

## Group Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO <sub>2</sub> emissions *1	t-CO <sub>2</sub>	3,601,718	3,446,259	3,394,352
	Scope 1	113,422	106,449	122,593
	Scope 2	3,488,296	3,339,810	3,271,759
Electricity consumption in store operations *2	GWh	6,753	6,753	6,847
Water usage in store operations *3	1,000m <sup>3</sup>	33,760	33,760	35,920
Waste disposal (recycling rate) *4	t(%)	668,429 (52.7)	668,429 (52.7)	662,258 (50.7)

\*1 For FY2014 and 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. (Data coverage is 95.0% of sales)

\*2 For FY2014 and 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. (Data coverage is 96.4% of sales)

\*3 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). (Data coverage is 95.9% of sales)

\*4 Totals are for 6 companies: (SEJ, IY, Sogo & Seibu, YB, York Mart, Seven & i Food Systems). (Data coverage is 66.4% of sales)

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

Breakdown of number of employees (as of the end of February 2017)		(persons)
Full-time employees *2		25,846
	Male	18,938
	Female	6,908
Part-time staff *3		59,239
	Male	12,633
	Female	46,606
Number of employees (full-time employees + part-time staff)		85,085
	Male	31,571
	Female	53,514
New graduate employees hired		1,025
	Male	532
	Female	493
Mid-career employees hired		531
	Male	441
	Female	90
Turnover (full-time employees) *4		1,409

	FY2014	FY2015	FY2016	
Average length of service (full-time employees)	16 years 1 month	15 years 1 months	16 years 2 months	
Number of full-time employees who took childcare leave *5 (males, part-time staff)	977 (11, 503)	1,015 (9, 411)	1,233 (10, 583)	
Number of full-time employees who took nursing leave *5 (males, part-time staff)	24(2, 15)	32(11, 11)	50(10, 33)	
Number of volunteer leave recipients	13	15	33	
Percentage of women in management positions *6	22.9%	26.2%	26.3%	
	Team leader	25.6%	25.1%	30.2%
	Section manager	16.8%	22.6%	23.0%
	Division manager	7.2%	8.9%	10.0%
	Executive officer	13.3%	15.0%	14.7%
Percentage of employees with disabilities *7	2.29%	2.47%	2.51%	
Percentage of paid holidays taken	22.3%	27.6%	34.7%	

\*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 domestic sales.)

\*2 Data includes 1,511 persons reemployed after mandatory retirement.

\*3 Monthly average number, 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 years (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.

\*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.

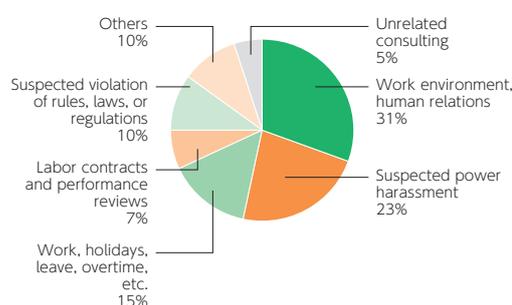
## Groupwide Data for Consultation Services for Employees

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

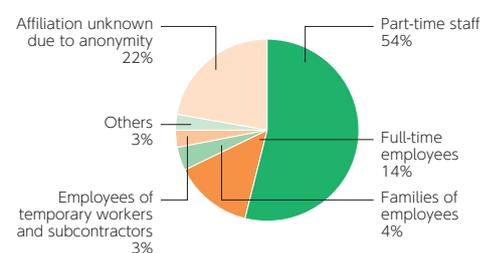
This is a system that applies to both the employees of Seven & i Holdings and the employees of domestic consolidated subsidiaries, being established to proactively prevent, quickly discover, promptly correct and stop reoccurrences of any behavior across the Group that would result in a loss of public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

	FY2014	FY2015	FY2016
Contacts received	705	844	845

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



### By user category



## Environment Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>● Acquire ISO 14001: 2015</li> <li>● Reduce findings needing correction following ISO 14001: 2015 acquisition audit</li> </ul>	<ul style="list-style-type: none"> <li>● Achieved acquisition of ISO 14001: 2015</li> <li>● One non-compliant finding occurred following ISO 14001: 2015 acquisition audit</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce findings needing correction following regular ISO 14001:2015 audit to a level below FY2017</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Install highly energy-efficient store illumination in 2,550 stores (1,800 new stores and 750 renovated stores)</li> <li>● Expand hybrid vehicles within the logistics' deliveries fleet to 750</li> </ul>	<ul style="list-style-type: none"> <li>● FY2017 results: Installed in 2,628 stores (new stores and renovated stores)</li> <li>● Expanded hybrid vehicles within the logistics' deliveries fleet to 760</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Install even more highly energy-efficient store illumination for 3,000 stores (including replacements)</li> <li>● Expand hybrid vehicles within the logistics' deliveries fleet to 840</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 53.4% or higher</li> </ul>	<ul style="list-style-type: none"> <li>● Plastic bags usage per store: 947.9 kg (down 1.3% from FY2016)</li> <li>● Food product recycling rate: Achieved 53.4%</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</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 54.4% or higher</li> </ul>
Offering eco-friendly products				
	<ul style="list-style-type: none"> <li>● Expand measures to reduce CO<sub>2</sub> in products that use plastic containers</li> <li>● Expand measures for eco-friendly containers and packaging for SEVEN CAFÉ products</li> </ul>	<ul style="list-style-type: none"> <li>● Expanded installation of eco-friendly PET containers to almost all PB containers for noodles</li> <li>● Expanded measures for eco-friendly containers and packaging (hot bodies, ice lids, etc.) for SEVEN CAFÉ products</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Use botanical inks that are friendly to the environment 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>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● A cumulative 800 or more employees to pass the Eco Test (employees who take the test are mainly from the Merchandizing Department, to develop eco-friendly products)</li> </ul>	<ul style="list-style-type: none"> <li>● A cumulative 814 or more employees passed the Eco Test (employees who took the test were mainly from the Merchandizing Department, to develop eco-friendly products)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● A cumulative 1,800 or more employees to pass the Eco Test (expand employees who take the test to the Store Development Department, to develop eco-friendly neighborhoods)</li> </ul>

### Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO <sub>2</sub> emissions *1 *2 *3	t-CO <sub>2</sub>	1,644,672	1,648,386	1,652,789
CO <sub>2</sub> emissions from store operations (per store) *1	t-CO <sub>2</sub>	1,462,231 (87.0)	1,451,605 (78.2)	1,430,723 (73.7)
Logistics-related CO <sub>2</sub> emissions(per store) *4	t-CO <sub>2</sub>	179,330 (10.7)	193,750 (10.4)	218,927 (11.3)
Electricity consumption in store operations (per store) *1 *3	GWh (MWh)	2,584 (154)	2,665 (144)	2,718 (140)
Water consumption in store operations *1 *5	1,000m <sup>3</sup>	10,412	11,229	10,154
Plastic bag consumption per store (by weight)	t	0.96	0.96	
Waste disposal (recycling rate) *6	t (%)	409,228 (47.1)	422,116 (47.9)	422,116 (45.4)
Food product recycling rate *7	%	51.3	52.4	53.4

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

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

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

\*4 The period of the calculations was March to February. This data represents 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 consumption by approximately 3,400 stores in prefectural capitals.

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

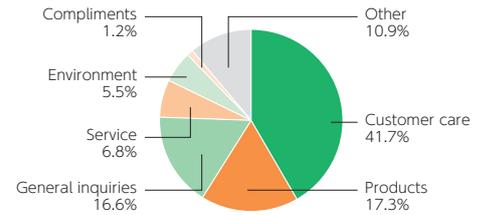
\*7 Calculated based on the reports submitted by food recycling companies. The period of the calculations was April to March.

## Consumer Challenges

### Data for Customer Response Services

In the fiscal year ended February 28, 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. 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.

Service by topic for FY2016  
Contacts received: 151,574  
(up 13.4% from the previous fiscal year's level)



### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	● Continue to improve evaluations received in NDF-HACCP maintenance audits in the dedicated factories for daily food products	● Improved the rate of NDF-HACCP certification acquisition in the dedicated factories for daily food products	○	● Review NDF-HACCP certification system and revitalize activities, for the adoption of the HACCP system in FY2020
Making stores and facilities more customer-friendly and reliable				
	● Stores adopting barrier-free design: 850	● Stores that adopted barrier-free design: 956	○	● New stores adopting barrier-free design (installing toilets accessible by wheelchairs): 1,000
	● Stores where the minimum necessary facilities continue operation even during blackouts: 1,800	● New stores where the minimum necessary facilities continue operation even during blackouts: 1,651 (all stores already equipped)	△	● Number of stores to have newly installed guard pipes to prevent vehicle "dive" accidents: 1,000
	● Stores where guardrails are installed (for stores with car parks): 1,800 (planned to install at all stores for which it is possible)	● Stores where guardrails were installed: New stores: 1,028; Existing stores: 1,156; Total: 2,184	○	
Assuring appropriate information provision				
	● Create a website that consolidates information on CSR as part of the 7-Eleven website, and strive to give clear disclosure	● In November 2016, "Initiatives for Society and the Environment" were renewed as the "CSR" page.	○	● Improve the frequency of updating CSR news ● Implement responsive web design/support to make it easy to browse on smartphones
Responding sincerely to customer opinions (organization)				
	● Improve the response rate to telephone inquiries by increasing the number of staff who respond to customers. Meet increased demand for customer service accompanying the increase in the number of stores by strengthening employees' customer care training	● Improved efficiency of telephone response by establishing call centers ● Strengthened the system as there is room for improvement in response at peak of incoming calls	△	● Increase speed of improvement by collaborating with departments in charge of matters frequently inquired about ● Strive to improve quality of responses to incoming calls

## Local Communities

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	● Mobile stores: 40 Electric vehicles: 1,000 Power-assisted bicycles: Promote use of close-by, convenient stores with the aim of introducing 3,000 bicycles	● In FY2016, introduced 35 mobile stores, 831 electric vehicles, and 2,635 electric-assisted vehicles	△	● Mobile stores: 70 Delivery vehicles such as electric vehicles: 1,000 Strengthen shopping assistance for customers who find it difficult to shop, including elderly people and working women
Assisting in local community revitalization				
	● Promote new conclusion of comprehensive alliance agreements with municipalities and promote ongoing initiatives to conclude more specific individual alliance agreements	● Concluded Comprehensive Regional Vitalization Partnership Agreements with 76 local governments, and special agreements for supporting the elderly (including some "guardian angel agreements") with 353 local governments	○	● At the same time as concluding a comprehensive agreement with a new local authority, proactively conduct ongoing initiatives related to societal issues, including senior support under the agreement
Providing support in times of disaster				
	● Enhance support systems, including for business partners, and cooperate effectively with national and local governments in order to fulfill the infrastructure functions, including the continuation of store operations at the time of a disaster,	● Concluded new disaster support agreements with Ehime Prefecture, Kochi Prefecture, Toyama Prefecture, Fukui Prefecture, Gifu Prefecture, and others	○	● Implement effective training, including for business partners, and cooperate effectively with national and local governments in order to fulfill the infrastructure functions, including the continuation of store operations at the time of a disaster
Implementing crime prevention measures for local communities				
	● Collaborate with the prefectural police and local police stations in sharing information, and achieve a participation rate for crime prevention drills and seminars of 50% or higher	● 6,840 stores participated in crime prevention drills and seminars (36.4% participation rate). Worked to revise the content and implement the drills for communicating remittance-fraud prevention, etc.	△	● Collaborate with the prefectural police and local police stations in sharing information, and achieve a participation rate for crime prevention drills and seminars of 50% or higher

