

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/sustainability/>

#### Contributing to the SDGs

Through its corporate activities, the PPIH Group is extensively involved in efforts to achieve the 17 Sustainable Development Goals (SDGs). In particular, we believe that, by addressing the PPIH Group's key issues (materiality), we are meeting stakeholders' expectations and contributing to achieving the SDGs. We will therefore continue to make active efforts to resolve these key issues.



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**DON DON:  
DONKI**



**ドン.キホーテ**



**Corporate Profile**



*Gelson's*

**TOKYO CENTRAL**  
Specialty Market



**UNY**

**APITA**



**驚安の殿堂  
MEGA  
ドン.キホーテ**

Pan Pacific International Holdings Corporation

# Our resilience drives 34 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 34 consecutive years. Our aim is to be a visionary company that flexibly adapts our existing business to drastic changes in society in order to realize the principle of “The Customer Matters Most” and to constantly seek profits.

## Consolidated net sales

**¥1,936.8 billion**

## Operating profit

**¥105.3 billion**

Exceeded 100 billion yen for the first time ever

## Number of purchasing customers

**663.92 million**

## Number of products purchased

**5,242,120,000 items**

## Number of Group stores

**718 stores**

## Number of Group employees

**17,107**

## History of continuous innovation and change

**1978**  
Establishment of Dorobo Ichiba, the origin of the PPIH Group



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

**FY1989**  
Opened first Don Quijote store in Fuchu, Tokyo



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

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



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

**FY2002**  
Commenced nationwide expansion



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

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

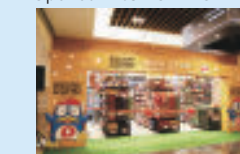


**FY2008**  
Rebuilt general merchandise store (GMS) business  
Acquired Nagasakiya Co., Ltd., as a consolidated subsidiary

**FY2010**  
Launched the private brand JONETZ



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



**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



**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

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



**FY2021**  
Launched PPIC  
Rebranded JONETZ

**FY2022**  
Developing new, next-generation business formats  
Kirakira Donki, Cosme Donki (specializing in cosmetics), Kyokara Donki (specializing in spicy foods), Sen Sen Sushi, Tomita Seimai, etc.  
Launched the medium-to-long term management plan “Visionary 2025/2030”

**FY2023**  
Operating profit exceeded 100 billion yen for the first time

Continued to grow as a profitable retail company and achieved an operating profit margin of over 5% for the first time in five fiscal years

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

10,000

5,000

0

**34 consecutive years  
of increased sales and profits**



# PPIH's core values: The Source (Genryu)

The Source is a collection of corporate philosophies that documents the ideas and thoughts of founder Takao Yasuda. It presents guidelines for behavior that all employees and directors of the PPIH Group should follow, and embodies our pride and reason for existence.



The Business Concept  
"The Source"

Pan Pacific International Holdings (PPIH), formerly known as Don Quijote, is an international group of companies that aims, through its engagement in the business of distribution, to leave our customers feeling delighted and inspired, and to make society better. We strive constantly to give our customers the greatest possible satisfaction by offering them the things they want in the manner in which they want them, thus stimulating consumption and expanding domestic demand, and make every effort to contribute to local and national cultures and economies. (Referenced from The Source)

## 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.



**Takao Yasuda**  
Founding Chairman and  
Supreme Advisor of the  
Company

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

The predecessor of the PPIH Group was a single, 60 m<sup>2</sup> general merchandise store called Dorobo Ichiba, established in 1978 in Suginami-ku, Tokyo by Group founder Yasuda. This enterprise began with no retail experience, no ingrained expertise, and no established network. With convenience stores open only until 11 pm, 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 × 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 spontaneous 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. 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."

### Respect for diversity stipulated in "The Source"

## PPIH Group's promotion of diversity

The PPIH Group states in its corporate philosophy collection "The Source" that it recognizes and respects all forms of diversity. We do not discriminate on the basis of race, nationality, gender, age, religion, disability, LGBTQ+ (sexual orientation and gender identity), or any other reason, and we show respect from each others' perspectives at all times. (PPIH Group Diversity Policy\* established in January 2023)

Amid changes in the business environment as well as diversification of customers' sense of values, it is essential to build a diversity-oriented organization where diverse human resources can work together and play active roles equally in order to continue to be chosen by our customers.

Human resources are indispensable for the Company's growth. In order for them to create new value from various perspectives and for the Company itself to evolve flexibly, we are providing opportunities for each employee to take on challenges and play active roles, as well as developing learning opportunities and an internal environment that lead to employee growth.



→ See "Promotion of Diversity" on pages 26-27.

\* PPIH Group Diversity Policy  
[https://ppih.co.jp/en/sustainability/basic\\_policy/diversity\\_policy/](https://ppih.co.jp/en/sustainability/basic_policy/diversity_policy/)



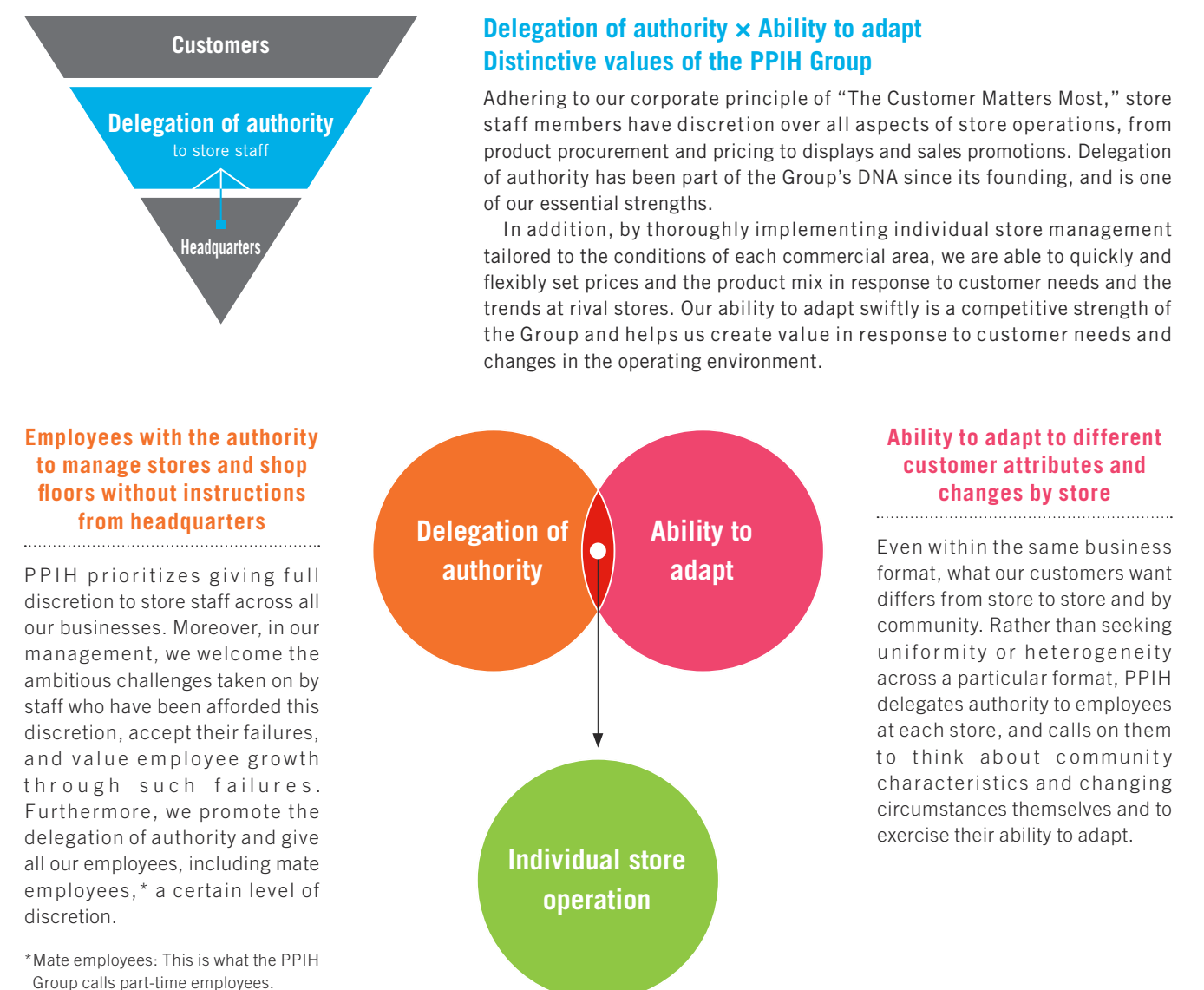
# PPIH offers novel amazement, exciting fun, quality, convenience, safety, and security with a variety of business formats.

In our domestic business, the PPIH Group has been promoting “business portfolio management” with a variety of business formats, store locations, and store sizes. 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. We are also developing new formats adapted to changes in society and regional needs.



# What exactly is individual store operation, a PPIH strength whereby employees have the authority to create shop floors and adapt stores to changes?

