

BCP/BCM

The Purpose of Business Continuity Planning

[Approach](#)

The Toppan Group provides an array of products and services in the Information & Communication, Living & Industry, and Electronics fields. A wide-scale disaster could potentially halt Group operations. When prolonged, a supply stoppage of Toppan products and services would cause considerable impact on customer companies and consumers. Toppan has therefore developed business continuity planning (BCP) to ensure the safety of Group employees and minimize damage to business activities when a disaster strikes. Toppan has also formulated a

Basic Plan for Countermeasures against Disasters to set forth a Groupwide structure and action procedures for the prompt recovery of business operations. The basic plan is subject to annual reviews. Toppan will continue BCP initiatives to maintain a steady supply of products and services to customer companies and society at large, and thereby fulfill the Group's corporate social responsibility as a proponent of a sustainable society.

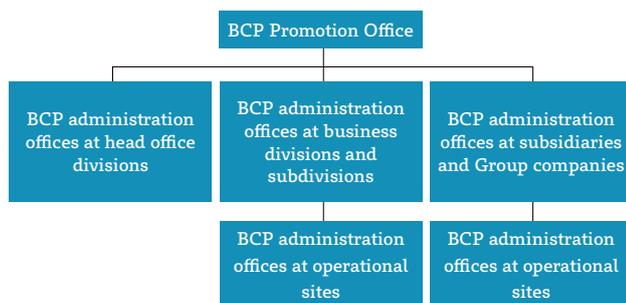
For Groupwide Business Continuity

Promotion
framework

■ Disaster Preparedness

Toppan has promoted Groupwide BCP by installing administration offices at business divisions, head office divisions, Group companies, and major subsidiaries around the world. The administration offices are overseen by the BCP Promotion Office in the head office Legal Affairs & Intellectual Property Division. The promotion office coordinates with the administration offices to further improve the effectiveness of emergency taskforces, enhance employee awareness of disaster preparedness, secure business continuity throughout the entire supply chain, support BCP activities undertaken at overseas subsidiaries, and implement various other BCP measures across the Group.

Toppan Group BCP Promotion Structure



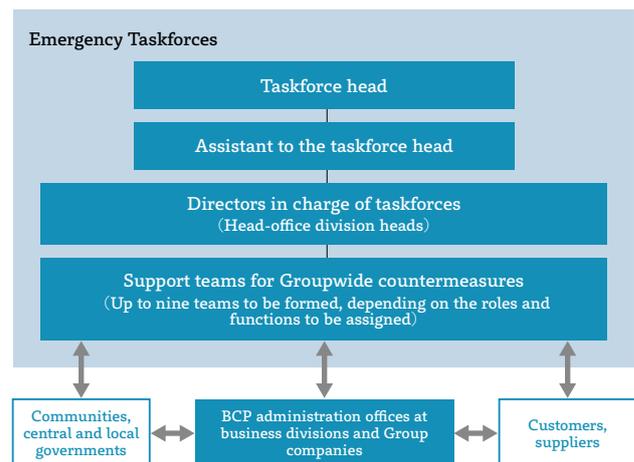
Main Activities

- **Development of emergency taskforce members**
The Toppan Group organizes drills for the startup of emergency taskforces, drills for individual support teams for Groupwide countermeasures, and emergency taskforce drills held at subdivisions.
- **Training and education**
The Group arranges training for personnel at BCP administration offices, helps BCP personnel acquire relevant qualifications, operates a disaster-preparedness intranet site for Group employees, and delivers necessary information via the Toppan internal portal site.
- **Revision of pertinent documents**
The Group revises the Basic Plan for Countermeasures against Disasters (semiannually) and individual action-procedure sheets (annually).
- **Reinforced coordination**
The Group holds liaison meetings at the Company (quarterly) and at related companies (semiannually).
- **Securing of business continuity throughout the supply chain**
The Group invites external experts to lecture at BCP workshops for business partners (annually).
- **Linkage with anti-disaster activities**
The Group organizes comprehensive disaster-preparedness drills and drills to check the safety of employees and their families, and engages in community activities for stockpiling emergency supplies.

■ Framework during Actual Disasters

In the event of a disaster, the Toppan Group will promptly set up emergency taskforces at the head office in Tokyo and operational sites in the disaster-affected region. The taskforces will spearhead the Group's recovery efforts based on the Basic Plan for Countermeasures against Disasters. The President & Representative Director of Toppan Inc. will head the emergency taskforces with assistance from the Executive Vice President & Representative Director. Under the representative directors, the taskforces will consist of taskforce directors, as well as support teams for Groupwide countermeasures. The Group has also established an alternate site for forming an emergency taskforce remote from the Kanto region as a contingency for a large-scale disaster striking the Tokyo metropolitan area.

Coordination between Groupwide Taskforces and External Bodies



Once the emergency taskforces are formed, support teams for Groupwide countermeasures will go into action in accordance with their assigned roles. The teams will assess damage to the enterprise, help Group employees, and care for customer companies and suppliers in the aftermath of the disaster, staying in contact with central and local governments. After initial actions, the teams will move seamlessly to the next business-resumption phase by designing a recovery and business resumption plan based on the result of their damage assessment.

