

Financial Report

FY2013 (April 2013 – March 2014)

Duskin Co., Ltd.
May 21, 2014



- 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 20 (Segment information), Note (2) in our Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2014, the adjustment to segment income includes “inter-segment eliminations” and “corporate expenses” which are presented as “Eliminations/Corporate” in these materials.



Table of Contents

Financial Summary

Consolidated Financial Summary	2
Sales Summary	3
Operating Income Summary	5
Ordinary Income Summary	7
Net Income Summary	9
Consolidated Balance Sheet Summary ..	11

Summary by Business Segment

Highlights by Business Segment	13
Summary of Core Businesses	
Clean & Care Group	14
Food Group	17
Other Businesses, Corporate	20
Other Businesses	21
(Overseas Businesses)	

Forecasts and Actual Results

FY2013 Forecasts and Actual Results	23
---	----

FY2014 Forecasts

FY2014 Forecasts	25
Sales & Operating Income Forecasts	27
by Business Segment	

Dividends

Dividends	31
-----------------	----

Reference

Financial Summary	
- Non-consolidated Results	33
Business Summary by Segment	34
Customer-Level Sales	36
Recycle-Oriented Business Model at Dust Control Business	37

CSR activities

Clean Up My Town	39
Duskin AINOWA Foundation/ School Education Support/ Smile Ring Project	40



Financial Summary

FY2013 (April 2013 – March 2014)



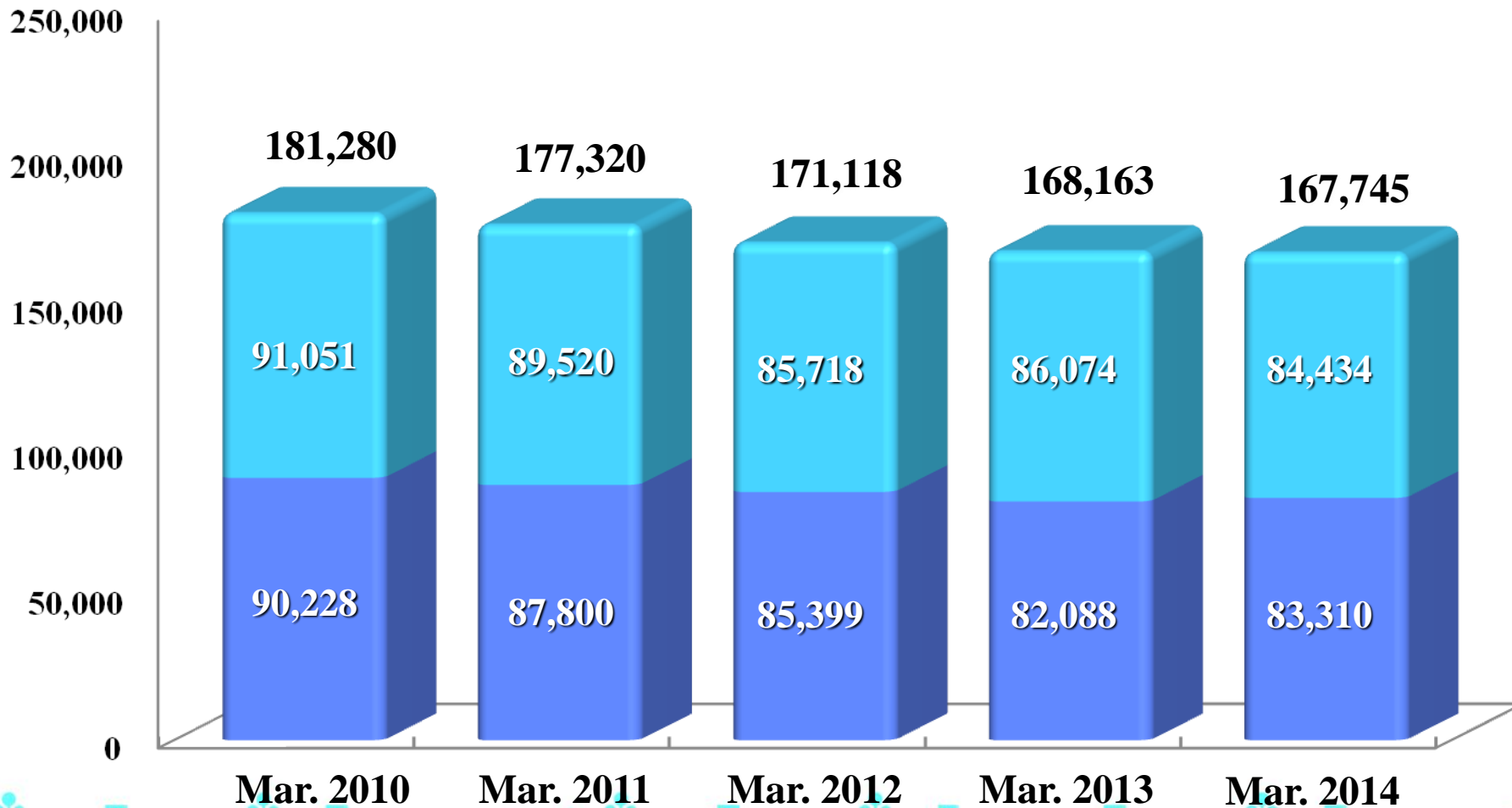
Consolidated Results

(millions of yen)

	FY2012	FY2013	Increase/Decrease	
				Change (%)
Sales	168,163	167,745	-418	-0.2
Operating Income	9,197	6,641	-2,555	-27.8
Operating Income on Sales (%)	(5.5%)	(4.0%)	(-1.5)	—
Ordinary Income	11,027	8,322	-2,705	-24.5
Ordinary Income on Sales (%)	(6.6%)	(5.0%)	(-1.6)	—
Net Income	6,092	4,448	-1,644	-27.0
Net Income on Sales (%)	(3.6%)	(2.7%)	(-0.9)	—

Consolidated Sales

(millions of yen)



Consolidated Sales

167,745 million yen 418 million yen (0.2%) decrease

《 Major factors contributing to sales 》

The first-quarter sales of Hachiya Dairy Products Co., Ltd., which became a consolidated subsidiary in the second quarter in the previous year **400 million yen**



