

## Group Environmental Data

Challenges		Unit	FY2016	FY2017	FY2018
CO <sub>2</sub> emissions*1		t-CO <sub>2</sub>	3,394,352	3,209,689	3,241,084
	scope 1	t-CO <sub>2</sub>	122,593	119,693	130,360
	scope 2	t-CO <sub>2</sub>	3,271,759	3,089,996	3,110,724
Electricity consumption in store operations *2		GWh	6,847	6,728	7,125
Water usage in store operations *3		1,000m <sup>3</sup>	35,837	49,406	46,600

\*1 For FY2016, totals are for 11 companies: SEJ, IY, Sogo & Seibu, YB, York Mart, Seven & i Food Systems, Akachan Honpo, THE LOFT, SHELL GARDEN, Life Foods, and 7-Eleven, Inc. From FY2017, totals are for 12 companies due to the addition of IY Foods. (Sales of these organizations cover 96.8% of the group's total sales.)

\*2 For FY2016, totals are for 15 companies: SEJ, IY, Sogo & Seibu, YB, York Mart, Seven & i Food Systems, Akachan Honpo, THE LOFT, SHELL GARDEN, Life Foods, 7-Eleven, Inc., SEVEN-ELEVEN HAWAII, INC., SEVEN-ELEVEN(BEIJING), Chengdu Ito-Yokado, and Hua Tang Yokado Commercial. For FY2017, totals are for 17 companies due to the addition of IY Foods and Barneys Japan. For FY2018, totals are for 19 companies due to the addition of SEVEN-ELEVEN(TIANJIN) and SEVEN-ELEVEN(CHENGDU). (Their sales cover 98.2% of the group's total.)

\*3 For FY2016 and FY2017, totals are for 12 companies: SEJ, IY, Sogo & Seibu, YB, York Mart, Seven & i Food Systems, Akachan Honpo, 7-Eleven, Inc., SEVEN-ELEVEN HAWAII, INC., SEVEN-ELEVEN(BEIJING), Chengdu Ito-Yokado, and Hua Tang Yokado Commercial. For FY2018, totals are for 16 companies due to the addition of THE LOFT, SHELL GARDEN, SEVEN-ELEVEN(TIANJIN), and SEVEN-ELEVEN(CHENGDU). (Their sales cover 97.6% of the group's total sales.)

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

Breakdown of number of employees (as of the end of February 2019) (persons)			
Full-time employees*2		25,328	
	Male	18,470	73%
	Female	6,858	27%
Part-time staff*3		51,251	
	Male	10,927	21%
	Female	40,324	79%
Number of employees (full-time employees + part-time staff)		76,579	
	Male	29,397	38%
	Female	47,182	62%
New graduate employees hired		859	
	Male	487	57%
	Female	372	43%
Mid-career employees hired		338	
	Male	283	84%
	Female	55	16%

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

Breakdown of number of employees	FY2016	FY2017	FY2018
Average length of service (full-time employees)	16 years 2 months	16 years 1 months	16 years 9 months
	Male	17 years 6 months	17 years 5 months
	Female	12 years 8 months	13 years 0 months
Number of full-time employees who took childcare leave*4 (males, part-time staff)	1,199 (14, 593)	1,233 (10, 583)	1,205 (35, 547)
Number of full-time employees who took nursing care leave*4 (males, part-time staff)	52 (5, 39)	50 (10, 33)	54 (5, 38)
Number of volunteer leave recipients	17	27	16
Percentage of female full-time employees	26.7%	27.0%	27.1%
Number of female managers (percentage)*5	2,796 (26.8%)	2,521 (26.3%)	2,545 (27.2%)
	Team leader	1,754 (30.2%)	2,012 (30.9%)
	Section manager	677 (23.0%)	695 (24.5%)
	Division manager	74 (10.0%)	74 (7.6%)
	Corporate officer	27 (14.7%)	24 (13.2%)
Percentage of employees with disabilities*6	2.51%	2.66%	2.84%
Percentage of paid leave taken	34.7%	38.0%	45.5%
Full-time employee turnover rate	4.2%	4.5%	4.9%
	Male	3.3%	3.8%
	Female	6.3%	6.5%

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

\*2 Data includes 1,509 persons reemployed after mandatory retirement.

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

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

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

\*6 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terube, Ltd. (special subsidiary for severe disabilities), SEJ, IY, and Seven & i Food Systems.

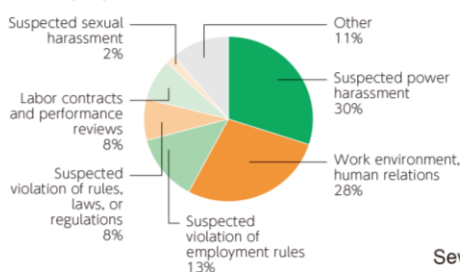
## Groupwide Data for Consultation Services for Employees

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

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

	FY2016	FY2017	FY2018
Contacts received	845	1,047	1,226

### Description of contacts received by Customer Response Service by topic for FY2018



# Seven-Eleven Japan Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2019: 20,876

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting carers and seniors				
	<ul style="list-style-type: none"> <li>●Number of mobile stores: 100</li> <li>Continue implementing shopping assistance for customers who find it difficult to shop</li> <li>Complete entry into all areas across the country where stores are located, within the current fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>●Number of mobile stores: 87</li> <li>Achieved entry into 6 prefectures as new areas for stores</li> </ul>	△	<ul style="list-style-type: none"> <li>●Target number of stores: 120</li> <li>Continue entry into all areas across the country where stores are located</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>●Utilizing the UI Turn policy that aims to expand initiatives to encompass regional development in addition to regional contributions, we will match the promotion of store openings with regional revitalization to encourage migration to and permanent settlement within the region</li> </ul>	<ul style="list-style-type: none"> <li>●FY2018 results</li> <li>State of collaboration between administrative authorities web sites and web site seeking owner migration: Conducted collaboration with web sites of 28 municipalities</li> </ul>	△	<ul style="list-style-type: none"> <li>●FY2019 targets</li> <li>Collaboration with web sites of 50 municipalities</li> <li>Strengthen comprehensive collaboration with administrative authorities to resolve social issues</li> </ul>

## Providing Safety and Reliability through Products and Stores

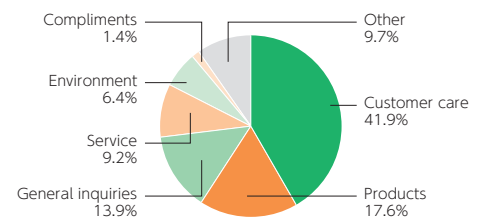
### Data from Customer Response Services

The customer feedback department is strengthening its stance of being close to customers as pointed out by customers. It strives to listen attentively to customers over the telephone so as to find out the reasons why customers are angry or dissatisfied. To fundamentally address issues, opinions and issues pointed out by customers are provided as feedback to the top management and relevant departments so as to prevent similar issues from occurring.

### Description of contacts received by Customer Response Service by topic for FY2018

Contacts received: 176,013

(down 1.7% from the previous fiscal year)



Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Move forward with obtaining food safety management system certification based on international standards for our original product manufacturing plants</li> </ul>	<ul style="list-style-type: none"> <li>● Embarked on NDF-FSMS certification system—which is equivalent to international standards—in dedicated factories for daily foods with 30% completion</li> <li>● 49% completion for Seven Premium manufacturers</li> </ul>	○	<ul style="list-style-type: none"> <li>● Complete certification of all dedicated factories for daily foods</li> <li>● For Seven Premium manufacturers, promote attainment of certification (completion by end of 2020)</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>● New stores adopting barrier-free design (installing wheelchair-accessible toilets accessible): 800</li> <li>● Number of stores to have newly installed guard pipes to prevent vehicle "dive" accidents: 800</li> </ul>	<ul style="list-style-type: none"> <li>● New stores adopting barrier-free design (installing wheelchair-accessible toilets accessible): 853</li> <li>● Number of stores to have newly installed guard pipes to prevent vehicle "dive" accidents: 1,097</li> </ul>	○	<ul style="list-style-type: none"> <li>● New stores adopting barrier-free design (installing wheelchair-accessible toilets): 550</li> <li>● Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 500</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Improve the frequency of updating CSR news</li> <li>● Update the "Initiatives for Society and the Environment" booklet and strive for information disclosure that is easy to understand</li> </ul>	<ul style="list-style-type: none"> <li>● CSR news update frequency: 33 times (previous year: 20 times)</li> <li>● Updated as the "7-Eleven Mind Book" in order to communicate Seven-Eleven's initiatives to stakeholders in an easy-to-understand way</li> <li>Number of survey responses: 714</li> <li>* 93% of responses used as reference</li> </ul>	○	<ul style="list-style-type: none"> <li>● Improve the frequency of updating CSR news</li> <li>● Strive for information disclosure about CSR activities that is easy to understand through the CSR booklet "7-Eleven Mind Book"</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Expand the omni business model while strengthening coordination with related companies and responsible departments</li> <li>● Active involvement in risk management</li> </ul>	<ul style="list-style-type: none"> <li>● Participated in omni business sales promotion meeting, and raised customer awareness using customer feedback department's FAQ</li> <li>● Collaborated with operation consultants to raise issue of strengthening improvements for problems that repeatedly occur at individual stores</li> </ul>	○	<ul style="list-style-type: none"> <li>● Work on ways to provide information such that customers can resolve inquiries on their own. Work on improving the cause of occurrence</li> <li>● Systematize the consolidation of issues pointed out by customers, and strengthen involvement of on-site staff so as to resolve problems even earlier</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Implement effective training, including for business partners, and enhance cooperation with the national government and local governments in order to fulfill infrastructure functions, including the continuation of store operations at the time of a disaster</li> </ul>	<ul style="list-style-type: none"> <li>● During disasters such as the heavy rain in Western Japan and Hokkaido Eastern Iburi Earthquake, cooperated with government agencies such as the Cabinet Office and Ministry of Economy, Trade and Industry so as to smoothly continue store operations and reopen stores early. Responded as far as possible to requests for relief provisions from local governments of disaster areas</li> </ul>	△	<ul style="list-style-type: none"> <li>● Sort out implementation of disaster support agreements, and at the same time, implement effective training, including for business partners, and enhance cooperation with the national government and local governments in order to fulfill infrastructure functions, including the continuation of store operations at the time of a disaster</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>● Collaborate with prefectural police and local police stations in sharing holding information and so on, and achieve a participation rate for crime prevention drills and seminars of 50% or higher</li> </ul>	<ul style="list-style-type: none"> <li>● 7,031 stores (34.7%) participated in crime prevention drills and seminars. In addition to conventional theft prevention training, worked to revise the content and implement drills for special fraud prevention training and so on based on social conditions</li> </ul>	△	<ul style="list-style-type: none"> <li>● Collaborate with prefectural police and local police stations in sharing information, and achieve a participation rate for crime prevention drills and seminars of 50% or higher</li> </ul>

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>● Review the EMS system based on ISO 14001 and thoroughly inspect each departments' initiatives</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthened the EMS system based on ISO 14001 standard. Achieved highest number of good points (high evaluation) so far in audits</li> </ul>	○	<ul style="list-style-type: none"> <li>● Achieve even more good points (high evaluation) than FY2018 by further pushing ahead with the EMS system based on ISO 14001</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Introduce new highly energy-efficient LED illumination for 5,000 stores or more (total including replacement stores)</li> <li>● Expand the number of eco-friendly vehicles within the logistics' deliveries fleet to 970</li> </ul>	<ul style="list-style-type: none"> <li>● Number of stores using new LED illumination (total including new stores and replacement stores): 4,938 stores</li> <li>● Expanded the number of eco-friendly vehicles within the logistics' deliveries fleet to 981</li> </ul>	△ ○	<ul style="list-style-type: none"> <li>● Introduce highly energy-efficient LED illumination for 1,600 stores (total including new stores and replacement stores)</li> <li>● Expand the number of eco-friendly vehicles within the logistics' deliveries fleet to 1,110</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 FY2017</li> <li>● Food product recycling rate: Achieve 55.0% or higher</li> </ul>	<ul style="list-style-type: none"> <li>● Plastic bags usage per store FY2018: 959.3 kg*</li> <li>● Food product recycling rate: 54.4% (+0.1% from the previous year)</li> </ul>	× △	<ul style="list-style-type: none"> <li>● Reduce plastic bag usage per store to a level below FY2018</li> <li>● Food product recycling rate: Achieve 55.0% or higher</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● A total of 2,800 employees to pass the Eco Test</li> <li>● Inform those who take the Eco Test about environment-related volunteer activities</li> </ul>	<ul style="list-style-type: none"> <li>● A total of 2,833 employees passed the Eco Test</li> <li>● Informed those who take the Eco Test about environment-related volunteer activities</li> </ul>	○ ○	<ul style="list-style-type: none"> <li>● Annual number of employees who pass the Eco Test: 1,000</li> <li>● Total cumulative number of employees who passed the Eco Test: 3,800</li> <li>● Inform those who take the Eco Test about environment-related volunteer activities</li> </ul>

\* The recommendation of biomass shopping bags was expanded to the whole of Japan in FY2018, and usage volume increased compared to the previous year as biomass shopping bags are heavier than existing plastic bags.

