SUSTAINABLE DEVELOPMENT GOALS BOOK

SDGs BOOK

COOP SAPPORO



Special Feature 1

60 Years of Achievements. A 61st Year Challenge.

Side by Side with Daily Life

Evolution of Todok Delivery and Store Operations
Todok Delivery: 20 Years of Progress
Enhancing In-Store Fresh Foods

Special Feature 2: Discussion

Nobuo Domae, Expert Director of Coop Sapporo &
Hideaki Omi, CEO and president of Coop Sapporo

Shaping Hokkaido's Future through Business Leadership and Cooperation

Activity Report

People to People
People and Food
People and the Future

Todok Car Inspection Launches with Fixed-Price Estimations

Mobile Health Screenings Launch in Sapporo, Iwamizawa, and Kuromatsunai

School Meal Expands in Rumoi and Oshamambe in 2025

Supporting Families: Free "First Child Box" and "Todok Baby Food"

New Energy Services Launch: "Kerosene Savings Plan" and "Your Energy-Saving Ally"

- Environmental Activities Report
- About Coop Sapporo
- SDGs Correspondence Table

2026

つなぐ COOP SAPPORO

2025 Awards Overview:

The key awards received by Coop Sapporo and its group companies

October 10 — **Presented by: wis works**

Internal Communication Awards 2025

Gold Award

Navi, Coop Sapporo's employee magazine, was recognized for its engaging reader-participation projects, creative content, thoughtful and humorous editing, rich storytelling, and heartwarming photographs that reflect the trust between those featured and the editorial team.



October 28 — **Presented by: Hokkaido Government**

2025 Hokkaido Cultural Encouragement Award

Recognized for establishing the Coop Childcare Support Fund through proceeds generated from recycling activities. Through initiatives such as Ehon ga Todok and Ehon Wakuwaku Caravan, Coop Sapporo has supported families and promoted a culture of reading and picture books across Hokkaido.



October 28 — **Presented by: Japan Regional Content Promotion Association**

Japan Regional Content Awards 2025

Best Corporate Magazine Award

With a circulation of 630,000 copies and more than 110,000 social media followers, Cho-co-tto was recognized for its exceptional reach and influence. By sharing the story of food from farm to table and blending print and digital media, it has created an innovative model for connecting communities and promoting regional appeal.



November 4 — **Presented by: The Japan Food Journal**

58th Distinguished Service Award for the Food Industry

Distribution and Information Category

CEO Hideaki Omi was recognized for his longstanding commitment to regional development beyond the cooperative sector. He was praised for his leadership in establishir sustainable distribution systems, revitalizing local economies, and fostering connections between consumers and producers.



December 23 — **Presented by: Ministry of Land, Infrastructure, Transport and Tourism**

Green Logistics Partnership Conference

Special Award

Hokkaido Logi Service, a Coop Sapporo group company, was recognized for its collaborative efforts to address major logistics challenges, including the "2024 logistics issue," labor shortages, rising costs, and environmental impacts, while helping build a more sustainable logistics network.





COOP CYCL
Coop CYCL

Discover more about Coop Sapporo's initiatives that enrich daily life in Hokkaido. A platform to "make living in Hokkaido a source of pride and joy."



SUSTAINABLE DEVELOPMENT GOALS

Sustainable Development Goals: Global Agreement for 2030

These Sustainable Development Goals (SDGs) are adopted by all United Nations Member States in September 2025 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.

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 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.

Reporting Period:
The focus on the Book is on our core activities for FY2025, but we have also incorporated supplementary information on prior years, in addition to ongoing initiatives and goals throughout FY2025 and beyond. This summary of our business is as of March 20, 2026.

Website: https://www.sapporo.coop/
(Online publication of this information is scheduled for June 2026.)

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SAPPORO

Message from Coop Sapporo (Our New Principles)

Coop Sapporo's Key Word
"Tsu-na-gu" (Connection)

Coop Sapporo's Commitment
Creating and putting into practice systems that enable people in Hokkaido to support one another

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 Factory	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
Food Factories	Cooking for those who eat
Logistics	Serving those who are waiting
Health Screening	Making regular health checkups a habit
After-School Childcare	Creating a place where children can feel at home
Employment of Persons with Disabilities	Welcoming colleagues who bring fresh perspectives
Recycling	Transforming members' recyclables into childcare support
Development and Construction	Building the foundations that support everyday life
Education	Nurturing a growing community of people who love Hokkaido
Community Initiatives	Making local challenges our own

Coop Sapporo Values
Sharing | Supporting | Considering | Helping
Learning | Interacting | Praising

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Coop Sapporo and Supporting Our Communities

Before You Read This Booklet

Isn't Coop Sapporo just a retailer with stores and home delivery services?

Why are people called “members” instead of “customers”?

Why is Coop Sapporo so involved in community initiatives?

How is a cooperative different from a corporation?

At its core, Coop Sapporo

exists to serve its communities.

Consumer Cooperatives = Mutual Support



Become a Co-owner of the Cooperative

Everyone Contributes

Everyone Participates



- Product Development
- Product Improvement
- Events
- Workshops

Consumer Cooperatives

Turning People's Hopes into Reality



- Home Delivery
- Stores
- Mutual Aid Insurance
- Welfare & Nursing Care Services

Everyone Uses



Mutual support: people helping one another

By serving their communities, consumer cooperatives earn the trust and support of their member-owners.

A Member-Owner's Perspective

"How does it make people's lives better?"

When member-owners use Coop Sapporo's services, the resulting surplus is reinvested in community initiatives, creating benefits that are returned to member-owners and their communities.

New to Coop Sapporo? Start Here

Want to Learn More About Consumer Cooperatives? Visit JCCU's "What Is a Consumer Cooperative?"

Consumer cooperatives are not corporations

Corporations conduct business with the goal of generating profits. They contribute to society by creating value for shareholders and by paying taxes. As investors, shareholders naturally view management decisions from the perspective of how they affect the company's performance and profitability. For this reason, corporate social contribution activities generally need to be carried out in ways that remain sustainable for the business.

Coop Sapporo is a consumer cooperative based in Hokkaido.

Its member-owners are the people who live in Hokkaido.
Improving life in Hokkaido is the reason Coop Sapporo exists.

For example...

2,097,633 members
(85% of Hokkaido's 2.47 million households)
Based on the 2020 Population Census

An in-house logistics network
(Hokkaido Logi Service)

Leveraging these strengths, Coop Sapporo benefits the people of Hokkaido, reinvesting surplus to support members and communities.








- See the Business Map on pages 16–17 for an overview of Coop Sapporo's businesses and services.
- See Coop Sapporo at a Glance on pages 36–38 for basic information, member statistics, and the number and types of facilities.

SDGs BOOK highlights selected initiatives undertaken by Coop Sapporo over the past year to support communities

Rising tuition costs contribute to declining birth rates and population decline

College Scholarship Program Providing JPY1 million over four years

To help more young people pursue higher education despite financial challenges, Coop Sapporo established the College Scholarship Program in 2017. The program provides non-repayable scholarships of JPY250,000 per year for up to four years to university students working at Coop Sapporo. Since its launch, more than 2,000 students have received support, with total scholarship funding exceeding JPY500 million.



2025 Recipients and Support Provided

289 recipients | JPY72.25 million

(Cumulative total: 2,299 recipients, JPY574.75 million, since 2017)

Which SDGs does this initiative support?

Issue addressed

Initiative overview

Scale and impact indicators

Special Feature 1 **60 Years of Achievements. A 61st Year Challenge.**

Side by Side with Daily Life

Evolution of Todok Delivery and Store Operations

Since its founding, Coop Sapporo has listened to its members, creating businesses from community needs and finding solutions to the challenges people face every day.

That commitment remains unchanged 60 years later.

As Todok home delivery approaches its 20th anniversary in 2026 and our store business responds to unprecedented price increases, we take a closer look at these two pillars of Coop Sapporo — and together consider the future of everyday life.



Special Feature 1 | CASE 1

Supporting the Last Mile of Food

Todok Delivery: 20 Years of Progress

From Group Purchasing to Todok Home Delivery

20 Years of Evolving to Meet Community Needs

In 2026,Todok Home Delivery celebrates its 20th anniversary.

Its roots traceback group purchasing, which began in 1971.Members formed local groups and ordered together, with products delivered for sharing among the group.

As society changed and more women entered the workforce, individual home delivery emerged, eliminating the need to gather and divide orders. Despite requiring a delivery fee, it soon became the more widely used service.

On October 16, 2006, group purchasing and individual home delivery were integrated and relaunched as Todok Home Delivery with a standardized delivery fee.

Todok Home Delivery has continued to evolve in response to changing social needs and the challenges facing Hokkaido.

In 2008, biodiesel-fueled trucks were introduced to reduce environmental impact. In 2009, resource collection began using unused space on returning delivery vehicles to collect recyclables such as newspapers and cardboard.

In 2011, as social isolation among older adults became a growing concern, Coop Sapporo partnered with the City of Sapporo to help watch over residents through its delivery network. Similar partnerships have since expanded across Hokkaido.



Group purchasing, which began 55 years ago, laid the foundation for today's Todok Home Delivery. (Photo:circa 1976)

As stores disappeared from many communities and access to shopping became increasingly difficult, Todok Home Delivery has served as a vital food lifeline, helping ensure that people can purchase groceries no matter where they live.

In many ways, the history of Todok Home Delivery reflects the changing lives and needs of people across Hokkaido.

The History of Todok Home Delivery

October 1971 Group purchasing begins with monthly deliveries.	**June 1973** Group Purchasing Center opens in Shiroishi Ward, Sapporo.	**1982** OCR-compatible order forms introduced.	**March 1984** Weekly deliveries introduced; service renamed Cooperative Purchasing.	**June 1997** Individual home delivery begins with Rakuraku Mate-bin.	**October 2006** Coop Delivery System Todok launches. Deliveries begin on October 30.	**January 2008** The Delivery Call Center and Telephone Order Center begin full operation.	**May 2008** Biodiesel-fueled (BDF) delivery trucks are introduced.
July 2009 Todok begins collecting used newspapers, cardboard, and foam trays for recycling.	**September 2010** A parade of 300 Todok biodiesel -fueled trucks sets a Guinness World Record.	**February 2011** Coop Sapporo signs an agreement with the City of Sapporo to help watch over older residents.	**December 2012** Todok begins bringing delivery operations in-house (Kitami and Kushiro).	**October 2013** Mimamori Todok launches, allowing deliveries to be arranged for family members living elsewhere.	**January 2015** The Todok Call Center opens.	**February 2015** Todok begins collecting used clothing and textiles for recycling.	**May 2015** Todok delivery vehicles equipped with AEDs begin operation.
February 2015 Todok begins collecting used clothing and textiles for recycling.	**May 2015** Todok delivery vehicles equipped with AEDs begin operation.	**June 2015** Loyalty points for Todok Home Delivery and store purchases are integrated.	**October 2015** Todok Anshin Supporter home visits begin.	**October 2015** The e-Todok online ordering service launches.	**April 2016** Free delivery begins for households with residents aged 65 and older or children under age 3.	**May 2016** Todok Station opens at the Sapporo Chuo Delivery Center.	**May 2016** The Todok Food Bank is launched.
May 2016 The Todok Smile Caravan for 179 begins, visiting all 179 municipalities in Hokkaido to express appreciation to members and communities.	**December 2016** The PSCI delivery information terminal is introduced at all delivery centers.	**May 2017** Todok Home Delivery receives the Regional Award at the 9th Japan Marketing Awards.	**October 2017** Todok Eco Station opens at the Eco Center.	**October 2017** Todok achieves full in-house operation of its delivery logistics system.	**August 2018** The AutoStore automated warehouse system is introduced.	**September 2018** Following the Hokkaido Eastern Iburi Earthquake, Todok continues deliveries during the region-wide blackout.	**November 2018** Todok Eco Station 2 opens, along with the Future Forest Library.
August 2019 The Todok mobile ordering app is launched.	**May 2020** As stay-at-home demand surged during the COVID-19 pandemic, Todok Home Delivery usage exceeded 140% of the previous year's level.	**November 2020** The Todok online ordering site is launched. (e-Todok service ends on December 19.)	**November 2021** The Todok app is relaunched. March 2022 Todok begins offering MUJI products.	**December 2022** Coop Sapporo Fan Book is published	**March 2023** A manga series inspired by real interactions between Todok delivery staff and members begins serialization in Cho-co-tto.		



Masato Toyota
General Manager, Todok Delivery Department

Joined Coop Sapporo in 2003 and spent 15 years in frontline home delivery operations before assuming his current position in March 2025.

How far can we go in protecting Hokkaido's tables?

As Todok continues to evolve, Masato Toyota and Masafumi Matsuoka share their thoughts on where the service stands today and where it is headed next.

Masafumi Matsuoka
Operations Manager, Delivery Operations Division

Joined Coop Tokachi in 2004 and has spent his entire career in home delivery operations, including 16 years in frontline roles. He has served in his current position since 2022. His hobby? Work.



Bringing the Same Smiles to Every Table, Wherever You Live

More Than Delivery: Supporting the Community

Today, nearly 490,000 households use Todok Delivery Service. What do you think is behind its popularity?

Toyota – As local supermarkets and small retailers disappear, providing the same service across all of Hokkaido—including its remote islands—is both Todok's strength and mission.

