

Financial Report

FY 2012 (April 2012 – March 2013)

Duskin Co., Ltd.

May 22, 2013



- These materials contain forward-looking statements concerning forecasts, goals, and strategies, and other matters related to the Company, including its consolidated subsidiaries.
- These forward-looking statements are based on projections and assumptions made by Duskin Group in light of currently available information. Such statements are subject to the uncertainties inherent in projections and assumptions, and also to unforeseeable changes in future business operations resulting from both internal and external changes, which could cause actual results, performance and achievements to differ materially from those contained in these forward-looking statements.
- As stated on page 19 (Segment information), Note (2) in our Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2013, the adjustment to segment income includes “inter-segment eliminations” and “corporate cost” which are presented as “Eliminations/Corporate” in these materials.



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Duskin 50th Anniversary Celebration Program

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Financial Summary

FY2012 (April 2012 – March 2013)



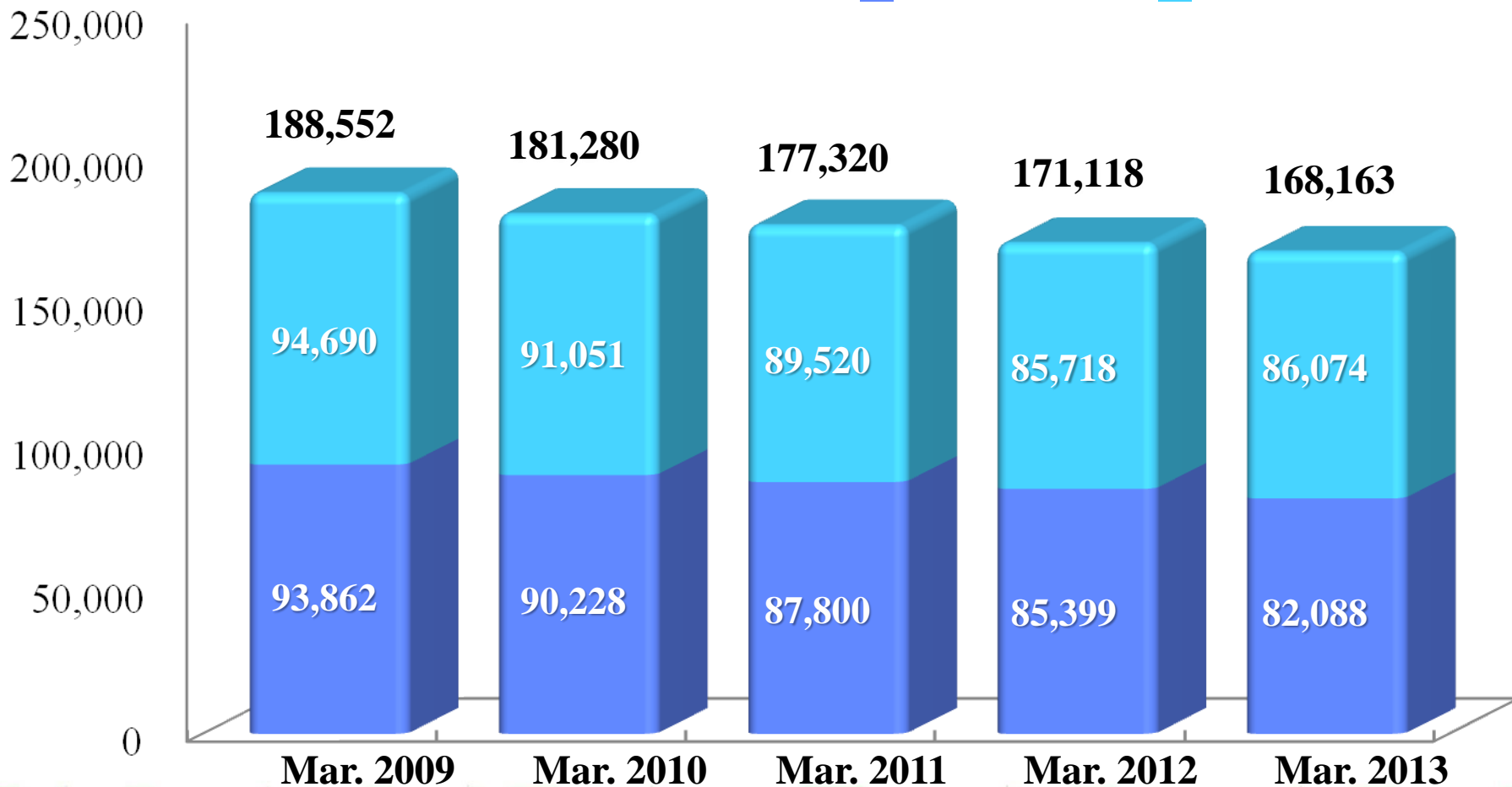
Consolidated Results

(millions of yen)

	FY2011	FY2012	Increase/Decrease	
			Amount	%
Sales	171,118	168,163	-2,955	-1.7
Operating Income	9,841	9,197	-644	-6.5
Operating Income on Sales (%)	5.8	5.5	-0.3	—
Ordinary Income	11,609	11,027	-581	-5.0
Ordinary Income on Sales (%)	6.8	6.6	-0.2	—
Net Income	4,583	6,092	1,509	32.9
Net Income on Sales (%)	2.7	3.6	0.9	—

Consolidated Sales

(millions of yen)



Consolidated Sales

FY2012 Consolidated Sales

168,163 million yen 2,955 million yen (1.7%) decrease

■ Major factors contributing to sales

Negative effect on sales from the revision to the contract with independent service operators (hereinafter “revision of sub-franchise agreement”).

-1,900 million yen

Increase in sales due to the acquisition of Hachiya Dairy Products Co., Ltd. as a consolidated subsidiary.

