



# STATEMENT

You can buy more than usual because they are priced low.

You can try items because they are priced low.

You casually bought an item because it was priced low,  
and it changed your everyday life.

At Daiso, we believe that low prices have infinite power  
to enhance people's lives.

We would therefore like to help people enhance lifestyles  
by offering them the surprise  
and the joy of discovering extraordinary goods.

With a definitely broad range of  
definitely high-quality products based on definitely fun ideas,  
Daiso make shopping, life and society more and more exciting  
with the power of low prices.

DEFINITELY DAISO

# MESSAGE



Daiso Industries Co., Ltd.  
**Seiji Yano**  
President and Representative Director

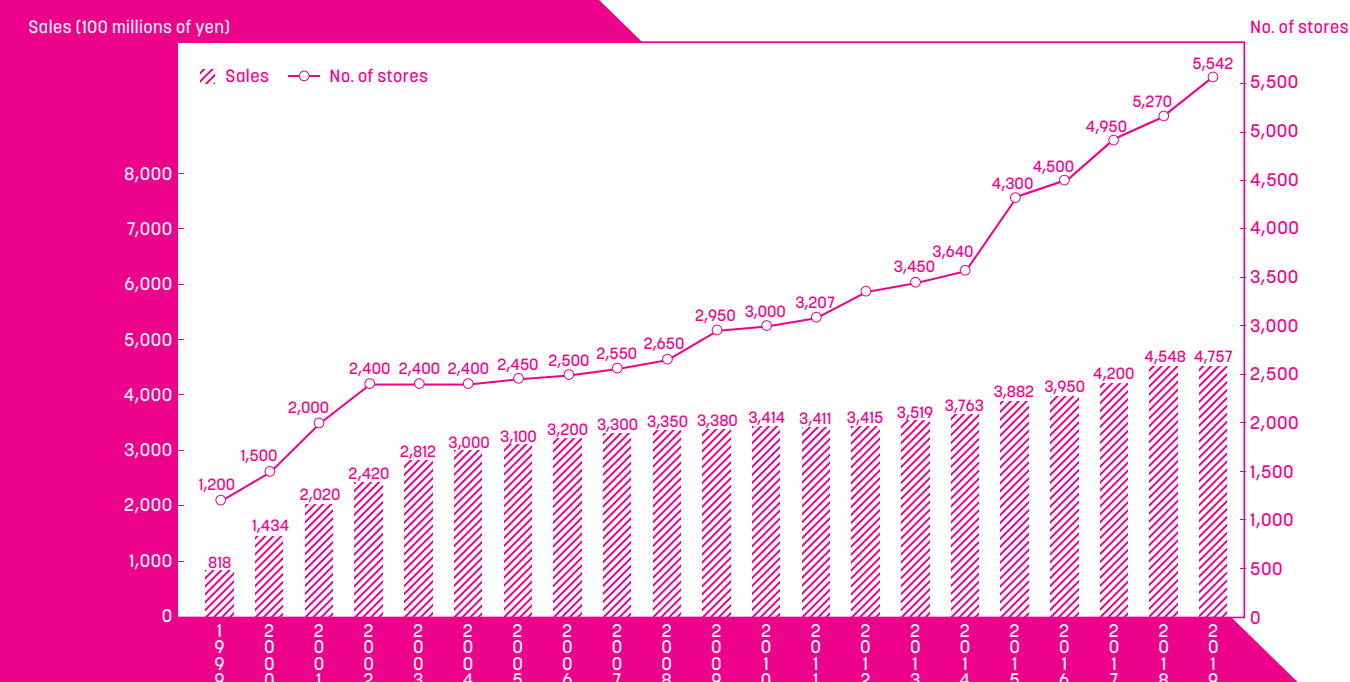
## Building foundations for life in the world

