

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 Bijan 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 | 44 stores |
| ● Kuwait | 600 fulloos | 6 stores |
| ● Qatar | 7 Qatari riyals | 6 stores |
| ● Bahrain | 700 fils | 2 stores |
| ● Saudi Arabia | 7 Saudi Arabian riyals | 7 stores |
| ● Oman | 0.7 Omani riyals | 4 stores |
| ● Israel | 10 sheqalim | 8 stores |

Oceania
49 stores

● Australia 2.8 Australian dollars **46** stores
● New Zealand 3.5 New Zealand dollars **3** 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

| | | |
|-------------|----------------------|------------------|
| ● China | 10 Yuan | 77 stores |
| ● Hong Kong | 12 Hong Kong dollars | 71 stores |
| ● Macau | 15 Macanese Patacas | 17 stores |
| ● Taiwan | 49 Yuan | 63 stores |

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

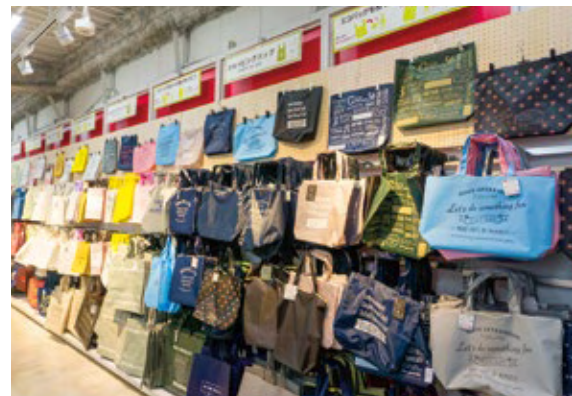
Natural taste corner



"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 000m²]

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 (102,479m²)



Saitama RDC 18,000tsubo (59,504m²)



Nagoya RDC 22,000tsubo (72,727m²)



Osaka RDC 21,000tsubo (69,421m²)



Hokkaido RDC 10,400tsubo (34,380m²)



Niigata RDC 12,500tsubo (41,322m²)



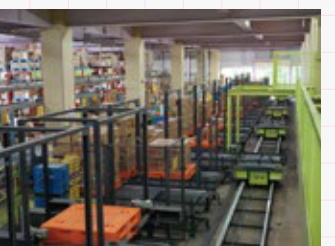
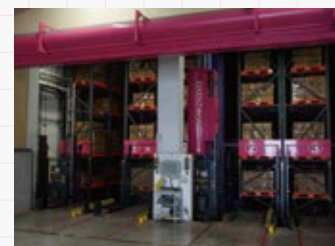
Hiroshima RDC 12,500tsubo (41,322m²)



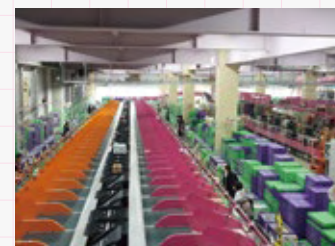
Kyushu RDC 13,500tsubo (44,628m²)

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

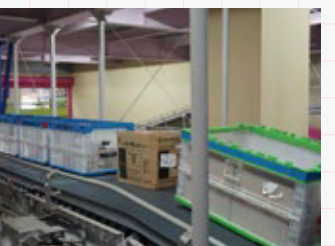
1 Automatic storing of products and ensuring pallet picking