The PPIH Group doesn't just diversify risk by developing a variety of formats based on business portfolio management. Another strength we have is our practice of individual store operation for every store in a particular format. That means, rather than being controlled by the headquarters, every store and every employee adapts and optimizes themselves to changes in society and regional characteristics. This also allows us to generate completely new knowhow. Individual store operation is founded on the growth and mindset of every single employee, fostered by the delegation of authority.





## Leveraging our “ability to adapt” and “strength in human resources” as we adhere to the principle of “The Customer Matters Most”

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



PPIH is a global company that is driven by its retail business and has recorded 34 consecutive fiscal years of sales and profit growth since the opening of the first Don Quijote store 34 years ago.

A wide range of factors have allowed us to achieve this track record and these results. The biggest, however, is PPIH’s unique “ability to adapt,” underpinned by our “strength in human resources.”

### Growing by swiftly adapting to market changes

In light of rapid changes in society, we face extremely difficult circumstances, such as increased selling, general, and administrative (SG&A) costs and high procurement costs resulting from rising resource prices. At the same time, however, we also view these changes as an opportunity. That is because it is PPIH’s mission, as a company, to grow through “the business of adapting,” that is to say, by adapting to changes among the world’s consumers and our customers. To date, we have demonstrated our ability to swiftly adapt to any market changes, and our 34 consecutive fiscal years of sales and profit growth are a testament to that.

### A “profitable” retail company that is also “inflation-proof”

Furthermore, in the previous fiscal year (ended June 2023), we surpassed 100 billion yen in operating profit for the first time, thereby restoring our operating profit margin to the 5% level. This, again, is the result of us adapting to changes and our efforts to improve our profit structure over several years, and I believe we were once more able to demonstrate our company’s “earning power.”

For the fiscal year ending June 2024, we aim to maintain our operating profit margin at the 5% level. It has been said that PPIH is “deflation-proof,” but I want to demonstrate, in our own way, that we are a profitable retail company that is also “inflation-proof.”

### Turning adversity into opportunity through our frontline staff’s ability to get things done

It has been four years since I was appointed CEO in 2019. In that time, our continued sales and profit growth, despite dramatic changes in the business environment, would not have been possible without our frontline staff’s ability to

“take on numerous challenges with a sense of speed” and to get things done, and I am reminded that the PPIH Group’s greatest strength lies in our human resources.

Central to our human resource strategy is the question of which stage and role would allow each person to achieve their optimal performance. We have implemented unique measures to enhance employee satisfaction and motivation, including establishing a fair and competitive environment that is open to all regardless of their job history or position, as well as affording everyone substantial discretion through the delegation of authority. Such practices to develop our human resources and shape our organization have been passed down over the years and have become ingrained in our corporate culture, and I believe they are an important factor behind our continued ability to grow by adapting to change and the source of our edge over other companies.

Because we have such a talented workforce, I believe our stakeholders can rest assured that PPIH is not a company whose growth hinges on the strength of personality of its management team.

### Setting bold goals and constantly taking on new challenges

PPIH is striving to implement Visionary 2025/2030, our medium-to-long term management plan, aiming to achieve 120 billion yen in operating profit in 2025 and 200 billion yen in 2030. However, those are merely milestones in our greater journey. If you were to liken our company’s journey to climbing a mountain and ask our founder which stage we are at now, with 1 being the base and 10 being the summit, he would tell you without hesitation that we are still at stage 3. For our founder, the embodiment of his life’s work is our employees and our organizational DNA passed down over several generations. I believe that my role is to support our employees as they strive for the summit, and I will continue to devote myself wholeheartedly to this responsibility.

That being said, no one knows what the future has in store for us. Nevertheless, I am confident that, as a company, the combined daily efforts of all of our employees make us second to none. We humbly request your continued kind support and encouragement.

## Medium-to-long term management plan **Visionary 2025/2030**

In August 2022, our Group announced the medium-to-long term management plan “Visionary 2025/2030,” which partially revises the “Passion 2030” plan announced in February 2020.

We have established three-year targets based on changes to the business environment in the post-COVID-19 era, as well as targets for 2030 focused on continued improvement of operating profit.

### Point Continued operating profit growth of over 10%

Our Group has achieved average annual operating profit growth of 12.4% since FY2015, when we first announced our Medium-Term Management Plan. Going forward, we aim to achieve operating profit of 200 billion yen in FY2030 by continuing to grow at an average annual rate of over 10%.

### Quantitative Targets for Visionary 2025

FY2025

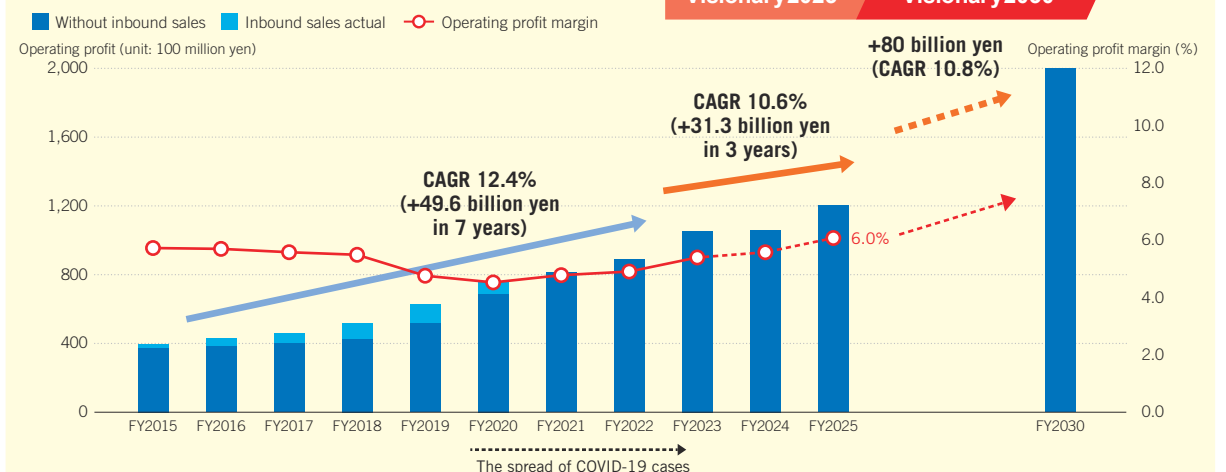
Sales of **2 trillion yen**  
Operating profit of **120 billion yen**  
(Operating profit margin 6.0%)

### Quantitative Targets for Visionary 2030

FY2030

Operating profit of **200 billion yen**

### Operating profit and operating profit margin from FY2015



### Point Becoming a visionary company with continuous growth

Our Group has continued to grow with operating profits increasing by an annual average of over 10%, despite the effects of COVID-19. This is because of our fundamental nature as “a company that responds to change and takes on challenges boldly” based on “The Source.” Our Group will maintain constant growth by adapting to any changes that may occur in the future and taking on challenges boldly.

### Domestic business

#### Improved profitability

- Expand the value chains of businesses (SPA reform and financial business)
- Provide new CV+D+A through digital transformation
- Promote organizational and production reform
- Continuous business format creation

### Overseas business

#### Expand business scale and improve profit margin

- Expand the business scale by continuing to establish branches (retail stores + restaurant & retail business format)
- Improve profit margins by developing a global value chain

### ESG activities

- Realize a sustainable society and company



## Extraordinarily entertaining stores offering fun shopping with anticipation and excitement

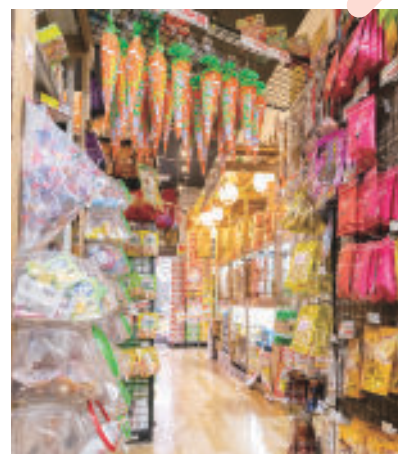
In the discount store business, we are developing a variety of stores, including our core Don Quijote and the MEGA Don Quijote, with larger shop floor areas and more items. At the same time, we are consistently aiming to create stores with an emphasis on convenience, surprisingly low prices, and amusement. 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.

### Don Quijote: Creating 3 kinds of shop floors



#### 1 Concentrated shelving

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.



#### 2 Labyrinthine layout

We make customers sense anticipation and excitement through our shop floor designs that make them feel as if they are on a treasure hunt in a jungle or maze, while ensuring that they are able to see into each corner from the main aisle.



#### 3 Handwritten POP advertisement cards

Don Quijote is characterized by shop 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 lively shop floors.

#### Shop floors created at the full discretion of store staff

At all stores, authority over product mix, layout, purchasing, pricing, and sales promotion is delegated to merchandise (MD) planners. Furthermore, the handwritten POP advertisement cards at each store, a Don Quijote specialty, are all unique and created by that particular store's POP advertisement writer.



#### 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 extended store hours in diverse locations

#### Discount

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

#### Amusement

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

#### Prominent business formats in our discount store business



## We are opening new stores one after another

We are opening new stores one after another for our discount store business. We are continuing to change our business formats depending on the location and open new stores. We are increasing our competitiveness by leveraging the uniqueness of each store, such as by creating stores that are led by mate employees (part-time staff) who are close to the customers. In addition, our new specialty store business formats are popular, including Okashi Donki, which specializes in sweets, and Kirakira Donki, which carries many products that are popular among Generation Z employees in their teens and 20s and go viral on social media.