What sets us apart from online supermarkets and other delivery services is that the same staff member visits each week. Seeing the same person regularly helps build close relationships with members. In some cases, our delivery staff may see them more often than their relatives do.

Matsuoka – Our watch-over program is possible because we see members every week and can notice even small changes.

Toyota – That's why we call them community staff, not simply delivery staff. Their role goes beyond making deliveries—they help support the communities they serve.

Staying Connected, Even from a Distance

What changes have you seen over the past 20 years?

Matsuoka – More households are away when we deliver. Today, 56% of deliveries are left at the door, and that figure continues to rise by about 2% each year.

The increase in dual-income households and the spread of contactless delivery during the pandemic are likely factors. For Todok, which values direct connections with members, having fewer opportunities to meet face to face is a real challenge. That's why we introduced Smart Delivery (see page 10).

Toyota – I don't think this trend is going away. That's why we need ways to stay connected even when we don't meet face to face.

In 2025, we introduced the Communication Notebook feature (see page 10), which allows members to contact us through the app. In 2026, we plan to add an outbound messaging function so we can reach out to members as well.

What kind of messages would you send?

Matsuoka – A wide range of messages. For example, we could let members know if deliveries are delayed due to snow or share information about upcoming special offers. The app will allow us to communicate this kind of timely, personalized information directly.

Toyota – Today, Todok Delivery Service is supported primarily by members in their 60s and 70s. To remain sustainable, we need to continue serving them while also building a new generation of Todok fans. That's one reason we place such a strong focus on childcare support.



Matsuoka – In 2025, we launched Baby Food Todock (see page 28) for families with young children. We also introduced an Official Ambassador program (see page 10), inviting members to share tips, product information, and their experiences with Todok from a member's perspective.

Making Todok Even More Convenient with Digital Tools and Human Touch

Even after 20 years, you're still introducing new services.

Toyota – There is still plenty of room for improvement. One area we're focusing on is shortening the time between joining and receiving a first delivery.

Currently, members can begin ordering about a week after signing up, and their first delivery arrives about two weeks later. Unlike a typical e-commerce site, they can't place an order right away, and 23% of online registrants drop out before ordering. We're working to change that.

How do you plan to address that

Matsuoka – We plan to use AI. As soon as a new member signs up online, AI will assign a delivery schedule and confirm the first delivery date on the spot, allowing members to start ordering immediately.

That's impressive.

Matsuoka – We've been using AI to optimize delivery routes for several years. We're now exploring whether AI can automate inspections of the dash cams in our delivery vehicles. In the future, we'd also like to automate product sorting inside the truck.

So digital technology is helping improve not only convenience, but also the way people work.

Matsuoka – Labor shortages are also a major challenge for Todok. We need to improve compensation and job satisfaction for the community staff who support our service today. At the same time, we'd like to broaden our workforce by drawing on the strengths of active older adults and international residents.

What does the future hold for Todok Delivery Service?

Toyota – First, we need to return to our roots and focus on strengthening the appeal of our products. That means continuing to bring high-quality Hokkaido products—and the stories of the people who produce them—to our members. It also means expanding affordable options that help protect members' daily lives.

We will continue to pursue these two goals with determination. Today, Todok Delivery Service serves nearly 490,000 households. Our goal is to reach 1 million.

Matsuoka – Todok Delivery Service serves communities across Hokkaido, but the needs of members in Sapporo are different from those on Rebun Island. By analyzing local needs, each delivery center can develop initiatives tailored to its community and expand usage in its own way. We want to create an environment that supports that approach.

Thank you for the time today.



Todok Delivery Service Users

486,567 households
(19.6% share)

As of March 20, 2026. Share represents the percentage of Hokkaido households using Todok Delivery Service.

Todok Delivery Service 20th Anniversary Events (Planned)

- Thank You Caravan Across All 47 Prefectures of Japan
- Todok Capsule Toy Machines at Stores and Todok Stations
- Guinness World Record Challenge: Todok Origami Mosaic Art
- Food Education Festival at Todok Delivery Center Open House Events
- Special Appreciation Offers for Todok Day (October 16)

The Todok App Keeps Evolving

The Todok App was launched in August 2019.
Initially, members placed orders by entering product numbers while viewing the catalog. Since then, features such as repeat ordering and product search have been added, and the app took on its current form with a major update in November 2021.

Today, more than half of members in their 30s to 50s use the app. Its evolution continues as we listen to member feedback and work to bring the same excitement of discovering unexpected products in a catalog to the digital experience.



Evolution of the Todok App

August 15, 2019: Todok App Version 1 is released.

October 2019: Repeat ordering and product search features are added.

March 2020: Web catalog ordering and subscription delivery management become available.

October 2020: Login procedures are updated to enhance security.

November 21, 2021: A major update enables use of the Cho-co-tto Card through the app.

Special Feature 1 | CASE 1

Key Initiatives for Todok Delivery Service in FY2025

Reaching Younger Generations

Official Ambassadors Share Their Love for Todok on Social Media

Launched in May 2025, Todok's 18 Official Ambassadors share their experiences through social media, blogs, and YouTube. They also join farm-to-table events and food education festivals, sharing the appeal of Todok from a member's perspective.



FY 2025 Posts

555 posts

(Advertising value equivalent: JPY 25.68 million)

Improving Delivery Efficiency for Unattended Deliveries

Smart Unattended Delivery Makes Drop-Offs Easier

Introduced in June 2025, Smart Unattended Delivery allows authorized drivers to access designated delivery locations using a secure app, enabling deliveries even when members are away. The service began in the Kariki Center delivery area and will be expanded gradually.



FY 2025 Smart Unattended Delivery

43 locations

56% unattended delivery rate

Building Awareness and Use of Todok Stations

Todok Station Stamp Rally Builds Connections

From April 2025, a year-long stamp rally was held at all 32 Todok Stations across Hokkaido. By collecting stamps and earning prizes, members were encouraged to visit different locations, helping build familiarity with Todok Stations and strengthen connections among members.



Total Stamp Rally Participants

1,400

Two-Way Communication

The New Contact Notebook Makes It Easy to Reach Out

Added to the Todok App in May 2025, the Contact Notebook allows members to send questions and requests anytime.

Inquiries about products, procedures, stores, electricity, kerosene, and more can be submitted through the app, with responses provided later by the appropriate staff member. Members can also continue to contact the call center as before.



FY 2025 Inquiries

74,380

Special Feature 1 | CASE 2

Rising Prices, Growing Demand for Everyday Savings

Strengthening Fresh Food in Stores

Providing greater value for household budgets

Food Prices Keep Rising, Engel Coefficient Reaches 44-Year High

Driven by rising costs and the weaker yen, food prices continued to climb. In 2025, Japan's Engel coefficient reached 28.6%, its highest level in 44 years.

As consumers became more price-conscious, discount supermarkets expanded while Coop Sapporo's store business faced growing challenges.



Market-fresh seasonal vegetables, including spinach for JPY 99, offered at two-digit prices.

Learning from Honshu Supermarkets, Strengthening Fresh Foods

After visiting supermarkets in Honshu, store leaders concluded that competing on discounts alone was not the answer. Instead, they chose to return to the roots of the greengrocer, fishmonger, and butcher, launching a task force to strengthen fresh foods throughout their stores.

Specialist Expertise, Value Beyond Price

The concept is to maximize fresh-food expertise and offer value that goes beyond price. The approach has two parts: providing fresh products at good prices through smarter sourcing and selling formats, and offering specialty-store-quality items that satisfya wide range of members.

For example, vegetables and fish are carefully selected each day from the market's best offerings and displayed generously at affordable prices. Stores also offer freshly prepared sweets and fish specialties made by in-store experts, aiming to become stores that delight true food lovers.

A particular focus is meat. Alongside affordable everyday items, stores are expanding premium offerings, including Wagyu sourced through whole-animal purchases and prepared foods like roast beef. The goal is to create stores that are worth going out of your way to visit.

The initiative is already underway and will expand to 24 stores in FY 2026. Rather than competing on price alone, Coop Sapporo aims to deliver both value and quality from the member's perspective — an evolution of its long-standing vision of being "the store with great food."



Wagyu sourced through whole-animal purchases from award-winning Ohno Farm (Memuro).



Egg salad sandwiches and fried chicken sandwiches offered for JPY 199.

Comments from participants of the tasting event:

"I don't usually eat much fish, but the Atka mackerel from the seafood department's fried-food selection was delicious. I'd definitely have it again!"

"The omelet rice comes with either demi-glace or ketchup sauce, and both a re great. I'm happy it's under JPY 500!"

"I learned that the 'Seriously Good Tuna Bowl' uses a cut called haramo. It's so rich and flavorful—and still under JPY 1,000!"

"The Toyohiko sweets are made with fresh fruit and high-quality whipped cream. They felt a little special."

Stores Opened or Renewed in FY 2025



Mashike Store
(Opened May 2025)



Nopporo Store
(Renewed June 2025)



Tottori Store
(Opened August 2025)



Higashikagura Store
(Opened October 2025)

For Inquiries
Fresh Foods Reform Task Force | TEL **050•1751•7015** | Monday–Friday, 10:00 a.m.–5:00 p.m.

Special Feature 2 Discussion

Shaping Hokkaido's Future through Business Leadership and Cooperation

As rising prices continue to strain household budgets, the role of consumer cooperatives in supporting everyday life is being reexamined.

How can Coop Sapporo contribute to Hokkaido while remaining sustainable? Together with Nobuo Domae, who championed a new approach to management at MUJI, we explore what lies ahead for Coop Sapporo.

Hideaki Omi
CEO and President of Coop Sapporo

Nobuo Domae
Expert Director of Coop Sapporo



A Shared Belief: People-Centered Management

From Collaboration to Expert Director

How did you first meet?

Domae: This was when I was an executive at Ryohin Keikaku. As we explored expanding our e-commerce business in Hokkaido, I became interested in the Todok Home Delivery system. Todok had built a logistics network delivering groceries across Hokkaido five days a week, supported by the trust of members who were comfortable receiving deliveries even when they were not at home. Impressed by the system, I approached Coop Sapporo about delivering MUJI products through Todok and opening MUJI stores next to Coop locations.

A MUJI store opened on the second floor of the Yamahana store in November 2021, and MUJI products became available through TodokHome Delivery in March 2022. In June of the same year, Mr. Domae joined Coop Sapporo as an Expert Director* — a role similar to an outside director.

Omi: I was the one who invited him. While watching Ryohin Keikaku's shareholders meeting online, I heard Mr. Domae say, "From now on, we will pursue a people-centered approach to management."

Stakeholders participate through investment and purchasing, and the benefits are returned to them. I thought, "That sounds just like us." Mr. Domae also has extensive international experience and expertise in global retail, so I invited him to join us.

Domae: I was grateful for the opportunity and saw it as a chance to learn. At the time, Ryohin Keikaku was pursuing its "Second Founding," seeking to evolve from a retailer into a provider of everyday essentials that supports local communities.

Consumer cooperatives are unique in that members are not only customers but also investors. They go beyond the role of consumers and actively participate in the organization, while also helping make their communities better places to live. That was exactly the kind of role we hoped Ryohin Keikaku could play as well. I wanted to take what I learned from Coop Sapporo and share it more broadly through MUJI across Japan.



People-Centered Management: Social Impact Creates Value

How does people-centered management differ from the way a typical corporation is run?

Domae: There is a school of thought that views companies primarily as financial assets and places investment returns above all else. Under this approach, profit is the goal, and business is simply the means to achieve it.

People-centered management takes a different view. Its purpose is to maximize value for society. The idea is that when a business serves society well, profits will follow.

In this model, each employee is a source of value. The value created by individuals becomes the value of the team, and when that value benefits society, it leads to sales and profits. If a business fails to generate sales or profits, it may be because it is not creating enough value for society and has become inward-looking.

Coop Sapporo contributes to society through its businesses and generates profits by doing so. That is why I see its approach as very close to people-centered management.

Omi: The challenge is finding the right balance. In food retail, for example, we compete with two major rivals in Hokkaido while also pursuing our broader mission.

Unless we provide value beyond price, members will see little benefit and lose sight of the value of coming together as a cooperative. That is why it is so important for us to differentiate ourselves from other retailers while turning members' needs into products and initiatives that benefit society.



Nobuo Domae

Born in Yamaguchi Prefecture in 1969. Joined McKinsey & Company in 1993 and Fast Retailing in 1998. Joined Ryohin Keikaku in 2019, serving as President and Representative Director from 2021 and Chairman of the Board from 2024 to 2025. Has been an Expert Director of Coop Sapporo since June 2022.

Responding to Unspoken Needs

2026: Strengthening Fresh Foods to Support Everyday Life

Omi: Since the second half of 2022, rising prices have eroded the real value of pension benefits, making many people more budget-conscious. That trend became especially evident in our store business during the first half of 2025.

We began taking steps to revive the business in the second half of the year. By maximizing price value — including launching two-digit-priced vegetables in January 2026 — we were finally able to restore sales to a level competitive with our rivals.

It has really driven home just how sensitive members have become to food prices.

2025 was certainly a year that brought those challenges into sharp focus.

With that in mind, Coop Sapporo is focusing on strengthening its fresh food offerings in 2026, correct

Omi: We need to keep a close eye not only on our competitors, but also on drugstores. In recent years, many have expanded their food offerings and run aggressive promotions to attract shoppers from nearby trade areas.

