



Principles of Governance

To become a presence trusted by all of our stakeholders.

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Strengthening governance, ensuring compliance, and promoting risk management

Corporate governance

Basic policy

The FineToday Group has set the “Promotion of transparent, fair, and trustworthy governance” as a core materiality. We will continue striving to maintain and improve the transparency, fairness, and speed of decision making while engaging in dialogue with all stakeholders, including customers, suppliers, employees, shareholders, local communities, and the planet, reflecting the results in further improvements to maximize corporate value over the medium to long term.

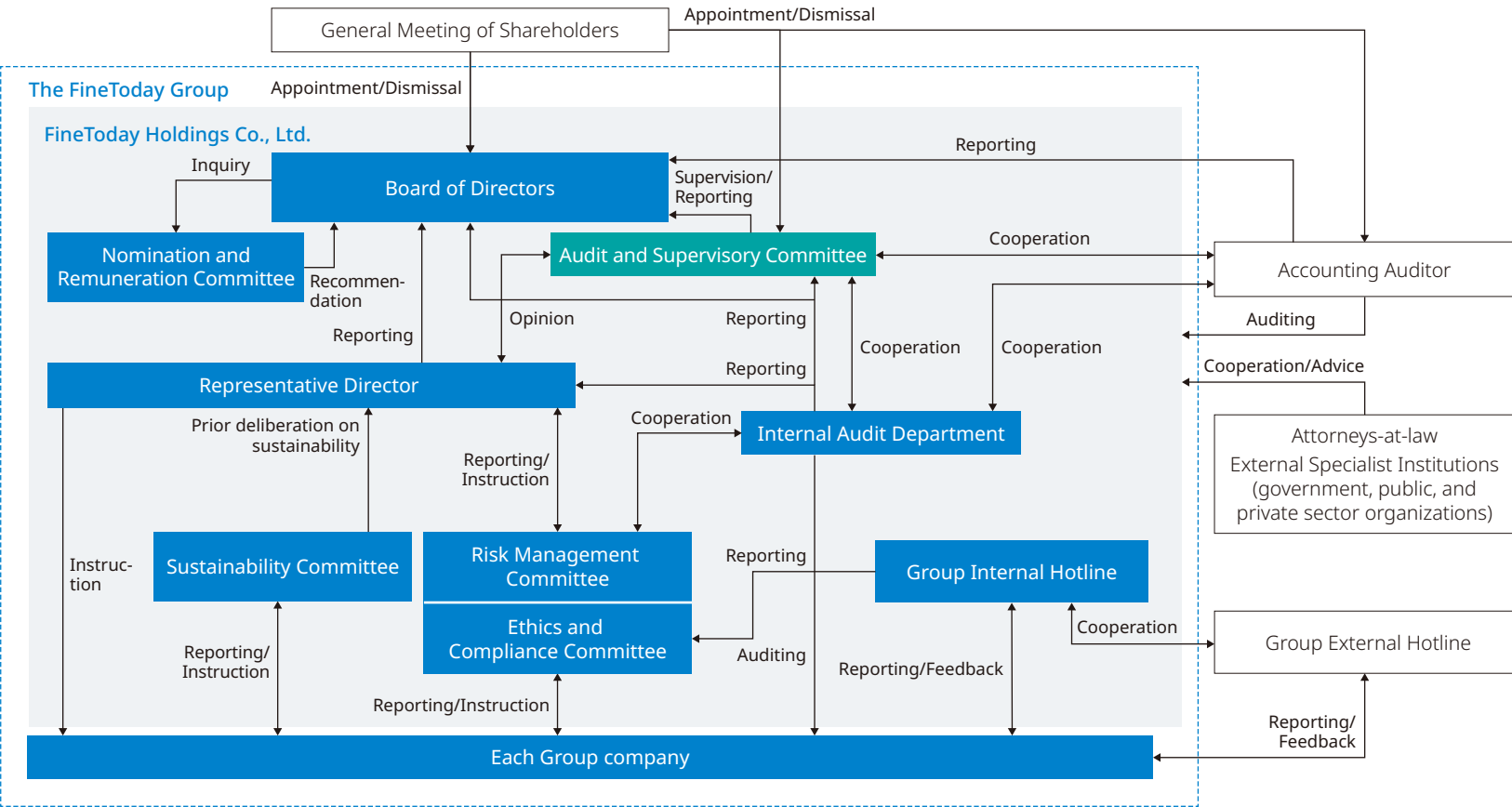
Corporate governance system

The FineToday Group has established a solid management foundation as an independent company with a unique business model centered on personal care. We continue to strengthen and refine the corporate governance framework that supports

this foundation.

