

The History of Creating Corporate Value

# Our corporate philosophy “The Source” opens a path to the future

Since the PPIH Group opened its first Don Quijote store in 1989, it has continued to increase sales and profits over 35 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.

We will continue to uphold “The Customer Matters Most” principle and strive to further enhance our corporate value, positioning ourselves as a visionary company that meets the evolving needs of our customers and society.

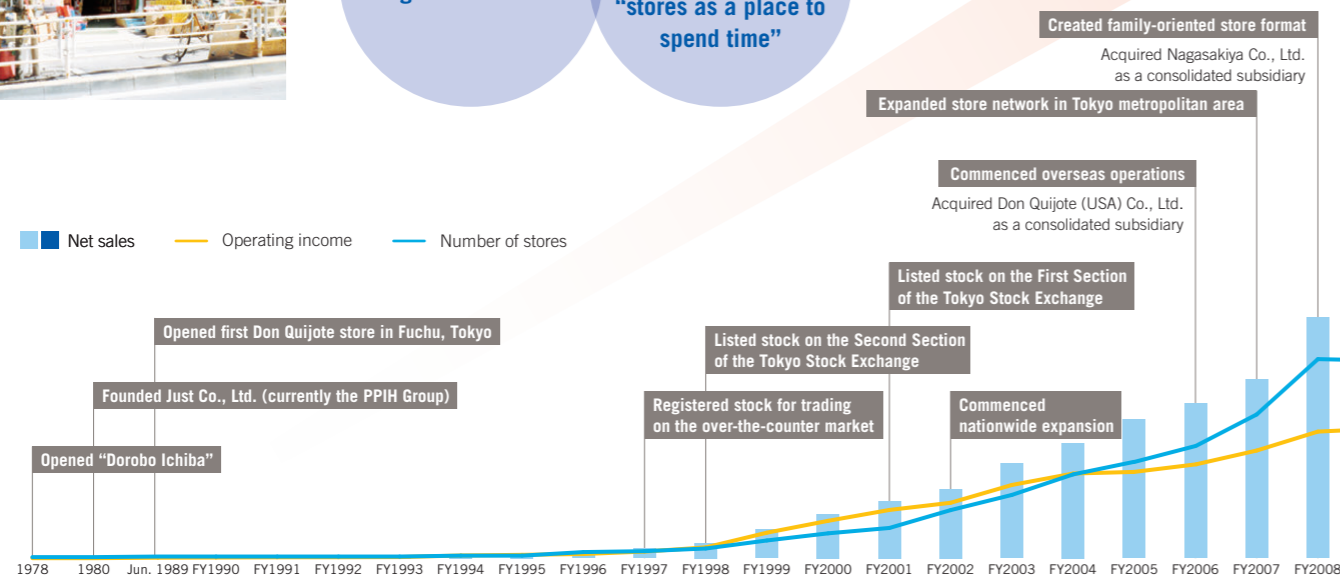
### Starting point of “The Customer Matters Most”: founding of the company

In 1978, Founding Chairman Takao Yasuda opened the 18 tsubo (about 60 square meter) general merchandise store Dorobo Ichiba, the predecessor of our Group, in Suginami-ku, Tokyo with no experience in the retail business. 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.