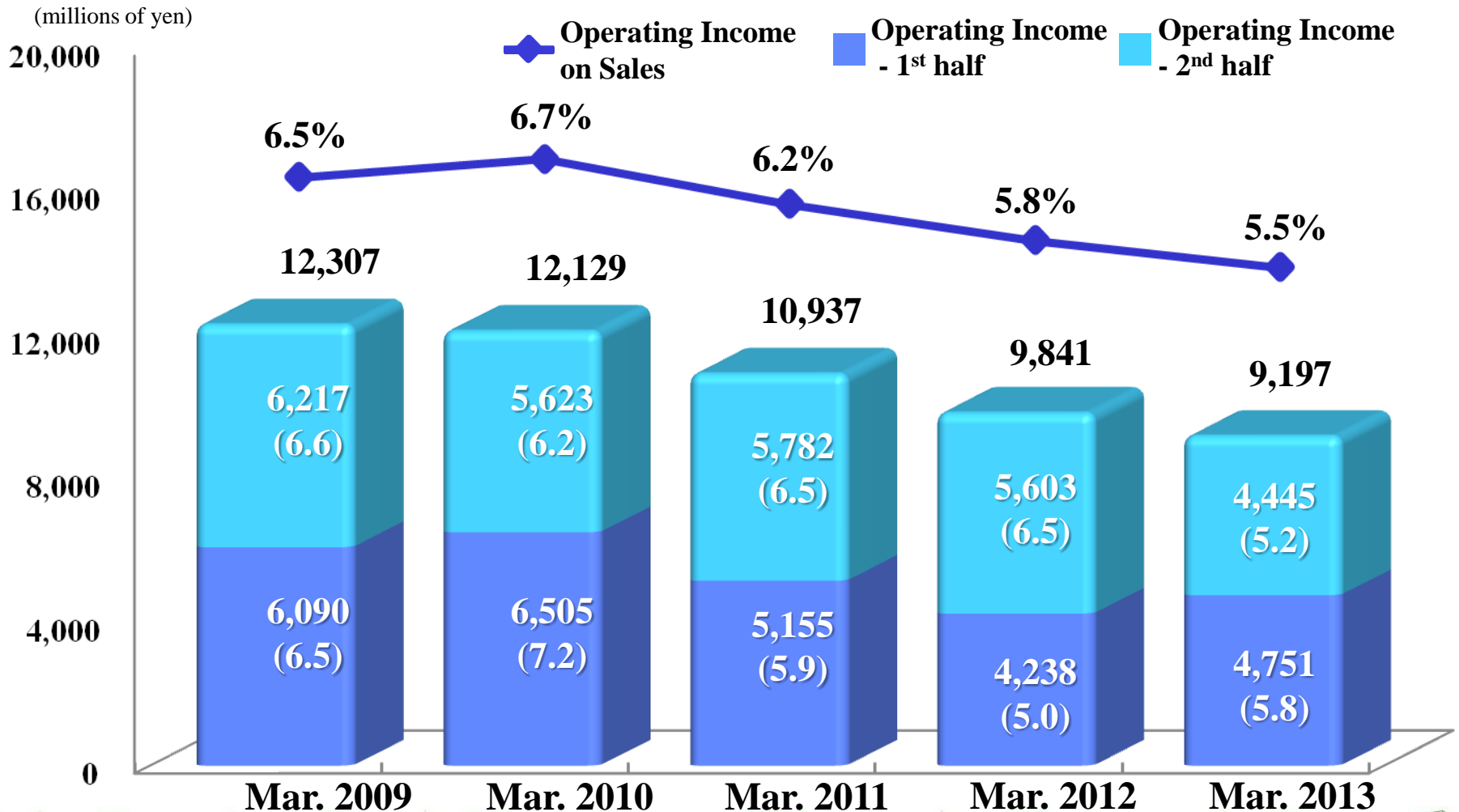
1,000 million yen

Consolidated sales by segment compared with the previous year

(millions of yen)

	FY 2011	FY 2012	Change	(%)
Clean & Care Group	112,177	109,057	-3,120	-2.8%
Food Group	48,807	48,804	-2	-0.0%
Other Businesses	10,133	10,301	167	1.7%
Total (Consolidated)	171,118	168,163	-2,955	-1.7%

Consolidated Operating Income



Consolidated Operating Income

FY2012 Consolidated Operating Income

9,197 million yen

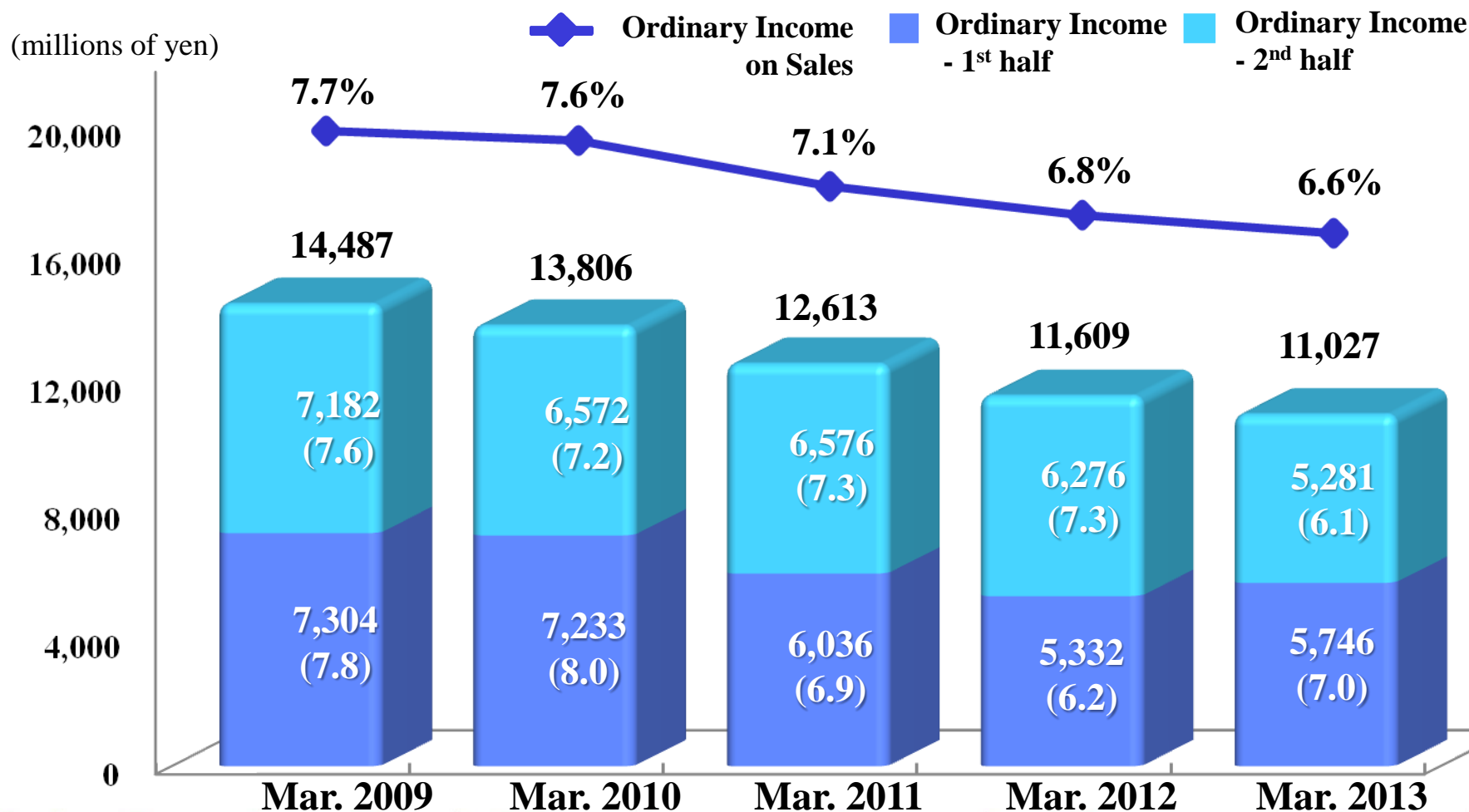
644 million yen (6.5%) decrease

Consolidated operating income by segment compared with the previous year

(millions of yen)

	FY2011	FY2012	Change	
	(operating income margin)	(operating income margin)		(%)
Clean & Care Group	13,789 (12.3%)	14,380 (13.2%)	590	4.3 (0.9)
Food Group	2,876 (5.9%)	1,140 (2.3%)	-1,735	-60.3% (-3.6)
Other Businesses	375 (3.7%)	236 (2.3%)	-138	-37.0% (-1.4)
Elimination or corporate	-7,199	-6,561	638	—
Total (Consolidated)	9,841 (5.8%)	9,197 (5.5%)	-644	-6.5% (-0.3)

