

Human Assets

Basic Approach

Approach

The TOPPAN Group was founded in 1900 by a team of three printing engineers from the Ministry of Finance Printing Bureau, now the National Printing Bureau of Japan. The founders wished to bring the benefits of state-of-the-art Erhöht relief printing technology to the development of society and culture. Over the twelve decades since, the technology venture launched by those ambitious young entrepreneurs has grown into a family of businesses that create value for society by addressing various issues. Innovation creation has been part of the Group's DNA since its foundation.

As a technology-oriented innovator, we value our employees as human capital, or what we call precious "human assets." We are convinced that maximizing the value of human assets will generate human-led innovation that drives our business growth. Our managerial principle has been "management with respect for human beings," or management that values and makes the most of human assets as value creators. Mindful of how deeply we depend on our employees, we strive to develop human assets that will go on to create more social value. We are developing working environments and a corporate culture ideal for the sustainable growth of individuals and TOPPAN as an organization that contributes to society.

We believe that we can create social value when our employees create products and services that support the well-being of society. We nurture workplaces where diverse human assets can work vigorously, earnestly, and with strong motivation without mental stresses or challenges.

Our human-centric management, with its focus on well-being, is a virtuous cycle that begins with the creation of social

value. This focus brings a sense of social contribution to human assets and motivates them to grow. And our growing human assets will create the next value for society. To sustain this cycle, we are implementing human capital initiatives in alignment with business strategies.

Our goal is to foster a corporate culture that embraces

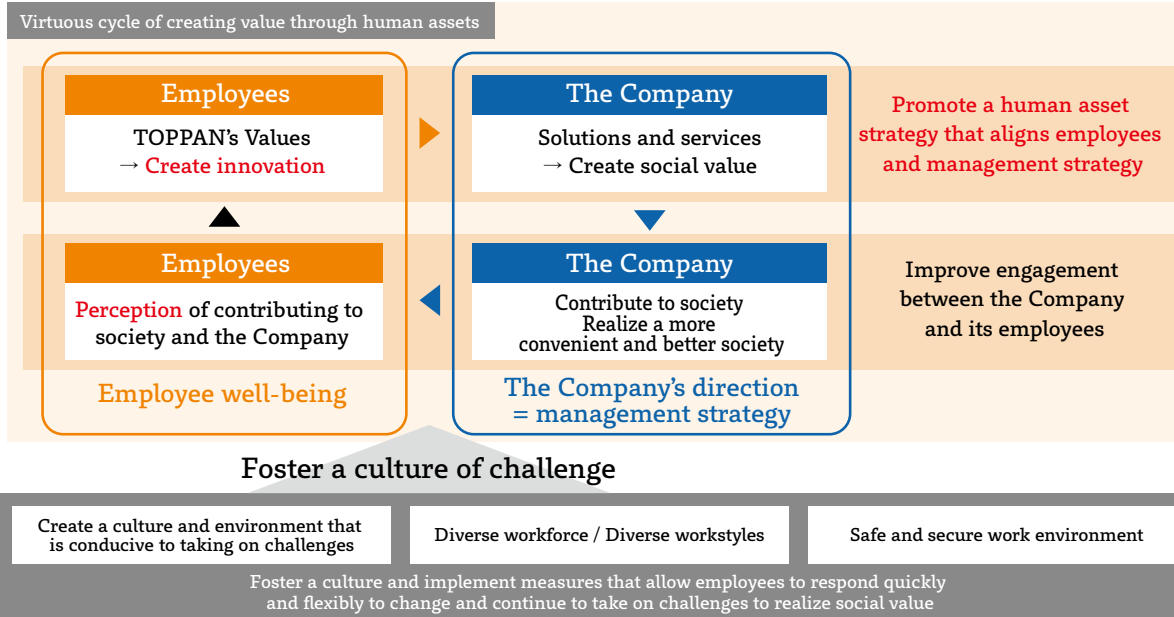
continuous challenge and motivates employees to adapt to change quickly and flexibly. Towards that end, we are developing diverse human assets and work styles, safe and secure workplaces, and a culture and environments that encourage employees to take on challenges.

TOPPAN Group Human Capital Policy

Innovation creation has remained a part of TOPPAN's DNA since its founding. / The source of our competitiveness and innovation is our "people." Management with "respect for human beings" is about embracing and making the most of our human assets, the bearers of our value creation. A company is its people. / Vigorous, earnest, and driven

A **human asset strategy** to develop human assets who contribute to the TOPPAN Group's innovation and corporate value

We aim to create innovation for the betterment of society and develop organizations and human assets that inspire the creation of social value based on TOPPAN's Values of Integrity, Passion, Proactivity, and Creativity.



Human Asset Development Programs

System

The Human Resource Development Center in the Personnel & Labor Relations Division at TOPPAN Holdings Inc. coordinates with persons in charge of human asset development across departments throughout the Group to institute personnel training programs. These programs are organized systematically around TOPPAN UNIVERSITY, a platform that strives to foster leaders and support the skill and career enhancement of employees through basic and special programs, leader development programs, and personal empowerment programs. The center deploys the Human Resource Development Laboratory (HRDL) 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.

Annual employee questionnaires on personnel development measures have been organized at TOPPAN Holdings since fiscal 2012. Employees' appetite for learning, evaluations of the measures currently practiced, and opinions on workplace support for learning have been collected and shared with all of the officers as important data to be used in the design of new development programs. Of 9,163 employee respondents in fiscal 2023 (RR 86%), 7,642 (83.4%) evaluated personnel measures as favorable.

TOPPAN's three-level approach to personnel development is shown in the figure on the right. At the first level, we seek continuous improvement in training programs through a PDCA cycle. At the second, the training effectiveness and efficiency gained at the first level are maximized with human resource (HR) technology and various other technologies. At the third, we study, research, and verify ideal methods to stimulate human asset innovation.

Supporting Employee Career Development

Training, education

We operate an annual Challenging Job System, a program that promotes self-directed career development by enhancing the autonomy and independence of employees and nourishing a problem-solving, can-do mindset. This system encourages every regular employee to consider their own career aspirations and develop skill-enhancement plans. By assigning human assets to positions suited to their individual motivations and qualifications, the system energizes each organization and reinforces TOPPAN as a whole through optimized personnel positioning across the Group. This system also gives employees periodic opportunities to exchange opinions with superiors on their career- and skill-enhancement plans. In parallel, in-house staff recruitment systems have been put in place to provide every person in the workforce with an equal opportunity for skill enhancement. Under our Job Challenge Program, for example, employees can apply for positions of their choosing at any time of year.

