

Skill Matrix (Executive Officers)

Name	Position	Experience, etc. (reason for appointment)	Skill matrix						
			Management	Sales/ Merchandise/ Marketing	Legal affairs/ Compliance/Risk management	Treasury/ Accounting/ Finance	Global experience	Human resource management	ESG/Diversity
Hideki Moriya	President and CEO, Representative Director	He possesses abundant experience and a performance record in the Group's retail division, notably his store operational experience, and, subsequently, in various top positions related to back office operations, including logistics, sales promotion and trade management. He is currently in charge of constructing and promoting management strategies for the Group as a whole.	●	●	●	●	●	●	●
Kosuke Suzuki	COO and Representative Director	He was involved in product strategies and store operations in the retail division of the PPIH Group. Currently, he oversees the Group's discount business, bringing with him extensive experience and a proven track record.	●	●				●	●
Ken Sakakibara	Director, Senior Managing Executive Officer	He was involved in product strategies and store operations in the retail division of the PPIH Group. Currently, he oversees the Group's GMS business, bringing with him extensive experience and a proven track record.	●	●				●	
Yuji Ishii	Director, Managing Executive Officer and CAO	He possesses abundant experience and broad insight in relation to accounting, tax practices and corporate planning gained primarily by overseeing the accounting and general affairs division in the PPIH Group.	●		●	●		●	
Satoshi Nakashima	Director, Senior Executive Officer and Acting CFO	He worked primarily in store operations within the PPIH Group and gained sales experience before serving successively as Manager of the Operation Support Division and Cost Management Division. He currently serves as Manager of the Management Strategy Headquarters, possessing extensive experience and a proven track record in overseeing the entire PPIH Group and formulating strategic plans.	●	●		●			
Hitomi Ninomiya	Director and Executive Officer	She possesses abundant experience, having managed a broad range of design-related operations ranging from the exteriors and interiors of stores to merchandise at companies in the Group. At the same time, she serves as the Head of the Diversity Management Committee, which primarily promotes women's participation and advancement in the workplace, and works on initiatives such as support for LGBTQ+, promotion of seniors' and non-Japanese people's participation and advancement in the workplace, and promotion of the employment of people with disabilities.	●	●				●	●
Isao Kubo*	Outside Director	He possesses abundant insight related to corporate management, having engaged in corporate planning and audit-related services for many years at ITOCHU Corporation, and has held important posts such as Managing Executive Officer and General Manager of Internal Audit Division at that same company and Chief Strategy Officer and General Manager of the Corporate Planning Division of FamilyMart Co., Ltd.	●	●	●	●	●	●	
Yasunori Yoshimura*	Outside Director (Audit and Supervisory Committee Member)	He possesses experience that includes serving in such important positions as a Special Advisor to the Cabinet, Professor at a university, and President of various learned societies.	●				●	●	●
Jumpei Nishitani*	Outside Director (Audit and Supervisory Committee Member)	As a professor of business administration at a university, he has a high degree of expertise and extensive experience in accounting and economics.	●		●	●	●	●	●
Masaharu Kamo*	Outside Director (Audit and Supervisory Committee Member)	He served in important positions at a consulting company and at an operating company, and possesses abundant experience and broad insight related to corporate planning, etc., as a result of being involved in corporate management for many years.	●	●	●	●	●	●	
Takaki Ono*	Outside Director (Audit and Supervisory Committee Member)	He held key positions in the banking sector. He possesses extensive experience and broad insights in the finance and banking fields.	●	●	●	●		●	
Naoko Kishimoto*	Outside Director (Audit and Supervisory Committee Member)	She holds a law certification, advanced expertise, extensive experience, and insights into companies engaged in global transactions.			●		●	●	●
Takao Yasuda	Director (non-standing)	He is the founder of our company, created a new business format as a discounter, and has driven the development of the Group. He leads overseas business operations from Singapore.	●	●	●	●	●	●	●
Yusaku Yasuda	Director (non-standing)	As a member of the founding family, he leverages his youthful perspective and international experience to embody the qualities of a value provider aligned with our Group's philosophy.					●		●
Naoki Yoshida	Director	He has a performance record of playing a key role in supporting many aspects of the PPIH Group, such as the divisions responsible for compliance and governance including the Group's legal affairs and labor affairs, the divisions in charge of finance, accounting and tax affairs, and the Group's strategic planning division both in Japan and overseas. As President and CEO, Representative Director, he promoted a series of new strategies, including management integration, and organizational reforms to facilitate the delegation of authority and the development of the next generation of leaders. In addition, he possesses abundant experience and broad insight in relation to corporate management based on his successive service as president at various companies.	●	●	●	●	●	●	●

*All 6 outside directors are designated as independent officers in accordance with Tokyo Stock Exchange requirements and reported to the Exchange.