

DUSK!N

HELLO

IT'S A

NEW
DAY

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



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.

01

Connecting **today's** ideas and challenges

We continuously innovate, delivering new products and services the world hasn't seen before, always guided by our customers' voices and needs.

Duskin embarked on its journey guided by this bold spirit of challenge, unafraid of failure.

By embracing challenges, we hope to bring joy and new possibilities to everyone, day by day.

We are determined to keep pushing boundaries, never ceasing to move forward into the future.



1. Nov. 1963: Duskin is founded, with the Suita Laundry Plant as its first production facility. 2. Oct. 1964: Home Duskin, our first home-use dust control product line, is launched nationwide. 3. May 1970: A business alliance agreement with Mister Donut of America is officially signed. 4. Jan. 1971: ServiceMaster, our professional cleaning service, is launched. 5. Apr. 1971: First Mister Donut pilot shop opens in Osaka. 6. Sept. 1971: Hai Mop, our highly functional home-use mop, is launched. 7. Oct. 1978: First Rent-All store opens, offering rentals of home-use products for hobbies, travel, baby goods, and more. 8. Apr. 1985: Kukiban, our first air-purifier rental service with regular filter changes and maintenance, is launched. 9. Aug. 1986: Oishii Mizu, our first water purifier, is launched. 10. Oct. 1991: Beauty Clean, our automatic washing device for men's urinals, is launched nationwide. 11. Feb. 1999: First Katsu & Katsu pork outlet restaurant opens in Shikinzan Park in Osaka. 12. Nov. 2020: TuZuKu Long-lasting Disinfectant and Cleaner, an antimicrobial cleaning solution developed in collaboration with FUJIFILM Holdings Corporation, hits the market. 13. Mar. 2021: The simple and compact MuKu cleaning tool series is launched nationwide.

with **tomorrow's** innovative solutions

Duskin Takes the **Next Stage**

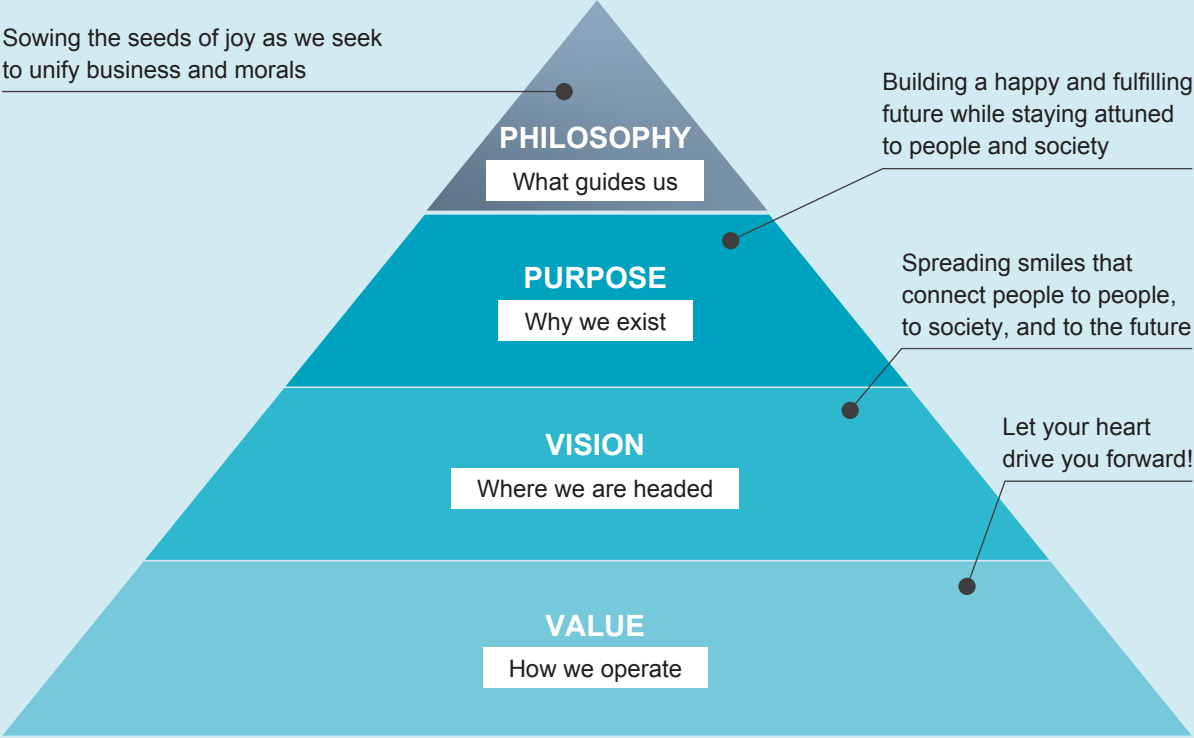
New Purpose, Vision and Value for Growth

Sowing the seeds of joy as we seek to unify business and morals

Building a happy and fulfilling future while staying attuned to people and society

Spreading smiles that connect people to people, to society, and to the future

Let your heart drive you forward!



