

# 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. The first agency store opens.



1998

**More than 1,000 stores in Japan**  
(Direct management (including agents))  
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 Overseas 10 countries and regions Japan five years after our first overseas store launch. Daiso began to be recognized by overseas customers.



2008

**Opened stores in 20 countries and regions overseas**

More than 20 countries and regions overseas to open stores in three years! Daiso brand begins to be appreciated overseas.



2012

**RDC Construction/operation**  
Starting with Saitama RDC, we have 8 RDCs nationwide.



2016

**Acquired the Plus Heart Company. Plus Heart**  
It operated household goods shops across the country. Acquired Plus Heart from subsidiary ALO.

2018

**Exceeded 5,000 stores (domestic and overseas)**  
It has been 46 years since Yano Shop was founded. Exceeded 5,000 stores in 28 countries and regions around the world.



2019

**Development of a new corporate identity**  
Developing a corporate identity Revamped with a unified global logo.



2020

**e-commerce site for toB**  
Started handling approximately 10,000 items.



2021

**e-commerce site for toC**  
Started shipping one product in Chiba Prefecture.



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.



2007

**Operation of Thailand factory and warehouse**  
Built a plastic factory and warehouse.



2010

**More than 3,000 shops in the world**  
The total number of stores in Japan and overseas exceeded 3,000.



2015

**Acquired Chubu Shokai.**  
Orange, a 100-yen shop based in Shizuoka, Japan. Acquired Chubu Shokai, a company that had been developing.



2016

**Vietnam factory and warehouse operation**  
Operates as a factory and warehouse.



2018

**Business development of 300 yen shop THREEPPY**  
Acquired ALO and Chubu Shokai.



2020

**Acquired the business of the 300 yen shop CouCou**  
Acquired CouCou from Bijian Co., Ltd.



2021

**Development of new business formats**  
Developing 「Standard Products」 and 「Natural Coordinate」 2 Branding.



**DAISO**

Daiso Sangyo Co., Ltd.

DAISO official website <https://www.daiso-sangyo.co.jp>



**DAISO**

CORPORATE PROFILE

# Company Motto Statement

Change the lives of people all over the world with a single price  
-Emotional price and emotional quality-

# Corporate Philosophy-Mission

Continuing to provide fun and richness with free thinking  
what! It was at Daiso, it was like this! Pursuit of the excitement of

# Shared Values-Value

Continue to stick to "Danzen" in all  
~Three Arrows~

## MESSAGE

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**



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

## Aspiring to be a global retailer originating in Japan

Under the corporate motto, "To change the lives of people all over the world at a single price and enrich it", We aim to become a global retailer originating from Japan. In March 2019, we renewed our global common corporate identity and brand message in order to enhance our brand value globally as "DAISO". We will continue to stick to "Danzen" in all "Three Arrows" \*1 and "Danzen! Daiso" slogans that will exceed the imagination of the customer-impressive price, moving quality-will continue to be provided. To that end, in our domestic and overseas business strategies, we will provide products that are overwhelmingly valuable, and revise the business model that enables optimal product procurement, distribution networks and store sales from the customer's perspective, and further brush up. We aim to establish a global brand through.

## Aspiring to be a global retailer originating in Japan

We have established a business model for the first time in the world to develop a global chain of stores in the 100-yen discount category, rather than a product category. Today, we have opened 3,620 DAISO stores in Japan, 2,272 stores in 24 countries and regions outside Japan, and more than 5,892 stores worldwide (as of the end of February 2021) as a giant chain. DAISO handles a wide range of products that enrich everyday life, from daily necessities to hobbyists, and currently has about 76,000 products. 90% of these products are developed in-house. In addition, we develop 800 new products every month to provide surprises to our customers. We are still opening about 150 stores in Japan and 100 stores overseas every year, and are highly regarded as a company that serves as the infrastructure for people's lives around the world.



\*1 For the Three Arrows, we designed the "A" in the shape of DAISO, which represents the company name in English. 'Enriching and updating people's lives' It expresses a strong determination and enthusiasm for the project.

