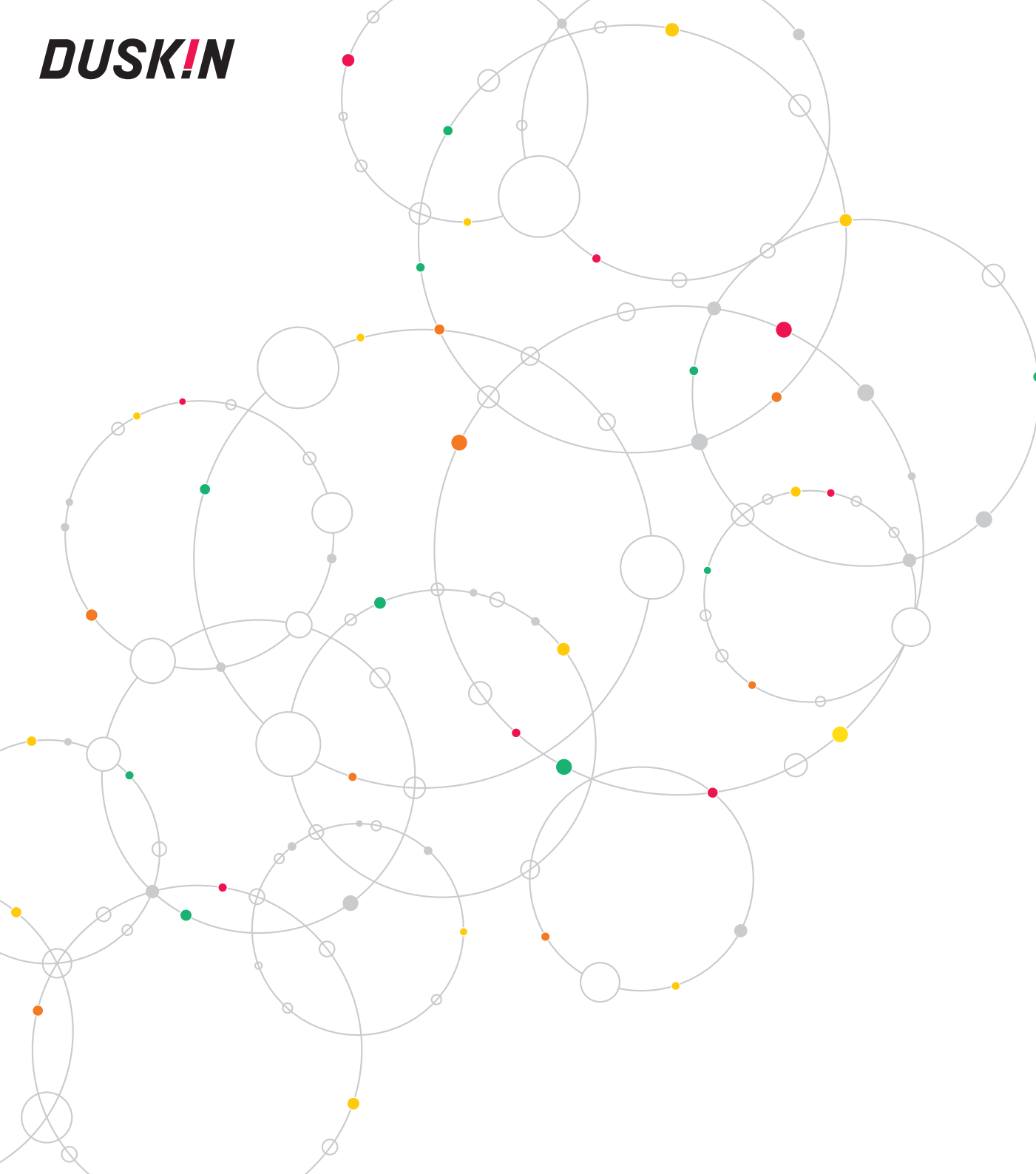




Corporate Profile 2026

Every day, somewhere, we're connecting hearts

One product brings comfort to a family's daily life.
One service lights up the smile of someone dear.
One act of social good draws everyone's hearts together.
In many forms, we connect hearts
— and in doing so, help build a brighter tomorrow.
At Duskin, we aim to be that one special presence.
Now, let's take another step forward today!

Philosophy What guides us

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

Purpose Why we exist

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

Vision Where we are headed

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





Cherishing connections ever more, we continue to spread smiles



Built on face-to-face service while embracing digital technologies, Duskin has consistently valued the connections between people. Guided by our long-term business policy Do-Connect, we will keep delivering joy to our customers while connecting people to people, to society, and to the future.

Connecting people to people

At Duskin, we care not only for the customers we serve directly, but also for their families and friends. With this care, we provide our products and services. Mindful of the bonds between people, we aim to spread kindness by connecting heart to heart.

Connecting people to the future

We create environments where people eager to grow and embrace their own way of working can confidently take their first steps forward. To every person who challenges themselves toward the future, we offer support in various forms — helping shape a more fulfilling tomorrow.

Connecting people to society

We think deeply about building communities where people can live with peace of mind for generations to come. While listening to the voices of all residents, we work to enliven communities, so safety and fulfillment are accessible to everyone.



More details
here



Message from the President

Since Duskin's founding in 1963, we have remained committed to sowing the seeds of joy through our business, guided by our founder Seichi Suzuki's corporate philosophy of Prayerful Management. In April 2025, we took the next step by launching our Long-Term Business Policy Do-Connect and its first phase, the Medium-Term Business Plan 2028. As part of this first phase, we are pursuing four key business themes: our three EXcellence goals — EXplore new businesses, EXpand to related businesses and EXcel in our existing businesses — together with solidifying our business base. These efforts are already beginning to bear fruit through an expanded customer base, growth in overseas markets and progress in digital transformation (DX).

The business environment continues to change rapidly, influenced in part by the situation in the Middle East. In Japan, social challenges such as a declining birthrate and an aging population are also becoming increasingly serious. We see these circumstances as an opportunity to meet a growing demand for the value we provide. Currently, our business is centered on the Direct Selling Group and the Food Group, while we are also fostering new businesses for the long term. Going forward, we will continue to explore new possibilities in response to society's needs. These include enhancing our work-life support services (such as childcare support) and senior support services, extending our business to support every aspect of the home, including housing equipment, as well as further expanding our presence in the food sector.

We aim to become a company that customers are truly glad to have in their community. While this commitment has remained unchanged since our founding, our business is now at a major turning point as we look to the future. As we further expand our talent base and network of partners united by this commitment, while continuing to make proactive growth investments, we will pursue every opportunity to take on new challenges to enhance our corporate value over the long term.

大久保裕行

Hiroyuki Okubo
Representative Director
President and CEO



The philosophy passed on to each one of us at Duskin

Profit is the reward of joyous transactions. This is why our founder believed that people's happiness must come first. Duskin has grown into the company it is today by living out this belief across its diverse businesses. Our solutions address both everyday needs and broader social challenges, sharing joy with people in the communities we serve. We call it Prayerful Management — an ideal we continue to pursue, challenge after challenge.



Duskin Founder

Seichi Suzuki

Seichi Suzuki was born in Hekinan City, Aichi Prefecture in 1911. After joining Ittoen in 1938, he founded in 1944 the company that served as the predecessor to Duskin. 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.

Watch the Duskin
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.

< 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.

