

Legend: Opportunities in raw material sourcing for products are indicated with yellow shading

Category	Overview (★ indicates opportunities derived from measures under consideration)	Positive impacts on the business					
		Brand and reputational enhancement	Expansion of financing channels	New markets and customer expansion	Supply chain and resource stabilization	Financial improvement (revenue growth and cost reduction)	
Business performance	Market	-Expansion of market opportunities, particularly among environmentally conscious consumers, through an expanded offering of environmentally friendly products			•		•
	Capital flow and financing	-Utilization of tax incentives and various subsidies associated with the introduction of Energy Management Systems (EMS) and the transition to low-carbon stores★		•			
	Resource efficiency	-Improvement in energy use efficiency through the promotion of energy efficiency in stores, the adoption of renewable energy, and the introduction of Energy Management Systems (EMS)★	•				•
		-Introduction of rainwater utilization and water-saving equipment in selected stores	•				•
		-Effective use of natural resources through product development for reducing food waste, promotion of food recycling, advancement of inventory and ordering management through the use of AI and data analytics★, reduction of food waste through the relaxation of delivery and sales deadlines, and donation of food prior to disposal★	•				•
	Products and services	-Sales of products made using diverse raw material sources★, as well as recycled materials, certified raw materials (e.g., FSC, organic cotton), and climate-resilient raw materials such as improved crop varieties★	•		•	•	•
		-Development and sales of food products that enable ambient (room-temperature) storage	•		•	•	•
		-Collaborative development and branding of environmentally friendly, low-carbon products with suppliers (e.g., factory-grown vegetables★ and land-based aquaculture★)	•		•		•
	Reputational capital	-Strengthening stakeholder engagement	•				
		-Protection of marine ecosystems and support for sustainable aquaculture	•		•		
Sustainability performance	Sustainable use of natural resources	-Sales of products made with recycled materials and certified raw materials (e.g., FSC, organic cotton)	•			•	•
		-Effective use of natural resources through product development for reducing food waste, promotion of food recycling, and enhancement of inventory and ordering management	•				•
		-Introduction of rainwater utilization and water-saving equipment in selected stores	•				•
	Ecosystem protection, restoration and regeneration	-Protection of marine ecosystems (seagrass restoration "Satoumi" project)	•				