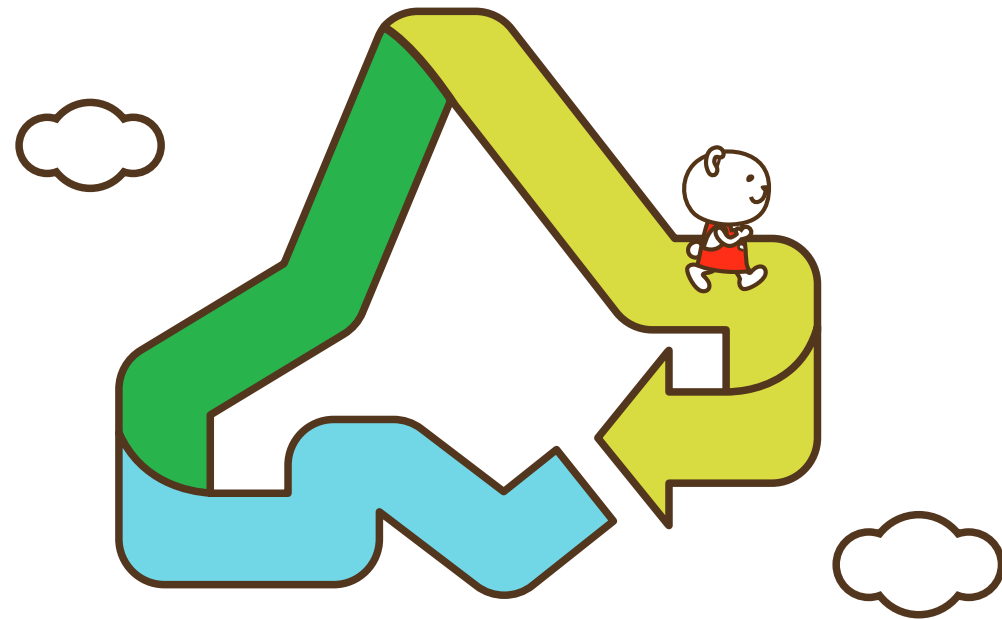


SDGs BOOK

COOP SAPPORO



Special Feature

Tackling Local Issues
in cooperation with the Government

We want to do more to Protect our Communities and the Environment.

Mobile Grocery Kakeru
Elderly Watch-over Agreements
School Meal Program

Discussion

Sho Aihara & **Hideaki Omi**
Consumer Affairs,
Distribution and Retail Industry Division,
Ministry of Economy, Trade and Industry
CEO and President of Coop Sapporo

Searching for a Way to Protect the Livelihoods of People from the Difficulties of Logistics

2024



Activities Report

People to People People and Food People and the Future

High School Scholarship for Single Parent Families
Prefectural-wide Expansion of the Marugen Fitness Program
Noto Peninsula Earthquake Disaster Relief Fundraising
Taberu Taisetsu (Importance of Eating) Festival
Coop Sapporo Agricultural Awards
Freshly Prepared Ready Meal Campaign
Operation Ocean Clean-Up With 10,000 People
Introducing Rice Resin® Made from Non-consumable Rice

- Environmental Activities Report
- About Coop Sapporo
- Comparison of SDGs

Awards and Recognitions in FY2023

A few awards given to Coop Sapporo and its group companies in the 2023 fiscal year.

The 24th Logistic Environment Awards Recipient of the Low Carbon Logistics Promotion Award

June

- Hokkaido Logi Service

(Japan Federation of Logistics Associations)

With support from 20 other transport companies, we have implemented category-aggregate shipping, consolidated shipping among several companies, and collaborative vehicle routing which has led to fewer vehicle uses, working hours of drivers, and CO₂. These were all factors that were highly recognized.



Tourism Business Idea Competition Grand Prize Recipient

December 4

- Coop Travel

(Consortium for International University Networking "CoIN")

With collaboration from the students of Sapporo International University, the group was awarded for the Family Volunteer Tour for Harvesting Grapes event. It was noted for endeavors such as a) solving local issues via unique local characteristics, b) that it is not a one-time solution, but one of continuous effort.



Recipient of the Dark Blue Ribbon Medal

December 8

- Coop Sapporo

(Government of Japan)

The Medal was to honor the 10 million yen contribution to the Otaru University of Commerce. A total of 13 Hokkaido Futurology seminars were held in FY2023. Coop Sapporo invited the speakers, and the students and general public participated. The course fee of 11.5 million yen was donated to the University as well.



Logistics Partnership Operator Recipient of the Logistics Structural Reform Award

December 18

- Hokkaido Logi Service

(The Green Logistics Partnership Conference by Japan Institute of Logistics Systems; Japan Association for Logistics and Transport; Ministry of Economy, Trade and Industry; and Ministry of Land, Infrastructure, Transport and Tourism)

Recognized for the reduction to the number of vehicles, active hours of drivers, and CO₂ by cooperating with 20 partner transport companies, which has resulted in three awards, including the Logistics Grand Award last year.



A platform for promoting life in Hokkaido with pride and joy, learn more about Coop Sapporo and its endeavors to enrich the lives of people in Hokkaido.

<https://coopcycle.sapporo.coop/>



Learn more
(Japanese)



SUSTAINABLE DEVELOPMENT GOALS

A global blueprint for 2030 to a better and more sustainable future.

These Sustainable Development Goals (SDGs) are adopted by all United Nations Member States to create a better world by 2030. 17 goals have been decided upon, with the aim for all people to live in a sustainable society and to realize a better future by joining the forces of economy, society, and the environment.

- Reporting period
The focus of the Book is on our core activities for FY2023, but we have also incorporated supplementary information on prior years, in addition to ongoing initiatives and goals throughout FY2023 and beyond. This summary of our business is as of March 20, 2024.
- Publication: May 2024
The next issue of the Japanese edition is planned for May 2025.
- Please direct inquiries about this SDGs BOOK to:
Coop Sapporo Public Relations Department
10-1, Hassamu 11-jo 5-chome, Nishi-ku
Sapporo, Hokkaido 063-8501 JAPAN
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Coop Sapporo SDGs Book Editorial Policy

Coop Sapporo has been publishing its Environmental and Social Contributions Report since 2005. In 2007, seeking to further report on our efforts to corporate social responsibility (CSR), we revised the publication into a CSR report and are actively disclosing a range of information of interest to our diverse stakeholders.

Currently, efforts to meet these SDGs (Sustainable Development Goals) are accelerating worldwide as we head toward the year 2030. Coop Sapporo's goal is to promote SDGs in Hokkaido, and we are working to resolve issues while achieving these SDGs via both business and member activities.

We hope our booklet can give you a small glimpse of Coop Sapporo's activities and that it will drive thought and discussion about a sustainable society.

- Coop Sapporo Website URL: <https://www.sapporo.coop/>
The Web publication of the Japanese edition is planned for June 2024.





This logo was created to commemorate our 50th anniversary with the watchword "Tsu-na-gu" (Connection).

Our banner represents innovation with reliability, born out of the resolute wishes and united passion of our members and colleagues.

We will continue to expand the core concepts of Coop Green, embodying safety, reliability, and a fresh, youthful vitality throughout Hokkaido.

Message from Coop Sapporo (Our New Principles)

Coop Sapporo's Key Word

"Tsu-na-gu" (Connection).

Coop Sapporo's Philosophy

Promoting life in Hokkaido as a source of pride and joy.

Coop Sapporo's Mission

Innovation with Reliability.

Our Businesses

- Stores** **Cherishing food, the foundation of life.**
- Todok Delivery Services** **Delivering and receiving smiles.**
- Kakeru Mobile Grocery** **Carrying the joy and convenience of shopping anywhere.**
- Meal Services** **The responsibility of watching over growth and health.**
- Energy** **Promoting self-sufficient, sustainable, renewable energy in Hokkaido.**
- Water Treatment and Bottling** **Properly managing Hokkaido's treasured resources.**
- Mutual Aid** **Making the spirit of cooperation a unified whole.**
- Feriae Funeral Services** **Seeing off a member of the family.**
- Travel** **Enriching the journey of life even more.**
- Cultural School** **Making the joy of learning a pleasure of life.**

Coop Sapporo Values

Sharing **Supporting** **Considering** **Helping**
Learning **Interacting** **Praising**

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Connect More.

From the very beginning, Coop Sapporo has been about problem solving. We first started when we opened stores for the people in Hokkaido, who have had to put up with higher prices than those living in Honshu.

Since then, we have expanded our businesses, including deliveries and mobile groceries, to meet the demands of the time and worked to form Hokkaido's food infrastructure.

As a result, we have been able to enjoy abundant food and shopping regardless of where we live in Hokkaido.

As a problem-solving organization, now we are approaching the next chapter as we consider more ways to serve Hokkaido.

What can we do about logistics difficulties in 2024?
 What can we do to stimulate businesses in Hokkaido?

Beyond the concepts of retail, we will continue to endeavor to the best of our capabilities, break down barriers between sectors and cross boundaries between businesses, for the future of Hokkaido.

Connect more. Connect beyond.

Special Feature 1

Tackling Local Issues in cooperation with the Government

We Want to Better Protect the Environment of our Community.

"I want to be able to buy any food I like."

In many places across Hokkaido, access to benefits and conveniences that are taken for granted in urban areas is a challenge.

As population decline accelerates, the vitality of these regions diminishes.

However, the residents' attachment to their communities remains unwavering.

We strive to safeguard the livelihoods of those who call these regions home.

Coop Sapporo continues to ponder.



Supporting those with limited shopping access. >>>

Mobile Grocery Kakeru

96 trucks operating in over 138 municipalities.

Driving along my route, carrying around 1000 products.

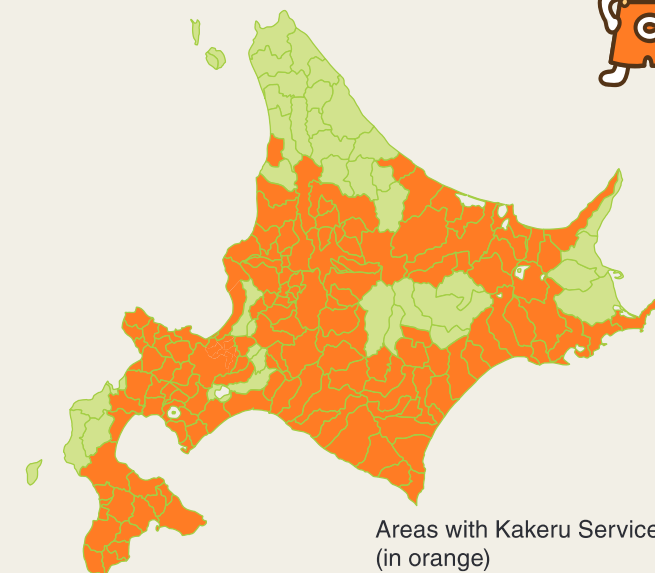
With every year, more and more people in rural areas experience difficulties with shopping. We kicked off our mobile grocery Kakeru in 2010 to support these people's lives. We deliver not only goods, but also the "joy of shopping" as our members can see the products with their own eyes. For this reason, demand grows year by year across the prefecture.

Every morning at a Coop Sapporo store, Kakeru loads around 1000 items, which is roughly half the amount a convenience store would have on its shelves. Every week, Kakeru drives to designated locations on the same day at the same time. When the music plays to announce the truck's arrival, familiar faces gather, and even some of the elderly customers do shopping while cheerfully talking with the driver. The interactions feel warm and nostalgic. Currently, 96 trucks operate 300 routes in 138 cities and towns. The total cumulative users of Kakeru amounts to 90,000 people per year across all of Hokkaido.

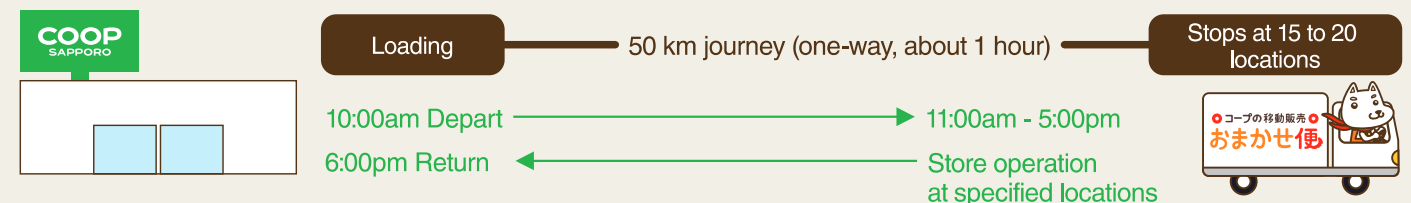


A view inside a 3-ton truck. A Kakeru driver departs from the store after loading the products. Like a regular store, the products are selected in accordance to the season. This truck includes an ATM.

Kakeru the Hokkaido dog, Coop Sapporo's mobile grocery mascot.



■ A Sample Kakeru Schedule



Comprehensive Partnership Agreement with Hashikko Alliance (Oshamambe, Kuromatsunai, and Toyoura) (since July 2023)

Implementing Kakeru service by sharing the costs.

In July 2023, in agreement with the Food Desert Support project, the Hashikko Alliance formed a comprehensive agreement with Coop Sapporo. In November, with Toyoura already covered, Kakeru launched in Oshamambe and Kuromatsunai. When Kakeru travels to these towns, the products are loaded from the store hub in Date city. In general, Kakeru's operation policy specifies a travel limit of 50 km from a hub. As these towns are farther than that, it causes delays and inconsistencies with mobile store operation, necessitating use of the expressway. The two towns have agreed to cover toll costs, forming the first cost-sharing arrangement for Kakeru.