Long-Term Strategy **Do-Connect** (starting April 2025)

To fulfill our purpose and achieve our vision

At Duskin, we believe in the power of connection to help people enjoy happy and fulfilling lives. This is why we strive to be a company that connects people to people, to society, and to the future. The logo features a vibrant four-leaf clover, symbolizing the three connections central to our vision in orange, green and yellow, and completed with the red from our corporate logomark.



We continue to challenge ourselves to achieve new Purpose and Vision



大久保 裕行

Hiroyuki Okubo
Representative Director
President and CEO

Duskin, in pursuit of our long-term strategy, ONE DUSKIN, has committed itself to a multitude of initiatives. The Direct Selling Group has offered rental services of mats and mops as well as professional cleaning and technical services, and the Food Group has developed food businesses including Mister Donut. In a rapidly changing society, we experienced steady growth. This has been made possible precisely because we — the franchisor and franchisees — are strongly united in business operation.

Society is changing rapidly: we have seen a declining birthrate and an aging population. Against this backdrop, we launched a new Purpose and Vision to aim for further sustainable growth. The Purpose is defined as “Building a happy and fulfilling future while staying attuned to people and society,” and the Vision as “Spreading smiles that connect people to people, to society, and to the future.” The Purpose states why we exist and the Vision states where we are headed. We created the statements after repeated discussions between our senior management and a project team consisting of mid-level employees who will be future leaders.

During the discussions, we explored thoroughly our reasons for working for Duskin. It is none other than these mid-level employees, major contributors to the series of project, who have taken the lead in verbalizing their own ideas, opinions, and thoughts as well as reasons for our existence to devise the Purpose and Vision and then instilling them within the entire group. After that, the project members defined our Value, which states how we operate, as “Let your heart drive you forward!” To fulfill our Purpose and Vision, they have created a long-term strategy: Do-Connect. We are currently working hard to translate the new strategy into specific actions.

Do-Connect, a new long-term strategy as we move toward the next decade (starting April 2025)

We have formulated the long-term strategy Do-Connect, looking ahead to the next 10 years. “Connect” means to join or be joined with something else and “Do” expresses our strong commitment to accomplish the connection.

As people connect online more regularly, opportunities for face-to-face connection are decreasing, and this trend is expected to accelerate. As a company operating franchise businesses rooted in local communities, Duskin is determined to take one step further from the ONE DUSKIN strategy and to focus our efforts to connect people to people, to society, and to the future.

Three EXcellence goals to respond to changes

In recent years, we have seen fast-moving changes in society, including the COVID-19 pandemic fueled changes, digital technology innovation, rising raw material costs and minimum wage hikes as well as the increasing number of the elderly population. We expect our society will continue to change constantly over a shorter term. In order to respond to changes under any circumstances, we will commit to three EXcellence goals of the new long-term strategy: EXplore new business, EXpand to related businesses and EXcel in our existing businesses. Duskin, as the franchisor, is responsible for growing existing businesses and creating value. Also, speed and flexibility are essential to achieve these goals. We therefore will focus on developing employees who actively take on challenges and we will transform our corporate culture to support them.

Delivering the corporate philosophy — what guides us

After the celebration of Duskin’s 60th anniversary, we have established a new Purpose and Vision to move forward into the next decade. At the core of these concepts is our corporate philosophy. Our corporate philosophy has remained unchanged since our founding. Our unswerving philosophy — to sow the seeds of joy for people and society, and to unify business and morals as we aim to enhance both economic and social value — this philosophy we will continue to share with our franchisees and employees while challenging ourselves to create value with our new long-term strategy: Do-Connect.

Long-Term Strategy

Do-Connect

This new strategy marks a bold step forward to achieve our vision. We aim to drive more growth by transforming our corporate culture and pursuing 3 EXcellence goals.



EXPLORE new businesses

Actively harness both internal and external resources to develop new businesses that address social challenges and generate meaningful social value

EXPAND to related businesses

Evolve our existing businesses to venture into new fields that promote a happy and fulfilling lifestyle, ensuring fresh value for those we serve

EXCEL in our existing businesses

Utilize advanced technologies across our existing businesses to quickly and flexibly provide products and services that align with customer expectations, adding value to their experience

Our founder's philosophy lives on

Attentive care for our customers is our ultimate focus. This is guided by our founder Seiichi 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
Seiichi Suzuki

Seiichi 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. Seiichi 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 Family are expected to uphold this philosophy.

Founder Seiichi 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 four 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)

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.



In tune with customer needs

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.



Ideas taking shape

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.



Staying connected

Besides our various direct selling and in-store customer touchpoints, we also have a Contact Center and a Customer Center in place to ensure comprehensive support and engagement. 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.



Expanding our horizons

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.

