

# Seven-Eleven Japan Co., Ltd

Number of stores as of the end of FY2012: 15,072

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

## Reducing the Environmental Impact

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Improving energy efficiency and introducing renewable energy				
	- CO <sub>2</sub> emissions per store: Reduce to 66.4 tons or below - Install solar panels at 5,000 stores	- CO <sub>2</sub> emissions per store: 85 tons*7 - Solar panels installed at 6,500 stores in total	△	- Promote use of LED lighting for chilled cases - Promote use of hybrid vehicles in logistics
Reducing waste and developing a recycling-oriented society				
	- Reduce the use of plastic bags relative to the previous fiscal year - Food waste recycling rate: 36.1% or higher	- Use of plastic bags per store: 0.94 tons - Food waste recycling rate: 48.9%	△	- Reduce year-on-year use of plastic bags per store - Food waste recycling rate: 50.9% or higher
Raising environmental awareness among employees				
	- Review the details of training provided to employees - Publish a CSR leaflet	- Started planning for basic environmental training in cooperation with Group companies - Published a leaflet in December 2012	○	- Implement basic environmental training

## Environmental Data

Challenges	Unit	FY2010	FY2011	FY2012
CO <sub>2</sub> emissions*1 *2	t-CO <sub>2</sub>	1,022,901	1,039,043	1,372,058
CO <sub>2</sub> emissions from store operations (per store)*2	t-CO <sub>2</sub>	880,044 (69.9)	897,183 (66.4)	1,222,882(85.0)
Logistics-related CO <sub>2</sub> emissions*3	t-CO <sub>2</sub>	140,742	140,121	146,581
Electricity consumption in store operations (per store)*2	GWh (MWh)	2,241 (178)	2,285 (169)	2,444 (169)
Water consumption in store operations*4	1,000 m <sup>3</sup>	—	—	7,811
Plastic bag consumption per store (by weight)	t	0.89	0.92	0.94
Waste disposal (recycling rate)*5	t (%)	324,540 (45.3)	308,724 (43.8)	324,753 (46.4)
Food waste recycling rate*6	%	31.7	34.1	48.9

\*1 The data show CO<sub>2</sub> emissions stemming from the use of energy in store, logistics, headquarters, training center and district office operations.

\*2 Calculations are based on estimated electricity consumption for stores where data was not available.

\*3 This data represents CO<sub>2</sub> emissions stemming from the use of energy for distribution center operation and delivery trucks. For FY2011, some data were not available due to the influence of the Great East Japan Earthquake.

\*4 Calculations are based on estimated water consumption by approximately 3,000 stores in Tokyo and other ordinance-designated cities.

\*5 Calculations are based on estimated emissions by the stores in Tokyo, Kyoto, etc. The period of the calculations was January to December, and the amount of baseline emissions was changed in FY2011. The amount of food waste was calculated based on the standard of \*6.

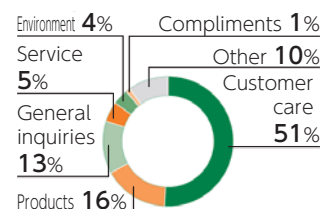
\*6 Calculated based on the reports submitted by food recycling companies. The period of the calculations was April to March.

## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

Moving forward under the banner of “nearby, convenient stores,” we are focusing on customer services that will bring our stores closer to the customer both physically and psychologically. We will also make continual improvements to our customer service training course, allowing employees to take it repeatedly so that they can get back to the basics again and again.

Description of contacts received by Customer Response Service by topic (FY2012)  
Contacts received: 87,863 (107% of the previous fiscal year)



## FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Ensuring the quality and safety of products and services				
	- Take efforts in a planned manner, to have all plants obtain NDF-HACCP certification	- Certified plants: 139 of 161 - Certification ratio: 86.3% (90.1% in the previous fiscal year's level)	△	- Take efforts in a planned manner, to have all plants obtain NDF-HACCP certification
Making stores and facilities more customer-friendly and reliable				
	- Stores adopting barrier-free design: 294 - Stores where the minimum necessary facilities continue operation even during blackouts: 1,350	- Stores adopting barrier-free design: 328 stores (111.6% of the previous fiscal year's level) - Stores where the minimum necessary facilities continue operation even during blackouts: 1,354 stores (100.3% of the previous fiscal year's level)	○	- Stores adopting barrier-free design: 298 - Stores where the minimum necessary facilities continue operation even during blackouts: 1,500
Assuring appropriate information provision				
	- Make part of the product and other information on the website viewable on smartphones	- Made information about products, sale/campaigns, and services viewable on smartphones	○	- Add a new webpage to the corporate website about measures designed to ensure food safety and reliability. Provide information on the elimination of artificial preservatives and coloring in addition to information on the reduction of trans-fatty acids, which has already been made available
Responding sincerely to customer opinions (organization)				
	- Post the toll-free phone number on the website, with a target of increasing the number of calls received to 110% of the previous fiscal year	- The number of calls received was 107.3% of the previous fiscal year's level. Enhancing the skills of customer service employees enabled us to respond to more customer opinions and comments.	△	- Enhance skills of customer service employees through internal and external training to be able to better respond to opinions and comments from customers.

## Coexisting with Local Communities

## FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting young parents and the elderly				
	- Increase the number of in operation to 50, and strengthen the supporting measures for product delivery.	- Number of mobile stores: 33 We run mobile stores in 15 prefectures across Japan, providing local customers with shopping support	△	- Increase the number of mobile stores to 100, and the number of product delivery service vehicles (electric vehicles) to 1,000 in a further effort to be "nearby, convenient stores"
Assisting in local community revitalization				
	- Continue with support for boosting the local economy based on the comprehensive cooperation agreements	- Concluded comprehensive cooperation agreements for community revitalization with Fukuoka City, Mie Prefecture, and Yokohama City (renewal), bringing the total to 32 prefectures and 10 cities	○	- Work to conclude agreements with additional municipalities and strengthen ties with existing municipal partners
Providing support in times of disaster				
	- Deepen collaboration with disaster prevention desk of municipalities for building an organization that enables even more prompt responses	- Concluded disaster support agreements with Yamaguchi Prefecture and Fukuoka City (cumulative total)	○	- Strengthen ties with public disaster prevention agencies to build an organization that can deliver a more effective response in light of the increasingly vital role the retail industry plays in the community when a major disaster hits
Implementing crime prevention measures for local communities				
	- Increase the membership ratio in crime prevention council and the participation ratio among member stores in crime prevention drills to 50%	- Membership ratio to crime prevention council: 38.0% Participation ratio to crime prevention drills: 48.7%	△	- Strengthen ties with local crime prevention councils, etc. to boost member store participation in crime prevention drills and seminars to 50%

## Creating Fulfilling Workplaces

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting development of employee abilities				
	- Start providing Operations Field Consultants (OFCs) with annual training - Enhance the education program for OFC candidates	- Conducted regular training (6-month and 1-year courses) for new OFCs - Provided training to employees of directly operated stores	○	- Enhance training (compliance training, training for new OFCs and new DMs, nationwide TS meeting, etc.)
Assuring fair assessment and treatment of employees				
	- Number of applicants to the candidate system: 120% of the previous fiscal year's level - Percentage of female managers: 10%	- Number of applicants: 116 (75.3% of the previous fiscal year's level) - Percentage of female managers: 7.6%	△	- Number of applicants: 120% of the previous fiscal year's level - Percentage of female managers: 10%
Achieving a work-life balance				
	- Increase the number of male users at least to one - Encourage employees to take consecutive leave twice a year	- Number of male users: 1	△	- Increase the number of male users at least to one - Encourage employees to take consecutive leave twice a year
Making use of diverse human resources				
	- Employ 30 foreign students - Employ 15 people with disabilities	- Employed 23 foreign students (vs. 17 in the previous fiscal year) - Employed 6 people with disabilities (2 in the previous fiscal year)	△	- Employ 30 foreign students - Employ 15 people with disabilities
Assuring consideration for worker health and safety				
	- Reduce the number of traffic accidents and violations by 10% year on year - Reduce the number of industrial accidents by 10% year on year	- Number of traffic accidents and violations: 1,944 (111.3% of the previous fiscal year's level) - Number of industrial accidents: 128 (100.0% of the previous fiscal year's level)	×	- Reduce the number of traffic accidents and violations by 10% year on year - Reduce the number of industrial accidents by 10% year on year

