 *AWS-certified employees: 1,042 (as of March 2022)
Udemy / Aidemy	A set of MOOCs with the latest digital training content for department-based training and personal empowerment training through online digital learning platforms.	1,290
Co-learning	A one-year, cross-departmental digital marketing program for learning knowledge and business practices across marketing fields.	200

Information on Employees

Activity results, performance data

Number of Employees at Toppan Inc. (As of March 31)

		Directors	Total Employees	Management Class	Supervisors	Average Tenure	Average Age	Sum Total Employees	Part-time Workers	Dispatched Staff
Fiscal 2017	Male	19	7,964	2,201	1,914	15.2	43.6	9,699	451	246
	Female	1	1,735	79	266	9.3	34.6			
Fiscal 2018	Male	18	7,974	2,282	1,891	15.4	44.0	9,993	233	249
	Female	1	2,019	89	319	9.0	35.5			
Fiscal 2019	Male	15	8,123	2,366	1,908	15.1	44.5	10,330	183	375
	Female	1	2,207	101	378	8.9	35.8			
Fiscal 2020	Male	14	8,294	2,449	1,879	14.9	44.8	10,730	133	436
	Female	2	2,436	109	419	8.7	35.9			
Fiscal 2021	Male	7	8,347	2,485	1,865	14.7	45.0	10,951	153	584
	Female	2	2,604	120	455	8.7	35.9			

*Sum total employees: In the tally for fiscal 2018 and after, the total number of employees includes the number of part-time workers who have shifted to indefinite-term employment.

*The average tenure: 20.5 years for male employees and 10.9 years for female employees, based on tallying periods of less than one year in month units, with the pre-retirement tenures of re-employed employees added.

Number of Employees at the Toppan Group (As of March 31)

		Sex	Management Class	Non-managerial Staff	Total Employees
Fiscal 2021	Domestic	Male	5,494	23,006	28,500
		Female	311	7,187	7,498
	Japan				35,997
	Overseas				18,339
	Groupwide				54,336

Employees by Age-group at Toppan Inc. (As of March 31)

	Sex	Age-group	Total Em-ployees	Manage-ment Class	Super-visors
Fiscal 2017	Male	1. Below 30 years old	962		
		2. 30-50 years old	4,610	1,146	1,767
		3. Over 50 years old	2,392	1,055	147
	Female	1. Below 30 years old	605		
		2. 30-50 years old	1,019	55	252
		3. Over 50 years old	111	24	14
Fiscal 2018	Male	1. Below 30 years old	971		
		2. 30-50 years old	4,394	1,170	1,706
		3. Over 50 years old	2,609	1,112	185
	Female	1. Below 30 years old	687		
		2. 30-50 years old	1,149	57	297
		3. Over 50 years old	183	32	22

	Sex	Age-group	Total Em-ployees	Manage-ment Class	Super-visors
Fiscal 2019	Male	1. Below 30 years old	987		
		2. 30-50 years old	4,209	1,158	1,686
		3. Over 50 years old	2,927	1,208	222
	Female	1. Below 30 years old	770		
		2. 30-50 years old	1,224	66	350
		3. Over 50 years old	213	35	28
Fiscal 2020	Male	1. Below 30 years old	1,051		
		2. 30-50 years old	4,111	1,178	1,656
		3. Over 50 years old	3,132	1,271	223
	Female	1. Below 30 years old	873		
		2. 30-50 years old	1,302	66	390
		3. Over 50 years old	261	43	29

	Sex	Age-group	Total Em-ployees	Manage-ment Class	Super-visors
Fiscal 2021	Male	1. Below 30 years old	1,105		
		2. 30-50 years old	4,024	1,230	1,642
		3. Over 50 years old	3,218	1,255	223
	Female	1. Below 30 years old	966		
		2. 30-50 years old	1,347	77	427
		3. Over 50 years old	291	43	28

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

Number of Recruits at Toppan Inc.

			Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Regular recruitment of new graduates from universities and graduate schools	Sales, administration, etc.	Male	105	102	115	109	105	90
		Female	65	86	100	98	123	105
	Technical	Male	115	86	108	109	128	138
		Female	36	45	55	54	53	63
Regular recruitment of new graduates from high schools and colleges of technology		Male	1	6	4	5	3	6
		Female	33	30	29	29	26	29
Total number of regular recruits (percentage of women) ☑			355 (37.7%)	355 (45.4%)	411 (44.8%)	404 (44.8%)	438 (46.1%)	431 (45.7%)
Mid-career recruitment of experienced personnel (outside recruitment) ☑		Male	55	46	51	61	100	–
		Female	22	13	17	36	42	–

Reasons for Leaving Toppan Inc.

	Sex	Age-group	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021*
Personal reasons*	Male	1. Below 30 years old	53	70	94	44	89
		2. 30-50 years old	61	104	105	49	71
		3. Over 50 years old	41	39	57	42	57
	Female	1. Below 30 years old	41	50	50	25	58
		2. 30-50 years old	20	40	37	25	32
		3. Over 50 years old	1	2	4	4	9
Retirement	Male		119	124	180	174	247
	Female		1	8	5	0	17
Requested by the Company	Male		0	0	0	0	0
	Female		0	0	0	0	0
Other	Male		88	90	90	92	92
	Female		20	3	6	6	10
Total	Male		362	427	526	401	556
	Female		83	103	102	60	126
Turnover rate			4.5%	5.2%	5.9%	4.3%	6.1%

*Five female and 38 male employees who left the Company for personal reasons in fiscal 2021 took advantage of Toppan's support system for employees leaving the Company to pursue new careers.

Retention Rates for Recruits at Toppan Inc.

(Percentage of fiscal 2019 hires still working at the Company)

	Male	Female
Hired on April 1, 2019	227	184
Still with Toppan as of April 1, 2022	196	165
Retention rates	86%	90%
Average for male and female employees	87.8%	
Percentage who leave the Company before working three years	12.2%	

Average Annual Salary at Toppan Inc.

	Average Annual Salary
Fiscal 2017	6,910,163 yen
Fiscal 2018	6,644,621 yen
Fiscal 2019	6,811,464 yen
Fiscal 2020	6,775,518 yen
Fiscal 2021	7,001,363 yen

Announcing the Mid-career Hiring Rate

Toppan Inc. discloses the ratio of mid-career hires (both outside recruitment and permanent employment of people previously on fixed-term contracts) to the total number of regular employees in accordance with the Japanese Act on Comprehensive Promotion of Labor Measures, and Stabilization of Employment of Employees, and Enrichment of Their Working Lives.

Fiscal 2019	Fiscal 2020	Fiscal 2021
22%	24%	28.8%

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