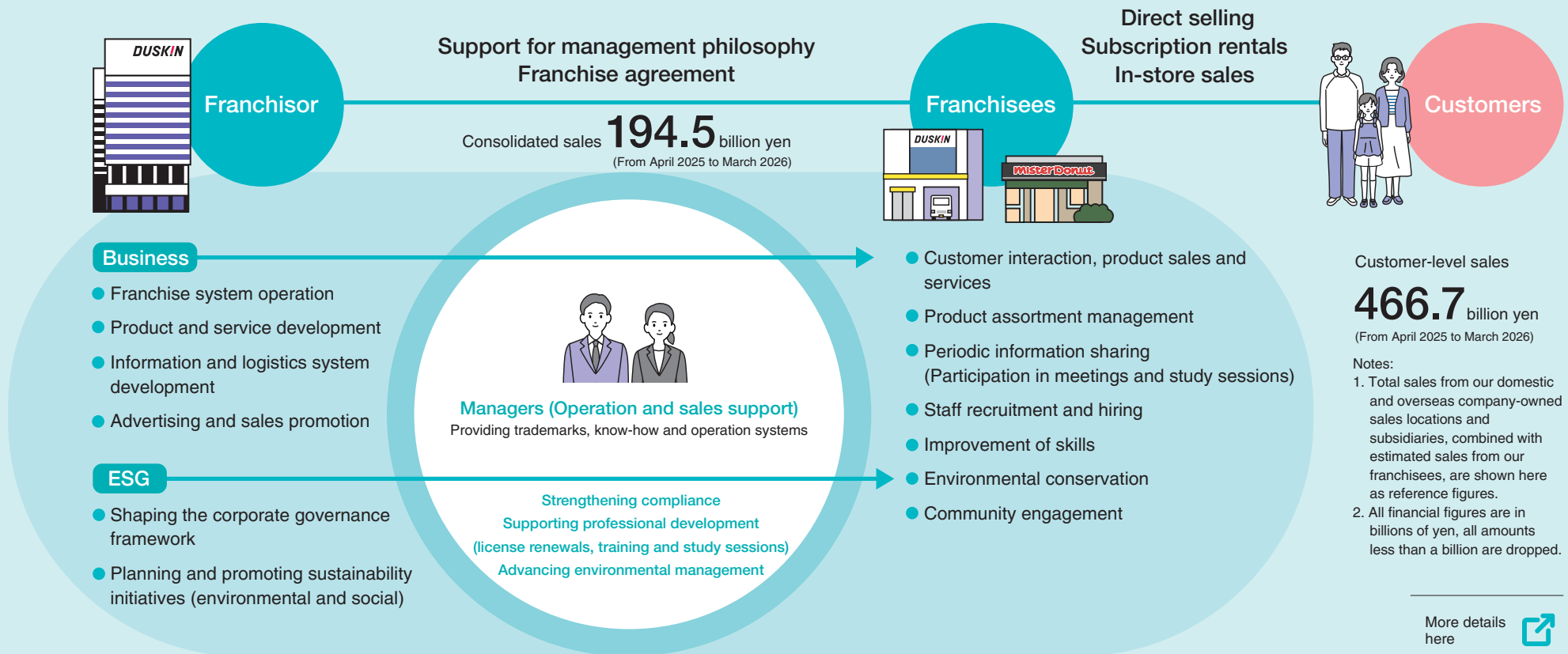
To this very day, we at Duskin continue to chant our management philosophy in unison every day and reconfirm our belief in the values it stands for. Also, all new employees and franchisees joining the Duskin Family are expected to uphold this philosophy.

Practicing our philosophy through franchising

Ever since our founder introduced the franchise system in 1963 with the aim of “making more people happy,” we have expanded into a broad range of business areas. Duskin’s strength lies in the franchise headquarters and its franchisees sharing the same philosophy of Prayerful Management. Though each is independent as a business entity, the headquarters and franchisees sow the seeds of joy together through their business activities. With this unique system, we also operate a variety of businesses across different countries and regions.



< How our franchise business system works >



Driven by evolving times and needs: Pursuing 3 EXcellence goals across all businesses

In April 2025, we launched the Medium-Term Business Plan 2028, the first phase (FY2025-FY2027) of Duskin's new long-term business policy Do-Connect. Under the following four business themes, we commit to “building a happy and fulfilling future while staying attuned to people and society.”

[Medium-Term Business Plan 2028]

We will continue to value face-to-face interaction with our customers while enhancing digital technology to support it.



Theme

4

Solidify Our Business Base

Building a foundation that will serve as a driving force for economic and social value creation

More details
here



Direct Selling Group

More details
here



Clean Service businesses



Rental and sales of cleaning and hygiene products

Six categories (Number of franchise units)

- Dust Control (1,398)
- Air Control (1,130)
- Wipeful Service (1,058)
- Clean Service (1,165)
- Water Control (1,190)
- Drink Service (732)

Care Service businesses



ServiceMaster

Professional cleaning services

1,222 locations



Terminix

Pest control and comprehensive hygiene management

554 locations



Merry Maids

Home cleaning and helper services

799 locations



Total Green

Plant and flower upkeep

192 locations



Home Repair

Fixing scratches and dents

101 locations

Senior Care businesses



Health Rent

Rental and sales of assisted-living products

189 locations

Other businesses



Duskin Rent-All

Comprehensive event support

97 locations
(Of which, 51 offer rentals of baby goods.)



Uniform Service

Leasing, sales and cleaning of uniforms

209 locations



Duskin Life Care

Support services for seniors

98 locations



Health & Beauty

Sales of natural cosmetics and health foods

445 locations



Duskin Rescue

Emergency locksmith service

16 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.

Manufacture and sales of cosmetics



Chugai Sangyo Co., Ltd.

Design and sales of uniforms

Notes:

1. The number of locations and franchise units represents domestic operations only, as of March 31, 2026.
2. The number of locations for the Direct Selling Group represents the number of franchise agreements. (Sales offices, regional offices and area manager offices are not included.)
3. Given that some locations operate multiple businesses, their number indicated above may differ from the actual number of offices.

Food Group

Mister Donut business



Mister Donut

Homemade donuts and a variety of menu items

1,065 shops



MOSDO

Collaboration with MOS Burger

2 shops

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

Main Subsidiaries and Affiliates



Katsu & Katsu Co., Ltd.

Japanese pork cutlet restaurants



Boston House Co., Ltd.

Restaurant operator (Italian and other)



Ever Fresh Hakodate Co., Ltd.

Manufacture of frozen foods

Note: The number of shops represents domestic operations only, as of March 31, 2026.

Overseas



Dust Control and Care Service

2 markets

Taiwan and Shanghai



Mister Donut

6 markets

Thailand, the Philippines, Taiwan, Indonesia, Singapore and Hong Kong



Big Apple

2 markets

Malaysia and Cambodia

Note: Operating regions as of December 31, 2025

Clean Service businesses

くらしに、新しいつながりを。
DUSKIN



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.

54,000

As of March 31, 2026

Six Categories of the Clean Service

The Clean Service businesses offer a broad array of useful and appealing products — some designed to support a comfortable and hygienic lifestyle, others to simply make life more convenient.

Dust Control

Number of franchise units: 1,398

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



Clean Service

Number of franchise units: 1,165

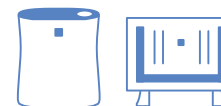
We provide products that ensure restroom areas, such as washrooms and toilets, remain clean and hygienic.



