Q2 Results for FY6/26

February 12, 2026

Pan Pacific International Holdings Corporation

Agenda

Notes

1. The actual monetary figures presented in these materials are rounded to the nearest full unit.
2. The following abbreviations are used: Pan Pacific International Holdings (7532) as "PPIH", Don Quijote Co., Ltd. and its stores as "DQ", UNY Co., Ltd. as "UNY", UD Retail Co., Ltd. as "UDR", Singapore as "SG", " Hong Kong as "HK", Thailand as "TH", Taiwan as "TW", Malaysia as "MY", Macau as "MO" and Group as "GP".
3. PPIH applies the "Ordinance on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements", but there are sections where the account items and other information have been simplified to an extent where they do not change the intent or meaning of the contents.
4. The exchange rates used for overseas operations are below. The different exchange rates are applied to Gelson's because its fiscal year ends in June.

Unit: Yen	USD U.S dollar		USD (Gelson's)		SGD Singapore dollar		THB Thai baht		HKD Hong Kong dollar		TWD Taiwan dollar	
	P/L	B/S	P/L	B/S	P/L	B/S	P/L	B/S	P/L	B/S	P/L	B/S
FY6/25	152.50	142.82	150.47	158.17	114.43	111.56	4.30	4.41	19.53	18.38	4.72	4.52
FY6/26	146.09	148.89	152.08	156.54	113.26	115.37	4.47	4.62	18.70	19.13	4.83	4.89

Regarding exchange rates:
The exchange rates applied to P/L are average exchange rates for the fiscal period: July 2025 to December 2025 for Gelson's, and April 2025 to September 2025 for the others.
The exchange rates applied to B/S the rates at the end of December 2025 for Gelson's, and at the end of September 2025 for the others.

Executive Summary

Q2 FY6/26 Overall Review

- **Shift to execution mode to capture the defined TAM.**
- **Net sales reached ¥1.2101 tn, up ¥81.5 bn (+7.2% YoY). Operating income was ¥94.0 bn, up ¥4.2 bn (+4.7% YoY). As a result, both Q2 and H1 delivered record net sales and operating income, exceeding H1 forecast.**
  - ✓ <u>Net sales</u>: Net sales increased through effective pricing-centered promotions met rising price sensitivity and evolving customer behavior. Differentiated merchandising (MD) strategies including PB/OEM items and trend-driven products supported same-store sales growth. In addition, new store openings at 10 locations worldwide lifted sales (the consolidation of Kanemi added ¥22.2 bn).
  - ✓ <u>Gross profit</u>: Gross margin was 31.7%, down 0.5 pts YoY (including -0.2 pts impact from Kanemi). Margin declined due to continued pricing strategy and weak winter seasonal items in domestic businesses. Meanwhile, same-store gross margin differences YoY in all business segments improved from Q1.
  - ✓ <u>SG&A: </u>SG&A ratio was 23.9%, down 0.4 pts YoY (including -0.2 pts impact from Kanemi). SG&A expense increased due to higher labor costs, growth investment for new stores and the new format, and factor-based tax of ¥1.9 bn in H1. Meanwhile, strong net sales growth in each business and progress in operations in Japan and overseas continued to control the SG&A ratio.
- **New market expansion and operational excellence drive long-term growth**
  - ✓ Shop floor and headquarter teams partner closely on strategies encompassing new format development, new store opening, M&A, and MD to support entry into new markets and expand market share.
  - ✓ Strong human capital drives solid operational capabilities that support high operating margins.

Revision to FY6/26 Full-Year Forecast (see details on p5-6)

- **Revised forecast upward to net sales ¥2.4350 tn (up ¥108.0 bn vs. the initial forecast) and operating income ¥174.0 bn (up ¥4.0 bn).**

Q2 FY6/26 Overview

Financial Highlights for H1

- **The consolidation of Kanemi changed the structure of gross margin and the SG&A ratio**
- **Net sales grew at a strong pace, and all profit lines met H1 forecast**

【H1：July 1, 2025~December 31, 2025】

(Bn yen, except basic EPS)

	H1 FY6/25		H1 FY6/26 *included Kanemi*				Kanemi Figures		H1 FY6/26 Forecast *excluded Kanemi*		
	Amount	% of net sales	Amount	% of net sales	Change	YoY(%)	Amount	% of net sales	Amount	% of net sales	Actual vs. Forecast (%)
Net sales	**1,128.6**	-	**1,210.1**	-	**+81.5**	**+7.2%**	**22.2**	-	**1,170.5**	-	**103.4%**
Gross profit	363.9	32.2%	383.2	31.7%	+19.3	+5.3%	4.0	17.8%	377.2	32.2%	101.6%
SG&A	274.2	24.3%	289.2	23.9%	+15.1	+5.5%	3.2	14.3%	287.5	24.6%	100.6%
Operating income	**89.7**	**8.0%**	**94.0**	**7.8%**	**+4.2**	**+4.7%**	**0.8**	**3.6%**	**89.8**	**7.7%**	**104.7%**
Ordinary profit	**86.9**	**7.7%**	**96.5**	**8.0%**	**+9.6**	**+11.0%**	**0.8**	**3.7%**	**88.6**	**7.6%**	**108.9%**
Profit attributable to owners of parent	**54.0**	**4.8%**	**63.7**	**5.3%**	**+9.8**	**+18.1%**	**0.5**	**2.3%**	**57.7**	**4.9%**	**110.5%**
Basic EPS (¥)	**¥18.08**	-	**¥21.34**	-	**+¥3.26**	**+18.0%**	-	-	**¥19.32**	-	**110.5%**
EBITDA*	**113.9**	**10.1%**	**119.4**	**9.9%**	**+5.5**	**+4.8%**	-	-	-	-	-

*From FY6/25, EBITA is disclosed as a static measure of operating performance, excluding the impact of capital expenditures and other non-cash items.
EBITDA = Operating income +Depreciation of property, plant and equipment + Amortization of intangible assets + Stock-based compensation

Revisions to FY6/26 Full-Year Forecast: Overview

- **Revised forecast to net sales ¥2.4350 tn, up ¥108.0 bn compared with initial, operating income ¥174.0 bn, up ¥4.0 bn, ordinary profit ¥172.0 bn, up ¥4.9 bn, and profit attributable to owners of parent ¥107.0 bn, up ¥1.5 bn.**
- **Updated segment plans to reflect H1 results and the consolidation of Kanemi Co., Ltd.**

(Bn yen, except basic EPS)

	Initial Forecast			Revised Forecast *include Kanemi*				Kanemi Forecast		Revised Forecast *exclude Kanemi*			
	Amount	% of net sales	YoY (%)	Amount	% of net sales	YoY (%)	Vs. initial	Amount	% of net sales	Amount	% of net sales	YoY (%)	Vs. initial
Net sales	**2,327.0**	**-**	**+3.6%**	**2,435.0**	**-**	**+8.4%**	**+4.6%**	**65.0**	**-**	**2,370.0**	**-**	**+5.5%**	**+1.8%**
Gross profit	751.5	32.3%	+4.9%	772.0	31.7%	+7.7%	+2.7%	11.8	18.2%	760.2	32.1%	+6.1%	+1.2%
SG&A	581.5	25.0%	+4.9%	598.0	24.6%	+7.9%	+2.8%	10.0	15.4%	588.0	24.8%	+6.1%	+1.1%
Operating income	**170.0**	**7.3%**	**+4.7%**	**174.0**	**7.1%**	**+7.2%**	**+2.4%**	**1.8**	**2.8%**	**172.2**	**7.3%**	**+6.1%**	**+1.3%**
Ordinary profit	**167.1**	**7.2%**	**+5.4%**	**172.0**	**7.1%**	**+8.5%**	**+2.9%**	**2.2**	**3.4%**	**169.8**	**7.2%**	**+7.1%**	**+1.6%**
Profit attributable to owners of parent	**105.5**	**4.5%**	**+16.5%**	**107.0**	**4.4%**	**+18.2%**	**+1.4%**	**-**	**-**	**-**	**-**	**-**	**-**
Basic EPS (¥)	**¥35.33***	**-**	**+16.5%**	**¥35.80**	**-**	**+18.1%**	**+1.3%**	**-**	**-**	**-**	**-**	**-**	**-**

Exchange rates for revised forecast: 1USD=¥150.00, 1HKD=¥19.00, 1SGD=¥115.16, 1THB=¥4.63, 1MYR=¥35.15, 1TWD=¥4.87, 1MOP=¥18.45
*Reflects the 5-for-1 stock split effective October 1, 2025, assuming it had been applied at the beginning of FY6/26.

