



For details about the PPIH Group's IR information and ESG initiatives, refer to the resources available on the following sites.

Investor Relations

<https://ppih.co.jp/en/ir/>

Integrated Report

<https://ppih.co.jp/en/ir/library/annual/>

PPIH Report (PPIH report + CSR report)

<https://ppih.co.jp/ir/library/newsletter/>

PPIH Group's Sustainability

<https://ppih.co.jp/en/csr/>

The PPIH Group aims to resolve environmental, social, and governance (ESG) issues through its business in pursuit of sustainable growth. We believe that the ESG initiatives in our core business are congruent with the aims of the United Nations Sustainable Development Goals.



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Corporate
Profile



Pan Pacific International Holdings Corporation



Our resilience drives 32 consecutive years of growth!

Since the opening of the first Don Quijote store (Fuchu store) in 1989, the PPIH Group has achieved increases in sales and profits for 32 consecutive years. The COVID-19 pandemic has brought several drastic changes to society. Like many other companies, our Group has had to face various challenges, including the complete evaporation of inbound tourism sales. Nevertheless, PPIH will continue to grow by leveraging our ability to adapt, which is one of our strengths, and practicing our principle of “The Customer Matters Most.”

Consolidated net sales

¥1,708.6 billion

Operating income

¥81.3 billion

Number of purchasing customers

646.89 million

Number of Group stores

667 stores

Number of group employees (full-time)

16,838 people

Number of products purchased

5,374,520,000 items

History of continuous innovation and change

1978
Establishment of Doroboichiba, the origin of the PPIH Group



1980
Establishment of Just Co. Ltd. (currently PPIH)

FY1989
Opened first Don Quijote store in Fuchu, Tokyo



FY1998
Listed stock on the Second Section of the Tokyo Stock Exchange

FY1997
Registered stock for trading on the over-the-counter market

FY2001
Listed stock on the First Section of the Tokyo Stock Exchange
Launched new Picasso store format



FY2002
Commenced nationwide expansion

FY2007
Accelerated store openings through mergers and acquisitions
Acquired Doit Co., Ltd., as a consolidated subsidiary



FY2006
Commenced overseas operations
Acquired Don Quijote (USA) Co. Ltd., as a consolidated subsidiary

FY2008
Rebuilt general merchandise store (GMS) business
Acquired Nagasakiya Co., Ltd., as a consolidated subsidiary



FY2014
Accelerated expansion in the United States
Turned MARUKAI CORPORATION into a consolidated subsidiary
Launched “majica” e-money service



FY2010
Launched the Jonetsu Kakaku private brand



32 consecutive years
of increased sales and profits

FY2021
Launched PPIC and rebranded Jonetsu Kakaku



FY2020
Launched a new organizational framework
Established a new governance framework and oversaw its reinforcement
Implemented the new Medium/Long-Term Management Plan “Passion 2030”

FY2019
Embarked on journey to grow from being Japan-focused Don Quijote to a globally oriented PPIH Group
Acquired UNY Co., Ltd., as a consolidated subsidiary
Changed name to Pan Pacific International Holdings Corporation



FY2018
Implemented post-GMS and NEXT Convenience Store strategy
Commenced capital and business alliance with FamilyMart UNY Holdings Co., Ltd (currently FamilyMart Co., Ltd.)
Acquired QSI, Inc., as a consolidated subsidiary
Opened first DON DON DONKI store



Net sales
(unit: 100 million yen)
15,000

10,000

5,000

0

FY2021

PPIH will continue to strive to uphold our principle of "The Customer Matters Most," our consistent corporate principle and management philosophy, no matter the times or the changes we face

Consistent values across all Group employees and executive officers

The Source (Genryu), a collection of our corporate ideals

The Source (Genryu) is a collection of our corporate ideals that were compiled at the strong initiative of Founding Chairman Takao Yasuda. It clearly delineates the corporate principles and management philosophy that all PPIH Group employees and executive officers are expected to abide by.

The PPIH Group considers "The Source" to be its true CEO. No matter how large the Group becomes, or whether we face changes that make it difficult to make decisions, each employee and executive officer works in accordance with "The Source" and continues to embody its founding spirit and DNA.



Takao Yasuda
Founding
Chairman and
Supreme Advisor
of the Company

Our corporate principle "The Customer Matters Most,"

The mission of the PPIH Group is to offer our customers a fun shopping experience, filled with anticipation and excitement. In our work, each and every one of us strives to keep "The Customer Matters Most" in our hearts, and to ask ourselves what we can do to fulfil this unchanging corporate principle.

The Six Precepts of Our Management Philosophy

- Precept 1** We commit ourselves to doing business in a manner that is unselfish, 100% honest, and grounded in a strong sense of morality and purpose.
- Precept 2** In every age, we create shop floors that evoke the anticipation and excitement of finding astonishingly cheap goods.
- Precept 3** Boldly granting authority to those at the center of things, we are always ready to move people around, to make sure they are in the best possible position.
- Precept 4** We are committed to creative destruction and the ability to adapt; we reject pre-established harmony and the hesitancy to do anything that might rock the boat.
- Precept 5** We are unhesitant in the face of daunting challenges, and unafraid to beat a rapid retreat when a cold, hard look at reality tells us this is the best course.
- Precept 6** Undistracted by easy profits, we hone to perfection the strengths that form our core business.



The PPIH Group's founding spirit lives on through "The Source"

The progenitor of the PPIH Group was a single, 60m² general merchandise store called "Doroboichiba", established in 1978 in Tokyo's Suginami City by Group founder Yasuda. This enterprise began with no retail experience, no ingrained expertise, and no established network.

With convenience stores open only until 11pm, this small general merchandise store that resembled an upturned toy box and was open until midnight quickly gained popularity, earning annual sales of 200 million yen. Subsequently, the opening of the first Don Quijote store in March 1989 marked the beginning of a greater expansion of the group. The DNA of breeding innovation with unprecedented ideas that go against standard industry practices dates back to our founding and continues to live on in the PPIH Group today.



PPIH's greatest strength defined by "The Source"

Delegation of authority x Ability to adapt

Our ability to adapt through the delegation of authority is a corporate value unique to the PPIH Group. Through the delegation of authority, we foster independent thinking in our employees and continuously hone their ability to adapt, enabling swift, flexible changes on the frontlines, no matter how difficult the situation.

Delegation of Authority

We have established a system for delegating authority that gives store staff full discretion over everything from product purchasing and pricing to displays and sales.

Ability to Adapt

Through a system of individual store management, all store staff, or those who interact directly with our customers, are given flexibility when making decisions regarding store operations. This approach enables stores to swiftly adapt to changes in customer needs and the operating environment.

Why we foster human resources who continuously create change

Corporate culture of acknowledging failures



No matter how much they fail, all PPIH Group employees are expected to turn that failure into strength and take action to create change.

If, for example, a new employee is assigned to a store and develops a sales floor area that incurs losses, the supervisor will not condemn the failure. The Group sees the losses from such failures as our form of training costs.

By accumulating successful experiences without fear of failure, employees of the PPIH Group will grow to be human resources who can make the best possible changes for customers based on our principle of "The Customer Matters Most."

The Million Star Program restores our founding spirit and drives sustainable growth through bold delegation of authority

The PPIH Group has established a system of boldly delegating authority to managers and strives to achieve sustainable growth by getting back to basics and restoring the Group's founding spirit. The Million Star Program divides our domestic sales management structure into 125 branch companies, transcending Don Quijote, Nagasakiya, and UD Retail corporate boundaries, with each branch responsible for a commercial zone of one million people and having its own president. Without a boss of their own, these managers have full authority over 2-5 stores each in commercial zones with 1 million people. By appropriately rewarding the best performers, while replacing the bottom 20% each year, the program's "up or out" framework offers huge opportunities to the most capable employees.



2nd Million Star Program kickoff event



In response to changes in the social environment, we will take on challenges with the spirit of “creative destruction” and evolve quickly and flexibly.

President & CEO, Representative Director **Naoki Yoshida**

First, I would like to express my deepest gratitude for the constant and generous support of all our stakeholders.

Since the onset of the COVID-19 pandemic in 2020, we have had to deal with many challenges. Here, please allow me to take a moment to express my heartfelt gratitude and respect to everyone who is giving their all to tackle these challenging circumstances. I wish to also express my sincere sympathies to all those who have contracted COVID-19 and their families.

Now, turning to the consolidated financial results for the fiscal year ended June 30, 2021, we saw net sales of 1,708.6 billion yen (an increase of 1.6% year on year), operating income of 81.3 billion yen (up 7.8% year on year), and profit attributable to owners of the parent of 53.9 billion yen (up 7.9% year on year). This marks an increase in sales and profits for the 32nd consecutive year since the establishment of the first Don Quijote store. Once again, I wish to express my heartfelt thanks to all our stakeholders for their continued support.

Looking back over the previous fiscal year, which was our 41st and was clouded by the COVID-19 pandemic, our domestic discount store (DS) business, Don Quijote, struggled with the complete evaporation of inbound demand, coupled with a decline in foot traffic to stores in urban locations. On the other hand, our business portfolio management made up for the losses of our domestic DS business and really paid off, thanks to the good performance of the UNY of our general merchandise store (GMS) business and UD Retail (a fusion of UNY and Don Quijote), as well as and our overseas business.

Turning to the present fiscal year, our 42nd, in our domestic business, firstly, the clear change in consumer behavior, among other factors, has placed even greater expectations on our retail stores and new and different expectations on the PPIH Group. Based on that premise, in our DS business, we will continue to uncover and cater to latent demand in each commercial zone, focusing on the Million Star branch presidents,* which is in its second year. At the same time, we will aim to differentiate our products, including by strengthening the development and launch of PB products. Through these initiatives, we will promote the creation of stores that can earn the support of our customers even in this new era.

