

## Group Environmental Data (in Japan)

Challenges	Unit	FY2015	FY2016	FY2017
CO <sub>2</sub> emissions *1	t-CO <sub>2</sub>	3,446,259	3,394,352	3,209,689
	Scope 1	106,449	122,593	119,693
	Scope 2	3,339,810	3,271,759	3,089,996
Electricity consumption in store operations *2	GWh	6,753	6,847	6,728
Water usage in store operations *3	1,000m <sup>3</sup>	33,643	35,837	49,406
Waste disposal (recycling rate) *4	t(%)	668,429 (52.7)	662,258 (50.7)	606,735 (50.7)

\*1 For FY2015, totals are for 10 companies: (SEJ, IY, Sogo & Seibu, YB, York Mart, Seven & i Food Systems, Akachan Honpo, THE LOFT, SHELL GARDEN and 7-Eleven, Inc.). For FY2016, totals are for 11 companies due to the addition of Life Foods, and FY2017, totals for 12 companies due to the addition of IY Foods. (Data coverage is 96.0% of sales)

\*2 For FY2015, totals are for 14 companies: (SEJ, IY, Sogo & Seibu, YB, York Mart, Seven & i Food Systems, Akachan Honpo, THE LOFT, SHELL GARDEN, 7-Eleven, Inc., SEVEN ELEVEN HAWAII, INC., SEVEN-ELEVEN(BEIJING), Chengdu Ito-Yokado and Hua Tang Yokado Commercial). For FY2016, totals are for 15 companies due to the addition of Life Foods, and FY2017, totals for 17 companies due to the addition of IY Foods and Barneys Japan. (Data coverage is 97.5% of sales)

\*3 Totals are for 12 companies: (SEJ, IY, Sogo & Seibu, YB, York Mart, Seven & i Food Systems, Akachan Honpo, 7-Eleven, Inc., SEVEN-ELEVEN HAWAII, INC., SEVEN-ELEVEN(BEIJING), Chengdu Ito-Yokado and Hua Tang Yokado Commercial). (Data coverage is 95.6% of sales)

\*4 Totals are for 6 companies: (SEJ, IY, Sogo & Seibu, YB, York Mart, and Seven & i Food Systems). (Data coverage is 60.8% of sales)

## Group Personnel Data (in Japan)\*1

Breakdown of number of employees (as of the end of February 2018) (persons)	
Full-time employees*2	25,506
Male	18,619
Female	6,887
Part-time staff*3	53,178
Male	10,775
Female	42,404
Number of employees (full-time employees + part-time staff)	78,684
Male	29,394
Female	49,291
New graduate employees hired	915
Male	491
Female	424
Mid-career employees hired	380
Male	346
Female	34
Turnover (full-time employees)*4	1,140
Male	678
Female	462

	FY2015	FY2016	FY2017
Average length of service (full-time employees)	15 years 8 months	16 years 2 months	16 years 1 month
Male	17 years 2 months	17 years 6 months	17 years 5 months
Female	12 years 8 months	12 years 8 months	13 years 0 months
Number of full-time employees who took childcare leave*5 (males, part-time staff)	1,015 (9, 411)	1,233 (10, 583)	1,199 (14, 593)
Number of full-time employees who took nursing care leave*5 (males, part-time staff)	32 (11, 11)	50 (10, 33)	52 (5, 39)
Number of volunteer leave recipients	15	27	17
Number of female managers (percentage)*6	2,523(26.2%)	2,521(26.3%)	2,796(26.8%)
Team leader	1,729(30.3%)	1,754(30.2%)	2,012(30.9%)
Section manager	707(23.0%)	677(23.0%)	695(24.5%)
Division manager	71( 9.5%)	74(10.0%)	743( 7.6%)
Executive officer	27(14.5%)	27(14.7%)	24(13.2%)
Percentage of employees with disabilities*7	2.47%	2.51%	2.66%
Percentage of paid leave taken	27.6%	34.7%	38.0%

\*1 Totals are for eight companies: Seven & i Holdings, SEJ, IY, Sogo & Seibu, YB, Seven & i Food Systems, Akachan Honpo, and Seven Bank. (The sales of the eight companies account for 91% of the Group's sales in Japan.)

\*2 Data includes 1,429 persons reemployed after mandatory retirement.

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

\*4 Excluding mandatory retirement persons, but including Sogo & Seibu's voluntary retirement persons in October 2016.

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

\*6 Totals are for eight companies: Seven & i Holdings, SEJ, IY, Sogo & Seibu, YB, Seven & i Food Systems, Akachan Honpo, and Seven Bank. The percentage of team leaders or higher positions, excluding executive officers. 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), SEJ, IY, and Seven & i Food Systems.

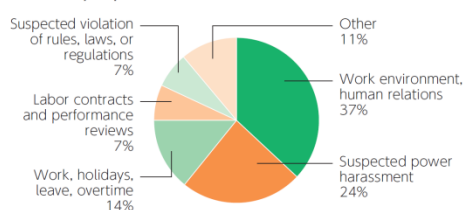
## Groupwide Data for Consultation Services for Employees

At Seven & i Holdings, as part of Group-wide internal controls, we have established a Help Line for receiving consultation requests from external third-party organizations, and from internal employees.

This is a system that applies to both the employees of Seven & i Holdings and the employees of consolidated subsidiaries in Japan, 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.

	FY2015	FY2016	FY2017
Contacts received	844	845	1,047

### Description of contacts received by Customer Response Service by topic for FY2017



# Seven-Eleven Japan Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2018: 20,260

## Providing Social Infrastructure in an Era with an Aging Society and Declining Population

### FY2017 Targets/Results and FY2018 Targets

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

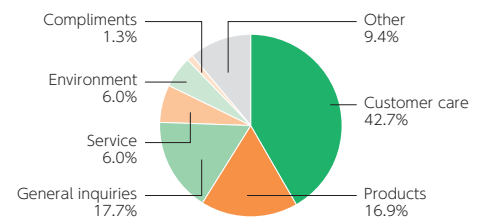
Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting carers and seniors				
	<ul style="list-style-type: none"> <li>●Number of mobile stores: 70</li> <li>Number of delivery vehicles such as electric vehicles: 1,000</li> <li>Strengthen shopping assistance for customers who find it difficult to shop, including seniors and working women</li> </ul>	<ul style="list-style-type: none"> <li>●Number of mobile stores: 58 (74 by the end of May 2018)</li> <li>Number of delivery vehicles such as electric vehicles: 920</li> <li>Mobile stores will continue to expand going forward. Delivery vehicles such as electric vehicles are separate from Geniee</li> </ul>	△	<ul style="list-style-type: none"> <li>●Number of mobile stores: 100</li> <li>Continue implementing shopping assistance for customers who find it difficult to shop</li> <li>Complete entry into all areas across the country where stores are located, within the current fiscal year</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>●At the same time as concluding a comprehensive agreement with a new local governments, proactively conduct ongoing initiatives related to societal issues, including senior support under the agreement</li> </ul>	<ul style="list-style-type: none"> <li>●As of the end of February 2018, comprehensive agreements have been concluded with 91 local governments</li> <li>Agreements for senior support have been concluded with 451 local governments, with coordination continuing beyond the conclusion of the agreements</li> </ul>	○	<ul style="list-style-type: none"> <li>●Utilizing the UI Turn policy that aims to expand initiatives to encompass regional development in addition to regional contributions, we will match the promotion of store openings with regional revitalization to encourage migration to and permanent settlement within the region</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

In the fiscal year ended February 28, 2017, Seven & i Holdings began strengthening its response to customers by setting up a call center, aiming to improve customer satisfaction regarding opinions and inquiries. We strive to improve both our customer service response rate as well as service quality. In addition, since many of the issues pointed out are related to customer service, we are reviewing the content of our cash register customer service training to strengthen support for franchise stores.

Description of contacts received by Customer Response Service by topic for FY2017  
 Contacts received: 179,088  
 (up 2.6% from the previous fiscal year)



**FY2017 Targets/Results and FY2018 Targets**

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Review HACCP certification system and revitalize activities for the adoption of the HACCP system in FY2020</li> </ul>	<ul style="list-style-type: none"> <li>● Formulated a new food safety management system with an eye towards institutionalization of HACCP in dedicated factories for daily foods</li> </ul>	○	<ul style="list-style-type: none"> <li>● Move forward with obtaining food safety management system certification based on international standards for our original product manufacturing plants</li> </ul>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>● New stores adopting barrier-free design (installing wheelchair-accessible toilets accessible): 1,000</li> <li>● Number of stores to have newly installed guard pipes to prevent vehicle "dive" accidents: 1,000</li> </ul>	<ul style="list-style-type: none"> <li>● New stores adopting barrier-free design (installing wheelchair-accessible toilets accessible): 956</li> <li>● Number of stores that have newly installed guard pipes to prevent vehicle "dive" accidents: 1,305</li> </ul>	△ ○	<ul style="list-style-type: none"> <li>● New stores adopting barrier-free design (installing wheelchair-accessible toilets accessible): 800</li> <li>● Number of stores to have newly installed guard pipes to prevent vehicle "dive" accidents: 800</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Improve the frequency of updating CSR news</li> <li>● Implement responsive web design/support to make it easy to browse on smartphones</li> </ul>	<ul style="list-style-type: none"> <li>● CSR news update frequency: 20 times (up 142.9% from the previous year)</li> <li>● Responsive web design/support was implemented, and a viewing environment was established for smartphones and tablets</li> </ul>	○ ○	<ul style="list-style-type: none"> <li>● Improve the frequency of updating CSR news</li> <li>● Update the "Initiatives for Society and the Environment" booklet and strive for information disclosure that is easy to understand</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Increase speed of improvement by collaborating with departments in charge of matters frequently inquired about</li> <li>● Strive to improve quality of responses to incoming calls</li> </ul>	<ul style="list-style-type: none"> <li>● Instituted a system that allows for relevant departments to be contacted immediately and improvements to be made when problems arise</li> <li>● Made plans to enhance the call center system and enhanced the training system</li> </ul>	○ △	<ul style="list-style-type: none"> <li>● Expand the omni business model while strengthening coordination with related companies and responsible departments</li> <li>● Active involvement in risk management</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Plan to implement effective training, including for business partners, and cooperate with national and local governments and so on, in order to fulfill the infrastructure functions, including the continuation of store operations at the time of a disaster</li> </ul>	<ul style="list-style-type: none"> <li>● Specified as a designated public institution and enhanced cooperation with government agencies such as the Cabinet Office and Ministry of Economy, Trade and Industry. Participated with each local government in emergency drills and confirmed that coordination was sufficient for emergencies</li> </ul>	△	<ul style="list-style-type: none"> <li>● Implement effective training, including for business partners, and enhance cooperation with the national government and local governments in order to fulfill infrastructure functions, including the continuation of store operations at the time of a disaster</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>● Collaborate with prefectural police and local police stations in sharing holding information and so on, and achieve a participation rate for crime prevention drills and seminars of 50% or higher</li> </ul>	<ul style="list-style-type: none"> <li>● 6,897 stores (35.1%) participated in crime prevention drills and seminars. In addition to conventional theft prevention training, worked to revise the content and implement drills for special fraud prevention training and so on based on social conditions</li> </ul>	△	<ul style="list-style-type: none"> <li>● Collaborate with prefectural police and local police stations in sharing information, and achieve a participation rate for crime prevention drills and seminars of 50% or higher</li> </ul>

**Non-Wasteful Usage of Products, Ingredients and Energy**
**FY2017 Targets/Results and FY2018 Targets**

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>● Reduce findings needing correction following regular ISO 14001:2015 audit to a level below FY2016</li> </ul>	<ul style="list-style-type: none"> <li>● Successfully reduced findings requiring correction following the regular ISO 14001:2015 audit to a level below the previous fiscal year (noncompliance was detected)</li> </ul>	△	<ul style="list-style-type: none"> <li>● Review the EMS system based on ISO 14001 and thoroughly inspect each departments' initiatives</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Introduce even more highly energy-efficient store illumination for 3,000 stores (including replacements)</li> <li>● Expand the number of hybrid vehicles within the logistics' deliveries fleet to 840</li> </ul>	<ul style="list-style-type: none"> <li>● Introduced even more highly energy-efficient store illumination for 3,170 stores (combined total of new stores and replacements)</li> <li>● Expanded the number of hybrid vehicles within the logistics' deliveries fleet to 826</li> </ul>	○ △	<ul style="list-style-type: none"> <li>● Introduced new highly energy-efficient LED illumination for 5,000 stores or more (total including replacement stores)</li> <li>● Expand the number of eco-friendly vehicles within the logistics' deliveries fleet to 970</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Reduce plastic bag usage per store to a level below FY2016</li> <li>● Food product recycling rate: Achieve 54.4% or higher</li> </ul>	<ul style="list-style-type: none"> <li>● Plastic bags usage per store (FY2017: 887.7 kg)</li> <li>● Food product recycling rate for FY2017: 54.3%</li> </ul>	○ △	<ul style="list-style-type: none"> <li>● Reduce plastic bag usage per store to a level below FY2017</li> <li>● Food product recycling rate: Achieve 55.0% or higher</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● A total of 1,800 or more employees to pass the Eco Test (increase the number employees who take the test to the Store Development Division, to develop eco-friendly neighborhoods)</li> </ul>	<ul style="list-style-type: none"> <li>● A total of 1,832 employees passed the Eco Test (increased the number employees who take the test to the Store Development Division, to develop eco-friendly neighborhoods)</li> </ul>	○	<ul style="list-style-type: none"> <li>● A total of 2,800 employees to pass the Eco Test</li> <li>● Inform those who take the Eco Test about environment-related volunteer activities</li> </ul>

## Environmental Data

Challenges	Unit	FY2015	FY2016	FY2017
CO <sub>2</sub> emissions* <sup>1</sup> * <sup>2</sup> * <sup>3</sup>	t-CO <sub>2</sub>	1,648,386	1,652,789	1,672,443
CO <sub>2</sub> emissions from store operations (per store)* <sup>1</sup> * <sup>3</sup>	t-CO <sub>2</sub>	1,451,605 (78.2)	1,430,723 (73.7)	1,449,109 (71.5)
CO <sub>2</sub> emissions from logistics (per store)* <sup>1</sup> * <sup>4</sup>	t-CO <sub>2</sub>	193,750(10.4)	218,927(11.3)	220,357(10.9)
Electricity consumption in store operations (per store)* <sup>1</sup> * <sup>3</sup>	GWh(MWh)	2,665(144)	2,718(140)	2,807(139)
Water usage in store operations* <sup>1</sup> * <sup>5</sup>	1,000m <sup>3</sup>	—	25,803	27,125
Plastic bag usage per store (by weight)	t	0.96	0.95	0.88
Waste disposal (recycling rate)* <sup>6</sup>	t(%)	422,116(47.9)	422,116(45.4)	382,003(44.1)
Food waste recycling rate* <sup>7</sup>	%	52.4	53.4	54.3

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

\*2 This data represents CO<sub>2</sub> emissions stemming from the use of energy in store, Head Office and logistics center operations and by delivery trucks.

