Highlights of Early Achievements of Visionary 2025

In the fiscal year ending June 2024, we achieved the net sales target of ¥2 trillion, operating income of ¥120 billion, and an operating income margin of 6% from our medium- to long-term management plan, "Visionary 2025", 1 year ahead of schedule. We have continued to grow steadily, doubling our operating income over the five years since the fiscal year ending June 2019.

vs. FY2019	FY2019	FY2024	Change
Net sales	¥ 1.3289 trillion	¥2.0951trillion	157.7%
Gross profit	27.9 %	31.6%	+3.7 _{pt}
Operating income	¥63.1billion	¥140.2billion	222.2%
Operating income margin	4.7%	6.7%	+2.0 _{pt}

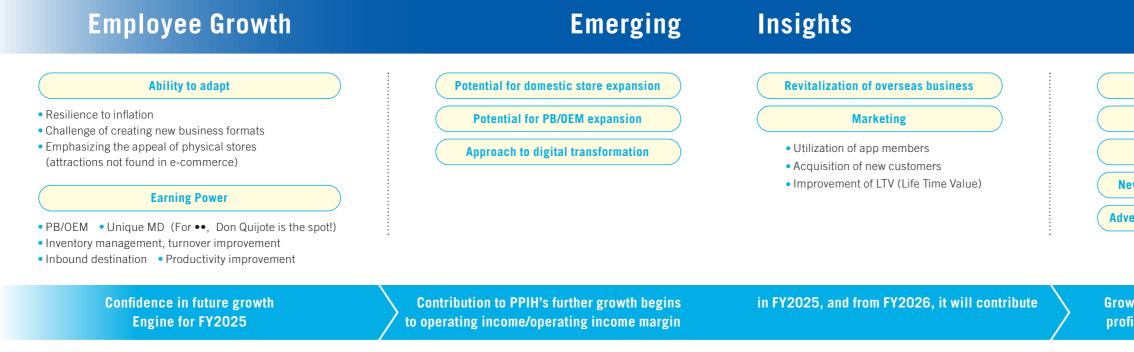
Our Management Strategy (Visionary 2030)

- \odot Regarding the achievement targets of Visionary 2030, the stance has shifted from 'Seeing the path to an operating income of 200 billion yen' to 'Execution phase'
- ⊖ ¥140.2 billion operating income for FY2024 will serve as a launchpad, targeting an additional ¥60 billion over
- the next 6 years.

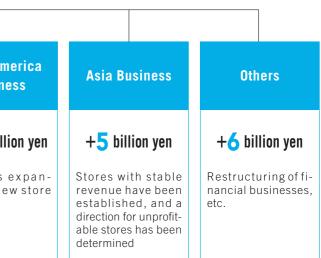
Building an additional 460 billion in operating income over the next 6 years **Discount Store North America**

Business		GMS Business		Busin	
+27 billion yen		+10 billion yen		+ 12 bill	
Key strategies such as PB/OEM, inbound demand, customer acquisition, and new store openings		Acquisition of new customer segments by strengthening non-food categories		Business sion via ne openings	

Three Outcomes from Visionary 2025



PPIH's overflowing growth strategies for the short- to medium-term through "Three Outcomes" after Visionary 2025



Unachieved Goals

Revenue generation in financial services

Next-level growth in overseas business

Direction for non-food in GMS

New opportunities in food retail (sushi business)

Advertising business aimed at integrating with retail

Growth opportunities, expected to contribute to profits as new sales drivers starting in FY2027