Actual result

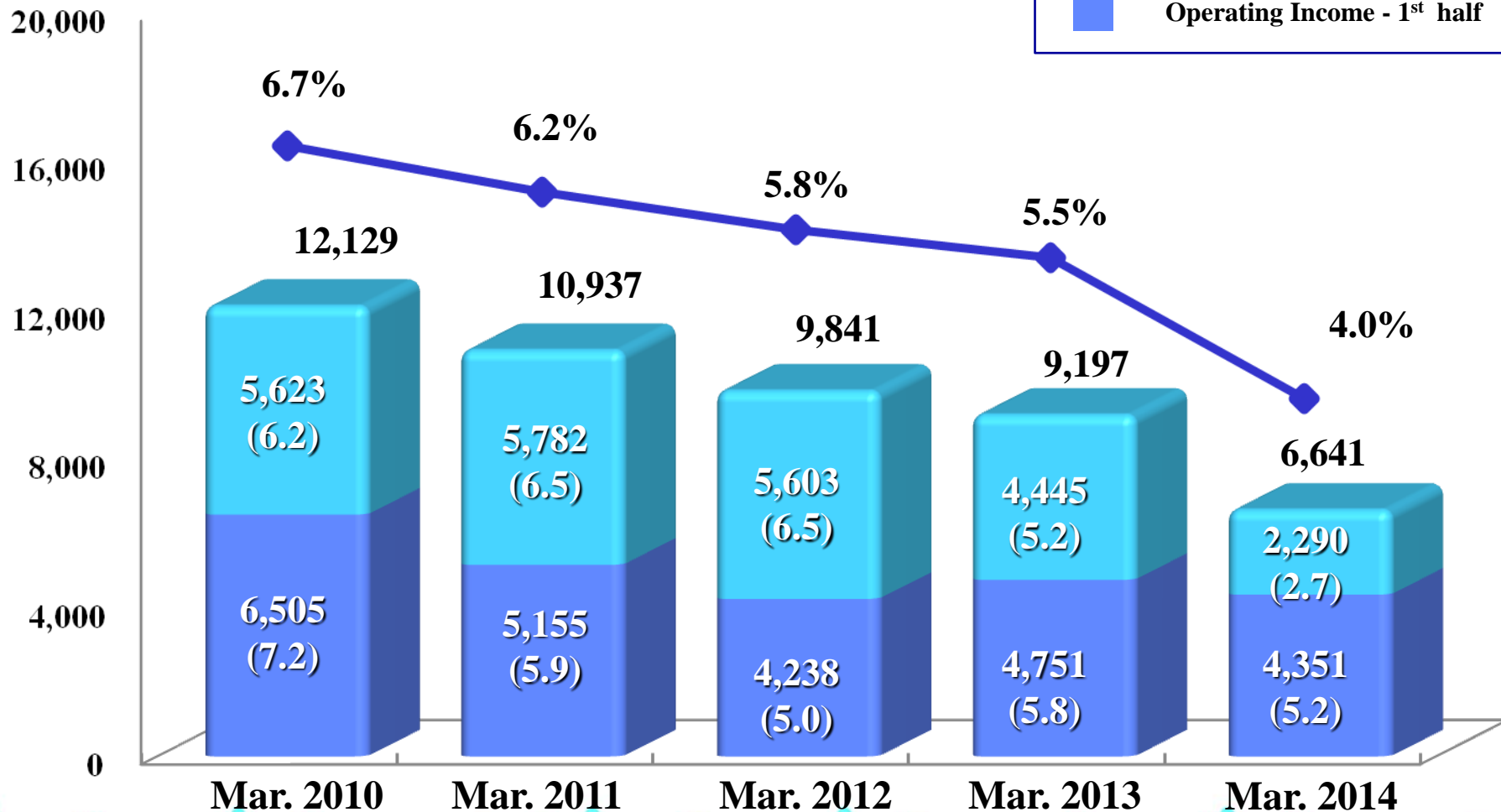
167,290 million yen 872 million yen (0.5%) decrease

(millions of yen)

Sales by segment	FY2012	FY2013	Increase/Decrease	
				%
Clean & Care Group	109,057	110,097	1,040	1.0%
Food Group	48,804	47,018	-1,785	-3.7%
Other Businesses	10,301	10,628	327	3.2%
Total (Consolidated)	168,163	167,745	-418	-0.2%

Consolidated Operating Income

(millions of yen)



Consolidated Operating Income

6,641 million yen 2,555 million yen (27.8%) decrease

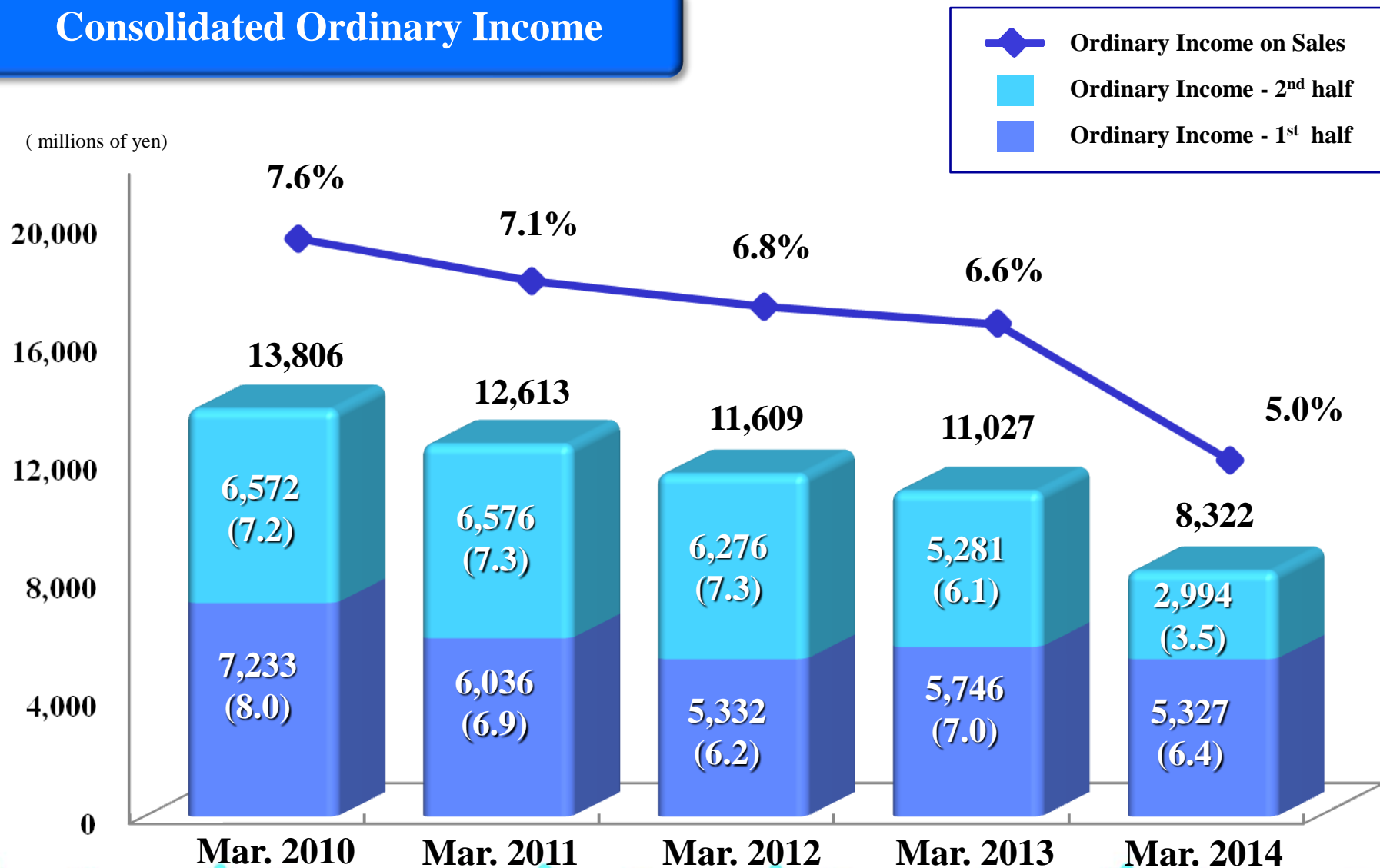
« Major factors contributing to decreases »

