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Speech Given in Japan

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It is a privilege and a honor to be with you today. I bring you warm greetings from our Chairman Ken Wessner and our Vice Chairman Ken Hansen and all the people of Service Master. We have looked at our partnership with Duskin as something more than just a business relationship. It has provided an opportunity for the peoples of two different cultures, two strong countries, to work together; to learn from each other, and to grow and develop as individuals. BC

As Marion Wada and Ken Hansen founded Service Master it was their desire to have a business that would grow profitably and also honor their faith in God and His Son Jesus Christ. They determined that our corporate objectives would be to honor God in all we do; to help people develop; to pursue excellance; and to grow profitably your founder and Chairman and similar objectives as our two companies entered into their first agreement in 1971, Chairman Suzuki identified this commonality of purpose. As he gave leadership to Duskin, he determined that some of same objectives would be incorporated into your business purposes.

Some people may ask what is their in common between God and profit. I believe that people form the common link. My God is a personal God who as the Creator of all things has also created man in His own image. And thus the growth and development of people in their jobs becomes the common purpose for our business. This is what binds our companies together. This common link - people - is far more important then the terms of any written contract. It has been an essential ingredient in the growth and success of our residential and commercial cleaning business.

Service Master now supports over 2500 franchises world wide and this business in Japan under the able leadership of Adachisan is one of the fastest growing Service Master unit in the world. The recent reports I have received indicate 53 new franchises this past year and 30 + % growth in profit. This growth would not have been possible without the co-operative efforts of Service Master and Duskin. As shown in the combined efforts of Brian Axley, Adachisan, and the hard work and efforts of the many other Duskin - Service Master team members.

We are now about to embark on another new co-operative effort. Service Master has pioneered the development of Health Care management programs for the non medical support departments of hospitals. We started this business in 1962 and we are now serving in 977 hospitals and other related health care facilities in the United States. Revenue from this business alone exceeds \$550 million. Chairman Suzuki had a vision that one day Duskin would be partners with Service Master in providing this service to hospitals in Japan - Through the wise council of President Komai and Vice President Suzuki and the strong initiative of Ken Yamazaki that day that Chairman Suzuki looked forward to Has Come !

~~This week~~ ^{yesterday} Service Master - Duskin signed our formal agreement and we expect to start our first hospital on July 1 in Tokyo. We are all excited about this opportunity, Service Master is investing key people resources to assure the success of this program. Brian Axley will be leading the SM team. He is one of our most promising young executive managers. For the past year he has been involved in extensive training in our health care business in the United States. He will be joined by another fine young manager Phil Foxwell. Phil was raised in Japan and has had strong hospital operational experience in the United States,

with Service Master. The Duskin team will include Yamashiro-san, Tomitasan, Shimomurasan. They are now in extensive training in the U.S. They are working hard and I am happy to report that they are learning very quickly and have received the highest rating in performance from those who are teaching them.

We are also grateful for the strong leadership and commitment that Ken Yamazaki is giving to this new venture. We look forward to the time when he will be in the U.S. learning key elements of this business. Ken Wessner, our Chairman, Dick Armstrong, our Senior Vice President, and I as President are personally committed to the success of this business and it must continue to have the commitment, support, and involvement from all the top management of Duskin.

The opportunities in Japan are great. In the U.S. we have grown this business at a rate which has allowed us to double in size every these years. There is no reason why the business should not have the same or even greater growth in Japan. As we seek to support you in this effort we come with the spirit of - May we help you - It is our desire to serve you in this growth ^{to do} ^{the best} ^{possible}

DM To take on the example of our Lord Jesus Christ who as the leader of His disciples came to them one day and took water and a towel and washed their feet. He did this to show them that in serving others, the Master is not greater than the servant and our attitude must also be one of helping and caring for people. As we serve our employees and our customers we too must have this attitude of a servant / leader.