This year marks the 47th year of our business, which started with moving sales in 1972. We launched our stores with a focus on a standard price of 100 yen instead of product categories. We then became the first company in the world to establish a business model of operating a worldwide chain of single-price stores. As of March 2019, we had a total of 5,542 stores under the brand name of Daiso, comprising 3,367 in Japan and 2,157 in 27 countries and regions abroad. We offer a wide variety of items that enhance customers' lifestyles, ranging from essentials for daily life to hobby items. Today, we have approximately 70,000 items, and we develop 99% of them by ourselves. In addition, we develop 800 new items per month and surprise our customers. We launch at least 150 new stores in Japan and more than 100 overseas annually. We have earned high marks for building the foundations for the lives of people around the world. According to Nikkei Research's Brand Strategy Survey with 100,000 votes in 2019, Daiso achieved first place in the category of retailers.

## Aspiring to be a global retailer originating in Japan

We will work to increase the value of our worldwide corporate brand of Daiso, aspiring to be a global retailer originating in Japan. As the first step towards this vision, we launched a worldwide common corporate identity in March 2019 and introduced a completely new brand message. In accordance with the domestic and overseas business strategy with the slogan "Definitely Daiso", we will achieve a business model of providing customers with products with unrivalled greater value than their prices to ensure optimal procurement, logistics networks and in-store sales. To meet this objective, we will renew all our business strategies and standardize global operations with the aim of providing our brand with worldwide status. We will remain committed to offering a joyful shopping experience in our stores as well as smiles and fulfilling lifestyles to customers around the world.

## Trends in domestic and overseas sales (as of March 2019)



In addition to growth in Japan, in recent years there has also been an increase in sales overseas. Daiso is continuing to grow as a 21st century global company.



# DEFINITELY DAISO DAISO

In March 2019, we introduced a new corporate identity, including the new slogan “Definitely Daiso” and a new logo.

For making proposals that exceed customers’ expectations, we seek a definitely high level in everything, such as definitely high quality, a definitely rich lineup of items, definitely innovative ideas and definitely great excitement. We are committed to constantly producing new sales floors to provide customers with more fun, aiming for stores that enhance the lifestyles of our customers around the world.

With respect to store design, we utilize custom-made furniture. For lighting, we use LEDs, lamps in different colors and spotlights to make products look more attractive. Shelves are arranged at different heights to emphasize product quality. New store layouts will be introduced to provide wide aisles and a space for a relaxed shopping experience.

With respect and gratitude, Daiso will deliver smiles and fulfilling lifestyles to customers around the world.