Air Control

Number of franchise units: 1,130

We maintain clean, fresh indoor air through regular maintenance and filter replacements for air purifiers, deodorizers, and the like.



Water Control

Number of franchise units: 1,190

We support daily access to clean, fresh water by providing regular filter replacements for items such as water and showerhead purifiers.



Wipeful Service

Number of franchise units: 1,058

We provide high-quality wipe cloths, designed for industrial use, to support manufacturing and repair sites in maintaining hygienic environments.



Drink Service

Number of franchise units: 732

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



Care Service businesses

ServiceMaster / 1,222 locations

プロのおそうじ
ServiceMASTER.



Professional cleaning services

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.



Terminix / 554 locations

害虫駆除・総合衛生管理
TERMINIX



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.



Merry Maids / 799 locations

家事の代行
merry maids



Home cleaning and helper services

We visit each home to provide attentive, tailored service for a variety of cleaning and housework tasks. Our flexible plans are designed to meet customer needs, either on a regular basis or simply as needed.



Total Green / 192 locations

緑と花のお手入れ
TotalGreen



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.



Home Repair / 101 locations

住まいの補修
HomeRepair



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.



Notes:

1. The number of locations and franchise units represents domestic operations only, as of March 31, 2026.
2. The number of locations for the Direct Selling Group represents the number of franchise agreements. (Sales offices, regional offices and area manager offices are not included.)
3. Given that some locations operate multiple businesses, their number indicated above may differ from the actual number of offices.

Senior Care businesses

Health Rent / 189 locations



Rental and sales of assisted-living products

We engage in rentals and sales of assisted-living products to facilitate the physical independence of users and to assist them directly where needed. Our specialized assistive device consultants recommend appropriate products tailored to each user's living environment and individual needs.



Duskin Life Care / 98 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.

Other businesses

Duskin Rent-All / 97 locations
(Of which, 51 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 & Beauty / 445 locations



Sales of natural cosmetics and health foods

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.



Notes:

1. The number of locations represents domestic operations only, as of March 31, 2026.
2. The number of locations for the Direct Selling Group represents the number of franchise agreements. (Sales offices, regional offices and area manager offices are not included.)
3. Given that some locations operate multiple businesses, their number indicated above may differ from the actual number of offices.

Uniform Service / 209 locations



Leasing, sales and cleaning of uniforms

This service offers comprehensive support — from leasing and sales to cleaning, maintenance, pick-up and delivery — covering a wide range of uniforms. Our uniform selection matches the needs of diverse industries, while our antimicrobial cleaning process ensures every garment is hygienic to use.



Duskin Rescue / 16 locations



Emergency locksmith service

With just one call, we respond promptly to cases of lost door keys. Our professionals use proven technology to safely unlock doors. We also offer cylinder lock replacement or additional installations, as well as support for doorknob repairs and safe malfunctions.



— 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 the 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.



Manufacture and sales of cosmetics

Specializing in the manufacture and sales of OEM cosmetics and quasi-drugs for other companies, as well as its own brand cosmetics, this company combines years of experience and proven technology with careful attention to safety to meet the diverse needs of its business partners and provide products that deliver high customer satisfaction.

Chugai Sangyo Co., Ltd.



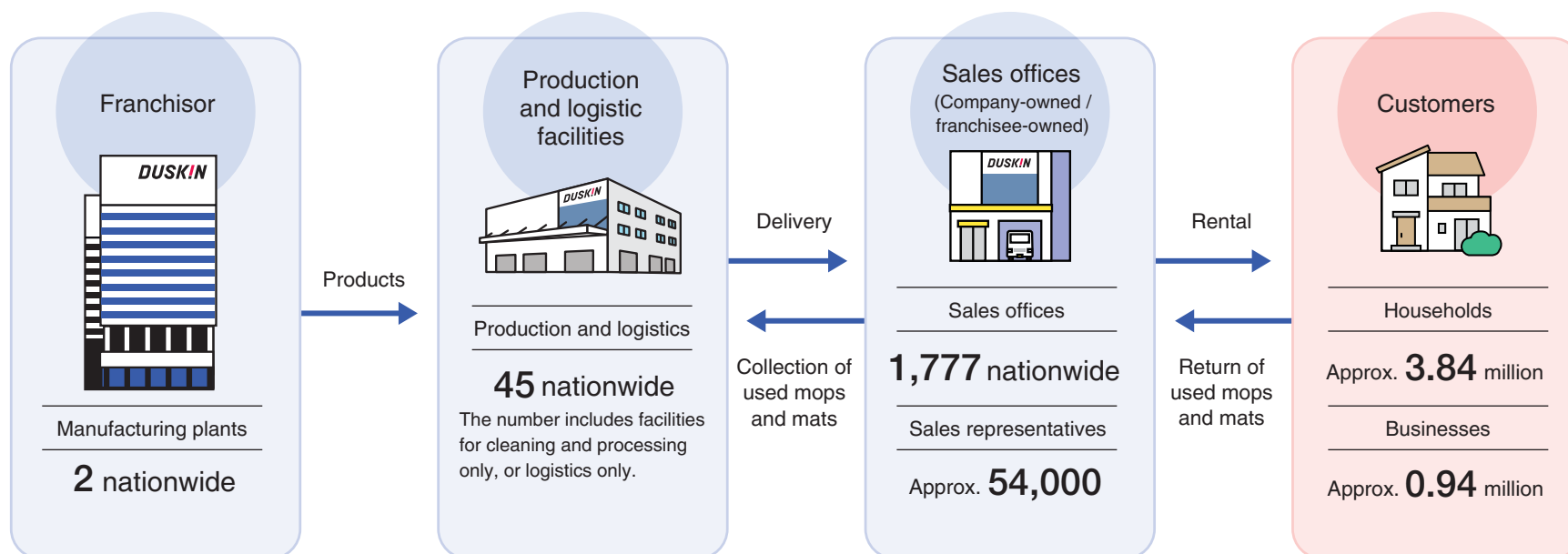
Design and sales of uniforms

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.

Our business model for Clean Service businesses (Mops and mats)



Through our franchisees, we provide rental mops, mats and other cleaning and hygiene products for use in both residential and commercial spaces.



Notes:

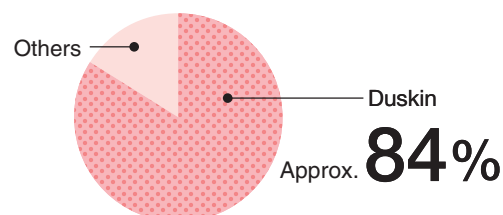
1. The number of locations represents domestic operations only, as of March 31, 2026.

2. Given that some locations operate multiple businesses, their number indicated above may differ from the actual number of offices.

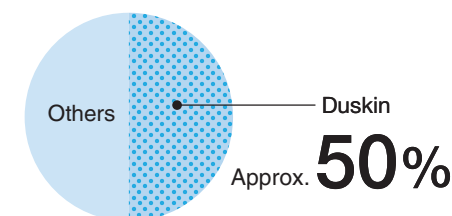
Our competitive advantages

- A solid customer base
- Franchise networks and product delivery systems rooted in the local community
- Customer trust and confidence in the Duskin brand built over 60-plus years of service
- Diverse business lines that allow for cross-selling within the Direct Selling Group
- Extensive training programs and fully equipped educational facilities

Residential customer market share



Commercial customer market share



Source: Japan Dust Control Association data (compiled by Duskin)

Mister Donut business

Mister Donut / 1,065 shops



Homemade donuts and a variety of menu items

Just choosing from our colorful lineup of carefully handmade donuts is enough to excite anyone. Our shops offer a cozy space to relax on your own or chat with a friend. Take your time and enjoy a donut. Guided by our vision, “Always cozy, always evolving — Mister Donut,” we strive to make everyday moments a little more fun and delicious with our diverse menu offerings.

