

Group Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016	
CO ₂ emissions from store operations *1		t-CO ₂	3,567,363	3,601,718	3,446,259
	Scope 1	t-CO ₂	128,342	113,422	106,449
	Scope 2	t-CO ₂	3,439,021	3,488,296	3,339,810
Electricity consumption in store operations *2	GWh	6,663	6,729	6,753	
Water usage in store operations *2	1,000m ³	32,048	33,174	33,760	
Waste disposal (recycling rate) *3	t(%)	607,324 (52.2)	645,199 (52.3)	668,429 (52.7)	

*1 Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, York Mart, Seven & i Food Systems, Akachan Honpo, THE LOFT, SHELL GARDEN, and 7-Eleven, Inc. (Data coverage is 94.3% of sales)

*2 Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, York Mart, Seven & i Food Systems, Akachan Honpo, THE LOFT, SHELL GARDEN, 7-Eleven, Inc., SEVEN-ELEVEN HAWAII, INC., SEVEN-ELEVEN(BEIJING), Chengdu Ito-Yokado, and Hua Tang Yokado Commercial (Data coverage is 95.8% of sales)

*3 Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, York Mart, and Seven & i Food Systems (Data coverage is 64.3% of sales)

Group Personnel Data (Domestic in Japan) *1

Breakdown of number of employees (as of the end of February 2016)		(persons)
Full-time employees *2		25,365
	Male	18,728
	Female	6,637
Part-time staff *3		58,682
Number of employees (full-time employees + part-time staff)		84,047
New graduate employees hired		1,116
Mid-career employees hired		670
Re-employment *4		322

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	16 years 1 month	16 years 1 months	15 years 1 months
Number of full-time employees who took childcare leave *5 (males, part-time staff)	828 (4, 334)	977 (11, 503)	1,015 (9, 411)
Number of full-time employees who took nursing leave *5 (males, part-time staff)	43(5, 29)	24(2, 15)	32(11, 11)
Number of volunteer leave recipients	12	13	15
Percentage of women in management positions *6	21.4%	22.9%	26.2%
Percentage of employees with disabilities *7	2.19%	2.29%	2.47%

*1 In FY2014, totals for nine companies: (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, York Mart, Seven & i Food Systems, Akachan Honpo, and Seven Bank).

In FY2015 and FY2016, totals for eight companies: (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, Seven & i Food Systems, Akachan Honpo, and Seven Bank).

*2 Data includes persons reemployed after mandatory retirement.

*3 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.

*4 Persons reemployed after mandatory retirement.

*5 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

*6 Totals for eight companies: (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, Seven & i Food Systems, Akachan Honpo, and Seven Bank).

*7 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

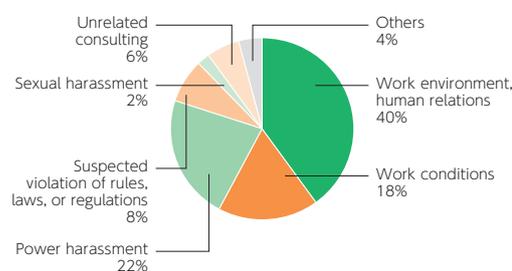
Group-Wide Data for Consultation Services for Employees

At Seven & i Holdings, as part of Groupwide internal controls, we have established within a third-party organization a Help Line for receiving consultation requests and reports from employees.

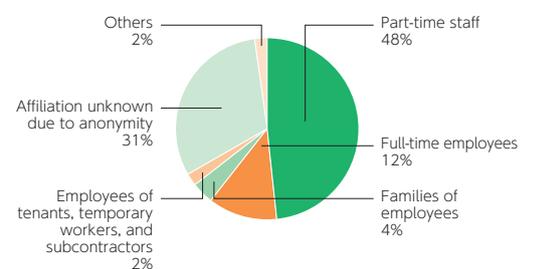
This is a system that applies to both the employees of Seven & i Holdings and the employees of domestic consolidated subsidiaries, being established to proactively prevent, quickly discover, promptly correct and stop reoccurrences of any behavior across the Group that would result in a loss of public trust.

	FY2014	FY2015	FY2016
Contacts received	668	705	844

Description of contacts received by Internal Consultation Service by topic (FY2016)



By user category



Environment Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Attaining and appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> ● Expand ISO 14001 application to encompass directly managed stores throughout Japan ● Reduce ISO 14001 periodic-audit findings 	<ul style="list-style-type: none"> ● Completed expanding ISO 14001 to all directly operated stores ● No non-compliant findings following regular ISO 14001 audits 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Acquire ISO 14001:2015 ● Reduce findings needing correction following ISO 14001:2015 acquisition audit
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Highly energy efficient store illumination for another 2,000 stores ● Expand to 620 hybrid vehicles within the logistics' deliveries fleet 	<ul style="list-style-type: none"> ● Installed highly energy-efficient store illumination for 2,200 stores (both new and renovated stores) ● Expand to 640 hybrid vehicles within the logistics' deliveries fleet 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Install highly energy-efficient store illumination in 2,550 stores (1,800 new stores and 750 renovated stores) simultaneously ● Expand hybrid vehicles within the logistics' deliveries fleet to 750
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ● Continue to reduce plastic bag usage per store to a level below FY2015 ● Food product recycling rate: 52.3% or more 	<ul style="list-style-type: none"> ● Plastic bags usage per store: 0.96 tons (up 0.5% from FY2015) ● Food product recycling rate: Achieved 52.4% 	<p>△</p> <p>○</p>	<ul style="list-style-type: none"> ● Reduce plastic bag usage per store to a level below FY2016 ● Food product recycling rate: Achieve 53.4% or higher
Offering eco-friendly products				
	<ul style="list-style-type: none"> ● Expand products using eco-friendly PET packaging ● Expand produced using forest thinnings ● Develop products that use easy-to-recycle containers 	<ul style="list-style-type: none"> ● Replaced all private-brand salad containers with eco-friendly PET salad containers ● Used forest thinning materials for bags for Chinese steamed buns and for containers for delicatessen soups ● Achieved use of non-aluminum packaging for liquor 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Expand measures to reduce CO₂ in products that use plastic containers ● Expand measures for eco-friendly containers and packaging for SEVEN CAFÉ products
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● 300 or more employees to pass the Eco Test 	<ul style="list-style-type: none"> ● Employees who took the test: 441; employees who passed the test: 411 (pass rate: 93.2%) 	<p>○</p>	<ul style="list-style-type: none"> ● A cumulative 800 or more employees to pass the Eco Test (employees who take the test are mainly from the Merchandizing Department, to develop eco-friendly products)

Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO ₂ emissions *1 *2 *3	t-CO ₂	1,584,976	1,644,672	1,648,386
CO ₂ emissions from store operations (per store) *1	t-CO ₂	1,421,084(90.9)	1,462,231(87.0)	1,451,605(78.2)
Logistics-related CO ₂ emissions(per store)*1 *4	t-CO ₂	160,893(10.3)	179,330(10.7)	193,750(10.4)
Electricity consumption in store operations (per store) *1	GWh(MWh)	2,508(161)	2,584(154)	2,665(144)
Water consumption in store operations *1 *5	1,000m ³	9,227	10,412	11,229
Plastic bag consumption per store (by weight)	t	0.94	0.96	0.96
Waste disposal (recycling rate) *6	t(%)	371,344(46.7)	409,228(47.1)	422,116(47.9)
Food product recycling rate *7	%	50.9	51.3	52.4

*1 The period of the calculations was April to March.

*2 The data show CO₂ emissions stemming from the use of energy in store, logistics, headquarters, training center and district office operations.

*3 Calculations are based on estimated electricity consumption for stores where data was not available.

*4 The period of the calculations was March to February. This data represents CO₂ emissions stemming from the use of energy for distribution center operation and delivery trucks.

*5 Calculations are based on estimated water consumption by approximately 3,400 stores in prefectural capitals.

*6 Calculations are based on estimated emissions by the stores in Tokyo, Kyoto, etc. The period of the calculations was January to December. The amount of food waste was calculated based on the standard of *7

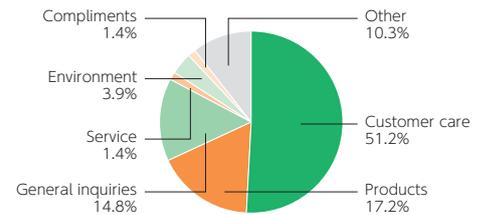
*7 Calculated based on the reports submitted by food recycling companies. The period of the calculations was April to March.

Consumer Challenges

Data for Customer Response Services

In the fiscal year ended February 29, 2016, Seven & i Holdings strove to improve the response rate to customers' telephone calls by increasing the number of responding staff, aiming to improve customer satisfaction regarding inquiries. In addition, since many of the issues are related to customer service, we are improving the level of customer service by reflecting it in information magazines or cash register customer service training at franchise stores.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 133,625
 (up 5.7% from the previous fiscal year's level)



FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Continue to improve evaluations received in NDF-HACCP maintenance audits in the dedicated factories for daily food products 	<ul style="list-style-type: none"> ● Increased number of plants judged in audits to be "model" plants 	○	<ul style="list-style-type: none"> ● Continue to improve evaluations received in NDF-HACCP maintenance audits in the dedicated factories for daily food products
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ● Stores adopting barrier-free design: 400 ● Stores where the minimum necessary facilities continue operation even during blackouts: 1,700 ● Stores where guardrails are installed (for stores with car parks): 4,000 	<ul style="list-style-type: none"> ● Stores adopting barrier-free design: 827 ● Stores where the minimum necessary facilities continue operation even during blackouts: 1,700 ● Stores where guardrails are installed (for stores with car parks): 5,174 	<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● Stores adopting barrier-free design: 850 ● Stores where the minimum necessary facilities continue operation even during blackouts: 1,800 ● Number of stores with installed guard pipes (stores with a parking lot): 1,800 (planned to install at all stores for which it is possible)
Assuring appropriate information provision				
	<ul style="list-style-type: none"> ● Collect information about initiatives on food safety and security (reducing trans fatty acid, eliminating preservatives and synthetic coloring agents, etc.) on the Internet and strive to disclose the information in an easy-to-understand format 	<ul style="list-style-type: none"> ● In July 2016, posted information on website about measures to ensure food safety and security, consolidating information on cold chain, reduction of trans-fatty acids, and the elimination of phosphates, preservatives, and synthetic coloring agents 	○	<ul style="list-style-type: none"> ● Create a website that consolidates information on CSR as part of the 7-Eleven website, and strive to give clear disclosure
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ● For customer comments, which make up 50% of customer feedback, worked with Operation Field Consultants (OFCs) to strengthen customer care training to prevent recurrence. Established systems to accelerate the pace of improvements 	<ul style="list-style-type: none"> ● For issues related to customer service, conducted on-site confirmation through business consultants and addressed issues one by one to prevent recurrence 	○	<ul style="list-style-type: none"> ● Improve the response rate to telephone inquiries by increasing the number of staff who respond to customers. Meet increased demand for customer service accompanying the increase in the number of stores by strengthening employees' customer care training

