

# TOPPAN's Sustainability Initiatives

## Approach to Sustainability

### Fundamental Spirit since Founding

Since its founding, the TOPPAN Group has based its business activities on the fundamental tenets of “respect for human beings” and “a company is its people” and contributed to society by supplying high-quality products and services to customers. Responding sincerely to our customers’ requests and providing satisfaction has enabled us to gain their trust and expand our customer base by continuing to do business with them.

Beginning life as a startup launched by a group of engineers, we always work with a spirit of enterprise to create new value by applying and evolving our “printing technologies” and by fusing and combining the various elements and strengths of our company to drive growth.

Through these activities, the TOPPAN Group strives to build good relationships with all our stakeholders, including customers and business partners, employees, investors, and shareholders, and to be a company that is trusted and respected by society.

### Basic Concept for Sustainability Management Set Out in TOPPAN VISION 21

The TOPPAN Group has expanded its business domains by providing diverse products and services in a wide range of fields. When we marked the 100th anniversary of our founding in 2000, we established *TOPPAN VISION 21* and clarified our philosophical system in the form of the Corporate Structure and Business Fields. The Corporate Structure comprises the

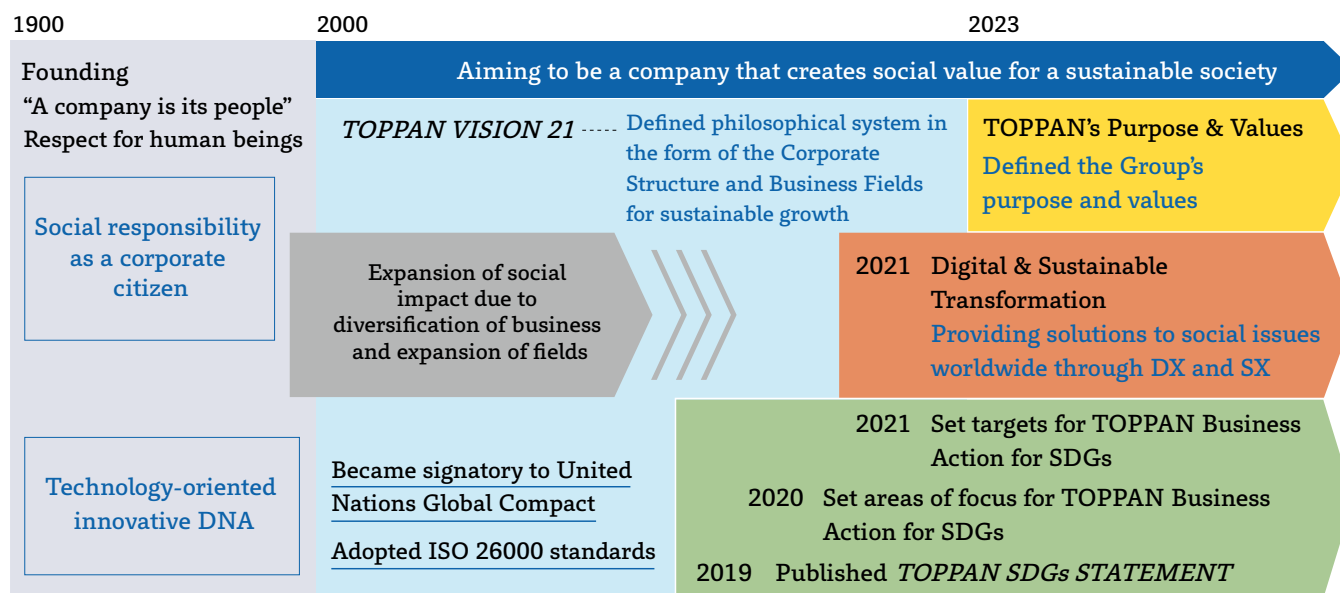
Corporate Philosophy, Corporate Creed, and Conduct Guidelines and clearly expresses our fundamental stance on sustainability management—aiming to be a company that creates social value to shape a sustainable society. At the same time, in terms of the Business Fields, we have indicated our intention to grow the business through the interaction between our Four Growth Fields and our Five Segments.

For the TOPPAN Group, expanding our business also means expanding the impact we have on society as a company. *TOPPAN VISION 21* was an important milestone in terms of reconfirming our corporate social responsibilities, taking action

to address social issues, and aiming to be a creator of social value.

The Corporate Philosophy, Corporate Creed, and Conduct Guidelines set out the values and approaches that the TOPPAN Group emphasizes, our vision for how employees should conduct themselves, and the direction for our business activities to take. They also clearly demonstrate our intention to address global issues, such as environmental conservation, human rights, and human assets, and to advance our business to help create a sustainable society.

## The Evolution of Our Approach to Sustainability



### Sustainability Management Focused on Global Goals

Following the establishment of *TOPPAN VISION 21*, we became a signatory to the United Nations Global Compact in 2006 to introduce more global concepts and guidelines. We support its Ten Principles in the four areas of Human Rights, Labour, Environment, and Anti-Corruption and have advance activities based on them. To further clarify guidelines across all sustainability-focused activities, we adopted the standards set out in ISO 26000 in 2011.

The *TOPPAN SDGs STATEMENT* was published in 2019 as a proactive response to global social issues. While focusing on contributing to achievement of the SDGs, we defined material issues for our business and for the Company as a whole and reconfirmed the importance of providing solutions to social issues through business. In “TOPPAN Business Action for SDGs,” which was devised in 2020, we identified specific areas of focus for Business Materiality, and in 2021 we set specific target figures and gave shape to activities to achieve them.

### Providing Solutions to Social Issues Worldwide through DX and SX

The TOPPAN Group is driving globalization of its business. Roughly 30% of our sales revenue comes from operations outside Japan, and we have more than 150 overseas locations. This means it is imperative that as a company we are proactive in addressing such issues as human rights and the damage caused by climate change. We aim to make a sustainable global society a reality by incorporating perspectives on numerous social issues into our business and driving solutions by creating value through our business.