Consolidated Ordinary Income



Consolidated Ordinary Income

FY2012 Consolidated Ordinary Income

11,027 million yen

581 million yen (5.0%) decrease

Major factors

1. Decrease in operating income **-600 million yen**

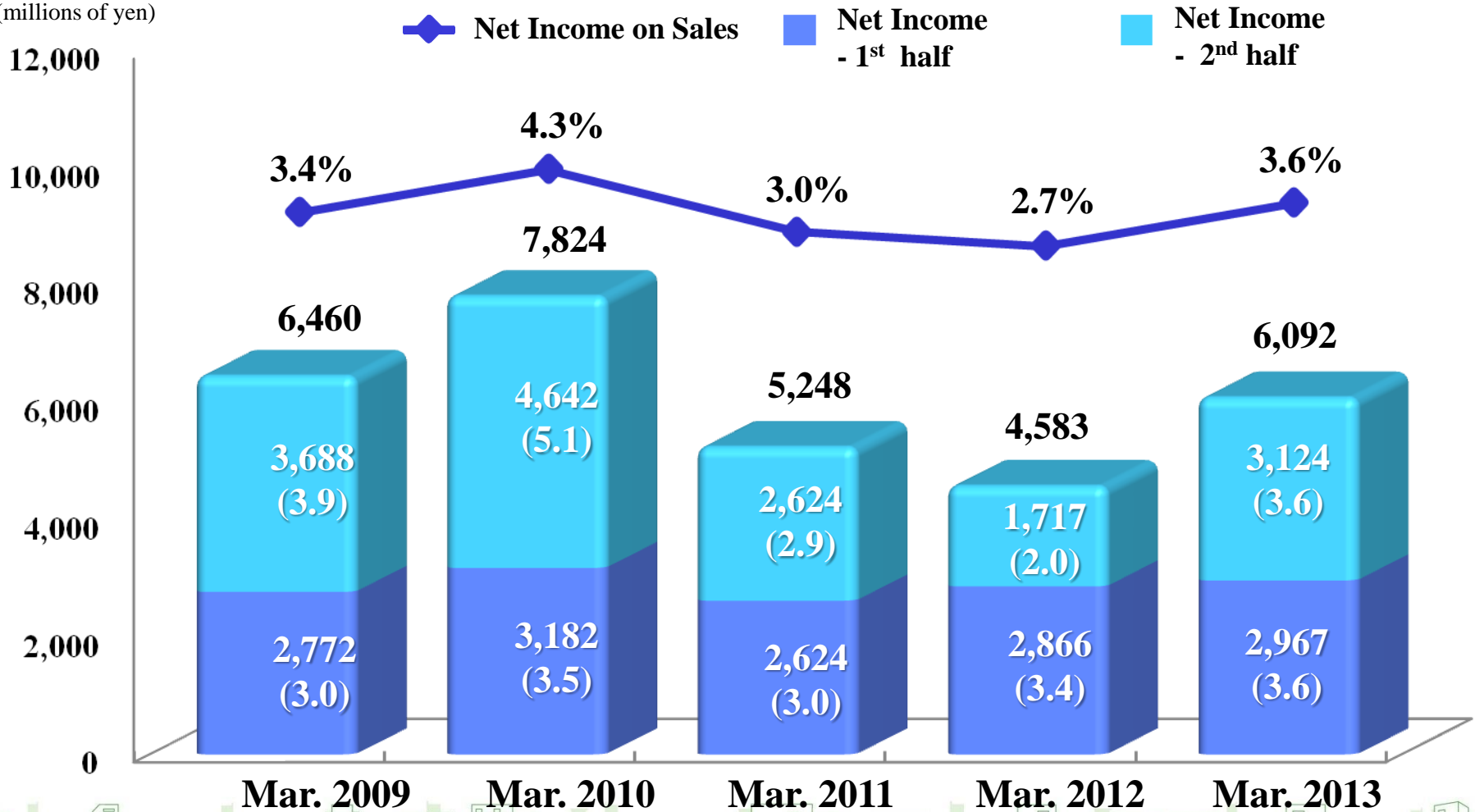
2. Improved non-operating income/loss **100 million yen**

- Decrease in foreign exchange losses 90 million yen
- Decrease in loss on cancellation of lease contracts 69 million yen
- Gain on transfer of goodwill 55 million yen
- Equity in profits and losses of affiliates -99 million yen



Consolidated Net Income

(millions of yen)



Consolidated Net Income

FY 2012 Consolidated Net Income

6,092 million yen

1,509 million yen (32.9%) increase

Major factors contributing to increase and decrease

1. Decrease in ordinary income **-600 million yen**

2. Improved extraordinary loss and income **700 million yen**

- Increase in gain on sales and redemption of investment securities 800 million yen
- Decrease in loss on valuation of investment securities 600 million yen
- Decrease in loss on disaster 300 million yen
- Decrease in impairment loss 200 million yen
- Decrease in loss on abandonment of noncurrent assets 100 million yen
- Provision for point card certificates due to the termination of point card system -900 million yen
- Increase in loss on sales of investment securities -600 million yen

3. Increase in net income due to decreased tax expenses **1,400 million yen**



Consolidated Balance Sheet

(millions of yen)

	FY2011	FY2012	Increase/ Decrease	Major Factors
Current asset	59,401	59,162	-238	Cash and deposits 3,700 mil. yen increase Notes and accounts receivable-trade 500 mil. yen decrease Marketable securities 4,200 mil. yen decrease Raw materials and supplies 700 mil. yen increase
Property, plant and equipment/ Intangible assets	60,936	61,597	661	Land 400 mil. yen increase
Investments and other assets	76,979	81,614	4,635	Investment securities 6,900 mil. yen increase Deferred tax assets 1,900 mil. yen decrease Guarantee deposits 400 mil. yen decrease
Total assets	197,316	202,375	5,058	—
Current and non-current liabilities	47,711	49,563	1,851	Accounts payable-trade 400 mil. yen increase Provision for point card certificates 800 mil. yen increase Accounts payable-other 400 mil. yen decrease Provision for retirement benefits 1,300 mil. yen increase
Net assets	149,604	152,811	3,206	Capital surplus 500 mil. yen decrease Retained earnings 600 mil. yen increase Valuation difference on available-for-sale securities 2,700 mil. yen increase
Total liabilities and net assets	197,316	202,375	5,058	—
Debt with interests	245	189	-56	Decrease in loans at affiliates

