




HELLO
IT'S A
NEW
DAY

Duskin official website
<https://www.duskin.co.jp/english/>



Every Day Is a New Day

People tend to take the days for granted as they go by.
But the wonderful times in life come about
when we do our best each and every day.
That's why we believe it's important
to stay in tune with our customers
and to support them as best we possibly can.

“Day after day, beginning with today,
both you and I have a chance to begin our lives anew.”

As our founder Seiichi Suzuki stated,
part of our management philosophy is to create
something new and different out of what might be a mundane day.
The whole idea is to keep the excitement there
today, tomorrow and into the future.

A free and flexible approach leads to a new kind of enrichment to life
— and that means fun moments.
We consider it our mission to sow the seeds of joy
amongst people and communities.

DUSKIN

Duskin Co., Ltd. will be celebrating the 60th anniversary of its foundation
on November 16, 2023.





1



2



3



4



5

Keeping up the spirit of challenge and new ideas to create newness every single day

Duskin has launched countless businesses and projects through the present time. We continuously take up new challenges. Sometimes we might fail, but in this way, we stay a step ahead of customer needs, anticipating what it is that they would like next and creating it.

We begin to get an idea of what is needed by first listening to each of our customers. We think about our customers' lives — and how to make them smile.

We want our customers' lives to be full of pleasant surprises and happy moments: that is, a new day every day. And we challenge ourselves to helping to make that happen, now and into the future.

1. Feb. 1999: First Katsu & Katsu pork cutlet restaurant opens in Shikinzan Koen Park in Osaka. 2. Aug. 1986: Duskin's first water purifier, Oishii Mizu launched. 3. Nov. 2020: Sales launched for TuZuKu Long-lasting Disinfectant and Cleaner, an antimicrobial, sanitizing cleaning product developed in a joint project with Fujifilm Holdings. 4. Apr. 1985: Kukiban, Duskin's first air-purifier rental service, including regular filter changes and maintenance, launched. 5. Oct. 1991: Sales launched nationwide for Beauty Clean, an automatic washing device for men's urinals. 6. Apr. 1971: Mister Donut pilot shop opens in Minoh City, Osaka Prefecture. 7. Oct. 1964: Nationwide sales launched for Home Duskin, our first home-use dust control product line. 8. May 1970: A partnership agreement is formally signed with Mister Donut of America. 9. Apr. 1971: When Mister Donut is first established in Japan, the shop offers 143 kinds of donuts and 11 types of beverages. 10. May 1961: Founder Seiichi Suzuki travels to the United States for the first time, where he encounters the dust control business. 11. Sept. 1971: The Hai Mop, a home-use mop equipped with superior features, is perfected. 12. Jan. 1987: Duskin becomes the first Japanese company to win the International Franchise Association (IFA) Hall of Fame Award. 13. Oct. 1978: First store of Rent-All, which offers rentals of home-use products for hobby, travel, baby goods and other items, opens. 14. Jan. 1971: ServiceMaster, a professional cleaning service, is launched. 15. Mar. 2021: The simple and compact MuKu cleaning tool series is launched nationwide.



6



7



8



9



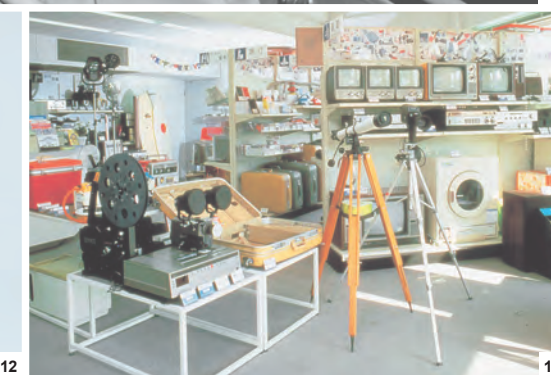
10



11



12



13



14



15

To be one of the most essential companies for society for many years to come



山村輝治 大久保裕行

Teruji Yamamura
Board Director and
Chairman

Hiroyuki Okubo
Representative Director
President and CEO

This year, we will mark our 60th anniversary on November 16. We would like to express our sincere appreciation for your longtime support and patronage.

In early 1960s, cleaning was one of the household chores that required a lot of hard work. People swept up dust using dusters and brooms and then wiped the floor and other surfaces with a damp cloth. Against this backdrop, our founder, Seiichi Suzuki, acquired the know-how for dust control — dry cleaning without using water — from abroad. He then established Duskin in 1963 and developed a chemically treated dust cloth named Home Duskin. He started the rollout of this innovative product through a rental system. The system is a socially and environmentally friendly method based on the idea of repeated and shared use. Later on, he made a trip to the United States and was impressed with Mister Donuts' delicious handmade donuts. With a wish to introduce this American taste to the Japanese people, he opened the first Mister Donut shop in Minoh, Osaka in 1971.

To quickly expand the businesses nationwide, he adopted franchising, a revolutionary system at the time. He selected local people—those born and raised in the communities who can run their business in their familiar areas—as franchisees.

He then developed a variety of businesses, with the wish to help enrich people's mind and life. Today, all of us at Duskin, humbly grateful to our customers for their 60 years of support and patronage, carry on our founder's expressed desire to sow the seeds of joy to people and communities. We continue to adhere to the philosophy of unifying business and morals, a philosophy based on creating better social and business values simultaneously.

We are always flexible in our response to environmental changes and we take on new challenges.

Duskin is currently implementing measures under its Medium-Term Management Policy 2022 (fiscal year ending March 31, 2023, to fiscal year ending March 31, 2025) within Phase III of its long-term ONE DUSKIN strategy. The strategy is aimed at uniting all Duskin businesses so as to serve our customers in the most effective and courteous manner.

The Direct Selling Group, which provides mat and mop rentals as well as cleaning and technical services, dedicates its all-out effort to meeting the changing social needs; while restrictions on economic activities during the pandemic were gradually eased, there remains a growing awareness of the importance of hygiene and cleanliness. The Food Group with its core Mister Donut business, is committed to enhancing customer satisfaction by delivering more delicious products and building systems to improve customer convenience.

Developing people — This will lead to the building of a solid business foundation.

Human capital is the backbone of our business. If each and every Duskin employee thinks and acts with clear goals, based on Duskin's management philosophy, the company will grow further and remain valuable to society.

As part of our human resource development program, we introduced an online learning platform for employees' self-development. We are confident that the opportunities for employees to learn new skills such as IT and other

competencies on a variety of themes will surely strengthen their capabilities to fulfill their goals. Another personnel development effort is the creation of a Continuous Process Improvement team within the company. This team is focused on raising the awareness of our employees to think and act accordingly as well as to boost their productivity.

We continue to treasure interpersonal connections and gracious hospitality we have fostered. We further hone our strength — the human side of our businesses that cannot be replaced by AI. With these strengths, we will redouble our efforts to embark on measures that promote personnel development.

We make it a goal to become a sustainable company.

Our environmental policy states, "To achieve a more sustainable society, Duskin maintains a strong focus on sound business and environmental conservation." To help create a recycling-oriented, decarbonized society, we have formulated and begun implementing Duskin Green Target 2030 as an environmental management goal extending to year 2030. With the slogan of ONE DUSKIN, all our businesses within the Duskin Group will join to contribute to achieving a more sustainable society. The group is committed to executing Duskin's joint initiatives for sustainability.

We are proactive in meeting society's expectations. We are inspired by our stated mission which is to sow the seeds of joy to people and communities, now and in the future. We, together with our franchisees, remain focused on taking on challenges to be one of the most essential companies for society for many years to come.

Management Vision **To be the most attentive service provider in the world**

Long-term strategy

ONE DUSKIN

We aim to unite all Duskin businesses so as to serve our customers in the most effective and courteous manner.

ONLY ONE

A one and only franchise system where franchisor and franchisees share our Management Philosophy
To be a unique group of companies that contribute to creating communities where people are connected, safe and live happily

NUMBER ONE

The most trusted franchise business in the community
To become the most reliable service provider, proactively anticipating customers' needs and providing innovative solutions

ALL FOR ONE

All business units and services join to respond to the needs of our customers
To commit to an all-out, system-wide effort to provide the best services for our customers

The 3 phases toward fulfilling ONE DUSKIN



Note: FY2021 was a preparatory period in which we monitored the trend in coronavirus infections before kicking off our next step.

Medium-Term Management Policy 2022

Basic policy

Unify business and morals (that is, pursue greater economic and social value alike) by reforming our portfolios to address the changing business climate and solve social issues.

