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July 9, 2025

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	President and Representative Director
	(Securities Code: 7921; TSE Prime
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Notice Concerning Establishment of Group Capital Strategy Study Committee

TAKARA & COMPANY LTD. (the “Company”) hereby announces that, at a meeting of its Board of Directors held on July 9, 2025, it has resolved to establish a “Group Capital Strategy Study Committee” (the “Committee”) under the Board of Directors of the Company as an advisory body to the Board of Directors with the purpose of working toward optimization of capital allocation, and consist of its members as described below.

1. Purpose of establishing the Committee

The Company will establish the Committee and proceed with studies to optimize capital allocation, etc., in order to enhance corporate value and strengthen competitiveness throughout the Group, maintaining a constant awareness of the effective allocation and efficient utilization of capital.

2. Role of the Committee

The Group Capital Strategy Study Committee, established under the Board of Directors of the Company, will in consultation with the Board of Directors deliberate upon the optimization, etc. of capital allocation as part of the Group’s management strategy, and will conduct verification by actively utilizing a range of knowledge, including from outside experts.

The main themes of deliberation will include shareholder returns, investment for growth, and how the business portfolio and assets should be held. The Group Capital Strategy Study Committee will be tasked with verifying the allocation of capital to support the strengthening of the Group’s overall earnings base, the enhancement of corporate value, and sustainable growth from a medium- to long-term perspective, and reporting and making recommendations on such deliberation results to the Board of Directors as appropriate.

3. Member composition of the Committee

In light of the purpose of establishing the Committee, and by appointment of the Board of Directors, the Committee will be composed of first, Seiichiro Akutsu, President and Representative Director of the Company, as well as officers from Group companies, and, in order to actively utilize outside insights, an outside expert with deep knowledge of capital allocation (Masahiko Maekawa, formerly Head of Merchant Banking at Nomura Holdings, Inc.), etc.

4. Date of establishment of the Committee

July 9, 2025