In April 2023, FineToday Holdings Co., Ltd. transitioned to a company with an Audit and Supervisory Committee from a company with a Board of Corporate Auditors. This move aims to strengthen the Board of Directors’ core function of monitoring through management oversight, supervision, and assessment.

– The FineToday Group’s Corporate Governance Framework (as of April 30, 2026)



■ Corporate Governance

Board of Directors

The Board of Directors of FineToday Holdings Co., Ltd. has six members (including two independent outside directors) as of December 2025: two executive directors, four non-executive directors who are members of the Audit and Supervisory Committee (including three outside directors).

The Board meets monthly in principle, deciding on management strategies and plans and making other important management decisions. It also receives reports on matters such as execution of the duties of directors, important business operations by Group companies, and compliance and risk management. It oversees Group management as a whole.

In addition to deliberating on important corporate management policies as needed, the Board also strives to enhance management oversight functions further through means such as advising executives.

Audit and Supervisory Committee

The Audit and Supervisory Committee of FineToday Holdings Co., Ltd. has four members as of December 2025. The committee includes two independent outside directors who satisfy the company's independence criteria.

The Audit and Supervisory Committee establishes audit policies, plans, etc. and audits the performance of the duties of directors and other executives. The committee cooperates with the accounting audit firm and the Internal Audit Department through means including exchange of opinions on annual audit plans and audit results, while respecting each other's auditing independence.



Initiative

Strengthening governance, ensuring compliance, and promoting risk management

■ Risk management

Basic policy

As the business environment becomes increasingly complex and diverse, the FineToday Group is developing and enhancing its risk management system in line with our Purpose and management strategies. As part of this, in December 2024 we added “promote risk management” as one of our material issue initiatives.

The FineToday Group will strive to both minimize losses at critical situations arising from potential risks and secure assets and benefit of stakeholders through appropriate Groupwide management of various uncertainties that might be obstacles to increasing our corporate value. In this way, we will fulfill our social responsibilities and sustainably enhance our corporate value.

Anti-corruption

The FineToday Group Anti-Corruption Policy, adopted in July 2025, ensures compliance with all laws and regulations, and the upholding of high standards of corporate ethics. The policy clarifies for consumers, business partners, investors, employees, and other stakeholders our commitment to corruption prevention.

Additionally, all Group companies in Japan and overseas promote awareness of the policy and implement measures to prevent bribery, illicit gains, and other forms of corruption from occurring in our business activities around the world.

Website

FineToday Group Anti-Corruption Policy
<https://www.finetoday.com/en/sustainability/esg-list/>

Risk management system

The FineToday Group has established the Risk Management Committee, which oversees the Ethics and Compliance Committee. Together with the Sustainability Committee, it serves as one of the Group’s company-wide committees. As necessary, this committee reports on its proceedings and submits reports to FineToday Holdings’ Representative Director, President and CEO and Board of Directors, as well as sharing them with the Internal Audit Office.

The Risk Management Committee shall be held four times a year to decide on policies for addressing and evaluating potential risks identified by each business division of the FineToday Group. It also promotes timely preventive measures. As part of these activities, the committee implements Groupwide responses to 22 risks identified as priority risks. Its secretariat plays a leading role in these efforts.

We address risks by prioritizing those assessed as most likely to materialize and focusing on risk transfer and mitigation measures.

The committee responds to emergencies by setting up emergency task forces. It maintains a structure to enable swift responses through means including identifying in advance the main sections responsible for individual risks and the sections that will support their efforts, to simplify the approval process in an emergency situation.

