

Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (FY2025) (Japanese Standards)

May 15, 2026

Company name: Duskin Co., Ltd. Shares listed: Tokyo
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Scheduled date for ordinary general meeting of shareholders: June 19, 2026
Scheduled date of dividend payment commencement: June 22, 2026
Scheduled date for release of annual securities report: June 18, 2026
Preparation of additional financial results materials: Yes
Holding of financial results meeting: Yes (for institutional investors and analysts)

Amounts in the following tables are rounded down to the nearest million yen.

1. Consolidated Financial Results for FY2025 (April 1, 2025 - March 31, 2026)

(1) Results of operation

Percentages indicate the change against the previous fiscal year.

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of the parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended Mar. 31, 2026	194,554	3.1	8,748	20.4	12,964	21.2	9,180	4.2
Year ended Mar. 31, 2025	188,791	5.6	7,268	43.0	10,697	35.8	8,808	91.9

Note: Comprehensive income - Year ended March 31, 2026: 11,709 million yen (61.7%); year ended March 31, 2025: 7,241 million yen (-11.2%)

	Profit per share	Profit per share (Fully diluted)	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to sales
	Yen	Yen	%	%	%
Year ended Mar. 31, 2026	195.31	195.28	5.9	6.3	4.5
Year ended Mar. 31, 2025	185.72	185.68	5.8	5.3	3.9

Reference: Share of profit (loss) of entities accounted for using equity method - Year ended March 31, 2026: 2,114 million yen; year ended March 31, 2025: 1,775 million yen

(2) Financial positions

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of Mar. 31, 2026	210,288	158,297	75.1	3,354.74
As of Mar. 31, 2025	203,318	151,542	74.4	3,220.79

Reference: Shareholders' equity - March 31, 2026: 157,936 million yen; March 31, 2025: 151,197 million yen

(3) Cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of year
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended Mar. 31, 2026	13,792	-5,608	-5,042	24,183
Year ended Mar. 31, 2025	16,683	-5,074	-10,753	20,985

2. Dividends

	Dividends per share					Total dividends (Annual)	Dividend ratio (Consolidated)	Ratio of dividends to shareholders' equity (Consolidated)
	End of 1st Q	End of 2nd Q	End of 3rd Q	Year-end	Total (Annual)			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended Mar. 31, 2025	—	50.00	—	62.00	112.00	5,297	60.3	3.5
Year ended Mar. 31, 2026	—	50.00	—	68.00	118.00	5,561	60.4	3.5
Year ending Mar. 31, 2027 (Forecast)	—	55.00	—	70.00	125.00		60.0	

3. Forecast of Consolidated Financial Results for FY2026 (April 1, 2026 - March 31, 2027)

Percentages indicate the change against the same period of the previous fiscal year.

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of the parent		Profit per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	98,000	3.1	4,100	-12.6	5,900	-10.2	3,700	-12.9	78.59
Year ending Mar. 31, 2027	201,500	3.6	9,000	2.9	12,900	-0.5	9,800	6.7	208.16

Note: The forecast does not take into account the potential impact of the conflicts in the Middle East, as the outlook remains uncertain.

Notes:

1. Significant changes in the scope of consolidation during the period: Yes
 Newly included: 1 company (Duskin Serve Minami Kanto Co., Ltd.)
 Excluded: 3 companies (Duskin Hong Kong Co., Ltd., Kenko Saien Co., Ltd., Bishoku Kobo Co., Ltd.)
2. Changes in accounting principles and estimates, and retrospective restatements
 (1) Changes due to revision of accounting standards: None
 (2) Changes other than (1) above: None
 (3) Changes in accounting estimates: None
 (4) Retrospective restatements: None
3. Number of shares issued (Common stock)

Number of shares issued	As of Mar. 31, 2026:	48,000,000	As of Mar. 31, 2025:	48,000,000
Number of treasury shares	As of Mar. 31, 2026:	921,263	As of Mar. 31, 2025:	1,055,752
Average number of shares outstanding during the period	Year ended Mar. 31, 2026:	47,006,839	Year ended Mar. 31, 2025:	47,425,837

Reference: Summary of the non-consolidated financial results

1. Non-consolidated financial results for FY2025 (April 1, 2025 - March 31, 2026)

(1) Results of operation

Percentages indicate the change against the previous fiscal year.

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended Mar. 31, 2026	155,328	2.4	6,011	27.5	10,876	17.9	7,886	-5.5
Year ended Mar. 31, 2025	151,739	3.6	4,713	73.4	9,222	26.8	8,341	67.7

	Profit per share	Profit per share (Fully diluted)
	Yen	Yen
Year ended Mar. 31, 2026	167.78	167.76
Year ended Mar. 31, 2025	175.88	175.84

(2) Financial positions

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of Mar. 31, 2026	184,637	125,769	68.1	2,671.23
As of Mar. 31, 2025	180,013	121,328	67.4	2,584.01

Reference: Shareholders' equity - March 31, 2026: 125,759 million yen; March 31, 2025: 121,305 million yen

2. Forecast of non-consolidated financial results for FY2026 (April 1, 2026 - March 31, 2027)

Percentages indicate the change against the same period of the previous fiscal year.

	Net sales		Operating profit		Ordinary profit		Profit		Profit per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	77,000	1.5	2,400	-29.6	6,500	-11.1	4,600	-14.6	97.71
Year ending Mar. 31, 2027	160,300	3.2	5,600	-6.8	11,000	1.1	9,000	14.1	191.17

This summary of financial statements is exempt from the audit by certified public accountants or audit corporations.

Explanation regarding the appropriate use of business forecasts

Note for the financial forecast:

The financial forecast contained in this report is based on information available at the time of preparation of the report and certain assumptions considered reasonable, and thus Duskin makes no warranty as to the achievability of the forecast. Readers are advised that actual results may differ significantly from the forecast.

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1. Business Results and Financial Position

(1) Business Results

During fiscal 2025 (April 1, 2025 to March 31, 2026), the Japanese economy had been on a gradual recovery path, supported mainly by improved employment and income conditions. On the other hand, ongoing trade friction stemming from U.S. tariff policies and the deteriorating situation in the Middle East have heightened concerns about energy and raw material supplies, making the outlook even more uncertain.

In such an environment, we have launched our three-year-long Medium-Term Business Plan 2028. This three-year plan is the first phase of our Long-Term Business Policy Do-Connect, covering the period from fiscal 2025 (the year ended March 31, 2026) to fiscal 2027 (the year ending March 31, 2028). In fiscal 2025, the first year of the three-year plan, we worked to EXplore new businesses, EXpand to related businesses, and EXcel in our existing businesses, while also solidifying the business base that supports these efforts.