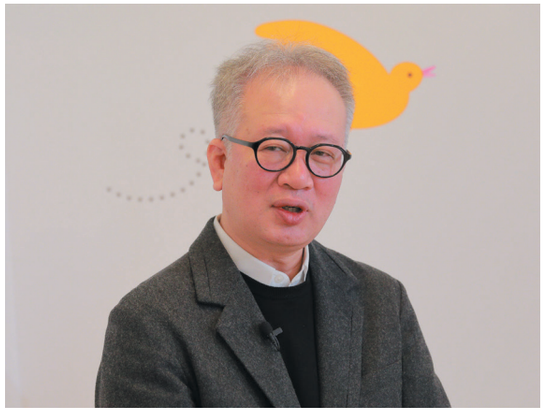
If supermarkets simply compete by offering lower-priced packaged foods, the result is a race to the bottom. What matters most to members is the quality, selection, and price of fresh foods.

We need to take a fresh look at what members are really looking for. That means understanding the prices people are actually willing to pay and designing products accordingly. At the same time, we must continue evolving the prepared-foods project we launched in 2020 to respond to the growing number of single-person households.

By building on Coop Sapporo's strengths in sourcing and in-store production, we can create greater added value and continue pursuing our goal of being "a store where even one person can enjoy a delicious meal."

Domae: Coop Sapporo is not alone in facing these challenges. In recent years, discount retailers such as Lopia and Trial have accelerated their expansion across Hokkaido, affecting retailers throughout the region, including Coop Sapporo

That is why it is so important to strengthen the fundamentals of the supermarket business. Even without the support of its members, Coop Sapporo should be strong enough to compete and win. Building that strength is an urgent priority.



Omi: One example we can learn from is S Group (SOK) in Finland, a large cooperative whose members account for roughly half of the country's population.

When Finland experienced a period of rising prices around 2014, S Group gained strong support from its members through initiatives to lower prices and achieved significant growth.

Coop Sapporo likewise aims to support the everyday lives of people across Hokkaido. By earning the trust and support of our members, we hope to increase usage and create a positive cycle of growth.

Todok Home Delivery's 20th Anniversary: Reexamining Its Value

In 2026, Todok Home Delivery marks its 20th anniversary. What role does the home delivery business play in Coop Sapporo's overall strategy?

Omi: When Coop Sapporo faced a management crisis in 1998, the store business was running a large deficit, while the group purchasing business remained profitable.

As we worked to rebuild the organization, we needed not only to turn around the store business but also to develop home delivery into a second pillar of our operations. In 2006, we shifted from group delivery to individual home delivery and renamed the service Coop Todok Delivery Services.

One of Todok's strengths is its efficiency. Although deliveries are made just once a week, members typically receive more than 10 items in a single order.

In 2018, we introduced the AutoStore automated picking system, expanding our product lineup from 4,000 to 20,000 items. During the COVID-19 pandemic, demand surged as more people stayed home, once again demonstrating the value of the home delivery business.

There Is Still Much More We Can Do

Where do you see Todok's greatest strengths?

Domae: Its strength lies in getting the balance right. By delivering once a week, Todok keeps costs down without making the service feel inconvenient.

Today, there are more and more services that can deliver a book within hours of clicking a button. While that level of convenience may seem appealing, not everything needs to arrive the same day. It is not always reasonable to incur additional costs for that level of speed.

Todok strikes the right balance between customer needs and cost.

What comes next?

Omi: Today, Todok serves approximately 490,000 households—about 20% of all households in Hokkaido. In some areas, its share exceeds 40%.

In regions facing population decline and a challenging retail environment, Todok has become the last food lifeline for many residents. There is still considerable room for growth, particularly in rural areas, and we will continue working to expand the number of households we serve

Where do you think Coop Sapporo should focus its efforts to expand its reach?

Domae: I see two priorities. The first is improving digital convenience. People in their 50s and 60s—the generations expected to drive future growth—are comfortable with digital technology, so we need to make our services even easier to use.

The second is strengthening our products and merchandising. As members' needs evolve, Coop Sapporo must develop products that are truly "just right," while working closely with local producers and staying close to the people it serves. We need to continue creating value in ways that only Coop Sapporo can.

Omi: As Mr. Domae has pointed out at board meetings, Coop Sapporo can serve as a bridge between local producers and manufacturers. Going forward, we want to strengthen that role—stimulating product development and sharing the appeal of Hokkaido's primary industries with the rest of Japan and the world.

Watch the Full Discussion Online

* Expert Directors provide professional advice on Coop Sapporo's management and help strengthen its governance. The role is also held by Akie Iriyama of Waseda Business School and Chiaki Hayashi of Q0 Inc. (As of April, 2026)

Combining Business Strength with Cooperative Values

Coop Sapporo celebrated its 60th anniversary in 2025. Looking ahead to the next decade and beyond, what is your vision for the future?

Omi: Today, our store business generates annual sales of approximately JPY 200 billion, while Home Delivery accounts for about JPY 120 billion. Over the years, our affiliated companies have also grown steadily, reaching nearly JPY 90 billion in sales.

Looking ahead, our focus will be on building a third and fourth pillar of the organization alongside the store and home delivery businesses. Promising areas include energy and logistics, while the meal delivery business also has significant potential.

By putting our infrastructure to work for local communities and complementing public services where needed, we hope to deepen our contribution to Hokkaido.

Domae: The key to achieving that lies with our employees. As an organization, we need a shared commitment to making Hokkaido a better place. At the same time, each employee should have their own dreams and vision and be empowered to make them a reality. I believe that is the kind of organization we should strive to become.

At the same time, I hope Coop Sapporo's members will feel a sense of ownership and pride in being part of the organization, actively participating in its operation while benefiting from its services. That cycle, in turn, can help create a better place to live.

To me, that is the ultimate form of people-centered management. Strong business management and cooperative values—bringing the two together will become increasingly important.

Omi: Thank you. I look forward to continuing to work together.



Coop Sapporo Business

MAP

Here are the businesses through which Coop Sapporo creates connections and addresses challenges.

Membership:	2,097,633
(Membership ratio: 84.7%) *Households in Hokkaido:	2.47 million
Capital:	JPY 87.3 billion
Total revenue:	JPY 315.9 billion
Stores:	JPY 191.8 billion
Deliveries:	JPY 118.5 billion
Mutual aid:	JPY 2.2 billion
Others:	JPY 3.2 billion
Ordinary income:	JPY 3.3 billion
Employees:	15,640
• People with disabilities:	8.41% (887)
• International employees:	650

As of March 20, 2026

Todok Station

A community space within delivery centers

34 locations **(10 located inside stores)**

FY 2025 visitors: 41,950
(260,455 total since 2016)

First Child Box Coop Child Box

A free childcare support package

FY 2025 packages presented:
11,338 families
(92,828 total since 2018)

52% of childbirth in Hokkaido in 2025

Eco Center

FY 2025 revenue: JPY 503 million

FY 2025 collection volume: 33,151 tons
(545,120 tons total since 2008)

Used clothing collected: 1,142 tons

Plastic bottles collected: 5.23m bottles

SDGs Platform

Cross-sector partnership supporting environmental and social issues in Hokkaido
(Secretariat: Coop Sapporo)

11th SDGs Forum Participants: 250
(2,268 total participants across 11 forums since 2019)

Coop Future Forest Fund

Trees Planted in FY 2025: 4,908
(134,847 total since 2008)

Coop Partners

Disability employment rate: 8.41%
Employees with disabilities: 887

Ehon-ga-todok

Free picture book program
FY 2025 Recipient families: 12,160
(153,356 total since 2010)

FY 2025 books presented: 84,218
(728,505 total since 2010)

Ehon Wakuwaku Caravan
A fun program for kindergarten and nursery schools

2025 visits: 196
(1,654 schools and 141,084 toddlers total since 2012)

Todok Eco Station

Environmental learning center
FY 2025 Visitors: 2,677
Including 796 elementary and junior high school students from 16 schools
(14,815 total since 2017)

Enecoop (Energy)

Annual revenue: JPY 13.1 billion
Branches: 15
Solar farms: 2 (Obihiro)

Todok Power (Electric Power Services)

FY 2025 Revenue: JPY 6.33 billion

FY 2025
Residential Customers: 43,828
Business Customers: 650

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
- Sapporo Gakuin University
- Hokusei Gakuen University
- Hokusei Gakuen University Junior College

Retail Partnerships

- JA Minenobu (Bibai)
- Uocho (18 locations in Hakodate, Hokuto, Nanae)
- Kokowa (Hokuryu)
- Fresh Mart Shintani (Moseushi)
- Okoppe Mart (Okoppe)

Operation Town Clean-Up!

Participants in 2025: 1,023
1,553 total since 2024

Medical Collaboration

FY 2025
Health checkup locations: 222
Participants: 10,517

Relief Fund for the Massive Fire in Saganoseki, Oita

Donations raised: JPY 19.54 million

Relief Fund for 2025 Myanmar Earthquake

Donations raised: JPY 21.3 million



Connecting People to People
Forming Connections via Cooperatives

Member Activities | Cultural Centers | Welfare Activities | Medical Services | Employment | Private Funeral | Travel

Connecting People and the Future
Expertise in Developing Social Businesses

Mutual Aid | Energy | Recycling | Environment | Supporting Parents

Promoting 100% Renewable Energy

Target: 100% renewable energy by 2040
Became the 13th organization in Japan to join RE100.

Stores Using Renewable Energy: 101

FY 2025 CO_2 Emissions Reduction:
Approximately 55,000 tons
(302,002 tons total since 2021)

Self-Wheeled Solar Power:
13 GWh annually
(projected for FY 2026)

Solar PPA Projects:
5 facilities / 441 MWh annually
(projected for FY 2026)

Mutual Aid

Members: 680,000
Annual revenue: JPY 2.3 billion

Operation Ocean Clean-Up!

Participants in 2025: 13,498
46,179 total since 2021
Venues: 48

Connecting People and Food
Food Production Capabilities

Stores | Mobile Groceries | Factories | Food Education | Delivery Services

Food Production Facilities

FY 2025 Revenue: JPY 21.5 billion

Fresh Food Packing Center (Meat & seafood) Coop Foods
- Ishikari (Prepared foods)
- Ebetsu (Chilled foods)
- Meal delivery service factories (7 locations across Hokkaido)
- New in FY 2025: Rumoi factory

Institutional food services
- Sapporo Eki Tachiuri Shokai (Bensaitei) (Ekiben & bento production)
- Hokkaido Hamanasu Foods (Natto)
- Taisetsu Water Resources Conservation Center (Bottled water)
- Sakura Foods (Ice cream)
- Cradle Kounou (Kimobetsu and Date locations)
- Cosmo Japan (Meat)
- Agritech Makkari (Farm produce)

HATAKE Restaurant (Restaurant on the Farm)

A one-day dining experience connecting farmers, chefs, and members.
JPY 9,000 per person
FY 2025: 15 events, 636 participants
(281 events and 10,205 participants total since 2010)

Coop Sapporo College Scholarship

JPY 1 million over 4 years

Recipients in FY 2025: 289
(2,299 total since 2017)

Support provided in FY 2025: JPY 72.25 million
(JPY 574.75 million total since 2017)

Todok Food Bank

Donation: JPY 96.4 million / year
(JPY 625.8 million total since 2016)

Recipients: 22 children's residential care facilities, and 5 other organizations including 1 children's self-reliance support facility.

Elderly Monitoring Agreements

Contracts with 176 out of 179 municipalities

149 incident calls made in FY 2025
(Total: 1991 cases since 2010)

Cultural Centers, satellite schools, Cultural Appreciation Society

Cultural centers: 17
Kitchen studios: 3
Satellite venues: 33
Cultural Appreciation Society members: 635
Annual revenue: JPY 465.5 million
(Participants in FY 2025: 7,566)

Coop Private Funeral

Locations: 43 across Hokkaido
FY 2025 revenue: JPY 447.42 million
Funerals conducted: 4,000
(12,040 total since July 2022)

Mobile Grocery Kakeru

Covering 137 municipalities
97 trucks dispatching from 61 stores

Annual sales: JPY 2.24 billion

Todok Delivery Services

Household served: 486,567
Logistics centers: 52
Annual sales: JPY 118.5 billion
Fleet: 1,370

Hokkaido Logi Service (Logistics service)

Daily Truck Traffic: 750 vehicles
(Ebetsu Distribution Center)

Taberu Taisetsu Festival

Food Education Festival

Participants in FY 2025: 35,924
(384,998 total since 2007)

Neighborhood Produce

FY 2025 sales: JPY 2.8 billion
Items sold: 14.4 million
Participating farmers: Approx. 1,000

School Meal Program

Participating municipalities: 5
(Samani, Aibetsu, Shosanbetsu, Rumoi, and Oshamambe)

FY 2025 meals served: 364,984
(645,648 total since September 2021)

Current daily meals served: Approx. 1,900

Polar Bear Support Project
Behind-the-scenes tours participation
(Parents with children)

Summer: 219 **Winter:** 120

Todok Food Caravan

Food education for children in residential care

Visits in FY 2025: 8
(81 total since 2016)

Participants in FY 2025: 85
(990 total since 2016)

Coop Travel

Food education for children in residential care

Annual sales: JPY 2.43 billion
Locations: 5
(Sapporo 2, Tomakomai 1, Asahikawa 1, Hakodate 1)

Stores

110 locations
Annual sales: JPY 191.9 billion

Cooptrading (Import service)

Product items: 30
(Including imports from Coop Italia)

Meal Delivery Services

Users in FY 2025: 12,550
Served: 2,138,248 meals
Fleet: 193

Cho-co-tto

Coop Sapporo Food & Community Magazine

Published: 21st of each month
Circulation: 630,000 copies / month

Children's Center Lunch Program

Municipalities: 11 (8 cities, 3 towns)
Centers: 405
Meals served in FY 2025: 63,994

High School Challenge Gourmet Contest

Recipe competition featuring local ingredients

Participating municipalities: 17
(63 total since 2013)

Participating schools: 18
(73 total since 2013)

Educational disparities caused by economic hardship

High School Scholarship for Single-Parent Families

Approximately half of all single-parent households in Japan live in poverty, and many children are forced to give up pursuing higher education due to financial hardship. Established in 1989, the Coop Sapporo Social Welfare Fund has provided educational scholarships for more than 30 years to support children from single-parent families and children with physical or intellectual disabilities. The fund awards non-repayable scholarships of JPY 10,000 per month for up to three years, until graduation, to high school students, technical college students, and students attending special needs high schools from single-parent families facing financial difficulties. The scholarship program is funded through donations from individuals and corporations, as well as 10% of the ordinary profits of Coop Sapporo Group companies.