- **Priority risks considered to be especially at high risk**
Among the 22 priority risks, the following 2 items identified to be high risk will be addressed as top priorities.
 - Natural disasters
 - Geopolitical issues
- **Three steps toward a more advanced risk-management structure**
 1. Establishing reporting lines to ascertain numbers of incidents and their financial impacts. Making assessments more precise based on quantitative indicators of risks.
 2. Identifying opportunities for improving corporate value through enhancement of risk responses, based on megatrends, long-term risks identified in reports from international institutions and other sources, and the insights of external experts. These efforts also support more meaningful and informed engagement with investors by enhancing the quality of information disclosed in investor dialogue.
 3. Linking the KPIs and budgets of business plans to nonfinancial indicators and risk indicators, and making progress on developing a dashboard function for integrated management.

■ Risk management

Business continuity plan

In recent years, the range of risks that could affect business continuity has broadened, such as large-scale natural disasters, infectious diseases, man-made disasters, and accidents.

The FineToday Group Emergency Disaster Response Manual outlines initial response procedures in the event of a disaster, steps to ensure employee safety, and the initial response systems for all business locations. In FY2026, we plan to conduct manual-based training for the Crisis Management Team (CMT) to ensure our initial-response effectiveness.

Preparation of the business continuity plan (BCP) includes conducting business impact analyses and identifying critical business operations and resources, focusing primarily on our domestic operations.

These initiatives are part of our efforts to systematically enhance the Group business continuity framework and strengthen the foundation for business continuity.

Education and training related to risk management

The FineToday Group enhances its risk management framework through education, training, and related initiatives. In FY2025, the Group introduced e-learning and other measures to broaden and deepen understanding of risk management.



Initiative

Strengthening governance, ensuring compliance, and promoting risk management

■ Compliance

Basic policy

The FineToday Group considers Ensuring Compliance as one of our material issues. In addition to complying with the laws and regulations of each country and region with in-house rules, we have established the FineToday Group Code of Conduct and Ethics describing specific actions that executives and employees should take, to do business with even higher ethical values.

Compliance system

The FineToday Group has established an Ethics and Compliance Committee under the Risk Management Committee. Like the Sustainability Committee, it serves as a committee responsible for promoting ethics and compliance across the Group. As necessary, this committee reports on its proceedings and submits reports to FineToday Holdings' Representative Director, President and CEO and Board of Directors, as well as sharing them with the Internal Audit Office.

The committee meets four times a year to check, plan, and

propose important matters concerning ethics and compliance. It also advises and guides individual sections as appropriate.

The Group is strengthening its legal and regulatory compliance system with a main focus on enhancing compliance monitoring and control activities to prevent any ties or transactions with antisocial forces.

Compliance education and training

The FineToday Group progressively enhances education and training systems to raise awareness among executives and employees and strengthen the compliance system continually.

FineToday Group Code of Conduct and Ethics (extract)

The FineToday Group Code of Conduct and Ethics provides standards for all members of the FineToday Group to follow as they carry out their daily activities. The Group has established these specific conduct guidelines to ensure that its members are upholding higher ethical standards, while also complying with national and regional laws and regulations, as well as company rules.

All members of the FineToday Group pursue shared and sustainable growth with all stakeholders.

With Consumers

- 1. We always take the consumer's viewpoint and strive to research, develop, manufacture, and deliver products and services that will provide safety, excellence and complete satisfaction.
- 2. We treat customers with sincerity whenever we interact with them, to increase their satisfaction and confidence in us.
- 3. We strive to improve the value of all FineToday Group brands.

With Business Partners

- 1. We select business partners and conduct transactions appropriately, while always engaging in fair, transparent, and free competition.
- 2. We never give or receive gifts or entertainment that could cast doubt on our commitment to fairness.
- 3. We treat all business partners who share our goals with respect, and strive for mutual sustainable development.

With Employees

- 1. We respect the personality, individuality and diversity of everyone in our workplace, and strive to grow together with them.
- 2. We work diligently and maintain a separation between workplace and private activities.
- 3. We strive to create healthy and safe workplaces and enhance work-life quality for employees of the Group.