**DAISO** **DAISO**  
ダイソー JAPAN





# DEFINITELY GREAT STORE POWER

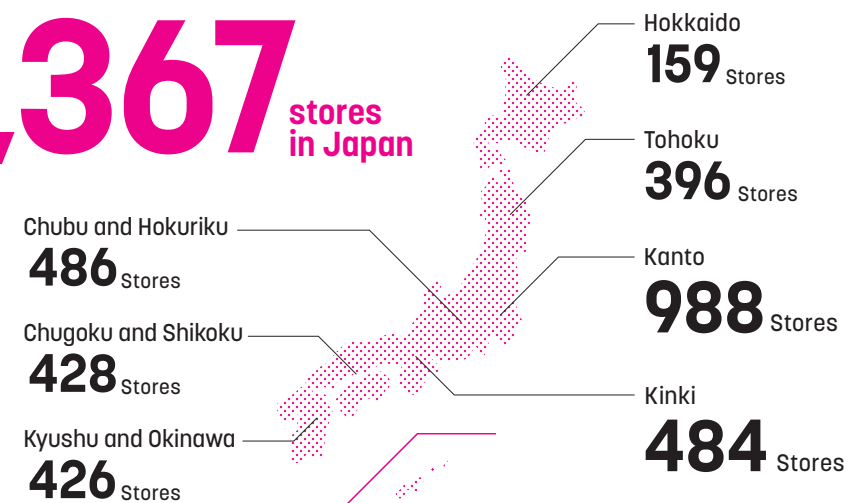
Stores in all

**47** prefectures of Japan

**3,367** stores in Japan

**150** stores opening per year

\* as of March 2019



## 100 tsubo or less

Approx. 10,000 items displayed in a 100-tsubo space



89 tsubo  
293m<sup>2</sup>

Yume Town Hikarinomori Store

Shibuya Center Gai Store (98 tsubo, 320 m<sup>2</sup>) Tokyo Soramachi Store (57 tsubo, 190 m<sup>2</sup>)  
Kansai Airport Store (25 tsubo, 80 m<sup>2</sup>) Arde Shin-Osaka Store (42 tsubo, 140 m<sup>2</sup>)

## 100 to 300 tsubo

Approx. 25,000 items displayed in a 300-tsubo space



205 tsubo  
676m<sup>2</sup>

Qanat Mall Izumi Fuchu Store



255 tsubo  
841m<sup>2</sup>

Ecoll-Rose Shopping Center Store

Aeon Lake Town Store (214 tsubo, 710 m<sup>2</sup>) Lazona Kawasaki Store (250 tsubo, 830 m<sup>2</sup>)  
Harajuku Store (133 tsubo, 440 m<sup>2</sup>) Shinsaibashi Store (289 tsubo, 953 m<sup>2</sup>)

Our stores are diverse in terms of size, ranging from 20 tsubo (approx. 66 m<sup>2</sup>) to 1,800 tsubo (approx. 5,950 m<sup>2</sup>), as well as store styles. We operate different types of attractive stores to suit our customers and locations.

