

Group Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
CO ₂ emissions* ¹	t-CO ₂	3,209,689	3,241,084	2,975,951
scope 1	t-CO ₂	119,693	139,360	122,391
scope 2	t-CO ₂	3,089,996	3,110,724	2,853,560
Electricity consumption in store operations* ²	GWh	6,728	7,125	6,979
Water usage in store operations* ³	1,000m ³	35,479	37,302	35,639

- *1 Totals are for 12 companies: SEJ, IY, YB, York Mart, SHELL GARDEN, Life Foods, IY Foods, Sogo & Seibu, Akachan Honpo, THE LOFT, Seven & i Food Systems, and 7-Eleven, Inc. (Sales of these organizations cover 96.8% of the group's total sales.)
- *2 For FY2017, totals are for 17 companies: SEJ, IY, YB, York Mart, SHELL GARDEN, Life Foods, IY Foods, Sogo & Seibu, Akachan Honpo, THE LOFT, Seven & i Food Systems, Barneys Japan, 7-Eleven, Inc., SEVEN-ELEVEN HAWAII, INC., SEVEN-ELEVEN(BEIJING), Chendu Ito-Yokado, and Hua Tang Yokado Commercial. From FY2018, totals are for 19 companies due to the addition of SEVEN-ELEVEN(TIANJIN), SEVEN-ELEVEN(CHENDU). (Their sales cover 98.3% of the group's total.)
- *3 For FY2017, totals are for 12 companies: SEJ, IY, YB, York Mart, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, 7-Eleven, Inc., SEVEN-ELEVEN HAWAII, INC., SEVEN-ELEVEN(BEIJING), Chendu Ito-Yokado, and Hua Tang Yokado Commercial. From FY2018, totals are for 16 companies due to the addition of SHELL GARDEN, THE LOFT, SEVEN-ELEVEN(TIANJIN), SEVEN-ELEVEN(CHENDU). (Their sales cover 97.7% of the group's total sales.)

Group Personnel Data (in Japan)*¹

Breakdown of number of employees (as of the end of February 2020) (persons)			
Full-time employees* ²	24,895		
Male	18,118	73%	
Female	6,777	27%	
Part-time staff* ³	46,583		
Male	9,461	20%	
Female	37,112	80%	
Number of employees (full-time employees + part-time staff)	71,487		
Male	27,579	39%	
Female	43,899	61%	
New graduate employees hired	815		
Male	455	56%	
Female	360	44%	
Mid-career employees hired	361		
Male	284	79%	
Female	77	21%	
Turnover (full-time employees)	1,358	5.5%	
Male	767	4.2%	
Female	591	8.7%	

	FY2017	FY2018	FY2019
Average length of service (full-time employees)	16 years 1 months	16 years 9 months	16 years 5 months
Male	17 years 5 months	18 years 0 months	17 years 5 months
Female	13 years 0 months	13 years 3 months	13 years 7 months
Number of full-time employees who took childcare leave* ⁴ (males), (part-time staff)	1,233 (10) (583)	1,205 (35) (547)	1,198 (37) (601)
Number of full-time employees who took nursing care leave* ⁴ (males), (part-time staff)	50 (10) (33)	54 (5) (38)	53 (9) (33)
Number of volunteer leave recipients	27	16	31
Percentage of female full-time employees	27.0%	27.1%	27.2%
Number of female managers (percentage)* ⁵	2,781 (26.9%)	2,545 (27.2%)	2,422 (26.5%)
Team leader	2,012 (32.6%)	1,828 (32.8%)	1,709 (32.4%)
Section manager	695 (23.1%)	644 (23.1%)	616 (22.3%)
Division manager	74 (8.2%)	73 (7.3%)	75 (7.6%)
Corporate officer	24 (13.4%)	22 (12.5%)	22 (11.8%)
Percentage of employees with disabilities* ⁶	2.66%	2.84%	2.96%
Percentage of paid leave taken	38.0%	45.5%	49.2%
Full-time employee turnover rate	4.5%	4.9%	5.4%
Male	3.8%	4.1%	4.3%
Female	6.5%	6.9%	8.3%

- *1 Totals are for eight companies: Seven & i Holdings, SEJ, IY, YB, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, and Seven Bank. (The sales of the eight companies account for 94% of the Group's sales in Japan.)
- *2 Data includes 1,289 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, YB, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, and Seven Bank. Values for FY2017 and FY2018 are percentages 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.

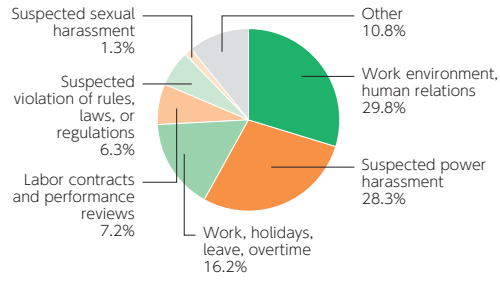
Groupwide Data from Helplines for Employees

Seven & i Holdings has established the Groupwide Employee Helpline system with a third-party organization as a part of the groupwide internal controls to receive grievances and consultation requests from employees.

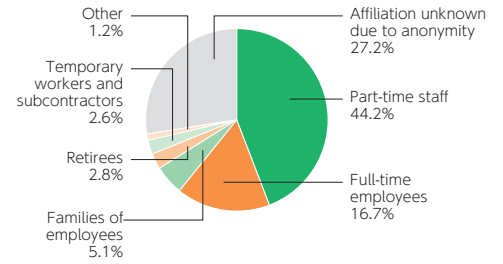
This system applies to both employees of Seven & i Holdings and those of consolidated subsidiaries in Japan. The groupwide system is working to proactively prevent, quickly discover, promptly correct and stop reoccurrences of any wrong behavior that would result in a loss of public trust.

	FY2017	FY2018	FY2019
Number of reports	1,047	1,226	1,208

Breakdown of reports by category for FY2019



By user category



Seven-Eleven Japan Co., Ltd.

Website: <https://www.sej.co.jp/social/index.html> (in Japanese)

Number of stores as of fiscal year ended February 29, 2020: 20,916

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

FY2019 Targets/Results and FY2020 Targets

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

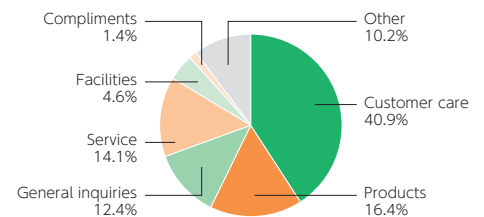
Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting childcare and elderlies	<ul style="list-style-type: none"> ● Number of mobile stores: 120 Continue implementing shopping assistance for customers who find it difficult to shop Aim to enter all areas across the country where stores are located 	<ul style="list-style-type: none"> ● Cumulative number of mobile stores: 102 Opened new mobile stores as well as concurrently revised development area owing to changes in the environment 	△	<ul style="list-style-type: none"> ● Cumulative number of mobile stores: 108 Revise development area and concurrently expand new areas while closely inspecting the development area
Promoting regional development	<ul style="list-style-type: none"> ● Collaboration with web sites of 50 municipalities Strengthen comprehensive collaboration with administrative authorities to resolve social issues 	<ul style="list-style-type: none"> ● Implemented website collaborations with 49 municipalities to disclose U/I-turn initiatives and recruiting information. Continued to share information with the Recruiting Department 	○	—

Providing Safety and Reliability through Products and Stores

Data from Customer Support

The customer support is strengthening its stance of being close to customers as pointed out by customers. It strives to listen attentively to customers over the telephone 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 to prevent similar issues from occurring.

Breakdown of inquiries by category for FY2019
Inquiries received: 187,394
(up 6.5% from the previous fiscal year)



Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Complete certification of all dedicated factories for daily foods ● For Seven Premium manufacturers, promote attainment of certification (completion by end of 2020) 	<ul style="list-style-type: none"> ● Acquired NDF-FSMS certification in accordance with JFS-B standards at all dedicated factories for daily foods ● In private-brand products, 68% acquired certification 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Aim to continue to maintain certification of all dedicated factories for daily foods and further enhance the audit program (equivalent to JFS-C standards) ● Continuing to acquire certification of manufacturers of private-brand products (complete by the end of 2020)
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> ● Stores newly adopting barrier-free design (installing wheelchair-accessible toilets): 550 ● Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 500 	<ul style="list-style-type: none"> ● Stores that newly adopted barrier-free design (installing wheelchair-accessible toilets accessible): 542 ● Number of stores to have newly installed or expand guard pipes to prevent vehicle "dive" accidents: 1,117 	<ul style="list-style-type: none"> △ ○ 	<ul style="list-style-type: none"> ● Stores newly adopting barrier-free design (installing wheelchair-accessible toilets accessible): 550 ● Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 650
Providing appropriate information				
	<ul style="list-style-type: none"> ● Improve the frequency of updating CSR website ● Strive for information disclosure about CSR activities that is easy to understand through the CSR booklet "7-Eleven Mind Book" 	<ul style="list-style-type: none"> ● CSR news update frequency: 42 times (previous year: 33 times) ● Updated as the "7-Eleven Mind Book" with the goal of facilitating easy-to-understand communication of Seven-Eleven's initiatives to stakeholders 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● CSR news and CSR booklet update (Sustainability Book) ● Endeavor to disclose easier-to-understand information on CSR activities
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> ● Work on ways to provide information such that customers can resolve inquiries on their own ● Systematize the consolidation of issues pointed out by customers, and strengthen involvement of on-site staff so as to resolve problems even earlier 	<ul style="list-style-type: none"> ● Provided easy-to-understand product and campaign information through our website and customer support's FAQ ● Continued to analyze content addressed in issues and provide to management in a timely manner 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Recognizing social issues should be solved through our business, we continue initiatives to address them by improving our products and services.
Providing support for disasters				
	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Requested local governments at the prefecture level to prioritize support at times of disasters to ensure effective support for local governments. There is leeway to improve operational organization therefore ongoing adjustments are necessary ● In Planned and implemented training, including training for business partners, in FY2020 ● Provided assistance with relief provisions and support to local governments in Chiba Prefecture, Fukushima Prefecture, Ibaraki Prefecture and Kanagawa Prefecture after Typhoon Faxai and Typhoon Hagibis 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● Verify recent disaster response (Typhoon Faxai and Typhoon Hagibis) and implement review of business continuity to fulfill infrastructure functions, including the continuation of store operations when disasters occur ● Participate in disaster prevention drills conducted by the central and local governments, in addition to internal training, and fortify collaborations mainly through the exchange of information
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> ● Achieve a participation rate for crime prevention drills and seminars of 50% or higher mainly by sharing information on crime prevention drills and seminars with prefectural police and local police stations 	<ul style="list-style-type: none"> ● 7,124 stores (35.2%) participated in crime prevention drills and seminars. In addition to conventional theft prevention training, implemented drills for special fraud prevention and other training by taking into account social conditions 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● Plan to collaborate with prefectural police and local police stations to share information on training. Aim to achieve a participation rate for crime prevention drills and seminars of 50% or higher

Non-Wasteful Usage of Products, Ingredients and Energy

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> ● Achieve even more good points (high evaluation) than FY2018 by further pushing ahead with the EMS system based on ISO 14001 	<ul style="list-style-type: none"> ● Achieved highest number of good points (high evaluation) thus far since acquiring certification 	○	<ul style="list-style-type: none"> ● Further push ahead with the EMS system based on ISO 14001 and reduce the number of items pointed out (unacceptable items/improvement opportunities) versus a year earlier
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Introduce highly energy-efficient LED illumination for 1,600 stores (total including new stores and replacement stores) ● Expand the number of eco-friendly vehicles within the logistics' deliveries fleet to 1,110 	<ul style="list-style-type: none"> ● Introduced highly energy-efficient LED illumination for 1,119 stores (total including new stores and replacement stores) ● Reduced CO₂ emissions from deliveries by 4.9% by introducing 2,105 eco-friendly vehicles 	△ ○	<ul style="list-style-type: none"> ● Introduce highly energy-efficient LED illumination for 1,350 stores (total including new stores and replacement stores) ● Introduce 2,800 eco-friendly vehicles (45.0% of total fleet) ● Trials to be conducted for EVs and FCVs
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> ● Reduce plastic bag usage per store to a level below FY2018 ● Food waste recycling rate: Achieve 50.0% or higher 	<ul style="list-style-type: none"> ● Plastic bags usage per store (937.3 kg) 	○	<ul style="list-style-type: none"> ● Reduce plastic bag usage per store to a level below FY2018
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Annual number of employees who pass the Eco Test: 1,000 ● Total cumulative number of employees who passed the Eco Test: 3,800 ● Inform those who take the Eco Test about environment-related volunteer activities 	<ul style="list-style-type: none"> ● Number of employees who passed the Eco Test: 850 ● A total of 3,683 employees passed the Eco Test ● Informed those who had taken the Eco Test about environment-related volunteer activities 	△ △ ○	<ul style="list-style-type: none"> ● Annual number of employees who pass the Eco Test: 500 *100% of managers passed ● Inform those who take the Eco Test about environment-related volunteer activities ● Raise awareness via CSR e-learning for all employees

Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
CO ₂ emissions*1 *2 *3	t-CO ₂	1,672,443	1,578,963	1,501,795
CO ₂ emissions from store operations (per store)*1 *3	t-CO ₂	1,449,109 (71.5)	1,350,259 (64.6)	1,281,810 (61.4)
CO ₂ emissions from logistics (per store)*1 *4	t-CO ₂	220,357(10.9)	225,959(10.8)	217,811(10.4)
Electricity consumption in store operations (per store)*1 *3	GWh (MWh)	2,807(139)	2,888(138)	2,874(138)
Water usage in store operations*1 *5	1,000m ³	13,198	13,749	13,176
Plastic bag usage per store (by weight)	t	0.88	0.95	0.94
Waste disposal (recycling rate)*6	t (%)	382,003(44.1)	366,920(57.8)	384,028(61.6)
Food waste recycling rate*7	%	54.3	54.4	42.5

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

*2 This data represents CO₂ 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 CO₂ emissions stemming from the use of energy for distribution center operation and delivery trucks.

