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May 13, 2025

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

Notice Concerning Revision to Dividend Forecasts (Special Dividend)

TAKARA & COMPANY LTD. (the "Company") hereby announces that its Board of Directors passed a resolution at a meeting held on May 13, 2025 to revise the dividend forecasts for the fiscal year ending May 31, 2025, which the Company announced on July 9, 2024, as detailed below.

1. Details of revision

Revision to dividend forecasts for the fiscal year ending May 31, 2025 (from June 1, 2024 to May 31, 2025)

| | Dividend per share | | |
|--|--------------------|--|---|
| | 2nd | Year-end | Total |
| | quarter-end | rear-end | Total |
| | Yen | Yen | Yen |
| Previous forecasts (Announced on July 9, 2024) | | 45.00 | 90.00 |
| Revised forecasts | | 75.00 (Ordinary dividend: 45.00) (Special dividend: 30.00) | 120.00 (Ordinary dividend: 90.00) (Special dividend: 30.00) |
| Actual results for the current fiscal year | 45.00 | — | — |
| Actual results for the previous fiscal year (Fiscal year ended May 31, 2024) | 40.00 | 40.00 | 80.00 |

2. Reason for revision

Based on the recognition that the long-term return of profits to shareholders is one of its important management issues, the Company's basic policy is to pay a stable dividend, and pay dividends according to financial results, while taking into consideration the reinforcement of our corporate structure and future business development.

On February 27, 2025, the Company decided to transfer non-current assets in order to efficiently utilize management resources and to strengthen the Company's financial condition. On the same day, the Company announced the recording of extraordinary income as a gain on the sale of non-current assets in the fourth quarter of the fiscal year ending May 31, 2025 and revisions to its financial results forecasts. Taking into consideration the current consolidated financial results forecasts and its basic policy of paying dividends in accordance with future business development and business performance, the Company has decided to pay a special dividend while maintaining its forecast for the ordinary dividend.

As a result, the forecast for the year-end dividend has been set at \$75 per share, consisting of an ordinary dividend of \$45 and a special dividend of \$30. The annual dividend per share for the fiscal year ending May 31, 2025 is expected to be \$120 per share.