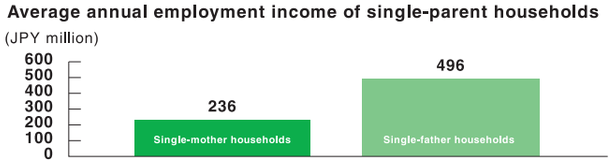
Number of scholarship recipients and amount awarded in FY 2025

650 students JPY 77,770,000

(Total: 5,456 students and JPY 701,450,000 since 1989)



Average annual employment income of single-parent households



Source: Ministry of Health, Labour and Welfare, Fiscal Year 2021 National Survey of Single-Parent Households and Other Households

Comments from Scholarship Recipients

"I was selected as one of only 10 finalists nationwide in the Matsushita Institute of Government and Management Speech Contest and had the opportunity to compete in the final round." **(Third-year high school student)**

"I participated in a five-day homestay program in Suwon, South Korea. The experience deepened my interest in Korea, and I am now studying both Korean and English." **(Second-year high school student)**

Contact Information
Coop Sapporo Social Welfare Fund | TEL 050•1751•6989 | Mon, Tue, Thu, Fri 10:00 a.m – 4:00 p.m (excluding holidays) | Learn more

Loan repayments discourage marriage and childbearing

Student Loan Repayment Support Program to New Colleagues

To help new employees begin their careers with greater financial security, we launched the Student Loan Repayment Support Program in 2019. Under this program, employees who join Coop Sapporo as new graduates after completing a university or graduate school degree receive a monthly allowance equivalent to half of their student loan repayment. For employees whose monthly repayment is JPY 20,000 or more, the program also covers the full amount exceeding JPY 10,000. Approximately 30% of newly hired employees make use of this program.



Image is for illustrative purposes only.

Program Utilization and amount awarded in FY 2025

44 employees / JPY 358,064 per month

(Total: 157 employees and JPY 37,995,984 since 2019)

Soaring tuition fees can cause declining birth rates and depopulation

College Scholarship: JPY 1 Million Grant Over 4 Years

Many young people are unable to pursue higher education due to financial hardship. To support these students, we established the College Scholarship Program in 2017. The program provides non-repayable scholarships of JPY 250,000 per year for up to four years to university students working at Coop Sapporo. Since its launch, the program has supported more than 2,000 students, with total scholarship grants exceeding JPY 500 million.



Number of users and amount of scholarship awarded in FY 2025

289 students / JPY 72,250,000

(Total: 2,299 students and JPY 574,750,000 since 2017)

Reducing the Cost and Hassle of Vehicle Inspections

Todok Car Inspection Launches with Fixed-Price Estimations

Vehicle inspections are often seen as costly and time-consuming. To make the process simpler and more transparent, Enecoop, our affiliated company that provides heating oil delivery and scrap vehicle purchasing services, partnered with Nalnet Communications to launch a vehicle inspection service on September 29, 2025. A key feature of the service is its fixed-price estimate system, which confirms the inspection cost in advance. The service also includes complimentary vehicle pick-up and delivery, a loaner car, and standard warranty coverage.



Number of vehicle inspection orders / scrap vehicles purchased in FY 2025

80 orders / 335 Vehicles

(840 inquiries)

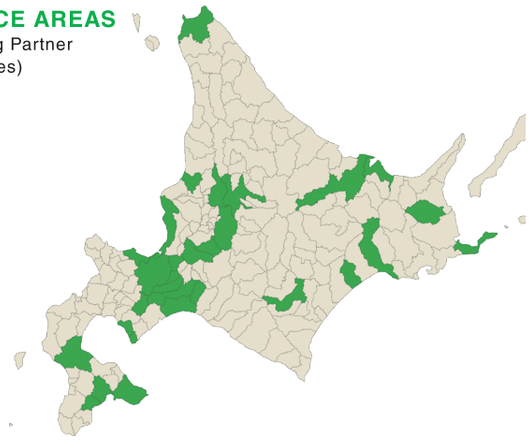
Supporting Children's Learning and Daily Lives

Coop Sapporo & Reliable Donates School Supplies to Children's Homes

Under a comprehensive partnership agreement, Coop Sapporo and Reliable are working together on various social contribution initiatives. As part of these efforts, Reliable donated stationery and promotional items that could no longer be sold at Coach & Four due to the end of their sales period. Coop Sapporo acted as an intermediary to deliver these items to children's homes across Hokkaido.



SERVICE AREAS
(Including Partner Companies)



Caring Support for Final Farewells

Coop Private Funeral 3rd Home Opens in Kushiro

Coop Private Funeral (formerly Feriae) was launched in 1996 in response to requests from Coop Sapporo members. The business opened two directly operated funeral halls—Tsukisamu Hall in 2012 and Shin-Kotoni Hall in 2017. In 2021, Coop Sapporo formed a business partnership with Memoru Holdings, the operator of With House, expanding its funeral services beyond the Sapporo metropolitan area to Tomakomai, Chitose, Hakodate, Asahikawa, Ebetsu, Kushiro, Kitami, and Abashiri. In November 2025, Coop Private Funeral With House Kushiro Kitacho, the third funeral hall in the Kushiro area, opened its doors. This brought the total number of Coop Private Funeral Halls across Hokkaido to 43.

Comments form Users

"Everything was explained clearly, and the staff patiently answered all of our questions about the available options and quantities. Choosing Feriae was the best decision we could have made. We couldn't have been happier with the funeral service. Thank you very much."



Services Conducted in FY 2025 / Number of Funeral Halls

4,000 services
43 halls across Hokkaido

(Total: 12,040 services since July 2022)

Contact Information
Coop Private Funeral | TEL 0120•617•750 (24-hour service) | Learn more

To support a swift return to normal life

Relief Fund Drive for a Large Scale Fire in Oita

Following the large-scale fire that occurred in Saganoseki, Oita, Oita Prefecture, on November 18, 2025, we launched a fundraising campaign at all stores and through Todok Delivery Services to support those affected by the disaster. Donations were collected at our stores from December 25, 2025, and through Todok Delivery Services from January 12, 2026, with both campaigns continuing until February 20, 2026. The donations contributed by our members are being used to support those affected by the fire.



Total amount of donations

JPY 19,543,585

In-store and App Donations: December 25, 2025–February 20, 2026
Todok Delivery Services Donations: January 12–February 20, 2026

To support a swift return to normal life

Raising Emergency Relief Fund for 2025 Myanmar Earthquake

Following the Myanmar earthquake on March 28, 2025, we launched an emergency fundraising campaign at all Coop Sapporo stores and through Todok Delivery Services from April 7 to May 31, 2025, to support children affected by the disaster. The donations collected through our Emergency Fundraising Campaign for the 2025 Myanmar Earthquake were donated to the Japan Committee for UNICEF to support children affected by the disaster.



Total amount of donations

JPY 21,301,335

In-store and App Donations: April 7–May 31, 2025
Todok Delivery Services Donations: April 21–May 31, 2025

Supporting children's independence through food

Cooking Lesson at Children's Homes: Todok Food Caravan

At children's homes and other facilities that receive food through the Todok Food Bank, Coop Sapporo employees conduct a food education program that teaches children basic cooking skills and the joy of preparing and sharing meals. Children living in children's homes must leave the facilities by the age of 22 at the latest and begin living independently. Through these cooking classes, we support them in preparing for independent living.



Number of programs and participants in FY 2025

8 times, 85 participants

(Total: 81 times, 990 participants / since 2016)

Making the most of food that would otherwise go to waste

Food for Children's Homes: Todok Food Bank

To help reduce food waste, we launched our Food Bank Program in 2016. Through the program, food returned through Todok Delivery Services is donated to children's homes and other organizations across Hokkaido. Since 2022, every January, we have also donated food items that would otherwise go to waste due to seasonal product replacements to 22 children's homes, one children's self-reliance support facility, 30 family homes, and four other organizations throughout Hokkaido.



Amount Provided in FY 2025

JPY 96,385,865

(Total: JPY 625,835,822 / since 2016)





Bottom Five Prefectures by Participation Rate in Specific Health Checkups

Hokkaido	**46.6%**
Wakayama	48.8%
Nagasaki	49.7%
Nara	50.0%
Okinawa	51.2%

Top Five Prefectures by Participation Rate in Specific Health Checkups

Tokyo	72.9%
Yamagata	67.5%
Toyama	63.3%
Miyagi	62.4%
Niigata	62.4%

National Average: 57.8%

Source: Ministry of Health, Labour and Welfare,
"FY2022 Participation Rates in Specific Health Checkups by Prefecture."

Comments from Participants

"I had annual health checkups while I was working, but after retiring I stopped getting them. This was my first checkup in two and a half years." **(Male)**
"It had been ten years since my last health checkup. I injured my back and found it hard to go out, so I kept postponing it." **(Female)**

Contributing to public health and reducing healthcare costs

Mobile Health Screenings in Sapporo, Iwamizawa, and Kuromatsunai

Hokkaido has the lowest participation rate in specific health checkups in Japan. Driven by a desire to contribute to healthcare in Hokkaido, Coop Sapporo established its Medical Collaboration Division in 2023. Beginning in FY 2025, the division launched Mobile Health Screenings for members, using Coop Sapporo stores and Todok Delivery Centers across Hokkaido as the primary venues. We currently have contracts with three local governments regarding specific health screening programs: Iwamizawa starting in September 2025, Kuromatsunai in November, and Sapporo in January 2026. We will continue to work toward creating an environment where people can easily undergo health screenings while they're out shopping.

Total number of screening sites / Total number of participants in FY 2025

222 sites / 10,517 participants

Contact Information
Coop Sapporo Health Screening Office (Medical Collaboration Division)
TEL 050•1752•2011
Mon–Fri 9:00 a.m.–5:00 p.m. (excluding holidays)
Email iryorenkeijigyobu@sapporo.co

Learn more







To make every trip more enjoyable.

Collaborate with Students and Members to Plan Itineraries for Coop Travel

To inspire young people to pursue careers in the tourism industry, our affiliated company, Coop Travel, collaborates with students in Sapporo to plan and organize one-day tours. In 2025, the tours included a grape harvest experience in Niki in September and a pumpkin harvest experience in Ebetsu in October. As part of an initiative to make our members' travel dreams come true, Coop Travel invited tour ideas from members. One proposal was selected from 45 submissions and became the "One-Day Bus Tour to Minato Zushi and the Tarako Museum in Furubira" which took place in September 2025. To encourage our members to travel overseas, Coop Travel also launched a campaign that subsidized 50% of the cost of obtaining a passport for the first 100 applicants.

Number of volunteers participated in the one day tour

34 people | 21 from Sapporo International University, 13 from Sapporo Shinyo High School

Number of participants in the tour planned by members

58 participants

Learn more about Coop Travel

Connecting diverse talents and society through art

Kubara Dandan Art 2025 Exhibition in Hokkaido

The “Kubara Dandan Art Project,” initiated by Kubara Honke Group, aims to create opportunities for people with disabilities to participate in society through painting. In support of this goal, the Coop Sapporo Award was established in 2025. A total of 245 works, including the winners of this award and the Grand Prize, were exhibited at the Sapporo Citizens Gallery for four days from July 16 to 19.



Number of Entries from Hokkaido in FY 2025 (Total Number of Entries)

402 (1,170)

(Submission Period: July 1–October 1, 2025)

Promoting Barrier-Free Employment

Creating an Inclusive Workplace: Disability Employment Exceeds 8%

Coop Sapporo has achieved an employment rate for people with disabilities that significantly exceeds the national statutory quota of 2.5%. Through its extensive network of stores, Todok Delivery Centers, distribution centers, food-processing facilities, and affiliated companies throughout Hokkaido, Coop Sapporo offers diverse employment opportunities. By taking into account each person's strengths and preferences, including the desire to work close to home, Coop Sapporo creates a supportive and accessible work environment where employees with disabilities can work with confidence and peace of mind.