Local Communities

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● During FY2016, promote use of close-by, convenient stores with the aim of introducing 50 mobile stores, 1,000 electric vehicles, and 3,000 power-assisted bicycles 	<ul style="list-style-type: none"> ● In FY2015, introduced 35 mobile stores, 830 electric vehicles, and 2,511 power-assisted bicycles 	△	<ul style="list-style-type: none"> ● Mobile stores: 40 Electric vehicles: 1,000 Power-assisted bicycles: Promote use of close-by, convenient stores with the aim of introducing 3,000 bicycles
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Promote new conclusion of comprehensive alliance agreements with municipalities and promote ongoing initiatives to conclude more specific individual alliance agreements 	<ul style="list-style-type: none"> ● Concluded an agreement on senior support with over 130 municipalities in 13 prefectures. Many examples of initiatives have been accumulated, enabling more detailed proposals to local governments 	○	<ul style="list-style-type: none"> ● Promote new conclusion of comprehensive alliance agreements with municipalities and promote ongoing initiatives to conclude more specific individual alliance agreements
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Enhance support systems and achieve effective cooperation with national and local governments to fulfill our role as social infrastructure when major disasters occur, including continuing store operations 	<ul style="list-style-type: none"> ● Concluded new disaster cooperation agreements with Aomori Prefecture, the Tokyo Metropolitan Government, Niigata Prefecture, Tokushima Prefecture, Kagawa Prefecture, Sapporo City, Chiba City, and others 	○	<ul style="list-style-type: none"> ● Enhance support systems, including for business partners, and cooperate effectively with national and local governments in order to fulfill the infrastructure functions, including the continuation of store operations at the time of a disaster,
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> ● Foster ties with crime prevention councils of prefectural governments and police departments, aiming to boost participation in crime prevention drills and seminars to 50% 	<ul style="list-style-type: none"> ● 6,997 stores participated in crime prevention drills and seminars (39.9% participation rate). Although the participation increased by 693 stores compared with the previous time, it did not reach its target 	△	<ul style="list-style-type: none"> ● Collaborate with the prefectural police and local police stations in sharing information, and achieve a participation rate for crime prevention drills and seminars of 50% or higher

Employee Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting	development of employee abilities			
	● Enhance each type of training (compliance training, new OFC training, new DM training, directly operated store meetings, etc.)	● Implemented e-learning for employees of directly operated stores (monthly) and Operation Field Consultants (quarterly). Reviewed newly appointed District Manager training (strengthened compliance and mental care training)	○	● Enhance training for new employees (Strengthen education about compliance and CSR) ● Promote compliance education for District Managers
Assuring	fair assessment and treatment of employees			
	● Number of applicants: increase of 10% from the FY2015 level	● Up 66% compared to FY2015 Set application conditions for each division	△	● Digitize evaluation feedback and build a mechanism that reliably communicates self-evaluations
Achieving	a work-life balance			
	● Encourage male employees to take childcare leave ● Encourage employees to take more paid leave	● Number of male users: 1 ● Paid leave usage rate: 47.8%	△ ○	● Encourage male employees to take childcare leave ● Encourage employees to take more paid leave
Making	use of diverse human resources			
	● Number of foreign nationals to be employed as employees: 25 ● Number of people with disabilities to be employed as employees: 23 ● Percentage of female managers (Team leader or higher positions): 32%	● Number of foreign nationals to be employed as employees: 14 ● Number of people with disabilities to be employed as employees: 32 ● Percentage of female managers (Team leader or higher positions): 31.4%	△ ○ △	● Number of people with disabilities to be employed as employees: 30 ● Percentage of female managers (Team leader or higher positions): 32%
Assuring	consideration for worker health and safety			
	● Reduce the number of traffic accidents and violations by 10% compared to FY2015 ● Reduce the number of workplace accidents by 10% compared to FY2015	● Traffic accidents and violations: increased 7% compared to FY2015 ● Number of workplace accidents: increased 36% compared to FY2015	× ×	● Reduce the number of traffic accidents and violations by 10% compared to FY2016 ● Reduce the number of workplace accidents by 10% compared to FY2016

Personnel Data

Breakdown of number of employees (as of the end of February 2016)		(persons)
Full-time employees *1		7,802
	Male	5,557
	Female	2,245
Part-time staff *2		4,207
Number of employees (full-time employees + part-time staff)		12,009
New graduate employees hired		623
Mid-career employees hired		584
Re-employment *3		20

*1 Data includes persons reemployed after mandatory retirement.

*2 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.

*3 Persons reemployed after mandatory retirement.

*4 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

*5 Section manager or higher.

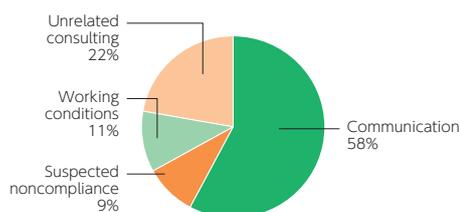
*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	9 years 6 months	9 years 6 months	8 years 1 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	130(0.0)	159(0.0)	188(0.1)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	1(0.0)	2(1.0)	3(3.0)
Number of volunteer leave recipients	0	1	3
Percentage of women in management positions *5	31.5%	30.5%	31.2%
Percentage of employees with disabilities *6	2.19%	2.29%	2.47%
Percentage of paid holidays taken by full-time employees	16.1%	45.5%	47.9%
Frequency rate of workplace accidents	0.08%	0.01%	0.15%
Severity rate of workplace accidents	0.001%	0.0005%	0.01%

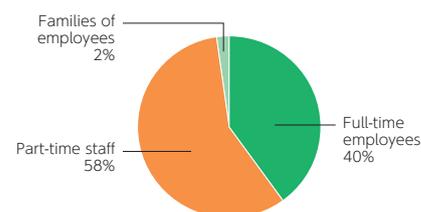
Data for Consultation Services for Employees

As a result of conducting awareness surveys regarding the workplace environment for all employees, and at the same time informing everyone about the in-house reporting system and increasing the number of employee consultation centers, etc., the total number of consultations has been increasing. Seven & i Holdings has prepared a system to help resolve each consultation. In addition, we are working to acquire knowledge and foster awareness by implementing training about compliance and introducing e-learning.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 69
(up 19% from the previous fiscal year's level)



By user category



Environment Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	● Stores changing from fluorescent tubes to LED lighting: 97 ● Delivery distance per store: 242,000 km (0.8% reduction compared to FY2014)	● Introduced LED lighting in 96 stores ● Delivery distance per store: 235,000 km (3.6% reduction compared to FY2014)	○ ○	● Introduce backroom LED lighting for 108 stores ● Delivery distance per store: 235,000 km (same level as FY2016)
Reducing waste and developing a recycling-oriented society				
	● Food product recycling rate: 50% ● Stores that implement recycling: 100 stores	● Food product recycling rate: 51.2% ● Stores that implement recycling: 97 stores	○ △	● Food product recycling rate: 52% ● Stores that implement recycling: 100 stores
Raising environmental awareness among employees				
	● Targeted number of employees to take the Eco Test: 100	● Employees that passed the Eco Test: 199	○	● Targeted number of employees to take the Eco Test: 200

Environment Related

Challenges	Unit	FY2014	FY2015	FY2016
CO ₂ emissions *1 *2 *3	t-CO ₂	572,247	550,358	519,827
CO ₂ emissions from store operations *2 *3 (Environmental impact index*4)	t-CO ₂ (t-CO ₂ /1,000,000m ² ×1,000h)	545,989 (108)	524,418 (105)	493,858 (99)
CO ₂ emissions by delivery vehicles *2 *3	t-CO ₂	23,904	23,638	23,590
Electricity consumption in store operations *2	GWh	884	851	838
Water usage in store operations *2	1,000m ³	6,582	6,441	6,682
Plastic bag consumption (turndown rate) at the food section	t (%)	1,321(67.5)	1,268(70.2)	1,210(71.7)
Waste disposal (recycling rate)	t (%)	130,816(66.0)	131,787(66.7)	138,568(65.8)
Food product recycling rate	%	47.5	50.1	51.2

*1 CO₂ emissions stemming from the use of energy in store, Head Office, training center and distribution center operations and by delivery vehicles.

*2 The period of the calculations was April to March.

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

*4 CO₂ emissions per (total sales floor area × opening hours).

Consumer Challenges

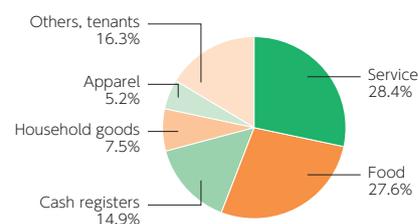
Data for Customer Response Services

Contacts received from customers were down by 2% from the previous fiscal year.

Service complaints, which comprise 29% of total contacts, declined by 2%.

We will continue to analyze the cause of complaints and take steps to prevent a recurrence.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 79,196
(up 6% from the previous fiscal year's level)



FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Foster a product safety culture Promote reliability and safety of in-house products in cooperation with the fostering of "product safety culture" promoted by the Japanese government. ● Revise Quality Standard Manual Revise the FY2013 Quality Standard Manual during FY2016 in line with the revision of the public standard in FY2017, and upgrade stores and equipment to enable customers to use them with confidence 	<ul style="list-style-type: none"> ● Awarded a prize in Best Contributors to Product Safety (METI Minister's Award) ● Participated in businesses related to the Ministry of Economy, Trade and Industry's commerce optimization and product safety initiatives. Drafted product safety textbooks for purchasing personnel ● Based on the regulations for hazardous substances of textile products and how-to-handle labeling (wash mark) revisions, the Quality Standard Manual was completely revised and explained to business partners 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Implement even more detailed quality control activities to further improve quality
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ● Create a countermeasures manual for stores to clarify the issues for stores to deal with in a disaster (Earthquake countermeasures, flood countermeasures, Mt. Fuji eruption countermeasures) 	<ul style="list-style-type: none"> ● Created a countermeasures manual for earthquake countermeasures, flood countermeasures and avian influenza countermeasures ● Posted above countermeasures on the company intranet 	<p>△</p>	<ul style="list-style-type: none"> ● Create a procedure manual specializing in stores' initial responses ● Confirm changes such as damage predictions by government agencies and reflect them in the countermeasures manual, etc.
Assuring appropriate information provision				
	<ul style="list-style-type: none"> ● When inappropriate labeling is found during store interviews, the manager responsible and the store manager are interviewed directly to confirm the cause and countermeasures 	<ul style="list-style-type: none"> ● A grade: 82% (a worsening of 7 percentage points) ● B grade: 17% (a worsening of 6 percentage points) ● C grade: 1% (a worsening of 1 percentage points) 	<p>△</p>	<ul style="list-style-type: none"> ● Summarize the results of the monthly interviews and provide information to headquarters, including concrete examples of inappropriate labeling, to prevent recurrence
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ● Use customer complaints to drive specific improvements ● Designate the 20 stores with most complaints as challenging stores, and carry out causal-research and preventative measures. Aim in particular to reduce service-related complaints ● Share customer response points at morning and midday meetings, and work to improve the level of customer care 	<ul style="list-style-type: none"> ● Improved unclear explanations about products and services that were pointed out by customers, leading to product development by quickly sharing customers' opinions with product development departments ● No. of service complaints at all stores Up 6% YOY ● No. of service complaints at challenging stores Up 1% YOY ● Disseminated weekly customer feedback department information, shared by store back room message boards and morning and midday meetings, and used for customer care 	<p>△</p> <p>×</p> <p>△</p>	<ul style="list-style-type: none"> ● Use customer complaints to drive specific improvements ● Narrow down to nine challenging stores, and carry out causal-research and preventative measures Aim especially to reduce service-related complaints ● Disseminate information providing examples of customer care and sales-floor guidance and work to improve the level of customer care