**DUSKIN
STYLE**

Our franchise system

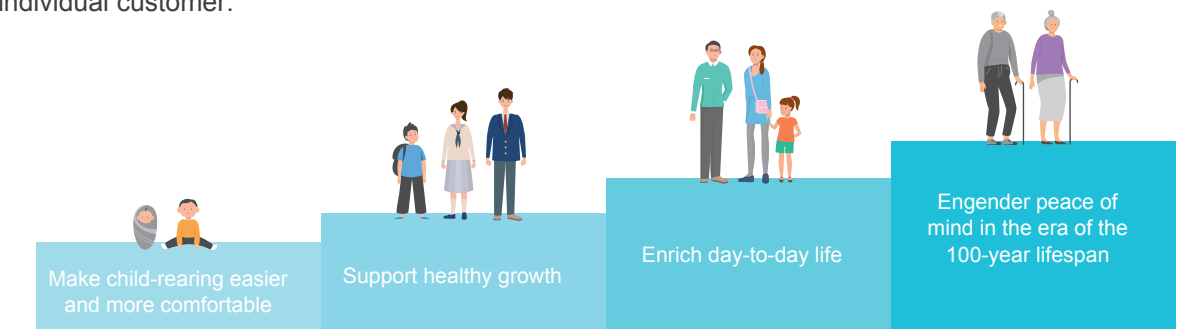
Duskin operates a myriad of businesses under its unique franchise system. As franchisor, we share the same business philosophy of Prayerful Management with our franchisees and grow together with them.

Duskin's strengths lie with its franchises, where solid ties — unconfining 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

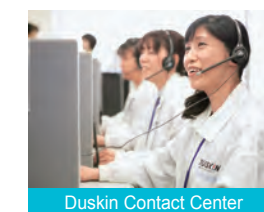
Taking a close look at the changing times and diversifying lifestyles, our goal is to enrich daily life of our customers. Duskin engages in a wide variety of businesses to suit every stage of life and support each individual customer.



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 (1,823)
- Clean Service (1,568)
- Air Control (1,527)
- Water Control (1,596)
- Wipeful Service (1,451)
- Drink Service (724)



ServiceMaster

Professional cleaning service

1,194 locations



Terminix

Pest control and comprehensive hygiene management

555 locations



Merry Maids

Home cleaning and helper services

798 locations



Total Green

Plant and flower upkeep

176 locations



Home Repair

Fixing scratches and dents

105 locations



Uniform Service

Leasing, sales and cleaning of uniforms

215 locations



Health & Beauty

Natural cosmetics and health foods

456 locations



Rent-All

Comprehensive event support

102 locations

(Of which, 54 offer rentals of baby goods.)



Health Rent

Rental and sales of assisted-living products

187 locations



Duskin Life Care

Support services for seniors

95 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

- The number of locations, franchise units and shops represents domestic operations only, as of March 31, 2024.
- The number of locations for the Direct Selling Group represents the number of franchise agreements.
- Given that some locations operate multiple businesses, their number indicated above may differ from the actual number of offices.

Food Group



Mister Donut

Homemade donuts and a variety of menu items

1,016 shops



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



Kenko Saien Co., Ltd.

Restaurant operator



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 actively 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

Mister Donut is welcomed across borders

Everybody loves Mister Donut! We have a presence in five overseas markets: Thailand, The Philippines, Taiwan, Indonesia and Singapore.

5 markets

Thailand, The Philippines, Taiwan, Indonesia and Singapore

11,494 locations
(1,784 shops
9,710 convenience store and other sales points)



Big Apple

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

92 locations

- The number of overseas sales locations is as of December 31, 2023.
- The Mister Donut business locations include shops operated under master franchise agreements.
- Shops for events and limited-time sales, which were included until FY2023 in the number of locations, are excluded as of FY2024.
- The number of locations accounts for the shops in operation. (In case of Mister Donut shops located outside Japan, those temporarily out of operation are also included.)



We deliver on our commitments to our customers

Always there by our customers' side, in various places and forms, we aim to be a truly reliable partner in their neighborhood. That is why, we work closely together as a group to understand and meet each customer's unique needs and expectations through a wide range of businesses, including hygiene and cleanliness solutions.



Protecting what our customers take for granted in daily life

The Direct Selling Group draws on the know-how accumulated over many years in three key areas: work-life management, senior support and hygiene, to help customers achieve a safe and comfortable living environment, tailored to their diversifying life and work styles.





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 rental 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.

Number of sales representatives
Approx. **57,000**
As of March 31, 2024



Six Categories
of the Clean Service

The Clean Service offers a broad array of useful and appealing products. Some of our products provide cleanliness and support a more comfortable and hygienic lifestyle, while others simply make life more convenient.

Dust Control
Number of franchise units: 1,823

We offer products that help keep our living and working environments clean and comfortable, including mops, cloths and mats.



Clean Service
Number of franchise units: 1,568

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



Air Control
Number of franchise units: 1,527

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
Number of franchise units: 1,596

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
Number of franchise units: 1,451

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
Number of franchise units: 724

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



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. Our uniform cleaning service uses cleaning methods with antimicrobial agents to effectively suppress bacteria growth.



Health and Beauty 456 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

ServiceMaster 1,194 locations

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.



Residential customers



Commercial customers



緑と花のお手入れ
Total Green

Total Green 176 locations

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.



