

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

Challenges	Unit	FY2013	FY2014	FY2015
CO ₂ emissions	t-CO ₂	2,441,588	2,744,760	2,767,346
CO ₂ emissions from store operations	t-CO ₂	2,249,194	2,528,518	2,533,458
Electricity consumption in store operations	GWh	4,254	4,345	4,367
Water usage in store operations	1,000m ³	19,789	21,829	22,788

*1 Totals for seven 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.

Group Personnel Data (Domestic in Japan) *1

Breakdown of number of employees (as of the end of February 2015) (persons)		
Full-time employees *2		26,167
	Male	19,642
	Female	6,525
Part-time staff *3		62,172
Number of employees (full-time employees + part-time staff)		88,339
New graduate employees hired		1,133
Mid-career employees hired		388
Re-employment *4		345

	FY2013	FY2014	FY2015
Average length of service (full-time employees)	16 years 6 months	16 years 1 month	16 years 3 months
Number of full-time employees who took childcare leave *5 (males, part-time staff)	591 (7, 286)	828 (4, 334)	977 (11, 503)
Number of full-time employees who took nursing leave *5 (males, part-time staff)	43(5, 29)	43(5, 29)	24(2, 15)
Number of volunteer leave recipients	2	9	13
Percentage of women in management positions *6	19.9%	21.4%	23.0%
Percentage of employees with disabilities *7	2.05%	2.19%	2.29%

*1 For FY2014 and FY2015, the totals are for nine companies (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York-Benimaru, York Mart, Seven & i Food Systems, Akachan Honpo, and Seven Bank). The totals for FY2013 are for eight companies excluding Seven & i Holdings.

*2 Data includes persons reemployed after mandatory retirement.

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

*4 Persons reemployed after mandatory retirement.

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

*6 The totals are for eight 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.

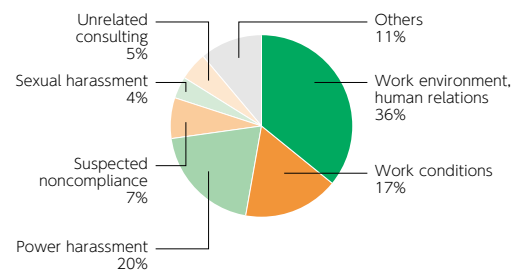
*7 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

Group-Wide Data for Consultation Services for Employees

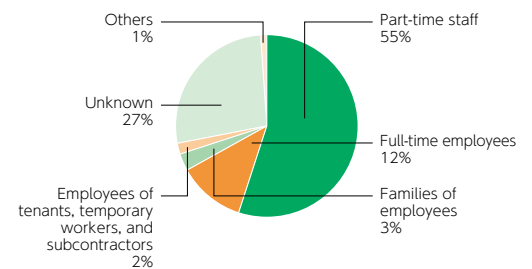
At Seven & i Holdings, as part of Groupwide internal controls, we have established within a third-party organization a Help Line for receiving consultation requests and reports from employees.

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

Description of contacts received by Internal Consultation Service by topic (FY2015) Contacts received: 705 (up 5% from 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 February 28, 2015: 17,491

Environment Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Attaining and appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> ● Expand ISO 14001 application to encompass district offices ● Reduce ISO 14001 periodic-audit findings 	<ul style="list-style-type: none"> ● Completed expanding application to encompass district offices throughout Japan in February 2015 ● No non-compliant findings following the registration audit in FY2014 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Expand ISO 14001 application to encompass directly managed stores throughout Japan ● Reduce ISO 14001 periodic-audit findings
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Backroom LED lighting for 6,000 stores ● Expand to 500 hybrid vehicles within the logistics' deliveries fleet 	<ul style="list-style-type: none"> ● Backroom LED lighting for 8,269 stores ● Expanded to 522 hybrid vehicles within the logistics' deliveries fleet 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Highly energy efficient store illumination for another 2,000 stores ● Expand to 620 hybrid vehicles within the logistics' deliveries fleet
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ● Continue to reduce plastic bag usage per store to a level below FY2014 ● Food product recycling rate: 51.9% or more 	<ul style="list-style-type: none"> ● Use of plastic bags per store 0.96 tons (up 1.6% from FY2014) ● Food product recycling rate: 51.3% 	<p>△</p> <p>△</p>	<ul style="list-style-type: none"> ● Continue to reduce plastic bag usage per store to a level below FY2015 ● Food product recycling rate: 52.3% or more
Offering eco-friendly products				
	<ul style="list-style-type: none"> ● Develop products that use eco-friendly PET packaging ● Turn Cartocan 2 items that use forest thinnings into products 	<ul style="list-style-type: none"> ● Introduced eco-friendly PET packaging as salad containers ● Used forest thinnings in hot beverage cups for SEVEN CAFÉ 	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> ● Expand products using eco-friendly PET packaging ● Expand produced using forest thinnings ● Develop products that use easy-to-recycle containers
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● 100 or more employees to pass the Eco Test 	<ul style="list-style-type: none"> ● 175 employees passed the Eco Test 	<p>○</p>	<ul style="list-style-type: none"> ● 300 or more employees to pass the Eco Test

Environmental Data

Challenges	Unit	FY2013	FY2014	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	1,372,058	1,584,976	1,644,672
CO ₂ emissions from store operations (per store) *1	t-CO ₂	1,222,882(85.0)	1,421,084(90.9)	1,462,231(87.0)
Logistics-related CO ₂ emissions(per store) *1 *4	t-CO ₂	146,581(10.2)	160,893(10.3)	179,330(10.7)
Electricity consumption in store operations (per store) *1	GWh(MWh)	2,444(169)	2,508(161)	2,584(154)
Water consumption in store operations *1 *5	1,000m ³	7,811	9,227	10,412
Plastic bag consumption per store (by weight)	t	0.94	0.94	0.96
Waste disposal (recycling rate) *6	t(%)	324,753(46.4)	371,344(46.7)	409,228(47.1)
Food product recycling rate *7	%	48.9	50.9	51.3

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

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

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

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

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

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

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

Consumer Challenges

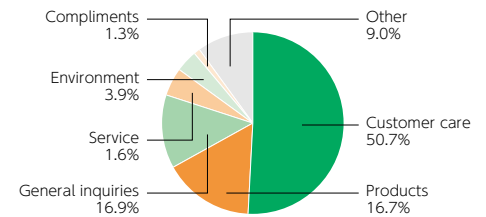
Data for Customer Response Services

In the fiscal year ended February 28, 2015, we received many inquiries regarding new products and sales promotions such as SEVEN CAFÉ and donuts.

The feedback and guidance we receive from customers in our customer feedback department is shared internally so that it can be reflected in our products and services.

We will also strengthen our response ability and strive to provide information that is easy to understand, while receiving feedback and guidance with sincerity and establishing structures to accelerate the pace of improvements.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 126,471
 (up 17.5% from the previous fiscal year's level)



FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Ensuring the quality and safety of products and services				
	●Improve evaluations received in NDF-HACCP maintenance audits in the dedicated factories for daily food products	●The proportion of factories receiving an audit evaluation of "good" or above increased from 41% (FY2014) to 74% (FY2015)	○	●Continue to improve evaluations received in NDF-HACCP maintenance audits in the dedicated factories for daily food products
Making stores and facilities more customer-friendly and reliable				
	● Stores adopting barrier-free design: 350 ●Stores where the minimum necessary facilities continue operation even during blackouts: approx. 1,600	● Stores adopting barrier-free design: 378 ● Stores where the minimum necessary facilities continue operation even during blackouts: 1,602	○	● Stores adopting barrier-free design: 400 ● Stores where the minimum necessary facilities continue operation even during blackouts: 1,700 ● Stores where guardrails are installed (for stores with car parks): 4,000
Assuring appropriate information provision				
	●Publish information on the Internet regarding the effective reuse of packaging and the use of forest thinnings	●Published information on the Internet regarding the effective reuse of packaging and the use of forest thinnings (Initiatives for Society and the Environment (Japanese only))	○	●Collect information about initiatives on food safety and security (reducing trans fatty acid, eliminating preservatives and synthetic coloring agents, etc.) on the Internet and strive to disclose the information in an easy-to-understand format
Responding sincerely to customer opinions (organization)				
	●For 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	●The number of comments received increased along with the increase in the number of stores (up 17.5% from the previous fiscal year). Continued to strengthen ability to respond and provide clear information	△	●For customer comments, which make up 50% of customer feedback, worked with Operation Field Consultants (OFCs) to strengthen customer care training to prevent recurrence. Established systems to accelerate the pace of improvements

Local Communities

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	●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)	●In FY2015, introduced 35 mobile stores, 806 electric vehicles, and 2,109 electric-assisted vehicles	×	●During FY2016, promote close-by, convenient stores with the aim of introducing 50 mobile stores, 1,000 electric vehicles, and 3,000 electric-assisted vehicles
Assisting in local community revitalization				
	●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.	●Newly concluded an agreement with Chiba City. Concluded comprehensive alliance agreement on senior support.	○	●Promote new conclusion of comprehensive alliance agreements with municipalities and promote ongoing initiatives to conclude more specific individual alliance agreements
Providing support in times of disaster				
	●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	●Newly-concluded disaster support agreements with Niigata Prefecture, Miyagi Prefecture and Sendai City	○	●Enhance support systems and achieve effective cooperation with national and local governments to fulfill our role as social infrastructure when major disasters occur, including continuing store operations
Implementing crime prevention measures for local communities				
	●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	●6,304 stores participated in crime prevention drills and seminars (39.2% participation rate; safety station activities franchisee questionnaire conducted)	×	●Foster ties with crime prevention councils of prefectural governments and police departments, aiming to boost participation in crime prevention drills and seminars to 50%