## Diverse store styles

Inside stations

Airports

Shopping districts

Tourist areas

Roadside stores

N S C

Shopping mall

## 300 to 500 tsubo

Approx. 35,000 items displayed in a 500-tsubo space



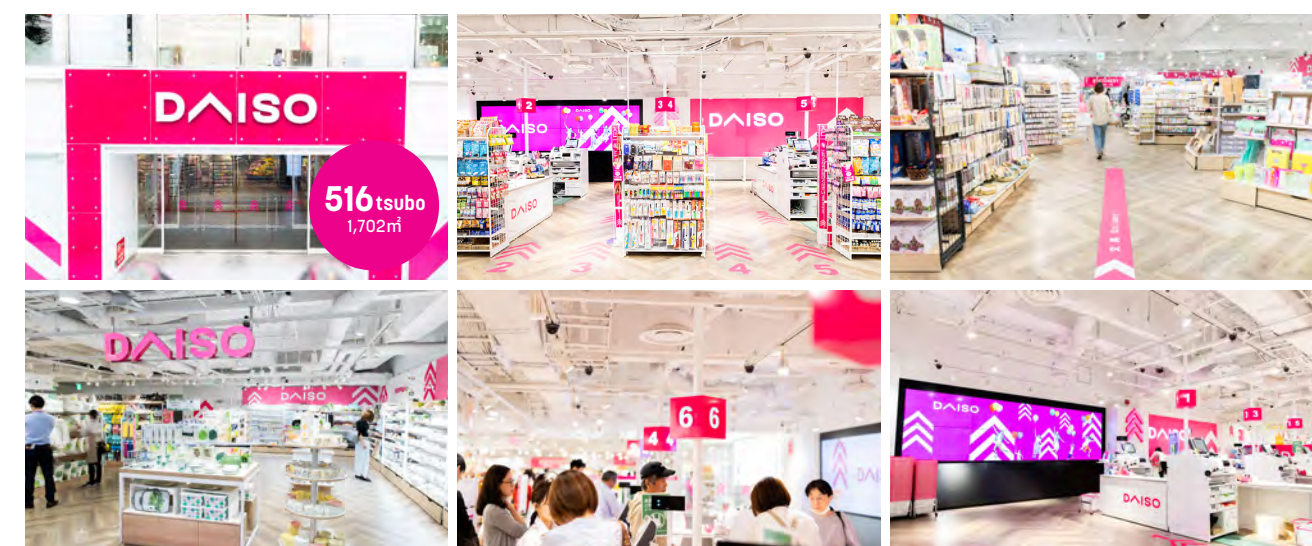
362 tsubo  
1,190m<sup>2</sup>

Musashi Koyama Ekimae Store

Aeon Mall Makuhari Shintoshin Store (379 tsubo, 1,250 m<sup>2</sup>) Aeon Mall Okinawa Rycom Store (342 tsubo, 1,130 m<sup>2</sup>)  
Live Tower Musashi Urawa Store (353 tsubo, 1,160 m<sup>2</sup>)

## 500 to 1,800 tsubo

Approx. 50,000 items displayed in a 1,000-tsubo space



516 tsubo  
1,702m<sup>2</sup>

Umeda OPA Store

Shinsaibashisuji Nichome Store (543 tsubo, 1,791.9 m<sup>2</sup>) Arcakit Kinshicho Store (968 tsubo, 3,190 m<sup>2</sup>)  
Giga Funabashi Store (1,663 tsubo, 5,487 m<sup>2</sup>) Hakata Bus Terminal Store (907 tsubo, 1,990 m<sup>2</sup>)  
Kohoku Tokyu Department Store (832 tsubo, 2,750 m<sup>2</sup>)



# DEFINITELY GREAT STORE POWER

**5,542** stores in **28** countries and regions around the world

\* as of March 31, 2019  
[※including stores operated by joint ventures and distributors]

In 2001, we launched our first overseas store in Taiwan.

Nearly 20 years have passed since then,

and we now operate 2,175 stores in 27 countries

and regions outside Japan.

Thankfully, Daiso stores have gained support

from customers around the world for

high-quality goods, wide assortment

and their uniqueness.

## Middle East

**78** stores

● U.A.E	7 UAE Dirhams	<b>45</b> stores
● Kuwait	600 fulaas	<b>7</b> stores
● Qatar	7 Qatari riyals	<b>7</b> stores
● Bahrain	700 fils	<b>3</b> stores
● Saudi Arabia	7 Saudi Arabian riyals	<b>9</b> stores
● Oman	0.7 Omani riyals	<b>3</b> stores
● Israel	10 sheqalim	<b>4</b> stores

## Oceania

**47** stores

● Australia	2.8 Australian dollars	<b>45</b> stores
● New Zealand	3.5 New Zealand dollars	<b>2</b> stores

## Japan

**3,367** stores

● Japan	100yen	<b>3,367</b> stores
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Daiso will continue to grow into a global company that provides a definitely broad array of definitely high-quality products in our stores all over the world.

## Asia

**1,929** stores \* Excluding Japan

● China	10 Yuan	<b>95</b> stores
● Hong Kong	12 Hong Kong dollars	<b>56</b> stores
● Macau	15 Macanese Patacas	<b>15</b> stores
● Taiwan	49 Yuan	<b>60</b> stores
● Thailand	60 Bahts	<b>127</b> stores
● Malaysia	5.9 Ringgit	<b>70</b> stores
● The Philippines	88 Philippine Pesos	<b>85</b> stores
● Singapore	2 Singapore dollars	<b>19</b> stores
● South Korea	1,000 won	<b>1,343</b> stores
● Myanmar	1,800 kyats	<b>4</b> stores
● Vietnam	40,000 dong	<b>25</b> stores
● Indonesia	25,000 rupiahs	<b>19</b> stores
● Mongolia	3,500 togrogs	<b>6</b> stores
● Cambodia	1.9 dollars	<b>3</b> stores
● Laos	18,000 kip	<b>2</b> stores

## North America

**79** stores

● The United States of America	1.5 dollars	<b>78</b> stores
● Canada	2 Canadian dollars	<b>1</b> store

## Central and South America

**42** stores

● Brazil	799 Real	<b>42</b> stores
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# DEFINITELY GREAT STORE POWER

Going beyond national borders,  
Daiso aims to be a company that is indispensable to customers all over the world.