*5 Revising the calculation method for estimating volume of water usage for stores for which water meter readings are confirmable.

*6 Waste disposal and recycling rate excluding food waste. Calculations are based on estimated emissions by the stores in Tokyo, 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 across the Group and in Society

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Development of human resources				
	<ul style="list-style-type: none"> ●Conduct CSR e-learning for all employees ●Conduct monthly compliance-related e-learning for employees working at stores ●Raise awareness during regular training 	<ul style="list-style-type: none"> ●Conducted 4 e-learning lectures related to CSR targeting all employees ●Conducted monthly compliance-related e-learning lectures for employees working at stores ●Raised awareness during regular training 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> ●Study support via e-learning lectures targeting all employees ●Conduct monthly compliance-related e-learning lectures for employees working at stores ●Raise awareness during regular training
Implementing fair assessment and treatment of employees				
	<ul style="list-style-type: none"> ●Conduct continuous manager training for the further penetration and establishment of the evaluation system 	<ul style="list-style-type: none"> ●Conduct continuous manager training for the further penetration and establishment of the evaluation system 	<p>○</p>	<ul style="list-style-type: none"> ●In addition to revise the system partially to develop and instill the evaluation system, aim to further instill and permanently establish the system and raise awareness through training and e-learning
Achieving a work-life balance				
	<ul style="list-style-type: none"> ●Review the system for staggered working hours to make it easier to use after listening to the opinions of employees ●Encourage all employees to take long periods of leave, and create working environments where paid leave can be taken even more easily 	<ul style="list-style-type: none"> ●Implemented an online survey to gather employee opinions to ease terms of use based on said opinions ●Encouraged all employees to take long periods of leave, and create working environments where paid leave can be taken easily, with the result that all employees took paid leave of five days or more (1) Number of days of annual paid leave: 12.9 days/employee (2) Annual overtime goal: 298.3 hours/employee 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ●Introduce a telework system to promote more diverse workstyles ●Increase company scheduled holidays to better promote a rich work-life balance (1) Annual paid leave goal: 15.0 days/employee (2) Annual overtime goal: 270.4 hours/employee (3) Safety and health committees will disseminate information on preventing workplace accidents in advance quarterly
Effective use of diverse human resources				
	<ul style="list-style-type: none"> ●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 ●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 	<ul style="list-style-type: none"> ●Percentage of employees with disabilities: 2.26% In-house job coaches Number of job coaches at the end of FY2019: 12 ●Percentage of non-executive female managers: 22.7% ●Expanded "Spot Day Care" initiative Expanded from 28 business offices in FY2018 to 36 offices in FY2019 so that it can be used at all offices 	<p>○</p> <p>×</p> <p>○</p>	<ul style="list-style-type: none"> ●Percentage of employees with disabilities: 2.3% Increase Employment Counselor for People with Disabilities: 99 Increase in-house job coaches: 15 Strengthen support for employees with disabilities in the workplace ●Percentage of female managers: 25% Promote participation in in-house career improvement training Percentage of female employees: 30% ●As workplace assistance for employees balancing childcare and work, use online communication tools (Teams) to launch an in-house community. Provide a place for fellow workers striving for a work-life balance to consult with senior employees
Assuring worker health and safety				
	<ul style="list-style-type: none"> ●Expand mental health training for managers to sites ●Disseminate information about proactively preventing workplace accidents Reduce number of accidents compared to FY2018 	<ul style="list-style-type: none"> ●Expanded mental health training for managers to sites. 284 completed training ●Disseminated information on preventing workplace accidents quarterly in advance The number of workplace accidents in FY2019 was flat year-on-year 	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> ●Continue to implement mental health training for assistant store managers and newly-appointed managers ●Continue to disseminate information on preventing workplace accidents in advance Aim to reduce number of accidents in comparison with FY2018

Personnel Data

Breakdown of number of employees (as of the end of February 2020)		(persons)
Full-time employees*1		8,812
	Male	6,415
	Female	2,397
Part-time staff*2		2,414
	Male	1,039
	Female	1,375
Number of employees (full-time employees + part-time staff)		11,226
	Male	7,454
	Female	3,772
New graduate employees hired		286
	Male	200
	Female	86
Mid-career employees hired		218
	Male	189
	Female	29

	FY2017	FY2018	FY2019
Average length of service (full-time employees)	8 years 10 months	9 years 0 months	9 years 10 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	283 (4, 4)	316 (16, 2)	316 (20, 5)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	7 (5, 0)	8 (4, 0)	8 (3, 0)
Number of volunteer leave recipients	1	0	7
Number of female managers (percentage)*4	288 (30.5%)	247 (26.2%)	217 (21.6%)
	Section manager	240 (29.4%)	206 (24.7%)
	Division manager	7 (5.9)	7 (4.7%)
	Corporate officer	3 (11.1)	4 (13.3%)
Percentage of employees with disabilities*5	2.17%	2.30%	2.38%
Percentage of paid leave taken by full-time employees	65.2%	80.1%	74.4%
Frequency rate of workplace accidents	0.19	0.53	0.54
Severity rate of workplace accidents	0.00	0.03	0.01

*1 Data includes 91 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.

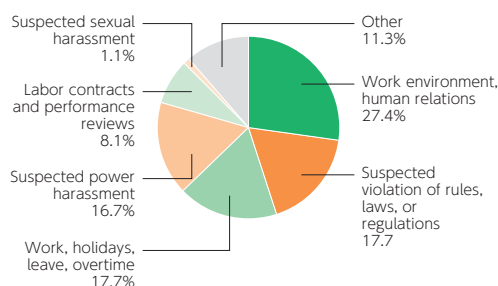
*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

Data from Helpline for Employees

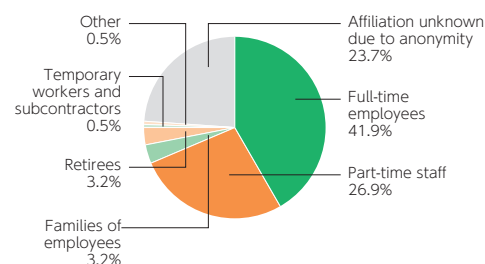
Conducted awareness surveys regarding the workplace environment for all employees, and concurrently informed all employees about the in-house reporting system. In addition, from November 2018, there was a sharp increase in the number of employee consultations, owing in part to the new establishment of online reception of consultations for the in-house reporting system in FY2019. We are planning to quickly correct and adequately handle consultations to manage corporate risk and conduct compliance. In addition, we are implementing compliance training, and aiming to have all employees acquire knowledge and foster awareness by implementing e-learning.

Breakdown of reports by category for FY2019

Reports received: 186
(up 46.5% from the previous fiscal year)



By user category



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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Offering eco-friendly products	<ul style="list-style-type: none"> ● Change to plant-based packaging film for all products in rice ball category ● Reduce the size of wet towels distributed at stores by 25% 	<ul style="list-style-type: none"> ● Changed to plant-based packaging film for all products in rice ball category ● Reduced the size of wet towels distributed at stores by 25% 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Aim to reduce the use of plastic by 800 t annually by using paper containers for a portion of chilled box lunches ● Remove the middle plate in the container with a middle plate that are being used for box lunches to reduce plastic usage by 326 t annually

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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting childcare and elderlies	<p>[Product development focused on senior citizens]</p> <ul style="list-style-type: none"> ● Develop price competitive products through functional products that resolve customer complaints Sales of developed products: 950 million yen 3% increase compared to previous year Developed product distribution ratio: 33% <ul style="list-style-type: none"> ● Coordinate with other departments Implement sales promotion activities and product launches for related products such as cosmetics, medical products, etc. Target number of customers: 5% increase compared to the previous year 	<p>[Product development focused on senior citizens]</p> <ul style="list-style-type: none"> ● Development of women's water-absorbent shorts that are low-priced and stylish for first-time users; product development with fabric makers for improved absorbency Sales of developed products: 846 million yen 8% decrease compared to previous year Developed product distribution ratio: 29% 2% increase in outdoor and hygiene products sales compared to previous year Serious impact of poor clothing sales due to various season-related factors <ul style="list-style-type: none"> ● New customer acquisition through sales promotion crossing product categories; store visit promotion with health monitoring devices 2% decrease in number of store visitors compared to previous year 	△	<p>[Product development focused on senior citizens]</p> <ul style="list-style-type: none"> ● Due to the COVID-19 pandemic, development of sanitation products that are antivirus, antibacterial and odor-removing, including waterproof bedsheets and pajamas that are in high demand. Product development aimed at responding to consumer opinions and problems in size, body shape, symptoms, etc., in addition to basic functions needed for senior citizens Sales of developed products: 850 million yen No change over previous year Developed products distribution ratio: 30% ● Boost in activity promoting further awareness of Anshin Support Shops Promotion approach to nursing care coordinators jointly with manufacturers Action on measures to lead consumers from offline shops suffering drop in store visits due to the pandemic to online sales 20% increase in online sales compared to previous year <p>[Child-rearing support activities]</p> <ul style="list-style-type: none"> ● Maternal and child care counseling service Free child care counseling by midwives and healthcare nurses organized 5,500 times/year at 107 stores Response to 220,000 inquiries (no change over previous year) <p>[For greater shopping convenience]</p> <ul style="list-style-type: none"> ● Tokushimaru (mobile sales trucks) Support provided to citizens not covered by online shopping and online supermarket, fulfilling the function as community lifeline Scheduled increase: 26 trucks from 25 stores Sales target: ¥80,000 average per day per truck

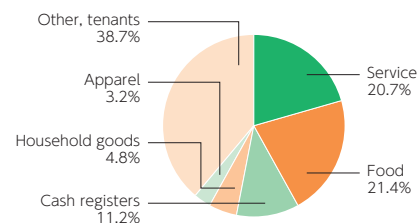
Providing Safety and Reliability through Products and Stores

Data from Customer Support

Inquiries received from customers remained roughly unchanged at 99%.

Also, customer complaints regarding service that accounted for roughly 20% dropped by 16% over the previous year. We will continue to analyze the cause of complaints and take steps to prevent recurrence.

Breakdown of inquiries by category for FY2019
Inquiries received: 44,478
(down 0.6% from the previous fiscal year)



FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Reduce the number of store-related complaints caused by lack of freshness and mixed foreign substances, especially in foods (30% decrease over the previous year) ● Especially focus on the reducing the lack of freshness in vegetables & fruits as the priority issue 	<ul style="list-style-type: none"> ● Number of complaints received regarding food items 2% decrease over the previous year ● Vegetables & fruits: 5,866 (7% decrease over previous year) 	×	<ul style="list-style-type: none"> ● Reduce the number of complaints regarding food items (20% decrease over previous year) ● Continuing action to address the priority issue of reducing freshness problems regarding vegetables & fruits
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> ● Review and organization of means of communication in disasters (wireless radio, etc.) ● Confirmed changes such as damage predictions by government agencies and reflected them in the countermeasures manual, etc. 	<ul style="list-style-type: none"> ● Installation of hybrid MCA wireless & IP wireless devices at 29 stores with poor reception problems ● Hazard maps issued by local governments to be obtained by each store to assess possible store damages. Report on measures against wind flood disasters updated in August 	○	<ul style="list-style-type: none"> ● Communication devices recovered with store closings and York store transfers to be distributed to existing stores for efficient use ● Replacement as needed due to battery depletion ● Disaster prevention measures checked throughout the year by store disaster management committees
Providing appropriate information				
	<ul style="list-style-type: none"> ● Continue to use weekly sales meetings to share information with stores 	<ul style="list-style-type: none"> ● Action on previous week's issues and action on coming week and later explained and shared with stores every Monday 	○	<ul style="list-style-type: none"> ● Weekly sales meetings used to share opinions, requests and issues pointed out by customers
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> ● Details of requests and issues pointed out by customers converted into data for continual improvement and revision ● 20% decrease over previous year for complaints regarding customer service 	<ul style="list-style-type: none"> ● Requests and issues pointed out by customers Promote data visibility further to assess trends and volumes for timely execution of action ● Complaints regarding customer service: 2,845 19% decrease over the previous year 	△	<ul style="list-style-type: none"> ● Attention to requests and issues pointed out for concrete action that draw repeat store visits ● Further study into data visibility and information sharing with relevant departments ● 20% reduction of complaints regarding customer service over previous year
Providing support for disasters				
	<ul style="list-style-type: none"> ● 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 ● Successively review the contents of agreements concluded in the past 	<ul style="list-style-type: none"> ● Template regarding support in goods and provision of temporary shelters developed per agreement. New agreements with Fukushima Prefecture, Minamisenju Police Department and Ueda City ● Agreements with Fujimino City and Osaka Prefecture reviewed 	○	<ul style="list-style-type: none"> ● Conclude disaster support agreements with local governments, etc., at store-opening locations where there are no agreements yet ● Successively review the contents of agreements concluded in the past