The Direct Selling Group has implemented a number of initiatives to drive growth in the house maintenance business — a new domain of focus. Rescue Service (emergency locksmith services) launched franchise operations in January 2026, and it plans to expand its franchise network to over 100 locations nationwide by the fiscal year ending March 31, 2028. Meanwhile, Duskin Rent-All (rental of special event and daily use items) has begun renting out the Rescue Training Module[®], a new training equipment that enables practical learning for rescue operations at such sites as collapsed buildings. This equipment is already being utilized in disaster prevention drills across many regions. This initiative is part of our broader efforts to create social value, aiming to achieve both the enhancement of social value through disaster prevention and hazard mitigation and the company's sustainable growth.

As for the Food Group, in January 2025, Mister Donut, the flagship brand of the group, celebrated its 55th anniversary in Japan and unveiled a new slogan: “Always cozy, always evolving — Mister Donut” to mark the occasion. On this occasion, Mister Donut implemented various initiatives to further enhance its brand value, including an anniversary sales campaign.

In addition, as part of our new business development initiatives, in July 2025, we entered into a capital and business alliance agreement with Nosh Inc., which operates the frozen meal delivery brand “nosh,” and acquired a portion of its outstanding shares. To further develop this business area, we have begun exploring the possibility of offering new services. On the financial front, we continued reducing strategically held shares, and in terms of strengthening corporate governance, we took steps such as reviewing our decision-making processes and promoting the delegation of authority to lower-level management.

Regarding our sustainability initiatives, as part of our efforts to reduce CO₂ emissions, the Direct Selling Group has introduced electric vehicles and installed charging infrastructure, primarily in the Tokyo metropolitan area.

Consolidated net sales for fiscal 2025 increased by 5,763 million yen (3.1%) from the previous year to 194,554 million yen, driven by sales growth across all segments. As for profits, consolidated operating profit increased by 1,479 million yen (20.4%) from the previous year to 8,748 million yen. This result was primarily driven by an increase in gross profit resulting from higher sales, despite the fact that the Direct Selling Group was affected to some extent by rising cost ratios. Consolidated ordinary profit also increased by 2,267 million yen (21.2%) from the previous year to 12,964 million yen, primarily due to a higher share of profits of entities accounted for using the equity method. Profit attributable to owners of the parent increased by 372 million yen (4.2%) from the previous year to 9,180 million yen. Although we continued reducing strategically held shares during the fiscal year, the primary reasons for this result were a year-on-year decrease in gains on sales of investment securities and the recognition of an impairment loss on non-current assets.

Millions of yen

	Year ended Mar. 31, 2025	Year ended Mar. 31, 2026	Increase/decrease	
				%
Consolidated net sales	188,791	194,554	5,763	3.1
Consolidated gross profit	83,549	85,844	2,294	2.7
Consolidated operating profit	7,268	8,748	1,479	20.4
Consolidated ordinary profit	10,697	12,964	2,267	21.2
Profit attributable to owners of parent	8,808	9,180	372	4.2

Results by business segment

Sales

Millions of yen

		Year ended Mar. 31, 2025	Year ended Mar. 31, 2026	Increase/decrease	
					%
	Direct Selling Group	108,438	111,248	2,810	2.6
	Food Group	66,747	68,914	2,167	3.2
	Other Businesses	16,486	16,971	485	2.9
	Total	191,673	197,135	5,462	2.8
	Intersegment eliminations	-2,882	-2,581	300	—
Consolidated net sales		188,791	194,554	5,763	3.1

Note: Sales by business segment above include intersegment sales.

Operating profit (loss)

Millions of yen

		Year ended Mar. 31, 2025	Year ended Mar. 31, 2026	Increase/decrease	
					%
	Direct Selling Group	5,721	5,639	-82	-1.4
	Food Group	8,556	10,023	1,467	17.1
	Other Businesses	511	579	68	13.4
	Total	14,789	16,242	1,453	9.8
	Intersegment eliminations and corporate expenses	-7,520	-7,494	26	—
Consolidated operating profit		7,268	8,748	1,479	20.4

Note: Operating profit or loss above includes intersegment transactions.

a. Direct Selling Group

Sales of the Direct Selling Group increased by 2,810 million yen (2.6%) from the previous fiscal year to 111,248 million yen. Despite a decline in sales of the mainstay Clean Service (rental and sales of dust control and other products) businesses, we achieved this result thanks to increased sales in other businesses, including Care Service (professional cleaning and technical services). On the other hand, operating profit decreased by 82 million yen (1.4%) from the previous fiscal year to 5,639 million yen. The primary factor for the decline is related to the accounting method for the sales of the new mop cleaner with built-in mop storage unit launched in February 2025. For this new product, we have adopted an accounting method that records the cost in full when the product is first shipped to franchisees and records monthly sales from rental contracts with customers later on. This recording of costs in advance was reflected in the increase in costs due to the fact that shipments of this product exceeded initial projections. In the meantime, one notable development that contributed to our business results was that we were

contracted to provide cleaning services for the common areas of the 2025 Osaka-Kansai Expo, as well as to clean some of the individual pavilions and provide hygiene products.

Sales of Clean Service, the mainstay business of the Direct Selling Group, declined in both residential and commercial sectors.

Looking at sales in the residential sector by product, the new mop cleaner with built-in mop storage unit and the cleaning mop set for pets continued to perform well, while sales of mop products, our mainstay products, declined. However, the overall decline in sales of household products narrowed compared to the previous year, thanks to contributions from new products like the new shower head with a water purification function that produces ultra-fine bubbles and the Cleaning Tool Box for Japan's customary year-end cleaning. Naturally, we continued our efforts on sales activities dedicated to sales visits to households to acquire new customers during the year.

Overall sales to business customers were lower than in the previous fiscal year. Although toiletry products and high-function mats, including those with antiviral properties, continued to perform well, total sales of mat products declined, becoming the primary reason for the decrease in sales.

Despite a decline in sales from Home Repair (fixing scratches and dents), overall sales of the Care Service division exceeded the previous year's figures. This was mainly due to growth in royalty income driven by higher customer-level sales and solid sales of newly introduced air conditioner cleaning supplies and equipment. In terms of customer-level sales, ServiceMaster (professional cleaning services) made a significant contribution to sales growth, with air conditioner cleaning and regular cleaning services for business facilities performing especially well. Merry Maids (home cleaning and helper services), Terminix (pest control and comprehensive hygiene management), Total Green (plant and flower upkeep) and Home Repair also posted higher customer-level sales than in the previous fiscal year.

