

# Seven-Eleven Japan Co., Ltd

Number of stores as of the end of FY2011: 14,005

Website: <http://c.sej.co.jp/corp/social/> (in Japanese)

## Reducing the Environmental Impact

### FY2011 Targets and Results and FY2012 Targets

○ : Target achieved △ : Target nearly achieved × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Improving energy efficiency and introducing renewable energy				
	- Install solar panels at 1,000 stores - Replace the lights for store signs with LED lights at 5,000 stores - Replace indoors lights with LED lights at 5,000 stores - Install smart sensors at 6,000 stores	- 1,393 stores - 9,433 stores - 8,966 stores - 5,752 stores	△	- CO <sub>2</sub> emissions per store: Reduce to 66.4 tons or below - Install solar panels at 5,000 stores
Reducing waste and developing a recycling-oriented society				
	- Reduce the use of plastic bags - Increase the food waste recycling rate to at least 33.7%	- Use of plastic bags: 103% of the previous fiscal year's level - Food waste recycling rate: 34.1%	△	- Reduce the use of plastic bags relative to the previous fiscal year - Food waste recycling rate: 36.1% or higher
Raising environmental awareness among employees				
	- Expand the number of employees participating in the energy conservation campaign - Enhance information disclosure at the website	- Number of participants in the energy conservation campaign: 9,580 (245% of the previous fiscal year's level) - Updated information focusing on energy conservation measures taken at stores and in logistics operations	○	- Review the details of training provided to employees - Publish a leaflet on CSR

### Environmental Data

	Unit	FY2009	FY2010	FY2011
CO <sub>2</sub> emissions*1 *2	t-CO <sub>2</sub>	949,133	1,022,901	1,039,043
CO <sub>2</sub> emissions from store operations (per store)*2	t-CO <sub>2</sub>	808,964 (69.4)	880,044 (69.9)	897,183 (66.4)
Logistics-related CO <sub>2</sub> emissions*3	t-CO <sub>2</sub>	138,272	140,742	140,121
Electricity consumption in store operations*2	GWh	2,069	2,241	2,285
Plastic bag consumption per store (by weight)	t	0.85	0.89	0.92
Waste disposal (recycling rate)*4	t (%)	307,002 (47.5)	324,540 (45.3)	308,724 (43.8)
Food waste recycling rate*5	%	31.5	31.7	34.1

#### Supplemental information

\*1 The data show CO<sub>2</sub> emissions stemming from the use of energy in store, logistics, headquarters, training center and district office operations.

\*2 The figures for FY2009 represent total electricity consumption by all but a few stores for which the electricity consumption figures were unavailable. The figures for FY2010 represent total electricity consumption at all but for a few stores, where the figures were calculated based on the estimated values since their electric consumption is unavailable.

\*3 This data represents CO<sub>2</sub> emissions stemming from the use of energy for distribution center operation and delivery trucks. For FY2011, some data were not available due to the influence of the Great East Japan Earthquake.

\*4 These calculations are based on estimated emissions by the stores in Tokyo. The period of the calculations was January to December, and the amount of baseline emissions was changed in FY2011. The amount of food waste was calculated based on the standard of \*5.

\*5 Calculated based on the reports submitted by food recycling companies. The period of the calculations was April to March. CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-wide CO<sub>2</sub> Emissions Calculation Manual.

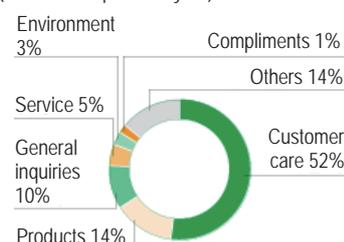
## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

Based on the concept of "close by, convenient stores," we have endeavored to improve services through the development of safe and secure products and customer response training for employees. We recognize that inquiries and complaints sent in to our customer consultation desk indicate customers' expectations for our stores, and we have tried to progressively make improvements as we listen intently to their voices.

#### Description of contacts received by Customer Response Service by topic (FY2011)

Contacts received: 81,903  
(106% of the previous year)



## Targets and Results in FY2011 and Targets in FY2012 ○: Target achieved △: Target nearly achieved X: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Ensuring the quality and safety of products and services				
	- Take efforts in a planned manner, to have all plants obtain NDF-HACCP certification	- Certified plants: 145 of 161 - Certification ratio: 90.1% (86.2% in the previous year)	△	- Take efforts in a planned manner, to have all plants obtain NDF-HACCP certification
Developing stores and facilities customers can visit with a sense of security				
	- Continue adoption of barrier-free facilities - Establish a system where the minimum necessary facilities continue operation even during blackouts	- 279 stores (127% of the previous year) - 1,201 stores (126% of the previous year)	○	- Stores adopting barrier-free design: 294 - Stores where the minimum necessary facilities continue operation even during blackouts: 1,350
Assuring appropriate information provision				
	- Make information on the reduction of trans-fatty acids, elimination of artificial preservatives and coloring, and measures designed to ensure food safety and reliability available on the website	- Made information on the reduction of trans-fatty acids available on the website	△	- Make part of the products and other information on the website viewable on smartphones
Responding sincerely to customer opinions (organization)				
	- Update the layout of the website page for inquiries to be easily viewable, with the aim of increasing the number of comments of appreciation by 10% from the previous year	- Compliments: 1,001 (126.9% of the previous year). Many customers sent in words of appreciation to our company at the time of the Great East Japan Earthquake.	○	- Post the toll-free phone number on the website, with a target of increasing the number of calls received to 110% of the previous year

## Coexisting with Local Communities

## Targets and Results in FY2011 and Targets in FY2012 ○: Target achieved △: Target nearly achieved X: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting young parents and the elderly				
	- Enhance product lineups and services based on the concept of "close by, convenient stores" - Enhance goods delivery service by visiting customers' homes	- Began full-scale operation of mobile stores. Ten vehicles are in operation in seven prefectures.	○	- Increase the number of delivery service vehicles in operation to 50, and strengthen the supporting measures for product delivery.
Assisting in local community revitalization				
	- Continue giving support based on the comprehensive agreements and boost the local economy by expanding the initiative for local production and consumption, as well as for local production and outside consumption	- Concluded a comprehensive agreement for community revitalization with three prefectures and one city (cumulative number of municipalities: 31 prefectures including Tokyo and nine cities)	○	- Continue with support for boosting the local economy based on the comprehensive agreements
Providing support in times of disaster				
	- Continue with measures to donate relief goods and provide drinking water, restrooms and road traffic information to people having difficulties returning home in the event of a disaster, based on the disaster support agreements concluded with municipalities	- Concluded agreements with Yamanashi, Toyama, Mie and Kagoshima Prefectures	○	- Deepen collaboration with disaster prevention desk of municipalities for building an organization that enables even more prompt responses
Implementing crime prevention measures for local communities				
	- Increase the membership ratio in crime prevention council and participation ratio among member stores in crime prevention drills to 50%	- Membership ratio to crime prevention council: 42.6% Participation ratio to crime prevention drills: 46.0%	△	- Increase the membership ratio in crime prevention council and the participation ratio among member stores in crime prevention drills to 50%

## Creating Fulfilling Workplaces

### FY2011 Targets and Results and FY2012 Targets

: Target achieved    : Target nearly achieved    × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting development of employee abilities				
	- Improve various in-house training programs - Enhance employees' language abilities for globalization	- Launched training for new managers - Launched language training for executives		- Start providing Operations Field Consultants (OFCs) with annual training - Enhance the education program for OFC candidates
Assuring fair assessment and treatment of employees				
	- Further promote the candidate system - Promote the use of female employees	- Number of applicants: 134 (154 in the previous fiscal year) - Rate of female managers: 7.1% (7.0% in the previous fiscal year)	×	- Number of applicants to the candidate system: 120% of the previous fiscal year's level - Rate of female managers: 10%
Achieving a work-life balance				
	- Promote the use of the parental leave system by male employees - Promote the use of various leave systems by employees	- Number of male users: 0 (0 in the previous fiscal year) - Rate of paid days off taken: 5.7% (5.5% in the previous fiscal year)	×	- Increase the number of male users at least to one - Encourage employees to take consecutive leave twice a year
Making use of diverse human resources				
	- Promote the employment of foreign students - Promote the employment of people with disabilities	- Employed 17 foreign nationals (9 in the previous fiscal year) - Employed 2 people with disabilities (4 in the previous fiscal year)		- Employ 30 foreign students - Employ 15 people with disabilities
Assuring consideration for worker health and safety				
	- Eliminate the accidents and violations caused by vehicle users - Provide education to prevent industrial accidents	- Number of traffic accidents and violations: 99% of the previous fiscal year's level - Industrial accidents: 95% of the previous fiscal year's level		- Reduce the number of traffic accidents and violations by 10% year on year - Reduce the number of industrial accidents by 10% year on year