Non-Wasteful Usage of Products, Ingredients and Energy
FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Introduce LED lighting for sales areas, BB and multi-story car parks at 34 stores ● Introduce inverters for sales area air conditioning control at 8 stores ● Delivery distance per store: 155,000 km * Calculate from average number of stores in operation 	<ul style="list-style-type: none"> ● Approx. 36,000 LED lighting units at 34 stores ● Use of 51 power inverters at 6 stores ● Delivery distance per store: 223,000 km * Calculate from average number of stores in operation 	<ul style="list-style-type: none"> ○ △ × 	<ul style="list-style-type: none"> ● Approx. 35,000 fluorescent lighting units replaced with LED at 45 stores ● Complete installation of power inverters for sales area air conditioning for stores where possible ● Delivery distance per store: 155,000 km * Calculate from average number of stores in operation
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> ● Food waste recycling rate: 56.0% (rigorously sort waste by using measuring equipment) ● Stores that implement recycling: 90 stores (new channels + dominant) 	<ul style="list-style-type: none"> ● Food waste recycling rate: 59.5% ● Stores that implement recycling: 157 stores (implementation rate: 100%) 	○	<ul style="list-style-type: none"> ● Food waste recycling rate: 65.0% ● Recycling implementation rate: 100% Continue recycling at all (157) stores handling food-related products
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Target number of employees who take the Eco Test: 2,370 Aim for a passing rate of 90% 	<ul style="list-style-type: none"> ● Number of employees who took the Eco Test: 2,271 Qualified employees: 1,344 Passing rate: 59.2% 	△	<ul style="list-style-type: none"> ● Target number of employees who take the Eco Test: 1,300 Aim for passing rate of 90% ● 100% participation in Green Challenge 2050 e-learning program

Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
CO ₂ emissions*1 *2	t-CO ₂	464,556	452,906	414,126
CO ₂ emissions from store operations*1 (Environmental impact index*3)	t-CO ₂ (t-CO ₂ /(Mm ² × 1,000 h))	441,313 (93)	428,636 (92)	391,680 (100)
CO ₂ emissions from delivery vehicles *1	t-CO ₂	22,932	21,454	22,158
Electricity consumption in store operations *1	GWh	767	745	701
Water usage in store operations*1	1,000m ³	6,264	6,138	5,842
Plastic bag usage (turndown rate) at the food section	t (%)	1,033(71.6)	1,012(72.7)	756 (74.4)
Waste disposal	t (%)	124,349	125,267	119,172
Food waste recycling rate	%	53.2	55.1	59.5

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

*2 This data represents CO₂ emissions stemming from the use of energy for store, Head Office, training center and logistics center operations and by delivery trucks.

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

Supporting the Active Role of Women, Youth, and Seniors across the Group and in Society

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Development of human resources				
	<ul style="list-style-type: none"> ● Change training period to 2 days each week for 4 weeks 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% ● Conduct divisional training for sales floor managers, in collaboration with product departments and SVs, about criteria of processing techniques and management of product groups that make up large parts of sales 	<ul style="list-style-type: none"> ● Training period made compact into 2 days a week for 4 weeks for easier participation. At the same time, however, divide in skill mastery level found in some areas Number of participants: 151 Participation rate: 45.1% ● Organized by store location Meats: Training on slicing beef Seafood: Training on cleaning tuna Deli: Training on producing pork loin cutlet Skill levels of managerial employees reexamined and production manual criteria checked 	<p>△</p> <p>○</p>	<ul style="list-style-type: none"> ● Train 50 in the first half, focusing chiefly on training and skill acquisition by newly transferred employees, including those relocated under personnel policy ● Order issued to trainees to undergo 4-month training curriculum consisting of one month of training and 3 months of store OJT ● Skill inspection for priority product groups and manual check conducted in sales floor manager training ● Develop and conduct training under a new standard manual for sanitation management, in addition to product making manual, for video viewing by all food related employees in TV conferences
Effective use of diverse human resources				
	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Training conducted: 48 times Total participants: 925 	<p>○</p>	<ul style="list-style-type: none"> ● Aim to train employees who can act based on correct knowledge and understanding, based on recognition of respect for human rights and diversity and the promotion of normalization ● Train in human rights awareness for all employees at a new store closing, in addition to training programs for new employees and for new managerial appointees
Assuring worker health and safety				
	<ul style="list-style-type: none"> ● Reduce number of serious work accidents resulting in 4 or more days of work missed to 90% compared to the previous year Conduct level-specific training about mental health and harassment 	<ul style="list-style-type: none"> ● Reduce number of serious work accidents resulting in 4 or more days of work missed to 70% compared to the previous year ● Organized the following activities as part of the work environment improvement project Organize power harassment prevention training in October and November to head office managers and higher, including executive officers Participation of approx. 200 (participation rate of roughly 70%) to boost awareness toward gaining knowledge of power harassment prevention law and other laws and preventing power harassment 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> ● Reduce the number of serious work accidents resulting in 4 or more days of work missed to 90% compared to the previous year ● Continue harassment training and awareness training toward violators of work regulations

Personnel Data

Breakdown of number of employees (as of the end of February 2020)		(persons)
Full-time employees*1		7,131
	Male	5,140
	Female	1,991
Part-time staff*2		21,581
	Male	4,342
	Female	17,239
Number of employees (full-time employees + part-time staff)		28,712
	Male	9,482
	Female	19,230
New graduate employees hired		156
	Male	73
	Female	83
Mid-career employees hired		73
	Male	50
	Female	23

	FY2017	FY2018	FY2019
Average length of service (full-time employees)	22 years 10 months	24 years 7 months	23 years 2 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	302 (2, 184)	323 (3, 183)	290 (8, 194)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	20 (0, 17)	32 (1, 26)	26 (5, 17)
Number of volunteer leave recipients	3	4	7
Number of female managers (percentage)**4	948 (24.2%)	798 (26.3%)	752 (26.1%)
	Team leader	707 (30.9%)	666 (31.0%)
	Section manager	71 (13.8%)	65 (13.0%)
	Division manager	21 (9.2%)	20 (8.9%)
	Corporate officer	2 (10.5%)	1 (4.5%)
Percentage of employees with disabilities	2.77%	2.99%	3.15%
Percentage of paid leave taken by full-time employees	17.7%	26.3%	32.8%
Frequency rate of workplace accidents	1.45	1.65	1.37
Severity rate of workplace accidents	0.04	0.04	0.03

*1 Data includes 694 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)

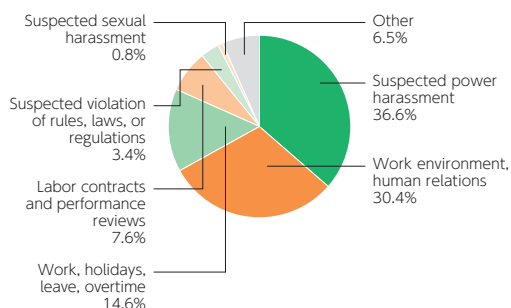
*4 The percentage of team leaders or higher positions.

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

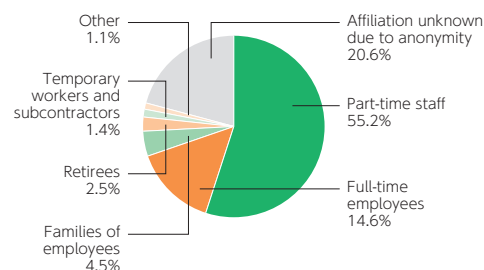
Data from Helpline for Employees

The number of consultations in FY2019 fell to 81.6% of the FY2018 level. However, the number of inquiries regarding harassment have not changed. Coaching and harassment training of upper management employees are to continue, in order to create a better work environment that fosters communication.

Breakdown of reports by category for FY2019 Reports received: 355 (down 18.4% from the previous fiscal year)



By user category



York-Benimaru Co., Ltd.

Website: <https://yorkbenimaru.com/company/mecenat/> (in Japanese)

Number of stores as of fiscal year ended February 29, 2020: 230

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

FY2019 Targets/Results and FY2020 Targets

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

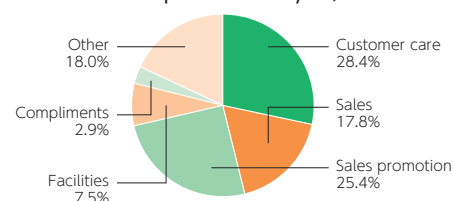
Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting childcare and elderly				
	●Continue blood donation activities	●Number of Heartful Saturday blood donors in October: 402	○	●Continue blood donation activities
Promoting regional development				
	●Continue to hold Opening Anniversary Festivals at all stores (each store holds unique event with local customers in the month they opened)	●Continued to hold Opening Anniversary Festivals at all stores	○	●Continue to hold Opening Anniversary Festivals at all stores

Providing Safety and Reliability through Products and Stores

Data from Customer Support

As an initiative to listen to our customers' voice and respond to every one of them, we share examples of each 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.

Breakdown of inquiries by category for FY2019
Inquiries received: 3,551
(down 0.5% from the previous fiscal year)



FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Ensuring the quality and safety of products and services				
	●Sales target for private-brand three-star vegetables/fruits: 4% growth year-on-year	●Sales results for three-star vegetables/ fruits: down 3.5% compared to the previous year	×	●Same-store sales target for three-star vegetables/fruits: 6% growth year-on-year
Maintain 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.: 127	○	●Aim to certify new stores under the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.
Providing support for disasters				
	●Continue to consider cooperating with local governments who request the conclusion of disaster management agreements, etc.	●No new agreements with local governments were signed	—	●Continue to consider cooperating with local governments who request the conclusion of disaster management agreements, etc.
Implementing crime prevention measures for local communities				
	●Continue cooperating with requests from police	●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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Improving energy efficiency and introducing renewable energy				
	●Electricity consumption On a same-store basis: 96.9% of previous year	●Electricity consumption On a same-store basis: 98.2% of previous year ●Introduced a system to remotely support refrigerator and freezer cases Number of stores in which the system was installed: 58	×	●Electricity consumption On a same-store basis: 98.0% of previous year ●Expand introduction of system to remotely support refrigerator and freezer cases Number of stores in which the system is to be newly installed: 45

Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
CO ₂ emissions* ¹ * ²	t-CO ₂	193,182	192,977	192,650
CO ₂ emissions from store operations (per store) * ¹	t-CO ₂	176,150(804)	175,576(787)	174,464(755)
CO ₂ emissions from delivery vehicles * ¹	t-CO ₂	16,721	17,097	17,868
Electricity consumption in store operations* ¹	GWh	325	338	336
Water usage in store operations* ³	1,000m ³	1,104	1,097	1,072
Plastic bag usage (turndown rate) at the food section	t (%)	503(70.5)	516(70.5)	496(72.6)
Waste disposal (recycling rate) * ³	t (%)	43,497(52.8)	44,697(52.2)	52,953(52.1)
Food waste recycling rate* ³	%	60.4	59.8	58.1

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

*2 This data represents CO₂ emissions stemming from the use of energy for store, Head Office, training center and logistics center operations and by delivery trucks.

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

Supporting the Active Role of Women, Youth, and Seniors across the Group and in Society

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Development of human resources				
	<ul style="list-style-type: none"> ● Establish a new Education Promotion Office to centralize York-Benimaru's human resource development and education functions so as to standardize level-specific training from joining the company to promotion 	<ul style="list-style-type: none"> ● Number of employees that successfully passed technical certification (perishables, product display, customer service): 1,142 (29% higher than planned) ● Number of employees in charge of order placement that underwent training (levels 4 & 5): 818 (25% higher than planned) ● Feedback training: Implemented 48 times in 8 zones 	○	<ul style="list-style-type: none"> ● Integrate the Training Department and Skill Development Department to form the Training Promotion Office and thereby advance stratified and OJT training ● Number of employees that successfully passed technical certification (perishables, product displays, customer service): 1,316 ● Number of employees in charge of order placement to undergo training (levels 4 & 5): 542 ● Feedback training: Implement 36 times in 6 zones
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Increase the annual average number of paid leave days taken (full-time employees) to 5 days 	<ul style="list-style-type: none"> ● Increased the annual average number of paid leave days taken (full-time employees) to 7.2 days 	○	<ul style="list-style-type: none"> ● Increase the annual number of paid leave days taken (full-time employees) to 10 days
Effective use of diverse human resources				
	<ul style="list-style-type: none"> ● Promote an executive training curriculum, and aim to achieve a percentage of female managers (team leaders) of 28% 	<ul style="list-style-type: none"> ● Percentage of female managers (team leaders): 26% 	△	<ul style="list-style-type: none"> ● Promote an executive training curriculum, and aim to achieve a percentage of female managers (team leaders) of 28%
Assuring worker health and safety				
	<ul style="list-style-type: none"> ● Number of workplace accidents per year: Decrease of 20% compared to the previous year 	<ul style="list-style-type: none"> ● Number of workplace accidents per year: Decrease of 8% compared to the previous year 	×	<ul style="list-style-type: none"> ● 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 2020)		(persons)
Full-time employees		3,006
	Male	2,564
	Female	442
Part-time staff*1		11,763
	Male	1,996
	Female	9,767
Number of employees (full-time employees + part-time staff)		14,769
	Male	4,560
	Female	10,209
New graduate employees hired		151
	Male	92
	Female	59
Mid-career employees hired		0
	Male	0
	Female	0

	FY2017	FY2018	FY2019
Average length of service (full-time employees)	14 years 8 months	14 years 8 months	14 years 8 months
Number of full-time employees who took childcare leave**4	201 (0, 177)	185 (0, 161)	196 (0, 170)
Number of full-time employees who took nursing care leave**4	13 (0, 13)	4 (0, 4)	5 (0, 5)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)**5	599 (25.5%)	601 (25.3%)	607 (25.3%)
	Team leader	395 (26.7%)	395 (26.1%)
	Section manager	189 (34.6%)	191 (34.6%)
	Division manager	15 (5.1%)	15 (4.9%)
	Corporate officer	3 (10.7%)	3 (11.1%)
Percentage of employees with disabilities**6	2.85%	2.97%	3.10%
Percentage of paid leave taken by full-time employees	24.7%	26.5%	40.0%
Frequency rate of workplace accidents	3.70	3.33	3.58
Severity rate of workplace accidents	0.01	0.01	0.01

*1 Data includes 242 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)

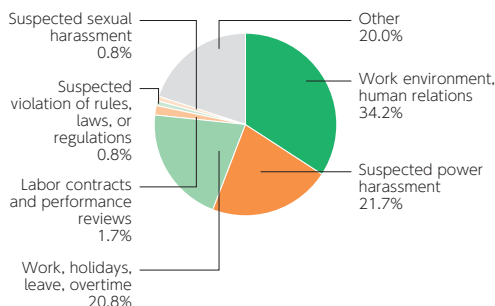
*4 The percentage of team leaders or higher positions.