Residential customers



Commercial customers



害虫駆除・総合衛生管理
TERMINIX

Terminix 555 locations

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.



Residential customers



Commercial customers



住まいの補修
HomeRepair

Home Repair 105 locations

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.



Residential customers



Commercial customers



家事の代行
merry maids.

Merry Maids 798 locations

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.



Residential customers

New initiatives



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.



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.



Rent-All 102 locations
(Of which, 54 offer rentals of baby goods.)



Comprehensive event support

This service provides comprehensive support from event planning to setup, operations and removal. Rental services are available for a wide range of items, from event-specific products to baby goods and daily necessities.



Health Rent
187 locations



Rental and sales of assisted-living products

We engage in rental and sales of assisted-living 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 95 locations



Support services for seniors

Our care staff members make outreach visits to seniors' homes, facilities for the elderly and other similar locations, to provide support services such as physical care, housekeeping and dementia care. We create personalized service packages based on the requests of the seniors 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

With a focus on workwear solutions, this company designs, produces, sells and manages inventory of original uniforms tailored specifically for companies. Their uniforms blend comfort with functionality.



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
1,016 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. Moreover, ordering ahead or getting takeout is now easier with the MISDO Online Ordering system and available delivery services. We also renewed Mister Donut's official smartphone application to better meet the needs of our customers.



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.



Food Group: Main Subsidiaries and Affiliates



Katsu & Katsu Co., Ltd.

Japanese pork cutlet restaurants

This is a chain of 16 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.



Kenko Saien Co., Ltd.

Restaurant operator

Kenko Saien Co., Ltd. manages and oversees Boston House Co., Ltd., which operates restaurants in the northern Kanto region, and Bishoku Kobo Co., Ltd., which manufactures pizza dough and other products. The flagship brand Napoli No Shokutaku is an Italian restaurant chain serving Neapolitan pizza made fresh in-house and paired with a distinctive customer service.



Ever Fresh Hakodate Co., Ltd.

Manufacture of frozen foods

Mainly engaged in manufacturing the Mister Donut products, this company also has external OEM deals for creating market-ready goods.

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.

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.



Dr. Evans and his wife with Seiichi Suzuki



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 outlet 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 assisted-living products (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 Lala floor mop and the Style Cleaner.

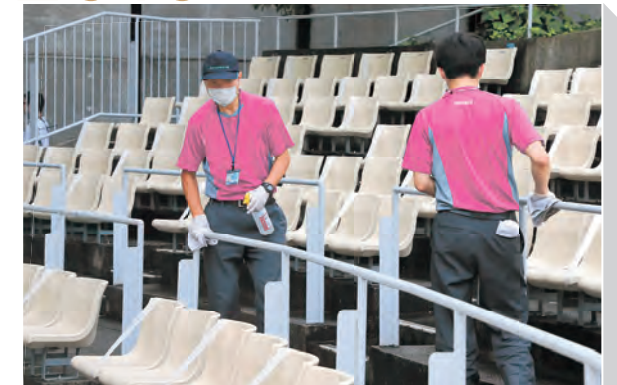


Food Group

- 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** 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⁾
- 2024** Kenko Saien Co., Ltd. acquired as a wholly owned subsidiary.



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

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.

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.

Food Group



Guided by its slogan “Something good's gonna happen,” Mister Donut — the Food Group's core business — strives to always deliver great taste and fun at its shops where anyone and everyone can enjoy happy moments at any time. Efforts to make shops even more convenient include opening shops in new types of locations and introducing online ordering. Mister Donut is also focusing on merchandising, such as product tie-ups with other companies. In addition, we are contributing to environmental preservation, clarifying our reduction targets for plastic usage, food loss and waste and CO2 emissions.



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.



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)
14.3%(52)

As of March 31, 2024, Duskin Co., Ltd. only

Hire more people with disabilities and retain them



Employees with disabilities
(Number in parenthesis)
2.7%(63)

As of June 1, 2023, Duskin Co., Ltd. only

Work-style reform and health-focused management

Building a work environment that harmonizes work and home life

In acknowledgment of its efforts to cultivate a positive workplace environment, Duskin earned recognition 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 2024, for the eighth year in a row, Duskin was certified as a Health & Productivity Management Outstanding Organization under a certification program jointly managed by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi. It is also the sixth time for the company to make it into the top "White 500," a recognition given to the top-ranking large enterprises. In cooperation with the health insurance society and the labor union, we maintain and improve the health of our employees and their families.



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
4,345 over 12 years
As of March 31, 2024

The Duskin AINOWA Foundation's initiatives propel shared growth in social welfare



Established in 1981, which is also the United Nations' International Year of the Disabled Persons, the Duskin AINOWA Foundation conducts two major training programs. One is the Duskin Study Abroad Leaders Program for the Disabled, which has been running since the early days of the foundation. Young Japanese people with disabilities aspiring to be community welfare leaders are sent to study abroad through this program. The other is the Duskin Leadership Training Program in Japan, launched in 1999. This program cultivates future leaders in social welfare by inviting young people with disabilities from the Asia-Pacific region to Japan.



