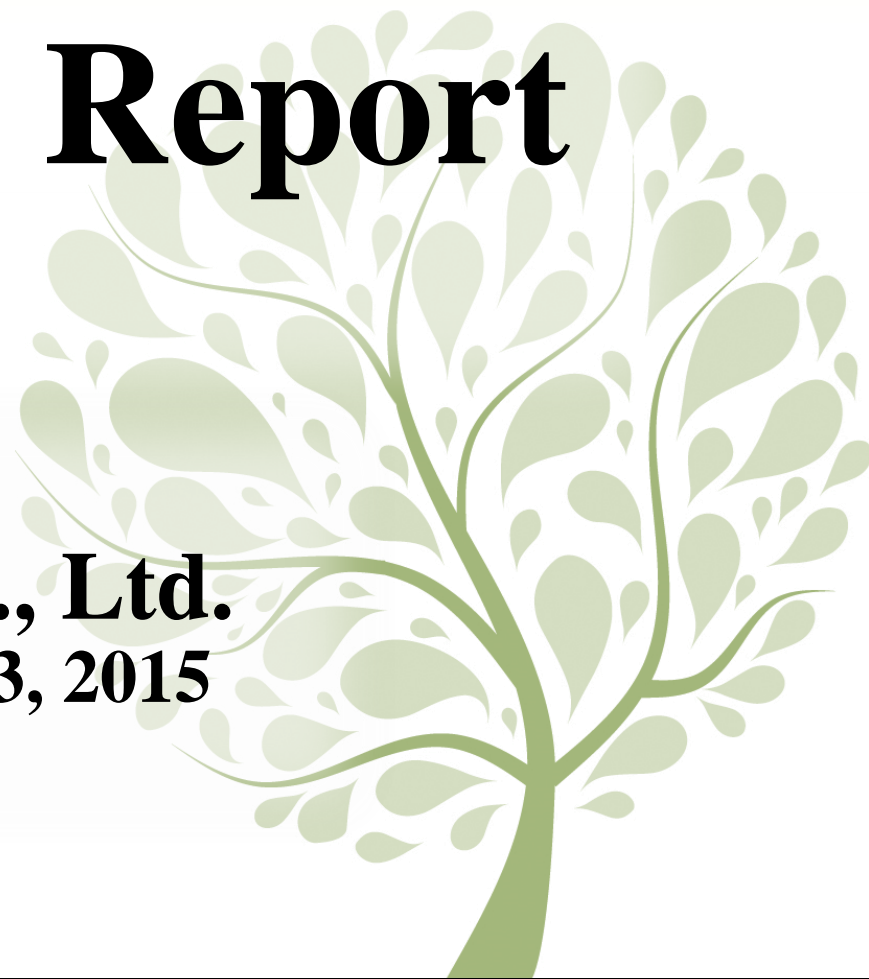


Six-month Period Ended Sept. 30, 2015

Financial Report

Duskin Co., Ltd.
November 13, 2015



Cautionary Statement

- These materials contain forward-looking statements concerning forecasts, goals, 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.
- The adjustment to segment income includes “inter-segment eliminations” and “corporate expenses” which are presented as “Eliminations/Corporate” in these materials.
- Starting with the first half of FY2015, the Company adopted Revised Accounting Standard for Business Combinations (ASBJ Statement No.21, September 13, 2013) and net income is reported as profit attributable to owners of parent. However, net income is used in this report.

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Six-month Period Ended Sept. 30, 2015

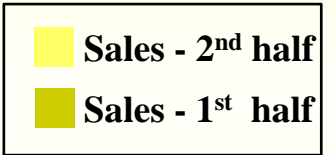
Financial Summary

Consolidated Results

(millions of yen)

	Six months ended Sept. 30, 2014	Six months ended Sept. 30, 2015	Increase/Decrease		Reference FY2014 ended Mar. 31, 2014
			Amount	%	
Sales	83,631	82,530	-1,101	-1.3	167,987
Operating Income	1,858	2,681	+822	+44.3	5,067
Operating income on sales (%)	(2.2%)	(3.2%)	(+1.0)	—	(3.0%)
Ordinary Income	2,815	3,432	+617	+21.9	7,083
Ordinary income on sales (%)	(3.4%)	(4.2%)	(+0.8)	—	(4.2%)
Net Income	1,469	1,962	+492	+33.5	3,441
Net income on sales (%)	(1.8%)	(2.4%)	(+0.6)	—	(2.0%)

Consolidated Sales



(millions of yen)