Revisions to FY6/26 Full-Year Forecast: Segment Plan

- **Net sales and gross margin: Market share expansion became a stronger priority versus the initial forecast. Faster responses to shifts in customer behavior raised the net sales outlook across all businesses. Gross margin is expected to exceed last year but fall short of the initial forecast.**
- **SG&A ratio: Strong productivity driven by PPIH's talent and operational capabilities continues to support disciplined SG&A control, and the ratio is expected to come in below the initial forecast.**
- **Operating margin: No change from the initial 7.3 % forecast, excluding Kanemi.**

Revised performance outlook by segment (Unit: Bn yen)

Segment	Net sales	Vs. initial	Operating income	Vs. initial	Other Figures **parentheses show differences vs. the initial forecast*
Discount Store	**1,540.0**	**+22.0**	**110.5**	**+1.5**	Same-store sales 104.0% (+1.0pt) | Tax-free sales ¥210.0 bn (+¥20.0 bn) Gross margin 28.1% (±0.0pt) | SG&A ratio 21.0% (+0.1pts) • Accelerate market share expansion • Expect GP margin improvement and growth investments in H2
UNY	**485.0**	**+5.5**	**3.40**	**(2.5)**	Same-store sales: 104.0% (+2.0pts) | Gross margin 33.6% (-0.8pts) SG&A ratio: 26.6% (-0.2pts) • Accelerate market share expansion • Include the factor-based tax -¥1.7 bn and remodeling costs for new formats -¥0.8 bn, both of which were not included in the initial plan
North America	**273.0**	**+24.0**	**6.5**	**+1.2**	Gross margin 39.4% (-0.1pts) | SG&A ratio 37.0% (-0.4pts) • Operational improvement in Hawaii and Guam • Change in exchange rates
Asia	**93.5**	**+9.4**	**4.5**	**+2.0**	Gross margin 35.9% (-0.4pts) | SG&A ratio 31.1% (-2.2pts) • Improved MD strategy and operations are contributing effectively. • Reflect strong performance across key areas, mainly Hong Kong, Thailand, and Singapore
Other	**43.5**	**+47.1**	**18.5**	**+1.8**	• The consolidation of Kanemi expect adding ¥1.8 bn in operating income • Tenant leasing business performing well

Exchange rates for revised forecast: 1USD=¥150.00, 1HKD=¥19.00, 1SGD=¥115.16, 1THB=¥4.63, 1MYR=¥35.15, 1TWD=¥4.87, 1MOP=¥18.45

PPIH Productivity Model: Core Engine Increasing Growth Strategy Certainty

PPIH's DNA of authority delegation and meritocracy combines with unique systems to develop strong talent on a continuous basis. This talent base creates *an operating strength unique to PPIH,* which builds competitive engine and strongly supports progress toward "Double Impact 2035".

■ **PPIH Operational Excellence**

PPIH delivers *exceptional speed* driven by store-level authority grounded in the company's core philosophy, which enables high productivity through hands-on and personalized operations and fast PDCA supported by autonomy. In addition, support from headquarters for frequent trials builds a *unique competitive advantage*.

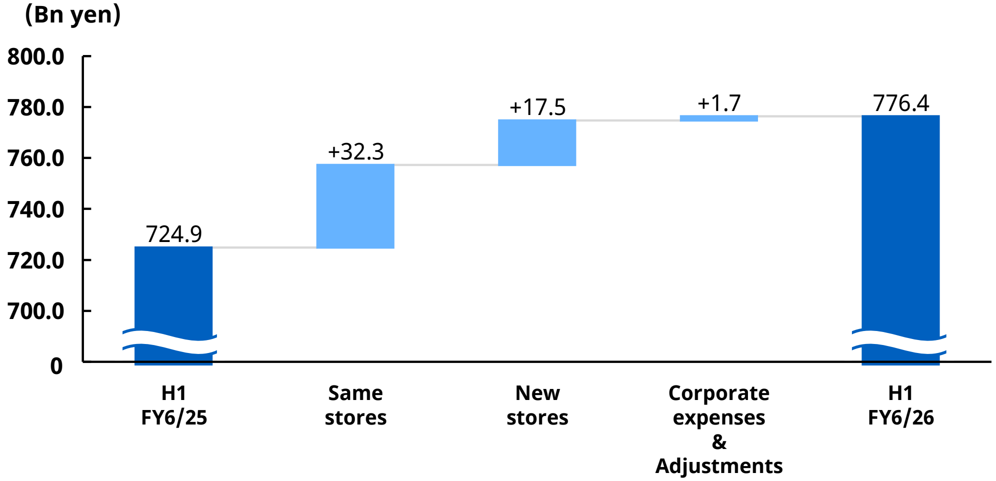
Conventional Operational Excellence in Japan	PPIH Operational Excellence
Operate under centralized control from headquarters with uniform processes • Rely on functional specialization • Slow execution due to multiple approval steps	**Store-level authority enable exceptional speed** • Delegated authority accelerates decisions and flexible response to change • Broad discretion shapes MD strategies tailored to each catchment area and customer segment
Manual-driven efficiency • Define tasks in detail and prioritizes procedural accuracy • Improve efficiency by adhering to standardized procedures • Reduce burden, waste, and variability	**Hands-on and personalized operations deliver high productivity** • Both part-time and full-time staff act like shop owners with direct responsibility for store P/L • A deeply embedded model that links sales, gross profit, and inventory turns to drive storewide profitability • Responsibility-based evaluations enable multitask operations
Put operational stability first • Operate through systems with limited discretion or judgment	**A culture that embraces failure encourages frequent trials** • High speed testing and adjustments pursue *standout results* rather than *acceptable levels*
Seek continuous improvement in *organizational efficiency*	Individual talent outperforms conventional *efficiency-driven models*

PPIH accelerates growth by leveraging its strongest competitive advantage: Talent Base

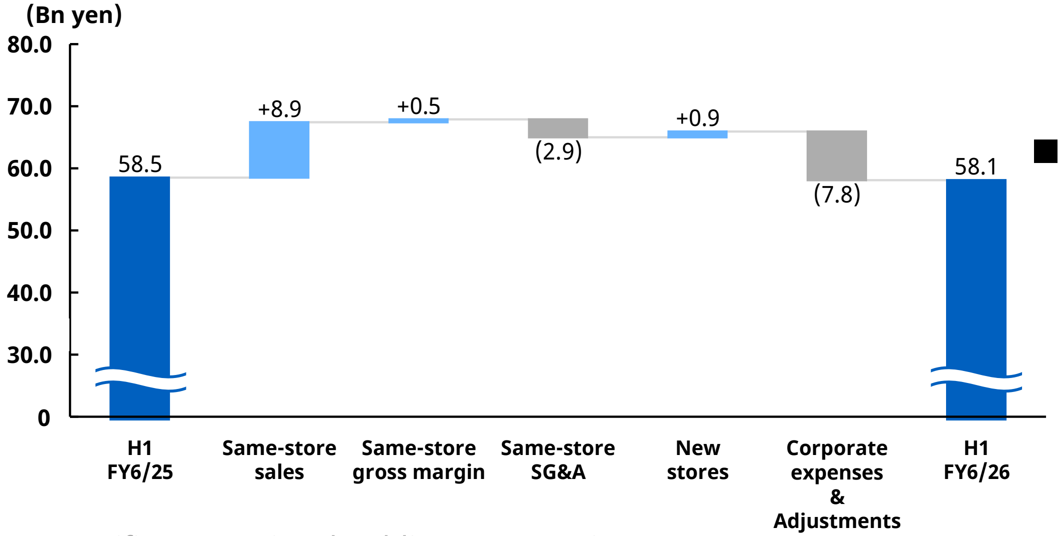
Discount Store (DS) Business

Net sales were ¥776.4 bn, up ¥51.5 bn YoY. MD strategies including tax-free and pricing supported results, and same stores drove higher sales and traffic. Operating income was ¥58.1 bn, down ¥0.4 bn YoY. The factor-based tax totaling ¥1.9 bn in H1 temporarily increased SG&A, but performance tracked within the initial forecast and progressed toward the revised full-year plan.

H1 FY6/26 Net Sales Details



H1 FY6/26 Operating Income Details



■ Same-store sales increased 4.7 % YoY by responding to shifts in purchasing behavior

- ✓ Traffic accelerated by 2.0pts vs. Q1, supported by promotions aligned with rising value-seeking behavior and selective spending. Sales of food and daily essentials increased, and strategic focus categories with the concept of “XX?It’s Donki!” contributed.
- ✓ Tax-free sales, a core pillar of the MD strategy, continued to expand (see details on p9).

■ Gross margin was 27.9%, down 0.2pts YoY, while same stores improved

- ✓ Same-store margin reached 27.7%, up 0.1 pts YoY. The margin improved from Q1 as the impact from last year’s earthquake alert normalized.
- ✓ PB/OEM sales was ¥189.6 bn, up 22.4% YoY, continued to contribute.
- ✓ Inventory increased with strategic product introductions to build popularity, while inventory turnover rate remained within targeted levels.

■ SG&A ratio was 20.5%, up 0.4pts YoY, and tracked in line with the forecast

- ✓ SG&A increased due to new store costs, talent investments including new formats, factor-based tax, and tax-free related expenses.
- ✓ Sustained productivity gains driven by the strength of PPIH’s talent supported SG&A control in line with the forecast.

DS: Advancing Tax-free Sales Strategy and Unlocking New Growth Opportunities in a Changing Environment

Tax-free sales reached ¥107.1 bn, up 34.1% YoY, marking a record high. Diverse promotions and larger sales floors broadened demand across countries and regions without reliance on any specific region. Under the themes of enhancing stores as *tourist attractions and destinations*, the business continues to expand the market share through new store openings, marketing and events, and MD initiatives.

■ **MD strategy and stronger promotions lifted the share of tax-free traffic to 27.6%, up 3.3pts YoY**

- ✓ Pre-travel promotions expanded to 18 countries and regions and supported sales growth.
- ✓ Manufacturer collaboration, a strategic priority, performed well and lifted the PB ratio in tax-free sales to 15.5%, up 2.9pts YoY.
- ✓ Net sales increased as new satellite stores for visitors to Japan opened and tax-free sale floor expanded beyond the flagship tax-free stores.

■ **Strength of *CV+D+A* concept supports the strategy to enhance stores as tourist attractions and destinations**

- ✓ Amusement-driven appeal remains a key driver of popularity. Stores strengthen experiential value that allows customers to feel Japan, not just shop.
- ✓ Broad assortment and late-night hours contribute to rising popularity, and stronger price power continues to build visit motivations among visitors to Japan.