*A program in which our sales management structure is divided into commercial zones of one million people, each of which has its own branch president and transcends the Don Quijote, Nagasakiya, and UD Retail corporate boundaries.

As for our GMS business, we are accelerating the renovation of stores into New GMS and, in terms of the conversion to UD Retail, we are focused on promoting tenant-in type renovations, with Don Quijote stores becoming tenants in Apita stores.

Meanwhile, in the age of COVID-19, the rapid shift of consumers online has made the digital transformation (DX) of the PPIH Group a pressing need. In this regard, we are implementing digital data strategies that aim to create connections among our customers, our products, and our Group via our majica app, specifically by providing a seamless channel and strengthening the functions of said app.

Next, turning to our overseas business, in Asia, our Japan Brand Specialty Store has enjoyed outstanding popularity and brand recognition, enabling us to open around 12 new stores this fiscal year. In North America, we are working diligently to renovate existing stores and to enhance the quality of our delicatessen-related businesses.

Going forward, I believe the key to the growth, expansion, and development of our overseas business will be our partnership with Japanese agricultural and fisheries producers and related parties. That is why we intend to strongly support efforts to increase the amount of direct trade by expanding the range of products handled, while making full use of the Pan Pacific International Club (PPIC), a membership organization between such producers and ourselves.

Lastly, let me touch upon our environmental, social, and governance (ESG) initiatives. We will make thorough efforts to enhance such initiatives, primarily through four committees: the Diversity Management Committee and Nomination/Compensation Committee, which were established in FY2021, the Compliance Committee, and the Sustainability Committee, which was established this fiscal year to reinforce our environmental and supply chain management activities.

In closing, I would like to humbly request your continued kind support and encouragement.

Business Portfolio Management

In our domestic business, the PPIH Group has been promoting “business portfolio management” with a variety of store formats, store locations, and store sizes to strengthen profitability. In our overseas business, we are expanding the number of stores in Asia and the United States and strengthening their presence in our portfolio.

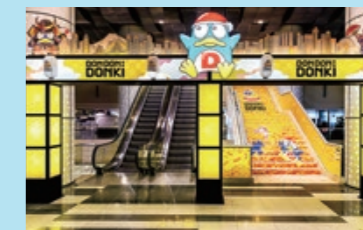
We aim to build a solid business foundation by creating Group synergies and maximizing economies of scale through segmentation of our business into a variety of formats, including but not limited addition to discount stores.



Discount store business



General merchandise store business



Overseas Expansion

New Medium/Long-Term Management Plan “Passion 2030”

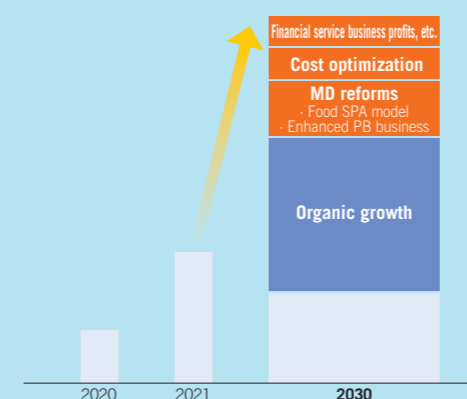
In Passion 2030, our medium- to long-term management plan starting from the fiscal year ending June 30, 2020, we aim to attain 200 billion yen in operating profit by executing the principle of “The Customer Matters Most,” and to achieve 3 trillion yen in sales with 1.2 billion domestic and overseas customers by 2030.

To achieve, this we will work toward achieving these three goals:

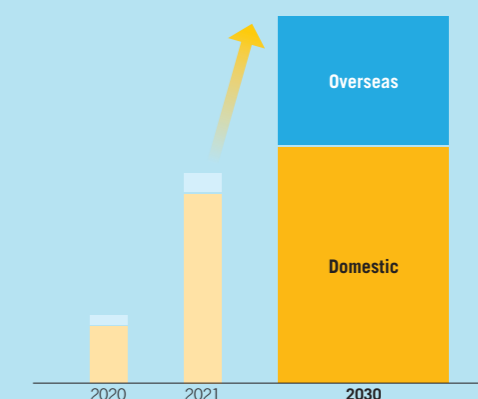
1. Offering fun, extraordinary experiences
2. Understanding and adapting to customers
3. Taking on daunting challenges



Operating profit **¥200 billion**



Net sales **¥3 trillion**



PPIH offers amazingly low prices and great quality, exciting fun, and convenience, safety, and security

In addition to deploying discount store operations and general merchandise store operations in Japan in diverse business formats centered on our Don Quijote, Apita and Piago stores, we are also expanding our overseas network and offering in-store spaces tailored to local tastes.



Led by Don Quijote, the core business of the PPIH Group, we aim to create stores that are favored by the local community by providing a variety of store formats with different targets, sales floor spaces, and product lineups, etc.

based on “The Customer Matters Most,” a principle that we firmly adhere to in all our business formats.

The PPIH Group's three key concepts for high customer affinity

Delegation of authority

Employees with the ability to manage stores and sales floors without direction from headquarters

In the discount business, our store merchandise (MD) planners are given the authority to make their own decisions on product composition, layout, purchasing, pricing, and sales promotion for their assigned sales floors.

Under the PPIH Group's management approach, we accept it when employees given such discretion experience failures caused by ambitiously taking on challenges, because we value employee growth through such failures. The PPIH Group also delegates authority to store managers and branch managers (area managers), giving them a level of discretion as well.

Ability to adapt

Sales floors that vary by store and region, reflecting customer characteristics and changes

Even within the Don Quijote store format, customer needs and preferences differ by store and region, and these change with the times as well. The PPIH Group delegates authority to the employees at each store, so they can think for themselves and adapt their stores to changes and local characteristics.

This ability to adapt is also effective in emergencies. During the COVID-19 pandemic, employees at each store made decisions about how to help customers save time and quickly find masks and other daily necessities, thereby reducing the risk of infection.

Individual store operation

Creating stores prices, product lineups, and displays that local customers feel affinity to

The PPIH Group's strength lies in the individual store operation principle, which is achieved through the delegation of authority to stores and adaptation, and would not be possible through uniform store development based on typical franchising theories.

The “New Apita Piago” concept (new general merchandise store (GMS) strategy), currently underway at UNY, is a departure from conventional franchise theories. Instead, we are converting stores into GMS that are optimal for their particular commercial area by rebranding each one based on PPIH's concept of individual store management.

Reverse pyramid structure with customers as the starting point



Delegation of authority x Ability to adapt Distinctive values of the PPIH Group

Adhering to our corporate principle of “The Customer Matters Most,” store staff members have discretion over all aspects of store operations, from product procurement and pricing to displays and sales promotions. Delegation of authority has been part of the Group's DNA since its founding, and is one of our essential strengths.

In addition, by thoroughly implementing individual store management tailored to the conditions of each commercial area, we are able to quickly and flexibly set prices and the product mix in response to customer needs and the trends at rival stores. Our ability to adapt swiftly is a competitive strength of the Group and helps us create value in response to customer needs and changes in the operating environment.

Japan

583 stores

Discount store business

Don Quijote	226
Nagasakiya	2
MEGA Don Quijote	139
MEGA Don Quijote UNY	52
Picasso	25

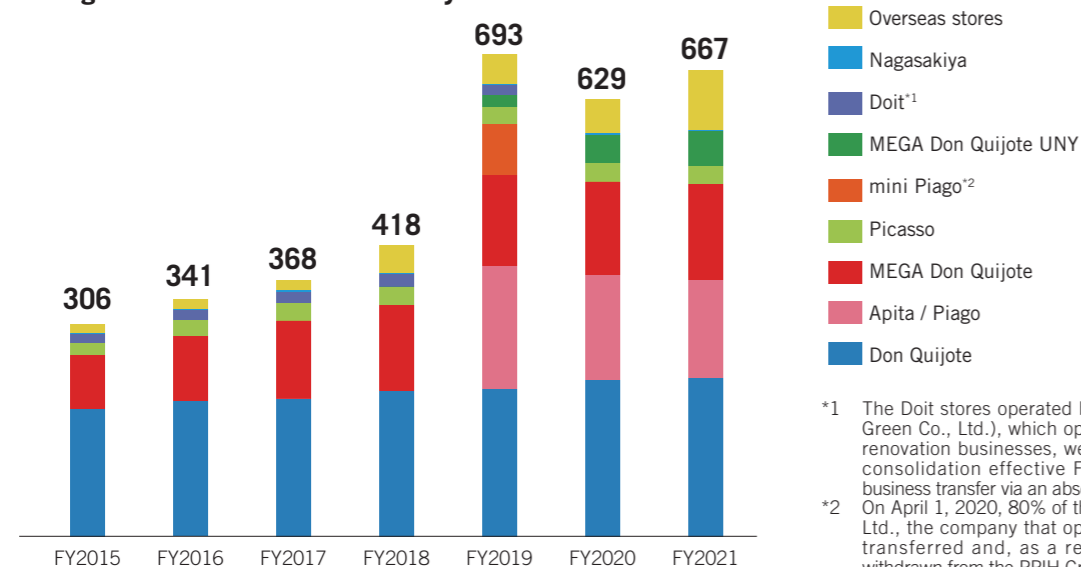
General merchandise store business

Apita, Piago	139
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*New MEGA Don Quijote is included under the MEGA Don Quijote format. Essence, Kyoyasudo, Ekidonki, Soradonki, and Jonetsu Shokunin are included under the Picasso format.