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

\*4 This data represents CO<sub>2</sub> emissions stemming from the use of energy for distribution center operation and delivery trucks.

\*5 Calculations are based on estimated water usage in prefectural capitals and Tokyo.

\*6 Calculations are based on estimated emissions by the stores in Tokyo, Kyoto, etc. The period of the calculations was from January to December. The amount of food waste was calculated based on the standard of \*<sup>8</sup>

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

## Supporting the Active Role of Women, Youth and Seniors within and outside the Group

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting development of employee abilities				
	●Use e-learning to implement education about compliance and CSR for all employees	●Used e-learning to implement education about compliance and CSR for all employees	○	●In addition to education about compliance and CSR for all employees who used e-learning, enhance compliance training for active store staff
Assuring fair assessment and treatment of employees				
	●Introduce a new evaluation system Aim to maximize the consolidation of target management together with the results	●Introduced a new evaluation system that includes target management	○	●Implement manager training for the development and further establishment of the evaluation system
Achieving a work-life balance				
	●Build flexible work styles, including a staggered working hours attendance system	●Carried out a test of the staggered working hours attendance system beginning in July and began preparations for the system's official implementation	○	●Begin utilizing the staggered working hours starting in April across the whole company and create more flexible work styles
	●Encourage employees to take more paid leave	●Beginning in FY2017, the rate of employees taking paid leave improved	○	●Get all employees to take five or more days of paid leave per year
Making use of diverse human resources				
	●Number of people with disabilities to be employed: 27 ●Percentage of female managers (Team leader or higher positions): 32%	●Number of people with disabilities that were employed: 17 ●Percentage of female managers (Team leader or higher positions): 31.0%	× △	●Number of people with disabilities to be employed: 37 ●Percentage of female managers (Team leader or higher positions): 32.0%
Assuring consideration for worker health and safety				
	●Reduce the number of traffic accidents and violations by 10% compared to FY2016 ●Reduce the number of workplace accidents by 10% compared to FY2016	●The number of traffic accidents and violations slightly increased compared to FY2016 ●Reduced the number of workplace accidents compared to FY2016	× △	●Implement mental health training for managers ●Reduce the number of workplace accidents compared to FY2017

## Personnel Data

Breakdown of number of employees (as of the end of February 2018)		(persons)
Full-time employees*1		8,631
	Male	6,096
	Female	2,535
Part-time staff*2		4,259
	Male	1,791
	Female	2,468
Number of employees (full-time employees + part-time staff)		12,974
	Male	7,968
	Female	5,006
New graduate employees hired		458
	Male	234
	Female	224
Mid-career employees hired		345
	Male	317
	Female	28

	FY2015	FY2016	FY2017
Average length of service (full-time employees)	8 years 1 month	9 years 2 months	8 years 10 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	188 (0, 1)	251 (1, 4)	283 (4, 4)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	3 (3, 0)	4 (4, 0)	7 (5, 0)
Number of volunteer leave recipients	3	8	1
Number of female managers (percentage)*4	274(31.2%)	291(31.0%)	288(30.5%)
	Section manager	280(34.4%)	281(34.0%)
	Division manager	9( 9.3%)	7( 5.9%)
	Executive officer	2( 9.5%)	3(11.1%)
Percentage of employees with disabilities*5	2.18%	2.16%	2.17%
Percentage of paid leave taken by full-time employees	47.9%	62.4%	65.2%
Frequency rate of workplace accidents	0.15%	0.04%	0.19%
Severity rate of workplace accidents	0.01%	0.00%	0.00%

\*1 Data includes 84 persons reemployed after mandatory retirement.

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

\*3 Persons who took such leave in the applicable fiscal year (takers continuing leave from the previous year + new takers of leave)

\*4 Section manager or higher.

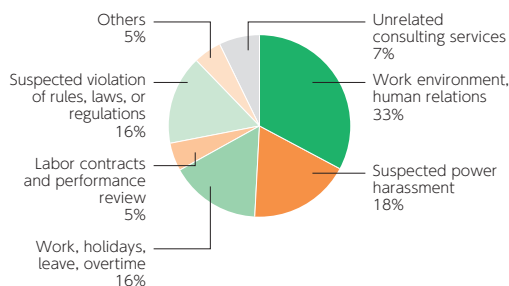
\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

## Data for Consultation Services for Employees

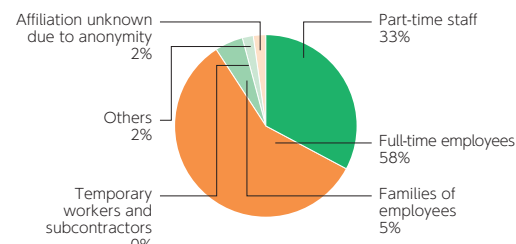
As a result of conducting awareness surveys regarding the workplace environment for all employees, and at the same time informing everyone about the in-house reporting system and increasing the number of employee consultation centers, etc., the total number of consultations has been increasing. Seven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

### Description of contacts received by Customer Response Service by topic for FY2017

Contacts received: 108  
(up 8% from the previous fiscal year)



### By user category



## Building an Ethical Society and Improving Resource Sustainability Together with Customers and Business Partners

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Offering eco-friendly products	<ul style="list-style-type: none"> <li>● Use botanical inks that are environment-friendly for packaging for sandwiches and original bakery products</li> <li>● Make all containers and packaging for SEVEN CAFÉ products compliant with eco-friendly packaging materials</li> </ul>	<ul style="list-style-type: none"> <li>● Used botanical inks that are environment-friendly for packaging for sandwiches and original bakery products</li> <li>● Made all containers and packaging for SEVEN CAFÉ products compliant with eco-friendly packaging materials</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Successfully replace the paper used for daily food labels with light labels that use approximately 25% less paper, including the mounts</li> <li>● Change from the 100% plastic materials used for the cold insulation boxes for New Year dishes to cardboard and eco-friendly heat insulation board (starting with a portion of items)</li> </ul>

## Providing Social Infrastructure in an Era with an Aging Society and Declining Population

### FY2017 Targets/Results and FY2018 Targets

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

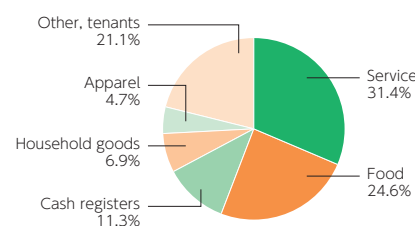
Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting carers and seniors	<ul style="list-style-type: none"> <li>● Respond to seniors who have a mild level of care dependency who are concerned about the increased self-payment for nursing care services (expand product lineup and conduct product development)</li> <li>● Increase awareness of sales areas and collaborate with related sales areas</li> </ul>	<ul style="list-style-type: none"> <li>● Original products at reduced prices were developed, resolving complaints with the price of nursing care equipment. Developed products sold 2 to 3 times as much as last year compared to NB products</li> <li>● A TV commercial, newspaper insert ads, and notices on online stores and online supermarkets focused only on nursing care products were released. The number of customers grew by 9% compared to the previous year</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Develop everything from products that address price issues to functional products that resolve customer complaints Developed products: 120% increased performance, developed product distribution ratio: 30%</li> <li>● Coordinate with other departments Implement sales promotion activities and product launches for related products such as cosmetics, medical products, etc. Target number of customers: 10% increase compared to the previous year</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

Contacts received from customers were down by 20% from the previous fiscal year. In addition, service complaints, which comprise 31% of total contacts, declined by 15% compared to the previous fiscal year. We will continue to analyze the cause of complaints and take steps to prevent a recurrence and reduce service complaints.

Description of contacts received by Customer Response Service by topic for FY2017  
**Contacts received: 53,373**  
 (down 20.1% from the previous fiscal year)



## FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>●Review the internal systems to enable the Group to respond promptly in the event of an accident</li> </ul>	<ul style="list-style-type: none"> <li>●Continued the system whereby relevant departments assemble in a timely manner and work to resolve the issue in the event of an accident</li> <li>No major spread of damage in FY2017</li> </ul>	○	<ul style="list-style-type: none"> <li>●Reduce the number of complaints with stores related to lack of freshness and foreign substances being mixed in, primarily of food items, to 70% compared to the number of cases in FY2017</li> </ul>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>●Complete a procedure manual concerning stores' initial responses and action plans</li> <li>●Create a procedure manual concerning Head Office's initial responses and action plans</li> <li>Conclude and review etc., contents of disaster agreement</li> </ul>	<ul style="list-style-type: none"> <li>●Have begun to review stores' current initial responses and action plans</li> <li>●Confirmed changes such as damage predictions by government agencies and reflected them in the countermeasures manual, etc.</li> </ul>	○	<ul style="list-style-type: none"> <li>●Complete a procedure manual that makes it easy to understand what stores should do in the event of a disaster</li> <li>●Review the procedure manual concerning the Head Office's initial responses and action plan</li> <li>●Make sure employees are aware of the contents of the completed procedure manual</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>●Continue to provide onsite training at the store interview, share information with Head Office, and strive to prevent any recurrence of inappropriate labeling</li> </ul>	<ul style="list-style-type: none"> <li>●Regarding inappropriate labeling, specific examples were provided and appropriate labeling techniques, etc., were thoroughly disseminated onsite through meetings and training</li> </ul>	△	<ul style="list-style-type: none"> <li>●Improvement plans to be created based on the actual situation with labels at stores, and information is to be shared at weekly sales meetings</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>●Find out the cause of a customer's opinion (complaint to the Group or criticism), and make a proactive proposal that leads to more detailed improvement actions</li> <li>●Conduct a mini-training session to improve skills to enable employees to seriously engage (through empathy or acceptance) with the customer's opinion</li> </ul>	<ul style="list-style-type: none"> <li>●Customer requests and opinions were summarized and relayed quickly to stores and product departments for improvement</li> <li>●Aimed for an overall reduction in complaints, with a focus on customer complaints, resulting in 80% of complaints compared to the previous year</li> </ul>	○	<ul style="list-style-type: none"> <li>●Verify results with regard to how customer requests and complaints are handled more visibly and address customer concerns</li> <li>●In terms of service complaints, make particular effort to reduce customer complaints</li> <li>●Aim for a 20% reduction, or 18,400 cases, in FY2018 compared to FY2017</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>●Conclude disaster support agreements with local governments, etc., at store-opening locations where there are no agreements yet</li> <li>●Successively review the contents of agreements concluded in the past</li> </ul>	<ul style="list-style-type: none"> <li>●New material support agreements concluded with Wako City, Fukushima City, the Fujisawa City Fire Department, Kawaguchi City, and Nisshin City</li> <li>●Reviewed agreements with Ageoshi City, Adachi Ward, etc., that were concluded in the past</li> <li>●Participated in disaster prevention drills arranged by local governments, etc., that have concluded agreements (material support, etc.)</li> </ul>	○	<ul style="list-style-type: none"> <li>●Conclude disaster support agreements with local governments, etc., at store-opening locations where there are no agreements yet</li> <li>●Successively review the contents of agreements concluded in the past</li> </ul>

## Non-Wasteful Usage of Products, Ingredients and Energy

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>●Stores changing from fluorescent tubes to LED lighting: 13</li> <li>●Delivery distance per store: 225,000 km (same level as FY2016)</li> <li>Calculate from average number of stores operational in FY2017</li> </ul>	<ul style="list-style-type: none"> <li>●Upgraded basic illumination to LED lighting at 16 stores</li> <li>Reduced annual CO<sub>2</sub> emissions by 3,700 tons</li> <li>●Delivery distance per store: 226,000 km</li> <li>Calculate from average number of stores operational in FY2017</li> </ul>	○	<ul style="list-style-type: none"> <li>●Introduce LED lighting at 78 stores and replace fluorescent tubes with LED bulbs</li> <li>●Introduce inverters for air conditioning control at 10 stores</li> <li>●Delivery distance per store: 225,000 km</li> <li>Calculate from average number of stores operational in FY2017</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 53.0%</li> <li>●Stores that implement recycling: 90 stores</li> </ul>	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 53.2%</li> <li>●Stores that implemented recycling: 90 stores</li> </ul>	○	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 55.0%</li> <li>●Stores that implement recycling: 90 stores</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>●Employees to pass the Eco Test: 200</li> </ul>	<ul style="list-style-type: none"> <li>●Employees that passed the Eco Test: 197</li> </ul>	○	<ul style="list-style-type: none"> <li>●Employees to pass the Eco Test: 300</li> </ul>

## Environmental Data

Challenges	Unit	FY2015	FY2016	FY2017
CO <sub>2</sub> emissions* <sup>1</sup> * <sup>2</sup> * <sup>3</sup>	t-CO <sub>2</sub>	519,827	499,383	464,556
CO <sub>2</sub> emissions from store operations* <sup>1</sup> * <sup>3</sup> (Environmental impact index* <sup>4</sup> )	(t-CO <sub>2</sub> /1,000,000 m <sup>2</sup> × 1,000h)	493,858 (99)	474,179 (96)	441,313 (93)
CO <sub>2</sub> emissions by delivery trucks* <sup>1</sup> * <sup>3</sup>	t-CO <sub>2</sub>	23,590	24,896	22,932
Electricity consumption in store operations* <sup>1</sup>	GWh	838	826	767
Water usage in store operations* <sup>1</sup>	1,000m <sup>3</sup>	6,682	6,649	6,264
Plastic bag usage (turndown rate) at the food section	t (%)	1,210(71.7)	1,219(71.5)	1,033(71.6)
Waste disposal (recycling rate)	t (%)	138,568(65.8)	136,078(65.5)	124,349(66.1)
Food waste recycling rate	%	51.2	52.1	53.2

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

\*2 This data represents CO<sub>2</sub> emissions stemming from the use of energy for store, Head Office, training center and logistics center operations and by delivery trucks.

