

Financial Report

(April 2012 – September 2012)

Duskin Co., Ltd.
November 14, 2012

- 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 10 (Segment information), Note (2) in our Summary of Consolidated Financial Results for the First Six Months of the Fiscal Year Ending 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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Six-month Period Ended Sept. 30, 2012

Financial Summary

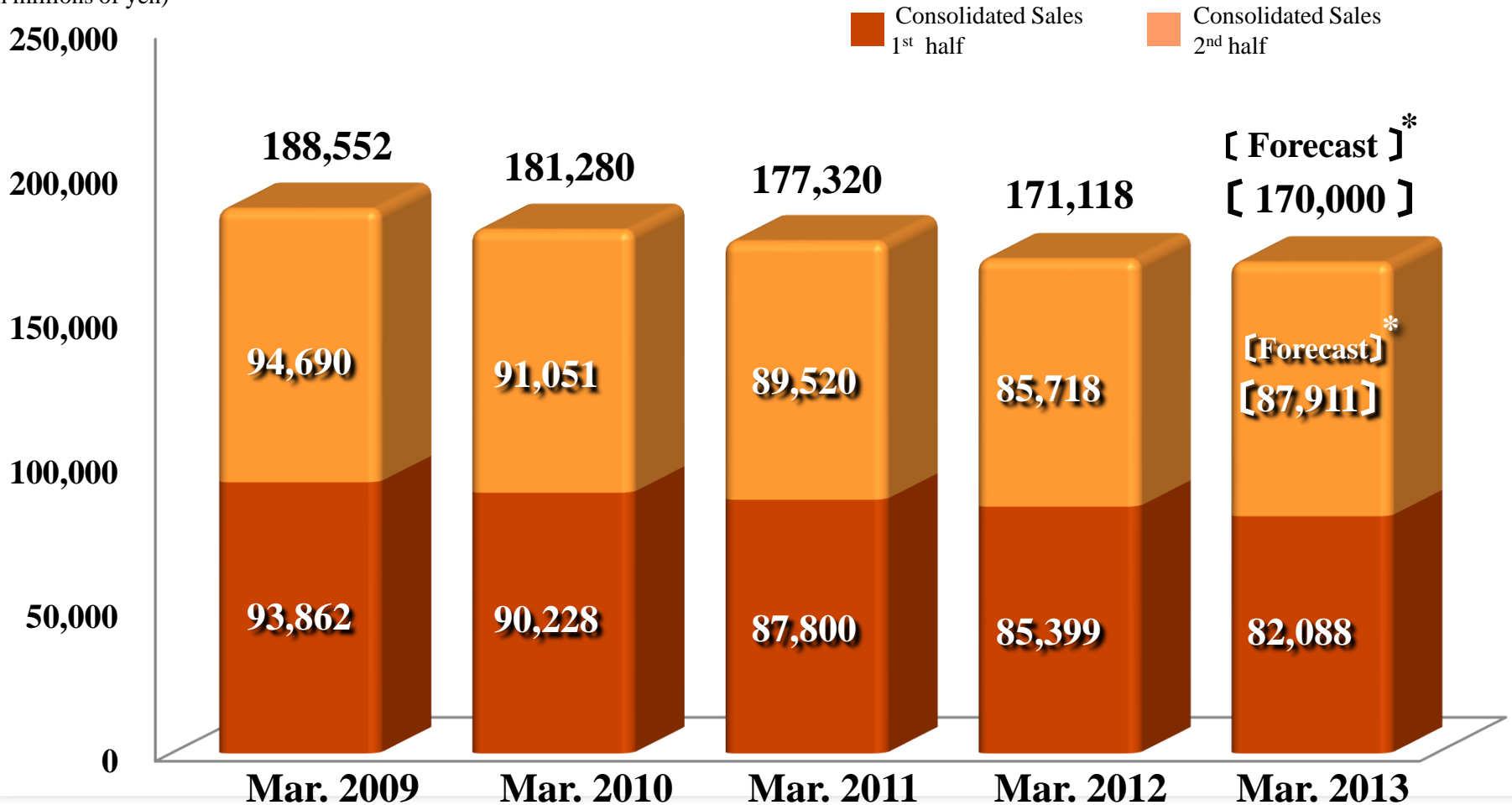
Consolidated Results

(in millions of yen)

	Six months ended Sept. 30, 2011	Six months ended Sept. 30, 2012	Increase/decrease		Reference FY2011 ended Mar.31, 2012
			Amount	%	
Sales	85,399	82,088	-3,311	-3.9	171,118
Operating Income	4,238	4,751	512	12.1	9,841
Operating Income Margin (%)	-5.0	-5.8	-0.8	—	-5.8
Ordinary Income	5,332	5,746	414	7.8	11,609
Ordinary Income on Sales (%)	-6.2	-7.0	-0.8	—	-6.8
Net Income	2,866	2,967	101	3.5	4,583
Net Income on Sales (%)	-3.4	-3.6	-0.2	—	-2.7

Consolidated Sales

(in millions of yen)



*The full-year forecast for FY 2012 ending March 31, 2013 was revised on October 31, 2012. (See page 27.)

Consolidated Sales

Consolidated Sales

82,088 million yen **3,311 million yen decrease (-3.9%)**

Major Factors

1. Negative effect on sales from the revision to the contract with independent service operators engaged in sales activities in our Clean & Care Group branches (hereinafter called “revision of sub-franchise agreement”). -1,700 million yen
2. Positive effect on sales due to the May 2012 acquisition of Hachiya Dairy Products Co., Ltd. as a consolidated subsidiary in the Food Group. +400 million yen

Excluding these factors, sales decreased approximately 2,000 million yen from a year earlier.