Three strategic themes

1	Reforming our business portfolios	Reforming our business portfolios to address the changing business climate and solve social issues
2	Establishing a solid foundation	Solidifying our business base to enhance corporate value
3	Coexistence with local communities	Actions towards a sustainable society and management

Our founder's philosophy lives on

Attentive care for our customers is our ultimate focus. This is guided by our founder Seichi Suzuki's enduring life principles reflected in Duskin's philosophy of Prayerful Management.

Each day we strive to stay true to his belief that profit is the reward of joyous transactions. Moreover, all of our employees incorporate his philosophy of putting customer happiness first in all aspects of our daily lives.



Duskin Founder
Seichi Suzuki

Seichi Suzuki was born in Hekinan City, Aichi Prefecture in 1911. He joined Ittoen in 1938 and then established Kentoku Company in 1944. From that time onward, Suzuki followed his principle of Prayerful Management, his purpose being to integrate moral and business goals in both his own and his company's business practices. He founded Duskin in 1963 and paved its path to becoming Japan's first multi-franchise business enterprise. Seichi Suzuki passed away in 1980 at the age of 68.

Founder's
Story



Management Philosophy

*Day after day, beginning with today
both you and I have a chance
to begin our lives anew.*

*Whether our lot today be profit or loss,
be spiritually ready for loss.*

*As a planter would, let us sow the seeds of joy
to every person we meet each day.*

*For everyone, for you and me,
may we lead our lives in this world to the fullest,
realizing our maximum spiritual and material potential.*

To this very day, we at Duskin continue to chant our management philosophy in unison every day and reconfirm our belief in the values it stands for. Also, all new employees and franchisees joining the Duskin Group are expected to uphold this philosophy.

Founder Seichi Suzuki cleans the entrance of the Osaka City Central Public Hall on New Year's Day, 1976.

Pursuing the philosophy of Prayerful Management through franchising on the basis of our unwavering principles

Our Management Philosophy in 4 steps

1

Taking every day as a chance to start anew

Managing a business is not all up to the manager. It takes every single employee, as an active participant in management, to pursue self-improvement.

2

Humanity above all else

We are spiritually ready for possible losses and dare to choose this path in order to serve humanity to the utmost.

3

Keep doing what makes people really happy

We pledge to always sow the seeds of joy for people and communities. All our businesses reflect this caring and joyful spirit.

4

Striving to make this world a place where we can serve others and give each other a sense of purpose in life

We genuinely enjoy providing spiritual enrichment for people.

Franchising to achieve our business philosophy

Duskin launched its franchising system with the hope that it would provide opportunities to make dust control into a successful business for people aligned with its philosophy.

Thanks to this system, we are able to pass on our business philosophy to our franchisees and thereby ensure that each individual involved with Duskin supports management with the same passion.



National training session for Duskin's franchise chain (1964)

Prayerful Management

Bringing the seeds of joy to as many people as possible

Part of our philosophy is that we deliver joy and attentive care to all people and their communities — and we know how important it is to fully understand the needs and opinions of our customers and to address their needs appropriately. This is Duskin’s unique style and something we will never change.



Not only do we offer products and services, but we are also ready at any time to help customers solve their issues. Keeping one step ahead with our solutions, we stay in tune with their specific needs.

Examining the day-to-day life of our customers and listening to their opinions and requests, we develop our products and services with flexibility. We work through a process of trial and error on a daily basis to help make sure that our customers are as happy as they can be.



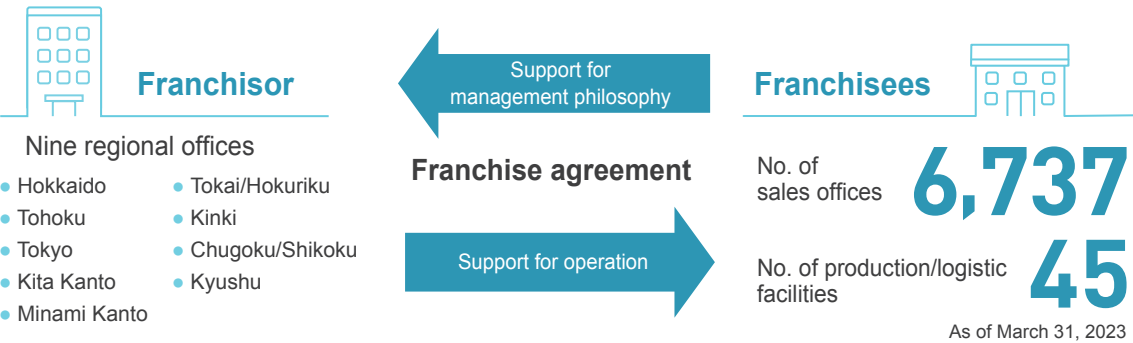
Besides customer touchpoints such as direct selling scenarios and in stores, Duskin also has Contact Centers and Customer Centers. We strive to be readily available and highly convenient for our customers at all times, an approach that includes instituting an online ordering system and special membership website.

In 1964, Duskin brought the franchise system from the United States to Japan, where it took root. From this time onward, Duskin’s business field grew dramatically. Our goal is to be trusted and viewed as a reliable company everywhere, regardless of country or region.

Our franchise system

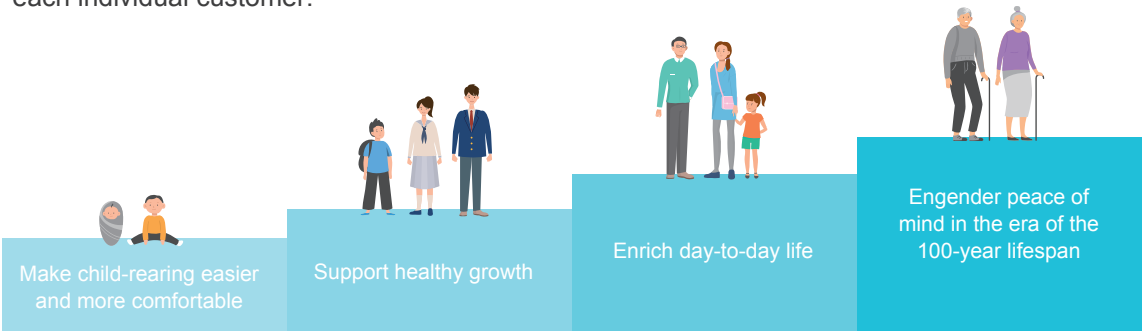
Duskin operates a myriad of businesses under its unique franchise system. As franchisor, we share the same business philosophy of Prayerful Management with our franchisees and grow together with them.

Duskin’s strengths lie with its franchises, where solid ties — unconfined within the boundaries of business — give rise to a rare sense of unity and organizational strength.



An array of services designed to serve our customers over a lifetime

Taking a close look at the changing times and diversifying lifestyles, our goal is to enrich daily life of our customers. Duskin engages in a wide variety of businesses to suit every stage of life and support each individual customer.



Our starting point is literally “listening to the customer”

Because Duskin considers the opinions of our customers to be of primal importance, we have set up our systems to ensure that we can answer their diversifying needs. We pay close attention to any issues or complaints that our customers have, all with a view to moving forward in such a way that we serve them better.



Our Businesses

Duskin has a diverse array of locations and shops around Japan, providing products and services to meet customer needs everywhere.

Direct Selling Group



Clean Service
Rental and sales of cleaning and hygiene products

Six categories of the Clean Service (Number of franchise units)

- Dust Control (1,838)
- Clean Service (1,570)
- Air Control (1,528)
- Water Control (1,600)
- Wipeful Service (1,452)
- Drink Service (715)



ServiceMaster
Professional cleaning service
1,183 locations



Terminix
Pest control and comprehensive sanitation management
553 locations



Merry Maids
Home cleaning and helper services
790 locations



Total Green
Plant and flower upkeep
166 locations



Home Repair
Fixing scratches and dents
103 locations



Uniform Service
Leasing, sales and cleaning of uniforms
215 locations



Health & Beauty
Natural cosmetics and health foods
459 locations



Rent-All
Rental of special event and daily use items
102 locations
(Of which, 57 offer rentals of baby goods.)



Health Rent
Rental and sales of home health care items
180 locations



Duskin Life Care
Quality home care for seniors
96 locations

Main Subsidiaries and Affiliates



Duskin Healthcare Co., Ltd.
Hygienic environments for medical institutions



Azare Products Co., Ltd.
Manufacture and sales of cosmetics



Kyowa Cosmetics Co., Ltd.
Cosmetics sales



Chugai Sangyo Co., Ltd.
Design and sales of uniforms



EDIST Co., Ltd.
Fashion rental services

Food Group



Mister Donut
Homemade donuts and a variety of menu items
997 shops



Pie Face
Pie specialty stores from Australia
1 shop



MOSDO
Collaboration with MOS Burger
1 shop
Launched under a business tie-up between MOS Food Services and Duskin.