Fostering Managerial Talent

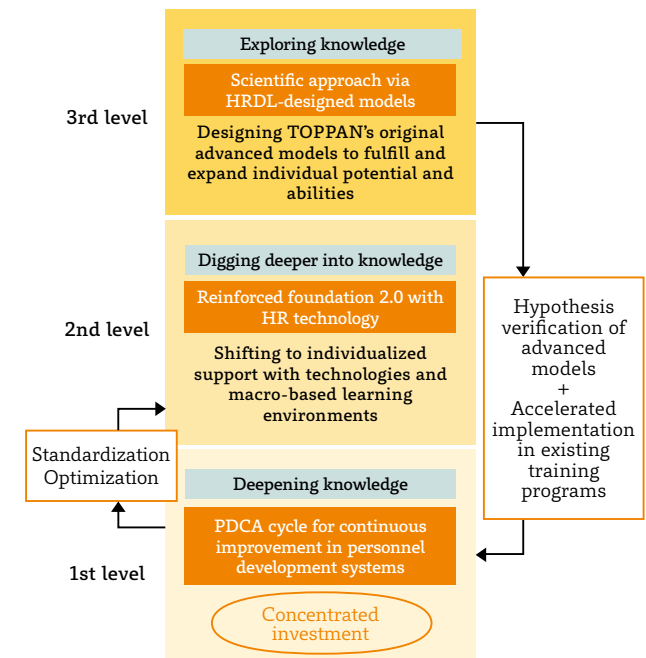
Training, education

TOPPAN is systematically nurturing human assets with the experience and competence necessary to occupy managerial positions with a view to sustaining and enhancing our organizational competitiveness.

A wide variety of programs have been arranged to foster and pool talent that will drive our business portfolio transformation. Seamless rank-based training programs are organized to nurture personnel with the qualities of future leaders, both male and female, across all age groups.

Through these systematic programs, we continue to develop human assets who are ready to succeed senior management. The fostered managerial talent will spearhead the reinforcement of a management structure that addresses business shifts and secures the sustainable development and management stability of the Group.

Three-level Approach to Human Asset Development



Systematic Human Asset Development Programs

Respect for human beings

A core management principle since TOPPAN's foundation in 1900

Human asset development policy

Mindful of how deeply we depend on our employees, we will foster human assets who will one day go on to create new knowledge and skills. We will nurture working environments and a corporate culture ideal for the sustainable growth of individuals and TOPPAN as an organization that contributes to society.

Approach to human asset development

- 1) Individual growth engenders our growth, and individual competitiveness engenders our competitiveness.
- 2) Fostering self-directed individuals: We will foster self-directed human assets who take the initiative in value creation.
- 3) Creating excellent collective knowledge: We will nurture distinguished personnel who generate excellent collective knowledge that enhances decision-making and actions across the Group.

Ideal human assets and organization
(Human assets to be fostered within the Group)

A human asset who accurately understands and proactively practices the principles of our Purpose & Values, and an organization that makes decisions and acts based on excellent collective knowledge.

Three key competencies

- 1 Communication skills
- 2 Enhanced sensitivity
- 3 High aspirations



Purpose, Structure & Training Policy

Purpose of establishment

Mindful of how deeply we depend on our employees, we will foster human assets who will one day go on to create new knowledge and skills. We will nurture working environments and a corporate culture ideal for the sustainable growth of individuals hand in hand with our growth as an organization that contributes to society.

Note: A virtual platform for engaging in personnel development and training programs fashioned in an accessible, university-style. Not a formal university within the Group.

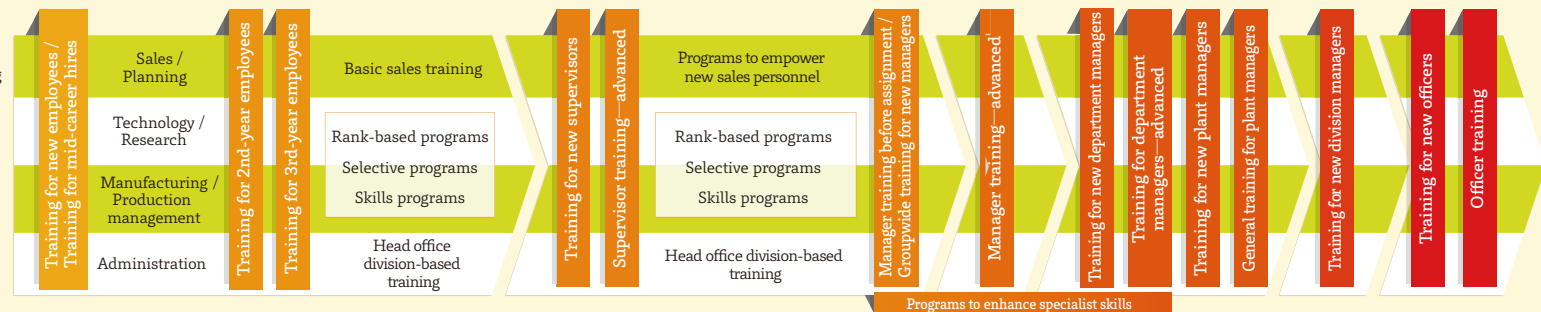
Overall structure

Composed of Groupwide basic education, rank- & job-based training courses, selective leader development programs, and a personal empowerment platform supported by the infrastructure of the Kawaguchi and Yugawara Training Centers, TOPPAN Virtual Training Center, and Career Navigator (online portal providing comprehensive information on personnel development).

Training policy

- We will
- offer education to develop individuals who can contribute to corporate growth and the development of society at large;
 - provide quality training programs for motivated individuals;
 - arrange practical programs in alignment with actual job duties; and
 - respect and support the independence and personal empowerment of our human assets.

Leader Development



Rank- & job-based courses TOPPAN history; TOPPAN's Purpose & Values; Human rights training; Compliance; Information security; Safety, health, and fire protection; Mental healthcare



Self-transformation & new-value creation

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

Early career planning

OJT

Trainer training system
Rotation system
Challenging Job System

Basic courses

Groupwide compulsory training (e-learning programs)
Career Navigator
Internal webpages on human asset development

Human Resource Development Laboratory (HRDL)
TOPPAN Virtual Training Center

Personal empowerment

Subscription-based training courses
(Manabi-hodai "all-you-can-learn buffet" library)

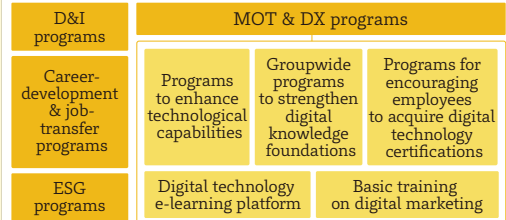
Group training / E-learning programs / Assessment / External training program / Open seminars / Digital technology training



Correspondence-learning courses / E-learning programs

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

Key themes



(as of September 2024)

Fostering Human Assets Active in the DX Arena

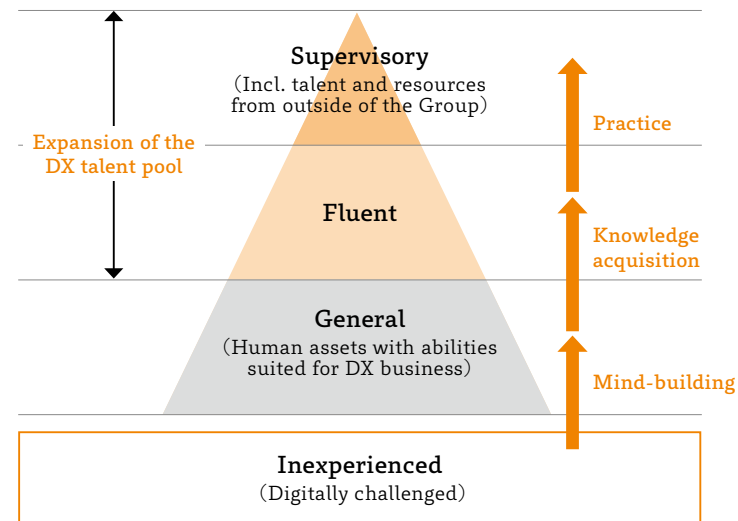
System Training, education Activity results, performance data

TOPPAN is enriching training platforms focused on the dissemination of digital knowledge and skills to expand the DX skills of human assets across departments and jobs throughout the Group. We nurture an organizational culture that deeply values continuous learning in the recognition that constant self-improvement and deeper knowledge beyond the expectations of customers will be key in the digital era.

