

February 6, 2026

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
Manager, Corporate Planning
Telephone: +81-6-6821-5071

Notice Concerning Revision of Shareholder Benefit Program

Duskin Co., Ltd. (the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on February 6, 2026, to revise its shareholder benefit program as described below.

1. Purpose of the shareholder benefit program

To express the Company’s appreciation to shareholders for their continuous support and also to foster further understanding of the Company’s businesses, Duskin has a shareholder benefit program.

With the aim of enhancing the attractiveness of investing in our shares and to encourage shareholders to hold our shares continuously for the long term, we will revise our shareholder benefit program as set forth below.

2. Details of the revision

Current shareholder benefit program

Record date: March 31 and September 30 every year (twice annually)

Number of shares held	Continuous shareholding period	Benefit
100 shares or more but fewer than 300 shares	Less than 3 years	Coupons worth 1,000 yen
	3 years or more	Coupons worth 1,500 yen
300 shares or more	Less than 3 years	Coupons worth 2,000 yen
	3 years or more	Coupons worth 2,500 yen

Shareholder benefit program after the revision

Record date: March 31 and September 30 every year (twice annually)

Note: Revisions are indicated by underlining

Number of shares held	Continuous shareholding period ^{*1*2}	Benefit
100 shares or more but fewer than 300 shares	<u>1 year or more</u> but less than 3 years	Coupons worth 1,000 yen
	3 years or more	Coupons worth 1,500 yen
300 shares or more <u>but fewer than 500 shares</u>	<u>1 year or more</u> but less than 3 years	Coupons worth <u>4,000 yen</u>
	3 years or more	Coupons worth <u>5,000 yen</u>
<u>500 shares or more</u>	<u>1 year or more but less than 3 years</u>	<u>Coupons worth 7,000 yen</u>
	<u>3 years or more</u>	<u>Coupons worth 9,000 yen</u>

^{*1} Shareholders who fall under the “Continuous shareholding period of 1 year or more” category are those who are recorded in the shareholder register three or more consecutive times under the same shareholder number as of the record dates of March 31 and September 30, and also continuously hold 100 shares or more during this period.

^{*2} Shareholders who fall under the “Continuous shareholding period of 3 years or more” category are those who are recorded in the shareholder register seven or more consecutive times under the same shareholder number as of the record dates of March 31 and September 30, and also continuously hold 100 shares or more during this period.

If the shareholder acquires additional shares of our Company while already continuously holding our Company’s shares, then the shareholding period applying to the already-held shares will apply to the total of already-held shares and newly acquired shares.

Example: If the shareholder holds 100 shares of our Company for three years or more and goes on to acquire 400 more of our Company’s shares, and holds 500 shares in total, then these 500 shares will be counted at the succeeding record date and the shareholder will be entitled to Coupons worth 9,000 yen.

3. Implementation period of the revised shareholder benefit program

The revised program will apply to the benefits provided to shareholders recorded in the shareholder register as of March 31, 2027.

4. The changes to and the implementation period of the minimum shareholding period requirement, accompanying the changes to the shareholder benefit program

The implementation will take place in stages, from the record dates of March 31, 2026 to March 31, 2027, as below:

Record date	Condition for sending the Coupons	Applicable program
March 31, 2026	Shareholders who are recorded in the shareholder register as of March 31, 2026 and who also hold 100 shares or more	Current
September 30, 2026	Shareholders who are recorded in the shareholder register <u>two or more consecutive times</u> as of the record dates of March 31, 2026 and September 30, 2026 under the same shareholder number, and who also continuously hold 100 shares or more during this period	Current
March 31, 2027 and beyond	Shareholders who are recorded in the shareholder register <u>three or more consecutive times</u> as of the record dates of March 31 and September 30 under the same shareholder number, and who also continuously hold 100 shares or more during this period	Revised

Notes:

1. The revised shareholder benefit program will take effect on March 31, 2027. At that point of time, “continuous shareholding period of one year or more” will mean shareholding beginning from March 31,

2026, and “continuous shareholding period of three years or more” will mean shareholding beginning from March 31, 2024. In either case, shareholders continuously holding 100 shares or more under the same shareholder number will be recipients of the designated Coupons.

2. Shareholders who were newly recorded in the shareholder register for holding 100 shares or more as of September 30, 2026 will be entitled to receive the designated Coupons. The timing of the entitlement will be from September 30, 2027, when the shareholder continuously holding 100 shares or more will have been recorded in the shareholder register three or more consecutive times under the same shareholder number.

Reference: The Coupons can be used for making the following purchases

<p>Our company’s products and services</p> <ul style="list-style-type: none"> • Clean Service (rental and sales of dust control and other products) • ServiceMaster (professional cleaning services) • Terminix (pest control and comprehensive hygiene management) • Merry Maids (home cleaning and helper services) • Total Green (plant and flower upkeep) • Home Repair (fixing scratches and dents) • Health Rent (rental and sales of assisted-living products) • Duskin Life Care (support services for seniors) • Duskin Rent-All (comprehensive event support) • Uniform Service (leasing, sales and cleaning of uniforms) • Health & Beauty (sales of natural cosmetics and health foods) • Duskin Rescue (emergency locksmith services) • Mister Donut (homemade donuts and a variety of menu items) • Katsu & Katsu (Japanese pork cutlet restaurants) • MOSDO (donuts and hamburgers)
<p>Capital and business alliance partner</p> <p>MOS FOOD SERVICES, Inc.</p> <ul style="list-style-type: none"> • MOS BURGER and MOS PREMIUM
<p>Donation Program</p> <p>Donation recipients:</p> <p>Japanese Red Cross Society or the Duskin AINOWA Foundation</p>

For media inquiries on this matter, please contact:

Duskin Co., Ltd.

Public Relations

Telephone: +81-6-6821-5006