## Employee Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities	<ul style="list-style-type: none"> <li>● Enhance training for new employees (Strengthen education about compliance and CSR)</li> <li>● Promote compliance education for District Managers</li> </ul>	<ul style="list-style-type: none"> <li>● Enhanced training for new employees (Strengthened education about compliance and CSR)</li> <li>● Used e-learning to promote education about compliance and CSR to all employees</li> </ul>	○	● Use e-learning to conduct education about compliance and CSR to all employees
Assuring fair assessment and treatment of employees	<ul style="list-style-type: none"> <li>● Digitize evaluation feedback and build a mechanism that reliably communicates self-evaluations</li> </ul>	<ul style="list-style-type: none"> <li>● Encouraged digitization of evaluation feedback, and realized a mechanism that reliably feeds back the self-evaluations</li> </ul>	○	● Introduce a new evaluation system Aim to maximize the consolidation of target management together with the results
Achieving a work-life balance	<ul style="list-style-type: none"> <li>● Encourage male employees to take childcare leave</li> <li>● Encourage employees to take more paid leave</li> </ul>	<ul style="list-style-type: none"> <li>● Number of male users: 1</li> <li>● Paid leave usage rate: 62.4%</li> </ul>	△ ○	<ul style="list-style-type: none"> <li>● Build flexible work styles, including a staggered working hours attendance system</li> <li>● Encourage employees to take more paid leave employees to take more paid leave</li> </ul>
Making use of diverse human resources	<ul style="list-style-type: none"> <li>● Number of people with disabilities to be employed as employees: 30</li> <li>● Percentage of female managers (Team leader or higher positions): 32%</li> </ul>	<ul style="list-style-type: none"> <li>● Number of people with disabilities that were employed as employees: 28</li> <li>● Percentage of female managers (Team leader or higher positions): 31.4%</li> </ul>	△ △	<ul style="list-style-type: none"> <li>● Number of people with disabilities to be employed as employees: 27</li> <li>● Percentage of female managers (Team leader or higher positions): 32%</li> </ul>
Assuring consideration for worker health and safety	<ul style="list-style-type: none"> <li>● Reduce the number of traffic accidents and violations by 10% compared to FY2015</li> <li>● Reduce the number of workplace accidents by 10% compared to FY2015</li> </ul>	<ul style="list-style-type: none"> <li>● Traffic accidents and violations: both decreased slightly</li> <li>● Number of workplace accidents: decreased 15% compared to FY2015</li> </ul>	× ○	<ul style="list-style-type: none"> <li>● Reduce the number of traffic accidents and violations by 10% compared to FY2016</li> <li>● Reduce the number of workplace accidents by 10% compared to FY2016</li> </ul>

### Personnel Data

Breakdown of number of employees (as of the end of February 2017)		(persons)
Full-time employees *1		8,408
	Male	5,982
	Female	2,426
Part-time staff *2		7,836
	Male	3,240
	Female	4,596
Number of employees (full-time employees + part-time staff)		16,244
	Male	9,222
	Female	7,022
New graduate employees hired		537
	Male	265
	Female	272
Mid-career employees hired		489
	Male	411
	Female	78

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	9 years 6 months	8 years 1 month	9 years 2 months
Number of full-time employees who took childcare leave *3 (males, part-time staff)	159(0.0)	188(0.1)	251(1.4)
Number of full-time employees who took nursing leave *3 (males, part-time staff)	2(1.0)	3(3.0)	4(4.0)
Number of volunteer leave recipients	1	3	8
Percentage of women in management positions *4	30.5%	31.2%	31.0%
Percentage of employees with disabilities *5	2.29%	2.47%	2.51%
Percentage of paid holidays taken by full-time employees	45.5%	47.9%	62.4%
Frequency rate of workplace accidents	0.01%	0.15%	0.04%
Severity rate of workplace accidents	0.0005%	0.01%	0.00%

\*1 Data includes 88 persons reemployed after mandatory retirement.

\*2 Monthly average number, 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 Section manager or higher.

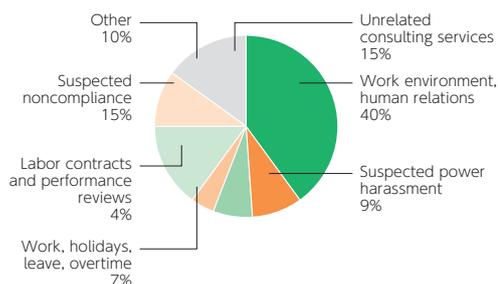
\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

### Data for Consultation Services for Employees

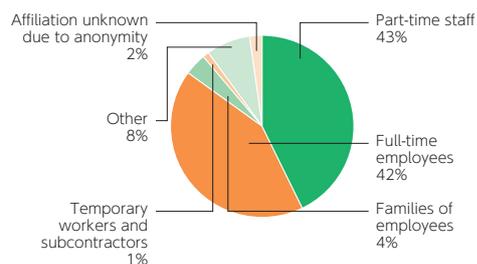
As a result of conducting awareness surveys regarding the workplace environment for all employees, and at the same time informing everyone about the in-house reporting system and increasing the number of employee consultation centers, etc., the total number of consultations has been increasing. Seven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

### Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2017

Contacts received: 100  
(up 45% from the previous fiscal year's level)



### By user category



## Environment Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>●Stores changing from fluorescent tubes to LED lighting: 108</li> <li>●Delivery distance per store: 235,000 km (same level as FY2015)</li> <li>Number of stores at end of FY2016: 186</li> </ul>	<ul style="list-style-type: none"> <li>●Introduced LED lighting in 108 stores</li> <li>●Delivery distance per store: 235,000 km (4.0% reduction compared to FY2015)</li> <li>Average number of stores operational in FY2016: 182</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<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>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>●Food product recycling rate: 52%</li> <li>●Stores that implement recycling: 100 stores</li> </ul>	<ul style="list-style-type: none"> <li>●Food product recycling rate: 52.1%</li> <li>●Stores that implement recycling: 88 stores</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>●Food product recycling rate: 53.0%</li> <li>●Stores that implement recycling: 90 stores</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>●Targeted number of employees to take the Eco Test: 200</li> </ul>	<ul style="list-style-type: none"> <li>●Number of employees who took the Eco Test: 444 (up 244 from FY2015)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Employees that passed the Eco Test: 200</li> </ul>

### Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO <sub>2</sub> emissions *1 *2 *3	t-CO <sub>2</sub>	550,358	519,827	499,383
CO <sub>2</sub> emissions from store operations *1 *3 (Environmental impact index*4)	t-CO <sub>2</sub> (t-CO <sub>2</sub> /1,000,000m <sup>2</sup> ×1,000h)	524,418 (105)	493,858 (99)	474,179 (96)
CO <sub>2</sub> emissions by delivery vehicles *1 *3	t-CO <sub>2</sub>	23,638	23,590	24,896
Electricity consumption in store operations *1	GWh	851	838	826
Water usage in store operations *1	1,000m <sup>3</sup>	6,441	6,682	6,649
Plastic bag consumption (turndown rate) at the food section	t (%)	1,268(70.2)	1,210(71.7)	1,219(71.5)
Waste disposal (recycling rate)	t (%)	131,787(66.7)	138,568(65.8)	136,078(65.5)
Food product recycling rate	%	50.1	51.2	52.1

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

\*2 CO<sub>2</sub> emissions stemming from the use of energy in store, Head Office, training center and distribution center operations and by 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 CO<sub>2</sub> emissions per (total sales floor area × opening hours).

## Consumer Challenges

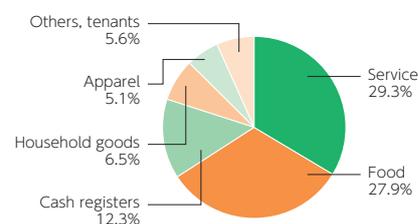
### Data for Customer Response Services

Contacts received from customers were down by 16% from the previous fiscal year.

Service complaints, which comprise 29% of total contacts, declined by 13%.

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

Description of contacts received by Customer Response Service by topic for FY2016  
**Contacts received: 66,747**  
 (down 16% from the previous fiscal year's level)



## FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Implement even more detailed quality control activities to further improve quality</li> </ul>	<ul style="list-style-type: none"> <li>● Revised internal standards in compliance with changes in laws and regulations, and conducted awareness raising activities both internally and externally</li> <li>● Participated in both governmental and public-organization committees</li> </ul>	<p>○</p> <p>○</p>	<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>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>● Create a procedure manual specializing in stores' initial responses</li> <li>● Confirm changes such as damage predictions by government agencies and reflect them in the countermeasures manual, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Started to create stores' 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>	<p>△</p>	<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 contents of disaster agreement</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Summarize the results of the monthly interviews and provide information to Head Office, including concrete examples of inappropriate labeling, to prevent recurrence</li> </ul>	<ul style="list-style-type: none"> <li>● Results of store interview: A grade: 93% (an improvement of 11 percentage points) B grade: 6% (a worsening of 11 percentage points) C grade: 1% (no change)</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>● Continue to provide on-site training at the store interview, share information with Head Office, and strive to prevent any recurrence of inappropriate labeling</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Use customer complaints to drive specific improvements</li> <li>● Narrow down to nine challenging stores, and carry out causal-research and preventative measures Aim especially to reduce service-related complaints</li> <li>● Disseminate information providing examples of customer care and sales-floor guidance and work to improve the level of customer care</li> </ul>	<ul style="list-style-type: none"> <li>● Implemented new handling of newly offered products upon customer request, and reviewed the functional appeal of products</li> <li>● No. of service complaints at all stores Down 12.8% YOY No. of service complaints at challenging stores Down 17.9% YOY</li> <li>● Disseminate a monthly pocket-sized manual in addition to weekly customer feedback department information, for use in customer care</li> </ul>	<p>△</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>● Find out the cause of a customer's opinion (scolding the Group or being criticized), and make a proactive proposal that leads to more detailed improvement actions</li> <li>● Conduct a mini-training session to improve the skills to enable employees to seriously engage (through empathy or acceptance) with the customer's opinion</li> </ul>

## Local Communities

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>● Deepen the development of products that reflect customers' feedback</li> <li>● Make it easier to select Internet shopping websites, enhance product lineups, and increase convenience for those who find it difficult to visit stores</li> </ul>	<ul style="list-style-type: none"> <li>● Deepened (the development) for mainly everyday clothing and daily consumables as well as welfare equipment for which there had been large dissatisfaction with the price</li> <li>● Promoted through a lineup of more than 10,000 items, and easy-to-select categories</li> </ul>	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> <li>● Respond to elderly people who's severity level of care dependency is mild 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>
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 revise the contents of agreements concluded in the past</li> </ul>	<ul style="list-style-type: none"> <li>● Concluded a new material support agreement with Osaka City</li> <li>● Reviewed agreement with Okayama City that was 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>	<p>○</p>	<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 revise the contents of agreements concluded in the past</li> </ul>

