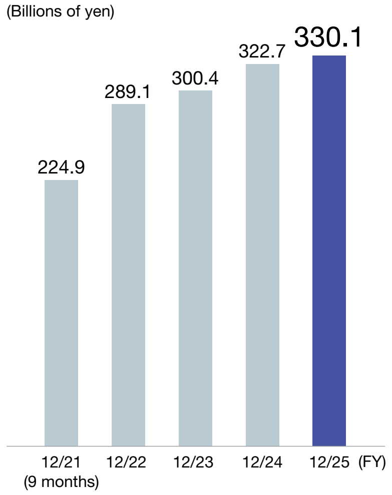
Financial and Non-Financial Highlights

KOSÉ Holdings Corporation and Consolidated Subsidiaries (Years ended December 31, Unless Otherwise Noted[1])

Finance

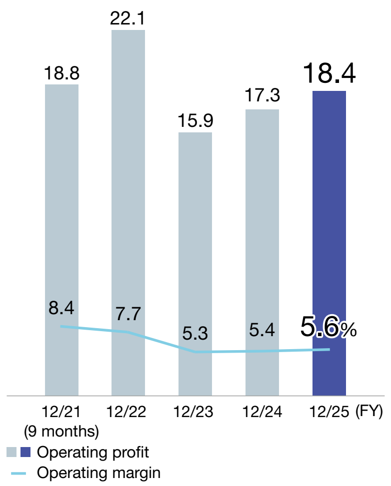
Net Sales

(Billions of yen)



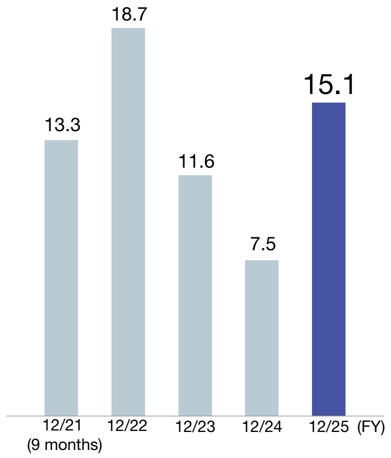
Operating Profit / Operating Margin

(Billions of yen)



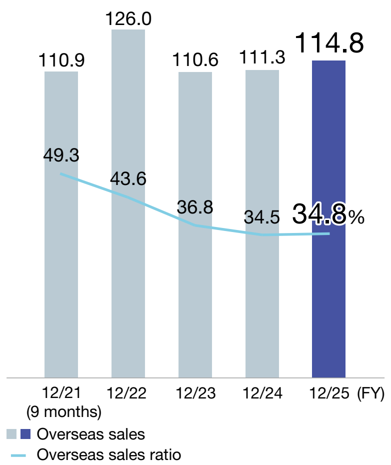
Profit Attributable to Owners of Parent

(Billions of yen)

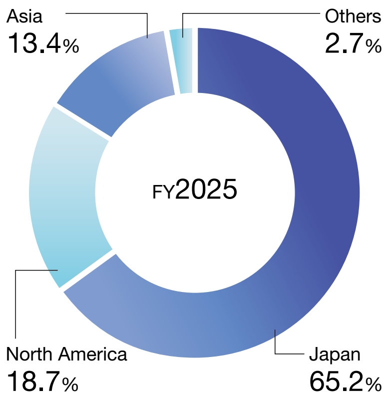


Overseas Sales / Overseas Sales Ratio

(Billions of yen)



Share of Net Sales by Region



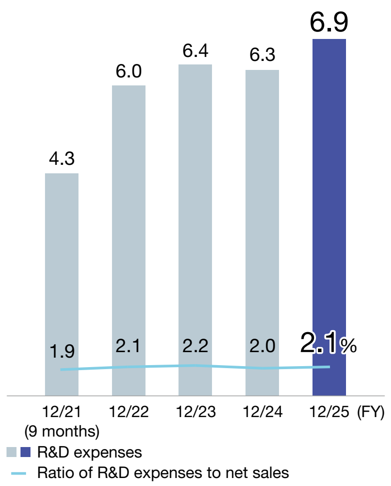
Net Income per Share (Basic)

(Yen)

Notes:
1. From fiscal 2021, the fiscal year-end changed from March 31 to December 31. Please note that for the fiscal year ended December 31, 2021, as a transitional period, financial information covers the nine months from April 1, 2021 to December 31, 2021 and non-financial information covers the 12 months from January 1, 2021 to December 31, 2021.

