Takara Bio contributes to the health of humankind through the development of revolutionary biotechnologies such as gene therapy

Input (Fiscal 2023)

# **Business Model**

# Output

# **Outcome**

### **External factors that** affect business activities

**Acceleration of climate** change and trend toward decarbonization

**Corporate management** that emphasizes investment in human capital and DX

> **Emerging risks** in supply chain

**Expanding market and** growing competition in the bio industry

**Growing social demand** for sustainable management



Risks and opportunities for Takara Bio

## Shareholders' equity ratio: 86.9%

**Financial Capital** 

ROE: 15.4% Rating: A+ (JCR)

### **Manufactured Capital**

- A "glocal" manufacturing system for
- achieving stable product supply
  Center for Gene and Cell Processing that caters to production using diverse

Manufacturing sites: 5 sites (in Japan, U.S., China, Europe, India) Capital investments: ¥6.5 billion

### **Intellectual Capital**

- A global R&D structure
  - 3 sites (in Japan, U.S., China)
- Highly ingenious platform technologies for biologics development

R&D expenses: ¥8.5 billion

### **Human Capital**

- Hiring and nurturing personnel who will shoulder future growth
   Promotion of the success of diverse human resources

- Relationship of trust with stakeholders
- Securing trust through compliance

• Volume of water used: 105 thousand m<sup>3</sup>

Universities, governmental organizations **Pharmaceutical** companies

Clinical laboratories Medical institutions

Gene

therapy



Global platformer responsible for the infrastructure of the life science industry

Reagents

Instruments

**CDMO** 

Takara Bio's competitive advantages

**Ingenious platform** echnologies for biologics development that enables new modality creation

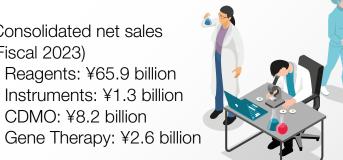
> Largest-class **CDMO** facility in Japan

Promoting Sustainability Management

rance as a means of discipline towards continued improvement in corpo

Reagent, instruments and CDMO services that provide extensive support to life science researches and the bio industry

 Consolidated net sales (Fiscal 2023) Reagents: ¥65.9 billion Instruments: ¥1.3 billion CDMO: ¥8.2 billion



### Society

Contribution to a healthy and prosperous life

### **Customers**

Development of life science research and bio industry

### **Environmentally conscious** business activities

**Active involvement of diverse human resources** 

(Actual non-consolidated figures for fiscal 2023)

Active involvement of female employees

Percentage of mid-career hires

Promote the active involvement of

Introduced an employment

employment up till age 70

senior human resources

[2.3%]

among regular employees 47.7%

extension system that allows continued

• Promote the hiring of people with disabilities

Maintain the statutory employment rate

Percentage of women in managerial

(Total of actual figures for major sites and offices in fiscal 2023)

- CO<sub>2</sub> emissions: 16 thousand t-CO<sub>2</sub>
- Waste emissions: 400t

positions 23.0%

Promotion of mid-career hiring

\*Scope 1, Scope 2



### Improvement in corporate value

**Shareholders and investors** 

Improvement in shareholder returns

### **Employees**

Correlative and continuous development of the company and the employees









### **Social and Relationship Capital**

- Industry-government-academia cooperation to create innovation

# **Natural Capital**

- Consumption of key energy sources Electricity: 13,469 thousand kWh City gas: 3,202 thousand m<sup>3</sup>