



Enterprising Employees with Pluck



Pluck: The determination to face hardship and succeed in the end no matter what in order to overcome the various circumstances faced in real life and the attachment to self-actualization in order to complete the task at hand.

Success born in the midst of failure

Development of Human Resources Embodying the Spirit of *Genryu*

The PPIH Group does not have clear-cut human resource development systems. Rather, employees are cultivated primarily through on-the-job training based on our approach of trusting employees and delegating authority to them. Nonetheless, we do have three principles that we emphasize in human resource development: conventional education, mutual education, and competitive education. After employees learn the fundamental knowledge and rules needed to perform their duties, they grow by exercising this insight. Working with different individuals with differing values helps employees broaden their perspectives. Meanwhile, our personnel evaluation systems, which are based on the principles of complete meritocracy, stimulate healthy competition among employees, enabling them to mutually grow and refine their skills. We believe that accurate evaluations of employees' achievements motivate employees to pursue greater success while competition with others helps foster employees' ability to enjoy work as a game.

Furthermore, the PPIH Group has a deep-rooted corporate culture of accepting failure. It is those employees capable of overcoming a failure, turning that failure into a driving force, who are able to create innovation. PPIH Group employees fostered in this environment grow to possess the pluck needed to produce innovation for the benefit of customers.

People are not cultivated, but rather grow on their own.



Corporate Culture of Accepting Failure

After joining the Group, employees are assigned responsibility for certain products and store areas, and they are given the freedom to arrange these areas however they see fit. They are allowed to make all decisions regarding product displays and prices in relation to their shelves. Even if one of their decisions leads to losses, we do not fixate on this failure. Many companies incur costs to provide training to new employees; we see the losses from such failures as our form of training costs.

Entry



Complete Elimination of Resume Submission

Eliminate the obligation of new graduates for submitting resumes toward greater emphasis on recruitment based on personal qualities.

Shared Groupwide Personnel Evaluation Systems

Complete Meritocracy

Factors that are unrelated to an employee's work results and skills, such as age, gender, or nationality, are not taken into account in evaluations in order to assess work results fairly and place employees in the most ideal positions.

Performance-Linked Compensation System

The pace of promotions is swift as evaluations are performed on a half-year basis, sometimes enabling employees to be assigned responsibility for shop floors within a mere six months. In this manner, employees are able to unlock a wider range of opportunities based on their talents.