### Personnel Data

Breakdown of number of employees (as of the end of February 2012)		FY2009	FY2010	FY2011	
Full time employees	5,686	Average length of service (full time employees)	8years 4months	9years 0months	9years 7months
Males	4,342	Number of full time employees (males) who took parental leave	40 (0)	45 (0)	65 (0)
Females	1,344	Number of full time employees who took nursing leave (males)	0	0	0
Part time staff*1	3,698	Number of volunteer leave recipients	1	1	0
Employees (full time employees + part time staff)	9,384	Percentage of women in management positions*2	7.0%	7.0%	7.1%
New graduate employees hired	322 (Males: 162, Females: 160)	Percentage of employees with disabilities*3	2.23%	1.87%	1.89%
Mid-career employees hired	146	Ratio of full time employees taking paid holidays*4	6.4%	5.5%	5.7%
Re-employment	23	Frequency rate of industrial accidents*5		0.73	0.60
		Severity rate of industrial accidents	0.002	0.003	0.002

\*1 Number of part time staff working at directly operated stores (the monthly average number, with 8 hours/day counted as one employee)

\*2 Excluding executive officers

\*3 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. The method of calculation was changed in FY2010, to reflect the amendment to relevant laws in July 2010.

\*4 Holidays remaining from the preceding fiscal year are not included.

\*5 The frequency rate of industrial accidents is shown only for FY2010 and FY2011.

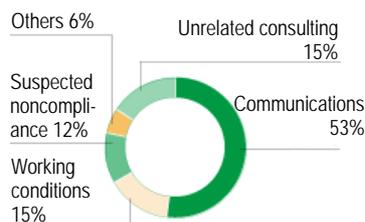
### Data for Consultation Services for Employees

The number of contacts made in FY2011 totaled 34, and many of them involved the need to improve the workplace environment. In response in FY2012, the Corporate Ethics and Culture Promotion Office will make examinations to enhance compliance-related education and increase employees' communication abilities.

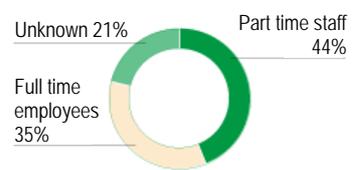
#### Description of contacts received by Internal Consultation Services (FY2011)

Contacts received: 34 (90% of the previous fiscal year's level)

##### By topic



##### By user category



## Reducing the Environmental Impact

### FY2011 Targets and Results and FY2012 Targets

○ : Target achieved △ : Target nearly achieved × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Improving energy efficiency and introducing renewable energy				
	- Improve the environmental impact index*1 by 1% - Reduce CO <sub>2</sub> emissions from delivery vehicles by 1% year on year	- Improved the environmental impact index by 21% - CO <sub>2</sub> emissions from delivery vehicles increased by 0.2% year on year.	○	- Improve the environmental impact index by 1% - Reduce the delivery distance per store by 1%
Reducing waste and developing a recycling-oriented society				
	- Increase the food waste recycling rate and the number of stores that implement the recycling to 40% and 90 stores, respectively - Increase the turndown rate of plastic bags to 50% in the final month of FY2011 - Expand the use of recycled trays to reduce CO <sub>2</sub> emissions by 800 tons	- Food waste recycling rate: 39.4% Stores that implement the recycling: 85 stores - Turndown rate of plastic bags: 43.3% - CO <sub>2</sub> emissions reduction: 1,890 tons	△	- Food waste recycling rate: 45% Stores that implement the recycling: 100 stores - Turndown rate of plastic bags in the final month of FY2012: 50%

### Environmental Data

	Unit	FY2009	FY2010	FY2011
CO <sub>2</sub> emissions*2	t-CO <sub>2</sub>	597,858	591,464	466,187
CO <sub>2</sub> emissions from store operations (Environmental impact index*1)	t-CO <sub>2</sub> (t-CO <sub>2</sub> / m <sup>2</sup> × 1 million h)	569,248 (72.3)	564,975 (76.7)	439,934 (60.4)
CO <sub>2</sub> emissions by delivery vehicles	t-CO <sub>2</sub>	25,355	24,017	24,070*3
Electricity consumption in store operations	GWh	1,272	1,256	943
Water consumption in store operation	1,000m <sup>3</sup>	7,598	7,353	7,684
Plastic bag consumption (turndown rate) at the food section	t (%)	3,065 (30.1)	2,717 (43.1)	2,725 (43.3)
Waste disposal (recycling rate)*4	t (%)	145,459 (62.0)	131,918 (65.2)	129,375 (66.2)
Food waste recycling rate*5	%	31.4	36.7	39.4

Supplemental information

\*1 CO<sub>2</sub> emissions per (total sales floor area x opening hours)

\*2 CO<sub>2</sub> emissions stemming from the use of energy in store, headquarters, training center and distribution center operations and by delivery vehicles.

\*3 For some vehicles, the in-vehicle terminal models were updated to include CO<sub>2</sub> emissions from transportation between delivery companies and distribution centers, because of which the amount of CO<sub>2</sub> emissions increased.

For FY2011, some data were not available due to the influence of the Great East Japan Earthquake.

\*4 The period of the calculations was from January to December

\*5 The period of the calculations was April to March.

CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-wide CO<sub>2</sub> Emissions Calculation Manual.

### TOPICS

#### Opening of the Ario Ueda Environmentally Advanced Shopping Center

Ito-Yokado has been introducing energy-saving equipment so that its environmental impact will not increase in proportion to increases in the size and number of its stores. The company installed LED lamps on the largest scale in Nagano (6,447 LED lamps) at the Ario Ueda shopping center, which was opened in April 2011. (The LED lamps account for about 80% of the lamps installed at the sales floors and 60% of all the lamps installed at the shopping center.) As a result, electricity consumed at the shopping center will be halved from the level at an ordinary shopping center in a similar size. In addition, illumination level-adjustable lamps and highly energy-efficient lighting equipment will be introduced to the sales floors, and motion sensors will also be adopted for stairs to reduce CO<sub>2</sub> emissions from the shopping center by about 630 tons a year. Moreover a total of 560 solar panels (774 m<sup>2</sup>) that can generate electricity of up to 106 kW are installed on the roof and the southeastern wall. Further, 12 outdoor lamps are lit by wind and solar power generation to make proactive use of natural energy.



Solar panels installed at the store

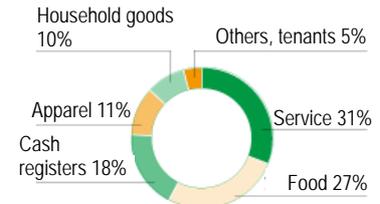
## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

During FY2011 as well, stores and headquarters collaborated in analysis of the causes of issues pointed out by customers, and studied measures to prevent recurrence. The number of contacts received from customers in FY2011 was 82,178 (93% of the previous year), showing a continuing declining trend. About 31% were opinions and comments about services. We will continue analyzing the causes of complaints and strengthen measures to respond to them.

### Description of contacts received by Customer Response Service by topic (FY2011)

Contacts received: 82,178 (93% of the previous year)



### Targets and Results in FY2011 and Targets in FY2012 ○: Target achieved △: Target nearly achieved X: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>- Conduct self-checking using the plant audit sheet at the existing overseas partner plants, and based on the results, conduct onsite inspections at major priority plants</li> <li>- Introduce the general-purpose, basic Good Agricultural Practice (GAP) methods recommended by the Ministry of Agriculture, Forestry and Fisheries at 50% of producers of fruit and vegetables with traceability</li> </ul>	<ul style="list-style-type: none"> <li>- Conducted audits at two domestic and 74 overseas plants for apparel products and at 18 domestic and 24 overseas plants for household goods</li> <li>- Completed introduction 100%</li> </ul>	○	<ul style="list-style-type: none"> <li>- Revise our own quality standards for the first time in five years, including product categories</li> </ul>
Developing stores and facilities customers can visit with a sense of Security				
	<ul style="list-style-type: none"> <li>- In view of the lessons learned from the Great East Japan Earthquake and actual situations, revise the (1) Large-Scale Disaster Countermeasures; and (2) Tokyo Metropolitan Area Epicentral Earthquake Countermeasures</li> </ul>	<ul style="list-style-type: none"> <li>- Revisions were made to: (1) responses regarding emergency relief goods; and (2) countermeasures against fire damage, traffic restriction issues, safety confirmation issues and people having difficulty returning home.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Formulate countermeasures against volcanic disasters accompanying earthquakes</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>- In order to raise the ratio of store indication check items graded A, conduct training on labeling at the time of management meetings for the apparel, household goods and food products divisions</li> </ul>	<ul style="list-style-type: none"> <li>- Ratio of items graded A: 95% (Improved by 4 points from the previous year)</li> </ul>	○	<ul style="list-style-type: none"> <li>- Improve educational programs conducted at the time of management meetings for the apparel, household goods and food products divisions in order to maintain appropriate labeling</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>- For improvements regarding the number of complaints received in relation to apparel and household goods, enhance seminars for buyers and quality improvement meetings with business partners</li> </ul>	<ul style="list-style-type: none"> <li>- Apparel products: 100% of the previous year</li> <li>- Household goods: 75% of the previous year</li> </ul>	○	<ul style="list-style-type: none"> <li>- Reduce complaints on services</li> <li>- Increase the number of complimentary comments</li> </ul>

