FY2025 (Apr. 2025 - Mar. 2026)

Financial Results

Duskin Co., Ltd.

May 26, 2026

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Highlights of Consolidated Financial Results (vs. prior year / vs. forecast)

Vs. prior year: Net sales increased in all business segments.
Profits increased at all stages.

Vs. announced forecast: Net sales fell short of forecasts, but profits exceeded them.

Millions of yen

	FY2024		Forecast announced on May 15, 2025		FY2025					
							Vs. prior year		Vs. forecast	
	[1]	Profit margin	[2]	Profit margin	[3]	Profit margin	[3] - [1]	Percentage change	[3] - [2]	Percentage change
Net sales	188,791	–	195,000	–	194,554	–	+5,763	+3.1%	-445	-0.2%
Operating profit	7,268	3.9%	7,900	4.1%	8,748	4.5%	+1,479	+20.4%	+848	+10.7%
Ordinary profit	10,697	5.7%	11,600	5.9%	12,964	6.7%	+2,267	+21.2%	+1,364	+11.8%
Profit attributable to owners of the parent	8,808	4.7%	9,000	4.6%	9,180	4.7%	+372	+4.2%	+180	+2.0%
EPS (Yen)	185.72	–	189.77	–	195.31	–	+9.58	+5.2%	+5.54	+2.9%
ROE	5.78%	–	–	–	5.94%	–	+0.16	–	–	–

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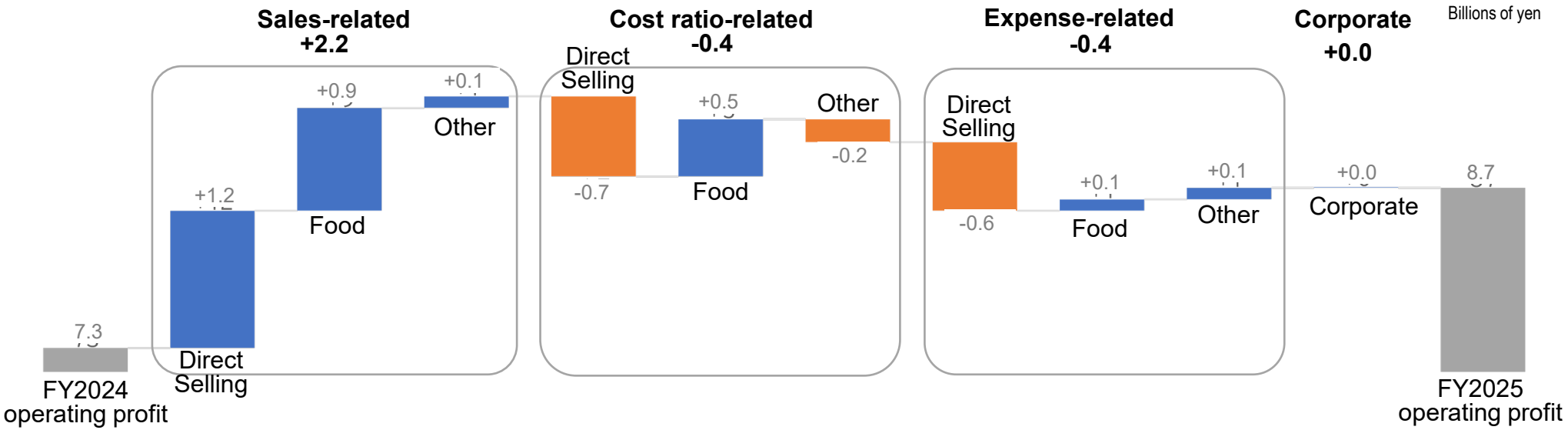
Vs. Prior Year

Millions of yen

		FY2024		FY2025			
						Vs. prior year	
		[1]	Profit margin	[2]	Profit margin	[2] - [1]	Percentage change
Consolidated	Net sales	188,791	–	194,554	–	+5,763	+3.1%
	Operating profit	7,268	3.9%	8,748	4.5%	+1,479	+20.4%
Direct Selling Group	Net sales	108,438	–	111,248	–	+2,810	+2.6%
	Operating profit	5,721	5.3%	5,639	5.1%	-82	-1.4%
Food Group	Net sales	66,747	–	68,914	–	+2,167	+3.2%
	Operating profit	8,556	12.8%	10,023	14.5%	+1,467	+17.1%
Other Businesses	Net sales	16,486	–	16,971	–	+485	+2.9%
	Operating profit	511	3.1%	579	3.4%	+68	+13.4%
Intersegment elm. and corporate exp.	Net sales	-2,882	–	-2,581	–	+300	–
	Operating profit	-7,520	–	-7,494	–	+26	–