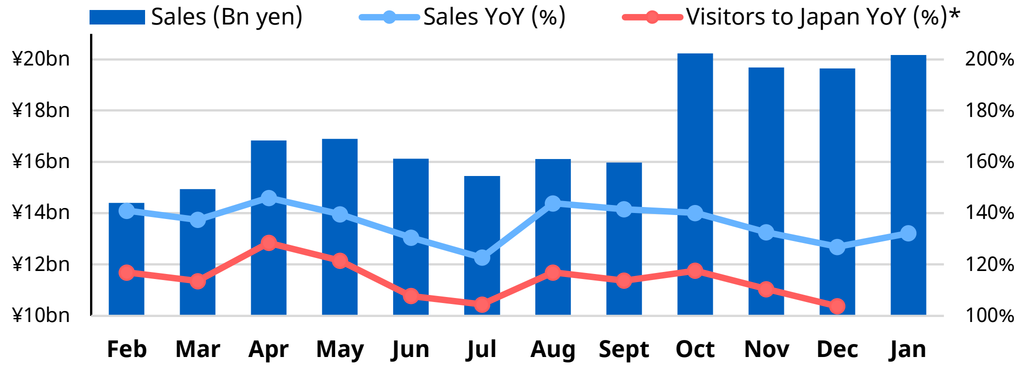
▷ **Customer Survey: Top reasons to visit Donki (n=6,556)**

	Rank	Ratio	Responses
Assortment（CV）	1	36.5%	2,396
Fun Appeal（A）	2	19.7%	1,291
Late-night hour（CV）	3	19.3%	1,268

▷ **Tax-Free Sales Mix by Regions**

	Q1 FY6/26	Q2 FY6/26			FY6/19
Region	Sales mix	Sales mix	Change YoY (%)	Change Vs. FY6/25	Sales mix
S. Korea	19.9%	21.4%	+29.7%	(0.5)pt	22.5%
ASEAN	10.2%	18.7%	+16.0%	(2.7)pt	17.3%
Taiwan	18.8%	15.9%	+48.3%	+1.6pt	13.6%
Mainland China & HK	26.2%	15.8%	+25.7%	(0.9)pt	40.5%
Others	10.3%	12.4%	+48.7%	+2.8pt	6.1%
U.S.	8.2%	9.8%	+29.9%	(0.2)pt	<2%
Europe	6.3%	6.1%	+79.2%	+1.6pt	<1%

▷ **Tax-Free Sales (Monthly)**

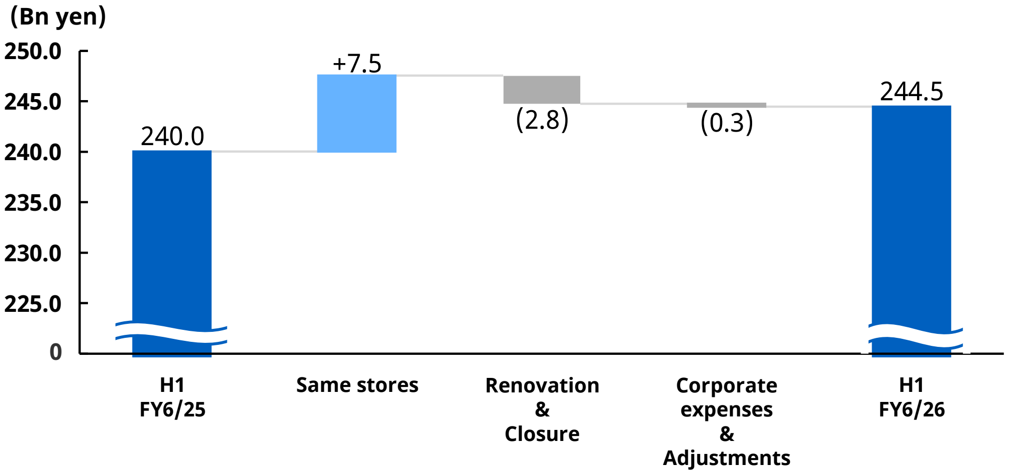


* Based on Japan National Tourism Organization (JNTO) statistics

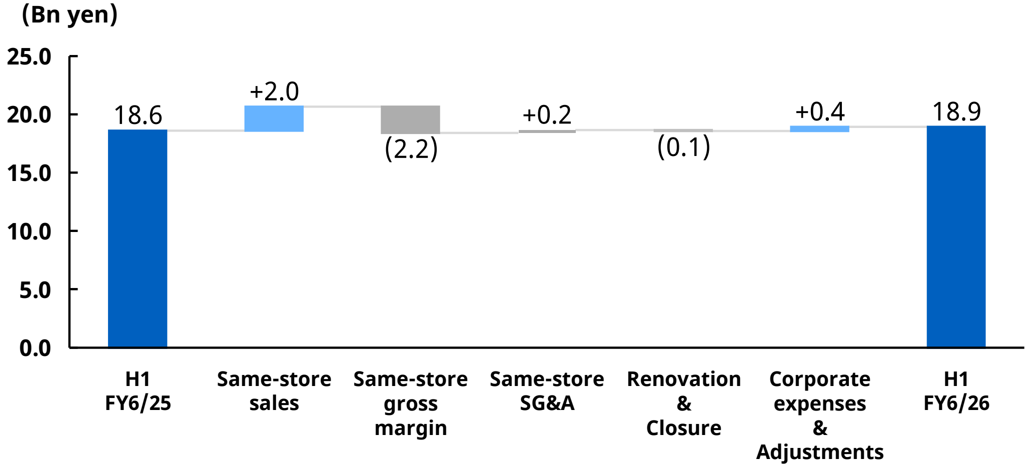
UNY Business

Net sales were ¥244.5 bn, up ¥4.5 bn YoY. Strong pricing strategy, broader impact of the non-food strategy among stores and year-end demand supported both sales and traffic. SG&A ratio decreased as the optimization of store operations toward domestic business integration improved productivity. Operating income was ¥18.9 bn, up ¥0.3 bn YoY, and landed in line with the forecast.

H1 FY6/26 Net Sales Details



H1 FY6/26 Operating Income Details



■ **Same-store sales increased 3.5% YoY as strategy effects became visible**

- ✓ Stronger pricing strategy created visit motivations amid rising value seeking, and customer traffic increased 1.8% YoY and stayed solid through H1.
- ✓ Non-food strategy gained traction, with about 90% of stores posting higher non-food sales YoY. Growth in new categories such as skincare and pet products also contributed to higher net sales.

■ **Same-store gross margin was 26.1%, down 1.0pt YoY, yet improving from Q1**

- ✓ PB/PB/OEM sales increased to ¥65.6 bn, up 7.5% YoY, and together with non-food growth contributed to margin recovery, narrowing the YoY decline from 1.3 pts in Q1 to 0.8 pts in Q2.
- ✓ However, strengthened pricing strategy and weak sales of winter seasonal items continued, while raw material prices for fresh items such as pork and chicken remained high.

■ **SG&A ratio was 25.7%, down 1.1pts YoY, as productivity improved steadily**

- ✓ Progress in optimizing labor allocation lifted store productivity, and sales growth decrease SG&A ratio.
- ✓ Growth investments in store remodels increased, accompanied by refrigeration case repair costs and spending on self-checkout installations.

Food-Focused Donki: Growth Story for New Markets

Open stores in densely populated residential areas and along everyday traffic routes to drive everyday visits from dual-income households and single customers while capturing younger customers from elementary to middle school. Offer shopping occasions for each target segment to expand the market. Additionally, maximize LTV* for the Group by driving cross-shopping between the new format and existing formats.

**LTV= Lifetime Value*

▷ **Approaches for LTV maximization**

Early engagement stage	Core engagement stage	Mature engagement stage
Target: Elementary to middle school **Drive trips:** Familiar place to hang out Buy desired items with allowance **Category examples:** <u>Food</u>: snacks and novelty candy <u>Non-food</u>: character items and affordable products	**Target:** High schooler, college students & single customers **Drive trips:** Convenient stop on the way home **Category examples:** <u>Food</u>: deli, ready-to-eat items, snacks, and alcohol for customers over 20 <u>Non-food</u>: hair care, skin care, cosmetics and smartphone accessories	**Target:** Dual-income households & new families **Drive trips:** Reliable store that supports daily life **Category examples:** <u>Food</u>: ready-to-eat, ready-to-use ingredients, time-saving items <u>Non-food</u>: kitchenware, light casual wear, beauty and health foods
<u>First Don Quijote experience</u>	**<u>Everyday needs with unique experiences</u>**	**<u>Move toward loyal customers</u>**

Food-Focused

Pure (traditional)

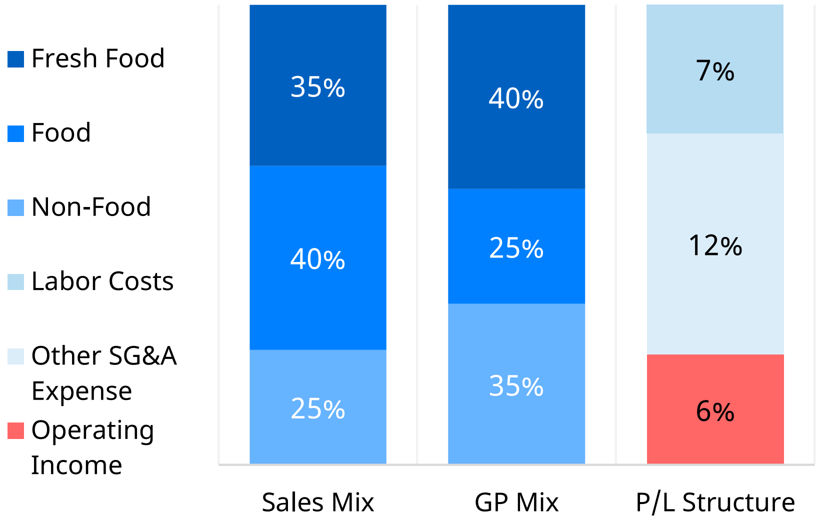
MEGA Donki

- Non-food: Consists of curated high value-for-money items under the concept of *this is good enough*.
  - ✓ Offering products customers want for everyday use, such as PB JONEZT, daily consumables, beauty and self-care items, and entertainment products enjoyed by all ages, increases satisfaction.
- Food: Strengthening price competitiveness drives higher shopping frequency than Pure & MEGA Don Quijote.
  - ✓ Deli as a competitive strength: Strengthen product development for deli foods with Kanemi. Set price points around ¥500 to reinforce competitiveness. Rotate assortments frequently to keep the offering fresh and deliver new discoveries.
  - ✓ *Price* × *Ready-to-Use* × *Time-Saving*: Build the food category with a mix of PB/OEM items, competitive pricing on national brands, and new products. Strengthen fresh foods with ready-to-use ingredients and time-saving items. Position the store as a convenient and reliable neighborhood option for everyday needs.

