

Business Portfolio Management

The PPIH Group manages a diverse portfolio of businesses spanning multiple formats and regions in an integrated manner while pursuing both the principle of "The Customer Matters Most" and "optimization of management resources across the Group." Our goal is to achieve stable growth through revenue diversification and sustainable value creation by balancing growth areas with restructuring areas. We practice portfolio management that enables flexible and rapid decision-making based on thorough implementation of individual store operation, striving to promote innovation, generate synergies between businesses, and diversify risks.

Domestic Discount Store Business

We provide a variety of store formats, including Don Quijote, MEGA Don Quijote, and Kirakira Donki, adapting shop floor areas and product lineups, and catering to regional characteristics. We offer attractive services to local customers and inbound tourists and strive to create stores that constantly win their favor.



Overseas Business (North America Business)

We operate in 3 areas: California, Hawaii, and Guam. In California, we run stores carrying many Japanese products and established high-end supermarkets. In Hawaii, we operate community-based stores and tourist-oriented stores. In Guam, we run hybrid-format stores handling Japanese products, souvenirs, and local goods. Currently, we are building a foundation for further growth, including expanding our store network, primarily in California.



Domestic UNY Business

We operate the general merchandise store "Apita," food supermarket "Piago," and "U-STORE." Moving beyond the traditional "clothing, food, and housing" framework, we endeavor to offer a wide range of products needed for different aspects of customers' lives at prices that bring them satisfaction. By striving for "uniqueness," which was also the inspiration for the UNY name, we aim to create stores that earn the highest levels of support from our communities.

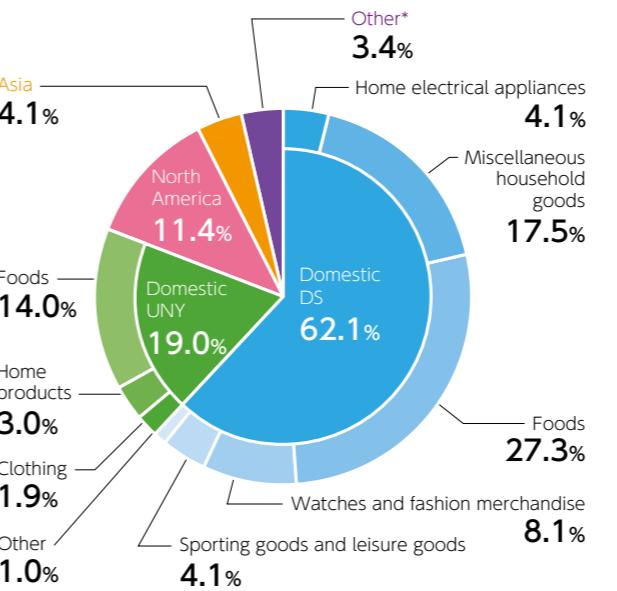


Overseas Business (Asia Business)

We are expanding "DON DON DONKI" in the Pacific Rim area as a "Japan brand specialty store" offering Japanese products and products targeted at the Japanese market. Based on the concept of "Delicious, Healthy, Eco-friendly," we promote the appeal of Japanese food and culture while guaranteeing values such as high quality and safety.



Consolidated Business Segments Overview



* Includes tenant leasing business and credit card business.

Sales by Business Segment

Domestic Discount Store Business	¥1,445.3 trillion
Domestic UNY Business	¥470.2 billion
North America Business	¥260.4 billion
Asia Business	¥91.5 billion
Total	¥2,246.8 trillion

*Others: Consolidation adjustments: ¥(20.7) billion.

■ Number of purchasing customers

703.16 million

■ Number of Group employees

17,075

■ Number of majica app members

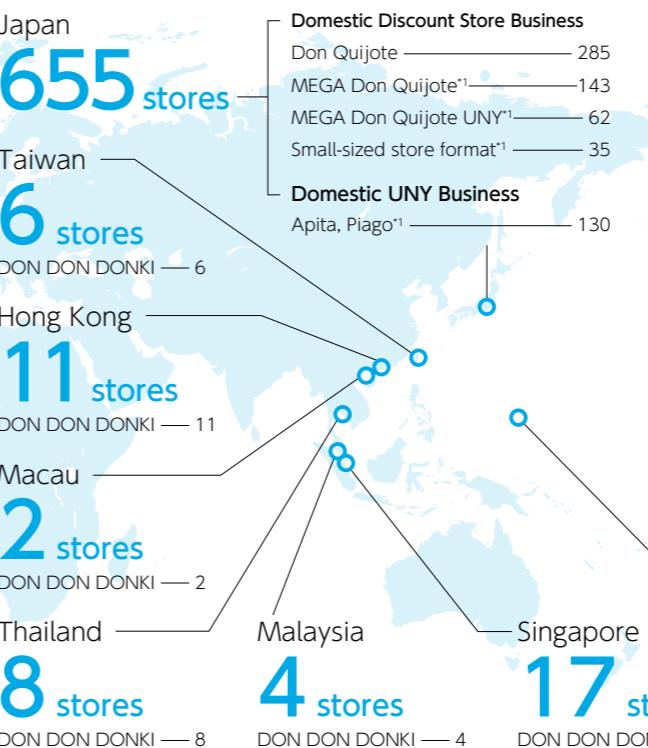
17.79 million

■ Average number of temporary employees

47,016

(annual average number of employees during the period)

Store network



Number of Group stores

779 stores

46 stores

MARUKAI — 2
TOKYO CENTRAL — 9
Gelson's — 26
MIKUNI — 9

29 stores

Don Quijote — 2
DON DON DONKI — 1
MARUKAI — 1
Times² — 25

¹*MEGA Don Quijote* includes NEW MEGA Don Quijote; *MEGA Don Quijote UNY* includes Don Quijote UNY; *small-sized store format* includes Picasso, Essence, Domise, Ekidonki, Soradonki, Jonetz Shokunin, Nagasakiya, etc.; *Apita, Piago* includes U-STORE, PiagoPower, Power Super Piago, etc.

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

*Information on this page is current as of the end of June 2025.