

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. TOPPAN will bolster Groupwide initiatives to upgrade stakeholder engagement with careful attention to legal compliance and diverse cultures in the countries and regions where the Group does 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

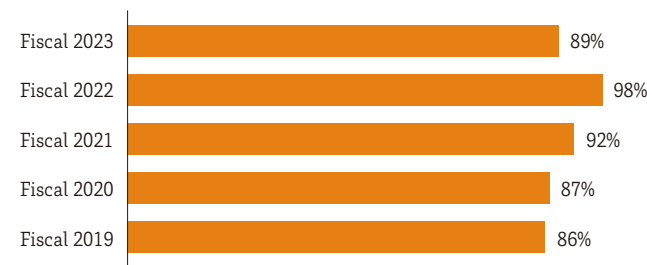
Communicating with Customers

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 customer requests. The “total quality assurance” approach TOPPAN takes to all of the business processes throughout the supply chain has helped us secure and improve the safety and quality of our products and services.

We have also been developing, improving, and upgrading manifold products and services by promptly identifying the diverse and sophisticated needs of customers. To further enhance products and services, TOPPAN keeps constant track of customer satisfaction (CS) and harnesses the customer feedback the Group receives. 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 make continuous quality improvement towards refined 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

TOPPAN is enhancing communication with business partners in the conviction that cooperative and trusting relationships are critical for the promotion of sustainable procurement.

The TOPPAN Group Sustainable Procurement Guidelines 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 evinces our commitment to enhancing transparency and fairness in transactions and boosting 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.

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>

More details on Supply Chain Management (see page 60) >

Labor-Management Approach to “Respect for Human Beings”

We understand how deeply we depend on our human assets. The working environments TOPPAN has 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

TOPPAN has designated “employee health & job satisfaction” as a Materiality theme to drive our success in fulfilling our sustainability management goal of creating social value. We see increased employee engagement as a key underpinning for achieving this 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 2023 survey analyzed the responses of 31,194 employees at TOPPAN Holdings Inc. and 44 Group companies to assess the expectation-perception gaps in their experiences working within their organizations (16 areas

surveyed; see the table below). The surveys will allow us to identify factors that enhance or hinder employee engagement, deliberate and implement measures that reliably enhance employee engagement, and verify the effectiveness of those measures. The employee mindsets revealed through the surveys are reported to each organization and used to develop plans to increase employee engagement. Senior management and section managers act together to solve organizational issues by sharing the survey results at the Executive Officer Committee.

Engagement Survey Summary for Fiscal 2023

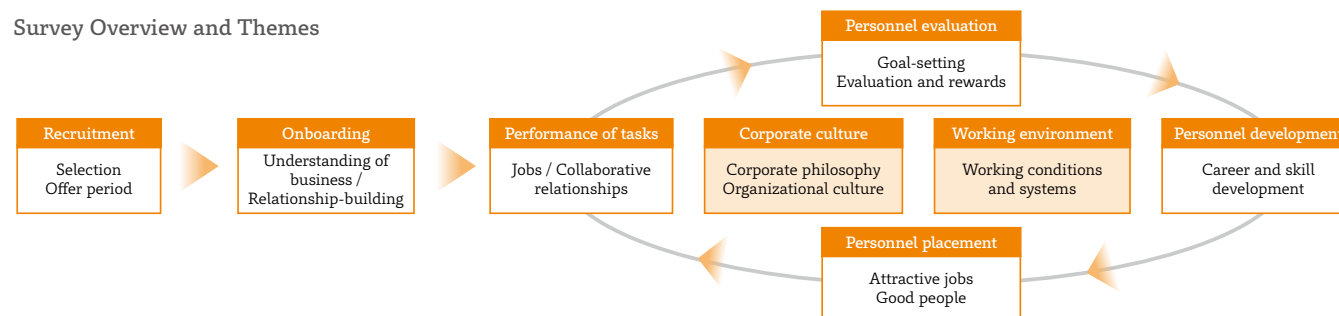
Employees Covered	31,194 employees, from 45 companies within the Group
No. of Respondents (RR)	29,252 (93.7%)
Dates	From November 16 to December 25, 2023
Total No. of Questions	Performance of tasks, personnel evaluation, personnel development, personnel placement, working environment, corporate culture 108 questions in 12 areas under 6 themes *4 areas under 2 themes (recruitment and onboarding) were added for the fiscal 2023 hires, bringing the total up to 133 questions.
Aggregated Index (EX score)	70.1 (0.3 pt. increase compared with fiscal 2021) Medium-term target for fiscal 2025 under the Medium Term Plan: Increase in the EX score by 5 pt. compared with fiscal 2021 *Reference score: Japanese manufacturing industry average of 69.9 *This score 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.)