Factors affecting increase/decrease in consolidated operating profit



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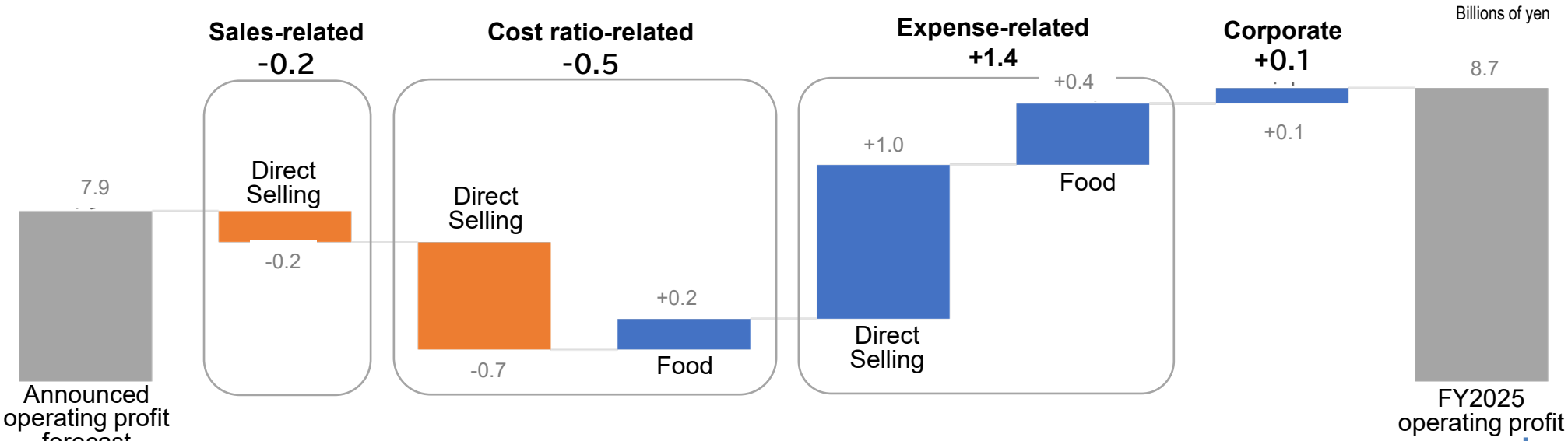
Results Versus Forecast

Millions of yen

		Forecast announced on Nov. 7, 2025		FY2025		Vs. forecast	
		[1]	Profit margin	[2]	Profit margin	[2] - [1]	Percentage change
Consolidated	Net sales	195,000	–	194,554	–	-445	-0.2%
	Operating profit	7,900	4.1%	8,748	4.5%	+848	+10.7%
Direct Selling Group	Net sales	111,700	–	111,248	–	-451	-0.4%
	Operating profit	5,500	4.9%	5,639	5.1%	+139	+2.5%
Food Group	Net sales	68,900	–	68,914	–	+14	+0.0%
	Operating profit	9,400	13.6%	10,023	14.5%	+623	+6.6%
Other Businesses	Net sales	17,000	–	16,971	–	-28	-0.2%
	Operating profit	550	3.2%	579	3.4%	+29	+5.4%
Intersegment elm. and corporate exp.	Net sales	-2,600	–	-2,581	–	+18	–
	Operating profit	-7,550	–	-7,494	–	+55	–

Factors affecting the change in consolidated operating profit from the forecast



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Consolidated Balance Sheet Summary

Millions of yen

	As of Mar. 31, 2025	As of Mar. 31, 2026	YoY change
Total assets	203,318	210,288	+6,969
Total current assets	60,594	66,320	+5,726
Cash and deposits	18,096	19,496	+1,400
Trade receivables	11,370	11,981	+610
Inventories	11,863	12,291	+428
Securities	7,988	11,192	+3,203
Other	11,275	11,358	+82
Total non-current assets	142,724	143,967	+1,242
Property, plant and equipment	50,160	48,412	-1,747
Intangible assets	9,014	11,191	+2,176
Investments and other assets	83,549	84,363	+814
Investment securities	69,509	67,730	-1,779
Other	14,039	16,633	+2,593
Total liabilities and net assets	203,318	210,288	+6,969
Total liabilities	51,776	51,990	+214
Total current liabilities	42,097	41,908	-189
Trade payables	8,273	8,594	+321
Other	33,824	33,313	-510
Total non-current liabilities	9,678	10,082	+403
Long-term borrowings	197	2	-195
Other	9,480	10,080	+599
Total net assets	151,542	158,297	+6,754
Share capital	11,352	11,352	±0
Retained earnings	119,146	123,050	+3,903
Treasury shares	-3,389	-3,031	+357
Valuation difference on AFS securities	8,902	10,427	+1,524
Other	15,529	16,498	+969

Current assets
Cash and deposits as well as securities increased.

Non-current assets
While property, plant and equipment decreased, intangible assets increased.

Total liabilities
While current liabilities decreased, non-current liabilities increased.

Net assets
Retained earnings and valuation difference on available-for-sale securities increased.

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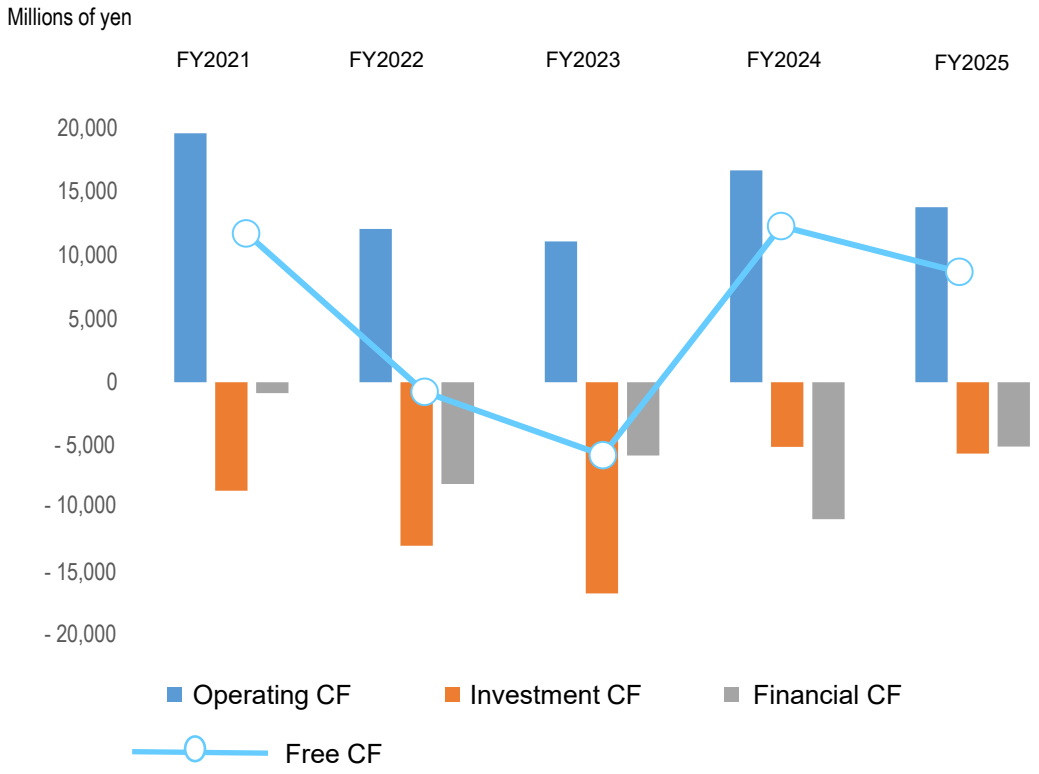
Consolidated Cash Flow Summary