## Employee Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● In addition to newly appointed store managers and deputy managers, also conduct OJT training for the person responsible for each sales area. Develop personnel capable of managing in accordance with front-line conditions by conducting training at stores with role-model corporate officers</li> </ul>	<ul style="list-style-type: none"> <li>● In addition to OJT education for new store managers and assistant managers, persons newly responsible for each sales area were provided training from role-model corporate officers, thereby inculcating an immediate fighting strength under front-line conditions</li> </ul>	△	<ul style="list-style-type: none"> <li>● Improve retention and increase fighting strength by conducting education tailored to part-time employees 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>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● To promote respect for human rights and normalization, hold training centered on stores from the user's perspective, covering both knowledge and practice, thereby helping to promote general awareness in workplaces and increase understanding</li> </ul>	<ul style="list-style-type: none"> <li>● Number of training sessions: 84</li> <li>Total no. of participants: 2,457</li> </ul>	○	<ul style="list-style-type: none"> <li>● Conduct training from the customer perspective and incorporate both knowledge learning and hands-on learning to promote respecting human rights and normalization with the aim of leading to promoting general awareness and understanding in workplaces</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>● Reduce lost work-time accidents (4 days or more) to 90% compared to FY2015</li> <li>● Continue to conduct level-specific training on mental health and apply knowledge from training on the front lines</li> </ul>	<ul style="list-style-type: none"> <li>● Lost work-time accidents: 152 ⇒ 126</li> <li>Achieved a decrease of 17% YoY</li> <li>● In addition to newly appointed corporate officers, conducted sister training (conducted 8 times)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Further reduce lost work-time accidents</li> <li>● Expand mental health education for existing corporate officers (SM-BR corporate officers)</li> </ul>

### Personnel Data

Breakdown of number of employees (as of the end of February 2017)		(persons)
Full-time employees *1		7,807
	Male	5,725
	Female	2,082
Part-time staff *2		24,772
	Male	4,732
	Female	20,040
Number of employees (full-time employees + part-time staff)		32,579
	Male	10,457
	Female	22,122
New graduate employees hired		202
	Male	80
	Female	122
Mid-career employees hired		3
	Male	3
	Female	0

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	21 years 7 months	21 years 0 months	22 years 1 months
Number of full-time employees who took childcare leave *3 (males, part-time staff)	260(0, 138)	327(2, 137)	412(3, 233)
Number of full-time employees who took nursing leave *3 (males, part-time staff)	15(2, 10)	11(2, 11)	20(1, 13)
Number of volunteer leave recipients	2	3	12
Percentage of women in management positions *4	22.4%	25.3%	25.6%
Percentage of employees with disabilities *5	2.29%	2.47%	2.51%
Percentage of paid holidays taken by full-time employees	14.0%	16.5%	18.1%
Frequency rate of workplace accidents	1.32	1.53	1.43
Severity rate of workplace accidents	0.03	0.03	0.03

\*1 Data includes 754 persons reemployed after mandatory retirement.

\*2 Monthly average number, 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 Team leader or higher.

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

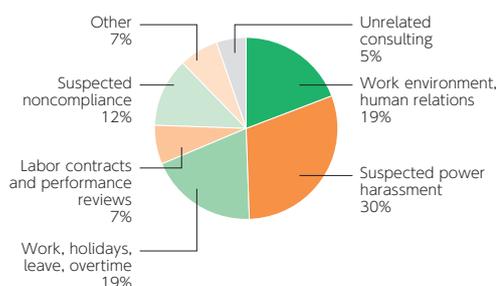
### Data for Consultation Services for Employees

The number of consultations in FY2016 decreased 22.7% compared to FY2015. The Group will continue striving to create workplaces that make communication easy, through rigorous operational management and leading by example by upper management

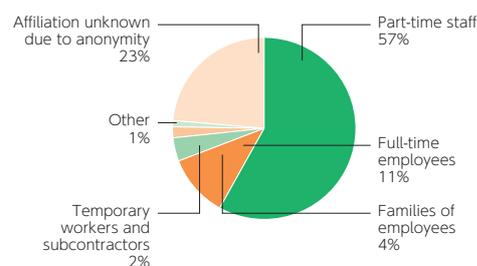
#### Description of contacts received by Customer Response Service by topic for FY2016

Contacts received:245

(down 22.7% from the previous fiscal year's level)



#### By user category



## Environment Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>●Expand recommendations in renewal audits, and reduce items indicated by audits</li> </ul>	<ul style="list-style-type: none"> <li>●Recommended items: 9 (up 6 compared with before)</li> <li>Items indicated by audits: 13 (up 2 compared with before)</li> <li>Unacceptable items: 0 (no change compared with before)</li> </ul>	△	<ul style="list-style-type: none"> <li>●Expand recommendations in renewal 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</li> <li>●Continue to expand the introduction of LED lighting</li> </ul>	<ul style="list-style-type: none"> <li>●Reduced by 6.5% compared to FY2015</li> <li>●Installed LED lighting at Hiroshima store and Yokohama store (total investment of \143 million for 6,463 LED lighting units)</li> </ul>	○	<ul style="list-style-type: none"> <li>●Reduce energy usage by 1% when calculated in terms of crude oil usage</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 product recycling rate: 56.0% (Up 0.4% from the previous year)</li> <li>●Waste recycling rate: 63.0% (Up 2.2% from the previous year)</li> <li>●Improve waste recycling rate by more detailed separation of waste</li> </ul>	<ul style="list-style-type: none"> <li>●Food product recycling rate: 61.7% (Up 6.1% from the previous year)</li> <li>●Waste recycling rate: 62.4% (Up 1.6% from the previous year)</li> </ul>	○	<ul style="list-style-type: none"> <li>●Food product 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 by more detailed separation of waste</li> </ul>
Implementing measures to conserve biodiversity				
	<ul style="list-style-type: none"> <li>●Plantings: 1,870 trees</li> <li>●Promotion of anniversary-day gifts with green wrapping: 67,000 gifts</li> <li>●Conduct tree-planting activities through employee volunteers</li> </ul>	<ul style="list-style-type: none"> <li>●Plantings: 1,476 trees</li> <li>Planting location: Miyako City, Iwate Prefecture</li> <li>●Green wrapping: 63,575 gifts</li> <li>●Conducted tree-planting activities through employee volunteers</li> </ul>	△	<ul style="list-style-type: none"> <li>●Tree-planting results: 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>
Offering eco-friendly products				
	<ul style="list-style-type: none"> <li>●New products selected: 30</li> <li>●Enhance introduction of organic cotton products (babywear, towels, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>●New eco-friendly products: 33 products</li> <li>●Created A5 sized POP</li> <li>Sales of target products were ¥119.5 million</li> <li>Target achievement rate: 101.1%</li> </ul>	○	<ul style="list-style-type: none"> <li>●New products selected: 30</li> <li>●Continue to enhance introductions of organic cotton products (babywear, towels, etc.)</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: 150</li> <li>●Number of employees taking Eco Test: 46</li> <li>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: 59</li> <li>●Number of employees who took Eco Test: 46</li> <li>Pass rate: 91.3%</li> </ul>	△	<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 make employees save electricity: 100</li> <li>●No. of employees taking Eco Test: 52</li> <li>Pass rate: 90%</li> </ul>

### Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
Number of stores	Stores	24	24	23
CO <sub>2</sub> emissions *1 *2 *3	t-CO <sub>2</sub>	194,315	193,101	173,088
CO <sub>2</sub> emissions from store operations *1 *3	t-CO <sub>2</sub>	193,578	192,417	171,052
Electricity consumption in store operations *1	GWh	341	339	315
Water usage in store operations *1	1,000m <sup>3</sup>	2,265	2,262	2,128
Packaging consumption	t	1,465	1,432	1,395
Waste disposal (recycling rate)	t (%)	30,880(62.1)	31,334(60.8)	29,390(62.4)
Food product recycling rate	%	54.7	55.6	61.7

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

\*2 CO<sub>2</sub> emissions stemming from the use of energy in 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.

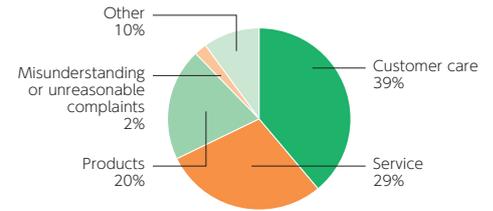
## Consumer Challenges

### Customer Response Service Data

In the fiscal year ended February 28, 2017, 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 promoted activities to resolve areas where customers were dissatisfied, and to reflect customer needs in our operating strategies.

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.

Service by topic for FY2016  
Contacts received: 9,161  
(down 8% from the previous fiscal year's level)



### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>●Improve hygiene management knowledge of front-line staff using a booklet about basic points of food sanitation management</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>●Improved hygiene management knowledge of front-line staff using a booklet about basic points of food sanitation management at morning and lunch meetings as well as by the front-line instructions</li> <li>●Conducted 124 pre-delivery inspections of private-brand apparel and general merchandise items</li> <li>●Implemented level-specific training to improve front-line staff skills 24 times</li> </ul>	○	<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>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>●Install long-time usage alarm devices for multipurpose restrooms</li> </ul>	<ul style="list-style-type: none"> <li>●Introduced a long-term usage alarm device in one multi-purpose toilet in the Higashi-Totsuka store</li> </ul>	○	<ul style="list-style-type: none"> <li>●Start inspections from a universal design perspective (Tokyo)</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 161 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>●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>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>●Analyze 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 4,689</li> </ul>	<ul style="list-style-type: none"> <li>●Sent out a weekly Attentive Service newsletter leveraging customer opinions, and continuously implemented activities to prevent complaints and improve customer service awareness</li> <li>●Continuously implemented activities leveraging customer opinions and reduced the number of complaints by 652 from the previous year to 3,858</li> <li>●Established a dedicated customer hotline for customers of stores that had finished operations</li> </ul>	○	<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>