Always something new to savor and enjoy

At Mister Donut, we strive to deliver never-before-experienced tastiness and value — whether through our signature textured donuts or new offerings like MISDO GOHAN, perfect for breakfast or lunch. Moreover, ordering ahead or getting takeout is easier than ever thanks to online ordering, delivery services and our official app. We’re always evolving to become a brand loved by even more customers.

MOSDO / 2 shops



MOSDO!

Collaboration with
MOS Burger

This collaboration shop brings together MOS Burger and Mister Donut. Customers can enjoy menu items from both brands at once, expanding the experience of flavor and enjoyment.

Note: Launched under a business tie-up between MOS Food Services, Inc. and Duskin.

Food Group: Main Subsidiaries and Affiliates

Katsu & Katsu Co., Ltd.



Japanese pork cutlet
restaurants / 16 locations



This company runs a chain of 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 breadcrumbs. The result is simply a mouthwatering fresh-fried treat.

Boston House Co., Ltd.



Restaurant operator
(Italian and other) / 23 locations



Operating primarily in the northern Kanto region, this restaurant operator runs multiple types of businesses. Its diverse portfolio includes its flagship brand Napoli No Shokutaku (Italian restaurant chain) and Toribenkei (grilled chicken restaurant chain).

Napoli No Shokutaku (14 locations) / Dining CAFE BuonoBuono (1 location) / BOSTON's Café (2 locations) / Pasta Aldentino (1 location) / Toribenkei (5 locations)

Ever Fresh Hakodate Co., Ltd.



Manufacture of frozen foods



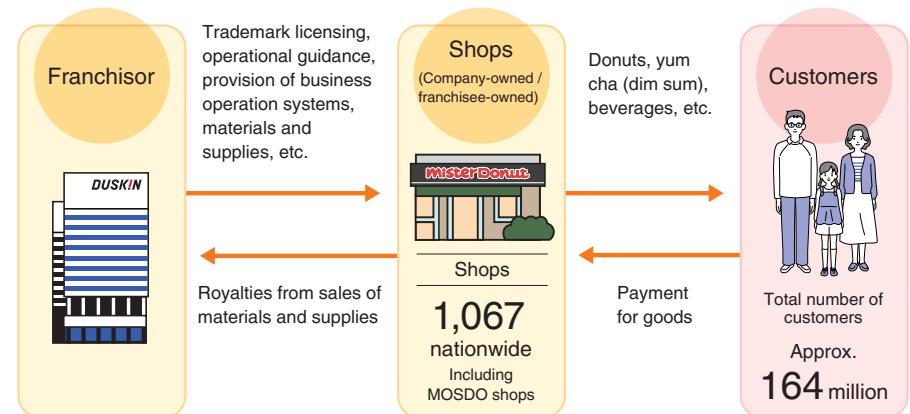
Mainly engaged in manufacturing the Mister Donut products, this company also has external OEM deals for creating market-ready goods.

Note: The number of locations represents domestic operations only, as of March 31, 2026.

Our business model for Mister Donut



We strive to make everyday moments a little more fun and delicious, so our customers can truly experience what we stand for: "Always cozy, always evolving — Mister Donut."

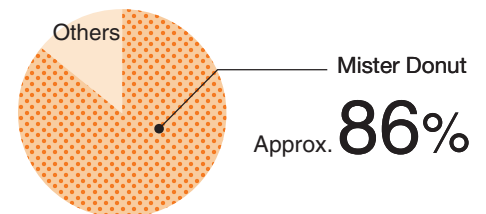


Note: Domestic operations only, as of March 31, 2026

Our competitive advantages

- Over 1,000 locations serving as key customer touchpoints
- A well-established donut brand backed by 55-plus years of history
- Effective response to takeout needs
- A unique training system that ensures the same level of quality and service nationwide

Donuts market share



Source: Data from Fuji Keizai Co., Ltd. (compiled by Duskin)

Overseas Development

We are actively expanding our businesses with a focus on Asia

By carefully observing the lifestyles and cultures of each country and region, we tailor our services to suit their local needs. With convenience-focused designs and flavor variations that differ slightly from those offered in Japan, we strive to deliver services that are warmly embraced by people in each market. Remaining closely attuned to people's everyday needs, we will continue expanding our overseas operations.



DUSKIN

Dust Control and Care Service

Duskin's overseas expansion began in Taiwan in 1994. It extended into the fast-growing Chinese market (Shanghai) in 2006 and has continued progressing ever since.

2 markets

Taiwan and Shanghai

25 locations



Mister Donut

We have a presence in six overseas markets: Thailand, the Philippines, Taiwan, Indonesia, Singapore and Hong Kong. Everybody loves Mister Donut!

6 markets

Thailand, the Philippines, Taiwan, Indonesia, Singapore and Hong Kong

1,287 shops

9,717 convenience stores and other sales points



Big Apple

Duskin acquired this donut chain, primarily located in Malaysia and Cambodia, and made it a subsidiary in 2017. By combining our expertise and know-how, we are increasing our presence in these regions.

2 markets

Malaysia and Cambodia

109 shops

Notes:

1. The number of overseas sales locations is as of December 31, 2025.
2. The Mister Donut business locations include shops operated under master franchise agreements.
3. The number of locations accounts for the shops in operation. It also includes small-scale sales outlets like those using display cases and convenience store sales points.
4. The number of Big Apple locations includes pop-up shops.

Shaping a future where people, the environment and society thrive together

Since its founding, Duskin has upheld the principle of unifying business and morals at the heart of all its operations, aiming to enhance both economic and social value. With care for the connections between people, the environment, and society, we strive to respond to society's expectations with a sense of joy. At the same time, we hope to help build a future filled with smiles through our products, services and initiatives.



Helping build a sustainable society where people and nature coexist

Having set forth the DUSKIN Green Target 2030, we are actively engaged in addressing environmental issues as part of our commitment to building a decarbonized, recycling-oriented society.