Main Subsidiaries and Affiliates



Katsu & Katsu Co., Ltd.
Japanese pork outlet restaurants



Ever Fresh Hakodate Co., Ltd.
Manufacture of frozen foods

Overseas Development

Duskin has adapted business models from around the world to suit the needs of individual countries and regions, expanding aggressively with a focus on the rapidly growing Asian economies.



Dust Control and Care Service
Our circle of cleanliness extends overseas
Duskin's overseas expansion started in Taiwan in 1994. Since then, it has extended to the fast-growing Chinese market (Shanghai) in 2006 and continues to this day to develop both residential and commercial markets overseas.

2 markets
Taiwan and Shanghai
25 locations



Mister Donut is welcomed across borders
Everybody loves Mister Donut! We have a presence in four overseas markets: Thailand, the Philippines, Taiwan and Indonesia.

4 markets
Thailand, the Philippines, Taiwan and Indonesia
11,362 locations



Two brands come together
Duskin acquired this donut chain in Malaysia and Cambodia and made it a subsidiary in 2017. With our joint knowledge and know-how, we are increasing our presence in these regions.

2 markets
Malaysia and Cambodia
87 locations

- The number of sales locations above is as of December 31, 2022.
- The Mister Donut business locations include shops operated under master franchise agreements.

• The number of locations, franchise units and shops represents domestic operations only, as of March 31, 2023.
• The number of locations for the Direct Selling Group represents the number of franchise agreements.
• Because some business locations operate multiple businesses, the number of locations above may differ from the actual number of offices.



We deliver on our commitments to our customers

As lifestyles change, we are also seeing tremendous changes in approaches to hygiene. The Duskin Group works together to respond to customers' daily needs through our wide range of businesses, including hygiene and cleanliness solutions.



Protecting what our customers take for granted in daily life

The Direct Selling Group helps our customers achieve an appropriate rhythm in day-to-day life in three key areas: hygiene, work-life management and senior support, in accordance with diversifying customer life and work styles. In particular, we focus on creating healthy environments as a professional provider of hygiene services, drawing on the know-how we have accumulated over many years.





衛生環境を整える
DUSKIN
Clean Service



Rental and sales of
cleaning and hygiene products

We help to keep your home, office or store clean and comfortable at all times. Our sales representatives visit your location, offering rentals and sales of cleaning and hygiene equipment as well as helping our customers create a comfortable environment in accordance with specific living spaces and workplace needs.

Regularly scheduled rental
services that meet customer
needs

Our sales representatives visit our customers on a regular basis, delivering their rentals and supporting them with any difficulties they may have.

No. of sales reps.
Approx. **58,000**
As of March 31, 2023



Six Categories
of the Clean Service



The Clean Service offers a broad array of useful and appealing products. Some of our products help make day-to-day living cleaner or support a more comfortable and hygienic lifestyle, while others simply make life more convenient.

Dust Control

No. of franchise units: 1,838

We offer products that help keep our environment and day-to-day life clean and comfortable, including mops, cloths and mats.



Clean Service

No. of franchise units: 1,570

This service helps maintain bathroom spaces, keeping them clean and hygienic. We deliver hygiene products for a more comfortable environment.



Air Control

No. of franchise units: 1,528

This service includes regular filter replacement and device maintenance for items such as air purifiers and deodorizers, with a view to achieving clean air.



Water Control

No. of franchise units: 1,600

We offer periodic filter replacement so that items such as water purifiers and bathroom shower head water purifiers can be used in a hygienic manner.



Wipeful Service

No. of franchise units: 1,452

We provide high-quality wipe cloths developed for industrial use, offering full support to manufacturing and repair plants for creating a hygienic environment.



Drink Service

No. of franchise units: 715

We deliver authentic coffee, natural mineral water and more on a regular basis. We also offer a convenient rental serving station.



Uniform Service 215 locations

Leasing, sales and cleaning of uniforms

This service provides a comprehensive support package of uniform leasing and sales, cleaning, maintenance, as well as pick-up and delivery. We have a wide selection of uniforms for a range of different industry sectors. For our uniform cleaning service, we employ highly hygienic methods, including the use of peroxyacetic acid detergent, which has germicidal properties.



Health and Beauty 459 locations

Natural cosmetics and health food sales

Our products include skin care cosmetics that help bring out the natural beauty of the skin, and health food items made from natural ingredients. Duskin helps customers age beautifully and maintain both good physical and mental health.





プロのおそうじ

ServiceMASTER

1,183 locations



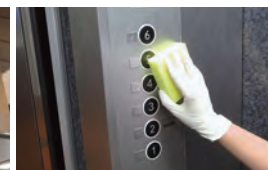
Residential customers



Commercial customers

Professional cleaning service

With professional techniques and equipment, we address the variety of issues that customers tend to face pertaining to cleaning, from house to office and shops.



緑と花のお手入れ

Total Green

166 locations



Residential customers



Commercial customers

Plant and flower upkeep

We provide regular maintenance including pruning, weeding, pest control and lawn upkeep. For commercial locations, we also offer such services as management and maintenance of vegetation and ornamental plant rentals.



害虫駆除・総合衛生管理

TERMINIX

553 locations



Residential customers



Commercial customers

Pest control and comprehensive hygiene management

Applying our knowledge and technique as professionals, we eliminate and prevent invasion of pests such as cockroaches, termites and mice in homes, restaurants and offices, using methods that are both environmentally and human-friendly.



住まいの補修

HomeRepair

103 locations



Residential customers



Commercial customers

Fixing scratches and dents

With this service, we address our customer's troubles in their homes or office locations, including holes in the walls, scratches on the floors and dents on the doors, with our original techniques and services.



家事の代行

merry maids.

Merry Maids

790 locations



Residential customers

Home cleaning and helper services

This customer-tailored, in-home service assists customers on a variety of cleaning and housework tasks. We have a variety of plans designed to meet customer needs, either on a regular basis or simply as needed.



New initiatives



DUSKIN WASH

Duskin Wash

Wash, dry and fold

Doing laundry is a time-consuming daily chore. We take that burden off by collecting home laundry in a dedicated bag, washing and tumbling dry separately and then neatly returning it to our customers.



暮らしの安心駆けつけ

DUSKIN RESCUE

Duskin Rescue

Rapid maintenance

We rush to the rescue with proven technology and reassuring support, swiftly solving key loss and other emergency situations that challenge daily living.



Rent-All 102 locations
(Of which, 57 offer rentals of baby goods.)



Residential
customers



Commercial
customers

Comprehensive event support

This service provides comprehensive support from event planning to setup, operations and removal. We also offer hygiene solutions for venues through our Event Hygiene Services. In addition, rental services are available for a wide range of items, from event-specific items to baby goods and products necessary for daily life.



Health Rent
180 locations



Residential
customers

Rental and sales of home health care items

We engage in rentals and sales of nursing care products to facilitate the physical independence of users and to assist them directly where needed. Specialized consultants provide appropriate products in line with living environments and personal circumstances of individual users.



Duskin Life Care 96 locations



Residential
customers

Quality home care for seniors

Our care staff visit the homes of seniors or facilities for the elderly to provide support services such as physical care, housekeeping and dementia care. We put together packages of services tailored to meet the requests of the individuals themselves or their families.



Note: These services are not covered by Japan's long-term care insurance system.



Direct Selling Group: Main Subsidiaries and Affiliates



Duskin Healthcare Co., Ltd.

Hygienic environments for medical institutions

Providing everything from cleaning, washing and sterilization of medical equipment and sophisticated hygiene management to integration of logistics, this integrated service helps create the optimal hygienic environment in medical and welfare facilities and achieve efficient operations. It also provides a highly specialized service focused on infection control.



Azare Products Co., Ltd.

Manufacture and sales
of cosmetics

Apart from manufacturing and wholesaling its own brand of Azare cosmetics and quasi-drugs, this company also engages in manufacture of OEM products for other companies. Through a comprehensive approach from formulation development to manufacturing and quality control, they make the safety of their cosmetics a top priority.



Kyowa Cosmetics Co., Ltd.

Cosmetics sales

Specializing in sales of OEM cosmetics and quasi-drugs for other companies, as well as sales of their own brand cosmetics, their breadth of experience and proven technology allow them to meet the needs of their business partners and manufacture products that guarantee high levels of customer satisfaction.



Chugai Sangyo Co., Ltd.