## Local Communities

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>● Continue to operate Pre-Mama Stations and Counters, and hold parent-child participation events</li> <li>● Strengthen sales of products developed by incorporating the opinions customers shared with their midwives, and start development of new products in 2017</li> <li>● Continue new development Shoe fitters: 10 Formal-wear advisors: 5 Shopping supporters for the elderly and people with disabilities: 15</li> <li>● Cognitive impairment supporters: 1,394 Accumulated total: 4,000</li> <li>● Children's shoes: trade in 95,900 pairs</li> </ul>	<ul style="list-style-type: none"> <li>● Pre-Mama Stations and Counters: 20,976 users (including 2,538 repeaters); Held parent-child participation events and others, and maternity classes</li> <li>● Not yet implemented due to reviewing the product development</li> <li>● Continued new development Shoe fitters: 11 Formal-wear advisors: 6 Shopping supporters for the elderly and people with disabilities: 38</li> <li>● Cognitive impairment supporters: 1,047 Accumulated total: 3,654</li> <li>● Children's shoes: trade in 89,976 pairs</li> </ul>	△	<ul style="list-style-type: none"> <li>● Continue Pre-Mama Stations and Counters and hold parent-child participation events</li> <li>● Strengthen customer development by sending core information for customers at each store via SNS from the Pre-Mama Stations</li> <li>● Continue 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>● Cognitive impairment supporters: 1,346 Accumulated total: 5,000</li> <li>● Children's shoes: trade in 91,675 pairs</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>● Continue to conduct localized events</li> <li>● Improve convenience when voting by establishing a polling station before the polling date</li> <li>● Conduct further manufacturing using local resources and in cooperation with local craft-workers, develop different products for each store based on customers' opinions, and implement product lineups</li> <li>● Expand sales of region-limited products using Internet sales to strengthen sales for customers nationwide</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted local events such as the Green Curtain Project and water sprinkling activities, etc. (all stores)</li> <li>● Held local production and local consumption events linked to prefectural governments (Chiba store, Omiya store, Fukui store, Funabashi store)</li> <li>● Held summer vacation event Kids Academy in cooperation with local universities and companies (Funabashi store)</li> <li>● Held Health Seminar together with Tokorozawa City (Tokorozawa store)</li> <li>● Held indigo dye fashion show introducing local specialty goods (Tokushima store)</li> <li>● Established a polling station for early voting in four stores (Ikebukuro, Chiba, Higashi-Totsuka, Fukui)</li> <li>● Store staff worked with the Nutte service to manufacture products that reflect the different opinions of each region, and developed products for each region that were produced by local sewing craft-workers</li> <li>● Expanded sales routes of region-limited products by using Internet sales</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 local specialty goods among stores</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Including measures for people having difficulties in going home in the event of large earthquakes, continue to maintain cooperative systems with local municipalities and businesses</li> <li>● Through the holding of events such as disaster preparedness fairs, promote activities that raise the awareness of disaster-preparedness</li> <li>● Increase involvement in regional revitalization based on the concluded regional comprehensive agreements</li> </ul>	<ul style="list-style-type: none"> <li>● Participated in the Joint Council to Respond to People Having Difficulties in Going Home, which is organized by the participation of local authorities where the stores are located, together with large commercial facilities, transportation operators, and others. Proactively participated in drills.</li> <li>● Utilized motivational events such as "110 Day," "Disaster Preparedness Day," and "Emergency Day" to carry out disaster prevention and crime prevention awareness-raising activities for local residents using the space inside stores, together with exhibitions and direct sales of disaster prevention items</li> <li>● Distributed earthquake disaster prevention check-sheets and exhibited disaster prevention panels during Disaster Prevention Week and Disaster Prevention Volunteer Week (Yokohama Store)</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 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</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>

## Employee Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>●New seminar participants: 2,900 people</li> <li>●Self-Directed Sales Area Training Course: 1,900 people</li> <li>●Career Advancement Course: 1,000 people</li> </ul>	<ul style="list-style-type: none"> <li>●New seminar participants: 3,728 people</li> <li>●Self-Directed Sales Area Training Course: 2,853 people</li> <li>●Career Advancement Course: 875 people</li> </ul>	○	<ul style="list-style-type: none"> <li>●New seminar participants: 2,400 people</li> <li>●Self-Directed Sales Area Training Course: 1,500 people</li> <li>●Career Advancement Course: 900 people</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>●Apply for certification as a gender-advanced "L-Boshi" company based on the law to promote women in the workplace</li> <li>●Establish systems for increasing the number of employees taking paid leave for childcare, nursing care, and family care</li> </ul>	<ul style="list-style-type: none"> <li>●Some evaluation items did not reach the required standard and were not approved</li> <li>●Established and disseminated a webpage dedicated to diversity on the company's intranet. Use of child-care leave increased by 2.5 times over the previous year</li> </ul>	△	<ul style="list-style-type: none"> <li>●Improve the system to acquire "L-Boshi" certification</li> <li>●Increase the number of employees using child-care leave or nursing care leave</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>●Promote 40 people from non-regular employees to regular employees</li> <li>●Hire 10 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>●36 contract workers became full-time employees</li> <li>●Hired 7 mid-career specialist employees</li> <li>●Percentage of female managers (Section manager or higher positions): 13.0% (Percentage of female team leaders: 52%)</li> </ul>	×	<ul style="list-style-type: none"> <li>●Promote 40 people from non-regular employees to regular employees</li> <li>●Hire 7 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>●Create a support manual for returning to work after taking leave and use support programs for returning to work at all business sites</li> </ul>	<ul style="list-style-type: none"> <li>●Launched a program to support returning to work after taking leave, centered on the Kanto Office, and start using it</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 2017)		(persons)
Full-time employees *1		3,637
	Male	2,457
	Female	1,180
Part-time staff *2		3,893
	Male	402
	Female	3,491
Number of employees (full-time employees + part-time staff)		7,530
	Male	2,859
	Female	4,671
New graduate employees hired		60
	Male	37
	Female	23
Mid-career employees hired		0
	Male	0
	Female	0

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	22 years 0 months	22 years 9 months	22 years 7 months
Number of full-time employees who took childcare leave *3 (males, part-time staff)	193(7. 85)	192(4. 69)	225(2. 108)
Number of full-time employees who took nursing leave *3 (males, part-time staff)	6(0. 5)	2(2. 0)	9(2. 5)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions *4	23.1%	33.2%	34.6%
Percentage of employees with disabilities	2.04%	1.97%	1.86%
Percentage of paid holidays taken by full-time employees	6.6%	19.7%	22.0%
Frequency rate of workplace accidents	1.04	0.29	0.76
Severity rate of workplace accidents	0.02	0.01	0.01

\*1 Data includes 368 persons reemployed after mandatory retirement.

\*2 Monthly average number, 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 Team leader or higher.

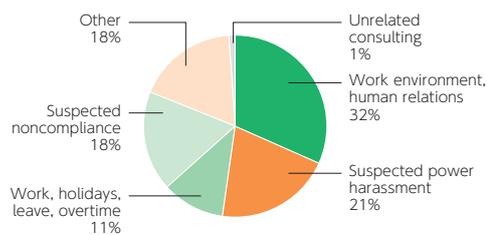
\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

## Employee Consultation Service Data

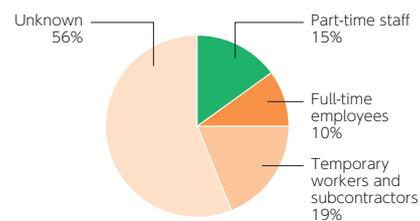
The number of customer consultations in the fiscal year ended February 28, 2017 decreased by about 10% compared to the previous year. By consultation content, the number of consultations about working conditions increased slightly, while consultations about suspected violations of rules, laws, or regulations together with unrelated consulting decreased, and consultations about the workplace environment, human relationships, and suspected harassment remained almost unchanged from the previous year.

We are continuing to thoroughly strengthen risk management. We always inform employees about the employee consultation centers (in-house reporting system) and encourage them to actively utilize it. We are also continually emphasizing the importance of educational activities concerning compliance with work rules, and the qualitative improvement of time management and communication. In addition, for the themes that each employee may be likely to encounter, we ask our lawyer to be the instructor and conduct training for employees about compliance and risk management as needed. 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 FY2016  
Contacts received: 73  
(down 13% from the previous fiscal year)



By user category



## Environment Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>●Reduce energy consumption by upgrading to high-efficiency air conditioning</li> <li>●Reduce energy consumption by using BEMS</li> </ul>	<ul style="list-style-type: none"> <li>●Updated the basic air conditioning</li> <li>●Replaced the cold cases etc. in line with the renovation, etc.</li> </ul>	△	<ul style="list-style-type: none"> <li>●Analyze data by store, and make efforts to reduce electricity usage</li> </ul>

### Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO <sub>2</sub> emissions *1 *2 *3	t-CO <sub>2</sub>	204,741	191,121	192,466
CO <sub>2</sub> emissions from store operations (per store) *1 *3	t-CO <sub>2</sub>	182,808(914)	174,416(851)	175,735(837)
CO <sub>2</sub> emissions by delivery vehicles *1 *3	t-CO <sub>2</sub>	15,344	16,259	16,366
Electricity consumption in store operations *4	GWh	309	307	317
Water usage in store operations *1	1,000m <sup>3</sup>	1,043	1,074	1,063
Plastic bag consumption (turndown rate) at the food section	t (%)	418(70.6)	433(70.7)	458(70.5)
Waste disposal (recycling rate) *4	t (%)	43,029(51.6)	43,028(52.6)	40,644(47.5)
Food product recycling rate *4	%	40.4	44.1	53.4

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

\*2 CO<sub>2</sub> emissions stemming from the use of energy in store, Head Office, training center and distribution center operations and by 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 period of the calculations was January to March.

## Consumer Challenges

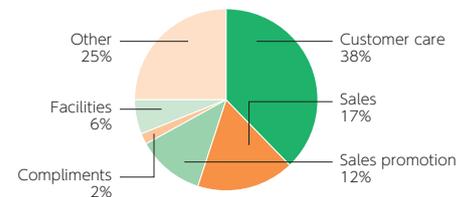
### Data for Customer Response Services

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

### Description of contacts received by Customer Response Service by topic for FY2016

Contacts received: 2,988

(up 13.3% from the previous fiscal year's level)



### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>●Strengthen sales of three-star vegetables, which are cultivated with the minimum possible use of chemical fertilizers and pesticides</li> <li>Value of sales: 19.0% increase from the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>●Value of sales of three-star vegetables and products with visible production areas: 2.7% increase from the previous fiscal year</li> </ul>	△	<ul style="list-style-type: none"> <li>●Numerical targets for three-star vegetables and products with visible production areas: aiming for 6.1% increase from the previous year</li> </ul>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>●Continue to increase the number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. (New stores)</li> </ul>	<ul style="list-style-type: none"> <li>●Number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 117 stores</li> </ul>	○	<ul style="list-style-type: none"> <li>●Expand into new stores Disabled Persons, etc. (New stores)</li> </ul>

## Local Communities

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	●Continue blood donations and aim to increase number of blood donors	●Number of blood donors: 487	○	●Continue blood donations
Assisting in local community revitalization				
	●Continue to hold Opening Anniversary Festivals to develop close relationships with the local community	●Continued to hold Opening Anniversary Festivals	○	●Continue to hold Opening Anniversary Festivals
Providing support in times of disaster				
	●Consider entering into disaster response agreements with local authorities upon request	●No local authorities concluded new disaster agreements (there were no requests)	/	●Continue considering entering comprehensive cooperation agreements with local authorities upon request
Implementing crime prevention measures for local communities				
	●Continue cooperating with requests from local police in regions where stores are located	●Cooperated with requests from local police	○	●Continue cooperating with requests from police