250,000

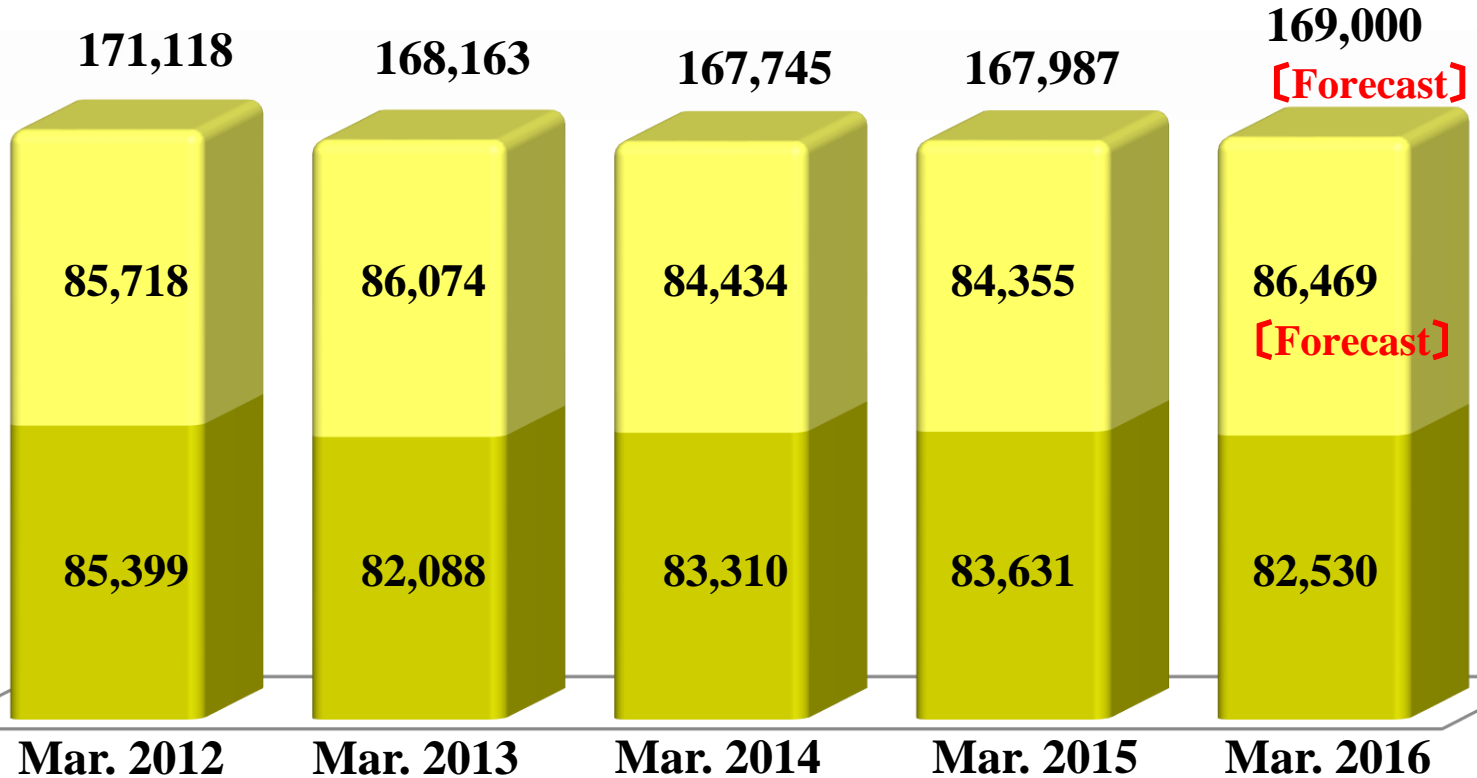
200,000

150,000

100,000

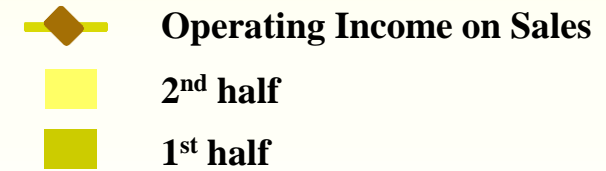
50,000

0



Consolidated Sales
82,530 million yen
111 million yen decrease (-1.3%)

Sales by segment	Six months	Six months	Increase/decrease	
	ended Sept. 30, 2014	ended Sept. 30, 2015		%
Clean & Care Group	54,137	55,007	+869	+1.6%
Food Group	24,187	22,118	-2,069	-8.6%
Other Businesses	5,306	5,404	+97	+1.8%
Total (Consolidated)	83,631	82,530	-1,101	-1.3%

Consolidated Operating Income


(millions of yen)

20,000

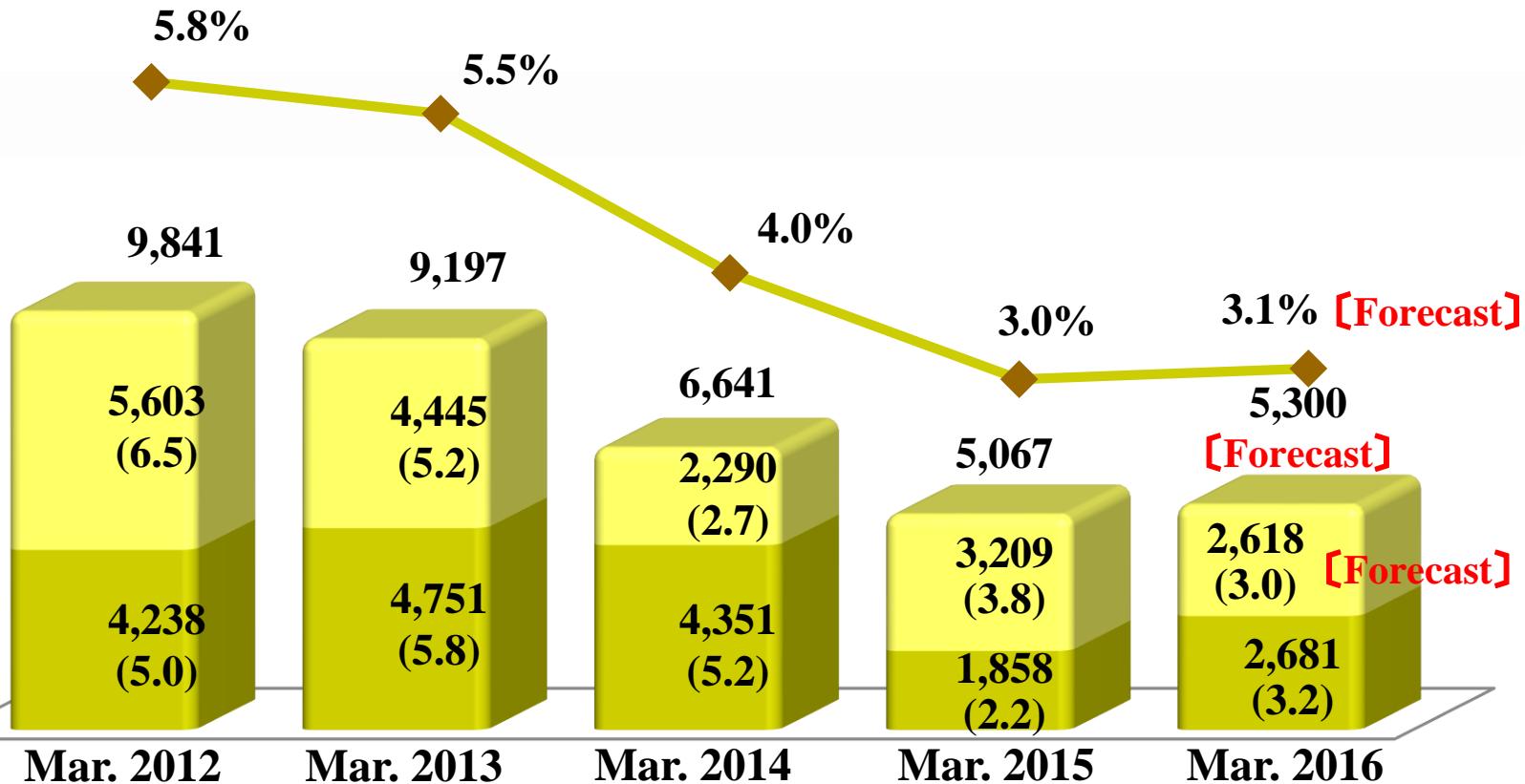
16,000

12,000

8,000

4,000

0



Consolidated Operating Income

2,681 million yen **822 million yen increase (+44.3%)**




《 Major Factors 》

- Clean & Care Group . . . Higher sales & lower cost of Style Cleaner
- Food Group . . . Lower sales and income, improved cost ratio & cost reduction
- Other Businesses . . . Sales of management services for medical facilities decreased
- Elimination/Corporate . . . Expenses for Duskin Museum increased

