

Initiative themes	Targets indicators	Target figures [intended organizations*]	Status of Activities in FY2025
Safety and Reliability	FSSC22000 certification at all six plants in Japan	Maintain certification [TS]	Maintain FSSC22000 certification at all six plants
	Completion rate for the auditing and quality control assessment of new outsourcing contractors and raw material suppliers	Maintain a completion rate of 100% [TS]	Implementation rate 100%
	Completion rate for checking the safety of raw materials with warranties	Maintain a completion rate of 100% [TS]	100% safety confirmation
	Provision of training sessions by the Quality Control Department to improve the knowledge of Customer Contact Office staff members	At least once a year [TS]	Conducted in February 2026
	Completion rate for testing the degree of understanding of the manual to improve the quality of responding to customers	100% [TS]	Implementation rate 100%
	ISO certifications obtained by business offices, licenses, registrations, and the like necessary for operating business	Maintain certifications, licenses, registrations, and the like [TBG]	Maintenance of certifications, licenses, registrations, etc.
	Compliance rate with food laws in countries where Takara Shuzo products are exported.	Maintain a 100% rate of compliance [TSIG]	Compliance rate 100%
Human Resources	Newly appoint women to manager and assistant manager positions	Appoint at least 50 women in fiscal year 2030 [TH] [TS] [TSI]	44 in total (as of April 1, 2025)
	Percentage of employees with disabilities	Maintained above the legally-stipulated employment rate (2.5%) [Domestic Group Companies]	[TH] 3.19%, [TS] 3.05%, [TB] 2.90% (as of April 1, 2026)
	Total working hours	Reduce total working hours in fiscal year 2025, compared with fiscal year 2020 [Domestic Group Companies]	[TH・TS・TSI] 1869.48 hours, 24.31 hours increase (compared to FY2020) [TB] 1814.51 hours, 100.44 hours reduction (compared to FY2020)
	Percentage of paid leave taken (no. of days taken)	Increase the percentage in fiscal year 2025, compared with fiscal year 2020 [Domestic Group Companies]	[TH・TS・TSI] 77.4% and 11.0% improvement (compared to FY2020) [TB] 80.3% and 30.1% improvement (compared to FY2020)
	Reinstatement rate for employees who take childcare leave	Maintain a 100% reinstatement rate [Domestic Group Companies]	Maintaining a 100% return to work rate
Wellness	Recognition of the salt-free feature of cooking sake	35% in fiscal year 2030 [TS]	16.3% (as of March 2025)
	Lineup of organic and vegan products	1,369 items in fiscal year 2025 [TSIG]	1,764 items (as of March 2026)
	Lineup of food-allergy-conscious products (gluten-free and other food-allergy conscious products)	1,540 items in fiscal year 2025 [TSIG]	1,957 items (as of March 2026)
Responsible Alcohol Producer	Number of views of Takara Shuzo's website page on spreading awareness on the appropriate consumption of alcohol	50% increase in fiscal year 2025 (compared in FY2020) [TS]	335% increase in FY2025 (compared to FY2020)
	Number of cases of violating the voluntary standards on advertisements	Maintain the status of having no cases [TS]	No cases
	Display the amount of alcohol contained on packages of products	isplay on packages of all consumer products (except for alcohol-based seasoning) by fiscal year 2025 [TS]	100% implemented
	Display warnings about the risk of drinking for expectant and nursing mothers, and warnings to raise awareness on the appropriate consumption of alcohol	Display on packages of all consumer products (except for alcohol-based seasoning) by fiscal year 2025 [TS]	100% implemented
	Completion rate for e-learning and other educational programs on the appropriate consumption of alcohol	Completion rate of 100% or more, by all employees of all domestic Group companies [Domestic Group Companies]	100% implemented
Environment	CO2 emissions (production sites)	Reduce CO2 emissions by 46% in fiscal year 2030 (compared to FY2018) [TS] [TSI]	[Takara Shuzo+Takara Shuzo International] CO2 emissions 23% reduction (compared to FY2018) [Takara Bio Group] 2% increase in CO2 emissions intensity (compared to FY2018) [Takara Shuzo] CO2 emissions <Logistics Dept. > 16% reduction (compared to FY2018)
	CO2 emissions	Reduce CO2 emission intensity by 50% in fiscal year 2030 (compared to FY2018) [TBG]	
	CO2 emissions (Distribution)	Reduce CO2 emission intensity by 10% in fiscal year 2030 (compared to FY2018) [TS]	
	CO2 emissions	Achieve net zero CO2 emissions in fiscal year 2050 [TG]	
	Water usage	Reduce units of water usage by 15% in fiscal year 2025 (compared to FY2018) [TS]	13.5% reduction in used water units(compared to FY2017)
	Reuse rate of waste generated in production processes	Continue reusing 98% or more of waste [TS]	99.6% reuse rate
	Use of paper with forest protection certification in paper carton products	100% usage in fiscal year 2030 [TS]	Usage rate 100%.
	Usage rate of biomass ink in paper and plastic labels	100% usage in fiscal year 2030 [TS]	Usage rate 100%
	Usage rate of paper with forest protection certification in paper carton products	100% usage in fiscal year 2025 [TBG]	Usage rate 100%
	Usage rate of aluminum-free packages in one-sided aluminum pouches	100% usage in fiscal year 2025 [TBG]	Usage rate 100%
Usage rate of vegetable oil-based ink in paper packages	100% usage in fiscal year 2025 [TBG]	Usage rate 100%	
Governance	Regularly hold Risk Compliance Committee meetings	Twice per year [TG]	Conducted twice
	Hold compliance training sessions	Once per year [TG]	Training for various levels is conducted once a year
	Carry out compliance on-the-job training	Four times per year [TG]	Conducted Four times
	Monitor the state of risk management	Once per year [TG]	Conducted once
	Regularly hold various drills	Once per year [TG]	Fire prevention drills of all types carried out at least once a year
Well-Balanced Diet	Number of social media followers, with a focus on the Mio brand of sake	300,000 or more followers in fiscal year 2025 [TS]	182,000 people (as of March 2026)
	Development of exclusive overseas products and overseas business company products	20 items in fiscal year 2025 [TSIG]	61 items (as of March 2026) ※12 items in 2022, 14 items in 2023, 13 items in 2024, 22 items in 2025
	Number of countries where Japanese alcohol is exported	100 countries in FY2030 [TSIG]	76 countries (as of December 2025)
	Number of followers on Takara Shuzo's official Facebook page	200,000 or more followers in fiscal year 2025 [TS]	171,000 (as of March 2026)
Procurement	Dissemination of the Sustainable Procurement	To all suppliers [TS]	100% implemented
Community	Supporting orchards in the local area	20 cases in FY2030 [TS]	11 cases implemented (as of March 2026)

< \* : Intended organizations >

[TG] Entire Takara Group, [TH] Takara Holdings, [TS] Takara Shuzo, [TSI] Takara Shuzo International, [TSIG] Takara Shuzo International Group, [TB] Takara Bio, [TBG] Takara Bio Group,

[Domestic Group Companies] Takara Holdings, Takara Shuzo, Takara Shuzo International, Takara Bio, Kawahigashi Shoji, Total Management Business, Takara Butsuryu System, TB, Takara Bussan, Luc Corporation, Tokyo Mutual Trading, Takara Supply Communications (former Taihei Printing, Takara Yoki)