TAKARA & COMPANY

TSE Prime Market Securities Code: 7921

TAKARA & COMPANY LTD.

Medium-Term Management Plan FY2029

90th Term – 92nd Term

(Fiscal Year Ending May 31, 2027 – Fiscal Year Ending May 31, 2029

Contents

TAKARA & COMPANY

Medium-Term Management Plan FY2029

01 What We Would Like to Be

TAKARA & COMPANY

Tech Driven Value for Growth

Our mission is to serve as a “public entity of society” to enhance value for all stakeholders and to continue to be an indispensable company for capital markets.

Purpose

The Group is committed to information disclosure for a broad range of companies and the sound development of capital markets, and will continue to build a foundation of trust between society and capital markets by overcoming language barriers.

Vision 2030

The Group aims to be a unique, tech-driven team of disclosure and IR companies, establishing a position as an irreplaceable one and only partner in the disclosure and IR domain.

02 Review of Medium-Term Management Plan FY2026

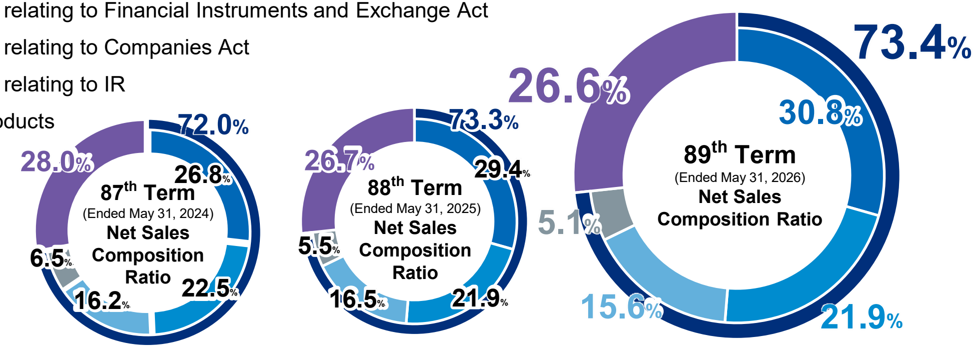
TAKARA & COMPANY Consolidated Results

Unit: Billion yen

	2024/5	2025/5	2026/5	
	Result	Result	Target	Result
Net sales	29.2	29.6	33.0	31.1
Operating profit	4.2	4.0	4.4	4.4
Operating profit margin	14.5%	13.6%	13.3%	14.2%
ROE	11.5%	14.1%*	10.0%	10.8%

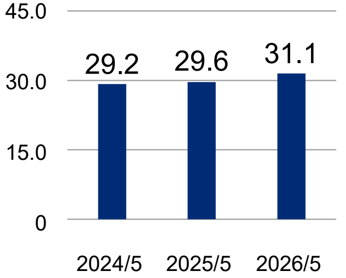
Net Sales Composition Ratio by Business Segment

- Disclosure-related business
- Interpreting & Translation business
- Products relating to Financial Instruments and Exchange Act
- Products relating to Companies Act
- Products relating to IR
- Other products



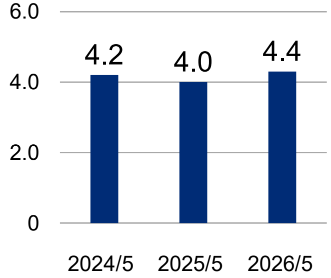
Net sales

Unit: Billion yen



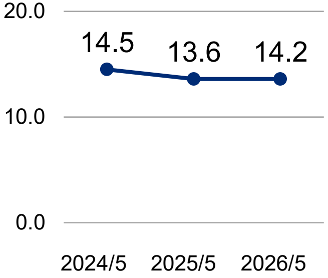
Operating profit

Unit: Billion yen



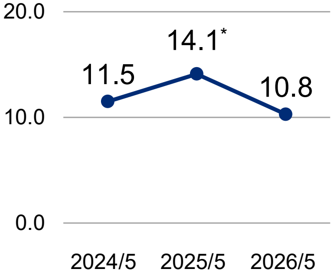
Operating profit margin

Unit: %



ROE

Unit: %



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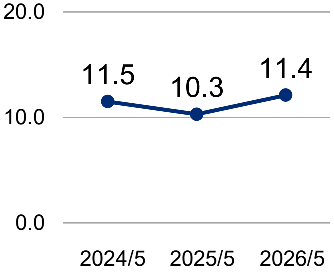
Unit: Times



*Excluding the impact of gain on sale of non-current assets of ¥1,794 million, ROE for the fiscal year ended May 31, 2025 was approximately 10.2%.