Sales and Operating Income by Segment



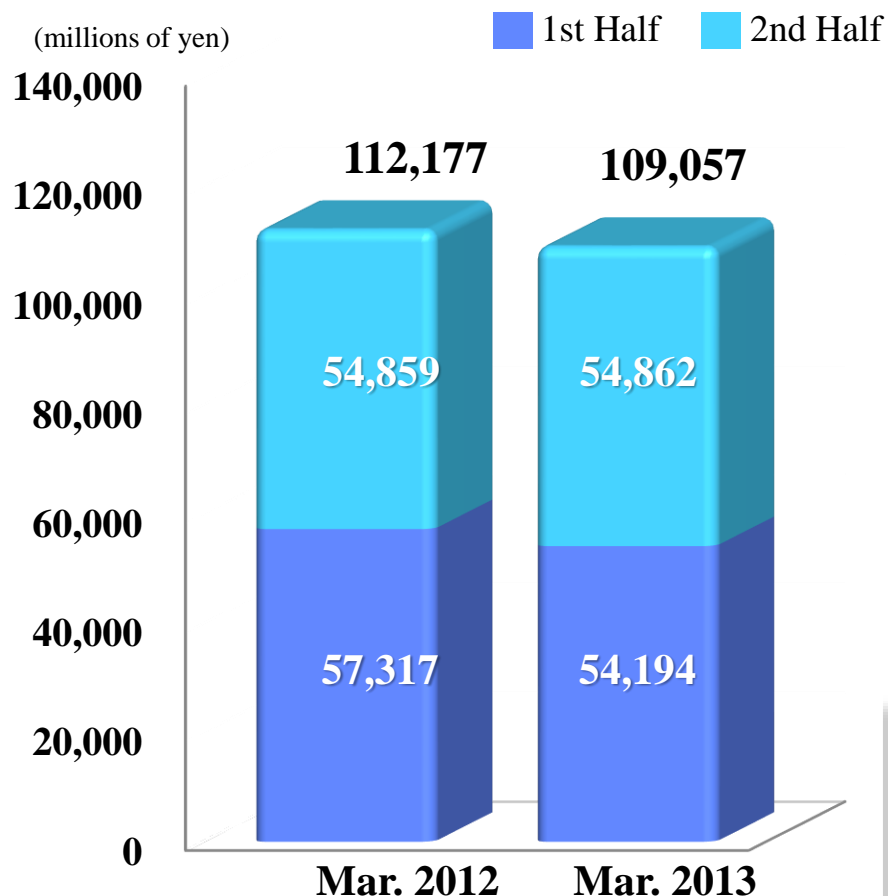
Results by Segment

(millions of yen)

		FY2011		FY2012		Increase/Decrease	
		Operating Income on Sales (%)		Operating Income on Sales (%)		%	
Clean & Care Group	Sales	112,177	—	109,057	—	-3,120	-2.8%
	Operating Income	13,789	12.3%	14,380	13.2%	590	4.3% (0.9)
Food Group	Sales	48,807	—	48,804	—	-2	-0.0%
	Operating Income	2,876	5.9%	1,140	2.3%	-1,735	-60.3% (-3.6)
Other Businesses	Sales	10,133	—	10,301	—	167	1.7%
	Operating Income	375	3.7%	236	2.3%	-138	-37.0% (-1.4)
Eliminations/Corporate	Operating Income	-7,199	—	-6,561	—	638	—
Total (Consolidated)	Sales	171,118	—	168,163	—	-2,955	-1.7%
	Operating Income	9,841	5.8%	9,197	5.5%	-644	-6.5% (-0.3)

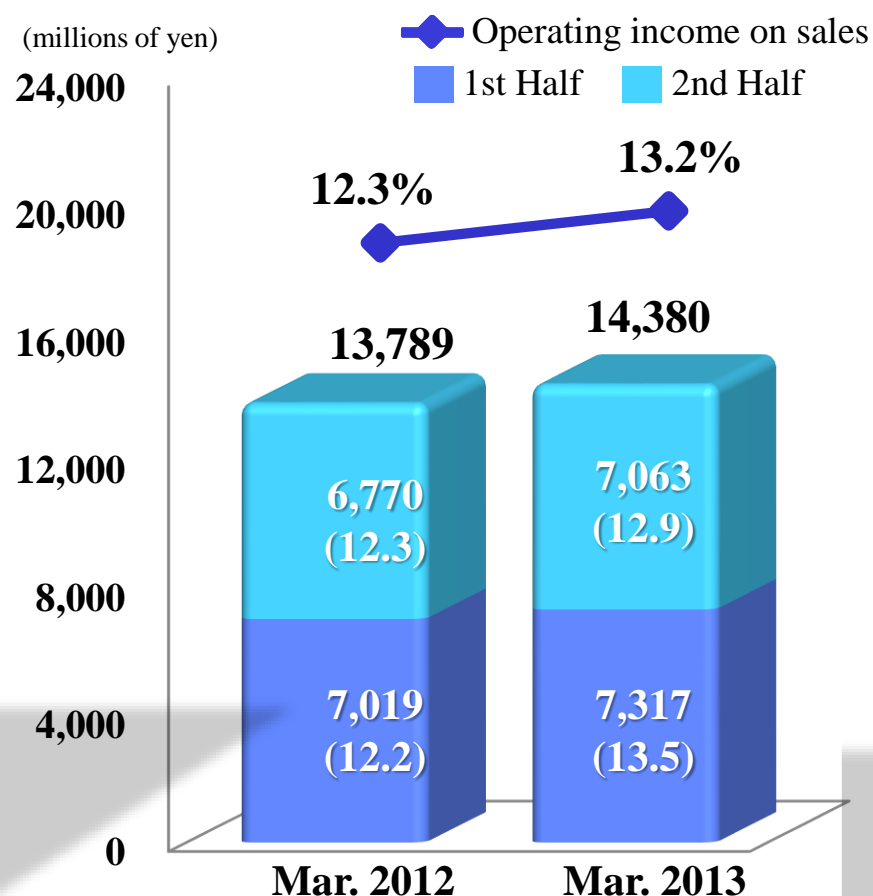
Sales

6 months (Apr. –Sept., Oct. – Mar.)



Operating income

6 months (Apr. –Sept., Oct. – Mar.)



Sales

(millions of yen)	FY2011	FY2012	Change	%
Sales by segment	112,177	109,057	-3,120	-2.8

Major factors contributing to sales increase and decrease

- Effect of revision of sub-franchise agreements* -1,900 million yen

Change from the previous year, excluding this factor -1,200 million yen (-1.1%)

*We revised the contract with the independent service operators who are engaged in sales activities in our branches. This revision resulted in a decrease in sales as well as decrease in commission fees. There was no impact on operating income due to this contract revision.

Residential Market

- Sales of floor mop LaLa and Dust Cleaner steadily grew. However, total sales of mop products were lower than in the previous year, due to lower sales of handy mops and lower sales of accessories for LaLa mops.

Sales of residential dust control products compared with one year earlier (based on the products shipped): approx. 2% decrease (Mop products: approx. 3% decrease)

- Technical services for the residential market, including the housekeeping service and air-conditioner cleaning service, posted steady growth. All technical services recorded higher sales than in the previous year.

Sales of residential services compared with one year earlier (based on CLS):

Merry Maids Housekeeping: approx. 5% increase, ServiceMaster professional cleaning: approx 3% increase

Commercial Market

- In the commercial market where companies' commitment to cost cutting is firmly in place, the business climate for dust control and technical services remained difficult.

Toiletry products recorded strong sales due to the release of automatic dispensers for foaming hand soap, and our sales efforts helped stem the decline of dust control mats, which are our core products.