Duskin Study Abroad Leaders Program for the Disabled



Duskin Leadership Training Program in Japan

538 trainees over 43 years

The number of trainees, including those still in training, is as of March 31, 2024.

147 trainees over 23 years

Learn about cleanliness and our tasty donuts at Duskin Museum

Opened in 2015 in the company's birthplace, the Duskin Museum offers visitors the chance to explore two themes, "cleanliness" and "tasty donuts," while connecting with Duskin's rich history. It consists of two sections: the Cleaning Pavilion and the MISDO Museum. The pavilion offers visitors an enjoyable way to learn about cleaning through displays on the history of cleaning and the interactive theater attraction Duskin Dust Busters. In the MISDO Museum thematic space, visitors can learn about Mister Donut's journey so far as well as experience donut making.



Number of visitors
431,427 over 9 years
As of March 31, 2024



MISDO Kitchen



Duskin Dust Busters



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

As a company committed to sustainability, we will continue working towards creating a more sustainable society by balancing environmental conservation with corporate management.

<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 year 2000) ● Reduce fossil fuel-derived single-use plastics by 25% (compared to year 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 year 2013) ● Reduce CO2 emissions from the entire supply chain (Scope 3) by 26%
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Building a recycling-oriented society

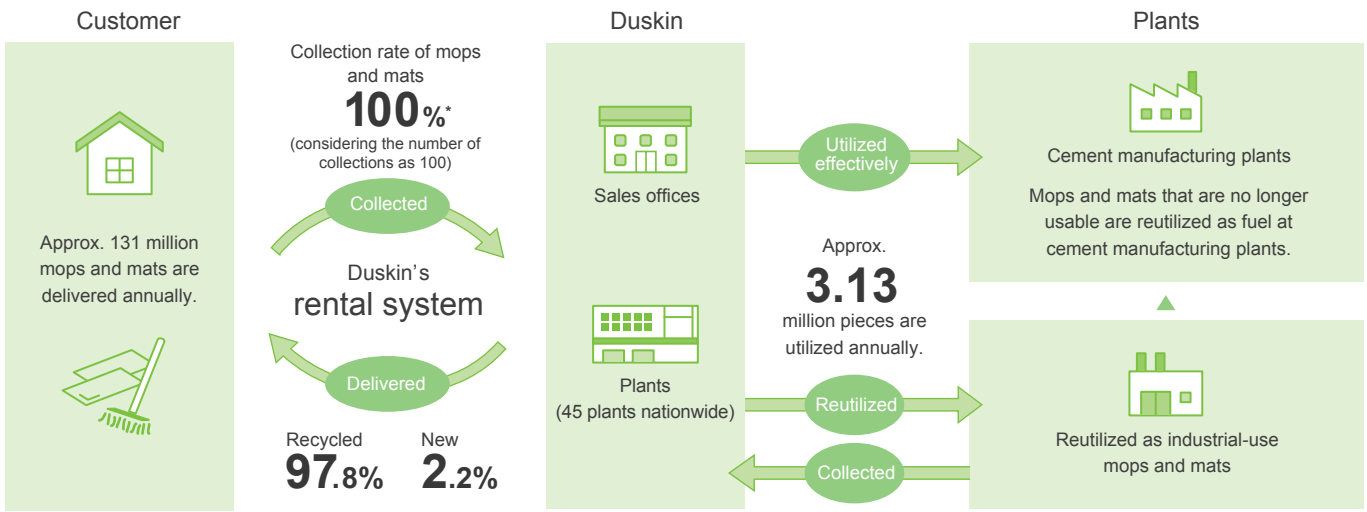


The cleaning tools rental systems that Duskin has successfully popularized in Japan value things based on a "reuse, share, reduce waste and disposal" business approach. Along with an effort to make effective use of limited resources, we promote environmentally conscious business operations.

Reuse of mop and mat products

Used mops and mats are collected from customers and 97.8% of the collected items are processed in the laundry plants and reused.