TAKARA & COMPANY

Capital Allocation | Medium-Term Management Plan 2024-2026

Source of funds

Operating cash flow +α Approx. 16 billion yen

Distribution of funds

- **Growth Investment 10 billion yen**
- **Strengthening management base 1-2 billion yen**
- **Shareholder returns 3.8 billion yen or more**

	Results	Challenges
Growth investment	• J Trust Co., Ltd. joined the Group. • Continued system development with a focus on bolstering functionality for WizLabo	• Investing in organic growth and leveraging M&A that complement these efforts.
Strengthening management base	• Improvements to the workplace environment and operational efficiency resulting from the purchase of a new office building, leading to increased labor productivity • Enhanced knowledge sharing system and effective utilization of organizational knowledge	• Advancing operational efficiency through DX. • Promotion of investments in human capital and enhancing business sustainability.
Shareholder returns	• Continued to pay stable dividends, targeting a dividend payout ratio of approximately 50% (Annual dividend per share for the fiscal year ended May 31, 2026: 120 yen)	• Balance of shareholder returns and enhanced corporate value.

03 Growth Strategies and Key Businesses

Providing a "Tech Driven Disclosure" client experience, becoming a "one and only partner"

The Evolution of Our Core Business, WizLabo

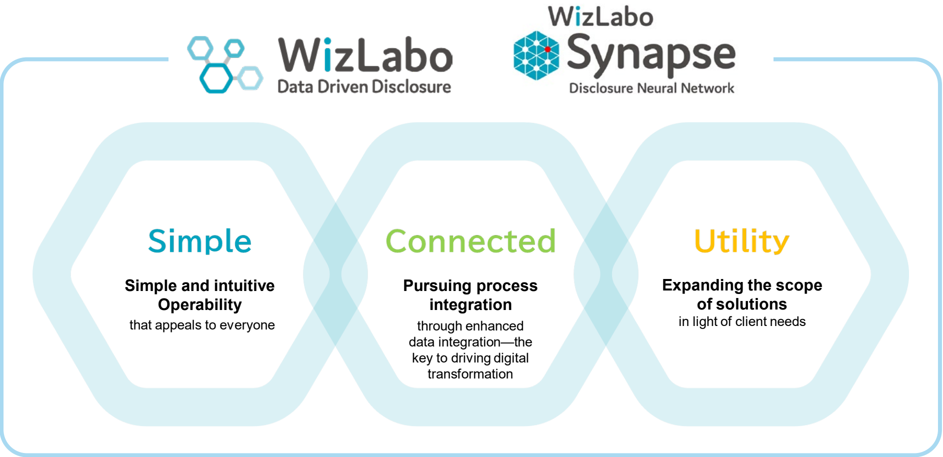
WizLabo sets itself apart from "the death of SaaS" by not only improving efficiency, but also by delivering high accuracy and disclosure quality.

Full-scale launch of WizLabo 2.0

- Evolution to a "next-generation development platform" that integrates management of financial/non-financial data
- Enhancing user convenience through APIs, tools for audit firms, and AI integration, etc., as well as accelerating application of AI functionality

Accelerated growth driven by WizLabo Synapse

- Process integration, from data collection to disclosure, in line with response to SSBJ
- API Integration with CO2 Visualization Tools



Disclosure-Related Business (Financial Instruments and Exchange Act, Companies Act)

Promoting WizLabo's system advantages and utilization of technology as we aim to gain market share and establish brand position.

WizLabo
Data Driven Disclosure

ジェイ・トラスト

- Sales initiatives leveraging WizLabo's overwhelming system advantages
- Evolving and expanding into the content and consulting business
- Strengthening and expanding capabilities to support new types of financial products, such as security tokens (STs)
- Bolstering disclosure business associated with finance for overseas companies
- Increasing market share as a service provider for the rapidly growing number of companies listed on the Pro Market
- Raising product delivery capability and client support by utilizing technology, including AI, in all fields
- Initiating a branding strategy to solidify superiority as a pioneer

WizLabo SR.QA

ネットで招集

Disclosure & IR Translation Businesses

Leveraging the latest AI technology to simultaneously deliver unparalleled speed, high quality, and low prices

- By expanding its translation-related features, WizLabo streamlines the entire disclosure process seamlessly, going beyond mere translation tasks
- Expanding sales of WizLabo AI Translate, a client-oriented translation support tool powered by an advanced AI translation engine

WizLabo AI Translate

ErudAite
Redefining Translation Standards

Outsourcing/Consulting Business

Addressing diversifying needs for financial disclosure and reporting, and expanding business by strengthening presence in consulting and BPO domain.