In the Medium Term Plan published in 2021, we set out the key concept of “Digital & Sustainable Transformation” to accelerate these activities across the entire Group and enhance

enterprise value by synchronizing business growth and sustainability. Based on DX and SX, we are transforming the business portfolio and concentrating resources on growth and priority fields. In order to drive that strategy emphatically across the Group, we adopted a holding company structure in October 2023. We will aim to create value by fusing the unique strengths of TOPPAN Group companies to generate synergies and work together with a greater sense of unity to deliver solutions to social issues.

### The Essence of Our Approach to Sustainability in TOPPAN's Purpose & Values

With increasing uncertainty and geopolitical risk in global society and economies, we considered our Purpose & Values based on the questions of what kind of entity we should be and what kind of action we should take as a global company. By clarifying the common “purpose” and fundamental “values” to be shared across the TOPPAN Group as a new philosophy, we will foster a sense of unity and enhance our co-creation capabilities.

The Purpose & Values indicate the enduring role and position that the TOPPAN Group should fulfill in a sustainable society. The essence of our sustainability management is breathing the life of culture into society through our business activities and contributing to people's spiritual fulfillment, going beyond fulfillment simply in material terms. In global social and economic circumstances clouded by uncertainty, we will be consistent in advancing sustainability based on this universal approach.

## Promotion Structure for Sustainability Initiatives

### Governance

The TOPPAN Group's Sustainability Promotion Committee is chaired by the President & Representative Director of TOPPAN Holdings Inc. It is positioned as part of the corporate governance structure and responsible for advancing sustainability across the Group.

The Board of Directors of TOPPAN Holdings Inc. delegates the consideration and deliberation of sustainability-related issues for the TOPPAN Group to the Sustainability Promotion Committee. The specific activities and measures discussed at the Sustainability Promotion Committee are reported to the Board of Directors by the Management Committee, and the Board of Directors is responsible for overall decision-making on sustainability management. The Board of Directors continuously discusses, monitors, and supervises sustainability-related activities, target setting, and progress.

The TOPPAN Group ESG Management Promotion Committee is a body positioned within the Sustainability Promotion Committee. Its members are presidents and directors of TOPPAN Group operating companies, who coordinate on ESG and SDG-related issues within the Group.

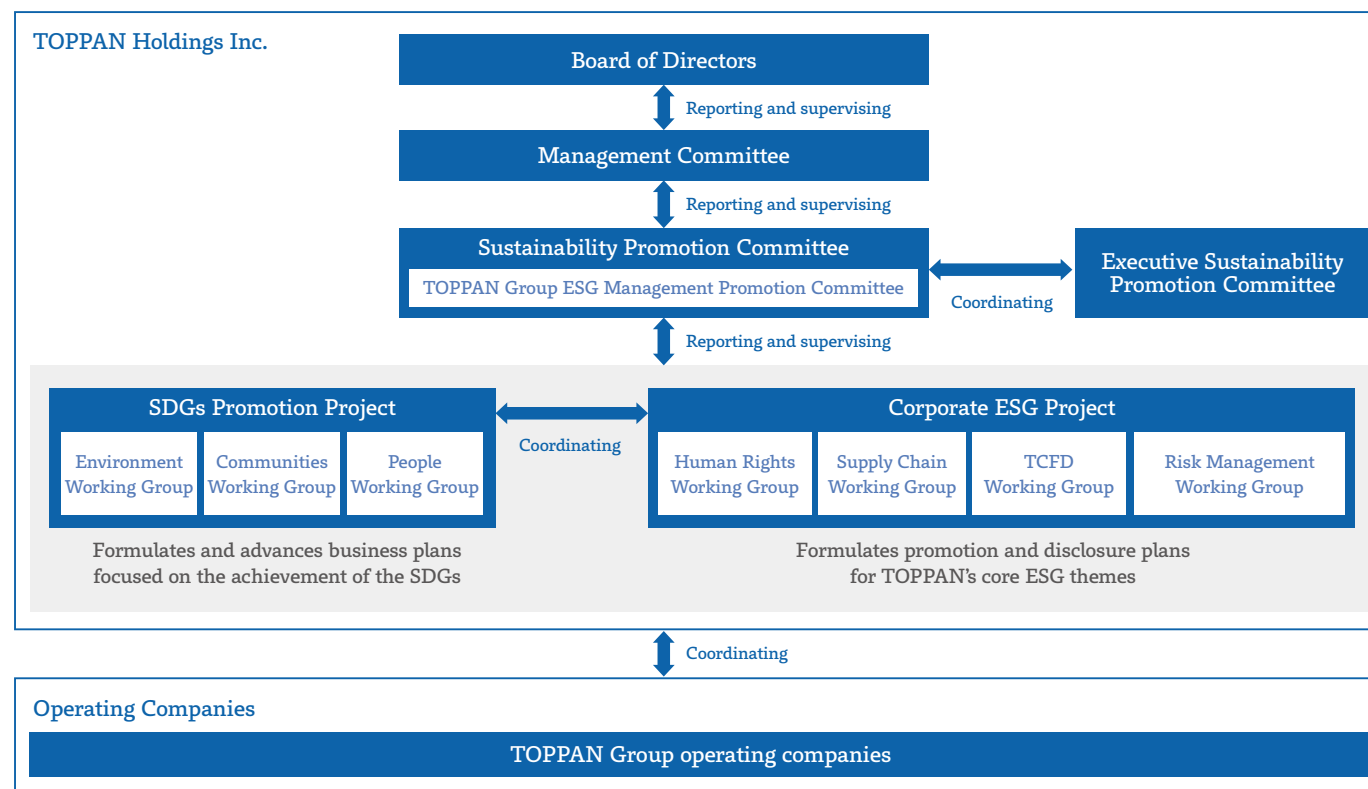
Under the Sustainability Promotion Committee, we have established the SDGs Promotion Project and the Corporate ESG Project, which are a cross-divisional bodies. These project teams address various individual themes while coordinating with each other.