Changes in the number of stores by store format



*1 The Doit stores operated by Doit Co., Ltd. (currently Sky Green Co., Ltd.), which operates home improvement and renovation businesses, were removed from the scope of consolidation effective February 1, 2020, following a business transfer via an absorption-type company split.
 *2 On April 1, 2020, 80% of the shares held in 991CHIBA Co., Ltd., the company that operates mini Piago stores, were transferred and, as a result, mini Piago stores were withdrawn from the PPIH Group as of this date.

Overseas retail operations

Hong Kong

7 stores

DON DON DONKI 7



Singapore

8 stores

DON DON DONKI 8



Malaysia

1 store

DON DON DONKI 1



Thailand

2 stores

DON DON DONKI 2



Taiwan

1 store

DON DON DONKI 1



Hawaii

28 stores

Don Quijote 3
 MARUKAI 1
 TIMES 24



*Big Save and other stores operated by QSI, Inc. are included under the Times format.

California

37 stores

MARUKAI 4
 TOKYO CENTRAL 6
 Gelson's 27



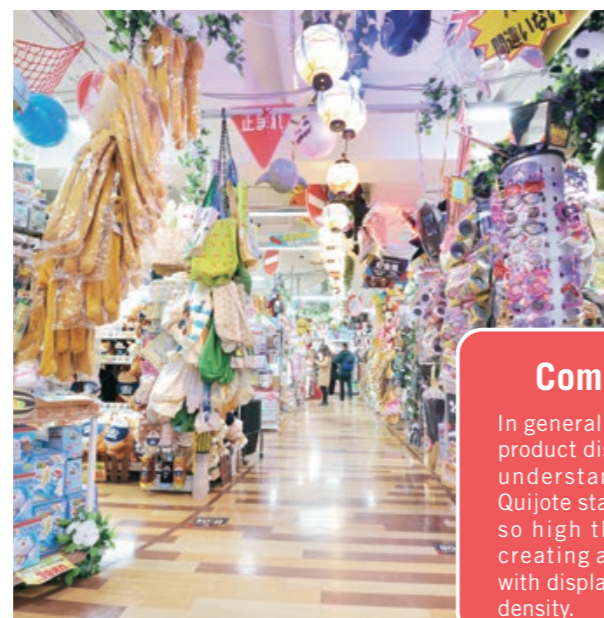
PPIH KEYWORD

Shop floors

Usually, in retail, it's called a "sales floor," but based on our corporate principle of "The Customer Matters Most," we replace "sales" with "shop," shifting the focus from the salesperson to the customer. We use the term "shop floor" to mean a place we created with the customer first and foremost in our minds, so they can truly enjoy shopping for items.

Extraordinarily entertaining stores offering

In the discount store business, we are developing a variety of store formats, including our core Don Quijote and the MEGA Don Quijote formats, with larger sales floor areas and more items. At the same time, we are consistently aiming to create stores with an emphasis on convenience, surprisingly low prices, and amusement. We delegate authority to individuals working at our shops rather than controlling them from the headquarters. Customers will find creativity and ingenuity at every turn in our stores and be able to enjoy shopping with anticipation and excitement.



Compression displays

In general, retail businesses emphasize product displays that are easy to see and understand. On the other hand, Don Quijote stacks a huge variety of products so high that they reach the ceiling, creating an extraordinary atmosphere with displays of concentrated volume and density.

fun shopping with anticipation and excitement

Prominent store formats in our discount store business



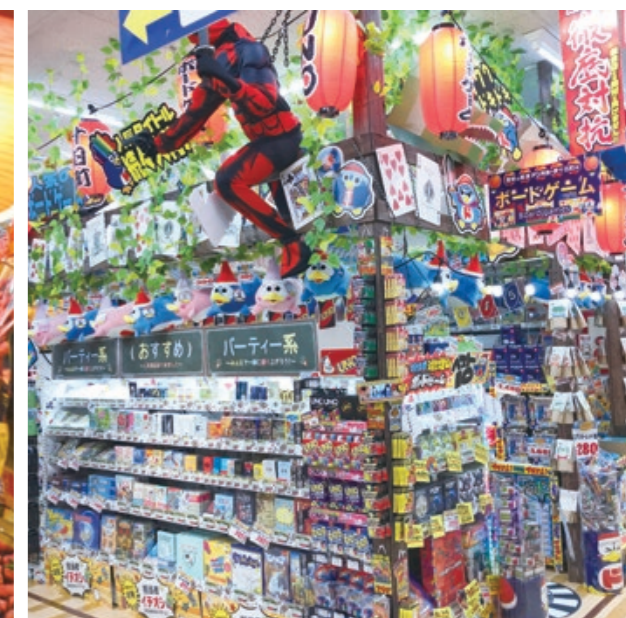
MD Planners' store-focused skills

Authority over product composition and layout of the sales floors, purchasing, pricing, and sales promotions is entirely delegated to the MD Planner of each store. They hone their knowhow by experiencing both success and failure.



Labyrinthine layout

From the main aisle, customers are able to see into each section, but once in a corner, they may feel as if they are on a treasure hunt in a jungle or maze. Emphasis is placed on creating shop floors that make customers feel anticipation and excitement.



Handwritten POP advertisement cards

Don Quijote is characterized by sales floor designs featuring colorful and highly entertaining handwritten point-of-purchase (POP) advertisement cards with unique writing styles. It takes unique knowhow to create POP advertisements that stand out even amidst the chaotic product displays.

POP advertisement writers' store-focused skills

The POP advertisement writer at each store creates each advertisement by hand, in consultation with the MD planner and other staff members.



Large aquarium by the entrance of the Don Quijote Nakameguro Main Store

Providing customers with a fun and relaxing space

We have about 50 large aquariums installed in about 20 stores nationwide. The aquariums feature rare tropical fish from Palau and can be viewed free of charge by everyone from young children to senior citizens. Our aim is to raise awareness of one of the SDGs (Goal 14), "Conserve and sustainably use the oceans, seas and marine resources," by recreating the marine ecosystem of Palau, which is said to be the most beautiful place in the world, with beautiful colorful fish, impressively uniform schools of fish, and wonderful coral reefs. We are proud to say that these aquariums serve as landmarks for our stores and that they provide customers with fun and relaxation.

* All of the tropical fish and coral reefs in our aquariums have been collected by hand by authorized Palauan collectors under the guidance of the Palau Aquarium, with special permission from the national and local governments of the Republic of Palau.



Concept

CV+D+A

Convenience

Wide-ranging product lineups encompassing everything from foods and daily consumables to electrical appliances and brand-name products, as well as operating stores in diverse locations and extended hours

Discount

Amazing discounts that bring smiles to customers with competitive prices that rival those of competitors

Amusement

Enjoyable shopping experiences provided by compression displays, handwritten POP advertisement cards, and other space production techniques that stimulate the senses

Official mascot character

Donpen

With a midnight-blue body and always wearing a night cap, Donpen was created by a store POP advertisement writer in 1998. His birthday is September 8th, and his height, weight, and width are all 98cm(kg)



Donko

Donko is mostly shrouded by a veil of mystery.



Safety, high quality, and affordable prices. While leveraging the trust and brand image that UNY has built,

The rebranding of general merchandise stores Apita and Piago is underway, based on the “New Apita Piago” concept (new GMS strategy) announced in May 2020. While we have rebranded some stores into MEGA Don Quijote UNY and Don Quijote UNY, by incorporating the essence of the discount business format, in general, we are rebranding each Apita and Piago store into the store format that best suits the needs of customers in each commercial area.



Combining UNY-owned specialty mass retailers of clothing, food, household goods, pharmaceuticals, home appliances, and other products to create sales floors optimized for the needs of each commercial area based on individual store management

UNY has its own specialty mass retail brand offering a variety of product types, including U-drug for pharmaceuticals and cosmetics, KURADEN for small home appliances, ONE MILE for innerwear and loungewear, and general store warehouses for lifestyle and home goods. Each converted Apita and Piago store selects a food supermarket and its own specialty mass retailers based on the needs of its particular commercial area, which is helping to gain the support of their local communities.

ONE MILE
EVERYDAY WEAR

KURADEN

Powerful Price ユードラッグ薬

雑貨創庫 ZAKKA SOKO

we will develop store formats that are best suited to each commercial area based on individual store management!

Prominent store formats in our general merchandise store business

APITA

APITA POWER

PIAGO ピアゴ

ピアゴ

食の殿堂 ユースタ



Under the concept of “quality at low prices,” UNY offers appealing fresh food products and private brand products that rival those of our competitors

Under the concept of “quality at low prices,” UNY offers its forte of high quality products, including perishable food products that are carefully selected for their quality and freshness, at low prices. UNY aims for its stores to become the most popular in their communities by increasing customer affinity by eliminating headquarters-led store creation, implementing individual store management, and delegating authority for product lineups and pricing to employees. In addition to fresh foods, UNY is also focusing on the development of Style ONE products based on the concept of “quality at low prices” and new private brands. (See page 18).



Concept

S + Q + P

Safety

Producer labeling for fresh products, and development of private brand products using environmentally-friendly materials and manufacturing methods

Quality

Development of high-quality products with carefully selected production areas, materials, and manufacturing methods, centered on UNY's forte of fresh foods

Pricing

Emphasis on affordability, including the development of private brand products with high quality but low prices

Official mascot character

Apitan Official mascot character of Apita and Piago created on UNY's 50th Anniversary.

Apitan is a mascot character created on the occasion of UNY's 50th anniversary. He is a “future squirrel” from Apitan World, the land of the future. His eyes are always shining and full of fun. He carries items that will make people happy in the “future pouch” at his waist.



Piatan

Piatan is Apitan's younger sister. She casts “future magic” with her “future brooch” and “future stick.”



Expansion of one-of-a-kind businesses in Asia and the United States that directly import Japanese brands products!