Operating CF:
Decreased year-over-year due to an increase in income tax payments resulting from higher profits in fiscal 2024.

Investment CF:
Outflows increased due to factors such as the acquisition of shares in Nosh Inc.

Financial CF:
Outflows decreased because the Company did not repurchase its stocks in fiscal 2025.

Millions of yen

	FY2021	FY2022	FY2023	FY2024	FY2025	YoY change
Operating CF	19,596	12,061	11,093	16,683	13,792	-2,890
Investment CF	-8,524	-12,844	-16,604	-5,074	-5,608	-534
Free CF	11,071	-782	-5,510	11,609	8,184	-3,425
Financial CF	-835	-7,992	-5,743	-10,753	-5,042	+5,711
Cash and cash equivalents at end of year	39,963	31,275	20,024	20,985	24,183	+3,197

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Direct Selling Group

Business Performance Summary (vs. prior year / vs. forecast)

Millions of yen

	FY2024		Forecast announced on Nov. 7, 2025		FY2025					
							Vs. prior year		Vs. forecast	
	[1]	Profit margin	[2]	Profit margin	[3]	Profit margin	[3] - [1]	Percentage change	[3] - [2]	Percentage change
Sales	108,438	–	111,700	–	111,248	–	+2,810	+2.6%	-451	-0.4%
Operating profit	5,721	5.3%	5,500	4.9%	5,639	5.1%	-82	-1.4%	+139	+2.5%

Sales (vs. prior year)

- Sales in the mainstay Clean Service businesses declined in both residential and commercial sectors.
  - While the number of new customers acquired has increased thanks to the efforts of dedicated sales teams targeting households and the promotion of digital initiatives, this has not yet translated into an increase in the total number of customers.
  - Sales of new household products, such as the new mop cleaner with built-in mop storage unit and the new shower head with a water purification function that produces ultra-fine bubbles, have been strong, resulting in a smaller decline in overall household sales compared to the previous year.
- Sales for the Direct Selling Group as a whole increased as a result of continued strong performance, particularly at ServiceMaster and Duskin Rent-All.
- Sales from cleaning and other services at the 2025 Osaka-Kansai Expo site contributed to the positive business results.

Sales (vs. forecast)

- In addition to ServiceMaster, which achieved good results in air conditioner cleaning and regular cleaning services, Duskin Rent-All performed particularly well as it seeks to identify business opportunities in creating value in the fields of disaster prevention and hazard mitigation.
- Sales of the mainstay Clean Service businesses were lower than forecasts for both the residential and commercial markets.

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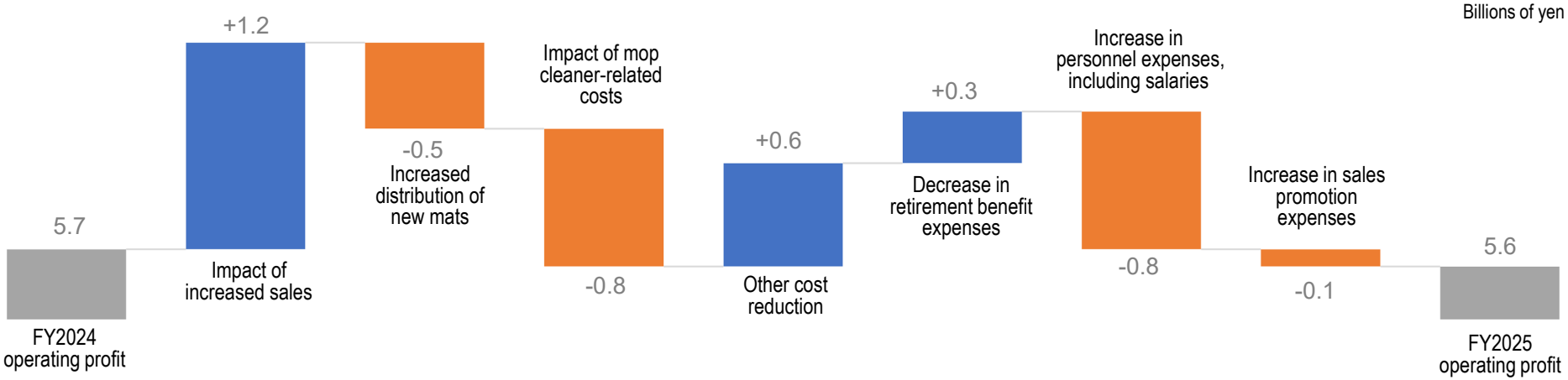
Operating Profit (vs. prior year / vs. forecast)

