

CORPORATE PROFILE

Company Policy

Enriching lives around the world with One Price ~Exciting Price, Exciting Quality~

Company Mission

Continuously providing happiness and enrichment through creative thinking. Pursuing the excitement of discovering "Oh! Daiso has everything, even ...!"

Shared Values

Continue to seeking "DANZEN" in all things ~ Three Arrows ~

Buy more than usual, because it's all one price. Try something out, because it's one price. Casually buy something new, because it's one price and find that it has changed your daily life.

Daiso believes that offering products at one price has unlimited potential to improve people's lives.

As such, we want to contribute to enriching people's lives

by providing the joy of discovering that Daiso carries "even this!" and the surprise that our stores have "so many products!"

The DANZEN widest selection of products of the DANZEN best quality,

Daiso seeks to make shopping, lifestyles and the world in general more fun and exciting with the potential of one price.

DANZEN! DAISO!

featuring the DANZEN most fun ideas.

"DANZEN" is a Japanese term that, for the Daiso Group, means to be the "absolute best" as we strive to exceed our customers' expectations with our products, services, and stores, looking to inspire "fun and interesting," "joy and wonder," and "peace of mind and trust" in the minds of our customers. At the same time, "DANZEN" also refers to the attitude of our employees as they enthusiastically strive to achieve the above.

To the Daiso Group, "One Price" means providing our customers with high quality products at simple, value driven price points.



Seiji Yano, President and Representative Director

An Aspiring Global Retailer founded in Japan

Under our Company Policy of "Enriching lives around the world with One Price ~Exciting Price, Exciting Quality~, we aim to become a global retailer founded in Japan.

In order to improve the global value of the DAISO Brand, we revised our corporate identity and brand message in March 2019.

We aim to continuously provide "~Exciting Price, Exciting Quality~" which exceeds our customers' expectations according to our Three Arrows driving us to seek DANZEN in all things, as our "DANZEN! DAISO!" slogan states. In order to accomplish this goal, we aim to establish a global brand by providing products with DANZEN unparalleled value, as well as by innovating and refining our business model from our customers' perspective to allow us to achieve optimal product procurement, distribution networks and store sales for both our domestic and international business strategies.

Working to become a part of the global lifestyle infrastructure

Daiso has established its business model by creating its stores not based on a product genre, but rather on a genre of selling all products for a flat 100 yen, and has is the first to have expanded this to a global chain of such stores . With the Daiso, Standard Products, and Threeppy stores, the chain now has 4,341 stores in Japan and 984 stores in 25 countries and regions overseas making a total of more than 5,325 stores worldwide (as of the end of February 2024). The company handles a wide range of products that enrich people's lives, from daily necessities to hobbies, and currently has approximately 76,000 items in its product lineup. 90% of these products are developed in-house.

In addition, we develop 1,200 new items every month, offering surprises to our customers every day. We continue to open approximately 400 new stores every year in Japan and overseas and are highly regarded as a company that serves as the infrastructure for people's daily lives around the world.



¹ The "Three Arrows" are designed based on the "A" in the English spelling of "DAISO", and represent are strong commitment to "making the lives of people better" and "updating people's lifestyles".

COMPANY INFORMATION

Company name Daiso Industries Co., Ltd.

Seiji Yano, President and Representative Director Representative

Address 1-4-14 Saijo-Yoshiyukihigashi, Higashihiroshima City, Hiroshima Prefecture,

Japan, 739-8501

Tel.: 082-420-0100 (Representative)

Established December 1977 Capital 2.7 billion yen

Sales 624.9 billion yen (as of the end of February 2024) No. of Daiso Group Stores 5,325 stores worldwide (as of the end of February 2024)

Stores in Japan: 4,341 stores (3,504 directly operated stores,

837 distributor stores (non-directly operated stores)

Stores Overseas: 984 (in 26 countries and regions worldwide)

No. of employees 25,661 employees (as of the end of February 2024)

Full-time employees: 741 employees

Staff Employees: 24,920 employees (equivalent total based on 8-hour workday) Major clients Aeon, Izumi, Izumiya, Ito-Yokado, Okuwa, Sunlive, San-A, Tokyu Store,

Tokyu Land Corporation, PPIH, Fuji, Heiwado, Maruetsu, Mitsui Fudosan,

other volume retailers (noted in Japanese phonetic order)





DANZEN! Strength in Stores

Daiso stores come in a wide variety of sizes and styles. We develop attractive stores to suit the locations and customers.