With Shareholders

- 1. We maximize use of the Group's assets, including funds and tangible and intangible assets, while striving to continuously improve corporate value.
- 2. We comply with rules related to corporate governance and internal control, and maintain proper accounting procedures.
- 3. We place emphasis on dialogue with shareholders and investors and strive to maintain their trust.

With Society and the Earth

- 1. We comply with all applicable laws and regulations in the jurisdictions in which we operate, while upholding high ethical standards and respect for human rights.
- 2. We aim to help create a sustainable world where people and the planet coexist in harmony. We also promote environmental measures in accordance with our own strict standards while taking biodiversity conservation into consideration.
- 3. We strive to maintain good communication with the wider society while working together with others to help solve social issues.

Compliance

Employee helplines

The FineToday Group has established hotlines where global employees can report on legal or regulatory violations, harassment, or other cases they have observed that could prove detrimental to society's trust in the Group.

The Whistleblowing Office handles reports and consultations while taking steps to ensure the reporting individual incurs no disadvantageous treatment. It checks on the facts of the case with related parties and disciplines the perpetrators of any confirmed violations in accordance with the rules of employment. Any matters that could impact management are reported promptly to management by the individual sections concerned. Serious compliance concerns are reported to management through the Ethics and Compliance Committee, in order to prevent their reoccurrence.

The rules that govern the operation of each hotline clearly describe fair investigation and resolution flows, prohibitions against disadvantageous treatment of whistleblowers, and confidentiality of reports and consultations. Employees are made thoroughly aware of related rules and how consultations are accepted, through e-learning and the intranet.

Hotline

	Group Internal Hotline	Audit and Supervisory Committee Contact
Eligible users	Group employees	Group employees
Anonymous consultation	Y	Y
Consultation method	Email, in writing	Email
Liaison	Whistleblowing Office (Human Resources Department, FineToday Holdings)	Chair of the Audit and Supervisory Committee

	Group External Hotline
Eligible users	Group employees
Anonymous consultation	Y
Consultation method	Email
Liaison	External law firm

Freelance Support Desk

FineToday Holdings, FineToday, and Fine Today Industries comply with the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators and make every effort to ensure freelance contract terms are clear and that compensation is provided in an appropriate manner. The Group also provides a support desk for freelance service providers to ensure transactions continue to be conducted fairly and securely.



Initiative

Address information security and cyber security

Basic policy

The FineToday Group has identified the “Promotion of transparent, fair, and trustworthy governance” as a core materiality and is committed to strengthening information and cybersecurity. The FineToday Group Code of Conduct and Ethics (see p. 63) calls for managing confidential information and personal information appropriately and preventing its misuse. This is intended to prevent cases such as loss or leakage of such information. Based on this code, the Group strives to protect and properly manage the important information assets it holds, through establishment of related rules and regulations, including the FineToday Group Information Security Policy, and sharing with employees of all business sites information on the importance of and our responsibility for information management.

Information security rules and regulations

- Information Security Policy
- Information System Management Regulations
- Information System Use Regulations
- Rules on bring your own device (BYOD) policies, external storage, information devices, antivirus measures, and software
- Confidential Information Management Regulations
- Regulations on Handling of Information Assets
- The FineToday Group Global Personal Information Protection Policies
- Privacy Policy
- Personal Information Protection Regulations
- Regulations on Handling of Specific Personal Information
- Social Media Policy

Subjects of the FineToday Group Information Security Policy

1. Purpose
2. Definitions
3. Information security promotion structure
4. Outsourcee assessment
5. Education, inspection, auditing
6. Practical procedures
7. Duties of employees and others

Information security system

The FineToday Group has appointed the Group Chief Information Security Officer (CISO) holding comprehensive responsibility for handling of information assets and information systems throughout

the Group. In this way, the Group strives to maintain and continuously strengthen its robust information security system.

Each Group company appoints a person responsible for managing the handling of information assets and information systems inside the company. It also maintains and thoroughly puts into practice rules and regulations on control of confidential information, protection of personal information, information system administration, and information security measures, as well as carrying out activities such as security measures, education, and drills. The CISO oversees these activities and provides additional instructions as needed.

Furthermore, periodic meetings on information security are held to continually improve the information security system of the Group as a whole.