Employment Rate and Number of Employees with Disabilities

8.41% / 887 employees

*As of March 2026

Supporting the well-being of animals

Donating Imperfect Fruit to Support Zoo Animals

The recent soaring prices of fruits and vegetables are having a serious impact on animals. In response to a request from the Sapporo Maruyama Zoo, Coop Sapporo launched a support initiative on July 15, 2025, to provide the animals with “Imperfect Fruit” free of charge. With the support of ANA Foods and Snowple Sapporo, we have been consistently providing approximately 250 kg of bananas and 100–150 kg of apples every month.



Amount of Imperfect Fruit Donated in FY 2025

Apples: approx. **6,900 kg**
Bananas: approx. **2,500 kg**
Mandarins: approx. **700 kg**
Grapes: approx. **20 kg**

Supporting the well-being of animals

Polar Bear Support Project: Behind-the-Scenes Tours

Since 2009, Coop Sapporo has been implementing a project to support polar bears, an endangered species. Each year, we donate JPY 2 million to each of four zoos across Hokkaido. As part of our 60th anniversary initiatives, Behind-the-Scenes Tours were held at the zoos in July and August 2025 and again in January 2026. Through activities such as visiting the animal care facilities and preparing food, these tours provided elementary school students with an opportunity to deepen their understanding of the animals.



Number of participants in Behind the Scenes Tour (Parents and Children)

Summer: **219** Winter: **120**

(Total for Sapporo Maruyama Zoo, Asahikawa Asahiyama Zoo, Obihiro Zoo, and Kushiro Zoo)



	Area	Venue	Date	Participants
1	Tomakomai	Tomakomai City General Gymnasium	8 / 30	2204
2	Hakodate	Hakodate University	9 / 13	2820
3	Asahikawa	Dohoku Arcs Taisetsu Arena	9 / 20	5027
4	Obihiro	Agri Arena	9 / 27	3316
5	Kitami	Sun Dome Kitami & Sun Life Kitami	9 / 27	3905
6	Muroran	Kuribayashi Shokai Arena	10 / 18	2084
7	Kushiro	International Exchange Center	11 / 15	2337
8	Sapporo	Daiwa House Premist Dome	11 / 22	14231

食べる.たいせつ フェスティバル2025





Comments from Participants

- Despite being a free event, it had a relaxed and welcoming atmosphere, and I felt very comfortable.
- There was so much to see and do that I wished I had more time. I'm already looking forward to next year's event!
- I really enjoyed exploring the exhibits, tasting food samples, and shopping.

Contact Information
Coop Sapporo Member Activities Department
Email: csap.katudou@sapporo.coop

Raising awareness of food education, the environment, and everyday life

Taberu Taisetsu Festival 2025: Held across Eight Regions in Hokkaido

This large-scale food education event, free and open to the public, offers a fun and engaging way to learn about the importance of food. First launched in 2007, it is now held in eight regions across Hokkaido. Participants can enjoy a wide range of hands-on programs on themes including food, the environment, and everyday life. In addition to Coop Sapporo's booths, the event includes exhibits from companies and schools familiar to Hokkaido residents, as well as booths selling locally grown vegetables, giving the event a rich regional flavor. Among these, the “Job Experience” program—where children can try their hand at tasks like home delivery and operating a cash register—is a popular attraction every year. In 2025, the event introduced more activities for adults in addition to children, accelerating its growth and evolution.

Number of Participants in FY 2025

35,924 people (8 venues)

(Total: 384,998 participants since 2007)







Supporting local children's nutrition

School Meal Expands Rumoi and Oshamambe in 2025

In 2021, Coop Foods, an affiliated company of Coop Sapporo, launched a school lunch service with the goal of providing warm lunches to elementary and junior high school students in Samani. The program was later expanded to Aibetsu and Shosanbetsu. In April 2025, it was introduced in Rumoi, followed by Oshamambe in October of the same year. The program accommodates food allergies and emphasizes nutritional balance and food safety. Local ingredients are used in the menus, supporting the program's food education efforts. In Rumoi, lunches are delivered to seven elementary and junior high schools and are provided as official school meals under the School Lunch Act . This is the first case in Hokkaido of a private-sector organization providing school lunches under the Act, and it is considered rare even on a nationwide scale.

Number of people received school lunch in Rumoi

1,141 people / day

(Students and faculty at 7 elementary and junior high schools / since April 7, 2025)

Number of People received Lunch in Oshamanbe

305 people / day

(students and faculty at 3 elementary, junior high, and high schools / since October 1, 2025)

Supporting producers, revitalizing communities through food

Green Tourism from Hokkaido: Restaurant on the Farm

A one-day-only restaurant held in the fields of award-winning producers from the Coop Sapporo Agricultural Awards. Highly skilled chefs based in Hokkaido serve a special lunch course featuring local ingredients. Tour the fields and listen to the producers and chefs—it's a moment to truly appreciate the blessings of the local land amid the great nature, deepening your love for life in Hokkaido.



Number of events and participants in FY 2025

15 events held **636** participants

(Total: 281 events & 10,205 participants since 2010)

Supporting producers from the consumers' perspective

Cultivating Connections, Creating New Value: Coop Sapporo Agricultural Awards

The Coop Sapporo Agricultural Awards were established in 2004 with the aim of supporting outstanding producers in Hokkaido's primary industries from the consumer's perspective. To this day, 223 organizations have been honored, and the total number of entries has reached 1,322. The connections with producers have led to the development of a variety of initiatives, such as "Restaurant on the Farm" and "Neighborhood Produce." The next (13th) awards event is scheduled to take place in 2028.



Meal support and well-being checks for the elderly

Daily Meals Delivered with Care: Coop Meal Delivery Service

Launched in 2010, the Coop Meal Delivery Service is designed for people who have difficulty preparing their own evening meals. The daily menus, planned by dedicated registered dietitians, are carefully balanced with consideration for salt content, calories, and nutritional variety, and users can choose meals according to their preferences. The service is available from just once a week, and because meals are delivered by familiar staff members, it also provides regular well-being checks for users.



Coop Meal Delivery Service:
Number of Users and Total Meals Served in FY 2025

Annual Users: 12,550
Total Meals Served: 2,138,248

(Total: 155,950 users & 23,431,248 meals since 2010)

Encouraging Local Production and Local Consumption

Fresh from Local Farms: Neighborhood Produce

The Neighborhood Produce section features locally grown vegetables and fruits, free-range eggs, and other products supplied by identifiable local producers in the areas surrounding Coop Sapporo stores. As of March 2026, approximately 1,000 producers are participating in the program. Because producers set their own prices and sell their products under their own names, the initiative not only contributes directly to their income but also gives them a strong sense of pride and accomplishment. The shorter transportation distances from producers to stores also contribute to reducing CO_2 emissions.



Product Supply Value and Number of Active Producers in FY 2025

Approx. JPY 2.8 billion **Approx. 1,000 producers**



Comments from Participants

The meals come with a wide variety of side dishes, and my third-grade son loves them. As a parent, it's a huge relief not to have to prepare a lunch every day or worry about it spoiling in the summer heat. I'm also grateful that we can still pick up the lunch at the children's hall even when my child is absent due to illness.

Parent who used the service during the summer vacation



Easing Parents' Household Workload

Lunches During School Breaks: Children's Center Lunch Program Expands

During summer and winter vacations, when school lunches are not provided, parents typically need to prepare packed lunches for children attending local children's centers.. Preparing these lunches is by no means a small task. To help ease this burden, Coop Sapporo began providing lunches to children's centers in the summer of 2024 under contracts with local municipalities. The service was initially introduced in five cities and two towns, including Sapporo, Kitahiroshima, and Asahikawa. In the summer of 2025, it was expanded to Hokuto and parts of Obihiro, and during the winter vacation period, it was further extended to Eniwa and Otofuke. Parents have responded positively, saying that the service has "reduced the burden of preparing lunches" and that they "feel reassured knowing their children are receiving well-balanced meals."

Number of Children's Halls & lunches ordered & municipalities in FY 2025

405 halls / 63,994 meals
8 cities and 3 towns

Contact Information
Coop Sapporo Meal Delivery Division | TEL 0120•279•949 Mon–Sat 10:00 a.m.–6:00 p.m.

Cultivating an Understanding of the Importance of Food in Students

High School Students Explore Food and Agriculture: Animadore

Animadore, supported by Coop Sapporo, is a food and agriculture education and career exploration program that helps high school students consider their future lifestyles and careers while engaging with food and agriculture. The program offers unique hands-on activities related to agriculture, such as bus tours to visit farms and selling agricultural products at stores, and has been designated as part of the Sapporo Municipal High Schools Inter-School Collaboration Program.



Number of Schools and Participants in FY 2025

6 schools **34** participants

Participating Schools: Sapporo Kaisei Secondary School (Upper Division), Sapporo Shinkawa High School, Sapporo Kiyota High School, Sapporo Odori High School, Sapporo Asahigaoka High School, Sapporo Hiragishi High School

Learning About Local Traditions and Society Through Food

High School Student Challenge Gourmet Contest

A contest in which high school students develop menus and give presentations with the goal of eventually bringing their creations to market. Participants explore local food culture and ingredients and collaborate with businesses and government agencies to develop "Our Hometown Gourmet." The 13th (FY 2025) Challenge Gourmet Award went to the "Menchi Family" team from Hokkaido Shizunai Agricultural High School for their creation of a local-style menchi katsu (Japanese minced meat cutlet).



Participating Municipalities and Schools in FY 2025

17 municipalities **18** schools (53 teams)

(Total: 63 municipalities & 73 schools since 2013)







Comments from Users

The local shops are too far away to reach on foot, so Coop's mobile grocery truck is a great help to us. We would need to take a bus to get to a large supermarket, so everyone often says how grateful we are for this service. We also really enjoy talking with the staff member who comes by. We always look forward to seeing them – **Woman from Hidaka Town**

Supporting people with limited access to shopping

A Grocery Store at Your Doorstep: Omakase-bin Kakeru

Due to depopulation, large retailers have been closing their stores in rural areas one after another, and it is said that there are 450,000 people in Hokkaido alone who have limited access to shopping. With the goal of serving 70% of Hokkaido's residents who have difficulty accessing stores, Coop Sapporo launched its Mobile Grocery division in 2010. Today, Mobile Grocery Kakeru serves 137 municipalities across Hokkaido, providing coverage to 77% of the prefecture's communities. Our 2-metric-ton trucks, equipped with large refrigerators, carry a selection of approximately 1,000 items—including fresh fish, meat, vegetables, prepared foods, flowers, and daily necessities—and bring the "store" right to our members' doorsteps. In June 2025, we launched a service to supply goods to small shops that were having difficulty obtaining products due to labor shortages at transportation companies.

Service area / Coverage rate / Number of users in FY 2025

137 municipalities

77% / 840,000 users

Contact Information
Coop Sapporo Mobile Grocery Division | TEL 050•1752•1931 Tue–Sat 10:00 a.m.–5:00 p.m. | Learn more







Comments from Users

Noko Tsuyu: "The moment I brought it to my lips… the aroma of the dashi was incredible," "I absolutely love this flavor," "Three times as rich! This flavor at this price is a great deal."

Batapon: "It was way too good. Highly recommended!" "Badapon is a godsend," "This isn't just ponzu anymore. It's a super fruity sauce!"

Noko Tsuyu Sales Volume

38,956 units **Sales Revenue JPY 19,501,409**

(February 18, 2025 – February 20, 2026)

Hokkaido Batapon™ by Ajipon® Sales Volume

33,366 units **Sales Value JPY 16,330,138**

(May 20, 2025 – February 20, 2026)

Enhancing the value of Hokkaido's food products

Co-Creating Products with Members: ProEco

The process economy is a marketing approach that focuses not only on the final product but also on sharing the development journey with consumers, building a sense of involvement and attachment while creating value. Coop Sapporo has incorporated this approach into its product development efforts. Members are invited to participate from the earliest planning stages, helping generate ideas and providing feedback through tasting sessions as new products are developed together. On February 18, 2025, Coop Sapporo collaborated with Ninben, a company specializing in katsuobushi (dried bonito flakes), to launch Noko Tsuyu, a premium noodle soup base made with carefully selected ingredients from Hokkaido, including Hoshikuzu Kombu, a specialty kelp product from Hiroo. Later that year, on May 20, Coop Sapporo and Mizkan jointly developed and launched Hokkaido Batapon™ by Ajipon®, a local twist on Ajipon®.

Contact Information
Coop Sapporo Public Relations Department
TEL 050•1741•5516
Mon–Fri 10:00 a.m.–5:00 p.m.
(excluding the year-end and New Year holidays)

Environmental Damage to the Ocean Caused by Plastic Waste

Learning about Ocean Pollution through Action: Operation Ocean Clean Up!

Operation Ocean Clean-Up! was launched in 2021 to encourage people to take marine pollution more seriously. In FY 2025, a simultaneous cleanup was held over two days at 48 beaches across Hokkaido. Many people participated, including Coop Sapporo staff and members, as well as representatives from numerous companies, schools, and local governments.



Participants / Garbage bags filled (May 14 and 17, 2025)

13,498 participants 3,464 bags

(Total: 46,179 participants & 20,988 bags since 2021)
Equivalent to 45-liter bags

Approximately 80% of marine debris comes from cities

From Community Cleanups to Cleaner Oceans: Operation City Clean Up!