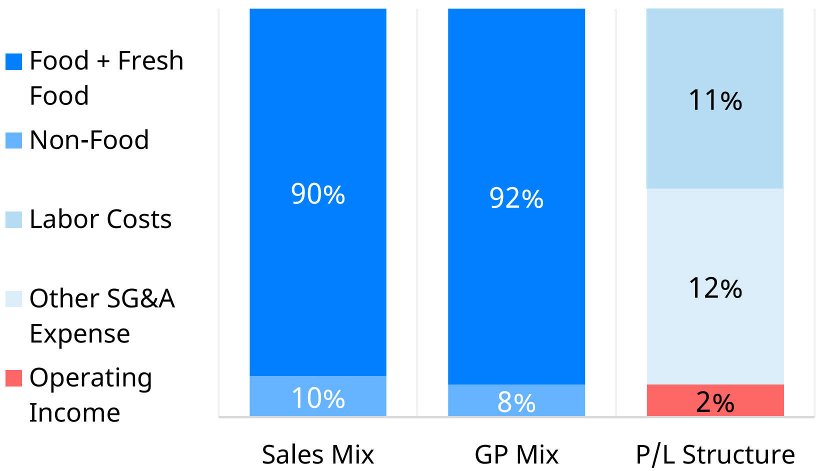
Food-Focused Donki: A Profit Model with Strong Earning Power

Adapt Don Quijote's unique, value-driven MD strategy and introduce high-traffic fresh foods to position the store as an everyday destination with higher trip frequency. Drive strong profitability through our high-productivity operating model.

▷ **Expected earning model: Food-focused Donki**



▷ **Expected earning model: Conventional supermarket***



* *Calculated from publicly available data*

■ **Establish unique competitive advantages**

✓ Strengthen ready-to-eat and ready-to-use fresh items and enhance PB development to drive both traffic and profitability, building on the strong profitability already delivered by Don Quijote's food and non-food.

■ **Sustain lower labor share ratio and control SG&A through our best-in-class, high-productivity operating model**

✓ Run a multitask operating model led by mate employees (part-time employees), as already implemented in the Don Quijote Akabane store and small formats.

✓ Integrate operations with existing stores nearby for talent, inventory and consumables management drive higher productivity. This model is being tested in tax-free focused satellite stores.

■ **Group synergies from the Food-Focused Donki**

✓ Increase procurement scale and drive operational improvements across production sites and logistics networks by expanding the food share.

■ **Upcoming schedule**

✓ March 3, 2026: Food-Focused Don Quijote strategy presentation

- Agenda: format name, MD strategies (PB and deli) and promotional activities.

✓ April 24, 2026: The first store, converted from Piago Jimokuji, opens

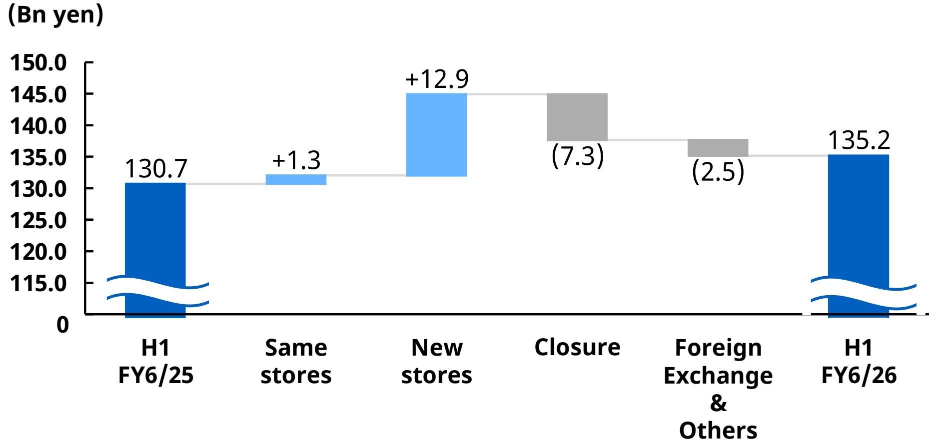
✓ FY6/26: Convert 5 Piago stores

✓ FY6/27: Plan to open stores in the Tokyo metropolitan area

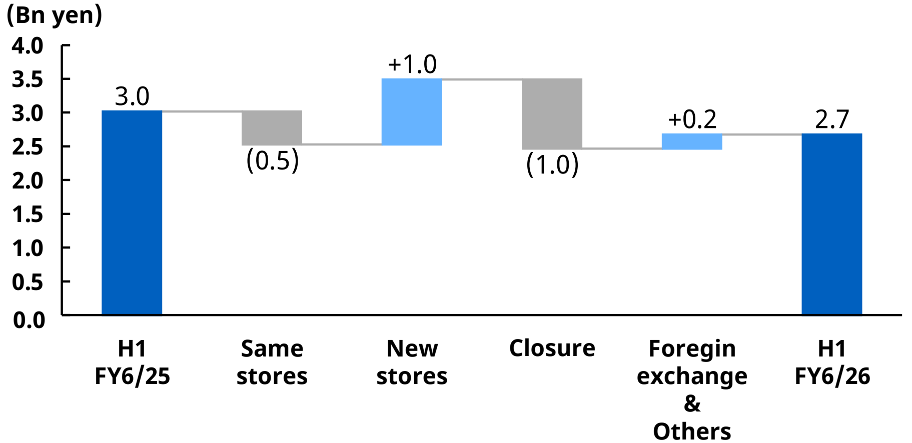
North America Business

Net sales were ¥135.2 bn, up ¥4.5 bn YoY, supported by strong same stores and contributions from new stores. Operating income was ¥2.7 bn, down ¥0.3 bn YoY, as growth investments continued to scale the business. Operational improvements began to contribute to a lower SG&A ratio. Q2 posted higher operating income, up ¥0.3 bn YoY, showing progress in profitability.

H1 FY6/26 Net Sales Details



H1 FY6/26 Operating Income Details



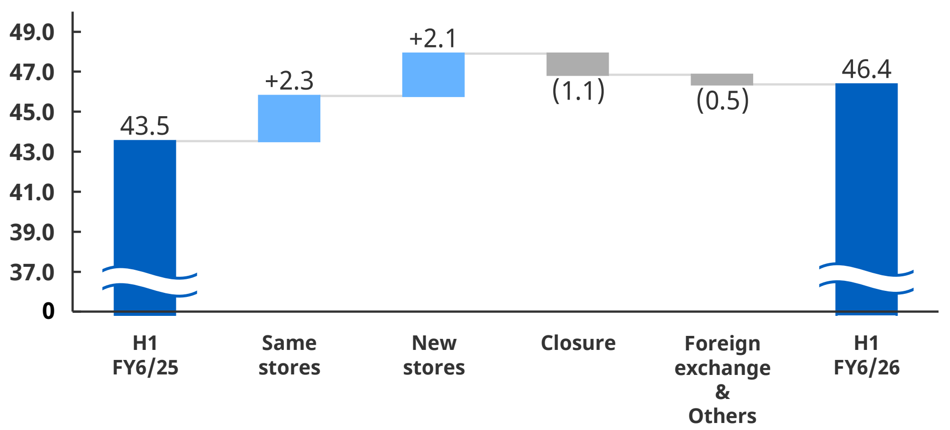
- **Same-store sales increased 1.2% YoY, with improvements across all areas**
  - ✓ Differentiation from competitors progressed. Sushi and deli performed well as production volume increased and quality improved. Non-food benefited from expanded assortment in character goods, Japanese cosmetics, and toys.
  - ✓ Guam posted strong gains in sales and traffic, supported by increased SKUs (about +7,000) and stronger promotions such as the shuttle bus service.
- **Same-store gross margin was 37.1%, down 0.8pts YoY, yet improving from Q1**
  - ✓ While the strengthened pricing strategy improved customer traffic, the gross margin declined YoY.
  - ✓ Margin showed improving trends vs. Q1, as pricing and product mix were reviewed at Marukai CA and in Guam.
- **Same-store SG&A ratio was 30.8%, down 0.3pts YoY, with progress in management control**
  - ✓ Labor optimization advanced through reallocations from existing stores to new stores and the control of labor hours.
- **Operating income was ¥2.7 bn, down ¥0.3 bn YoY**
  - ✓ Results reflected the impact of the flagship store closure at Gelsons and the store closure in Hawaii.
  - ✓ Growth investments continued for new stores.