Handling of personal information

The FineToday Group recognizes its corporate responsibility to handle personal information safely and securely, and has established The FineToday Group Global Personal Information Protection Policies for all Group companies. Each Group company maintains a privacy policy based on the laws and regulations of their specific country and region and carries out measures to protect personal information. The implementation plans of Group companies and promotional campaigns set individual policies and rules for handling personal information in accordance with the policies and the applicable laws and regulations.

Website

The FineToday Group Global Personal Information Protection Policies
<https://www.finetoday.com/en/privacy/>

Responding to information security incidents

The FineToday Group adopts an advanced zero-trust security model to enhance its measures to counter information security incidents. For example, it configures access controls to prevent unauthorized access to confidential information through business systems. It also has established the Security Operation Center (SOC) to monitor for external threats and detect and report cyberattacks 24 hours/day, 365 days/year. Group internal hotlines also accept reports concerning information security.

In FY2023, the FineToday Group organized a Computer Security Incident Response Team (CSIRT) that specializes in responding to information security incidents. The CSIRT members come from FineToday's IT, general affairs, and corporate communications sections. The Group recognizes the importance of acting quickly in response to any incidents and supplements its security systems and structures with ongoing specialized education and drills for employees. In the event of a serious incident, an emergency response structure is established under the direction of the CISO. To improve response capabilities even more, plans call for conducting drills that involve related business sections as well.

— Roles of the CSIRT

- Improving response capabilities through regular drills and training of team members
- Taking leadership in responding to information security incidents and minimizing their damage (internal and external cooperation)
- Serving as a single contact point for internal and external reporting



Cybersecurity assessments

FineToday regularly conducts self-assessments in accordance with its security guidelines. The Company also checks the status of external evaluations of public domains and takes steps to mitigate risks at an early stage. Various assessments are conducted to counter the constantly changing cybersecurity risks and the findings are used to formulate measures to further enhance cybersecurity.

Information security education and training

The FineToday Group provides education and training for executives and employees to prevent information security incidents and enhance its systems for managing them. FineToday conducts two cyberthreat response drills for targeted email attacks annually.



Initiative

Promote activities to ensure product reliability

■ Quality assurance

Basic policy

The FineToday Group is committed to advancing product reliability assurance in support of its material issue of “Promotion of transparent, fair, and trustworthy governance.” This commitment is reinforced by the FineToday Group Quality Assurance Principle, which defines the principles and responsibilities for quality assurance at every stage from product planning and design to mass production, distribution, logistics, and after-sales services.

The FineToday Group’s quality assurance values

Customer Delight and Commitment to Quality

- We strive to delight our customers, providing exceptional products and services tailored to their daily lives.
- We work together as one united and agile team to anticipate and meet our customers’ true needs wherever they are.

Quality management system

The FineToday Group is developing its own quality management system (QMS) to deliver products that will satisfy customers and earn their trust. The QMS will be utilized in governance based on objective decision-making in accordance with management reviews in each fiscal year.

Quality control at Fine Today Industries

Fine Today Industries, which handles the Group’s manufacturing functions, strives to produce quality products by complying with Good Manufacturing Practice (GMP).

In addition to multiple inspections during manufacturing processes and testing using precision instruments, its highly experienced staff also assess products through sensory analysis. The plant interior is zoned by sanitation management level, strictly restricting the apparel that may be worn in and articles that may be brought in to each zone.



Quality audits

The FineToday Group conducts regular quality audits at all production sites and contract manufacturers to ensure that we deliver safe products to our customers and to verify compliance with applicable laws and regulations in each country and region, GMP standards, and the Group’s internal requirements.

In FY2025, to further enhance quality assurance, we expanded our audit program to include raw material suppliers. Our quality audit program ensures that the products we provide to customers worldwide consistently meet Group quality standards.

Product safety education and training

The FineToday Group shares information from customer inquiries with management and relevant sections on a daily basis and uses the information to raise internal awareness of product safety issues.

As a manufacturer and distributor of cosmetics and quasi-drugs, we have established rules and procedures to ensure the proper and smooth execution of quality assurance and safety control operations based on the Pharmaceutical Affairs Act. We also provide employees with education and training for legal compliance and quality control.

