

# Integrated Report 2024 Table of Contents

## About PPIH Group

- The PPIH Group Corporate Philosophy Collection "The Source" 03
- The History of Creating Corporate Value 05
- Business Portfolio Management 07
- The PPIH Group in Numbers 08

### The PPIH Group Corporate Philosophy Collection "The Source" (P.3)



## Visionary 2025/2030

- Highlights of Early Achievements of "Visionary 2025" 09
- Top Message 11



- Interview on Strategic Management 13

### Editorial policy

The PPIH Group is an international corporation committed to continuous growth by practicing self-transformation in accordance with "The Source", with The Customer Matters Most philosophy at the core. In our pursuit of becoming a visionary company, we strengthen sustainability to support the customer-first approach, long-term growth, and the enhancement of corporate value. This Integrated Report is organized around the "Value Creation Story" and "Sustainability", referring to the International Integrated Reporting Council (IIRC) framework to present the sustainability and future vision of our strategies and business models. The editorial process emphasized key topics and aimed to provide a clear, understandable structure.

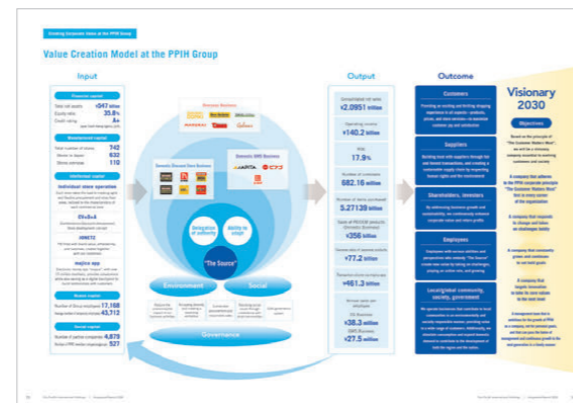
## Creating Corporate Value at the PPIH Group

- Value Creation Model at the PPIH Group 15
- Board of Directors 17
- Skill Matrix (executive officers) 21
- Evolution of Discount Store Business through Individual Store Management 23
- The future of the GMS Business 25
- New Customer Acquisition Strategy 27
- Human Capital Management Dialogue 29
- Messages from the Outside Directors 31

### POINT

"Visionary 2025/2030" outlines the background of achieving medium-term goals ahead of schedule and details future strategies. The value creation section begins with the value creation model, followed by initiatives for business expansion and innovation. Executives driving value creation are introduced, alongside messages and dialogue from management and outside directors, providing insight into PPIH Group's approach to value creation.

### Value Creation Model (P.15)



This diagram illustrates the company's business model, grounded in ESG principles. Beginning with our core value, "The Source", the model leverages unique strengths in "adaptability to change" and "delegating authority". This approach drives business expansion from domestic to overseas markets, advancing towards the goals of "Visionary 2030".

## Sustainability

- Sustainability at the PPIH Group 33
- Materiality 1**
- Reduce the Environmental Impact of Our Business Activities 35
- Materiality 2**
- Accepting Diversity and Creating a Rewarding Workplace
  - (1) Human Capital Management 37
  - (2) Promotion of diversity 39
- Materiality 3**
- Sustainable Sourcing and Responsible Sales 41
- Practicing the PPIH Style of Sustainability**
- Tackling the Export of Japanese Agricultural, Livestock, and Marine Products with All-Japan Approach to Contribute to Japan's Primary Industries 43



### POINT

This Integrated Report emphasizes sustainability as key to sustaining medium- to long-term growth. This section begins with the fundamentals of sustainability and materiality, followed by details on medium-term goals, progress (Goal & Progress), and initiatives for each materiality. The governance section outlines the corporate governance structure and policies that form the foundation of operations.

### Scope

Every effort was made to provide coverage of all the domestic and overseas PPIH Group companies subject to consolidated accounts. However, the companies covered vary depending on the section of the report.

### Applicable period

July 1, 2023 – June 30, 2024  
Some more recent activities have also been included.

## Solid Governance System

- Corporate Governance 45

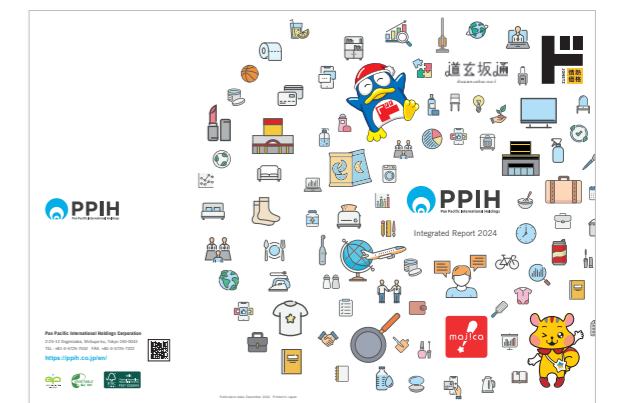
## Business Overview by Segment

- Domestic Discount Store Business 51
- Domestic GMS Business 53
- Overseas Business 54

## Data Section

- Financial and Non-Financial Highlights 55
- Corporate and Stock Information 57

### Cover Page Description



The cover features a symbolic illustration that reflects key PPIH Group initiatives, such as inbound, Private Brand "JONETZ", and sustainability. Building on the designs from the 2022 and 2023 fiscal year covers, the 2023 edition expanded the illustration to the entire cover, symbolizing the continued growth of PPIH's business. For the 2024 fiscal year, which sees sales exceeding 2 trillion yen, the cover has evolved into a full-color design, marking a significant progression.

### Disclaimer regarding forward-looking statements

This report includes forecast or expected information about the future plans, strategies and business results of the PPIH Group and affiliated companies. This information is not based on past facts, but on forecast assumptions and beliefs ascertained from information that the company is currently able to obtain. This information also contains risks and uncertainties related to economic trends, personal consumption, market demand, tax systems and various other systems. Please be aware that actual business results may therefore differ from the company forecast.