## Personnel Data

Breakdown of number of employees (as of the end of February 2013)	
Full-time employees	6,070
Male	4,527
Female	1,543
Part-time staff*1	3,830
Employees (full-time employees + part-time staff)	9,900
New graduate employees hired (males, females)	322 (Males 162, Females 160)
Mid-career employees hired	295
Re-employment	18

	FY2010	FY2011	FY2012
Average length of service (full-time employees)	9 years 4 months	9 years 7 months	9 years 5 months
Number of full-time employees who took childcare leave (males)	45 (0)	65 (0)	49 (1)
Number of full-time employees who took nursing leave (males)	0	0	0 (0)
Number of volunteer leave recipients	1	0	0 (0)
Percentage of women in management positions*2	7.0%	7.1%	7.6%
Percentage of employees with disabilities*3	1.87%	1.89%	2.05%
Percentage of paid holidays taken by full-time employees*4	5.5%	5.7%	8.1%
Frequency rate of industrial accidents*5	0.08	0.06	0.04
Severity rate of industrial accidents	0.003	0.002	0.002

\*1 Number of part-time staff working at directly operated stores (the monthly average number, with 8 hours/day counted as one employee)

\*2 Excluding executive officers

\*3 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

\*4 Holidays remaining from the preceding fiscal year are not included.

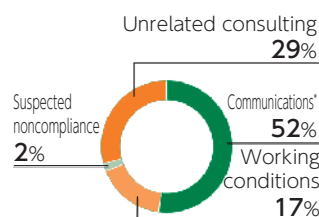
## Data for Consultation Services for Employees

The number of consultations received in FY2012 was up year on year to total 48 due partly to our efforts to promote the help line system.

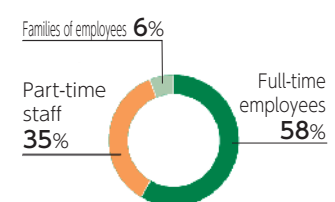
Since there was an obvious lack of communication between regular employees and part-timers working at our directly operated stores, we re-examined our training programs and worked to increase their awareness.

We also started semiannual departmental training aimed at ensuring compliance by all employees in light of last year's trend.

Description of contacts received by Internal Consultation Service by topic (FY2012)  
Contacts received: 48 (141% of the previous fiscal year's level)



By user category



## Reducing the Environmental Impact

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>- Improve the environmental impact index by 1%</li> <li>- Reduce the delivery distance per store by 1%</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental impact index: deteriorated by 10% from the previous fiscal year</li> <li>- Reduce the delivery distance per store by 5.3%</li> </ul>	△	<ul style="list-style-type: none"> <li>- Number of stores using LED light bulbs: 140</li> <li>- Reducing CO<sub>2</sub> emissions by 12,700 t-CO<sub>2</sub> after switching from conventional lighting</li> <li>- Delivery distance per store: 261,000 km (1% reduction for existing centers; a 12,000-km increase due to opening of 3 additional frozen food distribution centers)</li> </ul>
Reducing waste and developing a recycling-oriented society				
	<ul style="list-style-type: none"> <li>- Food waste recycling rate: 45%, stores that implement the recycling: 100 stores</li> <li>- Turndown rate of plastic bags in the final month of FY2012: 50%</li> </ul>	<ul style="list-style-type: none"> <li>- Food waste recycling rate: 45.2%</li> <li>- Stores that implement the recycling: 90 stores</li> <li>- Turndown rate of plastic bags in February 2013: 66.1%</li> </ul>	○	<ul style="list-style-type: none"> <li>- Food waste recycling rate: 48%</li> <li>- Stores that implement the recycling: 100 stores</li> <li>- Turndown rate of plastic bags in February 2014: 70%</li> </ul>

## Environmental Data

Challenges	Unit	FY2010	FY2011	FY2012
CO <sub>2</sub> emissions* <sup>1</sup>	t-CO <sub>2</sub>	591,464	466,187	533,110* <sup>2</sup>
CO <sub>2</sub> emissions from store operations (Environmental impact index* <sup>3</sup> )	t-CO <sub>2</sub> (t-CO <sub>2</sub> /m <sup>2</sup> × 1 million h)	564,975 (117)	439,934 (94)	507,499* <sup>2</sup> (103)
CO <sub>2</sub> emissions by delivery vehicles	t-CO <sub>2</sub>	24,017	24,070* <sup>4</sup>	23,340* <sup>2</sup>
Electricity consumption in store operations	GWh	1,256	943	853* <sup>2</sup>
Water consumption in store operations	1,000 m <sup>3</sup>	7,353	7,684	5,793* <sup>2</sup>
Plastic bag consumption (turndown rate) at the food section	t	2,717 (43.1)	2,725 (43.3)	2,409 (47.6)
Waste disposal (recycling rate)* <sup>2</sup>	t (%)	131,918 (65.2)	129,375 (66.2)	132,051 (66.3)
Food waste recycling rate* <sup>2</sup>	%	36.7	39.4	45.2

\*1 CO<sub>2</sub> emissions stemming from the use of energy in store, headquarters, training center and distribution center operations and by delivery vehicles.

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

\*3 CO<sub>2</sub> emissions per (total sales floor area x opening hours) Figures for FY2010 and 2011 were recalculated using the new method implemented to calculate the FY2012 data.

\*4 For some vehicles, the in-vehicle terminal models were updated to include CO<sub>2</sub> emissions from transportation between delivery companies and distribution centers, because of which the amount of CO<sub>2</sub> emissions increased.  
Some data was not available due to the impact of the Great East Japan Earthquake.

CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual. CO<sub>2</sub> emissions for FY2012 were calculated in accordance with the manual revised in March 2013.

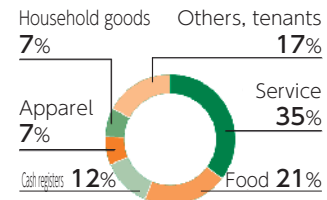


## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

The number of contacts received from customers in FY2012 was up and totaled 93,108 (113% of the previous fiscal year's level). Thirty-five percent of them were about services. We will continue to respond to customer feedback by analyzing the causes of the complaints.

Description of contacts received by Customer Response Service by topic (FY2012)  
Contacts received: 93,108 (113% of the previous fiscal year's level)



### FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Ensuring the quality and safety of products and services				
	- Revise our own quality standards for the first time in five years, including product categories	- Published the revised standards in November	○	- Develop a guidebook designed for enhancing customer services - Enter the Best Contributors to Product Safety Awards for the first time in two years
Making stores and facilities more customer-friendly and reliable				
	- Formulate countermeasures against volcanic disasters accompanying earthquakes	- Developed countermeasures against possible eruption of Mt. Fuji as part of our large-scale disaster countermeasures	○	- Revise the Tokyo Metropolitan Area Epicentral Earthquake Countermeasures - Share the countermeasures against possible eruption of Mt. Fuji across the organization and develop specific departmental countermeasures
Assuring appropriate information provision				
	- Enhance training through management meetings for the apparel, household goods and food products divisions in order to maintain appropriate labeling	- Ratio of items graded A: 96% (up a point from the previous fiscal year)	○	- Enhance training through management meetings for the apparel, household goods and food products divisions in order to maintain appropriate labeling - Maintain the ratio of items graded A at 96%
Responding sincerely to customer opinions (organization)				
	- Reduce complaints on services - Increase the number of complimentary comments	- Number of complaints about services: 32,524 (99% of the previous fiscal year's level) - Number of complimentary comments: 1,631 (1% of the previous fiscal year's level)	○	- Enhance ability to respond to service-related complaints by analyzing their causes with an eye to reducing such complaints - Actively share complimentary comments throughout the company and implement a commendation program, etc. to increase the number of compliments

