

Value Creation Process

Corporate Philosophy

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



Financial Capital

Shareholders' equity ratio: 86.9%
ROE: 15.4%
Rating: A+ (JCR)
JCR: Japan Credit Rating Agency, Ltd.

Manufactured Capital

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

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

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 regardless of gender or nationality
- A wealth of technical training programs

Number of employees on consolidated basis: 1,793
Proportion of overseas employees: 57.1%

Social and Relationship Capital

- Industry-government-academia cooperation to create innovation
- Relationship of trust with stakeholders
- Securing trust through compliance

Natural Capital

- Consumption of key energy sources
Electricity: 13,469 thousand kWh
City gas: 3,202 thousand m³
- Volume of water used: 105 thousand m³

Universities, governmental organizations

Pharmaceutical companies

Clinical laboratories
Medical institutions

Global platformer responsible for the infrastructure of the life science industry

Reagents

Instruments

CDMO

Gene therapy

Takara Bio's competitive advantages

Genetic and cellular engineering technologies

Ingenious platform technologies for biologics development that enables new modality creation

Abundant experience in the field of gene therapy

A "glocal" manufacturing and marketing system

Largest-class CDMO facility in Japan

Learning of proprietary technologies at the Technical Training Center

Promoting Sustainability Management

Governance as a means of discipline towards continued improvement in corporate value

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
Gene Therapy: ¥2.6 billion



Environmentally conscious business activities

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

- CO₂ emissions: 16 thousand t-CO₂*
- Waste emissions: 400t

*Scope 1, Scope 2



Active involvement of diverse human resources

(Actual non-consolidated figures for fiscal 2023)

- Active involvement of female employees
Percentage of women in managerial positions 23.0%
- Promotion of mid-career hiring
Percentage of mid-career hires among regular employees 47.7%
- Promote the active involvement of senior human resources
Introduced an employment extension system that allows continued employment up till age 70
- Promote the hiring of people with disabilities
Maintain the statutory employment rate [2.3%]



Society

Contribution to a healthy and prosperous life

Customers

Development of life science research and bio industry

Shareholders and investors

Improvement in corporate value

Improvement in shareholder returns

Employees

Correlative and continuous development of the company and the employees