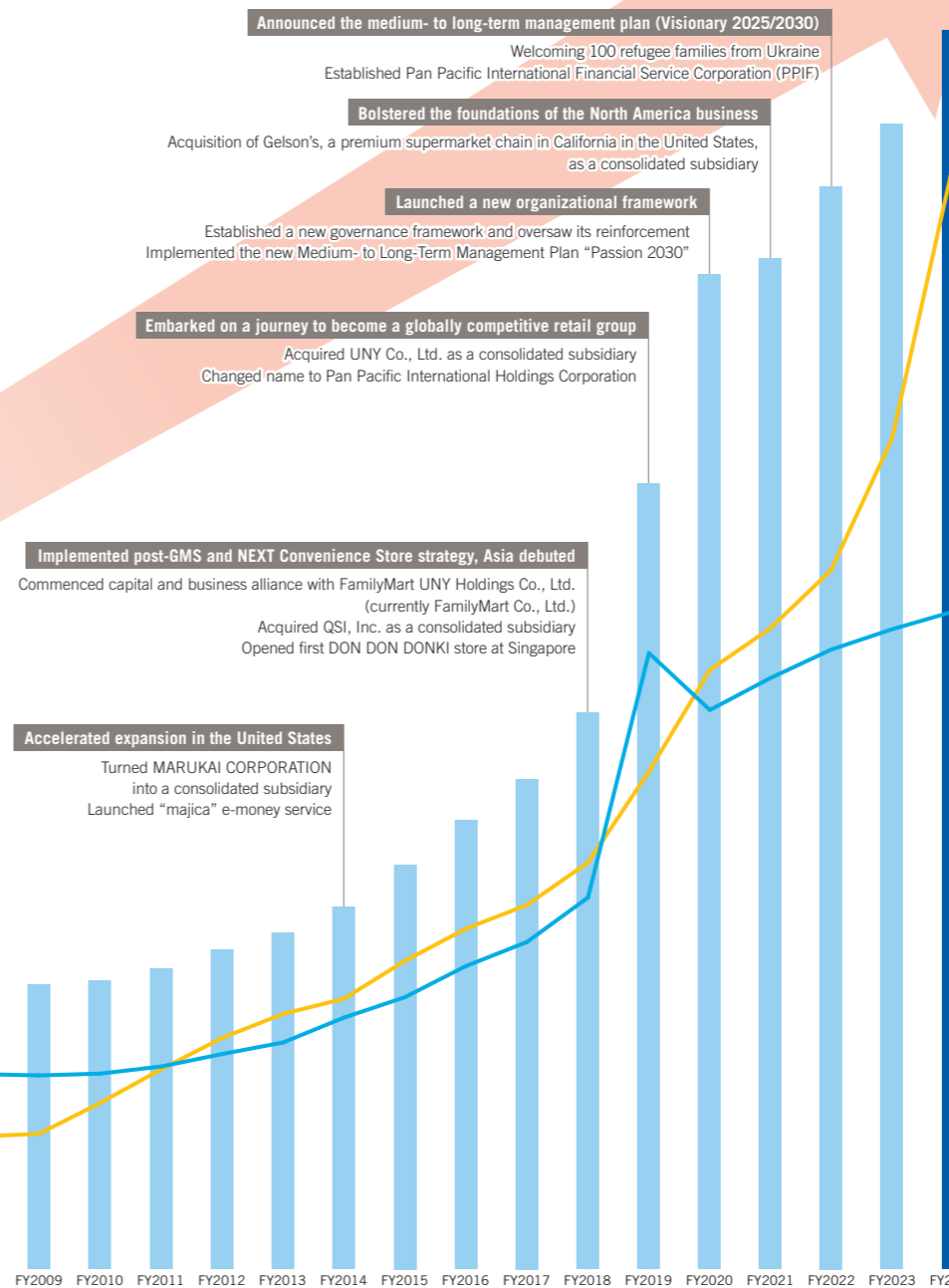
Discovery of unmet nighttime demand

Starting point of value creation through provision of “stores as a place to spend time”



## Increasing sales and profits over 35 consecutive years

Charting Further Growth Strategies to Achieve “Visionary 2023” Plan



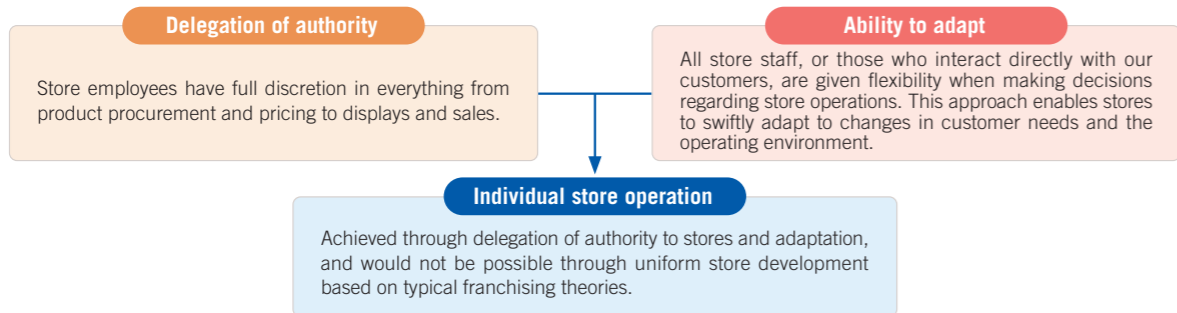
FY 2024 Net Sales Exceed **¥2 trillion**

Net Sales **¥2.0951 trillion**

Operating income **¥140.2 billion**

Number of Stores **742 stores**

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



### Unique value of our group fostered by history

**CV + D + A**  
(ConVenience · Discout · Amusement)

<p><b>ConVenience (usefulness)</b></p> <p>Wide-ranging product lineups encompassing everything from foods and miscellaneous household goods to electrical appliances and brand-name products, as well as operating stores in diverse locations and for extended hours</p>	<p><b>Discount (low prices)</b></p> <p>Amazing discounts that bring smiles to customers with competitive prices that rival those of competitors</p>	<p><b>Amusement (enjoyment)</b></p> <p>Enjoyable shopping experiences provided by compression displays, handwritten POP advertisement cards, and other space production techniques that stimulate the senses</p>
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