### Environmental Data

Challenges	Unit	FY2016	FY2017	FY2018
CO <sub>2</sub> emissions* <sup>1</sup> * <sup>2</sup> * <sup>3</sup>	t-CO <sub>2</sub>	1,652,789	1,672,443	1,578,963
CO <sub>2</sub> emissions from store operations (per store)* <sup>1</sup> * <sup>3</sup>	t-CO <sub>2</sub>	1,430,723(73.7)	1,449,109(71.5)	1,350,259(64.6)
CO <sub>2</sub> emissions from logistics (per store)* <sup>1</sup> * <sup>4</sup>	t-CO <sub>2</sub>	218,927(11.3)	220,357(10.9)	225,959(10.8)
Electricity consumption in store operations (per store)* <sup>1</sup> * <sup>3</sup>	GWh(MWh)	2,718(140)	2,807(139)	2,888(138)
Water usage in store operations* <sup>1</sup> * <sup>5</sup>	1,000m <sup>3</sup>	25,803	27,125	23,047
Plastic bag usage per store (by weight)	t	0.95	0.88	0.95
Waste disposal (recycling rate)* <sup>6</sup>	t (%)	422,116(45.4)	382,003(44.1)	366,920(57.8)
Food waste recycling rate* <sup>7</sup>	%	53.4	54.3	54.4

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

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

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

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

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

\*6 Waste disposal and recycling rate excluding food waste. Calculations are based on estimated emissions by the stores in Tokyo, Kyoto, etc. The period of the calculations was from April to March. 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 from April to March.

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● In addition to education about compliance and CSR for all employees who used e-learning, enhance compliance training for active store staff</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted 3 e-learning lectures related to CSR targeting all employees</li> <li>● Conducted monthly compliance-related e-learning lectures for employees working at stores</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct CSR e-learning for all employees</li> <li>● Conduct monthly compliance-related e-learning for employees working at stores</li> <li>● Raise awareness during regular training</li> </ul>
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>● Implement manager training for the development and further establishment of the evaluation system</li> </ul>	<ul style="list-style-type: none"> <li>● Revised a part of the system and completed manager training preparation for the development and establishment of the evaluation system</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct continuous manager training for the further penetration and establishment of the evaluation system</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>● Begin utilizing the staggered working hours starting in April across the whole company and create more flexible work styles</li> <li>● Get all employees to take five or more days of paid leave per year</li> </ul>	<ul style="list-style-type: none"> <li>● Began utilizing the staggered working hours starting from April 16 across the whole company</li> <li>● More than 80% of employees took five or more days of paid leave</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Review the system for staggered working hours to make it easier to use after listening to the opinions of employees</li> <li>● Encourage all employees to take long periods of leave, and create working environments where paid leave can be taken even more easily</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● Number of people with disabilities to be employed: 37</li> <li>● Percentage of female managers (Team leader or higher positions): 32.0%</li> </ul>	<ul style="list-style-type: none"> <li>● Number of people with disabilities that were employed: Approximately 60% of target (23 employees)</li> <li>● Percentage of female managers (Team leader or higher positions): Approximately 90% of target (27.3%)</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Percentage of employees with disabilities: 2.2% Assign in-house job coach Expand system of in-house job coaching by specially-appointed employees so as to strengthen support for establishing employees with disabilities at the workplace System of 11 employees in FY2019</li> <li>● Percentage of female managers: 30% Expand "Spot Day Care" initiative Expand area of "Spot Day Care" to the whole of Japan so as to support employees working on holidays From 28 business offices in FY2018, it will be extended to 36 offices in FY2019 so that it can be used at all offices</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>● Implement mental health training for managers</li> <li>● Reduce the number of workplace accidents compared to FY2017</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted training 14 times with a total of 389 participants</li> <li>● Reduced from FY2017 FY2017: 176 accidents FY2018: 172 accidents (less by 4 accidents compared to previous year)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Expand mental health training for managers to sites</li> <li>● Disseminate information about proactively preventing workplace accidents Reduce number of accidents compared to FY2018</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2019)		(persons)
Full-time employees*1		8,878
	Male	6,360
	Female	2,518
Part-time staff*2		5,392
	Male	2,404
	Female	2,988
Number of employees (full-time employees + part-time staff)		14,270
	Male	8,764
	Female	5,506
New graduate employees hired		440
	Male	275
	Female	165
Mid-career employees hired		278
	Male	241
	Female	37

	FY2016	FY2017	FY2018
Average length of service (full-time employees)	9 years 2 months	8 years 10 months	9 years 0 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	251 (1, 4)	283 (4, 4)	316 (16, 2)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	4 (4, 0)	7 (5, 0)	8 (4, 0)
Number of volunteer leave recipients	8	1	0
Number of female managers (percentage)**4	291 (31.0%)	288 (30.5%)	247 (26.2%)
	Section manager	280 (34.4%)	240 (29.4%)
	Division manager	9 (8.0)	7 (5.4)
	Corporate officer	3 (13.0)	4 (16.7%)
Percentage of employees with disabilities*5	2.16%	2.17%	2.30%
Percentage of paid leave taken by full-time employees	62.4%	65.2%	80.1%
Frequency rate of workplace accidents	0.04	0.19	0.53
Severity rate of workplace accidents	0.00	0.00	0.03

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

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

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

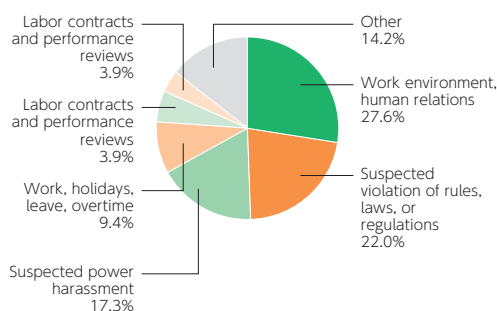
\*4 Section manager or higher.

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

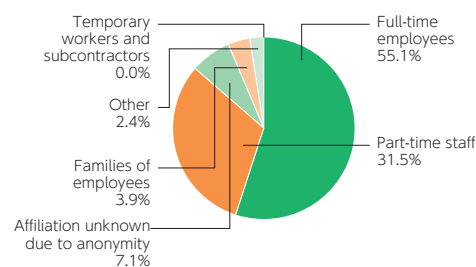
## Data for Consultation Services for Employees

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

### Description of contacts received by Customer Response Service by topic for FY2018 Contacts received: 127 (up 17.5% from the previous fiscal year)



### By user category



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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Offering eco-friendly products	<ul style="list-style-type: none"> <li>● Successively replace the paper used for daily food labels with light labels that use approximately 25% less paper, including the mounts</li> <li>● Change from the 100% plastic materials used for the cold insulation boxes for New Year dishes to cardboard and eco-friendly heat insulation board (starting with a portion of items)</li> </ul>	<ul style="list-style-type: none"> <li>● Replaced the paper used for labels of chilled boxed lunches with light labels that use approximately 25% less paper, including the mounts. Expand successively in the future</li> <li>● Changed from the 100% plastic materials used for the cold insulation boxes for New Year dishes to cardboard and eco-friendly heat insulation board (Kagaya two-tier box, delivery three-tier box)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Change to plant-based packaging film for all products in rice ball category</li> <li>● Reduce the size of wet towels distributed at stores by 25%</li> </ul>

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

### FY2018 Targets/Results and FY2019 Targets

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

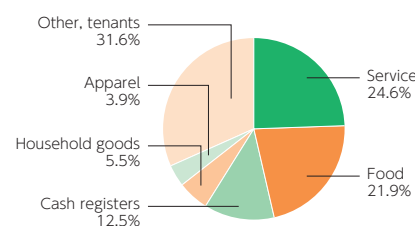
Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting carers and seniors	<ul style="list-style-type: none"> <li>● Develop everything from products that address price issues to functional products that resolve customer complaints Developed products: 120% increased performance, developed product distribution ratio: 30%</li> <li>● Coordinate with other departments Implement sales promotion activities and product launches for related products such as cosmetics, medical products, etc. Target number of customers: 10% increase compared to the previous year</li> </ul>	<ul style="list-style-type: none"> <li>● Sales of developed products: 927 million 11% increase compared to previous year; distribution ratio: 31%</li> <li>● 12% increase in number of customers compared to previous year</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Sales of developed products: 950 million 3% increase compared to previous year; distribution ratio: 33%</li> <li>● 5% increase in number of customers compared to previous year Providing Safety and Reliability through Products and Stores</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

Contacts received from customers were down by 16% from the previous fiscal year. In addition, service complaints, which comprise 25% of total contacts, declined by 34% compared to the previous fiscal year. We will continue to analyze the cause of complaints and take steps to prevent a recurrence and reduce service complaints.

Description of contacts received by Customer Response Service by topic for FY2018  
**Contacts received: 44,754**  
 (down 16% from the previous fiscal year)



## FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Reduce the number of complaints with stores related to lack of freshness and foreign substances being mixed in, primarily of food items, to 70% compared to the number of cases in FY2017</li> </ul>	<ul style="list-style-type: none"> <li>● Complaints related to food items 72% compared to previous year; 6,295 fresh produce complaints: 75% compared to previous year</li> </ul>	△	<ul style="list-style-type: none"> <li>● For FY2019, also 70% compared to previous year</li> <li>● Especially focus on the reducing the lack of freshness in fresh produce as the priority issue</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>● Complete a procedure manual that makes it easy to understand what stores should do in the event of a disaster</li> <li>● Review the procedure manual concerning the Head Office's initial responses and action plan</li> <li>● Make sure employees are aware of the contents of the completed procedure manual</li> </ul>	<ul style="list-style-type: none"> <li>● The earthquake edition of the large-scale disaster countermeasures manual was split into the core section, Head Office section, and store section to create manuals which state the actions to be taken respectively in an easy-to-understand way</li> <li>● The completed manual was posted on the bulletin board of the portal site for the thorough awareness of employees</li> </ul>	○  ○  ○	<ul style="list-style-type: none"> <li>● Review and establish IY's communication method for disasters (radios, etc.)</li> <li>● Confirmed changes such as damage predictions by government agencies and reflected them in the countermeasures manual, etc.</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Improvement plans to be created based on the actual situation with labels at stores, and information is to be shared at weekly sales meetings</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted sharing of information every Monday, and explained items of note for that week and initiatives for subsequent weeks</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to use weekly sales meetings to share information with stores</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Verify results with regard to how customer requests and complaints are handled more visibly and address customer concerns</li> <li>● In terms of service complaints, make particular effort to reduce customer complaints</li> <li>● Aim for a 20% reduction, or 18,400 cases, in FY2018 compared to FY2017</li> </ul>	<ul style="list-style-type: none"> <li>● All issues pointed by customers and complaints were converted to data and visualized. As a result, became able to understand trends and measures in a timely manner. Actual customer responses: 3,496 cases, 79% compared to previous year</li> <li>● Service complaints: 16,615 complaints, 73% compared to previous year</li> </ul>	○  ○  ○	<ul style="list-style-type: none"> <li>● Continue to convert details of issues pointed by customers and requests to data for continuous improvement/revisions</li> <li>● For FY2019, again seek to reduce complaints about customer responses by 20% compared to the previous year</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Conclude disaster support agreements with local governments, etc., at store-opening locations where there are no agreements yet</li> <li>● Successively review the contents of agreements concluded in the past</li> </ul>	<ul style="list-style-type: none"> <li>● New material support agreements concluded with Yao City, Nerima Ward, Miyagi Prefecture, Katsushika Police Station, and Fukagawa Fire Station</li> <li>● Reviewed details of agreements with Kazo City, Urayasu City, Kashiwa City, Koganei Fire Station, etc. that were concluded in the past</li> <li>● Participated in disaster prevention drills arranged by local governments, etc., that have concluded agreements (material support, etc.)</li> </ul>	○  ○	<ul style="list-style-type: none"> <li>● Review form for disaster support agreements, and conclude disaster support agreements with local governments, etc., at store-opening locations where there are no agreements yet</li> <li>● Successively review the contents of agreements concluded in the past</li> </ul>

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Introduce LED lighting at 78 stores and replace fluorescent tubes with LED bulbs</li> <li>● Introduce inverters for air conditioning control at 10 stores</li> <li>● Delivery distance per store: 225,000 km Calculate from average number of stores operational in FY2017</li> </ul>	<ul style="list-style-type: none"> <li>● Introduced LED lighting at 75 stores</li> <li>● Introduced inverters for sales area air conditioning control at 21 stores</li> <li>● Delivery distance per store: 156,000 km Calculate from average number of stores operational in FY2018</li> </ul>	△  △  ○	<ul style="list-style-type: none"> <li>● Introduce LED lighting for sales areas, BR, and multi-story car parks at 34 stores</li> <li>● Introduce inverters for sales area air conditioning control at 8 stores</li> <li>● Delivery distance per store: 155,000 km Calculate from average number of stores operational in FY2019</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Food waste recycling rate: 55.0%</li> <li>● Stores that implement recycling: 90 stores</li> </ul>	<ul style="list-style-type: none"> <li>● Food product recycling rate: Achieve 55.1% (increase of 1.9% compared to previous year)</li> <li>● Stores that implemented recycling: 83 stores (decrease of 7 stores compared to previous year)</li> </ul>	○  ×	<ul style="list-style-type: none"> <li>● Food product recycling rate: 56.0% (rigorously sort waste by using measuring equipment)</li> <li>● Stores that implement recycling: 90 stores (new channels + dominant)</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● Employees to pass the Eco Test: 300</li> </ul>	<ul style="list-style-type: none"> <li>● Number of employees that passed the Eco Test: 571</li> </ul>	○	<ul style="list-style-type: none"> <li>● FY2019 target number of employees who take the Eco Test: 2,370 Aim for a passing rate of 90%</li> </ul>