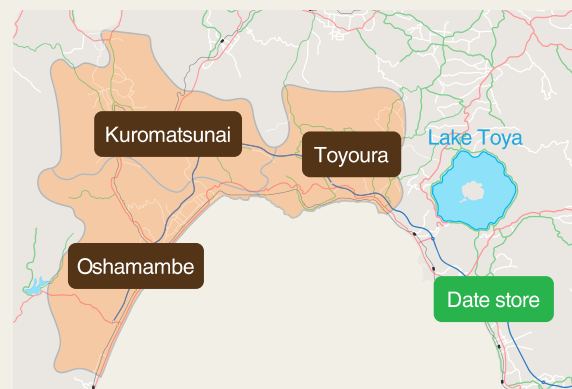
We go farther with Toyoura.

Kakeru has already been operating in Toyoura, and the town is figuring out a way to more effectively respond to the food desert via collaboration with Coop Sapporo.

In Hokuryu in the Sorachi area, we attempt other ideas not involving Kakeru, such as consolidating procurement with local businesses.



July 14, 2023. The signing ceremony was held at the headquarters of Coop Sapporo. From left: Mayor of Toyoura, mayor of Oshamambe, CEO of Coop Sapporo, mayor of Kuromatsunai.



Distance* from Coop Sapporo - Date store

Kuromatsunai: 64 km (via expressway: 63 km)

Oshamambe: 58 km (via expressway: 66 km)

* distance between the Date store and each town hall



On the truck body, the logo of the Hashikko Alliance is shown along Kakeru.



The Hashikko Alliance was established among the three towns in April 2019, aiming to maximize the economic effect of the opening of the Oshamambe Shinkansen station.

Check out the endeavors of Coop Sapporo here.



Check out the videos of Coop Sapporo's contributions here.



The First Time in Japan – A Food Truck with an ATM (Since October 2022)

A mobile grocery truck is equipped with an ATM for the first time in Japan.

Since October 2022, a few Kakeru trucks have been equipped with a Tomakomai Shinkin Bank ATM. Although vehicle ATMs themselves have already been around, this is the first time in Japan that a mobile grocery has an ATM installed. The current operating areas are Biratori and the Hobetsu area in Mukawa town, and Atsuma and Hidaka town in the Hidaka area. Like those of storefront units, the ATM is fully functional, including bankbook update and money transfer features. In order to support the weight and the size of an ATM, we changed from a 2-ton truck to a 3-ton truck. Access to an ATM was wonderfully received by our members, and with the help of a larger vehicle, we saw a 20% increase in sales.



Having an ATM available while shopping has been favorably received by members.



A Tomakomai Shinkin Bank representative always rides along to provide support and troubleshooting for the ATM if necessary.

ATM User Feedback

The Hidaka area where Tomakomai Shinkin Bank closed its branch some time ago has many older users who do not carry cash cards. They leave us a lot of feedback such as "It's great that I can update my bankbook or even have a new one issued." We have also received a comment from someone who has a loan from the bank, saying "I can pay back without being charged any handling fees."

Mobile grocery – operating area and coverage ratio:

Serving 138 out of 179 towns and villages

Coverage: **75%**

Approximate annual number of users:

10,000



Single-household numbers rise amid a growing fear of dying alone. >>>

Elderly Monitoring Agreement

Making towns safe and comfortable for the elderly.

We've established a framework with local governments to handle emergencies.

Dying alone - a death nobody notices. According to the Annual Report on the Aging Society by the cabinet office, in 1980, among those aged 65 and over, single-person households were 4.3% for men and 11.2% for women. In 2020 this has increased to 15% for men and 22.1% for women. By 2040, one in five men and one in four women are expected to live alone (charts 1 and 2). The most problematic cause is social isolation among the elderly. The older one gets, the opportunities to go out and interact with neighbors drop, which increases the risk of dying alone.

However, with a dwindling workforce tasked with many duties, the government alone is

unable to watch over them. In response to this situation, Coop Sapporo cooperates with local governments to watch over the older people while conducting Todok services and meal deliveries. Collaboration with authorities started in 2010, when we concluded the Elderly Monitoring Agreement with the City of Otaru. Prior to the agreement, we've had no idea who to report to and how to deal with an emergency situation. Thanks to the agreement, a reporting framework was established, enabling us to quickly provide support when needed (chart 3). Since 2010 interest has steadily increased and we have now concluded agreements with 176 cities and towns all over Hokkaido.

Chart 1: Single-person households aged 65 years and over

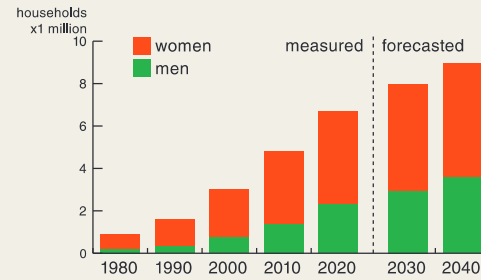
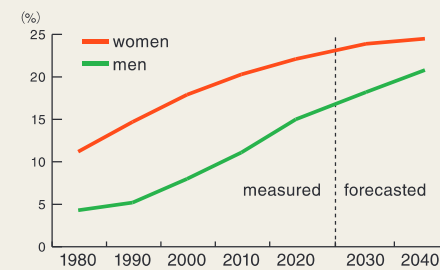


Chart 2: Percentage of people aged 65 years and over



* From the Annual Report on the Aging Society 2023 (Cabinet Office)

Chart 3: Incident Flowchart



Staff are able to monitor the elderly as they carry out Todok services and meal deliveries.



■ Timeline of Elderly Monitoring Agreements (abridged)

2010: Agreement formed with Otaru.	2013: Watch-over Todok program begins.	2024: Agreement formed with Kamoenai village, reaching a total of 176 cities and towns.
2011: Agreement formed with Sapporo.	2015: AED units installed on select Todok delivery trucks.	

Because Coop Sapporo is in charge of the last mile.

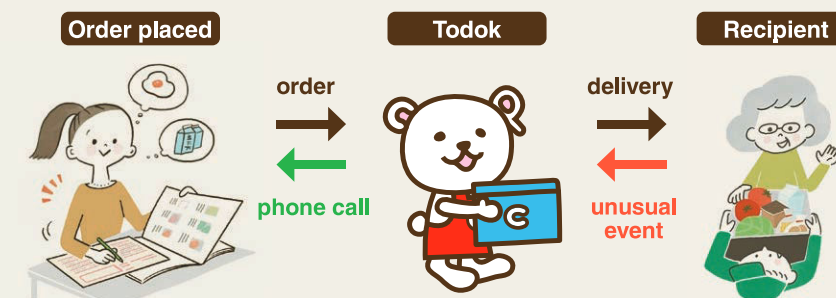
Why is Coop Sapporo able to undertake a watch-over role? Masafumi Matsuoka, Manager of the Delivery Operation section, has some insight: "For one, the Todok service delivers goods on the same day of the week, at the same time of day, by the same delivery staff. As a result, each staff member communicates well with our members, and he or she is able to notice something different or unusual with them. The closeness with our members is definitely our strong point." In order to let this watch-over function be better utilized, we started the Watch-over Todok service in 2013. This service allows families living far away from their elderly parents to order for them (Chart 4). If staff feel something is unusual regarding the recipient, we contact the person who placed the order. We still receive 200 to 300 applications annually. "We realize the magnitude of our social role as we are in charge of the last mile (the very last step of the logistics)", Matsuoka says. "For a local government, having more people who can keep a close watch on elderly people is valuable." says Yujiro Kaiya, Manager of Regional Policy, on secondment from the Ebetsu government. "Through this cooperation with Coop Sapporo, emergency response is standardized, which enables both parties to share information. It's a win-win situation."

There are only three municipalities left to form agreements. If all 179 cities and towns form an Elderly Monitoring Agreement, it is possible that resident services will improve and new initiatives for Hokkaido can form. But forming an agreement in and of itself is not the goal. "It is imperative to keep seeking what we can do together." Matsuoka stressed.



March 2024. An Elderly Monitoring Agreement with Kamoenai is formed.

Chart 4: How the Watch-over Todok program works



600 trucks, about half of the entire fleet, are equipped with an AED unit.

■ Three types of Elderly Monitoring Agreements

Type of agreement	Agreements formed
Joining an existing network (example: Otaru)	22
Joint agreement (example: Date)	7
Single agreement	147

Number of municipalities with Elderly Monitoring Agreements and Incidents* in FY2023

* cases Todok staff made incident calls

176 municipalities, **144** cases

Cumulative total: 1621 cases since 2010



Delivering hot lunches to children. >>>

School Meal Program

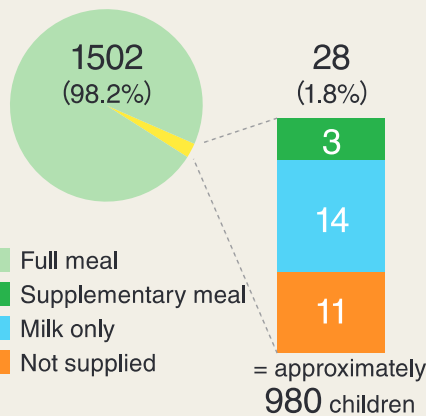
Bringing long-awaited hot meals to 3 towns.

In transporting hot lunches, we make the most out of our meal-delivery know-how.

We began supplying school meals to Samani primary and secondary schools in September 2021. Coop Foods, Coop Sapporo's group company, is tasked with preparing meals for kindergartens, our members, welfare facilities, hospitals, and nursery schools. Using this expertise, our heated trucks can deliver lunches hot over long distances. When other towns heard about our program with Samani, they contacted us one after another. Since April 2022 we now also provide for Shosanbetsu and Aibetsu.



■ Number of schools in the various lunch programs in Hokkaido



Data from the Hokkaido Board of Education, School Lunch Program in Hokkaido (FY2023)

Coop CYCL



After two and a half years, we now also cater to children with allergies.

With two and a half years of experience supplying school meals, our menu has now improved significantly thanks to user feedback and reactions from children. We have more variations than ever and want to provide meals that bring smiles and excitement. Since April 2023, we have offered alternative meals for children with allergies, and in Samani, have used locally-produced rice since December. We continue to make improvements to our school meals.



Children at Samani Elementary School enjoying hot lunches.

Visit to Samani: A Chat about Meals at School

I'll never forget the children's happy faces, seeing the first time they got to eat a hot school meal.

In Samani, the people's biggest wish had long been a fully-fledged school lunch program. In reality, due to costs related to the construction and maintenance of a school lunch facility as well as personnel, the challenge was too great. So instead, we provided only milk. In response to this, while we were looking for a meal company that could at least deliver bento boxes, Coop Sapporo responded to us and proposed a hot meal delivery. "Hot meals? Seriously? Is it possible?" I was skeptical at first. But when I tried the sample meal with the mayor and other staff, we found that it was both hot and delicious. "This would work!" We got the green light.

I was a section chief then, and the 2-month-period between the time we decided to introduce the school meal and the start of the service, I talked with Mr. Yamada of Coop Foods almost everyday on the phone. It was hard because it was the first time for everything, but on the first day of the program, the children looked

From left: Hideyuki Yamada, Coop Foods Senior Director. Hiroyuki Akiyama, Superintendent. Yoshihiro Nishijima, meal program supervisor, Samani Board of Education.



Hiroyuki Akiyama
Superintendent,
Samani Board of Education

really happy as they enjoyed their delicious meal. That's when I realized that all our efforts paid off. Now children in Samani go: "What's for lunch today?" One child told me, "Thanks to the school meal, I became able to eat carrots!" Right after the program began, the deputy mayor of Aibetsu contacted us, so we sent some references and recommendations. I'm sure the children in Aibetsu would be happy too. In March 2024, the town council announced the school meal would be fully subsidized. I'm confident the people will be happy to hear that.

School Meal Statistics and Meals Delivered in 2023

3 towns 87,354 meals

Cumulative total: 204,635 meals from September 1, 2021 to February 29, 2024



Coop Sapporo & Government Collaborations (since 2018)

A brief history of major collaborations with local governments by the Regional Policy Department.