Don Quijote Akabane Higashiguchi Store



The Akabane Higashiguchi Store has many bars nearby, and offers highly compatible products such as supplements and nutritional tonics

MEGA Don Quijote UNY Ina Store



The Ina Store focuses on electrical appliances



Okashi Donki



Kirakira Donki

### Delving into the appeal of Donpen!



He is so popular that he even signs autographs

Don Quijote's official mascot character Donpen is getting more and more popular. He goes all out in everything he does and has a variety of hobbies such as diving, fishing, and TikTok. Donpen promotional goods such as Donpen sandals have become a hit in stores, and local versions of Donpen, such as a Marimo algae version in Hokkaido, are being created one after another to suit each region. Donpen is such an energetic fellow that he not only interacts with customers, but also recently published a book!



#### Official mascot character

**Donpen** Official mascot character of Don Quijote

A penguin born in Antarctica and raised in Tokyo who began to help at Donki stores in 1998. His birthday is September 8.



**Donko**

A fashion-conscious girl penguin. Her birthday is March 3.





## Continued transformation into **community-based GMS** in line with “**individual store management**” based on “**The Source**”

Under the business format of a general merchandise store (GMS\*), a large-scale retailer that handles a wide range of daily necessities, we operate Apita locations that serve a large commercial zone with a wide selection of food, daily consumables, clothing, and home products, as well as Piago and U-Store food supermarkets that are tailored to their local communities, focusing on food products. Together with a wide variety of specialty store tenants, we aim to create stores that are loved by local customers through daily shopping.

\*GMS : General Merchandise Store



Shopping malls serving a large commercial zone



Community-based food supermarkets



Mass food retail stores

## Wide-ranging UNY-owned specialty mass retailers

We are developing and expanding UNY-owned specialty mass retailer brands across a wide range of product categories, including pharmaceuticals, electrical appliances, household goods, clothing, outdoor goods, toys, and bicycles. 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 the local community.



Aiming to be a unique company,  
offering our customers uniquely UNY spaces,  
uniquely UNY products,  
and uniquely UNY staff quality



### Structural reforms of UNY as it continues to transform into a “community-based GMS”

At UNY, we are promoting individual store management. That means giving all store staff, or those who interact directly with our customers, full discretion to decide product lineups and pricing, without being controlled by the headquarters. Furthermore, from FY2023, we have set ourselves a new ethos, as stated above, and we will continue to promote the rebranding of our existing stores (to uniquely UNY spaces), while also focusing on enhancing our uniquely UNY products and staff quality, and creating the perfect combination of store spaces, products and services to become the most popular stores in our communities.

#### Uniquely UNY products & staff quality

- Give our customers exactly what they are looking for, a must for the GMS format, and differentiate ourselves from the competition with how we select, develop, and expand our PB/OEM product lineups.
- Building on our existing high service quality, a UNY strength, introduce a new human resources development system aimed at enhancing product knowledge and customer service to better meet customer needs.



#### Operating company

#### UNY Co., Ltd.

- **Business content:** General retailer of clothing, food, home, and leisure products
- Became a PPIH consolidated subsidiary in 2019



#### Official mascot character

##### Apitan Official mascot character of Apita and Piago

Apitan 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.”





## Business expansion by leveraging our procurement capabilities in partnerships with producers and local governments in Japan



Asia Business

### Expansion of Japan-brand specialty stores through partnerships with domestic producers



Since 2017, our Group has been expanding DON DON DONKI, a “Japan-brand specialty store” offering Japanese products such as vegetables and fruits grown in Japan, around the world. DON DON DONKI is highly appreciated by local customers because we import products directly without market intermediaries and sell them at reasonable prices, based on partnerships with domestic producers (PPIC). In addition, we are taking on the challenge of developing a variety of content that conveys the appeal of Japanese food products, including launching our Group’s first restaurant & retail business in 2021.



### Steadily expanding restaurant & retail business in Asia!

In 2021, we launched our restaurant & retail business with a specialty store inside DON DON DONKI stores. We have already opened Sen Sen Sushi restaurants in Hong Kong and Thailand, boasting fresh ingredients from Japan and other parts of the world. Tomita Seimai, which was developed in Singapore, has an on-premises rice-mill and offers the delicious taste of freshly milled, made-in-Japan rice. Seeing its popularity, we opened Yasuda Seimai locations in Taiwan and Hong Kong in 2022. In addition, we are promoting initiatives to convey the appeal of Japanese food such as Wagyu Kushi, which are authentic Japanese beef on skewers that customers can enjoy at an affordable price.



“Sen Sen Sushi”



“Yasuda Seimai”



“Wagyu Kushi”

### Prominent business formats in our overseas retail operations

Asia

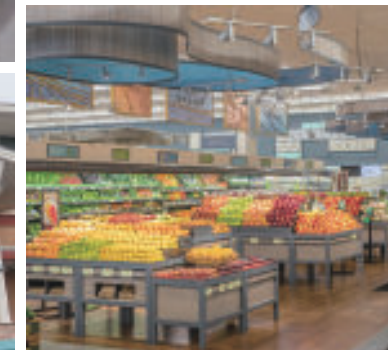


United States



North America Business

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



In the United States, the PPIH Group is establishing a foundation for growth and creating new business formats, with the aim of building and expanding “Japan-brand specialty stores” centered on the TOKYO CENTRAL and MARUKAI MARKET formats. In FY2024, we plan to open our Group’s largest-ever store in Guam as well as a new Gelson’s store in California. We are strengthening our initiatives by expanding the supply of products from PPIC to the United States.

### Sales of Japanese products through PPIC



As we strengthen our pioneering of new markets for Japanese products, our Group is actively promoting initiatives with local governments. Part of this effort includes Cooperative Agreements with various local governments.

We currently have Cooperative Agreements with six prefectures and one city. Starting from our agreement with Ehime Prefecture in September 2020, we later made agreements with Kagoshima and Kumamoto Prefectures in October of the same year, Wakayama Prefecture in March 2021, Okinawa Prefecture in March 2022, Sapporo City in October 2022, and Kagawa Prefecture in July 2023. We will work to expand overseas sales channels and the sales promotion of each municipality’s specialty products, increase opportunities for forming business relationships with producers, and establish a system to follow up on producers’ export business through public-private partnerships.

#### What is the Pan Pacific International Club (PPIC)?

PPIC is a membership organization consisting of producers who wish to export Japanese products to the PPIH Group’s overseas stores. It enables producers to expand their sales channels overseas, and the Group to secure a stable supply of products and improve our cost structure.



Agreement ceremony with Sapporo City on October 21, 2022



Agreement ceremony with Kagawa Prefecture on July 27, 2023



# One hit after another: Original products created with customers

## Discount store business



JONETZ

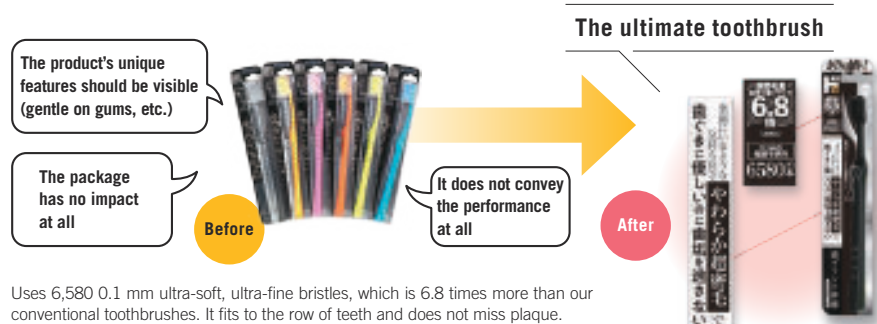


### Becoming a “people’s brand (PB)” that creates amazing news with customers

We have been promoting the conversion of JONETZ from a “private brand” into a distinct “people’s brand,” meaning a brand that creates amazing news with customers, since 2021. While incorporating customer opinions, we will develop valuable products that are unique to Don Quijote and offer customers a sense of bargain, and roll them out across Japan and abroad.

### Product improvement through “do-over” requests from customers

When we sought do-over requests on a high-priced toothbrush with a focus on functionality, we received many requests regarding the packaging, such as, “You cannot understand the functionality.” Therefore, we have overhauled the packaging and product name!



### Highly cooling, low-resistance gel cushion for lounging

Whether you use it as a pillow, backrest, or footrest, this comfortable product will make you feel cool and happy.



### 3-hour quick-drying jumbo bath towel

As the name suggests, this popular product dries in 3 hours despite its jumbo size, just as customers want.



### Olive oil kettle chips

These crunchy potato chips are made using the kettle method found in the United States, their birthplace! Fried in olive oil and not at all greasy, they taste so good you won't stop until you've eaten them all.



### Smooth cooling innerwear

The smooth, sleek fabric gives a cooling effect the moment you put it on.



### Industry's smallest mobile battery

Despite its compact size, this product uses a battery for electric vehicles and can be repeatedly recharged 1,000 times. Compatible with 20 W PD for ultra-fast recharging.