Sales by segment

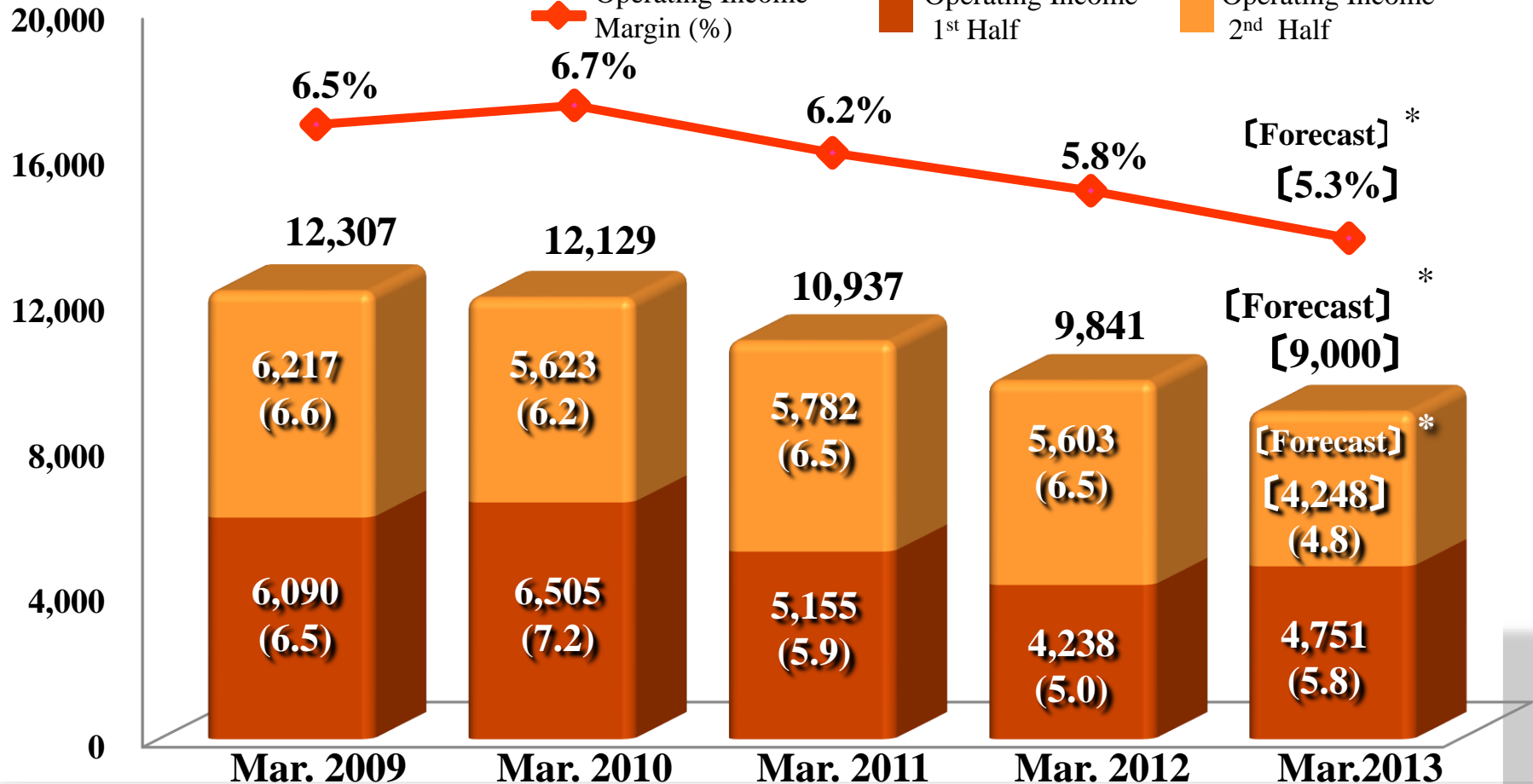
(in millions of yen)

	Six months ended Sept. 30, 2011	Six months ended Sept. 30, 2012	Increase/decrease (%)	
Clean & Care Group	57,317	54,194	-3,123	(-5.4)
Food Group	22,970	22,769	-200	(-0.9)
Other Businesses	5,111	5,124	+12	(+0.2)
Total (Consolidated)	85,399	82,088	-3,311	(-3.9)

*The figures given here show the increase or decrease from the same period of the previous year.

Consolidated Operating Income

(in millions of yen)



*The full-year forecast for FY 2012 ending March 31, 2013 was revised on October 31, 2012.

Remarks on Consolidated Operating Income

Consolidated Operating Income

4,751 million yen **512 million yen increase (12.1%)**

Major factors contributing to increases and decreases

- | | |
|--|------------------|
| 1. Negative effect on operating income due to a sales decrease not attributable to specific factors | -200 million yen |
| 2. Positive effect on operating income as a result of an improvement in the cost of sales ratio not attributable to specific factors | +700 million yen |
| 3. No change in cost rate and no effect on operating income | — |

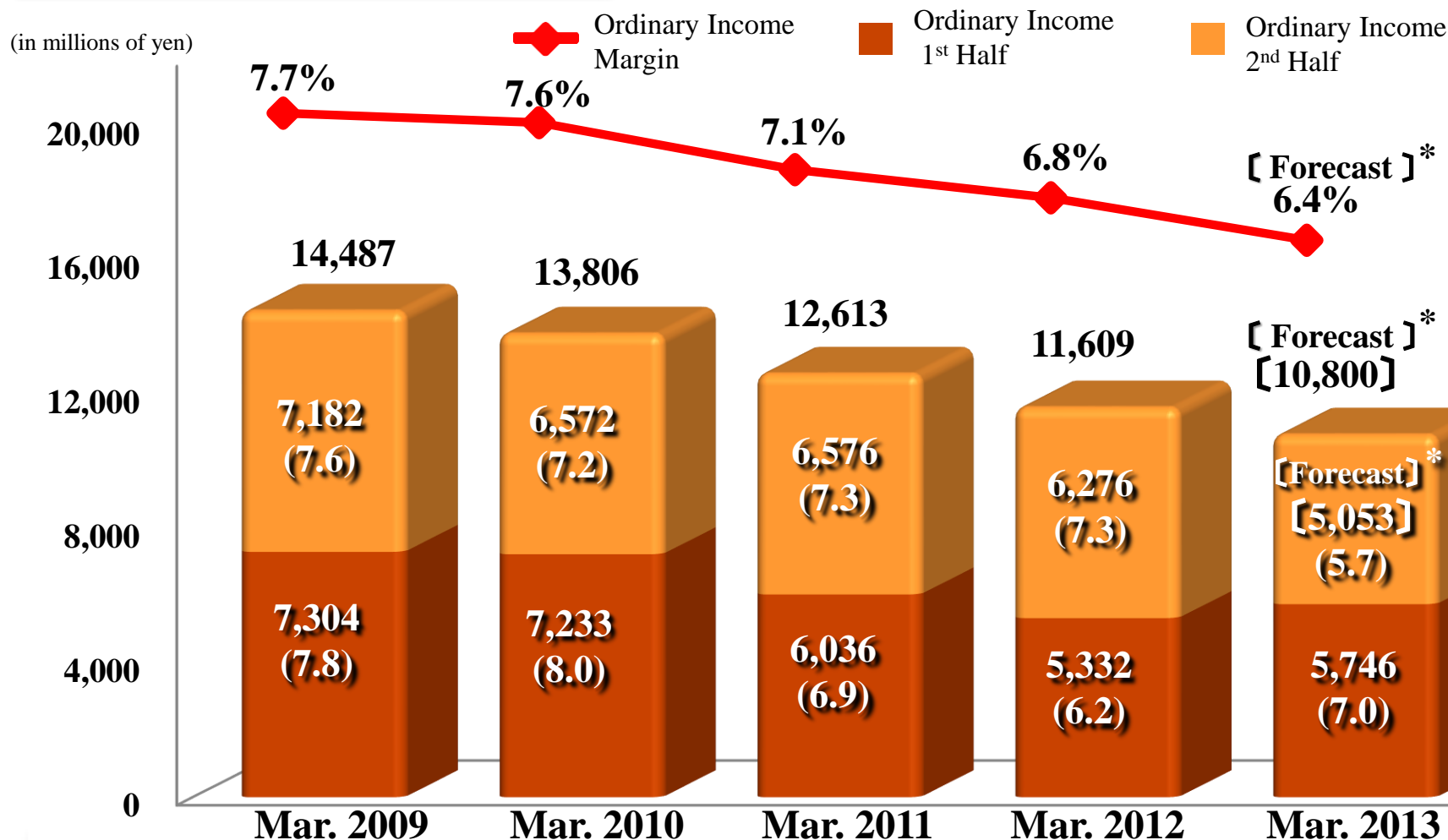
(in millions of yen)