TOPPA!!! TOPPAN Festival 2024

In February 2024, we held “TOPPA!!! TOPPAN Festival 2024,” a series of events that facilitate a sense of unity throughout the Group. The festival embodied a new form of communication in the post-pandemic world combining online events with real-life events held at operational sites across Japan. Teams placing first in preliminary rounds came together to show off their skills in eSports competitions, and Japan-based teams competed in eSports exhibition matches with contenders from overseas sites. A wider range of participants were invited to take part in the festival by holding in-person events such as an inter-site quiz contest and a one-day office work experience for children.



Survey Overview and Themes



Communicating with Shareholders and Investors

TOPPAN values our long-term relationships of trust with shareholders and investors. As a basis for investment decisions, we provide them with corporate information in a timely, fair, and constant manner. We voluntarily disclose information beyond the scope institutionally required in order to present our investors with a clear picture of our business and provide a solid foundation for practical dialogues with investors that deepen our mutual understanding.

TOPPAN briefs financial analysts and institutional investors in quarterly earnings calls. On our IR-Day launched in fiscal 2023, the executive responsible for each segment summarizes the businesses of the segment and explains the segment's strategies and plans, along with other IR-related information. We will continue to hold TOPPAN IR-Days to facilitate investor understanding of our business.

By consenting to requests for individual interviews and participating in conferences sponsored by securities firms, we meet with institutional investors to explain our performance and strategies and glean how the market views us. Various ESG matters have also been discussed with investors to reflect their views into our management. We conducted about 280 interviews in fiscal 2023, a significantly larger number than in the year before. Constant meetings throughout the year have enhanced our dialogues with shareholders and investors.

Through a cycle of disclosure, dialogue, and feedback to management, TOPPAN pursues 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 through online services; continuously improving the services

Creating opportunities to sound out opinions on products and services

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

Nurturing collaborative innovation to create social value

- Engaging in industry-academia-government pilot projects, etc.
- Running open innovation programs
- Advocating digital transformation using Erhoeht-X™ services
- 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

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 transaction agreements and basic sale & purchase agreements with business partners
- Asking business partners to fill out questionnaires to evaluate their transactions with TOPPAN procurement personnel

Employees

Supporting the empowerment of diverse human assets

- Expanding the Group's 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 the self-determination of employee's career paths

Sharing wide-ranging information within the Group

- Sending out executive messages
- Issuing *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
- Holding labor-management events
- Convening special committees to discuss pertinent issues of the day
- Holding labor-management committees for enhanced job satisfaction

Providing information on occupational safety and health, Implementing measures for mental healthcare

- Developing safety promotion systems (i.e., building an information-sharing network linking Group sites throughout the world; standardizing safety measures across the Group)
- 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 Group sites; organizing safety training; posting regular newsletters on safety)
- 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 TOPPAN's financial position, Briefing shareholders and investors on the Group's 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-Days

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
- Holding the Graphic Trial exhibitions
- Operating Toppan Hall

Conserving community environments

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

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 TOPPAN technologies, etc. to public offices and municipalities

^{*}Suppliers and subcontractors