\*3 CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual.

\*4 CO<sub>2</sub> emissions per (total sales floor area × opening hours).

## Supporting the Active Role of Women, Youth and Seniors within and outside the Group

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● Improve retention and increase fighting strength by conducting education tailored to part-time staff with diverse work styles</li> <li>● Strive to strengthen management through the further implementation of OJT education at each divisional sales area, provided by supervisors and trainers</li> </ul>	<ul style="list-style-type: none"> <li>● Divided applications for fresh food technique training and product knowledge training by division to create a system whereby employees can get the training they need</li> <li>● Promoted divisional education and improved management ability by clearly defining the roles of supervisors and trainers</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Provide intensive training to help new part-time staff obtain fundamental knowledge and skills and be ready to contribute from early on</li> <li>● Create a management standards document and conduct divisional training primarily through OJT by supervisors and group training by trainers</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● To promote respect for human rights and normalization, hold training covering both knowledge and practice from the customers' perspectives, thereby helping to promote general awareness in workplaces and increase understanding</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted training through study and role-playing, and created a toilet especially for assistance dogs at PRIMETREE AKAIKE. Displayed a gender-appropriate icon for gender-neutral bathrooms to promote awareness of LGBT individuals</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● To promote respect for human rights and normalization, conduct training through study and role-playing from customers' perspectives and promote knowledge and understanding in the workplace</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>● Further reduce lost work-time accidents</li> <li>● Expand mental health education for current corporate officers (SM-BR corporate officers)</li> </ul>	<ul style="list-style-type: none"> <li>● Reduced work accidents in FY2017 to 600, a 12% reduction compared to the previous year</li> <li>● There were 153 cases of serious work accidents resulting in four or more days of work missed, which is comparable to an average year</li> <li>● Conducted harassment training for current corporate officers to promote mental health (October 2017)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce cases of serious work accidents resulting in four or more days of work missed to 90% compared to the previous year</li> <li>● Continue conducting training related to mental health for corporate officers</li> </ul>



## Personnel Data

Breakdown of number of employees (as of the end of February 2018)		(persons)
Full-time employees*1		6,890
	Male	4,911
	Female	1,979
Part-time staff*2		23,296
	Male	4,444
	Female	18,852
Number of employees (full-time employees + part-time staff)		30,884
	Male	9,971
	Female	20,913
New graduate employees hired		130
	Male	63
	Female	67
Mid-career employees hired		5
	Male	5
	Female	0

	FY2015	FY2016	FY2017
Average length of service (full-time employees)	21 years 0 months	22 years 1 month	22 years 10 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	327 (2, 137)	412 (3, 233)	302 (2, 184)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	11 (2, 11)	20 (1, 13)	20 (0, 17)
Number of volunteer leave recipients	3	6	3
Number of female managers (percentage)**4	840(25.3%)	844(25.6%)	948(24.2%)
	Team leader	766(28.7%)	859(27.2%)
	Section manager	59(14.5%)	55(13.3%)
	Division manager	20( 8.2%)	20( 9.7%)
	Executive officer	4(18.2%)	4(16.7%)
Percentage of employees with disabilities	2.50%	2.56%	2.77%
Percentage of paid leave taken by full-time employees	16.5%	18.1%	17.7%
Frequency rate of workplace accidents	1.53%	1.43%	1.45%
Severity rate of workplace accidents	0.03%	0.03%	0.04%

\*1 Data includes 698 persons reemployed after mandatory retirement.

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

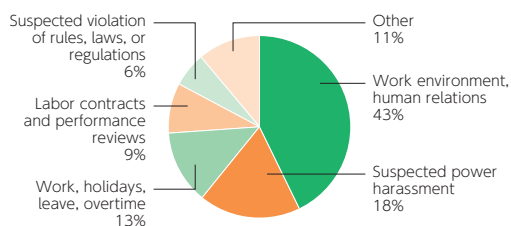
\*3 Persons who took such leave in the applicable fiscal year (takers continuing leave from the previous year + new takers of leave)

\*4 Percentage of those who are Team leader or higher.

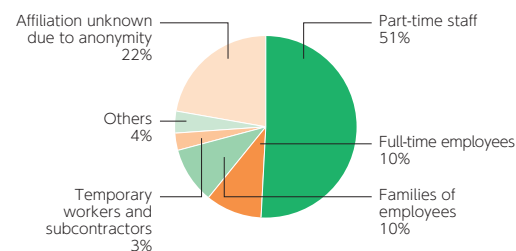
## Data for Consultation Services for Employees

The number of consultations in FY2017 increased 35.1% compared to FY2016. The Group will continue striving to create workplaces that make communication easy, through rigorous operational management and leading by example by upper management.

### Description of contacts received by Customer Response Service by topic for FY2017 (Contacts received: 331 (up 35.1% from the previous fiscal year))



### By user category



## Providing Social Infrastructure in an Era with an Aging Society and Declining Population

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting carers and seniors				
	<ul style="list-style-type: none"> <li>●Continue Pre-Mama Stations and Counters and hold parent-child participation events and maternity classes</li> <li>●Plan to strengthen customer development by sending core information for customers at each store via social media from the Pre-Mama Stations</li> <li>●New development Shoe fitters: 10 School bag advisors: 20 Formal-wear advisors: 5 Shopping supporters for the elderly and people with disabilities: 15</li> <li>●Supporters of people with dementia: 1,346</li> <li>●Children's shoes: trade in 91,675 pairs</li> </ul>	<ul style="list-style-type: none"> <li>●Pre-Mama Stations and Counters: 16,348 users (including 6,436 repeaters); Held parent-child participation events and others, and maternity classes</li> <li>●Utilized social media outreach to strengthen customer development</li> <li>●New development Shoe fitters: 16 School bag advisors: 6 Formal-wear advisors: 9 Shopping supporters for the elderly and people with disabilities: 43</li> <li>●Supporters of people with dementia: 629 Accumulated total: 4,283</li> <li>●Children's shoes: 92,683 pairs traded in</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>△</li> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Continue Pre-Mama Stations and Counters and hold parent-child participation events and maternity classes ⇒Not midwives alone, but coordinate with specialized sales staff and business partner staff and further flesh out the contents</li> <li>●Continue social media outreach</li> <li>●Continue new development Shoe fitters: 10 Formal-wear advisors: 5 Shopping supporters for the elderly and people with disabilities: 15</li> <li>●Supporters of people with dementia: 717 Accumulated total: 5,000</li> <li>●Children's shoes: trade in 90,730 pairs</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>●Continue to conduct localized events</li> <li>●Continue to improve convenience when voting by establishing polling stations for early voting</li> <li>●Using stores as the main vehicle, introduce various traditions, techniques, cultures, region-limited products, and local specialty goods, and promote sales Strengthen information sharing, notifications and sales of each region-limited product and specialty goods among stores</li> </ul>	<ul style="list-style-type: none"> <li>●Conducted events in partnership with local communities (governments, schools, etc.) such as the Green Curtain Project, water sprinkling activities, work experiences, etc. (all stores)</li> <li>●Concluded the FF Partnership Agreement with Toshima Ward and held events such as "Seminar on Returning to Work from Childcare Leave" (Ikebukuro main store)</li> <li>●Established a polling station for early voting in four stores (Ikebukuro main store, Chiba, Higashi-Totsuka, Fukui)</li> <li>●Partnered with local communities to hold events for local foods, introducing and selling local specialty goods (Yokohama store, Chiba store, Omiya store, Tokorozawa store, Fukui store, Tokushima store)</li> <li>●Held an event for specialty goods from Fukui (Yokohama store, Omiya store)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Continue to conduct localized events</li> <li>●Continue to improve convenience when voting by establishing polling stations for early voting</li> <li>●Using stores as the main vehicle, introduce various traditions, techniques, cultures, region-limited products, and local specialty goods, and promote sales</li> <li>●Strengthen information sharing, notifications and sales of each region-limited product and specialty goods among stores</li> </ul>

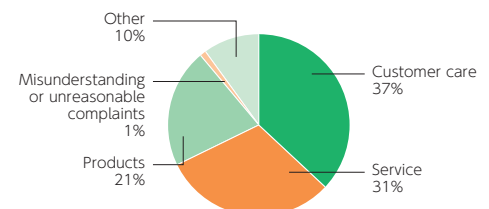
## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

In the fiscal year ended February 28, 2018, we continued to share internally the customer opinions sent to the customer consultation desks at each store, so that they could be used to improve our customer care services and operations, together with our product lineups, ancillary services and facilities. We have promoted activities to resolve areas where customers were dissatisfied, and to reflect customer needs in our operating strategies. In addition, we established a dedicated customer hotline for customers of stores that had finished operations. In the future, we will ascertain customers' wishes from the opinions that we receive, and stores and Head Office will work together to strengthen our response.

### Description of contacts received by Customer Response Service by topic for FY2017

Contacts received: 7,932  
(down 4% from the previous fiscal year)



Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Continue to improve hygiene management knowledge of the front-line staff</li> <li>● Based on hygiene inspection results, select issues for each store and focus on improving them</li> <li>● Continue product inspection system for private-brand apparel and general merchandise items</li> <li>● Continue level-specific training to improve front-line staff skills</li> </ul>	<ul style="list-style-type: none"> <li>● Used a booklet and DVDs on the fundamentals of food sanitation management for training, at morning and afternoon meetings, and for onsite instruction</li> <li>● The Store Product Quality Management Committee sorted, improved, and verified issues on a monthly basis</li> <li>● Conducted 60 pre-delivery inspections of private-brand apparel and general merchandise items</li> <li>● Implemented level-specific training to improve front-line staff skills 20 times</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to improve hygiene management knowledge of the front-line staff</li> <li>● Clearly identify issues pertaining to food sanitation at each store and implement PDCA activities for the Store Product Quality Management Committee</li> <li>● Have sample verification tests performed by a specialized institution on products in the clothing and general goods categories</li> <li>● Continue level-specific training to improve front-line staff skills</li> </ul>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>● Start inspections from a universal design perspective (Tokyo)</li> </ul>	<ul style="list-style-type: none"> <li>● Performed inspections of multi-purpose toilets at the Yokohama store as part of our large-scale modifications and created a renovation plan</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Renovate the multi-purpose toilets at the Yokohama store</li> <li>● Continue inspections from a universal design perspective</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Cooperate with specialist organizations to check and inspect both food product labeling and the labeling of private-brand apparel and general merchandise items, and continue to implement appropriate labeling and information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted food product labeling inspections by specialist organizations 183 times for each base (kitchens and sales areas)</li> <li>● Conducted pre-delivery sampling inspections and twice monthly store-front inspections of the labeling of private brand items</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Cooperate with specialist organizations to check and inspect both food product labeling, and continue to implement appropriate labeling and information disclosure</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Continue to ascertain customers' wishes from their opinions and get stores and Head Office to work together to promote further improvement in customer service awareness among employees</li> <li>● Reduce the number of complaints from customers: Below 3,800</li> </ul>	<ul style="list-style-type: none"> <li>● Sent out a weekly Attentive Service newsletter leveraging customer opinions, and continuously implemented activities to resolve complaints and improve customer service awareness</li> <li>● Continuously implemented activities leveraging customer opinions and reduced the number of complaints by 389 from the previous year to 3,157</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Ascertain customers' opinions from their feedback and get stores and Head Office to work together to promote further improvement in customer service awareness among employees</li> <li>● Reduce the number of complaints from customers: Below 3,100</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Collaborate with local governments and companies, including through existing regional comprehensive agreements and measures for people having difficulties in going home in the event of large earthquakes, and strengthen involvement in systems of cooperation and regional vitalization</li> <li>● Through the holding of events such as disaster preparedness fairs, promote activities that raise the awareness of disaster-preparedness in cooperation with local communities</li> </ul>	<ul style="list-style-type: none"> <li>● Participated in the Council to Address People Experiencing Difficulty Getting Home, which is composed of local authorities, large commercial facilities, transportation companies, and other organizations where the stores are located, together with large commercial facilities, transportation operators, and others. Proactively participated in drills, etc., as well.</li> <li>● Used motivational events such as "110 Day," "Disaster Preparedness Day," and "Emergency Day" to carry out disaster prevention and crime prevention awareness-raising activities and so on, for local residents using the space inside stores, together with exhibitions and direct sales of disaster prevention items</li> <li>● Distributed copies of the Tokyo Life Disaster Prevention booklet issued by the Tokyo metropolitan government at storefronts as one of the cooperating business distributors (Ikebukuro main store, Shibuya store)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Collaborate with local governments and companies, including through existing regional comprehensive agreements and measures for people having difficulties in going home in the event of large earthquakes, and strengthen involvement in systems of cooperation and regional vitalization</li> <li>● Through the holding of events such as disaster preparedness fairs, promote activities that raise the awareness of disaster-preparedness in cooperation with local communities</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>● On an ongoing basis, cooperate with local communities and their disaster preparedness and crime prevention systems</li> </ul>	<ul style="list-style-type: none"> <li>● Participated in local disaster preparedness training and crime-prevention patrols, and so on</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● On an ongoing basis, cooperate with local communities and their disaster preparedness and crime prevention systems</li> </ul>