Stores opened in all

7 prefectures of Japan 4,341 stores in Japan 332 new stores opened per year
*Number of stores within Japan as of FY2023

3 Brand Store





[Global Flagship Store] Marronnier Gate Ginza Store (Approx. 1,645m²) DAISO (Approx. 1,044m²)





THREEPPY (Approx. 169m)



DAISO (Approx. 1,838m)

[Flagship Store] Ikebukuro Tobu Store (Approx. 2,359m)



Standard Products (Approx. 357m²)



THREEPPY (Approx. 164m²)



[Flagship Store] Hakata Bus Terminal Store (Approx. 3,048 m²) DAISO (Approx. 2,548 m²)





THREEPPY (Approx. 125m²)

Diverse store styles

3 Brand Store

2 Brand Store

Stand-Alone Store

Shopping District Stores

Road-Front Store

Volume Retailer Store

NSC

Shopping Mall Store

Roadside Store

2 Brand Store







(2F DAISO Approx. 350.4 m²) (1F Standard Products Approx. 360.3 m²)

Standard Y THREEPPY

Kyoto Shijo-dori Store (Approx. 710.7 m²)





Yaechika (Yaesu Underground Shopping Mall) Store (Approx. 376.5m²) (Standard Products Approx. 260.8 m²) (THREEPPY Approx. 115.7 m²)





Sendai Nagura Store (Approx. 928 m²)



(DAISO Approx. 824 m²) (THREEPPY Approx. 104 m²)

DANZEN! Strength in Stores

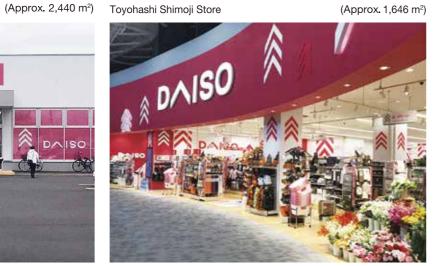
Stand-Alone Store



D∧ISO ダイソー 鮗

Mega store

[Flagship Store] Osaka Umeda Store



Small store Ekinaka (inside Train Stations)

(Approx. 783 m²)

Mega store Roadside Store

Standard store

(Approx. 687 m²) Aeon Mall Takaoka West Building Store

Standard store



Ningyocho Station Store (Approx. 181.8 m²) Lumine Tachikawa Store



Sales Distributor Stores



Konan Hirano Uriwari Store (Approx. 528.9 m²)



Okuwa Izumisano Shohudai Store (Approx. 958.7 m²)



Sales Corners (Wholesale)

A Daiso space is created in a corner of a supermarket, etc. and the customers pay at the main cash registers along with their food and other purchases.





Kasumi Hitachi Toyoura Store



Comodi-iida Mitaka Store

(Approx. 310.7 m²)

Around the world, Daiso continues to evolve into a global business, providing DANZEN! high quality products in a DANZEN! wide selection.

5,325 stores in 26 countries and regions worldwide 'As of the end of September 2024

Daiso launched its first overseas store in Taiwan in 2001.

In the approximately 23 years since then, Daiso has opened 984 stores in 25 countries and regions outside of Japan.

Japan

Japan From 100 yen

4,341 stores

Middle East

• UAE	From 7 UAE Dirham 50 stores
Kuwait	From 0.6 Kuwaiti Dinars 8 stores
Qatar	From 7 Qatari Riyal 14 stores
Bahrain	From 0.7 Bahrain Dinars stores
Saudi Arabia	From 8 Rial 17 stores
Oman	From 0.7 Omani Rial 3 stores

Oceania

Australia

From 3.3 Australian Dollars

• New Zealand From 3.5 New Zealand Dollars



North America

From 1.75 U.S. Dollars 121 stores United States (In New York and New Jersey only) From 1.99 U.S. Dollars