- Clean & Care Group ••• Cost of introducing thin-type dust control and water absorption mat into the market
- Food Group ••• Increased advertisement expenses for TRY! NEW MISDO! campaign
- Eliminations/Corporate ••• Expenses of 50th anniversary convention

(millions of yen)

Operating Income by Segment	FY2012	FY2013	Increase/decrease	
	Operating Income Margin (%)	Operating Income Margin (%)		%
Clean & Care Group	14,380 (13.2%)	13,873 (12.6%)	-507	-3.5% (-0.6)
Food Group	1,140 (2.3%)	-410 (-0.9%)	-1,551	-136.0% (-3.2)
Other Businesses	236 (2.3%)	243 (2.3%)	7	3.0% (-0.0)
Eliminations/Corporate	-6,561	-7,064	-503	—
Total (Consolidated)	9,197 (5.5%)	6,641 (4.0%)	-2,555	-27.8 (-1.5)

Consolidated Ordinary Income



Consolidated Ordinary Income

8,322 million yen -2,705 million yen (24.5%) decrease

« Major factors contributing to increase & decrease »

1. Operating income -2,500 million yen

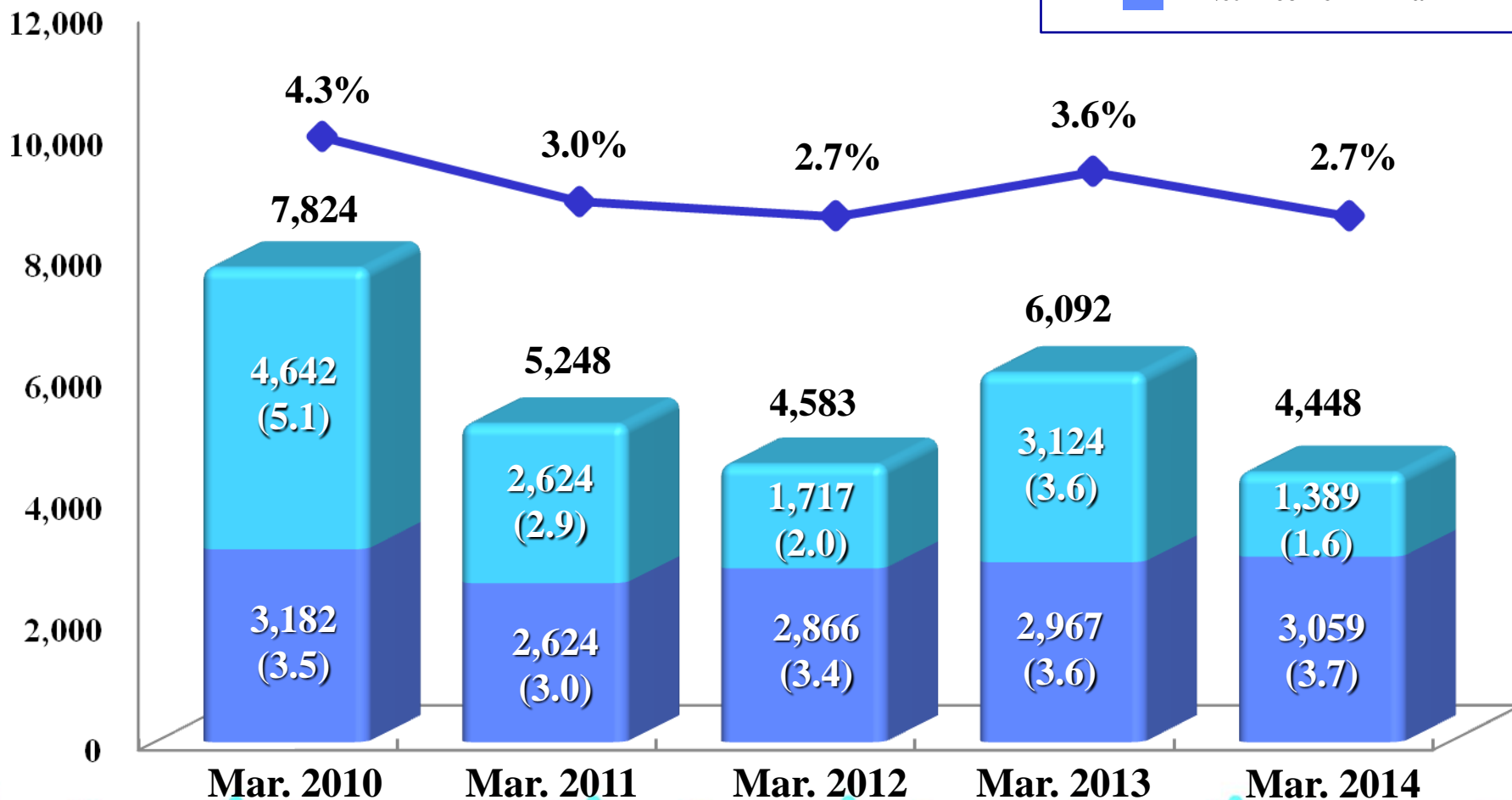
2. Non-operating income/loss -200 million yen

- Financial account balance +100 million yen
- Gain on transfer of goodwill -100 million yen
- Rent income on facilities/Commission fee -100 million yen
- Foreign exchange losses/Compensation expenses -100 million yen
- Loss on cancellation of leasehold contracts/
Miscellaneous loss +100 million yen

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

Consolidated Net Income

(millions of yen)



Consolidated Net Income

4,448 million yen 1,644 million yen (27.0%) decrease

《 Major Factors contributing to increase & decrease 》

1. Ordinary income -2,700 million yen

2. Extraordinary loss and income +600 million yen

- Gain on sales and redemption of investment securities -900 million yen
- Gain on bargain purchase +100 million yen
- Loss on sales of investment securities +600 million yen
- Provision for point card certificates +900 million yen
- Other -100 million yen

3. Tax expenses +500 million yen

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

Consolidated Balance Sheet

(millions of yen)

	FY2012	FY2013	Increase/ Decrease	Major Factors
Current asset	59,162	53,489	-5,673	Cash and deposits +1,100 million yen Securities -7,500 million yen Merchandise and finished goods +1,600 million yen Deferred tax assets - 600 million yen
Property, plant and equipment/ Intangible assets	61,597	61,115	-482	
Investments and other assets	81,614	88,173	6,559	Investment securities +7,300 million yen Deferred tax assets -400 million yen Guarantee deposits -200 million yen
Total assets	202,375	202,778	403	—
Current and non-current liabilities	49,563	50,875	1,312	Notes and accounts payable - trade +800 million yen Income taxes payable +1,200 million yen Provision for point card certificates -900 million yen Accounts payable-other +1,000 million yen Provision for retirement benefits -13,300 million yen Net defined benefit liability +15,400 million yen
Net assets	152,811	151,903	-908	Retained earnings -1,900 million yen Valuation difference on available-for-sale securities +1,400 million yen Remeasurement of defined benefit plans -700 million yen
Total liabilities and net assets	202,375	202,778	403	—
Debt with interests	189	243	53	Increase due to acquisition of Chugai Sangyo Co., Ltd.