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

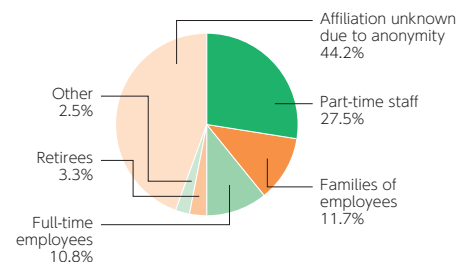
Data from Helpline for Employees

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.

Breakdown of reports by category for FY2019 Reports received: 120 (down 14.3% from the previous fiscal year)



By user category



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

FY2019 Targets/Results and FY2020 Targets

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

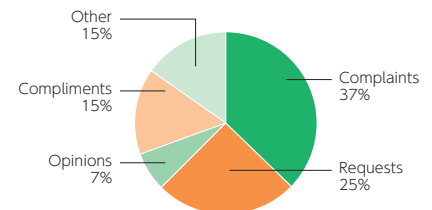
Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> ● Increase users of the child caring system "re-challenge plan" to reduce resignations ● Disseminate information about the "re-challenge plan" via the company's internal newsletter featuring the experience of its system users ● Continue to hold orientations for employees returning to work after childcare leave, and identify the challenges for the further improvement of the system 	<ul style="list-style-type: none"> ● Number of "re-challenge plan" users: 64 (of which 25 are partners; 3.2% increase compared to the previous year) ● Disseminate information about the "re-challenge plan" via the company's internal newsletter featuring the experience of its system users ● Held orientation for employees returning to work after childcare leave every quarter 	<ul style="list-style-type: none"> ○ △ ○ 	<ul style="list-style-type: none"> ● Increase users of the child caring system "re-challenge plan" to reduce resignations ● Disseminate information about the "re-challenge plan" via the company's internal newsletter featuring the experience of its system users ● Continue to hold orientations for employees returning to work after childcare leave, and identify the challenges for the further improvement of the system
Promoting regional development				
	<ul style="list-style-type: none"> ● Continue to accept workplace tours and work experience participation by local elementary and junior high school students ● Train a total of 1,800 supporters of people with dementia 	<ul style="list-style-type: none"> ● Accept workplace tours and work experience participation by local elementary and junior high school students ● Trained 275 supporters of people with dementia, with cumulative total reaching 1,860 supporters 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Study cooperation with elementary and junior high school students (workplace tours, work experience and distribution of CSR leaflets) ● Train a total of 2,800 supporters of people with dementia

Providing Safety and Reliability through Products and Stores

Data from Customer Support

There were 1,922 calls received via the toll-free phone number in FY2019. Of these, 1,264 were inquiries and 658 calls were concerned opinions to stores, roughly the same as in the previous year. When combined with requests and opinions to stores, a total of 8,188 requests and suggestions were received. The opinions received will be shared internally, and effort will be made to respond swiftly to customer suggestions.

Breakdown of inquiries by category for FY2019
Inquiries received: 8,188
(up 9% from the previous fiscal year)



FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Direct communication fostered for date management, accurate production location, history display, etc., via store supervisors' meetings at stores ● Strengthening compliance through direct on-site interview sessions with store supervisors ● Continue to be thorough in using sanitation equipment (Purester water) 	<ul style="list-style-type: none"> ● Strengthen communication between the sales business department and stores; communication at store supervisors' meetings ● Small-group meetings consisting of team members from roughly 5 stores located nearby each other to share activities and issues ● Appropriate use maintained with bimonthly check on usage status by outside contractor and presentation at Head Office QC personnel interview 	<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● Direct communication fostered for date management, accurate production location, history display, etc., via store supervisors' meetings at stores ● Communication fostered at the store between Head Office quality control staff and store compliance team members ● Use of sanitation equipment (Purester water) checked at store inspection tours
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> ● Expand sitting areas named "Fureai Corner" ● Introduce anti-slip ceramic tiles for flooring material (new stores) 	<ul style="list-style-type: none"> ● Renovate interaction section at 3 existing stores ● Introduce anti-slip ceramic tiles at 2 new stores 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Upgrade interaction section at renovated stores ● Continue use of anti-slip ceramic tiles as store flooring material (2 new stores)
Providing appropriate information				
	<ul style="list-style-type: none"> ● 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 ● 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 ● Conduct small-group training on food hygiene and labeling through on-site checks at nearby stores 	<ul style="list-style-type: none"> ● Number of stores with inadequacies roughly constant ● Inadequacies shared with store supervisors; business trainer sent weekly emails to stimulate attention to them as companywide issues ● Communication through weekly online conference with Head Office quality control staff, weekly emails providing information to stores and store supervisors' meetings ● Small-group training covering roughly 5 stores and based on on-site inspection of nearby stores conducted for all stores twice a year 	<ul style="list-style-type: none"> △ ○ ○ 	<ul style="list-style-type: none"> ● Issues found in audit results shared with the sales business department every week for improvement. Information communication from business trainers to continue for action by the entire company ● 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 ● Conduct small-scale food hygiene and labeling training twice a year for roughly 5 nearby stores based on on-site checks
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> ● Seek to receive praises from customers by responding to their requests and opinions ● Confirm customers' opinions with upper management employees weekly and improve store operations by coordinating with relevant departments 	<ul style="list-style-type: none"> ● 8188 customers' opinions received per year, of which 1,262 were compliments ● Customers' opinions shared every week with upper management employees for improvement 	<ul style="list-style-type: none"> △ △ 	<ul style="list-style-type: none"> ● Continue publishing toll-free phone numbers on fliers and installing customer suggestion boxes at stores, to receive as many customers' opinions as possible and utilize them for better store management ● Customers' opinions received are shared among upper management employees and store employees for better store management

Non-Wasteful Usage of Products, Ingredients and Energy

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> ● Utilize BEMS 	<ul style="list-style-type: none"> ● Reduced electricity consumption through utilization of BEMS 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● Utilize BEMS
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Continue to introduce reach-in multi-level refrigerated cases at existing stores 	<ul style="list-style-type: none"> ● Installation of reach-in cases (2 stores) ● Installation of solar power generation facility (one store) 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Continue to introduce reach-in multi-level refrigerated cases at existing stores (3 stores) ● Install solar power generation facility (2 stores) ● Install LED lighting to replace existing fluorescent lighting (5 stores)
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> ● Food waste recycling rate: 63.8% ● Plastic bag turndown rate :51.5% ● Usage in weight decreased by 2% from previous year 	<ul style="list-style-type: none"> ● Food waste recycling rate: 64.2% ● Plastic bag turndown rate: 54.5% ● Usage in weight down by 9% from previous year 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Food waste recycling rate: 64.8% ● Plastic bag turndown rate :70% ● Usage in weight down by 15% from previous year
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Number of employees that pass the Eco Test: 50 	<ul style="list-style-type: none"> ● Number of employees who pass the Eco Test: 41 	<ul style="list-style-type: none"> △ 	<ul style="list-style-type: none"> ● Number of employees that pass the Eco Test: 30

Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
CO ₂ emissions*1 *2	t-CO ₂	56,309	56,375	54,891
CO ₂ emissions from store operations (per store)*1	t-CO ₂	56,272(712)	56,337(696)	54,852(660)
Electricity consumption in store operations *1	GWh	114	117	115
Water usage in store operations*1	1,000m ³	529	513	483
Plastic bag turndown rate at the food section	%	49.9	50.6	54.5
Waste disposal (recycling rate)	t (%)	21,547(66.0)	21,891(77.9)	20,097(80.2)
Food waste recycling rate	%	56.6	62.8	64.2

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

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

Supporting the Active Role of Women, Youth, and Seniors across the Group and in Society

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Development of human resources				
	<ul style="list-style-type: none"> ● Hold anger management seminars to improve skills of educators ● Hold group training for young employees to improve level of technical expertise and develop a sense of camaraderie 	<ul style="list-style-type: none"> ● Conducted for executive officers, store managers and managers in 2 divisions (approx. 140) ● Group training in social norms and technology conducted for new employees 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Conducted for general managers, zone managers, store managers and managers ● Web training and technology training for new employees
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Average number of overtime hours down by 10% from the previous fiscal year, to cut down total work hours 	<ul style="list-style-type: none"> ● Average number of overtime hours: 31.3 (down by 10.6% from the previous fiscal year) 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Average number of overtime hours down by 10% from the previous fiscal year, to cut down total work hours
Effective use of diverse human resources				
	<ul style="list-style-type: none"> ● Employees appointed as expert employees: 20 ● Employees appointed as full-time employees: 25 ● Number of females appointed in management roles: 5 ● Percentage of female managers: 26% 	<ul style="list-style-type: none"> ● Employees appointed as expert employees: 12 ● Employees appointed as full-time employees: 12 ● Female employees appointed in management roles: 2 ● Percentage of female managers: 24.4% 	<ul style="list-style-type: none"> △ △ △ △ 	<ul style="list-style-type: none"> ● Employees appointed as expert employees: 15 ● Employees appointed as full-time employees: 15 ● Number of females appointed in management roles: 4 ● Percentage of female managers: 25%
Assuring worker health and safety				
	<ul style="list-style-type: none"> ● Reduce occurrence of workplace accidents Give notification of causes and responses Reduce workplace accidents requiring missed workdays 	<ul style="list-style-type: none"> ● Frequency rate: 4.61→2.46 ● Severity rate: 0.09→0.06 ● Number of workdays missed reduced from 1114 to 730 	<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● Reduce occurrence of workplace accidents Give notification of causes and responses Reduce workplace accidents requiring missed workdays

Personnel Data

Breakdown of number of employees (as of the end of February 2020)		(persons)
Full-time employees*1		1,318
	Male	1,027
	Female	291
Part-time staff*2		4,582
	Male	1,280
	Female	3,302
Number of employees (full-time employees + part-time staff)		5,900
	Male	2,307
	Female	3,593
New graduate employees hired		90
	Male	42
	Female	48
Mid-career employees hired		10
	Male	9
	Female	1

	FY2017	FY2018	FY2019
Average length of service (full-time employees)	15 years 5 months	15 years 11 months	15 years 7 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	46 (0, 28)	51 (0, 23)	41 (0, 23)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	0 (0, 0)	2 (0, 2)	0 (0, 0)
Number of volunteer leave recipients	0	0	2
Number of female managers (percentage)**4	201 (22.8%)	218 (24.8%)	214 (24.5%)
	Team leader	172 (28.7%)	169 (28.7%)
	Section manager	27 (11.5%)	38 (23.0%)
	Division manager	9 (7.5%)	8 (7.0%)
	Corporate officer	1 (7.7%)	1 (7.1%)
Percentage of employees with disabilities*5	2.12%	2.22%	2.30%
Percentage of paid leave taken by full-time employees	16.0%	20.9%	34.6%
Frequency rate of workplace accidents	3.29	4.61	2.46
Severity rate of workplace accidents	0.05	0.09	0.06

*1 Data includes 85 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, excluding corporate officers, for FY2017 and FY2018

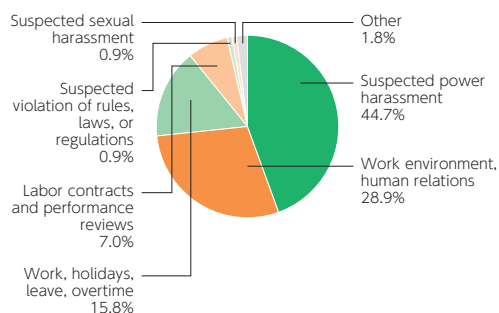
*5 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.

Data from Helpline for Employees

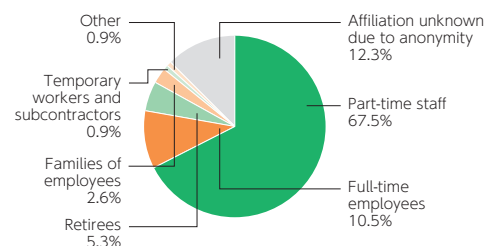
Many reports have been received about problems arising from daily communication. To address the problem, coaching and harassment training are being implemented especially for the persons in managerial position. We are also striving to improve the work environment.