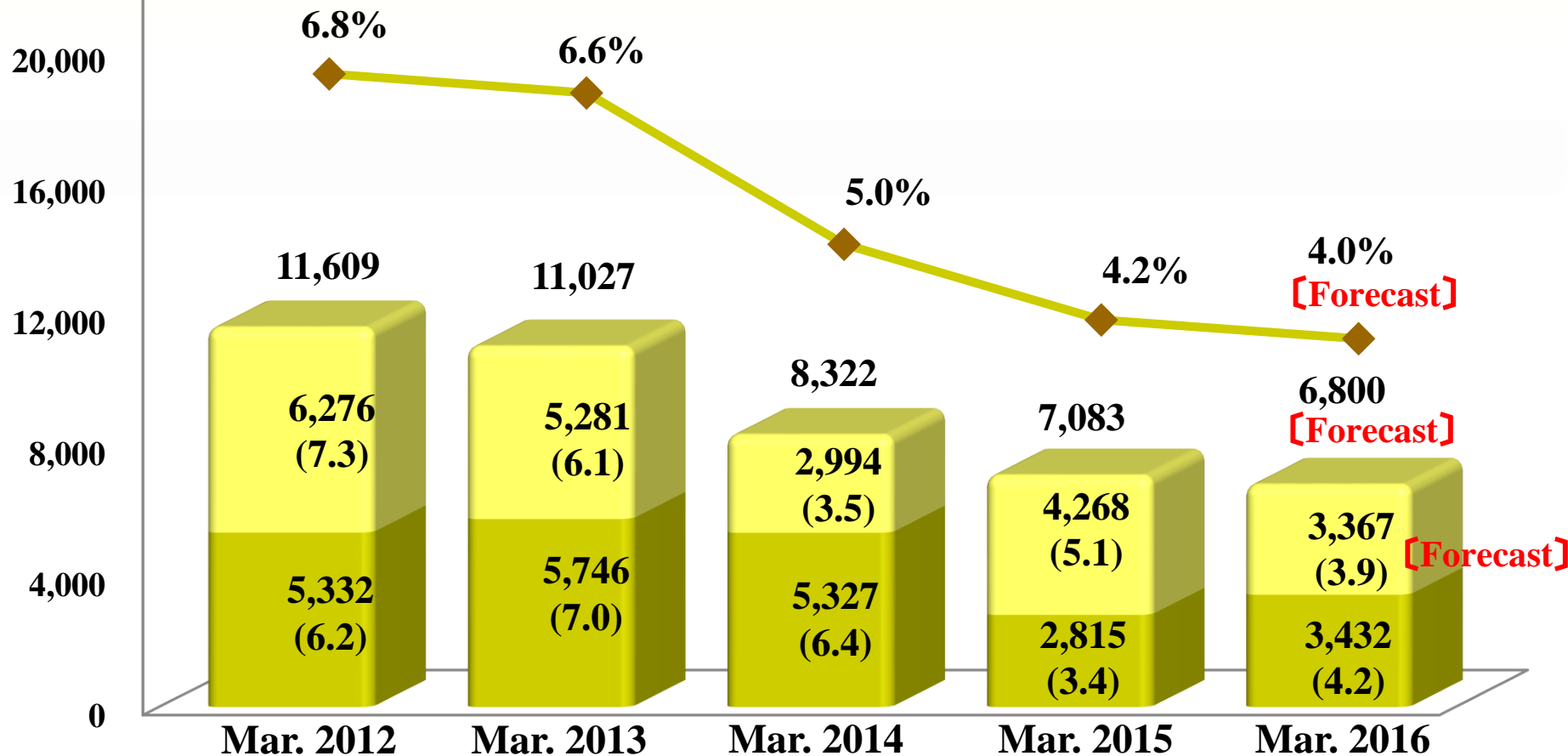
(millions of yen)

Operating income by segment	FY2014- 2Q	FY2015- 2Q	Increase/decrease	
	(Operating income margin)	(Operating income margin)		%
Clean & Care Group	5,097 (9.4%)	6,084 (11.1%)	+ 986	+19.4% (+1.7)
Food Group	-485 (-2.0%)	-377 (-1.7%)	+ 108	- (+0.3)
Other Businesses	154 (2.9%)	-5 (-0.1%)	-159	-103.5% (-3.0)
Elimination/Corporate	-2,907	-3,020	-112	-
Total (consolidated)	1,858 (2.2%)	2,681 (3.2%)	+ 822	+44.3% (+1.0)

Consolidated Ordinary Income

 Operating Income on Sales
 2nd half
 1st half

(millions of yen)



Consolidated Ordinary Income

3,432 million **617 million yen increase (+ 21.9%)**

◀ Major Factors ▶

① Operating income +800 million yen

② Non-operating loss -200 million yen

➤ Decrease in interest income	-200 million yen
Decreased due to redemption of investment securities	-160 million yen
➤ Others	-000 million yen
Increase in repurchases of company stock	-40 million yen
Other	

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

Consolidated Net Income

(millions of yen)

12,000

10,000

8,000

6,000

4,000

2,000

0




Mar. 2012

Mar. 2013

Mar. 2014

Mar. 2015

Mar. 2016

-  Net Income on Sales
-  2nd half
-  1st half

2.7%

3.6%

2.7%

2.0%

2.2%

[Forecast]

4,583

6,092

4,448

3,441

3,700
[Forecast]1,717
(2.0)3,124
(3.6)1,389
(1.6)1,971
(2.3)1,737
(2.0) [Forecast]2,866
(3.4)2,967
(3.6)3,059
(3.7)1,469
(1.8)1,962
(2.4)

Consolidated Net Income

1,962 million yen +492 million yen (+33.5%)

◀ Major Factors ▶

① Ordinary Income +600 million yen

② Extraordinary loss -200 million yen

➤ **Increase in impairment loss -100 million yen**

Impairment loss incurred for conversion of Mister
Donut training facility to Duskin Museum -100 million yen

➤ **Liquidation of an affiliated company -100 million yen**

Loss on liquidation of Mister Donut Korea -100 million yen

③ Tax Expenses +100 million yen (lower expense)