The SDGs Promotion Project primarily focuses on advancing sustainability initiatives in our business activities as well as driving and monitoring the progress of activities in the areas of focus for contributing to the SDGs through business, which are set out in TOPPAN Business Action for SDGs.

The Corporate ESG Project is mainly responsible for sustainability issues that relate to the entire TOPPAN Group. In fiscal 2022, we formed the Human Rights Working Group, Supply Chain Working Group, TCFD Working Group, and Risk Management Working Group, which undertake projects on specific themes.

We have also established the Executive Sustainability Promotion Committee as a forum for discussing future sustainability issues. Directors and outside experts exchange opinions and coordinate with the Sustainability Promotion Committee on important matters.

### TOPPAN Group Sustainability Promotion Structure



## Risk Management

Risk management for sustainability-related issues in the TOPPAN Group is incorporated into a comprehensive risk management structure promoted in collaboration with the operating companies of the Group. Under the management of the Board of Directors of TOPPAN Holdings Inc., divisions responsible at the holding company, the relevant departments of operating companies, and the Risk Management Working Group work together and coordinate risk management efforts.

The Risk Management Working Group is part of the Corporate ESG Project under the Sustainability Promotion Committee. It is led by the Director in charge of Risk Management, composed of persons in charge of risk management in the relevant divisions, and administered by TOPPAN Holdings Inc. It conducts an annual risk assessment and designates as “significant risks” those that are deemed to have a significant impact on the management of the TOPPAN Group.

The identification of significant risks is based on the results of assessment by subsidiaries, Group companies, and the relevant departments of operating companies under the supervision of the divisions responsible at TOPPAN Holdings Inc. We also consider such factors as the probability of actualization in the medium to long term, frequency of occurrence, and level of impact. In addition to changes in the global social and economic environments in which the TOPPAN Group operates, when assessing significant risks, we also fully consider sustainability management perspectives encompassing various global risks. These include environmental problems prompted by climate change, increasingly sophisticated cyber-attacks accompanying the progress of digitalization, forced labor, and other human rights issues. In fiscal 2023 we have selected 25 risks, including climate change risk, securing human assets to support business growth, risks in procurement, and

human rights risk.

 See the Significant Risks and Countermeasures for Fiscal 2023 on page 139 >

Once identified, significant risks are reported to and considered by the Sustainability Promotion Committee before being reported to the Board of Directors. They are reassessed annually under the management of the Board.

To prevent potential significant and other risks from actually occurring, the divisions responsible at the holding company and the relevant departments of operating companies consider countermeasures and implement appropriate risk management aligned with business activities in Japan and overseas. Via the Director in charge of Risk Management, the Board of Directors receives regular reports from the divisions responsible on the status of responses to risks. When risks are actualized, we respond promptly in line with our crisis management structure.

## Sustainability Promotion Committee

We convened the Sustainability Promotion Committee twice, the TOPPAN Group ESG Management Promotion Committee five times, and the Executive Sustainability Committee once in fiscal 2022.

The main activities and challenges to address going forward for each of the working groups under the Corporate ESG Project are as follows.

### Human Rights Working Group

Main activities:

- Informed parties inside and outside the Group of the TOPPAN Group Human Rights Policy and conducted training for employees, including those at Group companies inside and

outside Japan.

- Conducted a human rights risk survey covering Group companies inside and outside Japan as an assessment of impact on human rights, the first step in human rights due diligence. (75 companies in Japan and 103 companies overseas)
- Performed analysis of human rights risk survey responses and provided feedback on the results of the assessment.

Challenges to address going forward:

- Promoting human rights risk mitigation and remediation and providing related information based on the results of the assessment.
- Expanding opportunities for direct dialogue with individual companies through on-site assessments.
- Confirming the status of wage payment when conducting the human rights survey.
- Facilitating continuous dialogue with external organizations and making use of external assessments.

 See the Human Rights section on page 54 >


### Supply Chain Working Group

#### Main activities:

- Ensured that our business partners are fully aware of the TOPPAN Group Sustainable Procurement Guidelines by driving a PDCA cycle of planning and selecting target business partners, requesting questionnaire responses and written declarations of agreement, checking risks, and giving feedback and rectifying issues.
- After providing explanations to procurement staff in relevant departments, identified and selected target business partners, and requested and collected written declarations of agreement and questionnaire responses via briefing sessions.
- Conducted aggregation and analysis covering roughly 70% of business partners who responded.

#### Challenges to address going forward:

- Establishing, expanding the scope of, and enhancing the quality of the PDCA cycle for driving agreement with and full awareness of the TOPPAN Group Sustainable Procurement Guidelines.
- Concluding agreements stipulating observance of the TOPPAN Group Sustainable Procurement Guidelines with 90% of target business partners by fiscal 2025.

 See the Supply Chain Management section on page 66 >

### TCFD Working Group


#### Main activities:

- Conducted scenario analysis for each company, including an additional 12 Group companies.
- Clarified potential impact on business at each Group company due to factors resulting from climate change, identified significant risks and opportunities, and considered countermeasures.

#### Challenges to address going forward:

- Enhancing disclosure in the securities report and other media.

- Expanding scope and analysis and evolving countermeasures.

 See the Climate Change Disclosure According to TCFD Recommendations on page 110 >


### Risk Management Working Group

#### Main activities:

- Supplemented significant risks for fiscal 2022 and plans for countermeasures.
- Considered significant risks for fiscal 2023 and formulated plans for countermeasures.

#### Challenges to address going forward:

- Formulating plans that address changes in the external environment, such as changes in the business environment, global risks, information security, social problems, and environmental problems.

 See the Risk Management section on page 138 >

The SDGs Promotion Project monitors the progress of TOPPAN Business Action for SDGs, publishes results for each fiscal year, and assesses the feasibility of achievement of targets in the Medium Term Plan and consistency between activities and selected indicators. While keeping an eye on trends in society's sustainability-related needs and the progress of the TOPPAN Group's DX and SX businesses, the project team also continually considers its future activities and new themes.