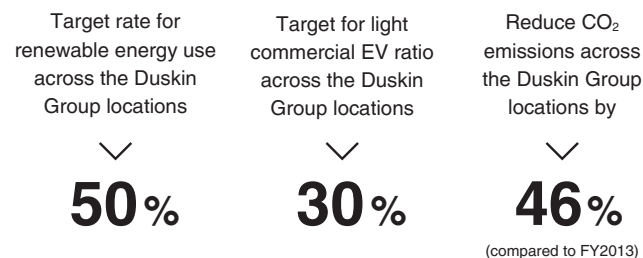
Green Target 2030



Achieving a recycling-oriented society



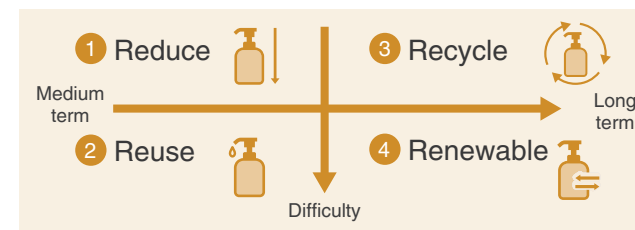
Achieving a decarbonized society



● Creating a society with less environmental impact

Applying the 4R's to reduce plastics

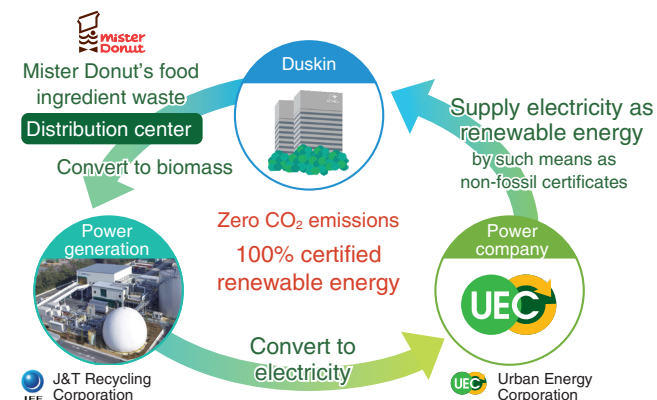
In addition to the 3R's (Reduce, Reuse, Recycle), we are also focusing on Renewable, by promoting the use of renewable, plant-based materials. These efforts contribute to reducing our reliance on plastics in containers and packaging.



● Taking action on climate change

Adopting renewable energy

A total of five Duskin locations, including our head office building and its surrounding facilities, and Yokohama Central Plant, 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.



Transitioning Duskin sales vehicles to EVs

In line with our electric vehicle (EV) shift plan, we have installed charging stations and introduced EVs at company-owned sales locations in the Kanto area, and will continue working toward the realization of a decarbonized society.



Duskin signs a Virtual PPA

In February 2025, we entered into a Virtual Power Purchase Agreement (VPPA) for two plants that manufacture Duskin's mats and mops. The first-of-its-kind initiative in the cleaning items rental industry, this long-term agreement enables us to directly procure the environmental value of renewable energy. As a result, the manufacturing plants will use 100% certified renewable energy, significantly contributing to the reduction of CO₂ emissions.



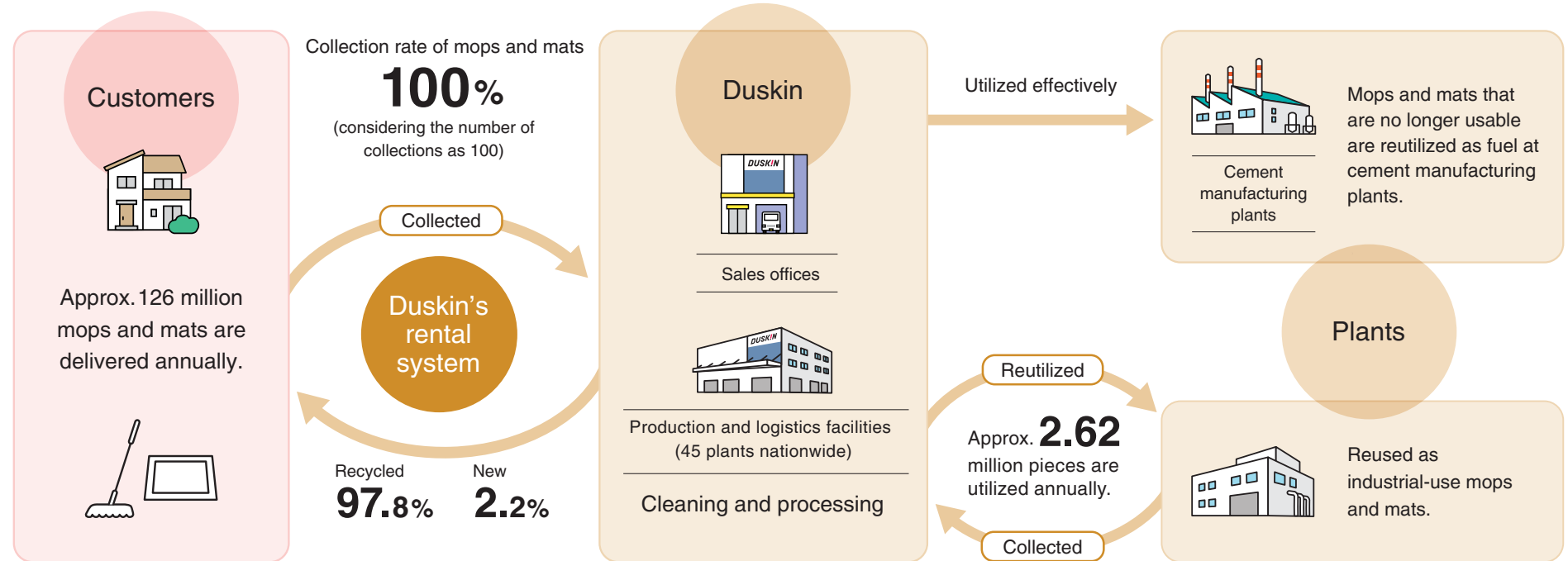
Caring for the planet has always been part of us

Ever since we launched our cleaning tool rental business, we have embraced a business approach based on the idea of “reuse, share, reduce waste and avoid disposal.” With this mindset, we strive to use resources efficiently and promote environmentally conscious operations.



Mop and mat recycling

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



Note: The collection rate of mops and mats excludes items lost at the customer's premises or those that cannot be collected for similar reasons.

As of March 31, 2026



More details here
(in Japanese)

At Mister Donut, we are actively undertaking environmental initiatives through the so-called Eco-frien-DOUGH-ly activities focusing on the following themes: energy saving, resource conservation, waste reduction and recycling.

Taking action to reduce food waste

We work diligently to reduce food waste as much as possible by reinforcing our management controls through the use of production schedules and disposal checklists. Leftover donuts after shop hours are sent to a feed processing plant and repurposed as livestock feed.



Note: Except for certain shops

Repurposing frying oil

We recycle old donut frying oil primarily as an 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 for use as biofuel, we manage to reach a 100% recycling rate.



Social Value

Creating a place for all to work comfortably and a society for all to thrive

At Duskin, we wish for both the growth of our company and the happiness of every individual, aiming to be a company that continuously creates new value and excellence.



A diverse, equitable and inclusive workplace

Creating a comfortable workplace that embraces diversity

At Duskin, diversity means nurturing a work climate where employees respect each other regardless of gender, age, nationality or career background. We are making continuous improvements by incorporating feedback from each and every employee.



Increase the percentage of women in managerial positions

Women in managerial positions
17.3%
(55 persons)
"Eruboshi" certification received in December 2025



Hire more persons with disabilities and retain them
Employees with disabilities

2.54%
(65 persons)

Note: The figures above are as of March 31, 2026, parent company

Work-style reform and health-focused management

Building a work environment that harmonizes work and home life

Duskin received the "Platinum Kurumin" certification, a special recognition granted by the Ministry of Health, Labour and Welfare to companies that continuously demonstrate an exceptionally high level of commitment to supporting employees in balancing work and childcare.



Health and productivity management recognized among the "White 500"

In 2026, for the tenth 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. This also marks the eighth time and fifth consecutive year that the company has made it into the top "White 500," a recognition given to the top-ranking large enterprises. We remain committed to maintaining and improving the health of our employees and their families.



