



SEVEN&i HLDGS. Co.,Ltd.

CSR Report 2014

CSR Data

Seven & i Holdings Co., Ltd.

Website: <http://www.7andi.com/csr/index.html>

Group Environmental Data (Domestic in Japan) ※1 ※2

Challenges	Unit	FY2011	FY2012	FY2013
CO ₂ emissions	t-CO ₂	1,947,366	2,441,588	2,744,966
CO ₂ emissions from store operations	t-CO ₂	1,761,969	2,249,194	2,528,573
Electricity consumption in store operations	GWh	4,176	4,254	4,345
Water consumption in store operations※3	1,000m ³	13,708	19,789	21,829

※1 Totals for 7 companies: (Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, York Mart, Seven & i Food Systems, and Akachan Honpo).

※2 For calculation methods, please refer to the environmental data that is listed within the data of the different operating companies.

※3 The totals for FY2011 are for 5 companies excluding Seven-Eleven Japan and York Mart.

Group Personnel Data (Domestic in Japan) ※1

Breakdown of number of employees (as of the end of February 2014) (persons)		
Full-time employees		26,176
※2	Male	19,604
	Female	6,572
Part-time staff	※3	60,382
New graduate employees hired		1,114
	Male	590
	Female	524
Mid-career employees hired		403
Re-employment※4		347

	FY2011	FY2012	FY2013
Average length of service (full-time employees)	16 years 7 months	16 years 6 months	16 years 1 month
Number of full-time employees who took childcare leave※5 (males, part-time staff)	546 (2,242)	591 (7,286)	828 (4,334)
Number of full-time employees who took nursing leave※5 (males, part-time staff)	26 (5, 22)	43 (5, 29)	43 (5, 29)
Number of volunteer leave recipients	14	2	9
Percentage of women in management positions※6	17.8%	19.9%	21.4%
Percentage of employees with disabilities ※7	1.89%	2.05%	2.19%

※1 For FY2013, the totals are for 9 companies (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, York Mart, Seven & i Food Systems, Akachan Honpo, and Seven Bank). The totals for FY2011 and FY2012 are for 8 companies excluding Seven & i Holdings.

※2 Data includes contractual employees and temporary employees.

※3 Monthly average number, with 8 hours/day counted as one employee.

※4 Persons reemployed after mandatory retirement.

※5 Persons who took such leave in FY2013 (takers continuing leave from the previous year + new takers of leave).

※6 The totals are for 8 companies (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, Seven & i Food Systems, Akachan Honpo, and Seven Bank). The percentage of team leaders or higher positions, excluding executive officers.

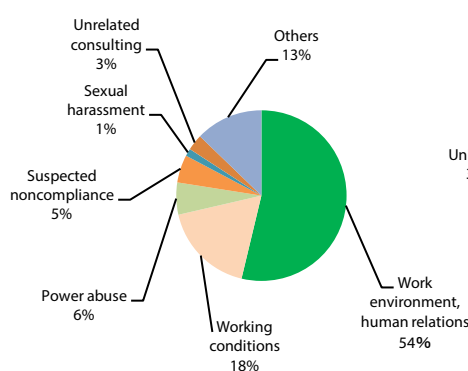
※7 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

Group-Wide Data for Consultation Services for Employees

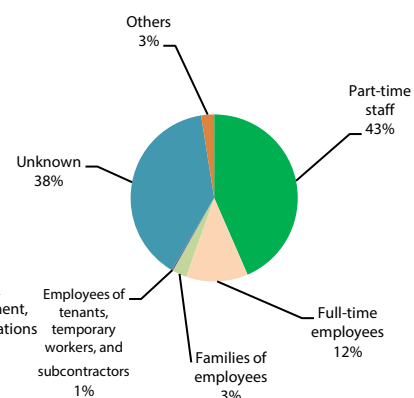
At Seven & i Holdings, as part of Group-Wide internal controls, we have established within a third-party organization a Help Line for receiving consultation requests and reports from employees. This is a system that applies to both the employees of Seven & i Holdings and the employees of domestic consolidated subsidiaries, it 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.

Description of contacts received by Internal Consultation Service by topic (FY2013)

Contacts received: 359
(95% of the previous fiscal year's level)



By user category



Seven-Eleven Japan Co., Ltd.

Website: <http://www.sej.co.jp/social/index.html>

Number of stores as of the end of FY2013: 16,319

Reducing the Environmental Impact

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Attaining an appropriate grasp of environmental impact				
	—	—	—	<ul style="list-style-type: none"> ●Expand ISO14001 application to encompass district offices ●Reduce ISO14001 periodic-audit findings
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ●Promote use of LED lighting for chilled cases ●Promote use of hybrid vehicles in logistics 	<ul style="list-style-type: none"> ●Chilled case LED lighting in 9,667 stores ●Introduced 403 hybrid vehicles to logistics' deliveries fleet 	△	<ul style="list-style-type: none"> ●Backroom LED lighting for 6,000 stores ●Expand to 500 hybrid vehicles within the logistics' deliveries fleet
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ●Reduce year-on-year use of plastic bags per store ●Food waste recycling rate: 50.9% or higher 	<ul style="list-style-type: none"> ●Use of plastic bags per store: 0.94 tons ●Food waste recycling rate: 50.9% 	○	<ul style="list-style-type: none"> ●Continue to reduce plastic bag usage per store to a level below FY2013 ●Food waste recycling rate: 51.9% or more
Offering eco-friendly products				
	—	—	—	<ul style="list-style-type: none"> ●Develop products that use recycled PET packaging ●Turn cartocan 2 items that use forest thinnings into products
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ●Introduce basic environmental training 	<ul style="list-style-type: none"> ●Conducted new-hire training based on the Group-Wide basic environmental training topics 	○	<ul style="list-style-type: none"> ●One hundred or more employees passed the Eco Test

Environmental Data

Challenges	Unit	FY2011	FY2012	FY2013
CO ₂ emissions※1 ※2 ※3	t-CO ₂	1,039,043	1,372,058	1,584,976
CO ₂ emissions from store operations (per store)※1 ※3	t-CO ₂	897,183 (66.4)	1,222,882 (85.0)	1,421,084 (90.9)
Logistics-related CO ₂ emissions(per store) ※1 ※4	t-CO ₂	140,121 (10.4)	146,581 (10.2)	160,893 (10.3)
Electricity consumption in store operations (per store)※1 ※3	GWh (MWh)	2,285 (169)	2,444 (169)	2,508 (161)
Water consumption in store operations※1 ※5	1,000m ³	—	7,811	9,227
Plastic bag consumption per store (by weight)	t	0.92	0.94	0.94
Waste disposal (recycling rate)※6	t (%)	308,724 (43.8)	324,753 (46.4)	371,344 (39.0)
Food waste recycling rate※7	%	34.1	48.9	50.9

※1 The period of the calculations was March to February.

※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 This data represents CO₂ 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.

※5 Calculations are based on estimated water consumption by approximately 3,000 stores in Tokyo and other ordinance-designated cities.

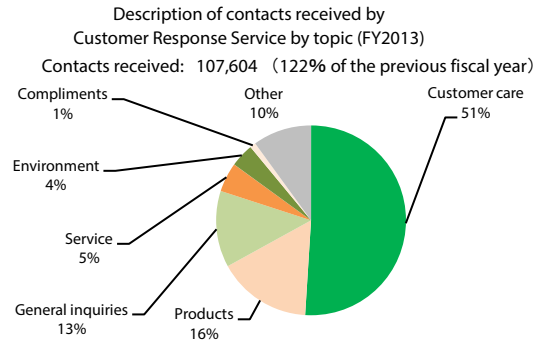
※6 Calculations are based on estimated emissions by the stores in Tokyo, Kyoto, etc. The period of the calculations was January to December, and the amount of baseline emissions was changed in FY2011. The amount of food waste was calculated based on the standard of*7.

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

Providing Safe, Reliable Products and Services

Data for Customer Response Services

- The number of inquiries and comments coming from customers is increasing. Of these, comments that deal with customer-care issues are the most common, and the strengthening of customer service education represents a challenge.
- There has also been an increase in inquiries and comments dealing with topics such as the services offered through multi-functional copier machines, and payments that use electronic money and credit facilities, etc. We are working to improve such matters via the strengthening of the customer service education that is conducted through our “cash-register customer-service” training programs.



FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 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: 144 plants have completed certification	○	● Improve evaluations received in NDF-HACCP maintenance audits
Making stores and facilities more customer-friendly and reliable				
	● Stores adopting barrier-free design: 298 ● Stores where the minimum necessary facilities continue operation even during blackouts: 1,500	● Stores adopting barrier-free design: 366 ● Stores where the minimum necessary facilities continue operation even during blackouts: 1,579	○	● Stores adopting barrier-free design: 350 ● Stores where the minimum necessary facilities continue operation even during blackouts: approx. 1,600
Assuring appropriate information provision				
	● Add a new webpage to the corporate website about measures designed to ensure food safety and reliability. Provide information on the elimination of artificial preservatives and coloring in available.	● Rather than for food only, in order to enhance information concerning resources and packaging, it is planned to add a new webpage to the corporate website about measures designed to ensure food safety and reliability during FY2014	×	● Publish information on the web regarding the effective reuse of packaging and the use of forest thinnings
Responding sincerely to customer opinions (organization)				
	● Enhance skills of customer service employees through internal and external training to be able to better respond to opinions and comments from customers.	● Total contacts received: 107,604 (122.5%) We have worked to convey customer responses to the divisions responsible and make improvements	○	● Concerning customer requests, in addition to further strengthening our ability to respond and provide customers with accurate information, we aim to reduce the number of comments

Coexisting with Local Communities

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting young parents and the elderly				
	● Increase the number of mobile stores to 100, and the number of product delivery service vehicles (electric vehicles) to 1,000 in a further effort to be “nearby, convenient stores”	● Number of mobile stores: 35 ● Electric vehicles: 812 Because the mobile stores criteria was revised, we failed to achieve the planned number of vehicles	△	● In pursuing the idea of even closer convenient stores, we aim to introduce the following vehicle numbers nationwide: mobile stores (100), electric vehicles (1,000), electric-assisted vehicles (3,000)
Assisting in local community revitalization				
	● Work to conclude agreements with additional municipalities and strengthen ties with existing municipal partners	● Newly-concluded agreements with three prefectures, there are now agreements in place with 46 municipalities. Promote development of products utilizing raw materials drawn from regions with municipalities with whom agreements have already been concluded, and work on such initiatives on an ongoing basis.	○	● Look into new initiatives in order to further deepen the cooperation that is enjoyed with municipalities with whom agreements have already been concluded. Further promote the concluding of agreements with new municipalities.
Providing support in times of disaster				
	● Strengthen ties with public disaster prevention agencies to build an organization that can deliver a more effective response in light of the increasingly vital role the retail industry plays in the community when a major disaster hits	● Newly-concluded disaster support agreements with Akita Prefecture, Okayama Prefecture and Kyoto City	○	● Work to further clarify the role we play in the community when major disasters occur, and how we can more effectively work with municipal bodies
Implementing crime prevention measures for local communities				
	● Strengthen ties with local crime prevention councils, etc. to boost member store participation in crime prevention drills and seminars to 50%	● 6,284 stores (42.5%) participated in crime prevention drills and seminars	△	● Work to revise the content of drills to incorporate age-confirmation activities and remittance-fraud prevention, etc. Aim to achieve a store participation rate of 50% or more in crime prevention drills and seminars