Among the other businesses in the Direct Selling Group, Duskin Rent-All, which enjoyed a larger number of orders for event setup services, Health Rent (rental and sales of assisted-living products), Life Care (support services for seniors), the cosmetic-related business, the uniform-related businesses, and Rescue Service also reported higher sales.

b. Food Group

Sales of the Food Group increased by 2,167 million yen (3.2%) from the previous fiscal year to 68,914 million yen. The group saw an increase in total customer-level sales of all shops of Mister Donut, the core business of the group, and material and supply sales and royalty income also increased. Profit-wise, operating profit increased by 1,467 million yen (17.1%) from the previous fiscal year to 10,023 million yen. The main factors contributing to this increase were higher gross profit accompanying increased sales, as well as an improved cost ratio mainly due to price revisions implemented during the previous fiscal year.

Mister Donut, the flagship brand of the Food Group, saw a decrease in the number of customers using donut exchange cards as a result of a drop in sales of the MISDO Lucky Bag at the end of 2024. Nevertheless, thanks to higher average spending per customer resulting from the previous year's price revisions and an increase in the number of operating shops due to new openings, total customer-level sales across all shops exceeded the previous year's figures.

New products launched in the first quarter included collaboration products with Gion Tsujiri, a Kyoto-based green tea specialty brand, as well as the limited-edition Mocchurin donut, released to commemorate our 55th anniversary. In particular, Mocchurin, which featured a new texture concept characterized by a chewy and fluffy mouthfeel, was very well received by customers and contributed to increased sales.

In the second quarter, in August, we launched New Home Cut as our 55th anniversary commemorative product. New Home Cut is an updated version of Home Cut — a classic donut since our founding — adapted for modern tastes. Our annual autumn offerings — Satsumaimo Do Sweet Potato and the Kuri Do

Chestnut donut — along with MISDO HALLOWEEN × BLACK THUNDER, our collaboration with the popular chocolate snack brand, were also well received.

In the third quarter, we launched the Pon De Ring Chocolate series, which has become a staple of our fall/winter lineup, and introduced collaboration products with The Pokémon Company as part of our Christmas campaign. Furthermore, the annual MISDO Lucky Bag package for the year-end and New Year holiday season was specially designed to commemorate our 55th anniversary and express our gratitude to our customers. Specifically, we featured illustrations of Mister Donut's popular character, Pon De Lion & His Sweet Friends, and included collaboration items created with illustrator Osamu Harada, whose work had been highly requested by customers.

In the fourth quarter, we launched the Mister Donut × GODIVA collaboration products, and in celebration of our 55th anniversary, we reintroduced the Chocolat French series, which customers had strongly requested be brought back. Both of these products were very well received. In March, we released the Sakuramochi Soft Donut, a staple spring item for Mister Donut.

Among the Food Group's other businesses, the Katsu & Katsu pork cutlet restaurants posted lower sales compared to the previous year, while Boston House Co., Ltd., which became a subsidiary in January 2024, posted higher sales largely due to the strong performance of its main business, the Italian restaurant Napoli No Shokutaku. However, since Boston House's sales figures for the previous fiscal year covered an irregular 15-month period from January 2024 to March 2025, this year's figures showed a decline.

c. Other Businesses

Sales for the Other Businesses segment increased by 485 million yen (2.9%) from the previous fiscal year to 16,971 million yen, while operating profit increased by 68 million yen (13.4%) to 579 million yen. Among domestic consolidated subsidiaries, Duskin Kyoeki Co., Ltd. (leasing and insurance agency services) experienced a decline in sales, while Duskin Healthcare Co., Ltd. (medical facility hygiene management services) recorded higher sales. Overseas, while Duskin Shanghai Co., Ltd., which rents and sells dust control products in China, posted lower sales, Big Apple Worldwide Holdings Sdn. Bhd., which operates a donut business mainly in Malaysia, recorded higher sales than the previous year. This was primarily due to an increase in the number of shops resulting from new shop openings. Regarding sales of materials and supplies for overseas markets, while sales of donut ingredients to Hong Kong increased, sales of donut ingredients and mat products to Taiwan decreased, resulting in overall overseas sales falling below the previous year's level.

(2) Financial Position

a. Current assets

Current assets at the end of fiscal 2025 (March 31, 2026) amounted to 66,320 million yen, up 5,726 million yen from the end of the previous fiscal year. Specifically, securities increased by 3,203 million yen; cash and deposits by 1,400 million yen; and notes and accounts receivable - trade, and contract assets by 610 million yen.

b. Non-current assets

Non-current assets at the end of fiscal 2025 totaled 143,967 million yen, an increase of 1,242 million yen from the end of the previous fiscal year. Specifically, retirement benefit assets increased by 2,595 million yen and "other" under intangible assets increased by 1,459 million yen, while investment securities decreased by 1,779 million yen and land decreased by 914 million yen.

c. Current liabilities

Current liabilities at the end of fiscal 2025 totaled 41,908 million yen, a decrease of 189 million yen from the end of the previous fiscal year. Specifically, while income taxes payable decreased by 1,655 million yen, other current liabilities increased by 1,127 million yen and accounts payable - other increased by 376 million yen.

d. Non-current liabilities

Non-current liabilities at the end of fiscal 2025 totaled 10,082 million yen, an increase of 403 million yen from the end of the previous fiscal year. Specifically, while deferred tax liabilities increased by 1,760 million yen, retirement benefit liability and long-term guarantee deposits decreased by 724 million yen and 436 million yen, respectively.

e. Net assets

Net assets at the end of fiscal 2025 amounted to 158,297 million yen, an increase of 6,754 million yen from the end of the previous fiscal year. Specifically, retained earnings increased by 3,903 million yen, valuation difference on available-for-sale securities increased by 1,524 million yen, and remeasurements of defined benefit plans increased by 769 million yen.