Breakdown of reports by category for FY2019

Reports received: 114
(down 8.8% from the previous fiscal year)



By user category



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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting childcare and elderly				
	<ul style="list-style-type: none"> ● Continue Pre-Mama Stations and Counters, and hold parent-child participation events, maternity classes, and lectures in collaboration with business partners ● Reinforce initiatives to expand number of users (notifications, details and frequency of events, review of business partner joint projects) ● New development (targets) Shoe fitters: 10 Formal-wear advisors: 5 Shopping supporters for the elderly and people with disabilities: 15 ● Supporters of people with dementia: 489 Accumulated total: 5,200 ● Children's shoes: trade for donation in 91,644 pairs ● Collaborate with businesses that train guide dogs 	<ul style="list-style-type: none"> ● Held parent-child participation events, maternity classes, and lectures every month through Pre-Mama Stations and Counters ● Pre-Mama Station/Counter attendees: 14,686 * 4,849 of which were repeat attendees Repeat rate: up 3% from the previous fiscal year ● New development (achievements) Shoe fitters: 10 Formal-wear advisors: 9 Shopping supporters for the elderly and people with disabilities: 40 ● Supporters of people with dementia: 297 Accumulated total: 5,008 ● Children's shoes: trade for donation in 95,768 pairs Accumulated total since 2009: 951,395 pairs ● Donations to funds for organizations that train guide dogs: 38,354,000 Accumulated total since 2003: 649,303,000 	<ul style="list-style-type: none"> ○ △ ○ × ○ ○ 	<ul style="list-style-type: none"> ● Continue Pre-Mama Stations and Counters, and hold parent-child participation events, maternity classes, and lectures in collaboration with business partners ● New development (targets) Shoe fitters: 10 Formal-wear advisors: 10 Shopping supporters for the elderly and people with disabilities: 15 ● Increase dementia supporters, with a focus on new employees Target accumulated total: 5,300 ● Children's shoes (targets) for trade for donation Accumulated total since 2009: 1 million pairs ● Continue cooperation with businesses that train guide dogs
Promoting regional development				
	<ul style="list-style-type: none"> ● 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.) ● Continue to improve convenience for voters by holding polling stations for early voting ● Continue to use stores as the main vehicle, introduce various local traditions, techniques, cultures, region-limited products, and local specialty goods, and promote sales ● Continue to strengthen information sharing, notifications and sales of each region-limited product and specialty goods among stores ● Awareness-raising of LGBT rights Encourage understanding of the issue in collaboration with local governments and communities, and conduct training for employees ● Partner local universities Conduct dispatch lessons and events centered on students 	<ul style="list-style-type: none"> ● Held events related to SDGs, such as Green Curtain, work experiences, and Summer Kids Academy, at stores in collaboration with the local community (governments, schools) ● Established a polling station for early voting in four stores (Ikebukuro main store, Chiba, Higashi-Totsuka, Fukui) ● Held local production and local consumption events, etc., where local specialties are introduced and sold in collaboration with the local community (Yokohama store, Chiba store, Hiroshima store, Omiya store, Fukui store, Otsu store, Tokushima store) ● Held Fukui (Shinetsu) product exhibition (Chiba store, Omiya store) ● Participated in LGBT events (Rainbow Pride) in collaboration with government and local communities and implemented employee training (Shibuya store) ● Implemented special lectures related to SDGs (Waseda University, Rikkyo University) 	<ul style="list-style-type: none"> ○ ○ ○ ○ ○ ○ 	<ul style="list-style-type: none"> ● Strengthen initiatives in collaboration with governments, such as Comprehensive Economic Partnerships concluded with local governments ● Establish early voting stations and make announcements for each election to improve convenience and turnout ● Enhance promotion of local production and local consumption, such as by introducing midyear gifts and year-end gifts for local products at each store ● Continue to clean the areas around stores, beautify the environment, and promote rooftop green spaces ● Implement events in collaboration with local communities (governments, schools, companies, NPOs, etc.)

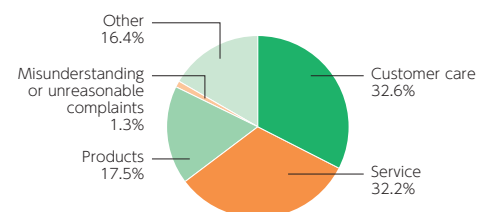
Providing Safety and Reliability through Products and Stores

Data from Customer Support

We continued to share internally the customers' opinions sent to the customer supports 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 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.

Breakdown of inquiries by category for FY2019
Inquiries received: 7,903
(up 4.4% from the previous fiscal year)



Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Continue to improve hygiene management knowledge for store employees ● Clearly identify issues pertaining to food sanitation at each store and continue to improve and verify the situation by implementing PDCA activities for the Store Product Quality Management Committee ● Continue to have sample verification tests performed by a specialized institution on products in the clothing and general goods categories ● Continue level-specific training to improve store employee skills 	<ul style="list-style-type: none"> ● Used a booklet on the fundamentals of food sanitation management, and DVDs/e-learning for training, at morning and afternoon meetings, and for on-site instruction ● The Store Product Quality Management Committee sorted, improved, and verified issues on a monthly basis ● Conducted sample testing of baby clothes, ladies' apparel, seasonal products, etc., each month based on a monthly theme ● Implemented level-specific training to improve store employee skills 34 times 	<ul style="list-style-type: none"> ○ ○ ○ ○ 	<ul style="list-style-type: none"> ● Continue to improve hygiene management knowledge for store employees ● Clearly identify issues pertaining to food sanitation at each store and continue to improve and verify the situation by implementing PDCA activities for the Store Product Quality Management Committee ● Continue to have sample verification tests performed by a specialized institution on products in the clothing and general goods categories ● Continue level-specific training to improve store employee skills
Maintain more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> ● Renovate the multi-purpose toilets at the Yokohama store ● Continue inspections of stores and equipment from a universal design perspective 	<ul style="list-style-type: none"> ● Three new multi-purpose restrooms added (Yokohama store) ● Verified functional restroom layouts and reflect them in renovations ● Collaborated with Saitama Prefecture to paint parking lot for people with disabilities at Seibu Tokorozawa Shopping Center blue 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● Continue inspections of stores and equipment from a universal design perspective
Providing appropriate information				
	<ul style="list-style-type: none"> ● Cooperate with specialist organizations to check and inspect both food product labeling, and continue to implement appropriate labeling and information disclosure 	<ul style="list-style-type: none"> ● Conducted 150 inspections by specialist organizations on labeling of food products, beverages (kitchen and sales area), clothing, and general goods 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Cooperate with specialist organizations to check and inspect both food product labeling, and continue to implement appropriate labeling and information disclosure (implement periodic inspections at least twice a year at all stores)
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> ● Sincerely listen to customers' opinions from their feedback and get stores and Head Office to work together to resolve problems so as to promote further improvement in customer service awareness among employees ● Reduce the number of complaints from customers: Below 2,900 	<ul style="list-style-type: none"> ● Continued to send out a weekly <i>Attentive Service newsletter</i> leveraging customers' opinions, and continuously implement activities to resolve complaints and improve customer service awareness ● 2,591 complaints 309 complaints fewer than target 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● 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 ● Reduce the number of complaints from customers: Below 2,450
Providing support for disasters				
	<ul style="list-style-type: none"> ● Continue to collaborate with local governments and companies, including through existing regional comprehensive collaboration agreements and measures for people having difficulties in going home in the event of large earthquakes ● Through the holding of events on disaster prevention, continue to promote activities that raise the awareness of disaster prevention in cooperation with local communities 	<ul style="list-style-type: none"> ● Conducted disaster prevention training and education at all stores together in <i>disaster prevention and volunteer week, fire prevention week</i>, etc. ● Actively participated in <i>Council to Address People Experiencing Difficulty Getting Home and Council to Address Overcrowding Around Train Stations</i> in partnership with government agencies and local businesses ● Actively participate in local disaster prevention training sessions and in-house firefighting examination boards in partnership with local fire stations and local businesses as part of employee education 	<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● Continue implementation of disaster prevention education and training in collaboration with the government as part of employee education ● Implement efforts with fire departments and governments to improve disaster prevention capabilities in collaboration with local businesses ● Actively participate in various training sessions and initiatives as a representative of local businesses to strengthen cooperation with government officials
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> ● Continue to come together as one with local businesses, and strengthen communication with the police officials 	<ul style="list-style-type: none"> ● Conducted anti-terrorism training in partnership with local businesses and police officials, and participated in crime-prevention patrols, etc. ● Participated in police administration as Deputy Director of the Police Station Council and exercised leadership as a local business (Ikebukuro main store, Ikebukuro Police Station) 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● Continue to collaborate with local businesses and strengthen communication with the police officials

Non-Wasteful Usage of Products, Ingredients and Energy

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> ● Expand recommendations in periodic ISO 14001 audits and reduce items indicated by audits 	<ul style="list-style-type: none"> ● ISO 14001 update examination result: 8 recommendations (Last difference ± 0 cases), 0 deficiencies * The strong point is that the efforts for SDGs in collaboration with various stakeholders were actively implemented, including education. 	○	<ul style="list-style-type: none"> ● Expand recommendations in periodic ISO 14001 audits and continue to maintain 0 deficiencies
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Reduce by 1% compared to previous fiscal year on an operating store basis ● Continue to expand the introduction of LED lighting 	<ul style="list-style-type: none"> ● Significant reduction of 1% compared to the previous fiscal year on an operating store basis ● Invested 232 million yen in three stores to install LED lighting Reduced CO₂ by 637t annually 	○	<ul style="list-style-type: none"> ● Reduce by 1% compared to previous fiscal year on an operating store basis ● Continue to expand the introduction of LED lighting
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> ● Food waste recycling rate: 73.2% (up 1.0% from the previous fiscal year) ● Waste recycling rate: 70.6% (up 1.0% from the previous fiscal year) ● Continue to improve waste recycling rate through more thorough separation of waste (continuation) 	<ul style="list-style-type: none"> ● Food waste recycling rate: 72.6% (up 0.4% from the previous fiscal year) ● Waste recycling rate: 70.2% (up 0.6% from the previous fiscal year) 	△	<ul style="list-style-type: none"> ● Food waste recycling rate: 73.6% (up 1.0% from the previous fiscal year) ● Waste recycling rate: 71.0% (up 0.8% from the previous fiscal year) ● Continue to improve waste recycling rate through more thorough separation of waste (continuation)
Implementing measures to conserve biodiversity				
	<ul style="list-style-type: none"> ● Tree planting: 1,500 trees ● Green wrapping (targets): 54,009 gifts ● Conduct tree planting activities through employee volunteers 	<ul style="list-style-type: none"> ● Tree planting: 1,230 trees ● Green wrapping: 44,944 gifts ● Conducted tree planting activities through employee volunteers (June: Fuefuki City in Yamanashi Prefecture) 	× × ○	<ul style="list-style-type: none"> ● Strengthening tree planting activities through promotion of green wrapping, reduction in plastic shopping bags, and use of simple packaging and eco-friendly packaging Target rate of decrease in shopping bag use: 30% Target number of trees: 1,500 trees
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Environmental e-learning courses: Taken by all employees ● Number of employees taking the Eco Test: 140 Pass rate: 90% ● Create the best proposal for the 2nd CSV Idea Competition 	<ul style="list-style-type: none"> ● Environmental e-learning courses: Taken by all employees ● Include information about social and environmental issues in company newsletter (special feature on SDGs) ● Number of employees who took the Eco Test: 128 Pass rate: 85.7% ● CSV Idea Competition: Achieved over-the-counter sales of fruits cultivated using compost made from exotic fish removed from Lake Biwa, as well as disseminating information about Lake Biwa conservation efforts 	○ △ ○	<ul style="list-style-type: none"> ● Provide environmental education to all employees ● Number of employees taking the Eco Test: 100 Pass rate: 90% ● Continue implementation of employee idea competitions that achieve both social contributions and corporate development

Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
Number of stores	Stores	17	15	15
CO ₂ emissions*1 *2	t-CO ₂	142,853	123,507	116,173
CO ₂ emissions from store operations*1	t-CO ₂	142,241	123,062	115,753
Electricity consumption in store operations *1	GWh	261	221	211
Electricity consumption in store operations *1	1,000m ³	1,855	1,656	1,583
Consumption of container and packaging materials	t	1,276	1,280	1,281
Waste disposal (recycling rate)	t (%)	24,310(67.3)	21,226(69.6)	21,060(70.2)
Food waste recycling rate	%	69.4	72.2	72.6

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

*2 The date represents CO₂ emissions stemming from the use of energy for store, Head Office, corporate sales, and distribution center operations.