Canada

From 2.25 Canadian Dollars 4 store

Asia

Cambodia

Laos

Greater China		
Mainland China	From 10 Yuan	28 stores
Hong Kong	From 12 Hong Kong Dollars	82 stores
Macau	From 15 Macanese Pataca	14 stores
Taiwan	From 49 Yuan	93 stores
Thailand	From 60 Baht	91 stores
Malaysia	From 5.9 Ringgit	68 stores
Philippines	From 88 Philippine Pesos	88 stores
Singapore	From 2 Singapore Dollars	48 stores
Vietnam	From 40,000 Dong	16 stores
Indonesia	From 31,100 Indonesian Rupiah	14 stores
Mongolia	From 5,999 Tugrik	14 stores

From 36,000 Lao Kip

Republic of India From 99 Indian rupee



From 9.99 Brazilian Real

154 stores





Global Flagship Store (Singapore) JURONG POINT Store (Approx. 1,845 m²)



DAISO(Approx.1,323m)







United States (New York) DAISO



Global Flagship Store (Taiwan) LaLaport North Building Store (Approx. 1,065 m²)









UAE



Overseas Stores Breakdown



DAISO(Approx.749m)

Standard Products(Approx.206m)

China



Thailand



Philippines

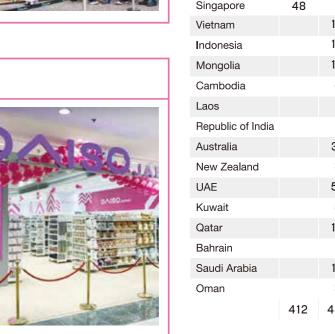


Canada



India





93

DANZEN! Strength in Products

"Wow, there's this and that!" "Daiso even had..!"
Continuously offering the fun of choosing and
peace of mind from a wide variety of products.

Product lineup

Approximately

76,000 items

Of which approximately

90%

Approximately

1,200 new products per month

Proposal style Sales Spaces

Environmentally Friendly Products Corner





Japanese "dagashi" Snack Corner





Camping Goods Corner





Stationery



Toys and Party Goods



Cosmetics and Hair Care



Oshi-katsu



Fishing Accessories



Hair Accessories



DANZEN! Strength in Products

With unbelievable quality and unique ideas, Daiso continues to create DANZEN! top quality products.

Bath and Hygienic Goods







Electrical Accessories



Kitchen Accessories







Living Room Corner



Disaster Preparation/ Prevention Goods



Handmade Craft Goods









DIY and Tools



DANZEN! Strength in Supply

Daiso has built systems which make it possible to quickly, safely and precisely deliver products to stores around the globe.

Domestic and overseas distribution centers

Total Warehouse Area Approximately

 $25_{\text{centers}} \ 793,388_{\text{m}^2} \ 100,000$

Number of containers imported into Japan (group-wide)

Approximately

containers per year

*As of the end of February 2024







Chiba RDC (102,479 m²)



Saitama RDC (59,504 m²)





Kanagawa RDC (53,460 m²)









Kyushu RDC (44,628 m²)

*RDC is an abbreviation for "Regional Distribution Center".







Shanghai Warehouse (33.058 m²)







Malaysia Warehouse (24,347 m²)





Thailand Warehouse and Factory (101,511 m²) United States (DeSoto) Warehouse (32,602 m²)





Environmental Initiatives

All of Daiso's Japan RDCs are equipped with solar generation systems (mega solar). Cardboard boxes used to ship products to stores have been replaced with collapsible, reusable containers in order to reduce cardboard waste and contribute to the

Approx. 60,000 collapsible containers used per day in Japan



Scheduled to Open Soon



Planned to be 122,093 m² *Operation starts in 2027



*GDC stands for Global Distribution Center.









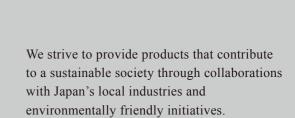
A little better is always really nice.

Making everyday products used during daily life a little more fun and easier to use.

This brand features a selection of standard items, including environmentally friendly products, and locally produced goods, focusing around a ¥300 price point, which is affordable and approachable for any age or gender.