### Sustainability Challenges Going Forward

We aim to be a company that drives true sustainability by delivering solutions to global challenges, such as decarbonization, the establishment of a circular economy, and preservation of biodiversity. In addition to accelerating the activities of the ESG Project and the SDGs Promotion Project,

we will proactively address and consider new sustainability themes, including the Taskforce on Nature-related Financial Disclosures (TNFD).

Under the holding company structure, we will create frameworks to lead the entire Group in advancing sustainability management, facilitate activities at each Group company, and strengthen reciprocal collaboration.

We will drive sustainability management across the TOPPAN Group with an awareness of the importance of both activities and disclosure and take on the challenge of delivering solutions to global social issues through our business.

## Sustainability Strategy

### Approach to Providing Solutions to Social Issues through Business

Based on the key concept of “Digital & Sustainable Transformation,” the TOPPAN Group aims to help shape a sustainable society and enhance enterprise value as a leader in providing solutions to social issues worldwide through digital transformation (DX) and sustainable transformation (SX). In DX, we aim to transform society, our customers, and the business of the TOPPAN Group from a digital starting point, while in SX, we aim to address social issues through our business and drive management with a focus on sustainability. As part of these efforts, we are transforming our business portfolio, strengthening our management foundations, and expanding sustainability initiatives. Under the New Medium Term Plan that takes fiscal 2023 as its first year, we are

advancing a transformation to increase operating profit for growth businesses, including that of DX and SX businesses, to more than 50% of the total in the fiscal year ending March 2026. The planned breakdown of operating profit for growth businesses—DX (Erhoeht-X™), SX in Japan/overseas Living & Industry, and new businesses (frontier)—is shown below.

### Growth Businesses and TOPPAN Business Action for SDGs

In terms of contributing to the SDGs, TOPPAN Business Action for SDGs, which sets out the areas of focus under the three Business Materiality themes of “Environment,” “Communities,” and “People,” has been incorporated into our Medium Term Plan, taking a long-term perspective to 2030. We will link this to business portfolio transformation and set target figures as indicators aligned with each growth business.

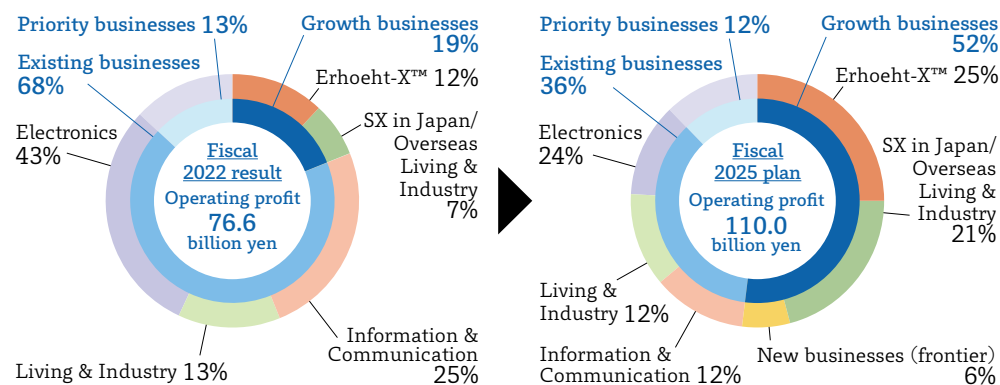
“Percentage of packaging sales accounted for by sustainable

packaging,” under the theme of Environment, is positioned as an indicator for “expanding eco-friendly products and solutions.” “Number of services enriching people’s lives (personal data platforms leveraging information banks/the metaverse),” under the theme of Communities, is an indicator for secure personal-data-related services in the DX business. And “number of services that contribute to health,” under the theme of People, is an indicator for solutions linked to extending healthy life expectancy in the area of new businesses.

We have also defined the themes of “environmentally friendly & sustainable production” and “employee health & job satisfaction” under Companywide Materiality as the foundation for supporting the Business Materiality themes.

We are driving this series of efforts across the Group in coordination with the key sustainability themes of climate change, human capital and diversity, human rights, and supply chains.

### Breakdown of Operating Profit for Growth Businesses



\*The denominator used for calculating percentages is operating profit before the deduction of adjustments.

### Alignment of TOPPAN Business Action for SDGs with Growth Businesses

Environment Sustainable global environment	Communities Creation of safe, secure, enriched communities	People Empowerment and fulfillment of body and mind
Percentage of packaging sales accounted for by sustainable packaging <sup>1</sup>	Number of services enriching people's lives <sup>2</sup> (Personal data platforms leveraging information banks/the metaverse)	Number of services that contribute to health <sup>3</sup>
Fiscal 2022 result: 37%	Fiscal 2022 result: 4	Fiscal 2022 result: 15
Fiscal 2025 target: 50%	Fiscal 2025 target: 10	Fiscal 2025 target: 20
Fiscal 2030 target: 100%	Fiscal 2030 target: 20	Fiscal 2030 target: 30

\*1 Refers to packaging products that contribute to CO<sub>2</sub> reduction, plastic volume reduction, or improved recyclability. Targets are for single fiscal years.

\*2 Refers to services leveraging metaverse and information bank platforms that handle personal data securely. Targets are cumulative figures over the years leading up to the target year.

\*3 Refers to services that provide added value in the healthcare field. Targets are cumulative figures over the years leading up to the target year.

## Material Issues to Address

### Selecting the Material Issues

To further accelerate our efforts to address social issues, in 2019 we defined the material issues on which to focus in our sustainability activities. We classify the selected issues into two categories: Business Materiality, issues of focus in our business activities, and Companywide Materiality, issues to address in Groupwide operations as a good corporate citizen.