- Strengthened and expanded BPO capabilities for IPO companies, asset management firms, and shareholder meeting processes
- AI introduction to enhance consulting value, support systems, and product supply capabilities
- Strengthened and expanded compliance-related business

TAKARA 宝印刷

ASK
TOTAL ADVISORS & SUPPORTING KNOWLEDGE

TAKARA TSSコンサルティング

ジェイ・トラスト

TAKARA D&IR Research Institute

03-1 Core Business

IR/SR-Related Business

While strengthening support for branding initiatives, aiming to provide high-value-added solutions that incorporate AI.

- Further expansion of our leading position in the market for support of integrated report preparation, and broadening our range of solutions
- Strengthen and build upon interactive IR products that bring investors and listed companies together
- In addition to enhancing capabilities in web, video, media, and social media, we expand product lineup and boost sales through core branding support.
- Explore ways to expand lineup of information-dissemination products with consideration to AIO and to offer and commercialize high-value-added solutions utilizing AI

03-2 Group Collaboration and Synergies

3C CONSULTING

ジェイ・トラスト

ASK
TOTAL ADVISORS & SUPPORTING KNOWLEDGE

E2

IPO
日本IPO実務検定協会

TAKARA & COMPANY

TAKARA 宝印刷

TAKARA TSSコンサルティング

SIMUL

TOIN

TAKARA 仙台宝印刷株式会社

Translating Asia
TRANSLASIA

TAKARA D&IR Research Institute

We bring to bear the comprehensive strengths of the Group and strive to raise value for all stakeholders.

03-2 Group Collaboration and Synergies

	Platform/ICT	Legal Compliance and Creative
Financial Instrument And Exchange Act	**"WizLabo"** Integrated business reporting system **AI check option** WizLabo AI check, WizLabo AI value check **"WizLabo Synapse"** Financial/non-financial information integrated platform **"WizLabo Box"** Notes management option **"WizLabo Adapter"** Office-integrated functions	■ Securities reports, etc. ■ Compliance-related business ■ Sustainability information disclosure consulting ■ Timely disclosure support ■ Corporate reorganization disclosure consulting, etc. 宝印刷 / ジェイ・トラスト / TSSコンサルティング / 3C CONSULTING / 仙台宝印刷株式会社 / ジュリオ / ASK (Alliance partners)
Companies Act	**"WizLabo SR.QA"** A service that automates creation of anticipated Q&A for shareholders' meetings ***"Net de Sokai"*** **(online general meetings)** Supports a wide range of shareholder meetings, including fully virtual and on-demand meetings	■ Convocation notices, etc. ■ PPT for shareholders' meetings ■ Video streaming of shareholder meetings ■ Support for virtual shareholder meetings ■ AI support for shareholder meetings' Q&A, etc. 宝印刷 / EXAWIZARDS (Alliance partners)
IR	**"WizLabo Library"** Disclosure information is automatically reflected on a company's IR website in a timely manner ***"Net de Kabutsu"*** **(online shareholder newsletters)** Shareholder newsletters viewable on all devices	■ Integrated reports ■ Shareholder newsletters ■ Web production ■ Japanese Investor Online (Information site for individual investors) etc. 宝印刷 / E2 / TAKARA D&IR Research Institute / 株式会社ErudAite (Alliance partners)
Interpreting And Translation	SIMUL × interprefy **"interprefy AI" "interprefy NOW"** Remote simultaneous interpreting, AI interpretation services **"SIMULwiz"** AI translation platform	■ Interpreting & translation ■ Equipment, HR Dispatch business ■ Localization (adaptation to local conditions) ■ Transcreation (translation that appeals to readers) SIMUL / TOIN / TRANSLASIA Translating Asia

Realizing greater corporate value by fostering a greater sense of unity

Disclosure-related business

Financial Instruments and Exchange Act-related products

Strengthened WizLabo development as a unified group

- Further enhanced development of WizLabo 2.0, WizLabo Synapse, etc., robust support for non-financial information management

Grow consulting domain

- Strengthen ability for large-scale IPOs, expand in Pro Market, and grow compliance-related business
- More resources for financial report outsourcing

IR-related products

Expand Web business service area

- Add AIO to Web production. Realize service development to structure IR sites

Expand into new business areas

- Bolster Web, video, branding, etc.