Supporting the Active Role of Women, Youth, and Seniors across the Group and in Society

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Development of human resources				
	<ul style="list-style-type: none"> ● New training seminar participants: 1,800 participants (breakdown) <ul style="list-style-type: none"> · Self-Directed Sales Area Training Course: 1,200 participants · Career Advancement Course: 600 participants 	<ul style="list-style-type: none"> ● New training seminar: 1,090 participants (breakdown) <ul style="list-style-type: none"> · Self-Directed Sales Area Training Course: 849 participants · Career Advancement Course Concluded in the fiscal year ended February 28, 2019 ⇒ Replaced by "GLOBIS All-you-can learn" from the fiscal year ended February 29, 2020 onward GLOBIS All-you-can-learn seminar: 241 participants 	×	<ul style="list-style-type: none"> ● New training seminar: 1,200 participants (breakdown) <ul style="list-style-type: none"> · Fundamental training using videos (Management support service ClipLine) · Required participants: 200 people (120 new employees in 2020, 80 new employees in 2019) · GLOBIS All-you-can-learn Participants: 1,000
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Review annual total working hours (enhance annual statutory holidays) ● Encourage taking of annual paid leave (increase maximum number of half-day leave) ● Review leave system of partner employees ● Further spread awareness of childbirth and childcare support systems 	<ul style="list-style-type: none"> ● Annual total working hours: Reduced by 15.5 hours (number of annually scheduled days off revised to 114 days (+ 2 days)) ● Percentage of annual paid leave taken: 19.7% (+ 1.7%) ● Revised the number of days/period length for wedding/funeral leave, childcare leave, and nursing care leave for partner employees to be the same as for regular employees ● Percentage of childcare leave taken: 33.8% (+ 5.0%) * Percentage taken by male employees: 28.0% (- 10.1%) 	<p>○</p> <p>○</p> <p>○</p> <p>△</p>	<ul style="list-style-type: none"> ● Further review of annual total working hours Target for annual scheduled working hours: 1,867.5 hours (- 77.45 hours) Target for annual days offs: 116 days (+ 2 days) ● Percentage of annual paid leave taken: 25% ● Percentage of childcare leave taken by male employees: 35%
Effective use of diverse human resources				
	<ul style="list-style-type: none"> ● Number of people to appoint from contractual employees to full-time employees: 50 ● Hire 5 mid-career specialist employees * Conducted only in first half of FY2019 ● Percentage of female managers (section manager or higher positions): 15.1% (45 managers) 	<ul style="list-style-type: none"> ● Employees appointed as full-time employees: 32 Employees appointed as limited store staff: 28 ● Mid-career specialist employees hired: 3 <ul style="list-style-type: none"> · Salespeople specialized in art: 1 · Men's clothing fitters: 1 · Accounting staff: 1 ● Percentage of female managers (section managers): 13.0% (35 managers) 	<p>△</p> <p>△</p> <p>×</p>	<ul style="list-style-type: none"> ● Encourage promotion to limited store staff in response to diversification in work styles ● Hire 3 mid-career specialist employees ● Percentage of female managers (section manager): 20.0% (54 managers)
Assuring worker health and safety				
	<ul style="list-style-type: none"> ● Deploy health promotion activities for employees who have a BMI of 25 or higher and have high risks of lifestyle-related diseases 	<ul style="list-style-type: none"> ● Continued rolling out a health campaign using the employee cafeteria to combat metabolic syndrome 	○	<ul style="list-style-type: none"> ● Roll out activities that promote health, such as health seminars, and continue to implement campaigns that utilize the employee cafeteria

Personnel Data

Breakdown of number of employees (as of the end of February 2020)		(persons)
Full-time employees*1		2,780
	Male	1,746
	Female	1,034
Part-time staff**2		2,568
	Male	262
	Female	2,305
Number of employees (full-time employees + part-time staff)		5,348
	Male	2,008
	Female	3,339
New graduate employees hired		63
	Male	23
	Female	40
Mid-career employees hired		0
	Male	0
	Female	0

	FY2017	FY2018	FY2019
Average length of service (full-time employees)	22 years 8 months	22 years 8 months	23 years 0 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	222 (5, 118)	220 (8, 116)	183 (7, 101)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	7 (0, 4)	7 (0, 5)	11 (0, 9)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)**4	400 (34.0%)	366 (33.7%)	329 (34.8%)
	Team leader	302 (54.7%)	269 (59.0%)
	Section manager	34 (11.1%)	39 (13.1%)
	Division manager	28 (12.0%)	23 (11.3%)
	Corporate officer	3 (13.0%)	2 (8.7%)
Percentage of employees with disabilities*5	2.16%	2.25%	2.22%
Percentage of paid leave taken by full-time employees	27.4%	24.4%	20.8%
Frequency rate of workplace accidents	0.37	0.33	0.69
Severity rate of workplace accidents	0.00	0.01	0.01

*1 Data includes 101 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 from Helpline for Employees

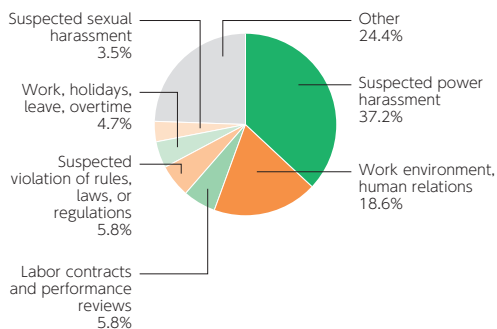
The number of cases received this fiscal year increased by approximately 50% compared to the previous year, with more than 50% arising from power harassment or the working environment. This is very likely due to thorough awareness about the employee helpline (in-house reporting system), and at the same time, employees themselves feeling less hesitance toward using the helpline due to the guarantee of anonymity.

The resolving mechanism are; upon confirmation of the facts and clarification of the causes and issues, we work on measures to improve and prevent reoccurrence through advice from our lawyers and collaboration with the relevant departments.

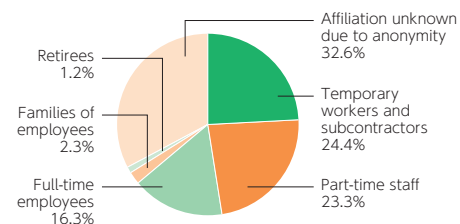
We continue to strive to strengthen compliance with the law and office regulations, and we periodically conduct training for employees about compliance and risk management.

Going forward, we will continue to work on improving the reliability of the Employee Helpline and preventing accidents and incidents from occurring.

Breakdown of reports by category for FY2019 Reports received: 86 (up 50.9% from the previous fiscal year)



By user category



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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Offering eco-friendly products	<ul style="list-style-type: none"> Continue hosting Alaska Sustainable Seafood fair and listing on oseibo (winter gift) catalogs 	<ul style="list-style-type: none"> Alaska Sustainable Seafood fair conducted at 12 stores (4 more than the previous fiscal year) and listed in ochugen (mid-year gift) and oseibo (winter gift) catalogs Sold Valentine's chocolates that included donations to developing countries (new) 	○	<ul style="list-style-type: none"> Strengthen proposals for products with certification symbols, such as Alaska Seafood Strengthen the development of eco-friendly products, using organic and recycled materials

Akachan Honpo Co., Ltd.

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

Number of stores as of fiscal year ended February 29, 2020: 117 (including 1 FC store)

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

FY2019 Targets/Results and FY2020 Targets

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

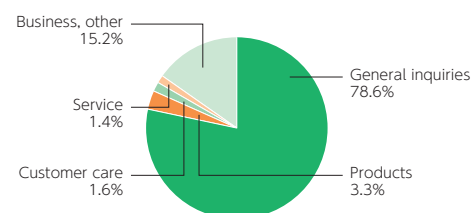
Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting childcare and elderlies				
	● Increase the number of internal certified employees (maternity advisors) and aim to place dedicated customer care staff (maternity advisors who primarily assist with preparations for childbirth) in all stores (except new stores)	● The number of certified maternity advisors doubled to 208 and the number of dedicated staff was 129, but the number of stores was 91, so they were unable to be placed in all stores	△	● Aim to place dedicated maternity advisors (maternity advisors who primarily assist with preparations for childbirth) at all stores (other than new stores)
Providing support for disasters				
	● Respond when there are requests from disaster areas	● Collected disaster support funds and donations for September 2019 Typhoon No. 15 ● Collected disaster support funds and donations for October 2019 Typhoon No. 19	○	● Respond when there are requests from disaster areas

Providing Safety and Reliability through Products and Stores

Data from Customer Support

Operates customer support for 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, and uncertainties. In order to alleviate such anxieties 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 customer call center staff more than ever before.

Breakdown of inquiries by category for FY2019
Inquiries received: 16,916
(up 4.6% from the previous fiscal year)



FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Target number of lot defects: 25 cases or fewer ● Establish the same target as the previous fiscal year. In addition to preventing occurrence at product inspection, which is the final stage of checks before delivery, identify the cause of product defects, apply the lessons learned, and execute the measure to prevent from the reoccurrence. 	<ul style="list-style-type: none"> ● Number of lot defects: 21 (including 10 private brand products) ● Target achieved However, there were many cases of returns due to the need for re-inspection, and the total annual return results (excluding consignments) were slightly higher than the results for the previous fiscal year ● We selected main business partners to work on improvements, but there were differences in effectiveness and progress 	○	<ul style="list-style-type: none"> ● Number of lot defects: 20 cases or fewer, and 80% decrease in total returns from the previous fiscal year ● Work to prevent product-related accidents by identifying their root causes and taking countermeasures
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> ● Proactively set up a space that can be used both for relaxation and as an event venue 	<ul style="list-style-type: none"> ● Event and relaxation spaces actively set up in new stores 	△	<ul style="list-style-type: none"> ● Proactively set up a space that can be used both for relaxation and as an event venue
Providing appropriate information				
	<ul style="list-style-type: none"> ● Conduct in-house training regarding laws and regulations related to FT (4 times) <ul style="list-style-type: none"> · Act against Unjustifiable Premiums and Misleading Presentations · Abuse of dominant bargaining position · Subcontracting Act · Act Concerning Special Measures for Pass-on of Consumption Tax ● Share CSR activities within the company by issuing in-house version of CSR report four times each year 	<ul style="list-style-type: none"> ● Number of internal training sessions: 8 <ul style="list-style-type: none"> · Training sessions held for Subcontracting Law (manufacturing consignment): 2 · Training sessions held for Act Concerning Special Measures for Pass-on of Consumption Tax: 4 · Implemented training for new buyers · Explained the concept of normal prices at product sales meetings ● Shared CSR activities internally four times during the year 	○	<ul style="list-style-type: none"> ● Create detailed materials on the Act against Unjustifiable Premiums and Misleading Presentations and release them internally ● Conduct training (practical measures) for new buyers for product categories related to the Subcontract Act ● Share CSR activities internally four times a year
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> ● The goal is the same as for the previous fiscal year, which is to not exceed the previous fiscal year's results. Because there are differences in responding levels among the stores, create an FAQ for stores about first response to customers, etc., so that all stores can respond at the same service level, improve initial responses, and report accuracy so as to minimize the complaints ● 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 	<ul style="list-style-type: none"> ● Complaints about customer services: 510 (a decrease of 16 cases compared to the previous fiscal year, or 97%) PPM*: While the number of complaints was 26.2 (increase of 0.6, or 102% compared to the previous fiscal year), the PPM worsened. While the overall number of cases decreased, the number of cases related to provided services increased by 20 cases from the previous year. The main cause was the lack of information about various promotions, coupons, and rewards ● Compliments: 60 (an increase of 11 cases compared to the previous fiscal year, or 122%) We worked to improve motivation for part-time workers by immediately sharing not only complaints, but also compliments (expressions of gratitude) with headquarters and store staff 	△	<ul style="list-style-type: none"> ● The goal is the same as for the previous fiscal year, which is to not exceed the previous fiscal year's results Promptly disclose timely topics and trends with seasonal complaint based on feedback from customers during the previous week and complaints from the same week of the previous year, which will lead to reduced complaints due to advance preparation In addition, utilize customer and store feedback to continue to respond with a customer-first mindset, propose smooth store operations, and continue to provide manuals in collaboration with headquarters Aim to make active use of chatbots (automatic conversation programs), which were introduced the previous fiscal year, for staff and focus on creating an environment where stores can respond to inquiries quickly and at any time, as well as provide weekly updates

* 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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Apita Shinmoriyama store Lighting upgrade (reduction of approximately 10.4 tons on CO₂ annually) 	<ul style="list-style-type: none"> ● Apita Shinmoriyama store Lighting upgrade (reduction of approximately 28.0 tons on CO₂ annually) 	○	<ul style="list-style-type: none"> ● LALA GARDEN TSUKUBA GHP (gas heat pump) air conditioning upgrade (approximately 158 tons on CO₂ annually)
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> ● Plastic bag turndown rate: 8.0% 	<ul style="list-style-type: none"> ● Plastic bag turndown rate: 6.1% 		<ul style="list-style-type: none"> ● Plastic bag turndown rate: 8.0% (- 6/30) ● Plastic bag non-purchase rate: 60% (7/1 - 2/28)
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● In addition to "June Environment Month," proactively raise awareness employees through the internal newsletter and company-wide business correspondence ● From June, which is Environment Month, to February 2020, carry out collection of empty contact lens cases for recycle companywide 	<ul style="list-style-type: none"> ● Proactively raise employee awareness about the environment through internal newsletter (4 times a year)/companywide business correspondence (once a month) ● From June, which is Environment Month, to February 2020, carry out collection of empty contact lens cases for recycle companywide 	○	<ul style="list-style-type: none"> ● Proactively raise employee awareness about the environment through internal newsletter (four times a year)/companywide business correspondence (once a month) ● Carry out collection of empty contact lens cases companywide in the fiscal year ending February 28, 2021 too

Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
CO ₂ emissions* ¹ * ²	t-CO ₂	16,669	15,822	14,645
CO ₂ emissions from store operations (per store)* ¹	t-CO ₂	16,432(144)	15,615(142)	14,478(124)
Electricity consumption in store operations * ¹	GWh	29	29	27
Water usage in store operations* ¹	1,000m ³	22	28	20
Plastic bag turndown rate	%	5.8%	5.6%	6.1%

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

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

Supporting the Active Role of Women, Youth, and Seniors across the Group and in Society