### Selection Criteria

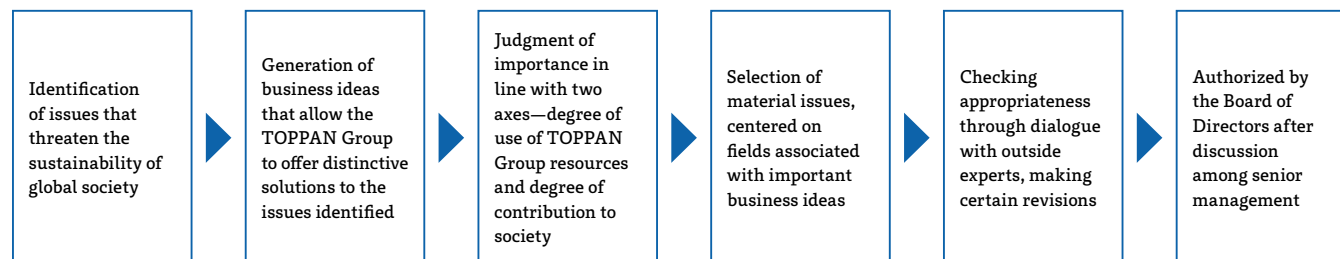
In selecting the material issues, we took as our starting point the Corporate Philosophy, Corporate Creed, and Conduct Guidelines presented in *TOPPAN VISION 21*. Along with the “markets & customers” and “technology & expertise” approaches encompassed within the Business Fields, we have also embraced the concepts underlying the SDGs, a set of long-term global development agendas. The selected material issues are pathways for contributing to achievement of the SDGs through the use of the TOPPAN Group’s technologies and expertise to create new value.

### Selection Process

We selected the material issues based on the criteria described above by comprehensively assessing the corporate activities of the Group through discussions with relevant departments. The appropriateness of the selections was checked through dialogue with stakeholders and outside experts. Senior management reviewed the selections and finalized them with authorization from the Board of Directors.

The selections are being reviewed through a series of processes together with consideration of the Medium Term Plan.

### Process for Selecting the Material Issues



### Employee Evaluation

In the Business Division Performance Evaluation System, the TOPPAN Group has set the degree of achievement of greenhouse gas emission reduction targets as one evaluation item. This Business Division Performance Evaluation System is incorporated into evaluations that determine bonuses for business division employees, including executive officers and managers, who are responsible for the business division.

Materiality at the TOPPAN Group

	Theme	Relationship with the SDGs
Business Materiality (Issues of focus in the Group's business activities)	Environment (sustainable global environment)	   
	Communities (creation of safe, secure, enriched communities)	  
	People (empowerment and fulfillment of body and mind)	  
Companywide Materiality (Issues to address in Groupwide activities as a good corporate citizen)	Environmentally friendly & sustainable production	 
	Employee health & job satisfaction	  

Business Materiality and Companywide Materiality

We have classified the material issues into the two categories shown below to promote “fulfilling, sustainable living,” an ideal the Group is committed to realizing through its sustainability initiatives.



Business Materiality

- Environment (sustainable global environment)
- Communities (creation of safe, secure, enriched communities)
- People (empowerment and fulfillment of body and mind)

The three Business Materiality themes are guideposts for us to follow through the Group's efforts to realize “fulfilling, sustainable living.” Efforts focused on every theme link to the other themes to reinforce the sustainability activities.

Companywide Materiality

- Environmentally friendly & sustainable production
- Employee health & job satisfaction

As a solid foundation for business activities, the two Companywide Materiality themes provide a platform to support our initiatives focused on the three Business Materiality themes.



## Initiatives and Accomplishments Related to Materiality

### Initiatives Focused on Business Materiality

We formulated and announced “TOPPAN Business Action for SDGs” in 2020 to further accelerate initiatives focused on the Business Materiality themes. By backcasting from our vision for society in 2030, we have identified nine areas of focus where we can leverage our distinctive strengths and our unique technologies and expertise.

In 2021, we set targets for fiscal 2025 and fiscal 2030 in each of the nine areas of focus to clarify goal setting focused on the SDGs.

### TOPPAN Business Action for SDGs: Nine areas of focus

#### TOPPAN Business Action for SDGs



### Overview of TOPPAN Business Action for SDGs

#### Environment: sustainable global environment

Recognizing environmental problems including climate change and marine plastic pollution, the TOPPAN Group engages in development and provision of products and services by leveraging its expertise in environmentally conscious manufacturing and experience in marketing promotions and in collaborative projects with large numbers of partners. These efforts, along with new business creation, are designed to lead to resource circulation and greenhouse gas emission reductions in support of a sustainable global environment so that we can continue leading lives that are just as fulfilling in 2030 and beyond.

#### Communities: creation of safe, secure, enriched communities

Many social challenges will impact communities in the future, including those arising from security needs as a result of digitalization as well as population decline and increasing urbanization in Japan. With advanced digital and security technology as well as advances in VR and other media development, we offer safe and convenient services optimized for local regions to support the creation of safe, secure, and enriched communities.