## Non-Wasteful Usage of Products, Ingredients and Energy

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>●Expand recommendations in periodic ISO audits and reduce items indicated by audits</li> </ul>	<ul style="list-style-type: none"> <li>●Recommendations: 4 (down 5 compared with before)</li> <li>Items indicated by audits: 7 (down 6 compared with before)</li> <li>●Unacceptable items: 0 (no change)</li> </ul>	△	<ul style="list-style-type: none"> <li>●Expand recommendations in periodic ISO audits and reduce items indicated by audits</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>●Reduce energy usage by 1% when calculated in terms of crude oil usage減</li> <li>●Continue to expand the introduction of LED lighting</li> </ul>	<ul style="list-style-type: none"> <li>●Reduced by 3.4% on an operating store basis</li> <li>●Introduced LED lighting at 10 stores (total investment of ¥300 million for 8,064 LED lighting units)</li> </ul>	○	<ul style="list-style-type: none"> <li>●Reduce by 1% on an operating store basis</li> <li>●Continue to expand the introduction of LED lighting</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 63.0% (up 1.3% from the previous year)</li> <li>●Waste recycling rate: 64.0% (up 1.6% from the previous year)</li> <li>●Continue to improve waste recycling rate through more thorough separation of waste</li> </ul>	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 69.4% (up 7.8% from the previous year)</li> <li>●Waste recycling rate: 67.3% (up 4.9% from the previous year)</li> </ul>	○	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 71.0% (up 1.6% from the previous year)</li> <li>●Waste recycling rate: 70.0% (up 2.7% from the previous year)</li> <li>●Continue to improve waste recycling rate through more thorough separation of waste</li> </ul>
Implementing measures to conserve biodiversity				
	<ul style="list-style-type: none"> <li>●Tree planting: 1,410 trees</li> <li>●Continue to promote anniversary-day gifts with green wrapping: 65,660 gifts</li> <li>●Conduct tree planting activities through employee volunteers</li> </ul>	<ul style="list-style-type: none"> <li>●Tree planting: 1,523 trees planted Planting location: Fuefuki City, Yamanashi Prefecture</li> <li>●Green wrapping: 63,718 gifts</li> <li>●Conducted tree planting activities through employee volunteers</li> </ul>	○	<ul style="list-style-type: none"> <li>●Tree planting: 1,500 trees</li> <li>●Continue to promote anniversary-day gifts with green wrapping: 63,180 gifts</li> <li>●Conduct tree planting activities through employee volunteers</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>●Environmental e-learning courses: All employees to take</li> <li>●Number of employees reporting successful completion of the campaign to save electricity: 100</li> <li>●Number of employees taking the Eco Test: 52 Pass rate: 90%</li> </ul>	<ul style="list-style-type: none"> <li>●Environmental e-learning courses: Taken by all employees</li> <li>●Number of employees reporting successful completion of the campaign to save electricity: 60</li> <li>●Number of employees who took the Eco Test: 64 Pass rate: 87.5%</li> <li>●Implemented the CSV Idea Competition within the company Number of submissions: 481</li> </ul>	○	<ul style="list-style-type: none"> <li>●Environmental e-learning courses: All employees to take</li> <li>●Number of employees taking the Eco Test: 140 Pass rate: 90%</li> <li>●Create the best proposal for the CSV Idea Competition</li> </ul>

### Environmental Data

Challenges	Unit	FY2015	FY2016	FY2017
Number of stores	Stores	24	23	17
CO <sub>2</sub> emissions*1 *2 *3	t-CO <sub>2</sub>	193,101	171,690	142,853
CO <sub>2</sub> emissions in store operations*1 *3	t-CO <sub>2</sub>	192,417	171,052	142,241
Electricity consumption in store operations*1	GWh	339	315	261
Water usage in store operations*1	1,000m <sup>3</sup>	2,262	2,128	1,855
Container and packaging materials consumption	t	1,432	1,395	1,276
Waste disposal (recycling rate)	t (%)	31,334(60.8)	29,390(62.4)	24,310(67.3)
Food waste recycling rate	%	55.6	61.7	69.4

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

\*2 The date represents CO<sub>2</sub> emissions stemming from the use of energy for store, Head Office, corporate sales, and distribution center operations.

\*3 CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual.

## Supporting the Active Role of Women, Youth and Seniors within and outside the Group

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>●New seminar participants: 2,400 participants</li> <li>●Self-Directed Sales Area Training Course: 1,500 participants</li> <li>●Career Advancement Course: 900 participants</li> </ul>	<ul style="list-style-type: none"> <li>●New seminar participants: 2,266 participants</li> <li>●Self-Directed Sales Area Training Course: 1,316 participants</li> <li>●Career Advancement Course: 950 participants</li> </ul>	△	<ul style="list-style-type: none"> <li>●New seminar participants: 2,000 participants</li> <li>●Self-Directed Sales Area Training Course: 1,400 participants</li> <li>●Career Advancement Course: 600 participants</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>●Prepare the system to acquire "L-Boshi" certification</li> <li>●Increase the number of employees using leave for childcare, nursing care, and family care</li> </ul>	<ul style="list-style-type: none"> <li>●The level of competition by gender in employment is slated to be improved</li> <li>●Number of employees who took leave for childcare, nursing care, and family care: 213 (8 more than the previous year)</li> </ul>	○ ○	<ul style="list-style-type: none"> <li>●Obtain "L-Boshi" certification</li> <li>●Expand reduced work hour shift system</li> <li>●Increase the number of employees using leave for childcare, nursing care, and family care</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>●Appoint 40 people from contractual employees to full-time employees</li> <li>●Hire 7 mid-career specialist employees</li> <li>●Percentage of female managers (section manager or higher positions): 20%</li> </ul>	<ul style="list-style-type: none"> <li>●Appointed 57 people from contractual employees to full-time employees</li> <li>●Hired 40 mid-career specialist employees</li> <li>●Percentage of female managers (section manager or higher positions): 11.2%</li> </ul>	○ △ ×	<ul style="list-style-type: none"> <li>●Appointed 50 people from contractual employees to full-time employees</li> <li>●Hire 5 mid-career specialist employees</li> <li>●Percentage of female managers (section manager or higher positions): 20%</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>●Deploy health promotion activities at each business site to improve the health of employees who have a BMI of 25 or higher</li> </ul>	<ul style="list-style-type: none"> <li>●Rolled out a health campaign using the employee cafeteria to combat metabolic syndrome</li> </ul>	○	<ul style="list-style-type: none"> <li>●Deploy health promotion activities at each business site to improve the health of employees who have a BMI of 25 or higher</li> </ul>

### Personnel Data

Breakdown of number of employees (as of the end of February 2018)		(persons)
Full-time employees*1		2,852
	Male	1,857
	Female	995
Part-time staff*2		3,154
	Male	340
	Female	2,814
Number of employees (full-time employees + part-time staff)		6,301
	Male	2,437
	Female	3,864
New graduate employees hired		63
	Male	38
	Female	25
Mid-career employees hired		0
	Male	0
	Female	0

	FY2015	FY2016	FY2017
Average length of service (full-time employees)	22 years 9 months	22 years 7 months	22 years 8 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	192 (4, 69)	225 (2, 108)	222 (5, 118)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	2 (2, 0)	9 (2, 5)	7 (0, 4)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	505 (33.2%)	459 (34.6%)	400 (34.0%)
	Team leader	381 (52.4%)	338 (54.0%)
	Section manager	66 (15.0%)	40 (12.2%)
	Division manager	35 (13.5%)	36 (14.0%)
	Executive officer	4 (14.8%)	3 (13.0%)
Percentage of employees with disabilities*5	1.97%	1.86%	2.16%
Percentage of paid leave taken by full-time employees	19.7%	22.0%	27.4%
Frequency rate of workplace accidents	0.29%	0.76%	0.37%
Severity rate of workplace accidents	0.01%	0.01%	0.00%

\*1 Data includes 295 persons reemployed after mandatory retirement.

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

\*3 Persons who took such leave in the applicable fiscal year (takers continuing leave from the previous year + new takers of leave)

\*4 Team leader or higher.

\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

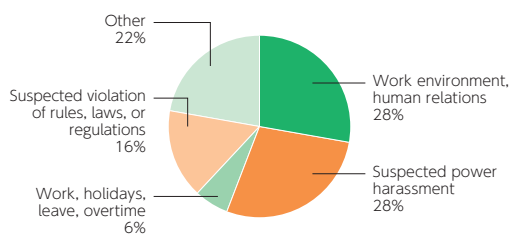
## Data for Consultation Services for Employees

While the number of cases received this term decreased dramatically compared to the previous term, based on an examination of the contents, during the previous term, reports on the special factors of business office closures and reductions were included. Going forward, we wish to consider raising further awareness about the primary purpose of the system while keeping an eye on future trends in usage.

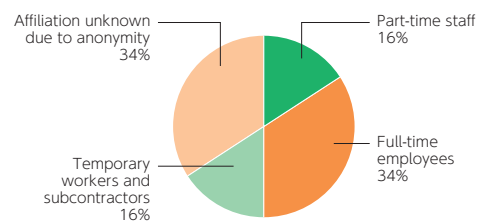
We continue to strive to strengthen risk management, and we always encourage employees to stay informed about the employee consultation center (in-house reporting system) and other resources through the newly established portal site, as well as to make active use of them. We also ask our lawyers and other personnel to serve as instructors and periodically conduct training for employees about compliance and risk management. We intend to continue those educational and training programs, thereby preventing accidents and incidents from occurring.

### Description of contacts received by Customer Response Service by topic for FY2017

Contacts received: 50 (down 32% from the previous fiscal year)



### By user category



## Building an Ethical Society and Improving Resource Sustainability Together with Customers

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Offering eco-friendly products	<ul style="list-style-type: none"> <li>● Select new products: 30</li> <li>● Continue to enhance introductions of organic cotton products</li> </ul>	<ul style="list-style-type: none"> <li>● New products selected: 12</li> <li>● Three new organic cotton products certified</li> <li>● Collaborated with the Alaska Seafood Marketing Institute to host fairs at which natural and sustainable Alaska seafood was introduced and sold (12 stores)</li> </ul>	×	<ul style="list-style-type: none"> <li>● Continue hosting fairs that introduce and sell Alaska seafood</li> </ul>

## Providing Social Infrastructure in an Era with an Aging Society and Declining Population

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting carers and seniors				
	●Continue blood donation activities	●Number of Heartful Saturday blood donors in 2017: 531	○	●Continue blood donation activities
Assisting in local community revitalization				
	●Continue to hold Opening Anniversary Festivals	●Held Opening Anniversary Festivals at all stores	○	●Continue to hold Opening Anniversary Festivals

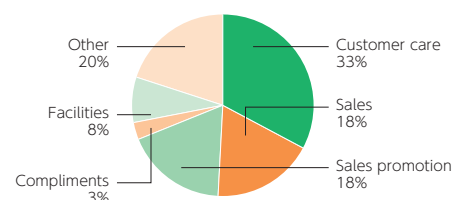
## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

As part of our efforts to listen to our customers' opinions 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 FY2017

Contacts received: 3,243  
(up 8.5% from the previous fiscal year)



### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Ensuring the quality and safety of products and services				
	●Numerical targets for three-star vegetables and products with production areas clearly indicated: aiming for 6.1% increase from the previous year	●Sales results for three-star vegetables/fruits and products with production areas clearly indicated: 4.7% decrease from the previous year	△	●Raise sales results for three-star vegetables/fruits and products with production areas clearly indicated: up 2% compared to the previous year
Making stores and facilities more customer-friendly and reliable				
	●Expand the number of new stores that are subject to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.	●Number of stores that apply the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 122	○	●Expand the number of new stores that are subject to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.
Providing support in times of disaster				
	●Continue to consider cooperating with local governments upon request	●A new disaster management agreement was concluded with three cities and towns in FY2017	○	●Going forward, continue to consider cooperating with local governments who request the conclusion of disaster management agreements, etc.
Implementing crime prevention measures for local communities				
	●Continue cooperating with requests from police	●As part of regional contribution efforts, we cooperated with requests from law enforcement authorities regarding theft prevention, etc.	○	●Continue cooperating with requests from police

## Non-Wasteful Usage of Products, Ingredients and Energy

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Improving energy efficiency and introducing renewable energy				
	●Analyze data by store, and make efforts to reduce electricity consumption	●Implemented analysis of current situation and confirmed abnormal values, reduced electricity consumption: by 0.2% compared to the previous year	△	●Reduce electricity consumption to 2.0% compared to the previous year

## Environmental Data

Challenges	Unit	FY2015	FY2016	FY2017
CO <sub>2</sub> emissions*1 *2 *3	t-CO <sub>2</sub>	191,121	192,466	193,182
CO <sub>2</sub> emissions from store operations (per store)*1 *3	t-CO <sub>2</sub>	174,416 (851)	175,735(837)	176,150(812)
CO <sub>2</sub> emissions from delivery vehicles *1 *3	t-CO <sub>2</sub>	16,259	16,366	16,721
Electricity consumption in store operations*1	GWh	307	317	325
Water usage in store operations*4	1,000m <sup>3</sup>	1,074	1,063	1,105
Plastic bag usage (turndown rate) at the food section	t (%)	433(70.7)	463(70.5)	503(70.5)
Waste disposal (recycling rate)*4	t (%)	43,028(52.6)	40,644(47.5)	43,497(52.8)
Food waste recycling rate*4	%	44.1	53.4	60.4

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

\*2 This data represents CO<sub>2</sub> emissions stemming from the use of energy for store, Head Office, training center and logistics center operations and by delivery trucks.