Design and sales
of uniforms

They offer comfortable uniforms with enhanced hygienic and functional properties — always with the needs of working people in mind.



EDIST Co., Ltd.

Fashion rental services

This is a clothing rental subscription service that gives working adult women access to the latest coordinated outfits, carefully selected by fashion stylists.

Bringing happy moments to everyone, at any time

The Food Group continues to develop products that answer customer needs, as well as to create comfortable, welcoming spaces. We are in the business of delivering more delectable choices and more fun to customers of all generations.



Mister Donut
997 shops



Homemade donuts and a variety of menu items

We deliver moments of happiness through our delectable array of donuts that absolutely everyone has fun choosing. Our goal is to create shops where anyone and everyone at any time happens upon good things every time they come in.



New value with a full range of products and campaigns

At Mister Donut, we work to bring customers new and delicious selections. Under the MISDO Meets theme, we offer new value with products jointly developed with other companies, while the MISDO GOHAN menu offers light meal choices other than donuts, which customers can enjoy at any time of the day. In addition, the MISDO Online Ordering system makes it even easier for customers to order ahead as well as to get takeout.

MOSDO!
MOSDO
1 shop

Collaboration with MOS Burger

This collaboration shop brings together MOS Burger and Mister Donut. Enjoy the menu, full of both brands!

Launched under a business tie-up between MOS Food Services and Duskin.





Pie Face 1 shop



Pie specialty stores from Australia

Pie Face specializes in traditional Aussie meat pies and sweet pies. With unique face decorations, these pies deliver smiles to our customers every day.



Food Group: Main Subsidiaries and Affiliates



Katsu & Katsu

Japanese pork cutlet restaurants

This is a chain of 15 restaurants located mainly in Osaka. Specialized in Japanese pork cutlet, the menu of Katsu & Katsu features carefully selected ingredients, including soft and juicy pork and wonderfully textured raw bread crumbs. The result is simply a mouthwatering fresh-fried treat.



Ever Fresh Hakodate Co., Ltd.

Manufacture of frozen foods

While engaged in the manufacture of Mister Donut and Pie Face products, Ever Fresh Hakodate mainly supplies for our Food Group businesses. The company has also external OEM deals for manufacturing of finished products.

Our journey so far

Before our founding

1944

Our founder Seiichi Suzuki established a wax manufacturing company. This marked his first steps towards unifying business and morals under the principle of Prayerful Management.



Dr. Evans and his wife with Seiichi Suzuki

1959

Suzuki was providing building maintenance and selling cleaning products when he met Dr. Melvin J. Evans, the founder of the DIA Movement in the United States (a movement that sought to strengthen cooperation between companies and their employees through workplace democracy). They realized that they shared the same business philosophy and developed a deep friendship.

Moreover, Suzuki gets to learn about dust control from Canadian linen supplier CEO, Mr. Mendelson, whom he met through Dr. Evans. He continued learning more about America's genuine franchising business model — all thanks to his encounter with Dr. Evans that marked a great starting point for Duskin's development.



Mr. Mendelson and Seiichi Suzuki

1963-

1963

Duskin Co., Ltd. is established. Dust Control business conducts its first briefing attended by 29 participants from 14 franchise units. The management philosophy is announced during this session.

Suita Laundry Plant opens for manufacturing and processing of dust control products.



Opening ceremony of Suita Laundry Plant

1964

The company develops its first product line for residential use, Home Duskin, and conducts test sales.



Brochure used at the time for recruiting franchisees



Home Duskin

Working closely with people and society, Duskin sows and spreads the seeds of joy

Duskin began with founder Seiichi Suzuki's idea of reducing the discomfort of damp-cloth cleaning using cold water. Ever since then, we have continued to develop with a view to improving the lives of our customers.

1963-



A cleaning revolution in Japanese homes

Duskin identifies customer needs and develops ideas, products and services to respond to those needs. We adopted the franchising business model from an early stage, establishing systems to deliver our products and services to customers around Japan.

Direct Selling Group

1963 Duskin is established, and the Suita Laundry Plant opens. The company's first commercial dust control mop and mat are released.



1964 Home Duskin, the company's first product line for residential use, launched nationwide.



1971 Professional cleaning services launched through a business affiliation with U.S.-based company, ServiceMaster.

1976 Cosmetics sales (currently called Health & Beauty) launched via tie-up with AGA Co., Ltd.



1977 Pest control and environmental hygiene management service (currently called Terminix) launched.

1978 Japan's first suitcase and baby bed rental service (currently called Rent-All) launched.



1978 Uniform leasing, sales and cleaning business (currently called Uniform Service) launched.

Food Group

1970 Mister Donut business launched. January 27, the date when Seiichi Suzuki decided to start this business in Japan, is established as Mister Donut's founding day.



1971 First Mister Donut shop opens in Minoh, Osaka.

1980-



Doing our part for a sustainable society

Along with implementing franchise systems around the nation, we do our part for society. Our goal is to help create a society where all people can live enriched lives.

1981 Duskin AINOWA Foundation established.



1987 Duskin founder becomes the first Japanese national to receive the International Franchise Association (IFA) Hall of Fame Award.



Direct Selling Group

1982 Management service for medical institutions (now operated by Duskin Healthcare Co., Ltd.) launched.

1989 Merry Maids home cleaning and helper services launched.

1994 Dust Control business launched in Taiwan.

1999 Plant and flower maintenance service (now rebranded as Total Green) launched.



Food Group

1989 Mister Donut franchise rights acquired in Thailand and the Philippines.

1999 Pork cutlet restaurant Katsu & Katsu opens first restaurant at Shikinzan Koen in Osaka.



2000-



Generating new value in everyday life

Duskin offers products and services to match diversifying needs and shifting lifestyles. By turning our attention to the changing times and to the opinions of our customers, we expand our product and service offerings for greater comfort in day-to-day life.

2006 Duskin is listed on the Tokyo Stock Exchange and the Osaka Securities Exchange. (The two securities exchanges merged in 2013.)

Direct Selling Group

2000 Care service launched to assist family caregivers in providing care to seniors (now rebranded as Duskin Life Care).

2004 Rental and sales of home health care equipment (currently called Health Rent) launched.



2006 Dust Control business launched in Shanghai, China.



2009 The first product of the Style series, the Shushu handy mop, launched. (This new design blends in with home interiors.)

The next products launched in the series were the Lalla floor mop and the Style Cleaner.



Food Group

2003 The soft, chewy texture of the Pon De Ring series makes these donuts a huge hit.



2004 First Mister Donut shop opens in Taiwan.¹⁾

2008 Joint business venture between MOS Food Services and Duskin launched.



2010-



Taking up the challenges of addressing social issues

Current circumstances demand an even more hygienic environment. Drawing on our wealth of technique and experience as professionals in cleaning and hygiene services, we help ensure safety in the home and local communities and enable people live worry-free.

2015 The Duskin Museum opens in Suita City, where Duskin was established.



Direct Selling Group

2016 Home Repair (fixing scratches and dents at home) service launched.



2019 Duskin Laboratory opens as a space for co-creating new value.

2020 Rental mops for home use earn the SEK mark for their antiviral, antibacterial, deodorant processing features.

2021 The Direct Selling Group institutes a new tagline: "Creating Healthy Environments."



Food Group

2010 The first MOSDO shop, a collaborative brand initiative with MOS Burger, opens.



2015 Pie Face, a pie specialty store from Australia, is introduced in Japan.

2015 First Mister Donut shop opens in Indonesia.²⁾

2017 Mister Donut launches MISDO Meets, a line of products developed in collaboration with other brands.

2017 Big Apple Worldwide Holdings Sdn. Bhd. acquired as a subsidiary.

2023 First Mister Donut shop opens in Singapore.²⁾

¹⁾ Established through a joint venture company
²⁾ Established through a master franchise agreement

The details of our sustainability actions can be found in the link.

<https://www.duskin.co.jp/english/sus/>



Delivering the seeds of joy to individuals and the greater society — and planting them for our future

Ever since Duskin embarked on its journey, we have worked to meet the expectations of society, sharing and implementing our management philosophy with the goal of doing our part for sustainable development. We will continue to address sustainability issues and boost corporate value.

Our contribution to achieving the SDGs



SUSTAINABLE DEVELOPMENT GOALS

Sustainable Development Goals (SDGs)

The Sustainable Development Goals were adopted at the United Nations Sustainable Development Summit in September 2015, with a view to achieving them by the year 2030. The central promise of the SDGs is “Leave no one behind.”



Economic Value

Ever since we got our start, the Direct Selling Group has helped create hygienic, comfortable environments, while the Food Group has prioritized the safety and peace of mind of our customers. Drawing on the characteristics of each type of business, we answer the diversifying needs of society.