Interpreting & Translation business

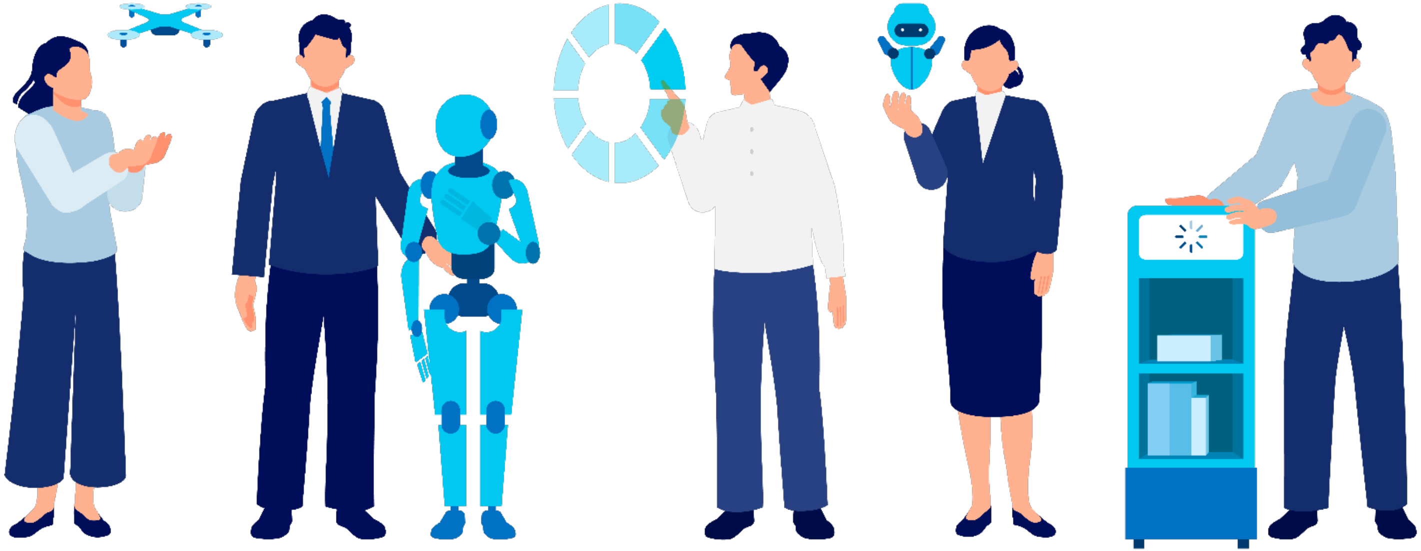
Facilitating global expansion of Group businesses

- As AI and machine translation drive market growth, embracing and responding to these structural changes
- Initiatives to develop proprietary products that leverage cutting-edge technology
- Business alliances with leading players, suppliers, including from overseas (acquisitions, capital and business alliances, etc.)

What ensures the Group's high level of expertise is its

"Human Capital."

Positioning this as our core asset for limitless potential and value creation, we will continue to be a group of professionals capable of meeting the needs of all our stakeholders.



Portfolio of ideal human resources aligned with management strategy

A one and only partner

Tech Driven Value for Growth

Goal

Growth Driver
Four Core Human Resources (HR)

Key Group HR

Digital tech HR	Consulting HR	Professional practice HR	Solution sales HR
WizLabo, AI promotion, Web, video	IPOs, financial results, disclosure, sustainability	Disclosure, IR, interpretation and translation, printing, production, design	Proposals/client-focused sales that maximize corporate value
Role HR who drive development/ promotion of WizLabo 2.0, deploy AI and other advanced technologies to business, and bring DX to internal processes	**Role** HR who work with clients to address management challenges in response to their high-level corporate disclosure needs	**Role** HR who ensure accuracy, high quality, and speed in checks by disclosure R&D Department, printing/ production of various disclosure materials and interpretation and translation	**Role** HR who identify clients' real challenges through dialogue with the base of high-quality clients, and then propose services

A foundation that supports value creation (human resources and organization base bridge gap)

