

KOSÉ Corporation

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Start of Consideration of a Transition to a Pure Holding Company Structure

The Board of Directors of KOSÉ Corporation approved a resolution today to start conducting studies concerning a transition to a pure holding company structure, subject to shareholder approval and the necessary regulatory approvals.

1. Purpose of studies

KOSÉ provides various types of value to customers worldwide as a beauty creation company with operations based on the mission of “Creating Beauty in a Sustainable World.”

Significant changes are taking place in the business climate for these activities. Achieving the goals of more growth in Japan and a major expansion of operations outside Japan will require going beyond business models used by KOSÉ in the past to become a source of a diverse array of products and services.

To continue growing as these medium to long-term changes take place in its markets, the KOSÉ Group must reexamine the organizational structure used for business operations. As a result, the decision has been made to begin considering a transition to a pure holding company structure for accomplishing the following two goals.

(1) Make the KOSÉ Group more competitive and increase corporate value

A pure holding company structure is expected to enable group companies to benefit from more synergies. Other anticipated benefits are better linkage and oversight of the functions of group companies, the more strategic allocation of KOSÉ Group resources among these companies, and the ability to take actions with even greater speed and flexibility. Overall, these benefits are expected to make the entire group more competitive and contribute to the growth of corporate value.

(2) Stronger governance of the KOSÉ Group

Operations on a global scale using many business models will require the ability to make decisions quickly and allocate resources efficiently. The pure holding company structure is expected to facilitate the even stronger governance needed for the optimization of operations of group companies.

2. Planned timing and method for transition to a pure holding company structure

KOSÉ plans to conduct studies for making the transition to a pure holding company structure in January 2026. This date is subject to shareholder approval and the necessary regulatory approvals.

Information about the specific dates, methods and other items concerning a transition to a pure holding company structure will be announced as decisions are made.