R&D Expenses / Ratio of R&D Expenses to Net Sales

(Billions of yen)



ROIC[2] / ROE[3]

(%)

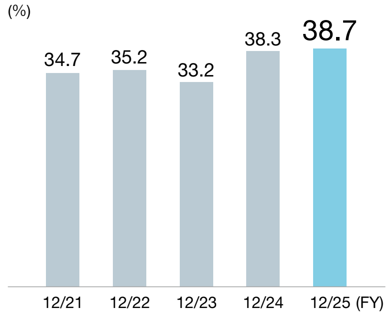
2. ROIC = Operating profit after tax ÷ Invested capital; Invested capital = Interest-bearing debt + Net assets; before application of new lease accounting standards
3. ROE = Profit attributable to owners of parent ÷ Shareholders' equity (average at beginning and end of year) × 100

Non-Financial

Ratio of Female Employees in Leadership Positions[4]

We are striving to create a work environment that fulfills women's desire to succeed by enabling them to balance their work with their private life while fully leveraging their individualities and capabilities.

(%)

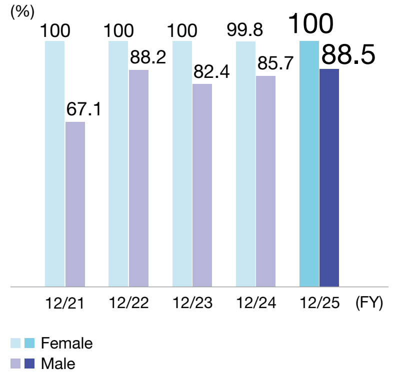


4. "Leadership positions" refers to positions with subordinates or equivalent.

Proportion of Employees Who Took Childcare Leave

We encourage employees to take maternity leave and childcare leave, and we are striving to enhance our systems and carry out work environment improvements that support work-life balance, including shortened working hours and remote work.

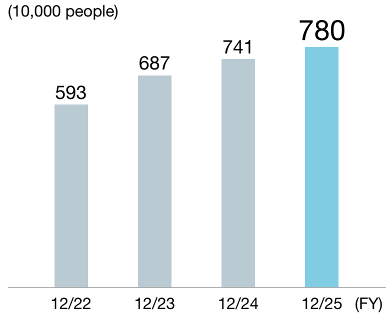
(%)



Number Reached Through Environmental Awareness Initiatives

By using products and services as touchpoints to communicate environmental issues and initiatives, we provide many customers with opportunities to become more aware of the global environment. These efforts help lay the foundation for collective reflection and action across society.

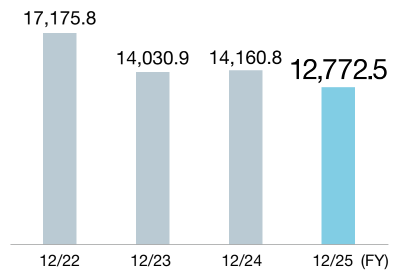
(10,000 people)



Scope 1 and 2 CO_2 Emissions

To reduce Scope 1 and 2 emissions, we are promoting the electrification of facilities, the introduction of renewable energy, and thorough energy-saving measures. By setting targets based on the reduction rate relative to the base year (fiscal 2018) and steadily reducing emissions at our own sites, we will contribute to the realization of a decarbonized society.

(t-CO_2)



11-Year Summary of Selected Financial Data

KOSÉ Holdings Corporation and Consolidated Subsidiaries (Years ended December 31, Unless Otherwise Noted[1])