## Coexisting with Local Communities

### FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting young parents and the elderly				
	- Develop products that will help the elderly live more convenient and comfortable lives, not limited to nursing care goods, and enhance the education of salespeople so that they can appropriately explain the product functions to customers	- Developed 200 new products, conducted training 7 times with 280 participants	△	- Develop products that will help eliminate the inconveniences elderly people experience in their daily lives
Providing support in times of disaster				
	- Continue to work on concluding agreements with municipalities to provide support in times of disaster and look into opportunities to sign an agreement with the Japan Self Defense Forces	- Concluded agreements with the Japan Ground Self-Defense Force, 1 ward, 2 cities, and 1 fire department	○	- Continue to work on concluding agreements with Hiroshima, Hyogo, Okayama, Nagano and other prefectures and municipalities to provide support in times of disaster - Work to conclude agreements with fire and police departments for the provision of food and other supplies in the event of a disaster

## Creating Fulfilling Workplaces

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting development of employee abilities				
	- Increase the percentage of employees in ranks 1 to 3 to 60% - Provide managers of existing stores with new training	- Percentage of personnel in ranks 1 to 3: 46.3% - Offered 8 courses including 2 new courses taught by external instructors. Conducted hands-on follow-up training (in-store training) for each rank	△	- Narrow down courses necessary for store managers to increase their participation rate - Strengthen hands-on training for each rank to enhance employees' practical skills
Assuring fair assessment and treatment of employees				
	- Promote the establishment of workplaces where the abilities of employees are fairly evaluated regardless of gender	- Percentage of female managers: 18.2% (Up 1.5% year on year)	○	- Foster a workplace environment where the abilities of employees are fairly evaluated
Achieving a work-life balance				
	- Reduce the overtime to 95% of the previous fiscal year's level	- 110% of the previous fiscal year's level	×	- Streamline operations to reduce overtime by 5% year on year. Ensure all employees take days off.
Making use of diverse human resources				
	- Hold readily understood and highly persuasive seminars on human rights and normalization, by showing the backgrounds, specific examples, and numerical data to participants	- Number of training sessions: 51; total number of participants: 2,846	○	- Hold seminars where employees learn about the context and basic ideas behind promoting human rights awareness and normalization through specific examples with an eye to enhancing employees' practical skills
Assuring consideration for worker health and safety				
	- Examine the causes of industrial accidents and countermeasures, and make all employees aware of the results to prevent the recurrence of similar accidents	- Frequency rate: 1.81, severity rate: 0.03	△	- Focus on reducing lost work-time accidents

## Personnel Data

Breakdown of number of employees (as of the end of February 2013)	
Full-time employees	8,672
Male	6,474
Female	2,198
Part-time staff*1	28,637
Employees (full-time employees + part-time staff)	37,309
New graduate employees hired (males, females)	91 (Males 42, Females 49)
Mid-career employees hired	14
Re-employment	170

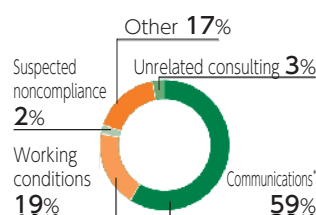
	FY2010	FY2011	FY2012
Average length of service (full-time employees)	19 years 2 months	20 years 0 month	20 years 4 months
Number of childcare leave recipients (males and part-time staff)	201 (0, 87)	192 (0, 97)	194 (0, 100)
Number of nursing leave recipients (males and part-time staff)	26 (2, 23)	8 (1, 7)	22 (0, 18)
Number of volunteer leave recipients	3	14	2
Percentage of women in management positions <sup>2</sup>	16.3%	16.7%	18.2%
Percentage of employees with disabilities <sup>3</sup>	1.87%	1.89%	2.05%
Percentage of paid holidays taken by full-time employees <sup>4</sup>	16.5%	11.2%	11.4%
Frequency rate of industrial accidents	1.72	1.67	1.81
Severity rate of industrial accidents	0.03	0.03	0.03

\*1 Monthly average number, with 163 hours/month counted as one employee \*2 Excluding executive officers \*3 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems. \*4 Holidays remaining from the preceding fiscal year are not included.

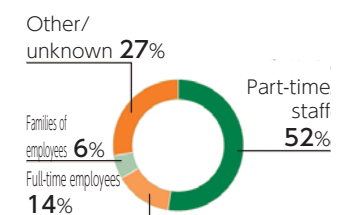
## Data for Consultation Services for Employees

The majority of contacts came from part-time employees. Most of them were concerned about interpersonal relationships with their supervising managers. We will continue our ongoing efforts to teach managerial employees about the importance of daily communication in training sessions for new managerial employees, etc.

Description of contacts received by Internal Consultation Service by topic (FY2012)  
Contacts received: 220 (91.3% of the previous fiscal year's level)



By user category



# Sogo & Seibu Co., Ltd.

Number of stores as of the end of FY2012: 24

Website: <http://www.sogo-seibu.co.jp/csr.html> (in Japanese)

## Reducing the Environmental Impact

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Attaining an appropriate grasp of environmental impact				
	- Launched measures to acquire ISO 14001 certification at two Robinson stores	- Robinson (now Seibu) acquired ISO14001 certification at two stores	○	- Undergo an ISO14001 renewal audit and get its certification renewed
Improving energy efficiency and introducing renewable energy				
	- Reduce CO <sub>2</sub> emissions by 1% - Examine introducing more LED lights	- Introduced LED lights on the ground floor of core stores and fitting rooms at 14 store locations	○	- Reduce CO <sub>2</sub> emissions by 1% - Examine introducing more LED lights
Reducing waste and developing a recycling-oriented society				
	- Food waste recycling rate: 52% - Increase the waste recycling rate to 100% at the main store in Ikebukuro	- Food waste recycling rate: 51.1% - The main store in Ikebukuro achieved a 100% waste recycling rate	△	- Food waste recycling rate: 52% - Waste recycling rate: 61%
Implementing measures to conserve biodiversity				
	- Increase people's awareness of green wrapping to plant 1,200 trees - Plant trees in the Kai Zenko-ji forest to create an ecologically rich satoyama forest	- Planted 1,270 trees over the year - Planted 1,270 trees in the Kai Zenko-ji forest	○	- Increase people's awareness of green wrapping to plant 1,300 trees - Plant trees in the Kai Zenko-ji forest to create an ecologically rich satoyama forest
Offering eco-friendly products				
	- Continue proposing environmentally friendly products	- Proposed environmentally friendly products on an ongoing basis: 97 items	○	- Continue proposing environmentally friendly products
Raising environmental awareness among employees				
	- Increase employees' awareness on a continual basis - Implement a campaign to encourage employees to save the use of electricity at their homes	- All employees completed an e-learning class - Implemented a campaign to encourage all employees to save electricity at their homes	○	- Increase employees' awareness on a continual basis - Implement a campaign to encourage employees to save the use of electricity at their homes

## Environmental Data

Challenges	Unit	FY2010	FY2011	FY2012
CO <sub>2</sub> emissions* <sup>1</sup>	t-CO <sub>2</sub>	206,473	173,868	188,486* <sup>2</sup>
CO <sub>2</sub> emissions from store operations	t-CO <sub>2</sub>	205,937	173,365	187,831* <sup>2</sup>
Electricity consumption in store operations	GWh	444	376	357* <sup>2</sup>
Water consumption in store operations* <sup>2,3</sup>	1,000 m <sup>3</sup>	2,892	2,704	2,438
Packaging consumption	t	1,720	1,675	1,623
Waste disposal (recycling rate)	t (%)	31,687 (58.2) * <sup>4</sup>	32,749 (61.2)	32,020(60.6)
Food waste recycling rate	%	42.5* <sup>4</sup>	51.2	50.3

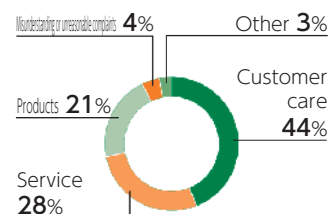
\*1 CO<sub>2</sub> emissions stemming from the use of energy in store, headquarters and distribution center operations. \*2 The period of the calculations was April to March.  
\*3 Figures for FY2010 and 2011 were recalculated using the same categories as used for the FY 2012 data. \*4 Seibu Kasukabe store (formerly Robinson's Kasukabe store) and Seibu Odawara store (formerly Robinson's Odawara store) are not included in the results.  
CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual. CO<sub>2</sub> emissions for FY2012 were calculated in accordance with the manual revised in March 2013.

## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

During FY2012, we analyzed and identified causes of complaints specific to each department based on customer feedback and implemented specific improvement measures to increase customer satisfaction. Moreover, in our internal newsletters, we continually featured examples of good sales practices that helped increase customer satisfaction and should be common goals for all salespersons. In FY2013, we will continue our efforts to cultivate a corporate culture that leads to better customer satisfaction by solving the problems facing each department.

Description of contacts received by Customer Response Service by topic (FY2012)  
Contacts received: 12,503 (90.3% of the previous fiscal year's level)



## FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>- Continue to conduct audits and production process inspections at plants that produce private brand products</li> <li>- Store managers and other management personnel are to conduct hygiene inspection in kitchens. Acquisition of the Department Store Food Safety Adviser qualification is to be mandated.</li> <li>- Audit plants that make private brand apparel and general merchandise</li> </ul>	<ul style="list-style-type: none"> <li>- Conducted audits and inspections at 34 locations</li> <li>- Store managers and other management personnel attended the Department Store Food Safety Adviser seminar (149 managers attended, as of April 2013)</li> <li>- Audit accuracy was improved as a result of establishment and review of production processes, inspection documents, etc.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue to have store managers and other management personnel conduct kitchen inspections</li> <li>- Strengthen inspection system for private brand apparel and general merchandise</li> <li>- Introduce e-learning system to the educational curriculum for apparel and general merchandise categories and provide 1,500 employees with such an e-learning opportunity</li> </ul>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>- Consider installing more equipment at the time of sales floor renovation</li> </ul>	<ul style="list-style-type: none"> <li>- Installed automatic doors on the first basement level entrance to Kobe store</li> <li>- Installed toddler toilet seats in the bathrooms on the children's clothing floor at six large-scale stores</li> </ul>	○	<ul style="list-style-type: none"> <li>- Consider installing more equipment at the time of sales floor renovation</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>- Promote activities to analyze customer needs by department, identify issues facing each department, and reflect them in sales strategies</li> </ul>	<ul style="list-style-type: none"> <li>- Article series entitled "1,000 Voices" (customer service on the sales floor) was featured 12 times in the internal newsletter in order to enhance customer response abilities at stores</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue to step up on activities to analyze customer needs by department, identify issues facing each department, and reflect them in sales strategies</li> </ul>

## Coexisting with Local Communities

## FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>- Expand "Pre-Mama Stations"</li> <li>- Establish the Pre-Mama Counters at all the stores, where customers can consult with midwives and health nurses on a regular basis</li> <li>- Develop more products by incorporating the wishes customers shared with the midwives</li> <li>- Develop more specialty salespersons</li> <li>- Continue to operate the permanent trade-in service corners for children's shoes</li> </ul>	<ul style="list-style-type: none"> <li>- Pre-Mama Station: 6 stores Offered monthly seminars/Number of consultations: 18,109</li> <li>- Pre-Mama Counter: 12 stores Offered weekly consultation sessions/Number of consultations: 1,728</li> <li>- Developed products that incorporate wishes customers shared with the midwives/22 products in FY2012</li> <li>- 34 baby product advisers, 26 shoe fitters, and 32 shoe advisers</li> <li>- Number of children's shoes traded in: 83,687 pairs</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue operating the Pre-Mama Stations and Counters and hold seminars and events for the whole family to enjoy</li> <li>- Develop products by incorporating the wishes customers share with the midwives</li> <li>- Develop more specialty salespersons</li> <li>- Increase the number of children's shoes to be traded in to 90,000 pairs</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>- Hold more localized events</li> </ul>	<ul style="list-style-type: none"> <li>- Hosted various local events at stores, including green curtain events, water sprinkling activities, work experience programs for elementary school students, and locavore campaigns</li> <li>- Concluded a comprehensive cooperation agreement with Saitama Prefecture</li> </ul>	○	<ul style="list-style-type: none"> <li>- Hold more localized events</li> <li>- Conclude a comprehensive cooperation agreement with Akita Prefecture</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>- Continue fostering cooperation with local governments and companies, including measures for people having difficulties in going home in the event of large earthquakes</li> </ul>	<ul style="list-style-type: none"> <li>- Hosted a disaster preparedness fair at each store location in cooperation with the Ministry of Internal Affairs and Communications' Fire and Disaster Management Agency, Kanagawa prefectural government, etc.</li> <li>- Participated in a council that discussed measures to aid people who will have difficulty getting home in the event of a disaster. The council, composed of municipalities and companies located around main terminal stations, such as Ikebukuro, Shibuya, and Chiba Stations, discussed ways to work together in the event of a disaster</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue fostering cooperation with local governments and companies, including measures for people having difficulties in going home in the event of large earthquakes</li> <li>- Conclude an agreement with Saitama Prefecture concerning the provision of supplies in the event of a disaster</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>- Continue to cooperate with local communities to establish disaster and crime prevention systems</li> </ul>	<ul style="list-style-type: none"> <li>- Participated in community disaster drills (designed to aid people who may have difficulty getting home in the event of a disaster), crime prevention patrols, etc.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue to cooperate with local communities to establish disaster and crime prevention systems</li> </ul>



## Creating Fulfilling Workplaces

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting development of employee abilities				
	- Hold open seminars with better content for an additional 3,000 employees per year	- Target was achieved with a total of 3,135 participants (26 more than the previous fiscal year)	○	- Develop and implement measures to boost the number of seminar participants and license holders with an aim to secure 3,000 new seminar participants each year
Assuring fair assessment and treatment of employees				
	- Percentage of female managers: (1) team leaders: 50.0% and (2) section managers and those in higher positions: 10.0%	- (1) Team leaders: 32.5% (2) Section managers and those in higher positions: 8.0%	△	- Percentage of female managers: at least 10.0% of section managers and those in higher positions are women
Achieving a work-life balance				
	- Hold a consultation meeting to help employees who will return to work from childcare leave relieve their concerns - Expand and enhance the system to allow employees to work shorter hours for childcare	- Held a round table discussion for female employees on maternity/childcare leave (giving 4 from Kansai and 12 from Kanto an opportunity to consult with employees who have taken maternity/childcare leave in the past) - Made special arrangements for business locations where employees raising children work	○	- Develop and implement measures to make the workplace more women-friendly (work with the Group Diversity Promotion Committee)
Making use of diverse human resources				
	- Continue implementing the system to promote non-regular employees to regular employees (about five employees)	- Number of contractual employees promoted to full-time status: 3	△	- Continue implementing the system to promote non-regular employees to regular employees (about five employees) - Hire mid-career specialist employees (about five employees)
Assuring consideration for worker health and safety				
	- The Health and Safety Committee carried out inspections on the workplace environment to decrease the number of industrial accidents year on year.	- Reduced frequency rate and severity rate of industrial accidents thanks to the Health and Safety Committee which includes at least one industrial physician	○	- Step up on measures to prevent lifestyle-related diseases and promote mental health (reduce the number employees on leave due to mental health problems on a year-on-year basis)

## Personnel Data

Breakdown of number of employees (as of the end of February 2013)		
Full-time employees		4,470
	Male	(3,034)
	Female	(1,436)
Part-time staff*1		3,826
Employees (full-time employees + part-time staff)		8,296
New graduate employees hired (males, females)	38 (Males 23, Females 15)	
Mid-career employees hired	1	
Re-employment	428	

	FY2010	FY2011	FY2012
Average length of service (full-time employees)*2	19 years 6 months	20 years 9 months	21 years 0 month
Number of childcare leave recipients (males and part-time staff)	48 (0, 23)	89 (0, 12)	148 (2, 54)
Number of nursing leave recipients (males and part-time staff)	2 (0, 2)	4 (1, 4)	13 (5, 3)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions*3	24.3%	23.3%	20.3%
Percentage of employees with disabilities*2,4	1.85%	1.89%	2.00%
Percentage of paid holidays taken by full-time employees*5	12.8%	11.4%	6.6%
Frequency rate of industrial accidents	0.43	0.59	0.30
Severity rate of industrial accidents	0.01	0.01	0.00

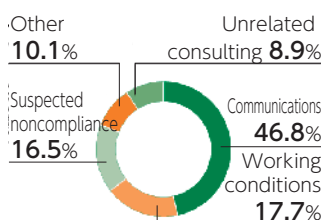
\*1 Robinson's is not included in the results. Monthly average number, with 8 hours/day counted as one employee  
\*2 Excluding executive officers \*3 Excluding executive officers \*4 The rate for the fiscal year is the rate as of June 1 of the following fiscal year.  
\*5 Holidays remaining from the preceding fiscal year are not included for FY2010 or after.