Creating Fulfilling Workplaces

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● Enhance training (compliance training, training for new OFCs and new DMs, nationwide TS meeting, etc.) 	<ul style="list-style-type: none"> ● Conducted compliance training (November), new OFC training (each month), new DM training (twice in year), directly operated store meetings (4 times in year). 	○	<ul style="list-style-type: none"> ● Content of each training program to be revised as a result of inspections conducted in F2013
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> ● Number of applicants: 120% of the previous fiscal year's level 	<ul style="list-style-type: none"> ● Number of applicants: 96.6% of the previous fiscal year's level 	△	<ul style="list-style-type: none"> ● Number of applicants: 120% of the FY2013 level
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Increase the number of male users at least to one ● Encourage employees to take consecutive leave twice a year 	<ul style="list-style-type: none"> ● Number of male users: 1 ● Employees encouraged to take consecutive leave twice a year. 	○	<ul style="list-style-type: none"> ● Number of male users: multiple persons ● Encourage employees to take paid leave
Making use of diverse human resources				
	<ul style="list-style-type: none"> ● Employ 30 foreign students ● Employ 15 people with disabilities ● Percentage of female managers (Team leader or higher positions): 10% 	<ul style="list-style-type: none"> ● Number of foreign nationals employed as employees: 23 ● Number of people with disabilities employed as employees: 10 ● Percentage of female managers (Team leader or higher positions): 31.5% 	△	<ul style="list-style-type: none"> ● Number of foreign nationals to be employed as employees: 20 ● Number of people with disabilities to be employed as employees: 20 ● Percentage of female managers (Team leader or higher positions): 34%
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● Reduce the number of traffic accidents and violations by 10% year on year ● Reduce the number of industrial accidents by 10% year on year 	<ul style="list-style-type: none"> ● Number of traffic accidents and violations: increased 5% over the previous fiscal year's level ● Number of industrial accidents: reduced 10% from the previous fiscal year's level 	△	<ul style="list-style-type: none"> ● Reduce the number of traffic accidents and violations by 10% compared to FY2013 ● Reduce the number of industrial accidents by 10% compared to FY2013

Personnel Data

Breakdown of number of employees (as of the end of February 2014) (person)		
Full-time employees※1		6,466
	Male	4,742
	Female	1,724
Part-time staff※2		3,905
Employees (full-time employees + part-time staff)		10,371
New graduate employees hired (males, females)		553(Males 267, females 286)
Mid-career employees hired		343
Re-employment※3		31

	FY2011	FY2012	FY2013
Average length of service (full-time employees)	9 years 7 months	9 years 5 months	9 years 6 months
Number of full-time employees who took childcare leave (males)※4	65 (0)	49 (1)	130 (0)
Number of full-time employees who took nursing leave (males)※4	0	0 (0)	1 (0)
Number of volunteer leave recipients	0	0 (0)	0 (0)
Percentage of women in management positions ※5	28.4%	29.3%	31.5%
Percentage of employees with disabilities※6	1.89%	2.05%	2.19%
Percentage of paid holidays taken by full-time employees※7	5.7%	8.1%	16.1%
Frequency rate of industrial accidents	0.06	0.04	0.08
Severity rate of industrial accidents	0.002	0.002	0.001

※1 Data includes contractual employees and temporary employees.

※2 Monthly average number, with 8 hours/day counted as one employee.

※3 Persons reemployed after mandatory retirement.

※4 Persons who took such leave in FY2013 (takers continuing leave from the previous year + new takers of leave).

※5 The percentage of team leaders or higher positions, excluding executive officers.

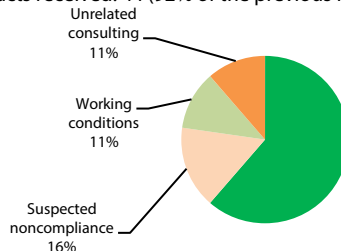
※6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

※7 Holidays remaining from the preceding fiscal year are not included.

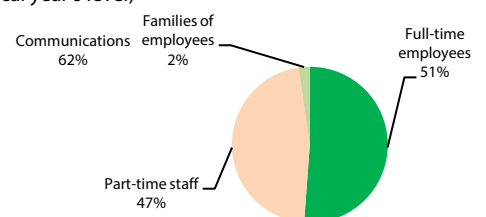
Data for Consultation Services for Employees

In that the workplace environment continues to improve through communications training and measures designed to reduce long working hours, etc., the number of cases of contact being made with consultation services decreased compared to the previous year. We will continue to strengthen measures to further improve the working environment for employees.

Description of contacts received by Internal Consultation Service by topic (FY2013)
Contacts received: 44 (92% of the previous fiscal year's level)



By user category



Reducing the Environmental Impact

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ●Number of stores using LED light bulbs: 140 Reducing CO₂ emissions by 12,700 t-CO₂ after switching from conventional lighting ●Delivery distance per store: 261,000 km (1% reduction for existing centers; a 12,000-km increase due to opening of 3 additional frozen food distribution centers) 	<ul style="list-style-type: none"> ●Stores that have introduced LED lighting: 140 ●Delivery distance per store: 250,000 km (6% reduction for existing centers; a 13,000-km increase due to the opening of an additional frozen food distribution center) 	○	<ul style="list-style-type: none"> ●Stores that will introduce LED lighting: 176 ●Delivery distance per store: 247,000-km (1% reduction compared to FY2013)
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ●Food waste recycling rate: 48% Stores that implement the recycling: 100 stores ●Turndown rate of plastic bags in February 2014: 70% 	<ul style="list-style-type: none"> ●Food waste recycling rate: 47.5% Stores that implement the recycling: 98 stores ●Turndown rate of plastic bags in February 2014: 68.8% 	△	<ul style="list-style-type: none"> ●Food waste recycling rate: 50% Stores that implement the recycling: 100 stores
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ●Cooperate with the Seven & i Holdings Environment Subcommittee, and introduce basic environmental training 	<ul style="list-style-type: none"> ●Within the different training ranks, basic environmental training introduced 	○	<ul style="list-style-type: none"> ●Cooperate with the Group, and promote taking of the Eco Test

Environmental Data

Challenges	Unit	FY2011	FY2012	FY2013
CO ₂ emissions※1	t-CO ₂	466,187※2	533,110	572,247
CO ₂ emissions from store operations (Environmental impact index※3)	t-CO ₂ (t-CO ₂ /1millionm ² ×1,000h)	439,934※2 (94)	507,499 (103)	545,989 (108)
CO ₂ emissions by delivery vehicles	t-CO ₂	24,070※2	23,340	23,904
Electricity consumption in store operations	GWh	943※2	853	884
Water consumption in store operations	1,000m ³	7,684※2	5,793	6,582
Plastic bag consumption (turndown rate) at the food section	t (%)	2,725 (43.3)	2,274(47.6)	1,321(67.5)
Waste disposal (recycling rate)※5	t (%)	129,375 (66.2)	132,051 (66.3)	130,816 (66.0)
Food waste recycling rate※5	%	39.4	45.2	47.5

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

※2 The period of the calculations was March1 to February.

※3 CO₂ emissions per (total sales floor area x opening hours) Figures for FY2010 and 2011 were recalculated using the new method implemented to calculate the FY2012 da

※4 For some vehicles, the in-vehicle terminal models were updated to include CO₂ emissions from transportation between delivery companies and distribution centers, because of which the amount of CO₂ emissions increased. Some data was not available due to the impact of the Great East Japan Earthquake. CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual. CO₂ emissions for FY2012 were calculated in accordance with the manual revised in

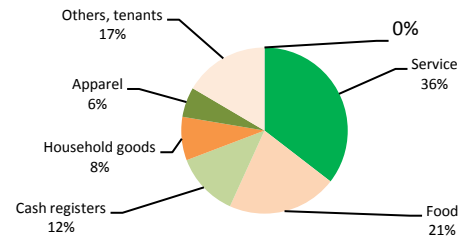
※5 The period of the calculations was April to March.

Providing Safe, Reliable Products and Services

Data for Customer Response Services

Concerning contacts received from customers, contacts directed at stores were 93% of the previous fiscal year's level, while contacts directed at headquarters were 99% of the previous fiscal year's level. Total contacts were 95% of the previous fiscal year's level. Moreover, in that 36% of contacts received from customers were about services, this figure represented a reduction to 95% of the previous fiscal year's level.

Description of contacts received by Customer Response Service by topic (FY2013)
Contacts received: 88,824 (95% of the previous fiscal year's level)



FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Develop a guidebook designed for enhancing customer services ● Enter the Best Contributors to Product Safety Awards for the first time in two years 	<ul style="list-style-type: none"> ● In October the Product Knowledge Guidebook was published. It contains the product knowledge required for customer services ● Following on from FY2011, we were again awarded the Minister of Economy, Trade and Industry Award in the Best Contributors to Product Safety Awards 	○	<ul style="list-style-type: none"> ● Cooperate with municipalities, participate in the development of official quality standards as a committee member ● Strengthen cooperation with different departments within the company for the purpose of quality improvement ● Strengthen the sharing of information with the Seven & i Holdings QC Project
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ● Revise the Tokyo Metropolitan Area Epicentral Earthquake Countermeasures ● Share the countermeasures against possible eruption of Mt. Fuji across the organization and develop specific departmental countermeasures 	<ul style="list-style-type: none"> ● Revised damage predictions, etc., for the Tokyo Metropolitan Area Epicentral Earthquake ● Revised the Mt. Fuji Eruption Countermeasures and conducted explanatory meetings for relevant divisions 	○	<ul style="list-style-type: none"> ● Revise countermeasures for disasters other than the Tokyo Metropolitan Area Epicentral Earthquake (damage predictions, organizational structures, etc.)
Assuring appropriate information provision				
	<ul style="list-style-type: none"> ● Enhance training through management meetings for the apparel, household goods and food products divisions in order to maintain appropriate labeling. Maintain the ratio of items graded A at 96% 	<ul style="list-style-type: none"> ● A grade: 90.73% (a worsening of 5.27 points) ● B grade: 8.71% (a worsening of 4.71 points) ● C grade: 0.56% (a worsening of 0.56 points) 	△	<ul style="list-style-type: none"> ● So that appropriate labeling occurs, at meetings of managers responsible for apparel, household goods and food products, conduct education that gives examples of inappropriate labeling, and work to raise the ratio of items graded A
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ● Enhance ability to respond to service-related complaints by analyzing their causes with an eye to reducing such complaints ● Actively share complimentary comments throughout the company and implement a commendation program, etc. to increase the number of compliments 	<ul style="list-style-type: none"> ● Service-related complaints: Reduced to 95% of the previous fiscal year's level ● Complimentary comments: Reduced to 87% of the previous fiscal year's level 	△	<ul style="list-style-type: none"> ● 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 the complimentary comments received with all employees via message boards, morning meetings and midday meetings, and work to enhance employee motivation

Coexisting with Local Communities

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Develop products that will help eliminate the inconveniences elderly people experience in their daily lives 	<ul style="list-style-type: none"> ● Newly-developed approximately 100 items of underwear, etc., that could be dried in household clothes dryers 	○	<ul style="list-style-type: none"> ● Develop products that make the lives of elderly people more enjoyable and more convenient, and foster the development of sales assistants who are trusted by the local elderly
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Continue to work on concluding agreements with Hiroshima, Hyogo, Okayama, Nagano and other prefectures and municipalities to provide support in times of disaster ● Work to conclude agreements with fire and police departments for the provision of food and other supplies in the event of a disaster 	<ul style="list-style-type: none"> ● Concluded a detailed provision of supplies agreement with Nagano (concluded in March 2014) ● Concluded relief supplies agreements with two police departments and one fire department 	○	<ul style="list-style-type: none"> ● Continue to work on concluding agreements with Niigata, Hiroshima, Hyogo, Okayama and other prefectures and municipalities to provide support in times of disaster ● Conduct revisions of previously-concluded agreements in accordance with actual conditions