Responding to quality issues and product incidents

Quality issues and incidents concerning FineToday Group products are swiftly addressed according to rules, procedures, and related manuals.



Initiative

Promote activities to ensure product reliability

■ Giving consumers information they need

Basic policy

The FineToday Group has set “Promotion of transparent, fair, and trustworthy governance” as a material issue, and promotes activities to ensure product reliability. In accordance with FineToday’s Purpose and Values, and with the FineToday Group Code of Conduct and Ethics (see p. 63), advertising, labeling, promotion, and other activities for FineToday Group products comply with applicable laws and regulations. All products sold to consumers are labeled accurately and advertised and promoted responsibly.

FineToday has established a quality control structure for product labeling to ensure that labeling conforms to applicable laws and regulations and is easy for consumers to read and understand. Staff devoted to checking the content of labeling and advertising participate in training programs led by regulators and in various seminars to be able to judge the quality of labeling in light of the latest legal interpretations and regulatory and societal trends. FineToday also discusses related matters with outside experts and consults with regulators as appropriate, striving to maintain and improve specialized abilities in this area.

Voice of the Consumer in our products and services

The FineToday Consumer Support Desk was initiated in June 2023 to respond to consumer questions and comments via toll-free calls, email, online chat, and social media in accordance with our mission of “Making Every Day a Fine Day by Listening and Responding to the Voice of the Consumer.” In March 2025, we added the new “Fine Post” contact channel that does not require a name or contact information so consumers will feel more free to send comments and suggestions. The Voice of the Consumer (VOC) received through these contact points is shared with management and relevant sections on a daily basis to help us

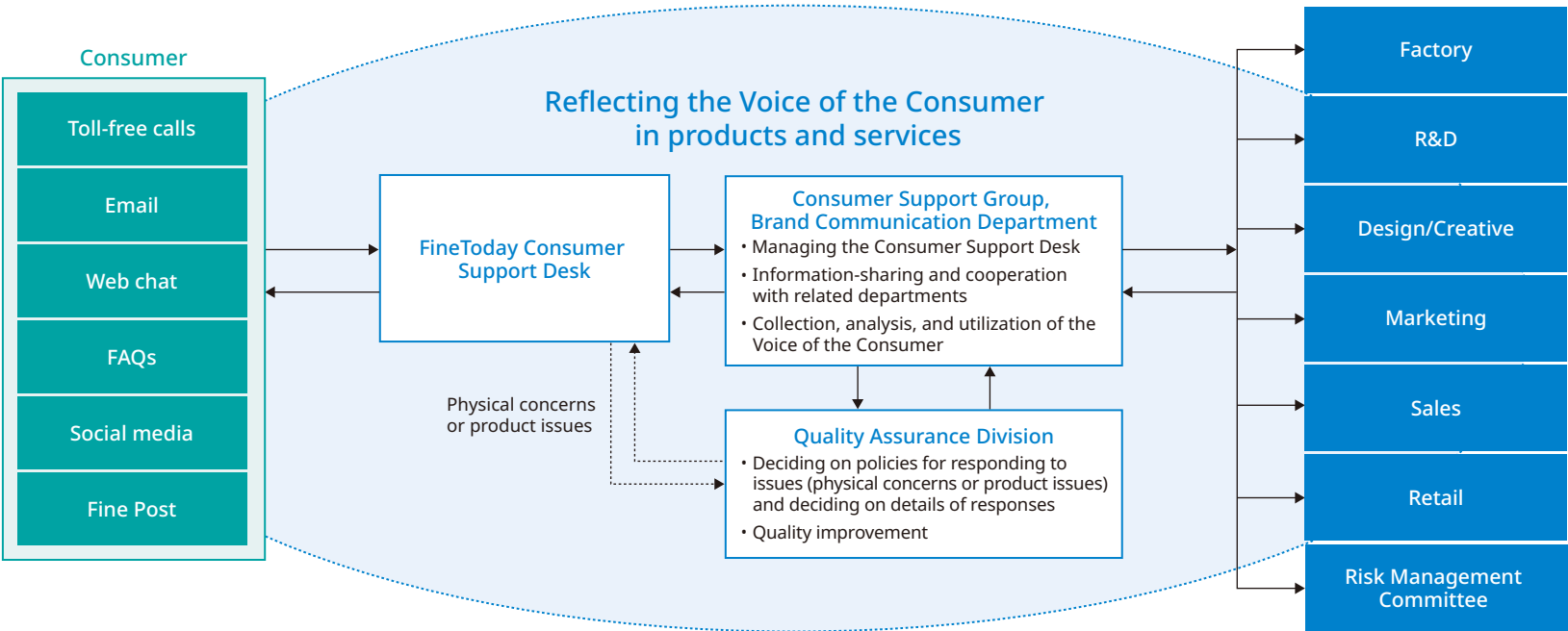
continue developing better products and improving our services.

