

株式会社TAKARA & COMPANY

# Medium-Term Management Plan FY2026

87<sup>th</sup> Term – 89<sup>th</sup> Term

(Fiscal Year Ending May 31, 2024 – Fiscal Year Ending May 31, 2026)



**TAKARA**  
& COMPANY

TSE Prime Market Securities code: 7921

# **01. Review of Medium-Term Management Plan FY2023**

# 01 Review of Medium-Term Management Plan FY2023

## External Environment and Basic Policies

### Overall

- Further globalization of economic activities and information disclosure
- Prevalence of web-based and online services

### Disclosure-related business

- Reform of Information Disclosure Systems  
(Electronic Provision of Convocation Notices / Quarterly Disclosure System)
- Demand for enhanced information disclosure  
(sustainability disclosure / increasing needs for ESG)
- Increased complexity in disclosure practices, higher outsourcing needs caused by prevalence of teleworking
- Prevalence of web-based services

### Interpreting & Translation business

- Further globalization in Japan
- Stagnation of economic activity across borders due to COVID-19 pandemic and its recovery

### Group Basic Policies

- By honing the expertise of group companies and bringing together their ideas and creativity, we will seize upon group synergies and meet market needs, and will also pursue our growth into a unique global corporate organization capable of providing products that are a step ahead of needs.

# 01 Review of Medium-Term Management Plan FY2023

## Evaluation of Medium-Term Management Plan FY2023

	2021/5	2022/5	2023/5	
	Result	Result	Target*	Result
Net sales	¥24.7 billion	¥25.3 billion	¥27.0 billion	¥27.5 billion
Operating income	¥2.7 billion	¥3.5 billion	¥3.6 billion	¥3.8 billion
Operating income to net sales	10.9%	14.1%	13.3%	13.8%
Profit attributable to owners of parent	¥1.6 billion	¥2.2 billion	¥2.3 billion	¥2.5 billion
ROE	8.6%	10.0%	10.0%	10.9%

\* Targets were amended in July 2022.

### ■ Net sales

**Summary:** Achieved the revised target given the impact of applying “Accounting Standard for Revenue Recognition” adopted from 2022/5

**Disclosure-related business:** Saw increases in the number of WizLabo customers and sales of shareholders meeting-related products; captured demand for electrification

**Interpreting & Translation business:** Interpretation sales recovered significantly owing to normalization of economic activities after the COVID-19 pandemic. Online conference demand was also captured.

### ■ Profit

**Summary:** The profit targets for the final year of the Medium-Term Management Plan were achieved in 2022/5, the second year of the plan, ahead of schedule.

**Profit increases for 2023/5 exceeded the upwardly revised targets.**

**Factors:** Key measures to streamline processes, etc. in both businesses made more progress than planned.

# 01 Review of Medium-Term Management Plan FY2023

## Initiatives Implemented and Issues Facing the New Medium-Term Management Plan

### Initiatives Implemented

#### Strengthen the foundation of co-creation of value (Group)

- Strengthen strategic and group management functions after the transition to a holding company
- Reinforce corporate governance by establishing the Nomination and Remuneration Committee, Sustainability Committee and Information Security Committee
- Expand the Interpreting & Translation business through the consolidation of Simul into the Group, and enhance resources and quality of information disclosure for overseas investors

#### Disclosure-related business

- Innovate disclosure support systems with the release of “WizLabo,” a next generation automation tool for the disclosure process
- Expand Companies Act ICT products, in anticipation of notice of convocation in electronic format, “*Net de Shoshu*,” “*Net de Sokai*,” and “*Net de Yuta*”
- Improve the production system of integrated reports and increase the number of orders received
- Grow consulting business, including IPO and financial disclosure support

#### Interpreting & Translation business

- Provide interpretation services for online conferences by increasing orders for remote simultaneous interpreting platform “*interprefy*”
- Improve profitability by recovering demand for interpretation and translation services exceeding that before the COVID-19 pandemic and enhancing operational efficiency

### Issues Facing New Medium-Term Management Plan

- Further pursue disclosure translation quality through a combination of Takara Printing and Simul
- Establish new disclosure and global products

- Strengthen support for sustainability information disclosure, integrated reports
- Further expand functionality for disclosure support systems
- Strengthen capabilities to support internet disclosure
- Expand consulting services

- Expand interpretation services in response to the rebound in international conferences and large-scale events
- Grow voice recognition data creation and other AI services, increase number of languages offered

