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August 6, 2026
(Start date for electronic provision measures: August 5, 2026)

To Those Shareholders with Voting Rights

28-8, Takada 3-chome, Toshima-ku, Tokyo
TAKARA & COMPANY LTD.
AKUTSU Seiichiro, President and Representative Director

NOTICE OF THE 89th ANNUAL GENERAL MEETING OF SHAREHOLDERS

We hereby notify you of the 89th Annual General Meeting of Shareholders of the Company, which will be held as described below. Please note that the annual securities report for this fiscal year will be disclosed prior to this General Meeting of Shareholders. We encourage shareholders to review the report as well.

In convening this General Meeting of Shareholders, the Company has taken electronic provision measures to provide the information that constitutes the contents of Reference Documents for the General Meeting of Shareholders, etc. (matters subject to electronic provision measures) and posted such information on websites listed below.

The Company's website
https://www.takara-company.co.jp/english/ir/

Net de Shoshu (online convocation, available in Japanese)
https://s.srdb.jp/7921/

The Tokyo Stock Exchange (TSE) website (Listed Company Search)
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

*In addition to the Company's website, the information is available on *Net de Shoshu* (online convocation) and the Tokyo Stock Exchange (TSE) website.
*In case of using the TSE website (Listed Company Search), please access the above-mentioned website and enter the issue name (company name) or the securities code to search. Then, please select "Basic information" followed by "Documents for public inspection/PR information" and review the documents.

In addition to attending the meeting, you can place your vote via the Internet or in writing. Please review the "Reference Documents for the General Meeting of Shareholders," and place your vote by no later than 6:00 p.m. on Thursday, August 27, 2026.

1. Date and Time	10:00 a.m., Friday, August 28, 2026 (The reception desk will open at 9:00 a.m.)
2. Place	Ballroom Fuji, Hotel Metropolitan Tokyo 3F 6-1, Nishi-Ikebukuro 1-chome, Toshima-ku, Tokyo Please check Net de Shoshu (online convocation, available in Japanese) for a guide map to the venue. A designated area is available in the meeting venue for shareholders in wheelchairs. Sign language interpreters and English interpreters will be on standby. Please ask at the reception desk on the day of the meeting if you wish to make use of these services.
3. Agenda of the Meeting:	**Matters to be reported:** (1) Business Report and Consolidated Financial Statements for the 89th Fiscal Term (from June 1, 2025 to May 31, 2026) and results of audits by the Accounting Auditor and the Board of Corporate Auditors of the Consolidated Financial Statements (2) Non-consolidated Financial Statements for the 89th Fiscal Term (from June 1, 2025 to May 31, 2026) **Proposal to be resolved:** Proposal: Election of Seven (7) Directors

Should you indicate neither approval nor disapproval of each proposal in the Voting Rights Exercise Form, it shall be treated as an indication of approval.

Reference Documents for the General Meeting of Shareholders

Proposal: Election of Seven (7) Directors

All of the seven (7) Directors will complete their terms of office at the closing of this General Meeting of Shareholders. Consequently, the Company proposes the election of seven (7) Directors.

The candidates for Director are as follows.

Male: 5 (71.4%); Female: 2 (28.6%)

No.		Name		Age	Current position at the Company	Concurrent positions at other listed companies	Attendance at the Board of Directors for the current fiscal term
1	Reelection	AKUTSU Seiichiro		72	President and Representative Director	—	100% (14 out of 14 meetings)
2	Reelection	NOMURA Shuhei		43	Director	—	100% (14 out of 14 meetings)
3	Reelection	SHIRAI Kota		65	Director	—	100% (14 out of 14 meetings)
4	Reelection	SEKINE Chikako	Outside Independent	72	Director	1	100% (14 out of 14 meetings)
5	Reelection	SHIINA Shigeru	Outside Independent	62	Director	3	93% (13 out of 14 meetings)
6	Reelection	KAWASHIMA Izumi	Outside Independent	71	Director	—	100% (14 out of 14 meetings)
7	New election	MAEKAWA Masahiko	Outside Independent	63	—	—	—