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

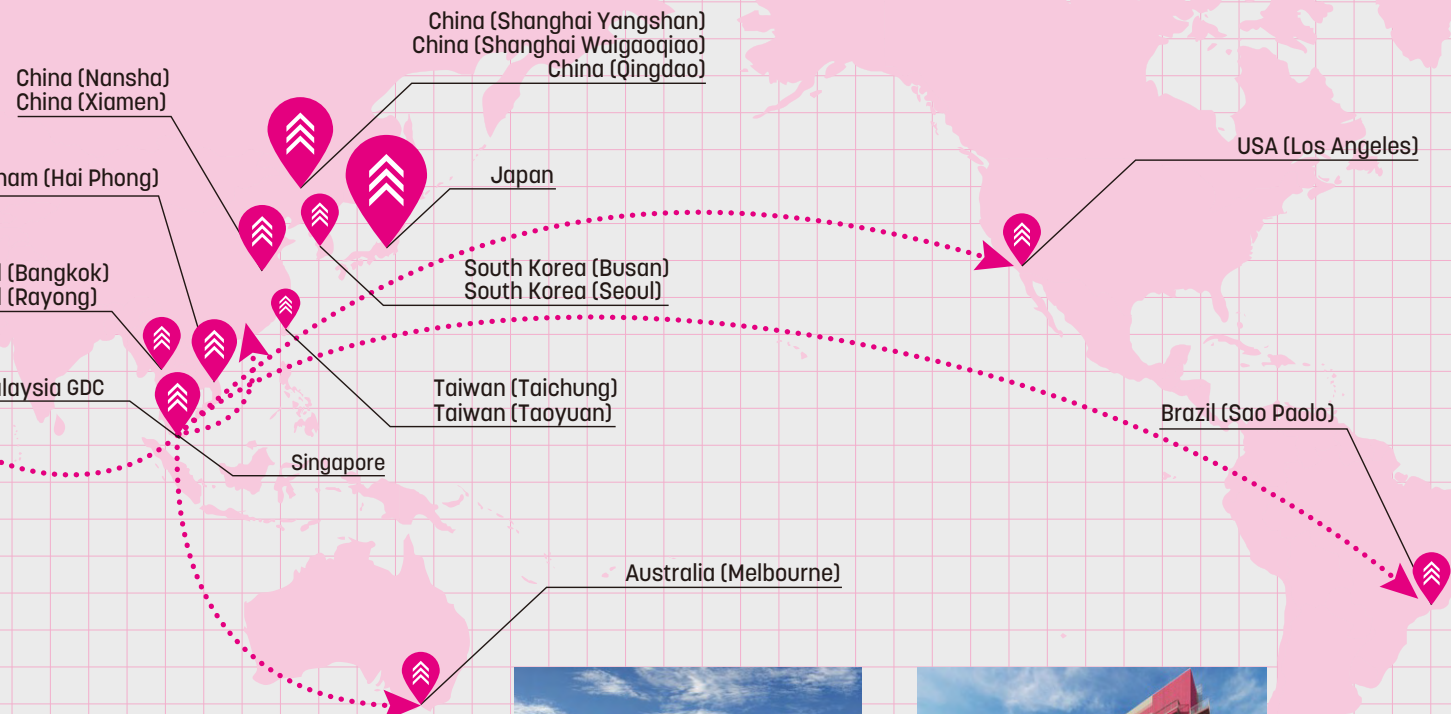


3 Automatic sorting for each delivery route is possible.



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 (27,145m²)



Miyagi RDC 9,496tsubo (31,394m²)

Logistics warehouses with manufacturing facilities around the world



Shanghai warehouse 10,000tsubo (33,058m²)



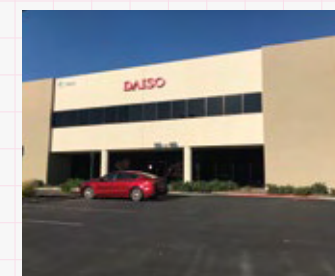
Thailand warehouse and factory 30,707tsubo (101,511m²)



Vietnam warehouse and factory 6,000tsubo (19,835m²)



Malaysia warehouse (to be constructed with an area of 99,000m²)



American warehouse 6,183tsubo (20,403m²)



Brazil warehouse 3,630tsubo (12,000m²)



Australian Warehouse 1515tsubo (5,008m²)



Singapore Warehouse 2,152tsubo (7,101m²)

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.

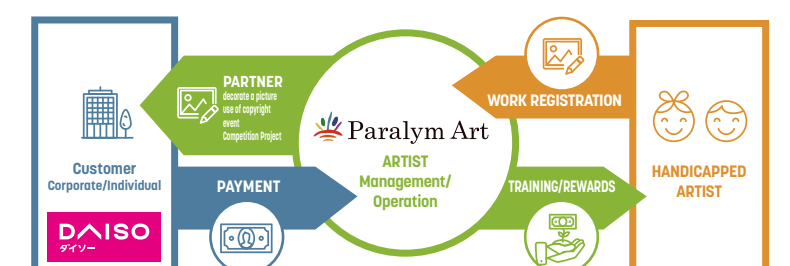


Paralym Art Platinum Partners

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

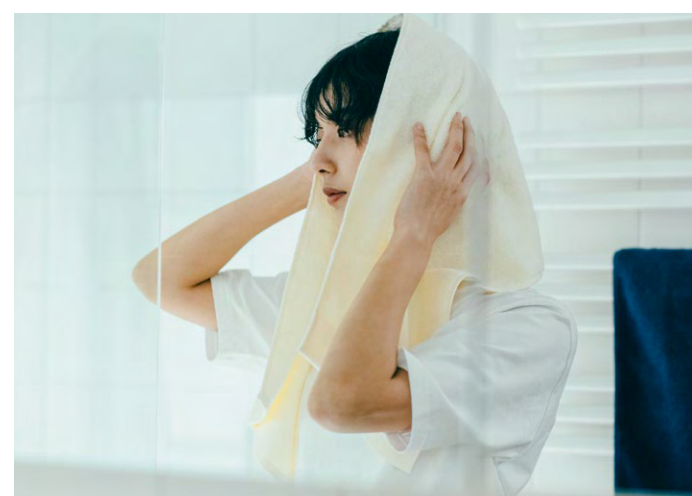


This is an activity promoted by the Organization for Promoting Independence of Persons with Disabilities for the purpose of social participation and economic independence of persons with disabilities. As a Platinum Partner, we donate not only to art, but also 2.5% of the sales price of products featuring 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



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

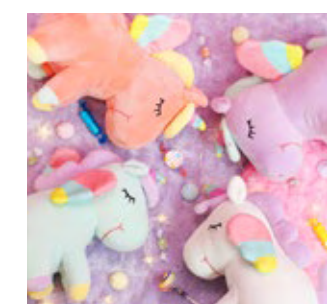
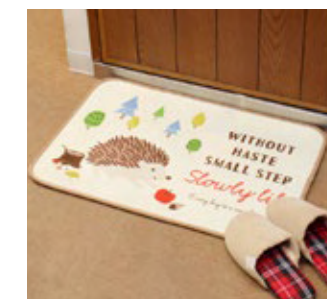
Trois Cents Idées

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.



Cute

Enjoy!