Highly effective BCP requires continuous optimization of the taskforce framework and action procedure sheet. Toppan is aware of the importance of ongoing plan-do-check-act (PDCA) cycles through repeated drills. The Group always reviews action procedures after a drill and rectifies issues identified during a drill. The updated procedures are reviewed again in the next drill, and the process repeats going forward.

Preparing for Complex Disasters

Policy

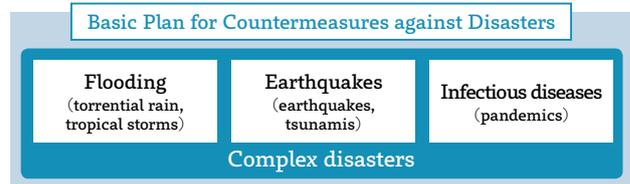
Severe flooding in Japan has threatened daily life in different parts of the country. Four major flooding incidents have taken place in recent years: a devastating rainstorm in western Japan in July 2018; Typhoon Hagibis in 2019; Typhoon Faxai, also in 2019; and a torrential rainfall affecting much of the country in July 2020. Storms bringing record rainfalls are causing tremendous damage almost every year. Earthquakes, the major focus of the Toppan Group's business continuity planning (BCP) for many years, are also occurring with greater regularity. To illustrate, 29 of the 30 quakes rating a lower six or above on the Japanese seismic intensity scale since records began have occurred since the Tohoku earthquake and tsunami of 2011. Most recently, a quake with an intensity in the higher six range occurred in February 2021 off the coast of Fukushima Prefecture. Amid the constant concern about flooding and earthquakes, there is still no end in sight for the COVID-19 pandemic.

Moving forward with preparations for complex disasters,

Toppan has specified measures for addressing severe flooding and infectious diseases in the Group's Basic Plan for Countermeasures against Disasters.

In revising the plan, Toppan has included infectious disease measures among the responsibilities of the support team for Groupwide countermeasures and incorporated coordinated actions with team members working remotely. Toppan will organize drills as new procedures set in line with the revised basic plan to enhance the effectiveness of onsite and remote disaster measures across the Group.

Risks to Be Addressed in Toppan's BCP



Organizing Drills on New-normal Ways of Working

Training, education

To mitigate the spread of COVID-19, Toppan is experimenting with remote alternatives to the group training and drills the Group has organized to date. In an operation drill for the emergency taskforce, the Group has checked the procedures for online-meeting tools and chat systems to connect taskforce personnel with members of disaster-response teams working in separate rooms.

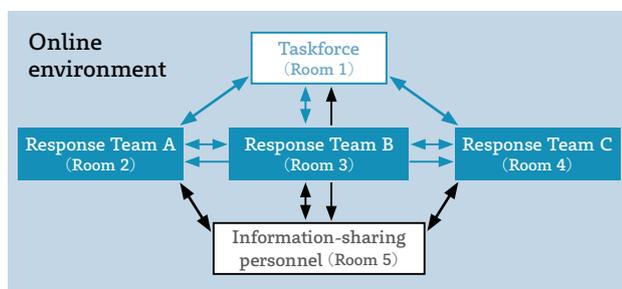
In walking-to-work drills held in accordance with dual scenarios on holidays or at night, Toppan requested

participating employees to prepare written reports on potentially dangerous spots identified on the routes they walked from their homes to their workplaces.

In damage-assessment training for buildings, instructors showed photos of structural-assessment points shot beforehand and explained how to perform remote assessments. Toppan also held BCP workshops for business partners online for the first time.

While full support is difficult to extend to participants through drills and training provided remotely, remote formats remove hurdles to participation by persons in distant locations. Toppan will upgrade the Group's remote training and drills to further improve their effectiveness going forward.

Coordinated Actions at Remote Taskforce Drill



Text for structural assessment training

Posting Information on Disaster-preparedness Websites

Training,
education

To enhance employee awareness of disaster preparedness, Toppan posts information on an internal BCP portal site for Group employees and a comprehensive disaster-preparedness website for external users.

The comprehensive disaster-preparedness website, “Bosai no Kokoro-e” (“Understanding Disaster-preparedness”), is accessible from a banner on the main page of the Toppan corporate website. This website presents information on three topics: prepare, protect, and know. Anyone can search the site for valuable safety tips. Disaster-preparedness solutions offered by the Toppan Group are also posted.



“Bosai no Kokoro-e” website (banner image) (in Japanese)
<https://www.toppan.co.jp/bousai/?id=topbnr>

The BCP portal, a site accessed exclusively from an intranet page of the Legal Affairs & Intellectual Property Division, carries information tailored to the needs of Toppan employees. Visitors to the portal can find case reports for internal training and drills, texts for internal education, procedural documentation such as Toppan’s Basic Plan for Countermeasures against Disasters, and various manuals on, for example, the Group’s safety verification system. Toppan will enrich the content of the portal site to provide Group employees and their families with information necessary for secure disaster preparedness.



BCP portal site (top page)
 *For internal use only