## Environmental Data

Challenges	Unit	FY2016	FY2017	FY2018
CO <sub>2</sub> emissions* <sup>1</sup> * <sup>2</sup> * <sup>3</sup>	t-CO <sub>2</sub>	499,383	464,556	452,906
CO <sub>2</sub> emissions from store operations* <sup>1</sup> * <sup>3</sup> (Environmental impact index* <sup>4</sup> )	t-CO <sub>2</sub> (t-CO <sub>2</sub> /1,000,000m <sup>2</sup> × 1,000h)	474,179 (96)	441,313 (93)	428,636 (92)
CO <sub>2</sub> emissions from delivery vehicles * <sup>1</sup> * <sup>3</sup>	t-CO <sub>2</sub>	24,896	22,932	21,454
Electricity consumption in store operations * <sup>1</sup>	GWh	826	767	745
Water usage in store operations* <sup>1</sup>	1,000m <sup>3</sup>	6,649	6,264	6,138
Plastic bag usage (turndown rate) at the food section	t (%)	1,219(71.5)	1,033(71.6)	1,012(72.7)
Waste disposal	t (%)	136,078	124,349	125,267
Food waste recycling rate	%	52.1	53.2	55.1

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

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

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

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

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● Provide intensive training to help new part-time staff obtain fundamental knowledge and skills and be ready to contribute from early on</li> <li>● Create a management standards document and conduct divisional training primarily through OJT by supervisors and group training by trainers</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted 3 days of training per week for 4 weeks for new partner employees when they join the company Difficult to connect to OJT in stores Number of participants: 80; participation rate: 27%</li> <li>● Conducted training at model stores for new managers and responsible personnel Learned about the actual differences between model stores and own store, thought about how to become a model store, and implemented</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Change training period to 2 days each week for 4 weeks so as to achieve a combination between training and store OJT. Repeat the cycle of "training⇒store practice⇒training⇒implementation" Target number of participants: 150; target participation rate: 50%</li> <li>● Conduct divisional training for current managers in collaboration with product departments and SV about product development criteria and management of product groups in the power category</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● To promote respect for human rights and normalization, conduct training through study and role-playing from customers' perspectives and promote knowledge and understanding in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>● Training conducted: 73 times Total participants: 1,728</li> </ul>	○	<ul style="list-style-type: none"> <li>● Aim to train employees who can act based on correct understanding and recognition of respect for human rights and diversity and the promotion of normalization</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>● Reduce cases of serious work accidents resulting in four or more days of work missed to 90% compared to the previous year</li> <li>● Continue conducting training related to mental health for corporate officers</li> </ul>	<ul style="list-style-type: none"> <li>● 2017: 125 cases 2018: 133 cases, 106.4%</li> <li>● FY2018 mental health training Conducted a total of 18 times in both halves</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce cases of serious work accidents resulting in four or more days of work missed to 90% compared to the previous year (take on challenge again)</li> <li>● Conduct level-specific training about mental health and harassment</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2019)		(persons)
Full-time employees*1		7,343
	Male	5,325
	Female	2,018
Part-time staff*2		22,422
	Male	4,293
	Female	18,129
Number of employees (full-time employees + part-time staff)		29,765
	Male	9,618
	Female	20,147
New graduate employees hired		106
	Male	42
	Female	64
Mid-career employees hired		7
	Male	5
	Female	2

	FY2016	FY2017	FY2018
Average length of service (full-time employees)	22 years 1 month	22 years 10 months	24 years 7 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	412 (3, 233)	302 (2, 184)	323 (3, 183)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	20 (1, 13)	20 (0, 17)	32 (1, 26)
Number of volunteer leave recipients	6	3	4
Number of female managers (percentage)**4	844 (25.6%)	948 (24.2%)	798 (26.3%)
	Team leader	859 (27.2%)	707 (30.9%)
	Section manager	72 (14.0%)	71 (13.8%)
	Division manager	20 (9.7%)	20 (8.8%)
	Corporate officer	4 (16.7%)	2 (9.5%)
Percentage of employees with disabilities	2.56%	2.77%	2.99%
Percentage of paid leave taken by full-time employees	18.1%	17.7%	26.3%
Frequency rate of workplace accidents	1.43	1.45	1.65
Severity rate of workplace accidents	0.03	0.04	0.04

\*1 Data includes 783 persons reemployed after mandatory retirement.

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

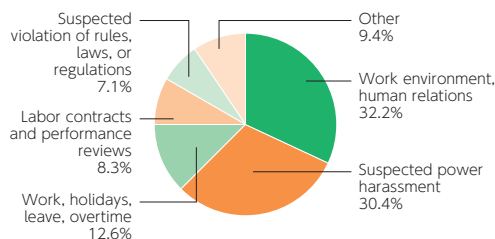
\*3 Persons who took such leave in the applicable years (takers continuing leave from the previous year + new takers of leave)

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

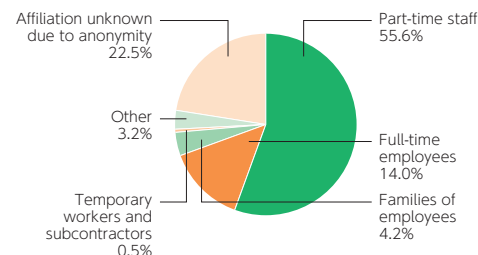
## Data for Consultation Services for Employees

The number of consultations in FY2018 increased 31.4% compared to FY2017. 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 FY2018 Contacts received: 435 (up 31.4% from the previous fiscal year)



### By user category



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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting carers and seniors	<ul style="list-style-type: none"> <li>●Continue Pre-Mama Stations and Counters and hold parent-child participation events and maternity classes ⇒Not midwives alone, but coordinate with specialized sales staff and business partner staff and further flesh out the contents</li> <li>●Continue social media outreach</li> <li>●New development Shoe fitters: 10 Formal-wear advisors: 5 Shopping supporters for the elderly and people with disabilities: 15</li> <li>●Supporters of people with dementia: 717 Accumulated total: 5,000</li> <li>●Children's shoes: trade in 90,730 pairs</li> </ul>	<ul style="list-style-type: none"> <li>●Pre-Mama Stations and Counters: 15,708 users (including 4,782 repeaters): In addition to parent-child participation events, conducted maternity classes and also lectures in collaboration with business partners</li> <li>●Strengthened customer development through social media outreach (as services using social media has almost come full circle, shifted to organizing events, etc.)</li> <li>●New development (achievements) Shoe fitters: 6 Formal-wear advisors: 8 Shopping supporters for the elderly and people with disabilities: 30</li> <li>●Supporters of people with dementia: 428 Accumulated total: 4,711</li> <li>●Children's shoes: trade in 95,315 pairs</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> <li>△</li> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Continue Pre-Mama Stations and Counters, and hold parent-child participation events, maternity classes, and lectures in collaboration with business partners</li> <li>●Reinforce initiatives to expand number of users (notifications, frequency of events, review of business partner collaboration projects)</li> <li>●New development (targets) Shoe fitters: 10 Formal-wear advisors: 5 Shopping supporters for the elderly and people with disabilities: 15</li> <li>●Supporters of people with dementia: 489 Accumulated total: 5,200</li> <li>●Children's shoes: trade in 91,644 pairs</li> </ul>
Assisting in local community revitalization	<ul style="list-style-type: none"> <li>●Continue to conduct localized events</li> <li>●Continue to improve convenience when voting by establishing polling stations for early voting</li> <li>●Using stores as the main vehicle, introduce various traditions, techniques, cultures, region-limited products, and local specialty goods, and promote sales</li> <li>●Strengthen information sharing, notifications and sales of each region-limited product and specialty goods among stores</li> </ul>	<ul style="list-style-type: none"> <li>●Conducted events in partnership with local communities (governments, schools, etc.) such as the Green Curtain Project, water sprinkling activities, work experiences, and food bank campaigns (all stores)</li> <li>●Established a polling station for early voting in four stores (Ikebukuro main store, Chiba, Higashi-Totsuka, Fukui)</li> <li>●Provided spaces for performances by local school, clubs, etc. (all stores)</li> <li>●Kanagawaya, a store selling products from Kanagawa Prefecture, opened at B2 floor of Sogo Yokohama store</li> <li>●Held regular events, and featured local products as ochuugen and oseibo (summer and winter) gifts</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Conduct education for the next generation linked to SDGs (Green Curtain Project, water sprinkling activities, work experiences, food bank campaigns, summer vacation SDG events, etc.)</li> <li>●Continue to improve convenience when voting by establishing polling stations for early voting</li> <li>●Continue to use stores as the main vehicle, introduce various traditions, techniques, cultures, region-limited products, and local specialty goods, and promote sales</li> <li>●Continue to strengthen information sharing, notifications and sales of each region-limited product and specialty goods among stores</li> <li>●Address LGBT issues Encourage understanding in partnership with local communities such as governments, and conduct training for employees</li> <li>●Partner local universities Conduct dispatch lessons and events centered on students</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

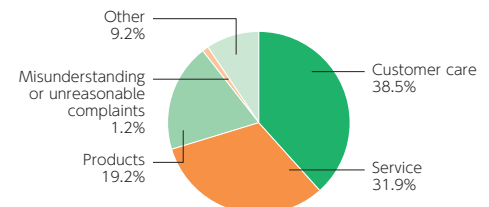
We continued to share internally the customers' opinions sent to the customer consultation desks at each store, so that they could be used to improve our customer care services and operations, together with our product lineups, ancillary services and facilities.

We have promoted activities to resolve areas where customers were dissatisfied, and to reflect customer needs in our operating strategies. In addition, we established a customer response desk for customers of stores that had finished operations.

In the future, we will ascertain customers' wishes from the opinions that we receive, provide products and services required by customers, and stores and Head Office will collaborate to work on improving and maintaining customer satisfaction.

### Description of contacts received by Customer Response Service by topic for FY2018

Contacts received: 7,572  
(up 11.4% from the previous fiscal year)



Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Continue to improve hygiene management knowledge of the front-line staff</li> <li>● Clearly identify issues pertaining to food sanitation at each store and implement PDCA activities for the Store Product Quality Management Committee</li> <li>● Have sample verification tests performed by a specialized institution on products in the clothing and general goods categories</li> <li>● Continue level-specific training to improve front-line staff skills</li> </ul>	<ul style="list-style-type: none"> <li>● Used a booklet on the fundamentals of food sanitation management, videos, and DVDs for training, at morning and afternoon meetings, and for onsite instruction</li> <li>● The Store Product Quality Management Committee sorted, improved, and verified issues on a monthly basis</li> <li>● Conducted sample testing of baby clothes, ladies' apparel, seasonal products, etc. each month based on a monthly theme</li> <li>● Implemented level-specific training to improve front-line staff skills 19 times</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to improve hygiene management knowledge of the front-line staff</li> <li>● Continue to clearly identify issues pertaining to food sanitation at each store and implement PDCA activities for the Store Product Quality Management Committee</li> <li>● Continue to have sample verification tests performed by a specialized institution on products in the clothing and general goods categories</li> <li>● Continue level-specific training to improve front-line staff skills</li> </ul>
Maintain more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>● Renovate the multi-purpose toilets at the Yokohama store</li> <li>● Continue inspections from a universal design perspective</li> </ul>	<ul style="list-style-type: none"> <li>● Together with the review of the store renovation plan, toilet renovation has also been postponed to FY2019</li> <li>● Shibuya store Installed board for communication via writing at information counter Installed mirrors to check behind inside elevators</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Renovate the multi-purpose toilets at the Yokohama store</li> <li>● Continue inspections from a universal design perspective</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Cooperate with specialist organizations to check and inspect both food product labeling, and continue to implement appropriate labeling and information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted 165 inspections by specialist organizations on labeling of food products, beverages (kitchen and sales area), clothing, and general goods</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Cooperate with specialist organizations to check and inspect labeling, and continue to implement appropriate labeling and information disclosure</li> </ul>
Responding sincerely to customers' opinions (organization)				
	<ul style="list-style-type: none"> <li>● Ascertain customers' opinions from their feedback and get stores and Head Office to work together to promote further improvement in customer service awareness among employees</li> <li>● Reduce the number of complaints from customers: Below 3,100</li> </ul>	<ul style="list-style-type: none"> <li>● Continued to send out a weekly Attentive Service newsletter leveraging customers' opinions, and continuously implemented activities to resolve complaints and improve customer service awareness</li> <li>● 2,991 complaints (119 complaints less than target)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Sincerely listen to customers' opinions from their feedback and get stores and Head Office to work together to resolve problem so as to promote further improvement in customer service awareness among employees</li> <li>● Reduce the number of complaints from customers: Below 2,900</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Collaborate with local governments and companies, including through existing regional comprehensive agreements and measures for people having difficulties in going home in the event of large earthquakes, and strengthen involvement in systems of cooperation and regional vitalization</li> <li>● Through the holding of events such as disaster preparedness fairs, promote activities that raise the awareness of disaster-preparedness in cooperation with local communities</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted disaster-preparedness training and education at all stores together with fire prevention week, disasters and volunteers week, etc.</li> <li>● Actively participated as a local business in Council to Address People Experiencing Difficulty Getting Home and Council to Address Overcrowding Around Train Stations in partnership with government agencies such as ward municipal offices, police stations, and fire stations</li> <li>● Continued to participate in in-house fire-fighting examination boards and local disaster-preparedness training sessions in partnership with local fire stations as part of employee education. Promoted activities in partnership with local communities to raise awareness</li> <li>● Promoted activities to raise disaster-preparedness awareness in customers through conduct of "Fire Station at Work" drawing contests in partnership with local fire stations (Ikebukuro main store)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to collaborate with local governments and companies, including through existing regional comprehensive agreements and measures for people having difficulties in going home in the event of large earthquakes</li> <li>● Through the holding of events such as disaster preparedness fairs, continue to 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>● Conducted anti-terrorism training in partnership with local businesses and police officials, and participated in crime-prevention patrols, etc. Participated in police administration as a member of the Police Station Council (Ikebukuro main store)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to come together as one with local businesses, and strengthen communication with the police officials</li> </ul>

