

Organizing Digital Human Asset Empowerment Programs

Activity results,
performance data

Toppan organizes digital human asset empowerment programs to accelerate digital transformation (DX) business. With these programs, the Company aims to redevelop individual competence and skills through a reskilling approach that encourages employees to acquire methods for value creation using digital technology.

Companywide basic training on DX

Seven monthly sessions from February to September in 2021

Specialist training on DX (expertise in cloud utilization and system architecture)

Some 1,600 participants on a cumulative basis in beginner and intermediate courses, as of September 2021

Subscription-based training on digital technology via a digital learning platform

About 800 participants from October 2020 to September 2021 (first term)

Fostering Human Assets Active in the Global Business Arena

Approach

Activity results,
performance data

Toppan has been hiring non-Japanese individuals and frequently arranging personnel exchanges between overseas Group companies to adapt to a more globalized business environment.

Several of the Company's personnel training programs are designed to foster human assets who can thrive in a global business arena. Examples include a trainee system to provide employees with practical training in day-to-day business activities at overseas subsidiaries, a selective training course on globalization to support candidates for overseas assignments, and a program to send employees to courses at international business schools. Every year Toppan dispatches several young employees to work as Japan Overseas Cooperation Volunteers for the Japan International Cooperation Agency (JICA). These volunteers take part in JICA projects to address

global development agendas while developing themselves as individuals.

The system to deploy trainees to overseas affiliates and the program to dispatch Toppan personnel as Japan Overseas Cooperation Volunteers for JICA projects are currently suspended due to restrictions imposed by the COVID-19 pandemic.



Cooperation with overseas subsidiaries (human resources [HR] meeting)



Practical training at an overseas subsidiary (trainee system)

Fostering Next-generation Talent (Human Resource Development Laboratory)

Activity results,
performance data

In April 2017 Toppan launched the Human Resource Development Laboratory as a research base to develop innovative personnel training programs that apply brain research, neuroscience, analyses of physical condition, and various technologies.

The laboratory has been used as a platform to design a Toppan-style personnel development model that cultivates innovative mindsets and encourages individuals to leverage and enhance their potential and abilities. With this original development model, Toppan has been fostering new talent who can take advantage of novel technologies, accommodate the new-normal way of life, and take the initiative to address issues towards the realization of *TOPPAN VISION 21*.



Human Resource Development Laboratory