(3) Cash Flows

Cash and cash equivalents at the end of fiscal 2025 (March 31, 2026) increased by 3,197 million yen compared to 20,985 million yen at the end of the previous fiscal year to 24,183 million yen. The status of each cash flow and their factors are as follows.

a. Cash flow from operating activities

Net cash provided by operating activities during fiscal 2025 amounted to 13,792 million yen, compared to 16,683 million yen provided in the previous fiscal year. Major inflows included profit before income taxes of 12,948 million yen, depreciation of 7,367 million yen, and interest and dividend income of 2,142 million yen, while major outflows included income taxes paid of 4,775 million yen, a decrease of 2,185 million yen in retirement benefit asset or liability, and a loss of 2,114 million yen in share of profit of entities accounted for using the equity method.

b. Cash flow from investing activities

Net cash used in investing activities during fiscal 2025 was 5,608 million yen, compared to 5,074 million yen used in the previous fiscal year. Major outflows included 8,172 million yen for the purchase of securities and investment securities, 5,192 million yen for the purchase of intangible assets, and 4,942 million yen for the purchase of property, plant and equipment, while the major inflow was 13,044 million yen for the proceeds from sale and redemption of securities and investment securities.

c. Cash flow from financing activities

Net cash used in financing activities during fiscal 2025 amounted to 5,042 million yen, compared to 10,753 million yen used in the previous fiscal year. This was primarily attributable to such cash outflow factors as dividends paid of 5,279 million yen.

Reference: Trends in cash flow-related indicators

A summary of cash flow-related indicators is presented below.

	FY2022	FY2023	FY2024	FY2025
Equity ratio (%)	76.6	76.3	74.4	75.1
Equity ratio at market price (%)	78.3	78.6	84.0	94.2
Interest-bearing debt to cash flow ratio (years)	0.1	0.1	0.0	0.0
Interest coverage ratio (times)	65,517.1	1,812,974.6	16,140.8	61,062.1

Notes:

1. These indicators are calculated using the following formulas based on consolidated figures.

Equity ratio: (Net assets – share acquisition rights – non-controlling interests) / Total assets

Equity ratio at market price: Current aggregate value of shares / Total assets

Interest-bearing debt to cash flow ratio: Interest-bearing debt / Cash flows from operating activities

Interest coverage ratio: Cash flows from operating activities / Interest expenses

2. The current aggregate value of shares is calculated based on the number of shares outstanding at fiscal year-end, excluding treasury shares.
3. Cash flows from operating activities in the consolidated statements of cash flows are used for the cash flows from operating activities.
4. Interest-bearing debt covers all debt bearing interest recorded in the consolidated statement of financial position.
5. Interest expenses in the consolidated statements of cash flows are used for the interest expenses.

(4) Outlook

Our consolidated earnings forecasts for fiscal 2026 (the year ending March 31, 2027) are as follows.

We expect all business segments to post higher sales than fiscal 2025. The Direct Selling Group is expected to make progress on various initiatives in the house maintenance business, while in the Food Group, Mister Donut continues to perform well. As for profits, we expect operating profit and profit attributable to owners of the parent to increase. Although we assume that there will be such negative factors as higher costs of materials and supplies and soaring labor costs and expenses, we expect higher sales to lead to higher gross profits. Note, however, that this forecast does not take into account the potential impact of the conflict in the Middle East, as the outlook remains uncertain.

			Millions of yen		
			FY2025 results	FY2026 forecast	
					YoY (%)
Consolidated	Direct Selling Group	Sales	111,248	115,800	4.1
		Operating profit	5,639	6,800	20.6
	Food Group	Sales	68,914	70,800	2.7
		Operating profit	10,023	9,800	-2.2
	Other Businesses	Sales	16,971	17,500	3.1
		Operating profit	579	600	3.5
	Intersegment eliminations, and corporate expense	Sales	-2,581	-2,600	—
		Operating profit	-7,494	-8,200	—
		Sales	194,554	201,500	3.6
		Operating profit	8,748	9,000	2.9
		Operating margin (%)	4.5	4.5	—
Consolidated ordinary profit			12,964	12,900	-0.5
Profit attributable to owners of the parent			9,180	9,800	6.7

Note: Actual results may differ materially, depending on various factors.

(5) Basic Policies for Profit Distributions and Dividends for Fiscal 2025 and the Following Fiscal Years

Our policy on shareholder returns, including our dividend policy, is presented in “Notice Concerning the Medium-Term Business Plan 2028, Our Shareholder Return Policy and a Change in Dividend Policy,” released on May 15, 2025.

For the three years of the Medium-Term Business Plan 2028, Duskin considered the return of profits to shareholders to be one of our highest priorities, even as we focus on investing in growth. Our policy is to distribute a portion of profits based on our performance while maintaining a proper balance with investments to ensure sustainable growth and higher corporate value while also maintaining financial soundness in order to be prepared for potential risks. We have determined ordinary dividends for each fiscal year based on the higher of either a consolidated payout ratio of 60% or dividend on equity (DOE) of 3.0%. Based on this policy, the annual dividend for fiscal 2025 will be 118 yen per share. Since we have

already paid an interim dividend of 50 yen per share, the year-end dividend will be 68 yen per share.

Duskin's basic policy is to pay dividends from retained earnings twice a year: at the end of the fiscal year and at the end of the first half. The decision-making body for year-end dividends is the general shareholders' meeting. The Articles of Incorporation stipulate that Duskin may pay interim dividends with a record date of September 30 every year by resolution of the Board of Directors.

We will continue to implement dividend policy to fulfill the expectations of all our shareholders over the long term.

2. Business Policies

(1) Basic Business Policies

Since its foundation, Duskin Group — guided by our corporate philosophy of Prayerful Management — has been “sowing the seeds of joy” and bringing joy to the people of the world.

Duskin celebrated its 60th anniversary in fiscal 2023 (the year ended March 31, 2024). And in the following fiscal 2024, we completed implementing our long-term strategy ONE DUSKIN. To coincide with this milestone, in November 2024 we clarified our Purpose and Vision. Looking ahead to the future, the Purpose and Vision express our commitment to delivering unchanging value in the midst of changing times.

a. Purpose

“Building a happy and fulfilling future while staying attuned to people and society” — This expresses Duskin’s commitment to the future to deliver unchanging value even in changing times.

b. Vision

“Spreading smiles that connect people to people, people to society, and people to the future” — This represents the roles Duskin aims to fulfill to realize our Purpose.

c. Value

“Let your heart drive you forward!” — This represents the value we must uphold in order to realize our Vision.

(2) Medium- to Long-Term Business Strategies and Financial Targets

Along with the clarification of our Purpose and Vision, we simultaneously developed Do-Connect, a Long-Term Business Policy comprised of strategies for achieving them.

a. Long-Term Business Policy Do-Connect

We will practice our philosophy of “sowing the seeds of joy” by connecting people to people, people to society, and people to the future. In doing so and to achieve our Purpose and Vision, we will challenge ourselves to achieve three EXcellence goals — EXplore new businesses, EXpand to related businesses and EXcel in our existing businesses — and focus on developing human resources who are willing to take on challenges and on creating a corporate culture that encourages employees to take on new challenges.

b. Medium-Term Business Plan 2028 (for the three years starting from fiscal 2025)

We have set three EXcellence goals in our Long-Term Business Policy Do-Connect. In addition to these goals, we have the additional goal of solidifying our business base, which we regard as the driving force for creating economic and social value. Under these four business themes, we will take on the challenge of fulfilling our Purpose of “Building a happy and fulfilling future while staying attuned to people and society.” In doing so, we ultimately aim to achieve our core business philosophy of “unifying business and morals”; that is, to enhance our corporate value in both social and economic terms. To this end, we will continue to value our face-to-face interaction with our customers as well as improving digital technology to support such interaction.

