

| Category         |                     | Details of risks/opportunities                                                                                                                                                                                                                                                                 | Value Chain           |                        |           | Risk Impact (1.5 °C) |             |           | Risk Impact (4 °C) |             |           | Measures                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------|-----------|----------------------|-------------|-----------|--------------------|-------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  |                     |                                                                                                                                                                                                                                                                                                | Stores and facilities | Products and suppliers | Customers | Short-term           | Medium-term | Long-term | Short-term         | Medium-term | Long-term |                                                                                                                                                                                                                                                                                                                                                                                            |
| Transition Risk  | Policy / Regulation | Increase in store operating costs due to the introduction of carbon taxes and emission regulations                                                                                                                                                                                             | ○                     | ○                      |           | Middle               | Middle      | Middle    | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Promotion of energy-saving measures in stores</li> <li>Promotion of renewable energy utilization</li> </ul>                                                                                                                                                                                                                                         |
|                  |                     | Increase in energy procurement costs due to changes in renewable energy obligations and power mix                                                                                                                                                                                              |                       | ○                      |           | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Promotion of energy-saving measures in stores</li> <li>Promotion of renewable energy utilization</li> </ul>                                                                                                                                                                                                                                         |
|                  | Market              | Increase in procurement and operation costs due to rising energy and raw material prices                                                                                                                                                                                                       | ○                     |                        |           | Low                  | Low         | Middle    | Low                | Middle      | High      | <ul style="list-style-type: none"> <li>Diversification of procurement sources</li> <li>Use of alternative raw materials</li> <li>Gradual revision of product prices</li> </ul>                                                                                                                                                                                                             |
|                  |                     | Delays in product supply and loss of revenue opportunities due to supply constraints and difficulties in procurement.                                                                                                                                                                          |                       | ○                      |           | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Diversification of procurement sources</li> <li>Use of alternative raw materials</li> </ul>                                                                                                                                                                                                                                                         |
|                  |                     | Fluctuations in product composition and sales due to changes in consumer needs for low-carbon and energy-saving options.                                                                                                                                                                       |                       |                        | ○         | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Formulation of sales strategies adapted to climate change</li> </ul>                                                                                                                                                                                                                                                                                |
|                  | Reputation          | Decrease in customer loyalty and sales due to perception of insufficient climate response                                                                                                                                                                                                      |                       |                        | ○         | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Expansion of product lineup with low environmental impact</li> </ul>                                                                                                                                                                                                                                                                                |
| Physical Risk    | Acute               | Increase in repair costs and sales decline due to extreme weather events such as typhoons, floods, and wildfire                                                                                                                                                                                | ○                     |                        |           | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Enhancing disaster resilience of stores and facilities</li> <li>Flood and water damage countermeasures (e.g., raised floors, waterproof structures, pumps)</li> <li>Wildfire countermeasures (e.g., protective walls, metal nets)</li> <li>Wind resistance reinforcement (e.g., roof reinforcement, prevention of roof panel detachment)</li> </ul> |
|                  |                     | Increase in logistics and inventory costs, as well as emergency procurement costs, due to transportation delays and inventory pressures.                                                                                                                                                       |                       | ○                      |           | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Promotion of diversification to reduce supply chain risks</li> </ul>                                                                                                                                                                                                                                                                                |
|                  | Chronic             | Increase in energy costs and capital investment due to the increased operation of air conditioning and refrigeration equipment.                                                                                                                                                                | ○                     |                        |           | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Introduction of high-efficiency and energy-saving equipment</li> <li>Adjustment of temperature settings</li> <li>Improvement of overall energy-saving functions</li> </ul>                                                                                                                                                                          |
| Operational Risk | Energy Source       | Suppression of energy costs through renewable energy and biogas; long-term cost reduction                                                                                                                                                                                                      | ○                     |                        |           | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Promotion of renewable energy utilization</li> </ul>                                                                                                                                                                                                                                                                                                |
|                  | Product/Service     | Increase in visitors due to introduction of EV charging services in store parking lots                                                                                                                                                                                                         |                       |                        | ○         | Low                  | Low         | Low       | Low                | Low         | Low       | <ul style="list-style-type: none"> <li>Expansion of stores equipped with EV charging services</li> </ul>                                                                                                                                                                                                                                                                                   |
|                  | Resilience          | Establishing a structure (facilities, locations, procurement networks, etc.) that is less susceptible to the impacts of disasters and climate change, in order to avoid business interruption risks and supply disruption risks, and to ensure long-term stability of sales and profitability. | ○                     |                        |           | Low                  | Low         | Middle    | Middle             | Middle      | High      | <ul style="list-style-type: none"> <li>Enhancing disaster resilience of stores and facilities</li> <li>Diversification of locations to areas with lower disaster risk and diversification of procurement routes</li> </ul>                                                                                                                                                                 |