



UNITED ARROWS LTD.

February 05, 2026

Announcement Regarding the Commencement of Consideration for Transition to a Holding Company Structure

UNITED ARROWS LTD. (the “Company”) hereby announces that, at the Board of Directors meeting held today, it resolved to commence consideration of a transition to a holding company structure, subject to approval at the General Meeting of Shareholders.

1. Background and Purpose of the Consideration

In May 2023, the Company announced its Long term vision 2032 (fiscal year ending March 31, 2033) :

“UNITED ARROWS, a Beautiful Company. We will continue to pursue truth, goodness, and beauty in order to contribute to the realization of a sustainable society and become a high-value-added group that continues to be loved by customers.”

Upon achieving this vision, the Company aims to position itself as a high-sensitivity, high-value-added lifestyle group. This represents the realization of our corporate philosophy—to set the standard for lifestyle culture—and to be an indispensable presence for customers seeking elevated lifestyles in Japan.

To achieve this, it is essential not only to expand within our existing fashion-centered domain, but also to explore and enter non-apparel fields, broadening both our business scope and customer base. Transitioning to a holding company structure will strengthen the foundation necessary to promote business diversification and M&A activities in pursuit of the long-term vision.

The transition is expected to generate the following benefits:

- **Promotion of Diversification, Including M&A**

Facilitates flexible execution of new brand development and entry into non-apparel sectors, including through M&A.

- **Enhancement of Group Management**

The holding company will oversee performance management across businesses, enabling optimized allocation of resources to growth areas and the establishment of an ideal business portfolio.

- **Strengthening of Governance**

Separating group-wide strategy formulation (holding company) from business execution (subsidiaries) will improve governance and ensure optimal strategic planning and execution at the group level.

- **Greater Autonomy of Subsidiary Management**

Clarifying subsidiary authority enables faster decision-making and talent development tailored to the characteristics of each business.

2. Planned Timing and Method for the Transition to a Holding Company Structure

Subject to approval at the General Meeting of Shareholders and the completion of other required procedures, the Company will proceed with considerations toward transitioning to a holding company structure with a target of October 2026. Details regarding the schedule and method of the transition will be announced once they are determined.