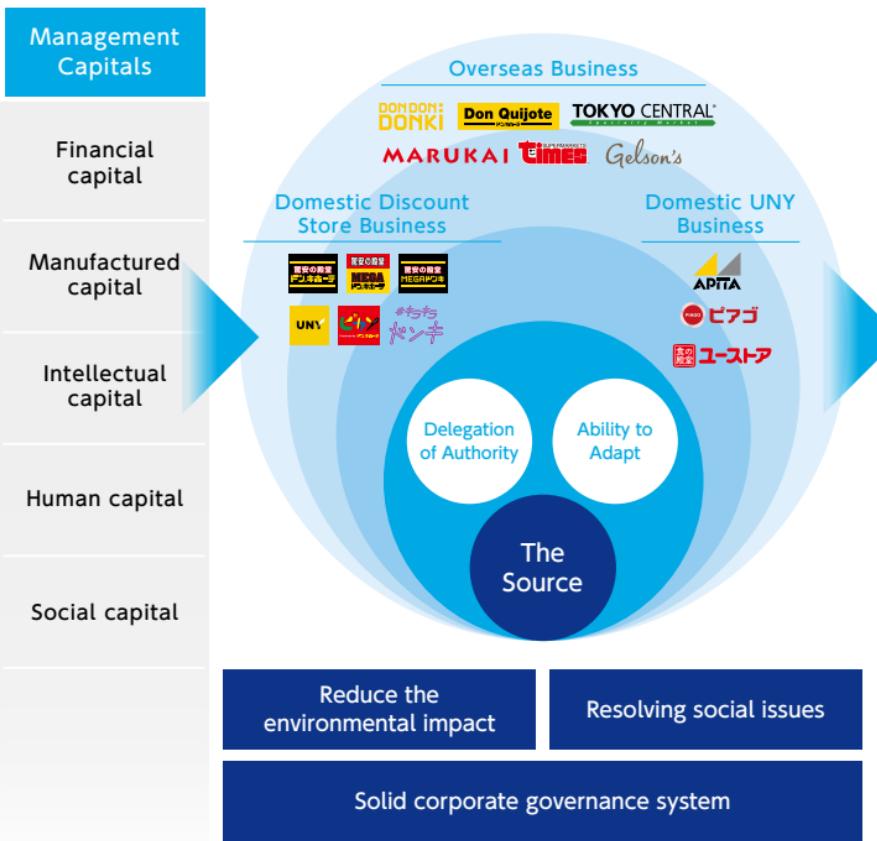


Value Creation Model at the PPIH Group



Co-Created Value with Stakeholders

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

Achieving Double Impact 2035

Objectives

- A company that adheres to the PPIH corporate principle “The Customer Matters Most” 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 bold 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

Reduce the environmental impact

Resolving social issues

Solid corporate governance system