A learning platform for subscription-based training on digital technology has been developed to keep human assets constantly up to date on the latest digital knowledge necessary for their individual jobs and career plans. We also provide employees with the opportunity to train for Microsoft Azure certifications, as well as cloud-service training programs to equip employees with the skills required for Amazon Web Services (AWS) certifications (run jointly with Amazon Web Services Inc., the world's most broadly adopted cloud platform provider). Learning programs on AI and deep learning and courses for the acquisition of data science certifications have also been introduced since fiscal 2022. Our expanded digital educational curriculum is expected to foster personnel who will advance the digital transformation.

📖 More details on the Data on DX Human Asset Development Programs (See page 41) >

Enhancing DX Skills based on Digital Literacy



Digital literacy improvement from challenged to a general level of proficiency

Provide learning opportunities to employees interested in DX, along with employees currently engaged in DX business, in order to increase human assets with abilities suited for DX business.

- Introductory program for AWS certifications (from 2021)
- Program for Microsoft Azure Fundamentals certification (from 2021)
- Program for Deep Learning for GENERAL: JDIA Certificate (from 2023)
- Program for Basic Analytics for Data Scientist certification (from 2023)

Digital literacy improvement from a general proficiency level to fluency

Provide advanced learning opportunities to employees with abilities well suited to DX business, in order to increase the number of personnel with high digital fluency who can grow into leaders in DX business.

- Intermediate program for AWS certifications (from 2021)

Fostering Human Assets Active in the SX Arena

System Training, education Activity results, performance data

Since 2013 TOPPAN has been organizing training programs to foster human assets adept in sustainable transformation (SX) as members of a group of corporations that create social value and contribute to a sustainable society through extensive environmental, social, and governance (ESG) initiatives.

We continue to dispatch employees on fieldwork programs in Fukushima Prefecture, an area affected by the Great East Japan (Tohoku) Earthquake. In total, 1,925 employees have visited Fukushima over the last 10 years. We also run the Social Innovation Program and Kanosei Art Project (*kanosei* means “potential” in Japanese) on an ongoing basis to develop innovative businesses with a balanced approach to solving social issues and creating economic value. The human assets fostered in these initiatives now sustain our SX businesses.

SX Human Asset Fostering Programs

Program	Launched in	Concept & Outline	No. of Participants
Personnel dispatches to JICA-JOCV	2013	To foster human assets who will be able to lead Japanese society and the Japanese economy based on the objective viewpoints they have gained by comparing Japan's industrial, legal, and other systems with those in overseas countries where they have worked	17
Fieldwork programs for developing innovative businesses with a balanced approach to solving social issues and creating economic value		A total of 1,925 employees (incl. 505 online participants) who have visited Fukushima since 2013	1,925
Social Innovation Program	2013	To equip employees with creative thinking abilities they can apply to the development of innovative next-generation businesses that balance solutions to social issues with economic value creation	460
“Shaping the Future” —advanced	2014	To create networks and drive the integrated strengths of the Group by encouraging employees to think and act independently and explore “what TOPPAN can do to solve social challenges”	971
Fieldwork program for managers in Fukushima	2015		528

Expanded Organizations and Businesses

We have established organizations that drive SX businesses. The human assets fostered by those organizations now sustain the businesses.

Established in	Organization
Apr 2016	Social Business Center Information & Communication Division
Jan 2018	Social Innovation Center Information & Communication Division
Apr 2020	Social Innovation Subdivision Information & Communication Division
Apr 2023	Social Innovation Center* Information & Communication Division *Organizational change
	SX Business Development Center Living & Industry Division
	Kansai SX Business Innovation Subdivision Nishinohon Division

Fostering Human Assets Active in the Global Arena

System Training, education

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

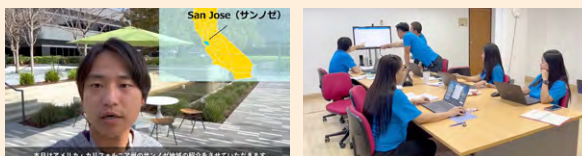
We believe that human assets can thrive in global business arenas when they are business literate and have the requisite business communication skills and overseas experience, along with advanced language skills and cross-cultural competencies. We work to visualize qualified personnel and formulate training plans to nurture them.

The annual Groupwide language-proficiency assessment identifies the global business potential of the TOPPAN workforce and estimates how many personnel should be assigned to the international operations of the Group. Based on the assessment results, we are fostering global personnel

TOPIC

From a Rank-based Training Session

As part of their training, new employees take part in talk sessions with senior staff assigned outside of Japan to learn more about our overseas Group sites and global businesses. Videos of our workplaces and the lifestyles of TOPPAN personnel from around the world expand the trainee's global horizons.

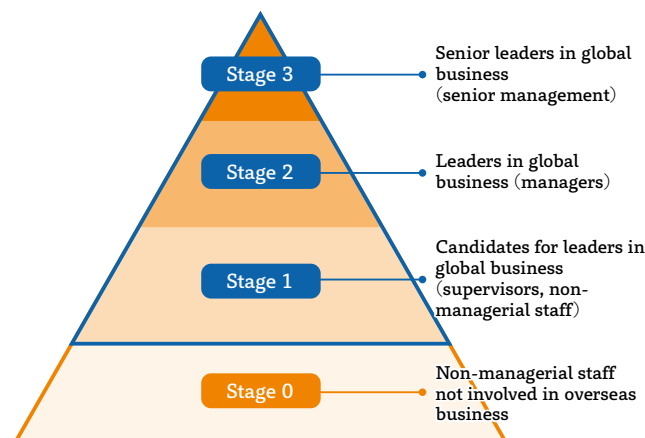


An expatriate staff member presenting video footage in a talk on his local life

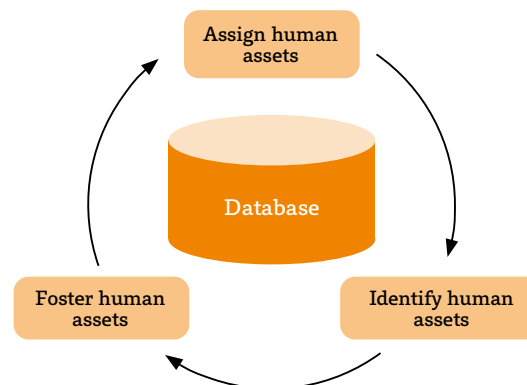
through a human resource (HR) system that encourages employees to participate in various global business programs, acquire basic literacy and knowledge required for overseas business in fields such as accounting and finance, and gain experience outside of Japan via dispatch beyond borders.