Local Communities

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Develop products that help elderly people to go outside, and products that reflect customers' feedback ● Conduct employee training to enhance product knowledge and customer care 	<ul style="list-style-type: none"> ● Partially conducted product development in line with customers' opinions as regards nursing care apparel, wheelchairs, etc. ● Conducted employee training on meals and excretion, which had many inquiries ● Developed products considering "size, function, and price," as often requested by elderly people 	<p>△</p> <p>○</p>	<ul style="list-style-type: none"> ● Make it easier to select Internet shopping websites, enhance product lineups, and increase convenience for those who find it difficult to visit stores
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Clarify the role of the retail industry in the event of a major disaster, and continue to conclude disaster support agreements with local governments, etc. ● Organize the past agreements and decide the priority order of items, such as whether to review some agreements with some local governments in some areas 	<ul style="list-style-type: none"> ● Concluded a new material support agreement with Koganei City located in Tokyo ● Reviewed agreement with Owariasahi City in Ota Ward that was concluded in the past ● Participated in disaster prevention drills arranged by local governments, etc., that have concluded agreements (material support, etc.) 	<p>○</p>	<ul style="list-style-type: none"> ● Conclude disaster support agreements with local governments, etc., at store-opening locations where there are no agreements yet ● Successively revise the contents of agreements concluded in the past

Employee Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities	<ul style="list-style-type: none"> ● Conduct sales area on-the-job training for newly appointed corporate officers to develop personnel capable of managing in accordance with front-line conditions 	<ul style="list-style-type: none"> ● Conducted OJT training for new store managers and assistant managers. Trained administrators according to front-line conditions by conducting training at stores with role-model corporate officers 	○	<ul style="list-style-type: none"> ● Conduct OJT training for new store managers and assistant managers, as well as newly appointed managers for each sales area. Train administrators able to manage according to front-line conditions by conducting training at stores with role-model corporate officers
Making use of diverse human resources	<ul style="list-style-type: none"> ● To promote respect for human rights and normalization, hold training centered on stores from the user's perspective, covering both knowledge and practice, thereby helping to promote general awareness in workplaces and increase understanding 	<ul style="list-style-type: none"> ● Number of training sessions: 53 Total no. of participants: 2,746 	○	<ul style="list-style-type: none"> ● From the perspectives of respecting human rights and promoting normalization, conduct training that incorporates both knowledge learning and hands-on learning, and link to promoting general awareness and understanding in workplaces
Assuring consideration for worker health and safety	<ul style="list-style-type: none"> ● Reduce lost work-time accidents (4 days or more) to 90% compared to FY2015 ● Promote mental health training 	<ul style="list-style-type: none"> ● Lost work-time accidents: 155 ⇒ 152 Achieved a slight decrease Expanded level-specific training as planned 	△ ○	<ul style="list-style-type: none"> ● Reduce lost work-time accidents (4 days or more) to 90% compared to FY2016 ● Continue to conduct level-specific training on mental health and apply knowledge from training on the front lines

Personnel Data

Breakdown of number of employees (as of the end of February 2016)		(persons)
Full-time employees *1		7,582
	Male	5,661
	Female	1,921
Part-time staff *2		27,174
Number of employees (full-time employees + part-time staff)		34,756
New graduate employees hired		112
Mid-career employees hired		12
Re-employment *3		160

*1 Data includes persons reemployed after mandatory retirement.

*2 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.

*3 Persons reemployed after mandatory retirement.

*4 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

*5 Section manager or higher.

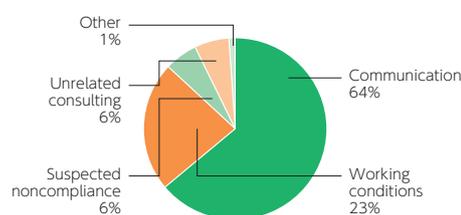
*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

	FY2014	FY2015	FY2015
Average length of service (full-time employees)	21 years 0 months	21 years 7 months	21 years 0 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	198(0, 27)	260(0, 138)	327(2, 137)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	20(1, 16)	15(2, 10)	11(2, 11)
Number of volunteer leave recipients	9	2	3
Percentage of women in management positions *5	20.8%	22.5%	25.3%
Percentage of employees with disabilities *6	2.19%	2.29%	2.47%
Percentage of paid holidays taken by full-time employees	11.3%	14.0%	16.5%
Frequency rate of workplace accidents	2.35	1.32	1.53
Severity rate of workplace accidents	0.05	0.03	0.03

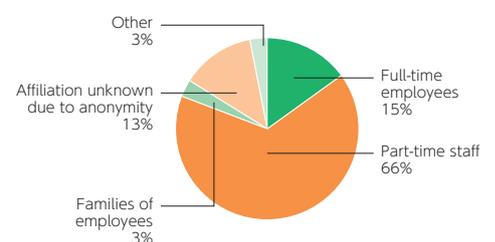
Data for Consultation Services for Employees

Compared to the fiscal year ended February 28, 2015, there was an increase in communications-related consultations, which accounted for 72% of the total. We will continue striving to create workplaces that make communication easy through rigorous operational management and leading by example by upper management

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016 Contacts received: 826 (up 56.4% from the previous fiscal year's level)



By user category



Environment Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	●Complete transition to ISO 14001 2015 version	●Completed transition to ISO 14001:2015 (February 2016)	○	●Expand recommendations in renewal audits, and reduce items indicated by audits
Improving energy efficiency and introducing renewable energy				
	●Reduce energy usage by 1% when calculated in terms of crude oil usage ●Continue to expand the introduction of LED lighting	●Reduce energy usage by 1% when calculated in terms of crude oil usage ●Changed over to LED lighting at each store renovation	○	●Reduce energy usage by 1% when calculated in terms of crude oil usage ●Continue to expand the introduction of LED lighting
Reducing waste and developing a recycling-oriented society				
	●Food product recycling rate: 55.0% (Up 0.3% from the previous year) ●Waste recycling rate: 62.5% (Up 0.4% from the previous year)	●Food product recycling rate: 55.6% (Up 0.9% from the previous year) ●Waste recycling rate: 60.8% (Down 1.3% from the previous year)	△	●Food product recycling rate: 56.0% (Up 0.4% from the previous year) ●Waste recycling rate: 63.0% (Up 2.2% from the previous year) ●Improve waste recycling rate by more detailed separation of waste
Implementing measures to conserve biodiversity				
	●Tree plantings through green wrapping and other initiatives: 1,850 trees	●Plantings: 1,760 trees Planting location: Miyako City, Iwate Prefecture ●Conducted tree-planting activities through employee volunteers	△	●Plantings: 1,870 trees ●Promotion of anniversary-day gifts through green wrapping: 67,000 gifts ●Conducted tree-planting activities through employee volunteers
Offering eco-friendly products				
	●Newly select environmentally-friendly products: 30 items	●New products selected: 52	○	●New products selected: 30 ●Enhance introductions of organic cotton products (babywear, towels, etc.)
Raising environmental awareness among employees				
	●Environmental e-learning courses: All employees to take ●Number of employees reporting successful completion of the campaign to make all employees save electricity: 60	●Environmental e-learning courses: All employees to take ●Number of employees reporting successful completion of the campaign to make all employees save electricity: 108	○	●Environmental e-learning courses: All employees to take ●Number of employees reporting successful completion of the campaign to make all employees save electricity: 150 ●No. of employees taking Eco Test: 46 Pass rate: 90%

Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
Number of stores	Stores	24	24	24
CO ₂ emissions *1 *2 *3	t-CO ₂	197,747	194,315	193,101
CO ₂ emissions from store operations *1 *3	t-CO ₂	196,992	193,578	192,417
Electricity consumption in store operations *1	GWh	346	341	339
Water usage in store operations *1	1,000m ³	2,354	2,265	2,262
Packaging consumption	t	1,493	1,465	1,432
Waste disposal (recycling rate)	t (%)	30,981 (62.0)	30,880 (62.1)	31,334 (60.8)
Food product recycling rate	%	54.4	54.7	55.6

*1 The period of the calculations was April to March.

*2 CO₂ emissions stemming from the use of energy in store, Head Office and distribution center operations.

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

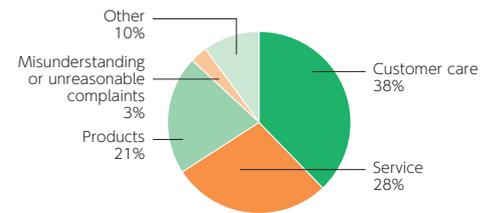
Consumer Challenges

Data for Customer Response Services

In the fiscal year ended February 29, 2016, we continued to use customer opinions as a starting point to analyze the causes of issues in our customer care services and operations, resolve areas where customers were dissatisfied, and promote activities that reflect customer needs in our operating strategies. We also continued to regularly publish case studies of delighting customers in our company bulletin, etc., and proactively shared information on high-quality customer service.

In the future, we will analyze customers' wishes from their opinions, and stores and Head Office will work together to strengthen their response.

Service by topic for the fiscal year ended February 28, 2016
 Contacts received: 10,471
 (down 10% from the previous fiscal year's level)



FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services	<ul style="list-style-type: none"> ● Enhance contamination prevention activities ● Continue product inspection system for private brand apparel and general merchandise items ● Advance the education system and encourage acquisition of qualifications 	<ul style="list-style-type: none"> ● Conducted a special inspection of all stores ● Held briefing sessions for business partners ● Conducted 205 pre-delivery inspections focused on new brands ● Implemented level-specific training to improve front-line staff skills 	○	<ul style="list-style-type: none"> ● Improve hygiene management knowledge of front-line staff using a booklet about basic points of food sanitation management ● Continue to carry out inspections of private-brand apparel and general merchandise items ● Continue level-specific training to improve front-line staff skills
Making stores and facilities more customer-friendly and reliable	<ul style="list-style-type: none"> ● Modified the doors to multipurpose restrooms, making them easier to operate 	<ul style="list-style-type: none"> ● Modified the doors to multipurpose restrooms, making them easier to operate (Kobe stores) ● Installed multipurpose restrooms (Kashiwa store) 	○	<ul style="list-style-type: none"> ● Install long-time usage alarm devices for multipurpose restrooms
Assuring appropriate information provision	<ul style="list-style-type: none"> ● Continue to cooperate with specialist organizations to carry out inspections of both food product labeling and the labeling of private brand apparel and general merchandise items 	<ul style="list-style-type: none"> ● Conducted three inspections by specialist organizations at each site (sales and kitchen areas) ● Constantly conducted pre-delivery inspections of private-brand products ● Regularly conducted instore inspections of private-brand products 	○	<ul style="list-style-type: none"> ● Cooperate with specialist organizations to check and inspect both food product labeling and the labeling of private-brand apparel and general merchandise items, and continue to implement appropriate labeling and information disclosure
Responding sincerely to customer opinions (organization)	<ul style="list-style-type: none"> ● Analyze customers' wishes from their opinions, and get stores and Head Office work together to promote further improvement in customer service awareness among employees ● Reduce the number of complaints from customers: Below 5,384 	<ul style="list-style-type: none"> ● Continuously implemented activities leveraging customer opinions to improve on points of dissatisfaction ● Customer complaints: 4,689 (down 695 from the previous fiscal year) 	○	<ul style="list-style-type: none"> ● Analyze customers' wishes from their opinions, and get stores and Head Office work together to promote further improvement in customer service awareness among employees ● Reduce the number of complaints from customers: Below 4,689