Additional measures

- For highly specialized "digital tech HR" and "consulting HR," acquire core HR with mid-career hiring, M&A, etc. to enhance organizational structure along with present management staff
- In parallel, pursue medium- to long-term initiatives: HR development with tier- and departmental training, sharing of knowledge to eliminate reliance on individual expertise (systematization, visualization of knowledge, etc.), HR exchanges within Group, and a shift toward Group-wide recruitment, in order to maintain a deep talent pool and organizational structure that ensures the right people are in the right roles.
- Consider and support new skills for current Company HR in light of the changing business environment of the Group, with reskilling leading to career advancement

Additional measures

- Generate a sense of shared purpose in an environment where briefings, cross-departmental projects and other dialogue work to convey how an individual's work and expertise contributes to the Group's mission and to society, thereby enhancing engagement
- By introducing and maintaining a "three-day weekend system unique to the Company," we will dare to try a new way of working that focuses on employee health, which is vital to making the most of one's abilities, allowing for time to refresh mind and body and pursue self improvement.
- We aim to achieve annual wage increases of at least 5% over the next three years.

04 Financial/Non-Financial Targets (KPI)

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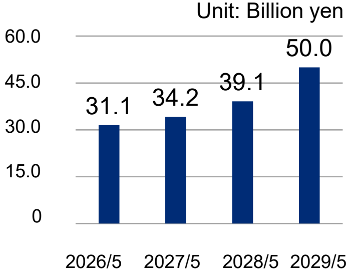
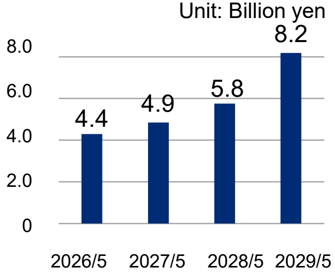
1. Financial (KPI)

	2026/5 Result	2027/5 Forecast	2028/5 Plan (Target)	2029/5 Plan (Target)
Net sales	¥31.1 billion	¥34.2 billion	¥39.1 billion	¥50.0 billion
Disclosure-related business	¥22.8 billion	¥25.2 billion	¥30.2 billion	¥40.7 billion
Interpreting & Translation business	¥8.3 billion	¥9.0 billion	¥8.9 billion	¥9.3 billion
Operating profit	¥4.4 billion	¥4.9 billion	¥5.8 billion	¥8.2 billion
Operating profit margin	14.2%	14.3%	14.8%	16.4%
Profit attributable to owners of parent	¥3.3 billion	¥3.5 billion	¥4.1 billion	¥5.7 billion
ROE	10.8%	10.5%	11.8%	15.3%

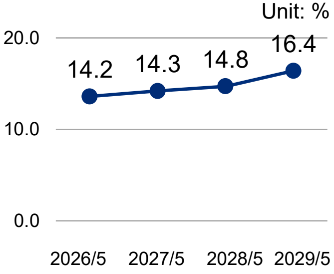
Net sales



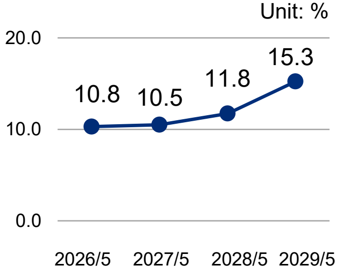
Operating profit



Operating profit margin



ROE



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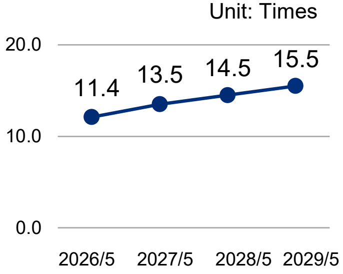