## **02. Vision for the Year 2030**

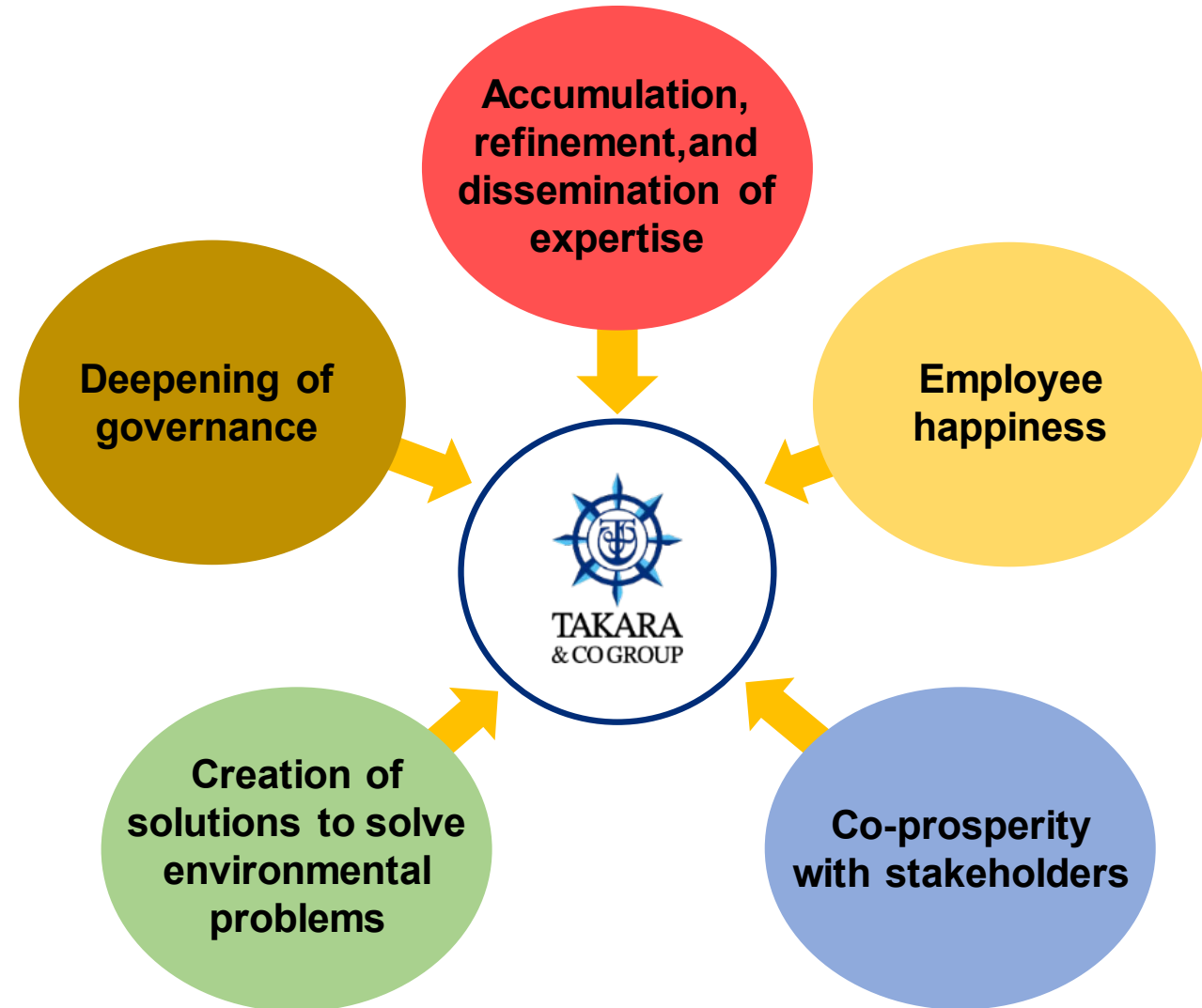
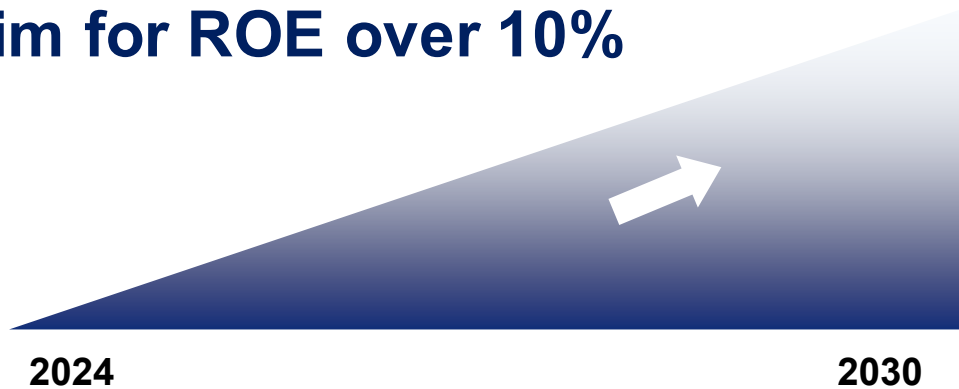
# 02 Vision for the Year 2030

## Materiality (Material Issues) and Our Missions Over the Medium-to Long-Term

The Group aims to achieve goals for the five material issues by implementing the action plans set for each material issue by 2030. Through this, we will continuously enhance our corporate value by fulfilling our mission to society and within the Group.

As a guideline, we will continue to set targets of steady profit growth in every period and ROE of over 10%.