	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY3/2021	FY12/2021 (Apr.-Dec.)	FY12/2022	FY12/2023	FY12/2024	FY12/2025
Financial Results (Millions of Yen)											
Net sales	243,390	266,762	303,399	332,995	327,724	279,389	224,983	289,136	300,406	322,758	330,193
Gross profit	183,920	199,735	221,852	244,387	239,020	201,923	156,905	205,515	211,197	222,573	227,974
Selling, general and administrative expenses	149,286	160,574	173,443	191,979	198,789	188,629	138,052	183,395	195,211	205,208	209,507
Operating profit	34,634	39,160	48,408	52,408	40,231	13,294	18,852	22,120	15,985	17,364	18,467
Interest and dividend income	347	294	271	651	662	456	405	792	1,355	1,120	1,217
Profit before income taxes	33,862	39,425	48,242	54,949	40,365	19,508	21,335	27,867	19,506	18,656	23,224
Profit attributable to owners of parent	18,655	21,657	30,611	37,004	26,682	11,986	13,341	18,771	11,663	7,510	15,114
Comprehensive income	13,197	24,643	36,908	36,427	26,703	15,228	20,234	28,866	16,046	15,646	21,258
Cash and cash equivalents at end of period	52,997	55,622	63,883	64,264	70,284	80,051	81,876	94,063	105,669	107,757	90,747
Current assets	161,351	172,074	193,164	205,241	204,438	205,031	217,324	244,481	256,732	240,336	228,947
Total assets	233,275	247,191	270,370	300,162	308,606	308,386	320,018	359,600	371,657	386,793	393,454
Current liabilities	57,766	56,033	62,821	66,107	59,676	61,608	59,136	67,580	70,224	71,162	63,212
Non-current liabilities	16,965	14,027	10,116	9,213	8,727	5,478	6,614	16,671	18,395	23,353	25,457
Shareholders' equity	143,626	159,348	176,263	203,566	219,425	218,107	224,576	235,975	239,721	239,316	246,493
Interest-bearing debt	1,704	1,629	1,311	1,666	1,654	8,533	1,711	10,178	10,215	11,224	10,668
Depreciation	5,744	5,821	6,977	8,018	8,838	10,379	7,827	9,743	9,557	9,778	10,879
Capital expenditures	10,445	10,770	10,065	18,500	19,286	10,188	4,517	6,847	5,815	21,465	21,223
Per Share Data (Yen)											
Net income (basic)	327.04	379.66	536.63	648.71	467.76	210.11	233.86	329.03	204.43	131.62	264.84
Net assets	2,583.76	2,871.60	3,227.07	3,660.77	3,920.41	3,952.94	4,178.06	4,539.45	4,664.70	4,771.69	4,979.35
Cash dividends	94.00	110.00	148.00	180.00	190.00	120.00	120.00	140.00	140.00	140.00	140.00
Financial Ratios (%)											
Equity ratio	63.2	66.3	68.1	69.6	72.5	73.1	74.5	72.0	71.6	70.4	72.2
ROIC[2]	13.7	14.0	17.8	17.1	11.8	2.3	4.4	5.1	3.1	2.6	3.7
ROE[3]	13.0	13.9	17.6	18.8	12.3	5.3	5.8	7.5	4.4	2.8	5.4
ROA[4]	16.0	16.4	18.8	18.6	13.4	4.5	6.1	6.7	4.7	4.9	5.0
Gross profit margin	75.6	74.9	73.1	73.4	72.9	72.3	69.7	71.1	70.3	69.0	69.0
Operating margin	14.2	14.7	16.0	15.7	12.3	4.8	8.4	7.7	5.3	5.4	5.6
EBITDA margin[5]	16.9	17.2	18.5	18.4	15.2	8.8	12.1	11.4	8.8	8.8	9.4
Ratio of profit attributable to owners of parent to net sales	7.7	8.1	10.1	11.1	8.1	4.3	5.9	6.5	3.9	2.3	4.6
Payout ratio	28.7	29.0	27.6	27.7	40.6	57.1	51.3	42.5	68.5	106.4	52.9

Notes:
1. Effective from the fiscal year ended December 31, 2021, the Company changed its fiscal year-end from March 31 to December 31.
As a result, the fiscal year ended December 31, 2021 covers the nine-month period from April 1, 2021 to December 31, 2021.
2. ROIC = Operating profit after tax ÷ Invested capital; Invested capital = Interest-bearing debt + Net assets; before application of the new lease accounting standard
3. ROE = Profit attributable to owners of parent / Shareholders' equity (average at beginning and end of year) X 100
4. ROA = Operating profit + Interest and dividends / Total assets (average at beginning and end of year) X 100
5. EBITDA margin = (Operating profit + Depreciation + Amortization of goodwill) ÷ Net sales

