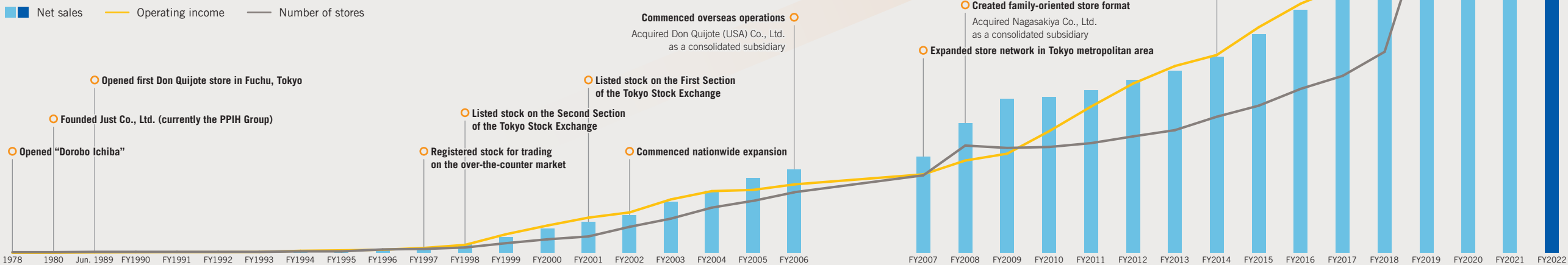


The History of Creating Corporate Value

Continual reform of “the future” by adhering to “The Source” Group-wide

Since the PPIH Group opened its first Don Quijote store in 1989, it has continued to increase sales and profits over 33 consecutive years, realizing the long-term enhancement of its corporate value. This is the result of sustained efforts to act in accordance with “The Source” and uphold the corporate principle that “The Customer Matters Most,” regardless of the circumstances.

In the future, the Group will aim to further boost its corporate value by consolidating domestic growth and expanding across the Pan-Pacific region.



Delegation of authority and the ability to adapt our enduring strengths born from pursuing the principle of “The Customer Matters Most”

Our roots

In 1978, founder Takao Yasuda opened the miscellaneous goods store Dorobo Ichiba, the predecessor of the PPIH Group. Despite starting this business without any retail experience, he passionately exhibited a commitment to “The Customer Matters Most.” While convenience stores closed by 11 pm at that time, many customers reacted favorably to a miscellaneous goods store that stayed open until midnight. A commitment to “The Customer Matters Most,” which has been unchanged since our founding, and a contrarian approach of “never copying other major retailers” are still our fundamentals.

Unchanging strength born from the founding spirit

The PPIH Group’s delegation of authority makes for a system in which various aspects of operations, including product procurement, pricing, displays, and sales, are entrusted to store employees.

Delegation of authority × Ability to adapt

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.

Started with pursuit of “The Customer Matters Most”

- Discovery of unmet nighttime demand
- Catalyst to begin nighttime operations
- Creation of distinct shop floors
- Starting point of value creation through provision of “stores as a place to spend time”
- Start of delegation of authority founded on trust
- Source of strength

Further refining our ability to adapt to changes so as to achieve rapid progress in an era of distribution revolution

The evolution of profit management in response to changes in the operating environment

In light of the rapid changes in the market environment in Japan, we are promoting “evolution of domestic portfolio management” through self-reform for both our Discount Store (DS) and GMS businesses, in order to uphold our principle of “The Customer Matters Most” in the post-COVID-19 new normal. With our digital data strategy, we are building a business promotion structure with the finance business as a new pillar, aiming to realize business growth through our customer base consisting of credit card and app members. Moreover, we are working to deepen customer understanding and provide new customer experiences by setting up seamless channels between our physical and online stores. Overseas, we are strengthening our portfolio by opening Japan-brand specialty stores in both North America and Asia. With regard to sustainability activities, we are promoting and strengthening diversity and other ESG initiatives, with efforts led by our committees.

Aiming to be a visionary company that is essential for consumers and a society that have been transformed

Soon after the announcement of Passion 2030, the business environment changed significantly due to the COVID-19 pandemic. Two-and-a-half years have passed since then, and we have revised our future growth strategy and numerical targets to reflect these changes and announced the new Visionary 2025/2030. The PPIH Group aims to be a visionary company that embodies our 2030 ideal of being “a company that adheres to the principle ‘The Customer Matters Most,’” “a company that responds to change and boldly takes on daunting challenges,” and “a company that constantly grows and continues to set bold goals.” We will be a company that improves profitability in our domestic business, expands our business scale, improves profitability in our overseas business, and works to realize a sustainable society and company through our ESG activities.

Building a new value chain

Visionary Company

Becoming a highly productive company

Aiming to be “the most convenient store for the customer”

- Creating long-term sustainable social and economic value
- Simultaneously contributing to stakeholders and increasing the PPIH Group’s corporate value

Domestic Discount Store Business

Domestic GMS Business

Overseas Business

Finance Business

PPI Financial service

UCS

Don Quijote

DON DON DONKI

TOKYO CENTRAL

Gelson's

MARUKAI