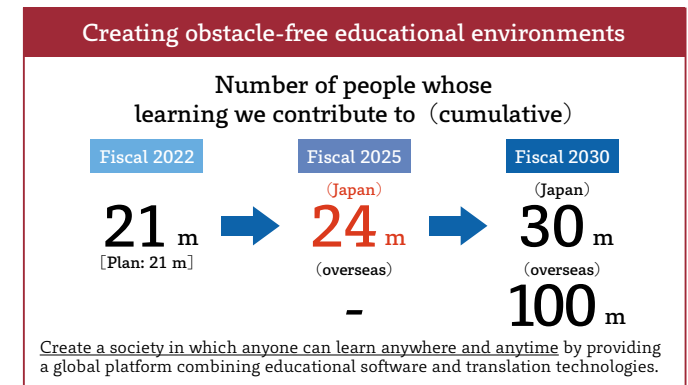
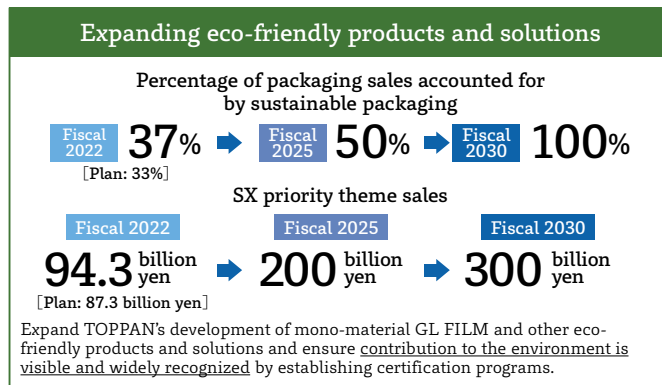
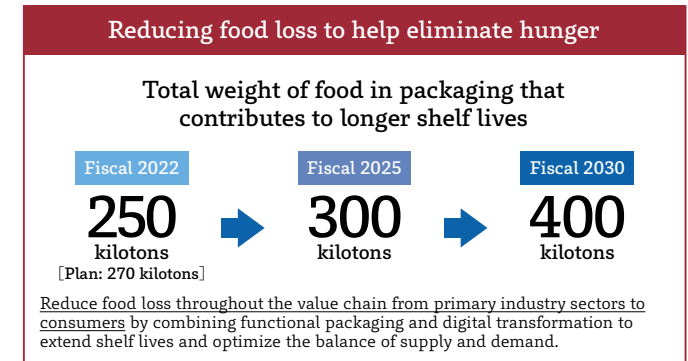
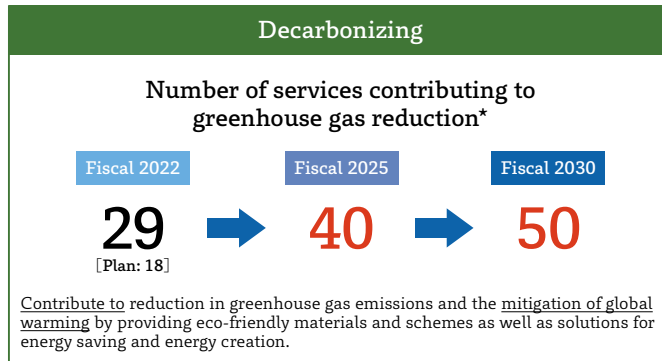
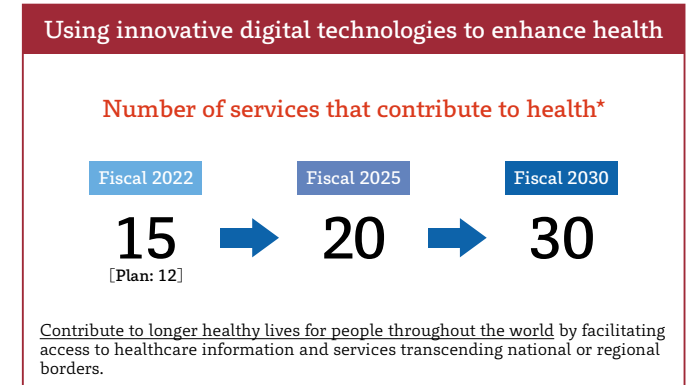
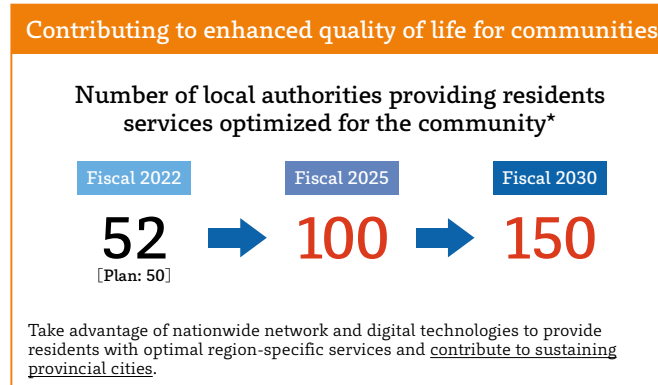
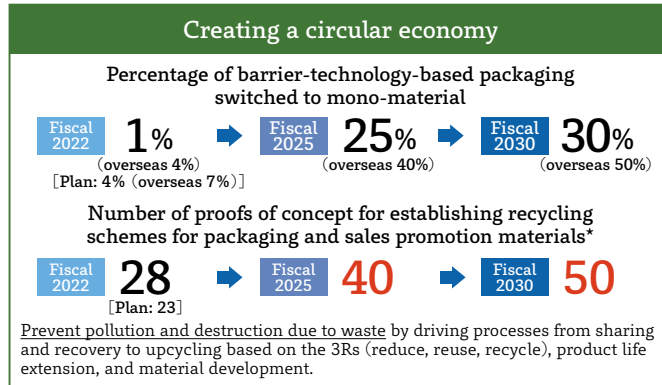
#### People: empowerment and fulfillment of body and mind

People are facing many issues today, including rising medical costs in developed countries with falling birth rates and aging societies, food shortages due to the growing world population, and challenges in educational environments due to ongoing social change. The TOPPAN Group is leveraging its strengths in development and manufacturing, including for healthcare-related services, functional packaging, and educational content, to provide services and products that support mental and physical fulfillment and systems for companies and other organizations to support the well-being of their people. These efforts contribute to empowering and fulfilling people in body and mind.

## Business Materiality: Targets and Results (Activities and targets set out in TOPPAN Business Action for SDGs)

Items in red are those where indicators have been changed or target values revised upwards.

\*Target figures marked with an asterisk are cumulative figures over the years leading up to the target year. (Other targets are for single fiscal years)



## Companywide Materiality: Targets and Results

### Environmentally Friendly & Sustainable Production

We engage in efforts throughout the value chain including the supply chain, based on the TOPPAN Group Environmental Vision 2050, which defines long-term efforts for global environmental issues aiming to realize a sustainable society,

and on the TOPPAN Group Medium-and-Long-Term Environmental Targets for Fiscal 2030.