Local Communities

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Continue to operate Pre-Mama Stations and Counters, and hold events for parents and children, (mothers or fathers and children) ● Develop products by incorporating the opinions customers share with their midwives ● Continue new development of specialty sales persons Shoe fitters: 15 Formal-wear advisors: 10 Shopping supporters for the elderly and people with disabilities: 15 Cognitive impairment supporters: 1,650 and other ● Children's shoes: trade in 90,000 pairs 	<ul style="list-style-type: none"> ● Held parent-child participation events such as child care counseling and bathing classes at Pre-Mama Stations and Counters ● Newly developed four products based on opinions customers share with their midwives, including sleepers and pillows ● Continue new development of specialty sales persons Shoe fitters: 13 Formal-wear advisors: 11 Shopping supporters for the elderly and people with disabilities: 15 Cognitive impairment supporters: 2,606 and other ● Children's shoes: trade in 92,462 pairs 	○	<ul style="list-style-type: none"> ● Continue Pre-Mama Stations and Counters and hold parent-child participation events ● Strengthen sales of products that were developed based on opinions shared with midwives, and commence development of new products for 2017 ● Continue new development of specialty sales persons Shoe fitters: 10 Formal-wear advisors: 5 Shopping supporters for the elderly and people with disabilities: 15 Cognitive impairment supporters: 4,000 and other ● Children's shoes: trade in 95,900 pairs
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Continue to conduct localized events ● Collaborate with local companies to incorporate traditional local technologies and products, and develop Limited Edition Area Mode to add different products developed for each store 	<ul style="list-style-type: none"> ● Conducted events with local communities such as the Green Curtain Project and water sprinkling activities, etc. (all stores) ● Held a water education event to promote consideration of the local water resources of Kanagawa Prefecture (Higashi-Totsuka store) ● Held a hot-pot meal-sharing event using local ingredients (Fukui store, Akita store, Funabashi store) ● Held an interlinked "pre-disease fair" in Kanagawa Prefecture (Yokohama stores, Higashi-Totsuka store, Odawara store) ● Held a Cool Biz Fashion Show devised by local high-school girls (Funabashi store) ● Held "Limited Edition Area Mode" at 15 stores ● Held a fair featuring "Limited Edition Area Mode" products from around Japan (Ikebukuro main store, Yokohama store) 	○	<ul style="list-style-type: none"> ● Continue to conduct localized events ● Improve convenience when voting by establishing a polling station before the polling date ● Conduct further manufacturing using local resources and in cooperation with local craft-workers, develop different products for each store based on customers' opinions, and implement product lineups ● Expand sales of region-limited products using Internet sales to strengthen sales for customers nationwide
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Including measures for people having difficulties in going home in the event of large earthquakes, continue to maintain cooperative systems with local municipalities and businesses ● Through the holding of events such as disaster preparedness fairs, promote activities that raise the awareness of disaster-preparedness ● Conclude a comprehensive agreement with Chiba Prefecture to promote local community activities 	<ul style="list-style-type: none"> ● Participated in the Joint Council to Respond to People Having Difficulties in Going Home, which operates by participation of local municipalities, etc., where stores are located, and simultaneously participated in joint drills, etc. ● As an initiative to raise awareness among local community residents and so forth, held disaster preparedness fairs, mainly in cooperation with Kanagawa Prefecture ● Started initiatives in cooperation with local municipalities, signing one comprehensive alliance agreement with Chiba Prefecture on July 30, 2015, and another with Chiba City on November 18. 	○	<ul style="list-style-type: none"> ● Including measures for people having difficulties in going home in the event of large earthquakes, continue to maintain cooperative systems with local municipalities and businesses ● Through the holding of events such as disaster preparedness fairs, promote activities that raise the awareness of disaster-preparedness ● Increase involvement in regional revitalization based on the concluded regional comprehensive agreements
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> ● On an ongoing basis, cooperate with local communities and their disaster-preparedness and crime prevention systems 	<ul style="list-style-type: none"> ● Participated in local disaster preparedness training and crime-prevention patrols 	○	<ul style="list-style-type: none"> ● On an ongoing basis, cooperate with local communities and their disaster-preparedness and crime prevention systems

Employee Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● Aim to have 3,000 new participants in career improvement seminars through "Self-Directed Sales Area Training Course Promotion" and "Career Advancement Course Promotion" for improving basic skills acquisition of individuals and expanding the base of people with specialist qualifications 	<ul style="list-style-type: none"> ● New seminar participants: 2,865 people ● Self-Directed Sales Area Training Course: 1,806 people ● Career Advancement Course: 1,059 people 	△	<ul style="list-style-type: none"> ● New seminar participants: 2,900 people ● Self-Directed Sales Area Training Course: 1,900 people ● Career Advancement Course: 1,000 people
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Publish a Maternity and Childcare Handbook to support childcare and promote deeper understanding within management 	<ul style="list-style-type: none"> ● Issued childbirth and childcare support handbook (September 2015) ● Conducted childcare leave roundtable meetings between labor and management 	○	<ul style="list-style-type: none"> ● Apply for certification as a gender-advanced company based on the law to promote women in the workplace ● Establish systems for increasing the number of employees taking paid leave for childcare, nursing care, and family care
Making use of diverse human resources				
	<ul style="list-style-type: none"> ● Promote 30 people from non-regular employees to regular employees ● Hire five mid-career specialist employees ● Percentage of female managers (Section manager or higher positions): 20% 	<ul style="list-style-type: none"> ● 42 contract workers became full-time employees: (female 32, male 10) ● Hire fifteen mid-career specialist employees ● Percentage of female managers (Section manager or higher positions): 14.6% 	△	<ul style="list-style-type: none"> ● Promote 40 people from non-regular employees to regular employees ● Hire ten mid-career specialist employees ● Percentage of female managers (Section manager or higher positions): 20%
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● Standardize follow-up on health check at all stores (including standardization of figures relating to metabolic syndrome, check-up recommendations, etc.) ● Establish a program to help employees with mental health problems to return to the workplace 	<ul style="list-style-type: none"> ● Ascertained individual responses after health checkups and promoted unified post-checkup measures ● Created a model support program for returning to work after taking leave and used it at Head Office 	○	<ul style="list-style-type: none"> ● Create a support manual for returning to work after taking leave and use support programs for returning to work at all business sites

Personnel Data

Breakdown of number of employees (as of the end of February 2016)		(persons)
Full-time employees *1		4,068
	Male	2,806
	Female	1,262
Part-time staff *2		4,358
Number of employees (full-time employees + part-time staff)		8,327
New graduate employees hired		54
Mid-career employees hired		15
Re-employment *3		69

*1 Data includes persons reemployed after mandatory retirement.

*2 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.

*3 Persons reemployed after mandatory retirement.

*4 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

*5 Section manager or higher.

*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	22 years 0 months	22 years 0 months	22 years 9 months
Number of full-time employees who took childcare leave **4 (males, part-time staff)	213(1, 92)	193(7, 85)	192(4, 69)
Number of full-time employees who took nursing leave **4 (males, part-time staff)	9(0, 5)	6(0, 5)	2(2, 0)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions **5	20.7%	23.1%	33.2%
Percentage of employees with disabilities **6	2.04%	2.04%	1.97%
Percentage of paid holidays taken by full-time employees	14.0%	6.6%	19.7%
Frequency rate of workplace accidents	0.29	1.04	0.29
Severity rate of workplace accidents	0.003	0.02	0.01

Data for Consultation Services for Employees

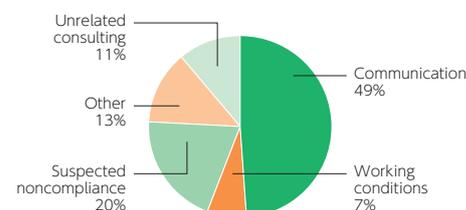
The number of employee consultations received in the fiscal year ended February 29, 2016 increased by 50% compared to the previous year. As a breakdown by consultation topic, all of them increased with a few exceptions, although multiple consultations covered the same topic. However, there were no cases of whistleblowing such as suspicions of serious violations of rules, or of communication harassment that required an immediate remedy. In the most recently conducted training such as in compliance at each store, employees were urged to actively use the help lines whenever they noticed even apparently trivial issues. As a result, the increase includes an increased use of the help lines, reflecting the growing interest in them.

Furthermore, regarding the increase in the number of consultations related to the workplace environment and human relationships and so forth, the main factor was still thought to be a lack of communication within the workplace. We will therefore continue to request the managers of the workplaces concerned to reaffirm the importance of proper communication of opinions between team members and reaffirm the need to give proper supervision and guidance.

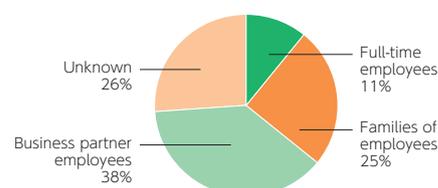
We have been focusing on the issue of time management for two years now, and employees' awareness of time management has shown steady improvement as a result. This is the only topic where the number of cases of consultation content has declined.

Training such as compliance that was conducted in the fiscal year ended February 29, 2016 has been divided at the front lines into executive-class training, new-appointment training, and job-specific training. For the themes that each class of employee may be likely to encounter, the training was conducted by an advising lawyer as instructor and designed to be practically applicable. We intend to continue those training programs directly connected to risk management, thereby preventing accidents and incidents from occurring or spreading.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 84
(up 50% from the previous fiscal year)



By user category



Environment Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Reduce electricity consumption by installing and using BEMS (energy management system) in all stores (remaining 17 stores and new stores) ● Install LED lighting in all stores ● Upgrade to high-efficiency air conditioning 	<ul style="list-style-type: none"> ● Installations in all stores completed ● Installations in all stores completed ● Two stores upgraded out of a planned four stores 	<ul style="list-style-type: none"> ○ ○ △ 	<ul style="list-style-type: none"> ● Reduce energy consumption by upgrading to high-efficiency air conditioning ● Reduce energy consumption by using BEMS

Environmental Data

Challenges	Unit	FY2014	FY2015	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	207,704	204,741	191,121
CO ₂ emissions from store operations (per store) *1 *3	t-CO ₂	185,128 (959)	182,808(937)	174,416(867)
CO ₂ emissions by delivery vehicles *1 *3	t-CO ₂	14,781	15,344	16,259
Electricity consumption in store operations *1	GWh	309	309	307
Water usage in store operations *1	1,000m ³	1,039	1,043	1,074
Plastic bag consumption (turndown rate) at the food section	t (%)	364 (69.9)	350 (70.6)	433 (70.7)
Waste disposal (recycling rate)	t (%)	42,760 (51.1)	43,029 (51.6)	43,028 (52.6)
Food product recycling rate	%	35.7	40.4	44.1

*1 The period of the calculations was April to March.

*2 CO₂ emissions stemming from the use of energy in store, Head Office, training center and distribution center operations and by delivery vehicles.