Structure for Fostering Global Human Assets

Stage 1-3: Personnel engaged in overseas business



Developing global human assets within the HR system



Developing Talent for New Businesses

System Training, education

TOPPAN organizes a variety of training programs to foster the knowledge, skills, and mindsets human assets need as they explore new businesses.

In a series of "Shaping the Future" programs, employees from companies within the Group co-work to develop innovative business models and create new value by combining competencies in their own businesses. The program for "New Business Innovation" cultivates corporate entrepreneurship among supervisors by taking a systematic learning approach to the development of new businesses. The "Next-generation Leaders Program" inspires managers to envision an ideal TOPPAN Group a decade into the future with scenario planning.

We also arrange fieldwork programs for managers to explore ways to spur innovative ideas. Fieldwork participants devise a business plan with the Art Innovation Framework™, a value creation method that seeks to transcend subjective thinking by applying the creative thinking of artists.

These programs have inspired the submission of 312 new business plan proposals to management, as of March 31, 2024. We will continue to nurture personnel capable of conceiving and actualizing new business ventures that bolster our business portfolio transformation.

Target	Program	No. of Participants (cumulative)
Managers	Next-generation Leaders Program	278
	Art Innovation Framework™ Training	1,161
Supervisors	Program for New Business Innovation	537
Non-managerial staff	Shaping the Future	1,955
Total		3,931

New business plans: **312 proposals**

Research and Development at HRDL

Training, education

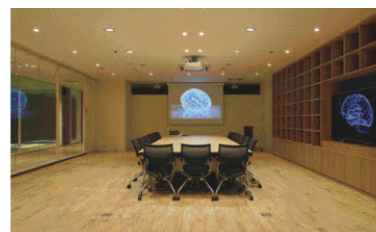
In April 2017 TOPPAN launched the Human Resource Development Laboratory (HRDL), an R&D base to study, research, verify, and implement ideal programs for personnel innovation. The fields of interest range from neuroscience and brain research to physiological condition analyses and business support technologies.

The HRDL applies interdisciplinary expert knowledge from outside of the Group to design original personnel development models that promote self-transformation and inspire individuals to fulfill and expand their potential and abilities. The research outputs are expected to spur TOPPAN's brand new value creation.

The HRDL strives to produce original models by applying

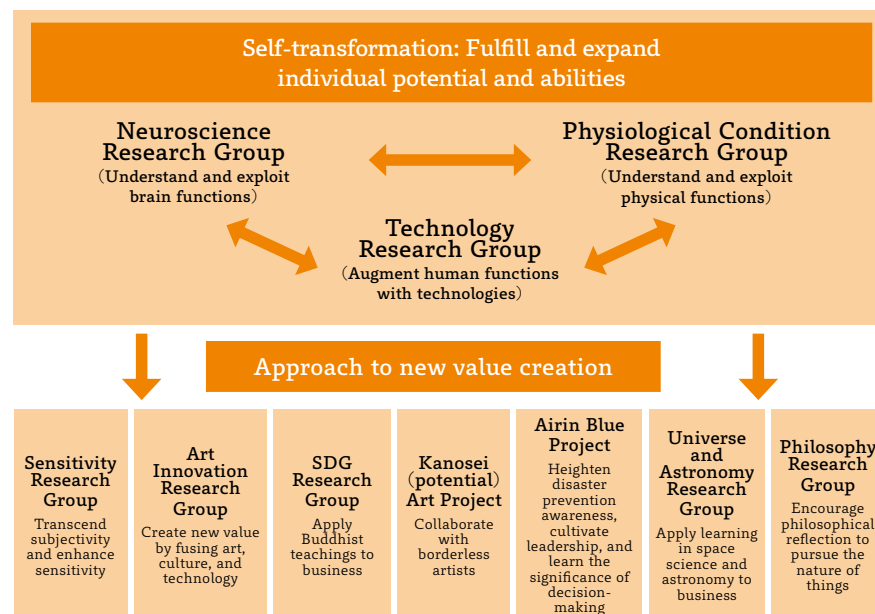
its advanced personnel-development approaches to the Group's current training systems. The lab embraces sensitivity and non-verbal dimensions by transcending the verbalized dimensions in which conventional training programs are organized.

We believe that human assets can innovate and create new value when they are better able to recognize non-quantifiable cognitive attributes such as sensitivity and non-verbal understanding. We are forging ahead with medium- and long-term research and development projects in cooperation with outside experts.

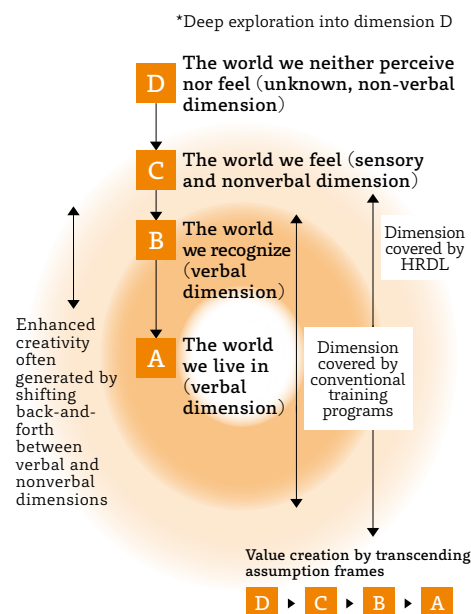


Human Resource Development Laboratory

Systematic R&D at HRDL in 2024 (for innovative human asset development)