Employee Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting development of employee abilities	●Content of each training program to be revised as a result of inspections conducted in F2014	●Conducted compliance training (November), new OFC training (each month), new DM training (twice in year), directly operated store meetings (twice in year).	○	●Enhance each type of training (compliance training, new OFC training, new DM training, directly operated store meetings, etc.)
Assuring fair assessment and treatment of employees	●Number of applicants: increase of 20% from the FY2014 level	●Number of applicants: level with the FY2014 level	△	●Number of applicants: increase of 10% from the FY2015 level
Achieving a work-life balance	●Number of male users: multiple persons ●Encourage employees to take paid leave	●Number of male users: 0 ●Paid leave usage rate: 45.5%	× △	●Encourage male employees to take childcare leave ●Encourage employees to take more paid leave
Making use of diverse human resources	●Number of foreign nationals to be employed as employees: 20 ●Number of people with disabilities to be employed as employees: 20 ●Percentage of female managers (Team leader or higher positions): 34%	●Number of foreign nationals employed as employees: 22 ●Number of people with disabilities employed as employees: 21 ●Percentage of female managers (Team leader or higher positions): 30.2%	○ ○ ×	●Number of foreign nationals to be employed as employees: 25 ●Number of people with disabilities to be employed as employees: 23 ●Percentage of female managers (Team leader or higher positions): 32%
Assuring consideration for worker health and safety	●Reduce the number of traffic accidents and violations by 10% compared to FY2014 ●Reduce the number of workplace accidents by 10% compared to FY2014	●Number of traffic accidents and violations: increased 3% compared to FY2014 ●Number of workplace accidents: reduced 16 compared to FY2014	× ○	●Reduce the number of traffic accidents and violations by 10% compared to FY2014 ●Reduce the number of workplace accidents by 10% compared to FY2014

Personnel Data

Breakdown of number of employees (as of the end of February 2015)		(persons)
Full-time employees *1		7,089
	Male	5,119
	Female	1,970
Part-time staff *2		4,163
Number of employees (full-time employees + part-time staff)		11,252
New graduate employees hired		609
Mid-career employees hired		357
Re-employment *3		18

*1 Data includes persons reemployed after mandatory retirement.

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

*3 Persons reemployed after mandatory retirement.

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

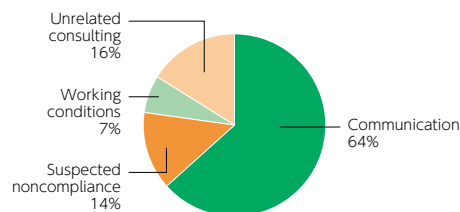
*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

	FY2013	FY2014	FY2015
Average length of service (full-time employees)	9 years 5 months	9 years 6 months	9 years 6 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	49 (1)	130 (0)	159 (0)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	0 (0)	1 (0)	2 (1)
Number of volunteer leave recipients	0	0	1
Percentage of women in management positions *5	29.3%	31.5%	30.7%
Percentage of employees with disabilities *6	2.05%	2.19%	2.29%
Percentage of paid holidays taken by full-time employees	8.1%	16.1%	45.5%
Frequency rate of workplace accidents	0.04%	0.08%	0.01%
Severity rate of workplace accidents	0.002%	0.001%	0.0005%

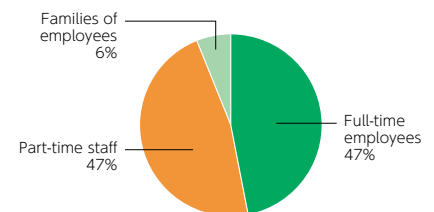
Data for Consultation Services for Employees

In addition to conducting ongoing compliance training, we also take steps to help employees acquire knowledge and foster awareness, such as conducting compliance tests. We will continue to strengthen our initiatives to improve the working environment for employees.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 58
(up 31% from the previous fiscal year's level)



By user category



Environment Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ●Stores that will introduce LED lighting: 176 ●Delivery distance per store: 247,000 km (1% reduction compared to FY2014) 	<ul style="list-style-type: none"> ●Stores that have introduced LED lighting: 140 (All stores as of February 28, 2015) ●Delivery distance per store: 244,000 km (2.4% reduction compared to FY2014) 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ●Stores changing from fluorescent tubes to LED lighting: 97 ●Delivery distance per store: 242,000 km (0.8% reduction compared to FY2014)
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ●Food product recycling rate: 50% ●Stores that implement recycling: 100 stores 	<ul style="list-style-type: none"> ●Food product recycling rate: 50.1% ●Stores that implemented recycling: 89 stores 	<ul style="list-style-type: none"> ○ △ 	<ul style="list-style-type: none"> ●Food product recycling rate: 50% ●Stores that implement recycling: 100 stores
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ●Cooperate with the Group, and promote taking of the Eco Test 	<ul style="list-style-type: none"> ●Number of people taking the test: 76 (of whom 57 passed) 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ●Target number of people taking the test: 100

Environment Related

Challenges	Unit	FY2013	FY2014	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	533,110	572,247	550,358
CO ₂ emissions from store operations *2 *3 (Environmental impact index*4)	t-CO ₂ (t-CO ₂ /1,000,000m ² ×1,000h)	507,499 (103)	545,989 (108)	524,418 (105)
CO ₂ emissions by delivery vehicles *2 *3	t-CO ₂	23,340	23,904	23,638
Electricity consumption in store operations *2	GWh	853	884	851
Water usage in store operations *2	1,000m ³	5,793	6,582	6,441
Plastic bag consumption (turndown rate) at the food section	t (%)	2,274(47.6)	1,321(67.5)	1,268(70.2)
Waste disposal (recycling rate)	t (%)	132,051(66.3)	130,816(66.0)	131,787(66.7)
Food product recycling rate	%	45.2	47.5	50.1

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

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

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

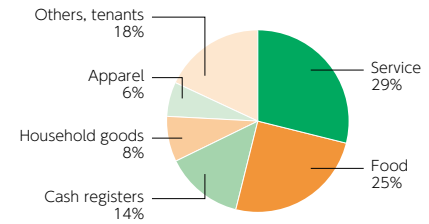
*4 CO₂ emissions per (total sales floor area × opening hours).

Consumer Challenges

Data for Customer Response Services

Contacts received from customers were down by 2% from the previous fiscal year. Service complaints, which comprise 29% of total contacts, declined by 2%. We will continue to analyze the cause of complaints and take steps to prevent a recurrence.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 74,357
 (down 2% from the previous fiscal year's level)



FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Ensuring the quality and safety of products and services				
	<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 	<ul style="list-style-type: none"> ● Participated in the Committee for Investigating Product Safety Education for fifth and sixth grade Elementary School Students promoted by the Ministry of Economy, Trade and Industry ● Cooperated with the Apparel Division, Household Goods Division, and Development Department to enhance measures for checking especially private brand product manufacturing plants to improve quality ● Held shared meetings with Seven & i Holdings QC Project. In FY2015, formulated the Groupwide quality policies and published it internally and externally 	<ul style="list-style-type: none"> ○ △ ○ 	<ul style="list-style-type: none"> ● Foster a product safety culture Promote reliability and safety of in-house products in cooperation with the fostering of "product safety culture" promoted by the Japanese government. ● Revise Quality Standard Manual Revise the FY2013 Quality Standard Manual during FY2016 in line with the revision of the public standard in FY2017, and upgrade stores and equipment to enable customers to use them with confidence
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ● Revise countermeasures for disasters other than the Tokyo Metropolitan Area Epicentral Earthquake (damage predictions, organizational structures, etc.) 	<ul style="list-style-type: none"> ● Revised countermeasure manual in line with the latest damage predictions and internal organizational changes 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● Create a countermeasures manual for stores to clarify the issues for stores to deal with in a disaster (Earthquake countermeasures, flood countermeasures, Mt. Fuji eruption countermeasures)
Assuring appropriate information provision				
	<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 	<ul style="list-style-type: none"> ● A grade: 88.5% (a worsening of 2.2 percentage points) ● B grade: 11.2% (a worsening of 2.5 percentage points) ● C grade: 0.2% (a worsening of 0.4 percentage points) 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● When inappropriate labeling is found during store interviews, the manager responsible and the store manager are interviewed directly to confirm the cause and countermeasures
Responding sincerely to customer opinions (organization)				
	<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 and midday meetings, and work to enhance employee motivation 	<ul style="list-style-type: none"> ● Service-related complaints: Reduced by 2% from the previous fiscal year's level ● Service-related complaints at challenging stores: Reduced by 7% from the previous fiscal year's level ● Weekly information from the customer feedback department is announced and used at morning and midday store meetings 	<ul style="list-style-type: none"> △ ○ ○ 	<ul style="list-style-type: none"> ● Use customer complaints to drive specific improvements ● Designate the 20 stores with most complaints as challenging stores, and carry out causal-research and preventative measures. Aim in particular to reduce service-related complaints ● Share customer response points at morning and midday meetings, and work to improve the level of customer care

Local Communities

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Develop products that make the lives of elderly people more enjoyable and more convenient ● Foster the development of sales assistants who are trusted by the local elderly 	<ul style="list-style-type: none"> ● Implemented product lineups centered on products that eliminate inconvenience for elderly people ● Held seven training sessions to learn about the characteristics of new products 	<ul style="list-style-type: none"> △ ○ 	<ul style="list-style-type: none"> ● Develop products that help elderly people to go outside, and products that reflect customers' feedback ● Conduct training to enhance product knowledge and customer care
Providing support in times of disaster				
	<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 	<ul style="list-style-type: none"> ● Revised countermeasure manual in line with the latest damage predictions and internal organizational changes 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● Create a countermeasures manual for stores to clarify the issues for stores to deal with in a disaster (earthquake countermeasures, flood countermeasures, Mt. Fuji eruption countermeasures)

Employee Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting development of employee abilities	<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 	<ul style="list-style-type: none"> ● Conducted follow-up training for newly appointed store managers, assistant managers, and administration managers 	○	<ul style="list-style-type: none"> ● Conduct sales area on-the-job training for newly appointed corporate officers to develop personnel capable of managing in accordance with front-line conditions
Making use of diverse human resources	<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 to promoting general awareness in workplaces and the understanding of each individual 	<ul style="list-style-type: none"> ● Number of training sessions: 61 Total number of participants: 3,662 	○	<ul style="list-style-type: none"> ● To promote respect for human rights and normalization, hold training centered on stores from the user's perspective, covering both knowledge and practice, thereby helping to promote general awareness in workplaces and increase understanding
Assuring consideration for worker health and safety	<ul style="list-style-type: none"> ● Reduce workplace accidents, in particular lost work-time accidents ● Promote mental health training 	<ul style="list-style-type: none"> ● Lost work-time accidents: Reduced by 10% from the previous fiscal year's level 	○	<ul style="list-style-type: none"> ● Reduce lost work-time accidents (4 days or more) by 10% ● Promote mental health training

Personnel Data

Breakdown of number of employees (as of the end of February 2015)		(persons)
Full-time employees *1		7,896
	Male	5,937
	Female	1,959
Part-time staff *2		26,425
Number of employees (full-time employees + part-time staff)		34,321
New graduate employees hired		39
Mid-career employees hired		1
Re-employment *3		189

*1 Data includes contractual employees and temporary employees.