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>●Expand recommendations in periodic ISO audits and reduce items indicated by audits</li> </ul>	<ul style="list-style-type: none"> <li>●Recommendations: 7 (up 3 compared with before)</li> <li>Items indicated by audits: 6 (no change)</li> <li>●Unacceptable items: 0 (no change)</li> </ul>	○	<ul style="list-style-type: none"> <li>●Expand recommendations in periodic ISO audits and reduce items indicated by audits</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>●Reduce by 1% on an operating store basis</li> <li>●Continue to expand the introduction of LED lighting</li> </ul>	<ul style="list-style-type: none"> <li>●Reduced by 1.29% compared to previous year</li> <li>●Invested 2.66 million yen in 9 stores</li> </ul>	○ ○	<ul style="list-style-type: none"> <li>●Reduce by 1% on an operating store basis</li> <li>●Continue to expand the introduction of LED lighting</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 71.0% (up 1.6% from the previous year)</li> <li>●Waste recycling rate: 70.0% (up 2.7% from the previous year)</li> <li>●Continue to improve waste recycling rate through more thorough separation of waste</li> </ul>	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 72.2% (up 2.8% from the previous year)</li> <li>●Waste recycling rate: 69.6% (up 2.3% from the previous year)</li> </ul>	○ △	<ul style="list-style-type: none"> <li>●Food waste recycling rate: 73.2% (up 1.0% from the previous year)</li> <li>●Waste recycling rate: 70.6% (up 1.0% from the previous year)</li> <li>●Continue to improve waste recycling rate through more thorough separation of waste (continuation)</li> </ul>
Implementing measures to conserve biodiversity				
	<ul style="list-style-type: none"> <li>●Tree planting: 1,500 trees</li> <li>●Green wrapping (targets): 63,180 gifts</li> <li>●Conducted tree planting activities through employee volunteers</li> </ul>	<ul style="list-style-type: none"> <li>●Tree planting: 1,446 trees</li> <li>●Green wrapping: 54,766 gifts</li> <li>●Conducted tree planting activities through employee volunteers (Fuefuki City in Yamanashi Prefecture)</li> </ul>	△ × ○	<ul style="list-style-type: none"> <li>●Tree planting: 1,500 trees</li> <li>●Green wrapping (targets): 54,009 gifts</li> <li>●Conduct tree planting activities through employee volunteers</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>●Environmental e-learning courses: All employees to take</li> <li>●Number of employees taking the Eco Test: 140</li> <li>Pass rate: 90%</li> <li>●Create the best proposal for the CSV Idea Competition</li> </ul>	<ul style="list-style-type: none"> <li>●Environmental e-learning courses: Taken by all employees</li> <li>●Number of employees who took the Eco Test: 111</li> <li>Pass rate: 93.7%</li> <li>●CSV Idea Competition "Shibuya Remake Bag Project" (October 9 to November 5)</li> <li>Created and sold bags using used banners through public-private-academic partnership within Shibuya Ward</li> </ul>	○ △ ○	<ul style="list-style-type: none"> <li>●Environmental e-learning courses: Taken by all employees</li> <li>●Number of employees taking the Eco Test: 140</li> <li>Pass rate: 90%</li> <li>●Create the best proposal for the 2nd CSV Idea Competition</li> </ul>

### Environmental Data

Challenges	Unit	FY2016	FY2017	FY2018
Number of stores	Stores	23	17	15
CO <sub>2</sub> emissions*1 *2 *3	t-CO <sub>2</sub>	171,690	142,853	123,507
CO <sub>2</sub> emissions from store operations*1 *3	t-CO <sub>2</sub>	171,052	142,241	123,062
Electricity consumption in store operations *1	GWh	315	261	221
Electricity consumption in store operations *1	1,000m <sup>3</sup>	2,128	1,855	1,656
Container and packaging materials consumption	t	1,395	1,276	1,280
Waste disposal (recycling rate)	t (%)	29,390(62.4)	24,310(67.3)	21,226(69.6)
Food waste recycling rate	%	61.7	69.4	72.2

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

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

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

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● New seminar participants: 2,000 participants</li> <li>● Self-Directed Sales Area Training Course: 1,400 participants</li> <li>● Career Advancement Course: 600 participants</li> </ul>	<ul style="list-style-type: none"> <li>● New seminar participants: 1,900 participants (breakdown)</li> <li>● Self-Directed Sales Area Training Course: 1,200 participants</li> <li>● Career Advancement Course: 700 participants</li> </ul>	△	<ul style="list-style-type: none"> <li>● New seminar participants: 1,800 participants (breakdown)</li> <li>● Self-Directed Sales Area Training Course: 1,200 participants</li> <li>● Career Advancement Course: 600 participants</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>● Obtain "L-Boshi" certification</li> <li>● Expand reduced work hour shift system</li> <li>● Increase the number of employees using leave for childcare, nursing care, and family care</li> </ul>	<ul style="list-style-type: none"> <li>● September 2018 Acquired 3rd stage "L-Boshi" certification</li> <li>● Introduced new system which allows the securing of planned shifts</li> <li>● Employees who took leave for childcare, nursing care, and family care: 211 (similar level compared to previous year)</li> <li>● Introduced examples of male employees taking childcare leave in September/October issue of company newsletter</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Review annual total working hours (enhance annual statutory holidays)</li> <li>● Encourage taking of annual paid leave (increase maximum number of half-day leave)</li> <li>● Review leave system of partner employees</li> <li>● Further spread awareness of childbirth and childcare support systems</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● Appointed 50 people from contractual employees to full-time employees</li> <li>● Hire 5 mid-career specialist employees</li> <li>● Percentage of female managers (section manager or higher positions): 13% * FY2020 target: 20%</li> </ul>	<ul style="list-style-type: none"> <li>● Appointed 57 people from contractual employees to full-time employees (114% of target)</li> <li>● Hired 5 mid-career specialist employees</li> <li>● Percentage of female managers (section manager or higher positions): 13.1% (39 managers) 0.1% above target</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Appointed 50 people from contractual employees to full-time employees</li> <li>● Hire 5 mid-career specialist employees * Conduct only in first half of FY2019</li> <li>● Percentage of female managers (section manager or higher positions): 15.1% (45 managers)</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>● Deploy health promotion activities at each business site to improve the health of employees who have a BMI of 25 or higher</li> </ul>	<ul style="list-style-type: none"> <li>● Rolled out a health campaign using the employee cafeteria to combat metabolic syndrome</li> </ul>	○	<ul style="list-style-type: none"> <li>● Deploy health promotion activities for employees who have a BMI of 25 or higher and have high risks of lifestyle-related diseases</li> </ul>

### Personnel Data

Breakdown of number of employees (as of the end of February 2019)		(persons)
Full-time employees*1		3,088
	Male	2,024
	Female	1,064
Part-time staff*2		2,713
	Male	282
	Female	2,431
Number of employees (full-time employees + part-time staff)		5,801
	Male	2,306
	Female	3,495
New graduate employees hired		52
	Male	22
	Female	30
Mid-career employees hired		0
	Male	0
	Female	0

	FY2016	FY2017	FY2018
Average length of service (full-time employees)	22 years 7 months	22 years 8 months	22 years 8 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	225 (2, 108)	222 (5, 118)	220 (8, 116)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	9 (2, 5)	7 (0, 4)	7 (0, 5)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	459 (34.6%)	400 (34.0%)	366 (33.7%)
	Team leader	338 (54.0%)	302 (54.7%)
	Section manager	40 (12.2%)	34 (11.1%)
	Division manager	36 (14.0%)	28 (12.0%)
	Corporate officer	3 (12.5%)	3 (13.0%)
Percentage of employees with disabilities*5	1.86%	2.16%	2.25%
Percentage of paid leave taken by full-time employees	22.0%	27.4%	24.4%
Frequency rate of workplace accidents	0.76	0.37	0.33
Severity rate of workplace accidents	0.01	0.00	0.01

\*1 Data includes 307 persons reemployed after mandatory retirement.

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

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

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

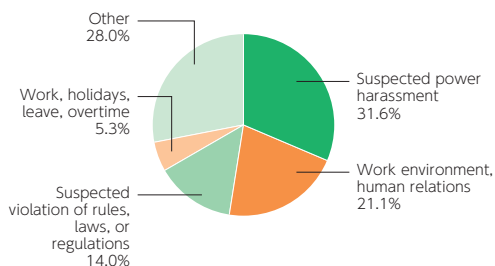
\*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

## Data for Consultation Services for Employees

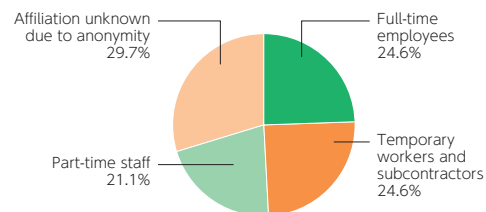
The number of cases received this fiscal year increased by approximately 10% compared to the previous year, with more than 50% arising from power harassment or the working environment. This is likely due to thorough awareness about the employee consultation center (in-house reporting system), and at the same time, employees themselves feeling less hesitance toward using the consultation center. We continue to strive to strengthen risk management, and we periodically conduct training for employees about compliance and risk management. In addition, for consultation cases, through advice from our lawyers and collaboration with the relevant departments, we work on measures to improve and prevent reoccurrence. Going forward, we will continue to work on improving the reliability of the employee consultation center and preventing accidents and incidents from occurring.

### Description of contacts received by Customer Response Service by topic for FY2018

Contacts received: 57  
(up 14% from the previous fiscal year)



### By user category



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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Offering eco-friendly products	● Continue hosting fairs that introduce and sell Alaska seafood	● Alaska Seafood fair: Conducted at 8 stores; listed on oseibo (winter gift) catalogs	○	● Continue hosting Alaska Seafood fair and listing on oseibo (winter gift) catalogs

# York-Benimaru Co., Ltd.

Website: <https://yorkbenimaru.com/company/mecenat/>

Number of stores as of fiscal year ended February 28, 2019: 225

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting careers and seniors				
	●Continue blood donation activities	●Number of Heartful Saturday blood donors in October 2018: 433	○	●Continue blood donation activities in FY2019
Assisting in local community revitalization				
	●Continue to hold Opening Anniversary Festivals	●Continued to hold Opening Anniversary Festivals at all stores in FY2018	○	●Continue to hold Opening Anniversary Festivals at all stores in FY2019

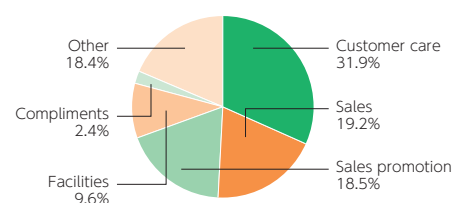
## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

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

### Description of contacts received by Customer Response Service by topic for FY2018

Contacts received: 3,569  
(up 10.1% from the previous fiscal year)



### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Ensuring the quality and safety of products and services				
	●Raise sales results for three-star vegetables/fruits and products with production areas clearly indicated: up 2% compared to the previous year	●FY2018: 102.0% of previous sales	○	●FY2019: 104.0% of previous sales set as target
Maintaining more customer-friendly and reliable stores and facilities				
	●Expand the number of new stores that are subject to the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.	●Number of stores that apply the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 125	○	●Aim to certify new stores under the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.
Providing support in times of disaster				
	●Going forward, continue to consider cooperating with local governments who request the conclusion of disaster management agreements, etc.	●No new agreements with local governments signed in FY2018	—	●Continue to consider cooperating with local governments upon request
Implementing crime prevention measures for local communities				
	●Continue cooperating with requests from police	●Cooperated with "Kodomo 110 Ban no Mise" initiative where stores serve as emergency shelters where children can go to for help	○	●Going forward, continue to cooperate in the "Kodomo 110 Ban no Mise" initiative at new stores