Much of the marine debris comes from urban waste. To protect the ocean, it is important to reduce waste in our daily lives. With the goal of raising awareness and promoting ongoing community cleanup efforts, we co-hosted "Operation City Clean Up!" on October 25, 2025, at the Odori, Hiragishi, and Shin-Kotoni venues in collaboration with the YOSAKOI Soran Festival Organizing Committee and Enecoop.



Participants / Garbage bags filled (October 25, 2025)

1,023 participants 20 bags

(Total: 1,553 participants & 31 bags since 2024)
Equivalent to 45-liter bags







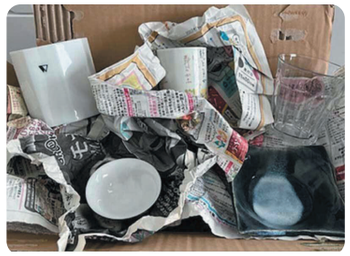
Creating Opportunities for Children and Contributing to the Community

Comprehensive Partnership Agreement with Levanga Hokkaido

Coop Sapporo signed a comprehensive partnership agreement with the B.League Division 1 basketball team, Levanga Hokkaido, on August 25, 2025. Under this agreement, we will work with Levanga Hokkaido to create more opportunities for children to enjoy basketball, including launching a new basketball tournament for elementary school students across Hokkaido and installing basketball hoops for young children at Todok Stations. In addition, we set up used clothing collection boxes during Levanga Hokkaido games at their home arena, Hokkai Kitayell, and sent the collected uniforms and other items to Cambodia. We plan to use the proceeds from their sale to support childcare. As part of the agreement, we held an in-store fundraiser at the Hiraoka store on November 27, featuring Levanga's mascot, Levird.

Contact Information
Coop Sapporo Public Relations Department
TEL 050•1741•5516
Mon–Fri 10:00 a.m.–5:00 p.m.
(excluding the year-end and New Year holidays)







Recycling supports childcare programs

100% of Profits Support Childcare: Eco Center

Coop Sapporo Eco Center is a facility dedicated to reuse and recycling that turns unwanted materials into new resources. Recyclables are collected from stores throughout Hokkaido and via Todok Delivery Services, and the facility operates 365 days a year. In addition to cardboard, paper, and cartons, Todok Delivery Services has been collecting tableware and cooking utensils since 2024. Furthermore, to make it easier to collect used clothing—which had previously been handled exclusively by Todok Delivery Services—dedicated collection boxes were installed in all stores starting in October 2025. 100% of the profits earned from recycling are allocated to childcare support, and initiatives such as Ehon-ga-Todok and First Child Box are funded by these profits.

Collections at Eco Center in FY 2025 / Number of Eco Cycle Boxes installed

33,151 tons **4** boxes

(Total: 545,120 tons since 2008 / 19 boxes since 2024)

Contact Information
Coop Sapporo Eco Center
TEL 011•391•1177 Mon–Fri 10:00 a.m.– 5:00 p.m.
Learn more

Supporting safe and comfortable childcare

Free Support for New Families: First Child Box & Todok Baby Food Delivery

The First Child Box (FCB) program, which provides free essential items for mothers and babies to families expecting their first child, and the Coop Child Box (CCB) program for families expecting their second or subsequent child, were launched in 2018. Thanks to the wide range of useful items included, these programs have been used by many families across Hokkaido. To expand our support, we launched “Todok Baby Food Delivery” in August 2025, which delivers three Coop baby food products free of charge in three rounds. While the program was limited to FCB and CCB applicants in fiscal year 2025, starting in fiscal year 2026, anyone using Todok Delivery Services will be eligible to apply. Applications must be submitted while the child is between 0 and 3 months old.



Comments from FCB recipients

The clothes are higher quality than other ready-made items. Even though they’re underwear, they’re well-made enough to be worn as outerwear. The blanket is thick enough to use as a playmat. Overall, they’re very practical, and I’m extremely satisfied.

Number of FCB･CCB applicants in FY 2025

11,338 families

(Total: 92,828 families since 2018)



FCB/CCB Contact Information
Coop Sapporo Members’ Activities Department, Childcare Support Group
TEL 050•1751•4885
Mon–Fri 9:00 a.m. – 3:00 p.m. (excluding holidays)
Email csap.kosodate@sapporo.coop
Learn more

Number of applicants for Todok Baby Food Delivery in FY 2025

1,207 families

(Limited to FCB･CCB applicants / since August 2025)



Todok Baby Food Delivery Contact Information
Coop Sapporo Todok, Todok Delivery Operations Division
TEL 050•1751•4885
Mon–Sat 9:00 a.m. – 5:00 p.m.

Creating opportunities for parent-child interactions

Free Children’s Books and Picture Books Tour

Picture books have the power to nurture children's imagination and improve parent-child communication. Ehon-ga-Todok began in June 2010. With the hope of fostering “parent-child interaction at home” and “the passing down of important values” through storytime, the program delivers a total of eight picture books (four books after 2026) free of charge to families with children aged 1 to 2. Additionally, since 2012, we have been running the Ehon Wakuwaku Caravan, in which Todok and other Coop characters visit daycare centers and kindergartens across Hokkaido to share the joy of picture books with children. These initiatives are funded by the profits from resource collection at Eco Center.

Comments from users

I immediately sent the picture books I received to my daughter in Tokyo. Seeing how much she enjoyed them made me very happy. I have given her picture books on various occasions before, but thanks to this program, I was able to give her many excellent books that I would not have been able to find on my own. I am truly grateful.



Ehon-ga-Todok 2026 Application Period: April 1, 2026 – November 30, 2026

Number of households receiving picture books / books given in FY 2025

12,160 households **84,218** books

(Total: 153,356 households & 728,505 books since 2010)

Number of Facilities Visited by Ehon Wakuwaku Caravan / Number of participants in FY 2025

196 facilities **17,254** children

(Total: 1,654 facilities & 141,084 children since 2012)

Contact Information
Coop Sapporo Members' Activities Department, Childcare Support Group
TEL 050•1751•4885 Mon–Fri 9:00 AM–3:00 PM (excluding holidays)
Email ehon@sapporo.coop
Learn more

Sharing the Joy of Storytime

Japan's Favorite Picture Books: Everyone's Read-Aloud Picture Book Awards

Reading picture books together is a timeless treasure for parents and children. Inspired by this belief, Ehon-ga-Todok celebrated its 15th anniversary in 2025, while Coop Sapporo marked its 60th anniversary. In this milestone year, we decided to leverage our connections with consumer coops nationwide to establish a picture book award, and thus created the Everyone’s Read-Aloud Picture Book Award. We established two categories to select the Grand Prize: the “Chosen by Children and Teachers!” category, in which childcare facilities nationwide select one book and submit their vote, and the “Chosen by Picture Book Lovers!” category, open to anyone in Japan. The first awards ceremony was held in Tokyo in October 2025.

Schedule for FY 2027 All dates are tentative and subject to change. This event is held once every two years.

Submissions open for the Children and Teachers! Category in June 2026 / Submissions open for the Picture Book Lovers! Category in May 2027 / Grand Prize winners announced in October 2026

Contact Information
Coop Sapporo Members' Activities Department, Childcare Support Group
Learn more



Comments from a voter

Through participating in the Children and Teachers! Category, we discovered many wonderful picture books that were new to us. It was a great opportunity to spend quality time enjoying books together with the children."



1st Everyone's Read-Aloud Picture Book Awards — 1st Place in the “Chosen by Children and Teachers!”

Number of votes for Everyone's Read-Aloud Picture Book Awards Chosen by Children and Teachers!

2,330 preschools nationwide

(including 241 in Hokkaido)

Number of votes for Everyone's Read-Aloud Picture Book Awards Chosen by Picture Book Lovers!

5,626 votes nationwide

(including 1,292 in Hokkaido)

Supporting working parents

Coop's After School Care Adds Another Location: Todok Kids Club Nopporo

Coop's After-School Care: Todok Kids Club (Shinkotoni and Nopporo) opened in April 2025. The Nopporo location subsequently moved to a newly constructed facility and has been operating there since December 1. Todok Kids Club aims to nurture children's humanity through a variety of experiences — including learning about food — by leveraging the Coop Sapporo network.



Number of users in FY 2025

43 children

(Capacity: 40 in Shinkotoni, 35 in Nopporo)

Passing the baton of peace

Inviting Teens to Hiroshima: Peace Study Tour

Every year, as part of our peace education program, we send teenagers from Hokkaido to Hiroshima, the city that suffered the atomic bombing. We collect donations through our stores, delivery services, and app, and use the funds to cover the participants' travel expenses and the costs of holding reporting sessions. In September 2025, a reporting session was held in Sapporo Ekimae-dori Underground Walkway, featuring presentations by the participants and discussions on peace.



FY 2025 donation amount / number of participants in the Peace Forum and school reporting session

JPY 2,850,607 **3,414 people**

Creating community spaces for child-care

Parent-Child Play Area: Todok Station

Todok Station is a community space that has been opening locations throughout Hokkaido since 2016. Located within Coop Sapporo stores and the Todok delivery centers, it offers free admission, allows visitors to eat and drink there, and provides a baby care area. It is a popular place where children can play freely while adults relax and unwind —something that has become increasingly rare these days.



Todok Station across Hokkaido and number of users in FY 2025

34 locations **41,950 users**

(Total: 260,455 users since 2016)

Toward zero traffic accidents involving first-grade students

School Backpack Cover Donation to Newschoolers in Hokkaido

Since 2010, Coop Sapporo has been donating school backpack covers to children starting elementary school. The initiative began with the hope of contributing to traffic safety. Data shows that first-graders are 2.9 times more likely to be involved in traffic accidents while walking compared to sixth-graders (2019–2023). The cover features three Coop mascots: Todok, Kakeru, and Kururin.



Municipalities receiving covers / Covers provided in FY 2025

140 municipalities **17,142 covers**

(Total: 329,786 covers since 2010)

Enhancing the promotion of SDGs across Hokkaido

Learning from the Latest Case Studies: SDGs Study Group

The Hokkaido SDGs Promotion Platform (Secretariat: Coop Sapporo) organizes the SDGs Study Group as a forum for sharing the latest case studies. The 11th conference in 2025 was held online and featured a keynote speech by forestry consultant Asako Nagano, as well as case studies presented by the winning schools from the 2024 Hokkaido Regional Competition of the SDGs QUEST Mirai Koshien.



Number of participants in the 11th Study Group

250 people

(Total: 2,268 people / held 11 times since 2019)

Reducing CO_2 emissions and utilizing Hokkaido's resources effectively

Using Higashikawa Rice in Rice Resin® Bags

Since 2023, our stores have been using shopping bags made with Rice Resin®. This material is a biomass plastic made from rice that is not suitable for human consumption, and it helps reduce environmental impact by cutting down on the use of petroleum-based plastics and reducing CO_2 emissions. Starting August 21, 2025, we began using rice from Higashikawa Town as a raw material for our plastic shopping bags, which have since been gradually introduced across our stores.



Plastic bag decline rate

87.6%

Confronting global warming

Buy Products, Offset Carbon: Cheers to Hokkaido's Forests and Oceans!

Started in 2013, this joint campaign — organized by Coop Sapporo in collaboration with business partners such as the Sapporo Group — is now in its 13th year. By purchasing eligible products, our members help offset CO_2 emissions and contribute to conservation efforts for Hokkaido's forests and oceans. Through this initiative, Coop Sapporo works alongside our members to contribute to environmental conservation.



Carbon offset and emission credits purchased in 2025

202 tons of CO_2 **JPY 2,525,000**

(Total: 2097 tons of CO_2 / JPY 28,680,000 / since 2013)

Preserving wetlands for future generations

Joint Project with Suntory: Let's Protect Kiritappu's Nature!

A joint campaign with the Suntory Group that has been held annually since 2023. From August 27 to September 30, 2025, for every eligible product purchased in-store or through Todok Delivery Services, 1 yen per item will be donated to the Kiritappu Wetland National Trust, which is engaged in conservation activities under the mission of "Preserving Wetlands for Future Generations."



Amount donated in 2025

JPY 968,870

(Total: JPY 2,618,145 / since 2023)









Protecting Hokkaido's forests by reducing CO_2 emissions

Coop Future Forest Project: F Forest Festival

Every time a shopper declines a plastic bag at a Coop Sapporo store, 0.5 yen is contributed to the Coop Future Forest Fund, which is used to support forest conservation efforts throughout Hokkaido. There are currently 16 Coop Forests across Hokkaido, where we partner with local governments and municipalities to carry out forest management projects together with our members. In September 2025, one of these forests – F Forest – hosted the "Let's Play in the Forest! F Forest Festival." The event featured a variety of hands-on activities in the forest, including guided walks, a marching band performance, and playground activities. In the afternoon, everyone participated in a tree-planting activity. The 270 participants enjoyed a special day surrounded by nature.

Comments from F Forest Festival Participants

I attended the festival with my husband and son. We were able to enjoy it at our own pace, and my son, — who usually says "I can't" or "I don't want to" a lot — seemed to have a great time. We didn't bring a bug net, but we should have. If it's held again next year, we'd definitely like to go.