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

*3 Persons reemployed after mandatory retirement.

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

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

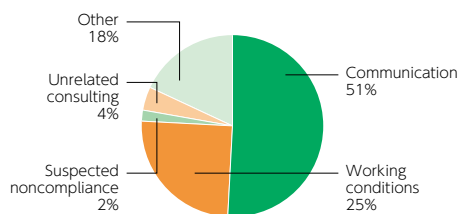
*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

	FY2013	FY2014	FY2015
Average length of service (full-time employees)	20 years 4 months	21 years 0 months	21 years 7 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	194(0. 100)	198(0. 27)	260(0. 138)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	22(0. 18)	20(1. 16)	15(2. 10)
Number of volunteer leave recipients	2	9	2
Percentage of women in management positions *5	18.0%	20.8%	22.5%
Percentage of employees with disabilities *6	2.05%	2.19%	2.29%
Percentage of paid holidays taken by full-time employees	11.4%	11.3%	14.0%
Frequency rate of workplace accidents	1.81	2.35	1.32
Severity rate of workplace accidents	0.03	0.05	0.03

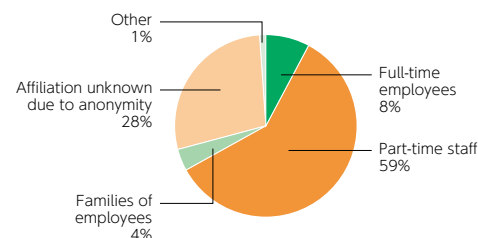
Data for Consultation Services for Employees

Compared to the fiscal year ended February 28, 2014, there was an increase in communications-related consultations, and such consultations accounted for 51% of the total. At new manager training, etc., we will continue to use specific examples of consultations received by the Help Line, while making training participants aware of the importance of communication and how to go about communicating with subordinates.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 244
(up 13% from the previous fiscal year's level)



By user category



Environment Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● At regular ISO 14001 audits, Non-compliance items: 0 ● Expansion of recommended items 	<ul style="list-style-type: none"> ● Non-compliance items: 0 ● Recommended items: 9 (down 2 from the previous fiscal year) 	△	<ul style="list-style-type: none"> ● Complete transition to ISO 14001 2015 version
Improving energy efficiency and introducing renewable energy				
	<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 	<ul style="list-style-type: none"> ● Amount of energy usage when calculated in terms of crude oil usage: Down 1% ● Introduced LED lighting in 10 stores 	○	<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 product recycling rate: 55.0% (Up 0.6% from the previous year) ● Waste recycling rate: 62.5% (Up 0.5% from the previous year) 	<ul style="list-style-type: none"> ● Food product recycle rate: 54.7% (Up 0.3% from the previous year) ● Due to a delay in recycling subcontracting for inspection of the appropriate processing status of a new recycle route ● Waste recycling rate: 62.1% (Up 0.1% from the previous year) ● Due to a delay in recycling subcontracting for inspection of the appropriate processing status of a new recycle route 	△	<ul style="list-style-type: none"> ● Food product recycling rate: 55.0% (Up 0.3% from the previous year) ● Waste recycling rate: 62.5% (Up 0.4% from the previous year)
Implementing measures to conserve biodiversity				
	<ul style="list-style-type: none"> ● Tree plantings through green wrapping and other initiatives: 1,600 trees 	<ul style="list-style-type: none"> ● Plantings: 1,750 trees ● Planting location: Miyako City, Iwate Prefecture 	○	<ul style="list-style-type: none"> ● Plantings: 1,850 trees
Offering eco-friendly products				
	<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 	<ul style="list-style-type: none"> ● Added "safety for the human body" to the Environmental product selection criteria ● New products selected: 33 	○	<ul style="list-style-type: none"> ● New products selected: 30
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Environmental e-learning courses: All employees to take ● Number of employees reporting successful completion of the campaign for all employees to save electricity: 60 	<ul style="list-style-type: none"> ● Environmental e-learning course: Taken by all employees ● Number of employees reporting successful completion of the campaign to save electricity: 36 	△	<ul style="list-style-type: none"> ● Environmental e-learning courses: All employees to take ● Number of employees reporting successful completion of the campaign to save electricity: 60

Environmental Data

Challenges	Unit	FY2013	FY2014	FY2015
Number of stores	Stores	24	24	24
CO ₂ emissions *1 *2 *3	t-CO ₂	188,486	197,747	194,315
CO ₂ emissions from store operations *2 *3	t-CO ₂	187,831	196,992	193,578
Electricity consumption in store operations *2	GWh	357	346	341
Water usage in store operations *2	1,000m ³	2,438	2,354	2,265
Packaging consumption	t	1,623	1,493	1,465
Waste disposal (recycling rate)	t (%)	32,020 (60.6)	30,981 (62.0)	30,880 (62.1)
Food product recycling rate *2	%	50.3	54.4	54.7

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

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

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

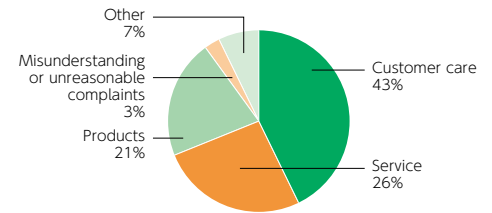
Consumer Challenges

Data for Customer Response Services

Continuing from the fiscal year ended February 28, 2014, we used customer complaints as a starting point to identify and analyze issues in our customer care services and operations at each sales area, resolve areas where customers were dissatisfied, and promote activities that reflect customer needs in our operating strategies. We also continued to publish case studies of delighting customers in our company bulletin as an awareness-raising initiative to improve employees' mindset on customer service.

In the fiscal year ending February 29, 2016, we will further promote store improvement activities, and redouble our efforts to cultivate a corporate culture that leads to better customer satisfaction.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 10,654
 (down 10% from the previous fiscal year's level)



FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Ensuring the quality and safety of products and services	<ul style="list-style-type: none"> ● Conduct suitable food labeling in accordance with legal regulations ● Strengthen the inspection system for private-brand apparel and general merchandise items ● Increase the curriculum level of e-learning and other forms of training 	<ul style="list-style-type: none"> ● Conducted label inspections regarding allergy and production region information and so forth at each store ● Conducted 263 pre-delivery inspections (up 170 from the previous fiscal year) ● Developed a level-specific curriculum and implemented it 	○	<ul style="list-style-type: none"> ● Enhance contamination prevention activities ● Continue product inspection system for private brand apparel and general merchandise items ● Advance the education system and encourage acquisition of qualifications
Making stores and facilities more customer-friendly and reliable	<ul style="list-style-type: none"> ● Install an elevator for wheelchair users to overcome split-levels ● Install automatic doors to entry/exit points 	<ul style="list-style-type: none"> ● Installed wheelchair lift in the connecting stairs between the Sogo Hiroshima Store Main Building and New Annex ● Installed automatic doors at entry/exit points (Sogo Hiroshima Store, Sogo Kashiwa Store) 	○	<ul style="list-style-type: none"> ● Modified the doors to multipurpose restrooms, making them easier to operate
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 private brand apparel and general merchandise items 	<ul style="list-style-type: none"> ● Conducted three inspections by specialist organizations at all sites 	○	<ul style="list-style-type: none"> ● Continue to cooperate with specialist organizations to carry out inspections of both food product labeling and the labeling of private brand apparel and general merchandise items
Responding sincerely to customer opinions (organization)	<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) 	<ul style="list-style-type: none"> ● Continuously implemented activities leveraging customer opinions to improve on points of dissatisfaction ● Customer complaints: 5,384 (down 1,104 from the previous fiscal year) 	○	<ul style="list-style-type: none"> ● Respond to customers' high expectations of department store service by analyzing their wishes from their opinions, and stores and Head Office work together to promote further improvement in customer service awareness among employees. ● Reduce the number of complaints from customers: Below 5,384