## Employee Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	●Unify the education schedule and implement education utilizing Target Achievement Records to eliminate differences in educational progress between divisions	●Organized the contents of Target Achievement Records, and shared the education contents with all divisions, but there were still differences in analysis results between divisions	△	●Further develop level-specific training to eliminate differences in educational progress between divisions
Achieving a work-life balance				
	●Make an environment in which it is easy for individuals to take leave, including a half-day paid-leave system, and encourage use of leave	●Introduced a half-day paid-leave system ●Number of days of paid leave taken 15% higher than last year	○	●Improve rate of paid leave taken Annual average of 5 days
Making use of diverse human resources				
	●Aim to improve the percentage of female managers by implementing a female executive training curriculum, including training candidates for their next job position	●Although the percentage of women holding managerial positions increased, the percentage of women holding subordinate positions did not increase, and so the overall percentage did not increase	△	●Promote an executive training curriculum from the subordinate (team leader) class, thereby increasing the overall percentage of female managers
Assuring consideration for worker health and safety				
	●Workplace accidents per year: reduction of 10% from the FY2015 level	●Number of workplace accidents: up 11.0% from last year	×	●Number of workplace accidents per year: Down 20% from last year

## Personnel Data

Breakdown of number of employees (as of the end of February 2017)		(persons)
Full-time employees *1		2,835
	Male	2,487
	Female	348
Part-time staff *2		11,493
	Male	1,869
	Female	9,624
Number of employees (full-time employees + part-time staff)		14,328
	Male	4,356
	Female	9,972
New graduate employees hired		137
	Male	110
	Female	27
Mid-career employees hired		0
	Male	0
	Female	0

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	14 years 6 months	14 years 4 months	15 years 0 months
Number of full-time employees who took childcare leave *3 (males, part-time staff)	109(2, 97)	163(1, 144)	156(0, 134)
Number of full-time employees who took nursing leave *3 (males, part-time staff)	1(0, 1)	3(2, 0)	13(1, 12)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions *4	25.4%	26.4%	25.6%
Percentage of employees with disabilities *5	2.39%	2.54%	2.69%
Percentage of paid holidays taken by full-time employees	7.7%	13.4%	20.0%
Frequency rate of workplace accidents	2.39	3.74	3.64
Severity rate of workplace accidents	0.01	0.02	0.01

\*1 Data includes 148 employees reemployed after mandatory retirement.

\*2 Monthly average number, 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

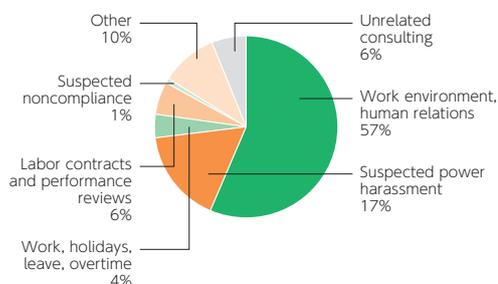
\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

## Data for Consultation Services for Employees

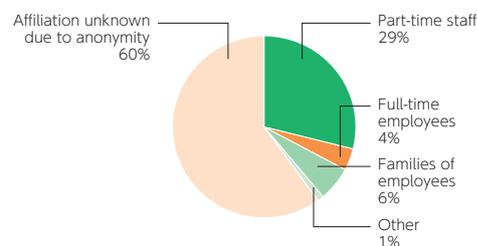
York-Benimaru provides employees with a help line service. The service enables them to receive counseling on workplace issues, request investigations on noncompliance, etc. Employee suggestions are used to create a better workplace environment.

### Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2017

Contacts received: 83  
(up 14% from the previous fiscal year)



### By user category



## Environment Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Attaining an appropriate grasp of environmental impact				
	●Continue to introduce BEMS to new stores	●Continued to introduce BEMS to new stores	○	●Introduce BEMS to all stores
Improving energy efficiency and introducing renewable energy				
	●Introduce reach-in multi-level refrigerated cases at existing stores	●Implemented at 9 existing stores ●Implemented at 2 new stores	○	●Continue to introduce reach-in multi-level refrigerated cases at existing stores
Reducing waste and developing a recycling-oriented society				
	●Food product recycling rate: 52.0%	●Food product recycling rate achieved: 51.9%	△	●Food product recycling rate: 53.0%
	●Plastic bag turndown rate for FY2016: achieve 55.0%	●Plastic bag turndown rate for FY2016: 50.4%	△	●Plastic bag turndown rate for FY2017: achieve 53.0% Down 2% from last year by weight
Raising environmental awareness among employees				
	●No. of employees that pass the Eco Test: 24	●No. of employees that passed the Eco Test: 20	△	●No. of employees that pass the Eco Test: 24

### Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO <sub>2</sub> emissions *1 *2 *3	t-CO <sub>2</sub>	61,383	58,169	57,562
CO <sub>2</sub> emissions from store operations (per store) *1 *3	t-CO <sub>2</sub>	61,330(787)	58,119(736)	57,520(728)
Electricity consumption in store operations *1	GWh	113	113	113
Water usage in store operations *1	1,000m <sup>3</sup>	543	558	522
Plastic bag consumption (turndown rate) at the food section	t	48.3	49.5	49.8
Waste disposal (recycling rate)	t(%)	19,995(64.8)	21,583(64.2)	21,637(64.0)
Food product recycling rate	%	51.6	51.1	(51.9)

\*1 The period of the calculations was 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.

## Consumer Challenges

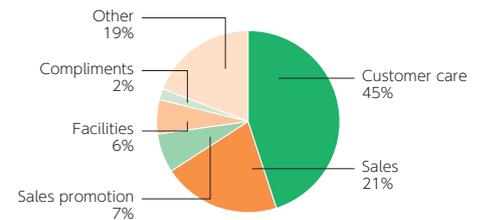
### Data for Customer Response Services

Some 684 calls were received by the toll-free phone numbers in the fiscal year ended February 28, 2017. The number of calls decreased slightly compared with previous fiscal year. Of these, customer care issues accounted for 45%, while sales-related issues accounted for 21%. Twelve of the calls were compliments. We will continue working to make further improvements.

Description of contacts received by Customer Response Service by topic for FY2016

Contacts received: 684

(down 1% from the previous fiscal year's level)



### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services	<ul style="list-style-type: none"> <li>● Establish compliance teams in new stores</li> <li>● Actively deploy the existing-store compliance teams</li> <li>● Increase frequency of wiping inspections and conduct follow-up inspections</li> </ul>	<ul style="list-style-type: none"> <li>● Established compliance teams in new stores</li> <li>● Actively deployed compliance teams in existing stores</li> </ul>	△	<ul style="list-style-type: none"> <li>● Establish compliance teams in new stores</li> <li>● Actively deploy compliance teams in existing stores</li> </ul>
Making stores and facilities more customer-friendly and reliable	<ul style="list-style-type: none"> <li>● Number of stores to be certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 29 stores (incl. 2 new stores)</li> </ul>	<ul style="list-style-type: none"> <li>● Number of stores certified pursuant to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 29 stores (incl. 2 new stores)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Expand coming-in-contact sections</li> <li>● Refurbish customers' toilets (sequentially)</li> </ul>
Assuring appropriate information provision	<ul style="list-style-type: none"> <li>● Share the results of store audits (freshness monitoring, hygiene management, labeling management, etc.) and issues with store managers. Discuss ways to make improvements, promptly share information with management, Product Departments and the Sales Division, and confirm until improvements are implemented</li> <li>● Provide information related to hygiene management, freshness monitoring, and allergy labeling to stores through web conferences and weekly emails by Head Office quality control staff</li> </ul>	<ul style="list-style-type: none"> <li>● Shared the results of store audits and issues with store managers. Discussed ways to make improvements, promptly shared information with management, Product Departments and the Sales Division, and confirmed until improvements were implemented</li> <li>● Regularly held web conferences by Head Office quality control staff. Also, held a company-wide conference once at Head Office. Provided information through weekly emails</li> </ul>	○	<ul style="list-style-type: none"> <li>● Share the results of store audits (freshness monitoring, 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 implemented</li> <li>● Provide information related to hygiene management, freshness monitoring, and allergy labeling to stores through web conferences and weekly emails by Head Office quality control staff</li> </ul>
Responding sincerely to customer opinions (organization)	<ul style="list-style-type: none"> <li>● Strive to avoid incidents and accidents by sending email from the customer feedback department to stores about items needing attention according to seasonal factors every week, and about the most recent incidents and accidents as they occur</li> <li>● Share examples of responses to customer requests by emailing other stores</li> </ul>	<ul style="list-style-type: none"> <li>● Avoided incidents and accidents in advance by sending email from the customer feedback department to stores about items needing attention according to seasonal factors every week, and about the most recent incidents and accidents as they occurred</li> <li>● Shared good examples weekly from among customer requests with each store</li> </ul>	△	<ul style="list-style-type: none"> <li>● Send email from the customer feedback department to stores about items needing attention according to seasonal factors every week, and about the most recent incidents and accidents as they occur"</li> <li>● Strive to reduce customers' complaints by providing information to stores</li> </ul>

## Local Communities

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly	<ul style="list-style-type: none"> <li>● Increase the number of users of the re-challenge plan system</li> <li>Revise operations accordingly and boost understanding and awareness of the system among other employees in the same workplace</li> </ul>	<ul style="list-style-type: none"> <li>● No. of users of the re-challenge plan system: 61 in FY2016 (of which 30 were part-time employees) Up 24.4 % from previous year</li> <li>● Every quarter held back-to-work orientation for employees returning to work after childcare leave, shared information and alleviated concerns</li> </ul>	○	<ul style="list-style-type: none"> <li>● Strengthen the expansion of the number of users of the re-challenge plan system</li> <li>● Continue to hold back-to-work orientation for employees returning to work after childcare leave</li> <li>● Promote knowledge and awareness of system by describing to users in the company's internal newsletter</li> </ul>
Assisting in 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 450 cognitive impairment supporters</li> </ul>	<ul style="list-style-type: none"> <li>● Accepted workplace tours and work experience participation by elementary and junior high school students: approx. 8,500 students</li> <li>● Trained 335 cognitive impairment supporters</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 1,300 cognitive impairment supporters</li> </ul>

## Employee Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities	<ul style="list-style-type: none"> <li>● Improve individual skills of full-time employees and part-time staff using Target Achievement Records, and develop managerial skills</li> <li>● Hold training for part-time leaders</li> </ul>	<ul style="list-style-type: none"> <li>● Progressed only to up diagnosis and not further enough to identify issues regarding improving individual skills and education</li> <li>● Training not yet implemented</li> </ul>	×	<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>
Achieving a work-life balance	<ul style="list-style-type: none"> <li>● Reduce total work time</li> <li>● Achieve 10% reduction in average number of overtime hours from the previous year</li> </ul>	<ul style="list-style-type: none"> <li>● Average number of overtime hours was 35.0, 1.1% less than the previous year</li> </ul>	△	<ul style="list-style-type: none"> <li>● Reduce total work time</li> <li>● Achieve 10% reduction in average number of overtime hours from the previous year</li> </ul>
Making use of diverse human resources	<ul style="list-style-type: none"> <li>● Appoint part-time-staff to managerial roles: 80 employees</li> <li>● Promote 30 people to expert part-time staff</li> <li>● Promote at least 15 people from contract workers to full-time employees</li> <li>● Percentage of female managers (Team leader or higher): 28.0%</li> <li>● Promote manager training, and promote 2 females to store manager</li> </ul>	<ul style="list-style-type: none"> <li>● Employees promoted to part-time-leaders: 73</li> <li>● Employees promoted to expert staff: 19</li> <li>● Employees promoted to part-time managers: 2</li> <li>● Employees promoted to full-time employees: 23</li> <li>● Percentage of female managers (Team leader or higher positions): 24.4%</li> </ul>	△	<ul style="list-style-type: none"> <li>● Promote 20 people to expert staff</li> <li>● Promote 15 people to full-time employees</li> <li>● Promote 2 females to management</li> <li>● Percentage of female managers (Team leader or higher positions): 28.0% or more</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: 3.52 → 2.31</li> <li>● Severity rate: 0.06 → 0.0494</li> <li>● Lost work-time accidents: 45 → 29</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 2017)		(persons)
Full-time employees *1		1,260
	Male	1,019
	Female	241
Part-time staff *2		4,524
	Male	1,106
	Female	3,419
Number of employees (full-time employees + part-time staff)		5,784
	Male	2,125
	Female	3,660
New graduate employees hired		99
	Male	59
	Female	40
Mid-career employees hired		8
	Male	8
	Female	0