2018	APR		Regional Policy Department established.	
2019	JUL	Sapporo metropolitan areas coalition	Sapporo City Development partner agreement.	
	SEP	Kita-Hiroshima	Agreement on the Food Desert Support Model Project.	Mobile grocery launched. Government promotes initiative.
2020	MAY	JA Makubetsu-cho	Daily commodities provision agreement.	Start of mobile grocery operations at two JA facilities.
	SEP	Shosambetsu, Rumoi subprefecture	Regional food & health promotion public-private partnership.	Full-scale implementation of Maru-gen campaign.
	OCT	Eniwa, Eniwa Council of Social Welfare	Partnership on Shopping Assistance for the Elderly.	
	OCT	JA Kitamirai	Briefing on delivery services and mobile groceries.	A-coop closure → delivery services and mobile groceries.
	NOV ~	Sapporo	Delivery of COVID-19 care packs.	Delivered 1287 packs by the end of March 2021.
2021	FEB ~	Otaru	Delivery of COVID-19 care packs.	Delivered 3156 packs by May 7, 2023.
	FEB	Hakodate	Delivery of COVID-19 care packs.	Delivered 120 packs.
	APR	Hokkaido Wakamono Ouen Project	Provision of aid goods.	Daily life support goods for students via 5 university Co-ops.
	JUN	Abashiri	Comprehensive partnership agreement.	
	SEP	Samani	Comprehensive partnership agreement.	
	SEP	Samani	Start of the school meal program.	First implementation in Hokkaido.
	NOV-FEB	Hokkaido International Exchange and Cooperation Center	Emergency support for foreigners project.	Providing food to foreigners living in Hokkaido.
	OCT	Hokkaido Gov't: Environment & Lifestyle	Creating fraud prevention fliers.	Hand-outs through mobile grocery trucks.
	NOV	Horokanai	Development of private label products.	Soba noodles made from buckwheat flour milled in venture between municipalities and private companies.
	NOV	Hiroo	Santa card.	Announcement and internal compilation.
2022	APR	Shosambetsu	Start of school meal program.	The second implementation.
	APR	Aibetsu	Start of school meal program.	The third implementation.
	JUL	Hokkaido Gov't: Environment & Lifestyle	Beware of fraud announcements at stores.	Nishino store, Shindo store, Motomachi store.
	JUL	Hokkaido Gov't: Environment & Lifestyle	Beware of fraud announcements at Taberu Taisetsu venues.	
	AUG	Ebetsu	Support for comprehensive disaster drills.	Vehicle exhibition at a show booth.
2023	JUL	Hashikko Alliance	Comprehensive partnership agreement.	Oshamambe, Kuromatsunai, Toyoura.
	AUG	Nishi-okoppe	Elderly Monitoring Agreement.	The 175th town.
	SEP	Ryohin Keikaku	A fan convention at our Kitahiroshima store.	Holding Hokkaido's first fan convention in cooperation with Coop.
	OCT	Uryu	Mobile groceries by requests from municipal governments.	
	NOV	Oshamambe, Kuromatsunai	Bringing mobile grocery via cost-sharing	
	DEC	Taiki	Comprehensive partnership agreement.	
2024	MAR	Kamoenai	Elderly Monitoring Agreement.	The 176th town.

I was surprised at Coop Sapporo's agility, passion, and initiative to get things done.

It was one surprise after another not long after I was assigned here. Coop Sapporo has always been with me in some way, but I had no idea it contributes to the community at this level. From children to older adults, Coop tackles every issue of every generation or community, such as support for parents with children, mobile grocery, Maru-gen (see page 19) and solving problems while continuing to provide support. In October 2023, when a supermarket was closed in Uryu and the town called for a mobile grocery, Coop started operating the food truck in just one month after visiting the town. The mayor of Ebetsu told me to learn the agility and work ethic of Coop Sapporo, and this incident was exactly what he meant.

The shrinking population affects many municipalities in Hokkaido, increasing workload while staff numbers decline. They have diverse challenges and problems that are almost impossible to solve on their own. The lunch at school meal program is one such example that proves this. I still remember the time when the mayor of Samani mentioned: "At minimum even bento boxes are fine", and Coop Sapporo's imaginative response was "If that's the case, then why don't we serve hot food to the

children instead?" I really wish this endeavor spreads to other towns too. Currently, Coop Sapporo has 2 million members, or about 80% of all households in Hokkaido. They have their own logistic network and we even call them a shared property of Hokkaido. I hope they will continue to support the community who call Hokkaido home, via these collaborations with local governments.

On secondment from the Ebetsu government in 2022. Promotion manager of Regional Policy Department, Membership Department of Coop Sapporo.

Yujiro Kaiya



The Regional Policy Department of Coop Sapporo

The department was established in April 2018 to tackle problems in Hokkaido by cooperating with local governments more effectively. The division is controlled by the Managing Director and to date is joined by six personnel from local governments. Coop Sapporo gathers information about the current state of affairs and difficulties via discussions with each government in the prefecture. This insight is used to help transform these situations into actionable business models.

Special Feature 2
Discussion

Finding a Way to Protect the Livelihoods of People from the Difficulties of Logistics

The logistics crisis of 2024 affects not only the logistics industry but also everyone living in Hokkaido. How does Coop Sapporo handle this issue to support the livelihoods of the people and envision the future of the prefecture? We invite Sho Aihara, a logistics specialist from the Ministry of Economy, Trade, and Industry to examine:

What can Coop Sapporo do?
What we can do together with Coop Sapporo?

Hideaki Omi

CEO and President of Coop Sapporo

Sho Aihara

Distribution and Logistics Policy Division
Commerce and Distribution Policy Group
Ministry of Economy, Trade, and Industry

Making logistics our own revealed many structural problems.

Omi: Welcome Mr. Aihara. We appreciate having you today. If I may begin immediately, there is an uproar over problems regarding logistics in 2024. Could you explain what is behind all of this?

Aihara: The root cause of the problem is the shortage of truck drivers. Compared to general office workers, their working conditions are harsh, having 20% longer hours, yet are paid 10% less. With the cap on working hours to be implemented from April 1st, this only exacerbates the issue. If nothing is done about it, transportation capacity is estimated to be 14% short in 2024, and 30% by 2030. Long haul transportation will be strongly impacted.

Hokkaido, which has a vast land area, will be especially vulnerable. The government is prepared to implement both regulatory and supportive policies as part of its current efforts. Regulation imposes an obligation on all companies in Japan to make efforts to improve logistics efficiency. Shippers of a certain size will be asked to submit plans for improving logistics efficiency, and regulatory measures, including penalties, will be introduced if their efforts are insufficient. Along with regulations, we will also provide new subsidies to support them. In talking with people from numerous companies, I discovered that logistics isn't a high priority for them. In this respect, Coop Sapporo, even though it is a retailer, has been working on its own logistics from early on.



Omi: I had always seen Tesco, the largest retailer in the UK, as a company to benchmark against. When I visited them 20 years ago, I was surprised to learn that they had their own logistics. A truck which carries goods to stores that also picks up products from a nearby factory on its return trip makes me think nothing is more efficient than this. Interestingly, the geographical relationship between the

We designed a total logistics solution.

island nation of the UK and Europe is like that of Hokkaido and Honshu. I thought that the Tesco model was also possible in Hokkaido and envisioned that one day we'd have our own logistics. It was in 2013 when Coop Sapporo established Hokkaido Logi Service (HLS) and realized its own logistics operations. In fact, we found out what was wrong when we started to do it on our own. To put it simply: in general logistics, wholesalers, retailers, and logistics providers in between are all trying to push their own agendas, which makes it difficult to

improve efficiency. In the case of HLS, however, since the retail officer also leads the logistics company, there is no barrier between retail and transport, which enabled the two sides to discuss how to integrate their partial optimizations into a total solution.

Aihara: As you pointed out, logistics is the transport of goods, and it appears to be a one single thing, but in reality it has separate, constituent parts that form what I call a vicious cycle. For instance, an originating shipper wants to make logistics more efficient, but the receiving

shipper's lead time (the time between ordering goods and delivering them) prevents them from doing so. The receiving shipper knows that it is possible to improve efficiency by palletizing, but they do not take action, saying that this is something that the originating shipper should do. A transport company doesn't know who actually carries the goods because the industry has a multiple subcontractor structure. Since everyone is disparate, a structure has been created in which responsibility is pushed on each other. In such a circumstance, a retail company incorporating logistics to design total optimization is a viable approach in order to break the downward spiral of logistics problems. Although many businesses understand this, only a few can put it into practice. Coop Sapporo's efforts on this is a step ahead of the rest, and I am following their progress closely.



Sho Aihara

Born 1990 in Fukushima. Completed the Graduate School of Engineering of the University of Tokyo in 2015, and joined METI the same year. Primarily involved in natural resources and energy policy and promotion of living and industrial infrastructure overseas including developing countries. Finished the School of International and Public Affairs of Columbia University in May 2022, and has been involved in the retail industry and problems of logistics since August.

Promoting the idea of shared transport and delivery, allowing everyone access to unused cargo space.

Supporting logistics in Hokkaido by taking on infrastructure.

Aihara: As I touched on earlier, to solve these issues over the medium to long term, the government has proposed a kind of physical Internet model as an "ideal form of logistics". In short, "Let's combine shipping if possible". It is an attempt to realize an ultimate joint transportation model by around 2040. METI is promoting various demonstration experiments, including the use of digital technology, and we have Coop Sapporo engaged in two of them. One is to create a mechanism to link logistics data between different businesses, and the other is an experiment to use digital

technology to forecast demand, including special sales, in order to ensure appropriate lead times. It's true that Hokkaido's environment presents significant logistics challenges, making it an ideal testing ground for innovative solutions that could benefit all of Japan in the future.

Omi: Speaking of joint transportation, we not only transport our own goods, but also those of Sapporo Drug Store and MUJI. With our experience over the past few years, we feel well-prepared for this.

Aihara: Trucks in Japan operate at less than 40% capacity. Or effectively, 60% of their cargo space is being used to carry air. Even if you do your best to transport a full load one way, if you have nothing on

the way back, the load factor is capped at 50%. The focus should be on how to fill the return load. On that matter, I've heard that Coop Sapporo picks up goods from the regional manufacturers after finishing delivery at the final destination. This is a wonderful endeavor. I believe that the key to success in the coming years lies in collaborative relationships where businesses can share the region's limited logistics resources.

Omi: We deliver goods to 109 stores 6 days a week and to delivery centers 5 days a week. In other words, a scheduled transport. I believe the larger our network and the more capacity we have on it, the more valuable it will become as an infrastructure for logistics. To that end, we

have been working hard to introduce the state of the art technologies, such as AutoStore picking robots. We want to continue to make efforts to improve the level of productivity and infrastructure.

We should make the most of our resources to assist government services.

Omi: Coop Sapporo started a meal service in 2021 to deliver lunches to schools, and three towns are currently using the service. The service has been very well received because the meals are freshly prepared at the factory of Coop Foods, a group company, and are delivered while the temperature is kept hot. This is truly an endeavor that takes advantage of Coop Sapporo's strength in having both logistics and production facilities while covering the entire Hokkaido network at the same time. We also received inquiries about outsourcing existing school lunch facilities. If we can bring this about, we can deliver lunches not only to

schools but also to nursery homes and kindergartens, leading to enhanced services for residents. The municipalities will be freed from the vertically segmented administrative systems. A win-win situation. As the population declines, tax revenues decrease, and municipalities are limited in what they can do. I am confident that we can play a complementary role to, or sometimes even substitute in place of, the government.

Aihara: In terms of food infrastructure, the design of Todok delivery services was a pleasant surprise among us who know retail businesses throughout Japan. Today, even in central Tokyo, there are people who have difficulty shopping, but with Todok, people living anywhere in Hokkaido can access more than 20,000 items and enjoy shopping, and it is also a business with a high profit margin. This is exactly what we call a retail miracle.



Omi: Thank you very much. We have a centralized delivery once a week, transporting goods in three temperature zones (frozen, refrigerated, and room temperature) which I believe is the ultimate eco-friendly style of distribution. With the declining population forcing convenience stores to withdraw from the market, how can we maximize the value of having people visit once a week and still be able to receive goods and exchange various information there? This will turn out to be our new resource, I believe.

Aihara: Hokkaido is often called a region full of issues, and Coop Sapporo has been trying out various endeavors because of this challenging environment. It has also invested with foresight. As a result, they have built a model that allows them to generate profits as an organization and return those profits to the services they provide. They are really a light for Japan, full of knowledge that other regions should learn from. At the beginning we talked about the logistics crisis, but there surely must be wisdom and know-how to break through this obstacle. As a nation, we will continue to learn from Coop Sapporo and by

Todok is the ultimate in eco-friendly logistics.

Aihara: I agree. When a store closes, which means the number goes down to zero, the community will not survive, just like a necrosis of peripheral nerves. Todok's practices, which keep the nerves alive by a measure which is neither zero or one, is a significant lesson for retailers across the country. On the other hand, brick-and-mortar stores will struggle more as they have to compete against online stores. Even so, shopping is fun, and real, physical stores are indispensable. To thrive in today's retail landscape, physical shops need to create a multi-layered customer experience that goes beyond just selling products. For example, the Coop Sapporo stores provide a place for cultural events and education. Going beyond the perception of just putting goods on the shelves and adding new roles and meaning is the only way out for physical stores to survive.

We want to support living in regional communities by stimulating the local economy.

Omi: I believe that we have covered most of the food infrastructure in our efforts to date. The next challenge is how to stimulate the local economy. If local businesses disappear, workplaces will be lost and the region will lose its strength. For Coop Sapporo, I think we need to go beyond the framework of the retail business and provide full-scale support to integrate primary industries into the sixth industrialization model within Hokkaido. Currently we are in the process of turning various food companies into affiliates. There are many companies in Hokkaido that are making great products but have no successors or are unable to hire people. We are finding ways to lend a helping hand to these businesses.

expanding that knowledge across the country, we would like to create a system that will enable Japan as a whole to overcome the crisis.

Omi: As it is often said, in the future Japan will grow in ways that no longer resemble a high-growth period like it did before. In such a position, how can we maintain a shrinking but fulfilling lifestyle? That could be a clue that leads to the solution of Japan's and the world's challenges in the future. Coop Sapporo has everything on

its own, from product sales to information and logistics, so if you have any suggestions on what we can do using this platform, we will be able to contribute greatly. Mr. Aihara, thank you very much for your time today.

Aihara: It was nice talking with you too. Thank you.



A video of this conversation is available on our website.