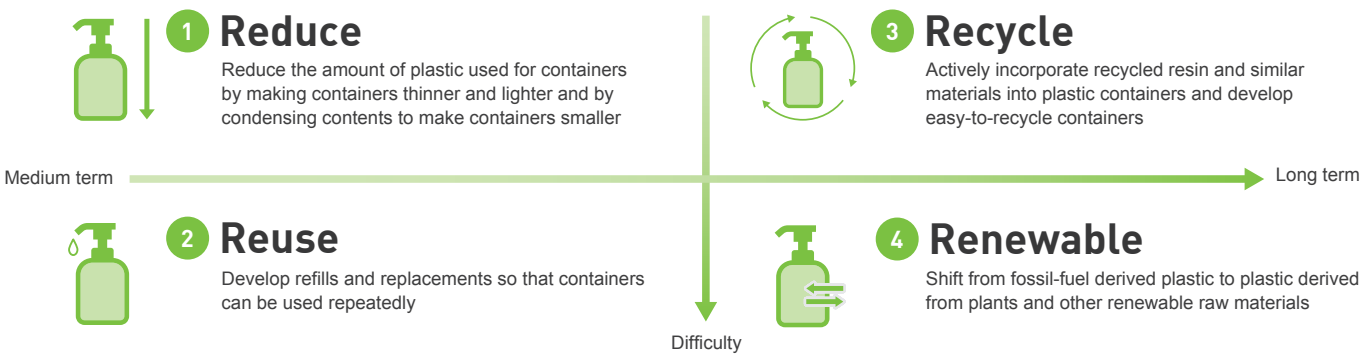
Duskin's reuse and recycling system



*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, 2024

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

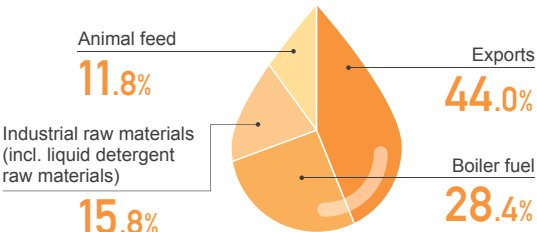
Mister Donut has been working on reducing food waste as much as possible by reinforcing its management controls through the use of production schedules and disposal checklists. The donuts that are still left over after shop hours are reprocessed into animal feed.*



*Except for certain shops

Donut cooking oil recycling

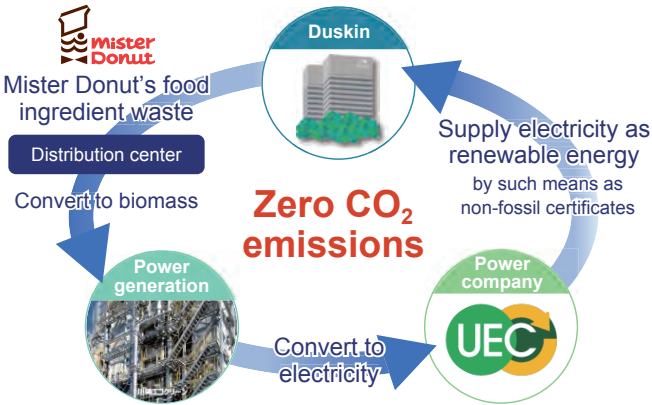
We recycle old donut cooking oil for use as industrial raw material and animal feed. In some regions, the oil is repurposed into boiler fuel for the Duskin plants that clean and recycle mats and mops. Also, by exporting the oil overseas as biofuel, we manage to reach a 100% recycling rate.



From April 2023 to March 2024

Turning food ingredient waste into energy

A total of five Duskin locations, including our head office building and its surrounding facilities are now using 100% certified renewable energy powered by biomass generated from food ingredient waste from our distribution centers and other companies in the Mister Donut business. This way, we ensure efficient use of limited resources, establishing a recycling loop to minimize waste.



Taking action on climate change

Practical tests for converting Duskin’s sales vehicles to EVs

Following practical tests on electric vehicle (EV) adoption, which assessed environmental impact reduction, operational costs, practicality and other factors, we plan to shift to EVs as part of our commitment to achieving a decarbonized society.



ASF2.0 test vehicle

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

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.



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

Ratio of Outside Directors on the Board of Directors

33%

Three of the nine board members are Outside Directors.

Establishment of a Directors Evaluation Committee

In order to ensure objective and transparent appointments and evaluations of the Board of Directors members, Duskin established the Directors Evaluation Committee. Composed only of independent directors, the Committee functions as an advisory board to the Board of Directors.

Ratio of women on the Board of Directors

33%

Women are essential to our growth as a business and Duskin therefore strives to offer greater opportunities for all working women. These opportunities include appointing more female Directors to increase board diversity.

Board of Directors attendance rate

100%

All Directors, including Outside Directors, are expected to attend every Board of Directors meeting and actively engage in discussions on managing and executing company business.

Building a structure that allows Board members to comprehensively deliberate on important matters

The Operating Officer System expedites the execution of company business by delegating decision-making authority for matters concerning a particular division to the officer in charge of that division. This way, we enabled the Board of Directors to focus on deliberating on important agenda items and on supervising the execution of company business.

From April 2023 to March 2024

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 Statement

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:	147	5
Design:	70	14
Utility model:	2	
Trademark:	360	244

As of March 31, 2024

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 Mister Donut’s headquarters and regional staff, franchise owners and even our Board Directors and Operating Officers to hear customer feedback and needs firsthand, 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 6,267

From April 2023 to March 2024

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. The Direct Selling Group held information sessions online via on-demand streaming.