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	15 years 0 months	14 years 4 months	15 years 4 months
Number of full-time employees who took childcare leave *3 (males, part-time staff)	31 (0, 17)	40 (0, 24)	21 (0, 12)
Number of full-time employees who took nursing leave *3 (males, part-time staff)	0 (0, 0)	0 (0, 0)	1 (0, 1)
Number of volunteer leave recipients	0	0	0
Percentage of women in management positions *4	27.7%	26.7%	24.4%
Percentage of employees with disabilities *5	2.09%	2.00%	2.00%
Percentage of paid holidays taken by full-time employees	11.8%	12.6%	16.7%
Frequency rate of workplace accidents	4.24	3.52	2.31
Severity rate of workplace accidents	0.07	0.06	0.05

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

\*2 Monthly average number, 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.

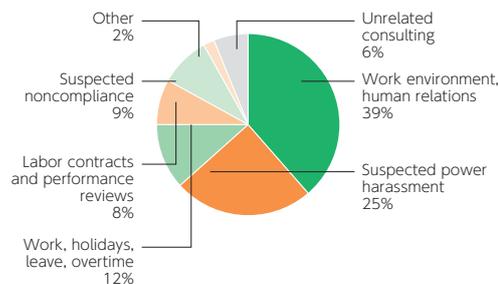
\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

### Data for Consultation Services for Employees

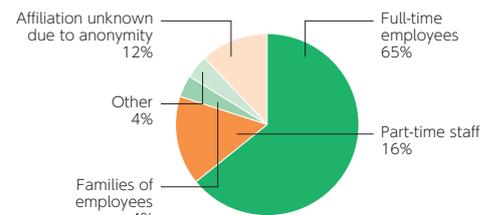
Many reports have been received about employees' speech, behavior and morality, and we are working on changing the awareness of employees by educating them about our management philosophy and conduct guidelines

#### Description of contacts received by Customer Response Service by topic during FY2016

Contacts received: 102  
(up 25% from the previous fiscal year's level)



#### By user category



## Environment Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	● Replace package air conditioners with individual air conditioners: 10 stores Amount of CO <sub>2</sub> emissions reduction: 167 tons	● Replaced with individual air conditioners: FY2016 results: 8 stores Amount of CO <sub>2</sub> emissions reduction: 134 tons	○	● Replace package air conditioners with individual air conditioners: 43 stores Amount of CO <sub>2</sub> emissions reduction: 718 tons
Reducing waste and developing a recycling-oriented society				
	● Install more raw garbage processors in Head Office test kitchen and stores (two units ⇒ seven units) Target food product recycling rate: 47%	● Raw garbage processors in operation: 7 (including 1 in Head Office) Target food product recycling rate: 46.2%	△	● Improve efficiency by reviewing the bacteria bed of the raw garbage processors already installed Target food product recycling rate: 47%
Raising environmental awareness among employees				
	● Encourage employees to take the Eco Test Increase scope of eligibility for taking the test up to store managers Target number of employees to take test annually: 180	● Number of employees who took the Eco test: 280 in FY2016 Cumulative number who passed: 362	○	● Continue to encourage employees to take the Eco test Target number of employees to take the Eco test annually: 280

### Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO <sub>2</sub> emissions *1 *2 *3	t-CO <sub>2</sub>	91,264	84,876	82,083
CO <sub>2</sub> emissions from store operations *1 *3	t-CO <sub>2</sub>	88,825	82,474	79,755
CO <sub>2</sub> emissions from delivery vehicles *1 *3 *4	t-CO <sub>2</sub>	2,289	2,259	2,164
Electricity consumption in store operations *1	GWh	135	130	128
Water usage in store operations *1	1,000m <sup>3</sup>	2,036	1,889	1,779
Waste disposal (recycling rate)	t (%)	10,280(25.6)	11,800(28.1)	12,393(26.9)
Food product recycling rate	%	45.4	46.4	46.2

\*1 The period of the calculations was 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.

## Consumer Challenges

### Data for 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)

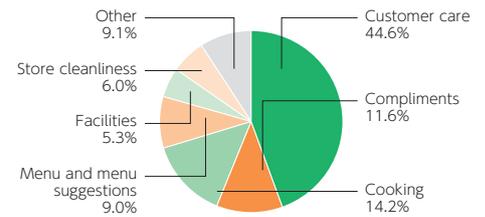
Compliments; 976 to 923 cases (a decrease of 53 cases, or 5.4% from the previous fiscal year)

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 FY2016

Contacts received: 7,186

(up 14.3% from the previous fiscal year)



### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Evolve the e-Base content and improve the operations system</li> <li>● Continue to maintain the plant management confirmation system in and outside of Japan</li> </ul>	<ul style="list-style-type: none"> <li>● No change</li> <li>● Implemented in the Simplified Confirmation Table in cooperation with quality control</li> </ul>	○	<ul style="list-style-type: none"> <li>● Improve accuracy of contents</li> <li>● Improve usability of searches</li> <li>● Advance in plant management system following the strengthening of quality control</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Continue to conduct a search service on the usage of allergenic substances</li> </ul>	<ul style="list-style-type: none"> <li>● Disclosed nutritional components and allergy information on the company website. Printed the QR code on the back cover of the menu book</li> </ul>	○	<ul style="list-style-type: none"> <li>● Display allergy information for the seven specified ingredients for all menus in the menu book that was revised in September 2017</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Aim for further progress in getting the fundamentals straight and advance on-the-job and off-the-job training</li> <li>● Expand e-learning and various kinds of training, aiming to improve customer satisfaction</li> <li>● Halve the number of complaints and double the number of compliments</li> </ul>	<ul style="list-style-type: none"> <li>● Number of complaints: 2,309 (down 5% from the previous year)</li> <li>● Number of compliments: 923 (down 5.4% from the previous year)</li> </ul>	△	<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 problems</li> <li>● The target is to halve the number of complaints and double the number of compliments</li> </ul>

## Local Communities

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>● Continue to maintain the system for actively accepting work experience participants</li> <li>● Propose dietary education and health management through menus</li> </ul>	<ul style="list-style-type: none"> <li>● (FY2016 results)</li> <li>● Elementary school student company visits: 2 times, for 11 students</li> <li>● Junior high school workplace experience: 296 students</li> <li>● High school workplace experience: 2 students</li> <li>● High school hospitality business-trip teaching: 20 students</li> <li>● Regional support station lecture: 4 times, to 60 students (15 at each lecture)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to maintain the system for actively accepting work experience participants</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>● Continue to conduct relays with growing areas and aim for optimum purchasing for each region</li> <li>● Cooperate with local communities, and actively sponsor local governments, etc. Cognitive impairment supporters: 700 people</li> <li>● Continue to support recovery in disaster areas</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted according to plan and implemented stable procurement</li> <li>● Held 20 cognitive impairment supporter training sessions, and trained 251 new people, making a total of 1,366 people</li> <li>● Also incorporated into store manager training</li> <li>● Concluded a regional comprehensive agreement with Adachi Ward to advance our regional contribution</li> <li>● Provided support to disaster-affected areas through our core business</li> </ul>	○	<ul style="list-style-type: none"> <li>● Maintain and conduct relays with growing areas, thus developing the procurement of seasonal ingredients</li> <li>● Share information with local communities, strengthen cooperation, and promote store operations that are rooted in the region</li> <li>● Cognitive impairment supporters: 300</li> <li>● Continue to provide support to 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 local municipalities in which stores are located</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>

## Employee Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● Expand e-learning content for training responsible personnel</li> <li>● Expand corporate philosophy education component in training and e-learning content</li> </ul>	<ul style="list-style-type: none"> <li>● Supplemented the training by providing additional e-learning content for training responsible personnel</li> <li>● Supplemented our corporate philosophy and educational components in both the training and e-learning</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> </ul>	<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>
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>● Revise evaluation system and bonus system for introducing the ranking system within job responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>● Advanced preparation for introducing ranking system within job responsibilities in FY2017</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct evaluator training for introducing ranking system within job responsibilities</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>● Monthly overtime: average of less than 20 hours</li> <li>● Leave to be taken: (8 days or more in one month)</li> </ul>	<ul style="list-style-type: none"> <li>● Monthly overtime: average of less than 18.4 hours per employee</li> <li>● Leave taken: 9.9 days</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Monthly overtime: average of less than 20 hours</li> <li>● Leave to be taken: (9 days or more in one month)</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● Expand employment of seniors</li> <li>● Conversions of contractual employees: 20 employees</li> <li>● Percentage of women in management positions</li> <li>Section manager or higher: Higher than 10%</li> <li>Team leader or higher: Higher than 12%</li> </ul>	<ul style="list-style-type: none"> <li>● Percentage of seniors employed: 5.7%</li> <li>● Conversions of contractual employees: 30 employees</li> <li>● Percentage of women in management positions</li> <li>Section manager or higher: 9.3%</li> <li>Team leader or higher: 12.0%</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%</li> <li>● Conversions of contractual employees: 20 employees</li> <li>● Percentage of women in management positions</li> <li>Section manager or higher: Higher than 10%</li> <li>Team leader or higher: Higher than 12%</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>● Reduce the number of occupational accidents at work</li> <li>Aim for a 10% decrease from 393 in FY2015</li> <li>Reduce BMI</li> <li>● Participation ratio in regular health checks by employees: over 96%</li> <li>Participation ratio in health checks by employees who work the late night shift: over 98%</li> </ul>	<ul style="list-style-type: none"> <li>● FY2016 results for the number of occupational accidents at work: 394, up 0.3% from the previous year</li> <li>No results for BMI</li> <li>● Participation ratio in regular health checks by employees: 99%</li> <li>Participation ratio in health checks by employees who work the late night shift: 97%</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> <li>△</li> </ul>	<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 ratio in regular health checks by employees: 100%</li> <li>Participation ratio in health checks by employees who work the late night shift: 99% or higher</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2017)		(persons)
Full-time employees *1		1,264
	Male	1,056
	Female	208
Part-time staff *2		9,069
	Male	2,261
	Female	6,809
Number of employees (full-time employees + part-time staff)		10,333
	Male	3,317
	Female	7,017
New graduate employees hired		38
	Male	22
	Female	16
Mid-career employees hired		6
	Male	3
	Female	3

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	13 years 4 months	13 years 0 months	14 years 5 months
Number of full-time employees who took childcare leave *3 (males, part-time staff)	64(0, 52)	69(0, 56)	45(3, 33)
Number of full-time employees who took nursing leave *3 (males, part-time staff)	0(0, 0)	1(1, 0)	0(0, 0)
Number of volunteer leave recipients	1	0	2
Percentage of women in management positions *4	9.9%	10.9%	11.5%
Percentage of employees with disabilities *5	2.29%	2.47%	2.51%
Percentage of paid holidays taken by full-time employees	9.1%	11.3%	17.7%
Frequency rate of workplace accidents	0.66	0.87	0.81
Severity rate of workplace accidents	0.02	0.02	0.02

\*1 Data includes 68 contractual employees and temporary employees.