Trees planted in FY 2025・Participants

4908 trees **270** participants

(Total: 134,847 trees since 2008)

Contact Information
Coop Future Forest Fund
EMAIL csapmori@sapporo.coop
Learn more







Reducing the financial burden of kerosene and electricity bills

Kerosene Savings Plan and Smart Energy-Saving Service Start

In response to soaring crude oil prices, members have expressed a desire to "plan ahead for the higher expenses they'll face during the winter." Our group company, Enecoop began accepting applications for the "Coop Kerosene Savings Plan" in July 2025. By setting aside a fixed amount each month for kerosene starting in the summer, members can smooth out the financial burden on their household budgets and receive point rewards of up to 5 yen per liter, depending on the amount saved. In addition, to address soaring electricity rates and the need for decarbonization, Todok Power has launched "Smart Energy-Saving," an energy cost reduction solution for households and businesses that combines various energy-saving products.

Number of applications for kerosene Savings Plan **5,311**

Number of applications for Smart Energy-Saving Service **30**

Contact Information | Kerosene Savings Plan
TEL 0120・012・458
Mon–Fri 9:00 a.m.–6:00 p.m., Sat 9:00 a.m.–4:00 p.m.
Learn more

Smart Energy-Saving Service (Todok Power)
TEL 0120・012・877
Mon-Sat 9:00 a.m.– 6:00 p.m. (excluding the year-end and New Year holidays)
Learn more

Coop Sapporo celebrated its 60th anniversary in 2025

Coop Sapporo was founded in 1965 as Citizen's Cooperative Sapporo. In 2025, it marked its 60th anniversary. With gratitude to our members in Hokkaido who have supported us all these years, we carried out a variety of events in 2025. Thank you for the past 60 years. **Let's continue walking together into the future.**

Coop Sapporo Stamp Rally

A stamp rally visiting Coop Sapporo stores was held from April 1 to August 31. Participants collected stamps from stores across Hokkaido, and received Coop Sapporo products according to the number of stamps they collected.



"Hokkaido Futurology" Published as a Book Series

This book series is based on a course held at Otaru University of Commerce from 2023 to 2025, featuring a lineup of lecturers active at the forefront of their fields both in Japan and abroad. It is a three-volume series in which leading experts from various fields present guidelines for shaping Hokkaido's future.



Todok Yaki Cake Giveaway
(Kindergarten Meals, Children's Homes, etc.)

From July through October, we distributed "Todok Yaki cake" to children connected to us through kindergarten meals, school lunches, the Social Welfare Fund (Scholarship for Single-Parent Families), and children's welfare facilities (Todok Food Bank).



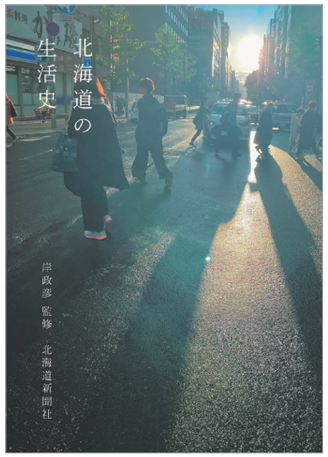
In addition to the above, we also organized the "Hokkaido Blood Donation Caravan" in collaboration with the Japanese Red Cross Society.

Publication of "The History of Daily Life in Hokkaido"

This book was created to record the life stories of people from various backgrounds living in Hokkaido. It was supervised by Professor Masahiko Kishi of the Graduate School of Letters, Kyoto University, and edited and produced by The Hokkaido Shimbun Press. The book was published on January 21, 2026.







Todok Delivery Center Manager Pays Gratitude Visits

Todok Delivery Center Manager in-person visited the homes of members who have been using Todok Delivery Services for many years. Starting in July, the manager handed out gifts – such as gift baskets of Coop products – and expressed gratitude for their continued support.



Find Todok! 60th Anniversary Lucky Todok Truck

To celebrate the 60th anniversary, a special gold-color delivery truck appeared across Hokkaido. Participants who found the gold Todok delivery truck, took a photo of it, and posted it on X or Instagram with the hashtag #FindLuckyTodok received a prize through the campaign.



Thank-You Bus Tour with Store Managers

Store managers served as tour guides to show members around. Beginning in late June, approximately 60 buses were operated, giving participants a firsthand experience of our work with local producers. The program was designed to strengthen the connection between members, producers, and Coop Sapporo.



Tomorrow's Memory Box

Sixty Coop Sapporo employees held conversations with sixty pioneers from various fields. Reflecting on the current state of Hokkaido while looking toward its future, they shared their ideas and perspectives. These conversations were presented through web articles, posters, commercials, books, and other media.

コープさっぽろの 明日の小箱



2025 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.

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.

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.

Coop Sapporo's Recycling

Coop Sapporo Eco Center collects recyclables from our stores and other offices along with those from our members' homes. In FY 2025, we collected 33,151 metric tons of recyclables, equivalent to reducing 20,980 metric tons of CO2.

Collection Volume at the Eco Center

(Amounts listed in metric tons)

	2013FY	2014FY	2015FY	2016FY	2017FY	2018FY	2019FY	2020FY	2021FY	2022FY	2023FY	2024FY	2025FY	2024YOY FY
Cardboard	16,870	16,617	16,991	17,602	17,598	17,178	16,799	18,344	18,649	18,168	17,349	16,535	16,441	99%
Todok catalogs	8,262	8,950	9,948	11,041	12,085	13,788	14,735	14,637	15,573	15,993	14,045	13,294	13,188	99%
Newspapers	976	975	983	1,000	954	906	893	704	815	833	686	596	587	98%
Magazines	———	———	———	———	———	———	———	———	———	———	49	89	107	120%
Beverage cartons	289	292	280	283	276	272	273	274	282	284	270	262	257	98%
Foam trays	416	384	411	388	374	374	346	372	351	316	297	276	262	95%
Plastic inner bags	128	125	117	116	116	122	123	119	119	122	118	115	112	97%
Plastic bottles	60	58	61	66	47	32	34	42	72	106	160	159	163	103%
Aluminum cans	44	44	46	58	68	62	55	60	61	74	97	88	89	101%
Steel cans	30	27	18	24	16	14	12	14	17	12	14	8	6	75%
PP bands	41	40	42	44	43	34	32	35	33	30	29	27	27	100%
Used cooking oil	726	773	813	854	866	878	901	933	911	740	644	640	637	100%
2nd hand clothes	———	21	671	728	747	838	970	1,184	1,324	1,295	1,185	1,208	1,142	95%
Tableware	———	———	———	———	———	———	———	———	———	———	———	154	136	88%
Total	27,841	28,306	30,379	32,203	33,190	34,499	35,172	36,718	38,208	37,972	34,942	33,451	33,151	99%

Donating our used clothing sales to Hokkaido UNICEF

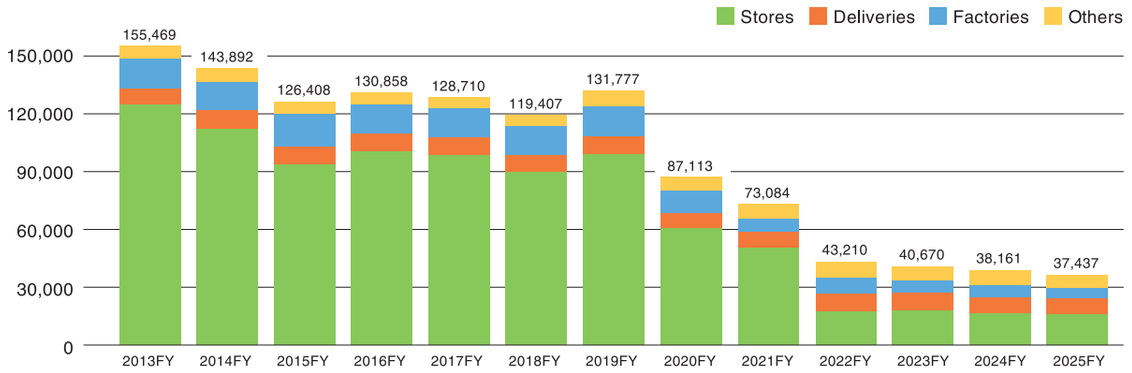
We collect used clothing from our Todok member's homes via our trucks' return trips. In FY 2025, we have donated JPY 3,894,249 of the sales to the UNICEF Designated Donation: Cambodia Literacy Support Project – The Joy of Reading and Writing.

The used clothing is sent to Cambodia for resale or remade into cleaning cloths for industrial use.

Environmental Data

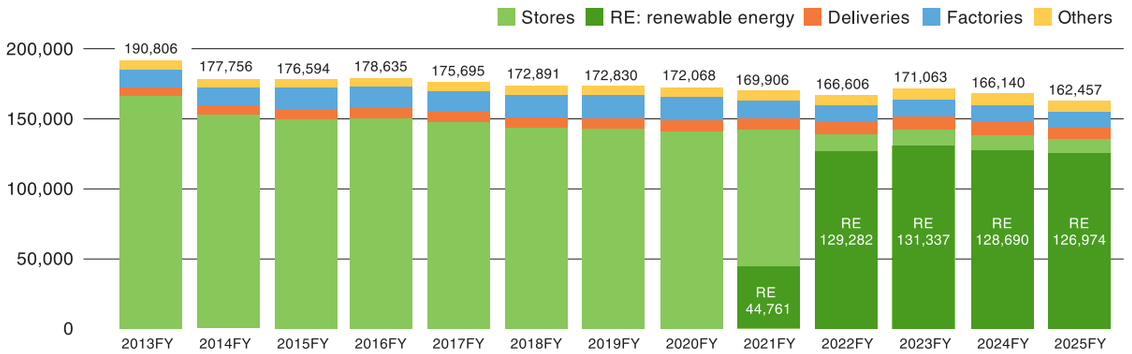
CO_2 Emissions (Amounts listed in metric tons)

Our goal is to reduce emissions by 50%, compared to 2013, by the year 2030.
In FY2025 we have lowered our emissions by 75%.



Electricity (Amounts listed in kWh × 1000)

Coop Sapporo registered for RE100 in October 2018, aiming to utilize 100% renewable energy for electricity use in our business operations. Our goal for renewable energy utilization is 60% by FY 2030 and 100% by FY 2040. Since December 2021, we have been in the process of switching to renewable energy sources in our stores. As of FY 2025, 78% of our electricity use is from renewable energy sources.



• CO_2 emissions from electricity are calculated using adjusted emission factors. Emission factors for FY 2025 have not yet been announced, so FY 2024 factors are used in this calculation.

Energy Consumption

(Non-electricity Based)

	2013FY	2014FY	2015FY	2016FY	2017FY	2018FY	2019FY	2020FY	2021FY	2022FY	2023FY	2024FY	2025FY	2024YOY FY
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	1,224	1,277	104%
Kerosene (kiloliters)	1,778	1,725	1,704	1,817	1,808	1,670	1,500	1,406	1,327	1,198	1,110	1,043	1,079	103%
City gas (m3×1000)	1,006	979	1,154	1,358	1,324	1,285	1,359	1,394	1,484	1,445	1,484	1,410	1,468	104%
LPG (m3×1000)	485	490	464	492	513	544	604	642	673	676	721	682	698	102%
Diesel (kiloliters)	1,956	2,097	2,189	2,228	2,216	2,198	2,284	2,409	2,489	2,480	2,527	2,445	2,405	98%
Petrol (kiloliters)	142	158	169	235	351	402	1,346	1,575	1,447	1,399	1,448	1,429	1,251	88%

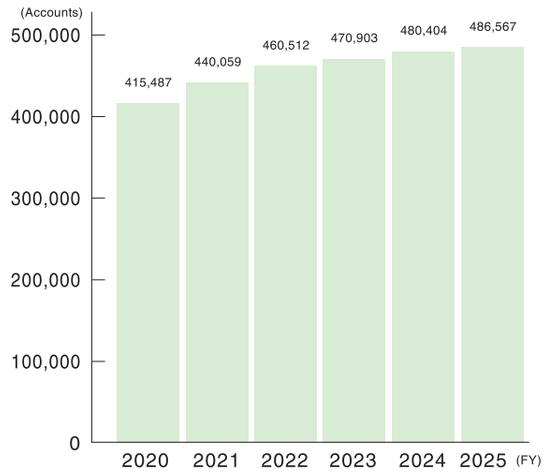
From FY 2019, the energy consumption for chartered vehicles is also counted.

• The amount total and the total of individual entries may not exactly match due to rounding.