Dimensions Covered by HRDL

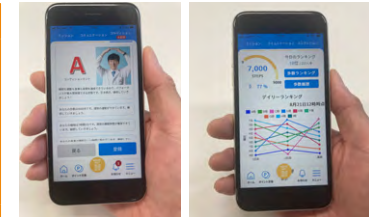


R&D Projects at HRDL

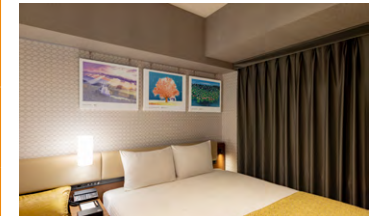
Program	Launched in	Concept & Outline
Neuroscience Research Group	2017	• A program to apply neuroscience to human asset development, established with DANCING Einstein, Co., Ltd. Aims to develop talent necessary for corporate growth and a better society.
Physiological Condition Research Group	2017	• A program to provide accurate knowledge and skills for sound mental and physical health, designed with Dr. Hideyuki Negoro of Harvard Medical School and Sorbonne University School of Medicine. • Gains in mental and physical health promote the health management of the Group by improving individual performance and enhancing efficiency.
Technology Research Group	2020	• Nurturing human assets who create new value by broadening human functions through technology and expanding individual potential and abilities.
Sensitivity Research Group	2018	• A program to unleash creativity and link it with innovation by enhancing sensitivity, designed with external research institutions specialized in the human senses. Researches spatial designs and develops programs to merge human sensitivity into business.
Art Innovation Research Group	2018	• Creating new value by fusing art, culture, and technology through a course established with Kyoto University. Seeks to formulate an innovative value-creation scheme to enhance creativity by transcending subjectivity through artists' logic.
SDG Research Group	2019	• A program designed with the Yoi-Otera ("good temples") Research Institute for human asset development applying Buddhist principles to business. Incorporates Buddhist teachings into training to engender innovative ways of thinking about work, the value of a corporation, and the concept of being oneself.
Kanosei Art Project	2018	• A project fostering next-generation leaders as part of development of a business model linking social benefit (greater independence of persons with disabilities) with economic benefit (Group revenues) using technologies that add value to the works of borderless artists.
Airin Blue Project	2019	• A project to remind people of the value of life by maintaining flowers at the final resting place of Airi Sato, a child who perished in the tsunami caused by the Tohoku Earthquake. The flowers signify the need for disaster preparedness and action when a disaster strikes.
Universe and Astronomy Research Group	2021	• Applying insights from space science and astronomy to business for new value creation. Encourages employees to think on a macrocosmic scale, taking in the big picture and gaining deeper insights into future aspirations.
Philosophy Research Group	2022	• Exploring ways to leverage philosophical viewpoints in training programs, encourage human assets to apply philosophical insights to business, and apply philosophical principles for new services, solutions, and businesses.

R&D Activities at HRDL

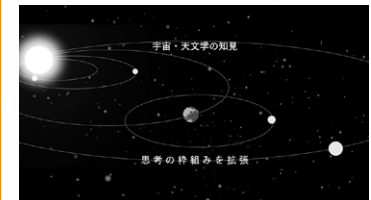
Program	Launched in	Results
Neuroscience Research Group	2017	<ul style="list-style-type: none"> Designed a forefront brain science program that seeks to improve personal performance and communication skills by shedding new light on the mechanisms of human learning, behavior, emotions, and thinking; opened the program to client companies for a fee to share the expertise with wider society. *Forefront brain science program: 439 participants (total for 18 terms), Forefront brain science program—advanced: 146 participants (total for 6 terms), Mindfulness & stress management program: 307 participants (total for 13 terms) Incorporated neuroscience knowledge into training sessions for new hires and personnel during their first three years of employment (attended by a total of 9,386 participants, as of July 2024). Studied clues on the actions to take in response to new challenges; summarized the findings in a video and art installation for employees.
Physiological Condition Research Group	2017	<ul style="list-style-type: none"> Produced <i>Around-the-clock Tips for Better Performance</i> and <i>Breath Control & Tips for Optimal Sleep, Exercise, and Diet</i>, a series of self-care videos devised to help every Group employee look after their own mental and physical health; a total of 18,189 views (as of July 2024). Developed a smartphone app that helps Group employees manage their own mental and physical health; used the app in rank-based training sessions for a total of 7,836 participants, from new hires to managers (as of June 2024); patented functions of this app as a health management system and health management method (Japan Patent No. 2019-213535). Developed the 3D Stress Check & Support, a comprehensive system for businesses that automatically prescribes tailored support for individuals based on the results of mental-health risk screenings.
Technology Research Group	2020	<ul style="list-style-type: none"> Developed a business-plan creation support system that compares and proposes business models using a combination of AI and financial expertise, in 2021; incorporated the system into in-house programs for personnel training on new business creation in the same year. Arranged a generative AI training program for fiscal 2024 hires in which the trainees use generative AI to devise solutions for social issues.
Sensitivity Research Group	2018	<ul style="list-style-type: none"> Held interactive employee workshops, in which participants worked with non-verbal dimensions such as smell, color, physical expression, sensitivity engineering, perception, and hearing.
Art Innovation Research Group	2018	<ul style="list-style-type: none"> Developed the Art Innovation Framework™, a thinking method that systematizes the logic of artists to spur the generation of new ideas in business; made an animated video on this framework. Arranged an Art Innovation Framework program for managers focused on approaches to transcending subjectivity for the creation of new value. Implemented business ideas born from Art Innovation Framework programs as prototypes to be verified on a small scale. Held internal seminars focused on the fusion of art, culture, and technology to create new value.
SDG Research Group	2019	<ul style="list-style-type: none"> Produced <i>Buddhist Teachings in Business</i>, an animated video to be viewed across the Group. Organized online fieldwork programs to guide senior managers on virtual visits through the Zenko-ji temple in Nagano and the Koyasan sacred mountain in Wakayama, Japan. The participants learned about the meaning and significance of work and the roles required of senior management, with a thematic focus on the moral values of a corporation. Held internal seminars hosted by monks to present Buddhist principles applicable to business scenarios.
Kanosei Art Project	2018	<ul style="list-style-type: none"> Continued training programs in which new and experienced employees explored ways to add value to the works of borderless artists (attended by more than 3,300 participants since 2018). Won the Grand Mécénat Award for the project at the Japan Mécénat Awards 2022 organized by the Association for Corporate Support of the Arts of Japan in 2022. Selected 50 artworks to be shown at the 2024 exhibition, based on in-house votes cast by over 6,000 employees and officers in 2023. Continued to hold borderless artwork exhibitions in Metapa™, a metaverse space. Launched themed rooms at the Villa Fontaine Grand Haneda Airport hotel in collaboration with Sumitomo Fudosan Villa Fontaine Co., Ltd. Under a special plan, the hotel donates 3% of revenue from room charges to borderless artists to support their creations. Guests at the hotel are enjoying artworks installed in the themed rooms, along with corridors and elevator halls on several floors.
Airin Blue Project	2019	<ul style="list-style-type: none"> Held an internal seminar on individual preparations to save lives; presented a lecture on the leadership required during disasters and disaster prevention activities.
Universe and Astronomy Research Group	2021	<ul style="list-style-type: none"> Developed the Space Innovation Framework™, a thinking method for new value creation. Worked with the Philosophy Research Group on the utilization of the Space Innovation Framework for manager training with a view to fostering thinking skills that generate balanced perspectives and actions; organized training for new division managers to reaffirm two qualities required in a leadership candidate: a broad, long-term viewpoint and the personal principles of a frontrunner. Held employee seminars on space science and culture.
Philosophy Research Group	2022	<ul style="list-style-type: none"> Held training sessions for supervisors to foster inner wisdom (the ability to see the nature of things) and a clear understanding of a supervisor's roles as a TOPPAN member that creates social value. Held internal seminars on philosophical thinking oriented towards deeper questioning of the world in the pursuit of the essence of things.



An original self-care app to nurture physiological well-being



A Kanosei Art-themed hotel room



Space Innovation Framework™

TOPPAN Virtual Training Center

Training, education

The TOPPAN Group leverages virtual reality and other forefront digital technologies for human asset development.

In 2021 we launched the TOPPAN Virtual Training Center as a global education platform that seamlessly connects digital and real spaces for coming generations. Every Group employee from across the world can visit this online hub to congregate with a diversity of people from within and outside of the Group. We seek to integrate knowledge and spur innovation by optimizing our digital training environment using advanced technology.

The training center operates two venues. The first is the virtual Koishikawa Head Office Building, an online space where visitors can experience virtual tours of Toppan Hall and the Printing Museum, Tokyo. The second is the Virtual Human

Resource Development Laboratory (HRDL), an online facsimile of the real-world laboratory.