2. Non-Financial (KPI)

	Materiality Themes	Basic Policies of Action Plans	Non-Financial KPI	Financial/Impact on Company Strengths
1	**Accumulation, refinement, and dissemination of expertise** ■ **Priority** Refine expertise ■ Realize innovation by leveraging the characteristics of each Group company ■ Appropriately provide information to clients	■ To build a business foundation based on a culture that values expertise and mechanisms that support instilling and developing a sense of professionalism, and continue to build on this foundation for sustainable growth.	● **Annual investment amount in employee development per person** **- In principle, an amount exceeding that of the previous fiscal year** **(Previous fiscal year actual: ¥24,166)**	◆ Strengthened client base, enhanced brand power through high level expertise cultivated since founding ◆ Strengthened human capital through enhanced expert skills, empowered network assets by trust built with partners
2	**Deepening of governance** ■ **Priority** Thorough compliance ■ Bolster information security ■ Establish Group governance	■ To recognize that high-quality client assets are at the foundation of faith in the Group's integrity and sense of ethics, and continue to maintain a corporate culture that thoroughly enforces compliance and eradicates insider trading, fraud, and other misconduct.	● **Serious legal violations, including insider trading** **Maintaining a zero-incident record**	◆ Strengthened client base and enhanced brand power by building greater trust in the Company through integrity and ethical standards ◆ Higher service quality gained through expansion of information assets
3	**Employee happiness** ■ **Priority** Create a work environment that enables mutual respect and growth ■ Promote diverse work styles that maximize productivity ■ Realize well-being	■ To position the care of human capital and sustainable growth as the cornerstones of the Group's sustainable growth, and build an environment where a diverse workforce collaborates and all aspire to achieve personal growth.	● **Annual paid leave utilization rate: 70%**	◆ Greater labor productivity achieved through higher level of engagement ◆ Recruiting and hiring top talent strengthens service delivery structure to meet a wide range of needs.

2. Non-Financial (KPI)

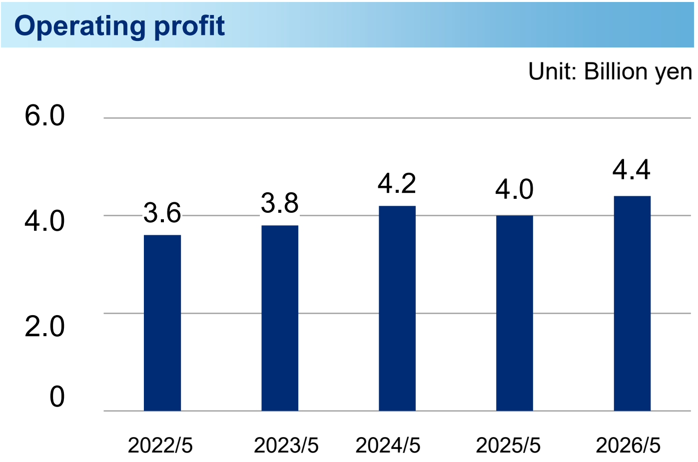
	Materiality Themes	Basic Policies of Action Plans	Non-Financial KPI	Financial/Impact on Company Strengths
4	**Creation of solutions to solve environmental problems** ■ **Priority** Support for companies tackling environmental issues ■ Effective use of limited resources ■ Respond to problem of climate change	■ Preserving the global environment is fundamental to the sustainable growth of capital markets—which form the basis of the Group's business environment—and to the global development of the Japanese economy. The Company is committed to reducing its environmental burden and, through its business activities, contributing to solutions to environmental issues facing the Japanese economy as a whole.	● **CO2 emissions (specific reductions under Scope 1.2)** ・**2050 carbon neutral (Net-zero emissions)** ・**Reduce GHG emissions for the fiscal year ending March 31, 2031 by 46% compared to the fiscal year ended March 31, 2024**	◆ Strengthened client base and enhanced brand power by earning the trust of stakeholders ◆ Enhanced trust with partners and strengthened human capital through the evolution of social responsibility
5	**Co-prosperity with stakeholders** ■ **Priority** Promote dialogue with stakeholders ■ Deepen supply chain management ■ Create value through collaboration with public sector (government-related entities, etc.)	■ To recognize that high-quality client assets are at the foundation of faith in the Group's integrity and sense of ethics, and continue to maintain a corporate culture that thoroughly enforces compliance and eradicates insider trading, fraud, and other misconduct.	● **Implementation of an annual client satisfaction survey**	◆ Enhanced trust in the Company and brand strength by helping clients improve operational efficiency and accuracy ◆ Strengthened human capital that can respond to client needs, bolstered network assets