We received fewer VOC inquiries in FY2025 than in the previous year. We believe the decrease in inquiries in both FY2024 and FY2025 is due to the expanded FAQ section on the Consumer Support page of the official FineToday website, which has enabled more consumers to find answers on their own.

As in the previous fiscal year, about 90% of the inquiries were questions about how to use or where to buy a product, while the other roughly 10% were categorized as complaints, requests, or praise.

Website **Consumer Support**
<https://support.finetoday.com/hc/ja> (Japanese only)

— System to reflect the Voice of the Consumer in our products and services (as of April 2026)



■ Giving consumers information they need

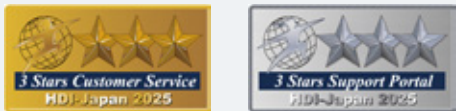
— PICK UP

Awarded the highest double Three Stars rating in the HDI Benchmarking

In 2025, FineToday underwent its first HDI Benchmark assessment conducted by HDI, the world's largest membership association for the support services industry. Just two and a half years after launching its Consumer Support Desk in June 2023, FineToday attained the highest Three Stars rating for the first time in both the consumer service and support portal categories. HDI assigns ratings on a four-tier scale ranging from Zero Stars to Three Stars based on international standards for evaluating the quality and performance of companies' consumer services from the consumer's perspective.

The Consumer Support Desk was commended for its courteous and positive demeanor, welcoming atmosphere that encourages inquiries, and ability to effectively guide conversations while accurately addressing concerns. The Company's support portal was recognized for its user-friendly search functionality, well-organized content facilitating quick information access, and the Fine Post contact channel for collecting consumer comments and suggestions. The portal was also recognized for its sincere consumer-centric mindset and the strong sense of trust it creates with consumers.

We will continue responding promptly and sincerely to the Voice of the Consumer (VOC) and fostering an environment where consumers feel comfortable asking questions and contacting us for advice.



Package initiatives

FineToday's in-house manual on legal requirements for product packaging ensures our products present information in full compliance with laws, regulations, and guidelines so consumers have a clear understanding of our products.

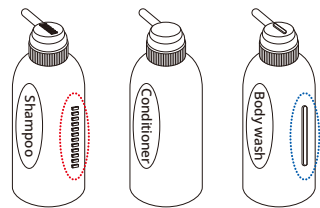
Labeling in the languages of the countries and regions where products are sold

Information on subjects such as how to use products and their ingredients is labeled in local languages. FineToday strives to communicate the information consumers need in accordance with the laws and regulations of the countries and regions where products are sold.

Universal design

FineToday is promoting universal design of product packages based on Japan Cosmetic Industry Association guidelines and Japan Industrial Standards (JIS).

For example, containers of shampoo, conditioner, and body wash, which often come in similar containers and are used together in baths and bathrooms, feature labeling that can be identified by touch so that consumers with visual disabilities can use them with peace of mind. Products for China & APAC markets have similar labeling.



Examples of labeling that can be identified by touch
Shampoo and conditioner can be differentiated by protuberances on the containers and pump areas, while shampoo and body soap can be differentiated by the shapes of protuberances.

Advertising initiatives

The FineToday Group has established in-house rules calling for communication in line with the Standards for Proper Advertisement of Pharmaceuticals, etc., the Act against Unjustifiable Premiums and Misleading Representations, and guidelines for cosmetics advertising from associations including the Japan Advertising Agencies Association, and WOM Marketing Association of Japan.