To this end, we have formulated our Medium-Term Business Plan 2028 as we announced on May 15, 2025. This medium-term business plan beginning in the fiscal year ended March 31, 2026 (fiscal 2025) represents the first phase of Do-Connect.

Targets to be Achieved in Fiscal 2027

Consolidated net sales:	207,800 million yen
Profit attributable to owners of the parent:	10,600 million yen
ROE:	7% or more

- Notice Concerning the Medium-Term Business Plan 2028, Our Shareholder Return Policy and a Change in Dividend Policy

https://www.duskin.co.jp/english/ir/news/2025/pdf/20250515_03.pdf

(3) Issues to Be Addressed

a. Changes in the business environment and recognition of business challenges

The business environment surrounding the Duskin Group has reached a stage where it is difficult to expect growth along the same lines as in the past, due to such factors as the maturing of the domestic market, changes in demographic structure and the diversification of lifestyles and consumer behavior. In addition, rising raw material and energy prices, as well as labor costs and chronic labor shortages, are impacting our Group's field-oriented business operations and revenue structure, necessitating a review of our existing business model and the way we operate our sales and other business locations. In this environment, we believe that establishing an operational framework that does not rely excessively on human resources — while maintaining service quality — and delivering services in a more efficient and reproducible manner will lead to medium- to long-term growth.

Furthermore, to achieve sustainable growth, we must look beyond the domestic market and focus on expanding into new markets, including those overseas. In doing so, it is essential to strike a balance between pursuing growth opportunities and ensuring business continuity. To achieve this, we believe it is necessary to build a diversified business portfolio that avoids excessive reliance on specific regions or business sectors and takes geopolitical risks fully into account.

In light of the above, the Duskin Group has identified the following as key business priorities for the future: expanding our points of contact with consumers and the value we provide; ensuring sustainable business operations even amid a shrinking workforce; creating new corporate value; and strengthening the business foundation that supports these initiatives.

b. Our approach to business challenges

The Direct Selling Group will continue to steadily advance its initiatives in the house maintenance business — our core focus area — in order to meet increasingly diverse customer needs. Furthermore, we are working to rebuild our enterprise systems to establish an organizational structure capable of responding flexibly to a changing business environment. Effective April 2026, we have updated the tagline for the Direct Selling Group from the previous “Creating Healthy Environments” to “Bringing New Connections to Everyday Life.” This new tagline reflects our commitment to not only providing a wide range of products and services but also to continuously taking on new challenges. The Food Group is committed to continuing its efforts to ensure that as many customers as possible retain fond memories of the food we serve. This means that we work to ensure that the delicious taste and the satisfaction it brings remain in our customers' memories even long after they've finished eating. As part of this commitment, we will work to strengthen our touchpoints with customers while also creating a shop environment where our staff can work comfortably. At Mister Donut, the flagship brand of the Food Group, we will be gradually introducing various labor-saving devices to further improve service quality.

Regarding our overseas business, we plan to open our first Mister Donut shop in the East China region (Shanghai Municipality, and Zhejiang, Jiangsu and Shandong provinces) during fiscal 2026. We plan to continue implementing a proactive overseas strategy and will continue to explore opportunities for expansion into other Asian countries.

As part of our efforts to solidify our business base, we are transitioning to a system that objectively and fairly evaluates each employee's roles, responsibilities and achievements based on KGIs and KPIs. This initiative aims to align our business strategy with our human resources strategy, and we are working to ensure that compensation appropriately reflects individual contributions. In addition, we have revised our human resources system. The goal of this system is to foster a corporate culture in which employees take the initiative to learn and continuously put our corporate philosophy — “sowing the seeds of joy” — into practice through their own thoughts and actions. We are currently rolling out this system in phases, starting with management-level employees. Furthermore, as part of our digital transformation efforts, we will work to develop personnel capable of driving operational reforms within each organizational unit. At the same time, we will promote company-wide initiatives to review, standardize and streamline business processes through the use of digital technologies.

3. Basic Policies for Selecting Accounting Standards

To facilitate comparisons of its consolidated financial statements across different fiscal years and with other companies, the Duskin Group intends to prepare its consolidated financial statements based on Japanese generally accepted accounting principles (JGAAP). With regard to the adoption of International Financial Reporting Standards (IFRS), Duskin intends to monitor developments in Japan and overseas, and to respond appropriately to these developments.

4. Consolidated Financial Statements

(1) Consolidated Balance Sheets

Millions of yen

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	18,096	19,496
Notes and accounts receivable - trade, and contract assets	11,370	11,981
Lease receivables and investments in leases	1,040	1,036
Securities	7,988	11,192
Merchandise and finished goods	8,388	8,554
Work in process	295	319
Raw materials and supplies	3,179	3,417
Accounts receivable - other	7,809	8,137
Other	2,441	2,197
Allowance for doubtful accounts	-16	-12
Total current assets	60,594	66,320
Non-current assets		
Property, plant and equipment		
Buildings and structures	47,723	48,727
Accumulated depreciation	-33,438	-34,471
Buildings and structures, net	14,284	14,255
Machinery, equipment and vehicles	29,029	29,801
Accumulated depreciation	-20,643	-21,442
Machinery, equipment and vehicles, net	8,385	8,358
Land	22,441	21,526
Construction in progress	804	490
Other	17,754	16,046
Accumulated depreciation	-13,510	-12,264
Other, net	4,243	3,781
Total property, plant and equipment	50,160	48,412
Intangible assets		
Goodwill	279	304
Software	5,659	6,351
Other	3,075	4,535
Total intangible assets	9,014	11,191
Investments and other assets		
Investment securities	69,509	67,730
Long-term loans receivable	0	0
Retirement benefit asset	6,624	9,219
Deferred tax assets	946	1,087
Guarantee deposits	5,035	4,990
Other	1,470	1,360
Allowance for doubtful accounts	-37	-25
Total investments and other assets	83,549	84,363
Total non-current assets	142,724	143,967
Total assets	203,318	210,288