- Steady profit growth in every period
- Aim for ROE over 10%



# 02 Vision for the Year 2030

## Our Missions Over the Medium-to Long-Term

### Missions for social issues

- Contribute to capital markets and the global activities of customers through our business activities
- Fulfill our mission as a public institution of society by contributing to the sound development of economic activities centered on capital markets
- Promote customers' electronic disclosure and strive to reduce environmental impact by providing products and services that effectively preserve the environment

### Missions within the Group

- Support autonomous career development and create an organizational culture filled with motivation and the will to improve one's self
- Build an organizational culture without preconceptions of gender, age, etc.
- Establish support systems for the Group's human resource growth, including cooperation partners such as suppliers, and sustainably develop trusting relationships
- In addition to developing existing business areas, expand business into peripheral areas through M&A and create synergies between existing and new businesses. In this way, realize sustainable growth for the Group
- Promote the reduction of environmental impact by constantly improving environmental management systems



## **02 Vision for the Year 2030**

### **Policy Pertaining to Human Resource Development**

#### **Important Foundation**

**All personnel, including executives and employees of the Group, and cooperation partners involved in our business**

**Toward the achievement of the vision for the year 2030, strive for the sustainable growth of human capital and the development of a trusting relationship**

## 02 Vision for the Year 2030

### Policy Pertaining to Human Resource Development

#### Ideal human resources

Human resources who are fearless in the face of change and who constantly challenge themselves to provide the best possible service to meet the needs of clients, which are diversifying with the times

#### Elements that make up ideal human resources

1. A drive to pursue the best service and the desire to achieve it
2. The ability to respond to client needs
3. Team spirit
4. Highly willing to grow

#### Human resource development policy

1. With sincere commitment to the values held by each individual, and their careers, we accept such different ways of thinking as an organization, and will build a framework in which we can all work as one toward the same goals.
2. We will promote a team organization that leads to the growth of professional capabilities among executives, employees and cooperation partners, in light of their respective career visions, and will work to raise their ability to respond to client needs.
3. We will instill respect for diversity that transcends differences in gender, generation, nationality, philosophy, etc., without dependence on specific skills or specific career paths.
4. We will share a sustainable vision and build a support structure for human resource development.

**03. Medium-Term Management Plan FY2026**  
**– Growth Strategies –**

Group Basic  
Policies

- Promote **Sustainability Management**
- Facilitate the Expansion of **Globalization**
- Expand **New Business Areas**
- **Formulate Group Strategies** and Strengthen **Group Collaboration**
- Improve the Corporate Value of **Each Group Company**

# 03 Medium-Term Management Plan FY2026 – Growth Strategies – Growth Strategies

## Disclosure-related business

- Create businesses through system changes, such as reviewing the quarterly system and revision of the Companies Act
- Technological innovations in disclosure support systems and enhancement of online and web services
- Respond to the diversification and sophistication of information disclosure, such as integrated reports, sustainability and timely disclosure
- Strengthen the IPO service system and expand consulting services

## Interpreting & Translation business

- Pursue additional usability and creative quality in interpreting and translation
- Raise awareness of the interpreting and translation industry and develop the next generation of interpreters and translators
- Respond to technological advancements such as machine translation and remote interpreting
- Expand high value-added services for overseas customers and increase the number of languages handled

## Strengthen the foundation of co-creation of value

- Conduct steady implementation of activities in line with materiality
- Achieve human resource development and well-being of employees
- Strengthen the quality and expand the capacity of information disclosure for overseas investors
- Develop group synergies
- Broaden business domain through M&A
- Promote DX of management foundation and RPA

**04. Medium-Term Management Plan FY2026**  
**– Numerical Targets –**

# 04 Medium-Term Management Plan FY2026 – Numerical Targets –

	Medium-Term Management Plan FY2023				New Medium-Term Management Plan FY2026	
	2021/5	2022/5	2023/5		2024/5	2026/5
	Result	Result	Plan	Result	Forecast	Plan (Target)
Net sales (consolidated)	¥24.7 billion	¥25.3 billion	¥27.0 billion	¥27.5 billion	¥28.8 billion	¥33.0 billion
Operating income	¥2.7 billion	¥3.5 billion	¥3.6 billion	¥3.8 billion	¥3.9 billion	¥4.3 billion
Operating income to net sales	10.9%	14.1%	13.3%	13.8%	13.5%	13.0%
Profit attributable to owners of parent	¥1.6 billion	¥2.2 billion	¥2.3 billion	¥2.5 billion	¥2.6 billion	¥2.9 billion
ROE	8.6%	10.0%	10.0%	10.9%	10.1%	10.0%

- The forecasts and targets herein are based on information currently available. Therefore, various factors may cause actual results to differ from the forecasts and targets.
- Only the forecasts for the fiscal year ending May 31, 2024 and the targets for the fiscal year ending May 31, 2026 have been determined, and no targets have been released for the fiscal year ending May 31, 2025.