➤ Increase in net income before tax +200 million yen

➤ Others -100 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)

	FY2014 ended Mar. 31, 2015	Six months ended Sept. 30, 2015	Increase/ decrease	Major Factors
Current asset	67,727	62,663	-5,063	Cash and deposits -3,600 mil.yen Notes and accounts receivable +1,300 mil.yen Securities -4,000 mil.yen Deferred tax assets +400 mil.yen
Property, plant and equipment/ Intangible assets	61,117	61,085	-31	Buildings and structures (Net amount) +900 mil.yen Construction in progress -500 mil.yen
Investments and other assets	69,630	62,014	-7,616	Investment securities -6,300 mil.yen Deferred tax assets -1,000 mil.yen
Total assets	198,475	185,763	-12,712	-
Current and non-current liabilities	43,279	39,671	-3,607	Income taxes payable -400 mil.yen Provision for bonuses -300 mil.yen Accounts payable-other -600 mil.yen Other current liabilities -1,800 mil.yen Net defined benefit liability -300 mil.yen
Net assets	155,196	146,091	-9,104	Retained earnings +700 mil.yen Treasury stock -10,500 mil.yen Valuation difference on available-for-sale securities +500 mil.yen
Total liabilities and net assets	198,475	185,763	-12,712	-
Debt with interests	50	25	-25	

Summary by Business Segment

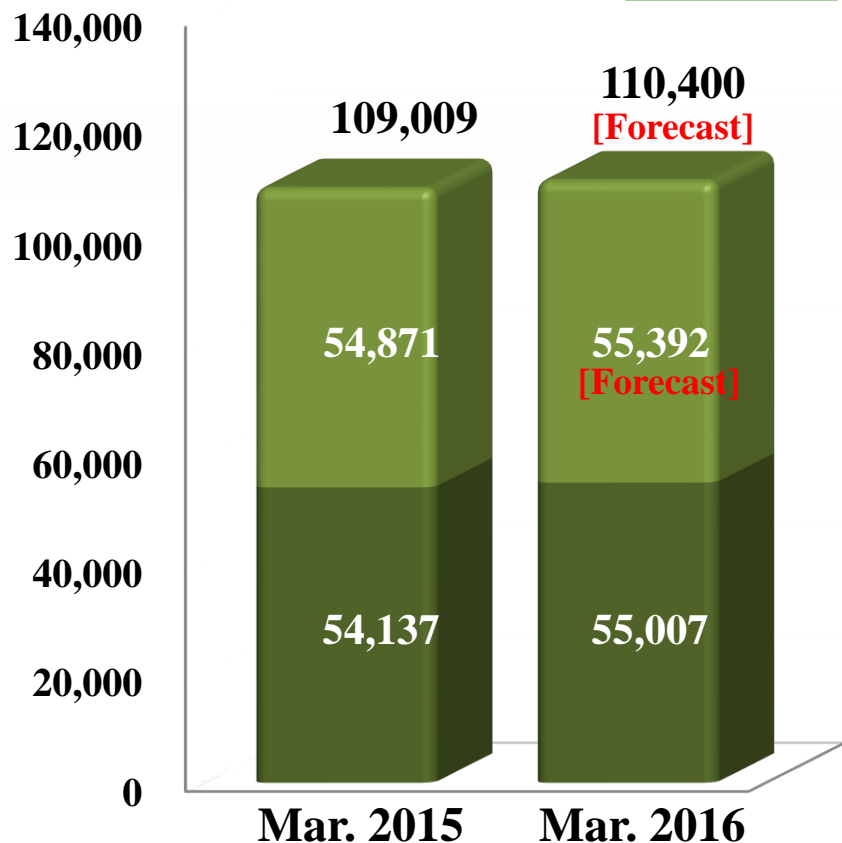
(millions of yen)

		FY2014		Six months ended Sept. 30, 2014		Six months ended Sept. 30, 2015		Change	
		Operating Income on Sales (%)		Operating Income on Sales (%)		Operating Income on Sales (%)		(%)	
Clean & Care Group	Sales	109,009	—	54,137	—	55,007	—	+869	+1.6
	Operating Income	11,254	10.3	5,097	9.4	6,084	11.1	+986	+19.4
Food Group	Sales	48,289	—	24,187	—	22,118	—	-2,069	-8.6
	Operating Income	-201	-0.4	-485	-2.0	-377	-1.7	+108	—
Other Businesses	Sales	10,688	—	5,306	—	5,404	—	+97	+1.8
	Operating Income	-87	-0.8	154	2.9	-5	-0.1	-159	-103.5
Eliminations/ Corporate	Operating Income	-5,898	—	-2,907	—	-3,020	—	-112	—
Consolidated	Sales	167,987	—	83,631	—	82,530	—	-1,101	-1.3
	Operating Income	5,067	3.0	1,858	2.2	2,681	3.2	+822	+44.3

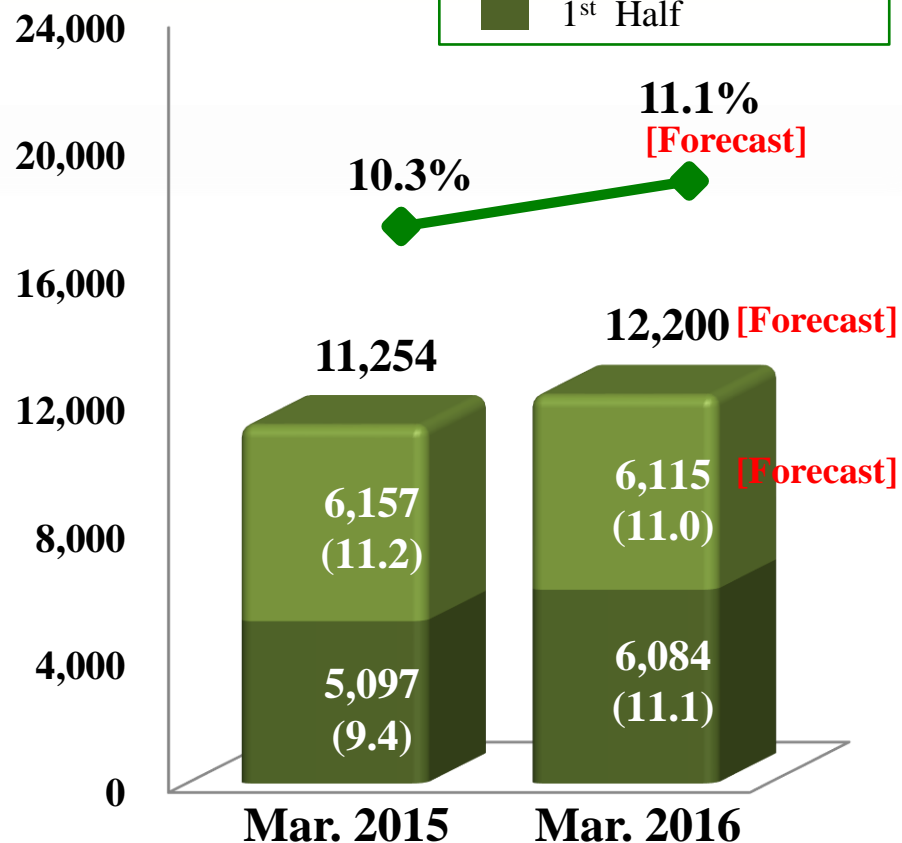
Sales

Operating Income

(millions of yen)