Commitment to communities and society at large

Supporting local schools and education

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



Number of participating schools

5,147
over 14 years
As of March 31, 2026



More details here
(in Japanese)



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

Established in 1981, which is also the United Nations' International Year of Disabled Persons, the Duskin AINOWA Foundation conducts two major training programs. One is the Duskin Study Abroad Leaders Program for Persons with Disabilities, which has been running since the early days of the foundation. Young Japanese persons 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 persons with disabilities from the Asia-Pacific region to Japan.



Duskin Study Abroad Leaders Program for Persons with Disabilities

547
trainees over 45 years



Duskin Leadership Training Program in Japan

158
trainees over 25 years

Note: The number of trainees, including those still in training, is as of March 31, 2026.



More details here
(in Japanese)



Working hand in hand with local communities

We are committed to supporting local communities and the people who live in them. We carry out a variety of initiatives that deepen ties with the communities we serve.

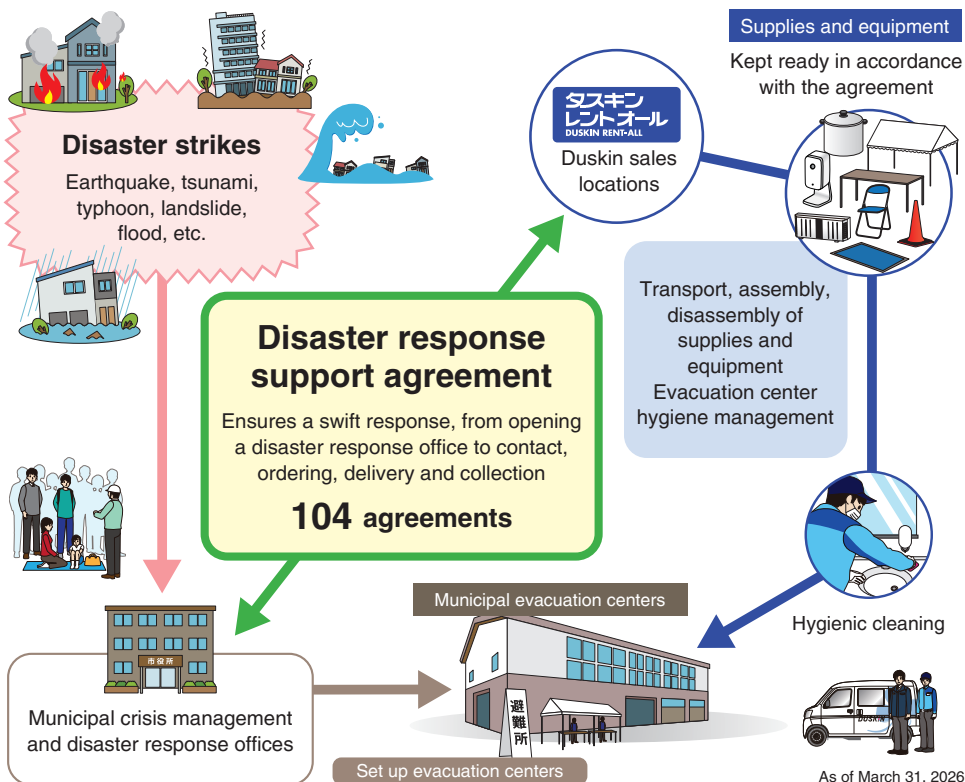


Together with communities

Disaster risk reduction support service in partnership with local governments

Since launching its Disaster Risk Reduction Support Service in July 2022, Duskin Rent-All has been lending supplies needed to set up and operate evacuation centers in the event of a disaster, as well as providing advice and services on hygiene management. In addition, the business contributes to the safety and peace of mind of communities by supporting disaster preparedness through emergency response drills conducted during normal times. Since June 2025, these efforts have included the rental of the Rescue Training Module®, a training facility that safely and realistically simulates building collapse and entrapment scenarios.

How we support during disasters



Clean Up My Town: community cleanup activities

Under its environmental slogan “Sowing the seeds of ecological responsibility for the future,” Duskin has been leading a nationwide trash pickup initiative in local communities since 2006. Motivated by our wish to make our neighborhood cleaner, many people have taken part in the cleanup efforts.



More details here
(in Japanese)



Total number of participants to date



Approx. **360,000**

Total volume of trash collected



Over **368,000** liters

As of March 31, 2026

Play and learn at Duskin Museum



More details here



Duskin Museum opened in October 2015 in Suita-shi (Osaka), the birthplace of the company, and celebrates two themes: “cleanliness” and “tasty donuts.” The Cleaning Pavilion on the second floor showcases the history of cleaning and screens the animated video “Welcome to Challenge History of Duskin!” created to commemorate the museum’s tenth anniversary in October 2025. On the first floor, the MISDO Museum section invites visitors to enjoy the popular donut-making experience while also exploring Mister Donut’s rich history and passion for great taste, along with a collection of memorabilia and promotional items.



Total number of visitors to date

Approx. **646,000**

As of March 31, 2026

Corporate Value

Driving sustainable growth to meet our stakeholders' expectations

We remain committed to corporate governance and compliance as key priorities, aiming to achieve sustainable growth in Duskin's value over the medium to long term.



Corporate Governance

Establishment of a Nominating and Compensation Committee

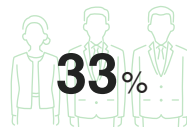
To ensure objectivity and transparency in the nomination of candidates for Operating Officers and members of the Board of Directors as well as in determining their compensation, Duskin established the Nominating and Compensation Committee. Composed only of independent directors, the Committee functions as an advisory board to the Board of Directors.

Building a structure that allows board members to focus on deliberating important matters

The Operating Officer System expedites the execution of company business by delegating matters of business execution to Operating Officers. This way, the Board of Directors is able to focus on deliberating on important agenda items and on supervising the execution of company business.

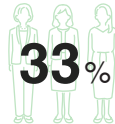
Ratio of Outside Directors on the Board of Directors

Three of the nine board members are Outside Directors.



Ratio of women on the Board of Directors

We are committed to empowering women by actively appointing them to key positions.



Board of Directors attendance rate

Board members maintain a high attendance rate and actively engage in vigorous discussions.



Of the 17 meetings held, all Board members attended every meeting except for one absence by an Outside Director, who attended the general meeting of shareholders of another company where the director also serves.

From April 2025 to March 2026

Compliance

Establishment of Duskin Code of Conduct

At Duskin, compliance means always striving to put ourselves in the place of others and acting accordingly. With that in mind, we established a code of conduct to ensure that Duskin conducts business in a socially responsible and reliable manner. In April 2025, we issued the code's fourth edition with partial revisions aligned with the standards of today's modern society. Everyone at Duskin abides by the code of conduct in all daily business activities.

Stakeholder engagement

Regular Mister Donut fan meetings held nationwide

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, as well as our Board Directors and Operating Officers, to hear customer feedback and needs firsthand, contributing to improved products and services.



More details here
(in Japanese)



Company information sessions for individual investors

We have introduced on-demand streaming as a way to provide opportunities for more individual investors to view company information sessions.

Total number of viewers to date

Approx. **14,000**

Product and service development policy information sessions for suppliers

To strengthen partnership with our suppliers, we share our quality guidelines and business plan information with them. The Direct Selling Group held information sessions online via on-demand streaming.

