

# CPG & RETAIL

With consumer pressure putting sustainability front and center for the consumer-packaged goods (CPG) and retail industries, CEOs are increasingly looking to launch new sustainable products and offerings to increase competitiveness. Paired with supply chain disruptions, which are creating resource instability and price fluctuations, the concept of circularity is becoming increasingly viable and attractive for both sectors to build resilience and embrace sustainability.

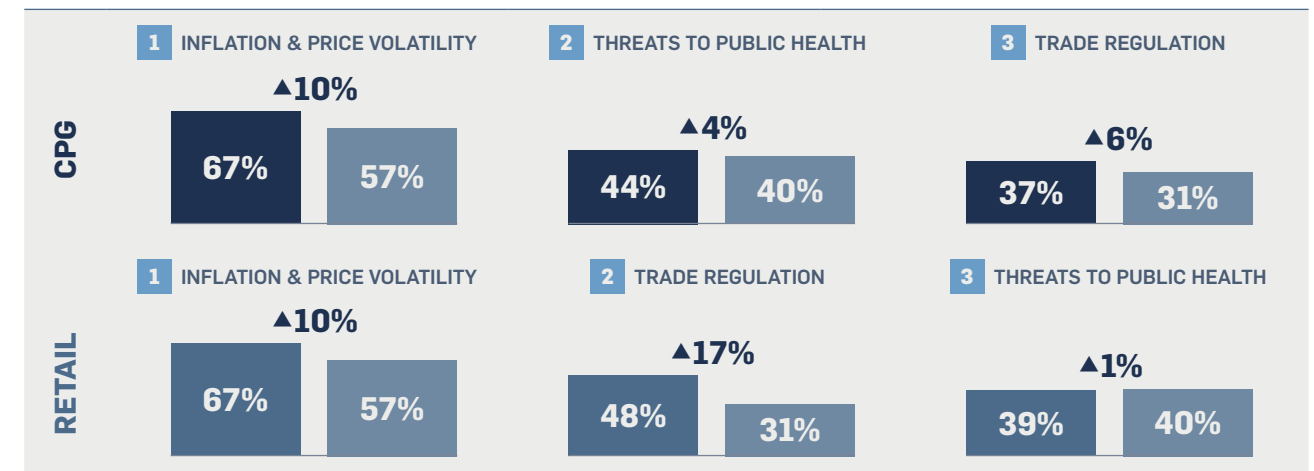
“Changing our business to fit the needs of clients and the times is how we’re looking to build resilience. If we adapt to changes in that way, we can also induce changes in our supply chain and make sure we share a vision with the suppliers who support us.”

Ryuichi Isaka,  
President & Representative Director  
of Seven & i Holdings Co., Ltd.



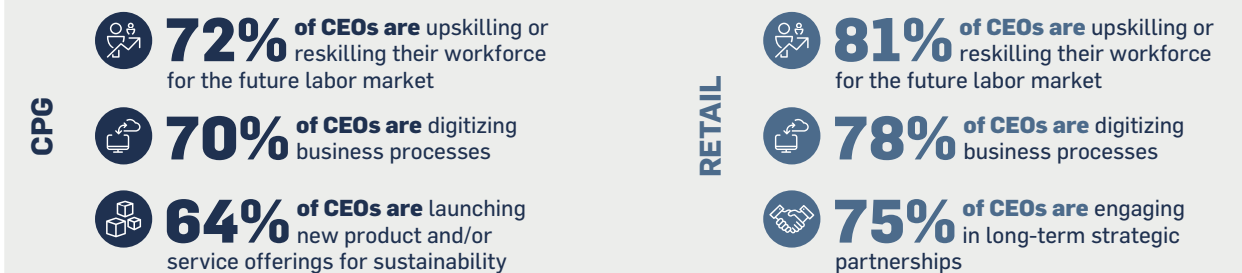
## THE MOST PRESSING CHALLENGES

■ CPG ■ RETAIL ■ CROSS INDUSTRY



## CURRENT LANDSCAPE

### TOP RESILIENCE ACTIONS FOR CPG & RETAIL CEOs



Rising costs of goods, inconsistent trade regulations, labor shortages, and shifting consumer demand have placed pressure on the CPG and retail industries. However, sustainability offers a solution by providing new avenues for growth, enticing consumers while attracting employees, and even proactively addressing trade regulations. To innovate and launch these new products and service offerings, CEOs are investing in strategic cross-industry and cross-value chain partnerships to build networks of shared knowledge. These networks allow CEOs to plan for risks more effectively and scale their innovations to broader markets. In addition, CEOs are focused on upskilling their workforce to respond to the changing business environment and run their new, sustainable business models.

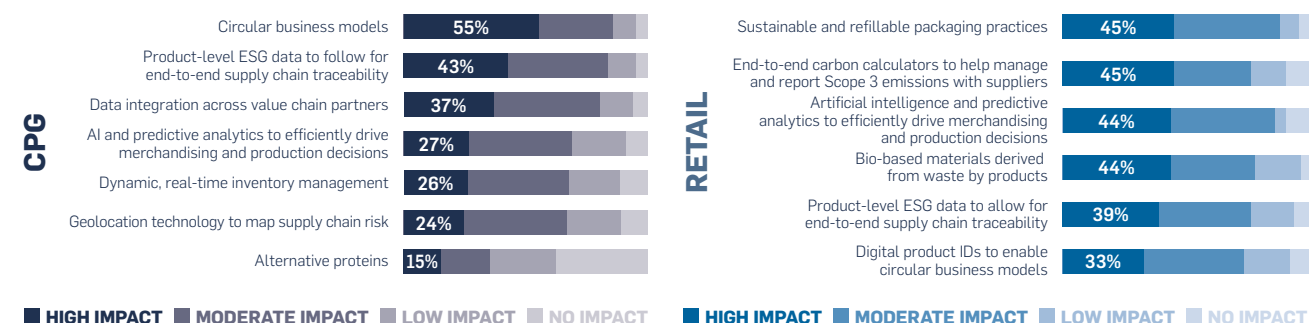
## WHERE IS THE INDUSTRY GOING?

### TOP SUSTAINABILITY PRIORITIES FOR CPG & RETAIL CEOs



As consumer-facing industries, CPG and retail CEOs are under intense pressure to transform to more sustainable models. To unlock the promise of sustainability, a responsible value chain is the first step. CEOs are looking to map fully their supply chains, leveraging data to track ESG metrics down to a product level for holistic transparency and to enable end-to-end traceability. Some CEOs are looking to take it a step further, embracing circularity from product design to adopting bio-based materials to using digital product IDs to enable these circular practices.

## TRANSFORMATIVE INNOVATIONS



■ HIGH IMPACT ■ MODERATE IMPACT ■ LOW IMPACT ■ NO IMPACT