Direct Selling Group

Hygiene



We help create hygienic and comfortable environments by delivering hygiene and cleanliness solutions to our customers in support of their lifestyle and business operations. We are rebranding our corporate image from simply a company engaged in cleaning services to a company forging healthy environments in a broader sense, under the banner of “Creating Healthy Environments.” One such initiative focuses on hygiene management at events and schools.

Work-life management



As people's life and work styles are diversifying, there is a growing need for spending a more fulfilling time at home and for greater work and housekeeping efficiency. To help support the daily lives of workers and their families, we develop high value-added products and services, including home cleaning and helper services as well as professional cleaning services.

Senior support



We offer rental of assisted-living products as well as senior care services that cater to the diverse needs of elderly people. We also provide finely tuned in-home care services that assist the daily lives of seniors and fall outside the coverage of Japan's long-term care insurance system, as well as services for active seniors.

Food Group



To deliver good food and good fun to our customers, now more than ever before we work to continuously improve our regular products, as well as forming partnerships and collaborative projects with other companies. In addition, we are creating hygiene-conscious shops by adopting semi-self-service cash registers and other measures. We are also taking steps to standardize delivery and online ordering services.



Social Value

Duskin strives for a workplace where each and every employee works with a sense of purpose and enthusiasm. Besides actively hiring a diverse workforce, we continue to build a work environment that encourages the healthy development of every employee's potential. Additionally, we support a variety of activities focused on forging bonds between people and building partnerships with local communities.



Work-style reform and health-focused management

Building a work environment that harmonizes work and home life

It is important for us that our employees are healthy and able to balance work and family life. Therefore, in order to create a positive workplace environment, we are implementing various measures with the goal of limiting annual working hours per capita to no more than 1,800 hours and having 100% of our full-time employees, including men, take childcare leave.

Moreover, Duskin was recognized as a company that supports its employees' childcare by receiving the "Kurumin" certification from the Ministry of Health, Labour and Welfare for the second time in February 2023. The company is constantly striving to raise awareness and improve the work environment for all employees to achieve a healthy work-life balance.



Health and productivity management recognized among the "White 500"

In 2023, for the seventh year in a row, Duskin was certified as a Health & Productivity Management Organization under a certification program administered by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi. It was also the fifth time for Duskin to make it into the top "White 500." In cooperation with the health insurance society and the labor union, we maintain and improve the health of our employees and their families.



Duskin Health-focused Management

For Happiness of Employees

We at Duskin will encourage and help employees and their families to maintain and improve their well-being to lead their lives to their fullest potential as reflected in the philosophy of Prayerful Management. We hereby declare our commitment to health-focused management, through which we will support the health of our employees and the sound development of the company to sow the seeds of joy in society.

A diverse and inclusive workplace

Creating a more fulfilling workplace and one that embraces diversity

At Duskin, diversity means nurturing a work climate where employees respect each other regardless of gender, age, nationality or career background.

Our work environment encourages every employee to realize his or her full potential. We meet the challenges of a changing business environment and increasingly diverse customer needs by constantly creating new value and excellence.

Increase the percentage of women in managerial positions to at least 13%



Women in managerial positions
(Number in parenthesis)

13.1% (47)

As of March 31, 2023, Duskin Co., Ltd. only

Hire more people with disabilities and retain them



Employees with disabilities
(Number in parenthesis)

2.8% (62)

As of June 1, 2022, Duskin Co., Ltd. only

Together with communities

Supporting local schools and education

Since 2000, Duskin has supported school education. In collaboration with school teachers, we carry out research on how to use the school cleaning period to develop the abilities of children. The results of this research are presented at feedback seminars held several times a year for the benefit of teaching staff. In addition, our employees visit local elementary schools to present lessons to children on the importance of cleaning.



Number of participating schools

3,905 over 11 years

As of March 31, 2023

Three Duskin facilities earn the WELL Health-Safety Rating

In November 2022, Duskin earned the WELL Health-Safety Rating for three of its facilities: Duskin headquarters building, Duskin Museum (Duskin's corporate museum) and Duskin School (training center). This is a third-party verified international rating that assesses people's well-being and healthy built environments. Based on the knowledge gained from this recognition, Duskin will work towards further development of products, services and initiatives beneficial to its customers and in this way give back to society.



Duskin headquarters building



Duskin Museum



Duskin School



Environmental Value

One way Duskin contributes to creating a sustainable society is by applying the 3R's (Reduce, Reuse, Recycle) plus Renewable over the entire product lifecycle. We also work hard on finding solutions to environmental issues to contribute to building a decarbonized society that is in harmony with nature and has a small environmental footprint.



Environmental policy

Duskin works on contributing to building a more sustainable society, by balancing environmental conservation with operating a business.

<p>Helping build a recycling-oriented society</p> <p>Reduce waste; use resources efficiently</p> <ul style="list-style-type: none"> Prioritize the use of recycling-oriented rental systems Reduce food waste and recycle discarded food Promote the 3R's and renewable methods for plastic container packaging 	<p>Achieving a decarbonized society</p> <p>Take action on climate change</p> <ul style="list-style-type: none"> Reduce CO2 emissions Increase use of renewable energy
<p>Reducing environmental burden</p> <p>Achieve intermittent improvements using environmental management systems (EMS)</p> <ul style="list-style-type: none"> Develop environmentally friendly products and services Practice environmental management based on improving compliance with ISO14001 and similar standards Promote personnel training based on environmental education 	<p>Achieving harmony between people and nature</p> <p>Conserve water resources and biological diversity</p> <ul style="list-style-type: none"> Promote recycling of water used to wash cleaning products and conserve water quality Promote ecosystem conservation Practice chemical substance management and pollution prevention

Environmental goals

Duskin has set forth Duskin Green Target 2030, a set of company environmental management goals through 2030.

<p>Helping build a recycling-oriented society</p> <p>2030 targets</p> <ul style="list-style-type: none"> Reduce food waste by 50% (compared to 2000) Reduce fossil fuel-derived single-use plastics by 25% (compared to 2020) Recycle 60% of plastic containers and packaging 	<p>Achieving a decarbonized society</p> <p>2030 targets</p> <ul style="list-style-type: none"> Renewable energy use rate of 50% Reduce CO2 emissions across the Duskin Group locations by 46% (compared to 2013) Reduce CO2 emissions from the entire supply chain (Scope 3) by 26%
---	---

Building a recycling-oriented society

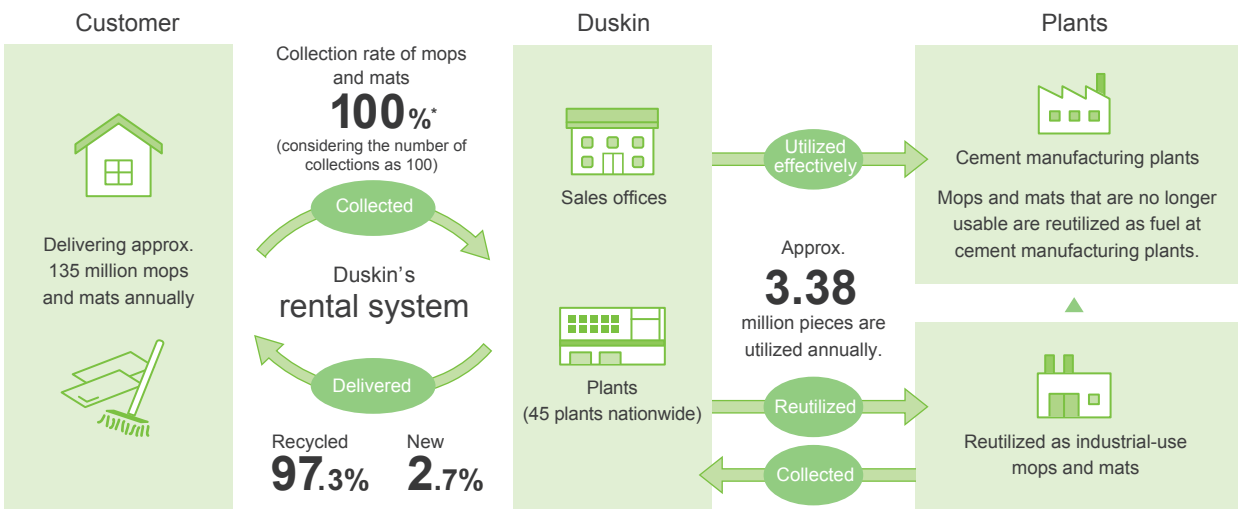


The cleaning tools rental systems that Duskin has successfully popularized in Japan value things based on a "reuse, share, reduce waste and disposal" business approach. Along with an effort to make effective use of limited resources, we promote environmentally conscious business operations.

