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**Notice Concerning the Summary of Evaluation Results on
 the Effectiveness of Duskin's Board of Directors**

Duskin Co., Ltd. (the "Company") hereby announces that it has analyzed and evaluated the effectiveness of its Board of Directors as a whole in order to achieve sustainable growth and stronger corporate value over the medium to long term. A summary of the results of this evaluation is provided below.

I. Method of analysis and evaluation

- A. After explaining the purpose of conducting an analysis and evaluation of the effectiveness of the Board of Directors as a whole to all Board Directors and Audit and Supervisory Board Members and gaining their understanding, a questionnaire survey was conducted by an expert third party.

Survey period	December 15, 2025 - January 8, 2026
Period under evaluation	The Board of Directors meetings held between April and November 2025 (12 times in total)
Main items in the questionnaire	The function of the Board of Directors, its composition and operation, business strategy and business plan, internal control and risk management, nomination and compensation, the performance of internal Board Directors, the performance of external Board Directors, training and support system for Board Directors and Audit and Supervisory Board Members, dialogue with shareholders (investors), initiatives of each Board Director as well as each Audit and Supervisory Board Member, the evaluation of the Nominating and Compensation Committee, and others

- B. The expert third party collected the answers from the questionnaire and, based on these results, the Outside Directors and Audit and Supervisory Board Members Council (consisting of all three Outside Directors and all three Outside Audit and Supervisory Board Members, who are designated as independent directors and independent audit and supervisory board members) analyzed and evaluated from multiple perspectives the Board of Directors' commitment during the period under evaluation. Finally, the council provided their overall comments on the performance of fiscal year ended March 31, 2026 (FY2025) and made recommendations to the Board regarding the initiatives to be undertaken in fiscal year ending March 31, 2027 (FY2026).
- C. The Board of Directors examined the recommendations of the Outside Directors and Audit and Supervisory Board Members Council to further improve effectiveness.

II. Summary of the evaluation results

Analysis and evaluation period	February 6, 2026 - March 26, 2026
Regarding the effectiveness of the Board of Directors	<ul style="list-style-type: none">• Matters of major importance to the business management of the Duskin Group resolved at the Board of Directors meetings are supported by thorough deliberations.• The Board also makes important decisions and discusses business management issues.• The Business Strategy Meeting attended by all Board members is held regularly. At the meeting, constructive discussion takes place about the Company's medium- and long-term business strategies.• To enable swift business execution, the Board's authority was further delegated as appropriate.• Outside Directors participate as observers at: the Operating Officers' Board meeting; the Budget Meeting, in which the members monitor the budget execution status of each business division, accurately identify the discrepancies between forecasts and actual results, and discuss countermeasures; and other important meetings on business execution. In such ways, the Board carries out its monitoring and oversight functions effectively.• All committees and meeting bodies serving as advisory panels to the Board of Directors are transparent and objective, and are functioning properly.• Every year, an evaluation of the previous fiscal year takes place to identify challenges. As such, the Board of Directors is committed to further improving its effectiveness.

A. Status of initiatives addressing challenges encountered in the previous fiscal year

FY 2025 Initiatives		Progress
With a mind to flexibly and swiftly address business environmental changes in and outside Japan, further conduct focused discussions on enhancing corporate value.	Advance further with capital-conscious, data-driven management. Identify Duskin's competitive advantages, and continue and deepen discussions on optimizing the business portfolio.	<ul style="list-style-type: none"> • Based on the “Corporate Governance Guidance for Enhancement of Earning Power” published by Japan’s Ministry of Economy, Trade and Industry (METI), the Board discussed the Company’s future vision, competitive advantages and the value creation process, and made progress in conducting a comprehensive review of its corporate governance. • As a result of the above, Board members shared the understanding that efforts should be accelerated to improve the profitability and productivity of the Direct Selling Group’s existing businesses, especially with a focus on the Clean Service businesses, and to create new corporate value through measures such as M&As. • The overall structure of the Company’s business portfolio is changing, as the Food Group’s market share continues to expand and the Care Service businesses also continue to grow. To optimize the portfolio, further discussions on the Company’s future vision are necessary. • With the IT Strategy Management division taking the lead, the Company is in the process of upgrading its mission-critical systems. Progress was made in laying out the foundation for swiftly conducting efficiency-focused business analysis.
Ensure actual implementation of the Medium-Term Business Plan 2028.	Strengthen the monitoring of KPI progress.	<ul style="list-style-type: none"> • To have KPI progress and business performance reported at the Board of Directors’s meetings, developments have taken place, such as using the logic tree framework to set budget KPIs for each business.
	Fortify the monitoring of investment projects.	<ul style="list-style-type: none"> • Investment projects are regularly reported to the Board. On such occasions, the gap between the report and the original plan is also identified and shared among members. • Regarding new investment projects, progress was made in deliberations centered around growth potential, cash allocation and future stock price.
	Deepen the discussions of core strategies.	<ul style="list-style-type: none"> • The oversight and execution roles were clarified and the Board’s authority was further delegated to the execution side to enhance the Board’s decision-making power and to facilitate its discussions from a broader and strategic perspective.
Conduct focused discussions on the corporate vision, the system for nominating and evaluating executives, the compensation system for executives, and the corporate succession plan.		<ul style="list-style-type: none"> • During the fiscal year, the Nominating and Compensation Committee held four regular meetings and two extraordinary meetings. In these meetings, the members conducted in-depth discussions on refining the succession plan.

B. FY2026 initiatives

The Company’s Board of Directors will continue to broaden discussions aimed at further enhancing the Board’s overall effectiveness. For the fiscal year ending March 31, 2027 (FY2026), the Company will focus on the following initiatives:

The Company will continue to address the recommendations presented in METI’s “Corporate Governance Guidance for Enhancement of Earning Power.”

1. Continue the work on developing and executing the Company's value creation story
 - Deepen discussions on optimizing the business portfolio and make decisions swiftly and decisively.
 - Elevate the level of capital-conscious, data-driven management.
 - Accelerate the refinement of information analysis to enable discussions based on accurate and objective data.
2. Fortify the monitoring of budget KPIs and investment projects
 - Strengthen monitoring at the initial stage of the plans. If discrepancies appear between a plan and actual status, consider countermeasures without delay, promptly share information and provide execution support.
3. Further promote the separation of oversight and execution
 - Further delegate the Board's authority as appropriate. In addition, raise secretariat functions to a level that sorts and arranges information and discussion points, and sets up pre-deliberation structures. Through these efforts, enable the Board to actively engage in substantive discussions directly linked to business management issues and corporate value enhancement, and also to exercise stronger oversight of the decision-making process on the execution side.
4. Continue initiatives to strengthen corporate governance
 - Continue discussions about an organizational system that is appropriate for resolving business issues and strengthening corporate governance.
 - At the Nominating and Compensation Committee, deepen discussions toward revising the evaluation and compensation system for company executives.

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