No.	1	Reelection
Name	AKUTSU Seiichiro	
Date of Birth	December 17, 1953 (72)	
Number of shares of the Company held	64,760 shares	
Attendance at the Board of Directors for the current fiscal term	100% (14 out of 14 meetings)	
Reasons for nomination as candidate for Director	Since joining the Company, Mr. AKUTSU Seiichiro is well versed in its overall business mainly in the field of administration with abundant knowledge and experience in operations, and appropriately performs his duties. Since his assumption of office as Director in August 1991 and as President and Representative Director in August 2002, he has accumulated achievements as the chief executive officer of the Group. Therefore, the Company determines that he is appropriate as Director and reappoints him as a candidate.	

Career summary and status of significant concurrent positions	January 1986	Joined Takara Printing Co., Ltd. (currently TAKARA & COMPANY LTD.)
	May 1989	General Manager, President Office of the Company
	July 1991	General Manager, General Planning Department of the Company
	August 1991	Director and General Manager, General Planning Department of the Company
	October 1996	Director and General Manager, Accounting Department of the Company
	August 1997	Managing Director and General Manager, Accounting Department of the Company
	August 2002	President and Representative Director of the Company (current position)
	December 2019	President and Representative Director of Takara Printing Co., Ltd. (newly established)
	August 2024	Chairman and Representative Director of the Company (current position)

No.	2	Reelection
Name	NOMURA Shuhei	
Date of Birth	June 7, 1983 (43)	
Number of shares of the Company held	1,600 shares*	
Attendance at the Board of Directors for the current fiscal term	100% (14 out of 14 meetings)	
Reasons for nomination as candidate for Director	Since joining the Company, Mr. NOMURA Shuhei has accumulated experience in the Company's operations, mainly in the fields of administration and sales, and possesses abundant knowledge and experience. The Company expects him to contribute to the management of the Group, and therefore determines that he is appropriate as Director and reappoints him as a candidate.	
Career summary and status of significant concurrent positions	October 2007 Joined Takara Printing Co., Ltd. (currently TAKARA & COMPANY LTD.) December 2010 Representative Director of Nomura Co., Ltd. (current position) February 2015 Head, Nagoya Sales Office of Takara Printing Co., Ltd. July 2019 Executive Officer and General Manager, Disclosure & IR Business Department I of the Company December 2019 Executive Officer and General Manager, Disclosure & IR Business Department I of Takara Printing Co., Ltd. (newly established) August 2022 Director, Managing Executive Officer and General Manager, Disclosure & IR Business Headquarters of Takara Printing Co., Ltd. Director of the Company (current position) June 2026 Director of Takara Printing Co., Ltd. (current position) Representative Director and Chairman of Simul International, Inc. (current position)	

* Mr. NOMURA Shuhei serves as Representative Director of Nomura Co., Ltd., which separately holds 632,800 shares of the Company's stock (stockholding ratio: 4.90%).

No.	3	Reelection 
Name	SHIRAI Kota	
Date of Birth	May 23, 1961 (65)	
Number of shares of the Company held	3,300 shares	
Attendance at the Board of Directors for the current fiscal term	100% (14 out of 14 meetings)	
Reasons for nomination as candidate for Director	Since joining the Company, Mr. SHIRAI Kota has accumulated experience in the Company's operations, mainly in the fields of IT tool development for customers, and sales. In addition, he extensively promotes business coordination and sales expansion within the Group by drawing on his experience from serving at a financial institution and being stationed overseas. The Company expects him to contribute to the management of the Group, and therefore determines that he is appropriate as Director and reappoints him as a candidate.	
Career summary and status of significant concurrent positions	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 Takara Printing Co., Ltd. (current position) Director of the Company (current position)	

