

Company name: Duskin Co., Ltd.
 Name of representative: Hiroyuki Okubo, Representative Director
 President and CEO
 (Securities code: 4665; TSE Prime Market)
 Inquiries: Takeharu Ide, Operating Officer
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Notice Concerning Changes in Responsibilities of Operating Officers and Key Personnel

Duskin Co., Ltd. hereby announces that it has resolved, at a meeting of the Board of Directors held on January 29, 2026, to change the responsibilities of Operating Officers and key personnel, as described below.

1. Changes in responsibilities of Operating Officers (Effective from April 1, 2026)

Name	New positions and responsibilities	Current positions and responsibilities
Hiroyuki Okubo	Unchanged	President and CEO Auditing and IT Strategy Management
Tetsuya Wada	COO Food Group ¹	COO Food Group General Manager, Mister Donut Business Group ²
Keiichi Emura	Unchanged	COO Direct Selling Group ³
Kenji Iida	Unchanged	CFO Corporate Planning Group ⁴
Shinichiro Ueno	Unchanged	Operating Officer Corporate Business Group ⁵
Seishi Nemoto	Operating Officer Corporate Human Capital Group Manager, New Business Development	Operating Officer Corporate Human Capital Group ⁶
Tetsuji Daikuhara	Unchanged	Operating Officer General Manager, Planning & Development, Direct Selling Group ⁷
Hideyuki Kanoh	Operating Officer General Manager, Mister Donut Business Group	Operating Officer General Manager, Franchise Support & Development, Mister Donut Business Group
Gou Fukushima	Unchanged	Operating Officer General Manager, Sales & Operations, Direct Selling Group ⁸
Takeharu Ide	Unchanged	Operating Officer Continuous Process Improvement Manager, Corporate Planning
Yasuko Matsushige	Unchanged	Operating Officer Legal Affairs & Corporate Compliance, and Quality Assurance & Risk Management Manager, Human Resources
Chitoshi Okamoto	Unchanged	Operating Officer General Manager, Production & Logistics
Minoru Okada	Unchanged	Operating Officer General Manager, IT Strategy Management

Name	New positions and responsibilities	Current positions and responsibilities
Toshikatsu Baba	Unchanged	Operating Officer General Manager, Corporate Account
Yasuyuki Yoshida	Unchanged	Operating Officer General Manager, Planning & Development, Mister Donut Business Group
Michitaka Kawazoe	Operating Officer General Manager, Strategy Management, Direct Selling Group ⁹	Division Manager, Health Rent Division, Planning & Development, Direct Selling Group
Hikaru Obama	Operating Officer General Manager, Franchise Support & Development, Mister Donut Business Group	Manager, Secretariat

Notes:

Kazushi Sumimoto will retire from his position as Operating Officer and will be appointed as Executive Advisor (contract period: April 1, 2026 - September 30, 2026).

1. Food Group consists of Mister Donut Business Group and departments that manage the overall matters of Food Group, such as Administration.
2. Mister Donut Business Group consists of Planning & Development and Franchise Support & Development.
3. Direct Selling Group consists of Strategy Management, Sales & Operations, Planning & Development, and Corporate Account.
4. Corporate Planning Group consists of Corporate Planning, Continuous Process Improvement, Accounting, General Affairs, and Shared Services Center.
5. Corporate Business Group consists of Public Relations, International Division, and Production & Logistics.
6. Corporate Human Capital Group consists of Secretariat, New Business Development, Human Resources, Legal Affairs & Corporate Compliance, and Quality Assurance & Risk Management.
7. Planning & Development under Direct Selling Group consists of Clean Service Division, ServiceMaster Division, Terminix Division, Merry Maids Division, Total Green Division, Home Repair Division, Uniform Service Division, Health & Beauty Division, Rent-All Division, Health Rent Division, Life Care Division, and Rescue Service Division.
8. Sales & Operations under Direct Selling Group consists of nine Regional Offices in Japan and other departments.
9. Strategy Management under Direct Selling Group consists of departments that manage the overall matters of Direct Selling Group, such as Strategy Management and Administration.

2. Personnel changes (Effective from April 1, 2026)

Name	New positions and responsibilities	Current positions and responsibilities
Mikako Oga	Manager, Accounting	Manager, Auditing
Chie Kozawa	Manager, Auditing	Manager, Administration, Production & Logistics
Miwa Imada	Manager, Quality Assurance & Risk Management	Section Chief, Quality Management, Safety Management, Sales & Operations, Direct Selling Group
Miho Tomita	Division Manager, Health Rent Division, Planning & Development, Direct Selling Group	Section Chief, Service Development, Health Rent Division, Planning & Development, Direct Selling Group
Kenichi Kayama	Division Manager, Health & Beauty Division, Planning & Development, Direct Selling Group	Division Manager, Life Care Division, Planning & Development, Direct Selling Group

Name	New positions and responsibilities	Current positions and responsibilities
Takayoshi Yoshida	Division Manager, Life Care Division, Planning & Development, Direct Selling Group	Section Chief, Franchise Support & Administration, Tohoku Regional Office, Sales & Operations, Direct Selling Group
Hiroaki Matsui	Division Manager, ServiceMaster Division, Planning & Development, Direct Selling Group	General Manager, Minami Kanto Regional Office, Sales & Operations, Direct Selling Group President and CEO, Duskin Serve Minami Kanto Co., Ltd.
Nobuhiro Furukawa	General Manager, Minami Kanto Regional Office, Sales & Operations, Direct Selling Group	President and CEO Duskin Kyoeki Co., Ltd.
Kazunari Yamamoto	General Manager, Chugoku Shikoku Regional Office, Sales & Operations, Direct Selling Group	Manager, International Division Chairperson and President, Duskin Shanghai Co., Ltd.
Masakazu Enomoto	Manager, International Division	President and CEO, Duskin Product Nishi Kanto Co., Ltd.
Junko Akai	Manager, Secretariat	Section Chief, Secretariat, Secretariat
Kouji Hashimoto	Manager, Continuous Process Improvement	Assistant General Manager, IT Strategy Management

For media inquiries on this matter, please contact:

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Reference: Organizational Chart (The appointments effective April 1, 2026 do not involve any changes to the organizational chart that has been in effect since June 20, 2025.)