## Main countries where Daiso stores are found

### U.S.A. Hawaii



### U.S.A New York



### China



### Thailand



### Brazil



### Australia



### Singapore



### UAE Dubai





# DEFINITELY GREAT **PRODUCT POWER**

We offer the fun of choosing and reassurance,  
"There is one there, too! They have this, too!",  
"I did not expect to find this at Daiso!"



Product line-up  
Approx. **70,000** items

Approx. **150,000** SKU

Internally developed products  
(miscellaneous goods)  
**99** %

New products  
Approx. **800**  
items per month  
\* as of March 2019

## Stationery



## Cosmetics / Hair accessories



## Handicrafts / Handmade



## Healthy bathing



## Living



## Toys / Party



## Electrical accessories



## Interior





DEFINITELY GREAT **PRODUCT POWER**

Japanese and Western tableware



Kitchen accessories



Plastic products



Gardening



We will continue to create definitely high-quality products based on surprisingly unique ideas.

Hit items outside Japan

Fun erasers



Sap sheets



Matcha item series



Soft light clay



Batteries

Approx. **51.59** million batteries are sold each year.



Daiso sell one piece of battery every second.  
Our batteries sales are the highest in Japan by far!

Neckties

Approx. **0.98** million neckties are sold each year.



Daiso sells one necktie every 32 seconds.

Sweet chestnuts

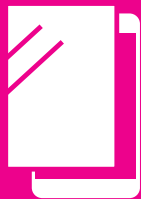
Approx. **11.7** million sweet chestnuts are sold each year.



Daiso sells one bag of sweet chestnuts every 2.7 seconds.

Cellphone screen protection films

Approx. **7.6** million sheets are sold each year.

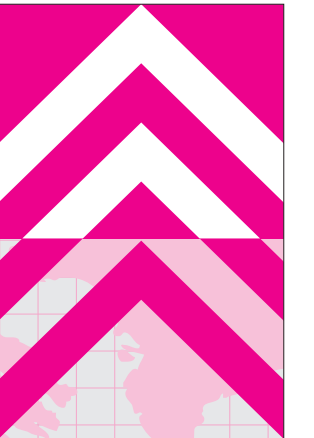


Daiso sells one sheet every 4.2 seconds.



# DEFINITELY GREAT LOGISTICS POWER

We have a system for delivering products rapidly, safely and accurately to our stores across the globe.



Number of distribution bases within Japan and overseas

24

Total warehouse space

Approx. 250,000 tsubo [ 826 000m<sup>2</sup>]

Number of containers imported to Japan (entire group)

Approx. 100,000 per year

Annual shipments from the RDCs in Japan:

1,720 million pieces \* as of March 2019

China (Nansha)  
China (Xiamen)

Vietnam (Hai Phong)

Thailand (Bangkok)  
Thailand (Rayong)

China (Shanghai Yangshan)  
China (Shanghai Waigaoqiao)  
China (Qingdao)

Japan

South Korea (Seoul)

Taiwan (Taichung)  
Taiwan (Taoyuan)

Malaysia  
Singapore

Australia (Melbourne)

Brazil (Sao Paolo)

USA (Los Angeles)

## RDCs in Japan

\* RDC stands for Regional Distribution Center.