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Improving energy efficiency and introducing renewable energy				
	●Reduce electricity consumption to 98.0% of previous levels	●Did not achieve the plan due to impact from extremely hot weather	×	●Reduce electricity consumption to 96.9% of the previous year



## Environmental Data

Challenges	Unit	FY2016	FY2017	FY2018
CO <sub>2</sub> emissions* <sup>1</sup> * <sup>2</sup> * <sup>3</sup>	t-CO <sub>2</sub>	192,466	193,182	192,977
CO <sub>2</sub> emissions from store operations (per store) * <sup>1</sup> * <sup>3</sup>	t-CO <sub>2</sub>	175,735(837)	176,150(812)	175,576(787)
CO <sub>2</sub> emissions from delivery vehicles * <sup>1</sup> * <sup>3</sup>	t-CO <sub>2</sub>	16,366	16,721	17,097
Electricity consumption in store operations* <sup>1</sup>	GWh	317	325	338
Water usage in store operations* <sup>4</sup>	1,000m <sup>3</sup>	1,063	1,104	1,097
Plastic bag usage (turndown rate) at the food section	t (%)	463(70.5)	503(70.5)	516(70.5)
Waste disposal (recycling rate) * <sup>4</sup>	t (%)	40,644(47.5)	43,497(52.8)	44,697(52.2)
Food waste recycling rate* <sup>4</sup>	%	53.4	60.4	59.8

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

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

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

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

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting development of employee abilities				
	●Review training after promotions to the manager level as well, including PR, and improve the post-promotion differences	●Training before promotion and new manager training after promotion were regularly conducted, and differences are gradually being improved	△	●Establish a new Education Promotion Office to centralize York-Benimaru's human resource development and education training functions so as to standardize level-specific training from joining the company to promotion
Achieving a work-life balance				
	●Increase the annual average number of paid leave days taken to 5 days	●Increase the annual average number of paid leave days taken to 3.8 days	△	●Increase the annual average number of paid leave days taken to 5 days
Making use of diverse human resources				
	●Promote an executive training curriculum aimed at lower-level employees (responsible personnel) and higher, thereby increasing the overall percentage of female managers to 27%	●Percentage of female managers (team leaders): 26%	△	●Promote an executive training curriculum, and aim to achieve a percentage of female managers (team leaders) of 28%
Assuring consideration for worker health and safety				
	●Number of workplace accidents per year: Decrease of 20% compared to the previous year	●Number of workplace accidents per year: Decrease of 8% compared to the previous year	△	●Number of workplace accidents per year: Decrease of 20% compared to the previous year

## Personnel Data

Breakdown of number of employees (as of the end of February 2019)		(persons)
Full-time employees		2,891
	Male	2,520
	Female	371
Part-time staff*1		11,829
	Male	2,007
	Female	9,822
Number of employees (full-time employees + part-time staff)		14,720
	Male	4,527
	Female	10,193
New graduate employees hired		162
	Male	114
	Female	48
Mid-career employees hired		3
	Male	3
	Female	0

	FY2016	FY2017	FY2018
Average length of service (full-time employees)	15 years 0 months	14 years 8 months	14 years 8 months
Number of full-time employees who took childcare leave**4	156 (0, 134)	201 (0, 177)	185 (0, 161)
Number of full-time employees who took nursing care leave**4 (males, part-time staff)	13 (1, 12)	13 (0, 13)	4 (0, 4)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)**5	592 (25.6%)	599 (25.5%)	601 (25.3%)
	Team leader	385 (26.6%)	395 (26.7%)
	Section manager	202 (26.1%)	189 (34.6%)
	Division manager	2 (2.7%)	15 (5.1%)
	Corporate officer	3 (11.1%)	3 (11.1%)
Percentage of employees with disabilities**6	2.69%	2.85%	2.97%
Percentage of paid leave taken by full-time employees	20.0%	24.7%	26.5%
Frequency rate of workplace accidents	3.64	3.70	3.33
Severity rate of workplace accidents	0.01	0.01	0.01

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

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

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

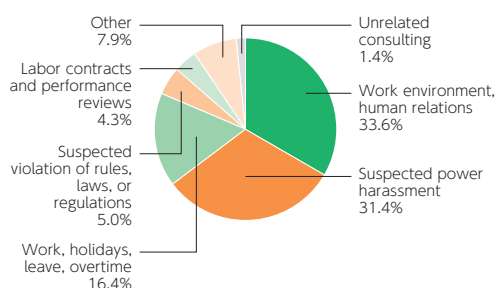
\*4 The percentage of team leaders or higher positions.

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

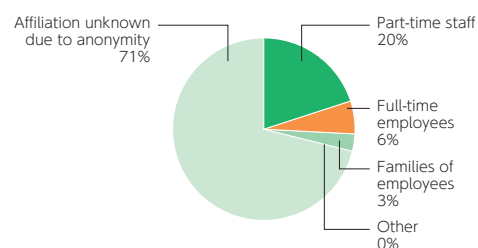
## Data for Consultation Services for Employees

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

### Description of contacts received by Customer Response Service by topic for FY2018 Contacts received: 140 (up 5.3% from the previous fiscal year)



### By user category



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

### FY2018 Targets/Results and FY2019 Targets

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

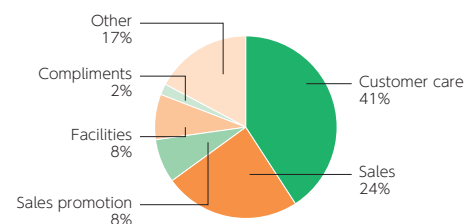
Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting carers and seniors				
	<ul style="list-style-type: none"> <li>●Strengthen the expansion of the number of the re-challenge plan system users</li> <li>●Continue to hold orientation for employees returning to work after childcare leave and address issues</li> <li>●Fully disseminate the system by introducing users in the company's internal newsletter</li> </ul>	<ul style="list-style-type: none"> <li>●Number of re-challenge plan system users: 62 (of which 27 are partners; 101.6% compared to the previous year)</li> <li>●Held orientation for employees returning to work after childcare leave every quarter, which provided opportunities for sharing of information and alleviating of concerns</li> <li>●Users were introduced in company's internal newsletter each time to fully disseminate the system</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Strengthen the expansion of the number of re-challenge plan system users to reduce resignations</li> <li>●Continue to hold orientation for employees returning to work after childcare leave and address issues</li> <li>●Disseminate information about the system via the company's internal newsletter</li> </ul>
Cooperating with local community revitalization				
	<ul style="list-style-type: none"> <li>●Continue to accept workplace tours and work experience participation by elementary and junior high school students</li> <li>●Train a total of 1,600 supporters of people with dementia</li> </ul>	<ul style="list-style-type: none"> <li>●Accepted workplace tours and work experience participation by elementary and junior high school students at stores</li> <li>●Trained 318 supporters of people with dementia in FY2018, reaching a total of 1,585 trained supporters</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>●Continue to accept workplace tours and work experience participation by elementary and junior high school students</li> <li>●Train a total of 1,800 supporters of people with dementia</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

There were 650 calls received via the toll-free phone numbers in the fiscal year ended February 28, 2019. While this was a reduction (88% compared to the previous year), approximately 8,000 requests and opinions were received in total throughout the year when combined with feedback from the customers of all stores. York Mart is making effort to be capable of promptly dealing with customers' requests, such as improving store service and product range.

Description of contacts received by Customer Response Service by topic for FY2018  
 Contacts received: 650  
 (down 12% from the previous fiscal year)



## FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Date management, accurate production location, history display, and employee training for the above</li> <li>● Store hygiene management through the existing store compliance team</li> <li>● Expand sanitation equipment (Purester water, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted employee training using web conferences</li> <li>● Provided support to compliance team through store interviews</li> <li>● Introduced Purester water at all stores</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthening of direct communication through store supervisor meetings</li> <li>● Strengthen support to compliance team through store interviews</li> <li>● Continue to be thorough in using sanitation equipment (Purester water)</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>● Expand interaction section</li> <li>● Refurbish customer toilets (sequentially)</li> </ul>	<ul style="list-style-type: none"> <li>● Expanded interaction section at renovated stores</li> <li>● Refurbished customer toilets</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Expand interaction section</li> <li>● Introduce anti-slip ceramic tiles for flooring materials (new stores)</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Reorganize the audit system through four highly specialized teams (money accounts, product quality sanitation, personnel work management, fundamentals) and aim for more in-depth and rapid responses</li> <li>● Provide information related to hygiene management, freshness management, and allergy labeling to stores through web conferences and weekly emails from Head Office quality control staff, and maintain communication through meetings</li> </ul>	<ul style="list-style-type: none"> <li>● Audit was conducted by the fundamentals team in the aspect of labeling, and abnormalities were improved by pointing them out in detail to store supervisors</li> <li>● Provided information to stores through monthly web conferences and weekly emails from Head Office quality control staff. Also maintained communication through store supervisor meetings</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct audit by internal control and audit team on all stores with regard to labeling related to laws and regulations. Share abnormalities found in initial audits with store supervisors, confirm that these abnormalities are improved in the second half of the fiscal year to establish the process</li> <li>● Continue to provide information related to hygiene management, freshness management, and allergy labeling to stores through web conferences and emails from Head Office quality control staff, and strengthen direct communication through meetings</li> <li>● Conduct small-group training on food hygiene and labeling through on-site checks at nearby stores</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Send weekly emails from the customer feedback department to stores about items needing attention according to seasonal factors, and about the most recent incidents and accidents as they occur</li> <li>● Strive to reduce customer complaints by providing information to stores</li> <li>● Confirm customer opinions with management weekly and improve store operations by coordinating with relevant departments</li> </ul>	<ul style="list-style-type: none"> <li>● Disseminated weekly emails. Customers' opinions is collected from stores, and each one is dealt with</li> <li>● Feedback on contents of customers' opinions and calls received at the toll-free phone number were provided weekly and dealt with</li> <li>● Prompt resolution of problems through weekly checks with management</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Seek to receive praises from customers by responding to their requests and opinions</li> <li>● Confirm customer opinions with management weekly and improve store operations by coordinating with relevant departments</li> </ul>

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>● Utilize BEMS</li> </ul>	<ul style="list-style-type: none"> <li>● Reduced electricity consumption through utilization of BEMS</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Utilize BEMS</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Continue to introduce reach-in multi-level refrigerated cases at existing stores</li> </ul>	<ul style="list-style-type: none"> <li>● Introduced at 4 stores</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to introduce reach-in multi-level refrigerated cases at existing stores</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Food waste recycling rate: 57.0%</li> <li>● Plastic bag turndown rate for FY2018: achieved 50.5% Down 2% from the previous year by weight</li> </ul>	<ul style="list-style-type: none"> <li>● Food waste recycling rate: 62.8%</li> <li>● Plastic bag turndown rate for FY2018: achieved 50.7% Down 2.8% from the previous year by weight</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Food waste recycling rate: 63.8%</li> <li>● Plastic bag turndown rate: achieve 51.5% Down 2% from the previous year by weight</li> </ul>
Raising environmental awareness among employ				
	<ul style="list-style-type: none"> <li>● Number of employees that pass the Eco Test: 28</li> </ul>	<ul style="list-style-type: none"> <li>● Number of employees that passed the Eco Test: 21</li> </ul>	<ul style="list-style-type: none"> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Number of employees that pass the Eco Test: 50</li> </ul>

## Environmental Data

Challenges	Unit	FY2016	FY2017	FY2018
CO <sub>2</sub> emissions*1 *2 *3	t-CO <sub>2</sub>	57,562	56,309	56,375
CO <sub>2</sub> emissions from store operations (per store)*1 *3	t-CO <sub>2</sub>	57,520(728)	56,272(712)	56,337(696)
Electricity consumption in store operations *1	GWh	113	114	117
Water usage in store operations*1	1,000m <sup>3</sup>	522	529	513
Plastic bag turndown rate at the food section	%	49.8	49.9	50.6
Waste disposal (recycling rate)	t (%)	21,637(64.0)	21,547(66.0)	21,891(77.9)
Food waste recycling rate	%	51.9	56.6	62.8

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

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

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

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● Hold coaching seminars for educators and improve their instruction skills</li> <li>● Create a movie manual and improve level of technical expertise</li> </ul>	<ul style="list-style-type: none"> <li>● Completed skill records for store supervisors who have undergone coaching seminars</li> <li>● Embarked on and in process of creating a movie manual</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Hold anger management seminars to improve skills of educators</li> <li>● Hold group training for young employees to improve level of technical expertise and develop a sense of camaraderie</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>● Reduce total work time</li> <li>Average number of overtime hours was down 5% from the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>● Average number of overtime hours was 35.0, down 2.0% from the previous year</li> </ul>	<ul style="list-style-type: none"> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce total work time</li> <li>Average number of overtime hours was down 10% from the previous fiscal year</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● Appoint 25 people as expert staff</li> <li>● Employees appointed as full-time employees: 15</li> <li>● Number of females appointed in management roles: 2</li> <li>● Percentage of female managers: 24%</li> </ul>	<ul style="list-style-type: none"> <li>● Employees appointed as expert staff: 17</li> <li>● Employees appointed as full-time employees: 25</li> <li>● Number of females appointed in management roles: 4</li> <li>● Percentage of female managers: 24.8%</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Appoint 20 people as expert staff</li> <li>● Employees appointed as full-time employees: 25</li> <li>● Number of females appointed in management roles: 5</li> <li>● Percentage of female managers: 26%</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: 3.29 → 4.61</li> <li>Severity rate: 0.047 → 0.087</li> <li>Number of days of work missed reduced from 602 to 1,114</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>×</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce occurrence of workplace accidents</li> <li>Give notification of causes and responses</li> <li>Reduce lost work-time accidents</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2019)		(persons)
Full-time employees*1		1,312
	Male	1,038
	Female	274
Part-time staff*2		4,475
	Male	1,241
	Female	3,234
Number of employees (full-time employees + part-time staff)		5,787
	Male	2,279
	Female	3,508
New graduate employees hired		78
	Male	37
	Female	41
Mid-career employees hired		12
	Male	12
	Female	0