* Figures for North America are the total of DQ USA, MARUKAI, QSI, Gelson's, Guam and Mikuni. Cumulative period: April 2025 to September 2025 for all except Gelson's, which is from July 2025 to December 2025.
* Gelson's operating income is calculated after deducting amortization of goodwill (H1 FY6/25: ¥1.86 bn, H1 FY6/26: ¥1.88 bn).
* Mikuni generated ¥5.9 bn in net sales and ¥0.8 bn in operating income, and both are included under new stores.

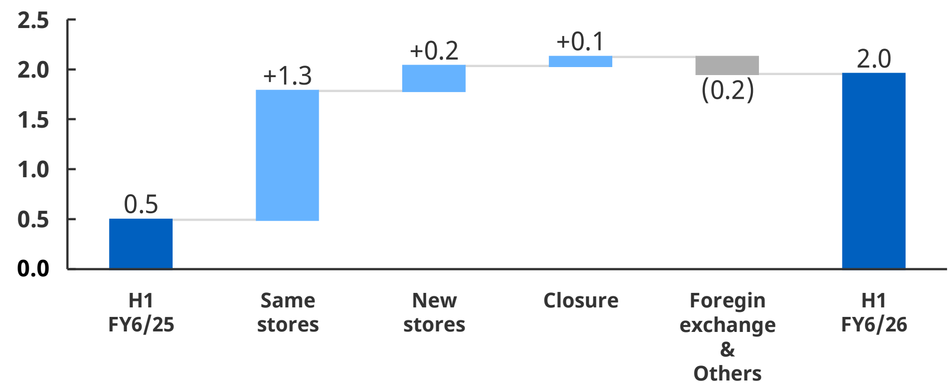
Asia Business

Net sales were ¥46.4 bn, up ¥2.8 bn YoY. Stronger pricing strategy and faster introduction of new products lifted MD capabilities across Asia. Same-store traffic increased 6.7% YoY. Operating income was ¥2.0 bn, up ¥1.5 bn YoY, supported by progress in Asia-style operating practices. Operating margin improved to 4.3%, up 3.2pts YoY.

H1 FY6/26 Net Sales Details



H1 FY6/26 Operating Income Details



*Figures for Asia are the total of PPRM (SG), PPRM (HK), DONKI Thailand, PPRM (TW), PPRM (MY), and Macau PRRM (MO). Cumulative period: April 2025 to September 2025.

■ **Same-store sales increased 5.6% YoY as growth accelerated across all areas**

- ✓ The *astonishingly reasonable price* strategy expanded from strong performing areas to the broader Asia region, and its impact became visible. Same-store sales and traffic grew across all areas compared to Q1.
- ✓ New product introductions accelerated, including items from Japan and other Asian markets, and the broader assortment created *something new* for customers in Asia.

■ **Gross margin was 36.1%, down 1.1pts YoY, reflecting the impact of pricing strategy**

- ✓ As pricing strategy continued, margin declined YoY while gross profit increased.
- ✓ Waste and markdown rates began to decline as inventory turnover improved.

■ **SG&A ratio was 31.8%, down 4.2pts YoY, as the operating foundation strengthened**

- ✓ Operating practices customized from the domestic DS started to work. Changes in both MD and operations supported more stable profitability (see details on p15).
- ✓ Closure of unprofitable stores and optimization of leased floor space increased sales per *tsubo** and reduced fixed cost ratios.

*1 tsubo ≈ 3.3m²/35.58 sqft

Overseas: Steady Progress in Overseas-style MD and Operations

Once struggled with slow MD response and lagging talent development. By adapting and customizing domestic DS know-how, the business established an "overseas-style" MD and store operations model that is now showing visible profitability.
North America, while behind Asia, is making steady progress and beginning to deliver results.

Before – **Slow MD response** **Lagging talent development and pipeline**	**Now** – **Faster MD cycles** **Improve productivity and develop local talent**
MD Asia: • Product assortment became rigid by rapid store expansion • Differentiation weakened as more companies began offering Japanese products North America: • Delayed response to market and consumer changes due to reliance on legacy MD	**MD** Asia: • Faster introduction and replacement of new products • Stronger traffic through competitive pricing North America: • Improving traffic by strengthening sushi and deli
Operation Asia: • A siloed organization tied to early successes hindered talent development and reduced labor productivity North America: • Low labor productivity caused by legacy operations	**Operation** Asia: • Promoting multitask operations expands roles and improving talent development and labor productivity North America: • Building format specific schemes centered on labor costs
Asia: **Operating income: ¥0.3 bn (FY6/24)** **Labor share ratio: 37.8% (FY6/24)** **North America:** **Operating income: ¥4.2 bn (FY6/25)**	**Asia:** **Operating income: ¥4.5 bn (FY6/26 plan)** **Labor share ratio: 32.5% (FY6/26 plan)** **North America:** **Operating income: ¥6.6 bn (FY6/26 plan)**

Strategic and investment decisions for major overseas growth require thoughtful time

Major Assets, Liabilities and Net Assets

Assets

(Bn yen)

	As of June 30, 2025	As of December 31, 2025	
	Amount	Amount	Change
Current assets	**528.0**	**636.0**	**108.0**
Cash and Deposits	172.0	213.1	41.1
Account receivable-installment	57.7	64.6	6.9
Merchandise and finished goods	224.9	256.1	31.2
None-current assets	**983.0**	**981.6**	**(1.5)**
Buildings and structures, net	295.7	295.3	(0.4)
Land	354.2	358.4	4.2
Intangible assets	103.6	108.4	4.8
Leasehold and guarantee deposits	68.2	67.9	(0.4)
Total assets	**1,511.0**	**1,617.5**	**106.5**

Liabilities

(Bn yen)

	As of June 30, 2025	As of December 31, 2025	
	Amount	Amount	Change
Current Liabilities	**441.6**	**550.7**	**109.1**
Notes and accounts payable	194.9	266.8	71.9
Short-term interest-bearing debt[1]	77.0	115.0	38.0
None-current liabilities	**445.4**	**380.7**	**(64.7)**
Bonds payable	170.4	106.0	(64.4)
Long-term borrowings	156.9	154.6	(2.4)
Total liabilities	**887.0**	**931.3**	**44.4**
Total net assets	**624.0**	**686.2**	**62.1**
Total liabilities and net assets	**1,511.0**	**1,617.5**	**106.5**

1. Short-term interest-bearing debt＝Short-term borrowings, long-term borrowings and bonds payables due within 1 year

▷ Details

■ Current assets

✓ Property, plant and equipment:
¥725.7 bn (up ¥7.7 bn from FYE6/25)
- Investment related to store opening: ¥17.5 bn
- Depreciation: ¥19.5 bn

■ Liabilitiess

✓ Interest-bearing:
¥375.6 bn (down ¥28.8 bn from FYE6/25)

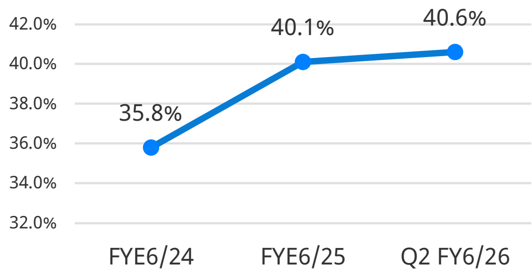
■ Net assets

✓ Equity: ¥656.0 bn (up ¥50.2 bn from FYE6/25)
✓ Equity-to-asset ratio: 40.6% (up 0.5pts from FYE6/25)

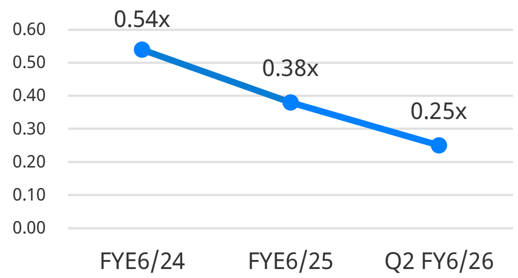
■ Others

✓ Net D/E ratio: 0.25x (down 0.13x from FYE6/25)
✓ ROE: 20.2% (up 4.4pts annualized from FYE6/25)

▷ Equity-to-Asset Ratio



▷ Net D/E Ratio



Interest-bearing debt decreased the repayment of bonds payable. Equity-to-asset ratio and net D/E ratio further improved, strengthening our financial position.