## COMPANY INFORMATION

Company Name	Daiso Industries Co., Ltd.
Company representative	President and Representative Director Seiji Yano
Address	1-4-14 Saijo-Yoshiyukihigashi Higashihiroshima-city, Hiroshima 739-8501 JAPAN Phone# 082-420-0100 (the pilot number)
Establishment	December.1977
Capital	2.7 billion yen
Amount of sales	526.2 billion yen (March 1, 2020 to February 28, 2021)
Number of stores	Number of domestic stores... 3,620 stores (Directly operated 2,820 stores, agency 800 stores) 300 yen SHOP THREEPPY... 77 stores Plus Heart... 32 stores CouCou... 33 stores Number of overseas stores... 2,272 stores (24 countries and regions) 300 yen SHOP THREEPPY... 11 stores
Number of employees	Full-time employees... 476 Number of temporary employees... 22,821 (equivalent to 8 hours a day)
Main Business Partners	AEON, Izumi, Izumiya, Ito-Yokado, Okuwada, Sunrib, San-A, Tokyu store, Tokyu real estate, PPIH, Fuji, Heiwada, Maruetsu, Mitsui Fudosan, Uni, and other mass retailers (in alphabetical order)

As of the end of February 2021



# DEFINITELY GREAT STORE POWER

Stores in all

47

prefectures  
of Japan

3,620

stores  
in Japan

153

stores opening  
per year

As of the end of February 2021

## 100 tsubo or less

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



Frell With Jiyugaoka store  
(72tsubo・238㎡)



Shibuya Center Gai Store  
(98tsubo・324㎡)



Tokyo Soramachi Store  
(57tsubo・188㎡)



Youme Town Hikarinomori store  
(89tsubo・294㎡)



Arde Shin-Osaka Store  
(42tsubo・139㎡)



Kojiya Hagichu Shopping Street store  
(101tsubo・334㎡)

## 101 to 300 tsubo

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



Shinsaibashi Store  
(289tsubo・955㎡)



Harajuku Store  
(133tsubo・440㎡)



LINKS UEDA store  
(240tsubo・793㎡)



Aeon Lake Town Store  
(214tsubo・707㎡)



Lazona Kawasaki Store  
(250tsubo・826㎡)



Ario Yao store  
(217tsubo・717㎡)

Our stores are diverse in terms of size, ranging from 20 tsubo (approx. 66 m2) to 1,800 tsubo (approx. 5,950 m2), 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

Roadside  
store

mass  
store

N S C

Shopping  
mall

## 301 to 500 tsubo

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



Aeon Mall Makuhashi Shintoshin Store  
(379tsubo・1,253㎡)



Toyohashi Shimoji store  
(498tsubo・1,646㎡)



Musashikoyama station square store  
(326tsubo・1,196㎡)

## 500 to 1 800 tsubo

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



Osaka Umeda store  
(738tsubo・2,440㎡)



Shinyuri I-mylord  
(660tsubo・2,181㎡)



Misato Takano Store  
(694tsubo・2,294㎡)



Kameari Lirio store  
(849tsubo・2,807㎡)



Giga Funabashi Store  
(1,663tsubo・5,498㎡)



Yorktown Koriyama Shima store  
(555tsubo・1,834㎡)



Nagoya Sakae SKYLE store  
(574tsubo・1,898㎡)



Hiroshima Danbara store  
(597tsubo・1,974㎡)



Hakata Bus Terminal Store  
(910tsubo・3,008㎡)



# DEFINITELY GREAT STORE POWER

**5,892** stores in **24** countries and regions around the world

As of the end of February 2021  
(※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 2,272 stores in 24 countries  
and regions outside Japan.

**Japan**  
**3,620** stores

● Japan 100yen **3,620** stores

**Middle East**  
**77** stores

● UAE	7 UAE Dirhams	<b>44</b> stores
● Kuwait	600 fulloos	<b>6</b> stores
● Qatar	7 Qatari riyals	<b>6</b> stores
● Bahrain	700 fils	<b>2</b> stores
● Saudi Arabia	7 Saudi Arabian riyals	<b>7</b> stores
● Oman	0.7 Omani riyals	<b>4</b> stores
● Israel	10 sheqalim	<b>8</b> stores

**Oceania**  
**49** stores

● Australia	2.8 Australian dollars	<b>46</b> stores
● New Zealand	3.5 New Zealand dollars	<b>3</b> stores

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.

