

[This is an English translation of the original Japanese text]

January 5, 2026

To Whom It May Concern:

Company name: NS Group, Inc.
Representative name: Representative Director, Takayuki Otsuka
CEO
(Code No.: 471A TSE Prime Market)
Inquiries: Executive Officer, CFO Tomohiro Yoshida
General Manager of
Finance and Accounting
Dept.

(Tel. 0806-7639-0900)

Notice Regarding the Resignation of Directors and Auditors of Our Company and Consolidated Subsidiaries, and the Appointment of Auditors for Consolidated Subsidiaries

NS Group, Inc. (hereinafter “NSG”) hereby announce that we have accepted the resignation letters from the following individuals: Director Yuji Takei, Outside Director Naoshi Nishi, and Outside Director (Audit and Supervisory Committee Member) Hiroki Inada, as outlined below.

In addition, we wish to inform you that, as of today, the directors and auditors of our consolidated subsidiary, Nihon Safety Co., Ltd. (hereinafter referred to as “the consolidated subsidiary”), have resigned, and a new auditor has been appointed. The details are as follows:

1. Resignation of Directors of Our Company

(1) Resigning Directors

Director: Yuji Takei

Outside Director: Naofumi Nishi

Outside Director (Audit and Supervisory Committee Member): Hiroki Inada

(2) Resignation Date

January 5, 2026

(3) Reason for Resignation

The directors, who were originally dispatched to NSG by Bain Capital Group upon their investment in NSG, are now stepping down in accordance with the initial plan. This follows NSG's listing on the stock exchange and a decrease in the Group's shareholding ratio in NSG.

2. Resignation of Directors and Auditors of the Consolidated Subsidiary

(1) Resigning Directors and Auditor of the Consolidated Subsidiary

Director: Yuji Takei

Director: Naofumi Nishi

Auditor: Yurio Ogawa

(2) Resignation Date

January 5, 2026

(3) Reason for Resignation

The directors and statutory auditors of NSG's consolidated subsidiaries, who were originally seconded to these subsidiaries by Bain Capital Group upon their investment in NSG, are now stepping down in accordance with the initial plan. This follows NSG's listing on the stock exchange and a decrease in the Group's shareholding ratio in NSG.

3. Appointment of Auditor for the Consolidated Subsidiary

(1) Newly Appointed Auditor of the Consolidated Subsidiary

Auditor: Motoo Matsuzawa

(2) Appointment Date

January 5, 2026

4. Miscellaneous

Following the resignation of the aforementioned directors of NSG, the number of directors and audit and supervisory committee members remains compliant with the requirements set forth by applicable laws and the company's Articles of Incorporation. Similarly, after the resignation of directors and auditors of the consolidated subsidiary and the appointment of a new auditor, the number of directors and auditors of the consolidated subsidiary remains compliant with applicable laws and its Articles of Incorporation.