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Editorial Policy

Reference Guidelines

This report uses the International Integrated Reporting Framework by IIRC; Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation by Ministry of Economy, Trade and Industry; and the GRI Standards by GRI.

Period Covered

The period covered for this report is from April 2018 through March 2019. However, reports of FY2017 and before, and some activities from FY2019, are also included.

Scope of Coverage

This report concerns Duskin Co., Ltd., its affiliated companies and franchised units (offices/shops/factories).

Terms

Used in this report are: **Duskin Corporate Group**—Duskin Co., Ltd. and its consolidated subsidiaries; **Duskin Group**—Duskin Corporate Group and Duskin's affiliated companies accounted for by equity methods; and **Duskin Family**—Duskin Group and its franchisees (including shops, offices and plants) that agree with Duskin's management philosophy.

Time of Issue

This report was published in August 2019; the next issue is scheduled for August 2020.

Forward-looking Statement

This report contains information on Duskin's ongoing business plans/policies, forecasts and strategies. The information is a future forecast at the time of its disclosure and contains potential risks and uncertainties. Readers are advised that actual results may differ significantly from the forecast as they are subject to a variety of factors including future economic conditions and Duskin's business environment.

Note

If the content of the report requires any revision, we will post revised data on our website at <https://www.duskin.co.jp/corp/> (Japanese version only).

Format and Purpose of Report Media

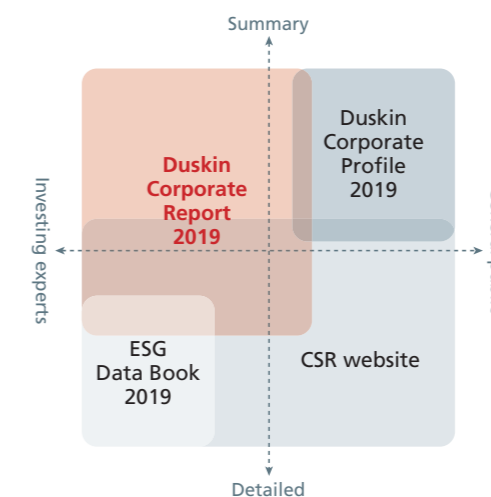
Duskin Corporate Report 2019

This is a comprehensive report containing financial information such as Duskin's management strategies and business performance, and non-financial information such as an overview of Duskin's long-term value creation and ESG (Environment, Social, Governance) information. The primary readers are institutional investors.



ESG Data Book 2019 (Japanese version only)

This book provides detailed information such as Duskin's ESG policies for investors interested in Duskin's ESG information and data for CSR experts; it is available on the website in PDF format.



Duskin Corporate Profile 2019

This is a concise narrative describing business activities and CSR efforts. The primary readers are those seeking information about Duskin, such as job seekers, business operators interested in becoming Duskin franchisees and corporate customers.



CSR website (Japanese version only)

Under the five focused themes of CSR activities: Safety, Reliability and Quality; Human Resources; Environment; Local and Social Contributions; and Corporate Governance, we are continuously striving for the most complete disclosure for a wider range of stakeholders.