Operating Income by Segment

	Six months ended Sept. 30, 2011		Six months ended Sept. 30, 2012		Increase/decrease	
	Operating Income	Margin (%)	Operating Income	Margin (%)	Operating Income	Margin (%)
Clean & Care Group	7,019	(12.2)	7,317	(13.5)	+297	(+4.2)
Food Group	716	(3.1)	478	(2.1)	-238	(-33.2)
Other Businesses	172	(3.4)	216	(4.2)	+44	(+25.8)
Eliminations/ Corporate	-3,670	(—)	-3,261	(—)	+409	(—)
Total (Consolidated)	4,238	(5.0)	4,751	(5.8)	+512	(+12.1)

*The figures given here show the increase or decrease from the same period of the previous year.

Consolidated Ordinary Income



*The full-year forecast for FY 2012 ending March 31, 2013 was revised on October 31, 2012.

Remarks on Consolidated Ordinary Income

Consolidated Ordinary Income

5,746 million yen 414 million yen increase (+7.8%)

Major factors contributing to increases and decreases

1. Positive effect of increase in ordinary income on ordinary income 500 million yen

2. Negative effect of increased non-operating profit and loss -100 million yen

▪ Equity in profits and losses of affiliates (-100 million yen)

▪ Change from the previous year: financial income and expenditure (millions of yen)

		FY2011	FY2012	Increase/ decrease
Interest income	(1)	446	470	+24
Dividends income	(2)	145	142	-2
Interest expense	(3)	3	2	-1
Financial income and expenditure	(1)+(2)-(3)	587	610	+23

*The figures given here show the increase or decrease from the same period of the previous year.

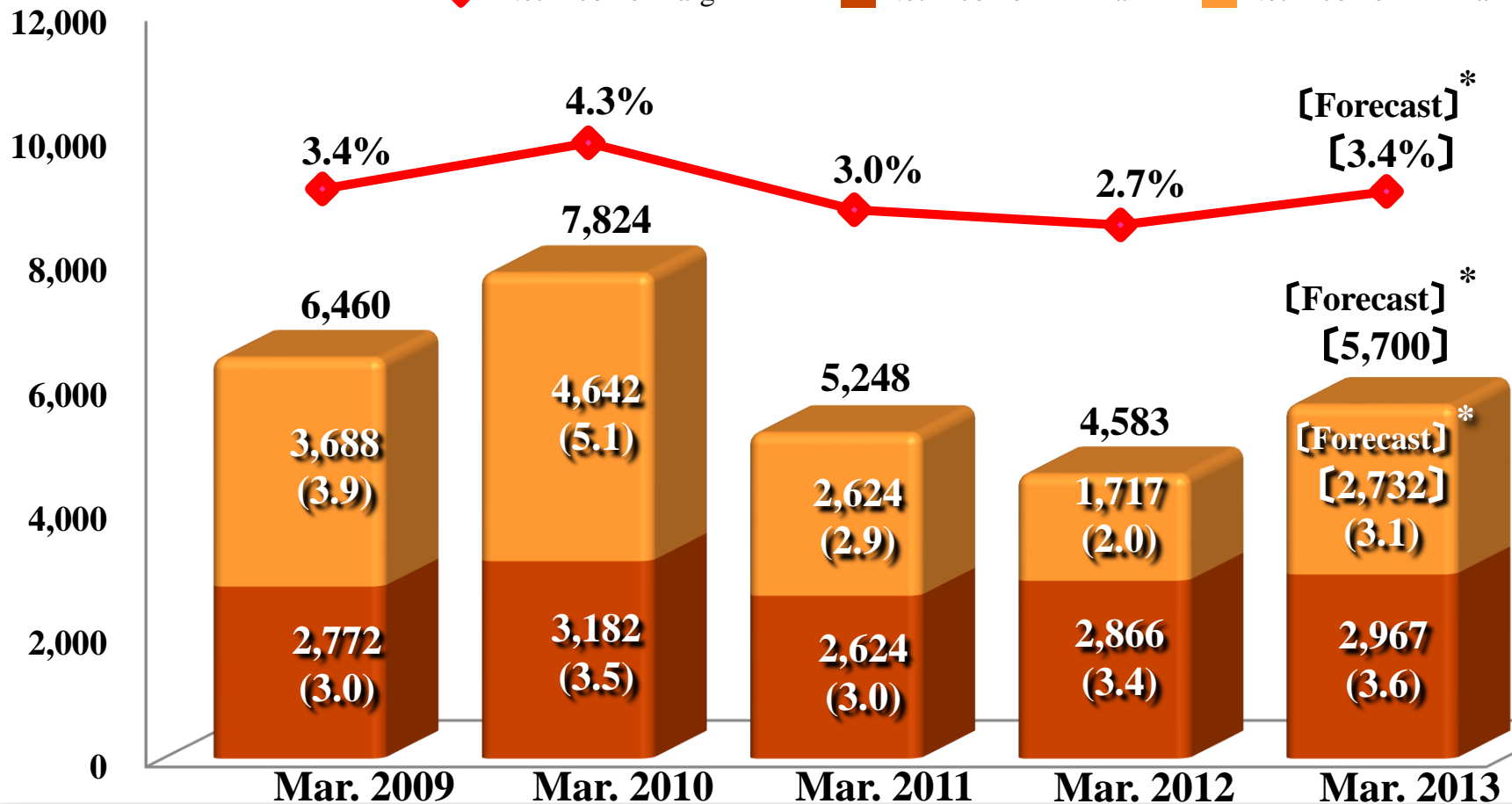
Consolidated Net Income

(in millions of yen)

◆ Net Income Margin

■ Net Income – 1st half

■ Net Income – 2nd half



*The full-year forecast for FY 2012 ending March 31, 2013 was revised on October 31, 2012.

