

# Community Happiness Creation Process

## Management Capitals Cultivated with the Community

### Operating Capital

Diverse store formats and functions that respond to the needs of everyday life and realize small commercial area-based manufacturing and retailing

### Intellectual Capital

Membership base for enhancing customer satisfaction and digital technology for realizing high-level of store productivity

### Financial Capital

Stable financial foundation enabling a flexible response to changes in the community

### Human Capital

Employees, who are the most important capital for realizing happiness in our communities and advanced store productivity

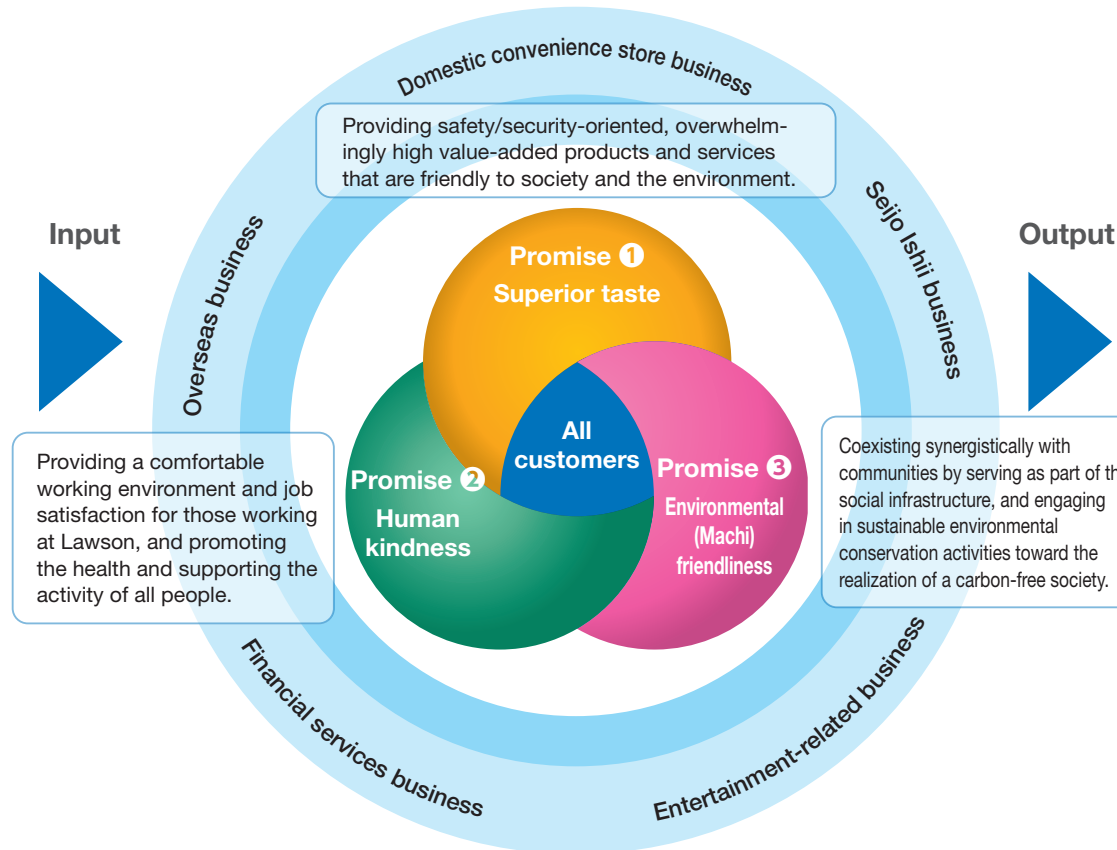
### Social and Relationship Capital

Customers involved in the happiness of our communities

### Natural Capital

Food resources for remaining close beside our customers

## Business model



### Group Philosophy

Creating Happiness and Harmony in Our Communities

Value offered by "new hubs of refreshment in every community"

- Products and services in line with customer opinions
- Sustainable joint business with franchise stores
- Reduction of CO<sub>2</sub> emissions, use of plastics and food loss

Response to material issues through the Three Promises and commitment to the SDGs

### A Management Foundation for Creating Happiness in Our Communities

Job satisfaction

Spirit of challenge

Digital

Data

Corporate Governance