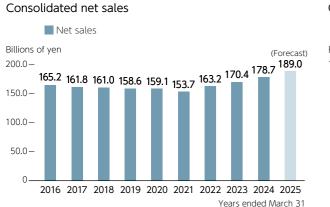
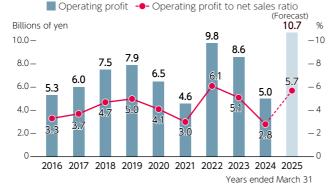
Review of Medium-Term Management Policies

Phase I Phase II Fiscal year ended March 31, 2016 to fiscal year ended March 31, 2018 Medium-Term Management Policy 2015 Fiscal year ended March 31, 2019 to fiscal year ended March 31, 2021 Medium-Term Management Policy 2018 In Phase I, we laid the foundation for a new business model. In this In achieving our nine-year long-term strategy ONE DUSKIN, we posisecond phase, we will further develop it and materialize the "ONE tion Phase I as the phase to ensure the penetration and implemen-DUSKIN" structure, which is the goal of our long-term strategy. In tation of this strategy, and we will focus on improving our earnings. doing so, we will improve our earnings and reform our corporate structure to achieve sustainable growth. ① Establish a business model New growth strategy Establish a system that enables Duskin and franchisees to share New business development, M&A, strengthening business alliances and utilize customer information. • Establish a brand that meets the needs of growing markets in ② New growth strategy Focus on developing new businesses, while expanding overseas ② Expand existing businesses operations of Clean & Care and Mister Donut. ③ Structural reforms • Become a general point of contact for all aspects of family life, not Focus on improving profitability by reviewing the cost structure of just for housekeeping. procurement, production, logistics and information systems. Move away from being a mere hygiene management supporter 4 Strengthen corporate governance and become a business partner offering all kinds of hygiene man-Enhance corporate governance based on the concept of fair and agement know-how. transparent corporate management and also as part of our growth • Enhance brand value • Secure profitability of existing shops and promote multiple shop expansion after confirming the future potential. 3 Strengthen corporate structure Strengthen corporate functions and reallocate human resources to growth businesses. As the needs and consumption behavior of our customers diversify, We were able to advance the development of our existing businesses we have achieved positive results in transforming our business model and accelerate our efforts toward new growth. We also achieved and other aspects of our operations to enable customers to use our some positive results in strengthening our corporate structure. new framework, products and services. Fiscal year ended March 31, 2018: Consolidated net sales of 161.0 billion yen Fiscal year ended March 31, 2021: Consolidated net sales of 153.7 billion yen Consolidated operating profit of $7.5\,$ billion yen Consolidated operating profit of $4.6\,$ billion yen • In order to respond to an external environment changed by the • The Clean & Care Group* needs to establish a concierge system in which door-to-door sales reps play a central role. The Group also coronavirus pandemic, we need to accelerate information and distrineeds to improve the system by which Our specially trained bution reform by way of further digitalization in existing businesses. Hygiene Masters can propose ideal hygiene management to their • We need to be proactive in investing in new growth opportunities with an eve on the future, whether through M&A or venture capital • In the Mister Donut business, despite an increase in sales per shop in operation, total sales declined due to delays in shop openings • We need to strengthen our business base to support investment in while the number of existing shops is decreasing. We need to push new growth opportunities and expansion of existing businesses. forward our efforts to rebuild our brand. • We need to be proactive in the areas of ESG and SDGs.

Business results



Operating profit



Medium-Term Management Policy 2022

Phase III

Duskin formulated Medium-Term Management Policy 2022 (for the three years from the fiscal year ended March 31, 2023 to the fiscal year ending March 31, 2025) as Phase III of its long-term strategy ONE DUSKIN. Over the three years, we are solidifying the foundation created in Phases I and II and steadily implementing initiatives to complete our long-term strategy ONE DUSKIN in order to further enhance our corporate value as a company that remains valuable to society.

Medium-Term Management Policy 2022 Basic Policy

Unify business and morals by reforming our portfolios to address the changing business climate and solve social issues

Numerical Targets (Consolidated)

Fiscal year ending March 31, 2025: Net sales of 189 billion yen \angle Operating profit of 10.7 billion yen \angle ROE of 6% or more

Initiatives Based on the Three Strategic Themes

		Subjects	Progress (during the fiscal year ended March 31, 2024)
Theme 1 Reforming our business portfolios	Reforming and expanding existing businesses	■ Direct Selling Group To pursue our goal of helping both residential and commercial customers "fine-tune the rhythm of their daily lives," we will focus on the three domains: work-life management, senior support and hygiene and cleanliness. ■ Food Group With the goal of creating shops where "anyone and everyone can enjoy happy moments at any time," we seek to deliver delicious taste and fun to customers.	 Direct Selling Group Introduced to franchisees a framework of sales teams dedicated to visits to residential customers. Started joint business with our new business partner, Qracian Co., Ltd. Commercialized Duskin Rescue, a rapid response service for home emergencies. Food Group Made Kenko Saien Co., Ltd., the holding company of Boston House Co., Ltd., which operates Napoli No Shokutaku Italian restaurant, a subsidiary. Expanded delivery service. Renewed the official Mister Donut smartphone app.
	Investment in new growth opportunities	 Business alliance In order to create social value, we will actively invest in areas where we can generate synergies with existing businesses and in areas where we can maintain lifelong relationships with customers. Overseas business development In addition to growing our businesses in the countries where we already operate, we will study the possibility of expanding into other Asian countries where we do not yet operate, and when possible, we will take action accordingly. 	 Business alliance Signed a business alliance agreement with JP-Holdings, Inc. Overseas business development Opened two Mister Donut shops in Singapore. Introduced a household cleaning service in Taipei, Taiwan. Opened our official e-commerce site for overseas customers.
Establishing a solid foundation		Strengthening human and technology resources; reinforcing management systems for our organization and businesses • Promote human capital management • Strengthen R&D • Establish an organization and operational structure best suited to realize both company-wide and business-specific strategies • Strengthen management to focus on core competencies • Further improve governance effectiveness • Build a foundation for growth by promoting digital transformation	Human capital management Introduced an educational tool that allows employees to learn new technologies and skills. Implemented a personality test and growth measurement test to help employees increase their self-understanding. Digital transformation (DX) Appointed dedicated personnel to implement a company-wide DX. Set up a dedicated department to spearhead our cloud migration. Largely completed the RFID tag installation.
Theme 3 Coexistence with local communities		Contributing to the creation of a sustainable society and strengthening our corporate governance geared to the needs of society Contribute to the sustainability of society. Make efforts to preserve the global environment. Implement initiatives for sustainable corporate management.	In order to reduce food loss and waste, increased the number of shops capable of adopting the recycling program of waste donuts as animal feed. Conducted evaluation tests on converting Direct Selling Group sales vehicles to EVs.

