



Tetsuo Komori

Representative Director,
President and CEO
FineToday Holdings
Co., Ltd.

Marking our fifth anniversary: Looking 100 years ahead with dual-focused management rooted in Aesthetic Intelligence

A milestone year

The FineToday Group marked its fifth anniversary in July 2026, five years after becoming independent from the personal care business of Shiseido Co., Ltd. in July 2021. We owe this milestone to the warm support of all our stakeholders, and I would like to express my heartfelt gratitude.

After becoming independent, the Group rapidly established an integrated management structure by setting up its management divisions, building its own IT infrastructure, acquiring manufacturing sites, and opening an R&D facility, creating a seamless structure across technology development, manufacturing, marketing, and sales.

We advanced our development as a company specializing in personal care by strengthening our legacy brands, such as Fino and TSUBAKI, by launching new brands such as +tmr (Plus Tomorrow). At the same time, we have advanced environmental and social sustainability initiatives.

Through our management approach with a dual focus on business operations and sustainability, we are steadily progressing toward fulfilling our Purpose: “To enrich the lives of everyone today and for generations to come, one fine day at a time.”

We welcomed Bain Capital Private Equity, LP as a new shareholder in June 2026. We will harness the firm’s expertise in accelerating

corporate growth and enhancing value worldwide, including in the consumer products sector, as we continue to pursue the sustainability of both the planet and our business.

As we mark our fifth anniversary, we are renewing our commitment to fulfilling our Purpose. We are dedicated to continuing working with all Group employees to build a company that earns the respect of generations 100 years from now.

Management with a dual focus on business operations and sustainability

The FineToday Group’s management with a dual focus on business operations and sustainability integrates the pursuit of environmental and social sustainability with profitable growth. We link these two priorities to earn the trust and understanding of all stakeholders, share moments of inspiration, and fulfill our Purpose. We are activating this cycle to create economic value and social value.

A key highlight in 2025 was our progress toward procuring sustainable palm oil. We obtained RSPO Supply Chain Certification for our head office and two manufacturing sites in Kuki, Saitama Prefecture, and in Vietnam. We joined Kobe Plastic Next: Joining Forces to Recycle Refill Packs, a collaborative initiative of governments,

businesses, and citizens seeking to establish a practical system for recycling refill pouches. This participation is a step forward in our material issue of promoting sustainable containers and packaging. After joining the initiative, EcoVadis* awarded us a Gold Medal for the third consecutive year, placing us among the top 5% of companies assessed. We will continue to vigorously advance management with a dual focus on enhancing both ESG performance and business sustainability.

* One of the world's largest sustainability assessment organizations, with more than 170,000 companies assessed across 180 countries (as of July 2026).

Aesthetic Intelligence at the foundation of dual-focus management

Aesthetic Intelligence is the value underpinning our management with a dual focus on business operations and sustainability. Passed down through our organization since our time as part of Shiseido, Aesthetic Intelligence reflects our heritage as a company that has long offered products applied directly on the skin. The concept of Aesthetic Intelligence extends beyond external beauty to encompass internal and emotional value, as well as honesty, integrity, and

thoughtfulness, all of which contribute to the full richness of mind, body, behavior, and society.

Aesthetic Intelligence shapes every aspect of our value chain, from business strategy development to day-to-day operations. The concept guides not only our development of high-quality products but also pricing that reflects emotional value as well as marketing communications and the development of environmentally conscious packaging.

We believe products that are used every day are more than consumable goods; we believe they give consumers the power to take positive steps that express their true selves. Our values rooted in Aesthetic Intelligence elevate daily necessities into “refined beauty essentials” and turn everyday routines into joyful experiences. We believe that helping people experience positive days in which they can be true to themselves creates a positive cycle that expands over time and helps build a beautiful and flourishing society for future generations.



Our original +tmr (Plus Tomorrow) brand fully embodies our Aesthetic Intelligence.

Basic Concept of Purpose-Driven Management



Becoming an organization sharing our Aesthetic Intelligence and proactively taking on challenges

Aesthetic Intelligence is also an important foundation for developing our human resources and for creating corporate value.

The FineToday Group brings together diverse talent from various backgrounds across age groups and industries. The Group operates in 11 countries and regions across Asia, and foreign nationals account for more than half of our employees. This diversity gives us a major advantage in conducting business that respects and responds to the culture and needs of each country and region.

We maximize our strength in diversity by fostering a corporate culture of deep mutual understanding of differences in which all employees share Aesthetic Intelligence as a common global value. We regularly hold Cultureship workshops at all Group sites tailored to levels from senior management to employees to instill Aesthetic Intelligence into daily decisions and actions at all organizational

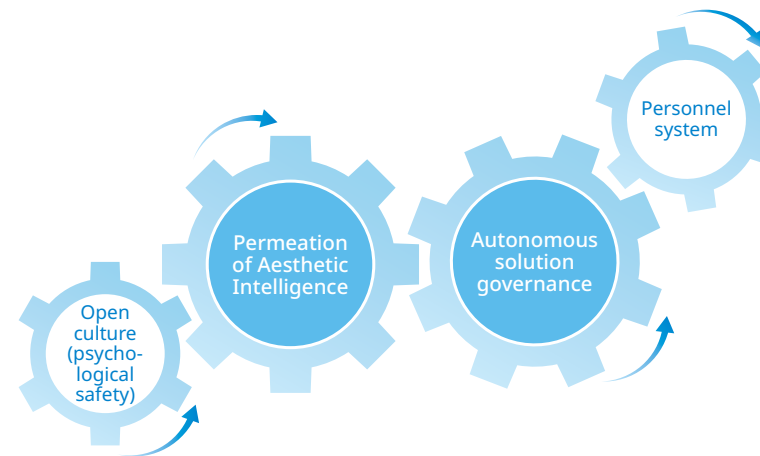


A Cultureship workshop for executives

level. We believe these sustained efforts give our Group a competitive advantage for delivering unique value to society that competitors cannot easily replicate.

In addition to Aesthetic Intelligence, our human resource development also strongly emphasizes the concept of “autonomous solution governance.”

I often tell employees that no one will be penalized for pointing out problems. A strong sense of psychological safety empowers employees to identify and solve issues through middle-up and bottom-up approaches rather than relying on top-down direction. We call this management approach “autonomous solution governance,” and I believe it is a hallmark of companies with outstanding organizations and strong business performance. Aesthetic Intelligence and autonomous solution governance



An open culture and a personnel system integrating Aesthetic Intelligence and autonomous solution governance powerfully drive human resource development and DE&I.

function like interlocking gears. Their interaction helps employees naturally accept different perspectives and steadily advances DE&I. I believe it also helps us develop people with a broad range of expertise.

Creating long-term value through a virtuous cycle of society, business, and our people

I believe that applying Aesthetic Intelligence across every aspect of our value chain, from developing products to developing our people, gives us a unique source for creating value. “Refined beauty essentials” that embody Aesthetic Intelligence turn everyday routines into joyful experiences and invite positive change to people’s daily lives. I believe the positive changes our products inspire will accumulate over time and help us earn society’s trust and understanding, strengthen employee engagement and creativity, and drive sustained growth in corporate value.

The FineToday Group will continue applying a virtuous cycle among society, business, and our people to create value and solidify our position as a company of choice for stakeholders.

Tetsuo Komori

Representative Director, President and CEO
FineToday Holdings Co., Ltd.