Closed captioning TV commercials

Closed captioning of TV commercials helps to communicate information to a wider range of viewers, including those with special hearing needs. The Japan Commercial Broadcasters Association's closed-captioning initiatives previously accepted closed-captioned TV commercials in only network and local broadcast time slots, but since October 2022 broadcasters have accepted closed-captioned TV commercials in all time slots.

In response, all of FineToday's TV commercials have been closed captioned since the new commercials for the haircare brand Tsubaki first aired on October 14, 2022.

Website	Closed-Captioned TV Commercials Launched https://www.finetoday.com/jp/news/newsrelease/20221013/ (Japanese only)
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■ Giving consumers information they need

Information on websites

The FineToday Group communicates information on products and services via a wide range of media, including not only advertising but also owned media such as brand sites and official social media accounts as well as external media.

The new page entitled Our Commitment to Consumer Support added in December 2024 contains the Mission, Vision, and Values of the Consumer Support Desk, a description of our consumer feedback process, and examples of our responses to consumer feedback.

Websites	Our Brands https://www.finetoday.com/en/brands/
	Our Commitment to Consumer Support https://www.finetoday.com/jp/sustainability/customer/ (Japanese only)

We endeavor to promptly and diligently respond to consumer feedback and will continue seeking to provide an environment that makes it easy for consumers to contact us with questions and comments about our products.

Education and training on advertising and labeling

FineToday is committed to providing consumers with accurate and appropriate information and regularly conducts education and training sessions on advertising and labeling for employees in sales and marketing. Recent sessions include an in-house training session in October 2024 by the legal department on trademark considerations in company collaborations and a study session in February 2025 for labeling-related departments on the Act Against Unjustifiable Premiums and Misleading Representations. In July 2025, the Pharmaceutical Affairs Department led an in-house training session covering general legal regulations pertaining to the beauty and health industries, and basic considerations based on guidelines regarding the Pharmaceuticals and Medical Devices Act and cosmetic advertising.

■ Education and training plans for FY2025 and beyond (topics)

- Beauty and health industry laws and regulations (centered on the Pharmaceuticals and Medical Devices Act)
- Act against Unjustifiable Premiums and Misleading Representations
- Voluntary codes of industry associations (guidelines on appropriate advertising of cosmetics and similar products), etc.



Initiative

Provide each and every employee with opportunities to work toward our purpose

Basic policy

We are committed to our Purpose—“To enrich the lives of everyone today and for generations to come, one fine day at a time.” The Group has identified the “Creation of a corporate culture that realizes our purpose” as one of our eight material issues. We will continue to foster a corporate culture that contributes to creating a sustainable society through management that combines our business operations with the promotion of ESG measures.

We provide all employees with opportunities to reflect on our Purpose, consider how to embody it in their daily work, and translate those reflections into action. Through these initiatives, we are embedding a corporate culture rooted in our Purpose.

Opportunities to engage the Purpose

Founding anniversary event

All Group employees in Japan, China, and the APAC region, together with specially invited external experts, participated online in our July 2025 founding anniversary event, which focused on Aesthetic Intelligence, the core value essential to embodying our Purpose in our daily activities. The event provided employees with an opportunity to reflect on Aesthetic Intelligence from multiple perspectives while also looking back on the Group’s four-year journey since our founding. The CEO, executives responsible for the Human Resources and Sustainability, and external experts each shared their perspectives. The event encouraged employees to consider how their personal values and daily actions align with our Purpose and fostered dialogue to support a deeper understanding and implementation of our Purpose.

The Fine Today & Tomorrow Award 2026, held in July, recognized initiatives and employees that exemplify our Purpose. By highlighting and celebrating day-to-day practices across the Group, the awards deepen understanding of our Purpose and reinforce behaviors that align with it.



The employee-led “Cultureship” workshop

The FineToday Group established its Purpose and Values in July 2022. In FY2023, we defined Leadership Behavior, outlining the specific ways we expect employees to embody these principles. We launched a series of workshops on Cultureship, where employees lead discussions on the changes the Group should make and the actions individuals can take to help build a culture that is unique to the FineToday Group.