## Coexisting with Local Communities

### Targets and Results in FY2011 and Targets in FY2012 ○: Target achieved △: Target nearly achieved X: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>- Develop nursing care goods for the elderly with the functions that meet the expectations of customers, and cooperate with business partners to educate salespeople so that they can appropriately explain the product functions to customers</li> </ul>	<ul style="list-style-type: none"> <li>- Conducted collective training twice a year and individual store training for about 30 times a year</li> </ul>	○	<ul style="list-style-type: none"> <li>- Develop products that will help the elderly live more convenient and comfortable lives, not limited to nursing care goods, and enhance the education of salespeople so that they can appropriately explain the product functions to customers</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>- Promote the conclusion of agreements with Hiroshima, Hyogo and Okayama Prefectures</li> <li>- Clarify the responsibilities for the treatment of relief goods, from their acceptance to shipment</li> </ul>	<ul style="list-style-type: none"> <li>- Made negotiations for the conclusion of the agreements</li> <li>- Revised the measures for relief goods among the measures against large disasters</li> </ul>	△	<ul style="list-style-type: none"> <li>- Foster the conclusion of the agreements with municipalities continually and make examinations to newly conclude an agreement with the Japan Self Defense Forces</li> </ul>

## Creating Fulfilling Workplaces

### FY2011 Targets and Results and FY2012 Targets

○ : Target achieved    ◐ : Target nearly achieved    × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting development of employee abilities				
	- Increase the rate of employees who are certified with ranks 1 to 3 of an internal license to 55% - Mandate those targeted for manager training to receive that training at least once a year	- Rate of personnel in ranks 1 to 3: 42% - Total number of participants in the training held for 14 times: 387	△	- Increase the rate of employees in ranks 1 to 3 to 60% - Provide managers of existing stores with new training
Assuring fair assessment and treatment of employees				
	- Promote the establishment of workplaces where the abilities of employees are fairly evaluated regardless of gender	- Rate of female managers: 16.7% (Up 0.4% year on year)	○	- Promote the establishment of workplaces where the abilities of employees are fairly evaluated regardless of gender
Achieving a work-life balance				
	- Reduce the overtime to 95% of the previous fiscal year's level	- 118% of the previous fiscal year's level	×	- Reduce the overtime to 95% of the previous fiscal year's level
Making use of diverse human resources				
	- Continue providing education on human rights and normalization as part of education for managers and for new employees	- Total number of participants in the training held for 40 times: 3,129	○	- Hold easy-to-understand and highly persuasive seminars on human rights and normalization, by showing the backgrounds, specific examples, and numerical data to participants
Assuring consideration for worker health and safety				
	- Dispatch information and continue education without fail to prevent industrial accidents - Create and implement an annual health and safety plan for each store to reduce the frequency of industrial accidents.	- Frequency of industrial accidents: 93% of the previous fiscal year's level	○	- Examine the causes of industrial accidents and countermeasures, and make all employees aware of the results to prevent the recurrence of similar accidents

### Personnel Data

Breakdown of number of employees (as of the end of February 2012)		FY2009	FY2010	FY2011	
Full time employees	9,136	Average length of service (full time employees)	18years 7months	19years 2months	20years 0months
Males	6,797	Number of parental leave recipients (males and part time staff)	201 (0, 85)	201 (0, 87)	192 (0, 97)
Females	2,339	Number of nursing leave recipients (males and part time staff)	15 (1, 13)	26 (2, 23)	8 (7, 1)
Part time staff*1	29,853	Number of volunteer leave recipients	6	3	14
Employees (full time employees + part time staff)	38,989	Percentage of women in management positions*2	16.9%	16.3%	16.7%
New graduate employees hired	91 (Males: 36, Females: 55)	Percentage of employees with disabilities*3	2.23%	1.87%	1.89%
Mid-career employees hired	19	Ratio of full time employees taking paid holidays*4	16.3%	16.5%	11.2%
Re-employment	126	Frequency rate of industrial accidents	1.54	1.72	1.67
		Severity rate of industrial accidents	0.03	0.03	0.03

\*1 Monthly average number, with 8 hours/day counted as one employee

\*2 Excluding executive officers

\*3 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. The method of calculation has been changed in FY2010, to reflect the amendment to relevant laws in July 2010.

\*4 Holidays remaining from the preceding fiscal year are not included.

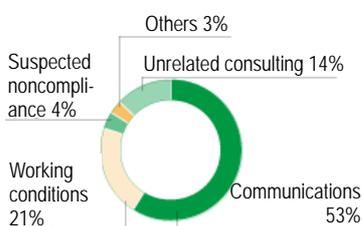
### Data for Consultation Services for Employees

In light of the fact that consultations regarding communications between employees and their managers accounted for a large percent of the total, details of the relevant contacts made to the helpline were introduced in the training for new managers to enhance their education. In FY2012, we will improve education on the Group's Corporate Action Guidelines and Ito-Yokado's Action Guidelines, which were revised in FY2011.

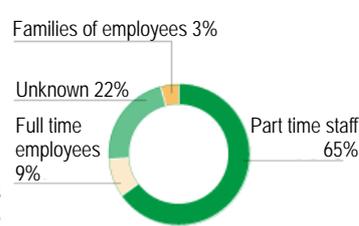
#### Description of contacts received by Internal Consultation Services (FY2011)

Contacts received: 241 (98% of the previous fiscal year's level)

##### By topic



##### By user category



# York-Benimaru Co., Ltd.

Number of stores as of the end of FY2011: 176

Website: <http://www.yorkbeni.co.jp/enviro/index.html> (in Japanese)

## Reducing the Environmental Impact

### FY2011 Targets and Results and FY2012 Targets

○ : Target achieved △ : Target nearly achieved × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>- Reduce the use of electricity during summer (from July 1) by 15%</li> <li>- Increase the fuel economy of delivery vehicles</li> <li>- Promote the opening of all electric stores</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced the annual use of electricity by 15.8% year on year (by continuing energy saving efforts also in winter)</li> <li>- Precise data was not available because the distribution center was damaged by the disaster.</li> <li>- A total of 25 stores are all electric stores as of the end of February 2012, including the eight stores opened in the fiscal year.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Limit the use of electricity to up to 110% of the previous fiscal year's level</li> <li>- Open more all electric stores</li> </ul>

### Environmental Data

	Unit	FY2009	FY2010	FY2011
CO <sub>2</sub> emissions*1	t-CO <sub>2</sub>	151,984	156,865	130,307
CO <sub>2</sub> emissions from store operations (per store)	t-CO <sub>2</sub>	132,623 (809)	138,777 (816)	116,011 (659)
CO <sub>2</sub> emissions by delivery vehicles	t-CO <sub>2</sub>	14,666	13,094	9,169*2
Electricity consumption in store operations	GWh	319	333	280
Water consumption in store operation (1,000m <sup>3</sup> )	1,000m <sup>3</sup>	1,098	1,078	1,004
Plastic bag consumption (turndown rate) at the food section*3	t (%)	547 (39.6)	381 (70.3)	370 (70.8)
Waste disposal (recycling rate)	t (%)	41,040 (54.5)	40,661 (52.4)	41,372 (47.5)
Food waste recycling rate*4	%	29.6	30.2	24.0

Supplemental information

\*1 CO<sub>2</sub> emissions stemming from the use of energy in store, headquarters, training center and distribution center operations and by delivery vehicles.

\*2 Excluding the data for March to May, which was unavailable due to the influence of the Great East Japan Earthquake

\*3 For data in FY2009, calculations were made based on the number of Eco Stamp cards collected. In FY2010, we changed the calculation method, which is now based on the number of customers who do not accept plastic bags at checkout counters.

\*4 The calculation period is from April to March.

CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-wide CO<sub>2</sub> Emissions Calculation Manual.