Creating Fulfilling Workplaces

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ●Narrow down courses necessary for store managers to increase their participation rate ●Strengthen hands-on training for each rank to enhance employees' practical skills 	<ul style="list-style-type: none"> ●At training for new managers, in addition to classroom learning, by using a model store, a curriculum was conducted that allowed for actual hands-on training and for experience in the preparation of sales spaces ●Finance and marketing business seminars were held. A total of 125 persons participated 	△	<ul style="list-style-type: none"> ●Rather than just when positions are assumed, make arrangements to strengthen follow-up training 3-months and 1-year after the assuming of roles so that people can execute tasks that are above the levels merely expected of them
Making use of diverse human resources				
	<ul style="list-style-type: none"> ●Hold seminars where employees learn about the context and basic ideas behind promoting human rights awareness and normalization through specific examples with an eye to enhancing employees' practical skills 	<ul style="list-style-type: none"> ●Number of training sessions: 74; total number of participants: 4,424 	○	<ul style="list-style-type: none"> ●From the perspectives of respecting human rights and promoting normalization, in addition to expressing numerous specific examples, conduct training that incorporates a practical format, and link what is known in the workplace to the understanding of each individual
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ●Focus on reducing lost work-time accidents 	<ul style="list-style-type: none"> ●Lost work-time accidents: Reduced to 80% of the previous fiscal year's level 	○	<ul style="list-style-type: none"> ●Reduce industrial accidents, in particular lost work-time accidents ●Promote mental health training

Personnel Data

Breakdown of number of employees (as of the end of)		
Full-time employees		8,161
※1	Male	6,156
	Female	2,005
Part-time staff	※2	26,372
Employees (full-time employees + part-time staff)		34,533
New graduate employees hired (males, females)		115 (Males 61, females 54)
Mid-career employees hired		4
Re-employment	※3	144

	FY2011	FY2012	FY2013
Average length of service (full-time employees)	20 years 0 months	20 years 4 months	21 years 0 months
Number of childcare leave recipients ※4(males and part-time staff)	192(0, 97)	194(0, 100)	198(0, 27)
Number of nursing leave recipients ※4(males and part-time staff)	8(1, 7)	22(0, 18)	20(1, 16)
Number of volunteer leave recipients	14	2	9
Percentage of women in management positions ※5	14.3%	18.0%	20.8%
Percentage of employees with disabilities ※6	1.89%	2.05%	2.19%
Percentage of paid holidays taken by full-time employees ※7	11.2%	11.4%	11.3%
Frequency rate of industrial accidents	1.67	1.81	2.35
Severity rate of industrial accidents	0.03	0.03	0.05

※1 Data includes contractual employees and temporary employees.

※2 Monthly average number, with 8 hours/day counted as one employee.

※3 Persons reemployed after mandatory retirement.

※4 Persons who took such leave in FY2013 (takers continuing leave from the previous year + new takers of leave).

※5 The percentage of team leaders or higher positions, excluding executive officers.

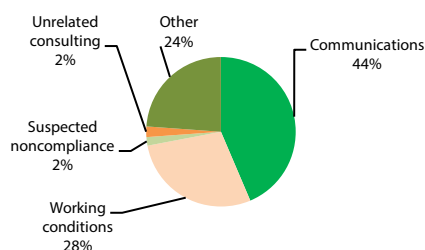
※6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

※7 Holidays remaining from the preceding fiscal year are not included.

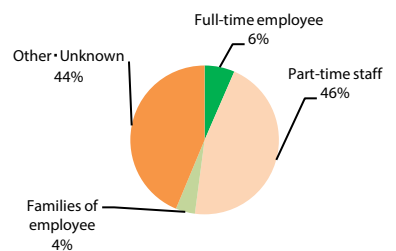
Data for Consultation Services for Employees

Compared to FY2012, there was a decline in communications-related consultations, however, such consultations still accounted for 44% of the total. In following this up, at new manager training, etc., while also using the specific content of consultations, etc., received by the Help Line, we plan to make training participants aware of the importance of communication and how to go about communicating with subordinates.

Description of contacts received by Internal Consultation Service by topic (FY2013)
Contacts received: 215 (98% of the previous fiscal year's)



By user category



Reducing the Environmental Impact

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> ● Undergo an ISO14001 renewal audit and get its certification renewed 	<ul style="list-style-type: none"> ● At the ISO14001 renewal audit, certification was renewed with zero non-compliance items 	○	<ul style="list-style-type: none"> ● At regular ISO14001 audits, work to achieve both zero non-compliance items and an expansion of recommended items
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Reduce CO₂ emissions by 1% ● Examine introducing more LED lights 	<ul style="list-style-type: none"> ● CO₂ emissions: Increased by 4.9% (Resulting from a large increase in emissions coefficients. This represented a 3.1% reduction when calculated in terms of crude oil usage) ● Employed LED lighting when replacing lighting due to refurbishment or obsolescence 	△	<ul style="list-style-type: none"> ● 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				
	<ul style="list-style-type: none"> ● Food waste recycling rate: 52% ● Waste recycling rate: 61% 	<ul style="list-style-type: none"> ● Food waste recycling rate: 54.4% ● Waste recycling rate: 62.0% 	○	<ul style="list-style-type: none"> ● Food waste recycling rate: 55.0% ● Waste recycling rate: 62.5%
Implementing measures to conserve biodiversity				
	<ul style="list-style-type: none"> ● Increase people's awareness of green wrapping to plant 1,300 trees ● Plant trees in the Kai Zenko-ji Forest to create an ecologically rich satoyama forest 	<ul style="list-style-type: none"> ● Prepared greetings cards, etc., promoted green wrapping, and planted 1,500 trees ● Plantings: 670 trees planted at Kai Zenko-ji Forest, and 830 trees planted in Miyako City, Iwate 	○	<ul style="list-style-type: none"> ● Plantings: 1,600 trees
Offering eco-friendly products				
	<ul style="list-style-type: none"> ● Continue proposing environmentally-friendly products 	<ul style="list-style-type: none"> ● Newly-selected 14 environmentally-friendly products, total now stands at 101 such items 	○	<ul style="list-style-type: none"> ● Expand the range of environmentally-friendly products by revising the relevant selection criteria, and newly-select 30 such items
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Increase employees' awareness on a continual basis ● Implement a campaign to encourage employees to save the use of electricity at their homes 	<ul style="list-style-type: none"> ● Had all employees undertake environmental e-learning courses ● Held a campaign to encourage all employees to save electricity, had them take up the challenge of reducing electricity usage within their households over the summer months of July to September. Compared to their household consumption last year, some 29 employees reported successful 	○	<ul style="list-style-type: none"> ● Have all employees undertake environmental e-learning courses ● Continue to conduct campaigns that encourage all employees to save electricity. Our aim is to have 60 employees report successful completion of this challenge

Environmental Data

Challenges	Unit	FY2011	FY2012	FY2013
Number of stores	Stores	26	24	24
CO ₂ emissions※1 ※2	t-CO ₂	173,868	188,486	197,747
CO ₂ emissions from store operations※2	t-CO ₂	173,365	187,831	196,992
Electricity consumption in store operations※2	GWh	376	357	346
Water consumption in store operations※2 ※3	1,000m ³	2,704	2,438	2,354
Packaging consumption	t	1,675	1,623	1,493
Waste disposal (recycling rate)	t (%)	32,749 (61.2)	32,020 (60.6)	30,981 (62.0)
Food waste recycling rate	%	51.2	50.3	54.4

※1 CO₂ emissions stemming from the use of energy in store, headquarters and distribution center operations.

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

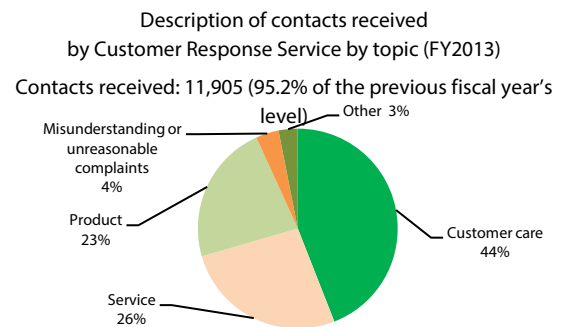
※3 Figures for FY2011 data were recalculated using the same categories as used for the FY 2012 and 2013 data.

CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual. CO₂ emissions for FY2012 were calculated in accordance with the manual revised in March 2013.

Providing Safe, Reliable Products and Services

Data for Customer Response Services

In FY2013, while promoting activities so as to solve customer dissatisfaction and to also reflect customer needs within our sales strategies, based on customer feedback, we analyzed and identified the causes of complaints and those issues that are specific to each sales floor. Moreover, in internal newsletters we featured those examples of customer satisfaction that should represent a common aim for all employees. In FY2014, we will work harder to solve the problems facing each department, while also redoubling our efforts to cultivate a corporate culture that leads to better customer satisfaction.



FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Continue to have store managers and other management personnel conduct kitchen inspections Strengthen the inspection system for private brand apparel and general merchandise Introduce e-learning system to the educational curriculum for apparel and general merchandise categories and provide 1,500 employees with such an e-learning opportunity 	<ul style="list-style-type: none"> At each store on one or more occasions a month, management personnel conducted kitchen inspections For apparel and general merchandise, we conducted pre-delivery inspections on private brand items on 93 occasions (some 34 more than the previous year), 2,095 employees also completed courses using the e-learning system 	○	<ul style="list-style-type: none"> Conduct suitable food labeling in accordance with legal regulations Strengthen the inspection system for PB apparel and general merchandise items Increase the curriculum level of e-learning and other forms of training
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> Consider in stalling more equipment at the time of sales floor renovation 	<ul style="list-style-type: none"> Established new barrier-free toilets (Sogo Hiroshima) 	○	<ul style="list-style-type: none"> Install an elevator for wheelchair users to overcome split-levels Install automatic doors to entry/exit points
Assuring appropriate information provision				
	—	—	—	<ul style="list-style-type: none"> Cooperate with specialist organizations to carry out inspections of both food product labeling and the labeling of PB apparel and general merchandise items
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> Continue to step up on activities to analyze customer needs by department, identify issues facing each department, and reflect them in sales strategies 	<ul style="list-style-type: none"> Established improvement activities for each sales floor so as to make customers happier Comments of praise received from customers and the measures undertaken by employees who were praised were introduced in internal newsletters 	○	<ul style="list-style-type: none"> Utilize analysis of customer needs, and promote the further improvement of "customer awareness" among employees Reduce the number of complaints received from customers (below 6,488)

