

CONTENTS

About the PPIH Group

Corporate Philosophy Collection "The Source" ———	01
Business Portfolio Management ———	05
PPIH's Strengths ———	07
The History of Creating Corporate Value ———	09



Growth Strategy (Long-Term Business Plan)

Double Impact 2035 ———	11
CEO Message ———	13
COO Message ———	17
Same-Store Growth Strategy ———	21
New Format Strategy ———	23



Sustainability

Sustainability at the PPIH Group ———	25
Human Capital Management ———	27
Employee Roundtable Discussion ———	29
Promotion of Diversity ———	31
Sustainable Procurement and Responsible Sales ———	33
Reduce the Environmental Impact of Our Business Activities ———	35



Corporate Governance

Messages from the Outside Directors ———	37
Corporate Governance ———	39
Board of Directors ———	45
Skill Matrix ———	49

Business Overview by Segment

Domestic Discount Store Business ———	51
Domestic UNY Business ———	52
Overseas Business ———	53

Data Section

IR Activities ———	54
Financial and Non-Financial Highlights ———	55
Financial Performance ———	57
Corporate and Stock Information ———	101

Editorial Policy

The PPIH Group is an international corporation that continues to grow by practicing self-transformation in accordance with "The Source" and adhering to "The Customer Matters Most" philosophy at all times. As we pursue our vision of becoming a truly visionary company, we are deepening our commitment to "The Customer Matters Most" philosophy, and strengthening both our continuous growth and the sustainability that supports our corporate value.

In this Integrated Report, we have placed emphasis on greetings and messages marking the inauguration of our new CEO and COO, an introduction to the new long-term management plan, "Double Impact 2035" formulated in August 2025 under our new management team, and "sustainability" centered on "human capital," who are the PPIH Group's most important element of management capital and our strength. We have edited this report with a focus on key topics to provide a structure that is clear and understandable, enabling all stakeholders to gain a deeper understanding.

In preparing this report, we have referenced the disclosure framework of the International Integrated Reporting Council (IIRC).

Scope of Coverage

■ Target organizations

Every effort was made to provide coverage of all the domestic and overseas PPIH Group companies subject to consolidated accounts. However, the companies covered vary depending on the section of the report.

■ Applicable period

July 1, 2024 – June 30, 2025
Some activities conducted after July 2025 have also been included.

■ Disclaimer regarding forward-looking statements

This report includes forecast or expected information about the future plans, strategies, and business results of the PPIH Group and affiliated companies. This information is based on forecasts made from currently available information and contains risks and uncertainties related to economic trends, personal consumption, market demand, tax systems, and various other systems. Please be aware that actual business results may therefore differ from the company forecast.

Cover Page Description



Coinciding with the new organizational structure that we launched in September 2025, we have redesigned the cover page to symbolize our progress toward a new stage. The corporate logo prominently displayed at the center embodies our commitment to sustainable development and growth in a greatly changing environment. The logo features a cityscape that represents the diverse formats of the PPIH Group, and it expresses our dedication to developing a community-rooted store network and supporting everyday life while providing customers with the joy of shopping.