Cash Flows and Capital Expenditures

▷ Cash Flows

(Bn yen)

	Q2 FY6/25	Q2 FY6/26	
	Amount	Amount	Change
Balance at the beginning of the period	187.2	175.8	(11.4)
Cash flows from operating activities	92.6	113.1	20.4
Cash flows from investing activities	(22.3)	(30.4)	(8.1)
Cash flows from financing activities	(33.2)	(53.4)	(20.3)
Change during the period	31.6	51.1	19.5
Balance at the end of the period	218.8	226.9	8.2
Free cash flow[1]	70.3	82.6	12.3

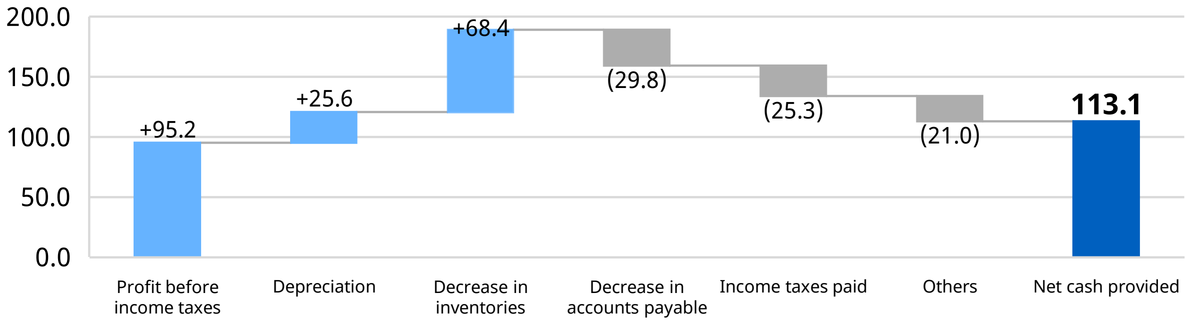
1. Cash flows from operating activities + Cash flows from investing activities

▷ Capital Expenditures

Capital Expenditures	**25.5**	**31.3**	**5.8**

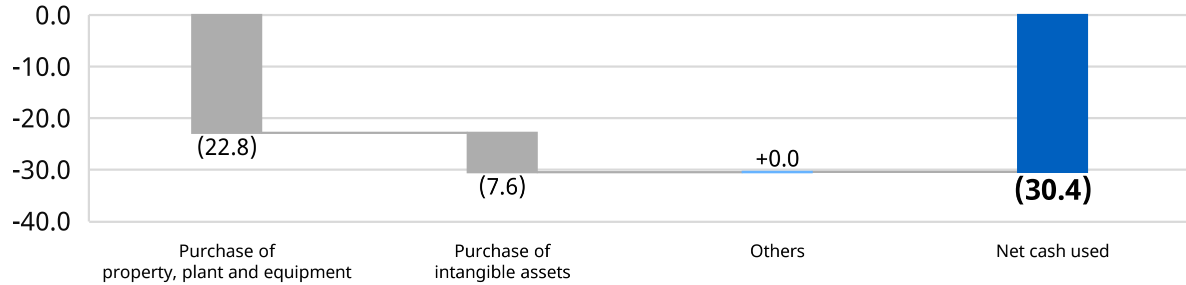
▷ Operating Activities

(Bn Yen)



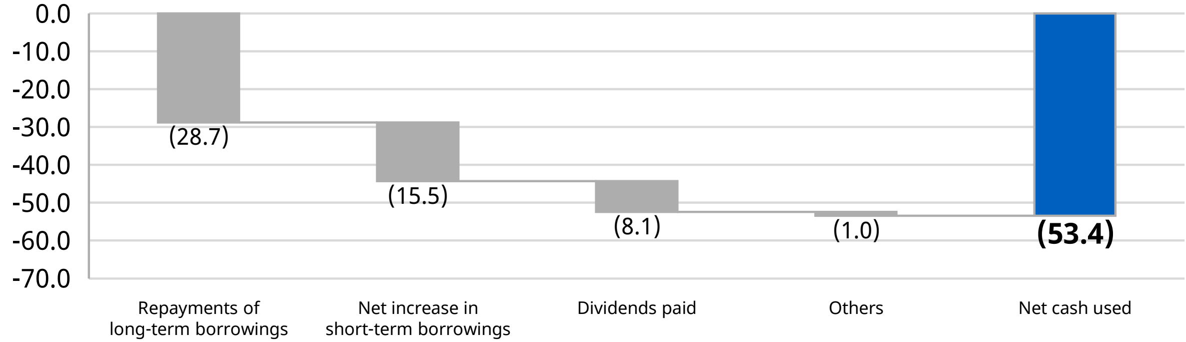
▷ Investing Activities

(Bn Yen)



▷ Financing Activities

(Bn Yen)



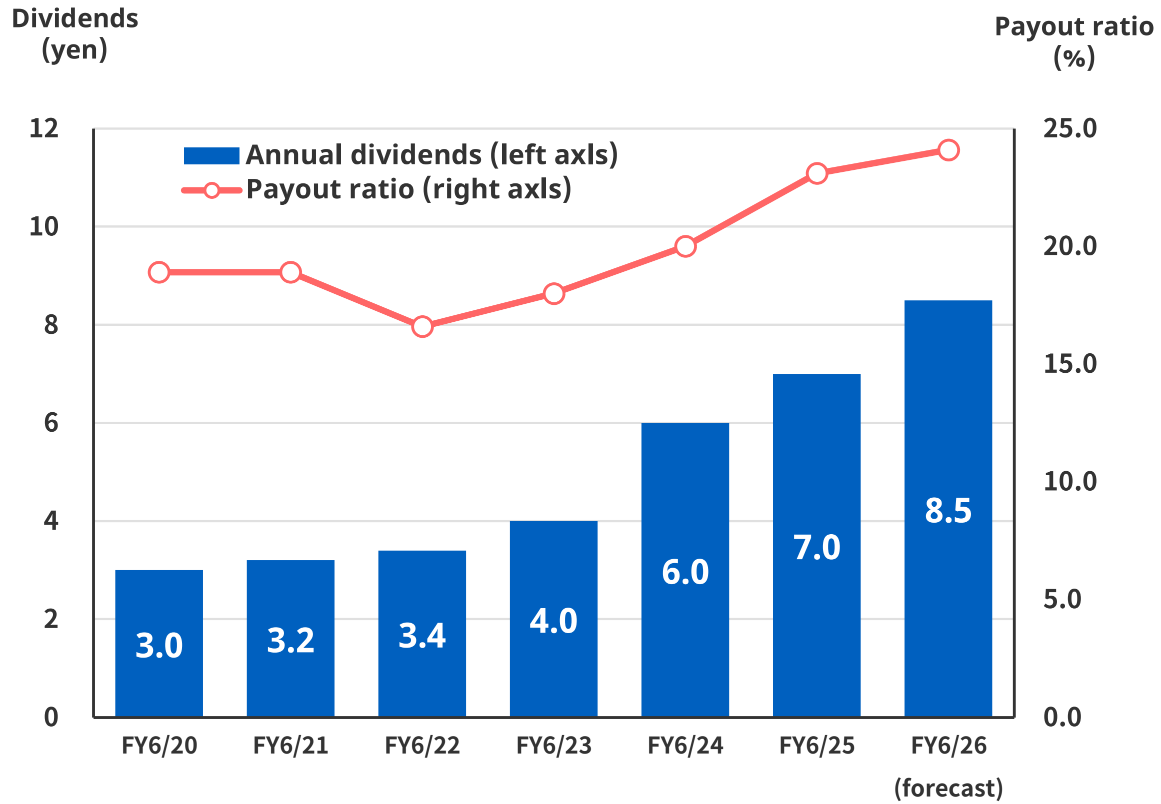
▷ Q2 Capital Expenditure Breakdown

Domestic Discount Store Business ¥12.9 bn, UNY Business ¥4.0 bn, Overseas Business ¥4.0 bn, IT investments ¥5.4 bn, Others ¥5.0 bn.

Shareholder Returns: Dividends

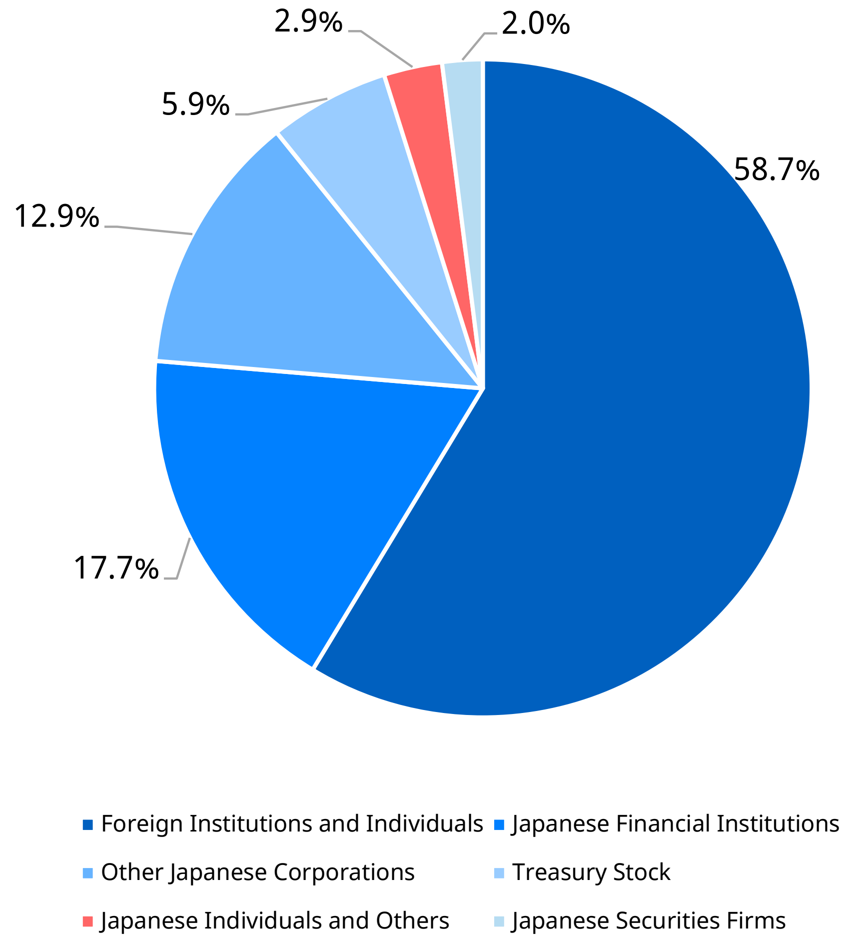
- **An interim dividend of ¥3 (up ¥1.2 YoY) and a full-year dividend of ¥8.5 (up ¥1.5 YoY) are forecast for FY6/26, marking the 23rd consecutive year of dividend growth.**
- **Maintain a progressive dividend policy and target a 25% payout ratio, while balancing growth investment with shareholder returns. Shareholder returns are reviewed based on total payout over the medium-to-long term.**

▷ Annual Dividends and Payout Ratio Trends



*A 5-to-1 stock split of common shares became effective on October 1, 2025.
*The FY6/26 payout ratio is calculated using shares outstanding at the end of FY6/25 (exclude treasury shares).
*Prior period figures were adjusted retroactive adjustments.