\*3 CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual.

\*4 The period of the calculations was from March to February.

## Supporting the Active Role of Women, Youth and Seniors within and outside the Group

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting development of employee abilities				
	●Further develop level-specific training to eliminate differences in educational progress between divisions	●Implemented training for everyone up to the manager level for each division, and differences in analysis results in the Target Achievement Records are beginning to be eliminated	△	●Review training after promotions to the manager level as well, including PR, and improve the post-promotion differences
Achieving a work-life balance				
	●Improve rate of paid leave taken Annual average number of paid leave days taken as 5 days	●The number of paid leave days taken compared to the previous year, 7.8%, with the annual average number of days being 4.9 days	△	●Increase the annual average number of paid leave days taken to 5 days
Making use of diverse human resources				
	●Promote an executive training curriculum aimed at lower-level employees (team leader) and higher, thereby increasing the overall percentage of female managers to 25%	●Percentage of female managers: 25.5%	△	●Promote an executive training curriculum aimed at lower-level employees (team leader) and higher, thereby increasing the overall percentage of female managers to 27%
Assuring consideration for worker health and safety				
	●Number of workplace accidents per year: Down 20% from the previous year	●Number of falling accidents increased due to long-lasting heavy snow and freezing. Number of workplace accidents: down 1.8% from the previous year	×	●Number of workplace accidents per year: Decrease of 20% compared to the previous year



## Personnel Data

Breakdown of number of employees (as of the end of February 2018)		(persons)
Full-time employees*1		2,698
	Male	2,379
	Female	319
Part-time staff*2		11,781
	Male	1,964
	Female	9,817
Number of employees (full-time employees + part-time staff)		14,674
	Male	4,487
	Female	10,187
New graduate employees hired		146
	Male	109
	Female	37
Mid-career employees hired		0
	Male	0
	Female	0

	FY2015	FY2016	FY2017
Average length of service (full-time employees)	14 years 4 months	15 years 0 months	14 years 8 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	163 (1, 144)	156 (0, 134)	201 (0, 177)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	3 (2, 0)	13 (1, 12)	13 (0, 13)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	618(26.4%)	592(25.6%)	599(25.5%)
	Team leader	385(26.6%)	395(26.7%)
	Section manager	226(25.9%)	202(26.1%)
	Division manager	0( 0.0%)	2( 2.7%)
	Executive officer	3(10.7%)	3(11.1%)
Percentage of employees with disabilities*5	2.54%	2.69%	2.85%
Percentage of paid leave taken by full-time employees	13.4%	20.0%	24.7%
Frequency rate of workplace accidents	3.74%	3.64%	3.70%
Severity rate of workplace accidents	0.02%	0.01%	0.01%

\*1 Data includes 195 employees reemployed after mandatory retirement.

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

\*3 Persons who took such leave in the applicable fiscal year (takers continuing leave from the previous year + new takers of leave)

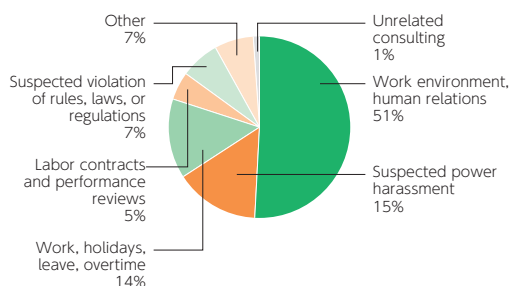
\*4 The percentage of team leaders or higher positions

\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

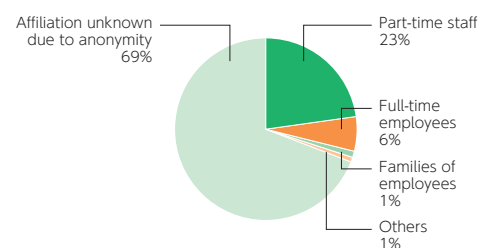
## Data for Consultation Services for Employees

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

### Description of contacts received by Customer Response Service by topic for FY2017 Contacts received: 133 (up 60.24% from the previous fiscal year)



### By user category



## Providing Social Infrastructure in an Era with an Aging Society and Declining Population

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting carers and seniors				
	<ul style="list-style-type: none"> <li>●Strengthen the expansion of the number of the re-challenge plan system users</li> <li>●Continue to hold the orientation for employees returning to work after childcare leave</li> <li>●Fully disseminate the system by introducing users in the company's internal newsletter</li> </ul>	<ul style="list-style-type: none"> <li>●Number of the re-challenge plan system users: 61 in FY2017 (of which 39 were part-time employees) Up 24.4 % from previous year</li> <li>●Held orientation for employees returning to work after childcare leave every quarter, shared information and alleviated concerns</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Strengthen the expansion of the number of re-challenge plan system users</li> <li>●Continue to hold orientation for employees returning to work after childcare leave and address issues</li> <li>●Disseminate information about the system via the company's internal newsletter</li> </ul>
Cooperating with local community revitalization				
	<ul style="list-style-type: none"> <li>●Continue to accept workplace tours and work experience participation by elementary and junior high school students</li> <li>●Train a total of 1,300 supporters of people with dementia</li> </ul>	<ul style="list-style-type: none"> <li>●Accepted workplace tours and work experience participation by elementary and junior high school students: approx. 6,800 students</li> <li>●Trained 450 supporters of people with dementia in FY2017, reaching a total of 1,267 trained supporters</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>●Continue to accept workplace tours and work experience participation by elementary and junior high school students</li> <li>●Train a total of 1,600 supporters of people with dementia</li> </ul>

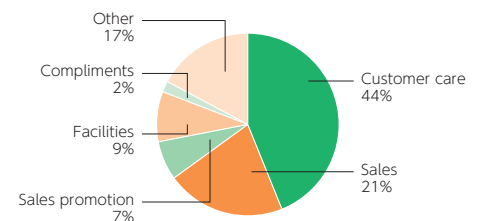
## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

Some 731 calls were received via the toll-free phone numbers in the fiscal year ended February 28, 2018. The number of calls increased compared to the previous year. Of these, customer care issues accounted for 44%, while sales-related issues accounted for 21% of calls. Twelve of the calls were compliments. We will continue working to make further improvements to store operations.

### Description of contacts received by Customer Response Service by topic for FY2017

Contacts received: 731  
(up 7% from the previous fiscal year)



## FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Establish compliance teams at new stores</li> <li>● Actively deploy compliance teams at existing stores</li> </ul>	<ul style="list-style-type: none"> <li>● Established compliance teams at new stores</li> <li>● Actively deployed compliance teams at existing stores</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Date management, accurate production location, history display, and employee training for the above</li> <li>● Store hygiene management through the existing store compliance team</li> <li>● Expand sanitation equipment (Purester water, etc.)</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>● Expand interaction section</li> <li>● Refurbish customer toilets (sequentially)</li> </ul>	<ul style="list-style-type: none"> <li>● Expand interaction section at renovated stores</li> <li>● Refurbished customer toilets</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Expand interaction section</li> <li>● Refurbish customer toilets (sequentially)</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Share the results of store audits (freshness management, hygiene management, labeling management, working conditions, etc.) and issues with store managers. Discuss ways to make improvements, promptly share information with management, Product Departments and the Sales Division, and confirm until improvements are</li> <li>● Provide information related to hygiene management, freshness management, and allergy labeling to stores through web conferences and weekly emails from Head Office quality control staff</li> </ul>	<ul style="list-style-type: none"> <li>● While effectiveness rose in terms of issues being made apparent and quickly addressed, there was one abnormality with regard to display management</li> <li>● Regularly held web conferences by Head Office quality control staff. Also, held a company-wide conference once at Head Office. Provided information to stores through weekly emails from Head Office quality control staff. Also maintained communication through meetings</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Reorganize the audit system through four highly specialized teams (money accounts, product quality sanitation, personnel work management, fundamentals) and aim for more in-depth and rapid responses</li> <li>● Provide information related to hygiene management, freshness management, and allergy labeling to stores through web conferences and weekly emails from Head Office quality control staff, and maintain communication through meetings</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Send weekly emails from the customer feedback department to stores about items needing attention according to seasonal factors, and about the most recent incidents and accidents as they occur</li> <li>● Strive to reduce customer complaints by providing information to stores</li> </ul>	<ul style="list-style-type: none"> <li>● Made efforts to prevent incidents and accidents by sending weekly emails from the customer feedback department to stores about items requiring attention according to seasonal factors, and about the most recent incidents as they occurred</li> <li>● Strove to reduce customer complaints by providing information to stores</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Send weekly emails from the customer feedback department to stores about items needing attention according to seasonal factors, and about the most recent incidents and accidents as they occur</li> <li>● Strive to reduce customer complaints by providing information to stores</li> <li>● Confirm customer opinions with management weekly and improve store operations by coordinating with relevant departments</li> </ul>

## Non-Wasteful Usage of Products, Ingredients and Energy

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>● Introduce BEMS to all stores</li> </ul>	<ul style="list-style-type: none"> <li>● Successfully introduced BEMS to all stores</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Utilize BEMS</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Continue to introduce reach-in multi-level refrigerated cases at existing stores</li> </ul>	<ul style="list-style-type: none"> <li>● Implemented at 1 new store, 2 renovated stores, and 4 existing stores</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to introduce reach-in multi-level refrigerated cases at existing stores</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Food waste recycling rate: 53.0%</li> <li>● Plastic bag turndown rate for FY2017: achieve 53.0%</li> <li>Down 2% from the previous year by weight</li> </ul>	<ul style="list-style-type: none"> <li>● Food waste recycling rate achieved: 56.6%</li> <li>● Plastic bag turndown rate for FY2017: achieved 50.6%</li> <li>Down 1.6% from the previous year by weight</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Food waste recycling rate: 57.0%</li> <li>● Plastic bag turndown rate for FY2017: achieve 50.5%</li> <li>Down 2% from the previous year by weight</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● Number of employees that pass the Eco Test: 24</li> </ul>	<ul style="list-style-type: none"> <li>● Number of employees that passed the Eco Test: 18</li> </ul>	<ul style="list-style-type: none"> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Number of employees that pass the Eco Test: 28</li> </ul>

## Environmental Data

Challenges	Unit	FY2015	FY2016	FY2017
CO <sub>2</sub> emissions* <sup>1</sup> * <sup>2</sup> * <sup>3</sup>	t-CO <sub>2</sub>	58,169	57,562	56,309
CO <sub>2</sub> emissions from store operations (per store)* <sup>1</sup> * <sup>3</sup>	t-CO <sub>2</sub>	58,119(736)	57,520(728)	56,272(712)
Electricity consumption in store operations* <sup>1</sup>	GWh	113	113	114
Water usage in store operations* <sup>1</sup>	1,000m <sup>3</sup>	558	522	529
Plastic bag turndown rate at the food section	%	49.5	49.8	49.9
Waste disposal (recycling rate)	t (%)	21,583(64.2)	21,637(64.0)	21,547(66.0)
Food waste recycling rate	%	51.1	51.9	56.6

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

\*2 CO<sub>2</sub> emissions stemming from the use of energy in store operations and Head Office operations.

\*3 CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual.

