



July 9, 2025

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 (Securities Code: 7921; TSE Prime Market)
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Notice Concerning Amendments to the Performance Targets of the Medium-Term Management Plan

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 amend the performance targets in the Medium-Term Management Plan announced on July 7, 2023 for the fiscal year ending May 31, 2026, taking into consideration the business results announced today, as described below.

1. Amendments to the Medium-Term Management Plan Performance Targets

(1) Details of amendments to performance targets

	2024/5	2025/5	2026/5	
	Result	Result	Initial target	Amended target
Net sales	¥29.2 billion	¥29.6 billion	¥33.0 billion	¥33.0 billion
Operating income	¥4.2 billion	¥4.0 billion	¥4.3 billion	¥4.4 billion
Operating income to net sales	14.5%	13.6%	13.0%	13.3%
Profit attributable to owners of parent	¥3.0 billion	¥4.0 billion	¥2.9 billion	¥3.1 billion
ROE	11.5%	14.1%	Over 10.0%	10.0%

(2) Reason for the amendments

The Company has strived to accomplish its performance targets under the Medium-Term Management Plan spanning the three years from the fiscal year ended May 31, 2024 to the fiscal year ending May 31, 2026. As pertains to net sales, in the Disclosure-related business the environment changed in significant ways, such as with advances made to the digitization of the general shareholder meeting process and reviews of the quarterly system, while revenue continued to increase owing mainly to steady growth in the number of clients who have installed the integrated business reporting system “WizLabo,” an increase in the number of new business partners due to market share expansion, and growing needs for disclosure translation in response to disclosure in English becoming mandatory. In the Interpreting & Translation business, the number of business partners and number of orders received increased, although revenue declined in the fiscal year ended May 31, 2025 due to cancellations and postponements of events and international conferences due to the pandemic having run their course, and a decline in large-scale projects. In addition, in terms of operating income, both businesses saw profit decline in the fiscal year ended May 31, 2025 due to an increase in expenses such as costs associated with personnel and improvements in the workplace environment, although the Company believes that these are investments that will lead to a steady increase in profit in the fiscal year ending May 31, 2026 and beyond.

In light of such conditions, and in view of the plan’s progress up until the fiscal year ended May 31, 2025, along with expectations for further strengthening the Group’s business fields in the fiscal year ending May 31, 2026, the Company has amended its performance targets (results forecast) for the final year of the Medium-Term Management Plan.