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	<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 Shoe fitters: 18 Shoe advisors: 17 and other ● Children's shoes: trade in 90,000 pairs 	<ul style="list-style-type: none"> ● Held over 30 baby sign courses, baby massage, and grandchild-raising courses, etc., at Pre-Mama Stations and Counters ● Developed eight products based on feedback from midwives, including multi-capes, and knit blankets ● Developed specialty salespersons Shoe fitters: 17 Sports shoe fitters: 28 Shoe advisors: 32 Sake sommeliers: 62 and other ● Children's shoes: trade in 85,709 pairs 	○	<ul style="list-style-type: none"> ● Continue to operate Pre-Mama Stations and Counters, and hold events for parents and children, (mothers or fathers and children) ● Continue developing products by incorporating the wishes customers share with the midwives ● Continue new development of specialty sales persons Shoe fitters: 15 Formal-wear advisors: 10 Shopping supporters for the elderly and people with disabilities: 15 Cognitive impairment supporters: 1,650 and other ● Children's shoes: trade in 90,000 pairs
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Continue to conduct localized events 	<ul style="list-style-type: none"> ● Conducted events in cooperation with local communities such as the Green Curtain Project and water sprinkling activities, etc. (all stores) ● Local event for reviewing Kanagawa Prefecture, "Kanagawa Discover Weeks" (SOGO Yokohama store) ● Furumai Nabe meal sharing event using local ingredients (Asahikawa Store, Fukui store) ● Picking locally grown Sayama tea and factory tour, original development of apparel and general merchandise using Sayama tea and limited-time sale (Seibu Tokorozawa store) ● Fukui Sweets Grand Exhibition using locally produced ingredients (Seibu Fukui store) ● Morning fruit and vegetable market with locally grown produce (Seibu Otsu store) 	○	<ul style="list-style-type: none"> ● Continue to conduct localized events ● Collaborate with local companies to incorporate traditional local technologies and products, and develop Limited Edition Area Mode to add different products developed for each store
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Including measures for people having difficulties in going home in the event of large earthquakes, continue to maintain cooperative systems with local municipalities and businesses ● Through the holding of events such as disaster preparedness fairs, promote activities that raise the awareness of disaster-preparedness ● Conclude an agreement with Kobe City concerning the provision of supplies in the event of a disaster 	<ul style="list-style-type: none"> ● Promoted participation drills in collaboration with various communities mainly at stores in the Greater Tokyo Area and in the Joint Council to Respond to People Having Difficulties in Going Home ● As an initiative to raise awareness among local community residents and so forth, held disaster preparedness fairs in cooperation with local municipalities ● Submitted survey sheet based on the agreement 	○	<ul style="list-style-type: none"> ● Including measures for people having difficulties in going home in the event of large earthquakes, continue to maintain cooperative systems with local municipalities and businesses ● Through the holding of events such as disaster preparedness fairs, promote activities that raise the awareness of disaster-preparedness ● Conclude a comprehensive agreement with Chiba Prefecture to promote local community activities
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> ● On an ongoing basis, cooperate with local communities and their disaster-preparedness and crime prevention systems 	<ul style="list-style-type: none"> ● Participated in local disaster preparedness training and crime-prevention patrols 	○	<ul style="list-style-type: none"> ● On an ongoing basis, cooperate with local communities and their disaster-preparedness and crime prevention systems

Employee Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● Aim to have 3,000 people annually newly-participate in career improvement seminars by constructing and implementing measures for the purpose of improving the basic skills of individuals and expanding the base of people with specialist qualifications 	<ul style="list-style-type: none"> ● New seminar participants: 3,533 people 	○	<ul style="list-style-type: none"> ● Aim to have 3,000 new participants in career improvement seminars through "Self-Directed Sales Area Training Course Promotion" and "Career Advancement Course Promotion" for improving basic skills acquisition of individuals and expanding the base of people with specialist qualifications
Achieving a work-life balance				
	<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 	<ul style="list-style-type: none"> ● Obtained the KURUMIN mark in July 2014 ● Introduced a paid childcare leave system and introduced paid leave for nursing care ● Conducted childcare leave roundtable meetings between labor and management 	○	<ul style="list-style-type: none"> ● Publish a Maternity and Childcare Handbook to support childcare and promote deeper understanding within management
Making use of diverse human resources				
	<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): 20% 	<ul style="list-style-type: none"> ● Promoted 17 people from non-regular employees to regular employees ● Hired four mid-career specialist employees ● Percentage of female managers (Section manager or higher positions): 13% 	△	<ul style="list-style-type: none"> ● Promote 30 people from non-regular employees to regular employees ● Hire five mid-career specialist employees ● Percentage of female managers (Section manager or higher positions): 20%
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● Enhance the health management systems including for Head Office ● Reduce the number of employees on leave due to mental health problems through the development of mental health managers 	<ul style="list-style-type: none"> ● Established a system for a full-time public health nurse stationed at Head Office to provide support for all worksites ● Reduced the number of employees on leave due to mental health problems by 80% year on year (improved) 		<ul style="list-style-type: none"> ● Standardize follow-up on health check at all stores (including standardization of figures relating to metabolic syndrome, check-up recommendations, etc.) ● Establish a program to help employees with mental health problems to return to the workplace

Personnel Data

Breakdown of number of employees (as of the end of February 2015)		(persons)
Full-time employees *1		4,281
	Male	2,982
	Female	1,299
Part-time staff *2		4,227
Number of employees (full-time employees + part-time staff)		8,508
New graduate employees hired		40
Mid-career employees hired		1
Re-employment *3		67

*1 Data includes contractual employees and temporary employees.

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

*3 Persons reemployed after mandatory retirement.

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

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

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

	FY2013	FY2014	FY2015
Average length of service (full-time employees)	21 years 0 months	22 years 0 months	22 years 0 months
Number of full-time employees who took childcare leave **4 (males, part-time staff)	148(2, 54)	213(1, 92)	193(7, 85)
Number of full-time employees who took nursing leave **4 (males, part-time staff)	13(5, 3)	9(0, 5)	6(0, 5)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions **5	19.8%	20.7%	23.1%
Percentage of employees with disabilities **6	2.00%	2.04%	2.04%
Percentage of paid holidays taken by full-time employees	6.6%	14.0%	6.6%
Frequency rate of workplace accidents	0.30	0.29	1.04
Severity rate of workplace accidents	0.00	0.003	0.02

Data for Consultation Services for Employees

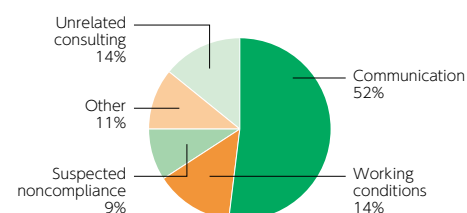
We have been focusing on the issue of time management since last year, and this year we considered it appropriate to continue dealing with the issue at the Companywide level. We focused on enforcing compliance in time management and other labor issues from the perspective of external experts by inviting trainers and attorneys to hold training sessions aimed at changing employees' awareness of time management. As a result, the number of consultations decreased.

The number of consultations related to workplace environment and human relationships and so forth increased. However, the main factor was thought to be a lack of communication within the workplace. We therefore requested the managers of the workplaces concerned to reform their management styles, specifically by reinforcing the vertical relationships within their teams, reaffirming the importance of proper communication of opinions between team members, and reaffirming the need to give proper supervision and guidance. We also conducted awareness raising activities for other managers regarding the role of better communication in preventing risks such as harassment and improving the workplace environment.

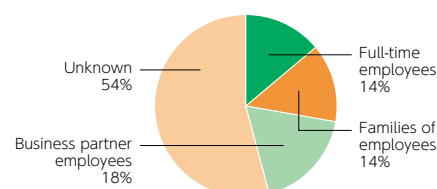
In addition, training was conducted based on the above guidance, using case studies based on daily work activities to show that thoroughly ensuring compliance is directly related to risk management. This training helps to prevent accidents and incidents from occurring or spreading.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015 Contacts received: 56

(down 11% from the previous fiscal year's level)



By user category



Environment Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Reduce electricity consumption through the utilization of the BEMS management system ● Proceed with the switch to high-efficiency lighting (LED) 	<ul style="list-style-type: none"> ● Reduced electricity consumption through utilization of BEMS ● Upgraded to LED lighting: 27 stores 	<ul style="list-style-type: none"> △ ○ 	<ul style="list-style-type: none"> ● Reduce electricity consumption by installing and utilizing BEMS at all stores (17 stores and new stores remaining) ● Install LED lighting at all stores ● Upgrade to high-efficiency air conditioning

Environmental Data

Challenges	Unit	FY2013	FY2014	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	179,479	207,704	204,741
CO ₂ emissions from store operations (per store) *2 *3	t-CO ₂	165,186 (898)	185,128 (959)	182,808(937)
CO ₂ emissions by delivery vehicles *2 *3	t-CO ₂	14,294	14,781	15,344
Electricity consumption in store operations *1	GWh	301	309	309
Water usage in store operations *2	1,000m ³	1,028	1,039	1,043
Plastic bag consumption (turndown rate) at the food section	t (%)	392(70.2)	364(69.9)	350(70.6)
Waste disposal (recycling rate)	t (%)	41,997(50.3)	42,760(51.1)	43,029(51.6)
Food product recycling rate	%	30.2	35.7	40.4

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

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

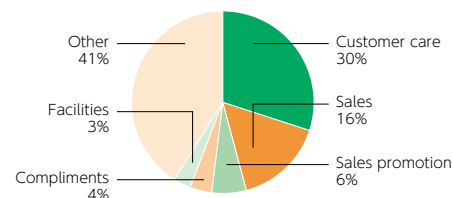
*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Consumer Challenges

Data for Customer Response Services

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

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 2,888
 (up 5.3% from the previous fiscal year's level)



FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Value of three-star vegetable sales: aim for a 9.6% increase from the FY2014 level 	<ul style="list-style-type: none"> ● Value of three-star vegetable sales: 12.0% increase from the previous fiscal year 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Value of three-star vegetable sales: 16.0% increase from the previous fiscal year
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> ● Continue to increase the number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. in FY2015 and onward 	<ul style="list-style-type: none"> ● Continued to increase the number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Continue to increase the number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.