5-Year Summary of Selected Non-Financial Data

For People

Human capital		Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024	FY12/2025	Scope[1]
Basic Information								
Number of employees (including temporary employees)[2]	Female	Persons	11,726	10,997	10,703	10,999	10,848	(1)
	Male	Persons	2,257	2,182	2,113	2,263	2,287	(1)
Average length of service		Years	11.4	12.1	12.7	12.4	11.9	(2)
Number of new graduates hired to regular full-time positions (as of April 1)	Female	Persons	40	22	27	40	51	(2)
	Male	Persons	24	14	20	34	37	(2)
Employee turnover among new graduates within 3 years		%	7.3	10.0	10.9	5.6	6.4	(2)
Turnover rate (managers/non-managers)		%	3.4	3.7	3.5	4.2	3.6	(2)
Turnover rate (beauty consultants)		%	8.3	11.4	11.3	10.8	10.2	(2)
Turnover rate for all employees		%	6.9	8.7	8.5	8.4	7.8	(2)
Diversity, Equity and Inclusion								
Ratio of female directors (as of the conclusion of the General Meeting of Shareholders each year)		%	28.6	28.6	37.5	37.5	37.5	(3)
Ratio of female employees in managerial positions	Managers	%	28.8	28.9	31.1	34.5	35.6	(1)
	Leadership positions[3]	%	34.7	35.2	33.2	38.3	38.7	(1)
Gender wage gap[4]	Managers	%	–	99.9	96.2	96.8	96.2	(2)[5]
	Non-managers[6]	%	–	89.0	82.1	86.9	86.5	(2)[5]
	Beauty consultants	%	–	90.0	87.6	83.9	87.3	(2)[5]
	Total[7]	%	–	70.1	54.2	59.1	62.0	(2)[5]
Proportion of employees who took childcare leave	Female	%	100.0	100.0	100.0	99.8	100.0	(2)
	Male	%	67.1	88.2	82.4	85.7	88.5	(2)
Return rate following childcare leave	Female	%	96.9	96.7	97.2	95.7	92.3	(2)
	Male	%	100.0	100.0	100.0	100.0	100.0	(2)
Number of employees working shortened hours for childcare/family care		Persons	501/5	623/3	643/3	700/4	673/5	(2)
Number of employees taking extended leave for family care		Persons	11	5	6	9	20	(2)
Number of employees taking paid leave for family care		Persons	15	12	15	26	29	(2)
Ratio of employees with disabilities		%	2.22	2.41	2.39	2.35	2.33	(2)[8]
Number of rehired employees		Persons	261	317	337	318	321	(2)
Training for Capability Development and Skill Enhancement								
Total number of participants	Managers/Non-Managers	Persons	1,135	2,893	3,996	5,353	8,078	(2)
	Beauty consultants	Persons	–	–	75,177	79,995	80,611	(2)
Total training hours	Managers/Non-Managers	h	20,624.5	50,386.0	38,289.0	55,109.0	70,446.0	(2)
	Beauty consultants	h	–	–	542,905.0	636,571.0	605,731.6	(2)
Average training hours per employee	Managers/Non-Managers	h	13.1	17.8	11.6	18.4	24.2	(2)
	Beauty consultants	h	–	–	107.6	135.2	132.3	(2)
Average training hours per employee, total		h	–	–	69.6	89.7	90.3	(2)
Average training cost per employee	Managers/Non-Managers	Yen	–	29,984	38,068	44,965	38,009	(2)[9]
	Beauty consultants	Yen	–	–	–	–	8,782	(2)
Average training cost per employee, total			–	–	–	–	20,142	(2)
Occupational Health and Safety Data								
Total working hours (Annual/Average per employee)		h	1,637.4	1,709.4	1,697.0	1,707.5	1,712.0	(2)[10]
Overtime hours worked (Annual/Average per employee)		h	53.9	70.2	74.1	77.9	79.9	(2)
Ratio of paid leave taken		%	66.9	69.2	62.6	74.6	80.0	(2)
Occupational accidents (Lost-time/Fatal accidents)		Cases	31/0	33/0	19/0	24/0	19/0	(2)
Social Contribution Activities								
Number of initiatives supporting next-generation awareness		Cases	–	–	26	30	24	(1)
Number of initiatives supporting community		Cases	–	–	27	22	16	(1)
Number of initiatives supporting wellness		Cases	–	–	13	14	18	(1)
Number of disaster assistance initiatives		Cases	–	–	2	4	3	(1)