### Jackfruit

This highly popular product turns delicious jackfruit, which many Japanese people may not be familiar with, into a snack.



### Portable air conditioner

This portable air conditioner conveniently allows you to use it on the same day you buy it with no installation work required, and features a cooling capacity comparable to that of a wall-mounted air conditioner for a 10 m<sup>2</sup> room. It has grown to become a leading summer appliance.



### Donki technology pants Rirakku

These boxers have an unprecedentedly relaxed feel. Like a hammock, this product offers the harmony of gentle fit and floating feeling, and is non-sticky and breathable.



### Green shiso senbei rice crackers with lasting flavor

This product was perfected through the pride of a long-established senbei cracker maker and Donki's passion. These senbei crackers are made with plenty of green shiso, and feature a careful combination of moderate acidity and refreshing aroma.



### Arienee (Unbelievable Price)

Amazing value far exceeding the price! The mark of JONETZ's “most amazing” products

We mark products “Arienee” when we are especially confident that they offer such an amazing price and characteristics that you can't help thinking, “Unbelievable!”

### New business format with a special selection of JONETZ products

## DOMISE offers shopping filled with amazement

With the determination to not sell products that do not offer “amazing news,” JONETZ has delivered many products. We have created the new amazement-filled DOMISE business format featuring a special selection of these products.

The first DOMISE store opened on August 24, 2023 in the “dogenzaka-dori” complex in Dogenzaka, Shibuya-ku, Tokyo. On September 8 of the same year, the second store opened in Ario Yao (Osaka Prefecture). DOMISE offers fun shopping experiences in its unique corners separated by theme, such as a Dokotae corner, which introduces products that have been transformed in response to do-over requests, a Dosuberi corner with products that are not bad but have just not sold well, and a Dotameshi corner,\* where customers can purchase nuts, dried fruits, coffee, and other items in their preferred quantities and types.

\*Only at DOMISE Shibuya dogenzaka-dori



<https://www.ppihgroup.com/domise/>



## General merchandise store business

### UNY



UNY's newly developed original products are thoughtfully catered to customers' daily needs. We aim to create products that are a good buy, easy to select, easy to use, and easy to understand.



### UNY original products

UNY original products are developed with attention paid not only to taste, materials/ingredients, and quality, but also functionality, design, and color.



### eco!on

eco!on products are safe and reliable, and have a low environmental impact. We build a sustainable society by helping customers lead healthy, comfortable, eco-friendly lives.



### Uoyou and Nikuyou bento boxes

Uoyou offers bento boxes with grilled and simmered fish, while Nikuyou offers bento boxes with carefully-selected high-quality meat.



### Marshmallow cushion

Offering comfort just like a marshmallow, these sneakers are lightweight and cushioned, making them easy to wear and less tiring.



### Yuzendori/Yukenton

Yuzendori chickens are carefully raised in a clean and stress-free environment. Yukenton pork is safe, delicious, and healthy, and comes from pigs raised on herbal feed.



## Overseas retail operations

### Hokkaido gelato

Developed through our Cooperative Agreement with Sapporo City



### Aomori apple chocolate

Made using Aomori apples, which are popular among foreign visitors to Japan

### Luxury crab sticks

Can be imported to various countries, and have a luxurious size of 60 g



### Japanese specialty bath products

Made using Hokkaido lavender and other special ingredients



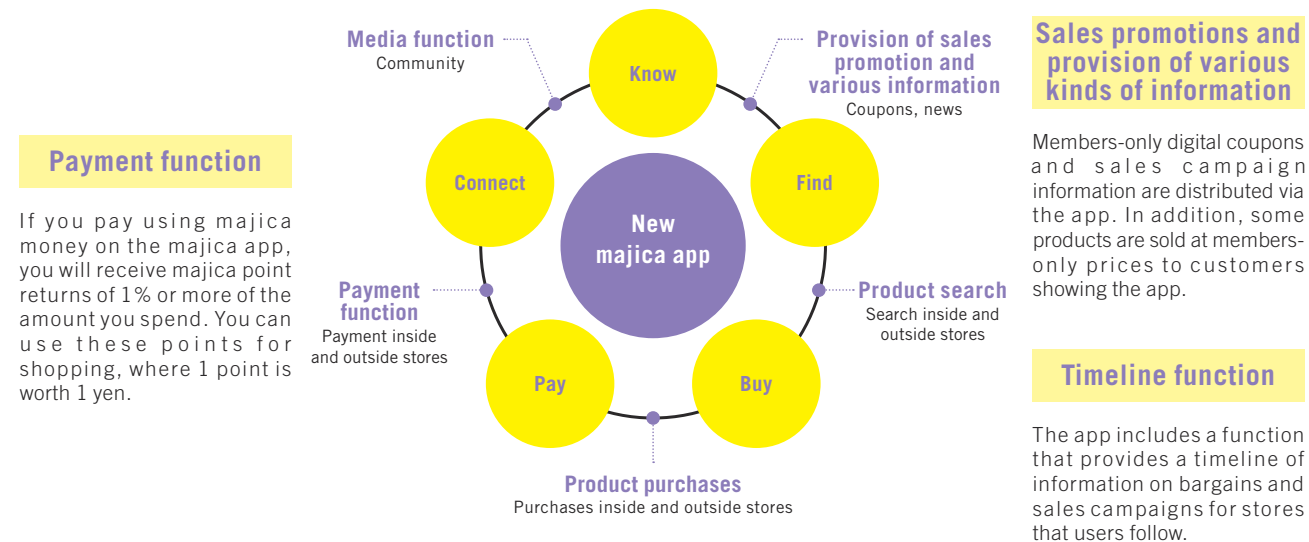
# Over 13 million members! Building a new value chain centered on the majica app

## What is the PPIH Group's e-money majica app?

The majica app is an e-money service that supports convenient and good-value shopping at majica member stores, including our Group stores in Japan such as Don Quijote, Apita, and Piago.



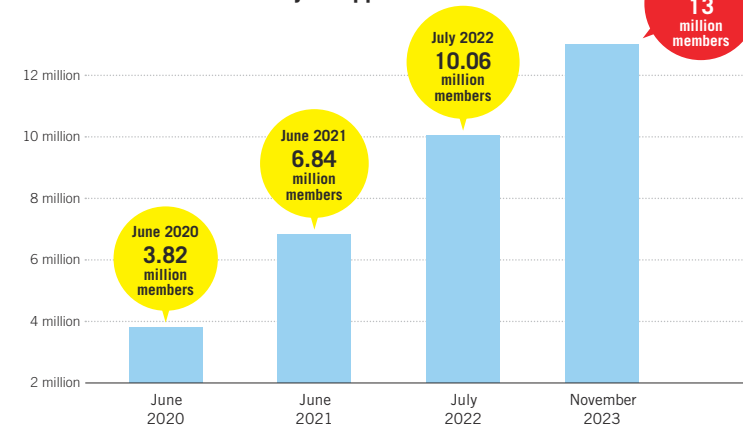
### Future functions of the majica app



## Building a new value chain utilizing our over 13 million members

Our Group is currently working to further expand the functions of the majica app. We are considering the provision of a new purchasing experience centered on the majica app from upstream to downstream in the value chain, including product improvement and development based on product searches through the app, sales promotions utilizing customer information and purchasing data, product purchases through the app, and the expansion of payment functions.

Trends in the number of majica app members



Opened on August 24, 2023

dogenzaka-dori

<https://dogenzaka-dori.com/en/>



道玄坂通  
dogenzaka-dori

PPIH opened the “dogenzaka-dori” complex on August 24, 2023 in Dogenzaka, Shibuya-ku, Tokyo. With the hope of developing as a new lifestyle hub around Shibuya’s Bunkamura Street, the complex is attracting a variety of high-profile stores and offices, including restaurants and hotels. As a place featuring the intersection of quality everyday life and exciting extraordinary life, it offers an amazement-filled experience to all customers visiting Shibuya.

### The first Hotel Indigo location in the Tokyo metropolitan area

PPIH has concluded a management contract with IHG Hotels & Resorts, which operates the Hotel Indigo chain of hotels. The fourth Hotel Indigo location in Japan opened in dogenzaka-dori on August 29, 2023. Hotel Indigo is a lifestyle boutique hotel brand that delivers to guests the local Neighborhood Story through their experience at the hotel, including using the hotel’s design and art as well as storytelling services to convey the unique character of the area and its local history and culture.



### A variety of shop floors

The commercial facilities on the first and second floors include 12 establishments, such as the new Don Quijote business format DOMISE, the first-ever location of the Seattle, USA hamburger restaurant Lil Woody’s, the specialty coffee shop Sarutahiko Coffee, and The City Bakery, which originated in the United States.



### Operations with carbon-free electricity for the first time in the Group!

dogenzaka-dori uses “carbon-free electricity” to power all three elements of the facility (the stores, offices, and hotel). This is a first for our Group. The use of carbon-free electricity also contributes to climate change measures.