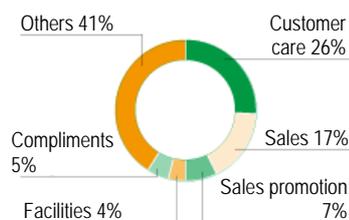
## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

In order to hear customers' opinions, requests, complaints and inquiries sent to stores and the headquarters and reflect them in our daily operations, we established a customer consultation desk that can be reached via a toll-free phone number. The desk will strive to promptly address customers' voices in collaboration with relevant in-house divisions and stores in order to utilize them for improving our product development efforts, product lineup, store design, services, store facilities, etc.

### Description of contacts received by Customer Response Service by topic (FY2011)

Contacts received: 2,501 (85% of the previous year)



**Targets and Results in FY2011 and Targets in FY2012** ○: Target achieved △: Target nearly achieved X: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Ensuring the quality and safety of products and services				
	- Increase the amount of sales of three-star vegetables to 117.8% compared to the previous year - Increase the amount of sales of locally produced vegetables to 134% compared to the previous year	- 108.0% of the previous year - 93.9% of the previous year	△	- 126.0% of the previous year - 120.1% of the previous year
Developing stores and facilities customers can visit with a sense of security				
	- Increase the number of stores certified pursuant to the revised Barrier-Free Law	- 88 stores	○	- Increase the number of stores certified pursuant to the revised Barrier-Free Law
Assuring appropriate information provision				
	- Increase the number of times accessing the website regarding searches on production history	- 24,062 times accessed (413.5% of the previous year) * The number increased significantly due to the radiation dosage issue.	○	—
Responding sincerely to customer opinions (organization)				
	- Listen carefully to customer opinions and handle them sincerely, one by one	- Installing toll-free phone numbers and customer feedback box	○	- Installing toll-free phone numbers and customer feedback box

## Coexisting with Local Communities

**Targets and Results in FY2011 and Targets in FY2012** ○: Target achieved △: Target nearly achieved X: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting young parents and the elderly				
	- Continue the blood donation activity 'Heartful Saturday'	- Number of participants: 307 (70.3% of the previous fiscal year's level)	×	- Number of participants: 450
Assisting in local community revitalization				
	- Continue holding the Opening Memorial festival as an opportunity for the stores and local communities to make exchanges	- Continued holding the festival, though it was not held right after the March disaster	○	- Continue holding the festival
Providing support in times of disaster				
	- Continue to cooperate with municipalities by concluding comprehensive agreements, etc.	- Concluded agreements on cooperation and support in the event of disasters with a total of 21 municipalities	○	- Continue to cooperate with municipalities by concluding comprehensive agreements and other measures
Implementing crime prevention measures for local communities				
	- Promote the activity to provide children with "shelters"	- Continued the activity	○	- Continue the activity

## TOPICS

### Establishing the Furusato Kizuna Information Station

Since November 2011, York-Benimaru has established the Furusato Kizuna Information Station at seven of its stores in Fukushima Prefecture. The Information Station is designed to provide victims of the March disaster who are living in various towns in Fukushima Prefecture as evacuees with information from the disaster-affected municipalities, consultation services, and a place to make exchanges with each other. The company established the Station upon request from the government of Fukushima Prefecture, which wanted to establish the Station within commercial facilities in Koriyama City, Fukushima City, Iwaki City, and Aizuwakamatsu City. The Station is operated by Utsukushima NPO Network, and the operation will be continued until March 2013, by one year longer than initially planned.



## Creating Fulfilling Workplaces

### FY2011 Targets and Results and FY2012 Targets

○ : Target achieved    △ : Target nearly achieved    × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting development of employee abilities				
	- Increase employees' awareness of the Target Achievement Records to promote the use of the system	- The use of the Records was promoted not only in the formulation of individual development plans but also in OJT toward the establishment of a new educational system. - The average results were slightly improved (from 2.30 in September 2010 to 2.43 in March 2012).	△	- Make steady use of the Target Achievement Records in OJT
Assuring fair assessment and treatment of employees				
	- Promote the use of female employees - Review the personnel evaluation system in reference to external information	- Rate of female managers: 7.1% - The personnel evaluation system was not reviewed.	×	- Increase the rate of female managers to 10%
Achieving a work-life balance				
	- Increase the awareness of the parental leave system among male employees and managers	- The parental leave system was used by a male employee for the first time.	○	- Encourage more male employees to use the system and take paid holidays for childcare.
Making use of diverse human resources				
	- Increase the employment rate of people with disabilities to 2.0%	- The rate slightly decreased to 1.9%.	×	- Increase the employment rate of people with disabilities to 2.0%
Assuring consideration for worker health and safety				
	- Provide education on industrial accidents as part of education for new employees and of Off-JT	- The education on industrial accidents was steadily provided in the education for new employees but not always provided in Off-JT.	△	- Provide education on industrial accidents in Off-JT

### Personnel Data

Breakdown of number of employees (as of the end of February 2012)		FY2009	FY2010	FY2011	
Full time employees	2,495	Average length of service (full time employees)	12years 7months	12years 6months	14years 7months
	Males 2,230	Number of parental leave recipients (males and part time staff)	29 (0, 8)	37 (0, 36)	74 (1, 67)
	Females 265	Number of nursing leave recipients (males and part time staff)	0	5 (0, 5)	4 (2, 2)
Part time staff*1	10,165	Number of volunteer leave recipients	No system	No system	No system
Employees (full time employees + part time staff)	12,660	Percentage of women in management positions*2	29.0%	25.9%	7.1%
New graduate employees hired	110 (Males: 74, Females: 36)	Percentage of employees with disabilities*3	2.08%	1.96%	1.90%
Mid-career employees hired	0	Ratio of full time employees taking paid holidays*4	10.5%	9.8%	8.8%
Re-employment	12	Frequency rate of industrial accidents	2.64	2.56	2.94
		Severity rate of industrial accidents	0.020	0.008	0.030

\*1 Monthly average number, with 8 hours/day counted as one employee

\*2 Excluding executive officers (The scope of tabulation was changed for FY 2011 data, following the launch of the new personnel system in February 2012. Under the system, those who serve as deputy store managers or in lower positions are not regarded as "managers.")

\*3 The method of calculation has been changed in FY2010, to reflect the amendment to relevant laws in July 2010.

\*4 Holidays remaining from the preceding fiscal year are not included.

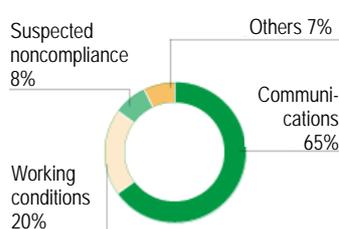
### Data for Consultation Services for Employees

York-Benimaru provides employees with the help line service. The service enables them to report the violations of the laws, social norms, and York-Benimaru's corporate philosophy and ethics that they have noticed directly to the company. In FY2012, we will conduct surveys and announce the results about the reports made by employees in a more prompt manner.

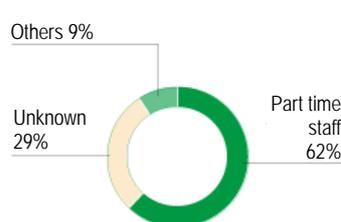
#### Description of contacts received by Internal Consultation Services (FY2011)

Contacts received: 55 (52% of the previous fiscal year's level)

##### By topic



##### By user category



# Sogo & Seibu Co., Ltd.

Number of stores as of the end of FY2011: 26

Website: <http://www.sogo-seibu.co.jp/csr.html> (in Japanese)