[See the TOPPAN Group Environmental Vision 2050 on page 96 >](#)

[See the TOPPAN Group Medium-and-Long-Term Environmental Targets for Fiscal 2030 on page 96 >](#)

#### ● Contributing to Decarbonization

We primarily contribute to decarbonization through rationalization of energy use and energy management, along with proactively using and promoting the widespread use of renewable energy, aiming to achieve net zero greenhouse gas (GHG) emissions for Scope 1+ 2 and Scope 3 emissions by fiscal 2050.

Metrics	Fiscal 2030 Targets	Fiscal 2022 Results
Scope 1 and 2 GHG emission reduction	Reduce by 54.6% compared to the fiscal 2017 level (Renewable energy ratio of 6.5%)	Reduced by 28.2% compared to the fiscal 2017 level (Renewable energy ratio of 1.2%)
Scope 3 GHG emission reduction	Reduce by 54.6% compared to the fiscal 2017 level	Reduced by 20% compared to the fiscal 2017 level

#### ● Preserving Biodiversity

For the sustainable use of natural resources, we are working toward the targets of reducing threats to biodiversity and protecting 30% of the world's land and waters, aiming for co-existence with nature that both conserves the rich natural environment and enables social and economic activity.

Metrics	Fiscal 2030 Targets
Confirmation of legality of procurement of raw materials of paper	100%
Contribution to the conservation of regions in which humans coexist with nature both inside and outside the Group*	Equivalent to 10% of the area of manufacturing sites

\*Based on the site area of the former Toppan Inc. and subsidiaries with manufacturing facilities

#### ● Contributing to Resource Circulation

We position the formation of a circular economy as a critical challenge for management and aim for zero waste emissions by fiscal 2050 through reducing waste generated in business activities and reusing and recycling the waste that is generated.

Metrics	Fiscal 2030 Targets	Fiscal 2022 Results
Final landfill waste disposal*	Reduce by 60% compared to the fiscal 2017 level	Reduced by 10.8% compared to the fiscal 2017 level
Waste plastic material recycling rate	Increase by 12% compared to the fiscal 2017 level	Increase by 3.7% compared to the fiscal 2017 level

\*Applies to waste derived from production

#### ● Optimal Water Use

Safe water is a necessary resource in production activities and biodiversity conservation, and the TOPPAN Group engages in water conservation activities and wastewater pollution prevention activities at operational sites in areas experiencing high water stress to contribute to improved water quality by realizing optimal water use and preventing water pollution.

Metrics	Fiscal 2030 Targets
Number of sites with high water risk* at which water withdrawal reduction targets are achieved	50% or more
Cases of action taken by authorities due to exceeding regulatory threshold values	0

\*Sites with water stress in excess of 40%

[Environmental Policy >](#)

<https://www.holdings.toppan.com/en/sustainability/environment/>

**Employee Health & Job Satisfaction**

Looking to business portfolio transformation as a priority measure for the medium to long term, we are focusing on

driving the DX business, expanding the Living & Industry business overseas (SX business, global business development), and creating new businesses (frontier). Recognizing the recruitment and development of human assets to support this as

a critical challenge for management, we are investing in human assets to contribute to medium- to long-term value creation for the Group and implementing a range of human resource measures.

**● Building a Human Asset Development Program**

We are working on recruitment and development of human assets to support business portfolio transformation by implementing programs to develop diverse human assets and achieve intra-Group mobility of human assets. We are also implementing programs to develop management human assets who will lead us in the future.

Metric	Fiscal 2025 Target	Fiscal 2022 Result
Number of employees (human assets) engaged in Erhoeht-X™ <sup>*1</sup>	6,000	4,300

<sup>\*1</sup> The former Toppan Inc. and consolidated subsidiaries, including those overseas Erhoeht-X™ (erhoeht cross) is the concept for our Companywide efforts to support digital innovation of society and businesses and drive our own digital transformation.

**● Promotion of Diversity & Inclusion**

We place importance on diversity and inclusion that leverages our differences as drivers of change. We promote women's advancement in the workplace and efforts for gender diversity and implement measures to support employees balancing work with childcare or nursing care.

**Elimination of Gender Disparities**

Metric	Fiscal 2025 Target	Fiscal 2022 Result
Percentage of women in management <sup>*2</sup>	14.7%	12.2%

<sup>\*2</sup> The former Toppan Inc. and consolidated subsidiaries, including those overseas

Metrics	Fiscal 2030 Targets	Fiscal 2022 Results	
Percentages of male and female employees working as managers and supervisors <sup>*3</sup>	Eliminating gender disparities	Female 0.74 : Male 1.00	
Percentage of eligible male employees taking childcare leave <sup>*4</sup>	80.0%	72.9%	
10-year retention rate by gender <sup>*5</sup>	Eliminating gender disparities	Female 0.87 :	Fiscal 2011 hires Female 0.75 : Male 1.00
		Male 1.00	Fiscal 2012 hires Female 0.86 : Male 1.00
			Fiscal 2013 hires Female 0.95 : Male 1.00

<sup>\*3</sup> At the former Toppan Inc., percentages of employees working as managers and supervisors, out of all current employees recruited as regular hires from 2004 to 2013 (as of March 31, 2023). Difference between proportions for female managers/supervisors and male managers/supervisors when value for male managers/supervisors is set as 1.00.

<sup>\*4</sup> At the former Toppan Inc., a percentage calculated by dividing the number of male employees who took childcare leave in fiscal 2022 by the total number of male employees with children born from April 2022 to March 2023 (The method for calculating this percentage is based on the applicable Japanese act requiring disclosure of the percentage.)

<sup>\*5</sup> At the former Toppan Inc., calculated the average 10-year retention rates by gender for regular hires from fiscal 2011 to fiscal 2013 (new graduates from technical colleges, universities, and graduate schools). Difference between rates for male and female employees when value for male employees is set as 1.00.