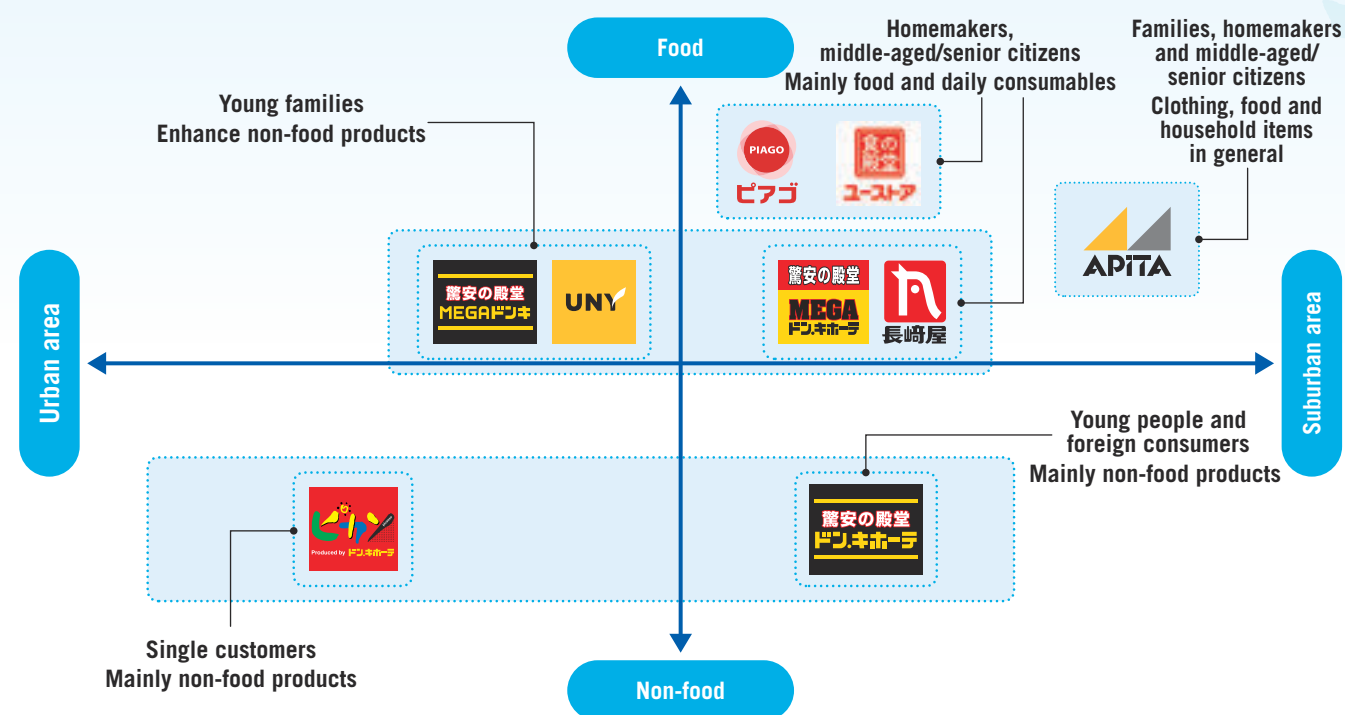




\* Don Quijote UNY is included under the MEGA Don Quijote UNY business format. Picasso, Kirakira Donki, Essence, Kyoyasudo, Ekidonki, Soradonki, Jonetsu Shokunin, Nagasakiya, and others are included under the Picasso, etc., business format. U-Store, Piago Power, Power Super Piago, and others are included under the Apita / Piago business format.

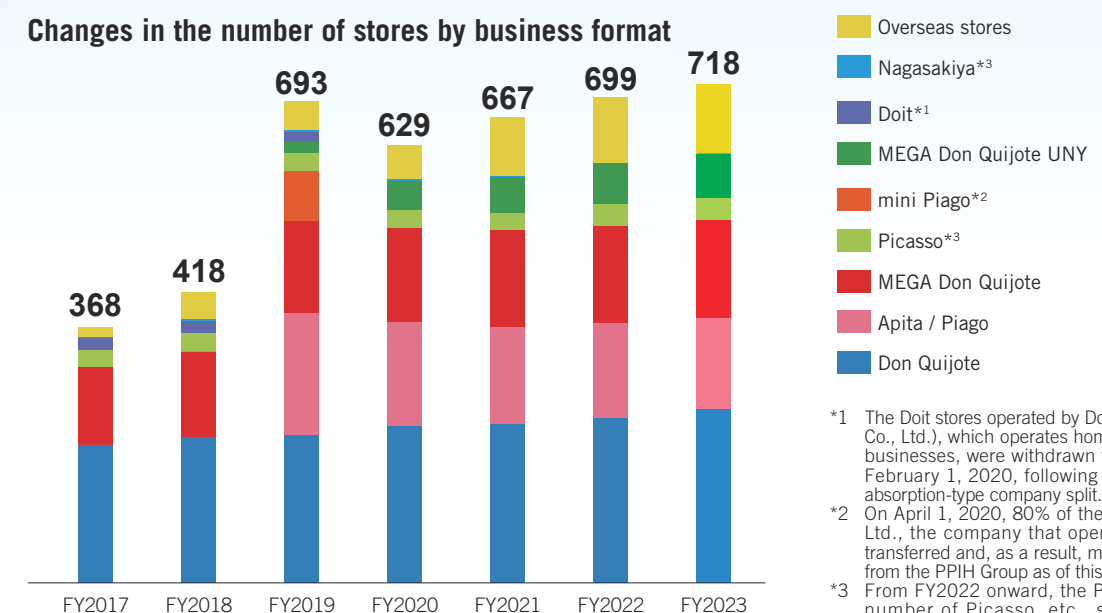


## Portfolio management in the domestic retail business



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

## Changes in the number of stores by business format



\*1 The Doit stores operated by Doit Co., Ltd. (currently Sky Green Co., Ltd.), which operates home improvement and renovation businesses, were withdrawn from the PPIH Group effective February 1, 2020, following a business succession via an absorption-type company split.

\*2 On April 1, 2020, 80% of the shares held in 99ICHIBA 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.

\*3 From FY2022 onward, the Picasso segment indicates the number of Picasso, etc., stores, including those with Nagasakiya stores.



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 daily consumables to clothing, electrical appliances, and brand-name products.

MEGA Don Quijote



MEGA Don Quijote is Japan's first 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.



Don Quijote UNY / MEGA Don Quijote UNY



Don Quijote UNY and MEGA Don Quijote UNY are stores converted from Apita and Piago brand general merchandise 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.

Small-sized store format business (Picasso, Essence, Kyoyasudo, Ekidonki, Soradonki, Jonetsu Shokunin, etc.)



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.

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 merchandise stores 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, daily consumables, clothing, and home products.

General merchandise store business

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 food supermarkets offer rich lineups of food and other products as well as services that are tailored to their respective local communities. 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.

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.

Store concepts

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



Overseas retail operations

DON DON DONKI



Based on the concept of Japan-brand specialty stores offering Japanese products that were either made in Japan or for the Japanese market, we are promoting the appeal of Japanese food and culture while developing multi-store operations in the Pacific Rim area.

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, deli products, sushi, boxed lunches, baked goods, and more, at reasonable prices.

MARUKAI MARKET



MARUKAI MARKET is a format of 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 deli products. 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 amazement. With instore environments that can't be found anywhere else in Hawaii, these stores are loved by locals.

Times Supermarket



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.

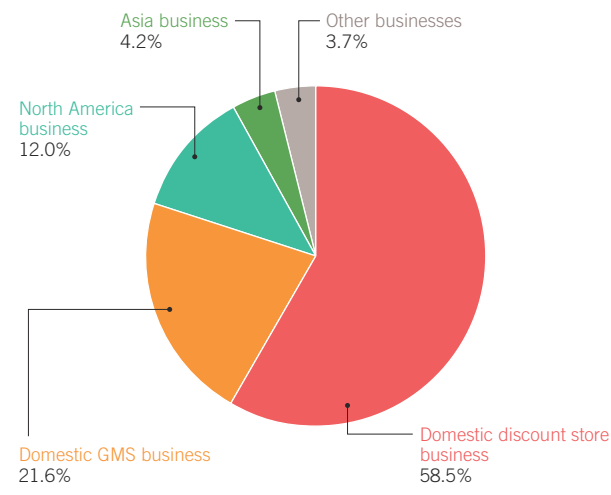
Gelson's



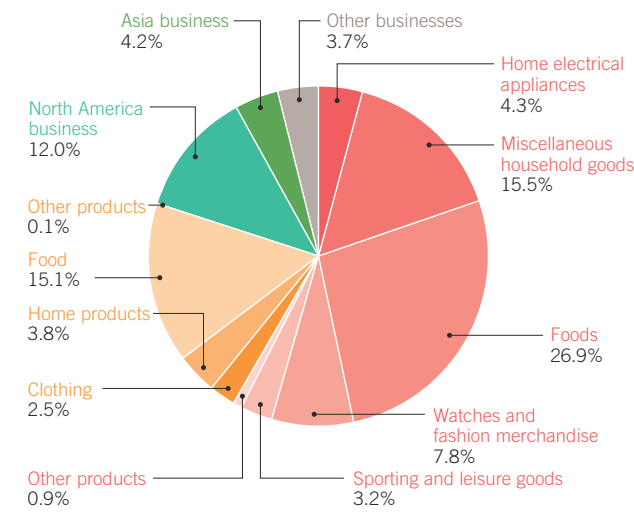
With 27 stores across California, Gelson's is a premium supermarket chain that enjoys a high level of brand recognition, as well as strong loyalty among wealthier customers, in the United States.