(millions of yen)



Sales

(millions of yen)	Previous term	Current term	Change	%
Segment sales	54,137	55,007	+ 869	+ 1.6

Residential Market

● **Cleaning Basic Three performed well while sales of mop products declined.**

- Dust Control Products Sales -0.3% (1Q : +0.0% , 2Q : -0.6 %)
- Mop Products Sales -1.4%(1Q : -2.1 % , 2Q : -0.6 %)
 - Basic Three (including sales of *LaLa*, *shushu*, and *Style Cleaner*) +10.3%
 - Other handy and floor mops -7.6%
- Filter Products Sales -3.1% (1Q : -1.6 % , 2Q : -4.6 %)
- Water Products Sales -3.9% (1Q : -3.9 % , 2Q : -4.0 %)
- Kitchen Sponges +103.9% (1Q : +127.9 % , 2Q : +83.1 %)

● **Technical services grew steadily.**

- Total customer-level sales +4.1 %
 - Professional Cleaning(ServiceMaster) +2.9 %
 - Housekeeping Service(Merry Maids) +3.9 %
 - Termite Control(Terminix) +9.5 %
 - Lawn & Shrub Care(TruGreen) +5.5 %

● **Rental of health care equipment (Rent-All) continued to grow.**

- Rent-All
 - Customer-level sales of Health Rent (Rental of health care equipment) +9.3 %

Sales

(millions of yen)	Previous term	Current term	Change	%
Segment sales	54,137	55,007	+ 869	+ 1.6

Commercial Market

● **High-value added mats performed well but total sales of mat products decreased.**

➢ Dust Control Product Sales	-0.3% (1Q : -0.0% 、 2Q : -0.6%)
➢ Mat Product Sales	-0.6% (1Q : -0.6% 、 2Q : -0.6%)
• Thin-type dust control/water absorption mats	+ 103.2%
• Inside mats	+ 42.2%
• Other mats	-5.1%
(* Basic mats	+0.1%)

● **In technical services, equipment and chemical sales recovered.**

➢ Customer-level sales	+1.6%
• ServiceMaster (including Facility Management)	+1.2%
• Pest Control (Terminix)	+2.4%
• Lawn & Shrub Care (TruGreen)	+14.1%
➢ Sales of cleaning tools & detergents for franchisees	+4.9%

● **Event operation and rental service (Rent-All) grew steadily.**

➢ Rent-All	
• Customer-level sales of Rent-All (events)	+11.7%

Operating Income

(millions of yen)	Previous term	Current term	Change	%
Segment sales	5,097	6,084	+ 986	+ 19.4

1. Gross profit increased due to higher sales
2. Decreased cost for *Style Cleaner*
3. Lower expenses for the 50th Anniversary Regional Convention

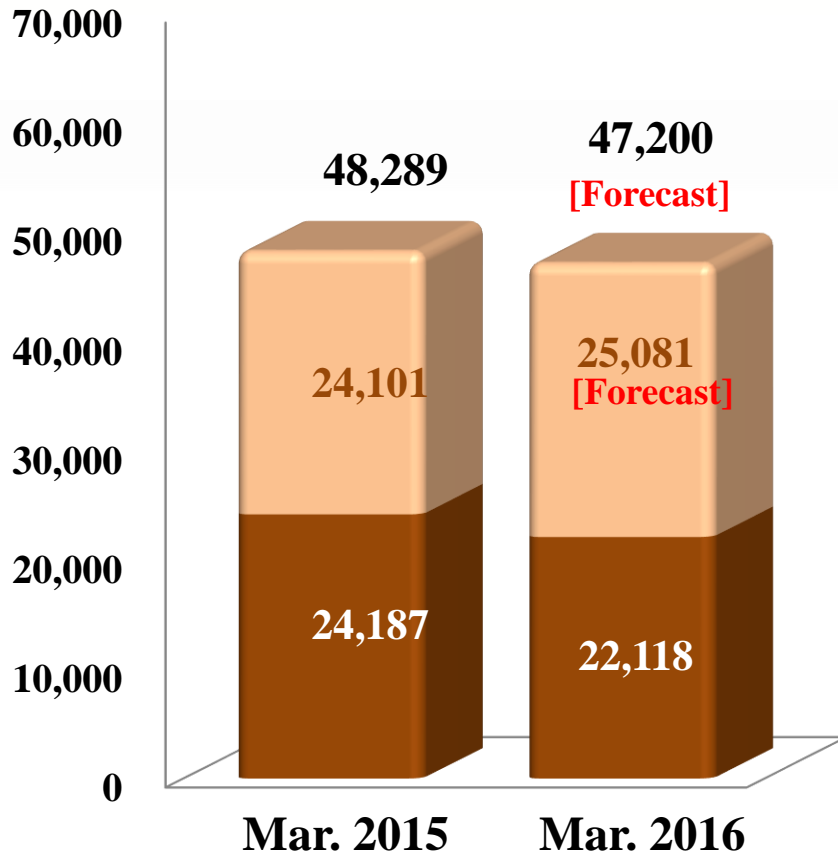
➤ Gross profit increased due to higher sales.	+400 million yen
➤ Gross profit increased due to improved cost ratio.	+100 million yen
● Lower cost for <i>Style Cleaner</i>	+ 300 million yen
● Cost decreased due to lower crude oil price	+ 200 million yen
● Increased cost of introducing mop products	- 400 million yen
➤ Increase in operating income due to lower expenses	+ 400 million yen
● Reduction in expenses for the 50th Anniversary Regional Convention	+ 400 million yen