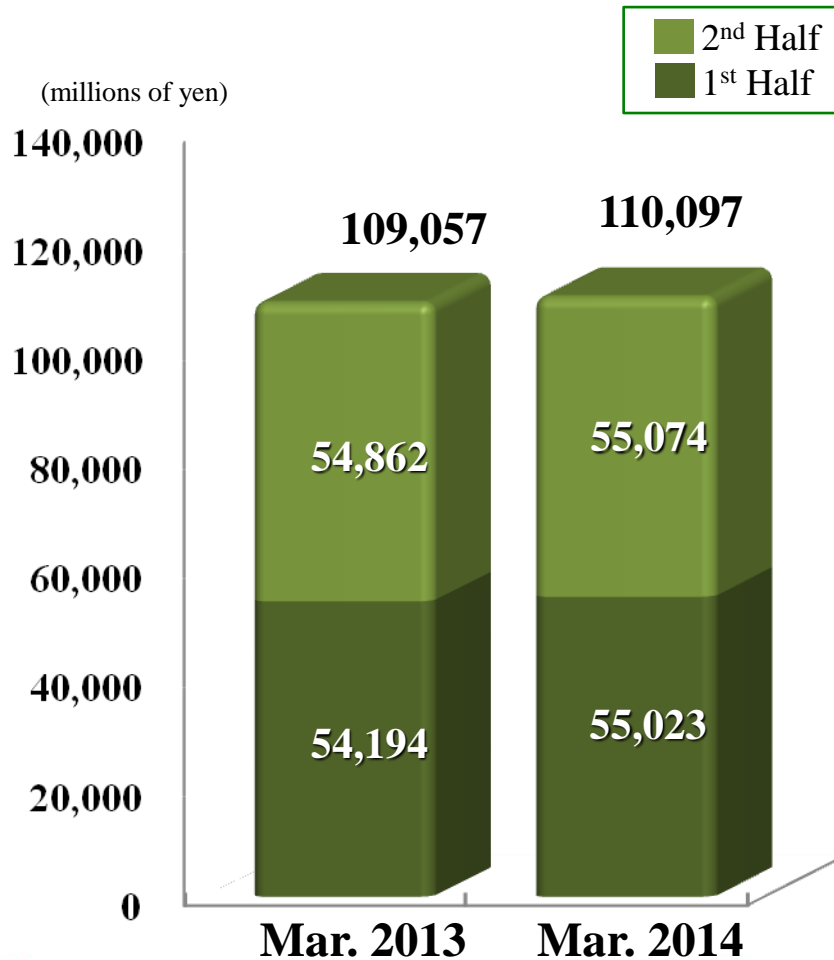
Sales and Operating Income by Segment



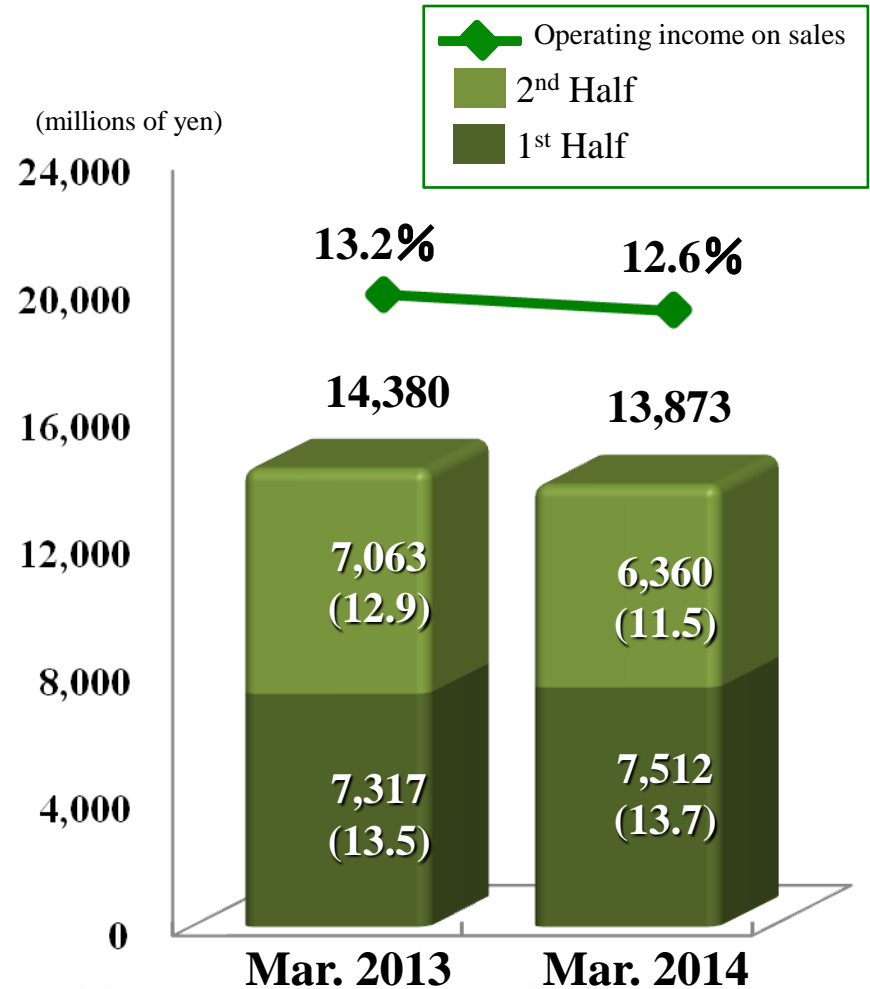
(millions of yen)

		FY2012		FY2013		Increase/Decrease	
		Operating Income on Sales		Operating Income on Sales		%	
Clean & Care Group	Sales	109,057	—	110,097	—	+1,040	+1.0%
	Operating Income	14,380	13.2%	13,873	12.6%	-507	-3.5% (-0.6)
Food Group	Sales	48,804	—	47,018	—	-1,785	-3.7%
	Operating Income	1,140	2.3%	-410	-0.9%	-1,551	-136.0% (-3.2)
Other Businesses	Sales	10,301	—	10,628	—	+327	+3.2%
	Operating Income	236	2.3%	243	2.3%	+7	+3.0% (-0.0)
Eliminations/Corporate	Operating Income	-6,561	—	-7,064	—	-503	—
Total (Consolidated)	Sales	168,163	—	167,745	—	-418	-0.2%
	Operating Income	9,197	5.5%	6,641	4.0%	-2,555	-27.8% (-1.5)

Sales



Operating Income



Sales

(millions of yen)	FY2012	FY2013	Change	%
Sales by segment	109,057	110,097	+1,040	+1.0

Residential Market

● Campaigns were conducted mainly in the 1st Half (50th Anniversary Thank-you campaign)

<Dust Control Products Sales>

1 st Half	+0.7%	2 nd Half	-2.0%	Full Year	-0.7%
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● Try-Me Festival promotion events held at shopping malls achieved favorable results.