Performance overview by consolidated business format

Ratio of sales by business to total sales (FY2023)



Ratio of sales by product category to total sales (FY2023)



Continuing to be the store that customers are happy to choose in every era



The PPIH Group has identified key issues based on discussions regarding social issues that our stakeholders have expectations for and place importance on, and which we can contribute to resolving by leveraging our strengths. Our Group will also focus on the relevance of the 17 Sustainable Development Goals (SDGs), and will work to resolve these key issues through the business activities of our core general retail business.

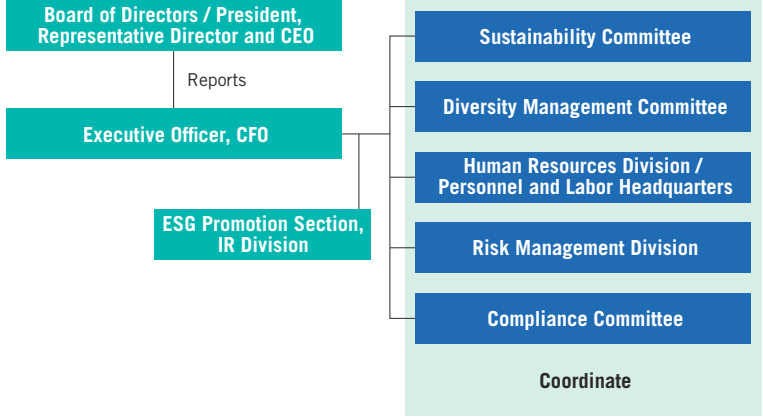
The PPIH Group's key issues (materiality)

Key Issues	Specific Initiatives	Relevant SDGs
Reduce the environmental impact of our business activities	Responding to climate change and realizing a decarbonized society Reducing waste and enhancing recycling	7 AFFORDABLE AND CLEAN ENERGY, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND
Accepting diversity and creating a rewarding workplace	Establishing a diversity-oriented organization Promoting human resources management	3 GOOD HEALTH AND WELL-BEING, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES
Sustainable procurement and responsible sales	Product procurement taking human rights and the environment into consideration, and responsible sales Solving social and environmental issues through the supply chain	8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 17 PARTNERSHIPS FOR THE GOALS
Resolving social issues through coexistence with local communities	Resolving social issues through community-based individual store management	8 DECENT WORK AND ECONOMIC GROWTH, 11 AFFORDABLE AND CLEAN ENERGY, 17 PARTNERSHIPS FOR THE GOALS
Establishing a solid governance system	Strengthening corporate governance Strengthening risk management	8 DECENT WORK AND ECONOMIC GROWTH, 11 AFFORDABLE AND CLEAN ENERGY, 17 PARTNERSHIPS FOR THE GOALS

ESG Promotion Structure

Under the CFO, who is the executive in charge of sustainability initiatives, the committees and divisions in each area plan and propose measures to promote sustainability initiatives, which are reflected in the business activities of the Group companies.

In addition, the chairpersons of each committee meet once a month to discuss the progress of initiatives, share information, and make decisions (promotion meetings), and furthermore, report on their activities at regular Board of Directors meetings. The formulation of policies and goals, as well as important initiatives, are discussed and approved by the Board of Directors before being implemented.







## Realizing a decarbonized society

### PPIH Group sets decarbonization targets

Recognizing that addressing climate change is an important issue for the PPIH Group's sustainable development and medium- to long-term enhancement of corporate value, we have been working to reduce CO<sub>2</sub> emissions through our business activities. We have verified the results of those efforts, examined each measure in each operating company and store operation, and set the PPIH Group decarbonization targets.

#### ○ PPIH Group Decarbonization Targets

2030	(compared to FY2013)
Reduce CO <sub>2</sub> emissions from stores by <b>50%</b>	
2050	
Reduce total CO <sub>2</sub> emissions from stores to <b>zero</b>	

#### Main initiatives

- Improving the efficiency of energy use in store operations and reducing energy consumption  
\*Installing control equipment for air conditioning and refrigerated/frozen cases and dimming equipment for lighting, ensuring appropriate temperature settings and lighting hours, etc.
- Creation of renewable energy through the use of solar panels and other store facilities
- Replacement with renewable energy through the use of non-fossil certificate transactions

### Reduction of CO<sub>2</sub> emissions

The PPIH Group has introduced solar power generation at some of its stores in order to reduce CO<sub>2</sub> emissions emitted through its business activities. We are also working to reduce the environmental impact of our store operations through the introduction of energy-saving equipment for efficient operation of store air conditioning systems and refrigerated/frozen cases, as well as through appropriate operation of equipment and systems.



As of June 2022, solar panels have been installed in 16 stores  
(Photo: MEGA Don Quijote Kofu)

### Reduction of plastic usage

We believe that it is our social responsibility as a retailer to address issues such as global warming and marine plastic waste caused by single-use plastics. In FY2023, we set a target for reducing the amount of plastics used.

We will promote initiatives to reduce the amount of plastic used in store services such as POP advertisement cards, cutlery, plastic shopping bags, umbrella bags, and takeout bags, while also contributing to changing consumer mindsets.

## Protecting life below water

### Providing places where visitors can feel soothed and enjoy themselves

We have installed about 50 large fish tanks in about 20 locations throughout Japan. These fish tanks allow everyone from young children to the elderly to view Palau's tropical fish, which they cannot see in their daily lives, free of charge. We provide places where visitors to our stores can appreciate aspects such as the beauty of colorful fish, the regularity of the fish swimming in schools, and the loveliness of coral reefs, which reproduce the ecosystem of the ocean around Palau, which is said to be the most beautiful in the world. It also makes them become aware of protection of "life below water," which is one of the Sustainable Development Goals. Happily, these places are enjoyed by many people as local landmarks and even as soothing spaces.

\*The tropical fish and coral reefs in the tanks installed at each store are all gathered by hand by Palau collectors under the guidance of the Palau Aquarium with special permission from the government of the Republic of Palau and the state government.



Large fish tank installed at the entrance of the Nakameguro Honten

## Promotion of diversity



### Diversity Management Committee

The Diversity Management Committee respects the fundamental human rights and diversity of all stakeholders and strongly promotes the creation of an environment in which women can play an active role in various positions, including executive and managerial positions. At the same time, the committee also supports the activities of LGBTQ+ people, promotes the activities of seniors and non-Japanese people, and promotes employment of people with disabilities. It plans, drafts, and implements measures to promote diversity on the above matters. By engaging in diversity management, our Group will strive to further enhance our corporate value as a global company with operations in numerous countries.



Hitomi Ninomiya

Director and Executive Officer  
Responsible for Diversity Management  
Head of Design



### Implementation of training programs aimed at producing female store managers

In February 2023, we launched the third phase of the "RISE!100" training program, which began in 2021 and aims to produce female store managers. In this six-month training program with up to 20 sessions, participants not only learn figures-based management, compliance, and other know-how necessary for store operations, but also interact with current female store managers and branch presidents. This leads to the development of internal networks, the elimination of concerns about the store manager position, and helping female employees envision their career paths. We will continue to conduct regular follow-up with those who have completed the training, as well as further enhance the program and continue to provide training on an ongoing basis.



### Targets for promotion of women's participation

#### Increase the number of female store managers to 100

Numerical targets:  
50 by FY2026  
100 by FY2030

#### Improve the retention rate of female employees

Numerical targets (turnover rate):  
8.8% by FY2026  
5% by FY2030

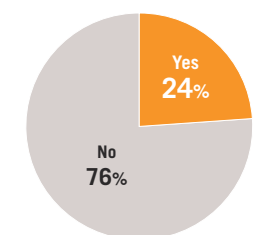
\*Targets are for within Japan

### Introduction of a subsidy program for low-dose birth control pill expenses

An internal survey revealed that as many as 20% of female employees have taken time off work due to menstrual pain. As part of our efforts to create a comfortable working environment for women, we have introduced a benefit program in March 2023 in which the PPIH Group subsidizes the cost of low-dose birth control pills.

Low-dose birth control pills are said to be effective not only as a contraceptive but also for improving menstrual pain and PMS. By subsidizing the cost of taking the pill, we support female employees in maintaining their mental and physical health and contribute to creating a workplace where they can further demonstrate their abilities. Going forward, we plan to analyze the relationship between taking the pill and productivity.

Has missed work due to menstrual cramps



### Relaxation of the dress code rules at stores and offices of Group companies in Japan

The relaxation of the dress code rules at Don Quijote and other stores in March 2022 received many positive comments even from outside the company, including one from an employee who said, "I can work in my own way and feel more motivated." This was followed by the relaxation of some dress code rules at UNY stores and administrative departments in November of the same year, and then in February 2023 at the administrative departments of Group companies throughout Japan, allowing employees to work with any hair color they like.



### Creating a comfortable working environment for employees who give birth and raise children

In order to support employees balance their work with childbirth and raising children, we have established various systems and are working to create an environment that makes it easy to take childcare leave.