Employees can visit the Virtual HRDL to check the research results from the lab's two projects and eight research groups and to learn the specialist knowledge of the HRDL researchers through in-house seminar videos and other materials. One series of videos describes the art, Buddhism, and space frameworks adopted for personnel innovation. Another prominent title is *Around-the-clock Tips for Better Performance*, an animated video to help human assets look after their own mental and physical health. The virtual laboratory also presents artworks from the Kanosei Art Project and the research outputs of trainees harnessing the findings of the eight research groups.

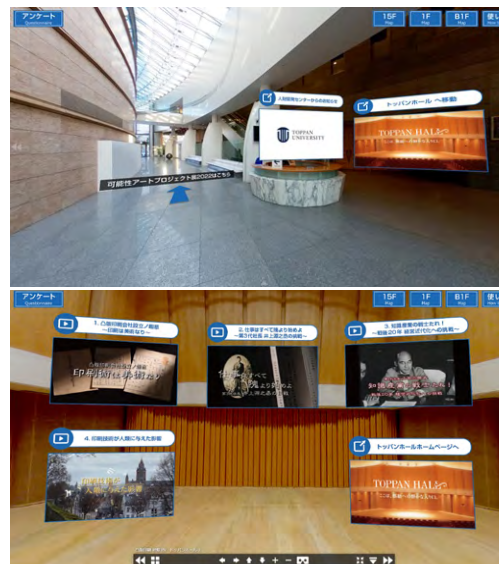
Real and virtual learning infrastructures are now available at TOPPAN. Group employees from around the world can tour our facilities remotely and catch up on the latest knowledge at any time and from any distance.

Training Programs with Digital Technology

Training, education

We have been upgrading our online training programs by leveraging digital technology in ways that transcend the mere substitution of face-to-face training. In fiscal 2021 we launched the TOPPAN Virtual Training Center to provide new hires with work experiences at web-based training sessions. A year later the center introduced training programs in the metaverse to facilitate virtual communication that feels more tangibly real. All new employees were invited to a Kawaguchi Plant VR Tour in the metaverse in fiscal 2023. Participants experienced workplace hazards from an operator's point of view, as transmitted through standalone VR goggles. Embodied within realistic avatars of themselves, new hires shook hands with their virtual peers and gave high-fives in an experientially expanded communication space. TOPPAN's online training has seen further advancements in fiscal 2024. Trainees now co-work and interact by sharing course materials in the metaverse.

The training outcomes have guided us towards more sophisticated uses of digital technology in other rank-based training programs.



Evaluation System

System

TOPPAN evaluates Group employees on their behavior, performance, and capabilities and reflects the evaluation results in their grade promotions, salary revisions, bonuses, and performance-based pay.

Our “capability evaluation” assesses the actual capabilities of an employee and how well the employee has demonstrated those capabilities in comparison with the specific requirements defined in our grade system.

Our “behavior evaluation” assesses how well an employee has taken valuable actions based on our grade-based behavioral standards. We expect our employees to adapt to social and business changes by duly considering our Purpose & Values and the Conduct Guidelines. Our evaluations also focus on an employee's positive actions in response to growing global issues, such as the realization of a sustainable society, adherence to diversity & inclusion principles, respect for human rights, sustainability practices, and social value creation.

Our “performance evaluation,” meanwhile, is based on a management-by-objective (MBO) system. Routine dialogues, such as one-on-one meetings held one or more times per quarter, allow both the supervisor and employee to assess the latter's progress towards goal achievement. Once every six months we assess an employee's performance, review the levels of goal achievement, reset individual/team goals, and formulate a new action plan to attain the renewed goals. This PDCA cycle backs up an employee's efforts to achieve personal and team goals.

Our capability and behavioral evaluations systematically focus on more than just personal performance. Through these evaluations, we seek to improve employee competency, and ultimately corporate performance, by aligning expectations between management and employees regarding the actions,

abilities, and skills to be acquired for individual growth. The evaluations are also designed to imbue employees with a sense of personal responsibility for corporate performance by reflecting divisional results into individual evaluations.

As another incentivization for employees, TOPPAN introduced a stock-based compensation system in fiscal 2023. In setting the number of shares awarded to employees, we have decided to base the compensation on the extent of their individual contributions to the attainment of the Medium Term Plan targets over the year. By linking their compensation with medium-to-long-term corporate and personal performance, we expect to bolster the motivation of employees to work towards corporate value enhancement.

Evaluation for	Interval	Evaluation on	Details
Grade promotion	Annual	Capability	Assess whether an employee has the required capacity to advance to the next grade
Salary revision	Annual	Capability Behavior Performance	Assess how well an employee has demonstrated the abilities expected of their current grade over the past year and determine the abilities they will be expected to demonstrate over the next year
Bonus	Semiannual	Behavior Performance	Assess the extent to which an employee has taken valuable actions and how completely the employee has achieved the goals set during the assessment period (semiannual assessment)
Performance-based pay	Semiannual	Behavior Performance	

Human Asset Development Initiatives

Activity results, performance data

Fiscal 2023 Data on Human Asset Development Programs (TOPPAN Group)

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.	4,857
Leader development programs	A series of selective training programs to foster leaders of tomorrow, including a program for creating new businesses and a program for developing human assets active in global business arenas.	594
Personal empowerment programs	A series of self-initiated programs that give Groupwide employees the choice of what they learn. Three learning styles are available.	7,254
TOPPAN Business School	Diverse courses that cover wide-ranging subjects from basic knowledge and skills in business to advanced specialist skills. Offered in online-group and e-learning settings and in a course that dispatches trainees to business schools outside of the Group.	1,607
Manabi-hodai (all-you-can-learn buffet) e-learning library	A subscription-based program with over 187 courses and no limits placed on the time or place of learning or how often the courses can be repeated.	3,208
Challenge School	Correspondence-learning courses for acquiring business knowledge and skills.	2,439
Groupwide basic education	E-learning programs to give every Group employee the opportunity to learn requisite business knowledge.	149,591
Human asset map for global business	An annual language-proficiency assessment to gauge foreign language competency at the Groupwide level and to count and rank the human assets with high aptitude for global business. The top-scorers will be fostered under an upcoming mid-to-long-term development plan as personnel expected to be indispensable for the global growth of the Group.	1,664
Selective training on global business	A program to equip employees with fundamental skills for global business such as linguistic aptitude, cross-cultural competency, and consensus building.	36
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.	90*
JICA Japan Overseas Cooperation Volunteers	A trainee system to dispatch Group employees to emerging and developing countries.	17*
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.	19*

*Cumulative total since fiscal 2013

Data on DX Human Asset Development Programs (TOPPAN Group)