<Rental Sales>

Floor mop LaLa	+25.7%	Handy mop shushu	+12.0%	Dust Cleaner	+18.7%
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● Technical Services grew steadily.

<Customer-level sales by service> Total +8.1% (FY2012: +4.1%)

ServiceMaster	+10.6%	Merry Maids	+6.2%	Terminix	+5.9%	TruGreen	+6.8%
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Commercial Market

● Sales of mat products declined

Thin-type dust control/water absorption mats	1,115%	Other general-purpose mats	-3.5%	Custom-made mats	-0.4%	Total	-0.8%
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● Rest Room Products

Smart Dispenser—AUTO main unit	-16.9%	Cabinet Towel	-10.5%	Others	-0.7%	Total	-3.0%
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● Technical Services grew steadily.

<Customer-level sales by service> Total +0.6% (FY2012: -1.9%)

ServiceMaster	+0.2%	Facility Management	-48.5%	Terminix	+3.7%	TruGreen	+6.2%
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Others

● Rent All

<Customer-level Sales >

Rent All	+9.7%	Health Rent	+11.0%	Total	+10.2%
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● Impact of consumption tax increase (last-minute demand)

Kitchen sponges	50 million yen	Azare Cosmetics	200 million yen
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Operating Income

(millions of yen)	FY2012	FY2013	Change	%
Operating income by segment	14,380	13,873	-507	-3.5

1. Increased cost rate due to introduction of Thin-type dust control/water absorption mats
2. Increased advertising expenses for Cleaning Basic 3 in the 4th quarter

➤ Impact on operating income due to increased sales +100 million yen

➤ Impact on gross profit due to increased cost rate -600 million yen

● Increased cost of introducing mat products into the market -500 million yen

*Significant increase in cost of introducing Thin-type dust control/water absorption mats +12.1%

● Increased cost rate of Style Cleaners -400 million yen

● Decreased cost rate of Dust Cleaners +200 million yen

● Cost reduction at laundry plants +100 million yen

➤ Impact on operating income due to increased expenses -100 million yen

● Increased promotion expenses -500 million yen

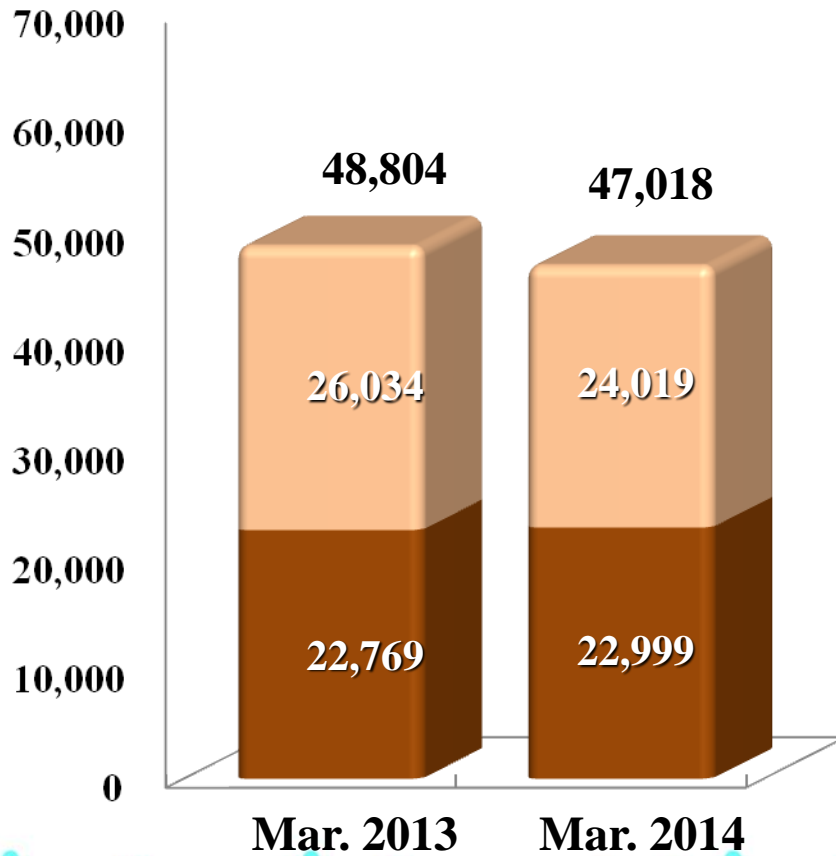
* Promotion expenses in the 4th quarter increased by 500 million yen (Promotion for Cleaning Basic 3)

