Value Creation Story Woven by Customer-Oriented Philosophy

Social Changes

Dedicated to its corporate principle of "the customer matters most" in all of its business activities, the PPIH Group is creating value while responding flexibly to changes in the operating environment. The creation of value is founded on our human resources, who embody the spirit of Genryu, and on our corporate governance system, which enables us to create various types of value such as enjoyable stores, which are a source of competitiveness that cannot be mimicked by our rivals.

Through the creation of value, we aim to build an earnings structure that is resilient to changes in the operating environment while simultaneously resolving social issues through our business activities so that we can always be an entity that exists for the sake of its customers.





Business Activities Drawing on

Our Competitive Edge

Natural Capital

Coexistence and co-prosperity with the environment Stores that have acquired ISO 14001 certification



Aanufactured Capital

Infrastructure strength

Number of Group stores 693

VISION

MISSION

Expansion of Operations in the Pacific Rim

Four Initiatives for **Realizing Our Vision**

Post-GMS business model P.18

IT supporting enjoyable stores

P.22

Growth strategies for Asia and United States businesses **P.24**

> Conquering of the world with food



We are committed to the smiles of our customers.



The PPIH Group aims to resolve environmental social, and governance (ESG) issues through its business in pursuit of sustainable growth. We believe that the ESG initiatives in our core business are congruent with the aims of the United Nations Sustainable Development Goals.