Reuse of mop and mat products

Used mops and mats are collected from customers and 97.3% of the collected items are processed in the laundry plants and reused.

Duskin's reuse and recycling system

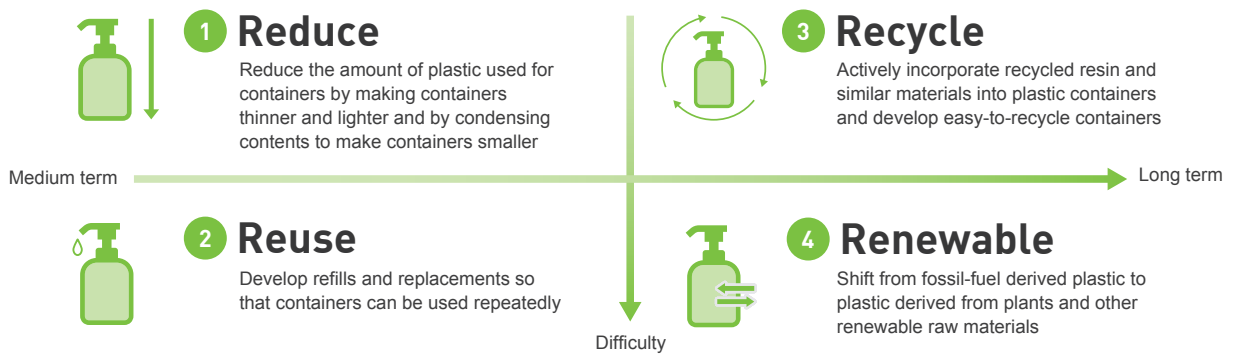


* Excluding mops and mats that were lost at the customer's home or cannot be collected for any other similar reason.

As of March 31, 2023

Reducing container and packaging plastic

Duskin implements methods that make effective use of resources and reduce environmental burden throughout the entire lifecycle of the plastic containers and packaging that we use.



Duskin invests in R Plus Japan, Ltd.

Duskin entered the used plastic resource recycling business by becoming an investor in R Plus Japan, Ltd., a joint capital venture launched in June 2020. Prompted by the need to respond to the globally recognized problem of plastic waste in the ocean, the new business enables Duskin to both fulfill its corporate social responsibility and contribute to the government's resource circulation strategy for plastics.

Mister Donut’s initiatives

At Mister Donut, we are proactively addressing environmental preservation through the so-called Eco-frien-DOUGH-ly activities under the following themes: energy saving, resource conservation, waste reduction and recycling.

Reducing the amount of plastic used

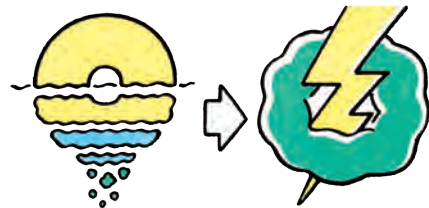


¹Provided for customers dining in-store (except for certain shops) ²Resin straws made partially from biomass ³Paid plastic shopping bags are also available.

Food recycling activities

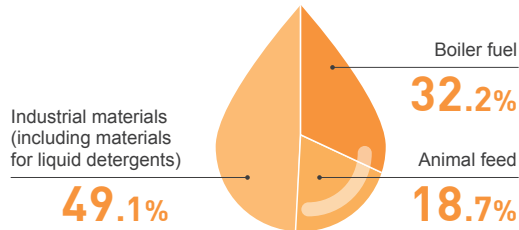
Donut recycling

Mister Donut has been working on reducing food waste as much as possible by reinforcing its management controls through the use of production schedules and disposal checklists. The donuts that are still left over after shop hours are recycled as animal feed.



Donut cooking oil recycling

We recycle old donut cooking oil for use mainly as industrial material and liquid detergent. Some oil is also reused as boiler fuel at Duskin plants or is reprocessed into animal feed. Thanks to all these endeavors, Duskin recycles 100% of its used donut cooking oil.



As of March 31, 2023

Taking action on climate change

Adopting carbon-neutral LNG (CNL)

Since April 2021, the Duskin Tokyo Tama Central Plant has been using carbon-neutral liquefied natural gas (CNL), which is not considered a source of global CO2 emissions. We are working on introducing CNL to our other plants in the future.

Our goal is to expand CNL use and further enhance its benefits within the company through the Carbon Neutral LNG Buyers Alliance, established by 15 companies, including Duskin, together with Tokyo Gas Co., Ltd.



Promoting low-emission vehicles

Duskin is expanding its use of hybrid and other low-emission vehicles, certified for their environmental performance. Consideration is also given to safety, which is why we are proactively equipping service cars with automatic braking.



Duskin endorses the TCFD

Duskin has endorsed the Task Force on Climate-related Financial Disclosures (TCFD) established by the Financial Stability Board (FSB). Along with analyzing the risks and opportunities posed by climate change, we will properly disclose climate change-related information and contribute to building a sustainable society.



Adopting solar power generation systems

Duskin’s company-owned offices strive to reduce fossil fuel derived energy by using renewable energy. Our training facility, the Duskin School, has solar power generation panels installed on some of the building’s glass walls. The Osaka Central Plant has installed a solar power generation system with about 350 panels that generate up to 100 kWh of power.



Osaka Central Plant roof

Food Group shop efforts to reduce CO2 emissions

At Mister Donut shops and other Food Group shops and restaurants, our goal is to reduce CO2 emissions while also maintaining a pleasant space for our customers. Our energy-saving initiatives to minimize the environmental burden include reviews of air conditioner temperature settings and lighting requirements as well as reviews of daily shop operation, such as diligently shutting off lights in the back area and monitoring basic utility usage, but also installation of LED lighting and energy-saving equipment.



LED lighting installed at a Mister Donut shop

Conservation of water resources and biological diversity

Conservation and effective use of water resources

Large amounts of water are used in the laundry process of mops and mats. We continue to receive third-party guarantees for our efforts to control and reduce water intake based on standard usage during processing. Wastewater is treated at our plants under the supervision of an in-house license holder. The water is then discharged based on our internal criteria that are stricter than the imposed legal limits.



Wastewater treatment facility

Nature conservation initiatives

As part of Duskin’s commitment to the conservation of ecosystems, we set up 42 mats on the trails of Hakusan National Park. Our highly durable mats, excellent in collecting earth and sand, prevent seeds of non-native plants from being carried in by hikers on the soles of their boots.