Local Communities

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	●Continue with the "Heartful Saturday" blood drive	●Blood donors: 555	○	●Continue with the "Heartful Saturday" blood drive
Assisting in local community revitalization				
	●Hold Opening Anniversary Festivals again in FY2015	●Held Opening Anniversary Festivals at each store	○	●Continue to hold the Opening Anniversary Festivals going forward
Providing support in times of disaster				
	●Consider entering comprehensive cooperation agreements with municipalities upon request	●In FY2015 no new agreements were concluded (No requests)	△	●Consider entering agreements with municipalities upon request
Implementing crime prevention measures for local communities				
	●Continue to conduct the activity of providing children with "shelters" in FY2015	●Continued the activity	○	●Continue the activity going forward

Employee Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting development of employee abilities				
	●Boost the average results of Target Achievement Records by making further efforts to establish and promote OJT based on the Target Achievement Records	●First half results—second half results Five of seven divisions improved their results	○	●Establish universal content for the Target Achievement Records to smooth the education level for all companies. Correct inequalities in results between divisions
Achieving a work-life balance				
	●Enhance the number of people including regular employees who use the childcare leave system ●Secure the use of childcare leave by male recipients	●Number of people using childcare leave in FY2015 (male and female): 108 (up 24% from the previous fiscal year) ●Number of male users:7	○ ○	●Create a guidebook to widen general understanding of the systems for childcare leave and expand the number of people using leave
Making use of diverse human resources				
	●Maintain the percentage of employees with disabilities required by law ●Percentage of female managers (Executive officer - Division manager rank) : 10% ●Conduct study meetings for the purpose of establishing female managers	●Percentage of female managers (Division manager or higher positions): 14.7% ●Conducted training for female managers	○ ○	●Aim to achieve 20% female managers (Executive officer - Division manager rank) ●Aim to increase the percentage of non-Japanese employees
Assuring consideration for worker health and safety				
	●Workplace accidents per year: reduction of 10% from the FY2014 level	●Workplace accidents in FY2015: 345 (down 2.3% from the previous fiscal year)	×	●Workplace accidents per year: reduction of 10% from the FY2015 level

Personnel Data

Breakdown of number of employees (as of the end of February 2015)		(persons)
Full-time employees *1		2,714
	Male	2,434
	Female	280
Part-time staff *2		10,905
Number of employees (full-time employees + part-time staff)		13,619
New graduate employees hired		168
Mid-career employees hired		0
Re-employment *3		22

*1 Data includes contractual employees and temporary employees.

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

*3 Persons reemployed after mandatory retirement.

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

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

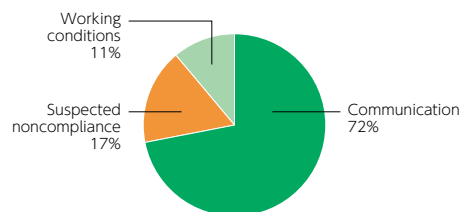
*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

	FY2013	FY2014	FY2015
Average length of service (full-time employees)	14 years 7 months	15 years 3 months	14 years 6 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	47(1, 40)	63(1, 55)	109(2, 97)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	6(3, 3)	4(0, 4)	1(0, 1)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions *5	23.8%	25.1%	25.5%
Percentage of employees with disabilities *6	1.90%	1.96%	2.39%
Percentage of paid holidays taken by full-time employees	8.8%	9.2%	7.7%
Frequency rate of workplace accidents	2.94	2.27	2.39
Severity rate of workplace accidents	0.03	0.10	0.01

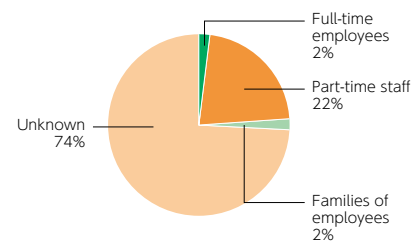
Data for Consultation Services for Employees

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

Description of contacts received by Customer Response
Service by topic for the fiscal year ended February 28, 2015
Contacts received: 65
(down 26%) from the previous fiscal year)



By user category



Environment Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Attaining and appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> ●Common headquarters invoicing by TEPCO (uniform reporting) ●Introduce BEMS to new stores 	<ul style="list-style-type: none"> ●Completed common headquarters invoicing by TEPCO ●Introduced BEMS to two new stores 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ●Continue introducing BEMS to new stores
Improving energy efficiency and introducing renewable energy				
	<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 	<ul style="list-style-type: none"> ●Completed making the lighting of sales floors of existing stores LED (30 stores) ●Introduced at four stores 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ●Introduce reach-in multi-level refrigerated cases at existing stores
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ●Reduce generation of food waste; food waste recycling rate: 51% ●Plastic bag turndown rate: 55% 	<ul style="list-style-type: none"> ●Food product recycling rate: 51.6% achieved ●Plastic bag turndown rate for FY2015: 48.3% 	<ul style="list-style-type: none"> ○ × 	<ul style="list-style-type: none"> ●Food product recycling rate: 52% ●Plastic bag turndown rate for FY2016: achieve 60%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ●Publish CSR leaflet 	<ul style="list-style-type: none"> ●Published 16,000 CSR leaflets Used for in-house training, workplace tours and work experience participation by elementary and junior high school students, etc. 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ●Employees taking the Eco Test: 22 ●Train 220 cognitive impairment supporters

Environmental Data

Challenges	Unit	FY2013	FY2014	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	52,301	61,522	61,383
CO ₂ emissions from store operations (per store) *2 *3	t-CO ₂	52,259(697)	61,474(809)	61,330(787)
Electricity consumption in store operations *2	GWh	534	543	543
Water usage in store operations *2	1,000m ³	42.3	45.8	48.3
Plastic bag consumption (turndown rate) at the food section	t	19,511(63.2)	20,799(65.2)	19,995(64.8)
Waste disposal (recycling rate)	t(%)	51.3	49.4	51.6
Food product recycling rate	%	48.9	50.9	51.3

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

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

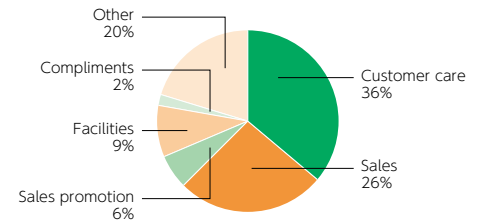
*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Consumer Challenges

Data for Customer Response Services

Some 996 calls were received by the toll-free phone numbers in FY2015. Concerning issues that resulted in calls from customers, customer care issues accounted for 36%, while sales-related issues accounted for 26%. We are analyzing the causes of such issues and working to make improvements.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 996
 (up 7% from the previous fiscal year's level)



FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Strengthen store compliance team activities 	<ul style="list-style-type: none"> Provided information to stores through meetings, web conferences, and e-mail Implemented education and sharing through visits to manufacturers' plants 	△	<ul style="list-style-type: none"> Actively deploy the store compliance team Continue to provide quality control information Provide support through store interviews Following with web conferences
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> Number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 26 stores (3 new stores) 	<ul style="list-style-type: none"> Number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 25 stores (2 new stores) 	○	<ul style="list-style-type: none"> Number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 27 stores (2 new stores)
Assuring appropriate information provision				
	<ul style="list-style-type: none"> Continue store surveys and information sharing Strengthen the system of store-based voluntary self-checks 	<ul style="list-style-type: none"> Had auditors and Head Office quality control staff carry out store surveys, and shared information through store manager meetings and manager meetings Strengthened the system of store-based voluntary self-checks 	△	<ul style="list-style-type: none"> Have auditors and Head Office quality control staff carry out store surveys, and share information through interviews with management, store manager meetings, and manager meetings Strengthen the system of store-based voluntary self-checks
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> Install toll-free phone numbers and customer feedback box Strengthen responses based on issue analysis 	<ul style="list-style-type: none"> Increase in customer opinions related to facilities, customer care, and sales 	△	<ul style="list-style-type: none"> Link departments with customer opinions and incidents and feedback to stores Strengthen education for new store managers, etc.

Local Communities

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> Proactively promote users of the re-challenge plan to managers Revise operations to this end and make others both understand and appreciate the system 	<ul style="list-style-type: none"> Appointed 5 store managers and 5 part-time staff leaders Implemented a community plan for users 	○	<ul style="list-style-type: none"> Expand users of the re-challenge plan Revise operations to this end and make others both understand and appreciate the system
Assisting in local community revitalization				
	<ul style="list-style-type: none"> Continue to accept workplace tours and work experience participation by elementary and junior high school students Utilize the CSR leaflet 	<ul style="list-style-type: none"> Accepted workplace tours and work experience participation by elementary and junior high school students: approx. 7,000 students (up 5% from the previous fiscal year) Utilized the CSR leaflet 	○	<ul style="list-style-type: none"> Continue to accept workplace tours and work experience participation by elementary and junior high school students Train 220 cognitive impairment supporters

Employee Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting development of employee abilities	<ul style="list-style-type: none"> ● Ensure education for new employees ● Revise DVD to make it easy to understand, organize education tools and the environment for receiving new employees 	<ul style="list-style-type: none"> ● Revised DVD. Use of DVD differs between stores ● The manner of receiving new employees at stores when they join the company is related to early resignation 	×	<ul style="list-style-type: none"> ● Revise the manual for receiving new employees, conduct group training for new part-time staff, and reform store operations to help them settle in
Achieving a work-life balance	<ul style="list-style-type: none"> ● Reduce total work time ● Reduce overtime by 10%, and 100% of annual leave taken 	<ul style="list-style-type: none"> ● Average overtime: 32.1 hours ● Leave taken: 96% 	×	<ul style="list-style-type: none"> ● Reduce total work time ● Reduce overtime by 10%, and 100% of annual leave taken
Making use of diverse human resources	<ul style="list-style-type: none"> ● Appoint part-time-staff to managerial roles: 45 employees ● Appoint expert part-time staff as full-time employees: 10 or more employees ● Percentage of female managers (Team leader or higher): 29.0% ● Promote manager training, and promote 2 females to store manager 	<ul style="list-style-type: none"> ● Part-time store managers: 3, Part-time staff leaders 87 ● Employees promoted to full-time employees: 16 ● Percentage of women in management positions Corporate officers: 0→7.1% Division manager: 9.3→7.3% Section manager: 10.8→12.8% Team leader: 38.1→38.2% Total: 27.6% ● 1 female appointed as store manager 	△	<ul style="list-style-type: none"> ● Appoint part-time-staff to managerial roles: 50 employees ● Appoint expert part-time staff as full-time employees: 10 or more employees ● Percentage of female managers (Team leader or higher): 29.0% ● Promote manager training, and promote 2 females to store manager
Assuring consideration for worker health and safety	<ul style="list-style-type: none"> ● Reduce occurrence of workplace accidents ● Give notification of causes and responses ● Reduce lost work-time accidents 	<ul style="list-style-type: none"> ● Frequency rate: 4.49→4.24 ● Severity rate: 0.07→0.07 ● Lost work-time accidents: 54→51 	△	<ul style="list-style-type: none"> ● Reduce occurrence of workplace accidents ● Give notification of causes and responses ● Reduce lost work-time accidents