● Other cost reductions +400 million yen

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

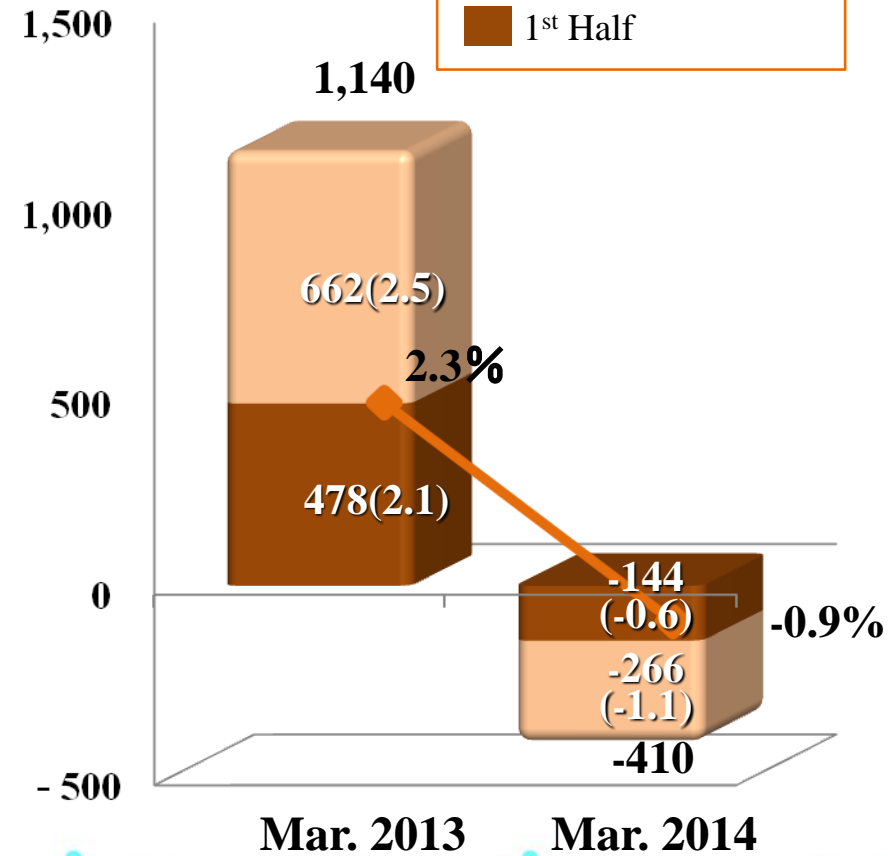
Sales

(millions of yen)



Operating Income

(millions of yen)



Sales

(millions of yen)	FY2012	FY2013	Change	%
Sales by segment	48,804	47,018	-1,785	-3.7
1Q sales of Hachiya	—	454	+454	—
Sales excluding Hachiya	48,804	46,564	-2,240	-4.6

● Mister Donut Business

- Significant decrease in 4Q <Change from previous year>

Total of 1Q to 3Q +1.2%	4Q -16.5%	Full year -3.8%
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*When the new product, the Pon De Ring-Fresh, was first introduced in the 4th quarter of FY 2012, because of effective advertisement, this product boosted sales in that quarter. In FY 2013, the customer-level sales decreased in comparison to the strong performance of the previous year

<Customer-level sales over one year earlier>

	FY2012/4Q	FY2013 /4Q
Change	+7.0%	-19.0%

- TRY! NEW MISDO!

*Apr. Introduced new frying oil, glaze, improved dough of popular items

*Sept. Released new MISDO Original Roast Coffee

- Collaboration with leading companies

Calpico Donuts, Family Curry Buns, Hello Kitty, Snoopy

- Seasonal items

Banana Donut, Chestnut Donut, Xmas Donut, Valentine Donut, Strawberry Donut

- Pon De Ring 10th Anniversary Campaign

Pururun Pon De Ring, Pon De Ring –Fresh Green Tea, Atsutoro Pon De Ring

● Other Food Businesses << Remarks >>

- Stick Sweets Factory Discontinued in Mar. 2013. Sales decrease -300 million yen
- Bakery Factory Started to test the market in Nov. 2013. Sales increase +100 million yen

Operating Income

(millions of yen)	FY2012	FY2013	Change	%
Operating income by segment	1,140	-410	-1,551	-136.0
1Q operating income of Hachiya	—	-5	-5	—
Operating income excluding Hachiya	1,140	-405	-1,546	-135.5

1. Increased advertisement expenses mainly for “TRY! NEW MISDO! campaign
2. Decreased gross profit due to decreased income.
3. Impact of higher cost of raw materials (including changes in exchange rates) was smaller than expected.

➤ Impact on gross profit on sales due to a decline in sales (Excluding the results of Hachiya Dairy Products)	-600 million yen
➤ Impact on gross profit on sales due to increased cost rate (Excluding the results of Hachiya Dairy Products)	-100 million yen
● Higher cost of raw materials such as flour (including changes in exchange rates)	-100 million yen
➤ Impact on operating income due to increased expenses (Excluding the results of Hachiya Dairy Products)	-700 million yen
● Increased promotion and advertising expenses (Decreased contribution to point card program fund)	-700 million yen
➤ Impact on operating income due to acquisition of Hachiya Dairy Products	-100 million yen

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

Other Businesses

(millions of yen)	FY2012	FY2013	Change	%
Sales by segment	10,301	10,628	+327	+3.2
Operating income by segment	236	243	+7	+3.0

Overseas consolidated subsidiaries recorded higher income due to weaker yen.

● Overseas Businesses (Consolidated subsidiaries)

- Mister Donut Korea closed underperforming shops, resulted in lower sales due to smaller number of shops.

	FY2012	FY2013	Change
Number of shops	55	22	-33

- Duskin Hong Kong, which supplies raw materials for overseas operations, recorded lower sales due to the lower sales by Mister Donut in South Korea.
- Dust Control business in Shanghai recorded higher sales in its residential market, while having difficulties in its commercial market.

● Other Businesses

- Duskin Healthcare (hospital management service) achieved favorable results in sanitary management services for surgical units.
- Duskin Kyoeki, a leasing and insurance company, also recorded higher sales due to an increase in general leasing of office machines.

Eliminations or Corporate

(millions of yen)	FY2012	FY2013	Change	%
Operating income by segment	-6,561	-7,064	-503	—

● Corporate

- Significant increase in expenses related to 50th Anniversary, including 50th Anniversary Celebration Convention, Business Show.

Overseas Businesses

➤ Customer-level sales: Overseas Businesses

		Dec. 2012	Dec. 2013	Change (%)
Clean & Care Businesses	Taiwan (thousands of NTD)	721,820	801,661	+79,840 (+11.1%)
	Shanghai (thousands of CNY)	14,336	14,217	-119 (-0.8%)
	South Korea (millions of KRW)	127	594	+466 (+366.0%)
Mister Donut Businesses	Taiwan (thousands of NTD)	679,958	627,763	-52,195 (-7.7%)
	Shanghai (thousands of CNY)	32,450	24,766	-7,684 (-23.7%)
	South Korea (millions of KRW)	19,768	10,075	-9,692 (-49.0%)

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

Forecasts and Actual Results



Consolidated Results

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
Forecasts (revised on Jan. 30)	170,000	6,300	7,800	4,400
Actual	167,745	6,641	8,322	4,448
Difference (%)	-2,254 (-1.3)	+341 (+5.4)	+522 (+6.7)	+48 (+1.1)

Sales – Major factors for difference

▪ Clean & Care Group	Sales increase due to last-minute demand before consumption tax hike (Azare products)	+300 million yen
▪ Food Group	Sales decrease at Mister Donut	-2,600 million yen

Operating Income – Major factors for difference

▪ Clean & Care Group	Decrease due to new product introduction	+300 million yen	+1,100 million yen
	Cost reduction at plants	+200 million yen	
	Expense reduction	+300 million yen	
	Increased income due to higher sales of Azare products	+200 million yen	
▪ Food Group	Decreased income due to lower sales	-200 million yen	-800 million yen
	Decreased income of Hachiya	-300 million yen	
	Decreased income due to higher cost rate (including weaker yen effect)	-100 million yen	
	Others	-200 million yen	