Coexisting with Local Communities

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> Continue operating the Pre-Mama Stations and Counters and hold seminars and events for the whole family to enjoy Develop products by incorporating the wishes customers share with the midwives Develop more specialty salespersons Increase the number of children's shoes to be traded in to 90,000 pairs 	<ul style="list-style-type: none"> Conducted seminars, etc., on more than 30 occasions on topics such as baby massages and raising grandchildren Developed seven new products such as breastfeeding capes and cool leggings, etc. Developed specialty salespersons (18 shoe fitters, 17 shoe advisers, 5 sake advisers) Children's shoes: traded in 85,562 pairs 	△	<ul style="list-style-type: none"> Continue operating the Pre-Mama Stations and Counters, and hold seminars and events for the whole family to enjoy Continue developing products by incorporating the wishes customers share with the midwives Further develop specialty salespersons (18 shoe fitters, 17 shoe advisers and others) Children's shoes: trade in 90,000 pairs
Assisting in local community revitalization				
	<ul style="list-style-type: none"> Hold more localized events Conclude a comprehensive cooperation agreement with Akita Prefecture 	<ul style="list-style-type: none"> Conducted events in cooperation with local communities such as the Green Curtain Project and water sprinkling activities, etc. Concluded a comprehensive cooperation agreement with Akita Prefecture By cooperating with Akita Prefecture in supporting a tourism promotion campaign held in stores, we expanded sales of local products and Akita gifts 	○	<ul style="list-style-type: none"> Continue to conduct localized events
Providing support in times of disaster				
	<ul style="list-style-type: none"> Continue fostering cooperation with local governments and companies, including measures for people having difficulties in going home in the event of large earthquakes Conclude an agreement with Saitama Prefecture concerning the provision of supplies in the event of a disaster 	<ul style="list-style-type: none"> Concluded a cooperation agreement with Toshima City regarding measures for people having difficulties in going home in the event of large earthquakes. We also clarified our role in such situations including our acting as a temporary stopover point for such people An agreement with Saitama Prefecture concerning the provision of supplies in the event of a disaster Participated in the Joint Council to Respond to People Having Difficulties in Going Home, this organization being comprised of businesses and municipalities in the vicinity of major metropolitan railway station terminals. We also confirmed support systems, etc., that would be used in the event of disaster 	○	<ul style="list-style-type: none"> Including measures for people having difficulties in going home in the event of large earthquakes, we will continue to maintain cooperative systems with local municipalities and businesses Through the holding of events such as disaster-preparedness fairs, we will promote activities that raise the awareness of disaster-preparedness Conclude an agreement with Kobe City concerning the provision of supplies in the event of a disaster
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> Continue to cooperate with local communities to establish disaster-preparedness and crime-prevention systems 	<ul style="list-style-type: none"> We conducted training for the receiving of people having difficulties in going home, and we also participated in local disaster-preparedness training and crime-prevention patrols, etc. 	○	<ul style="list-style-type: none"> On an ongoing basis we will cooperate with local communities and their disaster-preparedness and crime-prevention systems

Creating Fulfilling Workplaces

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● Develop and implement measures to boost the number of seminar participants and license holders with an aim to secure 3,000 new seminar participants each year 	<ul style="list-style-type: none"> ● New seminar participants: 3,548 people 	○	<ul style="list-style-type: none"> ● By constructing and implementing measures for the purpose of improving the basic skills of individuals and expanding the base of people with specialist qualifications, we aim to have 3,000 people annually newly-participate in career improvement seminars
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Develop and implement measures to make the workplace more women-friendly (work with the Group Diversity Promotion Committee) 	<ul style="list-style-type: none"> ● In response to achieving the employer action plan in accordance with the Next Generation Nurturing Support Measures Promotion Law, we applied for recognition as a business that supports child-rearing (we applied to obtain the KURUMIN mark) 	○	<ul style="list-style-type: none"> ● Obtain the KURUMIN mark ● Enhance and expand child-rearing support systems irrespective of employment category ● Strengthen the support of people on childcare leave through the sharing of information
Making use of diverse human resources				
	<ul style="list-style-type: none"> ● Continue implementing the system to promote non-regular employees to regular employees (about five employees) ● Hire mid-career specialist employees (about five employees) ● Percentage of female managers (Section manager or higher positions): 10% 	<ul style="list-style-type: none"> ● Promoted four people from non-regular employees to regular employees ● Hired five mid-career specialist employees ● Percentage of female managers (Section manager or higher positions): 10.8% 	○	<ul style="list-style-type: none"> ● Promote 17 people from non-regular employees to regular employees ● Hire five mid-career specialist employees ● Percentage of female managers (Section manager or higher positions):
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● Step up on measures to prevent lifestyle-related diseases and promote mental health (reduce the number employees on leave due to mental health problems on a year-on-year basis) 	<ul style="list-style-type: none"> ● As a result of mental health workplace support systems, the number of employees on leave due to mental health problems was down 60% on a year-on-year basis 	○	<ul style="list-style-type: none"> ● Enhance the health management systems including for headquarters ● Reduce the number of employees on leave due to mental health problems through the development of mental health managers

Personnel Data

Breakdown of number of employees (as of the end of February 2014)		
Full-time employees ※1		4,516
	Male	3,168
	Female	1,348
Part-time staff ※2		3,942
Employees (full-time employees + part-time staff)		8,458
New graduate employees hired (males, females)	39 (Males 24, Females 15)	
Mid-career employees hired		5
Re-employment ※3		83

	FY2011	FY2012	FY2013
Average length of service (full-time employees)	20 years 9 months	21 years 0 months	22 years 0 months
Number of childcare leave ※4 recipients (males and part-time staff)	89 (0, 12)	148 (2, 54)	213 (1, 92)
Number of nursing leave recipients ※4 (males and part-time staff)	4 (1, 4)	13 (5, 3)	9 (0, 5)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions ※5	19.3%	19.8%	20.7%
Percentage of employees with disabilities ※6	1.89%	2.00%	2.04%
Percentage of paid holidays taken by full-time employees ※7	11.4%	6.6%	14.0%
Frequency rate of industrial accidents	0.59	0.30	0.29
Severity rate of industrial accidents	0.01	0.00	0.003

※1 Data includes contractual employees and temporary employees.

※2 Monthly average number, with 8 hours/day counted as one employee.

※3 Persons reemployed after mandatory retirement.

※4 Persons who took such leave in FY2013 (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.

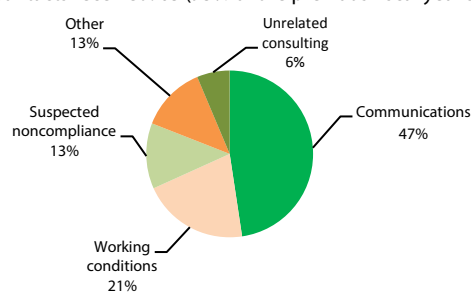
※7 Does not include that part carried over from the previous fiscal year.

Data for Consultation Services for Employees

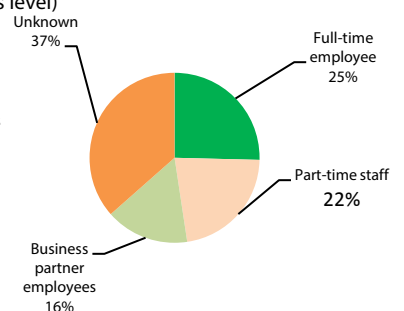
In that many consultations indicated mutual communication was not sufficient within the organization, commencing with the people responsible for workplaces, we will continue to instruct all members of staff as to the importance of communication within the workplace. Concerning compliance information, sharing it with people involved in frontline sales can be linked to both preventing accidents and reoccurrences of accidents. Furthermore, for workplace managers, we focused on the conducting of compliance training that mainly dealt with the issues of harassment and time management.

Description of contacts received by Internal Consultation Service by topic (FY2013)

Contacts received: 63 (93% of the previous fiscal year's level)



By user category



York-Benimaru Co., Ltd.

Website: <http://www.yorkbeni.co.jp/enviro/index.html>

Number of stores as of the end of FY2013: 193

Reducing the Environmental Impact

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Promote improved implementation of power-saving standards in a well-planned and efficient manner Overhaul air conditioning systems (switch from heavy oil to electricity) Switch to high-efficiency lighting equipment 	<ul style="list-style-type: none"> Power usage: 102.6% of the previous fiscal year's level Opened more all electric stores 	△	<ul style="list-style-type: none"> Reduce power usage through the utilization of the BEMS management system Proceed with the switch to high-efficiency lighting equipment (LED)

Environmental Data

Challenges	Unit	FY2011	FY2012	FY2013
CO ₂ emissions※1	t-CO ₂	130,307※2	179,479	207,704
CO ₂ emissions from store operations (per store)	t-CO ₂	116,011 (659)※2	165,186 (898)	185,128 (959)
CO ₂ emissions by delivery vehicles	t-CO ₂	9,169※2,3	14,294	14,781
Electricity consumption in store operations	GWh	280※2	301	309
Water consumption in store operations	1,000m ³	1,004※2	1,028	1,039
Plastic bag consumption (turndown rate) at the food section	t (%)	370 (70.8)	392 (70.2)	364 (69.9)
Waste disposal (recycling rate)	t (%)	41,372 (47.5)	41,997 (50.3)	42,760 (51.1)
Food waste recycling rate※4	%	24.0	30.2	35.7

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

※2 The period of the calculations was March to February.

※3 Excluding the data for March to May, which was unavailable due to the influence of the Great East Japan Earthquake

CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual. CO₂ emissions for FY2012 were calculated in accordance with the manual revised in March 2013.

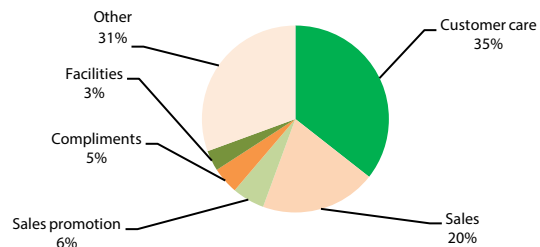
Providing Safe, Reliable Products and Services

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 headquarters and stores will work together to provide customers with a more timely response and incorporate customer suggestions into our operations with an eye to making our stores fun and comfortable places to shop.

