

About the publication of Corporate Report 2023 Digest Version

This report is the digest version of Duskin's Corporate Report 2023. Covering our corporate philosophy, messages from top management, value creation process, business strategies, sustainability, and more, this Digest Version offers a compact summary of our range of initiatives designed to boost corporate value.



The Corporate Report is an important tool designed to help enhance discussions with our stakeholders, including shareholders and investors. It is also a means of explaining our goals to be achieved through the Medium-Term Management Policy 2022 initiatives and the new value we are going to create based on our unique philosophy of sowing the seeds of joy. All in all, the purpose of this report is to facilitate unwavering understanding of our corporate philosophy as well as expectations for Duskin's future.

It is our hope that this report helps create opportunities for dialog, and that it also works to enhance understanding of our company and who we are. For your reference, the original version (in Japanese) will be published in September 2023.

<https://www.duskin.co.jp/ir/library/report/>



Main contents of the original version (in Japanese)

Introduction

- Our founder's philosophy / Our raison d'être
- The history of our growth
- Message from the Chairman
- Message from the President

Our Value Creation Story

- Our value creation process
- Capital reinforcement
- Materiality
- Financial highlights / Non-financial highlights

Value Creation Strategies

- Medium-Term Management Plan 2022
- Message from the CFO
- Message from the COO
- Overseas strategies

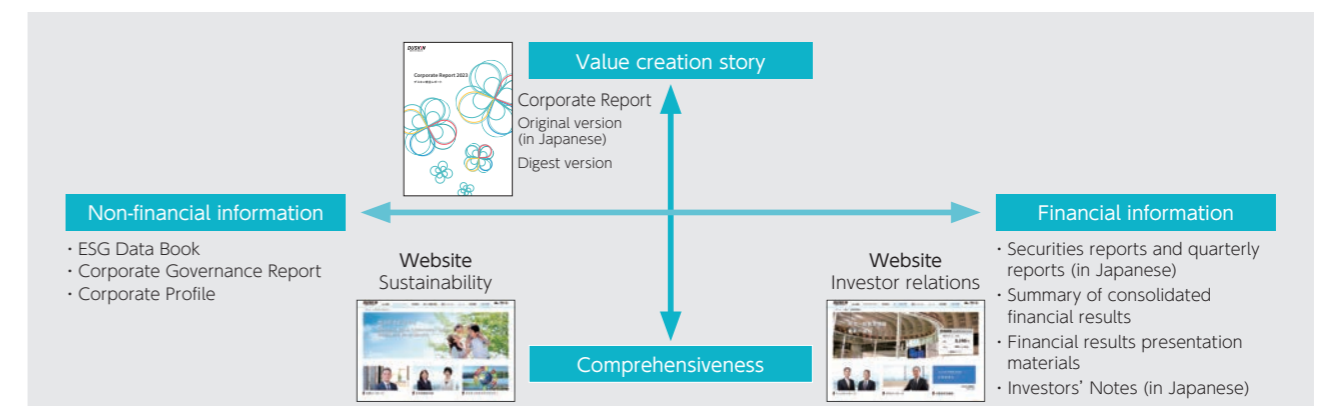
Foundation for Value Creation

- Dialogue between the President and Outside Directors
- Our sustainability strategy
- Corporate governance, etc.

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Positioning of this report



Publications

Corporate Report	A comprehensive report containing both financial and non-financial information. It includes content related to Duskin's long-term value creation, business strategy, business results and sustainability initiatives. https://www.duskin.co.jp/english/ir/library/report/	
ESG Data Book	For stakeholders interested in our ESG (environmental, social, and governance)-related information, this booklet presents detailed data and policy information regarding our ESG-related initiatives. It is available on our website in PDF format. https://www.duskin.co.jp/english/sus/library/databook/	
Corporate Profile	This booklet is mainly intended for people who are interested in learning more about Duskin, such as individuals considering joining Duskin, businesses considering joining a Duskin franchise and corporate customers. It provides a concise summary of Duskin's business and sustainability initiatives. https://www.duskin.co.jp/company/library/pdf/duskin2023e.pdf	

Editorial Policy

- Terms used in this report** Duskin Corporate Group — Duskin Co., Ltd. and its consolidated subsidiaries; Duskin Group — Duskin Corporate Group and Duskin's affiliated companies accounted for by equity methods; Duskin Family — Duskin Group and its franchisees (including shops, offices and plants) that agree with Duskin's management philosophy.
- Period covered** This report essentially covers the fiscal year ended March 31, 2023 (April 1, 2022 to March 31, 2023). However, it also covers some business activities prior to that year and for the fiscal year ending March 31, 2024.
- Scope of coverage** This report concerns Duskin Co., Ltd., its affiliated companies and franchised units (offices/shops/factories).
- Published in** July 2023

Note If the content of the report requires any revision, we will post revised data on our website at <https://www.duskin.co.jp/english>

Forward-Looking Statement

This report contains information on Duskin's ongoing business plans and policies, forecasts and strategies. The information is a future forecast at the time of its disclosure and contains potential risks and uncertainties. Readers are advised that actual results may differ significantly from the forecast as they are subject to a variety of factors including future economic conditions and Duskin's business environment.