	FY2016	FY2017	FY2018	
Average length of service (full-time employees)	15 years 4 months	15 years 5 months	15 years 11 months	
Number of full-time employees who took childcare leave (males, part-time staff)*3	21 (0, 12)	46 (0, 28)	51 (0, 23)	
Number of full-time employees who took nursing care leave (males, part-time staff)*3	1 (0, 1)	0 (0, 0)	2 (0, 2)	
Number of volunteer leave recipients	0	0	0	
Number of female managers (percentage)**4	211 (24.3%)	201 (22.8%)	218 (24.8%)	
	Team leader	163 (32.9%)	164 (31.5%)	172 (28.7%)
	Section manager	38 (15.6%)	27 (11.5%)	38 (23.0%)
	Division manager	9 (7.4%)	9 (7.5%)	8 (7.0%)
	Corporate officer	1 (7.7%)	1 (7.7%)	1 (7.1%)
Percentage of employees with disabilities*5	2.00%	2.12%	2.22%	
Percentage of paid leave taken by full-time employees	16.7%	16.0%	20.9%	
Frequency rate of workplace accidents	2.31	3.29	4.61	
Severity rate of workplace accidents	0.05	0.05	0.09	

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

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

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

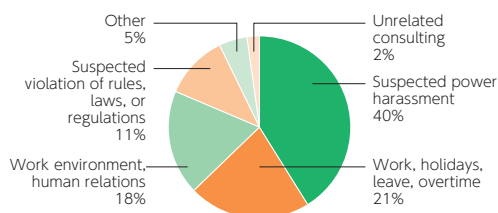
\*4 The percentage of team leaders or higher positions, excluding corporate officers.

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

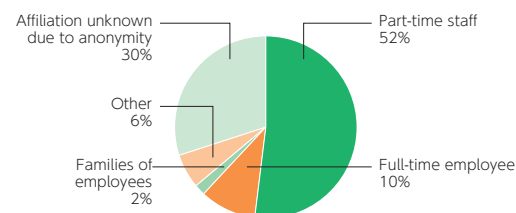
## Data for Consultation Services for Employees

Many reports have been received about problems arising from daily communication, and we are working on coaching training and harassment education especially for corporate officers. We are also striving to improve the work environment.

### Description of contacts received by Customer Response Service by topic for FY2018 Inquiries received: 125 (up 12% from the previous fiscal year)



### By user category



# Seven & i Food Systems Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2019: 716

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting carers and seniors	<ul style="list-style-type: none"> <li>●Continue to maintain the system for actively accepting work experience participation</li> <li>●Hold a children's food education class for children to gain knowledge about food</li> </ul>	<ul style="list-style-type: none"> <li>●Work experience participation results: 294 students from 106 junior high schools and 3 elementary school students</li> <li>●Food education class: 4 times</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Continue to maintain the system for actively accepting work experience participation</li> <li>●Continue to hold children's food education classes for children to gain knowledge about food</li> </ul>
Cooperating with local community revitalization	<ul style="list-style-type: none"> <li>●Continue procurement throughout FY2018</li> <li>●Share information with local communities, strengthen cooperation, and promote store operations that are rooted in the region</li> <li>●Supporters of people with dementia: 300 people</li> <li>●Continue to support disaster-affected areas through our core business</li> </ul>	<ul style="list-style-type: none"> <li>●Conducted procurement via relay cropping, with a focus on fruit and vegetables</li> <li>●Concluded regional comprehensive agreements with Adachi Ward, Ota Ward, Chiba City, Ichihara City, and Yotsukaido City to enhance our regional contributions</li> <li>●Held 13 training sessions for supporters of people with dementia, and trained 203 new people, reaching a total of 1,792 supporters</li> <li>●Provided support to disaster-affected areas through our core business</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Continue to conduct procurement via relay cropping this year</li> <li>●Share information with local communities and strengthen cooperation to promote store operations that are rooted in the region such as childcare support and food loss reduction</li> <li>●Supporters of people with dementia: 300 people</li> </ul>
Providing support in times of disaster	<ul style="list-style-type: none"> <li>●Continue to proactively respond to requests received in the event of disaster from the municipalities</li> </ul>	<ul style="list-style-type: none"> <li>●Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>●Continue to proactively respond to requests received in the event of disaster from the municipalities</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

In FY2018, the number of opinions decreased slightly, and the number of complaints also decreased. However, unfortunately the number of compliments was lower than in the previous year.

Complaints: 3,479 to 3,033 cases (a decrease of 446 cases, or 12.8% from the previous fiscal year)

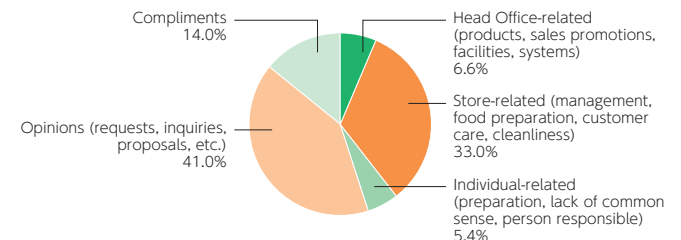
Compliments: 988 to 913 cases (a decrease of 75 cases, or 7.6% from the previous fiscal year)

In FY2019, we will work to improve customer satisfaction by continuing to focus on on-the-job-training at stores, and enhance off-the-job-training in the form of the training system at the newly established 7FS University.

### Description of contacts received by Customer Response Service by topic for FY2018

Contacts received: 6,660

(down 3.1% from the previous fiscal year)



## FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Improve the accuracy of e-BASE contents and the usability of searches</li> <li>● In addition to enhancing quality control, visit stores and provide instruction to promote improvement</li> </ul>	<ul style="list-style-type: none"> <li>● Reviewed contents of allergen information; yet to work on search method</li> <li>● Visited a total of 772 stores in FY2018</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Improve the accuracy of e-BASE contents (nutritional components)</li> <li>● Reduce number of store-related complaints to 90% and below of that in FY2018</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Begin displaying allergy information in menus at Denny's for the 20 equivalent items in the second half of FY2018</li> </ul>	<ul style="list-style-type: none"> <li>● In addition to disclosing information on our website, began displaying the 20 equivalent items below the menu item names in menus in the second half of FY2018</li> <li>● At the same time, also added the displaying of dietary fiber and sugar information</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Provide information in English on our website for the 20 equivalent items in the second half of FY2019</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Clearly identify the factors that lead to the customer opinions received and make specific improvements</li> <li>The mandatory target for FY2018 is to halve the number of complaints and double the number of compliments</li> </ul>	<ul style="list-style-type: none"> <li>● Changed the method for categorizing opinions, and clarified the responsibilities of the relevant Head Office divisions</li> <li>● Complaints were reduced to 3,033 (87% of the previous year) against the target of halving the number of complaints, and there were 913 compliments (92% of the previous year); both were reduced and their respective targets were not achieved</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>● Share the state of opinions weekly with the management to quickly lead to improvement; target is to achieve 80% for complaints and 120% for compliments when compared to the previous year</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>● Continue to proactively respond to requests received in the event of disaster from the municipalities</li> </ul>	<ul style="list-style-type: none"> <li>● Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to proactively respond to requests received in the event of disaster from the municipalities</li> </ul>

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Aim to replace package air conditioners with individual air conditioners at 6 stores</li> <li>Amount of CO<sub>2</sub> emissions reduction: 100 tons</li> </ul>	<ul style="list-style-type: none"> <li>● Replaced package air conditioners with individual air conditioners at 6 stores</li> <li>● Amount of CO<sub>2</sub> emissions reduction: 100 tons-CO<sub>2</sub></li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Replace 178 individual air conditioners at 55 stores whose functions have reduced over time</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Attempt to achieve an eco-friendly model through a food recycling loop</li> <li>Target food waste recycling rate: 50%</li> </ul>	<ul style="list-style-type: none"> <li>● Commenced trials for building a food recycling loop. 1 store in Yokohama City for 2 months → expanded to 19 stores for 4 months; completed trials and reported details to government</li> <li>● Target food waste recycling rate: 49.5% (improved by 0.5%)</li> </ul>	<ul style="list-style-type: none"> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>● Submit food recycling loop application. Obtain certification from the Ministry of Agriculture, Forestry and Fisheries, Ministry of the Environment, and Ministry of Economy, Trade and Industry</li> <li>● Target food waste recycling rate: 50%</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● Actively encourage all employees to pass the Eco Test by 2020</li> <li>Target number of employees to take the Eco Test each year: 500</li> </ul>	<ul style="list-style-type: none"> <li>● Actively encouraged all employees to pass the Eco Test by 2020</li> <li>Number of employees who took Eco Test in FY2018: 499</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Actively encourage all employees to pass the Eco Test by 2020</li> <li>Target number of employees to take the Eco Test each year: 450</li> </ul>

## Environmental Data

Challenges	Unit	FY2016	FY2017	FY2018
CO <sub>2</sub> emissions*1 *2 *3	t-CO <sub>2</sub>	82,083	75,209	69,638
CO <sub>2</sub> emissions from store operations*1 *3	t-CO <sub>2</sub>	79,755	73,161	67,634
CO <sub>2</sub> emissions from delivery vehicles*1 *3 *4	t-CO <sub>2</sub>	2,164	1,889	1,845
Electricity consumption in store operations *1	GWh	128	121	118
Water usage in store operations*1 *4	1,000m <sup>3</sup>	1,779	1,493	1,543
Waste disposal (recycling rate)	t (%)	12,393(26.9)	11,029(29.7)	10,021(24.9)
Food waste recycling rate	%	46.2	49.0	49.5

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

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

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

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



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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>● Continue store manager training using external instructors. Revise the content to tailor it to the issues company employees face</li> <li>● Review each division's essential educational tools</li> </ul>	<ul style="list-style-type: none"> <li>● Continued training using external instructors. Cease from the second half of the year</li> <li>● Renewed store manager textbook yearly</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct corporate philosophy education and fundamental training for all employees by 7FS University</li> </ul>
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>● Conduct evaluator training</li> </ul>	<ul style="list-style-type: none"> <li>● Evaluator drills and training were not implemented</li> </ul>	<ul style="list-style-type: none"> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>● Fundamentally revise evaluation system</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>● NA 15h.</li> <li>● contract 12h.</li> <li>● PA 3h.</li> <li>● 9 or more days of leave taken: 90%</li> </ul>	<ul style="list-style-type: none"> <li>● NA 17.3h</li> <li>● contract 16.3h.</li> <li>● PA 3.2h</li> <li>● 9 or more days of leave taken: 76.7%</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> <li>×</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>● NA 16h.</li> <li>● contract 16h.</li> <li>● PA 3h.</li> <li>● Monthly rate of leave-taking: 85% or more</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● Percentage of seniors employed: 6% or more</li> <li>● Conversions of contractual employees: 10 employees</li> <li>● Percentage of female managers Section manager or higher position: 11% Team leader or higher position: 12%</li> </ul>	<ul style="list-style-type: none"> <li>● Percentage of seniors employed: 6.4%</li> <li>● Conversions of contractual employees: 4 employees</li> <li>● Percentage of female managers Section manager or higher position: 10.7% Team leader or higher position: 12.2%</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: 7% or more</li> <li>● Number of foreign employees: 350</li> <li>● Percentage of female managers Section manager or higher position: 11% Team leader or higher position: 12%</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>● Decrease number of occupational accidents at work to 250 or below</li> <li>● Participation rate in regular health checks by employees: 100%</li> <li>● Stress check rate: 80%</li> <li>● Participation rate in health checks by employees who work the late night shift: 100%</li> </ul>	<ul style="list-style-type: none"> <li>● Number of occupational accidents at work: 310</li> <li>● Participation rate in regular health checks by employees: 100.0%</li> <li>● Stress check rate: 95.3%</li> <li>● Participation rate in health checks by employees who work the late night shift: 96.0%</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> <li>○</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>● Decrease number of occupational accidents at work to 250 or below</li> <li>● Participation rate in regular health checks by employees: 100.0%</li> <li>● Participation rate in secondary health checks by employees: 100.0%</li> <li>● Participation rate in health checks by employees who work the late night shift: 100.0%</li> <li>● Stress check rate: 100.0%</li> </ul>

### Personnel Data

Breakdown of number of employees (as of the end of February 2019)		(persons)
Full-time employees*1		1,201
	Male	985
	Female	216
Part-time staff**2		7,500
	Male	1,863
	Female	5,637
Number of employees (full-time employees + part-time staff)		8,701
	Male	2,848
	Female	5,853
New graduate employees hired		54
	Male	22
	Female	32
Mid-career employees hired		1
	Male	0
	Female	1

	FY2016	FY2017	FY2018
Average length of service (full-time employees)	14 years 5 months	14 years 8 months	15 years 2 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	45 (3, 33)	45 (1, 39)	54 (6, 38)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	0 (0, 0)	1 (0, 1)	0 (0, 0)
Number of volunteer leave recipients	2	0	4
Number of female managers (percentage)*4	80 (11.5%)	277 (28.1%)	268 (28.3%)
	Team leader	268 (30.3%)	259 (30.5%)
	Section manager	6 (7.4%)	9 (10.8%)
	Division manager	1 (7.1%)	0 (0.0%)
	Corporate officer	4 (28.6%)	5 (38.5%)
Percentage of employees with disabilities*5	2.42%	2.55%	2.74%
Percentage of paid leave taken by full-time employees	17.7%	36.6%	36.6%
Frequency rate of workplace accidents	0.81	0.78	0.85
Severity rate of workplace accidents	0.02	0.02	0.03

\*1 Data includes persons reemployed after mandatory retirement.