Description of contacts received by Customer Response Service by topic (FY2013)

Contacts received: 2,742 (100.4% of the previous fiscal year's level)



FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Increase the value of three-star vegetable sales to 130.3% of the previous fiscal year's level Increase the value of locally-produced vegetable sales to 114.5% of the previous fiscal year's level 	<ul style="list-style-type: none"> Value of three-star vegetable sales: 120.0% of the previous fiscal year's level Value of locally-produced vegetable sales: 124.5% of the previous fiscal year's level 	△	<ul style="list-style-type: none"> Value of three-star vegetable sales: aim for 109.6% of the FY2013 level Value of locally-produced vegetable sales: aim for 110.0% of the FY2013 level
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 Barrier-Free Law 	<ul style="list-style-type: none"> 99 stores (as of the end of February 2014) 	○	<ul style="list-style-type: none"> Continue to increase in FY2014 and onward

Coexisting with Local Communities

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting young parents and the elderly				
	●Continue the blood drive, "Heartful Saturday," aiming for 500 donors	●547 donors (blood drive held on September 7, 2013)	○	●Continue with the "Heartful Saturday" blood drive
Assisting in local community revitalization				
	●Continue holding the Opening Memorial Festival as an opportunity for the stores and local communities to make exchanges	●Conducted Open Memorial Festivals at each store	○	●Hold the festivals again in FY2014
Providing support in times of disaster				
	●Continue to cooperate with municipalities by concluding comprehensive cooperation agreements and other measures	●The number of municipalities was 26 as of the end of FY2013	○	●Consider entering agreements with municipalities upon request
Implementing crime prevention measures for local communities				
	●Continue to promote activities that provide children with "shelters"	●Promoted activities that provided children with "shelters"	○	●Will continue to conduct this activity of providing children with "shelters" in FY2014

Creating Fulfilling Workplaces

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting development of employee abilities				
	●Make further efforts to widely establish and promote OJT based on the Target Achievement Records to boost the average results	●Average Results: •Technical: 2.40 (last year 2.41) •Management: 2.97 (last year 2.97)	△	●Boost the average results by making further efforts to establish and promote OJT based on the Target Achievement Records
Achieving a work-life balance				
	●Increase the number of employees including full-time employees who take childcare leave ●Continue to encourage male employees to take childcare leave	●Number of childcare leave recipients: 89 people ●Number of male childcare leave recipients: 0 people	△	●Enhance the number of people including regular employees who use the childcare leave system ●Secure the use of childcare leave by male recipients
Making use of diverse human resources				
	●The percentage of employees with disabilities required by law is now 2.0% as a result of an amendment to the law. Ensure achieving 2.0%. ●Percentage of female managers (Executive officer - Division manager rank) : 10% ●Conduct study meetings for the purpose of establishing female managers	●Percentage of employees with disabilities: 2.06% ●Percentage of female managers (Executive officer - Division manager rank): 8 persons (2.5%) ●Study meetings for female managers: two occasions	△	●Maintain the percentage required by law ●Percentage of female managers (Executive officer - Division manager rank) : 10% ●Conduct study meetings for the purpose of establishing female managers
Assuring consideration for worker health and safety				
	●Reduce the number of industrial accidents per year by 10%	●Industrial accidents per year: 352 (105% of the previous fiscal year's level)	×	●Industrial accidents per year: reduction of 10% from the FY2013 level

Personnel Data

Breakdown of number of employees (as of the end of February 2014)		
Full-time employees ※1		2,609
	Male	2,339
	Female	270
Part-time staff ※2		10,261
Employees (full-time employees + part-time staff)		12,870
New graduate employees hired (males, females)	153(Males 110, Females 43)	
Mid-career employees hired		0
Re-employment ※3		17

	FY2011	FY2012	FY2013
Average length of service (full-time employees)	14 years 7 months	15 years 3 months	14 years 6 months
Number of childcare leave recipients (males and part-time staff) ※4	47 (1, 40)	63 (1, 55)	89 (0, 88)
Number of nursing leave recipients (males and part-time staff) ※4	6 (3, 3)	4 (0, 4)	6 (2, 5)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions ※5	23.8%	25.1%	24.6%
Percentage of employees with disabilities ※6	1.90%	1.96%	2.06%
Percentage of paid holidays taken by full-time employees ※7	8.8%	9.2%	11.0%
Frequency rate of industrial accidents	2.94	2.27	4.09
Severity rate of industrial accidents	0.03	0.10	0.10

※1 Data includes contractual employees and temporary employees.

※2 Monthly average number, with 8 hours/day counted as one employee.

※3 Persons reemployed after mandatory retirement.

※4 Persons who took such leave in FY2013 (takers continuing leave from the previous year + new takers of leave).

※5 The percentage of team leaders or higher positions, excluding executive officers.

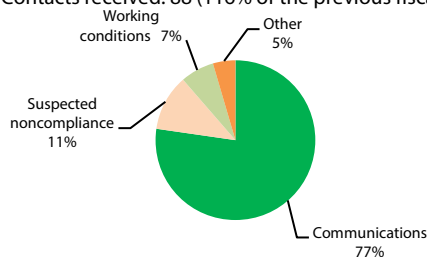
※6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

※7 Holidays remaining from the preceding fiscal year are not included.

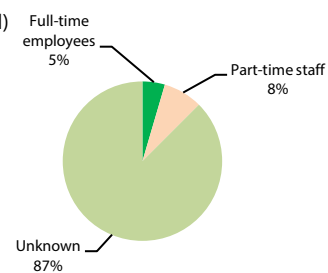
Data for Consultation Services for Employees

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

Description of contacts received by Internal Consultation Service by topic (FY2013)
Contacts received: 88 (116% of the previous fiscal year's level)



By user Category



Yorkmart Co., Ltd.

Website <http://www.yorkmart.com/company/preservation/>

Number of stores as of the end of FY2013: 74

Reducing the Environmental Impact

FY2013 Targets/Results and FY2014 Targets

Challenges	FY2013 Results and Outcomes	FY2014 Targets
Attaining an appropriate grasp of environmental impact		
	<ul style="list-style-type: none"> ● Grasped electricity consumption in real time through the use of demand monitoring devices (existing stores) and BEMS (new stores) 	<ul style="list-style-type: none"> ● Common headquarters invoicing by TEPCO (uniform reporting) ● Introduce BEMS to new stores
Improving energy efficiency and introducing renewable energy		
	<ul style="list-style-type: none"> ● Updated air-conditioning of sales floors (10 stores) ● Made new store equipment high-efficiency (100% LED, introduced R410A scroll-compressor refrigerators) 	<ul style="list-style-type: none"> ● Make the lighting of sales floors of existing stores LED (30 stores) ● Introduce reach-in multi-level refrigerated cases
Reducing waste and developing a recycling-oriented society		
	<ul style="list-style-type: none"> ● Food waste recycling rate: 49.4% ● Plastic bag turndown rate: 42.3% (FY2012) → 45.8% 	<ul style="list-style-type: none"> ● Reduce generation of food waste; food waste recycling rate: 51% ● Plastic bag turndown rate: 55%
Raising environmental awareness among employees		
		<ul style="list-style-type: none"> ● Published CSR leaflet

Environmental Data

Challenges	Unit	FY2011	FY2012	FY2013
CO2 emissions※1	t-CO2		52,301	61,522
CO2 emissions from store operations(per store)	t-CO2	39,760(527)	52,259(697)	61,474(809)
Electricity consumption in store operations	GWh	103	110	115
Water consumption in store operations	1,000m ³		534	543
Plastic bag consumption (turndown rate) at the food section	t (%)	197 (41.5)	205 (42.3)	209 (45.8)
Waste disposal (recycling rate)	t (%)	17,377 (65.7)	19,511 (63.2)	20,799 (65.2)
Food waste recycling rate	%	51.6	51.3	49.4

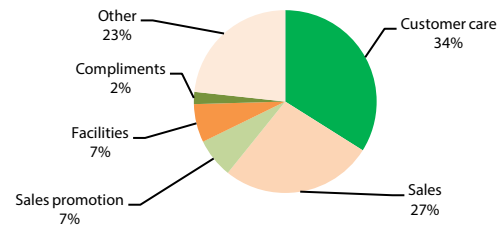
※1 CO2 emissions stemming from the use of energy in store operations, headquarters operations, training centers, distribution centers and by delivery vehicles.

Providing Safe, Reliable Products and Services

Data for Customer Response Services

Some 930 calls were received by the toll-free phone numbers in FY2013. Concerning issues that resulted in calls from customers, customer care issues accounted for 34%, while sales-related issues accounted for 27%. We are analyzing the causes of such issues and working to make improvements.

Description of contacts received by Customer Response Service by topic (FY2013)
Contacts received: 930 (98% of the previous fiscal year's level)



FY2013 Targets/Results and FY2014 Targets

Challenges	FY2013 Results and Outcomes	FY2014 Targets
Ensuring the quality and safety of products and services		
	<ul style="list-style-type: none"> Strengthened education of store managers and persons responsible for sales floors (hygiene, labeling of produce growing areas, allergy information, misleading representations, etc.) Strengthened store compliance team activities 	<ul style="list-style-type: none"> Strengthen store compliance team activities
Making stores and facilities more customer-friendly and reliable		
	<ul style="list-style-type: none"> Number of stores certified pursuant to the revised Barrier-Free Law: 23 stores 	<ul style="list-style-type: none"> Number of stores certified pursuant to the revised Barrier-Free Law: 26 stores
Assuring appropriate information provision		
	<ul style="list-style-type: none"> Had auditors and headquarters QC staff carry out store surveys, and shared information through store manager meetings and manager meetings 	<ul style="list-style-type: none"> Continue store surveys and information sharing Strengthen the system of store-based voluntary self-checks
Responding sincerely to customer opinions (organization)		
	<ul style="list-style-type: none"> Installed toll-free phone numbers and customer feedback box Contacts received: 930 (98% of the previous fiscal year's level) 	<ul style="list-style-type: none"> Install toll-free phone numbers and customer feedback box Strengthen responses based on issue analysis

Coexisting with Local Communities

FY2013 Targets/Results and FY2014 Targets

Challenges	FY2013 Results and Outcomes	FY2014 Targets
Supporting young parents and the elderly		
	<ul style="list-style-type: none"> Promoted usage of the re-challenge plan system Had 6 employees use the plan and return to the workplace Implemented a community for plan users (met once each quarter) 	<ul style="list-style-type: none"> Revise operations and make others both understand and appreciate the system so as to proactively promote users of the re-challenge plan to managers
Assisting in local community revitalization		
	<ul style="list-style-type: none"> Accepted workplace tours and work experience participation by elementary and junior high school students (approx. 7,000 students) 	<ul style="list-style-type: none"> Continue to accept workplace tours and work experience participation by elementary and junior high school students Utilize the CSR leaflet

Creating Fulfilling Workplaces

FY2013 Targets/Results and FY2014 Targets

Challenges	FY2013 Results and Outcomes	FY2014 Targets
Supporting development of employee abilities		
	<ul style="list-style-type: none"> Conduct Target Achievement Records as an education tool by which, based on each rank, either from technical trainers as off-the-job-training (OFF-JT) or with regard to current tasks, job content could be understood and confirmed with superiors 	<ul style="list-style-type: none"> Revised the DVD that offers thorough and easily understood education for new hires, organize education tools and organize the environment for receiving new employees
Achieving a work-life balance		
	<ul style="list-style-type: none"> Reduce total work time, overtime on average 30 hours per month and have 100% of annual holidays taken 	<ul style="list-style-type: none"> Reduced total work time, reduced overtime by 10%, and had 100% of annual holidays taken
Making use of diverse human resources		
	<ul style="list-style-type: none"> Promote partner-managerial employees: 29 employees Promote expert employees to full-time employees: 21 employees Percentage of female managers (Team leader or higher): 28.0% Proactively promote female store managers: 4 employees 	<ul style="list-style-type: none"> Promoted partner-managerial employees: 45 employees Promoted expert employees to full-time employees: 10 or more employees Percentage of female managers (Team leader or higher): 29.0% Promoted manager training, and promoted two females to store manager
Assuring consideration for worker health and safety		
	<ul style="list-style-type: none"> Work accidents Frequency rate: 4.49, severity rate: 0.07 	<ul style="list-style-type: none"> Reduce occurrence of work accidents: Give notification of causes and responses, and reduce lost work-time accidents

Personnel Data

Breakdown of number of employees (as of the end of February 2014) (person)		
Full-time employees ※1		1,385
	Male	1,032
	Female	353
Part-time staff ※2		4,024
Employees (full-time employees + part-time staff)		5,409
New graduate employees hired (males, females)		107 (Males 70, Females 37)
Mid-career employees hired		3
Re-employment ※3		6

	FY2011	FY2012	FY2013
Average length of service (full-time employees)	14 years 8 months	14 years 8 months	14 years 0 months
Number of childcare leave recipients ※4 (males and part-time staff)	15 (0, 0)	21 (0, 8)	30 (0, 14)
Number of nursing leave recipients ※4 (males and part-time staff)	0 (0, 0)	0 (0, 0)	1 (1, 0)
Number of volunteer leave recipients	0	0	0
Percentage of women in management positions ※5	21.9%	25.5%	28.0%
Percentage of employees with disabilities ※6	1.82%	1.84%	1.94%
Percentage of paid holidays taken by full-time employees ※7	12.4%	6.7%	8.2%
Frequency rate of industrial accidents	1.13	3.25	4.49
Severity rate of industrial accidents	0.04	0.05	0.07

※1 Data includes contractual employees and temporary employees.