**North America**  
**81** stores

● The United States of America 1.5 dollars **81** stores

**Asia**  
**1,980** stores \* Excluding Japan

**Greater China**

● Mainland China	10 Yuan	<b>77</b> stores
● Hong Kong	12 Hong Kong dollars	<b>71</b> stores
● Macau	15 Macanese Patacas	<b>17</b> stores
● Taiwan	49 Yuan	<b>63</b> stores

● Thailand	60 Bahts	<b>116</b> stores
● Malaysia	5.9 Ringgit	<b>78</b> stores
● The Philippines	88 Philippine Pesos	<b>102</b> stores
● Singapore	2 Singapore dollars	<b>25</b> stores
● South Korea	1,000 won	<b>1,365</b> stores
● Vietnam	40,000 dong	<b>24</b> stores
● Indonesia	25,000 rupiahs	<b>21</b> stores
● Mongolia	3,500 togrogs	<b>15</b> stores
● Cambodia	1.9 dollars	<b>4</b> stores
● Laos	18,000 kip	<b>2</b> stores

**Central and South America**  
**85** stores

● Brazil 7.99 Real **85** stores



# DEFINITELY GREAT STORE POWER

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

## U.S.A New York



## U.S.A. Hawaii



## Brazil



## China



## Singapore



## Thailand



## Philippines



## Australia



## UAE



## Taiwan



Number of stores outside Japan

	Direct	Distributors	Joint Ventures
U.S.A.	79	2	81
Brazil	49	36	85
Australia	37	9	46
Singapore	25		25
China	9	68	77
Hong Kong		71	71
Macau		17	17
Taiwan	63		63
Thailand	113	3	116
Malaysia		78	78
The Philippine		102	102
South Korea		1,365	1,365
Myanmar		4	4
Vietnam		24	24
Indonesia		21	21
Mongolia		15	15
Cambodia		4	4
Laos		2	2
New Zealand		3	3
UAE		44	44
Kuwait		6	6
Qatar		6	6
Bahrain		2	2
Saudi Arabia		7	7
Oman		4	4
Israel		8	8
total			2,272

As of the end of February 2021



DEFINITELY GREAT **PRODUCT POWER**

Product line-up  
Approx. **76,000** items

Internally developed products  
( miscellaneous goods )  
Approx. **90** %

New products  
Approx. **800** items  
As of the end of February 2021

**Proposal-type sales floor development**

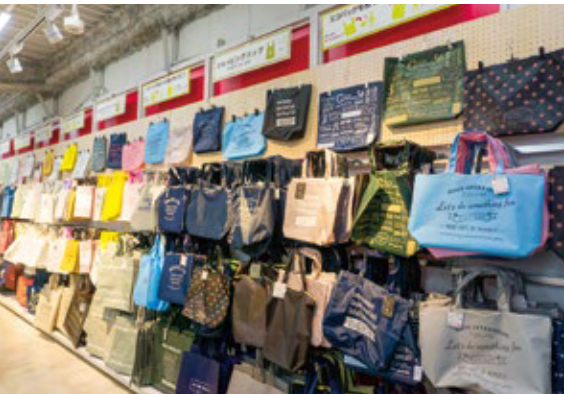
**Natural taste corner**



**“Dgashi” corner**



**Environmentally friendly corner**



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!”

**Stationery**



**Toys / Party**



**Plush Doll**



**Cosmetics / Hair care**



**Hair accessory**





# DEFINITELY GREAT **PRODUCT POWER**

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

## Healthy bathing



## Japanese and Western tableware



## Interior



## Electrical accessories



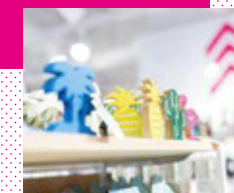
## Kitchen accessories



## Living



## Handicrafts / Handmade



## Tools



## Plastic products



## Gardening





# 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

25

Approx.

Total warehouse space

250,000

tsubo [ 826 000m<sup>2</sup> ]

Number of containers  
imported to Japan (entire group)

100,000

per year

As of the end of February 2021

## RDCs in Japan

\* RDC stands for Regional Distribution Center.