Personnel Data

Breakdown of number of employees (as of the end of February 2015)		(persons)
Full-time employees *1		1,225
	Male	995
	Female	230
Part-time staff *2		4,368
Number of employees (full-time employees + part-time staff)		5,593
New graduate employees hired		129
Mid-career employees hired		2
Re-employment *3		19

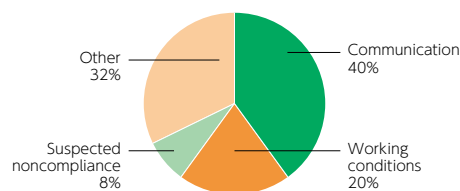
- *1 Data includes contractual employees and temporary employees.
 *2 Monthly average number, with 8 hours/day counted as one employee. Includes contractual employees.
 *3 Persons reemployed after mandatory retirement.
 *4 Persons who took such leave in the applicable years (takers continuing leave from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

	FY2013	FY2014	FY2015
Average length of service (full-time employees)	14 years 8 months	14 years 0 months	15 years 0 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	21 (0, 8)	30 (0, 14)	31 (0, 17)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	0 (0, 0)	1 (1, 0)	0 (0, 0)
Number of volunteer leave recipients	0	0	0
Percentage of women in management positions *5	25.5%	28.0%	27.7%
Percentage of employees with disabilities *6	1.84%	1.94%	2.09%
Percentage of paid holidays taken by full-time employees	6.7%	8.2%	11.8%
Frequency rate of workplace accidents	3.25	4.49	4.24
Severity rate of workplace accidents	0.05	0.07	0.07

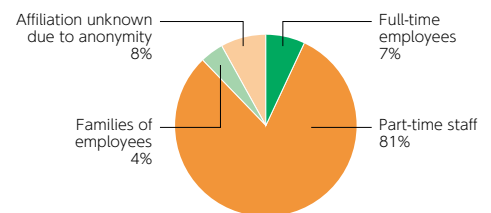
Data for Consultation Services for Employees

The overall number of reported incidents has been decreasing. The number of reports related to working conditions declined and reports relating to human relationships between employees and their supervisors or colleagues and so forth was about the same. However, it remains one of the most reported issues. We will continue providing support for education and business operation improvements.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015 (Contacts received: 75 (down 25% from the previous fiscal year's level))



By user category



Seven & i Food Systems Co., Ltd.

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

Number of stores as of February 28, 2015: 846

Environment Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Improving energy efficiency and introducing renewable energy				
	●Stores with LED bulbs installed: 280 stores Amount of CO ₂ emissions reduction: 491 tons	●LED bulbs installed: 280 stores Amount of CO ₂ emissions reduction: 8,856 tons	○ ○	●Install LED bulbs at remaining 69 stores Amount of CO ₂ emissions reduction: 456 tons
Reducing waste and developing a recycling-oriented society				
	●Expand the conducting of recycling to 100 stores and improve recycling rates	●Expanded the conducting of recycling to 107 stores Recycling rate: 43.3%⇒45.4%	○ ○	●Expand the conducting of recycling to 110 stores and improve recycling rates
Raising environmental awareness among employees				
	●By encouraging employees to take the Eco Test, cultivate environmental awareness and gain environmental knowledge (aim to have 100 people take the Eco Test)	●Employees taking the Eco Test: 158	○	●By encouraging employees to take the Eco Test, cultivate environmental awareness and gain environmental knowledge (aim to have 120 people take the Eco Test)

Environmental Data

Challenges	Unit	FY2013	FY2014	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	96,117	100,120	91,264
CO ₂ emissions from store operations *2 *3	t-CO ₂	93,811	97,766	88,825
CO ₂ emissions from delivery vehicles *2 *3 *4	t-CO ₂	2,155	2,170	2,289
Electricity consumption in store operations *2	GWh	152	148	135
Water usage in store operations *2	1,000m ³	2,141	2,045	2,036
Waste disposal (recycling rate)	t (%)	10,058(25.4)	10,624(26.0)	10,280(25.6)
Food product recycling rate	%	40.5	43.3	45.4

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

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

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

*4 The values are for Denny's only.

Consumer Challenges

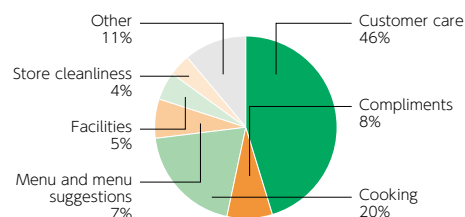
Data for Customer Response Services

Complaints: 2,937 to 3,695 cases (an increase of 758 cases, or 25.8% from the previous fiscal year)

Compliments: 824 to 963 cases (an increase of 139 cases, or 16.9% from the previous fiscal year)

The number of compliments continued to increase dramatically following the previous fiscal year. However, there was also a significant rise in complaints, mainly related to cooking. In the future, 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 for the fiscal year ended February 28, 2015
Contacts received: 12,765
(up 16.8% from the previous fiscal year)



FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Ensuring the quality and safety of products and services				
	●Evolve and systemize the content of the terms and conditions ●Strengthen plant management confirmation systems (focusing on quality)	●Progressed as planned ●Carried out plant management confirmation focused on quality	○ ○	●Shift completely to e-Base (old transaction requirement documents) ●Further strengthen plant management confirmation system in and outside of Japan (focused on quality)
Assuring appropriate information provision				
	●Continue to conduct a search service on the usage of allergenic substances	●Continued to conduct the service	○	●Continue to conduct a search service on the usage of allergenic substances
Responding sincerely to customer opinions (organization)				
	●Continue "getting the fundamentals straight" and share information received from customers. Through moving forward with improvements, aim to halve complaints and double compliments	●Through strengthening efforts to "get the fundamentals straight," compliments increased dramatically; however, complaints also increased, mainly related to cooking	△	●Aim for further progress in getting the fundamentals straight and enhance e-learning education for all divisions. Expand various kinds of training, aiming to halve complaints and double compliments

Local Communities

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	<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 	<ul style="list-style-type: none"> ● 358 people were accepted over 293 days in total, at 132 stores ● To support food education, picture book reading sessions were held at seven stores in Tokyo 	○	<ul style="list-style-type: none"> ● Continue to maintain the system for actively accepting work experience participants ● Expand picture book reading sessions to stores in prefectures close to the Kanto region as part of efforts to support food education
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Maintain and conduct relays with growing areas, thus developing the stable procurement of safe and delicious vegetables ● 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 	<ul style="list-style-type: none"> ● Progressed as planned ● Continued the Conquer Cancer Campaign, the Eat All of Your Meal Project in the nine prefectures and cities of Tokyo Metropolis, Kanagawa Prefecture, Chiba Prefecture, Saitama Prefecture, Yokohama City, Kawasaki City, Sagami-hara City, Chiba City, and Saitama City, and supported the recovery of Tohoku by sales of marine products from Shichigahama, Miyagi Prefecture, and ink cartridge collection activities. ● Continued to develop and sell menu items that contribute to health and beauty 	○ ○ ○	<ul style="list-style-type: none"> ● Maintain and conduct relays with growing areas, thus developing the stable procurement of safe and delicious vegetables ● Coordinate with local communities and actively foster an awareness of cooperation among employees Cognitive impairment supporters: 700 ● Strengthen development of menus that respond to regional characteristics
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Continue to proactively respond to requests received in the event of disaster from the local municipalities in which stores are located 	<ul style="list-style-type: none"> ● Maintained a stance of actively receiving requests received in the event of disaster from the local municipalities in which stores are located 	○	<ul style="list-style-type: none"> ● Continue to proactively respond to requests received in the event of disaster from the local municipalities in which stores are located

Employee Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Mental education completed for all divisions, bloc managers (responsible for narrow commercial areas), and corporate officers of store manager rank and higher. Technical education content expanded in line with actual operations, including quantitative management, etc. Management education included open training on communication content ● Implemented further study using the creed card at morning meetings and trainings, with the goal of advancing penetration of the management philosophy 	○	<ul style="list-style-type: none"> ● Promote enhanced e-learning content for the three pillars of education and flexibly provide the required content for workplace situations in each training ● Raise awareness at each training to help the management philosophy to penetrate further
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> ● Conduct fair evaluations of employees from July 2014 in accordance with the revised personnel system 	<ul style="list-style-type: none"> ● Revised personnel systems in May 2014 Evaluation system revised in March 2015 	△	<ul style="list-style-type: none"> ● Plan to revise the system of ranking within the same position (job responsibility) in 2016
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Monthly overtime: average of less than 20 hours per employee 	<ul style="list-style-type: none"> ● Monthly overtime for FY2015: average of 20.4 hours per employee 	×	<ul style="list-style-type: none"> ● Monthly overtime: average of less than 20 hours per employee
Making use of diverse human resources				
	<ul style="list-style-type: none"> ● 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%) 	<ul style="list-style-type: none"> ● Recruited through the employee introduction system 2013: 194 employees 2014: 392 employees ● Conversions to contractual employees: 52 employees ● Percentage of women in management positions Section manager or above: 10/111, 9% Team leader or above: 74/696, 10.6% 	△ ○	<ul style="list-style-type: none"> ● Aggressively recruit non-Japanese and overseas students ● Stop hiring part-time employees and increase the hiring age ● Conversions to contractual employees: 20 employees Conversions to national employees and area employees: 10 employees ● Percentage of women in management positions Section manager or higher: 10% Team leader or higher: 12%
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● 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 health checks twice a year 	<ul style="list-style-type: none"> ● Cases of heatstroke: 0 Cases of norovirus symptoms: 72; tested positive: 28 ● Health checks for employees who work the late night shift 786/802 employees: 98% 	△	<ul style="list-style-type: none"> ● Heatstroke prevention (temperature control) Health Declaration 2018 activities Reduce BMI and ratio of smokers ● Increase participation in health checks for employees who work the late night shift and participation in secondary testing

Personnel Data

Breakdown of number of employees (as of the end of February 2015)		(persons)
Full-time employees *1		1,287
	Male	1,084
	Female	203
Part-time staff *2		10,095
Number of employees (full-time employees + part-time staff)		11,382
New graduate employees hired		68
Mid-career employees hired		14
Re-employment *3		16

*1 Data includes contractual employees and temporary employees.