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

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

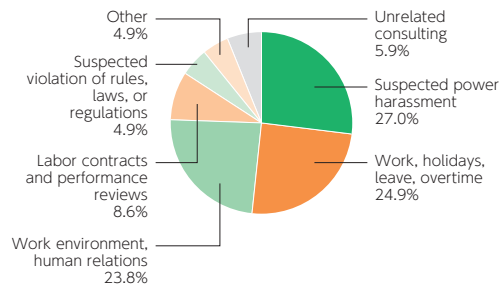
\*4 The percentage of team leaders or higher positions.

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

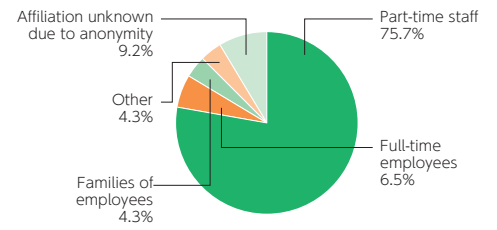
## Data for Consultation Services for Employees

The total number of consultations decreased to 185 from 210 last year, but there was an increase in the number of work-related inquiries and the trend of harassment-related consultations remained unchanged. The importance of awareness of CSR for improving the workplace environment—such as the progress of work style reforms—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, and adapting the content of training depending on the targeted recipients and their job positions.

Description of contacts received by Customer Response Service by topic for FY2018  
 Contacts received: 185  
 (down 11.1% from the previous fiscal year)



By user category



# Akachan Honpo Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2019: 110

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

### FY2018 Targets/Results and FY2019 Targets

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

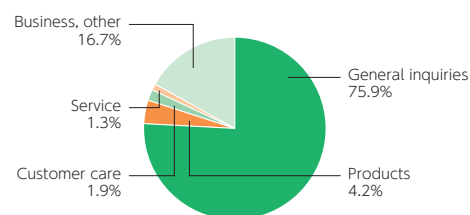
Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting carers and seniors	● Aim to place certified employees in all stores and dedicated customer care staff in 50 stores	● Placed in 53 stores in September 2018	○	● Increase the number of certified employees, and aim to place dedicated customer care staff in all stores (except new stores)
Providing support in times of disaster	● Respond when there are requests from disaster areas	<ul style="list-style-type: none"> <li>● Collected donations and funds from July 9 to September 2, 2018 for the heavy rain event of July 2018</li> <li>● Collected donations and funds from September 7 to 20, 2018 for 2018 Typhoon No. 21 and Hokkaido earthquake of September 2018</li> <li>● Collected donations and funds from September 21 to October 4, 2018 for 2nd Hokkaido Eastern Iburi Earthquake of 2018</li> </ul>	○	● Respond when there are requests from disaster areas

## Providing Safety and Reliability through Products and Stores

### Data from Customer Response Services

As a customer consultation desk that operates 24 hours a day, seven days a week, and offers toll-free phone calls, we listen to customer requests, opinions, and inquiries, get alongside them and respond in a fast and honest manner. Since many of our customers are first-time users of our services, they have numerous problems, things that they do not know about, and uncertainties. In order to alleviate such apprehensions even a little, we strive to deliver kind customer care. Since March 2019, our app has been linked with the Group's app. To be able to promptly deal with questions about the app, we are strengthening information sharing with stores and improving the skills of call center staff more than ever before.

Description of contacts received by Customer Response Service by topic for FY2018  
 Contacts received: 16,178  
 (up 8.8% from the previous fiscal year)



**FY2018 Targets/Results and FY2019 Targets**

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Keep number of lot defects in FY2018 to 25 cases or fewer</li> <li>Issues with data falsification and so on have led to many media reports questioning the company's stance, so shift toward immediately issuing recalls when a problem arises</li> <li>Prevent accidents through steady use of advance checks</li> </ul>	<ul style="list-style-type: none"> <li>● Number of lot defects* in 2018 (private brand figures are in parentheses): 37 cases (10 cases)</li> <li>Result which was a significantly underachievement of the target</li> <li>Especially in the first quarter, which had 40% of the occurrences with 15 cases</li> <li>Few occurrences related to design and specification, and 70% of causes could have been prevented by properly conducting product inspections</li> </ul>	×	<ul style="list-style-type: none"> <li>● Keep number of lot defects in FY2019 to 25 cases or fewer</li> <li>● Reattempt previous year's target</li> <li>Before preventing occurrence at product inspection, which is the final stage of checks before delivery, be thorough in contributing toward improvement by proposing and executing measures against causes which occurred in respective product defects</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>● Proactively set up a space that can be used both for relaxation and as an event venue</li> </ul>	<ul style="list-style-type: none"> <li>● Event space was set up in new stores</li> </ul>	○	<ul style="list-style-type: none"> <li>● Event space was set up in new stores</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>● Conduct in-house training regarding specific examples related to the Act against Unjustifiable Premiums and Misleading Presentations to ensure compliance with the law during work and create a system to prevent reoccurrences</li> <li>Internal training: 10 sessions</li> <li>FT information distribution: 8 times</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted 9 in-house training regarding the Act against Unjustifiable Premiums and Misleading Presentations, including specific examples, for (centered on) the product headquarters</li> <li>● For FT information, only distributed once to stores about things to take note when making point of purchase-related items</li> </ul>	×	<ul style="list-style-type: none"> <li>● Conduct in-house training regarding laws and regulations related to FT (4 times)                             <ul style="list-style-type: none"> <li>· Act against Unjustifiable Premiums and Misleading Presentations</li> <li>· Abuse of dominant bargaining position</li> <li>· Subcontracting Act</li> <li>· Act Concerning Special Measures for Pass-on of Consumption Tax</li> </ul> </li> <li>● Share CSR activities within the company by issuing in-house version of CSR report four times each year</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Recognizing that the targets for the number and incidence rate (PPM) of customer service-related complaints were not realistic from the results of FY2017, the goal for FY2018 is to not exceed the previous year's results of 468 cases and an incidence rate of 22.8, as well as to prevent the same complaints from occurring again. Plan a system in which the supervisors and employees of stores where complaints occur must submit an Evaluation Sheet for each incident to put a stop to complaints</li> </ul>	<ul style="list-style-type: none"> <li>● While the goal for FY2018 was to not exceed 2017's results in terms of number and PPM, both deteriorated, with 526 customer service-related complaints (increase of 58 cases, 112% compared to the previous year) and a PPM* of 25.6 (increase of 2.8, 112% of the previous year)</li> <li>● Not thorough in instruction about recognition of getting alongside customers, etc. during training when store-recruited partners join the company and various operations (inadequate fundamental skills such as cash register, wrapping, and product knowledge)</li> <li>There were many complaints arising from responses that stuck to the manual, and there was an inadequate stance for care, consideration, and attention required by the company</li> </ul>	×	<ul style="list-style-type: none"> <li>● The goal for 2019 is the same as 2018, which is to not exceed the previous year's results. Response level differs according to the store. Create FAQ for stores about first response to customers, etc. so that all stores can respond at the same level, improve initial response and report accuracy so as to put a stop to complaints</li> <li>70% of complaints occur at cash registers, service counters, and sales areas; recheck operation manual, and instruct to carefully check through each operation with customers</li> </ul>

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

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

**FY2018 Targets/Results and FY2019 Targets**

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>● Wakaba Walk store air conditioning unit upgrade (approximately 25 kL annually)</li> </ul>	<ul style="list-style-type: none"> <li>● Achieved 50.2 kL which is double the effect</li> </ul>	○	<ul style="list-style-type: none"> <li>● Apita Shinmoriyama store Lighting upgrade (approximately 10.4 tons annually)</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>● Plastic bag turndown rate 8.0%</li> </ul>	<ul style="list-style-type: none"> <li>● Plastic bag turndown rate: 5.6%</li> </ul>	×	<ul style="list-style-type: none"> <li>● Plastic bag turndown rate 8.0%</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>● In addition to "June Environment Month," proactively raise awareness employees through the internal newsletter and company-wide business correspondence</li> <li>● Plan to have unit stores clean their surroundings in the same Environment Month (9 stores total)</li> </ul>	<ul style="list-style-type: none"> <li>● In addition to "June Environment Month," proactively raised awareness employees through the internal newsletter and company-wide business correspondence</li> <li>● Had unit stores clean their surroundings in the same Environment Month</li> <li>● Conducted at 5 stores taking into consideration the state of typhoons</li> </ul>	△	<ul style="list-style-type: none"> <li>● In addition to "June Environment Month," proactively raise awareness employees through the internal newsletter and company-wide business correspondence</li> <li>● From June, which is Environment Month, to February 2020, carry out collection of empty contact lens cases companywide</li> </ul>

## Environmental Data

Challenges	Unit	FY2016	FY2017	FY2018
CO <sub>2</sub> emissions* <sup>1</sup> * <sup>2</sup> * <sup>3</sup>	t-CO <sub>2</sub>	17,000	16,669	15,822
CO <sub>2</sub> emissions from store operations (per store)* <sup>1</sup> * <sup>3</sup>	t-CO <sub>2</sub>	16,770(157)	16,432(144)	15,615(142)
Electricity consumption in store operations * <sup>1</sup>	GWh	30	29	29
Water usage in store operations* <sup>1</sup>	1,000m <sup>3</sup>	26	22	28
Plastic bag turndown rate	%	6.4%	5.8%	5.6%

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

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

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

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> <li>●To encourage female part-time workers to be active, conduct assistant store manager (team leader rank) training semi-annually and encourage 30% or more of female employees to participate</li> </ul>	<ul style="list-style-type: none"> <li>●30% or more of female employees could not participate as priority was given to the training of current assistant store managers even though the plan was for assistant store manager candidates</li> <li>Conducted assistant store manager training with all assistant store managers split into 4 groups based on experience and evaluation</li> <li>Discovered store manager candidates, and actively deployed in HR assignments</li> </ul>	<p>△</p>	<ul style="list-style-type: none"> <li>●In addition to new recruits, conduct training for all employees in second year and third year of employment (grade-specific training for younger employees)</li> </ul>
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>●Percentage of employees who take leave: 100%</li> </ul>	<ul style="list-style-type: none"> <li>●Percentage of employees who took leave: 100%</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>●Percentage of employees who take leave: 100%</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>●Increase percentage of employees taking childcare leave to 30% or more</li> <li>●Keep each employee's overtime below 15 hours</li> </ul>	<ul style="list-style-type: none"> <li>●Percentage of employees taking childcare leave: 22.2%</li> <li>●Kept each employee's overtime below 13.88 hours</li> </ul>	<p>△</p> <p>○</p>	<ul style="list-style-type: none"> <li>●Increase percentage of employees taking childcare leave to 30% or more</li> <li>●Keep each employee's overtime below 14 hours</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>●Make it such that no stores lack a part-time leader</li> <li>●Percentage of female managers (section manager or higher): 25.6%</li> <li>●Maintain the current conditions and aim for 20 or more employees working childcare-related reduced hours</li> </ul>	<ul style="list-style-type: none"> <li>●For stores lacking part-time leaders, improve by 9 stores, from 15 stores to 6 stores</li> <li>●Percentage of female managers: 22.3%</li> <li>●Maintained at 20 or more employees working childcare-related reduced hours</li> </ul>	<p>△</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> <li>●Make it such that no stores lack a part-time leader</li> <li>●Percentage of female managers (section manager or higher): 30%</li> <li>●Maintain the current level of employees working childcare-related reduced hours</li> </ul>
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> <li>●Workplace accidents: less than 30</li> </ul>	<ul style="list-style-type: none"> <li>●Workplace accidents: 29</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>●Workplace accidents: less than 30</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2019)		(persons)
Full-time employees*1		903
	Male	504
	Female	399
Part-time staff*2		1,276
	Male	63
	Female	1,213
Number of employees (full-time employees + part-time staff)		2,179
	Male	567
	Female	1,612
New graduate employees hired		55
	Male	12
	Female	43
Mid-career employees hired		16
	Male	12
	Female	4

	FY2016	FY2017	FY2018
Average length of service (full-time employees)	13 years 8 months	14 years 10 months	14 years 7 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	116 (0, 63)	108 (0, 64)	73 (0, 41)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	3 (0, 2)	4 (0, 4)	3 (0, 3)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)**4	180 (33.3%)	188 (33.7%)	189 (34.4%)
	Team leader	120 (46.0%)	131 (49.2%)
	Section manager	67 (25.6%)	55 (22.3%)
	Division manager	3 (11.5%)	1 (3.6%)
	Corporate officer	4 (23.5%)	3 (8.3%)
Percentage of employees with disabilities*5	2.20%	2.10%	2.10%
Percentage of paid leave taken by full-time employees	39.2%	41.2%	36.6%
Frequency rate of workplace accidents	0.17	0.35	0.34
Severity rate of workplace accidents	0.00	0.01	0.04

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

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

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

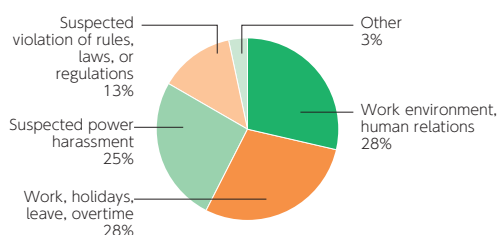
\*4 The percentage of team leaders or higher positions.