## Reducing the Environmental Impact

### FY2011 Targets and Results and FY2012 Targets

○ : Target achieved △ : Target nearly achieved × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Attaining an appropriate grasp of environmental impact				
	- Examine collecting environmental data based on ISO 14001 at two Robison stores	- Began collecting environmental data	○	- Launched measures to acquire ISO 14001 certification at two Robison stores
Improving energy efficiency and introducing renewable energy				
	- (1) Reduce CO <sub>2</sub> emissions by 1% (2) Study measures to further reduce power use (e.g. introducing LED lights)	- (1) Reduced CO <sub>2</sub> emissions by 15.8% (2) Introduced LED lights to the fitting rooms of four core stores and to the common use space of the flagship store in Ikebukuro. Reduced power use by 15.1%.	○	- Reduce CO <sub>2</sub> emissions by 1% - Examine introducing more LED lights
Reducing waste and developing a recycling-oriented society				
	- (1) Waste recycling rate: 60% (2) Food waste recycling rate: 43.5% (3) Continue reducing the use of packaging paper and bags	- (1) Waste recycling rate: 61.2% (2) Food waste recycling rate: 51.2% (3) Continued reducing the use of packaging paper and bags	○	- Food waste recycling rate: 52% - Increase the waste recycling rate to 100% at the main store in Ikebukuro
Implementing measures for biodiversity				
	- Increase the awareness of the tree planting activity conducted in linkage with green wrapping and the simple wrapping of summer and year-end gifts to make donations equivalent to the cost of planting 1,100 trees	- Planted 1,130 trees by achieving 3.69 million cases of the simple wrapping and 11,051 cases of green wrapping.	○	- Increase people's awareness of green wrapping to plant 1,200 trees - Plant trees in the Kai Zenko-ji forest to create an ecologically rich satoyama forest
Offering eco-friendly products				
	- Introduce new type Eco-bags - Continue proposing eco-friendly products	- Introduced new type Eco-bags (two types in three colors) - Proposed "cool biz" and other environmentally friendly products	○	- Continue proposing environmentally friendly products
Raising environmental awareness among employees				
	- Have all targeted full time employees receive education on the environment by e-learning - Increase employees' awareness of energy conservation and electricity saving by the use of in-house tools	- All full time employees received the education at all the stores - Raised employees' awareness by introducing energy and electricity conservation initiatives in the monthly environmental newsletter sent to all the stores	○	- Increase employees' awareness on a continual basis - Implement a campaign to encourage employees to save the use of electricity at their homes

## Environmental Data

	Unit	FY2009	FY2010	FY2011
CO <sub>2</sub> emissions*1	t-CO <sub>2</sub>	224,587	206,473	173,868
CO <sub>2</sub> emissions from store operations	t-CO <sub>2</sub>	223,947	205,937	173,365
Electricity consumption in store operations	GWh	477	444	376
Water consumption in store operation	1,000m <sup>3</sup>	3,844	3,708	3,496
Packaging consumption	t	1,790	1,720	1,675
Waste disposal (recycling rate)	t (%)	32,249 (53.9)	31,687 (58.2)*2	32,749 (61.2)
Food waste recycling rate	%	24.1*2	42.5*2	51.2

Supplemental information Robison's is included in the results.

\*1 CO<sub>2</sub> emissions stemming from the use of energy in store, headquarters and distribution center operations.

\*2 Robison's is not included in the results. CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-wide CO<sub>2</sub> Emissions Calculation Manual.

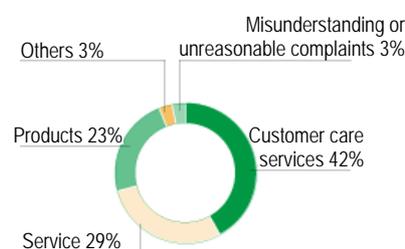
## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

During FY2011, measures at the Customer Center established for reflecting customers' voices on business activities were improved, and "Practical Ways to Deal with Complaints at Sites" were featured in a series in the in-house newsletter Smile. In addition to clearly mentioning the causes of complaints and recurrence-prevention measures, improvement measures for attitude, language and systems were suggested to salespeople and implemented. In FY2012, customers' requests will be analyzed for each sales floor, and issues identified will be reflected in the sales measures.

### Description of contacts received by Customer Response Service by topic (FY2011)

Contacts received: 14,642 (94% of the previous year)



## Targets and Results in FY2011 and Targets in FY2012 ○:Target achieved △:Target nearly achieved X:Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>- Product Division and Quality Management Office are to audit plants of private brand food products and directly confirm the production processes</li> <li>- Prepare and distribute quality management procedural document for buyers of apparel and general merchandise</li> <li>- Continue with onsite instruction on food hygiene</li> <li>- Provide basic food hygiene education to 2,200 workers</li> </ul>	<ul style="list-style-type: none"> <li>- Conducted at 119 plants</li> <li>- Training was given to 96 buyers of apparel and general merchandise</li> <li>- Continued giving onsite instruction on food hygiene</li> <li>- Basic food hygiene education was given to 2,200 workers</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue with audit of plants of private brand food products and confirmation of the production processes</li> <li>- Store managers and other management personnel are to conduct hygiene inspection in kitchens. Acquisition of the Department Store Food Safety Adviser qualification is to be mandated.</li> <li>- Plants of private brand apparel and general merchandise are to be audited</li> </ul>
Developing stores and facilities customers can visit with a sense of security				
	<ul style="list-style-type: none"> <li>- Conduct studies to introduce more facilities when renovating sales floors</li> </ul>	<ul style="list-style-type: none"> <li>- Slopes along the two access ways on the first basement floor of the Kobe Store and beside the elevators on the first floor of the Yao Store parking space are to be renovated with a non-slippery surface. A net is to be installed in the open section of the parking space of the Chiba Store Junnu Building for preventing falls.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Further installation of facilities is to be studied for renovated sales floors</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>- Further promote activities to resolve customer dissatisfaction and reflect their needs on operational measures</li> </ul>	<ul style="list-style-type: none"> <li>- Article series called "Practical Ways to Deal with Complaints at Sites" was featured nine times in the in-house newsletter in order to increase customer response abilities at stores</li> </ul>	○	<ul style="list-style-type: none"> <li>- Promote activities to analyze customers' requests at each sales floor, thereby identifying issues for each sales floor and reflecting them in operation measures</li> </ul>

## Coexisting with Local Communities

## Targets and Results in FY2011 and Targets in FY2012 ○:Target achieved △:Target nearly achieved X:Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>- Increase the frequency of customers' visits to our department stores by making the consultation service always available (Establish a "Pre-Mama Stations", where a midwives provide them with consultation services)</li> <li>- Continue and promote the monthly classes</li> <li>- Assort more goods for childcare, incorporating the opinions of customers who have used the counseling services</li> <li>- Develop more specialty salespersons: (1) 50 Heartful Advisors, (2) 12 baby goods advisers, and (3) 40 shoe fitters</li> <li>- Continue to operate the permanent trade-in service corners for children's shoes</li> </ul>	<ul style="list-style-type: none"> <li>- Number of consultations Flagship store in Ikebukuro: 1,883; Store in Yokohama: 6,008</li> <li>- Held a monthly seminar for parents and children at Ikebukuro main store and Yokohama store</li> <li>- Assorted more goods and developed products for childcare, incorporating the opinions expressed by customers to the midwives. At Ikebukuro main store, a "corner for childcare goods" was established.</li> <li>- (1) 41 Heartful Advisors, (2) 10 baby goods advisers, and (3) 40 shoe fitters</li> <li>- Continued to operate the permanent trade-in service corners for children's shoes</li> </ul>	○	<ul style="list-style-type: none"> <li>- Expand "Pre-Mama Stations"</li> <li>- Establish the Pre-Mama Counter at all the stores, where customers can consult with midwives and health nurses on a regular basis</li> <li>- Develop more products by incorporating the opinions given by customers to the midwives</li> <li>- Develop more specialty salespersons (1) 50 Heartful Advisors, (2) 12 baby goods advisers, and (3) 45 shoe fitters</li> <li>- Continue to operate the permanent trade-in service corners for children's shoes</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>- Plan and hold localized events at each store</li> </ul>	<ul style="list-style-type: none"> <li>- Conducted local events at stores, such as local production and consumption campaigns, water sprinkling activities, and provided elementary school students with work experience</li> <li>- Concluded a comprehensive agreement with Kanagawa Prefecture</li> </ul>	○	<ul style="list-style-type: none"> <li>- Hold more localized events</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>- Examine expanding disaster support</li> </ul>	<ul style="list-style-type: none"> <li>- Started making adjustments toward the conclusion of an agreement with Omiya City, in response to the request made by the city following the Great East Japan Earthquake</li> <li>- Participated in the council to discuss the measures for people having difficulties in going home in the event of disasters, which is composed of companies and municipalities located around the main terminal stations in Tokyo (eight stations including Ikebukuro and Shibuya Stations), and discussed how to cooperate with each other in the event of disasters</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue fostering cooperation with local governments and companies, including measures for people having difficulties in going home in the event of large earthquakes</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>- Continue to cooperate with local communities to establish disaster and crime prevention systems</li> </ul>	<ul style="list-style-type: none"> <li>- Conducted a drill to deal with people having difficulties in going home in the event of large earthquakes at the flagship store in Ikebukuro on February 3, 2012</li> <li>- The flagship store in Ikebukuro and stores in Shibuya, Yokohama, and Fukui participated in local crime prevention patrols.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue to cooperate with local communities to establish disaster and crime prevention systems</li> </ul>