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^{*} Effective April 1, 2018, the Clean & Care Group has been renamed the Direct Selling Group.

Duskin at a Glance

At Duskin, our business is centered on the franchise system. Duskin's history of providing products and services that meet the ever-changing needs of the times and the demands of society is the accumulation of our practice of sowing the seeds of joy.

Consolidated net sales¹ Other Businesses

(Excluding intersegment sales)

Food Group sales composition ratio

3.2%

Food Group

58.4 billion ven

(32.7%)

Mister Donut 96.8%

Others

Consolidated net sales

178.7 billion yen

Consolidated operating profit

5 billion yen

Customer-level sales²

ROE

Equity ratio

15.6 billion ven

178.7

billion yen

Intersegment eliminations -2.7 billion yen

(7.6%)

Shareholder return

Direct Selling Group

107.4 billion yen

Direct Selling Group sales

13 7%

composition ratio

Clean Service 73.6%

Care Service 12.7%

Note: Figures are for the fiscal year ended March 31, 2024.

1. Business segment sales include intersegment sales. Sales composition ratio is calculated excluding intersegment sales.

2. Customer-level sales are presented as a reference and represent the total of sales at company-owned and subsidiary locations and the estimated sales at franchised locations.

Direct Selling Group

Clean Service

Clean Service

Rental and sales of cleaning and hygiene products

1,823 locations



Senior Care

Health Rent

Rental and sales of assisted-living products

187 locations



Duskin Life Care

Support services for seniors

95 locations Life Care

Care Service

ServiceMaster

Professional cleaning service

1,194 locations

Servicemaster.

Terminix

Pest control and comprehensive hygiene management

555 locations

害虫駆除·総合衛生管理

Merry Maids

Home cleaning and helper services

798 locations

家事の代行 **merry maids**

Total Green

Plant and flower upkeep

176 locations

Total Green

Home Repair

Fixing scratches and dents

105 locations

Home Rebair

Others

Rent-All

Comprehensive event support

102 locations

215 locations

Uniform Service

Leasing, sales and cleaning of

456 locations **SERVICE**

Health & Beauty

Natural cosmetics and health

Health&

Azare Products Co., Ltd. Manufacture and sales of



Azare Products Co., Ltd. is a subsidiary of Duskin Co., Ltd

- The number of locations, franchise units and shops represents domestic operations only, as of March 31, 2024. • The number of locations for the Direct Selling Group represents the number of franchise agreements. (Sales promotion offices, regional offices and area
- manager offices are not included.)
- Because some business locations operate multiple businesses, the number of locations above may differ from the actual number of offices.

Rate of female employees in managerial positions1

(Duskin Co., Ltd. only)

Door-to-door sales salespeople (Customer service representatives)

Approx. 57,000

Recycling-oriented rental

Number of employees

Gender ratio: 61.4% men, 38.6% women

Percentage of Outside Directors on the Board

Production and logistics facilities

Intellectual property R&D costs1

Patents approved in Japan and Ooutside Japan

Duskin Founding Day

(November 16, 1963)

vears in business

million ven (Duskin Co., Ltd. only)

Note: Figures are as of March 31, 2024.

1. The figure is for the fiscal year ended March 31, 2024.

Food Group

1,055 shops

Mister Donut

Mister Donut

Homemade donuts and a variety of menu items

Note: The figure above represents

(as of March 31, 2024).

1,016 shops



MOSDO

Collaboration with MOS

shop

M-SDO!

Katsu & Katsu Co., Ltd. is a subsidiary of Duskin Co., Ltd.

16

shops

Others

Japanese pork cutlet

Katsu & Katsu Co., Ltd. Napoli No Shokutaku and others

Restaurant operator



Kenko Saien Co., Ltd. operates 12 Napoli No Shokutaku restaurants as well as several other restaurant

Overseas

the number of shops in Japan

11,611 locations

Overseas Businesses

Dust Control and Care Service

2 markets (Taiwan and Shanghai)

25 locations

DUSK!N

Mister Donut

Launched under a business tie-up

between MOS Food Services and

5 markets

(Thailand, the Philippines, Taiwan, Indonesia and Singapore)

11,494 locations

> Mister Donut shops: 1,784 Convenience store and others: 9,710

Big Apple

Overseas donut brand

2 markets (Malaysia and Cambodia)

92 locations



- The number of sales locations above is as of December 31, 2023.
- The Mister Donut business locations include shops operated under master franchise agreements.
- · Shops for specific events and limited-time-only shops, which were included in the number of locations in the previous fiscal year, are not included this fiscal year.

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