Todok Food Caravan

Food education classes at foster homes.
Held **8 times** in FY 2023
(Total: 64 times since 2016)
72 children attended in FY 2023
(Total: 804 children since 2016)

Community-wide Health Program

Dementia prevention program for seniors.
Held in 28 municipalities.
1,572 enrolled
1,666 participants per year
(Total: 256,191 participants since 2018)

Stores

109 locations
Annual sales: **JPY 198.37 billion**

Cooptrading (Import/export service)

Product imports from Coop Italia and other countries.
Number of products: **13 items**

Meal Delivery Service

Subscriptions: **11,000**
Served: 1.97 million meals per year
Fleet: 211 meal delivery vans

Cho-co-tto (free pamphlet on food)

Coop Sapporo PR magazine (information magazine on food)
Distributed on the 21st of every month.
630,000 copies / month

Lunch for Children's Halls

Number of Children's Halls: 141
Served: **21,000 meals**
(July 26, 2023 to January 19, 2024)

High School Student Challenge Gourmet Contest

A cooking competition using local ingredients.
Participation in FY2023: **10 municipalities**
(Total: 37 cities and towns since 2013)
Participating schools in FY2023: **11 schools** (Total: 45 schools since 2013)

Animadore

An accredited food education program that integrates farming, product development, and marketing.
Participation in FY2023: **35 students from 7 high schools** in Sapporo (Total: 287 students from 31 schools since 2016)

Todok Food Bank

Donation: **JPY 72.86 million** per year (Total: JPY 432,905,552 since 2016)
Foster homes: 22
Children's self-reliance support facility: 1
Also delivered to 4 other facilities.

Dementia Prevention

Caravan to promote understanding and prevention of dementia.
541 participants in 9 municipalities per year (Total: 1,799 people since 2019)

Cultural Center, satellite schools, Cultural Appreciation Society

Cultural Center: 19 schools
Kitchen studios: 4 Satellite venues: 37
Cultural Appreciation Society members: 700
Annual sales: **JPY 420 million**
Participants in FY2023: 7,762 people

Mobile Grocery Kakeru

Operating in 138 towns
96 trucks dispatching from 60 stores
Annual sales: **JPY 2.24 billion**

Todok Delivery Services

Subscriptions: **470,000 households**
51 delivery centers
Annual sales: JPY 113.4 billion
Fleet: 1,370 trucks

Hokkaido Logi Service (logistic service)

Fleet: **750 trucks**

Taberu Taisetsu Festival (The Importance of Eating)

A food education event.
Participation in FY2023: **20,301**
(Total: 318,476 since 2007)

Agricultural Awards

Supporting excellent producers, as decided by consumers. Held once every 4 years
Application for the 12th Awards: **59**
(Cumulative application: 1321, awardees: 204 / since 2004)

School Meal Program

Municipalities: 3 (Samani, Aibetsu, Shosanbetsu)
Total meals served in FY2023: **87,365** (Total: 204,635 meals / September 2021 - February 29, 2024)
Currently serving 500 meals a day.

Coop Travel

Annual sales: JPY **JPY 1.96 billion**
5 branches Sapporo: 2, Tomakomai: 1
Asahikawa: 1, Hakodate: 1

Elderly Monitoring Agreements

Contracts with 176 out of 179 municipalities.
141 incident calls made in FY 2023.
(Total: 1,627 cases since 2010)

Komaruto Coop

Number of inquiries in FY2023: **1,121 cases**
(total: 2,288 cases since 2021)

2023 Turkey-Syria Earthquake Relief Fund / Emergency Humanitarian Aid for Gaza / 2024 Noto Earthquake Disaster Relief Fundraising

2023 Turkey-Syria Earthquake Relief Fund	Emergency Humanitarian Aid for Gaza	2024 Noto Earthquake Disaster Relief Fundraising
Total: JPY 55,551,759	Total: JPY 26,170,121	Total: JPY 117,313,106

Coop Private Funeral

30 funeral halls across Hokkaido
Sales in FY2023: JPY 420 million
Number of services held: **2800**
(Total: 4,540 since July 2022)



Connecting People to People

Forming Connections via Cooperatives

Member activities Cultural centers Welfare activities

Funeral service Feriae

Travel

Connecting People and Food

Food Production Capabilities

Stores Delivery services Factories

Food education Mobile groceries

Factories

Annual sales: JPY **JPY 22.54 billion**

- Coop Sapporo Fresh Food Processing Center (meat and seafood)
- Coop Foods (Ishikari, Ebetsu, 8 meal factories, consignment cooking)
- Dream Factory (deli and meat processing)
- Sapporo-eki Tachiuri Shokai (Bensai-tei)
- Hokkaido Hamanasu Foods (natto)
- Taisetsu Water Resources Conservation Center (bottled water)
- Sakura Foods (ice cream)
- Cradle Kousan (Kimobetsu, Date)

HATAKE Restaurant (Restaurant on the Farm)

A one-day restaurant that connects producers, chefs, and members.
Fee: JPY7500 / person
Times held in 2023: 14 (Total: 252 since 2010)
Attendance in 2023: **651** (Total: 8906 since 2010)

Connecting People and the Future

Development of Social Businesses

Mutual aid Energy Supporting parents

Recycling Environment

Promoting 100% Renewable Energy

Achieving 100% renewable energy by 2040.
The 13th registrant in Japan.
106 stores utilizing renewable energy.
2013 annual CO₂ emission reduction: **42,919 tons** (Total: 178,602 tons since 2021)
Self-commissioned solar power:
Annual supply: 19 GWh (2024 estimate)
Solar PPA (Power Purchase Agreement): 5 solar plants
Annual supply: 539 MWh (2024 estimate)

Mutual Aid

Members: **645,000**
Annual sales: JPY 2.2 billion

Operation Ocean Clean-Up!

Participation in 2023: **10,052** (Total: 21,265 since 2021)
Locations: 46

Todok Eco Station

Base for environmental education.
Visitors: **1922** / year (Total: 10,333 since 2017)

Coop Sapporo College Scholarship

JPY 1 million over four years / student.
Recipients in FY2023: **264** (Total: 1,602 since 2017)
Amount awarded in FY2023: **JPY 66,000,000** (Total: JPY 400.5 million since 2017)

Ehon-ga-Todok

Free children's books.
Donated to **11,349 families** in 2023 (Total: 130,166 families since 2010)
49,667 books presented in 2023 (Total: 583,072 books since 2010)

Ehon Wakuwaku Caravan

A fun program for kindergartens and nursery schools.
352 visits in 2023
(Total: 1449 visits since 2012)

Enecoop (energy)

Annual sales: **JPY 11,750 million**
Branches: 14
Solar farms: 2 (Obihiro)

Todok Power (electric utility)

Annual sales: JPY 9,140 million
Individual subscribers in 2023: **44,658 households**
Business subscribers in 2023: 480

Collaboration with Universities

Kansai University
Otaru University of Commerce
Rakuno Gakuen University
Asahikawa City University
Asahikawa City University Junior College
Muroran Institute of Technology
Hokkaido Bunkyo University
Hakodate Junior College
Sapporo University
Hokkaido University
Hokkai-Gakuen University

Retail Partnerships

JA Minenobu (Bibai)
Uocho (Hakodate, Hokuto, Nanae / 18 stores)

Kokowa (Hokuryu)
Fresh Mart Shintani (Moseushi)

Coop Sapporo BUSINESS MAP

Coop Sapporo is involved in a number of inter-"connecting" projects to address different needs in a wide variety of fields. These pages provide a brief summary of our businesses.

Todok Station

A community space within delivery centers.
30 locations (7 located inside stores)
39,243 visitors in FY2023
(Total: 178,910 visitors since 2016)

First Child Box Coop Child Box

A free childcare support package.
11,809 packages delivered in FY2023
(Total: 69,651 since 2018)
* 47% of childbirths in Hokkaido in 2023

Eco Center

Annual sales: **JPY 528 million**
Collection volume: 34,942 tons (Total: 478,518 tons since 2008)
Used clothing: 1,185 tons / year
Plastic bottles: 5.2 million / year

Platform for SDGs

An industry-academia-government council to address issues in Hokkaido, such as environment and poverty.
(Secretariat: Coop Sapporo)
9th SDGs Conference participants: **530** (Total: 1554 people in 9 events since 2019)

Coop Future Forest Fund

Planted: **6081 trees** / year (Total: 125,135 trees since 2008)

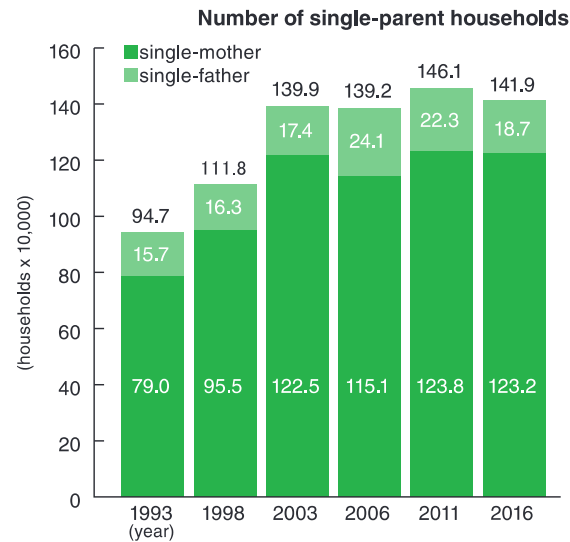
Memberships 2,017,607 (Membership ratio: 71.9%)
* Households in Hokkaido: 2.8 million

Capital JPY 89.8 billion
Total sales JPY 318.6 billion
Stores JPY 198.3 billion
Deliveries JPY 113.4 billion
Mutual aid JPY 2.2 billion
Others JPY 4.7 billion
Ordinary income JPY 5.1 billion
Employees 15,824
* **People with disabilities** 7.44% (760 people)
* **International interns** 330

Economic hardships lead to gaps in education. ▶▶▶

High School Scholarship for Single Parent Families

Almost half of all single parent families in Japan live in poverty. If these families are unable to provide their children with an adequate education due to economic hardship, it often results in limited opportunities for further education or employment. This leads to a cycle of poverty. Coop Sapporo's Social Welfare Fund was established in 1989 and has been providing scholarships to high school students in single parent families for more than 30 years. The program provides 10,000 yen per month for three years until graduation towards students in single parent families facing financial difficulties who attend high school (including special needs) or technical colleges. In FY2024, we plan to provide scholarships to 154 students.



(Remarks)
 1. Figures are from the Ministry of Health, Labour and Welfare's "Nationwide Survey on Single Parent Households."
 2. As of November 1 of each year.
 3. A single-mother (single-father) household is a household in which a child (under 20 years of age and unmarried) is being raised by one parent. Includes households with a person other than the parent living with the child.
 4. 2011 figures exclude Iwate, Miyagi, and Fukushima Prefectures. 2016 figures exclude Kumamoto Prefecture.
 Data is from the website of the Gender Equality Bureau Cabinet Office.

Number of scholarship recipients and amount awarded in FY2023
687 students, JPY 81,920,000

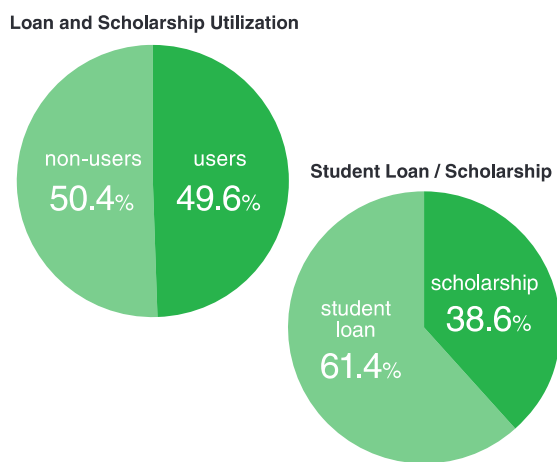
(Total: 1772 students and JPY 539,050,000 since 1989)



Soaring tuition fees can cause declining birth rates and depopulation. ▶▶▶

1 million yen over 4 years College Scholarships

Due to rising tuition fees, one out of every two college students now take out student loans. However, more people are unable to pay back their loans after graduation as precarious employment and low-wage work increases. If this situation continues, even the middle class will have difficulty in marrying, giving birth, and raising children, which may further worsen the declining birthrate and population. In 2017, Coop Sapporo established the College Scholarships program. College students working for Coop receive 250,000 yen in scholarships per year, up to 1 million yen in 4 years, which they do not have to repay. 1,602 students have used this program up to now.



Based on the results of the 2020 Survey of Student Life, Japan Student Services Organization (JASSO). The number of people using scholarships / student loans in Japan is increasing every year – one out of every two university students uses one. The percentage of student loans that require repayment exceeds 60%.

Number of users and amount of awarded in FY2023
264 students / JPY 66,000,000

(Total: 1,602 students and JPY 400,500,000 since 2017)

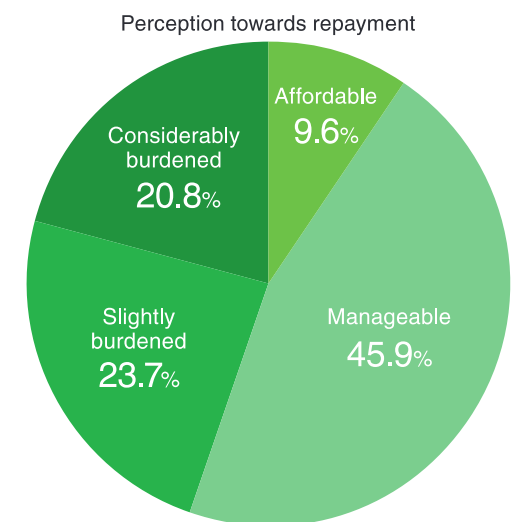


Loan repayments discourage marriage and childbearing. ▶▶▶

Student Loan Repayment Support Program for New Colleagues

Right after graduating from college, millions of yen of debt (scholarship repayment) will fall on the shoulders of the students. This is the reality of student loans. Nearly half of all scholarship recipients struggle to repay their loans. Coop Sapporo introduced the Student Loan Repayment Support Program in FY2019 to build a secure working environment for our new colleagues. The program is available to new employees who have recently graduated from university or graduate school. Half of the monthly student loan repayment will be covered by Coop Sapporo for up to the third year of employment, with a maximum of 10,000 yen to be paid by the employee himself/herself. Any amount exceeding 10,000 yen is covered by Coop Sapporo. Approximately 30% of new graduate employees use this program while putting in their best effort in their work.

