

Risk Management

Strengthening the Risk Management System

Risk management for sustainability-related issues in the TOPPAN Group had been coordinated between the responsible corporate function divisions, the business divisions of Group companies, and the Risk Management Working Group—a subordinate organization under the Sustainability Promotion Committee, which were all under the oversight of the Board of Directors.

In 2024, a new Chief Risk Officer (CRO) was appointed, with the “Risk Management Implementation Committee” established on the executive side and the “Risk Management Committee” established on the supervisory side as forums for risk management—these measures have strengthened the risk management framework for the entire Group (with strengthening of the system, the Risk Management Working Group under the Sustainability Promotion Committee has been dissolved).

(For details on risk management, see section 2 of the Securities Report [issued in Japanese])

Regarding the risk management of sustainability issues, the Sustainability Promotion Committee, Risk Management Committee, and Risk Management Implementation Committee have transitioned to a structure in which they collaborate with each other.

Risk Management for Sustainability

The TOPPAN Group's risk management for sustainability is incorporated into comprehensive risk management, with the Sustainability Promotion Committee and Risk Management Implementation Committee coordinating efforts.

The Risk Management Implementation Committee annually selects “Business and Other Risks” (formerly “significant risks”) that indicate the major risk items related to the TOPPAN Group, and conducts assessments (evaluation, development of response plans, and progress management). When selecting “Business and Other Risks,” the TOPPAN Group carefully considers, within its Companywide risk management process for promoting sustainability management, the potential for risks to emerge over the medium to long term, their frequency and impact, as well as responses to various global risks such as environmental issues associated with climate change, increasingly sophisticated cyberattacks due to digitalization, and human rights issues including forced labor, in addition to changes in the global social and economic environment where the TOPPAN Group conducts its business. The Risk Management Implementation Committee also receives reports on sustainability-related risks that are examined by the Sustainability Promotion Committee and its subordinate working groups.

The Risk Management Implementation Committee reports its risk monitoring and analysis results to the Risk Management Committee. The Risk Management Committee clarifies priority issues to address from among all risks, including sustainability risks, and is responsible for examining responses and monitoring those risks. As an

independent body, the Risk Management Committee coordinates efforts with the Board of Directors, and the Board of Directors is responsible for overall decision-making.