Chiba RDC 31,000tsubo (102,479m<sup>2</sup>)



Saitama RDC 18,000tsubo (59,504m<sup>2</sup>)



Nagoya RDC 22,000tsubo (72,727m<sup>2</sup>)



Osaka RDC 21,000tsubo (69,421m<sup>2</sup>)



Hokkaido RDC 10,400tsubo (34,390m<sup>2</sup>)



Niigata RDC 12,500tsubo (41,322m<sup>2</sup>)



Hiroshima RDC 12,500tsubo (41,322m<sup>2</sup>)



Kyushu RDC 13,500tsubo (44,628m<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

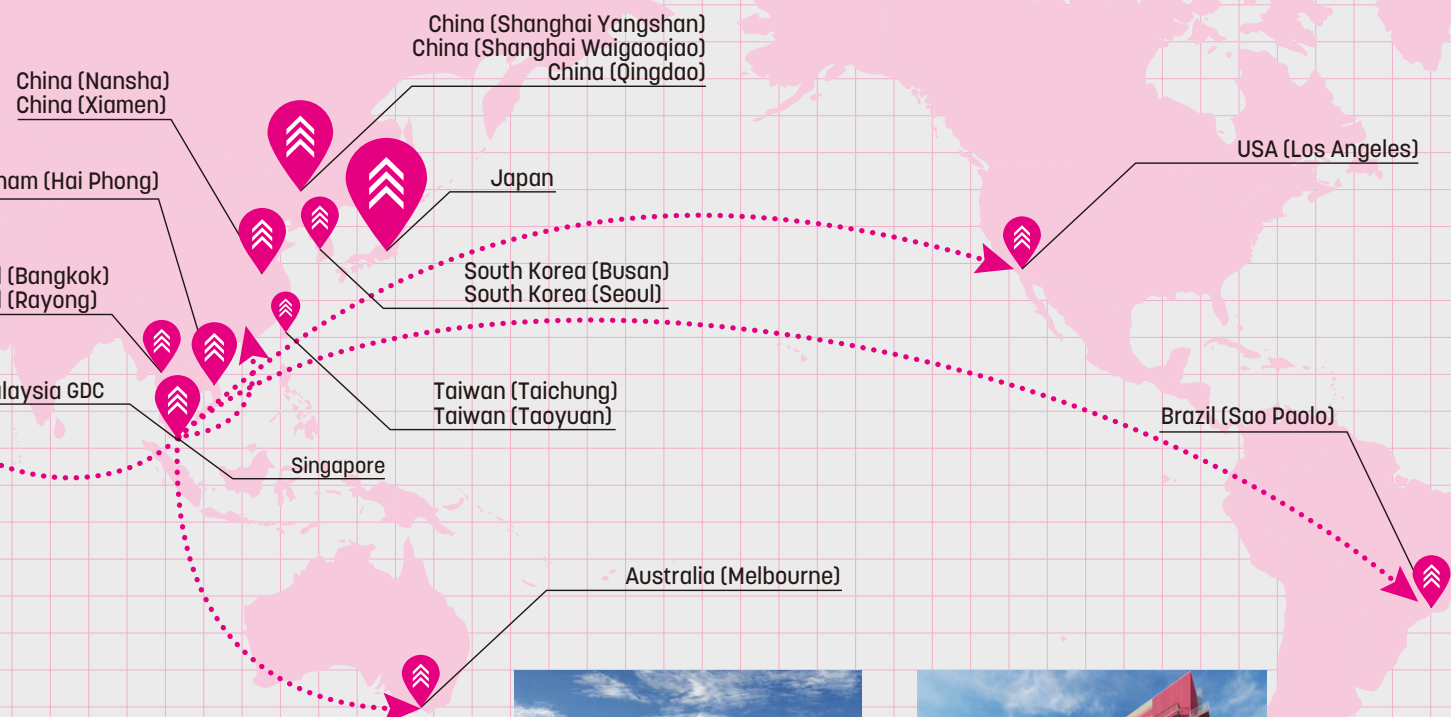


3 Automatic sorting for each delivery route is possible.



### Environmental initiatives

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



- 2020 Malaysia GDC operation
- Kanagawa RDC and Miyagi RDC scheduled to begin operations



Kanagawa RDC 8,211tsubo (27,145m<sup>2</sup>)



Miyagi RDC 9,496tsubo (31,394m<sup>2</sup>)

## Logistics warehouses with manufacturing facilities around the world



Shanghai warehouse 10,000tsubo (33,058m<sup>2</sup>)



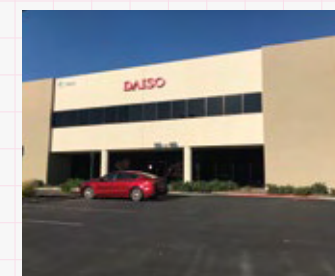
Thailand warehouse and factory 30,707tsubo (101,511m<sup>2</sup>)



Vietnam warehouse and factory 6,000tsubo (19,835m<sup>2</sup>)



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



American warehouse 6,183tsubo (20,403m<sup>2</sup>)



Brazil warehouse 3,630tsubo (12,000m<sup>2</sup>)



Australian Warehouse 1515tsubo (5,008m<sup>2</sup>)



Singapore Warehouse 2,152tsubo (7,101m<sup>2</sup>)



# CUSTOMER RATINGS

Many customers give us high evaluation.

