

# Corporate Report 2024

Digest Version



**Duskin Co., Ltd.**  
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<http://www.duskin.co.jp/english>





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## About Duskin Corporate Report 2024 Digest Version

This report is the digest version of Duskin's Corporate Report 2024. Covering our corporate philosophy, messages from top management, value creation process, business strategies, sustainability, and more, this Digest Version offers a compact summary of our range of initiatives designed to boost corporate value.

The Corporate Report is an important tool designed to help enhance discussions with our stakeholders, including shareholders and investors. It is also a means of explaining our goals to be achieved through our Medium-Term Management Policy initiatives and the new value we are going to create based on our unique philosophy of sowing the seeds of joy. All in all, the purpose of this report is to facilitate unwavering understanding of our corporate philosophy as well as expectations for Duskin's future.

It is our hope that this report helps create opportunities for dialog, and that it also works to enhance understanding of our company and who we are. For your reference, the original version (in Japanese) will be published in November 2024.

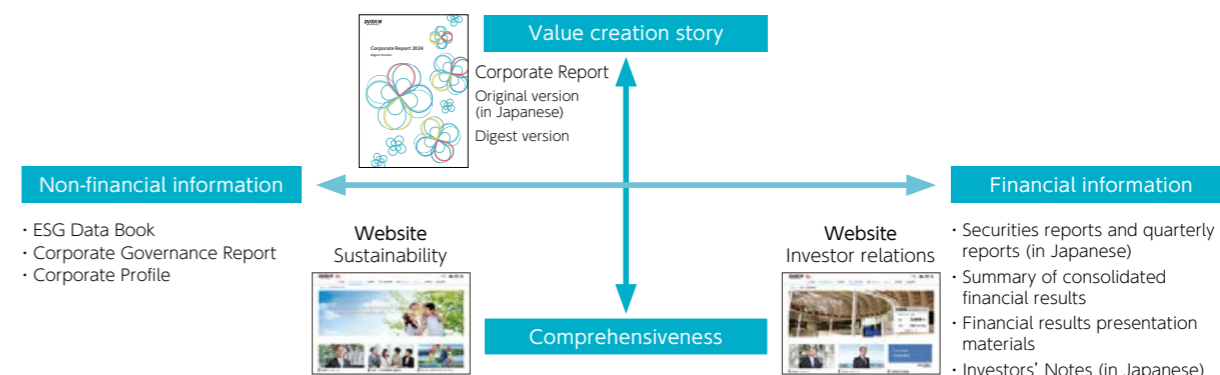
<https://www.duskin.co.jp/ir/library/report/>



### Main contents of the original version (in Japanese)

<b>Introduction</b> <ul style="list-style-type: none"> <li>■ Our founder's philosophy / Our raison d'être</li> <li>■ The history of our growth</li> <li>■ Message from the President</li> </ul>	<b>Our Value Creation Story</b> <ul style="list-style-type: none"> <li>■ Our value creation process</li> <li>■ Capital reinforcement</li> <li>■ Materiality</li> </ul>	<b>Value Creation Strategies</b> <ul style="list-style-type: none"> <li>■ Medium-Term Management Plan 2022</li> <li>■ Message from the CFO</li> <li>■ Strategies by business segment</li> </ul>	<b>Foundation for Value Creation</b> <ul style="list-style-type: none"> <li>■ Dialogue between the Chairman and Outside Directors</li> <li>■ Our sustainability strategy</li> <li>■ Corporate governance, etc.</li> </ul>
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## Positioning of this report



## Publications

Corporate Report	A comprehensive report containing both financial and non-financial information. It includes content related to Duskin's long-term value creation, business strategy, business results and sustainability initiatives. <a href="https://www.duskin.co.jp/english/ir/library/report/">https://www.duskin.co.jp/english/ir/library/report/</a>	
ESG Data Book	For stakeholders interested in our ESG (environmental, social, and governance)-related information, this booklet presents detailed data and policy information regarding our ESG-related initiatives. It is available on our website in PDF format. <a href="https://www.duskin.co.jp/english/sus/library/databook">https://www.duskin.co.jp/english/sus/library/databook</a>	
Corporate Profile	This booklet is mainly intended for people who are interested in learning more about Duskin, such as individuals considering joining Duskin, businesses considering joining a Duskin franchise and corporate customers. It provides a concise summary of Duskin's business and sustainability initiatives. <a href="https://www.duskin.co.jp/company/library/pdf/duskin2024e.pdf">https://www.duskin.co.jp/company/library/pdf/duskin2024e.pdf</a>	

## Editorial Policy

■ Terms used in this report	<b>Duskin Corporate Group</b> — Duskin Co., Ltd. and its consolidated subsidiaries; <b>Duskin Group</b> — Duskin Corporate Group and Duskin's affiliated companies accounted for by equity methods; <b>Duskin Family</b> — Duskin Group and its franchisees (including shops, offices and plants) that agree with Duskin's corporate philosophy.	■ Period covered	This report essentially covers the fiscal year ended March 31, 2024 (April 1, 2023 to March 31, 2024). However, it also covers some business activities prior to that year and for the fiscal year ending March 31, 2025.
■ Scope of coverage	This report concerns Duskin Co., Ltd., its affiliated companies and franchised units (offices/shops/factories).	■ Published in	July 2024

**Note** If the content of the report requires any revision, we will post revised data on our website at <https://www.duskin.co.jp/english>

### Forward-Looking Statement

This report contains information on Duskin's ongoing business plans and 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.

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 of 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 to the fullest, realizing our maximum spiritual and material potential.

## Franchising to achieve our business philosophy



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

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 our philosophy of Prayerful Management. We think 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

- 1 Duskin strives to unify business and morals. We pursue both social and economic values.
- 2 We love our fellow human beings and work to bring out the best in them. Through our work, we help people develop.
- 3 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.
- 4 Duskin sows the seeds of joy. Profit is a barometer of how happy our customers are.