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

FY2014 Forecasts



Consolidated

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
FY2012 Actual	168,163	9,197	11,027	6,092
FY2013 Actual	167,745	6,641	8,322	4,448
FY2014 Forecasts	173,000	6,800	8,300	4,700
Increase/Decrease	+5,255	+159	-23	+252
Increase/Decrease (%)	+3.1	+2.4	-0.3	+5.7

Non-consolidated

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
FY2012 Actual	145,275	6,399	9,446	4,995
FY2013 Actual	142,589	3,702	6,795	3,914
FY2014 Forecasts	147,000	4,200	7,200	4,400
Increase/Decrease	+4,411	+497	+405	+486
Increase/Decrease (%)	+3.1	+13.4	+6.0	+12.4

Consolidated Half-year Comparison

(millions of yen)

		Sales	Operating Income	(%)	Ordinary Income	Net Income
1st Half	FY2013 Actual	83,310	4,351	5.2	5,327	3,059
	FY2014 Forecasts	83,500	2,100	2.5	3,000	1,500
	Decrease/Increase	+190	-2,251	-2.7	-2,328	-1,559
	Decrease/Increase (%)	+0.2	-51.7	—	-43.7	-51.0
2nd Half	FY2013 Actual	84,434	2,290	2.7	2,994	1,389
	FY2014 Forecasts	89,500	4,700	5.3	5,300	3,200
	Decrease/Increase	+5,065	+2,410	+2.6	+2,305	+1,811
	Decrease/Increase (%)	+6.0	+105.2	—	+77.0	+130.4
Full Year	FY2013 Actual	167,745	6,641	4.0	8,322	4,448
	FY2014 Forecasts	173,000	6,800	3.9	8,300	4,700
	Decrease/Increase	+5,255	+159	-0.1	-23	+252
	Decrease/Increase (%)	+3.1	+2.4	—	-0.3	+5.7

By Business Segment

(millions of yen)

		FY2012		FY2013		FY2014		Change	
		(operating income margin)		(operating income margin)		(operating income margin)		%	
Clean & Care Group	Sales	109,057	—	110,097	—	112,100	—	+2,002	+1.8%
	Operating Income	14,380	13.2%	13,873	12.6%	13,200	11.8%	-673	-4.9% (-0.8)
Food Group	Sales	48,804	—	47,018	—	50,000	—	+2,981	+6.3%
	Operating Income	1,140	2.3%	-410	-0.9%	100	0.2%	+511	— (+1.1)
Other Businesses	Sales	10,301	—	10,628	—	10,900	—	+271	2.6%
	Operating Income	236	2.3%	243	2.3%	50	0.5%	-193	-79.5% (-1.8)
Eliminations/ Corporate	Operating Income	-6,561	—	-7,064	—	-6,550	—	+514	—
Total (Consolidated)	Sales	168,163	—	167,745	—	173,000	—	5,255	+3.1%
	Operating Income	9,197	5.5%	6,641	4.0%	6,800	3.9%	+159	+2.4% (-0.1)

Major Factors

contributing to sales increase and decrease

Clean & Care Group

+2,000 million yen

Chugai Sangyo Co., Ltd. (which became a consolidated subsidiary in April 2014.)	+1,200 million yen
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Dust Control business & technical services	+700 million yen
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Rent-All business	+200 million yen
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Uniform Service business	-100 million yen
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Food Group

+3,000 million yen

Mister Donut business	+2,600 million yen
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Other food business	+400 million yen
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Other Businesses

+300 million yen

Duskin Healthcare Co., Ltd. (Hygiene control services for medical facilities)	+200 million yen
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Overseas consolidated subsidiaries	+100 million yen
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Major Factors

contributing to operating income increase and decrease

Clean & Care Group

-700 million yen

Increased income due to increase in sales	+200 million yen
Decreased input of new mats and mops	+400 million yen
Increased input of Dust Cleaners (including Style Cleaners)	-200 million yen
Increased new product development expenses	-200 million yen
Expenses related to 50 th anniversary regional conventions	-500 million yen
Increased labor costs at subsidiaries	-500 million yen

Food Group

+500 million yen

Increased income due to increase in sales	+1,100 million yen
Decreased expenses of point card system	+500 million yen
Increased sales promotion and advertising expenses (Decreased contributions to point card program fund)	-900 million yen
Test-market expenses for new businesses	-200 million yen

Other Businesses

-200 million yen

Duskin Shanghai & other overseas subsidiaries	-150 million yen
Duskin Healthcare	-50 million yen

Corporate Expenses

+500 million yen

Decreased expenses of 50 th anniversary celebration programs	+500 million yen
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Dividends



FY2014 Dividends

■ FY2013

On December 3, 2013, the Company paid an interim dividend, and the Duskin 50th anniversary commemorative dividend.

■ FY2014

The Company will maintain stable dividend payouts in line with its basic policy. (The full-year dividend totals 40 yen per share, the same as the dividend in FY 2012.)

◀ Dividends per share (Actual & Forecasts) ▶

(yen)

	FY2012	FY2013	FY2014
End of 2 nd Quarter	20	40 (ordinary 20 yen + commemorative 20 yen)	20
Year-end	20	20 (ordinary 20 yen)	20
Total (annual)	40	60 (ordinary 40 yen + commemorative 20 yen)	40
Total dividends (millions of yen)	2,547	3,734	2,463
Consolidated dividend ratio (%)	42.0	84.4	52.4

* Consolidated dividend ratio is calculated per share.

Reference



Non-consolidated

(millions of yen)

	FY2012	FY2013	Change	
			Amount	%
Sales	145,275	142,589	-2,685	- 1.8
Operating Income	6,399	3,702	- 2,696	- 42.1
Operating income on sales (%)	(4.4%)	(2.6%)	(- 1.8)	—
Ordinary Income	9,446	6,795	- 2,651	- 28.1
Ordinary income on sales (%)	(6.5%)	(4.8%)	(- 1.7)	—
Net Income	4,995	3,914	- 1,080	- 21.6
Net income on sales (%)	(3.4%)	(2.7%)	(- 0.7)	—

*as of April 1, 2014

Clean & Care Group

(millions of yen)

Sales	110,000
Operating Income	13,800

* Sales associated from:

- 1) Sales of merchandise and rental products, equipment and chemicals to franchisees.
- 2) Royalty fee (no royalty fee collected at Dust Control)
- 3) Sales of company-operated shops

Home Service
(Residential Market)

Business Service
(Commercial Market)

Dust Control

- Periodic rental of 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.

Rent-All

- Event planning/ operation, rental of daily items & assisted living equipment

Health & Beauty

- Cosmetics & Health food

Uniform Service

- Rental & Cleaning

Drink Service

- Coffee & water

Home Instead

- Senior care service

Food Group

(millions of yen)

Sales	47,000
Operating Income	-400

* 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 outlet restaurant chain
- Café Du Monde -Café au Lait & Beignet
- MOSDO -Collaborated shop with MOS BURGER
- Bakery Factory -Suburban type large-scale bakery shop

Don Co., Ltd.

