

Engagement

Basic Approach

Approach

The TOPPAN Group assigns great value to the appropriate disclosure of corporate information to promote stakeholder engagement. We are communicating our views, listening to stakeholder opinions, and engaging in earnest dialogues to reach a mutual understanding with stakeholders. These communication practices enable us to follow the shifting demands of society and incorporate the diverse expectations and needs of stakeholders in the planning of our corporate activities. Through this approach, we would like to maintain our present status as a group of companies that upholds the trust of society.

We are also committed to enhancing relationships with overseas stakeholders through rapidly globalizing operations that provide various solutions to social issues around the world. We will bolster Groupwide initiatives to upgrade stakeholder engagement with careful attention to legal compliance and diverse cultures in the countries and regions where we do business. We will help achieve a sustainable society by building, maintaining, and enhancing cooperative relationships with stakeholders of all kinds.

Activity Results

Activity results, performance data

Communicating with Customers

From our very first day in business, we have been working to

secure the trust and satisfaction of customers by developing and providing excellent products and services that meet the requirements of customers. We are improving product quality and securing product safety throughout the entire supply chain by conducting “total quality assurance” activities that cover all of our business processes.

We are also improving, upgrading, and developing products and services by promptly identifying the diverse and sophisticated needs of customers. To renovate products and services, we keep constant track of customer satisfaction and harness customer feedback. Our CS surveys comprehensively assess the quality of our products and services by checking operations from technological development to sales promotion across the Group. The survey results are delivered to the responsible departments and used to refine product quality towards improved service provision and enhanced customer satisfaction.

Customer Satisfaction (Secure Media)

(Total of “satisfied” and “somewhat satisfied”)



“The survey items are rated on a 5-point evaluation scale: “satisfied,” “somewhat satisfied,” “neutral,” “somewhat dissatisfied,” and “dissatisfied.”

Boosting Mutual Trust with Business Partners

We are continuously enhancing communication with suppliers and subcontractors (“business partners”) in the conviction that cooperative and trusting relationships are critical for the promotion of sustainable procurement.

The TOPPAN Group Sustainable Procurement Guidelines, revised in January 2022, have been shared throughout the supply chain. In a cycle of guideline-compliant transactions, performance audits, and practice improvements, we engage in ongoing dialogues with business partners to deepen mutual understanding. Our Supplier Hotline is open for use by all partners. The hotline strengthens our efforts to enhance transparency and fairness in transactions and boost relationships of trust. We also ask partners to fill out questionnaires to monitor whether our procurement departments operate properly in accordance with the Basic Procurement Policy under the TOPPAN Group Sustainable Procurement Guidelines (see page 71).

The Declaration of Partnership Building, issued in September 2022, clarifies priority themes for solidifying cooperation and co-prosperity with our partners and cultivating partnerships based on good business practices.

[More details on the Declaration of Partnership Building \(in Japanese\)](#) >

<https://www.holdings.toppan.com/assets/ja/pdf/our-corporate-approach/toppan's-partnership.pdf>

Labor-Management Approach to “Respect for Human Beings”

We understand how deeply we depend on our human assets. The working environments we have been developing are designed to help employees accomplish their tasks vigorously, earnestly, and with strong motivation. We organize various site-based initiatives primarily for employee health and job satisfaction through collaborations with the labor union, the health insurance union, and other related organizations. 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 Group.



Club activity



Health awareness campaign

Surveying Employee Engagement

We have selected “employee health & job satisfaction” as a Materiality theme to drive our growth as a creator of social value, the goal of our sustainability management.

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

We launched an annual employee engagement survey in fiscal 2021. The fiscal 2022 survey analyzed the responses of 21,074 employees at Toppan Inc. and 23 Group companies to assess the expectation-perception gaps in their experiences working within their organizations (16 areas surveyed; see the