Sales of core commercial products compared with one year earlier (based on the products shipped):

Commercial dust control products: approx. 1.2% decrease (Mat products: approx. 1% decrease)

Operating Income

(millions of yen)	FY2011	FY2012	Change	%
Operating income by segment	13,789	14,380	+590	+4.3

【 Change from the previous year 】

Excluding impact of revision of sub-franchise agreements

- **Decrease in operating income due to decrease in sales** -100 million yen
 - Decrease in gross profit due to decrease in sales -600 million yen
 - Decrease in expenses due to decrease in sales 500 million yen

- **Increase in gross profit due to improved cost rate** 400 million yen

【0.4 point improvement of cost rate, excluding the decrease in sales due to revision of sub-franchise agreements】

 - Decrease in cost other than Dust Control business 400 million yen
 - Decrease in cost of Dust Cleaners 100 million yen
 - Decrease in gross profit due to increased product input -100 million yen

*Input of mop products, mainly LaLa, significantly decreased, while input of mat products increased

- **Increase in operating income due to decreased/increased expenses** 300 million yen
 - Decrease in sales promotion expenses 300 million yen
 - Decrease in labor expenses and other related expenses 300 million yen
 - Decrease in expenses in introducing new Branch/Shop Operation System -200 million yen
 - Increase in other depreciation expenses -100 million yen



【Future initiatives】

➤ Residential Market

- Promote a new, easy but thorough cleaning style with floor mop LaLa, and Dust Cleaner.
- Service system to meet the customers' needs
 Delivery system, utilizing home-delivery service
- Exclusive customer website
 Build a new system to provide information to all customers
- Enhance service menus for housekeeping services to meet the increasing needs in recent years
 Build a service structure that enables us to respond with flexibility to changes in demand by expanding the areas of service offered, and increasing the number of staff members.

➤ Commercial Market

- Expand rental service (replacement service) locations
 Further improve effectiveness of streamlined rental services and provide high-quality service
- Locations specialized in sales activities
 Increase time for sales activities, train/develop sales professionals in each local market to expand the market share.
- Offer comprehensive solutions for sanitary management by combining cleaning and sanitary related products and services, and differentiate from competitors



Rubber mat

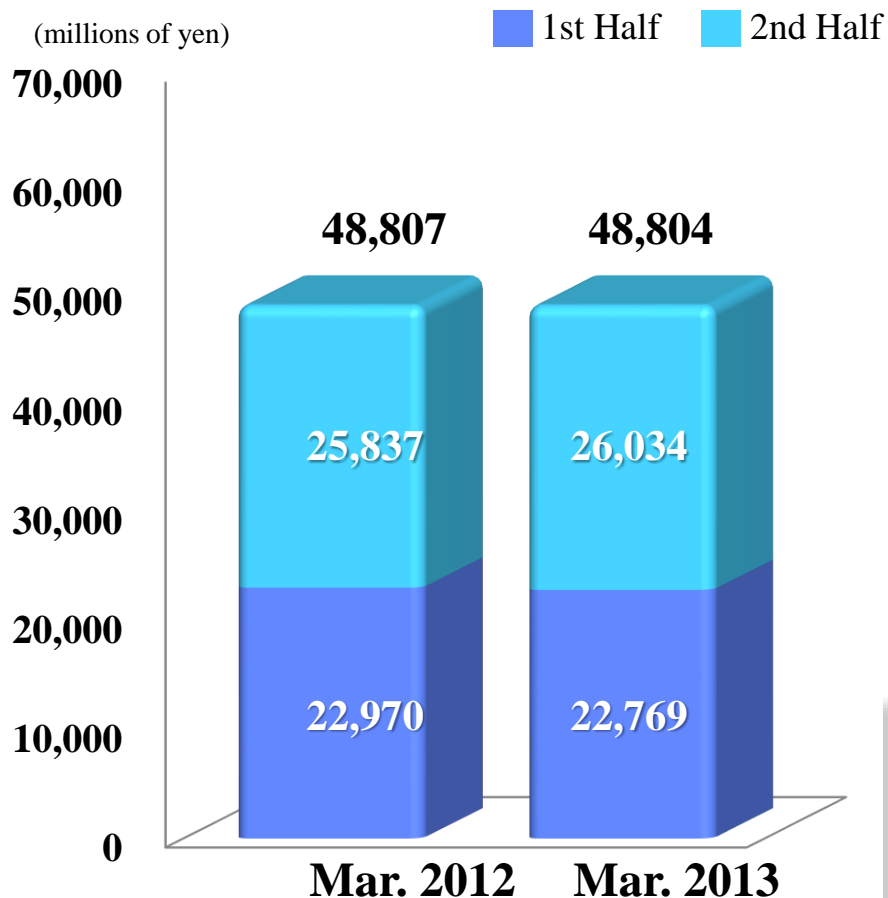


Commercial-use grease filter

Ex. Sanitary management service package for professional kitchen

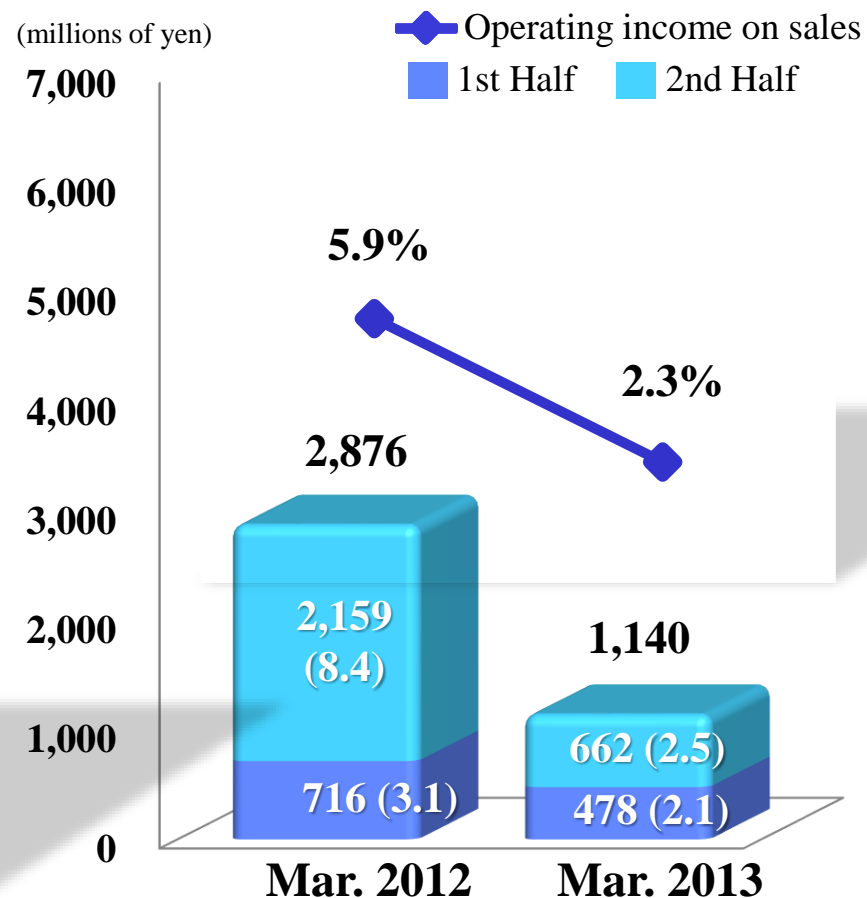
Sales

6 months (Apr. –Sept., Oct. – Mar.)



Operating income

6 months (Apr. –Sept., Oct. – Mar.)



Sales

(millions of yen)	FY2011	FY2012	Change	%
Sales by segment	48,807	48,804	-2	-0.0

Mister Donut undertook various initiatives to reinforce the brand. The fourth quarter sales grew due to the release of new product, but the annual sales were lower than one year earlier.

Sales of this segment, including 1 billion yen sales of the new subsidiary, Hachiya Dairy Products, were about the same level of the previous year.