Direct Selling Group
Number of participating companies
Mister Donut Business Group
Number of participating companies

198
71

From April 2023 to March 2024

Corporate Information

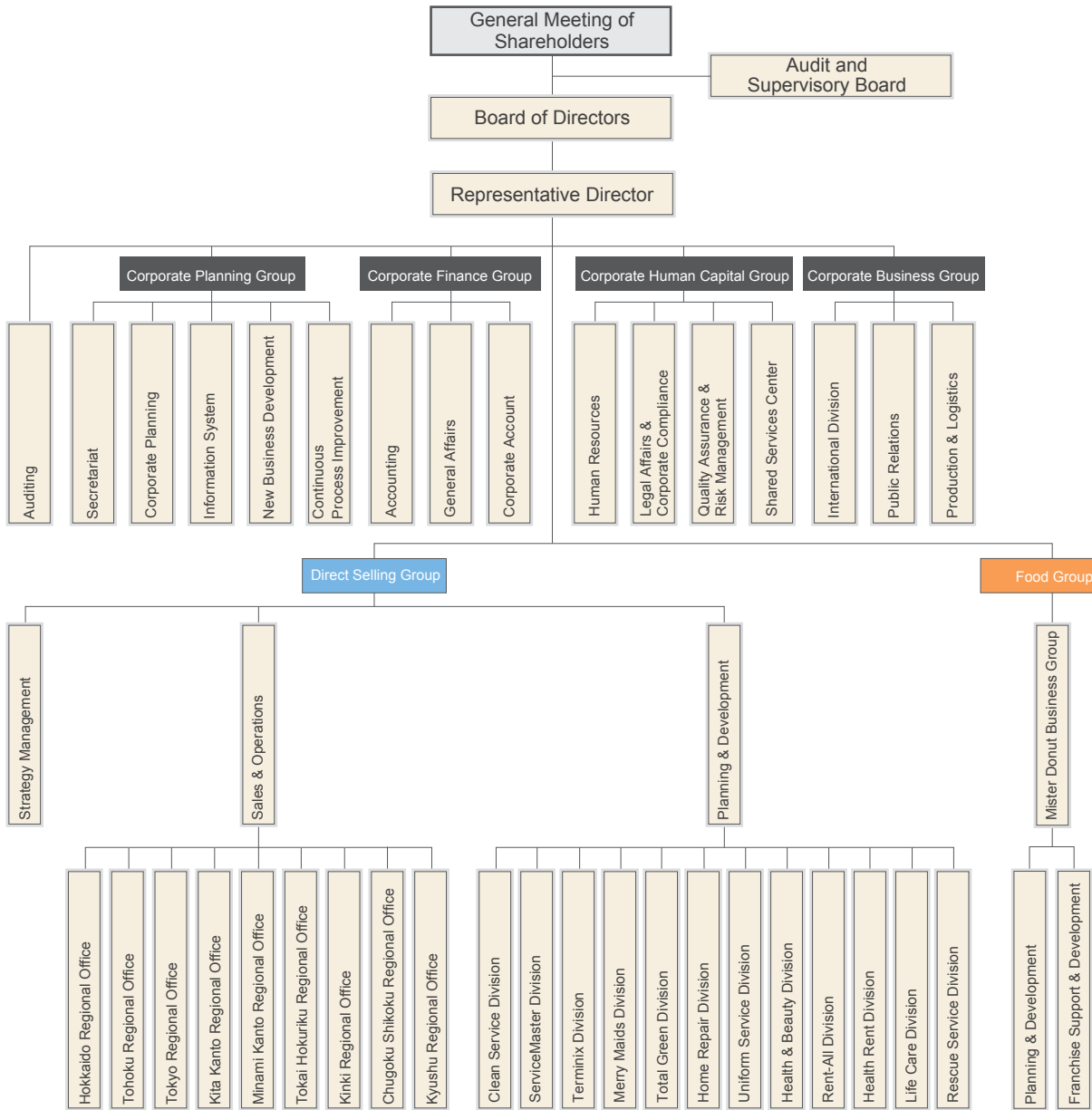
Name	Duskin Co., Ltd.	Date established	February 4, 1963	Customer-level sales	432.4 billion yen (FY2023)
Head Office	1-33 Toyotsu-cho, Suita-shi, Osaka 564-0051	Capital stock	11.3 billion yen	Number of employees	Consolidated: 3,792 Parent company only: 1,988
Representative	Hiroyuki Okubo	Sales	Consolidated: 178.7 billion yen (FY2023) Parent company only: 146.5 billion yen (FY2023)		As of March 31, 2024

Board Directors and Operating Officers

Chairman	Teruji Yamamura	Board Directors and Operating Officers	Shinichiro Ueno Keiichi Emura	Audit and Supervisory Board Members	Hideyuki Naito Koji Tsukamoto	Operating Officers	Seishi Nemoto Hideyuki Kanoh Kazumi Mori Tetsuji Daikuhara Gou Fukushima	Kenji Iida Takeharu Ide Kazunari Yamamoto Yasuko Matsushige
Representative Director President and CEO	Hiroyuki Okubo	Outside Board Directors	Yukiko Tsujimoto Fumi Musashi Rie Nakagawa	Outside Audit and Supervisory Board Members	Hidekazu Saruki Ichiro Sakamoto Seichiro Yamamoto			
Board Directors and COOs	Kazushi Sumimoto Tetsuya Wada							
Board Director and CFO	Naoto Miyata							