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Development of human resources				
	● In addition to new recruits, conduct training for all employees in second year and third year of employment (grade-specific training for younger employees)	● Held training for participation by young employees (subcommittee)	○	● Increase the number of sessions recommended for young employees and hold correspondence training twice a year
Implementing fair assessment and treatment of employees				
	● Percentage of employees who take leave: 100%	● Percentage of employees who took leave: 100%	○	● Percentage of employees who take leave: 100%
Achieving a work-life balance				
	● Increase percentage of employees taking childcare leave to 30% or more ● Monthly overtime per person: Less than 14 hours	● Percentage of employees who took childcare leave: 23.0% ● Monthly overtime per person: 8.4 hours	× ○	● Keep each employee's overtime below 6 hours
Effective use of diverse human resources				
	● Make it such that no stores lack a part-time leader ● Percentage of female managers (section manager or higher): 30% ● Maintain the current level of employees working childcare-related reduced hours	● Five stores without part-time leaders (excluding new stores) remaining ● Percentage of female managers (section managers): 22.5% ● Maintained the current level of employees working childcare-related reduced hours	△	● Make it such that no stores lack a part-time leader ● Percentage of female managers (section manager or higher): 30%
Assuring worker health and safety				
	● Workplace accidents: less than 30	● Workplace accidents: 27	○	● Workplace accidents: less than 30

Personnel Data

Breakdown of number of employees (as of the end of February 2020)		(persons)
Full-time employees*1		1,012
	Male	586
	Female	426
Part-time staff*2		1,207
	Male	60
	Female	1,147
Number of employees (full-time employees + part-time staff)		2,219
	Male	646
	Female	1,573
New graduate employees hired		92
	Male	38
	Female	54
Mid-career employees hired		14
	Male	9
	Female	5

	FY2017	FY2018	FY2019
Average length of service (full-time employees)	14 years 10 months	14 years 7 months	14 years 7 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	108 (0, 64)	73 (0, 41)	132 (0, 94)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	4 (0, 4)	3 (0, 3)	1 (0, 1)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)**4	188 (33.7%)	189 (34.4%)	201 (36.0%)
	Team leader	120 (46.0%)	131 (49.2%)
	Section manager	67 (25.6%)	55 (22.3%)
	Division manager	1 (3.6%)	3 (8.1%)
	Corporate officer	3 (18.8%)	1 (8.3%)
Percentage of employees with disabilities*5	2.10%	2.10%	2.26%
Percentage of paid leave taken by full-time employees	41.2%	36.6%	38.6%
Frequency rate of workplace accidents	0.35	0.34	0.33
Severity rate of workplace accidents	0.01	0.04	0.03

*1 Data includes 18 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.

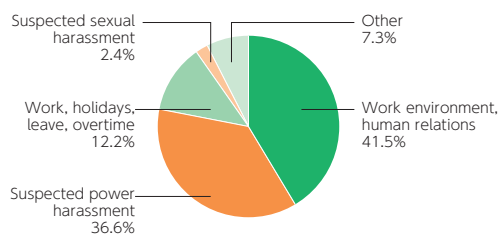
Data from Helpline for Employees

Due to insufficient communication, there were many reports received from employees who felt they were subject to power harassment. Throughout the company, we work continuously to convey the importance of communication for all.

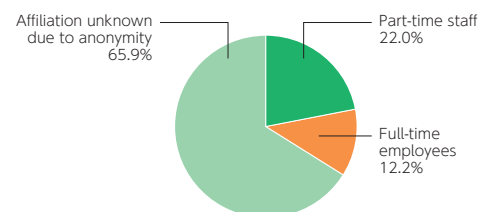
Continuing in FY2020, the education department will lead compliance training in cooperation with staff who deal in fair trade, quality management, and legal affairs issues, and so forth, for new recruits through to specialist employees.

Breakdown of reports by category for FY2019

Reports received: 41
(down 6.8% from the previous fiscal year)



By user category



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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting careers and seniors				
	<ul style="list-style-type: none"> ●Continue to maintain the system for actively accepting work experience participation ●Continue to hold children's food education classes for children to gain knowledge about food 	<ul style="list-style-type: none"> ●Work experience participation results: 334 students from 121 junior high schools 21 students from elementary schools ●Food education class held: 9 times 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ●Continue to maintain the system for actively accepting work experience participation, and accept high school students for class assignments ●Expand areas and stores where food education classes are held
Cooperating with local community revitalization				
	<ul style="list-style-type: none"> ●Continue to conduct procurement via relay cropping ●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 ●Training for supporters of people with dementia: 300 people 	<ul style="list-style-type: none"> ●Primarily featured leafy vegetables such as lettuce, cabbage, and Chinese cabbage ●Child-rearing support agreements were concluded with all local governments where Denny's stores are located Three new food loss reduction agreements were concluded ●Dementia supporter training session: Not held 	<ul style="list-style-type: none"> △ ○ × 	<ul style="list-style-type: none"> ●New investigations into contract methods for expansion of and coexistence with rice production areas (Example: multi-year contracts) ●Continue cooperation on childcare support and expand agreements for reducing food loss ●Support various local welfare facilities, etc., by donating ingredients to food banks
Providing support in times of disaster				
	<ul style="list-style-type: none"> ●Continue to proactively respond to requests received in the event of disaster from the municipalities 	<ul style="list-style-type: none"> ●Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ●Continue to proactively respond to requests received in the event of disaster from the municipalities

Providing Safety and Reliability through Products and Stores

Data from Customer Support

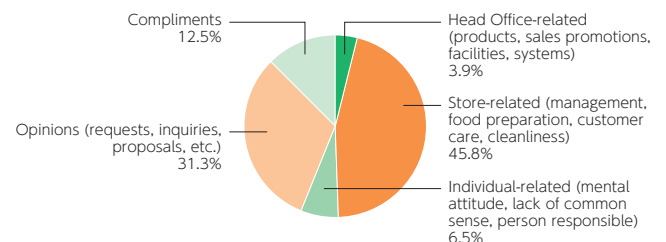
In FY2019, the number of complaints received decreased to 91.8% compared to the previous fiscal year, and the number of compliments also decreased to 88.3%. The top complaints related to food preparation were that the food was cold and the presentation was sloppy, and the top complaint related to customer service was that the responses to complaints were bad.

Complaints: 3,033 to 2,785 cases (a decrease of 248 cases, or 8.2% from the previous fiscal year)

Compliments: 913 to 807 cases (a decrease of 106 cases, or 11.7% from the previous fiscal year)

In FY2020, we will work to improve customer satisfaction by responding to each opinion with sincerity, with the aim of reducing the number of store-related complaints received and increasing the number of compliments received.

Customer support inquiries by topic for FY2019 inquiries received: 5,933 (down 11.0% from the previous fiscal year)



FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Improve the accuracy of e-BASE contents (nutritional components) ● Reduce number of store-related complaints to 90% compared to the previous fiscal year 	<ul style="list-style-type: none"> ● Supported adding allergen information requested by the Consumer Affairs Agency to the recommended display items ● Re-confirmed allergen information for all ingredients and completely reviewed operational rules for changing ingredients ● Number of complaints related to stores: 91.8% compared to the previous fiscal year 	○	<ul style="list-style-type: none"> ● Further strengthen cooperation with manufacturers with regard to nutritional information and allergen labeling for new and changed products. Perform checks within departments, assign a person to be in charge, and periodically confirm ● Store complaints: 60% or fewer compared to the previous fiscal year ● Number of compliments: 100% or more compared to the previous fiscal year
Assuring appropriate information provision				
	<ul style="list-style-type: none"> ● Provide information in English on our website for the 20 equivalent items in the second half of FY2019 	<ul style="list-style-type: none"> ● Provided information in English on our website for the 20 equivalent items in October 2019 	○	<ul style="list-style-type: none"> ● In the first half of FY2020, release 21 equivalent items, with almonds added to the allergen information, on menu-related media and the website
Responding sincerely to customers' opinions (organization)				
	<ul style="list-style-type: none"> ● Share the feedback situation with management on a weekly basis to allow for quick improvements. Target is 80% complaints and 120% compliments when compared to the previous fiscal year 	<ul style="list-style-type: none"> ● For sales executives, focused on the worst complaint items, shared causes and improvement measures based on specific cases, and provided guidance to stores 	△	<ul style="list-style-type: none"> ● Share customer feedback with executives (department managers) on a weekly and monthly basis, and ensure all executives have a shared understanding of problems and work to address them
Providing support in times of disaster				
	<ul style="list-style-type: none"> ● Continue to proactively respond to requests received in the event of disaster from the municipalities 	<ul style="list-style-type: none"> ● Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments 	○	<ul style="list-style-type: none"> ● Continue to proactively respond to requests received in the event of disaster from the municipalities

Non-Wasteful Usage of Products, Ingredients and Energy

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Air conditioners replaced whose functions have reduced over time: 178 units at 55 stores 	<ul style="list-style-type: none"> ● Replacement of air conditioners: 249 units, carried out at 89 stores 	○	<ul style="list-style-type: none"> ● In addition to replacing individual air conditioners, install solar panels in new stores (target: 3 stores)
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> ● 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 ● Food waste recycling rate: 50% 	<ul style="list-style-type: none"> ● Certification of joint food recycling loop joint among 5 restaurants (Japan's first joint certification within the same industry). Increase of 15 tons/year in food residue recycling ● Food recycling rate: 55.3% 	○	<ul style="list-style-type: none"> ● Certification of food recycling loop for coffee grounds ● Food recycling rate: 56%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Actively encourage all employees to pass the Eco Test by 2020 ● Target number of employees to take the Eco Test each year: 450 	<ul style="list-style-type: none"> ● Number of employees who took Eco Test: 640 ● Accumulated total: 1,116 	○	<ul style="list-style-type: none"> ● Promote Eco Test: 100 examinees per year ● * In FY2019 and FY2020, promote examinations primarily for new employees.

Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
CO ₂ emissions* ¹	t-CO ₂	75,209	69,638	64,894
CO ₂ emissions from store operations* ¹	t-CO ₂	73,161	67,634	62,897
CO ₂ emissions from delivery vehicles* ¹ * ²	t-CO ₂	1,889	1,845	1,856
Electricity consumption in store operations * ¹	GWh	121	118	115
Water usage in store operations* ¹ * ²	1,000m ³	1,493	1,543	1,353
Waste disposal (recycling rate)	t (%)	11,029(29.7)	10,021(24.9)	8,959(22.8)
Food waste recycling rate	%	49.0	49.5	55.3

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

*² The values are for Denny's only.

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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting development of employee abilities				
	<ul style="list-style-type: none"> ● Conduct corporate philosophy education and fundamental training for all employees by 7FS University 	<ul style="list-style-type: none"> ● Fundamental training I: Held 79 times (1,359 attendees) ● Fundamental training II: Held 48 times (727 attendees) 	○	<ul style="list-style-type: none"> ● Practical training for store managers: Held 40 times (for 444 people) ● Practical training for leaders and those in charge: Held 27 times (for 196 people) ● Hold manager appointment training and single course training
Assuring fair assessment and treatment of employees				
	<ul style="list-style-type: none"> ● Fundamentally revise evaluation system 	<ul style="list-style-type: none"> ● Designed system for quantitative evaluation Designed an evaluation system that provides a numerical score using basic items and 54 items related to legal compliance and business performance 	○	<ul style="list-style-type: none"> ● Quantitative evaluation system launched (Denny's)
Achieving a work-life balance				
	Average monthly overtime <ul style="list-style-type: none"> ● Full-time employees: 16h. ● Contract employees: 16h. ● Part-time: 3h. ● Monthly rate of leave-taking: 85% or more 	<ul style="list-style-type: none"> ● Full-time employees: 16h. ● Contract employees: 16h. ● Part-time: 3h. ● Monthly rate of leave-taking: 95% 	○	<ul style="list-style-type: none"> ● Full-time employees: 15h. ● Contract employees: 15h. ● Part-time: 3h. ● Monthly rate of leave-taking: 95% or more
Making use of diverse human resources				
	<ul style="list-style-type: none"> ● Percentage of seniors employed: 7% or more ● Number of foreign employees: 350 ● Percentage of female managers Section manager or higher position: 11% Team leader or higher position: 12% 	<ul style="list-style-type: none"> ● Percentage of seniors employed: 7% ● Number of foreign employees: 352 ● Percentage of female managers Section manager or higher position: 9% Team leader or higher position: 27% 	○ ○ △ ○	<ul style="list-style-type: none"> ● Percentage of seniors employed: 7% or more ● Number of foreign employees: 350 (2.46%) ● Percentage of female managers Section manager or higher position: 10% Team leader or higher position: 30%
Assuring consideration for worker health and safety				
	<ul style="list-style-type: none"> ● Decrease number of occupational accidents at work to 250 or below ● Participation rate in regular health checks by employees: 100% ● Participation rate in secondary health checks by employees: 100% ● Participation rate in health checks by employees who work the late night shift: 100% ● Stress check rate: 100% 	<ul style="list-style-type: none"> ● Number of occupational accidents at work: 322 ● Participation rate in regular health checks by employees: 99.6% ● Participation rate in secondary health checks by employees: 85% ● Participation rate in health checks by employees who work the late night shift: 95% ● Stress check rate: 100% 	× △ × △ ○	<ul style="list-style-type: none"> ● Decrease number of occupational accidents at work to 300 or below ● Participation rate in regular health checks by employees: 100% ● Participation rate in secondary health checks by employees: 100% ● Participation rate in health checks by employees who work the late night shift: 95% ● Stress check rate: 100%

Personnel Data

Breakdown of number of employees (as of the end of February 2020)		(persons)
Full-time employees*1		1,159
	Male	943
	Female	216
Part-time staff*2		6,947
	Male	1,753
	Female	5,194
Number of employees (full-time employees + part-time staff)		8,106
	Male	2,696
	Female	5,410
New graduate employees hired		54
	Male	22
	Female	32
Mid-career employees hired		1
	Male	1
	Female	0

	FY2017	FY2018	FY2019
Average length of service (full-time employees)	14 years 8 months	15 years 2 months	15 years 10 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	45 (1, 39)	54 (6, 38)	49 (1, 33)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	1 (0, 1)	0 (0, 0)	1 (0, 1)
Number of volunteer leave recipients	0	4	4
Number of female managers (percentage)*4	277 (28.1%)	268 (28.3%)	228 (25.5%)
	Team leader	259 (30.5%)	216 (27.4%)
	Section manager	8 (9.8%)	7 (9.0%)
	Division manager	0 (0.0%)	1 (7.1%)
	Corporate officer	5 (38.5%)	4 (28.6%)
Percentage of employees with disabilities*5	2.55%	2.74%	2.87%
Percentage of paid leave taken by full-time employees	36.6%	36.6%	58.2%
Frequency rate of workplace accidents	0.78	0.85	1.18
Severity rate of workplace accidents	0.02	0.03	0.02

*1 Data includes 64 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)

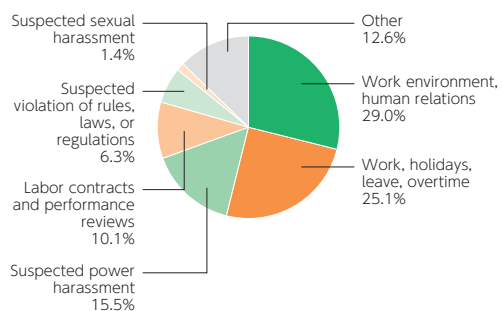
*4 The percentage of team leaders or higher positions.