\*2 Robinson's is included in the result.

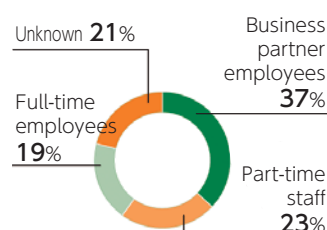
## Data for Consultation Services for Employees

There were some isolated cases where a lack of communication caused problems. We will instruct managers to maintain and enhance communication with their staff. The headquarters' General Affairs Department will inspect the progress every six months. In FY2012, compliance training will continue to be provided on legal affairs, safety management, and quality management.

Description of contacts received by Internal Consultation Service by topic (FY2012)  
Contacts received: 79 (95.2% of the previous fiscal year's level)



### By user category



# York-Benimaru Co., Ltd.

Number of stores as of the end of FY2012: 184

Website: <http://www.yorkbeni.co.jp/enviro/index.html> (in Japanese)

## Reducing the Environmental Impact

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>- Limit the use of electricity to up to 110% of the previous fiscal year's level</li> <li>- Open more all electric stores</li> </ul>	<ul style="list-style-type: none"> <li>- Power usage was 103.0% of what it was in the previous fiscal year.</li> <li>- Open more all electric stores</li> </ul>	○	<ul style="list-style-type: none"> <li>- Promote improved implementation of power-saving standards in a well-planned and efficient manner</li> <li>- Overhaul air conditioning systems (switch from heavy oil to electricity)</li> <li>- Switch to high-efficiency lighting equipment</li> </ul>

## Environmental Data

Challenges	Unit	FY2010	FY2011	FY2012
CO <sub>2</sub> emissions <sup>1</sup>	t-CO <sub>2</sub>	156,865	130,307	187,299 <sup>2</sup>
CO <sub>2</sub> emissions from store operations (per store)	t-CO <sub>2</sub>	138,777 (816)	116,011 (659)	165,186 (898) <sup>2</sup>
CO <sub>2</sub> emissions by delivery vehicles	t-CO <sub>2</sub>	13,094	9,169 <sup>3</sup>	14,294 <sup>2</sup>
Electricity consumption in store operations	GWh	333	280	301 <sup>2</sup>
Water consumption in store operations	1,000 m <sup>3</sup>	1,078	1,004	1,028 <sup>2</sup>
Plastic bag consumption (turndown rate) at the food section <sup>3</sup>	t (%)	381 (70.3)	370 (70.8)	392 (70.2)
Waste disposal (recycling rate)	t (%)	40,661 (52.4)	41,372 (47.5)	41,997 (50.3)
Food waste recycling rate <sup>4</sup>	%	30.2	24.0	30.2

<sup>1</sup> CO<sub>2</sub> emissions stemming from the use of energy in store, headquarters, training center and distribution center operations and by delivery vehicles.

<sup>2</sup> The period of the calculations was April to March.

<sup>3</sup> Excluding the data for March to May, which was unavailable due to the influence of the Great East Japan Earthquake

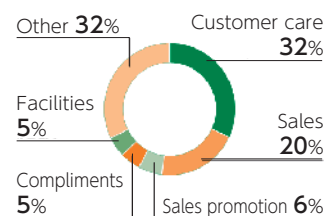
CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual. CO<sub>2</sub> emissions for FY2012 were calculated in accordance with the manual revised in March 2013.

## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

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

Description of contacts received by Customer Response Service by topic (FY2012)  
Contacts received: 2,732 (109.2% of the previous fiscal year's level)



**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>- Increase the amount of sales of three-star vegetables to 126.0% compared to the previous fiscal year' level</li> <li>- Increase the amount of sales of locally produced vegetables to 120.1% compared to the previous fiscal year' level</li> </ul>	<ul style="list-style-type: none"> <li>- 116.6% of the previous fiscal year's level</li> <li>- 115.2% of the previous fiscal year's level</li> </ul>	△	<ul style="list-style-type: none"> <li>- Increase the amount of three-star vegetable sales to 130.3% of the previous fiscal year's level</li> <li>- Increase the amount of locally produced vegetable sales to 114.5% of the previous fiscal year's level</li> </ul>
Making stores and facilities more customer-friendly and reliable				
	<ul style="list-style-type: none"> <li>- Increase the number of stores certified pursuant to the revised Barrier-Free Law</li> </ul>	<ul style="list-style-type: none"> <li>- 92 stores (as of end of February 2013)</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue to increase in FY2013 and onward</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>- Install toll-free phone numbers and customer feedback box</li> </ul>	<ul style="list-style-type: none"> <li>- Installed toll-free phone numbers and customer suggestion boxes</li> </ul>	○	<ul style="list-style-type: none"> <li>- Install toll-free phone numbers and customer feedback box</li> </ul>

## Coexisting with Local Communities

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>- Continue the blood drive, "Heartful Saturday," aiming for 450 donors</li> </ul>	<ul style="list-style-type: none"> <li>- 717 donors (blood drive held on October 13, 2012)</li> </ul>	○	<ul style="list-style-type: none"> <li>- Aim to get more than 500 donors</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>- Continue holding the Opening Memorial festival as an opportunity for the stores and local communities to make exchanges</li> </ul>	<ul style="list-style-type: none"> <li>- Held the Opening Memorial festival again this year</li> </ul>	○	<ul style="list-style-type: none"> <li>- Hold the festival again in FY2013</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>- Continue to cooperate with municipalities by concluding comprehensive cooperation agreements and other measures</li> </ul>	<ul style="list-style-type: none"> <li>- The number of municipalities increased by two to 20 as of the end of FY2012</li> </ul>	○	<ul style="list-style-type: none"> <li>- Consider entering agreements with municipalities upon request</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>- Continue to promote activities that provide children with "shelters"</li> </ul>	<ul style="list-style-type: none"> <li>- Continued the activity</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue the activity in FY 2013</li> </ul>

## Creating Fulfilling Workplaces

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
<b>Supporting development of employee abilities</b>				
	- Make steady use of the Target Achievement Records* in OJT	- The average results dipped slightly from 2.44 in September 2011 to 2.41 in March 2012 (down 1% year on year)	△	- Make further efforts to widely establish and promote OJT based on the Target Achievement Records to boost the average results
<b>Assuring fair assessment and treatment of employees</b>				
	- Increase the percentage of female managers to 10%	- The percentage of female managers remained flat from the previous fiscal year at 7.2%	×	- Increase the percentage of female managers to 10% - Conduct training for female managers in order to retain them
<b>Achieving a work-life balance</b>				
	- Encourage more employees, especially male employees, to take childcare leave and take paid holidays for childcare	- The number of employees who take childcare leave is increasing every year and is expected to remain on the rise - Childcare leave was taken by male employees two years in a row	○	- Increase the number of employees including full-time employees who take childcare leave - Continue to encourage male employees to take childcare leave
<b>Making use of diverse human resources</b>				
	- Increase the percentage of employees with disabilities to 2.0%	- Increased to 1.96% but failed to achieve the target	△	- The percentage of employees with disabilities required by law is now 2.0% as a result of an amendment to the law. Ensure achieving 2.0%.
<b>Assuring consideration for worker health and safety</b>				
	- Provide education on industrial accidents in Off-JT	- Introduced risk assessment to reduce industrial accidents	△	- Reduce the number of industrial accidents per year by 10%

\*The Target Achievement Records set specific requirements necessary for performing assigned duties, such as customer service, sales floor management, order placement, and cooking.