● Mister Donut sales trend

1st Half

Mister Donut introduced various products and sales promotions, and opened new shops inside train stations and in urban areas to expand its market. However, these efforts did not help increase new customers. Sales and average check were lower than in the same period of the previous year.

2nd Half

The third quarter sales were slow, but the fourth quarter sales were much higher than in the same period of the previous year, due to the new product, Pon De Ring –Fresh introduced in January. Mister Donut annual sales were about the same level of the previous year.

Changes from the previous year: Mister Donut CLS (existing shops in Japan)

Changes from the previous year	1st Half -5.0%	2nd Half -0.9%	Full year -2.8%
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● Number of Mister Donut shops in Japan (as of March 31, 2012)

	Mister Donut shops			MOSDO	Wakka	Total
	Standard	Smaller market	Train station			
Mar. 31, 2012	1,353	18	2	2	2	1,377
Mar. 31, 2013	1,356	17	3	1	1	1,378
Change	3	-1	1	-1	-1	1

● Hachiya Dairy Products [mainly engaged in manufacturing ice cream products through OEM]

Its sales are reflected in the consolidated financial statements from July, 2012.

Sales 994 million yen

Operating Income

(millions of yen)	FY2011	FY2012	Change	%
Operating income by segment	2,876	1,140	-1,735	-60.3

【Number of Mister Donut shops in Japan (as of March 31, 2012)】

➤ **Decrease in operating income due to decrease in sales** (excluding Hachiya Dairy Products) -100 million yen

- Decrease in gross profit due to decrease in sales -400 million yen
- Decrease in expenses due to decrease in sales 300 million yen

➤ **Decrease in gross profit due to increased/decreased cost rate** (excluding Hachiya Dairy Products) -1,500 million yen

- Decrease in distribution cost 100 million yen
- Increase in expenses to introduce new system -600 million yen
- Increase in sales promotion expenses -500 million yen
- Increase in depreciation cost -400 million yen
- Others -100 million yen

➤ **Impact on operating income due to acquisition of Hachiya Dairy Products** -100 million yen



【 Mister Donut future initiatives 】

➤ Pursuit for taste - improved main ingredients

- New frying oil
 - **Frying oil** that further enhances the flavor of donuts and that best matches with coffee.
- New glaze
- Donut mix with selected ingredients and combination



➤ Product variety to meet different customer characteristics

- Enhance variety of menu items for breakfast, lunch and snacks
 - Fried and oven-baked items for snacks
Develop fried items for breakfast, lunch and snacks, and breakfast items such as bagels and croissants.

➤ Direction of shop openings and development

- Shop style and design to meet different customer characteristics
 - We will open shops in various locations to meet various customers' needs. Included in these locations are residential areas and road sides for seniors in addition to the existing customer base who are homemakers with young children (younger than elementary school students); and office areas and train stations that are convenient for business people and college students.



Other Businesses

(millions of yen)	FY2011	FY2012	Change	%
Sales by segment	10,133	10,301	+167	+1.7
Operating income by segment	375	236	-138	-37.0

➤ Sales increased at both Duskin Healthcare (hospital management service) and Duskin Kyoeki (leasing business)

- Duskin Healthcare, which provides management services to medical facilities, recorded higher sales from one year earlier. This is due to aggressive sales efforts that contributed to higher average sales per customer.
- At Duskin Kyoeki, a leasing company, sales were higher than one year earlier, due to the replacement of system equipment at Mister Donut shops.

➤ Overseas businesses

- Clean & Care businesses recorded steady growth, but Mister Donut in Taiwan and South Korea posted lower sales than in the previous year.

Eliminations or corporate

(millions of yen)	FY2011	FY2012	Change	%
Operating income by segment	-7,199	-6,561	+638	—

- While corporate labor expenses (including social insurance premium) increased, corporate advertising expenses significantly decreased.



Overseas Businesses

➤ Customer-level sales: Overseas Businesses

	Country/region	Dec. 2011	Dec. 2012	Change %
Clean & Care Businesses	Taiwan (in thousand of NTD)	586,482	721,820	135,337 (23.1%)
	Shanghai (in thousand of CNY)	13,413	14,336	923 (6.9%)
	South Korea (in millions of KRW)	—	127	127 (—)
Mister Donut Businesses	Taiwan (in thousand of NTD)	785,881	679,958	-105,923 (-13.5%)
	Shanghai (in thousand of CNY)	23,729	32,450	8,721 (36.8%)
	South Korea (in millions of KRW)	23,663	19,768	-3,894 (16.5%)

*The above figures are the annual total of CLS from January to December.

➤ Number of Mister Donut shops in overseas markets (Taiwan, Shanghai, South Korea)

As of Dec. 31	2012	2013	Change
Total (Taiwan, Shanghai, South Korea)	157	133	-24



FY2012

Forecasts and Actual Results



Consolidated Results

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
Forecasts revised	170,000	9,000	10,800	5,700
Actual	168,163	9,197	11,027	6,092
Difference (%)	-1,836 (-1.1)	197 (2.2)	227 (2.1)	392 (6.9)

Sales

Major factors for decrease

(millions of yen)

▪ Clean & Care Group	【Decrease in Dust Control】	-700
▪ Food Group	【Decrease in Mister Donut royalties and sales of raw materials】	-700
▪ Other Businesses		-400

Operating Income

Major factors for increase

(millions of yen)

▪ Clean & Care Group	【Improved cost rate and reduced labor cost】	600
▪ Food Group	【Impact of decrease in sales and increase in sales promotion expenses】	-200
▪ Other Businesses	【Impact of decrease in sales】	-200

FY2013

Forecasts



Consolidated

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
FY2011 Actual	171,118	9,841	11,609	4,583
FY2012 Actual	168,163	9,197	11,027	6,092
FY2013 Forecast	173,000	6,300	7,800	4,400
Increase/Decrease	4,836	-2,897	-3,227	-1,692
Increase/Decrease (%)	2.9	-31.5	-29.3	-27.8

Non-consolidated

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
FY2011 Actual	150,019	6,928	10,313	4,428
FY2012 Actual	145,275	6,399	9,446	4,995
FY2013 Forecast	148,000	3,400	6,400	3,900
Increase/Decrease	2,724	-2,999	-3,046	-1,095
Increase/Decrease (%)	1.9	-46.9	-32.3	-21.9

Consolidated Half-year Comparison

(millions of yen)

		Sales	Operating Income	(%)	Ordinary Income	Net Income
1st Half	FY2012 Actual	82,088	4,751	5.8	5,746	2,967
	FY2013 Forecasts	84,500	3,100	3.7	3,900	2,400
	Increase/Decrease	2,411	-1,651	-2.1	-1,846	-567
	Increase/Decrease (%)	2.9	-34.8	—	-32.1	-19.1
2nd Half	FY2012 Actual	86,074	4,445	5.2	5,281	3,124
	FY2013 Forecasts	88,500	3,200	3.6	3,900	2,000
	Increase/Decrease	2,425	-1,245	-1.5	-1,381	-1,124
	Increase/Decrease (%)	2.8	-28.0	—	-26.2	-36.0
Full Year	FY2012 Actual	168,163	9,197	5.5	11,027	6,092
	FY2013 Forecasts	173,000	6,300	3.6	7,800	4,400
	Increase/Decrease	4,836	-2,897	-1.8	-3,227	-1,692
	Increase/Decrease (%)	2.9	-31.5	—	-29.3	-27.8