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

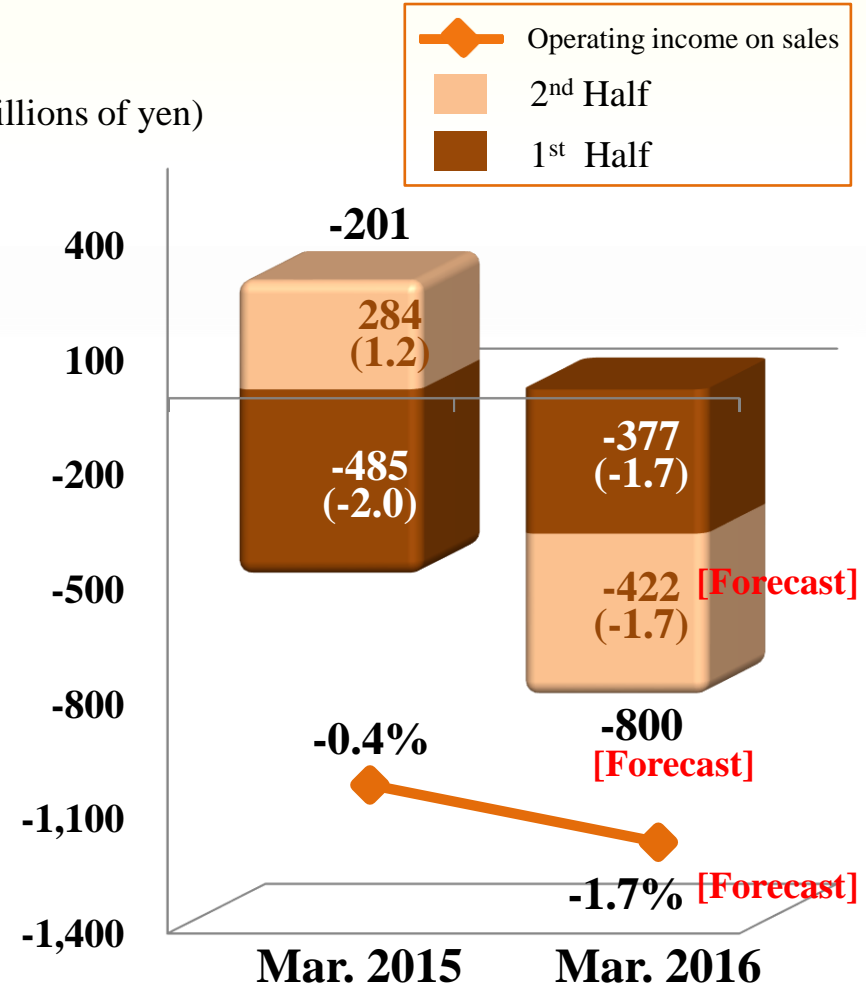
Sales

Operating Income

(millions of yen)



(millions of yen)



Sales

(millions of yen)	Previous term	Current term	Change	%
Segment sales	24,187	22,118	-2,069	-8.6

● Mister Donut

✓ Total customer-level sales -10.1% (1Q : -13.7% 、 2Q : -6.0%)

(* 45th anniversary promotional campaign contributed to sales increase in September. +3.8%)

➢ New products released this year were not as well-received as the ones in the previous year.

- Croissant Donut (FY2014) vs. Brooklyn Merry-go-Round (FY2015)

Change in total number of pieces sold : -57%

- Change in total number of Cotton Snow Candy sold : -17%

➢ Decrease in number of shops Six month change in total number of shops -2.4%

* Change in number of shops

Mar. 2015	Opened	Closed	Change	Sept. 2015
1,316	7	27	-20	1,296

● Other Food Businesses

- **Existing Business** ➢ Customer-level Sales

Katsu & Katsu	+17.0%
Café Du Monde	-2.7%
The Don	-8.3%

- **New Business** ➢ New store openings

Bakery Factory	1 store (3 stores as of Sept. 30, 2015)
The Chiffon & Spoon	1 store (2 stores as of Sept. 30, 2015)

Operating Income

(millions of yen)	Previous term	Current term	Change	%
Segment sales	-485	-377	+108	-

1. Gross profit decreased due to decreased sales
2. Decreased waste disposal expenses (including valuation loss)
3. Reduced expenses

➤ Decrease in gross profit due to Mister Donut sales decrease	-700 million yen
➤ Increase in gross profit due to improved cost ratio in Mister Donut	+400 million yen
● Decrease in valuation loss on raw materials and waste disposal expenses	+400 million yen
➤ Decrease in expenses in Mister Donut	+500 million yen
● Lower advertisement and other expenses	+500 million yen
➤ Increase in new business expenses	-100 million yen
● Expenses for opening Bakery Factory and Chiffon & Spoon shops	-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)	FY2014-2Q	FY2015-2Q	Change	%
Segment sales	5,306	5,404	+97	+1.8
Operating income by segment	154	-5	-159	-103.5

Duskin Hong Kong sales increased due to higher demand for paper towels in Japan.

● Overseas (Consolidated subsidiaries)

- Sales increased at three overseas consolidated subsidiaries. The weaker yen also contributed to sales growth.
- Operating loss due to adjusting entry of goods in transit for the different fiscal year-end of a subsidiary
- In July, Mister Donut Korea, a consolidated subsidiary, was liquidated.
Mister Donut business in South Korea is now operated by Duskin Hong Kong.

● Other Businesses

- Duskin Healthcare, a management service business for medical facilities, recorded higher sales, but lower income due to higher expenses for recruiting service staff.

Elimination or corporate

(millions of yen)	FY2014-2Q	FY2015-2Q	Change	%
Operating income by segment	-2,907	-3,020	-112	—

● Corporate

- Expenses increased mainly due to conversion of the Mister Donut training facility to Duskin Museum

Overseas Businesses

➤ Customer-level sales

		Jan. – June 2014	Jan. – June 2015	Change (%)
Clean & Care Businesses	Taiwan (thousands of NTD)	418,886	462,345	+43,458 (+10.4%)
	Shanghai (thousands of CNY)	7,571	8,800	+1,229 (+16.2%)
	South Korea (thousands of KRW)	299,228	423,928	+124,700 (+41.7%)
Mister Donut Businesses	Taiwan (thousands of NTD)	359,424	397,930	+38,506 (+10.7%)
	Shanghai (thousands of CNY)	11,348	11,018	-330 (-2.9%)
	South Korea (millions of KRW)	2,578,052	2,874,635	+296,582 (+11.5%)

Forecasts and Actual Results

Consolidated

*Change from forecast for the first half announced on May 15, 2015.