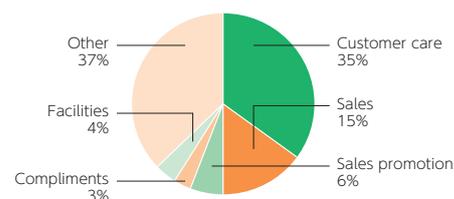
*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Consumer Challenges

Data for Customer Response Services

As part of our efforts to listen to our customers' voices and respond to every one of them, we share examples of individual stores successfully meeting customers' needs with all our stores. Our Head Office and stores will work together to provide customers with a more timely response and incorporate as many customer suggestions as possible into our operations with an eye to making our stores enjoyable places to shop with confidence.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 2,638
 (down 8.7% from the previous fiscal year's level)



FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Strengthen sales of three-star vegetable sales that are cultivated with the minimum possible use of chemical fertilizers and pesticides Value of sales: 16.0% increase from the previous year 	<ul style="list-style-type: none"> ● Value of three-star vegetable sales: 8.0% increase from the previous fiscal year 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● Strengthen sales of three-star vegetable sales that are cultivated with the minimum possible use of chemical fertilizers and pesticides Value of sales: 19.0% increase from the previous year
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ● Continue to increase the number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. 	<ul style="list-style-type: none"> ● Number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 108 stores (Up 4 from the previous year) 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Continue to increase the number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. (New stores)

Local Communities

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	●Continue with the "Heartful Saturday" blood drive	●475 people participated in blood donations	○	●Continue blood donations and aim to increase no. of blood donors
Assisting in local community revitalization				
	●Continue to hold Opening Anniversary Festivals to develop close relationships with the local community in the month each store opened	●Held Opening Anniversary Festivals at each store	○	●Continue to hold Opening Anniversary Festivals to develop close relationships with the local community
Providing support in times of disaster				
	●Consider entering into disaster response agreements with municipalities upon request	●Entered into no new agreements related to disasters	/	●Consider entering into disaster response agreements with municipalities upon request
Implementing crime prevention measures for local communities				
	●Continue cooperating with requests from local police in regions where stores are located	●Communicated warnings, etc., from local police to store customers	○	●Continue cooperating with requests from local police in regions where stores are located

Employee Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	●Establish universal content for the individual Target Achievement Records to smooth the education level for all companies. Correct inequalities in results between divisions	●Created universal content for Target Achievement Records Visualized confirmations of the educational progress status between divisions	△	●Unify the education schedule and implement education utilizing Target Achievement Records to eliminate differences in educational progress between divisions
Achieving a work-life balance				
	●Create a guidebook for supporting working women and employees involved in childcare to widen general understanding of the systems for childcare leave and expand the number of people using the leave	●Failed to create an environment that could provide time for people's private lives due to increased working hours arising from lack of personnel	×	●Make an environment in which it is easy for individuals to take leave, including a half-day paid-leave system, and encourage use of leave
Making use of diverse human resources				
	●Aim to achieve 20% female managers (Executive officer - Division manager rank) ●Aim to increase the percentage of non-Japanese employees	●Percentage of female managers (Division manager or higher positions): 8%	×	●Aim to improve the percentage of female managers by implementing a female executive training curriculum, including training candidates for their next job position
Assuring consideration for worker health and safety				
	●Workplace accidents per year: reduction of 10% from the FY2015 level	●Workplace accidents per year: reduction of 11.6% from the FY2015 level	○	●Workplace accidents per year: reduction of 10% from the FY2016 level

Personnel Data

Breakdown of number of employees (as of the end of February 2016)		(persons)
Full-time employees *1		2,766
	Male	2,434
	Female	332
Part-time staff *2		11,057
Number of employees (full-time employees + part-time staff)		13,823
New graduate employees hired		176
Mid-career employees hired		0
Re-employment *3		20

*1 Data includes persons reemployed after mandatory retirement.

*2 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.

*3 Persons reemployed after mandatory retirement.

*4 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

*5 The percentage of team leaders or higher positions

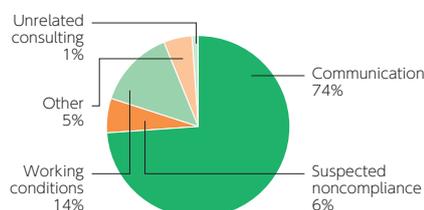
*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	15 years 3 months	14 years 6 months	14 years 4 months
Number of full-time employees who took childcare leave **4 (males, part-time staff)	63(1, 55)	109(2, 97)	163(1, 144)
Number of full-time employees who took nursing leave **4 (males, part-time staff)	4(0, 4)	1(0, 1)	3(2, 0)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions **5	24.6%	25.4%	26.4%
Percentage of employees with disabilities **6	1.96%	2.39%	2.54%
Percentage of paid holidays taken by full-time employees	9.2%	7.7%	13.4%
Frequency rate of workplace accidents	2.27	2.39	3.74
Severity rate of workplace accidents	0.10	0.01	0.02

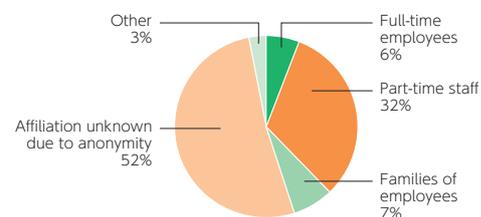
Data for Consultation Services for Employees

York-Benimaru provides employees with a help line service. The service enables them to receive counseling on workplace issues, request investigations on noncompliance, etc. Employee suggestions are used to create a better workplace environment.

Description of contacts received by Customer Response
Service by topic for the fiscal year ended February 28, 2016
Contacts received: 73
(up 12.3% from the previous fiscal year)



By user category



Environment Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Attaining and appropriate grasp of environmental impact				
	●Continue to introduce BEMS (energy management system) to new stores	●Introduced BEMS in four new stores	○	●Continue to introduce BEMS to new stores
Improving energy efficiency and introducing renewable energy				
	●Introduce reach-in multi-level refrigerated cases (with glass doors) at existing stores	●Implemented at 18 existing stores ●Implemented at 4 new stores	○	●Introduce reach-in multi-level refrigerated cases at existing stores
Reducing waste and developing a recycling-oriented society				
	●Food product recycling rate: 52.0% ●Plastic bag turndown rate for FY2016: achieve 60.0%	●Food product recycling rate: 51.1% ●Plastic bag turndown rate for FY2016: 50.1%	△ △	●Food product recycling rate: 52.0% ●Plastic bag turndown rate for FY2017: achieve 55.0%
Raising environmental awareness among employees				
	●No. of employees that passed the Eco Test : 22	●No. of employees that passed the Eco Test: 18	○	●No. of employees that passed the Eco Test: 24

Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO ₂ emissions *1 *2 *3	t-CO ₂	61,522	61,383	58,169
CO ₂ emissions from store operations (per store) *1 *3	t-CO ₂	61,474(809)	61,330(787)	58,119(736)
Electricity consumption in store operations *1	GWh	115	113	113
Water usage in store operations *1	1,000m ³	543	543	558
Plastic bag consumption (turndown rate) at the food section	t	45.8	48.3	49.5
Waste disposal (recycling rate)	t(%)	20,799(65.2)	19,995(64.8)	21,583(64.2)
Food product recycling rate	%	49.4	51.6	51.1

*1 The period of the calculations was April to March.

*2 CO₂ emissions stemming from the use of energy in store operations and Head Office operations.

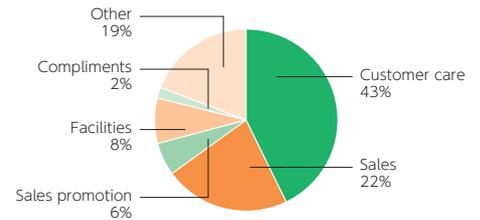
*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Consumer Challenges

Data for Customer Response Services

Some 694 calls were received by the toll-free phone numbers in the fiscal year ended February 29, 2016. Concerning issues that resulted in calls from customers, customer care issues accounted for 43%, while sales-related issues accounted for 22%. We are analyzing the causes of such issues and working to make improvements.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 694
 (down 30.4% from the previous fiscal year's level)



FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Actively deploy the store compliance team ● Continue to provide quality control information ● Provide support through store interviews ● Following with web conferences 	<ul style="list-style-type: none"> ● Visualized the results of the "wiping inspection" (a means of verifying the hygiene conditions) at stores ● Improved the hygiene management level by scoring the inspection results 	△	<ul style="list-style-type: none"> ● Establish compliance teams in new stores ● Actively deploy the existing-store compliance teams ● Increase frequency of wiping inspections and conduct follow-up inspections
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ● Number of stores to be certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 27 stores (Incl. 2 new stores) 	<ul style="list-style-type: none"> ● Number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 27 stores (Incl. 2 new stores) 	○	<ul style="list-style-type: none"> ● Number of stores to be certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 29 stores (Incl. 2 new stores)
Assuring appropriate information provision				
	<ul style="list-style-type: none"> ● Have auditors and Head Office quality control staff carry out store surveys, and share information on appropriate labeling through interviews with management, store manager and manager meetings ● Strengthen the system of store-based voluntary self-checks 	<ul style="list-style-type: none"> ● Have auditors and Head Office quality control staff carry out store surveys, and share information on appropriate labeling through interviews with management, store manager and manager meetings ● Provided information related to labeling to stores through web conferences and email by Head Office quality control staff ● Strengthen the system of store-based voluntary self-checks 	△	<ul style="list-style-type: none"> ● Share the results of store audits (freshness monitoring, hygiene management, labeling management, etc.) and issues with store managers. Discuss ways to make improvements, promptly share information with management, Product Departments and the Sales Division, and confirm until improvements are implemented ● Provide information related to hygiene management, freshness monitoring, and allergy labeling to stores through web conferences and weekly emails by Head Office quality control staff
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ● Link departments with customer opinions and incidents and feedback to stores ● Strengthen education for new store managers, etc. 	<ul style="list-style-type: none"> ● No. of items of customer feedback was roughly unchanged ● Avoided incidents and accidents by sending email from the customer feedback department to stores about items needing attention according to seasonal factors every week, and about the most recent incidents and accidents as they occur 	△	<ul style="list-style-type: none"> ● Strive to avoid incidents and accidents by sending email from the customer feedback department to stores about items needing attention according to seasonal factors every week, and about the most recent incidents and accidents as they occur ● Share examples of responses to customer requests by emailing other stores

Local Communities

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Increase the number of users of the re-challenge plan system Revise operations accordingly and boost understanding and awareness of the system among other employees in the same workplace 	<ul style="list-style-type: none"> ● No. of users of the re-challenge plan system: 40 (+ 9 people) ● Held a community plan internally every quarter 	△	<ul style="list-style-type: none"> ● Increase the number of users of the re-challenge plan system Revise operations accordingly and boost understanding and awareness of the system among other employees in the same workplace
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Continue to accept workplace tours and work experience participation by elementary and junior high school students ● Train 220 cognitive impairment supporters 	<ul style="list-style-type: none"> ● Accepted workplace tours and work experience participation by elementary and junior high school students: approx. 8,000 students (up 14% from the previous fiscal year) ● Train 482 cognitive impairment supporters 	○	<ul style="list-style-type: none"> ● Continue to accept workplace tours and work experience participation by elementary and junior high school students ● Train 450 cognitive impairment supporters

Employee Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities	<ul style="list-style-type: none"> ● Revise the manual for receiving new employees, conduct group training for new part-time staff, and reform store operations to help them settle in 	<ul style="list-style-type: none"> ● Revised the manual for receiving new employees, and conducted group training for new staff 	△	<ul style="list-style-type: none"> ● Improve individual skills of full-time employees part-time staff using Target Achievement Records, and develop managerial skills ● Hold training for part-time leaders
Achieving a work-life balance	<ul style="list-style-type: none"> ● Reduce total work time Achieve 10% reduction in average number of overtime hours from the previous year 	<ul style="list-style-type: none"> ● Average number of overtime hours was 35.4, 13.8% more than the previous year 	×	<ul style="list-style-type: none"> ● Reduce total work time Achieve 10% reduction in average number of overtime hours from the previous year
Making use of diverse human resources	<ul style="list-style-type: none"> ● Appoint part-time-staff to managerial roles: 50 employees ● Promote at least 10 people from contract workers to full-time employees ● Percentage of female managers (Team leader or higher): 29.0% ● Promote manager training, and promote 2 females to store manager 	<ul style="list-style-type: none"> ● Part-time store managers: 4, Part-time staff leaders: 75 ● Employees promoted to full-time employees: 15 ● Percentage of female managers (Team leader or higher positions): 26.7% ● Number of females promoted to store manager: 0 	△ ○ △ ×	<ul style="list-style-type: none"> ● Promote 80 people to part-time staff leader, promote 30 people to expert part-time staff ● Promote 15 people from contract workers to full-time employees ● Percentage of female managers (Team leader or higher positions): 28.0% ● Promote manager training, and promote 2 females to store manager
Assuring consideration for worker health and safety	<ul style="list-style-type: none"> ● Reduce occurrence of workplace accidents Give notification of causes and responses Reduce lost work-time accidents 	<ul style="list-style-type: none"> ● Frequency rate of workplace accidents: 4.24 → 3.52 ● Severity rate of workplace accidents: 0.07 → 0.06 ● Lost work-time accidents: 51 → 45 	△	<ul style="list-style-type: none"> ● Reduce occurrence of workplace accidents Give notification of causes and responses Reduce lost work-time accidents