Changes by Segment

(millions of yen)

		FY2011		FY2012		FY2013		Increase/Decrease	
		Operating Income on Sales (%)		Operating Income on Sales (%)		Operating Income on Sales (%)		%	
Clean & Care Group	Sales	112,177	—	109,057	—	111,100	—	2,042	1.9%
	Operating Income	13,789	12.3%	14,380	13.2%	13,000	11.7%	-1,380	-9.6% (-1.5)
Food Group	Sales	48,807	—	48,804	—	51,100	—	2,295	4.7%
	Operating Income	2,876	5.9%	1,140	2.3%	300	0.6%	-840	-73.7% (-1.8)
Other Businesses	Sales	10,133	—	10,301	—	10,800	—	498	4.8%
	Operating Income	375	3.7%	236	2.3%	150	1.4%	-86	-36.5% (-0.9)
Eliminations/ Corporate	Operating Income	-7,199	—	-6,561	—	-7,150	—	-588	—
Total (Consolidated)	Sales	171,118	—	168,163	—	173,000	—	4,836	2.9%
	Operating Income	9,841	5.8%	9,197	5.5%	6,300	3.6%	-2,897	-31.5% (-1.8)

Major Factors

contributing to income increase and decrease

Clean & Care Group

Dust Control and Technical Service

1,800 million yen increase

Rent-All

300 million yen increase

Food Group

Sales increase in existing shops of Mister Donut

1,700 million yen increase

First quarter sales of Hachiya Dairy Products Co., Ltd.*

500 million yen increase

*Hachiya Dairy Products became a consolidated subsidiary in the 2nd quarter in the previous year.

Others

100 million yen increase

Other Businesses

Duskin Healthcare Co., Ltd

300 million yen increase

Others

200 million yen increase



Major Factors

contributing to operating income increase and decrease

(millions of yen)

Clean & Care Group

Increase	Increase in operating income due to increase in sales	200
Decrease	Increased input of Dust Control products	900
	Increased input of Uniform Service products	300
	Increase in expenses due to change in consumption tax rate	300
	Increase in sales promotion expenses	100

Food Group

Increase	Increase in operating income related to increase in sales Hachiya Dairy Products Co., Ltd.	100 100
Decrease	Expenses related to change in Mister Donut point card system	600
	New businesses development expenses	300
	Increase in expenses related to Mister Donut shop systems	100

Adjustment (Corporate expenses)

Increase	Decrease in relocation expenses of Mister Donut headquarters	100
Decrease	Expenses of 50 th anniversary celebration programs	700



Dividends



FY2013 Dividends

■ Duskin 50th Anniversary Commemorative Dividends

As the Company marks its 50th anniversary, it plans to pay a commemorative dividend of 20 yen per share for the 2013 fiscal year.

With 20 yen ordinary dividend, the interim dividend will total 40 yen per share in Fiscal Year 2013. With the year-end dividend of 20 yen per share, the full-year dividend totals 60 yen.

Dividends per share (yen)	FY2011 Actual	FY2012 Actual/Forecasts	FY2013 Forecasts
End of 2 nd Quarter	—	20 (Actual)	40 (ordinary 20 yen + commemorative 20 yen)
Year-end	40	20 (Forecasts)	20 (ordinary 20 yen)
Total (annual)	40	40 (Forecasts)	60 (ordinary 40 yen + commemorative 20 yen)
Total dividends (millions of yen)	2,571	2,547 (Forecasts)	3,785
Consolidated dividend ratio (%)	56.3	42.0 (Forecasts)	86.0

※ Consolidated dividend ratio is calculated per share.

Reference



Non-consolidated

(millions of yen)

	FY2011	FY2012	Increase/Decrease	
			Amount	%
Sales	150,019	145,275	-4,744	-3.2
Operating Income	6,928	6,399	-528	-7.6
Operating income on sales (%)	(4.6)	(4.4)	(-0.2)	—
Ordinary Income	10,313	9,446	-866	-8.4
Ordinary income on sales (%)	(6.9)	(6.5)	(-0.4)	—
Net Income	4,428	4,995	567	12.8
Net income on sales (%)	(3.0)	(3.4)	(0.5)	—

Business Summary by Segment

FY2012

Consolidated Sales: 168,100 million yen

Operating Income: 9,100 million yen

Clean & Care Group

(millions of yen)

Sales	109,000
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Operating Income	14,300
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* Sales associated from:

- 1) Sales of merchandise, rental products and equipment & chemicals to franchisees.
- 2) Royalty fee (Dust control does not collect a royalty fee)
- 3) Sales of company-operated shops

Home Service

Business Service

Dust Control

Offering products such as dust control mops and mats, range filters, water purifiers, air purifiers, and rest-room use items to help make houses and workplaces more pleasant.

Care Service (Technical Service)

Providing house cleaning, house-keeping, pest control, and tree, shrub and lawn care services.

Health & Beauty

Cosmetics & Health food

Home Instead

Senior care service

Rent-All

Daily goods & nursing care goods

Uniform Service

Rental & Cleaning

Drink Service

Coffee & water

Food Group

(millions of yen)

Sales	48,800
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Operating Income	1,100
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* Sales associated from:

- 1) Sales of raw materials to franchisees
- 2) Royalty fee
- 3) Sales at company shops

Mister Donut

Operating specialty shops offering hand-made fresh donuts

Food Chain

Katsu & Katsu
 - Pork cutlet restaurant chain
 Café Du Monde - Café au Lait & Beignet
 MOSDO
 - Collaborated shop with Mos Burger

Don Co., Ltd.

The Don - A variety of donburi with fresh seafood and seasonal ingredients.
 Nihon no Gohan Tei - A set meal specialty restaurant

Other Businesses

(millions of yen)

Sales	10,300
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Operating Income	200
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* Sales associated from:

- 1) Sales at company shops
- 2) Royalty fee
- 3) Sales of raw materials to franchisees

Duskin Healthcare Co., Ltd.

Hygiene control services for medical facilities

Duskin Kyoeki Co., Ltd.

Leasing business and insurance agent

Duskin Kyoeki Co., Ltd and Duskin Insurance Service Co., Ltd. merged on April 1, 2013.

Overseas businesses, others

Operating Dust Control & Mister Donut in overseas market
 Duskin Hong Kong Co., Ltd.

*Business segments as of April 1, 2013.

*Wakka was closed on May 31, 2013

Franchise Operation

* As of April 1, 2013

Clean & Care Group

Home Service

- Rent mops and mats through periodic visits
 - Dust Control Mops, mats, etc.
 - Air Clean Air-purifiers
 - Water Clean Water-purifiers
- Care Services
 - ServiceMaster Professional cleaning
 - Merry Maids Housekeeping
 - Terminix Pest control & prevention
 - TruGreen Tree, shrub, lawn care
- Health & Beauty Cosmetics & health food
- Home Instead Senior care
- Rent-All Rent goods for events and nursing care

Business Service

- Rent mops and mats through periodic visits
 - Dust Control Mops, mats, etc.
 - Clean Service Bathroom products
 - Air Clean Air-purifiers
 - Water Clean Water-purifiers
 - Wipeful Service Wiper cloth
- Care Services
 - ServiceMaster Professional cleaning
 - Terminix Pest control & prevention
- Uniform Service Rental and cleaning of uniforms
- Drink Service Water and coffee

Food Group

- Mister Donut Mister Donut
- Food Chain
 - Café du Monde Café au Lait & Beignet
 - Katsu & Katsu Pork Cutlet
 - MOSDO Collaborated shop with Mos Burger
- The Don Seafood Donburi
- Nihon no Gohan-Tei Set Meal Restaurant

Other Business

- Services (sales) offered mainly to franchisees
 - Duskin Kyoeki Leasing business
 - Insurance services
- Duskin Healthcare Hospital management service
- Overseas business Developing Dust Control & Mister Donut in overseas market; Duskin Hong Kong Co., Ltd.