\*2 Monthly average number, 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)

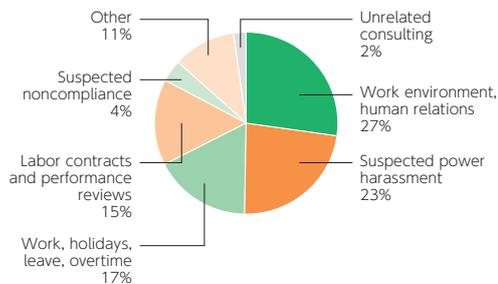
\*4 The percentage of team leaders or higher positions.

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

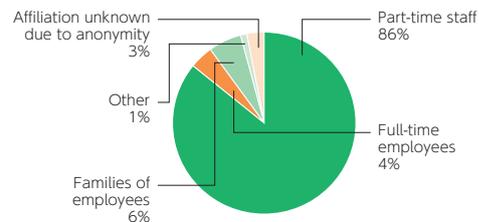
## Data for Consultation Services for Employees

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

Service by topic for FY2016  
Contacts received: 143  
(up 19% from the previous fiscal year)



By user category



## Reducing the Environmental Impact

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Transfer the LED lighting of four stores that were closed to update existing stores (make annual savings of approx. 102 kL of crude oil)</li> <li>● Renew Head Office and Sendai-Izumi store air conditioning (EHP; annual savings of approx. 60 kl)</li> </ul>	<ul style="list-style-type: none"> <li>● Transferred the LED lighting of four stores that were closed to update existing stores (make annual savings of approx. 102 kL of crude oil)</li> </ul>	×	<ul style="list-style-type: none"> <li>● Renew Head Office and Sendai-Izumi store air conditioning (EHP; annual savings of approx. 60 kl)</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Increase the plastic bag turndown rate to 8.0%</li> </ul>	<ul style="list-style-type: none"> <li>● Plastic bag turndown rate: 6.4%</li> </ul>	×	<ul style="list-style-type: none"> <li>● Increase the plastic bag turndown rate to 8.0%</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● Strive to promote a more active awareness about LEDs and the initiatives to reduce the use of plastic bags such as switching to LED lighting</li> </ul>	<ul style="list-style-type: none"> <li>● Increased awareness of LED lighting renewal and initiatives to reduce the use of plastic bags by sharing information through the internal newsletter.</li> </ul>	○	<ul style="list-style-type: none"> <li>● Proactively raise awareness by distributing information through the internal newsletter in coordination with "June Environment Month"</li> </ul>

### Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
CO <sub>2</sub> emissions *1 *2 *3	t-CO <sub>2</sub>	20,612	18,464	17,000
CO <sub>2</sub> emissions from store operations (per store) *2 *3	t-CO <sub>2</sub>	20,268(205)	18,183(175)	16,770(157)
Electricity consumption in store operations *2	GWh	34	31	30
Water consumption in store operations *2	1,000m <sup>3</sup>	48	45	26
Plastic bag turndown rate	%	7.3%	6.8%	6.4%

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

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

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

## Consumer Challenges

### Data for Customer Response Services

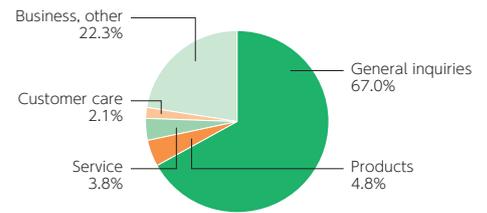
As a "customer consultation desk that operates uninterrupted throughout the year and offers toll-free phone calls," we listen to customer requests, opinions and inquiries, get alongside them and respond in a manner both fast and honest.

Since many of our customers are first-time users of our services, they have numerous issues that they either don't know or are uncertain about.

In order to alleviate such apprehensions on the part of customers even to the slightest degree, we take care to respond as kindly as possible.

We will work to improve the skills of the team members so that they can respond smoothly and provide customers with satisfaction, thereby increasing the overall response quality of the call center.

Description of contacts received by Customer Response Service by topic for the fiscal year ended February 28, 2017  
**Contacts received: 15,061**  
 (down 18.7% from the previous fiscal year's level)



### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Revise the internal labeling rules in accordance with the revision of the deduction system concerning defective products and the amendment of the law concerning laundry care symbols, and start operations deduction system</li> </ul>	<ul style="list-style-type: none"> <li>● Raised awareness through distributing materials internally and for business partners and holding briefing sessions for business partners concerning the amendment of the law. As a result, the overall defects decreased, private brands' defects increased in FY2017 products. Regarding the deduction system, no problems that affect transactions have occurred</li> </ul>	○	<ul style="list-style-type: none"> <li>● Number of lot defects ※Private brands are in parentheses 47 cases in FY2015 (5 cases) 11 cases in FY2016 (11 cases) Although the overall defects decreased, private brands' defects increased in FY2016. As private-brand products are expected to increase in the future, we will focus on private-brand management, aiming for less than 30 cases in FY2017</li> </ul>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>● Continue to set up corner-less shelving and safety guards at nine new stores</li> </ul>	<ul style="list-style-type: none"> <li>● Installed corner-less shelving and safety guards at all new stores</li> </ul>	○	<ul style="list-style-type: none"> <li>● Proactively set up a space that can be used for relaxing and as an event venue at 3 stores</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Conduct Intranet-based testing. Conduct audit evaluation of "labeling management". Ratio of full points at all stores: 100%</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted intranet-based testing. Full-points ratio of 100% not achieved</li> </ul>	×	<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>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Customer service and service complaints: under 266 complaints annually. Incidence rate: keep to 12 PPM*. To this end, analyze causes of complaints and stem their repeated occurrence by conducting internal communication, sharing internally with area managers, and providing internal education</li> </ul>	<ul style="list-style-type: none"> <li>● In FY2016, the number of customer service complaints were 368 cases, not reaching the target by 102 cases. The incidence rate was 17.7 PPM, not reaching the target by 5.7 PPM. In comparison with the previous year, the number of complaints decreased by 43, and the incidence rate decreased by 1.3 PPM</li> </ul>	×	<ul style="list-style-type: none"> <li>● In fiscal 2017, 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>

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

## Local Communities

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>● Take the further challenge of new events, and aim to contribute to the regional childcare environment</li> </ul>	<ul style="list-style-type: none"> <li>● Expanded store events such as beddy-bye photo-shoots and baby sumo-wrestling, thereby increased the number of stores holding some type of event daily</li> </ul>	○	<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>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Respond to requests from regions where there are stores</li> </ul>	<ul style="list-style-type: none"> <li>● There was no request for concluding the policy</li> </ul>	○	<ul style="list-style-type: none"> <li>● Respond to requests from regions where there are stores</li> </ul>

## Employee Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	●Correspondence course participants: target 100 For FY2016, aim to increase the number of participants by holding it twice.	●Number of correspondence course participants in FY2016: 76	△	●Assistant store manager (team leader rank) managerial research Target: Hold once every half year, to encourage over 30% of female employees to participate
Assuring fair assessment and treatment of employees				
	●Acquire points exceeding FY2015 results ●Review various work styles, including working conditions	●Reviewed personnel evaluation period, item, rank, and systems in the second half of FY2016	○	●Review the status of how employees apply for and actually take the leave, and ensure 100% of leave is taken
Achieving a work-life balance				
	●Ratio of eligible employees taking childcare leave: 25% or higher ●Number of assistant store managers or higher rank to be appointed with shorter working hours: 13 or more	●Eligible employees: 196; Employees who took childcare leave: 90; Percentage of leave taken: 45.9% ●Number of assistant store managers or higher rank to be appointed with shorter working hours: 12	○ △	●Ratio of eligible employees taking childcare leave: 50% or higher ●Monthly overtime per employee: less than 15 hours
Making use of diverse human resources				
	●Number of part-time leaders: 100 or more ●Percentage of female managers (section manager or higher): 25% or more ●Assistant store managers or higher rank appointed from among doing-childcare employees with shorter working hours: 15 or more	●February 28, 2017 Number of existing part-time leaders: 185 ●Percentage of women in management positions (section manager or higher): 22.9% or more ●Appointed 12 assistant store managers or higher rank with shorter working hours	○ △ △	●Number of existing part-time leaders: 220 ●Percentage of women in management positions (section manager or higher): 25% or more ●Assistant store managers or higher rank appointed from among doing-childcare employees with shorter working hours: 15 or more
Assuring consideration for worker health and safety				
	●Workplace accidents: less than 30	●Workplace accidents: 48	×	●Workplace accidents: less than 30

### Personnel Data

Breakdown of number of employees (as of the end of February 2017)		(persons)
Full-time employees *1		921
	Male	503
	Female	418
Part-time staff *2		2,058
	Male	122
	Female	1,936
Number of employees (full-time employees + part-time staff)		2,979
	Male	625
	Female	2,354
New graduate employees hired		42
	Male	12
	Female	30
Mid-career employees hired		14
	Male	10
	Female	4

	FY2014	FY2015	FY2016
Average length of service (full-time employees)	13 years 6 months	14 years 9 months	13 years 8 months
Number of full-time employees who took childcare leave *3 (males, part-time staff)	139(1, 110)	144(1, 99)	116(0, 63)
Number of full-time employees who took nursing leave *3 (males, part-time staff)	0(0, 0)	0(0, 0)	3(0, 2)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions *4	26.3%	32.1%	33.3%
Percentage of employees with disabilities *5	1.98%	2.03%	2.20%
Percentage of paid holidays taken by full-time employees	39.1%	39.6%	39.2%
Frequency rate of workplace accidents	0.00	0.00	0.00
Severity rate of workplace accidents	0.00	0.00	0.00

\*1 Data includes 9 contractual employees and temporary employees.

\*2 Monthly average number, 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)

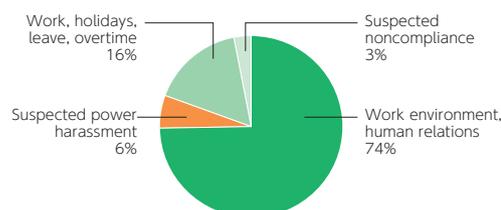
\*4 The percentage of team leaders or higher positions.

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

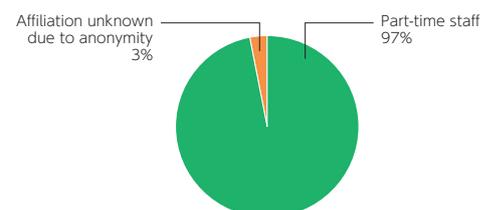
### Data for Consultation Services for Employees

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.