Program	Outline	No. of Participants (cumulative)
DX basic training	E-learning program for essential DX knowledge and skills (video: about 6 hours in 7 sessions).	8,889
Training for AWS certification	Focused on basic-level knowledge and skills for employees seeking to become AWS-certified cloud practitioners. Trainees come from digital, sales, planning, and technology departments.	Participants: 3,741 Certified employees: 2,252
Training for acquiring Microsoft Azure certifications	Basic-level training on cloud knowledge and skills for employees seeking to obtain the Azure Fundamentals AZ900 certification. Trainees come from digital, sales, planning, and technology departments.	Participants: 166 Certified employees: 135
Training for Generative AI Test certification	Helps employees become business translators who can integrate digital technologies into practices based on in-depth understanding of technologies (e.g., AI, deep learning) and applications in business.	Participants: 322 Certified employees: 209
Training for Data Scientist certifications	Helps employees acquire digital literacy and knowledge to become qualified data scientists by acquiring knowledge and skills in data science, including data processing, machine learning, data analysis, engineering, mathematical statistics, and business.	Participants: 352 Certified employees: 106
Udemy / Aidemy	MOOCs focused on AI utilization, data analytics, and global communication skills for department-based training and personal empowerment. Employees acquire up-to-date, high-quality knowledge and skills through the latest platforms.	Udemy participants: 4,945 Aidemy participants: 427
Growth X marketing	A one-year, cross-departmental program for the latest knowledge and practical skills across digital marketing.	Participants: 422

Human Asset Development Expenditure (TOPPAN Inc.)

	Expenditure on Training, etc. per Employee
Fiscal 2019	64,654 yen
Fiscal 2020	53,637 yen
Fiscal 2021	56,070 yen
Fiscal 2022	64,937 yen
Fiscal 2023	76,188 yen

*Consolidated figures for Japan (covering 51% of the consolidated total)
 ・Average human asset development expenditure per employee: 33,106 yen
 ・Average training hours in human asset development programs per employee: 41.6 hours
 *Figures for TOPPAN Inc.
 ・Average human asset development expenditure per employee: 76,188 yen
 ・Average training hours in human asset development programs per employee: 72.2 hours
 *Both in fiscal 2023





Participants in Leader Development Programs
 (Cumulative total from fiscal 2011 to 2023, TOPPAN Group)

Level	Program	Total (cumulative)
Management Class	Business innovation (intermediate/advanced)	337
	Management literacy (advanced)	418
	Management literacy (intermediate)	1,435
	Total	2,190
Supervisors	Business innovation (elementary)	927
	Management literacy (elementary)	1,002
	Total	1,929
General employees	Business innovation (basic)	3,340
	Total	3,340
Employees at all levels	Global leader development	301
	Total	301
Sum total		7,760

Information on Employees at the TOPPAN Group

Activity results, performance data

No. of Employees (Four TOPPAN Group companies)

Company	Sex	Total Employees 	Management Class 	Supervisors 	Sum Total Employees 	Part-time Workers	Dispatched Staff
TOPPAN Holdings Inc.	Male	1,292	421	302	1,676	6	63
	Female	384	54	111			
TOPPAN Inc.	Male	5,797	1,773	1,323	7,972	96	648
	Female	2,175	109	403			
TOPPAN Edge Inc.	Male	1,989	488	617	3,137	1,408	1,949
	Female	1,148	40	181			
TOPPAN Digital Inc.	Male	621	156	153	796	7	52
	Female	175	5	44			

Announcing the Mid-career Hiring Rate

TOPPAN Inc. discloses the ratio of mid-career hires (both outside recruitment and indefinite-term employment of persons 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 of Employees, and Enrichment of Their Working Lives.

Mid-career Hiring Rate (TOPPAN Inc.)

Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023
24%	29%	29%	34%

Publication date: September 30, 2024

Japan Consolidated

No. of Employees

	Sex	Directors	Executive Officers	Total Employees	Management Class	Supervisors	Sum Total Employees
Fiscal 2022	Male	371	45	27,769	5,318	5,442	35,049
	Female	17	1	7,280	345	993	
	Percentage of women	4.4%	2.2%	20.8%	6.1%	15.4%	
Fiscal 2023	Male	390	33	27,226	5,303	5,317	34,750
	Female	17	1	7,524	376	1,060	
	Percentage of women	4.2%	2.9%	21.7%	6.6%	16.6%	

No. of Recruits


	Sex	New Graduates & Mid-career Recruitment
Fiscal 2022	Male	1,044
	Female	646
Fiscal 2023	Male	1,169
	Female	666

Turnover

	Sex	Total Turnover	Resignations for Personal Reasons
Fiscal 2022	Male	1,378	864
	Female	467	367
Fiscal 2023	Male	1,645	1,132
	Female	515	425

Employees by Age-group

	Sex	Age-group	Total Employees	Management Class	Supervisors
Fiscal 2022	Male	1. Below 30 years old	3,829	1	5
		2. 30-50 years old	13,565	2,498	4,226
		3. Over 50 years old	10,373	2,819	1,211
	Female	1. Below 30 years old	2,075	0	6
		2. 30-50 years old	3,540	207	834
		3. Over 50 years old	1,667	138	153
Fiscal 2023	Male	1. Below 30 years old	3,993	1	25
		2. 30-50 years old	12,539	2,478	3,975
		3. Over 50 years old	10,694	2,825	1,317
	Female	1. Below 30 years old	2,286	0	6
		2. 30-50 years old	3,399	230	884
		3. Over 50 years old	1,839	145	170

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

No. of Employees by Nationality (Four TOPPAN Group companies)

Company	Indicator	Nationality	Sex	Total Employees	Management Class	Supervisors
TOPPAN Holdings Inc.	No. of employees	Japan	Male	1,285	419	301
			Female	379	53	110
		China	Male	3	0	1
			Female	4	1	1
		Other	Male	4	2	0
			Female	1	0	0
	Percentage of total	Japan	Male	99.46%	99.52%	99.67%
			Female	98.70%	98.15%	99.10%
		China	Male	0.23%	0.00%	0.33%
			Female	1.04%	1.85%	0.90%
		Other	Male	0.31%	0.48%	0.00%
			Female	0.26%	0.00%	0.00%
TOPPAN Inc.	No. of employees	Japan	Male	5,775	1,770	1,318
			Female	2,156	110	400
		China	Male	12	1	4
			Female	16	0	2
		Other	Male	10	2	1
			Female	3	0	1
	Percentage of total	Japan	Male	99.62%	99.83%	99.62%
			Female	99.13%	100.00%	99.26%
		China	Male	0.21%	0.06%	0.30%
			Female	0.74%	0.00%	0.50%
		Other	Male	0.17%	0.11%	0.08%
			Female	0.14%	0.00%	0.25%

Company	Indicator	Nationality	Sex	Total Employees	Management Class	Supervisors
TOPPAN Edge Inc.	No. of employees	Japan	Male	1,983	488	617
			Female	1,139	40	181
		China	Male	3	0	0
			Female	7	0	0
		Other	Male	3	0	0
			Female	2	0	0
	Percentage of total	Japan	Male	99.70%	100.00%	100.00%
			Female	99.22%	100.00%	100.00%
		China	Male	0.15%	0.00%	0.00%
			Female	0.61%	0.00%	0.00%
		Other	Male	0.15%	0.00%	0.00%
			Female	0.17%	0.00%	0.00%
TOPPAN Digital Inc.	No. of employees	Japan	Male	614	156	151
			Female	167	5	41
		China	Male	5	0	1
			Female	6	0	1
		Other	Male	2	0	1
			Female	2	0	2
	Percentage of total	Japan	Male	98.87%	100.00%	98.69%
			Female	95.43%	100.00%	93.18%
		China	Male	0.81%	0.00%	0.65%
			Female	3.43%	0.00%	2.27%
		Other	Male	0.32%	0.00%	0.65%
			Female	1.14%	0.00%	4.55%