Total amount (average)	Monthly repayment (average)	Repayment period (average)
JPY 3,100,000	JPY 15,000	14.5 years



National Council of Workers' Welfare Survey Report on Scholarships, Student Loans, and Education Costs Conducted in September 2022

Program utilization and amount awarded in FY2023

63 employees, JPY 524,818

(Total: 131 employees & JPY 15,488,888 since 2019)



Slowing the decline of physical strength and cognitive function among the elderly. ▶▶▶

Prefectural-wide Operation of Marugen Fitness Program

The community-wide Health Program for Elderly People, Marugen is a fitness class conducted by the NPO Social Business Promotion Center, Coop Sapporo, and Hokusho University in cooperation with the local government. This program is held 48 times a year in small classes of up to 25 participants and is supervised by certified health and fitness trainers.

FY2023 program participation

28 municipalities, 1,666 people

(Total: 256,191 people / April 2018 - February 2024)



Contributing to Hokkaido. ▶▶▶

Celebrating 2 Million Coop Members

On October 19, 2023 we reached 2 million members, and a commemoration ceremony was held at our Kita-Hiroshima store on October 28. For two days, the new "Todok-Yaki cake" was sold in limited quantities at specified locations. We handed out novelties and had special sales at all our stores and Todok Delivery Services to celebrate this accomplishment with all our business partners.

Membership in Hokkaido

2 million people & about 80% households

(As of October 19, 2023 *Assuming one person per household is a member)





Bringing back normalcy to the children and their families in Gaza. ▶▶▶

Emergency Humanitarian Aid for Gaza

Many children and their families have been suffering from the ongoing attacks on Gaza since October 7, 2023. To help them return to their normal lives as soon as possible, the UNICEF Emergency Humanitarian Aid for Gaza was held at all of our stores from November 1 to January 20, 2024, and at Todok Delivery Services from November 20 to December 22. Donations will be used to support children and their families by the Japan Committee for UNICEF.

Total amount donated

JPY **26,170,121**



Bringing back normalcy to disaster victims as soon as possible. ▶▶▶

2024 Noto Earthquake Disaster Relief Fundraising

On January 1, 2024, a massive earthquake hit the Noto Peninsula. In order to support the victims of this disaster, we quickly conducted a disaster relief fundraising at all our stores from January 9 to February 29, and at Todok Delivery Services from January 29 to March 1. The donations were delivered to the victims through the Japanese Consumers' Co-operative Union, and the relief fund has been used for activities to support the disaster-stricken areas.

Total amount donated

JPY **117,313,106**



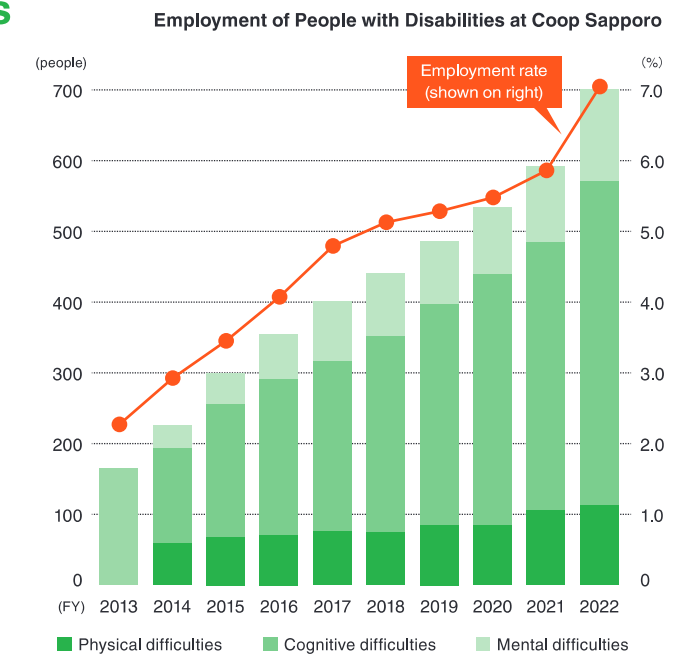
Promoting barrier-free employment opportunities. ▶▶▶

Inclusive Employment to Harmonious Society Employment of People with Disabilities

The Ministry of Health, Labor and Welfare has a policy to gradually increase the employment rate of people with disabilities from the current 2.3% to 2.7% by FY2026. Ever since we acquired Hokkaido Hamanasu Foods as a special subsidiary in 2005, Coop Sapporo has actively promoted the employment of people with disabilities. In 2018, Coop Sapporo achieved a 5% employment rate for people with disabilities. As of March 2024, that rate exceeds 7%. By providing training and creating employment opportunities according to their aptitudes, they are able to work in a variety of facilities throughout Hokkaido, including stores, delivery centers, distribution centers, food factories, and Eco Center, even despite their difficulties.



Coop Sapporo
Endeavors
on Video



Ratio and number of employees with disabilities

7.44% / 760 persons

(As of March 2024.
*Number of persons with disabilities employed by Coop Sapporo: 9,432)



Making effective use of food returned due to operational errors. ▶▶▶

Food for Foster Homes Todok Food Bank

Todok Food Bank is an endeavor to provide food returned by Todok Delivery Services due to order errors and other reasons to orphanages and other facilities in Hokkaido (22 orphanages, 1 children's self-reliance support facility, and 4 other organizations). The program aims to solve the problem of food loss and at the same time provide support for children.

Amount provided by Todok Food Bank in FY2023

JPY **72,863,042**

(Total: JPY 432,905,552 since 2016)



Supporting the independence of children via healthy eating habits. ▶▶▶

Conveying the Joy of Cooking Todok Food Caravan

When they reach the age of 22, children in orphanages must leave the facility and live on their own. Todok Food Caravan is a food education program for children in orphanages with which we have a relationship through Todok Food Bank. Coop Sapporo staff members visit those orphanages to teach the children the basics of cooking and the joys of eating.

Number of sessions and participants in FY2023

8 times / 72 participants

(Total: 64 times & 804 children, since 2016)



Helping the elderly who have no one to rely on... ▶▶▶

Coop's Helping Hand Komaruto Coop

There have been a growing number of cases where our delivery staff were asked to perform small tasks such as changing light bulbs. Many elderly people do not have anyone they can rely on in the neighborhood and are unsure how to choose a good contractor. Therefore, in June 2021, we launched a personal assistant service, Komaruto Coop, in parts of Minami Ward, Sapporo City. In August 2023, we began operations in Hakodate, and in October in Asahikawa.

Number of inquiries in FY2023

1121 cases

(Cumulative total: 2,288 cases / from 2021)



Providing peace of mind for the final farewell. ▶▶▶

Expanding to all of Hokkaido Coop's Family Funeral

The Coop Family Funeral plan has been highly appreciated for the staff's quick response and reasonable prices. Our plans are available at two directly managed funeral halls in Sapporo. In addition, through our business partnership with With House (operated by Memoru Holdings), the plan is also available at all 30 halls and affiliated companies in Sapporo, Ebetsu, Eniwa, Asahikawa, Chitose, Tomakomai, Hakodate, Kitami, and other locations.

Services conducted in FY2023 / Number of funeral halls

2800 services / **30** halls across Hokkaido

(Total: 4,540 cases since July 2022)



Support our producers! Energizing the community with food. ▶▶▶

Restaurants with Spectacular Views HATAKE Restaurant (Restaurant on the Farm)

Coop Sapporo Agricultural Award-winning producers and famous chefs have teamed up to hold one-day restaurants on the farms. The program was launched in 2010 with the aim of creating a delicious food culture in Hokkaido. In addition to enjoying the food, we hope that our event will be a chance for people to become close with the food production sites through interacting with the producers, to understand the importance of local production for local consumption, and to be proud to live in Hokkaido. As an offshoot of HATAKE Restaurant, projects such as Hokkaido HATAKE Wedding and The Restaurant on the Vineyard winery tours are also being developed.



Number of events and participants in FY2023

14 events held / 651 participants

(Total: 252 times & 8906 participants since 2010)

Coop Sapporo Endeavors on Video



COOP CYCL



Promoting interest in food education, the environment, and everyday lifestyle. ▶▶▶

Taberu Taisetsu (Importance of Eating) Festival of 2023 Held in 8 venues in Hokkaido

This is a large-scale food education event with free admission that we started in 2007. There are various experience programs available, focusing on food, everyday lifestyle, and the environment. The event was canceled in 2020 to prevent the spread of COVID-19, held online in 2021, and held with advance reservations in 2022. Finally, in 2023 it was held almost the way it was before the pandemic. Many manufacturers who are well-known to the residents of Hokkaido have joined Coop Sapporo and exhibited at the event, providing many hands-on events that both adults and children could enjoy.



Number of participants in FY2023

20,301 people

(Total: 318,476 participants since 2007)

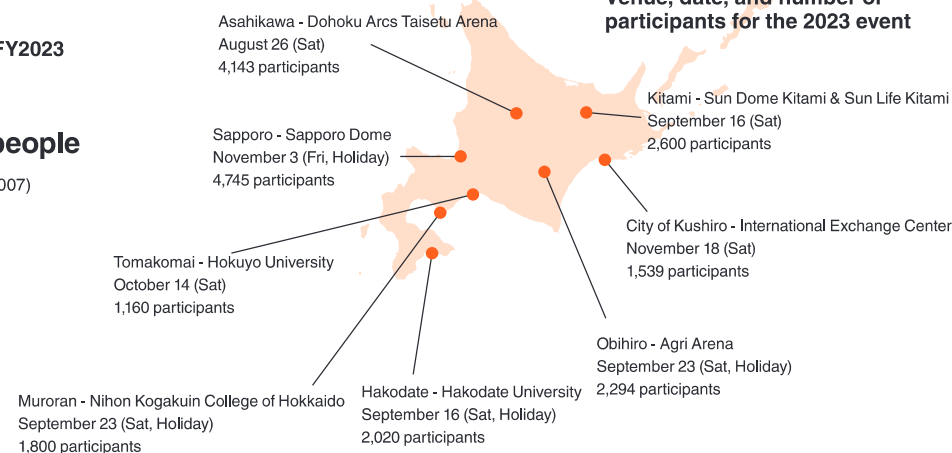
Coop Sapporo Endeavors on Video



COOP CYCL



Venue, date, and number of participants for the 2023 event



Supporting a safe and stable lifestyle. ▶▶▶

Kita-Hiroshima & Shin-Sapporo Modernized Stores Keep Coming

On June 30, 2023, the Kita-Hiroshima store was opened after being temporarily closed for major renovations. Located a 20-minute walk away from the Hokkaido Ball Park F Village, it has become even more vibrant since its renovation. Its sales floor features the full range of latest information on Coop Sapporo stores, including many new products. In addition, on November 30, the Shin-Sapporo store opened on the first floor of BiVi Shin-Sapporo, a new commercial complex that is getting a lot of attention. Coop Sapporo has strengthened its prepared food lineup as well, especially for single adults and working parents. We have also introduced specially-portioned "quick-bite" sized bento boxes, and Select Deli, a service that allows customers to freely choose side dishes to compliment their meals.



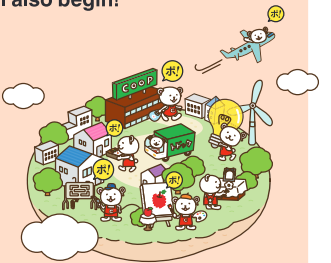
Kita-Hiroshima store



Shin-Sapporo store

New points and stage systems will also begin!
(From March 21, 2023)

In addition to our stores and Delivery Services, earned points can also be used for Todok Power, Enecoop, Coop Meal Delivery Service, Mobile Grocery, Coop Travel, Coop Sapporo Cultural Centers, and Coop Funeral Service. As well, points are now easier to earn.



Stage	Reward	Todok Reward
Diamond Monthly spending* JPY 50,000 or over	300 points / month	Equal to Todok Delivery Services system fee JPY 220 in points
Platinum Monthly spending* JPY 30,000~50,000	200 points / month	
Gold Monthly spending* JPY 20,000~30,000	100 points / month	

* before consumption tax

FY2023 New Member Enrollments
(As of March 20, 2024)

49,129



20,000 items, available anywhere in Hokkaido. ▶▶▶

We Monitor Older Adults Too Todok Delivery Services

Todok Delivery Services delivers products to our members' homes once a week, on a fixed day of the week, at a fixed time. The system offers more than 20,000 items. This is the same scale of selection of a large supermarket and a large drugstore combined. That means regardless of where you live in Hokkaido, you can enjoy shopping. The same staff members make regular visits each week, who can also provide a monitoring role for elderly households.

Number of households subscribed (as of March 2024)

470,000 households



Supporting the elderly with meals and monitoring. ▶▶▶

Delivering Tasty Dishes Meal Delivery Service

We launched Coop Meal Delivery Service in 2010 for those who have difficulty cooking dinner at home. Our in-house dietician prepares menus, carefully considering salt content, calories, and the number of items on the menu. Our delivery staff, who are familiar with our members, deliver from Monday to Saturday, who also provide a monitoring role.