Personnel Data

Breakdown of number of employees (as of the end of February 2016)	(persons)
Full-time employees *1	1,241
Male	990
Female	251
Part-time staff *2	4,718
Number of employees (full-time employees + part-time staff)	5,959
New graduate employees hired	85
Mid-career employees hired	0
Re-employment *3	24

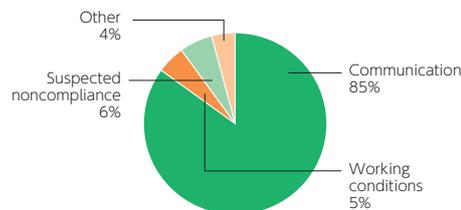
- *1 Data includes persons reemployed after mandatory retirement.
 *2 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.
 *3 Persons reemployed after mandatory retirement.
 *4 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)
 *5 The percentage of team leaders or higher positions, excluding executive officers.
 *6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	14 years 0 months	15 years 0 months	14 years 4 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	30(0, 14)	31(0, 17)	40(0, 24)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	1(1, 0)	0(0, 0)	0(0, 0)
Number of volunteer leave recipients	0	0	0
Percentage of women in management positions *5	28.0%	27.7%	26.7%
Percentage of employees with disabilities *6	1.94%	2.09%	2.00%
Percentage of paid holidays taken by full-time employees	8.2%	11.8%	12.6%
Frequency rate of workplace accidents	4.49	4.24	3.52
Severity rate of workplace accidents	0.07	0.07	0.06

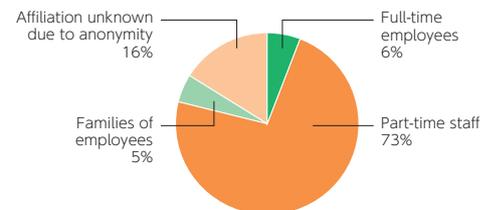
Data for Consultation Services for Employees

We conducted a campaign to improve the working environment by sales department executives, and the number of reports related to working conditions is declining. Many reports have been received about employees' speech, behavior and morality.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
 Contacts received: 75 (up 8% from the previous fiscal year's level)



By user category



Seven & i Food Systems Co., Ltd.

Website: <http://www.7andi-fs.co.jp/7fs/company/csr.html>

Number of stores as of February 28, 2015: 851

Environment Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	● Install LED lighting in remaining 69 stores Target amount of CO ₂ emissions reduction: 456 tons	● Installed the LED lighting in backyard office areas and parking lots in remaining 69 stores Target amount of CO ₂ emissions reduction: 456 tons	○	● Replace package air conditioners with individual air conditioners: 10 stores Amount of CO ₂ emissions reduction: 167 tons
Reducing waste and developing a recycling-oriented society				
	● Expand the conducting of recycling to 110 stores, and improve food recycling rates	● Expanded the conducting of recycling to 110 stores, and achieved food recycling rates of 46.4% (a +1% improvement from the previous fiscal year)	○	● Install more raw garbage processors in Head Office test kitchen and stores (two units ⇒ seven units) Target food product recycling rate: 47%
Raising environmental awareness among employees				
	● By encouraging employees to take the Eco Test, cultivate environmental awareness and gain environmental knowledge (aim to have 120 people take the Eco Test)	● No. of employees who took test: 244 annually (summer: 148; winter: 96) No. who passed: 203	○	● Encourage employees to take the Eco Test Increase scope of eligibility for taking the test up to store managers Target number of employees to take test annually: 180

Environmental Data

Challenges	Unit	FY2014	FY2015	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	100,120	91,264	84,876
CO ₂ emissions from store operations *1 *3	t-CO ₂	97,766	88,825	82,474
CO ₂ emissions from delivery vehicles *1 *3 *4	t-CO ₂	2,170	2,289	2,259
Electricity consumption in store operations *1	GWh	148	135	130
Water usage in store operations *1	1,000m ³	2,045	2,036	1,889
Waste disposal (recycling rate)	t (%)	10,624(26.0)	10,280(25.6)	11,800(28.1)
Food product recycling rate	%	43.3	45.4	46.4

*1 CO₂ emissions stemming from the use of energy in store operations (Seven & i Food Systems), Head Office, and delivery vehicles.

*2 The period of the calculations was April to March.

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

*4 The values are for Denny's only.

Consumer Challenges Consumer Challenges

Data for Customer Response Services

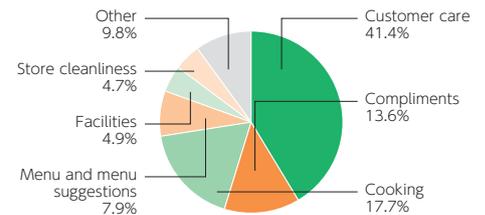
In the fiscal year ending February 29, 2016, as a result of working on the eradication of complaints throughout the entire company, the number of complaints decreased sharply. However, the number of compliments was lower than in the fiscal year ending February 28, 2015.

Complaints: 3,695 to 2,251 cases (a decrease of 1,444 cases, or 39.1% from the previous fiscal year)

Compliments: 963 to 946 cases (a decrease of 17 cases, or 1.8% from the previous fiscal year)

In the fiscal year ending February 28, 2017, we will work to improve customer satisfaction by continuing to focus on on-the-job-training at stores, while also incorporating off-the-job-training in the form of the three pillars of mental education, management education, and technology education.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 8,266
 (down 35.2% from the previous fiscal year)



FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Shift completely to e-Base (old transaction requirement documents) ● Further strengthen plant management confirmation system in and outside of Japan (focused on quality) 	<ul style="list-style-type: none"> ● Shifted as planned ● Carried out plant management confirmation focused on quality 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Evolve the e-Base content and improve the operations system ● Continue to maintain the plant management confirmation system in and outside of Japan
Assuring appropriate information provision				
	<ul style="list-style-type: none"> ● Continue to conduct a search service on the usage of allergenic substances 	<ul style="list-style-type: none"> ● Implemented as planned 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Continue to conduct a search service on the usage of allergenic substances
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ● Aim for further progress in getting the fundamentals straight and enhance e-learning education for all divisions. Expand various kinds of training, aiming to halve complaints and double compliments 	<ul style="list-style-type: none"> ● Customer complaints significantly declined by 39.1% compared to the fiscal year ended February 28, 2015, but as compliments also decreased by 1.8%, the targets were not achieved 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● Aim for further progress in getting the fundamentals straight and advance on-the-job and off-the-job training Expand e-learning and various kinds of training, aiming to improve customer satisfaction Halve the number of complaints and double the number of compliments

Local Communities

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Continue to maintain the system for actively accepting work experience participants ● Expand picture book reading sessions to stores in prefectures close to the Kanto region as part of efforts to support food education 	<ul style="list-style-type: none"> ● Accepted 357 work experience participants from 130 elementary, junior high, and high schools ● Conducted picture book reading sessions at 13 stores in Tokyo, Saitama, Chiba, and Ibaraki 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Continue to maintain the system for actively accepting work experience participants ● Propose dietary education and health management through menus
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Maintain and conduct relays with growing areas, thus developing the stable procurement of safe and delicious vegetables ● Coordinate with local communities and actively foster an awareness of cooperation among employees Cognitive impairment supporters: 700 ● Strengthen development of menus that respond to regional characteristics 	<ul style="list-style-type: none"> ● Conducted according to plan and implemented stable procurement ● Held 55 cognitive impairment supporter training sessions and trained 1,115 people Implemented also as a career measure to advance up to store managers ● Developed a menu of items tailored to customers' needs for each region and individual store 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Continue to conduct relays with growing areas and aim for optimum purchasing for each region ● Cooperate with local communities, and actively sponsor local governments, etc. Cognitive impairment supporters: 700 people ● Continue to support recovery in disaster areas
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Continue to proactively respond to requests received in the event of disaster from the local municipalities in which stores are located 	<ul style="list-style-type: none"> ● Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Continue to proactively respond to requests received in the event of disaster from the local municipalities in which stores are located

Employee Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● Promote enhanced e-learning content for the three pillars of education and flexibly provide the required content for workplace situations in each training ● Raise awareness at each training to help the management philosophy to penetrate further 	<ul style="list-style-type: none"> ● Completed introduction of e-learning system in all divisions Expanded employee education content Flexibly responded to training content according to policy ● Discussed and disseminated management philosophy and basic policy in each training session 	○	<ul style="list-style-type: none"> ● Expand e-learning content for training responsible personnel ● Expand corporate philosophy education component in training and e-learning content
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> ● Review evaluation system for ranking system within job responsibilities in 2016 	<ul style="list-style-type: none"> ● Since progress was made in revising other personnel systems, the ranking system within job responsibilities was carried forward to next fiscal year with plans to introduce it in May 2017 	△	<ul style="list-style-type: none"> ● Revise evaluation system and bonus system for introducing the ranking system within job responsibilities
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Monthly overtime: average of less than 20 hours per employee 	<ul style="list-style-type: none"> ● Monthly overtime: average of less than 19.91 hours per employee 	○	<ul style="list-style-type: none"> ● Monthly overtime: average of less than 20 hours per employee ● Leave to be taken: (8 days or more in one month)
Making use of diverse human resources				
	<ul style="list-style-type: none"> ● Aggressively recruit non-Japanese and overseas students ● Stop hiring part-time employees and increase the hiring age ● Conversions to contractual employees: 20 employees ● Percentage of women in management positions Section manager or higher: 10% Team leader or higher: 12% 	<ul style="list-style-type: none"> ● Strengthened recruitment activities targeting non-Japanese personnel, but did not see any results ● Extended cessation of employment of part-time employees at age 65 ● Conversions to contractual employees: 25 employees ● Percentage of women in management positions Section manager or higher: 9.6% Team leader or higher: 10.9% 	<ul style="list-style-type: none"> △ ○ ○ ○ × × 	<ul style="list-style-type: none"> ● Expand employment of seniors ● Conversions to contractual employees: 20 employees ● Percentage of women in management positions Section manager or higher: 10% Team leader or higher: 12%
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● Heatstroke prevention (temperature control) Health Declaration 2018 activities Reduce BMI and ratio of smokers ● Increase participation in health checks for employees who work the late night shift and participation in secondary testing 	<ul style="list-style-type: none"> ● One heatstroke incident occurred BMI rose (Men: 28.1%; women: 18.9%) Reduction in employees who smoke: 40.6% ● Participation ratio in health checks by employees who work the late night shift: 97.2%; a 0.8% deterioration Participation ratio in secondary testing by employees: 45.8%, a 3.0% improvement. However, the ratio of health checks overall was low 	<ul style="list-style-type: none"> × △ △ 	<ul style="list-style-type: none"> ● Reduce the number of occupational accidents at work Aim for a 10% decrease from 393 in the fiscal year ended February 29, 2016 Reduce BMI ● Participation ratio in regular health checks by employees: over 96% Participation ratio in health checks by employees who work the late night shift: over 98%

Personnel Data

Breakdown of number of employees (as of the end of February 2016)		(persons)
Full-time employees *1		1,294
	Male	1,080
	Female	214
Part-time staff *2		9,554
Number of employees (full-time employees + part-time staff)		10,848
New graduate employees hired		72
Mid-career employees hired		11
Re-employment *3		23

*1 Data includes contractual employees and temporary employees.