Millions of yen

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	8,273	8,594
Current portion of long-term borrowings	22	1
Income taxes payable	3,033	1,378
Provision for bonuses	4,305	4,268
Provision for loss on disaster	473	152
Asset retirement obligations	0	45
Accounts payable - other	10,386	10,762
Guarantee deposit received for rental products	8,565	8,539
Other	7,036	8,164
Total current liabilities	42,097	41,908
Non-current liabilities		
Long-term borrowings	197	2
Retirement benefit liability	5,271	4,546
Asset retirement obligations	864	869
Long-term guarantee deposits	1,141	704
Deferred tax liabilities	2,197	3,958
Lease liabilities	6	0
Total non-current liabilities	9,678	10,082
Total liabilities	51,776	51,990
Net assets		
Shareholders' equity		
Share capital	11,352	11,352
Capital surplus	11,110	11,111
Retained earnings	119,146	123,050
Treasury shares	-3,389	-3,031
Total shareholders' equity	138,220	142,483
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	8,902	10,427
Deferred gains or losses on hedges	0	-1
Foreign currency translation adjustment	482	666
Remeasurements of defined benefit plans	3,591	4,361
Total accumulated other comprehensive income	12,977	15,453
Share acquisition rights	23	10
Non-controlling interests	321	349
Total net assets	151,542	158,297
Total liabilities and net assets	203,318	210,288

(2) Consolidated Statements of Income and Statements of Comprehensive Income

Consolidated statements of income

Millions of yen

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	188,791	194,554
Cost of sales	105,241	108,710
Gross profit	83,549	85,844
Selling, general and administrative expenses	76,280	77,095
Operating profit	7,268	8,748
Non-operating income		
Interest income	286	365
Dividend income	529	470
Rental income from facilities	129	105
Commission income	263	252
Share of profit of entities accounted for using equity method	1,775	2,114
Gain on adjustment of accounts payable	370	522
Other	474	574
Total non-operating income	3,829	4,404
Non-operating expenses		
Interest expenses	1	0
Rental expenses on facilities	65	42
Compensation expenses	36	65
Loss on abandonment of inventories	129	—
Compensation for damage	46	—
Other	121	79
Total non-operating expenses	400	187
Ordinary profit	10,697	12,964
Extraordinary income		
Gain on sale of non-current assets	2	51
Gain on sale of investment securities	2,882	1,444
Gain from refund due to capital reduction at subsidiaries and associates	170	—
Total extraordinary income	3,055	1,495
Extraordinary losses		
Loss on sale of non-current assets	0	0
Loss on abandonment of non-current assets	118	189
Impairment losses	138	1,321
Loss on disaster	476	—
Loss on sale of investment securities	5	—
Loss on valuation of investment securities	0	—
Total extraordinary losses	739	1,511
Profit before income taxes	13,013	12,948
Income taxes - current	3,752	3,144
Income taxes - deferred	405	572
Total income taxes	4,158	3,716
Profit	8,854	9,232
Profit attributable to non-controlling interests	46	51
Profit attributable to owners of the parent	8,808	9,180

Consolidated statements of comprehensive income

	Millions of yen	
	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	8,854	9,232
Other comprehensive income		
Valuation difference on available-for-sale securities	-2,446	1,504
Foreign currency translation adjustment	46	129
Remeasurements of defined benefit plans, net of tax	712	775
Share of other comprehensive income of entities accounted for using equity method	73	66
Total other comprehensive income	-1,613	2,476
Comprehensive income	7,241	11,709
Comprehensive income attributable to		
Comprehensive income attributable to owners of the parent	7,194	11,657
Comprehensive income attributable to non-controlling interests	46	51

(3) Consolidated Statements of Changes in Net Assets

FY2024 (April 1, 2024 - March 31, 2025)

Millions of yen

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,352	11,110	122,533	-5,464	139,531
Changes during period					
Dividends of surplus			-5,523		-5,523
Profit attributable to owners of the parent			8,808		8,808
Stock repurchase				-5,001	-5,001
Cancellation of treasury shares		-2	-6,670	6,673	—
Disposal of treasury shares		2		65	68
Disposal of treasury shares by stock granting trust				337	337
Net changes in items other than shareholders' equity					
Total changes during period	—	—	-3,386	2,074	-1,311
Balance at end of period	11,352	11,110	119,146	-3,389	138,220

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	11,342	0	390	2,857	14,590	49	296	154,468
Changes during period								
Dividends of surplus								-5,523
Profit attributable to owners of the parent								8,808
Stock repurchase								-5,001
Cancellation of treasury shares								—
Disposal of treasury shares								68
Disposal of treasury shares by stock granting trust								337
Net changes in items other than shareholders' equity	-2,439	0	91	734	-1,613	-26	25	-1,614
Total changes during period	-2,439	0	91	734	-1,613	-26	25	-2,926
Balance at end of period	8,902	0	482	3,591	12,977	23	321	151,542

FY2025 (April 1, 2025 - March 31, 2026)

Millions of yen

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,352	11,110	119,146	-3,389	138,220
Changes during period					
Dividends of surplus			-5,278		-5,278
Profit attributable to owners of the parent			9,180		9,180
Stock repurchase				-2	-2
Disposal of treasury shares		1		50	52
Disposal of treasury shares by stock granting trust				309	309
Increase (decrease) due to changes in retained earnings of equity-method affiliates			1		1
Net changes in items other than shareholders' equity					
Total changes during period	—	1	3,903	357	4,263
Balance at end of period	11,352	11,111	123,050	-3,031	142,483

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	8,902	0	482	3,591	12,977	23	321	151,542
Changes during period								
Dividends of surplus								-5,278
Profit attributable to owners of the parent								9,180
Stock repurchase								-2
Disposal of treasury shares								52
Disposal of treasury shares by stock granting trust								309
Increase (decrease) due to changes in retained earnings of equity-method affiliates								1
Net changes in items other than shareholders' equity	1,524	-1	184	769	2,476	-12	28	2,491
Total changes during period	1,524	-1	184	769	2,476	-12	28	6,754
Balance at end of period	10,427	-1	666	4,361	15,453	10	349	158,297