For the Earth

Energy		Unit	FY12/2021	FY12/2022	FY12/2023	FY12/2024	FY12/2025	Scope[1]
CO_2 (greenhouse gas) emissions[11]	Scope 1	t-CO_2	7,270.0	6,405.8	5,991.2	5,509.9	5,451.1[12]	(1)
	Scope 2 (Market-based)		12,508.6	10,770.0	8,039.7	8,650.9	7,321.4[12]	(1)
	Scope 3		720,632.7	668,982.9	763,994.6	789,694.7	779,915.1[12]	(1)
Electricity consumption		MWh	34,534.1	32,059.0	32,314.3	31,995.1	32,856.6[12]	(1)
Portion generated using renewable energy		MWh	8,436.9	9,358.2	13,575.4	13,873.7	17,117.6[12]	(1)
Total energy consumption		GJ	474,631.6	443,498.4	481,829.7	370,072.0	387,761.9[12]	(1)
Atmospheric Emissions								
NOx emissions		tons	7.4	3.5	3.0	2.4	3.4	(4)
SOx emissions		tons	0.6	0.2	0.3	0.2	0.2	(4)
Waste								
Volume of waste		tons	3,026	2,163[13]	2,100	2,055	2,185	(5)
Recycling rate		%	100.0	100.0	100.0	100.0	100	(5)
Water Resources								
Water withdrawal		1,000 m^3	289.0	303.8	309.0	291.9	302.4[12]	(5)
Wastewater discharge		1,000 m^3	203.1	187.0	194.9	193.3	194.3[12]	(5)
Water withdrawal intensity	(production volume in dozens)	1,000 m^3	0.01509	0.01784	0.01790	0.01749	0.01875[12]	(5)
Change in water withdrawal intensity	(year on year)	%	-4.1	18.2	0.3	-2.2	7.2[12]	(5)
Trends in pollutant load	[BOD]	tons	9.5	7.9	11.2	7.7	9.6	(6)
	[SS]	tons	2.4	1.8	5.7	3.3	6.8	(6)
	[n-HEX]	tons	0.5	0.2	0.6	0.3	0.4	(6)
Number of violations of laws and regulations related to water withdrawal and discharge		Cases	0	0	0	0	0	(5)
Environmental Contribution and Biodiversity Conservation								
SAVE the BLUE		m^2	11,533	11,858	12,270	12,736	13,036	(3)
Cumulative coral planting area		Number of corals planted	19,005	19,538	20,211	20,976	21,467	(3)
Environmental External Evaluations								
CDP	[Climate Change]	–	A	A	A	A	A	(1)
	[Water Security]	–	A-	A	A	A	A	(1)
	[Forests (Palm Oil)]	–	B	B	A-	B	B	(1)

Notes:
1. As of December 31 of each year, unless otherwise noted.
   (1) KOSÉ Group = KOSÉ Corporation and 45 subsidiaries, for a total of 46 companies
   (2) Domestic Group companies
   (3) KOSÉ Corporation
   (4) KOSÉ Corporation Manufacturing Departments
   (5) KOSÉ Group Manufacturing Departments
   (6) Domestic KOSÉ Group Manufacturing Departments
2. The number of temporary employees represents the annual average.
3. "Leadership positions" refers to positions with subordinates or equivalent.
4. Calculated based on base salary only. Excludes employees working shorter hours, those on leave, and those who joined or retired during the period.
5. Only KOSÉ Corporation in fiscal 2022. Scope expanded to all domestic Group companies from fiscal 2023.
6. Non-managers refers to regular employees and full-time contract employees.
7. There is no difference in the salary paid to male and female employees for the same work. Overall differences can be accounted for by differences in salary levels, gender ratio, years of service and roles/grades by employment type.
8. Includes six Group companies subject to the statutory employment obligation for persons with disabilities.
9. For 2022 to 2024, the scope covers KOSÉ Corporation and KOSÉ Sales Co., Ltd.
10. Includes paid leave, maternity/paternity leave, childcare leave, and personal sick leave.
11. Only CO_2 is included among GHG (greenhouse gas) emissions.
12. Scheduled to be updated in September 2026 following third-party verification.
13. Effective from fiscal 2022, data collection items were reorganized.

