



July 8, 2026

Company name: TAKARA & COMPANY LTD.
 Representative: AKUTSU Seiichiro
 President and Representative Director
 (Securities Code: 7921; TSE Prime Market)
 Contact: NAKAGOME Katsuji
 Managing Executive Officer,
 in charge of General Affairs Dep.
 (Phone: +81-3-3971-3260)

Notice Concerning Changes in Representative Directors and Directors

TAKARA & COMPANY LTD. (the “Company”) hereby announces that, at a meeting of the Board of Directors of the Company held on July 8, 2026, it has resolved to make changes to its Representative Directors, as described below.

These appointments are subject to official approval at the 89th Annual General Meeting of Shareholders scheduled to be held on August 28, 2026, and the subsequent meeting of the Board of Directors.

1. Changes in Representative Directors

(1) Reasons for the changes

To achieve sustainable growth of the entire Group and further enhance its corporate value under a new management structure.

(2) Details of the changes

New Position	Current Position	Name
Chairman and Representative Director	President and Representative Director	AKUTSU Seiichiro
President and Representative Director	Director	SHIRAI Kota

(3) Career summary, etc. of the newly elected Representative Director

(i) Career summary

Name (Date of Birth)	Career Summary
SHIRAI Kota (May 23, 1961)	April 1985 Joined The Fuji Bank, Limited (currently Mizuho Bank, Ltd.) December 2015 Joined Takara Printing Co., Ltd. (currently TAKARA & COMPANY LTD.) July 2017 Executive Officer and General Manager, IT Service Business Department of the Company December 2019 Executive Officer and General Manager, Disclosure & IR Business Department III of Takara Printing Co., Ltd. (newly established) August 2022 Director and Managing Executive Officer of Takara Printing Co., Ltd. August 2024 President and Representative Director of the Takara Printing Co., Ltd. (current position) Director of the Company (current position)

3,300 shares

August 28, 2026

(1) Candidate for new Director

MAEKAWA Masahiko, Outside Director	Formerly Representative Director, Senior Executive Vice President & COO, SBI SECURITIES Co., Ltd. Formerly Head of Merchant Banking, Nomura Holdings, Inc.
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IUE Toshimasa, Outside Director