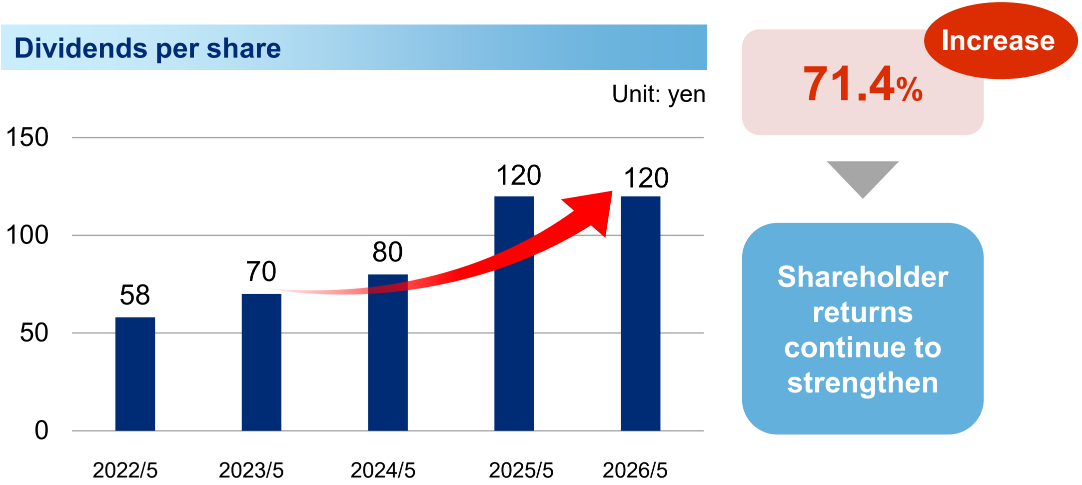
TAKARA & COMPANY

05 Capital Policy and Shareholder Returns

05 Capital Policy and Shareholder Returns

Overview of the Group's capital policy and shareholder returns





During the previous medium-term management plan period, both sales and profits generally progressed as planned, thanks to a stable earnings foundation and investments in growth areas. As a result, the dividend growth rate during this period exceeded 70%, enabling the Company to provide stable dividends to shareholders. With regard to the new medium-term management plan:

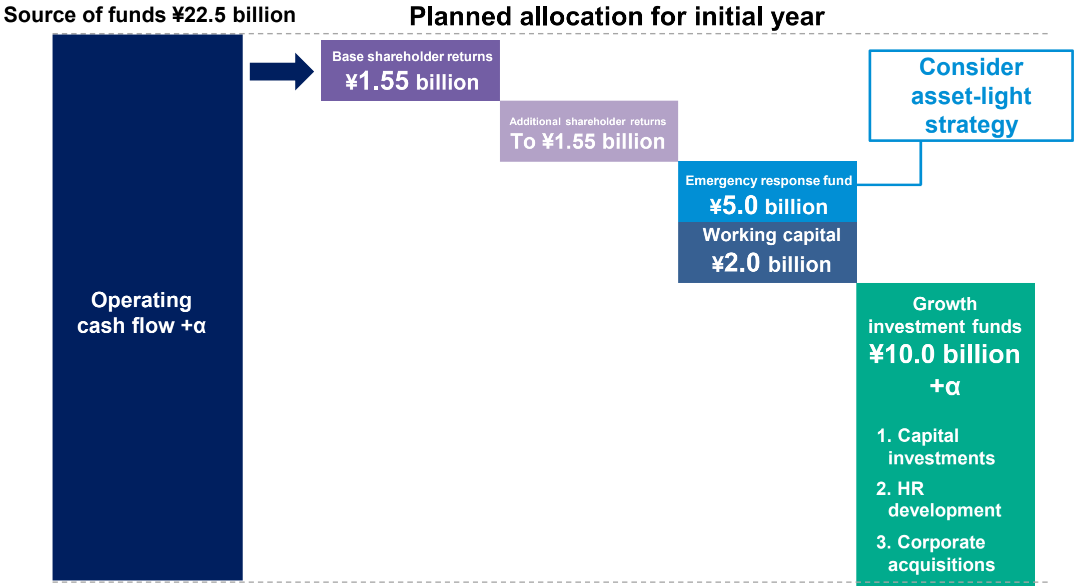
1. **Under a disciplined capital policy, we will actively pursue growth investments through M&A, with the aim of creating further added value and enhancing corporate value.**
2. **With the target of further strengthening shareholder returns, we will establish DOE as new KPI.**
3. **With regard to the dividend payout ratio, we will make a significant adjustment to our previous policy of "stable dividends at around 50%" to meet our shareholders' expectations.**

05 Capital Policy and Shareholder Returns

Capital Strategy Policy

We will allocate capital strategically and flexibly with the aim of continuously enhancing corporate value, striving to balance disciplined growth investments with flexible shareholder returns.