Chiba RDC 102,479 m<sup>2</sup>



Saitama RDC 59,504 m<sup>2</sup>



Nagoya RDC 72,727 m<sup>2</sup>



Osaka RDC 69,421 m<sup>2</sup>



Hokkaido RDC 34,380 m<sup>2</sup>



Niigata RDC 41,322 m<sup>2</sup>



Hiroshima RDC 41,322 m<sup>2</sup>



Kyushu RDC 44,628 m<sup>2</sup>

## Logistics warehouses with manufacturing facilities around the world



Shanghai warehouse 33,058 m<sup>2</sup>



Thailand warehouse and factory 101,511 m<sup>2</sup>



Vietnam warehouse and factory 19,835 m<sup>2</sup>



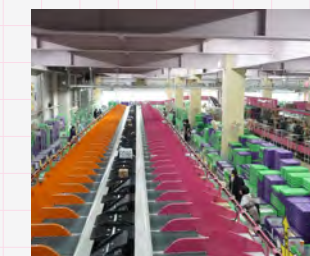
Malaysia warehouse (to be constructed with an area of 99,000 m<sup>2</sup>)

## Establishment of automated warehouse with ultimate efficiency equivalent to the largest warehouse in Japan

1 Automatic storing of products and ensuring pallet picking



2 We can sort for 150 to 200 stores at the same time



3 Automatic sorting for each delivery route is possible.



## Environmental initiatives

We have installed solar power generation systems (Mega Solar) at all RDCs in Japan, and are contributing to improving the global environment.





# CUSTOMER RATINGS

Many customers give us high evaluation.

## Daiso ranked first in retailer category in Brand Strategy Survey 2019

Based on corporate brand reviews of some 100,000 business workers and consumers, the Brand Strategy Survey placed Daiso in first place in the category of retailers.

They rated companies based on the overall index in terms of uniqueness, willingness to recommend, corporate attractiveness, business serviceability and fondness. Only five retailers were on the list of the top 100 brands. Among these, Daiso won the first place over major competitors.

2019	2018	Brand	Score
71	116	Daiso	622
77	103	Muji (Ryohin Keikaku)	618
77	79	UNIQLO	618
89	79	7-Eleven	612
100	109	Tokyu Hands	602

## Daiso ranked eighth

In Brand Japan 2019

[ breaking into the Top 10 for the first time ]

Daiso was so highly regarded that it jumped from the 20th place in the previous year to the eighth place this year.

We moved into the Top 10 on the basis of overall assessment in four dimensions, namely friendliness, convenience, outstanding (uniqueness and attractiveness) and innovativeness. The light appearance of our corporate identity targeting young females gained popularity, and it was widely talked about on social media.

2019	2018	Brand
1	3	Amazon
2	11	YouTube
3	7	Nissin Foods
4	17	Muji
5	1	Google
6	29	Toyota Motor
7	55	Nitori
8	20	Daiso
9	5	Suntory
10	18	Rakuten
11	8	Panasonic
12	15	UNIQLO
13	42	Universal Studios Japan
14	12	Disney

## Daiso ranked first in the category of "intention to visit", and also first in the category of "intention to purchase or use" in Nikkei's Store Strategy Survey 2017

Nikkei Research carried out the Store Strategy Survey, which questions 230,000 subjects all over Japan about the attractiveness of nearly 350 retailers, restaurants, facilities and other businesses. Its results took the form of a ranking based on the intention to visit, time consumption premium, the intention to purchase or use, and the intention to recommend. Daiso was ranked first in the categories of the intention to visit and the intention to purchase or use. In terms of overall ranking, Daiso secured the second place after 7-Eleven for the fifth straight year.

Intention to purchase/use			Intention to visit		
"I want to buy / use" RANKING			"I want to go" RANKING		
1st PLACE			1st PLACE		
I want to buy / use		%	I want to go		%
1	Daiso	75.5	1	Daiso	75.5
2	7-Eleven	73.6	2	7-Eleven	74.6
3	Lawson	68.2	3	Lawson	68.4
4	UNIQLO	66.7	4	FamilyMart	66.2
5	FamilyMart	65.0	5	UNIQLO	65.3

5 consecutive years Overall assessment

2nd PLACE

# DAISO's Social Activities

Daiso positively engages in social activities, such as the creation of a women's Ekiden club, disabled art and other financial and non-financial support for sporting activities and for people with disabilities.