Number of Coop Meal Delivery Service users and meals in FY2023

11,000 users, 1,970,000 meals per year

(Total: 132,150 users & 19,300,000 meals since 2010)





Supporting Producers from the Perspective of Consumers. ▶▶▶

Finding New Values of Agriculture in Hokkaido Coop Sapporo Agricultural Awards

The Coop Sapporo Agricultural Awards was launched in 2004 as Japan's first project to support agricultural producers from the consumer's side. Since then, we have attempted to add new value to Hokkaido's agricultural industry through initiatives such as HATAKE Restaurant and Neighborhood Vegetables, valuing the learning and connections we have gained from this program. The 12th Agricultural Award is scheduled to be judged and awarded in 2024.

Number of entries to the 12th Agricultural Awards

59 organizations

(Total applications: 1,321, Total awarded organizations: 204 / since 2004)



Easing the workload of parenting. ▶▶▶

Meal Provisions During No School Lunch for Children's Halls

Entrusted by Sapporo City, Coop Sapporo provided lunches to Children's Halls in Sapporo. The lunches were provided for 16 days from July 26 to August 18, 2023 and for 12 days from December 26, 2023 to January 19, 2024 (excluding weekends, holidays, and some specific days). Four types of nutritionally balanced box lunches were offered. We have received favorable feedback from parents and plan to continue offering this support in the future.



Number of Children's Halls / Number of lunches ordered (July 26, 2023 - January 19, 2024)

141 halls in Sapporo / 21,000 lunches



Supporting a safe and stable lifestyle. ▶▶▶

Naruhodo Private Label

With our philosophy of providing reliable products, Coop Sapporo's Naruhodo private label is committed to simple, high-quality offerings primarily made in Hokkaido. Each product has an unusually long name so that the name itself explains why and how it is good. As well, the nutritional facts label, which is usually small and placed on the back of the product, is printed boldly on top so that consumers can easily find out what the ingredients are.

Number of products / Total sales in FY2023 (as of March 2024)

210 items / JPY 6,674,863,000



Increasing the need for time-saving cooking solutions. ▶▶▶

Freshly Prepared Ready Meal Campaign

The average number of people in a household in Hokkaido is 2.18, and single-person households in Sapporo account for 40.8% of all households. In addition, households with two working parents are on the rise, and they tend to spend less time cooking. This campaign, launched in February 2020, is an endeavor to serve meals prepared using fresh ingredients all in-store, to offer a more delicious experience. More stores participate each year, and new products continue to be introduced.

Number of products / Total sales in FY2023

256 items / JPY 3,166,695,648



Learning the local culture and society through food. ▶▶▶

High School Student Challenge Gourmet Contest

This is a contest where high school students invent their own recipes, cook, and give a presentation about the food. Besides competing in taste, participants research and discover the food culture and ingredients of the region, and cooperate with local businesses and governments to develop original menus. In its 11th year (FY2023), Hokkaido Shizunai Agricultural High School won both the Challenge Gourmet Award and the Coop Sapporo Award.

Participating municipalities and schools in FY2023

10 municipalities, 11 schools

(Total: 37 municipalities & 45 schools since 2013)



Teaching the importance of food to students. ▶▶▶

Animadore Youth Cooking Class

Coop Sapporo supports Animadore, a program that educates high school students to become new communicators of agriculture through food and agriculture education and career exploration. The program includes farm work experience, bus tours to farms, and hands-on experience in selling agricultural products. In addition, the program invites Professor Michikazu Hiramatsu of Niigata University of Food and Agriculture to teach a Youth Cooking Class on food education.

Number of schools and participants in Animadore in FY2023

7 schools, 35 participants

(Total: 31 schools & 287 participants since 2016)



Providing safe and reliable food. ▶▶▶

Junen Hitokame – 10 Year Aged Hokkaido Sweet Potato Shochu

With a goal to support the sake industry in Hokkaido, we jointly produced a Hokkaido sweet potato shochu (distilled liquor) with a local maker, Sapporo Shusei Kogyo. It is made from "Kogane Sengan" sweet potatoes produced in Hokkaido and aged for 10 years in a jar in Assabu town in southern Hokkaido. This mellow, rich-tasting shochu was available in limited quantities at all our stores and Todok Delivery Services from late January 2024. 720 mL, JPY 1,480 (JPY 1,628 including tax)

Number sold (limited-quantities) / Total sales

1,300 bottles / JPY 1,924,000



Providing safe and reliable food. ▶▶▶

Choosing Eggs based on Farming Methods Kogane Sodachi Cage-free Eggs

By using rice produced in Hokkaido for forage, fallow rice paddies can be utilized more effectively. The Kogane Sodachi series is a product line of livestock raised on forage blended with Hokkaido rice. And now, cage-free eggs have been added to the lineup. These eggs are produced by hens raised in compliance with animal welfare, a concept that is gaining popularity in the EU. Sales at most stores began on August 21, 2023. 298 yen (322 yen including tax) for a package of 6.

Packages sold / Total sales (August 21, 2023 - March 2024)

89,489 packages / JPY 26,667,722



Plastic waste is deteriorating the marine environment. ▶▶▶

10,000 People Join to Pick Out Litter! Operation Ocean Clean-Up!

Every year, eight million tons of plastic waste flows out from the towns into the ocean worldwide. This pollution has a serious impact on the marine ecosystem. In 2021, we launched "Operation Ocean Clean-up!" to raise awareness of this problem by tackling it from places close to home. A two-day beach cleaning event was held on 46 beaches (including one on a river) across Hokkaido. This event is now in its third year and the number of participants has exceeded 10,000, which includes Coop Sapporo staff, members, many companies and schools, and local governments.



Coop Sapporo Endeavors on Video



COOP CYCL



Forecast of plastics volume growth, externalities and oil consumption in a BAU scenario*

	2014	2050 (estimate)
Plastics production	311 million tons	1124 million tons
Ratio of plastics to fish in the ocean (by weight)	1:5	1:1
Plastics and share of global oil consumption	6%	20%
Plastics and share of carbon budget	1%	15%

* BAU scenario = estimated future emissions if changes in population, economy, and other activities are expected but no additional measures to reduce emissions are projected.
Source: ELLEN MACARTHUR FOUNDATION. THE NEW PLASTICS ECONOMY [RETHINKING THE FUTURE OF PLASTICS]

Participants / Garbage bags filled
(June 17 and 21, 2023)

10,052 people / 4,190 bags

(Total: 21,265 people & 13,354 bags since 2021)

※ Equivalent to 45-liter bags



Local production and consumption of safe and secure energy. ▶▶▶

Bringing Solar Power to All of Our Stores

In December 2021, Coop Sapporo achieved its goal of using 100% renewable energy for electricity at all of its stores*. In addition, we have acquired approximately 200 solar farm locations in Hokkaido. Starting in June 2024, the carbon-free energy produced will be sent to all our stores* through a stable "self-dispatching transmission" supply mechanism. *Some tenants excluded.

Number of solar farms / Amount generated (estimated)

200 locations, 19 GWh/year

(14.13% of electricity used by stores)



Further improving work efficiency. ▶▶▶

Improving Working Efficiency with Digitalization Introducing Todok GPT for Our Colleagues

Coop Sapporo has been promoting digital transformation (DX) since 2020 as a method to improve work efficiency. As part of this effort, ChatGPT for our staff became available in October 2023. All staff can use it on Slack, an internal communication tool. This "@TodokGPT" is available upon request to assist with writing, drafting, analyzing, and coming up with ideas.

Number of staff members with access to Todok GPT

Approximately **4,000**



Opt-out of plastic bags to help forestation. ▶▶▶

Coop Future Forest Project

For every plastic bag declined at Coop Sapporo stores, 0.5 yen will be reserved for the Coop Future Forest Fund and will be widely used for forestation in Hokkaido. We are promoting the growth of forests throughout Hokkaido under agreements with the Hokkaido government and local municipalities. As of 2024, there are 16 Coop Forests, which we are nurturing together with our members.



Trees planted in FY2023

6081 (Total: 125,135 trees since 2008)



Promoting SDGs in Hokkaido through collaboration. ▶▶▶

Learn from the Latest Cases SDGs Study Conference

In 2019, Coop Sapporo established the Hokkaido SDGs Promotion Platform, aiming to be the core of SDGs promotion activities in Hokkaido. The 9th SDGs Study Conference in October 2023 featured a keynote lecture by Professor Taikan Oki of the University of Tokyo, as well as case reports from the SDGs QUEST Mirai Koshien 2022 Hokkaido Competition winning school.

Number of participants in the 9th SDGs Study Conference

530 (Total: 1,554 / held 9 times since 2019)



Creating opportunities for parent-child interactions. ▶▶▶

Family Heirloom Ehon-ga-Todok

Picture books can nurture children's imaginations and improve communication between parents and children. But it is not easy to purchase many expensive picture books or to choose a truly worthwhile one. Ehon-ga-Todok is a childcare support initiative we launched in June 2010 with the hope of creating a 'Family Heirloom'. We gifted eight picture books (from FY2023) to each member family with a child aged one to two years old. These picture books are purchased with proceeds from recycled items collected with the cooperation of our members as part of the childcare support project.



A total of 42 picture books have been selected since 2010 (as of March 2023).



Number of households receiving picture books /
Number of books given in FY2023

11,349 households / 49,667 books

(Total: 130,166 households & 583,072 books since 2010)

Coop Sapporo Endeavors on Video



COOP CYCL





Collecting recyclables to support childcare. ▶▶▶

Reuse and Recycle at the Eco Center — Proceeds go to Child Raising Support

We collect resources from our stores and members' homes throughout Hokkaido and turn them into resources at Coop Sapporo Eco Center, a facility for reuse and recycling. Resource materials such as paper cartons and cardboard are processed and sold. The profits are used to fund our childcare support initiatives including Ehon-ga-Todok (see p. 27), First Child Box (FCB), a free childcare goods giveaway program for members who are expecting their first child, and Coop Child Box (CCB), for those with a second child or beyond.



Coop Sapporo Endeavors on Video



COOP CYCL



Collections at Eco Center in FY2023

34,942 tons

(Total: 478,518 tons since 2008)

People who received a FCB/CCB in FY2023

11,809

(Total: 69,651 since 2018)

※ 47% of children born in Hokkaido in FY2023



A community space for parents and children. ▶▶▶

Playground for Parents and Children Todok Station

In recent years, it is becoming more difficult to find safe places where children can play freely. Todok Stations were opened in 2016 to offer comfortable spaces for parents and children. Located at Coop Sapporo stores and delivery centers, Todok Stations are free to enter and have nursing rooms and diaper changing stations. Events for parents and children are also held from time to time.

Todok Stations across Hokkaido and number of users in FY2023

30 locations, 39,243 users

(Total: 178,910 users since 2016)



Achieving zero traffic accidents involving new first graders. ▶▶▶

School Backpack Covers with Our Three Mascots

First-grade students are approximately 3.2 times more likely to be involved in a traffic accident while walking (2018-2022) compared to sixth graders. To support their safe commuting, Coop Sapporo has been donating school backpack covers to raise awareness of traffic safety for new schoolchildren across Hokkaido since 2010. The cover features three Coop characters: Todok, Kakeru, and Kururin.

Municipalities receiving covers / Covers provided in FY2023

138 in Hokkaido / 18,855 covers.

(Total: 293,944 covers since 2010)



Reducing plastic use. ▶▶▶

Introducing Rice Resin® made from Non-consumable Rice

Shoppers have reduced their use of plastic bags since 2008 to reduce CO₂ emissions, but in about 10% of cases, they are still required. To further reduce plastic use, we introduced plastic shopping bags containing Rice Resin®, a domestically produced biomass plastic made from expired rice and rice scraps, to each of our stores starting in May 2023, and expanded it to all stores by October 12, 2023.

Biomass plastic blending ratio / annual CO₂ reduction

36% / approximately 51 tons

※ Number of plastic bags used per year: 8 million
Calculated compared to 100% petroleum-derived plastic bags (12.5 g per bag)



Confronting global warming. ▶▶▶

Purchase to Carbon Offset Cheers to the Forests and Oceans!

In 2023, we conducted the Cheers to the Forests! joint campaign in collaboration with Sapporo Group and other business partners. For every qualifying product purchased, CO₂ emissions corresponding to the product are offset, and part of the sales proceeds are donated to the Coop Future Forest Fund.



Carbon offset and emission credits purchased in 2023

258 tons of CO₂ / JPY 2,580,000

(Total: 1655 tons of CO₂ / JPY 23,755,000 / since 2013)



Solving Hokkaido's problems by cooperating with private businesses. ▶▶▶

Community Development with YAMAGATADESIGN

YAMAGATADESIGN is a company that works to solve social issues in the Shonai region of Yamagata Prefecture. In October 2023, we concluded an agreement with them to strengthen business collaboration and work to solve local issues through business. YAMAGATADESIGN operates businesses in four fields in the Shonai region: tourism, education, human resources, and agriculture. With their extensive expertise and services created, Coop Sapporo will share information and know-how with them and work to solve issues in the following four areas: child-care and education, talent acquisition, increasing involvement numbers, and other local community development projects.



Preserving the wetland for our children. ▶▶▶

Collaboration with Suntory Group Save Kiritappu Wetland Campaign

Coop Sapporo has agreed with the Suntory Group's initiative to preserve the Kiritappu Wetland and organized our first joint project. During the campaign period from July 19 to August 16, for every eligible product purchased at Coop Sapporo stores, one yen was donated to the Kiritappu Wetland National Trust, a non-profit organization that works to preserve the wetland.

