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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, 2023 - January 15, 2024
Period under evaluation	The Board of Directors meetings held between April and November 2023 (13 times in total, including one resolution that is in accordance with Article 370 of Japan’s Companies Act.)
Main items in the questionnaire	How the Board of Directors should desirably be, its composition, operation, deliberations and monitoring functions, the performance of Board Directors, the support system for Board Directors and Audit and Supervisory Board Members, training, dialogue with shareholders (investors), each individual’s initiatives, the operation of the Directors Evaluation 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) analyzed and evaluated from multiple perspectives the Board of Directors’ commitment during the period under evaluation. Finally, the council provided their overall comments on FY2023 performance and made recommendations to the Board regarding the initiatives to be undertaken in FY2024.

- 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 9, 2024 - March 27, 2024
Regarding the effectiveness of the	<ul style="list-style-type: none"> <li>Matters of major importance to the business management of the Duskin Group resolved at the Board of Directors meetings are supported by thorough</li> </ul>

Board of Directors	<p>deliberations.</p> <ul style="list-style-type: none"> <li>• In addition to making important decisions, the Board secures time for discussion and, using this time, discusses business management issues.</li> <li>• All Board members attend the Business Strategy Meeting that is held regularly. At the meeting, constructive discussion takes place about the Company's medium- and long-term management strategies.</li> <li>• Furthermore, Outside Directors participate as observers at the Operating Officers' Board meeting, which is delegated authorities by the Board of Directors to enable swift business execution; the Budget Meeting, in which the members monitor the budget progress of each business division, accurately identify the discrepancies between forecasts and actual results, and discuss countermeasures; as well as other important meetings on business execution. At such meetings, Outside Directors actively express their opinions as necessary. In such ways, the Board carries out its monitoring and supervisory functions effectively.</li> <li>• All committees and meeting bodies serving as advisory panels to the Board of Directors are transparent and objective, and are functioning properly.</li> <li>• Every year, an evaluation of the previous fiscal year is conducted to identify challenges. As such, initiatives and measures to further improve the Board of Directors' effectiveness are being implemented with much dedication.</li> </ul>
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A. Status of initiatives addressing challenges encountered in the previous fiscal year

FY 2023 Initiatives		Progress
Deepen business portfolio discussions on increasing corporate value	Scrutinize each business from a capital cost perspective, and deliberate on selection and intensive investment	<ol style="list-style-type: none"> <li>1. Made new investments in new growth businesses such as JP-Holdings, Inc. and Kenko Saiken Co., Ltd. On the other hand, made the decision to withdraw from the clothing rental subscription service, judging that the objective of fully acquiring the service would not be achieved, and decided to dissolve EDIST Co., Ltd.</li> <li>2. In terms of building a basis for discussing selection and intensive investment, made further progress with the comprehension and analysis of our business status.</li> </ol>
	Make decisions promptly and with the necessary review process	Deepened discussions at the Board of Directors meetings. In order to swiftly conduct discussions and decision-making regarding our business portfolios, we need to further strengthen our organization and functions for overseeing businesses in a cross-sectional manner.
	Promote cross-organizational digital strategy aimed at increasing productivity and efficiency	<ol style="list-style-type: none"> <li>1. Proceeded with our plan to install RFID tags.</li> <li>2. Regarding digital strategy to improve productivity and efficiency and the shift to cloud computing, discussions were held, basically as scheduled. Owing to some external factors, the shift to a data center system had to be prioritized.</li> </ol>
Consider a personnel evaluation system focused on solving business challenges	Position the management class (including Operating Officers) evaluation system as a priority, and periodically confirm and verify the progress	Made progress with our discussions on a more effective evaluation system that prompts awareness of the management class to execute and innovate and that is also based on a medium-term perspective.

and the commitment of employees to their work	Share information and issues discussed at the Directors Evaluation Committee with Board members	From the perspective of monitoring human capital management, the Directors Evaluation Committee as well as the Board of Directors deliberated on the issues with the performance evaluation system and next-generation development.
		With regard to our important theme “human capital management and R&D improvement,” the progress on implementation was checked and further discussions were held.
Enhance discussions on measures to help capital markets better understand Duskin		The section in charge of Investor Relations periodically reported on the Company’s status in the capital markets and the responses received from institutional investors. Deliberations on company value also progressed in greater detail.

## B. FY2024 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, 2025 (FY2024), the Company will focus on the following initiatives:

1. Continue discussions on business portfolio optimization and corporate value improvement.
  - a. While securing continuous revenue streams, continue examining each business from the perspective of capital cost, and through discussions on selection and intensive investment, make further progress in discussions about future business portfolio structure.
  - b. Promote cross-organizational digital strategies aimed at lifting productivity and efficiency.
2. To further clarify the responsibilities of business management, review the evaluation system for officers. At the same time, identify a diverse range of management personnel candidates by training employees.
  - a. Continue treating the evaluation system for management personnel (including Operating Officers) as a priority issue and proceed further with discussions.
  - b. Motivate employees to achieve self-development. Identify management personnel candidates among women and the younger generation.
3. Conduct fruitful discussions on coexistence with society and enhance corporate value.
  - a. Accelerate discussions on the medium- to long-term vision for sustainability management.
  - b. Provide more detailed explanations on sustainability initiatives and corresponding efforts.

For media inquiries on this matter, please contact:

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