Customer-Level Sales by Business

(millions of yen)

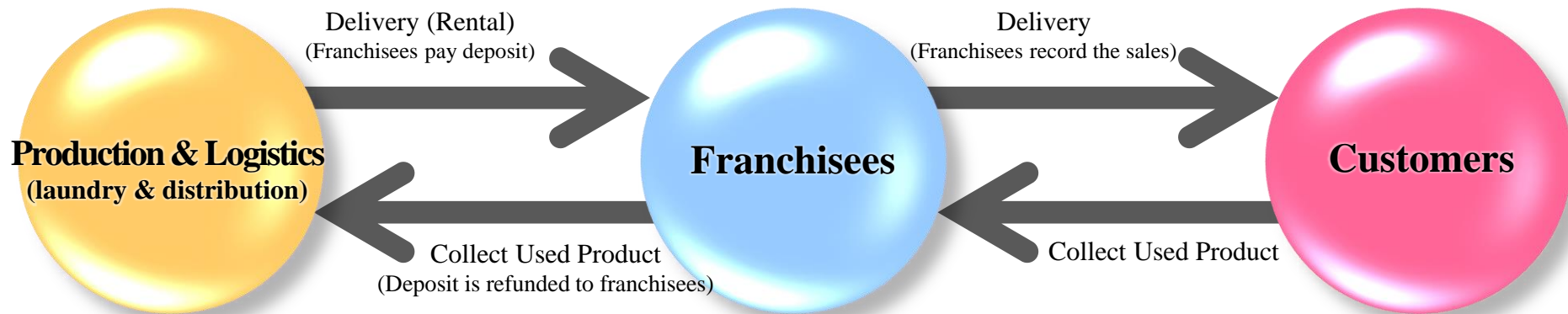
			Increase/Decrease	
	FY2011	FY2012		%
Clean & Care Group	275,830	274,665	-1,164	-0.4%
Dust Control (Domestic) Home Service (Residential)	104,988	103,234	-1,754	-1.7%
Business Service (Commercial)	99,860	98,529	-1,331	-1.3%
Care Service	43,255	43,680	425	1.0%
(ServiceMaster)	(25,512)	(25,254)	(-258)	(-1.0%)
(Merry Maids)	(8,734)	(9,149)	(414)	(4.7%)
(Terminix)	(7,102)	(7,266)	(163)	(2.3%)
(TruGreen)	(1,904)	(2,010)	(106)	(5.6%)
Health & Beauty	2,897	2,986	89	3.1%
Azare Products	4,529	4,633	104	2.3%
Home Instead	2,221	2,161	-60	-2.7%
Rent-All	14,042	15,468	1,426	10.2%
Uniform Service	2,616	2,582	-33	-1.3%
Drink Service	1,418	1,387	-30	-2.1%
Food Group	119,479	115,484	-3,995	-3.3%
Mister Donut (Domestic)*	114,369	111,124	-3,244	-2.8%
Food Chain	3,028	2,424	-604	-20.0%
The Don	2,081	1,935	-146	-7.0%
Other businesses*	19,091	21,344	2,252	11.8%
Dust Control (Overseas)	1,669	2,363	693	41.6%
Mister Donut (Overseas)	10,553	12,066	1,512	14.3%
Duskin Healthcare	6,867	6,913	46	0.7%
Total	414,401	411,494	-2,907	-0.7%

*The customer-level sales of MOSDO and "Wakka" that were included in Mister Donut, are reclassified under the Food Chain segment, due to changes in grouping classification.

*Sales of overseas businesses indicated here are the total sales from January to December. This reflects the fiscal year of overseas subsidiaries, which ends on December 31.

Rental of mops and mats

Based on the idea to fully recycle the products through repeated use until the end of their useable life.



(As of April 1, 2013)

Company owned & Subsidiary plants:	13
Franchised plants:	32
Total Plants:	45

Company owned & Subsidiary units:	71
Franchised Units:	2,100
Operation Units:	2,200

Sales Representatives:
75,000

Residential Customers:
5.5 million

Commercial Customers:
1.3 million

Strength 1: Production, logistics and distribution system that covers the nation

Competition is minimal in this business field. To establish this recycle-oriented business model to cover the nation, a large investment is required to build the laundry plant system, to purchase materials for rental products, and to create a nationwide sales organization.

Strength 2: Strong customer-base

A large customer base that facilitates face-to-face sales activities and includes extensive relationships between sales staff members and loyal residential customers.

Duskin 50th Anniversary Celebration Program



50th Anniversary Celebration Program

Duskin plans to conduct its 50th Anniversary Celebration program with aims to show our appreciation to our customers in communities, and to prepare for the further growth in the next 50 years.



Three Major Aspects

Gratitude

For the past 50 years

Vision & Plan

To promote further growth

Management Philosophy

to reflect on and share the founding philosophy

Target	Program	Period/dates
Customers	Unified Thank-you campaign	April 1- June 30, 2013
Duskin employees & franchisees	Business Show*	October 4 & 5, 2013

*At the Business Show, Duskin presents its future directions and goals as well as its vision and growth strategies to Duskin employees and franchisees.

Thank-you Times Newspaper

Thank-you Times Newspaper, offering wonderful giveaways to 50,000 lucky customers

For our current customers

To our loyal customers, we distribute “Thank-you Times newspaper.” To extend our appreciation, we offer various giveaways for 50,000 lucky customers.

- ◆ Period : April 1 – June 30
- ◆ No. of copies : 7,770,000



*Unified Thank-you campaign is a system-wide effort involving all Duskin Franchise Family members.

<Until August, 2013>



Flyers with “Try-Me Coupons”

Distribute flyers with “Try-Me Coupons” to encourage customers to experience a variety of Duskin’s products and services

Current customers

New customers

With “Try-Me Coupons” we offer to existing and new customers opportunities to try various Duskin’s products and services. Through these opportunities, we encourage our customers experience the comfort and convenience provided by Duskin.

◆Period : April 1 – June 30

◆No of copies : 24,000,000

※ Validity of coupons varies depending on services/products.

心つながる、やさしい明日へ。

50th

Anniversary



“Try-Me” Promotion

“Try-Me” promotion events to experience Duskin’s products will be conducted in commercial establishments across Japan.

New customers

“Try-Me” promotion events will be conducted in various commercial buildings, including shopping malls across Japan. In this event, customers can try our products, and observe the effectiveness of our products designed to capture dust.

By conducting these events in shopping malls and supermarkets, we invite those who have not used Duskin products to see the effectiveness of our products and to use them in their homes.

◆ Period : starting from April 1



<Try-Me promotion event - image>