Service by topic for FY2016 Contacts received: 31 (up 72% from the previous fiscal year's level)



By user category



## Reducing the Environmental Impact

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>● Continue grasping and disclosing greenhouse gas emissions volumes (Scope 3 emissions) that the company indirectly discharges through the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted a Scope 3 calculation</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue grasping and disclosing greenhouse gas emission volumes (Scope 3 emissions) that the company indirectly discharges through the supply chain</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Promote paperless operations</li> </ul>	<ul style="list-style-type: none"> <li>● Promoted paperless operations by installing a monitor in conference rooms and enhancing awareness internally</li> <li>● Promoted paperless operations by utilizing tablet terminals in face-to-face business</li> </ul>	○	<ul style="list-style-type: none"> <li>● Promote paperless operations</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Promote recycling of previous-type ATMs</li> </ul>	<ul style="list-style-type: none"> <li>● Disposal and recycling of second-generation ATMs accompanying their replacement with third-generation machines (FY2016: 1,437 units, 402 t)</li> <li>● Disposal and recycling of UPS batteries (FY2016: 1,434 batteries)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Promote the Three-Rs (re-use, reduce, recycle), including in offices</li> </ul>
Offering eco-friendly products				
	<ul style="list-style-type: none"> <li>● Complete the replacement of conventional ATMs with third-generation machines that operate on about half the electricity during FY2016</li> </ul>	<ul style="list-style-type: none"> <li>● Completed the replacement with third-generation ATMs in September 2016</li> </ul>	○	<ul style="list-style-type: none"> <li>● Stable operations of eco-friendly ATMs</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● Continue to actively participate in Seven &amp; i Holdings' environmental volunteer activities, etc.</li> <li>● Enhance the environmental volunteer activities by participants in Seven Bank's own programs</li> </ul>	<ul style="list-style-type: none"> <li>● 25 employees participated in Seven &amp; i Holdings' Great East Japan Earthquake Disaster Reconstruction Assistance Project, Tokyo Bay UMI Project, Environment Volunteers, etc.</li> <li>● A total of 47 employees participated in the Bonolon's Forest Environmental Activity</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to actively participate in Seven &amp; i Holdings' environmental volunteer activities, etc.</li> <li>● Enhance the environmental volunteer activities by participants in Seven Bank's own programs</li> </ul>

### Environmental Data

Challenges	Unit	FY2014	FY2015	FY2016
Volume of paper ordered for office automation equipment	1,000 sheets	6,410	5,437	5,178
Electricity used at the offices*	MWh	1,302	1,236	1,134

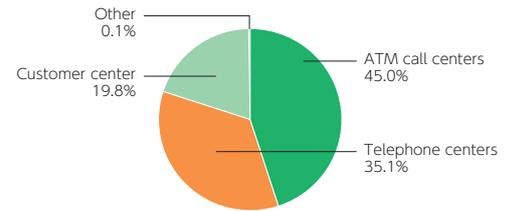
\* Data was not available for some rental offices. Data includes staffed branches and directly managed ATMs.

## Consumer Challenges

### Data for Customer Response Services

Seven Bank takes the opinions and requests it receives from customers seriously and is working to enhance and expand future services based on the details of customer enquiries. At the customer center for overseas money transfers, we are able to respond to inquiries in nine different languages.

Description of contacts received by Customer Response Service by topic for FY2016  
**Contacts received: 792,227**  
 (up 4% from the previous fiscal year's level)



### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Enhance response capabilities by training that incorporates the "unexpected"</li> <li>● Collaborate between departments and conduct training to further strengthen execution capabilities</li> <li>● Promote BCP by sharing information and resolving issues through BCP officers' committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>● Confirmed the feasibility of BCP by conducting initial training for the countermeasures headquarters, conducting training to launch the countermeasures headquarters by radio on the assumption that a disaster has occurred on a holiday, and by business-measurement training in Osaka alone on the assumption that a disaster has occurred in Tokyo</li> <li>● Continued holding BCP officers' committee meetings, and strengthened systems by improving on issues</li> </ul>	○	<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>● Maintain and strengthen BCP by sharing information and resolving issues through continuing BCP officers' committee meetings</li> </ul>
Making stores and facilities more customer-friendly and reliable				
	<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>● Launched smartphone ATM service</li> <li>● Launched Seven Bank Easy Bankbook in nine different languages</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 implementing initiatives to improve customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>● Continued to make improvements of products and services that make use of customers' opinions</li> <li>Internal collection of proposals: 691; Proposals and communications made to relevant departments: 183 (Main examples of improvements)</li> <li>Implemented countermeasures against forgetting cash (45% decrease in incoming calls after implementation)</li> <li>Improved visibility of 7BK service-charges screen (40% decrease in incoming calls after implementation)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue implementing initiatives to improve customer satisfaction</li> </ul>

## Local Communities

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>● Continue to promote story-telling activities via the sponsorship for "Bonolon, Warrior of the Forest"</li> <li>● Continue donations of picture books</li> <li>● Strengthen cooperation with children's centers</li> </ul>	<ul style="list-style-type: none"> <li>● Held story-telling events at children's centers and staffed Seven Bank branches, etc.</li> <li>● Donated picture books to children's centers as a result of issuing 49,120 Bonolon cash cards (donations made to 2,812 locations)</li> <li>● Click donations in support of Mashikimachi in Kumamoto Prefecture: \430,116</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue donations of picture books</li> <li>● Strengthen cooperation with children's centers</li> </ul>
Assisting in 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>● 11 employees took volunteer-activity leave</li> <li>● There were more participants than the previous year in the volunteer activities organized mainly by the Chiyoda Business Volunteer Association (a group comprised of businesses located in Chiyoda City, where the Head Office of Seven Bank is located)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Promote employee participation in volunteer opportunities</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 with them</li> <li>● Improve detection capability for evolving and diversifying financial crimes and strengthen prevention measures</li> <li>● Prevent all financial crimes by strengthening collaboration with investigating authorities and business partners, etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Appropriately prevented transactions with anti-social social forces by continuing to gather and utilize information on them                             <ul style="list-style-type: none"> <li>• Improved detection capability based on advanced research analysis of financial crimes and strengthened prevention measure</li> <li>• Promoted initiatives to minimize financial crimes by strengthening collaboration with investigating authorities and business partners</li> <li>• Strengthened security measures for overseas card transactions (changed transaction-amount limit, improved the speed of detection and accuracy of unauthorized transactions, etc.)</li> </ul> </li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to gather and utilize information on anti-social forces to prevent transactions with them                             <ul style="list-style-type: none"> <li>• Continue to improve detection capabilities for evolving and diversifying financial crimes, and to strengthen prevention measures</li> <li>• Promote the prevention of all financial crimes by strengthening collaboration with investigating authorities and business partners, etc.</li> </ul> </li> </ul>

## Employee Related

### FY2016 Targets/Results and FY2017 Targets

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

Challenges	FY2016 Targets and Plans	FY2016 Results and Outcomes	Evaluation	FY2017 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● Strengthen self-education support (language, business, IT skills)</li> <li>● Continue strengthening education of next-generation leaders</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted education and training of next-generation leaders Management training: 13 employees Newly appointed management training: 11 employees Innovation training held by the Ministry of Economy, Trade and Industry: 3 employees</li> <li>● Training of overseas temporary staff: 2 employees</li> <li>● Domestic MBA temporary staff: 3 employees</li> <li>● Business classes taken: 4 employees</li> </ul>	○	<ul style="list-style-type: none"> <li>● Increase opportunities for personnel exchange both internally and externally, and support the autonomous growth of next-generation leaders</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>● Create a foundation for promoting diversity                             <ul style="list-style-type: none"> <li>• Create environments that allow all employees to perform to their full potential, regardless of nationality or gender</li> <li>• Establish a new system to provide support for balancing childcare or nursing care and work</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Established a home working system: 6 users</li> <li>● Employees who took paid childcare leave: 13</li> <li>● Employees who used the short working hour system due to doing childcare and nursing care: 21</li> </ul>	○	<ul style="list-style-type: none"> <li>● Proactively utilize the system to support in balancing childcare, nursing care, etc., and work</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● Continue conducting nursing care training</li> <li>● Implement vigorous initiatives for employees with disabilities</li> <li>● Convert fixed-term employees to permanent employees (phased conversion of target employees one by one)</li> </ul>	<ul style="list-style-type: none"> <li>● Percentage of employees with disabilities: 2.22%</li> <li>● Held lifetime design seminars</li> <li>● Held nursing care seminars</li> <li>● Provided nursing care support service mediation</li> <li>● Regularly disseminated examples of general consultation on nursing care, etc.</li> <li>● Converted fixed-term employees to permanent employees (27 employees)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Promote diversity inclusion                             <ul style="list-style-type: none"> <li>• Create environments and awareness that allow all employees to perform to their full potential, regardless of nationality or gender</li> <li>• Implement vigorous initiatives for employees with disabilities</li> <li>• Continue to convert fixed-term employees to permanent employees</li> </ul> </li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>● Continue to ensure that employees take paid leave</li> <li>● Devise measures to ensure that employees will leave the office on time during the targeted periods</li> <li>● Conduct stress checks</li> </ul>	<ul style="list-style-type: none"> <li>● Percentage of paid holidays taken: full-time employees 81.6%; contract workers 85.9%</li> <li>● Dedicated two separate periods to encouraging employees to leave the office on time</li> <li>● Conducted stress checks</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to ensure that employees take paid leave</li> <li>● Devise measures to ensure that employees will leave the office on time during the targeted periods</li> <li>● Conduct stress checks</li> </ul>

### Personnel Data

Breakdown of number of employees (as of the end of February 2017)		(persons)
Full-time employees *1		399
	Male	306
	Female	93
Part-time staff *2		91
	Male	7
	Female	84
Number of employees *3 (full-time employees + part-time staff)		490
	Male	313
	Female	177
New graduate employees hired		9
	Male	6
	Female	3
Mid-career employees hired		16
	Male	11
	Female	5

	FY2014	FY2015	FY2016
Average length of service (full-time employees)*4	7 years 0 months	7 years 3 months	7 years 7 months
Number of full-time employees who took childcare leave *5 (males, part-time staff)	12(1, 2)	10(1, 0)	13(1, 5)
Number of full-time employees who took nursing leave *5 (males, part-time staff)	0(0, 0)	0(0, 0)	0(0, 0)
Number of volunteer leave recipients	9(9 cases)	9	11
Percentage of women in management positions *6	9.9%	10.7%	10.5%
Percentage of employees with disabilities	2.06%	2.28%	2.22%
Percentage of paid holidays taken by full-time employees	82.7%	80.4%	83.2%
Frequency rate of workplace accidents	0.00	1.04	0.00
Severity rate of workplace accidents	0.00	0.00	0.00
Number of employee consultations	1	0	1

\*1 Data excludes persons reemployed after mandatory retirement.

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

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

\*4 Persons reemployed after mandatory retirement.

\*5 The company was established in 2001

\*6 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

\*7 The percentage of team leaders or higher positions, excluding executive officers.