Overseas Consolidated

No. of Employees

Region	Sex	Fiscal 2022				Fiscal 2023			
		Directors	Total Employees	Management Class	Sum Total Employees	Directors	Total Employees	Management Class	Sum Total Employees
Asia (excluding Japan)	Male	146	8,845	972	14,548	207	9,078	923	14,656
	Female	11	5,703	409		13	5,578	354	
North America	Male	27	1,312	229	2,043	23	1,339	207	2,053
	Female	5	731	95		6	714	99	
Europe	Male	46	1,414	176	1,944	47	1,295	150	1,802
	Female	9	530	72		9	507	78	
Latin America	Male	0	88	8	104	0	93	10	112
	Female	0	16	5		0	19	7	
Middle East	Male	0	3	1	6	1	172	34	232
	Female	0	3	2		0	60	14	
Africa	Male	0	10	0	28	4	24	5	41
	Female	6	18	1		1	17	3	
Overseas consolidated	Male	219	11,672	1,386	18,673	282	12,001	1,329	18,896
	Female	31	7,001	584		29	6,895	555	
	Percentage of women	12.4%	37.5%	29.6%		9.3%	36.5%	29.5%	

No. of Recruits

Region	Sex	New Graduates & Mid-career Recruitment	
		Fiscal 2022	Fiscal 2023
Asia (excluding Japan)	Male	2,488	1,432
	Female	1,386	1,088
Europe	Male	167	232
	Female	85	92
North America	Male	335	256
	Female	159	94
Latin America	Male	17	9
	Female	1	7
Middle East	Male	1	34
	Female	2	9
Africa	Male	2	13
	Female	5	3
Overseas consolidated	Male	3,010	1,976
	Female	1,638	1,213

Turnover

Region	Sex	Fiscal 2022		Fiscal 2023	
		Total Turnover	Resignations for Personal Reasons	Total Turnover	Resignations for Personal Reasons
Asia (excluding Japan)	Male	1,774	1,216	1,358	1,012
	Female	1,222	825	1,090	927
Europe	Male	161	115	182	120
	Female	64	56	81	66
North America	Male	306	212	330	160
	Female	132	98	168	54
Latin America	Male	3	2	4	2
	Female	3	1	5	4
Middle East	Male	0	0	21	15
	Female	0	0	6	5
Africa	Male	2	1	4	4
	Female	0	0	1	1
Overseas consolidated	Male	2,246	1,546	1,899	1,313
	Female	1,421	980	1,351	1,057

Employees by Age-group

Region	Sex	Age-group	Fiscal 2022		Fiscal 2023	
			Total Employees	Management Class	Total Employees	Management Class
Asia (excluding Japan)	Male	1. Below 30 years old	2,111	15	2,135	5
		2. 30-50 years old	5,177	702	5,639	655
		3. Over 50 years old	1,156	256	1,304	263
	Female	1. Below 30 years old	1,334	11	1,757	7
		2. 30-50 years old	2,909	310	3,243	257
		3. Over 50 years old	513	87	578	90
Europe	Male	1. Below 30 years old	185	2	163	0
		2. 30-50 years old	862	111	776	89
		3. Over 50 years old	367	63	356	61
	Female	1. Below 30 years old	122	7	126	7
		2. 30-50 years old	306	53	275	56
		3. Over 50 years old	102	12	106	15

Region	Sex	Age-group	Fiscal 2022		Fiscal 2023	
			Total Employees	Management Class	Total Employees	Management Class
North America	Male	1. Below 30 years old	181	6	168	2
		2. 30-50 years old	544	75	541	65
		3. Over 50 years old	587	148	630	140
	Female	1. Below 30 years old	85	1	60	1
		2. 30-50 years old	282	37	266	34
		3. Over 50 years old	364	57	388	64
Latin America	Male	1. Below 30 years old	28	0	30	0
		2. 30-50 years old	54	8	52	8
		3. Over 50 years old	6	0	11	2
	Female	1. Below 30 years old	5	0	4	0
		2. 30-50 years old	10	4	13	5
		3. Over 50 years old	1	1	2	2
Middle East	Male	1. Below 30 years old	0	0	37	3
		2. 30-50 years old	2	0	118	23
		3. Over 50 years old	1	1	17	8
	Female	1. Below 30 years old	1	0	5	1
		2. 30-50 years old	1	1	50	13
		3. Over 50 years old	1	1	5	0
Africa	Male	1. Below 30 years old	2	0	9	0
		2. 30-50 years old	5	0	10	3
		3. Over 50 years old	3	0	5	2
	Female	1. Below 30 years old	1	0	1	0
		2. 30-50 years old	13	0	10	2
		3. Over 50 years old	4	1	6	1
Overseas consolidated	Male	1. Below 30 years old	2,507	23	2,542	10
		2. 30-50 years old	6,644	896	7,136	843
		3. Over 50 years old	2,120	468	2,323	476
	Female	1. Below 30 years old	1,548	19	1,953	16
		2. 30-50 years old	3,521	405	3,857	367
		3. Over 50 years old	985	159	1,085	172

Consolidated Total

No. of Employees

	Sex	Directors	Executive Officers	Total Employees	Management Class	Supervisors	Sum Total Employees
Fiscal 2022	Male	590	45	39,441	6,704	5,442	53,722
	Female	48	1	14,281	929	993	
	Percentage of women	7.5%	2.2%	26.6%	12.2%	15.4%	
Fiscal 2023	Male	672	33	39,227	6,632	5,317	53,646
	Female	46	1	14,419	931	1,060	
	Percentage of women	6.4%	2.9%	26.9%	12.3%	16.6%	

No. of Recruits

	Sex	New Graduates & Mid-career Recruitment
Fiscal 2022	Male	4,054
	Female	2,284
Fiscal 2023	Male	3,145
	Female	1,879

Turnover

	Sex	Total Turnover	Resignations for Personal Reasons
Fiscal 2022	Male	3,624	2,410
	Female	1,888	1,347
Fiscal 2023	Male	3,544	2,445
	Female	1,866	1,482

Employees by Age-group

	Sex	Age-group	Total Employees	Management Class	Supervisors
Fiscal 2022	Male	1. Below 30 years old	6,336	24	5
		2. 30-50 years old	20,209	3,394	4,226
		3. Over 50 years old	12,493	3,287	1,211
	Female	1. Below 30 years old	3,623	19	6
		2. 30-50 years old	7,061	612	834
		3. Over 50 years old	2,652	297	153
Fiscal 2023	Male	1. Below 30 years old	6,535	11	25
		2. 30-50 years old	19,675	3,320	3,975
		3. Over 50 years old	13,017	3,301	1,317
	Female	1. Below 30 years old	4,239	16	6
		2. 30-50 years old	7,256	598	884
		3. Over 50 years old	2,924	317	170