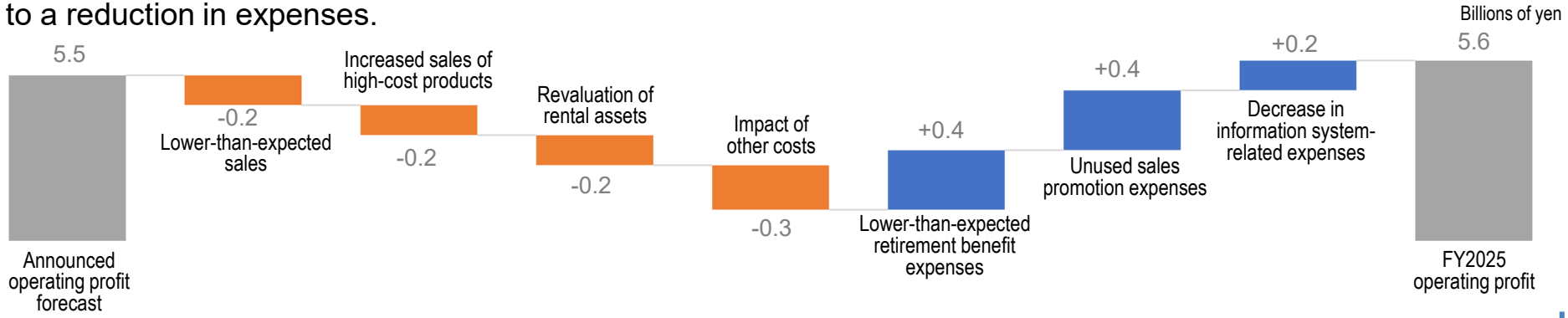
Vs. prior year

Despite the positive impact of increased sales, profits declined significantly due to the impact of the accounting method for the new mop cleaner with built-in mop storage unit, which recognizes costs before actual sales are made. Sales promotion expenses increased as a result of enhanced digital marketing.



Vs. forecast

Although sales fell short of forecasts and the cost ratio rose, overall profits exceeded forecasts thanks to a reduction in expenses.



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Food Group

Business Performance Summary (vs. prior year / vs. forecast)

Millions of yen

	FY2024		Forecast announced on Nov. 7, 2025		FY2025					
							Vs. prior year		Vs. forecast	
	[1]	Profit margin	[2]	Profit margin	[3]	Profit margin	[3] - [1]	Percentage change	[3] - [2]	Percentage change
Sales	66,747	–	68,900	–	68,914	–	+2,167	+3.2%	+14	+0.0%
Operating profit	8,556	12.8%	9,400	13.6%	10,023	14.5%	+1,467	+17.1%	+623	+6.6%

Sales (vs. prior year)

- The core business, Mister Donut, continued to perform well.
  - Customer-level sales of all shops: +4.2% YoY
  - Customer-level sales of existing shops: +1.5% YoY
  - Number of customers (per shop): -2.0% YoY
  - Average customer spend: +3.5% YoY (primarily due to price revisions)
  - Change in the number of contracted companies: +25 (from 1,042 as of March 31, 2025)
- Note that Boston House Co., Ltd.'s results for the previous fiscal year cover a 15-month period (due to adjustments to the fiscal year-end following its acquisition as a subsidiary).

Sales (vs. forecast)

- As part of our 55th-anniversary product lineup, we launched reissues of popular items and collaboration items that had been highly requested by customers. As a result of these efforts, sales were generally in line with forecasts.

Note: Starting FY2025, we have changed the basis for counting Mister Donut shops from the number of operating shops to the number of contracted companies.

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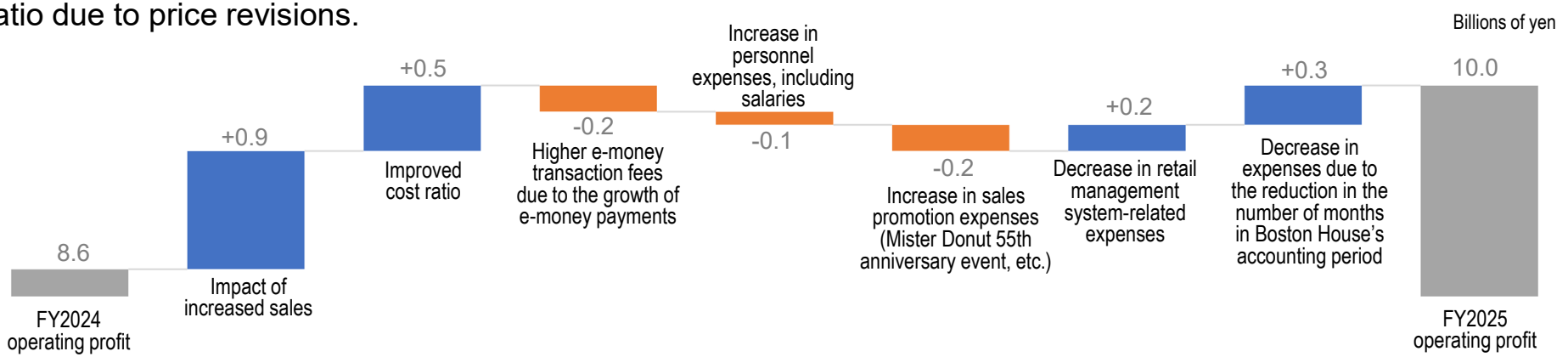
Operating Profit (vs. prior year / vs. forecast)

