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TAKARA & COMPANY Tech Driven Value for Growth

FASF MEMBERSHIP

September 25, 2026

Company name: TAKARA & COMPANY LTD.
Representative: SHIRAI Kota
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 Completed Payment for Disposal of Treasury Shares as Restricted Stock-Based Remuneration

TAKARA & COMPANY LTD. (the "Company") hereby announces that, regarding the resolution made at a meeting of its Board of Directors held on August 28, 2026, to dispose of treasury shares as restricted stock-based remuneration, it has completed the payment procedures, as described below. For details regarding this matter, please refer to Notice Concerning Disposal of Treasury Shares as Restricted Stock-Based Remuneration released on August 28, 2026.

1. Outline of the treasury share disposal

(1) Number and class of shares disposed of	2,300 shares of common stock of the Company
(2) Disposal price	¥4,310 per share
(3) Total disposal price	¥9,913,000
(4) Allottees, number thereof, and number of shares disposed of	1,300 shares for three (3) Directors (excluding Part-Time Directors and Outside Directors) 400 shares for one (1) Director of a Company subsidiary (Takara Printing Co., Ltd.) 600 shares for two (2) Presidents of Company subsidiaries (Simul International, Inc. and TOIN Corporation) Total: 2,300 shares for six (6) people
(5) Date of disposal	September 25, 2026