Asia



DON DON DONKI

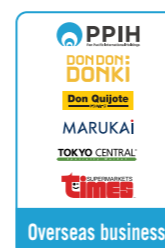
Selling made-in-Japan and made-for-Japan products with the concept of being a “Japan-brand specialty store”

Japanese agricultural, livestock, and marine products have long been popular in Europe, the United States, and other Asian countries as high-quality products, but they were extremely expensive. Having been rolled out across Asia by the PPIH Group, DON DON DONKI has gained high recognition and popularity as a “Japan-brand specialty store” that directly imports a wide variety of food products from Japan and sells them for reasonable prices. As a testament to its popularity, DON DON DONKI has, for example, recorded sales of 800 million yen from 986 tons of raw and baked sweet potatoes from Kagoshima Prefecture in a single year.



Sales of Japanese products through PPIC

PPIC is a membership organization consisting of domestic producers who wish to export their products to PPIH Group stores in Asia and the United States, including DON DON DONKI. Taking the opportunity to connect producers to the avid demand for Japanese products overseas, the Group is building a value chain with a large number of producers, and thereby becoming able to secure a stable supply of products, improve its cost structure, and offer an appealing product mix and prices.



TOKYO CENTRAL

A “food entertainment space” combining imported Japanese products and local national brands

United States



Don Quijote USA

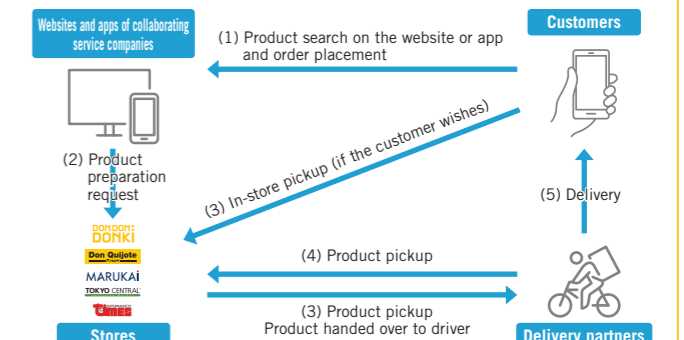
A general supermarket combining local and Japanese products



Gelson's is premium supermarket chain

Start of delivery of in-store products at overseas stores!

With the COVID-19 pandemic changing many aspects of our lives, the need for contactless shopping is increasing. In December 2020, the PPIH Group launched a delivery service for in-store products at its overseas stores in Singapore, Hong Kong, Thailand, and the United States. In collaboration with delivery service companies in each country and region, we deliver the products that customers “want now” from our extensive product lineup.



PPIH KEYWORD

Creative destruction

Creative destruction means daring to destroy past successes and preconceived notions in order to create new value. According to Don Quijote's management philosophy, new challenges are always needed in order to flexibly adapt to the ever-changing mindsets of our customers, and failures resulting from daunting challenges are greatly welcomed.

The PPIH Group's original products continue to evolve to meet customers' changing needs

Discount store business / Overseas retail operations

Jonetsu Kakaku

Jonetsu Kakaku overhauled with a new logo!
Shift from being a PPIH PB (private brand) taking the seller's viewpoint to being a PB (people's brand) created together with customers

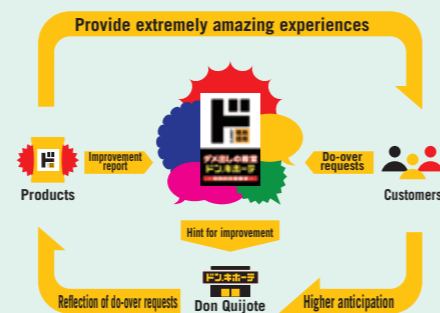


In February 2021, we completely overhauled our original brand Jonetsu Kakaku, which is sold at stores such as Don Quijote. In addition to updating the brand logo, launching the new brand message of "Don Don Odoroki," and overhauling the standard product lineup, we started the new brand line "Arienee (Unbelievable Price) Jonetsu Kakaku" and strengthened the appeal of the products.

Additionally, in order to build higher expectations and trust for the brand, we are turning Jonetsu Kakaku into a PB (people's brand) that reflects customer feedback in product development and improvement.

We want to hear real feedback from our customers! Implementing product improvements through the special website "Do-Over Palace"

The PPIH Group has overhauled Jonetsu Kakaku, turning it into a PB (people's brand) that incorporates the customer's viewpoint, rather than a conventional PB (private brand) from the seller's viewpoint. Currently, we operate the special website "Do-Over Palace" where we continuously solicit customer requests and criticism on the existing Jonetsu Kakaku brand products. Based on the requests received, we will improve existing products and develop new products, thereby building even higher expectations and trust for the Jonetsu Kakaku brand.



Do-over requests for products from customers

We take the do-over requests seriously and develop / improve products based on newsworthiness

"Extremely Amazing News" is refined, and customers' anticipations are further raised



A new brand line designed to amaze customers Launch of "Arienee (Unbelievable Price) Jonetsu Kakaku"

We have launched the new brand line "Arienee Jonetsu Kakaku" for the Jonetsu Kakaku flagship items that we are particularly confident in and consider to be our "most amazing." The lineup will feature appealing products including amazingly priced home appliances such as a 7 kg frontload washing machine with a maximum price at the store of 54,780 yen (after tax) provided in collaboration with home appliance and electrical manufacturers, as well as eye-catching food products such as "Large size garlic-loaded super-spicy pepperoncino with six times more garlic."

General merchandise store business

Style ONE



Style One offers about 1,200 different indispensable day-to-day products, including food, lifestyle products, and clothing! All of our products offer great quality at low prices and make our customer's daily lives more enjoyable and happy. As a brand offering support for everyday life, we will continue to actively develop new products that are our customers' first choice.



eco!on



The environmentally-conscious product line eco!on develops and sells safe, reliable products that place a minimal burden on the environment. By selling these products, we aim to assist customers in enjoying a comfortable, healthy, eco-friendly life, contribute to preserving the environment together with our customers, and create a sustainable society.



Yukenton



Jointly developed over two years by UNY, feed companies, and producers. This safe, delicious, and healthy pork comes from pigs raised on linseed oil containing alpha-linolenic acid, as well as herb feed.



Yuzendori



No antibiotics or synthetic antibacterial agents are given to the chickens, and the entire environment in which the chickens are raised, including the space, air, water, and feed, is carefully managed to ensure it is clean and stress-free. The chicken is safe and full of natural flavor.



Prime ONE



Prime One is a food and home products brand for "building a new life," delivering high quality at low prices. We develop safe, reliable products to deliver maximum satisfaction to our customers, helping them to enjoy their daily lives in style.



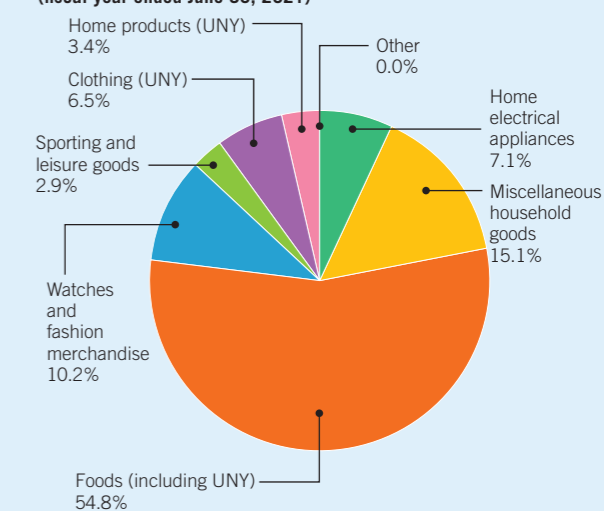
Bistro for U Fresh Deli



This new brand will be launched at Apita Piago stores in the Chukyo and Hokuriku regions in April 2021. Using carefully selected high-quality, fresh ingredients, which is UNY's forte, it will offer salads arranged to be eaten as is, and fruit sandwiches made with plenty of fresh seasonal fruits.



Ratio of sales by original product category to total sales (fiscal year ended June 30, 2021)

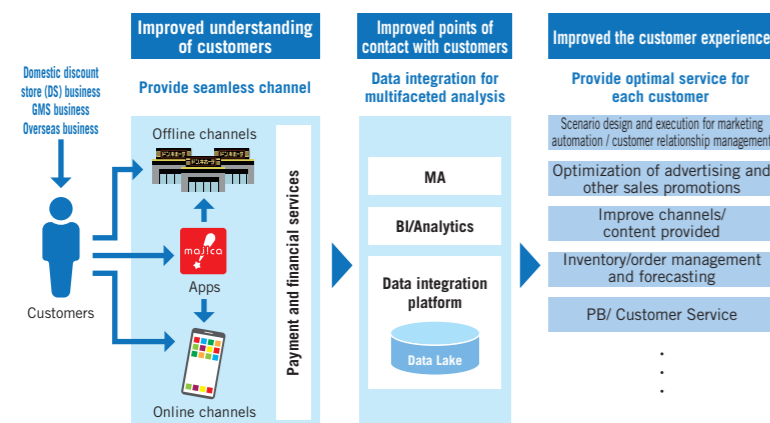
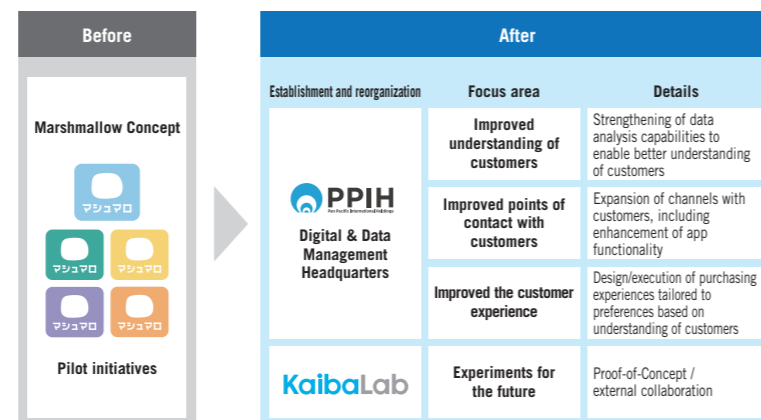


* Scope (data): PB Jonetsu Kakaku and OEM products
Scope (Group companies): Don Quijote Co., Ltd., Nagasaki Co., Ltd., and UNY Co., Ltd.