# Creating Fulfilling Workplaces

## FY2011 Targets and Results and FY2012 Targets

○ : Target achieved △ : Target nearly achieved × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting development of employee abilities				
	- Start providing open seminars on sales skills, etc (37 seminars), expecting 3,000 people will attend the seminars per year	- Number of participants: 3,109	○	- Hold even better seminars for another 3,000 people
Assuring fair assessment and treatment of employees				
	- Rate of female managers: (1) team leaders: 50.0% and (2) section managers and those in higher positions: 10.0% - Provide more chances to take on challenges through public recruitment system	- (1) Team leaders: 34.1% (2) Section managers and those in higher positions: 6.0% - Number of applicants: 83, of whom 24 passed - Number of participants in the training for next-generation managers: 50	○	- Rate of female managers: (1) team leaders: 50.0% and (2) section managers and those in higher positions: 10.0%
Achieving a work-life balance				
	- Create and distribute the copies of a brochure on the childcare support system in cooperation with the labor union	- Published a PR magazine focusing on the childcare support system-related activities (March 2011)	○	- Hold a consultation meeting to help employees who will return to work from parental leave relieve their concerns - Expand and enhance the system to allow employees to work shorter hours for childcare
Making use of diverse human resources				
	- Make better use of non-regular employees through the promotion system established for such employees - Promote employment of people with disabilities to comply with the revised Disabled Persons Employment Promotion Act (factoring short-term workers into the denominator) - Continue mid-career recruitment	- Number of people promoted to full time employees: 17 - Percentage of employees with disabilities: 1.89% (up 0.04% year on year) - Mid-career employees hired: 9	○	- Continue implementing the system to promote non-regular employees to regular employees (about five employees)
Assuring consideration for worker health and safety				
	- Establish a system for counseling services by local psychiatrists - Create a program to help employees on leave return to work	- Established a mental counseling system at all stores, which the industrial physicians and those in charge of personnel affairs can introduce to employees	○	- The Health and Safety Committee carried out inspections on the workplace environment to decrease the number of industrial accidents year on year.

## Personnel Data

Breakdown of number of employees (as of the end of February 2012)*1		FY2009	FY2010	FY2011	
Full time employees	4,975	Average length of service (full time employees)	19years 4months	19years 6months	20years 9months
Males	3,331	Number of parental leave recipients (males and part time staff)	66 (0, 34)	48 (0, 23)	89 (0, 12)
Females	1,644	Number of nursing leave recipients (males and part time staff)	5 (0, 3)	2 (0, 2)	4 (1, 4)
Part time staff*2	5,179	Number of volunteer leave recipients	No system	No system	No system
Employees (full time employees + part time staff)	10,154	Percentage of women in management positions*3	23.9%	24.3%	23.3%
New graduate employees hired	51 (Males: 21, Females: 30)	Percentage of employees with disabilities*4	1.80%	1.85%	1.89%
Mid-career employees hired	9	Ratio of full time employees taking paid holidays*5	6.7%	12.8%	11.4%
Re-employment	394	Frequency rate of industrial accidents	1.10	0.43	0.59
		Severity rate of industrial accidents	0.02	0.01	0.01

Robinson's is not included in the results.

\*1 Robinson's is included in the result.

\*2 Monthly average number, with 8 hours/day counted as one employee

\*3 Excluding executive officers

\*4 The method of calculation has been changed in FY2010, to reflect the amendment to relevant laws in July 2010.

\*5 Holidays remaining from the preceding fiscal year are not included for FY2010.

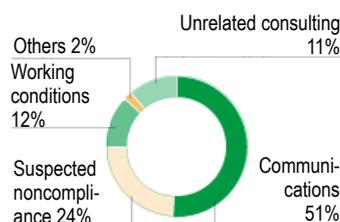
## Data for Consultation Services for Employees

Most of the consultations about "Suspected noncompliance" were those on inappropriate business operations. In FY2011, the stores and divisions about which contacts were made received training as necessary, and in FY2012 compliance training will continue to be intensively provided on legal affairs, safety management, and quality management to prevent the occurrence of any problems or incidents.

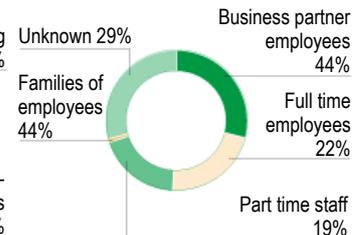
### Description of contacts received by Internal Consultation Services (FY2011)

Contacts received: 83 (111% of the previous fiscal year's level)

#### By topic



#### By user category



# Seven & i Food Systems Co., Ltd.

Number of stores as of the end of FY2011

Website: <http://www.7andi-fs.co.jp/7fc/company/csr.html> (in Japanese)

## Reducing the Environmental Impact

### FY2011 Targets and Results and FY2012 Targets

○ : Target achieved △ : Target nearly achieved × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>- Introduce LED bulbs to more stores (to 30 Denny's restaurants) and reduce CO<sub>2</sub> emissions by 90 tons (a reduction that is by five times larger than that achieved in the previous fiscal year)</li> <li>- Review the number of delivery vehicles and reduce the delivery frequency to five times a week from the latter half of the term, thereby reducing CO<sub>2</sub> emissions from delivery vehicles by 8% year on year</li> </ul>	<ul style="list-style-type: none"> <li>- Stores with LED bulbs installed: 33 stores, with CO<sub>2</sub> emissions reduced by 219 tons</li> <li>- CO<sub>2</sub> emissions from delivery vehicles increased by 10% year on year, due to increases in the transportation distance following the opening of stores in remote areas</li> </ul>	△	<ul style="list-style-type: none"> <li>- Stores with LED bulbs installed: 166 stores, with CO<sub>2</sub> emissions reduced by 434 tons</li> <li>- Verify the effect of introducing a hybrid car (since November 2011) as a delivery vehicle</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>- Promote waste sorting to increase the food waste recycling rate to at least 33%</li> </ul>	<ul style="list-style-type: none"> <li>- Achieved the food waste recycling rate of 33% by promoting waste sorting and reducing waste generation</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue to promote waste sorting and reduce waste generation to increase the food waste recycling rate to 35% or higher</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>- Hold meetings and training seminars regularly to collect information about waste-related problems faced by stores, thereby planning and implementing improvement measures</li> <li>- Distribute reference materials on energy conservation six times a year to stores, thereby increasing all employees' awareness of the matter</li> </ul>	<ul style="list-style-type: none"> <li>- Unable to hold the meetings and seminars on a continual basis</li> <li>- Distributed reference materials on energy conservation for four times a year to stores, thereby increasing all employees' awareness of the matter</li> </ul>	△	<ul style="list-style-type: none"> <li>- Hold an explanatory meeting on waste sorting, reduction of waste generation, and recycling of food waste</li> <li>- Distribute the reference materials for six times a year to stores</li> </ul>

## Environmental Data

	Unit	FY2009	FY2010	FY2011
CO <sub>2</sub> emissions*1	t-CO <sub>2</sub>	109,320	93,274	83,147
CO <sub>2</sub> emissions from store operations	t-CO <sub>2</sub>	104,702	91,225	80,927
CO <sub>2</sub> emissions by delivery vehicles*2	t-CO <sub>2</sub>	2,315	1,904	2,091
Electricity consumption in store operations	GWh	189	172	156
Water consumption in store operation	1,000m <sup>3</sup>	2,555	2,403	2,272
Waste disposal (recycling rate)	t (%)	15,505 (24.9)	13,103 (24.7)	10,557 (25.6)
Food waste recycling rate	%	23.4	30.7	33.0

Supplemental information

\*1 CO<sub>2</sub> emissions stemming from the use of energy in store operations (Seven & i Food Systems) and in headquarters operations and by delivery vehicles (Denny's only).

\*2 The values are for Denny's only.

CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-wide CO<sub>2</sub> Emissions Calculation Manual.

## Providing Safe, Reliable Products and Services

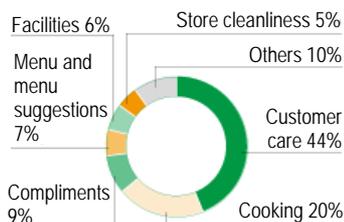
### Data for Customer Response Services

Contacts received in FY2011 decreased to 7,270 (91% year on year). Compliments received increased to 734 (119% year on year), combined with the compliments regarding measures taken in response to the Great East Japan Earthquake.

In FY2012, we will continue activities for reflecting customers' needs in operation measures, in the hopes of heightening customer satisfaction.