Amount donated

JPY 846,950



2023 Fiscal Year Environmental Activities Report

Environmental Philosophy

Based on our Seven Promises, Coop Sapporo works with all our members and executives to strive for a safe and enriching life, where human rights are respected and the environment is protected. We endeavor to promote the creation of communities that can provide ample welfare and mutual assistance. Coop Sapporo aspires to create a sustainable society where these activities can take root and where every individual in Hokkaido has an opportunity for a brighter future.

7 Promises

- 1: We promise to provide "safe and reliable food" and "abundant life" to our members by offering dependable products at all times.
- 2: We promise to always value the voices of our members and fulfill their wishes.
- 3: We promise to assist our members in seeking "security of life" through mutual learning and cooperation.
- 4: We promise to conduct our business with integrity, always disclose our financial status, and protect the common assets of our members.
- 5: We promise to contribute to the improvement of the lives of people and the development of industry in Hokkaido in cooperation with other Coops.
- 6: We promise to contribute to the protection of the global environment and the creation of communities with supportive welfare and mutual aid.
- 7: We promise to contribute to the realization of a peaceful, humane, and abundant life.

- We use electricity and fuel resources efficiently to curb global warming.
- We are committed to waste control and reduction.
- We use environmentally-friendly office supplies.
- We develop and promote environmentally-friendly products.
- We create an environmentally-conscious culture in our operations.
- We learn from our member feedback while we raise environmental awareness in our communities.
- We are committed to creating environmentally-friendly local communities.

Environmental Policy

Through our stores, the Todok Delivery Services, Mutual Aid, and other projects, Coop Sapporo will continue to provide dependable products and services that our members can rely on, contributing to fulfilling lives for everyone in Hokkaido, while simultaneously molding a sustainable, earth-friendly society.

- ① We engage in pollution prevention throughout all our businesses as well as taking steps to generate greater value with lesser environmental impact. To that end, we set short and mid-term environmental goals and milestones while reviewing them periodically so as to improve our environmental management system.
- ② We strictly comply with all applicable laws, regulations, agreements, and other requirements that we have agreed upon pertaining to environmental protection.
- ③ We thoroughly disseminate this policy to all colleagues so that each and every person subject to the management system takes responsibility and acts accordingly.
- ④ We disclose this environmental policy to the public while we regularly publicize all of our ongoing environmental efforts.

Coop Sapporo's Recycling

The Coop Sapporo Eco-Center collects recyclable waste from our stores and other offices along with those from our members' homes. In FY2023, we collected 34,942 metric tons of recyclables, equivalent to reducing 22,085 metric tons of CO₂.

Collection Volume at the Eco-Center

(Amounts listed in metric tons)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	YOY FY2022
Cardboard	16,870	16,617	16,991	17,602	17,598	17,178	16,799	18,344	18,649	18,168	17,349	95%
Todok catalogs	8,262	8,950	9,948	11,041	12,085	13,788	14,735	14,637	15,573	15,993	14,045	88%
Newspapers	976	975	983	1,000	954	906	893	704	815	833	686	82%
Magazines	—	—	—	—	—	—	—	—	—	—	49	—
Paper cartons	289	292	280	283	276	272	273	274	282	284	270	95%
Foam packages	416	384	411	388	374	374	346	372	351	316	297	94%
Plastic inner bags	128	125	117	116	116	122	123	119	119	122	118	97%
Plastic bottles	60	58	61	66	47	32	34	42	72	106	160	151%
Aluminum cans	44	44	46	58	68	62	55	60	61	74	97	131%
Steel cans	30	27	18	24	16	14	12	14	17	12	14	117%
Polypropylene bands	41	40	42	44	43	34	32	35	33	30	29	97%
Used cooking oil	726	773	813	854	866	878	901	933	911	740	644	87%
Secondhand clothes	—	21	671	728	747	838	970	1,184	1,324	1,295	1,185	92%
Total	27,841	28,306	30,379	32,203	33,190	34,499	35,172	36,718	38,208	37,972	34,942	92%

Donating our used clothing sales to Hokkaido UNICEF

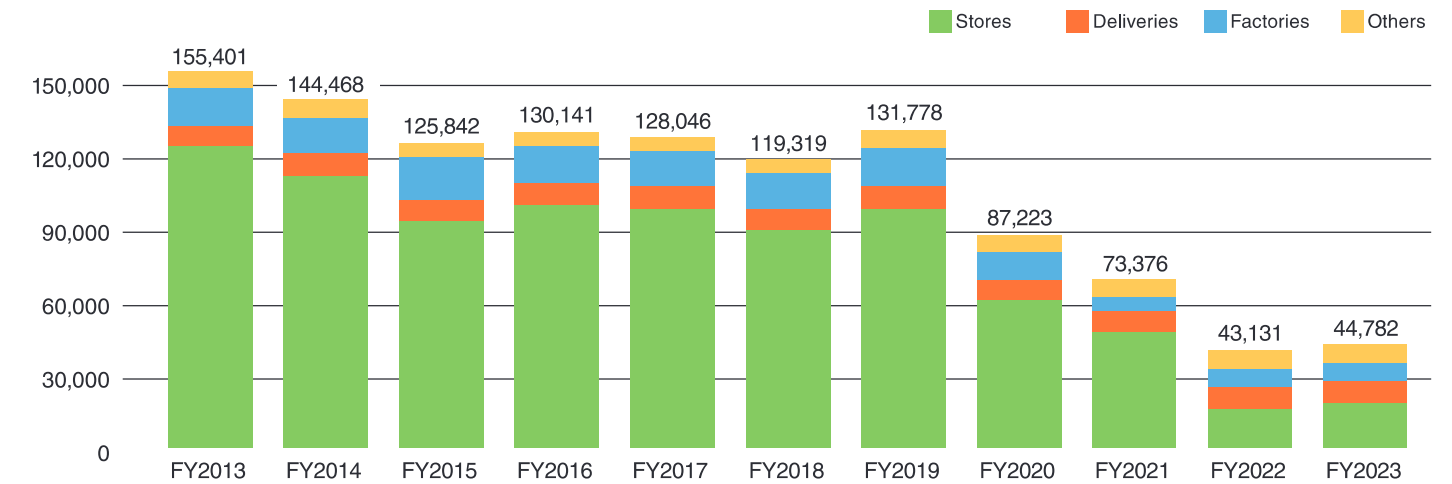
We collect used clothing from our Todok member's homes via our trucks' return trips. In FY2023, we have donated JPY 4,211,505 of the sales to Hokkaido UNICEF. The used clothing is sent to Cambodia for resale or remade into cleaning cloths for industrial use.

Environmental Data

CO₂ Emissions

※ Amounts listed in metric tons

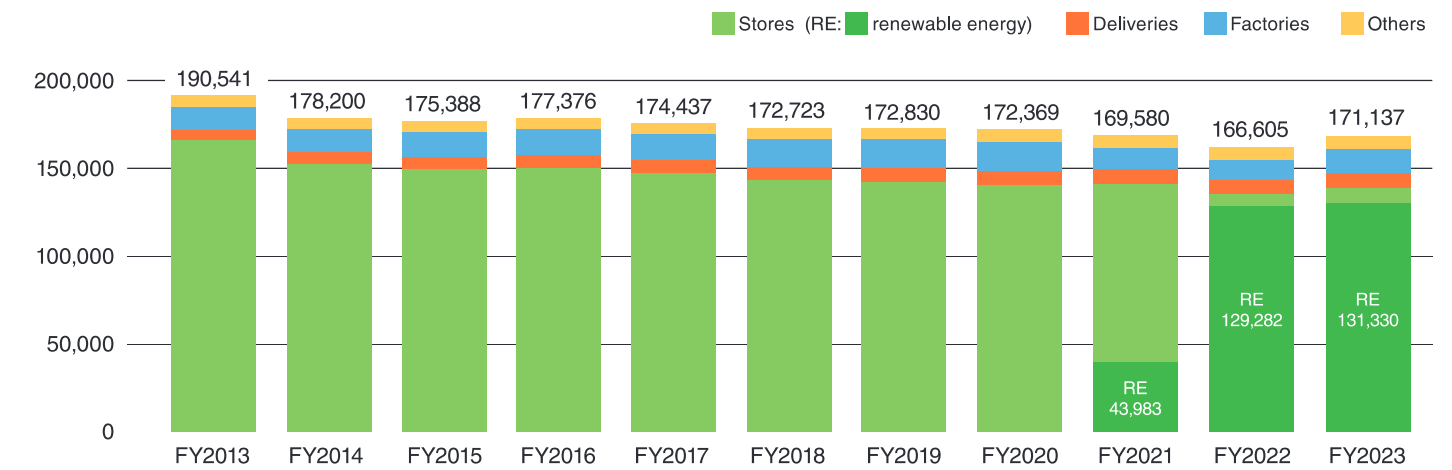
Our goal is to reduce emissions by 50%, compared to 2013, by the year 2030. In FY2023 we have lowered our emissions by 71%.



Electricity

※ Amounts listed in kWh × 1000

Coop Sapporo registered for RE100 in October, 2018, aiming to use 100% renewable energy for electricity consumed in our business operations. Our goal for renewable energy use is 60% by FY 2030 and 100% by FY 2040. Since December 2021, we have been in the process of switching to electricity use derived from renewable energy sources in our stores. As of FY 2022, 79% of our electricity use is from renewable energy sources.



* CO₂ emissions from electricity are calculated using adjusted emission factors. Emission factors for FY 2022 have not yet been announced, so FY 2021 factors are used in this calculation.

Energy Consumption (Non-electricity Based)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	YOY FY2022
Heavy oil (kiloliters)	3,633	3,434	4,033	3,186	2,657	2,292	2,343	2,050	1,242	1,328	1,296	98%
Kerosene (kiloliters)	1,778	1,725	1,704	1,817	1,808	1,670	1,500	1,406	1,327	1,198	1,110	93%
City gas (m ³ × 1000)	1,006	979	1,154	1,358	1,324	1,285	1,359	1,394	1,484	1,445	1,484	103%
LPG (m ³ × 1000)	501	490	464	492	513	544	604	642	673	649	721	107%
Diesel (kiloliters)	1,956	2,097	2,189	2,228	2,216	2,198	2,284	2,409	2,489	2,480	2,527	102%
Petrol (kiloliters)	143	158	169	235	351	402	1,346	1,575	1,447	1,399	1,448	104%

From FY 2019, the energy consumption for chartered vehicles is also counted.

About Us

Company Name	Coop Sapporo (Changed from Citizen's Cooperative Coop Sapporo in 2000)
Establishment	July 18, 1965
Start of Operations	October 1, 1965
Headquarters	10-1, Hassamu 11-jo 5 chome, Nishi-ku Sapporo, Hokkaido 063-8501 JAPAN
Board of Directors (full-time)	<ul style="list-style-type: none"> CEO and President: Hideaki Omi Managing Director: Masakazu Iwafuji Executive Director: Toru Yoneuchi Executive Director: Hitoshi Komatsu (As of March 2024)
Geographical Scope of Activities	All of Hokkaido

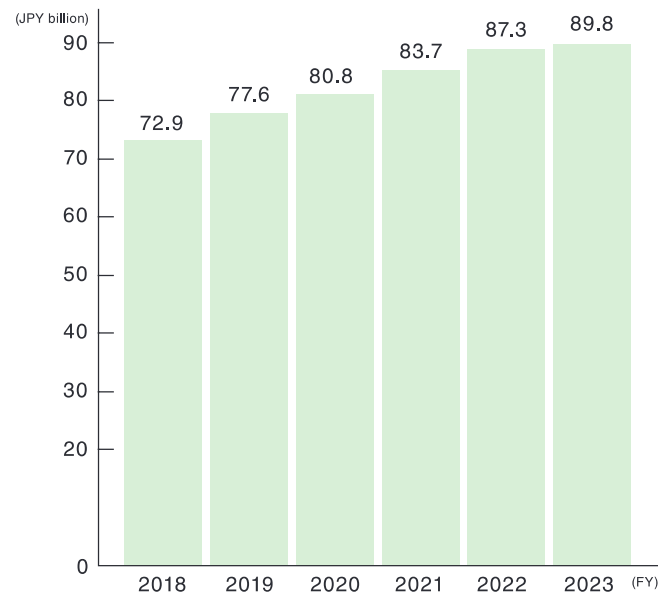
Reference Six-year Summary

Capital by Year

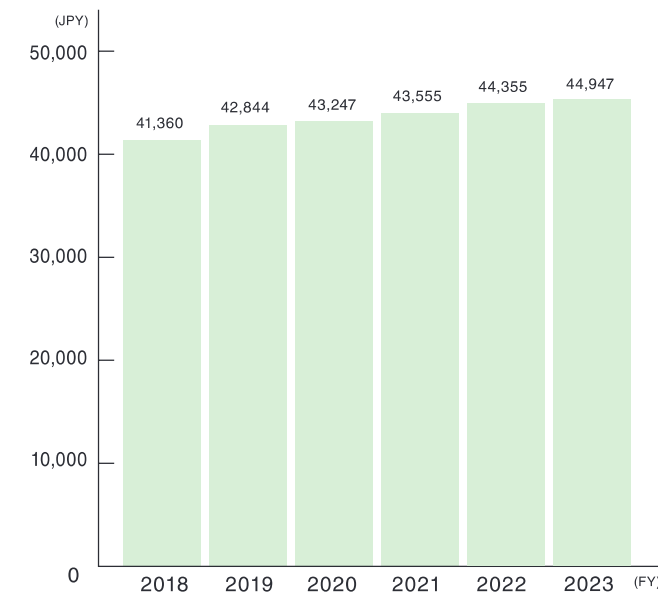
Section FY	Amount (JPY×1000)	YOY increase (JPY×1000)	Growth Rate (%)	
			YOY	FY2018 Basis
2018	72,903,778	2,540,863	103.7	100.0
2019	77,599,550	4,779,828	106.4	106.4
2020	80,809,922	3,210,372	104.1	110.8
2021	83,674,043	2,864,121	103.5	114.8
2022	87,309,263	3,635,220	104.3	119.8
2023	89,778,259	2,468,996	102.8	123.1

※ The above amounts include deposits less than JPY1000. As per the Company Article, the capital (based on unit share price of JPY1000) is JPY89,348,295 × 1000.