## Personnel Data

Breakdown of number of employees (as of the end of February 2013)		
Full-time employees		2,520
	Male	2,255
	Female	265
Part-time staff		10,396
Employees (full-time employees + part-time staff)		12,916
New graduate employees hired (males, females)	110 (Males 74, Females 36)	
Mid-career employees hired		0
Re-employment		13

	FY2010	FY2011	FY2012
Average length of service (full-time employees)	12 years 6 months	14 years 7 months	15 years 3 months
Number of childcare leave recipients (males and part-time staff)	40 (0, 35)	47 (1, 40)	63 (1, 55)
Number of nursing leave recipients (males and part-time staff)	2 (0, 1)	6 (3, 3)	4 (0, 4)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions	25.9%	7.1%	7.2%
Percentage of employees with disabilities	1.96%	1.90%	1.96%
Percentage of paid holidays taken by full-time employees	9.8%	8.8%	9.2%
Frequency rate of industrial accidents	2.56	2.94	2.27
Severity rate of industrial accidents	0.008	0.030	0.1

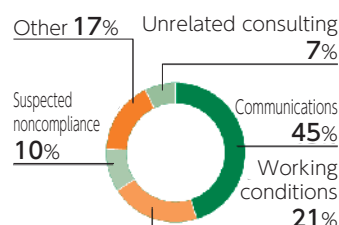
\*1 Monthly average number, with 8 hours/day counted as one employee \*2 Excluding executive officers \*3 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. \*4 Holidays remaining from the preceding fiscal year are not included.

## Data for Consultation Services for Employees

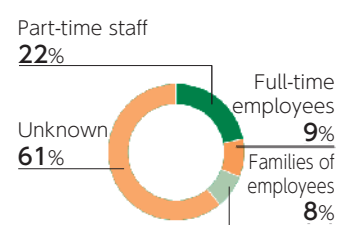
York-Benimaru provides employees with a help line service.

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

Description of contacts received by Internal Consultation Service by topic (FY2012)  
Contacts received: 76 (138.2% of the previous fiscal year's level)



By user category





# Seven & i Food Systems Co., Ltd. (in Japanese)

Number of stores as of the end of FY2012: 844

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

## Reducing the Environmental Impact

### FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
<b>Improving energy efficiency and introducing renewable energy</b>				
	<ul style="list-style-type: none"> <li>- Stores with LED bulbs installed: 166 stores, with CO<sub>2</sub> emissions reduced by 434 tons</li> <li>- Verify the effect of introducing a hybrid car (since November 2011) as a delivery vehicle</li> </ul>	<ul style="list-style-type: none"> <li>- Stores with LED bulbs installed: 166 stores, with CO<sub>2</sub> emissions reduced by 434 tons</li> <li>- Introduced three 3-ton hybrid vehicles in 2012. Although CO<sub>2</sub> emissions were cut by 993 kg, delivery was less efficient than with the 4-ton vehicles currently used for delivery.</li> </ul>	△	<ul style="list-style-type: none"> <li>- Stores with LED bulbs installed: 122 stores, with CO<sub>2</sub> emissions reduced by 268 tons</li> </ul>
<b>Reducing waste and developing a recycling-oriented society</b>				
	<ul style="list-style-type: none"> <li>- Continue to promote waste sorting and reduce waste generation, aiming at increasing the food waste recycling rate to 35% or higher</li> </ul>	<ul style="list-style-type: none"> <li>- Made thoroughgoing efforts on separating waste and recycling cardboard, cans, glass and plastic bottles, etc. and achieved a food waste recycling rate of 40.5%</li> </ul>	○	<ul style="list-style-type: none"> <li>- Recycle food waste at more store locations. Food waste is currently recycled at 96 stores including Denny's. Bring the number of stores that recycle food waste up to 100 in FY2013.</li> </ul>
<b>Raising environmental awareness among employees</b>				
	<ul style="list-style-type: none"> <li>- Hold an explanatory meeting on waste sorting, reduction of waste generation, and recycling of food waste</li> <li>- Distribute reference materials on energy conservation six times a year to stores to boost employee awareness on the matter</li> </ul>	<ul style="list-style-type: none"> <li>- Held an explanatory meeting (workshop) on waste sorting, reduction, and recycling at stores in cooperation with a waste management company</li> <li>- Distributed reference materials on energy conservation for four times a year to stores, thereby increasing all employees' awareness of the matter</li> </ul>	△	<ul style="list-style-type: none"> <li>- Take advantage of environmental awareness month to raise employees' environmental consciousness and work with local municipalities on awareness-raising initiatives</li> <li>- Distribute the reference materials for six times a year to stores</li> </ul>

### Environmental Data

Challenges	Unit	FY2010	FY2011	FY2012
CO <sub>2</sub> emissions*1	t-CO <sub>2</sub>	93,274	83,147	96,117*2
CO <sub>2</sub> emissions from store operations	t-CO <sub>2</sub>	91,225	80,927	93,811*2
CO <sub>2</sub> emissions by delivery vehicles*3	t-CO <sub>2</sub>	1,904	2,091	2,155*2
Electricity consumption in store operations	GWh	172	156	152*2
Water consumption in store operations	1,000 m <sup>3</sup>	2,403	2,272	2,141*2
Waste disposal (recycling rate)	t (%)	13,103 (24.7)	10,557 (25.6)	10,183 (25.8)
Food waste recycling rate	%	30.7	33.0	40.5

\*1 CO<sub>2</sub> emissions stemming from the use of energy in store operations (Seven & i Food Systems) and in headquarters operations and by delivery vehicles (Denny's only).

\*2 The period of the calculations was April to March. \*3 The values are for Denny's only.

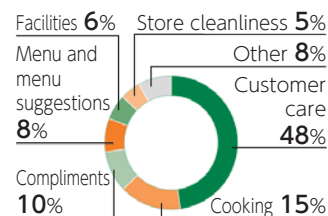
CO<sub>2</sub> emissions were calculated according to the Seven & i Holdings Group-Wide CO<sub>2</sub> Emissions Calculation Manual. CO<sub>2</sub> emissions for FY2012 were calculated in accordance with the manual revised in March 2013.

## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

The number of contacts received in FY2012 declined by 9.8% year on year to total 6,554. We will continue to get the fundamentals straight via OJT at stores, as well as employee education and training, in order to enhance customer satisfaction and cut customer complaints by half while doubling compliments.

Description of contacts received by Customer Response Service by topic (FY2012)  
Contacts received: 6,554 (90.2% of the previous fiscal year's level)



## FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>- Obtain consent to our terms and conditions regarding all food materials</li> <li>- Have staff in charge observe plants and confirm that quality is being managed pursuant to standards</li> <li>- Observation of plants: about 400 times</li> </ul>	<ul style="list-style-type: none"> <li>- Confirmed that requirements of terms and conditions were complied with</li> <li>- Observed plant operations about 400 times in total</li> </ul>	○	<ul style="list-style-type: none"> <li>- Confirm that requirements of terms and conditions are complied with</li> <li>- Observation of plants: about 500 times</li> </ul>
Assuring appropriate information provision				
	<ul style="list-style-type: none"> <li>- Continue a search service on the usage of allergenic substances</li> </ul>	<ul style="list-style-type: none"> <li>- Maintained a service on the mobile phone website for searching allergenic substances used. The information can be accessed by scanning the QR codes printed on menus. The system displays menu items that do not use the allergenic substances selected from the list.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue a search service on the usage of allergenic substances</li> </ul>
Responding sincerely to customer opinions (organization)				
	<ul style="list-style-type: none"> <li>- Establish Operation Support Division Customer Satisfaction (CS) for sorting out customers' opinions and results of store monitor surveys and disseminating information in an appropriate manner, thereby improving customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>- Complaints decreased a mere 4% and compliments increased 7% although our targets were set for a 50% reduction in complaints and a two-fold increase in compliments. Still significant headway was made in the second fiscal half.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Conduct trend analysis on complaints received as well as monitor surveys, and share findings throughout the company to improve the situation. Reduce complaints by half and double compliments.</li> </ul>