### Description of contacts received by Customer Response Service by topic (FY2011)

Contacts received: 7,270 (91% of the previous year)



## Targets and Results in FY2011 and Targets in FY2012 ○:Target achieved △:Target nearly achieved X:Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Ensuring the quality and safety of products and services				
	- Exchange our own transaction conditions documents for all food materials, enabling staff in charge to observe plants and confirm that quality is being managed pursuant to the standards. Continue confirming the suitability of quality and traceability management through regular observations of production sites of source materials being used	- Promoted the confirmation that all food materials conform to the standards of transaction conditions documents. Observations of plants: conducted about 350 times	○	- Observation of plants: about 400 times - Confirm that requirements in transaction conditions documents are complied with
Assuring appropriate information provision				
	- Introduce a search system for the mobile phone website, enabling customers to check on allergenic substances when they view menu books	- Start a search service on the usage conditions of allergenic substances (designated source materials and quasi-designated source materials) on the mobile phone website (This is accessed by scanning the QR codes printed in menu books. The system displays menu items that do not use the allergenic substances that were selected from the list.)	○	- Continue a search service on the usage conditions of allergenic substances
Responding sincerely to customer opinions (organization)				
	- Categorize suggestions and complaints from customers to respond to them in detail. Continue to hold customer service seminars for managers of stores where a large number of complaints have been filed.	- Had managers of stores where many issues had been identified participate in customer service seminars; promoted thorough understanding of basic customer service at all stores in order to resolve customers' dissatisfaction	△	- Establish Operation Support Division Customer Satisfaction (CS) for sorting out customers' opinions and results of store monitor surveys and disseminating information in an appropriate manner, thereby improving customer satisfaction

## Coexisting with Local Communities

## Targets and Results in FY2011 and Targets in FY2012 ○:Target achieved △:Target nearly achieved X:Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting young parents and the elderly				
	- Improve the teaching materials on healthy diets and desirable restaurants for people who will have work experience at the restaurants - Continue and expand support to childcare	- Revised the materials based on the documents published by governmental agencies. Number of people accepted for work experience: 403 at 143 stores (95% of the previous fiscal year level) - Conducted childcare support activities at 146 stores in 6 districts (162% of the level of the previous fiscal year, when the activities were conducted at 90 stores in 5 districts)	○	- Review the acceptance system and reference materials to be distributed - Expand support to childcare
Assisting in local community revitalization				
	- Continue developing and selling menus made using local products for the promotion of local production and consumption, and help locals pass down their food culture to next generations	- (1) Made a registration for the initiative "Three-Star Restaurants for Food Education in the Shinshu" implemented by Nagano Prefecture to pass down local food culture to next generations, and served local menus made using locally produced vegetables (2) Gave childcare support services at stores in Nagano, Saitama, Kanagawa, Shizuoka, Aichi and Hyogo Prefectures (3) Helped parents provide their children with dietary education by introducing table manners and the roles of foodstuffs in the menu book for children	△	- Continue developing and selling menus using local products for the promotion of local production and consumption - Give support for the succession of local food culture through support to childcare and other activities - Develop menus that help promote health and beauty
Providing support in times of disaster				
	- Continue implementing measures to support people having difficulties in going home in the event of disasters and provide all employees education on disaster responses	- Continued implementing measures to support people having difficulties in going home in the event of disasters. At the time of the Great East Japan Earthquake, the stores were unable to communicate with the headquarters and independently implemented the support measures.	○	- Send store employees to training seminars held by local governments to foster information sharing

## Creating Fulfilling Workplaces

### FY2011 Targets and Results and FY2012 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting development of employee abilities				
	- Review the employment manuals for part timers and temporary workers to increase the retention rate of these workers	- Review the education tools, such as DVDs and videos, to make better use of them in initial education	○	- Utilize the personnel records in which the items for business operations are clearly shown, thereby improving the level of business operations
Assuring fair assessment and treatment of employees				
	- Review the self-check evaluation and complete the implementation - Review the evaluation system according to job details	- Revised the self-check evaluation items - Revised the evaluation system	○	- Make the targeted employees carry out the self-check evaluation and treat them according to the results
Achieving a work-life balance				
	- Reduce the working hours at the restaurants by "visualizing" the number of employees necessary for the store operation and the abilities of individuals, and set a limit on the working hours	- Set a limit on the working hours	×	- Review the job details by job type to increase the work efficiency and ensure that no employees will work longer than the limit
Making use of diverse human resources				
	- Promote mid-career recruitment based on the personnel plans	- Mid-career employees hired: 14 (0 in the previous fiscal year)	○	- Proactively promote part timers to full time employees
Assuring consideration for worker health and safety				
	- Have employees on leave take interviews with industrial physicians and fully participate in rehabilitation programs - Conduct follow-ups for health checkups and schedule interviews to prevent diseases once a year for employees - Give guidance on the use of tools and equipment to prevent industrial accidents	- Had employees on leave take interviews with industrial physicians - Provided employees with health checkup opportunities	○	- Enhance the system to have employees on leave take interviews with industrial physicians and support them in returning to work - Decrease the number of industrial accidents through risk assessments

### Personnel Data

Breakdown of number of employees (as of the end of February 2012)		FY2009	FY2010	FY2011	
Full time employees	1,290	Average length of service (full time employees)	13years 10months	13years 6months	14years 2months
Males	1,130	Number of parental leave recipients (males and part time staff)	40 (0, 36)	46 (1, 30)	67 (0, 53)
Females	160	Number of nursing leave recipients (males and part time staff)	0	0	0
Part time staff*1	10,432	Number of volunteer leave recipients	0	0	0
Employees (full time employees + part time staff)	11,722	Percentage of women in management positions*2	18.3%	21.7%	28.8%
New graduate employees hired	0	Percentage of employees with disabilities*3	2.23%	1.87%	1.89%
Mid-career employees hired	14	Ratio of full time employees taking paid holidays*4	8.2%	7.0%	9.8%
Re-employment	17	Frequency rate of industrial accidents	1.50	1.22	1.28
		Severity rate of industrial accidents	0.04	0.03	0.02

\*1 Monthly average number, with 8 hours/day counted as one employee

\*2 Excluding executive officers

\*3 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. The method of calculation has been changed in FY2010, to reflect the amendment to relevant laws in July 2010.

\*4 Remaining holidays from the preceding fiscal year are not included.

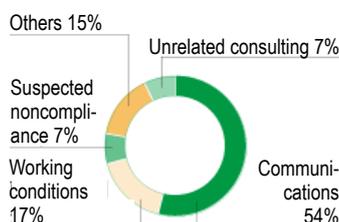
### Data for Consultation Services for Employees

The contacts received were dealt with in collaboration among the Information Management Committee, Fair Trade Subcommittee, and Personnel Affairs Department. Information sharing was attempted through monthly reports and Corporate Ethics and Culture Committee meetings held quarterly. In FY2012, we will revise our Action Guidelines and enhance employee education to foster the solution of problems.

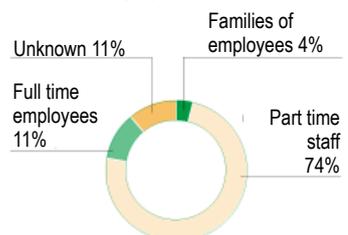
#### Description of contacts received by Internal Consultation Services (FY2011)

Contacts received: 90 (107% of the previous fiscal year's level)

##### By topic



##### By user category



# Seven Bank, Ltd.

Number of ATMs installed as of the end of FY2011: 16,632

Website: <http://www.sevenbank.co.jp/corp/csr/> (in Japanese)

## Reducing the Environmental Impact

### FY2011 Targets and Results and FY2012 Targets

○ : Target achieved △ : Target nearly achieved × : Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>- Replace ATMs with the third-generation machines</li> <li>- Reduce electricity consumption per ATM in July to September by 15% from the previous year</li> <li>- Reduce electricity consumption in offices between July and September by 20% from the previous year</li> </ul>	<ul style="list-style-type: none"> <li>- Replaced about 2,700 ATMs and completed the replacement of about 2,900 machines (about 17% of the total) as of the end of FY2011</li> <li>- Reduced electricity consumption per ATM in July to September by 15% by implementing power-saving measures, including decreasing the second display brightness and making the ATMs enter the energy-saving mode faster</li> <li>- Reduced electricity consumption by about 20% year on year, by discontinuing the use of some lights and switching off lights more frequently</li> </ul>	○	<ul style="list-style-type: none"> <li>- Devise measures to reduce the use of electricity at offices by introducing complex machines which incorporate a printer, a fax machine and a copier, and updating the in-house OA systems</li> <li>- Replace about 4,900 ATMs with third-generation machines and complete the replacement of 7,800 machines (about 45% of the total) by the end of FY2012</li> <li>- Implement power-saving measures voluntarily and in response to requests from society</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>- Continue using recycled paper</li> <li>- Improve the rate of green procurement</li> </ul>	<ul style="list-style-type: none"> <li>- Continued using recycled paper</li> <li>- 54.2% (67.0% of the previous fiscal year's level)</li> </ul>	△	<ul style="list-style-type: none"> <li>- Formulate the guidelines for green purchasing and procurement</li> </ul>
Implementing measures for biodiversity				
	<ul style="list-style-type: none"> <li>- Continue with the cleaning activity by employees and their families at forests by the foot of Mt. Fuji</li> </ul>	<ul style="list-style-type: none"> <li>- The activity was canceled due to a typhoon.</li> </ul>	—	—
Offering eco-friendly products				
	<ul style="list-style-type: none"> <li>- Replace ATMs with third-generation machines</li> </ul>	<ul style="list-style-type: none"> <li>- Third-generation ATMs accounted for about 17% of the total.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Third-generation ATMs accounted for about 45% of the total</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>- Continue holding environmental seminars twice a year</li> <li>- Continue disseminating environmental information using Intranet and other media</li> </ul>	<ul style="list-style-type: none"> <li>- More than 300 employees attended each of the seminars.</li> <li>- Dispatched information about the internal energy conservation campaigns and participation in the Eco Products Exhibition</li> </ul>	○	<ul style="list-style-type: none"> <li>- Proactively participate in the environmental volunteer activities held by the Seven &amp; i Group</li> <li>- Conduct environmental volunteer activities under Seven Bank's own programs</li> </ul>