## Supporting the Active Role of Women, Youth and Seniors within and outside the Group

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>●Standardize the educator's levels of skills</li> <li>●Deploy skill records for managers in charge of store sales areas</li> <li>●Create skills inventory from the store instructors' skill records</li> </ul>	<ul style="list-style-type: none"> <li>●In the process of implementing technical instruction for educators</li> <li>●Completed skill records for managers in charge of stores</li> <li>●Created skills inventory from the store instructors' skill records</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Hold coaching seminars for educators and improve their instruction skills</li> <li>●Create a movie manual and improve level of technical expertise</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>●Reduce total work time</li> <li>Average number of overtime hours was down 10.0% from the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>●Average number of overtime hours was 35.7, down 0.3% from the previous year</li> </ul>	<ul style="list-style-type: none"> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>●Reduce total work time</li> <li>Average number of overtime hours was down 5.0% from the previous fiscal year</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>●Appoint 20 people as expert staff</li> <li>●Appoint 15 people as full-time employees</li> <li>●Number of females appointed in management roles: 2</li> <li>●Percentage of female managers (Team leader or higher positions): 28.0% or more</li> </ul>	<ul style="list-style-type: none"> <li>●Employees appointed as expert staff: 24</li> <li>●Employees appointed as full-time employees: 15</li> <li>●Number of females appointed in management roles: 2</li> <li>●Percentage of female managers: 22.9%</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>●Appoint 25 people as expert staff</li> <li>●Appoint 15 people as full-time employees</li> <li>●Number of females appointed in management roles: 2</li> <li>●Percentage of female managers: 24%</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>●Reduce occurrence of workplace accidents</li> <li>Give notification of causes and responses</li> <li>Reduce lost work-time accidents</li> </ul>	<ul style="list-style-type: none"> <li>●Frequency rate: 2.31 → 3.29</li> <li>●Severity rate: 0.0494 → 0.0471</li> <li>●Number of days of work missed reduced from 620 to 602</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Reduce occurrence of workplace accidents</li> <li>Give notification of causes and responses</li> <li>Reduce lost work-time accidents</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2018)		(persons)
Full-time employees*1		1,304
	Male	1,043
	Female	261
Part-time staff*2		4,494
	Male	1,228
	Female	3,266
Number of employees (full-time employees + part-time staff)		5,798
	Male	2,271
	Female	3,527
New graduate employees hired		112
	Male	68
	Female	44
Mid-career employees hired		15
	Male	14
	Female	1

	FY2015	FY2016	FY2017
Average length of service (full-time employees)	14 years 4 months	15 years 4 months	15 years 5 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	40 (0, 24)	21 (0, 12)	46 (0, 28)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	0 (0, 0)	1 (0, 1)	0 (0, 0)
Number of volunteer leave recipients	0	0	0
Number of female managers (percentage)**4	232 (25.8%)	211 (24.3%)	201 (22.8%)
	Team leader	163 (32.9%)	164 (31.5%)
	Section manager	38 (12.4%)	27 (11.5%)
	Division manager	3 ( 7.3%)	9 ( 7.4%)
	Executive officer	1 ( 7.1%)	1 ( 7.7%)
Percentage of employees with disabilities*5	2.00%	2.00%	2.12%
Percentage of paid leave taken by full-time employees	12.6%	16.7%	16.0%
Frequency rate of workplace accidents	3.52%	2.31%	3.29%
Severity rate of workplace accidents	0.06%	0.05%	0.05%

\*1 Data includes 71 persons reemployed after mandatory retirement.

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

\*3 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

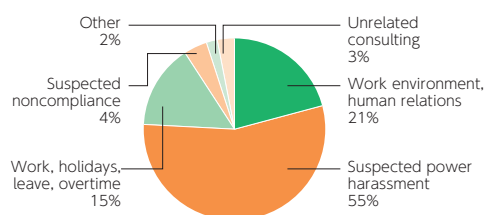
\*4 The percentage of team leaders or higher positions, excluding executive officers.

\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

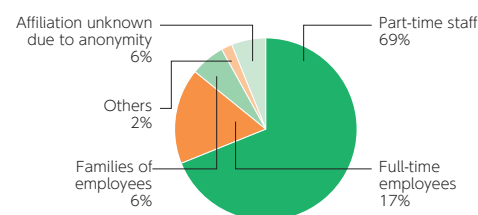
## Data for Consultation Services for Employees

Many reports have been received about employees' speech, behavior, and morality, and we are working on changing the awareness of employees by educating them about our management philosophy and conduct guidelines. We are also striving to improve the work environment.

### Description of inquiries received by Customer Response Service by topic during FY2017 Inquiries received: 112 (up 10% from the previous fiscal year)



### By user category



# Seven & i Food Systems Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2018: 749

## Providing Social Infrastructure in an Era with an Aging Society and Declining Population

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting carers and seniors	<ul style="list-style-type: none"> <li>●Continue to maintain the system for actively accepting work experience participation</li> </ul>	<ul style="list-style-type: none"> <li>●Results: 108 schools, 309 students</li> <li>Elementary school student company visits: 3 schools, 26 students</li> <li>Junior high school workplace experience: 277 students</li> <li>Employment support and professional lectures: 1</li> <li>University lectures: 1</li> </ul>	○	<ul style="list-style-type: none"> <li>●Continue to maintain the system for actively accepting work experience participation</li> <li>●Hold a children's food education class for children to gain knowledge about food</li> </ul>
Cooperating with local community revitalization	<ul style="list-style-type: none"> <li>●Maintain relay cropping and conduct procurement of seasonal ingredient</li> <li>●Share information with local communities, strengthen cooperation, and promote store operations that are rooted in the region</li> <li>●Supporters of people with dementia: 300 people</li> <li>●Continue to support disaster-affected areas through our core business</li> </ul>	<ul style="list-style-type: none"> <li>●Conducted procurement via relay cropping, with a focus on fruit and vegetables</li> <li>●Concluded a regional comprehensive agreement with Adachi Ward to enhance our regional contributions</li> <li>●Held 15 training sessions for supporters of people with dementia, and trained 223 new people, reaching a total of 1,589 supporters</li> <li>●Provided support to disaster-affected areas through our core business</li> </ul>	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>●Continue procurement throughout FY2018</li> <li>●Share information with local communities, strengthen cooperation, and promote store operations that are rooted in the region</li> <li>●Supporters of people with dementia: 300 people</li> <li>●Continue to support disaster-affected areas through our core business</li> </ul>
Providing support in times of disaster	<ul style="list-style-type: none"> <li>●Continue to proactively respond to requests received in the event of disaster from the municipalities</li> </ul>	<ul style="list-style-type: none"> <li>●Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments</li> </ul>	○	<ul style="list-style-type: none"> <li>●Continue to proactively respond to requests received in the event of disaster from the municipalities</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

In FY2016, although the number of opinions increased, the number of complaints decreased as it did in FY2015. However, unfortunately the number of compliments was lower than in the previous year.

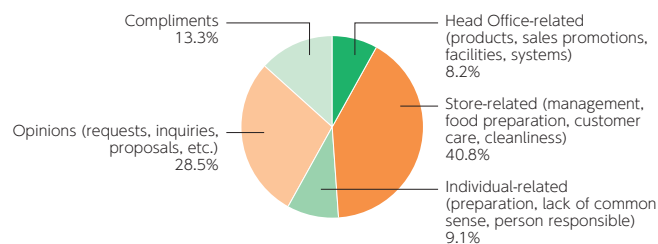
Complaints: 2,430 to 2,309 cases (a decrease of 121 cases, or 5% from the previous fiscal year)

Compliments: 976 to 923 cases (a decrease of 53 cases, or 5.4% from the previous fiscal year)

In FY2017, we will work to improve customer satisfaction by continuing to focus on on-the-job training at stores, while also enhancing off-the-job training in the form of e-learning and various kinds of training.

### Description of contacts received by Customer Response Service by topic for FY2017

Contacts received: 6,874  
(down 4.2% from the previous fiscal year)



## FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Improve the accuracy of e-BASE contents and the usability of searches</li> <li>● Advance in plant management system following the strengthening of quality control</li> </ul>	<ul style="list-style-type: none"> <li>● Improved the accuracy of e-BASE contents and the usability of searches</li> <li>● Carried out plant site audits of 20 locations for new business partners. 100% passed</li> </ul>	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>● Improve the accuracy of contents and the usability of searches</li> <li>● In addition to enhancing quality control, visit stores and provide instruction to promote improvement</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Display allergy information for the seven specified ingredients for all menus that were revised in September 2017</li> </ul>	<ul style="list-style-type: none"> <li>● Began displaying allergy information for the seven specified ingredients in menus at Denny's that were revised in September 2017</li> <li>● Introduced tablets that allow customers to look up the usage status for specified ingredients and equivalent items</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>● Begin displaying allergy information in menus at Denny's for the 20 equivalent items in the second half of FY2018</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● The relevant Head Office divisions aim to support and improve QSCA and to improve CS by considering the problems of the workplace as their own</li> <li>The target is to halve the number of complaints and double the number of compliments</li> </ul>	<ul style="list-style-type: none"> <li>● Number of complaints: The goal was a reduction by half, but complaints increased by 25%</li> <li>Number of compliments: The goal was double, however compliments only increased by 7%. The goals were not achieved</li> </ul>	<p>×</p> <p>△</p>	<ul style="list-style-type: none"> <li>● Clearly identify the factors that lead to the customer opinions received and make specific improvements</li> <li>The mandatory target for FY2018 is to halve the number of complaints and double the number of compliments</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Continue to proactively respond to requests received in the event of disaster from the municipalities</li> </ul>	<ul style="list-style-type: none"> <li>● Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments</li> </ul>		<ul style="list-style-type: none"> <li>● Continue to proactively respond to requests received in the event of disaster from the municipalities</li> </ul>

## Non-Wasteful Usage of Products, Ingredients and Energy

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Replace package air conditioners with individual air conditioners: 43 stores</li> <li>Amount of CO<sub>2</sub> emissions reduction: 718 tons</li> </ul>	<ul style="list-style-type: none"> <li>● Replaced package air conditioners with individual air conditioners: 23 stores</li> <li>Amount of CO<sub>2</sub> emissions reduction: 384 tons</li> </ul>	<p>△</p> <p>△</p>	<ul style="list-style-type: none"> <li>● Aim to replace package air conditioners with individual air conditioners at 6 stores</li> <li>Amount of CO<sub>2</sub> emissions reduction: 100 tons</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Improve efficiency by reviewing the bacteria of the raw garbage processors already installed</li> <li>Target food waste recycling rate: 47%</li> </ul>	<ul style="list-style-type: none"> <li>● Introduction of new bacteria could not be achieved, so current situation remains unchanged</li> <li>Food waste recycling rate: 49%</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>● Attempt to achieve an eco-friendly model through a food recycling loop</li> <li>Target food waste recycling rate: 50%</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● Continue to encourage employees to take the Eco Test</li> <li>Target number of employees to take the Eco Test each year: 280</li> </ul>	<ul style="list-style-type: none"> <li>● Number of employees encouraged to take the Eco Test each year, with a focus on store supervisors: 287</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>● Actively encourage all employees to pass by 2020</li> <li>Target number of employees to take the Eco Test each year: 500</li> </ul>

## Environmental Data

Challenges	Unit	FY2015	FY2016	FY2017
CO <sub>2</sub> emissions*1 *2 *3	t-CO <sub>2</sub>	84,876	82,083	75,209
CO <sub>2</sub> emissions from store operations*1 *3	t-CO <sub>2</sub>	82,474	79,755	73,161
CO <sub>2</sub> emissions from delivery vehicles*1 *3 *4	t-CO <sub>2</sub>	2,259	2,164	1,889
Electricity consumption in store operations*1	GWh	130	128	121
Water usage in store operations*1	1,000m <sup>3</sup>	1,889	1,779	1,493
Waste disposal (recycling rate)	t (%)	11,800(28.1)	12,393(26.9)	11,029(29.7)
Food waste recycling rate	%	46.4	46.2	49.0

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

\*2 CO<sub>2</sub> emissions stemming from the use of energy in store operations (Seven & i Food Systems), Head Office, and delivery vehicles.

\*3 CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual.

\*4 The values are for Denny's only.

## Supporting the Active Role of Women, Youth and Seniors within and outside the Group

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>●Conduct training centered on their basic stance and communication, as employees</li> <li>●Provide e-learning with content tailored to the workplace</li> </ul>	<ul style="list-style-type: none"> <li>●Held 19 customer care training sessions led by Denny's sales division and store managers that were attended by 445 employees</li> <li>Made revisions as necessary based on the situation at each store</li> <li>●Released 6 new types of content and began reviewing the contents for store openings</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Continue store manager training using external instructors. Revise the content to tailor it to the issues company employees face</li> <li>●Review each division's essential educational tools</li> </ul>
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>●Introduce the ranking system within job responsibilities</li> <li>Implement evaluator training</li> </ul>	<ul style="list-style-type: none"> <li>●Introduced system in June 2017</li> <li>Evaluator drills and training were not implemented</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>●Conduct evaluator training</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>●Monthly overtime: of less than 20 hours</li> <li>●Leave to be taken: (9 days or more in one month)</li> </ul>	<ul style="list-style-type: none"> <li>●NA16.3h contract</li> <li>14.0h</li> <li>PA3.1h</li> <li>●9 or more days taken: 81.1%</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>●NA15h.contract 12h.PA3h</li> <li>●9 or more days taken: 90%</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>●Percentage of seniors employed: 6% or more</li> <li>●Conversions of contractual employees: 20 employees</li> <li>●Percentage of female managers</li> <li>Section manager or higher position: 10% or more</li> <li>Team leader or higher position: 12% or more</li> </ul>	<ul style="list-style-type: none"> <li>●Percentage of seniors employed: 6.4%</li> <li>●Conversions of contractual employees: 10 employees</li> <li>●Percentage of female managers</li> <li>Section manager or higher position: 8.9%</li> <li>Team leader or higher position: 28.1%</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>×</li> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>●Percentage of seniors employed: 6% or more</li> <li>●Conversions of contractual employees: 10 employees</li> <li>●Percentage of female managers</li> <li>Section manager or higher position: 11%</li> <li>Team leader or higher position: 12%</li> </ul>
労働安全衛生への配慮				
	<ul style="list-style-type: none"> <li>●FY2017 target for the number of occupational accidents at work: less than 320, down 20%</li> <li>●Target for BMI of 25 or higher, down 10%</li> <li>●Participation rate in regular health checks by employees: 100%</li> <li>●Participation rate in health checks by employees who work the late night shift: 99% or higher</li> </ul>	<ul style="list-style-type: none"> <li>●Number of occupational accidents at work: 293</li> <li>●Number of employees with a BMI of 25 or higher: 1,179 (24.3%)</li> <li>●Participation rate in regular health checks by employees: 99%</li> <li>●Participation rate in health checks by employees who work the late night shift: 100%</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Decrease number of occupational accidents at work to 250 or below</li> <li>●Participation rate in regular health checks by employees: 100%</li> <li>●Stress check rate: 80%</li> <li>●Participation rate in health checks by employees who work the late night shift: 100%</li> </ul>

### Personnel Data

Breakdown of number of employees (as of the end of February 2018) (persons)		
Full-time employees*1		1,228
	Male	1,021
	Female	207
Part-time staff*2		8,262
	Male	2,076
	Female	6,186
Number of employees (full-time employees + part-time staff)		9,490
	Male	3,097
	Female	6,393
New graduate employees hired		58
	Male	28
	Female	30
Mid-career employees hired		2
	Male	2
	Female	0

	FY2015	FY2016	FY2017
Average length of service (full-time employees)	13 years 0 months	14 years 5 months	14 years 8 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	69 (0.56)	45 (3.33)	45 (1.39)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	1 (1.0)	0 (0.0)	1 (0.1)
Number of volunteer leave recipients	0	2	0
Number of female managers (percentage)*4	77(10.9%)	80(11.5%)	277(28.1%)
	Team leader	71(12.0%)	268(30.3%)
	Section manager	7( 8.3%)	6( 7.4%)
	Division manager	1( 7.1%)	0( 0.0%)
	Executive officer	4(30.8%)	5(38.5%)
Percentage of employees with disabilities*5	2.40%	2.42%	2.55%
Percentage of paid leave taken by full-time employees	11.3%	17.7%	36.6%
Frequency rate of workplace accidents	0.87%	0.81%	0.78%
Severity rate of workplace accidents	0.02%	0.02%	0.02%

\*1 Data includes 72 persons reemployed after mandatory retirement

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

\*3 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

\*4 The percentage of team leaders or higher positions.