※2 Monthly average number, with 8 hours/day counted as one employee.

※3 Persons reemployed after mandatory retirement.

※4 Persons who took such leave in FY2013 (takers continuing leave from the previous year + new takers of leave).

※5 The percentage of team leaders or higher positions, excluding executive officers.

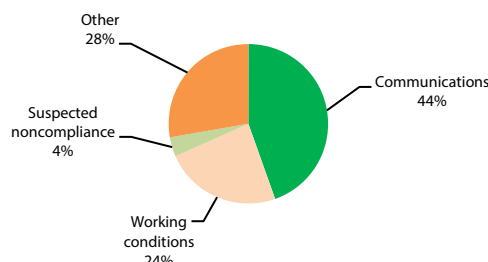
※6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

※7 Does not include that part carried over from the previous fiscal year.

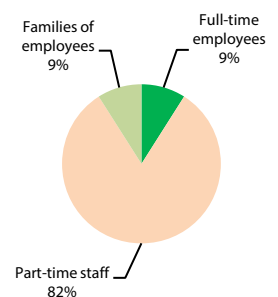
Data for Consultation Services for Employees

There were many consultations that involved human relations, and a tendency for more consultations coming from partner employees. In many cases the cause was a lack of communication. Through training and meetings, we are working to improve educational ideals and communication skills.

Description of contacts received by Internal Consultation Service by topic (FY2013)
Contacts received: 100 (132% of the previous fiscal year's level)



By user category



Seven & i Food Systems Co., Ltd. (in Japanese)

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

Number of stores as of the end of FY2013: 840

Reducing the Environmental Impact

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Improving energy efficiency and introducing renewable energy				
	●Stores with LED bulbs installed: 122 stores, with CO ₂ emissions reduced by 268 tons	●Stores with LED bulbs installed: 120 stores, with CO ₂ emissions reduced by 426 tons	△	●Stores with LED bulbs installed: 280 stores, with CO ₂ emissions reduced by 491 tons
Reducing waste and developing a recycling-oriented society				
	●Recycle food waste at more store locations. Food waste is currently recycled at 96 stores including Denny's. Bring the number of stores that recycle food waste up to 100 in FY2013.	●Store numbers remained the same, however, progress was made in management improvements such as waste-sorting and manifest digitization, etc.	△	●Expand the conducting of recycling to 100 stores and improve recycling rates
Raising environmental awareness among employees				
	●Take advantage of environmental awareness month to raise employees' environmental consciousness and work with local municipalities on awareness-raising initiatives ●Distribute the reference materials for six times a year to stores	●Disseminated information, publicized and educated about the Group environmental awareness month ●Distributed materials about energy-conservation	○	●By encouraging employees to sit the Certification Test for Environmental Specialists (the "Eco Test"), cultivate environmental awareness and gain environmental knowledge (aim to have 100 people sit the ECO Test)

Environmental Data

Challenges	Unit	FY2011	FY2012	FY2013
CO ₂ emissions※1	t-CO ₂	83,147※2	96,117	100,120
CO ₂ emissions from store operations	t-CO ₂	80,927※2	93,811	97,766
CO ₂ emissions by delivery vehicles※3	t-CO ₂	2,091※2	2,155	2,170
Electricity consumption in store operations	GWh	156※2	152	148
Water consumption in store operations	1,000m ³	2,272※2	2,141	2,045
Waste disposal (recycling rate)	t (%)	11,013 (24.4)	10,058 (25.4)	10,624(26.0)
Food waste recycling rate	%	33.0	40.5	43.3

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

※2 The period of the calculations was March to February.

※3 The values are for Denny's only.

CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual. CO₂ emissions for FY2012 were calculated in accordance with the manual revised in March 2013.

Providing Safe, Reliable Products and Services

Data for Customer Response Services

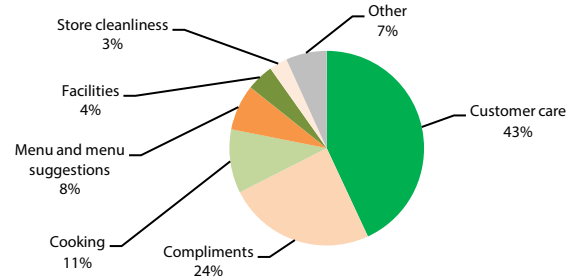
Complaints: 3,214 to 2,937 cases (a reduction of 277 cases, or 91.4% of the previous fiscal year's level)

Compliments: 666 to 963 cases (an increase of 297 cases, or 144.6% of the previous fiscal year's level)

Against the backdrop of promoting "getting the fundamentals straight", a reduction was witnessed in complaints related to cooking and services, while a significant increase was experienced in the number of compliments received.

In the future as well, while working hard to improve customer satisfaction, we will continue to focus on on-the-job-training (OJT) at stores, while also incorporating off-the-job-training (OFF-JT) in the form of greetings practice, communications training and mental training.

Description of contacts received by Customer Response Service by topic (FY2013)
Contacts received: 3,900 (100.5% of the previous fiscal year's level)



FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Confirm that requirements of terms and conditions are complied with ● Observation of plants: about 500 times 	<ul style="list-style-type: none"> ● Confirmed that the requirements of the terms and conditions were being complied with without any problems ● Concerning plant quality control systems, inspections that focused on quality were conducted on about 400 occasions 	△	<ul style="list-style-type: none"> ● Evolve and systemize the content of the terms and conditions ● Strengthen plant management confirmation systems (focusing on quality)
Assuring appropriate information provision				
	<ul style="list-style-type: none"> ● Continue a search service on the usage of allergenic substances 	<ul style="list-style-type: none"> ● Continued to conduct a search service on the usage of allergenic substances 	○	<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"> ● Conduct trend analysis on complaints received as well as monitor surveys, and share findings throughout the company to improve the situation. Reduce complaints by half and double compliments. 	<ul style="list-style-type: none"> ● Due to store operations whose pillar for sales activities was "getting the fundamentals straight", some success was achieved by reducing complaints by 10% and increasing compliments by 50%. However, the established targets were not met 	△	<ul style="list-style-type: none"> ● Continue "getting the fundamentals straight" and share information received from customers. Through moving forward with improvements, aim to halve complaints and double compliments

Coexisting with Local Communities

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Convey significance of work experience program and improve the quality of stores that accept children 	<ul style="list-style-type: none"> ● Excellent stores in developing the significance of work experience through conducting the work experience program themselves were recognized with awards ● Created work experience program materials for stores and developed systems to receive program participants 	○	<ul style="list-style-type: none"> ● Further organize systems for receiving work experience participants such as meal requirements, etc., and work to promote the further acceptance of participants by stores
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Continue developing and selling menus using local products for the promotion of local consumption of locally produced products ● Continue to assist with community revitalization based on careful consideration when requested by local municipalities ● Develop and continue offering menu items that help promote health and beauty 	<ul style="list-style-type: none"> ● With respect to fresh vegetables in particular, relay measures with growing areas were enhanced so as to allow for switching in accordance with prevailing conditions ● Due to requests from local municipalities, steps were taken with regard to the issues of food loss, light pollution, child-rearing support and support of recovery efforts in response to the Great East Japan Earthquake ● Based on the health and beauty theme, new menu items were developed that incorporate health foods such as salmon, euglena and acai, etc. 	○	<ul style="list-style-type: none"> ● Maintain and conduct relays with growing areas, thus developing the stable procurement of safe and delicious vegetables ● Collect activity information for each different region, based on the verification of such content, continue to cooperate in the revitalization of local communities ● Continue to develop and sell menu items that contribute to health and beauty
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Actively consider opportunities to provide shelter for local residents in the event of a disaster when requested by municipalities where we operate 	<ul style="list-style-type: none"> ● Retain systems that can proactively respond to requests received in the event of disaster, such being based on agreements concluded with the Union of Kansai Governments and the Nine Key Municipal Governments of the Kanto Region 	○	<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

Creating Fulfilling Workplaces

FY2013 Targets/Results and FY2014 Targets

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

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting development of employee abilities				
	● Utilize the communication records along with the personnel records to further improve operational efficiency.	● Communications training held since April 2013 ● Have worked so that the idea of utilizing communication records penetrates further	△	● Education to be built on the three pillars of mental education, technical education and management education ● Proceed with development and utilization of a creed card so that management philosophy penetrates further
Assuring fair assessment and treatment of employees				
	● Revise the self-check period and interview dates to ensure fair evaluations	● Preparations made for a revision of the personnel system in 2014 ● Interviews conducted about work habits when renewing employment contracts has helped ensure fair evaluations	○	● Will conduct fair evaluations of employees from July 2014 in accordance with the revised personnel system
Achieving a work-life balance				
	● Ensure achieving work goals of the Group (reducing overtime work hours, promoting to obtain the paid leaves)	● Revised the number of days of paid leave that can be obtained ● Overtime hours have witnessed an improving trend, and further measures have been taken to address the issue	△	● Aim to make the monthly overtime worked per employee less than 20 hours
Making use of diverse human resources				
	● Hire employees at a higher hourly wage on the condition that they will switch employee categories or become full-timers, and organize contractual employees.	● Preparations made for the establishment of a new system for contractual employees from June 2014	○	● To promote store-based recruitment, short-hours recruitment will be revised, and the system of recruitment through employee introductions enhanced ● Convert 30 part-timers into contractual employees ● Ratio of female managers: Section manager or higher (10%), Team leader or higher (13%)
Assuring consideration for worker health and safety				
	● Enhance follow-up of employees who have work-related problems (have not taken leave, work long hours). Encourage employees who work the late night shift to get a physical exam.	● For the purpose of improving the workplace environment, a system of alarms for employees experiencing work-related issues has been established. It has a follow-up component that includes headquarters staff being dispatched to stores to offer support ● Employees who work the late night shift have been encouraged to undertake physical exams	○	● Cooperate with other units to prevent issues such as heatstroke and norovirus, etc. ● Among employees who work the late night shift, work to improve the ratio who undertake physical exams twice a year

Personnel Data

Full-time employees		1,286
※1	Male	1,097
	Female	189
Part-time staff	※2	9,975
Employees (full-time employees + part-time staff)		11,261
New graduate employees hired (males, females)	74 (Males 37, Females 37)	
Mid-career employees hired		28
Re-employment	※3	11

	FY2011	FY2012	FY2013
Average length of service (full-time employees)	14 years 2 months	14 years 3 months	14 years 1 month
Number of childcare leave recipients ※4 (males and part-time staff)	67 (0, 53)	39 (0, 32)	66 (0, 62)
Number of nursing leave recipients ※4 (males and part-time staff)	0	0	0
Number of volunteer leave recipients	0	0	0
Percentage of women in management positions ※5	6.4%	7.1%	7.0%
Percentage of employees with disabilities ※6	1.89%	2.05%	2.19%
Percentage of paid holidays taken by full-time employees ※7	9.8%	10.8%	7.7%
Frequency rate of industrial accidents	1.28	1.41	1.11
Severity rate of industrial accidents	0.02	0.03	0.03

※1 Data includes contractual employees and temporary employees.