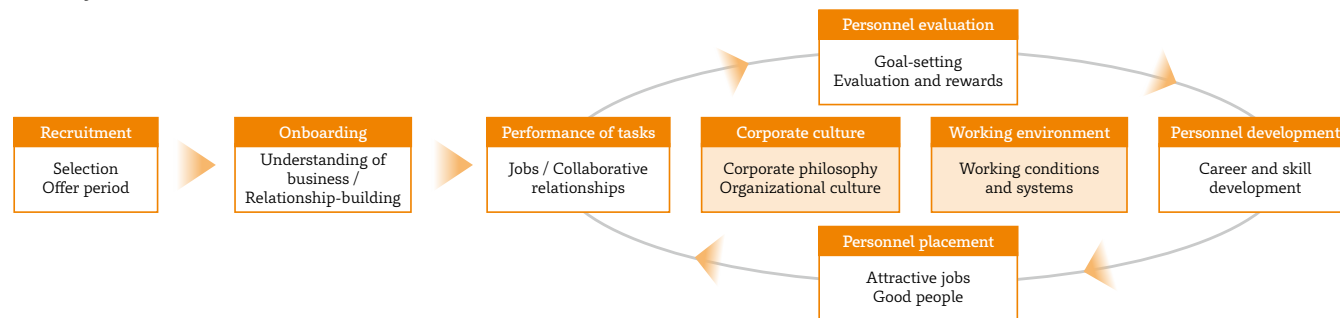
diagram below). The surveys will identify factors that enhance or hinder employee engagement, in order to deliberate and implement measures that will reliably enhance employee engagement and to verify the effectiveness of those measures.

Senior management and section managers act together to solve organizational issues based on the feedback from employees revealed through the survey.

Engagement Survey Summary for Fiscal 2022

Employees Covered	21,074 employees, from Toppan Inc. and 23 Group companies
No. of Respondents (RR)	19,511 (92.6%)
Dates	From January 16 to February 20, 2023
Total No. of Questions	Performance of tasks, personnel evaluation, personnel development, personnel placement, working environment, corporate culture 108 questions in 12 areas under 6 themes *4 areas under 2 themes (“recruitment” and “onboarding”) were added for the fiscal 2022 hires, bringing the total up to 133 questions.
Aggregated Index (EX score)	TOPPAN Group: 70.6 (0.8 pt. increase compared with fiscal 2021) Medium-term target for fiscal 2025 under the Medium Term Plan: Increase in the engagement score by 5 pt. compared with fiscal 2021 *Reference index: Japanese manufacturing industry average of 69.9 *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.)

Survey Overview and Themes



TOPPAN eSports Festival 2021

In January 2021, we held the first TOPPAN eSports Festival, an online labor-management event organized as a substitute for the traditional non-virtual sporting events we have held previously.

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.

The next event will be held in 2024.



Communicating with Shareholders and Investors

We value long-term relationships of trust with shareholders and investors and provide corporate information as a basis for investment decisions in a timely, fair, and constant manner. Our voluntary disclosures exceeding institutional requirements bring a clear picture to investors and promote deeper understanding of our business operations.

We also engage in dialogues with investors (through some 200 interviews every year) and brief financial analysts and institutional investors in quarterly earnings calls. We consent to requests for individual interviews, participate in numerous conferences sponsored by securities firms, and meet with institutional investors to explain our performance and strategies and glean how the market views us. We also discuss ESG matters with investors to further cultivate mutual understanding and reflect their comments and views into TOPPAN's management.

Through a cycle of disclosure, dialogue, and feedback to management, we pursue the sustainable growth of the Group and the medium-to-long-term enhancement of our corporate value.

Stakeholder Engagement

Stakeholder Engagement: Themes and Activities

Customers

Developing and supplying safe, secure products and services

- Maintaining and improving the quality of products and services under the guidance of Japan-wide conferences of quality assurance departments
- Protecting personal information through strict information security management
- Offering universal design (UD) products and services; supporting client companies in their work to improve the design of their products and services from UD perspectives
- Delivering value to the everyday lives of consumers with our online services; continuously improving the services

Creating opportunities to sound out opinions on products and services

- Performing day-to-day sales activities
- Inviting customers to spaces where our products are displayed and seminars
- Holding and participating in exhibitions

Nurturing collaborative innovation to create social value

- Engaging in industry-academia-government pilot projects, etc.
- Running open innovation programs
- Advocating digital transformation using the Erhoht-X™ service
- Offering environmentally friendly products and services
- Operating PLAZA21, a showroom for presenting examples of social value creation based on printing technology
- Operating NIPPON GALLERY TABIDO MARUNOUCHI, a tourism-themed space for the collaborative revitalization of regions throughout Japan as major travel destinations
- Operating "L·IF·E," a showroom that inspires visions of fulfilling lifestyles in the future
- Operating WAO, a co-working space for supporting open innovation