Scope of third-party assurance:
The number of employees (including temporary employees) for 2024 has been third-party assured.
The ratio of female employees in managerial positions and the proportion of employees who took childcare leave for 2023 and 2024 have been third-party assured.
GHG emissions (Scope 1, 2, and 3) and water-related data (water withdrawal and wastewater discharge) for 2021-2024 have been third-party assured.

The Database on Promotion of Women's Participation and Advancement in the Workplace
https://positive-ryouritsu.mhlw.go.jp/positivedb/
(Japanese only)

The database contains disclosure information for each company. The information shown on this page is composed of domestic Group totals.
Data has been categorized under the main domestic affiliated companies. Individual company data can be found using the "Company Name Search" function on the database.

See the KOSÉ Holdings website
for other non-financial information and data.
https://koseholdings.co.jp/en/sustainability/data/

Principal Group Companies

(As of December 31, 2025)

Production-related Subsidiaries

Corporate Name:	Country/ Region	Capital or Investment (Amounts in Millions of Yen Unless Otherwise Stated)	Voting Rights Ownership (%)
ADVANCE CO., LTD.	Japan	90	100.0
KOSÉ INDUSTRIES CO., LTD.	Japan	100	100.0
ALBION CO., LTD.	Japan	760	79.5
TAIWAN KOSÉ CO., LTD.	Taiwan	NT$ 180 million	100.0

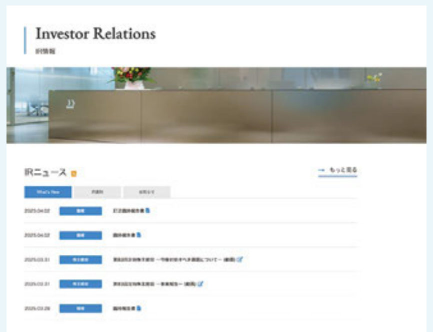
Marketing and Services-related Subsidiaries

Corporate Name:	Country/ Region	Capital or Investment (Amounts in Millions of Yen Unless Otherwise Stated)	Voting Rights Ownership (%)
KOSÉ SALES CO., LTD.	Japan	300	100.0
KOSÉ COSMENIENCE CO., LTD.	Japan	30	100.0
KOSÉ Cosmeport Corp.	Japan	30	100.0
KOSÉ PROFESSIONAL CO., LTD.	Japan	10	100.0
Dr. PHIL COSMETICS INC.	Japan	40	100.0
KOSÉ PROVISION CO., LTD.	Japan	30	100.0
KOSÉ Travel Retail Co., Ltd.	Japan	10	100.0
KOSÉ INSURANCE SERVICE CO., LTD.	Japan	10	100.0
COSME LABO CO., LTD.	Japan	10	100.0
KOSÉ Maruho Pharma Co., Ltd.	Japan	100	51.0
KOSÉ (HONG KONG) CO., LTD.	Hong Kong	HK$ 15.9 million	100.0
KOSÉ COSMETICS SALES (CHINA) CO., LTD.	China	RMB 235,114,000	100.0
KOSÉ SINGAPORE PTE. LTD.	Singapore	S$ 1.7 million	100.0
KOSÉ KOREA CO., LTD.	South Korea	KRW 25,000 million	100.0
KOSÉ (THAILAND) CO., LTD.	Thailand	THB 5 million	49.0
KOSÉ (MALAYSIA) SDN. BHD.	Malaysia	RM 1 million	100.0
KOSÉ Corporation INDIA Pvt. Ltd.	India	INR 1,300 million	100.0
PT. INDONESIA KOSÉ	Indonesia	IDR 10,000 million	100.0
KOSÉ AMERICA, INC.	U.S.A.	US$ 2 million	100.0
Tarte, Inc.	U.S.A.	US$ 159	100.0
PURI CO., LTD.	Thailand	THB 13 million	79.8

For more detailed information on investor relations, please visit our website.