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
Forecast (May 15)	85,700	1,900	2,600	1,300
Actual	82,530	2,681	3,432	1,962
Difference (%)	-3,169(-3.7)	+781(+41.1)	+832(+32.0)	+662(+51.0)

Sales: Major factors contributing to the difference

▪ Clean & Care Group	[Dust Control +500 million yen, Rent-All +100 million yen]	+600 million yen
▪ Food Group	[Mister Donut -3,300 million yen, Other Food Businesses -200 million yen]	-3,500 million yen
▪ Other Businesses	[Duskin Healthcare -100 million yen, Overseas Businesses, -200 million yen]	-300 million yen

Operating Income: Major factors contributing to the difference

▪ Clean & Care Group	Higher gross profit due to higher sales	+300 million yen	+1,200 million yen
	Increased up-front cost for mat products	-200 million yen	
	Lower cost of Style Cleaner	+100 million yen	
	Expenses carried forward to the second half	+1,000 million yen	
▪ Food Group	Lower gross profit due to lower sales	-1,100 million yen	-300 million yen
	Improved cost rate	+400 million yen	
	Expenses carried forward to the second half	+400 million yen	
▪ Other Businesses	[Delayed acquisition of whole share of Mister Donut Shanghai	+100 million yen]	+100 million yen
▪ Eliminations/corporate	[Expenses carried forward to the second half	-200 million yen]	-200 million yen

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

FY2015
Forecast

Revised Forecast announced on September 24, 2015

Consolidated

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
FY2014 Actual	167,987	5,067	7,083	3,441
FY2015 Forecast	173,700	5,300	6,800	3,700
FY2015 Revised Forecast (Sep 24)	169,000	5,300	6,800	3,700
FY2014 – Revised Forecast (%)	+1,012 (+0.6%)	+232 (+4.6%)	-283 (-4.0%)	+258 (+7.5%)
Forecast – Revised Forecast (%)	-4,700 (-2.7%)	—	—	—

Non-consolidated

(millions of yen)

	Sales	Operating Income	Ordinary Income	Net Income
FY2014 Actual	141,580	3,002	6,167	3,394
FY2015 Forecast	146,400	3,200	6,000	3,600
FY2015 Revised Forecast (Sep 24)	142,600	3,200	6,000	3,600
FY2014 – Revised Forecast (%)	+1,019 (+0.7%)	+197 (+6.6%)	-167 (-2.7%)	+205 (+6.1%)
Forecast – Revised Forecast (%)	-3,800 (-2.6%)	—	—	—

By Business Segment

*Change from forecast on May 15, 2015

(millions of yen)

		FY2015 Initial Forecast		Major Factors	FY2015 Revised Forecast	
		Operating Income (%)			Operating Income (%)	
Clean & Care Group	Sales	109,940	—	Dust Control +300, Rent-All +200 Uniform Service +100, Azare Cosmetics -100	110,400	—
	Operating Income	11,600	10.6	Impact of upward revision of sales +300 Cost reduction +300	12,200	11.1
Food Group	Sales	51,860	—	Mister Donut -4,500 Others -200	47,200	—
	Operating Income	0	0.0	Impact of downward revision of sales -1,600, Improved cost ratio +400, cost reduction +400	-800	-1.7
Other Businesses	Sales	11,900	—	Duskin Healthcare -300, Delayed acquisition of whole share of Mister Donut Shanghai -200	11,400	—
	Operating Income	-100	-0.8	Delayed acquisition of whole share of Mister Donut Shanghai +100	0	0.0
Eliminations/ Corporate	Operating Income	-6,200	—	Cost reduction +100	-6,100	—
Consolidated	Sales	173,700	—	-4,700	169,000	—
	Operating Income	5,300	3.1	—	5,300	3.1

By Business Segment

*Compared to the previous term

(millions of yen)

		FY2015 Revised Forecast		Actual FY2014 2 nd Half		Forecast FY2015 2 nd Half <small>(Full Year Forecast - 1st Half Actual)</small>		Change	
		Operating Income (%)		Operating Income (%)		Operating Income (%)		%	
Clean & Care Group	Sales	110,400	—	54,871	—	55,392	—	+521	+0.9
	Operating Income	12,200	11.1	6,157	11.2	6,115	11.0	-41	-0.7
Food Group	Sales	47,200	—	24,101	—	25,081	—	+979	+4.1
	Operating Income	-800	-1.7	284	1.2	-422	-1.7	-707	-248.7
Other Businesses	Sales	11,400	—	5,381	—	5,995	—	+613	+11.4
	Operating Income	0	0.0	-241	-4.5	5	0.1	+247	—
Eliminations/ Corporate	Operating Income	-6,100	—	-2,990	—	-3,079	—	-88	—
Consolidated	Sales	169,000	—	84,355	—	86,469	—	+2,114	+2.5
	Operating Income	5,300	3.1	3,209	3.8	2,618	3.0	-590	-18.4

Returns to Shareholders

Dividends

■ FY2015 (current year)

⇒ Steady and continuous dividend distribution in line with basic policy

◀ Dividends per share (Actual & Forecasts) ▶

(yen)

	FY2013	FY2014	FY2015
End of 2 nd Quarter	40 (Ordinary 20 yen + Commemorative 20 yen)	20	20
Year-end	20 (Ordinary 20 yen)	20	20
Total (annual)	60 (Ordinary 40 yen + Commemorative 20 yen)	40	40
Total dividends (millions of yen)	3,734	2,442	2,221
Consolidated dividend ratio (%)	84.4	71.2	60.1

*Consolidated dividend ratio is calculated per share.

Repurchase of
Company Stock

■ Repurchase of company stock during FY 2015 first half

⇒ 5,000,100 shares (10,503 million yen)

Total number of outstanding shares	63,494,823
Shares of treasury stock as of Sept. 30, 2015	7,948,182
	<u>55,546,641</u>

Topics

Topics (1) Pie Face



October 27
Lazona Kawasaki Shop

November 19
Shibuya MODI Shop

Topics (2) Duskin Museum



Duskin Museum opened on October 1, 2015



Exhibit of history and culture of cleaning and cleaning equipment
Booth to experience effective cleaning



See, taste and experience fun and delicious Mister Donut.