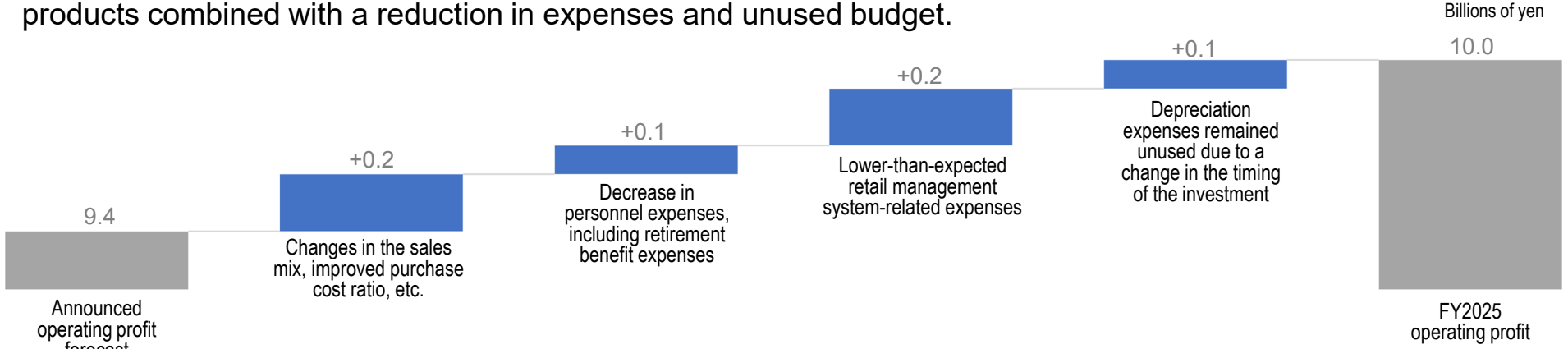
Vs. prior year

Significant profit growth was achieved thanks to increased sales, as well as through improvements in the cost ratio due to price revisions.



Vs. forecast

Overall results exceeded forecasts, thanks to an improved cost ratio due to the strong sales of high value-added products combined with a reduction in expenses and unused budget.



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Business Performance Summary (vs. prior year / vs. forecast)

Millions of yen

	FY2024		Forecast announced on Nov. 7, 2025		FY2025					
							Vs. prior year		Vs. forecast	
	[1]	Profit margin	[2]	Profit margin	[3]	Profit margin	[3] - [1]	Percentage change	[3] - [2]	Percentage change
Sales	16,486	–	17,000	–	16,971	–	+485	+2.9%	-28	-0.2%
Operating profit	511	3.1%	550	3.2%	579	3.4%	+68	+13.4%	+29	+5.4%

Sales / operating profit (vs. prior year)

- Duskin Kyoeki posted higher profits despite lower sales, while Duskin Healthcare increased both sales and profits.
- Overseas businesses saw a decline in both sales and profits.
  Sales of mats to Taiwan declined compared to the previous year, during which the Company benefited from large-volume shipments.
  Sales of donut ingredients to Hong Kong remained strong.
  Big Apple's sales increased, primarily due to an increase in the number of shops.

Sales / operating profit (vs. forecast)

- Both Duskin Kyoeki and Duskin Healthcare posted higher than expected sales and operating profits.
- Overseas businesses recorded lower sales and operating profit than projected.

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FY2026 Forecast (vs. FY2025)

Millions of yen

		FY2026 (Forecast)											
		1H		2H		Full year		YoY change					
								1H		2H		Full year	
			Profit margin		Profit margin		Profit margin		Percentage change		Percentage change		Percentage change
Direct Selling Group	Sales	57,600	–	58,200	–	115,800	–	+1,990	+3.6%	+2,560	+4.6%	+4,551	+4.1%
	Operating profit	3,100	5.4%	3,700	6.4%	6,800	5.9%	+527	+20.5%	+633	+20.7%	+1,160	+20.6%
Food Group	Sales	33,100	–	37,700	–	70,800	–	+679	+2.1%	+1,205	+3.3%	+1,885	+2.7%
	Operating profit	4,800	14.5%	5,000	13.3%	9,800	13.8%	-429	-8.2%	+205	+4.3%	-223	-2.2%
Other Businesses	Sales	8,600	–	8,900	–	17,500	–	+179	+2.1%	+348	+4.1%	+528	+3.1%
	Operating profit	300	3.5%	300	3.4%	600	3.4%	-68	-18.6%	+88	+42.0%	+20	+3.5%
Intersegment elm. and corporate exp.	Sales	-1,300	–	-1,300	–	-2,600	–	+71	–	-90	–	-18	–
	Operating profit	-4,100	–	-4,100	–	-8,200	–	-620	–	-84	–	-705	–
Consolidated	Sales	98,000	–	103,500	–	201,500	–	+2,921	+3.1%	+4,023	+4.0%	+6,945	+3.6%
	Operating profit	4,100	4.2%	4,900	4.7%	9,000	4.5%	-591	-12.6%	+843	+20.8%	+251	+2.9%
Consolidated ordinary profit		5,900	6.0%	7,000	6.8%	12,900	6.4%	-669	-10.2%	+604	+9.5%	-64	-0.5%
Profit attributable to owners of the parent		3,700	3.8%	6,100	5.9%	9,800	4.9%	-548	-12.9%	+1,168	+23.7%	+619	+6.7%

Note: The forecast does not take into account the potential impact of the conflicts in the Middle East, as the outlook remains uncertain.

Direct Selling Group
Although there will be some impact from the loss of sales from the 2025 Osaka-Kansai Expo, which was recorded in the previous fiscal year, we expect sales to increase as we maintain our strong performance, particularly in the Care Service segment. Regarding operating profit, we forecast an increase as the impact of recognizing the cost upfront of the new mop cleaner with built-in mop storage unit becomes negligible.

Food Group
The group's sales are expected to increase as its flagship brand, Mister Donut, continues to perform well. However, operating profit is forecast to decline. This is because, in the first half of the year, we expect to see the reverse effect of the reduction in sales promotion expenses from the previous year — which were driven by the popularity of Mocchurin — and because costs associated with the implementation of a new retail management system are expected to be incurred during the year.