**Support for Employees with Children**

Metrics	Fiscal 2030 Targets	Fiscal 2022 Results
Participation rate in Hagukumi Art Salon <sup>*6</sup>	45.0%	15.2%
Attendance rate of managers in Hagukumi Seminar <sup>*7</sup>	100.0%	75.8%
Participation rate in Hagukumi Circle <sup>*8</sup>	10.0%	11.4%

<sup>\*6, 7, 8</sup> The former Toppan Inc. standalone

Diversity & Inclusion >

<https://www.holdings.toppan.com/en/sustainability/social/diversity.html>

[To Our Stakeholders](#) | [TOPPAN's Sustainability Initiatives](#) | [Message from an External Director](#)

### ● Employee Well-being

To ensure human assets with diverse capabilities and careers, we have introduced an original job-based personnel system and design new programs that harmonize gains in corporate value and employee motivation. We also implement measures to promote the health of employees and their families and programs to improve the physical and mental condition of each employee.

#### Employee Engagement

Metrics	Fiscal 2025 Targets	Fiscal 2022 Results	Fiscal 2021 Results
Engagement score <sup>*9</sup>	Improve by 5 points compared to fiscal 2021	70.6 points	69.8 points
Health risk value <sup>*10</sup>	Improve by 6 points compared to fiscal 2021 (96 points)	101 points	102 points
Condition risk determination <sup>*11</sup>	Improve by 4 points compared to fiscal 2021 (17.1 points)	22.6 points	21.1 points

\*9, 10, 11 The former Toppan Inc. and consolidated subsidiaries in Japan

#### Prevention of Serious Illness

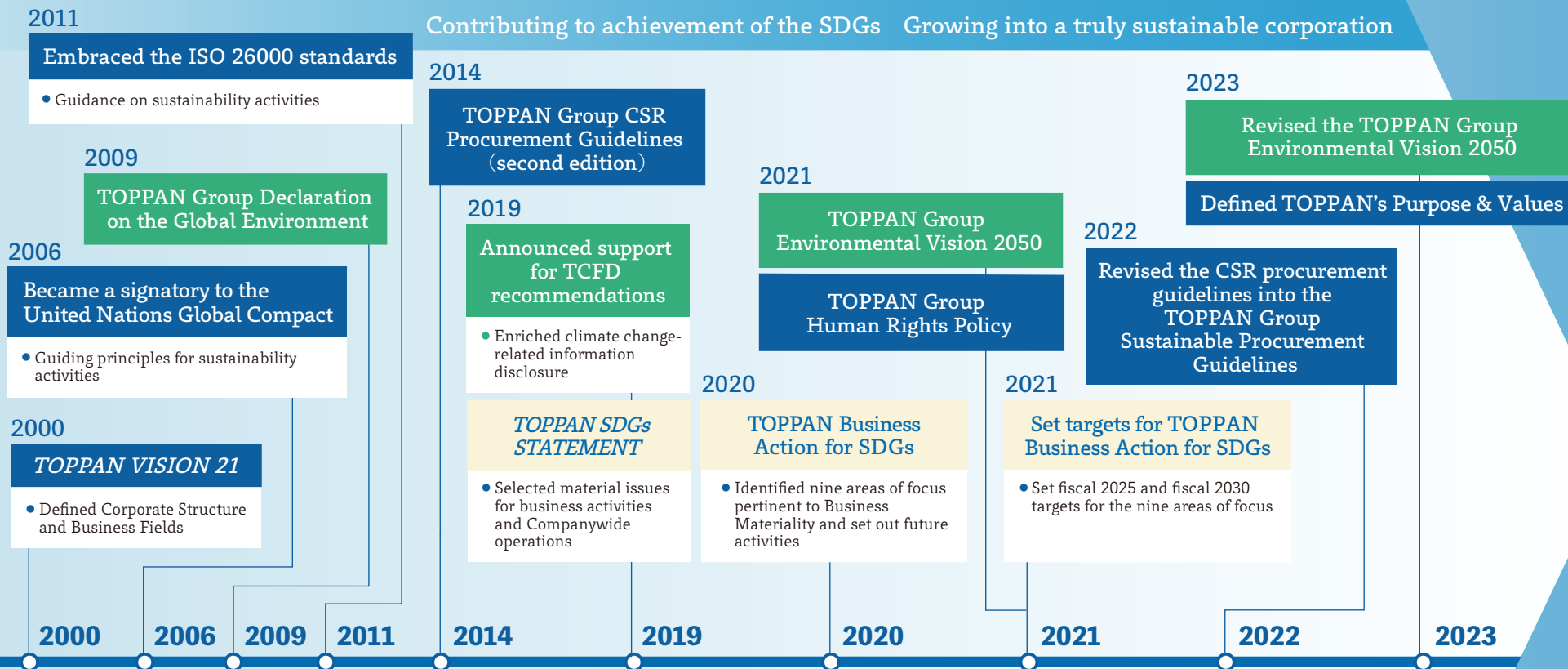
Metrics		Fiscal 2030 Targets	Fiscal 2022 Results	
Employees	Risk of serious illness <sup>*12</sup>	Obesity risk	20.0%	27.9%
		High blood pressure risk	8.0%	10.8%
		Diabetes risk	8.0%	10.9%
		Lipid risk	28.0%	30.1%
	Medical examinations <sup>*13</sup>	Gynecological screening rate	75.0%	78.4%
Families	Medical examinations <sup>*14</sup>	Family health checkup rate	95.0%	84.3%

\*12, 13, 14 The former Toppan Inc. standalone

[Employee Health & Safety / Work-Life Balance](#) >

<https://www.holdings.toppan.com/en/sustainability/social/health.html>

# Progress in the TOPPAN Group's Sustainability Initiatives



A corporation that creates social value

A leading provider of solutions for social issues worldwide through DX and SX