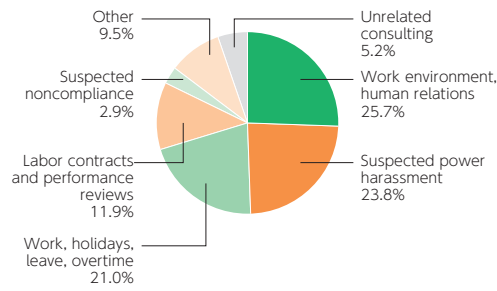
\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.



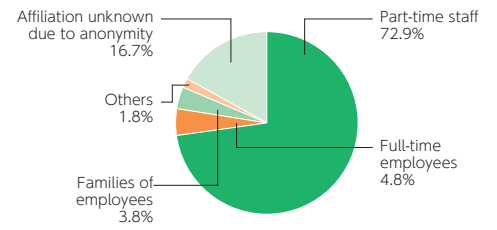
## Data for Consultation Services for Employees

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

Description of contacts received by Customer Response Service by topic for FY2017  
 Contacts received: 120  
 (up 8.1% from the previous fiscal year)



By user category



# Akachan Honpo Co., Ltd.

Website: <http://www.akachan.jp/csr/> (in Japanese)

Number of stores as of fiscal year ended February 28, 2018: 110

## Providing Social Infrastructure in an Era with an Aging Society and Declining Population

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting carers and seniors	<ul style="list-style-type: none"> <li>● Deploy Smile Childcare Advisors at all stores, and set up systems specializing in maternity-goods customers offering customer service that provides close support</li> </ul>	<ul style="list-style-type: none"> <li>● Established the certification system in October 2017 along with a post dedicated to customer care. 84 employees (48 stores) received certification and 21 individuals were hired for the post (21 stores)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Aim to place certified employees in all stores and dedicated customer care staff in 50 stores</li> </ul>
Providing support in times of disaster	<ul style="list-style-type: none"> <li>● Respond when there are requests from disaster areas</li> </ul>	<ul style="list-style-type: none"> <li>● Collected donations and funds from July 6 to July 19, 2017 for the heavy rainfall that affected Kyushu</li> <li>● Collected donations and funds from February 9 to February 22 for the Taiwan Eastern Earthquake</li> </ul>	○	<ul style="list-style-type: none"> <li>● Respond when there are requests from disaster areas</li> </ul>

## Providing Safety and Reliability through Products and Stores

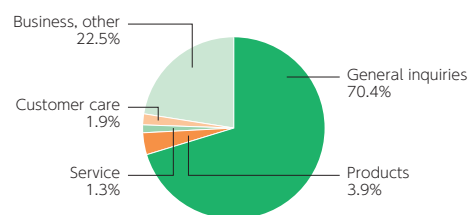
### Data from Customer Response Services

As a customer consultation desk that operates 24 hours a day, seven days a week, and offers toll-free phone calls, we listen to customer requests, opinions, and inquiries, get alongside them and respond in a fast and honest manner. Since many of our customers are first-time users of our services, they have numerous problems, things that they do not know about, and uncertainties. In order to alleviate such apprehensions even a little, we strive to deliver kind customer care. We will work to improve the skills of the persons in charge so that they can respond smoothly and provide responses that satisfy customers, thereby increasing the overall response service quality of the call center.

### Description of contacts received by Customer Response Service by topic for FY2017

Contacts received: 14,861

(down 1.3% from the previous fiscal year)



## FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>●Number of lot defects *Private brand (PB) figures are in parentheses. 47 cases in FY2015 (5 cases) 34 cases in FY2016 (11 cases) Although the overall defects decreased, private brands' defects increased in FY2016. As PB products are expected to increase in the future, we will focus on private-brand management, aiming for 30 cases or fewer in FY2017.</li> </ul>	<ul style="list-style-type: none"> <li>●Number of lot defects *Private brand (PB) figures are in parentheses. 26 cases in FY2017 (7 cases) While the target was met, due to a large number of voluntary recalls occurring in the second term, results were similar to the previous year. For clothing, changes in the implementation of advance PB checks helped prevent incidents.</li> </ul>	○	<ul style="list-style-type: none"> <li>●Keep number of lot defects in FY2018 to 25 cases or fewer. Issues with data falsification and so on have led to many media reports questioning the company's stance, so shift toward immediately issuing recalls when a problem arises. Prevent accidents through steady use of advance checks.</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>●Proactively set up a space that can be used both for relaxation and as an event venue.</li> </ul>	<ul style="list-style-type: none"> <li>●Event space was set up in new stores.</li> </ul>	○	<ul style="list-style-type: none"> <li>●Proactively set up a space that can be used both for relaxation and as an event venue.</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>●Strive to eliminate the number of inadequate displays. Grasp the status of relevant departments and conduct improvements, reduce serious cases of inadequate displays to 0.</li> </ul>	<ul style="list-style-type: none"> <li>●Number of inadequate displays in FY2017: 67 In terms of details, the inadequacies with event registration displays (15), product specification displays (12) stand out in particular. There were also high-risk inadequacies such as dual prices, production area, function and performance, effect, and specific allergens.</li> </ul>	×	<ul style="list-style-type: none"> <li>●Conduct in-house training regarding specific examples related to the Act against Unjustifiable Premiums and Misleading Presentations to ensure compliance with the law during work and create a system to prevent reoccurrences. Internal training: 10 sessions FT information distribution: 8 times.</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>●In FY2017, we aim to maintain customer service and service complaints to within 260 cases, and continue to keep last year's target for the incidence ratio to 12 PPM.</li> </ul>	<ul style="list-style-type: none"> <li>●In FY2017, the number of customer service complaints was 468, which is 55.5% greater than the target rate and greatly misses the target by 203 cases. The incidence rate was 22.8 PPM, which missed the target by 10.8 PPM. Compared to previous year, the number of complaints increased by 100, and the incidence rate decreased by 5.1 PPM. Potential reasons include that reporting all customer complaints in stores was made mandatory, and the majority of complaints concern employees' lack of skill and their expressions and behavior, with several similar complaints contributing to the increase.</li> </ul>	×	<ul style="list-style-type: none"> <li>●Recognizing that it is not realistic to expect to exceed the targets for FY2018 in terms of the number and incidence rate (PPM) of customer service-related complaints, the goal this year is to not exceed the previous year's results of 468 cases and an incidence rate of 22.8, as well as to prevent the same complaints from occurring again. Plan a system in which the supervisors and employees of stores where complaints occur must submit an Evaluation Sheet for each incident to put a stop to complaints.</li> </ul>

\* Parts Per Million (PPM): Calculated by dividing the number of complaints by the number of customers and dividing the result by 1 millionth.

## Non-Wasteful Usage of Products, Ingredients and Energy

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>●Renew Head Office and Sendai-Izumi store air conditioning (Reduction of approximately 60 kL annually)</li> </ul>	<ul style="list-style-type: none"> <li>●Head Office air conditioning upgraded: 4.4 kL Transformers upgraded: 5.5 kL</li> <li>●Sendai-Izumi store air conditioning was not upgraded.</li> </ul>	×	<ul style="list-style-type: none"> <li>●Wakaba Walk store air conditioning unit upgrade (approximately 25 kL annually)</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>●Plastic bag turndown rate: 8.0%</li> </ul>	<ul style="list-style-type: none"> <li>●Plastic bag turndown rate: 5.8%</li> </ul>	△	<ul style="list-style-type: none"> <li>●Plastic bag turndown rate 8.0%</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>●In addition to "June Environment Month," proactively raise awareness employees through the internal newsletter.</li> </ul>	<ul style="list-style-type: none"> <li>●Proactively raised awareness employees through the internal newsletter and company-wide business correspondence.</li> <li>●Collected empty cosmetics containers (212 units)</li> </ul>	○	<ul style="list-style-type: none"> <li>●In addition to "June Environment Month," proactively raise awareness employees through the internal newsletter and company-wide business correspondence.</li> <li>●Plan to have unit stores clean their surroundings in the same Environment Month (9 stores total)</li> </ul>

## Environmental Data

Challenges	Unit	FY2015	FY2016	FY2017
CO <sub>2</sub> emissions*1 *2 *3	t-CO <sub>2</sub>	18,464	17,000	16,669
CO <sub>2</sub> emissions from store operations (per store)*1 *1	t-CO <sub>2</sub>	18,183(175)	16,770(157)	16,432(144)
Electricity consumption in store operations*1	GWh	31	30	29
Water usage in store operations*1	1,000m <sup>3</sup>	45	26	22
Plastic bag turndown rate	%	6.8%	6.4%	5.8%

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

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

\*3 CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual.

## Supporting the Active Role of Women, Youth and Seniors within and outside the Group

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>●Assistant store manager (team leader rank) managerial research Target: Hold once every half year, to encourage over 30% of female employees to participate</li> </ul>	<ul style="list-style-type: none"> <li>●Training conducted as planned. Participation by female employees (including part-time employees) exceeded 30% First term: 64%, Second term: 89%</li> </ul>	○	<ul style="list-style-type: none"> <li>●To encourage female part-time workers to be active, the assistant store manager (team leader rank) should hold a training session once every term and encourage 30% or more of female employees to participate</li> </ul>
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>●Review the status of how employees apply for and actually take leave, and ensure 100% of leave is taken</li> </ul>	<ul style="list-style-type: none"> <li>●Percentage of employees who took leave: 99.1%</li> </ul>	△	<ul style="list-style-type: none"> <li>●Percentage of employees who take leave: 100%</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>●Percentage of eligible employees taking childcare leave: 50% or higher</li> <li>●Keep each employee's overtime below 15 hours</li> </ul>	<ul style="list-style-type: none"> <li>●Percentage of employees taking childcare leave: 21.6%</li> <li>●Kept each employee's overtime below 11.9 hours</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Increase percentage of employees taking childcare leave to 30% or more</li> <li>●Keep each employee's overtime below 15 hours</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>●Number of existing part-time leaders: 220</li> <li>●Percentage of female managers (section manager or higher): 25% or more</li> <li>●Assistant store managers or higher rank appointed from employees working childcare-related reduced hours: 15 or more</li> </ul>	<ul style="list-style-type: none"> <li>●Number of existing part-time leaders: 207</li> <li>●Percentage of female managers (section manager or higher): 22.9%</li> <li>●As of March, the number of employees working reduced hours was 19 (15 assistant store managers, 4 BY/DB)</li> </ul>	○	<ul style="list-style-type: none"> <li>●Make it such that no stores lack a part-time leader</li> <li>●Percentage of female managers (section manager or higher): 25.6%</li> <li>●Maintain the current conditions and aim for 20 or more employees working childcare-related reduced hours</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>●Workplace accidents: less than 30</li> </ul>	<ul style="list-style-type: none"> <li>●Workplace accidents: 38</li> </ul>	×	<ul style="list-style-type: none"> <li>●Workplace accidents: less than 30</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2018)		(persons)
Full-time employees*1		902
	Male	503
	Female	399
Part-time staff*2		2,302
	Male	145
	Female	2,157
Number of employees (full-time employees + part-time staff)		3,204
	Male	648
	Female	2,556
New graduate employees hired		49
	Male	12
	Female	37
Mid-career employees hired		12
	Male	9
	Female	3

	FY2015	FY2016	FY2017	
Average length of service (full-time employees)	14 years 9 months	13 years 8 months	14 years 10 months	
Number of full-time employees who took childcare leave (males, part-time staff)*3	144 (1, 99)	116 (0, 63)	108 (0, 64)	
Number of full-time employees who took nursing care leave (males, part-time staff)*3	0 (0, 0)	3 (0, 2)	4 (0, 4)	
Number of volunteer leave recipients	NA	NA	NA	
Number of female managers (percentage)**4	168(32.1%)	180(33.3%)	188(33.7%)	
	Team leader	111(45.3%)	116(45.5%)	120(46.0%)
	Section manager	49(20.6%)	58(22.9%)	67(25.6%)
	Division manager	5(15.6%)	3(11.5%)	1( 3.6%)
	Executive officer	4(22.2%)	4(23.5%)	3(18.8%)
Percentage of employees with disabilities*5	2.03%	2.20%	2.10%	
Percentage of paid leave taken by full-time employees	39.6%	39.2%	41.2%	
Frequency rate of workplace accidents	0.00%	0.00%	0.35%	
Severity rate of workplace accidents	0.00%	0.00%	0.01%	

\*1 Data includes 12 persons reemployed after mandatory retirement.