Other Businesses
While sales are expected to increase both domestically and overseas, operating profit is projected to remain flat due to higher expenses, including personnel expenses.

Intersegment eliminations and corporate expenses
In addition to rising personnel costs, we anticipate an increase in expenses, including those associated with the review of shareholder benefits, expenses related to the promotion of digital transformation, and repair costs for the head office building.

Extraordinary income/loss
The projection takes into account the recognition of gains on the sale of securities resulting from the sale of strategically held shares.

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Returns to Shareholders

Shareholder Return Policy during the Medium-Term Business Plan 2028 Period

■ Our basic policy for shareholder return is to distribute profits in line with business performance while taking financial soundness into full consideration. The annual dividend payout is based on a consolidated dividend payout ratio of 60% or a dividend on equity (DOE) of 3.0%, whichever amount is higher.

		FY2023	FY2024	FY2025	FY2026 (Forecast)
	Interim dividend (Yen)	35	50	50	55
	Year-end dividend (Yen)	65 Including the 20-yen dividend commemorating the company's 60th anniversary	62	68	70
Annual dividend (per share, yen)		100	112	118	125
Stock repurchase	Amount (Millions of yen)	1,696	4,999	0	–
	Number of stocks (in thousands)	527	1,328	0	–

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Duskin Co., Ltd.

Medium-Term Business Plan 2028
Initiatives

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Goals of the Medium-Term Business Plan 2028 (Fundamental themes)

Under the following four business themes, we will take on the challenge of fulfilling our purpose of “Building a happy and fulfilling future while staying attuned to people and society” in order to achieve our core principle of “unifying business and morals”; that is, to enhance our corporate value in both social and economic terms. To this end, we will continue to value our face-to-face interaction with our customers as well as improving digital technology to support such interaction.

Creating new social values for the future

Creating new customer value through business model transformation

Building strong relationships with customers to increase customer value

Theme 4

Solidify Our Business Base

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

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Goals of the Medium-Term Business Plan 2028

DUSKIN 喜びのタネをまこう

Our Vision (Where we are headed)

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

Direct Selling Group

Bringing New Connections and Joy to Your Life

To fulfill its raison d'etre, the Direct Selling Group, which has newly added house maintenance to its business domain, will work on strategies in each of its four focus areas (house maintenance*, hygiene and cleanliness, work-life balance support and senior support).

Food Group

Bringing a New Food Culture to the World

We will continue to take on new challenges to provide more customers with delicious and pleasant memories that will remain in their hearts not only at the time they eat the food, but also afterwards.

Priority Initiatives

Expand business areas	We will support the enhancement of residential comfort and the creation of environments where residents can spend their time with greater peace of mind. (House maintenance*)
Dig deeper into existing businesses	In addition to solutions for maintaining a hygienic environment, we will also offer solutions designed to support the daily lives of seniors and dual-income families with children. (Hygiene and cleanliness, work-life balance support, senior support)
Leverage customer channels	We will leverage both real and digital customer touchpoints to win new contracts and strengthen relationships with existing customers.
Implement digital transformation	In order to create new value in the customer experience, we will reform operations and improve productivity at our head office, franchisees and production and logistics facilities.

*This refers to the field of services that address issues related to homes and buildings, including emergency repair services.

Develop new business formats	We will expand our business portfolio and build a new revenue base by developing new businesses in-house and also by utilizing M&A.
Enhance value chain	Our goal is to establish in-house factories in order to optimize the entire value chain.
Enhance merchandising	We will leverage a variety of different brands to create new products and new sales opportunities so that we can have more opportunities to interact with customers.
Challenge ourselves for new growth	Mister Donut • Open new shops in new store formats in areas where we have not yet operated Katsu & Katsu / Napoli No Shokutaku • Franchise these businesses

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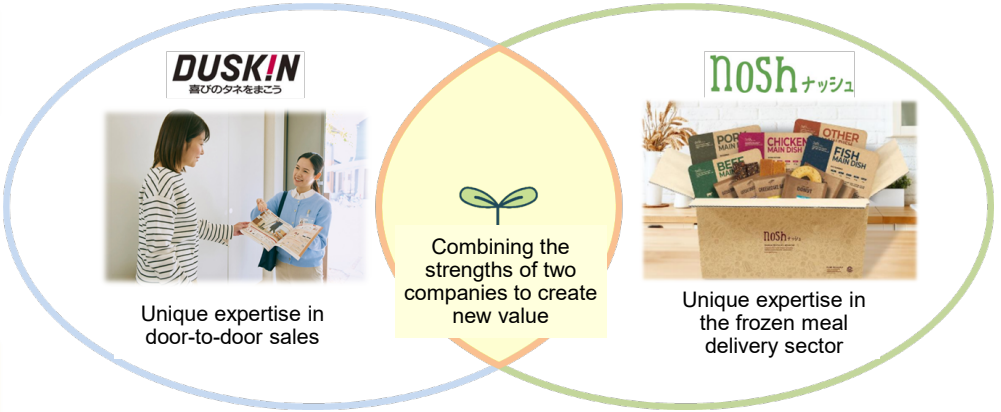
Initiatives to EXplore New Businesses

Entered into a capital and business alliance agreement with Nosh Inc.

- Formed a joint committee comprising members from both companies to explore collaboration opportunities.
- Each company began referring their customers to the other.



Began testing a new service in the field of childcare support.

- Began testing a sitter service in select areas.

Signed a master franchise agreement for the expansion of Mister Donut into the East China region

- We have decided to expand into the East China region (Shanghai City and Zhejiang, Jiangsu and Shandong Provinces) through a master franchise agreement.
- We plan to open our first shop during fiscal 2026.

