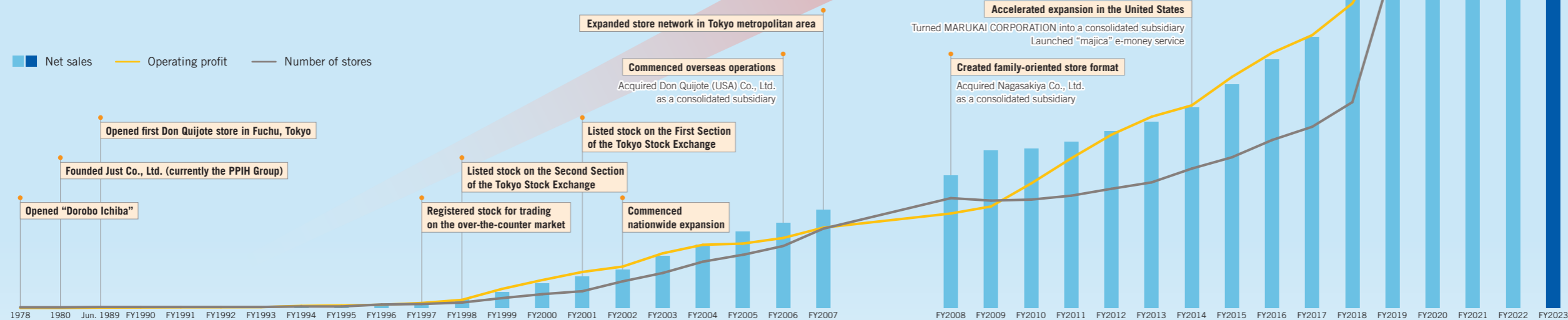


## The History of Creating Corporate Value

# 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 34 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.



Increasing sales and profits over **34** consecutive years

Demonstrating our “earning power”

Net Sales  
¥ **1.94** trillion

Operating Profit  
¥ **105.3** billion

Number of Stores  
**718** stores  
\* As of June 30, 2023

### Visionary 2025/2030

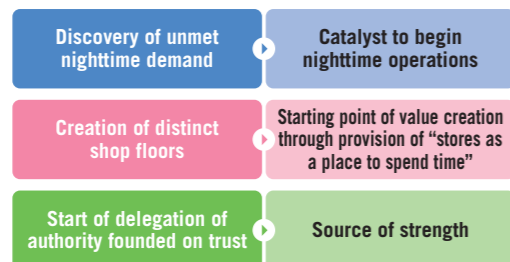
Based on the principle “The Customer Matters Most,” PPIH will continue to serve changing customers and society

- A company that adheres to the PPIH corporate principle “The Customer Matters Most” first in every corner of the organization
- A company that responds to change and takes on challenges boldly
- A company that constantly grows and continues to set bold goals
- A company that targets innovation to take its core values to the next level
- A management team that is ambitious for the growth of PPIH as a company, not for personal goals, and that can pass the baton of management and continuous growth to the next generation in a timely manner

## Delegation of authority and the ability to adapt our enduring strengths born from pursuing the principle of

### 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 Sugunami-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.



### Delegation of authority Ability to adapt



### 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.

## “The Customer Matters Most”

Our Group’s unique values cultivated over our history

**CV + D + A**

(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 senses

## The evolution of profit management

- March 2014: Launched “majica” e-money service
- July 2015: Launch of the majica app
- September 2021: Established Pan Pacific International Financial Service Corporation (PPIF)

In addition to our discount store, GMS, and overseas businesses, we have positioned our finance business as our fourth pillar and established PPIF to handle financial services. This contributes to the growth of the entire Group by utilizing purchasing data.