Using digital tools to evolve the principle of “The Customer Matters Most.” Developing new business opportunities

Full-scale launch of the digital data strategy (implementation phase)

Since 2019, the PPIH Group has implemented the “Marshmallow Concept,” involving various pilot initiatives using digital tools to create store experiences suited to the new era of retailing. With the knowledge we have accumulated from this initiative, we will move into the next phase and promote the digitalization of our business from FY2021. In addition to establishing new specialized organizations and reorganizing existing ones, we will improve our “understanding of customers” through data analysis, “points of contact with customers” using tools such as the majica app, and “customer experience” based on better customer understanding. We will also work with external collaborators to launch new “experiments for the future” in focus areas.



In terms of improving points of contact with customers, if, for example, we enhance payment functions and coupon distribution on the majica app, more people will use the app in offline channels (physical stores). In addition, the ability to purchase products online from the app will expand points of contact with customers. As a result, we will also accumulate customer purchase data through the app. Through multifaceted analysis of large amounts of such purchase data, we will be able to deepen our understanding of customers and provide the optimal customer experience for each individual customer, further evolving the Group's principle of “The Customer Matters Most.”

Evolution of our original “majica” e-money app and data utilization

The majica app, with over 7.5 million members as of September 2021, will evolve into a powerful business driver that will further expand the points of contact with customers for the Group's business. We will review app services where customers tend to pay through offline channels such as e-money, which customers top up and use for in-store payment, coupon distribution, and discount services at the time of payment, and increase the convenience of the app by enhancing product search, in-app product purchases, and media functions.

majica card/UNY majica
Combined credit card and majica



E-money majica app



Five services enabled by the new majica app



The Yasuda Scholarship Foundation

Building bridges with the world The Yasuda Scholarship Foundation's support for international students

Scholarships for students struggling to afford school fees

The Yasuda Scholarship Foundation was established in 2005 by Takao Yasuda, the founder of the PPIH Group, with his own personal assets, in commemoration of the 25th anniversary of the founding of Don Quijote Co., Ltd. (currently the PPIH Group).

The goal of the foundation is to provide scholarships of 100,000 yen per month (1.2 million yen per year / enrolled period) to international students struggling to afford school fees, thereby improving the pool of international students and helping them to become even more valuable human resources, and ultimately contributing to the friendship and goodwill between the home countries of these students and Japan.

Furthermore, students who are highly motivated to study, such as those recommended by the Foundation's designated universities in Japan and abroad, and students who have achieved excellent results in Japanese language competitions, are eligible for support.

We believe that the hosting of international students in Japan and their development as human resources serve as an intellectual contribution to the international community.

Furthermore, we believe that this helps to form human networks, and deepen mutual understanding and friendly relations between Japan and other countries, thus contributing to global peace and stability.

206 scholarship recipients have already graduated and entered the workforce. Each of them has been giving their all and working hard every day as bridges between Japan and their home countries.

The Yasuda Scholarship Foundation will maintain a long-term commitment to fostering capable human resources by providing and expanding schooling support that is truly demanded by the times, in line with the “ability to adapt,” an important part of PPIH's management philosophy, and, consequently, contributing to development, peace, and friendship around the world.



Takao Yasuda
Chairman

Japanese language support for Indonesia

Since 2014, the Yasuda Scholarship Foundation has been supporting students in Indonesia who wish to study in Japan by providing them with scholarships.

Furthermore, in 2020, the foundation also began providing scholarships to students selected from the winners of the Japanese presentation contest for Indonesian high school students (formerly the Japanese speech contest for high school students) if they meet the relevant criteria.



Held online in February 2021

Provision of emergency financial support for Japanese students in need due to COVID-19 pandemic

The Foundation provided emergency support to Japanese students who were unable to work part-time due to the COVID-19 pandemic and were having trouble attending school due to financial difficulties. In FY2020, the Foundation provided temporary scholarships of 50,000 yen per month (total of 300,000 yen for six months) to 86 Japanese students recommended by their universities.



Letters of gratitude from Japanese students who received emergency support

The Yasuda Scholarship Foundation scholars enjoy success in judo and gymnastics

Several Yasuda Scholarship Foundation scholars have been selected for their national teams for judo and gymnastics. Elvismar Nicanor Rodríguez Ruiz represented Venezuela in women's judo. Ian Ignacio Sancho Chinchilla is setting new records for Costa Rica, including earning his country's first victory in judo in the international tournament held in 2021. In men's gymnastics, Carlos Edriel Hollman Yulo represented the Philippines and performed brilliantly in various international competitions, finishing in the upper ranks.



Elvismar Nicanor
Rodríguez Ruiz



Ian Ignacio
Sancho Chinchilla



Carlos Edriel
Hollman Yulo

PPIH KEYWORD

Harawata

The determination to face hardship and succeed in the end no matter what, overcoming various difficult circumstances faced in real life, and the attachment to self-actualization in order to complete the task at hand. The PPIH Group considers “grit” (*harawata* in Japanese) to be indispensable for personal growth.

Discount store business

Don Quijote



Don Quijote is a format of general discount stores based on a concept that combines the three aspects of convenience, discount, and amusement (CV+D+A). The merchandise mix comprises 40,000 to 60,000 items, ranging from foods and everyday household items to clothing, electrical appliances, and brand-name products.

Don Quijote UNY / MEGA Don Quijote UNY



Don Quijote UNY and MEGA Don Quijote UNY are stores converted from Apita and Piago brand general supermarket stores. These stores have won support from customers of all ages by offering a range of food items, an area of specialty for UNY, alongside an assortment of non-food items, a strength of Don Quijote, which has been enhanced through the conversion.

MEGA Don Quijote



MEGA Don Quijote is a format of family-oriented general discount stores based on a concept of showcasing a rich merchandise mix and amazing discounts. The lively and exciting instore atmosphere has won over customers of all ages.

Small-sized store format business



The small-sized store format is a condensed version of the Don Quijote format, designed with a streamlined merchandise mix to cater to demand from smaller commercial zones. Our aim is to create stores that are more tailored to their respective local communities than other store formats and are convenient for the daily routines of customers.

New MEGA Don Quijote



New MEGA Don Quijote is a store format that is smaller in scale than MEGA Don Quijote. At these stores, the ratio of floor space dedicated to fresh foods is less than that of standard MEGA Don Quijote, as these stores place greater emphasis on profitability and efficiency with lineups largely consisting of daily consumables and processed foods.



Apita Power



With a directly managed grocery shopping floor at its core and tenant specialty stores, Apita Power shopping centers offer a broad and attractive selection of clothing, food, housing, services, and amusement. Visiting these next-generation GMS stores is, in and of itself, an enjoyable experience for a wide range of customers.

Piago



Piago general supermarkets serve as daily convenience stores by offering rich lineups of food and other products as well as services that are tailored to their respective regions. We aim to develop comfortable stores that are part of our customers' lives and make everyday shopping an enjoyable experience.

Piago Power



Piago Power has been restructured around clothing, food and household essentials, adding several new specialty mass retailers. As a format of next-generation supermarket stores, Piago Power offers a powered-up product selection and discount prices with a focus on providing a fun shopping experience.

Power Super Piago



Power Super Piago is UNY's first super-center-style discount store format, where customers can find all their daily essentials in one place. The store concept is to always provide customers with a clear sense of value for money, and every effort is made to ensure both an excellent product selection and low prices.

Piago La: Foods Core



Piago La: Foods Core is an urban, compact-size supermarket store format offering ingredients that satisfy modern consumers' high standards. These stores propose new lifestyles involving food that suit the needs of the local community.

U-Store



U-Store is a format of mass food retail stores that offers customers a lineup combining UNY's strength in fresh and high-quality fruits and vegetables, seafood, meat and deli products, and Don Quijote's strength in grocery products, at discount prices.

General merchandise store business

Walk



Walk is a format of shopping malls that combines a wide range of specialty store sections and entertainment. Walk shopping malls invite tenants that fit the latest trends, for example in fashion, lifestyle and dining, and contribute to their communities by promoting community exchange and revitalization.

Raspa



Raspa is a format of mini shopping malls featuring a wide range of specialty stores. Raspa Mitake has been renovated and reborn as a next-generation mini mall with an ambience that combines the character of directly operated stores and tenant-operated specialty stores.

Apita



Based on the concept of "stylish, fun, and fresh," Apita is a brand of general supermarkets designed to enrich the lives of customers across a large commercial zone. The merchandise mix of these stores comprises 50,000 to 80,000 items, including foods, everyday household items, clothing, and household-related products.