## SPORTS

### Establishment of Daiso women's Ekiden club

Daiso established a women's Ekiden club and held the inauguration ceremony in the city of Hiroshima on March 20, 2018. Behind this launch was the strong aspiration of Daiso's founder Hirotake Yano to serve the local community and make a social contribution. In the future, the club will train medium- and long-distance runners at Higashi Hiroshima and make social contributions through sporting activities aimed at increasing the track and field population. The club's goal is to win the All-Japan Women's Corporate Ekiden Championships and compete in international competitions.



### Supporting the Emperor's Cup Inter-Prefectural Men's Ekiden as the main sponsor

Daiso has been supporting the Emperor's Cup Inter-Prefectural Men's Ekiden race for five consecutive years as the main sponsor. The event attracts as many as 300,000 spectators along the course each year. We work together with athletes from all over the country, their cheering squads and local communities to actively support the event. The course starts and finishes at the Hiroshima Peace Memorial Park, and features two UNESCO World Cultural Heritage sites in the prefecture, namely the Atomic Bomb Dome and the Itsukushima Shrine at Miyajima in the city of Hatsukaichi. Each team consists of a junior high schooler, a senior high schooler, a university student and an adult worker representing their prefecture. They pass the team's sash while running for victory.



## PARALYM ART PLATINUM PARTNERS

This is an initiative run by the Shougaisha Jiritsu Suishin Kikou Association (the Association for Encouraging the Independence of People with Disabilities) with the objective of the social engagement and economic independence of people with disabilities. As a platinum partner, Daiso donates 2.5% of the selling prices of products featuring designs produced by registered artists with disabilities in addition to donations for artworks. We will meet our responsibility of voluntarily contributing to society through business activities.



A project certified under the Beyond 2020 Program by the Secretariat of the Headquarters for the Tokyo 2020 Games, the Cabinet Secretariat





# THREEPPY

## 300 and Happy

Under the THREEPPY brand, we operate miscellaneous goods stores dealing exclusively with items priced at 300 yen in response to demand for low-priced high-quality goods. While launching 20 to 30 new stores per year, we will expand the business of 300-yen shops. Taking advantage of Daiso's economies of scale, we will optimize logistics operations and develop low-priced high-quality products through collaborative systems with suppliers and factories.



Aeon Mall Zama Store



Handling Approx. **2,000** items

Releasing Approx. **300** new items per month

Earning sales of **3** billion yen  
(as of March 2019)

Targeting female and family customers in their 20s to 40s



### Twenty-two THREEPPY stores in operation

aTHREEPPY Division's total number of stores: 83 (22 THREEPPY stores and 61 Plus Heart stores, as of June 2019)  
We will aim to operate 100 stores under the THREEPPY and Plus Heart brands by fiscal 2020 and 200 THREEPPY stores within five years.  
With space of 30 to 50 tsubo each, these stores are launched as tenants in large shopping centers and shopping malls, mainly those attracting 5 million + shoppers per year.

#### One in Hokkaido

Ario Sapporo Store

#### Five in Kanto

Aeon Mall Zama Store  
Aeon Mall Tamadairanomori Store  
Aeon Mall Shimotsuma Store  
Aeon Lake Town Mori Store  
Kohoku Tokyu Shopping Center Store

#### Three in Tokai

Aeon Mall Tokoname Store  
Aeon Mall Ogaki Store  
Aeon Mall Fuso Store

#### Four in Kansai

Aeon Mall Itamikoya Store  
Aeon Mall Dainichi Store  
Umeda OPA Store  
Qanat Mall Izumi Fuchu Store

#### Four in Chugoku and Shikoku

Emifull Masaki Store  
Aeon Mall Imabari Shintosh Store  
Aeon Mall Hiroshima Gion Store  
Yume Town Higashi-Hiroshima

#### Five in Kyushu and Okinawa

Aeon Wakamatsu Shopping Center Store  
Aeon Mall Fukuokaito Store  
Aeon Shoppers Fukuoka Store  
Aeon Gushikawa Shopping Center Store  
Aeon Chatan Shopping Center Store





# COMPANY HISTORY

## 1972

### Established Yano Store

Began moving sales as a forerunner to "Daiso Sangyo".



