Value Creation Model at the PPIH Group

Input



Total number of stores 742
Stores in Japan 632
Stores overseas 110

Intellectual capital

Individual store operation

Each store takes the lead in creating agile and flexible procurement and shop floor areas, tailored to the characteristics of each commercial zone

CV+D+A

(ConVenience+Discount+Amusement)
Store development concept

JONETZ

PB filled with brand value, affordability, and surprises, created together with our customers

majica app

Electronic money app "majica", with over 15 million members, provides convenience while also serving as a digital touchpoint to build relationships with customers

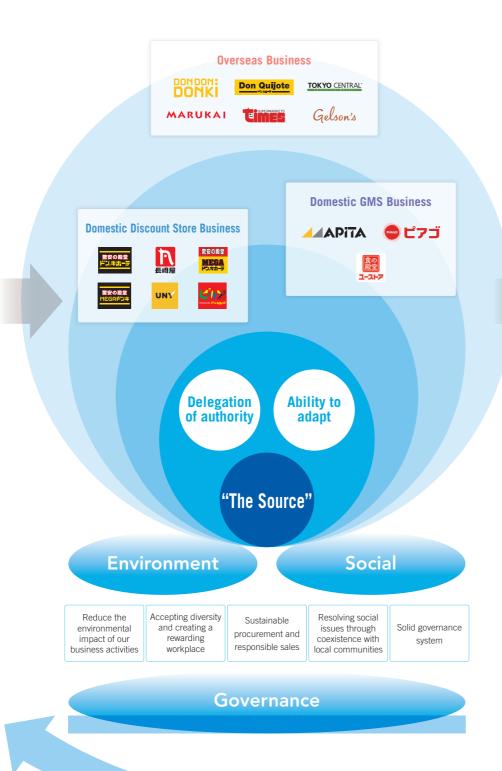
Human capital

Number of Group employees 17,168
Average number of temporary employees 43,712

Social capital

Number of partner companies 4,879

Number of PPIC member companies/groups 527



Output

Consolidated net sales

¥2.0951 trillion

Operating income

¥140.2 billion

ROE

17.9%

Number of customers

682.16 million

Number of items purchased

5.27139 billion

Sales of PB/OEM products (Domestic Business)

¥356 billion

Overseas sales of Japanese products

¥77.2 billion

Transaction volume via majica app

¥461.3 billion

Annual sales per employee

DS Business

¥38.3 million

GMS Business

¥27.5 million

Outcome

Customers

Providing an exciting and thrilling shopping experience in all aspects—products, prices, and store services—to maximize customer joy and satisfaction

Suppliers

Building trust with suppliers through fair and honest transactions, and creating a sustainable supply chain by respecting human rights and the environment

Shareholders, investors

By addressing business growth and sustainability, we continuously enhance corporate value and return profits

Employees

Employees with various abilities and perspectives who embody "The Source" create new value by taking on challenges, playing an active role, and growing

Local/global community, society, government

We operate businesses that contribute to local communities in an environmentally and socially responsible manner, providing value to a wide range of customers. Additionally, we stimulate consumption and expand domestic demand to contribute to the development of both the region and the nation.

Visionary 2030

Objectives

Based on the principle of "The Customer Matters Most", we will be a visionary company essential to evolving customers and society

A company that adheres
to the PPIH corporate principle
"The Customer Matters Most"
first in every corner
of the organization

A company that responds to change and takes on challenges boldly

A company that constantly grows and continues to set hold goals

A company that targets innovation to take its core values to the next level

A management team that is ambitious for the growth of PPIH as a company, not for personal goals, and that can pass the baton of management and continuous growth to the next generation in a timely manner