

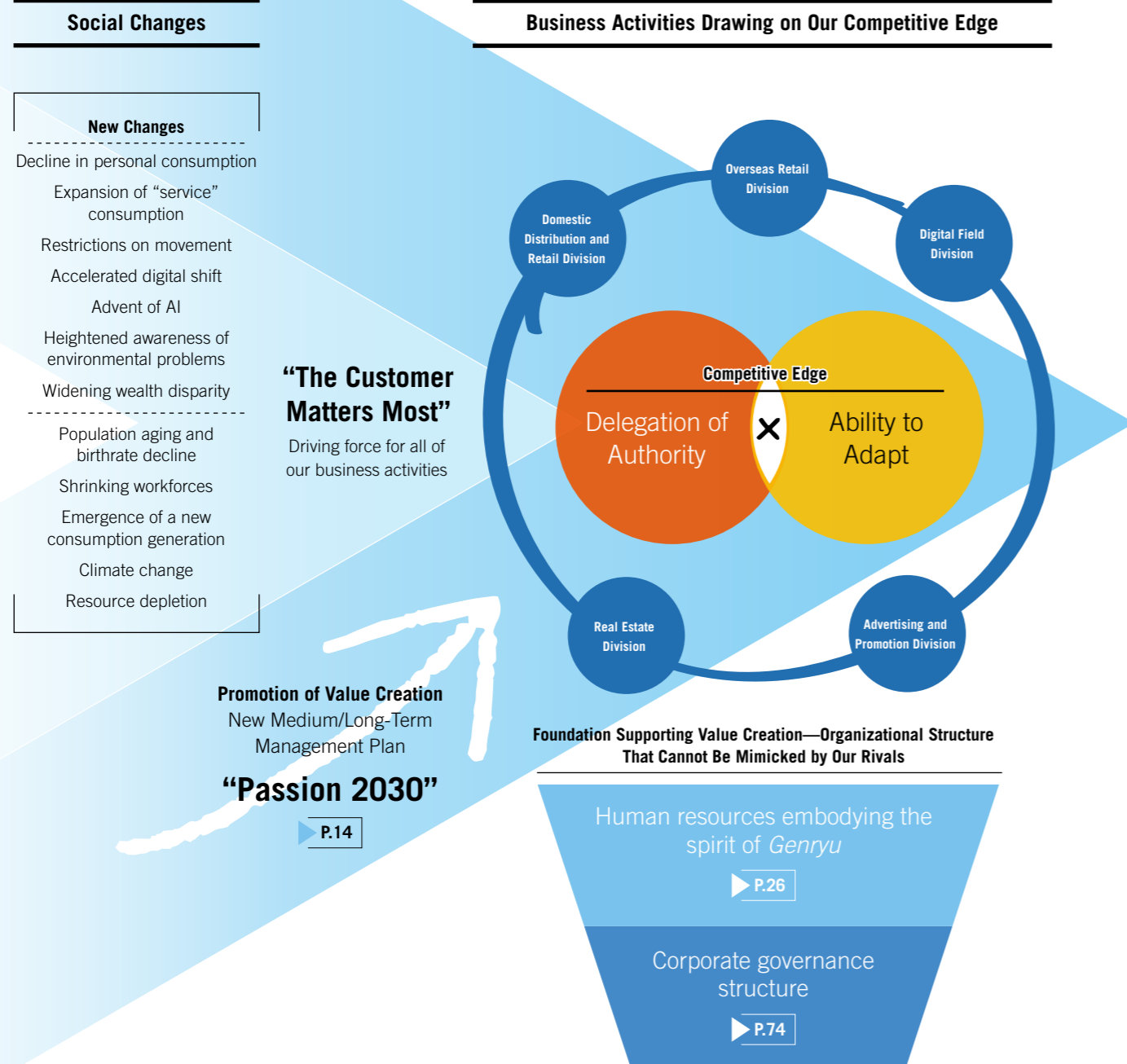
Steadily Advancing Business Model

Entering a New Era of Value Creation, “Ability to Adapt” Value Creation Story

We intend to strengthen our governance framework, a key foundation, and cultivate human resources who truly embody “The Source” spirit in order to ensure thorough commitment to “The Customer Matters Most” philosophy, the core of all business activities at the PPIH Group. Furthermore, we will seek value creation through the “promotion of GMS strategy” and other efforts based on the new Medium/

Long-Term Management Plan “Passion 2030.”

We see the current major global turning point as “a new era of value creation” and aim to find solutions to all issues by creating new value by harnessing digital transformation (DX), sales strategy, and other factors.



VISION

Entering a New Era of Value Creation

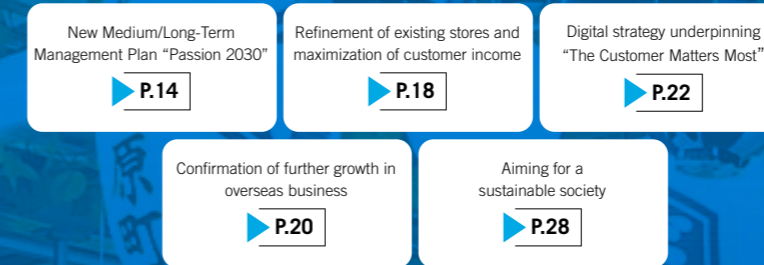
Achieving innovation while demonstrating our “ability to adapt” to a new vision of society and societal values

MISSION



Supporting diverse lifestyles and providing anticipation and excitement

Five Challenges



Creation of Value

Promotion of the GMS Strategy

The PPIH Group’s post-GMS business model is a new format for realizing an ultimate comprehensive discount store created by augmenting lineups of both food and non-food products. UNY has been sustaining healthy earnings, even with the COVID-19 outbreak, due to its product lineup that mainly covers items that are essential to daily life, such as perishable foods and daily goods. We intend to steadily convert business formats for existing Apita and Piago stores operated by UNY based on our plan.

We are therefore working to establish a unique post-GMS model that is distinctly different from the Japanese-style GMS models of competitors.



Rollout of Stores in Japan and Other Countries

▶ P.18–21

SUSTAINABLE DEVELOPMENT GOALS



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.