Store concepts

Store type	Sales floor area	Number of items	Product mix characteristics	Main target clientele
Don Quijote	1,000m ² ~3,000m ²	40,000~60,000	Amusement & novelty store	Single customers and more
MEGA Don Quijote	8,000m ² ~10,000m ²	60,000~100,000	Clothing, food, and household essentials Mainly food items and everyday household items	Homemakers, families, and more
New MEGA Don Quijote	3,000m ² ~5,000m ²	40,000~80,000	Clothing, food, and household essentials Mainly food (limited fresh food) items and everyday household items	Homemakers, families, and more
Don Quijote UNY / MEGA Don Quijote UNY	4,000m ² ~5,000m ² 5,000m ² ~13,000m ²	50,000~60,000 70,000~100,000	Clothing, food, and household essentials Mainly food items and everyday household items	Homemakers, families, and more
Small-sized store format business	300m ² ~1,000m ²	10,000~20,000	Emphasis on specialty products (medicine & convenience stores & mini-grocery)	Single customers and more
Apita / Apita Power (Some of the Apita stores are core stores of Walk and Raspa, which are mall-style shopping centers)	6,000m ² ~15,000m ²	50,000~80,000	Clothing, food and household items in general	Homemakers, families, and senior citizens
Piago / Piago Power Power Super Piago	1,500m ² ~8,000m ²	20,000~65,000	Food products & clothing and home goods	Homemakers, families, and senior citizens
Piago La: Foods Core	1,000m ² ~3,000m ²	8,000~10,000	Food items and everyday household items	Homemakers, senior citizens
U-Store	1,200m ² ~1,600m ²	13,000~20,000	Food items	Homemakers, families, senior citizens and single people

Overseas retail operations

DON DON DONKI



DON DON DONKI offers customers made-in-Japan and made-for-Japan products based on the concept of a Japan-brand specialty store, and is promoting Japanese food and culture from an ever-growing number of stores in the Pan-Pacific region.

TOKYO CENTRAL



TOKYO CENTRAL is a format of “food entertainment” stores in California mainly offering delicious and authentic Japanese ready-made meals such as buffet menus, prepared foods, sushi, boxed lunches, baked goods, and more, at reasonable prices. Customers can feel as if they are in modern-day Tokyo while shopping in these entertaining stores.

MARUKAI



MARUKAI stores are Japanese food supermarkets located on the West Coast of the United States. These stores sell a wide variety of affordably priced Japanese vegetables, processed foods, seasonings, fish, other fresh foods, sushi, boxed lunches, and prepared foods. Other offerings at these community-loved stores include Japanese sake and cosmetics.

Don Quijote (USA)



Don Quijote USA has three stores on the Hawaiian island of Oahu. With wide aisles that can be comfortably navigated with a shopping cart, as well as a 4-meter-high ceiling, these spacious stores offer an enjoyable shopping experience that is unique to Don Quijote and full of surprises. With in-store environments that can't be found anywhere else in Hawaii, these stores are loved by locals.

Times



Times is a brand of stores long beloved by residents of Hawaii. At these stores, customers can find everything they need in their daily lives, with an emphasis on food items such as fresh vegetables and fish procured locally.

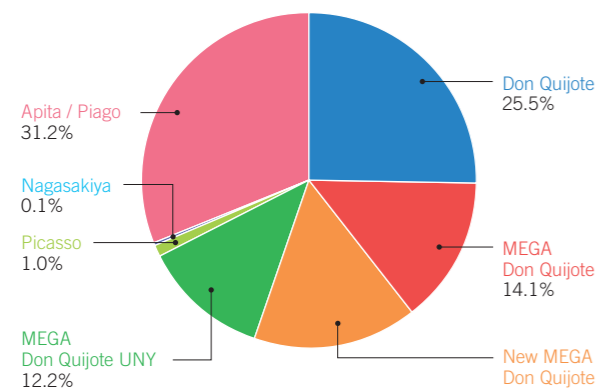
Gelson's



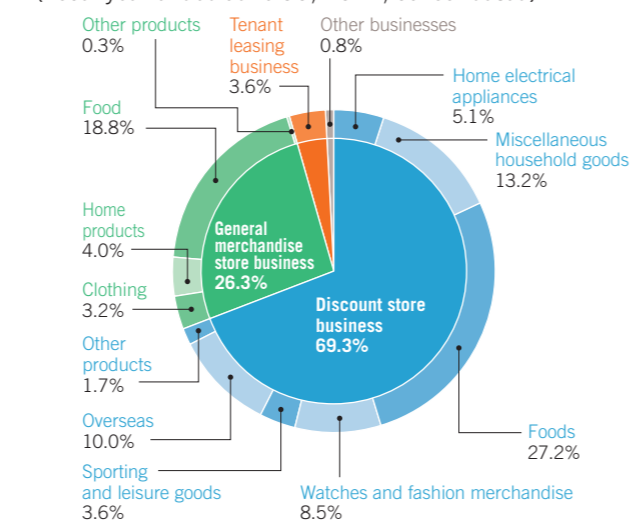
With 27 stores across California, Gelson's is a premium supermarket chain that enjoys a high level of brand recognition, as well as strong loyalty among wealthier customers, in the United States.

Overview of the domestic retail sector

Ratio of sales by store format to total sales (fiscal year ended June 30, 2021; domestic)



Ratio of sales by product category to total sales (fiscal year ended June 30, 2021; consolidated)



Continuing to be the store of choice for customers in every era

The PPIH Group is contributing to the realization of a sustainable society through our core business activities as a comprehensive retailer, based on our unchanging corporate principle of “The Customer Matters Most.” In addition, in our social contribution activities, we engage in activities that focus on creating a society where children, who will shape the future, can lead healthy lives. We also promote activities that meet the needs of local communities through community-based individual store management.

Sustainable management of the PPIH Group

Realizing a decarbonized society

Lower CO₂ emission volume

In order to reduce CO₂ emissions through our business activities, the PPIH Group has introduced solar power generation at some of our stores to verify the efficacy of renewable energy as a future energy source. In addition, in order to reduce the environmental impact of store operations, we have introduced “energy-saving equipment” for more efficiently operating store air-conditioners and refrigerator/freezer cases, and are working to reduce CO₂ emissions.



As of June 2021, solar panels have been installed in 12 stores. In FY2022, we plan to install solar panels at five additional stores (Photo: MEGA Don Quijote Kofu store)

Reduce use of containers and packaging and use resources effectively

The PPIH Group has installed recycling boxes in stores and is working to recycle containers and packaging. In addition to collecting plastic containers and packaging, UNY donates the proceeds from the sale of collected PET bottle caps to the Japan Committee, Vaccines for the World's Children (JCV). Furthermore, some MEGA Don Quijote stores collect used paper-based materials such as cardboard and give them one majica point per kilogram in return.

* PPIH Group's original e-money service



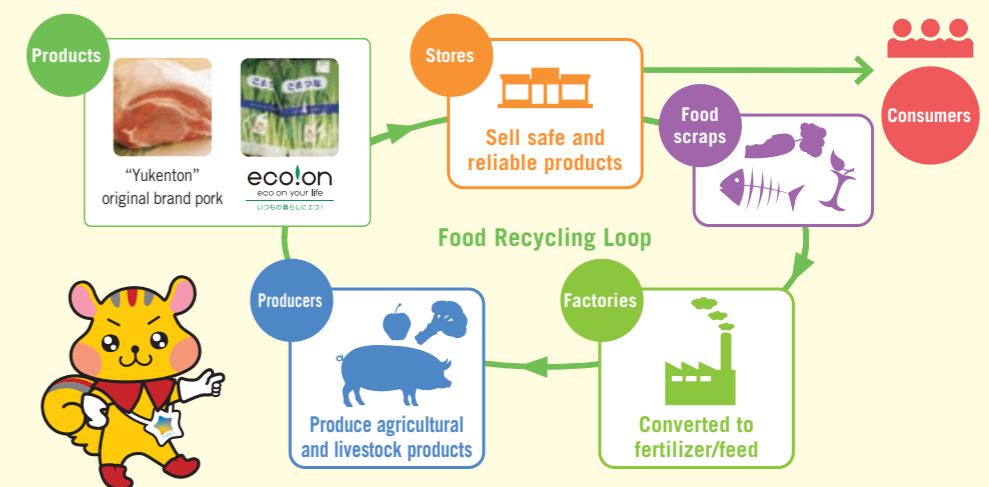
All UNY stores collect used containers and packaging and recycle them



Used paper recycling station at the MEGA Don Quijote Ise Ueji

Reduce food waste and strengthen recycling

UNY is implementing a “food recycling loop” in which food scraps generated at each store are used as fertilizer and feed for circular agriculture in local communities, and the agricultural and livestock products produced there are sold at the stores. Among the products produced through the “food recycling loop” are vegetables certified as “eco!on” environmentally friendly PB products, “Yukenton,” an original brand of agricultural and livestock products, and “Kirara” eggs. By implementing this initiative in all stores, we aim to achieve a 90% recycling rate by 2023.



Strengthening the promotion of women's participation

Launch of the Diversity Management Committee

The Source (Genryu), the compilation of the PPIH Group's corporate ideals, states that we are a company that accepts diversity. In order to realize this corporate ideal, the PPIH Group has established the Diversity Management Committee as an organization under the direct supervision of the CEO.

The Committee is chaired by Hitomi Ninomiya, the first female director at PPIH. It will strongly promote the creation of an environment in which women can play an active role in a variety of duties, including executive positions at Group companies. In addition, it will actively work to promote diversity in a wide range of areas, including support for LGBTQ employees, promotion of senior employees and non-Japanese employees, and promotion of employment of people with disabilities, thereby further enhancing our corporate value as a global company reaching out to the world.



Head of Diversity Management Committee
Head of Creative Headquarters
Head of Corporate Philosophy Promotion Headquarters
Director & Executive Officer

Hitomi Ninomiya



Support for women's career development and training by the Committee

Diversity management training for over 500 managers

In July 2021, diversity management training was held for more than 500 managers of the Group, with the aim of fostering understanding for, and facilitating, the promotion of women's participation. During the training, all participants underwent an "unconscious bias" check and learned the importance of being aware of unconscious bias against women and practicing management from an objective perspective.



"RISE!100," a training project aimed at producing 100 female store managers.

We are working to achieve a 30% ratio of female managers by the end of March 2023. The "RISE!100" training project was launched in April 2021 with the aim of increasing the ratio of female managers. Female employees nominate themselves or are nominated by others for participation in the initiative and, after completing 19 training courses and assignments, are designated as candidates to become future store managers. In the first round, 86 female employees participated in the project, and several have already been appointed as store managers.