▷ Shareholder Composition for Q2 FY6/26



Sustainability Management: Topics

- **Enhance business sustainability for a better society and drive value creation: intensify initiatives in materiality-based focus areas and strengthen measures in key fields that leverage strengths.**
- **Maximize corporate value by accelerating the integrated advancement of growth strategies and sustainability management: advance Double Impact 2035 and incorporate stakeholder feedback into management decisions.**

Major initiatives in Q2 FY6/26

Human capital

◆ "Creative Disruption Championship"

To create an environment where employees with diverse strengths can take on new challenges, we hold the Creative Disruption Championship*[1] every year, encouraging employees to proactively raise their hands. In FY6/26, 583 employees submitted entries. Following review by company executives, outstanding ideas were developed into new businesses.

*[1]: Contest aimed at creating new businesses that will serve as future growth engines

◆ Talent management system

To promote career development through autonomous proactivity, a key part of our human resources strategy under the long-term business plan, we implemented the talent management system TaleQue (Talent Viewer: Quest Edition) in August 2025 to enhance our employees' career awareness.

Promotion of diversity

◆ Egg freezing subsidy program

We started a program fully subsidizing the cost of egg-freezing for female employees in November 2025. This program aims to support women's career advancement and is based on feedback from the female employee awareness survey.

Sustainability in the supply chain

◆ Third-party CSR audits and engagement

To promote product procurement that respects human rights and the environment, we have completed 49 CSR audits at factories contracted to manufacture our PB/OEM products. Starting in Q3, we plan to conduct onsite surveys (engagement) by a human rights NGO in addition to CSR audits.

■ Integrated Report and ESG Data Book

We published Integrated Report and ESG Data Book for FY6/25.
On February 26, 2026, we will hold our Integrated Report Presentation for investors to support a deeper understanding of the company.

- Integrated Report:
  https://ppih.co.jp/en/ir/library/annual/
- ESG Data Book:
  https://ppih.co.jp/en/sustainability/esgdatabook/

Sustainability Management: Key Figures

	FY6/30 Goals	Unit	FY6/23	FY6/24	FY6/25
Environment					
CO_2 emissions					
CO_2 emissions Scope 1 & 2	Reduce CO_2 emissions (Scope 1 & 2) from stores by 50% against 2013 level	t-CO_2	**512,505**	**510,253**	**501,768**
Scope 1 & 2 CO_2 emissions reduction rate		%	**20.3**	**26.0**	**32.7**
CO_2 emissions Scope 3		t-CO_2	**5,582,110**	**6,041,167**	**6,437,762**
Plastic reduction					
Plastic usage	Reduce the amount of plastic used for customer services by 70% against 2019 level	t	**2,763**	**2,653**	**2,586**
Plastic usage reduction rate		%	**58.9**	**63.4**	**67.0**
Society					
Human capital					
Initiatives to promote understanding of our corporate philosophy *The Source*	*The Source* General Level Exam: 100% pass rate	%	**-**	**-**	**98.7**
	Master of *The Source* Certification Exam: 50% pass rate	%	**-**	**-**	**32.5**
Number of MD planners among mate employees	Produce 200 MD planners annually from mate employees	person	**-**	**-**	**127**
Female empowerment					
Number of female store managers	Produce 100 female store managers and reduce the turnover rate of female employees to 5%	person	**31**	**39**	**46**
Turnover rate of female employees		%	**9.7**	**7.6**	**7.3**
Governance					
Number of directors		person	**11**	**15**	**15**
Ratio of female directors		%	**9.1**	**13.3**	**13.3**
Ratio of independent outside directors		%	**36.4**	**33.3**	**40.0**
Average age of directors		age	**56.4**	**53.1**	**53.4**

Calculation Period: The environmental and social metrics, including CO_2 emissions (partially Scope 3) and plastic usage, are calculated from April to March of the following year. Other metrics are calculated based on PPIH's fiscal year (from July to June of the following year). Governance metrics are calculated as of the end of September 2023, 2024, and 2025.
Scope: The environmental metrics cover major domestic entities within the group (partially including overseas entities for Scope 3). The social metrics cover major domestic entities. The governance metrics cover PPIH alone.

January Flash Notes: Domestic Discount Store and UNY Business

In the domestic retail business, both segments recorded YoY growth in sales and customer traffic.
In January, performance benefited from multiple promotions aligned with shifting customer behavior.
In early month, New Year sales events and lucky bag promotion drove sales, and colder weather from mid-month lifted seasonal categories.

▷ **YoY Same-store Sales**

Unit：%	Q1	Q2				Q3
	Cum.	Oct	Nov	Dec	Cum.	Jan
Domestic Total	103.5	106.3	106.9	103.0	105.3	107.4
DS	103.6	106.7	107.2	103.7	105.7	107.6
UNY	103.2	105.2	105.9	101.2	103.8	106.9

■ **Discount Store Business**

- ✓ Successfully captured demand related to travel and homecoming, leading to strong performance across all regions nationwide.
- ✓ In lucky bag promotions, cosmetics such as branded makeup and face masks, along with household goods including bedding and cooking utensils, contributed to sales.
- ✓ Tapped into emerging trend-driven demand, with general merchandise such as character stationery, toys, and novelty items posting solid growth.

■ **UNY Business**

- ✓ During the New Year's sales period, holiday-related products such as thin-sliced pork for shabu-shabu, sashimi, rice cakes, and alcoholic beverages contributed to sales.
- ✓ Non-food categories where assortment has been strengthened, including daily goods, pet products and skincare items, continued to grow. As the cold weather became more severe, sales also increased for seasonal home appliances such as ceramic heaters, as well as for winter clothing, especially thermal underwear and bottoms.

Appendix

Financial Highlights for Q2

【Q2: October 1, 2025 - December 31, 2025】

(Bn yen)

	Q2 FY6/25		Q2 FY6/26			
	Amount	% of net sales	Amount	% of net sales	Change	YoY(%)
Net sales	**578.0**	**100.0%**	**636.8**	**100.0%**	**58.8**	**+10.2%**
Gross profit	187.1	32.4%	201.2	31.6%	14.1	+7.5%
SG&A	138.4	24.0%	148.6	23.3%	10.1	+7.3%
Operating income	**48.7**	**8.4%**	**52.6**	**8.3%**	**4.0**	**+8.1%**
Ordinary profit	**54.8**	**9.5%**	**54.3**	**8.5%**	**(0.5)**	**(1.0%)**
Profit attributable to owners of parent	**33.5**	**5.8%**	**35.3**	**5.5%**	**1.7**	**+5.2%**

Business Segment Results for Q2 and H1

【Q2: October 1, 2025 – December 31, 2025】

(Bn yen)

	DS			UNY			Asia[2]			North America[1,3]			Others/Adjustments[5]		
	Q2 FY6/25	Q2 FY6/26	Change	Q2 FY6/25	Q2 FY6/26	Change	Q2 FY6/25	Q2 FY6/26	Change	Q2 FY6/25	Q2 FY6/26	Change	Q2 FY6/25	Q2 FY6/26	Change
Net sales	370.4	399.8	29.4	125.7	128.4	2.8	21.7	24.2	2.6	66.3	70.9	4.7	(6.0)	13.5	19.4
Gross profit	104.0	111.3	7.3	43.9	43.6	(0.3)	8.1	8.8	0.7	25.1	27.9	2.8	6.1	9.6	3.6
GP margin	28.1%	27.8%	(0.3)pt	34.9%	33.9%	(1.0)pt	37.1%	36.2%	(0.9)pt	37.9%	39.4%	1.5pt	-	-	-
SG&A	72.6	80.3	7.7	31.5	31.4	(0.1)	7.6	7.5	(0.1)	23.3	25.8	2.5	3.5	3.6	0.1
OP income	31.4	31.0	(0.4)	12.3	12.1	(0.2)	0.5	1.3	0.8	1.9	2.2	0.3	2.6	6.1	3.4
OP margin	8.5%	7.8%	(0.7)pt	9.8%	9.4%	(0.4)pt	2.2%	5.2%	3.0pt	2.8%	3.0%	0.2pt	-	-	-
EBITDA[4]	34.6	34.7	0.1	14.9	14.4	(0.4)	1.1	1.8	0.7	4.3	4.7	0.4	6.1	9.5	3.5
EBITDA margin	9.3%	8.7%	(0.7)pt	11.8%	11.2%	(0.6)pt	4.9%	7.3%	2.4pt	6.5%	6.6%	0.1pt	-	-	-

【H1: July1, 2025 – December 31, 2025】

(Bn yen)