Business Partners*

Promoting sustainable procurement

- Cooperating with business partners based on the TOPPAN Group Sustainable Procurement Guidelines
- Setting up the Supplier Hotline as a portal for receiving reports from business partners
- Assessing human rights risks
- Controlling chemical components of products
- Arranging self-assessment questionnaires and holding workshops on business continuity planning for business partners
- Verifying the legality of lumber as a paper material

Providing fair and equal business opportunities

- Concluding basic sale & purchase agreements with business partners
- Asking business partners to fill out questionnaires to evaluate their transactions with our procurement personnel

Employees

Supporting the empowerment of diverse human assets

- Formulating a policy to promote diversity and inclusion in the workplace; obtaining commitments from top management
- Implementing programs to pursue diversity management, raise awareness of unconscious biases, etc.
- Designing various working arrangements for flexible working styles
- Operating systems for in-house staff recruitment and employee self-determination on the career path

Sharing wide-ranging information within the Group

- Sending out executive messages
- Issuing the *CONVEX, CONVEX Online*, and *CONVEX International* (in-house newsletters)
- Surveying employees on wide-ranging topics
- Convening a TOPPAN Group Human Resource Development Committee and sharing personnel development information across the Group

Facilitating labor-management partnership

- Convening Group- and site-based business councils
- Convening special committees to discuss pertinent issues of the day
- Holding labor-management events
- Holding labor-management committees for enhanced job satisfaction

Providing information on occupational safety and health; implementing measures for mental healthcare

- Developing safety promotion systems (e.g., building an information-sharing network linking Group sites throughout the world; standardizing safety measures)
- Operating *Anzen Dojo* safety training facilities; delivering and sharing information on *dojo* initiatives (e.g., conducting *dojo* tours with hazard simulators at domestic and overseas sites; organizing safety training; posting regular newsletters on safety; etc.)
- Offering the 3D Stress Check & Support service
- Setting up counseling services
- Arranging a program to determine when employees on mental healthcare leave can return to work, as a safeguard to prevent the recurrence of mental illnesses

Addressing human rights issues

- Setting up the TOPPAN Group Helpline
- Assessing human rights risks

Shareholders and Investors

Disclosing information on our financial position; briefing shareholders and investors on our business activities and plans

- Holding shareholder meetings
- Briefing shareholders and investors on financial results
- Arranging meetings and briefings for institutional investors on financial performance
- Issuing the *Integrated Reports* and *TOPPAN Story* newsletters
- Posting IR information on the TOPPAN corporate website
- Answering questionnaires from environmental, social, and governance rating agencies
- Holding TOPPAN IR-Day

Communities

Sounding out opinions and requests

- Setting up a portal for receiving and handling inquiries

Supporting the arts and culture

- Operating the Printing Museum, Tokyo
- Operating Toppan Hall
- Holding the Graphic Trial exhibitions

Conserving community environments

- Regularly beautifying and cleaning up the surroundings of operational sites
- Organizing events to learn about biodiversity

Popularizing para-sports

- Organizing hands-on para-sports events; delivering para-sports information via our *SPORTRAIT* website (in Japanese)

Communicating with the community

- Holding plant tours
- Welcoming community members to in-house events

Collaborating with NGOs and NPOs

- Holding the *TOPPAN Charity Concert* series to support literacy improvement
- Organizing the Kanosei Art Project to support persons with disabilities
- Organizing the "Mirai Ne! (for a better-tomorrow)" projects to support SDG education

National and Local Governments

Preparing for disasters

- Participating in anti-disaster and fire-safety campaigns in the community

Stimulating communities

- Supporting governments through business operations
- Participating in community festivals and events

Supplying information for solving social issues and promoting public policies

- Holding lectures, etc. on the environment and community design
- Answering questionnaires and surveys carried out by governments (e.g., government statistics)
- Organizing and participating in events to present our technologies, etc. to public offices and municipalities

*Suppliers and subcontractors