1963 The Origin of Duskin

#### Our founder's philosophy lives on

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.



#### Seiichi Suzuki, Duskin Founder

Seiichi Suzuki was born in Hekinan City, Aichi Prefecture in 1911. In 1938, he joined Ittoen\* to serve others and to live a life o faith. In 1944 he established Kentoku Company. 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 enterprise. Seiichi Suzuki passed away in 1980 at the age of 68.

\* This non-religious self-discipline training community based in Yamashina, Kyoto advocates a life with no possession

#### 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

realizing our maximum spiritual and material

to the fullest.

potential.

## Franchising to achieve our business philosophy



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

that it would provide opportunities to make dust control into a successful business for people aligned with our philosophy of Prayerful Management. We thin of franchising as a system for franchisor and franchisee to share in each other's fortunes and realize growth.

Our Raison d'être

## Sowing the seeds of joy for people and society

By sowing the seeds of joy to make people everywhere happy — in addition to pursuing profit, we share our joy with the people in the areas in which we operate. By doing our part to make peoples' lives both materially and emotionally better, we in fact achieve better ongoing corporate value.

Our founder felt that "profit is the reward of joyous transactions." With the wish that everybody who is in any way working with Duskin be happy, he worked throughout his entire life to sow the seeds of joy.

Based on this raison d'être, which is the unchanging value that forms the foundation of Duskin's business, we do our part for the sustainable development of our society and for corporate growth.



#### Corporate Objectives

- Duskin strives to unify business and morals.

  Praying for happiness is the starting point of all of our corporate activity.
- We continuously train and encourage our employees to take the responsibility to ask the simple question: "May I help you?" with sincerity.
  - Our goal is to be the best in the world.

- We love our fellow human beings and work to bring out the best in them.

  Through our work, we help people develop.
- Duskin sows the seeds of joy.

  Profit is a barometer of how happy our customers are.

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### Long-Term Strategy ONE DUSKIN

Corporate Vision

## The most attentive service provider in the world

Long-Term Strategy



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

The Value We Provide

Collaborative value creation with stakeholders

## Doing our part for society through our business

# The Duskin family comes together to accommodate our customers, and to render the company essential to the society we live in

The Long-Term Strategy ONE DUSKIN — the goal of which is for Duskin to be the most attentive service provider in the world — has been in place for eight years, and we continue to steadily implement this strategy.

In realizing the concept of "uniting all Duskin businesses so as to serve our customers in the most effective and courteous manner," our goal as a corporate group is to create a community where people are more connected, and where they can live safely and happily. In order for us to be the kind of presence that people rely on most in the areas in which we operate, our goal is that the proposals that we make to customers reflect their requests in advance, and that we deliver optimal service to them. The entire Duskin Family is joined together in this initiative.



#### Collaborative Value Creation with Stakeholders

#### With customers

## Providing products and services that perfectly match the needs of our customers

In order to listen to our customers directly, we hold what we call "fan meetings" around the nation. At these meetings, our Chairman as well as head office and regional staff for each business group, plus

franchisee owners, listen to customer opinions and requests directly, which leads to improvements in products and services.



#### With local 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.



#### With employees

#### Moving forward with diversity and inclusion

In order to effectively address the ever-changing needs of our customers and of society in general, it is critically important that our employees, who have both diverse careers and social backgrounds, have respect for each other and that they are able to exercise their abilities to the fullest. At Duskin, our

goal is to foster a workplace where each and every one of our employees derive great satisfaction from their jobs and manifest their capabilities and experience to the fullest.



#### For the global environment

#### Planting the seeds of ecology: in familiar places and for the future

Duskin's concept of ecology began with cleaning equipment rentals. We have also had a history of making sure that we treat material items with respect. In line with these stances, and in order to secure the future of the planet, we are reviewing our corporate activities from the time of product and service development, production and delivery up to the time after use — encouraging repeated use, sharing in use, reducing number of items used, and not throwing away items. We are stepping up all of these efforts.



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