※2 Monthly average number, with 8 hours/day counted as one employee.

※3 Persons reemployed after mandatory retirement.

※4 Persons who took such leave in FY2013 (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. The percentage of workers with disabilities is for the five qualified Group companies:

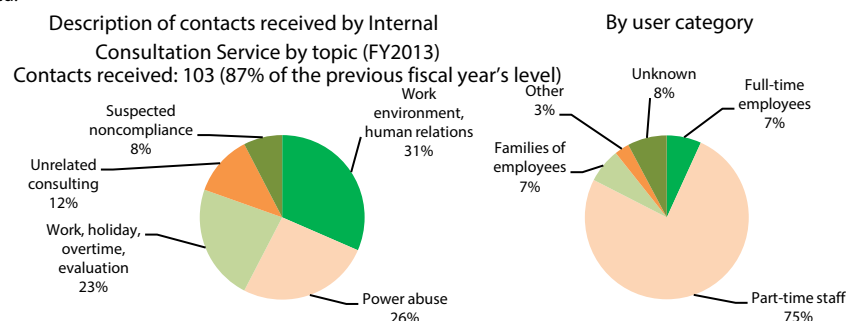
Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

※7 Holidays remaining from the preceding fiscal year are not included.

Data for Consultation Services for Employees

The number of contacts received was down to 103 from 119 the previous year (down 13% year-on-year).

In taking into consideration the trends evident in the content of contacts in FY2014 as well, we carried out CSR training for all units that incorporated aspects of improving compliance awareness and making employees aware of the concept of diversity. We will conduct awareness education that will lead to the creation of workplaces where it is easy to work.



Akachan Honpo Co., Ltd.

Website: <http://www.akachan.jp/csr/>

Number of stores as of the end of FY2013: 94

Reducing the Environmental Impact

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ●Reduce CO₂ emissions ●Promote the introduction of LED lighting ●Strengthen power-saving measures 	<ul style="list-style-type: none"> ●Conducted the overhaul of gas engines, heat pumps and seven air-conditioner outside units (leading to reductions of approx. 02kl) ●Introduced LED lighting to 8 stores (leading to reductions of approx. 161kl) 	○	<ul style="list-style-type: none"> ●Renew two hot-and-chilled-water generators (planned savings of approx. 4.3kl) ●Introduce LED lighting to a further 19 stores (planned savings of approx. 420.8kl)
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ●Initiate measures to raise usage of eco-discounts by customers (the plastic bag turndown rate) 	<ul style="list-style-type: none"> ●Increased the eco-discounts usage rate from 4.0% to 7.9% 	○	<ul style="list-style-type: none"> ●Increase the plastic bag turndown rate to between 9 to 10%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ●Conduct "Akachan Honpo ECO ACTION" during the Environmental Awareness Month (June). While strengthening PR activities that target customers regarding eco-discounts, aim also to raise "eco" awareness at both stores and among individuals ●Publish a report once annually on CSR measures 	<ul style="list-style-type: none"> ●The eco-discounts usage rate in June was 8.3%, the highest level of the year. Even in the survey conducted among employees, consciousness, awareness of the Environmental Awareness Month was 85% or more, with approximately 90% of employees also indicating some form of eco activity being undertaken in their private lives 	○	<ul style="list-style-type: none"> ●As with last year, "Akachan Honpo ECO ACTION" was conducted in June. Although at 8.1%, the result was lower than last year, the usage rate was higher than what was seen in other months ●Through cooperation with the Group, aim to increase awareness by incorporating basic environmental training into new employee training

Environmental Data

Challenges	Unit	FY2011	FY2012	FY2013
CO ₂ emissions※1 ※2	t-CO ₂	15,131	20,037	20,650
CO ₂ emissions from store operations(per store)※2	t-CO ₂	14,902(155)	19,726(207)	20,140(217)
Electricity consumption in store operations	GWh	33	38	35
Water consumption in store operations	1,000m ³	44	44	39
Plastic bag turndown rate	%		4.0%	7.9%

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

※2 The reason FY2013 emissions increased compared to previous years was the significant increase in the CO₂ emissions indices (the indices stipulated by the different power companies each year).

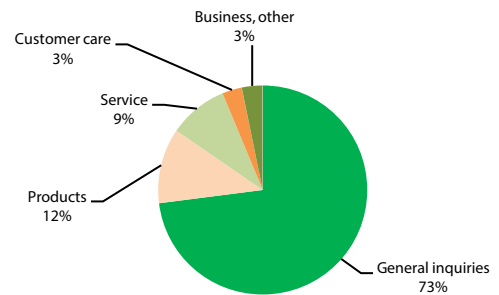
Providing Safe, Reliable Products and Services

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, and respond in a manner both fast and honest.

In that many of our customers are first-time users of our services, a lot 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 FY2013, 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, at the pace of once a week, the customer consultation desk conveys to store staff information regarding customer requests and opinions, and how best to respond to such matters.

Description of contacts received by Customer Response Service by topic (FY2013)
Contacts received: 13,799 (75.0% of the previous fiscal year)



FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ●Improve the management system for business partners from whom original products are ordered 	<ul style="list-style-type: none"> ●With regard to all original products, the sources of raw material procurement for production plants have been traced 	○	<ul style="list-style-type: none"> ●In addition to plant inspections carried out at the time of production, conduct pre-sale inspections of all products handled by stores
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ●Create baby restrooms at all stores 	<ul style="list-style-type: none"> ●Stores with in-store restrooms: 41 ●Stores with neighboring restrooms, restrooms on the same floor: 51 	○	<ul style="list-style-type: none"> ●Work hard to provide even more convenient breastfeeding and diaper-change spaces
Assuring appropriate information provision				
	<ul style="list-style-type: none"> ●Conduct in-house training to ensure that suitable labeling is conducted, and strengthen improvement activities along with verifying sales spaces through the checking of store displays 	<ul style="list-style-type: none"> ●Compared to the previous year, recorded a 7-point improvement in the ratio of Grade A+ evaluations in the fair trade (FT) audit 	○	<ul style="list-style-type: none"> ●Conduct in-house training to ensure suitable labeling, and work hard to further improve the Grade A+ evaluations ratio
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ●Divide the number of customer contacts by the number of customers, and work to keep the calculated value (expressed as the PPM* value) down to a level of 30PPM 	<ul style="list-style-type: none"> ●New stores: 40.2PPM Existing stores: 31.6PPM Company-wide total: 32.7PPM 	△	<ul style="list-style-type: none"> ●For the purpose of reducing the particularly high PPM value of new stores, place an emphasis on education at new stores, and aim to achieve a company-wide total of 30PPM.

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

Coexisting with Local Communities

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ●Continue to hold and strengthen the “Maternity Schools” and “Pre-Papa Night Tours” that are held free-of-charge for expectant mothers and fathers 	<ul style="list-style-type: none"> ●Maternity Schools: Held on 200 occasions ●Pre-Papa Night Tours: Held on 399 occasions 	○	<ul style="list-style-type: none"> ●Although both programs will be continued, all stores have been instructed to hold “Pre-Papa Night Tours” on Wednesday evenings each week, the aim being to dramatically increase the number of events from the current pace of once a month
Providing support in times of disaster				
	<ul style="list-style-type: none"> ●Continue disaster-support agreements through cooperation with municipalities 	<ul style="list-style-type: none"> ●Concluded agreements with seven municipalities in FY2013 	○	<ul style="list-style-type: none"> ●Respond to requests from regions where there are stores

Creating Fulfilling Workplaces

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2014 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● Increase the number of employees undertaking correspondence courses: an objective of 106 employees (200% of the previous fiscal year's level), courses held twice a year, plan to announce to employees on maternity and childcare leave 	<ul style="list-style-type: none"> ● Course participants: 122 employees (230% of the previous fiscal year's level), held twice during year (September and April), distributed individual guides to all employees on maternity or childcare leave (59 employees), and listed the course on the in-house social networking service 	○	<ul style="list-style-type: none"> ● Correspondence course participants: aim to achieve 150 participants, and continue the improvements of 2013, as well as make additions to the course in accordance with company policy. * Improve employee ability to respond to customers and strengthen the mindset (to collect trending information, to act and to initiate action)
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> ● Revise personnel evaluations ● Revise company housing management provisions ● Revise treatment of part-time employees 	<ul style="list-style-type: none"> ● Added the evaluation of greetings and made the personnel evaluation system easier to operate ● Shared information about the revision of housing provisions in preparing to conduct them in February 2014 ● Increased hourly wage, and revised the bonus calculation system 	○	<ul style="list-style-type: none"> ● Revisions to realize more suitable management of working hours ● Consider revision of the pensions system
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Prepared a workplace interview sheet for return after childcare leave ● Conducted a seminar for headquarters employees involved in childrearing 	<ul style="list-style-type: none"> ● Considered information-sharing and a returning-to-the-workplace training program ● Held the seminar for headquarters employees on September 13, 10 employees attended 	△	<ul style="list-style-type: none"> ● Promote male employees taking childcare leave ● Appoint executives from among those employees involved in childrearing
Making use of diverse human resources				
	<ul style="list-style-type: none"> ● Conduct fair in-house recruitment ● Introduce and commence a candidates system ● Introduce and commence a part-timer leader system ● Improve the percentage of female managers (Team leader or higher) 	<ul style="list-style-type: none"> ● The Internet Planning Division conducted in-house recruitment: two employees were appointed ● Registers to the first use of the candidates system: 73 employees ● Initial appointments of part-timer leaders: 57 employees ● Percentage of female managers (Team leader or higher): 21.4%→24.5% 	○	<ul style="list-style-type: none"> ● Revise the treatment of expert employees ● Utilize the skills of retired executives ● Revise the working style of part-timers (the contractual status) ● Improve the percentage of female managers (Team leader or higher) 30%
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● Reduce the number of work accidents (FY2011: 50, FY2012: 42) 	<ul style="list-style-type: none"> ● Work accidents: 35 	○	<ul style="list-style-type: none"> ● Work accidents: less than 30

Personnel Data

Category	Count
Full-time employees ※1	868
Male	464
Female	404
Part-time staff ※2	1,815
Employees (full-time employees + part-time staff)	2,683
New graduate employees hired (males, females)	65 (Males 16, Females 49)
Mid-career employees hired	6
Re-employment ※3	1

	FY2011	FY2012	FY2013
Average length of service (full-time employees)	12 years 8 months	13 years 6 months	13 years 5 months
Number of childcare leave recipients ※4 (males and part-time staff)	64 (0, 40)	67 (1, 37)	63 (2, 35)
Number of nursing leave recipients ※4 (males and part-time staff)	8 (0, 8)	4 (0, 4)	6 (1, 3)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions ※5	19.1%	21.4%	24.5%
Percentage of employees with disabilities ※6	1.86%	1.90%	2.00%
Percentage of paid holidays taken by full-time employees ※7	41.1%	39.6%	40.2%
Frequency rate of industrial accidents	1.32	0.56	0.37
Average length of service (full-time employees)	0.04	0.04	0.01

- ※1 Data includes contractual employees and temporary employees.
- ※2 Monthly average number, with 8 hours/day counted as one employee.
- ※3 Persons reemployed after mandatory retirement.
- ※4 Persons who took such leave in FY2013 (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.
- ※7 Holidays remaining from the preceding fiscal year are not included.