Total Product Lineup: Approximately 2,000 items (as of February 2024)









Adorable. Just like me.

This brand features a selection of original items with colorful and playful characteristics, mainly at a ¥300 price point.

"Making everyday items into something special" is the Threeppy brand concept.

















Social Initiatives

Daiso actively engages in a variety of social initiatives and activities through support for sports and people with disabilities and more, including a women's "ekiden" relay race club and art by people with disabilities.



Sports

Daiso Women's Ekiden Relay Race Club

Based in Higashihiroshima City, Hiroshima Prefecture, where Daiso was founded, the team actively participates in competitions around Japan. They placed 5th in the Princess Ekiden in 2022 and previously competed twice in the Queen's Ekiden. In addition, the company is also supports athletics classes and other activities for both promotion of sport and to give back to the community. In 2022 at the 71st All Japan Corporate Teams Athletics Championships, the team won "Businessman Team of The





Providing support as a main sponsor of the Emperor's Cup Inter Prefectural Men's Ekiden

Since 2015, we have been the main sponsor of the Emperor's Cup National Men's Ekiden. On the day of the competition, a trophy made from repurposed origami cranes from the Peace Memorial Park is awarded as a special sponsor prize.

These were created by high school students in the Creative Expression Course of Hiroshima Municipal Motomachi Senior High School's General Education Department.



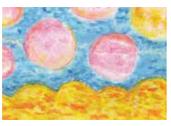




Paralym Art Platinum Partners









This initiative by the Shogaisha Jiritsu Suishin Kikou Association (translated: "Association for Promotion of Independence of People with Disabilities") promotes social participation and economic independence for people with disabilities. Daiso contributes not only as a "Platinum Partner" for the art initiative, but also donates 2.5% from the sales of products which feature designs from the program. Daiso continuously strives to fulfill our responsibility to voluntarily contribute to society through our business activities.



Customer Reviews

We receive high praise from our customers.

Brand Japan 2024 5th overall out of 1000 Brands

5th for the Second Year in a Row

Daiso made the Top 5 for the second year in a row.

In 2023, Daiso was also recognized for creating a buzz with hit products such as character goods and camping goods, as well as for increasing the number of visitors to the "Daiso Online Store" and spreading the buzz mainly through social networking services.

2024	2023	Brana name	
1	2	Google	
2	6	YouTube	
3	12	Amazon	
4	8	Cup Noodle	
5	5	Daiso	
6	25	Suntory Spirits	
7	7	LINE	
8	10	Toyota Motor Corporation	
9	16	Apple	
10	3	UNIQLO	
11	17	Panasonic	
12	4	Disney	
13	13	Nissin Food Products	
14	47	Workman	
15	26	Coca-Cola	
Source: Nikkei BP Consulting Inc.			

2024 2022 Brand name

2023 Part-time Employment Brand Strength Survey

#1, three years running

Recognition for "I think even I could do this job"

This year there was increased recognition for "I think even I could do this job," one of the most important items to job seekers. Thanks to this recognition, as well as being rated highly for "Easy to Commute" and "Able to work the Hours You want," we received First Place again this year.

	2023	2022	bruna name
6	1	1	Daiso
-	2	2	Seria
r	3	3	Kaldi Coffee Farm
(4	6	Mujirushi Ryohin (MUJI)
i	5	4	Aeon
	6	19	UNIQLO
	7	11	WELCIA YAKKYOKU
	8	14	McDonald's
	9	10	Tokyo Disney Resort
	40		

Source: Tsunagu Hatarakikata Kenkyujo ("Tsunagu Workstyle Research Lab")

Received the RLI Global Retailer of the Year Award

On June 15 at the Global RLI Awards 2023 in England, the company was named "RLI Global Retailer of the Year. The RLI Awards honor the most visionary and innovative retail and leisure concepts from around the world, paying tribute to companies who continue to push the boundaries.