## 2020 Part-time Employment Brand Strength Survey Ranking No. 1

### Familiar workplaces that are safe to attend.

The company was ranked No. 1 in recognition of its ease of going through, sense of safety, and good work environment. In addition, the abundance of our product lineup, which we call "nothing in Daiso," has led to brand value.

2020	2019	Brand
1	2	DAISO
2	4	Mujirushi Ryohin
3	7	Tokyo Disney Resort
4	11	Seven-Eleven
5	3	AEON
6	5	UNIQLO
7	1	Seria
8	14	Lawson
9	17	Family mart
10	10	McDonald's

## Out of 1500 brands 15th overall ranking In Brand Japan 2021

### 2 companies are in the top 100 in the retail industry.

It was selected based on a comprehensive evaluation of four items: "friendly", "convenient", "outstanding (individuality/attractiveness)", and "innovative (innovation/attention)". Pop designs targeting young women have gained popularity and have expanded to SNS.

2021	2020	ブランド名
1	1	YouTube
2	6	Google
3	13	UNIQLO
4	3	Mujirushi Ryohin
5	41	Sony
6	5	Nissin Foods
7	7	Amazon
		}
13	11	Studio Ghibli
14	40	MARUGAME SEIMEN
15	56	iPhone
15	22	DAISO
16	19	Nintendo
17	77	HEATTECH
18	57	Asahi beer

## Convenient cutting board sheet 「2020 Good Design Award」

GOOD DESIGN AWARD  
2020年度受賞



The Convenient cutting board sheet sold by Daiso won the 2020 Good Design Award (sponsored by the Japan Design Promotion Association). This is the second time we have received this award, following the "Compressed towels" in fiscal 2019. Taking the opportunity presented by the award, we will continue to strive to enrich people's lives by engaging in product development with an emphasis on design and functionality.

Auditor Assessment: 「In an environment where various tasks are forced in a limited space, the slate is prioritized for its small size and lightness. So it will be necessary to carefully decide how large, how heavy, and what shape and ratio are good, taking into account a variety of requirements. This cutting board specifically assumes the use and environment, and derives the appropriate size and shape in one room of a single person's life and a little in ordinary homes.」 100 In the context of the severe restriction of the yen, it was appreciated that it realized a design with high practicability.

# 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

### Daiso women's Ekiden club success.

Daiso founded the Women's Ekiden Club and held an inauguration ceremony in Hiroshima City on March 20, 2019. Founder Hirotake Yano's passionate desire to give back to his hometown and contribute to society led him to create the club. Mwangi Rebecca won the 68th All Japan Championships in Athletics by setting a time of 14 minutes, 55 seconds, and 32 in which Mwangi Rebecca set a new record for women's 5,000 meters, renewing her record for nearly 10 seconds.



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

The annual "Tenno Panno Railway Nationwide Boy Station Den" was discontinued in order to prevent the outbreak of the new Corona Virus. However, with the desire to communicate the appeal of railway trains to many people, RCC Chugoku Broadcasting Co., Ltd. produced the "Daisource Pecial Jinn's Furusato Chat Station Den," a special program on the nationwide Internet, and Daiso co-sponsored the program as a main sponsor. Mr. Shin Hara, director of Aoyama Gakuin University, one of the most powerful in the university's Ekiden world. Through "Talking" unique to radio, we will continue to connect the charms of Ekiden while looking back on a tournament that has a history of a quarter of a century with a wide variety of guests.