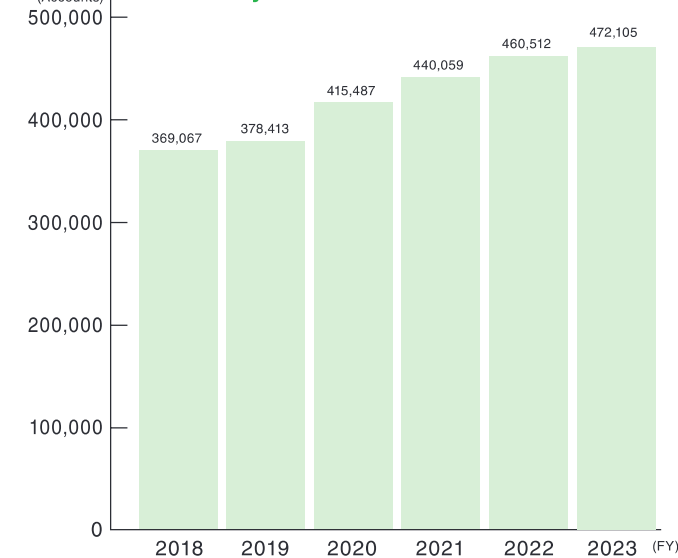
Capital Balance by FY



Average Capital per Person

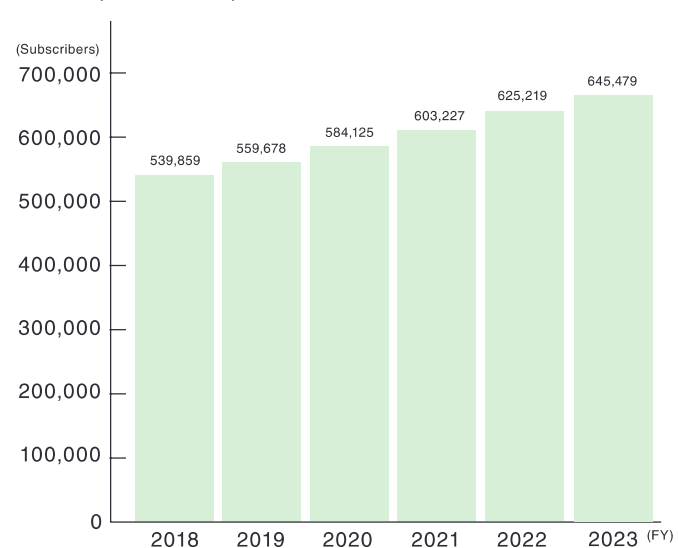


Reference Subscriptions of Todok Delivery Services



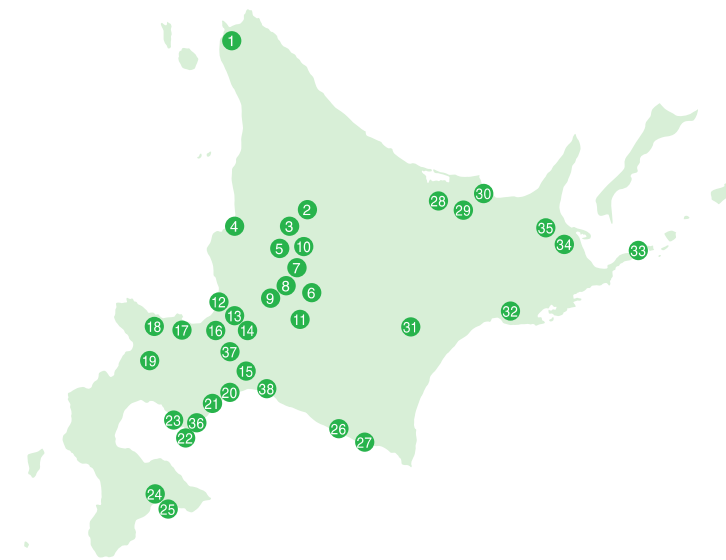
Reference Coop Mutual Aid

Subscriptions of Coop's Four Mutual Aids



Membership Demographics

Membership Ratio by Municipality



Membership by FY

Section FY	Membership	YOY increase (membership)	Growth rate (%)	
			YOY increase	FY2018 Basis
2018	1,762,681	53,681	103.1	100.0
2019	1,811,207	48,526	102.8	102.8
2020	1,868,534	57,327	103.2	106.0
2021	1,921,098	52,564	102.8	109.0
2022	1,968,441	47,343	102.5	111.7
2023	2,017,607	49,166	102.5	114.5

*2,800 unverified addresses and/or members removed on March 20, 2019.
 *1,236 unverified addresses and/or members removed on March 20, 2020.
 *263 unverified addresses and/or members removed on March 20, 2021.
 *155 unverified addresses and/or members removed on March 20, 2022.
 *145 unverified addresses and/or members removed on March 20, 2023.
 *159 unverified addresses and/or members removed on March 20, 2024.

Membership Ratio by Wards of Sapporo

Chuo-ku	70,656 (46.8%)	151,022
Kita-ku	104,020 (66.6%)	156,096
Higashi-ku	77,710 (53.2%)	145,964
Shiroishi-ku	89,036 (70.4%)	126,477
Toyohira-ku	79,299 (59.8%)	132,677
Minami-ku	67,851 (92.6%)	73,299
Nishi-ku	75,704 (63.3%)	119,615
Atsubetsu-ku	46,293 (69.6%)	66,472
Teine-ku	52,711 (73.9%)	71,302
Kiyota-ku	36,698 (68.2%)	53,805

No. of Members (membership ratio)

2,017,607 (71.9%) members

No. of Households

2,804,281 households

Members represent the number registered as of March 23, 2024.
 Household data is based on the Basic Resident Registry as of January 31, 2023.

Membership Ratio by Municipality

1 Wakkanai	5,833 (33.7%)	17,321
2 Asahikawa	147,489 (83.0%)	177,697
3 Fukagawa	10,856 (103.5%)	10,490
4 Rumoi	11,792 (108.1%)	10,909
5 Takikawa	16,185 (77.1%)	20,983
6 Furano	11,743 (111.7%)	10,513
7 Sunagawa	8,413 (97.7%)	8,610
8 Bibai	12,602 (115.2%)	10,941
9 Iwamizawa	36,760 (89.6%)	41,021
10 Akabira	6,154 (112.8%)	5,458
11 Yubari	4,916 (121.4%)	4,051
12 Ishikari	24,835 (87.3%)	28,460
13 Ebetsu	43,377 (73.0%)	59,389
14 Kitahiroshima	26,178 (92.8%)	28,198
15 Chitose	27,778 (53.9%)	51,563
16 Sapporo	699,978 (63.8%)	1,096,729
17 Otaru	56,184 (91.5%)	61,411
18 Yoichi	9,657 (100.8%)	9,584
19 Kutchan	7,233 (80.7%)	8,961
20 Tomakomai	72,491 (79.8%)	90,867
21 Shiraoi	9,758 (104.8%)	9,308
22 Muroran	30,124 (68.2%)	44,147
23 Date	10,936 (62.0%)	17,632
24 Hokuto	17,603 (79.1%)	22,247
25 Hakodate	118,188 (84.4%)	140,081
26 Shinhidaka	10,372 (90.7%)	11,434
27 Urakawa	9,081 (135.8%)	6,688
28 Engaru	11,943 (120.4%)	9,919
29 Kitami	48,452 (78.5%)	61,725
30 Abashiri	17,140 (94.9%)	18,061
31 Obihiro	52,322 (58.2%)	89,966
32 Kushiro City	75,691 (81.5%)	92,919
33 Nemuro	9,109 (75.0%)	12,151
34 Betsukai	5,986 (87.8%)	6,817
35 Nakashibetsu	8,250 (72.0%)	11,456
36 Noboribetsu	18,728 (77.6%)	24,132
37 Eniwa	20,389 (58.5%)	34,881
38 Mukawa	4,484 (111.4%)	4,024
Other Municipalities	279,118 (64.4%)	433,537
Outside Hokkaido		19,479

About Coop Sapporo

Locations and Business Structures

Administration

Headquarters	1
Regional Headquarters	8 (Sapporo, Obihiro/Hidaka, Kushiro, Kitami, Tomakomai, Muroran, Hakodate, Asahikawa)

Stores

109 stores in 28 cities and 20 towns as of March 21, 2024

Sapporo	29 stores	Rumoi	1 store	Nakashibetsu	1 store
Ebetsu	2 stores	Hakodate	8 stores	Kitami	3 stores
Kitahiroshima	2 stores	Hokuto	1 store	Abashiri	1 store
Ishikari	1 store	Tomakomai	5 stores	Engaru	2 stores
Chitose	2 stores	Date	1 store	Bihoro	1 store
Otaru	2 stores	Kikonai	1 store	Obihiro	2 stores
Yoichi	1 store	Makubetsu	1 store	Muroran	2 stores
Kutchan	1 store	Mukawa	1 store	Akabira	1 store
Iwamizawa	2 stores	Shiraoi	1 store	Betsukai	1 store
Bibai	1 store	Shinhidaka	1 store	Noboribetsu	3 stores
Yubari	1 store	Urakawa	2 stores	Eniwa	1 store
Asahikawa	6 stores	Erimo	1 store	Fukushima Town	1 store
Fukagawa	1 store	Samani	1 store	Haboro	1 store
Sunagawa	1 store	City of Kushiro	5 stores	Shiriuchi	1 store
Takikawa	1 store	Nemuro	1 store	Taiki	1 store
Furano	1 store	Kushiro Town	1 store	Embetsu	1 store

Coop Todok Delivery Centers

42 Centers and 9 Depots,
as of March 20, 2024

Mobile Groceries

96 trucks covering 138 cities and towns
across Hokkaido

Food Factory

Ebetsu Food Processing Center

Recycling Facility

Eco Center

Funeral Halls

Coop Family Funeral: 30

Business partners: 17

Coop Group

Enecoop	Coop Cooperative Insurance
Todok Power	Coop Partners
Coop Foods	Chuo Supermarket
Dream Factory	Sapporo Eki Tachiuri Shokai
Hokkaido Hamanasu Foods	C's Cooperative Real Estate
Hokkaido Logi Service	Kaneko
Matehan Engineering	Koudensha
M.G. Construction	Sakura Foods
Taisetsu Water Resources Conservation Center	Coop Feriae
Coop Travel	Coop Media
Duarcanum	Cradle Kounou
Cooptrading	Meets Inc.

Openings in 2023

June 2023 Kita-Hiroshima store
November 2023 Shin-Sapporo store

February 2024 Embetsu store

March 2024 Kushiro Nishi center

How Coop Sapporo Contributes to SDGs

Comparison of SDGs

Coop Sapporo aims to realize all 17 Sustainable Development Goals by connecting people, food, and the future in various activities every year.

SDG Targets	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
Businesses that connect people to people																		
Elderly Watch-over Agreements	P08																	
High School Scholarship for Single Parent Families	P18																	
College Scholarships	P18																	
New Colleagues: Student Loan Repayment Support Program	P19																	
Prefectural-wide Operation of Marugen Fitness Program	P19																	
Achieving 2 Million Coop Membership	P19																	
Emergency Humanitarian Aid for Gaza	P20																	
2024 Noto Earthquake Disaster Relief Fundraising	P20																	
Todok Food Bank	P20																	
Todok Food Caravan	P20																	
Employment of People with Disabilities	P21																	
Komaruto Coop	P21																	
Coop's Family Funeral	P21																	
Businesses that connect people and food																		
Mobile Grocery Kakeru	P05																	
School Meal Program	P10																	
HATAKE Restaurant	P22																	
Taberu Taisetsu Festival	P22																	
Opening New Stores	P23																	
Todok Delivery Services	P23																	
Dinner Delivery Service	P23																	
Coop Sapporo Agricultural Awards	P24																	
Lunch for Children's Halls	P24																	
High School Studnet Challenge Gourmet Contest	P24																	
Animadore Project (Farm to table class)	P24																	
Private Label Products	P25																	
Ready Meal Campaign	P25																	
10-Year-Aged Hokkaido Sweet Potato Shochu (distilled liquor)	P25																	
Kogane Sodachi Cage-free Eggs	P25																	
Businesses that connect people and the future																		
Operation Ocean Clean-Up!	P26																	
Coop Future Forest Project	P26																	
SDGs Study Conference	P26																	
Bringing Solar Power to All of Our Stores	P27																	
Todok GPT for Our Colleagues	P27																	
Ehon-ga-Todok	P27																	
Reuse and Recycle at the Eco Center	P28																	
Todok Station	P28																	
Presenting School Backpack Covers	P28																	
Introducing Rice Resin® Made from Non-consumable Rice	P29																	
Community Development with YAMAGATADESIGN	P29																	
Purchasing Carbon Offsets	P29																	
Save Kiritappu Wetland Campaign	P29																	