The DCM Value Creation Story

A value creating business that achieves a more comfortable life and living through DIY

Do Create Mystyle

くらしの夢をカタチに

We will create new products and services for our customers, flexibly respond to change, unite with the community, and achieve the form of an indispensable company that serves society.

Business development moving forward

Store strategy

Management resources



The unity of our highly-motivated approximately 20,000 employees



Database rooted in know-how and communities to meet DIY needs



Ability to develop unique products that give consideration to people and the environment and that can be found nowhere else



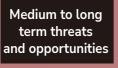
Nationwide network of over 670 stores that function as information hubs and allow us to cooperate with communities



Supply chain which can put information to good use and which can stably supply products



Financial foundation, which has the financial muscle necessary for mergers, acquisitions and investments and varied procurement methods



Structural changes to society and customer

Threats

improvement retailer Embrittlement of

growth prerequisites

Opportunities

Permeation of DIY in life and living

expectations as social infrastructure

Expanding the areas in which we do business through promotion of mergers and

acquisitions

Transformation into an integrated business that comprehensively makes people's lives more comfortable

> Move from a company that sells products to a company that comprehensively provides fulfilling lifestyles

> ■ Taking on the challenge of creating a new generation of home improvement retailers ~Revitalizing stores and expanding the areas in which

we do business~ ■ Sustainably creating both corporate

and shareholder value

Better in-house brand product development structure

Business Strategy

Creation of

our own unique

BOPIS* style

* BOPIS: Buy Online Pick-up In Store

Further pursuit

of low-cost

operation

Materiality groups

SUSTAINABLE GALS

 Achievement of a comfortable and sustainable community life and living







 Promotion of circular economy and decarbonization through products and stores





• Deepening of relationships with customers with whom we create





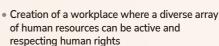


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Support of strong community resilience against disasters











 Construction of supply chain that gives consideration to the environment and society





Stronger corporate governance





Regional and community development







Value offered by DCM

[Valuable to DCM]

Products and services that are community-based and conceived from a customer's point of view

A sense of purpose and motivation in working at DCM developed through the feelings of gratitude from customers

[Valuable to society and the environment]

Social infrastructure that can stably supply the products necessary for life, living and work

Important bases supporting living in communities where aging population and the falling birthrate is progressing

Affluent lifestyles for customers accented with DIY

Offering of products and services that give consideration to the environment and resource conservation, lifestyle proposals

Products and services for disaster prevention and damage limitation, support for recovery

DCM Holdings Co., Ltd. Integrated Report 2023

DCM Management Resources



Do Create Mystyle くらしの夢をカタチに



A workforce of about 20,000 highly motivated employees

Under the long-term business concept "transforming into an integrated business that comprehensively makes people's lives more comfortable," to realize the Company Philosophy "Do Create Mystyle," approximately 20,000 employees work together to continue creating new value for society, customers, and communities. Our core value lies in human resources and organizational capabilities that enable us to collaborate as a group of DIY professionals with high aspirations and clear vision.



Expertise in meeting DIY-related needs and databases derived from local communities

In addition to having the largest number of DIY advisors* in the industry who possess expert DIY knowledge and skills enabling them to comprehensively support customer DIY activities, we strive to satisfy customer DIY needs and uncover potential demand by leveraging know-how accumulated over many years. Based on the characteristics of each region and the results of proprietary data analysis, we also respond to customer needs and expectations with sales floors that offer product lineups optimized for each season.

* Professional DIY advisors certified by the Japan DIY•HC Association



Ability to develop unique and original products that are people- and eco-friendly

We want to deliver "valuable products" offering "satisfactory quality" at a "reasonable price," and based on this concept, we are focused on highly original private brand (PB) products that contribute to enriching customer lives. To this end, we consider raw materials, packaging, and other elements that are people- and eco-friendly, and have established an organization and human resources capable of promoting sustainable procurement and managing quality and intellectual property throughout the supply chain.



A nationwide network of over 670 stores that can gather and provide information in collaboration with their communities

We cooperate with customers and their immediate communities to ascertain customer and community lifestyles and needs, while making new proposals and providing information with regard to each problem faced by customers through a nationwide network of over 670 stores (excluding equity–method affiliate Keiyo Co., Ltd.). Each store has different role and concept depending on whether they are large, medium, or small in size, and provide services that make full use of DX. We respond to customer needs and expectations by enabling them to use these different types of stores as necessary in accordance with their requirements.



A supply chain able to ensure a dependable supply of products and relevant data

We collaborate with approximately 1,600 business partners in product development, supply, logistics, and other business activities to establish a system enabling us to stably provide products nationwide. Further, through collaborations with leading business partners in each field, we are able to collect the latest information on society, markets, products, and other factors, facilitating rapid responses to changes.



Established access to financing from diverse sources for funds needed for investment and M&As

In addition to new business format developments that require capital investment and upfront investment for business expansion, including new store openings, store renovations, and system developments through a financial base offering diverse procurement methods, we proactively invest via M&A in the home improvement retail business and other areas with growth potential.