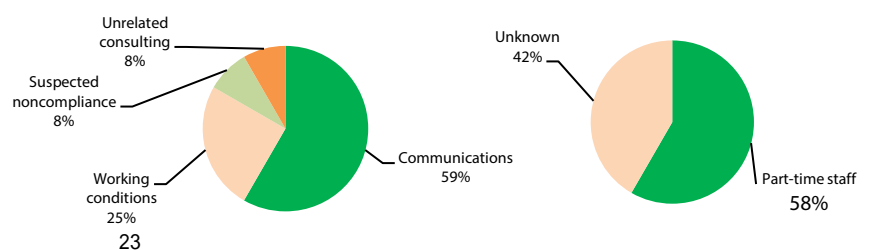
Data for Consultation Services for Employees

Due to insufficient communication, there were many consultations received from employees who were dissatisfied with the workplace, human relations. For store managers and management staff, we are repeatedly working to drive home to them the importance of communication. Furthermore, in continuing on in FY2014, from new graduates through to specialist employees, centering on the education department, we are conducting compliance training in cooperation with staff who deal in fair trade, quality management and legal affairs issues, etc.

Description of contacts received by Internal Consultation Service by topic (FY2013)

By user category

Contacts received: 24(104% of the previous fiscal year's level)



Seven Bank, Ltd.

Website <http://www.sevenbank.co.jp/corp/csr/>

Number of ATMs installed as of the end of FY2013: 19514

Reducing the Environmental Impact

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2013 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> ●Grasp the greenhouse gas emissions volumes (scope 3 emissions) that the company indirectly discharges through the supply chain 	<ul style="list-style-type: none"> ●By replacing conventional ATMs with third-generation machines that operate on about half the electricity, reductions in CO2 emissions have been grasped (an electricity consumption reduction of about 48%) 	○	<ul style="list-style-type: none"> ●Continue and expand the grasping of greenhouse gas emissions 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 a paperless office by introducing image workflow (an electronic decision-making process) to the internal office automation systems ●Replace about 5,000 ATMs with third-generation machines that cut electricity consumption by about half compared with conventional ATMs, bringing the total number of third-generation ATMs up to 13,000 by the end of FY2013 	<ul style="list-style-type: none"> ●The use of approximately 50,000 sheets of paper for internal meeting submissions and decision-making applications was eliminated by introducing the image workflow (an electronic decision-making process) from April ●Some 13,080 third-generation ATMs were successfully installed by the end of FY2013 	○	<ul style="list-style-type: none"> ●Grasp how photocopying paper is used, and reduce photocopying paper purchase volumes and the volumes of paper used in color photocopying ●Proceed with the replacement of conventional ATMs with third-generation machines that operate on about half the electricity, bring the total number of third-generation ATMs installed up to about 18,000 units by the end of 2014
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ●Continue discussions aimed at developing green procurement guidelines 	<ul style="list-style-type: none"> ●Developed specific proposals for green procurement guidelines 	○	<ul style="list-style-type: none"> ●Formulate green procurement guidelines
Offering eco-friendly products				
	<ul style="list-style-type: none"> ●Target ratio of the third-generation ATMs to the total: 67% 	<ul style="list-style-type: none"> ●Achieved the target ratio of third-generation ATMs to the total: 67% 	○	<ul style="list-style-type: none"> ●Target ratio of the third-generation ATMs to the total: 85%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ●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"> ●Eight employees participated as volunteers in two programs run by Seven & i Holdings, the Forest Project and the Amamo Project ●A total of 48 employees participated in the Bonolon's Forest Environmental Activity 	○	<ul style="list-style-type: none"> ●Continue to actively participate in the Group's environmental volunteer activities ●Increase the number of participants in environmental volunteer activities by conducting Seven Bank's own programs

Environmental Data

Challenges	Unit	FY2011	FY2012	FY2013
Volume of paper ordered for office automation equipment	1,000 sheets	6,898	7,565	7,762
Electricity used at the offices※	MWh	1,204	1,182	1269

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

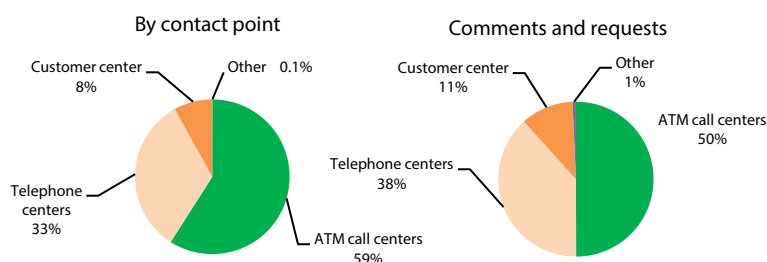
Providing Safe, Reliable Products and Services

Data for Customer Response Services

At the Customer Service Department of Seven Bank, with the slogan of "Best for You (doing our best for customers)", customer suggestions and comments are filed and shared with relevant divisions and partner companies. 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 (FY2013)

Contacts received 704,171 (112% of the previous fiscal year's level)



FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2013 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ●Strengthen the BCPs for mission critical operations ●Strengthen the BCPs for mission critical operations ●Develop a capability to ensure employee safety and stable business continuity 	<ul style="list-style-type: none"> ●At the mission critical divisions, training was conducted within divisions and joint-training was conducted between divisions ●Non-critical divisions stipulated the BCP response with respect to those operations that are required by law, etc. ●Training, regular inspections and seminars were conducted to strengthen disaster-preparedness 	○	<ul style="list-style-type: none"> ●Confirm the BCP viability of mission critical divisions based on an assumed breakdown of capabilities in the metropolitan area ●Prepare for emergencies
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ●Overhaul ATM screens ●Display overseas money transfer screen in multiple languages 	<ul style="list-style-type: none"> ●Increased the size of lettering, reduced sentence length and improved the visual appearance of the screens of ATMs belonging to financial institutions that cooperate in the handling of customer savings. Also improved equipment ease-of-use by displaying animations that support customer operation of ATMs ●The use of a color scheme that many users find easy to use was recognized, and the bank received Color Universal Design Certification ●The transaction screens of Seven Bank ATMs can display in nine languages 	○	<ul style="list-style-type: none"> ●Continue and broaden renewal of ATM screens to include the ATMs of other financial institutions that cooperate in the provision of services. Continue to promote the improvement of ATMs to realize machines that both the elderly and the inexperienced also find easy to use
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ●Continue to look into specific ways to quantify the CS index 	<ul style="list-style-type: none"> ●Collected and reviewed information for the purpose of looking into specific ways to quantify the CS index 	△	<ul style="list-style-type: none"> ●Continue to look into CS index measures

Coexisting with Local Communities

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2013 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ●Promote story-telling activities via the sponsorship for "Bonolon, Warrior of the Forest" ●Continue the donation of picture books ●Build stronger ties with children's centers 	<ul style="list-style-type: none"> ●Held local story-telling activities at children's centers and manned Seven Bank branches, etc. ●Donated picture books to children's centers as a result of issuing 23,850 Bonolon cash cards (donations made to 2,886 locations) ●Click donations in support of a children's center in Shinchi Township, Fukushima: ¥508,430 	○	<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 community volunteer opportunities ●Promote employee participation as local volunteers 	<ul style="list-style-type: none"> ●Four cases of employees obtaining volunteer leave ●A total of 20 employees participated in five volunteer activities organized by the Chiyoda Business Volunteer Association (a group comprised of businesses located in Chiyoda City, where the headquarters 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"> ●Respond to financial crimes promptly ●Cooperate with the police, implement countermeasures, and gather information about new types of crimes 	<ul style="list-style-type: none"> ●By continuing to gather and utilize information on anti-social forces, certain transactions have been appropriately prevented ●Continued to improve the accuracy with which illegal transactions such as remittance fraud, etc., are prevented ●Cases of cooperation with the police: 70,519 ●Further strengthened information coordination with police, etc. in response to the incidents that occur ●Promoted the collection of information on new types of crime, and implemented responses accordingly 	○	<ul style="list-style-type: none"> ●By continuing to gather and utilize information on anti-social forces, certain transactions will continue to be prevented ●Survey and analyze evolving and diversifying financial crimes, and respond to such matters promptly ●Strengthen prevention measures through cooperation with investigating authorities, etc.

Creating Fulfilling Workplaces

FY2013 Targets/Results and FY2014 Targets ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2013 Targets and Plans	FY2013 Results and Outcomes	Evaluation	FY2013 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● Enhance support for language learning ● Conduct training for female managers Implementing training of management awareness for promoting female success	<ul style="list-style-type: none"> ● Employees who took correspondence English classes recommended by the company, or who sat a TOEIC examination: 23 employees ● Employees dispatched overseas on short-term study: 3 employees ● Training for female managers was conducted in May, 14 employees participated 	○	<ul style="list-style-type: none"> ● Strengthen support of language learning ● Foster next-generation leaders, female managers ● Create awareness within the company about the objectives and results of diversity promotion
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Continue to promote work-life balance by using the daylight saving time system and encouraging employees to leave the office on time 	<ul style="list-style-type: none"> ● Number of childcare leave recipients: 7 employees 	○	<ul style="list-style-type: none"> ● Enhance work-life balance with respect to matters of childcare and nursing ● Consider a work-at-home system ● Enhance the follow-up of childcare leave recipients who have returned to the workplace
Making use of diverse human resources				
	<ul style="list-style-type: none"> ● Continue implementing measures to maintain the percentage of employees with disabilities required by law ● Continue nursing care training 	<ul style="list-style-type: none"> ● Conducted nursing care training on four occasions during the year, 44 employees participated ● Percentage of employees with disabilities: 2.04% 	○	<ul style="list-style-type: none"> ● Continue conducting nursing care training ● Continue measures to maintain the percentage of employees with disabilities required by law
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● Continue to ensure that employees take consecutive leave ● Devise measures to ensure that employees will leave the office on time at least during the targeted week 	<ul style="list-style-type: none"> ● Percentage of paid holidays taken: 80.1% ● Dedicated two separate weeks to encouraging employees to leave the office on time in FY2013 	○	<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 weeks

Personnel Data

Full-time employees ※1		458
	Male	298
	Female	160
Part-time staff ※2		61
Employees (full-time employees + part-time staff)		519
New graduate employees hired (males, females)	8 (Males 5, Females 3)	
Mid-career employees hired		13
Re-employment ※3		41

	FY2011	FY2012	FY2013
Average length of service ※4 (full-time employees)	5 years 3 months	5 years 7 months	6 years 2 months
Number of childcare leave recipients ※5 (males and part-time staff)	7 (1, 0)	10 (2, 0)	7 (0, 0)
Number of nursing leave recipients ※5 (males and part-time staff)	0 (0, 0)	0 (0, 0)	0 (0, 0)
Number of volunteer leave recipients	No system	No system	3
Percentage of women in management positions ※6	8.3%	8.0%	10.3%
Percentage of employees with disabilities ※7	2.06%	2.29%	2.04%
Percentage of paid holidays taken by full-time employees ※8	75.8%	82.6%	78.2%
Frequency rate of industrial accidents	0.00	0.00	0.00
Severity rate of industrial accidents	0.00	0.00	0.00

※1 Data includes contractual employees and temporary employees.

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

※3 Persons reemployed after mandatory retirement.

※4 The company was founded in 2001.

※5 Persons who took such leave in FY2013 (takers continuing leave from the previous year + new takers of leave).

※6 The percentage of team leaders or higher positions, excluding executive officers.

※7 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

※8 Remaining holidays from the preceding fiscal year are not included.