- The Don - Operating specialty shops offering a variety of donburi with fresh seafood and seasonal ingredients
- Nihon no Gohan-Tei -Set Meal Restaurant

Other Businesses

(millions of yen)

Sales	10,600
Operating Income	200

* 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 & insurance agent

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

Overseas Businesses

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

* As of April 1, 2014

Clean & Care Group

Home Service (Residential Market)

- Rent mops and mats through periodic visits
 - Dust Control Mops, mats, etc.
 - Air Clean Air-purifiers
 - Water Clean Water-purifiers
- Care Services (Technical services)
 - ServiceMaster Professional cleaning
 - Merry Maids Housekeeping
 - Terminix Pest control & prevention
 - TruGreen Tree, shrub, lawn care

Business Service (Commercial Market)

- 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 (Technical services)
 - ServiceMaster Professional cleaning
 - Terminix Pest control & prevention

- Rent-All Event planning/ operation, rental of daily items & assisted living equipment
- Health & Beauty Cosmetics & health food
- Home Instead Senior care

- 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
 - Bakery Factory Suburban type large-scale bakery shop
- The Don Seafood Donburi
- Nihon no Gohan-Tei Set Meal Restaurant

Other Business

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

CLS by Business

(millions of yen)

	FY2012	FY2013	Increase/ Decrease	%
Clean & Care Group	274,665	276,956	+2,291	+0.8%
Dust Control (Domestic) Home Service (Residential)	103,234	101,935	-1,299	-1.3%
Business Service (Commercial)	98,529	97,609	-920	-0.9%
Care Services (Technical services)	43,680	45,566	+1,886	+4.3%
(ServiceMaster)	25,254	(26,129)	(+875)	+3.5%
(Merry Maids)	(9,149)	(9,718)	(+569)	(+6.2%)
(Terminix)	(7,266)	(7,571)	(+305)	(+4.2%)
(TruGreen)	(2,010)	(2,147)	(+137)	(+6.8%)
Health & Beauty	(2,986)	3,057	+70	(+2.3%)
Azare Products	4,633	5,384	+750	+16.2%
Home Instead	2,161	2,105	-56	-2.6%
Rent-All	15,468	17,050	+1,582	+10.2%
Uniform Service	2,582	2,830	+248	+9.6%
Drink Service	1,387	1,416	+29	+2.1%
Food Group	115,484	106,426	-9,058	-7.8%
Mister Donut (Domestic)	111,124	103,001	-8,123	-7.3%
Food Chain*	2,424	1,660	-764	-31.5%
The Don	1,935	1,764	-170	-8.8%
Other Businesses	21,344	23,842	+2,498	+11.7%
Dust Control (Overseas)*	2,363	3,123	+760	+32.1%
Mister Donut (Overseas)	12,066	13,600	+1,534	+12.7%
Duskin Healthcare	6,913	7,118	+205	+3.0%
Total	411,494	407,225	-4,269	-1.0%

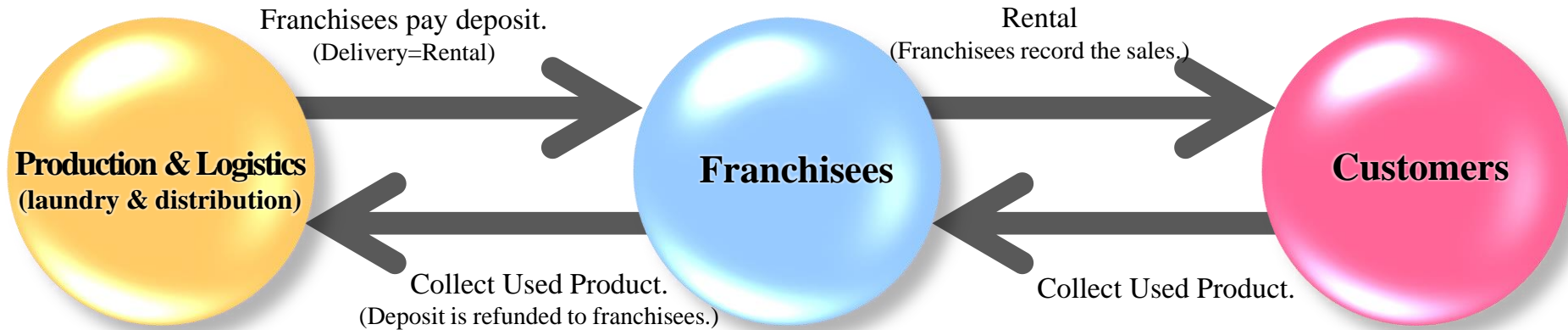
*The FY 2012 customer-level sales (CLS) of Food Chain included the CLS of Stick Sweets Factory (Stick Sweets Factory was discontinued in March 2012).

*The FY 2013 customer-level sales (CLS) of Food Chain included the CLS of Bakery Factory (Bakery Factory opened its 1st shop to test-market this new business in November 2013).

*Sales of overseas businesses indicated here are the total sales from January to December.

Rental of mops and mats

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



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:	65,000
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Residential customers:	5.5 million
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Commercial customers:	1.3 million
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as of April 1, 2014

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.

Contribution to Society



Clean Up My Town



Clean Up My Town is a trash pick-up campaign conducted because together with the local people, we want to clean our neighborhoods where our businesses are located.

Clean Up My Town Activity Record in 2013



ダスキンの創業50周年記念事業

ひとへのやさしさを、街へのやさしさに。

2013年11月16日(土)

全国各地で同時に清掃活動を実施しました!

Duskin, in line with its goal to be a considerate service provider, also seeks to be considerate to local communities. On November 16, 2013, Duskin conducted a nationwide cleaning campaign.



The Duskin Ainowa Foundation



The Foundation, which supports and encourages “independent living for the disabled and their participation in society,” became a public interest incorporated foundation in February, 2012.

Duskin Leadership Training Program in Japan



Duskin Study Abroad Leaders Program for the Disabled

School Education Support



Since 2000, Duskin has undertaken research on cleaning as one of educational programs. We have engaged in activities to help children learn how to clean and tidy up at schools through seminars for teachers and educational support curriculums.

On Feb. 24, 2014

Duskin was honored with the Award for Excellence at the Fourth Career Education Awards by the Ministry of Economy, Trade and Industry.



Cleaning lessons at school



Seminars for teachers



Duskin staff at award ceremony on Feb. 21, 2014.

Smile Ring Project

On March 11, 2011, the Great East Japan Earthquake caused extensive damage to many properties and buildings, including Mister Donut shops.

Wishing to bring as many smiles as possible to the victims of disaster-hit areas, Mister Donut launched the Smile Ring Project. “Mister Donut Car” is driven into a neighborhood for the people to enjoy the donuts. Wishing to see more happy smiles, we are now spreading the Project across Japan.

Smile Ring Project
スマイル リング プロジェクト