(4) Consolidated Statements of Cash Flows

Millions of yen

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit (loss) before income taxes	13,013	12,948
Depreciation	7,677	7,367
Amortization of goodwill	136	139
Increase (decrease) in allowance for doubtful accounts	8	-16
Interest and dividend income	-815	-835
Interest expenses	1	0
Foreign exchange losses (gains)	-2	-7
Share of loss (profit) of entities accounted for using equity method	-1,775	-2,114
Loss (gain) on sale of property, plant and equipment	-2	-51
Loss on retirement of non-current assets	133	184
Loss (gain) on sales and redemption of investment securities	-2,877	-1,444
Loss (gain) on valuation of investment securities	0	-
Gain from refund due to capital reduction at subsidiaries and associates	-170	-
Impairment losses	138	1,321
Loss on disaster	278	-
Compensation for damage	46	-
Decrease (increase) in trade receivables	-202	-604
Decrease (increase) in accounts receivable - other	-848	-329
Decrease (increase) in inventories	-244	-360
Increase (decrease) in trade payables	402	331
Increase (decrease) in accounts payable - other	194	581
Increase (decrease) in provision for bonuses	728	-36
Increase (decrease) in provision for loss on disaster	198	-320
Increase (decrease) in retirement benefit asset or liability	-1,640	-2,185
Increase (decrease) in accrued consumption taxes	1,137	8
Decrease (increase) in investments in leases	-36	-1
Other, net	603	1,835
Subtotal	16,083	16,410
Interest and dividends received	1,979	2,142
Interest paid	-1	-0
Payments associated with disaster loss	-118	-
Compensation paid for damage	-46	-
Income taxes paid	-1,304	-4,775
Income taxes refund	90	15
Net cash provided by (used in) operating activities	16,683	13,792

Millions of yen

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from investing activities		
Decrease (increase) in time deposits	—	-0
Purchase of securities	-6,500	-6,800
Proceeds from sale and redemption of securities	8,000	5,200
Purchase of property, plant and equipment	-5,857	-4,942
Proceeds from sale of property, plant and equipment	255	156
Purchase of intangible assets	-4,036	-5,192
Purchase of investment securities	-5,167	-1,372
Proceeds from sale and redemption of investment securities	9,688	7,844
Payments of leasehold and guarantee deposits	-233	-109
Proceeds from refund of leasehold and guarantee deposit	225	130
Payments for acquisition of businesses	-216	-275
Other, net	-1,231	-248
Net cash provided by (used in) investing activities	-5,074	-5,608
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	-60	—
Repayments of long-term borrowings	-635	-216
Stock repurchase	-5,001	-2
Proceeds from sale of treasury shares	488	478
Dividends paid	-5,521	-5,279
Dividends paid to non-controlling interests	-21	-23
Other, net	-0	2
Net cash provided by (used in) financing activities	-10,753	-5,042
Effect of exchange rate change on cash and cash equivalents	105	55
Net increase (decrease) in cash and cash equivalents	960	3,197
Cash and cash equivalents at beginning of period	20,024	20,985
Cash and cash equivalents at end of period	20,985	24,183

(5) Notes to Consolidated Financial Statements

Notes relating to going concern assumption

None.

Segment information and other information

[Segment information]

1) Overview of reportable business segments

Duskin's reportable business segments are components of the Company for which separate financial information is available, and whose operating results are reviewed regularly by the Board of Directors to determine the allocation of resources and evaluate performance.

Duskin has business operating units classified by product and service type. Each business unit establishes comprehensive product and service strategies for Japan, and conducts its own business activities.

Duskin is organized into two reportable business segments, the Direct Selling Group and the Food Group, comprised of business operating units such as business groups and divisions based on product and service types.

The Direct Selling Group, with a focus on direct selling, includes rental of environmental hygiene products and cleaning tools; manufacturing and sales of cosmetics; rental of cabinet towels; sales of environmental hygiene products and restroom products; rental of industrial wiper cloths; rental of water purifiers and air purifiers; house cleaning services; home cleaning and helper services; pest control and comprehensive hygiene management; tree and lawn care services; fixing scratches and dents; emergency locksmith service; plant and facility management services; living support services for seniors; event planning and operation; rental and sales of travel goods, baby goods, leisure goods, health and nursing care equipment; planning, sales and leasing of uniforms; and sales of coffee to offices. The Food Group is comprised of food service businesses that include manufacturing and sales of donuts and sales of food and beverages, operation of pork cutlet restaurants and operation of Italian restaurants.

2) Method of calculating sales, income or loss, assets and others by reportable business segment

The segment income or losses are based on operating profit or loss. Intersegment intercompany income and transfers are based on current market prices.

3) Sales, income or losses, assets and others by reportable business segment, and breakdown of revenue

FY2024 (April 1, 2024 - March 31, 2025; consolidated)

Millions of yen

	Direct Selling Group	Food Group	Other Businesses ¹	Total	Adjustment ³	Consolidated total ⁴
Sales						
Clean Service businesses	77,945	—	—	77,945	—	77,945
Care Service businesses	14,341	—	—	14,341	—	14,341
Mister Donut business	—	61,446	—	61,446	—	61,446
Other	15,499	5,296	11,972	32,767	—	32,767
Revenue from contracts with customers	107,786	66,742	11,972	186,500	—	186,500
Other revenue ²	—	—	2,290	2,290	—	2,290
To outside customers	107,786	66,742	14,262	188,791	—	188,791
Intersegment sales and transfers	652	5	2,224	2,882	-2,882	—
Total	108,438	66,747	16,486	191,673	-2,882	188,791
Segment income (loss)	5,721	8,556	511	14,789	-7,520	7,268
Segment assets	97,957	27,317	26,535	151,809	51,508	203,318
Other						
Depreciation	3,123	959	2,662	6,745	863	7,608
Investments in entities accounted for using equity method	6,567	—	11,745	18,313	—	18,313
Property, plant and equipment and intangible assets increase	5,100	1,540	993	7,634	1,876	9,510

FY2025 (April 1, 2025 - March 31, 2026; consolidated)

Millions of yen

	Direct Selling Group	Food Group	Other Businesses ¹	Total	Adjustment ³	Consolidated total ⁴
Sales						
Clean Service businesses	77,566	—	—	77,566	—	77,566
Care Service businesses	15,310	—	—	15,310	—	15,310
Mister Donut business	—	64,140	—	64,140	—	64,140
Other	17,765	4,762	12,721	35,249	—	35,249
Revenue from contracts with customers	110,643	68,903	12,721	192,267	—	192,267
Other revenue ²	—	—	2,286	2,286	—	2,286
To outside customers	110,643	68,903	15,007	194,554	—	194,554
Intersegment sales and transfers	605	11	1,964	2,581	-2,581	—
Total	111,248	68,914	16,971	197,135	-2,581	194,554
Segment income (loss)	5,639	10,023	579	16,242	-7,494	8,748
Segment assets	98,732	28,829	27,468	155,031	55,256	210,288
Other						
Depreciation	3,080	851	2,353	6,285	1,001	7,287
Investments in entities accounted for using equity method	6,649	—	12,558	19,208	—	19,208
Property, plant and equipment and intangible assets increase	4,101	2,140	956	7,199	2,146	9,345

Notes:

1. Other Businesses are comprised of the businesses that are not categorized in reportable business segments, including office equipment and vehicle leasing, insurance agent services, hospital management services and overseas businesses.
2. "Other revenue" represents revenue from leasing of office equipment and vehicles.
3. The breakdown of the adjustment area is as follows:

Sales		Millions of yen
	FY2024	FY2025
Intersegment eliminations	-2,882	-2,581
Total	-2,882	-2,581

Segment income (loss)		Millions of yen
	FY2024	FY2025
Intersegment eliminations	43	49
Corporate expenses*	-7,564	-7,543
Total	-7,520	-7,494

* Corporate expenses include corporate administrative expenses.