*2 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.

*3 Persons reemployed after mandatory retirement.

*4 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

*5 The percentage of team leaders or higher positions.

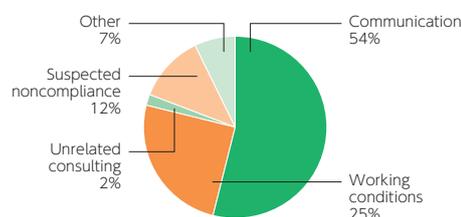
*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & I Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & I Food Systems.

	FY2014	FY2015	FY2015
Average length of service (full-time employees)	14 years 1 months	13 years 4 months	13 years 0 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	66(0, 62)	64(0, 52)	69(0, 56)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	0	0	1(1, 0)
Number of volunteer leave recipients	0	1	0
Percentage of women in management positions *5	7.1%	9.3%	10.9%
Percentage of employees with disabilities *6	2.19%	2.29%	2.47%
Percentage of paid holidays taken by full-time employees	7.7%	9.1%	11.3%
Frequency rate of workplace accidents	1.11	0.66	0.87
Severity rate of workplace accidents	0.03	0.02	0.02

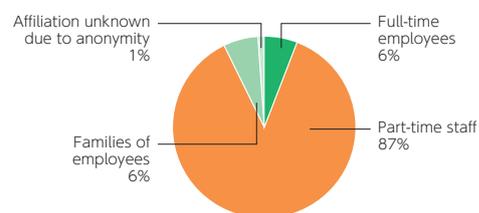
Data for Consultation Services for Employees

The total number of consultations increased for the second consecutive year, to 120 from 111 last year. This is likely to be the result of increasing awareness about the availability of consultation, as consultation about human relationships and inquiries regarding contracts increased. The importance of awareness about CSR for improving the workplace environment accompanying changes in societal norms is increasing. We are striving to improve the workplace environment through targeted awareness-raising activities, including focusing on harassment and work-life balance (especially parenting and family care), and changing the content of training depending on the targeted recipients and job positions.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016 Contacts received: 120 (up 0.8% from the previous fiscal year)



By user category



Reducing the Environmental Impact

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Introduce LED lighting to 10 stores (to make annual savings equivalent to approx. 509.6 kL of crude oil) ● Renew the Head Office gas air conditioners (replace 12 outdoor units and 102 indoor units, to make annual savings of approx. 20.7 kL) 	<ul style="list-style-type: none"> ● At 10 stores, including the Kusatsu store, introduced LED lighting (made annual savings of approx. 509 kL) ● Renew the Head Office gas air conditioners (replace 12 outdoor units, 102 indoor units for planned savings of approx. 20.7 kL) 	○	<ul style="list-style-type: none"> ● Transfer the LED lighting of four stores that were closed to update existing stores (make annual savings of approx. 102 kL of crude oil) ● Renew Head Office air conditioning (EHP; annual savings of approx. 13.0 kL) ● Renew Sendai Izumi air conditioning (EHP; made annual savings of approx. 47.0 kL of crude oil)
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ● Increase the plastic bag turndown rate to 8.0% 	<ul style="list-style-type: none"> ● Plastic bag turndown rate: 6.8% 	×	<ul style="list-style-type: none"> ● Increase the plastic bag turndown rate to 8.0%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Increase the number of reports on CSR initiatives in the company bulletin and at meetings for store managers, in order to raise awareness 	<ul style="list-style-type: none"> ● Increased awareness by reporting initiatives at company meetings and posting them on the website 	○	<ul style="list-style-type: none"> ● Strive to promote a more active awareness about LEDs and the initiatives to reduce the use of plastic bags

Environmental Data

Challenges	Unit	FY2014	FY2015	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	20,650	20,612	18,464
CO ₂ emissions from store operations (per store) *2 *3	t-CO ₂	20,140(217)	20,268(205)	18,183(175)
Electricity consumption in store operations *2	GWh	35	34	31
Water consumption in store operations *2	1,000m ³	39	48	45
Plastic bag turndown rate	%	4.0%	7.9%	6.8%

*1 CO₂ emissions stemming from the use of energy in store operations and in headquarters operations.

*2 The period of the calculations was April to March.

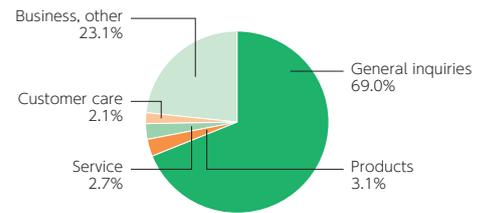
*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Consumer Challenges

Data for Customer Response Services

As a "customer consultation desk that operates uninterrupted throughout the year and offers toll-free phone calls," we listen to customer requests, opinions and inquiries, get alongside them and respond in a manner both fast and honest. The number of customer consultations has been increasing with the increase in the number of stores and customer visits to stores. Since many of our customers are first-time users of our services, they have numerous issues that they either don't know or are uncertain about. In order to alleviate such apprehensions on the part of customers even to the slightest degree, we take care to respond as kindly as possible. Commencing from the fiscal year ended February 28, 2014, a new system has been introduced, and coordination between the customer consultation desk, the different departments of the company, and our various stores has become much smoother. Furthermore, once a week, the customer service division provides store staff with information regarding customer requests and opinions, and how best to respond to such matters. Each week we share initiatives needed to address issues in customer feedback and strive to improve customer care.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 18,526
 (up 20.7% from the previous fiscal year's level)



FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	● Revise standards for safety and functionality and strengthen quality control	● Set safety and functional standards, provided guidance to business partners, and started operations	○	● Revise the internal labeling rules in accordance with the revision of the deduction system concerning defective products and the amendment of the law concerning laundry care symbols, and start operations
Making stores and facilities more customer-friendly and reliable				
	● Take safety measures on fixtures and shelving such as promoting the removal of corners and addition of safety guards	● Installed corner-less shelving and safety guards at eight new stores	○	● Continue to set up corner-less shelving and safety guards at nine new stores
Assuring appropriate information provision				
	● Improve the level of understanding through adoption of Intranet-based testing and aim to achieve full scores on "labeling management" in audit evaluations	● Conducted Intranet-based testing from September Audit evaluation "labeling management" Ratio of full points: 75% (September - February)	△	● Conduct Intranet-based testing Conduct audit evaluation of "labeling management" Ratio of full points at all stores: 100%
Responding sincerely to customer opinions (organization)				
	● Customer service and service complaints: under 380 complaints annually Incidence rate: keep to 20 PPM* To this end, repeatedly analyze causes of complaints and conduct internal communication and education to stem their occurrence	● Customer service and service complaints: 411 complaints annually (target value difference: + 36 complaints) Incidence rate: 19 PPM (target difference -1)	△	● Customer service and service complaints: under 266 complaints annually Incidence rate: keep to 12 PPM*

* Parts Per Million (PPM): Calculated by dividing the number of complaints by the number of customers and multiplying by one million.

Local Communities

FY2015 Targets/Results and FY2016 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	● Set up new in-store events related to pregnancy and childcare from a CSR perspective Trial the events during FY2016 Have all stores conduct events in FY2017	● As a "Smile Childcare College," we developed new events such as "baby showers" and "half birthdays" and conducted the events at all stores	○	● Take the further challenge of new events, and aim to contribute to the regional childcare environment
Providing support in times of disaster				
	● Respond to requests from regions where there are stores	● There was no request for concluding the policy	○	● Respond to requests from regions where there are stores

Employee Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ●Correspondence course participants: target 100 * Hold courses once in November to adjust course timing (for the fiscal year ending February 28, 2017, plan to hold courses in April and November) 	<ul style="list-style-type: none"> ●Correspondence course participants: 55 * Because the courses were held only once instead of twice as previously, the number of participants was halved compared to the fiscal year ended February 29, 2016 	×	<ul style="list-style-type: none"> ●Correspondence course participants: target 100 For the fiscal year ending February 28, 2017, aim to increase the number of participants by holding it twice.
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> ●Aim to increase "fulfillment" points in the employee opinion survey ●Revise treatment of part-time employees 	<ul style="list-style-type: none"> ●Increase "fulfillment" points in the employee opinion survey to 3.10 (an increase of 0.23 points from fiscal year 2013) ●Revised the hourly pay upward: largest on record 	○	<ul style="list-style-type: none"> ●Acquire points exceeding fiscal year 2015 results ●Review various work styles, including working conditions
Achieving a work-life balance				
	<ul style="list-style-type: none"> ●Promote male employees taking childcare leave ●Expand application of short working hours for employees involved in childcare 	<ul style="list-style-type: none"> ●Introduced a childcare leave system ●Expanded eligibility until end of elementary school 	○	<ul style="list-style-type: none"> ●Ratio of eligible employees taking childcare leave: 25% or higher ●Number of assistant store managers or higher rank to be appointed with shorter working hours: 13 or more
Making use of diverse human resources				
	<ul style="list-style-type: none"> ●Increase the number of part time leaders and promote their use ●Improve the percentage of female managers (Team leader or higher) 30% or higher ●Appoint executives from among those employees involved in childcare 	<ul style="list-style-type: none"> ●Appointed 74 part-time leaders ●Percentage of women in management positions (team leader or higher): 32.1% ●Appointed 12 assistant store managers or higher rank with shorter working hours 	○	<ul style="list-style-type: none"> ●Number of part-time leaders: 100 or more ●Percentage of female managers (Section manager of higher): 25% or more ●Assistant store managers or higher rank appointed from among employees with shorter working hours: 15 or more
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ●Maintain the target of no more than 30 despite the increase in stores 	<ul style="list-style-type: none"> ●Workplace accidents: 35 (up 14 from the previous year) 	○	<ul style="list-style-type: none"> ●Workplace accidents: less than 30

Personnel Data

Breakdown of number of employees (as of the end of February 2016)		(persons)
Full-time employees *1		931
	Male	500
	Female	431
Part-time staff *2		2,213
Number of employees (full-time employees + part-time staff)		3,144
New graduate employees hired		72
Mid-career employees hired		24
Re-employment *3		7

*1 Data includes contractual employees and temporary employees.

*2 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.

*3 Persons reemployed after mandatory retirement.

*4 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

*5 The percentage of team leaders or higher positions.