#### Initiatives and systems currently being implemented

- Distribution of a support book for taking maternity and childcare leave (women's edition / men's edition)
- Support for babysitter and housekeeping services as part of employee benefits
- Establishment of "Don Kids" onsite daycare center, etc.



Maternity and childcare leave support book  
(Women's edition / Men's edition)



Receipt of “Eruboshi (L-Star) Certification” as a company that promotes women’s participation

We received a 2nd stage rating from the Ministry of Health, Labour and Welfare’s “Eruboshi (L-Star) Certification,” which recognizes companies with excellent conditions related to the promotion of women’s participation.



Receipt of the highest rating in the “PRIDE Index 2023” for the sixth consecutive year

Don Quijote achieved the highest rating of Gold for the sixth consecutive year in the “PRIDE Index 2023,” an evaluation index aimed at creating comfortable workplaces for sexual minorities.

ドンキホーテ



Introduction in stores throughout Japan of “communication boards” to support shopping by customers with hearing disabilities!

Our Group is promoting the creation of stores that are accessible to people with disabilities. On July 23, 2023, we introduced “communication boards” at all Group stores in Japan, including Don Quijote, Apita, and Piago stores, to support conversations between employees and customers who have hearing and speech disabilities.

When a customer shows an employee an “ear symbol” \* card, which are placed at the cash registers and other locations in the store, the employee will serve the customer using the communication board. This enhances communication with customers and helps them request the required services and purchase products.

Our Group will continue efforts to create stores where customers receive necessary support so they can shop with peace of mind.



ドンキホーテ



An “ear symbol” card (left) informing customers of the availability of communication boards (above) is placed at cash registers and other locations (content varies by store)

\*The ear symbol is a mark for hearing disabilities managed by the All Japan Association of Hard of Hearing and Late-Deafened People, and represents both hearing disabilities as well as consideration for those who are deaf or hard of hearing.

Examples of our contributions to society

Fundraising for the training and promotion of guide dogs for blind people

We hold fundraising activities at each of our Group stores to help train guide dogs and to support the independence of people with vision disabilities. The collected donations are delivered to the Japan Guide Dog Association and the National Association of Guide Dog Facilities in Japan, which use the money to raise and train guide dog candidates to support walking by people with vision disabilities. In addition, we will aim to create a society where guide dogs are accepted as a matter of course by holding events at our stores to deepen understanding of guide dogs and by creating stores based on the new accessibility-related law in Japan.

Fundraising for relief efforts

The PPIH Group conducts fundraising activities at each of its Group stores in the event of a major earthquake, fire, typhoon, or other widespread disaster that causes serious damage in Japan or overseas. Donations are delivered to local governments and support groups in the affected areas to provide assistance to the victims and disaster-stricken areas.

Name of donation	Donation period	Donation amount	Donation recipient
Fundraising for the 2023 fires in Hawaii, United States	August 22 – September 24, 2023	10,577,943 yen	Japanese Red Cross Society
2023 Turkey-Syria Earthquake Relief Fund	February 14 – March 19, 2023	36,599,589 yen	Japanese Red Cross Society
Ukraine Humanitarian Crisis Relief Fund	March 4 – May 31, 2022	109,105,246 yen	Japanese Red Cross Society
Fundraising for the heavy rains in Japan in July 2020	July 8 – August 7, 2020	26,958,030 yen	Japanese Red Cross Society
Fundraising to support rebuilding Shuri Castle	November 1, 2019 – March 31, 2020	2,714,843 yen	Okinawa Prefecture

The PPIH Group received “Hataraku Yale 2023” certification as a corporation promoting employee welfare

In 2023, PPIH, Don Quijote, and UNY received certification as corporations promoting employee welfare under “Hataraku Yale 2023,” which recognizes and certifies companies, organizations, and municipalities that make efforts to enhance and utilize employee benefit programs. Our Group will continue to offer a variety of benefit programs to employees to suit their life plans so that they can continue to work with peace of mind in their own way.



Yasuda Scholarship Foundation

Building bridges to the world: The Yasuda Scholarship Foundation’s support for international students

Scholarships for students struggling to afford school fees

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 repayment-free 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 level of international students and helping them to become even more valuable human resources, and ultimately contributing to the friendship and goodwill between Japan and other countries. 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 overseas Japanese language competitions, are eligible for support.

We believe that providing financial support for international students and their development as human resources serves as an intellectual contribution to the international community.

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

To date, 268 scholarship recipients\* have already graduated and entered the workforce. Each of them has been working hard every day and playing an active role in various fields as bridges between Japan and their home countries.

On the other hand, amid the current rapidly changing global and economic conditions 17 years after the foundation’s establishment, we have also officially launched a new support program for students entering higher education in Japan based on the recognition that international students are not the only students who truly need support.



Chairman Takao Yasuda

\*As of the end of March 2023

The Yasuda Scholarship Foundation welcomes 22 new international students

On June 17, 2023, the FY2023 Yasuda Scholarship Foundation Welcome Ceremony was held in Tokyo for 22 new scholarship recipients. Executive Director Hiroshi Tsukiizumi conveyed three messages from Chairman Takao Yasuda, “(1) Show pride and grit as Yasuda Scholarship Foundation scholars,” “(2) The Yasuda Scholarship Foundation aims to foster leaders,” and “(3) Continue to always take on challenges (as challengers so that you can fulfil (1) and (2)),” and wished the recipients every success.



New scholarship recipients and alumni with Executive Director Hiroshi Tsukiizumi (front row, fifth from left), Secretary-General Shoji Wada (front row, sixth from left), and Selection Committee member Tetsuro Baba (front row, fourth from left)

Providing Japanese students with financial support

In 2022, financial support was expanded to include Japanese students, and support is being provided to 26 Japanese students. We will promote financial support to Japanese students through providing scholarships of 100,000 yen per month (1.2 million yen per year / enrolled period), with the aim of fostering human resources with creativity and a depth of character in a proper learning environment, deepening international understanding through our activities, and fostering human resources with global perspectives.

Holding of the 19th Japanese Language Essay Contest for Chinese Students and award ceremony

Since 2011, the Foundation has annually invited applicants for scholarships from among the top Chinese students in the Japanese Language Essay Contest for Chinese Students, and has provided scholarships to those students who meet the Foundation’s criteria. The 19th award ceremony for the contest was held on November 10, 2023 at the hall of the Japanese Embassy in Beijing, China’s capital, for the first time in four years. The award winners and the faculty members who taught them attended the ceremony with a special feeling. The Foundation also participated in the ceremony, congratulating the award winners and commending their efforts in Japanese language studies.



Start of selection of applicants recommended by local universities in Thailand

From this year, the Foundation began offering financial support to students recommended by four local universities in Thailand (Naresuan University, Khon Kaen University, Prince of Songkla University (PSU), and Thammasat University) after interviewing them and selecting the most suitable students to become scholars.



<b>Company Name</b>	Pan Pacific International Holdings Corporation (PPIH)
<b>Representatives</b>	President & CEO, Representative Director Naoki Yoshida
<b>Business</b>	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

## Domestic retail division, etc.

### ドン.キホーテ

<b>Company Name</b>	Don Quijote Co., Ltd.
<b>Business</b>	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”
<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
<b>Home Page</b>	<a href="https://www.donki.com/en/">https://www.donki.com/en/</a>

### ユニ＝

<b>Company Name</b>	UNY Co., Ltd.
<b>Business</b>	General retailer handling clothing, housing, food, and leisure. Operation of retail stores, mainly under the Apita and Piago brands. 1 Amaikegotanda-cho, Inazawa-shi, Aichi 492-8680
<b>Head Office</b>	1 Amaikegotanda-cho, Inazawa-shi, Aichi 492-8680
<b>Home Page</b>	<a href="https://www.uny.co.jp">https://www.uny.co.jp</a>

### UDリテール

<b>Company Name</b>	UD Retail Co., Ltd
<b>Business</b>	Administration of discount general merchandise stores whose business type was changed (double-name stores between Don Quijote and UNY)
<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
<b>Home Page</b>	<a href="https://www.donki.com/uny/">https://www.donki.com/uny/</a>

### 長崎屋

<b>Company Name</b>	Nagasakiya Co., Ltd
<b>Business</b>	Development of general merchandise stores focused on food and clothing. Retail operations, mainly of the family-oriented general discount store MEGA Don Quijote.
<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
<b>Home Page</b>	<a href="https://www.nagasakiya.co.jp">https://www.nagasakiya.co.jp</a>

### 橘百貨店

<b>Company Name</b>	Tachibana Departmentstore Co., Ltd
<b>Business</b>	General retailer established in 1952 that operates the Miyazaki Nanairo (formerly Bonbella Tachibana) commercial complex, where the MEGA Don Quijote Miyazaki Tachibana Street branch is a core store
<b>Head Office</b>	3-10-32 Tachibanadori-nishi, Miyazaki-shi, Miyazaki 880-8586

## Overseas retail division

### PPSI

<b>Company Name</b>	Pan Pacific Strategy Institute Pte. Ltd.
<b>Business</b>	Management of overseas operating companies and related activities
<b>Head Office</b>	12 Marina Boulevard, #34-03 Marina Bay Financial Centre Tower 3, 018982, Singapore