Reference

Non-consolidated

(millions of yen)

	Six months ended Sept. 30, 2014	Six months ended Sept. 30, 2015	Increase/Decrease		Reference FY 2014 ended Mar. 31, 2015
			Amount	%	
Sales	70,485	69,149	-1,336	-1.9	141,580
Operating Income	627	1,566	+938	+149.5	3,002
Operating income on sales(%)	(0.9%)	(2.3%)	(+1.4)	—	(2.1%)
Ordinary Income	2,467	3,256	+788	+31.9	6,167
Ordinary income on sales (%)	(3.5%)	(4.7%)	(+1.2)	—	(4.4%)
Net Income	1,597	2,120	+522	+32.7	3,394
Net income on sales (%)	(2.3%)	(3.1%)	(+0.8)	—	(2.4%)

Clean & Care Group

*Breakdown . . . 1) Sales of rental products 2) Sales of products

3) Royalty fee (no royalty fee collected for Periodic Rent) 4) Sales of company-operated shops

Home-visit Sales

Residential Market

Periodic Rent

- Dust Control . . . Mops, mats, etc.
- Air Clean . . . Air-purifiers
- Water Clean . . . Water-purifiers

Technical Service

- ServiceMaster . . . Professional cleaning
- Merry Maids . . . Housekeeping
- Terminix . . . Pest control & prevention
- TruGreen . . . Tree, shrub, lawn care

Drink Service

- . . . Bottled water

Health & Beauty

- . . . Cosmetics & health food

Commercial Market

Periodic Rent

- Dust Control . . . Mops, mats, etc.
- Clean Service . . . Bathroom products
- Air Clean . . . Air-purifiers
- Water Clean . . . Water-purifiers
- Wipeful Service . . . Wiper cloth

Technical Service

- ServiceMaster . . . Professional cleaning
- Terminix . . . Pest control & prevention
- TruGreen . . . Tree, shrub, lawn care

Uniform Service

- . . . Rental, sales & cleaning of uniforms

Drink Service

- . . . Coffee

Shops

Rent-All

- . . . Event planning/ operation, rental of daily items

Health Rent

- . . . Rental of assisted living equipment

Food Group

* Breakdown: 1) Sales of raw materials to franchisees

2) Royalty fee 3) Sales of company-operated shops

Mister Donut . . . Handmade donut shop

MOSDO . . . Collaborated shop with

MOS BURGER
Katsu & Katsu . . . Pork outlet restaurant

Café Du Monde . . . Café au lait & beignet

Bakery Factory . . . Suburban type large-scale bakery shop

ICE DE LION . . . Ice cream specialty store

The Chiffon & Spoon . . . Chiffon cake

The Don . . . Donburi restaurant

Shiki Gokan . . . Ohitsu Gozen restaurant

Pie Face . . . Pie specialty store
 (Shop open on Oct. 27, 2015)

Other Businesses

Duskin Healthcare Co., Ltd.

- . . . Hygiene control services for medical facilities

Duskin Kyoeki Co., Ltd.

- . . . Leasing business & insurance agent

Overseas Businesses

- . . . Dust Control, Mister Donut & Duskin Hong Kong Co., Ltd.

CLS by Business

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

(millions of yen)

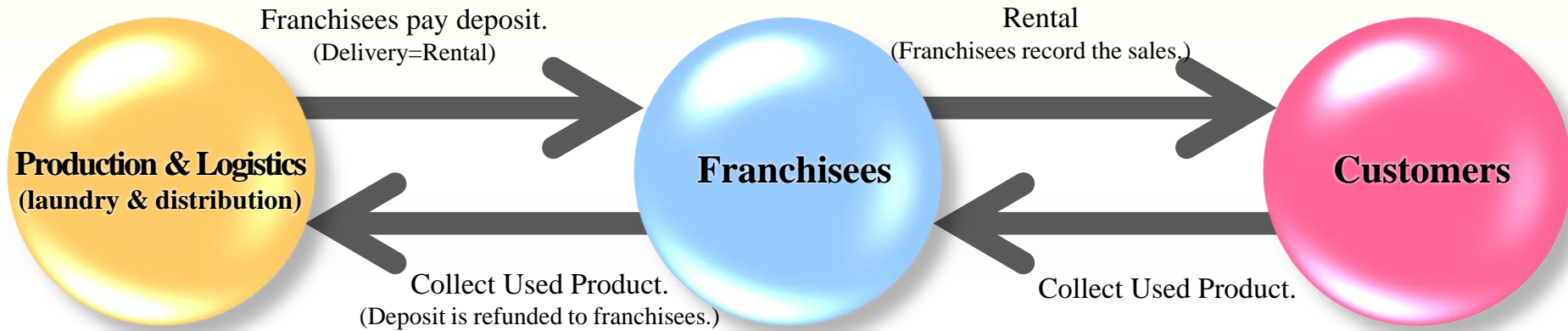
	Six months ended Sept. 30, 2014	Six months ended Sept. 30, 2015	Increase/ Decrease	%
Clean & Care Group	134,738	136,677	+1,938	1.4%
Dust Control (Domestic) Home Service (Residential)	48,392	47,955	-437	-0.9%
Business Service (Commercial)	48,160	47,996	-164	-0.3%
Care Services (Technical services)	23,322	24,000	+678	+2.9%
(ServiceMaster)	(13,327)	(13,577)	(+250)	(+1.9%)
(Merry Maids)	(4,727)	(4,912)	(+184)	(+3.9%)
(Terminix)	(4,089)	(4,260)	(+171)	(+4.2%)
(TruGreen)	(1,178)	(1,249)	(+71)	(+6.1%)
Health & Beauty	1,412	1,409	-2	-0.1%
Azare Products	1,139	1,871	+731	+64.1%
Home Instead	1,068	1,076	+7	+0.7%
Rent-All	9,038	10,006	+968	+10.7%
Uniform Service	1,506	1,611	+104	+6.9%
Drink Service	697	750	+53	+7.7%
Food Group	52,368	47,457	-4,911	-9.4%
Mister Donut (Domestic shops)	50,622	45,527	-5,095	-10.1%
Food Chain	932	1,184	+251	+27.0%
The Don	813	745	-67	-8.3%
Other Businesses	11,747	13,923	+2,176	18.5%
Dust Control (Overseas)	1,575	2,052	+476	+30.3%
Mister Donut (Overseas)	6,616	8,316	+1,699	+25.7%
Duskin Healthcare	3,555	3,554	-0	-0.0%
Total	198,855	198,059	-795	-0.4%

* Food Chain : Café Du Monde, Katsu & Katsu, Bakery Factory, ICE DE LION, Chiffon & Spoon

*Sales of MOSDO indicated here are included into the sales of Mister Donut.

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:	5.3 million
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Commercial customers:	1.24 million
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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.