As of June 26, 2024

Organization



As of May 1, 2024

Subsidiaries and Affiliates

As of March 31, 2024

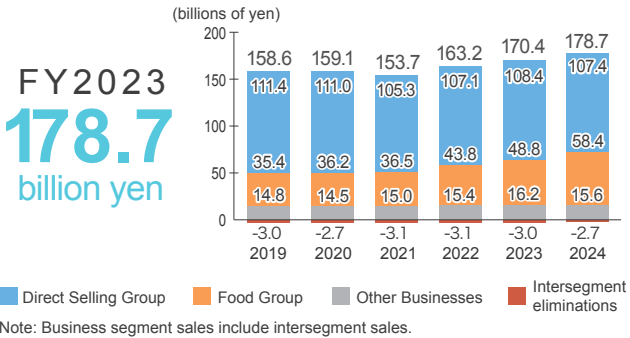
Direct Selling Group	Food Group	Other Businesses
Subsidiaries Domestic <ul style="list-style-type: none">Duskin Serve Hokkaido Co., Ltd.Duskin Serve Tohoku Co., Ltd.Duskin Serve Kita Kanto Co., Ltd.Duskin Serve Tokai Hokuriku Co., Ltd.Duskin Serve Kinki Co., Ltd.Duskin Serve Chugoku Shikoku Co., Ltd.Duskin Serve Kyushu Co., Ltd.Duskin Okinawa Co., Ltd.Duskin Towada Co., Ltd.Duskin Utsunomiya Co., Ltd.Duskin Ina Co., Ltd.Duskin Echizen Co., Ltd.Duskin Yatsushiro Co., Ltd.Duskin Kagoshima Co., Ltd.Duskin Shuttle Tokyo Co., Ltd.Azare Products Co., Ltd.Kyowa Cosmetics Co., Ltd.Chugai Sangyo Co., Ltd.EDIST Co., Ltd.*1Wakura Duskin Co., Ltd.Ono Duskin Co., Ltd.Duskin Product Hokkaido Co., Ltd.Duskin Product Tohoku Co., Ltd.Duskin Product Higashi Kanto Co., Ltd. Overseas <ul style="list-style-type: none">Duskin Product Nishi Kanto Co., Ltd.Duskin Product Tokai Co., Ltd.Duskin Product Chu Shikoku Co., Ltd.Duskin Product Kyushu Co., Ltd.MD Food Co., Ltd.MD Food Tohoku Co., Ltd.MD Food Kyushu Co., Ltd.Katsu & Katsu Co., Ltd.Ever Fresh Hakodate Co., Ltd.Kenko Saien Co., Ltd.Boston House Co., Ltd.Bishoku Kobo Co., Ltd.Duskin Kyoeki Co., Ltd.Duskin Healthcare Co., Ltd.Duskin Hong Kong Co., Ltd.*2Duskin Shanghai Co., Ltd.Big Apple Worldwide Holdings Sdn. Bhd.		
		Equity method affiliates Domestic <ul style="list-style-type: none">NAC Co., Ltd.JP-Holdings, Inc. Overseas <ul style="list-style-type: none">Duskin Serve Taiwan Co., Ltd.Mister Donut Taiwan Co., Ltd.

*1EDIST Co., Ltd. has ceased operations as of March 31, 2024 and liquidation procedures are in process.
*2At a meeting of the Board of Directors held on July 28, 2022, a resolution was passed to dissolve Duskin Hong Kong Co., Ltd. The liquidation is scheduled to be concluded upon completion of necessary procedures in accordance with local laws and regulations.

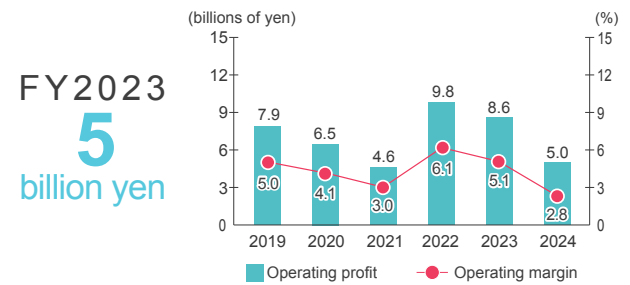
Financial Highlights

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

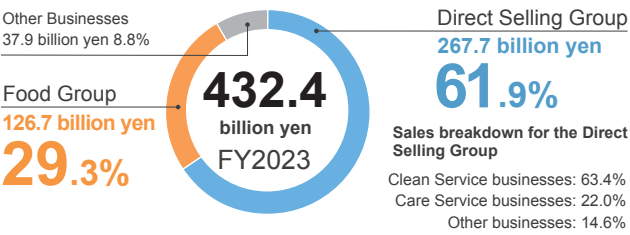
Consolidated sales



Consolidated operating profit



Customer-level sales



History

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.	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.
2022	Apr.	Listing on the Tokyo Stock Exchange changed from the first section to the Prime Market following the Corporate Governance Code revision.
2023	Nov.	Business alliance with JP-Holdings, Inc.
2024	Jan.	Kenko Saien Co., Ltd. acquired as a wholly owned subsidiary.