Direct Selling Group
Number of participating companies

176

Mister Donut Business Group
Number of participating companies

89

From April 2025 to March 2026

Our journey so far

We will continue to embrace new challenges, transcending industry boundaries and staying ahead of customer needs.

1960s Growing awareness of hygiene

1970s Shift toward Western-style diets

1980s Shift to the service economy

1990s

Direct Selling Group

Food Group

Other Businesses

1963 Duskin Co., Ltd. is established. Suita Laundry Plant opens for cleaning and processing of dust control products.



1964 Sales of a groundbreaking chemically treated dust cloth called Home Duskin launched throughout Japan.

Nicknamed the “magic dust cloth” — a revolutionary way to dust without water — it quickly won widespread support, marking a cleaning revolution in Japanese households.



1969 Full membership in the International Franchise Association (IFA) granted to Duskin, in a first for a Japanese company.



1970 Mister Donut business launched.

Motivated by a desire to bring joy to people through delicious donuts, we decided to expand into Japan's food industry as a franchisor. January 27 is regarded as Mister Donut's founding day.



1971



First Mister Donut shop opens in Minoh, Osaka.

1971 Advanced the diversification of our business operations.

1977 Our professional cleaning service, ServiceMaster, was introduced in 1971, followed by the launch of our pest control and environmental hygiene management business (currently called Terminix) in 1977. In 1978, we launched a comprehensive rental business for daily commodities, now called Duskin Rent-All.



1981 Duskin AINOWA Foundation established.



1982 Expanded business to better support a society where all people can lead fulfilling lives.

1989 In 1982, we launched a management service for medical institutions (now operated by Duskin Healthcare Co., Ltd.). This was followed in 1989 by the launch of our home cleaning and helper services, Merry Maids. With these services, we began supporting the creation of a society where people can enjoy more fulfilling lives.



1994 Dust Control business expands overseas.

The overseas expansion of Dust Control business began in Taiwan and extended to the fast-growing Chinese market (Shanghai) in 2006. Since then, we have been developing both the residential and commercial markets in these two regions.



Economic growth of Asian countries

2000s Shift toward an aging society

2010s Acceleration of women's participation in society

2020s Efforts to address challenges toward achieving the SDGs

1999



Regular plant and flower upkeep service (now rebranded as Total Green) launched.

1999



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

2000

Services for seniors launched.

2004

In 2000, leveraging our business style of direct home visits, we began offering services to assist family caregivers in providing care to seniors in the comfort of their familiar home environment (now called Life Care). In 2004, we also launched Health Rent business, focusing on the rental and sales of assisted-living products.



2003

Sales of Mister Donut's Pon De Ring series launched.

Their soft, chewy texture made these donuts a huge hit.



2004

Mister Donut's overseas expansion accelerated.

First Mister Donut shop opens in Taiwan in 2004.* As of December 31, 2024, we are present in six overseas markets: Thailand, the Philippines, Taiwan, Indonesia, Singapore and Hong Kong. Mister Donut's great flavors are gaining popularity abroad.



*Established through a joint venture company

2010

First MOSDO shop, a collaborative brand initiative between Mister Donut and MOS Burger, opens.



2014

Proposed a new cleaning style that is simple and effective.

Responding to the needs of busy customers, we released the Cleaning Basic Three package (2014) to make cleaning more efficient, and followed with the Robot Cleaner SiRo in 2016.



ロボットクリーナー
SiRo

おそうじ3
ベーシック

2016

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



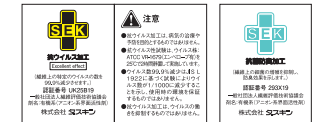
2017

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



2020

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



2021

Event hygiene services provided at vaccination sites.



2023

First Mister Donut shop opens in Singapore.

Note: Established through a master franchise agreement.

2024

Boston House Co., Ltd. acquired as a subsidiary.

2024

Rescue Service business (key replacements and repairs) launched.

2024

First Mister Donut shop opens in Hong Kong.

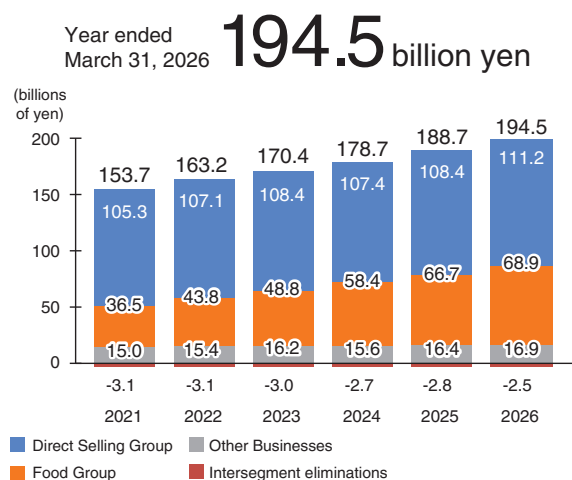


2025

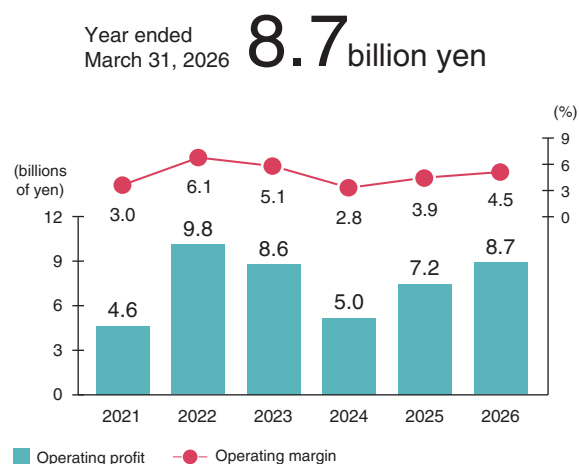
Rental service of mop cleaner with built-in mop storage unit launched.

Financial Highlights

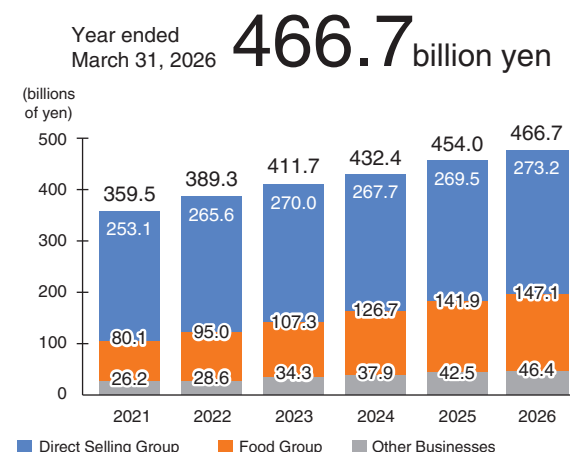
Consolidated sales



Consolidated operating profit



Customer-level sales



Notes:

1. Total sales from our domestic and overseas company-owned sales locations and subsidiaries, combined with estimated sales from our franchisees, are shown here as reference figures.
2. All financial figures are in billions of yen, all amounts less than a billion are dropped.