Remarks on Consolidated Net Income

Consolidated Net Income

2,967 million yen 101 million yen increase (3.5%)Major factors contributing to increases and decreases

1. Increase and decrease in net income before tax	+500 million yen
▪ Increase/decrease in ordinary income	+400 million yen
▪ Increase/ decrease in extraordinary loss/income	+100 million yen
➤ Effect of increased gain on sales and redemption of investment securities	(+800 million yen)
➤ Effect of increased valuation loss on investment securities	(-1,000 million yen)
➤ Effect of decrease in disaster-related losses	(+300 million yen)
2. Negative effect on net income resulting from increase in tax expenses due to increase in net income before tax	- 400 million yen

*The figures given here show the increase or decrease from the same period of the previous year.

Consolidated Balance Sheet

(in millions of yen)

	FY2011 ended Mar. 31, 2012	Six months ended Sept. 30, 2012	Increase/ decrease	Major factors contributing to increases and decreases
Current asset	59,401	57,100	-2,301	Increase in cash and deposits +900 Decrease in marketable securities -4,100 Increase in merchandise and finished goods +500 Increase in raw materials and supplies +500
Property, plant and equipment/ Intangible assets	60,936	62,182	+1,246	Increase in lease assets (Duskin Kyoeki) +1,500
Investments and other assets	76,979	76,811	-167	Increase in investment securities +400 Decrease in deferred tax assets -300 Decrease in guarantee deposits -200
Total assets	197,316	196,094	-1,222	—
Current and non-current liabilities	47,711	46,426	-1,285	Increase in accounts payable-trade +400 Decrease in provision for bonuses -300 Decrease in accounts payable -1,100 Decrease in deposits received -700 Increase in provision for retirement benefits +700
Net assets	149,604	149,667	+62	Increase in capital surplus +400 Decrease in valuation difference on available-for-sale securities -400
Total liabilities and net assets	197,316	196,094	-1,222	—
Debt with interests	245	239	-6	Decrease in loans at affiliates

*The figures given here show the increase or decrease from the same period of the previous year.

Sales & Operating Income by Business Segment

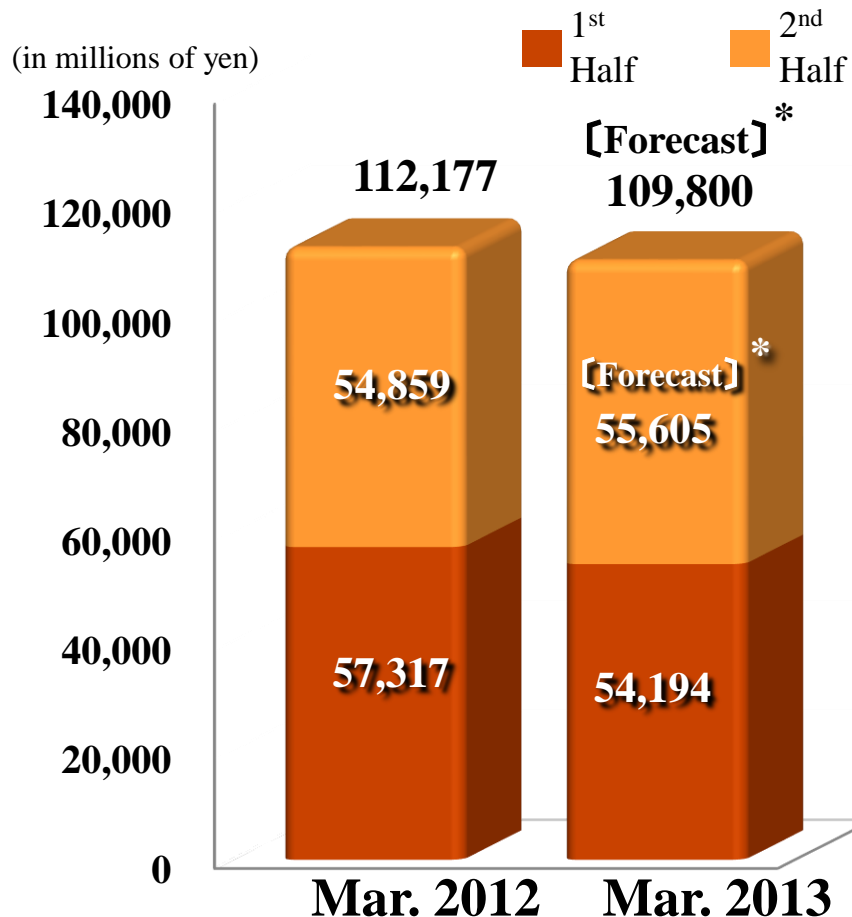
Results by Segment

(in millions of yen)

		FY2011		Six months ended Sept. 30, 2011		Six months ended Sept. 30, 2012		Increase/Decrease	
		Operating Income on Sales (%)		Operating Income on Sales (%)		Operating Income on Sales (%)		(%)	
Clean & Care Group	Sales	112,177	—	57,317	—	54,194	—	-3,123	-5.4
	Operating Income	13,789	12.3	7,019	12.2	7,317	13.5	297	4.2
Food Group	Sales	48,807	—	22,970	—	22,769	—	-200	-0.9
	Operating Income	2,876	5.9	716	3.1	478	2.1	-238	-33.2
Other Businesses	Sales	10,133	—	5,111	—	5,124	—	12	0.2
	Operating Income	375	3.7	172	3.4	216	4.2	44	25.8
Eliminations/ Corporate	Operating Income	-7,199	—	-3,670	—	-3,261	—	409	—
Total (Consolidated)	Sales	171,118	—	85,399	—	82,088	—	-3,311	-3.9
	Operating Income	9,841	5.8	4,238	5.0	4,751	5.8	512	12.1