Scene from the signing ceremony

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Initiatives to EXpand to Related Businesses

Direct Selling Group

Provided services that helped maintain a comfortable venue environment at the 2025 Osaka-Kansai Expo.

- Provided comprehensive services that transcended the boundaries of our existing business segments.
- Implemented new initiatives that leverage information technology to enhance visitor convenience while ensuring staff safety and efficient operations.

Launched the franchise operation for Rescue Service (emergency locksmith services)

- Sales: Up 35% compared to fiscal 2024
- Number of franchise agreements: 17 (as of March 31, 2026)
  Target number of new outlets: 46 by the end of fiscal 2026

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Initiatives to EXcel in Our Existing Businesses

Direct Selling Group

Participating in and contributing to local communities (Our way of creating shared value)

ダスキン 防災サポートサービス
防災資材のレンタル × 衛生サービス

104 municipalities have signed up for our disaster risk reduction support services (as of March 31, 2026)

In time of emergency

Support for the establishment and operation of evacuation shelters

1. Supply of rental items
   Supplying approximately 100 types of items necessary for setting up evacuation shelters

2. Hygiene support at evacuation shelters
   Providing infection control supplies and regular cleaning rounds within the facility

3. Rapid supply system
   Supplying goods promptly through our nationwide network of supply bases

In ordinary times

NEW

Hazard mitigation training package

1. Regional disaster mitigation package
   Helps develop the capacity to take action that saves lives

2. Disaster response headquarters operation package
   Helps develop the leadership capacity of the command center during disasters

3. Evacuation shelter management package
   Helps build the foundation to protect people's livelihoods

Equipment simulating a collapsed building

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Initiatives to EXpand to Related Businesses and to EXcel in Our Existing Businesses

DUSKIN 喜びのタネをまこう

Food Group

Expanding our existing food service business formats

Initiatives at Mister Donut

- 55th anniversary commemorative products

Mocchurin

Chocolat French series

- Introduced various types of operational support equipment

Cash register with an AI-enabled scanner

AI-enabled scanner for inventory data entry

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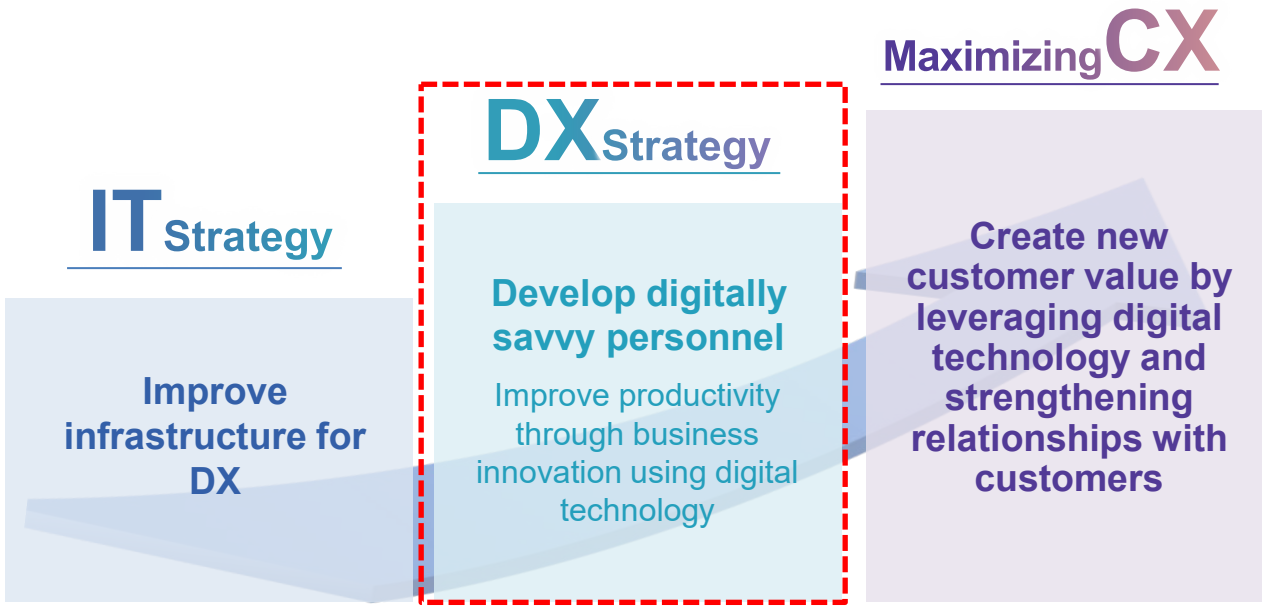
Initiatives to Solidify Our Business Base

■ Promoted human capital management

- We have decided to implement a new human resources system designed to ensure that our business strategy and HR strategy function in an integrated manner.
  →This system has already been in place, starting with management-level employees in fiscal 2026.

■ Promoted digital transformation (DX)

- To lay the groundwork for improving operational efficiency leveraging digital technology, we identified the qualifications required of the personnel who will lead these initiatives and formulated a development plan for them.



Excerpt from “Medium-Term Business Plan 2028”

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Sustainability Initiatives

■ Pursuit of corporate sustainability

- We held off-site meetings attended by executive officers, during which we discussed our company's vision and value creation process based on the Ministry of Economy, Trade and Industry's "Corporate Governance Guidance for Enhancement of Earning Power."
- To further strengthen the Board of Directors' ability to make broad, strategic decisions, we have reviewed our decision-making processes, promoted the delegation of authority to lower-level management and clarified the division of roles between oversight and execution.

■ Pursuit of social sustainability

- As part of the initiative to transition the sales fleet to electric vehicles within the Direct Selling Group, 55 chargers were installed at company-owned sales locations.