Corporate Information

Name	Duskin Co., Ltd.
Head Office	1-33 Toyotsu-cho, Suita-shi, Osaka 564-0051
Representative	Hiroyuki Okubo Representative Director, President and CEO
Date established	February 4, 1963
Capital stock	11.3 billion yen
Number of employees	Consolidated: 3,750 Parent company only: 1,964

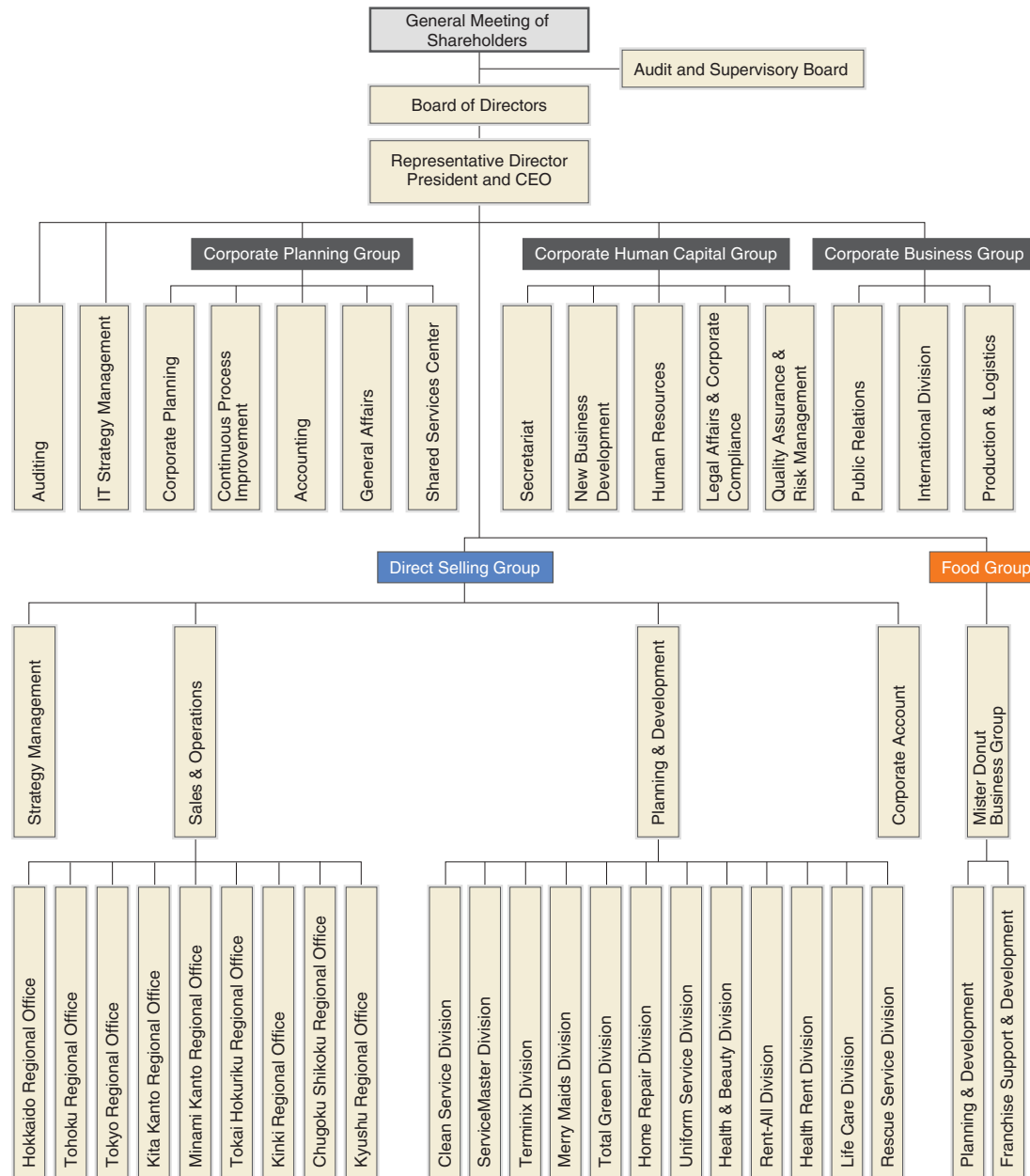
As of March 31, 2026

Board Directors and Operating Officers

Representative Director President and CEO	Hiroyuki Okubo	Outside Board Directors	Fumi Musashi Rie Nakagawa Nobuko Sekiguchi	Operating Officers	Tetsuji Daikuhara Hideyuki Kanoh Gou Fukushima Takeharu Ide Yasuko Matsushige Chitoshi Okamoto Minoru Okada Toshikatsu Baba Yasuyuki Yoshida Michitaka Kawazoe Hikaru Obana
Board Director and COO	Tetsuya Wada				
Board Director and Operating Officer	Shinichiro Ueno	Audit and Supervisory Board Members	Hideyuki Naito Koji Tsukamoto		
Board Director and COO	Keiichi Emura				
Board Director and CFO	Kenji Iida	Outside Audit and Supervisory Board Members	Hidekazu Saruki Ichiro Sakamoto Seiichiro Yamamoto		
Board Director and Operating Officer	Seishi Nemoto				

As of June 19, 2026

Organization



Subsidiaries and Affiliates

Subsidiaries ■ Direct Selling Group ■ Food Group ■ Other Businesses

Domestic

- | | |
|--|--|
| ■ Duskin Serve Hokkaido Co., Ltd. | ■ Duskin Product Hokkaido Co., Ltd. |
| ■ Duskin Serve Tohoku Co., Ltd. | ■ Duskin Product Tohoku Co., Ltd. |
| ■ Duskin Serve Kita Kanto Co., Ltd. | ■ Duskin Product Higashi Kanto Co., Ltd. |
| ■ Duskin Serve Minami Kanto Co., Ltd. | ■ Duskin Product Nishi Kanto Co., Ltd. |
| ■ Duskin Serve Tokai Hokuriku Co., Ltd. | ■ Duskin Product Tokai Co., Ltd. |
| ■ Duskin Serve Kinki Co., Ltd. | ■ Duskin Product Chu Shikoku Co., Ltd. |
| ■ Duskin Serve Chugoku Shikoku Co., Ltd. | ■ Duskin Product Kyushu Co., Ltd. |
| ■ Duskin Serve Kyushu Co., Ltd. | ■ MD Food Co., Ltd. |
| ■ Duskin Okinawa 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. | ■ Boston House Co., Ltd. |
| ■ Duskin Yatsushiro Co., Ltd. | ■ Duskin Kyoeki Co., Ltd. |
| ■ Duskin Kagoshima Co., Ltd. | ■ Duskin Healthcare Co., Ltd. |
| ■ Duskin Shuttle Tokyo Co., Ltd. | |
| ■ Azare Products Co., Ltd. | |
| ■ Kyowa Cosmetics Co., Ltd. | |
| ■ Chugai Sangyo Co., Ltd. | |
| ■ Wakura Duskin Co., Ltd. | |
| ■ Ono Duskin Co., Ltd. | |

Overseas

- Duskin Shanghai Co., Ltd.
- Big Apple Worldwide Holdings Sdn. Bhd.

Equity method affiliates

Domestic

- NAC Co., Ltd.
- JP-Holdings, Inc.

Overseas

- Duskin Serve Taiwan Co., Ltd.
- Mister Donut Taiwan Co., Ltd.

As of April 1, 2026

As of April 1, 2026



Duskin Co., Ltd.

1-33 Toyotsu-cho, Suita-shi, Osaka 564-0051 JAPAN

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

