# 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

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"

Operating income — Number of stores

Opened first Don Quijote store in Fuchu, Tokyo

Acquired Nagasakiva Co., Ltd. as a consolidated subsidiary

menced overseas operations

Acquired Don Quijote (USA) Co., Ltd. as a consolidated subsidiary

Delegation of authority and the ability to adapt our enduring strengths born from pursing the principle of "The Customer Matters Most"

1980 Jun. 1989 FY1990 FY1991 FY1992 FY1993 FY1994 FY1995 FY1996 FY1997 FY1998 FY1999 FY2000 FY2001 FY2002 FY2003 FY2004

Delegation of authority Ability to adapt All store staff, or those who interact directly with our customers, are given flexibility when making decisions Store employees have full discretion in everything from regarding store operations. This approach enables stores product procurement and pricing to displays and sales. to swiftly adapt to changes in customer needs and the operating environment. Individual store operation

> Achieved through delegation of authority to stores and adaptation, and would not be possible through uniform store development based on typical franchising theories.

# **Increasing sales and profits** over **35** consecutive years

Announced the medium- to long-term management plan (Visionary 2025/2030)

Acquisition of Gelson's, a premium supermarket chain in California in the United States,

Established a new governance framework and oversaw its reinforcement

Acquired UNY Co., Ltd. as a consolidated subsidiary Changed name to Pan Pacific International Holdings Corporation

(currently FamilyMart Co., Ltd.)

Acquired QSI, Inc. as a consolidated subsidiary Opened first DON DON DONKI store at Singapore

Implemented the new Medium- to Long-Term Management Plan "Passion 2030"

barked on a journey to become a globally competitive retail group

nced capital and business alliance with FamilyMart UNY Holdings Co., Ltd.

Turned MARUKAI CORPORATION

Launched "majica" e-money service

into a consolidated subsidiary

Welcoming 100 refugee families from Ukraine
Established Pan Pacific International Financial Service Corporation (PPIF)

as a consolidated subsidiary

Bolstered the foundations of the North America business

"Visionary 2025" plan

**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

Unique value of our group fostered by history











(ConVenience · Discount · Amusement)

### ConVenience (usefulness)

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

### Discount (low prices)

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

### Amusement (enjoyment)

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

Pan Pacific International Holdings | Integrated Report 2024