



June 17, 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.
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Notice Concerning Representative Director Changes at Significant Consolidated Subsidiaries

TAKARA & COMPANY LTD. (the “Company”) hereby announces Representative Director changes at significant consolidated subsidiaries, as described below.

Representative Director changes at significant consolidated subsidiaries

(1) Simul International, Inc. (as of June 17, 2026)

New appointment: NOMURA Shuhei, Representative Director and Chairman

*Mr. NOMURA Shuhei concurrently serves as Director at TAKARA & COMPANY LTD. To strengthen Simul International, Inc.’s management foundation, the position of Representative Director will be held as a two-person structure, also consisting of Ms. YOSHINO Kumiko, President.

(2) TOIN Corporation (as of June 16, 2026)

New appointment: YOSHINO Kumiko, Representative Director and Chairman

*Ms. YOSHINO Kumiko concurrently serves as President of Simul International, Inc. To strengthen TOIN Corporation’s management foundation, the position of Representative Director will be held as a two-person structure, also consisting of Mr. NUMASAWA Akihito, Representative Director and President.