

# BCP / BCM

## The Significance of Business Continuity Planning

### Approach

The TOPPAN Group provides client companies with an array of products and services in Information & Communication, Living & Industry, Electronics, and frontier businesses. We recognize that the business continuity planning (BCP) initiative is a critical defensive measure to ensure the safety of employees and minimize business disruptions when a disaster strikes.

During normal times, Groupwide business continuity management (BCM) activities have the advantage of making us accountable to stakeholders for crisis management, heightening employee awareness on disaster preparedness and crisis management, and fostering a corporate culture that robustly responds to disasters.

We continue to implement BCP/BCM initiatives so that we can be trusted by society as a group of corporations that endure disasters resiliently. We are enhancing business continuity capabilities and maintain greater customer confidence in our supply responsibilities.

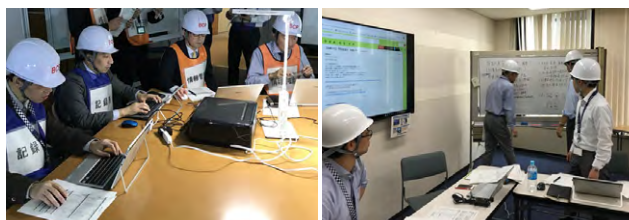
\*Business continuity planning (BCP) clarifies a set of policy, framework, and procedures necessary to prevent any interruption of key business operations in the event of a sudden crisis such as a natural disaster or accident. The BCP initiative also aims to restore normal business operations in the shortest possible time when business interruptions cannot be prevented. Business continuity management (BCM), meanwhile, refers to various management activities undertaken at normal times to secure business continuity, such as BCP activities.

## Promotion Framework

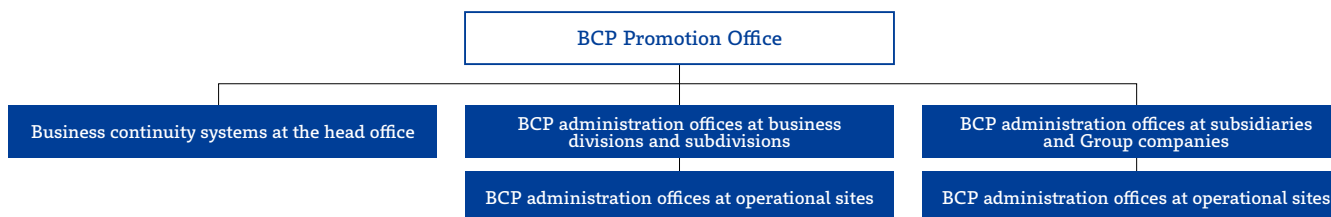
### Promotion framework

Our BCP initiative began in December 2010. Following the Great East Japan Earthquake of March 2011, we established a BCP Promotion Office in the head office Legal Division to accelerate Groupwide planning efforts. The promotion office has been overseeing BCM activities across the Group as a responsible body.

BCP administration offices at the business divisions and subdivisions, main subsidiaries, and Group companies spearhead the implementation of BCM activities at their sites in alignment with their businesses. Our operational sites in the Security business have also obtained business continuity management system (ISO 22301) certification to secure the trust of customers.



### TOPPAN Group BCP Promotion Structure



## Disaster Preparedness

### Activity results, performance data

Training and drills are provided at each operational site to give all personnel a fuller understanding of their roles and to prepare all taskforce members to perform their duties when a disaster strikes. Trainees mainly learn about recovery flow, the roles of the response units, and how information-sharing tools are used. Drill participants also learn initial disaster relief procedures such as taskforce formulation, information gathering, and the actions to be taken to confirm the safety of site members. We continuously update an array of disaster countermeasure plans that specify approaches to disaster recovery response, along with action-procedure sheets that outline the actions each response unit should take.

The BCP Promotion Office, meanwhile, conducts assessments and interviews using a check sheet on the BCP activities underway at each site to increase the level of activities throughout the Group. Interviewers share the points to be improved with site personnel and discuss countermeasures based on the results of reviews of the previous year's efforts.