- **Under a capital policy that takes into account the cost of capital and stock prices, we are concentrating capital on a growth strategy centered on ROIC-focused M&A.**
- **With regard to shareholder returns, we will explore all possibilities and measures (e.g., commemorative dividends during the term of the current medium-term management plan, the resumption of the shareholder benefits program, and share buybacks, etc.) and optimize them as options for consideration.**
- **New operating cash flow will be returned to shareholders flexibly depending on circumstances**



Shareholder returns

Based on a solid financial foundation and projected future operating cash flow, we are shifting our strategy from a “stable dividend” policy to a “flexible shareholder return” policy. This fiscal year we introduced DOE as a KPI for our dividend policy. Taking into account the future business environment, we will pursue a flexible shareholder return policy that keeps all options on the table to meet shareholder expectations.

Growth investments

We position growth investment funds as a real option and will actively pursue investments by effectively leveraging M&A and other strategies as a driving force for enhancing corporate value into the future. In particular, regarding M&A, we adhere to the principle of disciplined management and promote growth investments with a keen awareness of capital costs.

Strengthening management base

We will enhance business sustainability by upgrading and expanding production facilities, promoting operational efficiency through DX, and investing in human capital.

05 Capital Policy and Shareholder Returns

Shareholder returns

Basic policy

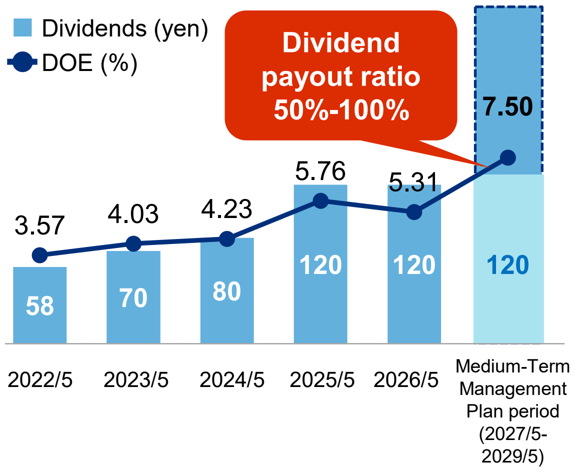
The sustainable return of profits to shareholders is one of our top management priorities and we promote a flexible dividend policy based on business performance and capital position.

Revision of dividend payout ratio

Previous: Stable dividends ➡ Payout ratio approx. 50%

Future: Flexible dividends ➡ Payout ratio 50%-100%

(Also implement DOE, aim to operate at 7.5% or above)



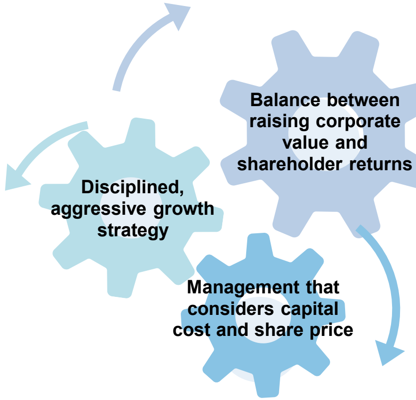
Growth investments

Basic policy

Under disciplined management prioritizing cost of capital, we actively invest in areas that contribute to further expanding business foundation and enhancing corporate value.

Main strategic investment areas

- Expansion of our Web, branding, and media solutions businesses
- Development, enhancement of WizLabo (improve check accuracy, increase automation rates, expand data collection capabilities, and full-scale entry into non-financial information collection and disclosure field)
- Investing in workplace environment to maximize value of human capital (interdepartmental collaboration, operational efficiency, and stable quality improvement)

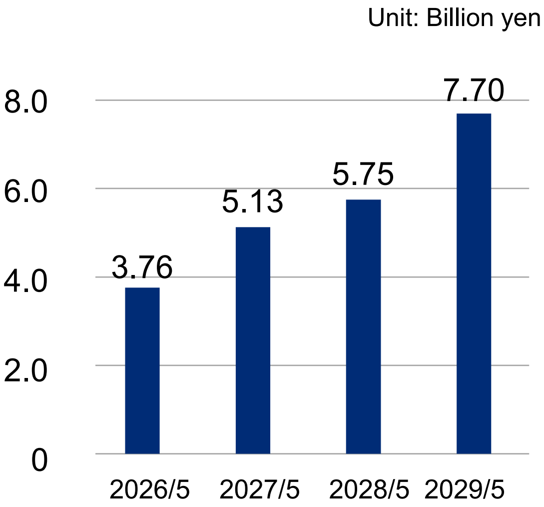


New cash flow generation

Basic policy

We promote the acquisition of new clients and creation of added value, while balancing growth investments with enhanced shareholder returns.

Projected operating cash flow image



TAKARA & COMPANY

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