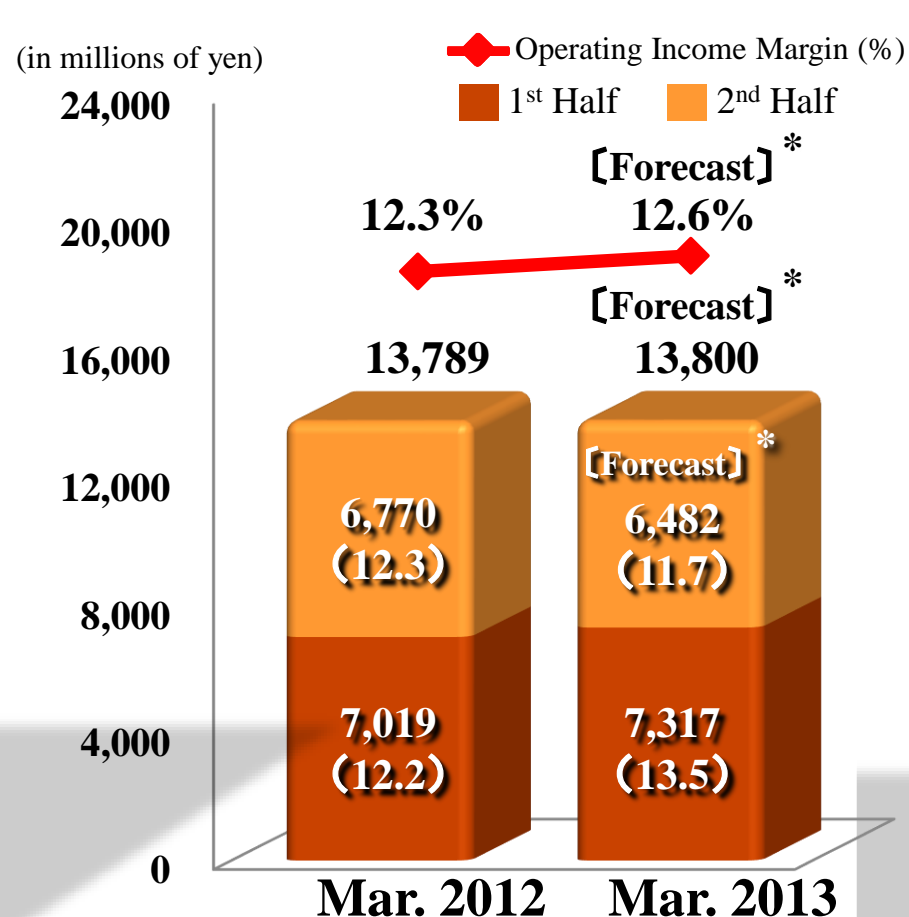
Sales

Six months (Apr. – Sept., Oct. – Mar.)



Operating Income

Six months (Apr. – Sept., Oct. – Mar.)



*The full-year forecast for FY 2012 ending March 31, 2013 was revised on October 31, 2012.

Sales

(in millions of yen)	Previous term	Current term	Change	%
Sales by segment (1)	57,317	54,194	-3,123	-5.4
Effect of revision of sub-franchise agreement (2)	-180	-1,880	-1,700	-
Effect of transfer of branches to franchisees (3)	-	-131	-131	-
Sales excluding (2)& (3) (1)-(2)-(3)	57,497	56,205	-1,292	-2.2

Commercial
Market

- Operating conditions in the commercial market remained difficult, but restroom-related products recorded steady sales growth from new products such as hand soap.
- Sales of mats, our core product area, significantly diminished rate of decline in sales. Although sales were lower from one year earlier, turnover on a daily basis (there was one business day less than the same period of the previous year) was virtually flat.
 - Sales of commercial products compared with one year earlier (shipment basis):
-300 million yen (including mat sales; approx. -100 million yen)

Residential
Market

- While rentals of the LaLa floor mop and Dust Cleaner grew steadily, total sales of mop products were lower than in the same period of the previous year, due to weaker sales of handy mops and of accessories for LaLa mops, which are booked at the beginning of the rental service, compared to the previous year when LaLa was introduced.
 - Sales of residential products compared with one year earlier (shipment basis):
-800 million yen (including mop sales; approx. -500 million yen)
- All cleaning services, including housekeeping services, recorded steady growth.
- The air-conditioner cleaning service remained at the same level as the previous year when its sales boosted by increased awareness among consumers of the need to conserve electricity after the Great East Japan Earthquake.

Operating Income

(in millions of yen)	Previous term	Current term	Change	%
Operating income by segment	7,019	7,317	+297	+4.2

【Change from the previous term】

➤ **Impact on operating income due to a decline in sales** -200 million yen
(excluding the effect of revision of sub-franchise agreements)

- Impact on gross profit due to the decline in sales -700 million yen
- Impact on expenses due to the decline in sales +500 million yen

➤ **Impact on gross profit due to an improved cost rate** +700 million yen
(excluding the effect of the revision of sub-franchise agreements)

- Impact on gross profit due to decreased input of LaLa mops. +300 million yen
- Impact on gross profit due to improved income and expenditure for Dust Cleaners +200 million yen
- Impact on gross profit due to decreased input of other products +200 million yen

➤ **Impact on operating income due to increased expense rate** -300 million yen
(excluding the effect of revision of sub-franchise agreements)

- Impact on operating income from increased expenses for the new Branch/Shop Operation System -200 million yen
- Impact on operating income due to increased depreciation expenses -200 million yen
- Impact on operating income due to decreased labor cost +200 million yen

*The figures given here show the increase or decrease from the same period of the previous year.

Future Initiatives

➤ Residential Market

Dust Control Business

Campaign aimed at further promoting New Cleaning Style

- Expansion in advertising media (TV commercials), increased number of flyers, continuation of "Home Show" demonstration-based sales promotional activities

Technical Service

- Nationwide expansion of housekeeping service

➤ Commercial Market

Dust Control Business

- Aggressive sales activities
- Promotion of marketing activities targeted at smaller trade areas featuring the introduction of restroom related products released during the period
- "Maintenance Membership" promotion aimed at boosting member registration

Technical Service

- "Terminix Relief Package" proposals
- Review of training programs for key service staff members

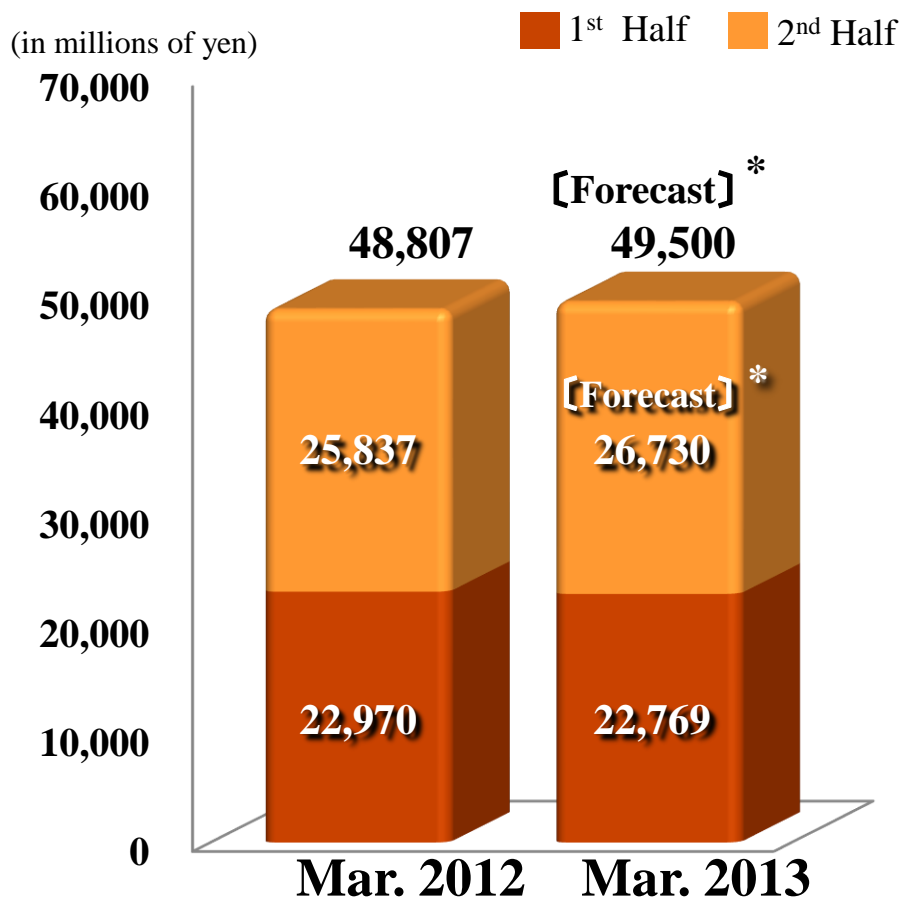
➤ Duskin 50th anniversary program (Duskin marks its 50th anniversary in November 2013)