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No.	4	Reelection Outside Independent
Name	SEKINE Chikako	
Date of Birth	December 16, 1953 (72)	
Number of shares of the Company held	- shares	
Attendance at the Board of Directors for the current fiscal term	100% (14 out of 14 meetings)	
Reasons for nomination as candidate for Outside Director and expected roles	In addition to experience accumulated as a corporate officer of a major cosmetics company, Ms. SEKINE Chikako has served as a representative director and outside director at other companies and possesses abundant experience and broad insight. Therefore, the Company expects her to participate from an objective standpoint in deliberations by the Board of Directors, and give valuable advice on our management as an Outside Director. She will have served as an Outside Director for seven years at the closing of this General Meeting of Shareholders.	
Career summary and status of significant concurrent positions	April 1972 Joined Shiseido Yamagata Sales Co., Ltd. April 2006 General Manager, Osaka Branch of Shiseido Sales Co., Ltd. (currently Shiseido Japan Co., Ltd.) April 2008 Seconded to Headquarters of d'ici là Co., Ltd. General Manager, Japan Marketing Headquarters of d'ici là Co., Ltd. October 2009 General Manager, Beauty Consultation Planning Group, International Marketing Department, International Business Division of Shiseido Company, Limited April 2012 Corporate Officer of Shiseido Company, Limited April 2014 Corporate Executive Officer of Shiseido Company, Limited January 2016 Corporate Advisor of Shiseido Company, Limited April 2018 Representative Director of B-mind Corporation (current position) August 2019 Director of Takara Printing Co., Ltd. (currently TAKARA & COMPANY LTD.) (current position) June 2021 Outside Director of TOLI Corporation (current position)	

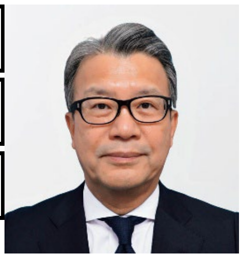
Reelection

Outside

Independent

No.	5
Name	SHIINA Shigeru
Date of Birth	May 10, 1964 (62)
Number of shares of the Company held	- shares
Attendance at the Board of Directors for the current fiscal term	93% (13 out of 14 meetings)
Reasons for nomination as candidate for Outside Director and expected roles	In addition to abundant experience as a corporate manager in global corporations, Mr. SHIINA Shigeru has broad insight into M&A and information technology. Therefore, the Company expects him to participate as an expert in corporate management in deliberations by the Board of Directors, and give valuable advice on our management as an Outside Director. He will have served as an Outside Director for five years at the closing of this General Meeting of Shareholders.
Career summary and status of significant concurrent positions	October 1991 Joined NEC Corporation May 1999 Joined KPMG Global Solutions Co., Ltd. July 2007 Managing Executive Officer of BearingPoint K.K. May 2009 Managing Executive Officer of PricewaterhouseCoopers Consultants K.K. July 2012 President and CEO of PricewaterhouseCoopers Co., Ltd. June 2016 Vice President of KPMG Consulting Co., Ltd. June 2020 Outside Director of MIKUNI CORPORATION (current position) March 2021 Outside Director of Hotto Link Inc. (current position) June 2021 Outside Corporate Auditor of C Channel Corporation August 2021 Director of the Company (current position) August 2022 Representative Director of Maverick, Inc. (current position) April 2023 Outside Director of Movin Strategic Career Co., Ltd. (current position)