- IR News
- Integrated Report
- Shareholder and Stock Information
- Financial Results Materials
- Management Policies and Vision
- Financial and Performance Highlights
- General Meeting of Shareholders

KOSÉ Holdings Investor Relations Website
https://koseholdings.co.jp/en/ir/



Corporate Information

(As of December 31, 2025)

Corporate Name: KOSÉ Corporation
KOSÉ Holdings Corporation (from January 1, 2026)

Founding: March 1946

Incorporation: June 1948

Head Office: 3-6-2, Nihonbashi, Chuo-ku, Tokyo 103-8251, Japan
Tel: +81-3-3273-1511

Website: https://koseholdings.co.jp/en/

IR Section: https://koseholdings.co.jp/en/ir/

Sustainability Section: https://koseholdings.co.jp/en/sustainability/

Number of Employees (Consolidated; including temporary staff): 13,135 (as of Dec. 31, 2025)

Fiscal Year-End: December 31

Stock Information

(As of December 31, 2025)

Common Stock (Authorized): 200,000,000

Common Stock (Issued): 60,592,541

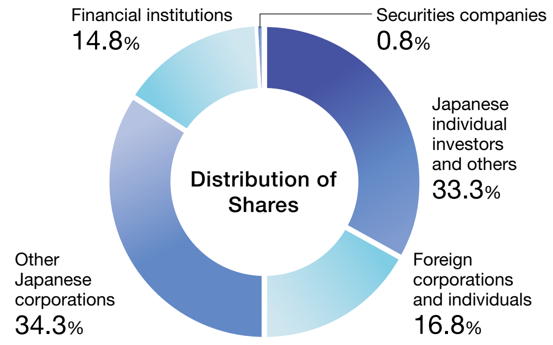
Capital: JPY 4,848 million

Number of Shareholders: 49,777

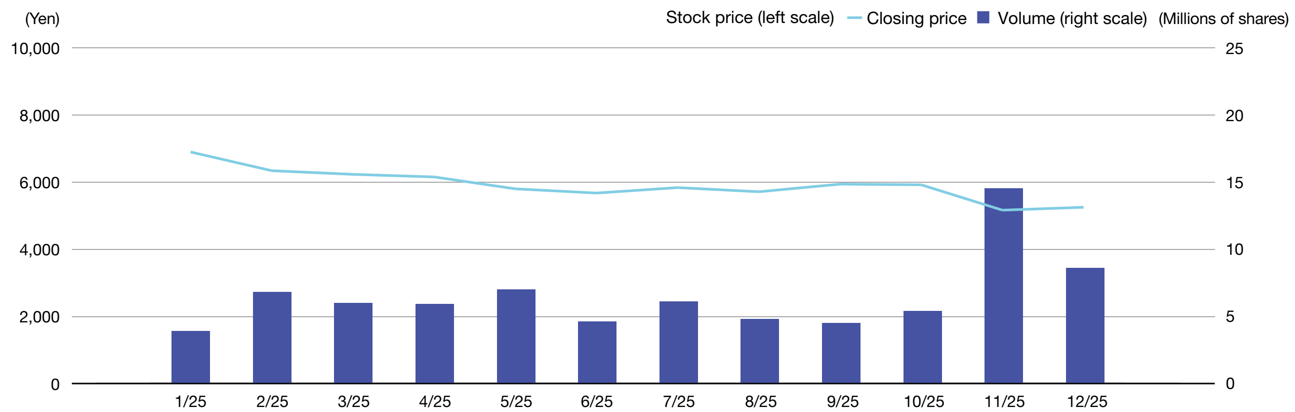
Stock Listing: Tokyo Stock Exchange Prime Market

Code: 4922

Transfer Agent: Mitsubishi UFJ Trust and Banking Corporation



Stock Data



Total Shareholder Returns

		FY3/2021	FY12/2021	FY12/2022	FY12/2023	FY12/2024	FY12/2025
Total shareholder returns	%	118.4	99.7	111.0	83.2	58.8	45.3
Comparative index (TOPIX with dividends reinvested)	%	(142.1)	(146.7)	(143.1)	(183.5)	(221.0)	(277.3)

Effective from the fiscal year ended December 31, 2021, the Company changed its fiscal year-end from March 31 to December 31. As a result, the fiscal year ended December 31, 2021 covers the nine-month period from April 1, 2021 to December 31, 2021.