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

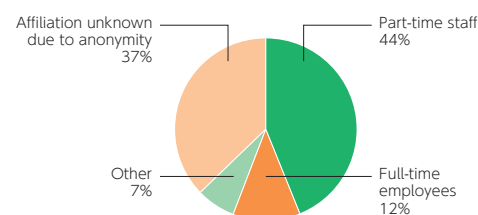
## Data for Consultation Services for Employees

Due to insufficient communication, there were many consultations received from employees who felt they were subject to power harassment. Throughout the company, we are repeatedly working to drive home to them the importance of communication. Continuing in the fiscal year ending February 28, 2019, the education department will lead compliance training in cooperation with staff who deal in fair trade, quality management, and legal affairs issues, and so forth, for new recruits through to specialist employees.

### Description of contacts received by Customer Response Service by topic for FY2018 Contacts received: 44 (up 42% from the previous fiscal year)



### By user category



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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting carers and seniors	<ul style="list-style-type: none"> <li>● Encourage storytelling activities with sponsoring the picture book "Bonolon, Warrior of the Forest" as the pillar</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 hospitality meetings at children's centers and the National Olympics Memorial Youth Center</li> <li>● Continued donating picture books to children's centers by issuing Bonolon cash cards</li> <li>● Donated to the "Supporting Everyone's Communication Project" of the Foundation for Promoting Sound Growth of Children</li> </ul>	○	<ul style="list-style-type: none"> <li>● Encourage storytelling activities with sponsoring the picture book "Bonolon, Warrior of the Forest" as the pillar</li> <li>● Continue donations of picture books</li> <li>● Strengthen cooperation with children's centers</li> </ul>
Cooperating with local community revitalization	<ul style="list-style-type: none"> <li>● Encourage employees to participate in regional contribution activities</li> </ul>	<ul style="list-style-type: none"> <li>● 8 employees took volunteer leave</li> <li>● 9 Employees participated in volunteer activities and such organized by the Chiyoda Business Volunteer Association, a group comprised of businesses located in Chiyoda Ward, where the Head Office of Seven Bank is located</li> </ul>	△	<ul style="list-style-type: none"> <li>● Encourage employees to participate in regional contribution activities</li> </ul>
Implementing crime prevention measures for local communities	<ul style="list-style-type: none"> <li>● Continue to gather and utilize information on anti-social forces to prevent transactions</li> <li>● Continue to improve detection capabilities for financial crimes that are evolving and growing more diverse (including money laundering), and strengthen prevention measures and money laundering countermeasures</li> <li>● Promote the prevention of all types of financial crimes by strengthening collaboration with investigating agencies and business partners.</li> </ul>	<ul style="list-style-type: none"> <li>● Appropriately prevented transactions with anti-social forces by continuing to gather and utilize information on them</li> <li>● Continuously invested resources and strengthened measures against financial crimes that are evolving and growing more diverse (including money laundering)</li> <li>● Promoted initiatives to prevent all types of financial crimes by strengthening collaboration with investigation agencies and business partners</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to gather and utilize information on anti-social forces to prevent transactions</li> <li>● Continue to implement effective measures to prevent financial crimes, and provide safe and secure payment environments to all customers</li> <li>● Strive to prevent the expansion of financial crimes by strengthening collaboration with investigation agencies and business partners</li> </ul>

## Providing Safety and Reliability through Products and Stores

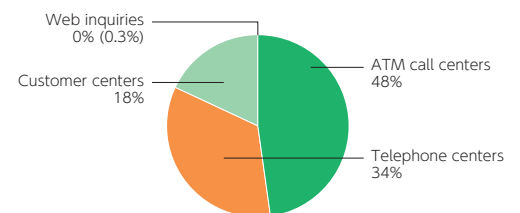
### Data from Customer Response Services

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

At the customer center money transfers, we are able to respond to inquiries in 9 languages.

### Description of contacts received by Customer Response Service by topic for FY2018

Contacts received: 920,309  
(up 2.8% from the previous fiscal year)



**FY2018 Targets/Results and FY2019 Targets**

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>● Enhance maintenance of the system through continuous training to ensure that BCP is carried out</li> </ul>	<ul style="list-style-type: none"> <li>● BCP training (initial response training for countermeasures headquarters, wide-area disaster drills in the Tokyo metropolitan area, etc.) was continuously conducted to maintain and strengthen the system</li> </ul>	○	<ul style="list-style-type: none"> <li>● Enhance maintenance of the system through continuous training to ensure that BCP is carried out</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>● Continue to promote ATM functions to meet diverse needs</li> </ul>	<ul style="list-style-type: none"> <li>● Expanded services with entities other than financial institutions</li> <li>● New alliances with 4 operating companies</li> <li>● Started to handle 9 types of transportation-related electronic money and Rakuten Edy</li> <li>● Expanded number of companies with service agreements for cash receipt service (number of companies with service agreements: 150)</li> <li>● Expanded to 6 providers for smartphone ATM service</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue to promote ATM functions to meet diverse needs</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>● Continue initiatives to improve customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>● Started handling of new services (cash receipt service and multi-electronic money)</li> <li>● Expanded response channels (visual menus, AI chatbots, multilingual manned chats)</li> <li>● Changed FAQ representations of the website from the customer's perspective</li> <li>● Began to display initial screen during system maintenance period, visual explanation of how to use electronic money, and cautions to bring attention to money transfer fraud on ATM screen</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue initiatives to improve customer satisfaction</li> <li>● Build a center that can improve customer satisfaction, provide optimal information, make proposals, utilize marketing, and collaborate with Group companies as the greatest place of contact with customers</li> <li>● Optimize response channels</li> <li>● Improve product services and respond to new services</li> </ul>

**Non-Wasteful Usage of Products, Ingredients and Energy**
**FY2018 Targets/Results and FY2019 Targets**

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Attaining an appropriate grasp of environmental impact				
	<ul style="list-style-type: none"> <li>● Continue grasping and disclosing greenhouse gas emission volumes (Scope 3 emissions) through the supply chain that the company indirectly discharges</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted calculation of greenhouse gas emission volumes (Scope 3 emissions)</li> </ul>	○	<ul style="list-style-type: none"> <li>● Continue grasping and disclosing greenhouse gas emission volumes (Scope 3 emissions) through the supply chain that the company indirectly discharges</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>● Installed monitors in meeting rooms</li> <li>● Replaced with IC multifunction devices [Head Office: 19 units]</li> <li>Actual paper usage in the second half: approximately 15% reduction (compared to the same month of the previous year)</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>● 3Rs (reduce, reuse, recycle), including in offices</li> </ul>	<ul style="list-style-type: none"> <li>● Recycled ATMs (third-generation, 26 machines)</li> <li>● Continuously using FSC-certified paper</li> <li>● Implemented recycling and reusing of office stationery and books</li> <li>● Donated disaster prevention items (alpha rice) to Second Harvest Japan</li> </ul>	○	<ul style="list-style-type: none"> <li>● Promote the 3Rs (reduce, reuse, recycle), including in offices</li> </ul>
Raising environmental awareness among employ				
	<ul style="list-style-type: none"> <li>● Continue active participation in Seven &amp; i Holdings' Environment Volunteers, Regional Volunteers, and other activities</li> <li>● Enhance the environment volunteer activities by participants in Seven Bank's own programs</li> </ul>	<ul style="list-style-type: none"> <li>● Employees participated in Seven &amp; i Holdings' Great East Japan Earthquake Disaster Reconstruction Assistance Project, Tokyo Bay UMI Project, and Environment Volunteers</li> <li>● Conducted environmental activities at Takonomori Nature School with 39 participants (including family members)</li> </ul>	△	<ul style="list-style-type: none"> <li>● Continue active participation in Seven &amp; i Holdings' Environment Volunteers, Regional Volunteers, and other activities</li> <li>● Enhance the environment volunteer activities by participants in Seven Bank's own programs</li> </ul>



## Environmental Data

Challenges	Unit	FY2016	FY2017	FY2018
Volume of paper ordered for office automation equipment	1,000 sheets	5,178	4,591	4,804
Electricity used at the offices*	MWh	1,172	1,134	1,143

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

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Supporting development of employee abilities				
	<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>	<ul style="list-style-type: none"> <li>● Conducted newly appointed manager training (coaching, labor knowledge)</li> <li>● Held the Seven Bank 2020 Committee, a companywide problem-solving conference centered on managers</li> <li>● Conducted leader cultivation training led by Seven &amp; i Holdings</li> <li>● Conducted innovation training in Silicon Valley</li> <li>● Dispatched employees to earn MBAs in Japan</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>● Proactively utilize the system to support in good balance between work and childcare/nursing care</li> </ul>	<ul style="list-style-type: none"> <li>● Continued operation of a support system for balancing work and family responsibilities, including reduced working hours and leave for reasons such as childcare and nursing care</li> </ul>	○	<ul style="list-style-type: none"> <li>● Proactively utilize the system to support in good balance between work and childcare/nursing care</li> </ul>
Making use of diverse human resources				
	<ul style="list-style-type: none"> <li>● Promote diversity inclusion</li> <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>● Activate inner communication</li> <li>● Create opportunities for all employees to participate</li> </ul>	<ul style="list-style-type: none"> <li>● Conducted lifelong planning seminars and nursing care seminars</li> <li>● Conducted engagement survey (employee awareness survey)</li> <li>● Reviewed personnel system, with enforcement of new system in FY2019</li> <li>● Invigorated the company through timely and appropriate recruitment</li> <li>● Started using in-house social media</li> </ul>	○	<ul style="list-style-type: none"> <li>● Promote diversity inclusion</li> <li>● Create environments and awareness that allow all employees to perform to their full potential, regardless of nationality or gender</li> <li>● Activate inner communication</li> <li>● Create opportunities for all employees to participate</li> <li>● Conduct initiatives to improve engagement</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 leave taken: 77.7%</li> <li>● Dedicated 2 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>● Improve rate of paid leave taken</li> <li>● Implement measures to reduce overtime in response to restrictions on overtime work</li> <li>● Conduct stress checks</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2019)		(persons)
Full-time employees*1		381
	Male	280
	Female	101
Contractual/part-time employees*2		91
	Male	12
	Female	79
Number of employees*3 (full-time employees + contractual/ part-time employees)		472
	Male	292
	Female	180
New graduate employees hired		8
	Male	4
	Female	4
Mid-career employees hired		31
	Male	21
	Female	10

	FY2016	FY2017	FY2018
Average length of service (full-time employees)*4	7 years 7 months	8 years 2 months	8 years 3 months
Number of full-time employees who took childcare leave*5 (males, contractual/ part-time employees)	13 (1.5)	16 (2.5)	12 (2.4)
Number of full-time employees who took nursing care leave*5 (males, contractual/ part-time employees)	0 (0.0)	0 (0.0)	0 (0.0)
Number of volunteer leave recipients	11	13	8
Number of female managers (percentage)*6	55 (17.4%)	55 (17.9%)	55 (19.4%)
	Team leader	32 (30.8%)	34 (32.1%)
	Section manager	23 (12.8%)	20 (12.2%)
	Division manager	0 (0.0%)	1 (7.1%)
	Corporate officer	3 (12.5%)	3 (12.5%)
Percentage of employees with disabilities*7	2.22%	2.20%	2.31%
Percentage of paid leave taken by full-time employees	83.2%	87.2%	75.7%
Frequency rate of workplace accidents	0.00	0.00	0.00
Severity rate of workplace accidents	0.00	0.00	0.00
Number of employee consultations	1	2	3

\*1 Data includes 39 persons reemployed after mandatory retirement.

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

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

\*4 The company was established in 2001

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

\*6 The percentage of section managers or higher positions, excluding corporate officers.

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

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

### FY2018 Targets/Results and FY2019 Targets

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

Challenges	FY2018 Targets and Plans	FY2018 Results and Outcomes	Evaluation	FY2019 Targets
Offering eco-friendly products	●Stable operations of eco-friendly ATMs	●Achieved stable operations through energy-saving ATMs	○	●Stable operations of eco-friendly ATMs