Two Daiso Industries Products received the 2023 Good Design Award

Two items from the Standard Products line, the Insect Repellent Incense Coil and the Indian Recycled Cotton Series, won the 2023 Good Design Award (sponsored by the Japan Institute of Design Promotion). In addition to the design, the brand's collaboration with Japanese Domestic Companies and its environmental initiative were highly



Standard Products First in Recommended Company Ranking

In Nikkei Business' "Top Recommended Companies, as picked by 10,000 people," Standard Products came in First in the Uniform Price Point Category. THREEPPY was Third and Daiso came in Sixth. This is a research study, done by collecting answers from 10,000 consumers for the "Customer Recommendation Survey (Would you recommend this brand to Others?)" and calculating the results to numerically show how many fans a company or brand has.

For all customers

We are committed to improving and developing our services to meet the needs of society, while staying close to the feelings of our customers.



Currently available in Japan

Inventory search

You can check the inventory status of each store at your fingertips.



Fan Community "Daiso Circle"

A place for exchange and interaction with fans to exchange information about the brand and products.



Online Store

Offers approximately 30,000 products, including hygiene products, cosmetics, mobile goods, and hobby goods essential to daily life.



https://www.daiso-sangyo.co.jp/app



COMPANY HISTORY

1972

Yano Shoten established.

Mobile sales commenced a precursor t



1987

¥100 Shop Daiso begins to be developed.

Shifts from mobile sales to permanent stores with the opening of the 1st distributor store.



1999 Number of stores in Japan breaks

1,000 (including both directly operated and distributor stores).

New stores continue to be opened at an extraordinary pace of 50 to 60 stores per month.

This contributes to greater purchasing power and



Stores are opened in 10 countries and regions outside Japan.

Stores are opened in 10 countries and regions

outside Japan within just 5 years of the commencement of overseas expansion. The brand begins to become more recognized by overseas customers.

2008

Stores are opened in 20 countries and regions outside Japan.

Stores are opened in 20 countries and regions outside Japan within just another 3 years. Daiso brand recognition begins to grow overseas as well.

2012

RDC are constructed and

commence operation.

RDC are constructed and commence operation at 8 locations throughout Japan, beginning with the Saitama RDC.

2016

Plus Heart is acquired.

Plus Heart, which operated household goods stores throughout Japan, is acquired by subsidiary ALO.

2018

New President and Representative Director

Seiji Yano is appointed president and representative director.

2018

5,000 stores opened worldwide 5,000 stores are opened in 28 countries and regions around the world in just 46 years since

egions around the world in just 46 years since the founding of Yano Shoten.

2020

¥300 Shop CouCou business is acquired.

acquired.
CouCou is acquired from Build Jump Japan
Co., Ltd.

2021

New business categories are developed.

Iwo new brands, "Standard Products" and "Natural Coordinate", are developed.

2022

Global Flagship Store opened in Ginza THREEPPY re-branding



1077

Daiso Industries incorporated.

All prices set to a uniform ¥100. Foundation for bidirectional volume sales and volume purchasing is established.

ng west make too

1991

1st directly operated stored opened.

The 1st store, the Takamatsu Store, is even m successful than expected. Full-scale store chain development begins.



2001

1st overseas store is opened.
Overseas expansion begins in Taiwan. In 2009
the brand is awarded as the "No. 1 brand



2007

Thailand warehouse and factory commences operation.

Plastic factory and warehouse is constructed.



2010

3,000 stores opened worldwide.A total of 3,000 stores are opened worldwide including both those in Japan and overseas.



2015

Chubu Shokai is acquired as a subsidiary through purchase of shares.

Chubu Shokai, which developed and operated
"Orange" ¥100 yen shops in Shizuoka, is acquired.



2016

Plus Heart

D/ISO

CouCou

Standard

Products

Natural Coordinate

Vietnam warehouse and factory commences operation.

Operates as a warehouse and factory,



2018

Business development of to ¥300 Shop THREEPPY begins.
ALO and Chubu Shokai are taken over. THREEPPY 300 and Hopey

2019

New Corporate Identity

Corporate identity is established. Logo revised to use a uniform global logo.



2020

B2B e-commerce site established.
Begins offering approximately 10,000 items.



2021

B2B e-commerce site established Service begins to a limited area for orders starting at a single product.



2023

Received RLI Awards Kanagawa RDC begins operation DAISO App (inventory search and fan community) started