#### PPRM (SG)

<b>Company Name</b>	Pan Pacific Retail Management (Singapore) Pte. Ltd.
<b>Business</b>	Operation of DON DON DONKI stores in Singapore
<b>Head Office</b>	12 Marina Boulevard, #34-03 Marina Bay Financial Centre Tower 3, 018982, Singapore
<b>Home Page</b>	<a href="https://www.dondondonki.com/sg/">https://www.dondondonki.com/sg/</a>

#### PPRM (HK)

<b>Company Name</b>	Pan Pacific Retail Management (Hong Kong) Co., Ltd.
<b>Business</b>	Operation of DON DON DONKI stores in Hong Kong
<b>Head Office</b>	Suites 2501-2502, 25/F, Nina Tower 2, 8 Yeung Uk Road, Tsuen Wan, New Territories, Hong Kong
<b>Home Page</b>	<a href="https://www.dondondonki.com/hk/">https://www.dondondonki.com/hk/</a>

#### PPRM (MY)

<b>Company Name</b>	Pan Pacific Retail Management (Malaysia) Sdn. Bhd.
<b>Business</b>	Operation of specialty stores in Malaysia
<b>Head Office</b>	R7, Level 5, Annexe Block, Lot 10 Shopping Centre, 50, Jalan Sultan Ismail, 50250, Kuala Lumpur, Malaysia
<b>Home Page</b>	<a href="https://www.dondondonki.com/my/">https://www.dondondonki.com/my/</a>

<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
<b>Paid-in Capital</b>	23,351 million yen (As of June 30, 2023)
<b>Number of Employees</b>	2,860 (Consolidated: 17,107) (As of June 30, 2023)
<b>Home Page</b>	<a href="https://ppih.co.jp/en/">https://ppih.co.jp/en/</a>

#### Macau PRRM

<b>Company Name</b>	Macau Pacific Rim Retail Management Co., Ltd.
<b>Business</b>	Operation of DON DON DONKI stores in Macau
<b>Head Office</b>	em Macau, Rua Sul Do Patane No. 94-182, Trust Leisure Garden, F, G, H, I, O, P, T, U, Macau
<b>Home Page</b>	<a href="https://www.dondondonki.com/mo/">https://www.dondondonki.com/mo/</a>

#### DONKI (Thailand)

<b>Company Name</b>	DONKI (Thailand) Co., Ltd.
<b>Business</b>	Operation of DON DON DONKI stores in Thailand
<b>Head Office</b>	444 MBK Tower Building, 17th Fl., Phaya Thai Road, Wang Mai, Pathum Wan, BKK 10330, Thailand
<b>Home Page</b>	<a href="https://www.dondondonki.com/th/">https://www.dondondonki.com/th/</a>

#### Taiwan PPRM

<b>Company Name</b>	Taiwan Pan Pacific Retail Management Co., Ltd.
<b>Business</b>	Operation of DON DON DONKI stores in Taiwan
<b>Head Office</b>	7F-6, No. 51, Hengyang Rd., Zhongzheng Dist., Taipei City 100, Taiwan (R.O.C.)
<b>Home Page</b>	<a href="https://www.dondondonki.com/tw/">https://www.dondondonki.com/tw/</a>

#### Don Quijote (USA)

<b>Company Name</b>	Don Quijote (USA) Co., Ltd.
<b>Business</b>	Supermarket chain store in Hawaii, USA
<b>Head Office</b>	801 Kaheka St. Honolulu, HI 96814, USA
<b>Home Page</b>	<a href="https://donquijotehawaii.com/">https://donquijotehawaii.com/</a>

#### Gelson's Markets

<b>Company Name</b>	Gelson's Markets
<b>Business</b>	Premium supermarket
<b>Head Office</b>	16400 Ventura Blvd. Suite 240 Encino, CA 91436-2123, USA
<b>Home Page</b>	<a href="https://www.gelsons.com">https://www.gelsons.com</a>

#### QSI

<b>Company Name</b>	QSI, Inc.
<b>Business</b>	Supermarket operations in Hawaii, USA
<b>Head Office</b>	3375 Koapaka St. D-108 Honolulu, HI 96819, USA
<b>Home Page</b>	<a href="https://www.timessupermarkets.com">https://www.timessupermarkets.com</a>

#### Marukai Corporation

<b>Company Name</b>	Marukai Corporation
<b>Business</b>	Supermarket operations and development, import, and sales of food and household products.
<b>Head Office</b>	1740 West Artesia Blvd. Gardena, CA 90248, USA
<b>Home Page</b>	<a href="https://www.marukai.com">https://www.marukai.com</a> <a href="https://www.tokyocentral.com">https://www.tokyocentral.com</a>

#### Marukai Hawaii

<b>Company Name</b>	Marukai Hawaii Co., Ltd.
<b>Business</b>	Operation of supermarkets specializing mainly in Japanese foods in Hawaii, USA
<b>Head Office</b>	2310 Kamehameha Hwy. Honolulu, HI 96819-4531, USA
<b>Home Page</b>	<a href="http://www.marukaihawaii.com">http://www.marukaihawaii.com</a>

## Distribution division

### PPIT

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

### 富士屋商事

<b>Company Name</b>	Fujiya Shoji Co., Ltd.
<b>Business</b>	General wholesale, logistics, and management of inventory center
<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
<b>Home Page</b>	<a href="https://www.fujiya-shoji.co.jp/en/">https://www.fujiya-shoji.co.jp/en/</a>

## Real estate division

### 日本商業施設

<b>Company Name</b>	Japan Commercial Establishment Co., Ltd.
<b>Business</b>	Real estate leasing, management, buying, selling, and brokering; car park operations and management; etc.
<b>Head Office</b>	4-14-1 Kitakasai Edogawa-ku, Tokyo 134-0081
<b>Home Page</b>	<a href="https://www.j-ce.co.jp">https://www.j-ce.co.jp</a>

### JAPAN ASSET MARKETING Co., Ltd.

<b>Company Name</b>	Japan Asset Marketing Co., Ltd.
<b>Business</b>	Tenant leasing, real estate management, facility maintenance and security management
<b>Head Office</b>	4-14-1 Kitakasai Edogawa-ku, Tokyo 134-0081
<b>Home Page</b>	<a href="https://www.jasset.co.jp/">https://www.jasset.co.jp/</a>

### D-ONE Co., Ltd.

<b>Company Name</b>	D-ONE Co., Ltd.
<b>Business</b>	Store development, real estate business, advisory business (development work for other companies and consulting), sub-leasing, asset management, and property management.
<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
<b>Home Page</b>	<a href="https://www.d-one.co.jp/">https://www.d-one.co.jp/</a>

### 株式会社サンリフォーム

<b>Company Name</b>	SUNREFORM Co., Ltd.
<b>Business</b>	Renovation service, repairing service
<b>Head Office</b>	1 Amaikegotanda-cho, Inazawa-shi, Aich 492-8680
<b>Home Page</b>	<a href="https://www.sun-reform.jp">https://www.sun-reform.jp</a>

## Advertising and promotion division

### REALIT

<b>Company Name</b>	REALIT Co., Ltd.
<b>Business</b>	Internet service business
<b>Head Office</b>	Kanda Yasukuni-dori Bldg. 5F, 3-3 Kanda Ogawa-cho, Chiyoda-ku, Tokyo 101-0052
<b>Home Page</b>	<a href="https://www.realit.co.jp">https://www.realit.co.jp</a>

## Financial services division

### PPI Financial service

<b>Company Name</b>	Pan Pacific International Financial Service Corporation
<b>Business</b>	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
<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
<b>Home Page</b>	<a href="https://www.ppif.co.jp">https://www.ppif.co.jp</a>

### UCS

<b>Company Name</b>	UCS Co., Ltd.
<b>Business</b>	Credit card service (shopping, financing), digital cash service, insurance agency service, and others (lease, traveling, etc.)
<b>Head Office</b>	1 Amaikegotanda-cho, Inazawa-shi, Aich 492-8686
<b>Home Page</b>	<a href="https://www.ucscard.co.jp">https://www.ucscard.co.jp</a>

## Services division

### エアラインホテル

<b>Company Name</b>	Airline Hotel Co., Ltd.
<b>Business</b>	Accommodation, restaurant
<b>Head Office</b>	3-10-19 Tachibanadori-nishi, Miyazaki-shi, Miyazaki 880-0001
<b>Home Page</b>	<a href="https://www.airlinehotel.jp">https://www.airlinehotel.jp</a>

## Operation Shared Services Co., Ltd.

<b>Company Name</b>	Operation Shared Services Co., Ltd.
<b>Business</b>	General affairs, asset management, procurement, etc.
<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042

## Digital division

### KaibaLab

<b>Company Name</b>	KaibaLab Corporation
<b>Business</b>	Research and proposals regarding the use of technology in the retail field, information-related services, etc.
<b>Head Office</b>	2-19-10 Aobadai Meguro-ku, Tokyo 153-0042
<b>Home Page</b>	<a href="https://www.kaibalab.com">https://www.kaibalab.com</a>

\*Items not dated are as of December 1, 2023