

# Business Portfolio Management

## Domestic Discount Store Business

We aim to create stores that are favored by the local community by providing a variety of store formats with different targets, shop floor areas, and product line-ups, etc and developing specialized stores such as Kirakira Donki in addition to Don Quijote and MEGA Don Quijote.



## Domestic GMS Business

We are increasing the number of Apita and Piago comprehensive retailers. By further promoting individual store management, we aim to create stores that receive the highest levels of support from their communities and where customers can enjoy shopping and feel comfortable.



## Overseas Business

### North America Business

We are developing a wide range of business formats, including community based and tourist based stores in Hawaii, and supermarkets and high end supermarkets that carry many Japanese products in California. We are working to build a foundation for growth and create new business formats.



### Asia Business

We are expanding "DON DON DONKI" in the Pacific Rim area based on the concept of "Japan brand specialty store", offering made in Japan products or products targeted at the Japanese market, as well as Japanese products. We are promoting the appeal of Japanese food and culture.



## Store network

### Japan

**632 stores**

\*1 "MEGA Don Quijote" includes NEW MEGA Don Quijote, "MEGA Don Quijote UNY" includes Don Quijote UNY, "Picasso, etc." includes Picasso, Essence, Ekidonki, Soradonki, Jonetz Shokunin, Nagasakiya, etc., "Apita, Piago" includes U-STORE, Piago Power, Power Super Piago, etc.

### Domestic Discount Store Business

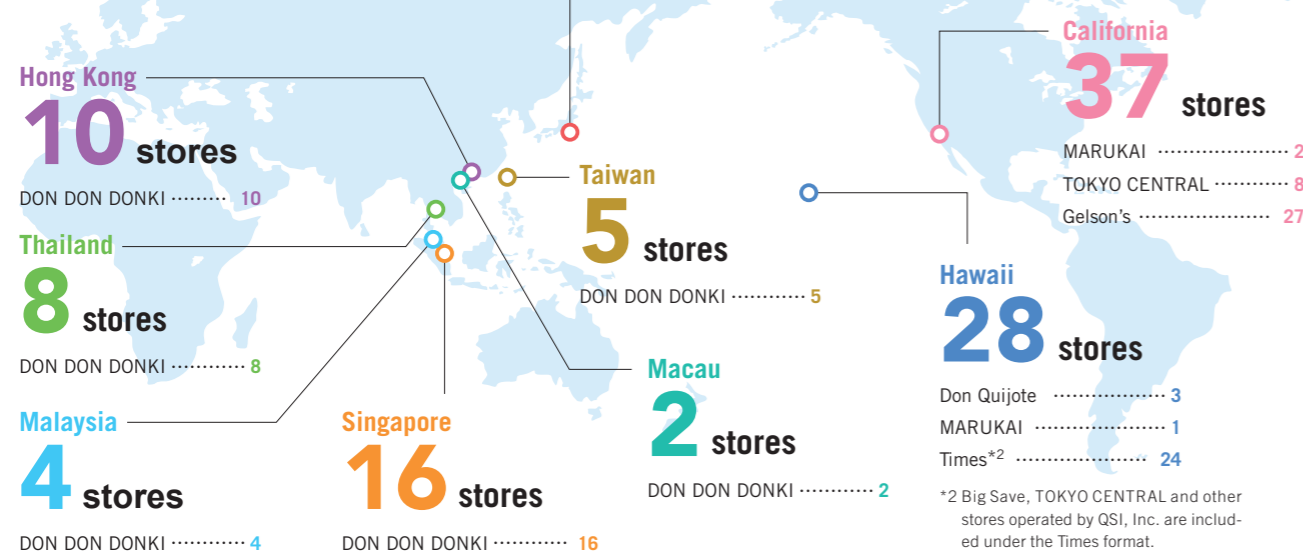
Don Quijote	262
MEGA Don Quijote*1	143
MEGA Don Quijote UNY*1	62
Picasso, etc.*1	34

### Domestic GMS Business

Apita, Piago*1	131
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**Number of Group stores**  
**742 stores**

\*Number of stores: End of FY 2024



\*2 Big Save, TOKYO CENTRAL and other stores operated by QSI, Inc. are included under the Times format.



# The PPIH Group in Numbers



Business size	Earning power
<p>Consolidated net sales <b>8.2% increase YoY</b></p> <p><b>¥2.0951 trillion</b></p> <p>exceeded <b>¥2 trillion</b> for the first time ever</p>	<p>Operating income <b>33.2% increase YoY</b></p> <p><b>¥140.2 billion</b></p> <p>medium- to long-term management plan "Visionary 2025" achieved 1 year ahead</p>
<p>Number of Group employees</p> <p><b>17,168</b></p>	<p>Operating income margin</p> <p><b>6.7%</b></p>
<p>Shop floor area</p> <p><b>2,647,369 m<sup>2</sup></b></p>	<p>EPS</p> <p><b>¥148.64</b></p>
<p>Number of purchasing customers</p> <p><b>682.16 million</b></p>	<p>ROE</p> <p><b>17.9%</b></p>
Capital strength	
<p>Total assets</p> <p><b>¥1.4984 trillion</b></p>	<p>Total net assets</p> <p><b>¥547 billion</b></p>