## Coexisting with Local Communities

## FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting young parents and the elderly				
	<ul style="list-style-type: none"> <li>- Review work experience program and reference materials to be distributed</li> </ul>	<ul style="list-style-type: none"> <li>- Reviewed work experience program and accepted 250 children at 135 store locations</li> </ul>	○	<ul style="list-style-type: none"> <li>- Convey significance of work experience program and improve the quality of stores that accept children</li> </ul>
Assisting in local community revitalization				
	<ul style="list-style-type: none"> <li>- Continue developing and selling menus using local products for the promotion of local consumption of locally produced products</li> <li>- Give support for the succession of local food culture through support to childcare and other activities</li> <li>- Develop menus that help promote health and beauty</li> </ul>	<ul style="list-style-type: none"> <li>- Used and sold products made with locally produced food ingredients at a three-star restaurant in Nagano Prefecture</li> <li>- Offered discount services in coordination with childcare support programs implemented by local municipalities in 10 of the 16 prefectures where Denny's operates. Two prefectures newly joined the program in FY2012.</li> <li>- Added health food pages to the main menu and included menu items that help promote health and beauty</li> </ul>	○	<ul style="list-style-type: none"> <li>- Continue developing and selling menus using local products for the promotion of local consumption of locally produced products</li> <li>- Continue to assist with community revitalization based on careful consideration when requested by local municipalities</li> <li>- Develop and continue offering menu items that help promote health and beauty</li> </ul>
Providing support in times of disaster				
	<ul style="list-style-type: none"> <li>- Send store employees to training seminars held by local governments to foster information sharing</li> </ul>	<ul style="list-style-type: none"> <li>- Failed to continue</li> </ul>	×	<ul style="list-style-type: none"> <li>- Actively consider opportunities to provide shelter for local residents in the event of a disaster when requested by municipalities where we operate</li> </ul>

## Creating Fulfilling Workplaces

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
<b>Supporting development of employee abilities</b>				
	- Utilize the personnel records in which the items for business operations are clearly shown, thereby improving the level of business operations	- Use of personnel records varied from one store to another. It helped assess progress made by new employees in their assigned duties.	○	- Utilize the communication records along with the personnel records to further improve operational efficiency.
<b>Assuring fair assessment and treatment of employees</b>				
	- Have the targeted employees carry out the self-check evaluation and treat them according to the results	- Employ three-sheet carbon paper for an evaluation form to conduct self-check interviews with all employees and ensure feedback on the evaluation	△	- Revise the self-check period and interview dates to ensure fair evaluations
<b>Achieving a work-life balance</b>				
	- Review the job details by job type to increase the work efficiency and ensure that no employees will work longer than the limit	- Did not revise the job details. Made a slight cutback to working hours of employees who usually work many hours after consulting with them individually.	○	- Ensure achieving three work goals of the Group
<b>Making use of diverse human resources</b>				
	- Proactively promote part-timers to full-time employees	- 46 employees switched their working categories from a Unit employee to a National employee	△	- Hire employees at a higher hourly wage on the condition that they will switch employee categories or become full-timers, and organize contractual employees
<b>Assuring consideration for worker health and safety</b>				
	- Enhance the system to have employees on leave take interviews with industrial physicians and support them in returning to work - Decrease the number of industrial accidents through risk assessments	- Had employees on leave and employees who work long hours see an industrial physician - Industrial accidents declined slightly. Risk assessment was conducted only for trial stores.	○	- Enhance follow-up of employees who have work-related problems (have not taken leave, work long hours). Encourage employees who work the late-night shift to get a physical exam.

## Personnel Data

Breakdown of number of employees (as of the end of February 2013)	
Full-time employees	1,253
Male	1,093
Female	160
Part-time staff*1	10,130
Employees (full-time employees + part-time staff)	11,383
New graduate employees hired (males, females)	15 (Males 1, Females 14)
Mid-career employees hired (males, females)	46 (Males 36, Females 10)
Re-employment (males, females)	16 (Males 16, Females 0)

	FY2010	FY2011	FY2012
Average length of service (full-time employees)	13 years 6 months	14 years 2 months	14 years 3 months
Number of childcare leave recipients (males and part-time staff)	46 (1, 30)	67 (0, 53)	39 (0, 32)
Number of nursing leave recipients (males and part-time staff)	0	0	0
Number of volunteer leave recipients	0	0	0
Percentage of women in management positions*2	21.7%	28.8%	31.9%
Percentage of employees with disabilities*3	1.87%	1.89%	2.05%
Percentage of paid holidays taken by full-time employees*4	7.0%	9.8%	10.8%
Frequency rate of industrial accidents	1.22	1.28	1.41
Severity rate of industrial accidents	0.03	0.02	0.03

\*1 Monthly average number, with 8 hours/day counted as one employee

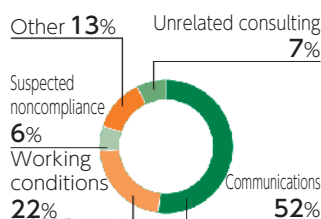
\*2 Excluding executive officers

\*3 The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems. \*4 Holidays remaining from the preceding fiscal year are not included.

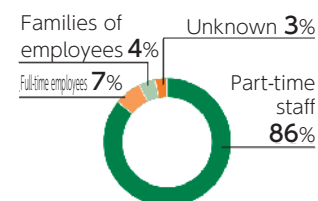
## Data for Consultation Services for Employees

The number of contacts increased to 119 (up 32% year on year) due partly to our efforts to get everyone on the same page with the Action Guidelines, which were revised in FY2012. We provided our store managers in the Restaurant Business Division with awareness education during CSR training in FY2012 in order to increase employees' compliance awareness. In FY2013, we will provide awareness education to store managers across all business divisions.

Description of contacts received by Internal Consultation Service by topic (FY2012)  
Contacts received: 119 (132.2% of the previous fiscal year's level)



By user category



# Seven Bank, Ltd.

Number of ATMs installed as of the end of FY2012: 18,123  
 Website: <http://www.sevenbank.co.jp/corp/csr/> (in Japanese)

## Reducing the Environmental Impact

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
<b>Improving energy efficiency and introducing renewable energy</b>				
	<ul style="list-style-type: none"> <li>- Devise measures to reduce the use of electricity at offices by introducing complex machines which incorporate a printer, a fax machine and a copier, and updating the in-house OA systems</li> <li>- Replace about 4,900 ATMs with third-generation machines and complete the replacement of 7,800 machines (about 45% of the total) by the end of FY2012</li> <li>- Implement power-saving measures voluntarily and in response to requests from society</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced electricity consumption from 1,204,000 kwh in FY2011 to 1,182,000 kwh in FY2012</li> <li>- Replaced 7,797 ATMs with third-generation machines as of the end of FY2012</li> <li>- Implemented power-saving measures for second-generation ATMs (decreasing the second display brightness and making the ATMs switch to the energy-saving mode faster) from mid-June to September and from mid-December to March</li> </ul>	○	<ul style="list-style-type: none"> <li>- Promote a paperless office by introducing image workflow (an electronic decision-making process) to the internal office automation systems</li> <li>- Replace about 5,000 ATMs with third-generation machines that cut electricity consumption by about half compared with conventional ATMs, bringing the total number of third-generation ATMs up to 13,000 by the end of FY2013</li> </ul>
<b>Reducing waste and developing a recycling-oriented society</b>				
	<ul style="list-style-type: none"> <li>- Formulate the guidelines for green purchasing and procurement</li> </ul>	<ul style="list-style-type: none"> <li>- Formulate the guidelines for green purchasing and procurement</li> </ul>	△	<ul style="list-style-type: none"> <li>- Continue discussions aimed at developing green procurement guidelines</li> </ul>
<b>Offering eco-friendly products</b>				
	<ul style="list-style-type: none"> <li>- Replace ATMs with third-generation machines</li> <li>- Target ratio of the third-generation ATMs to the total: about 45%</li> </ul>	<ul style="list-style-type: none"> <li>- Third-generation ATMs accounted for 45% of the total.</li> </ul>	○	<ul style="list-style-type: none"> <li>- Target ratio of the third generation ATMs to the total: 67%</li> </ul>
<b>Raising environmental awareness among employees</b>				
	<ul style="list-style-type: none"> <li>- Actively participate in Seven &amp; i Holdings' environmental volunteer activities</li> <li>- Conduct environmental volunteer activities under Seven Bank's own programs</li> </ul>	<ul style="list-style-type: none"> <li>- A total of 34 employees participated in three programs.</li> <li>- Bonolon's Forest Environmental Activity was conducted with 33 participants</li> </ul>	○	<ul style="list-style-type: none"> <li>- Actively participate in Seven &amp; i Holdings' environmental volunteer activities</li> <li>- Increase the number of participants in environmental volunteer activities under Seven Bank's own programs</li> </ul>

