

**Table. Nature-related opportunities (Preliminary results)**

Opportunities				Importance Assessment	
				2030	2050
Business performance	Direct operations	Products and services, markets	Increased demand for nature-positive corporate services Expansion into new markets through development and sale of services linking customer need to realize nature positivity, including IT solutions for ecosystem monitoring and environmental impact measurement	Low	Medium
		Funds flow and Funds Procurement	Improved access to nature-friendly funds, bonds or loans Increased funds procurement opportunities through better nature-related information disclosure	Low	Medium
		Reputation	Improved talent acquisition and retention through increased awareness of, and improvements in, nature-related initiatives and management. Enhanced sense of belonging and higher employee retention, plus anticipated influx of external talent, through successful use of employee communications	Medium	High
	Upstream VC	Resource efficiency	More stable procurement of natural resource-derived raw materials and maintenance of superiority through enhanced supplier engagement Stronger collaboration with suppliers at an early stage facilitates the procurement of raw materials that consider sustainability.	Low	Low
		Reputation	Enhanced reputation and improved access to funds through initiatives to build sustainable supply chains Increased opportunities for investment and loans from investors and financial institutions that value sustainability, through industry-leading activities in collaboration with suppliers.	Medium	High
Sustainability performance	Direct operations	Ecosystem protection, restoration and regeneration	Improved evaluation by society as a result of nature conservation activities Enhanced value of our brand in society through the implementation of nature conservation activities and initiatives, including environmental surveys and reforestation activities around our corporate sites, and their use in corporate PR.	Low	Medium
		Ecosystem protection, restoration and regeneration	Improvement in evaluation by investors and society through the provision of services that support nature conservation activities Increased opportunities for investment and funding from investors and financial institutions that value sustainability, by providing services that use technology and know-how to support our customers' nature conservation activities and initiatives, and by utilizing those activities in corporate PR and IR.	Low	Medium

VC : Value chain