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

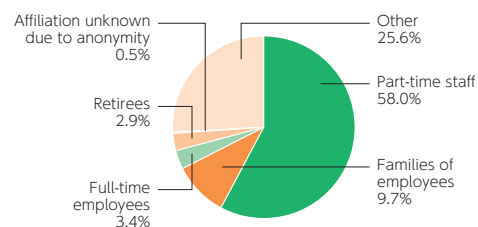
Data from Helpline for Employees

The revised Act for Overall Promotion of Work Policies was announced in June 2019, and the total number of consultations increased by 111.9% compared to the previous fiscal year (185 in the fiscal year ended February 28, 2019). Awareness of improving the workplace environment has increased in importance, and we will focus on harassment and work-life balance, adapt the content of training depending on the targeted recipients and their job positions, and strive to improve the workplace environment through targeted awareness-raising activities.

Breakdown of reports by category for FY2019 Reports received: 207 (up 11.9% from the previous fiscal year)



By user category



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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> ● Encourage storytelling activities with sponsoring the picture book "Bonolon, Warrior of the Forest" as a pillar activity ● Continue donations of picture books ● Strengthen cooperation with children's centers 	<ul style="list-style-type: none"> ● Held events where Bonolon picture books were read aloud at children's centers, the National Olympics Memorial Youth Center, and PEP Kids Koriyama ● Continued donating picture books to children's centers by issuing Bonolon cash cards ● Donated to the "Supporting Everyone's Communication Project" of the Foundation for Promoting Sound Growth of Children 	○	<ul style="list-style-type: none"> ● Continue to support raising next-generation children primarily through cooperation with the "Bonolon, Warrior of the Forest" picture book for reading aloud
Promoting regional development				
	<ul style="list-style-type: none"> ● Encourage employees to participate in regional contribution activities 	<ul style="list-style-type: none"> ● Number of employees who took volunteer leave: 13 ● Participated in Group national cleanup activities ● Held an ATM workshop to foster awareness about the ATM voice guidance service (in collaboration with the Japan Braille Library and Kawasaki City Information and Culture Center for the Visually Impaired) 	○	<ul style="list-style-type: none"> ● Encourage employees to participate in regional contribution activities
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> ● Continue to gather and utilize information on anti-social forces to prevent transactions ● Continue to implement effective measures to prevent financial crimes, and provide safe and secure payment environments to all customers ● Strive to prevent the expansion of financial crimes by strengthening collaboration with investigation agencies and business partners 	<ul style="list-style-type: none"> ● Appropriately prevented transactions from anti-social forces by continuing to gather and utilize information on them ● Strengthened measures against financial crimes that are evolving and diversifying, by installing new systems ● Implemented initiatives to prevent all types of financial crimes by strengthening collaboration with investigation agencies and business partners 	○	<ul style="list-style-type: none"> ● Eliminate transactions using the system based on information that is constantly collected ● Continue to implement effective measures to prevent financial crimes, and provide safe and secure payment environments to all customers ● Strive to prevent the expansion of financial crimes by strengthening collaboration with investigation agencies and business partners

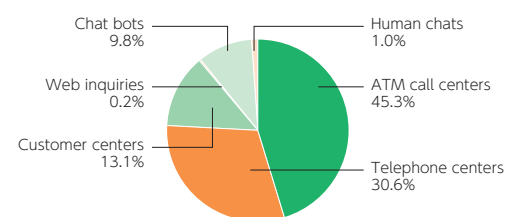
Providing Safety and Reliability through Products and Stores

Data from Customer Support

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.

Breakdown of inquiries by category for FY2019
Inquiries received: 1,102,511
(up 19.8% from the previous fiscal year*)



* From FY2019, the number of inquiries includes inquiries via chatbots and manned chats.

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> ● Enhance maintenance of the system through continuous training to ensure that BCP is carried out 	<ul style="list-style-type: none"> ● BCP training (initial response training for countermeasures headquarters, etc.) was continuously conducted to maintain and strengthen the system Number of training sessions: 23 	○	<ul style="list-style-type: none"> ● Expand the assumed scope of BCP and further strengthen the system Number of training sessions planned: 17
Maintain more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> ● Continue to promote ATM functions to meet diverse needs 	<ul style="list-style-type: none"> ● Expanded services with entities other than financial institutions Expansion of alliances with fund transfer companies (auPAY, PayPay, Merpay, etc.) ● Start of installation of 4th-generation ATMs Number of units installed: 1,150 ● Conducted a demonstration experiment in which face recognition was used at an ATM to open an account 	○	<ul style="list-style-type: none"> ● Promote ATM functions to meet diverse needs
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> ● Continue implementing initiatives to improve CS (Customer Satisfaction) ● 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 ● Optimize response channels ● Improve product services and respond to new services 	<ul style="list-style-type: none"> ● Establish a system for responding to new services Considered measures that assume a large increase in incoming calls due to the start of new services · Gained understanding of customer feedback regarding 4th-generation ATMs and shared them with relevant departments ● Expanded the response range of chatbots, improved customer satisfaction by improving AI accuracy, and optimized the response channel 	○	<ul style="list-style-type: none"> ● Continue initiatives to improve customer satisfaction ● Perform analysis and consider improvements to make ATMs comfortable to use ● Prepare for a system that allows for multi-channel inquiries, which are a match for the times

Non-Wasteful Usage of Products, Ingredients and Energy

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> ● Continue measuring and disclosing greenhouse gas emission volumes (Scope 3 emissions) through the supply chain that the company indirectly discharges 	<ul style="list-style-type: none"> ● The entire Seven & i Group continued to identify and disclose Scope 3 emissions (of which our company had 3,557 tons of CO₂) 	○	<ul style="list-style-type: none"> ● Continue measuring and disclosing greenhouse gas emission volumes (Scope 3 emissions) through the supply chain that the company indirectly discharges
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> ● Promote paperless operations 	<ul style="list-style-type: none"> ● Reduced amount of documents via paperless meetings and free addresses ● Reduced amount of stored documents by reviewing the document storage period 	○	<ul style="list-style-type: none"> ● Promote paperless operations
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> ● Promote the 3Rs (reduce, reuse, recycle), including in offices 	<ul style="list-style-type: none"> ● Rental furniture is partially used ● Have removed ATMs fixed/maintained and re-install ● Recycled discarded ATMs (100%) 	○	<ul style="list-style-type: none"> ● Promote the 3Rs (reduce, reuse, recycle), including in offices
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> ● Continue active participation in Seven & i Holdings' volunteer activities on Environment, Regional development, and others ● Enhance Seven Bank's own volunteer programs on environment and increase its participants 	<ul style="list-style-type: none"> ● Donated food to the food bank "Second Harvest Japan" through food drive activities ● Participated in collections of empty contact lens cases for recycle ● Conducted environmental conservation activities at Takaonomori Nature School with 31 participants (including family members) 	○	<ul style="list-style-type: none"> ● Continue to actively participate in environmental volunteer activities (participate in Seven-Eleven Memorial Foundation environmental conservation activities)

Environmental Data

Challenges	Unit	FY2017	FY2018	FY2019
Volume of paper ordered for office automation equipment	1,000 sheets	4,591	4,804	3,298
Electricity use at the offices*	MWh	1,134	1,143	1,141

* 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 across the Group and in Society

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Development of human resources				
	<ul style="list-style-type: none"> ● Increase opportunities for personnel exchange both internally and externally, and support the growth for independent leaders of next-generation 	<ul style="list-style-type: none"> ● Mid-career employees sent to business school: 17 people ● Newly appointed manager training (coaching, 1 on 1) Number of trainees: 65 ● Employees sent to domestic graduate school Employees sent: 1 person ● Conducted leader cultivation training led by Seven & i Holdings Number of trainees: 2 ● External training for executive candidates, etc. Number of trainees: 15 	○	<ul style="list-style-type: none"> ● Increase opportunities for personnel exchange both internally and externally, and provide a workplace that trains employees and supports the growth for independent leaders of next-generation <ul style="list-style-type: none"> · Training for managing subordinates in a remote environment (for managers) · Training for making internal communication more active (for new employees) · Expand programs for self-development · Conduct leader cultivation training led by Seven & i Holdings · External training for manager candidates, etc.
Achieving a work-life balance				
	<ul style="list-style-type: none"> ● Proactively utilize the system to support in good balance between work and childcare/nursing care 	<ul style="list-style-type: none"> ● Continue operating the support system for balancing work and family responsibilities, including reduced working hours and leave for reasons such as childcare and nursing care ● Introduced staggered hours work arrangement 	○	<ul style="list-style-type: none"> ● Proactively utilize the system to support in good balance between work and childcare/nursing care
Effective use of diverse human resources				
	<ul style="list-style-type: none"> ● Promote diversity inclusion ● Create environments and awareness that allow all employees to perform to their full potential, regardless of nationality or gender ● Activate inner communication ● Create opportunities for all employees to participate ● Conduct initiatives to improve the engagement 	<ul style="list-style-type: none"> ● Conducted lifelong planning seminars ● Implemented internal communication promotion measures <ul style="list-style-type: none"> · Luncheon seminars (promotion of business comprehension among employees) · Shuffle lunch time (exchange between departments) ● Conducted engagement survey (employee awareness survey) ● Invigorated the company through timely and appropriate recruitment ● Started using in-house social media 	○	<ul style="list-style-type: none"> ● Promote diversity and its inclusion ● Create environment and awareness that allow all employees to perform to their full potential, regardless of nationality or gender ● Activate inner communication ● Create opportunities for all employees to participate ● Conduct initiatives to improve the engagement [As concrete measures] <ul style="list-style-type: none"> · Continue the implementation of diversity training for newly appointed managers · Consider expanding the "re-challenge" plan · Implement internal webinars · Implement internal recruitment · Develop a flexible employment system such as staggered hours work arrangement
Assuring worker health and safety				
	<ul style="list-style-type: none"> ● Improve rate of paid leave taken ● Implement measures to reduce overtime in response to restrictions on overtime work ● Conduct stress check ups 	<ul style="list-style-type: none"> ● Percentage of paid leave taken: 82.7% * As of March 31, 2020 ● Dedicated 2 separate periods to encouraging employees to leave the office on time ● Improved management of working hours and overtime hours through the new employment management system Average overtime per month: 20.9 hours ● Conducted stress check ups 	○	<ul style="list-style-type: none"> ● Improve rate of paid leave taken ● Implement measures to reduce overtime in response to restrictions on overtime work ● Conduct stress check ups

Personnel Data

Breakdown of number of employees (as of the end of February 2020)		(persons)
Full-time employees*1		407
	Male	284
	Female	123
Contractual/part-time employees*2		84
	Male	9
	Female	75
Number of employees*3 (full-time employees + contractual/ part-time employees)		491
	Male	293
	Female	198
New graduate employees hired		13
	Male	7
	Female	6
Mid-career employees hired		39
	Male	21
	Female	18

	FY2017	FY2018	FY2019
Average length of service (full-time employees)**4	8 years 2 months	8 years 3 months	8 years 0 months
Number of full-time employees who took childcare leave*5 (males, contractual/ part-time employees)	16 (2, 5)	12 (2, 4)	11 (1, 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	13	8	13
Number of female managers (percentage)*6	55 (17.9%)	55 (19.4%)	63 (23.6%)
	Team leader	34 (32.1%)	38 (37.3%)
	Section manager	23 (12.8%)	22 (16.3%)
	Division manager	0 (0.0%)	0 (0.0%)
	Corporate officer	2 (8.3%)	3 (13.0%)
Percentage of employees with disabilities*7	2.20%	2.31%	2.20%
Percentage of paid leave taken by full-time employees	87.2%	75.7%	78.2%
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	2	3	11

*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 team leaders or higher positions in FY2017 and FY2018, 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

FY2019 Targets/Results and FY2020 Targets

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

Challenges	FY2019 Targets and Plans	FY2019 Results and Outcomes	Evaluation	FY2020 Targets
Offering eco-friendly products	● Stable operations of eco-friendly ATMs	● Began installing 4th-generation ATMs, which save energy by approx. 40% compared with 3rd-generation ones, out of concern for the environment	○	● Promote replacement installations of energy-saving 4th-generation ATMs