Photo courtesy of the Association for Conservation of Circum-Hakusan Area

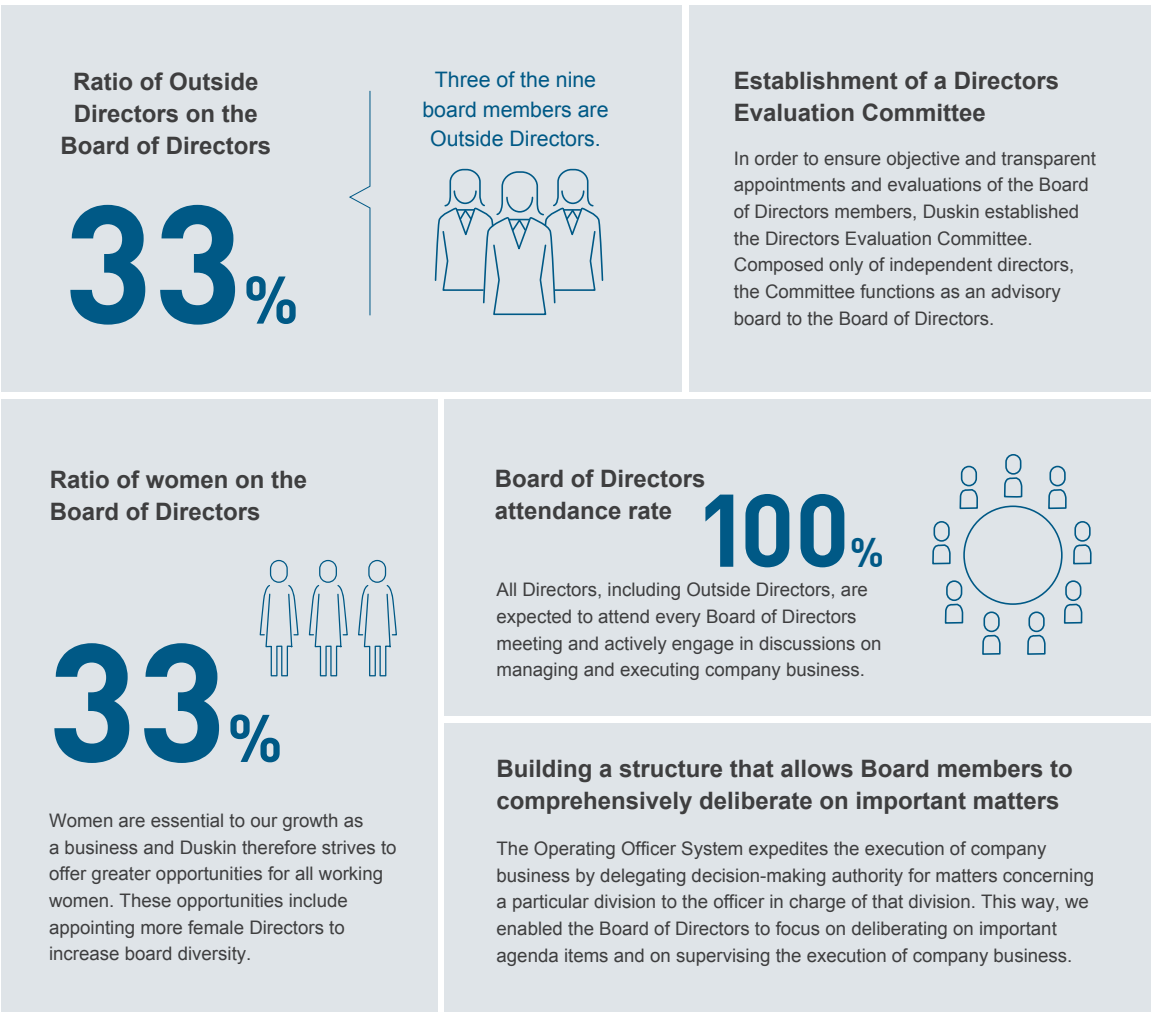


Corporate Value

To meet the expectations of our stakeholders and to achieve sustained growth while enhancing our corporate value in the medium- and long-term, Duskin has made corporate governance a key priority of management. Maintaining compliance guides all of our corporate activities and ensures that we keep focused on continuously improving our corporate value.



Five key characteristics of corporate governance



Compliance and intellectual property

Compliance at Duskin

At Duskin, compliance means always striving to put ourselves in the place of others and acting accordingly. With that in mind, we established the Duskin Code of Conduct to ensure that Duskin conducts business in a socially responsible and reliable manner. Everyone at Duskin abides by the code of conduct in all daily business activities.



Duskin Code of Conduct

Aiming to be a trustworthy and reliable company

1. We always think of customers in everything we do.
2. We observe the law in all that we do.
3. We are ethical in all our actions.
4. We take pride in everything we do.

Protecting intellectual property

Protecting intellectual property is vital to every business and Duskin makes every effort to acquire rights in step with our business development. When Duskin discovers that a third-party has violated our intellectual property rights, we take appropriate action based on the relevant laws and regulations.

Number of intellectual property rights held by Duskin

	Domestic	Overseas
Patent	136	5
Design	68	15
Utility model	3	0
Trademark	361	238

As of March 31, 2023

Stakeholder engagement



Providing products and services that embrace the needs of our customers

Duskin regularly hosts “fan meetings” at various locations around Japan so that we can hear from our customers directly. The meetings provide opportunities for headquarters and regional staff from each business group, franchise owners and even our chairman to directly hear the feedback and needs of our customers, contributing to better products and services.

Company information sessions for individual investors

To prevent the spread of the coronavirus, we have switched from in-person information sessions to sessions streamed live online. We have also introduced on-demand streaming as a way to further reduce the risk of infection and provide opportunities for even more individual investors to view company information sessions.

Total number of viewers

10,123

From April 2022 to March 2023

Product and service development policy information sessions for suppliers

To strengthen partnership with our suppliers, we share our quality guidelines and compliance standards as well as business plan (for example, product and service development policy, purchasing policy) information with them. This year, information sessions were presented online via on-demand streaming.

Number of participating companies

203

From April 2022 to March 2023

Corporate Information

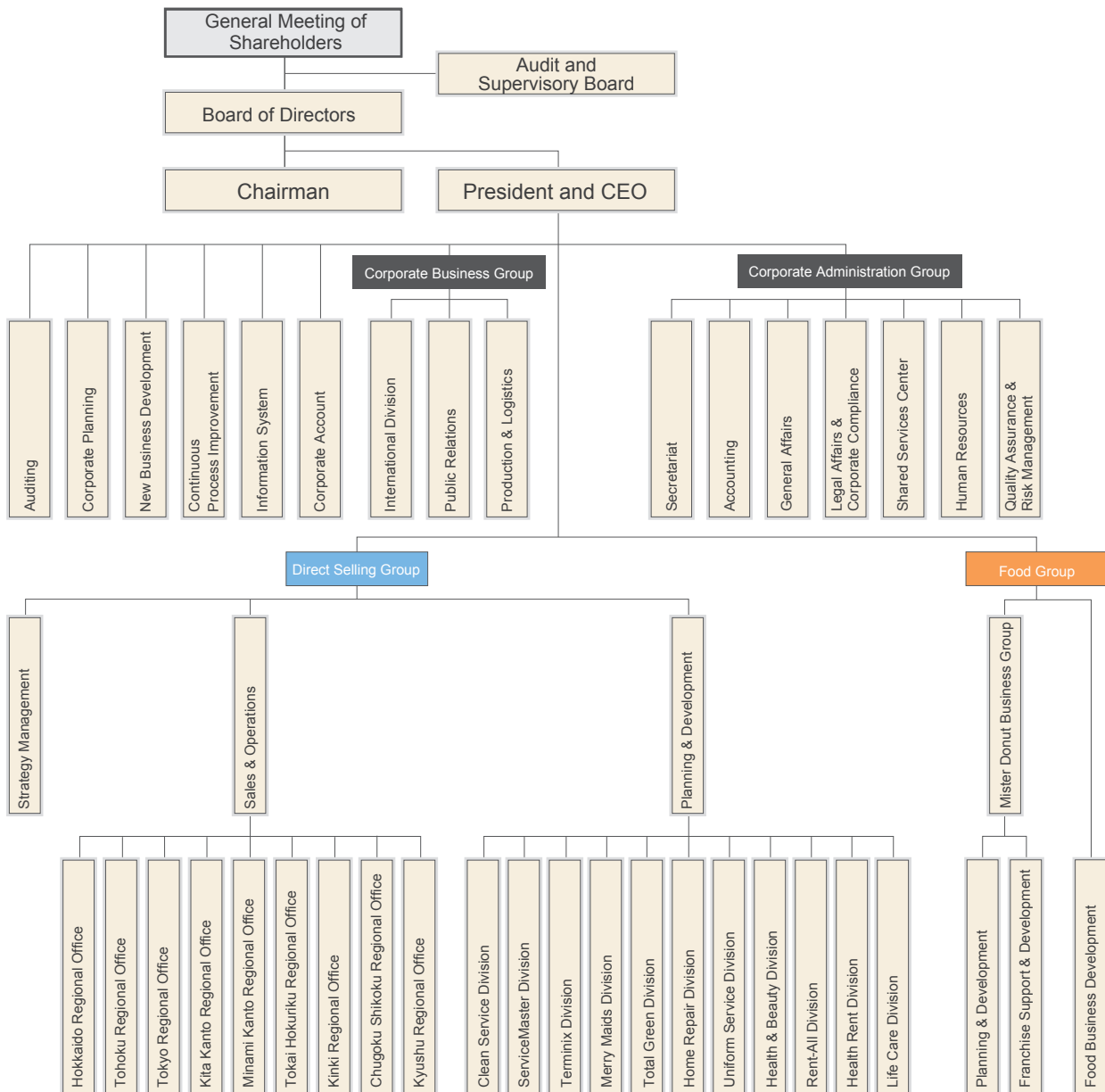
Name	Duskin Co., Ltd.	Date established	February 4, 1963	Customer-level sales ¹⁾	411.7 billion yen (FY2022)
Head Office	1-33 Toyotsu-cho, Suita-shi, Osaka 564-0051	Capital stock	11.3 billion yen	Number of employees	Consolidated: 3,739 Duskin Co., Ltd. only: 1,989
Representative	Hiroyuki Okubo	Sales	Consolidated: 170.4 billion yen (FY2022) Duskin Co., Ltd. only: 138.5 billion yen (FY2022)		As of March 31, 2023