	DS			UNY			Asia[2]			North America[1,3]			Others/Adjustments[5]		
	H1 FY6/25	H1 FY6/26	Change	H1 FY6/25	H1 FY6/26	Change	H1 FY6/25	H1 FY6/26	Change	H1 FY6/25	H1 FY6/26	Change	H1 FY6/25	H1 FY6/26	Change
Net sales	724.9	776.4	51.5	240.0	244.5	4.5	43.5	46.4	2.8	130.7	135.2	4.5	(10.5)	7.7	18.2
Gross profit	203.9	216.9	13.0	82.9	81.7	(1.2)	16.2	16.7	0.6	49.6	52.6	3.0	11.4	15.3	3.9
GP margin	28.1%	27.9%	(0.2)pt	34.5%	33.4%	(1.1)pt	37.1%	36.1%	(1.0)pt	38.0%	38.9%	0.9pt	-	-	-
SG&A	145.5	158.8	13.4	64.3	62.7	(1.5)	15.7	14.7	(0.9)	46.6	49.9	3.3	2.2	3.0	0.8
OP income	58.5	58.1	(0.4)	18.6	18.9	0.3	0.5	2.0	1.5	3.0	2.7	(0.3)	9.2	12.3	3.1
OP margin	8.1%	7.5%	(0.6)pt	7.8%	7.7%	(0.1)pt	1.1%	4.3%	3.2pt	2.3%	2.0%	(0.3)pt	-	-	-
EBITDA[4]	64.8	65.3	0.5	23.3	23.5	0.2	1.9	3.1	1.2	7.8	7.5	(0.2)	16.2	20.0	3.8
EBITDA margin	8.9%	8.4%	(0.5)pt	9.7%	9.6%	(0.1)pt	4.3%	6.7%	2.4pt	6.0%	5.6%	(0.4)pt	-	-	-

1. Figures for North America are the total of DQ USA, MARUKAI, QSI, Gelson's, Guam and Mikuni. Cumulative period: April 2025 to September 2025 for all except Gelson's, which is from July 2025 to December 2025.
2. Figures for Asia are the total of PPRM (SG), PPRM (HK), DONKI Thailand, PPRM (TW), PPRM (MY), and Macau PRRM (MO). Cumulative period: April 2025 to September 2025.
3. Gelson's operating income is calculated after deducting amortization of goodwill (H1 FY6/25: ¥1.86 bn , H1 FY6/26: ¥1.88 bn)
4. EBITDA = Operating income + Depreciation of property, plant and equipment + Amortization of intangible assets + Stock-based compensation
5. Operating income changed due to factors in others/adjustments : ¥2.2 bn from financial business, ¥0.8 bn from Kanemi Co., Ltd.

SG&A Breakdown for Q2 and H1

【Q2: October 1, 2025 – December 31, 2025】

(Bn yen)

	Q2 FY6/25		Q2 FY6/26		
	Amount	Ratio	Amount	Ratio	YoY
SG&A	138.4	24.0%	148.6	23.3%	+7.3%
Personnel expense[1]	63.1	10.9%	67.7	10.6%	+7.4%
Rent	15.7	2.7%	16.4	2.6%	+4.8%
Commission paid	17.4	3.0%	20.8	3.3%	+19.4%
Depreciation and amortization	9.9	1.7%	10.9	1.7%	+9.4%
Utilities	8.0	1.4%	8.2	1.3%	+2.2%
Other	24.3	4.2%	24.6	3.9%	+0.9%

【H1: July1, 2025 – December 31, 2025】

(Bn yen)

	H1 FY6/25		H1 FY6/26		
	Amount	Ratio	Amount	Ratio	YoY
SG&A	274.2	24.3%	289.2	23.9%	+5.5%
Personnel expense[1]	125.6	11.1%	132.4	10.9%	+5.4%
Rent	31.4	2.8%	32.6	2.7%	+3.9%
Commission paid	33.9	3.0%	38.0	3.1%	+12.1%
Depreciation and amortization	19.5	1.7%	21.0	1.7%	+7.9%
Utilities	18.8	1.7%	18.5	1.5%	(1.7%)
Other	45.0	4.0%	46.7	3.9%	+3.9%

1.Personnel expenses =Salaries and allowances + Bonuses + Legal welfare expenses + Retirement payment + Recruitment expenses

Consolidated Business Segment Overview for H1

【H1: July 1, 2025 – December 31, 2025】 (Bn yen)

	H1 FY6/25		H1 FY6/26		
	Amount	Ratio	Amount	Ratio	YoY
Domestic DS	700.0	62.0%	751.1	62.1%	**+7.3%**
Home electrical appliances	47.9	4.2%	47.4	3.9%	(1.0%)
Miscellaneous household goods	195.4	17.3%	210.9	17.4%	+7.9%
Foods	303.7	26.9%	325.1	26.9%	+7.1%
Watches and fashion merchandise	93.1	8.2%	102.2	8.4%	+9.7%
Sporting goods and leisure goods	48.9	4.3%	54.5	4.5%	+11.4%
Others	11.1	1.0%	11.1	0.9%	+0.3%
Domestic UNY	217.9	19.3%	227.4	18.8%	**+4.3%**
Home electrical appliances	3.3	0.3%	4.1	0.3%	+21.9%
Miscellaneous household goods	22.9	2.0%	22.9	1.9%	+0.1%
Foods	160.1	14.2%	169.3	14.0%	+5.7%
Watches and fashion merchandise	26.4	2.3%	26.1	2.2%	(1.1%)
Sporting goods and leisure goods	4.6	0.4%	4.9	0.4%	+5.1%
Others	0.5	0.0%	0.1	0.0%	(81.2%)
Overseas	172.4	15.3%	181.0	15.0%	**+4.9%**
North America[1]	129.1	11.4%	134.7	11.1%	+4.4%
Asia[2]	43.4	3.8%	46.2	3.8%	+6.6%
Others[3]	38.2	3.4%	50.7	4.2%	**+32.6%**
External sales	-	-	12.4	1.0%	-
Others	38.2	3.4%	38.2	3.2%	+0.0%
Total	1,128.6	100.0%	1,210.1	100.0%	**+7.2%**

1. Figure for North America covers April 2025 to September 2025, except for Gelson’s, which reports figures from July 2025 to December 2025.
2. Figure for Asia covers April 2025 to September 2025.
3. Includes tenant leasing business, credit card business, Kanemi Co., Ltd., and other related businesses.

FY6/26 New Store

Business	Format	Q1 Jul	Q1 Aug	Q1 Sept	Q2 Oct	Q2 Nov	Q2 Dec	Q3 Jan	Q3 Feb	Q3 Mar	Q4 Apr	Q4 May	Q4 Jun	Full-Year Forecast
Discount Store	DQ				Hatchōbori Nishi (Hiroshima) Takayama (Gifu) Apita Matsusaka Mikumo (Mie) Oizumi (Tokyo)			Chiba Fujimi (Chiba)	Shijo-dori (Kyoto)	Yashima (Kagawa)	2 Stores	1 Store	7 Stores	New Store：25+
Discount Store	Small Format				Kirakira Donki Sendai Nagamachi (Miyagi)	Kirakira Donki Ebina (Kanagawa)	Re:Price Kumagaya NITTOH MALL (Saitama)							
Overseas*1	Asia			Central Westgate (Thailand)										New Store：5*2
Overseas*1	North America	Irvine (California)						Emeryville (California) Toluca Lake (California)						

1. Overseas stores are shown under their opening months
2. Except for Gelson's, the period is from April 2025 to March 2026. For Gelson's, the period is from July 2025 to June 2026.

Store Count by Region and Format

Domestic Retail Store

	FY6/24	FY6/25	FY6/26 Q1	FY6/26 Q2
Discount Store business	**501**	**525**	**525**	**532**
Don Quijote	262	285	285	289
MEGA Don Quijote[1]	143	143	143	143
(MEGA) Don Quijote UNY	62	62	62	62
Small Format[2]	34	35	35	38
UNY business[3]	**131**	**130**	**130**	**129**
Domestic total	**632**	**655**	**655**	**661**

Don Quijote Takayama Store (Gifu)

Kirakira Donki Ebina Vinawalk store (Kanagawa)

Overseas Store

	FY6/24	FY6/25	FY6/26 Q1	FY6/26 Q2
North America[5]	**65**	**76**	**77**	**78**
California	37	46	47	48
Hawaii	28	29	29	29
Guam	–	1	1	1
Asia	**45**	**48**	**45**	**45**
Singapore	16	17	17	17
Hong Kong	10	11	10	10
Thailand	8	8	7	8
Taiwan	5	6	6	6
Malaysia	4	4	3	2
Macau	2	2	2	2
Overseas total[4]	**110**	**124**	**122**	**123**
Group total	**742**	**779**	**777**	**784**

1. Includes NEW MEGA format
2. Includes Picasso, Essence, Kyoyasudo, Domise, Ekidonki, Soradonki, Jonetz Shokunin, Kirakira Donki and Nagasakiya
3. Includes Apita, Piago, U-STORE, PiagoPower, and Power Super Piago etc.
4. Overseas subsidiaries, except Gelson's which closes its fiscal year in June, close their fiscal year in March. Store counts for each quarter adjust to match each subsidiary's fiscal period.
5. Includes Mikuni Restaurant

Other Information

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Key Dates

Q3 Earnings – FY6/26

May 13, 2026 (scheduled) | Venue TBI

Food-Focused Donki Strategy Presentation

March 3, 2026 (scheduled) | More details to be announced soon

IR Day

Originally scheduled for March to provide an update on our long-term management plan Double Impact 2035, has been postponed and is now planned for June. Additional details will be announced separately.

Cautionary Statement Regarding Forward-Looking Statements

The purpose of this document is solely to provide information to investors, and does not constitute a solicitation to buy or sell securities. The forward-looking statements set out in this document are based on targets and forecasts, and do not provide any commitments or guarantees. While forward-looking statements are prepared based on various data that we consider to be reliable, we do not provide any guarantees on their accuracy or safety. This document is presented based on the premise that it will be used at the discretion and responsibility of the investor, regardless of purpose of use, and Pan Pacific International Holdings Corporation bears no responsibility in any circumstances.

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