## Environmental Data

Challenges	Unit	FY2010	FY2011	FY2012
Volume of paper ordered for office automation equipment	1,000 sheets	7,152	6,898	7,565
Electricity used at the offices	MWh	1,501	1,204	1,182

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

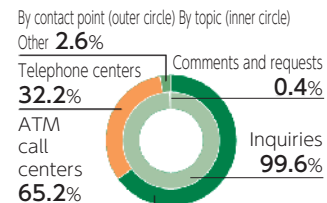


## Providing Safe, Reliable Products and Services

### Data for Customer Response Services

The Customer Service Department of Seven Bank strives to heighten customer satisfaction through the improvement of customer response and service, under the slogan "Best for You (doing our best for customers)." It compiles some 630,000 customer suggestions and comments that are filed each year, and shares them with relevant divisions and partner companies. The customer center for overseas money transfers was opened in February 2013, providing customer services in nine languages.

Description of contacts received by Customer Response Service by topic (FY2012)  
Contacts received: 629,908



\* The method of aggregation has changed since FY2011.

### FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Ensuring the quality and safety of products and services				
	- Conduct comprehensive drills and seminars that take into account the new scenarios added to the business continuity management (BCM) and business continuity plan (BCP), which were formulated after the Great East Japan Earthquake	- Conducted intensive BCM/BCP training for the president, managers and personnel in relevant departments - Conducted additional drills, including the setting up of an emergency response headquarters using wireless communication systems - Reviewed the safety confirmation system and conducted drills	○	- Strengthen the BCPs for mission critical operations - Start developing BCPs for non-mission critical operations - Develop a capability to ensure employee safety and stable business continuity
Making stores and facilities more customer-friendly and reliable				
	- Develop a user-friendly interface for ATM display	- Reviewed and made arrangements to make ATM screens user friendly and receipts readily understood	○	- Overhaul ATM screens - Display overseas money transfer screen in multiple languages
Responding sincerely to customer opinions (organization)				
	- Study indexes aiming at even further improvement of customer satisfaction (CS)	- Relevant departments met three times to discuss the matter	○	- Continue to look into specific ways to quantify the CS index

## Coexisting with Local Communities

### FY2012 Targets/Results and FY2013 Targets

○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
Supporting young parents and the elderly				
	- Hold story hours featuring "Bonolon, Warrior of the Forest" at local children's centers, etc. - Continue donating picture books to children's facilities in a number commensurate with the number of Bonolon Cash Cards issued - Make examinations to give support to the recovery of children's centers in the disaster-affected areas	- Held story hours at children's centers - Issued 13,579 Bonolon Cash Cards and donated a corresponding number of picture books to children's centers - Conducted click fundraising in support of the Arahama Children's Center in Watari-cho, Miyagi Prefecture (raising 359,126 yen in total)	○	- Promote story-telling activities via the sponsorship for "Bonolon, Warrior of the Forest" - Continue the donation of picture books - Build stronger ties with children's centers
Assisting in local community revitalization				
	- Make examinations for the introduction of a volunteer leave system	- Introduced the volunteer leave system in FY2013	○	- Promote employee participation in community volunteer opportunities
Implementing crime prevention measures for local communities				
	- Implement measures against financial crimes promptly, and collect information about new types of crimes	- Cases of cooperation with the police: 61,818 - Reported individual cases, cooperated with the police, and implemented countermeasures in cooperation with the police, etc.	○	- Respond to financial crimes promptly - Cooperate with the police, implement countermeasures, and gather information about new types of crimes

## Creating Fulfilling Workplaces

**FY2012 Targets/Results and FY2013 Targets** ○: Target achieved △: Target nearly achieved ×: Fell significantly short of target

Challenges	FY2012 Targets and Plans	FY2012 Results and Outcomes	Evaluation	FY2013 Targets
<b>Supporting development of employee abilities</b>				
	- Continue to provide training to build staff skills for communicating in foreign languages	- 20 employees took correspondence English classes, 13 took TOEIC examination, 2 employees assigned to work overseas took private lessons, and more employees received training	○	- Enhance support for language learning - Conduct training for female managers
<b>Achieving a work-life balance</b>				
	- Enhance the childcare leave system	- Allowed employees to take paid childcare leave for up to five days - Implemented work-life balance promotion measures including cross-industry gatherings for working mothers	○	- Continue to promote work-life balance by using the daylight saving time system and encouraging employees to leave the office on time
<b>Making use of diverse human resources</b>				
	- Continue implementing measures to maintain the percentage of employees with disabilities	- Percentage of employees with disabilities: 2.29% as of the end of March 2013 - Conducted nursing care training	○	- Continue implementing measures to maintain the percentage of employees with disabilities required by law - Continue nursing care training
<b>Assuring consideration for worker health and safety</b>				
	- Ensure that employees will take consecutive leave - Devise measures to ensure that employees will leave the office on time at least during the targeted week and verify the results	- Percentage of employees who took consecutive leave: 94.9%, Percentage of paid leave taken: 82.6% - Dedicated three separate weeks to encouraging employees to leave the office on time in FY2012; reduced overtime hours	○	- Continue to ensure that employees take consecutive leave - Devise measures to ensure that employees will leave the office on time at least during the targeted week

## Personnel Data

Breakdown of number of employees (as of March 31, 2013)	
Full-time employees*	453
Male	309
Female	144
Part-time staff*2	103
Employees (full-time employees + part-time staff)	556
New graduate employees hired (males, females)	5 (Males 4, Females 1)
Mid-career employees hired	16
Re-employment	36

	FY2010	FY2011	FY2012
Average length of service (full-time employees)*3	4 years 6 months	5 years 3 months	5 years 7 months
Number of childcare leave recipients (males and part-time staff)	6 (0, 0)	4 (0, 0)	10 (2, 0)
Number of nursing leave recipients (males and part-time staff)	1 (1, 0)	0 (0, 0)	4 (3, 1)
Number of volunteer leave recipients	No system	No system	No system
Percentage of women in management positions*4	7.3%	8.3%	8.0%
Percentage of employees with disabilities	1.97%	2.06%	2.29%
Percentage of paid holidays taken by full-time employees*5	81.8%	75.8%	82.6%
Frequency rate of industrial accidents	0.00	0.00	0.00
Severity rate of industrial accidents	0.00	0.00	0.00

\*1 Data includes contractual employees and temporary employees. \*2 Monthly average number, with 8 hours/day counted as one employee \*3 The company was founded in 2001. \*4 Excluding executive officers \*5 Remaining holidays from the preceding fiscal year are not included.

## Ensuring Compliance throughout the Organization

Seven Bank believes compliance with laws and social norms is a prerequisite for gaining the trust of its stakeholders, so it gives this matter a top business priority. It has established a system to ensure compliance and developed corporate-wide as well as departmental compliance programs that specify tasks, policies, plans, and implementation schedules.



### Compliance Standards Card

Pocket-size cards containing our management philosophy and compliance standards are provided to all employees. Employees always carry the cards with them for easy reference.



### Compliance Guidelines File

Compliance rules are put together in a file and kept by each employee. Using this file, employees read out the compliance rules during a morning assembly as a way to raise their compliance awareness.



### Brochure on the use of the "Internal Consultation Services"

All employees are provided with a handy brochure that introduces where and how they can get advice about compliance issues as well as rules for using the services.