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To whom it may concern,

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Takara Holdings Prepares TaKaRa Group Medium-Term Management Plan for 2030(the fiscal year ending March 31, 2031)

Takara Holdings Inc. (the "Company") hereby announces that it has established a five-year medium-term management plan, Takara Group Medium-Term Management Plan for 2030 (hereinafter, the Medium-Term Plan), which will end in the fiscal year ending March 31, 2031.

Overview of TaKaRa Group Medium-Term Management Plan for 2030

1. Overall Policy

By swiftly establishing a global management foundation that supports our business portfolio strategy, we aim to restore a growth trajectory and establish a clear path for long-term growth.

The Plan is structured as follows:

First two years (through fiscal year ending March 2028):
Business transformation / Business turnaround
/ Laying the foundation for future growth

Final three years (through fiscal year ending March 2031):
Acceleration of growth
/ Creation of future growth drivers

Under the Medium-Term Plan, the first two years are positioned as a period for "business transformation, business turnaround, and foundation for the future growth" while the final three years focus on "accelerating growth and creating future growth drivers"
We will resolve key issues in the first phase and achieve a return to a growth trajectory, thereby establishing a pathway for sustainable long-term growth.

2. Financial Targets

◆ the fiscal year ending March 31, 2031

・ROIC: 7% or higher

・ROE: 10% or higher

・Operating income: ¥37.8 billion or more

・Net sales: ¥493.0 billion or more

＜reference＞

the fiscal year ending March 31, 2028

・ROIC: 4.3%

・ROE: 6.1%

・Operating income: ¥23.5 billion

・Net sales: ¥429.0 billion

3. Financial Policy

・Strengthen the generation of operating cash flow by capturing returns from past investments in growth and strategic focus areas, and allocate capital to improve efficiency in existing businesses and to create new businesses

・Reduce the cost of capital through shareholder returns funded by the use of interest-bearing debt and the sale of cross-shareholdings and non-core real estate

・Introduce a progressive dividend policy, with a target total payout ratio of 50% over the five-year period; share buybacks will be implemented flexibly, taking into account the balance with growth investments

4. Basic Strategies

I. Business Portfolio Strategy toward Long-term Vision 2050

◆ Classify the business portfolio into five categories—Core, Cash, Growth, Underperforming, and Creation—based on market stage, capital efficiency, and competitive advantage

◆ As a first step toward restoring a growth trajectory, promptly withdraw from certain businesses classified as "Underperforming":

◆ Subsequently, review the business portfolio strategy at an early stage (within approximately two years), focusing on the following key assessments:

II. Review of Group Governance and Management Structure

III. Reinforcement of ROIC-Oriented Management

IV. Reform of Profit Structure in Existing Businesses

[Bio]

◆ Implement fundamental measures such as significant reductions in fixed costs and asset optimization to reform the profit structure

◆ Manage the R&D portfolio in alignment with the transformation of product and customer portfolios for reagents

[Japanese Food]

◆ Strengthen profit management at Takara Shuzo International headquarters and group companies, improve profitability through optimization of product mix and control of SG&A ratio, linking these efforts to the next growth strategy

[Washu]

◆ Make planned investments in domestic production bases to maintain mid- to long-term competitiveness
Establish a sustainable growth path by:
Reforming the profit structure in Japan through cost reductions and brand development
Expanding exports overseas to strengthen the capability to create and grow the Japanese alcoholic beverage market

V. Establishment of Growth Path through Group Synergies

◆ Enhance and expand market creation capabilities for Japanese alcoholic beverages through refinement of global expansion strategies for Japanese sake and seasonings

◆ Leverage biotechnology as a core competence to develop new businesses and strengthen and expand existing businesses

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