## Environmental Data

	Unit	FY2009	FY2010	FY2011
Volume of paper ordered for office automation equipment	1,000 sheets	8,080	7,152	6,898
Electricity used at the offices*	MWh	1,416	1,501	1,204

\* Data was not available for some rental offices. The number of offices has been increasing since FY2010, and the use of electricity includes use at all the offices, including stores stationed with staff and directly managed ATM corners.

## TOPICS

### Increasing Environmental Friendliness through Replacement with Third-Generation ATMs

Seven Bank has been fostering the replacement of ATMs with new third-generation machines since 2010. The third-generation ATMs are constantly operated in the energy-saving mode except for during the opening hours, and LED lights are used for the screen and the second display to reduce the use of electricity per machine by about 48% relative to a second-generation machine. Moreover to conserve resources, long-life components and recyclable materials are used in the ATMs. About 2,900 machines, which accounted for about 17% of the total, were replaced by the end of FY2011. By the end of FY2012, another 4,900 will be replaced to increase the number of third-generation ATMs to about 45% of the total.



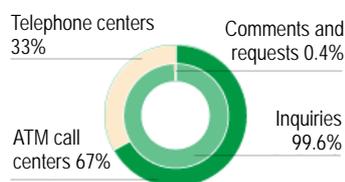
## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

The Customer Service Department of Seven Bank strives to heighten customer satisfaction (CS) through improvement of customer response and service, under the slogan "Best for You (doing our best for customers)," by compiling the over 640,000 customer opinions and comments that are filed each year, and sharing them with relevant divisions and with management.

#### Description of contacts received by Customer Response Service by topic (FY2011)

By contact point (outer circle) By topic (inner circle)



\* The method of aggregation has changed since FY2011.

### Targets and Results in FY2011 and Targets in FY2012 ○: Target achieved △: Target nearly achieved X: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Ensuring the quality and safety of products and services				
	- Verify and revise the BCM (business continuity management) and BCP (business continuity plan) that were formulated at the time of Great East Japan Earthquake - Start overseas money transfer services on ATMs	- Reconfigured the BCP by adding new scenarios that assume an earthquake with its epicenter in the Tokyo metropolitan area strikes - Started in March 2011	○	- Conduct comprehensive drills and seminars that also consider the new scenarios
Developing stores and facilities customers can visit with a sense of Security				
	- Improve recognition of voice guidance services even further	- Conducted voice guidance service campaign; transactions made during the 46-day campaign period: 2,018 (up 25% from the previous year)	○	- Pursue better visibility on ATM display screens
Responding sincerely to customer opinions (organization)				
	- Hold more discover meetings, aiming to discover new ways to achieve customer satisfaction (CS)	- Held discover meetings three times (with 74 participants from all divisions)	○	- Study indexes aiming at even further improvement of CS

## Coexisting with Local Communities

### Targets and Results in FY2011 and Targets in FY2012 ○: Target achieved △: Target nearly achieved X: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting young parents and the elderly				
	- Continue distributing the picture book Solider Bonolon of the Forest to be read to children - Continue holding story hours - Contribute picture books to children's facilities in a number commensurate with the number of Solider Bonolon of the Forest cash cards issued to customers according to their choice	- Continued distributing the books (a total of 41 issues as of February 2012) - Held story hours for 12 times with the participation of 327 people in total (and with 31 employees working as the organizer) - Issued 10,002 cards and donated picture books to about 3,000 children's centers across the country	○	- Hold local story hours at children's centers, etc. - Continue the donation of picture books - Make examinations to give support to the recovery of children's centers in the disaster-affected areas
Assisting in local community revitalization				
	- Continue offering employees opportunities to take part in volunteer activities	- Dispatched volunteer-related information through the intranet every month	○	- Make examinations for the introduction of a volunteer leave system
Providing support in times of disaster				
	- Maintain stable operation of ATMs - Respond to cash needs in affected areas with mobile ATM Vehicles	- Responded to cash needs in affected areas from May to August with three mobile ATM Vehicles	○	—
Implementing crime prevention measures for local communities				
	- Continue cooperating with the police to eradicate financial crime	- Cases of cooperation with the police: 56,016	—	- Implement measures against financial crimes promptly, and collect information about new types of crimes

## Creating Fulfilling Workplaces

### FY2011 Targets and Results and FY2012 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2011 Targets and Plans	FY2011 Results and Outcomes	Evaluation	FY2012 Targets
Supporting development of employee abilities				
	- Build staff skills in communicating in foreign languages	- Gave support to a total of 20 employees in regard to correspondence education, the TOEIC examination and external language training	○	- Continue the provision of training
Achieving a work-life balance				
	- Continue providing support for maintaining work-life balance - Encourage male employees to take parental leave	- Changed the fiscal year targeted for the provision of support to FY2012 - Number of male employees who took parental leave: 0	×	- Enhance the parental leave system
Making use of diverse human resources				
	- Continue employment of part time and temporary workers - Maintain the statutory employment ratio of persons with disabilities	- Promoted some part time staff to contract employees, and directly employed some of the staff dispatched from employment agencies - Recorded 2.06% for the employment rate of people with disabilities, thereby achieving the statutory rate	○	- Continue implementing measures to maintain the employment rate of people with disabilities
Assuring consideration for worker health and safety				
	- Strengthen measures to deal with mental health issues, in collaboration with outside medical institutions - Continue with interviews and guidance by public health nurses	- Enhanced cooperation with external medical institutions (EPA companies and industrial physicians) - Continued with interviews and guidance by public health nurses	○	- Ensure that employees will take consecutive leave - Devise measures to ensure that employees will go home on time at least during the targeted week and verify the results

### Personnel Data

Breakdown of number of employees (as of March 31, 2012)		FY2009	FY2010	FY2011	
Full time employees	324	Average length of service (full time employees)*2	3years 10months	4years 6months	5years 3months
	Males 265	Number of parental leave recipients (males and part time staff)	2 (0, 0)	6 (0, 0)	4 (0, 0)
	Females 59	Number of nursing leave recipients (males and part time staff)	0	1 (1, 0)	0 (0, 0)
Part time staff*1	68	Number of volunteer leave recipients	No system	No system	No system
Contract employees	50	Percentage of women in management positions*3	5.5%	7.3%	8.3%
Temporary employees	35	Percentage of employees with disabilities*4	1.82%	1.97%	2.06%
New graduate employees hired	4 (Male 2, Female 2)	Ratio of full time employees taking paid holidays*5	88.0%	81.8%	75.8%
Mid-career employees hired	39	Frequency rate of industrial accidents	0.00	0.00	0.00
Re-employment	35	Severity rate of industrial accidents	0.00	0.00	0.00

\*1 Monthly average number, with 8 hours/day counted as one employee

\*2 The company was founded in 2001.

\*3 Excluding executive officers

\*4 The method of calculation has been changed in FY2010, to reflect the amendment to relevant laws in July 2010.

\*5 Remaining holidays from the preceding fiscal year are not included.

### Data for Consultation Services for Employees

Seven Bank has established a system to ensure compliance, and urges employees to read out the compliance rules in the morning meetings held at their workplaces to raise their compliance awareness. Also the company has distributed to all employees a handy brochure (as shown in the right photo) that introduces where and how they can receive advice about compliance issues.

In FY2011, one full time employee and one part timer received advice each on a communication-related issue. Thus advice was given on two issues in total (on one issue in the previous fiscal year).



Brochure on the use of the "Internal Consultation Services"