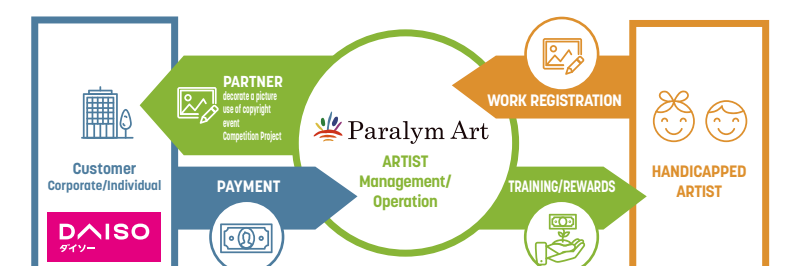
Trophy image

## Paralym Art Platinum Partners

beyond 2020  
Paralym Art  
We support the arts of people with disabilities.  
A project certified under the Beyond 2020 Program by the Secretariat of the Headquarters for the Tokyo 2020 Games, the Cabinet Secretariat



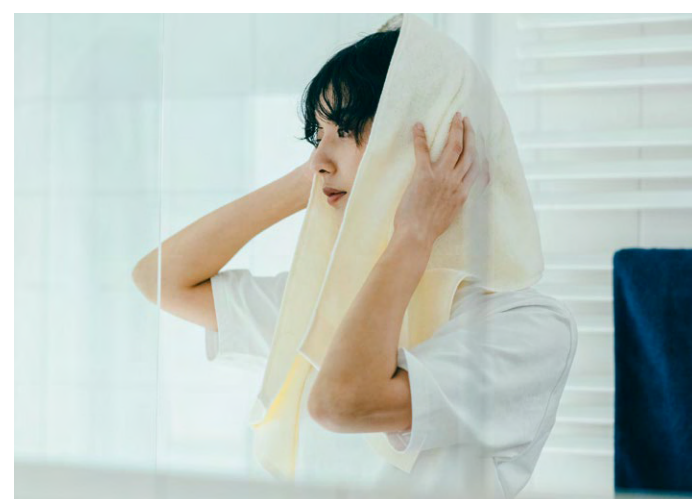
This is an activity promoted by the Organization for Promoting Independence of Persons with Disabilities for the purpose of social participation and economic independence of persons with disabilities. As a Platinum Partner, we donate not only to art, but also 2.5% of the sales price of products featuring our designs. We are fulfilling our responsibility to voluntarily contribute to society through our business activities.







## Standard Products



**Make everyday items you use in your daily life a little fun.**

Standard Products is a new brand of lifestyle goods born from the desire to use high-quality, comfortable products that accompany environmental and lifestyle changes for a long time, and to use daily necessities in everyday life in a slightly more enjoyable and pleasant way.

Currently, there are about 1,300 original items in the lineup, and we plan to develop approximately 500 items in the future.

Standard Products Shibuya Mark City Store 150-0043 1-12-1 Dogenzaka, Shibuya-ku, Tokyo Shibuya Mark City West 1st Floor.  
WEB Site [standardproducts.jp](http://standardproducts.jp)



プチプライスでおうち時間に彩りを

## Natural Coordinate



「Natural Coordinate」is a select shop with the concept of transforming rooms into fashion at the optimum price.

We propose living spaces centered on tableware, kitchen tools, and living interiors that make use of natural materials and warm colors.

About 2,000 products are available, centered on the items of natural taste selected by Daiso.



Natural Coordinate LINKS UMEDA store



# THREEPPY

300 and Happy

A HAPPY life that starts at 300yen(THREE)

We have a variety of household goods centered on 300 yen, targeting women and families. About 300 new products arrive every month, so you will discover something new each time. We also develop many original products that can only be purchased at THREEPPY and collaboration items with popular characters.



Handling Approx. **4,000** items

Number of stores **77** stores

Store Performance FY 2020 **36** stores (including overseas stores)

(As of the end of February 2021)

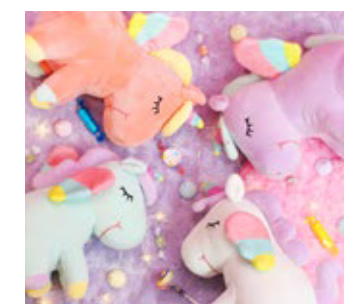
# CouCou

Trois Cents Idées

It is a shop focusing on 300 yen miscellaneous goods that will make women feel excited.



There are about 4,000 items that color everyday. Many of them are original only for "Coucou"! New products are introduced every week to create "surprise" and "freshness" that the eyes cannot always talk about.



**33** stores in Japan  
(As of the end of February 2021)