

Human Asset Development Initiatives in Fiscal 2020

Activity results,
performance data

Data on Human Asset Development Programs

| Program | Outline | Number of Participants (cumulative) |
|--|--|-------------------------------------|
| Toppan Business School | A series of personal empowerment programs in various settings, from online group sessions and e-learning-based sessions to a course that dispatches trainees to business schools outside of the Group. A wide range of training is available, from courses to convey basic knowledge and skills in business to advanced courses to enhance specialist skills. | 3,188 |
| "Manabi-hodai (all-you-can-learn buffet)" e-learning library | A new personal empowerment program made up of more than 200 subscription-based courses for employees throughout the Toppan Group. Training is available at any time or place and can be repeated as many times as a participant wants. | 3,728 |
| Challenge School | A personal empowerment program with correspondence-learning courses to acquire knowledge and skills. | 3,288 |
| E-learning-based Groupwide basic education | E-learning-based programs to give every Group employee the opportunity to learn requisite business knowledge. | 94,166 |
| Selective training on global business | A program to equip employees with fundamental qualities for global business such as linguistic aptitude, cross-cultural competency, and consensus building. | 39 |
| 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. | 0 ¹ |
| JICA Japan Overseas Cooperation Volunteers | A program to dispatch Toppan employees to emerging and developing countries via the trainee system to work as Japan Overseas Cooperation Volunteers for the Japan International Cooperation Agency (JICA). | 0 ¹ |
| 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. | 1 |

*Average training hours per employee taking part in human asset development programs in fiscal 2020: 30.9 hours

*1 Dispatch suspended in fiscal 2020 due to COVID-19 pandemic restrictions.

Human Asset Development Expenditure

| | Expenditure on Training, etc. per Employee | Usage Rates of Toppan Training Centers ¹ | |
|-------------|--|---|----------------|
| | | Kawaguchi | Yugawara |
| Fiscal 2016 | 70,783 yen | 87.0% | 45.8% |
| Fiscal 2017 | 70,730 yen | 87.6% | 46.2% |
| Fiscal 2018 | 67,383 yen | 85.8% | 45.5% |
| Fiscal 2019 | 64,654 yen | 81.1% | 42.0% |
| Fiscal 2020 | 53,637 yen | — ² | — ² |

*1 Usage rates are calculated by dividing the number of days the training centers are used by the number of days the centers are available (excluding holidays, etc.)

*2 No usage in fiscal 2020, with the training shifted online due to COVID-19 pandemic restrictions.