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

\*3 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

\*4 The percentage of team leaders or higher positions.

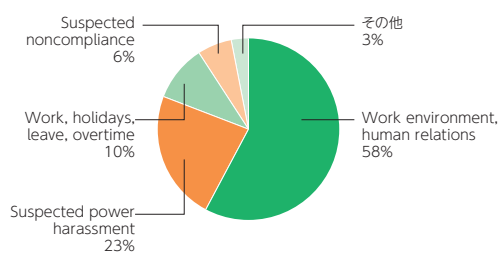
\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

## Data for Consultation Services for Employees

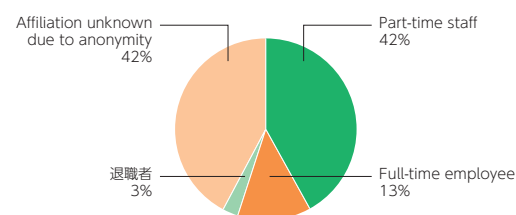
Due to insufficient communication, there were many consultations received from employees who felt they were subject to power abuse. Throughout the company, we are repeatedly working to drive home to them the importance of communication. Continuing in the fiscal year ending February 28, 2018, the education department will lead compliance training in cooperation with staff who deal in fair trade, quality management, and legal affairs issues, and so forth, for new recruits through to specialist employees.

### Description of contacts received by Customer Response Service by topic for FY2017

Contacts received: 31  
(up 11% from the previous fiscal year)



### By user category



## Providing Social Infrastructure in an Era with an Aging Society and Declining Population

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting carers and seniors				
	<ul style="list-style-type: none"> <li>● Continue donations of picture books</li> <li>● Strengthen cooperation with children's centers</li> </ul>	<ul style="list-style-type: none"> <li>● Continued donating picture books to children's centers by issuing Bonolon cash cards</li> <li>● Began donating to the "Supporting Everyone's Communication Project" of the Foundation for Promoting Sound Growth of Children</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue donations of picture books</li> <li>● Strengthen cooperation with children's centers</li> </ul>
Cooperating with local community revitalization				
	<ul style="list-style-type: none"> <li>● Promote employee participation in volunteer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>● 13 employees took volunteer leave</li> <li>● 10 Employees participated in volunteer activities and such organized by the Chiyoda Business Volunteer Association, a group comprised of businesses located in Chiyoda Ward, where the Head Office of Seven Bank is located</li> </ul>	△	<ul style="list-style-type: none"> <li>● Encourage employees to participate in regional contribution activities</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>● Continue to gather and utilize information on anti-social forces to prevent transactions</li> <li>● Continue to improve detection capabilities for evolving and diversifying financial crimes, and to strengthen prevention measures</li> <li>● Promote the prevention of all types of financial crimes by strengthening collaboration with investigating agencies and business partners.</li> </ul>	<ul style="list-style-type: none"> <li>● Appropriately prevented transactions with anti-social forces by continuing to gather and utilize information on them</li> <li>● Improved detection capabilities based on the results of research and analysis of financial crimes (including money laundering) and strengthened prevention measures and money laundering countermeasures</li> <li>● Promoted initiatives to prevent all types of financial crimes by strengthening collaboration with investigation agencies and business partners</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to gather and utilize information on anti-social forces to prevent transactions</li> <li>● Continue to improve detection capabilities for financial crimes that are evolving and growing more diverse (including money laundering), and strengthen prevention measures and money laundering countermeasures</li> <li>● Promote the prevention of all types of financial crimes by strengthening collaboration with investigating agencies and business partners.</li> </ul>

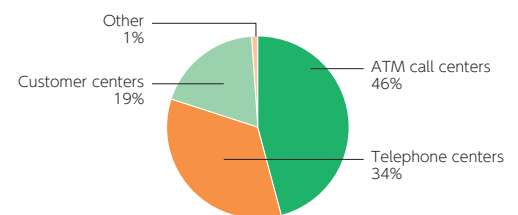
## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

Seven Bank takes the opinions and requests it receives from customers sincerely and is working to enhance and expand future services based on the customer inquiries.

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

Description of contacts received by Customer Response Service by topic for FY2017  
 Contacts received: 895,440  
 (up 4.7% from the previous fiscal year)



Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Enhance various types of training, independent of scenario</li> <li>● Conduct initial training on the assumption that a pandemic has occurred</li> <li>● Continue BCP officer meetings, and maintain and strengthen the system by sharing information and resolving issues</li> </ul>	<ul style="list-style-type: none"> <li>● Confirmed BCP's efficacy by incorporating unexpected incidents into training</li> <li>● In light of social conditions, we confirmed the efficacy of initial responses by changing the training to involve a hypothetical terrorist act</li> <li>● Maintained and strengthened the system through continuous BCP officer meetings</li> </ul>	○	<ul style="list-style-type: none"> <li>● Enhance maintenance of the system through continuous training to ensure that BCP is carried out</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>● Continue to promote ATM functions to meet diverse needs</li> </ul>	<ul style="list-style-type: none"> <li>● Collaborated with entities other than financial institutions. Made it possible to use our ATMs to charge Softbank Cards and LINE Pay</li> <li>● Began a cash receipt service around spring 2018 (established the subsidiary Seven Payment Service, Ltd. in anticipation of the service beginning)</li> <li>● Began remittance services aimed at the Philippines through the overseas remittance app</li> <li>● Expanded the services and providers available for smartphone ATM transactions</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to promote ATM functions to meet diverse needs</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Continue initiatives to improve customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>● Began the overseas card operation guide (available in 12 languages) as well as offering assistance through intercom-guided displays, available on the ATM screen</li> <li>● Expanded points on contact with customers (began using chatbots, e-mail)</li> <li>● Improved customer care to meet customers' expectations (received the highest rating (three stars) from an external agency (HDI) for our ATM call center and telephone center)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue initiatives to improve customer satisfaction</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>● Continue to gather and utilize information on anti-social forces to prevent transactions</li> <li>● Continue to improve detection capabilities for evolving and diversifying financial crimes, and to strengthen prevention measures</li> <li>● Promote the prevention of all types of financial crimes by strengthening collaboration with investigating agencies and business partners.</li> </ul>	<ul style="list-style-type: none"> <li>● Appropriately prevented transactions with anti-social forces by continuing to gather and utilize information on them</li> <li>● Improved detection capabilities based on the results of research and analysis of financial crimes (including money laundering) and strengthened prevention measures and money laundering countermeasures</li> <li>● Promoted initiatives to prevent all types of financial crimes by strengthening collaboration with investigation agencies and business partners</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to gather and utilize information on anti-social forces to prevent transactions</li> <li>● Continue to improve detection capabilities for financial crimes that are evolving and growing more diverse (including money laundering), and strengthen prevention measures and money laundering countermeasures</li> <li>● Promote the prevention of all types of financial crimes by strengthening collaboration with investigating agencies and business partners.</li> </ul>

## Non-Wasteful Usage of Products, Ingredients and Energy

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Attaining an appropriate grasp of environmental impact				
	●Continue grasping and disclosing greenhouse gas emission volumes (Scope 3 emissions) through the supply chain that the company indirectly discharges	●Scope 3 calculation planned	△	●Continue grasping and disclosing greenhouse gas emission volumes (Scope 3 emissions) through the supply chain that the company indirectly discharges
Improving energy efficiency and introducing renewable energy				
	●Promote paperless operations	●Installed monitors in meeting rooms and open spaces and took other measures, which had some effect but did not lead to a significant reduction	△	●Promote paperless operations
Reducing waste and developing a recycling-oriented society				
	●Promote the Three-Rs (reduce, reuse, recycle), including in offices	●Disposed ATMs (third-generation, 7 machines) ●Continuously using FSC-certified paper ●Implemented recycling and reusing of office stationery and books	○	●Three-Rs (reduce, reuse, recycle), including in offices
Raising environmental awareness among employees				
	●Continue to active participation in Seven & i Holdings' Environment Volunteers and other activities ●Enhance the environment volunteer activities by participants in Seven Bank's own programs	●26 employees participated in Seven & i Holdings' Great East Japan Earthquake Disaster Reconstruction Assistance Project, Tokyo Bay UMI Project, and Environment Volunteers	△	●Continue active participation in Seven & i Holdings' Environment Volunteers, Regional Volunteers, and other activities

### Environmental Data

Challenges	Unit	FY2015	FY2016	FY2017
Volume of paper ordered for office automation equipment	1,000 sheets	5,437	5,178	4,591
Electricity used at the offices*	MWh	1,236	1,172	1,134

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

## Supporting the Active Role of Women, Youth and Seniors within and outside the Group

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Supporting development of employee abilities				
	●Increase opportunities for personnel exchange both internally and externally, and support the autonomous growth of next-generation leaders	●Conducted newly appointed manager training (coaching, labor knowledge) ●Conducted leader cultivation training led by Seven & i Holdings ●Innovation training organized by the Ministry of Economy, Trade and Industry ●Conducted innovator mind training led by investors ●Dispatched employees to earn MBAs in Japan	○	●Increase opportunities for personnel exchange both internally and externally, and support the autonomous growth of next-generation leaders
Achieving a work-life balance				
	●Proactively utilize the system to support in a good balance between work and childcare/nursing care	●Established a telecommuting system: 11 users ●Employees who took childcare leave: 16 ●Employees who used the short-hour work system due to childcare and nursing care: 20	○	●Proactively utilize the system to support in good balance between work and childcare/nursing care
Making use of diverse human resources				
	●Promote diversity inclusion ●Create environments and awareness that allow all employees to perform to their full potential, regardless of nationality or gender ●Implement vigorous initiatives for employees with disabilities ●Continue to convert fixed-term employees to permanent employees	●Held lifetime design seminars ●Percentage of employees with disabilities: 2.22% ●Held lifetime design seminars (3 times) ●Provided nursing care support service mediation ●Regularly disseminated examples of general consultation on nursing care, ●Converted fixed-term employees to permanent employees (19 employees)	○	●Promote diversity inclusion ●Create environments and awareness that allow all employees to perform to their full potential, regardless of nationality or gender ●Implement vigorous initiatives for employees with disabilities ●Activate inner communication ●Create opportunities for all employees to participate
Assuring consideration for worker health and safety				
	●Continue to ensure that employees take paid leave ●Devise measures to ensure that employees will leave the office on time during the targeted periods ●Conduct stress checks	●Percentage of paid leave taken: 87.2% ●Dedicated two separate periods to encouraging employees to leave the office on time ●Conducted stress checks		●Continue to ensure that employees take paid leave ●Devise measures to ensure that employees will leave the office on time during the targeted periods ●Conduct stress checks



## Personnel Data

Breakdown of number of employees (as of the end of February 2018)		(persons)
Full-time employees*1		390
	Male	299
	Female	91
Part-time staff*2		97
	Male	12
	Female	85
Number of employees*3 (full-time employees + part-time staff)		487
	Male	311
	Female	176
New graduate employees hired		11
	Male	7
	Female	4
Mid-career employees hired		14
	Male	12
	Female	2

	FY2015	FY2016	FY2017
Average length of service (full-time employees)**4	6 years 6 months	7 years 7 months	8 years 2 months
Number of full-time employees who took childcare leave *5 (males, part-time staff)	10 (1.0)	13 (1.5)	16 (2.5)
Number of full-time employees who took nursing care leave*5 (males, part-time staff)	0 (0.0)	0 (0.0)	0 (0.0)
Number of volunteer leave recipients	9	11	13
Number of female managers (percentage)**6	22(10.0%)	55人(17.4%)	55人(17.9%)
	Team leader	3(60.0%)	35(30.2%)
	Section manager	19(10.3%)	19(10.7%)
	Division manager	0(0.0%)	1(7.1%)
	Executive officer	3(12.0%)	3(12.5%)
Percentage of employees with disabilities*7	2.28%	2.22%	2.20%
Percentage of paid leave taken by full-time employees	78.7%	83.2%	87.2%
Frequency rate of workplace accidents	1.04%	0.00%	0.00%
Severity rate of workplace accidents	0.00%	0.00%	0.00%
Number of employee consultations	0	1	2

\*1 Data includes 37 persons reemployed after mandatory retirement.

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

\*3 The number of employees excludes corporate officers, executive officers, employees dispatched from the company to outside the company, and temporary staff; and includes people dispatched from outside the company to the company

\*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 section managers 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.

## Building an Ethical Society and Improving Resource Sustainability Together with Customers and Business Partners

### FY2017 Targets/Results and FY2018 Targets

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

Challenges	FY2017 Targets and Plans	FY2017 Results and Outcomes	Evaluation	FY2018 Targets
Offering eco-friendly products	●Stable operations of eco-friendly ATMs	●ATM operation is stable	○	●Stable operations of eco-friendly ATMs