Board Directors and Operating Officers

Board Director and Chairman	Teruji Yamamura	Board Director and Operating Officer	Shinichiro Ueno	Audit and Supervisory Board Members	Hideyuki Naito Takashi Yoshida	Operating Officers	
Representative Director President and CEO	Hiroyuki Okubo	Outside Board Directors	Nobuko Sekiguchi Yukiko Tsujimoto Fumi Musashi	Outside Audit and Supervisory Board Members	Sachiko Kawanishi Kyoichiro Arakawa Hidekazu Saruki	Seishi Nemoto Keiichi Emura Keishi Morita Kazumi Mori Eiji Hirano	Tetsuji Daikuhara Kenji Iida Hideyuki Kanoh Koji Tsukamoto
Board Directors and COOs	Kazushi Sumimoto Tetsuya Wada						
Board Director and CFO	Naoto Miyata						

As of June 23, 2023

Organization



As of May 1, 2023

History

As of March 31, 2023

1963	Feb.	Sani-Clean Company established.
	Nov.	Suita Laundry Plant opens as our first plant for the purpose of manufacturing dust control products.
1964	June	Company name changed to Duskin Co., Ltd.
	Oct.	Sales of Home Duskin products launched throughout Japan.
1967	Sept.	Mop sewing plant (now operated by Wakura Duskin Co., Ltd.) opens.
1969	Aug.	Full membership in International Franchise Association (IFA) given to Duskin, in a first for a Japanese company.
1971	Jan.	ServiceMaster business launched.
	Apr.	Mister Donut business launched. First shop opens in Minoh, Osaka.
	July	Business renting industrial wiper cloth reutilizing scrapped Home Duskin cloths launched.
1976	Nov.	Cosmetics sales business (now called Health & Beauty) launched through a tie-up with AGA Co., Ltd.
1977	Apr.	Pest control business (now called Terminix) launched.
1978	Jan.	Mat manufacturing plant (now operated by Ono Duskin Co., Ltd.) opens.
	Oct.	Comprehensive rental business renting daily commodities (now called Rent-All) launched.
	Dec.	Uniform rental business (now called Uniform Service) launched.
1982	July	Management service of medical institutions (now operated by Duskin Healthcare Co., Ltd.) launched.
1989	July	Merry Maids business launched.
1990	Sept.	Corporate Headquarters, Duskin Pia, completed in Esaka, Osaka.
	Sept.	Ever Fresh Hakodate Co., Ltd. established.
1993	Oct.	New franchise system, Duskin Serve 100 launched.
1994	Dec.	Dust Control business launched in Taiwan.
1999	Feb.	Katsu & Katsu business launched.
	Apr.	Catering business (now called Drink Service) launched.
	Nov.	TruGreen business (now rebranded as Total Green) launched.
2000	June	Home Instead Senior Care business (now rebranded as Duskin Life Care) launched.
2003	Apr.	Quality Assurance Committee (now called Sustainability Committee) initiated for the purpose of establishing quality assurance structure within the company.
	Apr.	Compliance Promotion Committee (now called Compliance Committee) initiated for the purpose of building compliance structure within the company.
2004	July	Health Rent business launched.
	Sept.	Comprehensive capital and business alliance established with Mitsui & Co., Ltd.
	Oct.	Mister Donut business launched in Taiwan.
2006	May	Risk Management Committee initiated for the purpose of building risk management system within the company.
	Nov.	Dust Control business launched in Shanghai, China.
	Dec.	Duskin stocks listed on the first section of the Tokyo Stock Exchange and the Osaka Securities Exchange. Note: The cash equity markets of the Tokyo Stock Exchange and the Osaka Securities Exchange were integrated on July 16, 2013.
2008	Feb.	Capital and business alliance with MOS Food Services Inc. established.
2010	Oct.	Azare Products Co., Ltd. and Kyowa Cosmetics Co., Ltd. acquired as wholly owned subsidiaries.
2014	Mar.	Chugai Sangyo Co., Ltd. acquired as a wholly owned subsidiary.
2015	Oct.	Pie Face business launched.
	Oct.	Duskin Museum opens.
2016	Apr.	Home Repair business launched.
2017	Feb.	Big Apple Worldwide Holdings Sdn. Bhd. acquired as a subsidiary.
2018	Sept.	Capital and business alliance with NAC Co., Ltd. established.
2019	Jan.	Katsu & Katsu Co., Ltd. established.
2021	May	EDIST Co., Ltd. acquired as a wholly owned subsidiary.
2022	Apr.	Listing on the Tokyo Stock Exchange changed from the first section to the Prime Market following the Corporate Governance Code revision.

Subsidiaries and Affiliates

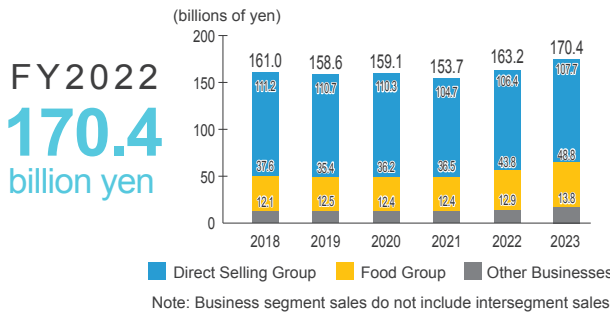
As of March 31, 2023

Subsidiaries	
Duskin Serve Hokkaido Co., Ltd.	Duskin Product Higashi Kanto Co., Ltd.
Duskin Serve Tohoku Co., Ltd.	Duskin Product Nishi Kanto Co., Ltd.
Duskin Serve Kita Kanto Co., Ltd.	Duskin Product Tokai Co., Ltd.
Duskin Serve Tokai Hokuriku Co., Ltd.	Duskin Product Chu Shikoku Co., Ltd.
Duskin Serve Kinki Co., Ltd.	Duskin Product Kyushu Co., Ltd.
Duskin Serve Chugoku Shikoku Co., Ltd.	MD Food Co., Ltd.
Duskin Serve Kyushu Co., Ltd.	MD Food Tohoku Co., Ltd.
Duskin Towada Co., Ltd.	MD Food Kyushu Co., Ltd.
Duskin Utsunomiya Co., Ltd.	Katsu & Katsu Co., Ltd.
Duskin Ina Co., Ltd.	Ever Fresh Hakodate Co., Ltd.
Duskin Echizen Co., Ltd.	Duskin Kyoeki Co., Ltd.
Duskin Yatsushiro Co., Ltd.	Duskin Healthcare Co., Ltd.
Duskin Kagoshima Co., Ltd.	EDIST Co., Ltd.
Duskin Okinawa Co., Ltd.	Duskin Hong Kong Co., Ltd.
Duskin Shuttle Tokyo Co., Ltd.	Duskin Shanghai Co., Ltd.
Azare Products Co., Ltd.	Big Apple Worldwide Holdings Sdn. Bhd.
Kyowa Cosmetics Co., Ltd.	
Chugai Sangyo Co., Ltd.	Equity method affiliates
Wakura Duskin Co., Ltd.	NAC Co., Ltd.
Ono Duskin Co., Ltd.	Duskin Serve Taiwan Co., Ltd.
Duskin Product Hokkaido Co., Ltd.	Mister Donut Taiwan Co., Ltd.
Duskin Product Tohoku Co., Ltd.	

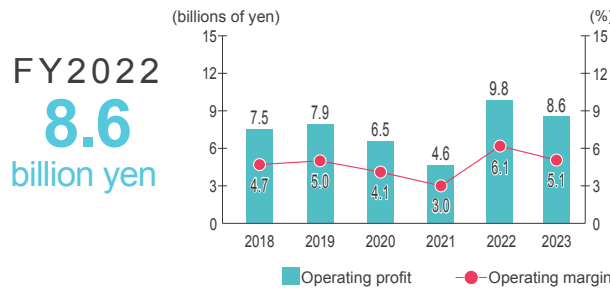
Financial Highlights

Note: All financial figures are in billions of yen, all amounts less than a billion are dropped.

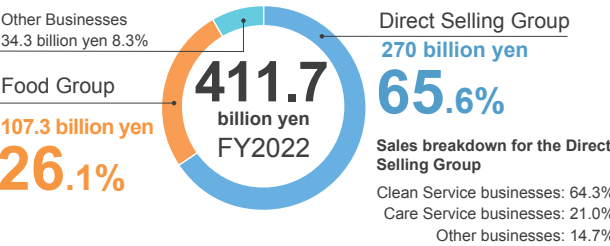
Consolidated sales



Consolidated operating profit



Customer-level sales



¹⁾Customer-level sales are the total of sales at company-owned and subsidiary shops and the estimated sales at franchised shops.