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

*3 Persons reemployed after mandatory retirement.

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

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

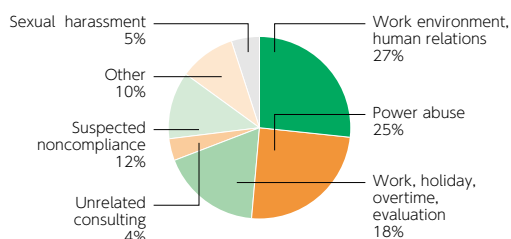
*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

	FY2013	FY2014	FY2015
Average length of service (full-time employees)	14 years 3 months	14 years 1 months	13 years 4 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	39(1, 32)	66(0, 62)	64(0, 52)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	0	0	0
Number of volunteer leave recipients	0	0	1
Percentage of women in management positions *5	7.1%	7.1%	9.3%
Percentage of employees with disabilities *6	2.05%	2.19%	2.29%
Percentage of paid holidays taken by full-time employees	10.8%	7.7%	9.1%
Frequency rate of workplace accidents	1.41	1.11	0.66
Severity rate of workplace accidents	0.03	0.03	0.02

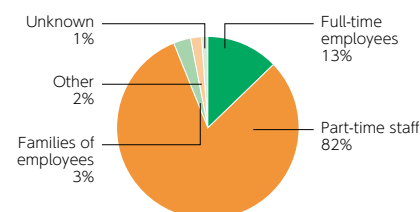
Data for Consultation Services for Employees

The number of contacts received increased by 7.8% from 103 in the previous fiscal year to 111. The number has changed little from 113 recorded for the fiscal year ended February 28, 2013. However, CSR training for the fiscal year ending February 29, 2016 will be based on trends in contacts, such as an increase in the proportion concerning store managers. We will tailor training content to different targets, focusing on fostering consideration of diversity for all division managers, the Corporate Action Guidelines for new recruits, and compliance for newly appointed managers and store managers. We will strive to improve the workplace environment through targeted education activities.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015 Contacts received: 111 (up 7.8% from the previous fiscal year)



By user category



Reducing the Environmental Impact

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ●Renew two hot-and-chilled-water generators (planned savings of approx. 4.3 kl) ●Introduce LED lighting to a further 19 stores (planned savings of approx. 420.8 kl) 	<ul style="list-style-type: none"> ● Introduced LED lighting to 23 stores (savings of approx. 903.3 kl) 	○	<ul style="list-style-type: none"> ● Introduce LED lighting to a further 10 stores (planned savings of approx. 509.6 kl) ●Renew the Head Office gas air conditioners (replace 12 outdoor units, 102 indoor units for planned savings of approx. 20.7 kl)
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ●Increase the plastic bag turndown rate to between 9 to 10% 	<ul style="list-style-type: none"> ●Increased the plastic bag turndown rate to 7.3% 	×	<ul style="list-style-type: none"> ●Increase the plastic bag turndown rate to 8.0%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ●Strengthen PR activities for the "Akachan Honpo ECO ACTION" to be conducted in June. Aim for a higher eco-discount usage rate than other months, and to raise the overall usage rate. ●Through cooperation with the Group, aim to increase awareness by incorporating basic environmental training into new employee training 	<ul style="list-style-type: none"> ●Promoted eco-discounts by having store staff communicate directly with customers during environment month in June. Achieved an eco-discount rate of 8.1% for June ●Incorporated basic environmental training into new employee training 	○	<ul style="list-style-type: none"> ●Increase the number of reports on CSR initiatives in the company bulletin and at meetings for store managers, in order to raise awareness

Environmental Data

Challenges	Unit	FY2013	FY2014	FY2015
CO ₂ emissions *1 *2 *3	t-CO ₂	20,037	20,650	20,612
CO ₂ emissions from store operations (per store) *2 *3	t-CO ₂	19,726(207)	20,140(217)	20,268(205)
Electricity consumption in store operations *2	GWh	38	35	34
Water consumption in store operations *2	1,000m ³	44	39	48
Plastic bag turndown rate	%	4.0%	7.9%	7.3%

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

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

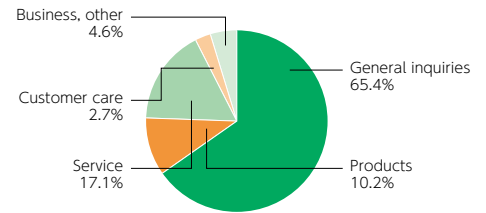
*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Consumer Challenges

Data for Customer Response Services

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

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 15,350
 (up 11.2% from the previous fiscal year's level)



FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Ensuring the quality and safety of products and services				
	●In addition to plant inspections carried out at the time of production, conduct pre-sale inspections of all products handled by stores	●In addition to inspections of all items carried out at the plant, conducted sampling inspections of all products handled by stores	○	●Revise standards for safety and functionality and strengthen quality control
Making stores and facilities more customer-friendly and reliable				
	●Work hard to provide even more convenient breastfeeding and diaper-change spaces	●In FY2015, store openings were in well-equipped centers, so we did not set up facilities	△	●Take safety measures on fixtures and shelving such as promoting the removal of corners and addition of safety guards
Assuring appropriate information provision				
	●Conduct in-house training to ensure suitable labeling, and work hard to further improve the Grade A+ evaluations ratio	●The Grade A+ ratio increased only slightly, with no significant improvement trend seen	△	●Improve the level of understanding through adoption of Intranet-based testing and aim to achieve full scores on "labeling management" in audit evaluations
Responding sincerely to customer opinions (organization)				
	●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 30 PPM.	●In FY2015, we received 590 customer care and service complaints, or 31.0 PPM, a slight 1.0 PPM above the target 30 PPM. There is still room for improvement and measures on education and service improvement are required	△	●In FY2016, aim to keep the number of customer care and service complaints within 380 for the year, or an incidence rate of 20 PPM. To this end, repeatedly analyze causes of complaints and conduct internal communication and education to stem their occurrence

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

Local Communities

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	●All stores are 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	●All stores now hold "Pre-Papa Night Tours" on Wednesday evenings each week	○	●Set up new in-store events related to pregnancy and childcare from a CSR perspective. Trial the events during FY2016. Have all stores conduct events in FY2017.
Providing support in times of disaster				
	●Respond to requests from regions where there are stores	●In 2014, concluded agreements to provide supplied in times of disaster with 7 municipal governments	○	●Respond to any requests for support

Employee Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting development of employee abilities	<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). 	<ul style="list-style-type: none"> ●Correspondence course participants: 156 (up 28% from the previous year) There were many calls for additional courses (on the Company's policy for the fiscal year or Company-wide initiatives), and we provided courses that were highly interesting to employees 	○	<ul style="list-style-type: none"> ●Correspondence course participants: target 100 * As a guide for FY2016 hold courses once in November to adjust course timing (As a guide for FY2017, plan to hold courses in April and November)
Assuring fair assessment and treatment of employees	<ul style="list-style-type: none"> ●Revisions to realize more suitable management of working hours ●Consider revision of the pension system 	<ul style="list-style-type: none"> ●Managed work time in units of one minute, introduced planned work discretionary labor system ●Shared information on internal and external trends, and company's own wage levels 	△	<ul style="list-style-type: none"> ●Aim to increase "fulfillment" points in the employee opinion survey ●Revise treatment of part-time employees
Achieving a work-life balance	<ul style="list-style-type: none"> ●Promote male employees taking childcare leave ●Appoint executives from among those employees involved in childcare 	<ul style="list-style-type: none"> ●One male employee took childcare leave between October 2014 to April 2015 ●Appointed five assistant store managers from among those employees involved in childcare during FY2015 	○	<ul style="list-style-type: none"> ●Promote male employees taking childcare leave ●Expand application of short working hours for employees involved in childcare
Making use of diverse human resources	<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 (contractual status) ●Improve the percentage of female managers(Team leader or higher) 30% 	<ul style="list-style-type: none"> ●Appointed expert employees as store managers ●Nine employees aged 55 or over continued to work as managing supervisors ●Appointed 48 part-time leaders ●Percentage of female managers (Team leader or higher positions): 24.5%→28.9% 	△	<ul style="list-style-type: none"> ●Increase the number of part time leaders and promote their use ●Improve the percentage of female managers (Team leader or higher) 30% or higher ●Appoint executives from among those employees involved in childcare
Assuring consideration for worker health and safety	<ul style="list-style-type: none"> ●Work accidents: no more than 30 	<ul style="list-style-type: none"> ●Work accidents: 23 	○	<ul style="list-style-type: none"> ●Maintain the target of no more than 30 despite the increase in stores

Personnel Data

Breakdown of number of employees (as of the end of February 2015)		(persons)
Full-time employees *1		869
	Male	478
	Female	391
Part-time staff *2		1,869
Number of employees (full-time employees + part-time staff)		2,738
New graduate employees hired		72
Mid-career employees hired		3
Re-employment *3		3

*1 Data includes persons reemployed after mandatory retirement.

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

*3 Persons reemployed after mandatory retirement.