(Plan)

- 50th Anniversary Thanks Campaign

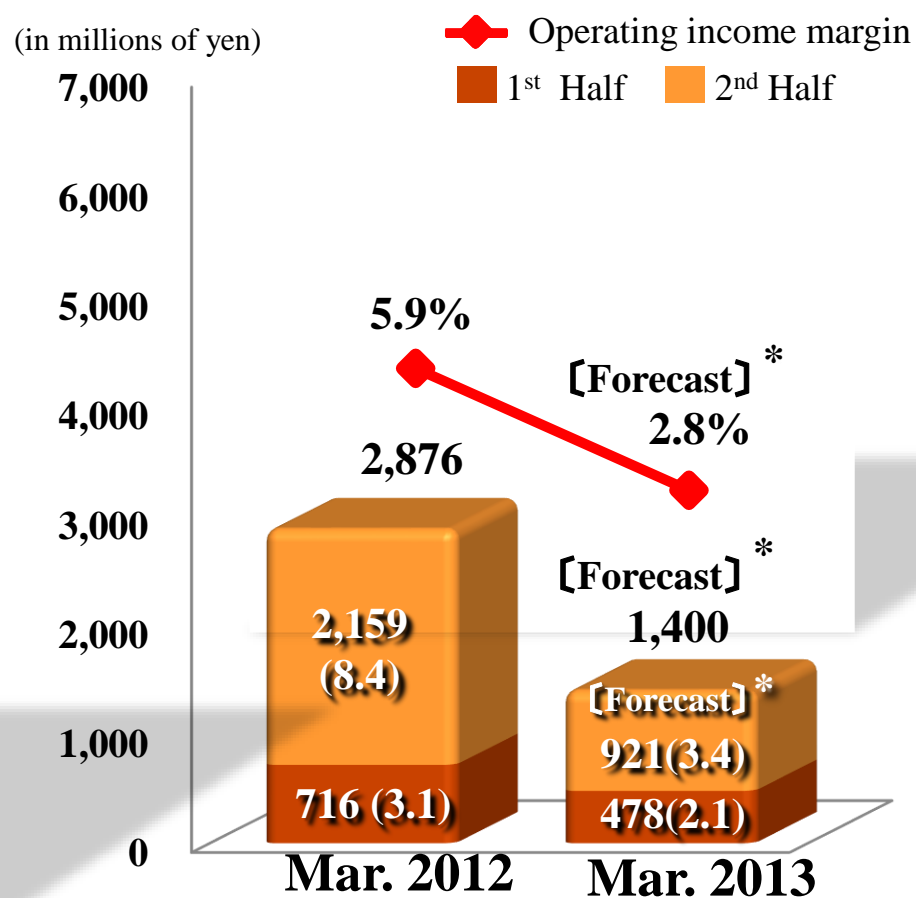
Sales

Six months (Apr. – Sept., Oct. – Mar.)



Operating Income

Six months (Apr. – Sept., Oct. – Mar.)



*The full-year forecast for FY 2012 ending March 31, 2013 was revised on October 31, 2012.

Sales

	(in millions of yen)		Previous term	Current term	Change	%
Sales by segment (1)			22,970	22,769	-200	-0.9
Sales of Hachiya Dairy Products (2)			—	436	+436	—
Sales excluding (2)	(1)-(2)		22,970	22,333	-636	-2.8

Sales grew in the second quarter,

but this increase did not cover the sales decrease recorded in the first quarter and so accumulated sales declined 200 million yen as a result.

*The results of a new subsidiary, Hachiya Dairy Products were included in the consolidated financial reports from July 2012. Excluding 400 million yen sales of this new subsidiary, a decline in sales was of 600 million yen was recorded.

■ Mister Donut Initiatives

- The ingredients and production process for French Cruller, one of our basic items, were revised to further enhance the quality of the product. Mister Donut also released various new products, including stronger seasonal items and attractive new products that provide customers with lively topics of conversation in connection with social events.
- Promotional initiatives include collaborative campaigns with Japan Airlines, and Universal Studio Japan, and the revival of our scratch card campaign. An Autumn Thanks Festival offering 50% discount sale of basic 15 items was held from the end of September onwards. Unfortunately, however, these initiatives did not result in the same level of sales being achieved as in the same period of the previous year.

Actual and previous term comparison of customer-level sales (Japan)

Change over the previous term	1Q	-9.4%	2Q	+0.4%	First Half	-4.7%

■ Changes from the previous year: Mister Donut shops in Japan (as of Sep. 30, 2012)

	Mister Donut			MOSDO	Wakka	Total
	Standard	Smaller market	Small space			
Mar. 31, 2012	1,353	18	2	2	2	1,377
Sep. 30, 2012	1,358	17	3	2	1	1,381
Change	5	-1	1	0	-1	4

Operating Income

【Change from the previous term】

(in millions of yen)		Previous term	Current term	Change	%
Operating income by segment		716	478	-238	-33.2
Income of Hachiya Dairy Products (2)		—	42	+42	—
Income excluding (2)	(1) – (2)	716	435	-281	-39.2

Excluding the contribution of Hachiya Dairy Products subsidiary

- Impact on operating income due to a decrease in sales ±0 million yen
 - Impact on gross profit due to a decrease in sales -200 million yen
 - Impact on expenses due to a decrease in sales +200 million yen

- Impact on gross profit due to an improved cost rate +100 million yen

- Impact on operating income due to an increased expense rate -400 million yen
 - Impact on operating income of increase in expenses related to the Mister Donut POS system and other systems -500 million yen
 - Sales promotion expenses ±0 million yen
 - Decrease in sales promotion expenses for Baked Donuts
 - Newly included promotion expenses for measures to increase sales (200 million yen)
 - Impact on operating income of decrease in distribution costs +100 million yen

*The figures given here show the increase or decrease from the same period of the previous year.

