

**KOSÉ Corporation**

President &amp; CEO: Kazutoshi Kobayashi

Stock exchange listing: Tokyo Stock Exchange, Prime Market; Stock code: 4922

Contact: Hiroko Hanakura, General Manager of IR Department

Shingo Iwasaki, General Manager of Corporate Communication Office

Tel: +81-(0) 3-3273-1511

**Notice of Executive Appointments and Personnel Changes**

KOSÉ Corporation will make following appointments and changes in executives scheduled for January 1, 2024 and late March 2024. The aim of these actions is to strengthen the company's management and the operation of business activities.

**1. Change in Director's responsibilities (effective January 1, 2024)**

New position	Name	Current position
Executive Director, Chief Product Officer, Representative Director and President of KOSÉ INDUSTRIES CO., LTD.	Masanori Kobayashi	Executive Director, Chief Marketing Officer

**2. Change in Director's responsibilities (scheduled for late March 2024)**

New position	Name	Current position
Full-time Audit & Supervisory Board Member	Shinichi Mochizuki	Director, General Manager of Accounting and Finance Dept.

The appointment of Mr. Mochizuki as an Audit & Supervisory Board Member will be proposed at the shareholders meeting scheduled for late March 2024.

**3. Candidates for new Directors (scheduled for late March 2024)**

New position	Name	Current position
Director, General Manager of Corporate Strategy Dept.	Yoshinori Haratani	Executive Officer, General Manager of Corporate Strategy Dept.
Director, Chief Marketing Officer, General Manager of DECORTÉ Div.	Shinji Tanaka	Executive Officer, General Manager of Strategic Brands Div.

Mr. Haratani and Mr. Tanaka will be submitted as candidates for new Directors at the shareholders meeting scheduled for late March 2024.

**4. Retiring Directors (scheduled for late March 2024)**

New position	Name	Current position
Senior Advisor of Product Headquarters, Executive Director of KOSÉ INDUSTRIES CO., LTD.	Masahiro Horita	Director, General Manager of Product Development Dept.
Retiring	Yuko Maeda	Outside Director

Mr. Horita and Ms. Maeda plan to retire from the position of director at the close of the shareholders meeting scheduled for late March 2024.

**5. Change in Audit & Supervisory Board Member's responsibilities (scheduled for late March 2024)**

New position	Name	Current position
Outside Director	Kumi Kobayashi	Outside Audit & Supervisory Board Member

The appointment of Ms. Kobayashi as an Outside Director will be proposed at the shareholders meeting scheduled for late March 2024.

**6. Candidate for new Audit & Supervisory Board Member (scheduled for late March 2024)**

New position	Name	Current position
Outside Audit & Supervisory Board Member	Nobuko Takagi	

Ms. Takagi will be submitted as a candidate for new Audit & Supervisory Board Member at the shareholders meeting scheduled for late March 2024.

**(Reasons for the election of Outside Audit & Supervisory Board Member candidate)**

Ms. Nobuko Takagi is an Outside Audit & Supervisory Board Member candidate in accordance with Article 2, Paragraph 3, Item 8 of the Ordinance for Enforcement of the Companies Act. Ms. Takagi is a certified public accountant who has experiences involving corporate audits, M&A advisory activities, and determining and implementing management strategies at an operating company. Ms. Takagi currently runs a consulting company where she assists the senior executives of client companies in the areas of new business development and corporate governance.

She is an Outside Audit & Supervisory Board Member candidate in order to receive a broad range of oversight and advice involving corporate management based on her experience with providing management oversight and advice about strategies as well as her many years of experience involving financial analysis and the management of companies.

**7. Retiring Audit & Supervisory Board Member (scheduled for late March 2024)**

New position	Name	Current position
Retiring	Shinji Tanabe	Full-time Audit & Supervisory Board Member

Mr. Tanabe plans to retire from the position of Audit & Supervisory Board Member at the close of the shareholders meeting scheduled for late March 2024.

**8. New Executive Officers (effective January 1, 2024)**

New position	Name	Current position
Executive Officer, General Manager of Quality Assurance Dept.	Yuko Takemoto	General Manager of Quality Assurance Dept.
Executive Officer, General Manager of Product Designing Dept.	Kei Arai	General Manager of Product Designing Dept.
Executive Officer, General Manager of Legal Dept.	Masato Nakade	General Manager of Legal Dept.
Executive Officer, General Manager of Manufacturing Dept., Executive Director of KOSÉ INDUSTRIES CO., LTD., Representative Director of ADVANCE CO., LTD.	Hiromichi Mayuzumi	General Manager in charge of Manufacturing Dept., Director of KOSÉ INDUSTRIES CO., LTD.

Executive Officer, Director and Vice President of KOSÉ SALES CO., LTD.	Manabu Ota	General Manager of Strategic Brands Div., KOSÉ SALES CO., LTD.
--	------------	--

### 9. Retiring Executive Officers (effective January 1, 2024)

New position	Name	Current position
Director of KOSÉ Cosmeport Corp.	Osamu Miyagawa	Executive Officer, General Manager of Purchasing Dept.
Senior Advisor of Manufacturing Dept., Director of KOSÉ INDUSTRIES CO., LTD.	Kazuhiro Ishida	Executive Officer, General Manager of Manufacturing Dept., Representative Director of KOSÉ INDUSTRIES CO., LTD.
Senior Advisor of Asia Business Div., General Manager of Global South Business Strategy Dept.	Nobuhiko Makishima	Executive Officer, General Manager of DECORTÉ Div.

(Reference)

#### Profile of Candidate for New Outside Audit & Supervisory Board Member

Name (Date of Birth)	Career (Significant Concurrent Positions)	No. of KOSÉ Shares Owned	
Nobuko Takagi (October 22, 1977)	Oct. 2002	Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)	-
	May 2006	Registered as a certified public accountant	
	Nov. 2007	Joined GCA Corporation (currently Houlihan Lokey, Corporation)	
	Mar. 2011	Joined NEC Corporation	
	Jul. 2017	Representative of Nobuko Takagi Certified Public Accountants' Office (present)	
	Jul. 2017	Outside corporate auditor of I-ne Co., Ltd.	
	Apr. 2018	Representative Director of COEING AND COMPANY Inc. (present)	
	Jun. 2018	Outside Director of USS Co., Ltd. (present)	
	Jun. 2022	Outside Director (Audit & Supervisory Committee Member) of SMS Co., Ltd. (present)	
	Significant concurrent positions: Representative Director of COEING AND COMPANY Inc. Representative of Nobuko Takagi Certified Public Accountants' Office Outside Director of USS Co., Ltd. Outside Director (Audit & Supervisory Committee Member) of SMS Co., Ltd.		

Note: Ms. Takagi satisfies the requirements for an independent director as provided for by Tokyo Stock Exchange, Inc., and KOSÉ plans to submit notification to the aforementioned exchange concerning her appointment as an independent director if her election is approved.