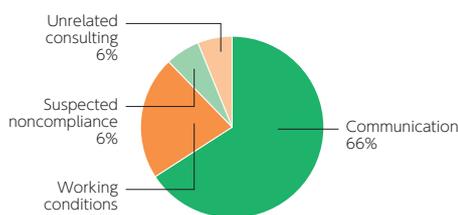
*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

	FY2014	FY2015	FY2015
Average length of service (full-time employees)	13 years 5 months	13 years 6 months	14 years 9 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	63(2, 35)	139(1, 110)	144(1, 99)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	6(1, 3)	0(0, 0)	0(0, 0)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions *5	24.5%	26.1%	32.1%
Percentage of employees with disabilities *6	2.00%	1.98%	2.03%
Percentage of paid holidays taken by full-time employees	40.2%	39.1%	39.6%
Frequency rate of workplace accidents	0.37	0.00	0.00
Severity rate of workplace accidents	0.01	0.00	0.00

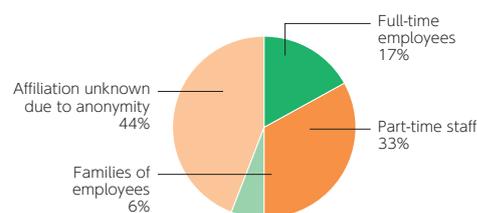
Data for Consultation Services for Employees

Due to insufficient communication, there were many consultations received from employees who felt they were subject to power abuse. Throughout the company, we are repeatedly working to drive home to them the importance of communication. Continuing in the fiscal year ending February 28, 2017, the education department will lead compliance training in cooperation with staff who deals in fair trade, quality management, and legal affairs issues, and so forth, for new recruits through to specialist employees.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 18
(down 82% from the previous fiscal year's level)



By user category



Reducing the Environmental Impact

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Continue grasping and disclosing greenhouse gas emissions volumes (Scope 3 emissions) that the company indirectly discharges through the supply chain 	<ul style="list-style-type: none"> Seven & i Holdings Group companies (including Seven Bank) calculated Scope 3 emissions. Presented in the Group's CSR reports, etc. 	○	<ul style="list-style-type: none"> Continue grasping and disclosing greenhouse gas emission volumes (Scope 3 emissions) that the company indirectly discharges through the supply chain
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Promote the adoption of paperless operations 	<ul style="list-style-type: none"> Promoted paperless operations by adding a monitor to conference rooms Promoted paperless operations by utilizing tablet terminals in face-to-face business with the International Money Transfer Service 	○	<ul style="list-style-type: none"> Promote the adoption of paperless operations
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> Promote recycling of previous-type ATMs 	<ul style="list-style-type: none"> Disposal and recycling of old-type ATMs (Fiscal year ended February 29, 2016: 2,597 units, 727 t) Disposal and recycling of UPS batteries (Fiscal year ended February 29, 2016: 2,597 batteries) * Discarded ATM and UPS batteries were recycled nearly 100% 	○	<ul style="list-style-type: none"> Promote recycling of previous-type ATMs
Offering eco-friendly products				
	<ul style="list-style-type: none"> Continue with replacement of conventional ATMs with third-generation machines that operate on about half the electricity Target ratio of the third-generation ATMs to the total: 95% 	<ul style="list-style-type: none"> Completed installation of 21,442 third-generation ATMs by the end of the fiscal year ended February 29, 2016 Target ratio of the third-generation ATMs to the total: 95.4% 	○	<ul style="list-style-type: none"> Complete the replacement of conventional ATMs with third-generation machines that operate on about half the electricity during the fiscal year ending February 28, 2017
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Continue to actively participate in Seven & i Holdings' environmental volunteer activities Increase the number of participants in environmental volunteer activities under Seven Bank's own programs 	<ul style="list-style-type: none"> 22 employees participated in Seven & i Holdings' Great East Japan Earthquake Disaster Reconstruction Assistance Project, Tokyo Bay UMI Project, Environment Volunteers, etc. A total of 42 employees participated in the Bonolon's Forest Environmental Activity 	○	<ul style="list-style-type: none"> Continue to actively participate in Seven & i Holdings' environmental volunteer activities, etc. Enhance the environmental volunteer activities by participants in Seven Bank's own programs

Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
Volume of paper ordered for office automation equipment	1,000 sheets	7,762	6,410	5,437
Electricity used at the offices*	MWh	1269	1,302	1,236

* Data was not available for some rental offices. Data includes staffed branches and directly managed ATMs.

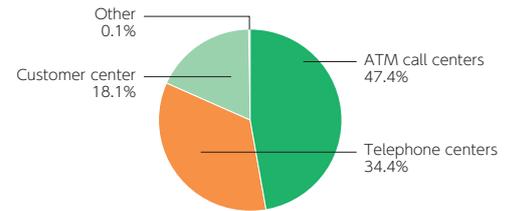
Consumer Challenges

Data for Customer Response Services

Seven Bank takes the opinions and requests it receives from customers seriously and is working to enhance and expand the following services based on the details of customer enquiries.

At the customer center for overseas money transfers, we are able to respond to inquiries in nine different languages.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2016
Contacts received: 764,522
 (up 0.6% from the previous fiscal year's level)



FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Conduct periodic drills in line with actual practice without focusing on the scenario of a disaster striking Tokyo ● Continue holding BCP officers' committee meetings, and strengthen systems by improving on issues 	<ul style="list-style-type: none"> ● Increased skill level and responsiveness by conducting training that assumed actual practice Strengthened response capabilities immediately after a disaster by initial training for the countermeasures headquarters Conducted drills in line with actual practice and independent of scenario ● Implemented information links and issues management by holding BCP officers' committee meetings, and strengthened structure 	○	<ul style="list-style-type: none"> ● Enhance response capabilities by training that incorporates the "unexpected" ● Collaborate between departments and conduct training to further strengthen execution capabilities ● Promote BCP by resolving information links and issues through BCP officers' committee meetings
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ● Continue to promote ATM functions to meet diverse needs ● Respond to adoption of IC for overseas card transactions and create interfaces in 12 languages 	<ul style="list-style-type: none"> ● Installed ATMs at airports and tourist resorts to meet inbound tourism demand Made ATM screens and statement slips, etc. available in 12 languages when using cards issued overseas ● Expanded ATM IC-transactions to cards issued overseas ● Installed canes and drink holders at ATMs in Seven-Eleven stores ● Implemented ATM call center guidance function (video) utilizing a second display for people who need help when using ATMs ● Strengthened security through the introduction of "Smartphone authentication" (Strengthened security by authenticating transactions in Internet banking by two routes) 	○	<ul style="list-style-type: none"> ● Continue to promote ATM functions to meet diverse needs
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ● Continue to look into CS index measures 	<ul style="list-style-type: none"> ● Provided analysis reports of customer opinions to all employees ● Strengthened improvements of products and services that make use of customers' opinions Calls made to relevant departments: 360; improvements: 124 	○	<ul style="list-style-type: none"> ● Continue implementing initiatives to improve customer satisfaction

Local Communities

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Continue to promote story-telling activities via the sponsorship for "Bonolon, Warrior of the Forest" ● Continue donations of picture books ● Strengthen cooperation with children's centers 	<ul style="list-style-type: none"> ● Held story-telling events at children's centers and staffed Seven Bank branches, etc. ● Donated picture books to children's centers as a result of issuing 30,770 Bonolon cash cards (donations made to 2,931 locations) ● Click donations in support of Shimomasuda Children's Center in Natori City, Miyagi: ¥393,041 	○	<ul style="list-style-type: none"> ● Continue to promote story-telling activities via the sponsorship for "Bonolon, Warrior of the Forest" ● Continue donations of picture books ● Strengthen cooperation with children's centers
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Promote employee participation in volunteer opportunities 	<ul style="list-style-type: none"> ● Dispatched an ATM vehicle to Katsurao Village in Fukushima Prefecture as reconstruction assistance ● Seven employees took volunteer-activity leave ● Six employees participated in the volunteer activities (public welfare festival, discussions about the environment) organized by the Chiyoda Business Volunteer Association (a group comprised of businesses located in Chiyoda City, where the Head Office of Seven Bank is located) 	△	<ul style="list-style-type: none"> ● Promote employee participation in volunteer opportunities
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> ● Continue to gather and utilize information on anti-social forces to prevent transactions with them ● Survey and analyze evolving and diversifying financial crimes, and respond to such matters promptly ● Strengthen the system of links with investigating authorities and business partners, etc. 	<ul style="list-style-type: none"> ● Appropriately prevented transactions with anti-social social forces by continuing to gather and utilize information on them ● Advanced research analysis of financial crimes and implemented more effective preventive measures ● Cooperated with investigating authorities on over 60,000 annual incidents ● Implemented measures against fraudulent accounts linked to business partners 	○	<ul style="list-style-type: none"> ● Continue to gather and utilize information on anti-social forces to prevent transactions with them ● Improve detection capability for evolving and diversifying financial crimes and strengthen prevention measures ● Prevent all financial crimes by strengthening collaboration with investigating authorities and business partners, etc.

Employee Related

FY2016 Targets/Results and FY2017 Targets

○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities	<ul style="list-style-type: none"> ● Strengthen self-education support (language, business, IT skills) ● Develop the next generation of leaders 	<ul style="list-style-type: none"> ● Conducted education and training of next-generation leaders ● Management training: 13 ● Newly appointed management training: 11 ● Innovation training held by the Ministry of Economy, Trade and Industry: 3 ● Training of overseas temporary staff: 2 ● Domestic MBA temporary staff: 3 ● Business classes taken: 4 	○	<ul style="list-style-type: none"> ● Strengthen self-education support (language, business, IT skills) ● Continue strengthening education of next-generation leaders
Achieving a work-life balance	<ul style="list-style-type: none"> ● Support promotion of work-life balance ● Establish home working system ● Establish childcare leave system ● Enhance the follow-up of childcare leave recipients who have returned to the workplace 	<ul style="list-style-type: none"> ● Established a home working system: 4 users ● Established a new paid childcare leave system: 46 users ● Employees who took paid childcare leave: 10 ● Employees who returned to work after taking paid childcare leave: 3; 100% return rate 	○	<ul style="list-style-type: none"> ● Create a foundation for promoting diversity ● Create environments that allow all employees to perform to their full potential, regardless of nationality or gender ● Establish a new system to provide support for balancing childcare or family care and work
Making use of diverse human resources	<ul style="list-style-type: none"> ● Continue conducting nursing care training ● Continue measures to maintain the percentage of employees with disabilities required by law ● Create a foundation for promoting diversity 	<ul style="list-style-type: none"> ● Held family care seminars ● Started family care support service mediation ● Held lifetime design seminars ● Percentage of employees with disabilities: 2.28% (As of March 31, 2016) 		<ul style="list-style-type: none"> ● Continue conducting nursing care training ● Implement vigorous initiatives for employees with disabilities ● Convert fixed-term employees to permanent employees (phased conversion of target employees one by one)
Assuring consideration for worker health and safety	<ul style="list-style-type: none"> ● Continue to ensure that employees take paid leave ● Devise measures to ensure that employees will leave the office on time during the targeted periods 	<ul style="list-style-type: none"> ● Percentage of paid holidays taken: full-time employees 78.7%; contract workers 92.7% ● Dedicated two separate weeks to encouraging employees to leave the office on time 	○	<ul style="list-style-type: none"> ● Continue to ensure that employees take paid leave ● Devise measures to ensure that employees will leave the office on time during the targeted periods ● Conduct stress checks

Personnel Data

Breakdown of number of employees (as of the end of February 2016)		(persons)
Full-time employees *1		355
	Male	271
	Female	84
Part-time staff *2		11
Number of employees (full-time employees + part-time staff)		456
New graduate employees hired		9
Mid-career employees hired		19
Re-employment *3		12

- *1 Data excludes persons reemployed after mandatory retirement.
 *2 Monthly average number, with 8 hours/day counted as one employee.
 *3 The number of employees excludes corporate officers, executive officers, employees dispatched from the company to outside the company, part-time employees, and temporary staff; and includes people dispatched from outside the company to the company
 *4 Persons reemployed after mandatory retirement.
 *5 The company was established in 2001
 *6 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)
 *7 The percentage of team leaders or higher positions, excluding executive officers.

	FY2014	FY2015	FY2016
Average length of service (full-time employees)*4	6 years 2 months	7 years 0 months	6 years 6 months
Number of full-time employees who took childcare leave *5 (males, part-time staff)	7(0, 0)	12(1, 2)	10(1, 0)
Number of full-time employees who took nursing leave *5 (males, part-time staff)	0(0, 0)	0(0, 0)	0(0, 0)
Number of volunteer leave recipients	3	9(9 cases)	9
Percentage of women in management positions *6	10.3%	9.9%	10.7%
Percentage of employees with disabilities *7	2.04%	2.06%	2.28%
Percentage of paid holidays taken by full-time employees	78.2%	82.7%	78.7%
Frequency rate of workplace accidents	0.00	0.00	1.04
Severity rate of workplace accidents	0.00	0.00	0.00
Number of employee consultations	0	1	0