DUSKIN Green Target 2030

Reducing waste and efficient resource use
help build a recycling-oriented society

2030 targets
- Reduce food waste by **50%** (compared to FY2000)
- Reduce fossil fuel-derived plastics by **25%** (compared to FY2020)
- Recycle **60%** of plastic containers and packaging

Responding to climate change
helps achieve a decarbonized society

2030 targets
- Renewable energy usage rate of **50%**
- Reduce CO_2 emissions across Duskin Group locations by **46%** (compared to the 2013 target)

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Appendix

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Duskin Co., Ltd. (Parent Company Only) Financial Summary

Millions of yen

	FY2024		FY2025			
					YoY change	
	[1]	Profit margin	[2]	Profit margin	[2]- [1]	Percentage change
Net sales	151,739	–	155,328	–	+3,589	+2.4%
Operating profit	4,713	3.1%	6,011	3.9%	+1,298	+27.5%
Ordinary profit	9,222	6.1%	10,876	7.0%	+1,654	+17.9%
Net profit	8,341	5.5%	7,886	5.1%	-454	-5.5%

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Customer-Level Sales

Millions of yen

	FY2024	FY2025	YoY change	Percentage change
Direct Selling Group	**269,555**	**273,273**	**+3,717**	**+1.4%**
Total Clean Service	166,495	163,831	-2,664	-1.6%
Clean Service (residential customer)	77,019	75,221	-1,797	-2.3%
Clean Service (commercial customer)	89,476	88,609	-867	-1.0%
Total Care Service	62,319	64,893	+2,574	+4.1%
ServiceMaster	35,381	37,159	+1,777	+5.0%
Terminix	9,505	9,775	+270	+2.8%
Merry Maids	12,863	13,076	+213	+1.7%
Total Green	4,332	4,638	+305	+7.1%
Home Repair	237	243	+6	+2.7%
Duskin Rent-All	15,628	17,296	+1,668	+10.7%
Health Rent	14,796	15,738	+941	+6.4%
Uniform Service	3,095	3,550	+455	+14.7%
Azare Products	2,832	3,549	+717	+25.3%
Life Care	2,185	2,234	+49	+2.2%
Health & Beauty	1,818	1,646	-171	-9.4%
Rescue Service	384	533	+148	+38.7%
Food Group	**141,908**	**147,114**	**+5,205**	**+3.7%**
Mister Donut	136,516	142,281	+5,764	+4.2%
Katsu & Katsu	1,902	1,858	-44	-2.3%
Napoli No Shokutaku, etc.	3,489	2,974	-514	-14.8%
Other	0	0	±0	–
Other Businesses	**42,590**	**46,408**	**+3,817**	**+9.0%**
Clean Service and Care Service (Overseas)	9,196	9,878	+682	+7.4%
Mister Donut (Overseas)	22,140	24,278	+2,137	+9.7%
Big Apple	2,110	2,413	+302	+14.4%
Duskin Healthcare	9,143	9,838	+694	+7.6%
Total	**454,055**	**466,795**	**+12,740**	**+2.8%**

Notes:
- The above sales figures represent total sales for our domestic and overseas company-owned sales locations and subsidiaries, as well as estimated sales for our franchisees. These figures are for reference purposes.
- Customer-level sales in overseas businesses are presented as the total for January to December to align with the fiscal year-end of consolidated overseas subsidiaries.
- Sales of MOSDO are included in those of Mister Donut.
- The figures for the stores operated by Boston House Co., Ltd. are included in the count for “Napoli No Shokutaku, etc.”

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Number of Sales Locations

No. of locations

	As of March 31, 2025	As of March 31, 2026	YoY change
Direct Selling Group	**5,732**	**5,741**	**+9**
Clean Service	1,802	1,777	-25
ServiceMaster	1,210	1,222	+12
Terminix	544	554	+10
Merry Maids	801	799	-2
Total Green	185	192	+7
Home Repair	101	101	±0
Duskin Rent-All	98	97	-1
Health Rent	189	189	±0
Uniform Service	213	209	-4
Azare Products	43	42	-1
Life Care	95	98	+3
Health & Beauty	447	445	-2
Rescue Service	4	16	+12
Food Group	**1,080**	**1,106**	**+26**
Mister Donut (The number of contracted companies as of March 31, 2025 was 1,042.)	1,041	1,067	+26
Katsu & Katsu	16	16	±0
Napoli No Shokutaku, etc.	23	23	±0
Other Businesses	**10,015**	**11,339**	**+1,324**
Clean Service and Care Service (Overseas)	25	25	±0
Mister Donut (Overseas)	9,686	11,004	+1,318
Big Apple	96	109	+13
Duskin Healthcare	208	201	-7
Total	**16,827**	**18,186**	**+1,359**

Notes:
- Because some business locations operate multiple businesses, the number of locations above may differ from the actual number of sales locations.
- The number of sales locations is the total of company-owned sales locations and those operated by subsidiaries and franchisees.
- The number of sales locations represents those in operation.
- As of FY2025, the number of Mister Donut domestic sales locations represents the number of contracted companies.
- The number of overseas sales locations is as of December 31.
- The number of Duskin Healthcare locations represents the number of contracted facilities.
- Sales of MOSDO are included in those of Mister Donut.
- The figures for the stores operated by Boston House Co., Ltd. are included in the count for “Napoli No Shokutaku, etc.”
- As of FY2025, the number of Big Apple locations includes pop-up stores.

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Cautionary Note Regarding Forward-Looking Statements
These materials contain forward-looking statements concerning forecasts, goals, strategies and other matters of the Company and its consolidated subsidiaries. These forward-looking statements are based on information currently available to the Company and certain assumptions that the Company deems reasonable and are not intended to be a promise by the Company that they will be achieved. Actual results may differ materially due to various factors.