We also hold liaison meetings with personnel from the BCP administration offices, organize BCP workshops for suppliers to reinforce our supply chains, and enhance employee readiness

by posting disaster-mitigation information on our corporate and internal websites.

### Training and Drills

Remote work environments have been established throughout the Group to mitigate the spread of COVID-19. The group-style drills and training sessions formerly held in person have now shifted online to allow wider participation from diverse locations. In the damage-assessment training for buildings, for example, online instructors teach participants how to conduct structural assessments by presenting them with previously compiled drawings and photos of structural-assessment points. Online BCP lectures and workshops are also held for suppliers.



Text for structural assessment training (in Japanese)

Drills are conducted by organizing taskforces over networks and confirming the coordinated disaster-recovery actions of a senior taskforce linked to a set of affiliated site-based taskforces. In the drill shown here, facilitators instruct each taskforce member to engage in appropriate recovery activities within an evolving disaster scenario. Remote participants assigned to play task-specific roles from their homes and workplaces respond to the advice, information, and inquiries prepared by the information-sharing personnel.

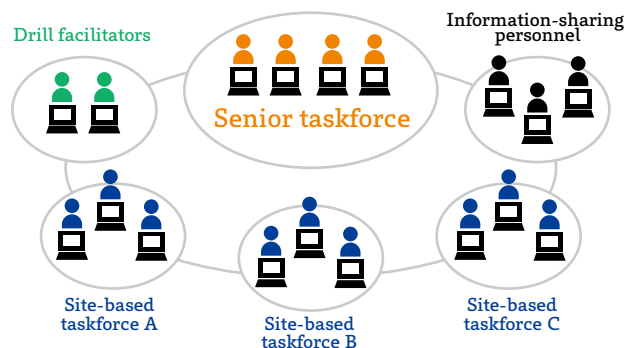


Drill facilitators



Screenshots of a drill underway (in Japanese)

### Coordinated Actions in Remote Training



We may choose to convert our practice-based training and drills back to a group-style offline format as societies around the world continue to relax their measures against COVID-19.

### Regular Meeting

Personnel from the BCP administration offices at the business divisions and at related companies convene for quarterly and semiannual liaison meetings, respectively, to exchange views and share information. Currently, liaison meetings are held at 10 major manufacturing companies within the Group.

The administration offices at divisions in Tokyo also hold meetings to discuss specific BCP issues and themes, whenever necessary.

### Posting Disaster-mitigation Information

Our ability to practice optimal BCP hinges on our success in

minimizing disaster damage incurred by human assets. The BCP Promotion Office operates two websites: one to heighten employee disaster-preparedness and one to deliver disaster-mitigation information. The first, “Bosai no Kokoroe (understanding disaster-preparedness),” provides safety tips and information that employees and their families can reach by clicking a banner on the bottom of the main page of the TOPPAN corporate website.



“Bosai no Kokoroe” website (in Japanese) >

<https://www.holdings.toppa.com/ja/bousai/>

The second is an internal BCP website accessed from the portal run by our Legal Division and Intellectual Property Division on the information page in our in-house portal. Employees visiting the site can find the Group’s plans for disaster countermeasures, content focused on disaster mitigation such as in-house learning materials, procedures for setting up safety verification systems, and manuals on emergency equipment prepared in-house.



BCP website (for internal use only; in Japanese)

## Actions Taken during Actual Disasters

### Activity results, performance data

In the event of a disaster, taskforces will be set up at operational sites in the affected region, along with taskforces at the responsible business divisions and subdivisions, subsidiaries, and Group companies across Japan. These task forces will work under a Groupwide taskforce to be established at Toppan Inc. in Tokyo. The Groupwide taskforce will consist of directors in charge of taskforces and several Groupwide response units led by taskforce managers, all working under the taskforce head, deputy, and assistant to the head. The Basic Plan for Countermeasures against Disasters stipulates the criteria for establishing a Groupwide taskforce. We have already prepared an alternate framework in the Kansai region for forming a substitute Groupwide taskforce, as a contingency for a disaster affecting the Koishikawa Building in Tokyo.