Segment assets		Millions of yen
	FY2024	FY2025
Intersegment eliminations	-19,796	-20,085
Corporate assets*	71,305	75,342
Total	51,508	55,256

* Corporate assets include the management fund of surplus funds (cash and securities), long-term investment funds (investment securities) and assets relating to the administrative departments.

Depreciation		Millions of yen
	FY2024	FY2025
Intersegment eliminations	-0	-0
Corporate assets	863	1,001
Total	863	1,001

Increase of property, plant and equipment and intangible assets		Millions of yen
	FY2024	FY2025
Corporate assets	1,876	2,146
Total	1,876	2,146

4. Segment income has been adjusted for consistency with operating profit that is shown in the consolidated statements of income.

[Other related information]

FY2024 (April 1, 2024 - March 31, 2025; consolidated)

1) Product and/or service segment information

	Millions of yen			
	Direct Selling Group	Food Group	Other Businesses	Total
Sales to outside customers	107,786	66,742	14,262	188,791

2) Geographic segment information

(i) Net sales

Since sales to outside customers in Japan exceed 90% of net sales on the consolidated statements of income, this information is omitted.

(ii) Property, plant and equipment

Since the amount of property, plant and equipment in Japan exceeds 90% of the amount on the consolidated balance sheet, this information is omitted.

FY2025 (April 1, 2025 - March 31, 2026; consolidated)

1) Product and/or service segment information

	Millions of yen			
	Direct Selling Group	Food Group	Other Businesses	Total
Sales to outside customers	110,643	68,903	15,007	194,554

2) Geographic segment information

(i) Net sales

Since sales to outside customers in Japan exceed 90% of net sales on the consolidated statements of income, this information is omitted.

(ii) Property, plant and equipment

Since the amount of property, plant and equipment in Japan exceeds 90% of the amount on the consolidated balance sheet, this information is omitted.

[Impairment losses on non-current assets by reportable business segment]

FY2024 (April 1, 2024 - March 31, 2025; consolidated)

	Millions of yen				
	Direct Selling Group	Food Group	Other Businesses	Elimination or corporate	Total
Impairment loss	138	—	—	—	138

FY2025 (April 1, 2025 - March 31, 2026; consolidated)

	Millions of yen				
	Direct Selling Group	Food Group	Other Businesses	Elimination or corporate	Total
Impairment loss	1,077	244	—	—	1,321

[Amortization of goodwill and unamortized amount of goodwill by reportable business segment]

FY2024 (April 1, 2024 - March 31, 2025; consolidated)

	Millions of yen				
	Direct Selling Group	Food Group	Other Businesses	Elimination or corporate	Total
Amortization	111	12	13	—	136
Balance*	191	60	26	—	279

* Goodwill at the end of the fiscal year includes 191 million yen of goodwill in the Direct Selling Group resulting from the purchase by Duskin and its subsidiaries of the business operations of several franchisees, 56 million yen of goodwill in the Food Group for Kenko Saien Co., Ltd., which was acquired in January 2024, and 26 million yen of goodwill in Other Businesses for Big Apple Worldwide Holdings Sdn. Bhd., which was acquired in February 2017.

FY2025 (April 1, 2025 - March 31, 2026; consolidated)

	Millions of yen				
	Direct Selling Group	Food Group	Other Businesses	Elimination or corporate	Total
Amortization	101	23	14	—	139
Balance*	172	117	14	—	304

* Goodwill at the end of the fiscal year includes 172 million yen of goodwill in the Direct Selling Group resulting from the purchase by Duskin and its subsidiaries of the business operations of several franchisees, 67 million yen of goodwill in the Food Group and 14 million yen of goodwill in Other Businesses for Big Apple Worldwide Holdings Sdn. Bhd., which was acquired in February 2017.

[Information on gain on bargain purchase by reportable business segment]

FY2024 (April 1, 2024 - March 31, 2025; consolidated)

None.

FY2025 (April 1, 2025 - March 31, 2026; consolidated)

None.

Per share information

FY2024 (April 1, 2024 - March 31, 2025; consolidated)		FY2025 (April 1, 2025 - March 31, 2026; consolidated)	
Net assets per share	3,220.79	Net assets per share	3,354.74
Profit per share	185.72	Profit per share	195.31
Profit per share (Fully diluted)	185.68	Profit per share (Fully diluted)	195.28

Yen

Note: Profit per share and profit per share (fully diluted) are based on the following information.

	FY2024 (April 1, 2024 - March 31, 2025; consolidated)	FY2025 (April 1, 2025 - March 31, 2026; consolidated)
Profit per share		
Profit attributable to owners of the parent (Millions of yen)	8,808	9,180
Amounts not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to common stock owners of the parent (Millions of yen)	8,808	9,180
Average number of shares of common stock outstanding during the period (Thousands shares)	47,425	47,006
Profit per share (Fully diluted)		
Adjustments to profit attributable to owners of the parent (Millions of yen)	—	—
Increase in number of shares of common stock (Thousands shares)	11	5
Of which, share acquisition rights (Thousands shares)	-11	-5
Outline of common stock equivalents not included in the calculation of profit per share (fully diluted) because they are not dilutive	—	—

Note: Shares of the Company held by the Employee Stock Ownership Plan (ESOP) have been included in the number of treasury shares deducted from the number of shares issued at the end of the period, used in the calculation of net assets per share (176,000 shares for FY2024 and 56,000 shares for FY2025). In addition, shares of the Company held by the ESOP have been included in the number of treasury shares deducted to calculate the average number of shares outstanding during the period, used in the calculation of profit per share and profit per share (fully diluted) (251,000 shares for FY2024 and 123,000 shares for FY2025).

Important post-balance sheet events

None.