Mister Donut Future Initiatives

➤ Products

Freshening up of mainstay items

- Renewal of “Yeast-raised Donuts” to follow up on the new “French Cruller” release in the First Half

Product variety for seasonal events

- Halloween campaign
- Christmas donuts

- Lucky bag and lucky box offered in the year -end and New Year holiday seasons



Christmas items



Renewal of “Yeast-raised Donuts”



Collaboration with PEANUTS



➤ Sales promotion

Establish products with clearly focused appeal, and promote sales at fixed prices

➤ Duskin 50th anniversary program (Duskin marks its 50th anniversary in November 2013)

(Plan)

- 50th Anniversary Thanks Campaign

Other Businesses

(in millions of yen)	Previous term	Current term	Change	%
Sales by segment	5,111	5,124	+12	+0.2
Operating income by segment	172	216	+44	+25.8

➤ Sales in this segment were slightly higher due to increased sales in the leasing business.

▪ Management services for medical facilities (Duskin Healthcare)

The number of accounts grew on the same period of the previous year, but sales fell from one year earlier, mainly due to a decrease in contract fees from existing accounts.

▪ Leasing business (Duskin Kyoeki)

Posted higher sales than one year earlier, due to replacement of system equipment at Mister Donut shops

➤ Overseas Businesses

▪ Sales were lower due to the August 2011 closure of Mister Donut Korea's directly-run Myeong-dong Shop.

Eliminations or corporate

(in millions of yen)	Previous term	Current term	Change	%
Operating income by segment	-3,670	-3,261	+409	—

▪ Impact on operating income of reduction in corporate advertising expenses, and other corporate expenses

+700 million yen

▪ Impact on operating income of an increase in social insurance premium rate

-300 million yen

Overseas Businesses

※Overseas Businesses are included in the "Other Businesses" segment starting in the previous year.

➤ Customer-level sales: Overseas Businesses

▪The Taiwan dust control business performed well due to benefits of synergies deriving from the introduction of technical services in the previous year.

	Country or region	Jan. –June 2011	Jan. –June 2012	Change
Dust Control Business	Taiwan (in thousand of NTD)	276,740	346,508	+69,768 (+25.2%)
	Shanghai (in thousand of CNY)	6,135	6,959	+824 (+13.4%)
	South Korea (in thousand of KRW)	—	20,308	+20,308 (—)
Mister Donut Business	Taiwan (in thousand of NTD)	392,459	347,017	-45,442 (-11.6%)
	Shanghai (in thousand of CNY)	11,109	16,261	+5,152 (+46.4%)
	South Korea (in thousand of KRW)	12,417,753	11,142,352	-1,275,401 (-10.3%)

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

As of June 30	2011	2012	Increase
Total (Taiwan, Shanghai, South Korea)	140	142	+2

Future initiatives

➤ Dust Control Business

- Unit growth in existing markets
- Growth in number of residential customers from in-store product demonstrations
- Expansion in cleaning and technical services



➤ Mister Donut Business

- Moved into new markets (including South-east Asia, and Oceania)
- Growth in store openings on shift to low-investment store formats (No kitchen, smaller floor areas)
- Product development and sales promotion to satisfy the local consumer preferences



Forecast and Actual Results & Full Year Forecast

Consolidated

(in millions of yen)

	Sales	Operating income	Ordinary income	Net income
Forecast for the First Half	85,000	4,200	5,300	2,700
Actual	82,088	4,751	5,746	2,967
Difference (%)	-2,911(-3.4)	551(13.1)	446(8.4)	267(9.9)

Sales

- Clean & Care Group: Although the Dust Control business in the commercial market achieved sales as planned, residential market Dust Control and Drink Service operations posted lower sales than anticipated.
- Food Group: Mister Donut initially planned to achieve the same level of sales as in FY2010, because of weak sales in the previous year. Mister Donut sales remained weak however and fell sharply short of this initial projection as a result.

Operating income

- Gross profit decreased due to lower sales, but operating income was higher than planned. This was mainly due to the non-implementation of planned sales promotion expenses at Clean & Care Group.

Ordinary income

- Higher operating income but lower than expected profits from equity-accounted subsidiaries

Consolidated (Revised on Oct. 31)

(in millions of yen)

	Sales	Operating income	Ordinary income	Net income
FY2011 Actual	171,118	9,841	11,609	4,583
FY2012 Initial Forecast (on May 15)	175,000	9,200	11,200	6,200
FY2012 Revised Forecast (on Oct. 31)	170,000	9,000	10,800	5,700
Amount	-5,000	-200	-400	-500
Change	-1,118	-841	-809	1,116
Change (%)	-0.7	-8.6	-7.0	24.4

Non-consolidated (Revised on Oct. 31)

(in millions of yen)

	Sales	Operating income	Ordinary income	Net income
FY2011 Actual	150,019	6,928	10,313	4,428
FY2012 Initial Forecast (on May 15)	151,000	6,700	9,400	5,300
FY2012 Revised Forecast (on Oct. 31)	147,000	6,000	8,800	5,000
Amount	-4,000	-700	-600	-300
Change	-3,019	-928	-1,513	571
Change (%)	-2.0	-13.4	-14.7	12.9

Sales & Operating Income Forecasts by Business Segment (Revised on Oct. 31)

(in millions of yen)

		FY2011		FY2012 Forecast (May 15)		FY2012 Forecast (revised on Oct. 31)		Change	
		Operating income margin		Operating income margin		Operating income margin		%	
Clean & Care Group	Sales	112,177	—	110,500	—	109,800	—	-2,377	-2.1%
	Operating income	13,789	12.3%	13,400	12.1%	13,800	12.6%	10	0.1% (0.3)
Food Group	Sales	48,807	—	53,500	—	49,500	—	692	1.4%
	Operating income	2,876	5.9%	2,600	4.9%	1,400	2.8%	-1,476	-51.3% (-3.1)
Other Businesses	Sales	10,133	—	11,000	—	10,700	—	566	5.6%
	Operating income	375	3.7%	400	3.6%	400	3.7%	24	6.7% (0.0)
Elimination/Others	Operating income	-7,199	—	-7,200	—	-6,600	—	599	—
Total (consolidated)	Sales	171,118	—	175,000	—	170,000	—	-1,118	-0.7%
	Operating income	9,841	5.8%	9,200	5.3%	9,000	5.3%	-841	-8.6% (-0.5)

Dividends

FY2012 Dividends

- The Company paid a year-end dividend of 40 yen per share for the 2011 fiscal year, the same as for the previous fiscal year, in accordance with the dividend policy.
- The company also plans to pay an interim dividend for the 2012 fiscal year, in the aim of increasing the opportunities of profit distribution to shareholders. The full-year dividend per share is scheduled to total 40 yen.

