July 23, 2026

Company name: Duskin Co., Ltd.
Name of representative: Hiroyuki Okubo, Representative Director
President and CEO
(Securities code: 4665; TSE Prime Market)
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Notice Concerning Dissolution of Overseas Subsidiary

Duskin Co., Ltd. (the "Company") hereby announces that it has resolved, at a meeting of the Board of Directors held on July 23, 2026, to dissolve its consolidated subsidiary Duskin Shanghai Co., Ltd. ("Duskin Shanghai") as described below.

1. Reason for the dissolution

In November 2006, the Company established Duskin Shanghai to launch its cleaning and hygiene business in Shanghai, China and has since developed its business there. However, due to a change in post-pandemic market conditions in China, its business environment has become increasingly more challenging, with client companies becoming more cost-conscious and client cancellations increasing. Under these circumstances, the Company has come to the conclusion that significantly expanding its cleaning and hygiene business in that market will be difficult in light of growth potential and investment efficiency. Therefore, the Company decided to dissolve Duskin Shanghai.

2. Overview of subsidiary to be dissolved

a. Name	Duskin Shanghai Co., Ltd.	
b. Location	Unit 102A, Building 6, No. 555 Lianming Road, Minhang District, Shanghai, China	
c. Representative	Masakazu Enomoto, Chairperson and President	
d. Description of business	Rental, sale and export of cleaning supplies	
e. Share capital	RMB 71.5 million	
f. Date of establishment	November 19, 2006	
g. Major shareholders and ownership ratios	Duskin Co., Ltd. 100%	
h. Relationship with the Company	Capital relationship	Duskin Shanghai is a wholly owned subsidiary of the Company.
	Personnel relationship	An employee of the Company serves as Chairperson and President and its Board Director and other relevant personnel concurrently serve as board members of Duskin Shanghai.
	Business relationship	Duskin Shanghai has a business relationship with the Company involving the supply of products and other transactions.

	Related party relationship	Duskin Shanghai is a consolidated subsidiary of the Company.	
i. Operating results and financial positions for the last three years			
As of / Fiscal year ended	December 31, 2023	December 31, 2024	December 31, 2025
Net assets	100 million yen	110 million yen	52 million yen
Total assets	254 million yen	249 million yen	183 million yen
Net sales	473 million yen	478 million yen	382 million yen
Operating profit	-16 million yen	3 million yen	-61 million yen
Ordinary profit	-26 million yen	0.8 million yen	-62 million yen
Profit	-26 million yen	1 million yen	-62 million yen

3. Timetable

July 23, 2026	Dissolution resolved at the Company’s Board of Directors meeting
July 2026 (scheduled)	Dissolution to be resolved at the General Meeting of Shareholders of Duskin Shanghai
August 2027 (scheduled)	Completion of liquidation

Note: The liquidation is scheduled to be concluded upon completion of necessary procedures in accordance with local laws and regulations.

4. Future outlook

This dissolution is not expected to have any significant impact on the Company's consolidated performance; however, should any matter to be disclosed arise, we will promptly make announcements.

For media inquiries on this matter, please contact:
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