If an actual disaster occurs, the affected sites will confirm the safety of employees, provide emergency relief, and initiate other necessary actions on a top-priority basis. Concurrently, the Groupwide taskforce will build a system to support the

operational sites affected by the disaster and begin assessing the damage to Group operations. Once the extent of damage is confirmed, the taskforce will design a recovery plan according to the Group's business continuity strategy. If recovery will be difficult to achieve on schedule, the taskforce will consider alternate production at other Group plants or external affiliates. The pertinent departments will coordinate their recovery efforts while the taskforce allots resources to individual recovery projects according to priority-guided decisions by management.

Once the recovery is complete throughout the Group, the Groupwide taskforce will dissolve and the BCP Promotion Office will compile activity logs. Issues identified during recovery processes will be shared with the BCP administration offices and taskforce members across the Group and reflected in future recovery operations through document revisions.

## Preparing for Complex Disasters

### Policy

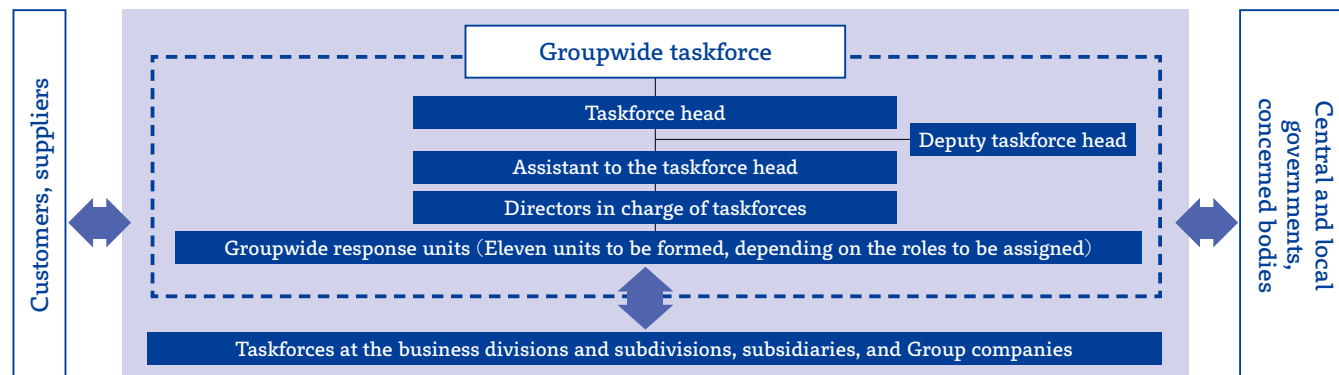
Japan faces various risks. COVID-19 persists; wide-scale floods occur throughout the country every year; large quakes (five or

higher on the Japanese seismic intensity scale) often strike across the archipelago. Seismologists estimate that giant earthquakes (scale-7 or above) are almost certain to strike in the coming decades. Two types of quake will be especially catastrophic: a temblor striking directly beneath the Tokyo metropolitan area and a mega-quake on the Nankai ocean-floor trench off the coast spreading from Shizuoka to Kyushu. A complex disaster is very likely to result.

Floods and droughts caused by climate change are also occurring at growing frequency outside of Japan, with damage from large hurricane landfalls and wildfires caused by heat waves being reported every year. Heightened geopolitical risks on the economy have compounded the impacts of natural disasters and created diversifying risks for companies.

In light of the growing risks we face, TOPPAN has revised the criteria for setting up its Groupwide taskforce, shifting from a focus on earthquake damage to the disaster impacts on management resources. We are developing an all-hazards BCP program that focuses more on minimizing the consequences of disasters than on limiting the scope of the disasters to be addressed.

### The Disaster Response Structure in the TOPPAN Group



### Key Map in the All-hazards BCP Program