Dividends per share (yen)	FY2010 -Actual	FY2011 -Actual	FY2012-Forecast
End of 2 nd Quarter	—	—	20
Year-end	40	40	20
Total	40	40	40
Total dividends (in millions of yen)	2,612	2,571	2,571
Consolidated dividend ratio (%)	50.4	56.3	45.1

* Consolidated dividend ratio is calculated per share.

For Reference

Non-consolidated Results

(in millions of yen)

	Six months ended Sept. 30, 2011	Six months ended Sept. 30, 2012	Change		Reference FY 2011 ended Mar. 31, 2012
			Amount	%	
Sales	74,259	70,841	- 3,417	- 4.6	150,019
Operating Income	2,753	3,095	342	12.4	6,928
Operating Income Margin (%)	3.7	4.4	0.7	—	4.6
Ordinary Income	5,058	5,009	- 49	- 1.0	10,313
Ordinary Income On Sales (%)	6.8	7.1	0.3	—	6.9
Net Income	3,143	2,839	- 304	- 9.7	4,428
Net Income On Sales (%)	4.2	4.0	- 0.2	—	3.0

Business Summary by Segment

Year ended Mar. 2012:

Consolidated sales 171,100 million yen, Consolidated operating income 9,800 million yen

Clean & Care Group

(millions of yen)

Sales	112,100
Operating Income	13,700

Sales associated from:

- 1) Sales of merchandise, rental products, equipment and chemicals to franchisees
- 2) Royalty (Dust Control franchisees are not responsible for royalty fee payment)
- 3) Sales at company shops

Home Service

Business Service

Dust Control

Offering products to help make work & home environment comfortable such as dust control mops and mats, range filters, water purifiers, air purifiers, and rest-room use items.

Care Services

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

Health & Beauty

Cosmetics & Health food

Home Instead

Offering senior care service

Rent-All

Rent goods for events and nursing care

Uniform Service

Rental & Cleaning

Drink Service

Coffee & Water

Food Group

(millions of yen)

Sales	48,800
Operating Income	2,800

Sales associated from:

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

Mister Donut

Operating specialty shops offering hand-made fresh donuts

Food Chain

Operating pork outlet restaurant chain, "Katsu & Katsu," Café Du Monde, Stick Sweets Factory offering stick type cake, MOSDO, and "Wakka."

Don Co., Ltd.

Offering a variety of donburi with fresh seafood and seasonal ingredients

Other Businesses

(millions of yen)

Sales	10,100
Operating Income	300

Sales associated from:

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

Duskin Healthcare Co., Ltd.

Hospital management services

Duskin Kyoeki Co., Ltd.

Leasing business

Duskin Insurance Service Co., Ltd.

Overseas, Others

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

* Above segments are as of April 1, 2012. MOSDO and "Wakka" are included in Food Chain segment.

Franchise Operation

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
 - Stick Sweets Factory Stick Cake
 - MOSDO, Wakka
- The Don Seafood Donburi

Other Businesses

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

* Above segments are as of April 1, 2012. MOSDO and “Wakka” are included in Food Chain segment.

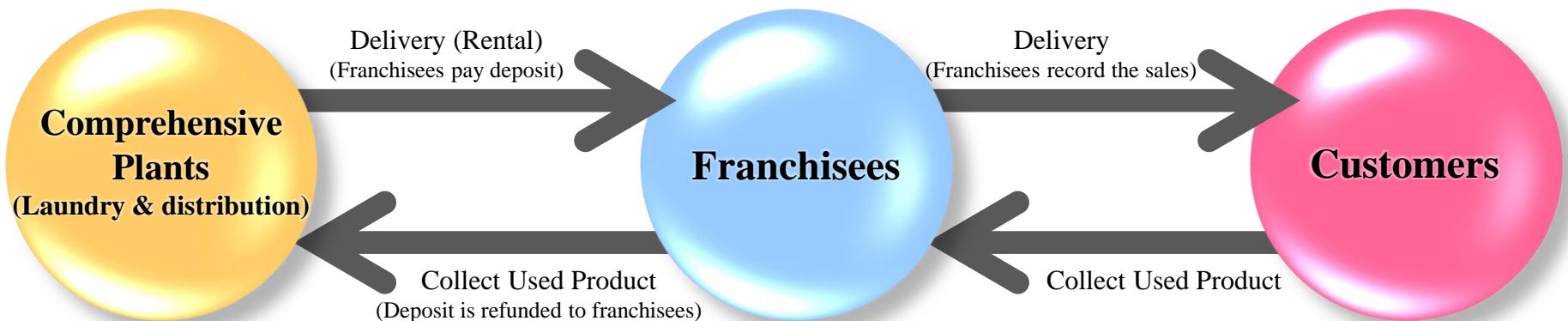
Customer-Level Sales by Businesses

First Half, Customer-Level Sales	(millions of yen)				FY2011 ended Mar. 31, 2012
	Six months ended Sept. 30, 2011	Six months ended Sept. 30, 2012	Change	%	
Clean & Care Group	137,568	136,868	- 699	- 0.5	275,830
Dust Control (Domestic): Home Service	52,238	51,032	- 1,206	- 2.3	104,988
Dust Control (Domestic): Business Service	50,053	49,419	- 633	- 1.3	99,860
Care Service	21,634	21,943	309	1.4	43,255
ServiceMaster	12,763	12,664	- 98	- 0.8	25,512
Merry Maids	4,055	4,275	219	5.4	8,734
Terminix	3,844	3,955	110	2.9	7,102
TruGreen	970	1,048	77	8.0	1,904
Health & Beauty	1,437	1,545	108	7.5	2,897
Azare Products	2,270	2,281	10	0.5	4,529
Home Instead	1,113	1,084	- 29	- 2.6	2,221
Rent-All	6,765	7,524	759	11.2	14,042
Uniform Service	1,331	1,293	- 37	- 2.8	2,616
Drink Service	724	743	19	2.6	1,418
Food Group	56,396	53,407	- 2,989	- 5.3	119,479
Mister Donut	53,801	51,122	- 2,678	- 5.0	114,723
Food Chain	1,546	1,273	- 272	- 17.6	2,674
Don Co., Ltd.	1,049	1,011	- 37	- 3.6	2,081
Other Businesses	9,848	9,811	- 37	- 0.4	20,171
Dust Control, Overseas (Jan. 2012 – Jun. 2012)	853	1,007	153	18.0	1,914
Mister Donut, Overseas (Jan. 2012 – Jun. 2012)	5,581	5,387	- 193	- 3.5	11,388
Duskin HealthCare Co., Ltd.	3,413	3,416	2	0.1	6,867
Total	203,814	200,087	- 3,726	- 1.8	415,481

*The above figures are pro forma amounts based on the amount of products shipped, and have been calculated for reference purposes only. These figures may vary from those given in previous presentation materials, due to changes in the grouping/classification of the related businesses.

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, 2012)

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*
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Residential Customers:	5.5 million*
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Commercial Customers:	1.3 million*
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* Approximately

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.