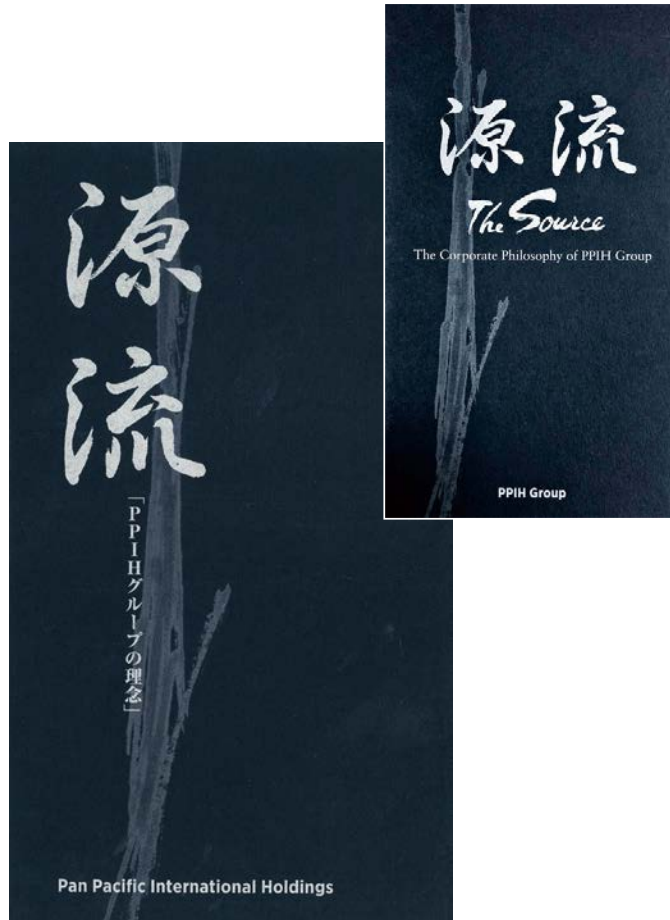


Corporate Principle of the PPIH Group

The PPIH Group's Core Value — “The Source”

“The Source” is a book on corporate ideals that clarifies the ideas and thoughts of founder Takao Yasuda. It presents guidelines for behavior that all employees and directors of the PPIH Group should follow. It defines our pride and reason for existence.



Corporate Principles

“The Customer Matters Most”

Approach that the PPIH Group should pursue

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.

Return to “The Source” in Times of Crisis



Takao Yasuda
Founding Chairman & Supreme Advisor

We must strive to behave and act in accordance with “The Source” in order to fulfill our commitment to “The Customer Matters Most” at all times. This does not change even at times of major global upheaval.

▶ Co-Prosperity with Local Communities

We offered part-time staff opportunities to employees of restaurants who were laid off or lost their jobs due to curtailment of business activities at the height of the COVID-19 outbreak. Our initiative provided support to the livelihoods of these people by giving them jobs that utilize their experience at PPIH Group stores handling fresh foods and prepared foods.

Furthermore, we held discussions with local governments and nearby schools and decided to donate alcohol-based hand gel and other hygiene products and food to struggling households. In these activities, we thought about what should be done to defend the safety and well-being of local people and acted quickly.

▶ Support for Our Employees

We formed the COVID-19 Emergency Measures Headquarters on March 6 to amply support employees working diligently during the COVID-19 outbreak in leveraging their “ability to adapt.” We issued notices on infection prevention from the Headquarters to ensure proper preventive measures and actions as a response to suspected cases and took steps to prepare a telework environment for divisions suited to this format and adjust work hours.

We also arranged special holidays for employees to obtain days off in order to care for children attending elementary schools that had temporary closures and formulated provisional welfare benefit measures tied to work results and factors for all employees.

▶ Communication with Our Customers

We fulfilled our role as part of the local lifeline to protect the lives of our customers by thoroughly implementing measures to prevent infections against a backdrop of many stores and facilities that closed during the state of emergency period. Our frontline operations made rapid decisions, such as obtaining mask inventories through a variety of routes, to supply things that customers needed during the COVID-19 outbreak.

Additionally, at many Don Quijote stores, we utilized whiteboards at stores to give updates on availability of daily essentials and thereby actively engaged in communication with customers.