No.	6	Reelection Outside Independent 
Name	KAWASHIMA Izumi	
Date of Birth	June 25, 1955 (71)	
Number of shares of the Company held	- shares	
Attendance at the Board of Directors for the current fiscal term	100% (14 out of 14 meetings)	
Reasons for nomination as candidate for Outside Director and expected roles	Ms. KAWASHIMA Izumi has long specialized in the Financial Instruments and Exchange Act and the Companies Act at research institutions affiliated with universities. She also possesses abundant insight into the Companies Act in the U.K and U.S.A. Therefore, the Company expects her to participate as an expert in the study of laws and regulations, including sustainability disclosure, in deliberations by the Board of Directors and give valuable advice on our management as an Outside Director. She will have served as an Outside Director for three years at the closing of this General Meeting of Shareholders.	
Career summary and status of significant concurrent positions	March 1985 Left Graduate School of Law, Waseda University after completing a doctoral course April 1989 Associate Professor at School of Economics, Gifu Keizai University (currently Gifu Kyoritsu University) April 1996 Professor at School of Law, Senshu University September 2004 Professor at Faculty of Social Sciences, Waseda University June 2016 Outside Director of Oki Electric Cable Co., Ltd. June 2018 Outside Director of Oki Electric Industry Co., Ltd. August 2023 Director of the Company (current position) June 2026 External Auditor, TOKYO MIDWIVES ASSOCIATION (current position)	

No.	7	New election / Outside / Independent
Name	MAEKAWA Masahiko	
Date of Birth	June 30, 1963 (63)	
Number of shares of the Company held	- shares	
Attendance at the Board of Directors for the current fiscal term	- % (- out of - meetings)	
Reasons for nomination as candidate for Outside Director and expected roles	Mr. MAEKAWA Masahiko has abundant experience and a high level of expert knowledge in the finance and capital markets and corporate management, having held positions as an executive officer and head of investment at a major securities firm, as well as playing a central role in management as a Representative Director and Senior Executive Vice President. Therefore, the Company expects him to give valuable advice on our management as an Outside Director from an independent and objective standpoint based on his wealth of knowledge and broad insight in order to promote the sustainable growth of the Company and enhance its corporate value.	
Career summary and status of significant concurrent positions	April 1986 Joined Nomura Securities Co., Ltd. April 2009 Senior Managing Director and in charge of Business Banking and Public Offering Operations of Nomura Securities Co., Ltd. April 2015 Managing Executive Officer and Head of Sales of The Nomura Trust and Banking Co., Ltd. April 2017 Senior Managing Executive Officer and Head of Business Operations of The Nomura Trust and Banking Co., Ltd. January 2019 Senior Managing Director and Head of Merchant Banking of Nomura Holdings, Inc. April 2019 Head of Merchant Banking of Nomura Holdings, Inc. and President of Nomura Capital Partners Co., Ltd. April 2020 Head of Merchant Banking of Nomura Holdings, Inc. and Senior Corporate Managing Director of Nomura Securities Co., Ltd. April 2021 Head of Merchant Banking of Nomura Holdings, Inc. and President of Nomura Financial Partners Co., Ltd. April 2022 Chairman of the Board of Nomura Capital Partners Co., Ltd. October 2022 Representative Director and Senior Executive Vice President of SBI SECURITIES Co., Ltd.	

Notes: 1. The ages of the above candidates for Directors are stated in Western style method as of the closing of this General Meeting of Shareholders.

2. No special interests exist between the Company and the above candidates for Directors.

3. Ms. SEKINE Chikako, Mr. SHIINA Shigeru, Ms. KAWASHIMA Izumi and Mr. MAEKAWA Masahiko are candidates for the position of Outside Director.

4. Ms. KAWASHIMA Izumi has never been directly involved in corporate management other than in her capacity as an outside officer, but as stated in the reasons for nomination as candidate above, the Company determines that she can appropriately perform her duties as Outside Director.

5. The Company has notified the Tokyo Stock Exchange of the appointment of Ms. SEKINE Chikako, Mr. SHIINA Shigeru, Ms. KAWASHIMA Izumi and Mr. MAEKAWA Masahiko as independent officers who have no potential conflicts of interest with general shareholders, as defined by the said exchange.