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

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

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

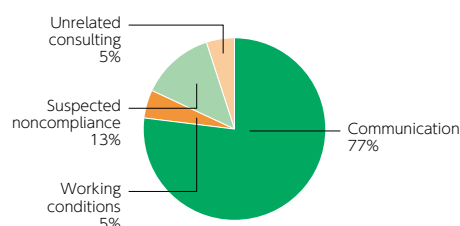
	FY2013	FY2014	FY2015
Average length of service (full-time employees)	13 years 6 months	13 years 5 months	13 years 6 months
Number of full-time employees who took childcare leave *4 (males, part-time staff)	67(1, 37)	63(2, 35)	139(1, 110)
Number of full-time employees who took nursing leave *4 (males, part-time staff)	4(0, 4)	6(1, 3)	0(0, 0)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions *5	21.4%	24.5%	26.1%
Percentage of employees with disabilities *6	1.90%	2.00%	1.98%
Percentage of paid holidays taken by full-time employees	39.6%	40.2%	39.1%
Frequency rate of workplace accidents	0.56	0.37	0.00
Severity rate of workplace accidents	0.04	0.01	0.00

Data for Consultation Services for Employees

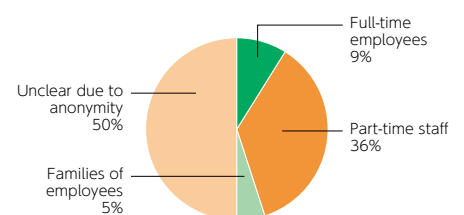
Due to insufficient communication, there were many consultations received from employees who felt they were subject to power abuse. Throughout the company, we are repeatedly working to drive home to them the importance of communication. Furthermore, in continuing on in the fiscal year ending February 29, 2016, 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, and so forth.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015

Contacts received: 22 (down 8% from the previous fiscal year's level)



By user category



Reducing the Environmental Impact

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Improving energy efficiency and introducing renewable energy				
	<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 	<ul style="list-style-type: none"> Six Seven & i Holdings Group companies (including Seven Bank) calculated Scope 3 emissions Disclosed emissions on the Ministry of Environment website Green Value Chain Platform 	○	<ul style="list-style-type: none"> Continue grasping and disclosing greenhouse gas emissions volumes (Scope 3 emissions) that the company indirectly discharges through the supply chain and
Improving energy efficiency and introducing renewable energy				
	<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 	<ul style="list-style-type: none"> Called for paperless meetings, double-sided printing, printing two pages to a sheet, and other measures Completed installation of 17,603 third-generation ATMs by the end of FY2015. 	○ △	<ul style="list-style-type: none"> Promote the adoption of paperless operations Continue with replacement of conventional ATMs with third-generation machines that operate on about half the electricity
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> Formulate green procurement guidelines 	<ul style="list-style-type: none"> Formulated green procurement guidelines 	○	<ul style="list-style-type: none"> Promote recycling of previous-type ATMs
Offering eco-friendly products				
	<ul style="list-style-type: none"> Target ratio of the third-generation ATMs to the total: 85% 	<ul style="list-style-type: none"> Ratio of third-generation ATMs to the total: 83% 	△	<ul style="list-style-type: none"> Target ratio of the third-generation ATMs to the total: 95%
Raising environmental awareness among employees				
	<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 	<ul style="list-style-type: none"> 15 employees participated as volunteers in three programs run by Seven & i Holdings, the Forest Project, the Great East Japan Earthquake Reconstruction Assistance 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 Seven & i Holdings' environmental volunteer activities Increase the number of participants in environmental volunteer activities under Seven Bank's own programs

Environmental Data

Challenges	Unit	FY2013	FY2014	FY2015
Volume of paper ordered for office automation equipment	1,000 sheets	7,565	7,762	6,410
Electricity used at the offices*	MWh	1,182	1,269	1,302

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

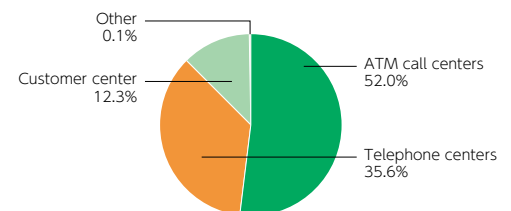
Consumer Challenges

Data for Customer Response Services

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

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

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2015
Contacts received: 721,936
 (up 2% from the previous fiscal year's level)
 (Breakdown: inquiries: 99.8%, opinions and requests 0.2%)



FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Ensuring the quality and safety of products and services				
	<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 	<ul style="list-style-type: none"> ● Reviewed the Great East Japan Earthquake and revise countermeasure headquarters check list ● Conducted joint operation drills and confirmed ability to continue mission critical operations in Osaka alone in the event of an earthquake striking Tokyo ● Enhanced structure with a committee of BCP officers 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Conduct periodic drills in-line with actual practice and independent of scenario ● Continue holding BCP officers' committee meetings, and strengthen systems by improving on issues
Making stores and facilities more customer-friendly and reliable				
	<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 	<ul style="list-style-type: none"> ● Enlarged print on ATM transaction screens and statement slips, made explanations easier to understand, and introduce animation to support ATM operation ● Prepared transaction screens and sound effects with a Japanese flavor for transactions with overseas-issued cards, to provide a feeling of hospitality to overseas visitors 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Continue to promote ATM functions to meet diverse needs ● Respond to adoption of IC for overseas card transactions and create interfaces in 12 languages
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> ● Continue to look into CS index measures 	<ul style="list-style-type: none"> ● Provided analysis reports of customer opinions to all employees ● Continued to implement improvements inspired by customer opinions 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Continue to look into CS index measures

Local Communities

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> ● Continue to promote story-telling activities via the sponsorship for "Bonolon, Warrior of the Forest" ● Continue donations of picture books ● Strengthen cooperation with children's centers 	<ul style="list-style-type: none"> ● Held "Bonolon story-telling events" at children's centers and staffed Seven Bank branches, etc. ● Donated picture books to children's centers as a result of issuing 30,822 Bonolon cash cards (donations made to 2,881 locations) ● Click donations in support of Shimoarisu Children's Center in Sumita Town Hall, Iwate: \395,271 	<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● Continue to promote story-telling activities via the sponsorship for "Bonolon, Warrior of the Forest" ● Continue donations of picture books ● Strengthen cooperation with children's centers
Assisting in local community revitalization				
	<ul style="list-style-type: none"> ● Promote employee participation in volunteer opportunities 	<ul style="list-style-type: none"> ● Nine cases of employees obtaining volunteer leave ● A total of 16 employees participated in five volunteer activities organized by the Chiyoda Business Volunteer Association (a group comprised of businesses located in Chiyoda City, where the Head Office of Seven Bank is located) 	<ul style="list-style-type: none"> ○ 	<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"> ● 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. 	<ul style="list-style-type: none"> ● Appropriately prevented transactions with anti-social social forces by continuing to gather and utilize information on them ● Strengthened information analysis related to financial crimes ● Strengthened information links with multiple institutions and cooperated with over 80,000 cases in response to requests from investigating institutions 	<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● Continue to gather and utilize information on anti-social forces to prevent transactions with them ● Survey and analyze evolving and diversifying financial crimes, and respond to such matters promptly ● Strengthen the system of links with investigating institutions and alliance partners, etc.

Employee Related

FY2015 Targets/Results and FY2016 Targets

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

Challenges	FY2015 Targets and Plans	FY2015 Results and Outcomes	Evaluation	FY2016 Targets
Supporting development of employee abilities	<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 	<ul style="list-style-type: none"> ● Employees who took language acquisition classes: 34 employees; employees who sat a TOEIC examination: 45 employees ● Employees dispatched overseas on short-term study: 3 employees ● Conducted education and training of next-generation leaders Management training: 19 employees Management training for women: 4 employees Young leadership training: 30 employees ● Participants in diversity seminars held by Seven & i Holdings: 15 employees 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Strengthen self-education support (language, business, IT skills) ● Develop the next generation of leaders
Achieving a work-life balance	<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 	<ul style="list-style-type: none"> ● Number of childcare leave recipients: 12 employees ● Held back-to-work orientation for employees returning to work after childcare leave 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Support promotion of work-life balance ● Establish home working system ● Establish childcare leave system Enhance the follow-up of childcare leave recipients who have returned to the workplace
Making use of diverse human resources	<ul style="list-style-type: none"> ● Continue conducting nursing care training ● Continue measures to maintain the percentage of employees with disabilities required by law 	<ul style="list-style-type: none"> ● Held nursing training at two locations ● Percentage of employees with disabilities: 2.06% (As of March 31, 2015) 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Continue conducting nursing care training ● Continue measures to maintain the percentage of employees with disabilities required by law ● Create a foundation for promoting diversity
Assuring consideration for worker health and safety	<ul style="list-style-type: none"> ● Continue to ensure that employees take paid leave ● Devise measures to ensure that employees will leave the office on time during the targeted weeks 	<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 (expanded the initiative to 2 months over summer time) 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Continue to ensure that employees take paid leave ● Devise measures to ensure that employees will leave the office on time during the targeted periods

Group Personnel Data

Breakdown of number of employees (as of the end of February 2015)		(persons)
Full-time employees *1		386
	Male	310
	Female	76
Part-time staff *2		104
Number of employees (full-time employees + part-time staff)		490
New graduate employees hired		7
Mid-career employees hired		8
Re-employment *3		7

*1 Data includes persons reemployed after mandatory retirement.

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

*3 Persons reemployed after mandatory retirement.

*4 The company was established in 2001

*5 Persons who took such leave in the applicable years (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.

	FY2013	FY2014	FY2015
Average length of service (full-time employees)*4	5 years 7 months	6 years 2 months	7 years 0 months
Number of full-time employees who took childcare leave *5 (males, part-time staff)	10(2, 0)	7(0, 0)	12(1, 2)
Number of full-time employees who took nursing leave *5 (males, part-time staff)	0(0, 0)	0(0, 0)	0(0, 0)
Number of volunteer leave recipients	No system	3	9(9 cases)
Percentage of women in management positions *6	8.0%	10.3%	9.9%
Percentage of employees with disabilities *7	2.29%	2.04%	2.06%
Percentage of paid holidays taken by full-time employees	82.6%	78.2%	82.7%
Frequency rate of workplace accidents	0.00	0.00	0.00
Severity rate of workplace accidents	0.00	0.00	0.00
Number of employee consultations	0件	0件	1件