Ratio of female managers

June 2021
9.9%



End of March 2023
30.0%



Diversity management (DM) certification to promote understanding of diversity

In September 2021, we launched DM certification as a new measure for full-time and contract employees throughout the Group. It provides opportunities to learn about ways to foster better understanding of, and promote, diversity with three types of web-based certification tests: women's participation promotion certification, Iku Boss^{*1} certification, and LGBTQ+^{*2} certification.

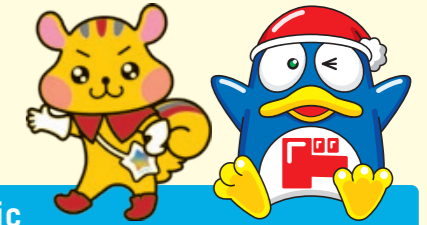


Three types of badges given to those who pass DM certification

^{*1} Iku Bosses are bosses (executives and managers) who support the careers and work-life balance of their subordinates and enjoy their own work and personal lives while producing results for the organization.

^{*2} LGBTQ+ is an acronym for lesbian, gay, bisexual, transgender, and questioning/queer people who are sexual minorities, etc. The "+" refers to identities that do not fall into any of the above categories.

PPIH Group's Social contribution activities



Social contribution activities during the COVID-19 pandemic

Support activities for local facilities and medical personnel

In the wake of the COVID-19 pandemic, a total of 33 PPIH Group stores consulted with local governments, schools, and medical institutions in various regions, and donated necessary supplies to a total of 66 local governments and facilities, including hygiene products such as alcohol-based sanitizer hand gel, food for families in need, and food that can be easily consumed by frontline medical personnel fighting COVID-19. We will continue to make social contributions while flexibly responding to the changing times and environment.



Donation of necessary supplies to medical institutions near our stores

Support for local businesses and welfare facilities

We collaborated with local companies (restaurants) whose sales had declined due to the COVID-19 pandemic, and welfare facilities, and created opportunities for them to provide goods inside or by the entrance to our stores. Leveraging the characteristics of community-based stores, we are contributing to the revitalization of various areas in cooperation with local governments and local residents.



Selling boxed lunches from nearby restaurants at Don Quijote stores



Selling handmade products from facilities for people with disabilities at the MEGA Don Quijote Ise Ueji

Overview of our social contribution activities

Activities to foster and support the next generation

The Group helps children, who will shape the future, lead healthy lives. We facilitate hands-on experiences and workplace tours for elementary, junior high, and high school students at our stores, hold on-site environmental lectures at schools and children's centers, and support the National Children's Essay Contest on Disaster Prevention, which promotes disaster prevention education. We also promote sports by supporting tournaments organized by the Japan Wrestling Federation. In addition, internationally, we support the Japanese Language Presentation Contest for Indonesian High School Students and the Japanese Language Essay Contest for Chinese Students.



Workplace tours to learn about the fun of business, such as the creativity that goes into unique displays and POP advertisements and the importance of customer service



Visiting schools and holding lessons on environmental issues under the theme of "Earth-friendly shopping"

Community-based social contributions and fund-raising activities

Every year, UNY participates in the Redesign Project, in which students come up with products that can be made at local facilities for people with disabilities using unused materials from local industries, and sell them in stores. In addition, we set up donation boxes for guide dogs at PPIH Group stores to support people with visual disabilities. We also engage in other activities that can be conducted from our stores, in collaboration with our customers, such as support activities for disaster-affected areas.



Providing space at UNY stores for the sale of products from the Redesign Project to promote ethical consumption and support the independence of people with disabilities

Distribution division



Company Name	Japan Asset Marketing Co., Ltd.
President	President Kazuma Hirata
Business	Tenant leasing, real estate management, facility maintenance and security management
Head Office	4-14-1 Kitakasai Edogawa-ku, Tokyo 134-0081
Home Page	https://www.jasset.co.jp/en/

日本商業施設

Japan Commercial Establishment

Company Name	Japan Commercial Establishment Co., Ltd.
President	President Kazuma Hirata
Business	Leasing space management
Head Office	4-14-1 Kitakasai Edogawa-ku, Tokyo 134-0081
Home Page	https://www.j-ce.co.jp

サン総合メンテナンス

Company Name	Sun Sougou Maintenance Co., Ltd.
President	President Tsuyoshi Matsumoto
Business	Comprehensive maintenance service
Head Office	1 Amaikegotanda-cho, Inazawa-shi, Aich 492-8680
Home Page	https://www.sunsogo.co.jp

株式会社サンリフォーム

SUN REFORM

Company Name	SUNREFORM Co., Ltd.
President	President Takeshi Hattori
Business	Renovation service, Repairing service
Head Office	1 Amaikegotanda-cho, Inazawa-shi, Aich 492-8680
Home Page	https://www.sun-reform.jp

Advertising and promotion division



株式会社リアリット

Company Name	REALIT Co., Ltd.
President	President Keiji Hayakawa
Business	Internet service business
Head Office	Kanda Yasukuni-dori Bldg. 5F, 3-3, Kanda Ogawa-cho, Chiyoda-ku, Tokyo 101-0052
Home Page	https://www.realit.co.jp

Outsourcing division



Company Name	MY SUPPORT Co., Ltd.
President	President Mitsuru Haginoshita
Business	Stuffing service, Contracting business, Job introduction service
Head Office	1 Amaikegotanda-cho, Inazawa-shi, Aichi 492-8680
Home Page	https://www.mysupport-inc.jp

Other Overseas Offices

Pan Pacific International Trading Co., Ltd.

Business	Overseas import and export, product inspection, quality control, production control, product planning, and information disclosure
Shanghai Head Office	Rm 630, Kuaiyimingshang Bldg., No. 555 Wuding Rd., Jingan Dist., Shanghai, 200040
Guangzhou Branch Office	Rm 1906, No. 11 Yunying Street, Shingang Middle Rd., Haizhu Dist., Guangzhou, 510310
Yiwu Branch Office	Rm 1115, Jinfuyuan Bldg. A, No. 800 North Chouzhou Rd., Yiwu, Zhejiang Province 322000

Financial services division

PPI Financial service

Company Name	Pan Pacific International Financial Service Corporation
President	President Kotaro Iwabuchi Representative Director COO Takayuki Kitamura
Business	General management of group financial companies, customer information management, provision of financial services, e-money business, sales promotion services using mobile terminals, etc., and other businesses
Head Office	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
Home Page	https://www.ppif.co.jp/



UCS

Company Name	UCS Co., Ltd.
President	President Hideki Goto
Business	Credit card service (shopping, financing), Digital cash service, Insurance agency service, and others (lease, traveling, etc.)
Head Office	1 Amaikegotanda-cho, Inazawa-shi, Aich 492-8686
Home Page	https://www.ucscard.co.jp

Services division



Company Name	Airline Hotel Co., Ltd.
President	President and Representative Director, Kazuma Hirata
Business	Accommodation Restaurant
Head Office	3-10-19 Tachibanadorinishi, Miyazaki City, Miyazaki 880-0001
Home Page	https://www.airlinehotel.jp

Operation Shared Services Co., Ltd.

Company Name	Operation Shared Services Co., Ltd.
President	President Toyokazu Shikaya
Business	General affairs, Asset management, Procurement, etc.
Head Office	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042

Digital division

KaibaLab

Company Name	KaibaLab Corporation
President	President Masaki Takeda
Business	Research and proposal regarding the use of technology in the retail field, information-related services, etc.
Head Office	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
Home Page	https://www.kaibalab.com

Pan Pacific International Trading Co., Ltd. Bangkok Representative Office

Business	Product inspection, quality control, production control, product planning, and information disclosure
Head Office	No.107 Donki Mall Thonglor, Soi Sukhumvit 63, Klongton neau, Wattana, Bangkok, 10110 Thailand



Company overview



Company Name	Pan Pacific International Holdings Corporation (PPIH)	Head Office	2-19-10 Aobadai Meguro-ku,Tokyo 153-0042
Representatives	President & CEO, Representative Director Naoki Yoshida	Paid-in Capital	23,153 million yen (As of December 31, 2021)
Business	Corporate planning for and management of Group companies through the holding of shares in such companies, contracted administrative operation of subsidiaries, and real estate management		
Number of Employees	2,057 (Consolidated: 16,838) (As of June 30, 2021)		
Home Page	https://ppih.co.jp/en/		

The Founder

Takao Yasuda (Founding Chairman and Supreme Advisor of the Company)

Board of Directors and Executive Officers (As of October 1, 2021)

Director			
President & CEO Representative Director Naoki Yoshida		Director (non-standing) Takao Yasuda	
Director Kazuhiro Matsumoto Kenji Sekiguchi Seiji Shintani Hideki Moriya Yuji Ishii Keita Shimizu Hitomi Ninomiya		Outside Director (Audit & Supervisory Committee Member) Yukihiko Inoue Yasunori Yoshimura Tomiaki Fukuda Jumpei Nishitani	
Director (Standing Audit & Supervisory Committee Member) Akio Ariga		Outside Director Isao Kubo	