6. The Company has entered into a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act. Insured parties under this contract include Directors and Corporate Auditors as prescribed under the Companies Act, and Executive Officers as prescribed under the Executive Officers System, of the Company and its subsidiaries. The contract covers legal damages and litigation expenses in the event that a claim for damages is made against an insured party due to his or her performance of duties. The contract also contains an exception clause excluding from coverage liability due to the illegal provision of personal gains, insider trading, criminal acts, etc. by an insured party. Each candidate who is elected and assumes office as Director will be included among the insured parties under the contract. The Company intends to renew the contract after the present term of the insurance expires.

(Reference)

Skills expected of Directors

The Company aims to execute the management strategy outlined in the newly launched Medium-Term Management Plan, to be a unique, tech-driven team of disclosure and IR companies, realizing the establishment of a position as an irreplaceable one and only partner in the disclosure and IR domain, which is our Vision, and to create new value together with all our stakeholders.

In order to achieve this, we have identified the skills expected of the Board of Directors as follows, and formulated a skills matrix.

(Relationship between the definition of skills and the management strategy)

Skill	Definition of skill	Management strategy
1. Corporate management/Management strategy/Global	The ability to balance disciplined growth investments with shareholder returns, and establish a one and only team of companies, supported by a solid financial foundation	Group management, M&A execution, flexible shareholder returns, development of the disclosure and IR domain, and global capabilities
2. Finance & accounting/M&A	The ability to maximize Group-wide synergies through optimal capital allocation with an awareness of capital costs and ROIC	Capital allocation with a focus on ROIC, and disciplined oversight of M&A
3. Tech Driven (AI / IT)*	The ability to lead transformation that combines specialized knowledge with advanced Tech and AI to deliver high-value-added experiences to customers	Full-scale launch of WizLabo 2.0, application of AI functionality, expanded sales of AI Translate, and productivity improvements through DX in internal processes
4. Disclosure	Advanced expertise in legally required and voluntary disclosure, and the ability to support and oversee process integration in response to institutional changes	SSBJ compliance, process integration driven by WizLabo Synapse, branding and media solution support, and DX of shareholder meetings
5. Interpreting & translating	The ability to overcome language barriers and leverage the latest AI technology to build multilingual solutions and a global foundation of trust	Utilize AI translation engines, promote localization and transcreation, and M&A
6. Human resource management/ESG	The ability to maximize the value of our core asset, “human capital,” and promote sustainability management	Recruit and develop the four core human resources, introduce a three-day weekend system, reskilling, and address GHG reduction measures
7. Risk management/Legal affairs	The ability to build a system for deepening governance and managing risks associated with AI utilization and M&A, based on integrity and ethical standards	Rigorous compliance, information security, and Group integration

* Tech Driven refers to a business approach and management strategy that positions technology as the driving force and guiding principle for business model development, service development, and decision-making.

Proposed Skills Matrix of Members of the Board of Directors

If the Proposal is approved then the Company's Directors and Corporate Auditors, and the expertise specifically expected from each, will be as shown below.

However, this does not represent all areas of insight that they possess.

Name		Corporate management/ Management strategy/Global	Finance & accounting/ M&A	Tech Driven (AI / IT)	Disclosure	Interpreting & translating	Human resource management/ ESG	Risk management/ Legal affairs
Executive Directors								
AKUTSU Seiichiro	Reelection	●	●		●		●	
NOMURA Shuhei	Reelection	●	●		●	●		
SHIRAI Kota	Reelection	●	●	●	●	●		●
Outside Directors								
SEKINE Chikako	Reelection Outside Independent	●					●	●
SHIINA Shigeru	Reelection Outside Independent	●	●	●				●
KAWASHIMA Izumi	Reelection Outside Independent	●	●		●			●
MAEKAWA Masahiko	New election Outside Independent	●	●		●			
Standing Corporate Auditor								
SUGAYA Noritoshi		●			●			●
Outside Corporate Auditors								
MATSUO Shinkichi	Outside Independent	●	●		●			●
TAKANO Daijiro	Outside Independent	●	●					●