



March 26, 2026

Notice Regarding Commencement of Preparation for Transition to a Holding Company Structure and Establishment of a Preparatory Company for Company Split

At the Board of Directors meeting held today, UNITED ARROWS LTD. (the “Company”) resolved to commence preparations for transitioning to a holding company structure and to establish a preparatory company for a company split. Details are as follows.

1. Purpose of Establishing the Preparatory Company

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.

As announced on February 5, 2026 in the press release titled “Announcement Regarding the Commencement of Consideration for Transition to a Holding Company Structure,” the Company has been reviewing such transition. Having concluded that shifting to a holding company structure is optimal for strengthening the Group’s structure and achieving further growth, the Company has decided to newly establish a preparatory company that will succeed its businesses through a company split.

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

On April 1, 2026, the Company will establish UNITED ARROWS LTD. (hereinafter referred to as the “Preparation Company for the Company Split”) as a wholly owned subsidiary of our company. With respect to the transition to a holding company structure, we are proceeding with considerations toward October 2026, on the premise that we obtain approval at the general meeting of shareholders and complete the required procedures. As for the method of transition, we plan to transfer our business through an absorption-type company split, in which the Company (scheduled to change its trade name after the transition) will be the splitting company, and the Preparation Company for the Company Split will be the successor company. As a result, our company will transition to a holding company structure while maintaining its listing.

3. Overview of the Subsidiary

(1) Name	UNITED ARROWS LTD.
(2) Address	1-18-5 Sendagaya, Shibuya-ku Tokyo
(3) Representative	Representative Director, President, Yoshinori Matsuzaki
(4) Business Description	Plan, buy and sell men's and women's apparel, accessories and other products
(5) Capital	100 million yen
(6) Date of Establishment	April 1, 2026 (planned)

(7) Major Shareholder and Shareholding Ratio	UNITED ARROWS LTD. 100%	
(8) Fiscal Year-End	March-end	
(9) Relationship with the Company	Capital relationship	To be established as a wholly owned subsidiary of the Company.
	Personnel relationship	Directors are scheduled to be dispatched from the Company.
	Business relationship	No business transactions with the Company as operations have not yet commenced.

4. Schedule for Transition to a Holding Company Structure

March 26, 2026:	Board resolution regarding establishment of preparatory company
April 1, 2026 (planned):	Establishment of preparatory company
May 11, 2026 (planned):	Board resolution on absorption-type split agreement; execution of agreement
June 22, 2026 (planned):	General Meeting of Shareholders approval of holding company transition
October 1, 2026 (planned):	Transition to holding company structure (effective date of absorption-type company split)

5. Outlook

Since the preparatory company will be a wholly owned subsidiary of the Company, the impact on consolidated financial results is expected to be minimal. Further details and future outlook following the transition to a holding company structure will be announced as they are determined.