November 13, 2026

KOSÉ Holdings Corporation
President & Group COO: Koichi Shibusawa
Stock exchange listing: Tokyo Stock Exchange, Prime Market; Stock code: 4922
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Notice of Changes in Executives

KOSÉ Holdings Corporation hereby announces that it resolved, at a meeting of its Board of Directors held on October 30, 2026, to implement the following changes in executives.

Changes in Executives

(1) Candidate for new Audit & Supervisory Board Member (scheduled for March 30, 2027)

New position	Name	Current position
External Audit & Supervisory Board Member	Hideo Tsukamoto	-

Mr. Tsukamoto will be proposed as a candidate for new External Audit & Supervisory Board Member at the Annual General Meeting of Shareholders scheduled for March 30, 2027.

Reason for Election

Mr. Tsukamoto satisfies the requirements for an external audit & supervisory board member candidate as prescribed in Article 2, Paragraph 3, Item 8 of the Regulation for Enforcement of the Companies Act.

Mr. Tsukamoto has practical experience and extensive knowledge of the law as an attorney. He has many years of experience and considerable expertise involving the Companies Act and corporate governance. Mr. Tsukamoto is an External Audit & Supervisory Board Member candidate because he is expected to use this knowledge to perform appropriate audits of the KOSÉ Holdings Group’s management from an independent standpoint.

Profile of candidate for new External Audit & Supervisory Board Member

Name (Date of birth)	Career (significant concurrent positions)		No. of KOSÉ Holdings shares owned
Hideo Tsukamoto (July 25, 1980)	Oct. 2004	Registered as an attorney at law	-
	Nov. 2010	Worked for the Civil Affairs Bureau of the Ministry of Justice (in charge of the legislative project to revise the Companies Act)	
	Jan. 2013	Appointed as partner at Anderson Mori & Tomotsune (present)	
	Apr. 2014	Part-time Lecturer, the University of Tokyo, Faculty of Law	
	Dec. 2017	Member of the Corporate Governance System Study Group (2nd & 3rd) of the Ministry of Economy, Trade and Industry	
	Jun. 2018	Outside Audit & Supervisory Board Member (part-time) of JA MITSUI LEASING, LTD. (present)	
	May 2019	Outside Director, Member of the Audit and Supervisory Committee (part-time) of YASKAWA Electric Corporation	
	Aug. 2019	Member of the Study Group on Shareholders Meeting Processes in a New Era, Ministry of Economy, Trade and Industry	
	Sep. 2024	Member of the Study Group on Corporate Governance toward the Enhancement of Earning Power, Ministry of Economy, Trade and Industry	
	Oct. 2024	Outside Audit & Supervisory Board Member (part-time) of Norinchukin Zenkyoren Asset Management Co., Ltd. (present)	
	Nov. 2025	Expert Member of the Technical Committee of the Audit Committee of Public Interest Incorporated Association Japan Audit & Supervisory Board Members Association (present)	
	Mar. 2026	Substitute External Audit & Supervisory Board Member of KOSÉ Holdings Corporation (present)	

Note: Mr. Tsukamoto satisfies the requirements for an Independent Officer as provided for by Tokyo Stock Exchange, Inc., and KOSÉ Holdings Corporation plans to submit notification to the aforementioned exchange concerning his appointment as an Independent Officer if his election is approved.

(2) Retiring Audit & Supervisory Board Member (scheduled for March 30, 2027)

New position	Name	Current position
-	Toru Miyama	External Audit & Supervisory Board Member

Mr. Miyama plans to retire from the position of External Audit & Supervisory Board Member at the close of the Annual General Meeting of Shareholders to be held on March 30, 2027.

(Reference)

Management structure of KOSÉ Holdings Corporation (as of March 30, 2027)

Position	Name	Responsibilities
Representative Director, Chairman & Group CEO	Kazutoshi Kobayashi	(Concurrent positions) Chairman of KOSÉ Corporation Director of ALBION CO., LTD.
Representative Director, President & Group COO	Koichi Shibusawa	Director in charge of Audit Group and Corporate Strategy Group (Concurrent positions) Senior Executive Director of KOSÉ Corporation Director of ALBION CO., LTD. Director of KOSÉ Cosmeport Corp.
Director and Vice President	Shoichi Kobayashi	(Concurrent positions) Representative Director and President of ALBION CO., LTD.
Senior Executive Director	Takao Kobayashi	(Concurrent positions) Representative Director and President of KOSÉ Cosmeport Corp. Representative Director and Vice President of KOSÉ Corporation
Executive Director & Group CFO	Shinichi Mochizuki	Director in charge of Corporate Management Headquarters (Concurrent positions) Executive Director of KOSÉ Corporation Director of KOSÉ Cosmeport Corp. Audit & Supervisory Board Member of ALBION CO., LTD. Director of Tarte, Inc. Director of Puri Co., Ltd.
Executive Director	Tadashi Saito	Director in charge of Global Business Development Headquarters, special missions (beauty salon and hair businesses), Tarte, Inc. and Puri Co., Ltd. (Concurrent positions) Executive Director of KOSÉ Corporation Director of Tarte, Inc. Director of Puri Co., Ltd.
Director	Shinji Tanaka	General Manager of Marketing Headquarters (Concurrent positions) Representative Director and President of KOSÉ Corporation
Director	Atsuko Ogura	General Manager of Engagement Promotion Headquarters, Director in charge of Product Management Headquarters and risk management (Concurrent positions) Director of KOSÉ Corporation
External Director	Norika Yuasa	
External Director	Miwa Suto	
External Director	Kumi Kobayashi	
External Director	Jenny Chang	
Full-time Audit & Supervisory Board Member	Minoru Onagi	(Concurrent positions) Full-time Audit & Supervisory Board Member of KOSÉ Corporation Audit & Supervisory Board Member of KOSÉ Cosmeport Corp.
Full-time Audit & Supervisory Board Member	Masato Nakade	(Concurrent positions) Full-time Audit & Supervisory Board Member of KOSÉ Corporation Audit & Supervisory Board Member of KOSÉ INDUSTRIES CO., LTD.
External Audit & Supervisory Board Member	Nobuko Takagi	
External Audit & Supervisory Board Member	Hideo Tsukamoto	

Composition of the Nomination & Remuneration Committee

To further strengthen its corporate governance framework, KOSÉ Holdings Corporation will change the composition of the Nomination & Remuneration Committee—effective after the Annual General Meeting of Shareholders scheduled for March 30, 2027—so that independent External Directors comprise a majority of its members, as outlined below.

Chairperson of Nomination & Remuneration Committee	Norika Yuasa (External Director)
Member of Nomination & Remuneration Committee	Kazutoshi Kobayashi (Director)
Member of Nomination & Remuneration Committee	Koichi Shibusawa (Director)
Member of Nomination & Remuneration Committee	Miwa Suto (External Director)
Member of Nomination & Remuneration Committee	Kumi Kobayashi (External Director)
Member of Nomination & Remuneration Committee	Jenny Chang (External Director)