Executive Officer			
Naoki Yoshida President & CEO Representative Director	Ken Sakakibara Co-Chief Merchandising Officer (Co-CMO) Senior Executive Officer	Keita Shimizu Chief Financial Officer (CFO) Director, Executive Officer	Yoshihiro Imai Executive Officer and Head of Foods Merchandising, UNY Co., Ltd. Executive Officer
Kazuhiro Matsumoto Chief Merchandising Officer (Global) Head of Overseas Business Director, Senior Managing Executive Officer	Mikihira Katagiri Representative Director & President of UNY Co., Ltd. Director of Don Quijote Co., Ltd. Senior Executive Officer	Nobuharu Ohashi Director of Don Quijote Co., Ltd. Executive Officer	Hideharu Watanabe Executive Officer and Deputy Head of Corporate Sales, UNY Co.,Ltd. Executive Officer
Kenji Sekiguchi Head of GMS Business Director, Senior Managing Executive Officer	Kousuke Suzuki Representative Director & Vice President of UD Retail Co., Ltd. Director of Don Quijote Co., Ltd. Senior Executive Officer	Shinichiro Akagi Co-Head of ANSWER MAN Headquarters Executive Officer	Toyokazu Shikaya Head of Personnel and Labor Headquarters Executive Officer
Seiji Shintani Chief Strategy Officer (CSO) Director, Senior Managing Executive Officer	Kazuma Hirata Co-Head of ANSWER MAN Headquarters Head of Tenant Leasing Business Senior Executive Officer	Hitomi Ninomiya Head of Diversity Management Committee Head of Creative Headquarters Head of Corporate Philosophy Promotion Headquarters Director, Executive Officer	Hideki Goto President of UCS Co., Ltd. Executive Officer
Mitsuyoshi Takeuchi Head of Hong Kong and Taiwan (Macau) Business Managing Executive Officer	Toshiya Hatsuyama Co-Chief Merchandising Officer (Co-CMO) Senior Executive Officer	Keiji Hayakawa Head of Risk Management and Human Resources Executive Officer	Yuji Kozawa Secretary General of Ringi Deliberation Committee Executive Officer
Satoshi Machida Head of Singapore and Malaysia Business Managing Executive Officer	Tetsuya Karube Chief Marketing & Integration Officer (CMIO) Senior Executive Officer	Tetsuro Baba Head of Product/Inventory Activation Headquarters Head of Fujiya Shoji Co., Ltd. Executive Officer	Kazuhiro Watanabe Head of Overseas Operations MD Support Headquarters Executive Officer
Hideki Moriya Head of Management Strategy Headquarters Director General of Executive Committee Director, Managing Executive Officer	Tetsuji Maruyama Co-Chief Merchandising Officer (Co-CMO) Senior Executive Officer	Takayuki Hyuga Head of Legal Headquarters Executive Officer	Takeshi Moritani Head of PB Business Strategy Headquarters Executive Officer
Yuji Ishi Chief Administrative Officer (CAO) Director, Managing Executive Officer		Shuichi Takeuchi Director, Executive Officer and Head of Omnichannel Promotion, UNY Co., Ltd. Executive Officer	Takuma Kono Director, Executive Officer and Head of Corporate Sales, UNY Co., Ltd. Executive Officer
		Yoshihiro Habata Director, Executive Officer of UNY Co., Ltd. Head of Tenant Leasing Business Executive Officer	Ryuichi Kimura Executive Officer and Head of Corporate Sales Headquarters' Office of UNY Co., Ltd. Executive Officer
		Yosuke Shimanuki Head of Thailand Business Executive Officer	Hideki Watanabe Executive Officer and Deputy Head of Corporate Sales Sales Headquarters' Office of UNY Co., Ltd. Executive Officer
			Koji Hirata Head of Business Promotion Headquarters Executive Officer

Domestic retail division, etc.

Don Quijote

Company Name	Don Quijote Co., Ltd.
President	President Naoki Yoshida
Business	Selling home electrical appliances, miscellaneous household goods, food, watches and fashion-related merchandise, sporting goods and leisure products and other items by the concept of "great convenience and discount stores"
Head Office	2-19-10 Aobadai Meguro-ku,Tokyo 153-0042
Home Page	https://www.donki.com/en/



Company Name	UNY Co., Ltd.
President	President Kenji Sekiguchi
Business	General merchandise store handling food, clothing, shelter and leisure
Head Office	1 Amaikegotanda-cho, Inazawa-shi, Aichi 492-8680
Home Page	https://www.uny.co.jp

UDリテール

Company Name	UD Retail Co., Ltd.
President	President Mikihira Katagiri
Business	Administration of discount general merchandise stores whose business type was changed (double-name stores between Don Quijote and UNY)
Head Office	2-18 Irie Kanagawa-ku Yokohama-shi Kanagawa 221-0014
Home Page	https://www.donki.com/uny/

Nagasakiya

Company Name	Nagasakiya Co., Ltd.
President	President Shinichiro Akagi
Business	General Merchandise Store Operation
Head Office	2-19-10 Aobadai Meguro-ku,Tokyo 153-0042
Home Page	https://www.nagasakiya.co.jp

橘百貨店

Company Name	Tachibana Departmentstore Co., Ltd.
President	President Kazuma Hirata
Business	General retailer established in 1952 that operates the Miyazaki Nanairo (formerly Bonbelta Tachibana) commercial complex, where the MEGA Don Quijote Miyazaki Tachibana Street branch is a core store
Head Office	3-10-32 Tachibanadorinishi, Miyazaki-shi, Miyazaki 880-8586

Overseas retail division



Company Name	Pan Pacific Strategy Institute Pte. Ltd.
President	Chairman & CEO Takao Yasuda
Business	Management of overseas operating companies and related activities
Head Office	12 Marina Boulevard, #34-03 Marina Bay Financial Centre Tower 3 018982 Singapore

PPRM (Singapore)

Company Name	Pan Pacific Retail Management (Singapore) Pte. Ltd.
President	President & CEO Satoshi Machida
Business	Operation of DON DON DONKI stores in Singapore
Head Office	12 Marina Boulevard, #34-03 Marina Bay Financial Centre Tower 3 018982 Singapore
Home Page	https://www.dondondonki.com/sg/

PPRM (Hong Kong)

Company Name	Pan Pacific Retail Management (Hong Kong) Co., Ltd.
President	President Mitsuyoshi Takeuchi
Business	Operation of DON DON DONKI stores in Hong Kong
Head Office	Unit 2107, 21F, Mira Place Tower A, 132 Nathan Road, Tsim Sha Tsui, Kowloon, Hong Kong
Home Page	https://www.dondondonki.com/hk/

PPRM (Malaysia)

Company Name	Pan Pacific Retail Management (Malaysia) Sdn. Bhd.
President	President Satoshi Machida
Business	Operation of specialist stores in Malaysia
Head Office	R7, Level5, Annexe Block, Lot 10 Shopping Centre, 50, Jalan Sultan Ismail, 50250, Kuala Lumpur
Home Page	https://www.dondondonki.com/my/

Macau PRRM

Company Name	MACAU PACIFIC RIM RETAIL MANAGEMENT CO., LTD.
President	President Mitsuyoshi Takeuchi
Business	Operation of DON DON DONKI stores in Macau
Head Office	EM MACAU, AVENIDA DA PRAIA GRANDE N 371,KENG OU A16, B16
Home Page	https://www.dondondonki.com/mo/

DONKI (Thailand)

Company Name	DONKI Thailand Co., Ltd.
President	President Yosuke Shimanuki
Business	Operation of DON DON DONKI stores in Thailand
Head Office	No. 107 DONKI Mall Thonglor Floor no. 5, Room no. 501,Soi Sukhumvit 63 (Ekamai), Klongton Neau, Wattana, Bangkok Thailand
Home Page	https://www.dondondonki.com/th/

Taiwan PPRM

Company Name	Taiwan Pan Pacific Retail Management Co., Ltd.
President	President Mitsuyoshi Takeuchi
Business	Operation of DON DON DONKI stores in Taiwan
Head Office	7F.-6, NO. 51, HENGYANG RD., ZHONGZHENG DIST., TAIPEI CITY 100,TAIWAN (R.O.C.)
Home Page	https://www.dondondonki.com/tw/

Don Quijote (USA)

Company Name	Don Quijote (USA) Co., Ltd.
President	President Kazuhiro Matsumoto
Business	Supermarket chain store in Hawaii
Head Office	801 Kaheka St. Honolulu, Hawaii (USA)
Home Page	https://www.donki.com/store/shop_list.php?pref=49

Gelson's Markets

Company Name	Gelson's Markets
President	President Robert McDougall
Business	Premium supermarket
Head Office	16400 Ventura Boulevard Suite 240 Encino, CA 91436-2123 USA
Home Page	https://www.gelsons.com

QSI

Company Name	QSI, Inc.
President	President Kazuhiro Matsumoto
Business	Supermarket operations in Hawaii
Head Office	3375 Koapaka Street, Honolulu, HI 96819
Home Page	https://www.timessupermarkets.com

MARUKAI CORPORATION

Company Name	MARUKAI CORPORATION
President	President Koichi Toyo
Business	Super Market (sales of groceries and household items) and product development of food and household items, import, and sales.
Head Office	1740 WEST ARTESIA BLVD. GARDENA, CA 90248
Home Page	https://marukai.com/ https://tokyocentral.com

MARUKAI HAWAII

Company Name	MARUKAI HAWAII Co., Ltd.
President	President Kazuhiro Matsumoto
Business	Operation of supermarkets specializing mainly in Japanese foods in Hawaii, USA
Head Office	2310 Kamehameha HWY Honolulu, HI 96819 USA
Home Page	http://www.marukaihawaii.com

Distribution division



Company Name	Pan Pacific International Trading Co., Ltd.
President	President Toshimasa Nakamura
Business	Product development, procurement, and production control overseas; procurement of products for overseas markets; exports to Group companies; etc.
Head Office	2-19-10 Aobadai Meguro-ku,Tokyo 153-0042
Home Page	https://www.ppit.co.jp/en/



Company Name	Fujiya Shoji Co., Ltd.
President	President Shingo Miyake
Business	General wholesale, Logistic
Head Office	2-19-10 Aobadai Meguro-ku,Tokyo 153-0042