About Us

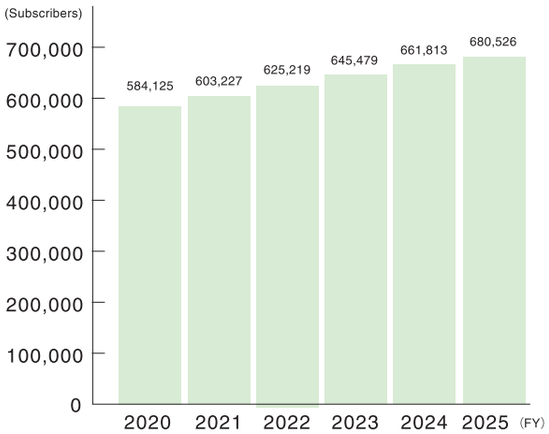
Company Name	Coop Sapporo Changed from Citizen's Cooperative Coop Sapporo in 2000
Founding Date	July 18, 1965
Incorporation Date	October 1, 1965
Headquarters	10-1, Hassamu 11-jo 5-chome, Nishi-ku, Sapporo, Hokkaido, 063-8501 JAPAN
Board of Directors (full-time)	CEO and President: Hideaki Omi Managing Director: Hitoshi Komatsu Executive Director: Toru Yoneuchi Executive Director: Yuko Suzuki (As of March 2026)
Activity Area	All of Hokkaido

Reference: Subscriptions of Todok Delivery Services



Reference: Coop Mutual Aid

Subscriptions of Coop's Four Mutual Aids



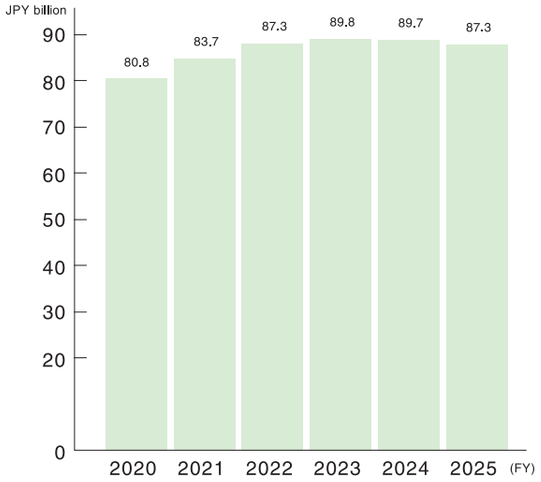
Reference: Six-year Summary

Capital by Year

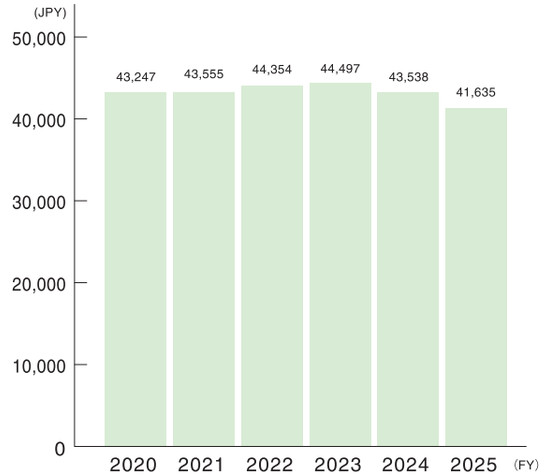
FY	Amount (JPY×1000)	YOY increase (JPY×1000)	Growth Rate (%) YOY	Growth Rate (%) FY 2020 Basis
2020	80,809,922	3,210,372	104.1	100.0
2021	83,674,043	2,864,121	103.5	103.5
2022	87,309,263	3,635,220	104.3	108.0
2023	89,778,259	2,468,996	102.8	111.1
2024	89,657,058	▲121,201	99.9	110.9
2025	87,336,995	▲2,320,063	97.4	108.1

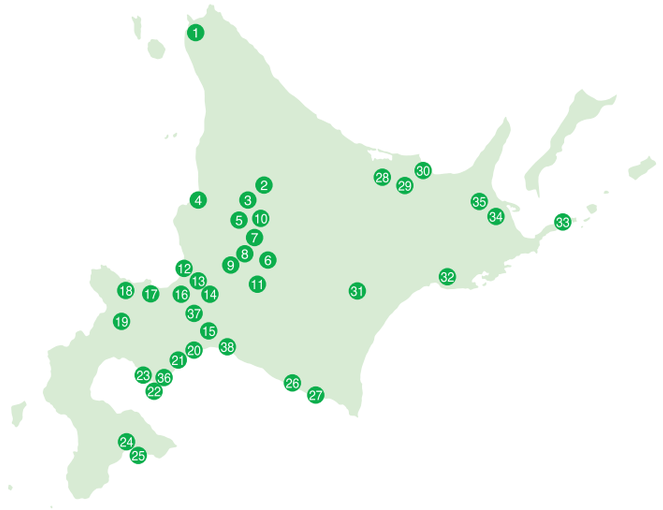
The above amounts include deposits less than JPY1000. As per the Company Article, the capital (based on unit share price of JPY1000) is JPY89,229,891 X 1000.

Capital Balance by FY



Average Capital per Person





Membership by FY

FY	Membership	YOY increase (Membership)	Growth Rate (%) YOY increase	Growth Rate (%) FY 2020 Basis
2020	1,868,534	57,327	103.2	100.0
2021	1,921,098	52,564	102.8	102.8
2022	1,968,441	47,343	102.5	105.3
2023	2,017,607	49,166	102.5	108.0
2024	2,059,239	41,632	102.1	110.2
2025	2,097,633	38,394	101.9	112.3

*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.
*305 unverified addresses and/or members removed on March 20, 2025.
*383 unverified addresses and/or members removed on March 20, 2026.

Membership Ratio by Wards of Sapporo

Chuo-ku	76,061 (53.8%)	141,429 households
Kita-ku	109,066 (78.1%)	139,675 households
Higashi-ku	81,562 (62.2%)	131,188 households
Shiroishi-ku	93,278 (86.2%)	108,233 households
Toyohira-ku	83,325 (70.2%)	118,650 households
Minami-ku	69,658 (112.1%)	62,134 households
Nishi-ku	79,897 (76.9%)	103,849 households
Atsubetsu-ku	49,122 (85.7%)	57,289 households
Teine-ku	54,430 (89.1%)	61,080 households
Kiyota-ku	37,785 (82.8%)	45,634 households

Membership Demographics

No. of Members (membership ratio)　No. of Households

Membership Ratio

2,097,633 (84.7%)	2,476,846 households

Members represent the number registered as of March 20, 2026. Household data is based on the Basic Resident Registry as of January 31, 2025.

Membership Ratio by Municipality

1 Wakkanai	6,013 (37.4%)	16,060 households
2 Asahikawa	151,419 (96.9%)	156,195 households
3 Fukagawa	11,058 (120.2%)	9,198 households
4 Rumoi	11,900 (121.2%)	9,816 households
5 Takikawa	16,614 (88.9%)	18,688 households
6 Furano	11,992 (125.7%)	9,538 households
7 Sunagawa	8,575 (112.8%)	7,599 households
8 Bibai	12,681 (134.4%)	9,434 households
9 Iwamizawa	37,663 (105.8%)	35,584 households
10 Akabira	6,208 (138.1%)	4,494 households
11 Yubari	4,935 (129.6%)	3,807 households
12 Ishikari	25,539 (110.5%)	23,102 households
13 Ebetsu	45,923 (85.1%)	53,977 households
14 Kitahiroshima	27,357 (111%)	24,640 households
15 Chitose	29,224 (66.7%)	43,809 households
16 Sapporo	734,184 (75.8%)	969,161 households
17 Otaru	57,203 (108.3%)	52,817 households
18 Yoichi	9,841 (118.8%)	8,283 households
19 Kutchan	8,005 (104.9%)	7,631 households
20 Tomakomai	76,608 (95.6%)	80,130 households
21 Shiraoi	9,912 (128.9%)	7,688 households
22 Muroran	31,229 (74.8%)	41,766 households
23 Date	11,936 (80.4%)	14,844 households
24 Hokuto	18,173 (99.1%)	18,337 households
25 Hakodate	121,013 (99.4%)	121,793 households
26 Shinhidaka	10,730 (105.4%)	10,176 households
27 Urakawa	9,346 (157.4%)	5,936 households
28 Engaru	12,151 (137.9%)	8,813 households
29 Kitami	50,174 (90.9%)	55,188 households
30 Abashiri	17,751 (102.9%)	17,253 households
31 Obihiro	54,404 (67.9%)	80,175 households
32 City of Kushiro	79,897 (99.4%)	80,349 households
33 Nemuro	9,510 (85.3%)	11,153 households
34 Betsukai	6,222 (102.1%)	6,092 households
35 Nakashibetsu	8,539 (80.7%)	10,577 households
36 Noboribetsu	19,357 (92.5%)	20,928 households
37 Eniwa	21,555 (71.2%)	30,276 households
38 Mukawa	4,581 (125.6%)	3,647 households
Other Municipalities	308,211 (79.5%)	387,892 households

About Coop Sapporo

Locations and Business Structures

Administration

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

Stores

110 **Stores (in** 28 cities and 22 towns as of March 20, 2026**)**

Sapporo	28 stores	Sunagawa	1 store	Urakawa	2 stores	Akabira	1 store
Ebetsu	2 stores	Takikawa	1 store	Erimo	1 store	Betsukai	1 store
Kitahiroshima	2 stores	Furano	1 store	Samani	1 store	Noboribetsu	3 stores
Ishikari	1 store	Rumoi	1 store	City of Kushiro	6 stores	Eniwa	1 store
Chitose	2 stores	Hakodate	8 stores	Nemuro	1 store	Fukushima Town	1 store
Otaru	2 stores	Hokuto	1 store	Kushiro Town	1 store	Haboro	1 store
Yoichi	1 store	Tomakomai	4 stores	Nakashibetsu	1 store	Shiriuchi	1 store
Kutchan	1 store	Date	1 store	Kitami	3 stores	Taiki	1 store
Iwamizawa	2 stores	Kikonai	1 store	Abashiri	1 store	Embetsu	1 store
Bibai	1 store	Makubetsu	1 store	Engaru	2 stores	Higashikagura	1 store
Yubari	1 store	Mukawa	1 store	Bihoro	1 store	Mashike	1 store
Asahikawa	6 stores	Shiraoi	1 store	Obihiro	2 stores		
Fukagawa	1 store	Shinhidaka	1 store	Muroran	2 stores		

Coop Todok Delivery Centers

43 Centers and 9 Depots (as of March 20, 2026)

Mobile Groceries

97 trucks covering 137 municipalities across Hokkaido

Food Factory

Ebetsu Food Processing Center

Recycling Facility

Eco Center

Funeral Halls

Coop Private Funeral halls: 43

Business partners: 82

Openings in FY 2025

Store	May 2025	Mashike store
	June 2025	Nopporo store
	August 2025	Tottori store
	October 2025	Higashikagura store

Coop Group

Enecoop
Todok Power
Coop Foods
Hokkaido Hamanasu Foods
Hokkaido Logi Service
Matehan Engineering
M.G. Construction
Taisetsu Water Resources Conservation Center
Coop Travel
Duarcanum
Cooptrading
Coop Cooperative Insurance
Coop Partners
Chuo Supermarket
Sapporo-eki Tachiuri Shokai
C's Cooperative Real Estate
Kaneko
Koudensha
Sakura Foods
Coop Feriae
Coop Media
Cradle Kounou
Meets Inc.
International Industry Transport (IIT)
Will-Carry
Logience Hokkaido
Derivery
Oriental Foods
Agritech Makkari
Cosmo Japan
F-CARGO
Moriya Foods
Okuba Shouten
Accel
Ito Shoten
Nanae Gas Nakagawa

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	High School Scholarship for Single-Parent Families	P18	●			●						●							
	College Scholarship	P18				●				●		●							
	Student Loan Repayment Support Program	P18				●				●		●							
	School Supplies Donations to Children's Homes	P19										●		●					●
	Todok Car Inspection	P19											●						●
	Coop Private Funeral	P19			●														
	Emergency Relief Fund for 2025 Myanmar Earthquake	P20																●	●
	Relief Fund Drive for a Large Scale Fire in Oita	P20											●						●
	Todok Food Bank	P20		●										●					
	Todok Food Caravan	P20		●		●													
	Mobile Health Screenings	P21			●														●
	Coop Travel Collaborate with Students and Members	P21				●							●						
	Disability Employment Exceeds 8%	P22								●		●							
	Kubara Dandan Art 2025 Exhibition in Hokkaido	P22								●		●							●
	Polar Bear Support Project	P22													●		●		●
	Donating Imperfect Fruit to Zoos	P22													●		●		●
Businesses that Connect People and Food	Todok Delivery Services	P07			●								●	●					●
	Enhancing In-Store Fresh Foods	P11		●										●					●
	Taberu Taisetsu Festival 2025	P23				●								●					●
	School Meal Program	P23		●	●	●													
	Coop Sapporo Agricultural Awards	P24												●					●
	Restaurant on the Farm	P24												●					●
	Neighborhood Produce	P24												●	●				●
	Meal Delivery Services	P24		●	●								●						
	Children's Center Lunch Program	P25		●	●								●						
	High School Student Challenge Gourmet Contest	P25				●				●				●					
	Animadore	P25				●								●					
	Mobile Grocery: Omakase-bin Kakeru	P26			●								●						●
	Co-Creating Products with Members: ProEco	P26												●					●
Businesses that Connect People and the Future	Operation Ocean Clean Up!	P27											●			●	●		
	Operation City Clean Up!	P27											●			●	●		
	Comprehensive Partnership Agreement with Levanga Hokkaido	P27			●									●					●
	Eco Center	P28												●	●				●
	First Child Box & Todok Baby Food Delivery	P28			●								●						●
	Free Children's Books and Picture Books Tour	P29				●								●					
	Everyone's Read-Aloud Picture Book Awards	P29				●													
	Peace Study Tour	P30																●	●
	Coop's After School Care	P30			●	●													●
	School Backpack Cover Donation	P30			●								●						●
	Todok Station	P30			●								●						●
	Rice Resin® Bags	P31												●	●				●
	SDGs Study Group	P31																	●
	Buy Products, Offset Carbon	P31													●	●	●		
	Let's Protect Kiritappu's Nature!	P31														●	●		●
	Coop Future Forest Project	P32													●		●		●
	Kerosene and Smart Energy Savings	P32							●					●	●				●