## 1987

### Birth of 100 yen shop Daiso

Moved from moving sales to permanent stores. Opening of the 1st FC store.



## 1998

### More than 1,000 stores in Japan

Continued to launch stores at a striking pace of 50 to 60 per month.

This increased our purchasing power and our name recognition.



## 2005

### Operation in more than 10 countries outside Japan

Launched a store in the 10th country outside Japan five years after our first overseas store launch. Daiso began to be recognized by overseas customers.



## 2010

### More than 3,000 stores around the world

The number of Daiso stores in Japan and overseas exceeded 3,000.



## 2015

### Acquisition of Chubu Shokai

Acquired Chubu Shokai, a Shizuoka-based operator of 100-yen shops Orange.

## 2018

### More than 5,000 stores

Operated over 5,000 stores in 28 countries and regions in 46 years following the establishment of Yano Store.



## 2019

### Launched corporate identity

Introduced a corporate identity with a new single worldwide logo.



## 1977

### Daiso Industries was incorporated.

Introduced the uniform price of 100 yen and established a business model based on volume purchasing and volume sales.



## 1991

### Opening of the 1st store of our own

The first store, Takamatsu Store enjoyed a great success far beyond expectations. Full scale chain development commenced.



## 2001

### Opened 1st overseas store

Proceeded with overseas expansion, beginning in Taiwan. The store won a prize as the top brand selected by customers in Taiwan in 2009.



## 2008

### Operation in more than 20 countries outside Japan

The number of countries with Daiso stores exceeded 20 three years after surpassing 10. The Daiso brand began to be highly regarded in overseas markets.



## 2012

### Construction and operation of RDC

8 RDCs were built throughout Japan, beginning with the Saitama RDC. Japan's largest automated warehouse, with enormous efficiency, was established.



## 2016

### Takeover of Plus Heart

We took over Plus Heart which operated lifestyle sundries stores all over Japan.

## 2019

### Takeover of ALO and Chubu Shokai

We took over ALO and Chubu Shokai.

### Number of stores outside Japan

	Direct	Distributors	Joint Ventures	total
U.S.A.	76	2		78
Brazil	31	11		42
Australia	37	8		45
Singapore	19			19
China	9	86		95
Hong Kong		56		56
Macau		15		15
Taiwan	60			60
Thailand			127	127
Malaysia		70		70
The Philippines			85	85
South Korea			1,343	1,343
Myanmar		4		4
Vietnam		25		25
Indonesia		19		19
Mongolia		6		6
Cambodia		3		3
Laos		2		2
New Zealand		2		2
U.A.E.		45		45
Kuwait		7		7
Qatar		7		7
Bahrain		3		3
Saudi Arabia		9		9
Oman		3		3
Israel		4		4
Canada		1		1
total	172	448	1,555	2,175

# COMPANY INFORMATION

Company Name	Daiso Industries Co., Ltd.
Establishment	December 1977
Representative	Seiji Yano, President and Representative Director
Capital	2.7 billion yen
Sales	475.7 billion yen
Number of stores	3,367 stores within Japan (2,499 under direct control and 883 under distributor agreements) 2,175 stores outside Japan 5,542 stores in 28 countries and regions
Number of employees	314 regular employees 21,836 staff members (calculated from total working hours based on the assumption that one staff member works eight hours per day)
Main Business Partners	AEON, Izumi, Izumiya, Ito Yokado, Okuwa, Sunlive, San-a, Tokyu Store, Tokyu Land, Don Quijote, Fuji, Heiwado, The Maruetsu, Mitsui Fudosan, Uny, other major stores (in the order of the Japanese syllabary)

As of March 2019



### Company Profile Video

Please read with a mobile terminal equipped with a bar code reading function.